



## **Europass Curriculum Vitae**

### **Personal information**

First name(s) / Surname(s) **Marco Delpero**

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Milano

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Nationality Italian

### **Work experience**

Dates	2022
Occupation or position held	Deputy Director – Infrastructure Directorate
Main activities and responsibilities	Coordinator for gas sector Coordinator for tariff methodological issues Tariff and quality regulation. Preparing consultation papers, participating to focus groups and seminars with regulated companies and consumers. Cost analysis. Tariff setting. Preparing final decision. In Participation as speaker to seminar on gas and electricity distribution tariffs. In particular, coordination of the activities related to the setting of the allowed rate of return for the period 2022-2027 for the gas and electricity infrastructure services
Name and address of employer	Autorità di Regolazione per Reti Energia e Ambiente – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity and gas distribution; Accounting; Tariff setting; Preparation of documents and reports; Staff coordination; Cost allocation methodology
Dates	2018-2022
Occupation or position held	Deputy Director – Infrastructure Directorate
Main activities and responsibilities	Coordinator for gas sector Coordinator for tariff methodological issues ad interim Head of local gas infrastructure unit Tariff and quality regulation. Preparing consultation papers, participating to focus groups and seminars with regulated companies and consumers. Cost analysis. Tariff setting. Preparing final decision. Participation as speaker to seminar on gas and electricity distribution tariffs
Name and address of employer	Autorità di Regolazione per Reti Energia e Ambiente – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity and gas distribution; Accounting; Tariff setting; Preparation of documents and reports; Staff coordination; Cost allocation methodology
Dates	2017-2018
Occupation or position held	Deputy Director – Infrastructure Directorate
Main activities and responsibilities	Coordinator for gas sector Coordinator for tariff methodological issues ad interim Head of local gas infrastructure unit ad interim Head of national gas infrastructure unit Tariff and quality regulation. Preparing consultation papers, participating to focus groups and seminars with regulated companies and consumers. Cost analysis. Tariff setting. Preparing final decision. Participation as speaker to seminar on gas and electricity distribution tariffs
Dates	2013-2017
Occupation or position held	Deputy Director – Infrastructure Directorate Head of gas distribution unit
Main activities and responsibilities	Tariff regulation. Preparing consultation papers, participating to focus groups and seminars with regulated companies and consumers. Cost analysis. Tariff setting. Preparing final decision. Participation as speaker to seminar on gas and electricity distribution tariffs
Dates	2008-2012
Occupation or position held	Head of gas and electricity distribution unit
Main activities and responsibilities	Tariff regulation. Preparing consultation papers, participating to focus groups and seminars with regulated companies and consumers. Cost analysis. Tariff setting. Preparing final decision. Participation as speaker to seminar on gas and electricity distribution tariffs
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity and gas distribution; Accounting; Tariff setting; Preparation of documents and reports; Staff coordination; Cost allocation methodology

Dates	2007
Occupation or position held	Officer – Tariff Directorate
Main activities and responsibilities	Regulating small isolated island. Cooperation with the staff working for the design of the third electricity distribution and transmission regulatory period. Analysis of incentive scheme for nuclear decommissioning. Tariff setting for the third regulatory period.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity and gas distribution; Economics of nuclear decommissioning; Accounting; Tariff setting; Preparation of documents and reports
Name and type of organisation providing education and training	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Dates	2004 – 2007
Occupation or position held	Head of commercial operations department
Main activities and responsibilities	Managing commercial operations, billing, meter reading, regulatory affairs and general manager assistance. Functional project manager in a project to implement a new billing system. Participating to seminars and meetings. Public relations with foreign delegations
Name and address of employer	Deval Spa – Aosta, Via Festaz, 42
Type of business or sector	Electricity distribution
Principal subjects/occupational skills covered	Commercial Operations; Billing and metering; Applied economics of electricity distribution; Regulatory affairs; Managing staff; Functional project management
Dates	2002-2004
Occupation or position held	Head of Electricity Tariff Unit
Main activities and responsibilities	Designing the rules for the second regulatory period (2004-2007) of electricity transmission and distribution tariffs. Cost analysis. Tariff setting. Preparation of consultation papers and redaction of final decision. Staff coordination.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory Authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity networks; Accounting; Tariff setting; Preparation of documents and reports; cost allocation methodology
Dates	1999-2002
Occupation or position held	Officer in the Electricity Directorate
Main activities and responsibilities	Working for the design and implementation of the first regulatory period (2000-2004) of electricity and distribution tariffs; tariff regulation of electricity distribution in small isolated islands; implementation of unbundling rules. Cost and financial analysis.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory Authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity networks; Accounting; Tariff setting; Preparation of documents and reports; cost allocation methodology
Dates	1998-1999
Occupation or position held	Officer in the Electricity Markets Directorate
Main activities and responsibilities	Preparing activity unbundling directive; tariff regulation of electricity distribution in small isolated islands; stranded costs evaluation.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory Authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity networks; Accounting; Tariff setting; Preparation of documents and reports; Stranded cost evaluation

Dates	1998
Occupation or position held	Head of cost controlling department
Main activities and responsibilities	Managing budgeting, cost controlling and strategic planning. Regulatory affairs. Public relations with foreign delegations.
Name and address of employer	Azienda energetica municipale , Torino, Via Bertola, 48
Type of business or sector	Electricity production, transmission and distribution. District heating.
Principal subjects/occupational skills covered	Cost controlling; budgeting; economics of production and distribution of electricity and district heating; regulatory affairs; accounting; managing staff preparation of reports; cost allocation methodology
Dates	1993-1998
Occupation or position held	Head of Internal Auditing department
Main activities and responsibilities	Responsible for the project to implement and develop internal auditing in the company. Managing internal audits. Regulatory affairs. Public relations with foreign delegations.
Name and address of employer	Azienda energetica municipale , Torino, Via Bertola, 48
Type of business or sector	Electricity production, transmission and distribution. District heating.
Principal subjects/occupational skills covered	Internal auditing; accounting; economics of production and distribution of electricity and district heating; regulatory affairs; managing staff; preparation of reports;
Dates	1991-1993
Occupation or position held	Assistant
Main activities and responsibilities	Studies on electricity tariff and on electricity market design; cost analysis of CHP; consultancies for associated companies on questions related to electricity tariffs, financial and accounting matters; electricity distribution cost analysis. Public relations with foreign delegations.
Name and address of employer	Federelettrica – Roma, Via Cola di Rienzo, 80
Type of business or sector	Local electricity producers and distributors association.
Principal subjects/occupational skills covered	Electricity Tariffs; economics of electricity production and distribution; accounting; regulatory affairs
Dates	1989-1991
Occupation or position held	Assistant in the Coordination Unit of Finance and Billing Directorate
Main activities and responsibilities	Statistical reports. Financial analysis of investments; cost accounting analysis.
Name and address of employer	Azienda energetica municipale , Torino, Via Bertola, 48
Type of business or sector	Electricity production, transmission and distribution. District heating.
Principal subjects/occupational skills covered	Finance, accounting; tariffs; economics of electricity distribution and production; DCF models
Dates	1984-1989
Occupation or position held	Accountant at the Electricity Billing Department
Main activities and responsibilities	Customer accounting and billing
Name and address of employer	Azienda energetica municipale , Torino, Via Bertola, 48
Type of business or sector	Electricity production, transmission and distribution.
Principal subjects/occupational skills covered	Billing and commercial operations

## Education and training

Dates	1989
Title of qualification awarded	Laurea in economia e commercio
Principal subjects/occupational skills covered	Economics; Accounting; Finance; Cost controlling; Law
Name and type of organisation providing education and training	Università di Torino

Self-assessment  
European level (\*)

Understanding		Speaking		Writing			
Listening		Reading		Spoken interaction		Spoken production	
Italian	C2	C2	C2	C2	C2	C2	C2
English	C1	C2	C1	C1	C1	C1	C1
German	C1	C2	C1	C1	C1	C1	C1
French	C1	C2	B2	B2	B2	B2	B2
Russian	A2	A2	A2	A2	A2	A2	A2

(\*) Common European Framework of Reference for Languages

Social skills and competences

Good capability to establish friendly reserved relationship with people

Organisational skills and competences

Good capability to coordinate staff

Technical skills and competences

Good analysis and synthesis capability; Problem solving approach; Orientation to objective; Ability to present written and spoken reports; Tariff setting; Gas distribution regulation, Electricity distribution and transmission regulation; Implementation of unbundling rules; Stranded costs evaluation; Cost controlling; Internal Auditing; Project management; Financial Analysis.

Computer skills and competences

Ordinary word, excel and power point use  
Basic understanding of data base organisation

Honour and awards

Knight of the order of merit of the Italian Republic

**Additional information**

2014 – Member of ACER Gas Infrastructure Task Force  
2004 – Short term expert for electricity tariffs and unbundling by the Twinning project in Lithuania  
2003 – Member of the Electricity Tariff Harmonisation Task Force – Council of European Energy Regulators;  
2003 – Member of the Working Group – International Price Comparisons – Council of European Energy Regulators;  
2002 – Co-author with P. Berra of a paper on Electricity tariff regulation in Italy presented at the Kingston University in September 2002;  
2002 – Visiting Lecturer at the Master della concorrenza e della regolazione delle Public Utilities – Università degli Studi di Roma (Tor Vergata)  
2002 – Member of the G Harmonisation Working Group – Council of European Energy Regulators;  
1997-1998 – President of the Electricity Tariff Working Group – CEDEC (European confederation of local energy distribution companies) – co-author of the final paper – F. Boschi, L. Catutelle, G. De Block, M. Delpero, W. Ohlms, D. Ponce, N. Silvestro, K. Zimmermann “Market Models and transmission grid access”, CEDEC Bruxelles October 1998  
1990-1997 – Member of the Electricity Tariff Working Group – CEDEC - Co-author of the final reports presented in year 1990 - Aachen, 1992 – Paris, 1994 - Bruxelles  
1993-1997 – Member of different Federellettrica working groups on electricity tariffs; co-author of a report on quality of services issues presented in 1993 at the Annual Congress of the Italian Electric Association