

Lewis K. Hashimoto
136 S. Arroyo Blvd., Pasadena, CA 91105
(626) 793-4922
arroyosecoconsulting@gmail.com

Experience

2005 – Now **Arroyo Seco Consulting.** Principal. Provide consulting services to private investors and firms, provide Independent Evaluator services to utilities:

- Counseling a consortium of private investors in assessing the competitiveness of a greenfield coal-fired power plant in Gujarat, India
- Advising a private equity firm on the economics of new coal-fired generation at an injection point in the western PJM interconnection
- Identifying acquisition targets in natural gas transmission and storage in eastern Europe and north America for private investors
- Assessing distressed debt valuations of U.S. merchant generators and solar generation businesses for private investors
- Providing litigation support on the state of regional electric power markets and generating plant valuations
- Serving as Independent Evaluator for utility competitive solicitations of renewable energy, bilateral contracts for renewable energy, gas storage, gas supply, demand response, and turnkey contracts for fuel cells:
 - Monitor competitive electric procurement processes within utilities
 - Provide independent opinions to the regulator and key stakeholder groups on the fairness with which solicitations are conducted and power purchase agreements are negotiated
 - Perform independent valuations of proposed renewable power contracts and turnkey utility-owned generation projects in order to assess the reasonableness of the ratepayer cost of new generation

2000 - 2005 **Edison Mission Energy.** Vice President, Irvine, CA. Responsible for market analytics for valuing new build and acquisition opportunities for power plants. Provided commercial strategy, market economics, and competitive intelligence leadership from corporate center to worldwide power business regional companies. Led projects for asset restructuring, new project economics, commercial business systems, and siting decisions.

- Provided electric market price analytics in support of construction and commissioning of the Sunrise Power Plant in central California
- Led corporate center staff oversight of market-based valuation of potential acquisitions in Europe, Australia, and the U.S.
- Managed electric market analytics for new generation development efforts elsewhere in California, PJM, New York, Midwest ISO, Australia, and New Zealand
- Provided testimony before a California State Senate committee on the electric power crisis

- 1996 - 2000 **Edison International.** Director of Business Development, Rosemead, CA. #2 corporate strategy officer, responsible for growth and diversification strategy, merger and acquisition strategy for a major diversified energy company. Led market analytics team in valuation of multi-billion-dollar purchases of merchant power. Led strategy projects for growth initiatives including a venture capital consortium, unregulated electricity retailing, energy services, and strategic alliances. Managed a comprehensive review of business-unit strategy for a utility serving 4.2 million customers. Responsibilities included:
- Led a team to provide proprietary long-term price outlooks for electric power in the PJM interconnect and New York ISO in order to value successful acquisitions of coal-fired generation
 - Managed the effort to build and staff a market monitoring and analysis group within Southern California Edison
 - Served on corporate risk management committee overseeing power contracting and hedging activities in utility and non-utility subsidiaries
 - Provided analytic support for corporate merger and acquisition projects in the western and southern U.S.
 - Oversaw development of diversification strategies in non-utility sectors
 - Managed venture funding process for growth opportunities, including energy storage (hydroelectric, flywheel) proposals
- 1985 - 1996 **McKinsey and Company, Inc.** Senior energy practice consultant, Los Angeles, CA. Assisted senior managements of leading companies to transform their organizations and improve performance and profitability. Managed teams of client managers to diagnose problems/opportunities, plan improvements, build skills, and implement change. Led major strategy and change efforts in Fortune 100 companies, including
- Advising senior managements of electric utilities on business strategy, operations improvement, and organization change. Led plant-level cost and performance improvement efforts in hydroelectric, gas-fired, coal-fired generation resulting in tens of millions of dollars of annual savings.
 - Developing market bidding strategies and bidding tools for energy and ancillary services markets in the U.K.
 - Managing projects to evaluate mergers and acquisitions in the electric and natural gas utility, financial services, computer software, and telecommunications industries
 - Leading post-merger integration efforts in the aerospace industry
 - Developing business-unit strategies for consumer products companies, computer manufacturers, retail banks and savings & loans associations, health insurers and multi-hospital chains
 - Advising clients on strategies to prepare for electric power deregulation in Australia and Ireland; advising the Australian electric supply industry reform unit about likely outcomes for wholesale deregulation of the power generation sector.

- Lead author of a paper published in the Electricity Journal on generation strategy in deregulating power markets

1981 - 1983 **James M. Montgomery, Consulting Engineers.** Senior engineer, Pasadena, CA. Managed engineering projects for industrial, federal, and municipal clients.

Education

Stanford University. M.B.A in Business Administration; M.A in Food Research Institute (applied economics). Henry Ford II Scholar (ranked first in business school class of 312). President, U.S.-Japan Business Students Association, Asia Forum.

Harvard University. Ph.D., S.M. (Engineering). Dissertation on microbial kinetics of oceanic nitrifying bacteria and their contribution to the natural greenhouse gas cycle

California Institute of Technology. B.S. (Environmental Engineering Science). Graduated first in class of 179