

HENRY DELGADO

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Finance, Operations and Value Strategist | Management Consulting
Multicultural & Multilingual (Spanish, English, Portuguese) / 20+ years' experience
Proven visionary and consultative approach / Ultimate Project Manager asset.

PROFILE

Accomplished professional and business growth partner with a focus on corporate Finance, FP&A and Strategy. Project Management expert. Proficient at integrated assets / portfolio planning aimed at shareholder value optimization. Master Specialty in helping multinational corporations to establish end to end predictive forecasting models.

KEY STRENGTHS

Portfolio & Asset Management / Value Management / Finance/Economic Modeling	Business & Strategy Planning / SWOT Actionable Analysis / Professional PMO	Talent Develop and Coaching / AI Projects Fluent / Risk Management / Operations Consulting	Supply Chain Optimization Strategic CI and Dashboarding / Cost rationalization
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IMMEDIATE VALUE-ADDED POTENTIAL

Strategy/Performance Management	Project Management	Operational Excellence
Performance Visualization Tools mastery. Proficiency in Strategy, Long-term planning, Portfolio management, and Capex allocation	Immediate project execution improvement via focus, discipline, and coordination. Results visibility, and accountability management (Cost, time, and quality management)	Operational processes streamliner across industries / asset lifecycles. Bias to continuous improvement and efficiency by effective accountability management and relevant benchmarking

CAREER EXPERIENCE, ACHIEVEMENTS AND CONTRIBUTIONS

Deloitte Consulting | Houston, TX | June-2021 to April-2026 – Finance & Enterprise Performance Master Specialist

- **AIG – Fin Data and Analytics Advisor** (Dimensions: 22+k People / \$ 40+ Bln Market Cap / \$ 27+ Bln Rev / 70 Countries) - Rationalized 70% of Global Controllers reporting needs to 150 Reports and standardized around data sources prior to S/4 migration
- **Ford Motors – FP&A Lead** (Dimensions: 170+k People / \$ 55+ Bln Market Cap / Rev, \$ 185 Bln / 125 Countries) – FP&A Road Map to modernize and optimize FP&A function by implementing Integrated Planning Platform and Approach
- **Weir Group Activity Analysis** (Dimensions: 12000 People / \$ 12.8 Bln Market Cap / 60 Countries) –Finance Global Service Center review to streamline Processes/Activities– Taxonomy Alignment and Communications Lead Spanish and Portuguese
- **Special Automotive Sector Assignment** – Cross Sector pollination program of Strategy and FP&A – Supporting US National Automotive CEO – Total Scope Revenues ~ \$ 450 mln\$
- **Project: XOM Polaris:** 1) S/4– Upstream Track PMO on Design to Test Global S/4 transformation for PSA, PRA and JVA Workstreams / 2) Planning & Performance: Plan to Perform role - Key processes mapping and KPI advisor, liaison with SAP Project to ensure data lineage between ERP and EBP (Dimensions: ~ \$ 400+ Bln revenue/~ 65 k employees)
- **Project: Santos O&G – PRA Implementation** (Dimensions: ~ \$ 8+ Bln revenue/~ 2.5 k employees) – PMO role in Alaska Assets implementation (US & India Team) - Key milestones tracking, Weekly PSRs, Risk, Opportunities and Communications.
- **Project: MOTIVA –INFOR to SAP Transfer – Functional Transition Specialist** (Dimensions: ~ \$ 2 Bln Assets) – FI Lead role - Key processes mapping, functional guide for Configurations, Test and Defects resolution lead
- **Project: OXY–Hyperion to One-Stream Implementation – Functional Design Specialist** (Dimensions: ~ \$ 3Bln Capex/yr.) - Functional lead role in - forecast logic for all business elements and Dashboard design – Scope Upstream, Downstream and Chemicals – Global (~ Ref. dimension ~ \$ 3Bln Capex/yr.)
- **Project: Thermofisher – Global Legal Service COE Model implementation – PMO Role** – (Dimensions: 12 Workstreams / 45 Key stakeholders / \$ 2.5 MM Investment / \$8 MM NPV) - Lead PMO role in charge of Project execution tracking, Proactive risk/opportunities management and Benefits/value reporting
- **Project: BHP -Petroleum – Anaplan implementation – Planning & Strategy streamlining** (6 Countries – 8 Models - ~ \$5 Bln Capex/yr.) - Led functional design on an implementation to centralize, streamline, and automate the end-to-end Strategy to Plan, Forecast and Performance track of the O&G business to move it from hindsight to foresight focus

Audere Partners | Wilmington, NC | Jun/2018 – Aug/2020 – Project Manager

Project: Elementis Chromium Chemicals Operational excellence - Generated savings: \$ 1.5 mln/yr.

Designed, Installed, and coached Daily/Weekly Operations Performance Management System and Tools to gain visibility, foster raw materials and energy efficiencies. Created Asset utilization model to optimize OEE and Energy intensity.

Project: Drilling Optimization / Management System – Endeavor ER - Generated savings: \$ 20 mln/yr. (10 to 9 Rigs)

Designed / Implemented a Drilling function Loop Management System from planning to reporting, including Forecast, execution, and short interval controls. Scoped processes redesign, management tools and behavioral coaching.

Shell Oil Products | Houston, TX | Dec/2015 – May/2018

Trinidad & Tobago Finance Special Project – Successful Roadmap for Finance Reorganization - Special Project: Multi-Venture Structure set up, Projects WBS, JV Cash Call and License Management Process, Management Information and LE platform, as well as outsourcing to Finance Center Overseas the daily transactional burden.

Latam MD Premiums Marketing Manager - Gained extra 3% Premium sales share equivalent to ~ \$ 7 mln Gross Margin - Strategic Premium Lubes mix upgrade in Latam MD cluster markets via Macro-Distributors Incentives and Excellence Programs.

Advisian (previously MTG Consulting) | USA | Jul/2014 – Oct/2015 - Project Manager M&A

Williams - Estimated benefits around \$ 100 mln – Market Cap \$ 42 bln – 6.8 k Employees.

Conducted midstream post M&A integration program at executive level to ensure merger value capture. Facilitated transition to converge a company approach for design, construction and operations on the Gathering/Compression network.

Hitachi-Celerant Consulting | USA / Colombia / Brazil | Feb/2013 – Jun/2014 - Operations Delivery Director

DSM Tortuga – Sao Paulo, Brazil - Supply Chain + Factory efficiency project (PMO) - \$ 8.5 mln saving business case.

- Distribution - Warehouse rationalization and Procurement Reorganization / PMO on OE / Plant management system

Ecopetrol – Bogota, Colombia–Castilla Field development plan (Workstream lead) optimization business case

- Integrated business case for \$ 140 mln savings in field development plan execution by accelerating facilities completion, optimizing well selection and work overs campaign, as well as streamlining drilling program.

Occidental Petroleum VPC-Bakersfield–CA, USA– (Workstream lead) Capital efficiency tools / systems implemented:

- Integrated Drilling readiness gatekeeping tool. Released \$ 5+ MM in non-productive rig days. Multi-dimensional Scenario optimizing tool for a \$ 700 mln annual Capex portfolio

Kosmos Energy | Dallas, TX | Mar/2012 – Oct/2012 - Senior Commercial Advisor

- Masterminded E&P ranking tool to assess and prioritize E&P opportunities on a \$5 billion portfolio. Ranked the portfolio in value, risk, and overall fiscal attractiveness. Coordinated business development strategies with stakeholders.
- Led Equatorial Guinea deep-water blocks negotiations – open consortium bid invitation for six exploration blocks. Assessed poor commerciality driven by fiscal terms and negotiated JV exit avoiding a non-profitable \$50mln Capex allocation.

Shell Exploration and Production | Houston, TX and Venezuela | Mar/2001 – Feb/2012

Global Strategy & Portfolio Advisor / Americas Regional Economist/Planner

- Identified \$1 bln divesting assets candidates to fund M&A. Modelled value regrets and scenario-case sensitivities and stochastic analysis on key variables. Selected lower end assets of portfolio to dispose.
- Modelled Global Shell Exploration Portfolio (\$30 bln) decision making tool allowing key venture decisions acceleration
- Advised NA Exploration Asset Team on key GoM blocks bids. Created tool to screen/rank best candidates – 1 bln. Capex
- Designed the Global Exploration Scorecard, a business view for exploration and finance executives aligned with key business value drivers. Delivered monthly dashboard. (\$5 bln Exploration Capital expenditure/yr. in 35 countries).

CERTIFICATIONS, OTHER RELEVANT SKILLS, ACADEMICS AND EDUCATION

<ul style="list-style-type: none"> ▪ AI Claude and Copilot Fluency ▪ Excel, VBA Macros, Python ▪ Six Sigma Green Belt 	<ul style="list-style-type: none"> ▪ Salesforce pipeline management ▪ Scrum Master, ADO, Salesforce ▪ Tableau, Power BI and Spotfire 	<ul style="list-style-type: none"> ▪ Deloitte Energy & Resources certified ▪ MSFT Projects 2016 Ultimate User ▪ Executive Competitive Intelligence
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Professor Finance Management faculty – Universidad Vargas, Caracas-Venezuela

MBA-TP Finance – Univ. Metropolitana / Business Management Bachelor – Universidad Central, Caracas-Venezuela