

Ricardo Mier (Rich)

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Leader in the creation/transformation of businesses across diverse industries/markets. Experienced executive at global corporations and local SMEs. Actionable know-how of company's key functions, throughout all development phases of the company, business units or products. High capacity to find opportunities, solve complex problems and efficiently implement solutions. Proficient at all levels of a company and with all types of key stakeholders (employees, owners, executives, shareholders, government officials).

Founder, Chief Strategy Officer – Transshipping World Company (Jan 2023 – Dec 2025) Real Estate venture aimed at greenfield projects in Puerto Quetzal, Guatemala. Initial size of 800,000m² of public land under a long-term (50 year) lease agreement similar to a Public Private Partnership inside San Jose Airport and Puerto Quetzal seaport, for the development of industrial (manufacturing), logistics, aviation, clean energy generation, and midstream (oil & gas) infrastructure. Vision included: (i) Raising/investing close to USD 250M to develop/operate industrial parks, logistic hubs and horizontal infrastructure required for other business units; (ii) Structure alliances with strategic partners to have them finance/build/operate midstream (oil & gas) and energy generation (CCPP) infrastructure requiring an additional USD 400M investments; (iii) Transform Puerto Quetzal (TWC industrial parks) into a regional leader in production/export of "national" goods into the US (CAFTA) and an international logistic hub with integrated air, land and sea connectivity, a national clean energy generation platform, and a leading player in the midstream (oil & gas) infrastructure in Guatemala.

**TWC could not secure enough funds in time to maintain contractual compliance, forcing distressed sale.*

Founder / Investor / Director (Mar 2017 – Dec 2025) Diverse portfolio of companies launched and managed under the same roof. Created and developed companies, reinvesting proceeds in subsequent ventures until concentrating bets in TWC real estate project.

- (i) **NUBMED**: raised seed capital and government grants (INADEM) to develop digital healthcare platform; during COVID pandemic transitioned into private label development and sourcing for key healthcare products, and integrated services for public health institutions. Largest contract operated with strategic partner (API) included cleaning/disinfection crews (+1,500 headcount) deployed at Secretaría de Salud (MoH), COFEPRIS, and National Health Institutes during 3-years.
- (ii) **SANIFOG**: acquired rights for fog-generation technology and transformed it into large-scale disinfection solution. Serviced customers at a national scale through partnerships. Clients included Banco Santander, Intercam, Mexibus, SADER.
- (iii) **SANIFILM**: spin-off that offered integrated health prevention, monitoring and control services for the film industry in Mexico, managing operational risks and ensuring continuous operation for audiovisual productions from BTF Media and major production houses (Disney, Amazon, Netflix).
- (iv) **ALTEL/JABG**: technology and security solutions for institutional customers such as IPAB-SHCP, SEDENA and IPN. Implemented physical infrastructure and digital platform based on RFID technology for the control/protection of assets including fixed assets, vehicles, computers, physical files, personnel and visitors.
- (v) **SABIO**: coffee roasting company with B2B model for restaurants (Ojo de Agua), coffee shops, and office spaces (IZA Business Center, WeWork). Business model offers "zero-cost" lease of specialized coffee equipment with coffee consumption contracts, including installation, maintenance and training.

Chief of Staff, Office of the CEO – SANOFI Mexico (Feb 2016 – Mar 2017): Coordinated the Directive Committee formed by all N-1 to the CEO, collectively responsible for a EUR 700M P&L and performed as the CEO's main ally/support for the definition, implementation and reporting of key strategic initiatives across the organization. Led company transformation in line with global guidelines for Business Units (vertical) and Support Functions (horizontal). Implemented strategic initiatives including: (i) redefinition of General Medicines portfolio (P&L of EUR 250M); (ii) sale/acquisition of molecules or products (M&A targets) and co-marketing alliances with other pharmaceutical companies; (iii) integration of OTC Business Unit acquired from Boehringer Ingelheim; (iv) HR initiatives on talent attraction/retention and organizational modernization.

Head of Strategy & Business Development – SANOFI Mexico (Feb 2013 – Jan 2016): Successfully defined and implemented transformation strategy for Vaccines BU for a EUR 200M P&L by structuring a Public Private Partnership (PPP) with the Ministry of Health (MoH), IMSS & ISSSTE, securing over EUR 2Bn sales over 15 years with a commitment to invest EUR 200M in manufacturing facilities and perform production and technology transfer to MoH. Implemented PPP deal through the creation of a Special Purpose Vehicle (SPV) to concentrate assets (human capital, know-how, technology, fixed assets) during 15 years and then transfer the SPV to the MoH (Birmex) upon Contract's end, ensuring project operational viability and continuity beyond 15 years. Executed legal and financial strategy required to label PPP as "self-financed", ensuring no Congress approval requirement, which significantly limited competitors' response capabilities.

Global Internal Audit & Consulting – SANOFI Global QH (May 2012 – Dec 2012): Missions across different business units and geographies including: (i) integration and reorganization of Rare Diseases BU (Genzyme) in Boston (Global HQ) and Amsterdam (Regional HQ); (ii) restructuring (layoffs and talent retention) of Sanofi Italy (Milan); (iii) operational improvements of Generics BU (Zentiva) in Prague (Global HQ); (iv) commercial operations audit of Sanofi USA (NY).

LATAM Retail Accounts Manager (Jan 2010 – Dec 2010) & **Mexico OEM Sales Engineer** (Jan 2008 – Dec 2009) – Donaldson DCI.

Education: MBA from HEC Paris (2011-2012) - Strategy & Finance; **Mechatronic Engineering** from Tec de Monterrey (2003-2007).

Languages: native in Spanish, completely fluent in English, working proficiency in French.

Skills: Scalable Playbook and Value Creation Design | Deal Sourcing and Evaluation | Startup Launch and Operation | Strategic Foresight, Risk Management and Pattern Recognition | Talent Acquisition and Team Building | Stakeholder Influence and Relationship Building | Operational Excellence and Execution | Financial Acumen and Modeling | Technology and Digital Transformation | Sector Specific Knowledge | Analytical/Strategic Thinking and Commercial Knowledge | Board and Governance Expertise