

CFO | CORPORATE FINANCE & ADMINISTRATION DIRECTOR.

EDITH QUERO SANDOVAL

State of Mexico, Mexico · 55 8797 7226 · edithques@hotmail.com · LinkedIn: <https://www.linkedin.com/in/edith-quero-4b707360>

EXECUTIVE PROFILE.

I have built my career across multinational companies, international organizations, and business groups, leading Finance, Administration, Treasury, Financial Planning, Internal Controls, Tax, Legal, Procurement, International Trade, Supply Chain, and Technology. I have combined financial leadership, operational transformation, corporate governance, financing, profitability analysis, and cross-functional business management.

I have worked directly with shareholders, Boards of Directors, Executive Leadership, and international structures, managing large-scale operations and translating financial information into business decisions. My experience includes more than MXN \$600M in tax recoveries, MXN \$240M in financing and structured financial facilities, working-capital improvements, inventory shrinkage reduction, international expansion, and growth projects with measurable impact.

My professional objective is to continue in CFO, Chief Financial Officer, Finance Director, or Director of Administration & Finance positions; selectively, I can also contribute in General Management roles with broad operational scope, particularly in organizations where Finance, operations, controls, Supply Chain, and Corporate Governance are critical growth drivers.

AREAS OF EXPERTISE.

CFO | Chief Financial Officer | Finance Director | Director of Finance | Director, Administration & Finance | Corporate Finance | Financial Strategy | FP&A | P&L Management | Cash Flow Management | Working Capital | Treasury | Budget Management | Forecasting | CAPEX | OPEX | Cost Management | Profitability Analysis | Financial Reporting | Management Reporting | Corporate Governance | Board Reporting | Enterprise Risk Management | Internal Control | Tax Strategy | Due Diligence | ERP | SAP | QAD | Navision | Business Intelligence | BI | Financial Transformation | Supply Chain Finance | Procurement | International Operations | Transfer Pricing | Stakeholder Management | Strategic Planning.

SELECTED EXECUTIVE IMPACT.

FINANCIAL SCALE: Up to MXN \$2,600M in annual sales under management; P&L budgets of up to MXN \$2,500M.

FINANCING: MXN \$240M structured across loans, leasing, financial factoring, and Forward lines, without prior credit history at VPC.

TAX RECOVERY: More than MXN \$600M managed in tax recoveries at VPC.

P&L & EFFICIENCY: MXN \$26M annual reduction in inventory shrinkage at VPC; approximately MXN \$45M in transportation savings at Quala.

GROWTH & EXPANSION: Financial participation in the expansion to 1,300 franchises (+62%) and production projects with annual impacts of MXN \$80M and MXN \$15M at Quala.

CORPORATE GOVERNANCE: Secretary to the Board of Directors of five companies; participation in committees, shareholders' meetings, and a comprehensive 2022 Due Diligence process.

TEAM LEADERSHIP: Up to 60 employees across direct and indirect reports at Shasa; 54 at VPC; 27 at Quala; 13 at Hermès; 24 at A. Ponzanelli.

PROFESSIONAL EXPERIENCE.

VIDA PRODUCE COMPANY Director, Administration & Finance (CFO, Mexico Group) | Feb 2021 – Jun 2026.

I led the full Administration and Finance function for five companies within the Mexico group of a multinational operating in more than 12 countries across the commercialization, import, export, distribution, and production of fruits and vegetables.

I was responsible for Treasury, Procurement, Accounting, Tax, Payroll, Legal, Financial Planning, IT, International Trade, Internal Controls, Budgeting, Accounts Receivable/Payable, and Administration, with 10 direct reports and 44 indirect reports, for a total team of 54.

I managed approximately MXN \$2,600M in annual sales and P&L budgets of approximately MXN \$2,500M, with quarterly forecasting and monthly control. I held 100% responsibility for the accuracy and integrity of financial information across the five entities within my financial scope; from a management standpoint, my direct involvement focused on expenses, packaging and general procurement, as well as identifying risks and protecting business costs.

I managed projected weekly cash flows of MXN \$40M–\$60M, average monthly inventory of MXN \$90M, and approximately MXN \$250M in receivables, maintaining 96%–98% of the portfolio in healthy/current status. I also managed approximately MXN \$180M in monthly OPEX and more than MXN \$150M in CAPEX over three years for a production company.

I structured MXN \$240M in financing and financial facilities without prior credit history: MXN \$100M with Santander, MXN \$8M with UNIFIN, MXN \$12M in leasing with JHL Leasing, MXN \$40M in financial factoring, and MXN \$80M in Forward lines.

I generated approximately MXN \$6M in annual savings in operating expenses and general procurement, primarily during my first two years, and developed a Forward strategy that contributed more than MXN \$40M to P&L.

I reduced total inventory shrinkage from approximately MXN \$33M annually to MXN \$7M, representing an 80% reduction and an estimated annual impact of MXN \$26M.

I managed more than MXN \$600M in tax recoveries and led the implementation of SAP FI, CO, SD, MM, PS, and TM, the change of payroll system and provider, the implementation of the outsourcing reform, and the update of corporate purposes and registrations with government authorities.

I led assignments of rights over various warehouses worth more than MXN \$100M, built the cost system by SKU from the ground up, and led CAPEX projects for the renewal and restructuring of the production area, including investments of more than MXN \$150M over three years.

I implemented international financial operations, including Citi international banking, financial consolidation, transfer pricing, and group external audit.

I served as Secretary to the Board of Directors of the five companies. Board and committee meetings were held approximately every three or six months to review results, approve powers of attorney, address corporate matters, and cover other governance topics; I also participated in ordinary and extraordinary shareholders' meetings and quarterly meetings with international shareholders.

In 2022, I participated in a Due Diligence process covering all five companies, with legal, accounting, tax, and asset scope. The process included the group valuation and was shared confidentially with the three shareholders; the transaction did not close because neither shareholder purchased the other's shares.

I used ERP data extraction, pivot tables, and analysis by SKU, shipment, category, season, channel, costs, and margins, reconciling commercial and financial information monthly. When I joined, BI information did not reconcile with financial information; I established the reconciliation process to align both sources and support business decisions.

SCALE: 5 companies | 12+ countries | 54 people | MXN \$2,600M sales | MXN \$2,500M P&L. **LIQUIDITY:** MXN \$40M–\$60M weekly cash flow | MXN \$250M receivables. **CAPITAL:** +MXN \$150M CAPEX over 3 years | MXN \$180M monthly OPEX | MXN \$240M financing and facilities. **EFFICIENCY:** MXN \$26M annual shrinkage reduction | ~MXN \$6M annual savings | +MXN \$40M P&L impact. **TAX:** +MXN \$600M in tax recoveries.

GRUPO QUALA, S.A. DE C.V. Director, Administration, Finance & Supply | Jul 2010 – May 2020.

I led Finance, Administration, and Supply for the Mexican operation of a multinational present in more than 10 countries, progressively expanding my scope into Production, Logistics, Technology, Legal, and Internal Audit.

I was responsible for a business unit with approximately MXN \$1,800M in annual sales and participated in the financial management of a Mexico group of approximately MXN \$4,200M. I managed P&L budgets of approximately MXN \$2,000M, monthly cash flows of around MXN \$160M, and approximately MXN \$35M in monthly OPEX.

I managed an approximately MXN \$150M monthly receivables portfolio. I started with 85% of the portfolio in healthy status and 33-day turnover; through control and collection initiatives, I increased it to approximately 99% healthy and reduced turnover to less than seven days.

I generated approximately MXN \$45M in savings, equivalent to 40% of annual transportation spend of MXN \$120M, plus approximately MXN \$15M in annual operating-expense savings and MXN \$10M in general procurement savings.

I led the implementation of the QAD ERP, development of refrigeration technology and equipment, Supply Chain, and production projects, including a Tetrapak plant with an estimated annual impact of MXN \$80M and a snack production plant with an estimated annual impact of MXN \$15M.

I provided financial leadership to the growth of the national franchise network to 1,300 locations, representing 62% growth, with an estimated financial impact of approximately MXN \$500M from the addition of 500 franchises.

I developed refrigeration equipment that delivered approximately 40% energy savings and nearly 30% lower equipment cost, in addition to negotiating facilities and materials at prices up to 30% below those of other affiliates.

I led new businesses from production, Supply, and financial management, including snacks and ice cream, and drove approximately 5% improvements in production costs for key product lines.

I participated in financial consolidation, transfer pricing, group external audits, and international committees, and used database extraction, cubes, and pivot tables to analyze sales by SKU, region, manager, season, and department, reconciling commercial information with financial data.

SCALE: MXN \$1,800M business unit | MXN \$4,200M Mexico group | 27 people. **CAPITAL & SPEND:** MXN \$50M refrigeration CAPEX + investments | MXN \$35M monthly OPEX. **WORKING CAPITAL:** MXN \$150M receivables | ~99% healthy | <7-day turnover. **EFFICIENCY:** ~MXN \$45M transportation + ~MXN \$15M operating expenses + ~MXN \$10M procurement. **GROWTH:** 1,300 franchises | +62% | ~MXN \$500M financial impact.

GRUPO SHASA, S.A. DE C.V. Director, Controllership | Jul 2008 – Jul 2010.

SCALE: MXN \$1,400M sales | 8 companies | 70 stores | 60 people. **CAPITAL:** MXN \$100M annual CAPEX | MXN \$140M inventory | MXN \$20M monthly OPEX. **FINANCING:** MXN \$20M → \$60M Banorte credit line. **EXPANSION:** U.S. launch | ~MXN \$250M annual sales. **EFFICIENCY:** ~MXN \$4M international trade + ~MXN \$1M travel | +MXN \$2M recoveries.

HERMÈS DE PARIS MÉXICO, S.A. DE C.V. Director, Administration & Finance | Nov 2004 – Jun 2008.

SCALE: MXN \$900M sales | 2 companies | 3 boutiques/offices | 13 people. **CAPITAL:** MXN \$60M annual CAPEX | MXN \$10M monthly OPEX | MXN \$100M inventory. **P&L & EFFICIENCY:** -60–70% shrinkage | ~MXN \$8M reduction | ~MXN \$230M annual impact from expansion/remodeling projects.

A. PONZANELLI, S.A. DE C.V. Administrative Manager | Feb 2003 – Nov 2004.

SCALE: MXN \$1,200M sales | 2 companies | 24 people. **CAPITAL:** MXN \$30M CAPEX | MXN \$10M monthly OPEX. **EFFICIENCY:** +MXN \$3M savings | +MXN \$800K reduction in fines and penalties. **TRANSFORMATION:** ERP for POS, invoicing, orders, inventory, and procurement.

PRIETO RUIZ DE VELASCO Y CÍA., S.C. Audit & Tax Manager / Supervisor | Jul 2000 – Feb 2003.

SCOPE: 25 direct audits + 25 consulting engagements per fiscal period. **LEADERSHIP:** 10–12 senior and semi-senior auditors.

EDUCATION.

Universidad Iberoamericana — MBA — Business Administration and Executive Management | Honors. **Universidad Iberoamericana** — Specialization in Corporate Competition. **Universidad Nacional Autónoma de México, FCA** — Bachelor's Degree in Accounting | Honors. **UNAM, FCA** — Specialization in Legal and Tax Defense. **Universidad Iberoamericana** — Diploma in Artificial Intelligence for Business Financial Management.

EXECUTIVE EDUCATION.

Senior Management — Executive Laboratory | Leadership Lab | Tax Update Programs — Deloitte, ISEF, and other institutions | Systems Training for International Reporting — New York.

TECHNOLOGY & ANALYTICS.

SAP FI, CO, SD, MM, PS & TM | QAD | Navision | ERP | Cartesis Magnitude | Advanced Excel | Pivot Tables | Cubes | Macros | BI / Dashboards | Financial Reporting | Management Reporting | Sales analysis by SKU, category, channel, season, store, country, and product line | Unit Costs | Fixed & Variable Expenses | Margins | Profitability | P&L.

CORPORATE GOVERNANCE & INTERNATIONAL EXPOSURE.

I have worked directly with shareholders, Boards of Directors, Executive Leadership, and international structures. I have prepared and presented results, strategy, and corporate matters; participated in committees and shareholders' meetings; and managed financial consolidation, transfer pricing, external audits, and international reporting. At VPC, I served as Secretary to the Board of Directors of five companies and, in 2022, participated in a comprehensive Due Diligence process involving shareholders and valuation. At Shasa, I participated in the structuring of corporate governance for four companies and in the financial, accounting, banking, and control setup of the U.S. operation.