

2025

Sustainability Report



IVIRMA)

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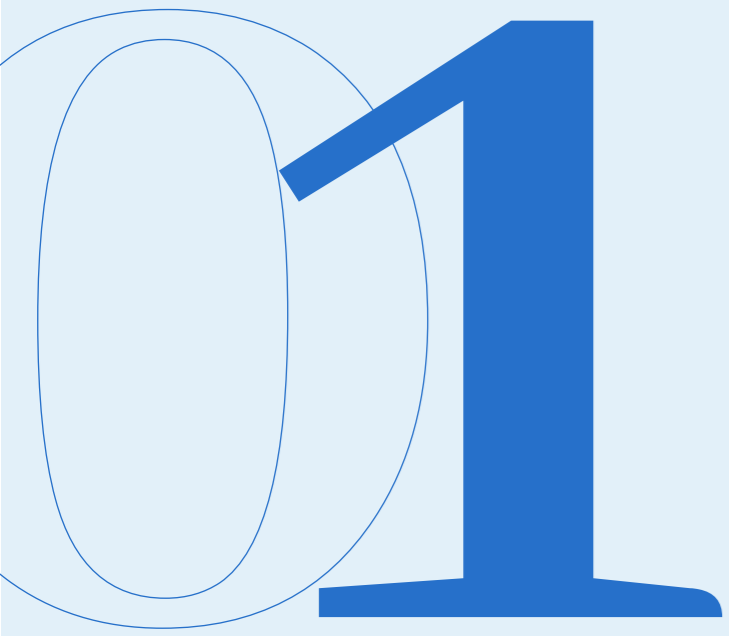
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Every Journey to Parenthood Starts with a Dream

The desire to become a parent marks the start of the journey



1. Every Journey to Parenthood starts with a Dream

The Fertility Journey at IVI RMA



At IVI RMA, every journey to parenthood begins with a dream – and leads to something extraordinary: new life.

“Our journey with TRIO Fertility has been nothing less than incredible. During this time, **we were blessed with our son Massimo** who will soon be turning 6.

At the beginning of our journey we were scared, unsure and felt very confused. But as we navigated through each next step, we always felt the support.

Questions were answered promptly and anxiety was kept to a minimum. Our pregnancy was high risk, and even through that added layer, **we always knew the team at TRIO would be there for us.**”

— Amanda & Sevdat (Canada)



Together, we help patients take the first step on this journey of hope, perseverance and new possibilities.

“When a patient first contacts the clinic, I am often their first point of contact and a **reassuring voice** during what can be an overwhelming

time. My role is to understand their needs, answer initial questions, and make sure they feel listened to and **supported from the very beginning** of their fertility journey.

That first conversation is crucial because it sets the tone for the entire journey. Many patients feel nervous or uncertain, so creating a calm, welcoming and understanding environment makes a huge difference. **Sometimes patients simply need someone to talk to**, and I’m always happy to be that point of contact. My goal

— Millie Gribble, Patient Support Manager, CREATE Fertility Bristol, UK

is to make their experience as smooth and stress-free as possible.

To me, a positive experience means that **each patient feels cared for, informed and never alone**. Fertility treatment can be emotional and challenging, so fostering trust and ensuring patients feel comfortable reaching out is essential.

The most rewarding part of my role is being able to make a meaningful difference during such an important and emotional time in someone’s life. I love building relationships with patients and being someone they can turn to for guidance or reassurance. Knowing **I’ve helped make their journey easier** is incredibly fulfilling.”



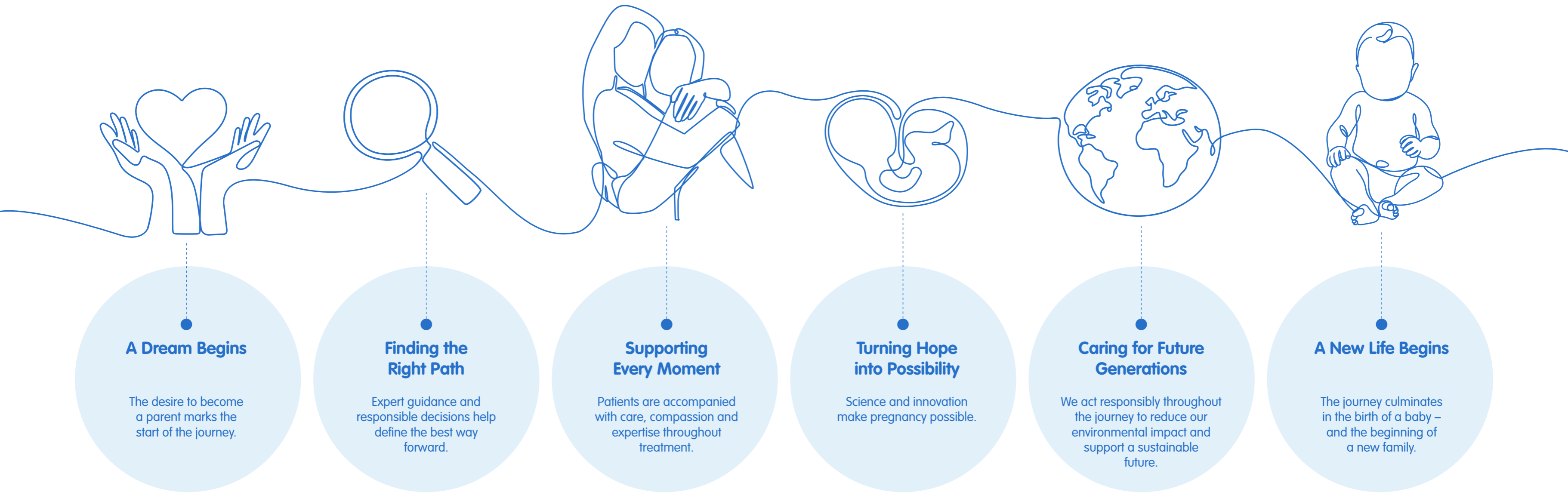


From the first decision to become a parent, through diagnosis, treatment and support, to the moment a baby is born, we are committed to making the journey to parenthood ethical, compassionate and sustainable.

This Sustainability Report reflects that journey, showing how our people help bring new life into the world through science, education, innovation, responsible practices and patient-centered care.



The journey to parenthood



Letter from Our CEO

“Every journey to parenthood starts with a dream.”

For millions of people around the world, the dream of parenthood is deeply felt – and too often, difficult to achieve. According to the World Health Organization, infertility affects one in every six people of reproductive age worldwide. This experience cuts across geographic borders, cultures and life stages, bringing emotional, social and medical challenges that can often feel overwhelming.

Few decisions in life are more personal – or require more trust – than the journey to building a family. At a time when fertility care is becoming more advanced, patients are also navigating more complexity, more information, and more uncertainty than ever before. They are not simply looking for treatment. They are looking for confidence: confidence in the science, confidence in their care team, and confidence that they are receiving the very best care possible.

Profound changes in social structures have reshaped the path to parenthood. Many families are choosing to have children later in life due to personal, professional, and economic reasons. This shift has resulted in higher infertility rates and a growing need for access to reproductive medicine services. In parallel, many societies must now confront the dual realities of aging populations and shrinking workforces that will struggle to sustain them.

Fertility care is about more than medicine – it’s about helping people create the families they envision. By expanding access to family-building options, it can also play a role in addressing broader demographic trends that are shaping communities around the world.

In the U.S., for example, an estimated 8 to 10 million women experience infertility. More than 100,000 babies are born each year thanks to assisted reproductive technology (ART). However, if that number were to reach 1.1 million – a small fraction of the total number of families affected by infertility – it would bring the fertility rate back to replacement level. What would it take to increase the number of babies born each year through ART to 1.1 million?

At IVI RMA, we believe that the answer lies in science, education, and patient-centered care.

For more than three decades, we have been at the forefront of reproductive medicine. From the earliest breakthroughs in assisted reproductive technology to today’s most advanced protocols, we have been there – continuously evolving the science and setting new standards for what excellent fertility care looks like. The families we have helped build are the true measure of our success. We are the global leader in fertility – not by proximity or volume, but by

excellence – the kind that is earned through years of scientific rigor, clinical expertise, and an absolute commitment to every patient who puts their trust in us.

In 2025, IVI RMA contributed to the birth of 35,000 babies worldwide. Each birth represents the most tangible expression of our purpose: to bring dreams to life through cutting-edge innovation and individualized care, for a healthier future. We serve this purpose by bringing the very best of our expertise together as one global network, with a shared standard of excellence and a connected vision for the future of reproductive medicine.

We are creating a more integrated and continuously advancing model for reproductive medicine – one where innovation moves faster, knowledge travels further, and patients benefit from greater consistency, precision, and support at every stage of their journey.

Social responsibility, ethical governance, and long-term impact are at the heart of what we do – and the greatest social impact of our work is measured one new life at a time.



“At IVI RMA, we work every day to help bring that dream to life.”

Infertility is not an isolated issue, but a global reality that deserves understanding, innovation, and compassionate solutions. By supporting families on their journey to parenthood, we can help address and prevent broader societal and demographic challenges – building a healthier future for all.

Javier Sánchez-Prieto
Global CEO

Who We Are



35,000 dreams fulfilled in 2025

IVI RMA is the world's leading reproductive medicine group, pioneering fertility treatments, research and patient-centered care for more than 40 years. With over 210 clinics across Europe, the Americas, and the Middle East, we support individuals and couples around the globe on their journey to building a family. Committed to medical excellence, scientific innovation and sustainable healthcare practices, we continue to set new benchmarks in fertility services worldwide.

Creating families and delivering meaningful social impact:

2025 IN NUMBERS



35,000

babies born worldwide



+120,000

patients visiting our clinics



+190,000

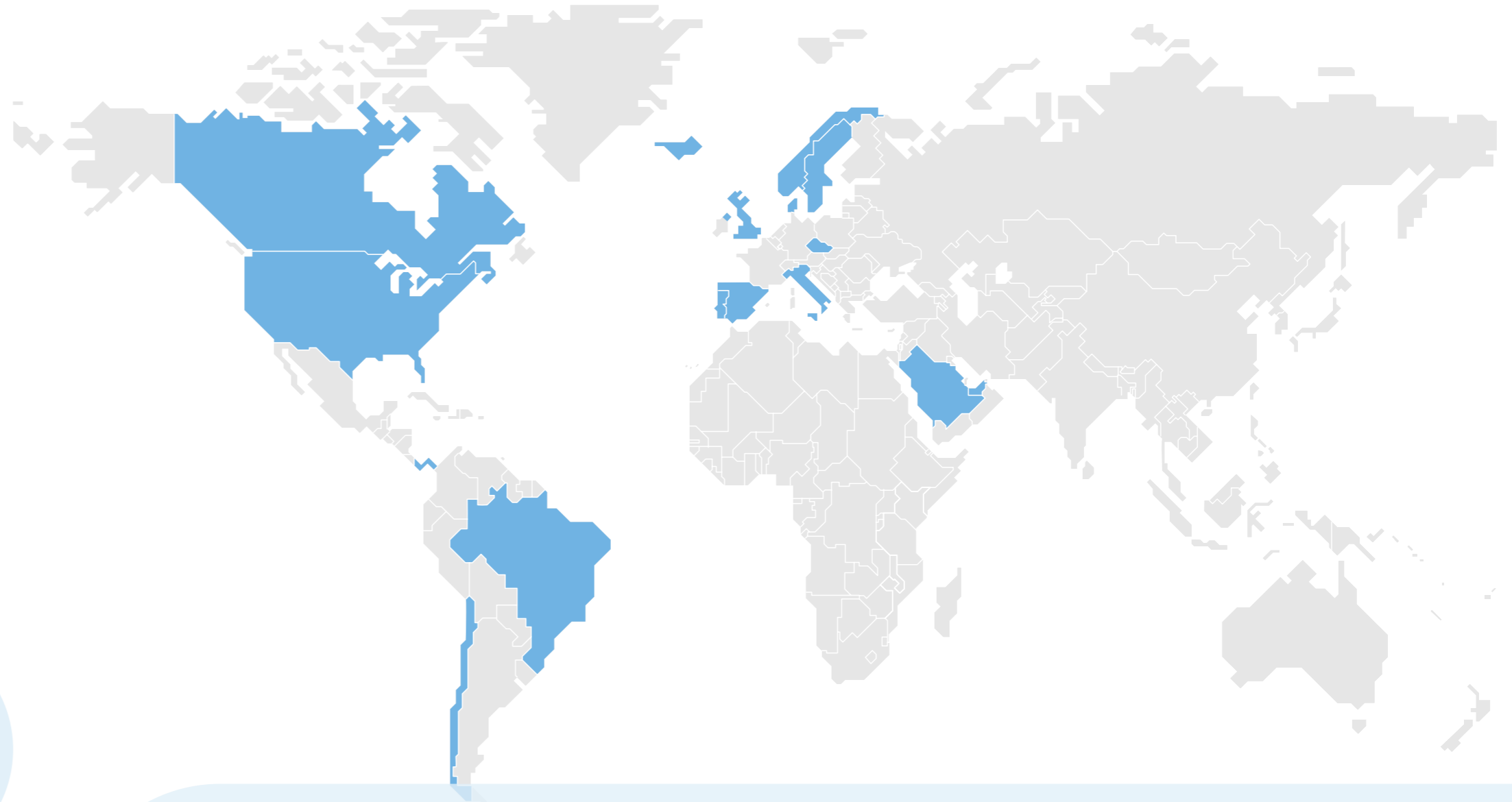
assisted reproductive treatments

Our Growing Global Presence

Through our global network of expertise, we are expanding access to reproductive medicine across the world.

Our network spans **over 210 clinics across 15 countries**, supported by a team of **more than 5,500 dedicated professionals**. This international presence allows us to draw on a global pool of expertise, advance science collaboratively and deliver patient-centered care based on the highest medical and ethical standards.

In 2025, we continued to grow our global presence, welcoming seven new brands to our group as well as new clinics and partners. In doing so, we strengthen our commitment to extending effective reproductive healthcare access to more patients worldwide.



-  **+210** clinics worldwide
-  We are present in **15** countries
-  More than **5,500** dedicated professionals

KEY HIGHLIGHTS IN 2025



ART Fertility Clinics (UAE and Saudi Arabia)

Our acquisition of ART Fertility Clinics expands our footprint with three state-of-the-art clinics in the UAE and Saudi Arabia. As pioneers in fertility care, Art Fertility Clinics brings world-class expertise and some of the highest IVF success rates globally, making the brand a recognized leader in the Gulf Cooperation Council.



ART Fertility team, Middle East region, 2025



Island Reproductive Services (North America)

The acquisition of Island Reproductive Services – Staten Island’s only reproductive medicine provider with a fertility lab and full range of fertility treatments – marks our arrival into the New York City market, bringing our operations in the US to 25 labs and 70 satellite locations.



RMA Utah (North America)

Our partnership with the formerly named Utah Center for Reproductive Medicine (UCRM), a comprehensive fertility care provider with more than three decades of expertise, brings cutting-edge treatments to patients in the Salt Lake City area.



Mid-Iowa Fertility (North America)

Through our partnership with Mid-Iowa Fertility, we bring the latest reproductive technology and global best practices to patients in the Midwest. As one of only two IVF clinics in Iowa, Mid-Iowa Fertility has served communities across three neighboring states since 1993.



UNC Fertility (North America)

Our partnership with UNC Fertility, one of North Carolina’s leading providers of fertility treatment and care, creates opportunities for education programs, joint research and collaborations to prepare physicians to become leaders in reproductive endocrinology and infertility services.

New Locations

In 2025, we also strengthened our operations through several new openings and infrastructure projects. In Italy, this included the opening of the IVI Rome Advanced Fertility Center, the launch of the IVI Bologna Center of Excellence in Reproductive Medicine, and the expansion of the Genera Naples Fertility Center.

Additional developments included expansions in San Francisco and Lisbon, relocations in Gothenburg and Umeå, consolidation into the new IVI Stockholm center, and the opening of a satellite site in Burbank, Los Angeles, supporting greater operational efficiency and patient accessibility across the network.

Our Purpose: Bringing Dreams to Life

"We bring your dreams to life through cutting-edge innovation and individualized care, for a healthier future."

In 2025, we formally launched our global purpose following an internal reflection process that involved teams across all regions and functions. This collective effort aimed to align the organization around a shared vision, ensuring that our purpose reflects who we are, what we stand for and the impact we aim to make.

The purpose was presented at the 11th International IVI RMA Congress in Barcelona in April 2025, during an event connecting teams across all operating countries, both in person and remotely. This collaborative discussion focused on what truly drives us: our patients. By sharing testimonials and experiences, we reaffirmed our reason for being – helping to bring new life into the world.

Since its introduction, the purpose has served as a shared reference point across our group. It guides our strategy, our decisions and our contributions to a healthier, more sustainable future.



Our Values



With our purpose clearly defined, we turned to the question of how we live it every day. In 2025, we undertook an extensive process of listening – through surveys, workshops and conversations across our clinics and teams worldwide – to articulate the values that have always guided us.

The result is five values that reflect who we are, how we care for our patients and how we work together across every geography and discipline.

1. Patient-centricity

Each patient’s journey is deeply personal. We listen first, treat each person as an individual, and support them in making decisions with their long-term well-being in mind.

2. Integrity

We earn trust by doing what is right. We are honest, transparent, and guided by ethics and evidence in every decision we make – always in service of their families’ dreams.

3. Excellence

We lead with science. Through research, technology, and continuous learning, we challenge convention and apply the latest evidence to improve outcomes.

4. Responsibility

We take accountability from start to finish. We step in when something needs attention, follow through on our commitments, strive for excellence, and focus on outcomes, not excuses.

5. Unity

Reproductive care takes many hands. Across clinics, labs, teams, and geographies we work as one – learning from each other, upholding best practices, and respecting each other.

Our ESG Priorities

Sustainability is integral to IVI RMA's business model and growth strategy, reflecting the social impact of reproductive healthcare.

ESG criteria are embedded into daily decision-making, and selected priorities are linked to management incentives to reinforce accountability. In 2025, we updated our Sustainability Policy and ESG Strategy, aligning them with our purpose and our double materiality assessment results. The revised framework was approved by the Board of Directors in September 2025.

The Impact, Risk and Opportunity (IRO) double materiality assessment identified the ESG topics most relevant to our stakeholders and business, considering both impact materiality and, where relevant, financial risks and opportunities.

The results highlight where IVI RMA generates the greatest impact, particularly in the Social and Governance spheres:



Global Commitments and Collaboration



IVI RMA is a signatory to the United Nations Global Compact. We have integrated the Sustainable Development Goals (SDGs) into our strategic approach, particularly SDG 3 (Good Health and Well-being), which is at the core of our purpose: to create social impact through reproductive health, education and access to care.

Our group contributes to scientific advancement, innovation and clinical best practices in reproductive medicine through active participation in national and international societies, research networks and congresses. This includes presenting research, contributing to scientific exchange, and engaging in professional forums across the countries where we operate.

Our professionals participate in organizations such as the European Society of Human Reproduction and Embryology, the American Society for Reproductive Medicine, the Latin American Network of Assisted Reproduction, the Pacific Coast Reproductive Society, the Society for Reproductive Investigation, the

Spanish Fertility Society, the Association for the Study of Reproductive Biology, the Italian Society of Human Reproduction, and the Italian Society of Fertility and Sterility and Reproductive Medicine, among other reproductive medicine societies.

We also engage in business and sustainability initiatives, including the Club of Responsible and Sustainable Companies (CE/R+S) in Spain and Forética's Healthcare Cluster, a leading corporate social responsibility and sustainability organization in Spain and Latin America. These platforms support collaboration, knowledge sharing and the adoption of responsible practices across the healthcare sector.





Sustainability Governance Model

Our sustainability governance model ensures clear accountability, effective oversight and ongoing performance monitoring.

ESG topics are reviewed quarterly by the Board of Directors to maintain strategic alignment. Operational responsibility for ESG rests with the Global Chief Financial Officer, who reports to the CEO and sits on both the Management Committee and the Board, driving the integration of sustainability priorities into strategic and operational decision-making across the organization.

Execution is supported by a Sustainability Scorecard covering all material topics, with defined ownership at global and business-unit levels, established management procedures, and measurable KPIs and targets. ESG performance and progress are also reviewed annually by an independent third party, which benchmarks results against market practices and industry trends.

To reinforce accountability, selected ESG priorities are incorporated into management incentive schemes. In 2025, Employee Engagement and Patient Safety remained linked to management remuneration, reflecting IVI RMA's commitment to people, patient outcomes and long-term value creation.

Digitization and AI in Sustainability

Another key advancement in 2025 was the continued development of our AI-driven sustainability platform.

This platform supports our ESG strategy in several ways, including through:

- Automated and more efficient data collection,
- Real-time monitoring of ESG KPIs,
- Improved consistency, traceability and auditability of reported information, and
- Advanced analytics to support strategic decision-making and risk identification.

By enhancing data quality and accessibility, this initiative supports the continuous monitoring and improvement of ESG performance while enabling better decision-making and supporting the delivery of long-term value for patients, employees and society.

2025 ESG Performance and Social Impact

In 2025, we continued to deliver strong performance across our ESG priorities, further consolidating our sustainability framework.

Key achievements include:



Research regulation and ethics:

More than 94% of research studies were conducted without protocol deviations, reflecting a robust global governance framework based on ethics committee approvals, standardized protocols and centralized oversight.



Product quality and patient safety:

We continued strengthening patient safety, traceability and quality assurance through the deployment of the Electronic Witness system across 74% of clinics.



Employee engagement:

The Global Employee Engagement Survey reached a score of 2.58, up from 2.51 in 2024 (on a 4-point scale), supporting workforce stability, motivation and quality of care.



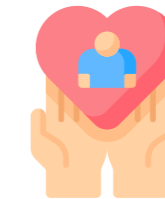
Data security:

Cybersecurity performance remained strong, with full Security Operations Center (SOC) coverage and continued progress in technology standardization, regulatory compliance (including NIS2) and ISMS implementation.



Clinical innovation:

Three flagship translational projects were successfully implemented, bridging research and clinical practice to improve patient outcomes and clinical efficiency.








Our activities continue to generate a meaningful and measurable social impact.

In 2025, IVI RMA contributed to the **birth of 35,000 babies**, supporting individuals and families facing fertility challenges. Beyond the individual, this impact plays an important role in addressing broader societal challenges related to declining birth rates and access to reproductive healthcare.

Building on the progress achieved in 2025, we have defined ambitious and progressive targets for the coming years, focused on continuous improvement across all material ESG areas.

Building on the progress achieved in 2025, we have defined ambitious and progressive targets for the coming years, focused on continuous improvement across all material ESG areas.

ESG AREA	STATUS	2025 RESULT	IMPACT
 Research Regulation & Ethics	Achieved	94%+ of studies conducted without protocol deviations	Strengthened governance framework and centralized oversight
 Patient Safety & Quality	Successfully implemented	74% of clinics operating with Electronic Witness systems	Enhanced patient safety and traceability
 Employee Engagement	Improved	2.58 Global Employee Engagement Score (vs. 2.51 in 2024, on a 4-point scale)	Supporting workforce stability and quality of care
 Cybersecurity & Data Security	Achieved	100% SOC coverage globally	Continued progress in NIS2 readiness and ISMS implementation
 Clinical Innovation	Completed	3 flagship translational projects implemented	Improved patient outcomes and clinical efficiency



Awards and Recognitions

World Fertility Awards: Professor Antonio Pellicer Legacy Award

The 2025 World Fertility Awards, presented by the fertility media platform and advocacy group Pregnantish, named their inaugural Legacy Award after Professor Antonio Pellicer, co-founder and executive chair of IVI RMA. This recognition celebrates Professor Pellicer's four-decade career and groundbreaking contributions to reproductive medicine, including advancing fertility research and expanding global access to care.



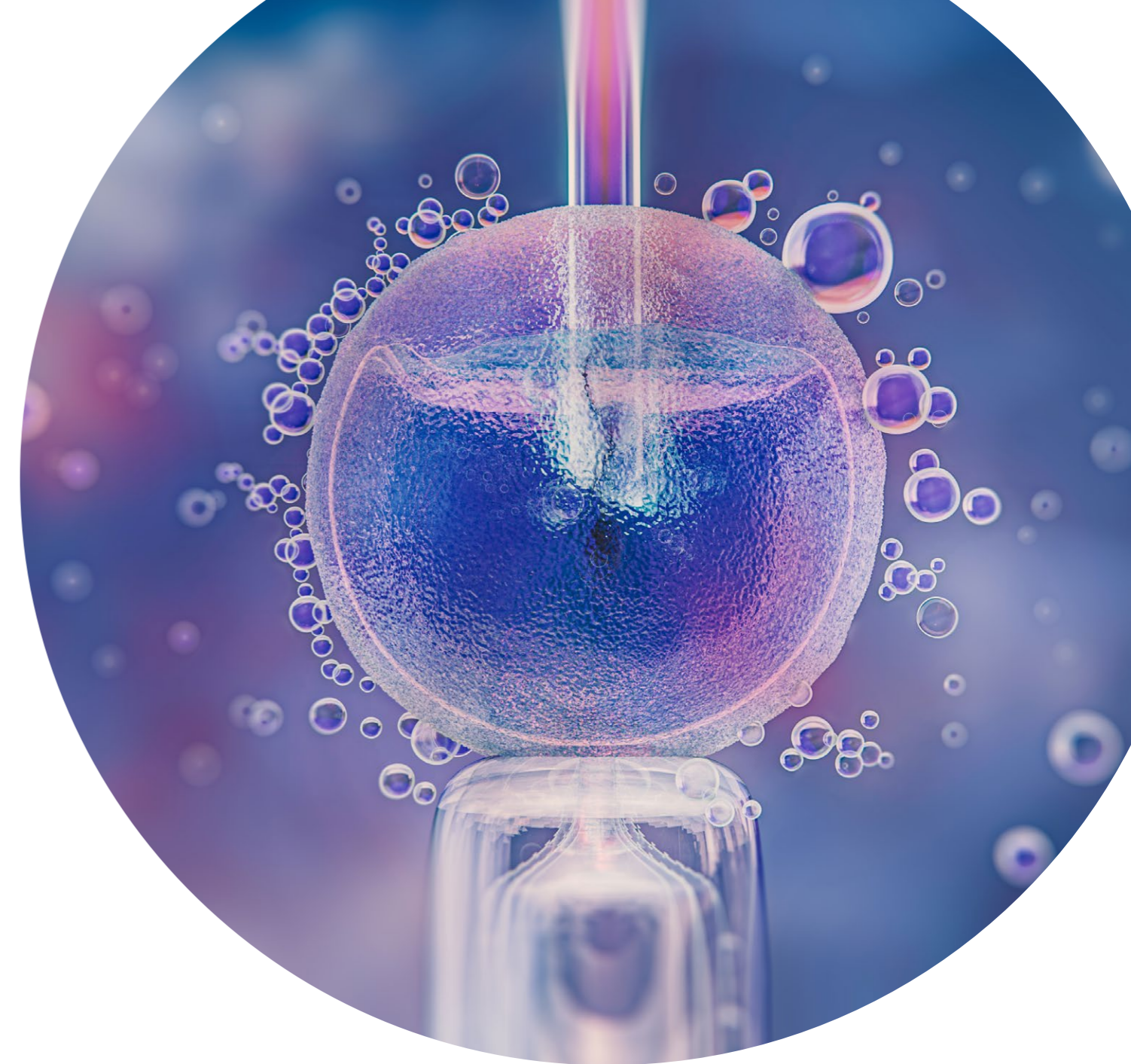
"When we started IVI 35 years ago, reproductive medicine was in its infancy, offering extraordinary possibility to only a few families. Today, it has become a path to parenthood for millions around the world, giving hope to those with fertility challenges."

— Professor Antonio Pellicer



Forbes Best Reputation 2026: The 100 Most Highly Rated Companies in Spain

We were included in the Forbes Best Reputation 2026 list (published in 2025), ranking among the top 100 companies in Spain. This distinction recognizes our track record based on science, innovation and tangible social impact, with more than 250,000 births resulting from our treatments over the years. It is a testament to the trust we have built with patients, employees and society, as well as the positive impact of our responsible business practices and sustainability efforts.



American Society for Reproductive Medicine (ASRM) Scientific Congress Awards

IVI RMA researchers received multiple recognitions at the 2025 American Society for Reproductive Medicine Scientific Congress, one of the leading global forums in reproductive medicine.



- 2 ASRM Prize Papers for high-impact research in reproductive genetics, embryology and sperm selection
- 1 ASRM Top Poster related to embryologic outcomes in IVF
- 1 ASRM Nutrition SIG Prize Paper focused on nutrition and reproductive outcomes
- The ASRM Distinguished Researcher Award presented to Denny Sakkas for his outstanding scientific contribution to the field
- 4 ASRM Star Awards recognizing the leadership and professional contributions of Baris Ata, Juan Garcia-Velasco, Dana McQueen and Denny Sakkas

Society for Reproductive Investigation (SRI) Awards

IVI RMA researchers were also recognized at the 72nd Annual Scientific Meeting of the Society for Reproductive Investigation, held in Charlotte, North Carolina, USA.



- 1 SRI President's Presenter's Award for research on embryo-endometrial interactions and implantation dynamics using a 3D culture system
- 1 SRI Best New Investigator Poster Presentation Award for an outstanding scientific poster presentation furthering the objectives of the Society

Spanish National Recognition for Endometriosis Research

At the 3rd National Conference on Interdisciplinary Approaches to Endometriosis, organized in collaboration with the University of Málaga (Spain), IVI RMA researchers received recognition for their work on fertility planning in patients with endometriosis through oocyte preservation and the application of artificial intelligence technologies such as VIOLETTM.

02

Finding the Right Path

Expert guidance and responsible decisions help define the best way forward.



2. Finding the Right Path

Responsible Decisions to Guide Every Treatment



Every step of the fertility treatment journey is grounded in patient safety, responsible clinical decision-making, and rigorous healthcare ethics and governance.



“In my role as Medical Director of IVI Bologna, my primary responsibility is to **ensure that patients receive the highest standard of care**, combining clinical excellence with clear communication and individualized decision-making.

To me, healthcare ethics and medical responsibility mean placing the patient at the center of every decision, ensuring transparency, honesty and respect. It also involves balancing scientific knowledge with empathy, recognizing that the emotional and psychological aspects are particularly important in reproductive medicine. As I often say, **we treat people, not just diseases**.

— Mauro Cozzolino, Medical Director of IVI Bologna, Italy

I strive to help patients fully understand their diagnosis and treatment options by providing clear, accessible explanations and allowing time for questions. Sharing decisions is not about shifting responsibility; on the contrary, it enhances **engagement in the doctor–patient relationship**.

Building trust, especially in emotionally challenging situations, requires consistency, empathy and openness. In my daily practice, I often find myself having to share information that patients may not want to hear; however, I believe that **honest and transparent communication is the foundation of a strong therapeutic alliance**.

Patient safety is a fundamental priority for our team. We ensure this through strict adherence to clinical protocols, continuous monitoring of outcomes, and a culture of collaboration and accountability.”



Ethics as a Pillar of Governance

Board Ethics Committee

At IVI RMA, we take an integrated, multidimensional approach to ethics, which forms a key cornerstone of our governance model. Our Board Ethics Committee reports directly to the Board of Directors, ensuring that ethics drives decision-making at every level.

The Board Ethics Committee defines, monitors and reinforces ethical standards across clinical, research and corporate activities. Its role is central to promoting responsible leadership, transparency and consistency in how ethical principles are applied throughout the organization.

Our framework emphasizes quality of care, compliance and the resolution of ethical dilemmas while putting patient autonomy, privacy, dignity and well-being first.



Areas of Focus

The Board Ethics Committee focuses on three interconnected and specialized lines of ethics.



1. Bioethics and Research Ethics:

Safeguarding ethical conduct in scientific work and promoting research that is responsible, patient-centered and aligned with international standards.



2. Healthcare Ethics:

Addressing clinical quality and ethical dilemmas in patient care, fostering a culture of autonomy, dignity and respect.



3. Corporate Ethics:

Overseeing organizational conduct, compliance and alignment with legal, regulatory and integrity principles.

Together, these three areas make up an integrated framework that strengthens our capacity to act ethically, globally and consistently – in every clinic, every lab and every decision we make.

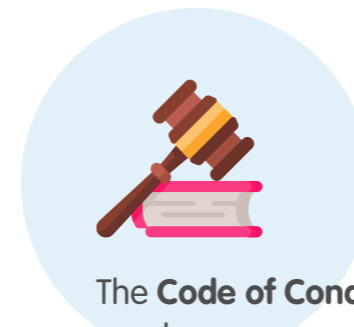
Governance Structure



Code of Conduct and Code of Ethics

In 2025, IVI RMA updated both the Code of Conduct and the Code of Ethics to reflect our purpose:

"We bring your dreams to life through cutting-edge innovation and individualized care, for a healthier future."



The **Code of Conduct** applies to all IVI RMA employees, regardless of contract type, role, seniority, or location. It outlines our standards of integrity and sets clear expectations for ethical behavior while reinforcing our commitment to professional excellence in reproductive medicine, research and patient care. It also establishes our shared values – patient-centricity, integrity, excellence, responsibility, unity – as guiding principles in our daily operations and decision-making processes.



The **Code of Ethics** extends these principles to our broader business ecosystem, including suppliers, partners and third parties engaged with the organization. It establishes the ethical expectations that govern all relationships connected to our operations.

The Code of Ethics is publicly available



Global and Regional Compliance Committees

In 2025, our Board of Directors approved the establishment of a **Global Compliance Committee** to oversee the implementation and continuous improvement of the Compliance and Criminal Risk Prevention Model. The Committee operates as an autonomous and independent body, supporting deployment across the group, monitoring effectiveness, managing the Internal Information Channel, updating the model as needed, and reporting its performance to the Board.

To reinforce governance at the local level, the Board also created **Regional Compliance Committees** in the US and Spain, and appointed **Regional Compliance Officers** in other regions. These report to the Global Compliance Committee on the application and effectiveness of the compliance framework in their respective areas, ensuring consistent oversight across our group.



Compliance and Criminal Risk Prevention Model

The Compliance and Criminal Risk Prevention Model ensures adherence to both internal policies and current legislation.

Following an evaluation of the most relevant compliance and criminal risks, we have implemented a set of core policies and procedures, including anti-corruption and anti-bribery policies with due-diligence requirements for procurement and third-party relationships, an Internal Information Channel, and an antitrust program. Together, these measures support risk prevention and consistent compliance throughout our operations.



We strengthened compliance governance through the creation of a Global Compliance Committee.

Compliance Manuals

The General and Special Compliance Manuals provide a unified approach to managing compliance and risk management across our operations, aimed at both preventing legal infractions and fostering a culture of compliance and ethical behavior.

In 2025, our group expanded our global footprint with the acquisition of clinics in new regions such as the United Arab Emirates. We have reviewed the regulatory frameworks applicable to these acquisitions in order to align ethical standards across the organization and ensure compliance with local regulations. Based on this analysis, updated versions of the General and Special Compliance Manuals are scheduled for launch in 2026.



General Compliance Manual

This manual establishes a framework for managing criminal risks and compliance breaches. It includes risk assessments (inherent and residual), internal controls, an Internal Information Channel and regular updates reflecting legal and organizational changes. It also outlines responsibilities for employees and legal representatives, emphasizing ethical conduct and the consequences of non-compliance.



Special Compliance Manual

This manual addresses specific criminal risks arising from the organization's activities. It identifies potential offenses and sets out measures for their management through controls and preventive actions. A risk matrix categorizes risks by likelihood and impact, supporting prioritization and effective resource allocation.

Criminal Compliance Policy

This policy defines the principles for fostering a culture of integrity and regulatory compliance, aligned with the Code of Ethics. It aims to prevent, detect and address criminal conduct by requiring adherence to applicable laws, internal rules and industry standards. It also establishes mechanisms for supervision, training, communication, continuous improvement and disciplinary action in cases of non-compliance.

The Criminal Compliance Policy is publicly available

Additional Compliance Program Policies

- Due Diligence Procedure for Positions Exposed to Criminal Risks
- Due Diligence Procedure with Third Parties
- Internal Audit Procedure
- Global Disciplinary Procedure
- Conflict of Interest Management Policy
- Public and Private Corruption Prevention Policy

All these policies and procedures were approved by the Board of Directors in 2025.

Internal Information Channel

The Internal Information Channel enables reporting of potential breaches of internal policies, laws and regulations, including health and safety concerns, suspected misconduct and other compliance-related issues.

The Channel's Policy defines the principles, safeguards and procedures for receiving, assessing and managing reports.

The Channel is accessible to directors, employees, suppliers, interns, business partners and other stakeholders, and allows anonymous submissions.

In 2025, the supporting software was upgraded to enhance functionality and user experience. A report on the Channel's operation is being prepared for Board review in 2026.

The Internal Information Channel, Policy and Privacy Policy are publicly available

Employee Compliance Training

During 2025, IRI RMA delivered compliance training to all employees across the group as part of our commitment to integrity and regulatory compliance. This training was structured into four blocks, with assessments after every two blocks to strengthen knowledge retention. Employees were provided with direct access to the manuals, policies and procedures that form the Compliance Model, ensuring clear understanding of its requirements.

Compliance training is also integrated into the onboarding process for new employees, aligning the entire team from the beginning with our ethical and operational standards. This proactive approach promotes a shared culture of responsibility, transparency and adherence to internal values and regulatory obligations.



Healthcare Ethics and Professional Integrity

Code of Healthcare Ethics

Ethical practice is key to upholding healthcare excellence. Our dedication to healthcare ethics is formalized in the Code of Healthcare Ethics, which applies to all clinical staff across all regions.

Aligned with our Corporate Code of Ethics, the Code of Healthcare Ethics sets clear expectations for patient-centered care, professional integrity, respect for diversity and continuous improvement. It

requires adherence to the highest ethical and professional standards, fostering a culture where patient welfare, autonomy, justice and non-maleficence guide every decision.



Global and Regional Healthcare Ethics Committees

We have established a structured governance system to foster, implement and evaluate the principles of healthcare ethics across our clinics. This system includes a Global Healthcare Ethics Committee (G-HEC) and Regional Healthcare Ethics Committees (R-HECs).

These committees bring together multidisciplinary expertise, including external lawyers, ethicists, physicians, embryologists, nurses and psychologists. They support ethical clinical practice by advising on complex ethical issues, guiding professionals in decision-making, and promoting continuous learning and improvement in healthcare ethics throughout the organization.



We achieved full implementation of Regional Healthcare Ethics Committees across all regions and advanced awareness of our Code of Healthcare Ethics.

Medical Responsibility: Education and Training

In 2025, we introduced and maintained dedicated training initiatives to enhance our global approach to healthcare ethics.

The online course “Principles of Healthcare Ethics,” launched in 2024, remained in place throughout 2025 as mandatory training for all employees involved in patient care. It supports onboarding and ongoing awareness, helping ensure a consistent, patient-centered ethical approach across all regions. Building on this foundation, we developed a second course, “Ethical Management of Adverse Events,” reinforcing ethical decision-making in clinical practice.

In parallel, we strengthened our healthcare ethics governance model with the consolidation of Regional Healthcare Ethics Committees (R-HECs), each operating under defined roles, structures and standardized procedures.

These actions delivered measurable progress against key ESG priorities:

- **Code of Healthcare Ethics Acknowledgment:** At least 50% of clinical professionals formally confirmed receipt of the Code and awareness of their respective R-HEC and available ethics resources.
- **R-HECs Operational Maturity:** Full implementation of R-HECs was achieved across all regions, with every committee holding at least one formal meeting and operating under common governance criteria.

Together, these results support the consistent application of ethical standards in clinical practice and strengthen responsible healthcare delivery across the entire group.

Technology, Cybersecurity and Data Privacy

Our Commitment to Cybersecurity and Data Privacy

Cybersecurity is critical to protecting the sensitive data entrusted to IVI RMA by patients, donors and other stakeholders. Safeguarding this information against unauthorized access, theft or manipulation is essential to privacy, trust and the integrity of our operations.

Cybersecurity and data privacy continue to be priority agenda items at Board and committee meetings, reflecting sustained oversight and clear accountability. This governance focus strengthens our ability to protect data consistently and uphold high standards of privacy and security across all regions.

Role of the Data Protection Officer

The Data Protection Officer provides strategic guidance and oversight, including advising on data protection requirements in new projects, ensuring privacy by design and by default, monitoring compliance with internal policies, and acting as the primary contact for supervisory authorities and data subjects.

The DPO also coordinates Data Protection Impact Assessments for higher-risk processing activities, particularly those involving health data, new technologies and cross-border operations.

Governance and Oversight

In 2025, our Cybersecurity Department consolidated its operations under a single global governance model. Cybersecurity is embedded into business decision-making and operational processes across the organization, ensuring that we support secure growth while responding to evolving regulatory and technological requirements.

Data protection governance is led by an independent Data Protection Officer (DPO), ensuring compliance with GDPR and applicable national regulations. A centralized oversight model was established across Italy, the United Kingdom, Portugal and newly incorporated companies in Spain, improving consistency across jurisdictions.

Policies, Frameworks and Controls

Key governance measures implemented or reinforced in 2025 include:

- An updated **intragroup data protection framework**, clarifying roles, strengthening incident-management obligations and supporting the integration of new entities.
- A comprehensive **Data Privacy Policy** covering employees and patients, which is underpinned by robust data classification, retention standards and encryption of sensitive data both in transit and at rest.
- A risk-based framework for the **responsible use of artificial intelligence** in healthcare, distinguishing between administrative and clinical applications, in alignment with GDPR and the upcoming EU AI Act.

AI Governance and Responsible Innovation

In 2025, we established a dedicated Artificial Intelligence (AI) Unit to support the responsible use of AI across the organization. The Unit focuses on strengthening internal capabilities, improving data infrastructure and supporting teams already applying AI in operational and research contexts.

At the same time, an AI Committee was created to provide oversight of AI use cases, tools and external collaborations, ensuring ethical alignment. A group-wide AI Policy was also developed, setting clear principles for responsible AI use, with a strong focus on data protection, regulatory compliance and the safeguarding of sensitive patient information as AI adoption continues to expand.

Performance and Continuous Improvement

Data protection controls are implemented through close coordination between IT, Cybersecurity, Legal and local teams. In 2025, no sanctions, investigations or corrective measures were imposed, reflecting the effectiveness of the governance framework.

As our global footprint expands, regulatory and cybersecurity alignment across all jurisdictions remains a priority. Ongoing efforts include:



Regular cybersecurity awareness initiatives and targeted employee training.



Continuous monitoring to assess and improve our cybersecurity strategy.



Integration of cybersecurity requirements into supplier onboarding and contracting, strengthening third-party risk management and value-chain resilience.



Using Data for Quality Improvement: Internal Clinic Benchmarking

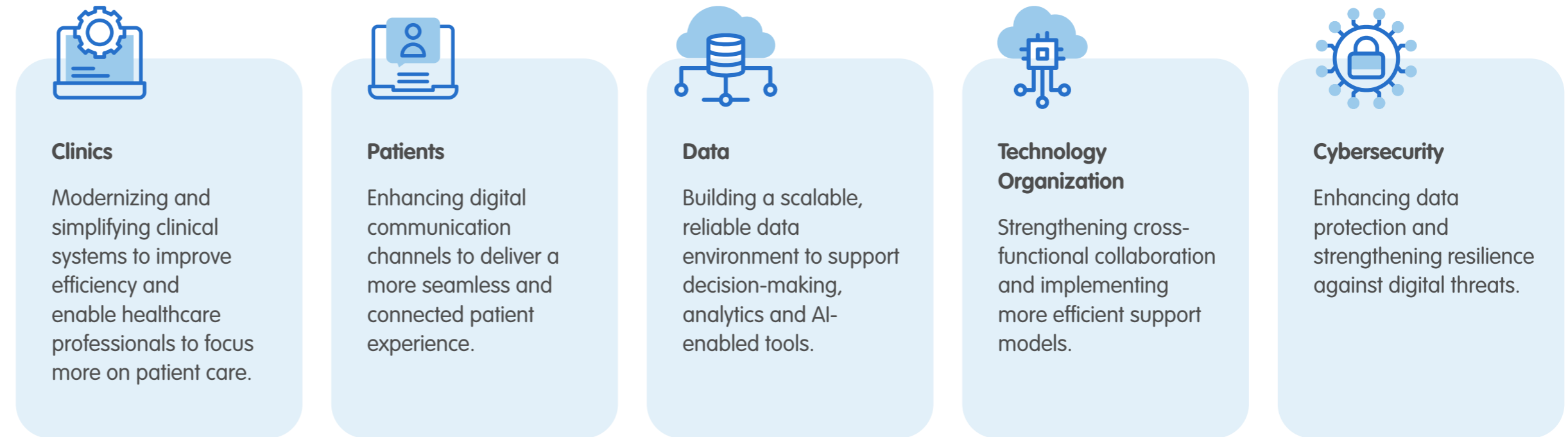
A pilot internal benchmarking initiative was launched in 2025 to compare key clinical, laboratory and operational metrics across the group. The initial phase focused on identifying variations in outcomes and analyzing internal practices that may influence performance.

The initiative aims to strengthen quality of care by increasing transparency, identifying best practices and fostering structured knowledge sharing across the network. By improving visibility into performance drivers, it supports continuous improvement, more consistent standards of care and data-based decision-making throughout the organization.

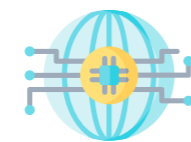


OneTech Digital Transformation Program

In 2025, we assessed our technology landscape to identify modernization needs and scalability gaps. This laid the groundwork for OneTech, a three-year transformation program to support sustainable, long-term growth through initiatives targeting five key areas:



Further details on OneTech’s implementation will be provided in the 2026 Sustainability Report.



We launched OneTech, our three-year transformation program to modernize technology and support sustainable growth.

03

Supporting Every Moment

Patients are accompanied with care, compassion and expertise throughout treatment.



3. Supporting Every Moment

Our People

A Culture of Care and Compassion



Our culture of care starts with our people and extends to the personal, compassionate support we provide patients at every stage of their journey.



“Supporting a patient means being present throughout the entire journey – not only from a clinical perspective, but also on an emotional level.

In assisted reproduction, we accompany people at very sensitive moments in their lives, where uncertainty and hope constantly coexist. **This makes personal support a fundamental pillar of care.**

As a nurse, I provide continuous presence and act as a bridge between the patient and the wider care team. **We are a trusted, accessible point of reference:** someone who explains medical information, answers questions, and offers reassurance when it is most needed.

Trust is built through closeness, active listening, and clear, honest and consistent communication. This **helps each patient feel that their story matters** and that they are receiving truly individualized care.

— **Sonia Sahuquillo Jiménez, Nurse, IVI Valencia, Spain**

We strengthen continuity of care through close follow-up and agile communication channels, such as the patient portal and telephone support. These tools allow us to **accompany patients through every stage of the process** and help prevent them from feeling alone during what can be a long journey.

For me, being a nurse means listening, accompanying and offering support grounded in both clinical knowledge and humanity. In assisted reproduction, it means walking alongside each patient with **respect, empathy and commitment**, helping them feel supported during one of the most meaningful moments of their life.”



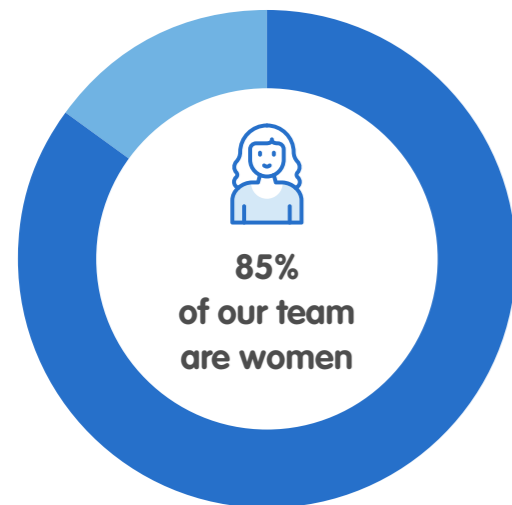
A Global Team Driven by Purpose

At IVI RMA, our greatest strength is our people. Every day, our teams bring our purpose to life by combining clinical excellence, scientific innovation and a deep commitment to patient care.

As of December 31, 2025, our workforce comprised 5,553 professionals across the world, reflecting the scale and diversity of our organization.

Our team continues to be strongly female-led, with women representing 85% of the workforce (4,727 employees). This profile reflects the nature of our sector and is a key contributor to the quality and impact of our clinical and scientific work.

Our international presence allows us to pair global expertise with local insight, fostering collaboration while upholding consistent standards of care worldwide.



Country	Number of Employees
Brazil	43
Canada	144
Chile	66
Czech Republic	84
Denmark	19
Iceland	15
Italy	284
Panama	23
Portugal	139
Spain	1,782
Sweden	204
UAE	310
UK	317
US	2,123
Total	5,553



Employee Engagement and Well-being

Listening, Engaging, Aligning

Employee engagement drives our performance, culture and ability to deliver high-quality care. In 2025, we strengthened our approach through structured listening and focused action plans, translating employee feedback into tangible improvements.

The annual **Employee Engagement Survey** is our primary tool for capturing employee input across regions, identifying priorities and developing locally tailored actions. More than 3,000 employees participated in the latest survey, with the engagement score rising from 2.51 to 2.58 (on a 4-point scale).

Accountability and continuous improvement are supported through regional and team-level action plans, governance oversight and management incentives linked to engagement outcomes.

In parallel, group-wide coordination and communication are promoted through:

- **Global Townhalls**, sharing progress, priorities and strategic updates.
- **Leadership Forums**, aligning managers across regions.
- A **Global HR Committee**, focused on engagement, diversity and culture.



More than 3,000 employees participated in the latest survey, with the engagement score rising from 2.51 to 2.58 (on a 4-point scale).

A Healthy Work-Life Balance

Caring for our people is central to who we are. We promote a healthy work-life balance through flexible arrangements tailored to different roles and clinical settings, including adaptable schedules, remote work options (where applicable), and support for family care and personal well-being.

Employees also benefit from preferential access to fertility treatments, with country-specific discounts of up to 50% for them and their families.

Throughout 2025, we continued to introduce initiatives aligned with our purpose of “bringing dreams to life for a healthier future.” One example is the **New Baby Benefit**, which provides €1,000 in financial support to employees welcoming a child by birth or adoption. These measures benefit families while enhancing the employee experience and reinforcing our culture of care.



Key Highlights



Global Travel Insurance Policy

We introduced a new global travel insurance policy in 2025 to protect the safety and well-being of all employees traveling for work. Coverage includes unlimited medical care abroad, medical evacuation and repatriation, travel disruption, baggage protection and legal assistance.



Communication, Recognition and Well-being (North America)

Quarterly “Fireside Chats” fostered open dialogue, feedback and knowledge sharing between employees and HR leadership, while Rockstar Recognition and other employee award initiatives further promoted engagement, with over 700 recognitions granted in 2025.

Well-being efforts also included activities supporting mental and physical health, such as “Flourish,” a new program focusing on five pillars: Physical Vitality, Mental and Emotional Well-Being, Mindfulness and Balance, Financial Security, and Community and Connection.



Strategic Alignment and Collaboration (Italy)

The annual Strategy Review Meeting continued to strengthen collaboration and alignment through the sharing of key projects, priorities and innovation initiatives across clinics and departments.

In parallel, the nationwide Employee Interview Program provided insights into employee sentiment, encouraged participation in workplace improvements, and supported internal mobility, cross-functional collaboration and development opportunities.



Talent Development and Career Growth (Iberia, LATAM and Czech Republic)

The Nurse Career Plan supported over 200 professionals in 2025 through development pathways, compensation progression and performance management. The “Nurse Challenge” further enhanced onboarding and peer learning by involving nursing teams in the creation of clinical training materials.

The Patient Care Career Plan expanded through targeted training and mentoring initiatives to foster professional growth and collaboration. The 360° Talent Review & Development Plan was also refined to strengthen continuous feedback and individual development.



Continuous Learning and Development

Supporting continuous learning for our employees is vital to delivering the highest standards of care and advancing reproductive medicine.

In 2025, IVI RMA delivered more than **98,900 hours of training** – equivalent to approximately 18 hours per employee – ensuring broad and equitable access to development opportunities throughout the organization.

This sustained investment in learning strengthens professional capabilities, enables career development and reinforces a culture of continuous improvement and knowledge sharing across all teams.



More than 98,900 hours of training in 2025.



Cultivating Leadership Excellence

Various leadership development initiatives in 2025 strengthened management capabilities across the organization. In Italy, a coaching program aligned leadership behaviors with organizational values, reinforcing accountability, collaboration and continuous improvement. In North America, initiatives included a Management Training Day focused on leadership, communication and change management, as well as an extended onboarding program for Practice Operators supporting over 20 leaders.



Occupational Safety and Health Training

In the Middle East, departmental Occupational Safety and Health (OSH) training addressed role-specific risks and competencies, strengthening workplace safety. This targeted approach supports compliance, risk prevention and improved safety outcomes across clinical and operational environments.



Learning Platforms and Professional Growth

We expanded access to learning through digital and structured development initiatives. In North America, the Campus Learning Management System (LMS) added new courses in onboarding, leadership, clinical training and compliance, supporting continuous learning for leaders and employees. Across the group, these efforts promoted knowledge sharing, professional growth and the development of technical and operational capabilities.



Diversity, Equity and Inclusion

At IVI RMA, diversity, equity and inclusion are integrated into governance, people practices and decision-making. Our approach focuses on fair treatment, equal opportunity and respect for all employees.

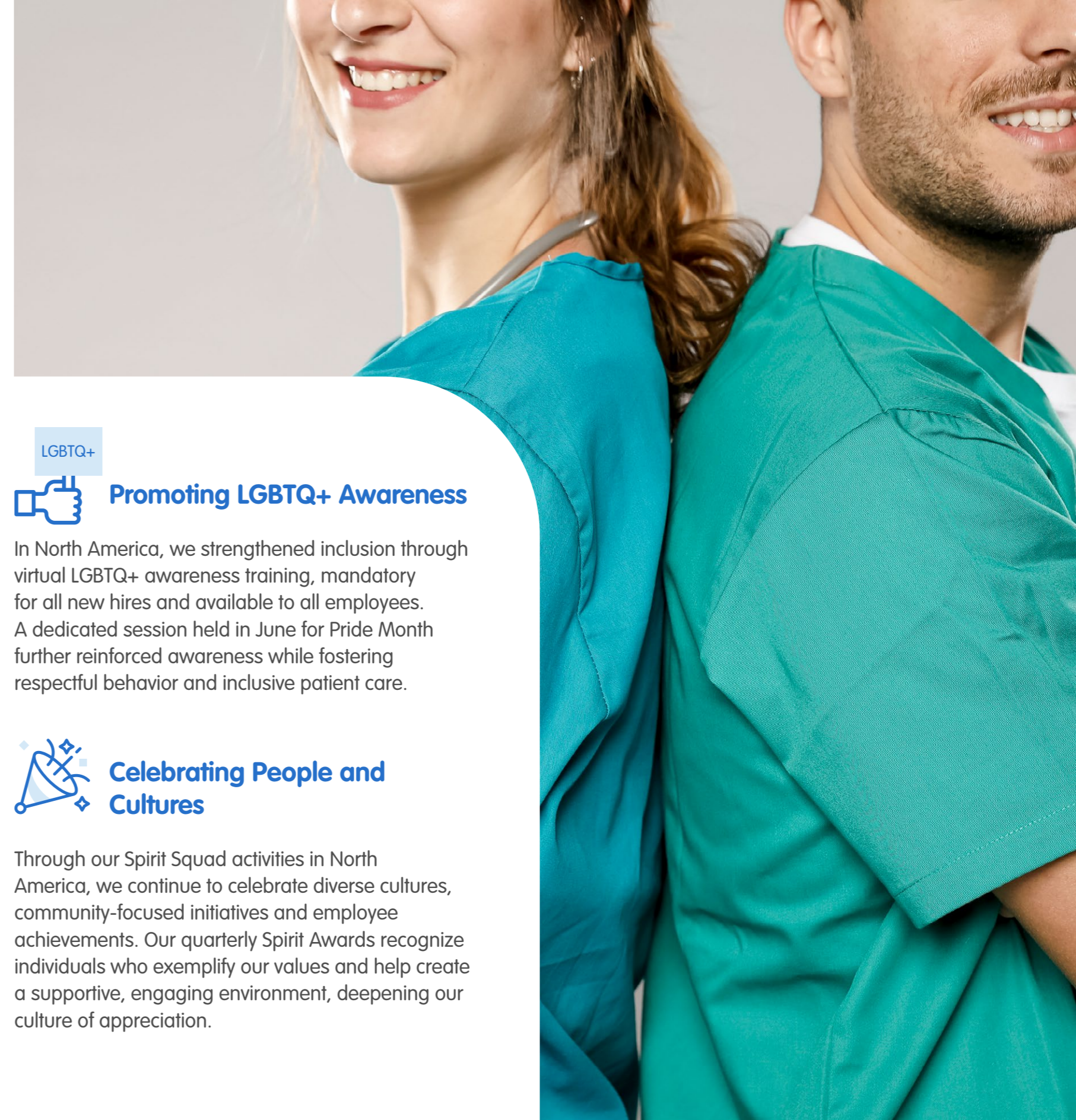
As a healthcare group operating across diverse regions, we recognize diversity as a key organizational strength and aim to ensure employees feel represented, heard, and supported. Oversight is supported through structures such as the Global HR Committee, which brings together regional HR leaders to align priorities, monitor progress and promote inclusive practices.

In 2025, we continued to advance our DEI framework through policy alignment, leadership engagement and locally tailored initiatives, reinforcing a culture of collaboration and belonging. A few regional examples are given here.



Driving Inclusion and Belonging

In Iberia, LATAM and the Czech Republic, we bring our culture to life through monthly initiatives that promote diversity, inclusion and belonging while connecting shared values to everyday behaviors. In 2025, focus areas such as Women's Leadership, Motherhood & Career, Empathy and Innovation highlighted diverse experiences through expert voices, internal role models, learning sessions and social impact actions. These initiatives create space for dialogue, representation and participation, cultivating an inclusive and supportive culture across our teams.



LGBTQ+



Promoting LGBTQ+ Awareness

In North America, we strengthened inclusion through virtual LGBTQ+ awareness training, mandatory for all new hires and available to all employees. A dedicated session held in June for Pride Month further reinforced awareness while fostering respectful behavior and inclusive patient care.



Celebrating People and Cultures

Through our Spirit Squad activities in North America, we continue to celebrate diverse cultures, community-focused initiatives and employee achievements. Our quarterly Spirit Awards recognize individuals who exemplify our values and help create a supportive, engaging environment, deepening our culture of appreciation.

Our Patients

Patients First: Clinical Excellence and Safety

Delivering High-Quality Clinical Outcomes

Patient care excellence is central to fulfilling our guiding purpose: to help every patient who walks through our doors achieve their dreams.

Through scientific innovation and personalized care, our patient-first approach is aimed at the complete satisfaction of those who entrust us with their health. This commitment to serving our patients' needs is fundamental to our values and underpins our leadership in the field of reproductive medicine.



Key Pillars



Delivering evidence-based, personalized reproductive care focused on optimal clinical outcomes.



Providing a broad range of fertility treatments tailored to individual patient needs.



Maintaining high standards of quality and safety in egg and sperm donation programs.



Supporting patient care through integrated laboratory, donor and gamete bank capabilities.



Advancing reproductive medicine through research, innovation and scientific publication.



Driving continuous improvement in clinical quality, patient safety and operational performance.

Global Highlight: Clinical Performance and KPI Management

We monitor clinical and laboratory performance through a defined set of medical indicators used across all regions. Based on established standards in reproductive medicine, these metrics track clinical outcomes and patient safety.

At the regional level, measures are adapted to local contexts while maintaining common definitions to ensure consistency across clinics. Key metrics include implantation, fertilization, embryo development and multiple pregnancy rates.

This framework is integrated into routine performance reviews and applied consistently across the organization. In 2025, clinics reported high compliance with established targets.

We also track a global indicator across the group: the cumulative pregnancy rate in IVF cycles, calculated using a standardized methodology to ensure comparability. The 2025 target was achieved, reflecting strong clinical performance and alignment.

Systematic monitoring of regional and global indicators enables benchmarking, identification of variability between clinics, and targeted improvement actions, supporting quality control, consistency and continuous improvement throughout our network.

Patient Safety as a Core ESG Priority

Since 2017, we have maintained a group-wide patient safety framework aligned with international standards, including ISO 9001:2015 and UNE 179003:2013, and fully compliant with HFEA and other global regulatory requirements. Risk management is embedded in our Quality Management System.

Key safety measures include patient identification and traceability controls, genetics protocols, and the systematic reporting of adverse events and near misses. Our deployment of electronic witness systems is also key to minimizing the risk of errors in assisted reproduction procedures.



We strengthened our global quality and patient safety framework through Global Clinical Protocols across our network.

Achievements and Impact in 2025

In 2025, we achieved key milestones in reducing traceability-related risks in assisted reproduction procedures. In particular, we met our annual targets in deploying the electronic witness system, one of the most effective tools for minimizing the risk of mismatches in embryo handling and transfer.

By the end of the year, most of our regions and **more than 70% of our clinics were operating with the electronic witness system.** This progress supports our path towards full implementation and reflects a consistent, global effort to enhance safety and standardization in clinical practice.

We monitor key indicators to ensure accountability and continuous improvement, including:

- The percentage of clinics operating with the electronic witness system.
- The mismatch rate across procedures.

Global Highlight: Clinical Standardization

In 2025, we strengthened our global quality and patient safety framework through the development and implementation of Global Clinical Protocols across our network. Applicable to both clinical and laboratory practices, these mandatory protocols define standardized, evidence-based guidelines to support clinical decision-making, reduce variability and ensure consistent care across regions.

The protocols apply across multiple disciplines and functions, ensuring alignment with quality, safety and regulatory requirements. To support consistent implementation, all protocols are available through IVI RMA Campus NEO, which provides controlled access, version management and regular updates. This initiative supports standardization and operational consistency throughout our global network.





Regional Highlight: Patient Safety Organization (North America)

In 2025, we established the first Patient Safety Organization (PSO) within a reproductive medicine network, reinforcing our commitment to patient safety across all practices. The PSO provides a protected framework for the reporting, analysis, and review of safety events, supporting systematic learning and continuous improvement in clinical care.

By centralizing safety data and applying structured review processes, we can better identify trends, implement group-wide improvements, and strengthen transparency and accountability. This approach supports proactive risk management and helps prevent adverse events while improving clinical outcomes across the organization.



We are strengthening patient safety and efficiency through lab automation.

Laboratory Automation and Developments for 2026

We are working on introducing laboratory automation to further strengthen patient safety, precision and operational efficiency. This project aims to integrate advanced technologies capable of autonomously performing select laboratory tasks currently conducted manually.

Automation will enable us to streamline processes, reduce variability and enhance consistency and safety in laboratory operations. This initiative supports our commitment to continuous improvement and innovation, ensuring the delivery of safe, reliable and scalable reproductive healthcare across our global network.

Patient Experience and Digital Transformation



Listening to Patients for Continuous Improvement

Understanding patient and donor experience is a core priority. We use structured satisfaction surveys to capture perceptions and expectations, supporting continuous improvement in care and services.

We operate under recognized international standards through a robust Quality Management System, including annual internal and external audits. The system incorporates an integrated complaint management process to ensure all feedback is reviewed and addressed with medical and operational teams.

A dedicated Patient Experience team produces monthly practice-level Net Promoter Score (NPS) reports, shares feedback and provides best-practice guidance, including coaching on empathetic communication. NPS serves as a global standard to consistently measure and monitor the patient experience across all regions. Its ongoing rollout enables comparable data collection, identification of improvement areas, and integration of insights into clinical and operational decision-making.



Digital Innovation to Optimize Patient-Centered Care

Our clinical operations were strengthened in 2025 through the implementation of the Artemis platform and AI-driven solutions across our clinic network. These tools streamline administrative processes, reduce manual tasks and enhance digital workflows, supporting efficiency and scalability while maintaining high standards of personalized care.

Patient self-service functionalities improve accessibility, communication and engagement throughout the treatment journey. At the same time, AI solutions for data summarization, extraction and multilingual communication help us to transform complex clinical information into structured insights, supporting consistent processes and informed decision-making.

These advances also reinforce governance and compliance through embedded controls, while contributing to environmental and operational sustainability by reducing paper use and optimizing resource management.

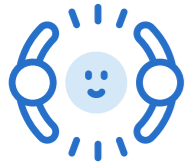


Predictive Analytics to Strengthen Care Continuity

In 2025, we developed a data-driven initiative to improve continuity of care by identifying patients at higher risk of discontinuing treatment after the first visit. Using predictive analytics, we determined the main factors influencing early drop-off.

These insights enabled targeted actions, including automated alerts to help clinical teams identify at-risk patients, enhanced follow-up protocols, and adjustments to patient engagement and care pathways to better address individual needs. This contributed to an improved patient experience and more consistent clinical outcomes.





Regional Initiatives to Enhance Patient Experience

Patient Advisory Councils (North America)

In 2025, we established two North American Patient Advisory Councils (PACs), one in Canada and one in the United States. The PACs are composed of current and former patients and partners who participate in structured meetings with our teams.

Our PACs provide patient input to support the design, evaluation and refinement of patient-centered initiatives. Through regular feedback and discussion, they help identify priorities for improvement and contribute practical insights to the development and testing of programs aimed at improving the patient journey.

This initiative ensures that patient voices are meaningfully integrated into planning and decision-making, strengthening our ability to deliver care that reflects the needs and experiences of the communities we serve.

Redesigned Care Spaces to Enhance Patient Privacy (Iberia, LATAM and Czech Republic)

A redesigned care-space model was piloted in our Madrid clinics to improve patient privacy, confidentiality and overall experience. The initiative introduced individual waiting areas, with healthcare professionals moving between patients rather than patients passing through shared waiting rooms.

This approach enables more discreet handling of sensitive interactions, such as personal data collection and financial or clinical discussions, while fostering a more personalized and patient-centered care experience.

Plans are underway to expand the initial pilot to additional locations in 2026, supporting the transition toward more human-centered, efficient and privacy-focused care environments.

Patient Experience Week (North America)

We hosted our inaugural Patient Experience week from April 28 to May 2. This event highlighted and celebrated the dedication of our North American team to delivering empathetic, patient-centered care.

Through a series of activities and discussions, we engaged both team members and patients around the values that matter most to the care experience – clear communication, collaboration, compassion and self-care – reinforcing our shared commitment to supporting patients throughout their journey.



We engaged team members and patients around the values that matter most to the care experience.



Learn About Our Patient Advisory Councils (PACs)



Support, Education and Access to Care

In tandem with our commitment to reproductive healthcare excellence, we advance a wide range of initiatives designed to raise awareness of fertility treatments, improve access to care, and advocate for patients and donors. These include both global and regional campaigns tailored to the needs of the communities and patients we serve.

Together, these efforts – some of which are highlighted here – reflect our broader mission to inform, accompany and support individuals and families at every stage of their reproductive journey.



We support individuals and families at every stage of their reproductive journey.

Global Policy and Advocacy

Davos 2026: Advancing Access to Reproductive Medicine Worldwide



In January 2026, fertility entered the agenda at the World Economic Forum in Davos for the first time. IVI RMA contributed the clinical perspective to discussions among global leaders, highlighting the role of reproductive medicine in addressing demographic and societal challenges.

During the forum, Elena Méndez-Escobar, Director of Transformation at IVI RMA, highlighted the gap between the growing demand for fertility services and the current levels of public awareness, investment and infrastructure dedicated to reproductive health. Expanding access to reproductive medicine is critical not only to serve individuals and families, but also to address long-term demographic trends and support sustainable economic and social development.

Raising Awareness and Public Engagement

“35 Years Full of Life”: Raising Awareness Through Patient Stories (Iberia, LATAM and Czech Republic)

In 2025, we marked our 35th anniversary with a campaign focused on raising awareness of the human and social impact of reproductive care. The campaign featured real “IVI children” and their mothers, shifting attention from treatment outcomes to lived experiences and inspirational stories. By sharing authentic testimonies, it helped normalize conversations around fertility, reduce stigma and reinforce the understanding of reproductive medicine as a deeply personal and life-shaping journey for patients and families.

Demystifying Reproductive Medicine with Healthcare Influencers (Iberia, LATAM and Czech Republic)

To improve access to reliable information on assisted reproduction, we partnered with health-sector influencers, including scientists and medical doctors. Through their expertise and credibility, we shared accurate and accessible content across social media platforms to explain complex reproductive topics in a clear and engaging way. This approach helped demystify fertility care, counter misinformation, and support a more informed and empowered public conversation around reproductive health.

Education and Knowledge Sharing

Fertility Education Symposium Series with the University of Pavia (Italy)

Through a partnership between Genera and the University of Pavia, we have established a public symposium series on fertility awareness and reproductive health. Comprising five events open to the public, the series addresses topics such as declining birth rates, fertility preservation, sexual health and quality of life, sharing evidence-based information and promoting broader public health awareness.

eBooks to Empower Patient Decision-Making (North America)

We launched a series of educational eBooks in 2025 to support patients at key stages of their fertility journey. Covering topics such as second opinions, unsuccessful IVF cycles and fertility-related benefits, these resources translate complex clinical and insurance information into clear, compassionate guidance, helping patients make informed decisions with greater confidence.

Access and Affordability

Financial Accessibility and Treatment Transparency (Iberia, LATAM and Czech Republic)

In 2025, we further strengthened financial accessibility and transparency for patients. Access to financing for international patients was expanded through partnerships with global platforms, removing residency limitations and offering alternatives to upfront payments.

Treatment budgets were also restructured to improve clarity, with costs organized by treatment phase and clear distinctions between included services, optional add-ons and potential scenario-based expenses. This approach provides greater visibility into overall costs, reducing uncertainty and supporting informed decision-making.





Partnerships for Greater Patient Impact

OTB Fertility Awareness and Preservation Program (Italy)

In partnership with the OTB Foundation, Genera launched a fertility awareness and preservation program for OTB employees that combines education on reproductive health with financial support for fertility preservation treatments. The initiative addresses knowledge and access gaps – particularly for women balancing career and family planning – while supporting well-being, gender equality and positive social impact within and beyond the workplace.

Supporting Patient Advocacy and Infertility Awareness (Iberia, LATAM and Czech Republic)

In 2025, we partnered with RedInfértilles, Spain’s main infertility patient association, to support initiatives focused on patient advocacy, awareness and education. This included sponsorship of InfertilRace, a virtual event held in June for Infertility Day that aimed to raise awareness and symbolically bring infertility patients’ priorities to the European Union policy agenda; and participation in the Virtual Infert Debate, a public dialogue addressing fertility, age and women’s access to accurate information.

Patient Education Through Digital Partnerships (North America)

We have expanded our strategic partnerships into social media to increase visibility of patient resources and initiatives. With partners such as TMRW Life Sciences, EngagedMD, Sapyen and Pixel, we elevate patient education and engagement through accessible digital storytelling. This approach helps raise awareness of technologies and support tools that enhance the patient experience, reinforcing our commitment to transparent, innovative and patient-centered care.

Our Communities

Health, Equity and Hope: A Holistic Approach to Social Impact

At IVI RMA, our commitment goes beyond clinical excellence. We believe that advancing reproductive medicine also means expanding access, supporting communities and driving meaningful social impact worldwide.

Our social impact strategy is built on three key pillars:



Advancing access to reproductive and maternal healthcare.



Supporting vulnerable communities through science and innovation.



Engaging employees as active contributors to positive change.

By combining global initiatives, strategic partnerships and employee-driven programs, we continue to expand our impact beyond clinical care – contributing to a more equitable, informed and healthier society.



Global Health
SOCIAL IMPACT
AWARD



Global Health Social Impact Award

In October 2025, we advanced our global social impact strategy with the launch of the **Global Health Social Impact Award**, designed to support and scale high-impact initiatives in reproductive and maternal health beyond our clinic network.

The award provides a **\$50,000 grant** to the best non-profit project with measurable impact. In this first edition, we received **over 65 applications** from international organizations.

The award encourages initiatives that improve access to fertility and maternal healthcare, advance education and prevention, and provide psychosocial support to women and families. Projects are assessed based on impact, scalability, innovation, equity and sustainability.

In a unique approach, our employees contribute to the final selection through internal voting, reinforcing shared ownership of our social impact goals. The award recipient will be announced in 2026, marking the start of a long-term effort to amplify transformative solutions globally.

Creating Hope and Life: Fertility Preservation for Oncology Patients

When a cancer diagnosis enters a patient's life, it often brings uncertainty and puts future plans on hold. In this context, preserving the possibility of building a family can become a powerful source of hope.

We offer dedicated fertility preservation programs – “Becoming a Mother After Cancer” and “Becoming a Father After Cancer” – aimed at **supporting oncology patients** whose fertility may be affected by treatments such as chemotherapy or radiotherapy. These programs provide **fertility preservation treatments free of charge**, ensuring that financial barriers do not limit access to care at such a critical moment.

These programs enable patients to preserve their reproductive potential before starting oncological treatment, helping them to focus on their recovery while maintaining hope for having children in the future.

Since 2008, we have carried out **2,074 fertility preservation procedures** for oncology patients, mainly in Spain, Portugal and later Italy, providing access to fertility care at a critical moment. As of September 2025, **122 babies** have been born thanks to these efforts, representing the long-term social and patient-centered impact of this initiative.



Patient Voice: Nuria Martí

Nuria became a patient of our clinic in Spain after facing cancer, a disease that forms part of her family history. At the time, Nuria and her partner had been trying to conceive without success when they received the devastating news. Following her diagnosis, a tumor was surgically removed, and she underwent radiotherapy and hormonal treatment.

“When the oncologist gave me the news, I wasn’t thinking about pregnancy. It’s true that when you receive the diagnosis, all you think about is the cancer – about getting rid of it and fixing the problem. At that moment, I didn’t consider that it might become an issue for having children. It was my gynecologist who recommended that I consider fertility preservation.”

After freezing her eggs in 2014 through our support program for oncology patients, Nuria was later able to fulfill her dream of becoming a mother. In 2017, she began the process that led to the birth of her first son, Gonzalo, in 2018, and later her second son, Leo, in 2020. Nuria’s sister also underwent cancer treatment and received care at our clinic. Today, both sisters share the joy of having built their families and becoming aunts to each other’s children.



“For me, motherhood became the first positive goal to focus on once the tough part was over.”



Bringing Science Closer to Society: Children's Education Programs

Science can be a source of hope, empowerment and connection, especially for people facing challenging circumstances. To boost scientific education and awareness, we have established a collaboration with **Cienciaterapia**, a non-profit organization that uses science to inspire and support children, particularly those who are hospitalized.



Key initiatives include:

- Educational workshops for hospitalized children.
- Science-based activities in schools.
- Interactive experiences that make science accessible and engaging.



The collaboration also opens new opportunities to:

- Co-create educational content focused on science and health.
- Engage employees and their families through shared learning experiences.
- Promote curiosity, knowledge and inspiration among younger generations.

Empowering Employees to Drive Social Change

At IVI RMA, social impact is not only led from the top but also driven collectively by our people. Through the IVI Foundation, we launched a new edition of our Teaming Program in Spain, enabling employees to directly contribute to social innovation projects.



Through this initiative:

- Employees voluntarily contribute €1 per month.
- The IVI Foundation matches contributions, doubling the impact.
- Employees nominate and vote for supported NGOs.

The result delivers tangible social benefits while strengthening employee engagement, purpose and shared responsibility.

Teaming 2025: Supporting Research and Hope in Childhood Cancer

This year, employees voted to support **Unoentrecienmil**, a leading foundation in Spain dedicated to advancing research into childhood cancer, particularly leukemia.



Through its work, the foundation:

- Funds research projects, clinical trials and scientific scholarships.
- Drives awareness and solidarity initiatives.
- Improves the lives of children and families facing cancer.

In supporting this work, we reinforced our commitment to accelerating scientific progress and offering hope to families in vulnerable situations.

Additional Social Impact Partnerships Worldwide

Our brands and clinics collaborate with local organizations worldwide to advance social initiatives tailored to community needs. These partnerships reflect our commitment to amplifying diverse voices and supporting vulnerable individuals and families in the regions where we operate.



Collaboration with Casa Ronald McDonald (Iberia, LATAM and Czech Republic)

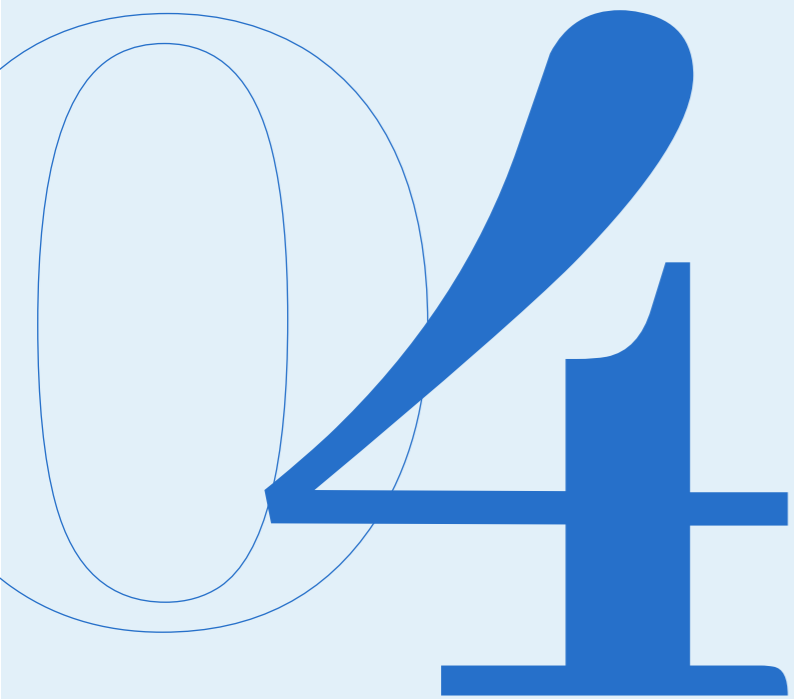
In 2025 we collaborated with Casa Ronald McDonald to support families in need by producing a series of heartfelt videos to strengthen the organization's fundraising efforts. The initiative focused on amplifying Casa Ronald McDonald's mission, highlighting the families they support and inspiring community involvement.



Community Partnerships for Inclusive Paths to Parenthood (North America)

We strengthened our commitment to advocacy, inclusion and social impact through continued sponsorship of mission-driven organizations, including **RESOLVE**, **Yesh Tikva**, **The Chick Mission**, **The Mazzoni Center**, **Family Equality** and **Pregnantish World Fertility Awards**.





Turning Hope into Possibility

Science and innovation make pregnancy possible.



4. Turning Hope into Possibility

The Science Behind Life



Guided by research, continuous learning and innovation, our work in reproductive medicine is dedicated to leading scientific advancement while improving patient outcomes.



“Continuous professional development is essential in a fast-evolving field like embryology to maintain the **highest standards of care**. Ongoing advances in techniques, equipment and scientific understanding mean that we must continually update our knowledge and refine our skills. With many unanswered questions still remaining in the field, a serious **commitment to learning** ensures we follow best practices while delivering the most effective, evidence-based care to patients.

Education and training have a direct impact on patient outcomes. As experience grows, so does confidence, thoughtfulness and precision. In the embryology laboratory, even **the smallest detail can have a big impact**, making high-quality training vital to achieving the best possible results.

— Sherin Theresa Mathew, Clinical Embryologist, ART Fertility Clinics, UAE

Technology has also changed the way we work. Innovations such as time-lapse imaging and the growing use of artificial intelligence allow us to monitor development more closely and **work with greater consistency and accuracy**, creating better laboratory conditions.

What keeps everything moving forward in reproductive medicine is research. It allows us to understand what we’re doing, make improvements and find new ways to support patients – always with **the goal of turning someone’s dream into reality**. For me, that’s the most rewarding part. Knowing I play a small role in helping people start families is a privilege that continues to motivate me every day.”



IVI RMA Global Research Alliance

Since its establishment in 1997 as a nonprofit organization, the IVI Foundation has maintained a clear mission: to advance reproductive medicine through research, education and social contribution.

Over time, this commitment has grown through international collaboration and integration with leading organizations in the field. These partnerships have resulted in the creation of the IVI RMA Global Research Alliance, a network that brings together prominent researchers and institutions focused on advancing knowledge in reproductive science.

The Alliance’s research strategy centers on translating scientific knowledge into effective, life-changing treatments for patients experiencing infertility. Research publications, laboratory



developments and technological innovation are closely linked to clinical practice, ensuring that every discovery contributes directly to patient care and continued progress in reproductive medicine.

A Worldwide Network for Research and Clinical Innovation

Our research activity is supported by a global network of Basic and Clinical Research Centers across Europe and North America. Basic research is conducted in Madrid and Valencia (Spain), Oxford (UK) and Basking Ridge (USA), supported by advanced infrastructure consistent with the standards of leading academic institutions.

In parallel, we conduct clinical research across our organization, with active research centers in Basking Ridge, Madrid, Barcelona and Valencia, and participation from more than 200 clinics worldwide. This integrated model ensures research remains closely connected to everyday clinical practice.

Global research efforts are coordinated by our Research Management Support Unit (UAGI) and guided by our Scientific Advisory Board (SAB), which brings together key opinion leaders across scientific, legal, economic and strategic disciplines to facilitate project scalability, secure competitive funding and uphold scientific excellence.

2025 Global Research in Numbers



\$12M+ invested in research advancing reproductive science worldwide



6 Basic Research Centers across Europe and the US



200+ clinics conducting active clinical studies



260 publications in peer-reviewed journals



1,426 Cumulative Impact Factor



125 abstracts presented at leading global congresses (ASRM, SRI, ESHRE)



700+ research projects in progress



168 new research projects launched



\$3M+ in competitive grants

Strategic Research Priorities



Our Strategic Research Pipeline is structured around three pillars of innovation:

- **Basic Research:** Exploring foundational questions such as in vitro oocyte improvement and gamete generation through stem cells.
- **Applied Research:** Creating new technologies, including AI-based embryo selection, automation in IVF and ICSI procedures, and hyperspectral imaging for endometrial assessment.
- **Clinical Trials:** Translating innovation into patient care through novel therapies and personalized reproductive medicine approaches.

Key Research Highlights

Modeling Human Embryo Implantation In Vitro

In collaboration with leading international research groups, we developed an advanced in vitro model to study embryo implantation. This included creating a 3D model of the receptive human endometrium, demonstrating successful embryo implantation and early development in vitro, replicating key stages of embryonic and placental development, and identifying molecular signals driving embryo-endometrium communication.

Endometrial Infusion with Plasma Rich in Growth Factors (PRGF) in IVF Cycles

This study assessed whether using a patient's own plasma enriched with growth factors could improve uterine lining thickness in patients with very thin endometrium (≤ 5 mm). Results showed a moderate increase in thickness, with effects lasting up to one to three treatment cycles. These findings suggest PRGF may help improve the uterine environment in challenging cases and support pregnancy outcomes.

Nicotinamide Mononucleotide for Oocyte Quality Preservation

This study examined whether nicotinamide mononucleotide (NMN) could protect oocyte quality affected by chemotherapy and aging. NMN reduced cellular stress, inflammation and damage, improving oocyte quality in both mouse and human models. These results highlight its potential as a strategy to preserve fertility in patients undergoing cancer treatment or experiencing age-related decline in oocyte quality.

Risk of Preeclampsia in Frozen Embryo Transfer Cycles

This study evaluated how endometrial preparation methods – natural versus hormone-controlled cycles – affect the risk of preeclampsia and other complications. Evidence suggests artificial cycles may be associated with poorer outcomes, although the low incidence of preeclampsia limits large-scale trials. These findings underscore the importance of careful clinical selection of preparation methods.



IVI RMA Global Education

IVI RMA Global Education is our international institution dedicated to training professionals in reproductive medicine.

It delivers educational programs for specialists within the organization and the broader healthcare sector, supporting the advancement of knowledge and clinical practice in patient care.

Our comprehensive and specialized educational portfolio is tailored to both recent graduates and experienced professionals in reproductive medicine, including physicians, embryologists, nurses, geneticists, psychologists and other healthcare practitioners seeking to expand or refine their expertise.



We train professionals worldwide in reproductive medicine, advancing knowledge and patient care.

This educational offering includes:

- Internationally recognized **Master's programs**, developed in collaboration with leading national and international universities.
- **Online courses** delivered through our IVI RMA Campus NEO platform, combining flexibility with scientific rigor.
- Hands-on **clinical training** within our clinics, under the supervision of leading experts.
- **Tailored programs** designed to meet the specific needs of professionals and institutions.

Academic Recognition and Accreditation

To ensure the quality and academic recognition of our programs, we collaborate with leading international accreditation bodies. Online courses delivered through IVI RMA Campus are accredited by:

- The **European Accreditation Council for Continuing Medical Education** (EACCME).
- The **Continuing Professional Development** (CPD) system, recognized in the UK and Commonwealth countries.
- The **Continuing Education Credits** (CFC) of the Spanish National Health System (SNS).
- The **American Medical Association** (AMA), in collaboration with Thomas Jefferson University.



International Conferences and Events

The dissemination of scientific knowledge is a cornerstone of our educational approach.

This focus is reflected in the organization of high-level scientific events, such as the International IVI RMA Congress, held every two years in Spain and hosted by a local clinic. In parallel, we run international symposia in multiple countries, fostering the exchange of expertise, research and best practices across borders while promoting excellence in reproductive medicine.



11th International IVI RMA Congress (Barcelona, Spain)

Recognized as one of the most relevant international events in reproductive medicine, the International IVI RMA Congress draws leading clinicians, researchers, embryologists and healthcare professionals from around the world.

Over three days, our 2025 edition delivered a comprehensive program combining keynote lectures by internationally recognized experts, panel discussions on emerging advances and clinical challenges, practical workshops aimed at improving processes and outcomes, and scientific poster presentations that promoted innovation and new research directions. A key highlight was the presentation of the **IVI RMA Awards**, recognizing two outstanding scientific careers and reinforcing a strong commitment to research excellence.

The event was also organized in line with ESG principles, including low-carbon design, promotion of sustainable mobility, energy-efficient venue management, waste reduction and circularity, responsible and local procurement, and digitization to minimize paper use. Exhibitors were engaged through a “Most Sustainable Stand” award and a social initiative supporting the local childhood cancer project “Good Max.”



We connect experts worldwide to advance research and excellence in reproductive medicine.

Key Figures



1,584+
Participants



84
Faculty



56
Poster abstracts



25
Exhibitors



58
Countries represented

2nd IVI RMA Summer Course for Gynecologists (Barcelona, Spain)

Designed for gynecologists in the early stages of training in assisted reproduction, this intensive course offered an up-to-date learning experience closely linked to clinical practice. Participants engaged in theoretical sessions, real case discussions, guided clinic tours and networking activities.

With a practical approach and a faculty of experienced specialists, the course provided first-hand exposure to the operation of a leading IVI clinic. The program reviewed current trends in reproductive medicine, encouraged clinical reasoning through case-based learning and supported the development of a strong foundation for future practice.



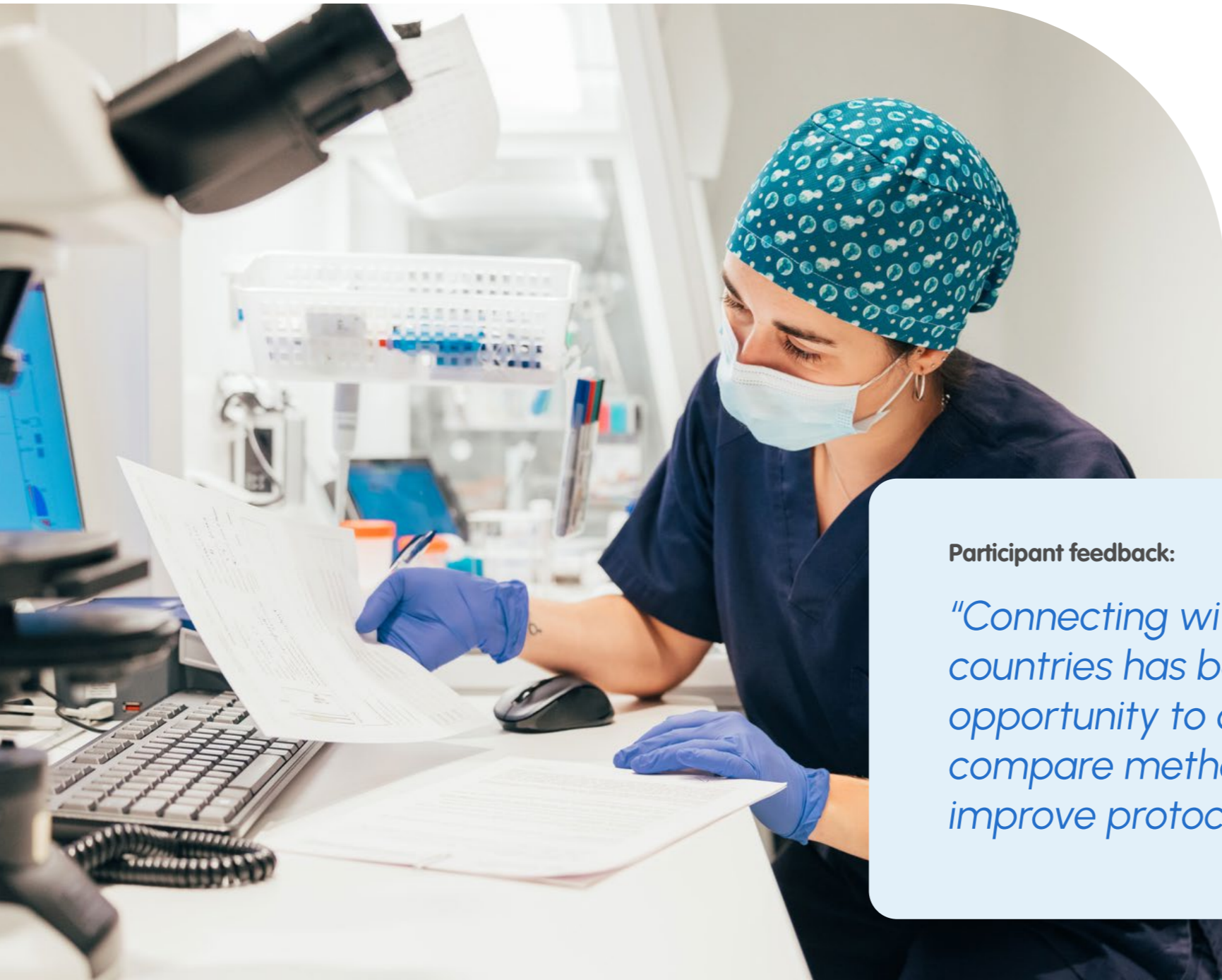
IVI RMA North America REI Nurses Symposium (Basking Ridge, NJ, USA)

This educational event brought together nurses and healthcare professionals from across the US and internationally to explore key areas in reproductive endocrinology and infertility (REI) care. Held in Basking Ridge, New Jersey, the one-day hybrid symposium combined in-person participation with live streaming to expand access and engagement.

The program emphasized practical learning and clinical updates, addressing nursing roles across treatment pathways, patient coordination, referral processes and the integration of genetic testing into practice. A total of 244 professionals from 24 countries participated, reflecting growing demand for specialized fertility nursing education.



Internal Education and Development



Learning for Excellence

IVI RMA Global Education collaborates with our Human Resources department to deliver Learning for Excellence, a strategic initiative that provides our clinical teams with access to the latest scientific knowledge and best practices in assisted reproduction. This internal program supports professional development while contributing to improved patient care and optimized clinical outcomes.

Participant feedback:

"Connecting with embryologists from other countries has been inspiring. It's been a great opportunity to observe different routines and compare methods, and I've learned ways to improve protocols in my current lab."



IVI RMA I²P: Internal Internship Program

IVI RMA I²P is an internal mobility initiative to strengthen professional development, knowledge exchange and collaboration across our laboratories. Launched in 2025, it enabled embryologists and laboratory professionals to complete international training stays, during which they learned new methodologies, shared protocols and observed different laboratory workflows.

Facilitating 18 mobilities across Europe and the Americas, I²P achieved a satisfaction score of 4.84 out of 5, with 100% of participants indicating they would participate again. The initiative supported protocol standardization, reinforced corporate culture, and enhanced talent engagement and retention across our global network.

2025 Education and Training Key Figures



Online Courses

77
Courses Offered

903
Participants



Master's Programs

8
Programs Offered

310
Participants



In-Clinic Courses

57
Courses Offered

601
Participants



Training & Consulting

21
Services Delivered



Rotations

35
Residents



05

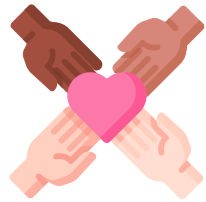
Caring for Future Generations

We act responsibly throughout the journey to reduce our environmental impact and support a sustainable future.



5. Caring for Future Generations

Responsible Operations for Sustainable Care



Responsible action is embedded into our daily operations as part of our commitment to sustainable healthcare.



“Sustainable operations in healthcare means creating systems and processes that support our commitment to excellence in patient care and innovation while also being **thoughtful about long-term**

efficiency, financial responsibility, staff experience and environmental impact.

In a modern healthcare clinic, one of the biggest challenges is **balancing the high operational demands of patient care while being good stewards of our resources**. Our approach focuses on reducing waste, ensuring regulatory compliance and planning growth smartly.

The decisions we make around facilities, technology, workflows and infrastructure have a direct impact on patient experience, operational stability and the organization’s ability to continue growing and **servicing our patients effectively**.

Sustainability is a team effort across the network. Staff at every level and location contribute through their everyday actions, efficient practices, accountability and a shared commitment to continuous improvement. Sustainable operations benefit both patients in our communities and our teams by creating **safer, more efficient and more reliable healthcare practices**.”

— Lindsey McBain, Executive Director of Business Operations, IVI RMA North America



Climate Change and Decarbonization

Following our double materiality assessment and climate risk analysis, climate change has not been identified as a material topic for our business, with associated risks assessed as low to medium. Nonetheless, we take a proactive and forward-looking approach, integrating climate considerations into our day-to-day operations as part of our commitment to responsible growth and long-term value creation.

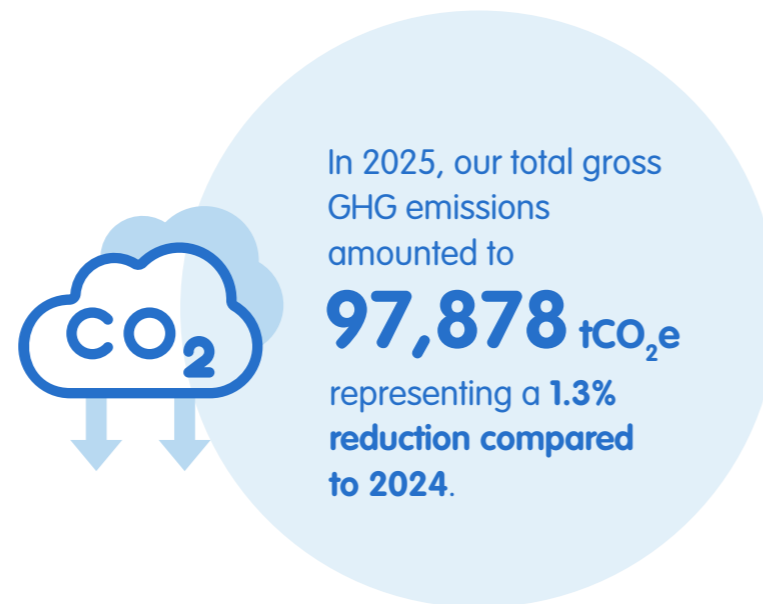


We integrate climate considerations for sustainable growth and long-term value creation.

GHG Emissions and Carbon Footprint 2025

We calculate our carbon footprint annually in accordance with the Greenhouse Gas (GHG) Protocol, covering Scope 1, Scope 2 and Scope 3 emissions. This comprehensive approach supports our structured decarbonization strategy and alignment with science-based target (SBTi) principles.

2025 Emissions Performance



2025 GHG Emissions by Scope



On track to achieve our 2030 decarbonization targets

Scopes 1 + 2

5,611 tCO₂e

(-15.0% YoY), outperforming our target (5,662 tCO₂e)

● Scope 1

1,474 tCO₂e

(-2.1%), driven by efficiency improvements

● Scope 2

4,137 tCO₂e

(-18.8%), reflecting increased renewable electricity

Scope 3

92,267 tCO₂e

(-0.3%), remaining broadly stable due to the structural nature of value-chain emissions

Ahead of target (5,662 tCO₂e)

2023 Decarbonization pathway

2023

2025

2030



Carbon Compensation

To support our SBTi trajectory, we compensated **8,650 tCO₂e**, primarily from Scope 3, reducing our **net carbon impact to approximately 89,200 tCO₂e**. Our offset portfolio comprises high-integrity carbon reduction and removal projects certified under **Verra Carbon Standard and Gold Standard**, delivering verified climate, environmental and social co-benefits.

AI-Powered Carbon Footprint Management and Data Integrity

Our 2025 carbon footprint was calculated using an advanced AI-based platform that fully automates emissions calculation and reporting. The system's methodologies were reviewed by specialized experts and independently validated by an external consultancy.

While no formal third-party assurance was obtained this year, this multi-layered approach enhances data accuracy, reduces manual intervention and streamlines reporting timelines. Ongoing system optimization has also lowered process complexity and resource requirements. Looking ahead, we will further integrate Scope 3 data to strengthen value-chain visibility and support more informed, data-driven decision-making.

Renewable Electricity and Certificates

We ensure the credibility of our renewable electricity claims through high-quality Energy Attribute Certificates (Guarantees of Origin), sourced via a specialized provider (Anthesis). Certificates are fully traceable, retired in official registries in our name, and fully aligned with GHG Protocol Scope 2 Guidance.

Regional Highlight: Environmental Initiatives at ART Fertility Clinics (Middle East)

Across our Middle East operations, ART Fertility Clinics have implemented a range of environmentally friendly practices to reduce energy use, waste and emissions while supporting staff wellbeing.

Energy efficiency has been enhanced through smart lighting with motion sensors, programmable thermostats, and solar panel installations, helping lower electricity consumption and Scope 2 emissions in a high-energy regional context. Waste reduction initiatives include replacing paper towels with air hand dryers, eliminating single-use plastics at water points, and installing on-site water filtration systems to phase out bottled water. The adoption of digital note-taking among staff and the transition of patient education materials to digital formats have further minimized paper use and improved operational efficiency.

These initiatives align with regional sustainability priorities, including the UAE's national agenda, while delivering measurable environmental and cost benefits.

Hazardous Waste Management

Building on our global protocol implemented in previous years, we further strengthened and aligned hazardous waste management practices across our clinics in 2025. Standardized indicators continue to support monitoring and drive improvements in waste reduction, segregation and compliant treatment of regulated waste streams. Training materials and reference documentation were also enhanced to reinforce safety standards and operational efficiency.

The following regional examples illustrate how these practices are implemented:



In Iberia, LATAM, and the Czech Republic, actions focused on raising awareness and improving the classification and handling of healthcare waste through internal audits and continuous monitoring.



In North America, medical waste management processes continued to align with federal and state regulations. In 2025, medical waste services were centralized under a master service agreement to standardize vendors, strengthen oversight and improve operational alignment across locations.



In Northern Europe, hazardous waste reduction remains a defined environmental objective, with a target to decrease waste generation per clinic during 2025–2026. An internal review of waste-sorting practices was also initiated to identify opportunities for improvement and promote consistency across clinics.

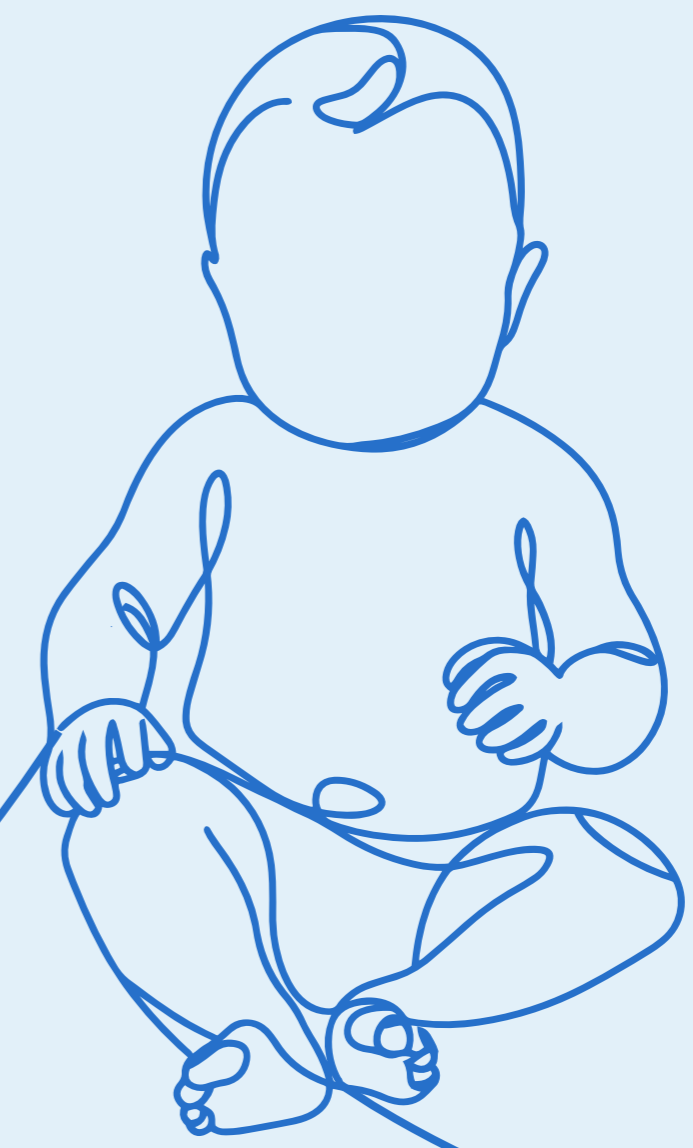


In the Middle East, hazardous waste management follows a comprehensive approach aligned with local Department of Health regulations, including waste identification, secure storage, certified transport, regulated treatment and full traceability throughout disposal.



6 A New Life Begins

The journey culminates in the birth of a baby – and the beginning of a new family.



6. A New Life Begins

The Future Is Born



“We are currently pregnant again and know that we are in great hands during these early stages.

Our team didn’t give up and encouraged us to try again. Without their dedication, we wouldn’t have felt the strength to do our last transfer, but we are so glad we did.

We encourage those going through this journey to be open and transparent, to accept the help if needed and try your best to not give up.

Thank you to the entire TRIO team.”

— Amanda & Sevdar (Canada)



Reflections and Looking Ahead

Every journey to parenthood begins with a dream – and comes with responsibility for the future that dream creates.

As we look ahead, we do so with pride in what we have achieved together and a firm sense of duty to our patients, families and society.

IVI RMA continues to lead as the world’s premier reproductive medicine group, united by science, compassionate care and responsible growth. In 2025, we expanded our global presence to broaden access to high-quality fertility care and set new benchmarks in research and innovation. Yet our most valuable strength remains our people – clinicians, researchers, embryologists and teams worldwide – who place patients at the center of everything we do. It’s through their dedication and expertise that we can achieve our greatest social impact one life at a time, welcoming more than 35,000 babies in 2025.

Looking to 2026 and beyond, our focus is clear: to help more people bring their dreams to life, all while safeguarding clinical rigor, patient safety and trust. We will continue to grow thoughtfully, enhance consistency across our global network, and invest in research, education and technology that improve

patient outcomes and reinforce evidence-based care. At the same time, sustainability remains integral to our journey – inseparable from how we care for our people, manage our environmental impact, engage with our communities and uphold the highest ethical standards.

Above all, we remain dedicated to building a healthier future for all. By helping more families realize their dream of parenthood, we also contribute to healthier, more resilient societies.



Guided by purpose and powered by our global community, we move forward committed to bringing new life into the world – responsibly, today and for generations to come.



IVIRMA)