

Memphasys Implements Leadership Restructure to Support Direct-Selling Global Commercialisation Strategy

Memphasys Limited (ASX: MEM) (“Memphasys” or “the Company”) advises that following a detailed review of its commercialisation strategy for the Felix™ System, the Board has approved an organisational restructure aligned to the Company’s shift toward a **direct selling, globally focused commercial model**.

As part of this restructure, the position of **Chief Executive Officer has been made redundant**, and **Dr David Ali** will depart the Company, effective 31 December 2025. The Board acknowledges and thanks Dr Ali for his contribution, including strengthening Memphasys’ commercial readiness and advancing regulatory and market engagement activities.

Strategic Rationale and Organisational Changes

Memphasys continues to progress preparations for the commercial rollout of the Felix™ System, with imminent CE Mark approval expected to unlock Europe, the Company’s largest global IVF market opportunity to date. This next phase will be supported by the newly introduced Go-Direct commercial engagement strategy, which has been positively received by the clients with whom binding supply agreements have already been executed in the Middle East, Turkey and India. In addition, the Company is engaged in active commercial discussions across multiple further jurisdictions.

The organisational restructure ensures Memphasys is optimally positioned to execute this strategy by placing dedicated sales and account management resources on the ground where our clients and partners are located. This positions the Company to better support our clients and partners as we enter this significant commercial expansion phase.

Direct-Selling Commercial Model

The Company has determined that a direct-selling model provides greater control over customer engagement, pricing, adoption and clinical deployment.

Resources previously allocated to the CEO role will be redirected into Business Development (BD) and commercial positions in priority markets.

Business Development Reporting to the Commercialisation Committee

All BD activities will now report directly to the Board’s Commercialisation Committee, ensuring clear oversight of partner negotiations, product deployment and regulatory-linked activation events.

Expanded Role for Chief Operating Officer, Hassan Bakos

Dr Hassan Bakos, currently the Company’s Director of Operations, has transitioned into the role of Director – Clinical Engagement and Growth, with responsibility for driving sales growth and strengthening customer engagement. In this capacity, he will now report directly to the Commercialisation Committee. His expanded responsibilities include sales, Key Account Management, operational readiness, training

deployment and market-entry execution and this team will be expanded to managed the anticipated client growth across the globe.

Global Resourcing

To support the direct-selling model, Memphasys will increase commercial and operational resourcing outside Australia, particularly in the European Union (EU), with further appointments planned in MENA, India and other priority markets.

This reflects the Company's expanding international commercial footprint and the volume-based nature of recently executed agreements.

Prudent Cash Management

The restructure supports ongoing capital discipline, ensuring resources are allocated to high-impact commercial activities, inventory build, manufacturing scale-up and global market-entry programs.

Chair Comment –Lindley Edwards

"The Board has carefully considered the structure required for Memphasys as it transitions toward international commercialisation. The changes announced today align the organisation with its simplification of core focus of creating widespread adoption of the Felix™ System. On behalf of the Board, I thank David Ali for his contribution and we all wish him well in his future endeavours."

Authorised by the Board of Memphasys Limited.

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About Memphasys

Memphasys Limited (ASX: MEM) is an Australian-based reproductive biotechnology company commercialising the Felix™ System, a patented bio separation technology that isolates the most viable sperm cells for human assisted reproduction.

By combining electrophoresis and size-exclusion membranes, Felix™ delivers a fast, gentle and standardised sperm selection process that enhances sperm quality and reduces laboratory time. The system replaces traditional centrifugation, which can cause cellular stress and DNA damage, offering clinicians a superior, repeatable alternative.

Memphasys' commercial strategy focuses on building contracted sales through direct and distribution-led channels, scaling production to improve margins, and establishing Felix™ as a new global standard in sperm preparation for IVF.

Website: www.memphasys.com

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