



## Chief Operating Officer

Ana Céspedes provides oversight and strategic direction to address the operational needs of the organization and facilitates coordination across the global senior leadership team.

Prior to joining IAVI, Céspedes held several roles at Merck KGaA (Darmstadt, Germany), based in Boston, MA, most recently serving as global head of strategy and engagement, government, and public affairs. Céspedes founded and led the global market access and pricing function for the company and worked with stakeholders to communicate the clinical, economic, and societal value of innovative medicines. Previously, Céspedes led the first integrated corporate affairs group at Serono Iberia and Merck Spain, was managing director of the Spanish branch of the company's nonprofit organization, and worked as a senior consultant at Arthur Andersen.

Céspedes is a founding member of the National Congress of Corporate Affairs in Spain, the London School of Economics Market Access Academy, and the Cooperation for Oncology Data.

She holds a B.S. and a Pharm.D. from the Complutense University of Madrid, and an MBA from IESE Business School.