

COLLECTIVE INTELLIGENCE

GUSTAVE ROUSSY
PARIS CANCER CAMPUS

annual report 2025

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GUSTAVE ROUSSY IN FIGURES

22,200
paediatric consultations

600
beds and places
(in Villejuif and Chevilly-Larue)

633 M€
of overall budget

More than **2,000**
patients included in an Instadiag pathway

20,850
hospitalised patients

354,000
consultations

1,389
scientific publications
of which
171
in a journal at IF +30

23
researchers among the most cited in the world over the past 10 years



51 M€
collected

54,400
patients followed
of which
2,800
in paediatrics

700
Gustave Roussy Éducation lecturers

41
research teams

1,400
researchers and research staff

6,200
professionals trained by Gustave Roussy Education

4,000
employees
of which
650 doctors & **1,350** healthcare workers



Professor
Fabrice Barlesi
CEO, Gustave Roussy

In 2025, Gustave Roussy has once again demonstrated the strength that defines its identity: the ability of its teams to work together to serve patients and to advance in the fight against cancer.

Researchers, doctors, caregivers, hospital staff, data and artificial intelligence experts, administrative teams, academic and industrial partners: every day, women and men with multiple skills combine their knowledge, their experiences and commitment.

This **collective intelligence** is at the heart of our model and is one of our greatest assets in addressing the challenges of oncology.

In 2025, this dynamic was demonstrated in many areas: the development of new therapeutic strategies, the acceleration of translational research, the increasing integration of data and technological innovation, as well as the strengthening of care pathways and patient support.

More than ever, our ambition is to promote dialogue between disciplines, bring research and care closer together, and increasingly involve patients in building the medicine of tomorrow.

It is from this convergence of expertise that the most decisive breakthroughs are born. Together, we pursue the same mission: advancing knowledge, improving treatments and giving patients the best chances for fighting cancer.

With the objective of curing 80% of cancers by 2040.

ESTABLISHMENT PROJECT 2026-2030: A REAFFIRMED AMBITION

Against a backdrop of accelerated innovation and scarcity of resources, Gustave Roussy is pursuing its objective of helping cure 80% of cancers by 2040.

To support this trajectory, the establishment project 2026-2030 refocuses action on the levers with the greatest impact for patients and sets out clear strategic choices to consolidate clinical, scientific and organisational excellence.

Almost 1,000 employees - almost a quarter of the workforce - contributed to this collective reflection. This expanded establishment project introduces in particular a central axis dedicated to artificial intelligence, while preserving the founding principles of its major project for 2030.

> ***"With this 2026-2030 establishment project built in a participatory approach, we intend to offer increasingly innovative care to people living with cancer and to build a world-class research programme with a strong societal impact at a national and international level."***

Prof. Fabrice Barlesi

CEO, Gustave Roussy



AXIS 1



DEPLOY INDIVIDUALISED PATIENT PATHWAYS

The efforts focus on the key moments in the care pathway and on the clinical situations where Gustave Roussy's expertise provides the most benefit to patients. This focus implies excelling on the fundamentals - quality, safety and relevance of care - while strengthening prevention and early diagnosis mechanisms, in particular through the Interception and Instadiag programmes.

The establishment project introduces the notion of just care, which questions the proportionality of therapeutic management. The challenge is to determine, **the most suitable approach at each stage of the pathway:** intensify treatment, consider therapeutic de-escalation or explore other strategies.

This development has led the Institute to strengthen coordination with partner structures, particularly for the downstream stages of the care pathway. After the acute phase of the disease, close follow-up can be provided by other actors in the healthcare system, allowing the Institute to focus its resources on the most complex phases of the pathway: prevention, screening and initial care. The development of digital tools and secure sharing of health data is an essential lever to ensure structured and sustainable patient follow-up.

PRIORITISING ACCESS TO INNOVATION FOR ALL

INTERCEPTION GUSTAVE ROUSSY Le programme de prévention personnalisée des cancers

INTERCEPTION: Early screening programme to identify patients at risk of developing certain cancers, in order to intervene before the onset of the disease. Seven centres already open and roll-out in progress at ten centres in 2026.

INSTADiag BY GUSTAVE ROUSSY

INSTADIAG: Dedicated programme for fast and accurate diagnosis of complex clinical situations, enabling treatment to be adapted to each patient from the early stages of the care pathway. Eight pathways (breast, thyroid, lung, liver, pancreas, gynaecology, sarcomas, haematuria), more than 2,000 patients treated in 2025.



INTENSIFYING RESEARCH WITH A HIGH SOCIAL IMPACT

The reseach carried out at Gustave Roussy aims to make a tangible impact for patients and transform society through science. The Institute strengthens its role on major public health issues - prevention, equitable access to care and the development of the treatments of tomorrow - while accelerating the translation of findings into clinical benefits.

MOVING BEYOND ORGAN-BASED LOGIC

The 2026-2030 establishment project specifically targets high-incidence cancers, with particular attention given to cancers affecting young adults (25-45 years old) and certain aggressive digestive cancers, such as pancreatic cancer. The Institute adopts a transversal approach that goes beyond an organ-based logic, in order to better respond to new emerging cancer categories in developed countries.

7 RISK FACTORS IDENTIFIED BY RESEARCH:

Rising obesity

⌄

Pollution

⌄

Endocrine Disruptors

⌄

Diet

⌄

Sedentary lifestyle

⌄

Early exposure to certain treatments or environmental agents

STRENGTHENED SCIENTIFIC SIGNATURE

Gustave Roussy's strength lies in the synergy between its teams, platforms and partners. The aim is to **establish a strong scientific signature** on priority cancers, supported by internationally renowned researchers and hybrid clinician-researcher profiles.

The medical-scientific projects and chairs supported by the Gustave Roussy Foundation structure this priority research, funding programmes aligned with the major challenges in oncology over several years and enabling the recruitment of new teams of excellence by 2030.

PLATFORM CONSOLIDATION

The project plans to **consolidate the clinical and technological research platforms**, in particular those of the Department of Therapeutic Innovation and Early Trials (Ditep), to accelerate the evaluation of therapeutic innovations as close as possible to the care.

A STRENGTHENED INNOVATION ECOSYSTEM

The development of the innovation ecosystem around the Paris-Saclay Cancer Cluster and the build up of the Institute's subsidiaries - Gustave Roussy International and Gustave Roussy Transfert - strengthen the scientific outreach and promote the application of discoveries from research.

AXIS 3

ENSURE RESOURCES ALIGNED WITH AMBITIONS

To maintain its level of excellence, Gustave Roussy places the development of its teams at the heart of its strategy and adapts working conditions in order to increase the attractiveness of the care professions and retain talent.



New forms of organisation will be experimented with to improve quality of life at work and empower managers, in a shared and structured framework. Professionalisation of project management, harmonisation of methods and support for high-value-added initiatives enable the Institute to accelerate its transformation while **consolidating its employer brand**.

INVESTING IN OUR TEAMS TO ACHIEVE OUR AMBITIONS

Adapting resources to the ambitions concerns all dimensions of the Institute - hospital, research, projects - and is based on a solid economic model, combining financing from Health Insurance, philanthropy and subsidiaries' income. As part of a sustainable development approach, this approach increases the critical mass of patients, consolidates investments and ensures financial balance. Multi-year budget planning is based on different scenarios and a regular analysis of the assumptions made, supplemented by active monitoring of emerging risks and the systematic integration of feedback.



- competitive pay policy
- continuous training
- internal mobility
- valuation of career paths

100+ NURSES RECRUITED IN 2025

+

Over **€2 million** invested in team training in 2025

AXIS 4

ACCELERATING DIGITAL TRANSFORMATION



Digital transformation is an essential lever for improving the working conditions of staff and making Gustave Roussy more attractive.

The budget dedicated to information systems has doubled in two years to modernise medical records and radiology tools, while supporting the development of artificial intelligence. Data structuring aims to **facilitate clinical decision-making** and free up time for physicians, while maintaining human validation essential for diagnoses.

The success of this transformation is based on the recruitment of new IT and data talent. As for qualified healthcare professionals (radiographers for example), the Institute operates in a competitive environment in Île-de-France, where it is essential to highlight its values and institutional culture.

INFORMATION SYSTEMS BUDGET

+100% IN 2 YEARS

MAINTAINING SCIENTIFIC AMBITION AND LASTING REPUTATION

The 2026-2030 establishment project is a clear roadmap, with operational actions to be carried out over the next five years. The aim is to remain at the level of the best international institutions and to pursue excellence in both quality of care and scientific reputation. Gustave Roussy is thus asserting itself as a leading European and international player, able to combine ambition, innovation and attractiveness for its teams and patients.



WORK ACCELERATES FOR EUROPE'S LARGEST CANCER CAMPUS

- **A massive investment plan of €480 million over five years to build a 3.0 hub**
- **A high-potential ecosystem**
- **A campus dedicated to healthcare**
- **A campus dedicated to research and teaching**
- **A campus dedicated to industrial innovation** (directly connected to Paris, airports and train stations)

See all building developments on pages 52-53

DISCOVER GUSTAVE ROUSSY BY 2030 IN VIDEO

AI FOR A MORE PRECISE AND HUMANE ONCOLOGY

ARTIFICIAL INTELLIGENCE FOR THE BENEFIT OF PATIENTS: BEFORE, DURING AND AFTER CANCER

At Gustave Roussy, AI is not an abstract technology: it supports patients and healthcare teams throughout the care pathway. From prevention to post-cancer care, it increases the accuracy of diagnoses, anticipates risks and frees up time for professionals to provide more personalised and humane care.

BEFORE THE ILLNESS: PREVENT AND DETECT EARLIER

Gustave Roussy uses AI to analyse precancerous breast lesions and determines which are at risk of progressing to cancer. This approach helps to adapt prevention and avoid unnecessary treatments in very low risk patients.



FOCUS

NOMAT
Pioneering project led by Dr Bruno Duso in collaboration with CentraleSupélec and the Interception teams, a personalised cancer prevention programme led by Dr Suzette Delaloge.

DURING ILLNESS: OPTIMISE PATHWAY AND COORDINATION

From surgery to radiation therapy, **AI supports every step**. The Delia chatbot informs patients about their pathway and breast reconstruction, while real-time translation tools and appointment optimization software streamline follow-up, especially for international patients.

RlapsRisk BC: a validated AI test

- → Analyses a simple digitised histology slide
- → Predicts the risk of localised breast cancer relapse
- → Helps limit additional genetic testing and guides treatment

20 to 40%

of patients spontaneously experience treatment resistance: AI helps identify these cases earlier.

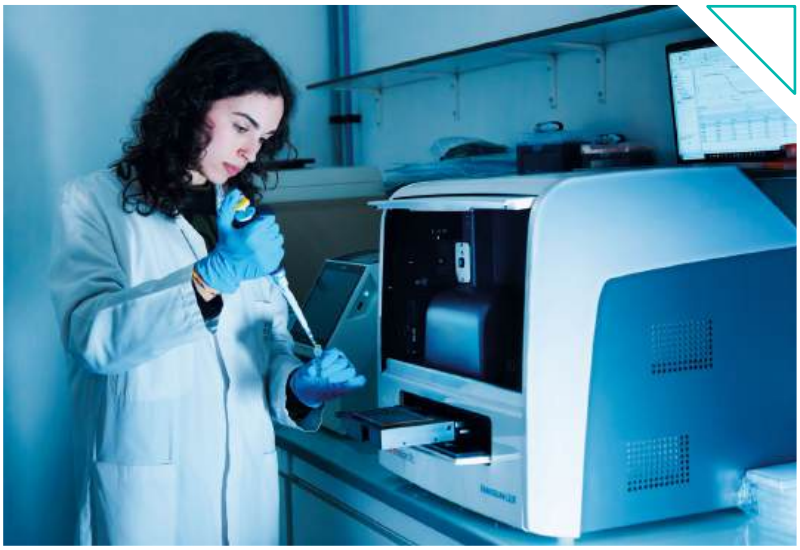
Klineo: AI and clinical trials

- → Analyses a patient's medical profile in seconds
- → Identifies clinical trials that are relevant and open to recruitment

50 PAGES OF PATIENT RECORD

- → Automatic synthesis thanks to MedGR (in-house developed artificial intelligence medical assistant)
- → Saves valuable time for the oncologist

IMAGING AND BIOMARKERS: PRECISION AND ANTICIPATION



Radiologists benefit from AI software such as MammoScreen and ProFound AI to detect breast cancers faster.

Thoracic-abdominal-pelvic CT scans are analysed by AI to extract prognostic and predictive biomarkers to customise treatments and track disease progression

AI is also used to automatically detect abnormalities that are sometimes invisible to the naked eye, such as lung nodules, emboli, or vertebral fractures. Integrated directly into the workflow, it does not replace the radiologist, but provides a second reading to identify emergencies or high-risk situations.

Out of

3,047

patients, the AI detected

36

confirmed pulmonary embolisms
(not identifiable by radiologists)

Out of

1,501

stage IV patients, the algorithm identified

436

confirmed fractures

of which

81%

were not mentioned in the initial radiological reports

AFTER ILLNESS: LONG-TERM FOLLOW-UP AND SUPPORT

AI continues to **support patients after cancer**. The Optimize (awarded with the Ruban Rose Qualité de Vie Award in 2025) and Resilience applications enable personalised monitoring of side effects and promote adherence to treatments. WeShare and Canto BioSensors collect and analyse data to better understand the post-cancer period and anticipate complications.

Mobile phone applications
RESILIENCE & OPTIMIZE

→ **Monitoring of symptoms and side effects**
→ **Access to suitable educational content and programmes**
→ **Supporting quality of life and adherence to treatments**

Almost 50%*

of patients discontinue treatment prematurely due to side effects: Resilience helps reduce this risk.

**Barron et al. 2013; Hershman et al. 2011; McCowan et al. 2013; Partridge et al. 2003*

CARE: KEY FIGURES FOR 2025

PATIENTS AND ACTIVITY

24,000
new patients
(including second opinion)
of which
581
in paediatrics

354,000
medical consultations

144,000
stays
(including radiotherapy preparations)

54,000
patients followed
of which
2,800
in paediatrics

TREATMENTS

50,650
radiotherapy sessions

4,100
CT therapy sessions

214
autologous transplantion
87
allogeneic transplantation

48,850
outpatient chemotherapy sessions

19,500
procedures in the operating room

RADIOTHERAPY EQUIPMENT

7
brachytherapy equipment

1
simulation scanner

7
accelerators
(of which 3 are being installed)

1
MRI simulation

1
contact therapy

IMAGING EQUIPMENT

2
CT scanners
of which
1 photonic

3
mammograms

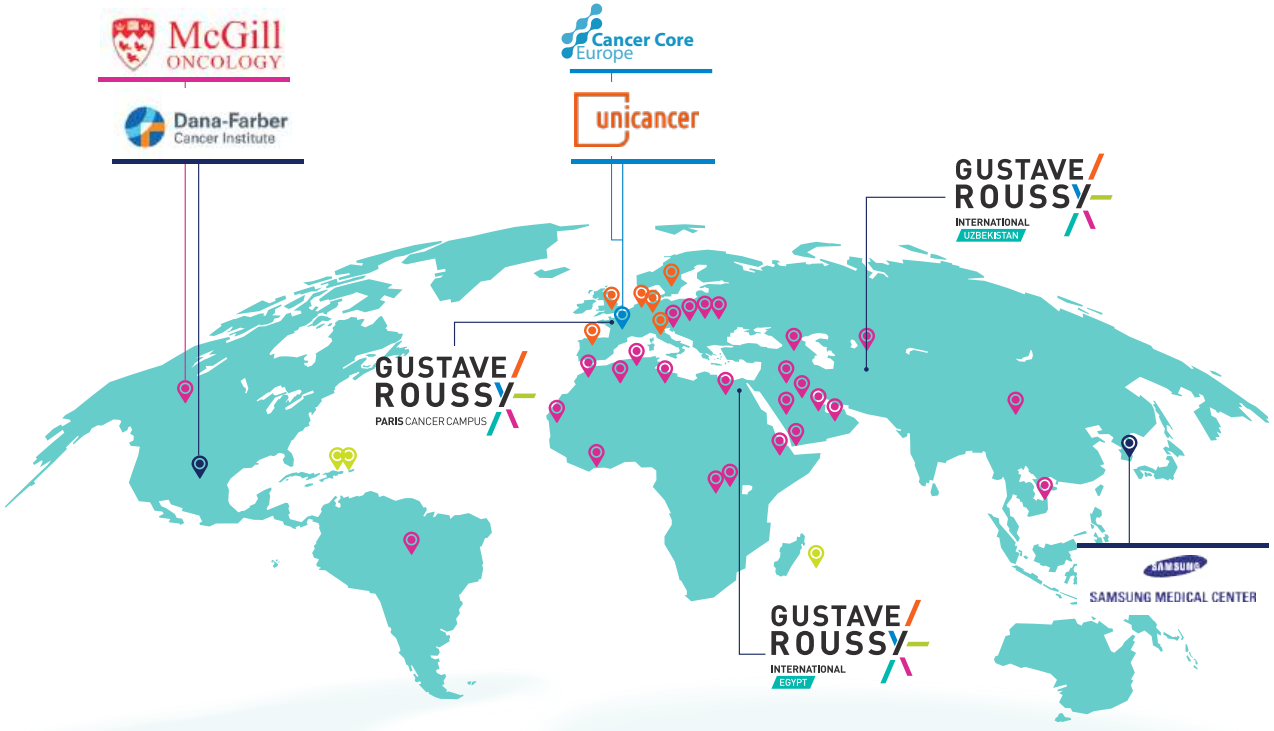
2
MRI
+1 being installed

1
X-ray room

2
PET scans

2
gamma-cameras

OVERSEAS PRESENCE AND MANY INTERNATIONAL PARTNERSHIPS



NETWORK AND INTERNATIONAL PARTNERSHIPS

PAST OR ONGOING AGREEMENTS: Algeria, Saudi Arabia, Armenia, Brazil, Canada, China, Ivory Coast, Djibouti, Egypt, United Arab Emirates, Iraq, Kuwait, Libya, Morocco, Moldova, Oman, Uganda, Uzbekistan, Romania, Rwanda, Senegal, Serbia, Tunisia, Ukraine, Vietnam

CANCER CORE EUROPE: Germany, England, Spain, Italy, Netherlands, Sweden

OVERSEAS TERRITORIES: Guadeloupe, Réunion, Martinique, New Caledonia and French Polynesia

SCIENTIFIC PARTNERSHIPS: United States, South Korea

INTERNATIONAL APPEAL

549
international patients hospitalised in 2025
of which
494
new patients

A CONTINUOUS TRANSFORMATION OF THE ORGANISATION OF CARE

In 2025, Gustave Roussy continued to transform its care organisations: expanding the team of advanced practice nurses, strengthening the coordination of career pathways and developing ways of working in teams.

APNS, STRUCTURING ACTORS IN THE CARE PATHWAY

Advanced Practice Nurses (APNs) play an increasingly important role in care pathways. This progressive development already covers several specialities (haematology, digestive, ENT, paediatrics, geriatrics, mastology, toxicity-vulnerability) and will be extended to neuro-oncology as well as new projects in thoracic oncology and tobacco control from 2026.

In the medium term, APNs will also play a role in the radiochemotherapy pathway, as well as in complex haematological pathologies. More than a reinforcement, APNs are a structuring link in the care pathway. Their integration **frees up medical time** while strengthening patient follow-up, in a close collaboration model with physicians.

VALUE INTERNAL EXPERTISE

At Gustave Roussy, the APNs are drawn from existing teams. Training nurses for this new role makes it possible to build on their already strong clinical expertise in oncology.
Their skills development is based on university training (namely at Paris-Saclay) and a **culture of specialisation**.

> ***"APNs do not replace doctors: they enhance care. This collaboration model allows us to save medical time, improve accessibility to care for patients and broaden clinical knowledge through their research work."***

Marie Claire Marty
Health Care Manager

ADVANCED PRACTICE NURSES AT GUSTAVE ROUSSY:

7 in 2025
9 in 2026
12 in 2028

MAKING THE VOICE OF CARE HEARD IN THE INTERNATIONAL STAGE

Five nurses from Gustave Roussy presented their work at the SIDIIEF World Congress, held in Lausanne in June 2025. This flagship conference brings together professionals from more than 30 countries around nursing leadership development and healthcare innovation.

For its 9th edition, more than 1,700 participants discussed major topics: quality and safety of care, advanced practice, nursing research and digital transformation. In this particularly selective context, Gustave Roussy stood out with five contributions, two oral presentations and three posters.

At Gustave Roussy, improving care is based both on medical innovation and on the evolution of organisations. Some activities are now shared between healthcare professionals, in a secure environment:

- **nutrition → collaboration between doctors and dieticians**
- **oncology → increased involvement of nurses**
- **radiology and anaesthesia → delegation of procedures to specialised professionals**

This cooperation make it possible to streamline pathways, reduce waiting times, concentrate medical time on the most complex situations and **enhance the expertise of paramedical staff.**

BETTER SUPPORT PATIENTS THROUGHOUT THE PATHWAY

Care coordination has been strengthened with the creation of a dedicated unit bringing together six nurse coordinators, specialised per pathology. Their role: organise pathways, ensure the hospital-outpatient care link, monitor patients remotely via digital tools.

This device, supported by the ARS and derived in particular from the Capri study, allows for more continuous, safer and smoother follow-up.

INNOVATE IN MANAGEMENT TO PROVIDE BETTER CARE

Since 2025, new organisational practices have strengthened cooperation between professionals: regular exchange times in a multidisciplinary team, collective resolution of everyday problems, increased involvement of caregivers in the organisation of departments, etc. This initiative aims to give teams more autonomy, streamline daily operations and continuously improve the quality of care.

A QUALITY CULTURE ROOTED IN EVERYDAY LIFE

In 2026, HAS certification will mobilise all teams. At Gustave Roussy, this approach is not limited to one key moment: it is integrated into the daily routine of the departments.

Teams actively participate in audits and welcome outside views as a motor for progress. This culture of continuous assessment helps to sustainably improve the quality and safety of care.

At the same time, the institution continues its commitment to education, with four university-level degrees run in-house, enabling caregivers to develop specialised expertise and initiate research projects.

INNOVATION IN PRACTICE: PHOTOBIOMODULATION

As part of the cooperation protocols, nurses and medical electroradiology technicians are developing the practice of photobiomodulation.

This technique uses light to support the management of certain side effects of oncology treatments, with a view to improve patient comfort and quality of life.

Controlled by a secure protocol, this cooperation between professionals makes it possible to broaden skills, streamline care and strengthen access to innovative care within pathways.

Photo-biomodulation **IN PICTURES**

PAEDIATRICS: KEY FIGURES FOR 2025

1 IN 600 CHILDREN
has paediatric cancer*

+

2,300
new cases per year in France*
(1,850 children under the age of 14 and 450 adolescents aged 15-18)



More than
15,000
patients seen in consultations and/or hospitalised in paediatrics since 2020

581
new paediatric patients admitted in 2025

70 TO 80
cases of paediatric acute myeloid leukaemia every year with more than 40% relapses

+

APPROXIMATELY ONE THIRD
of paediatric cancers are leukaemias

*source INCa 2025

For the first time, we were able to study very early stages of tumour development to identify changes compared to a normal cell and better characterise acute myeloid leukaemia.



Dr Thomas Mercher

EXPLORE EARLY MECHANISMS OF CHILDHOOD LEUKAEMIAS

For the first time, researchers at Gustave Roussy were able to reproduce the first stages of the onset of acute myeloid leukaemia (cancer of the blood and bone marrow) from healthy human cells in a laboratory. This breakthrough provides a better understanding of the early stages of disease development and opens up new perspectives for research in paediatric oncology.

A PUBLIC HEALTH ISSUE

While therapeutic advances have significantly improved the overall prognosis of paediatric cancers, some forms of blood cancer remain particularly aggressive, especially acute myeloid leukemias (AML).

These disorders are characterised by a dysfunction in the production of blood cells in the bone marrow, with an accumulation of immature cells that prevents the normal functioning of the blood system. Among them, AML7 (acute megacaryoblastic leukaemia) is one of the most severe forms and mainly affects infants.

Against this backdrop, understanding the first stages of transforming a healthy cell into a cancer cell is a major challenge in paediatric oncology research.

OBSERVING THE BIRTH OF THE DISEASE

The team of Dr Thomas Mercher, research director at the Inserm and head of the "Biology of Paediatric Leukaemia" team at Gustave Roussy, introduced a known genetic abnormality in certain forms of childhood leukaemia within healthy cells.

This approach allowed them to observe, step by step, how a normal cell can evolve into a cancerous state - phases that were previously impossible to study in patients. The analyses also highlighted the potential role of a gene, DLX3, in triggering the leukaemic process.

This work, carried out over more than a decade, illustrates Gustave Roussy's ability to transform a fundamental discovery into new research pathways for paediatric cancers.

A BREAKTHROUGH THAT OPENS UP MULTIPLE PERSPECTIVES

Identify new therapeutic targets

Better understand the initial mechanisms of disease

Have a new research model to study blood cancers in children

Develop future early detection tools

RESEARCH
KEY FIGURES FOR 2025

At Gustave Roussy, research is a driver of innovation at the service of patients. Driven by scientific excellence, cross-expertise and data integration, it accelerates the development of new diagnostic and therapeutic approaches.

A PURSUIT OF EXCELLENCE IN THE SERVICE OF INNOVATION AND PATIENTS

11
technology platforms

41
research teams

1,389
scientific publications in 2025

of which
171
publications in world-class excellence journals (IF ≥ 30)

1,400
researchers and research staff

A CONSTANTLY EVOLVING SCIENTIFIC ENVIRONMENT

3
chairs of excellence in 2025

4
new medical and scientific programmes

3
national cohorts (CANTO, E3N, Coblance)

A hundred projects
supported by Gustave Roussy Foundation

6
pragmatic studies

3
permanent infrastructures (PRISM, Interception, supportive care)

5
HUR (hospital-university research) programmes

5
emerging programmes



CLINICAL RESEARCH: ACCELERATE THERAPEUTIC INNOVATION

1
Clinical Research Directorate supported by
13
specialised committees

40.5%
patients included in a clinical study
(including molecular screening programme)

1
new clinical research platform

1st
centre in France and Europe
(in number of patients included in clinical trials)

PATIENT-CENTRED RESEARCH

Clinical research at Gustave Roussy closely associates patients to promote early access to therapeutic innovations.

618
clinical studies including 73 sponsored by Gustave Roussy and 266 coordinated by Gustave Roussy in 2025

+

7,505
patients included in clinical studies 2025

914
patients included in phase I and II studies in 2025

+

322
Phase II-III trials, including 961 patients in 2025

DATA, AI AND PRECISION MEDICINE

Gustave Roussy is mobilising health data and artificial intelligence to accelerate translational research and develop increasingly personalised medicine.

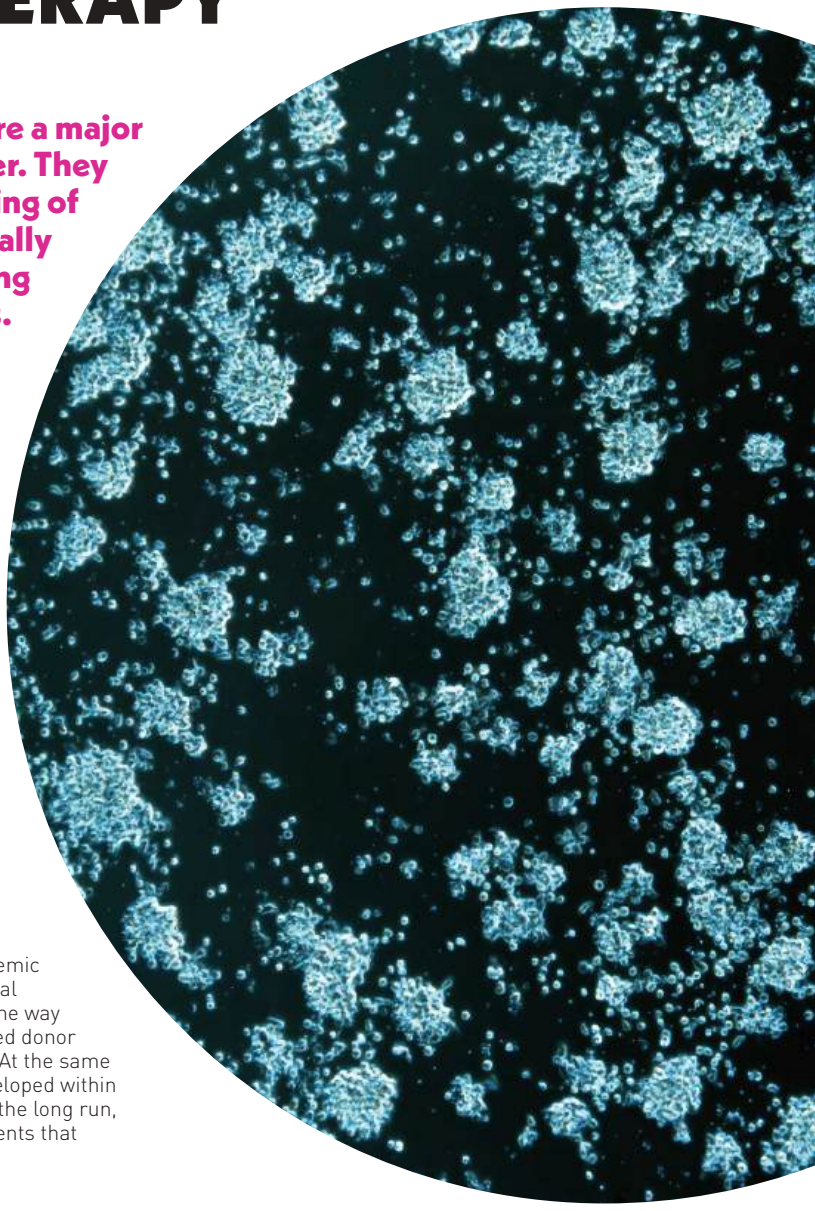
400,000
patients integrated into a real-life database
(to better understand the progress of cancers, evaluate treatments and identify new therapeutic strategies)

1 data centre with 2 teams
(data structuring and bioinformatics)

1 data science & AI research unit
with 3 research teams in 2026

CAR-T THERAPIES: A REVOLUTION AT THE HEART OF IMMUNOTHERAPY

CAR-T cell therapies are a major breakthrough against cancer. They rely on the reprogramming of immune cells capable of specifically recognising and eliminating tumour cells.



Since 2025, this therapeutic revolution has taken new further steps. The expansion of indications, particularly in some lymphomas, now makes it **possible to offer options to patients in therapeutic deadlock**. At the same time, new generations of CAR-T continue to demonstrate their potential, such as treatments developed for multiple myeloma, with particularly high response rates, revealing prospects of rapid access for patients.

Beyond clinical outcomes, innovation also involves the design of the CAR-Ts themselves. Researchers are developing so-called "multi-targeting" approaches, allowing a single cell to recognise multiple tumour markers. Objective: limit the ability of cancer cells to escape treatment and prolong efficacy over time. Other work aims to **improve the persistence of cells injected into the body**, a key factor in therapeutic success.

Against this backdrop, research conducted in France, in particular at Gustave Roussy in collaboration with its academic partners, marked a structural advance. Identifying biological mechanisms that can improve CAR-T survival could pave the way for allogeneic CAR-T therapies produced from non-diseased donor cells, which would be more effective and easier to access. At the same time, Gustave Roussy is developing academic CAR-Ts, developed within the Institute, enabling greater accessibility for patients. In the long run, these approaches could lead to more standardised treatments that are available faster and at a controlled cost.

A UNIQUE ACADEMIC ENVIRONMENT AT THE SERVICE OF INNOVATION

"*The rapid deployment of academic CAR-Ts at Gustave Roussy over 2025 reflects a momentum that few institutions can offer to date. Scientific excellence, the close relationship between research and care, and the coordinated involvement of all our teams create a unique environment, capable of integrating complex innovations with exceptional agility,*" says Dr Valérie Lapierre, Chair of the CME and Director of the Cellular Therapy Centre at Gustave Roussy.

This success was supported by a strong commitment from management, which mobilised the financial and organisational resources necessary to accelerate this technology transfer. "*Thanks to this shared vision and a deep motivation driven by our concern for our patients, we are able to offer them new treatment options, confirming Gustave Roussy's ability to quickly bring innovation where it is most expected,*" the expert continues.

STRENGTHENING EUROPEAN LEADERSHIP IN CELLULAR IMMUNOTHERAPY

By developing its own CAR-T, Gustave Roussy consolidates its role as European leader in cellular immunotherapy. This technological expertise enables it to initiate "*first-in-human*" programmes and accelerate patient access to the most promising innovations.

It also contributes to strengthening the visibility of French research in a strategic field, still largely dominated by international players. More broadly, it embodies a strong ambition: to design, develop and offer cutting-edge therapies closely tailored to the needs of patients, in a logic of scientific excellence, innovation and broader access to treatments.



> ***Scientific excellence, close relationship between research and care, and the coordinated involvement of all our teams create a unique environment, capable of integrating complex innovations with exceptional agility.***

Dr Valérie Lapierre

Chairwoman of the CME and director of the cellular therapy centre in Gustave Roussy.

NEW LABORATORIES ON THE GRAND PARC CAMPUS

LAB116/PERELIS: RESEARCH AND INNOVATION CATALYST

In September 2025, Gustave Roussy inaugurated new spaces dedicated to research, at the heart of the Grand Parc Campus, in the Lab116/Perelis building.

With a total area of 850 m², these facilities combine complementary working environments: 250 m² of laboratories, including two L2 and one L1 containment level laboratories, as well as offices and a large open platform promoting exchange and collaboration between scientific teams. Technical rooms dedicated to microbiology and state-of-the-art equipment complete these new spaces, designed to support the development of innovative research projects.



Prof. Fabrice André

Director of Research at Gustave Roussy

> ***Our objective is to welcome 60 research teams by 2030***



THE LAB116 RESEARCH TEAMS

- **SOPHIE DE CARNÉ:** studying tumour progression and the impact of biological and environmental factors
- **ALEXANDRE DETAPPE:** develops nanoparticles to deliver chemotherapies and immunotherapies in a targeted manner
- **EMMANUEL DONNADIEU:** specialist in CAR-T therapies and tumour microenvironment modulation
- **PHIL EAST:** uses bioinformatics to personalise clinical treatments
- **IÑIGO LANDA:** analyses the genetic mechanisms of thyroid and endocrine cancers
- **PROF. ÉRIC VIVIER:** explores the therapeutic potential of NK cells to stimulate the anti-cancer immune response

WATCH THE INAUGURATION VIDEO

A MAJOR IMPACT FOR THE GRAND PARC CAMPUS

Lab116/Perelis strengthens Gustave Roussy's scientific dynamism and appeal, helping to make the Grand Parc Campus the largest European ensemble entirely dedicated to oncology. In the long run, this campus will bring together 100,000 m² of laboratories and offices, integrating state-of-the-art infrastructure and the future 33,000 m² research building.

COLLECTIVE DYNAMICS SERVING INNOVATION IN ONCOLOGY

Gustave Roussy's Lab 116 brings together researchers with complementary expertise to speed up progress in cancer research. The careers of Iñigo Landa, thyroid cancer specialist, and Emmanuel Donnadieu, immunotherapy expert, illustrate this collective dynamic.



INTERNATIONAL CAREERS AT THE SERVICE OF INNOVATION

Having arrived at Gustave Roussy at the end of 2024, Iñigo Landa is developing a research programme focused on the mechanisms that cause thyroid cancers. *"My lab's goal is to understand the genetic alterations and mechanisms that explain the progression of these cancers,"* he explains. His work aims to better characterise tumours and identify new leads for treatment. For his part, Emmanuel Donnadieu leads a team dedicated to immunotherapy, an approach that involves mobilising the immune system to combat cancer cells. *"Our mission is to develop new immunotherapies, especially from CAR-T cells,"* he says. He chose to join Gustave Roussy to strengthen the link between research and patients: "Here, *we work in direct interaction with clinicians, which is essential for moving concrete applications forward quickly."*

AN ENVIRONMENT THAT PROMOTES EXCHANGES

In Lab 116, closeness between teams encourages collaboration and sharing of ideas. *"Working alongside researchers from other disciplines is very rewarding,"* says Iñigo Landa. *"This allows us to learn new approaches, for example in immunology."* These exchanges has already given rise to initial common reflections: "*There are a lot of discussions between the teams, with a great potential to develop new projects,*" observes Emmanuel Donnadieu. This environment is also part of a broader ecosystem, linked to academic and industrial partners, fostering innovation and collaborations.

CENTRES OF EXCELLENCE CLOSER TO PATIENTS

The work in Lab 116 has a clear goal: to improve patient care. Iñigo Landa's research has already helped to better assess the severity of certain thyroid cancers: *"Some of the genetic abnormalities we have identified are now used as markers of a poor prognosis,"* he says. In the field of immunotherapy, a major challenge remains: *"Today, many patients do not respond to these treatments. We are looking to understand why,"* says Emmanuel Donnadieu. With advanced imaging technologies and direct access to tumour samples, researchers can closely examine cell behaviour and better understand the mechanisms at stake.

STRONG AMBITIONS FOR THE FUTURE

The two researchers share the same ambition: to accelerate the development of new treatments. *"In particular, we are focusing on the most aggressive cancers, to better understand them and identify new therapeutic solutions,"* Iñigo Landa points out. For his part, Emmanuel Donnadieu stresses the importance of collective dynamics: *"The objective is to develop innovative immunotherapies, while training young researchers and strengthening international collaborations."* Both see Lab 116 as a model for the future: " *By bringing different areas of expertise together in one place, we can significantly accelerate progress in oncology,*" the two researchers conclude.

2025: PUBLICATIONS WITH MAJOR SCIENTIFIC IMPACT

UNDERSTANDING THE IMPACT OF BLOOD AGEING ON CANCER PROGRESSION

New England Journal of Medicine

An international study provides unprecedented insight into the links between biological ageing and cancer progression. Gustave Roussy's researchers investigated clonal haematopoiesis, an age-related phenomenon characterised by the accumulation of mutations in certain blood cells. They revealed that these mutated cells can infiltrate solid tumours, a phenomenon called "tumour-infiltrating clonal haematopoiesis" (TI-CH). The results open up new perspectives to better identify patients at risk and develop therapeutic strategies targeting interactions between ageing, the immune system and cancer.

LUNG CANCER: A MAJOR BREAKTHROUGH FOR PATIENTS WITH A KRAS G12C MUTATION

The Lancet

The results of the international phase III Krystal-12 trial mark an important milestone in the management of non-small cell lung cancers carrying the KRAS G12C mutation. This genetic alteration benefits from new therapeutic perspectives thanks to adagrasib, a targeted therapy evaluated in 230 centres in 22 countries under the coordination of Prof. Fabrice Barlesi. The results show a significant improvement in progression-free survival and confirm the role of adagrasib as an effective treatment option and illustrate the ongoing advances in precision medicine in lung cancer.

TALAPRO-2: NEW HOPE FOR AGGRESSIVE PROSTATE CANCERS

The Lancet

The international phase III trial Talapro-2 demonstrates the efficacy of the combination of the PARP inhibitor talazoparib and the next-generation hormone therapy enzalutamide in patients with DNA repair gene abnormalities. The results confirm the clinical value of this first-line therapeutic strategy and mark a major advance in the management of metastatic castration-resistant prostate cancers. These results highlight the importance of molecular profiling of tumours in order to identify patients likely to benefit from this treatment, which is expected to become a new therapeutic standard for this subgroup of patients.

AN AI METHOD TO BETTER UNDERSTAND TUMOUR ORGANISATION

Nature Methods

As part of the PRISM Institute, Gustave Roussy, in collaboration with Paris-Saclay University and Centrale Supélec, is developing new artificial intelligence approaches to better exploit data from spatial transcriptomics. This collaboration led to the development of Novae, an AI model capable of analysing and comparing spatial data from different tissues and technologies. By facilitating the identification of common or specific characteristics within tissues, this approach allows a better understanding of tumour organisation and their cellular environment. It opens up new possibilities for characterising tumours, identifying biomarkers, and bringing forth new hypotheses in precision oncology.

A PROMISING ANTIBODY-DRUG CONJUGATE IN METASTATIC BREAST CANCER

Nature Medicine

As part of the IHU PRISM Unlock programme, the Icarus-Breast 01 trial, sponsored by Gustave Roussy, opens up new perspectives for patients with hormone-dependent metastatic breast cancer who have failed standard treatments. The study evaluated, with encouraging clinical results, patritumab deruxtecan, an ADC involved in therapeutic resistance mechanisms, paving the way for more effective precision medicine for advanced breast cancers.

THE PRISM INSTITUTE: A NEW GENERATION OF PRECISION MEDICINE TO TRANSFORM ONCOLOGY

PRISM
National institute for Precision Oncology

Understanding the biology specific to each cancer in order to propose the most suitable strategy for each patient: this is the ambition of PRISM, Institut Hospitalo-Universitaire (IHU) of precision medicine in oncology founded by Gustave Roussy, CentraleSupélec, Paris-Saclay University, Inserm and Unicancer. Awarded the IHU label in 2023 as part of France 2030, PRISM aims to develop precision medicine based on a multidimensional understanding of disease in order to improve prevention, diagnosis, treatment selection and clinical outcomes.
Its strategy is based on four pillars: characterising the biology of cancers using multi-omics and spatial technologies, modelling this complexity with mathematics and AI, transferring this knowledge to patients through clinical research, and demonstrating their usefulness to enable their large-scale deployment.
PRISM brings together research units in molecular cancer characterisation and cancer data science. The work carried out covers the entire patient pathway, from the identification of people at risk to the aid to the therapeutic decision.

CANCER DATA SCIENCE AND CLINICAL BIOINFORMATICS

In 2025, the Cancer Data Science unit (CDS - U1361) and the Clinical Discovery Bioinformatics group strengthened PRISM's capabilities in the analysis of clinical and multi-omics data. Their work aims to identify new predictive biomarkers and improve molecular characterisation of cancers. More than 1,500 samples were analysed in 2025 thanks to enhanced data science expertise.

UNLOCK: UNDERSTANDING MECHANISMS OF ACTION AND RESISTANCE

PRISM's translational research programme, Unlock aims to decrypt mechanisms of action and resistance to innovative therapies through multi-omics analyses performed on tumour and blood samples. The programme combines integrated translational studies with dedicated phase I and phase II trials. It has more than 10 active translational studies and 10 phase II trials, included nearly 500 patients and collected approximately 600 biopsies.
Among its structuring trials, POP-Durva assesses the complete pathological response after treatment with durvalumab in early triple-negative breast cancer. The trial combines in-depth multi-omics characterisation to identify predictive biomarkers.

LIQUID BIOPSY, SPATIAL TRANSCRIPTOMICS AND ARTIFICIAL INTELLIGENCE

In 2025, PRISM strengthened its programme around liquid biopsy and minimal residual disease (MRD). The phase III Umbrella trial, launched in May 2025, aims to personalise follow-up after curative treatment through the analysis of circulating tumour DNA. It is the first French multicancer trial using MRD status as a therapeutic stratification criterion.
The Still programme develops spatial transcriptomics technological and analytical platforms. In 2025, the analysis of 34 breast cancer samples revealed molecular differences between multiple compartments and tumour profiles, before extension to include gastric, colorectal, and cervical cancers.
Dedicated to supporting AI-based clinical decision-making in rare cancers, the Arcane programme enabled the development of multimodal AI approaches and the integration of large-scale datasets in 2025.

KEY FIGURES

41 translational research projects in progress

1,897 patients included in clinical trials

5 new teams since 2024 and a new unit

22 scientific publications at FI>10

28 clinical trials

11 strategic programmes

3,694 samples collected

GUSTAVE ROUSSY FOUNDATION: accelerating scientific innovation for the benefit of patients



Gustave Roussy Foundation supports the development of translational research of excellence in close collaboration with the institute's scientific and medical teams. It funds high-impact programmes, supports therapeutic innovation projects, and helps attract top talent through its Chairs of Excellence programme to accelerate breakthroughs in oncology. Its action is based on three complementary levers: the attractiveness of researchers, the development of ambitious scientific programmes and investment in the research infrastructures of tomorrow.

In 2025, the Gustave Roussy Foundation continued its scientific research programmes launched in 2024.

GUSTAVE ROUSSY FOUNDATION KEY FIGURES FOR 2025

2
new chairs of excellence selected in 2025

Elsa Bernard
(Gustave Roussy)
and
Lise Mangiante
(Stanford University)

More than 50 projects supported

+

Support for the construction of a research building of 33,000 m²
start of works in 2026

11.4 M€
collected by the Foundation (including legacies)

2
medical-scientific programmes selected
(CAR-T and pancreatic cancer)

+

2
major medical-scientific programmes launched in oncopaediatrics

OUTLOOK FOR 2026

Auditions for 3 new chairs in 2026

Funding state-of-the-art equipment

Launch of call for projects " emerging programmes"



Anne Paoletti
Director of the Gustave Roussy Foundation

ANNE PAOLETTI, Director of the Gustave Roussy Foundation

"In 2025, the Gustave Roussy Foundation continued its mission with determination: to turn the generosity of our donors into tangible progress in the fight against cancer. We were able to support the major scientific research programmes launched in 2024 and open up new perspectives.

The Chairs of Excellence programme, created to support top international talent in oncology, continues with two new chairs awarded in October 2025 to young specialists in computational oncology.
We also launched two new five-year medical-scientific programmes in 2025, to develop CAR-T cell immunotherapy treatments and identify new treatments for pancreatic cancer.
The Foundation has strengthened its commitment to oncopaediatrics, with two new programmes aimed at better understanding the spread of tumour cells, their resistance to immunotherapies, and the risks of second cancer.

The Gustave Roussy Foundation has demonstrated that it has a tremendous drive to accelerate high-level cancer research.

GUSTAVE ROUSSY GOVERNANCE FOUNDATION

Honorary Chairman
› **Jean-Claude Labrune**

Qualified individuals
› **Sébastien Bazin, Chairman**
› **Marie-Hélène Habert**
› **Jean-Michel Heard**
› **René Ricol**

Founding Members
› **Prof. Fabrice Barlesi,** CEO of Gustave Roussy
› **Prof. Fabrice André,** Director of Research at Gustave Roussy

Institutional Partners
› **Alain Eychène,** Inserm
› **Patricia Korchef-Lambert,** Vice-President of the Val-de-Marne Departmental Council
› **Yvan De Launoit,** CNRS
› **David Montani,** Paris-Saclay University

Donors and sponsors
› **Frédéric Lemos**
› **Philippe Monnoyeur,** Monnoyeur
› **Thomas Saunier,** Malakoff Humanis
› **Jean-François Rimoux,** Klesia
› **Véronique Weill**

Government Commissioners
› **Stanislas Bourron,** Prefect of Val-de-Marne
› **Nicolas Albin,** Ministry of Higher Education and Research

Management
› **Anne Paoletti**

organisation chart dated September 2026

PHILANTHROPY: WHEN DONATIONS ACCELERATE RESEARCH

Philanthropy plays a major role in funding oncology research and innovation. Thanks to the generosity of donors, Gustave Roussy and its Research Foundation can support innovative projects and improve patient care. In 2025, the total collection amounted to €50.9 million, confirming the solidity and dynamics of support for cancer research.



A DIVERSIFIED COLLECTION STRUCTURE

The collection is based on several complementary levers, attesting to the diversity of forms of engagement and the continuous advancement of digital devices:

11.9 M€
collected via digital channels
(representing 52,889 donations online)

+

37.3 M€
collected through one-off donations from individuals and support from patronage, associations and local authorities

+

13.4 M€
from legacies, gifts and life insurance

+

5.6 M€
from donations by direct debit
(25,259 regular donors)

Marie's testimonial:

In October 2021, we discovered with great anxiety that my little sister Charlotte, 21, has a cancerous tongue tumour. She was then treated at Gustave Roussy for her operations and repeated treatments for 3 and a half years. At the beginning of 2024, as the recurrences continued, I started running to try to get rid of all the worries and set myself the goal of running a semi-marathon in September, for Charlotte and for the cause of ENT cancers that are still unknown. I then created the "Running for Charlotte" pot, which far exceeded its goal in just a few hours: €48,300 that contribute to ENT cancer research and my little sister's cure. In April 2025, Charlotte passed away as a result of her illness, but with this fund-raising page, we will continue to fight to help treat and cure people with ENT cancers."

Marie Parrain
Supporting Gustave Roussy with the fund-raising page "Running for Charlotte"

Alain's testimonial:

I was treated by radiotherapy at Gustave Roussy for prostate cancer. I was very touched by the kindness of the healthcare teams throughout my treatment, which is why I decided to become a sponsor. The monthly direct debit gives me organisational peace of mind and makes Gustave Roussy's financial management easier. Sponsoring the prostate cancer research programme is an opportunity for me to help detect this cancer earlier and find a personalised treatment that is more effective. I also do this for future generations, my children and grandchildren."

Alain
Sponsor of Prof. Yohan Loriot's research team

PASSING ON PART OF ONE'S ESTATE UPON DEATH, A LITTLE KNOWN FORM OF SUPPORT

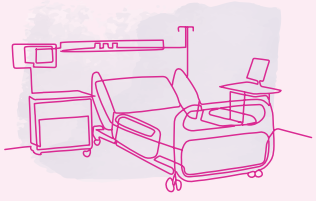
Legacies, donations and life insurance are a major financial resource for achieving the goal of curing cancer in the 21st century, accounting for 26% of private resources in 2025.

TWO LEGAL ENTITIES ARE ELIGIBLE TO RECEIVE GIFTS:

1 **The Gustave Roussy Institute** is authorised to receive gifts, donations and bequests pursuant to the Ordinance of 1 October 1945 and Articles 795 and 200 of the French General Tax Code (CGI). Consequently, its enjoys the same rights as public health institutions and is therefore exempt from transfer duties on the assets donated or bequeathed to it, which allows it to:



Develop high-level research



Renovate care units



Acquire state-of-the-art equipment



Offer support programmes



Build new research buildings

Life insurance policies are also exempt from any deduction from sums, annuities or values owed directly or indirectly by an insurer under a policy upon the death of the insured person, regardless of the age of the policyholder at the time of payment.

2

The Gustave Roussy Foundation has been recognised as of public benefit since 30 December 2005. Its mission is to lead Gustave Roussy's fundamental and translational research, while mobilising generosity to support this cutting-edge research. Bequests, gifts or life insurance granted to the Foundation are also exempt from transfer duties as well as any deductions mentioned above. In particular, they provide funding for the chairs of excellence programme reserved for oncology researchers identified and selected by an independent jury for the excellence of their work.



The absence of family ties led me to consider leaving my estate to Gustave Roussy, where my mother had been treated. ***My meeting with the testator relations team was decisive. They way they saw me and listened to me helped me enormously, this human contact was rewarded because I did not experience much of it in the past. By leaving a bequest to Gustave Roussy, I hope to be able to alleviate other patients from cancer-related suffering.***

Catherine
Testator

FIND OUT MORE ABOUT
the transfer of assets

Request our brochure or contact our dedicated team:

01 42 11 57 86
01 42 11 55 71
legs@gustaveroussy.fr



EVENTS AND MOBILISATIONS THAT TURN COMMITMENT INTO IMPACT

GUSTAVE ROUSSY PRIZE

Created in 2025 to celebrate Prof. Gustave Roussy's 150th anniversary and the centenary of the establishment's birth, the award recognises scientific excellence in oncology. With a prize fund of €200,000, it was awarded in 2025 to Prof. Charles Swanton and in 2026 to Prof. Luis Diaz Jr (Memorial Sloan Kettering Cancer Center).

This award is supported by the Gustave Roussy Foundation and the founding sponsorship of Pierre Fabre laboratories.



Prof. Luis Diaz jr, winner of the Gustave Roussy Prize 2026

SOLIDARITY BIBS

Sports events continue to grow with more than **€540,000 collected** thanks to 1,100 solidarity runners engaged in major running events (Paris Half Marathon, Paris Marathon, Adidas 10K and the Run In Lyon).

MOBILISATION CANCER

The 3rd edition of Mobilisation Cancer, led by the TF1 Group, the ARC Foundation and Gustave Roussy, resulted in a week of awareness-raising and collection with high national visibility from 16 to 24 June, mobilising journalists and TF1 group presenters around research. It raised more **than €900,000.**

ODYSSÉA PARIS

The 2025 edition of Odysséa Paris brought together 50,000 participants and **raised €1,050,000**, confirming the power of citizen mobilisation in favour of breast cancer research.

TASTE GOLDEN

Organised as part of September in Gold, this event dedicated to paediatric cancers raised **€25,000 in donations**, thanks to a solidarity scheme combining activities, sales and visitor commitment.

GUSTAVE ROUSSY GOLF OPEN

The 13th edition of the Saint-Cloud Golf Solidarity Tournament raised €51,315 in 2025, bringing the cumulative total to over **€600,000** since its creation. Since 2020, the funds have directly supported the improvement of the daily lives of healthcare professionals.

NICOLA WERNER CHALLENGE - THE LAST DANCE

After ten years of commitment, the Nicola Werner Challenge, a cycling challenge created by Moritz Werner in honour of his wife Nicola, who died of cancer, draws to a close with a final edition. In a decade, this initiative has helped raise public awareness of the importance of preventing HPV-related cancers, while supporting research conducted by Gustave Roussy. The funds raised exceeded €70,000 in 2025 and have reached over **€260,000** since the challenge was created.

MARCHE DE L'ÉCUREUIL

For its 10th anniversary, the Marche de l'Ecureuil brought together more than 650 participants in Châtel-Guyon. Born out of a family commitment, this initiative has raised over **€180,000** since its inception for the benefit of research into paediatric cancers, including a rare form of brain stem glioma.

LOLLAPALOOZA PARIS

For the first time, Gustave Roussy took part in the Lollapalooza Paris festival to raise awareness among a young audience on the challenges of prevention and research, particularly in relation to the Cancer at 30 programme, which aims to understand the rise in cancer cases among young adults.

> ***"We are proud, at Bristol Paris, to have partnered with Gustave Roussy to support cancer research on the occasion of Pink October and Male Cancer Awareness Month in November. [...] The donations collected in October were fully dedicated to breast cancer research, while those of November contributed to advances in male cancers."***

Le Bristol Paris
A partner of Gustave Roussy



WHAT ARE GIFTS, DONATIONS, BEQUESTS AND LIFE INSURANCE POLICIES USED FOR?

Generosity in all its forms directly supports Gustave Roussy's mission of research, care and innovation. It is used to fund ambitious scientific projects, accelerate medical innovation and concretely improve patient care.

In 2025, €8.8 million in research grants were allocated, including €4 million from donations allocated by donors, illustrating the essential role of private generosity in funding cancer research.

TRANSFORMING GENEROSITY INTO MEDICAL PROGRESS

Beyond the funds raised, philanthropy helps to support research development and accelerate the shift from scientific innovation to concrete applications for patients. In this way, they help to sustainably strengthen the institution's capacity for innovation and excellence.

A TANGIBLE IMPACT ON PATIENTS

Every donation contributes to advancing research and improving the quality of care offered to patients, supporting the ambition of ever more personalised and effective medicine.

DISTRIBUTION OF COLLECTION JOBS IN 2025

In 2025, €46.7 million from the generosity of the public was dedicated to social missions:

24.8 M€
for fundamental and clinical research

+

15.7 M€
for patient care and quality of life

+

6.2 M€
for other projects, including the future research building

GUSTAVE ROUSSY IN BOOKSHOPS

Committed to raising awareness of the fight against cancer and sharing knowledge, Gustave Roussy has been involved in the development of a comic book ***La vie en plus*** and an essay ***Guérir le cancer commence aujourd'hui*** published on World Cancer Day. Both are the result of several months of collaboration between the authors, publishers and professionals from the Institute. These books aim to provide testimonials into the daily life at a cancer centre, from the point of view of patients, healthcare professionals and researchers.



Journalist Paul Périé and Prof. Fabrice Barlesi, CEO of Gustave Roussy, publish the essay *'Guérir le cancer commence aujourd'hui'* (published by Privat). Prefaced by the astronauts Sophie Adenot, who is due to leave for the International Space Station, and Jean-François Clervoy, this essay brings the reader closer to Gustave Roussy's medical world, highlighting the chain of knowledge and commitment at the Institute, where every link counts: researchers, healthcare professionals, engineers, administrative staff, patients, academic and industrial partners.



In *La vie en plus* (published by Glénat), a comic book by Izabo and Juliette Vaast, we follow the journey of Marion, a young mother being treated for breast cancer at the Institute. Co-written with Gustave Roussy's teams, this non-fiction book reveals a humane and innovative vision of oncology.

These two books reflect what makes Gustave Roussy's DNA: a collective, daily commitment at the service of patients. Whether in the form of a graphical novel or an essay, they reveal deeply compassionate oncology, based on science, innovation and knowledge sharing, and serve as a reminder that curing cancer begins with the joint efforts of healthcare professionals, researchers and patients."

Prof. Fabrice Barlesi
CEO, Gustave Roussy

GUSTAVE ROUSSY INTERNATIONAL

The international organisation promotes expertise of Gustave Roussy worldwide. It develops partnerships with leading institutions, coordinates the largest alumni network in Europe (2,000 members from 25 different countries) and plays an active role in collaborative projects around the world.

GUSTAVE ROUSSY ALUMNI

1st alumni network in oncology in France

2,000 members

25 nationalities represented

INTERNATIONAL LICENCES

The international licensing portfolio continues to expand with several structuring projects:

Gustave Roussy International Egypt → open since April 2025
Gustave Roussy International Uzbekistan → open since May 2026
Gustave Roussy International Kuwait → opening in 2026

A dynamic that is part of French diplomatic relations

International projects are part of a strategy of cooperation and influence, centred on three complementary axes:

1. Healthcare
2. Research
3. Teaching

GUSTAVE ROUSSY INTERNATIONAL EGYPT FIRST LICENSED ESTABLISHMENT

Gustave Roussy took a new step in its international strategy with the opening of its first brand-licensed establishment in Cairo. Created following the transformation of the Dar Al-Salam-Hermel Cancer Hospital, now renamed Gustave Roussy International Egypt, this project illustrates a strong ambition: to share Gustave Roussy's expertise across borders and contribute to the emergence of new centres of excellence in oncology.

Conducted jointly with the Government of the Arab Republic of Egypt and the partner Elevate P.E., this project is based on a cooperation model combining medical expertise, infrastructure development and the dissemination of international standards of healthcare.

Through this joint governance, Gustave Roussy contributes its expertise in cancer research, contributes to the training of teams and supports the deployment of international-level care standards.

A FUTURE REGIONAL REFERENCE CENTRE

Specialising in oncology since 2017, the institution aims to become a reference centre for Egypt and the entire region. Two new buildings will strengthen the existing infrastructure to increase capacity and support the development of an offer incorporating the most advanced therapeutic innovations.

The centre will gradually deploy cutting-edge technologies in radiation therapy, genomics and innovative treatments.

> ***"This licensed partnership embodies our mission to spread our expertise beyond our borders to better fight cancer worldwide. Through this collaboration, we are laying the foundation for the first centre of excellence in Egypt combining care, research and education."***
>
> **Prof. Fabrice Barlesi**
> *CEO, Gustave Roussy*

IN CAIRO, A TRANSFORMATION FOR THE BENEFIT OF PATIENTS AND TEAMS

Since its transformation into Gustave Roussy International Egypt, the Cairo facility has been revising its practices to bolster patient care and develop the expertise of its teams. Interview with Dr Tarek Moharram, President, and Dr Ahmad Morsy, Managing Director of Gustave Roussy International Egypt.

What have been the main milestones since the opening?

Dr Tarek Moharram: Among the major achievements is the transformation of the care model, based on a multidisciplinary approach and an integrated care system optimising medical skills. This organisation has improved the quality of care, patient follow-up and therapeutic outcomes. We have also deployed protocols aligned with Gustave Roussy's international standards, strengthened the continuous training of teams and developed regular exchanges with our French partners. Finally, we have consolidated our position as a reference centre in oncology.

How does the partnership contribute to the development of oncology in Egypt?

Dr Ahmad Morsy: This partnership enables a direct transfer of expertise, protocols and research-based approaches. It promotes the adoption of international standards in diagnosis and treatment, offering patients the same level of care as the world's best centres. It also supports ongoing medical education, case discussions and research development, while opening up access to therapeutic innovations such as CAR-T cells and next-generation radiotherapy.

What impacts have you already seen?

Dr Ahmad Morsy: Patients benefit from improved access to specialised care that is closer and faster, with personalised care resulting from multidisciplinary meetings. For the teams, the structured collaboration with Gustave Roussy's experts strengthens skills, clinical confidence and exposure to international best practices.

What is your ambition for the future?

Dr Tarek Moharram: Our ambition is to make Gustave Roussy International Egypt a regional centre of excellence, recognised for the quality of care, but also for its leadership in training, research and innovation. We want to cover the entire care pathway, from screening to survival care, and develop clinical research to actively contribute to the evolution of oncology in the region.



Dr **Ahmad Morsy**

Dr **Tarek Moharram**

DANA-FARBER AND GUSTAVE ROUSSY: A TRANSATLANTIC SCIENTIFIC ALLIANCE

The collaboration between the Dana-Farber Cancer Institute and Gustave Roussy is a major driver of innovation and scientific excellence in oncology. Interview with Prof. Toni Choueiri, Director of the Lank Center for Genitourinary Oncology at the Dana-Farber Cancer Institute and Medical Director of Strategic International Initiatives.



Prof. Toni Choueiri
Director of the Lank Center

How would you describe the partnership between Dana-Farber and Gustave Roussy?

This partnership embodies one of the most structuring international collaborations in oncology. Faced with a global challenge like cancer, progress is based on pooling expertise and a shared ambition across borders. The Transatlantic Exchange enables researchers, clinicians and young talent to collaborate closely and accelerate the transition of discoveries toward tangible patient benefits.

What are the main collaboration subjects?

Collaboration focuses on evolving key areas: immuno-oncology, artificial intelligence and data science, fluid biopsies, radioligand therapies and, more recently, innovation in drug development. It also relies on fellowship and exchange programmes, which foster lasting bonds between teams.

What achievements do you find particularly outstanding?

The creation of a true transatlantic scientific community is a major achievement. What was initially an exchange programme has become a forum of excellence bringing together experts around emerging therapies. Talent sharing also plays a key role in training the next generation of leaders and creating collaborative projects.

How does this cooperation accelerate innovation and benefit patients?

It reduces the distance between research and clinical practice: ideas are validated faster, data shared earlier, and promising approaches identified more effectively. In increasingly personalised and data-driven oncology, this international dynamic is a decisive lever. Patients are the primary beneficiaries.

What are your ambitions for the coming years?

Deepening and expanding this collaboration, strengthening the bridges between researchers and clinicians, and exploring the next advances in precision oncology, immunotherapy, radiopharmaceuticals, and computational medicine. The aim is also to develop joint initiatives with a direct impact on patient care.

GUSTAVE ROUSSY EDUCATION: TRAIN TODAY, TRANSFORM TOMORROW

In partnership with Paris-Saclay University, Gustave Roussy Education oversees initial and continuing training in the fields of healthcare and science. Gustave Roussy Education trains several thousand students, interns, researchers and healthcare professionals every year, thus contributing to the dissemination of knowledge and the evolution of practices in oncology.

KEY FIGURES FOR 2025

TRAINING OFFER

18 master classes

24 university degrees

NUMBER OF STUDENTS

More than **6,200** students trained

More than **11,700** enrolled in the digital education platform

2,600 new registrations on the platform digital teaching

1,500 seminar attendees *of which* 30% international participants

223 PhD students enrolled in the doctoral school

30 students enrolled on the Master's 2 programme in oncology

110 engineering students specialising in healthcare professions at IFSBM

NUMBER OF LECTURERS

41 university lecturers

700 lecturers (including 300 from Gustave Roussy)

KEY PROGRAMMES OF THE YEAR

QUALIOPI CERTIFICATION

In 2025, Gustave Roussy Education initiated a Qualiopi certification process to strengthen the quality and structuring of its training offer. Extensive work has been carried out to analyse, formalise procedures and optimise internal processes, making it possible to consolidate the organisation and reinforce commitments in terms of quality, transparency and learner satisfaction.

The certification audit planned for 2026 will be a major step in the official recognition of this continuous improvement approach.

INTERNATIONALISATION OF CHEMOTHERAPY COURSES THANKS TO ARTIFICIAL INTELLIGENCE

Gustave Roussy's chemotherapy courses have been a benchmark in oncology training for more than 40 years, have taken a new step in their international development.

Thanks to AI-assisted dubbing technology, the 75 hours of training are now available in English. This development allows Gustave Roussy's expertise to be disseminated to an international audience of oncologists, healthcare professionals and researchers, and to promote broader access to cutting-edge knowledge in oncology.

REGISTRATION OF TWO UNIVERSITY DIPLOMAS

In the Specific Directory Supported by Paris-Saclay University, the process of registereing two University Diplomas organised with Gustave Roussy in the Specific Directory has been initiated with France Competences:

> The DU in Clinical Sciences in Oncology Care, intended for paramedical professionals;

> DU in Therapeutic Innovations in Oncology, for doctors, pharmacists and scientists involved in oncology.

This certification will officially recognise the skills acquired and open up access to public funding, in particular via the Personal Training Account (PCF). It represents a strategic lever to increase the attractiveness and recognition of these training courses.

REDESIGN OF THE E-LEARNING COURSE FOR PARAMEDICAL PROFESSIONALS

Gustave Roussy Education is developing a new online training course for paramedical professionals, designed to support their skills development throughout their career.

Structured according to professions and expertise levels (beginner, experienced, clinical expert), this system will allow the gradual validation of skill blocks. Based on an immersive and scenario-based educational approach, it will offer learners the opportunity to follow the pathway of a healthcare professional faced with real-life situations.

The first two training courses, aimed at registered nurses and beginner hospital porters, will be deployed at the beginning of September 2026.

KEY PROJECTS FOR 2025

LAUNCH OF THE COURSE "BIOPATH CANCER"

Gustave Roussy Education has developed a new training course dedicated to cancer biology and pathology. The objective of the "Biopath Cancer" course is to update and reinforce the knowledge of professionals involved in the management of patients with cancer.

Aimed at biologists, pathologists, clinicians, researchers, technicians, engineers and industry professionals, this six-day course presents the most advanced diagnostic technologies and innovative biopathological expertise used in oncology. It covers fundamentals, main pathologies, specific situations and innovations from research, in a multidisciplinary approach to improve care pathways.





CREATION OF A NEW DIU FOR PERSONALISED CANCER PREVENTION AND LAUNCH OF AN INTERNATIONAL CONFERENCE

In order to meet the major public health challenges related to cancer prevention, a new Inter-University Diploma (DIU) dedicated to personalised cancer prevention will be launched in September 2026.

Organised by the Paris-Saclay University in partnership with the universities of Rennes and Lyon I, this innovative training course is coordinated by experts from Gustave Roussy, the Centre Eugène Marquis and the Centre Léon Bérard. It aims to strengthen the skills of healthcare professionals in primary and secondary prevention, in order to improve awareness-raising, risk assessment and screening actions.

In addition to this training course, the first edition of the "Lecture Series on Cancer Breakthroughs" will be a new international academic event. Organised in a hybrid format, this inaugural seminar will highlight the advances in personalised cancer prevention with Professor Timothy R. Rebbeck, an internationally renowned expert in the field.

DR AUDE BESSON, INTERN IN GENITOURINARY ONCOLOGY

As a junior doctor at the Bergonié Institute, Dr Aude Besson looks back on her immersion in genitourinary oncology at Gustave Roussy. An educational pathway that has strengthened her commitment to an ever-evolving speciality, driven by research, collective work and patient care.



Can you briefly introduce yourself and tell us what led you to medical oncology?

I am currently a junior doctor at the Bergonié Institute, I developed a particular interest in genitourinary oncology during my internship at Bordeaux. I was quickly drawn to this speciality, which is at once scientific, innovative and deeply human.

Medical oncology is constantly evolving, particularly thanks to advances in clinical research. It is also based on a strong collective dynamic, with close collaboration between professionals and an essential relationship of trust with patients. I discovered this approach during an initial internship at a cancer centre during my medical clerkship, an experience that confirmed my desire to engage in this pathway.

How would you describe your experience of training and clinical immersion at Gustave Roussy?

I was fortunate to join Gustave Roussy during my 8th semester of internship to obtain a deeper understanding of genitourinary oncology. This immersion has allowed me to evolve in an environment of excellence, where transmission plays a vital role.

Gustave Roussy Education's courses (regular classes, bibliography sessions, university-level training) offer a particularly rich framework for consolidating one's knowledge and develop critical thinking with renowned specialists.

In the field, participation in the multidisciplinary team (MDT) meetings of the genitourinary, thoracic and gynaecological committees broadened my view of oncology. Senior consultations, professor rounds and gradual support towards independence enable students to develop solid practice skills adapted to the realities of everyday life.

What does this environment mean for you in practice?

This experience has allowed me to quickly gain independence, but also to fully understand the central role of clinical research in advancing treatments. I would like to continue to be involved in this area, within cancer centres and through the Gustave Roussy Alumni network.

What memorable recollection or learning do you remember?

More than a unique experience, I remember a multitude of clinical situations, including complex treatments requiring the coordination of many expertise areas: oncology, intensive care, supportive care or immunotoxicity management. They illustrate the strength of collective team work for the patient.

GUSTAVE ROUSSY TRANSFERT

Dedicated to advancing research and promoting innovation, Gustave Roussy Transfert facilitates the transfer of scientific discoveries into practical applications that benefit patients, through industrial partnerships, the creation of start-ups and accelerator programmes.

ACCELERATING INNOVATION, FROM RESEARCH TO PATIENT

In 2025, Gustave Roussy Transfert confirmed its key role in promoting research and developing innovations to fight against cancer.

KEY FIGURES FOR 2025

110
patent families
(of which 70 are managed directly by Gustave Roussy)

45
licensed families
(i.e. 64% of the portfolio)



1
office in Boston
(at the heart of a global innovation ecosystem)

94
translational collaboration agreements signed
(of which 61 with external funding)

800
contracts signed each year

2
new projects supported as part of the partnership with Sofinnova Partners
→ 1 start-up created
→ 1 being created

START-UPS TO REINVENT TOMORROW'S ONCOLOGY



In 2023, Sofinnova Partners, through its Biovelocita II fund, and Gustave Roussy Transfert decided to form a strategic partnership and combine their expertise to develop innovations generated by Gustave Roussy's medical-scientific community.

Christophe Javaud
Executive Director of Gustave Roussy Transfert

> *The creation of Signadori Bio perfectly illustrates the strength of the partnership between academic research and private investment.* ***Combining Gustave Roussy's scientific excellence with Sofinnova Partners' entrepreneurial expertise, this collaboration paves the way for a new generation of therapeutic innovations that can sustainably transform the care of cancer patients."***



TheraSonic is a MedTech start-up co-founded with Gustave Roussy Transfert, which develops a medical device based on innovative focused ultrasound technology to facilitate the targeted delivery of drugs to the brain in a non-invasive way.

Benoit Larrat
CEO of TheraSonic

> *Since the creation of Therasonic, GRT has accompanied us through all key stages of our development,* ***including allowing us to work closely with Gustave R oussy's promotion team and clinicians to build the protocol for the first clinical study of our technology and obtain approval from the CPP and ANSM. The active support of the leading international player Gustave R oussy gives us a lot of credibility and secures our translation."***



Signadori Bio is a biotech based on research at Gustave Roussy, co-founded by Gustave Roussy Transfert, and developing a new generation of immunotherapy based on single-cell reprogramming, for the treatment of solid tumours. Signadori Bio has just closed a €11.1 million fundraising and aims to become a global leader.

Dr Jean-Luc Perfettini
Scientific Director, Signadori Bio

> *Gustave Roussy Transfert plays a key role in promoting the scientific and medical discoveries of our research unit,* ***as well as accelerating the transfer of the resulting biotherapeutic advances to clinical practice and industry. The creation of Signadori Bio illustrates this ability to transform academic excellence into new therapeutic opportunities for cancer patients."***

EMERGING STRATEGIC INNOVATIONS FOR PATIENTS



Maud Kamal

Executive Director of IHU PRISM

The objective of IHU PRIM is to better understand the biology of each patient's cancer and to identify those with the most aggressive tumours as soon as they are diagnosed in order to offer them the most appropriate treatment.

"The expertise and close involvement of Gustave Roussy Transfert's teams are crucial to the success of the PRISM University Hospital Institute: immersed in our scientific ecosystem, they understand our challenges and act quickly. It is an essential partner, protecting our inventions, building the right partnerships and empowering our research to make an impact."



Prof Yohann Loriot

Deputy Head of the DITEP (UNLOCK programme coordinator)

Successful collaborations with high-potential start-ups: the partnership with One Biosciences (whose excellent results have led to a patent application) relies on the integration of high-resolution single-cell transcriptomic technologies, enabling the fine characterisation of tumour heterogeneity and treatment resistance mechanisms. This approach is a major key to identify new therapeutic targets and accelerate translation to innovative clinical trials.

"Gustave Roussy Transfert's support was decisive in structuring and securing this partnership, facilitating the link between academic and industrial issues. Its expertise in valuation and transfer has made it possible to optimise project set up, accelerate interactions with the partner and promote the emergence of a patent with high valuation potential."



Dr Fernanda Mosele

UNLOCK Medical Director

UNLOCK is a medical-scientific programme designed to understand and circumvent mechanisms of resistance to innovative therapies.

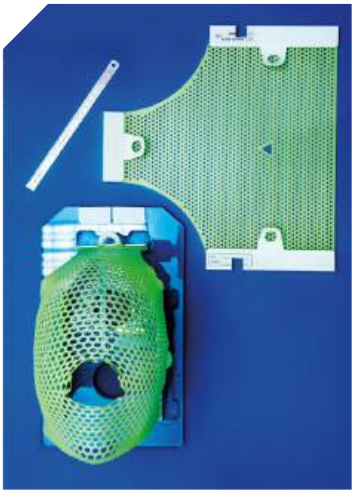
"The support of Gustave Roussy Transfert is valuable in securing and structuring our collaborations with pharmaceutical partners. Their expertise covers all contractual aspects, enabling us to move forward smoothly and efficiently while ensuring a strong legal framework. This support facilitates exchanges between the various actors involved and is an essential lever for advancing the programme within a clear framework, adapted to the challenges of academic research and the interface between the academic and industrial worlds."

A NOW PATENTED IMMOBILISER

Innovation is present everywhere at Gustave Roussy, including in the paramedical field. In addition to CT scanning, MRI improves the accuracy of personalised brain radiotherapy.

However, the patient's head should be positioned identically in the MRI, the CT scanner and during treatment. Existing immobilisers are not MRI-compatible and may result in positioning errors.

To address this issue, prosthetist Charles M'Zila and radiotherapy technician Najma Douir co-developed a non-invasive immobilisation device, compatible with MRI and CT scanner (ensuring accurate and reproducible positioning of the patient's head). This high-potential invention, patented by Gustave Roussy Transfert, is expected to be produced at industrial scale in the coming months, for the benefit of patients.



MAKING FRENCH INNOVATION IN ONCOLOGY SHINE

To advance innovations against cancer, Gustave Roussy Transfert works closely with scientific and medical teams while developing collaborations with major players in the global health ecosystem.



In 2025, Gustave Roussy Transfert's teams participated in several national and international meetings dedicated to health innovation, including BIO International Convention (Boston), BIO-Europe (Vienna), ESMO-TAT (Paris), VIVATECH (Paris), the C.U.R.I.E. network congress and Meet2Win.

These meetings enable the promotion of Gustave Roussy's scientific excellence, identify new partners and build long-term collaborations to accelerate the development of tomorrow's therapeutic innovations.

AN EXPERT TEAM AT THE SERVICE OF RESEARCHERS AND DOCTORS

Comprised of a dozen professionals, the Gustave Roussy Transfert team supports the scientific and medical community at every stage of an innovative project: from the initial idea to its development.

Its expertise covers structuring scientific and industrial collaborations, contract negotiation, intellectual property protection and the creation of research-based start-ups.
By creating the conditions for transferring discoveries into concrete applications, Gustave Roussy Transfert helps bring innovation closer to patients.

A MISSION: TRANSFORMING DISCOVERIES INTO ADVANCES FOR PATIENTS

Through its role as an interface between research, healthcare and industry, Gustave Roussy Transfert accelerates the emergence of new solutions in oncology and contributes to the development of ever more innovative and personalised medicine.

HUMAN RESOURCES: PROMOTING TALENT AND SUPPORTING TRANSFORMATION

Against a backdrop of strong tensions on healthcare professions, Gustave Roussy makes the development of skills, attractiveness and quality of life at work the central priorities of its HR policy.



3 priorities:

1. Attractiveness, staff retention and quality of life and working conditions (QLWC)

2. Professional skills development

3. Performance of management and reinforcement of internal control

These three priorities structure all of the Institute's HR actions. They aim to respond to the tensions on healthcare professions while accompanying profound changes in organisations and skills.

> ***Training is a strategic lever to support changes in the professions.***

Marie-Cécile Mocellin
Human Resources Director



Marie-Cécile Mocellin, Gustave Roussy's Human Resources Director, presents the 2025 report to increase attractiveness, support careers and improve quality of life at work.

What are your main challenges in terms of recruitment and retention?

Against a backdrop of strong tensions on certain fields of expertise, recruitment and staff retention remain major priorities. The Institute acts on two complementary levers. On the one hand, strengthening its attractiveness through its employer brand, attractive pay and working conditions, and increasing the reception of trainees in training, in particular paramedical staff. On the other hand, develop the long-term commitment of professionals, which is based in particular on the quality of their reception and integration, the support of managers, career progression prospects and constant attention paid to the quality of life at work.

What actions have been implemented for quality of life at work?

The 2025 actions are part of the continuation of the QVCT survey, which mobilised more than 1,400 professionals in 2024. In particular, they focus on strengthening the prevention of occupational risks and situations of violence at work, launching the experimentation of the continuous improvement approach within teams, and confirming the right to disconnect. Systems have also been deployed around housing, social protection and sustainable mobility.

How do you support skills development?

Training is a strategic tool to accompany changes in professions, whether in healthcare, digital technology or research. In 2025, €2.3 million was spent on educational expenses: more than one in two professionals participated in at least one training course and 33 employees took part in a qualification or degree programme, illustrating the Institute's investment in professional careers.

What actions have you taken in terms of diversity and inclusion?

Gustave Roussy pursues an active policy in favour of equal opportunities. An agreement strengthens support for people with disabilities, with an employment rate of 8.63%, above the legal threshold. Awareness training on sexism and gender-based and sexual violence was deployed, supplemented by a discrimination reporting procedure.

GUSTAVE ROUSSY ON DISPLAY IN THE PARIS METRO

Gustave Roussy launched a poster campaign in the Paris metro in May 2025 to attract talent. This campaign is a first for the Institute, which aims to encourage professionals and experts from all backgrounds to join its teams.

With more than 250 professions represented, Gustave Roussy offers many career opportunities in the fields of healthcare and research, as well as within its administrative, technical and logistics teams. With the motto #RejoinsGustave, the Institute communicates throughout the year on social media to put its staff in the spotlight and raise awareness of recruitment opportunities.





HUMAN RESOURCES: KEY FIGURES FOR 2025

DEVELOPING SKILLS AND SUPPORTING CAREERS

33
long degree training courses for paramedics resulting in 17 professional promotions

More than
53%
of employees trained in 2025

640
managerial or cross-functional training courses related to quality of life and working conditions (QLWC)

FACILITATE RECEPTION, SUPPORT AND ACCOMMODATION

56
international trainees and employees supported as part of the partnership with Science Accueil

Deployment of complementary solutions
with CDC Habitat (near Gustave Roussy) and Colive

19
RNs and medical electroradiology technicians (MERM) housed thanks to the partnership with ECLA, coliving residence

ENERGY & CLIMATE

-42%
in gas consumption
(vs. 2024)

5.4 GWh
consumed via the heat network
and
1,000 t CO_2/year
avoided

1.2 M€
invested in heating network

SUSTAINABLE FOOD

2
vegetarian Thursdays per month

44.6%
of labelled products

WATER & RESOURCES

127,400 m^3
water consumption

355,000
plastic bottles avoided thanks to the deployment of water fountains

SUSTAINABLE MOBILITY

136
bicycle parking spaces created

70%
of public transport subsidies
(vs. 60% in 2024)

WASTE & CIRCULAR ECONOMY

1,522 t
of waste collected

109 t
of recyclable waste

53 t
organic matter collected

THE CANCER CAMPUS: A CHANGING ENVIRONMENT

In 2025, Gustave Roussy continued to invest to support the development of its model and meet historical needs. These actions help to modernise infrastructure, ensure compliance and safety of care, while ensuring their economic and environmental sustainability.

The institute is thus laying the foundations for a robust and future-oriented campus, able to rely on solid infrastructures and the mobilisation of our teams to ensure the sustainability of our care, research and teaching missions.

CANCER CAMPUS IN NUMBERS

1st
French and European biocluster dedicated to cancer

10,000 m²
of shops

100,000 m²
of dedicated offices and laboratories

3,000
accommodations



In 2025, Gustave Roussy continued to deploy its real estate master plan, securing critical infrastructure and responding quickly and appropriately to essential needs, in order to ensure the continuity of activities and healthcare security.

NEW STRUCTURAL BUILDINGS

Several structuring projects are underway to strengthen the campus and its capacities:

> The Research and Tertiary Education Parking buildings are under construction, with particular attention paid to their functional integration and optimal use of their spaces.

> The future outpatient building is undergoing preparatory work with a view to its opening and integration into medical, logistical and organisational practices.

RESEARCH BUILDING

Overall cost **€190 million**

Expected delivery **end of 2028 beginning of 2029**

33,000 m² spread over 6 floors and 2 basements

60 hosted research teams (under the co-guardianship of Gustave Roussy, Paris-Saclay University, Inserm, CNRS)

12 state-of-the-art technology platforms

1 theory centre dedicated to interdisciplinary collaborations (including AI)

TEACHING BUILDING TERTIARY PARKING

1 tertiary block with approx. **230** workstations

Classrooms for up to 240 students

1 multi-storey car park

1,120 spaces, *of which* 20% equipped with electric charging stations and

120 spaces for two-wheelers

1 block dedicated to teaching including a lecture theatre of **200 seats**

Expected delivery in **2028**

CHARGES

Personnel expenses:
45%
(287 M€)

Distribution of expenses:
633 M€

Medicines and other medical expenses:
35%
(223 M€)

+

Hotel and general expenses:
13%
(79 M€)

Depreciation, provisions and financial expenses:
7%
(44 M€)

PRODUCTS

+

Research contracts:
15%
(98 M€)

Treatments (hospital activity):
66%
(420 M€)

Other:
5%
(28 M€)

Product distribution:
632 M€

Gifts and bequests:
7%
(42 M€)

MERRI endowment:
7%
(43 M€)

+

Financial revenue:
0%
(1 M€)

FIND THE DETAILED GOVERNANCE PRESENTATION
(ORGANISATION CHART, COMPOSITION OF THE BOARD OF DIRECTORS)
OF GUSTAVE ROUSSY ON THE WEBSITE:

gustaveroussy.fr/en

Cover page: Prof. Christophe Massard, surrounded by several members of Gustave Roussy's Ditep.
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