MEET 2WIN

Oncology Partnering Convention

10TH EDITION

CONFERENCE REPORT
2025 MEET2WIN CONVENTION

MAY 6 & 7 2025

ORGANISED BY

MATWIN
MATURATION & ACCELERATING TRANSLATION WITH INDUSTRY

unicancer

Synthesis prepared thanks to the contribution of Georgia Zejneli, réeseau Biotechno

EDITORIAL

We are delighted to share with you the conference report of the 10th edition of MEET2WIN — Europe's leading partnering event fully dedicated to oncology innovation, organized by **MATWIN**.

On May 6–7, 2025 in Bordeaux, MEET2WIN once again brought together the oncology innovation community: industry leaders, startups, biotechs, academic researchers, clinicians, investors, and innovation enablers. In a collaborative and friendly atmosphere, more than 300 participants took part in high-level round tables, inspiring keynotes, thematic workshops, project pitches, and partnering meetings. Over 1,000 one-to-one meetings were held, helping to accelerate impactful collaborations across the oncology ecosystem.

This anniversary edition also highlighted MATWIN's 15 years of activity. Over this period, MATWIN has established itself as the only national platform in Europe fully dedicated to accelerating oncology innovation. In 15 years, MATWIN has already supported over 500 projects, enabled the creation of more than 50 startups, and helped initiate dozens of clinical trials. Through MEET2WIN, 10 editions have now gathered more than 3,000 attendees in total — a testament to the event's role as a true catalyst for innovation and collaboration.

These achievements reflect MATWIN's unique model: as a subsidiary of Unicancer, MATWIN has succeeded in bringing together an international ecosystem around a shared mission — turning cutting-edge research and innovation into tangible solutions for patients.

We warmly thank our long-standing industrial partners as they are key contributors to MATWIN's success — Amgen, AstraZeneca, Boehringer Ingelheim, Bristol-Myers Squibb, Daiichi Sankyo, Exact Sciences, GlaxoSmithKline, Insitro, MSD, Pfizer, Pierre Fabre, Sanofi, Servier, and Takeda. The continued commitment of senior oncology experts and leaders from pharma in the MATWIN board at their side, has greatly enriched the French research ecosystem over the years for the benefit of the whole community.

Reaching this 10th milestone edition, MEET2WIN reaffirms its role as a catalyst for innovation, opportunities, and partnerships — where tomorrow's advances in cancer care are being shaped.

Let's keep innovating together with a **WIN** attitude!

Pr Fabrice BARLESI
Gustave Roussy CEO
MATWIN President

Lucia ROBERT
MATWIN CEO

TABLE OF CONTENT

10 EDITIONS OF MEET2WIN

3.000+ PARTICIPANTS

8.000+ BUSINESS MEETINGS

250+ PROJECTS' PITCHES

230+ SPEAKERS

€265M+ RAISED BY OUI LAUREATES

Let's join the MEET2WIN community trhrough this **human-sized** and **friendly oncology networking event** which led to numerous collaborations!

www.meet2win.fr

THANK YOU TO OUR PARTNERS & SPONSORS

MATWIN PARTNERS

AMGEN
AstraZeneca
Boehringer Ingelheim
Bristol Myers Squibb™
Daiichi-Sankyo
EXACT SCIENCES
GSK
insitro
MSD
Pfizer
Pierre Fabre
sanofi
SERVIER moved by you
Takeda

MEET2WIN SPONSORS

astellas
AGILE CAPITAL MARKETS
CVALO
HOLOGIC Diagenode
Jasm-In
Lab2BIOTECH Preclinical R&D and BD operational consulting Oncology, Neuroscience & Neuro-oncology
Polepharma
PASREL imagerie

INSTITUTIONAL & COMMUNICATION SUPPORTS

Angels santé
BORDEAUX MÉTROPOLE
Fondation pour la recherche sur le cancer
arc
RÉGION Nouvelle-Aquitaine
Société Française du Cancer
france biotech
biotech | medtech | e-santé | IA
LES ENTREPRENEURS DE LA HEALTHTECH
Leads to Development
ADVANCING THERAPEUTIC INNOVATION
mabdesign
THE BIOTHERAPY EXPERT
MEDICEN PARIS REGION
neighborHOOD
PSCC
PARIS SACLAY CANCER CLUSTER

New ways to care.

Pierre Fabre believed that it is the attention paid to others that triggers innovation.

Inspired by this vision, we innovate relentlessly to fight cancer and heal skin.

Driven by science and patient needs, we are caring partners of biotechs, researchers, clinicians, physicians and pharmacists around the world.

We design and develop our products at the Oncopole in Toulouse where we eco-design them based on the Green Impact Index* and manufacture them in France.

Every year, we donate our dividends to the Pierre Fabre Foundation**, which is recognized as being of public interest for its programs that provide access to healthcare in developing countries.

We are Pierre Fabre Laboratories, we are humanistic innovators.

LABORATOIRES
Pierre Fabre
New ways to care

*Environmental and social labelling based on the AFNOR Spec 2205 standards.
**66% of Pierre Fabre Laboratories is owned by the Foundation and secondarily by its employees.

INTRODUCTORY LECTURES

10 YEARS ALREADY, 10 YEARS TO COME: ONCOLOGY INNOVATION IN 10 MINUTES

PIERRE FUMOLEAU
MATWIN President (2016-2022)
Scientific Director Canceropoe EST

10 years already

Over the past decade, major developments have reshaped oncology. Cancer is now widely recognized as a multifaceted disease, driven by selective genetic and epigenetic modifications affecting genes and proteins. This complexity underlines the need for precision approaches in both diagnosis and treatment.

A key driver of progress has been the advancement of high-throughput sequencing technologies. These tools have enabled a deeper understanding of tumor biology and have been applied to:
– Adapt treatments to individual molecular profiles
– Reevaluate the role of adjuvant therapies
– Support the development of new diagnostic strategies

The field has also seen a significant rise in targeted therapies. From 2014 to 2024, 88% of FDA-approved oncology drugs were targeted agents. This includes innovations such as bispecific antibodies and, in 2024 alone, the approval of 12 anti-PD-L1 antibodies, underscoring the impact of immunotherapy.

There is now a growing consensus on the need for a data-driven approach in oncology, integrating:
– Patient demographics and clinical data
– Genomic, pathology, and imaging data
– Treatment response, survival outcomes, and epidemiological insights
– Health records and biomarker information

Finally, the inclusion of artificial intelligence (AI) in oncology is opening new possibilities. AI-based tools are being explored to refine cancer subtyping particularly in complex cases like sarcomas potentially leading to more accurate diagnoses and personalized treatment plans.

INTRODUCTORY LECTURES

10 YEARS ALREADY, 10 YEARS TO COME: ONCOLOGY INNOVATION IN 10 MINUTES

FABRICE BARLESI
MATWIN President (from 2022)
CEO Gustave Roussy

10 years to come

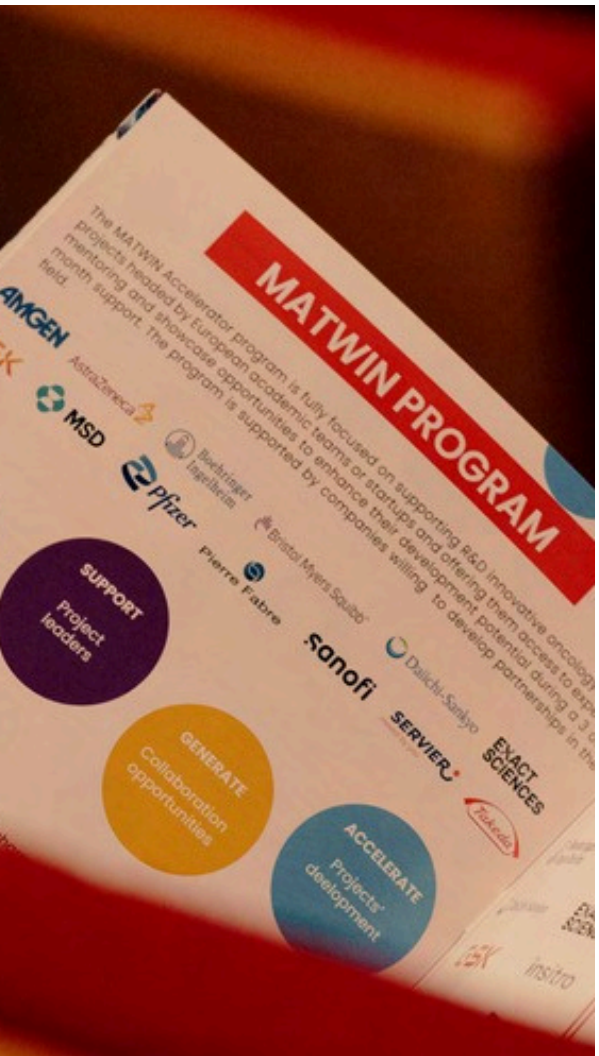
To improve outcomes in oncology, several key areas of transformation were discussed:

1. Better capture of tumor biology and heterogeneity: Advances are needed to better represent the complexity of tumors in research and care.

This includes:
– Using patient-derived samples and avatars for modeling
– Implementing multi-omics analyses to guide treatment decisions
– Increasing the number of trained professionals in molecular and translational medicine

2. Rethinking therapeutic approaches: The therapeutic landscape is evolving through multiple strategies:

Manipulating the immune system for more effective interventions
– Expanding the use of nuclear medicine as new targets emerge
– Embracing multimodal treatments that combine local, systemic, and targeted therapies



3. Data science and infrastructure: The role of data in cancer care is becoming central. Key priorities include:
– Expanding and improving access to large, integrated molecular databases
– Creating new roles for top-level data scientists
– Leveraging AI and cloud-based storage solutions, supported by national initiatives (e.g., the Macron announcement)

4. Accelerating drug discovery and access: Artificial intelligence is contributing to faster drug development, yet several challenges remain:
– France still faces delays in drug availability (up to 530 days) compared to other countries
– The regulatory environment must be streamlined to improve access
– The affordability of cancer medications is a growing concern, with oncology representing 12% of global healthcare spending as of 2022

5. Human resources and organizational shifts: Adapting healthcare systems requires structural and cultural changes:
– Integrating Generation Z into research and clinical teams
– Concentrating expertise and resources in specialized centers
– Investing more in digital tools to monitor patients remotely and improve continuity of care

MATWIN PARTNERS TESTIMONIALS

MARK PEARSON

Vice President Cancer Pharmacology, Leading Oncology Drug Development

Boehringer Ingelheim

1 - How does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem?

The MATWIN organization brings together a team of experienced scouts and coaches that help identify and shape the activities of biotech companies in the French and wider European area. The startups and companies benefit from additional interaction with a board derived from multiple pharmaceutical and diagnostic companies, where advice is given and opportunities for further collaboration identified.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?

At Boehringer we have a strong commitment to drive the science and build interactions with academic, startups and biotech at varying degrees of maturity. The MATWIN collaboration, and the platform it provides to advise and help shape the strategic direction of early companies, fits well with this commitment.

3 - How would you describe the strategic value of being a MATWIN partner ?

Being a MATWIN partner enables early access to innovative biotech and start-up companies, it is also a chance to help shape the strategic focus, priority settings and external engagement of the biotech partners who are selected through the MATWIN process. The process also holds the opportunity for additional, deeper collaborations with identified partners whose focus matches the areas of interest that Boehringer Ingelheim has.

Pfizer

JOEL KLAPPENBACH

Executive Director, Global Oncology Business Development

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem ?

MATWIN brings visibility to biopharmaceutical innovation in France with the potential to drive the development of novel medicines and biotechnologies.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?

Pfizer is committed to identifying and leveraging scientific innovation throughout the world and our participation in MATWIN brings together novel technologies and therapeutic concepts in Oncology from the French academic and biopharma ecosystem in a unique forum.

3 How would you describe the strategic value of being a MATWIN partner?

MATWIN helps surface unique opportunities in France that improve the efficiency of our search efforts for innovative biopharmaceutical research.

CROSSED-VIEWS #1

FROM LAB TO LIFE: A CROSS-TALK ON HOW IS AI TRANSFORMING PREVENTION AND DIAGNOSIS IN ONCOLOGY?

MODERATION :

JEAN-PIERRE DELORD
CEO IUCT-Oncopole,
Unicancer Vice President

INSTITUT UNIVERSITAIRE DU CANCER DE TOULOUSE
unicancer

During the session, Dr. Corinne Balleyguier (Head of Medical Imaging, Gustave Roussy) and Paul Herent (CEO, Raidium) shared their respective insights on the integration of artificial intelligence in clinical practice and innovation.

CORINNE BALLEYGUIER
Head of Medical Imaging Department, Gustave Roussy

GUSTAVE ROUSSY
CANCER CAMPUS GRAND PARIS

The clinician's perspective

In the hospital setting, a growing volume of data, particularly medical images is being generated daily, while the number of physicians and radiologists remains stable. This creates a pressing need to:
– Maintain workflow efficiency despite increased workload
– Deliver rapid and accurate interpretations under time constraints
– Integrate imaging data with prognostic features for better decision-making

AI is already being used to support image acquisition, reduce radiation exposure, and enhance image quality. Dr. Balleyguier emphasized the importance of:
– Expanding AI applications in lung and breast cancer imaging (e.g., iPEPS European project)
– Reducing the need for contrast injections, especially in brain imaging
– Developing AI tools that integrate biological criteria to better detect metastases
These initiatives are supported by collaborative efforts involving public stakeholders and funders such as Bpifrance.

raidium

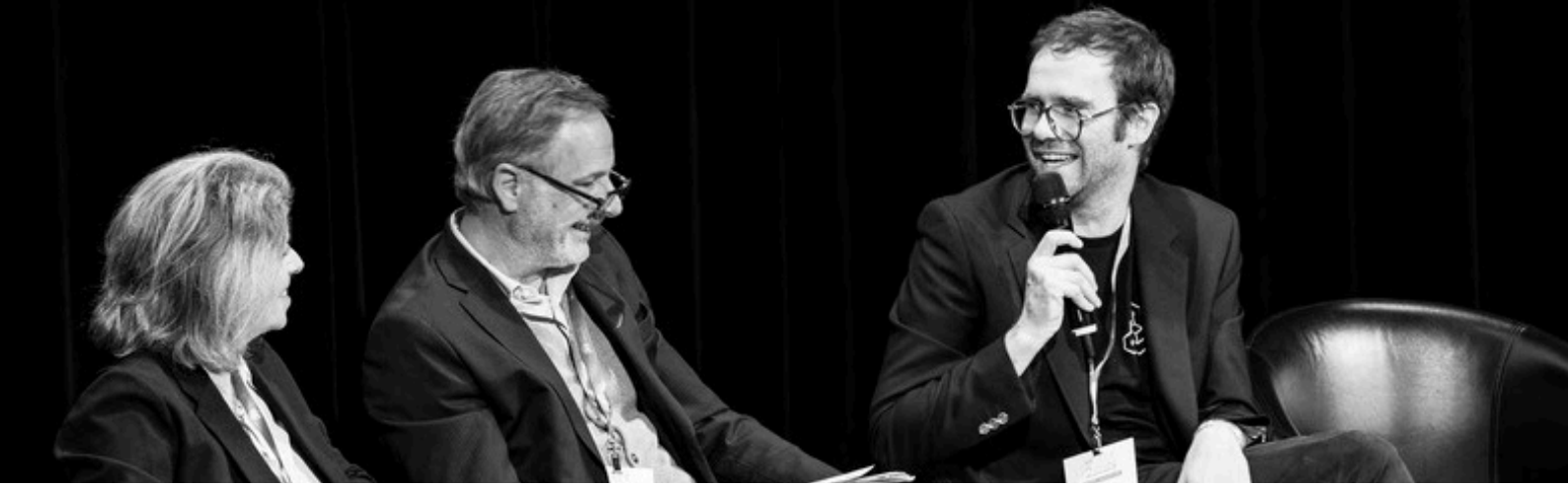
PAUL HERENT
RAIDIUM CEO

The entrepreneur's perspective

Paul Herent shared how his motivation for founding Raidium emerged from a desire to work more efficiently in a data-rich but time-constrained environment. Raidium's innovation centers around a multimodal AI model designed to assist radiologists.

Key features include:
– A product that allows full scanning and interactive use with AI
– A proof of concept (PoC) that provides added value by supporting segmentation of tumors in 2D
– Tools that enhance both precision and workflow efficiency

The company is also exploring applications beyond oncology, using cancer as a starting point to demonstrate value.



Building a bridge between clinicians and innovators

Both speakers agreed that stronger collaboration is needed between healthcare professionals and tech entrepreneurs.
To move from theory to practice, the key requirements are:
– Time investment from clinicians to guide development with real-world insights
– Financial support to build sustainable partnerships
– Robust validation and integration processes to ensure AI products are usable and trusted in clinical settings

Paul Herent highlighted Raidium's growing collaborations with two Paris hospitals and pharmaceutical companies as an example of this model in action.

CROSSED-VIEWS #2

FROM LAB TO LIFE: A CROSS-TALK ON THE FUTURE OF IMMUNITY IN ONCOLOGY

MODERATION :

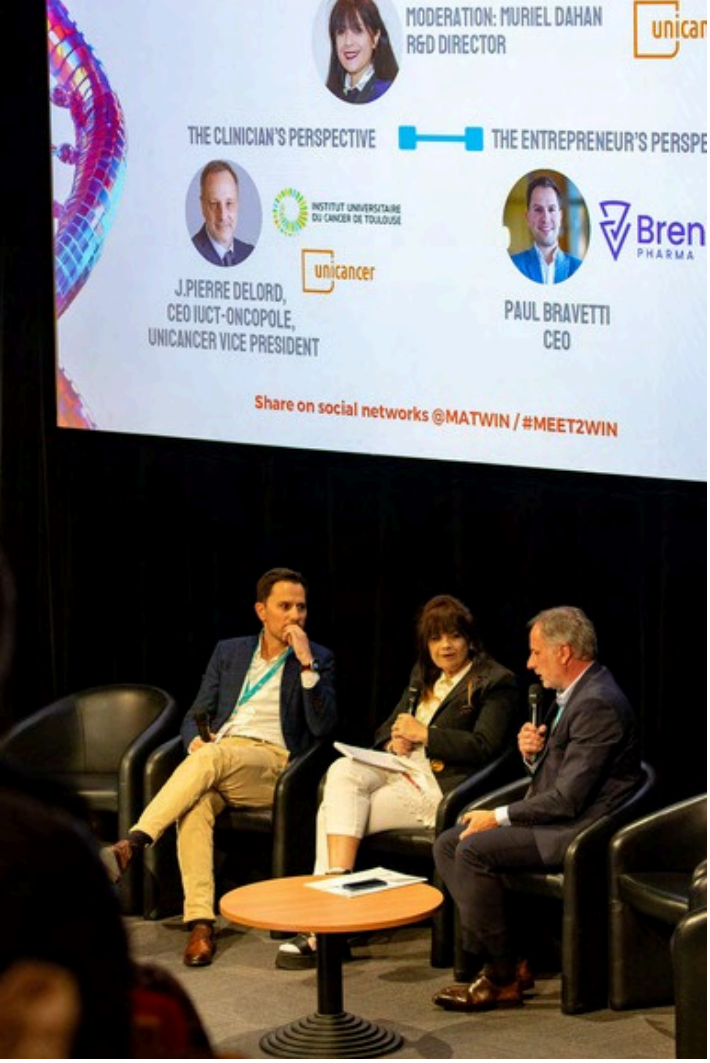
MURIEL DAHAN
Unicancer, R&D Director
unicancer

JEAN-PIERRE DELORD
CEO IUCT-Oncopole,
Unicancer Vice President
INSTITUT UNIVERSITAIRE DU CANCER DE TOULOUSE
unicancer

The clinician's perspective

The evolving role of the immune system in cancer care

Dr. Delord emphasized the dynamic nature of the immune system and the need for deeper understanding through basic research. Key points included:
– The immune system continuously modulates and adapts, requiring precision immunology in oncology
– Building bridges between cancer biology and immune response is essential (e.g., T lymphocytes, antigens, tumor microenvironment, macrophages)
– Innovation depends on investment, France invests only 2.5% of GDP in research
– There is a pressing need to improve collaboration between academia and industry in clinical trials
– Immunoevasion remains a core challenge; after 15 years of anti-PD(L)1 therapies, survival outcomes still demand progress
– Regulatory "troubled waters," such as IVDR, pose obstacles



Challenges in redirecting clinical trials

Muriel Dahan raised the question of how clinical trials should evolve. Dr. Delord responded by advocating for:
– Increased focus on early-phase trials in partnership with industry
– The use of biomarkers to guide immuno-oncology strategies
– Rethinking clinical trial endpoints to better reflect therapeutic impact

PAUL BRAVETTI
BRENUS PHARMA, CEO

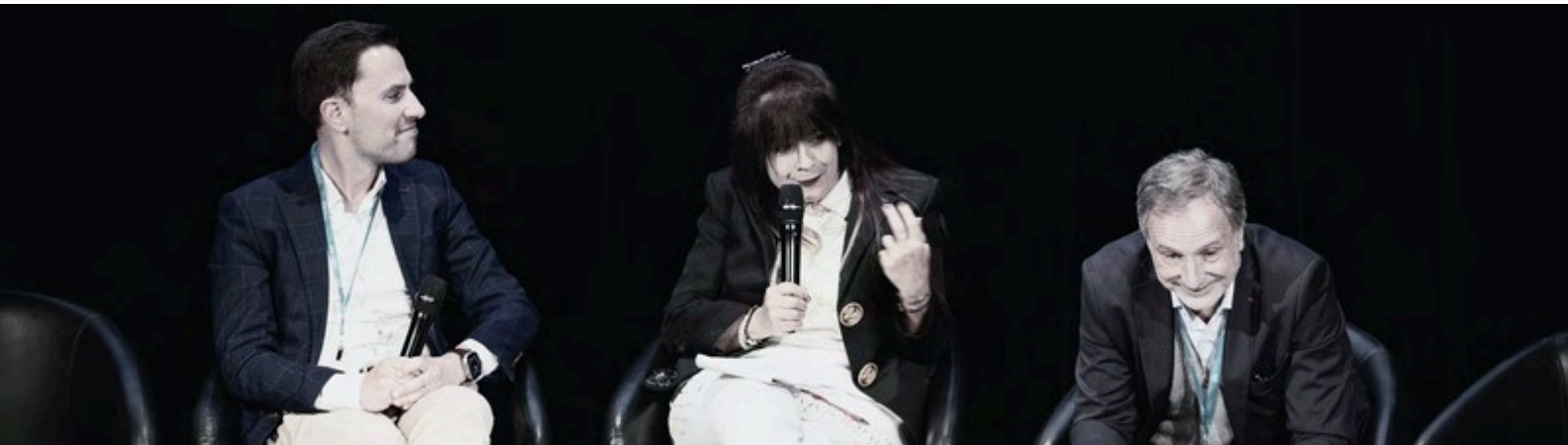
The entrepreneur's perspective

Paul Bravetti explained the motivation behind Brenus Pharma's focus on oncology:
– High mortality and strong unmet needs make cancer a priority area
– Advances in tumor biology, including proteomics, are opening new therapeutic windows
– The oncology market is both scientifically meaningful and economically viable (e.g., colorectal cancer)

Regarding innovation trends, he noted:
– Biotech modalities like bispecifics, CAR-T therapies, and vaccines have faced long developmental paths
– A deeper understanding of biological responses has improved trial design and market readiness
– Around two-thirds of trials are currently private-led but closely coordinated with clinicians to influence standard care

Working better together: Academia and industry

Both speakers concluded on the importance of structured collaboration:
– Academic research teams must be more closely integrated with clinical trial design
– Large centers can serve as hubs for translational research and therapeutic innovation
– Dr. Delord insisted on supporting basic research teams that contribute to trial development
– Paul Bravetti fully agreed and suggested France could benefit from a U.S.-style model where physicians hold part-time roles in biotech



MATWIN PARTNERS TESTIMONIALS

JEHAN-MICHEL BEHIER

Executive Medical Director, France

Bristol Myers Squibb™

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem?

I believe that for a leading pharmaceutical company in oncology like Bristol Myers Squibb, the partnership with MATWIN, by supporting this unique platform where a broad ecosystem can meet and collaborate, provide a strong contribution to innovation. MATWIN fosters engagements with academic researchers, clinicians, and innovative start-ups, facilitating the exchange of expertise and access to novel approaches in cancer care.

This collaborative environment not only expedites the development of promising therapies like ours but also ensures that the needs and perspectives of patients remain central. By bridging the gap between scientific discovery and clinical applications, our partnership ultimately benefits the entire healthcare community, from those advancing science to those whose lives depend on it. This collaborative spirit is at the heart of our vision to transform patients' lives through science.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?

The active involvement of our global R&D experts, especially through our Representative on the International MATWIN Board, James Carmichael, is a critical strength and underscores Bristol Myers Squibb's strong commitment to nurturing early-stage oncology innovation through meaningful bridges with the academic world.

It signals our conviction that groundbreaking cancer therapies are more likely to emerge when industry leaders and academic pioneers work hand-in-hand from the very beginning. Thanks to the expertise of our multidisciplinary teams, we help identify, mentor, and accelerate the most promising academic discoveries.

3 How would you describe the strategic value of being a MATWIN partner?

We recognize that France, as a national ecosystem, is a leader in cancer innovation among European countries, combining cutting-edge science, clinical research expertise and technology transfer capabilities.

Being part of MATWIN enables us to support new projects that demonstrate a higher potential to make it through clinical development and ultimately to reach patients. Also, MATWIN's ability to source promising innovations, both in France and now more broadly in Europe, helps our Medical Innovation Liaison Team, based in France, to be exposed early to potential opportunities that may not otherwise be readily visible, and bring them to the attention of our Global R&D and Business Development Organizations.

Takeda

PHILIPPE JACQUOT

Country Head Oncology, France

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem?

The Meet2Win event organized by MATWIN is a formidable opportunity to meet entrepreneurs, academics, investors and large pharma representatives to support oncology innovation in France thanks to a unique venue and a superb organization!

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?

For TAKEDA Oncology being a member of the MATWIN board is a great opportunity for our leading scientist to learn and engage with peers and support promising startups in the field of Oncology.

3 How would you describe the strategic value of being a MATWIN partner?

Being a MATWIN partner is important way to develop collaboration with many stakeholders, generate significant opportunities to engage with new science and emerging asset. It's a great addition to our search & evaluation strategy for growing our pipeline.

ROUND TABLE 1

GLOBAL PERSPECTIVES ON ONCOLOGY R&D: PHARMA INSIGHTS FROM EUROPE, THE US, AND ASIA

MODERATION :

J.PIERRE BIZZARI
Board member
& special advisor

EORTC
The future of cancer therapy

ANNA KRUCZYNSKI
Director of external Science & Innovation
Pierre Fabre

JOEL KLAPPENBACH
Executive Director of Worldwide Business Development
Pfizer

MARK PARIS
Executive Director & Global Head, Oncology Search and Evaluation
Daiichi-Sankyo

The evolving models of R&D collaboration

The panelists discussed the transformation of R&D strategies, particularly the role of partnerships and international collaboration:
– Anna Kruczynski: Emphasized hybrid R&D models and cross-border partnerships, particularly leveraging Europe's strong clinical trial networks to complement U.S. and Chinese capabilities.
– Joel Klappenbach: Described internal restructuring to broaden the company's therapeutic portfolio. Continued focus on small molecules, but with expanded therapeutic areas and new operational models.
– Mark Paris: Highlighted the shift toward execution-driven development, using internal capabilities while integrating external modalities to tackle challenges such as drug resistance.

Integrating biotech into pharma R&D

The speakers elaborated on evolving collaboration models with biotech and academia:
– Anna Kruczynski: Building a pipeline via collaborative drug discovery, supported by robust infrastructure for preclinical development and maturation toward clinical readiness.
– Joel Klappenbach: Outlined a model that has evolved from academic co-development to equity investment and early-stage collaborations, particularly in the U.S., where academics increasingly initiate partnerships.
– Mark Paris: Described using a mix of sponsored research, licensing agreements, and long-term partnerships. Stressed the importance of relationship-building over time and strategic patience, especially in high-risk areas.

Looking ahead: Oncology in 10 years

Panelists shared visions for the future of oncology R&D:
– Anna Kruczynski: Envisioned more international cooperation and greater integration of AI throughout the R&D pipeline.
– Joel Klappenbach: Pointed to opportunities in targeted therapies, while acknowledging saturation in certain modalities like cell therapy.
– Mark Paris: Predicted growth in biosimilars, strategies to overcome resistance and toxicity, and deeper partnerships to navigate complex therapeutic development.

MATWIN PARTNERS TESTIMONIALS

VALERIA FATIN
Global Head of Oncology Research

sanofi

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem?
MATWIN acts as a bridge between large Pharma, emerging biotechs, and academic centers engaged in early-stage discovery. The interactions are truly bi-directional: Pharma gains exposure to cutting-edge innovation, while biotechs and academic investigators receive valuable feedback that helps refine and strengthen their programs.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?
We are engaged with MATWIN because we believe in science without borders and the power of open innovation. MATWIN gives us an opportunity to share our expertise that can accelerate the translation of promising early-stage discoveries into promising therapeutic or diagnostic projects

3 - How would you describe the strategic value of being a MATWIN partner ?
MATWIN provides a unique platform to gain visibility of leading biotechs and academic researchers driving innovation across Europe. By engaging early with emerging science, we gain privileged access to innovative projects and establish connections that can mature into meaningful collaborations, partnerships, or co-development opportunities. Our expertise allows us to provide feedback that shapes and strengthens early-stage programs. In turn, this accelerates the translation of promising science into solutions for patients, amplifying our impact on the broader oncology ecosystem.

Daiichi-Sankyo

SHIV KRISHNAN
Head, Search & Evaluation – Research & Technologies, Global Business Development

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem ?
Our partnership with MATWIN embodies our shared ambition to accelerate the translation of cutting-edge oncology science into concrete therapeutic solutions. As a pharmaceutical company at the forefront of Antibody-Drug Conjugates (ADCs) innovation, we view this collaboration as a unique opportunity to combine deep scientific expertise, entrepreneurial agility, and clinical excellence within the French and European ecosystems. The Meet2Win Event is a very interesting event to initiate high level scientific discussion between the different healthcare actors.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?
As first-time participants in MEET2WIN, we were energized by the opportunity to connect with the French oncology innovation ecosystem. We believe initiatives like this play a vital role in surfacing early science and accelerating ecosystem growth to drive greater collaboration and funding. We're excited to help shape emerging innovation and advance the future of oncology, with the goal of delivering life-changing solutions for patients."

3 How would you describe the strategic value of being a MATWIN partner?
This is the first time we attended the MATWIN event, and we were very pleased to get exposed to the French innovation ecosystem in cancer. While this ecosystem is early in its growth, we believe that initiatives like the MATWIN conference will help accelerate its growth and make the opportunities more attractive for funding and partnering. We are excited to contribute to help shape the opportunities with the hope that patients will one day benefit from these innovations.

WORKSHOP 1 : ERIC COHEN

INVESTOR TARGETING AND FUNDRAISING STRATEGY – AGILE CAPITAL MARKETS INSIGHTS

ERIC COHEN
Managing Partner & Founder
AGILE CAPITAL MARKETS

The selection of target investors is a strategic process that requires careful thought.

It is important to define the type and number of investors to approach in order to avoid overexposure or wasting time on misaligned prospects. Territories should be chosen strategically, and ideal partners may not always be the most obvious ones.

Cold outreach is encouraged—even without referrals—as it's an essential exercise that can help mobilize your existing network. Investors appreciate updates and follow-up, so maintaining regular contact and sharing progress can make a real difference. It's worth noting that 50% of deals often originate through partners, especially if they bring equity.

When launching a fundraising campaign, due diligence preparation is key.
A virtual data room is highly recommended to be ready to answer questions promptly and reliably once the campaign starts.

However, one must remain realistic: 80% of due diligence processes will not lead to confirmed interest.

Negotiation and Valuation

Valuation is an exercise shaped by willingness to pay, benchmarks, the post-money value of the last round, and progress made since the previous transaction. Although investors usually set the pre-money valuation, it is advised not to reveal this figure too early.
The goal is to foster a competitive dynamic. However, valuation is not the only element to consider—equally important are the amount raised, the quality of co-investors, liquidation preferences, and how financing is structured (milestones, tranches, etc.). The management package also plays a key role.

Closing Phase

The term sheet, although often non-binding, typically spans three months. Legal advisors with experience in the market are crucial for handling documentation. It's essential to be patient and detail-oriented during this intense phase, as the "devil is in the details."

WORKSHOP 2 : ANAÏS DABBADIE

COMBINING LIQUID BIOPSY AND DNA METHYLATION TO ADVANCE CANCER BIOMARKER DISCOVERY: TECHNOLOGIES AND CASE STUDIES

ANAÏS DABBADIE
Biopharma European Business Development Manager, EMEAC Diagnostic Commercial

diagenode
A Hologic Company

Anaïs represents a global company primarily based in Belgium and the US, operating in CLIA-compliant environments. The company sells kits and provides analysis services, both with and without bioanalysis. Their unique value lies in delivering epigenetic insights with high accuracy, reliability, and faster time to market. With a track record of over 250 biotech and pharma projects, they support a wide range of sample types, including liquid biopsies (circulating DNA with epigenetic marks such as DNA methylation and RNA), PBMCs, cell lines, and FFPE tissues.

Their epigenetics portfolio covers biomarker discovery and validation for early detection, patient screening, monitoring, and MRD. Techniques include DNA methylation profiling, chromatin assays (ChIP, ATAC-seq, CUT&Tag), bioinformatics (including statistics, AI/ML), and various RNA-seq approaches (tRNA, mRNA, small RNA).

Case Study 1: In partnership with UDX (ongoing for nearly four years), they developed a customized workflow for biomarker validation. Results showed high reproducibility of DNA methylation values, strong biological validation (e.g., distinguishing healthy individuals from CRC patients), and enhanced sensitivity compared to existing market tests. Next steps involve automation of the workflow to prepare for clinical implementation.

Case Study 2: Their bioinformatics capabilities include leveraging pre-existing DNA methylation datasets to identify biomarkers. The trained models demonstrated high sensitivity and specificity. Functional analysis (GO and literature) confirmed that the identified genes were strongly cancer-related, reinforcing the relevance of DNA methylation signatures in oncology.

WORKSHOP 3 : CHARLES TRUILLET

PET IMAGING OF THE IMMUNE SYSTEM : A SPECIFIC FOCUS ON THERANOSTIC APPLICATION

CHARLES TRUILLET
Team leader CEA
PASREL imagerie

PET imaging offers a non-invasive, real-time, and quantitative method to track cancer-related biomarkers across the whole body. It helps identify both tumor characteristics and immune activity. Key uses include selecting the right patients for targeted therapies, evaluating drug biodistribution and pharmacokinetics, and optimizing treatment dosing.

Radioligand therapy (RLT), recently approved by the FDA and EMA, is a growing cancer treatment showing promise in modifying the tumor microenvironment, though questions remain about patient selection and dosing strategies.

Emerging tools like CD8 PET imaging are being explored to monitor immune responses during immunotherapy, with early results showing safety and potential for improved treatment monitoring.

INTRODUCTORY LECTURE

THE FUTURE OF CANCER CARE: HOPES AND CHALLENGES BY 2035

JEAN-YVES BLAY
CEO Leon Berard Centre
Unicancer President
CENTRE LEON BERARD
unicancer

Points of the lecture:

Molecular characterization should be a standard tool in oncology, with the implementation of genomic panels and national-scale programs across countries. The aggregation of big data is expected to significantly impact treatment strategies.
Sarcomas are a highly heterogeneous group of diseases, making histological context essential in diagnosis and treatment decisions.

New clinical studies are focusing on precision medicine approaches, including molecular screening trials. Personalized mRNA vaccines are being explored and represent a promising area worth investing research efforts. Artificial Intelligence will increasingly support diagnostics and data integration in these complex diseases. The Predostar study, testing anti-PD-L1 immunotherapy, reflects growing interest in immune-based strategies tailored to molecular profiles.

Detailed description of the lecture:

Jean-Yves Blay, president of the French Unicancer group and director of the Centre Léon Bérard, presented an overview of current and upcoming innovations transforming cancer care.

He emphasized that cancer, once simplified as a disease of organs or tissues, has become much more complex over the past 10–15 years. New dimensions such as molecular, stromal, and immunological factors are now integral to understanding and treating cancer.

A major challenge and opportunity lie in molecular characterization of tumors. This diagnostic tool, currently limited to expert centers, needs to become a standard procedure available to all patients, on part with traditional pathology exams. Ensuring equitable access across national and European territories involves financial and health policy considerations.

Programs like France Médecine Génomique are advancing comprehensive genomic profiling (whole genome, exome, transcriptome sequencing), which, although currently applied to only a small number of patients, are expected to have a significant impact as data accumulates.

While the immediate impact of broad genomic data on treatment decisions is still modest, rapid progress is anticipated.
Another important trend is the increasing fragmentation of cancer subtypes — histological, molecular, and immunological — which adds complexity to diagnosis and treatment but allows for more personalized medicine. Lung cancer is a prime example of this detailed subclassification, with similar patterns seen in many cancers, including rare cancers like sarcomas.

In summary, cancer care is entering a new era driven by advanced molecular diagnostics and deeper disease subclassification, which will fundamentally change how therapies are developed and patients are treated.
Cancer classification has become highly fragmented, with around 150 molecularly defined subtypes, many of which are very rare and lack clinical trials to guide treatment. While molecular profiling is crucial, traditional histology remains essential, especially alongside emerging artificial intelligence tools.

Because conducting separate trials for every subtype is impractical, innovative "basket" trials test therapies across different mutations, supported by European collaborations pooling data. New diagnostic technologies and immunotherapies are transforming treatment options, including for cancers previously considered non-responsive to immunotherapy.

A key challenge is determining the optimal duration of treatment, as long-term data show stopping therapy can worsen outcomes. Emerging therapies like cell therapies and personalized vaccines hold promise but require integration into healthcare systems that must also adapt to rapid advances.

Artificial intelligence is enhancing diagnosis and treatment prediction but raises questions about adoption and reimbursement. Organizational improvements in healthcare delivery, such as better coordination between expert centers and local hospitals, have already reduced mortality.

Overall, rapid innovation is reshaping cancer care, necessitating flexible clinical guidelines and regulatory processes to keep pace with new discoveries and technologies.

MATWIN PARTNERS TESTIMONIALS

CHLOÉ LEPRÊTRE
Global Head of R&D External innovation

SERVIER
moved by you

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem?

Being part of the board with Alix Scholer-Dahirel, Director, Business Development Oncology and former Early Drug Development Leader at Servier, gives us the opportunity to advise therapeutic projects by sharing our standards, best practices, and networks, guiding them in a direction that will facilitate future partnering for the startups and moreover accelerate their delivery to patients.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?

Governed by a foundation, Servier can play the role of catalyst and support the development of new solutions focused on patients' needs through its expertise and internal resources. The MATWIN initiatives are fostering a collaborative environment that benefits the academic, start-up and industrial sectors. Our involvement in MATWIN complements our active participation in the Paris-Saclay Cancer Cluster. This underscores how we continuously seek to develop opportunities for innovation, whether they come from our internal teams or external sources.

3 - How would you describe the strategic value of being a MATWIN partner?

MATWIN is one of the pioneering initiatives in its field, with a highly experienced team that excels at connecting key oncology stakeholders. Their extensive network and expertise have gained international recognition, attracting innovative projects from France and abroad. Participating in the Meet2Win event is crucial for engaging with the French oncology ecosystem and beyond. It also provides a platform to showcase in detail what we do at Servier in oncology and why we are a partner of choice. This visibility helps us attract the most interesting projects for the benefit of patients.
By being involved, we remain close to projects that could potentially lead to future partnerships. Collaboration is a priority in our R&D innovation strategy, and our experts' participation in MATWIN's activities allows us to stay close to the most innovative labs in oncology. This is especially true for the indications where we are willing to strengthen our leadership, namely leukemias (AML, ALL and MDS), Brain tumors, and Gastro-Intestinal tumors (eg colorectal, gastric and pancreatic cancers), as we believe that is it the key to achieve transformative clinical benefit in precision medicine and speed-to-market.

MSD

CHRISTIAN FISCHER
Scientific Executive Director,
Oncology Discovery Chemistry

1 - In your view, how does your partnership with MATWIN contribute to advancing oncology innovation and benefiting the broader healthcare ecosystem?

MSD's dedication to driving innovation in oncology is further strengthened by our collaboration with MATWIN. By engaging directly with industry partners, physicians, and researchers, we collaborate to identify and expedite the development of the most promising new therapeutic interventions for patients.

2 - What does your involvement in MATWIN's activities say about your company's commitment to early oncology innovation and academic-industry collaboration?

MSD, a global leader in oncology, is committed to fostering early-stage innovation and places significant value on academic-industry partnerships to collaboratively advance cutting-edge science.

3 - How would you describe the strategic value of being a MATWIN partner?

Matwin provides impactful information on early-stage innovation in oncology across France and the broader European landscape. The early identification of scientific and technological developments facilitates potential future partnerships, and Matwin is involved in highlighting such opportunities. Participation in the annual MATWIN meeting and Meet2Win conference in Bordeaux enables MSD to interact with both new and established oncology companies, as well as academic centers in France.

GLOBAL SESSION: DEBATE

THE EVOLUTION OF CANCER TREATMENT WORLDWIDE: A 10-YEAR OUTLOOK FROM DIFFERENT VIEWPOINTS

MODERATION :

FABRICE BARLESI
CEO Gustave Roussy
MATWIN President

JEAN-YVES BLAY
CEO Leon Berard Centre
Unicancer President

CLAUDE BERTRAND
Executive Vice President of R&D

FREDERIC GIRARD
President

MICHEL LAUZZANA
Member of Parliament
Chairman - Cancer Study Group

STEPHANIE FUGAIN
President

ELISA EL NOUCHI
Senior VC Associate Life Sciences

Each year, approximately half a million new cancer cases are diagnosed, with about one-third remaining incurable despite continuous progress. Understanding why some patients cannot be cured and developing new therapeutic tools remains a major scientific challenge.

Beyond research and new treatment strategies, the organization of care is equally crucial. Establishing a sustainable, equitable, and accessible healthcare system across the country is a significant societal and political challenge. Access to diagnostic tools—especially molecular and immunological ones—must be universal, just like traditional pathological analyses.

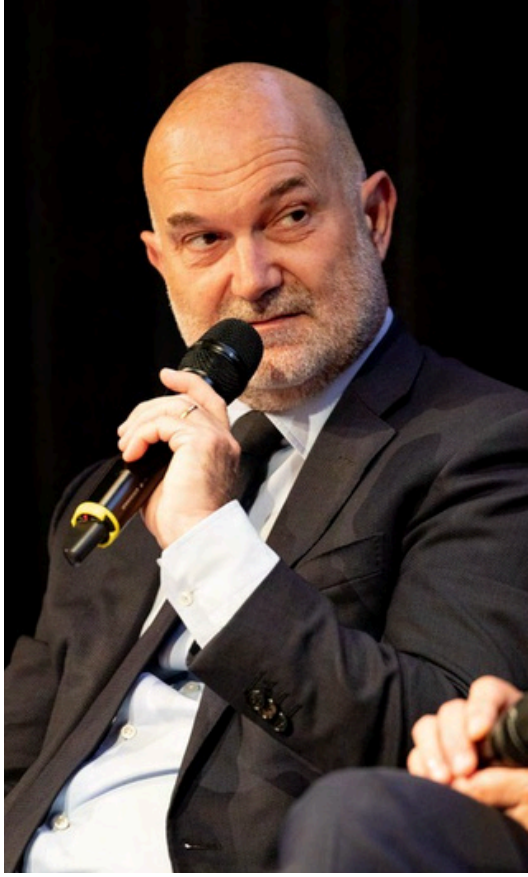
The annual cost of cancer care is very high, estimated at around 22 billion euros in 2022, including 6 billion euros for medications, with costs steadily increasing in a challenging economic environment.

From the pharmaceutical research perspective, despite substantial increases in investment and scientific advances, the success rate for new drugs remains low (around 1 in 10), and time to market remains lengthy. However, some companies, especially those governed by foundations like Servier, focus on long-term investment in hard-to-treat cancers.

Artificial intelligence and digitalization are seen as key drivers that will revolutionize pharma R&D in oncology, improving patient selection and clinical trial efficiency.

Finally, there is a critical need to accelerate and simplify regulatory processes while maintaining strict oversight, to keep pace with the rapid speed of scientific innovation.

The pharmaceutical landscape has significantly evolved. In the past, large pharmaceutical companies dominated, and biotech firms were rare and often acquired cheaply. Today, the ecosystem is much broader, with many biotech companies emerging, often collaborating with big pharma in drug development.



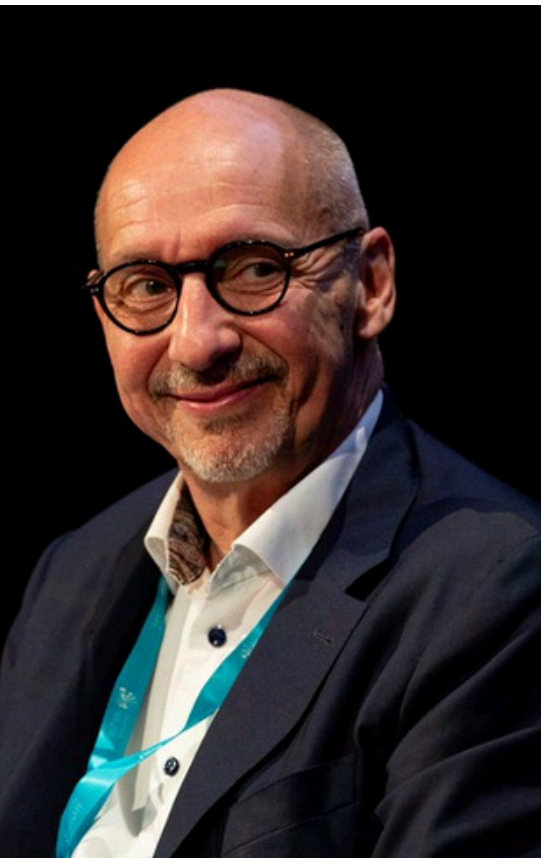
There are two main complementary players in this ecosystem: biotech firms and big pharmaceutical companies. Most innovative molecules—around 6 out of 10—originate from academic research. However, universities can only develop these discoveries to a certain stage before handing them over to biotechs for further development according to strict international regulatory standards, which requires significant investment (about 15 years and up to 1 billion euros).

The drug development process has a high failure rate—around 90% of drugs entering Phase 1 trials fail—making it costly and risky. To sustain this costly process, investors are essential, expecting returns on their investments. Much of the investment funding comes from insurance savings, which requires careful management and confidence in the profitability of biotech ventures.

Partnerships between big pharma and biotech companies are win-win: big pharma can acquire molecules with lower risk, and biotechs gain access to markets and funding. Over the last decade, about half of the first-in-class oncology drugs approved by the FDA originated from biotechs, but most are commercialized by big pharma, showing the symbiotic nature of this collaboration. This ecosystem accelerates bringing innovation to patients.

The development timelines for biotech companies ("libraries") are very long, and the required funding is substantial. When investing in biotechs, investors need to ensure a return for their funders, so they carefully evaluate multiple criteria to identify the most promising companies. These criteria include:

- Differentiated science (e.g., new therapeutic modalities, unique mechanisms of action, first-in-class drugs, clear therapeutic targets)
- Experienced and capable management teams who know how to develop products
- Strong intellectual property protection
- Significant unmet medical needs (especially focusing on patient stratification and early-stage biomarkers)
- Solid business cases, including market potential and economic viability
- Clear development milestones (e.g., reaching clinical phases 1 and 2)
- Potential exit strategies with possible acquirers, though this is always challenging



The goal of this investment strategy is to de-risk the investment as much as possible given the high failure rates and costs in drug development.

Regarding the current ecosystem in France—linking academia, biotech, industry, and investors—the question was raised whether this system functions well or if improvements are needed. While the French research system is very strong internationally, particularly in oncology, the transformation of academic discoveries into marketed products is still challenging compared to other countries like the U.S. and China.

One key suggestion is that health innovation should be considered a strategic national priority, on par with other critical sectors like defense, automotive, and aerospace. Given France's size and resources compared to larger countries, it is essential to focus on areas where the country can have the greatest impact, such as oncology and emerging fields like artificial intelligence.

Recent funding announcements (e.g., 500 million euros from the EU and 100 million euros from France) are positive but small compared to the scale of investment in countries like the U.S., which is cutting billions from its NIH budget. The advice is to avoid spreading resources too thinly ("sprinkling") and instead concentrate investments on priority areas with clear patient needs and strong scientific opportunities.

Collaboration is critical: clusters like MATWIN and the Paris Saclay Cancer Cluster (PSCC) exemplify the kind of teamwork needed among academia, hospitals, patients, industry, and investors. Working hand in hand rather than in competition will strengthen the ecosystem.

Developing a drug, especially in oncology, is very costly (around 2 to 2.5 billion euros per new drug). Although targeted therapies can sometimes speed development, the infrastructure needed to find and enroll suitable patients—often rare subpopulations with specific mutations—remains complex and expensive.

Finally, acknowledging past progress is important: initiatives like the France 2030 Innovation Plan have brought substantial investment and structure to the health innovation system, despite some disappointments around recent health budget laws. This plan has provided vital support and "oxygen" to the sector through billions invested in future technologies and the creation of dedicated innovation agencies.

Discussion on Funding, Regulation, and Innovation Challenges in Healthcare

Context and Financial Challenges:

- Innovative treatments, such as CAR-T cell therapies, have very high costs (e.g., around €300,000 per treatment).
- Managing these costs is a critical issue, especially given public debt and budget constraints.
- Policymakers tend to be reactive rather than proactive, whereas strategic planning for healthcare should be as forward-looking as in sectors like defense or aerospace.
- A letter was sent to the administration to raise awareness about the need to anticipate these financial challenges. Although no response has been received yet, recognition of the issue is expected.

Administrative Simplification and Regulation:

- France suffers from complex administrative procedures that hinder the development of clinical trials.
- A modest legislative proposal has been submitted aiming to simplify these processes, as France is losing ground to countries like Spain and Germany that have more streamlined regulations.
- The COVID-19 crisis demonstrated that simplifications can be rapidly implemented when necessary, proving that regulatory flexibility is achievable.
- Besides legislation, adjustments in the guidelines and decisions of agencies like HAS (French National Authority for Health) and ANSM (National Agency for Medicines and Health Products Safety) are needed to keep pace with fast-moving innovation.

Strategic Vision and European Cooperation:

- French research is strong, particularly in oncology, but converting research into marketable products remains challenging.
- Focus should be placed on high-impact areas by leveraging France's scientific strengths and embracing emerging fields such as AI
- The ecosystem needs better synergy between academia, hospitals, patients, and industry to avoid fragmentation and dilution of efforts.
- At the European level, stronger coordination and increased funding are essential. Initial positive signs exist, but more progress is needed to harmonize structures and accelerate innovation.

Innovative Financing and Legislative Measures:

- Some laws exist allowing for the amortization of costly treatments over several years, but their implementation is stalled due to pending decrees.
- This highlights a gap between political decisions and operational realities that must be addressed promptly to sustainably manage healthcare spending.

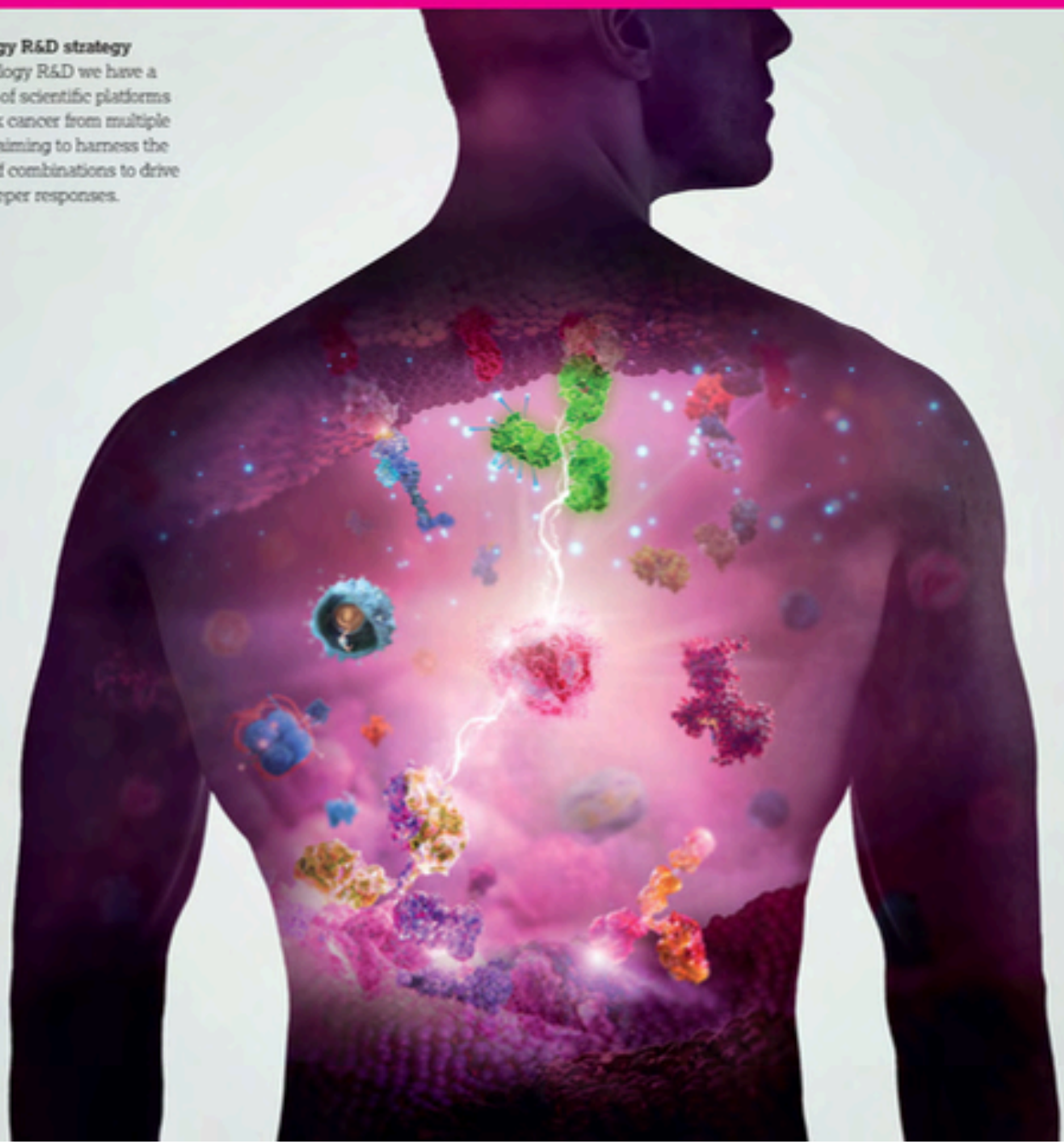
Proposals and Outlook:

- Better anticipation of future treatment costs and healthcare developments is necessary, requiring a more proactive political approach.
- Pilot projects should be encouraged to rapidly adopt simplification measures without the delays of lengthy legislative processes.
- Prevention and screening must be promoted to reduce the need for expensive treatments and improve care efficiency.
- Improved collaboration between public and private sectors is needed to overcome mutual suspicion.

AstraZeneca

What science can do

Oncology R&D strategy
In Oncology R&D we have a breadth of scientific platforms to attack cancer from multiple angles, aiming to harness the power of combinations to drive even deeper responses.



Veeva ID: Z4 74014
Date of preparation:
May 2025

ROUND TABLE 2

THE FUTURE OF PEDIATRIC ONCOLOGY CARE: A 10-YEAR OUTLOOK

MODERATION :

ANTONIO BORDERIA
Executive VP Business Development
ADLIN

IRIS VALTINGOJER
Childhood Cancer R&D CSR Lead
sanofi

PATRICIA BLANC
President
IMAGINE for Margo
Children without CANCER

MARK W. KIERAN
VP Clinical Development
Day One BIOPHARMACEUTICALS

MARIE CASTETS
Head "cell death & Pediatric cancers" team
CRCL CENTRE DE RECHERCHE EN CANCÉROLOGIE DE LYON

EMILIE FANG
CEO
InFocus Therapeutics

Key Challenges & Needs

- Only ~10% of drugs are approved for children, highlighting a major innovation gap.
- Pediatric cancers differ biologically from adult ones, requiring tailored research, trials, and therapies.
- Clinical trials in children are often delayed until adult data is available, creating a 6–7 year gap in access.
- The small patient population and market stigma lead to limited industry interest and funding.
- High cost of technology and lack of public funding forces researchers and nonprofits to spend ~50% of their time fundraising.

Stakeholder Perspectives

- **PB (Imagine for Margo)**: Shared a personal story that fuels her work in fundraising, awareness, and uniting stakeholders. Emphasized the need for structural change and increased funding at EU level.
- **MK (DayOne Pharmaceuticals):** Highlighted that pediatric patients are healthier and ideal for clinical trials. Stressed the need for pediatric-specific drug development.
- **IV (Sanofi):** Committed to improving pediatric outcomes, early-phase trials, and supporting partnerships. Advocates for regulatory changes and leads pediatric-focused initiatives like the Matilda consortium.
- **MC (CRCL):** Emphasized translational research, tumor phenotyping, and the development of organoid models. Advocated for better data sharing and ecosystem structuring.
- **EF (InFocus Tx):** Called for regulatory changes and investor engagement. Highlighted the importance of aligning science with business narratives to attract capital.

Opportunities & Progress

- Precision medicine and genomic sequencing are opening new frontiers for tailored pediatric therapies.
- Public-private partnerships (e.g., Servier, Gustave Roussy, Curie) are emerging to tackle the challenge collaboratively.
- Initiatives like Hack for Hope and DAY1 are being built around family-driven philanthropy and biotech innovation.
- Europe is seeing mindset shifts, with regulations starting to align more closely with U.S. reforms.

Conclusion

Pediatric cancer represents both a humanitarian priority and a major opportunity for innovation. Progress depends on stronger collaboration, targeted funding, supportive regulation, and platforms that bridge science, industry, and patient communities. The impact can be both societally transformative and financially sustainable in the long term.

MEET MY COMPANY : DAIICHI-SANKYO

SHIV KRISHNAN

Vice President, Search & Evaluation, Research & Technologies, Global Business Development

BENOIT ESCOFFIER

General Manager, Daiichi-Sankyo France

Daiichi-Sankyo

The company values core technology, scientific excellence, and meticulous execution. Inspired by Japanese culture, it emphasizes dedication, openness, focus, and innovation. Partnerships are driven by the desire to solve real problems and advance programs collaboratively, with a strong commitment to flexibility, transparency, and trust.

They are particularly interested in oncology (multispecific antibodies), specialty medicine (small molecules, RNA-targeting), and brain delivery technologies (e.g., crossing the blood-brain barrier). They are open to collaborations, especially given France's strength in clinical trials. The company supports early-stage technologies through sponsored research, provided there is strategic alignment. Note: they are not active in cancer vaccines.

MEET MY COMPANY : SERVIER

ALIX SCHOLER-DAHIREL
Director Global Business Development & Licensing Oncology

GEORGES DA VIOLANTE
Director, Search and Evaluation Enabling Technologies

SERVIER
moved by you

The company aims to grow into a resilient, profitable mid-sized biopharma, with strong focus on patient-driven innovation and unmet medical needs. It invests 20% of annual revenue in R&D and has a global research presence, including at Paris Saclay. Its core focus areas are:

- Oncology (brain tumors, GI cancers, leukemia)
- Neurology (rare movement disorders, neuromuscular diseases, epilepsy)
- Modalities: small molecules, antibodies, oligonucleotides

The company has 25+ active collaborations and values partnerships to bring innovation forward. It is also exploring AI and digital technologies to enhance drug discovery, patient insights, and disease understanding. Key strengths: flexible structure, strong scientific culture, integrated capabilities, and a solid track record in partnering.

The company combines scientific excellence, agility, and strategic partnerships to drive patient-centered innovation. As a mid-sized biopharma player, it offers a flexible yet robust platform for impactful collaboration and therapeutic breakthroughs.

MATWIN ACCELERATION PROGRAM

The MATWIN Acceleration program is fully focused on supporting R&D innovative oncology projects headed by European academic teams or startups and offering them access to expertise, mentoring and showcase opportunities to enhance their development potential during a 3 or 6-month support. The program is supported by our partner companies willing to develop partnerships in the field.

AstraZeneca · Boehringer Ingelheim · Bristol Myers Squibb · Daiichi-Sankyo · Exact Sciences · GSK · MSD · Pfizer · Pierre Fabre · sanofi · SERVIER · Takeda

SELECT
R&D innovative projects

SUPPORT
Project leaders

GENERATE
Collaboration opportunities

ACCELERATE
Projects' development

OUR SUPPORT

- Expertise of an international network of peers (pharmas, biotechs, investors)
- Validation guidelines for your development plan (clinical strategy, indications, milestones, etc.)
- Individual high added-value coaching to build industry oriented and investor ready projects
- Label of the International MATWIN SAB guaranteeing projects quality and attractiveness

ELIGIBILITY CRITERIA

- Open to European academic teams or startups
- Promising preclinical or early clinical R&D oncology innovation (assets, technologies)
- Validated POC and defined IP background
- Therapeutic, diagnostic, medical device, technological platform, AI tools, etc.

WHEN ?

- **START Program** (6-month support): application by October 31st 2025
- **GROW Program** (3-month support): application by January 31st 2026

Documents available online on www.matwin.fr ("MATWIN Call for application" tab)

A positive track-record (2009-2025) !

- 500+ supported projects
- 321 applicants for the MATWIN program
- 50+ startups created
- Dozens of clinical trials launched

contact@matwin.fr
www.matwin.fr

MEET 2WIN

Oncology Partnering Convention

THANK YOU

Save the date - 11th edition

2026 May 12-13

Bordeaux France

www.meet2win.fr