

ANNUAL REPORT

2020

THE BEST
OF FRENCH
AND AMERICAN
MEDICINE



American Hospital of Paris

OUR MISSION

The mission of the American Hospital of Paris is to provide the best of French and American medical practices to international and French patients. Our global expertise combines the most innovative investigative technologies, state-of-the-art treatment techniques and individualized care, all at a single site, which ensures our patients receive personalized treatment within a minimal timeframe.

The American Hospital of Paris is accredited by two organizations for the quality of the care it delivers: the French *Haute Autorité de Santé* and the Joint Commission, which accredits institutions according to U.S. standards. The American Hospital of Paris is France's top-ranking healthcare institution in terms of patient satisfaction, ahead of all other public and private facilities concurrently providing medical, surgical and obstetric services.*

*2020 data for all patients hospitalized for more than 48 hours at the American Hospital of Paris and who answered a questionnaire administered by the *Haute Autorité de Santé*.

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CONTENTS

A MESSAGE FROM THE CEO



Since the spring of 2020, our Hospital has contributed to the relentless fight against Covid-19 to protect the lives of our patients and of those arriving via local emergency services and other public and private hospitals. The battle has been intense and unlike any other in terms of its magnitude and duration. Our doctors, healthcare teams and administrative staff have proven their ability to take action and engage collectively to face the crisis.

For the American Hospital of Paris, while we remain proud of our deep commitment to managing the Covid-19 crisis, this unusual year was also marked by significant financial losses. The unprecedented crisis severely impacted our Hospital: for several weeks our operating rooms were almost totally shut down by French health authorities; the number of non-Covid-19 appointments and hospitalizations fell sharply; stay-at-home and curfew restrictions were repeatedly mandated; and our patients living abroad could no longer receive care on-site. The resulting deficit had a devastating effect on the Hospital in 2020.

For these reasons, we resumed our activities immediately following the first lockdown while continuing to deliver the high level of safety patients expect from our Hospital, which includes

the enforcement of physical distancing, mask-wearing and other protective “barrier” measures; well-spaced appointments; clearly identified patient pathways; and hand sanitizing stations. In addition to ensuring optimal safety of care, efforts were made to enhance the American Hospital of Paris’s attractiveness by increasing its accessibility in all areas and offering new treatment options and pricing to encourage patients to come in for an appointment or to receive care whenever needed.

We also focused on reconciling the delivery of care to all patients, whether infected with Covid-19 or not, with our transformation strategy. The American Hospital of Paris is continuing its push to become one of Europe’s top five international hospitals. Staying the course is demanding, but in the interest of our patients, it is vital. Our road map is clearly defined, and each of us – whether we are a doctor, healthcare professional or administrative staff member – is aware of the importance and value of transforming our Hospital to deliver ever better medical care.

A handwritten signature in dark ink, appearing to read 'R. Sigal'.

Professor Robert Sigal



COVID-19 : THE EXTRAORDINARY HANDLING OF AN UNPRECEDENTED HEALTH CRISIS

The American Hospital of Paris diagnosed its first patient infected with SARS Cov-2 on February 28, 2020. This discovery, made almost by chance, allowed our entire Hospital to prepare for and anticipate the challenging weeks that lay ahead. All of our teams joined forces, reorganizing the Hospital to cope with the crisis. Day after day, following directives from the health authorities, our doctors, healthcare teams and staff adapted to the circumstances while demonstrating their ability to mobilize for a cause.

From that day forward, a crisis unit comprising medical and administrative personnel has met daily to define coping strategies. An emergency response plan went into effect on February 29, one week before a similar plan was activated by the health authorities in the Île-de-France region on March 6.

Over the following three weeks, healthcare workers in contact with the first Covid-19 patient were sent home; triage stations were set up to manage Hospital admissions; a care unit was created where patients suspected of being infected could await test results before being transferred to a reference hospital; inventories of medications, supplies and personal protective equipment were verified; and training and information sessions were conducted. All of these actions readied our Hospital in anticipation of the epidemic.



FIRST WAVE: THE VIRUS THAT SENT THE PLANET INTO LOCKDOWN

At first, only three hospitals in Île-de-France were authorized to admit Covid-19 patients. But as the number of cases climbed, the Regional Health Agency asked other hospitals, including private facilities, to join the national effort.

The American Hospital of Paris immediately stepped up, creating a special admissions circuit and dedicated spaces for suspected cases of Covid-19. Our Emergency Care Center was expanded to cope with the influx of patients, while other departments urgently relocated. A dedicated pathway was created for Covid-19 patients and included our Hospital's laboratory and Imaging Center, and two floors of the Hospital were designated for their exclusive care. Within a few days, we more than doubled the capacity of our Intensive Care Unit, and a specific section of our Maternity Unit was reserved for Covid-19 positive women in labor.

By creating a control unit and adapting in real time seven days a week, we successfully managed the crisis and strengthened our cooperation with other private and public institutions (emergency services, the Paris public hospital system and healthcare facilities in Neuilly and Levallois) to admit all transferred patients without charging a co-pay.

At the same time, reducing our scheduled activity in compliance with directives from the Regional Health Agency meant that the American Hospital of Paris had to discontinue most of its surgical activities and close the Check-Up Center and Assisted Reproductive Technology Unit, maintaining only urgent care. Innovations such as teleconsultations allowed us to ensure continuity of care during the first stay-at-home mandate.



OUTSTANDING ENGAGEMENT FROM OUR TEAMS

A multidisciplinary Covid-19 team comprising internists, pulmonologists and cardiologists quickly formed around Prof. Christophe Rapp, while intensive care physicians and emergency physicians reinforced their presence to support patients. Dedicated paramedical teams were also assigned to Covid-19 patients. In line with the recommendations issued by the Hospital's administrators, medical care evolved in pace with the rapid scientific progress being made. Patients with serious cases of Covid-19 were enrolled in a national research cohort led by INSERM with support from our Hospital's clinical research doctor.

Staff from purchasing, logistics and the pharmacy reorganized to meet the needs of all Hospital departments during this period in which the supply chain, especially for personal protective equipment, was under particular strain. Lastly, all housekeeping, catering, reception, security and maintenance staff demonstrated their steadfast commitment alongside Hospital teams.



SUBSEQUENT SURGES

In the weeks and months that followed, the Hospital dealt with new surges of the epidemic under optimal conditions of safety and hygiene, with a specific care pathway for Covid-19 patients separate from our conventional care protocols. Like other hospitals, we contributed, and continue to contribute, to France's national testing program thanks to the clinical laboratory we share with the Rives de Seine public hospital in Neuilly-sur-Seine.

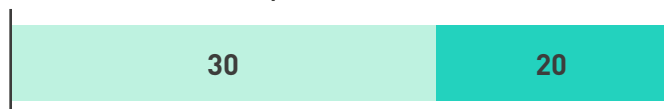
Our outstanding commitment to actively participate, maintain other Hospital activities and ensure the continuity of care for our patients allowed the American Hospital of Paris to weather this storm under the best possible conditions – and that is something we can all be proud of.

A YEAR OF COVID-19 IN FIGURES

Medical

Critical and Intensive Care

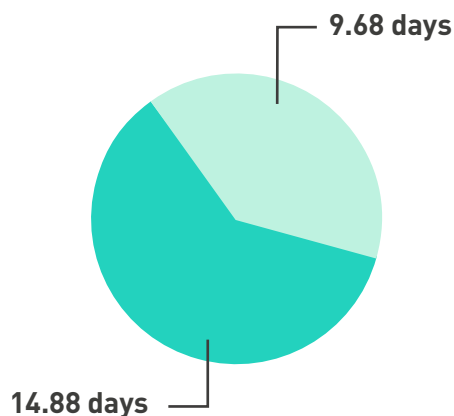
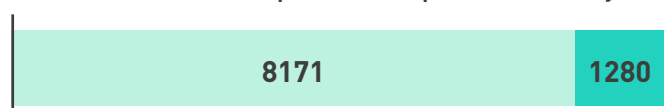
Maximum number of beds installed simultaneously to care for Covid-19 patients



Number of Covid-19 patient stays



Number of Covid-19 patient hospitalization days



Average length of stay



15,844

PCR tests

performed from
May to December
2020

TESTIMONIALS



Prof. Christophe Rapp,
Infectious Disease Specialist



Like many hospitals, "we pushed out the walls" to create a specific unit for patients infected by Covid-19. We adopted a multidisciplinary approach combining the expertise of internists, pulmonologists, cardiologists, and our Mobile Support Team, working hand in hand with our intensive care physicians. With help from our laboratory and exceptional diagnostics and testing unit, we quickly got up to speed in our medical approaches and became familiar with this complex disease, which was unheard of 18 months ago. In order to advance knowledge of the disease, we also gave patients the opportunity to volunteer for various research studies in collaboration with the Paris public hospital system, INSERM and ANRS.



Christel Deschamps, Director of Nursing



The Hospital's teams have been dealing with the epidemic since February 2020. Despite the exhaustion caused by the scale of the first wave, the unwavering commitment and mobilization of the teams made it possible to handle the second wave, and then the third. We have deep admiration for their determination to care for and support their patients every day, every step of the way. These were incredibly stressful periods for them, their families and their loved ones, and all of the support they received was crucial to keep them going. Our healthcare teams, in which every professional is a key player, were supported by leadership which has given them purpose and the ability to move forward, especially in the most anxiety-provoking moments.



Elizabeth Asamoah, Nurse, Covid-19 Unit



I take care of patients infected by Covid-19 the way I would want my loved ones to be taken care of. Besides providing essential care, I was happy to also be a reassuring presence as much as possible for our patients who were deprived of visits from their loved ones. Their gratitude is a real gift.



Céline Wasmer,
Secretary General

The health crisis mobilized all of the medical, paramedical and support teams for many months. Everyone demonstrated tremendous adaptability, put their fears aside and committed themselves to their patients every day. Our institution made adjustments day by day to comply with directives from the health authorities and respond to the health situation. We operated a control unit 24/7 so that we could handle the influx of patients and work together with other hospitals in the region to meet the needs of the population. Daily crisis units comprising doctors, nurses and management were formed to ensure the accurate monitoring of and adjustments to the Hospital's bed capacity. Ultimately, our entire organization and our teams felt the impact of coping with and responding to the needs of patients infected by Covid-19, as well as those needing urgent care.



Prof. Xavier Bohand, Chief of Pharmacy

From the onset of the pandemic, the pharmacy was a part of the crisis unit set up by the Hospital. With the doctors, we compiled a list of critical drugs in order to acquire provisional inventories when possible, and then to ensure daily monitoring at the pharmacy. We also developed simulations with therapeutic models in order to assess our potential needs. We did the same for sterile medical devices and ventilators. That allowed us to anticipate our needs and manage products as efficiently as possible. Every day was a race for supplies, but we ultimately succeeded in meeting all the demands.



Valérie Guerreiro,
Nursing Supervisor, Intensive Care

During the first few weeks of the first wave, increasing the intensive care bed capacity was a serious challenge. Our institution adapted day to day, since finding ventilators was a challenge, but we succeeded in more than doubling our bed capacity by installing intensive care beds outside the usual confines of our unit. We were also able to rely on the commitment of the nurses in other departments of the Hospital, who stepped up to support our intensive care teams.



COVID-19: AN OVERWHELMING WAVE OF GENEROSITY

From the beginning of the outbreak, our donors demonstrated remarkable solidarity with our Hospital. Their moral and financial support throughout the year helped us face this unprecedented health crisis.

The Covid-19 Emergency Response Fund, created to cover extraordinary expenses related to the pandemic, enabled us to raise €2.4M during 2020. As a result, we were immediately able to reconfigure our premises, invest in the equipment needed to double our intensive care bed capacity, place emergency orders for essential medications and protect patients and healthcare teams by providing them with essential personal protective equipment. In May, we acquired our first machine to perform PCR tests, and a second one in the fall, which allowed us to perform 15,844 screening tests from May to December 2020.

At the same time, dozens of companies provided us with numerous in-kind donations such as personal protective equipment, food and cosmetics products, flowers and housing accommodations for healthcare workers. The donations received were also used to improve the daily lives of the healthcare teams on the front lines battling the pandemic, by providing complimentary meals on-site, medals, wellness

gift sets, fleece jackets which were especially appreciated during the winter season, cloth masks for visits outside the Hospital, meditation sessions, staff portraits and more. Initiatives to improve their comfort and well-being were continuously rolled out and included the purchase of two massage chairs, which are very popular at break time, and the refurbishment of break rooms.

The American Hospital of Paris would like to thank everyone who, through their donations and messages of solidarity, supported us throughout an especially trying year. Their steadfast presence and generosity helped us deal with the pandemic responsively and effectively.

▶▶ ACCELERATING THE TRANSFORMATION

The Covid-19 pandemic surprised the whole world with its brutality and the speed with which it spread. The restrictive measures—especially during the first lockdown—had severe consequences for our Hospital.

The mandatory postponement of all non-urgent hospital and surgical procedures brought nearly all of our departments to a standstill. With the border closings, we lost our foreign patients who alone represent 40% of our institution's revenues. After a challenging health crisis for our medical and paramedical teams, there is now a major economic crisis to be resolved.

ACCELERATING THE TRANSFORMATION STARTED IN 2017

To ensure the sustainability of our institution, we accelerated the global transformation plan we launched in 2017. The primary goal of the American Hospital of Paris remains the same: to become one of Europe's top five international hospitals. To this end, the strategy we have adopted placed great emphasis on three major challenges in 2020: developing recognized centers of expertise, guaranteeing the best patient experience, and winning back local French patients.





DEVELOPING RECOGNIZED CENTERS OF EXPERTISE

BREAST CANCER: Within our Check-Up Center, the Women's Risk Institute offers women at a high risk of developing breast cancer imaging exams combined with artificial intelligence analyses and genetic testing. All of these tests are designed to evaluate each patient's individual risk in order to define the appropriate monitoring measures. In terms of care management, the Hospital is staffed by leading medical experts and features state-of-the-art breast tomosynthesis and MRI imaging equipment. A full range of therapeutic options are available: surgery and reconstruction, ambulatory chemotherapy, and radiation therapy (at the *Centre Clinique de la Porte de Saint-Cloud*). Our Wellness Lab assists patients throughout their pathway with an array of supportive care options including hypnosis, relaxation and sophrology. Post-cancer workshops are also available to help women reclaim their body and regain control of their life.

UROLOGY: Patients with prostate disease (adenomas or cancer) benefit from highly innovative techniques in terms of diagnostics (targeted transperineal biopsies) and therapy (targeted microwave focal therapy). The American Hospital of Paris also now has a center specializing in the comprehensive treatment of kidney stones, offering both

emergency care and strategies to prevent recurrence. Lastly, a program focusing on pelvic floor disorders is slated for launch.

CARDIOLOGY: In addition to our clinical cardiology services (e.g. treatment of hypertension), our Hospital is one of the most advanced in terms of treating coronary artery disease and was one of the first in France to offer outpatient care in this area. Our interventional arrhythmia center, inaugurated in 2019, treats the full spectrum of arrhythmias. Several months ago it acquired a cutting-edge device for ultra-high definition 3D mapping, enabling minimally invasive procedures that are essential to curing atrial fibrillation.

WOMEN'S AND CHILDREN'S HEALTH: The American Hospital of Paris has rolled out an ambitious project to overhaul the Maternity Unit, which features a new physiologic birth program. Our Assisted Reproductive Technology department is one of the leading centers in Paris. Our Fetal Medicine Unit, which offers genetic counseling, enables optimized pregnancy support.

ORTHOPEDICS: The American Hospital of Paris has long been recognized for its expertise in the orthopedic treatment of trauma and of the residual effects of surgery, particularly war surgery. Today the department is a specialist in upper

and lower limb prosthesis fitting. The Hospital is also a leading center for high-level sports teams and offers specific athletic check-ups.

MEDICAL CARE: The American Hospital of Paris offers patients with a medical pathology extremely rapid diagnostic and treatment services delivered by a wide range of specialists in areas such as cardiology, pulmonology and rheumatology. It also ensures prompt access to a complete array of imaging and laboratory technologies.

2 / GUARANTEEING THE BEST PATIENT EXPERIENCE

The American Hospital of Paris has been a leader in terms of patient satisfaction in France for the past four years. To guarantee excellent care to all of our patients based on an ultra-personalized approach, we have begun a process to optimize, simplify and improve the patient pathway before, during and after each hospitalization. A considerable push has been made to digitize, but the most notable innovation has been the creation of Patient Managers in a large number of medical specialties. This means each patient at our Hospital will benefit from a unique contact person dedicated to the management of his or her medical and administrative pathway.

3 / WINNING BACK LOCAL FRENCH PATIENTS

Although foreign patients account for 30% of our Hospital's overall patient volume – a fact that sets us apart in France's medical landscape – the Covid-19 crisis has underscored the need to extend our services to French patients, particularly those living in proximity to the Hospital. By offering more affordable pricing and by capping co-pay amounts, the Hospital's executive managers have made their goal clear: to position the AHP as a trusted center of medical excellence not only in the Paris area but across France.





2020 IN REVIEW

Highlights

NO. 1 IN PATIENT SATISFACTION

For the fourth year in a row, *Scope Santé*, a website operated by the French *Haute Autorité de Santé* providing information about the quality and safety of healthcare, ranked the American Hospital of Paris the number one French healthcare establishment in terms of patient satisfaction. It led among public and private institutions that concurrently offer medical, surgical and obstetric healthcare services*. Patient satisfaction was given a score in areas such as the care provided by doctors and nursing staff, customer service, and the quality of rooms and meals.

*2020 results for all patients hospitalized for more than 48 hours at the American Hospital of Paris who completed a questionnaire conducted by the French *Haute Autorité de Santé*. <https://www.scopesante.fr>



LEVEL "A" CERTIFICATION BY THE HAUTE AUTORITÉ DE SANTÉ

The American Hospital of Paris is the only hospital in the world that has a double accreditation from both the American Joint Commission, based on the same criteria as U.S. hospitals, and the French *Haute Autorité de Santé* (HAS), like all hospitals operating in France. Following its last visit in September 2019, the HAS certification commission for healthcare institutions awarded the American Hospital of Paris an "A" ranking in January 2020, valid for a six-year period. This is a new assurance

of the quality and safety of care delivered by the doctors and teams of healthcare professionals at the American Hospital of Paris.



INAUGURATION OF OUR NEW MEDICAL IMAGING CENTER

After its groundbreaking in February 2018, our new Medical Imaging Center welcomed its first patient on January 3, 2020. Located under the Hospital gardens, the brand new building is bathed in natural light thanks to a central patio featuring large picture windows and an atrium. The final phase of work, which began in the second semester of 2020 and was completed in December, consisted in installing the PET scan suite. The American Hospital of Paris's Imaging Center is currently one of the best-equipped in the Île-de-France region. Featuring two CT scanners, two MRI machines and one latest-generation PET scan, it has practically doubled the Hospital's diagnostic capacity while meeting growing demand for slice imaging.



CONSTRUCTION AND RENOVATION

After pausing for almost two months due to France's first lockdown in the spring of 2020, various companies resumed their activity to complete the landscaping of the garden above the new Imaging Center. Others worked to finalize the renovation of *Le Garden* restaurant and the Florence Gould Pavilion's (Building F) main lobby located on Boulevard du Château. The refurbishing of the rooms on Floor 2 of Building B also began in the fall. Following the completion of Floor 3, 28 rooms have been redesigned, modernized and redecorated by the architect Jean-Michel Wilmotte. These projects will be carried out gradually until fall 2021, enabling an even better patient and visitor experience.



THE UROLOGY UNIT WELCOMES NEW STAFF

Seven new doctors recently joined our Urology Unit, which is now one of Europe's largest with a team of 14 highly specialized practitioners. The rich diversity of our doctors enables us to offer highly specialized, optimal treatments

for all diseases affecting the urinary or genital tract in both men and women. The team offers patients world-class centers of expertise for the treatment of prostate disease, urological cancers, kidney stones, male sexuality and fertility issues, female urinary incontinence and pelvic floor disorders, and all urinary tract infections. Thanks to its international reach, the new urology team develops and proposes the latest technological innovations immediately after they have been scientifically validated. For example, several months ago the Prostate Center began offering targeted transperineal prostate biopsies, a technique seldom used in Europe which helps to significantly reduce the risk of infection and overtreatment and to obtain safe and reliable prostate cancer diagnoses.

MRI UNDER SEDATION

The American Hospital of Paris recently acquired highest-quality, latest-generation nuclear magnetic resonance imaging equipment. An MRI exam requires cooperation on the part of the patient, who must not move for the duration of the 30- to 40-minute exam. This constraint can lead to opportunity loss for many anxious, agitated or uncooperative children and young adults, depriving them of an exam that is essential to their diagnosis, treatment and follow-up care. The American Hospital of Paris now offers this exam under short-term anesthesia, in particular to assess patients with autism, epilepsy, delayed development and neurodevelopmental disorders.



THE WELLNESS LAB RELOCATES

In September 2020, the Wellness Lab moved to a new location grouping together all post-cancer supportive care services. These services allow patients recovering from breast cancer to restore vital balance in their lives and take back control in the wake of their disease.

In this cozy and soothing new space, a range of services including oncology esthetic treatments, acupuncture, sophrology, specially adapted fitness programs, yoga, nutrition, sexology classes and mindfulness sessions are made available free of charge thanks to the generosity of our donors.



The Wellness Lab also offers a unique program focusing on early care for the residual effects of surgery and on upper limb recovery before and after breast cancer surgery.

A specially trained “expert patient” is on-hand at all times to offer support and guidance throughout their care pathway.

New activities will be added to enhance the program over the coming months, including Pink Pilates.



ARTIFICIAL INTELLIGENCE HAS ARRIVED AT THE AMERICAN HOSPITAL OF PARIS

In July 2020, our Imaging Center received its first three artificial intelligence (AI) solutions, which are now used as a standard component of care to explore breast cancer, lung cancer and neurodegenerative diseases. By identifying suspicious images in record time, AI helps radiologists and corroborates their diagnoses. The American Hospital of Paris is also

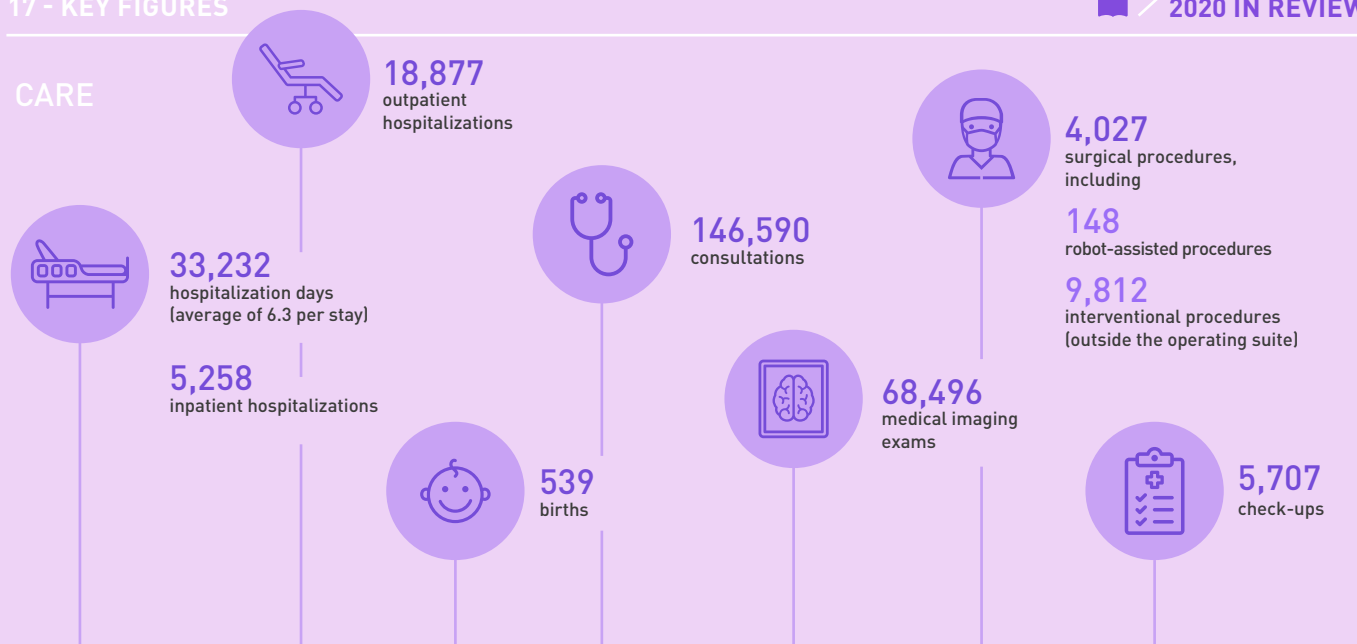
participating in a research project initiated by Columbia University, which is affiliated with our U.S. partner NewYork-Presbyterian Hospital, to develop a software solution capable of detecting the onset of breast cancer. Nearly 500 abnormal mammograms and more than 15,000 normal mammograms from our Hospital archives were collected and rendered anonymous. The clinical and mammogram datasets were then sent to Columbia University in early 2021 to support a study designed to improve the AI software's deep learning performance. The software will eventually be capable of detecting and analyzing breast microcalcifications in order to distinguish between those with minor abnormalities requiring monitoring and those linked to an early form of cancer. The goal is to spare patients unnecessary biopsies and operations thanks to artificial intelligence. The American Hospital of Paris and Columbia University will jointly publish a scientific paper on the topic at the end of 2021. The software will be rolled out by mid-2022 at the American Hospital of Paris.

HEADED TO THE OPERATING SUITE? HOP IN!

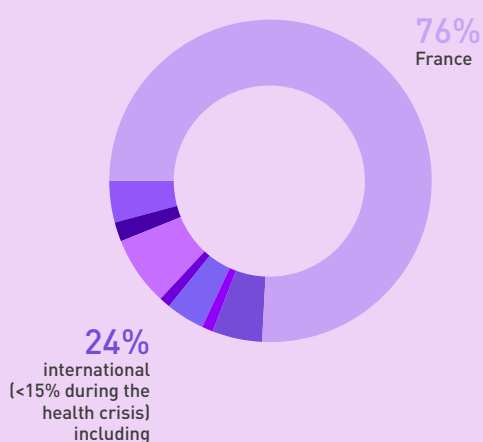
The non-profit organization Hopilote, in partnership with the sculptor Richard Orlinski, donated two electric toy cars to transport young children from their hospital rooms to the operating suite. The artist himself personalized the vehicles, which will help lighten the mood for children undergoing surgery. Be careful if you see them in the hallways – our young drivers do not have their license yet!



CARE



OUR PATIENTS



5%

Africa

1%

United States

4%

Western Europe

1%

Japan

7%

Middle East - North Africa

2%

Eastern Europe including Russia

4%

Other

GENEROSITY OF OUR DONORS

3,493 members

€22,927,450
total funds collected

CAPACITY

141
beds,
including19
critical care beds25
ambulatory
care rooms12
dialysis stations and
7
ambulatory
chemotherapy stations

TEAMS

377

accredited physicians
and surgeons

844

employees,
including:

673 (80 %)

medical and
nursing staff

171 (20 %)

logistical, administrative,
training, and support staff

66

volunteers,
including:

29

Governors

13

Honorary Governors

24

members of the Hospital's
Volunteer Team



UNITING THE HOSPITAL'S DRIVING FORCES

Generosity

Philanthropy in 2020

€22,927,450

Total funds collected

€20,364,324
Donations

€2,468,337
Membership dues

€94,789
Bequests

Total funds collected from the public (dues, donations and bequests) as of December 31, 2020, reached the unprecedented level of €22,927,450, up sharply compared to 2019. These results are due to the enthusiasm generated by the American Hospital of Paris development campaign among patrons and benefactors, as well as the overwhelming generosity of donors throughout the health crisis.

A GROWING MEMBERSHIP PROGRAM

As of December 31, 2020, the Membership Program at the American Hospital of Paris included 3,493 active members, an increase of 6.2% over 2019. This growth is due to the addition of 765 new members during the year, a significant increase from 2019 (+27.5%) and the sustained high rate of annual membership renewals (83%). As a result, membership revenues climbed to €2,468,337 for the year.

3,493 MEMBERS	+6.2%
765 NEW MEMBERS	+27.5%
83% MEMBERSHIP RENEWAL RATE	-3.57%
(VERSUS 2019)	

DEVELOPMENT CAMPAIGN BOOSTS DONATIONS

The sharp increase in funds raised in 2020 is the result of the American Hospital of Paris's successful development campaign, *Le Nouvel Américain 2018-2023*, which brought in €16,153,339 for the year from corporate sponsors and benefactors. The goal of this campaign, the most ambitious in the Hospital's history, is to raise €90 million in five years to support the Hospital's future projects, including the construction of two emblematic buildings: a new Imaging Center and a flagship building designed by Jean-Michel Wilmotte.

AN OVERWHELMING WAVE OF GENEROSITY AMID COVID-19

In the face of the worst health crisis in its history, the American Hospital of Paris was able to rely on the incredible generosity and unwavering support of its donors. In total, €2.4M was raised by the Covid-19 Emergency Response Fund, created at the beginning of the first wave of the pandemic to meet the emergency situation at hand. Thanks to this fund, the American Hospital of Paris was able to quickly acquire essential critical care equipment, PCR testing machines and personal protective equipment. The fund also made it possible to improve the comfort and well-being of the large number of healthcare teams mobilized during the crisis.

SIGNIFICANT DECLINE IN BEQUESTS

For the year ending on December 31, 2020, total bequests received by the American Hospital of Paris were €94,483, a significant decrease compared to 2019.

USE OF FUNDS

Strict management of our operating expenses and collections enabled 95.7% of the funds collected to be allocated to equipment, facilities and programs.

FUNDRAISING EXPENSES

Fundraising expenses, which correspond to appeals for donations (specific fundraising campaigns, donor prospecting and loyalty building initiatives, and the publication of the quarterly newsletter *L'Américain*) totaled €313,415, a substantial decrease compared to 2019 (-24%). The lower expenses were achieved by gradually digitalizing the fundraising process, which resulted in significant savings for the institution. Consequently, fundraising expenses represented 1.4% of funds raised.

OPERATING EXPENSES

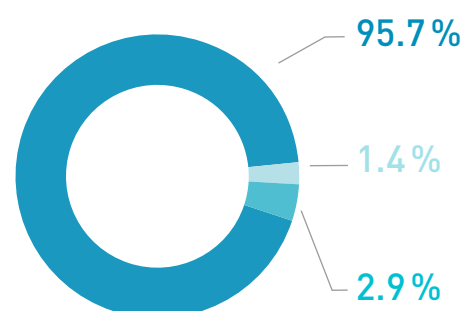
Operating expenses relating to payroll expenses and development office expenses totaled €670,975, also lower compared to 2019 (-23%). Operating expenses represented 2.9% of funds raised for the year.

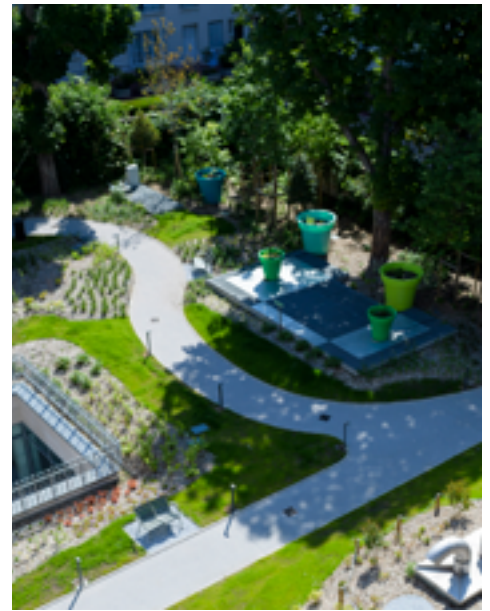
USE OF FUNDS

Equipment, facilities
and programs
€21,943,060

Fundraising
expenses
€313,415

Operating
expenses
€670,975





INVESTMENTS MADE IN 2020

COVID-19 CRISIS MANAGEMENT

Thanks to the generosity of its donors, the American Hospital of Paris was able to handle the worst health crisis in its history. It was able to admit and treat both Covid and non-Covid patients under optimal conditions by adapting the premises to manage the separate inflows of patients, doubling the number of intensive care beds, acquiring medical equipment (testing machines, ventilators, etc.), purchasing personal protective equipment for its personnel and patients, and improving the comfort and well-being of its teams, especially nurses. A total of €644,000 in donations was raised through the Covid-19 Emergency Response Fund, which was immediately disbursed to meet priority needs.

ARCHITECTURAL TRANSFORMATION

Despite the health crisis, the American Hospital of Paris was able to continue its ambitious architectural transformation plan which is shaping the face of the new American Hospital, day after day. We were able to invest €1.6M in pre-construction work on our future flagship building, designed by Jean-Michel Wilmotte, and €1.9M of donations to build the new Medical Imaging Center, which is now completed. In addition, extensive renovation work was completed, such as the lobby of the Florence Gould Pavilion (Building F), *Le Garden* restaurant, and the outpatient department. Lastly, we were able to start renovation of the Hospital rooms on the second floor of Building B in the fall of 2020. In total, 28 rooms were redesigned, modernized and redecorated by the architect Jean-Michel Wilmotte.



GENEROSITY

The American Hospital of Paris and our Foundation thank all of our donors for their outstanding support in 2020 and through this unprecedented crisis.

MAJOR DONORS

(\$25,000 and more)

Mr. & Mrs. Norbert
Becker-Dennewald
Mr. & Mrs. Eric Bourdais
de Charbonnière
Mr. & Mrs. Daniel Buren
Mr. & Mrs. Max Chapman
Mr. Michel David-Weill
Mrs. Aline Foriel-Destezet
Mr. & Mrs. Francis Fouquet
Ms. Françoise Fournier
Mr. & Mrs. Jean-Claude Gruffat
Dr. Luc Karsenty
Mr. Francois René Lacoste
Mr. & Mrs. Leonard Lauder
Mr. & Mrs. Jean-Yves Le Mener
Ambassador Howard Leach
& Mrs. Gretchen Leach
Ms. Katherine McCormick
Mr. Jean-Victor Meyers
Mr. Nicolas Meyers
Mr. Gerry Ohrstrom
Ms. Alison Shapiro
Mr. & Mrs. Eric Sheinberg
Mr. & Mrs. Marshall I. Wais
Mr. & Mrs. Mark Yockey
The Florence Gould Foundation
The Danny Kaye & Sylvia Fine
Kaye Foundation
The Philippe & Ana Laffont Family
Foundation
Groupe Lagardère
The Estée Lauder Companies
The Ronald & Jo Carole Lauder
Foundation
The David Schwartz Foundation, Inc.
The Starr Foundation
Groupe Vivendi

AMBASSADORS' CIRCLE

(from \$10,000 to \$24,999)

Ms. Cristiana Agnelli
Mr. & Mrs. François Akle
Mr. & Mrs. Jean-Marie Alexandre
Mr. & Mrs. Wayne Allen
Mr. & Mrs. André Altman
Mr. Jean-Pierre Andrevon
Mr. & Mrs. Philippe
Belaud-Rotureau
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Mr. Christian Chamorand,
Lions Club International
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Mr. Bertrand Chardon
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Ms. Hélène Comfort
Mr. Génia Constantinoff
Dr. Stéphane de Corbière
Mr. Francois Corrieri
Mr. Kyril Courboin
Mr. John Crawford
Mr. Stephan Cromback
Mr. & Mrs. Mark Dalton
Comtesse Marielle Mercier
de Mauléon Narbonne
Mr. Daniel Defin
Mr. Guillaume Delachaux
Mr. & Mrs. Jean-Bernard Denis
de Thiballier
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& Ms. Francine LeFrak

Mr. Vincent Gaudel
& Ms. Frédérique Hoschedé
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Mr. Ghazi Gorban
Mr. Hicham Harakat, Groupe Azura
Mr. & Mrs. Guy Harles-Walch
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Ms. Suzanne C. Hoyt
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Ms. Fabienne Kiszelnik
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Mr. & Mrs. John Resor
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Ms. Colette Seroussi
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Ambassador Craig R. Stapleton
& Mrs. Dorothy Stapleton
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The Thoumieux Family
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Mrs. Claude Wasserstein
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Mr. & Mrs. Michel Zeller
Mr & Mrs. Bernard Zimmern
The Richard Lounsbery Foundation

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(from \$5,000 to \$9,999)

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 Mr. & Mrs. Pierre Bellon
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 Mr. Olivier Bosc
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 Mr. & Mrs. Philippe Carle
 Prof. Thierry Carmoi
 Ambassador
 & Mrs. Gilbert Chagoury
 Mr. Jean-Lou Chameau
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 Mr. Jean-François Dubos
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Ms. Anne Swardson
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GIFT IN KIND

Avrett Free Ginsberg

*We respect the wishes of our donors
 who prefer to remain anonymous.*

"AHP HEROES" VIRTUAL EVENT

On December 17, 2020, the American Hospital of Paris Foundation, with support from the AHP Development team, hosted their first ever virtual event, "AHP Heroes". The event raised a record \$530,000 in support of our Covid-19 Fund. The unprecedented event featured a sneak peek of *Behind the Mask*, a poignant documentary about our Hospital's Covid-19 emergency response, seen through the eyes of our heroic frontline health workers.

The American Hospital of Paris would like to thank the American Hospital of Paris Foundation, the event Co-Chairs, as well as our North American donors for their remarkable support in helping combat Covid-19.



Donna Chapman, Chair of the AHP Foundation

The American Hospital of Paris has a unique organizational structure with three governance bodies: the Board of Governors, the Management Team, and the Medical Board, who work together to develop and implement the Hospital's strategy in order to carry out our mission.

THE BOARD OF GOVERNORS

The Board of Governors is made up of thirty prominent members of the international community (American, French, Japanese, and others). The Governors – who are also business executives, bankers, diplomats, and lawyers – volunteer their time and experience to the American Hospital of Paris. They bear the moral and fiduciary responsibility of the Hospital and are among our most generous donors.

CO-CHAIR

Mrs. Anne Duncan
Managing Director, Lumiu Limited;
Vice President, International
Women's Forum.

CO-CHAIR

Mrs. Helen Lee-Bouygues
President, LB Associés and
Founder, Reboot Foundation;
Former Partner of McKinsey RTS.

VICE CHAIRMAN

Mr. John F. Crawford
Senior Advisor, MP Conseil SAS;
Retired Partner of Jones Day.

VICE CHAIRMAN

Mr. Francis Bailly
Former Vice President, General
Electric International Europe;
Former Vice Chairman,
European Executive Council.

SECRETARY

Mr. William Torchiana
Managing Partner, Sullivan
& Cromwell LLP.

GOVERNORS

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Mr. Richard Asthalter
Mr. Norbert Becker
Mr. Jim Bittermann
Mr. John D. Brinitzer
Mr. Jean-Yves Burel
Mr. Bertrand Chardon
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Mrs. Iris Knobloch
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Mrs. Susan Liautaud
Mr. William B. McGurn, III
Mrs. Alix de Nicolay
Mr. John Riggs
Mrs. Sophie Schyler-Thierry
Mrs. Anne Swardson
Mr. Philippe Villin
Mr. Marshall I. Wais

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Mrs. Donna Chapman
Mr. Bruno Durieux
Mr. Jacques Favillier
Mr. Pierre Joly
Mr. Takemasa Koyama
Mrs. Anne de La Haye Jousselin

Mr. André Levy-Lang
Mr. Jean-Louis Masurel
Mr. Robert K. Meahl
Mr. Jean-Philippe Montel
Mr. Erik A.D. Van Galen
Mr. Frederick Zimmer

THE MEDICAL BOARD

The Medical Board's 24 members include the Hospital's Unit Heads and Department Chiefs, who represent all 377 practitioners. The Medical Board guarantees the highest level of professionalism, patient care and ethical practices throughout the Hospital.

PRESIDENT

Dr. Riadh Caïd Essebsi

VICE PRESIDENT

Dr. Frédéric Chiche

HEADS OF MEDICAL DEPARTMENTS

Prof. Philippe Alla
Medecine 2

Prof. Thierry Carmoi
Medecine 1

Dr. Christophe Chapon
24/7 Medical Surgical Unit,
Anesthesiology & Critical Care

Dr. Frédéric Chiche
Surgery 2

Dr. Mithridade Davarpanah
Head & Neck

Dr. François Jacquemard
Women's & Children's Health

Dr. Stéphane Romano
Surgery 1

Prof. Jean-Luc Sarrazin
Medical Imaging

Prof. Lionel Védrine
Oncology

UNIT HEADS

Dr. Patrick Bui
Plastic Surgery

Dr. José Hobeika
Digestive Disease

Prof. Mahasti Saghatchian
Onco-Senology

Dr. François Tarragano
Cardiovascular Disease

Dr. Amina Yamgnane
Obstetrics

MEMBER APPOINTED BY THE BOARD OF GOVERNORS

Dr. Christophe Chapon
24/7 Medical Surgical Unit

MEMBERS ELECTED BY THE FULL MEMBERS

Dr. Gilles Boccara

Dr. Richard Braun

Prof. Laurent Quint

Prof. Olivier Vignaux

PERMANENT MEMBERS

Dr. Thierry Guenoun

Prof. François Haab

Dr. Luc Karsenty

Dr. Stéphanie Lasry

Dr. Christophe Lepage

THE MANAGEMENT TEAM

Our Chief Executive Officer is appointed by the Board of Governors to run the Hospital and oversee its operational management. He leads and coordinates the Management Team. The Management Team is in charge of developing the American Hospital of Paris's strategic plans, which are submitted, discussed and approved by the Board of Governors.

Prof. Robert Sigal
CEO

Pascal Béhier
Director of Finance

Olivier Bosc
VP Finance & Commercial Development

Julie Bouchara
VP Operations

Olivier Bucamp
Director of Computer Information Systems

Jérôme Deana
Chief Development & Communications Officer

Christel Deschamps
Director of Nursing

Dr. Mario di Palma
Chief Medical Officer

Hylda Dubarry
Director of Legal Affairs & Compliance

Samantha Leblanc
Director of Communications

Jean-Louis Sotton
VP Human Resources

Céline Wasmer
Secretary General



FINANCIAL SUMMARY

The global health crisis hit hard in France starting in February 2020. Like all health establishments, the American Hospital of Paris fought in the relentless battle against Covid-19, for the lives of our patients and everyone arriving from emergency services or other public and private hospitals.

2020 Financial Results

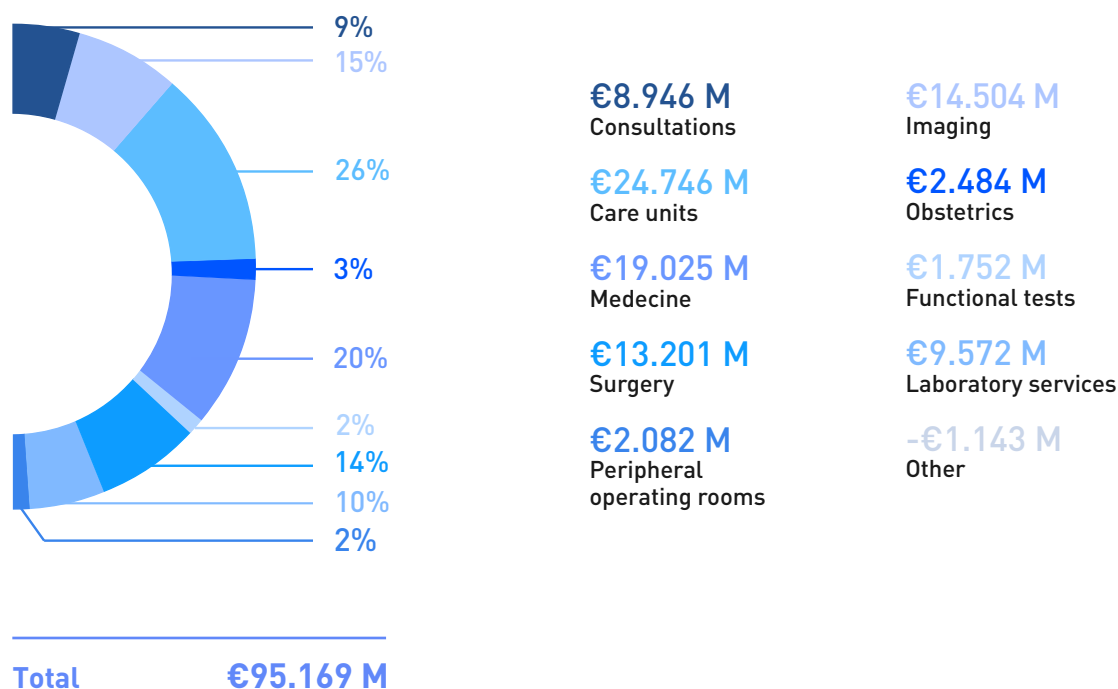
Operating revenues	€95,169,365
Operating expenses including depreciation & amortization	-€118,823,310 -€12,816,137
Financial income	-€545,847
Extraordinary revenue	-€1,334,678
Net revenue	-€25,534,471
Total donations	€22,927,450

Because of this health crisis, and in compliance with directives from the French Authorities, the American Hospital of Paris had to postpone certain surgical procedures, limit non-urgent care and adapt its organization in order to comply with barrier measures. Moreover, the closing of Schengen area borders for several months led to the loss of nearly all of our international patients.

During 2020, we had over 2,000 fewer hospital stays compared to a "normal" year. In addition, the lockdown periods and compliance with barrier measures had a significant impact on our outpatient activities, with a reduction in visits to our diagnostics and testing facilities, the Check-Up Center and for medical consultations. Our patient restaurant areas also had to be closed. All of the restrictions and adjustments for the health crisis contributed to the sharp decline in our revenues, leading to an operating loss of €25.5M.

However, the generosity of American Hospital of Paris donors was outstanding historically, with nearly €23M in donations collected, thereby limiting our net loss to - €2.6M.

2020 REVENUE BY ACTIVITY



2020 BREAKDOWN OF EXPENSES

