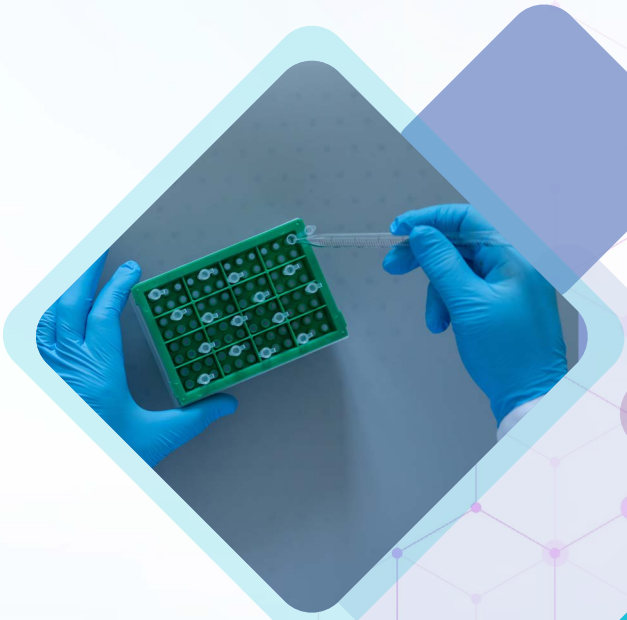
Be Part of Europe's Premier Pharma Contract Manufacturing Community.

Pharma Contract Manufacturing

> **"The conference was meticulously organised, offering a wealth of valuable insights, best practices and the latest trends shaping the industry"**
>
> Kamal Preet, VP Business Development, One Source Speciality Pharma Limited

Conference: 24-25th March 2026 | Workshop Day: 23rd March 2026
Mercure Hotel MOA, Berlin, Germany

Partnerships Under Pressure: Navigating from Fragile to Agile Pharma-CMO Alliances



Leading the Debate will be:

Philip Coetzee,
Director, CMO Management,
Daiichi Sankyo

Spyros Kostas,
Associate Director, Contract Manufacturing Sourcing Healthcare,
Merck

Stefanie Wohl Bruhn,
Senior Technical Manager, ESO,
Sandoz

Olaf Peter Birkenmeier,
Head of External Manufacturing,
Polpharma Biologics

Mia Palmkvist,
CMC Quality Manager,
Hansa Biopharma

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Pharma Contract Manufacturing

23-25th March 2026 |
Mercure Hotel MOA, Berlin, Germany

Join the Pharma Contract Manufacturing Conference to move from fragile to agile Pharma-CMO alliances

To Our PCM Community,

There is no doubt that the global contract manufacturing market continues to be a cornerstone of the pharmaceutical ecosystem. With the market projected to be worth $319.6 billion by 2029, this model enables pharmaceutical firms to **focus on innovation and drug development while maintaining the highest manufacturing quality.**

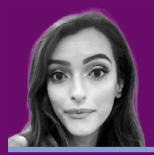
However, as outsourcing becomes more strategic, the challenges has shifted from simply finding a manufacturing partner to building resilient and agile alliances. In today's environment – which is marked by supply chain volatility, rising cost pressures and the digitalisation of manufacturing - the ability to form **trusted, collaborative and quality-focused partnerships** is more critical than ever.

That's why Pharma IQ is delighted to host the Pharma Contract Manufacturing Conference 2026, taking place this March in Berlin. This event brings together leading pharmaceutical manufacturers and CMOs to explore strategies for building agile and lasting partnerships that **go beyond a contract.**

Join us to become part of Europe's most influential contract manufacturing community, where collaboration drives competitiveness and partnerships power progress.

I look forward to welcoming you to Berlin, where together we'll shape the future of Pharma–CMO alliances.

Warm regards,



Nikki Kandola
Divisonal Director
Pharma IQ

5 reasons you cannot miss the contract manufacturing networking event of the year:

1. **Strengthen partnerships:** Discover practical frameworks for building resilient, long-term CMO-Pharma alliances, with clear benchmarks to measure success
2. **Manage complex supply chains:** Learn strategies to boost supply chain agility and optimise data-driven insights to effectively plan, source and deliver medicines
3. **Navigate global complexities:** Understand the impact of geopolitical shifts, tariffs and localisation trends
4. **Leverage digital transformation:** Move beyond the hype and learn from case studies on how AI can improve manufacturing visibility, quality control and operational efficiency
5. **Prepare for advanced therapies:** Discover how to adapt manufacturing models for cell and gene therapy production, from capacity planning to regulatory readiness

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Our Expert Speaker Faculty

Philip Coetzee,
Director, CMO Management,
Daiichi Sankyo

Spyros Kostas,
Associate Director, Contract Manufacturing Sourcing Healthcare,
Merck

Christian Simon,
Head of Technical Transfer External Manufacturing,
Sanofi

Maik Talarcyzk,
Head, PMO, ESO,
Sandoz

Sascha Basten,
Director, Head of Program and Performance Management,
Merck

Felipe Furiati,
Senior Director, External Supply Operations,
Grünenthal Group

Nicolo Orbello,
Head of Contract Development and Manufacturing Partnerships,
Sandoz

Olaf Peter Birkenmeier,
Head of External Manufacturing,
Polpharma Biologics

Matthias Horn,
External Supply Manager,
Bayer AG

Simone Kunze,
Head of Contract Manufacturing and Transfer,
KADE Healthcare

Bhavin Makwana,
Senior Manager, Procurement & Supply Relationship Management,
Theramex

Ulrich Rümenapp,
Senior Biotech Program Lead,
Bayer

George Ntortas,
Partner,
Fuliginous Management Consulting

Kyriakos Kansos,
Partner,
Fuliginous Management Consulting

Our Expert Speaker Faculty

Mia Palmkvist,
CMC Quality Manager,
Hansa Biopharma

Tero Virtanen,
Sourcing Manager,
Orion Corporation

Carlo Capobianco,
Global Head ESO MS&T Business Development & Launch,
Sandoz

Gil Roth,
President,
Pharma and Biopharma Outsourcing Association

Stefanie Woehl-Bruhn,
Senior Technical Manager, ESO,
Sandoz

Jaffer Shahab,
Global Project Manager,
Roche

Gideon Brunner,
Site Manager, Devices, External Manufacturing,
Roche

Roeland Vandebrouck,
Head of External Supply Operations,
Grünenthal

Marta Ferrer,
External Supply Quality Assurance Manager,
Sandoz

Rolando Vega,
Global CDMO Site Management Devices & Packaging Executive Director,
Genentech

Michael Kaeser,
Senior Director, External Api Manufacturing,
Elanco

Thorsten Häfner
VP Business Development
PSM - Your Pharma CDMO

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Workshop Day: Monday 23rd March 2026

The Pharma Contract Manufacturing Conference opens with a dedicated workshop day focused on benchmarking CMO and pharma expectations. Delivered in an interactive format, the sessions encourage active participation, collaborative problem-solving, and valuable pre-conference networking.

In Workshop A: The Price of Partnership, participants will unpack the economics behind CMO pricing, exploring cost structures, profitability drivers and strategic pricing decisions that shape pharma–CMO negotiations. Attendees will gain clarity on why pricing models vary across providers and learn how to turn pricing discussions into collaborative, value-creating conversations. Pharma professionals will leave with a sharper understanding of CMO financial realities and sourcing implications, while CMOs will learn how to position their value more transparently and competitively.

In Workshop B: Raising the Bar, participants will discover a holistic framework for assessing and benchmarking CMO performance. The session will equip pharma companies with strategies to evaluate and strengthen partner performance, providing CMOs with insights into how clients measure success and how to differentiate through operational excellence, trust and transparency.

Together, these workshops offer practical tools to drive smarter pricing strategies, stronger partnerships and sustained commercial success.

> "As always, the networking opportunities were something that is the main added value of the event, and the fact that it is informal and easy to connect with people."
>
> George Ntortas, Partner, Fuliginous Management Consulting

Workshop Leaders

George Ntortas,
Partner,
Fuliginous Management Consulting

Kyriakos Kansos,
Partner,
Fuliginous Management Consulting

Nicolo Orbello,
Head of Contract Development and Manufacturing Partnerships,
Sandoz

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Workshop Day: Monday 23rd March 2026

13:00 **WELCOME, REGISTRATION & REFRESHMENTS**

13:30 **WORKSHOP A: THE PRICE OF PARTNERSHIP**

UNPACKING CMO COST STRUCTURES, PROFITABILITY MEASUREMENTS AND STRATEGIC PRICING IMPLICATIONS

Pricing remains one of the most sensitive and complex aspects of pharma–CMO partnerships. Both sides often face challenges in aligning expectations around cost structures, value creation, and long-term agreements.

This workshop will unpack the economic architecture behind CMO pricing, from cost structures and profitability measurements to the strategic decisions that ripple across the pharma landscape. We will explore how to shift pricing negotiations from simple haggling to a collaborative process that co-creates value. Achieving this requires a better understanding of CMO cost structures, as well as a recognition of the specialised capabilities they bring to the table.

The workshop will also explore the underlying reasons behind significant pricing discrepancies among CMOs for the same product, shedding light on cost structures, profitability metrics, and strategic pricing decisions that shape the customer relationship.

Participants will gain a deeper understanding of the forces that drive pricing variability, and how these forces shape sourcing strategies, partnership dynamics, and commercial outcomes.

Key learning points include:

- Understanding the CMO cost structure
- Exploring factors influencing CDMO pricing
- Discussing profitability measurements and their impact on CMO pricing

What will you gain from attending this workshop?

Pharma: Gain a deeper understanding of the pricing pressures CMOs face, from cost structures and operational constraints to profitability targets, and uncover why pricing models vary so widely across providers.

CMOs: Gain clarity on how cost structure and profitability targets influence pricing strategy and how these factors are perceived by pharma clients. Learn how to position your value more effectively, differentiate your pricing model, and build stronger, more transparent partnerships.

Confirmed speakers:

George Ntortas, Partner, **Fulignous Management Consulting**

Kyriakos Kansos, Partner, **Fuliginous Management Consulting**

15:00 **NETWORKING REFRESHMENT BREAK**

Workshop Day: Monday 23rd March 2026

15:30 **WORKSHOP B: RAISING THE BAR**

STRATEGIES TO ASSESS AND BENCHMARK YOUR PARTNERS PERFORMANCE

The CMO partner you choose is more than a vendor, they become an extension of your company and a critical driver of success from molecule-to-market. A partner's performance doesn't just affect a single production run; it can shape your entire value chain.

But how can you meaningfully evaluate the performance of a partner so deeply embedded in your operations?

This workshop goes beyond surface-level KPIs to outline a comprehensive framework for assessing performance across the full CMO partnership lifecycle, from initial due diligence through to ongoing strategic governance. Together, we'll examine the hard metrics and the soft factors that truly define success, exploring critical KPIs, cultural alignment and the role of digital tools.

Join us to discuss the best practices that distinguish pharma companies who simply manage suppliers from those who cultivate value-creating alliances.

Key discussion points:

- From vendor to partner: Discover why CMOs must be evaluated as strategic partners, not transactional vendors and why standard procurement metrics fall short.
- A balanced scorecard approach: Assess performance across four pillars: quality & compliance, operations & supply chain, financial & commercial, relationship & communication.
- The human factor: Explore how transparency, cultural fit, and the handling of challenges often predict long-term partnership success better than hard numbers alone.

What will you gain from attending this workshop?

- Pharma: Strategies to fairly and consistently assess CMO performance, drive accountability, and strengthen long-term relationships.
- CMOs: Insight into how pharma evaluate success, how to demonstrate value beyond cost, and how to stand out in a competitive market.

Confirmed speaker:

Nicolo Orbello, Head of Contract Development and Manufacturing Partnerships, **Sandoz**

SANDOZ

Workshop Day: Monday 23rd March 2026

16:30 **WORKSHOP C: PSM - Your Pharma CDMO**

THE EVOLUTION OF FILL & FINISH TECHNOLOGIES UNDER EU GMP ANNEX 1: TRANSITIONING FROM TRADITIONAL BULK LINES TO HUMAN-FREE ROBOTIC ASEPTIC FILLING FOR ORPHAN AND BIOLOGICAL MEDICINES

Session Overview:

As the complexity and sensitivity of biological and orphan medicines continue to rise, the sector faces increasing pressure to modernise aseptic fill & finish operations. This workshop will examine the technological and regulatory transformation driven by the updated EU GMP Annex 1, highlighting the limitations of traditional filling lines and the rapid move towards fully automated, human-free robotic systems designed to protect product integrity and enhance yield. Participants will gain insight into how forward-looking CDMOs are adapting equipment, processes, and facility design to meet the next generation of aseptic standards.

Topics Covered:

- Why many CDMO filling lines do not meet the process and contamination-control requirements of modern biological products.
- Key machine and process considerations necessary for compliance with the revised EU GMP Annex 1, including contamination control strategies, advanced environmental monitoring, and isolator-based technologies.
- A look at the filling lines of the future—advanced robotic platforms enabling human-free aseptic production for high-value, small-batch biologics and orphan medicines.
- How cutting-edge fill & finish systems reduce product loss, improve yield, and provide greater operational flexibility.

Three Key Takeaways:

- Why traditional lines fall short: Understand the process, product, and contamination-control limitations that make many existing CDMO lines unsuitable for today's biological medicines.
- What Annex 1 truly requires: Gain clarity on the essential machine, process, and environmental design elements needed to achieve compliance with the latest EU GMP Annex 1 expectations.
- How robotic lines deliver superior performance: Learn how fully automated, human-free aseptic technologies can enhance product yield, minimise losses, and improve sterility assurance for high-value biological and orphan products.

Confirmed speaker:

Thorsten Häfner, VP Business Development, **PSM - Your Pharma CDMO**

PSM Your Pharma CDMO for Aseptic Fill & Finish Services

17:30 **End of Workshop Day**

"An interesting mix of contemporary topics and networking"

Sasa Kolaric, Business Development Manager, Aenova

Conference Day One: Tuesday 24th March 2026

08:30 **REGISTRATION AND MORNING REFRESHMENTS**

09:00 **WELCOME ADDRESS FROM PHARMA IQ**

09:10 **OPENING REMARKS AND ALIGNING OBJECTIVES THROUGH INTERACTIVE POLLING**

Join us as we kick off day one of the conference with an interactive polling session. Using our event app, delegates can anonymously share their goals for the next two days and the challenges they hope to explore. The results will help shape conference discussions, setting the tone for the sessions ahead, and allowing us to incorporate any topics not already outlined in the agenda.

Confirmed speaker:

Philip Coetzee, Director, CMO Management, **Daiichi Sankyo**

09:30 **SPEED NETWORKING: MEET YOUR MATCH**

A dynamic strategic matchmaking session, featuring 30 minutes of focused speed networking between pharma manufacturing executives and CMO business development teams. This fast-paced format offers a unique opportunity to connect, exchange insights, and quickly identify potential partners. It's the perfect way to learn more about the people in the room.

10:00 **SESSION RESERVED: ACINO**

10:30 **CASE STUDY**
BUILDING A CENTRALISED CDMO DATABASE AT ROCHE

Join this session to explore how Roche transformed its sourcing process for CDMOs. The company initially encountered a major challenge when launching a large-scale Request for Information across multiple CDMOs supporting a variety of drug products. Without a centralised database, it was difficult to identify, compare, and assess CDMOs and their service offerings efficiently.

This challenge prompted the development of a bespoke database application, designed to capture, structure, and provide rapid access to CDMO capabilities. The solution has since enabled Roche to make more informed, data-driven decisions when selecting partners, while also streamlining timelines and reducing complexity within the sourcing process.

In this session, Jaffer Shabab, Project Manager for the initiative, will share the complete journey, from recognising the issue and designing the RFI, to creating the database solution and navigating organisational challenges.

Key takeaways:

- Discover how Roche identified inefficiencies in its CDMO sourcing approach
- Explore the strategy behind developing a large-scale RFI to capture CDMO data and the design process of a centralised CDMO database application
- Uncover the challenges encountered and lessons learned during the project

Confirmed speaker:

Jaffer Shahab, Global Project Manager, **Roche**

11:00 **CASE STUDY**

SANDOZ SUPPLIER NETWORK TRANSFORMATION

Join us for an in-depth look at the bold transformation of the Sandoz Supplier Network, a strategic initiative reshaping how Sandoz partners with suppliers, sources materials, and delivers medicines worldwide. This session will take you behind the scenes of an ambitious programme that is redefining supplier engagement and operational efficiency at scale. Whether you are refining your own supplier strategy or simply curious about large-scale transformation, this session offers actionable insights, practical takeaways, and inspiration.

Key discussion points:

- The journey & objectives: Explore the strategic rationale behind the transformation, the challenges that prompted change, and the objectives guiding Sandoz toward a more agile, efficient, and resilient supplier ecosystem.
- Current status: Gain a clear understanding of the programme's current state, including key milestones achieved, obstacles overcome, and measurable progress to date.
- Lessons learned: Hear candid insights from the teams driving change. Discover what strategies have succeeded, where adjustments were needed, and how these lessons are informing the next phase of the transformation.
- Outlook: Look ahead to the future of the Sandoz Supplier Network, including upcoming priorities, anticipated opportunities, and how this transformation positions Sandoz for sustainable, long-term success.

Confirmed speaker:

Maik Talarcyzk, Head, PMO, ESO, **Sandoz**

SANDOZ

11:30 **MORNING REFRESHMENTS**

12:00 **LIGHTNING SESSION**

THE FUTURE OF PHARMA SUPPLY CHAINS: CENTRALISED, LOCALISED OR HYBRID?

In the evolving landscape of pharmaceutical manufacturing, decarbonization has emerged as a critical imperative for Contract Development and Manufacturing Organizations (CDMOs) too. This speech will explore the significance of integrating decarbonization strategies within the continuous improvement framework that CDMOs should adopt in order to both CDMOs and Pharma companies to meet their climate targets. As the pharmaceutical industry faces increasing pressure to reduce its carbon footprint, the adoption of sustainable practices is not merely a regulatory requirement but a pathway to innovation and operational excellence.

By engaging and prioritizing sustainable practices, CDMOs can not only meet the demands of environmentally conscious stakeholders but also drive competitive advantage in a rapidly changing market. The discussion will highlight actionable strategies for embracing and implementing decarbonization initiatives and fostering a culture of sustainability as part of their commitment to continuous improvement in order to be positioned as leaders in the pharmaceutical manufacturing sector and as preferred suppliers for the Pharma.

Spyros Kostas, Associate Director, Contract Manufacturing Sourcing Healthcare, **Merck**

12:10 **POLL YOUR PEERS**

KEY INGREDIENTS FOR A SUCCESSFUL CMO-PHARMA ALLIANCE

Join us for a fast-paced, interactive polling session where delegates share their views on the most important metrics that drive successful pharma–CMO partnerships. This conference-wide poll provides real-time insights into what matters most to industry peers and sparks discussion on best practices for building strong alliances that create value.

12:15 **SPONSOR SESSION FOR AIZON**

aizon

12:45 **THE COLLABORATION TABLES**

TACKLING TODAY'S PARTNERHSIP CHALLENGES TOGETHER

How does it work?

Choose a discussion topic. Interact with your peers and identify novel approaches to the challenge confronting you. Each roundtable is led by a subject matter expert, and we will rotate tables once after 30-minutes.

A 10-minute feedback session will follow the discussions, where the roundtable leaders will share the key findings.

TABLE A:

How can pharma and CMO partners develop collaboration strategies that ensure quality inspection readiness?

Confirmed facilitator:
Mia Palmkvist, CMC Quality Manager, **Hansa Biopharma**

TABLE B:

Building the perfect contract: Key ingredients for success

Confirmed facilitator:
Simone Kunze, Head of Contract Manufacturing and Transfer, **KADE Healthcare**

TABLE C:

Handling quality agreements: Best practices for drafting, negotiating, and enforcing agreements that drive real accountability

Confirmed facilitator:
Marta Ferrer, External Supply Quality Assurance Manager, **Sandoz**

TABLE D:

Risk Mitigation Strategies in Site Selection and Tech Transfer

Focus: Identifying and Addressing Risks in Site Selection and Tech Transfer to Ensure Seamless Collaboration Between Pharma Originators and CDMOs.
Key Areas of Discussion: Quality, regulatory, compliance, supply chain

Confirmed facilitator:
Gideon Brunner, Site Manager, Devices, External Manufacturing, **Roche**

TABLE E:

Strategies for successful contract termination

Confirmed facilitator:
Matthias Horn, External Supply Manager, **Bayer AG**

TABLE F:

Long-term vs. project-based relationships: Which model drives more value?

Confirmed facilitator:
Stefanie Woehl-Bruhn, Senior Technical Manager, ESO, **Sandoz**

TABLE G:

Mastering the Supply Chain for Tender products

Confirmed facilitator:
Tero Virtanen, Sourcing Manager, **Orion Corporation**

13:30 **NETWORKING LUNCH**

14:30 **SPONSOR SESSION FOR ONESOURCE**

onesource

15:00 **PANEL DISCUSSION**

OVERCOMING DIGITALISATION CHALLENGES TO ENHANCE EFFICENCY, IMPROVE TRUST AND ENSURE FASTER TIME TO MARKET

Bringing innovative therapies to market, whilst ensuring the continued supply of existing treatments, has never been more complex. Today's pharmaceutical companies rely heavily on their CMO partners, yet increasing supply chain pressures, regulatory expectations, and the demand for greater customer responsiveness require both sides to embrace digitalisation.

However, the adoption of Pharma 4.0 technologies within CMOs has been uneven. Factors such as regulatory uncertainty, reliance on legacy systems, and cultural resistance have slowed progress. This can create friction in pharma –CMO relationships, particularly as pharma companies seek greater transparency, agility, and real-time insights.

Despite this, the most forward-looking CMOs are demonstrating that digital transformation is not merely a technical upgrade but a source of competitive advantage. By providing operational visibility, enabling more informed decision-making, and improving responsiveness, these CMOs are strengthening partnerships and positioning themselves as strategic allies in the global pharmaceutical landscape.

This panel will examine how the entire industry can work together to overcome the barriers to digitalisation and unlock the full potential of digital tools. The discussion will focus on both the challenges and practical strategies for moving forward, including:

- **Data sharing and transparency:** Defining ownership, access rights, and the degree of visibility pharma should expect into CMO operations.
- **Addressing standardisation gaps:** Establishing common digital standards for data exchange, reporting, and quality systems to reduce fragmentation.
- **Strategic alignment:** Balancing pharma expectations for innovation with CMOs' need for efficiency and cost control.

Confirmed speaker:

Maik Talarcyzk, Head, PMO, ESO, **Sandoz**

SANDOZ

15:30 **PANEL DISCUSSION**

STRATEGIES FOR MANAGING COMPLEX SUPPLY CHAINS

In the pharma and biopharma sector, where even the smallest delay can have life-or-death consequences, effective supply chain management is essential to delivering vital medicines on time and at scale.

Today's global supply chains are more complex than ever, shaped by geopolitical instability, tariffs, fragile material supplies, and the specialised requirements of modern therapies. The impact is clear: pharma companies face mounting delays and rising costs, while CMOs must navigate increasing operational challenges.

This session will explore how pharma and CMOs can manage supply chain disruptions by moving beyond a traditional "buyer–vendor" relationship toward a shared-risk, shared-reward partnership built on transparency, joint planning and co-investment.

Key discussion points include:

- **Joint risk management & transparency:** Mapping supply chains collaboratively and sharing data on potential risks.
- **Collaborating on quality:** Standardising audits and processes to reduce duplication and streamline compliance.
- **Adopting new technologies:** Partnering on pilot programs for advanced manufacturing and supply chain innovation.

Confirmed speakers:

Felipe Furiati, Senior Director, External Supply Operations, **Grunenthal Group**

GRUNENTHAL

16:00 **AFTERNOON REFRESHMENTS**

16:30 **KEYNOTE**

DELIVERY SYSTEMS & COMBINATION PRODUCTS: THE NEW STRATEGIC BACKBONE OF THE PHARMA PIPELINE

The shift towards patient-centric, self-administered, and at-home therapies is fundamentally transforming the pharmaceutical landscape and, in turn, redefining the role of contract development and manufacturing organisations CDMOs. Drug delivery systems and combination products are no longer viewed as peripheral add-ons; they have become critical strategic assets that demand seamless integration across formulation, device engineering, and manufacturing disciplines.

For the pharma contract manufacturing sector, this evolution presents both a challenge and an opportunity. CDMOs must adapt to manage the increasing technical, regulatory, and operational complexities associated with combination products while offering the flexibility, expertise, and innovation that pharma sponsors now require.

This session will examine how delivery technologies are reshaping the relationship between pharmaceutical companies and their contract manufacturing partners, highlighting the need for early collaboration, robust supply chain strategies, and co-development models that align with patient-centric outcomes.

Key Discussion Points:

- How combination products are transforming the CDMO value proposition.
- Integrating drug, device, and packaging manufacturing within a unified operational framework.
- Building agile, end-to-end partnerships to support faster market access and lifecycle management.

Rolando Vega, Global CDMO Site Management Devices & Packaging Executive Director, **Genentech**

Genentech
A Member of the Roche Group

17:00 **PANEL DISCUSSION**

DELEGATE VOICES, ADVISORY BOARD INSIGHTS

Ahead of the conference, we launched a delegate survey to gather insights on what participants hoped to gain from the three-day event, as well as the key challenges currently facing pharma contract manufacturing. The survey explored critical topics such as supply chain disruptions, the impact of geopolitical tensions, and the ongoing debate between localisation and centralisation.

In this session, our Advisory Board will review the survey findings, address delegates' most pressing concerns, and facilitate an open discussion on the issues that matter most to those in the room.

Confirmed panelists:

Maik Talarcyzk, Head, PMO, ESO, **Sandoz**

Ulrich Rümenapp, Senior Biotech Program Lead, **Bayer**

George Ntortas, Partner, **Fuliginous Management Consulting**

Kyriakos Kansos, Partner, **Fuliginous Management Consulting**

17:45 **CLOSING SUMMARY**

To conclude the first day of the conference, we will recap the key insights and takeaways from the sessions, providing attendees with a clear summary of the day's learnings. This is also an opportunity to address any questions, clarify outstanding points, and outline the agenda and objectives for day two, ensuring attendees are fully prepared for the sessions ahead.

Confirmed speaker:

Philip Coetzee, Director, CMO Management, **Daiichi Sankyo**

Daiichi-Sankyo

18:00 **NETWORKING DRINKS RECEPTION**

18:30 **END OF CONFERENCE DAY ONE**

Conference Day Two: Wednesday 25th March 2026

08:30 **MORNING REFRESHMENTS**

09:00 **WELCOME AND AGENDA SETTING**

Welcome to day two of the conference. We will begin by reviewing the agenda for the day and inviting delegates to propose any additional topics they would like to see addressed, ensuring that no challenge is left unexplored.

09:10 **SPEED NETWORKING: MEET YOUR MATCH**

A dynamic strategic matchmaking session, featuring 30 minutes of focused speed networking between pharma manufacturing executives and CMO business development teams. This fast-paced format offers a unique opportunity to connect, exchange insights, and quickly identify potential partners. It's the perfect way to learn more about the people in the room.

09:40 **INTERACTIVE LEARNING**

CREATING A BENCHMARK FOR SUCCESS: SETTING CLEAR STANDARDS, EXPECTATIONS AND PERFORMANCE METRICS

As the pharmaceutical industry increasingly turns to CMOs for flexibility, specialised expertise, and scalable capacity, challenges often emerge around timelines, regulatory requirements, and quality expectations. These misalignments can hinder collaboration and limit the strategic value that CMOs bring.

The purpose of this interactive session is to co-create a practical benchmark framework that both CMOs and pharma companies can use to drive stronger partnerships. By defining shared standards, performance metrics, and realistic expectations, the aim is to move beyond transactional outsourcing and position CMOs as true strategic partners in the value chain.

In this session, CMOs and pharma representatives will work together to:

- Identify and compare existing standards and practices across organisations
- Explore areas where alignment is most critical for success
- Define realistic, measurable goals that support long-term collaboration

Confirmed speaker:

Carlo Capobianco, Global Head ESO MS&T Business Development & Launch, **Sandoz**

SANDOZ

10:15 **KEYNOTE**

THE CURRENT GEOPOLITICAL AND CDMO LANDSCAPE

Understanding the current geopolitical landscape and its implications for the CDMO industry is essential for pharmaceutical companies to make informed decisions and mitigate risks. This session will provide a snapshot of valuable insights into the current geopolitical and CDMO landscape, enabling attendees to identify potential risks, develop strategies to mitigate challenges, and capitalise on emerging opportunities.

Discussion points will include:

- **Geopolitical risks and disruptions:** Explore the impact of geopolitical events, such as trade wars, sanctions, and regional conflicts, on the CDMO industry. Discuss the potential disruptions to supply chains, raw materials, and manufacturing operations.
- **Regulatory and policy changes:** Analyse the evolving regulatory landscape in different regions, including changes in data privacy laws, quality standards, and intellectual property protection.
- **Emerging markets and opportunities:** Examine the growth potential of emerging markets for contract manufacturing services. Discuss the challenges and opportunities associated with operating in these regions.

Confirmed speaker:

Gil Roth, President, **Pharma and Biopharma Outsourcing Association**

PBOA PHARMA & BIOPHARMA OUTSOURCING ASSOCIATION

11:00 **MORNING REFRESHMENTS AND PRIZE GIVING CEREMONY**

11:30 **CASE STUDY**

INTEGRATING A NEW CMO NETWORK INTO YOUR OPERATIONS: LESSONS FROM PRODUCT ACQUISITIONS

When pharmaceutical companies acquire new product portfolios, they also inherit the outsourced manufacturing networks that support them. Integrating these contract manufacturing organisations into an existing supply and manufacturing framework is not only a critical exercise for business continuity but also a highly complex task that requires careful planning, rigorous governance, and sustained collaboration.

This session will provide practical insights into the processes, systems, and strategies required to successfully onboard and integrate newly acquired CMOs into an established network. Delegates will gain an understanding of how to ensure seamless supply continuity, maintain compliance with internal and external quality standards, and build capacity for long-term scalability.

Drawing on first-hand experience, Roeland Vandebrouck, Head of External Supply Operations, Grünenthal Group, will share lessons learned from managing multiple integrations. Roeland will highlight both the challenges and solutions involved in coordinating these high-intensity transitions, balancing the needs of newly acquired products with the wider strategic priorities of the organisation.

Key discussion points include:

- **The integration challenge:** How to balance immediate operational requirements with longer-term strategic objectives. This includes onboarding CMOs existing processes and systems to safeguard supply, while also planning for potential technology transfers.
- **Building a sustainable CMO network:** Practical approaches to establishing robust governance structures, including clear roles, responsibilities, and escalation pathways. Discussion will also cover methods for aligning CMO technical expertise and production capacity with business requirements, ensuring flexibility for growth, and creating long-term collaborative partnerships.

Confirmed speaker:

Roeland Vandebrouck, Head of External Supply Operations, **Grunenthal**

12:00 **KEYNOTE**

FROM PARIS TO CAIRO: NAVIGATING TECHNOLOGY TRANSFER COMPLEXITY IN CROSS-REGIONAL CMO PARTNERSHIPS

Technology transfer sits at the heart of successful pharmaceutical outsourcing. This session explores the complexity of transferring manufacturing technology from Europe to emerging markets using a live case study of a ParisCairo collaboration to illustrate the process, challenges, and lessons learned.

As global supply chains continue to evolve, regional manufacturing and localisation are becoming increasingly critical to ensuring resilience and accessibility. Egypt, as an emerging market, offers a compelling example of both opportunity and complexity from navigating local regulatory frameworks to aligning expectations across cultures, systems, and quality standards.

This presentation provides a structured, practical guide to managing such transfers combining real-world experience with best practices for building agility, transparency, and trust between pharma companies and contract manufacturing partners.

Confirmed speaker:

Christian Simon, Head of Technical Transfer External Manufacturing, **Sanofi**

12:30 **OUTSOURCING CMC DEVELOPMENT AND BIO-MANUFACTURING OPERATIONS: WHEN, WHO, AND HOW?**

As the biopharmaceutical landscape grows increasingly complex and competitive, strategic outsourcing has become a vital lever for success. This session explores how to effectively plan, execute, and manage outsourcing in Chemistry, Manufacturing, and Controls development and bio-manufacturing operations.

Attendees will gain actionable insights into building resilient partnerships with CDMOs and balancing internal versus external capabilities to optimise resources, timelines, and quality.

Key Discussion Topics:

- **Creating a sustainable outsourcing strategy:** Aligning business objectives with long-term CDMO partnerships.
- **When to outsourceand when to stay in-house:** Decision frameworks to determine the right balance for your organisation.
- **Navigating partner selection and contracting challenges:** Best practices for due diligence, IP protection, and defining success metrics.
- **Building high-performing collaborations:** Establishing trust, transparency, and joint governance structures to maximise efficiency and outcomes.
- **Bridging cultural and operational gaps:** Understanding differing organisational needs and perspectives to foster alignment and shared success.

Confirmed speaker:

Ulrich Rümenapp, Senior Biotech Program Lead, **Bayer**

13:00 **PANEL DISCUSSION**

CAN DUAL SOURCING BE ADOPTED AS A CORE SUPPLY STRATEGY?

Natural disasters, conflicts, labour shortages, and other recent global disruptions have illustrated how fragile pharmaceutical supply chains can be. As a result, risk mitigation strategies are essential and having a secondary supplier in place for the manufacturing of life-saving medicines should no longer be a nice to have but an essential part of outsourcing strategy.

In this session, our expert panellists will explore dual sourcing and splitting molecule production, focusing on four key dimensions: risk management, regulatory compliance, operational execution, and business strategy. They will share practical insights on how pharma companies and CMOs can implement dual sourcing effectively without compromising compliance, cost, or speed-to-market.

Key benefits of dual sourcing to be discussed include:

- **Increased capacity and flexibility:** Ensuring manufacturing scalability to meet fluctuating global demand.
- **Enhanced supply chain resilience:** Mitigating the impact of regional disruptions, quality issues, or supplier shutdowns.
- **Improved supplier negotiation and leverage:** Fostering competitive pricing, service quality, and stronger partnerships.

Confirmed speakers:

Sascha Basten, Director, Head of Program and Performance Management, **Merck**
Bhavin Makwana, Senior Manager, Procurement & Supply Relationship Management, **Theramex**
Michael Kaeser, Senior Director, External Api Manufacturing, **Elanco**

13:30 **CLOSING PANEL DISCUSSION**

THE FUTURE OUTLOOK FOR PHARMA-CMO PARTNERSHIPS: EXPLORING PREDICTIONS, PRESSURES AND POSSIBILITIES

The contract manufacturing sector is poised for continued growth, driven by the complexity of drug development and the need for cost-effective production solutions. As we wrap up this year's conference, our final panel turns its attention to the next 12 months and the future of pharma–CMO partnerships.

This discussion will explore the emerging trends, opportunities, and challenges that are redefining how pharmaceutical companies and contract manufacturers collaborate. Our panellists will invite opinions from the audience regarding supply resilience, tariffs, advanced therapy demands and the evolving impact of AI on manufacturing practices.

Join us for this forward-looking session that brings together diverse voices from across the industry to chart what's next for pharma contract manufacturing.

14:00 **SUMMARY AND END OF CONFERENCE DAY TWO**

Pharma Contract Manufacturing

23-25th March 2026 | Mercure Hotel MOA, Berlin, Germany

Maximise Your Involvement:
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Invest in making an impact with the people that matter to your business.

Sponsorship is the most effective solution to share your company's solutions with senior professionals from across the pharmaceutical external manufacturing space, who are searching for partners to work as an extension of their organisations in delivering life-saving medicines.

The **Pharma Contract Manufacturing Conference** will be attended by senior officials and decision-makers from across pharma manufacturing networks, bringing together buyers and suppliers in one location. With tailored networking, sponsors can achieve the face-to-face contact that overcrowded trade shows cannot deliver.

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"A lot of topics were covered, and there was a reference to future trends, such as sustainability and AI"

Niki Vafeidou, Business Development Manager, Vianex

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Our 2026 partners

acino

Acino is a Swiss pharmaceutical company headquartered in Zurich with a clear focus on selected markets in the Middle East, Africa, Ukraine, the CIS Region, and Latin America. We deliver quality pharmaceuticals to promote affordable healthcare in these emerging markets and leverage our high-quality pharmaceutical manufacturing capabilities and network to supply leading companies through contract manufacturing and out-licensing. For more information, please visit www.acino.swiss.

Acino is part of Arcera, a global company in the life sciences sector headquartered in Abu Dhabi, United Arab Emirates. Arcera was established by ADQ, an Abu Dhabi-based investment and holding company, to build a global life sciences powerhouse poised to make significant contributions to realising the UAE's aspiration to emerge as a frontrunner in science and technology. To learn more about Arcera, please visit www.arceralifesciences.com.

Website: www.acino.swiss

aizon

Pioneering Intelligent GxP Manufacturing Pharma manufacturers enhance yield, reduce deviations, and ensure product quality in GMP environments with our proven and practical AI-powered solutions. Transform your operations regardless of your digital maturity and journey with: Execute — Intelligent Batch Record (iBR): Evolve swiftly from paper to digital operations in just 6 weeks, paving the fastest path to fewer deviations and faster batch releases with data-driven manufacturing. Unify — Contextualized Intelligent Lakehouse: Streamline pharma manufacturing analytics by integrating your data across your processes, systems and sites and leveraging solutions made for the industry. Predict — GxP AI Industrialization: Anticipate your best next action in real time with predictive AI, optimizing CPPs to increase yield, achieve RFT and OTIF. Take the right next step today with Aizon at http://www.aizon.ai

Website: www.aizon.ai

FARMHISPANIA GROUP

Farmhispania Group is a Spanish leading CDMO company at the forefront of research, development and commercialization of small molecule APIs, HPAPIs and relevant cGMP Adv. IMs for the global pharmaceutical industry. With two state-of-the-art multi-purpose plants located in Montmeló (Barcelona) and Zaragoza, FHG offers extensive capacity with over 120 reactors totaling 436 m³, supporting a broad range of technologies including total synthesis, semi-synthesis, and fermentation to support DS CMC & commercial programs.

Website: www.farmhispaniagroup.com

microsphere

Microsphere (MS) is a CDMO focused on new developments, cGMP manufacturing, R&D, analytical and regulatory support. MS is able to address complex challenges, including formulations for poorly water-soluble drugs, considering the extensive expertise in Spray Drying and Capsule Filling. MS has a global portfolio of customers and it is recognized as a trusted partner to address complex challenges: from development to manufacturing, pharmaceutical companies can rely on science-led solutions, leveraging MS extensive expertise in Particle Engineering. Our Spray Drying technologies offer an unrivalled service to our partners, turning standards into value and assets, using only the best-in-class spray dryers and without limitations on solvents (aqueous and organic). We can handle APIs, HPAPIs, Biologics, Controlled Substances, Nutraceuticals, Herbal Extracts and Excipients. MS is also equipped with low humidity areas for filling and testing for aerodynamic performances. Our mission is to help pharmaceutical companies across the globe advance drug development and bring new products to market leveraging our swiss facility approved by SwissMedic, FDA and PMDA.

Website: www.microsphere.ch

onesource

OneSource Specialty Pharma is a pure-play specialty pharmaceutical CDMO. The company focuses on the development and manufacturing of complex pharmaceutical products including biologics, drug-device combinations, sterile injectables, and oral technologies (soft gelatine capsules). It has five state-of-the-art manufacturing facilities approved by global regulatory authorities and a dedicated team of over 1,300 professionals. OneSource with its development capabilities, industry leading manufacturing capacities, and strong compliance track record, has won trust of global pharmaceutical companies seeking efficient, end[1]to-end solutions.

Website: www.onesourcecdmo.com

Pfizer CentreOne

At Pfizer CentreOne we help maximize your product's potential and reach patients faster. Providing premium commercial manufacturing for your oral solids, sterile injectables and biologic drug products, we aim to be a reliable extension of your network where you gain access to Pfizer's technical experts. We help provide you with cutting-edge process optimization, scalable commercial manufacturing solutions and secure supply chains. Powered by Pfizer, we spent decades earning an uncompromising reputation for quality that we'll dedicate to the lightspeed delivery of your project. At Pfizer CentreOne, we are ready to help you build your lasting legacy, because for patients, time is life.

Website: pfizercentreone.com

PSM Your Pharma CDMO for Aseptic Fill & Finish Services

PSM is a German End-to-End CDMO specializing in aseptic fill & finish of small molecules and biological products. Equipped with technologies to process pre-fillable syringes, vials and cartridges for clinical phases and commercial products for up to 600 litres, PSM offers a great flexibility for different product and process requirements.

The PSM service portfolio includes in-house analytical services, scalable fill & finish solutions, manual and fully automated visual inspection and secondary packaging as well as GMP storage and transportation.

With the implementation of state-of-the-art technologies and processes at the new GMP site in Schiffweiler / Saarland, PSM already fulfills the latest requirements of the new EU GMP Annex 1.

Website: www.psm-saar.de

QUALITY ASSISTANCE Contract Research Organisation

Quality Assistance is a leading European CRO focused on analytical sciences for innovative drug development. Based in Belgium and GxP-certified, the company provides EMA- and FDA-compliant services from a fully integrated, single-site facility equipped with a comprehensive suite of state-of-the-art technologies. With over 40 years of experience and 270 professionals, it supports the development of complex modalities such as biologics, nanomedicines, mRNA, and cell and gene therapies. Having contributed to more than 1,000 drug candidates, Quality Assistance is now more than doubling its capacity with a new facility and internal Pharma Academy, while expanding internationally and remaining anchored in scientific excellence, regulatory reliability, and operational rigor.

Website: www.quality-assistance.com

Sharp

Sharp is a leader in commercial packaging, clinical services & sterile manufacturing. For 70+ years, we've provided solutions to pharma & biotech clients from preclinical through to commercial launch & lifecycle management. With facilities in the United States, United Kingdom, Belgium & the Netherlands and 30+ clinical depots globally, covering every region of the world, our experience is your strength. Our full complement of integrated services includes R&D, clinical manufacturing, sterile development & fill/finish services, primary & secondary packaging of investigational & commercial product, package design, serialization, storage, distribution and clinical RTSM.

Website: www.sharpservices.com

TERUMO MEDICAL CARE SOLUTIONS

As Part of Terumo Medical Care Solutions, the Pharmaceutical Solutions Division develops patient-oriented parenteral delivery solutions for therapeutic performance and safety.

Globally trusted for quality and precision, we offer pharmaceutical and medical device manufacturers around the world comprehensive product design and development services.

We have decades of experience collaborating with pharmaceutical companies from the earliest phases of drug development to product commercialization to optimize critical aspects of parenteral drug delivery.

Innovation and creativity are central to our value proposition. Our expert teams lead the industry in developing and manufacturing advanced, high-performing infusion and injection technologies, including CDMO services for all parenteral applications.

We listen. We question. We deliver.

Website: www.terumo.com

STA Part of WuXi AppTec

WuXi STA, part of WuXi AppTec, Inc., is an industry-leading, integrated pharmaceutical technology and capability platform, serving the life sciences industry with operations across North America, Europe, and Asia.

As an innovative Contract Research, Development and Manufacturing Organization (CRDMO), we provide efficient, flexible, high-quality solutions for our partners worldwide – from discovery to development and commercial supply of all synthetic modalities, including small molecules (WuXi STA), and oligonucleotides, peptides, and related conjugates (WuXi TIDES).

Website: www.chemistry.wuxiapptec.com

Pharma Contract Manufacturing

Who should Attend?

Who Will You Meet at the Pharma Contract Manufacturing Conference?

PCM 2026 will gather a diverse and influential group of industry-leading CMOs and pharmaceutical senior professionals responsible for external manufacturing, quality assurance, and sourcing.

Our Audience in Brief:

- **Director of External Manufacturing**

  Experienced leaders in pharmaceutical manufacturing, responsible for overseeing partnerships with contract manufacturers to ensure efficient, scalable, and compliant production. They focus on optimising external manufacturing operations, managing supplier relationships, and driving innovation in outsourced production strategies.

- **Head of External Quality**

  Seasoned quality assurance professionals specialising in external suppliers and contract manufacturers. They ensure that all outsourced processes meet rigorous regulatory standards, maintain product integrity, and uphold global compliance requirements.

- **Head of External Sourcing**

  Strategic procurement and sourcing leaders focused on identifying, negotiating, and managing partnerships with external suppliers. They drive cost-efficiency, supply chain resilience, and supplier performance, while aligning sourcing strategies with corporate objectives and regulatory expectations.

Previous Community Members include:

ACG PHARMA · ADAMED PHARMA · ARECOR · BMS · bmsr · bioeq · Boehringer Ingelheim · CX Therapeutics · Daiichi Sankyo · EW·LINK PHARMA · Roche · GILEAD · GRUNENTHAL · Hans Biopharma · Hanns BIOPHARMA · Incyte · insmed INCORPORATED · MERCK · NHS · NOVARTIS · SANDOZ · Takeda · teva

2024 attendees

ACG Pharma
Adamed Pharma
Arecor
BMS
Bayer
Bioeq
Boehringer Ingelheim
CX Therapeutics
Daiichi Sankyo
Elanco
Euro-Link Pharma
Roche
Gilead Science
Grunenthal
Hans Biopharma
Incyte
Insmed Incorporated
J&J
Linneo Health
Merck
NEC Bio Therapeutics
NHS
Novartis
Orion
UCB
Sandoz
Takeda
Teva

Pharma Contract Manufacturing

Main Conference: 24-25th March 2026
Pre Workshop Day: 23 March 2026
Location: Mercure Hotel MOA Berlin

Pharma iQ
a division of IQPC

PRICING AND REGISTRATION INFORMATION

PASS INCLUDES:

- Access to main conference days
- Networking with your peers during the drinks reception and breaks
- Access to conference presentations

PACKAGE OPTIONS FOR ALL ATTENDEES

EARLY BIRD OFFER 1 Register & Pay By 14th November 2025	€1499+VAT (SAVE €1300)
EARLY BIRD OFFER 2 Register & Pay By 12th December 2025	€1799+VAT (SAVE €1000)
EARLY BIRD OFFER 3 Register & Pay By 17th January 2025	€2099+VAT (SAVE €700)
EARLY BIRD OFFER 4 Register & Pay By 13th February 2025	€2399+VAT (SAVE €400)
EARLY BIRD OFFER 5 Register & Pay By 27th February 2025	€2499+VAT (SAVE €300)
Standard Price	€2,799 +VAT

BRANDED DELEGATE PASS

- Access to networking facilities on the event APP (exchanging business cards and messaging)
- Access to the delegate names & company on the APP
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- Opportunity to have a product placement in the exhibition hall (pull-up banner)

€6,000 +VAT

*To qualify for early booking discounts, payment must be received by the early booking deadline

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ACCOMMODATION AND VENUE

Mercure Hotel MOA Berlin
Stephanstraße 41
10559 Berlin,
Germany

Travel and accommodation are not included in the registration fee.

For updates on the venue and accommodation information, please visit:
https://www.pharma-iq.com/events-pharmacontractmanufacturing/venue

GROUP DISCOUNTS

IQPC recognises the value of learning in teams.

- Groups of 3 or more booking at the same time from the same company receive a 10% discount.
- 5 or more receive a 15% discount.
- 7 receive a 20% discount.

Only one discount available per person. Team discounts are not applicable in conjunction with another discount.