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4th CAPEX BASEL SUMMIT

2 - 3 December 2025 | Basel Switzerland

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The Leading European Platform for Capital Project Leaders in Pharma and Biotech

Join the **4th CapEx Basel Summit** – the leading dedicated forum in Europe where capital project leaders from across the pharmaceutical and biotech landscape come together to shape the future of manufacturing, R&D, and supply chain infrastructure.

Whether you're building new sites, expanding capacity, or future-proofing existing assets, this summit brings together the voices behind the most strategic CapEx decisions across the industry. From engineering and operations to digital transformation and procurement, you'll find a cross-functional community united by one goal: delivering smarter, faster, and more resilient capital projects.

You'll gain exclusive access to insights that will:

- **Future-Proof Your Facility Strategy** – Learn from real-world case studies and global project leaders on designing flexible, scalable, and compliant facilities that align with evolving therapeutic and technology landscapes.
- **Unlock the Power of Digitization** – Explore how AI, automation, and integrated digital tools are revolutionizing CapEx planning, execution, and lifecycle management.
- **Strengthen Execution in a Complex Environment** – Discover best practices in navigating geopolitical risks, supply chain disruptions, and regulatory requirements while delivering capital projects on time and on budget.

With 30+ speakers leading major investments in biotech and pharma infrastructure, this is your opportunity to benchmark with the best, learn from what's worked (and what hasn't), and return with actionable strategies to elevate your CapEx outcomes.

Don't miss the leading European event built specifically for CapEx leaders driving the next generation of pharma and biotech infrastructure.



What will be discussed??



Key Topics:

- 📌 **Stakeholder Alignment in Complex Pharma CapEx Projects**
- 📌 **Digitalizing the CapEx Lifecycle End-to-End**
- 📌 **Smart Facility Design for Emerging Biotech**
- 📌 **Next-Gen CapEx & OpEx Management – Leveraging Stage Gates, Life Cycle Costing & AI**
- 📌 **Strategic Procurement in a Disrupted World**
- 📌 **The Future of Pharma CapEx in the Age of AI, Personalized Medicine, and Green Industry**

Key Features:

- 📌 **Expert-Led Keynotes:** Gain first-hand insights from capital project pioneers, engineering heads, and investment strategists. Explore the latest thinking on facility design, digital transformation, and global CapEx alignment to future-proof your capital investments.
- 📌 **Interactive Panel Discussions:** Join dynamic conversations featuring voices from pharma, biotech, and technology leaders. Ask questions live and exchange perspectives on today's most urgent capital project challenges—from regulatory shifts to portfolio-driven innovation.
- 📌 **Practical Case Studies:** Explore in-depth, real-world project examples showcasing how companies are navigating complexity in CapEx planning, construction, compliance, and scale-up. Walk away with proven strategies you can apply immediately.
- 📌 **Roundtables:** Engage in focused peer-to-peer discussions on niche topics in an open, collaborative setting. Exchange ideas, troubleshoot shared challenges, and benchmark your CapEx approach with fellow project leaders.

Why Attend?

- 📌 **Future-Proof Your CapEx Strategy**
Discover how leading organizations are transforming capital investment planning to align with evolving business priorities, regulatory demands, and technological disruption.
- 📌 **Stay Ahead of Industry Shifts**
Explore how AI, automation, and digital tools are revolutionizing CapEx decision-making, project tracking, and lifecycle management—giving you the edge in a competitive landscape.
- 📌 **Maximize Impact and Efficiency**
Gain practical strategies to optimize capital allocation, streamline governance, and improve cross-functional alignment across engineering, finance, and operations teams.
- 📌 **Build Powerful Connections**
Network with capital project leaders, procurement strategists, and digital transformation experts shaping the future of pharma and biotech infrastructure.

Industry **Pioneers** Attending From



GSK  **Pfizer** *Lilly*  **MERCK**  **Roche** **sanofi** *AstraZeneca* 

 **Bristol Myers Squibb**  **NOVARTIS** **abbvie**  **Boehringer Ingelheim** **Johnson&Johnson**

AMGEN  **VERTEX**  **Genmab**  **GILEAD**  **Takeda**  **novo nordisk**

 **BAYER** **teva**  **Biogen**  **Daiichi-Sankyo** **CSL**  **Otsuka**  **Adaptimmune**

 **Mylan**  **astellas**  **VIATRIS** **SANDOZ** **BIONTECH** **moderna**

Confirmed Speakers



FLUOR

Anand Nicodemus
Global Director &
Fellow – Lean Design &
Construction
Fluor



**Andrea Valdés
Millen**
Head of Project Excellence
UCB



Lonza

Blerim Skhodra
Sr. Director – Head of
Capital Procurement EAME
Lonza



BIO MED

Cedric Berger
President
BioMedima



Sumitomo
Pharma

Christian Berlini
Senior Director Validation
Sumitomo Pharma



Lonza

Christian Seutin
Drug Product Operations
Growth Projects Head
Lonza



exyte

Christina Fuetting
Project Director
Exyte Group



SERVIER

Dean Lawrie
Engineering Excellence Director
Servier



CSL Behring

Dirk Raubald
Senior Director Maintenance,
Facilities and Utilities
CSL Behring



Boehringer
Ingelheim

Elena Onopriyenko
Global Head of CAPEX Project
Management
Boehringer Ingelheim



Roche

David Grennan
Head of Capex Business
Services and Ad Interim Capex
Portfolio Manager
Roche



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Finbarr Kelly
Senior Project Director
Fluor



INCONCERTO

Francois Abiven
CEO
Inconcerto



CUREVAC

Ingrid Mueller
VP Portfolio Strategy &
Execution
CureVac



FLUOR

Jayne Nichols
Director / Coach – Lean Design
and Construction
Fluor



Kelly Keen

Kelly Keen
Consultant
Kelly Keen



CSL

Majid El Azhar
Global Category Lead,
R&D Capital and Asset
Management / PSS
CSL



Boehringer
Ingelheim

Mario Guenther
Head of Peer Review and Value
Engineering
Boehringer Ingelheim



Lonza

Thiago Gomes de Lima
Global Capex Procurement
Director Construction,
Automation and Fit-out
Lonza

Conference Agenda

Day 0
1 DEC 2025

17:00 PRE-EVENT MEET & GREET

Kick off the experience with some drinks while taking advantage of early bird registration and the chance to connect with fellow delegates. As everyone starts arriving, this is the perfect opportunity to network, catch up with familiar faces, and meet new ones. Raise a glass, spark conversations, exchange handshakes, share smiles, and embrace the camaraderie—whether reconnecting with old friends or forming new bonds in the industry, everyone is warmly welcomed here!



Day 1
2 DEC 2025

8:25 CHAIRPERSON'S OPENING REMARK

8:30

FIRESIDE CHAT: CAPEX IN THE AI ERA – HOW NEW MODALITIES ARE RESHAPING FACILITIES

- Assessing the infrastructure needs of metabolic drugs, injectables, and AI-powered diagnostics.
- Best practices for building flexibility into new or existing facilities to support multiple platforms.
- How early project design and budgeting must adapt to market volatility and evolving therapeutic landscapes.
- Navigating the investment trade-offs between established and emerging modalities.
- Real-world examples of mega projects where initial scope had to flex due to poor early-stage stakeholder involvement.

David Grennan, Head of Capex Business Services and Ad Interim Capex Portfolio Manager, Roche

9:00

RESERVED SESSION

9:30

KEYNOTE: DESIGNING FOR INNOVATION: DELIVERING A FUTURE READY FACILITY THROUGH LEAN AND INTEGRATED PROJECT DELIVERY

- Accelerated delivery through integrated planning and execution
- Driving value through deep collaboration and technical expertise
- Motivating project partners to integrate seamlessly

Anand Nicodemus, Global Director & Fellow – Lean Design & Construction, Fluor

Jayne Nichols, Director / Coach – Lean Design and Construction, Fluor

Finbarr Kelly, Senior Project Director, Fluor

10:00 NETWORKING BREAK

10:30

CASE STUDY: STAGE GATES IN PRACTICE – WHAT SHOULD ACTUALLY TRIGGER GO/NO-GO?

- Redefining gate criteria beyond cost and timelines.
- Early warning signals that should flag reconsideration or pause.
- Managing the politics and stakeholder expectations around gate decisions.

Mario Guenther, Head of Peer Review and Value Engineering, Boehringer Ingelheim

11:00

RESERVED SESSION

11:30

PANEL: CAPITAL ALLOCATION IN UNCERTAIN MARKETS – ALIGNING THE ASK WITH STRATEGY

- Scenario planning, benchmarking, and board communication.
- Greenlighting, pausing, or re-scoping in volatile environments.
- How to fix a misaligned CapEx request before it's too late.

Ingrid Mueller, VP Portfolio Strategy & Execution, CureVac

12:00

RESERVED SESSION

Conference Agenda

Day 1
2 DEC 2025

12:30

PANEL: STRATEGIC PROCUREMENT AS A VALUE LEVER – BEYOND COST SAVINGS

- Procurement's evolving role in CapEx portfolio strategy.
- Securing innovation and resilience through supplier partnerships.
- Procurement's role in shaping ESG, risk, and lifecycle thinking.

Thiago Gomes de Lima, *Global Capex Procurement Director Construction, Automation and Fit-out, Lonza*

Ingrid Mueller, *VP Portfolio Strategy & Execution, CureVac*

13:00 NETWORKING LUNCH

14:00

WORKSHOP

DESIGNING FOR INNOVATION: STEERING TO TARGET COST WITH LEAN INTEGRATED PROJECT DELIVERY.

Key points:

- How to steer the design towards targets including cost with multiple project partners?
- Find the right balance between innovation and cost
- Value Engineering as part of the process
- Predictable execution with minimal backtracking

Anand Nicodemus, *Global Director & Fellow – Lean Design & Construction, Fluor*

Jayne Nichols, *Director / Coach – Lean Design and Construction, Fluor*

16:00 NETWORKING COFFEE BREAK

16:30

ROUNDTABLE DISCUSSIONS

Roundtable Discussions provide an interactive, informal setting where participants can engage in open discussions, raise their own challenges, and benchmark strategies with their peers. Each roundtable will be facilitated by a discussion leader who ensures the conversation stays focused and that everyone can contribute.

TABLE 1: SMART FACILITY DESIGN FOR EMERGING BIOTECH

- How to scale without overbuilding in early-phase development.
- Choosing modular, flexible tech stacks that won't become obsolete.
- Managing CapEx constraints while preserving future upgrade paths.

TABLE 2: VALUE ENGINEERING IN THE FACE OF INFLATION AND BUDGET PRESSURE

- Identifying high-impact cost savings without compromising compliance or flexibility.
- When and how to engage in re-scoping, redesign, or procurement changes.
- Integrating value engineering earlier in the CapEx lifecycle.

Dean Lawrie, *Engineering Excellence Director, Servier*

TABLE 4: ROBOTICS IN PHARMA MANUFACTURING – AUTOMATION IN CLEANROOM ENVIRONMENTS

- Evaluating the ROI and technical challenges of deploying robotics in sterile and GMP zones.
- Reducing human error and increasing uptime with precision automation.
- Lessons learned from CGT, mRNA, and high-throughput drug production use cases.

TABLE 5: BUILDING AN AI R&D CENTER

- Designing future-ready R&D environments for AI, data science, and digital health integration.
- Capital planning aligned with long-term research and therapeutic focus areas.
- Navigating institutional collaboration.

17:00 CHAIRPERSON'S CLOSING REMARK & END OF DAY 1

8:25 CHAIRPERSON'S OPENING REMARK

8:30

KEYNOTE: STAKEHOLDER ALIGNMENT IN COMPLEX PHARMA CAPEX PROJECTS – NAVIGATING INTERESTS ACROSS FUNCTIONS, GEOGRAPHIES, AND VENDORS

- Building trust and collaboration among finance, engineering, regulatory, and commercial leaders
- Techniques for managing global-local tension in investment decisions
- Proactive engagement of external partners and regulators in CapEx strategy

9:00

RESERVED SESSION

9:30

PANEL: CDMOS, BIOTECH, AND BIG PHARMA – BUILDING AGILE PARTNERSHIPS TO DELIVER COMPLEX PROJECTS

- Align incentives, timelines, and quality through effective partnership structures.
- Foster clear communication and shared accountability in multi-party collaborations.
- Use early-stage alignment techniques to reduce downstream project risks.
- Showcase high-trust partnerships driving speed, flexibility, and innovation.
- Highlight large-scale projects where external benchmarking informed partnership models and scope.

Christian Berli*ni*, Senior Director Validation, **Sumitomo Pharma**

Ingrid Mueller, VP Portfolio Strategy & Execution, **CureVac**

10:00 NETWORKING BREAK

10:30

CASE STUDY: DIGITAL TWINS AND VIRTUAL REALITY IN CONCEPTUAL DESIGN AND ASSET MANAGEMENT

Francois Abiven, CEO, **Inconcerto**

11:00

RESERVED SESSION

11:30

CASE STUDY: FUNDING IT RIGHT THE FIRST TIME – STAGE GATE STRATEGY FOR BIG-TICKET CAPEX

- Best practices for funding requests: What data and justification are required at each gate.
- Building a business case: Involving strategy teams from Day 1 to align expectations and financial logic.
- Avoiding budget pitfalls: How under-asking leads to costly corrections—and how to prevent it.
- Stakeholder alignment: Bridging gaps between engineering, finance, and executive leadership.
- Lessons learned: Templates, governance structures, and approval processes that worked (and didn't).

Andrea Valdés Millen, Head of Project Excellence, **UCB**

12:00

PANEL: CAPEX LESSONS FROM THE FRONT LINES – WHAT WE'D DO DIFFERENTLY

- First-hand insights into costly missteps and how they were recovered.
- Building a learning culture that captures and applies past project lessons.
- Tools and behaviors that lead to consistently successful delivery outcomes.

Christina Fuetting, Project Director, **Exyte Group**

Dirk Raubald, Senior Director Maintenance, Facilities and Utilities, **CSL Behring**

Blerim Skhodra, Sr. Director – Head of Capital Procurement EAME, **Lonza**

12:30 NETWORKING LUNCH

13:30

CASE STUDY: DIGITAL TWIN DEPLOYMENT – A STRATEGIC LEVER FOR PREDICTIVE CAPEX EXECUTION

- Refined to emphasize cross-functional alignment and ROI.
- How Digital Twins impacted scope alignment, budgeting, and execution.
- Real-time data and simulation tools that supported corporate-level decisions.

Kelly Keen, Consultant, **KellyKeen**

Conference Agenda

Day 2
3 DEC 2025

14:00

RESERVED SESSION

14:30

KEYNOTE: TURNING INVESTMENTS INTO IMPACT OR UNLOCK UNSEEN VALUE

Blerim Skhodra, Sr. Director – Head of Capital Procurement EAME, Lonza

15:00

CASE STUDY: TECH TRANSFER AND FACILITY READINESS

- Aligning tech transfer timelines with facility qualification and startup.
- Designing spaces and systems to support smooth scale-up and transfer.
- Avoiding the common disconnects between R&D, MSAT, and site engineering.

Christian Seutin, Drug Product Operations Growth Projects Head, Lonza

15:30

PANEL: DIGITAL TOOLS YOU WISH YOU IMPLEMENTED EARLIER – STRATEGIC TECH ENABLERS FOR CAPEX

- What digital tools changed decision-making, traceability, and ROI.
- Lessons from delayed or failed implementations.
- Aligning tool maturity with organizational readiness.

Cedric Berger, President, BioMedima

16:00 NETWORKING BREAK

16:30

ROUNDTABLE DISCUSSIONS

Roundtable Discussions provide an interactive, informal setting where participants can engage in open discussions, raise their own challenges, and benchmark strategies with their peers. Each roundtable will be facilitated by a discussion leader who ensures the conversation stays focused and that everyone can contribute.

TABLE 1: CAPEX RISK MANAGEMENT IN A VOLATILE WORLD

- Political risk, inflation, FX, and supply shocks
- When to pause, pivot, or double-down
- Communicating risk tolerance with executive stakeholders

TABLE 2: DIGITIZING CAPEX GOVERNANCE – WHERE TO START, WHAT TO SKIP

- What to digitize first (and why)
- Governance templates vs bespoke processes
- How to scale from pilots to full rollout

Cedric Berger, President, BioMedima

TABLE 3: CROSS-BORDER CAPEX EXECUTION

- Navigating regulatory, labor, and permitting differences across jurisdictions.
- Coordinating global and local teams to avoid misalignment and delay.
- Balancing standardization with region-specific customization.

Elena Onopriyenko, Global Head of CAPEX Project Management, Boehringer Ingelheim

TABLE 4: LEAN AND INTEGRATED PROJECT DELIVERY TO TRANSFORM CAPITAL PROJECT EXECUTION

Jayne Nichols, Director / Coach – Lean Design and Construction, Fluor

17:00 CLOSING REMARK AND END OF CONFERENCE

Our **Valued Partners**, Past and Present



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Speaking:

Attending & Sponsoring:



Jenn See

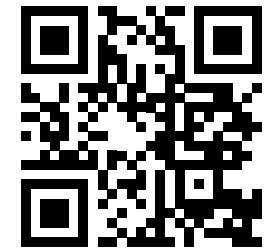
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