



Updated: 1 December, 2025  
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please download agenda  
on conference website

# 4<sup>th</sup> CAPEX BASEL SUMMIT

2 - 3 December 2025 | Basel, Switzerland

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# Dear Colleague

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

Join the **4<sup>th</sup> 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** *Lilly* **MERCK** **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



**Alberto Reinders**

Head of PMO  
VTU Group



**Anand Nicodemus**

Global Director & Fellow – Lean  
Design & Construction  
Fluor



**Andrea Valdés Millen**

Head of Project Excellence  
UCB



**Blerim Skhodra**

Sr. Director – Head of Capital  
Procurement EAME  
Lonza



**Cedric Berger**

President  
BioMedima



**Christian Berlini**

Senior Director Validation  
Sumitomo Pharma



**Christian Seutin**

Drug Product Operations Growth  
Projects Head  
Lonza



**Christina Fueiting**

Project Director  
Exyte Group



**Dean Lawrie**

Engineering Excellence Director  
Servier



**Dirk Raubald**

Senior Director Maintenance, Facilities  
and Utilities  
CSL Behring



**Elena Onopriyenko**

Global Head of CAPEX Project  
Management  
Boehringer Ingelheim

# Confirmed Speakers



**David Grennan**

Head of Capex Business Services

**Roche**



**Finbarr Kelly**

Senior Project Director

**Fluor**



**Ingrid Mueller**

VP Portfolio Strategy & Execution

**CureVac**



**Jayne Nichols**

Director / Coach – Lean Design and Construction

**Fluor**



**Kelly Keen**

Consultant

**KellyKeen**



**Majid El Azhar**

Global Category Lead, R&D Capital and Asset Management / PSS, Global Commercial, R&D, Corporate Services Sourcing,

**CSL**



**Mario Guenther**

Head of Peer Review and Value Engineering

**Boehringer Ingelheim**



**Murray Gates**

CEO

**Westgate-Global**



**Osman M. AHMAD**

Sales Manager

**Zeta**



**Thomas Haltermann**

Head of Global Capex Chapter

**Roche Diagnostics**



**Yuliyana Manolova**

Head of Distribution and Clinical Trials Supply

**Zentiva**

# 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

## 8:55 CHAIRPERSON'S OPENING REMARK

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

## 9:00 MORNING ICE BREAKER

9:15

**KEYNOTE: AI IN CAPEX: A REAL-WORLD VIEW FROM INSIDE AN INVESTED ENTERPRISE.**

**David Grennan**, Head of Capex Business Services, Roche

9:45

**PRESENTATION: INTEGRATED ENGINEERING – GLOBAL DIGITAL COLLABORATION IN CAPEX PROJECTS**

Integrated Engineering enables seamless end-to-end collaboration across disciplines, ensuring efficiency and transparency in complex CAPEX projects. At ZETA, we harness global digital tools to connect teams, workflows, and data throughout the entire project lifecycle. By integrating engineering from design to execution, we deliver faster, smarter solutions for the most challenging industries.

**Osman M. AHMAD**, Sales Manager, Zeta

10:15

**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

## 10:45 NETWORKING BREAK

11:15

**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

11:45

**PRESENTATION: ACCELERATING BUILD PROGRAMS ON LIFE SCIENCES PROJECTS**

Imagine if you could commence internal fit out works prior to external cladding being installed, accelerating your build program by several weeks. This presentation will introduce a way this is now possible.

**Murray Gates**, CEO, Westgate-Global

## 12:15 NETWORKING LUNCH

13:15

## WORKSHOP 1 (13:15 – 15:15)

### 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*

## WORKSHOP 2 (13:15 – 14:30)

### PROJECT GOVERNANCE EXCELLENCE: STRENGTHENING CAPEX PROJECT GOVERNANCE FOR PREDICTABLE, HIGH-QUALITY DELIVERY

This workshop breaks down the key structures and decision habits behind effective CapEx project governance—and show how AI can make them work better. We'll look at how AI sharpens roles and accountability, brings objective, data-backed gate criteria for faster decisions, and gives early warnings on risks so teams can course-correct.

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

(14:30 – 15:15)

### ROUNDTABLE DISCUSSION A: 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*

15:15 NETWORKING COFFEE BREAK

15:45

### FIRESIDE CHAT: 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.

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

### ROUNDTABLE DISCUSSION B: BUILDING TRUST WITH INTERNAL STAKEHOLDERS – ENGINEERING, FINANCE, QUALITY & OPS

- Overcoming misalignment across Engineering, Finance, Quality, and Operations during key project decisions
- Establishing transparent communication rhythms that prevent late-stage surprises
- Building shared ownership and trust to strengthen governance, speed, and execution quality

**Christian Seutin**, *Drug Product Operations Growth Projects Head, Lonza*

16:15

### 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: 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 2: 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 3: SMART FACILITY DESIGN IN EMERGING BIOTECH

**David Grennan**, *Head of Capex Business Services, Roche*

#### TABLE 4: ROBOTICS AND PRODUCTIVITY/EFFICIENCIES IN THE LAB SPACE

**Majid El Azhar**, *Global Category Lead, R&D Capital and Asset Management / PSS, Global Commercial, R&D, Corporate Services Sourcing, CSL*

16:55 CHAIRPERSON'S CLOSING REMARK

17:00 NETWORKING COCKTAIL RECEPTION

Sponsored by Why Summits

## 9:00 CHAIRPERSON'S OPENING REMARK

**Yuliyana Manolova**, Head of Distribution and Clinical Trials Supply, Zentiva

## 9:10 MORNING ICE BREAKER

## 9:30

### **FIRESIDE CHAT: LOCAL STRENGTH, GLOBAL SUCCESS: ENGAGING SITE ORGANIZATIONS IN MAJOR PROJECT DELIVERY**

#### **Theme:**

- Integrating local operational teams into CAPEX project planning and execution.
- Avoiding the "HQ vs. site" disconnect in global rollouts.

#### **Key Questions:**

1. How can project leaders ensure site-level input genuinely shapes global project plans?
2. What are the common pitfalls when HQ and site priorities clash — and how do you overcome them?
3. How do you build a culture of shared ownership between corporate and local teams?

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

## 10:00

### **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 Berlini**, Senior Director Validation, Sumitomo Pharma

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

**Christian Seutin**, Drug Product Operations Growth Projects Head, Lonza

## 10:40 NETWORKING BREAK

## 11:10

### **CASE STUDY: 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

## 11:40

### **CASE STUDY: UNLOCKING AI-ENABLED GOVERNANCE: TRANSFORM PROJECT GATE DECISIONS WITH PREDICTIVE ANALYTICS**

- From Ideation to Close-out: Digitalizing Capital Project Governance.
- Building a Data-Enabled Culture for Automated Workflows.
- AI Use Cases: Governance as an Accelerator, Not a Gatekeeper.
- Best Practices for Scaling AI Governance Tools in Pharma and Biotech CapEx Projects.
- Case Study – Proactive Risk Management: Predicting Project Failure Before Kick-Off.

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

## 12:10

### **CASE STUDY: THE FUTURE OF DIGITAL TWINS**

- How the DT revolution is going to happen
- Leading Software solutions
- How these new technologies are going to change project execution

**Kelly Keen**, Consultant, KellyKeen

## 12:40 NETWORKING LUNCH

## 13:40

### **KEYNOTE: TURNING INVESTMENTS INTO IMPACT OR UNLOCK UNSEEN VALUE**

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

## 14:10

### **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.

**Alberto Reinders**, Head of PMO, VTU Group (Moderator)

**Christina Fueting**, Project Director, Exyte Group

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

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

14:50

## 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*

15:20

## PRESENTATION: 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*

15:50 NETWORKING BREAK

16:20

## 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 WORKFORCE CHALLENGES – SKILLS, TALENT GAPS & FUTURE COMPETENCIES

**Christina Fueting**, *Project Director, Exyte Group*

### TABLE 2: LEAN AND INTEGRATED PROJECT DELIVERY TO TRANSFORM CAPITAL PROJECT EXECUTION

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

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

### TABLE 3: ESG IN CAPEX – MAKING SUSTAINABILITY PRACTICAL AND NOT JUST ASPIRATIONAL

**Thomas Haltermann**, *Head of Global Capex Chapter, Roche Diagnostics*

### TABLE 4: HOW TO GET BUSINESS STAKEHOLDER BUY IN TO INVEST IN DIGITAL TWIN TECHNOLOGY

**Kelly Keen**, *Consultant, KellyKeen*

17:00 CLOSING REMARK AND END OF CONFERENCE

# Our Valued Partners, Past and Present



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## Speaking:

## Attending & Sponsoring:



**Jenn See**

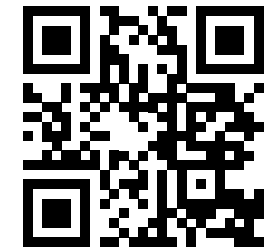
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**Srihari Kamban**

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