# Christian Seufert – Head of Advanced Synthesis & Member of the Executive Committee, Lonza



***The CDMO market is highly competitive … but we see considerable opportunities for continued growth***

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*Pharma companies are regionalising their supply chains and investing heavily in their own manufacturing, particularly in the US, but this has not reduced demand for outsourcing partners. That demand is being driven by double-digit growth in ADCs, biologics and cell and gene therapies, and by small molecules that now need more synthesis steps than a decade ago. Christian Seufert, head of Advanced Synthesis at Lonza, explains how the company's new integrated structure is set up to meet it, and where Lonza is adding capacity globally.*

**How has your international career shaped your approach to leadership, and what is the thinking behind Lonza's move towards a more integrated operating model?**

I spent 20 years at BASF before joining Lonza in July 2022. Throughout my career, I have worked across different businesses, cultures and regions, having lived in Hong Kong, Singapore, Australia and, on three separate occasions, the US before moving to Switzerland. I see myself as a bridge builder, and that experience has been valuable in my roles at Lonza.

Following Wolfgang Wienand's arrival as CEO in July 2024, we reviewed our vision, purpose and values and developed a strategy focused on creating a more integrated organisation. This led to the introduction of three integrated CDMO business platforms in April 2025. Integrated Biologics combines our mammalian biologics and drug product capabilities, while Specialized Modalities

covers cell and gene therapies, mRNA, microbial manufacturing and bioscience. The third platform, Advanced Synthesis, brings together our former Small Molecules division and Bioconjugates business. Lonza associates from the different business platforms and functions work collectively to provide our clients with a One Lonza experience and to best meet their needs.

In April 2025, I took over Advanced Synthesis as part of the implementation of our One Lonza strategy. Advanced Synthesis combines complementary expertise in complex chemistry and biology to support some of the most technically demanding areas of pharmaceutical manufacturing. These include antibody-drug conjugates (ADCs), other bioconjugates such as antibody-oligonucleotide conjugates (AOCs), and the highly potent payload linkers required to produce them. We also develop and manufacture complex small molecules, chemical intermediates and highly potent active pharmaceutical ingredients (HPAPIs). Bringing these capabilities together allows us to support customers through a more integrated approach to drug development and manufacturing.

**What opportunities are driving growth in Advanced Synthesis, and how do you see the competitive landscape for CDMOs evolving?**

All three of Lonza’s business platforms offer strong growth potential, and our ambition is to outperform the market and deliver strong organic growth over time. Advanced Synthesis operates in some of the fastest-growing areas of the pharmaceutical industry, notably ADCs and other bioconjugates. The global bioconjugation pharma market is growing 18 percent annually, driving demand for highly potent payloads and drug linkers. Alongside organic growth, we continue to explore acquisitions and licensing opportunities to strengthen our technology portfolio, broaden our geographical footprint and develop more integrated, end-to-end solutions for customers.

The CDMO market is highly competitive, with a growing number of providers, but we see considerable opportunities for continued growth. Pharmaceutical companies are particularly strong in developing new medicines, securing regulatory approvals and bringing therapies to market, while we complement these capabilities through specialised development and manufacturing services. For larger pharmaceutical companies, this means helping manage risks across their pipelines, while for biotechs and startups, we can provide the expertise, infrastructure and manufacturing capabilities needed to de-risk development activities. Lonza has a strong position in this market, supported by our global manufacturing footprint across the US, Europe and Asia Pacific, our broad range of modalities and our long-standing focus on science and innovation.

Having pioneered the CDMO model, we believe this combination allows us to support customers across a wide range of development and manufacturing needs.

The recent wave of investment in pharmaceutical manufacturing, particularly in the US, reflects a broader effort by governments and industry to build more resilient supply chains, and it has not come as a surprise to us. We believe greater investment in in-house manufacturing and growing demand for CDMOs go hand in hand, particularly as areas such as mammalian biologics, ADCs, CAR-T therapies, and viral vectors grow rapidly. Many customers also want multiple supply points and continue to work with outsourcing partners alongside their own facilities. These developments create room for both internal manufacturing and CDMO partnerships to grow, which is why we remain confident in the market's long-term prospects.

**How is the rise of China as a pharmaceutical innovation hub changing the industry, and what sets Lonza apart in an increasingly competitive CDMO segment?**

China has certainly emerged as an innovation powerhouse in the pharmaceutical industry, with approximately 30 percent of the global clinical pipeline for innovative drugs and therapies now originating there. This reflects not only the availability of scientific talent and capital, but also considerable progress in modernising its regulatory environment, with clinical trial approvals becoming much faster and historical backlogs significantly reduced. The speed of China's development may have been surprising, but its emergence as a major source of innovation is not. At the same time, governments and pharmaceutical companies are placing greater emphasis on building resilient supply chains, a trend that predates COVID-19 but has accelerated following the pandemic and earlier disruptions. I believe this will increasingly distinguish commercial manufacturing, which is likely to become more regionalised, particularly in the US and Europe, from clinical development, where speed and agility remain critical.

For Lonza, we have always been at the forefront of commercialising innovative modalities, whether through our cell and gene therapy operations in Houston or our bioconjugation capabilities in Switzerland. In bioconjugation alone, we have supported more than 70 programmes and manufactured over 1,400 batches under GMP standards since 2006, giving us extensive experience in bringing new therapies to commercial scale. The vast majority of our customers by number are biotechs and startups, while a significant proportion of our revenue comes from commercial manufacturing programmes. Maintaining a presence in clinical development is important, as it allows us to build a pipeline of programmes that can eventually progress to commercial production.

One way we differentiate ourselves is through our proprietary technology platforms, an approach we have followed for decades through our cell line development and expression technologies. The same principle applies to our bioconjugation and drug-linker toolbox for ADCs, which allows customers to access established technologies rather than having to develop every component themselves, helping accelerate their programmes while retaining opportunities to differentiate their therapies. We have always sought to move early into new modalities and develop technologies that can support researchers and drug developers. As a science-focused organisation, our aim is to bring these capabilities together with our development and manufacturing services, providing customers with more integrated, end-to-end solutions from clinical development through to commercial manufacturing.

**Where does the CDMO model offer the greatest value, and how does Lonza adapt its approach to customers at different stages of development, especially around risk mitigation?**

At the core of what we do as a CDMO is managing a portfolio of scientific programmes at different stages of development, bringing together the associated risks while ensuring that each customer receives the right support. The requirements vary considerably throughout the life cycle of a therapy. In the early preclinical and clinical stages, the emphasis is on speed, agility and scientific expertise, helping customers de-risk their programmes and reach the next development milestone. As programmes progress towards commercial manufacturing, the priorities shift towards quality, reliability, robust supply chains and the ability to manage ramp-ups and scale-ups. Our role is to maintain a balanced portfolio across these stages, support customers as their programmes advance and invest at the right time to ensure sufficient manufacturing capacity is available. I think this ability to manage risk across a diverse portfolio, while responding to the different needs of our customers, is fundamental to the CDMO business model.

**What challenges does Europe face in attracting pharmaceutical manufacturing investment, and how do these influence Lonza’s geographical priorities?**

I think we are at a pivotal moment, particularly for Europe, as China, India and South Korea have developed rapidly into highly competitive alternatives for manufacturing investment. These economies have benefited from strong talent pools and, importantly, greater speed in their regulatory and administrative processes. Europe certainly has the talent to compete, but the

biggest opportunity is speed and cost – to make it faster, less costly and more predictable to invest in and expand advanced manufacturing facilities. Efficient approval processes would help companies bring new capacity online more quickly while maintaining the quality, safety and environmental standards that are essential to our industry.

At Lonza, we take a balanced approach to investment decisions based on our customers' needs and the conditions in each market. We continue to invest in Switzerland, our home market, while also expanding our presence in the US and in lower-cost locations. As a global organisation, we need to consider the relative strengths of different locations and ensure that our investments support both our customers' requirements and the long-term development of our business.

**Looking ahead, which strategic priorities will shape the next phase of Advanced Synthesis, and what do you want to achieve for Lonza's customers?**

Since the creation of Advanced Synthesis, we have strengthened our core business, focusing on areas where we can outperform the market and meet our customers' needs. These include complex small molecules, HPAPIs, drug linkers, ADCs and other bioconjugates. We have made several portfolio decisions, including exiting certain non-core activities, to sharpen that focus. At the same time, we are growing our core business organically, building on our track record of investing in new manufacturing capacity and bringing it successfully into operation. This includes our announced expansions in payload-linker manufacturing and bioconjugation at Visp, Switzerland, with further projects in the pipeline.

An important part of this strategy is strengthening our integrated offering, particularly in ADCs, where we can draw on capabilities across Lonza's business platforms. These extend from mammalian manufacturing to produce the antibodies, through payload-linker manufacturing and bioconjugation, to drug product manufacturing, supported by our investments in ADC filling capacity in Stein, Switzerland. Bringing these capabilities together allows us to support customers across the entire manufacturing process, from the individual components to the finished medicine.

Ultimately, our mission at Lonza is to make the medicines of tomorrow. Our ambition is to build on these capabilities, strengthen our partnerships and give customers the confidence to advance promising scientific programmes through development and into medicines that reach patients.

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