

enabling new business

 SWITZERLAND
GLOBAL
ENTERPRISE

Efficiency in Investment Promotion

INVESTMENT SUMMIT 2017



DANIEL KÜNG
CEO

S-GE

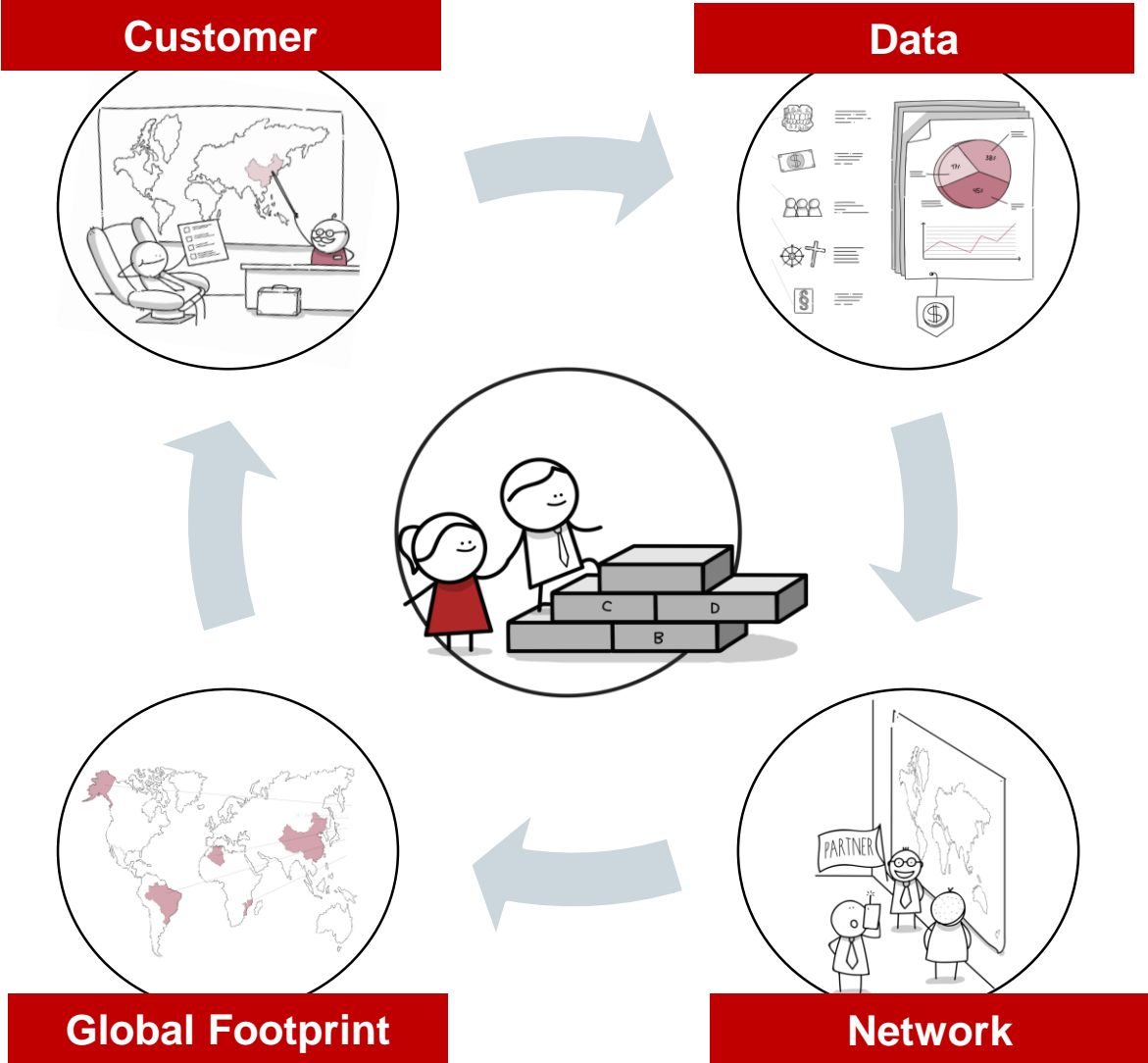


Investment Promotion 2012 - 2016



Jobs	Investments	Tax revenue
<p>First year/operation 4'957 Jobs</p> <p>Third year/operation 14'796 Jobs</p>	<p>?</p>	<p>CHF 440 Mio. in 5 years</p>

S-GE Corporate Strategy 2017 - 2021

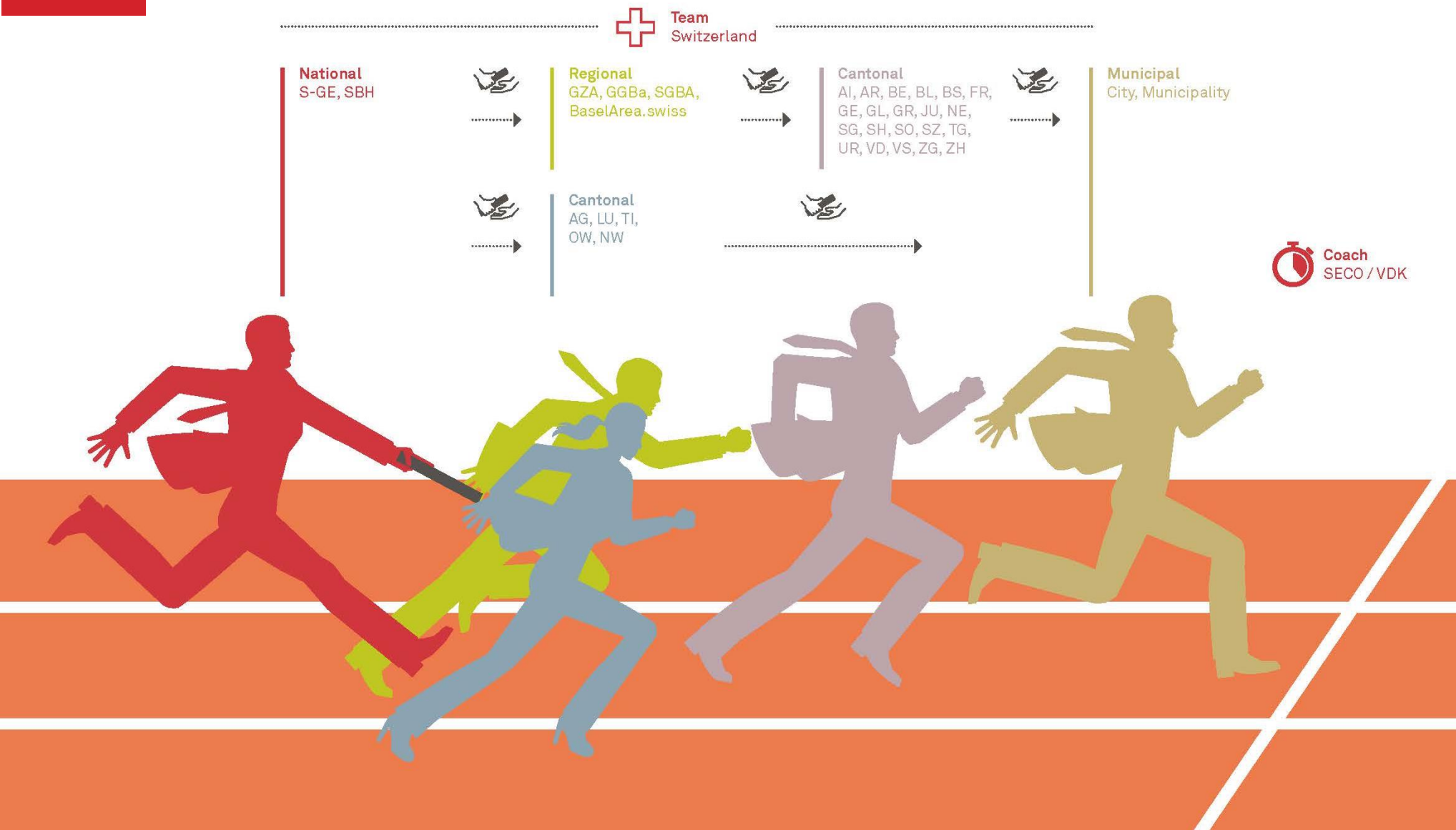


**PATRIK
WERMELINGER
HEAD OF IP**

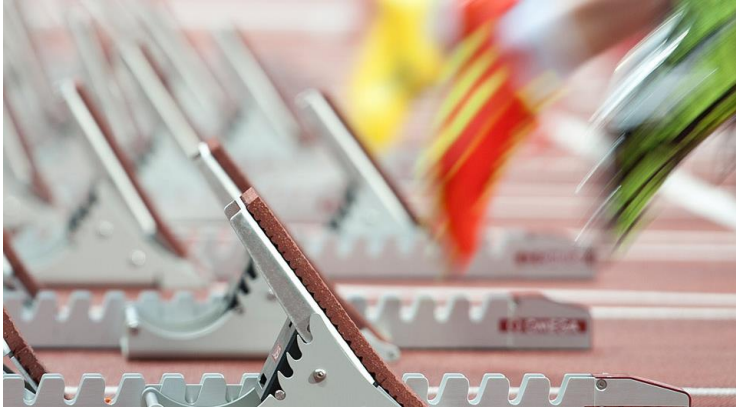
S-GE



Switzerland's 4x100 Investment Promotion Team



Key elements to win



PHYSICAL AND MENTAL
READINESS



TIME



HANDOVER

Enabling efficiency



INVESTOR'S
FEEDBACK



FEEDBACK OF THE
CANTONS



FURTHER FEEDBACKS
NEW KPI'S

We need



PASSION



CLEAR ROLES



ONE TEAM

**RAJEEV
SURANA
MANAGING
PARTNER**

2S CONSULTING



**RALPH
MOUCHBAHANI
COACH
&
4X100 WOMEN
RELAY SWISS**





Lunch Break



WORKSHOPS



Workshop	Room, Time	Experts
<p>Medtech</p> <p>Moderation: Hans Jegge</p>	<p>Nord 1, 14-16h</p>	<p>Shayesteh Fürst-Ladani CEO, SFL Services</p> <p>Jürg Zürcher Partner, Ernst & Young AG</p>
<p>Fintech</p> <p>Moderation: Fabienne Schneider</p>	<p>Süd 4, 14-16h</p>	<p>Roland Rüttimann Managing Director, CB Financial Services AG</p> <p>Fred Bürki Advocate, State Secretariat for International Financial Matters SIF</p>
<p>Automation</p> <p>Moderation: Liv Minder</p>	<p>Süd 3, 14-16h</p>	<p>Clara-Ann Gordon Partner, Niederer, Kraft & Frei</p> <p>Matthias Bosshardt Partner, KPMG Switzerland</p>

PIERRE CALOZ
SENIOR VP &
GENERAL
MANAGER

CSL BEHRING AG



WHY SWITZERLAND?

Pierre Caloz
Senior Vice President & General Manager
CSL Behring AG

INVESTMENT SUMMIT 2017
16 May 2017

Contents

- Why Switzerland – why not?
- Criteria
- 2 Case Studies

Why Switzerland – why not?



Decision Criteria



rational - functional



irrational - emotional



quantitative



qualitative

- Cost
- Taxes
- Business case
- Methodology

- Certainty vs uncertainty
- political issues:
 - USRIII, MEI (%)

- Workforce
- Expertise
- Know-how
- Training/education

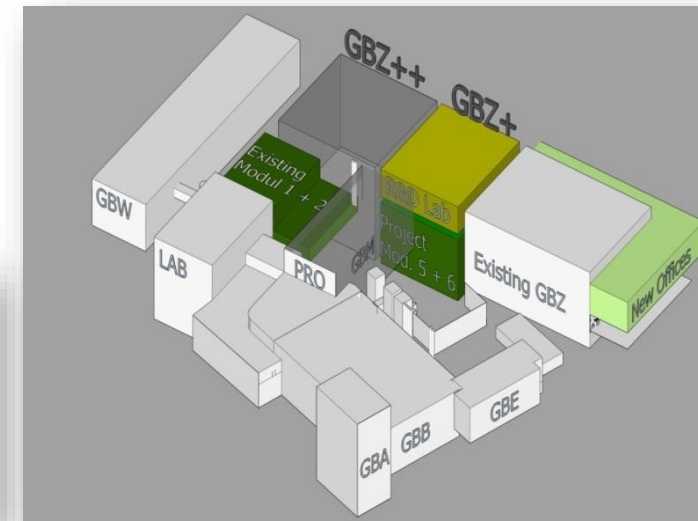
- Emotional intelligence/value
- Social competencies/skills
- Team work
- Influencing
- Makes me feel good

2 Case Studies



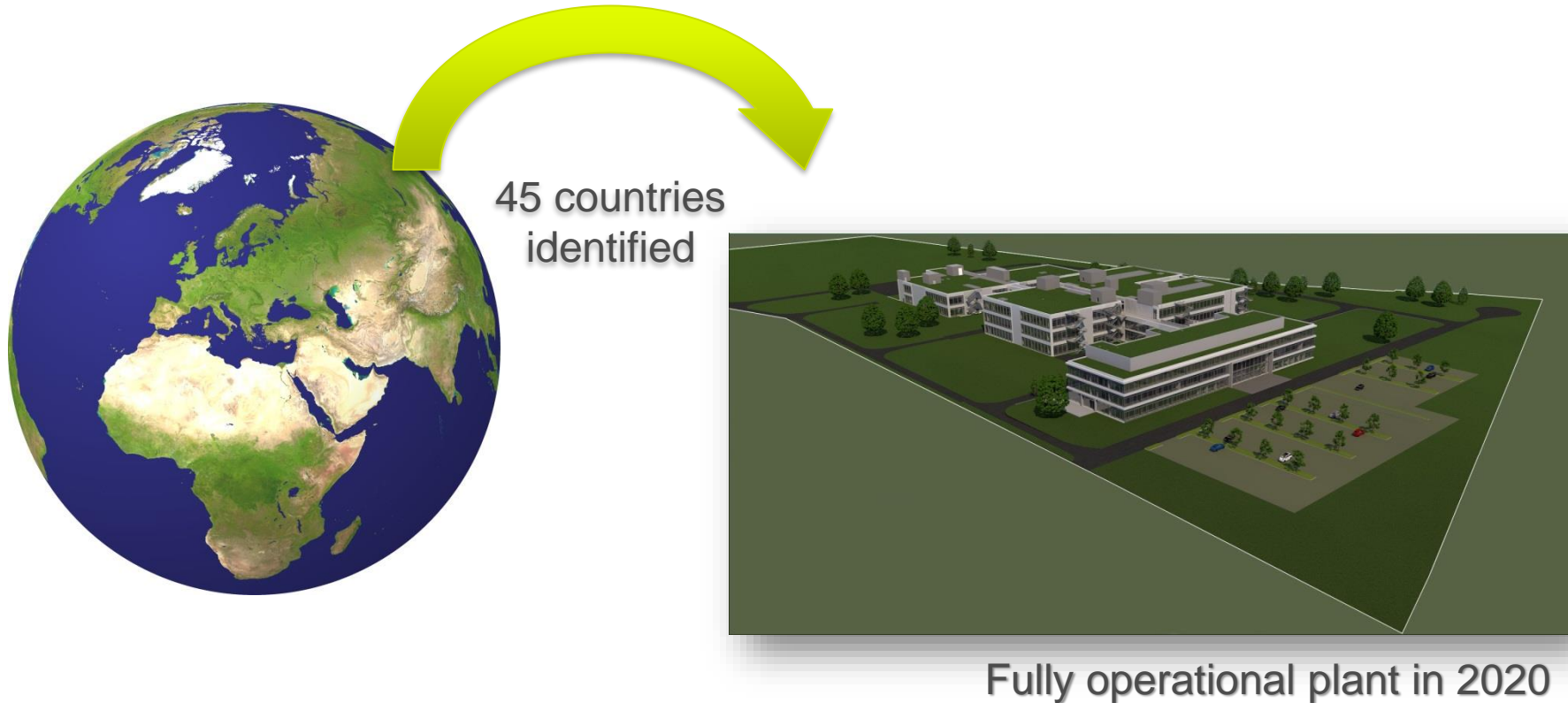
Why Switzerland?

1. New plant of CSL Behring in Lengnau/BE
2. Additional facility for existing product of CSL Behring in Bern (GBZ +)

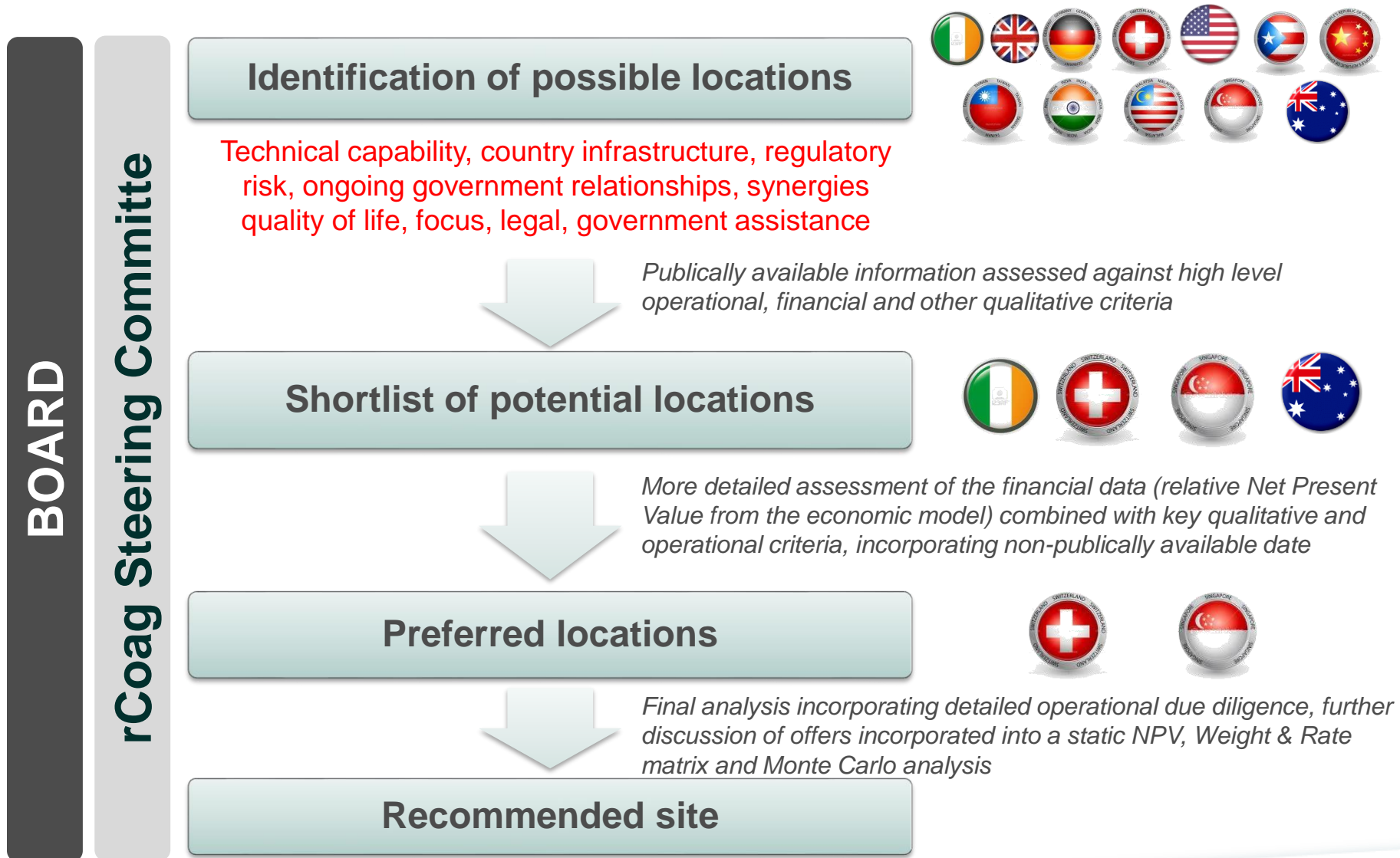


1. Case Study

Rational evaluation process for new plant of CSL Behring in Lengnau/BE: November 2011 to May 2014



Process Overview Start November 2011



Location Selection Criteria and Weighting

**Critical for success
(90%)**

**Very important
(70%)**

**Important
(50%)**

**Relevant and
of interest
(30%)**

**Information Only
(10%)**

- Technical Capability - Operate
- Sovereign Risk
- Technical Capability – Build
- Country Infrastructure
- Industrial Relations
- Weather/Natural Disaster Risk
- Potential for additional Government Support
- Level of Business Regulation
- Quality of Life
- Regulatory Risk
- Corporate Risk of Co-location



Approach – Site Visits for last 2 Candidates



Discussions with local companies



Visit proposed sites



Meet local agencies

3rd party information



Key finding: Technical

- Biotech-trained staff available in both locations with locally supported education and training networks
- Less experience in biotech in Singapore
- Both locations will require experienced expatriates to oversee facility construction, commissioning and validation
- Required vendors are available in both locations
- As a greenfield location, Singapore gave Amgen the ability to re-examine all aspects of the manufacturing process and support services
- Both sites high quality locations
- Lower risk strategy recommended for CSL's first recombinant manufacturing facility



Key Findings: Engineering – Location and Site

	Lengnau	Singapore
Proximity to population centres	★★★★★	★★★★★★
Access by private & public transport	★★★★★	★★★★
Proximity to transportation hubs & access for deliveries	★★★★★★	★★★★★★
Land zoning & neighbourhood	★★★★★	★★★★★
Topographical / geological / ecological	★★★★★	★★★★★
Natural hazards & weather events	★★★★	★★★★
Site size suitability	★★★★★★	★★★★★★
Utilities infrastructure	★★★★★★	★★★★★★
Utilities costs	★★★★★	★★★★★
Lease conditions	★★★★★	★★★★



	Lengnau	Singapore
Design regulations	★★★★★	★★★★★
Design capabilities	★★★★★	★★★★★
Approval Processes	★★★★	★★★★
Construction capabilities	★★★★★★	★★★★★
Equipment procurement	★★★★★	★★★★★
Commissioning & qualification	★★★★★	★★★★★
Construction costs	★★★★	★★★★★
Construction timelines	★★★★★	★★★★★

Key Findings: Human Resources

- **Ability to attract and retain staff** a greater challenge in **Singapore**
- Government grants available in **both** locations to support training
- Staff costs at lower levels are ~ 20% cheaper in **Singapore**
- No major issues with ability to import staff in either location
- Additional management focus required for new geographical location
- Opportunities for shared services with existing operations in **Lengnau**
- Favourable **industrial relations** environment in both locations



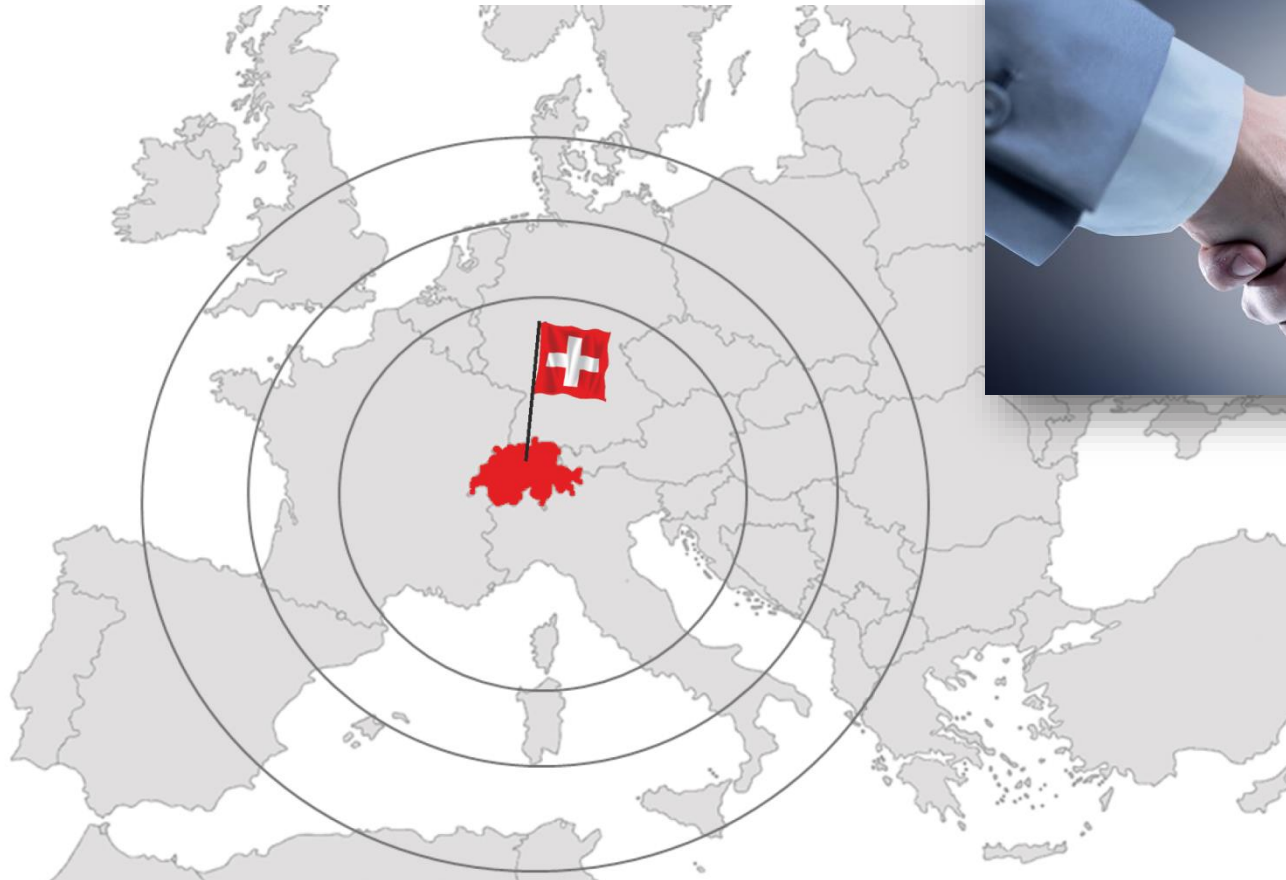
Summary



Functional area	Recommended site	Fit the other site?
Technical	Lengnau	Yes
Engineering	both	Yes
HR	Lengnau	Yes
Intellectual Property	Singapore	Yes
Quality / Regulatory	both	Yes
Logistics	Lengnau	Yes
Legal aspects	both	Yes
HSE	both	Yes
Social / political	Lengnau	Yes

Decision for Lengnau

Emotional decision for Lengnau in May 2014:
«I know what I get»



CSL Behring Recombinant Facility AG

June 2014



March 2016



July 2016

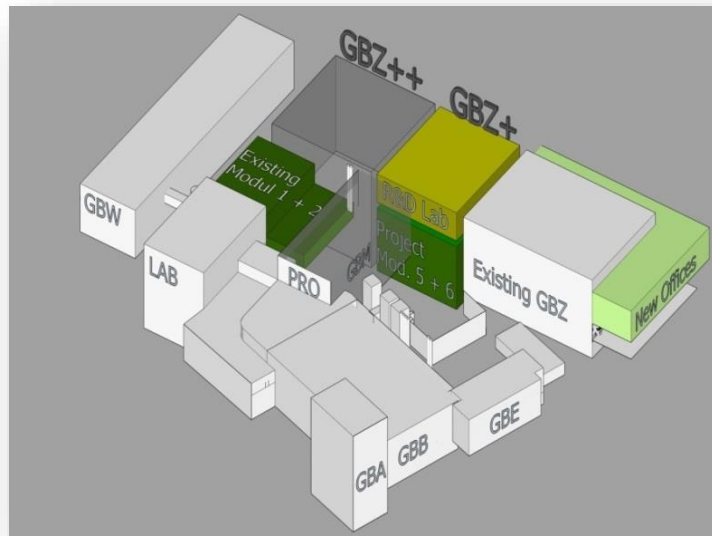


April 2017

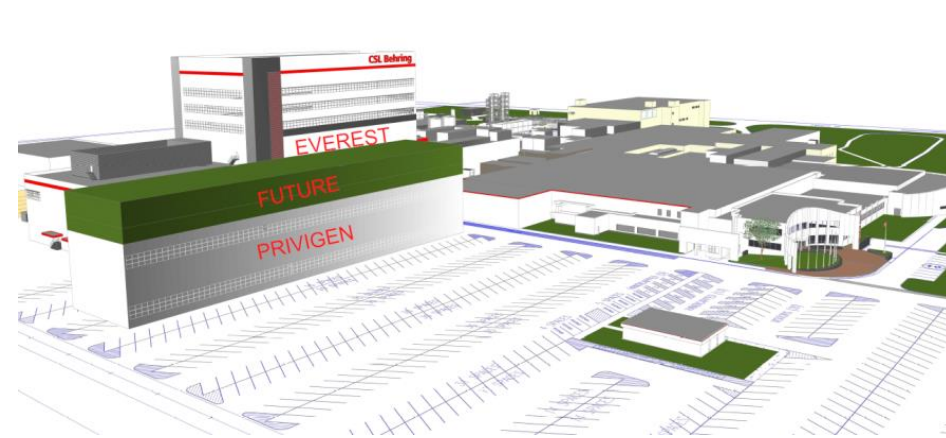


2. Case Study

Rational evaluation process for additional facility for existing product of CSL Behring in Bern (GBZ+)

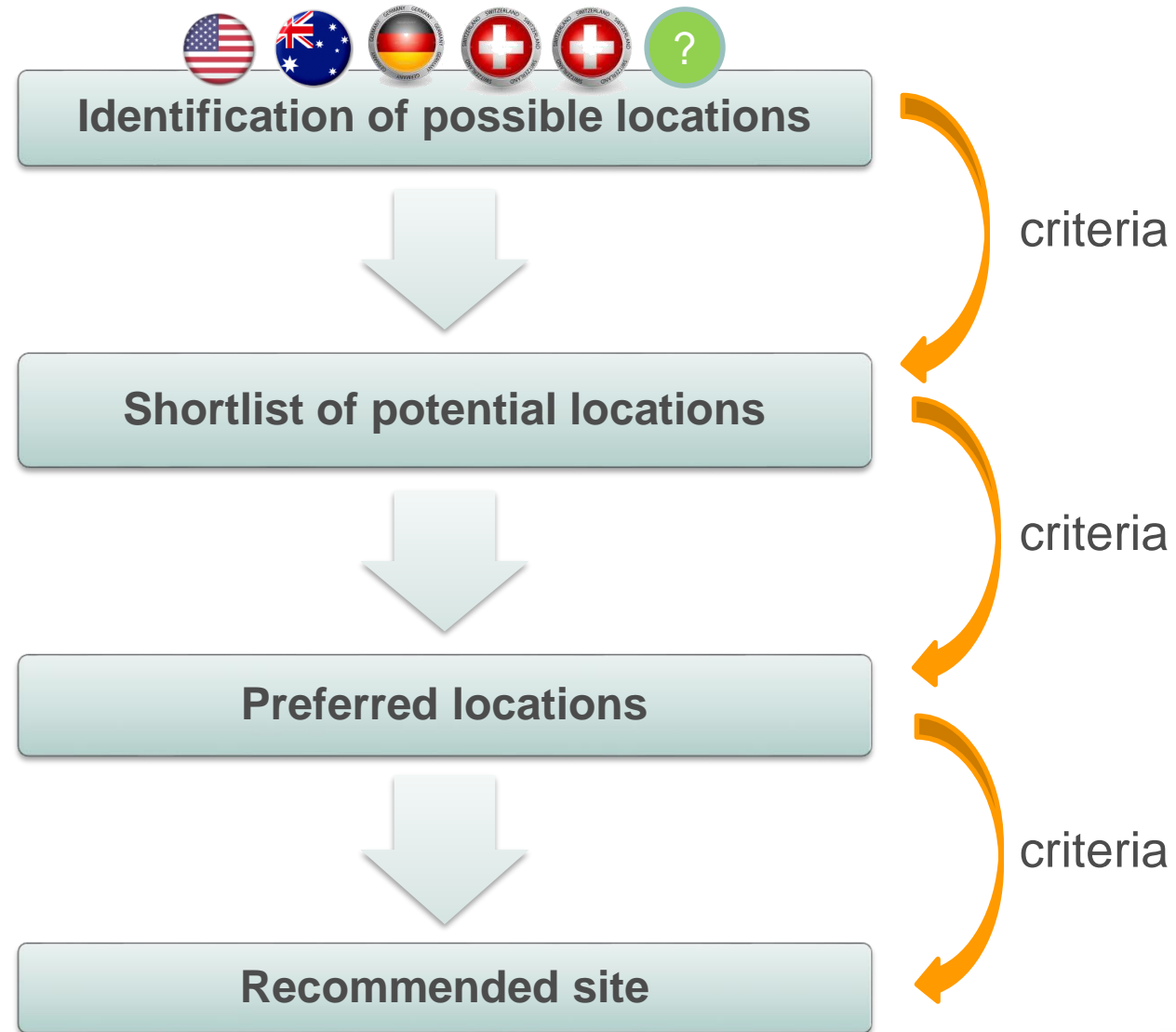


BRN

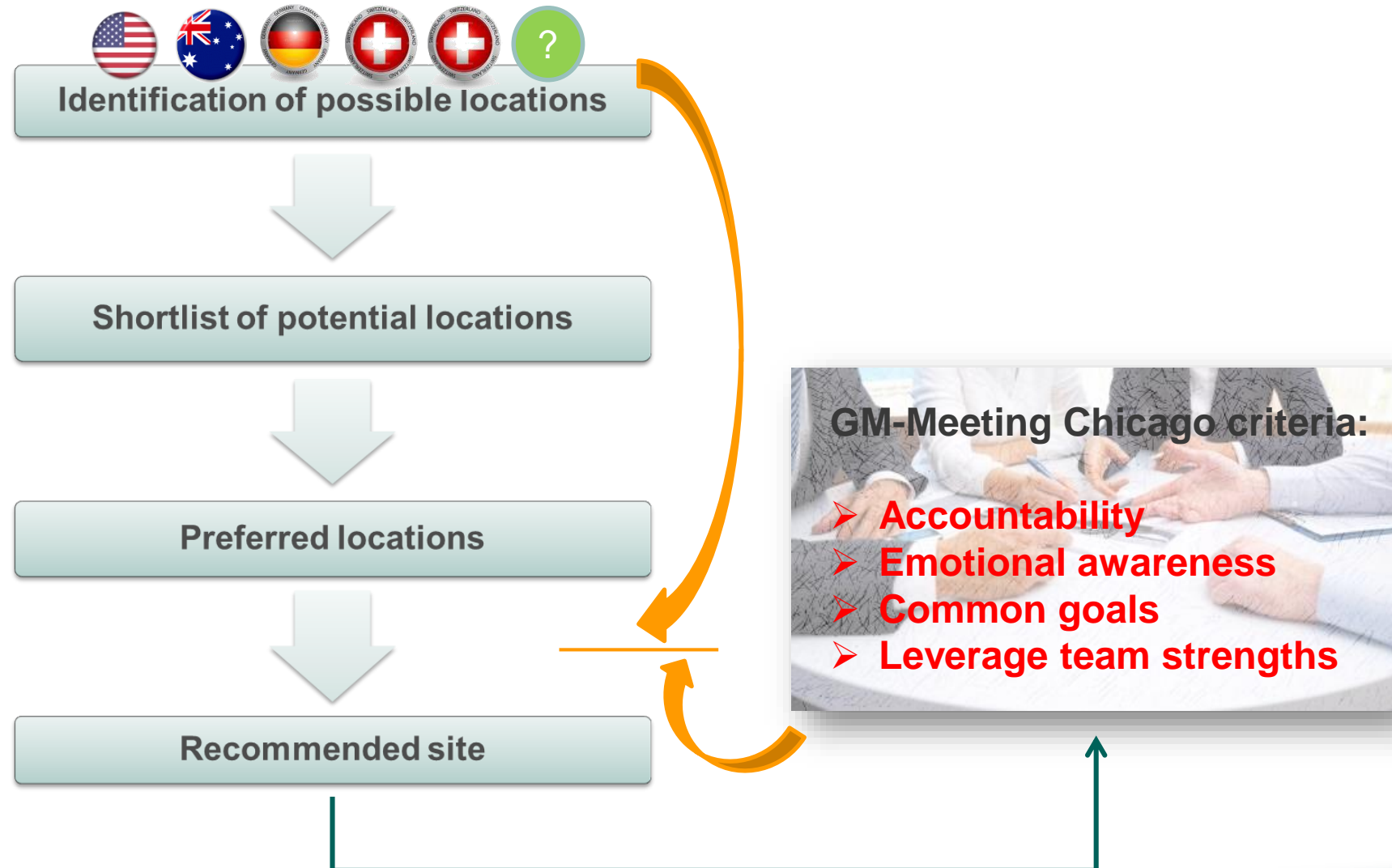


KAN

Evaluation of Site Selection Criteria - rational



Evaluation of Site Selection Criteria - emotional



Conclusion



- Understand decision making unit/process
 - Understand decision criteria
 - Consider the non functional and non quantitative aspects
- 👉 **not only a deterministic process**

Thank You!

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SUMMARY + OUTLOOK



