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Current Engagements

Member of the Board of the **Stevanato Group**, Piombino Dese, Italy. Chair of the Internal Audit Committee. The company specializes in high-quality glass containers, equipment, and devices for the bio-pharma industry.

Member of the Board of **XBioTech**, Austin, Texas. Chair of the Audit Committee. An emerging biotechnology company that discovers, develops, and manufactures novel monoclonal antibodies for therapeutic use.

Member of the Board of **Menarini Biotech**, a unit of the Menarini Group, the leading Italian pharmaceutical company based in Florence, Italy. Menarini Biotech develops and manufactures a family of monoclonal antibodies to fight cancer.

Member of the Board of Advisors of **InCube Labs**, San Jose, California. An incubator company dedicated to the discovery and development of innovative medical technologies to radically transform patient outcomes.

Senior Advisor to **Kite Pharma**, Santa Monica, California, a pioneer in the discovery, development and manufacture of cell-based therapies to fight cancer and other critical diseases.

Member of the President's Advisory Board of the Los Angeles Biomedical Research Institute (**LA BioMed**) at Harbor-UCLA Medical Center, Torrance, California.

Professional Experience

April 1999-
January 2013 Member of the senior leadership team of **Amgen** that brought 8 new biotechnology medicines and one new small molecule to patients, re-launched Enbrel®, and grew revenue from \$2.7 to over \$17 billion and staff from 5,600 to over 20,000.

2007 - 2012 *Executive Vice President, Operations*, Amgen Inc., Thousand Oaks CA. Established a culture of operational excellence, stressing continuous improvement and staff engagement, which generated major gains in quality, cost, and speed, while preserving Amgen's pristine reputation for supply reliability. Championed safety in the workplace, leading Amgen to one of the lowest incident rates in the industry. Implemented a systematic risk management process. Strengthened a management team already admired in biotechnology, by pursuing a sustained strategy of challenging development assignments and championing diversity. Championed a novel approach to biotechnology manufacturing later successfully implemented in a new plant in Singapore. Tasked and rewarded by the Board to stay through and facilitate the CEO transition from Kevin Sharer to Robert Bradway.

- 2003 - 2007 *Senior Vice President, Manufacturing*, Amgen Inc., Thousand Oaks CA.
Member of Amgen's Executive Committee, with line responsibility over all manufacturing operations in-house and at contract manufacturers. During a period when staff grew 20% per year for five years, ensured their effective assimilation while increasing manufacturing throughput and reliability. Oversaw a \$3 billion expansion of Puerto Rican operations.
- 1999 - 2003 *Senior Vice President, Quality & Compliance*, Amgen Inc., Thousand Oaks CA.
Member of Amgen's Executive Committee and directly responsible for Quality Assurance, Regulatory Compliance, Quality Analytical Laboratories and Environment, Health and Safety. Also responsible for the business relationship with a corporate partner and for the integration of the operations of newly acquired Immunex. Created a corporate compliance program well ahead of Sarbanes Oxley and served as Amgen's first Corporate Compliance Officer.
- January 1974
To April 1999 In positions of increasing leadership responsibility in quality, manufacturing, regulatory/clinical affairs at **Baxter International** in Italy, Belgium, and the US:
- 1997-1999 *Corporate Vice President, Regulatory and Clinical Affairs*, Deerfield, IL
Charged with functional oversight responsibility, also developed Baxter's competence in health economics and bio-ethics. Supervised the corporate Applied Statistics and Information Management Centers, and the quality function for R&D. Initiated a corporate relationship with MIT and served as principal liaison. Provided leadership to major programs, helping ensure that they were on the best path to commercialization (e.g., Recombinate® generation III later named Advate®, Pathogen Inactivation, Hemoglobin Therapeutics, Nextran, Novacor, CardioVascular's angiogenesis initiative.) Helped business development by evaluating acquisition candidates and integrating acquired companies. Served as advisor to the Cook County AIDS adherence initiative, making a presentation at the Geneva AIDS world conference in July 1998. Led the management of sensitive technical matters (e.g., transmissible spongiform encephalopathy, specified-risk materials, latex allergy).
- 1994-1997 *Corporate Vice President, Quality System* (Deerfield, IL)
Created a comprehensive, state-of-the-art quality system, incorporating international standards, regulatory requirements and the US federal sentencing guidelines that was certified as superior and effective. Implemented a management review process that involved senior executives, starting with the CEO. Achieved the simultaneous CE marking of 39 product families by the earliest legal date and the approval of the whole quality system by the notified body, which even featured Baxter in its 1997 annual report. Managed the corporate audit program. Led a cross-divisional initiative to improve quality as experienced by Japanese customers. Established the quality system for the Diagnostics group and assisted in its divestiture to Bain. Made the first presentations on quality in Baxter's history to the Board, then started regular reports to its Public Policy Committee. Served as central oversight point for CJD and TSE-related issues. Provided quality and regulatory advice to MATEP and

the AIDS program of Cook County Hospital, engaged in improving adherence.

- 1989-1994 *Vice President QA/RA, Global Businesses Group* (Deerfield, IL)
Served as the senior functional leader for the higher-technology units of Baxter (Biotech, Renal, Diagnostics, CardioVascular, Novacor) and International Hospital-Intercontinental. It included 18 divisions and 23 international subsidiaries and accounted for 70% of Baxter's operating profit and 85% of its R&D. Developed a company-wide CE-mark strategy, after working with the European Commission and industry organizations in the development of the device directives. Provided leadership for complex, global regulatory submissions in biotech and cardio-vascular. Directed the Quality Leadership Process staff to start customer satisfaction studies and train the sales force in the Quality Selling Process. Helped educate and involve senior corporate executives in Total Quality Management. Championed a cross-functional approach to R&D and published best practices in product development for quality and cycle-time. Served on the management board of Novacor. Oversaw the effort leading to a historic partnership with Duke University Medical Center.
- 1986-1989 *Vice President Manufacturing, QA/RA, Baxter World Trade* (Deerfield, IL)
Directly responsible for QA/RA at 33 plants, 4 R&D centers, 14 compounding pharmacies and 4 joint ventures. Created a worldwide quality system, with decentralized decision making but common policies and principles. Responsible for the central manufacturing staff that oversaw product sourcing, capital investments, technology transfer, and cost reduction programs. Directed the redefinition of the manufacturing strategy in the group and transferred the function to the operating units. Represented Baxter at HIMA for international matters. Led the due diligence effort for the acquisition of Laboratori Don Baxter, Italy.
- 1978-1986 *Director - Vice President QA/RA, Europe* (Brussels, Belgium)
Scope included Europe, Israel, and South Africa, with 18 plants in 12 countries. Enabled the rapid expansion of Baxter business in Europe, with new plants in Norway, Spain, France, UK and an R&D center in Belgium; new joint ventures in Yugoslavia and Italy – and a stellar quality record. Created a regional quality system, with a decentralized documentation center, a first at Baxter. World firsts: over 50 European managers certified as ASQC engineers, elimination of sterility testing for solutions, limulus testing. Created top-notch expertise in sterility assurance, microbiology, and sterilization engineering. Directly involved in the development and launch of CAPD. Upgraded quality at five acquired plants in Italy, Portugal, Malta, and France. Discase was one of the first drugs to win multi-state approval. Achieved approval for viral inactivation of Factor VIII in all countries. Established personal contacts with customers in Italy, Belgium, the Netherlands, France, and UK.
- 1977-1978 *Assistant to Corporate VP, Quality Assurance* (Deerfield, IL)
Led the re-engineering of GMP records at all US plants, to reduce errors, paper and cycle time. Led implementation of an automated batch release system, successfully used for over 20 years. Served on the corporate team analyzing the

impact of new device GMPs.

- 1974-1977 *QC Supervisor - Plant Manager* (Florence, Italy)
Converted this newly acquired plant to Baxter management processes and to new technologies (collapsible plastic containers, steam sterilization). Established a long lasting culture of quality in product and service. Managed successfully a difficult labor union relationship, resolving absenteeism and strike issues. At 28, became one of youngest "Dirigente" in Italy.
- October 1972 Military service, Italian Army Corps of Engineers. Drafted in spite of foreign
December 1973 residence, served mostly as a clinical laboratory technician in the Bologna
Military Hospital. Also a part-time researcher in biochemistry at the Medical
School of the University of Bologna.
- August 1972 Development Scientist, Procter & Gamble European Technical Center, Brussels,
December 1973 Belgium. Recruited out of MIT, worked on the reformulation of laundry
detergents. The short assignment was interrupted by the military draft.
- August 1970 Massachusetts Institute of Technology, Cambridge MA, Research Associate in
August 1972 the Department of Nutrition and Food Science. In this post-doctor assignment,
worked primarily on a research contract by the NCI, NIH on the mode of action
of vitamin A as related to glycoprotein biosynthesis in mucosal tissues and the
apparent antagonism with chemical carcinogens in tobacco smoke
(benzopyrene). Co-authored four publications. Also attended graduate classes in
the Department of Chemistry and at the Sloan School of Management.

Education

Doctorate in Chemistry, University of Florence, Italy (July 1970). Achieved the highest honors since 1945 (110/110, summa-cum-laude and mention of honor) and won the award by the Cavaliere del Lavoro/Chamber of Commerce as the best graduate from the University of Florence. Experimental thesis on quantum-mechanical modeling of penta-coordinated metallorganic complexes. Four years of internship at the Institute for General and Inorganic Chemistry. Full national merit scholarship for five years. Summer work at aluminum foundry in England. Admitted to the Italian Society of Professional Chemists, after passing the national exam in 1973.

Degree "Diploma di Maturità Scientifica", Liceo Scientifico Leonardo Da Vinci, Florence, Italy (rank: first in class). National merit scholarship for 3 years. Summer study at Albert Ludwigs Universität, Freiburg i. Br., Germany (1963, 1964). Selected for Italian national volleyball team.

Alumnus of the Institute for International Management, Northwestern University, J.L. Kellogg Graduate School of Management. (1982) and of the executive program "Manufacturing in Corporate Strategy", Harvard University, Graduate School of Business Administration (1988).

Past Board Memberships and Personal Information

A Trustee of the Los Angeles Museum of Contemporary Art (MOCA), of the California Science Center Foundation, and of the Puerto Rico Science, Technology and Research Trust. Member of the Executive Committee and co-chair of the Intellectual Property Committee of the Board of BIO, the Biotechnology Industry Organization. A Director of the Amgen Foundation Inc. Member of the Board of the California Healthcare Institute, Aastrom Bioscience Inc., Cytomedix, Inc. and Miramed S.p.A. (Italy.)

An Italian national from Florence, now a naturalized US citizen. Fluent in French, English and Italian; good knowledge of Spanish and German. Since 1970, married to a French national, now also a naturalized US citizen, graduate from the Institut d'Études Politiques of the University of Paris, Johns Hopkins University, Bologna Center (Fulbright Fellow) and from the University of Nancy, now active as a sculptor. Two children - a son, an MIT architect with a Ph.D. from the MIT Media Lab, founder and CEO of Sourcemap Inc., and a daughter, with degrees from Pomona College and Harvard Law School, now a Corporate Counsel at Google.

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