

OPPI NEWSLETTER

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#BharatKeLiye
#PowerofPartnership

Amitabh Dube appointed
OPPI President

Shweta Rai Named
OPPI President-Elect

OPPI Collaborates with
NIPER Hajipur to Advance
Research Excellence



Anil Matai
Director General, OPPI

Welcome to the ninth edition of the OPPI Newsletter!

The Organisation of Pharmaceutical Producers of India (OPPI) has completed six decades of engagement with India's healthcare ecosystem. This milestone is both a moment of reflection on our journey and an opportunity to look ahead at the possibilities that lie before us.

This edition also marks an important leadership transition for OPPI, with Amitabh Dube recently announced as the incoming President of OPPI. Amitabh took over from Bhushan Akshikar, who served as the OPPI President from 2024-26. We are deeply grateful to Bhushan for the energy, clarity and commitment he brought to OPPI during his tenure. Under his stewardship, the organisation strengthened its engagement with stakeholders and kept innovation, access and patient needs firmly at the centre of its agenda.

At a time when India is poised to play a larger role in shaping the future of healthcare, Amitabh's leadership will help us sharpen our priorities, amplify our collective voice and translate dialogue into meaningful action for patients and the wider healthcare ecosystem.

The period under review has reinforced an important direction for India's pharmaceutical and healthcare ecosystem: the next phase of growth will be shaped not only by scale and manufacturing strength, but increasingly by innovation, technology, collaboration and the ability to translate scientific progress into meaningful outcomes for patients.

The Government's continued focus on building a globally competitive healthcare ecosystem has been evident during this period. From strengthening India's medical device capabilities and promoting domestic value addition to encouraging innovation and quality manufacturing, the policy discourse is increasingly centred on building capabilities that can position India as a trusted global healthcare partner. The

Government's focus on Artificial Intelligence in healthcare has also gained momentum, with discussions around responsible AI adoption, data, innovation and the potential of technology to transform healthcare delivery and medical technology. These developments point towards a healthcare ecosystem that is becoming more integrated, technology-enabled and innovation-led.

This period also marked an exciting new chapter for OPPI with the launch of **The Pharma Frontiers**, our new podcast series bringing together leaders from across the research-based pharmaceutical industry. The conversations offer perspectives that go beyond business and leadership to explore some of the questions that will define the future of healthcare in India – from innovation and R&D to partnerships, access, AI, leadership and building a future-ready ecosystem.

These conversations reflect an idea that has remained central to OPPI's journey: meaningful progress in healthcare rarely happens in isolation. It is built when diverse perspectives come together around a shared purpose – improving health outcomes, expanding access to innovation and strengthening India's position in the global healthcare ecosystem.

This edition brings together perspectives and developments that reflect this rapidly changing landscape. We hope it provides useful context on the policy, regulatory and industry developments shaping healthcare in India and encourages continued dialogue on how we can collectively translate ambition into action.

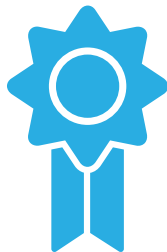
We hope this edition offers useful context and encourages continued engagement on the issues shaping India's healthcare future.

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Amitabh Dube appointed OPPI President



OPPI recently announced the appointment of Amitabh Dube as its President. Amitabh Dube is the Country President and Managing Director of Novartis India. With nearly three decades of experience in the pharmaceutical industry, he has held leadership roles across India and international markets

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Shweta Rai Named OPPI President-Elect

OPPI recently announced the appointment of Shweta Rai as its President-Elect. Shweta is the Managing Director - India & Country Division Head - South Asia, Pharmaceuticals division of Bayer. She will support effective governance and decision-making across the organisation



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OPPI Collaborates with NIPER Hajipur to Advance Research Excellence



OPPI has announced a strategic collaboration with the National Institute of Pharmaceutical Education and Research, Hajipur to support and promote outcome oriented pharmaceutical research in India

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Interview with Amitabh Dube, President OPPI

In this edition, we sat down for an interview with OPPI's newly appointed President Amitabh Dube. Amitabh gave an outline of the primary goals of OPPI and highlighted the importance of the Power of Partnership, while also underscoring the importance of Regulatory Data Protection (RDP) and positioning India as a more attractive destination for global biopharma clinical development



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The Pharma Frontiers: Shaping Conversations, Inspiring Partnerships



Launched as part of OPPI's 60th-anniversary celebrations under the theme Power of Partnership, The Pharma Frontiers is a podcast series that brings together leaders from across the pharmaceutical industry to discuss the ideas, innovations, collaborations, and emerging forces that are shaping the future of healthcare in India

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India's Innovation Rise: The Ranking Matters, But the Story Behind It Matters More

India's rise to 38th in WIPO's Global Innovation Index 2025, from 81st a decade ago, reflects its growing innovation capabilities. Anil Matai, Director General, OPPI, highlighted how this progress is shaping the pharmaceutical sector, with India advancing beyond traditional strengths toward biosimilars, novel drug discovery and advanced therapies



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Safe Care for Life: Accelerating India's NCD Response on World Patient Safety Day



On the occasion of World Patient Safety Day 2026, observed on 17th September, Anil Matai, Director General, OPPI, highlighted the growing burden of non-communicable diseases (NCDs) and their significant contribution to premature deaths globally and in India. He emphasised that patient safety must extend beyond preventing errors in hospitals to ensure safe, timely, and patient-centred care



Amitabh Dube appointed OPPI President

Key Highlights:

- Amitabh Dube has been appointed President of the Organisation of Pharmaceutical Producers of India (OPPI) for a two-year term effective 10 September 2026
- Amitabh Dube is the Country President and Managing Director of Novartis India, with nearly three decades of experience across the pharmaceutical industry and leadership roles in India and international markets
- Bhushan Akshikar, Vice President & Managing Director, GSK Pharmaceuticals Ltd., completes his term as OPPI President and passes the baton to Amitabh Dube

The Organisation of Pharmaceutical Producers of India (OPPI), which represents the global research-based pharmaceutical companies in India, has appointed Amitabh Dube as its President for a term of two years effective 10th September 2026.

Amitabh Dube is the Country President and Managing Director of Novartis India. With nearly three decades of experience in the pharmaceutical industry, he has held leadership roles across India and international markets. Prior to his current position, Amitabh served as Country President of Novartis Vietnam, where he also chaired the country's leading pharmaceutical industry association, contributing to the advancement of the healthcare ecosystem in the country.

Speaking on his appointment, **Amitabh Dube, President OPPI**, said, *"It is a privilege to lead OPPI at a time when India's healthcare landscape is undergoing rapid transformation. The innovative pharmaceutical industry has an important role to play in improving patient outcomes, advancing scientific innovation and supporting India's emergence as a global life sciences powerhouse. By harnessing the collective expertise of our member companies and working collaboratively with stakeholders across the healthcare ecosystem, we can help shape an environment that promotes innovation, improves access and delivers lasting value for patients. I am excited about the opportunity to contribute to India's journey towards a Viksit Bharat."*



Bhushan Akshikar

Welcoming Amitabh as the President, Bhushan Akshikar said, *"It has been a privilege to serve as the OPPI President and contribute to the organization's journey of advancing innovation, access and collaboration in healthcare. Over the past two years, OPPI has continued to strengthen its engagement with stakeholders and reinforce its commitment to the nation's healthcare priorities. I am delighted to pass the baton to Amitabh, whose deep industry experience, global perspective and strong understanding of India's healthcare landscape will be invaluable to OPPI. I am confident that under his leadership, OPPI will continue to build on its momentum and further strengthen the industry's contribution towards a healthier India."*

Anil Matai, Director General, OPPI, said, *"We are deeply grateful to Bhushan for the energy, clarity and commitment he brought to OPPI during his tenure. Under his stewardship, the organisation strengthened its engagement with stakeholders and kept innovation, access and patient needs firmly at the centre of its agenda. We are excited to welcome Amitabh as the President. His breadth of experience, global outlook and strong conviction in the power of partnerships will bring fresh momentum to OPPI's work. At a time when India is poised to play a larger role in shaping the future of healthcare, his leadership will help us sharpen our priorities, amplify our collective voice and translate dialogue into meaningful action for patients and the wider healthcare ecosystem."*



Amitabh Dube and Bhushan Akshikar



Shweta Rai Named OPPI President-Elect

Key Highlights:

- Shweta Rai named OPPI President-Elect
- Shweta is the Managing Director - India & Country Division Head - South Asia, Pharmaceuticals division of Bayer
- Shweta will support greater emphasis on research and development and innovation as India seeks to strengthen its position as a global hub for innovation

Shweta Rai, Managing Director - India & Country Division Head - South Asia, Pharmaceuticals division of Bayer, has been named President Elect of the Organisation of Pharmaceutical Producers of India (OPPI), marking the beginning of a new chapter in her leadership journey and in OPPI's ongoing efforts to advance research, innovation and collaboration across India's healthcare ecosystem.

The President Elect position is an important part of OPPI's leadership framework. It is intended to ensure a well-planned and seamless transition between Presidents, while providing continuity in strategic direction and organisational priorities. The President Elect will support effective governance and decision-making across the organisation.

Reflecting on her appointment, **Shweta Rai, President Elect, OPPI**, said, "It is an honor to take on the OPPI- President-Elect role. Over the last 60 years, OPPI has played a major role in catalyzing the efforts of research-based global pharmaceutical companies in India. Each of the members continue to offer immense value in the form of research and innovation – a criticality as India aspires to become a global hub for innovation. I look forward to partnering across government, healthcare, academia, patient communities and the broader ecosystem to strengthen this shared purpose. Greater investment in research and development, enabling policies and innovative models of access will be critical to building a healthcare ecosystem that is more resilient, future-ready and patient-centric."

Rai's vision places collaboration and partnership at the centre of her leadership approach. Her emphasis on working across government, healthcare, academia, patient communities and the broader

ecosystem reflect the increasingly interconnected nature of healthcare innovation.

Her priorities also highlight the importance of greater investment in research and development, enabling policy frameworks and innovative approaches to access. Together, these elements can help create an environment that supports continued innovation while responding to the evolving needs of patients and the healthcare system.

As President Elect, Shweta Rai will be contributing to the organisation's strategic direction while ensuring continuity and preparedness for the next phase of its leadership.

Her appointment therefore represents not only a new leadership responsibility, but also an important step in OPPI's approach to strengthening collaboration and preparing for the future of healthcare innovation in India.





OPPI Collaborates with NIPER Hajipur to Advance Research Excellence

Key Highlights:

- OPPI and NIPER Hajipur have announced a strategic collaboration to advance outcome-oriented pharmaceutical research in India
- Partnership strengthens industry-academia collaboration to drive translational research and innovation
- OPPI members will deliver knowledge sessions, workshops, and mentorship engagements

The Organisation of Pharmaceutical Producers of India (OPPI) has announced a strategic collaboration with the National Institute of Pharmaceutical Education and Research, Hajipur to support and promote outcome-oriented pharmaceutical research in India.

As part of this initiative, OPPI will award gold and silver scholarships to two meritorious research scholars currently in their third or fourth year at NIPER Hajipur. The scholarships will be extended as research grants to support ongoing projects that demonstrate strong potential to address real-world healthcare challenges and contribute to meaningful advances in patient care. OPPI will also actively support the development of a 'Professor of Practice' framework, enabling experienced industry professionals from OPPI member companies to engage directly with students and researchers at NIPER Hajipur.

The collaboration also builds on NIPER Hajipur's focus on strengthening evidence-led healthcare research through its dedicated Centre of Excellence (CoE) for Health Technology Assessment (HTA). The Centre provides an important platform for advancing research and capacity building in HTA and supporting a deeper understanding of how health technologies can be evaluated to inform healthcare decision-making.



As part of its engagement with NIPER Hajipur, OPPI is also conducting guest lectures covering Health Technology Assessment (HTA), Health Economics and Outcomes Research (HEOR), and evidence-based healthcare decision-making. Through this initiative, subject-matter experts from OPPI member companies will deliver curated knowledge sessions, workshops and mentorship engagements for students. These interactions will provide valuable real-world insights, bridge the gap between academic research and evolving industry needs, and equip students with the practical understanding required to translate scientific discoveries into impactful healthcare solutions.

Anil Matai, Director General, OPPI, said, "India's aspiration to emerge as a global pharmaceutical innovation hub will depend not only on the strength of our research ecosystem, but also on our ability to connect scientific talent, industry expertise and real-world healthcare needs. Our collaboration with NIPER Hajipur is an effort to strengthen this critical bridge. By supporting promising researchers, facilitating exposure to industry perspectives and building capabilities in areas such as HTA and HEOR, we hope to encourage research that is both scientifically rigorous and relevant to the needs of patients and healthcare systems. This initiative is also aligned with the Government's continued focus on strengthening pharmaceutical education and research, including the recent push to establish three new NIPERs and upgrade seven existing

institutions, as highlighted by the Department of Pharmaceuticals. This collaboration further builds on OPPI's longstanding commitment to advancing research and development in India, with several member companies already partnering with NIPER institutions across the country to foster innovation and talent development."

Prof. Ruckmani Kandasamy, Director, NIPER Hajipur, said, "NIPER Hajipur is delighted to collaborate with OPPI to strengthen industry-academia engagement and advance outcome-oriented pharmaceutical research. This partnership will provide our students and research scholars with valuable opportunities for research support, industry mentorship and meaningful exposure to real-world challenges and evolving industry practices. The curated knowledge sessions and engagements in areas such as Health Technology Assessment (HTA) and Health Economics and Outcomes Research (HEOR) will further strengthen their understanding of evidence-based healthcare decision-making and the translation of research into practical solutions. The partnership will also complement and strengthen NIPER Hajipur's HTAIn-DHR activities by bringing industry perspectives, expertise and real-world insights into HTA and HEOR. We look forward to building a sustained and mutually beneficial partnership that nurtures future-ready scientific talent, encourages innovation and contributes to research that can make a meaningful difference to patients and healthcare systems."



Interview with Amitabh Dube, President OPPI

Key Highlights:

- Amitabh Dube identifies fostering an enabling environment for innovation, strengthening access to innovation, and deepening partnerships across the healthcare ecosystem as his key priorities for the next two years
- He believes India can emerge as a global hub for healthcare innovation, research and development, supported by policies that encourage R&D, investment, clinical research and adoption of new technologies
- As OPPI celebrates its Diamond Jubilee, he describes partnership as central to the organisation's future

In this Q&A, Amitabh Dube, recently appointed President of the Organisation of Pharmaceutical Producers of India (OPPI), outlines his vision for the organisation at a pivotal moment for India's pharmaceutical and healthcare ecosystem. With a focus on innovation, access and partnership, Amitabh discusses how OPPI can help create a more enabling environment for research and development, strengthen patient access to new therapies, and bring together government, industry, academia, healthcare providers, insurers and patient communities.

1. As the newly appointed President of OPPI, what are your primary goals for the organization over the next two years and how will you engage its stakeholders to foster a collaborative culture and drive action toward innovation?

Ans: It is a privilege to lead OPPI at a time when India's healthcare landscape and pharmaceutical industry is undergoing rapid transformation. Advances in science and technology, coupled with evolving healthcare needs, present a significant opportunity to strengthen innovation, improve patient outcomes, and contribute to India's emergence as a global life sciences powerhouse.

As President of OPPI, my focus will be on further strengthening OPPI's role as a trusted partner in advancing healthcare innovation, improving access to innovative medicines, and supporting a resilient and sustainable healthcare ecosystem along with partnering with Government on behalf of OPPI to drive reforms.

There are three priorities that I believe will be critical in achieving this vision.

- **First, fostering an enabling environment for innovation.** India has the potential to become a leading global hub for healthcare innovation, research and development. Realizing this opportunity will require a policy and regulatory environment that encourages scientific advancement, attracts investment, supports clinical research, and enables the development and adoption of innovative healthcare solutions. OPPI will continue to work constructively with stakeholders to help create conditions that support long-term innovation.
- **Second, strengthening access to innovation.** Scientific progress delivers its greatest value when it reaches patients. Expanding access to innovative medicines and healthcare solutions will therefore remain a key priority. Through constructive dialogue and partnership, OPPI will continue to support approaches that strengthen health system capacity, promote awareness and adoption of innovation, and explore sustainable pathways that help more patients benefit from advances in healthcare. Patients will remain at the center of these efforts, ensuring that the benefits of scientific progress reach a broader section of society.
- **Third, deepening collaboration across the healthcare ecosystem.** Many of today's healthcare challenges are complex and can only

be addressed through collective action. Industry, government, academia, healthcare providers, and patient organizations each bring valuable perspectives and expertise. By fostering deeper collaboration across stakeholders, we can help accelerate innovation, improve access, and develop more effective and sustainable solutions that create lasting value for patients and society.

By harnessing the collective expertise of our member companies and working collaboratively across the healthcare ecosystem, we can help create an environment that promotes innovation, strengthens access to its benefits and delivers meaningful outcomes for patients. If we can achieve this, OPPI can make a meaningful contribution to shaping the future of healthcare in India and supporting the country's vision of a Viksit Bharat.

2. OPPI has evolved significantly over the decades. How do you see OPPI's role in India's healthcare system, particularly in addressing the balance between innovation, patient access, and regulatory challenges?

Ans: OPPI's journey mirrors the evolution of India's healthcare and pharmaceutical landscape. Today, as India strengthens its position as a global healthcare and innovation hub, OPPI has both an opportunity and a responsibility to be a trusted partner in shaping a healthcare ecosystem that balances innovation, access, and sustainability.

India's healthcare ecosystem is at an important inflection point. With a strong scientific foundation, growing research capabilities, expanding digital health infrastructure, and an increasing focus on innovation, the country is well positioned to play a larger role in shaping the future of global healthcare. At the same time, it is important to ensure that the benefits of innovation reach patients in a timely and equitable manner. This is where I see OPPI playing an important role.

As the representative body of the innovative pharmaceutical industry, OPPI is uniquely positioned to serve as a trusted partner and convener across the healthcare ecosystem. By fostering constructive, evidence-based dialogue among policymakers, regulators, industry, healthcare professionals, academia, and patient groups, OPPI can help build shared understanding and support solutions that advance both innovation and access.

In my view, innovation, patient access, and a predictable regulatory environment are not competing priorities. They are interconnected pillars of a strong and future-ready healthcare system. Innovation enables the discovery of new medicines, technologies, and treatment approaches. Access ensures that these advances benefit the patients who need them. A science-based, predictable regulatory framework provides the confidence necessary to support long-term investment in research, development, and innovation.

The real opportunity lies in strengthening the connections between these pillars. An enabling policy and regulatory environment can help accelerate innovation, while collaborative approaches across stakeholders can support broader and more timely patient access to scientific advances. When these elements come together, the result is a healthcare ecosystem that delivers better outcomes for patients and greater value for society.

Ultimately, our collective ambition should be to build a future-ready healthcare ecosystem that enables scientific progress to translate into meaningful patient impact. Through continued collaboration, India has the opportunity to strengthen its position as a global life sciences leader while ensuring that the benefits of innovation reach more patients, faster and more equitably. As a trusted partner across the

healthcare ecosystem, OPPI will continue to play a significant role in advancing this shared ambition.

3. OPPI is celebrating its Diamond Jubilee with the theme “Power of Partnership.” What does this theme mean to you, and what partnerships will be essential for the next decade?

Ans: Being relevant and impactful for 60 years as an association is a remarkable milestone and a testament to OPPI's enduring relevance and contribution to India's healthcare journey. For me, the theme, “**Power of Partnership**” captures the very essence of how healthcare has evolved and how it will continue to transform in the years ahead.

At OPPI, we have long been guided by a patient-first mindset and a commitment to three core principles: **innovation, access, and collaboration**. Underpinning these principles is a strong commitment to ethics, which are essential to building trust and delivering sustainable impact. Over the years, progress in each of these areas has been made possible through meaningful partnerships across the healthcare ecosystem. As healthcare becomes increasingly interconnected and shaped by advances in science, technology,



and evolving patient needs, the importance of partnership will only continue to grow.

Looking ahead, partnerships will be critical at multiple levels.

- **Partnerships with policymakers:** OPPI has consistently worked with policymakers to strengthen the healthcare ecosystem. Continued engagement with **policymakers and regulators** will be important to help create an environment that encourages innovation while supporting sustainable healthcare outcomes.
- **Partnerships with healthcare providers:** Collaboration with **healthcare professionals and providers** will remain essential to ensure that innovative medicines and technologies reach patients effectively and efficiently, across the country.
- **Partnerships with academia:** Equally important are partnerships with **academia and research institutions**, which play a vital role in driving greater efficiency and growth, advancing scientific capability, nurturing talent, and strengthening India's innovation ecosystem.
- **Partnerships with access and insurance providers:** In India, innovation can create meaningful impact only when it is accompanied by access. Partnerships with payers and insurance providers will therefore be crucial to expanding access to innovative healthcare solutions for India's vast and diverse population.
- **Partnerships for societal impact:** Collaboration with NGOs, community organizations, and social sector partners can help address broader healthcare challenges, strengthen health awareness and equity, and create sustainable impact beyond medicines. Such partnerships are important in ensuring that the benefits of innovation contribute to healthier communities and broader societal well-being.

Looking ahead, the "Power of Partnership" can become a defining mantra for OPPI. By bringing together the right stakeholders, including HCPs, patient groups, policymakers, regulators, academia, insurance and access providers, as well as NGOs, community organizations and social sector partners, around a shared purpose, we can collectively transform the healthcare ecosystem into one that is more innovative, inclusive, and responsive to patient needs. This, in turn, will contribute to a healthier India—one that is better positioned to drive growth and create a more prosperous future.

4. How can industry, government and academia work together more effectively to strengthen India's research, clinical trial and innovation ecosystem?

Ans: India has all the ingredients to emerge as a leading global healthcare innovation hub, including world-class talent, strong academic institutions, a vibrant life sciences ecosystem, and rapidly advancing digital capabilities. The opportunity now is to connect these strengths more effectively and create an environment where innovation can thrive at scale.

Realizing this potential will require deeper collaboration across industry, government, academia, healthcare providers, insurers, patient groups, and the broader innovation ecosystem. No single stakeholder can build a future-ready healthcare system alone. Academia advances scientific knowledge and develops talent, industry translates discoveries into solutions for patients, government creates an enabling environment, and healthcare providers contribute critical real-world insights. When these strengths come together around a shared purpose, innovation moves faster from discovery to delivery, ultimately improving patient outcomes.

We have seen the power of this model firsthand through partnerships with institutions such as NIPERs, IITs, MAHE, CSIR-IICT, and CCMB, as well as initiatives like NEST (Nurturing Excellence, Strengthening Talent), our platform that brings together students, researchers, and industry experts to solve real-world healthcare challenges. These collaborations help nurture talent, strengthen research capabilities, and bridge the gap between academia and industry, demonstrating how diverse expertise can come together to accelerate innovation and create meaningful impact.

Government has an equally important role to play in enabling these partnerships to scale. Initiatives such as the Development Pioneer Faculty Program demonstrate how academia, industry, and public institutions can come together to recognize research excellence and support promising science. To sustain this momentum, strengthening regulatory predictability, encouraging public-private collaboration, and enhancing healthcare system readiness will be critical to building a more robust innovation ecosystem and expanding patient access to innovation.

At the same time, patient centricity must remain at the heart of innovation. Programs such as our Clinical Development Observership initiative have reinforced the importance of keeping researchers and development teams closely connected to clinical practice and patient realities. Innovation creates the greatest impact when it is shaped by the needs and experiences of patients.

Looking ahead, what is particularly exciting is the convergence of life sciences, digital technologies, and artificial intelligence. By combining India's scientific talent, healthcare expertise, and digital strengths through deeper collaboration, we could position India as a leading global hub for healthcare innovation.

5. The Biopharma SHAKTI scheme announced by the Government outlays ₹ 10,000 crore over five years. How can this initiative transform India's clinical-trial ecosystem, strengthen research capabilities, and position India as a more attractive destination for global biopharma clinical development?

Ans: Biopharma SHAKTI signals India's ambition to move beyond being known primarily as a pharmaceutical manufacturing leader to being recognised as a global innovation leader in biopharmaceuticals. It recognizes that the future of healthcare innovation will increasingly be driven by biologics, precision medicines, advanced therapies and cutting-edge scientific research.

The Government has already taken significant steps through Biopharma SHAKTI and other R&D initiatives to strengthen clinical research infrastructure, scientific talent, regulatory capabilities, and innovation funding. These are critical foundations for the next phase of growth and will potentially create a more globally competitive environment for drug development.

Few countries can match India's several inherent advantages: a large pool of scientific talent, diverse patient populations, experienced clinicians, growing digital health capabilities, and a strong pharmaceutical base. Combined with sustained investments in R&D, these strengths can make India an increasingly attractive destination for global clinical development and biomedical research. To fully realize this opportunity, it will be important to complement infrastructure investments with an enabling policy

environment. Globally competitive innovation ecosystems are typically characterized by strong intellectual property frameworks along with regulatory data protection, predictable and science-based regulatory pathways, efficient clinical trial processes, and timely patient access to breakthrough therapies.

Continued progress in these areas will further enhance India's attractiveness one of the world's preferred destinations for clinical development, biomedical research and pharmaceutical innovation over the coming decades.

Bio pharmaceutical companies collectively invest more than US\$250 billion annually in R&D worldwide. By building on initiatives such as Biopharma SHAKTI and fostering a supportive innovation ecosystem, India has a unique opportunity to capture a greater share of global research and clinical development investments while accelerating access to future healthcare innovations for patients.

6. AI is rapidly transforming drug discovery, clinical development and healthcare delivery. Where do you see the greatest opportunity for AI to create meaningful impact for patients in India?

Ans: AI has the potential to fundamentally reshape healthcare, with its greatest impact coming from its ability to help bring innovative medicines to patients faster and more effectively. Across the pharmaceutical value chain, it is already accelerating scientific discovery, identifying promising drug targets, improving clinical trial design, and generating insights from increasingly complex datasets. Together, these advances can help shorten the journey from discovery to delivery.

For India, the opportunity is particularly compelling. With its unique combination of deep scientific talent, expanding digital health infrastructure, and a dynamic innovation ecosystem, India will be well positioned to be both a beneficiary of and contributor to AI-enabled healthcare innovation. Applied thoughtfully, AI can broaden access to research, enable more data-driven healthcare decisions, and support better health outcomes at scale. Importantly, AI also has the potential to strengthen preventive healthcare by enabling earlier disease detection, risk prediction, and more timely interventions, helping shift healthcare from a reactive to a proactive model of care.

The true value of AI lies in augmenting human expertise, not replacing it. As adoption accelerates, responsible use, strong governance, transparency, and appropriate human oversight will be essential to building trust and ensuring that the benefits of AI are delivered safely, equitably, and at scale.

7. India's Global Capability Centres (GCCs) are evolving from service and support centres into strategic hubs for R&D, innovation and global decision-making. How do you see this transformation shaping India's role in the global life sciences ecosystem?

Ans: The evolution of GCCs reflects a broader shift in India's role in the global innovation landscape. India is no longer seen only as a source of talent and scale. Today, it is increasingly recognized for its scientific excellence, digital capabilities, and leadership in shaping global innovation. In the life sciences sector, this shift is enabling India to play a more strategic role in how medicines are discovered, developed, and delivered to patients around the world.

This shift is underpinned by India's distinctive combination of scientific talent, technology capabilities, AI expertise, and a rapidly maturing healthcare and innovation ecosystem. As companies integrate science, data, and digital capabilities more deeply, India is moving beyond executing global strategies to helping shape them.



At Novartis, we are seeing this transformation firsthand. The Novartis Corporate Center (NOCC) is an integrated enterprise capability hub where the teams in India contribute across biomedical research, drug development, data and digital, technology, and enterprise functions—supporting global priorities and driving innovation at scale. More importantly, it demonstrates how India is emerging as a source of high-value expertise and transformative thinking that advances our ambition to reimagine medicine for patients worldwide.

Looking ahead, India is well positioned to become a leading global hub for healthcare innovation by bringing together its strengths in science, technology, and talent to help address some of the world's most pressing health challenges.

8. As India works toward the vision of Viksit Bharat 2047, what role do you see the pharmaceutical and life-sciences industry playing in that journey?

Ans: The pharmaceutical and life sciences industry will be a strategic enabler of India's Viksit Bharat 2047 vision because a developed nation is built on the foundation of a healthy population. Healthcare, innovation, and economic progress are deeply interconnected, and our sector sits at the intersection of all three.

As India advances towards becoming a developed economy, the pharmaceutical and life sciences industry can contribute in four critical ways.

- **First, by strengthening health outcomes and health security.** India is witnessing a growing burden of non-communicable diseases, including cancer, cardiovascular diseases, diabetes, autoimmune disorders, and rare diseases. Ensuring that Indian patients have access to and benefit from the latest scientific advances and innovative therapies will be essential to improving quality of life, enhancing workforce productivity, and supporting long-term national development. This is no longer just an industry priority; it is a public health imperative.
- **Second, by driving innovation-led economic growth.** The OPPI-EY vision projects that India's pharmaceutical sector could grow into a US\$450 billion industry by 2047, creating high-value jobs across research, biotechnology,

manufacturing, clinical development, digital health and advanced analytics.

- **Third, by positioning India as a global centre for science, research and technology development.**

The convergence of biology, artificial intelligence, genomics and data sciences is creating new opportunities for breakthrough discoveries. With its deep scientific talent base, world-class academic institutions, growing digital capabilities, and entrepreneurial ecosystem, India is uniquely positioned to participate in and shape this transformation.

Finally, by helping India evolve from being a supplier of medicines to becoming a **global innovation partner**. Around the world, countries such as Singapore, South Korea and China have showcased that with sustained commitment and a long-term vision, it is possible to build globally competitive biopharmaceutical innovation ecosystems within one generation. Their experience also demonstrates that success comes through coordinated strengthening of multiple pillars including science, talent, financing, regulation, innovation protection, clinical research and healthcare adoption.

India has many of the foundational strengths required to achieve a similar transformation and emerge as a preferred destination for research, development, and innovation.

By 2047, I believe India has the opportunity to be recognised not only as the world's most trusted supplier of medicines, but also as one of the world's leading centres for pharmaceutical innovation, biomedical research, and healthcare solutions. Achieving this vision will require sustained collaboration between government, industry, academia, healthcare institutions, and start-ups. If we succeed, the impact will extend far beyond economic growth, enabling India to contribute meaningfully to solving global healthcare challenges while improving the lives of millions of patients at home and around the world.

9. What are the biggest opportunities for the pharmaceutical industry today, and how can OPPI support the industry in furthering these opportunities?

Ans: The pharmaceutical industry is at an incredibly exciting point of transformation. For

India, this is particularly significant given our strong pharmaceutical manufacturing capabilities, growing research ecosystem, scientific talent, and expanding healthcare needs. Today, some of the most promising opportunities lie in areas such as AI-enabled drug discovery, precision medicine, biologics, cell and gene therapy, digital health, and new approaches to clinical research. These advances have the potential to transform how we prevent, diagnose, and treat disease, ultimately improving outcomes for patients.

India is uniquely positioned to capitalize on these opportunities. With a strong scientific and pharmaceutical talent base, a large and diverse patient population, a rapidly expanding digital ecosystem, and an increasingly ambitious innovation landscape, the country has the potential to become not only a global manufacturing hub but also a leading centre for healthcare innovation and research. As the ecosystem advances, new models of healthcare delivery and stronger collaboration will be essential to ensure scientific progress reaches patients more effectively and equitably.

OPPI can play a pivotal role in advancing these opportunities. As a platform for collaboration, dialogue, and knowledge-sharing, it can bring together industry, government, regulators, academia, healthcare professionals, and other stakeholders to identify opportunities, address barriers, and share global best practices. OPPI can also contribute to shaping an enabling and predictable policy and regulatory environment that encourages long-term investment in research and innovation while upholding the highest standards of patient safety, quality, and ethics.

Our collective aspiration should be to position India as a global hub for healthcare innovation, where research, technology, entrepreneurship, and industry come together around a shared purpose to address both India's healthcare priorities and broader global health challenges.



The Pharma Frontiers: Shaping Conversations, Inspiring Partnerships

Asawari Sathaye, Senior Director, Communications and Access, OPPI

Key Highlights:

- Launched under the theme Power of Partnership, The Pharma Frontiers brings together leaders and voices from across India's pharmaceutical and healthcare ecosystem
- Discussions highlight India's growing potential to move beyond its role as a global manufacturing hub and emerge as a shaper of healthcare innovation with both domestic and global impact
- As India enters the next chapter of its healthcare journey, the series underscores the importance of innovation and collaboration in creating a healthier future for all

Beyond Medicines: What India's Pharma Leaders Are Saying About the Future of Healthcare

India's healthcare and pharmaceutical ecosystem is at an important inflection point. The pharmaceutical industry is often viewed through the lens of medicines, the discoveries, therapies and vaccines that reach patients. But behind every breakthrough lies a much larger ecosystem of science, policy, partnerships, people and leadership.

It is this broader conversation that **The Pharma Frontiers by OPPI** seeks to bring to the forefront.

Launched as part of OPPI's 60th-anniversary celebrations under the theme Power of Partnership, the podcast brings together leaders from across the pharmaceutical industry to discuss the ideas and forces shaping the future of healthcare in India.



As OPPI celebrates six decades of advancing healthcare, The Pharma Frontiers is particularly meaningful. Our theme, **“Power of Partnership,”** reflects a conviction that progress in healthcare cannot be achieved by any one organisation or stakeholder working alone. It requires collaboration across industry, government, academia, healthcare professionals, patients and communities. The series explores subjects ranging from innovation and healthcare access to artificial intelligence, leadership, talent and personal experiences that shaped industry leaders. Six episodes have been released so far, with more conversations to come as the series continues to explore the people, ideas and partnerships shaping the sector.

A broader view of healthcare leadership

The series places the patient at the centre of the healthcare conversation while also examining the systems and partnerships needed to improve outcomes.

One of the most encouraging themes emerging from these conversations is the growing recognition of India’s potential not merely as a participant in global healthcare innovation, but as a creator and shaper of it. India has a unique opportunity to leverage its scientific capabilities, talent, digital infrastructure and entrepreneurial

energy to develop solutions that can have an impact both domestically and globally.

India’s healthcare ambitions are evolving. The country is no longer seen only as a global manufacturing base; it is increasingly being recognised for its potential to build an innovation-led healthcare ecosystem that creates value for Indian patients and contributes to global healthcare.

That shift requires a broader understanding of leadership. Progress will depend not only on scientific and commercial expertise, but also on the ability to bring together industry, government, academia, healthcare providers and communities around shared priorities.

The leaders reflected on the changing nature of leadership in healthcare. Their conversations highlight the importance of building talent for the future, creating inclusive and collaborative workplaces, and developing leaders who can navigate complexity while remaining connected to the needs of patients and communities.

A recurring message across the conversations is that the next phase of India’s healthcare journey will depend on stronger partnerships. Whether advancing innovation, improving access, adopting

new technologies or strengthening healthcare delivery, progress requires different parts of the ecosystem to work together. The discussions underline the need for industry, government, academia, healthcare professionals and other stakeholders to come together and build shared solutions to shared challenges.

Leadership in a changing industry

One of the strongest themes emerging from the series is that leadership in healthcare is becoming more collaborative and people-centred.

The challenges facing the industry are too complex to be addressed through isolated decisions or individual expertise. They require leaders who can listen to different perspectives, understand the wider context and connect diverse stakeholders.

This also brings qualities such as empathy, openness and emotional intelligence into sharper focus. In a sector ultimately defined by its impact

on people's lives, effective leadership must combine strategic thinking with a clear understanding of patients, healthcare professionals and the communities the industry serves.

Collaboration as a force multiplier

Partnership is central to the future of Indian healthcare. Innovation does not end with scientific discovery. Its impact depends on how effectively it moves through research, regulation, healthcare delivery and patient access. This makes collaboration across industry, government, academia and healthcare providers essential.

Digitalisation and emerging technologies, including artificial intelligence, add another layer to this transformation. They can improve efficiency, expand access and support better decision-making, but their value will depend on how responsibly and inclusively they are implemented.

The larger ambition is to build a healthcare system





where innovation and access reinforce each other. Achieving this will require shared goals, stronger coordination and a willingness to look beyond organisational boundaries.

Creating a conversation around what comes next

The podcast gives OPPI a platform for ideas, dialogue and collective reflection on India's healthcare future. By bringing together perspectives from across the pharmaceutical industry, it reinforces the importance of partnership in addressing challenges that no single organisation can solve alone.

The Pharma Frontiers provides a space to reflect on these issues through the experiences of those leading organisations and shaping the sector. In doing so, it also reinforces an important role for OPPI, i.e., to facilitate dialogue, encourage collaboration and help build bridges across the healthcare ecosystem. India's healthcare journey has already come a long way. The next chapter will demand ambition, innovation and, above all, collaboration.

At OPPI, we look forward to being part of that journey by bringing stakeholders together, fostering constructive conversations and strengthening the power of partnership to create a healthier future for all.



Check out The Pharma Frontiers on our YouTube channel



India's Innovation Rise: The Ranking Matters, But the Story Behind It Matters More

Anil Matai, Director General, OPPI

Key Highlights:

- India's innovation ranking has surged: India is now 38th in WIPO's Global Innovation Index (GII) 2025, up from 81st a decade ago, placing it among the Top 50 of 139 economies
- India ranks 1st among 10 economies in Central and Southern Asia and 1st among lower-middle-income economies
- The country has 146 approved recombinant biosimilar products across 33 domestic companies, strengthening its position in the global biosimilars ecosystem

India's rise to the 38th position in the World Intellectual Property Organization's (WIPO) Global Innovation Index (GII) 2025 is a noteworthy achievement.

After all, this is a country that was ranked 81st just a decade ago. Today, India not only stands in the Top 50 among 139 economies in the Global Innovation Index but also continues to be recognised as one of the world's longest-running innovation overperformers, consistently delivering results beyond what might be expected at its current stage of economic development. Furthermore, it ranks first among 10 economies in Central and Southern Asia and first among lower-middle-income economies, as per the recent rankings.

Those are impressive statistics.

Yet the real significance of this milestone lies beyond the ranking itself.



What the Ranking Reveals

It reflects a broader shift in how the world increasingly views India's capabilities. For years, India was recognised primarily for its scale, talent pool and cost competitiveness. Today, innovation is becoming an increasingly important part of that story.

For the pharmaceutical sector, this development is particularly significant.

Few industries illustrate India's evolution more clearly than pharma. Over the last several decades, the country earned global recognition as the "Pharmacy of the World", supplying affordable medicines to millions across geographies. That achievement was built on scientific talent, manufacturing excellence and an ability to deliver quality healthcare solutions at scale.

However, the nature of pharmaceutical value creation is changing.

As healthcare systems confront increasingly complex disease burdens, innovation is becoming a far more important differentiator. Advances in

biologics, precision medicine, gene and cell therapies, AI-enabled drug discovery and digital health are redefining how treatments are developed and delivered. Increasingly, competitive advantage is being determined not only by the ability to manufacture medicines efficiently, but also by the ability to discover, develop and commercialise new therapies.

This is where India's improving innovation ecosystem becomes relevant.

Recent years have seen growing momentum across multiple fronts. Our country has built one of the world's largest biosimilar ecosystems, with 146 recombinant biosimilar products approved across 33 domestic companies. Global pharmaceutical companies are expanding their R&D presence in India through capability centres that are increasingly involved in data science, clinical development and research operations. At the same time, ambitions around new drug discovery are gaining momentum, with India setting a goal of discovering and commercialising 100 New Chemical Entities (NCEs) by 2047.

The Next Frontier

So, has India made its transition from a pharmaceutical-led powerhouse to an innovation-led one?

Far from it.

If there is one takeaway from the WIPO rankings, it is that India's innovation story is still in its middle chapters, not its final one.

The country continues to improve its trajectory, but sustaining that momentum will require deeper investments in science, research infrastructure and talent development. Stronger links between academia and industry matter. So does regulatory predictability. So does creating an environment where long-term research can flourish, even when the returns may take years to materialise.

Most importantly, innovation must continue to deliver real-world value.

In healthcare, that means better patient outcomes. It means access to newer therapies. It means ensuring that scientific advances improve lives rather than simply improve metrics. As India continues to expand its digital health infrastructure through initiatives such as the Ayushman Bharat

Digital Mission (ABDM), it will be equally important to ensure that innovation advances the broader goals of accessibility, availability and affordability, allowing its benefits to reach patients at scale.

That's ultimately why the WIPO ranking matters.

The WIPO rankings provide an encouraging snapshot. More importantly, they offer a glimpse of what may be possible if India can strengthen the foundations beneath its innovation economy and fast track what it has built over the last decade. The opportunity now is to build on that momentum and ensure that innovation becomes not merely a measure of progress, but a driver of India's next phase of growth.

Read the entire report here: <https://www.wipo.int/edocs/gii-ranking/2026/in.pdf>

1. *India ranks 38th in Global Innovation Index, digital services and venture capital power innovation gains*
2. *Press Note Details: Press Information Bureau*
3. *Press Note Details: Press Information Bureau*
4. *India's Biosimilars Prowess: Transitioning to A Strategic Global Hub*
5. *Indian pharma players can deliver 100 new drugs by 2047: Zydus Chairman, ETPharma*





Safe Care for Life: Accelerating India's NCD Response on World Patient Safety Day

Anil Matai, Director General, OPPI

Key Highlights:

- World Patient Safety Day 2026: Observed on 17 September under the WHO theme "Safe care for noncommunicable diseases" and the slogan "Safe care for life"
- For people living with NCDs, safe care must extend beyond hospitals to medicines, diagnostic tests, follow-ups, pharmacies, primary care and self-management at home
- Patient empowerment is central to safe NCD care. Patients need to understand their condition, medicines, treatment goals and warning signs

Every person with diabetes, hypertension, heart disease or cancer deserves care that is not only available, but consistently safe; across years of medicines, tests, clinic visits and self management at home. That is the promise of World Patient Safety Day 2026, observed on 17 September under the WHO theme "**Safe care for noncommunicable diseases**" and the slogan "**Safe care for life**".

NCDs now drive the majority of premature deaths globally and in India. The safety challenge is different from acute care: it is about preventing medication errors over long treatment journeys, avoiding dangerous delays in diagnosis and follow up, and ensuring that every interaction, whether at a pharmacy, a primary health centre or a teleconsultation, reduces risk rather than adding to it.



India's strong foundation—and where we can fast track

India is already moving at pace. Under the National Programme for Prevention and Control of Non Communicable Diseases (NP NCD), the country has built one of the world's largest NCD screening and treatment platforms. As of February 2026, more than 408 million people have been screened for hypertension and 406 million for diabetes; over 70 million and 46 million respectively have been diagnosed, and 55 million and 34 million are on treatment.²

In parallel with the broader NCD infrastructure, the country has begun developing disease-specific registries to strengthen clinical evidence and improve understanding of disease patterns and outcomes.

The India Valve Registry, launched in September 2026, is an important example. The registry aims to generate India-specific evidence on valvular and structural heart disease, helping strengthen clinical understanding and support more evidence-based cardiac care.³

What the World Can Teach Us

Countries tackling the NCD burden are increasingly recognising that care cannot remain confined to hospitals and clinics. Community-based care, task-sharing, digital tools and stronger primary healthcare are helping take prevention and management closer to where people live.

Evidence from low- and middle-income countries points to the potential of community health-worker-led models for NCD screening, health education, blood-pressure monitoring, treatment support and follow-up. Such approaches can extend the reach of healthcare professionals and create stronger links between communities and formal health systems.

Countries including Vietnam, Bangladesh, Uganda and South Africa have used community-based approaches to strengthen screening and follow-up, while Rwanda has explored the role of private pharmacies in expanding access to screening and referral. Digital approaches are also being explored in countries such as Malawi, Sri Lanka and Tanzania to improve coordination between community-level workers and healthcare facilities.¹

Yet, to truly fast track progress, India does not need to reinvent its NCD architecture. It needs to make the existing architecture more connected, measurable and patient-centred. For example every screening programme should have a clearly defined pathway from identification to diagnosis, treatment initiation, follow-up and disease control. The success metric should not simply be how many people were screened, but how many people identified with an NCD are appropriately treated and remain controlled over time. Additionally, digital platforms such as the National NCD Portal create an opportunity to identify patients who miss follow-ups, discontinue medication or require escalation of care. India should increasingly use such systems not merely to collect data, but to trigger action such as reminders, referrals, follow-up calls and community-level interventions.

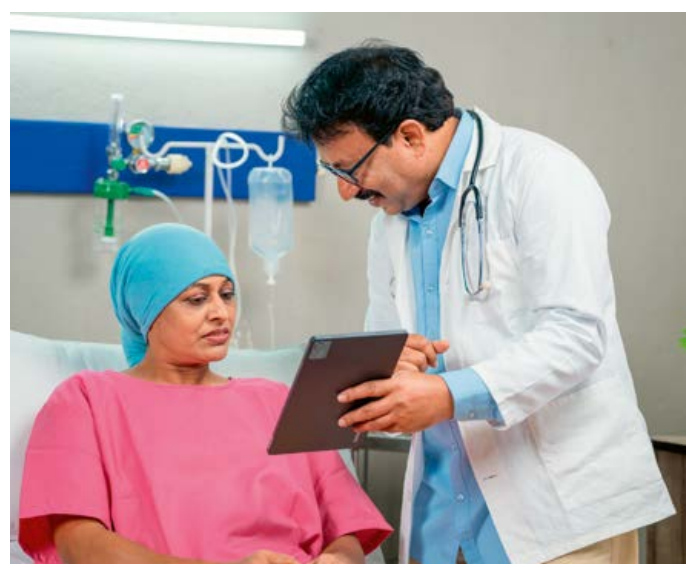
But none of this will work without educating and empowering patients. Safe NCD care means patients understand their condition, their medicines, their targets and when to seek help. We need plain language counseling, multilingual digital content, and peer support groups that travel with the patient from screening to long term management. Pharmacists, ASHAs and primary



care teams must be equipped to explain why daily pills matter, how to recognize warning signs, and how lifestyle changes complement medicines. When patients are informed and engaged, adherence improves, complications fall, and the health system becomes safer by design.

Five priorities for India's next phase of NCD response

The next phase of India's NCD response should therefore be built around five priorities: prevent earlier, detect earlier, treat appropriately, monitor continuously and empower patients.



World Patient Safety Day gives us an opportunity to broaden the definition of safe care. Safe care is not only the absence of an error in a hospital. For someone living with diabetes, hypertension or heart disease, safe care is knowing what to do, receiving the right treatment at the right time, being followed up when necessary, having access to reliable information and being supported to manage the condition throughout life.

India has already built much of the foundation. The task ahead is to make that foundation work as one connected system, a system in which every screening leads somewhere, every diagnosis leads to action, every patient understands their care, and every piece of data helps us deliver better outcomes.

That is how we can move from simply managing the NCD burden to building a culture of safe care for life.

1. <https://pmc.ncbi.nlm.nih.gov/articles/PMC12699569/>
2. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2243768®=1&lang=1>
3. <https://www.pib.gov.in/PressReleaseDetail.aspx?PRID=2306940®=1&lang=1>



We would like to extend our sincere thanks to everyone who contributed to this edition of the OPPI Quarterly Newsletter. This issue reflects a collective effort to examine India's healthcare journey with depth, balance, and perspective.

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- **Shweta Rai**, President Elect, OPPI, her valuable support
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To our readers, thank you for your continued engagement. We look forward to sharing further insights and perspectives in the next edition as India's healthcare landscape continues to evolve.

Warm regards,

Asawari Sathaye

Senior Director, Communications and Access, OPPI



About Power of Partnership

2025-26 marks a defining chapter for the Organisation of Pharmaceutical Producers of India (OPPI) – our Diamond Jubilee. Since its inception in 1965, OPPI has been the voice of the research based global pharmaceutical companies in India, advocating policies that encourage scientific innovation while ensuring that the patients are always at the centre of all decisions.

For six decades, OPPI has been at the forefront of shaping the Indian pharmaceutical landscape, fostering a patient-centric ecosystem grounded in innovation, ethics, access, and collaboration.

OPPI's journey has been defined not only by scientific and industrial progress but by the Power of Partnership.

Our legacy is rooted in partnerships with multiple stakeholders, i.e., with policymakers to drive regulatory clarity, with academia to nurture innovation, with the media to promote public understanding, and with our member companies to maintain the highest standards of ethics and compliance. This landmark is a reaffirmation of our commitment to India's future in healthcare.

About OPPI

The Organisation of Pharmaceutical Producers of India (OPPI) established in 1965, represents the research-based global pharmaceutical companies in India. OPPI has been an integral part of the healthcare journey of the country. We remain committed to supporting the nation's healthcare objectives, putting patients at the core of all decision making and collaborating with all stakeholders to find sustainable solutions to realize the collective vision of Health for All.

Our member companies have been serving the country's healthcare ecosystem since pre-independence and continue to remain committed to patient safety and providing quality care in the future as well. As an association, our advocacy decisions, patient commitment and work are always keeping the country first and we embody the spirit of working for 'Bharat Ke Liye'; driven with innovation to find solutions for unmet medical needs, collaboration with government stakeholders, and co-creation with partners coming together to address the nation's healthcare challenges. We are committed to the Hon'ble Prime Minister Shri Narendra Modi-ji's clarion call of 'Jai Vigyan and Jai Anusandhan'.

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