

# Vivek Sharma & Ramesh Subramanian

VS: CEO

RS: Vice President, Strategic Marketing

## PIRAMAL PHARMA SOLUTIONS



VS



RS

**Piramal has been expanding its services in the outsourcing space both organically and inorganically. How has the group grown within the segment?**

VS: In the last two years, we have undertaken a couple of acquisitions, with Coldstream Laboratories for injectable capabilities and Ash Stevens for high potency API capabilities. We constantly engage our customers to identify their future needs and also monitor macro market trends in order to solidify our future investment strategies. Our main focus has always been to meet our customers' expectations collaboratively.

**With the addition of Ash Stevens, there are now three North America facilities.**

**Could you provide some detail on the scope of Piramal's operations in North America and beyond?**

VS: We have three facilities in North America, with Ash Stevens in Detroit, Michigan for high potency APIs, the Lexington, Kentucky site for injectables, and the API site in Torcan, Canada, right outside of Toronto. In addition, we have two facilities in Europe; an oral solid dosage and API manufacturing facility in Morpeth, England and an ADC site in Grangemouth, Scotland. We also have several facilities in India, including API sites in Ennore and Digwal, and two sites in Ahmedabad, one dealing with Discovery R&D services and the other for oral solid dosages, and an injectables R&D site in Mumbai. Finally, we have an oral solid dosage manufacturing site in Pithampur, India, for oral solids manufacturing.

**Could you comment on the shape of the industry and how it has changed since 2015?**

VS: Many companies are strategically rationalizing their manufacturing and R&D operations and are increasingly exploring opportunities to expand outsourcing as well. Given our structure, our capabilities and our extensive offering, these macro trends complement our business model well, as customers are increasingly looking for more integrated outsourcing services. We are seeing a number of inquiries from biotechs and big pharma companies looking for end-to-end project support.

RS: Drug approvals reduced dramatically last year compared to previous years- for example, in small molecules, New Chemical Entity (NCE) approvals plummeted from 32 (2015) to 15 (2016). A lower number of NCE approvals leads to consolidation and cost rationalization at the customer's end: this may mean fewer people to manage internal programs. This gap is further widened by the need to drive more programs to alleviate the impact of clinical attrition and lower number of approvals. This gap has led to our customers looking for strategic, integrated partners, who can seamlessly manage globally

dispersed teams and deliver on multiple verticals- for example, drug substance and drug product. Piramal Pharma Solutions is currently working on around 30 integrated projects globally. Our leading capabilities in drug substance and drug product development and manufacturing, and our ability to seamlessly blend operations across geographies with flexible scheduling to reduce delivery timelines, has resulted in an integrated offering that is attractive to both big pharma and biotech.

**From a drug delivery perspective, what areas are Piramal currently working on?**

VS: From an injectables standpoint, some of the things we are doing in drug delivery are very unique. We are sole partners to many of our customers and are humbled by their trust in us. Some of the capabilities at our OSD site are also highly innovative. Generally, we are looking at technologies that provide drugs at a faster pace and cheaper price for our customers and their patients.

RS: We continue to be a leader in Antibody Drug Conjugates, a vehicle for drug delivery, and have supplemented that capability with our High Potency API acquisition and our fill finish capability. Soon, we expect to be able to make the potent active, do the conjugation, and complete the fill-finish, all in-house. In terms of manufacturing technologies, the injectable site in Kentucky utilizes mobile isolators, which ensures high quality batches, and large volume production, even under a small manufacturing footprint.

**What are the key objectives for Piramal over the next few years?**

VS: Our key strategy is to support customers as best as we can. We want to continue expanding our capacity in current areas of operation, and also add capabilities to our portfolio. As integrated service needs continue to grow, we are well positioned to serve our client base as a trusted partner to reduce the burden of disease, by focusing on the three pillars that serve as the foundation for Piramal: Customer Centricity, Quality, and Innovative Science. —