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Govt has step-motherly attitude towards indust mansmy; Bring

laws will favour MNCs and hat current Indian patent You advocated years ago interview. Edited excerpts: tells MG Arun in an exclusive products can be better priced, he overseas markets where their companies will need to turn to pensivefor the masses, and drug drugs in India will become exdomestic industry. as major districentives for the ernment's price control regime, patented after 1995, and the govcopy cat an MNC cost over \$32 a day. He laws, which prevent launch of now considers India's patent timewhen the best selling drug by ti-AIDS drugs at \$1 a day, at a the African turf, and supplied angeneric medicines throughout pioned the cause of affordable Yusuf, Khwaja Hamied, 75, lead to monopoly pricing. Why should the talks beheld in chairman and managing direc. What are your concerns in secret? I have been in the indusnational companies (MINCs) to he took the battle against multiceutical major Cipla, has chamtor of the ₹6,135-crore pharmavisfive-decade-oldcareer.In2001, version of By 2015, drugs generic medicines? Trade talks will stymie Do you think India-EU Free more of this, unfortunately to sell off, amalgamate, or seek

hasastep-motherlyattitude toexchange. mainstay for earning foreign few. Indian companies are the exporting from India? Very How many pharma MINCs are here to take the money out. The backbone of India is its insold out to MNCs? the context of some top Indigenous industry. MNCs are dian firms already being The government

change. If this is not done, Indian companies are either going dustry. That, and the infrawards authentic, national instructure they provide, has to compulsory licensing, I am ers like Anji Reddy (chairman, for overpricing. The only way change, we are dragged to court back for earning foreign extry for 52 years. There are othstead of giving us a pat on the ₹3,500 crore worth of drugs. Inyear alone, Cipla is exporting taken us into confidence. This The government should have know the industry in and out. (chairman, Wockhardt), who ma) or Habil Khorakiwala Modi (chairman, Cadila Phar-Dr Reddy's Laboratories), IA

be called Daiichi. You will see Maybe, one day, Ranbaxy will changed to Mylan. Piramalhas partnershipsforsurvival. Matrix Laboratories has become Abbott Healthcare. We want policies that last five proposed to put more drugs under price control. How The government has now detrimental will this be?

government for overpricing. cause Cipla is in court with the orten years so that we can plan. I can't talk about pricing, beproducts in the Indian market.

We have won all the cases in the

INTERVIEW: YUSUF KHWAJA HAMIED CHAIRMAN AND

MANAGING DIRECTOR, CIPLA

willing to pay for innovation.

lower courts, the High Court and now it is in the Supreme Court. None of 'the foreign there are 33 new monopoly der price control. Since 2005, companies' products are un-

trol. My view is that if a drug is None of them are in price conany imported, finished drug. nies making it, it should come tion that will rein in the prices, and it should not be controlled. marketed by more than five under price control. So should drug with less than five compa-If there's amonopoly drug, or a companies, there is competi-

> What do you consider as Your career has mirrored Indian pharma industry. the transformation of the to produce raw materials at that time, so in 2000, we startyear, and we sold at \$800. In 2001, we announced a price Africa, at that time, the price ed offering the cocktail. In was \$12,000 per patient a

> > times for branded products. We will look at US, Europe,

of \$1 a day. Today, over 7 mil-

and

quit India, except British changed. Most MNCs then years to have the patent law to fight patents. It took us 12 Manufacturers Association formed the Indian an market. Cipla was ranked 56th at that time. We then MNCs were 60% of the Indi still following the British ment. In the 1960s, we were no support from the governbut that plan fizzled out with make oral contraceptives my first endeavour was to major milestones? patent law of 1911, and After I joined Cipla in 1960, Drug

8% that the MNCs make is

AIDS drugs. This is valued at

Indian companies producnies. There are eight leading Cipla, but by Indian compalion are treated not just by

monopoly is allowed. now want to come back since some Swiss companies, but companies like GSK, and A third milestone was the

of the world because of that the pharma industry. Today, ingredients, the backbone of als or active pharmaceutical The next was afford able med India is the pharmacy capital manufacture of raw materi

> making proposition, and we drugs I sell today are a loss-

need to write off \$5-10 mil-

profits on four. dred drugs, I need to make

The HIV

panies will sell out. can export more, many complace and a policy where you ket? Unless a CL system is in goods only to compete with so my7-starfactories to produce row, or 70:30. Why should luse was exports. Today it is 50:50 tic sales was 90%, and 10% Ten years ago, Cipla's domeschange in the revenue mix? Will this mean an eventual drugs is better than in India. where price of generics targeting those countries We have to re-focus. We are nies wanting to sell in India products of foreign compacensing, where we will sell global. Another area is in-liyears. Cipla will be more which will be big in five been just announced where the guidelines have calgenerics, and biosimilars, for branded generics, classi-Japan, Australia, West Asia

1995. If I am making hun-HIV drugs patented after laws, we can't make those supply cheaper drug... ing and let others make and step in to prevent over-pricwhere the government can pulsory licensing (CL), You have argued for comvalued at \$16-20 billion. \$1 billion. Interestingly, the prising 92% of the world's ing anti-AIDS drugs, com-

many companies in this mar-

Yes, since under the current

This can become 60:40 tomor-

challenges? We were approached by the about? What were the ing HIV-AIDS drugs come How did the idea of makicines to combat HIV-AIDS.

global price, and told the govto make the drug, but the drug did not sell. So we marketed it at one-sixth of the Indian government in 1991

ernment to procure and dis-

to, so we stopped making it in 1993. By chance, in 1996, J

tribute it. But it did not want

like Lupin did in the US. The

agement at What is the depth of man-

Cipla? How

strong is the leadership

make AIDS patients live said a cocktail of drugs can saw a medical article that

onger. We had a strong base

India and the US are 30-40 trol. The difference in price in are under massive price conus to look outside India. We changed is forcing firms like way the patent laws have

person to take a decision. work, since it is a nearly ₹7,000 crore company The

stakes are too high for a sing

The thrust today is on team-

pipeline?

wish Cipla could do that, too,

to regulated

any company but Cipla. years, I have not invested in why should it change? In 50

earning

more revenues there...

markets and ing focus

Some companies are shift-

down to pressures. best thing for India, and the compulsory licensing is the government should not bow

believe that a pragmatic some countries do not pay.] lion every year on this, since should have a purpose. I am

won't sell to any body. Selling given me satisfaction. Cipla at some point...

already invested in Cipla,

Why should I? My work has

that promoters will sell There's a frequent buzz