

# Laurent Renaudie – Senior Vice President Head Europe, Lupin

---



Our platform has evolved substantially beyond traditional generic manufacturing to encompass speciality care and biosimilar development

---

08.10.2025

Tags:

[Switzerland](#), [Lupin](#), [Europe](#), [Generics](#), [Biosimilars](#), [Ophthalmology](#), [M&A](#)

---

*With over seven decades of innovation behind it, Lupin has evolved from an Indian pioneer in anti-tuberculosis therapies into a global pharmaceutical leader shaping the future of complex generics, speciality care, and biosimilars. As the company accelerates its European expansion, Laurent Renaudie shares how Lupin’s entrepreneurial culture, patient-centred mission, and definitive agreement for the acquisition of VISUfarma BV are redefining what it means to be both agile and ambitious in Europe’s competitive healthcare landscape.*

## **What motivated your transition from multinational pharmaceutical corporations to Lupin?**

What comes to mind spontaneously is the warmth I felt: I instantly had a strong positive impression of Lupin’s people, and the entrepreneurial mindset is evident right from the start!

Founded over seventy years ago, Lupin first gained recognition for its pioneering anti-infective therapies for tuberculosis in India. Today, what truly sets Lupin apart from traditional generic manufacturers is our broad portfolio encompassing complex generics, speciality care & biosimilars combined with a unique family spirit that defines our culture and approach.

The decision to join Lupin came down to three fundamental organisational attributes. First, the unwavering commitment to performance integrity, coupled with an obsessive focus on quality

---

excellence. Second, the preservation of entrepreneurial agility despite our global footprint, enabling rapid opportunity assessment through a simple framework: patient benefit and sustainable value creation. Third, the symbolic resonance of our corporate identity as the Lupin flower represents resilience and the capacity to flourish within complex environments.

During initial discussions with the executive leadership team, I was profoundly impressed by the organisational culture centred on meaningful patient impact and the purpose of the company: *We catalyse treatments that transform hope into healing.*

### **What specific mandate defines your role in Lupin's European expansion, and which markets represent priority targets?**

Having had the privilege to live and work across different geographies throughout Europe, I truly feel European at heart. These experiences have shaped my perspective and deepened my conviction in the unique value and opportunities that the European market brings to global companies.

Lupin successfully established leading positions across the US and India markets, and we determined that European expansion represented the logical evolution of our global footprint. With my team, we serve as the architects of this strategy.

The EU27 represents our fundamental landscape framework as we also strengthen partnerships with our Lupin Europe Partner Business team. However, EU5 countries consolidate more than 70% of the total European markets, concentrating our current efforts.

### **Could you detail Lupin's therapeutic portfolio and current European market positioning?**

We maintain considerable pride in our generic pharmaceutical heritage, as it enables affordable, sustainable patient access, core to our mission. However, our platform has evolved substantially beyond traditional generic manufacturing to encompass speciality care and biosimilar development.

We possess an existing European footprint through multiple brand platforms: Hormosan in Germany, Lupin Healthcare in the United Kingdom, and Medisol in France. With these affiliates, we have established a significant presence in respiratory, rare disease in neuroscience, injectables for hospitals and women's health.

Beyond these, the pending VISUfarma acquisition positions us at the forefront of speciality ophthalmology. This represents a natural evolution of our business beyond traditional generic manufacturing to encompass specialised therapeutic areas where we can create substantial patient value.

Within our core competencies, we demonstrate particular strength in respiratory therapeutics, developing comprehensive solution portfolios including both molecular entities and medical devices. This focus addresses the accelerating demand driven by asthma and chronic obstructive pulmonary disease prevalence.

The biosimilar landscape presents extraordinary opportunities. Over the next decade, more than 100 patent loss of exclusivity events will occur, with minimal development capture to date—what industry analysts term the “biosimilar void.” Lupin possesses both the technical capabilities and investment commitment to address this market gap. We recently announced strategic partnerships

---

with Zentiva for co-development initiatives, while simultaneously developing proprietary commercialisation capabilities across Europe.

Currently, our European portfolio remains deliberately focused. However, our global infrastructure, encompassing 15 manufacturing facilities with complete vertical integration across active pharmaceutical ingredients, solid dosage forms, injectables, and biosimilars, combined with extensive contract manufacturing partnerships, positions us for rapid portfolio expansion parallel to geographic growth. With our European Business Development Team, we are also accelerating our in-licensing activities with our partners.

### **Given the recent announcement of Lupin's definitive agreement for the acquisition of VISUfarma, how does this transform your European strategy and therapeutic focus?**

The VISUfarma agreement represents a defining moment in our European expansion journey and exemplifies our entrepreneurial approach to opportunity evaluation. Through our wholly owned subsidiary Nanomi B.V., we have executed a transaction that, once closed, will immediately establish direct commercial operations across all major European markets – Italy, the UK, Spain, Germany, and France.

This acquisition will serve as the cornerstone for Lupin's global speciality ophthalmology franchise, perfectly aligning with our fundamental framework of patient benefit and sustainable value creation. VISUfarma brings us comprehensive coverage of the ophthalmology spectrum from dry eye treatments and glaucoma care to eyelid hygiene, blepharitis, retinal health, and specialised nutraceuticals prescribed by ophthalmologists.

What particularly excites me about this partnership is how it demonstrates our commitment to addressing unmet medical needs. The global ophthalmology market is experiencing significant growth driven by an ageing population, increasing diabetes-related eye complications, and growing awareness of preventive care. VISUfarma's established European operations will provide us with the infrastructure to meaningfully impact patient outcomes across these critical areas.

### **How do you assess the European generic market, particularly given competitive intensity and regulatory complexity?**

While conventional wisdom characterises Europe as complex, I perceive European markets through operational fundamentals rather than perceived barriers. Generic pharmaceuticals represent approximately 80% of prescription volume while comprising only 25% of total pharmaceutical costs, demonstrating our substantial social impact.

The current European market dynamics reveal significant supply reliability challenges. Multiple markets experience persistent shortages. Within this context, our additional supply capabilities address unquestionable market needs for reliable access.

Our entrepreneurial agility enables us to surmount these challenges effectively while maintaining strategic focus on partnership value creation.

---

## **How do you address potential perception challenges regarding Indian pharmaceutical companies in European markets?**

This encompasses multiple strategic layers. Regarding European sourcing, the majority of active pharmaceutical ingredients originate from Asia, with India representing a major European API source. Numerous major generic companies utilise Indian APIs for their proprietary products.

Specifically regarding Lupin, our US market presence and success demonstrate unquestionable quality standards. FDA regulatory approval provides definitive quality validation. The transparency and quality commitment we demonstrate meet the highest industry benchmarks without question.

Regarding portfolio positioning, Lupin operates seven research and development centres, developing complex generics, biosimilars, and conducting clinical studies in rare diseases, which transcend simple generic classification. While Lupin proudly maintains generic company heritage, our value proposition extends substantially beyond traditional generic manufacturing.

## **How will you integrate VISUfarma's operations with Lupin's existing European infrastructure once the transaction closes?**

VISUfarma's approximately 100 sales professionals across markets will complement our existing operations through Hormosan in Germany, Lupin Healthcare in the UK, and Medisol in France. This will create a comprehensive platform that maintains our start-up agility while providing the scale necessary for meaningful European contribution.

This acquisition will enable us to leverage our global infrastructure – our 15 manufacturing facilities, complete vertical integration, and extensive research capabilities – to accelerate growth in speciality ophthalmology.

## **What operational approaches will drive market penetration, and how are you scaling the organisation?**

We operate with start-up agility despite our global scale, particularly relevant for European operations. This entrepreneurial approach precludes singular strategic solutions; instead, we evaluate each opportunity through our fundamental framework: value creation potential and sustainability assessment.

The VISUfarma agreement perfectly demonstrates our entrepreneurial approach in action. Rather than pursuing singular strategic solutions, we evaluated this opportunity through our fundamental framework: substantial value creation potential through entry into the attractive ophthalmology market, combined with sustainability assessment through VISUfarma's established commercial infrastructure and strong brand loyalty.

This acquisition will accelerate our transition from start-up operations to a meaningful contributor within our global corporate framework, providing the comprehensive European scale we envisioned while maintaining the agility that defines our operational approach.

Transitioning from three affiliates plus a partner business organisation to our comprehensive vision of European scale requires substantial organisational development: determining optimal future structures, talent acquisition, and change management transformation as we navigate new

---

countries, regulations, portfolio expansion, and acquisitions such as Renaissance in the UK.

### **How does Lupin's ESG framework support your European strategy?**

I personally maintain a deep ESG commitment both professionally and individually, with considerable mindfulness regarding global developments. I was profoundly impressed by organisational engagement, not merely corporate commitment, but individual employee dedication to comprehensive ESG framework development.

This transcends traditional environmental positioning. We implement concrete actions ensuring sustainable operational frameworks spanning manufacturing through distribution across all activities. This commitment reflects our foundational heritage.

### **Projecting forward two to three years, what key achievements will define successful European expansion?**

My primary goal is to demonstrate successful plan and vision delivery, translating conceptual frameworks into tangible results that serve our purpose and social impact mission.

We are looking at strengthening Europe's contribution to Lupin's overall revenues, while creating meaningful impact for patients. European markets represent substantial volume opportunities that, combined with our manufacturing capabilities and research centres, create internal and external value generation.

The VISUfarma acquisition fundamentally transforms our timeline for meaningful European contribution to global Lupin operations. With this established ophthalmology platform complementing our existing European footprint, we're positioned to significantly exceed the typical 20% European contribution expectation much sooner than originally anticipated.

This acquisition will serve as the foundation for expanding our ophthalmology solutions globally, including planned expansion into Southeast Asia markets. Most importantly, it will immediately enhance our ability to serve patients across multiple eye care segments, directly supporting our mission of transforming hope into healing.

Ultimately, optimal performance measurement involves evaluating patients benefiting from our therapeutic solutions. We are investing in clinical studies to expand rare disease, complex generics, and biosimilar opportunities. Success translates directly into enhanced patient access—this patient impact consideration remains paramount for leadership perspectives like mine.

### **What would you like to communicate to European stakeholders and industry partners?**

At Lupin, our teams are committed to awareness creation, and I invite all stakeholders with questions or interest in Lupin to engage directly with our organisation. I make myself available at the majority of the professional events, such as CPHI, to ensure that we maximise the opportunities of connecting.

We want to develop strong partnership foundations, and I hope this discussion stimulates curiosity and continued dialogue as we work together to address the significant opportunities in European healthcare access.

---

[See more interviews](#)

---