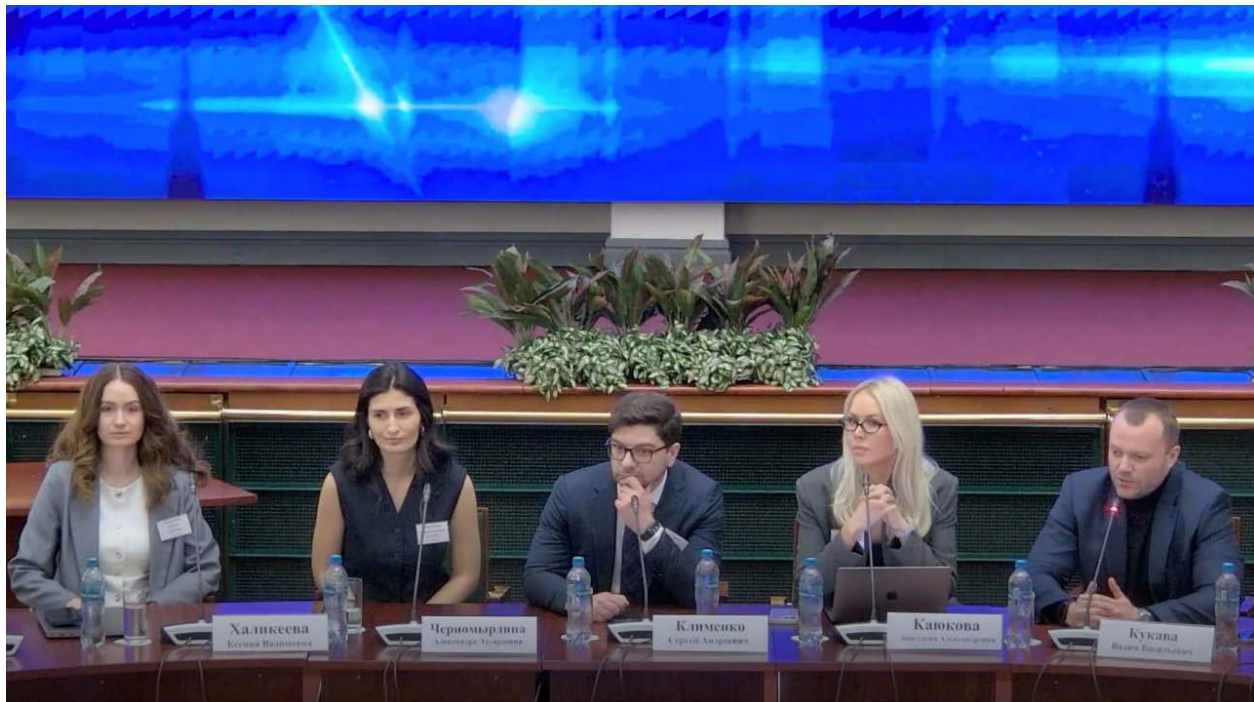


Firm.One and Inpharma Association Delve into Key Industry Shifts at PHARMA 2026 Conference



On 13 March 2026, Firm.One and the Inpharma Association co-hosted "PHARMA 2026: Navigating the Industry's New Realities," a significant conference that drew together leaders from business, government, and the legal sector.

Prominent speakers from Firm.One at the event included Sergey Klimenko, Aleksandra Chernomyrdina, Polina Bardina, Elena Lvova, Victor Naumov, Elena Sokolovskaya, Ruzanna Ahobekova, Alexander Ganzer, Anastasia Kayukova, Stefania Segal, and Ksenia Khalikeeva.

"The industry today faces unprecedented challenges, ranging from production localisation to increasingly intricate patent disputes. The primary aim of this conference is to explore practical strategies that will empower companies to operate with greater efficiency and predictability," remarked Sergey Klimenko, Managing Partner at Firm.One.

Production Localisation

During this session, participants engaged in discussions on pivotal localisation models, such as technology transfer, the formation of joint ventures, and the expansion of subsidiary entities.

Significant attention was also directed towards government support initiatives, including special investment contracts, offset agreements, and subsidies.

Speakers underscored the growing importance of localisation as a strategic imperative for market presence in Russia, noting that less comprehensive models are gradually being supplanted by more integrated approaches.

Essential Drug and High-Cost Nosology Lists

Experts highlighted intensified scrutiny over budgetary expenditures and a rise in criteria for drug inclusion in state lists. Factors like pricing trends and the extent of production localisation are increasingly influential.

Discussions also covered the re-evaluation of prices for existing listed medicines, alongside mechanisms designed to expedite the access of innovative treatments to the reimbursement system.

Antitrust Regulation

A central theme revolved around the evolving approach to distributor selection, with the transition to competitive tendering enhancing transparency but demanding more meticulous procedural refinement.

One expert shared invaluable practical insights into managing antitrust risks, covering topics such as the classification of anti-competitive agreements and defence strategies in cases concerning monopolistically high prices.

Intellectual Property

Experts observed a consistent trend: a mechanism originally intended as an extraordinary measure is now frequently being employed as a means of market entry.

The developing body of judicial precedent, particularly regarding the application of compulsory licensing where key criteria remain somewhat ill-defined, adds further layers of uncertainty.

"Our critical objective now is to ensure the predictability of legal enforcement and to strike a vital balance between patient access to therapies and safeguarding investments in the development of innovative pharmaceuticals," commented Vadim Kukava, Executive Director of the Inpharma Association.

The "PHARMA 2026" conference served as a vital forum for deliberating practical solutions and forward-thinking strategies, designed to assist companies in adapting to the evolving regulatory landscape and establishing resilient operating frameworks within the market. We extend our gratitude to all speakers and participants for their insightful contributions, profound expertise, and commitment to fostering professional dialogue on the industry's most pressing developmental issues.