

STRATEGY

Together for a
stronger supply in a
turbulent world

2026



Contents



Together, we efficiently supply the healthcare system	3
The world around us is changing	4
Moving towards a closer European cooperation	5
We focus on three areas	6
Mission and vision	10
We only succeed together	11
Together for a stronger supply	12



Together, we efficiently supply the healthcare system

Together with other healthcare actors, Amgros ensures an efficient supply of medicines, hearing aids and medicine-related solutions to citizens in Denmark.

We do this by planning and conducting, tendering procedures and procurement activities on behalf of the Danish Regions. These efforts generate significant annual savings amounting to several billion DKK. These funds can be directly converted into increased treatment and better healthcare.

The supply task is complex and affected by a wide range of factors.

Therefore, Amgros must continuously evolve our organization and operations. We must ensure that the future supply systems is robust and incorporates a higher degree of preparedness. We must support future treatments and new medicines, including personalized medicine.

Furthermore we must help ensure that more citizens can receive treatment in their own homes - without compromising on quality or safety.

We are already moving in the right direction



The world around us is changing

Changes in the world around us place new and increasing demands on Amgros' ability to secure national supply. This makes the supply task more complex and increases the need for strong collaboration, robust data and flexible solutions.



Geopolitical changes

Global instability - from conflicts to sanctions - is affecting the supply chains. The production of medicine is concentrated in only a few locations worldwide, and when markets become unstable, it raises the risk of delays and shortages.

More complex treatments

New medicines reach the market more rapidly, often with less clinical data. At the same time, treatments are becoming more advanced and increasingly tailored to the individual patient.

Ambitious sustainability requirements

The Danish Regions have ambitious sustainability goals, which place increasing demands on responsible and environmentally friendly solutions.

Global supply challenges

Global demand is rising and supply chains are under pressure. As a consequence, pharmaceutical companies tend to prioritize larger markets.

Opportunities in data and digitalisation

Data, AI and digital tools provide entirely new opportunities to plan, forecast and optimize the supply of medicines.

A more coherent healthcare system

Treatments are increasingly shifting from hospitals into citizens' everyday lives - in their homes, in local health centres and in primary care.

Moving towards a closer European cooperation

Together with the hospital pharmacies, Amgros has historically been responsible for ensuring the supply of medicines to public hospitals in Denmark. Today, however, the pharmaceutical market is far more complex and the requirements for supply are changing rapidly.

This means that being a small country, we cannot handle every task on our own. We need a closer collaboration with our Nordic neighbours and the rest of Europe to solve shared challenges.

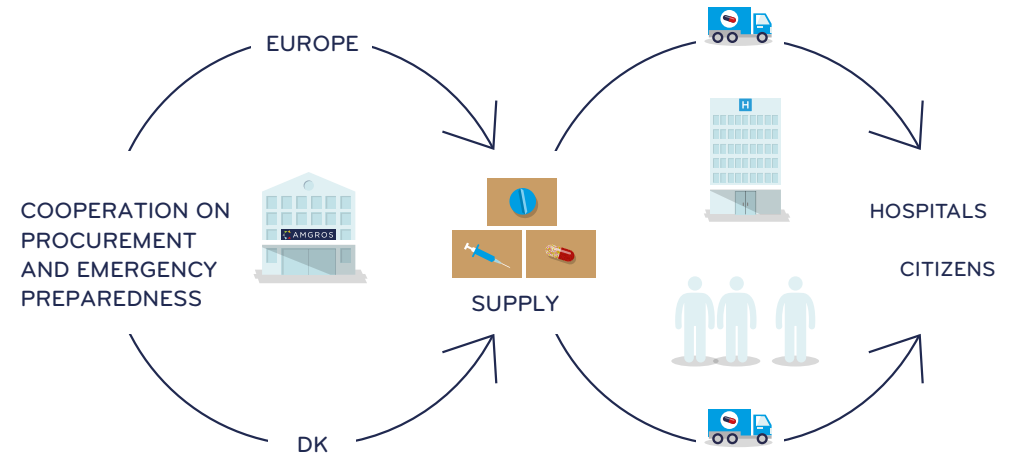
Such cooperation will strengthen our voice and make both Denmark and the other Nordic countries more attractive markets, and will allow us to contribute to a more resilient supply set-up and a shared preparedness framework.

At the same time, we are also seeing changes within the Danish healthcare system.

Treatments are moving from hospitals and closer to citizen's homes. Here, Amgros also contributes by securing better prices and a more coherent supply in the primary sector.

In short, we are moving towards a closer European cooperation on medicine supply - and towards solutions closer to the citizen.

In the future, we must be able to supply citizens both in hospitals and in their own homes. And we will cooperate closely with other countries to do so.



We focus on three areas

Amgros, together with other healthcare actors, must ensure an efficient supply system, create conditions for more health, and act as an international role model in supplying the healthcare sector of the future. To achieve this, we must continuously develop and adapt our organisation in line with changes in the healthcare sector, the society and not least within the EU. In the near future, we have chosen to focus on three areas:

1

Process optimisation and system support

We optimise workflows and processes and use relevant technological tools and solutions

2

Secure citizen-centred supply

We ensure a sustainable and efficient supply of medicines and medicine-related solutions at the right time, in the right place and at the right price

3

Strategic collaboration

We ensure Amgros' desired reputation nationally and internationally by creating value for our stakeholders

Process optimisation and system support

Changes in the market and the world place new demands on speed, precision, and collaboration. New treatments entering Denmark are more complex, data-heavy, and individualised than ever before.

At the same time, requirements for documentation, transparency, and responsiveness are growing.

To ensure national supply of both new and older medicines, our future processes must be just as robust and effective as our current solutions. This means we must collect valid data across the supply chain, support more complex tenders and contract management, and ensure closer cross-border collaboration

Therefore, we work with process optimisation and system support – because it enables us to secure stable supply, act in times of uncertainty, and support a healthcare system in transition.

GUIDING PRINCIPLES

Clear and coherent processes

- So the speed and quality of our work and collaboration are strengthened throughout the supply chain

Ready for change

- So we ensure digital development of our core tasks with future-proof IT solutions

Accessible, valid and shared data

- So we can monitor supply, act proactively, support qualified decisions, and deliver better solutions



Secure citizen-centred supply

The healthcare system is moving closer to citizens' everyday lives.

With the healthcare reform, treatments are moving closer to citizens' homes. This means that the supply of medicines can no longer be viewed as one single national supply line – it must be able to branch out, to adapt, and support treatment wherever citizens actually are.

This places new demands on everything we do. Citizens must be able to trust that their medicines will arrive – whether they come from a hospital pharmacy or a community pharmacy. At the same time, global pressure on supply chains is increasing. This makes our role in Denmark even more important. We must build a system in which supply is not only stable, but also flexible, sustainable and future-proof.

And we must be able to create solutions that make it easy for citizens to receive treatment in their own homes, without compromising safety or quality

GUIDING PRINCIPLES

Stable and coherent supply

- Supporting treatment wherever the citizen is

Flexible solutions and collaboration

- Supporting supply for new treatments

Sustainable supply

- Contributing to the green transition and regional climate goals

Security of supply and preparedness

- Ensuring stable supply as part of the national pharmaceutical preparedness set-up



Strategic collaboration

No single actor can alone solve today's challenges in the healthcare sector. New treatments strain budgets. Global supply chains affect availability and price. National and EU regulations are reshaping the healthcare sector.

This means that collaboration has become a strategic discipline for Amgros. Our strength lies in bringing together clinical, commercial, technical and political perspectives. Together with hospital pharmacies, regions, the Medicines Council, industry, Nordic partners and the EU, we can deliver solutions no single actor could create alone – from joint Nordic tenders to new data partnerships, alternative pricing models and coordinated responses to global supply pressures.

Strategic collaboration ensures that Denmark can continue to be among the countries that achieve more cost-effective health solutions. And it ensures that, in securing supply, we can influence the framework within which we operate. This makes us stronger as an organisation and positions us as a partner that not only solves tasks – but creates lasting solutions together with others.

GUIDING PRINCIPLES

Strengthened national and international relations

- So we develop our collaboration with our owners and other relevant stakeholders

Sharing knowledge and expertise

- So we contribute to greater decisiveness – both nationally and internationally

Solutions across borders

- So we support joint initiatives in both the Nordic region and Europe

A strong and clear reputation

- So we are seen as a credible and highly competent partner that gets things done



Mission og vision

Our mission and vision set the direction for how we contribute to a strong and sustainable healthcare system – both today and in the future.

The mission describes our role in everyday practice and the value we create together with other actors in the healthcare sector. The vision describes the role we strive to play both nationally and internationally.

Together, they form our shared compass for ensuring an efficient supply to the healthcare system and for creating the conditions for more health.



MISSION

Together with other healthcare actors, we supply the healthcare system efficiently and create the conditions for more health

- We supply the healthcare system with hearing aids, medicines and medicine-related solutions.
- We act independently and objectively and are willing to challenge established practices – as both constructive collaborators and critical counterparts.
- We share knowledge and provide fact-based insights that enable informed decisions.
- We create financial room so that more people can receive treatment within the same resources.

VISION

Amgros is internationally recognised as a role model in supplying the healthcare system of the future

- We serve as a natural strategic partner in the development of the Danish healthcare system.
- We build and maintain strong national and international networks that inspire us and the partners we support.
- We contribute both nationally and internationally to a sustainable and efficient supply system for the healthcare sector of the future.

We can only succeed together

In Denmark we have a strong and effective collaboration to ensure the supply of medicines. We work closely with the regions, hospital pharmacies, the Medicines Council, suppliers, wholesalers and our many partners across both the administrative and political landscape of the healthcare system.

This gives us a unique understanding of the journey a medicine takes from manufacturer to patient – and enables us to create coherence across sectors and interests. We can only secure a stable, flexible and future-proof supply if we collaborate across professions, organisations and national borders

It is our ambition to be the partner that makes things work – in Denmark and internationally. Our values guide us to interact and collaborate with one another and with our many partners.



VALUES

Thorough

- We act professionally, align our expectations with our cooperation partners, and we deliver results of high professional quality
- We make an effort, take responsibility for our assignments and keep our agreements

Curious

- We ensure dialogues by listening and asking questions in order to understand the needs and potentials of our cooperation partners
- We are proactive and outreaching and we are open and honest in our communication

Bold

- We dare to challenge ourselves and our surroundings
- We are flexible, and we strive to understand the world we are part of

Job satisfaction

- We are proud to make a difference, and we value the freedom and responsibility that come with our work
- We bring enthusiasm to what we do and contribute to knowledge-sharing and collaboration across divisions
- We are always ready to help others and to take responsibility for ensuring a sense of community and a positive working environment, so that everyone can enjoy coming to work

Together for a stronger supply

By 2030, Amgros has become an even more central driving force in the efficient supply of hearing aids, medicines and medicine-related solutions to the Danish healthcare system.

We have strengthened our role as a trusted and highly competent partner, creating coherence, quality and financial room across the sector. Our processes have become digital, simpler and more intuitive, and data has become a shared foundation for decisions that make a real difference. We stand stronger because we have evolved in step with the needs of the healthcare system – and in some cases ahead of them.

We have an organisation that can handle increasing complexity, new requirements and more international cooperation. At the same time, we have maintained our commitment to creating value for citizens and society by ensuring an efficient, sustainable and robust supply system.

2030 is not an end point, but a milestone on our journey.

It is where our ambitions become reality: to be a role model in supplying the healthcare system of the future and a partner that enables the conditions for more health.

We will get there together.

THREE MILESTONES WE HAVE ACHIEVED BY 2030

1

We have a modern and data-driven Amgros that supports differentiated supply solutions, informed decision-making and alternative agreement models

2

We have a robust and coherent supply system that supports treatment in public hospitals, in the primary sector and in citizens' own homes

3

We have strong and committed national and international collaboration to ensure preparedness and the secure supply of medicines.



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