



INTERNATIONAL GENERIC AND
BIOSIMILAR MEDICINES ASSOCIATION

Supply Built to Last.

**Resilient supply
depends on market
and system conditions,
not price alone.**

Core Proposition

A resilient supply of generic and biosimilar medicines is not simply a function of price.

It depends on the wider market and system conditions, regulatory environment, procurement design, demand predictability, manufacturing capacity and diversity that determine whether enough viable suppliers stay active over time.

Why it Matters

Medicine shortages rarely have a single cause. Manufacturing complexity, raw-material supply chains, regulatory requirements, demand volatility and market design can all play a part.

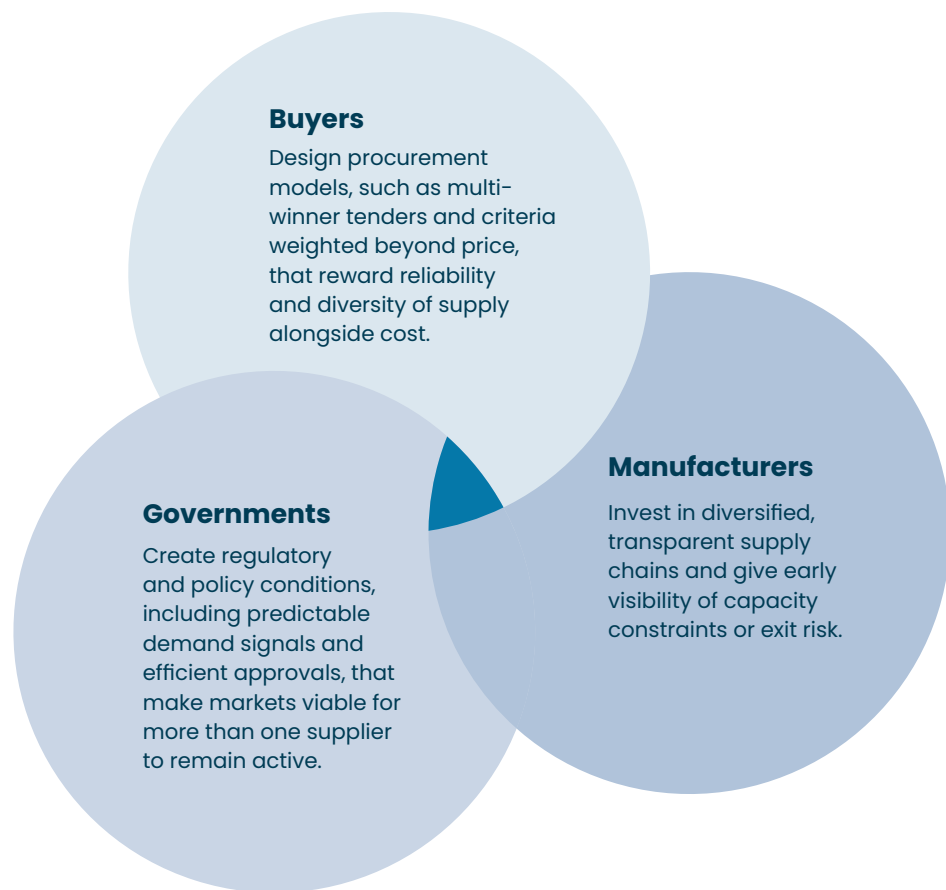
But when procurement and pricing structures reward the lowest bidder alone, with no regard for reliability, capacity or diversity of supply, they can accelerate supplier exit and concentrate supply in fewer hands, leaving the whole system more exposed. Resilience is not about paying more for medicines. It is about ensuring policy, procurement and industry investment value reliability alongside price, so a single disruption does not become a shortage patients feel directly.

8,075

Medicine Shortages

were reported across the European Union between January 2023 and January 2024, and an IQVIA analysis associated 66% with medicines supplied by fewer than five suppliers in Europe.

What Resilient Supply Requires



Shared Outcome

Reliable
Medicine Supply

Medicines remain reliably available, supported by enough viable suppliers to sustain patient access when disruption occurs.

Building Resilient Medicine Supply in Norway

Procurement that looks beyond price can sustain competition, strengthen resilience to shocks and support long-term patient access.

30–40%

increase in the use of three TNF biosimilars, measured in defined daily doses

25%

of the 2026 tender evaluation assigned to supply resilience

In 2022, Norway changed its procurement approach for TNF (Tumour Necrosis Factor) biosimilars, including infliximab, adalimumab and etanercept. Instead of pursuing the lowest price alone, it introduced Most Economically Advantageous Tender (MEAT) criteria designed to sustain competition throughout the product lifecycle.

Following the change, use measured in defined daily doses increased by around 40% for infliximab and 30% for both adalimumab and etanercept. In 2026, price accounted for 40% of the tender evaluation and supply resilience for 25%.

Conclusion

Strategic procurement can help future-proof supply chains by supporting viable suppliers and sustainable market conditions. Resilient supply also depends on diversified manufacturing and sufficient reserve capacity to keep quality-assured, cost-effective medicines reaching patients.



Scan this QR code to access all 4 fact sheets on the IGBA website.

igbamedicines.org



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Sources

‘Sustainability in biosimilar tenders – key learnings from Norway’, Synne Ildahl Svendsen, Scientific advisor, Norwegian Hospital Procurement Trust, Biosimilar Medicines Conference, 7th of May 2026.

IGBA and its members remain committed to partnering with governments, international organisations, civil society, and industry stakeholders to improve patients’ access to quality-assured, safe and cost-effective medicines.