



Oriola updates timeline and investment of ERP and warehouse management programme

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Oriola's ERP and warehouse management (ERP and WMS) programme, a key component in modernising the company, has an updated timeline and investment. As communicated in Oriola's Half-Year Report published in July 2026, the company reviewed the first deployment of its ERP and WMS programme in Sweden and has now updated the programme's timeline, investment and implementation approach based on the insights gained. Oriola has also appointed a new integration partner and strengthened its internal programme organisation and governance to support the successful execution of the remaining deployment phases.

The revised timeline extends to 2028, compared with the previously communicated target of 2027. The revised timeline is expected to increase the total investment-related costs by approximately EUR 11 million. In addition, licence-related costs are expected to increase by approximately EUR 8 million, primarily reflecting earlier cost recognition ahead of the realisation of programme benefits. Oriola announced in January 2024 that the total investment would be approximately EUR 35 million.

Oriola's new integration partner, Atos, brings extensive European-based SAP expertise, previous experience of Oriola's systems and operations, and a strong competence base to support the next phases of the programme. Oriola will also work closely with SAP to leverage the AI capabilities of the new SAP platform to optimise its digital platform.

The updated timeline enables a parallel core build in Sweden and Finland, followed by phased deployments. The new ERP and WMS will be implemented directly in the new Järvenpää distribution centre. Construction of the Järvenpää distribution centre has progressed according to plan, and the updated ERP and WMS timeline does not affect its project schedule.

"The first deployment in the ERP and WMS programme in Sweden provided valuable learnings for us and combined with the planned changes this approach provides a stronger foundation for the successful completion of the programme. While the timeline and investment have been updated, the long-term value creation potential of the programme is clearer and stronger," says Oriola's CEO Katarina Gabrielson.

The strategic objectives of the ERP and WMS programme remain unchanged. Oriola continues to expect the investment to support long-term operational efficiency, harmonise processes and systems across the business, and meet evolving customer and market needs. This includes enhancing Oriola's ability to capture the benefits of increased use of data and artificial intelligence across its operations.

Modernising Oriola for future growth

At its Capital Markets Day in May 2026, Oriola outlined its 10+10+10 roadmap to double EBITDA by 2029 and highlighted the importance of modernising the company's physical and digital infrastructure to support this ambition. Key investments include the construction of a new highly automated distribution centre in Järvenpää, Finland, and the renewal of Oriola's digital backbone through the ERP and WMS programme.

"Modernising Oriola is a key part of delivering our 10+10+10 roadmap. The ERP and WMS programme, together with the new distribution centre in Järvenpää, will strengthen our foundation for future growth. Oriola plays an important role in the critical infrastructure in Finland and Sweden, helping ensure that medicines reach patients reliably every day. To serve growing volumes, meet customer expectations and respond to future market requirements, we need scalable infrastructure, a stronger digital backbone and harmonised processes," Katarina Gabrielson continues.

Oriola handles approximately 300 million packs of pharmaceuticals and health products annually and distributes around half of all medicines used in Finland and Sweden. To manage these volumes efficiently and reliably, Oriola must continue to develop its physical and digital infrastructure in parallel. Together, the Järvenpää distribution centre and the ERP and WMS programme will support Oriola's long-term ambition to increase efficiency, strengthen competitiveness and create a scalable platform for growth.

Most of the costs relating to the implementation of the ERP and WMS are recognised as adjusting items in Oriola's financial reporting, while only a limited portion of the investment is capitalised. The total ERP investment-related costs incurred from the start of the project in January 2024 until the end of the second quarter of 2026 amounted to approximately EUR 21.5 million.

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