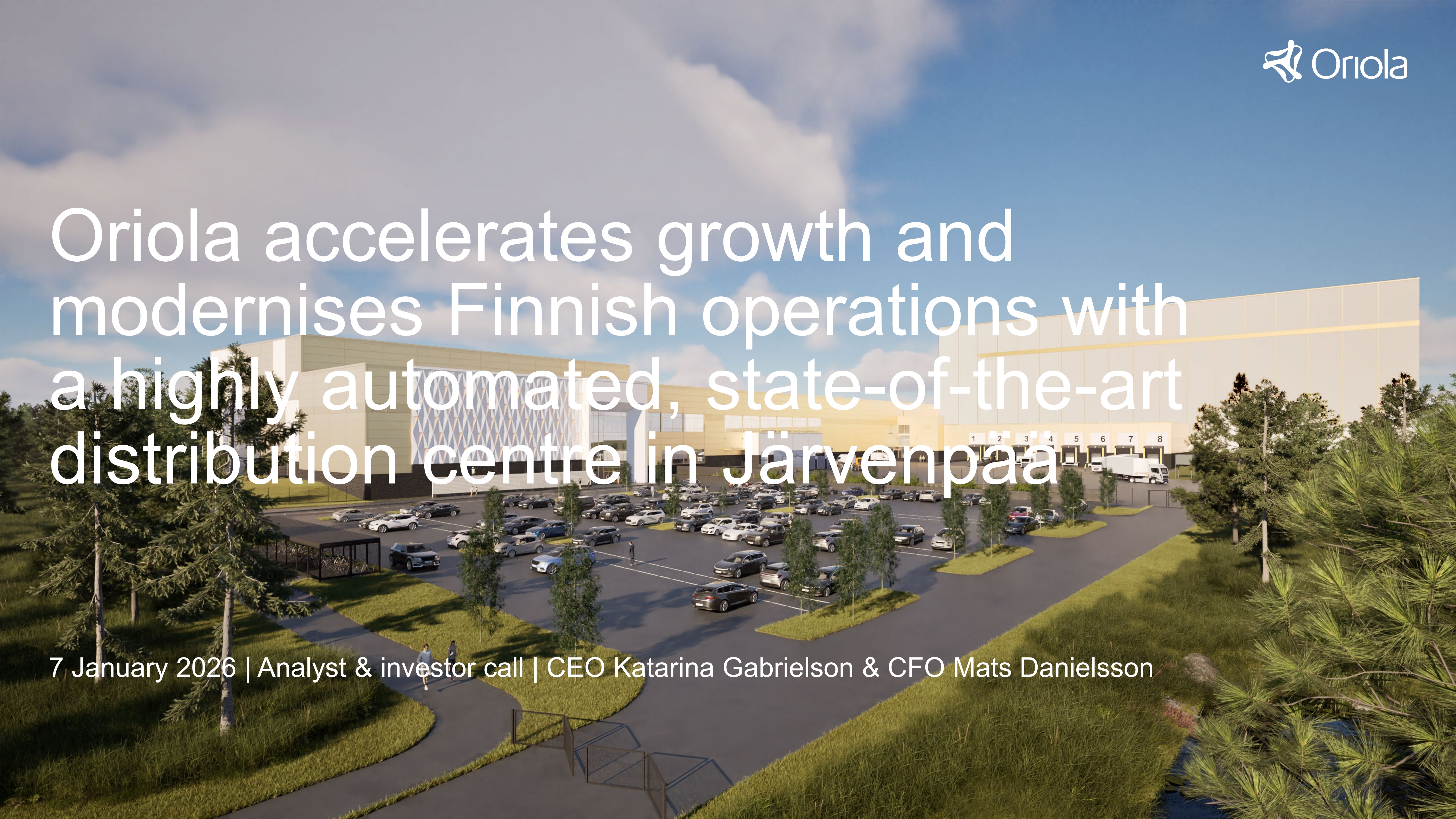


Oriola

Oriola accelerates growth and modernises Finnish operations with a highly automated, state-of-the-art distribution centre in Järvenpää

7 January 2026 | Analyst & investor call | CEO Katarina Gabrielson & CFO Mats Danielsson

Review of long-term plan, financial targets and capital allocation priorities

Oriola is further advancing and clarifying its long-term plan, to support growth and drive profitability, and establishing capital allocation priorities to enhance shareholder value creation.

Oriola's long-term plan and capital allocation priorities will focus on following key topics:

- Responding to evolving market needs and growing customer requirements
- Accelerating growth and improving profitability
- Maintaining strong cash generation and allocating a reasonable share of net operating cash flow to growth-oriented investments in core businesses
- Initiating a balance sheet optimisation programme including an evaluation of the divestment of non-core assets
- Strengthening and then maintaining reasonable equity level to ensure financial resilience
- Revisiting financial targets and dividend policy to align with renewed strategic ambitions
- Actively utilising the AGM authorisation to do share buybacks

Save-the-date: Capital Markets Day 2026
Oriola aims to complete the review of the long-term plan, financial targets and capital allocation priorities during spring 2026, and share details at its Capital Markets Day on **12 May 2026** in Helsinki.

Modernisation of Finnish operations with a highly automated, state-of-the-art distribution centre in Järvenpää

- Strategic investment that strengthens Oriola's ability to meet evolving customer and market requirements, drive future growth, and improve profitability.
- New distribution centre with a building area of approximately 30,000 square metres to be built in Järvenpää in Southern Finland.
- Through state-of-the-art, scalable and highly automated logistics, the facility directly supports our growth ambitions and is a step towards improved profitability in Finland.
- Together with the ongoing ERP and warehouse management initiative, the new distribution centre helps us to reach our financial targets and strengthen our competitiveness for the long term.
- The EUR 110-120 million investment will be financed through a lease arrangement, ensuring efficient use of capital and low upfront costs.

Construction begins in early 2026, relocation set to start at the end of 2027

FEASIBILITY STUDIES

Evaluation of three alternatives:
- Develop current site
- Find a new facility with logistics operations capabilities
- Build a completely new modern distribution centre

Ahead of investment decision:
- Extensive site search and evaluations
- Zoning valid
- Landscaping, building and demolition permits submitted, environmental permit not required
- Risk assessments completed
- Financing options evaluated

GROUNDWORKS & CONSTRUCTION

- Groundworks start

RAMP UP & RELOCATION

- Relocation from Mankkaa to Järvenpää distribution centres expected to take approx. 12 months
- Headquarters move to a new location in Espoo

2023 | **2024** | **2025** | **Q1 2026** | **Q2-Q4 2026** | **Q1-Q3 2027** | **END OF 2027** | **2028**

Change negotiations in Finland completed

Investment decision by Oriola's Board of Directors

Acquisition of land area

Mankkaa area re-zoned for residential building

Lease period begins after asset has been taken into use

Redevelopment of Mankkaa land area

Building scalable logistics and automation to drive growth and profitability in Finland

- Järvenpää, Finland
- Site area approx. 155,000 m^2 incl. reservations for future extensions
- Gross floor area approx. 30,000 m^2, total volume 370,000 m^3
- High-bay warehouse area 3,000 m^2, volume 119,000 m^3, highly automated

- One central distribution centre strategically located close to customers, minimising transport distances
- Highly flexible, scalable and modular infrastructure to support business growth and adapt to changing regulatory landscape and customer requirements
- Site layout supports seamless logistics with separate inbound and outbound yards and minimises complexity for streamlined operations
- Readiness for solar energy, geothermal heating and heat recovery – aiming for BREEAM Excellent level environmental certification

Flexible, modular infrastructure enabling automation and future business expansion

+80%

Cold storage capacity

Cold chain continues to grow rapidly in the future – we are well-positioned to scale with the market

+30%

Ambient storage capacity

+2-3X

Modular, flexible, scalable for the future

Adapting to changes in the operating and regulatory environment, as well as evolving customer requirements, creates a foundation for future business models and new revenue streams

+25% packs/h

Capacity per hour

A more than 25% increase in peak throughput significantly improves supply-chain resilience, service levels and operational efficiency

+2X

Level of automation

Leveraging automation, advanced robotics and AI, the new distribution centre enhances efficiency, throughput, and sets a foundation for future growth

50%

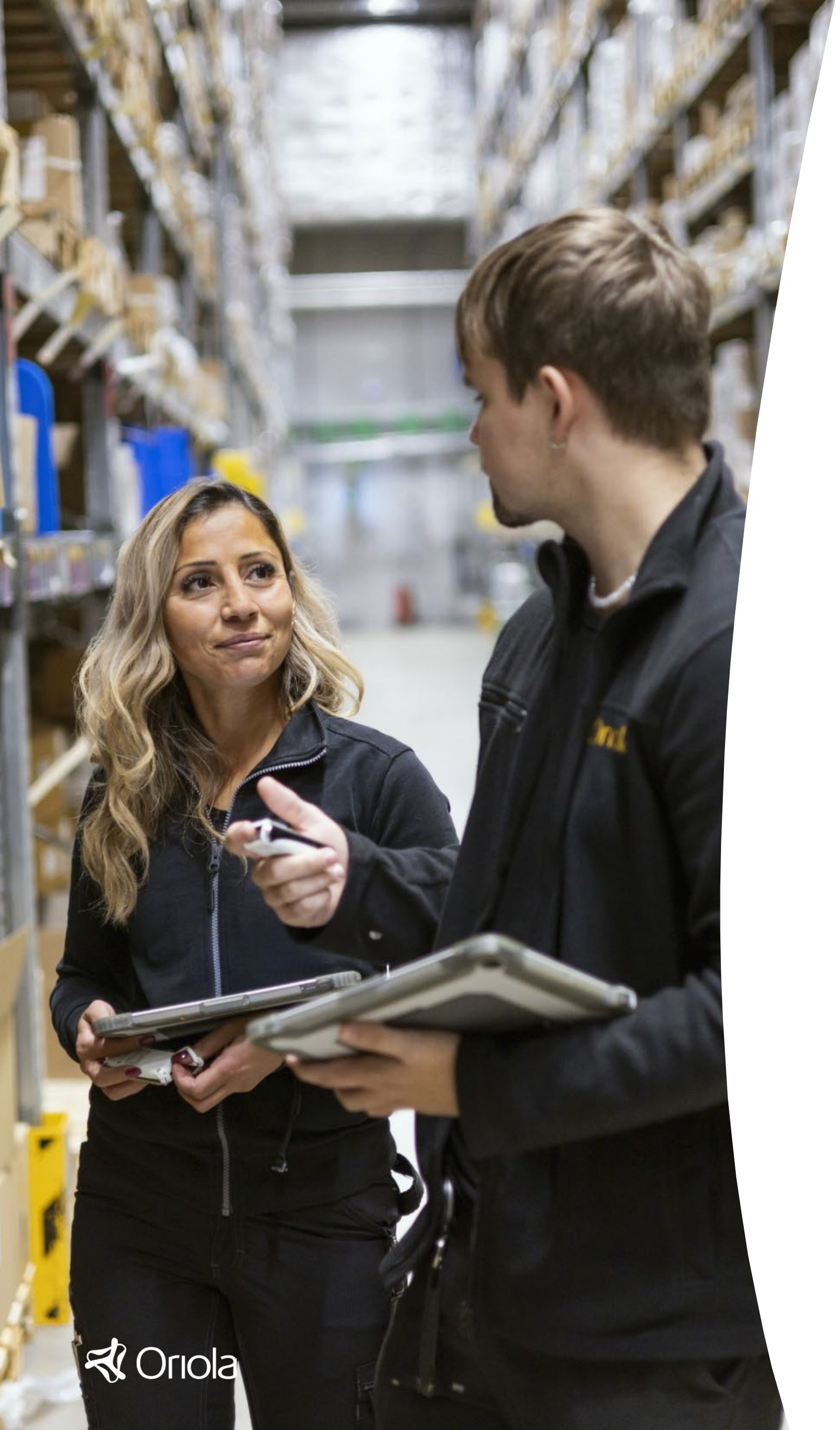
More energy efficient

Decrease Scope 1 and 2 emissions in Finland – supports Oriola's net zero commitment

BREEAM Excellent certificate for the building

Key benefits for our customers

- **Enhanced service and flexibility:** Improved service levels with the ability to differentiate, while supporting multiple distribution models.
- **Broader product and compliance capability:** Handles a wider range of products, including advanced cold-chain needs, with highest GDP and regulatory compliance.
- **Reliability and sustainability:** Lower operational risk and complexity, improved delivery accuracy, and strong sustainability credentials to support customers' ESG goals.
- **Better product availability**: Optimally located central distribution centre for improved product availability.



Financial lease arrangement ensures efficient use of capital and low upfront costs

- Total investment of EUR 110-120 million includes building, machinery & equipment (M&E) and land.
- Financed through lease arrangement with SEB Leasing Oy for the building and M&E, while land is acquired and owned by Oriola.
- Leasing facility enables 100% financing of project related-costs.
- The payback is expected to be realised through operational efficiency gains, increased capacity and significant contribution from the divestment of the current Mankkaa site.
- Actual lease period is 15 years for the building and 10 years for M&E. Lease period starts when the new building has been taken into use (est. end of 2027).

Key facts of the new distribution centre

	Mankkaa	Järvenpää
Floor area	29,000 m^2 (excl. HQ)	32,000 m^2
Pallet places	19,000	25,000
Proximity to customers	Suboptimal location from a customer perspective, situated in the urban area of Espoo	Optimal geographical match for serving our customer base and excellent access to main highways
Level of automation	Level of automation is limited, and the picking automation is old and outdated	Highly automated processes to ensure efficient and seamless material flows
Scalability	Fixed layout across multi-floor operations, offering limited scalability for future growth	Modular, scalable configuration that can be adapted as capacity requirements evolve
Distribution channel development	Limited flexibility, operations designed dominantly for B&M distribution channel	Highly adaptable to changing distribution models and customer requirements
Sustainability	Renewable electricity, district heating	Significant water & energy consumption reduction, geothermal energy BREEAM Excellent certification for the building
Safety	The current facility is aging and built to older standards, with e.g. partial sprinkler coverage and structural compromises that limit modern safety performance	Designed with safety as a core principle, featuring high-bay and cold-storage areas protected by an advanced Oxygen Reduction System (ORS)

Benefits summarised:

- One central distribution centre, all operations in one main building
- Close to logistical gravity point, more efficient transport and less emissions
- Future-ready to ensure secure and efficient flow of pharmaceuticals in Finland
- Flexible, modular and scalable infrastructure to support business growth
- Seamless logistics with separate inbound and outbound yards
- Differentiated service level per customer channel; Meeting regulatory (GDP), lead-time and delivery requirements of different customer channels and requirements

Key takeaways

Strategic investment that strengthens Oriola's ability to meet evolving customer and market requirements, drive future growth, improve profitability, and support in reaching sustainability goals.

Together with the ongoing ERP and warehouse management initiative, the highly automated, state-of-the-art distribution centre helps us to reach our financial targets and strengthen our competitiveness for the long term.

The EUR 110-120 million investment will be financed through a lease arrangement, ensuring efficient use of capital and low upfront costs.

Thank you.

Health for life