

From ambition to action – delivering profitable growth and creating value

Oriola's Capital Markets Day
12 May 2026



Agenda for the day

9:00-10:00

From ambition to action – delivering profitable growth and creating value

Katarina Gabrielson, CEO

Partnership-based distribution services

Satu Nylén, EVP, Services and Products

Advisory services with Nordic coverage

Katja Lundell, EVP, Advisory Services

Health products in growing channels

Satu Nylén, EVP, Services and Products

Q&A

10:00-10:30 Break & networking

10:30-11:30

Future-proof supply chain

Tuomas Tiilikainen, Chief Supply Chain Officer

Profitability and shareholder value

Mats Danielsson, CFO

Kronans Apotek

Katarina Gabrielson

From ambition to action – delivering profitable growth and creating value

Katarina Gabrielson, CEO

Q&A

11:30-12:30 Lunch & networking

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Katarina Gabrielson

CEO



FROM AMBITION TO ACTION →



From ambition to action – delivering profitability and creating value

Katarina Gabrielson
CEO



Driving positive momentum

New operating model

Accelerate strategy execution, increase growth opportunities and improve efficiency

Significant strategic investments to modernise the company

- ERP
- Järvenpää

Divestment of dose dispensing business in Sweden

Long process due to competition authorities, completed in April 2025

Management team strengthened with commercial experience

Common sales organisation and two commercial units established

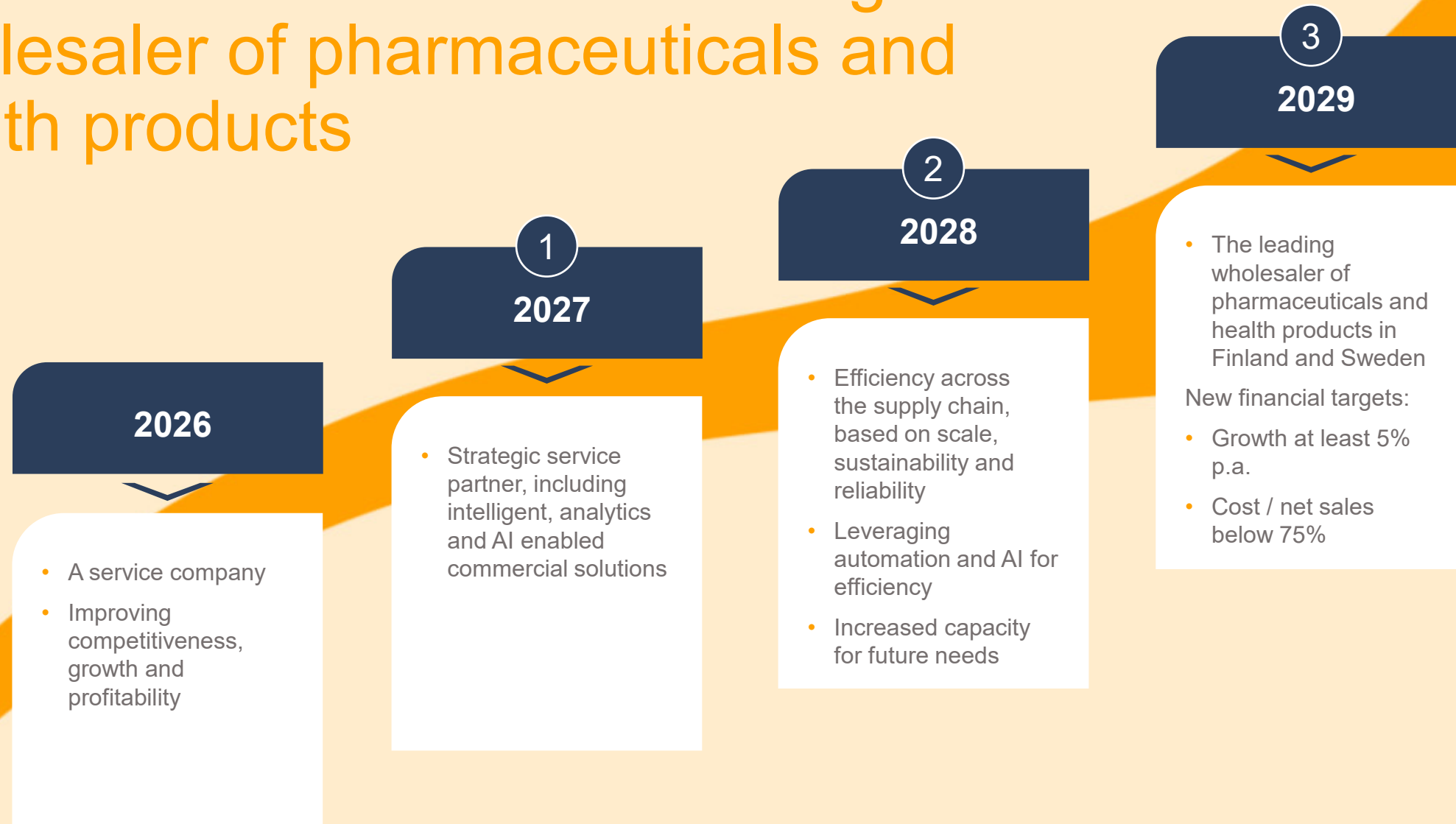
Underlying business has improved

Adjusted EBITDA 2023-2025 CAGR 7.2%

Our markets have grown, despite uncertainties in the operating environment

Average annual market growth about 6%

Our ambition is to be the leading wholesaler of pharmaceuticals and health products



What sets us apart – an integrated service engine for growth

1

Highly integrated and synergistic business model

Pharmaceutical distribution with integrated value-adding, advisory and services

Growing wholesale offering

2

Customer centricity driving the business

Value creation through service excellence

Strategic service partner

3

Built on efficiency and reliability

Modernising operations and building a stronger foundation for scale and reliability

Improved capacity, flexibility and efficiency

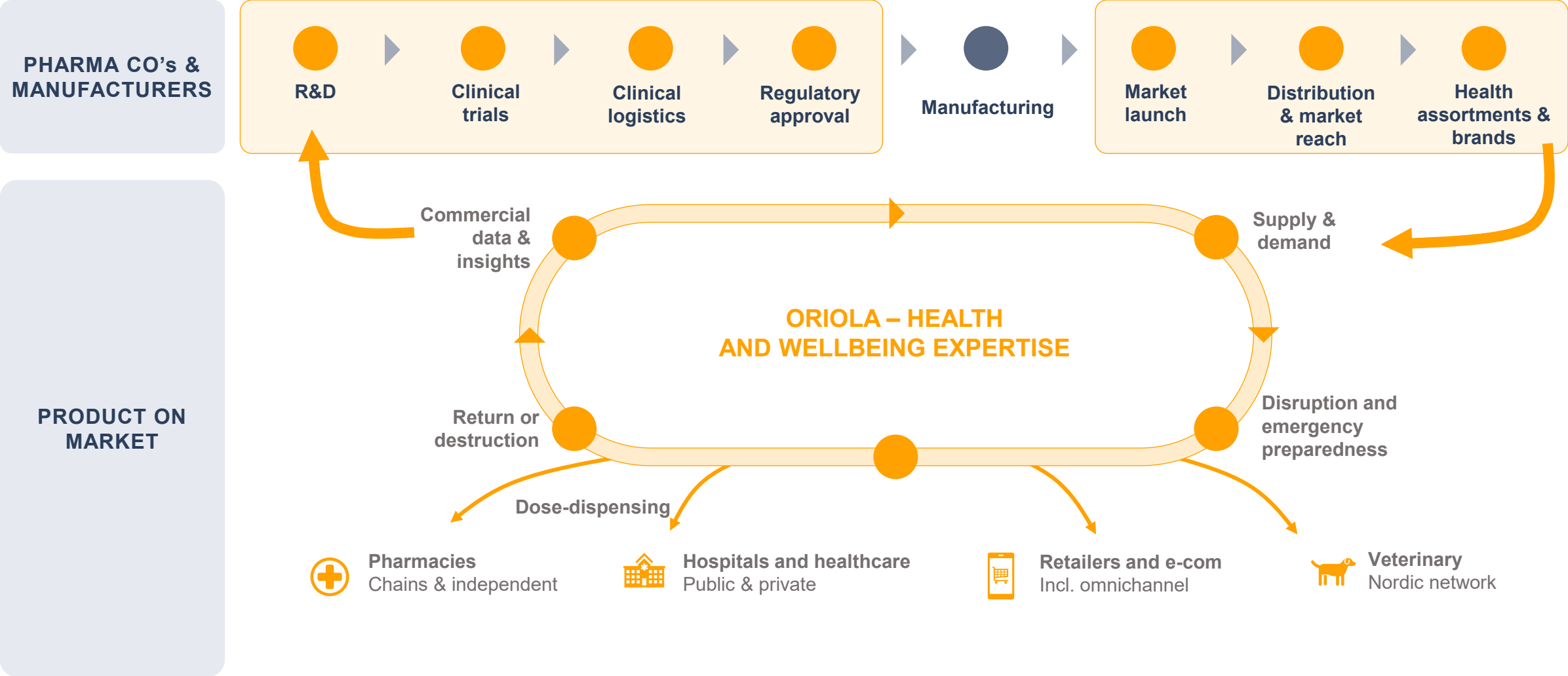
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Cash generative business investing in the future

Investing in infrastructure and technology

Growing company with stronger competitiveness

Oriola's contribution to the pharmaceutical value chain

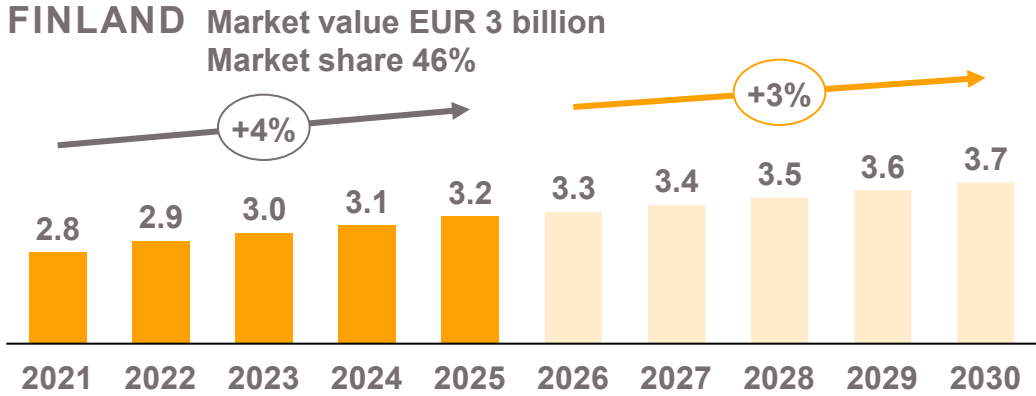
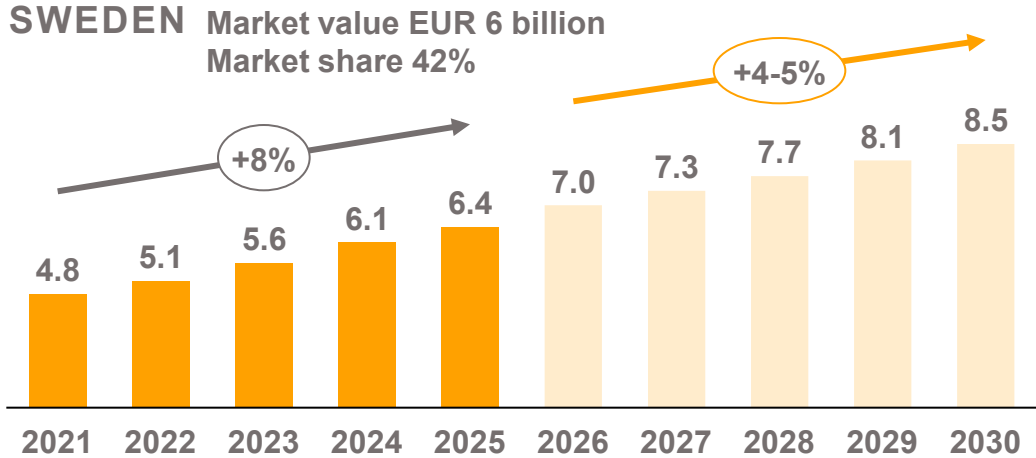


A trusted Nordic partner to industry leaders



Growing markets with solid market drivers

The growing pharmaceutical distribution market*



Trends that shape our industry and provide business opportunities

Specialty and cold storage pharmaceuticals

Ageing population

Health and beauty
Women's health, weight control, healthy ageing





E-commerce
In Sweden 25.5% of market, expected 16% CAGR until 2028

AI and automation
Efficiencies
Business opportunities

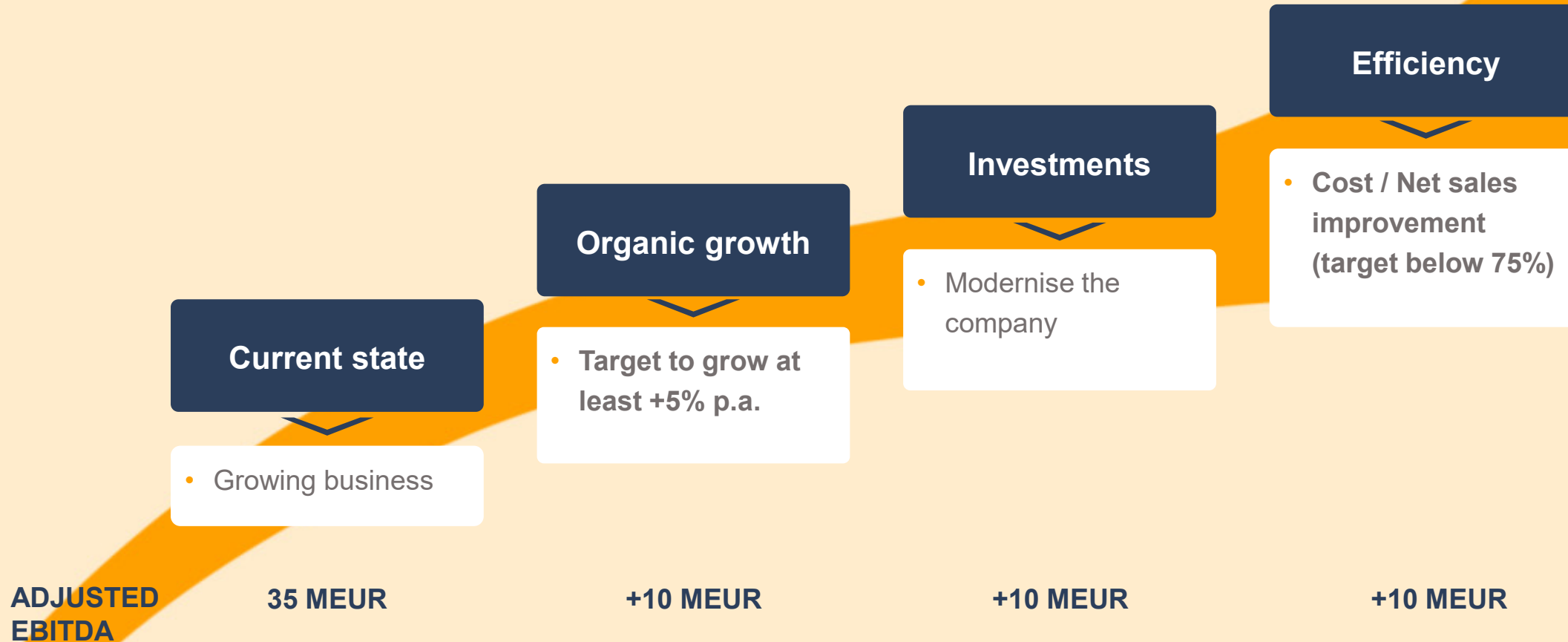
Sustainability and responsible business

* Sources: Sweden: SAF Branschrapport 2025 & 2026, Finland: Fimea Apteekkien tilinpäätösanalyysi (2025 publication); Apteekkariliitto Vuosikatsaus 2025; PIF Pharmaceutical Market in Finland 2024; STM 2026 reform package. Market value growth as CAGR. Market shares based on Oriola's estimates as at Q1/2026.

From ambition to action: Same strategic direction and goals with adjusted execution and capability focus

	STRONG PARTNERSHIPS	ENHANCED EFFICIENCY	PORTFOLIO AND MARKET EXPANSION
 Further improve customer focus and commercial performance	✓	✓	✓
 Market expansion with services that truly add value			✓
 Execute on ongoing programmes: ERP and supply chain capacity	✓	✓	✓
 Improve operational efficiency and cost structure		✓	

Doubling profitability through focused execution by 2029



This is the new Oriola – focused, efficient, and built for long-term value creation

1

Essential societal relevance and strong market position

2

Stable market and predictable demand

3

An integrated service-centric business model

4

Clear levers for efficiency and growth

5

Solid financial position and cash generation



Our new financial targets directly support our shareholder value creation agenda by driving disciplined growth and continuous improvements in cost efficiency.

Satu Nylén

Executive Vice President,
Services and Products



FROM AMBITION TO ACTION →



Partnership- based distribution services

Satu Nylén

EVP, Services and Products



Strategic service partner in the Nordics

Reducing Nordic complexity through one integrated service platform

PRINCIPALS



Pharmaceutical companies



Health tech & Medical devices



Health product suppliers, non-pharma



Animal health suppliers

ORIOLA



Services, Distribution



Services, Advisory



Products, incl. dose dispensing

CUSTOMERS



Pharmacies



Hospitals and Healthcare



Retailers and E-com



Veterinary

Oriola connects global pharma to Nordic patients

One scalable platform that removes complexity and secures availability

1

Strategic service partner in Nordics

High-trust, regulated services taking away local complexity

2

Value beyond logistics

Scalable operating model
Holistic account view
Integrated offering

3

Revenue quality and mix optimisation

Accounts, service mix, pricing discipline and capacity allocation

Value creation through simplifying what matters most for our customers



Reliable & compliant end-to-end supply – GXP, 24 h, controlled, traceable



Specialty flows – driving growth



Value creation through additional services



Customer-centric service portfolio development



+250

Number of pharma suppliers/partners

NPS 48 ↑

Strong partnerships, customer centric development

99.8%

Picking accuracy of ordered pharmaceuticals

+10%

Net sales growth 2025 (restated), strong sales funnel

Profitable growth by maximising customer value and operational efficiency

1

Account plans that improve value and contribution

Service mix, pricing, capacity

2

Nordic Hub scaling

One setup, multiple flows

3

Capacity optimisation in Sweden

Right-size cost base to demand

4

Unit cost reduction

Lower cost/pack through end-to-end optimisation

5

Value-added services expansion

Increase revenue per customer

MSD has chosen Oriola as their key Nordic partner



Partnership example



SCOPE OF PARTNERSHIP

Multiple markets, multiple flows
 Human health, Animal health
 Volume & specialty – vaccines, clinical trial logistics
 Advisory services in market access, hospital tenders
 Data, analytics and insights



HOW IT WORKS

Oriola account team for MSD
 Service package tailored for MSD needs
 Co-creation
 Continuous functional development



BENEFITS FOR MSD

One partner – one set-up
 Less interfaces, lower operational risk, predictable availability
 Oriola analytics to support strategic planning and efficient execution
 Harmonised for efficiency, flexibility to MSD specific needs

Oriola connects global pharma to Nordic patients

One scalable platform that removes complexity and secures availability

1

Strategic service partner in Nordics

2

Value beyond logistics

3

Revenue quality and mix optimisation

Katja Lundell

Executive Vice President,
Advisory Services



Advisory services with Nordic coverage

Katja Lundell
EVP, Advisory Services



Trends shaping the pharmaceutical industry and providing opportunities for advisory services

THE IMPENDING PATENT CLIFF

Between 2025 and 2030, patent protection will expire for nearly 200 drugs.

INCREASED PRICING PRESSURE

Pricing pressure is structural, persistent, and multi-directional.

RISE OF SPECIALITY AND RARE DISEASE

The fastest-growing segment of the pharmaceutical pipeline – and the most complex to launch.

Nordic implications

- Nordic clustering: From single country operations to Nordic hubs
- The rise of real-world evidence to gain pricing
- Outsourcing of non-core but mandatory functions

Sources: Evaluate / DeepCeutix (2025); Clarivate (2025); Clarivate Payer Survey (2026); L.E.K. Consulting (2025)

The Nordic pharma advisory service platform – built to scale

1

The Nordic end-to-end pharma advisory

120+ experts across

3 Nordic offices

2

AI and proprietary data are our structural differentiator

Unique data and insights capabilities:

- access to Oriola's distribution data and
- Nordic national registry data combined with
- customer owned data

3

A clear path to 2029 – and the momentum to get there

- Accelerating in Sweden and Denmark
- Growing with AI-enabled advisory
- Building for fast scalability through global partners

Value creation through deep expertise, data innovations and flexible partnerships



Reliable & compliant expert lead services



Specialty data and tech innovation – driving the future growth



Customer centric service portfolio development, co-creation



Value creation through unique service package and fast scalability across Nordics

+200

Number of pharma partners in 2025

NPS 70 ↑

Strong partnerships, personal service model and co-creation with customers

+120 experts

More than 120 local experts operating from 3 Nordic offices

+88%

FY2025 growth in SaaS subscriptions

The AI Multiplier

This is not just a stand-alone business unit. It is the intelligence layer that makes every other unit more valuable – and the source of Oriola's highest-margin, most scalable revenue.

- Oriola Distribution Data – Proprietary – ~50% Nordic market coverage
- National Registry Data – Near-complete population datasets, fast to scale
- Customer Data Assets – Co-created, governed, scalable to global

Oriola Insights Platform – ARR Trajectory

Oriola **Insights + Pulse + Data sales** (stable and proven data platforms)



Oriola Insights for medical information | Global AI medical information

Building scalable advisory business with data innovation and AI at the core

Now

Deepen relationships

Deepen key customer relationships through co-creation and driving Nordic cross-sell across services.

Accelerate SE & DK

Accelerate growth in Sweden and Denmark through expanded advisory services and commercial presence.

Scale AI & data

Scale data, analytics and AI-enabled advisory offerings as a structural differentiator.

Commercial excellence

Strengthen commercial excellence and visibility of Advisory across all four Nordic markets.

2029

Scale with partners

Build capabilities and operating model for scalable growth with global partners.

The Nordic pharma advisory service platform – built to scale

1

The Nordic end-to-end pharma advisory

2

AI and proprietary data are our structural differentiator

3

A clear path to 2029 – and the momentum to get there

Our ambition is to be the leading advisory partner in the Nordics for the pharmaceutical industry

Satu Nylén

Executive Vice President,
Services and Products



FROM AMBITION TO ACTION →



Health products in growing channels

Satu Nylén

EVP, Services and Products



Strategic service partner in the Nordics

One partner, one interface for simplicity and speed – combined flows for efficiency

SUPPLIERS



Pharmaceutical companies



Health tech & Medical devices



Health product suppliers, non-pharma



Animal health suppliers

ORIOLA



Services, Distribution



Services, Advisory



Products, incl. dose dispensing

CUSTOMERS



Pharmacies



Hospitals and Healthcare



Retailers and E-com



Veterinary

Enabling suppliers and retailers to capture growth in health products across Nordics

1

One door multichannel access

Efficiency in combined
pharmaceutical & health
product flow

2

Portfolio aligned to growth channels

Health product expertise to
grocery and e-commerce

3

Portfolio optimisation for margin improvement

Growth categories

Own and exclusive brands

Price optimisation

Commercial hub for scalable growth in health products across Nordic retail



Portfolio expansion



Expertise in health to support category growth



One partner – multi-market, multi-channel access



Local activation to strengthen brand presence



DEXAL

> 2300

B2B Customers FI & SE

+400

Suppliers

49

Oriola own & exclusive brands

NPS 41 ↑

Good and high-quality product range, excellent customer service

Focused growth plan for the Wholesale portfolio

- 1
Portfolio aligned to growth channels

Focus where demand is growing
- 2
Accelerated renewal and launches

Increase relevance and coverage
- 3
Shift to differentiated offering

Reduce price pressure, improve margin quality
- 4
Dynamic pricing

Optimise return by channel
- 5
Strategic sourcing

Reduce COGS & improve working capital discipline



Supporting e-pharmacy OLO in scalable growth

Partnership example



SCOPE OF PARTNERSHIP

- Building growth and relevance via portfolio expansion
- Supply chain optimisation
- Product data enrichment, content collaboration
- Joint annual commercial plan



HOW IT WORKS

- Joint monthly reviews
- Co-creation – Testing and learning
- Development of new growth opportunities via consumer insight
- Continuous supply chain optimisation to support fast growing e-com volumes



BENEFITS FOR OLO

- Shared strong growth ambition
- Less complexity and costs – consolidated volumes and interfaces
- Renewal – access to wide portfolio. Lower risk to test novelties.
- Efficient inventory & portfolio management
- Access to Oriola’s commercial activation tools

Dose dispensing in Finland – a trusted, scalable growth platform service to pharmacies



Best-in-class medical safety and quality

300

Pharmacies



**Sustainable use of medicines
Ensured customer flow for pharmacies**

~1 M

Poach rolls yearly



Key actions

- Capture growing private sector
- Improve efficiency via automation and process excellence
- Provide superior service quality

+5%

Solid demand

30%

Market share



Enabling suppliers and retailers to capture growth in health products across Nordics

1

**One door
multichannel access**

2

**Portfolio aligned to
growth channels**

3

**Portfolio
optimisation for
margin improvement**

Tuomas Tiilikainen

Chief Supply Chain
Officer



FROM AMBITION TO ACTION



Future-proof supply chain

Tuomas Tiilikainen
Chief Supply Chain Officer



Solid foundation for long-term value creation

1

Modernising our physical infrastructure

Strategic infrastructure investments position us to capture market growth, expand services and improve resilience.

2

Building a strong digital backbone

We are building an integrated digital backbone combining ERP and WMS upgrades with AI, automation, and advanced analytics to drive efficiency and operating leverage across the entire value chain.

3

Clear roadmap to increased efficiency and profitability

Strategic investments are progressing as planned, starting to drive incremental efficiency gains already now and providing structural profitability benefits for the upcoming years.

Transforming our infrastructure for scalable growth and profitability



Scale & accelerate

- Increased efficiency
- Service expansion
- Scalable growth



Modernise & digitalise

- Physical infrastructure: Järvenpää and Enköping
- Strong digital backbone



Focus & simplify

- Divest non-core operations
- Network consolidation
- Process standardization

2024

2025

2026

2027

2028

2029

Building the next generation of pharmaceutical distribution in Järvenpää

Driving profitability

+2X automation

+25% peak throughput

Current phase:
construction

Capturing market growth

- Cold-chain capacity
- Multichannel ready
- Modular & scalable design

Operational start:
from Q1 2028

Sustainable competitive advantage

- Optimal centre of gravity
- 50% more energy efficient
- BREEAM Excellent

Full P&L impact:
during Q4 2028

Sweden's infrastructure upgrade – enabling growth, reliability and efficiency

Strategic rationale

Growing pharma demand and evolving customer requirements require scalable and efficient infrastructure

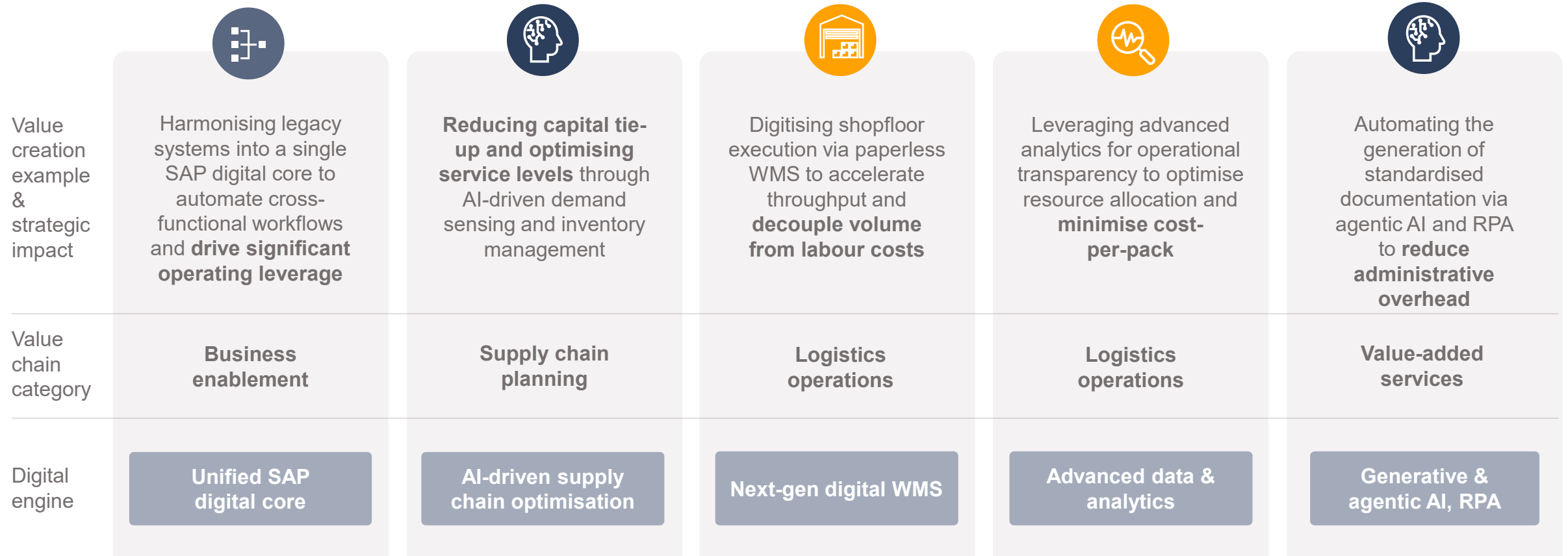
What we are doing

~EUR 5 million automation upgrade at Enköping to increase capacity, efficiency, and resilience

Impact

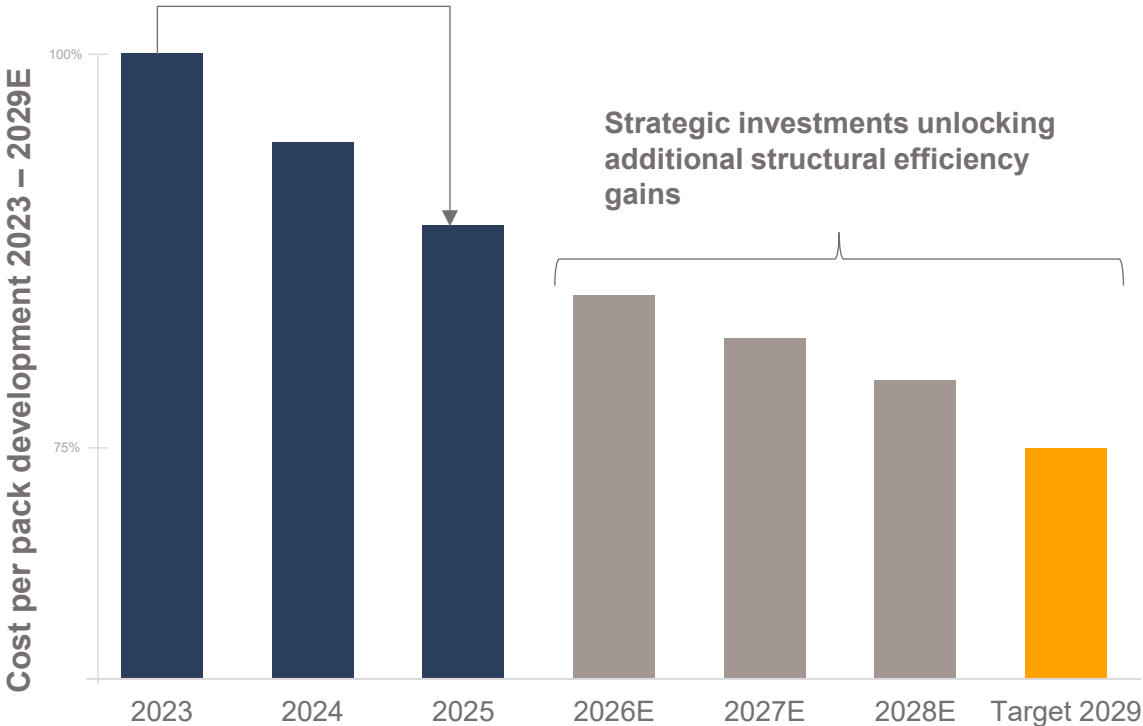
Improved efficiency, fast payback, and long-term support for profitable growth in Sweden

A modernised digital backbone: Driving scalability and efficiency across the value chain



Roadmap to increased profitability: Cost per pack

Consistent 5% annual cost-per-pack efficiency improvement, even in an inflationary environment.



2023–2025: 5%

annual cost-per-pack reduction over the last three years, driven by systematic continuous improvements

2026–2029

executing strategic digital and physical investments to drive further efficiency

Solid foundation for long-term value creation

1

**Modernising our
physical infrastructure**

2

**Building a strong
digital backbone**

3

**Clear roadmap to
increased efficiency
and profitability**

Mats Danielsson

Chief Financial Officer



FROM AMBITION TO ACTION



Profitability and shareholder value

Mats Danielsson
CFO



From ambition to action – delivering profitability and creating value

1

The new revenue recognition policy improve transparency in our financial and segment reporting

2

Our ambition level for 2029 is reflected in the new financial targets – growth at least 5% p.a. and cost / net sales below 75%

3

Doubled EBITDA and a strengthened equity by 2029 will support future dividends and capital allocation principles

Strategic service partner complemented with own products

Services segment

- Distribution
- Advisory

- Financial characteristics:**
- High volume and pass-through invoicing
 - Net sales = Service fee
 - Working capital = Negative with limited risk

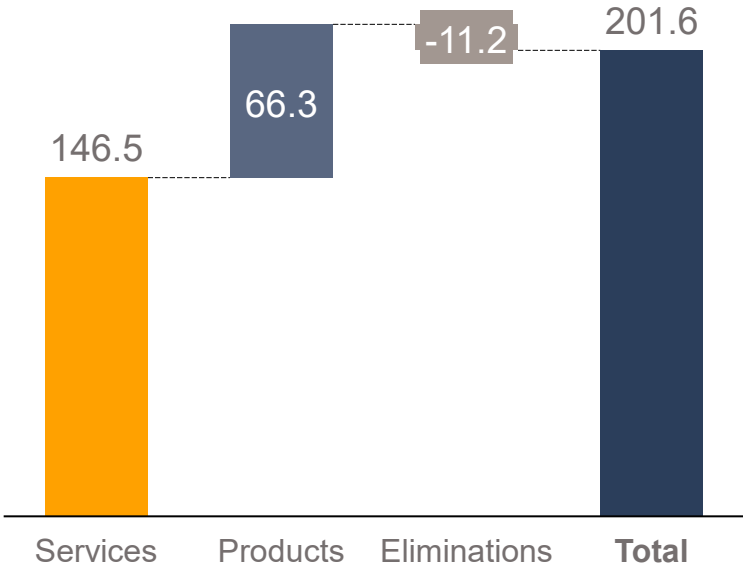
Scalable infrastructure

Products segment

- Wholesale
- Finnish dose dispensing business

- Financial characteristics:**
- Product business with higher margin
 - Net sales = Sale of products
 - Working capital = Business risk

Net sales by segment (2025)
EUR million



New revenue recognition policy improves transparency

Income statement

Net sales, EUR million*	2026 1-3	2025 1-3	Diff %
Services	36.6	35.3	+3.7
Products	15.4	14.1	+9.2
Eliminations	-2.2	-4.4	
Total	49.8	45.0	+10.7

approx. 60% margin-based pricing
of which dose dispensing approx. 50%

Adjusted EBITDA, EUR million	2026 1-3	2025 1-3	Diff %
Services	8.0	8.5	-5.1
Products	2.1	1.0	+103.8
Other	-2.5	-2.0	-25.0
Total	7.7	7.5	+2.0

* Excluding all transactions with Swedish dose dispensing business which was divested 1 April 2025.



New revenue recognition policy improves transparency

Balance sheet

Inventory and trade payables netted on a customer level

Balance sheet EUR million	2025 new	2025 old	Diff
Non-current assets	289.3	289.3	-
<i>Inventories</i>	5.5	188.5	-183.0
Trade receivables	311.7	311.7	-
<i>Other receivables</i>	19.7	4.5	+15.2
Cash and cash equivalents	152.2	152.2	-
Assets total	778.4	946.1	-167.8
Equity	100.8	100.8	-
Non-Current liabilities	55.2	55.2	-
<i>Trade payables</i>	558.0	725.7	-167.8
Other current liabilities	64.3	64.3	-
Equity and liabilities	778.4	946.1	-167.8
Equity ratio	11.8%	10.8%	

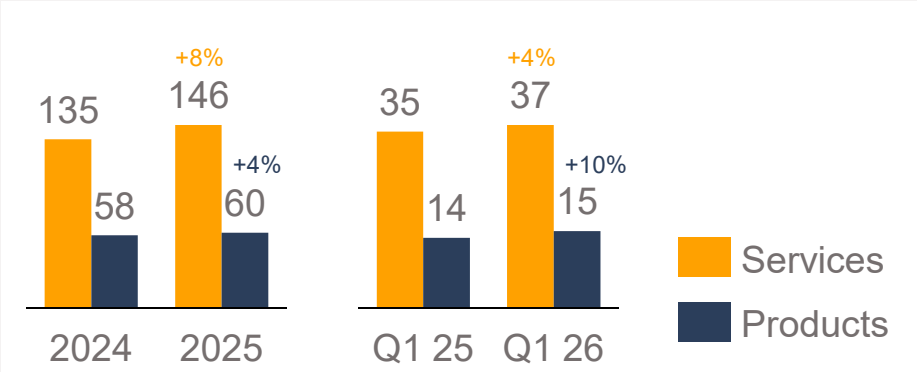
New financial targets to drive growth and efficiency

Financial targets for the strategy period ending 2029

NET SALES GROWTH **At least 5% p.a.**

With a scalable platform, a cost base that is partly fixed, and a negative working capital, growth will drive improved profitability and cash flow

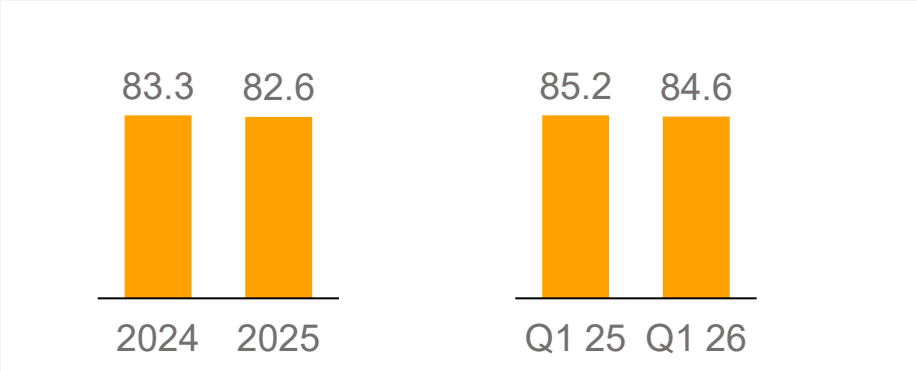
GROWTH BY SEGMENT (Excl. Swedish dose dispensing) **



EFFICIENCY **Cost * / net sales below 75%**

Managing our cost base in relation to net sales will drive profitable growth and improved EBITDA.

COST*/NET SALES, %



* Excluding adjusting items
 ** Excluding Swedish dose dispensing business which was divested 1 April 2025

Shareholder value creation enablers by 2029



ADJUSTED
EBITDA

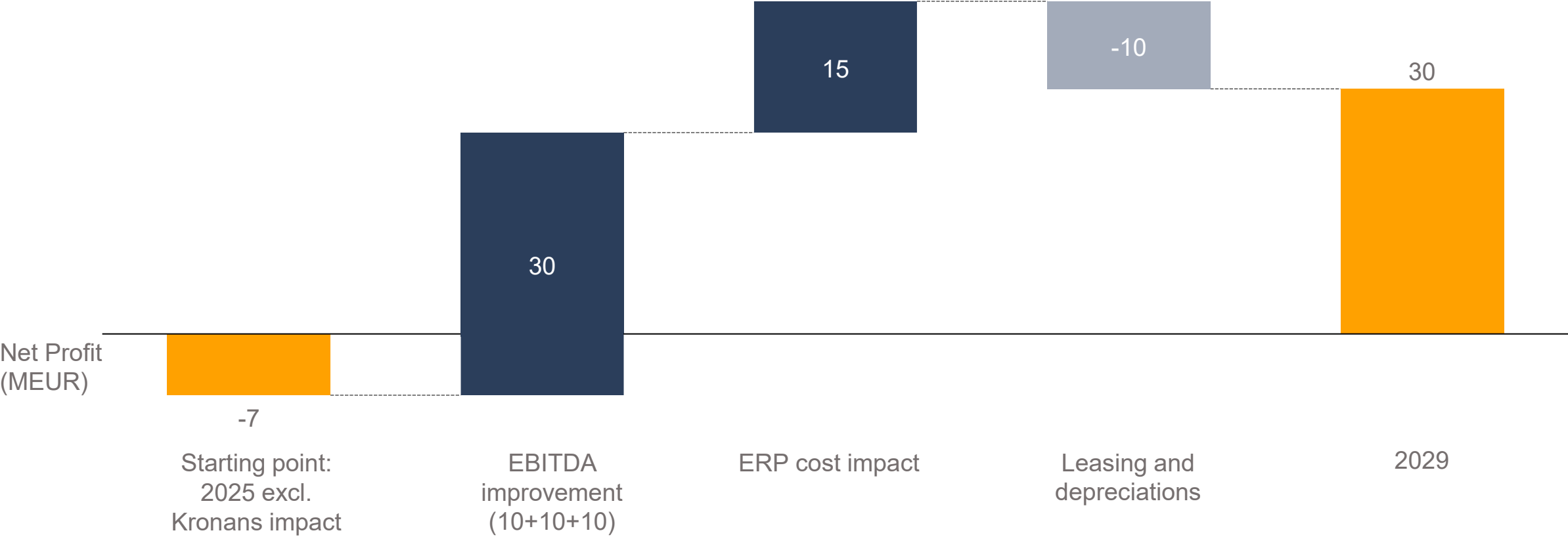
35 MEUR

+10 MEUR

+10 MEUR

+10 MEUR

Significant improvement in net profit



Our approach to capital allocation to generate shareholder value

IMPROVED NET PROFIT

Net result to improve significantly by the end of the strategy period

CAPEX TO SUPPORT GROWTH

CAPEX during the strategy period is to be approx. EUR 20-30 million, mainly in Sweden

STRONG CASH CONVERSION

Cash conversion rate is to be 80-100% due to a good growth and profitability, a negative working capital and limited investment needs

IMPROVED EQUITY

The target is to improve the equity ratio to 15-20% over time

SHAREHOLDER RETURNS

The allocation to the shareholders (dividends + share buy back) would be approx. 2/3 of the net result

NEW DIVIDEND POLICY:

Oriola aims to pay an **annual dividend corresponding to two thirds of its net profit**, excluding the share of the joint venture's result. The dividend payout takes into account the previous year's earnings as well as the company's financial position and business outlook.

From ambition to action – delivering profitability and creating value

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The new revenue recognition policy improve transparency in our financial and segment reporting

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Our ambition level for 2029 is reflected in the new financial targets – growth at least 5% p.a. and cost / net sales below 75%

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Doubled EBITDA and a strengthened equity by 2029 will support future dividends and capital allocation principles



Kronans Apotek

Katarina Gabrielson



Kronans Apotek – a strategic asset

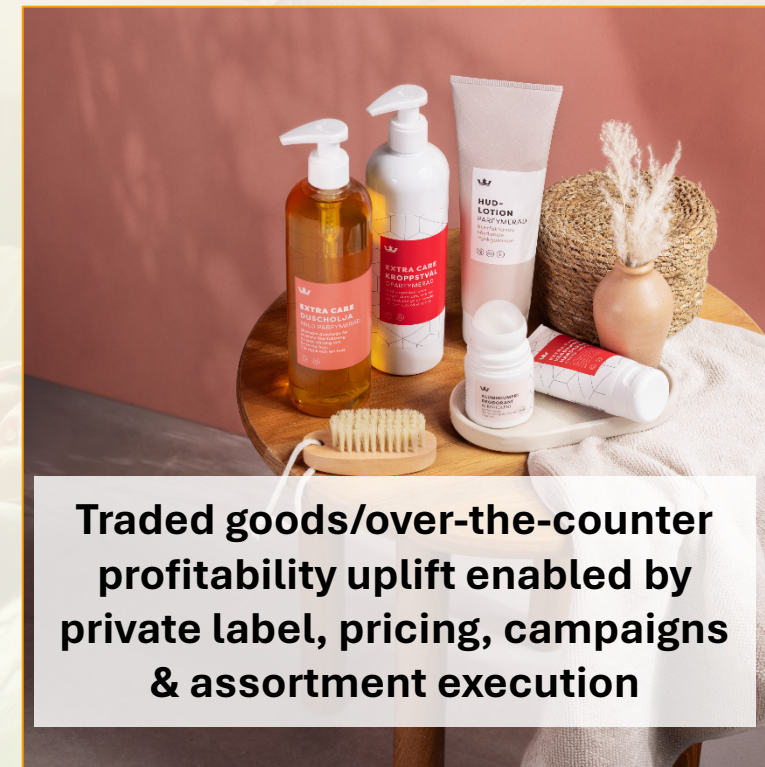
Background

- Kronans Apotek formed through a merger of Kronans Apotek and Apoteksgruppen in 2022.
- Oriola owns 50% of Sweden's pharmacy chain Kronan's Apotek through joint venture.
- The rationale for this value creating transaction was to create significant synergies and increase the scale and market presence.
- Euroapotheica has management control in Kronans Apotek.

Today

- Difficult integration, finalised end of 2025.
- Currently a stabilised environment.
- Market dynamics challenging, strong e-com growth.
- A new business plan in place since 2025, unfortunately behind the schedule.
- Initiatives started to accelerate significantly profitability improvement.
- Expectation to have business fully back on track with industry average margins in two years time
- For Oriola, Kronans is a strategic asset in developing the Swedish market, and an important business partner.

Sweden's most present pharmacy, making it easy to get more out of life



EUR 1.2 billion
+2.8% YoY net sales
20.9 % Total market share

+1.1 %
Yearly B&M growth
+27 %
Yearly e-com growth

+22 %
Yearly private label growth

Kronans Apotek: Road to profitability

Build the basics

Integration is complete, system stability secured, key foundational work finished, a long-term business plan initiated

2025

A strong brand and customer loyalty

Define Kronan's new brand position supported by marketing automation and private label focus

2026

Omnichannel & e-com scalability

Improve seamless omnichannel experience through RX subscriptions, online teen RX sales and e-com automation

2027

Margin acceleration

Realise EBITDA effects and expand margins from profitability levers in business plan

2028

Short-term initiatives to accelerate profitability improvement

Kronans Apotek is launching initiatives that are focused on both revenue and cost efficiency.

The aim is to significantly improve profitability, strengthen operational discipline, and position the company for more sustainable performance.

Savings target EUR 20 million by 2027.

Revenue and gross margin drivers:

Efforts are directed towards strengthening commercial execution, developing pricing and campaign strategies, optimising product mix, and enhancing in-store and digital sales performance.

Cost drivers:

Focus on reviewing head office functions and potential additional synergies from the recent integration. This includes identifying and eliminating inefficiencies, ensuring an appropriate cost base going forward, and clarifying which costs are structural versus temporary in nature.

Strategic initiatives driving stronger commercial execution and adjusted EBIT uplift

Simplified shopping experience

- Optimised pharmacy network
- Pharmacy formats with set assortment mix
- Loyalise the RX customer through initiatives like subscriptions and RX sales to teenagers online
- Strengthen omni experience through seamless cross-channels initiatives

~20 MEUR

EBITDA by 2029

Enriched customer offering

- Parallel import margin uplift
- Private label share uplift
- Improved campaign execution
- Optimised price strategy
- New loyalty programme with new marketing automation system
- New brand position

~20 MEUR

EBITDA by 2029

Operational improvements

- Automation in the e-com warehouse
- Best-in-class product lifecycle management
- Best-in-class availability
- Process optimisation & simplification
- Information security, system stability, and tech foundation

~13 MEUR

EBITDA by 2029

New business opportunities

- Build & scale B2B
- Retail media monetisation
- Pharmacy service expansion (BP, vaccination, screenings, care-giver cooperation, inhalation guidance)
- Innovation hub & proof-of-concept-engine

~6 MEUR

EBITDA by 2029

Kronans Apotek is well positioned to win customers and start the journey towards profitability

Revenue growth across channels

Revenue at EUR 1.2 billion (+2.8% YoY), driven by a strong Brick-and-Mortar backbone (85% of sales) and a **scaling e-commerce channel about to reach 30% revenue growth**

Strategic plan: margin expansion underway

Strategic initiatives for growth will deliver to +60 MEUR EBITDA 2029 through focusing on improving customer experience and commercial execution

Building a leaner, more scalable cost base

Network optimisation, ERP update, supply-chain upgrades and automation reduce OpEx intensity and creates a leaner more **customer focused cost-base**



 APOTEK

Kronans Apotek



Katarina Gabrielson

CEO



Closing remarks: From ambition to action – delivering profitability and creating value



Oriola is a service company built on partnerships



Operational excellence and supply chain as value drivers



Focus on execution, cash generation and disciplined capital allocation



Health for life