SAP Real Estate:
Business Control with Process and System Harmonization

SAPSA
10th of November 2026

postnord | EY

Agenda

1. Who we are
2. Why harmonize
3. How we started
4. What we built
5. Where we are now
6. What we learned

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Who are we?



Per Grinndal
Program Lead,
PostNord



Ylva Starbrink
Head of Shared Service Finance,
PostNord



Miriel Sissonen
Project Manager,
EY

PostNord in brief

36.2
SEK billion sales

21,926
employees, FTE

>12,000
parcel distribution points in the Nordic region

281
parcels, millions[1)]

93.9%
Weighted parcel delivery quality

725
million letters and other items of mail

–55%
Greenhouse gas emissions (kg CO_2e/ parcel)[2)]

–73%
Greenhouse gas emissions Scope 1–2 (tonnes CO_2e)[2)]

841
million SEK operating income

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[1)] Volumes between countries have been eliminated
[2)] Relative to baseline year 2020
All numbers from 2025 Annual and Sustainability Report



Transforming Real Estate for improved cost management and reporting



> *We wanted to move from a fragmented view to a harmonized and simplified view.*

Ylva Starbrink, Head of Shared Service Finance

> *With facilities across the Nordics, we need full transparency into cost per m2 to benchmark performance, optimize our portfolio, and support data-driven decisions.*

Frida Groset Parnfelt, Head of Group Real Estate

Why change?

- **Fragmented cost view:** Different allocation and follow-up methods meant no comparable cost per site or m²
- **Different systems and data:** Only Denmark and Sweden used SAP RE-FX, with different setups and inconsistent master data
- **Local ways of working:** Contract management and processes inherited from each country prevented one Nordic way of working

Target



One Nordic way of working for Real Estate, with full cost transparency per site and m²



Harmonized processes



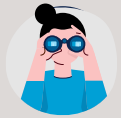
One cost model



Unified SAP RE-FX solution

An iterative process starting from current state to design a harmonized Nordic target model based on SAP RE-FX

STEP 1



Understand as-is

- ✓ Conducted as-is workshops and mapped as-is processes including pain points

Q2 2025

STEP 2



Gather business requirements & inspire

- ✓ Collected business requirements and defined in-scope requirements
- ✓ Held inspiration session on RE-FX leading practice

Q2 2025

STEP 3



Shape roadmap

- ✓ Conduct design workshops with finance, business & IT to define the future state

Q3 2025

STEP 4

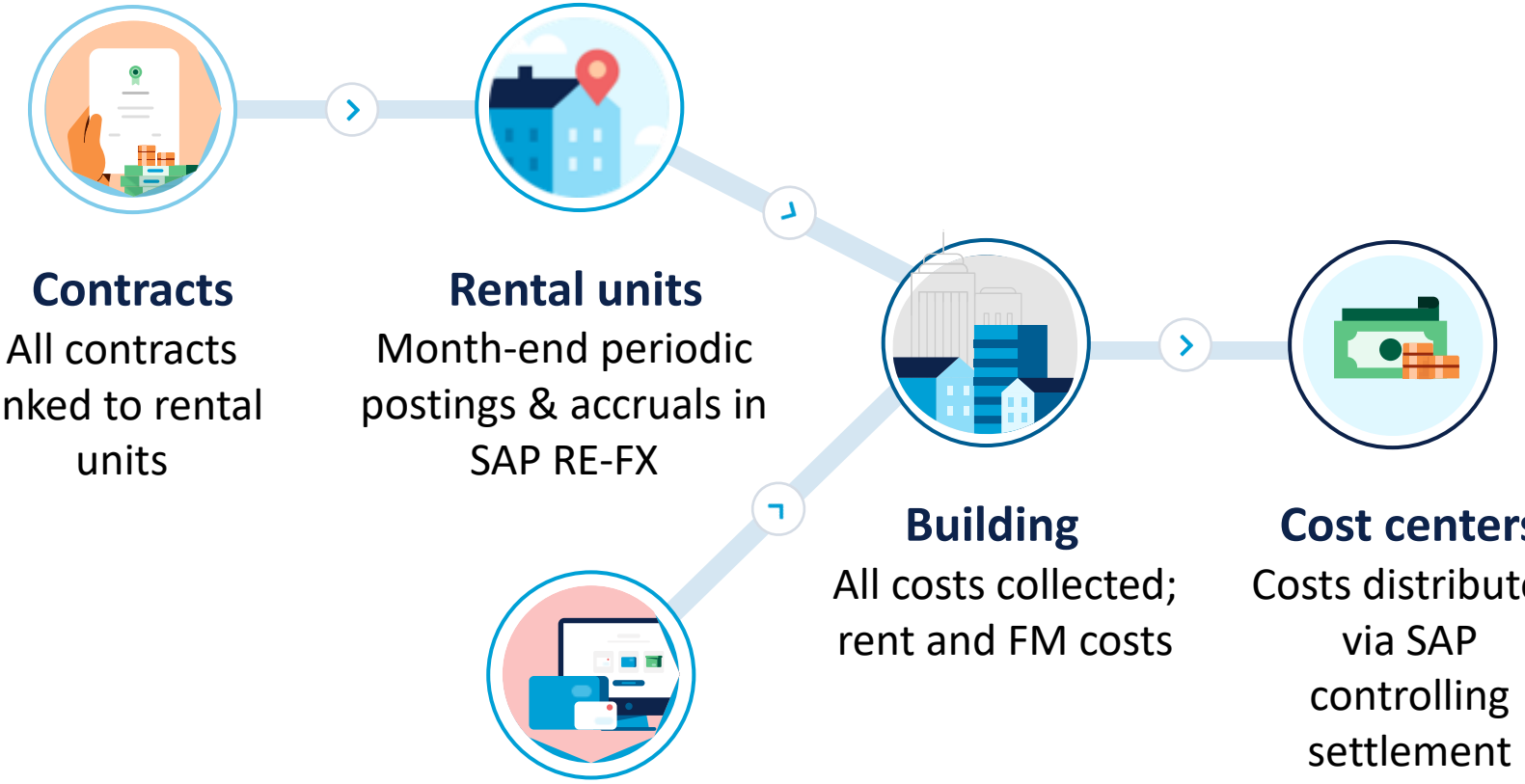


Gap closure

- ✓ Create a blueprint for harmonized process and SAP RE-FX solution

Q4 2025

The solution: Nordic harmonized Real Estate Model



Contracts
All contracts linked to rental units

Rental units
Month-end periodic postings & accruals in SAP RE-FX

Building
All costs collected; rent and FM costs

Cost centers
Costs distributed via SAP controlling settlement

Workflow FM costs

Variable facility management costs

From blueprint to go-lives in the Nordics



TRANSITION TO A HARMONIZED SOLUTION ACCOMPLISHED

- Core SAP RE-FX solution
- Unified master data structure
- Harmonized month-end processes
- Cost distribution via controlling settlement
- Archiving

Success factors and challenges we overcame

Success factors



Teamwork

Having a dedicated team working through challenges without losing sight of the overall goal



Alignment

Adhering to program principles and overall strategy



Simplification

Simplifying a complex system and process environment according to SAP standard



Transparency

Using improved transparency of cost per site/m² as the common direction

Learnings



Time

Reserving enough time for certain activities, e.g. migration program design and testing



Dependencies

Handling connected factors separately such as organizational governance and process changes

What is next?

Solution



SAP building workflow for FM invoices (SE)



Further processes automation

Governance & Organization



Governance model



Supplier management

KPIs and Reporting



Reporting in SAP Analytics Cloud



RE Management KPI's

Questions?



Thank you for listening!



On stage
Per Grinndal (PostNord)
Ylva Starbrink (PostNord)
Miriel Sissonen (EY)

Rest of the responsible team
Louise Dyrendahl (EY)
Carl Nordbeck (EY)

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