



# SUSTAINABILITY REVIEW

2025





# CONTENTS

## 3 CEO's review

## 4 Valio – food and dairy company

This is Valio

Our value chain from farm to table is long

Sustainability focus areas

## 7 Pioneering climate work

Valio's Climate Programme

Together towards carbon neutrality

Ever-decreasing logistics emissions

Emissions reduction

Circular economy is a focus in  
packaging development

Animal welfare

## 14 Promoting wellbeing through products and services

Food 2.0 programme

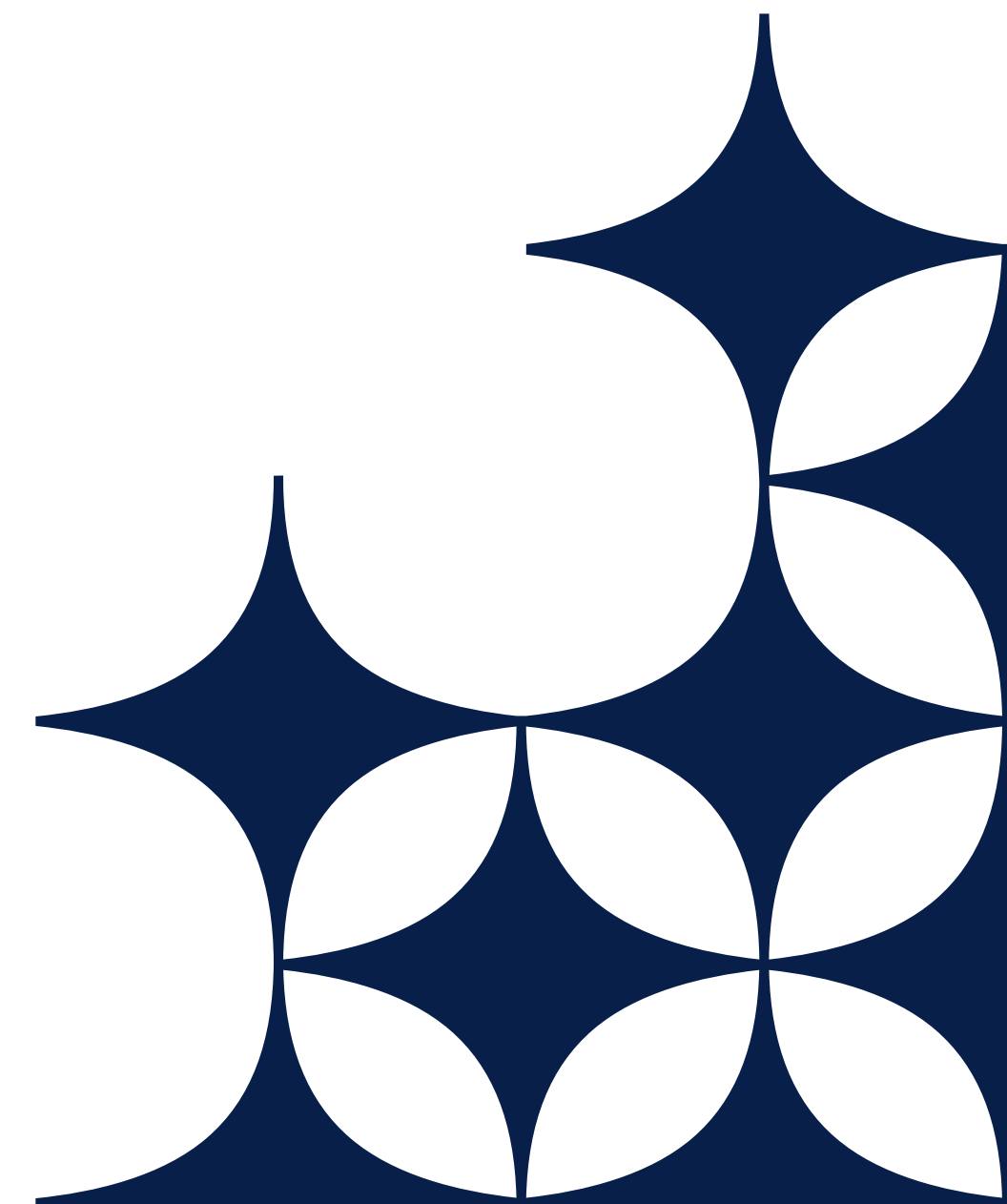
Products for a good life

## 17 Securing the vitality of food production

Valio is for its owners

Valio as a workplace

Finnish food production



FROM THE CEO | ANNIKKA HURME

# CEO'S *review*

## WHAT WERE THE HIGHLIGHTS OF THE YEAR FOR VALIO IN 2025?

Valio celebrated its 120th anniversary in 2025. Our story began in 1905 when Finnish dairy farmers founded the Valio cooperative. From the very beginning, premium quality has been at the heart of our operations. The same principle continues to guide us: our goal is to ensure



We made progress in reducing emissions, e.g., in logistics, energy use at production plants, and packaging development, and at dairy farms.

the success of the company, still owned by dairy farmers, and their livelihoods for future generations as well. Valio's strength was also evident internationally: in the Brand Finance's Food & Drink 2025 report, Valio rose to the top of the world's strongest food and dairy brands and became the number-one Nordic brand across all industries.

## WHAT SIGNIFICANT DEVELOPMENTS OCCURRED IN THE OPERATING ENVIRONMENT?

Valio experienced strong growth in 2025: net sales increased and profitability improved significantly, despite the weak economic situation in Finland and geopolitical uncertainties challenging global trade. We continued our aspirational sustainability work together with our owners and partners. Through collaboration, we are building a more sustainable food system of the future.

## HOW HAS THE SUSTAINABILITY WORK ADVANCED?

Our climate work focuses on reducing emissions and on carbon sequestration. We are aiming for a carbon-neutral milk value chain by 2035. In 2025, we succeeded in reducing the emissions covered by our Climate Programme by 26%, taking carbon sequestration into account, compared to 2019. We made progress in reducing emissions, e.g., in logistics, energy use at production plants, and packaging development, and at dairy farms. In addition, we further developed our primary production sustainability programme, through which we incentivize dairy farmers to engage in climate work, improve animal welfare, and enhance biodiversity on their farms. 94% of milk producers opted for voluntary sustainability actions.

## WHAT WERE THE HIGHLIGHTS OF THE SUSTAINABILITY WORK?

A great example of the development of sustainable business is Suomen Lantakaasu Oy, the joint venture between Valio and energy company St1 Biokraft. Suomen Lantakaasu Oy has a target to produce 1 terawatt-hour of renewable energy from manure. In 2025, the



From the very beginning, premium quality has been at the heart of our operations.

company focused on building biogas plants in Nurmo and Upper Savo. The number of biogas-powered milk collection trucks also increased further. We also continued our Food 2.0 research programme and the efforts to build the food system of the future, we developed many tasty and nutritious products, and we invested in the use of recycled plastic in packaging materials. I am proud of the excellent work we are doing across the entire value chain for food production of the future.

# This is VALIO

Net sales

€2.4bn

4,226

Employees

~3,000

Dairy farms

1.6bn

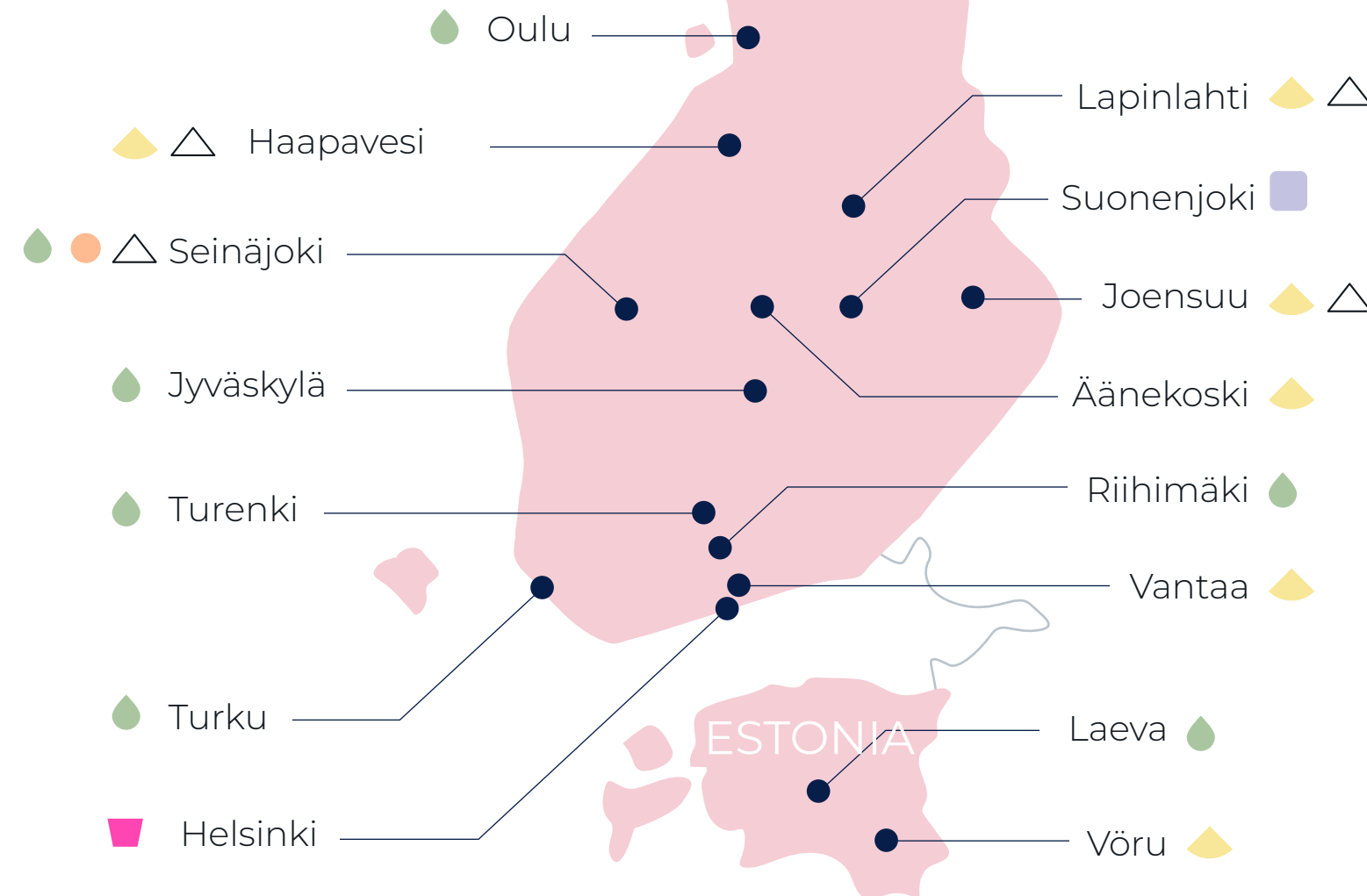
Litres of milk per year

3-10

New patents annually

13 Owner cooperatives

13+2 Production plants in Finland and Estonia



▲ Cheeses | 
 △ Powders | 
 ● Fresh products | 
 ■ Jams | 
 ■ Juices | 
 ● Butters and spreads

## BUSINESSES

CONSUMER BRAND BUSINESS



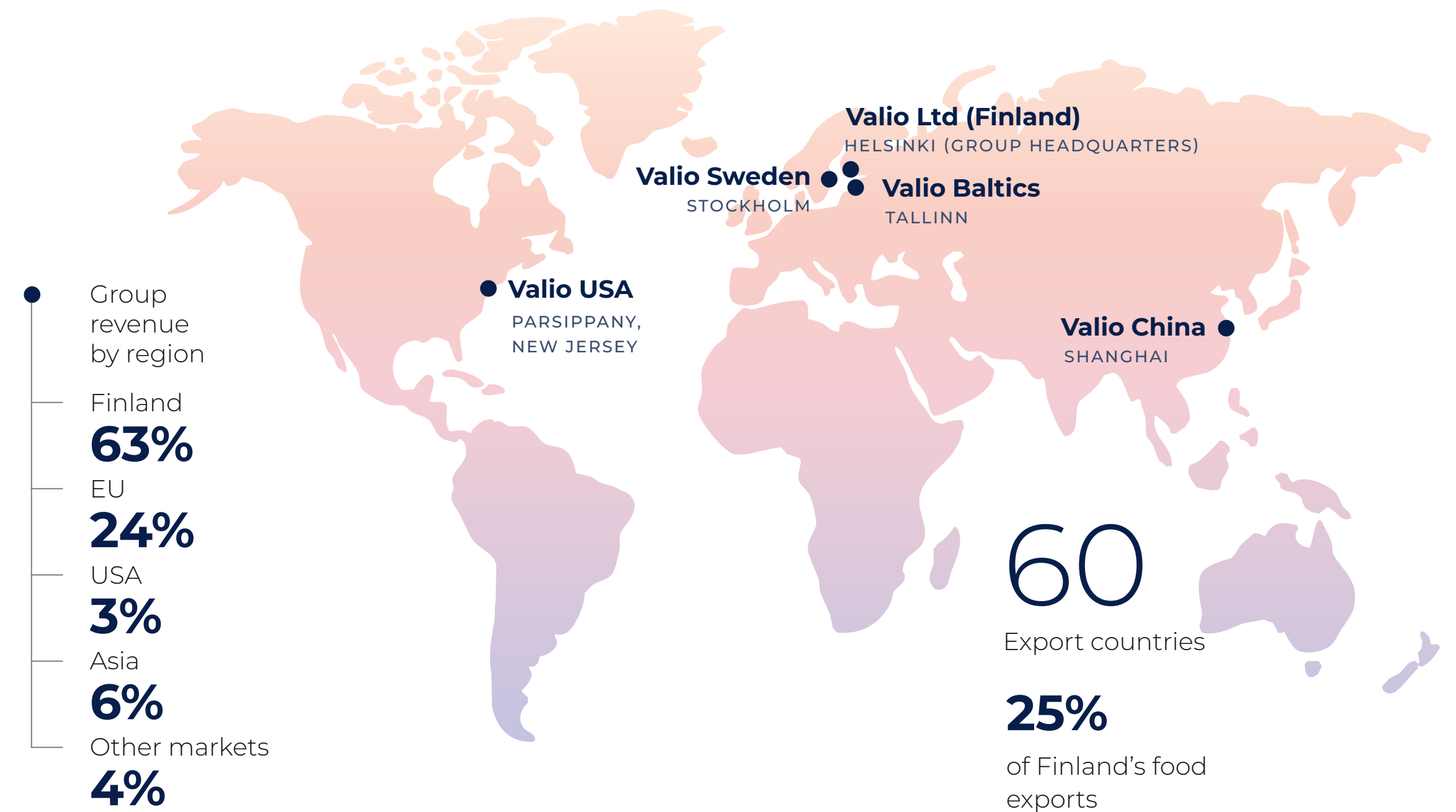
WHOLESALE AND FOODSERVICE



INDUSTRIAL SALES AND SOLUTIONS



RENEWABLE ENERGY AND CIRCULAR ECONOMY



### WE EMPLOY

business, technical, dairy and food industry, and research and product development professionals.



### WE PROVIDE LIVELIHOODS

also for veterinarians, general contractors, milk truck drivers, and, of course, dairy farmers.



# OUR VALUE CHAIN FROM FARM to table is long

In 2025, Valio implemented several measures to promote sustainable business.

## FUTURE VALIO FARMERS

**Jenna Harju** and her sister took part in the Future Valio Farmers training programme. She says it was particularly interesting to talk with dairy farmers of different ages and to hear how the industry operated in the past – and where it is heading.

[READ MORE](#)

## DEVELOPMENT OF THE INITIATIVE ACTIVITY

Continuous improvement is built on an open mindset and the courage to experiment. The initiative activity gives every Valio employee an opportunity to make a difference and share their own perspectives, notes **Lari Nuotio** from Valio's innovation team.

[READ MORE](#)



## EMISSIONS REDUCTIONS IN LOGISTICS

Reducing emissions is part of our daily work, says **Petteri Laine**, who is responsible for Valio's milk collection logistics. Valio's milk collection trucks are on the road for more than 20 hours a day, every day of the year.

[READ MORE](#)

## CARBO™ -PARTNERSHIP PROGRAMME

Collaboration is a key enabler of climate work, notes **Minna Korkiakangas**, who works in Valio's climate and sustainable business development team and has been involved in launching the Carbo™ partnership programme.

[READ MORE](#)

## PRODUCT INNOVATIONS

The new Valio Balans product portfolio supports consumers in making even better everyday snack choices in the form of healthy and delicious products, says **Tiina Korpiaho**, who is in charge of the Valio Balans product portfolio.

[READ MORE](#)

## VALIO – A PIONEER IN THE USE OF RECYCLED PLASTIC

**Juhana Pilkama**, who is responsible for packaging development at Valio, emphasizes that Valio is moving purposely toward a true circular economy – through actions, not just words.

[READ MORE](#)

VALIO'S SUSTAINABILITY FOCUS AREAS PROMOTE A SUSTAINABLE

# FOOD *system*

- ◆ Innovations and research supporting a sustainable food system
- ◆ Nutritious and tasty products
- ◆ Traceable product information

- ◆ Carbon-neutral milk value chain by 2035
- ◆ Resource efficiency
- ◆ Animal welfare

- ◆ Value creation for owners' raw materials and labour
- ◆ Committed and healthy employees
- ◆ Security of supply

**PIONEERING CLIMATE WORK**

**PROMOTING WELLBEING THROUGH PRODUCTS AND SERVICES**

**SECURING THE VITALITY OF FOOD PRODUCTION**

BASIS OF SUSTAINABILITY WORK

Food safety, occupational safety, operational and supply chain compliance

# PIONEERING *climate work*

## VALIO'S SCIENCE-BASED TARGETS (SBTI)

Target achieved

**>100%**

**Target 2030:**  
Energy used by production plants in Finland and Estonia **-47%**

Scope 1 and 2

**Progress -60%**

Target achieved

**>100%**

**Target 2030:**  
Milk collection logistics in Finland **-28%**

Scope 3

**Progress -40%**

Target achieved

**22%**

**Target 2030:**  
Carbon footprint of dairy farms in Finland **-50%**

Scope 3

**Progress -11%**

### RENEWABLE OR RECYCLED PACKAGING MATERIALS

**73%** Target 2030 **80%**

### RECYCLABLE PACKAGING MATERIALS

**86%** Target 2030 **100%**

**IMPLEMENTATION OF THE ANIMAL WELFARE PROJECT 25%**



Enabling the measuring of cattle welfare for all animal groups on dairy farms by 2026 (Animal Welfare Verification System AWVS).

## CARBON-NEUTRAL MILK VALUE CHAIN BY 2035

Of the target achieved

**26%**

Taking carbon sequestration into account

### TOWARDS A CARBON-NEUTRAL MILK VALUE CHAIN

A carbon-neutral milk value chain by 2035 means that at least the same amount of emissions is reduced and carbon removed from the atmosphere as is generated in the milk value chain, i.e. dairy farms, transportation, production plants, worksites, packaging production, logistics, and elsewhere along the milk's journey from farm to store.



# VALIO'S CLIMATE Programme

AIMING FOR A CARBON-NEUTRAL MILK VALUE CHAIN IN FINLAND BY 2035

## CLIMATE IMPACTS

2019

Other 3%

Factories and logistics 7%

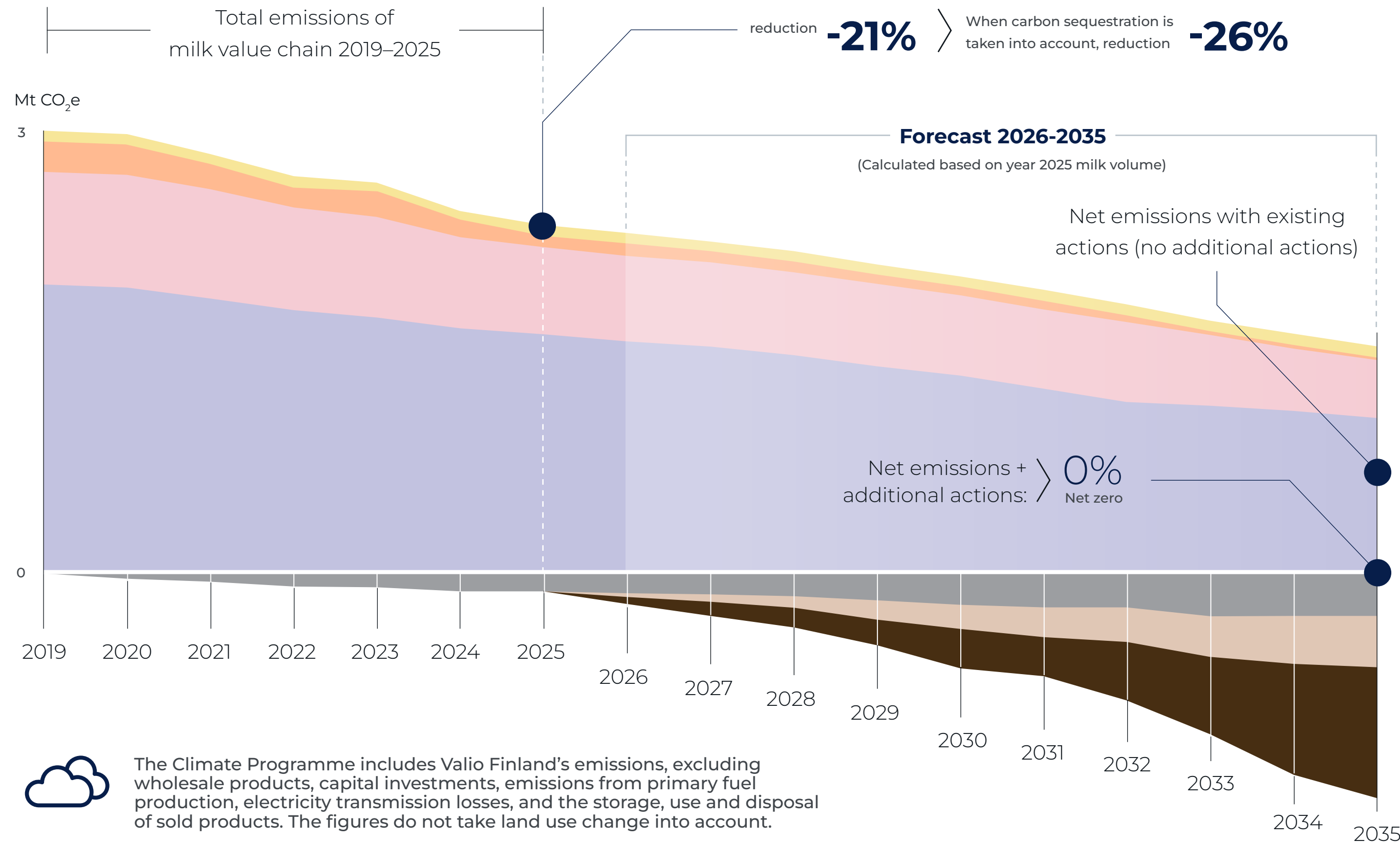
Land use 25%

Milk production 65%

Carbon sequestration

Handprint work

Additional actions



## CLIMATE IMPACTS

2035

Other 2%

Factories and logistics 1%

Land use 14%

Milk production 40%

Carbon sequestration -11%

Handprint work -13%

Additional actions -19–37%

### SHARE OF CLIMATE PROGRAMME ACTIONS

Packaging development and low-carbon raw materials	1%	<input type="checkbox"/>
Valio's renewable energy and energy efficiency	6%	<input type="checkbox"/>
Peatland emissions reductions	11%	<input type="checkbox"/>
Climate actions at farms animal welfare, feed and breeding, renewable energy and energy efficiency, nutrient efficiency and circular economy (manure)	25%	<input type="checkbox"/>
Carbon farming in fields and carbon sequestration technologies	11%	<input type="checkbox"/>
Handprint work e.g. restoration and biogas in transport	13%	<input type="checkbox"/>
<b>Need for additional actions</b> e.g. new technologies, the need depends on the effectiveness of the existing identified actions	<b>19-37%</b>	

# TOGETHER *towards* CARBON NEUTRALITY

THROUGHOUT 2025, WE ADVANCED VALIO'S TARGET OF A CARBON-NEUTRAL MILK VALUE CHAIN IN A VARIETY OF WAYS

The Carbo™ partnership programme, which offers customers solutions for reducing greenhouse gas emissions in the food chain, continued its strong growth in 2025. Valio has been working long term to reduce emissions generated by its operations.

Through climate collaboration, we help our customers achieve their climate targets cost effectively and reduce the most challenging emissions in the value chain. Climate collaboration helps to fund and advance emission reduction actions in the Finnish milk value chain. Emission reductions are verified by a third party.

### CARBON-NEUTRAL DAIRY FARM PILOT

The Carbon-Neutral Dairy Farm pilot (ILMA pilot) continued in 2025. Climate roadmaps were created for all four pilot farms, summarizing the farm's climate actions and their impact.

Climate roadmaps give dairy farms insight into how much the actions planned for the farm will reduce the carbon footprint of the raw milk produced.

### REGENERATIVE FARMING

We made significant strides in regenerative farming. The number of hectares using regenerative farming methods on dairy farms grew to over 200,000 hectares (2024: 160,000 ha). We also studied carbon sequestration in grasslands in collaboration with the Finnish Meteorological Institute.

### SUOMEN LANTAKAASU OY

Suomen Lantakaasu Oy continued construction of its biogas plant projects in 2025. Finland's first industrial-scale manure biogas plants are planned to begin operations in 2026, and deliveries of liquefied biomethane from the plants are set to begin in autumn of the same year.



We want to help Valio customers achieve their climate targets.

## EXAMPLES OF NATURE ACTIONS WE HAVE IMPLEMENTED



As part of the ILMA pilot, we developed grazing practices that support climate work and biodiversity and that can be used also at other Valio farms in the future.



We launched the practical Laitumella (In the pasture) podcast for dairy farmers and those involved in grazing.



Grazing sheep and flying squirrel nesting boxes were introduced to the Äänekoski plant site to support the local wildlife. Additionally, invasive species were controlled at the site and grass-cutting practices were adapted to be more nature friendly.

# EVER-*decreasing* LOGISTICS EMISSIONS

REDUCING LOGISTICS EMISSIONS IS AN IMPORTANT PART OF VALIO'S CLIMATE PROGRAMME



Valio has a total of 10 biogas-powered milk collection trucks.



Valio's logistics is responsible for the smooth and reliable operation of the entire milk chain in Finland – from collecting milk at 3,000 farms to transporting it to production plants and delivering products to customers in Finland and international export markets.

Valio plans the collection and delivery routes itself, and the drivers acting as subcontractors are responsible for carrying out the deliveries. Climate emissions from transportation are reduced by increasing the load capacity of milk collection trucks, optimizing routes and deliveries, increasing the number of vehicles that run on renewable fuel, and developing fossil-free distribution solutions and collaboration with customers.

## IN 2025, THE NUMBER OF BIOGAS-POWERED VEHICLES CONTINUED TO GROW

The number of milk collection trucks increased by four, bringing the total number of biogas-powered milk collection trucks in operation during the year to ten. The biogas-powered trucks were driven a total of over 2.44 million kilometres during the year, which is 67% more than in the previous year.

At the end of 2025, a total of ten biogas-powered trucks were in use to transport and distribute Valio's products. In total, they were driven 392,000 kilometres and generated CO<sub>2</sub>e emission reductions of 262,000 kg compared to diesel. In connection with product distribution logistics, the use of electric delivery vehicles in urban environments was also studied and simulated during 2025.



## NEW MATURING WAREHOUSE FOR VALIO'S PRODUCTION PLANT IN VÖRU



Previously, some of the cheese was transported to Italy for maturing, but the new warehouse enables a significant reduction in transports.

The completion of the new maturation warehouse reduces cheese transports by an estimated 478 tonnes per year, significantly reducing the climate impact of our operations.

# EMISSIONS *reduction*

Valio's Climate Programme includes emissions from Finnish milk production. This means Valio Finland's emissions, excluding emissions of wholesale products, capital investments, primary fuel production, electricity transmission losses, and the storage, use and disposal of sold products. In 2025, the total emissions included in the Climate Programme amounted to about 2.3 Mt CO<sub>2</sub>e, accounting for approximately 92% of Valio Group's total emissions. The Group's emissions in year 2025 were about 2.5 Mt CO<sub>2</sub>e. The figures do not take into account carbon sequestration in fields or changes in land use.

**PERCENTAGE REDUCTION IN EMISSIONS UNDER VALIO'S CLIMATE PROGRAMME, TAKING CARBON SEQUESTRATION INTO ACCOUNT (2025)**

# -26%

Year 2024: -23%

## VALION SCIENCE BASED TARGETS (SBTI)

Target achieved

# >100%

**Target 2030:** Energy used by production plants in Finland and Estonia **-47%**

Scope 1 and 2

**Progress -60%**

Target achieved

# >100%

**Target 2030:** Milk collection logistics in Finland **-28%**

Scope 3

**Progress -40%**

Target achieved

# 22%

**Target 2030:** Carbon footprint of dairy farms in Finland **-50%**

Scope 3

**Progress -11%**

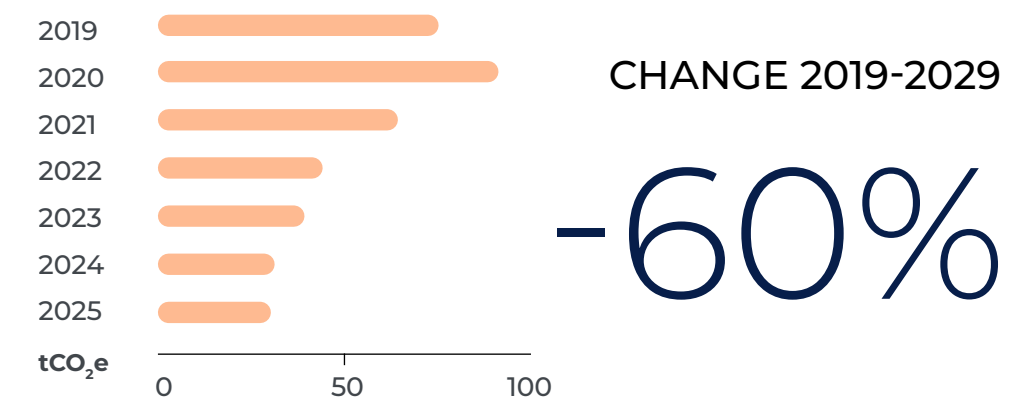


**Scope 1** includes emissions from Valio's own operations  
**Scope 2** includes emissions from Valio's purchased electricity and heat  
**Scope 3** includes all other indirect emissions from Valio's value chain

## PROGRESS OF VALIO'S CLIMATE PROGRAMME 2019-2025

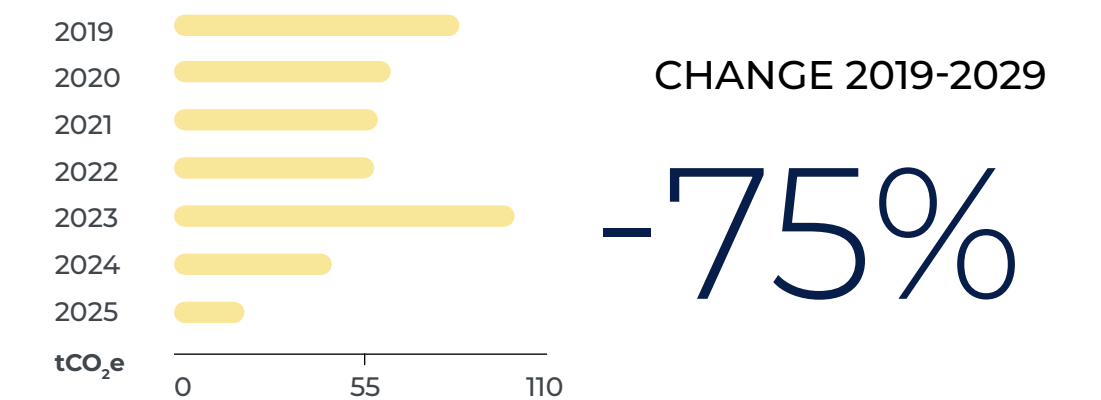
### SCOPE 1

Sites' heat energy and refrigerants; includes emissions from Valio's own operations



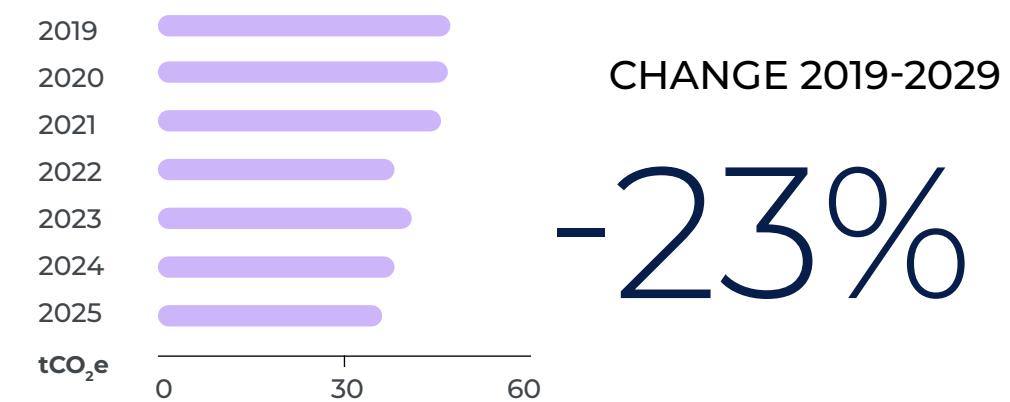
### SCOPE 2

Sites' district heating and electricity; includes emissions from Valio's purchased electricity and heat



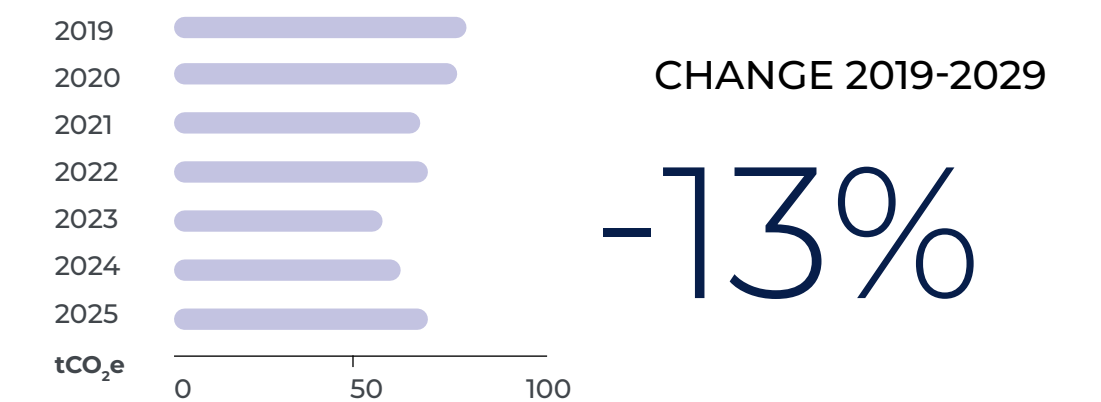
### SCOPE 3

Logistics



### SCOPE 3

Other emissions in the value chain

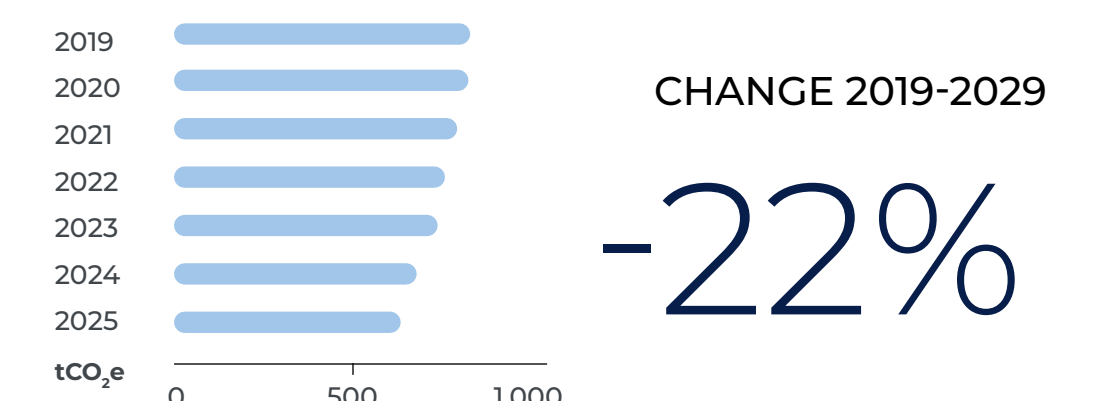


### SCOPE 3

Raw milk



Land use emissions in milk production



# CIRCULAR ECONOMY IS A FOCUS *in packaging development*

VALIO IS A PIONEER IN THE USE OF RECYCLED PLASTIC IN THE FOOD INDUSTRY

Valio is committed to a long-term strategy of making its packaging more suitable as raw materials for the circular economy – while also increasing its use of recycled plastic. Since 2019, the use of recycled plastic in packaging has expanded from cheese to drinkable snacks, and in 2025 it is also used in some Oivariini® packaging and Valio Greek yoghurt packaging.

Recycled plastic already accounts for 9% of all raw materials used in Valio’s plastic packaging. This is concrete proof that we are moving towards the targets we have set, just as pioneers should.

**RENEWABLE OR RECYCLED PACKAGING MATERIALS**

**73%** Target **80%**  
2030

**RECYCLABLE PACKAGING MATERIALS**

**86%** Target **100%**  
2030

**RECYCLED PLASTIC IN ONE YEAR**

**450,000 KG**



This is equivalent to the amount of plastic needed to make 82 million yoghurt cups. If these cups were lined up, the line would stretch from Helsinki to Madrid – and back.

Cheese slice packaging contains at least **55%** recycled plastic

Valio Greek yoghurt packaging contains **30%** recycled plastic

PROfeel®- and Valio Latte caps contain **30%** recycled plastic



Some Oivariini® packaging contains **30%** recycled plastic

**Over 90%** recycled plastic in gourmet cheese packaging



# ANIMAL *welfare*

ANIMAL WELFARE IS AT THE FOUNDATION OF VALIO'S OPERATIONS

Caring for the health and welfare of animals is part of the daily routine on dairy farms. It is also a prerequisite for high-quality milk and sustainable business operations.

### NASEVA

Under the terms of Valio's primary production sustainability programme, all Valio dairy farms must be included in the national cattle farm monitoring system Naseva. A veterinarian visits each dairy farm at least once a year to check the health of the herd. Many farms have more frequent health care visits. The dairy farmer and the veterinarian work together to develop a healthcare plan aimed at improving animal health and welfare.



**100%**  
OF FARMS ARE INCLUDED IN NASEVA

### AWVS PROJECT

In the Animal Welfare Verification System (AWVS) project, we are developing a method for measuring and verifying cattle welfare using a new approach created by welfare researchers at the Natural Resources Institute Finland. The method takes into account all animal groups on dairy farms and measures their welfare using 45 welfare indicators. In 2025, cattle welfare measurements were piloted at 50 Valio farms. The new set of welfare indicators complement Naseva.



**100%**  
SOY-FREE COW FEED

**COOPERATIVES MADE VALIO VISITS TO FARMS**  
**639** and 222 other visits to farms

**80%**  
**OF FARMS GRAZED THEIR CATTLE**

**3/4**  
of the cows live in freestall barns, and this number is increasing all the time



# PROMOTING *wellbeing* THROUGH PRODUCTS AND SERVICES

## INDICATOR FOR TRACKING SUSTAINABILITY TARGETS



Promoting the Valio Food 2.0 research programme through 2028

17

Number of Ecosystem projects (pcs)

## PRODUCT DEVELOPMENT FOR EVERYDAY LIFE

Valio's product development is based on everyday life: we develop tasty and nutritious products for everyday use, for special occasions, and for a wide range of purposes. Our goal is for our products to support health and wellbeing in everyday life and all life stages – and to make it easier to make healthy choices around the world.

# FOOD 2.0 *programme*

THROUGH RESEARCH AND INNOVATION, WE ARE DEVELOPING SOLUTIONS FOR BUILDING A SUSTAINABLE FOOD SYSTEM

In 2025, we continued our Food 2.0 research programme. Through this programme, we are developing new food innovations, production solutions, and business models in collaboration with companies, research institutes, and other stakeholders.

[READ MORE](#)

## PRODUCT INNOVATION AND NUTRITION PROJECTS IN THE RESEARCH PROGRAMME IN 2025

We studied how milk membrane lipids can be used to meet the nutritional needs of an aging population. We launched new collaboration through the MilkBridge project.

Together with Enifer, we studied the production of the single-cell, i.e. Pekilo protein, from dairy side streams, as well as product opportunities based on Pekilo. This would enable a completely new type of circular economy and new product options in Finland.

We participated in research on combining plant- and microbial-based raw materials in the FoodID project.

We supported the development of the domestic plant protein value chain in the Fabuloats project, which is developing oat and fava bean varieties to make them better suited for new product forms.

We also participated in the Finnutri project, which is developing a diet aligned with planetary boundaries from the perspective of domestic food production.

## INVESTMENT IN A SWEDISH STARTUP

In 2025, we also invested in Melt&Marble, a Swedish cellular agriculture startup that is using precision fermentation to develop fat-based raw materials for the food industry, for example.

[READ MORE](#)



## WHAT WILL BE IN OUR REFRIGERATOR IN 2050?

In celebration of its 120th anniversary, Valio developed the Fridge of the Future, which showcases the kinds of products we might have in the future, how they are produced, and the kind of food system we are moving towards.

Mood-balancing yoghurt, edible juice cartons, seaweed-based patties, and much more – the food of the future is a combination of sustainability and wellbeing. The door of the Fridge of the Future opened for the first time at Valio's 120th anniversary celebration, and it was featured at Valio's events and trade shows throughout 2025.

# PRODUCTS *for a good* LIFE

WE WANT TO BE A PIONEER IN DEVELOPING PRODUCTS AND SERVICES THAT SUPPORT WELLBEING AND HEALTHY LIFESTYLES

Our goal is for our products to support health and wellbeing in daily life and throughout the lifespan, making it easier to make healthy choices. Valio offers a wide range of products that promote health and wellbeing, which we are continuously developing. In 2025, Valio launched 34 new Heart Symbol products. There are now a total of 176 Heart Symbol products in our selection. They help consumers make better choices regarding fat, sugar, and salt content.

We launched the Valio Balans product portfolio, which makes everyday choices easier: the portfolio is designed to help you maintain a balanced diet over the long term. It makes snack choices easier, as it combines great taste with good nutritional content.

We developed the Valio Oltermanni 17% Vegetable oil, a cheese that has some of the milk fat replaced with vegetable oil to improve the quality of the fats.

## IN-HOUSE PRODUCTION FOR THE PLANT-PROTEIN BUSINESS

We strengthened the position of our plant-based business with the acquisition of Raisio plc's plant protein business, which gave us in-house production capabilities. We are now able to develop the Gold&Green® product family with greater agility and

ensure high quality in all our solutions. The Härkis® and Beanit® portfolios included in the transaction were integrated into the Gold&Green® portfolio, strengthening a unified, forward-looking plant-based brand.

[READ MORE](#)

## EXPANSION INTO PLANT-BASED PREPARED FOODS

We expanded our plant-based business to Gold&Green® prepared foods so that we can bring plant-based options into the daily lives of even more consumers. The new Gold&Green® products offer an easy way to try plant-based solutions – without compromising on taste or convenience – and they help us to grow the category's reach and attract new consumers to plant-based products.



New Gold&Green® products offer an easy way to try plant-based solutions without compromising on taste.





# SECURING THE VITALITY OF *food production*

**FUTURE VALIO FARMERS PROGRAMME FOR DAIRY FARMERS**, participants in 2025

**96 people** Target 2025 **50 people**

### VALUE FOR OUR OWNERS

Valio exists for its owners. We create value for the milk produced by Finnish dairy farms and for their work by processing raw materials into products that are successful both domestically and internationally. When you choose a Valio product, you are supporting domestic food production and jobs across Finland.

**Valio Voice employee survey's engagement score** ranks among the top ten percent in the industry

**7.6** Target 2025 **7.9**

Injury frequency 5 or less  
LTIF (no./million hours worked)

**7.6** Target 2025 **5.0**

Lost time injury frequency

# VALIO IS FOR ITS *owners*

Valio's main target is to create value for its owners, i.e. Finnish milk producers. We do this by processing the milk produced by the dairy farms into products of the highest possible quality and by returning the profits from our operations back to the farms.

Valio has strong cooperative roots. We are a company founded by dairy farmers and owned by dairy farms through Valio's regional cooperatives. We pay the profits from our operations to Finnish farms, and our ownership model ties Valio's success directly to the success of the dairy farms.

2025 was a strong year for Valio: both net sales and the milk return, a measure of profitability, rose notably from the previous year.

Through the primary production sustainability programme, in 2025 Valio paid its owner entrepreneurs nearly 60 million euros for sustainability programme actions that exceeded the statutory requirements.

✦  
We pay the profits from our operations to Finnish farms, and our ownership model ties Valio's success directly to the success of the dairy farms.



## FUTURE VALIO FARMERS PROGRAMME WAS AWARDED AS THE BEST COOPERATIVE INNOVATION IN EUROPE

Future Valio Farmers is a new joint training programme launched by Valio and the cooperatives. The programme is aimed at young dairy farmers or those interested in the industry who are just beginning to consider becoming entrepreneurs.

The training programme offers a comprehensive look at the key themes of managing a dairy farm, with the aim of helping young entrepreneurs develop into top professionals in their field.

[READ MORE](#)

# VALIO

## *as a workplace*

Our success and competitiveness are built on committed, capable and healthy Valio employees.

Valio constantly invests in employee engagement, competence development, and wellbeing. We are convinced that a coaching work and leadership culture is key to the success and productivity of our entire organization.

### SUPPORTIVE INITIATIVE ACTIVITY

The initiative activity is one of the most important ways to develop processes and strengthen competitiveness by engaging employees in the continuous improvement of operations. Valio has defined an initiative process through which feasible development proposals are put into practice. The initiative activity development project we launched in 2024 was continued in 2025. The goal was to create a more supportive and agile initiative process that encourages as many people as possible to submit initiatives. The project streamlined the procedures related to initiatives to make it easier to submit high-quality initiatives.

### COACHING LEADERSHIP AND ARTIFICIAL INTELLIGENCE

In 2025, a culture of coaching leadership was implemented across Valio's operations and production plants through, among other things, new induction coaching, info briefings for supervisors, and online training focused on performance-based management. The coaching programme was implemented globally in all Valio subsidiaries. In Estonia, the coaching will continue in 2026.

In autumn 2025, Valio organized an extensive series of artificial intelligence weeks to increase understanding of the company's ongoing AI projects and their potential. The goal of the events was to strengthen employees' AI-related professional skills and to support open dialogue on the topic within the organization. The 16 events held during the AI weeks attracted a total of some 1,300 participants. The series of events helped identify new AI solutions that benefit business and strengthen the organization's expertise in the responsible use of AI.

### SUMMER WORKERS AND UNIVERSITY FUNDING

We employ approximately 300 people as summer

workers every year. The vast majority of them work in production and logistics at the various factory sites. 2025 marked the 120th anniversary of Valio's founding. To celebrate this milestone, we committed to investing 120,000 euros to increase the number of thesis positions, internships, and summer jobs for higher education students in the food sector. The funding has been allocated to the Faculty of Agriculture and Forestry at the University of Helsinki.

### MENTAL HEALTH FRIENDLY WORKPLACE

We organized "mental health wellbeing" themed weeks for the fifth consecutive year. The theme in spring 2025 was "functional daily life", with topics including brain health and mental strain, and cognitive ergonomics. During autumn's theme of "good sleep", the company offered sleep clinics at its sites and sleep support groups for employees suffering from sleep disorders and problems.

In recognition of the work to promote mental wellbeing, Valio was once again awarded the "Mental Health Friendly Workplace" label by MIELI Mental Health Finland. The award criteria specifically highlighted long-term, day-to-day work and a commitment to leadership and workplace community activities as key strengths.



We employ about  
300 summer  
workers every year.



# FINNISH *food production*

FINLAND'S FOOD PRODUCTION SELF-SUFFICIENCY IS AMONG THE HIGHEST IN THE WORLD, AND VALIO PLAYS ITS PART IN ENSURING THIS

A large proportion of the food is produced from Finnish raw materials, using domestic resources. We ensure the continuity of Valio's production and deliveries as part of the Finnish and international food system.

Choosing domestic products supports Finland's self-sufficiency and security of supply, i.e. it ensures that food production will remain in Finland also in the long-term: primary production will remain vital, manufacturing expertise will remain high, and factories will continue to operate.



The milk chain operates around the clock, from milk collection to distribution, ensuring the availability of raw materials and products for industry and consumers.

## 120 YEARS AS PART OF FINNISH FOOD CULTURE

Valio celebrated its 120th anniversary with the "Illallinen Kansallismaisemassa" (Dinner in the National Landscape) TV series, which took viewers on a journey to the origins of Finnish cuisine and showcased the best aspects of Finnish food culture, updated to the present day.



