



FUTURE VALIO FARMERS PROGRAM

Estonian cooperation conference
26.2.2026



Sanna Nokka, Valio Ltd, Finland





SINCE
1905

**MARKET
LEADER**
IN DAIRY PRODUCTS
IN FINLAND

EXPORTS TO
50
COUNTRIES

Aimo VALIO
GOLD & GREEN BY VALIO
ODDLY GOOD
HÄRKIS
Suomen Lantakaasu

 OWNED BY 3200 DAIRY FARMS	 13 COOPERATIVES	 13 + 2 PLANTS in Finland and Estonia
 3 591 + 581 EMPLOYEES in Finland and other countries	 2,3 BN TURNOVER	 1,6 BN LITRES OF MILK from farms per year
 Towards CARBON-NEUTRAL dairy 2035	 PROFITS TO FARMS through milk price	 5 - 10 PATENTS or inventions per year



We pay out the profit of our operation to our owners, Finnish dairy farms, through the dairy cooperatives.

Choosing to buy a Valio product helps you to

SUPPORT A FOOD PRODUCER.

DAIRY FARMERS ARE MEMBERS OF COOPERATIVES THAT IN TURN OWN VALIO



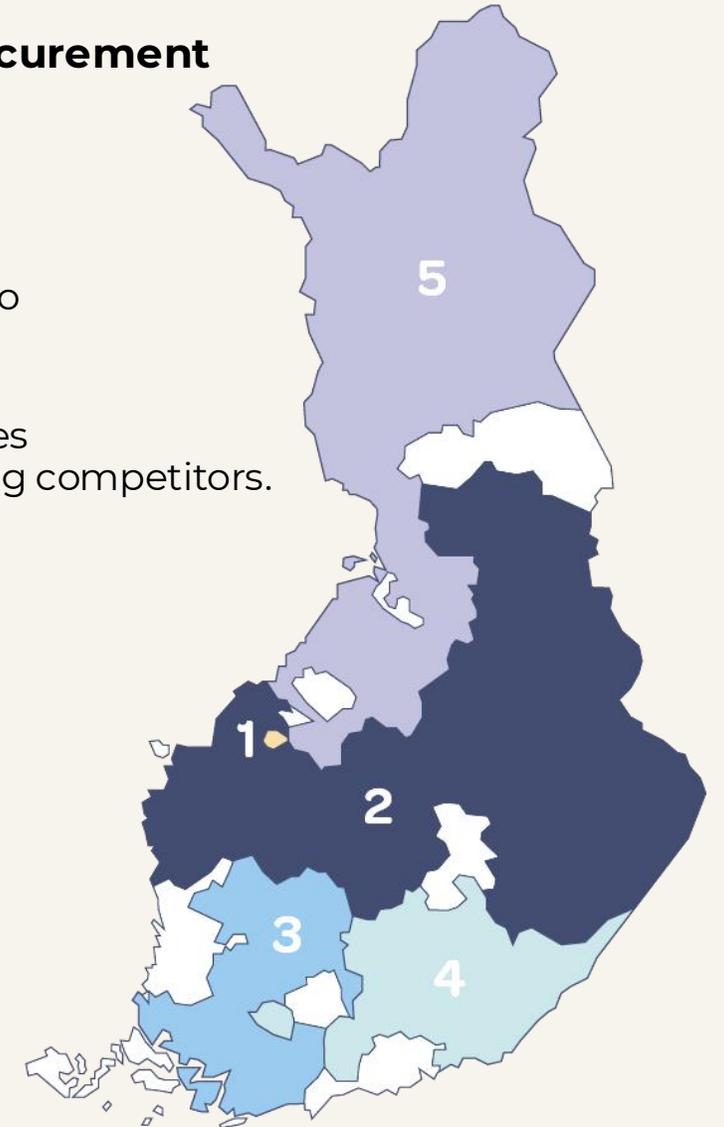
Valio Group procurement cooperatives:

1. Evijärvi
2. Maitosuomi
3. Länsi-Maito
4. Tuottajain Maito
5. Pohjolan Maito

Total 13 cooperatives as owners, including competitors.

80 %
of Finland's milk

1 600
million litres
of milk per year

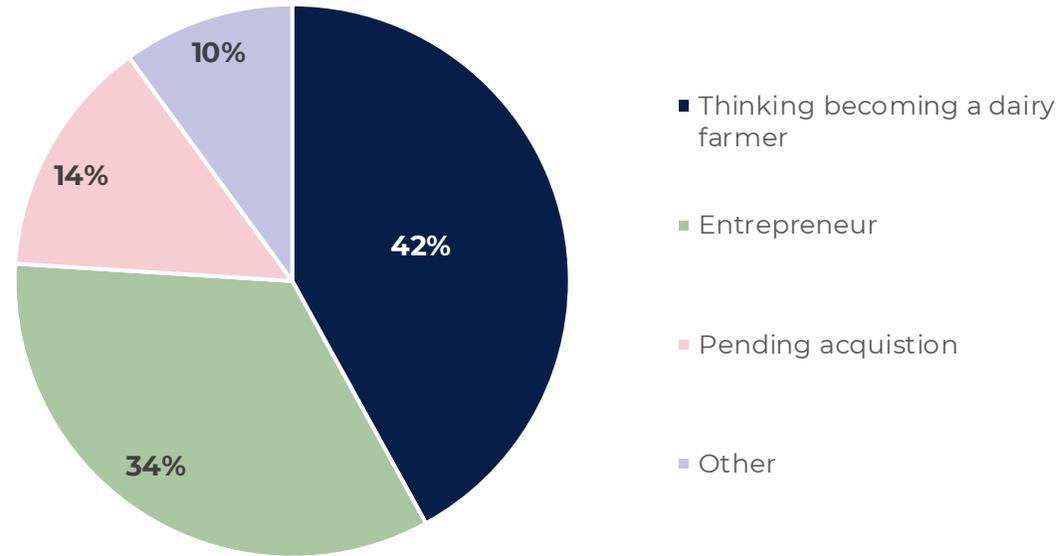




Future **VALIO** **FARMERS**

- ✦ Future Valio Farmers is a new training programme organised jointly by Valio and cooperatives. Launched in spring 2025, the programme is aimed at young dairy farmers or those who are interested in becoming an entrepreneur in the sector.
- ✦ The aim of the programme is to support young entrepreneurs to become top professionals in their field. It provides a broad introduction to the themes of farm business management. An equally important part of the programme is networking with others in similar circumstances.
- ✦ Our initial target was to have 50 participants. The interest was so great that we received 100 applications. Everyone was accepted!

What are the backgrounds of program participants



Answers to “other”

- ✦ I will continue with a farm in the future.
- ✦ I've been a stakeholder in the partnership since 2015; generational transfer coming probably in early 2026.
- ✦ I will continue my family's dairy farm, but the generational transfer has not yet been made.
- ✦ I'm a worker on my parents' farm; a generational transfer is being planned.
- ✦ I'm a cattle manager on my parents' farm; still on the sidelines for now.
- ✦ Child of entrepreneur; future successor.
- ✦ Common-law spouse of entrepreneur; I work on the farm.
- ✦ Spouse of entrepreneur.
- ✦ Spouse of entrepreneur and considering becoming an entrepreneur.

HOW DOES THE TRAINING PROGRAMME WORK?

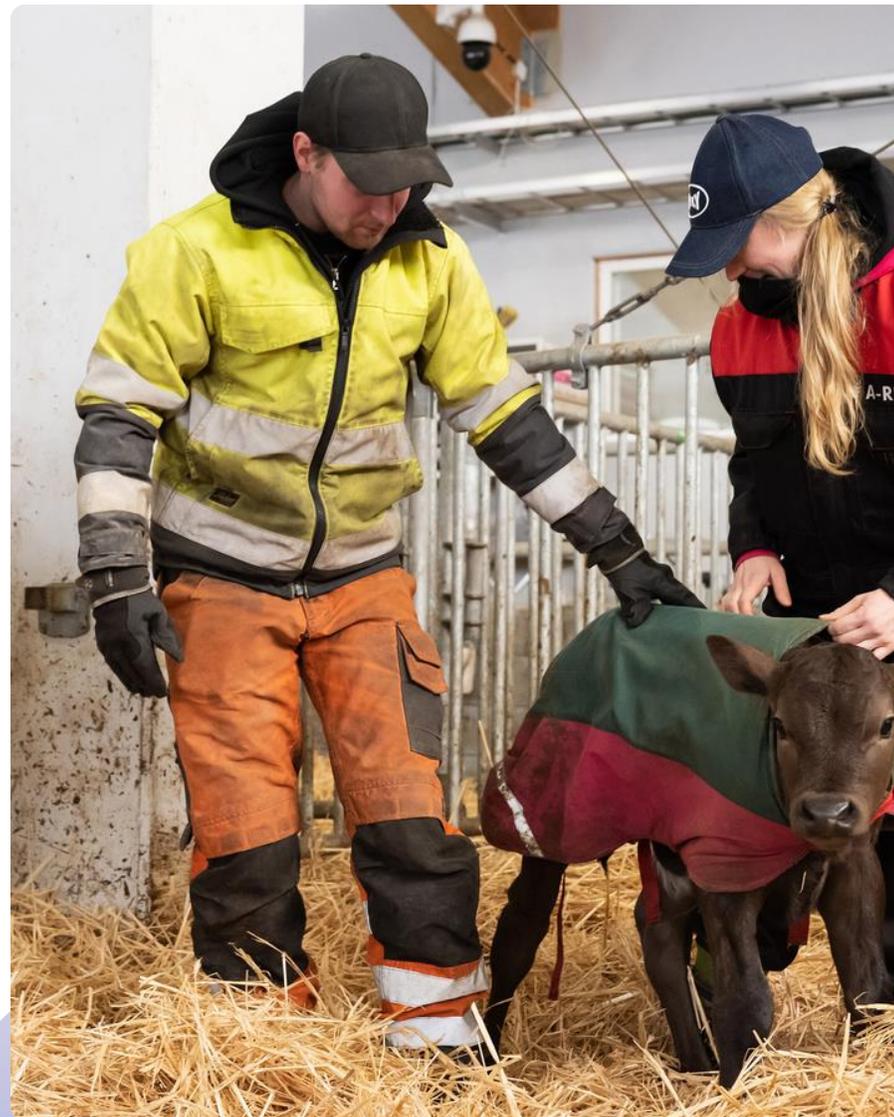
- ✦ The programme includes four in-person sessions and intermediate assignments over two years.

The programme consists of

1. In-person sessions
2. Development assignment
3. Team activities
4. Development visit
5. Various other meetings during the programme
6. Free choice study trip

The programme also includes surprise meetings at exhibitions and other events.

- ✦ The self-financing share for participating in the program is €500 plus VAT 25.5% per participant. The fee includes tuition and accommodation and meals for the in-person sessions.



IN-PERSON SESSIONS

In-person sessions 4 x 2 days

My Valio

- Valio Ltd's operations
- Future of the industry
- The significance of networks

Me as an entrepreneur

- Networks
- My goals
- My dreams

Strategic management

- Vision
- Strategy
- Implementing the strategy
- A spirit of continuous improvement
- Sustainability in a dairy enterprise
 - Valio's Climate Programme
 - Primary production's sustainability programme

Financial management of a dairy farm enterprise

- Key figures
- Budgeting and procurement
- Investments and financing

Dairy farm production management

- Production economy (NBS)
- Data generated by production management
- Valio's intranet tools for farming

Operating as an employer

- Legislative requirements
- Human resources management
- Engaging in dialogue
- Operating as a successor

Communication and stakeholder relations

Training's closing ceremony

INTERIM TEAM MEETINGS

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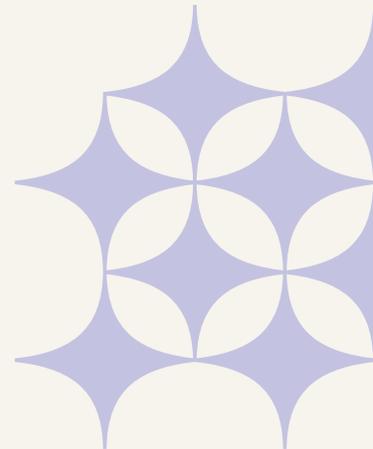
2. Development assignment

Create your own/future business strategy

- ✦ Aim is to create a strategy (at minimum, guidelines for it)
- ✦ What the company will do at its own pace over the next two years
- ✦ Training, support material and assistance will be provided during the programme

3. Team activities

- ✦ Groups work in teams during the sessions and meet a couple times in between the in-person sessions
 - Recap what happened in the previous session
 - Prepare for the next in-person session
- ✦ A WhatsApp group is set up for the team
 - This is used for active discussion
- ✦ Each team has its own leader

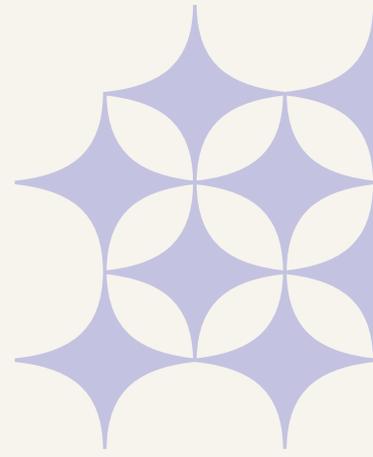


4. Development visit

- ✦ Visit by an expert from your own cooperative
- ✦ Review of the current state of the farm and future plans
- ✦ Some visits in 2025 and some in 2026

6. Study trip

- ✦ The themes of the trip (related to farm management) will be implemented based on the interests of the participants
- ✦ Possibly several different management-themed trips, if there is a large number of participants



5. Various other meetings during the programme

- ✦ **SUMMER NETWORKING MEETING**
AGRIFEST
- ✦ An event in conjunction with the Okra agricultural fair and an evening event in Turku in conjunction with the legendary Ruisrock event
- ✦ OKRA meets

RUISROCK





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