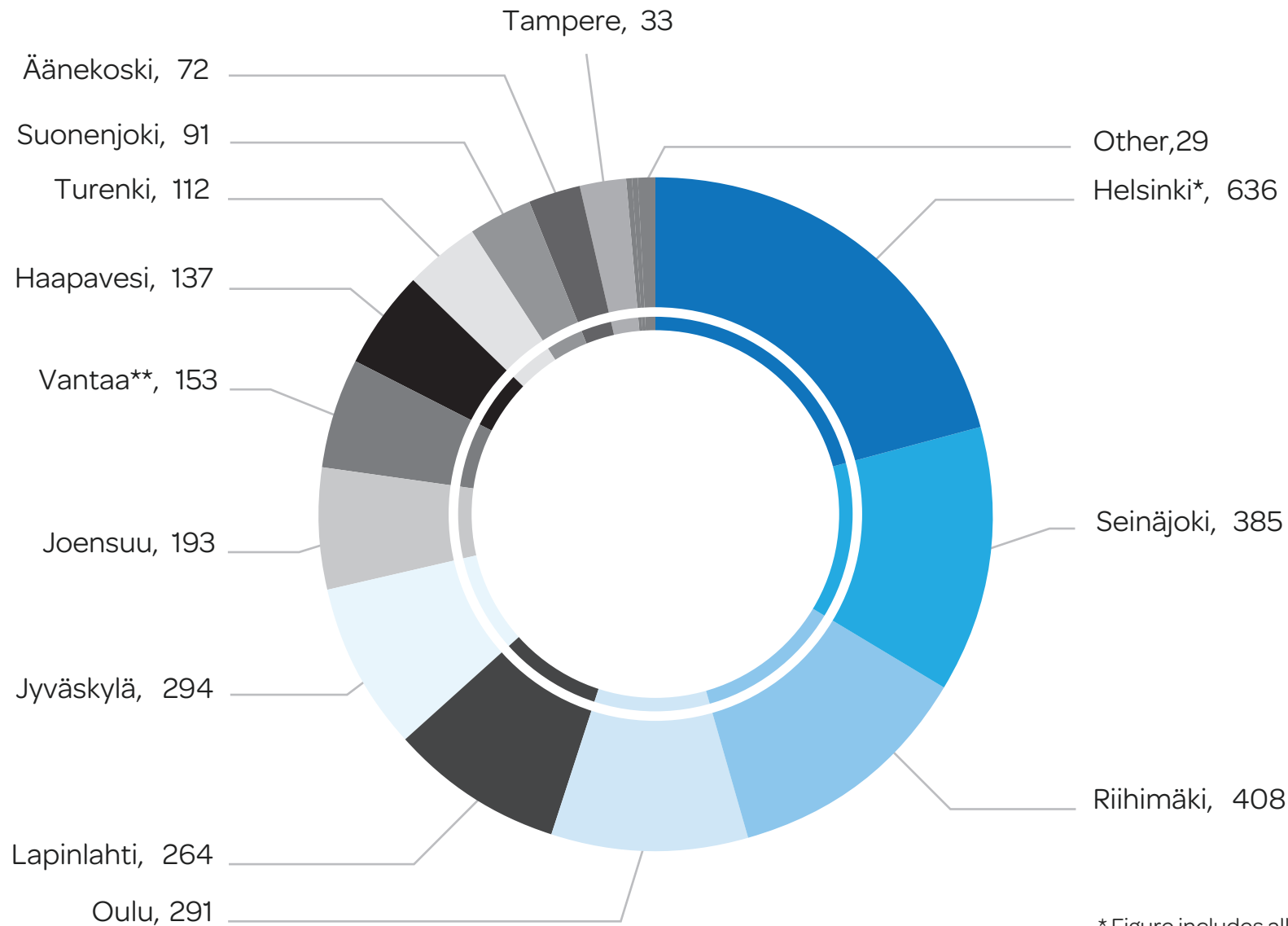


Valio Ltd personnel by site in Finland 31 Dec. 2016, includes part-time and fixed-term employees



* Figure includes all Helsinki sites.

**Figure includes the Tikkurila and Vaarala sites.