



Corporate governance statement 2022

INTRODUCTION

Marimekko Corporation applies the Finnish Companies Act, other regulations concerning public listed companies, Marimekko Corporation's Articles of Association as well as the rules and regulations of Nasdaq Helsinki Ltd. Marimekko also complies with the recommendations of the Finnish Corporate Governance Code, effective as of 1 January 2020, according to the comply-or-explain principle without deviating from individual recommendations.

This corporate governance statement has been drawn up in accordance with the Corporate Governance Code effective as of 1 January 2020. The statement has been issued as a separate report and the Audit and Remuneration Committee of Marimekko Corporation has reviewed it. The statement has been published on the company's website at company.marimekko.com. The Finnish Corporate Governance Code is publicly available on the website of the Securities Market Association at www.cgfinland.fi/en/.

KPMG Oy Ab, Authorized Public Accountants, as the company's auditor has checked that the statement has been issued and that the description of the main features of the internal control and risk management systems related to the financial reporting process is consistent with the financial statements.

DESCRIPTIONS CONCERNING CORPORATE GOVERNANCE

Marimekko Corporation's administrative bodies and officers with the greatest decision-making power are the General Meeting of Shareholders, the Board

of Directors and the President and CEO. Marimekko Corporation does not have a Supervisory Board. At the Annual General Meeting, the shareholders approve the financial statements, decide on the distribution of profits, elect the members of the Board of Directors and the auditor and determine their remuneration, as well as decide on amendments to the Articles of Association if necessary.

Marimekko Corporation's General Meeting is convened by the Board of Directors. According to the Articles of Association, the Annual General Meeting shall be held within six months of the close of the financial year on a date decided by the Board of Directors. Due to the coronavirus pandemic, the AGM held on 12 April 2022 was organized with exceptional arrangements in place for safety reasons.

Marimekko shares are quoted on Nasdaq Helsinki Ltd.

Composition of the Board of Directors and principles on diversity

The members of the Board of Directors are elected at the AGM. The proposal for the composition of the Board is prepared by the major shareholders of the company. The AGM has not established a shareholders' nomination board.

When preparing the proposal for the composition of the Board of Directors, the major shareholders take account of the company's business requirements and development as well as the strategy of the company. The main objective is to ensure that the composition of the Board supports the company's business operations, strategy and customer-orientated approach in an optimal manner. Diversity in the Board of Directors helps to ensure that this objective is achieved. The diversity of the Board

is reviewed from different perspectives. The most important factors for the company are the directors' mutually complementary know-how, education and experience in different fields and different geographic areas significant for the company business as well as their personal attributes. The diversity of the Board is promoted in particular by the gender and age diversity of the directors. Marimekko aims to have both genders equally represented in the Board, and to have directors with experience from different geographical areas. A director elected to the Board shall have the required competence for the position, and a sufficient amount of time for attending to the duties of the position. Also taken into account in the composition of the Board are the long-term objectives of the company as well as succession planning. There is no particular order governing the appointment of Board members. The progress in achieving the objectives is reviewed regularly.

In 2022, the Board of Directors consisted of 6 members of which 2 were women. All members of the Board of Directors have international work experience in geographic areas significant to the company's business, such as the Finnish and Asian markets. The Board members' diverse experiences in sectors such as fashion, clothing, technology, and retail sales complement each other. All members of the Board of Directors have a university degree, and one has obtained a doctorate. Degrees are in various fields with an emphasis on business studies. The ages of the Board members are divided between 30 and 58 years of age.

Board of Directors 2022

The AGM on 12 April 2022 elected the following members to Marimekko Corporation's Board of Directors:

Mika Ihamuotila,
Chair of the Board

- Born 1964
- Ph.D. (Econ.)
- Principal occupation: Chair of the Board of Marimekko, 2016– (full-time Chair of the Board and CEO of Marimekko, 2015–2016)
- Primary work experience and key positions of trust: President and CEO of Marimekko, 2008–2015; President and CEO of Sampo Bank, 2001–2007; President and CEO of Mandatum Bank, 2000–2001; Executive Director of Mandatum Bank, 1998–2000; Partner of Mandatum & Co, 1994–1998; visiting scholar of Yale University (USA), 1992–1993; Member of the Board of Rovio Entertainment, 2013–2020; Chair of the Board of Rovio Entertainment, 2017–2020; Member of the Board of Sanoma, 2013–; Chair of the Board of the Mannerheim Foundation, 2017–
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 0. Shares and share-based rights in the company owned by a corporation over which the director exercises control, PowerBank Ventures Ltd, at the end of the financial year 2022: 5,088,500 shares. Shares or share-based rights in Group companies at the end of the financial year 2022: 0.

Teemu Kangas-Kärki
Vice Chair of the Board

- Born 1966
- M.Sc. (Econ.)
- Principal occupation: Chief Financial Officer of Nokian Tyres, 2018–
- Primary work experience and key positions of trust: Deputy to CEO and COO of Fiskars, 2017–2018; President & CEO (Interim) and COO of Fiskars, 2017; Deputy to CEO and COO & CFO of Fiskars, 2014–2017; President of Home Business Area and CEO of Iittala Group, Fiskars, 2012–2014; Chief Financial Officer of Fiskars, 2008–2012; Chief Financial Officer of Alma Media, 2003–2008; Vice President, Corporate Controller of Kesko, 2002–2003; Corporate Business Controller of Kesko, 2000–2001; Finance Director, Finland & part of the Nestlé Nordic, Nestlé, 1998–2000; Finance Manager, Finland of Smith & Nephew, 1996–1998; finance management positions, Finland & Germany, Unilever, 1992–1996
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 1,133 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Carol Chen

- Born 1967
- Master's degree in Marketing
- Principal occupation: Co-CEO of Semir, 2019–
- Primary work experience and key positions of trust: General Manager of Alibaba's Tmall Sports Business, 2018–2019; Vice President

and General Manager (Converse, Asia Pacific) of Nike, 2015–2018; Vice President and General Manager (Territories and Sales, Greater China) of Nike, 2014; Vice President (Global sales, Global Basketball / USA) of Nike, 2012–2014; Category General Manager (Sportswear, Greater China) of Nike; 2009–2012, Different positions in marketing as well as business and strategic planning in Nike, 1996–2009; Marketing Manager of McDonald's, 1994–1996; Account Manager of DDB Needham Worldwide, 1992–1994

- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 1,582 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Mikko-Heikki Inkeroinen

- Born 1987
- M.Soc.Sc.
- Principal occupation: Chief Digital Growth Officer of Reima, 2022–
- Primary work experience and key positions of trust: Chief Digital Officer of Kamux, 2018–2022; Head of Digital Commerce of POWER International, 2015–2018; Marketing & E-commerce manager, member of company steering group of Expert ASA, 2010–2015; Member of the Board of OIKIO Digital Performance Agency, 2018–
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 25,532 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of

shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Tomoki Takebayashi

- Born 1976
- MBA
- Principal occupation: President, Christian Dior Couture in Japan, 2021–
- Primary work experience and key positions of trust: CEO of Bottega Veneta Japan & Guam, 2015–2021; Executive Vice President, COO of Kate Spade Japan, 2012–2015; Engagement Manager of McKinsey & Company, 2008–2012; different positions in auditing and financial management at General Electric Company, 2003–2006; transaction services at PWC, 2000–2003
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 1,582 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Marianne Vikkula

- Born 1992
- B.Sc. (IEM)
- Principal occupation: Vice President, New Markets of Wolt, 2019–
- Primary work experience and key positions of trust: Director of New Markets of Wolt, 2018–2019; CEO of Slush, 2016–2017; President of Slush, 2015–2016; Chief Financial Officer of Slush, 2013–2014
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 842 shares. Shares and share-based rights in the

company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

The Board evaluates the independence of its members annually in accordance with the Finnish Corporate Governance Code recommendations. Among the members of Marimekko's Board of Directors, Carol Chen, Mikko-Heikki Inkeroinen, Teemu Kangas-Kärki, Tomoki Takebayashi and Marianne Vikkula are independent of the Company and its significant shareholders. Mika Ihamuotila is not independent of the company nor its significant shareholders (indirect shareholding through PowerBank Ventures Ltd, 12.5 percent of the shares and votes in the company).

Mika Ihamuotila has acted as half-time Chair of Marimekko Corporation's Board of Directors since 17 April 2019 pursuant to a separate service agreement governing his half-time chairship (from 11 April 2016 to 16 April 2019, he acted as full-time Chair of the Board). The Audit and Remuneration Committee of the company handles and prepares matters related to the service agreement's terms and Mika Ihamuotila's remuneration. These roles as well as his previous position as the President and CEO of the company have been taken into account in the evaluation of Ihamuotila's independence.

Description of the operations of the Board of Directors

The Finnish Companies Act sets the ground for the duties of the Board of Directors. According to the Act, the Board is responsible for the proper organization of the company's administration and operations.

The President and CEO is responsible for the day-to-day management and development of the company in accordance with the instructions and orders of the Board of Directors.

The principal duties of Marimekko Corporation's Board of Directors are defined in the written rules of procedure confirmed by the Board. The rules of procedure are reviewed and confirmed annually at the Board's constitutive meeting, held following the AGM. The Board reviews all matters that are significant to or have long-term effects on Marimekko's business operations.

According to the rules of procedure, the Board addresses matters such as the following

- approving Group's strategy and monitoring the implementation of the strategy
- approving operating plans, budgets and investments for the Group and the various areas of business
- approving interim reports, the financial statements and consolidated financial statements and the report of the Board of Directors
- deciding on expanding and scaling back business operations
- deciding on mergers, acquisitions/divestitures and restructuring arrangements
- approving on financial policy and contingent liabilities related to financing arrangements
- monitoring and assessing how related party transactions are part of the company's ordinary

THE BOARD OF DIRECTORS ON 31 DECEMBER 2022

	Position	Board member since	Independent of the company and its significant shareholders	Attendance
Mika Ihmuotila	Chair since 2015	2008	No	10/10
Teemu Kangas-Kärki	Vice Chair since 2022	2022	Yes	10/10
Carol Chen	Member	2021	Yes	10/10
Mikko-Heikki Inkeroinen	Member	2015	Yes	10/10
Tomoki Takebayashi	Member	2021	Yes	10/10
Marianne Vikkula	Member	2022	Yes	10/10

AUDIT AND REMUNERATION COMMITTEE ON 31 DECEMBER 2022

	Role/ Committee membership	Committee member since	Independent of the company and its significant shareholders	Attendance
Teemu Kangas-Kärki	Chair since 2022	2022	Yes	5/5
Mikko-Heikki Inkeroinen	Member	2017	Yes	5/5
Marianne Vikkula	Member	2022	Yes	5/5

- course of business and according to market terms
- approving the Group's key management policies including Group reporting, risk management and annual remuneration
- appointing the company's President and CEO and the members of the Management Group and deciding on their remuneration
- set annually personal goals for the President and CEO and assessing how they are achieved as well as approving the targets for the members of the Management Group and assessing how those targets are achieved
- reviewing and deciding on the remuneration and the terms of the executive service agreement of the Executive Chair of the Board according

- to the proposal of the Audit and Remuneration Committee. The Executive Chair shall not participate in decision making regarding his compensation
 - approving corporate social responsibility principles for the Group and monitoring of corporate sustainability reporting.
- In 2022, the Board focused, among other things, on the following subjects
- development of Marimekko's strategy as well as confirming strategic objectives for the various business areas
 - strengthening the guidelines for the strategy period of 2023–2027
 - strategic development of the international

- expansion of the store network and e-commerce
 - development of Marimekko's sustainability strategy
 - strategic development of the product portfolio as well as measures to increase productivity in the medium term
 - reviewing the design and brand strategy
 - reviewing and confirming operating plans and budgets
 - exploring the opening of new markets
 - strengthening market position in Asia.
- In 2022, the Board of Directors held ten meetings. The Board members' attendance rate at meetings was 100 percent. The Board evaluated its operations and working methods in 2022 through internal self-evaluation.

The company has ensured that all directors have received sufficient information on the company's business operations, operating environment and financial position and that any new directors have been properly introduced to the operations of the company.

Board committees

The Board of Directors elected by the AGM on 12 April 2022 appointed an Audit and Remuneration Committee from among its members. Teemu Kangas-Kärki was elected as Chair and Mikko-Heikki Inkeroinen and Marianne Vikkula as members of the Audit and Remuneration Committee. The Board of Directors or the AGM has not established any other committees.

According to the rules of procedure confirmed by the Board of Directors, the Audit and Remuneration Committee handles and prepares matters related to the terms and remuneration of the company's executive management as well as other tasks and supervision typically assigned to audit and remuneration committees. These include, for example, the following:

- monitoring the reporting process of financial statements
- supervising the financial reporting process
- monitoring the efficiency of the company's internal control and internal audit, if applicable, and risk management systems
- reviewing the description of the main features of the internal control and risk management systems pertaining to the financial reporting process, which is included in the company's corporate governance statement
- monitoring the statutory audit of the financial

statements and consolidated financial statements

- evaluating the independence of the statutory auditor or audit firm and especially the additional services offered to the company as well as preparing the proposal for resolution on the election of the auditor
- monitoring and assessing how related party transactions are part of the company's ordinary course of business and according to market terms
- reviewing, overseeing and verifying outcomes of management compensation plans and programs.

The Chair of the Audit and Remuneration Committee approves a budget for travel and entertainment expenses of the Chair of the Board and monitors the expenses.

In 2022, the Audit and Remuneration Committee held five meetings. The Committee members' attendance rate at meetings was 100 percent.

President and CEO

The Board of Directors elects the President and CEO and decides on the terms of the President and CEO's employment. The terms are specified in a written contract which is approved by the Board of Directors. The President and CEO is responsible for the day-to-day management and development of the company in accordance with the instructions and orders of the Board of Directors. The President and CEO is also responsible for keeping the Board up to date with regard to the development of the company's business operations and financial situation.

Tiina Alahuhta-Kasko, President since 9 April 2015, President and CEO since 11 April 2016

- Born 1981
- M.Sc. (Econ.), CEMS MIM
- Primary work experience and key positions of trust: Chief Operating Officer and Member of Management Group of Marimekko, 2014–2015; Chief Marketing Officer and Member of Management Group of Marimekko, 2012–2015; Head of PR, PR Manager of Marimekko, 2005–2012; Member of the Board and People and Remuneration Committee of Finnair, 2019–
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 162,845 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

The Board of Directors has not appointed a deputy to the President and CEO.

Management Group

The company's business operations have been divided into different responsibility areas. The directors of the different areas form the company's Management Group which is chaired by the President and CEO. The Management Group has no authority based on law or the Articles of Association. The Management Group reviews business operational matters and procedures affecting the entire Group. The Management Group also reviews the operating plans of the different business areas and the development of business operations.

Elina Anckar, Chief Financial Officer, since 11 December 2015

- Born 1968
- M.Sc. (Econ.)
- Primary work experience and key positions of trust: Director of Finance and HR of A-lehdet, 2013–2015; Vice President, Head of Business Control, Broadband Services Finland of TeliaSonera Finland, 2012–2013; Chief Financial Officer of Sodexo, 2007–2012; Country Controller of H&M Hennes & Mauritz, 2002–2007
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 14,925 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Rebekka Bay, Chief Creative Officer, Creative Director, since 1 September 2020

- Born 1969
- BA (Hons) in Fashion
- Primary work experience and key positions of trust: Creative Director of Uniqlo Global Innovation Center, 2017–2020; Head of Design and Product of Everlane (New York), 2015–2017; Creative Director EVP of Gap Global Design, Gap (New York), 2012–2015; Creative Director of Bruuns Bazaar (Copenhagen), 2011–2012; Creative Director of COS (London), 2006–2011
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 17,695 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Tina Broman, Chief Supply Chain and Product Officer, since 2 October 2017

- Born 1969
- Degree in women's tailoring and textile art
- Primary work experience and key positions of trust: Product Director and Member of the Executive Management Team of Tiger of Sweden, 2013–2017; Production and Sourcing Director Global and Member of the Executive Management Team of Tiger of Sweden, 2008–2013; Production and Sourcing Manager of Tiger of Sweden, 2003–2008; Buyer of Filippa, K 1999–2003
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 10,925 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Kari Härkönen, Chief Digital Officer, since 14 December 2017

- Born 1981
- M.Sc., MBA
- Primary work experience and key positions of trust: Director of Ecommerce of Sanoma Digital, 2014–2016; Country Manager Finland of Zalando (Berlin), 2013–2014; Consultant of McKinsey & Company, 2011–2012
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 7,690 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Noora Laurila, Senior Vice President, Sales, Region West, since 14 September 2022

- Born 1982
- M. Sc. (International Business)
- Primary work experience and key positions of trust: Nordic Business Development Director of L'Oréal Nordics, 2021–2022; Market Director & Country Lead of L'Oréal Finland, 2019–2021; various positions in sales, marketing, and product management in L'Oréal Finland, L'Oréal Nordics & L'Oréal Denmark, 2008–2019
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 0 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Sanna-Kaisa Niikko, Chief Marketing Officer, since 8 October 2020

- Born 1986
- BA (English)
- Primary work experience and key positions of trust: Global Creative Brand Marketing Director of Marimekko, 2018–2020; PR and Communications Senior Manager of Fiskars, 2018; Head of Community Management of Marimekko, 2018; Sales Manager, Ready-to-wear, bags and accessories of Marimekko, 2017; Marketing Manager, North America of Marimekko, 2016–2017; PR Manager of Marimekko, 2015–2017; various positions in sales and marketing in Marimekko, 2005–2015; Member of the Board of Finnish Textile & Fashion 2022–
- Ownership of shares and share-based rights in the company at the end of the financial year 2022:

2,570 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Tanya Strohmayer, Chief People Officer, since 10 February 2017

- Born 1970
- BBA (Political Science, International Business)
- Primary work experience and key positions of trust: Human Resources Director of Huurre Group, 2016–2017; Human Resources Director of Paulig Group, 2009–2016; Director, Human Resources and Communications of Starcut, 2008–2009; various development and project management positions in Nokia, 2000–2008
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 11,620 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

Dan Trapp, Chief Sales Officer, until 2 August 2022

- Born 1975
- Primary work experience and key positions of trust: Global VP (General Manager) Apparel & Gear of Salomon, 2017–2020; Global Commercial Director, Apparel & Gear of Salomon, 2016–2017; Sales Manager, Northern Europe of Hoka One One, 2015–2016; Apparel Sales Manager Europe of Columbia Sportswear, 2012–2014; Country Manager UK & Ireland of Columbia Sportswear, 2007–2012; several positions in sales in Columbia Sportswear, 2001–2007

- Ownership of shares and share-based rights in the company on 2 August 2022: 2,915. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies on 2 August 2022: 0.

Riika Wikberg, Chief Business Development Officer, since 15 February 2018

- Born 1981
- M.Sc. (Econ.), CEMS MIM
- Primary work experience and key positions of trust: Various business development positions in Fiskars 2009–2013 and Outotec 2013–2017; Consultant of The Boston Consulting Group, 2005–2009
- Ownership of shares and share-based rights in the company at the end of the financial year 2022: 8,665 shares. Shares and share-based rights in the company owned by a corporation over which the director exercises control, and ownership of shares and share-based rights in Group companies at the end of the financial year 2022: 0.

INTERNAL CONTROL AND RISK MANAGEMENT IN THE MARIMEKKO GROUP

Internal control

Marimekko applies internal control principles and an operating plan to support the execution and monitoring of internal control. In the Marimekko Group, internal control is a process, for which the Board of Directors and the President and CEO are responsible. The objective of internal control is to provide reasonable assurance that:

- operations are effective and aligned with strategy
- financial and operational reporting is reliable
- the Group is in compliance with applicable laws and regulations
- the Code of Conduct and core values are established.

The Board of Directors focuses on increasing shareholder value and, in accordance with good corporate governance, ensures that principles of internal control and risk management exist within the company. The Audit and Remuneration Committee is responsible for monitoring the efficiency of internal control and risk management.

The system of internal control of Marimekko is based on the Committee of Sponsoring Organizations' (COSO) framework, which consists of five key components: control environment, risk assessment, control activities, information and communication, and monitoring. The components and their relation to control over financial reporting are presented in more detail later in this statement.

Risk management

Marimekko's risk management is guided by the risk management policy approved by the Board

of Directors, which defines the company's risk management principles, objectives and responsibilities as well as the organization and monitoring of the risk management process.

Marimekko's risk management aims to safeguard the smooth continuity of business operations and ensure stable profit development of the company. Comprehensive risk management is an ongoing, systematic process which involves identifying and evaluating key risks associated with the company's operations and operating environment. The key risks comprise risks which could prevent the company from exploiting business opportunities or jeopardize or prevent the achievement of the strategic objectives of the Group or a Group company, or the continuity of operations or would otherwise have significant consequences for the company, its personnel or stakeholders. Risk management is an integral element of the company's management and decision-making process, covering all of the Group's functions.

Risk reporting is an integral element of Marimekko's annual business planning and strategy process. Internal risk reporting is part of regular, continuous business reporting, short-term business planning and decision-making process. The company reports its key risks and risk management measures annually in the report of the Board of Directors and quarterly in interim reports, and in compliance with corporate governance principles, laws and regulations. Individual reports may also be published whenever necessary.

Roles and responsibilities

The Board of Directors is ultimately responsible for the administration of the company and the appropriate organization of its operations. The Board

approves the internal control, risk management and corporate governance policies.

The Audit and Remuneration Committee is responsible for the appropriate arrangement of the control of the company accounts and finances and monitors the efficiency of internal control and risk management systems and evaluates risk reports and prepares risk management matters for the Board of Directors.

The President and CEO sets the basis for the internal control environment by instructing the management and following how the company's business is monitored. The President and CEO is responsible for the day-to-day management of the company in accordance with the instructions and orders given by the Board of Directors. The President and CEO ensures that the accounts of the company are in compliance with laws and regulations and that its finances are arranged in a reliable manner. The President and CEO further ensures the execution of appropriate risk management in the Group.

The members of the Management Board are responsible for identifying and assessing risks in their respective areas of responsibility, appropriate risk management activities, and communication of risks and measures to staff. The General Counsel is responsible for supporting the risk assessment process, development and harmonization of risk management, risk management training and guidance, and uniformity of reporting templates and systems used in risk management.

The financial and business control functions support the development of operational controls and monitor the adequacy and efficiency of the controls. They are also responsible for the accuracy, timeliness and compliance with applicable laws and regulations

of external reporting.

In addition, every employee is responsible for identifying and assessing risks related to their work or otherwise discovered and for reporting these risks to their manager.

Internal control and risk management related to the financial reporting process

Internal control related to the financial reporting process is part of Marimekko's overall internal control and risk management framework. The objective of internal control and risk management related to the financial reporting process is to ensure

- reliable financial reporting that supports internal decision-making and serves the needs of the shareholders
- compliance with laws and regulations
- compliance with the company's internal policies.

The consolidated financial statements of the Group are prepared in accordance with the International Financial Reporting Standards (IFRS). The notes to the consolidated financial statements also comply with the Finnish Accounting Act and Companies Act. Any adjustments are made in accordance with the notes to the financial statements.

The development of the company's business and achievement of financial goals are monitored through a Group-wide financial reporting process. Sales reports are prepared daily, weekly or monthly, as applicable. Consolidated profit and loss and balance sheet reports are prepared monthly. The President and CEO reports monthly, quarterly and annual financial statements as well as other items specified in the Board's rules of procedure to the Board of Directors.

The Group discloses information on its business development and financial situation in quarterly interim reports, the half-year financial report and the financial statements bulletin.

Control environment

An internal control environment is the foundation of Marimekko's internal control. It influences the control consciousness of the organization and forms the basis for other internal control components.

The internal control environment encompasses the ethical values, competence and development of the company's personnel, the management's operating style and way of assigning authority and responsibility, as well as the guidelines and approval policy set by the Board of Directors.

The internal control environment of Marimekko's financial reporting process encompasses the instructions that the company has prepared in order to harmonize processes and procedures. To ensure consistency of accounting practices of subsidiaries, a common chart of accounts is in use in the Group. Moreover, Group-wide accounting principles are applied in the financial statements, and the Board of Directors approves the accounting principles to be applied.

Risk assessment

At Marimekko, risks are identified as part of the annual business planning and strategy process. Risk management actions, responsible persons and an implementation schedule are determined for the identified and monetized risks. Risk identification is updated biannually.

Marimekko's strategic and operational objectives form the basis for risk identification. The aim is

to identify risks threatening the achievement of the company's objectives. Risk analyses and assessments are conducted as self-assessments.

Control objectives and common control points have been defined for the identified risks associated with the Group's financial reporting process.

Examples of control points are internal policies and authorization practices, reconciliations, verifications and segregation of duties.

Control activities

Control activities are the policies, systems and other procedures that help Marimekko's management to ensure the effectiveness, efficiency and reliability of the company's operations. Controls also help to ensure that the risks threatening the achievement of the company's objectives are managed appropriately.

The control points defined in the risk assessment for the financial reporting process are in place at all levels of the Group to ensure that applicable laws, internal procedures and ethical values are adhered to. Directors of the various functions are responsible for following developments in legislation in their respective areas and communicating changes to the organization. The directors are also responsible for setting up adequate compliance controls and organizing related training in their functions. Moreover, process controls have been defined for the most significant business and reporting processes.

Marimekko's consolidated financial statements include the accounts of the parent company Marimekko Corporation and its subsidiaries. Marimekko Corporation's subsidiaries report to the parent company monthly and quarterly and during the preparation of the consolidated financial statements. The financial statements of the subsidiaries are

prepared in accordance with local accounting standards; the subsidiaries do not apply IFRS in their financial statements. The adjustments required under IFRS are made at the Group level.

The company's financial function is responsible for preparing the monthly consolidated financial statements based on the financial statements of the subsidiaries. The Chief Financial Officer and the business control function review the figures of the parent company and the subsidiaries and analyze the reasons for any deviations in order to assure the reliability of financial reporting. In addition, the company's financial function consolidates and reviews the income statement and the balance sheet monthly and also before submitting them to the Board of Directors.

The Board of Directors approves the interim reports, the half-year financial report, the financial statements bulletin, and the financial statements.

Information and communication

The communication of controls and control procedures is an essential part of internal control related to the financial reporting process at Marimekko. The people responsible for financial reporting in subsidiaries and the parent company are involved in the assessment of risks associated with financial reporting and the defining of controls. The Group's common control points have been communicated to all involved in the reporting process. The parent company's financial function supports the implementation of the controls in the subsidiaries through regular guidance and monitoring.

The Group has instructions for financial reporting and the instructions are updated regularly.

Accounting principles and reporting instructions are communicated to all people involved.

Monitoring

Monitoring of controls is a way to assess the efficiency and effectiveness of control activities on an ongoing basis. Monitoring can be done continuously as part of day-to-day work or as separate evaluations.

The Board's Audit and Remuneration Committee carries out its supervisory duties by monitoring the reporting process of interim reports and financial statements and by evaluating the adequacy and appropriateness of internal control and risk management related to the financial reporting process. Managers are responsible for continuously monitoring the internal control system for the financial reporting process as part of operational monitoring. Monitoring can also be conducted by the parent company's financial function. Ongoing monitoring includes regular management activities and other tasks carried out by the personnel while performing their duties.

The scope and frequency of separate evaluations depend primarily on risk assessments and the effectiveness of ongoing monitoring procedures. The detected deficiencies in internal control of financial reporting process are reported upwards; the most serious deficiencies are reported to the top management and the Board of Directors.

Other Group monitoring activities include administrative and legal guidance, defining responsibilities and authorities as well as monitoring and analyzing the achievement of the organization's objectives. Moreover, the effectiveness of the risk management system is controlled as part of Group monitoring activities.

OTHER INFORMATION TO BE PROVIDED IN THE CORPORATE GOVERNANCE STATEMENT

Internal audit

Considering the nature and extent of the company's business, Marimekko has not found it necessary to establish a separate internal audit function. The Audit and Remuneration Committee monitors and evaluates the level of internal control and reports this to the Board of Directors at least once a year. The Board confirms the level of the company's internal control. Where necessary, the Board may purchase internal audit services from an external service provider.

Related party transactions

The company adheres to the responsibilities set out in the Finnish Companies Act and the Corporate Governance Code when monitoring and evaluating related party transactions. The rules of procedure for the Board of Directors and the Audit and Remuneration Committee of the company describe the duties and responsibilities connected with related party transactions. The Board of Directors evaluates and monitors transactions concluded between the company and its related parties and ensures that any conflicts of interest are taken into account appropriately in the decision-making of the company. The company keeps a list of the related parties. Related party transactions that are not concluded in the ordinary course of business or on customary commercial terms are subject to approval by the Board of Directors. The company's financial function monitors related party transactions as part of the normal quarterly control and reporting procedure and reports related party transactions to the company's Audit and Remuneration Committee. Related party

transactions are disclosed as required annually in the notes to the company's financial statements. Material related party transactions are disclosed in accordance with the Securities Market Act.

Insider administration

Marimekko Corporation's insider policy, based on the Guidelines for Insiders of Nasdaq Helsinki Ltd and the Market Abuse Regulation, describes the main obligations of insiders in the company as well as the trade reporting of managers and their closely associated persons, and other related regulations and guidance under the Market Abuse Regulation. The Board of Directors confirms the insider policy.

The company draws up and maintains a list of all persons who have access to inside information and who work for the company under a contract of employment, or otherwise perform tasks through which they have access to inside information. Marimekko has decided not to maintain a list of permanent insiders. Consequently, all persons having inside information are entered in a project-specific insider list established and maintained for all projects that involve inside information. The decision to establish a project-specific insider list is taken simultaneously with the decision to delay disclosure of inside information. Project-specific insider lists are not public. The company's insider administration is responsible for maintaining the insider lists. Persons entered in a project-specific insider list of Marimekko are not allowed to trade in the company's financial instruments during the term of the project.

Preparation of periodic disclosure (interim reports, half-year financial report, financial statements bulletin) or regular access to unpublished financial information is not regarded as an insider project,

nor does the company resolve to delay disclosure of information in relation thereto. However, due to the sensitive nature of unpublished information on the company's financial results, the company maintains a list of persons who have authorized access to unpublished financial information and are covered by the prohibition of trading during a closed window period.

Marimekko applies a closed period of 30 days before the publishing of annual and interim results. During the closed period, the members of the Board of Directors and Management Group are prohibited from trading in Marimekko shares or other financial instruments linked to the company. The closed period also applies to persons participating in the preparation of interim reports and financial statements and to persons determined by the company to have, based on their position or access rights, regular access to unpublished financial information. Trading in the company's financial instruments is always prohibited when a person holds inside information.

The members of the Board of Directors and the Management Group of Marimekko are required to notify the company and the Finnish Financial Supervisory Authority of every transaction conducted on their own account relating to the financial instruments of Marimekko. The company publishes the information it has received in a stock exchange release promptly after receipt of the notification. Each manager shall identify the persons closely associated with them and notify the company in writing of the names of such persons and other required information. The respective obligations also apply to persons closely associated with the managers.

The General Counsel of the company is responsible for insider administration. The company's employees may report actual or potential infringements of the insider policy or financial market regulation via Marimekko's whistleblowing channel.

Auditing

KPMG Oy Ab, Authorized Public Accountants, has acted as the company's auditor since 2018, with Heli Tuuri, Authorized Public Accountant, as the auditor with principal responsibility, since 12 April 2022. In 2022, the remuneration paid for audit services amounted to EUR 128 thousand. The remuneration paid to the auditor for non-audit services in 2022 totaled EUR 45 thousand.

Helsinki, 15 February 2023

Marimekko Corporation
Board of Directors