

Remuneration report 2023



This remuneration report 2023 states how Marimekko has implemented its remuneration policy in the financial year 2023. The report includes information concerning remuneration of the Board of Directors and the President and CEO of Marimekko between 1 January 2023 and 31 December 2023. The remuneration report has been prepared in accordance with the Finnish Corporate Governance Code 2020 and applicable laws and regulations.

The remuneration report has been prepared for review by the company's Audit and Remuneration Committee, and the Board has approved it for submission to the General Meeting. The shareholders will make an advisory decision on the approval of the remuneration report at the 2024 Annual General Meeting.

INTRODUCTION

Overview of remuneration in the financial year 2023

Marimekko's remuneration policy is the basis for the remuneration of Marimekko's Board of Directors and the President and CEO. The aim of the policy is to promote the company's long-term financial performance and the success of the company, contribute to the favorable development of the shareholder value, and increase the commitment to the company. The remuneration policy is available on the company's website at <https://company.marimekko.com/investors/management/corporate-governance/remuneration/>. The remuneration policy will be applied until the 2024 Annual General Meeting. The company's Audit and Remuneration Committee has prepared updates to the remuneration policy adopted in 2020. The Board of Directors proposes to the 2024 Annual General Meeting that the Annual General Meeting adopt the updated remuneration policy.

In accordance with the remuneration policy, the company's remuneration practices support Marimekko's financial and strategy-based targets and goals as well as the sustainability strategy and the company values. The remuneration has established a strong link between the interests of the President and CEO and shareholders by tying a significant portion of the President and CEO's total earning opportunity to performance-based incentives derived from the company's financial targets and operational metrics. The President and CEO's earning opportunities are largely based on long-term incentive plans.

In the financial year 2023, the remuneration followed these principles of the remuneration

policy. The company's decision-making regarding remuneration was compliant with the processes defined in the policy. There were no deviations from the policy, and the Board has not identified a need to apply clawback provisions to variable remuneration paid.

Development of Marimekko's financial performance and remuneration

In 2023, Marimekko's net sales grew by 5 percent and amounted to EUR 174,105 thousand (166,515). Net sales were boosted in particular by the growth of international wholesale sales. In addition, the good development in Finnish retail sales increased net sales. Net sales in Finland increased by 1 percent and international sales increased by 10 percent. Marimekko's omnichannel retail sales grew globally by 3 percent with nearly all market areas contributing to growth. Wholesale sales increased in the Asia-Pacific region, North America and Scandinavia and, in total, the Group's wholesale sales grew globally by 6 percent. In the EMEA region, actions to control gray exports weakened wholesale sales. Licensing income increased by 8 percent from the record-high level of the comparable year.

Marimekko's operating profit totaled EUR 31,400 thousand (30,236). Operating profit included EUR 631 thousand (146) from items affecting comparability. Comparable operating profit was EUR 32,031 thousand (30,382) equaling to 18.4 percent of net sales (18.2). Operating profit was improved especially by increased net sales. On the other hand, higher fixed costs decreased operating profit. Improved relative sales margin had a positive effect on the operating profit.

In 2023, Marimekko continued its determined work to scale up the company's profitable growth. Marimekko strengthened its position in the international markets, particularly in Asia and Scandinavia. During the year, 19 new Marimekko stores or shop-in-shops were opened, with 17 of them in Asia. In Copenhagen, a new flagship store was opened and the Stockholm flagship store was completely redesigned. Five of the stores were on markets, that were new to Marimekko: Singapore, Malaysia and Vietnam. Limited-edition brand

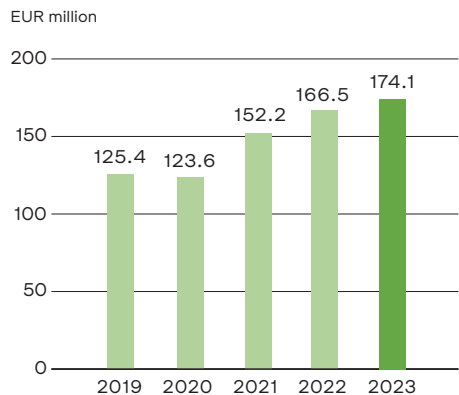
collaboration collections with leading brands in their respective industries, such as with adidas and IKEA in 2023, also play an important role in increasing Marimekko's international brand awareness.

In accordance with Marimekko's remuneration policy, the remuneration of the President and CEO is largely based on performance, i.e., a significant part of the remuneration consists of short- and long-term incentives. As the targets of the short- and long-term incentives relate to the development of Marimekko's business operations, the company's

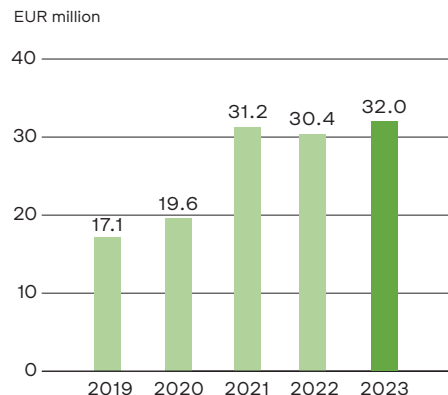
financial performance is reflected in the development of the President and CEO's realized remuneration, particularly the short- and long-term incentives. The graphs below show Marimekko's financial performance and the realized remuneration of the President and CEO. The impact of the company's financial performance on the President and CEO's realized remuneration is seen with a delay, as the short- and long-term incentives of the President and CEO are shown by year of payment in the graph below. The short-term incentives paid in each

financial year are based on performance in the previous financial year. The long-term incentives paid are based on a period of several years, and the payment schedule is defined at the start of the long-term incentive plan. The next long-term incentives will be paid in the autumn of 2025 and in the autumn of 2026, if the set targets are met.

Net sales



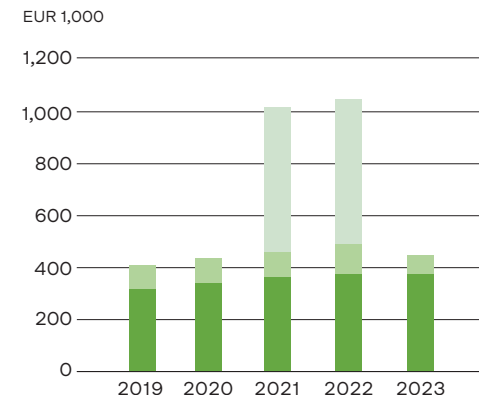
Comparable operating profit



Share price trend 2019–2023



Remuneration of the President and CEO by element



- Fixed salary + fringe benefits
- Short-term incentive (based on the performance in the previous year)
- Long-term incentive (based on previous longer-term performance)

Remuneration of the President and CEO

(EUR 1,000)	2019	2020	2021	2022	2023
Fixed annual salary + fringe benefits	321	341	364	378	378
Short-term incentive (based on the performance in the previous year)	92	101	100	115	74
Long-term incentive (based on previous longer-term performance)	-	-	552	552	-
Total remuneration	413	443	1,016	1,045	453
Change from the previous year, %					
Fixed annual salary + fringe benefits	10	6	6	4	0
Total remuneration	2	7	129	3	-57

Annual remuneration of Board members

	2019	2020	2021	2022	2023
Remuneration of Chair ¹ , 1,000 EUR	48	48	48	48	48
Change from the previous year, %	20	0	0	0	0
Remuneration of Vice Chair, 1,000 EUR	35	35	35	35	35
Change from the previous year, %	17	0	0	0	0
Remuneration of other members, 1,000 EUR	26	26	26	26	26
Change from the previous year, %	18	0	0	0	0

Average remuneration of employees

	2019	2020	2021	2022	2023
Change in average annual remuneration compared to the previous year, %	1.7	4.8	1.7	1.7	4.0

The change in an employee's average remuneration is based on the average of the remuneration of employees receiving monthly salaries and that of employees receiving hourly wages, taking account of the number of persons in these employee categories.

¹ In addition to the annual remuneration, Mika Ihamuotila has been paid a fee under a separate service agreement based on the Board of Directors Chair's half-time duty since 2019.

Fees paid or due to the Marimekko Board members in the financial year 2023

Board member	Position	Annual remuneration, EUR	Number of shares received as part of annual remuneration	Committee fees, EUR	Other fees, EUR	Total, EUR
Carol Chen	Member of the Board of Directors since 14 April 2021	26,000	1,118	-	-	26,000
Mika Ihmuotila	Member and Chair of the Board of Directors since 9 April 2015	48,000	-	-	53,040 ¹	101,040
Mikko-Heikki Inkeroinen	Member of the Board of Directors since 9 April 2015, Member of the Audit and Remuneration Committee since 6 April 2017	26,000	1,118	5,000	-	31,000
Teemu Kangas-Kärki	Member and Vice Chair of the Board of Directors, Chair of the Audit and Remuneration Committee since 12 April 2022	35,000	1,505	10,000	-	45,000
Tomoki Takebayashi	Member of the Board of Directors since 14 April 2021	26,000	1,118	-	-	26,000
Marianne Vikkula	Member of the Board of Directors, Member of the Audit and Remuneration Committee since 12 April 2022	26,000	1,118	5,000	-	31,000

REMUNERATION OF THE BOARD IN 2023

Marimekko's Annual General Meeting of 13 April 2023 decided on the annual fees to be paid to the Board members as follows:

- Chair of the Board EUR 48,000
- Vice Chair of the Board EUR 35,000
- other members of the Board EUR 26,000.

Approximately 40 percent of the annual remuneration of the Board members is paid in Marimekko shares acquired from the market and the rest in cash. The cash portion is intended to cover the taxes and tax-like payments incurred by the member from the remuneration. The remuneration is paid entirely in cash if a Board member on the date of the Annual General Meeting, 13 April 2023, held the shares of company worth more than EUR 1,000,000.

In addition, the Annual General Meeting decided that no additional fee is paid to the Board members for participating in Board meetings. The Annual General Meeting decided on a separate fee to be paid for committee work as follows: EUR 2,000 per meeting to Chair and EUR 1,000 per meeting to members. No other financial benefits are paid for Board membership.

The remuneration to the Board members in 2023 was paid according to the decisions of the Annual General Meeting and totaled EUR 207,000. The Marimekko shares were acquired directly on behalf of the Board members within two weeks following the release of the interim report for the period 1 January to 31 March 2023. There are no specific rules or limitations for owning shares received as Board fees.

¹ Fee paid to Mika Ihmuotila for Board of Directors Chair's half-time duty pursuant to a separate service agreement.

In addition to the annual remuneration of the Chair of the Board of Directors decided by the Annual General Meeting, a monthly fee of EUR 4,400 has been paid to Mika Ihamuotila for the Board of Directors Chair's half-time duty pursuant to a separate service agreement. No other fees besides the annual remuneration of the Chair of the Board and the monthly fee paid under a separate service agreement have been paid to Mika Ihamuotila. The pension benefits are determined by the Employees' Pensions Act. The company's Audit and Remuneration Committee considers and prepares matters related to the terms and conditions of the separate service agreement and to the remuneration.

REMUNERATION OF THE PRESIDENT AND CEO IN 2023

The total remuneration paid to the President and CEO in the financial year 2023 was EUR 452,555 (2022: 1,045,240). The amount includes the fixed annual salary (including fringe benefits) and the short-term incentive earned for the financial year 2022, which was paid in 2023. In the comparison year of 2022, the figure also included the reward for the second earnings period of the previous long-term incentive plan (1 April 2018–31 January 2022).

In 2023, Marimekko had short-term and long-term incentive systems in place for the President and CEO. The purpose of the short-term incentive plan is to promote the company's strategy through the achievement of annual targets. The short-term performance criteria for the President and CEO in 2023 were based 50 percent on the development of the company's net sales and 50 percent on the

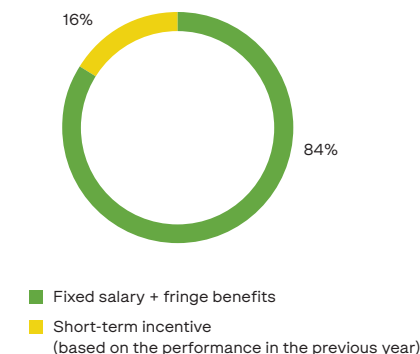
Long-term incentive plan in place for the financial years 2022–2026

Earnings period	Board decision date	Earnings criteria	Criteria outcome (out of maximum level)	Number of shares received in payment	Payment in cash, EUR	Payment date
1 Jan 2022–30 June 2025	15 Feb 2022	Total shareholder return incl. dividends	-	-	-	Estimated in early fall 2025
1 Jan 2023–30 June 2026	16 Feb 2023	Total shareholder return incl. dividends	-	-	-	Estimated by the end of September 2026

Remuneration paid to and earned by the President and CEO in 2023

Fixed annual salary (including fringe benefits)	The fixed salary earned and paid by the President and CEO in 2023 was EUR 378,240.
Short-term incentive	In 2022, the President and CEO was entitled to a short-term incentive plan on the basis of which the President and CEO was paid a short-term incentive of EUR 74,315 in 2023. In 2023, the President and CEO was entitled to a short-term incentive plan on the basis of which the President and CEO is paid a short-term incentive of EUR 49,714 in 2024.
Total remuneration paid and earned	The total remuneration paid in 2023 was EUR 452,555. The total remuneration earned in 2023 was EUR 427,954. ¹
Proportion of paid fixed remuneration to paid variable remuneration	The proportion of paid fixed remuneration was 84 percent, while the proportion of paid variable remuneration was 16 percent.

Structure of the remuneration paid to the President and CEO in 2023



¹ The amount paid includes the short-term incentive earned in 2022 and paid in 2023. The amount earned includes the short-term incentive earned in 2023, which is paid in 2024.

development of the company's comparable operating profit. The President and CEO's maximum incentive under the short-term incentive system corresponds to their fixed gross salary of four months. In the financial year 2023, the targets set by the Board were achieved at a rate of 41 percent, and the President and CEO's incentive earned during 2023 amounted to EUR 49,714. The incentive will be paid in spring 2024.

The purpose of the long-term incentive system is to align the interests of the management and shareholders and to encourage the management to work on a long-term basis to increase the shareholder value. During the financial year 2023, the long-term incentive plan for 2022–2026 was in place, with the first earnings period of 1 January 2022–30 June 2025 and the second earnings period of 1 January 2023–30 June 2026. The potential reward for the President and CEO from each earnings period is based on total shareholder return (TSR), i.e., the total yield on Marimekko Corporation's shares, including dividends, at the end of the period. The achievement of the required TSR levels will determine the proportion out of the maximum reward that will be paid to the President and CEO. The potential rewards are primarily planned to be paid half in company shares and half in cash after each earnings period. The cash part of the reward is intended to cover the taxes and tax-like payments incurred by the participant. Earning the reward requires that the President and CEO is still working for the company at the time of the payment. The reward amounts earned through the plan will be capped if the maximum limit set by the Board for the payable reward is reached. The shares received as part of the reward are subject to a two-year transfer restriction.

The Board of Directors of Marimekko has decided that if the targets set for the first earnings period of 1 January 2022–30 June 2025 are met in full, the rewards to be paid to the President and CEO correspond to the value of an approximate maximum total of 38,250 Marimekko shares including also the cash portion of the reward. The potential rewards from the first earnings period are estimated to be paid in early fall 2025.

The Board has also decided that if the targets set for the second earnings period of 1 January 2023–30 June 2026 are met in full, the rewards to be paid to the President and CEO correspond to the value of an approximate maximum total of 61,808 Marimekko shares including also the cash portion of the reward. The potential rewards from the second earnings period are estimated to be paid at the latest by the end of September 2026.

The President and CEO's remuneration is covered by the Finnish statutory pension scheme.

If the President and CEO resigns of their own accord, the term of notice is six months. If the company terminates the contract, the term of notice is six months, and the President and CEO is entitled to a severance payment corresponding to their fixed salary of six months, in addition to their fixed salary during the term of notice. The remuneration in case of termination is tied to a fixed-term non-compete obligation.