

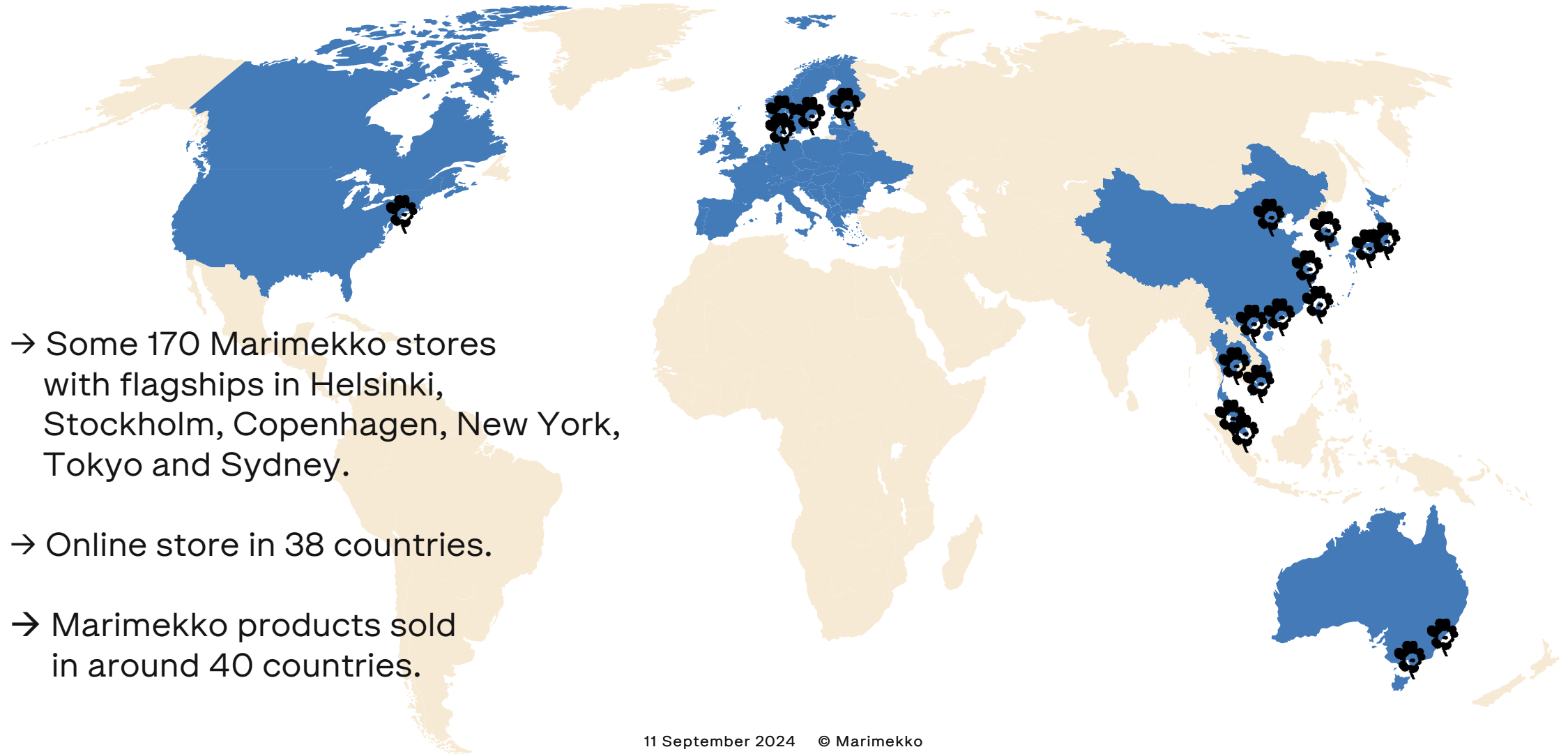
# Global key city and ecosystem approach

Natacha Defrance,  
Senior Vice President, Sales Region East

Noora Laurila,  
Senior Vice President, Sales Region West



## Key markets Northern Europe, North America and the Asia-Pacific region



→ Some 170 Marimekko stores with flagships in Helsinki, Stockholm, Copenhagen, New York, Tokyo and Sydney.

→ Online store in 38 countries.

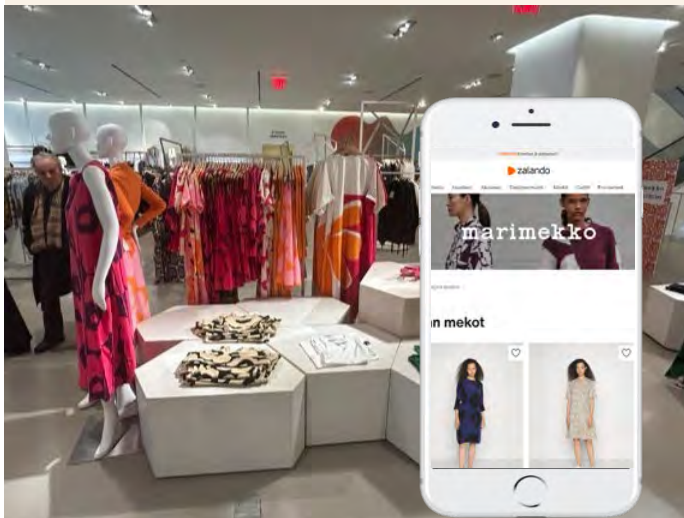
→ Marimekko products sold in around 40 countries.

# Omnichannel Direct-to-Consumer at the core of our distribution strategy

## PHYSICAL & ONLINE RETAILERS



Select online and physical retailers to gain scale and access to new customers



## DIRECT-TO-CONSUMER (DTC)



Omnichannel retail (online + physical stores), operated by Marimekko or its partners, at the core of distribution strategy



## BRAND COLLABORATIONS



Strategic global and local brand collaborations to grow awareness as well as traditional licensing to complement offering



# Our key markets each play a distinct role in the global Marimekko ecosystem

**North America**  
Sales & image contributor

Introducing our brand to next generations.

**New York** as global key city.



**Scandinavia**  
Sales & image contributor

Introducing our brand to next generations.

**Stockholm and Copenhagen** global key cities.

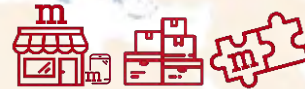


## Finland

Strong home market

Increasing market share in the strong home market enabling international growth acceleration.

**Helsinki** as the home city.



**Asia Pacific**  
Growth generator

Strategic focus area and key sales growth driver.

**Tokyo, Shanghai, Hong Kong, Bangkok, Singapore, Seoul and Sydney** global key cities.

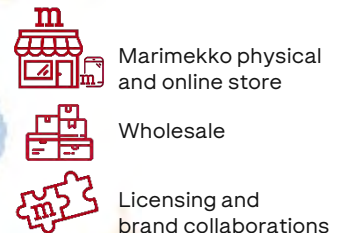


## EMEA

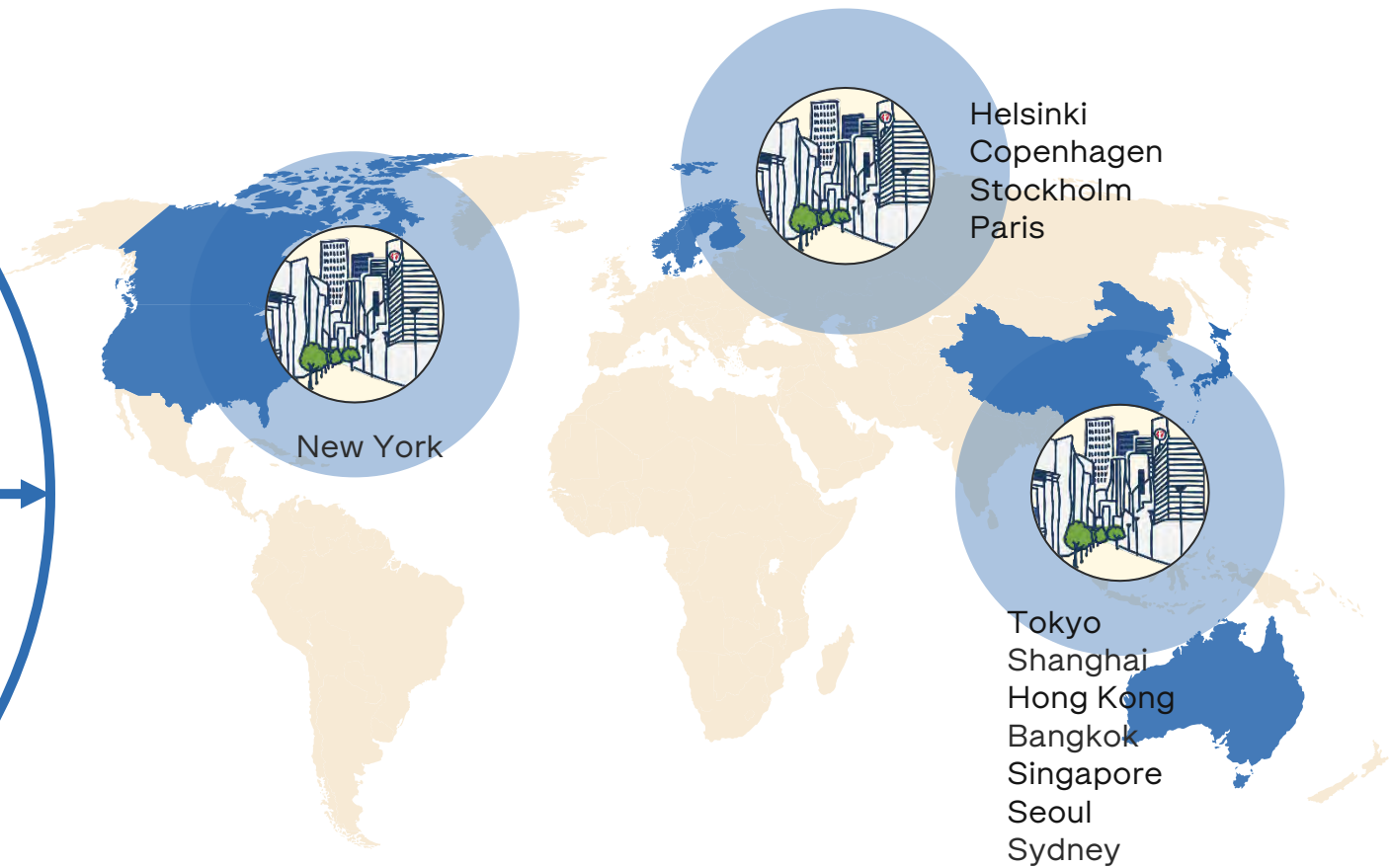
Sales & image contributor

Introducing our brand to next generations.

**Paris** as new global key city.



We approach our main markets through key cities with global relevance to build and capture both local and global demand



# Accelerating growth in Finland, Scandinavia and EMEA, North America

Noora Laurila,  
Senior Vice President, Sales Region West

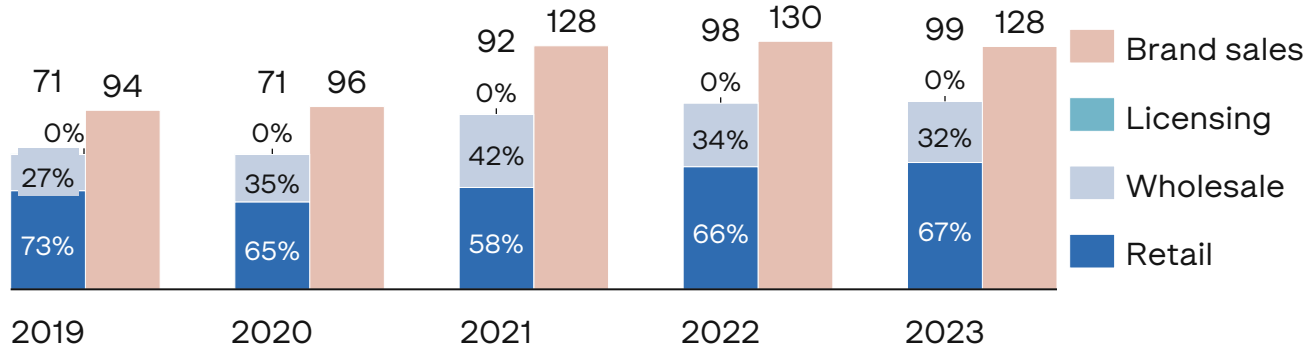


# Finland

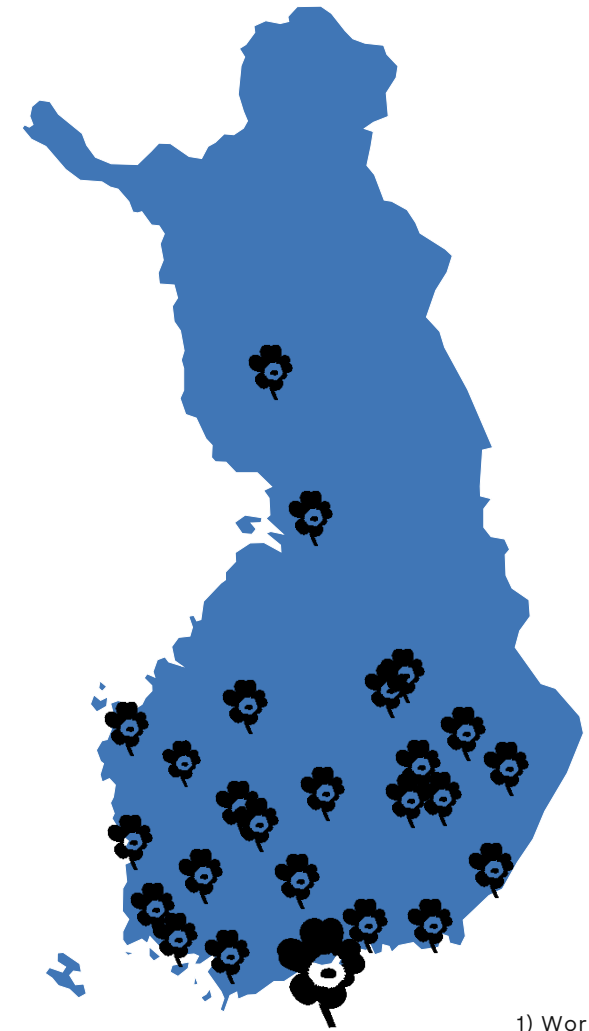
INCREASING MARKET SHARE IN THE STRONG HOME MARKET  
ENABLING INTERNATIONAL GROWTH ACCELERATION






# Finland is our strong home market with wide footprint and brand love by a growing community

Marimekko net sales and brand sales in Finland (M€)



57% of Marimekko net sales from Finland in 2023

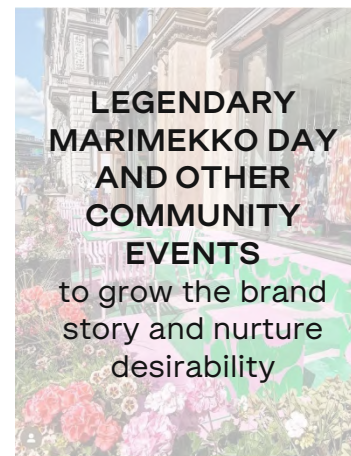
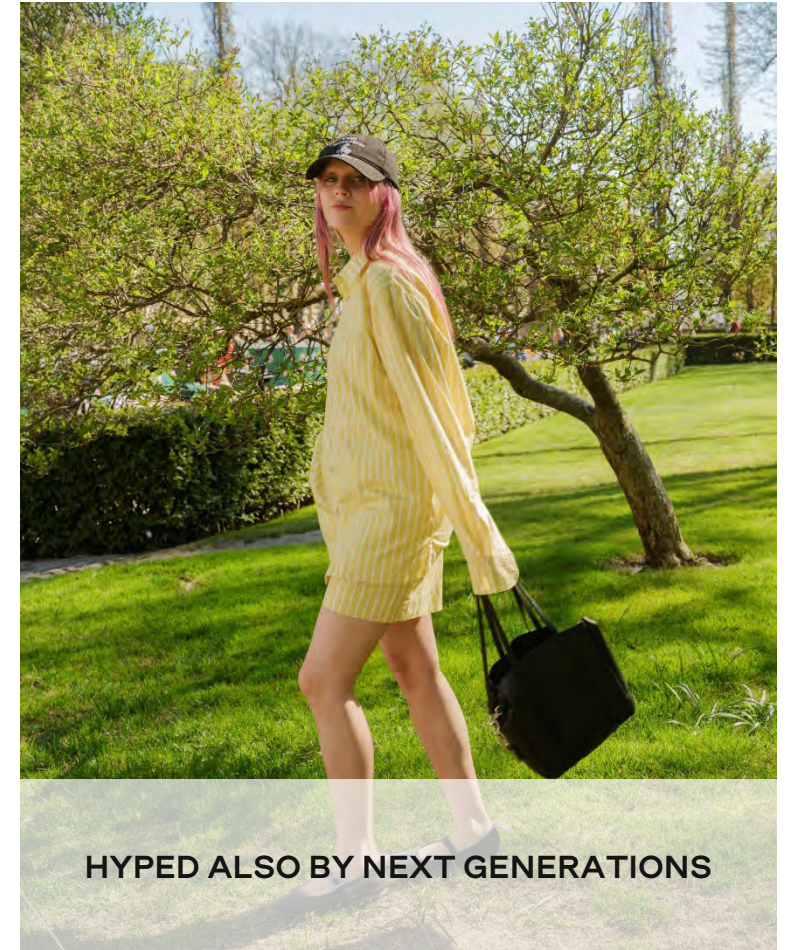
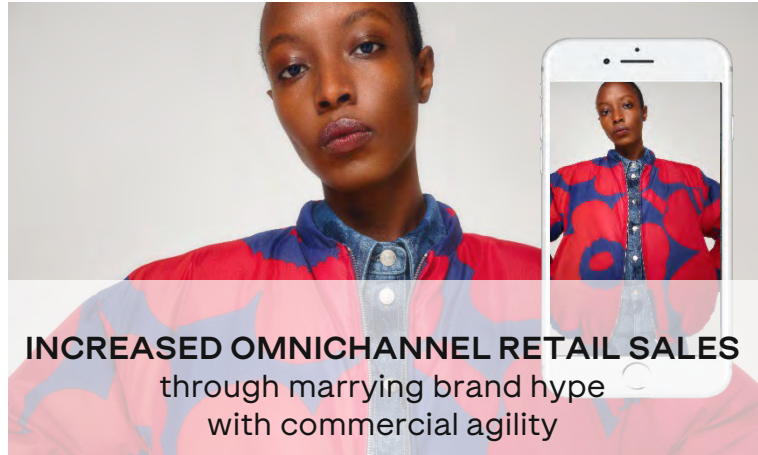


	 Marimekko stores	 Online stores	 Population <sup>1</sup>	 GDP per capita (US\$) <sup>1</sup>	 Long-term GDP growth forecast <sup>2</sup>
Finland	66	1	6M	54k	3%

1) World Bank, 2023  
2) Statista long-term forecast, CAGR 2024-2029



# Thanks to consistent brand building, continued omnichannel retail sales growth in Finland, despite weak macro sentiment



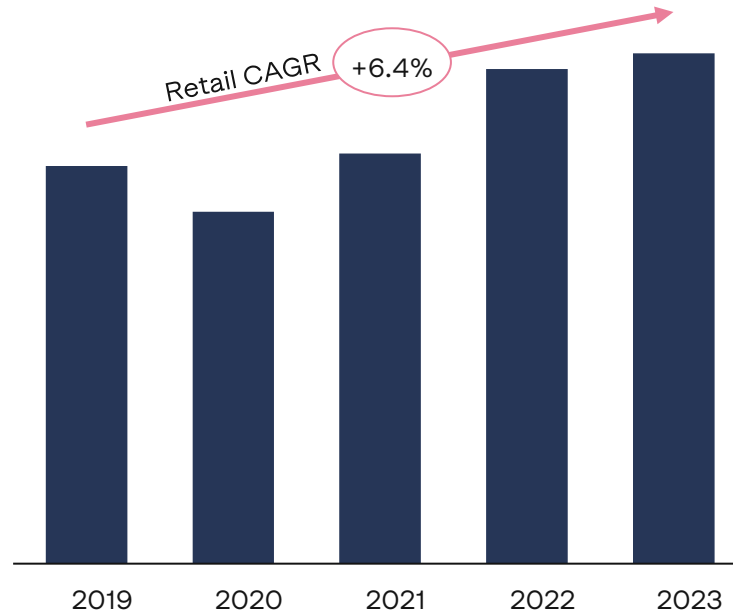
# Growing market share in Finland will support fueling international growth

## NURTURING BRAND PHENOMENON



Continue to nurture the Marimekko brand phenomenon and fuel brand desirability by creating exceptional brand experiences that speak to our ever-growing community. Strong home base of Helsinki acts as the heart of the art of printing making.

## FUELING OUR OMNICHANNEL RETAIL



Build on our proven track record of omnichannel direct to consumer business by continuously developing our online experience and store network, leveraging customer community program and maximizing revenue growth opportunities through modular product offering.

## SERVING EVEN WIDER AUDIENCE THROUGH WHOLESALE



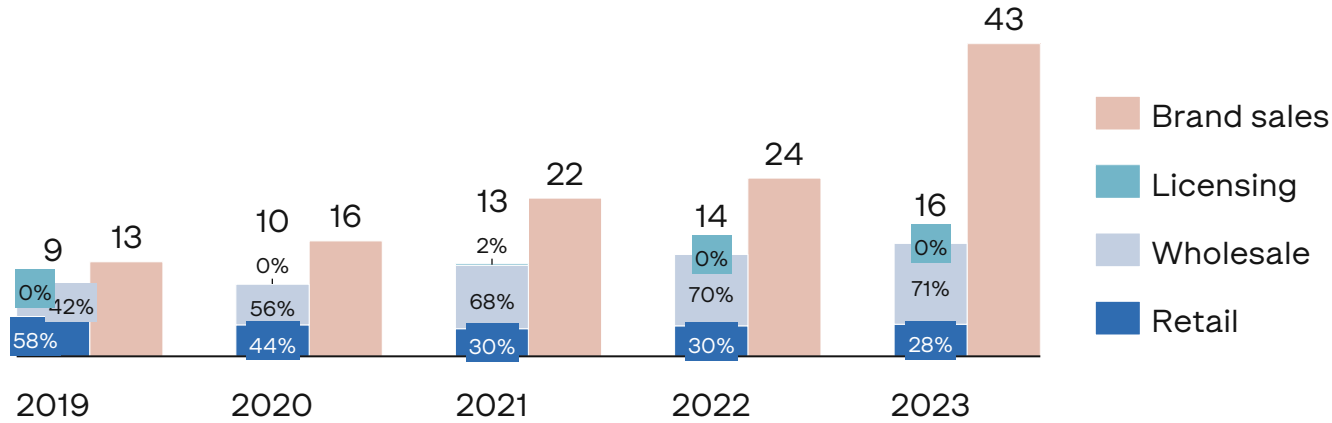
Continue to democratize the art of printmaking by developing our strong wholesale partnerships with exciting brand expression, curated product offering and select tailored campaigns to provide wide access of Marimekko products to all households in Finland.

# Scandinavia and EMEA

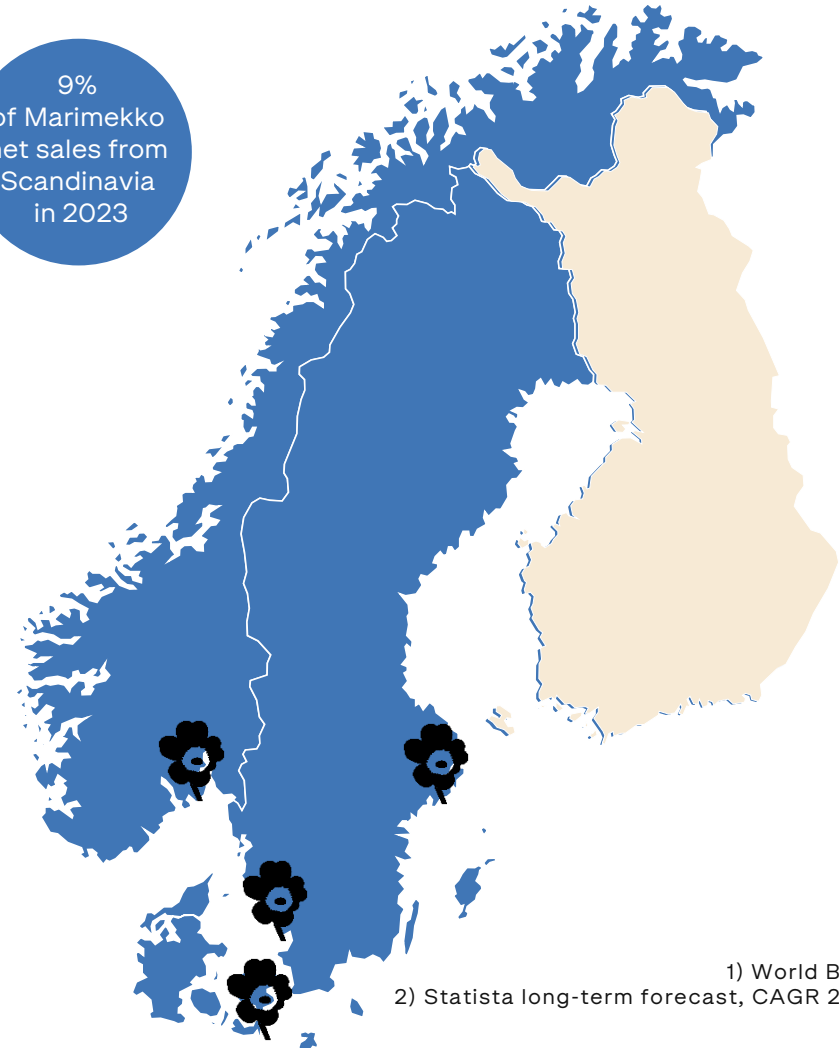
INTRODUCING OUR BRAND TO NEXT GENERATIONS AND CAPTURING OPPORTUNITIES IN CENTRAL EUROPE THROUGH DISTRIBUTION MODERNIZATION






# Marimekko has a long history in Scandinavia with growth opportunities in introducing the brand to next generations through key cities

Marimekko net sales and brand sales in Scandinavia (M€)



9% of Marimekko net sales from Scandinavia in 2023

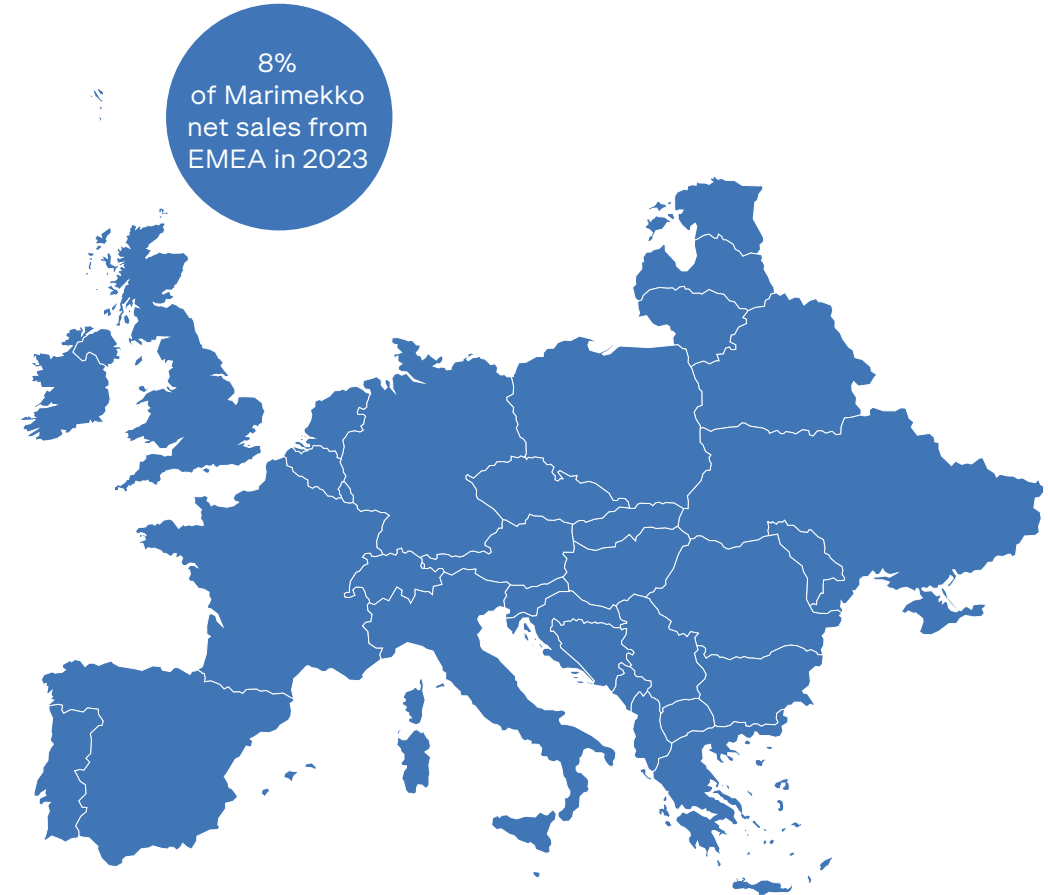
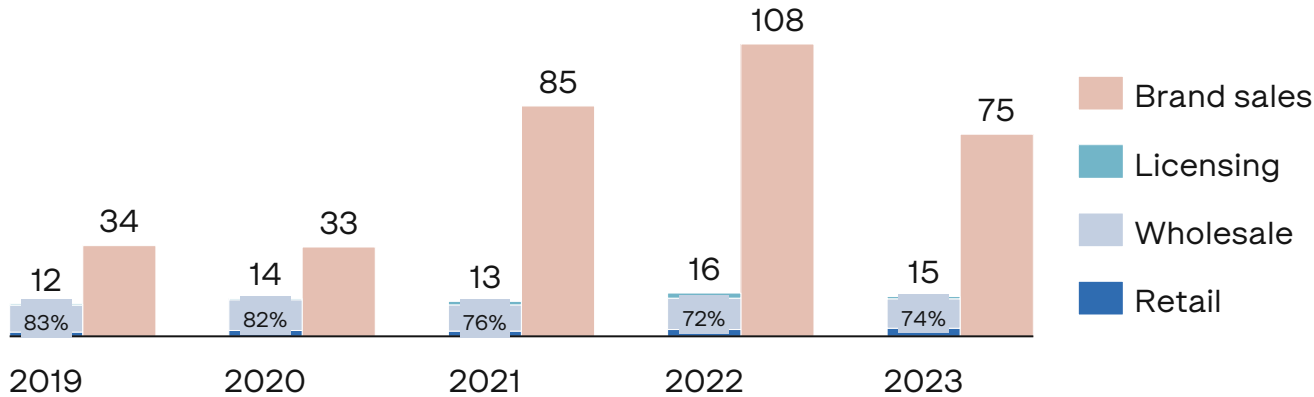


	 Marimekko stores	 Online stores	 Population <sup>1</sup>	 GDP per capita (US\$) <sup>1</sup>	 Long-term GDP growth forecast <sup>2</sup>
Sweden	2	1	11M	56k	4%
Denmark	2	1	6M	68k	4%
Norway	1	1	6M	88k	3%

1) World Bank, 2023  
2) Statista long-term forecast, CAGR 2024-2029

# Marimekko has lucrative growth opportunities in Central Europe, especially in wholesale, through reaching new audiences via brand and distribution modernization

Marimekko net sales and brand sales in EMEA (M€)



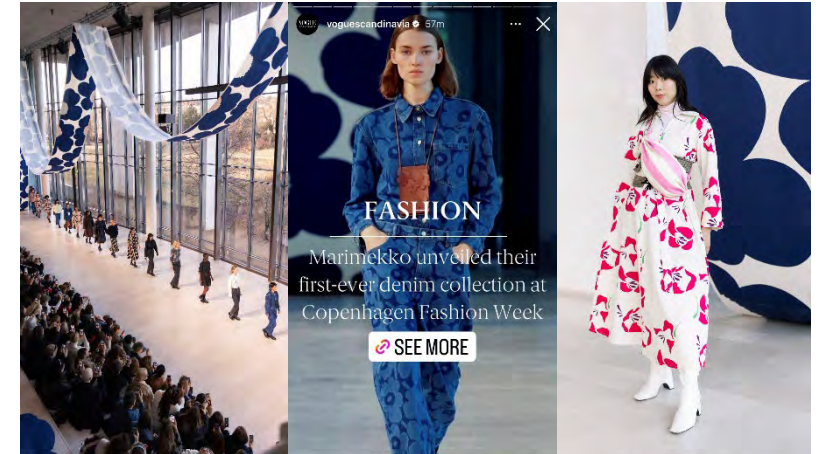
	Marimekko stores	Online stores	Population <sup>1</sup>	GDP per capita (US\$) <sup>1</sup>	Long-term GDP growth forecast <sup>2</sup>
Germany		1	84M	53k	3%
Italy		1	59M	38k	2%
France		1	68M	44k	3%
UK		1	68M	49k	6%

1) World Bank, 2023  
2) Statista long-term forecast, CAGR 2024-2029

# Building brand hype and awareness via key cities and events to fuel growth in Scandinavia and Central Europe

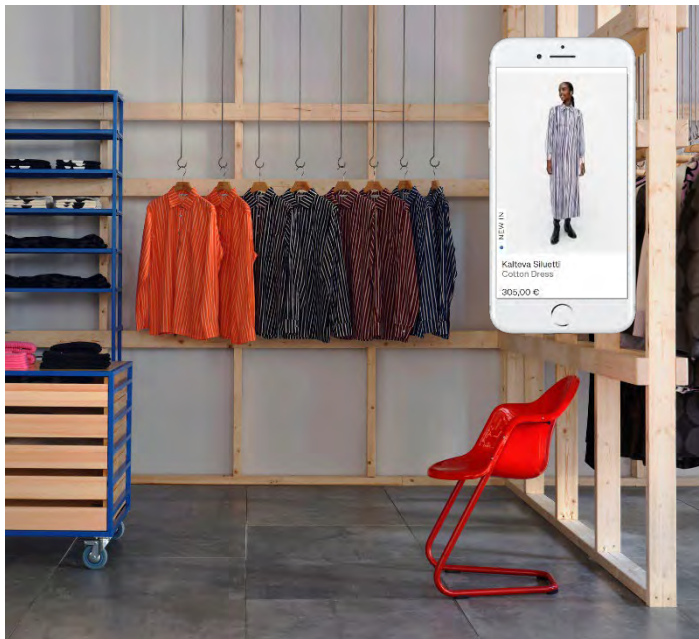


**LEVERAGING COLLECTION MODULARITY IN DEVELOPING WHOLESALE** to widen reach



# Scaling up by introducing the brand to new audiences and in Central Europe modernizing the wholesale distribution

## STRENGTHENING RETAIL EXPERIENCE AND ACCELERATING ECOM



Continue to strengthen our omnichannel retail experience as heart of our brand culture to recruit new customers and boost sales online and offline.

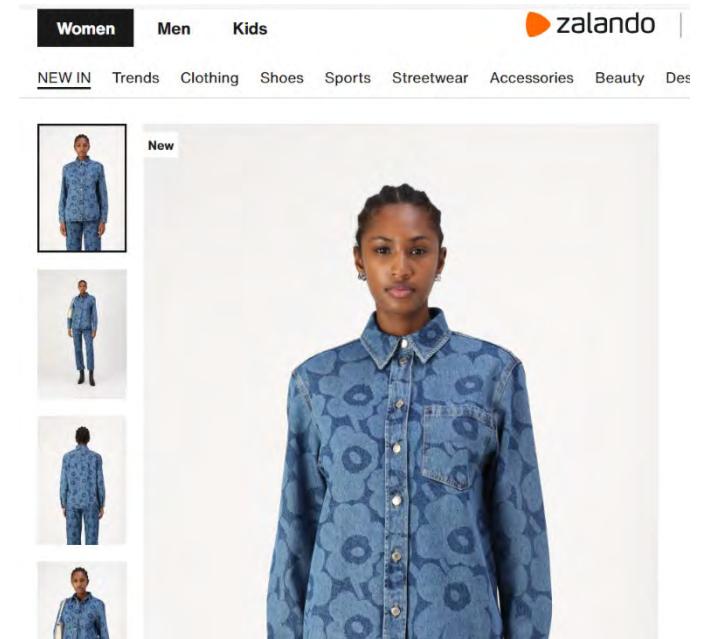
Establish fashion capital of the world, Paris, as a new global key city.

## FUELING BRAND AWARENESS



Continue to fuel brand awareness and hype also among next generations via consumer activations, brand collaborations, and industry events, such as Copenhagen Fashion Week and Milan Design Week.

## SCALING UP WHOLESALE ACROSS PHYSICAL RETAILERS AND ETAILERS



Modernize wholesale distribution in Central Europe, acquire new wholesale accounts and strengthen existing partnerships to scale sales and build brand awareness across Europe.

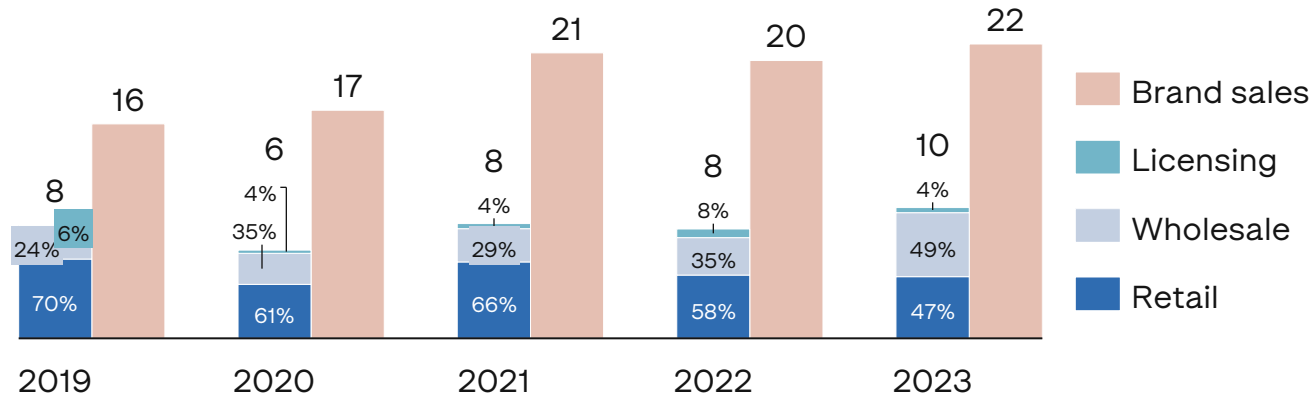
# North America

SCALING UP BY TAPPING INTO ESPECIALLY WHOLESAL OPPORTUNITIES  
IN THE LARGE MARKET ALLOWING TO SERVE AN EVEN WIDER AUDIENCE







One of Marimekko’s first export markets, North America, offers significant scale up opportunities due to its large size. Fashion capital, New York, plays a key role for global brand positioning

Marimekko net sales and brand sales in North America (M€)



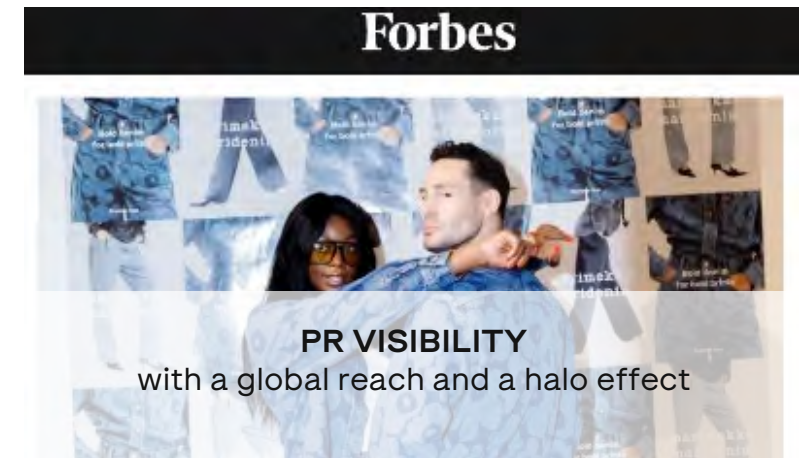
5% of Marimekko net sales from North America in 2023



	 Marimekko stores	 Online stores	 Population <sup>1</sup>	 GDP per capita (US\$) <sup>1</sup>	 Long-term GDP growth forecast <sup>2</sup>
US	2	1	335M	82k	4%
Canada	1	-	40M	53k	5%

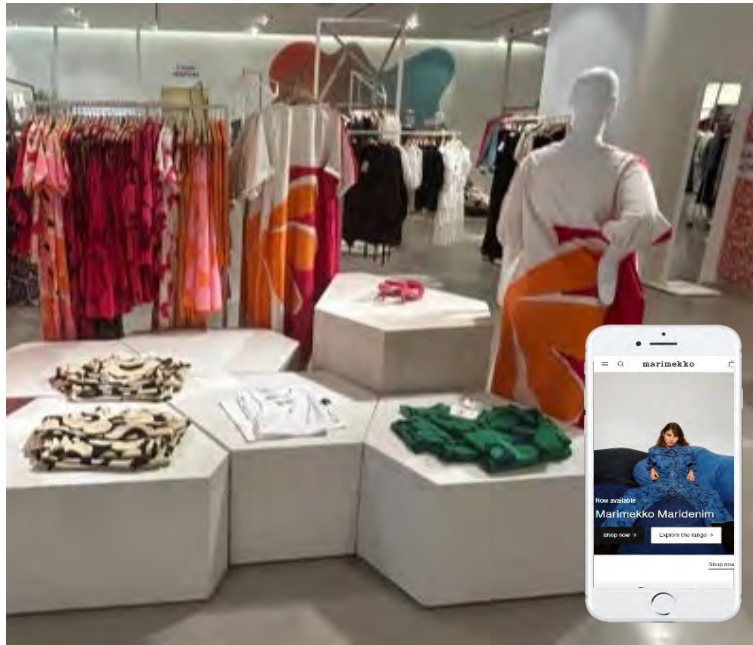
1) World Bank, 2023  
2) Statista long-term forecast, CAGR 2024-2029

# Laying the foundation for post-pandemic growth through new flagship store in Soho, new wholesale doors and brand collaborations



# Scaling up sales in North America by widening distribution channel reach and seizing the global brand positioning opportunity via New York

## SCALING UP THROUGH WHOLESALE AND ECOM



Acquire new and expand business with current wholesale customers to increase reach. Continue to grow our e-commerce business, currently serving USA.

## REINFORCING GLOBAL CREDIBILITY



Reinforce global positioning and credibility via NYC flagship, industry events and interesting artist and brand collaborations.

## GROWING OUR CUSTOMER COMMUNITY



Foster and grow our customer base, including next generations, via events and community program activations. Expand our influencer community to speak to an even larger audience.

# Accelerating growth in Asia

Natacha Defrance,  
Senior Vice President, Sales Region East



# Asia the most important geographical area of our international growth

## GROWING MARKET



High growth potential in Asia thanks to continuing urbanization, growing middle class, young population and high ecommerce penetration.

## BRAND FIT



Our unique brand story and design language with joyful aesthetic resonate well with young, increasingly value-driven consumers in Asia who seek meaningful experiences. A strong cultural match with colors and prints deriving from arts and history.

## PROVEN TRACK RECORD



Successful loose franchise partnership model in Asia enabling growth with low risk and capex requirements while building globally coherent brand.

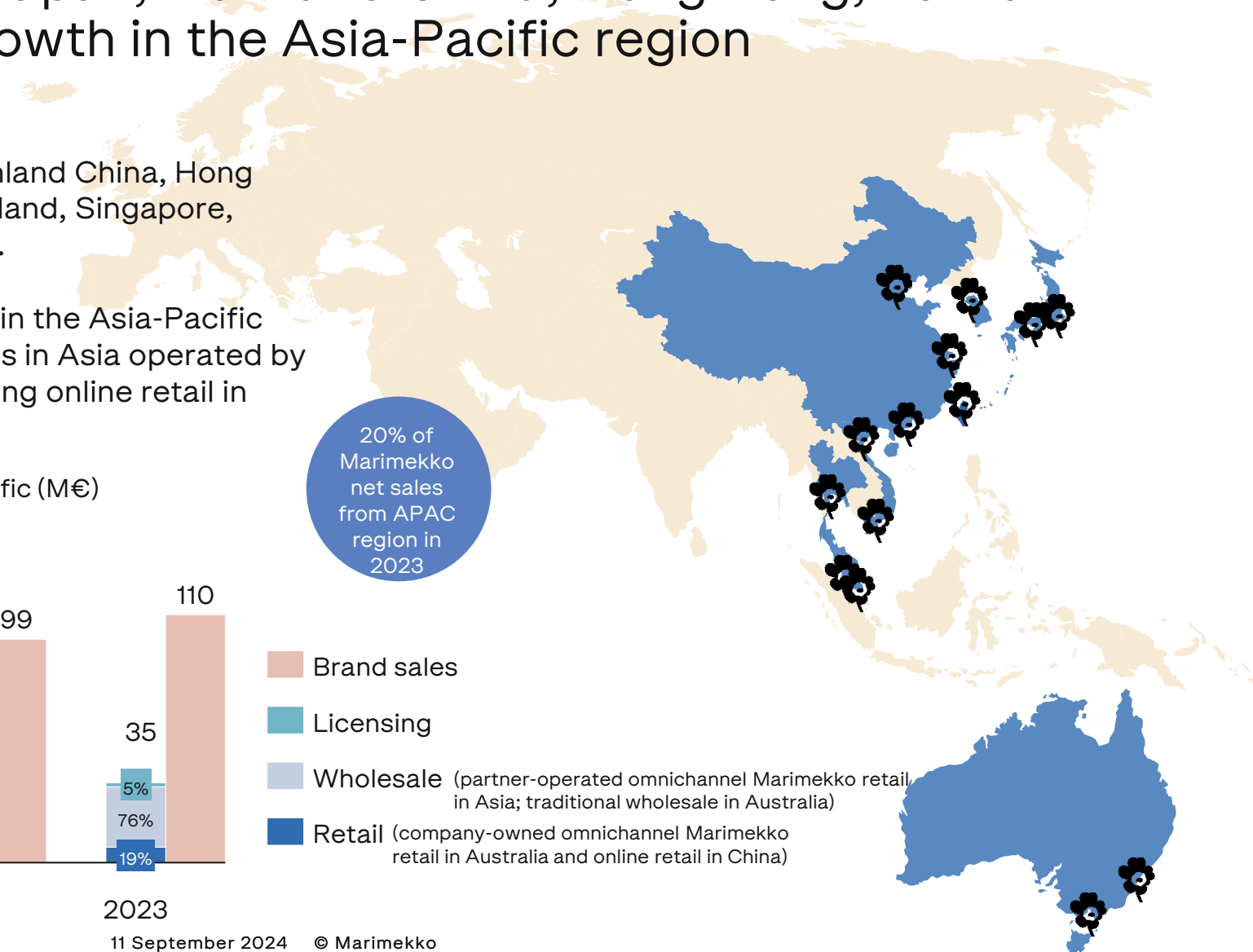
# Focusing in particular on Japan, Mainland China, Hong Kong, Taiwan and Southeast Asia for growth in the Asia-Pacific region



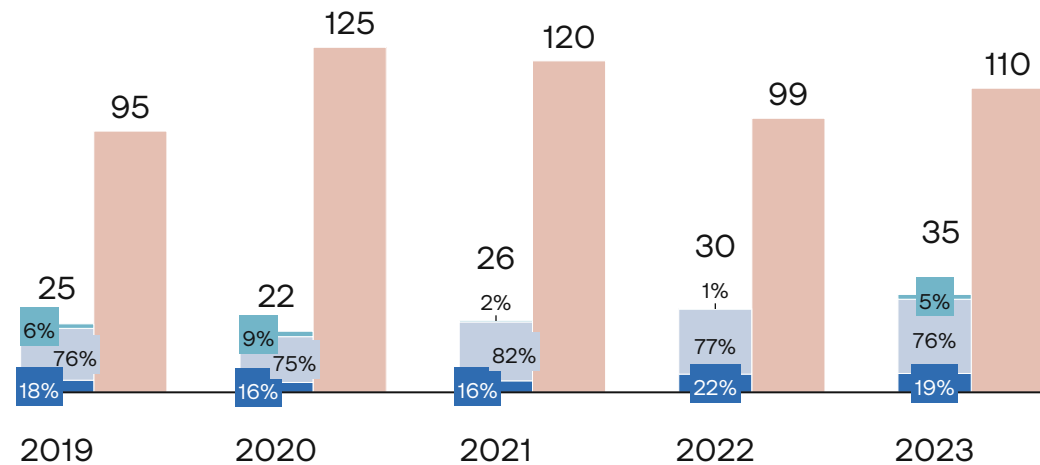
Marimekko markets: Japan, Mainland China, Hong Kong, Taiwan, South Korea, Thailand, Singapore, Malaysia, Vietnam, and Australia.



90 physical and 24 online stores in the Asia-Pacific Region, physical and online stores in Asia operated by loose-franchise partners (excluding online retail in China)



Marimekko net sales and brand sales in Asia-Pacific (M€)



- Brand sales
- Licensing
- Wholesale (partner-operated omnichannel Marimekko retail in Asia; traditional wholesale in Australia)
- Retail (company-owned omnichannel Marimekko retail in Australia and online retail in China)

# Growing through proven loose franchise partnership model in Asia

Partner model allows building a global brand and scaling up growth with low risk and capex requirements



## Components of proven partner model in Asia:



**Partner opening (capex) and running stores** in strategic locations



**Local ecommerce** (mostly run by partners) supporting omnichannel experience and sales



Exploring **strategic wholesale/retailer/platform opportunities** to reach new customers



**Marimekko's sales to partner recorded as wholesale sales**; partner's sales to consumers retail sales



Marketing with **value-driven storytelling**, spearheading with fashion and the art of printmaking as differentiator








Global and local **brand collaborations** to introduce new audiences to Marimekko

# Japan

MARIMEKKO'S SECOND LARGEST MARKET OFFERING CONTINUED GROWTH OPPORTUNITIES  
DUE TO LARGE MARKET SIZE AND ESTABLISHED BRAND RECOGNITION

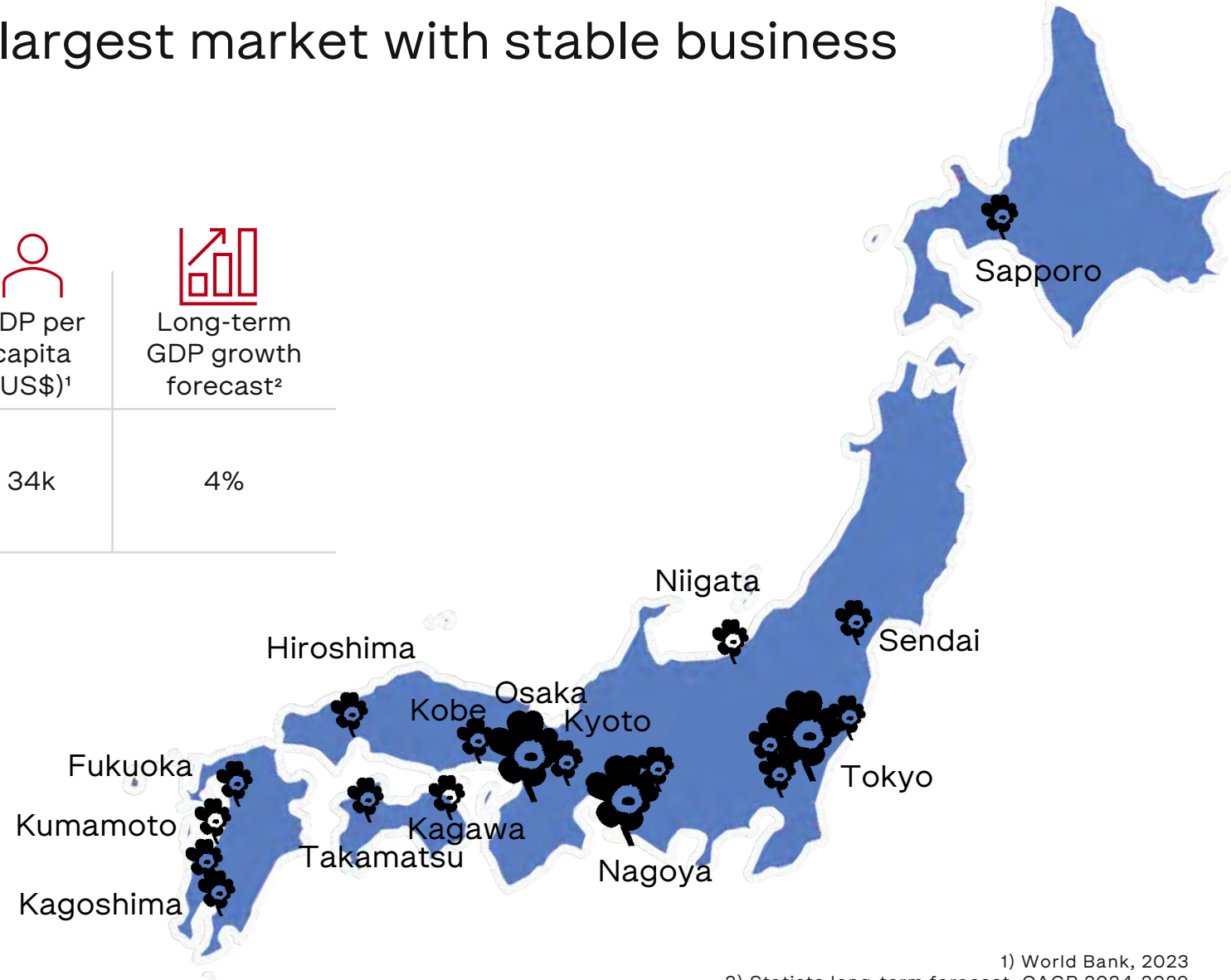


# Japan is Marimekko's second largest market with stable business and great brand presence

	 Marimekko stores	 Online stores	 Population <sup>1</sup>	 GDP per capita (US\$) <sup>1</sup>	 Long-term GDP growth forecast <sup>2</sup>
Japan	40	1 Marimekko online store and 4 online platforms	125M	34k	4%

Proven track record of successfully implementing the loose franchise business model: Together with our distribution partner **Look**, we have built a solid omnichannel network covering most of the country.

Key cities, such as Tokyo and Osaka, catering also tourists and thus strengthening Marimekko phenomenon in the region.



1) World Bank, 2023  
2) Statista long-term forecast, CAGR 2024-2029

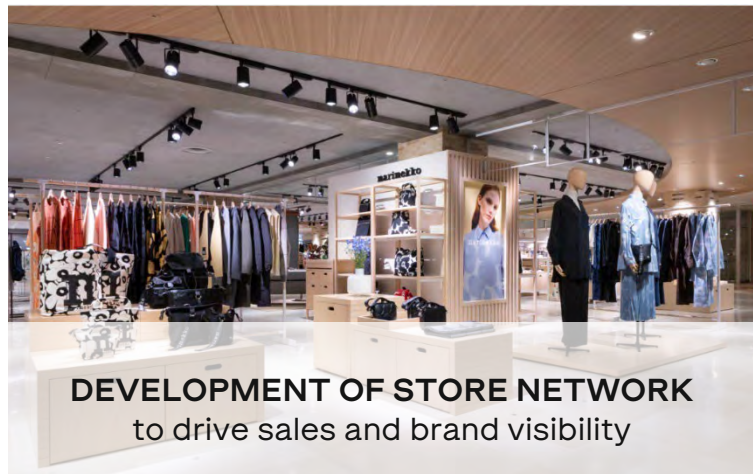
# Continuously reinforcing brand positioning, focusing on ready-to-wear as communicational spearhead



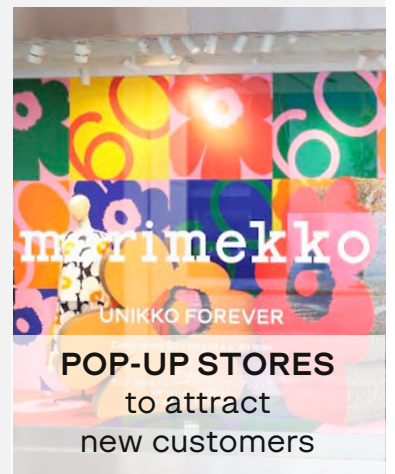
**RAKUTEN BY R FASHION SHOW**  
with Marimekko being the first international brand to present its collection



**FIRST EVER MARIMEKKO DAY IN JAPAN**  
with open-air fashion show to grow the brand story and community

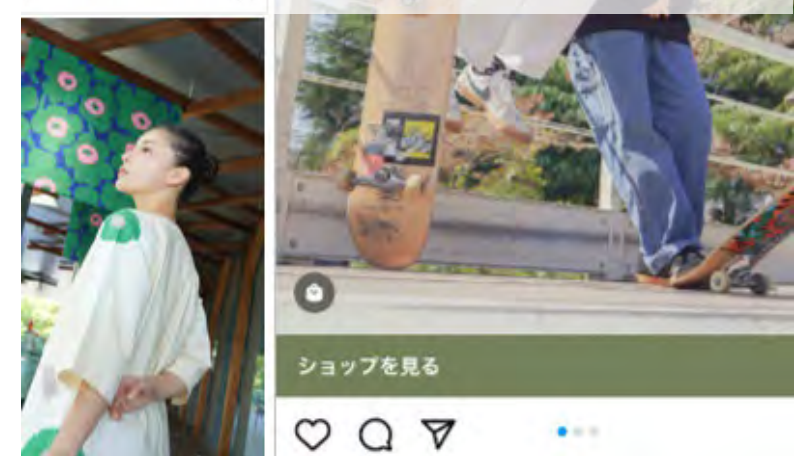
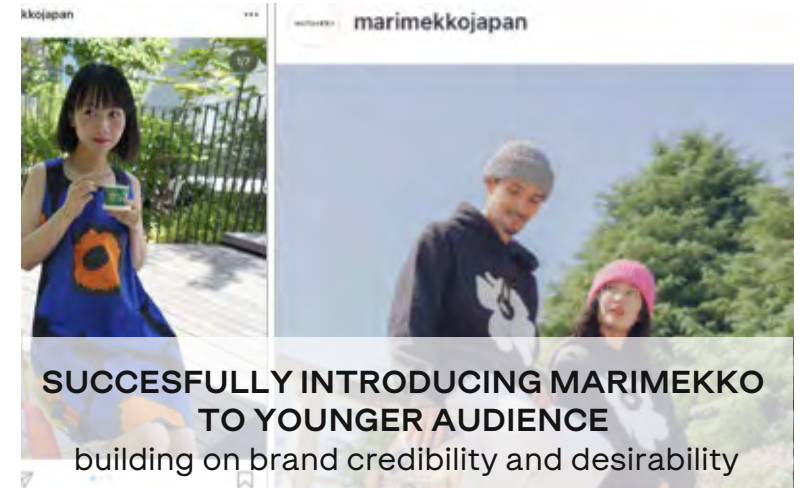


**DEVELOPMENT OF STORE NETWORK**  
to drive sales and brand visibility



**POP-UP STORES**  
to attract new customers

# Widening customer base with local collaborations and activations



# Capturing continued growth opportunities in Japan by further reinforcing brand recognition and acquiring new customers in the large market

## FURTHER STRENGTHENING BRAND POSITIONING



Capture market potential by further strengthening the brand positioning with ready-to-wear as the communicational spearhead.

## DEVELOPING LOCAL RELEVANCE AND ATTRACTING NEW CUSTOMERS



Acquire new audiences through, e.g., social media to build on brand credibility and desirability. Reinforce local relevance using local collection modules, marketing activations and collaborations.

## DEVELOPING OMNICHANNEL FOOTPRINT IN KEY CITIES







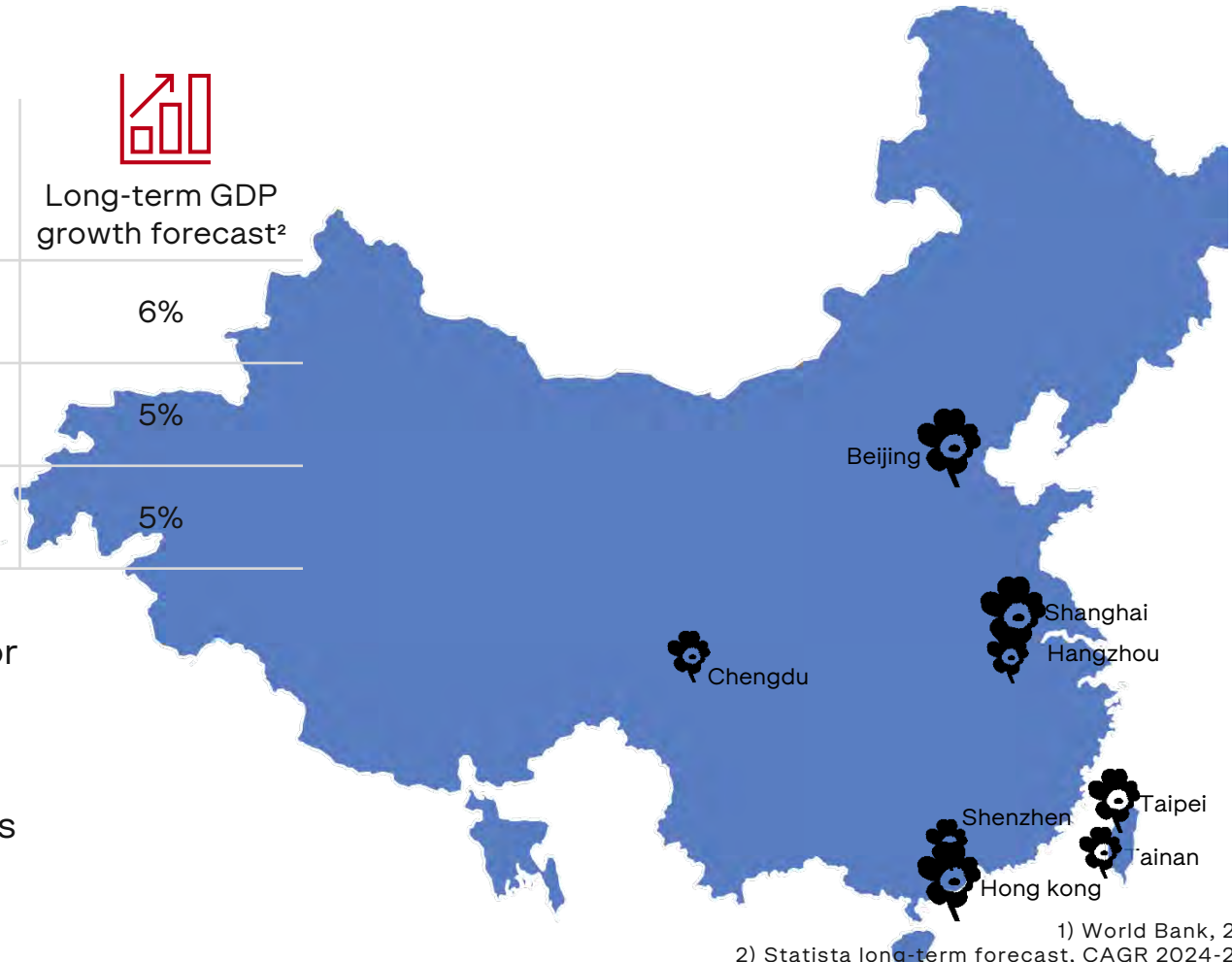
Continuously reinforce our position in Japan by actively developing the omnichannel footprint, in especially key cities serving also tourists.

# Mainland China, Hong Kong and Taiwan

THE AREA OFFERS SIGNIFICANT POTENTIAL FOR SCALING UP GROWTH

# Significant opportunities to accelerate growth in the area by expanding the omnichannel network, built since 2012

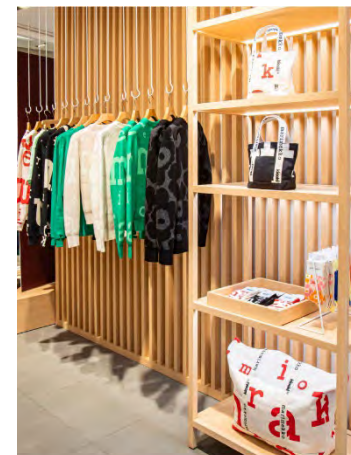
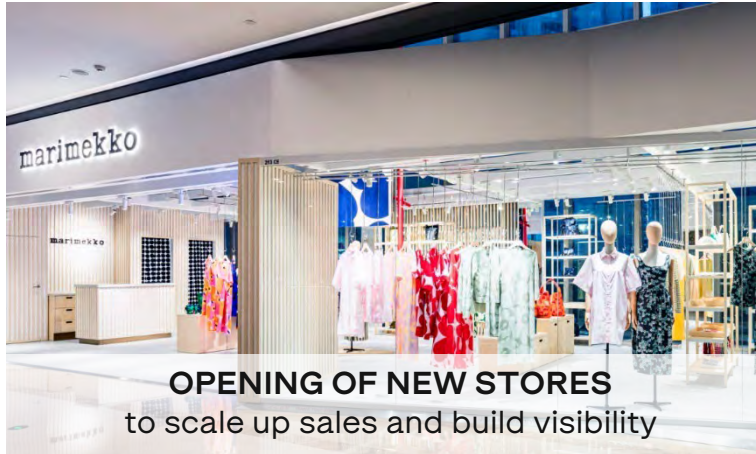
	 Marimekko stores	 Online stores	 Population <sup>1</sup>	 GDP per capita (US\$) <sup>1</sup>	 Long-term GDP growth forecast <sup>2</sup>
Mainland China	14	3	1,410M	13k	6%
Hong Kong	7	2	8M	51k	5%
Taiwan	4	1	23M <sup>3</sup>	32k <sup>3</sup>	5%



With a total of 25 Marimekko stores and 6 online stores or platforms, the area has a key role in scaling up Marimekko. The growing markets and large population with an increasing middle class present great growth opportunities for Marimekko. Brand presence in key cities in the area also provides halo effects globally.

1) World Bank, 2023  
 2) Statista long-term forecast, CAGR 2024-2029  
 3) Statista, 2023

# Continuously expanding the omnichannel footprint to serve the growing audience



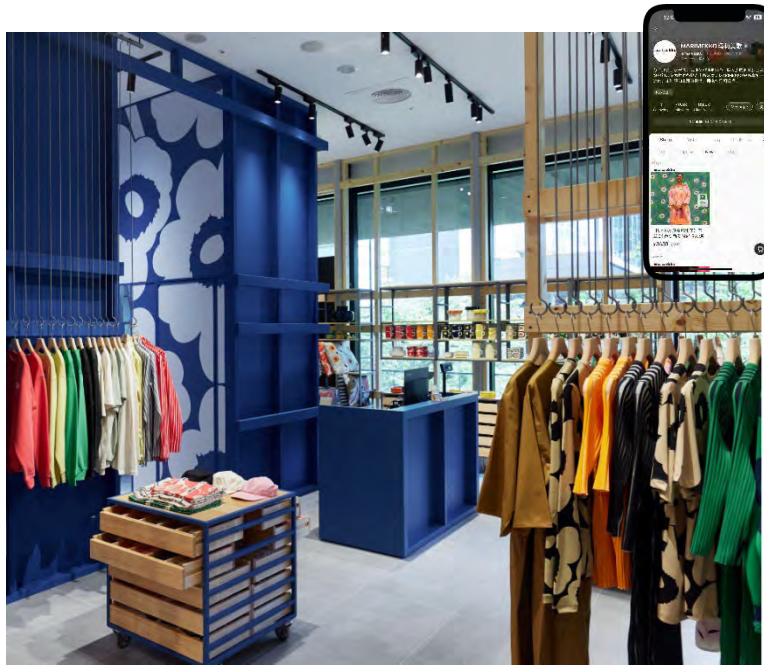
# Successfully building brand excitement and community around Marimekko lifestyle through events and local collaborations





# Capturing the significant growth potential by expanding omnichannel footprint and new customer acquisition

## ACCELERATING OMNICHANNEL EXPANSION



In close co-operation with loose-franchise partners, continuously develop omnichannel footprint, including revamp the omnichannel network in Taiwan together with the new partner.

## ENHANCING BRAND AWARENESS



Strong focus in increasing brand awareness through creative events, activations and local brand collaborations such as the city takeover in Hong Kong, fashion show in Shanghai and Heytea collaboration.

## GROWING CUSTOMER COMMUNITY








Reinforce customer loyalty and widen customer community through locally relevant events and activations that increase brand engagement.

# Southeast Asia

GREAT GROWTH OPPORTUNITIES FROM BUILDING ON THE MARIMEKKO PHENOMENON IN THAILAND  
AND EXPORTING THIS SUCCESS RECIPE TO NEW MARKETS

# Markets in Southeast Asia offer an interesting opportunity to scale up the Marimekko phenomenon and growth in the long term

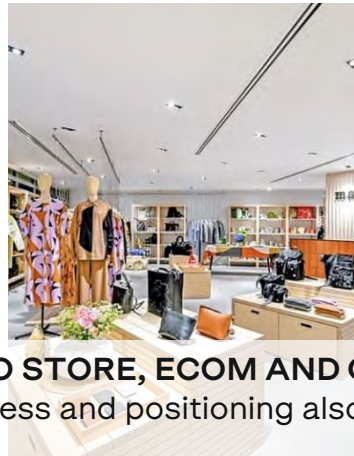
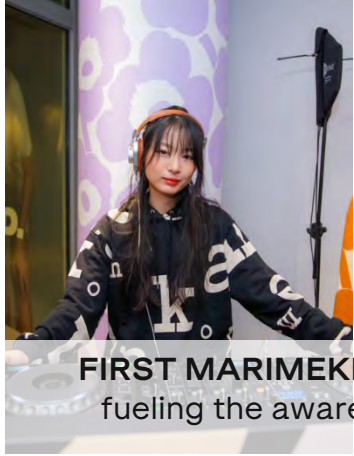
	 Marimekko stores	 Online stores	 Population <sup>1</sup>	 GDP per capita (US\$) <sup>1</sup>	 Long-term GDP growth forecast <sup>2</sup>
Thailand	14	4	72M	7k	5%
Singapore	1	2	6M	85k	4%
Malaysia	2	1	34M	12k	6%
Vietnam	2	1	99M	4k	8%



As a rapidly developing and diverse region, Southeast Asia offers ample opportunities for Marimekko in the long term to establish a strong presence and cater to the evolving tastes and preferences of consumers. Following the proven success in Thailand, Marimekko entered Singapore, Malaysia and Vietnam with loose-franchise partners in the second half of 2023.

1) World Bank, 2023  
2) Statista long-term forecast, CAGR 2024-2029

# Further strengthening our position in Thailand and entering three new markets, Singapore, Malaysia and Vietnam, at the end of 2023

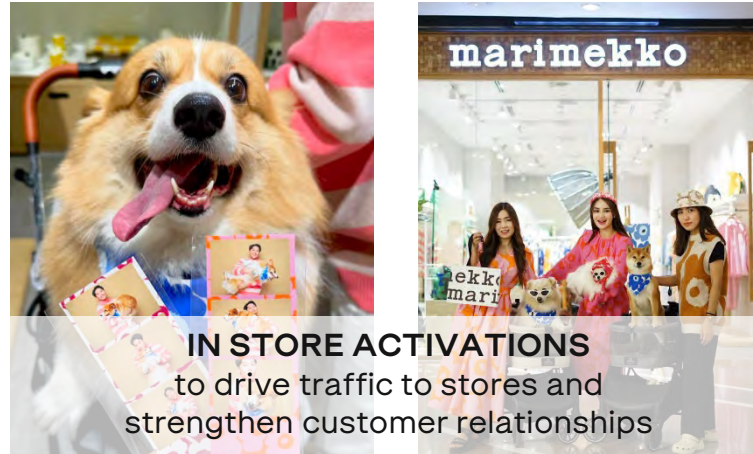


**FIRST MARIMEKKO STORE, ECOM AND CAFÉ IN SINGAPORE**  
fueling the awareness and positioning also more widely in Asia

**ENTERING MALAYSIA AND VIETNAM**  
to start building both physical and online presence

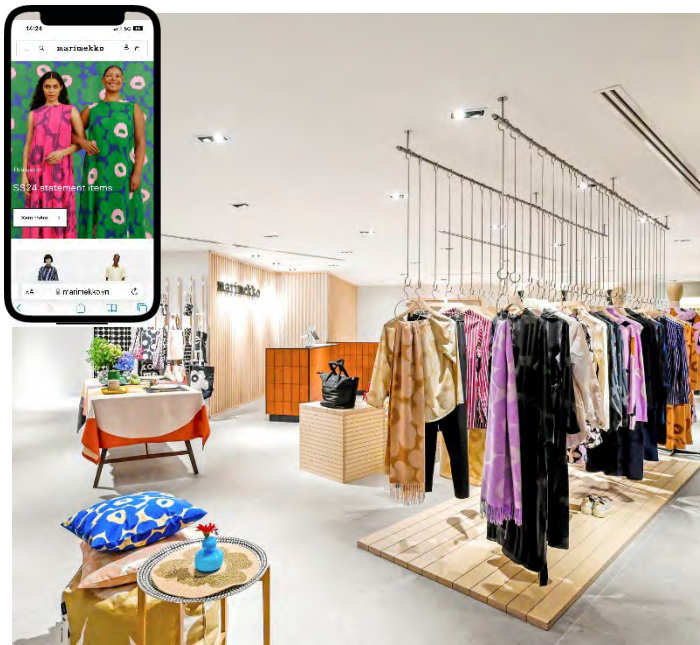
**UNIKKO 60<sup>th</sup> ANNIVERSARY FASHION SHOW IN THAILAND**  
to create brand hype and attract new customers in the region

# Constantly building brand excitement and community around Marimekko lifestyle in Southeast Asia



# Leverage the proven success in Thailand to scale up the Marimekko phenomenon in the new Southeast Asian markets

## GROWING OMNICHANNEL RETAIL FOOTPRINT



Develop the omnichannel retail footprint in Southeast Asia both in the more mature market of Thailand as well as in new markets.

## PHENOMENALISING THE BRAND WITH CREATIVE EXPERIENCES



Grow and nurture brand community by exciting customer interactions, such as pop-ups, events and activations, while simultaneously driving traffic to stores and online channels.

## ENHANCING BRAND VISIBILITY



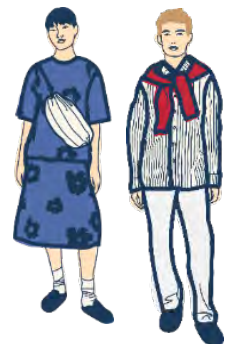
Create brand hype and recruit new customers by fully utilizing global and local brand moments, such as the launch of Marimekko Maridenim.

# Asia continues to provide growth opportunities both in the existing markets as well as in new markets, for example in Southeast Asia

Young population, high mobile and social media use and growing middle class fueling increased spending provides a significant growth opportunity for Marimekko.

## Key criteria for selection of potential new markets:

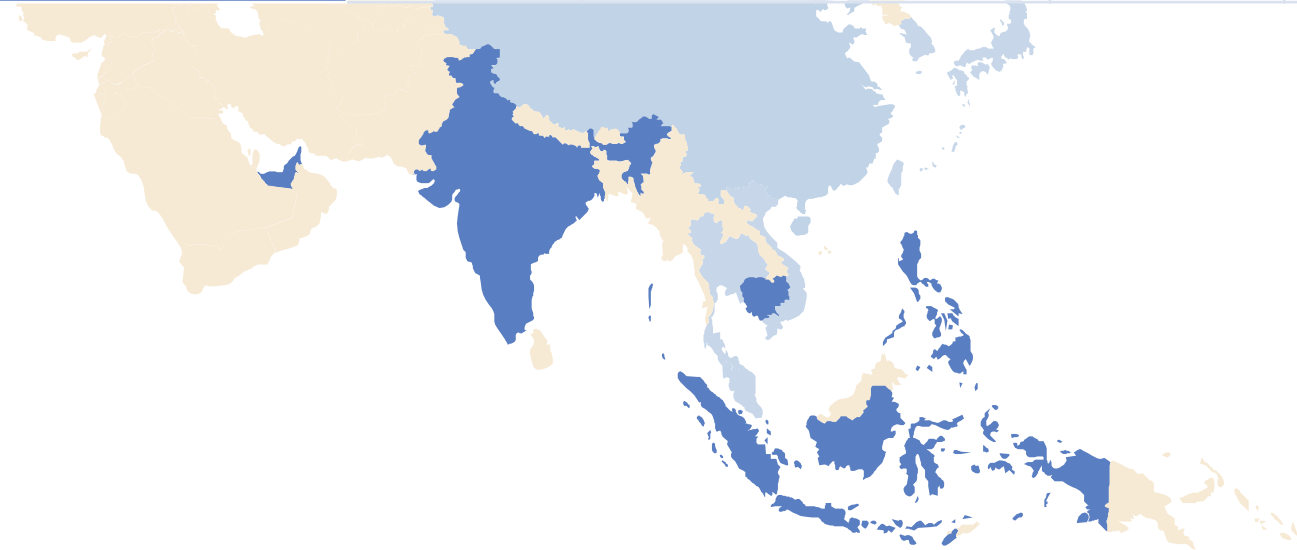
- Brand fit and target customer:** Marimekko brand fit to local customer preferences and values, high mobile and social media penetration
- Economic situation:** GDP per capita, GDP growth, size of population and its demographics (young population and growing middle class fueling increased spending power and investment in lifestyle goods)
- Opportunity size and growth potential:** Sales and earnings opportunity and growth potential, business and operational model as well as channel structure
- Partner:** Suitable partner with omnichannel capabilities to scale up growth
- Competitive landscape and market maturity:** Key peers and competitors in the market, competitive intensity, market maturity from consumer preferences point of view, recent developments in the industry
- Ease of entry:** Local legislation regarding entry and operations in the market



There are numerous fast developing markets that may provide interesting growth opportunities for Marimekko in long term

In addition to securing the best partner, key is to determine the right timing of entering a new market in terms of consumer preferences and behavior, spending power as well as competitive landscape and channel structure.

	Philippines	Indonesia	Cambodia	India	United Arab Emirates
Population <sup>1</sup>	113 million	277 million	17 million	1 430 million	10 million
GDP per capita growth <sup>1</sup> (CAGR 2023-2029)	7%	7%	7%	9%	4%
GDP per capita <sup>1</sup> (2023)	3 868\$	4 942\$	2 460\$	2 500\$	51 909\$
Area <sup>2</sup>	298k m <sup>2</sup>	1 893k m <sup>2</sup>	177k m <sup>2</sup>	2 973k m <sup>2</sup>	71k m <sup>2</sup>



1) Statista  
2) World Bank



## Disclaimer

The following information contains, or may be deemed to contain, “forward-looking statements”. These statements relate to future events or our future financial performance, including but not limited to strategic plans, potential growth, expected capital expenditures, future cash sources and requirements, liquidity and cost savings that involve known and unknown risks, uncertainties and other factors that may cause Marimekko Corporation’s actual results, levels of activity, performance or achievements to be materially different from those expressed or implied by any forward-looking statements. In some cases, such forward-looking statements can be identified by terminology such as “may”, “will”, “could”, “would”, “should”, “expect”, “plan”, “anticipate”, “intend”, “believe”, “estimate”, “predict”, “potential”, or “continue”, or the negative of those terms or other comparable terminology. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Future results may vary from the results expressed in, or implied by, the following forward-looking statements, possibly to a material degree. All forward-looking statements made in this presentation are based on information presently available to the management, and Marimekko Corporation assumes no obligation to update any forward-looking statements. Nothing in this presentation constitutes investment advice, and this presentation does not constitute an offer to sell or the solicitation of an offer to buy any securities or otherwise to engage in any investment activity.

# MARIMEKKO Capital Markets Day

