

MARIMEKKO Capital Markets Day



Agenda

Marimekko's SCALE strategy and key growth drivers

Tiina Alahuhta-Kasko

Global key city and ecosystem approach

Noora Laurila & Natacha Defrance

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

Noora Laurila
Natacha Defrance

BREAK

Key enablers for SCALE up

Sharpened creative vision: product relevance and desirability
International awareness and brand love
End-to-end digitality

Rebekka Bay
Sanna-Kaisa Niikko
Mikki Inkeroinen

Recap of the day: Why invest in Marimekko?

Q&A

Disclaimer

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Marimekko's SCALE strategy and key growth drivers

Tiina Alahuhta-Kasko,
President and CEO



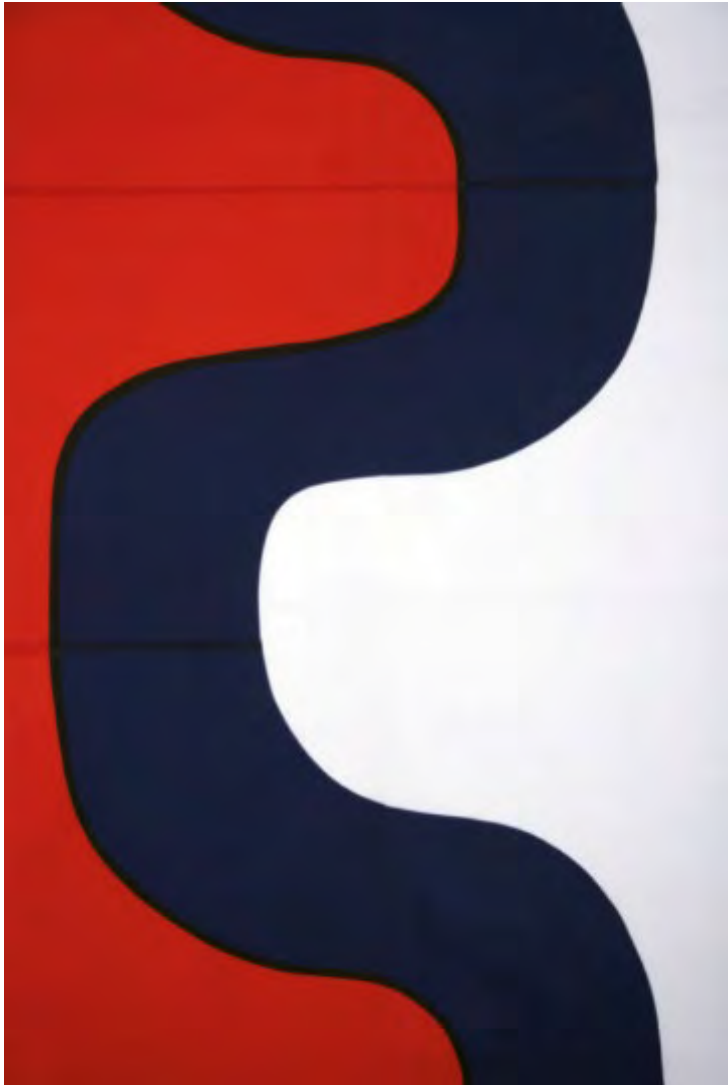
A woman with dark skin and short hair is sitting on a large, dark blue, textured beanbag chair. She is wearing a long-sleeved, high-collared top and matching pants, both featuring a bold, vertical, wavy striped pattern in shades of blue and black. She is looking directly at the camera with a neutral expression. The background is a plain, light-colored wall.


Marimekko is a Finnish design house and one of the first lifestyle design brands in the world.



**Empowering people
to be happy as they are
and bring joy to their everyday lives
through bold prints and colors.**

Art of printmaking as our unique DNA and differentiating factor



A photograph of three models wearing Marimekko dresses. The model on the left is wearing a red dress with large yellow polka dots. The model in the center is wearing a white dress with a dense, multi-colored floral pattern. The model on the right is wearing a blue dress with large orange polka dots. They are standing in front of a wall made of stacked logs, which creates a textured, circular pattern. The lighting is warm and dramatic, highlighting the models and their dresses.

“Marimekko is not about trendy fashion, with a few minor exceptions. We make lasting and timeless products. Timelessness may, however, occasionally come into fashion by chance, like now.”

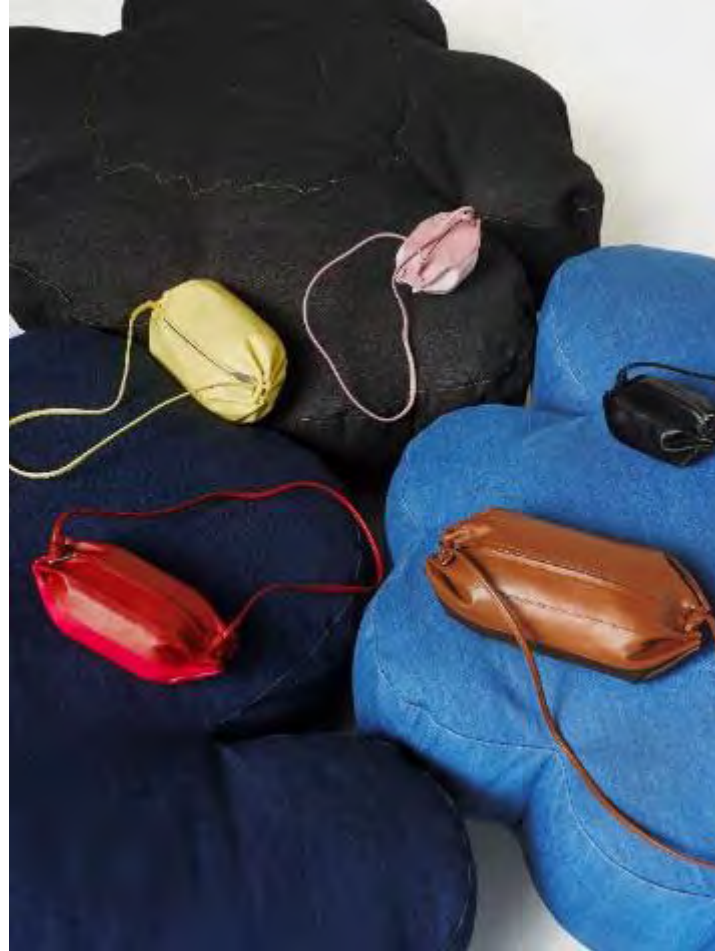
Armi Ratia, Founder of Marimekko, 1978

OUR TARGET CUSTOMER

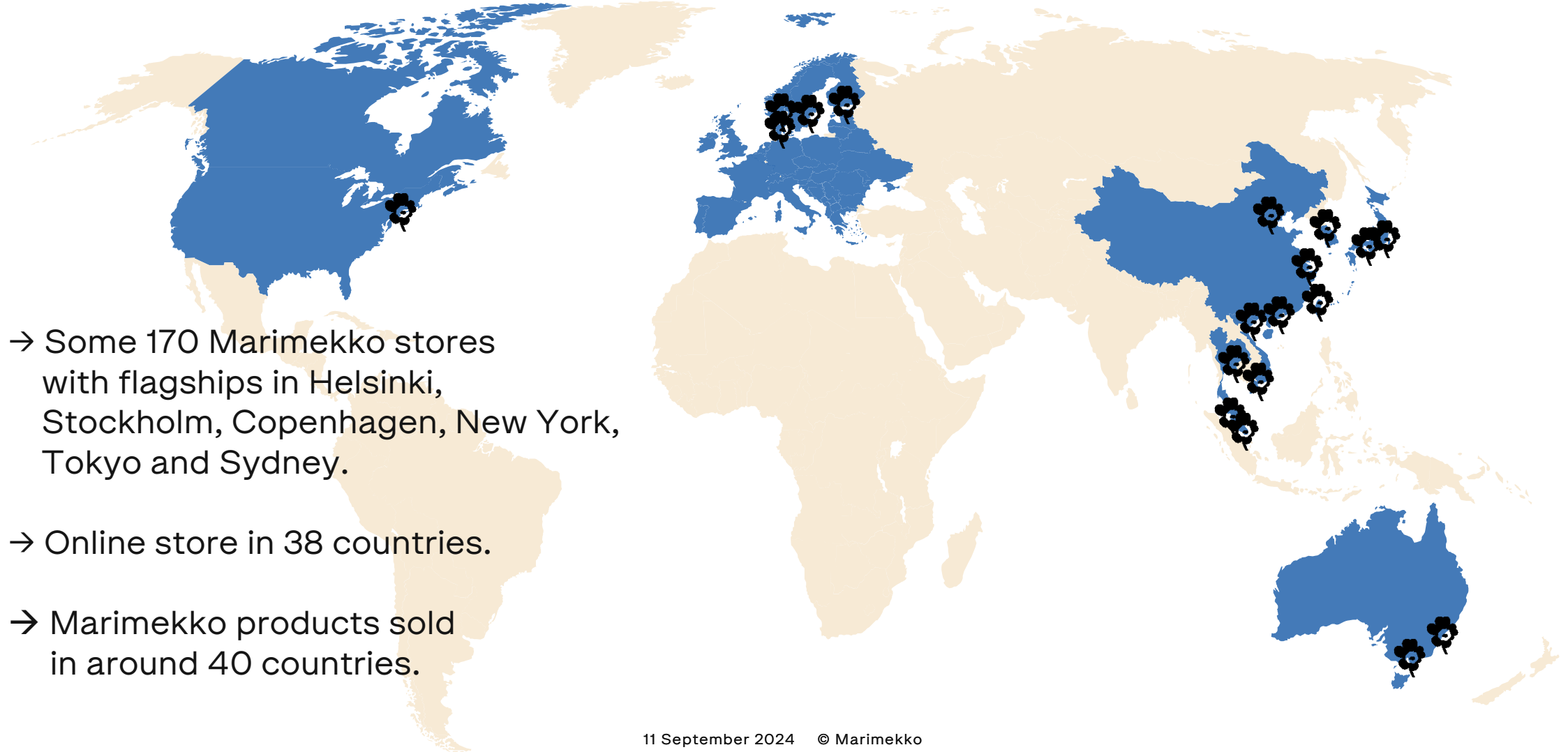
Our customers are empowered and open-hearted urban explorers, conscious consumers, who march to their own beat in life.



Fashion, Bags & accessories, Home



Approaching main markets Northern Europe, North America and the Asia-Pacific region through key cities

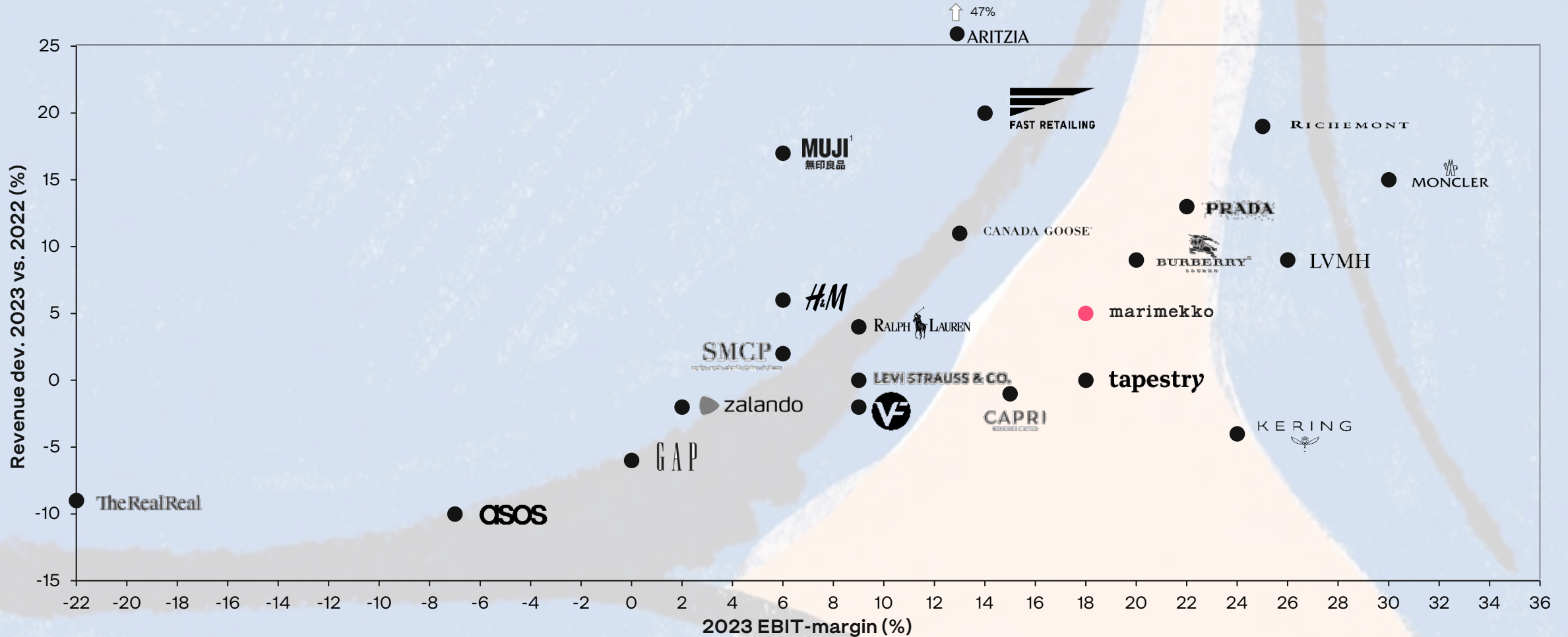


→ Some 170 Marimekko stores with flagships in Helsinki, Stockholm, Copenhagen, New York, Tokyo and Sydney.

→ Online store in 38 countries.

→ Marimekko products sold in around 40 countries.

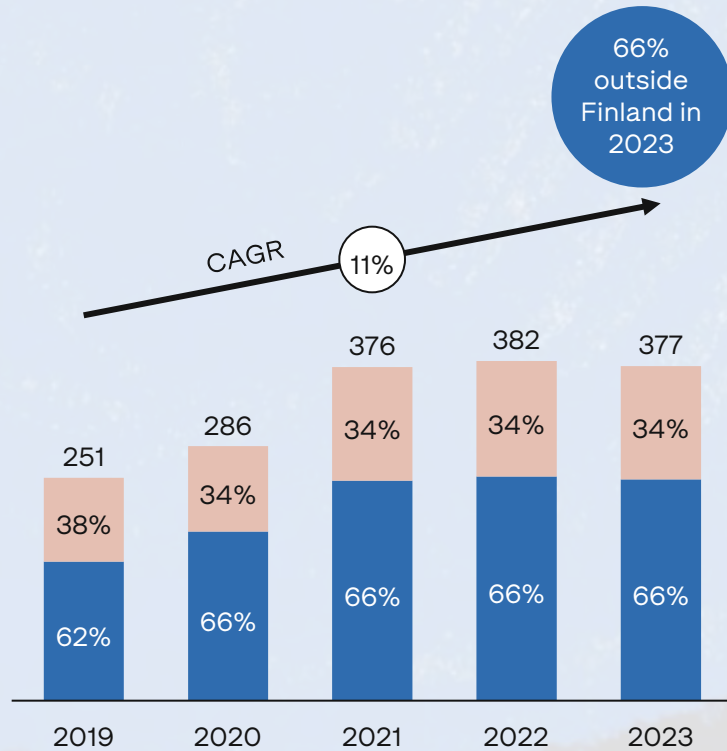
Marimekko's relative profitability is high, just below luxury players, and net sales growth continued despite weaker macro economic market context especially in home market Finland



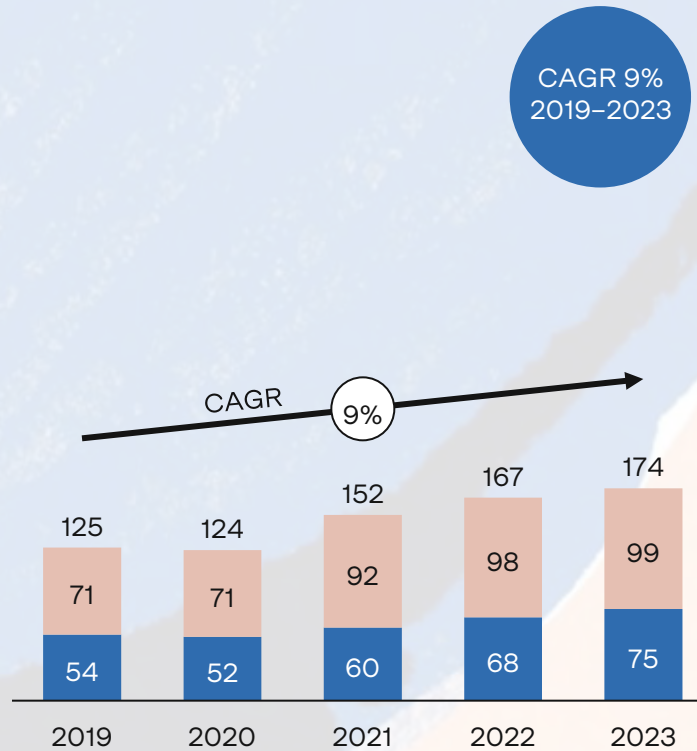
Note: 1) Muji's parent company Ryohin Keikaku
 Source: Marimekko and Capital IQ database for other companies

Strong performance throughout the years demonstrates our ability for profitable growth even in weaker macro economic environment

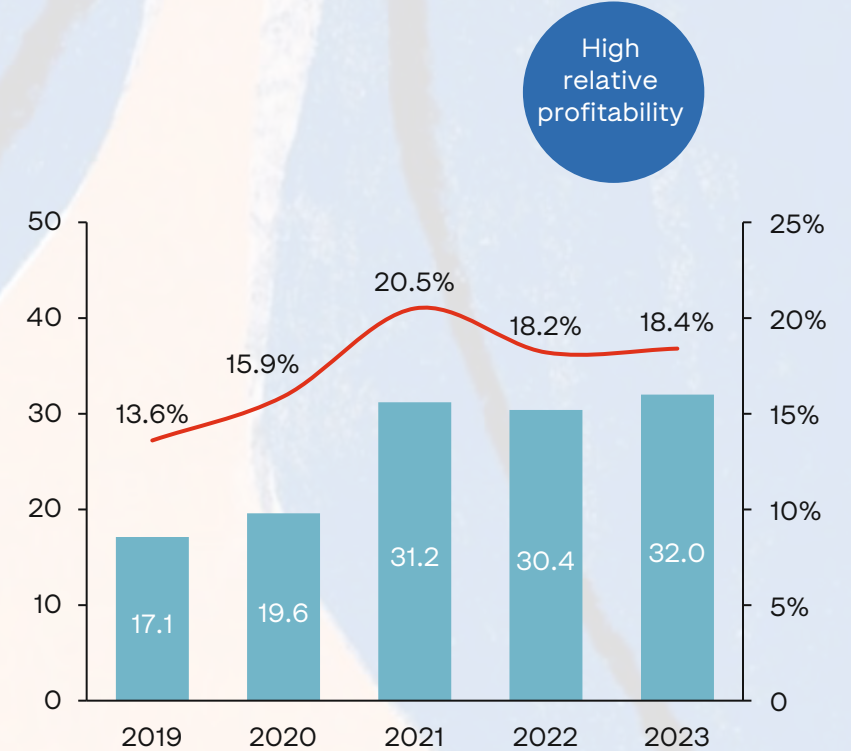
Marimekko brand sales (M€)



Marimekko net sales (M€)



Marimekko comparable operating profit (M€)



Brand sales in Finland
International brand sales

Net sales in Finland
International net sales

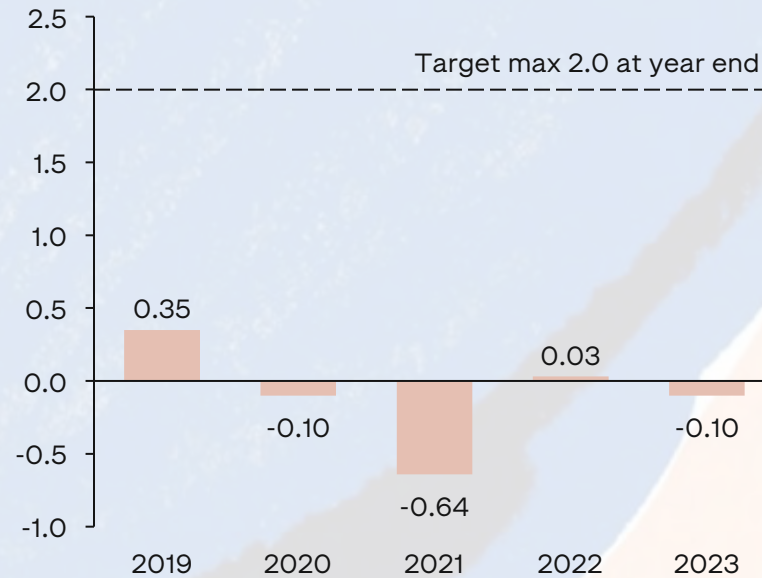
Comparable operating profit (EUR million)
Comparable operating profit margin, %

Continued profitable growth and strong financial position enables investments in growth as well as stable dividend payouts

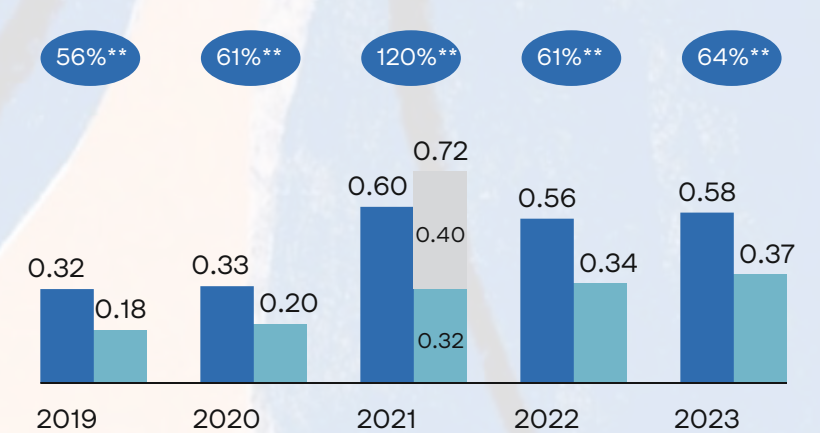
Return on capital employed (ROCE), %



Net debt / EBITDA at the year end



Earnings per share and dividend payout*



— Return on capital employed (ROCE), %

■ Net debt / EBITDA at the year end

■ Earnings per share

■ Regular dividend

■ Extraordinary dividend

* Earnings per share and dividend per share have been calculated using the new total number of shares following the issuance of shares without payment (share split), in accordance with the decision made by the AGM on 12 April 2022. Figures for comparable periods have been restated.

** Dividend payout as a % of EPS

With a proven recipe for success, the next phase on our journey is all about scaling up!



Targeting strong profitability by scaling growth



Annual growth in net sales 15%

Comparable operating profit margin 20%

Ratio of net debt to EBITDA at year end max. 2

**The intention is to pay a yearly dividend;
percentage of earnings per share allocated to
dividends at least 50%**



Due to the unique value proposition of Marimekko, there are several levers for sizing up the company



DTC as core distribution channel, **high scalability of ecom**, significant room to **grow number of stores in particular in Asia**



Scaling up sales and brand reach via **wholesale, including etailers**



In addition to **existing markets**, growth opportunities in **new markets**, supported by awareness built from, e.g., brand collaborations



Beside current **loyal customers**, significant growth potential from **new customers**, including **next generation across all markets**



Possibility to scale lifestyle renowned for art of printmaking through **new product categories**, e.g., through **licensing**

Scaling up by accelerating international sales across markets and gaining market share in Finland



Despite high growth potential, Marimekko has a low risk profile



Loose franchise partner model with low risk and capex needs in key role in expansion



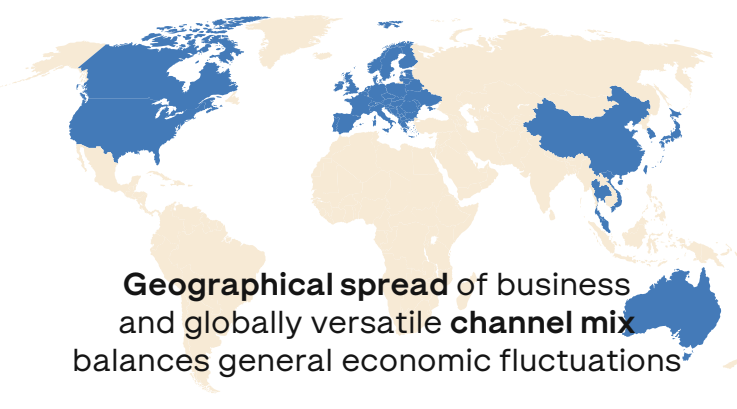
Low volatility of the business thanks to strong heritage brand



Loyal and growing customer base accumulated over decades



Lifestyle concept with three product lines, Seasonal and Continuing collections and wide price-point span balances through seasonality and economic cycles

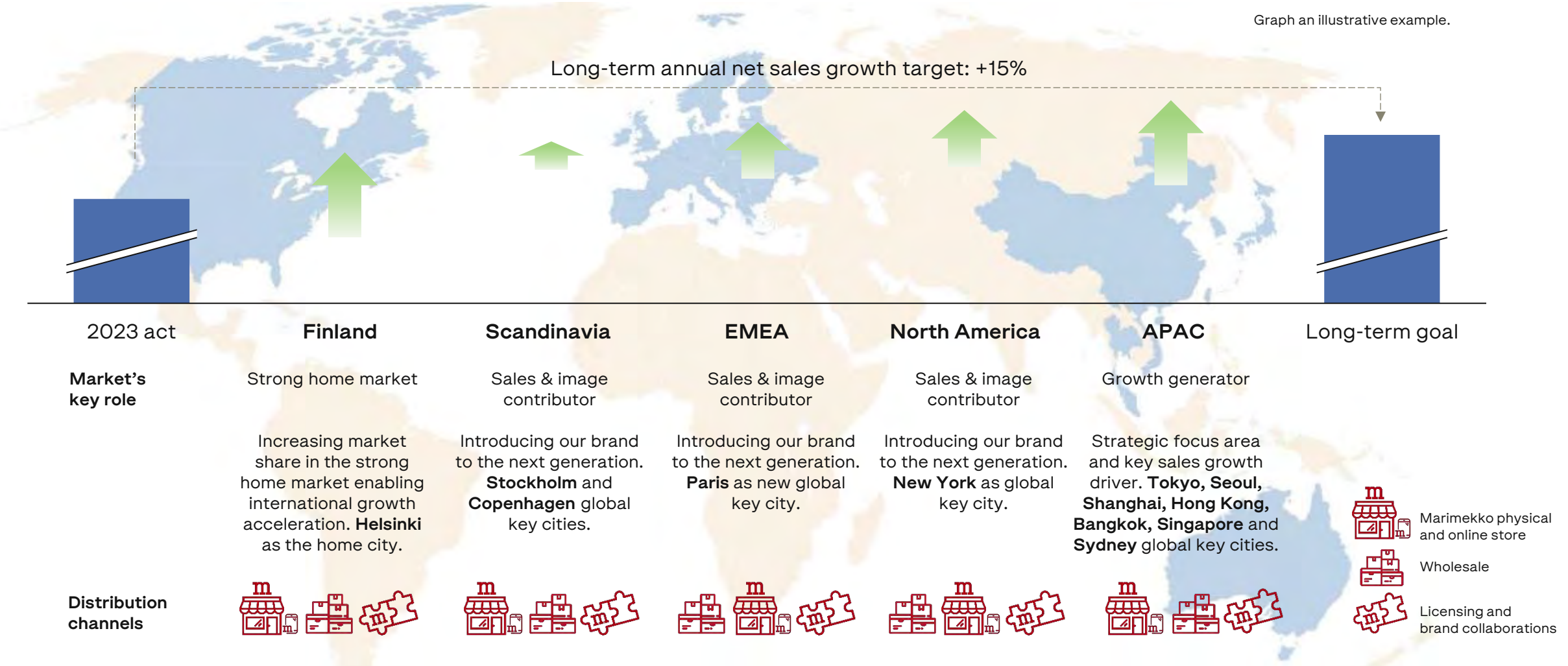


Geographical spread of business and globally versatile channel mix balances general economic fluctuations



Low net debt

Focus on accelerating growth in international markets, in particular in Asia



Net sales acceleration the most important driver for relative profitability improvement

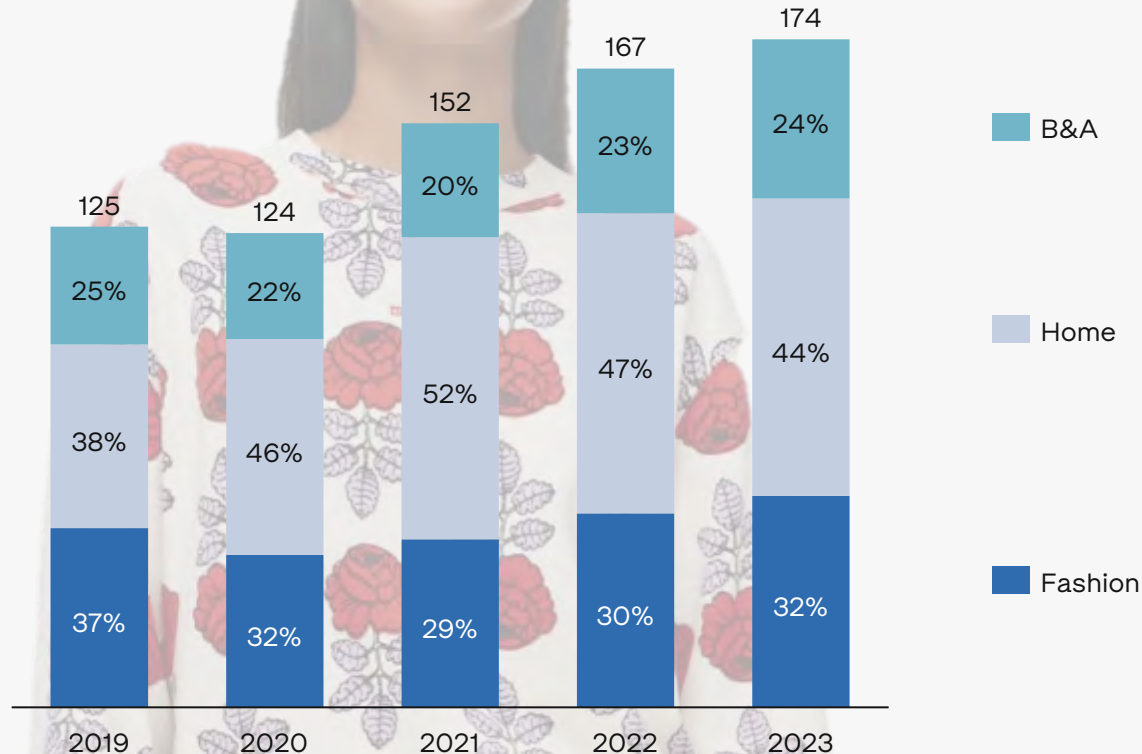
Development of consumer confidence and purchasing power, particularly in Finland, global supply chain disruptions and the general inflation development may cause volatility over the years.

Graph an illustrative example.



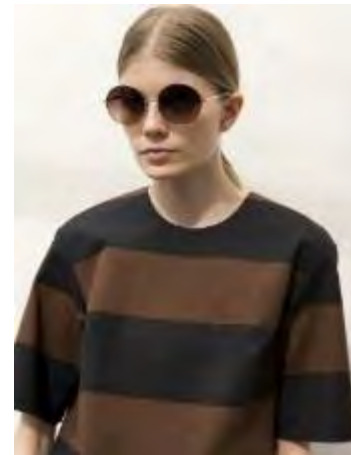
Ready-to-wear as communicational spearhead enables maximum leverage of the lifestyle concept

Marimekko net sales by product line (M€)



- Versatile **lifestyle assortment**, featuring different price points, allows serving a growing global audience
- Three product lines provides **stability across seasons and cycles**, no significant differences in margins per product line
- Product line mix optimized per market and channel to **maximize local relevance and revenue**, while ready-to-wear always the communicational spearhead
- While Marimekko's ready-to-wear focuses on women's collections, genderless Marimekko Kioski offering allows serving also the male audience
- With art of printmaking as the core differentiator; in the longer term, possibility to expand into **new product categories**, e.g. through licensing
- No major changes expected in product line split over the strategy period

There is a possibility in the longer term to scale the Marimekko lifestyle renowned for art of printmaking through new product categories, e.g. via licensing



Distribution channels contributing to sales and profitability in different ways

Channel	Role	Net sales per product*	Operating margin, %*	Sales and margin components	Marimekko net sales by channel (M€)												
Own omnichannel retail (stores and ecommerce)	Key distribution channel fueling growth also in other channels			Retail margin + wholesale margin Operating costs and capex	<table border="1"> <tr><th>Year</th><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr> <tr><th>Net Sales (M€)</th><td>69</td><td>60</td><td>69</td><td>82</td><td>85</td></tr> </table>	Year	2019	2020	2021	2022	2023	Net Sales (M€)	69	60	69	82	85
Year	2019	2020	2021	2022	2023												
Net Sales (M€)	69	60	69	82	85												
Wholesale Loose-franchise partners Traditional wholesale	Partners' DTC a key distribution channel Traditional wholesale scaling up brand reach and sales			Wholesale margin Limited operating costs	<table border="1"> <tr><th>Year</th><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr> <tr><th>Net Sales (M€)</th><td>54</td><td>61</td><td>81</td><td>81</td><td>86</td></tr> </table>	Year	2019	2020	2021	2022	2023	Net Sales (M€)	54	61	81	81	86
Year	2019	2020	2021	2022	2023												
Net Sales (M€)	54	61	81	81	86												
Licensing Brand collaborations Traditional licensing	Collaborations increasing brand awareness Traditional licensing in lifestyle complementing or highly localized products			Licensing fee Very limited costs	<table border="1"> <tr><th>Year</th><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td></tr> <tr><th>Net Sales (M€)</th><td>3</td><td>3</td><td>3</td><td>3</td><td>3</td></tr> </table>	Year	2019	2020	2021	2022	2023	Net Sales (M€)	3	3	3	3	3
Year	2019	2020	2021	2022	2023												
Net Sales (M€)	3	3	3	3	3												

* An illustrative example.

To be the world's most inspiring lifestyle design brand renowned for bold prints.

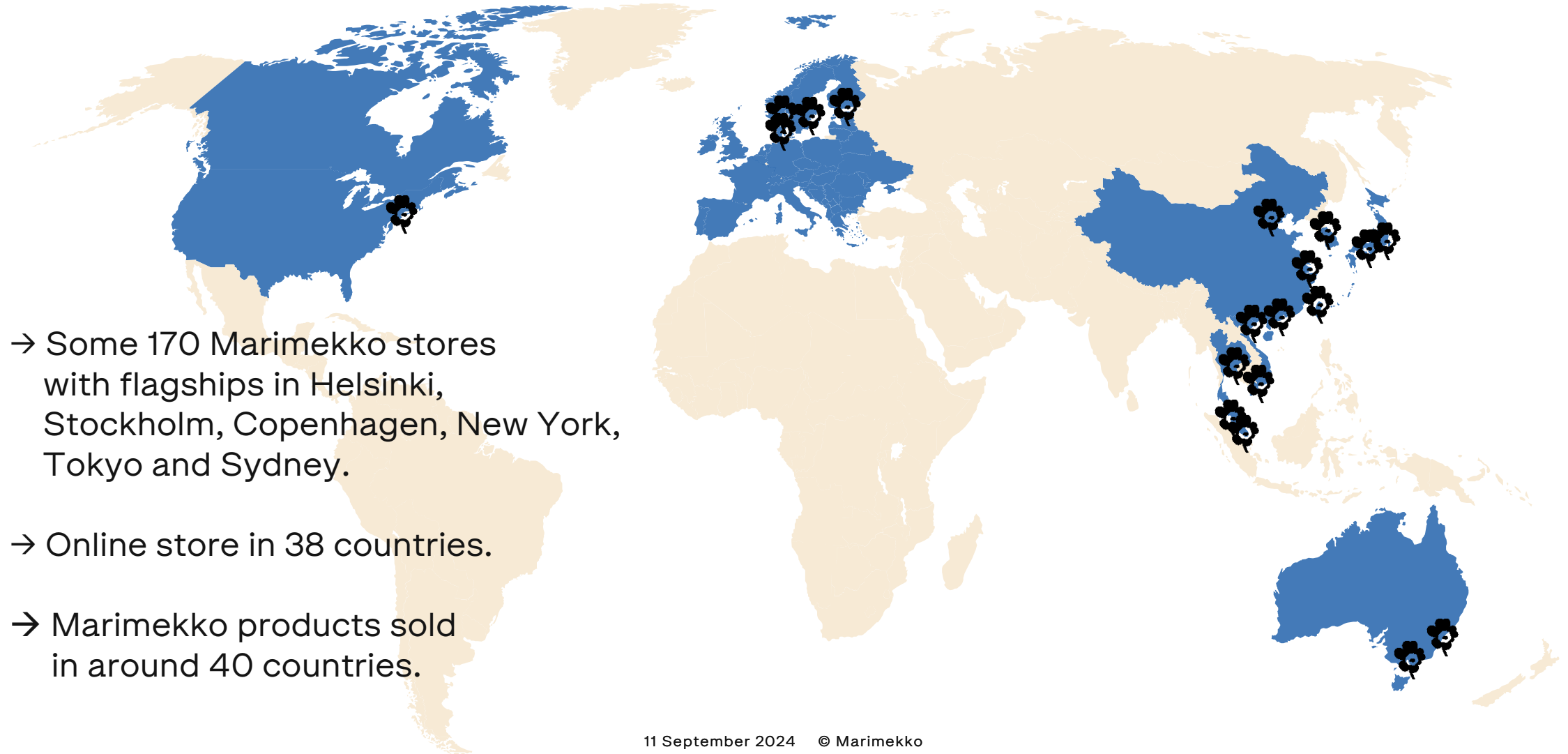
Global key city and ecosystem approach

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.

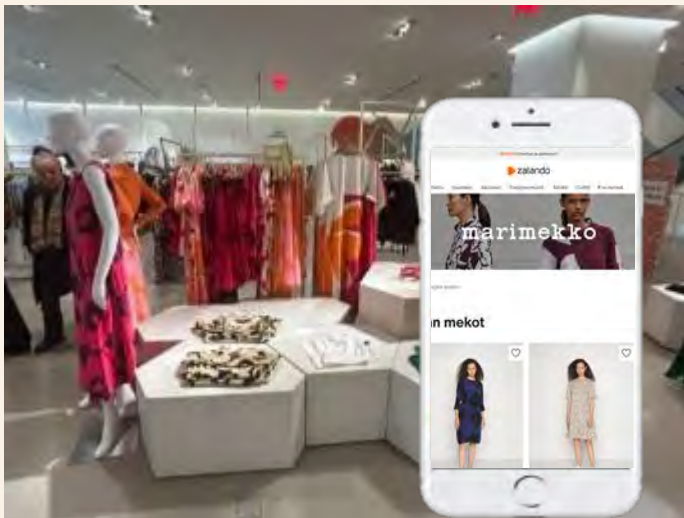
→ Marimekko products sold in around 40 countries.

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.

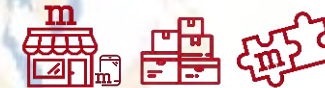
Helsinki as the home city.



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.



Marimekko physical and online store

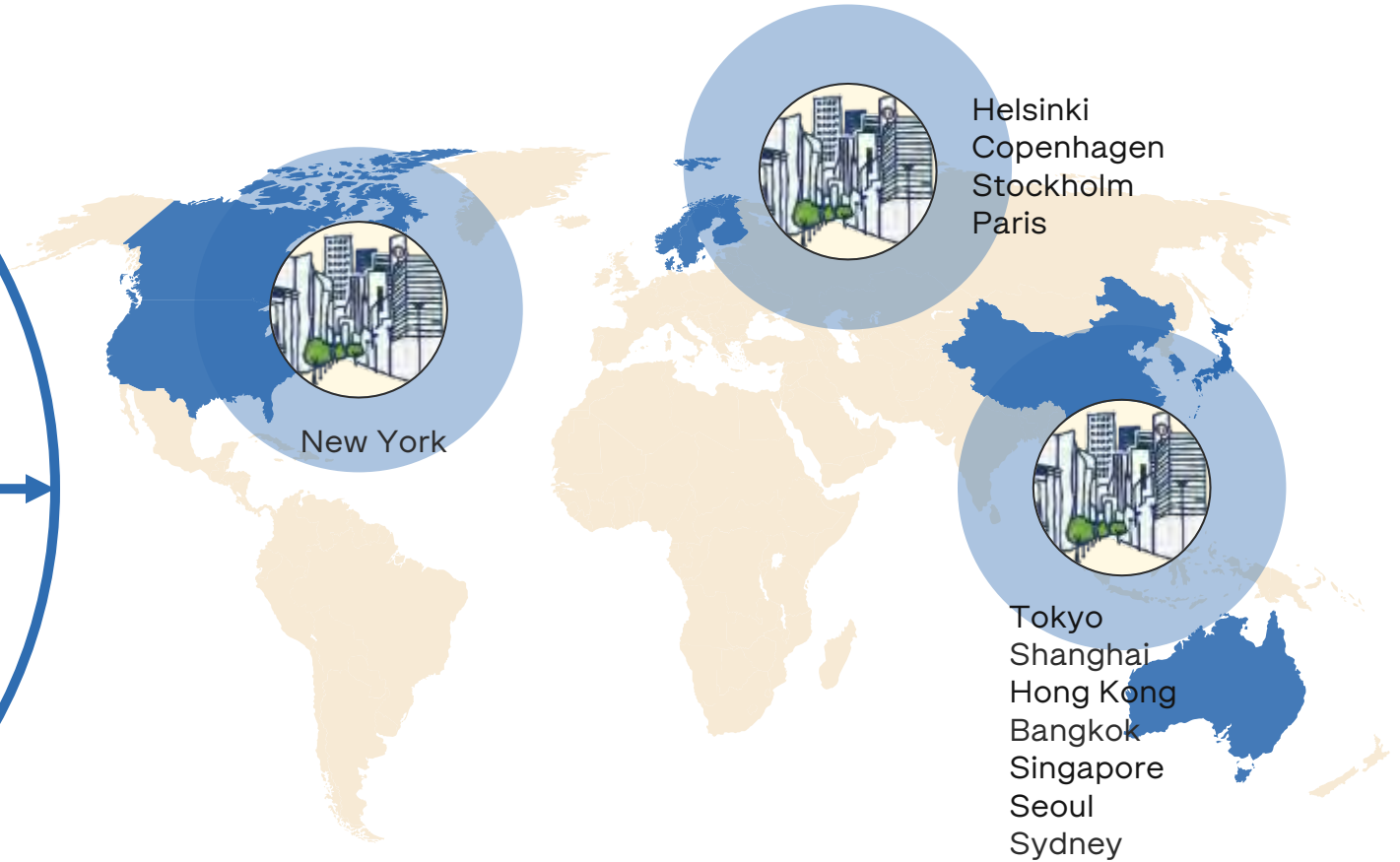


Wholesale



Licensing and brand collaborations

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

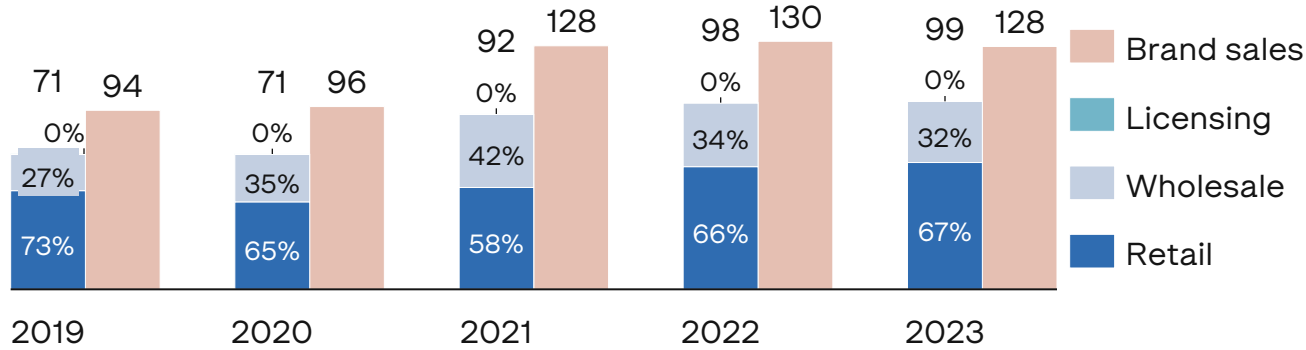


Finland

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€)



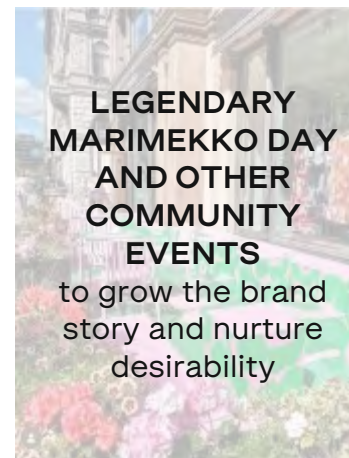
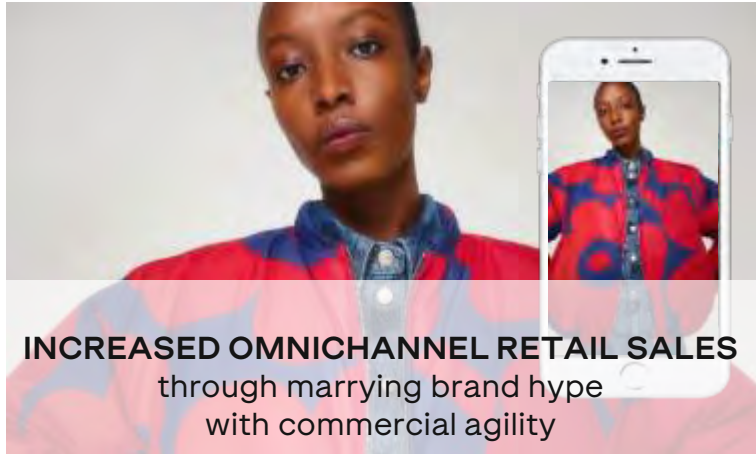
57% of Marimekko net sales from Finland in 2023



	Marimekko stores	Online stores	Population ¹	GDP per capita (US\$) ¹	Long-term GDP growth forecast ²
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



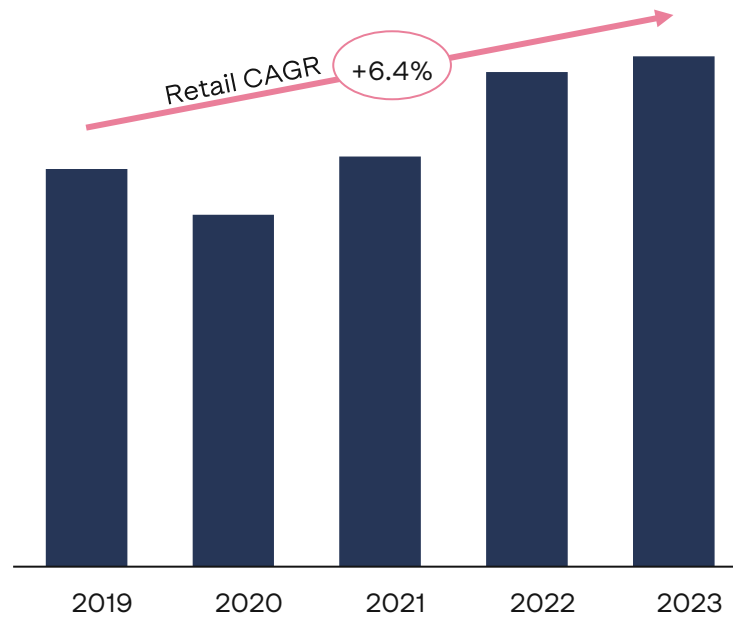
Growing market share in Finland will support fueling international growth

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



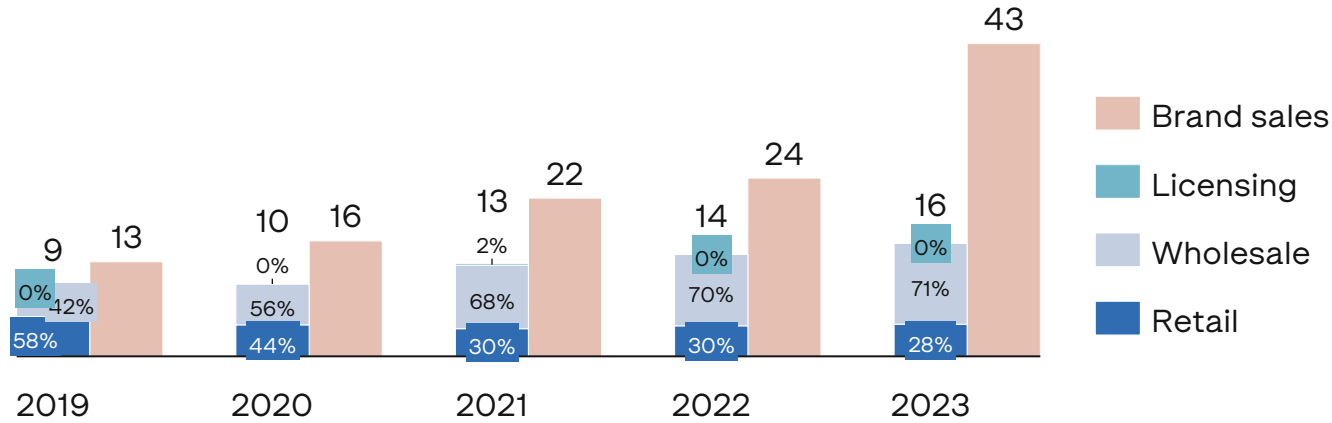
Continue to democratize the art of printmaking by developing our strong wholesale partnerships with exciting brand expression, curated product offering and select tailored campaigns to provide wide access of Marimekko products to all households in Finland.

Scandinavia and EMEA

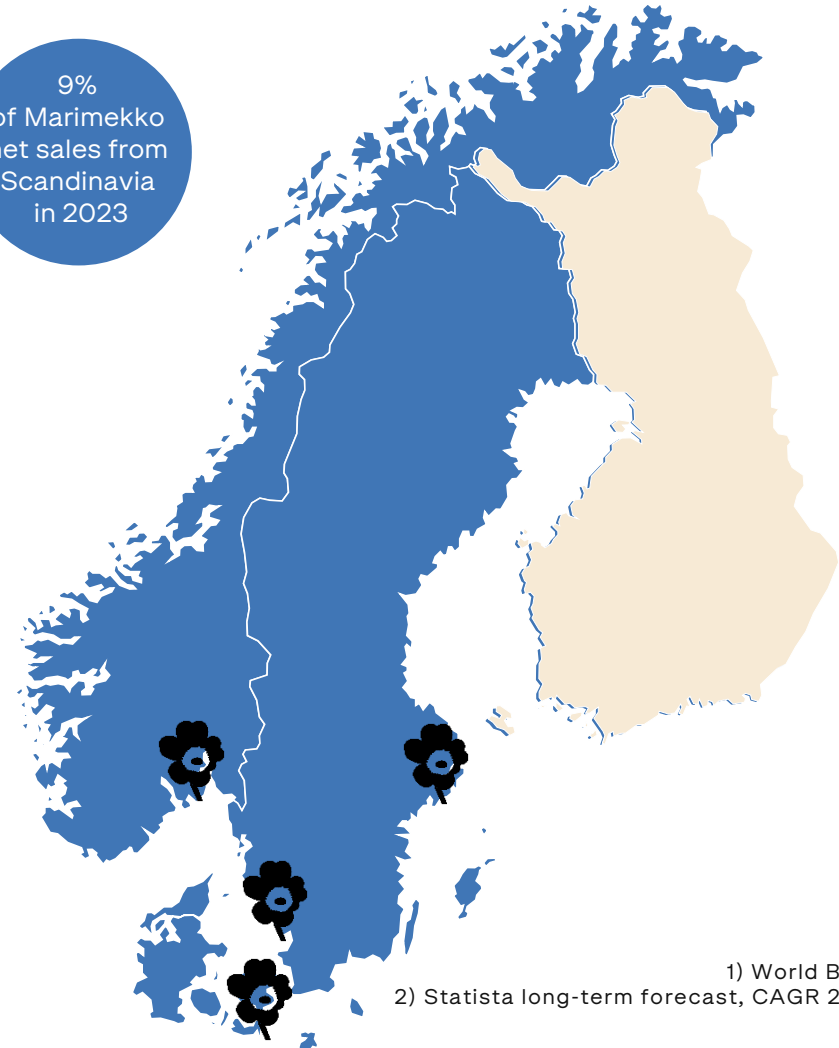
INTRODUCING OUR BRAND TO NEXT GENERATIONS AND CAPTURING OPPORTUNITIES IN CENTRAL EUROPE THROUGH DISTRIBUTION MODERNIZATION






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

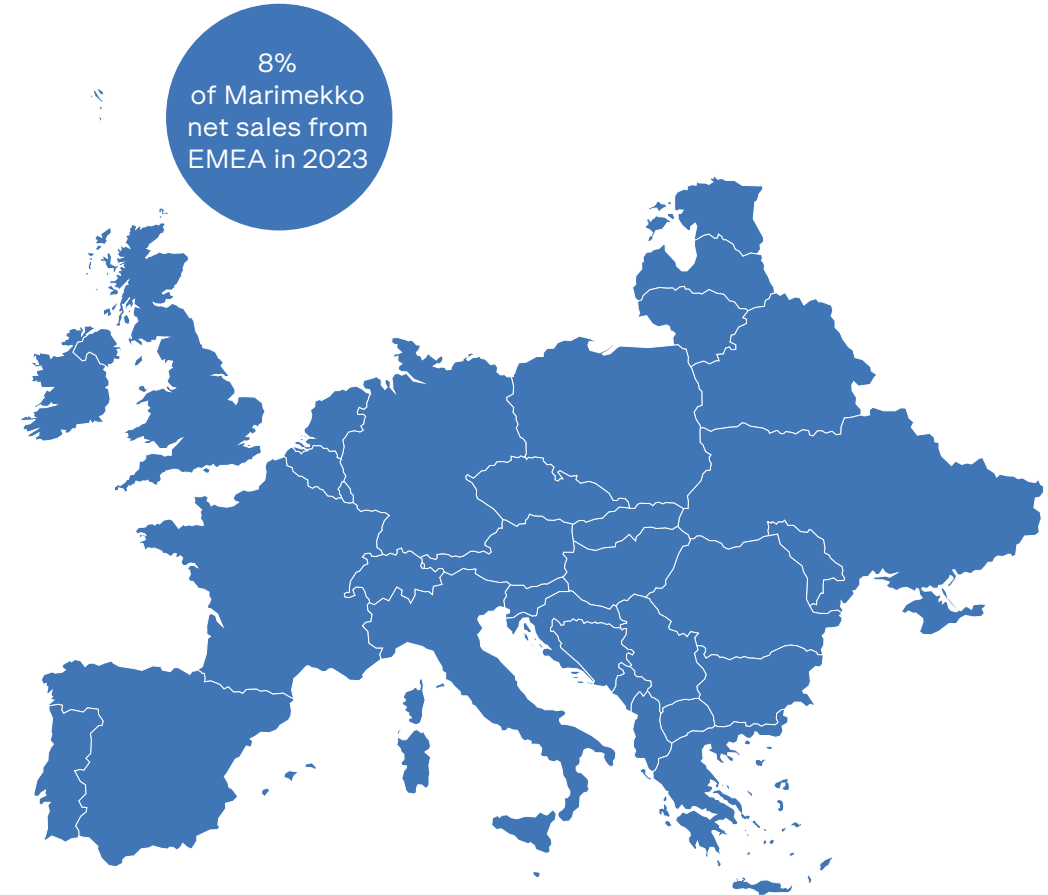
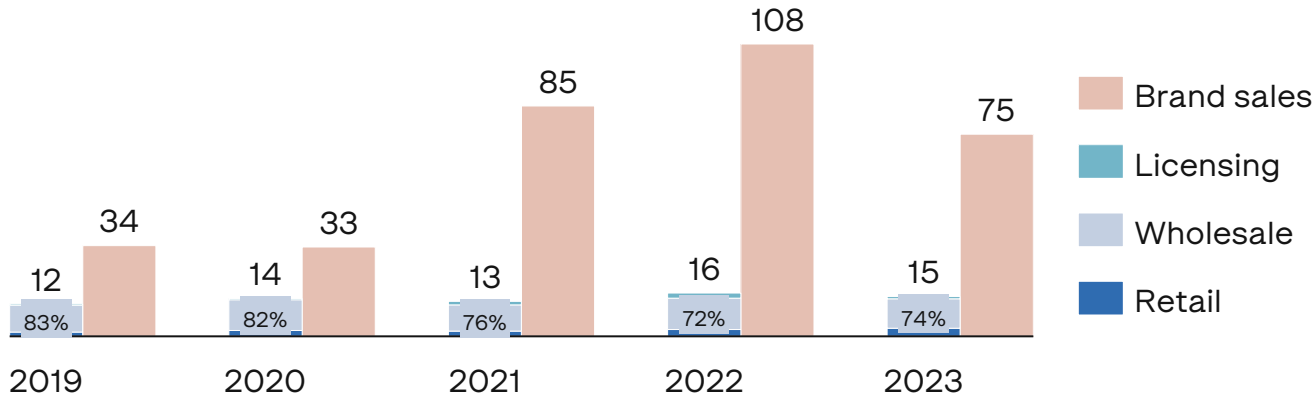


	 Marimekko stores	 Online stores	 Population ¹	 GDP per capita (US\$) ¹	 Long-term GDP growth forecast ²
Sweden	2	1	11M	56k	4%
Denmark	2	1	6M	68k	4%
Norway	1	1	6M	88k	3%

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 ¹	GDP per capita (US\$) ¹	Long-term GDP growth forecast ²
Germany		1	84M	53k	3%
Italy		1	59M	38k	2%
France		1	68M	44k	3%
UK		1	68M	49k	6%

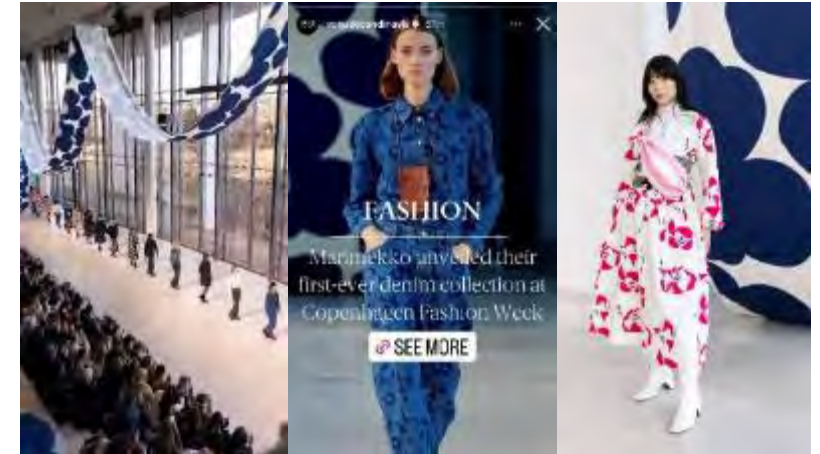
In EMEA Market Area over 20 Marimekko online stores serving customers, in addition to wholesale sales in the wider region.

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

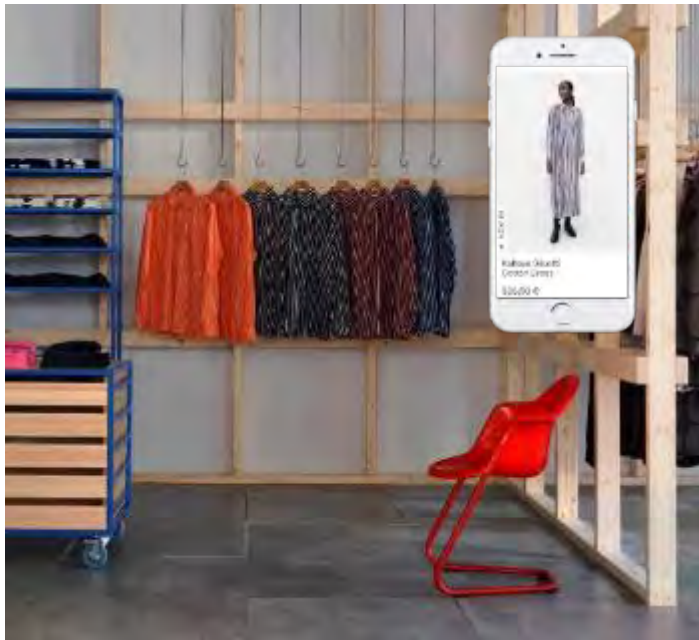


LEVERAGING COLLECTION MODULARITY IN DEVELOPING WHOLESALE to widen reach



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.

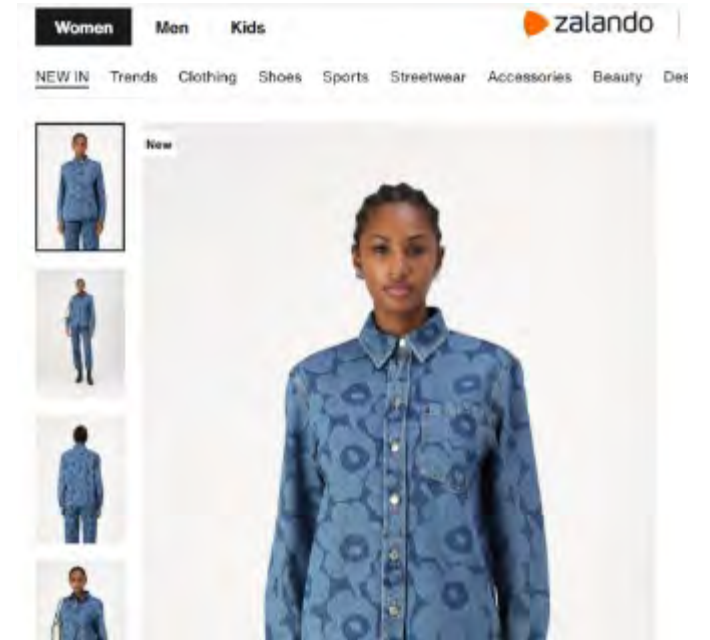
Establish fashion capital of the world, Paris, as a new global key city.

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



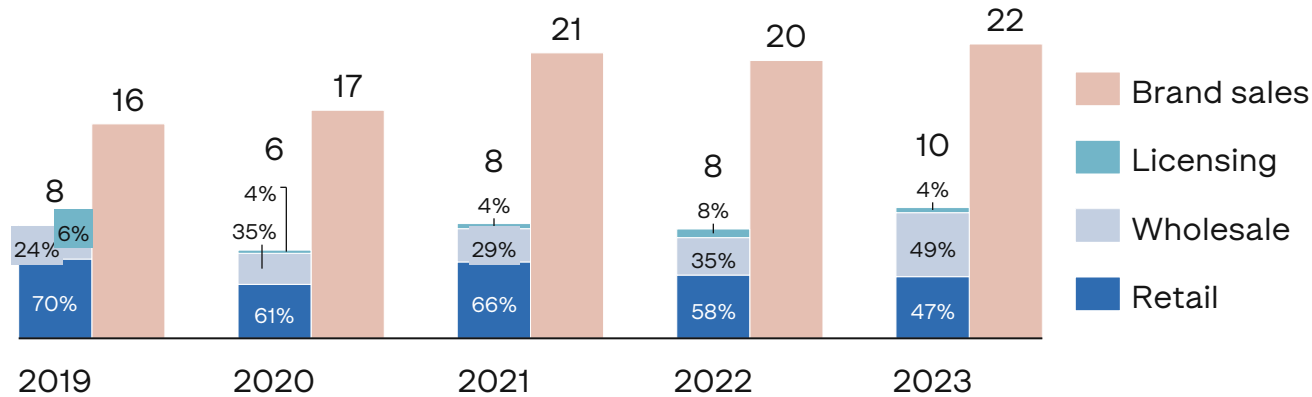
Modernize wholesale distribution in Central Europe, acquire new wholesale accounts and strengthen existing partnerships to scale sales and build brand awareness across Europe.

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€)



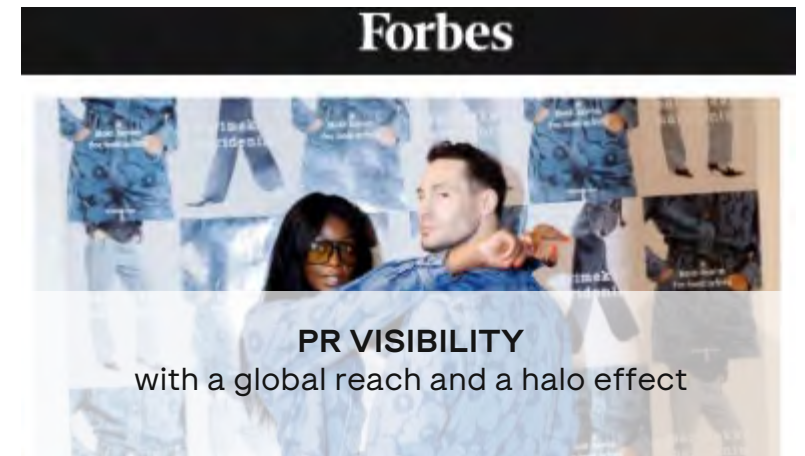
5% of Marimekko net sales from North America in 2023



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

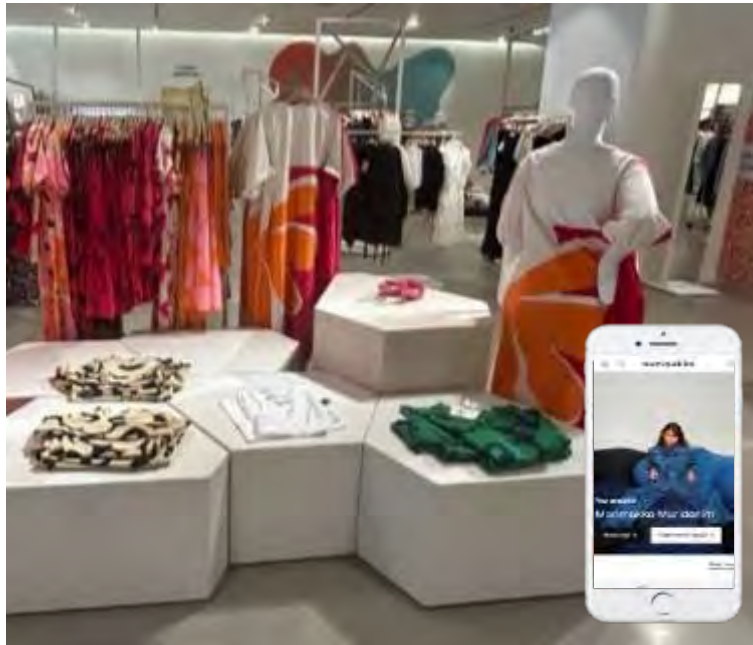
1) World Bank, 2023
2) Statista long-term forecast, CAGR 2024-2029

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.

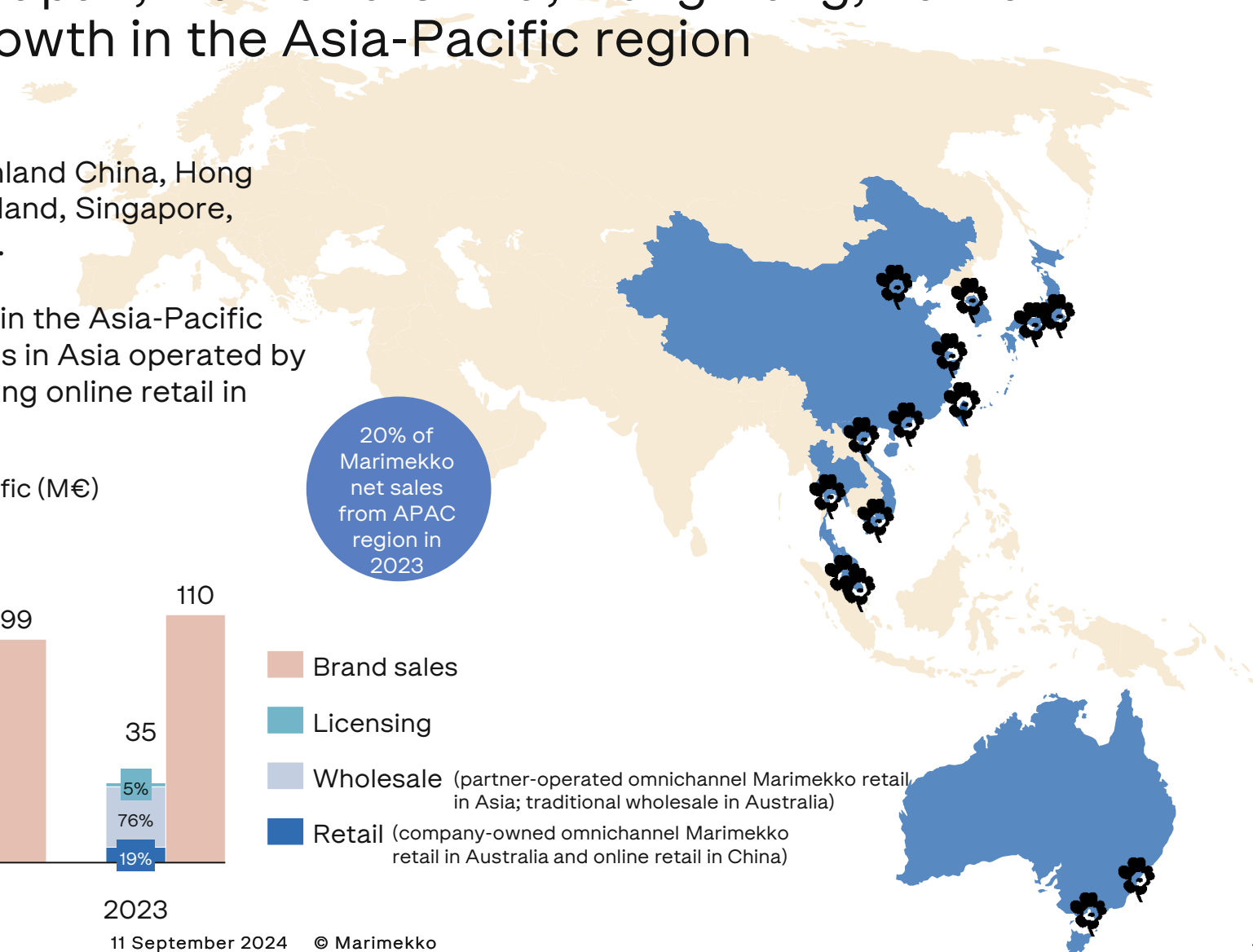
Focusing in particular on Japan, Mainland China, Hong Kong, Taiwan and Southeast Asia for growth in the Asia-Pacific region



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

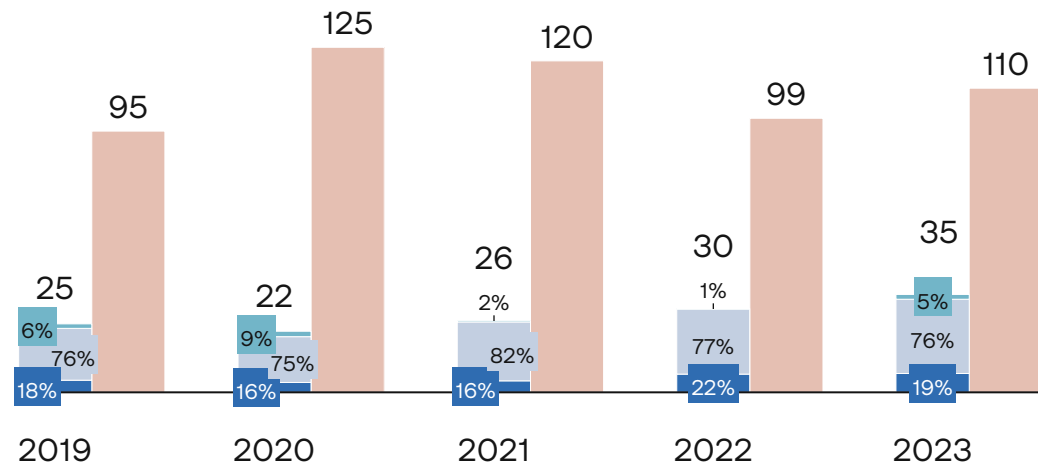


90 physical and 24 online stores in the Asia-Pacific Region, physical and online stores in Asia operated by loose-franchise partners (excluding online retail in China)



20% of Marimekko net sales from APAC region in 2023

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

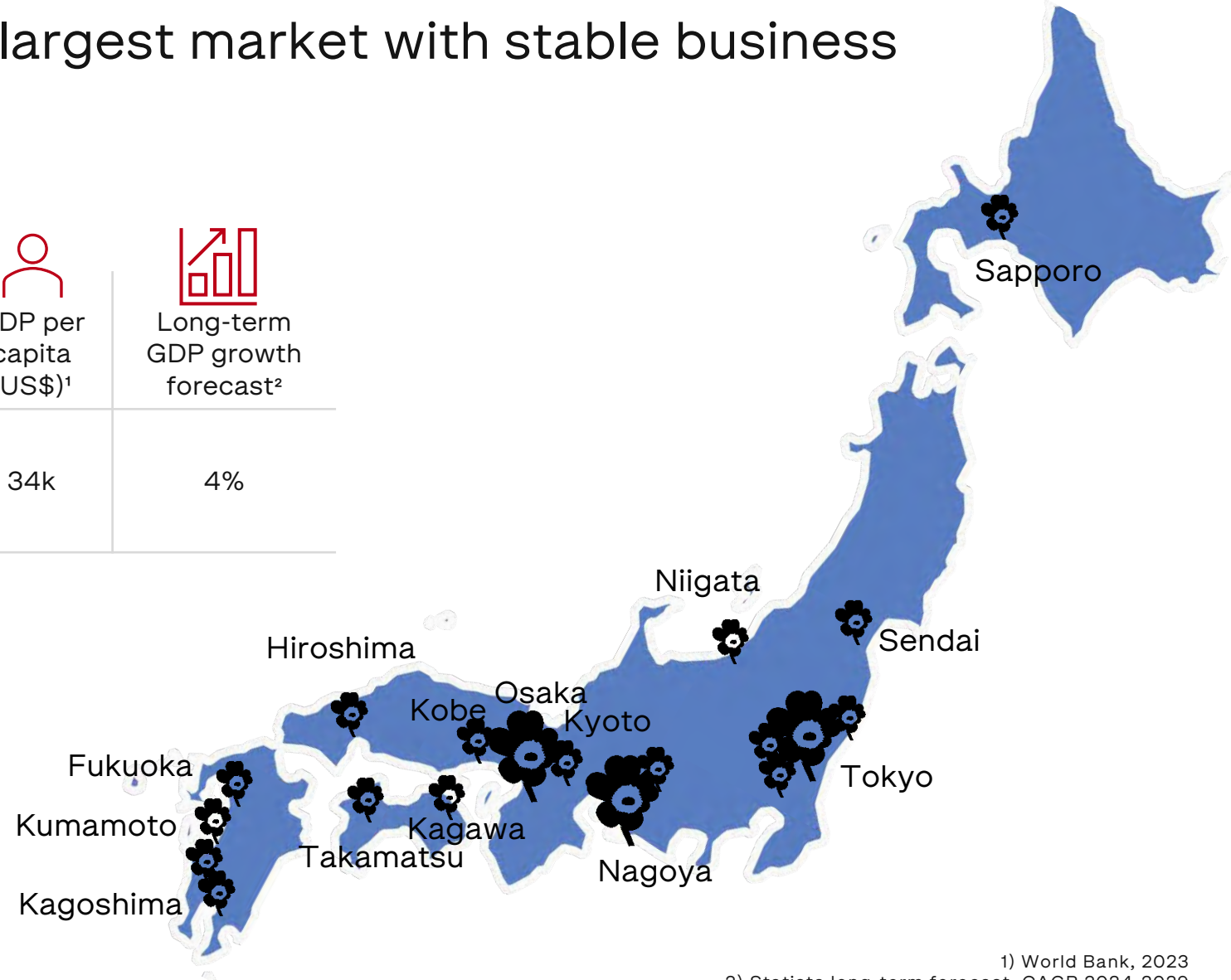
MARIMEKKO'S SECOND LARGEST MARKET OFFERING CONTINUED GROWTH OPPORTUNITIES
DUE TO LARGE MARKET SIZE AND ESTABLISHED BRAND RECOGNITION

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

	 Marimekko stores	 Online stores	 Population ¹	 GDP per capita (US\$) ¹	 Long-term GDP growth forecast ²
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



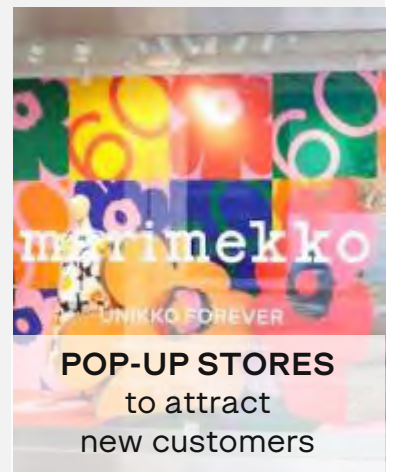
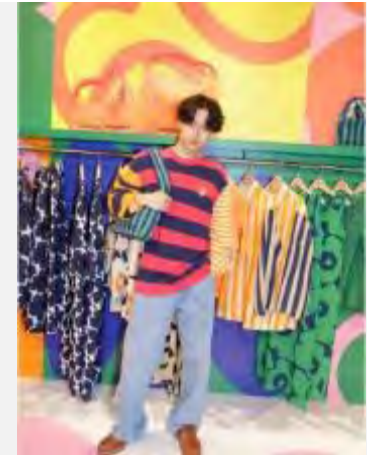
RAKUTEN BY R FASHION SHOW
with Marimekko being the first international brand to present its collection



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

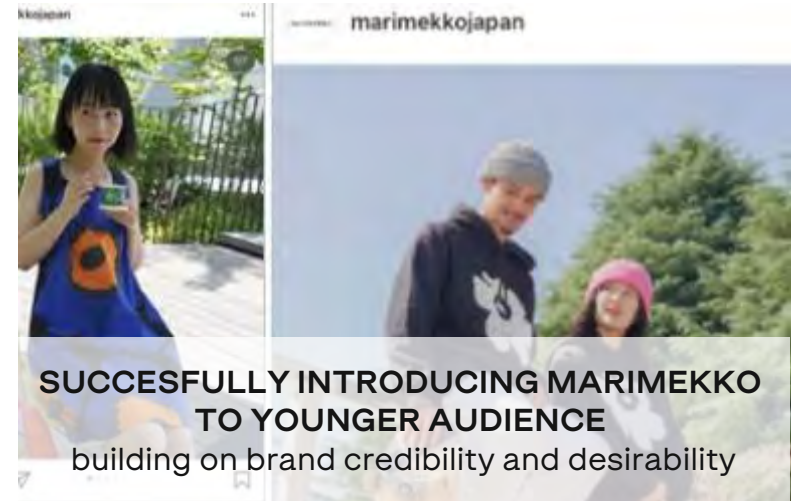
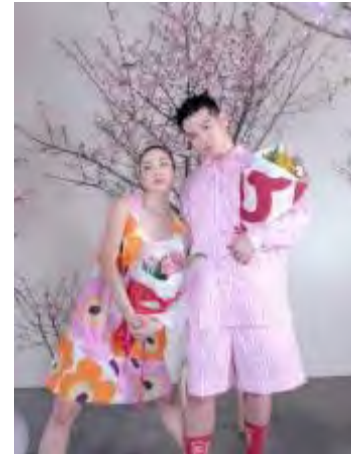


DEVELOPMENT OF STORE NETWORK
to drive sales and brand visibility



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








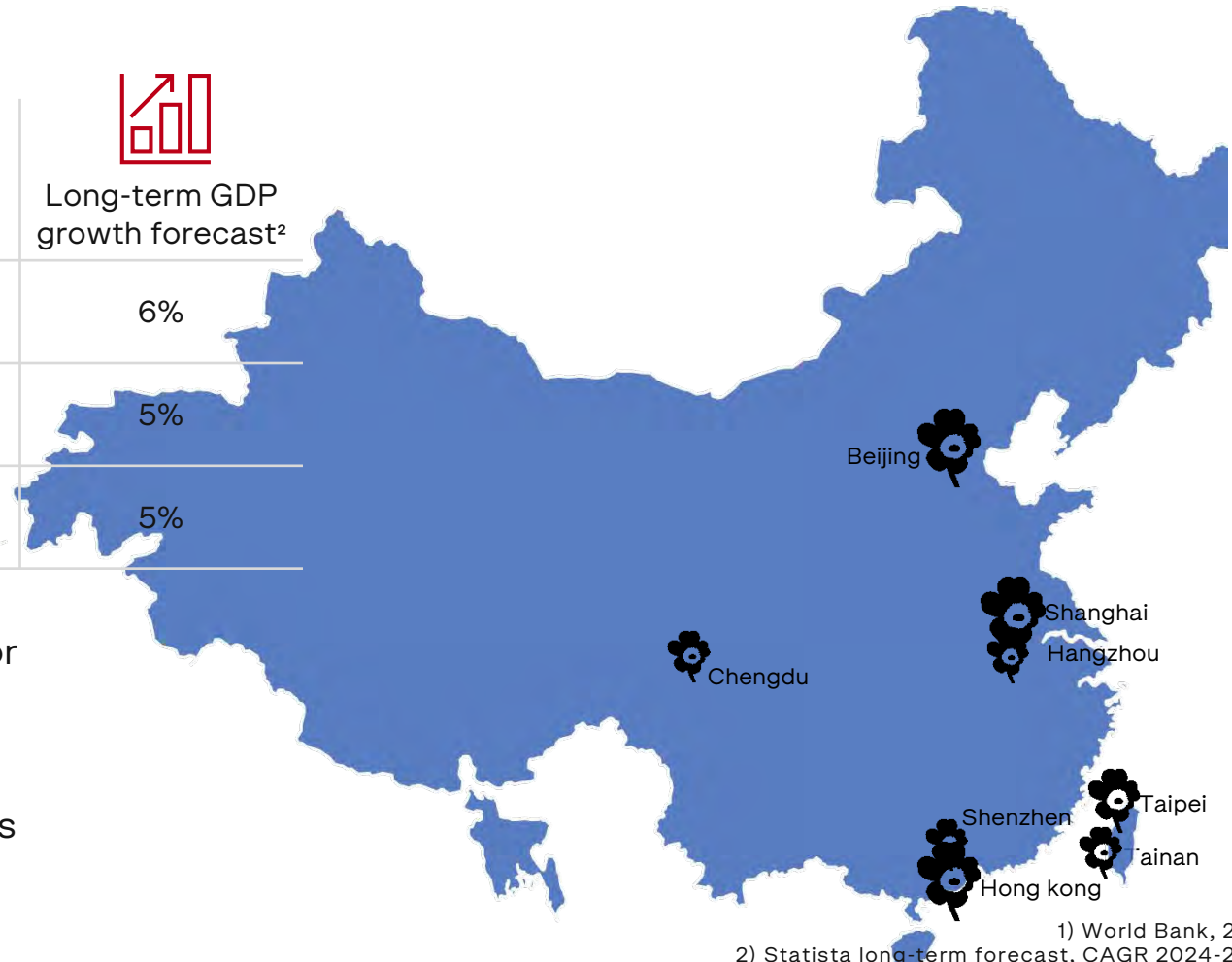
Continuously reinforce our position in Japan by actively developing the omnichannel footprint, in especially key cities serving also tourists.

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

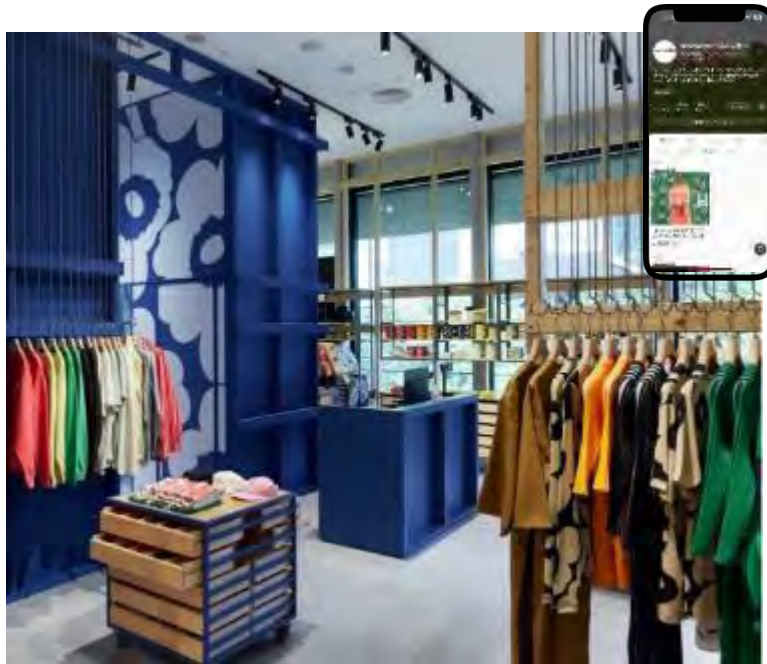


Successfully building brand excitement and community around Marimekko lifestyle through events and local collaborations



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 ¹	 GDP per capita (US\$) ¹	 Long-term GDP growth forecast ²
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

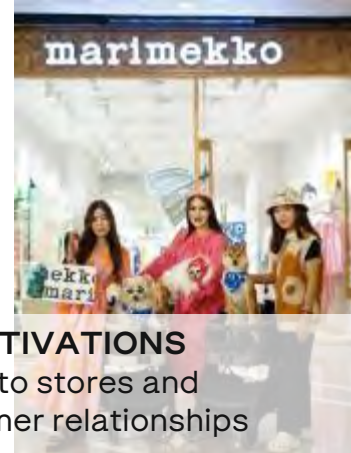
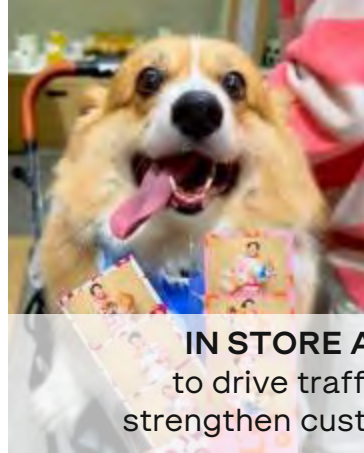


ENTERING MALAYSIA AND VIETNAM
to start building both physical and online presence



UNIKKO 60th 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.

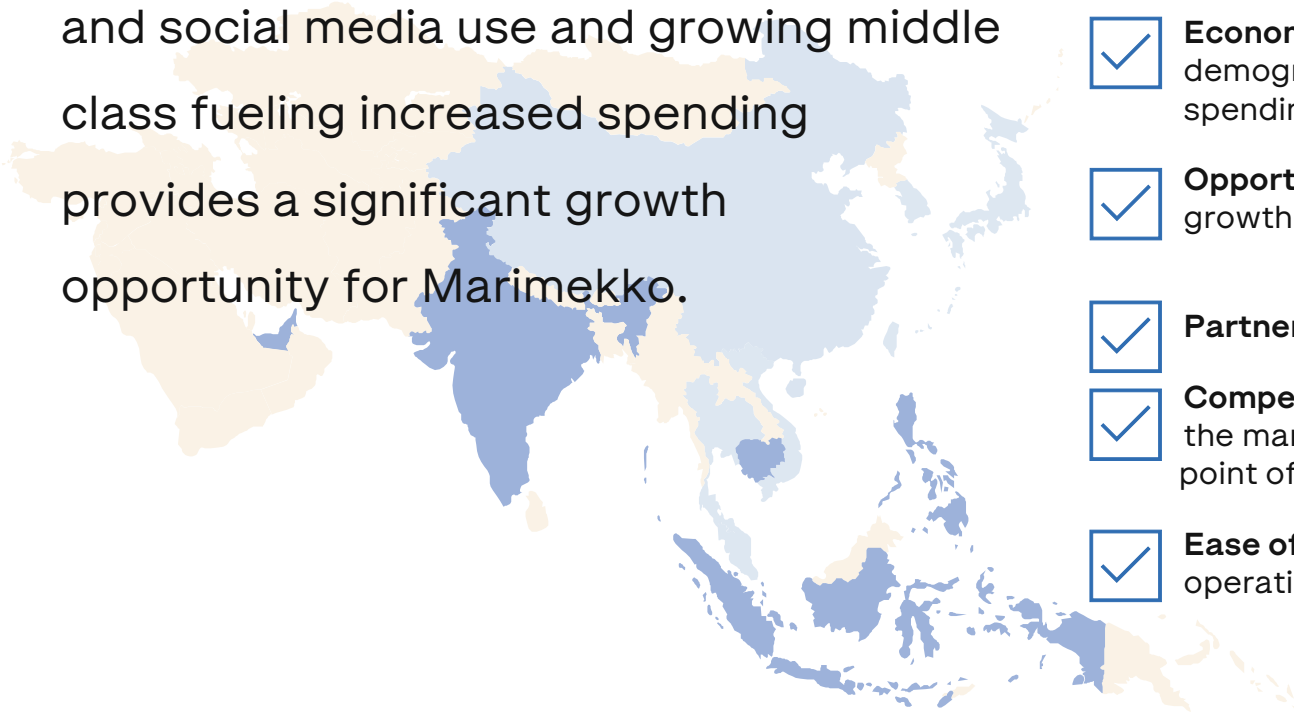
ENHANCING BRAND VISIBILITY



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:

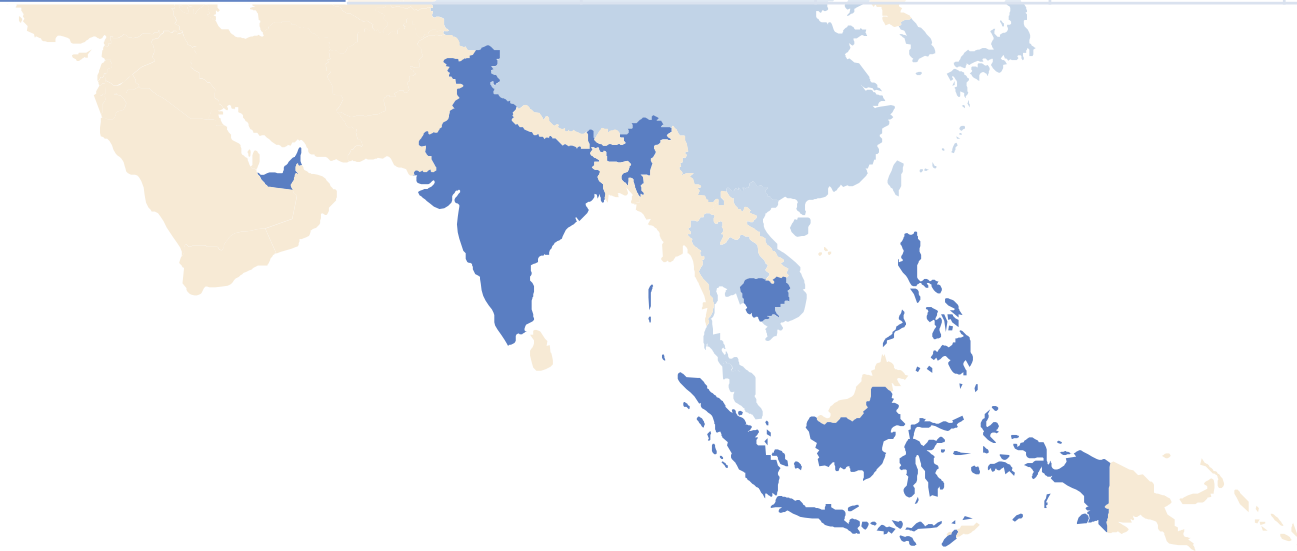
- Brand fit and target customer:** Marimekko brand fit to local customer preferences and values, high mobile and social media penetration
- Economic situation:** GDP per capita, GDP growth, size of population and its demographics (young population and growing middle class fueling increased spending power 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 ¹	113 million	277 million	17 million	1 430 million	10 million
GDP per capita growth ¹ (CAGR 2023-2029)	7%	7%	7%	9%	4%
GDP per capita ¹ (2023)	3 868\$	4 942\$	2 460\$	2 500\$	51 909\$
Area ²	298k m ²	1 893k m ²	177k m ²	2 973k m ²	71k m ²



1) Statista
2) World Bank



Sharpened creative vision: product relevance and desirability

Rebekka Bay, Creative Director

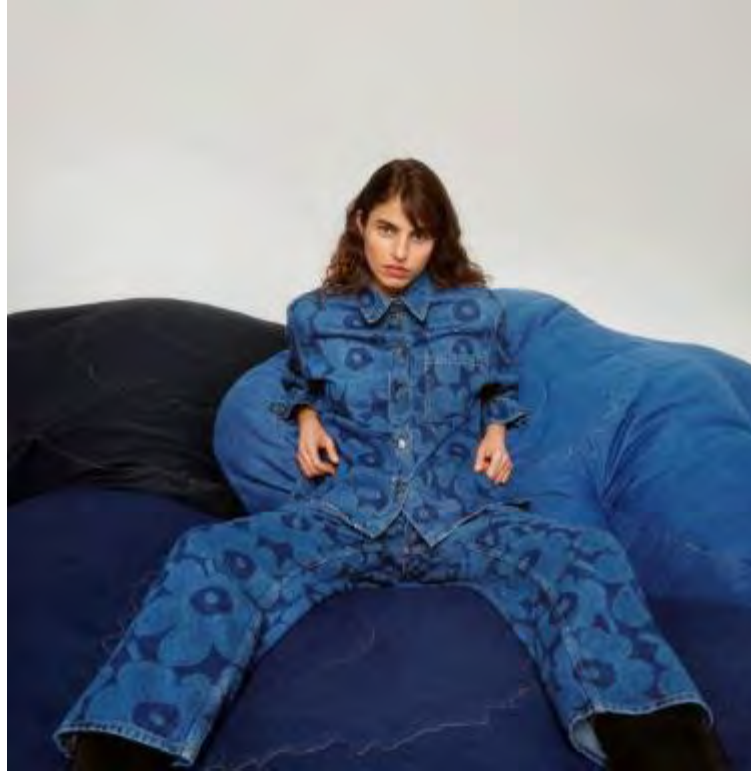


Reinforce product relevance and desirability to cater a wider, global audience

Hero products and hero programs



Category ownership



Modularity and market specific capsules



We continue to evolve and sharpen our creative vision. We are doing so by strategically creating **hero products** and **hero programs**, continuing to build the Marimekko phenomenon and ensuring product desirability. We are investing in **category ownership** and building lifecycle management strategies. We have increased our focus on **modularity** in collection building, creating market specific capsules to meet consumer needs – especially in Asia.

We continue to evolve modularity in collection building to better respond to different market and channel needs.



Marimekko Kioski, our most democratic concept, speaks to next generations of consumers regardless of gender



Marimekko Kioski is always utilizing our most recognizable and beloved prints. The focus is on category ownership and volume creation through easy entry product. Easy entry both through entry price points as well as easy entry into the Marimekko lifestyle. Due to the democratic nature of Marimekko Kioski, this is also our most genderless concept.

Methodically building the Wear All Day bag family

Variation in styles and sizes



Seasonal updates



Lifecycle management



The Wear All Day bag program has intentionally been designed to become our most functional bag family. It is methodically expanded with functionality, modularity and relevance to a wider global audience. The program is planned through lifecycle management, with a number of styles and colors being part of our Continuing collection, whereas new colors and styles are added seasonally, addressing specific market needs and trends, as well as injecting newness and ensuring desirability.

Creating the Marimini phenomenon

We are strategically positioning the Marimini minidress as a **hero product**. We do so by multiplying colors and prints, and through consistency and repetition in the silhouette.

We will be speaking – season after season – to a wider global audience through variation in print, material and price.

We are utilizing our most recognizable archetype silhouette – the A line – to celebrate the ‘dress as a canvas’, as a mean to democratize art.

The Marimini is the first of our named hero products in ready-to-wear, soon to follow is the Marimaxi.



Developing category ownership one material at a time

Marimekko Maridenim is one of our biggest and most successful **category** launch to date. It is branded across product labeling, hangtags and in all communication and campaign material.

Marimekko Maridenim is designed according to circular design principles, for example utilizing organic and recycled mono material cotton and using laser printing to reduce the use of water.

Marimekko Maridenim marks a new chapter for Marimekko, as it is the first category to bridge our three ready-to-wear concepts – Kioski, Collection and Concept.

Marimekko Maridenim is our most democratic product category to date.



Newly launched Marimekko Maridenim bridges our three ready-to-wear concepts and offers increased combinability

The art of printmaking



Timeless



Seasonality



Marimekko Maridenim is an opportunity for us in terms of creating **category** ownership, it is our newest canvas to democratize art. When launching Marimekko Maridenim we utilized our most recognizable print Unikko, to create immediate recognizability. We launched Maridenim focusing on three commercial fits, intentionally using the same base fabric across all fits in order to increase flexibility in terms of volumes, prints and finishes. Even though a timeless stable, the Marimekko Maridenim category, will be updated seasonally.

Connecting with key consumer moments in main markets through capsules such as Lunar New Year adds to local relevance



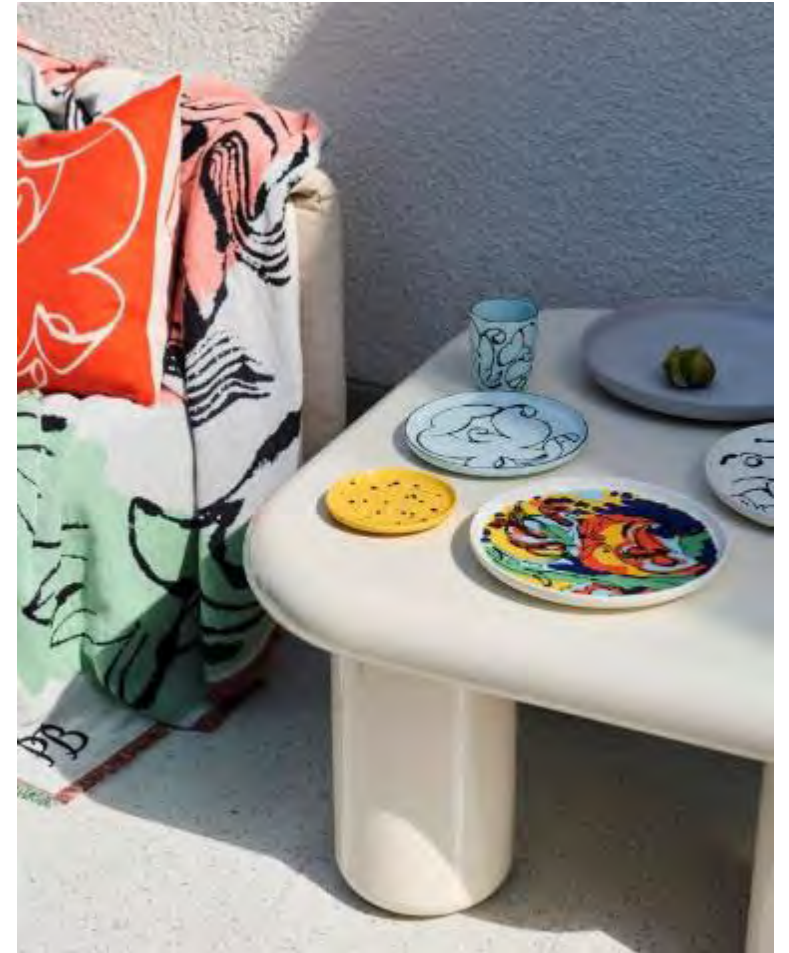


International awareness and brand love

Sanna-Kaisa Niikko,
Chief Marketing Officer



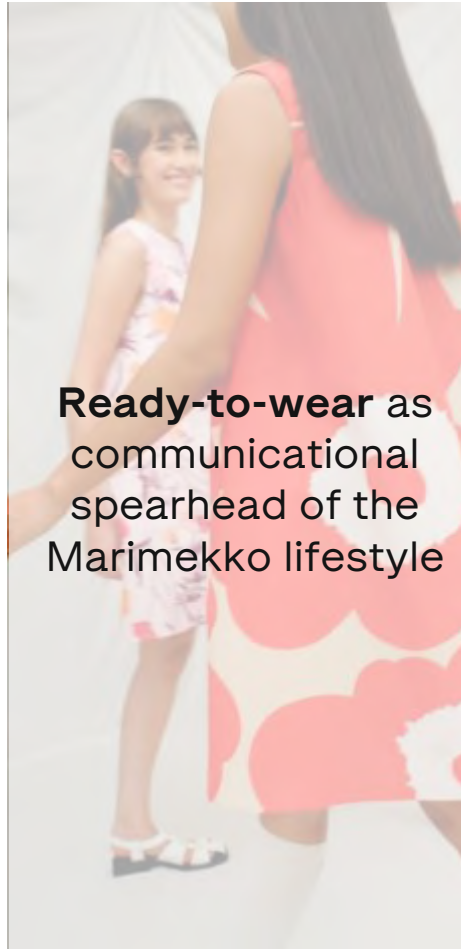
Marimekko's distinctive art of printmaking and optimistic lifestyle philosophy create a strong point of differentiation in the global marketplace



Engaging and creative marketing strategies build brand hype and fuel accelerated growth across markets



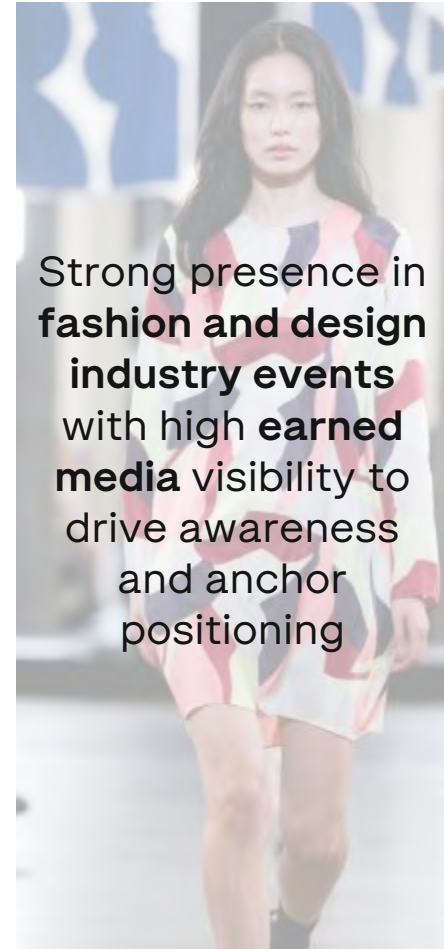
Art of printmaking
as key
differentiator of
Marimekko



Ready-to-wear as
communicational
spearhead of the
Marimekko lifestyle



**Brand
collaborations** to
grow awareness
and introduce
Marimekko to new
audiences



Strong presence in
**fashion and design
industry events**
with high **earned
media** visibility to
drive awareness
and anchor
positioning



**Creative 360
brand marketing
strategies** and
connecting
Marimekko with
local creative
communities, art
and cultural
institutions and
other stakeholders
to fuel relevance
and growth

Global key city activations drive brand awareness and positioning while creating wider halo effect supporting all markets



1

Impactful and experiential **omnichannel retail experience** as heart of brand culture in key city



2

Global and local brand moments and **community program** grow and engage local customer communities



3

Strong presence in fashion and design weeks in key cities increase awareness and positioning globally



4

Enriching collaborations build awareness and relevance globally and locally



Our dynamic store concept, the home of joyful Marimekko lifestyle and platform for visual activations and community events, is designed to be rediscovered again and again



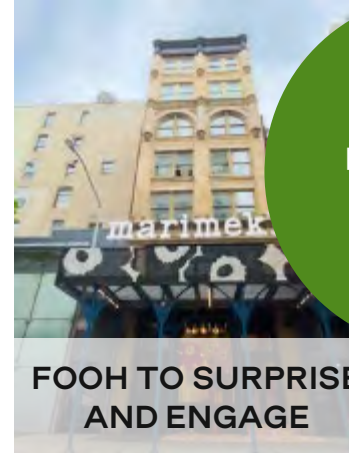
Creative pop-ups and display points grow awareness and invite new customers to discover Marimekko



25 pop-ups and display points during H1 2024



Global and local Marimekko moments grow and engage our customer community supporting sales acceleration



Community program and social media channels invite customers to be part of our brand story while supporting our commercial success



Fashion week presentations cement Marimekko's positioning and generate global earned media



390M digital media impressions in key fashion titles



Marimekko's playful yet artistically credible brand lends itself to presentations that gain strong PR and social visibility around the world

3rd biggest media impact value after Bottega Veneta & Thom Browne

Forbes

Milan Design Week 2021 Guide To Top Shows, Stays And Eats



10,000 visitors during the week



BAR UNIKKO AT MILAN DESIGN WEEK, the leading design event in the world

Artist collaborations within our collections highlight our thought leadership in art of printmaking



Global and local brand collaborations leverage Marimekko's recognizable art of printmaking and drive brand awareness also in potential new markets





PETRA BÖRNER, 2023: "ELDFAMN"

End-to-end digitality to boost our omnichannel growth and efficiency

Mikki Inkeroinen,
Chief Technology Officer



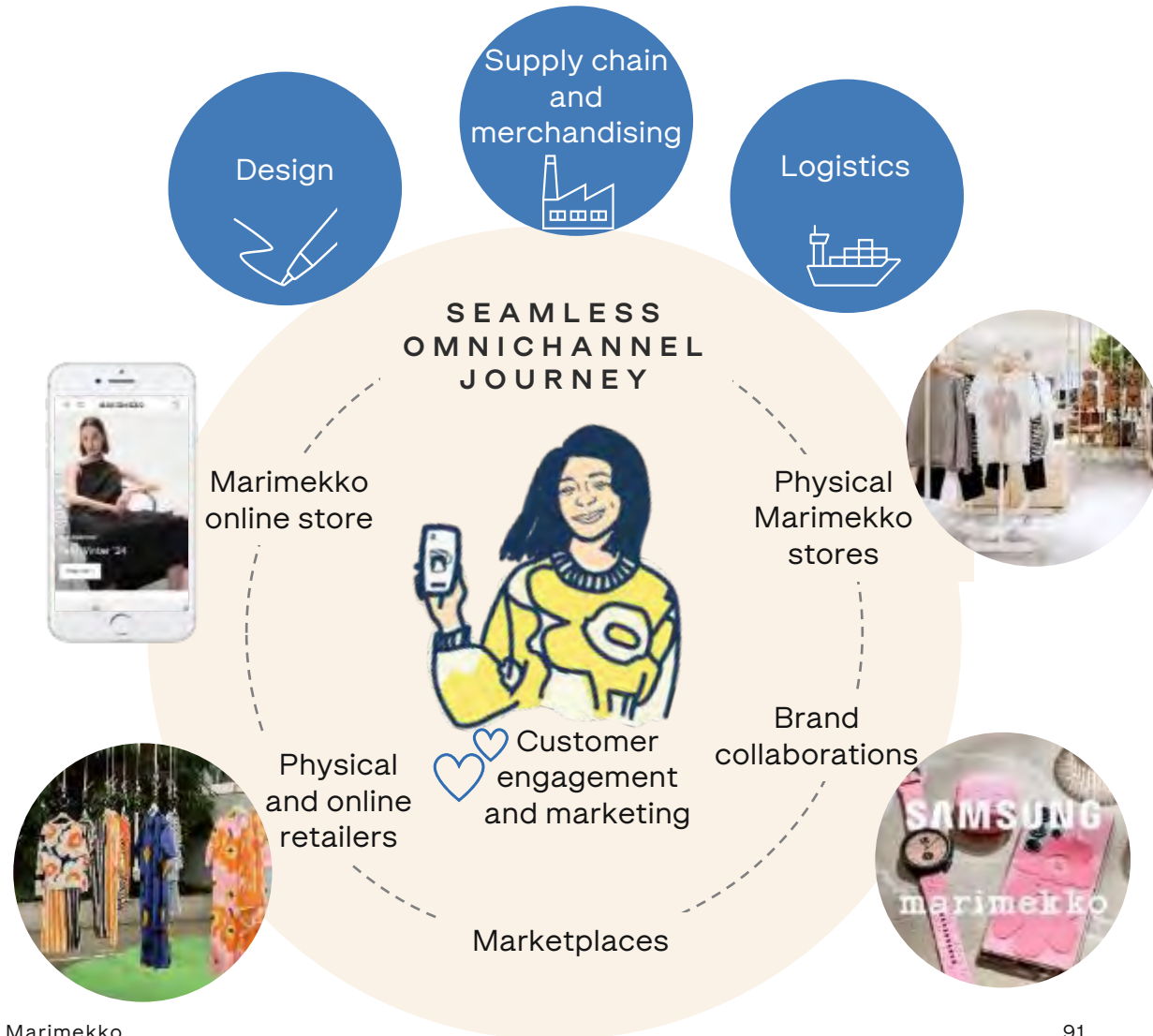
Accelerating the wider digitalization of Marimekko's value chain

Digital first mindset in market entry strategies and ecommerce an important **driver for growth** – fueled with our focus on ensuring that customers get inspiring, frictionless and tailored omnichannel experiences wherever they meet us.

Leveraging **the opportunities of new technologies** and **data supports growth and brings efficiencies.**

Being **data-enabled throughout the value chain** improves our agility, productivity and product-market-fit, allowing constant customer success.

END-TO-END DIGITALITY THROUGH MARIMEKKO'S VALUE CHAIN



Key objectives to capture growth through inspiring, frictionless and tailored omnichannel experiences

GROW SALES

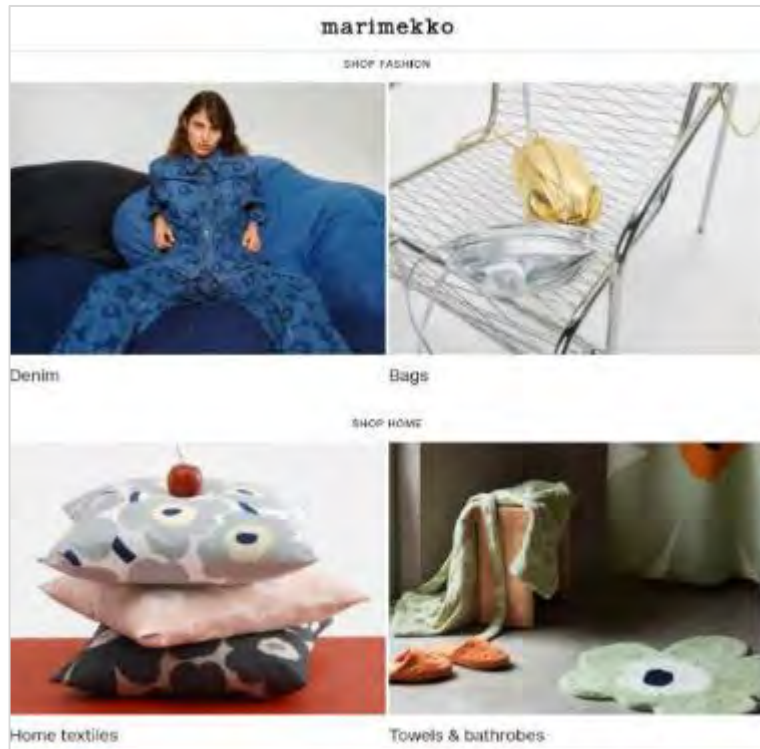
by increasing traffic and conversion with the help of our new composable architecture and other tools

INCREASE CUSTOMER LIFETIME VALUE

by inspiring brand loyalty and purchase frequency

IMPROVE OMNICHANNEL CAPABILITIES

by increased speed of innovation



We have the right building blocks and capabilities now in place for accelerating omnichannel growth

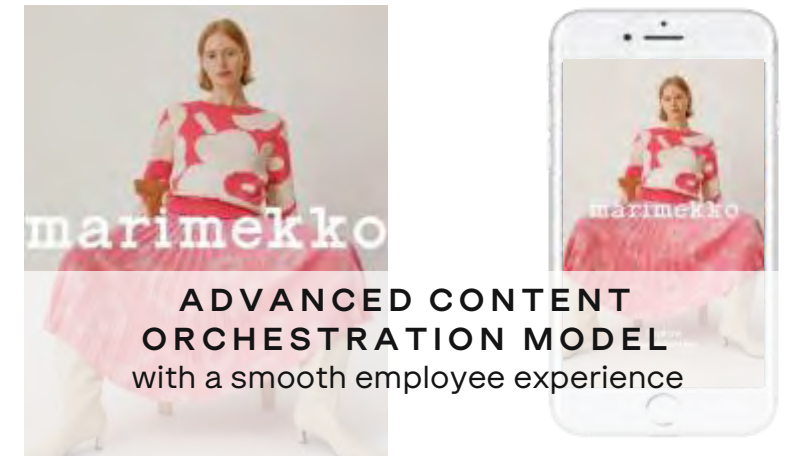
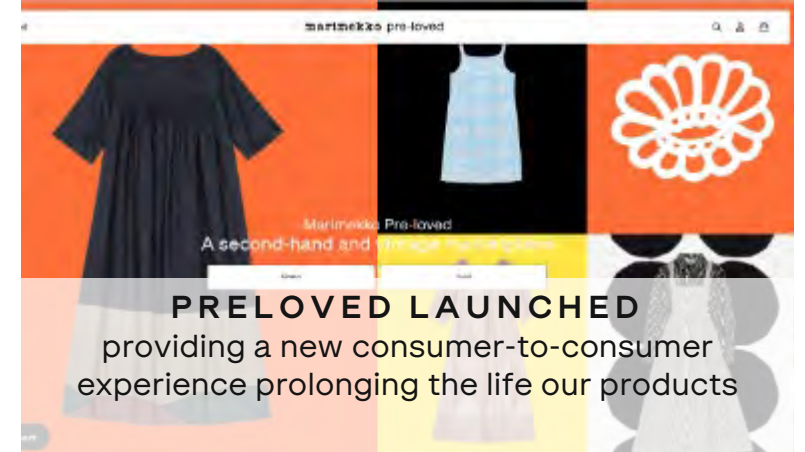
RENEWED GLOBAL B2C COMMERCE PLATFORM

- Modern composable architecture
- Marketing technology tools to optimize return on marketing investment
- Mobile-first experience
- Geared for performance, increased speed of development
- More local and personal experiences
- AI Large language model -powered Q&A to provide better customer experience
- AI driven visual merchandising

✓ **Increased conversion**

✓ **Record NPS**

✓ **High speed experience**



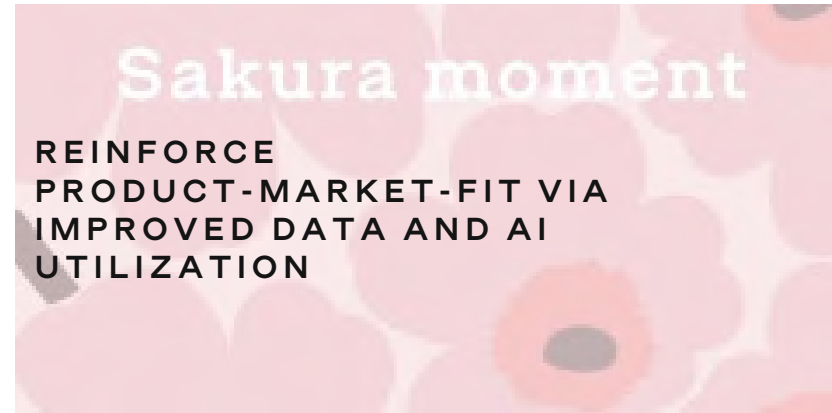
With modern capabilities in place, we are working to capture omnichannel growth opportunities with multiple levers



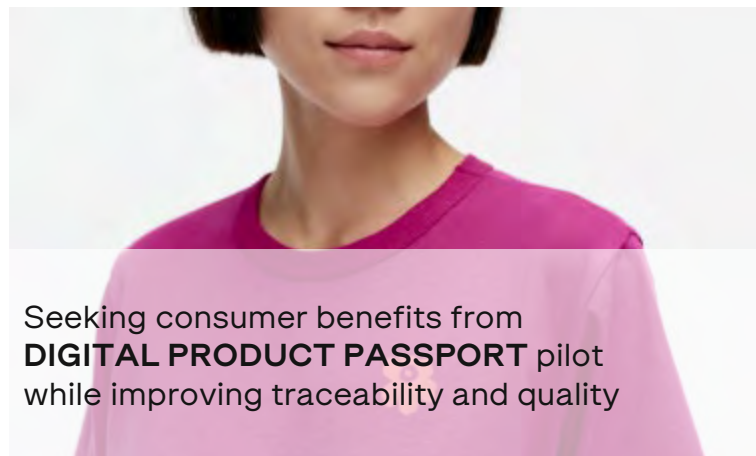
GROWTH OPPORTUNITY	Better understand and activate our customers utilizing data and our strong loyalty program	Deliver tailored, frictionless customer experiences at scale	Enable inspiring, desirable brand and product experiences	Explore new channels and new markets	Increase speed of innovation and constantly improve effectiveness of our operations
APPLICATIONS	<p>Increasing purchase frequency with heightened relevance</p> <p>Input for product assortment development based on data</p>	<p>Increasing conversion with frictionless, fast commerce and AI enabled personalization in experience</p>	<p>Utilizing data, tools and channels to deliver relevant inspirational content</p> <p>Further modernize wholesale tools for digital showrooming</p>	<p>Implementing a digital-first mindset in go-to-market</p> <p>Capturing localization opportunities with AI</p>	<p>New features out faster enabled by new architecture</p> <p>Elevated employee experience to attract key talent</p>

The activities listed above are examples.

Key objectives to capture efficiency throughout the value chain supporting scaling up



Our pilot projects show we can unlock productivity opportunities through a more integrated workflow



We will focus on a wide array of ways to improve operational efficiency across value chain powered by digitalization

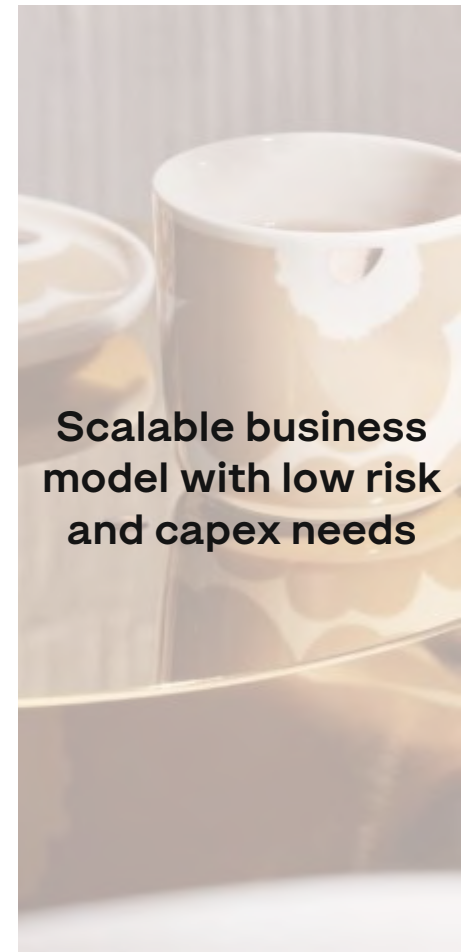
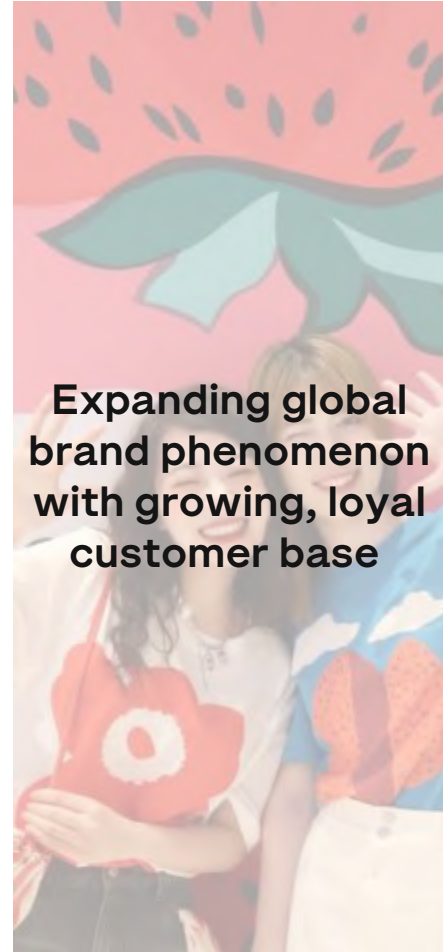
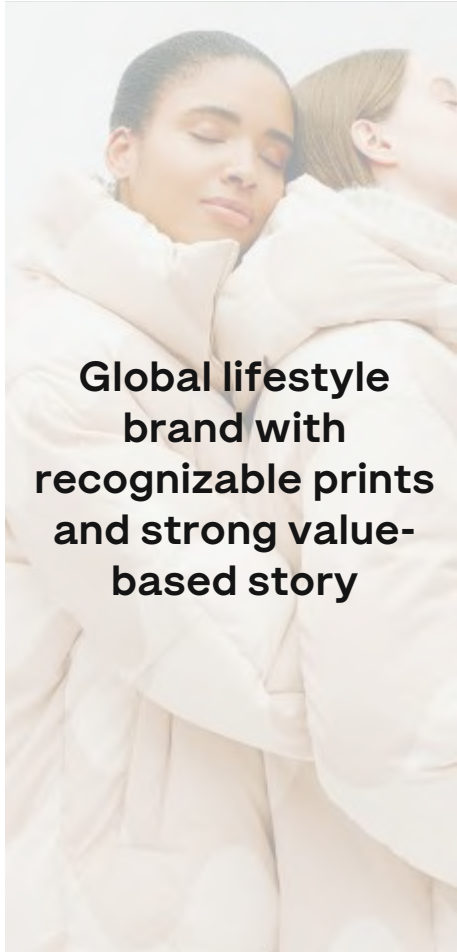


EFFICIENCY OPPORTUNITY	Improve time-to-market and reduce direct development costs	Data and analytics improve decision-making capabilities Improve transparency across supply chain	Improve product-market-fit	Optimize logistics flows and warehousing setup	More automated logistics processes	Support creative work as the core value generator	Localized and tailored experiences at scale	More automated sales processes
APPLICATIONS	Further tactical utilization of 3D design and AI generated 360 spins	Product lifecycle management system renewal to streamline the creative and product development process and optimize collections and buys	AI powered customer and collection insight tools to optimize product offering and assortments	Further develop centralized data platform and analytics tools	Process automation of backend processes	AI assisted content production process	Scalable localization of key growth markets utilizing AI	Increase value add of sales services

The activities listed above are examples.



Attractive opportunity to scale profitable growth of global brand with low risk and capex



MARIMEKKO Capital Markets Day

