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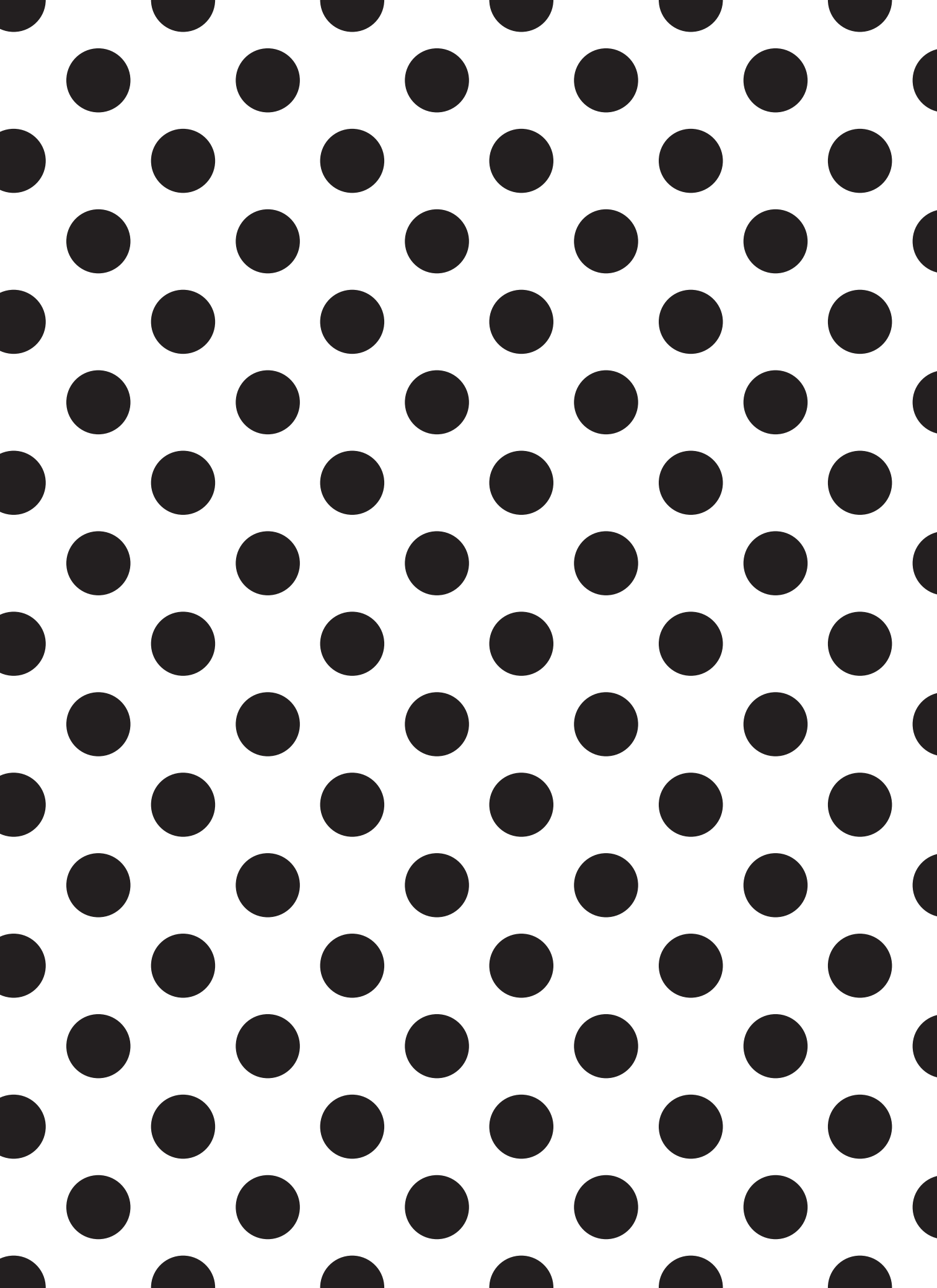
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Colour and joie de vivre – 60 years of timeless beauty for everyday life

Marimekko is a Finnish textile and clothing design company. The core of its business is the design and manufacture of timeless and individual, practical and beautiful consumer goods. The array of Marimekko design embraces household products ranging from furnishing fabrics to tableware as well as clothing, bags and other accessories for people of all ages.

When Marimekko was founded in 1951, the unparalleled patterns and colours of its printed fabrics gave it a strong and unique identity. A heritage

acquired over decades, with its values and legends, is an inexhaustible treasure from which it is good to draw courage and the strength for renewal, even today. The meaning of Marimekko design is to create aesthetic experiences for every moment in life.

In 2011, 60 rich years of life with Marimekko were behind us. Those years have seen increasingly astonishing turns, stories engendered by strong and colourful personalities, breathtaking dreams – fulfilled or not – successes and near misses. A great deal of work

has been done with accompanying joy and occasionally a little sadness. Always together.

Marimekko celebrated its 60th anniversary with a variety of events in Finland and the company's main markets abroad. Thank you to all Marimekko's beloved and faithful friends around the world for the rewarding path we have walked together. The journey continues towards new shared experiences, thousands and yet thousands more of them...

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Cover: Helsinki-Helsingfors pattern designed by Per-Olof Nyström to celebrate the Helsinki 1952 Summer Olympics. The print was put back into production for 2012 when Helsinki is at the heart of international design debate. Image by Kati Rapia.

From left:
Lynn Shanahan
(Marimekko North
America, President),
Mika Ihamuotila
(President and CEO)
and Minna Kemell-
Kutvonen (Creative
Director) celebrating
the opening of the
flagship store in
New York.

From the CEO

“Marimekko makes the world a little better by encouraging people to be themselves and to find beauty in a perfectly ordinary weekday.”

Marimekko celebrated its 60th anniversary in 2011. Marimekko’s message about everyday beauty and an unpretentious attitude to life has carried superbly from decade to decade, and I believe that today it is actually more current than ever. We live in a world in which I feel that people become remote from their real selves and, in the midst of all the rush, they forget what in the end really matters. We look for happiness in something faraway, although you can find it most reliably close by, in everyday life. Marimekko is usually seen in terms of aesthetic and practical products, but I think Marimekko is first and foremost about thinking and attitude. I daresay – even at the risk of being considered an idealist – that the more people adopt the Marimekko-style unpretentious attitude to life, the better the world will be.

The theme of our anniversary year was “Why not together?”. We wanted to inspire people to meet each other and to do things together. I believe that much more of this, too, is needed in today’s world. The theme was visible in the course of the year at events of the greatest variety around the world, ranging from exhibitions to discussions. Enthused by the theme, we arranged, among other events, an ambitious design competition aimed at students of the world’s leading schools of design, as well as a unique, close-to-nature fashion show in connection with Tokyo Fashion Week.

For us, 2011 was a year of several very large investments which were important to our future. We tripled the

output capacity of our textile printing factory in Finland, against the prevailing trend in our sector. We did this for several reasons. Printed fabrics are Marimekko’s soul, and we want them to continue to be made in close cooperation between design and production. Besides this, the fact that the designers work near to the place where the fabrics are printed is enormously useful in all product development. It is also easier to focus on ethical aspects of production in a plant of our own. These aspects are of increasingly great interest to consumers, so I am convinced that maintaining profitable in-house production will have a significant impact on the appreciation and attractiveness of our brand.

Our network of stores was reinforced in 2011 by a considerable amount relative to our size. In the course of the year, a total of 17 new, inspirational Marimekko stores were opened, eight of which were company-owned. The most important of these was our own flagship store on Fifth Avenue in New York, which achieved success beyond our expectations. The American home furnishings retailer Crate and Barrel opened a total of six Marimekko shop-in-shops in its department stores, including ones in Los Angeles, San Francisco and Chicago. It is our intention to expand the number of company-owned stores in the United States; in 2012, our target is to open one to three new stores. In Europe, new stores were opened during 2011 in London, Stockholm, Oslo, Copenhagen, and of course our home country, Finland.

East Asia is one of the focus areas of our international business. In all, there are now 22 Marimekko stores in Japan and South Korea, which did really well last year in spite of the fact that retailing in Japan was otherwise close to paralysis due to a variety of reasons. Our sales in the Asia-Pacific region grew by a whopping 49%. Encouraged partly by this trend, this year we will open the first Marimekko store in China together with a new partner. The aim is to open a total of 15 stores in China’s largest cities by the end of 2016.

Stimulated by large investments in stores, our international sales were up by 26% in 2011. In all, the Marimekko Group’s net sales grew by 6%. Our operating profit declined, as expected, to EUR 3.5 million, mostly due to changes in the distribution network in line with our distribution strategy, a reduction in price-driven promotions, and the sizable investments we have made in internationalisation.

I am optimistic for 2012. We expect our net sales to grow strongly and our operating profit at least to double. We have every prospect of success in our efforts to expand boldly into new areas and new cities: we have creative and enthusiastic personnel, an excellent product range and store concept, and a uniquely attractive brand. Dynamic expansion requires patience of the company and its shareholders, but I am convinced that this will be fruitful for Marimekko in the long term.

Mika Ihamuotila



Our new values guide us in our daily work

Leadership at Marimekko is based on shared values, the principles that we hold to be important and in which we believe in our everyday work. We have carefully chosen six basic values which inspire and motivate us, guide our choices and help us to achieve our vision. We set the values in the same way as we do everything else – together.

MARIMEKKO SPIRIT

LIVING, NOT PRETENDING

People should always be themselves, living their own lives and not playacting for others. We at Marimekko have always sought – and found – the keys to a beautiful everyday life. We want to taste the authentic flavour of life, thus finding joy and intensity for the working day. Once in a while it's good to ask if this tastes good or is there perhaps some off-flavour. Following fashion and pointless ingratiation should be avoided. Usually, you should just boldly follow your own internal beacon.

FAIRNESS TO EVERYONE AND EVERYTHING

We at Marimekko are always fair to everyone and everything. We create products that bring people joy for a long time and cause the minimum of environmental impacts. For us, our word is our bond, and we also expect the same of all our partners. In an atmosphere of fairness, you can have the courage

to paint with bolder strokes. We at Marimekko boldly and directly say what we're thinking, even when our opinions differ. Straight talk achieves much more than is commonly thought.

COMMON SENSE

Marimekko creates clear products that do the job rather than complicated and fancy goods. People don't want to be surrounded by anything unnecessary. At Marimekko, we work like the company belonged to all of us. You need to reach for the heights, but plain common sense has to be applied often rather than occasionally. Empty wishful thinking should not be cultivated at work – or in life.

GETTING THINGS DONE – TOGETHER

It's always much nicer to be together, in good company. Together you can handle the biggest challenges. There's a saying in Finland – “we don't leave our buddies behind” – and this spirit is needed more widely in the world. Doing things together cultivates an atmosphere of openness and trust, which is

a prerequisite to boldness and creativity. At Marimekko, we get on with things instead of messing with mere intentions. There is no point in drawing up fine plans if ordinary work is not respected or done properly. The best way is to get right to work, together.

COURAGE, EVEN AT THE RISK OF FAILURE

What in the end do you lose if you take a step out into something new and unknown? At Marimekko you can – and should – be bold. Without courage there is no creativity. We accept human failures. It helps to be brave if you don't take things too seriously – and especially not yourself. We develop Marimekko with a long-term view, because we want to build something unique and meaningful, even if we have to pay for it in the short term. This kind of long perspective is far too rare in the world today. But it lays the foundations for courage – if it doesn't actually compel it.

JOY

Need we say more?



Emotionally inspired

I joined Marimekko in 1992. Back then there were still designers who had worked with Armi Ratia in the company. Her legacy lived on in them, and they actively shared this “quiet knowledge” with me. In fact, my career at Marimekko has been wonderfully varied. I started off as a sales assistant at our flagship store in Helsinki, and then worked my way up to become Marimekko’s Creative Director. This breadth of experience has helped me understand the essence of Marimekko – its absence of definition, its unexpectedness, its permissiveness, its humanity.

Marimekko is also incredibly Finnish. It expresses East and West, the meeting point between two cultures. From Scandinavia comes clarity and functionality – from the East emotion and prolific decorativeness. Of course, each designer also brings a unique, personal vision to Marimekko. I think one reason why we have retained our enigmatic essence and appeal is that Marimekko combines many contradictory elements and gives room for imagination.

Most important, Marimekko is always about strong emotions. Our passion for bright colours and bold black-and-white contrasts is unmistakable. And we use silent tones and muted hues to bring out subtle contrasts. Every day we work with the entire gamut of

emotions: joy, calm, relaxed, energetic, or even silent and brooding. It is this desire to combine seemingly contradictory emotions that makes Marimekko distinct in today’s world.

When we work with designers, we’re always interested in understanding their choice of colourways for seasonal collections. Most designers have an emotional sense of what’s right for each season. Still, we encourage them to explore new ways of thinking and approaches to colours. For instance, Kristina Isola has an amazing sensitivity for colours. Over the years she has designed numerous patterns for Marimekko and worked on her mother’s, Maija Isola’s, print legacy. I tell our young designers that finding your own sensitivity requires patience and perseverance.

How we name prints is also exceptional. In the 50s and 60s, the designers used to spend an entire week away from the office to work on the names of the new prints in each seasonal collection. Even now our design work is never formulaic. At times it’s emotional, even crazy, but never dull. I am proud to be a part of a creative process that feels like Marimekko.

Minna Kemell-Kutvonen,
Creative Director





Thoughts of our designers

AINO-MAIJA METSOLA,
PRINT DESIGNER:

If I had to define one aspect of Marimekko design, it would be that it's much more important to be interesting than to try hard to be fashionable. In a way, Marimekko is free to explore itself.

I was recently inspired by a story written by a young woman. She posted on the Marimekko Tribe website a story of her moving to a new city and felt sad about the move. She bought a fabric print I designed named Juhannustaika and described how it brought happiness to her new home. I find this story very inspiring and encouraging in moments when I feel down in my own work. She described how the print was more than a fabric or decorative element, and that her whole life was captured in the print. This story made me feel that I had succeeded in making something important.

NOORA NIINIKOSKI,
HEAD OF FASHION DESIGN:

I'm always looking for new design approaches. I want to achieve a feeling of effortlessness by getting a balance between control and out-of-control. Looseness and fun should be in the design. You never want to be too strict or rigid in your thinking.

Marimekko has a lot in common with folklore and outsider artists. We are always looking for a relaxed human feeling and high artistic values. Our designs are never overly planned or

constructed. Instead, they can be even sketchy and rough at times. I think this attitude makes us bold and distinct.

JENNI TUOMINEN,
PRINT DESIGNER:

My designs draw inspiration from nature and animals. I love children's books and I am a huge fan of Japanese aesthetics. I also like to explore flea markets. Their treasures and little details inspire me. A while ago, I designed a print based on an interesting piece of pavement that I saw in Porvoo, a little town near Helsinki. Everyday life inspires me most when it comes to choosing colours. For example, the lively colour scheme for the Laivakoira print came from an interesting tea package that I saw in a grocery store.

I enjoy the good feeling that people get from my work. I want to delight people and awaken their inner child. The idea behind the joyful animal characters of Halihali, this spring's print novelty, was based on my research into Northern-American totems. The names of my prints are very descriptive – Halihali is Finnish for "hug-hug". When designing duvet covers using the Halihali print, I wanted people to feel like somebody was hugging them.

MIKA PIIRAINEN,
FASHION DESIGNER:

I'm always exploring the here and now. When I'm working on a collection, I build up a series of images that

communicate the present and, to a certain degree, the future as well. These images have elements of colour, but I'm more interested in their atmosphere. I want them to comment on how seasonal change affects our everyday life.

When I choose patterns, I want the textile prints to communicate a unique feeling. You also need to respect the original print pattern. They are like human beings – you can't cut them to pieces. So when I design a piece to showcase a certain print, I avoid changing the print too much.

MAIJA LOUEKARI,
PRINT DESIGNER:

I want to bring some happiness to people's homes with my patterns and colours. I feel designing prints is more than illustrating – I'm free to tell stories through my prints. For example, with my HO-HOI! and Kaiku designs (2004), I wanted to introduce a sense of outdoor into the interior of homes.

During the dark winter months, I often walk by my neighbour's home and see my Siirtolapuutarha print hanging in the window. It is rewarding to see your design become part of someone's everyday life. I've even seen people make pants, skirts and blouses from my prints. In my opinion, that's wonderfully Marimekko.



Marimekko's 60th anniversary was filled with joyous events



Photo: Converse

THE THEME FOR THE ANNIVERSARY YEAR WAS "WHY NOT TOGETHER?"

In March, Marimekko launched, together with the Aalto University School of Art and Design, the Why Not Together? design competition for students of the world's leading schools of design. The competition included three categories: products for everyday life, actions and events, and services. The winners were announced in September.



Helsinki Design Museum held a broad-spectrum Marimekko exhibition from mid-March till the end of May. This was entitled Marimekko – A Whole Life: 60 Years of Colours, Stripes and Shapes. During the summer, the exhibition was staged in Vaasa and in the autumn in Pietarsaari. The Design Museum's Marimekko retrospective, which has been touring the world since 2003, was staged in six different cities in Norway; the year-long tour ended in March 2012.

Fujiwo Ishimoto, who has designed some 400 fabric prints for Marimekko, was awarded the Pro Finlandia medal by the President of Finland in March. The medal was awarded to Ishimoto in recognition of his distinguished career

of almost four decades in Finland and for his valuable work in raising the profile of Finnish design abroad, especially in the country of his birth, Japan.

During the Milan International Furniture Fair in April, Marimekko showcased the results of a project carried out in concert with its Facebook fans: items created by fans using Marimekko fabrics and videos of a joint workshop of fans and Marimekko staff. At the beginning of June, Marimekko attended the DMY International Design Festival Berlin, where visitors were offered things to do together and an exchange of ideas in Marimekko workshops devoted to the seasons of the year.

In April, a book by Mari Savio and Kati Rapia entitled *Surrur – Make your own Marimekko* was published in Finnish and English. The book presents the thoughts of seven Marimekko designers and products conjured by them from Marimekko fabrics. Patterns and instructions are included in the book.



Marimekko's traditional summer show in Helsinki's Esplanadi Park was held in May, exactly 60 years since the first ever Marimekko show. As evening fell, a familiar pattern drifted over

Helsinki when the Unikko hot-air balloon made its maiden flight. In honour of its anniversary, Marimekko also took the show on tour to five other cities.

At the end of June, restaurant Strindberg opened a Marimekko café in cooperation with Marimekko on Pohjoisesplanadi in Helsinki.

In August, personnel and retailers were celebrating Marimekko's 60th anniversary. The highlight of the evening was a fashion show: people glowing on the stage were dressed in Marimekko treasures from different decades.

At the September Habitare fair in Helsinki, Marimekko unveiled the latest member of its In Good Company product family, the Loistava candleholder designed by Harri Koskinen, as part of an installation made of colourful Folding Fabrics furnishings. Outside Finland, Marimekko participated in interior decoration and fashion fairs during the year in cities including London, Berlin, Paris, Copenhagen and Stockholm.

During the year, a total of three collections were launched in partnership between Converse and Marimekko. The first Converse ♥ Marimekko range of sneakers hit the shops around the world in February and immediately attracted enormous attention.

The spring and summer 2012 clothing collection was showcased to the media and other guests in October, first in Tokyo and then in Helsinki. The theme of the show – Moments of Life in Helsinki – was expressed with a shallow water tank as a catwalk and background videos with warm, natural imagery offering glimpses of spring



Spring 2012 collection premiered in Japan, in conjunction with Tokyo Fashion Week.



and summer atmospheres. Marimekko held the year's first show for guests in Helsinki at the end of March.

At the beginning of December, the unveiling was held of a portrait by artist Marjatta Tapiola of Marimekko's previous CEO, Kirsti Paakkanen.



At our 60th anniversary celebration, the guests were dressed in Marimekko treasures from different decades.

Photo: Pasi Salminen

Photo: Neilson Barnard



Photo: Neilson Barnard



Photo: The NASDAQ OMX Stock Market, Inc.

MARIMEKKO'S BOLD COLOURS AND PATTERNS SPREAD OUT OVER THE UNITED STATES

In 2011, a total of 17 new Marimekko stores and shop-in-shops were opened. Seven of these were in the United States. The most important opening was that of the company's own flagship store on the corner of Fifth Avenue and Broadway in New York, which was given an excellent reception. During the opening week, Marimekko also introduced itself to a large audience of investors and financial media representatives in the Closing Bell ceremony at New York's NASDAQ.



Photo: Neilson Barnard

In April and May, the home furnishings retailer Crate and Barrel opened four Marimekko shop-in-shops, in New York, Chicago, Los Angeles and San Francisco, as well as a section specialising in Marimekko products in its online store. Two more Marimekko shops were opened at Crate and Barrel stores in Boston and Miami in September and October. Marimekko also opened its own online store in the United States at the beginning of July.





Photo: Toni Rosvall

Academician Vuokko Eskolin-Nurmesniemi starts up the new printing machine.

MORE NEW STORES

Marimekko's flagship store on Helsinki's Pohjoisesplanadi was given a total makeover and moved to new premises in February. In November, Marimekko opened a new store on Uudenmaankatu in Helsinki's Design District. At the turn of October-November, Marimekko-owned stores were opened at the Jumbo mall in Vantaa and the Iso Omena mall in Espoo. Marimekko's store in Vaasa moved into larger premises in June. In Lahti, a new retailer-owned Marimekko store was opened at the beginning of November.

At the beginning of March, Japan's 21st Marimekko store was opened. It is in Sasebo in the west of Japan.

Marimekko's expansion in Scandinavia continued with the opening of company-owned stores in Copenhagen, Stockholm and Oslo in the second half of the year.



Photo: Even Knudsen

Majorstuen, Oslo

In December, the second company-owned store in London was opened in the world's first pop-up mall, Boxpark Shoreditch. The unique concept of the mall brought together a clutch of different brands in a previously unheard-of manner.



OUTPUT CAPACITY AT THE TEXTILE PRINTING FACTORY TRIPLES

In October, Marimekko's textile printing factory took delivery of a new printing machine and its output capacity was tripled at the same time. New screen-making equipment came online in January 2012. The new printing machine uses rotary printing technology, and it is considerably faster than the flat screen printing machine acquired in 2004. The flat screen printing machine can be used to print larger and more technically demanding patterns.



Elle Interiör chose the Vattenblänk pattern designed by Astrid Sylwan as the fabric of the year 2011 in Sweden.



Copenhagen Airport

Photo: Amanda Hestehave



Vision, goals and strategy

”Our vision is to be the world’s most admired pattern designer and one of the most fascinating design brands.”

Marimekko’s strengths are the uniqueness and inherent interest of the brand, the diversity of the patterns, and the originality of the design idiom. The company has a long-term international growth strategy; its goal is to grow and succeed in the international arena as a Finnish design company that has a strong identity. In business development, the focus is on controlled organic growth in Finland and selected international markets. The geographical areas of emphasis are the regions in which the Marimekko brand is already known or where there is a growing interest in Marimekko’s design idiom and brand.

The key markets are Northern Europe, North America and the

Asia-Pacific region. In the long run, Marimekko’s objective in North America is to expand the distribution of its products through high-end department and specialty stores as well as by increasing the number of Marimekko stores. In 2012, the aim is to open 1 to 3 company-owned stores in the United States. The Asia-Pacific region became Marimekko’s second-biggest market in 2011. The excellent trend in sales built confidence in growing interest in the company’s products in this market area. At the beginning of 2012, Marimekko signed a partnership contract with a Hong Kong-based company who specialises in retailing a range of fashion and lifestyle brands. The intention of the partnership is to open 15 Marimekko stores in China by the end of 2016.

Every effort is made to boost the brand’s value through the long-term development of product, store and distribution concepts. Another aim is to maintain good solvency and liquidity in all market conditions.

FINANCIAL GOALS

SECURING PROFITABLE GROWTH

- Annual growth in consolidated net sales over 10%
- Operating profit as a percentage of net sales 10%
- Return on equity (ROE) over 15%
- Equity ratio 60%

A STEADY DIVIDEND POLICY

- The intention is to pay a yearly dividend
- Percentage of earnings per share allocated to dividends at least 50%

ATTAINMENT OF FINANCIAL GOALS

	2011	2010	2009	2008	2007
Annual trend in net sales, %	5.7	1.1	-10.7	5.0	8.2
Operating profit as a percentage of net sales, %	4.6	11.1	8.7	12.3	13.6
Return on equity (ROE), %	8.4	18.4	14.8	24.2	27.4
Equity ratio, %	67.2	78.8	77.7	78.7	72.7
Dividend per share, EUR	0.55	0.55	0.45	0.55	0.65
Dividend per profit, %	157.1	72.8	76.3	59.9	67.7



THE CORNERSTONES OF THE STRATEGY

Unique design and a strong brand	Product assortment based on a lifestyle concept	Long-term international growth strategy with a focus on Marimekko stores	Unique Marimekko spirit and corporate culture that emphasises creativity and internal entrepreneurship
<p>The brand is built to be more international and the profile is raised with the help of Marimekko's unique and fascinating design.</p>	<p>Growth is sought with new customer groups and with product innovations. All products must be functional and timeless.</p>	<p>Geographically, the focus is on areas in which the Marimekko brand is already known or where there is a natural demand.</p>	<p>Leadership is based on shared values which inspire and motivate personnel, guide decision-making and help achieve the company's vision.</p>
<p>Marimekko's skills as an expert in colours and patterns are accentuated more clearly as a factor of differentiation.</p>	<p>The extent of the lifestyle concept will be utilised in launching new product categories.</p>	<p>Awareness of Marimekko is raised mainly through PR in earned and digital media by utilising the strength of the brand. PR plays a strategic role especially when the company is establishing itself in new markets.</p>	<p>A creative corporate culture that emphasises creativity and internal entrepreneurship is encouraged.</p>
<p>High-quality and innovative design expertise is maintained and enhanced as a factor boosting competitiveness.</p>	<p>The share of in-house product design in the collections will be stepped up and it will be integrated better with Marimekko's strong expertise in patterns.</p>	<p>A flagship store will be opened in the most important markets. The flagships carry all of Marimekko's product lines and serve as a showcase to the buyers of major department stores, for example.</p>	<p>Expertise required particularly in the internationalisation of the company will be reinforced.</p>
<p>An unpretentious attitude to life and the fascinating history of the company are a significant part of the brand.</p>	<p>The number of accessories and small utensils in the ranges will be increased to enhance profitability.</p>	<p>The distribution network will be expanded in a controlled manner by opening new company-owned stores, retailer-owned Marimekko stores and shop-in-shops.</p>	<p>Operational efficiency will be improved along with systematic working and coordination in all business areas.</p>
	<p>More attention will be paid to product coordination when building the collections.</p>	<p>More profitable retail store and distribution concepts will be built, which will reinforce the brand's competitiveness and attractiveness in the different distribution channels.</p>	<p>A job satisfaction survey will be carried out annually.</p>
	<p>In-house production has a central role in product development.</p>	<p>E-commerce and selected other distribution will increase sales and improve the availability of products.</p>	
	<p>Selective co-branding and licensing.</p>		

2011 in figures

MARIMEKKO

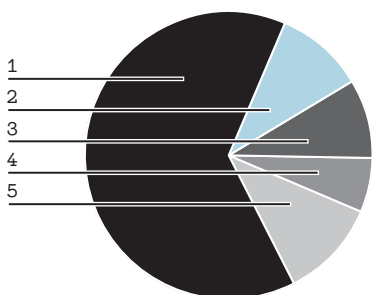
- Design company established in 1951.
- Three product lines: clothing, interior decoration, bags.
- Three manufacturing plants in Finland: a textile printing factory, a sewing factory, and a bag factory.
- Net sales of EUR 77 million and brand sales¹ of Marimekko products worldwide of approximately EUR 170 million.
- The number of Marimekko stores and shop-in-shops² totalled 90 at the year end. The company's own retail stores numbered 37.
- The key markets are North America, Northern Europe and the Asia-Pacific region.
- Marimekko products are sold in approximately 40 countries.
- Subsidiaries in Germany, Sweden, the United Kingdom and the United States.
- Personnel of 434.

NET SALES BY MARKET AREA

(EUR 1,000)	2011	2010*	Change, %
Finland	49,807	51,277	-2.9
Scandinavia	7,518	7,045	6.7
Central and Southern Europe	6,691	5,248	27.5
North America	4,960	4,020	23.4
Asia-Pacific	8,466	5,707	48.3
Total	77,442	73,297	5.7

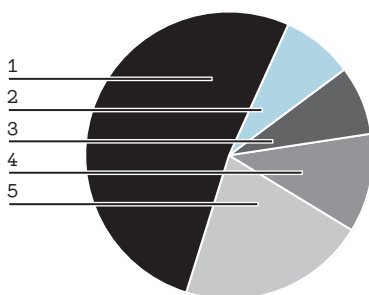
* Due to adjustments made in internal sales reporting structures, the previously reported sales figures by market area have changed.

Net sales by market area 2011



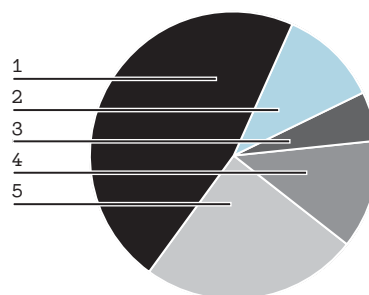
- 1 Finland 64%
- 2 Scandinavia 10%
- 3 Central and Southern Europe 9%
- 4 North America 6%
- 5 Asia-Pacific 11%

Brand sales by market area 2011



- 1 Finland 52%
- 2 Scandinavia 8%
- 3 Central and Southern Europe 8%
- 4 North America 11%
- 5 Asia-Pacific 21%

Number of stores by market area 2011

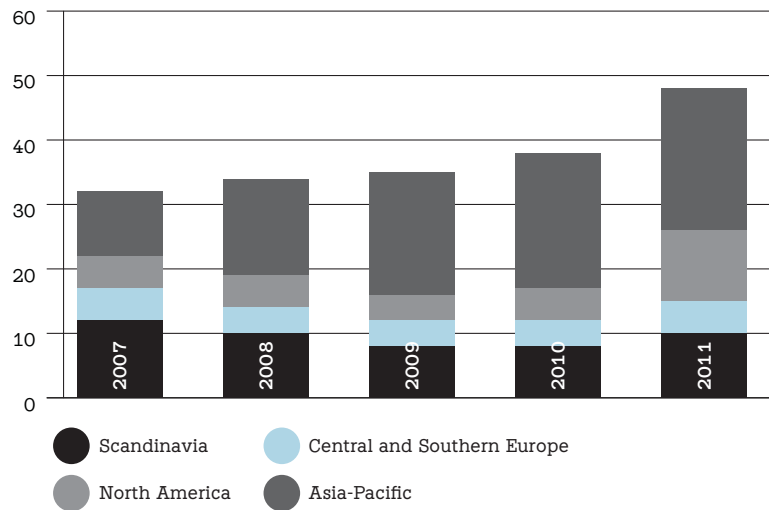


- 1 Finland, 42
- 2 Scandinavia, 10
- 3 Central and Southern Europe, 5
- 4 North America, 11
- 5 Asia-Pacific, 22

¹ Estimated sales of Marimekko products at consumer prices. Brand sales are calculated by adding together the company's own retail sales and the estimated retail value of Marimekko products sold by other retailers. The estimate, based on Marimekko's actual wholesale sales to these retailers, is unofficial and does not include VAT. This key figure is not audited.

² Includes the company's own retail stores, retailer-owned Marimekko stores and shop-in-shops with an area exceeding 30 sqm.

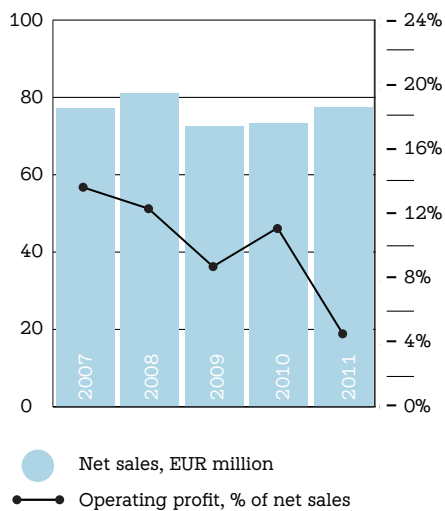
Number of international Marimekko stores 2007-2011



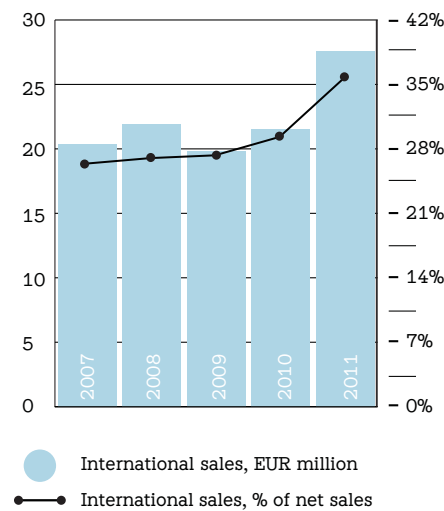
BRAND SALES OF MARIMEKKO PRODUCTS BY MARKET AREA

(EUR 1,000)	2011	2010	Change, %
Finland	88,557	82,477	7.4
Scandinavia	13,139	13,283	-1.1
Central and Southern Europe	13,551	11,338	19.5
North America	18,119	18,902	-4.1
Asia-Pacific	35,191	23,717	48.4
Total	168,557	149,717	12.6

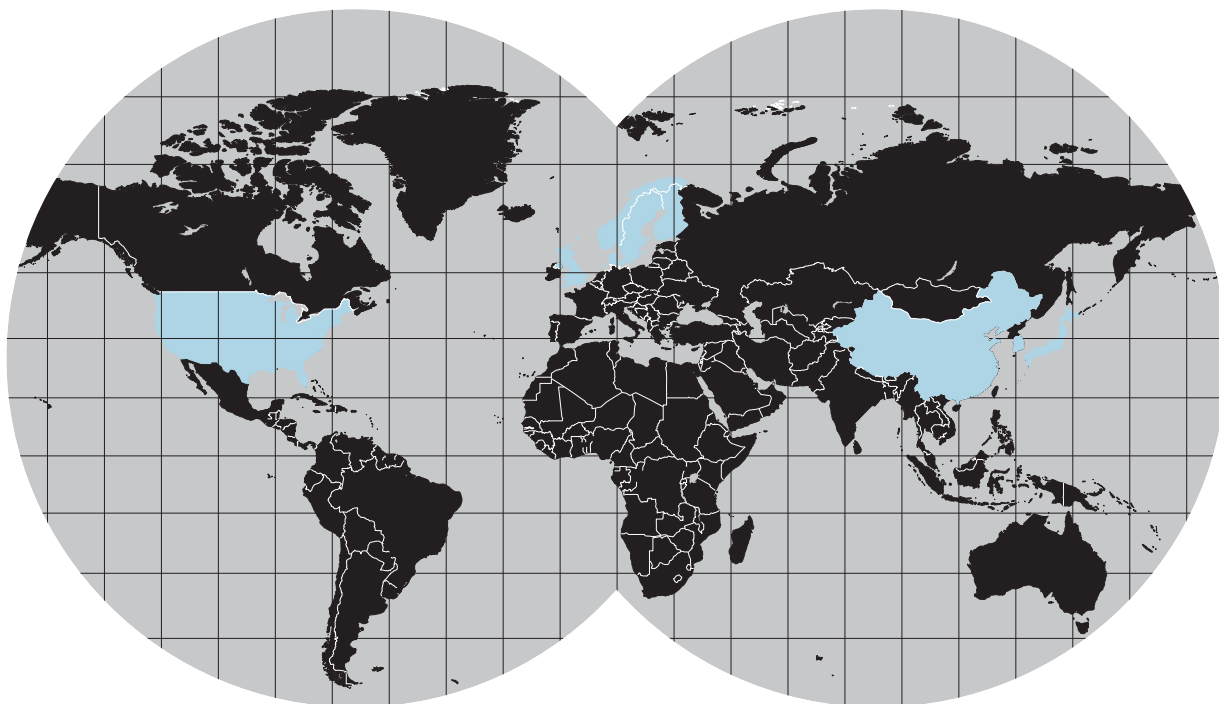
Trend in net sales and operating profit 2007-2011



Trend in international sales 2007-2011



MAJOR EVENTS IN MAIN MARKET AREAS



NORTH AMERICA

- A flagship store opened in New York in October.
- Crate and Barrel opened six Marimekko shop-in-shops and in its stores.
- Marimekko's online store opened in July.
- Two subsidiaries were established in the United States.

NORTHERN EUROPE

- Company-owned stores were opened in Stockholm, Oslo, Copenhagen and London.
- Five new stores were opened in Finland.
- Marimekko's headquarters and three manufacturing plants are located in Finland.

THE ASIA-PACIFIC REGION

- Due to strong sales growth, the Asia-Pacific region became Marimekko's second-biggest market. There are 21 retailer-owned Marimekko stores in Japan and one in Seoul, South Korea.
- In 2012, the company is going to enter the Chinese market.

KEY FIGURES

	2011	2010	Change, %
Net sales, EUR 1,000	77,442	73,297	5.7
Operating profit, EUR 1,000	3,528	8,169	-56.8
% of net sales	4.6	11.1	
Profit before taxes, EUR 1,000	3,715	8,223	-54.8
% of net sales	4.8	11.2	
Net profit for the financial year, EUR 1,000	2,826	6,072	-53.5
% of net sales	3.6	8.3	
Earnings per share, EUR	0.35	0.76	-53.9
Equity per share, EUR	4.06	4.26	-4.7
Dividend per share, EUR	0.55	0.55	
Return on equity (ROE), %	8.4	18.4	
Return on investment (ROI), %	11.4	25.0	
Equity ratio, %	67.2	78.8	
Share of international sales, % of net sales	35.7	30.0*	
Personnel at year-end	434	388	11.9

*Due to adjustments made in internal sales reporting structures, the previously reported sales figures by market area have changed.

Do you need more information?

Comprehensive information about Marimekko's business development can be found in a separate report, Financial Statements 2011. You can read and order the report on our website company.marimekko.com under Releases / Annual Reports.



Responsibility at Marimekko

Good design, in-house production, and responsible procurement all play significant roles in responsible operations.

"I especially enjoy when people wear a Marimekko piece almost down to the last thread. It means that you have a special relationship with the item."

Mika Piirainen, designer

Design is at the core of Marimekko's business. The choices made in design and product development significantly affect the environmental impact of the product lifecycle. Timelessness, quality, and functionality are the cornerstones of responsible design.

As the company's product portfolio grows, production requires more subcontractors, which means that the portion of external producers in the supply chain increases. This is why, in the future, Marimekko will increasingly pay attention to its supply chain management and monitoring. Marimekko has a quality manual in use that sets the requirements for the suppliers and helps the company to secure high product quality and responsible ways of operation throughout the supply chain. Marimekko is committed to allocating more effort to the auditing of its suppliers. In addition to improving transparency, audits create opportunities to develop the supply chain.

The interest of stakeholder groups, especially consumers and the media, in responsibility issues, ecological products, and supply chains keeps becoming stronger. According to a survey carried out in 2011, Marimekko's loyal customers are somewhat ready to make a personal effort to promote more ethical products by paying a higher price for the products, for example. Some of the respondents did not, however, have enough knowledge about the ecological side of Marimekko products. Responsibility-related communications were enhanced, and the company launched a new responsibility section on its website in the summer of 2011. Durability is essential in measuring how ecological a product is. When cared for correctly, Marimekko products bring pleasure to their users for a long time.

Marimekko stores and websites guide customers to take special care of their Marimekko products, as approximately two thirds of the environmental impact of the whole lifecycle of a consumer textile article occur during its use.



Embedding responsibility profoundly into the Marimekko strategy is key in securing sustainable development. Just like in other companies, Marimekko's operations are guided by the megatrends of responsibility.

RESPONSIBILITY MANAGEMENT

The target set for Marimekko's social responsibility involves making responsibility, that is based on shared values and objectives, an integral part of all operations. Marimekko's aim is to continuously develop its social responsibility management system. In the coming years, the company will focus particularly on developing responsible design and procurement.

Marimekko's steering group for social responsibility has five members. The group's task is to evaluate how well the objectives previously set for social responsibility have been achieved, to set new objectives, and to monitor projects that promote social responsibility.

The business units and functions of the company are each responsible for their own responsibility, monitoring, collecting information, and reporting. Especially designers, communications, quality control, and procurement carry important roles in actualising corporate responsibility. All of these functions are represented in the steering group. Implementation is coordinated by the company's corporate responsibility manager.



INTERNAL AND EXTERNAL COMMITMENTS STEER MARIMEKKO'S OPERATIONS

Marimekko's operations are steered by the following commitments:

- International Labour Organisation's (ILO) agreements that define the basic rights of employment
- UN Global Compact initiative
- Marimekko Code of Conduct
- Business Social Compliance Initiative (BSCI) Code of Conduct

DESIGN

Design is at the core of Marimekko's business and one of its most important focus areas of responsibility. The choices made in design and product development affect the environmental impact of the product lifecycle. A well-designed, timeless and functional, quality product brings joy to its user for a long time and is thus a sustainable choice.

In 2011, Marimekko continued its research on responsible product development that is looking to find out the environmental impact of different materials as well as to answer some questions about product lifecycles. After knowing the impact of the whole lifecycle of each product, Marimekko can better recognise the phases where the environmental footprint of a product can best be influenced.

Marimekko actively tries to reduce the environmental burden caused by production by choosing more ecological materials, for example. In addition, the durability of its products is systematically being tested in the company's own test laboratory. The purpose of testing is to make sure, for example, that the care instructions of Marimekko products help to prolong the life of the products and that the chosen materials

resist wear. Testing is also done to ensure that products that do not meet Marimekko's quality requirements are not allowed in commercial production.

The most important certificate for the materials used in Marimekko's products is the Öko-Tex standard, which by research guarantees that a product does not contain substances harmful to humans or nature. Marimekko bed linen and terry-cloth products, nearly all fabrics printed in Herttoniemi, and several clothing materials and knits have been granted the Öko-Tex certificate. These certificates are on the Öko-Tex standard levels of I or II.

In its operations, Marimekko also follows the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation set by the EU in 2007. Under this regulation, Marimekko is defined as an industrial downstream user, who has no obligation to register its products. In its print production in Herttoniemi, Marimekko only uses pre-registered chemicals. As an importer of objects from outside the EU, Marimekko is by particular terms obliged to report to the European Chemicals Agency (ECHA) and downstream users if any product imported by it contains a certain amount of any substance of very high concern. Consumers are entitled to know what chemicals are contained in a product.

"My mother wanted to buy quality clothes for her four children, and the shirts were often passed down from one sibling to the other. So they had to be durable and well made."

Maija Louekari, designer

ECOLOGICAL MATERIALS

As part of its research on responsible product development, Marimekko has started to review the fibre distributions of its collections. In 2011, Marimekko classified most of the fibre materials in use according to the MADE-BY benchmark on a scale from A to E, in which the fibres belonging to the classes A to C are defined as ecological. MADE-BY's fibre benchmark covers the phases from the origin of a raw material until spinning. Unclassified fibres include the fibres of whose impact there is not yet reliable enough information available.

Marimekko's objective is to increase the share of ecological materials to 20% by the year 2015. Setting these objectives – and achieving them – is a challenge, however, as many factors affect the material distribution of the collections. For each product, it is necessary to also consider its possibilities of commercial success, which is why all ideas for ecological materials do not make it to production. Some ecological materials only allow a limited number of colours or do not meet Marimekko's strict quality criteria, for example.

It is important to set targets even if all targets cannot always be reached. The share of ecological materials in the collections grows along with the target-setting. Marimekko products are made of many raw materials, of which cotton is the most important. Its production chain is varied, complex and hard to trace. Some of Marimekko cotton products meet the requirements of the Global Organic Textile Standard (GOTS). In addition to these organic cotton items, the selection also includes eco-cotton products. Eco cotton has been grown without pesticides or fertilisers harmful to nature. Moreover, its production process has been certified and all origins can be traced.



Each Marimekko product has been designed in Finland

”For us, there is no clear boundary where design ends and production takes over. It is this continuity in design and production that has helped make Marimekko unique and consistent over the past sixty years. What’s vital here is the special relationship between the designer and our in-house production teams. Many companies just take the freelance designer’s idea into production and leave it at that. No relationship is established, and the designers never see what happens to their work again. We are constantly experimenting with new materials and printing techniques, but the human hand of our designers will always be a part of Marimekko.”

Petri Juslin, Artwork Studio Manager





Marimekko actively participates in cooperation projects with the aim of minimising its environmental impact. In 2011, Marimekko took part in a pilot project to do a rough lifecycle analysis for certain Marimekko bags produced in different places of different materials. The study aimed to gain an understanding of which process phases cause the biggest environmental impact and what this impact is. The research part of the lifecycle analyses was provided by Tampere University of Technology. The project was mainly financed by the Finnish Funding Agency for Technology and Innovation TEKES.

IN-HOUSE PRODUCTION

LONG-TERM DEVELOPMENT NEEDS

Marimekko owns three production facilities that are all located in Finland. In-house fabric printing creates a significant competitive advantage. The company considers maintaining its own, profitable production in Finland important now and in the future. Marimekko believes that in-house production will support the company's product development and role as a forerunner in pattern design.

At the end of 2011, Marimekko invested in a new printing machine that tripled the output capacity of the textile printing factory in Helsinki. The additional capacity is being deployed gradually. In 2011, Marimekko printed 1.5 million metres of fabric (1.1 million metres in 2010). The added capacity helped shorten delivery times and improved production efficiency.

INDICATORS OF ENVIRONMENTAL RESPONSIBILITY

	2011	2010	2009
Power consumption ¹ , MWh	2,305	1,482	2,275
Heating energy consumption ² , MWh	2,696	3,147	2,436 ³
Natural gas consumption ² , MWh	4,373	3,878	4,121
Water consumption ² , m ³	32,270	16,395	28,501

¹Applies to the Herttoniemi textile printing factory and property and the Kitee and Sulkava factories.

²Applies to the Herttoniemi textile printing factory and property.

³Previously mistakenly reported 2,392 MWh.

The investment was also intended to prepare for higher future demand and to expand possibilities for product development.

Marimekko's long-term objective is to reduce the generation of waste and leftover materials in both design and production. The testing and quality control of products and materials will also be further systematised. The company aims to improve the management of the whole order-delivery chain and to further increase the transparency of its supply chain through, for example, membership of BSCL.

MARIMEKKO OPERATES WITH CONSIDERATION FOR THE ENVIRONMENT

Taking care of the environment is one of the basic pillars of Marimekko's operations. The most important considerations for the company are related to energy and water consumption and waste. A significant part of Marimekko's environmental monitoring is based on legislation and other regulations by authorities. Strong growth phase presents a challenge to controlling the company's environmental footprint, as the consumption of materials and energy increases along with the growing production.

The Marimekko head office in Herttoniemi, Helsinki, is a Green Office building certified by WWF Finland. At the end of 2011, the company's office staff numbered 164, which represented 38% of the whole personnel. The objective of the Green Office programme is to reduce the environmental burden of

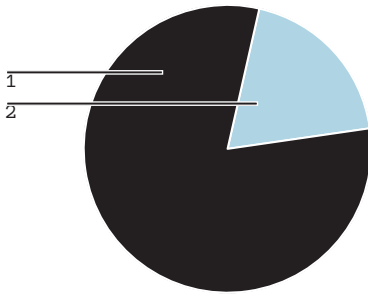
offices and to increase the environmental awareness of staff. In all of its own premises, Marimekko aims to use electricity of which as much as possible has been produced by renewable energy. In 2011, green electricity accounted for approximately 60% of the total power consumption of the company's own premises. The company aims to save energy in its operations by developing its production methods, by investing in energy-efficient machinery and devices, and by monitoring its energy consumption.

Marimekko is living through a period of strong internationalisation. The growth of recent years has demanded several expansions and renovations in the Marimekko house in Helsinki. These have had an impact on the environmental footprint of the premises. In 2011, the Marimekko house went through extensive renovations which, among other things, substantially increased the amount of mixed waste. The renovations will continue during 2012. It is also likely that the new printing machine and the related increase in the metres printed will cause the company's water consumption to rise in the future. The washing machine used in the printing factory will be renewed in the coming years. A new machine will use less water than the one currently in use.

Waste from Marimekko production is properly managed and sorted. The amount of mixed waste is minimised by recycling. The generation, recycling, and sorting of waste are followed through operational reports and statistics.

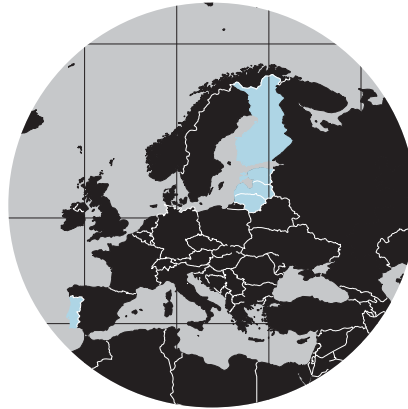
Packaging materials are reused

Geographical breakdown of manufacturing



- 1 EU countries 81%
2 Non-EU countries 19%

Manufacturing for products sold in 2011 according to the country of origin was divided as follows: EU countries 81%, non-EU countries 19%.



Marimekko's main countries for manufacturing were Finland 36%, the Baltic countries 32% and Portugal 11%. Outside the EU, the biggest manufacturing countries were Thailand and China.

according to the related EU directive. Ecological considerations play an important role in the design of Marimekko product packaging. The company's agreements with suppliers and other collaborators require that the partners are committed to environmental responsibility.

RESPONSIBLE PROCUREMENT

In addition to in-house production, Marimekko items are manufactured by subcontractors in Finland and abroad. Guaranteeing an ethical chain of suppliers is based on the transparency of the supply chain. Marimekko belongs to an organisation working to develop the transparency and ethics of supply chains.

Marimekko's business model is challenging with regard to the supply chain. Considering the size of the company, the range of Marimekko products is very wide, including household items from furnishing fabrics to tableware as well as clothing, bags and other accessories. For each product, its maker is always primarily chosen according to the best expertise. Seasonal collections four times a year have an impact on the turnover of suppliers, as new products often require new expertise.

UTILISING A COMPETENT SUPPLIER NETWORK

Marimekko products are made by subcontractors both in and outside Finland. Most of the products manufactured abroad are made in an EU

country. However, the share of suppliers from developing areas has slowly grown. Introducing new products and materials to the collections has widened Marimekko's supplier network. Many of the suppliers used by the company are long-term partners, and no less than 70% of the subcontracted products are made by the 25 biggest suppliers.

The goal of procurement is to find the most competent maker for each product. Many products require special manufacturing skills that the company lacks or that are not available in Finland or the neighbouring area. Production quantities, costs, delivery times, and quality requirements also influence the procurement decisions. Corporate responsibility is another aspect considered in the decision-making. New partners are required to commit themselves to the shared Marimekko way of working from the beginning of cooperation.

All Marimekko products are labelled with the country of origin in order to increase production transparency. Of the products sold in 2011, 81% were made in EU countries and 19% in non-EU countries. The biggest manufacturing countries were Finland 36%, the Baltic countries 32%, and Portugal 11%. Outside the EU, the biggest manufacturing countries were Thailand and China.

DEVELOPING A TRANSPARENT SUPPLY CHAIN TOGETHER WITH THE INDUSTRY

Globalisation will increasingly influence Marimekko's business, constantly placing new demands on the operations. Marimekko's supply chain

is complex, which is why the company cannot fully guarantee that the operating models of all suppliers in its supply chain completely meet the requirements set by Marimekko. Improving the transparency of the supply chain is one of the focus points of responsibility at Marimekko. Challenges related to ecology and ethics are considered a common cause in the industry, so no company needs to work on them alone anymore.

Certificates and standards guide the operations

Marimekko aims to use certified suppliers with valid international or industry-relevant standards or certificates. These include the ISO 9000 and ISO 14000 standards, the Social Accountability SA 8000 standard, and the Öko-Tex Standard 100 certificate.

Cooperation agreements between Marimekko and its subcontractors require the parties to follow the basic rules of the ILO and to operate in accordance with internationally recognised social and ethical norms.

BSCI membership and other initiatives

Marimekko became a member of the Business Social Compliance Initiative (BSCI) in November 2011, whereupon the company's operating principles were updated and new targets were set for factory audits. The objective is to cooperatively streamline the auditing process and achieve synergy benefits for the members by combining audit visits. BSCI strives to promote social



KEY FIGURES, SUPPLY CHAIN

	2011	2010	2009
ISO 14000 certified suppliers	18	15	17
SA 8000 certified suppliers	4	7	7
BSCI audited suppliers	6	6	5

responsibility and to improve working conditions in the global supply chain.

BSCI is a European business-driven initiative which performs audits of suppliers in risk countries. The definition of risk countries is based on the UN Human Development Index and the Corruption Perception Index of Transparency International. The initiative has been signed by more than 700 companies.

Marimekko has been focusing efforts on the management of its supply chain for some time already, but the BSCI membership has provided new tools for monitoring the chain. Work started in 2011 with a review of the supplier base; the first supplier audits will be carried out in 2013. Factory audits will be performed in risk countries and the results will be reported in the BSCI database for all members. Marimekko also aims to improve working conditions in the factories in cooperation with BSCI, for example through training. Supplier turnover is a challenge to systematic monitoring. Marimekko's product range changes seasonally, and production sites may change accordingly.

BSCI members are required to include in the BSCI process those suppliers in risk countries who represent one third of all purchases. The most significant BSCI risk countries in Marimekko's supply chain are Thailand, China, and India. However, 81% (83) of the Marimekko products are made in EU countries, which are not on the risk list.

In the long term, Marimekko aims to increase the transparency of its supply chain and to expand the review of the chain beyond suppliers.

In 2011, Marimekko added the BSCI Code of Conduct to its purchase agreements. The Code is based on the ILO agreements, the OECD Guidelines for Multinational Enterprises, the UN Global Compact Principles, and the UN Declaration of Human Rights. The purchase agreements also require that suppliers are committed to environmental responsibility

GOALS OF BSCI CODE OF CONDUCT

- Freedom of association and the right to collective bargaining are respected.
- No discrimination is practised.
- Child labour is prohibited.
- Legal minimum and/or industry standards wages are paid.
- Working hours are compliant with national laws and do not exceed 48 hours regular + 12 hours overtime in a week.
- There is no forced labour and disciplinary measures.
- The workplace is safe and healthy.
- The environment is respected.
- There is a policy for social accountability.
- There is an anti-bribery and anti-corruption policy.

In addition to purchase agreements, Marimekko's quality manual provides guidance to suppliers and helps

to ensure product quality and safety. The company's long-term objective is to make sure that all of its suppliers sign Marimekko's operating principles and commit themselves to improving working conditions in their factories.

Marimekko is also involved in the Nordic Initiative Clean and Ethical (NICE) coordinated by the Nordic Fashion Association. Participation is considered important for the company in order to obtain more information and exchange views on corporate responsibility with the rest of the industry.

As part of developing its procurement process, Marimekko also participates in the multidisciplinary GlobeNet research initiative started in 2009 by Nordic universities and companies. This research investigates, among other things, the impact of changes in the business environment on the supply network.

Would you like to know more?

Our website company.marimekko.com will provide you with straightforward and practical information about our corporate responsibility.





Personnel

At Marimekko, we have always believed in being genuine, fair and courageous, and in the power of working together. Marimekko personnel are skilled, creative, and very committed. These ingredients create a strong corporate culture and a good team spirit, which are important pillars in the company's strategy. The Marimekko spirit, incorporating the company's values, guides and inspires the staff in their daily work.

INTERNATIONALISATION OFFERS BOTH POSSIBILITIES AND CHALLENGES

Marimekko is experiencing a period of strong growth, which calls for more and more expertise in international business. Employees in different positions will have increased opportunities to work in a multicultural environment and develop their competencies. Internationalisation is reflected in the growing number of employees, and more and more Marimekko personnel are working outside Finland. In 2011, the number of the group's personnel increased by 11.9%. At the end of the year, Marimekko had 434 (388) employees, of whom 63 (26) worked abroad. The number of personnel was boosted in particular by the expansion of the country organisation's operations in the United States, the opening of a company-owned flagship store in New York, and the growth of the store network in Northern Europe.

WELLBEING AT WORK IS ENHANCED AS A SYSTEMATIC WHOLE

Wellbeing at work is a multidimensional whole, each part of which affects the workplace atmosphere and the ability of each employee to succeed in their job. In 2011, Marimekko focused special effort on developing HR processes and tools, streamlining recruitment methods, and supporting the work of managers. Extensive training leading to a

qualification in sales continued with a new group of participants starting in the autumn. Efforts were also focused during the year on IT and language training, with the aim of promoting even smoother handling of duties in an international business environment. A year-long training programme for managers was launched in 2012. The goal is to define what Marimekko leadership is as well as to improve managerial skills and the consistency of work quality. All this aims at ensuring that every Marimekko employee feels well at work every day.

STRONG CONFIDENCE IN THE MANAGEMENT'S VISIONS AND THE FUTURE OF THE COMPANY

In autumn 2011, the annual job satisfaction survey had an excellent response rate of 88%. The overall results were very positive. According to the survey, the personnel's confidence in the management's visions and the future of the company is at an exceptionally high level compared to other service-production organisations (norm for comparison). The internal image of the organisation was also highly positive; four out of five Marimekko employees were prepared to recommend the company as an employer. Most room for improvement was found in inter-unit cooperation and in managerial skills. Marimekko conducts a job satisfaction survey every year. The results are reviewed by the managers together with their staff and taken into account when making unit development plans.

”There is an incredible creative atmosphere at Marimekko. It affects everyone: the design teams, the people working in production, the artwork studio team, marketing, and sales.”

Pirkko Heikkilä,
Design Manager for Marimekko's
Interior Design



KEY FIGURES, PERSONNEL

	2011	2010	2009
Average number of employees	402	376	400
Salaried	301	265	275
Non-salaried	101	111	125
Personnel at the end of the year	434	388	370
Personnel turnover rate, number of employees			
New	106	58	29
Leaving	60	36	67
Retired	5	4	7
Joining turnover rate, %	24.4	15.0	7.8
Leaving turnover rate, %	13.8	10.3	20.0
Average age of employees, years	40	41	41
Employees			
Women, %	88.2	90.5	91.1
Men, %	11.8	9.5	8.9
Members of the Board of Directors			
Women, %	16.7	20.0	20.0
Men, %	83.3	80.0	80.0
Members of the Management Group			
Women, %	66.7	66.7	71.4
Men, %	33.3	33.3	28.6
Sick leave absences ¹ , %	3.8	4.8	8.9
Healthcare expenses/person ² , EUR	472	392	352
Training expenses/person ³ , EUR	333	407	339

¹ Calculated on theoretical regular working hours.

² Includes investments in preventive healthcare and medical care; applies to Marimekko personnel in Finland.

³ Excluding salaries paid for training days; applies to Marimekko personnel in Finland.

Stakeholder groups

Stakeholder groups continue to become more and more interested in responsibility issues and the ecological acceptability of products.

IDENTIFYING STAKEHOLDER GROUPS' EXPECTATIONS

In 2011, Marimekko conducted a survey to examine the attitudes of its customers and personnel towards corporate responsibility. The survey consisted of questionnaires to three groups: loyal customers, personnel, and early adopters. The loyal-customer survey aimed to identify changes in consumer behaviour as well as the changes needed in Marimekko's current corporate responsibility. The purpose of the early-adopter survey was to gain an understanding of the responsibility requirements of future customers. The survey of Marimekko's personnel was carried out to determine the preparedness of the organisation to adopt responsible practices.

According to the survey, stakeholders expect Marimekko to integrate responsibility into its operations and assume responsibility for the whole production chain. Transparency and traceability of information were considered particularly important.

The stakeholders were also asked their views on the concept of quality. It was understood to encompass all aspects of responsibility, including ecological and ethical acceptability, sustainability, economy, and transparency. Loyal customers in particular emphasised product safety as well as knowledge of the product's origin and the whole value chain. These factors were believed to increasingly impact purchase decisions. Marimekko was

regarded as more responsible by the personnel than by loyal customers. According to the survey, both the personnel and loyal customers are interested in more reasonable consumption. The survey was carried out by Kausaali Oy.

STAKEHOLDER COMMUNICATIONS

Even though stakeholders in the aforementioned survey clearly indicated that the importance of sustainability issues increases in the future, more than 40% were not able to assess how ecological Marimekko products are. For this reason, the company considers it very important to intensify its consumer communications. In 2011, Marimekko launched a new corporate website that presents consumer-friendly information on responsibility and how to enhance the ecological performance of a product with proper use and care.

It is important to provide information on the care and cleaning of products because proper care helps to maximise the life of a product. According to relevant research, two thirds of the emissions and energy consumption that are generated during the lifecycle of consumer textiles are produced during the use of a product – mainly during maintenance and cleaning. Consumers thus play an important role in ensuring the ecological sustainability of products.

Marimekko continuously develops its corporate responsibility reporting. At the moment, the company does not consider it relevant to have its responsibility

reporting verified by a third party. In the near future, Marimekko will concentrate on improving its data collection systems.

SUPPORT FOR LOCAL COMMUNITIES

Marimekko participates in selected charity projects. In 2011, the company supported the victims of the Japanese earthquakes by producing a special run of Unikko-patterned fabric bags. All proceeds from the sales of the bags were donated to Japan through the Red Cross. Marimekko also participated in supporting the Aalto University and the peer student activities of the Mannerheim League for Child Welfare in Finland.

ECONOMIC IMPACT FOR STAKEHOLDERS

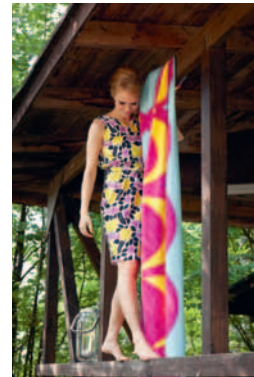
Achieving a good financial result by responsible means is of increasing importance to all of the company's stakeholders. Responsible practices help secure the company's competitiveness and long-term profitability. By keeping its finances on a sound footing, Marimekko is able to provide steady returns to its shareholders and fulfil its obligations as a responsible company and employer.

Marimekko's operations generate economic wellbeing for many stakeholder groups in Finland as well as in other countries. The company's operations also have an indirect employment impact.

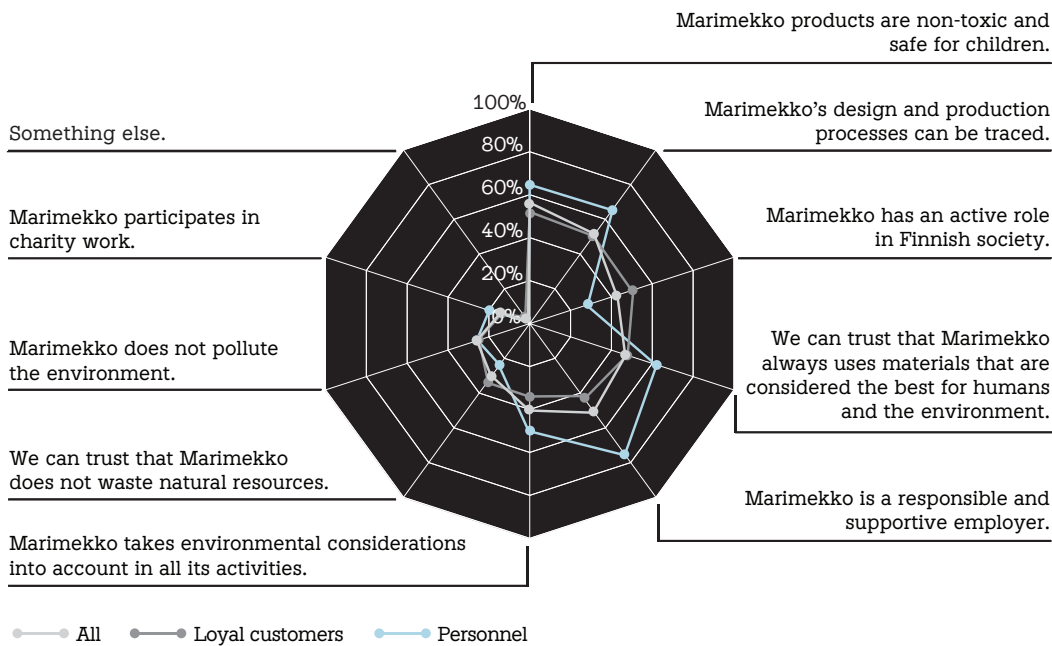


KEY FIGURES, FINANCIAL RESPONSIBILITY

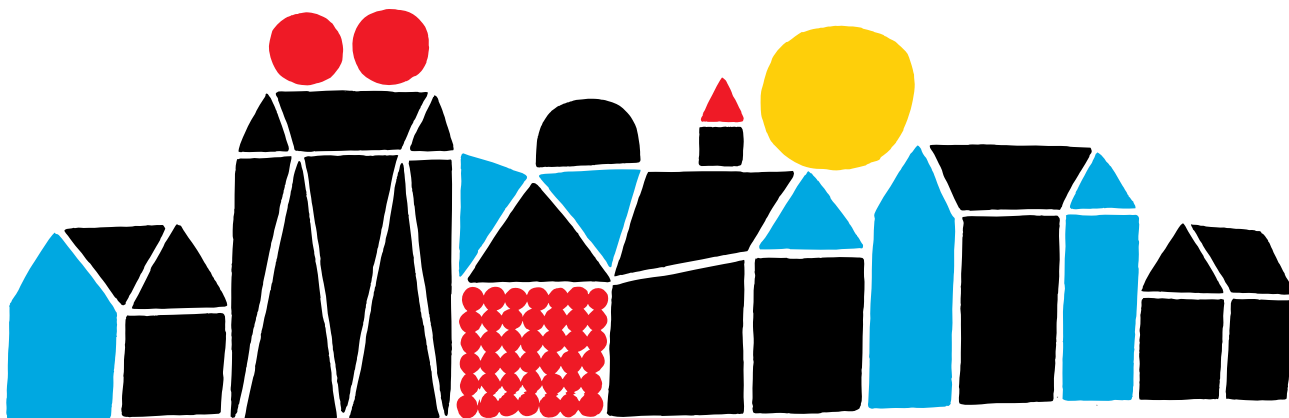
	2011	2010	2009
Net sales, EUR 1,000	77,442	73,297	72,473
Profit before taxes, EUR 1,000	3,715	8,223	6,354
Dividends paid, EUR 1,000	4,422	4,422	3,618
Gross investments, EUR 1,000	9,220	1,519	1,202
Equity ratio, %	67.2	78.8	77.7
Salaries, wages and bonuses paid, EUR 1,000	16,413	14,126	15,026
Payroll taxes and social security contributions, EUR 1,000	7,354	7,159	6,823
Income taxes, EUR 1,000	889	2,151	1,653
Purchases from suppliers, EUR 1,000	49,908	43,759	40,795



**RESPONSIBILITY AT MARIMEKKO IN THE FUTURE:
STAKEHOLDER EXPECTATIONS AND THEIR IMPORTANCE**



Source: Survey by Kausaali Oy in 2011.



What is Marimekko Village?

In 1962 Armi Ratia, the founder of Marimekko, defined Marimekko as “a cultural phenomenon guiding the quality of living”. She spent time in the social circles associated with Aarno Ruusuvuori’s architecture firm and was inspired by Marshall McLuhan’s idea of the “global village”. From there she started building a utopia called Marikylä (“Mari Village”), whose aim was no less than to house the staffs and to function as a laboratory for product design and to develop new ways of life.

Now, 50 years later, Marimekko brings to life the Marimekko Village of today. It focuses on emotional quality of life as a key theme. The Village is realised on many levels in Marimekko spaces, numerous events as well as in a virtual space that can be found at www.marimekko.com/marimekkovillage. It brings together people and doing, thinking and aesthetics.

www.facebook.com/marimekkoglobal

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www.twitter.com/marimekkousa

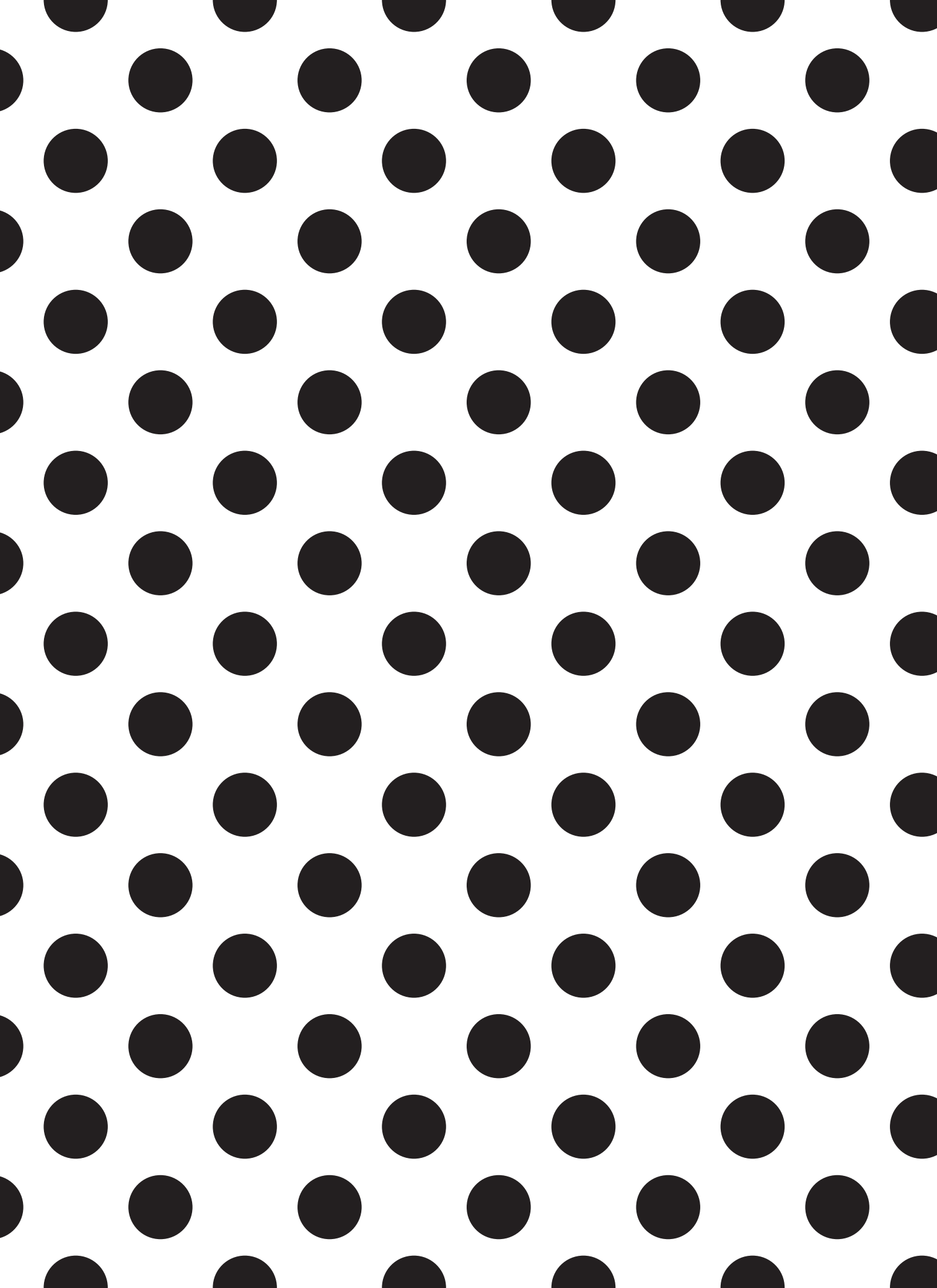
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www.youtube.com/marimekkovideo

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