



PANDORA

SECOND QUARTER RESULTS 2021

INVESTOR PRESENTATION 17 AUGUST 2021

AGENDA

Q2 RESULTS

1. EXECUTIVE SUMMARY

2. BUSINESS UPDATE

3. Q2 2021 FINANCIALS

4. FINANCIAL GUIDANCE

5. APPENDIX

DISCLAIMER

This presentation contains forward-looking statements, which include estimates of financial performance and targets. These statements are not guarantees of future performance and involve certain risks and uncertainties. Therefore, actual future results and trends may differ materially from what is forecast in this report due to a variety of factors.





STRONG MOMENTUM CONTINUES

SOLID REVENUE GROWTH AND EBIT MARGIN IN Q2 2021



Sell-out growth in Q2 2021
ending at 7% vs 2019
despite 15% of stores
temporarily closed



US sell-out growth of 63%
and sequential
improvement in key
European markets vs 2019



EBIT margin of 25.2%
driven by operating leverage
and lifted by US growth

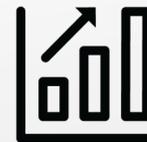


2021 GUIDANCE UPGRADE

GUIDANCE WAS UPGRADED ON 6 AUGUST -
DRIVEN BY STRONG PERFORMANCE AND REVISED FORECAST



Organic growth "16-18%"
(3-5% vs 2019)
Before "Above 12%"



EBIT margin "23-24%"
Before "Above 22%"



**Cash distribution to
shareholders
continues**

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STRONG SECOND QUARTER

DESPITE 15% OF STORES CLOSED DUE TO COVID-19

- US. Continued, unusual strong growth, accelerated by stimulus packs
- China. Sequential improvement, but still negative sell-out growth vs 2019. First significant steps in the transformation to be taken in H2 2021
- UK. Strong online performance and traffic gradually returning to reopened stores
- Sequential improvement in key European markets vs 2019
- Mothers Day. Strong and well executed campaign with sell-out growth vs 2019 of 7%
- Summer sale. 60% below 2019 (as planned). Drives down Q2 discount levels

Q2 2021	YoY vs 2020	YoY vs 2019	Q2 2021 closed stores due to COVID-19*	Q2 2020 closed stores due to COVID-19*
US	134%	63%	6%	54%
China	7%	-13%	0%	0%
UK	25%	1%	13%	84%
Italy	56%	-8%	21%	52%
Australia	23%	-9%	6%	43%
France	1%	-14%	47%	58%
Germany	-1%	-8%	60%	50%
Group	62%	7%	Around 15%	Around 45%¹

*Average closures throughout the quarter | ¹End of June 2020 Pandora had approx. 15% of the network closed

SELL-OUT GROWTH

	Q1 2021	Q2 2021
Closed stores	71%	32%
Sell-out growth vs 2019	-17%	-6%

SEQUENTIAL IMPROVEMENT IN KEY EUROPEAN MARKETS¹

¹Include the markets UK, Germany, Italy and France

BRILLIANCE TEST LAUNCH IN THE UK PROGRESSING WELL - DECISION ON GLOBAL LAUNCH LATE 2021

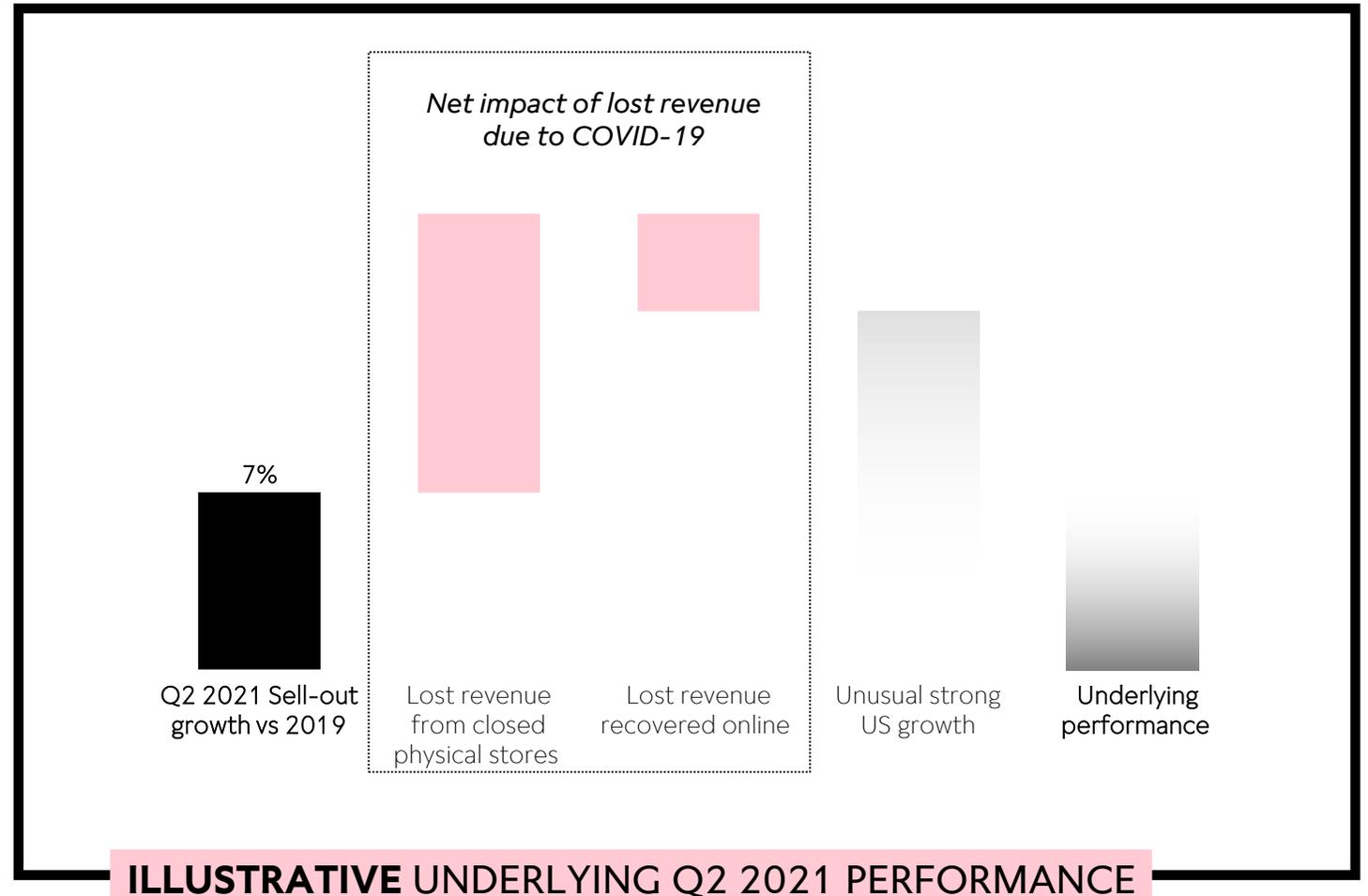
- Early May, Pandora launched its new platform, *Pandora Brilliance* - a test launch in the UK
- Pandora Brilliance is the first collection tested with the aim to become a potential new platform next to Moments - by democratising diamonds
- The test launch is ongoing and progressing well, generating important insight for Pandora that will help sharpen a potential future global launch
- A decision on a global launch will be taken late 2021
- Pandora Brilliance generated around DKK 18 million revenue in Q2 (3% share of reported UK revenue)



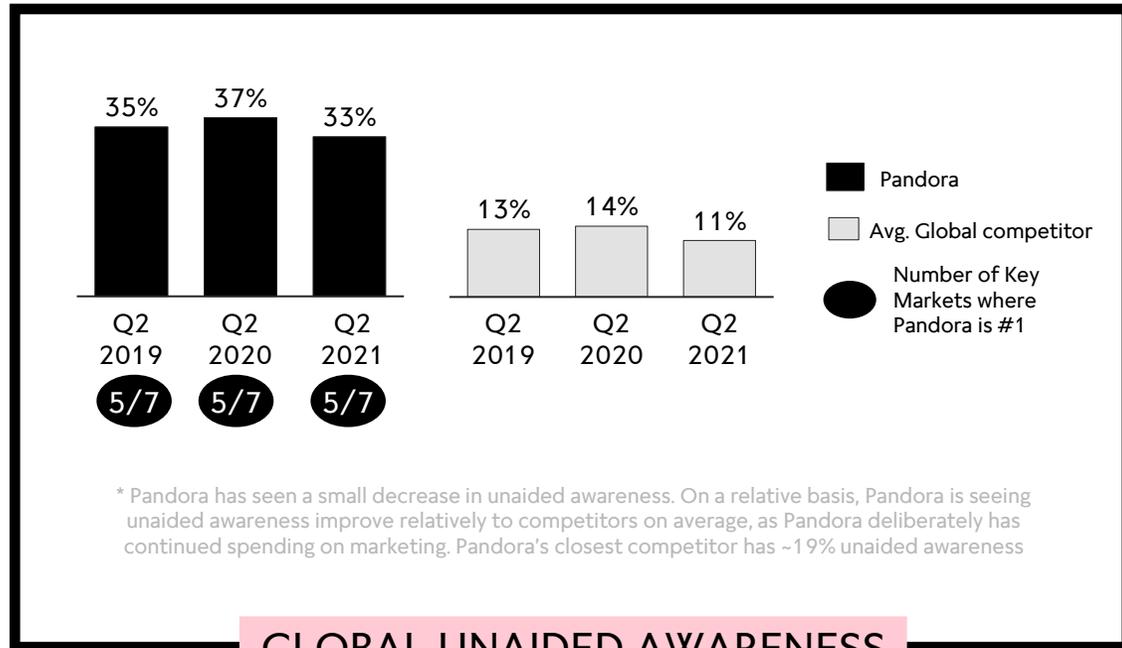
COVID-19 CONTINUES TO IMPACT PERFORMANCE

- UNDERLYING GROWTH EXPECTED TO BE POSITIVE

- Sell-out growth vs 2019 ended at 7% and was impacted by two opposing COVID-19 factors:
 1. Lockdown of stores dragging down revenue in Q2 2021 – partially offset by revenue picked up online
 2. Unusually strong growth in US, temporarily accelerated by stimulus packs
- While the net impact of these two factors are obviously associated with high uncertainty, Pandora is confident that the underlying sell-out growth is positive
- Data indicates that Pandora continued to grow more than the market in Q2 – Pandora US sell-out growth of 63% vs 2019 compared to US luxury market growing 53% vs 2019 as per the Bank of America global luxury report

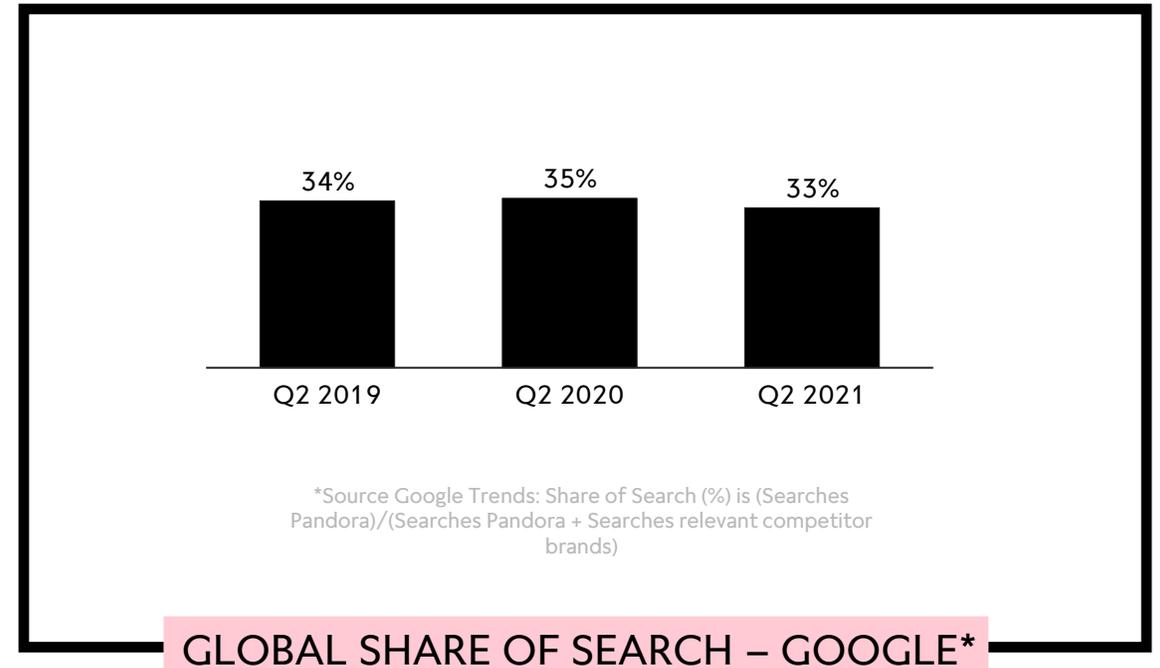


MAINTAINING **STRONG BRAND MOMENTUM**



**PANDORA NO. 1 IN UNAIDED AWARENESS
IN 5 OUT OF 7 KEY MARKETS**

**CONTINUE TO INCREASE THE
RELATIVE GAP TO COMPETITORS**



**~1/3 OF ALL GOOGLE SEARCHES FOR
BRANDED JEWELLERY IS FOR
PANDORA**

Q2 2021 DIGITAL RESULTS - OUR DIGITAL INVESTMENTS GENERATES STRONG RESULTS

132%

(-16% VS 2020)

ONLINE REVENUE MORE
THAN DOUBLES VS 2019

17%

(-6% VS 2020)

ONLINE
DISCOUNTS IN Q2

13%

(OF ONLINE SALES IN THE US)

CLICK & COLLECT IN
THE US CONTINUE THE
STRONG TRACTION

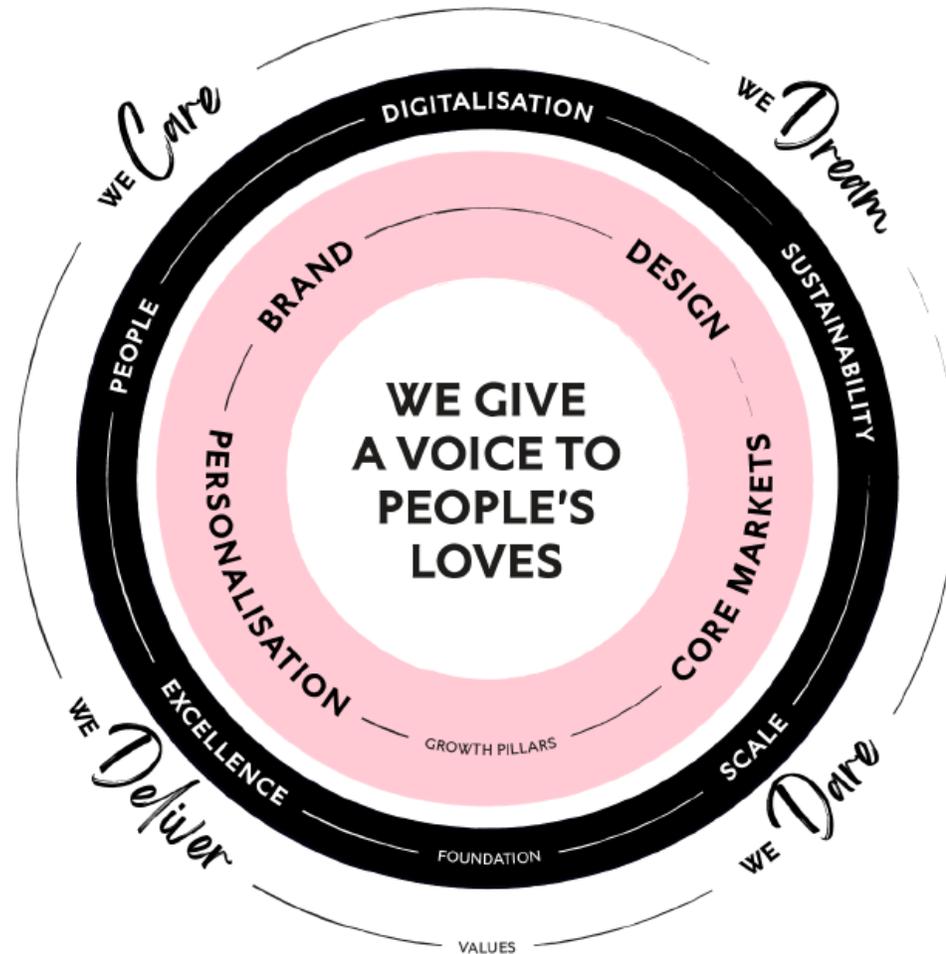
COVID-19 IN THAILAND – SIGNIFICANT PRECAUTIONARY ACTIONS TAKEN, LIMITED DISRUPTIONS SO FAR

- During the last couple of months, the number of COVID-19 cases in Thailand have increased
- Due to the significant precautionary measures taken by Pandora, the impact on production in Q2 was immaterial
- To keep employees in Thailand safe and to safeguard production and inventory levels, Pandora has taken the following measures:
 - Increasing stock levels - hired 1,000 additional colleagues
 - Working in extended shifts
 - Ongoing testing of employees
 - Immediate lock-down, quarantine and cleaning of areas where cases are detected
 - Close dialogue with Thai authorities and close monitoring of suppliers
- The 2021 guidance assumes that there will be no major disruptions in the supply chain



PANDORA WILL HOST AN ONLINE CAPITAL MARKETS DAY 14 SEPTEMBER UNFOLDING THE PHOENIX STRATEGY

- The Phoenix strategy was launched on May 4 at the Q1 extended conference call together with a high level overview of the key components in the strategy
- The strategy will be covered in greater details at Pandora's upcoming online **Capital Markets Day on September 14**
- Pandora will make the Capital Markets Day **material available** on the website early in the morning on **September 14**



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KEY FINANCIAL HIGHLIGHTS

SOLID REVENUE GROWTH AND EBIT MARGIN

TOPLINE	Q2 2021	Q2 2020	Q2 2019
Revenue, DKK million	5,155	2,876	4,693
Organic growth	84%	-38%	-7%
<i>Organic growth vs 2019</i>	13%	n/a	n/a
Sell-out growth	62%	-39%	-10%
<i>Sell-out growth vs 2019</i>	7%	n/a	n/a

FINANCIAL RATIOS

Gross margin*	77.1%	74.9%	76.1%
EBIT margin*	25.2%	1.1%	22.9%
Cash conversion incl. lease payments, %	98%	n/a	150%
Net working capital, % of last 12 months revenue	-0.3%	-1.5%	6.2%
NIBD to EBITDA excl. restructuring costs	0.4	1.1	1.4
CAPEX (% of revenue)	3%	4%	4%
Earnings per share, basic, DKK	10.0	-2.1	5.4

*2020 & 2019 numbers are excluding Programme NOW restructuring costs.

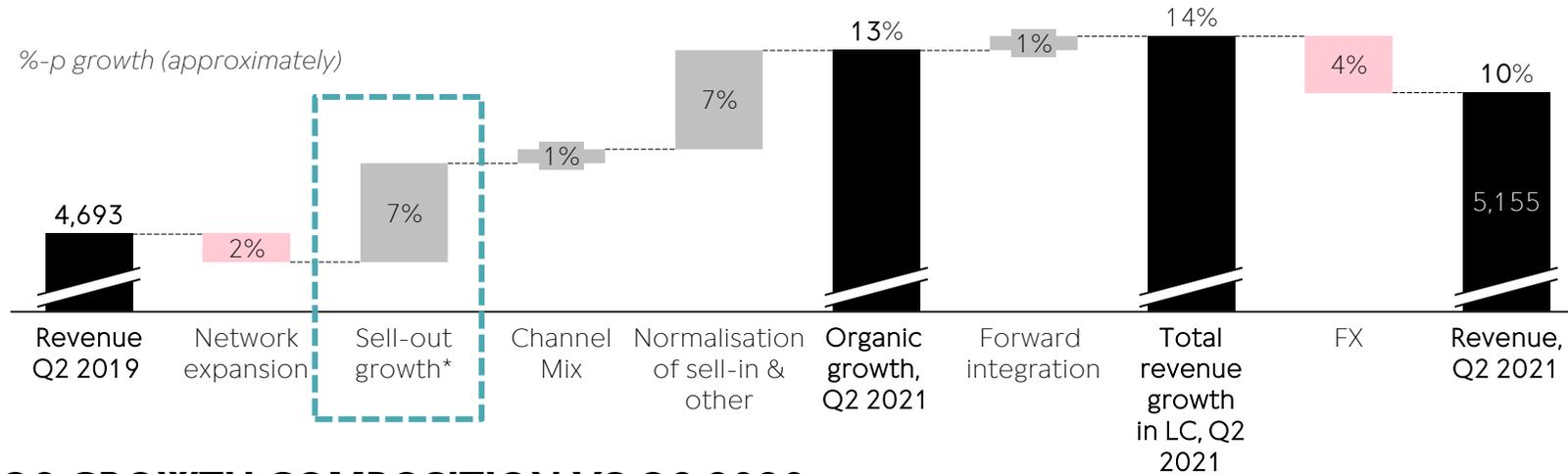
COMMENTARY

- Strong Q2 performance despite that 15% of the stores were temporarily closed
- Strong EBIT margin driven by operating leverage in general - and further lifted by the unusual high growth in US
- Net working capital remains below zero despite inventory build-up ahead of peak season and as a precautionary measure against the pandemic
- Financial leverage remains low and just below the capital structure range – cash distribution for Q3 confirmed
- Significant lift in EPS driven by the lapse of restructuring costs combined with revenue growth and operating leverage

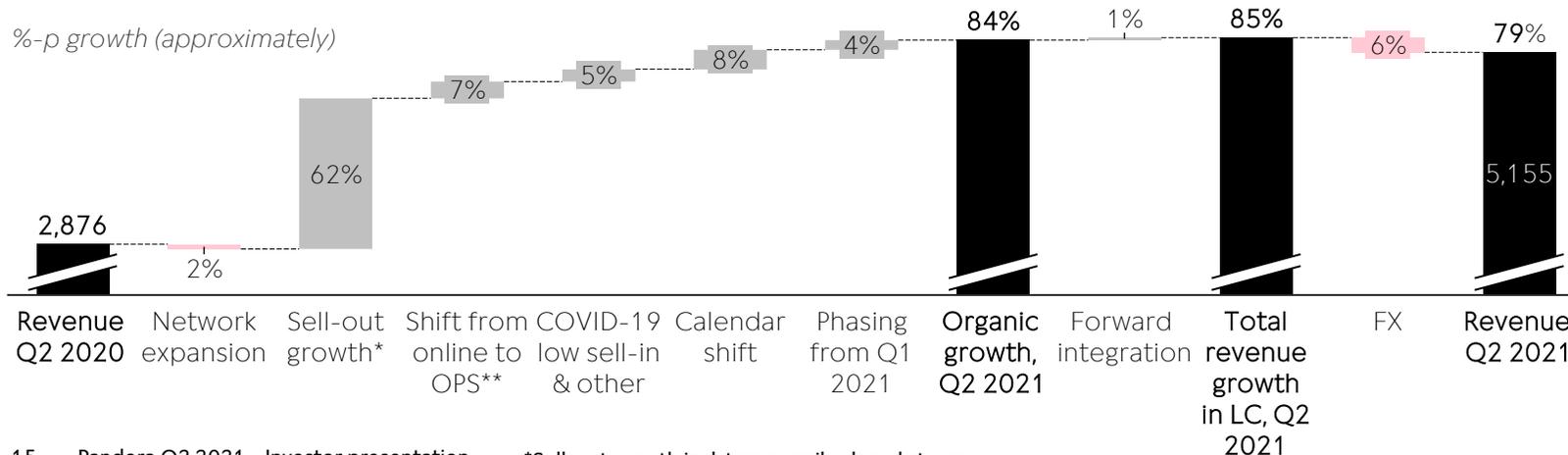
REVENUE BRIDGES HEAVILY IMPACTED BY COVID-19

SELL-OUT VS Q2 2019 IS THE BEST KPI

Q2 GROWTH COMPOSITION VS Q2 2019



Q2 GROWTH COMPOSITION VS Q2 2020



COMMENTARY

The revenue bridges are heavily impacted by the significant COVID-19 impact across channels. The most relevant KPI, is the 2-year stack sell-out growth

vs 2019

- “Normalisation of sell-in & other” includes the impact of the commercial reset in 2019, higher online freight and good performance in other points of sale (two latter not included in sell-out)

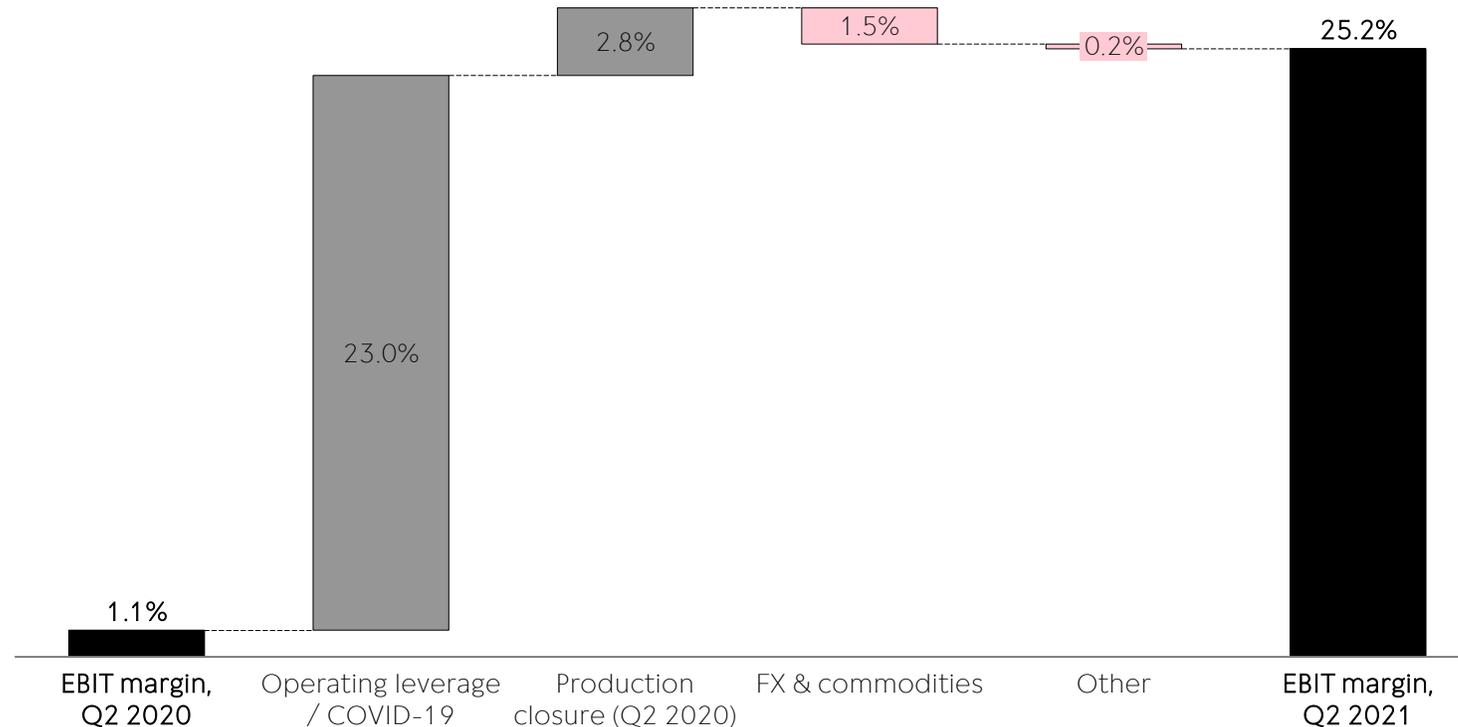
vs 2020

- The lower COVID-19 impact this year leads to a shift of revenue from online (included in sell-out) to other points of sale (not included in sell-out)
- The COVID-19 outbreak last year also led to lower sell-in in Q2 2020
- As highlighted in Q1, a calendar shift between the retail calendar (used for sell-out) and the Gregorian calendar (used for organic growth) negatively impacted Q1 2021 and is reversed this quarter
- As also highlighted in Q1, phasing of sell-in negatively impacted Q1 2021 and is now reversed

VERY SOLID EBIT MARGIN

EBIT MARGIN CLIMBS TO HIGHEST Q2 LEVEL IN THREE YEARS

%-p development (approximately)



COMMENTARY

- Q2 2020 was heavily impacted by COVID-19 and the EBIT margin bridge clearly reflects this
- The “Operating leverage” bucket includes both the positive impact from fewer temporary store closures due to the pandemic, the support from the unusual high US growth as well as the negative impact from less government support and rent concessions and other temporary cost measures in 2020
- In Q2 2020, a one-off cost related to a temporary close-down of production due to COVID-19 negatively impacted the margin by DKK 80 million equal to 2.8%
- Higher silver prices has a negative impact on the margin of around 1.5pp

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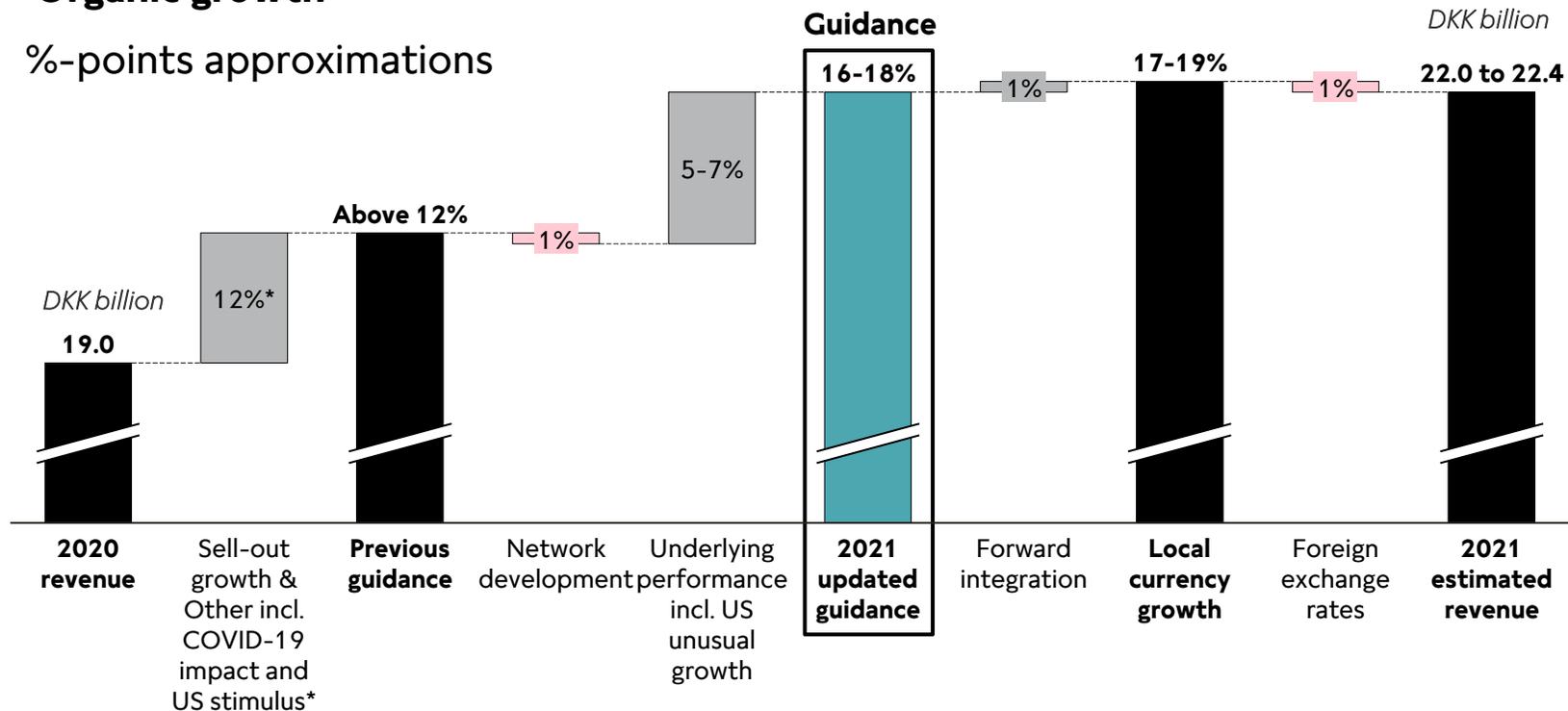


FULL YEAR 2021 GUIDANCE

ORGANIC GROWTH

Organic growth

%-points approximations



*Sell-out growth incl. temporarily closed stores, %.

The 12% includes the net impact from the previous guidance of: >18% sell-out growth in own channels & sell-in incl. US stimulus packages, -6% from COVID-19, and 0% network development

GUIDANCE ASSUMPTIONS 2021

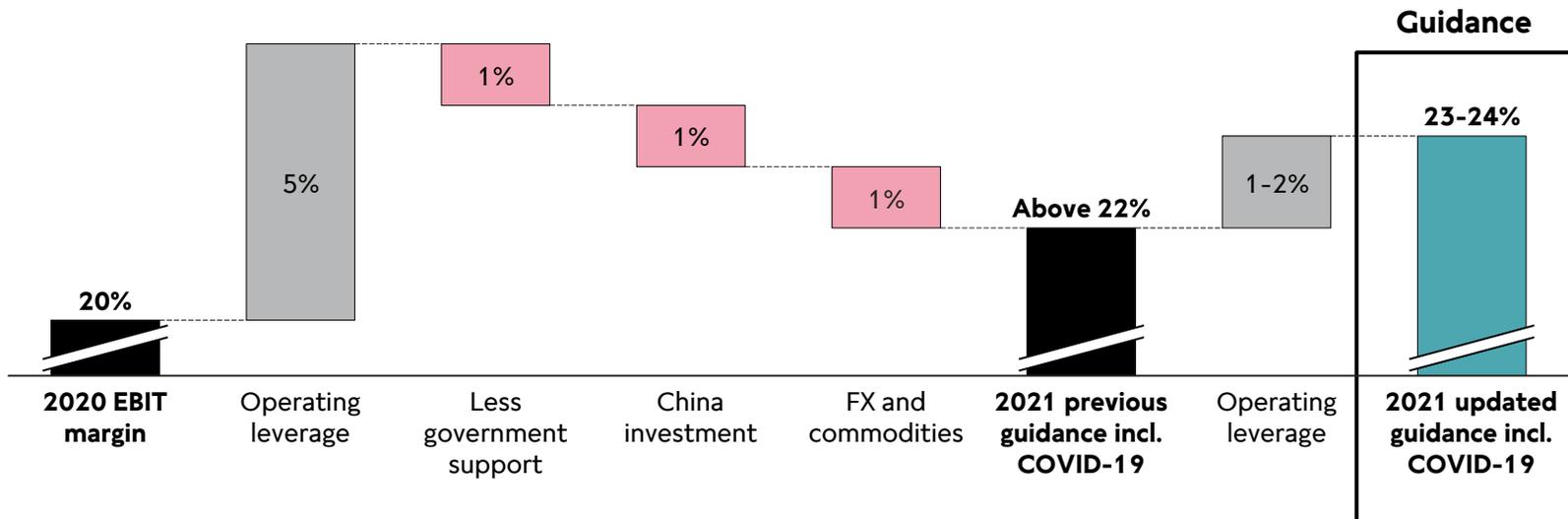
- The updated guidance is based on the assumption that 5% of the stores will be temporarily closed or severely impacted in the second half (previously 5-10%)
- The guidance also assumes that there will be no major COVID-19 disruptions in the supply chain
- Pandora still expect a full-year growth impact of around -6% from COVID-19
- China is expected to remain a drag on group performance vs 2019 for the rest of the year. Q3 will be impacted by the recent increase in COVID-19 incidents as well as flooding
- The organic growth guidance vs 2020 correspond to an organic growth of 3-5% vs 2019

FULL YEAR 2021 GUIDANCE

EBIT MARGIN

EBIT margin

%-points approximations



GUIDANCE ASSUMPTIONS 2021

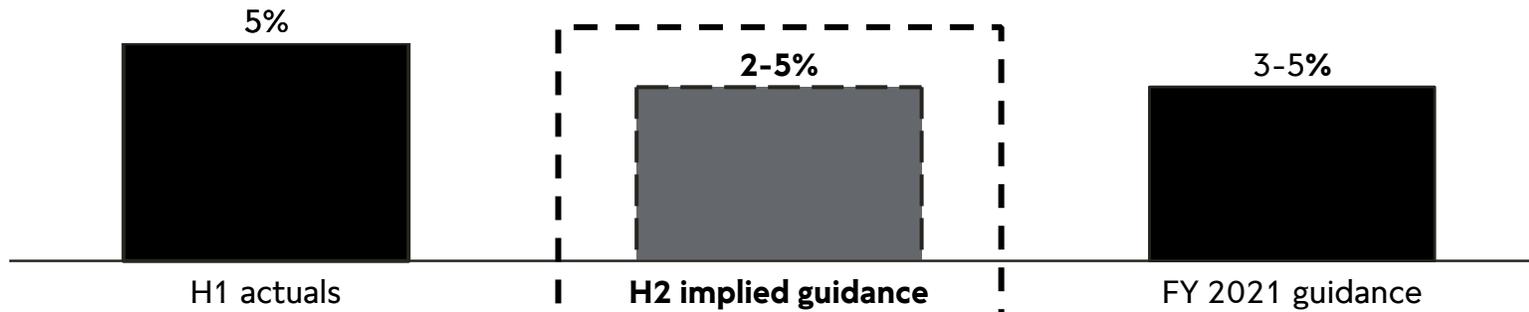
- Pandora increases the EBIT margin guidance driven by higher topline and thereby operating leverage
- The unusual strong growth in the US - which is highly margin accretive - supports the upgrade

Other guidance parameters

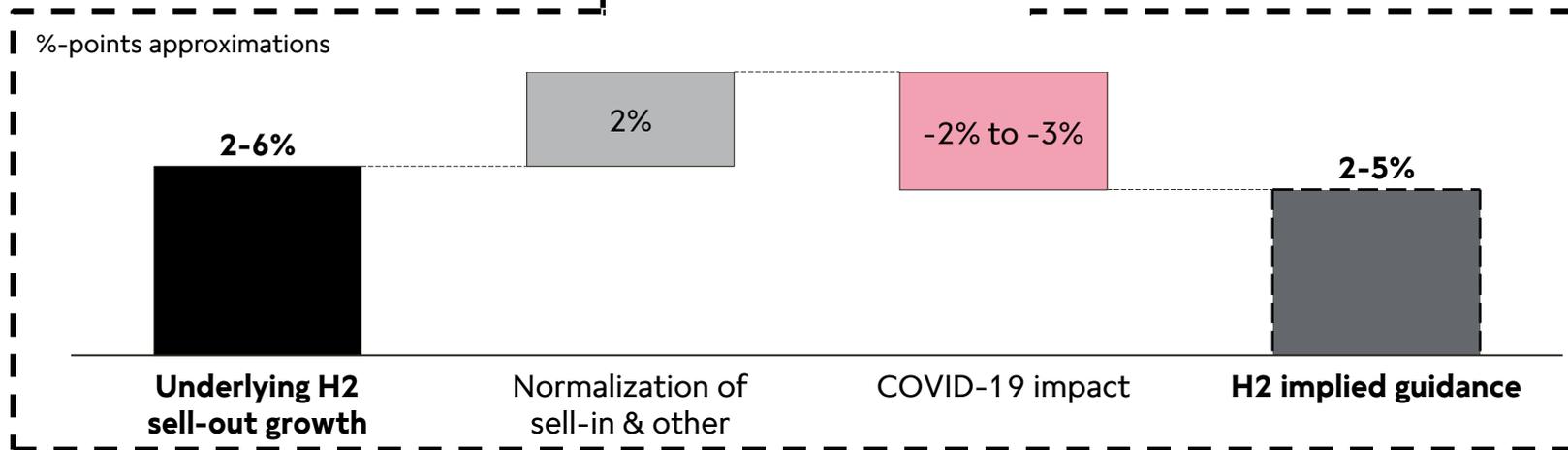
- CAPEX for the year is expected to be around DKK 1.0 billion (previously DKK 1.0-1.2 billion)
- Pandora now expects 25-50 concept store closures compared to previous expectation of no major changes to the overall concept store network
- The effective tax rate is expected to be 22-23%, in line with 2020 and unchanged from the previous guidance

IMPLIED ORGANIC GROWTH GUIDANCE FOR SECOND HALF OF 2021

Organic growth vs 2019



Sell-out growth vs 2019

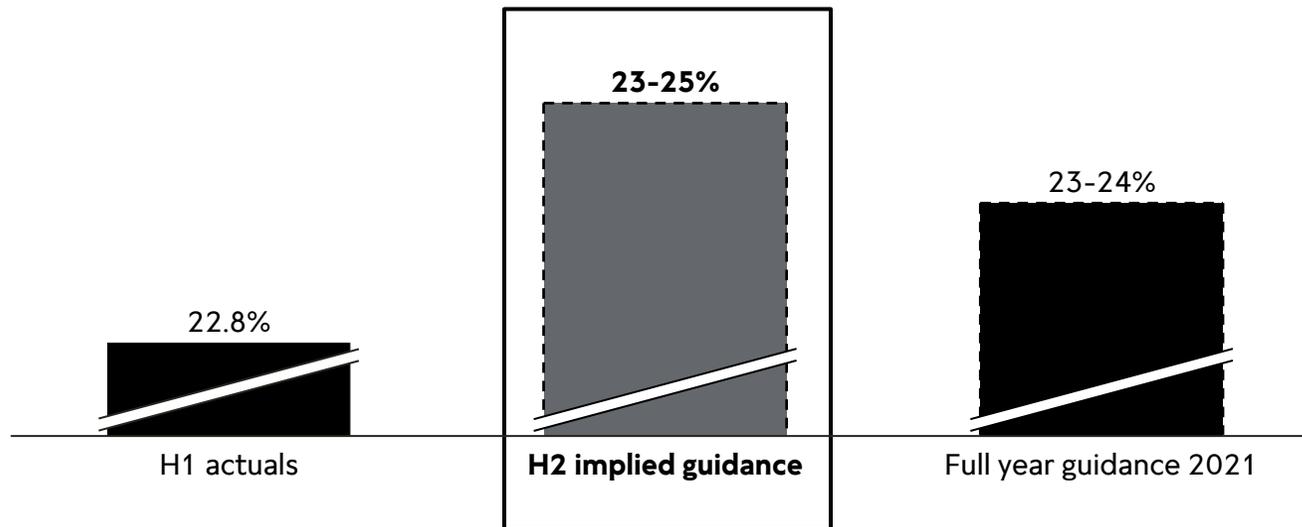


COMMENTARY

- Compared to a COVID-19 clean base in 2019, Pandora expects 2-5% organic growth in the second half of the year
- The guidance corresponds to an underlying sell-out growth vs 2019 of 2-6%
- A normalization of sell-in (2019 impacted by the commercial reset as part of Programme NOW) and other (such as online freight income) is expected to contribute 2pp to organic growth in the second half
- COVID-19 is expected to remain a -2 to -3% drag on sell-out in the second half
- Compared to 2020, the implied organic growth guidance for the second half is roughly 2-5% also

IMPLIED EBIT MARGIN GUIDANCE FOR SECOND HALF OF 2021

Implied EBIT margin for second half of 2021



COMMENTARY

- Pandora has historically delivered an EBIT margin pick-up in the second half of the year compared to the first half. This year will be no different
- Two factors, however, drives a somewhat lower pick-up in 2021. There are no changes to the underlying business model:
 1. The unusual strong growth in the US has helped lift the margin in H1
 2. In H2, Pandora will take the first significant steps in the China transformation by investing in a repositioning of the brand impacting the full year EBIT margin negatively by -1% and second half by -1.5%

PANDORA WILL CONTINUE CASH DISTRIBUTION FOR 2021

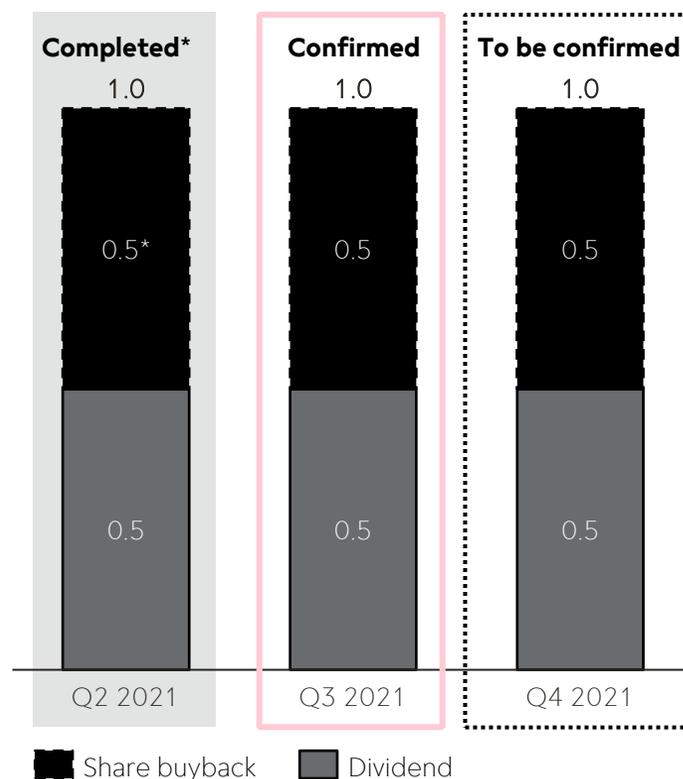
STRONG LIQUIDITY & LOW LEVERAGE

AVAILABLE LIQUIDITY
DKK 5.2 BILLION

NIBD TO EBITDA RATIO
END OF Q2 2021

0.4X
(CAPITAL STRUCTURE
POLICY OF 0.5X-1.5X)

CASH DISTRIBUTION QUARTERLY SPLIT, DKK BILLION



*Share buyback was completed in August.

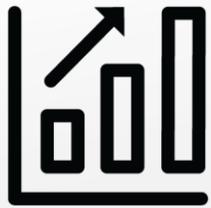
COMMENTARY

- Pandora continues the cash distribution plan announced in Q1 2021
- At the Annual General Meeting in March 2021, Pandora was granted the authorisation by the shareholders to distribute up to DKK 15 per share as extraordinary dividend in 2021
- The Board of Directors already had the authority to initiate a share buyback at any point in time
- As a pre-cautionary measure due to COVID-19, the cash distribution follows a “pay-as-you-go” approach. DKK 1 billion was paid out in Q2 2021 and another DKK 1 billion has been approved for distribution in Q3 2021
- Assuming that the COVID-19 situation does not worsen, Pandora expects to continue the quarterly distributions in Q4 2021
- The cash distribution will be split equally between share buybacks and dividends



CLOSING REMARKS

CLOSING REMARKS



Strong performance and profitability in Q2 2021



Phoenix in progress – more to come at the online Capital Markets Day 14 September



Cash distribution continued



Upgraded guidance

Q&A

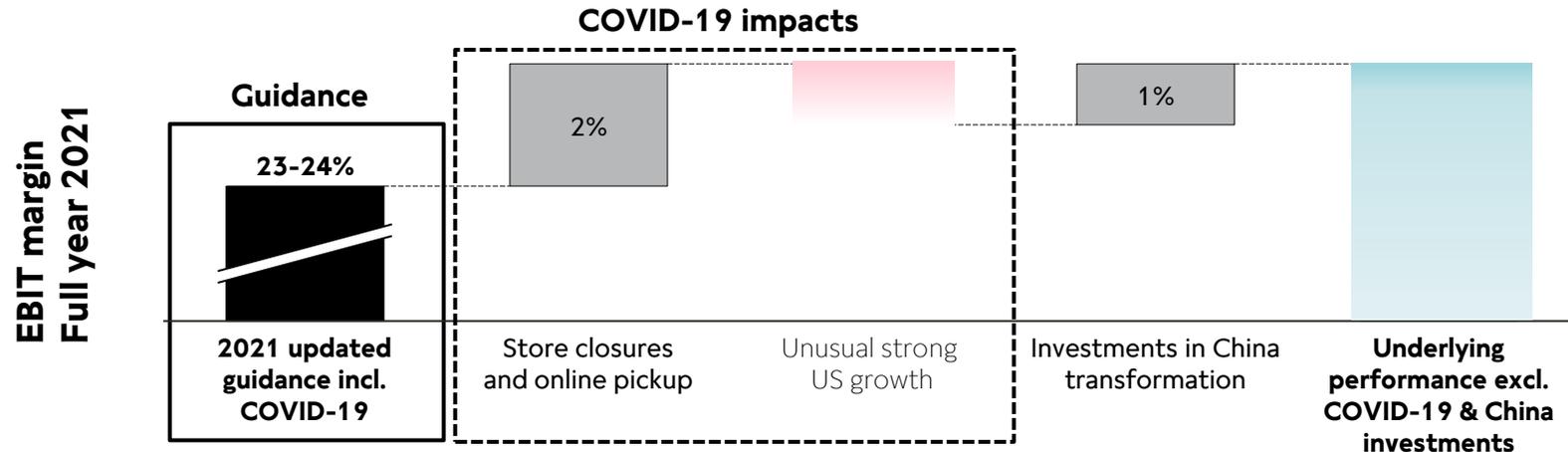
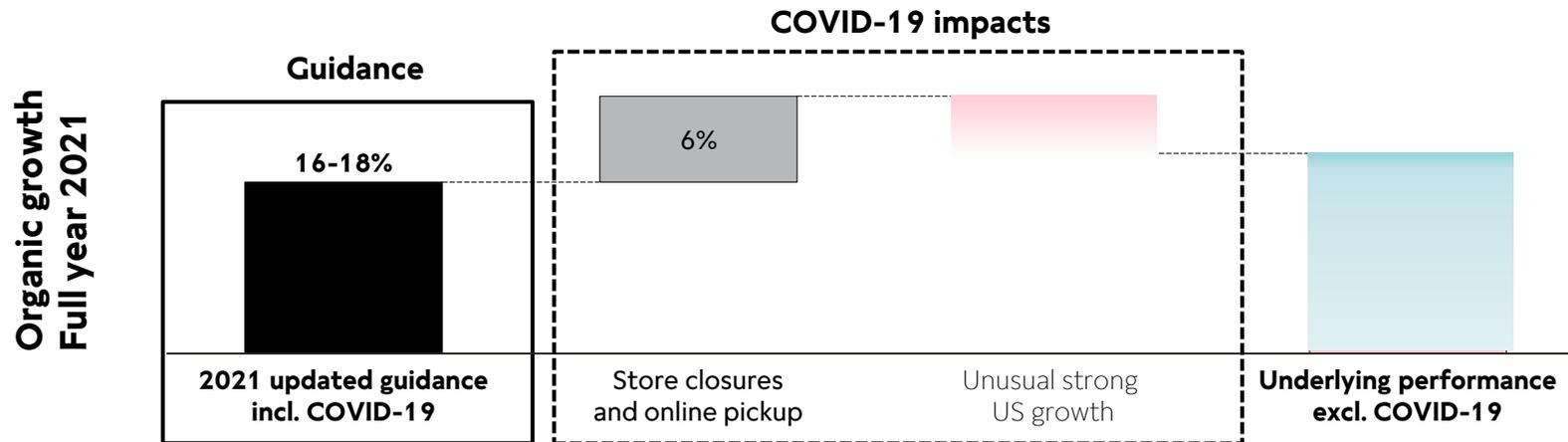


APPENDIX



FULL YEAR 2021

THOUGHTS ABOUT UNDERLYING PERFORMANCE

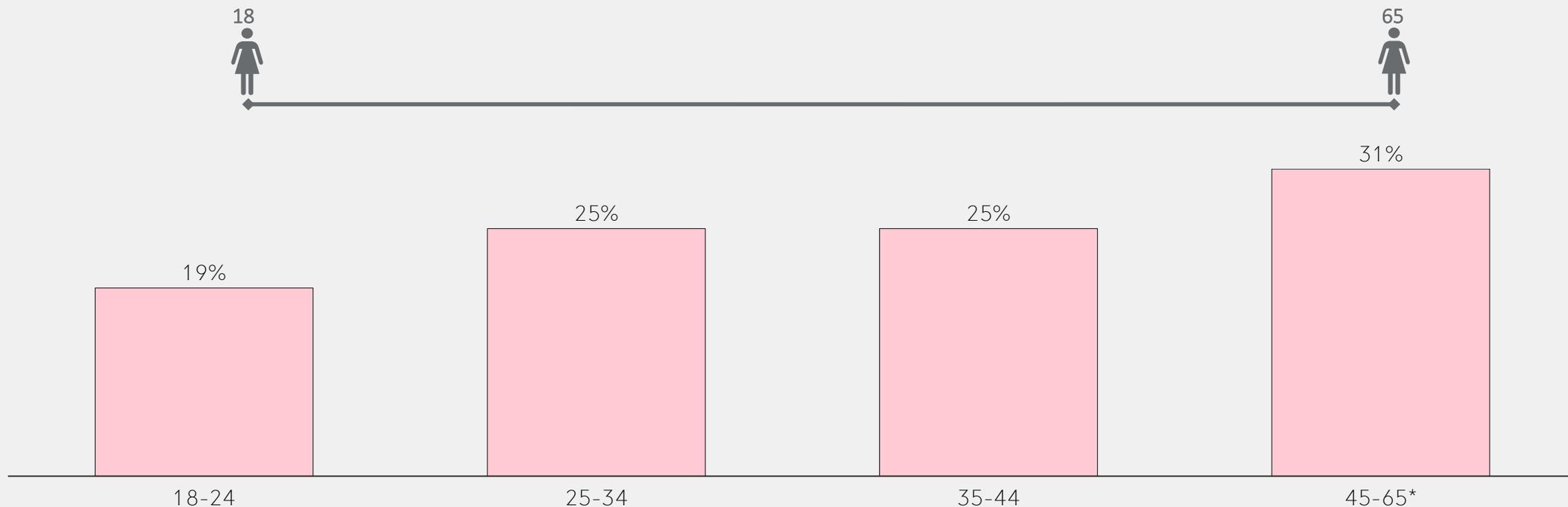


UNDERLYING PERFORMANCE

- 2021 is materially impacted by COVID-19. The unusual circumstances makes it difficult to interpret the underlying performance
- A negative COVID-19 impact on organic growth of -6% is still expected due to the stores temporarily closed due to COVID-19
- On the other hand, the US stimulus packages clearly supports the unusual high growth in Pandora US
- Finally, the 2021 EBIT margin is impacted by -1% related to the initial investments in China to reposition the brand
- The net impact of COVID-19 on 2021 performance is obviously associated with high uncertainty

PANDORA CONSUMERS ARE ACROSS GENERATIONS

Age distribution of our consumers who have purchased Pandora within the last 12 months



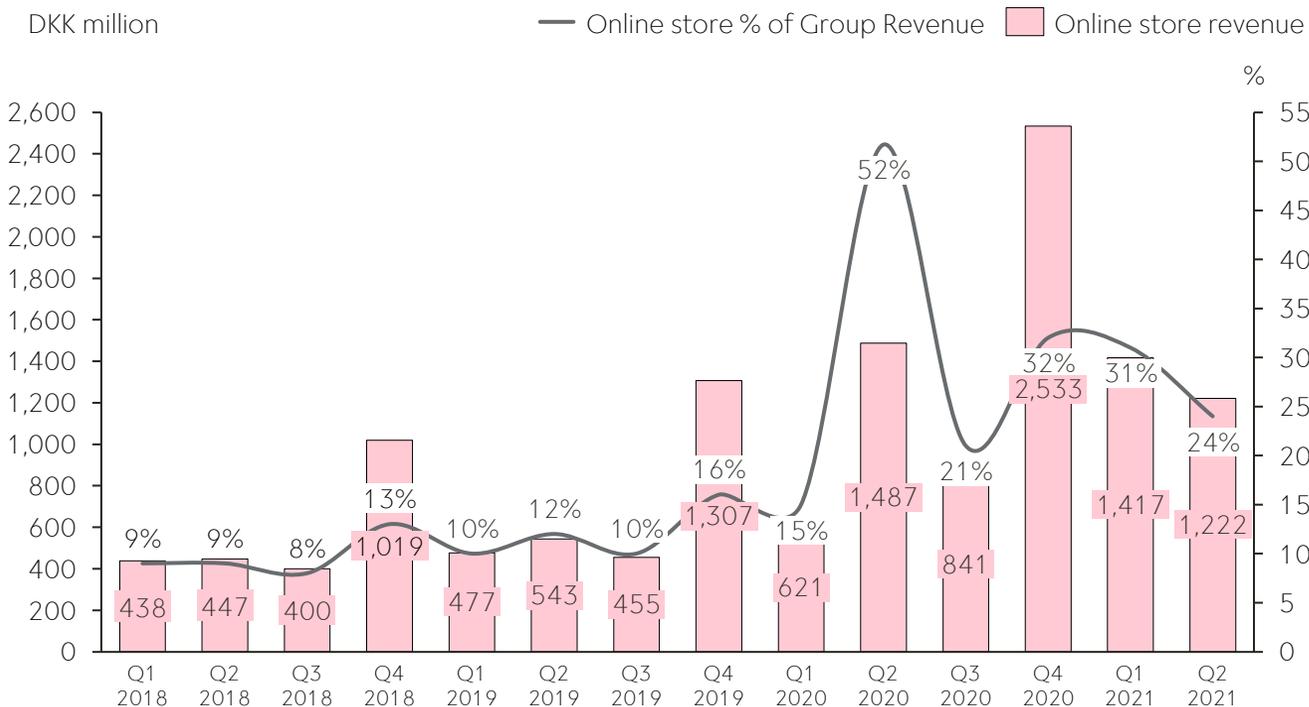
Source: Pandora Brand Tracker 2020 (n=2508)

Note: Markets include IT, ES, FR, UK, DE, RU, CA, CN, AU

*Age range stops at 54 in China and Russia.

PANDORA'S ONLINE BUSINESS & PRESENCE

Online store development



-16%
ORGANIC
GROWTH IN
Q2 '21

24%
SHARE OF GROUP
REVENUE IN Q2 '21

20
MARKETS

SINGLE
DIGIT RETURN
RATES

STRONG
PROFITABILITY

Online platforms



Pandora online stores available in 20 markets across all regions, incl. China (own and Tmall distribution), Australia, Italy, the UK, the US etc.



More than 345 million visits on the Pandora online stores in 2020



18 million Pandora club members worldwide



17.3million Facebook followers



8.4 million followers on Instagram

REVENUE DEVELOPMENT BY CHANNEL AND BY GLOBAL BUSINESS UNIT

Channel Development

DKK million	Q2 2021	Organic growth vs Q2 2020	Share of revenue Q2 2021	H1 2021	Organic growth vs H1 2020	Share of revenue H1 2021
Pandora owned retail	3,399	37%	66%	6,355	26%	66%
- of which concept stores	2,027	115%	39%	3,408	24%	35%
- of which online stores	1,222	-16%	24%	2,639	29%	27%
- of which other points of sale	150	119%	3%	308	35%	3%
Wholesale	1,599	375%	31%	2,964	88%	31%
- of which concept stores	912	709%	18%	1,601	98%	17%
- of which other points of sale	687	199%	13%	1,363	77%	14%
Third-party distribution	157	410%	3%	336	39%	3%
Total revenue	5,155	84%	100%	9,655	42%	100%

Global Business Units

DKK million	Q2 2021	Sell-out growth vs Q2 2020	Share of revenue Q2 2021	H1 2021	Sell-out growth vs H1 2020	Share of revenue H1 2021
Moments and Collabs	3,722	59%	72%	6,973	41%	72%
- hereof Moments	3,376	59%	65%	6,242	40%	65%
- hereof Collabs	346	55%	7%	732	51%	8%
Style and Upstream Innovation	1,433	68%	28%	2,682	38%	28%
- hereof Timeless	886	72%	17%	1,712	45%	18%
- hereof Signature	447	62%	9%	811	28%	8%
- hereof Me	82	36%	2%	140	10%	1%
- hereof Brilliance	18	-	0%	18	-	0%
Total revenue	5,155	62%	100%	9,655	40%	100%

STORE NETWORK DEVELOPMENT

Net openings

Number of points of sale	Q2 2021	Q2 2021 vs Q1 2021	Q2 2021 vs Q2 2020
Concept stores	2,630	-29	-84
- of which Pandora owned	1,379	-15	6
- of which franchise owned	745	-10	-83
- of which third-party distribution	506	-4	-7
Other points of sale	4,095	45	-444
- of which Pandora owned	257	4	30
- of which wholesale	3,274	31	-432
- of which third-party distribution	564	10	-42
Total points of sale	6,725	16	-528

KEY MARKETS REVENUE AND SELL-OUT GROWTH OVERVIEW

DKK million	Q2 2021	Organic Growth vs 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Share of revenue	H1 2021	Organic Growth vs 2020	Sell-out growth vs 2020	Share of revenue, H1 2021
US	1,771	179%	134%	63%	34%	3,161	112%	107%	33%
China	390	3%	7%	-13%	8%	671	15%	20%	7%
UK	569	34%	25%	1%	11%	1,156	15%	8%	12%
Italy	515	98%	56%	-8%	10%	955	34%	28%	10%
Australia	226	26%	23%	-9%	4%	469	22%	26%	5%
France	210	7%	1%	-14%	4%	403	-7%	-7%	4%
Germany	241	31%	-1%	-8%	5%	432	19%	-8%	4%
Total top-7 markets	3,922	76%	59%	19%	76%	7,248	47%	45%	75%
Rest of Pandora	1,233	111%	75%	-22%	24%	2,407	27%	26%	25%
Group	5,155	84%	62%	7%	100%	9,655	42%	41%	100%

CONCEPT STORES PER MARKET

	Number of concept stores Q2 2021	Number of concept stores Q1 2021	Number of concept stores Q2 2020	Growth Q2 2021 /Q1 2021	Growth Q2 2021 /Q2 2020	Number of O&O Q2 2021	Number of O&O Q1 2021	Number of O&O Q2 2020	Growth O&O stores Q2 2021 /Q1 2021	Growth O&O stores Q2 2021 /Q2 2020
UK	215	216	216	-1	-1	141	138	127	3	14
Russia	174	174	182	-	-8	-	-	-	-	-
Germany	137	137	138	-	-1	134	134	133	-	1
Italy	145	146	146	-1	-1	106	107	107	-1	-1
France	121	120	121	1	-	77	76	77	1	-
Spain	86	91	88	-5	-2	70	69	70	1	-
Poland	54	55	52	-1	2	37	38	37	-1	-
South Africa	30	30	30	-	-	28	28	28	-	-
Turkey	27	27	30	-	-3	27	27	30	-	-3
Ireland	25	25	26	-	-1	20	20	21	-	-1
Netherlands	26	26	25	-	1	26	26	25	-	1
Ukraine	32	31	30	1	2	-	-	-	-	-
Portugal	26	26	26	-	-	-	-	-	-	-
Belgium	22	21	23	1	-1	14	14	14	-	-
Romania	24	24	23	-	1	12	12	12	-	-
United Arab Emirates	18	18	18	-	-	18	18	18	-	-
Czech Republic	18	19	19	-1	-1	9	10	10	-1	-1
Israel	18	18	17	-	1	-	-	-	-	-
Austria	11	11	11	-	-	9	9	9	-	-
Greece	11	11	13	-	-2	-	-	-	-	-
Denmark	7	7	7	-	-	7	7	7	-	-
Saudi Arabia	13	13	12	-	1	-	-	-	-	-
Sweden	6	7	10	-1	-4	6	7	10	-1	-4
Nigeria	8	8	8	-	-	-	-	-	-	-
US	389	391	403	-2	-14	179	179	156	-	23
Brazil	76	78	91	-2	-15	47	49	54	-2	-7
Canada	77	77	79	-	-2	31	31	23	-	8
Mexico	77	77	76	-	1	49	49	47	-	2
Caribbean	27	27	26	-	1	-	-	-	-	-
China	216	228	236	-12	-20	202	216	225	-14	-23
Australia	122	123	123	-1	-1	39	39	38	-	1
Philippines	34	34	35	-	-1	-	-	-	-	-
Malaysia	25	26	31	-1	-6	-	-	-	-	-
Hong Kong	23	23	28	-	-5	21	21	26	-	-5
Thailand	22	22	21	-	1	-	-	-	-	-
New Zealand	18	18	18	-	-	9	9	9	-	-
Singapore	11	11	11	-	-	11	11	11	-	-
Rest of the World	259	263	265	-4	-6	50	50	49	-	1
All markets	2630	2659	2714	-29	-84	1379	1394	1373	-15	6

PROFITABILITY DEVELOPMENT

DKK million	Q2 2021	Q2 2020	FY 2020	FY 2019
Revenue	5,155	2,876	19,009	21,868
Cost of sales	-1,180	-722	-4,475	-4,950
Gross profit excl. restructuring costs	3,975	2,155	14,534	16,919
Restructuring costs	-	-56	-159	-1,016
Gross profit incl. restructuring costs	3,975	2,099	14,375	15,903
<i>Gross margin (excl. restructuring costs)</i>	<i>77.1%</i>	<i>74.9%</i>	<i>76.5%</i>	<i>77.4%</i>
Sales & Distribution expenses	-1,402	-1,240	-6,234	-6,259
Marketing expenses	-784	-464	-2,717	-2,696
Administrative expenses	-488	-418	-1,702	-2,110
EBIT excl. restructuring	1,301	33	3,881	5,854
Restructuring costs	-	-231	-1,038	-2,025
EBIT incl. restructuring	1,301	-198	2,684	3,829
<i>EBIT margin excl. restructuring costs</i>	<i>25.2%</i>	<i>1.1%</i>	<i>20.4%</i>	<i>26.8%</i>

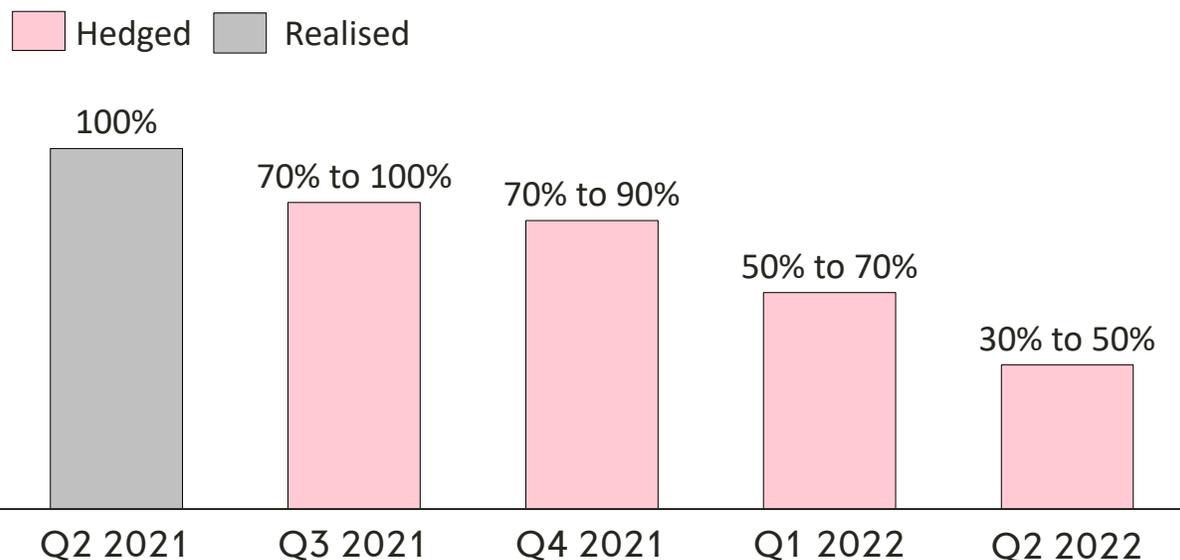
WORKING CAPITAL AND CASH MANAGEMENT

DKK million	Q2 2021	Q1 2021	Q4 2020	Q3 2020	Q2 2020
Inventory	2,557	2,373	1,949	2,619	2,250
- Share of revenue (last 12 months)	11.8%	12.3%	10.3%	13.7%	11.6%
Trade receivables	691	602	870	607	602
- Share of revenue (last 12 months)	3.2%	3.1%	4.6%	3.2%	3.1%
Trade payables	-2,236	-2,285	-3,211	-2,425	-2,316
- Share of revenue (last 12 months)	-10.3%	-11.8%	-16.9%	-12.7%	-11.9%
Other net working capital elements	-1,069	-765	-1,055	-796	-821
- Share of revenue (last 12 months)	-4.9%	-4.0%	-5.6%	-4.2%	-4.2%
Net working capital	-57	-76	-1,447	5	-286
- Share of revenue (last 12 months)	-0.3%	-0.4%	-7.6%	0.0%	-1.5%
Free cash flow excl. IFRS1 6	1,278	-586	3,780	457	943
CAPEX	138	88	124	117	121
% of revenue	2.7%	1.9%	1.6%	2.9%	4.2%
NIBD to EBITDA excl. restructuring costs (last 12 months)	0.4x	0.6x	0.5x	1.1x	1.1x
Selected KPIs					
Days Sales of Inventory - last 6 months of COGS (183 days)	208	144	126	288	228
Days Sales of Outstanding - last 3 months of wholesale and third-party distribution revenue (90 days)	24	25	23	30	89

HEDGING POLICY AND RAW MATERIALS SHARE OF PRODUCTION COSTS

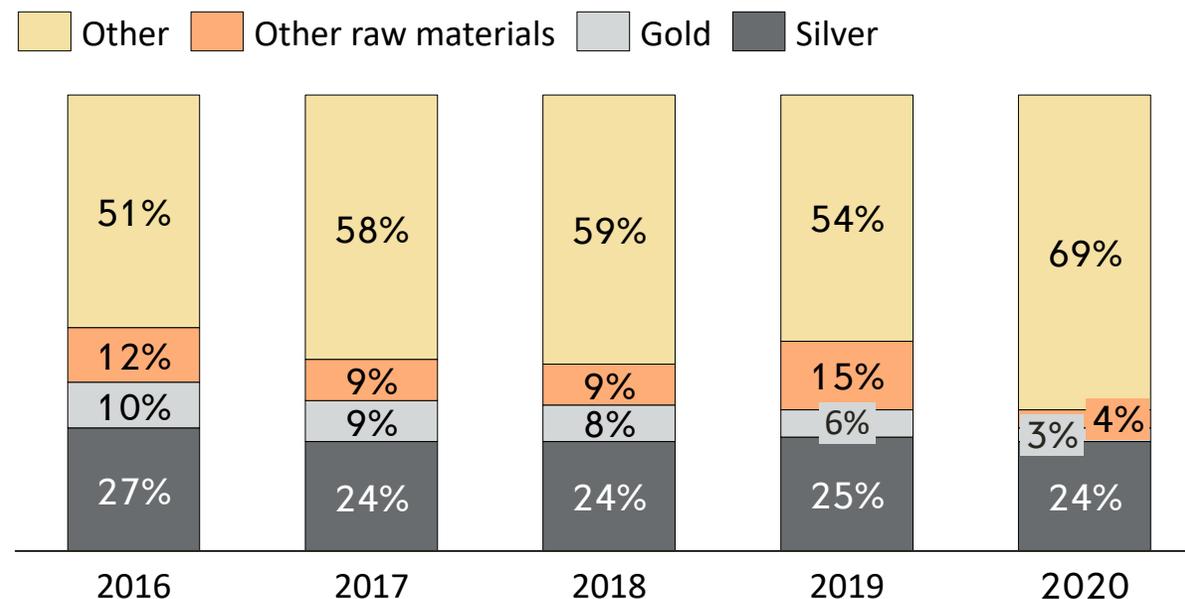
Commodity hedging policy is to hedge at least 70% of future 12 months use in production

For illustrative purposes



- The impact from commodity price changes is gradual as there exists a 2-4 months time lag from production to sale of the product and effect on the income statement.

Raw material share of cost of goods sold



- Other cost of goods sold consist of labour, cost to third-party set-ups (i.e. plating) and licence, customs, freight cost, remelt and minor provisions
- 'Other raw materials' decreased in 2020 as plating is done in-house and expensed mainly through 'Other'.

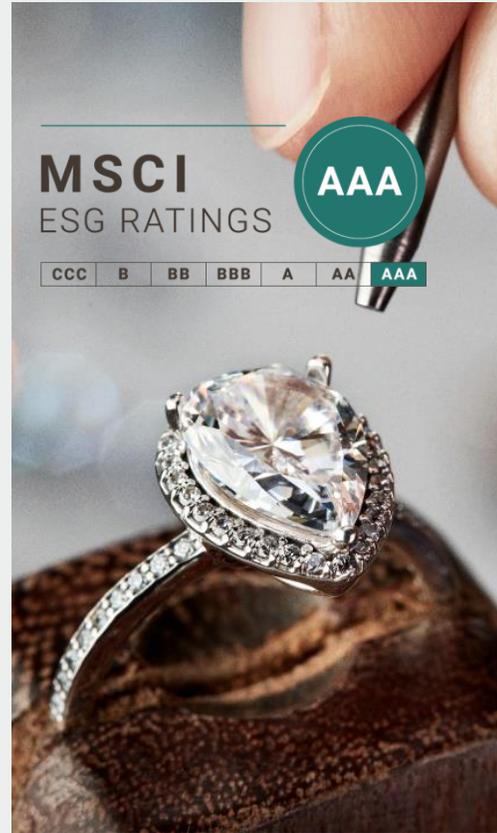
SUSTAINABILITY APPROACH

We believe high-quality jewellery, superior business performance and high ethical standards go hand in hand, and we craft our jewellery with respect for resources, environment and people. We will become carbon neutral in our operations by 2025 and will set a Science Based Target for reducing greenhouse gas emissions across our full value chain by the end of 2021.

We are committed signatories of the United Nations Global Compact and certified member of the Responsible Jewellery Council since 2012.



Pandora supports the UN Sustainable Development Goals. Four goals in particular guide our strategy as this is where we can contribute the most.



Frontrunner in ESG Investment Performance
For the fifth consecutive year, we received the top rating of AAA in the MSCI ESG Ratings assessment.

1) LOW-CARBON BUSINESS

As the world's largest jewellery maker, we are determined to reduce our climate footprint and help set an example for the wider industry.



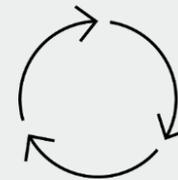
Carbon neutral
in own operations
by 2025



100% renewable energy
at our crafting facilities
achieved in 2020



Committed to set a Science Based Target
to reduce emissions
across full value chain

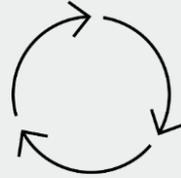


90%
of waste was
recycled at our
crafting facilities
in 2020.



Our two largest crafting facilities and global office are Leadership in Energy and Environmental Design (LEED) Certified.

2) CIRCULAR INNOVATION



From 60%¹ recycled in 2020 to 100% in 2025

By 2025, 100% of products will be made from recycled silver and gold

>99%

of all stones are man-made



100% certified silver and gold grain suppliers



Responsible Sourcing Programme

Pandora is committed to ensuring that our business practices, including our suppliers, live up to high social and environmental standards.

3) INCLUSIVE & FAIR CULTURE



Inclusive and fair workspace

We work to ensure a positive working environment for our employees across manufacturing, retail, distribution, and in our offices is a top priority and one of our fundamental responsibilities as an employer.

Inclusivity and diversity are essential parts of the Pandora brand, and in 2020 we conducted a company-wide anonymous survey to gauge employees' views on what is going well and where we collectively need to improve. The survey results will inform a new inclusion and diversity strategy.

PANDORA for 

Partnering with UNICEF to empower young people
Pandora and UNICEF have partnered to support the most vulnerable children, especially girls, around the world to lead healthier and safer lives and fulfil their potential. Through sale of Jewellery and other initiatives, Pandora will raise funds for UNICEF's important work. During the first partnership year, Pandora raised USD 3.4 million for UNICEF.

+1 M USD

donated to COVID-19 relief in 2020.

>200 colleagues

From over 40 different countries joined our global office in 2020

INVESTOR RELATIONS CONTACT DETAILS

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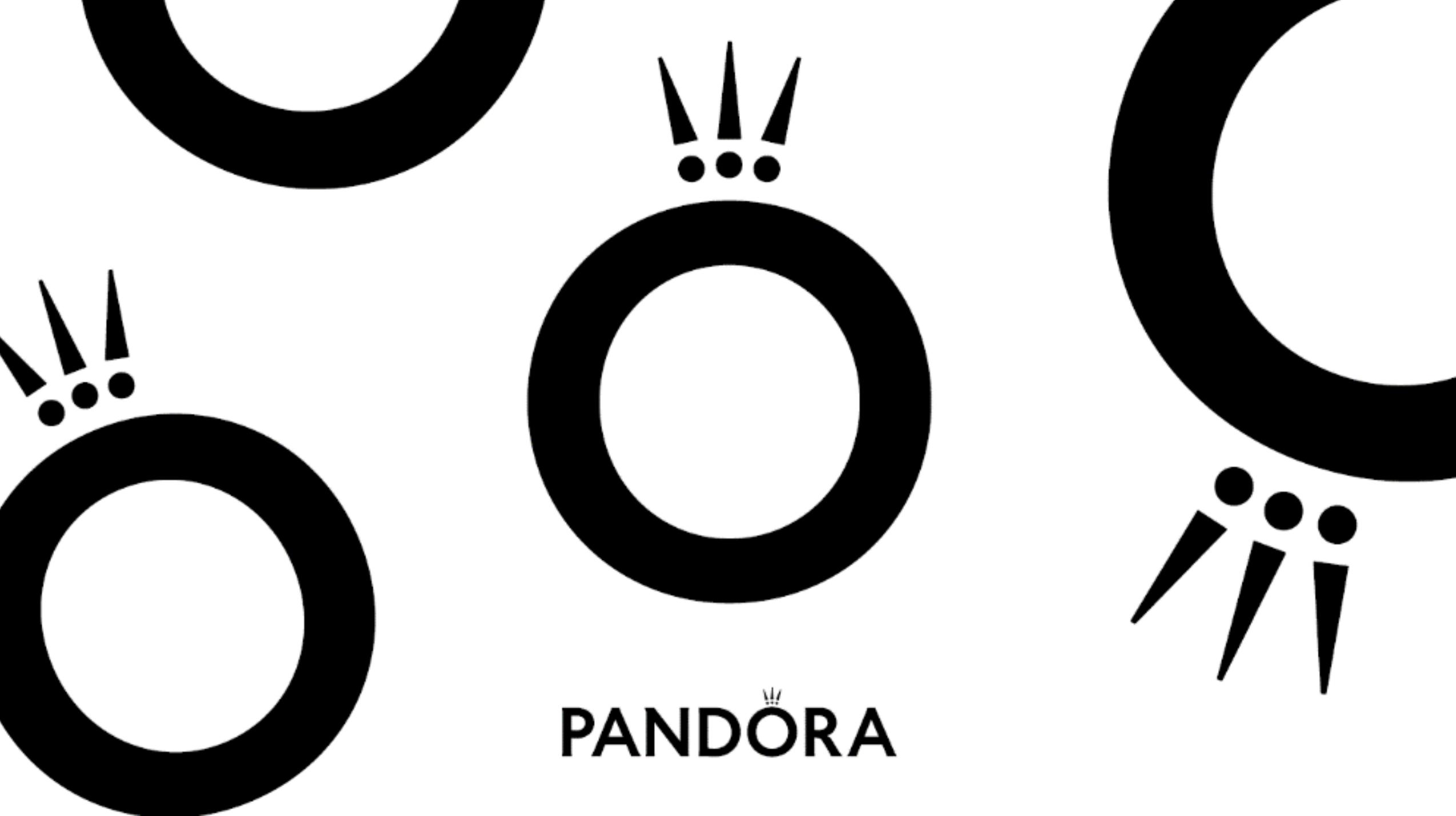
Analyst, Investor Relations
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Share information

Trading symbol	PNDORA
Identification number/ISIN	DK0060252690
GICS	25203010
Number of shares	100,000,000
Sector	Apparel, Accessories & Luxury Goods
Share capital	100,000,000
Nominal value, DKK	1
Free float (incl. treasury shares)	100%

ADR information

ADR trading symbol	PANDY
Programme type	Sponsored level 1 programme (J.P. Morgan)
Ratio (ADR:ORD)	4 ADRs : 1 ordinary share (4:1)
ADR ISIN	US 698 341 2031



PANDORA