



PANDORA

PANDORA

FOURTH QUARTER RESULTS 2021

INVESTOR PRESENTATION 09 FEBRUARY 2022

AGENDA OF TODAY

1. EXECUTIVE SUMMARY

2. PHOENIX UPDATE

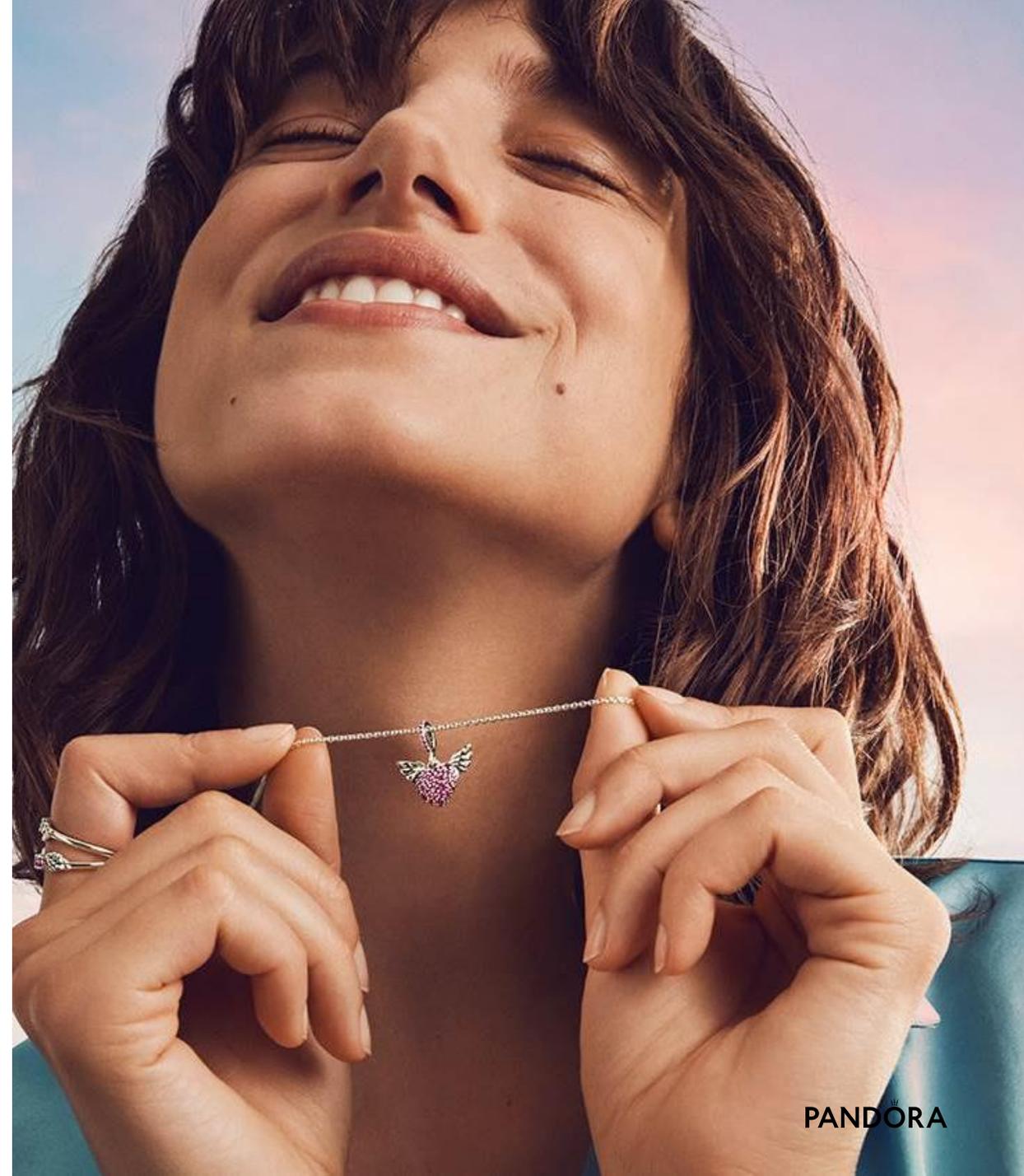
3. Q4 2021 FINANCIALS

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. Please find full disclaimer on slide 42.





RECORD REVENUE AND SELL-OUT IN Q4

STRONG AND BROAD-BASED REVENUE GROWTH



Sustainable growth
High quality growth driven
by Moments and solid
online performance



Broad-based growth
Growth across all key
markets except China. US
continued to perform
strongly



Profitable growth
25.0% EBIT margin in 2021
- absolute EBIT up 50% vs
2020



2022 GUIDANCE

SUSTAINABLE AND PROFITABLE GROWTH TO CONTINUE IN 2022

**ORGANIC
GROWTH**

3-6%

**EBIT
MARGIN**

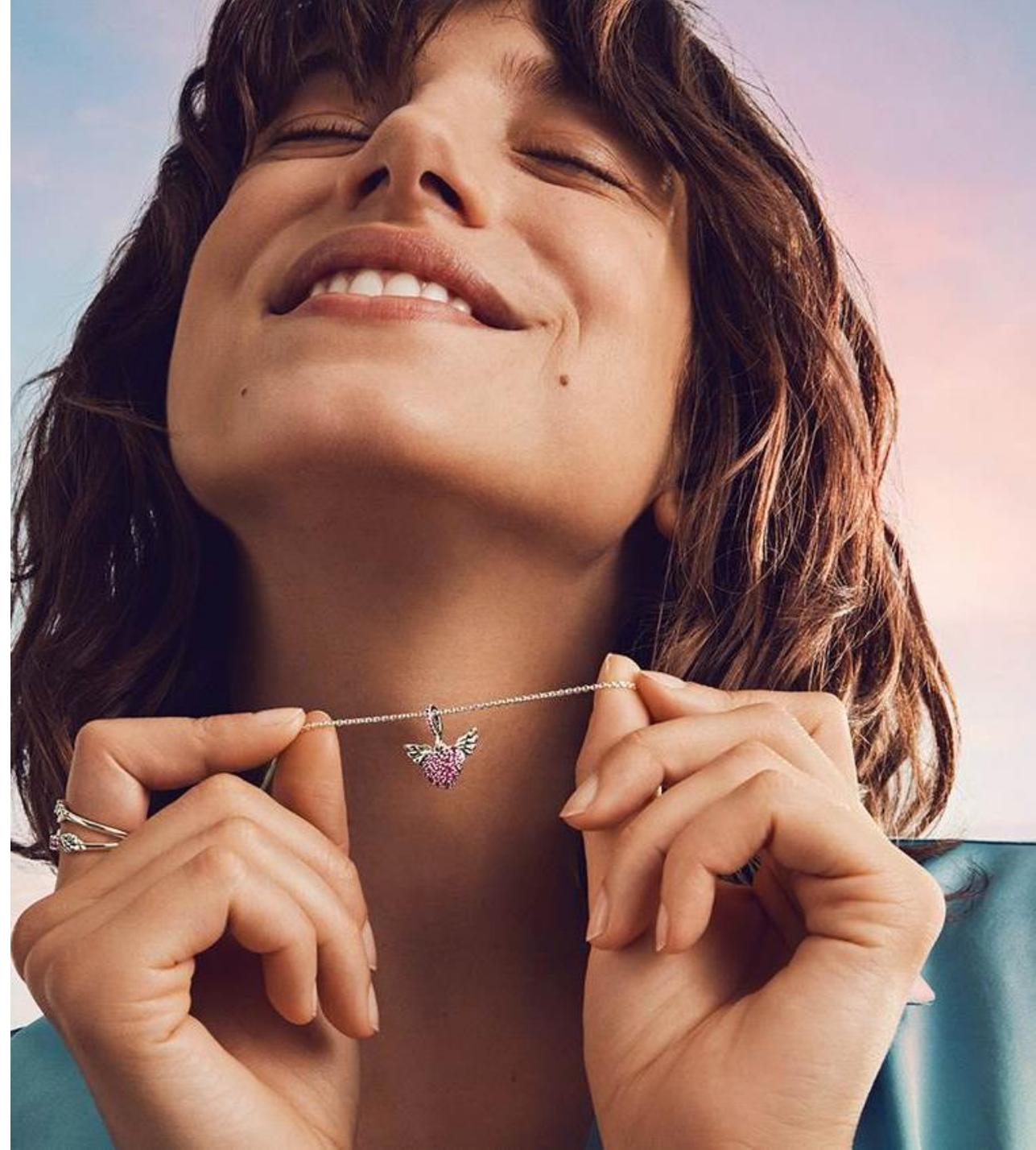
25.0-25.5%

For assumptions behind the guidance, please refer to slide 21

PANDORA

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PHOENIX STRATEGY

EXECUTION CONTINUES AT HIGH SPEED



GROWTH PILLARS

INITIATIVES

DESIGN	<p>Drive the core (Moments platform)</p> <p>Fuel the brand with more</p>	<ul style="list-style-type: none"> • Pandora Moments delivers strong growth • Pandora ME outperforming initial launch in 2019 • Pandora Brilliance sequential global roll-out confirmed
CORE MARKETS	<p>Increase & optimise the network</p> <p>Grow 2X in US & 3X in China vs 2019</p>	<ul style="list-style-type: none"> • Pandora to open 50 -100 concept stores in 2022 • US on track with exceptional performance • China remains weak – repositioning of brand planned in 2022
BRAND	<p>Most recognisable jewellery brand in the world</p> <p>Drive higher brand penetration</p>	<ul style="list-style-type: none"> • Brand strength intact • 1/3 of branded jewellery searches on Google is for Pandora • Investments in the brand to continue in 2022
PERSONALISATION	<p>Better omni-channel experience</p> <p>New store concept</p>	<ul style="list-style-type: none"> • Phenomenal online performance • Test launch of new store concept shows promising results • Encouraging online engraving test pilot in Italy

FOUNDATION



SUSTAINABILITY AT THE CORE

Foundation
SUSTAINABILITY



Q4 progress: added resources globally to execute on the company's Science Based Target



Q4 progress: announced the introduction of new and more sustainable in-store and online packaging



Q4 progress: launched three new governance documents and reiterated UNICEF support



LOW-CARBON BUSINESS

ACHIEVED Use 100% **renewable energy** at our crafting facilities

Reduce the total GHG emissions across our own operations and value chain by 50% by 2030

Become carbon neutral in our **own operations** by 2025

Become **net zero** by 2040



CIRCULAR INNOVATION

Use only recycled silver and gold in our jewellery by 2025

ACHIEVED Only source **lab-created diamonds**



INCLUSIVE, DIVERSE AND FAIR CULTURE

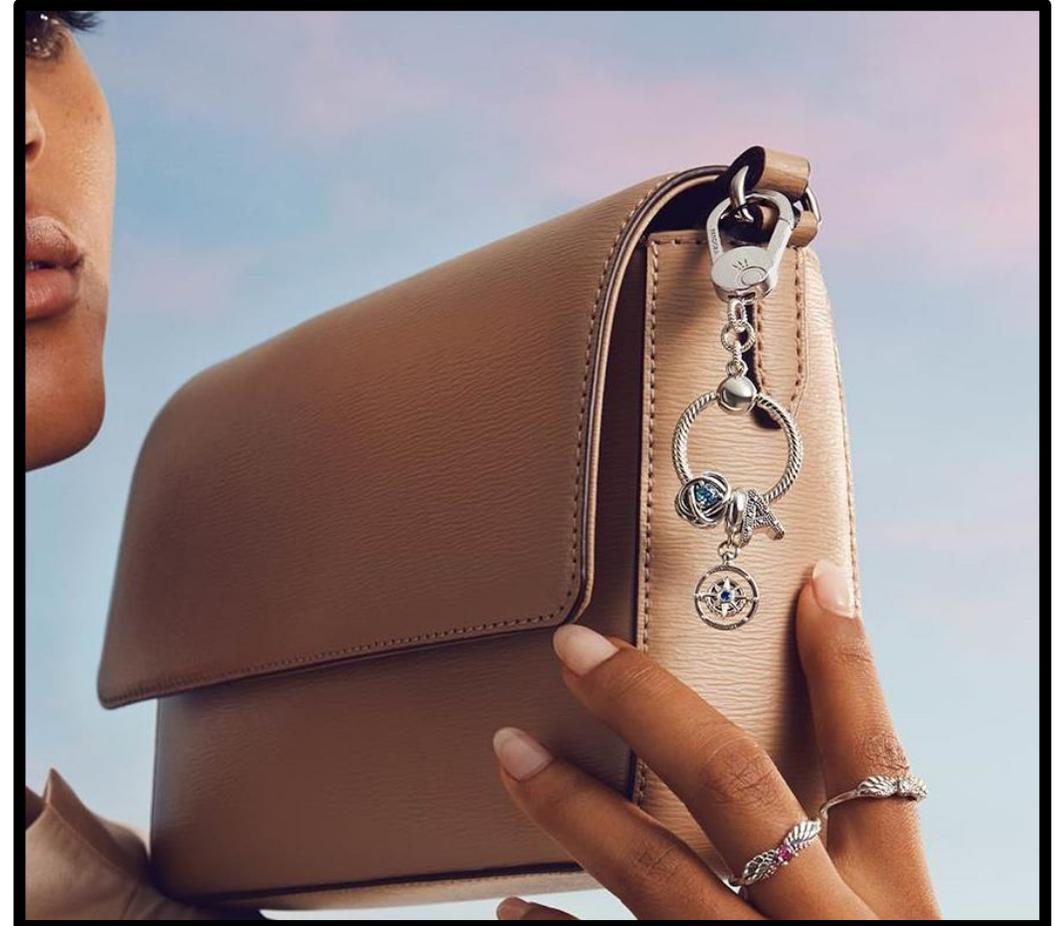
1/3 females in leadership by 2025, and full **gender parity** no later than 2030. Workforce with **proportionate share** of underrepresented groups*

30% of **advertising budget** with suppliers owned by women/underrepresented groups and **30% brand ambassadors** in our global communication from underrepresented groups.

DRIVING THE CORE

MOMENTS CONTINUE TO DELIVER

- Growing the Moments platform is a key pillar in Pandora's Phoenix strategy – continue to drive the core
- Pandora is very pleased to see another strong quarter for Moments, delivering 12% sell-out growth vs Q4 2019
- The solid performance was driven by a very well-received Christmas collection
- As part of innovating Moments, Pandora has tested engraving in selected stores in Italy, US and Canada, including an online pilot in Italy
- Our second largest core platform, Timeless, reached DKK 4 billion revenue in 2021 – up almost DKK 1 billion from 2020



FUEL WITH MORE

BRILLIANCE ROLL-OUT CONFIRMED

Growth pillars
DESIGN

- Pandora Brilliance delivered DKK 20 million revenue in Q4 2021
- This corresponds to a high single digit market share of the lab created diamond market in UK
- Q4 2021 was the first key consumption period since the launch and Pandora continued to test, experiment and learn
- Brilliance has so far been positioned as a self-purchase for Millennials. In December, marketing activities shifted towards gifting with encouraging results
- Online share was 40% of business and in line with overall UK market
- Average sales price was around GBP 500 – 10x UK average
- Rings are the best performing product, representing 50% share of sales



FUEL WITH MORE

PANDORA ME OFF TO A PROMISING START

Growth pillars
DESIGN

- Solid 57% growth compared to the initial launch in 2019
- Share of revenue ended at 4% in Q4 2021 - double up vs Q4 2020. Pandora's goal is to reach minimum 5% in the mid-term
- Successfully reactivated and attracted less active or lapsed consumers back into the brand
- Around 65% of transactions coming from lapsed consumers who have not bought a Pandora product in 200 days
- Remaining part of the transactions were from new consumers being attracted to the Pandora ME proposition
- Most successful products were Carriers, Mini Dangles, and Medallions representing 81% of total sales in the quarter



GROWING CORE MARKETS

Growth pillars
CORE MARKETS

SOLID BROAD-BASED GROWTH

STRONG Q4 GROWTH ACROSS KEY MARKETS

- Key European markets continued the strong performance despite an escalation of COVID-19 during Q4
 - UK, Italy, France and Germany delivered a combined sell-out growth vs 2019 of 10% in Q4, continuing the strong performance from Q3
 - Germany and Italy more than doubled online revenue
- Australia saw a gradual improvement during the quarter, as October was impacted by approx. 30% temporary store closures

SOLID GROWTH CONTINUING IN JANUARY

- Pandora delivered organic growth of 23% in January vs 2021
- Comp base impacted by store closures due to COVID-19
- US growth is normalising as expected but still delivered flattish growth vs last year and consequently significant growth vs January 2019

Sell-out growth	YoY vs 2020	YoY vs 2019	Q4 2021 closed stores due to COVID-19*	Q4 2020 closed stores due to COVID-19*
Q4 2021				
US	15%	39%	3%	5%
China**	-25%	-39%	1%	1%
UK	9%	9%	0%	24%
Italy	23%	6%	0%	30%
Australia	-10%	9%	10%	8%
France	1%	2%	0%	30%
Germany	23%	30%	0%	25%
Group	11%	12%	Around 3%	Around 10%

*Average closures throughout the quarter

**Most stores are located in cities impacted by the pandemic and China's zero-COVID policy

US REVENUE

CONTINUED STRONG PERFORMANCE

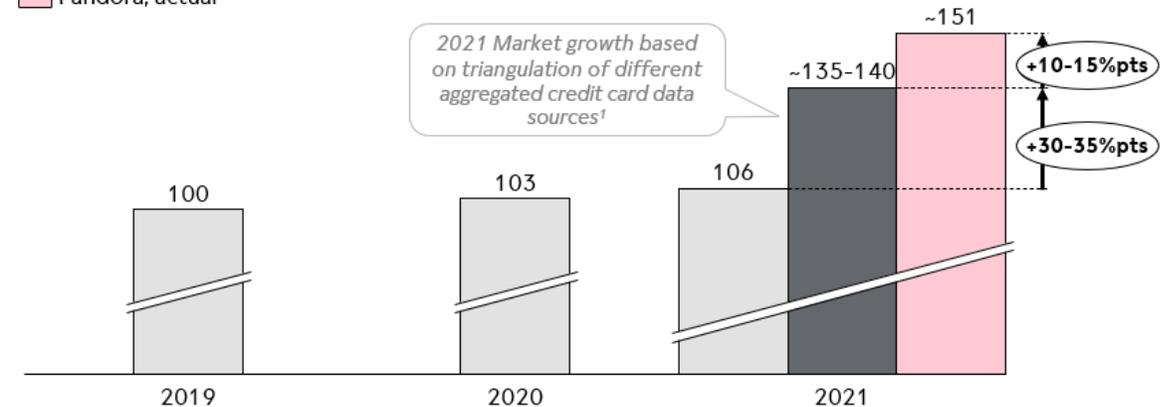
EXCEPTIONAL US PERFORMANCE IN 2021

- Pandora has the long term ambition to double the US business vs 2019 and see ample opportunities ahead – 2021 proved to be a head start with sell-out growth of 51% full year
- US continued the strong growth in Q4 with 39% vs 2019 - a testimony to the commercial and operational initiatives put in place during the last couple of years
- Comparing to external datapoints Pandora significantly outgrew the market in US
- Given the overall strong US consumer demand in 2021 and the impact of the government stimulus packages, the general market development in 2022 is subject to elevated uncertainty and Pandora US may see temporary headwind in 2022 (see also Financial Guidance section)
- We are, however, targeting that revenue will remain significantly above 2019 levels and also target that Pandora US will continue to outperform the market in 2022

JEWELLERY MARKET¹ VS. PANDORA SALES-OUT GROWTH FULL YEAR

2019-2021, Index (2019 = i100)

- Market growth, historical pace
- Market growth, actual
- Pandora, actual



Source 1) Triangulation of data points on US jewellery market growth, incl. Mastercard spending pulse, BofA Global research

CHINA REVENUE

NEGATIVELY IMPACTED BY COVID-19

CHINA REMAINS CHALLENGED

- Performance in China continue to be unsatisfactory and negatively impacted by COVID-19 and saw -39% sell-out growth vs 2019
- Most of the stores were kept formally open, but saw a significant decline in traffic among others due to COVID-19 restrictions
- Pandora saw a few positive signs in Q4, such as being the largest brand in fashion jewellery on Tmall for the first time since entering China – cementing the opportunity ahead
- Due to COVID-19, Pandora has decided to postpone investments in the repositioning of the brand into 2022. Pandoras continue to see significant opportunities to grow in the strategically important Chinese market

PHOENIX STRATEGY

3X



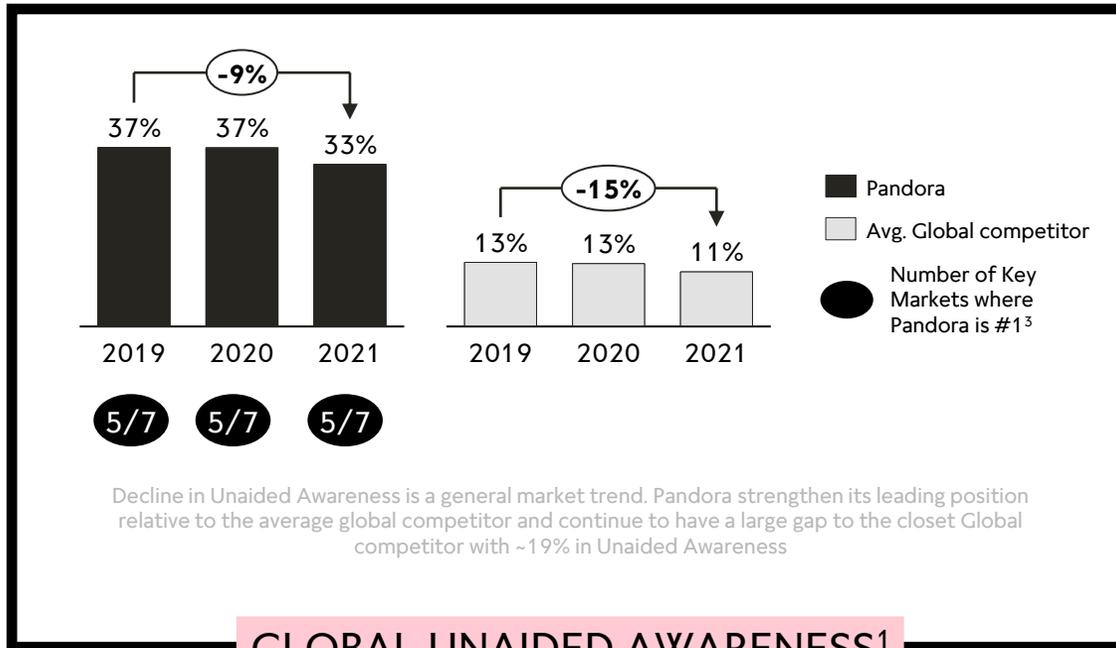
vs 2019 – long term opportunity

**PANDORA
REVENUE 2019**
DKK 2.0 billion

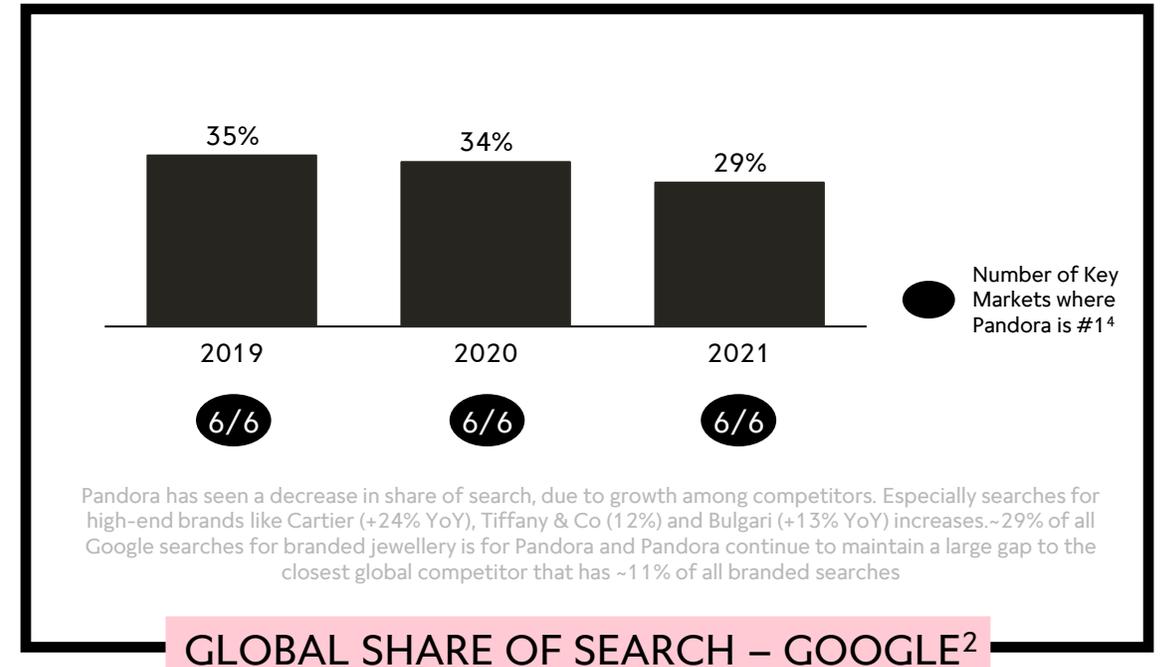
**PANDORA
REVENUE 2021**
DKK 1.1 billion

MAINTAINING STRONG BRAND POSITION

Growth pillars
BRAND



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



**PANDORA NO. 1 IN SHARE OF
SEARCH IN 6 OUT OF 6 KEY MARKETS**

¹Source: Monthly Brand Tracker

²Source: Google Trends: Share of Search (%) is (Searches Pandora)/(Searches Pandora + Searches relevant competitor brands). Share of search results can deviate slightly when compared to results previously communicated, due to Google's ongoing improvement of their algorithm

³Key markets: Australia, China, Germany, France, Italy, UK and US

⁴China excluded as key market, due to Google's activity level in China (key markets: Australia, Germany, France, Italy, UK and US)

Q4 2021 DIGITAL RESULTS

Growth pillars
PERSONALISATION

PHENOMENAL ONLINE PERFORMANCE

91%

(-7% VS 2020)

ONLINE REVENUE NEARLY
DOUBLES VS 2019

7%

ONLINE ENGRAVING
SHARE OF ONLINE REVENUE*

21% & 26%

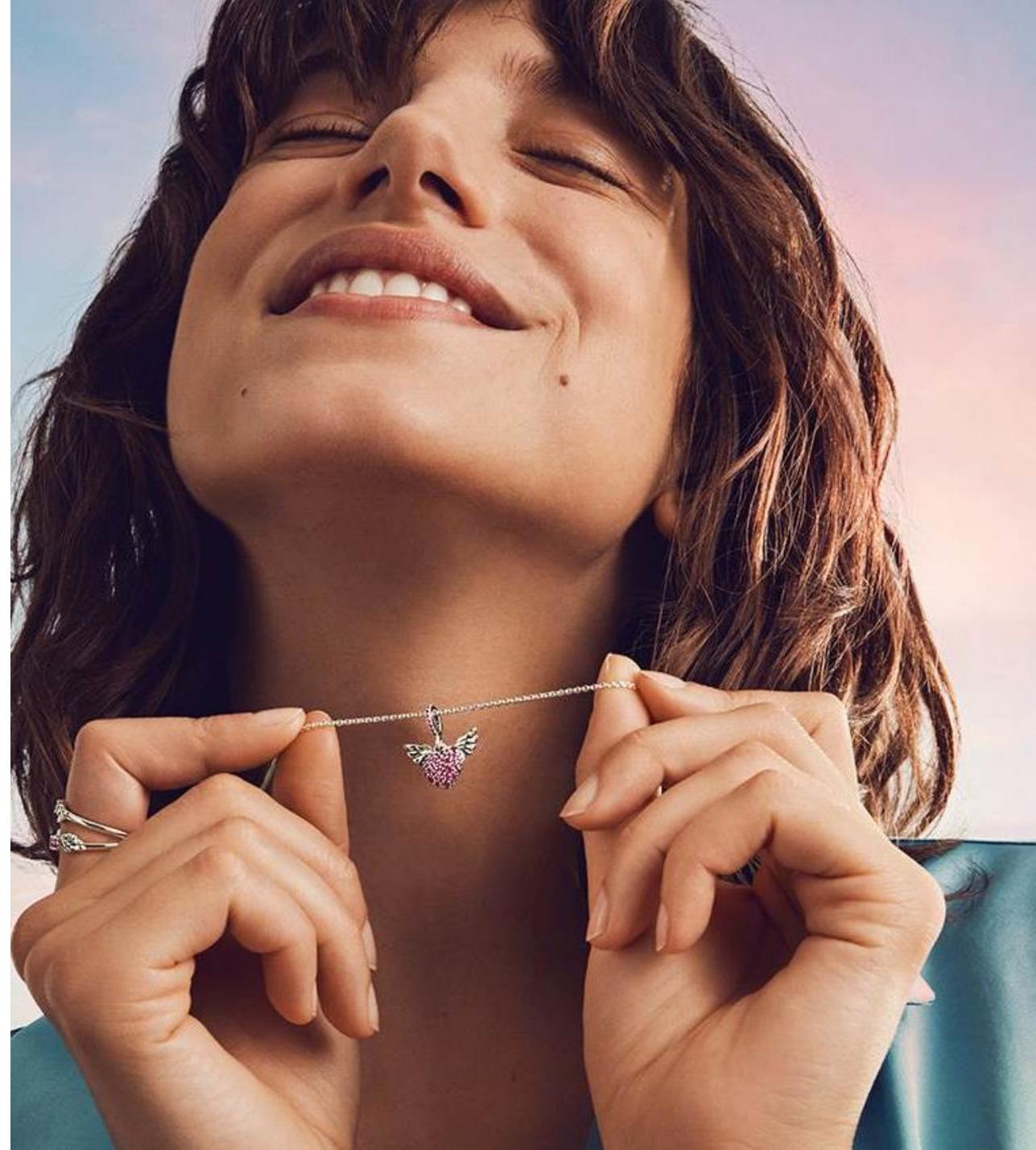
CLICK & COLLECT SHARE OF
ONLINE REVENUE
IN US AND AUSTRALIA**

*A pilot in Italy testing online engraving saw 7% share of online sales coming from four DV's in December

**US and Australia was the best performing markets on C&C, and delivered 21% and 26% share of online revenue in December

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2. PHOENIX UPDATE
- 3. Q4 2021 FINANCIALS**
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KEY FINANCIAL HIGHLIGHTS

RECORD-BREAKING REVENUE AND SOLID EBIT MARGIN

TOPLINE	Q4 2021	Q4 2020	Q4 2019
Revenue, DKK million	9,011	7,891	7,956
Organic growth	10%	4%	-1%
<i>Organic growth vs 2019</i>	15%	n/a	n/a
Sell-out growth	11%	1%	-5%**
<i>Sell-out growth vs 2019</i>	12%	n/a	n/a

FINANCIAL RATIOS

Gross margin*	75.7%	75.7%	78.4%
EBIT margin*	29.7%	31.8%	35.3%
Cash conversion incl. lease payments, %	137%	171%	120%
Net working capital, % of last 12 months revenue	-5.0%	-7.6%	-1.3%
CAPEX (% of revenue)	2.4%	1.6%	2.3%
NIBD to EBITDA excl. restructuring costs	0.4	0.5	1.1
Return on invested capital (ROIC), %	59%	25%	27%
Earnings per share, basic, DKK	19.4	18.4	18.0

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

** Excluding Hong Kong SAR in Q4 2019

COMMENTARY

- The gross margin is unchanged and strong despite a net 80bp drag from commodity prices and FX. Lower discounts, cost efficiencies and leverage offsets this drag
- Net Working Capital remains negative despite our deliberate inventory build up – Pandora expect to continue to increase inventory in 2022 to mitigate the risk of supply chain disruptions
- Strong cash flow drives the financial leverage below the capital structure policy of NIBD to EBITDA of 0.5x to 1.5x
- Cash distribution for 2022 to continue – dividend and new share buy back programme amounts to +7% of market cap
- ROIC ended the year at 59% - the highest level since Q1 2018
- EPS for the full year 2021 was DKK 42.1, double up from DKK 20.0 in 2020

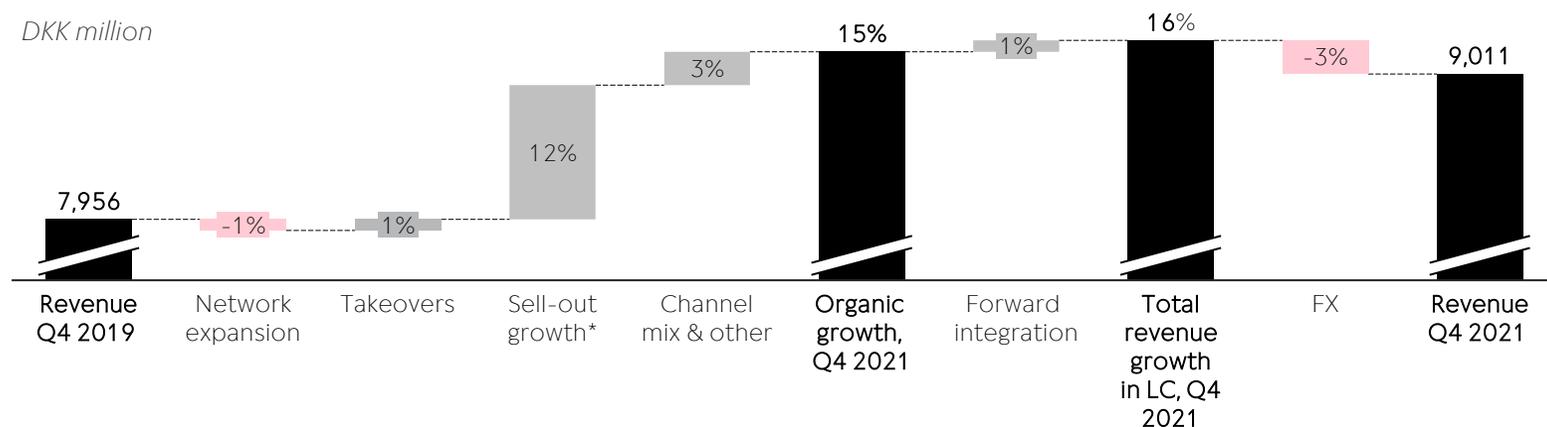
REVENUE BRIDGES

BROAD BASED GROWTH RESULTS IN HISTORICAL HIGH REVENUE AND SELL-OUT

Q4 GROWTH COMPOSITION VS Q4 2019

%-p growth (approximately)

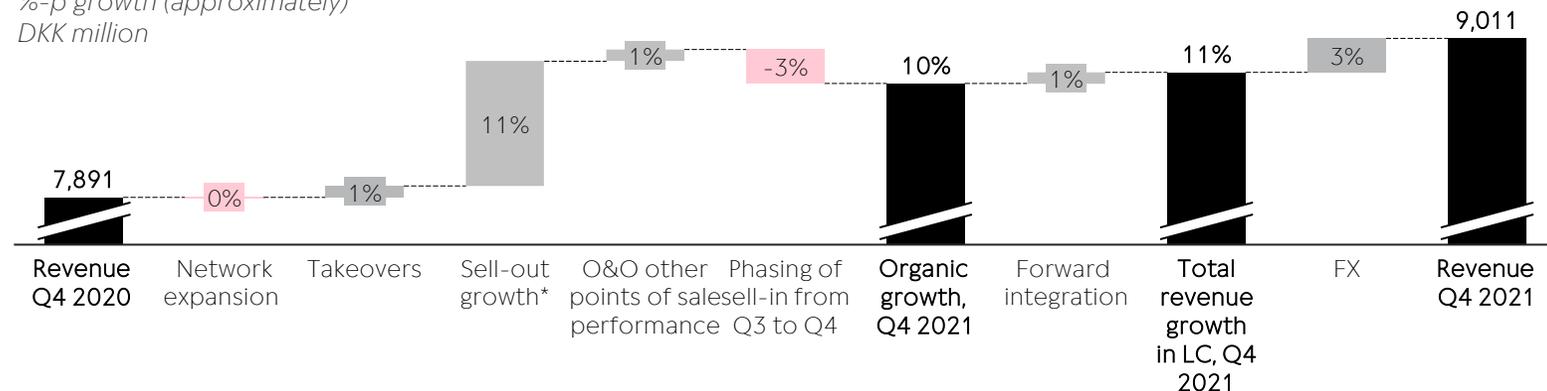
DKK million



Q4 GROWTH COMPOSITION VS Q4 2020

%-p growth (approximately)

DKK million



COMMENTARY

The revenue bridges continue to be impacted by COVID-19 and 2019 continues to be the best benchmark for performance

vs 2019

- Positive organic and sell-out growth across all key markets (excl. China)
- Additionally, organic growth was positively impacted by a favourable channel mix among others related to the significant growth in online revenue

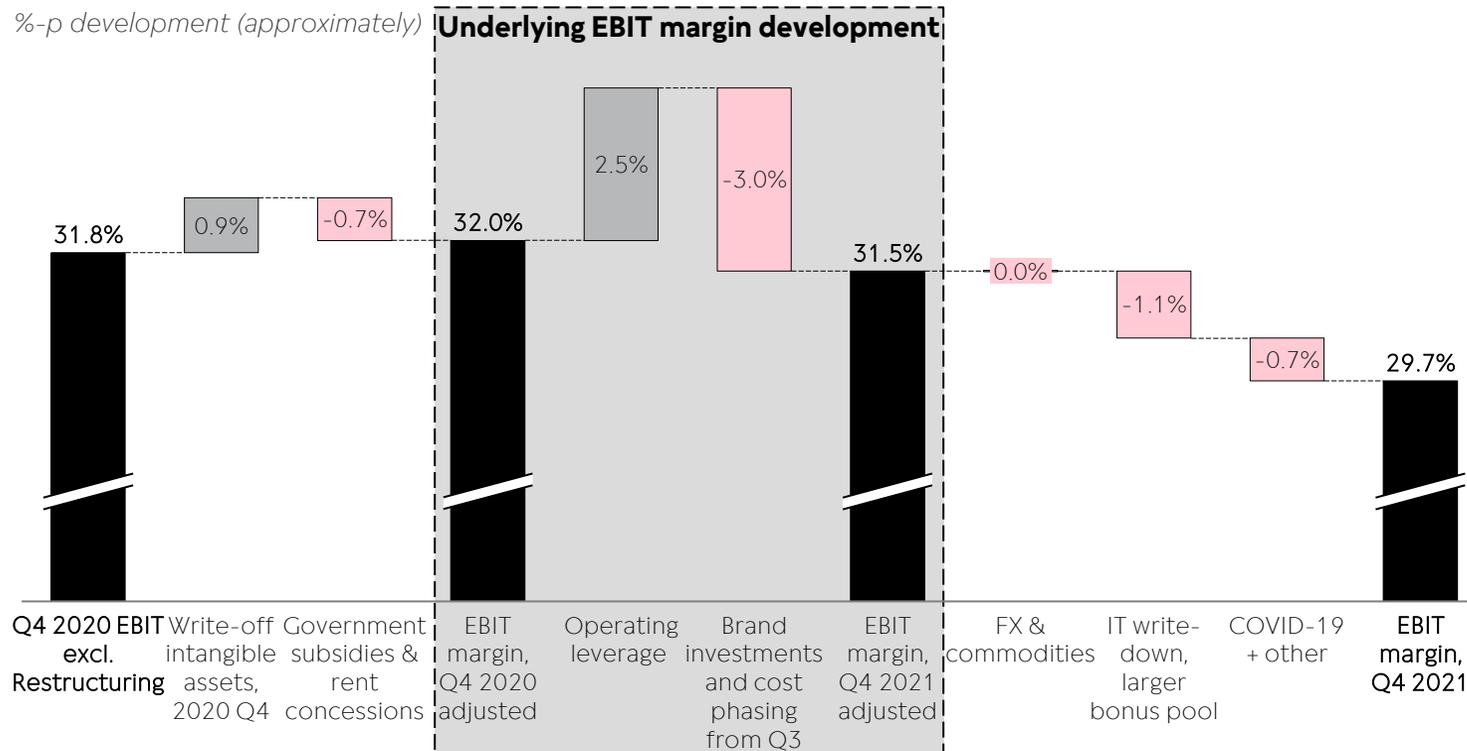
vs 2020

- The gap between sell-out growth and organic growth is mainly driven by phasing of sell-in between quarters due to COVID-19 in 2020 – the reverse impact was seen in Q3 2021
- Organic growth was supported by strong performance in new Pandora-owned Shop-In-Shops, which are not included in sell-out

*Sell-out growth incl. temporarily closed stores

SOLID EBIT MARGIN

UNDERLYING EBIT MARGIN UPHELD BY OPERATING LEVERAGE

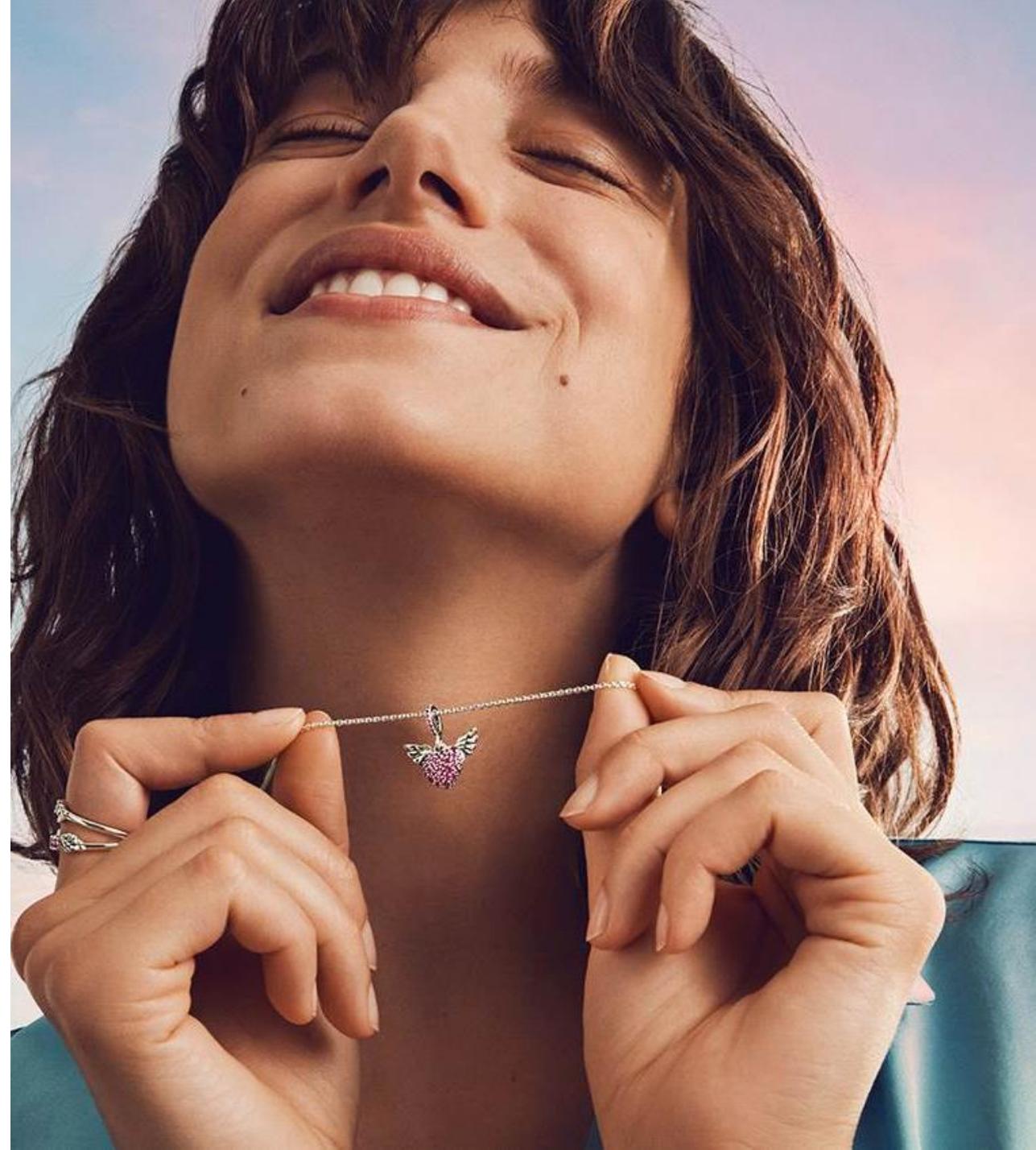


COMMENTARY

- Pandora has deliberately increased marketing spend in Q4 to stay top of mind with consumers in a competitive fourth quarter
- Operating leverage continues to be strong and roughly offset increased brand investments
- COVID-19 related costs, write-downs and other one-offs impacted the margin negatively by 1.8pp in Q4 2021
- Higher silver prices remains a drag on the margin and had a negative impact of around 2.1 pp. This was, however, offset by foreign exchange rates

AGENDA OF TODAY

1. EXECUTIVE SUMMARY
2. BUSINESS UPDATE
3. Q4 2021 FINANCIALS
- 4. FINANCIAL GUIDANCE**
5. APPENDIX

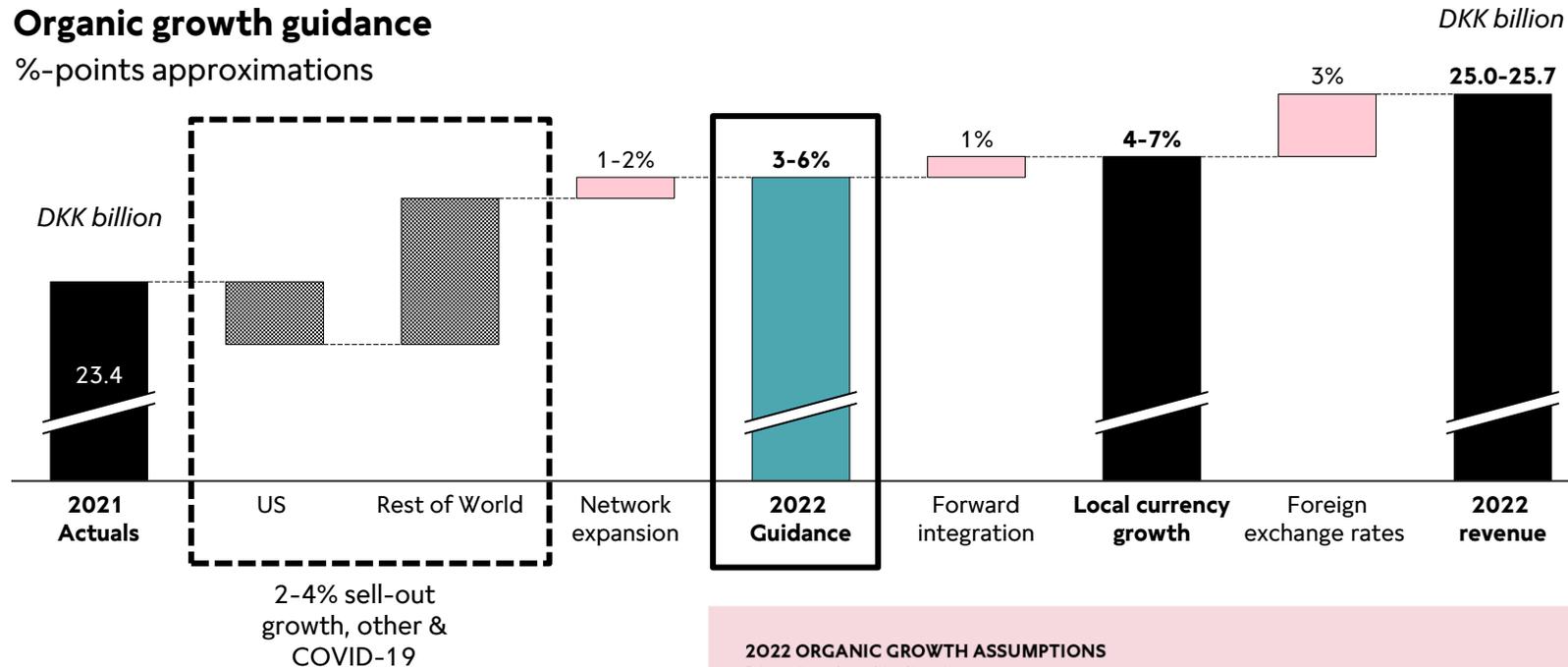


2022 ORGANIC GROWTH GUIDANCE

TARGET OF "3-6%" ORGANIC GROWTH IN 2022

Organic growth guidance

%-points approximations



2022 ORGANIC GROWTH ASSUMPTIONS

Directional and indicative

	3%	6%
COVID-19	Low single-digit negative impact	No to very limited negative impact
Pandora US	Negative mid- to high single-digit	Flat to slightly positive
Pandora Rest of world	Positive high single-digit	Positive high single-digit

GUIDANCE ASSUMPTIONS 2022

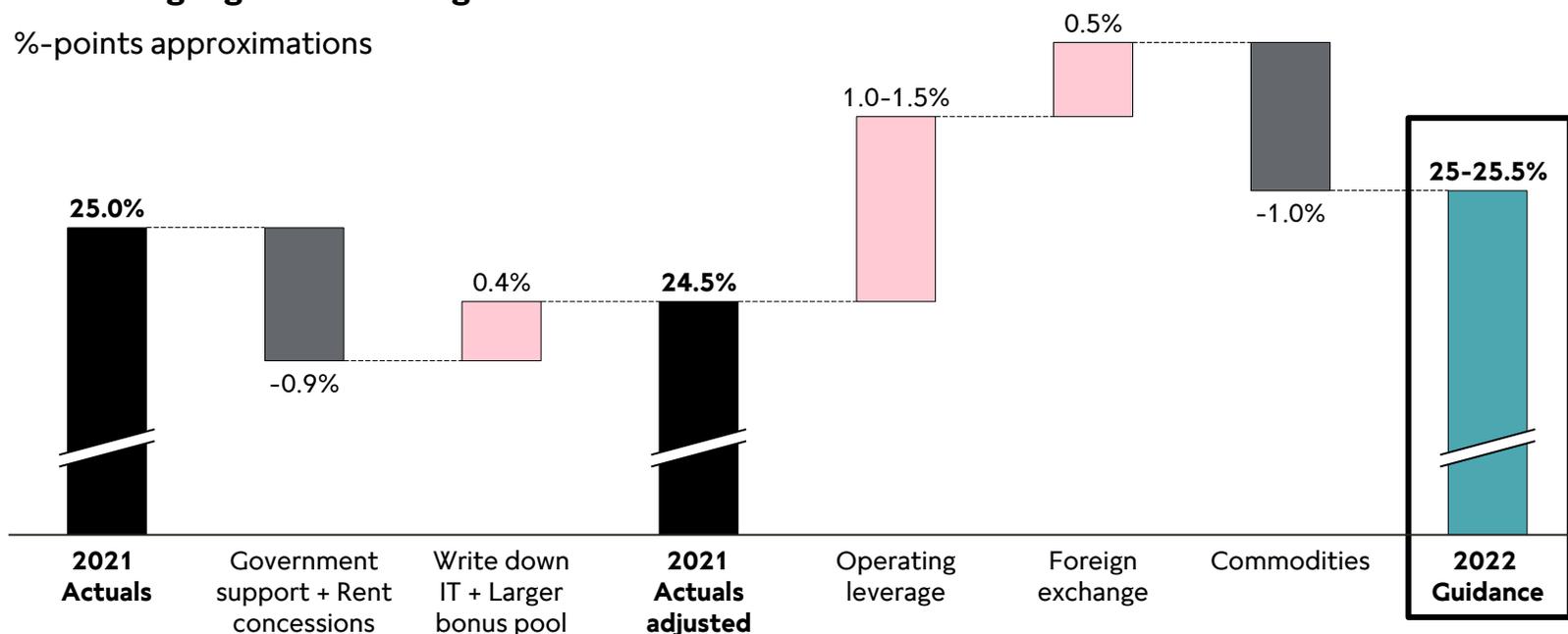
- In 2022, Pandora expects to continue the journey and deliver solid organic revenue growth
- Breaking the DKK 25 billion revenue mark in 2022
- Pandora assumes that the general US jewellery market will decline in the region of 10-20% in 2022. Pandora also expect to continue outperforming the general US market and thereby deliver an organic growth in 2022 between high single-digit negative and slightly positive
- The low end of the guidance for 2022 assumes that COVID-19 will continue to impact performance negatively, and mainly in Q1 2022

2022 EBIT MARGIN GUIDANCE

PANDORA TARGET AN EBIT MARGIN RANGE OF "25-25.5%"

EBIT margin guidance bridge

%-points approximations



EBIT MARGIN GUIDANCE 2022

- Pandora continue to see underlying margin expansion ahead and target an EBIT margin of 25-25.5% in 2022
- The EBIT margin expansion will be driven by operating leverage – cost savings to partly mitigate inflation
- Increased commodity prices remain a drag in 2022, impacting margins negatively by around 1%. At current foreign exchange rates Pandora expects to see an offsetting tailwind of around 0.5%

Other guidance parameters

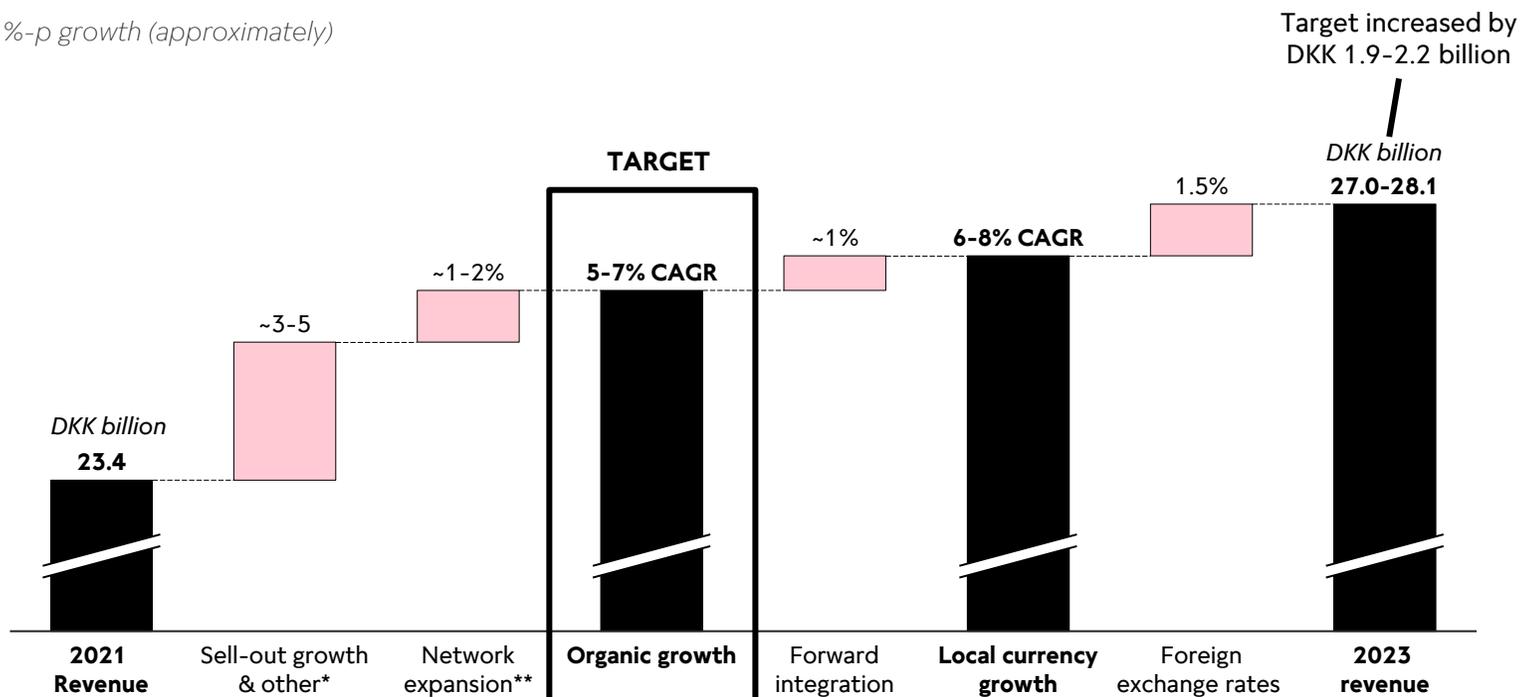
- CAPEX for the year is expected to be around 6% share of revenue
- Concept store network expected to increase by 50 -100 net openings and Other points of sales expected to increase by net 50-75
- The effective tax rate is expected to be 23-24%

2023 TARGETS CONFIRMED

PANDORA CONFIRM THE CMD GROWTH AND MARGIN TARGET
– AND RAISES ABSOLUTE REVENUE TARGET BY DKK 1.9-2.2 BILLION

Organic growth CAGR for 2022 and 2023

%-p growth (approximately)



TARGET ASSUMPTIONS

- Pandora today reconfirm its targets towards 2023 communicated at the Capital Markets Day in September:
- 5-7% organic growth CAGR for 2022 and 2023
- EBIT margin of 25-27% in 2023
- The target is confirmed despite a much stronger 2021 performance
- Pandora continue to see EBIT margin expansion ahead driven by operating leverage and reconfirm its target of 25-27% EBIT margin in 2023
- During 2022 and 2023, Pandora will continue to invest in driving sustainable and long-term revenue growth

*Other includes phasing of sell-in and sell-out, inventory changes in the partner channel, online freight and performance in other points of sales than concept stores

**Network expansion of ~1-2% include new store openings in 2022 and 2023 as well as the part of transactions where Pandora take over franchise partners without payment of goodwill

*** Foreign exchange rates as of January 31, 2022

CASH RETURNS & EARNINGS PER SHARE

HIGH TEENS EPS GROWTH – EPS EXPECTED TO APPROACH DKK 60 IN 2023

FREE CASH FLOW 2021-2023

DKK 13.5 billion

PERCENTAGE OF CURRENT MARKET CAP*

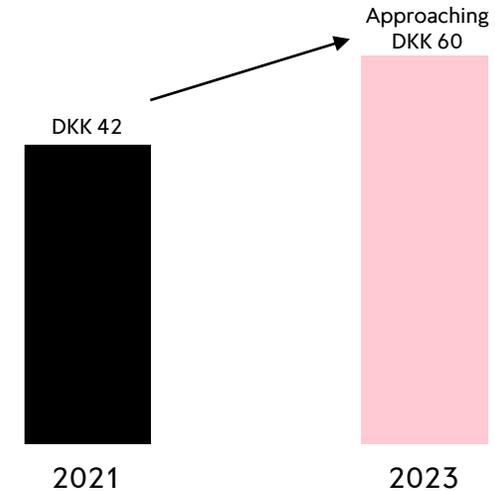
~20%

**Market Cap based on share price of DKK 674*

FREE CASH FLOW

- Free cash flow 2021-2023 raised by DKK 2 billion from DKK 11.5 billion at the CMD in September
- DKK 5.1 billion cash flow realised in 2021 (~8% of market cap)
- Strong free cash flow in 2022-2023 leaves room for continued attractive cash returns

HIGH TEENS GROWTH



EARNINGS PER SHARE

- Topline growth, EBIT margin expansion and share buybacks translate into EPS growth
- EPS CAGR potential in the high teens during 2022-2023
- EPS expected to approach the DKK 60 mark in 2023

CASH DISTRIBUTION FOR 2022

AMOUNTING TO 7% OF MARKET CAP

STRONG LIQUIDITY & LOW LEVERAGE

AVAILABLE LIQUIDITY

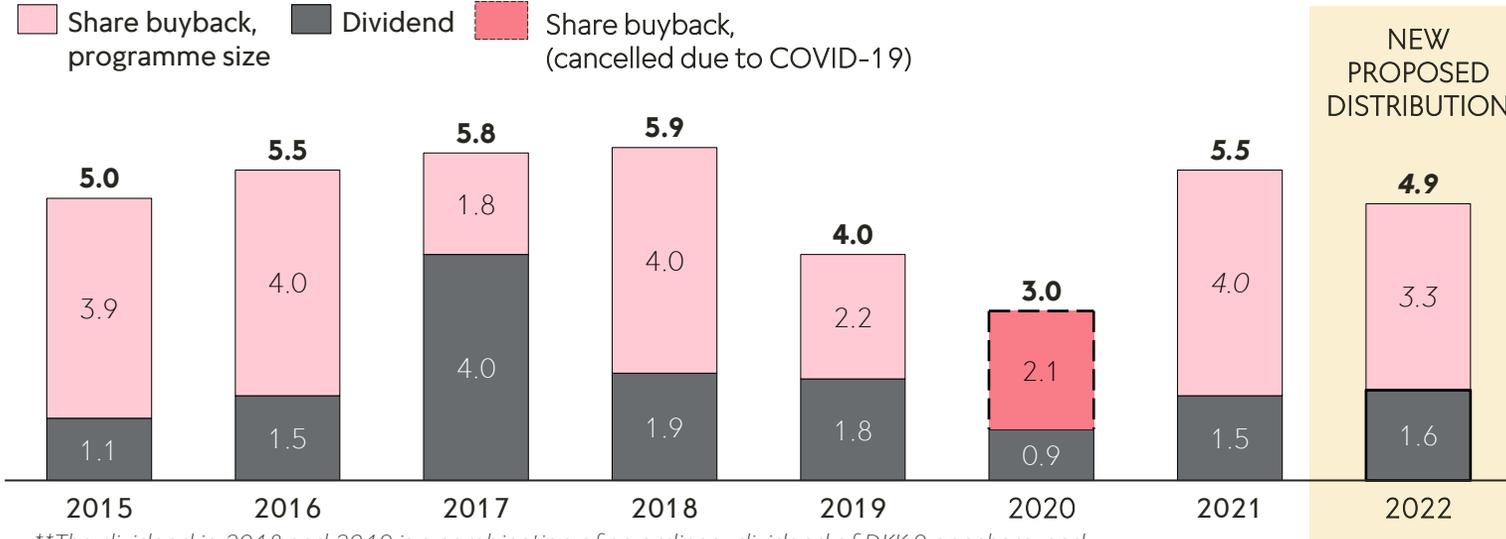
DKK 6.0 BILLION

NIBD TO EBITDA RATIO

0.4X

(CAPITAL STRUCTURE POLICY OF 0.5X-1.5X)

Cash distribution development since 2015 (DKK billion)



**The dividend in 2018 and 2019 is a combination of an ordinary dividend of DKK 9 per share, and an interim dividend at half year of DKK 9 per share
Note that the share buyback programme is not per calendar year

COMMENTARY

- From 5 May 2021 to 4 February 2022, Pandora bought back 4.8 million shares at an average price of around DKK 829 for a total value of DKK 4.0 billion
- Based on the strong results for 2021, Pandora continues distributing DKK 4.9 billion to shareholders
- At the Annual General Meeting on 10 March 2022, Pandora will ask shareholders to authorize Pandora to distribute a DKK 16 dividend per share
- The Board of Directors already have the authority to initiate a share buyback at any point in time
- A share buyback of DKK 3.3 billion will commence on February 9 and conclude no later than early February 2023
- The capital structure policy remains unchanged

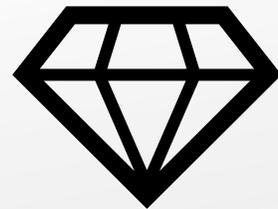


CLOSING REMARKS

CLOSING REMARKS



Encouraging and broad-based growth in Q4 2021



Continued growth in Moments and promising results for new growth platforms



Sustainable and profitable growth to continue in 2022



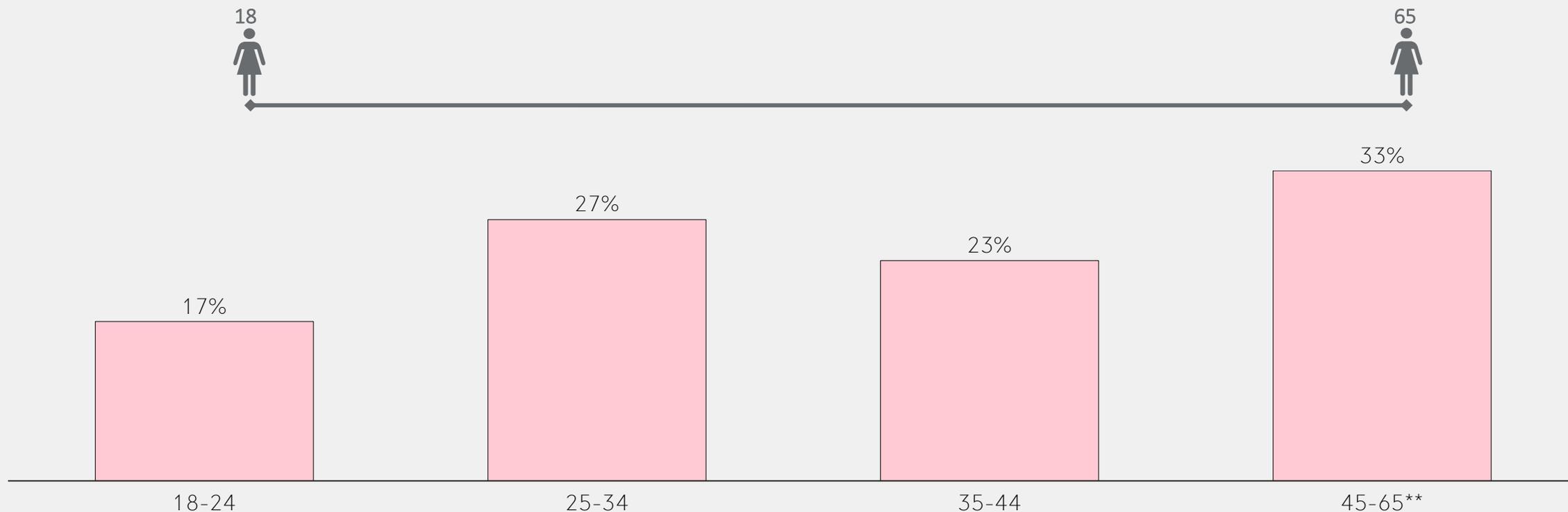
2023 revenue target increased by 7%

Q&A

APPENDIX

PANDORA CONSUMERS ARE ACROSS GENERATIONS

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



Source: Pandora Brand Tracker 2021 (n=4,983)

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

* Or received; **Age range stops at 54 in China and Russia.

REVENUE DEVELOPMENT BY CHANNEL

QUARTERLY DEVELOPMENT

DKK million	Q4 2021	Q4 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Organic growth vs 2020	Organic growth vs 2019	Share of Revenue
Pandora owned¹ retail	6,471	5,525	9%	18%	11%	24%	72%
- of which concept stores	3,668	2,725			26%	-1%	41%
- of which online stores	2,465	2,533			-7%	91%	27%
- of which other points of sale	338	266			26%	31%	4%
Wholesale	2,291	2,143	15%	1%	8%	-2%	25%
- of which concept stores	1,278	1,182			11%	-3%	14%
- of which other points of sale	1,013	961			3%	-1%	11%
Third-party distribution	249	223	15%	1%	12%	0%	3%
Total revenue	9,011	7,891	11%	12%	10%	15%	100%

YEAR-TO-DATE DEVELOPMENT

DKK million	12M 2021	12M 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Organic growth vs 2020	Organic growth vs 2019	Share of Revenue
Pandora owned¹ retail	15,922	13,426	15%	13%	16%	13%	68%
- of which concept stores	9,133	7,321			20%	-15%	39%
- of which online stores	5,977	5,483			8%	119%	26%
- of which other points of sale	812	622			30%	3%	3%
Wholesale	6,705	4,949	32%	-3%	41%	6%	29%
- of which concept stores	3,737	2,714			47%	7%	16%
- of which other points of sale	2,968	2,235			35%	6%	13%
Third-party distribution	767	634	32%	-3%	24%	-16%	3%
Total revenue	23,394	19,009	20%	7%	23%	9%	100%

REVENUE DEVELOPMENT BY GLOBAL BUSINESS UNIT

QUARTERLY DEVELOPMENT

DKK million	Q4 2021	Q4 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Local currency Growth vs 2020	Share of Revenue
Moments & Collabs	6,311	5,602	9%	12%	9%	70%
- Moments	5,510	4,654	14%	12%	15%	61%
- Collabs	801	948	-14%	15%	-18%	9%
Style and Upstream Innovation	2,700	2,288	13%	12%	14%	30%
- Timeless	1,656	1,492	7%	0%	7%	18%
- Signature	695	674	1%	27%	0%	8%
- ME	328	122	146%	57%	163%	4%
- Brilliance	20	-	n/a	n/a	n/a	-
Total revenue	9,011	7,891	11%	12%	11%	100%

YEAR-TO-DATE DEVELOPMENT

DKK million	12M 2021	12M 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Local currency Growth vs 2020	Share of Revenue
Moments & Collabs	16,610	13,562	20%	8%	23%	71%
- Moments	14,699	11,660	22%	6%	27%	63%
- Collabs	1,911	1,902	3%	27%	0%	8%
Style and Upstream Innovation	6,784	5,447	19%	2%	25%	29%
- Timeless	4,091	3,318	19%	-12%	24%	17%
- Signature	1,990	1,739	12%	21%	14%	9%
- ME	656	390	42%	140%	67%	3%
- Brilliance	48	-	n/a	n/a	n/a	-
Total revenue	23,394	19,009	20%	7%	24%	100%

KEY MARKETS REVENUE AND SELL-OUT GROWTH OVERVIEW

QUARTERLY DEVELOPMENT

DKK million	Q4 2021	Q4 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Organic growth vs 2020	Organic growth vs 2019	Share of revenue
US	2,523	1,983	15%	39%	18%	42%	28%
China	222	322	-25%	-39%	-36%	-51%	2%
UK	1,521	1,345	9%	9%	6%	17%	17%
Italy	961	825	23%	6%	17%	13%	11%
Australia	491	537	-10%	9%	-12%	9%	5%
France	498	494	1%	2%	1%	1%	6%
Germany	478	418	23%	30%	14%	23%	5%
Total top-7 markets	6,694	5,923	10%	17%	8%	18%	74%
Rest of Pandora	2,316	1,967	15%	-1%	16%	8%	26%
Total revenue	9,011	7,891	11%	12%	10%	15%	100%

YEAR-TO-DATE DEVELOPMENT

DKK million	12M 2021	12M 2020	Sell-out growth vs 2020	Sell-out growth vs 2019	Organic growth vs 2020	Local currency growth	Share of revenue
US	7,026	4,506	48%	51%	58%	56%	30%
China	1,126	1,261	-8%	-37%	-13%	-43%	5%
UK	3,314	2,960	5%	4%	7%	14%	14%
Italy	2,443	2,021	21%	0%	21%	8%	10%
Australia	1,131	1,120	-1%	-1%	-4%	-1%	5%
France	1,122	1,154	-4%	-7%	-3%	-4%	5%
Germany	1,191	1,014	8%	13%	17%	24%	5%
Total top-7 markets	17,353	14,038	21%	15%	23%	17%	74%
Rest of Pandora	6,041	4,971	18%	-13%	23%	-7%	26%
Total revenue	23,394	19,009	20%	7%	23%	9%	100%

STORE NETWORK DEVELOPMENT

STORE NETWORK, OTHER POINTS OF SALE DEVELOPMENT

	Q4 2021	Q3 2021	Q4 2020	Growth Q4 2021 / Q3 2021	Growth Q4 2021 /Q4 2020
Other points of sale (retail)	334	279	235	55	99
Other points of sale (wholesale)	3,255	3,256	3,602	-1	-347
Other points of sale (third-party)	565	570	565	-5	0
Other points of sale, total	4,154	4,105	4,402	49	-248

STORE NETWORK, CONCEPT STORE DEVELOPMENT

	Total concept stores					O&O concept stores		
	Number of concept stores Q4 2021	Number of concept stores Q3 2021	Number of concept stores Q4 2020	Growth Q4 2021 / Q3 2021	Growth Q4 2021 /Q4 2020	Number of concept stores O&O Q4 2021	Growth O&O stores Q4 2021 / Q3 2021	Growth O&O stores Q4 2021 /Q4 2020
US	388	386	403	2	-15	187	1	33
China	214	219	234	-5	-20	196	-7	-26
UK	211	211	217	-	-6	170	15	31
Italy	146	146	146	-	0	107	0	0
Australia	125	123	122	2	3	43	2	5
France	122	122	121	-	1	78	0	1
Germany	135	135	138	-	-3	132	0	-2
All markets	2,619	2,616	2,690	3	-71	1,423	20	41

CONSOLIDATED INCOME STATEMENT

DKK million	Notes	Q4 2021	Q4 2020	12M 2021	12M 2020
Revenue	3	9,011	7,891	23,394	19,009
Cost of sales		-2,188	-1,941	-5,590	-4,634
Gross profit		6,822	5,950	17,803	14,375
Sales, distribution and marketing expenses		-3,535	-3,060	-9,939	-9,155
Administrative expenses		-610	-678	-2,026	-2,536
Operating profit		2,678	2,212	5,839	2,684
Finance income		17	185	152	316
Finance costs		-228	-89	-613	-507
Profit before tax		2,467	2,308	5,378	2,494
Income tax expense		-563	-514	-1,218	-556
Net profit for the period		1,904	1,794	4,160	1,938
Earnings per share, basic, DKK		19.4	18.5	42.1	20.0
Earnings per share, diluted, DKK		19.1	18.4	41.7	19.9

Please note that 2020 include restructuring costs from Programme NOW

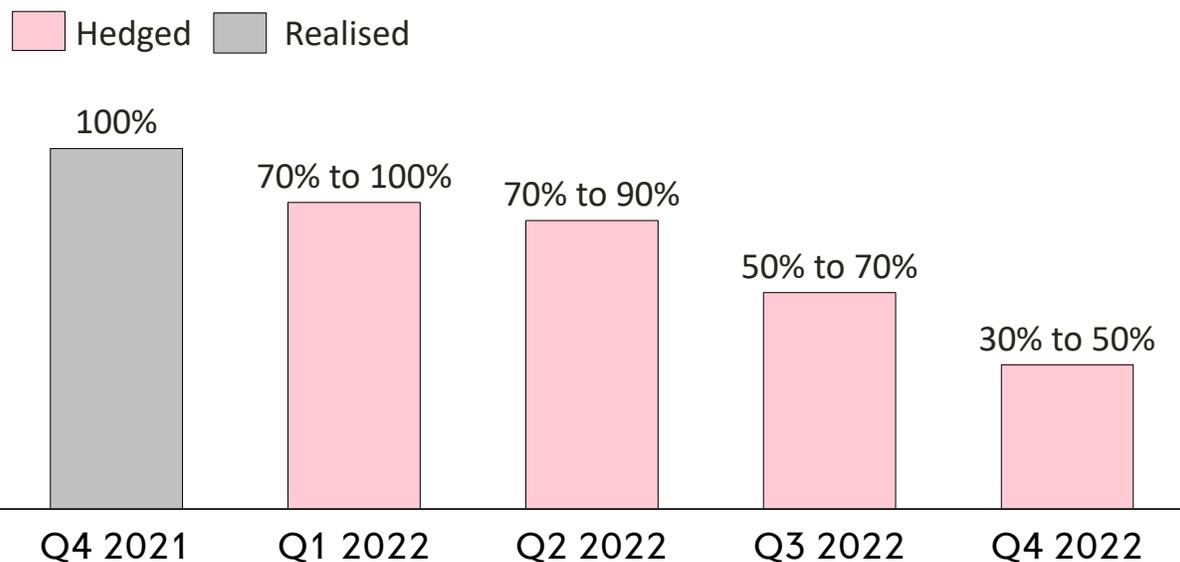
WORKING CAPITAL AND CASH MANAGEMENT

DKK million	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020	Q3 2020
Inventory	2,991	3,197	2,557	2,373	1,949	2,619
- Share of revenue (last 12 months)	12.8%	14.4%	11.8%	12.3%	10.3%	13.7%
Trade receivables	1,009	801	691	602	870	607
- Share of revenue (last 12 months)	4.3%	3.6%	3.2%	3.1%	4.6%	3.2%
Trade payables	-3,267	-2,445	-2,236	-2,285	-3,211	-2,425
- Share of revenue (last 12 months)	-14.0%	-11.0%	-10.3%	-11.8%	-16.9%	-12.7%
Other net working capital elements	-1,913	-1,503	-1,069	-765	-1,055	-796
- Share of revenue (last 12 months)	-8.2%	-6.7%	-4.9%	-4.0%	-5.6%	-4.2%
Net working capital	-1,181	50	-57	-76	-1,447	5
- Share of revenue (last 12 months)	-5.0%	0.2%	-0.3%	-0.4%	-7.6%	0.0%
Free cash flow excl. lease payments	3,663	502	1,278	-586	3,780	457
CAPEX	215	201	138	88	124	117
% of revenue	2.4%	4.3%	2.7%	1.9%	1.6%	2.9%
NIBD to EBITDA excl. restructuring costs (last 12 months)	0.4x	0.5x	0.4x	0.6x	0.5x	1.1x
Selected KPIs						
Days Sales of Inventory - last 6 months of COGS (183 days)	164	250	208	144	126	288
Days Sales of Outstanding - last 3 months of wholesale and third-party distribution revenue (90 days)	24	33	24	25	23	30

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

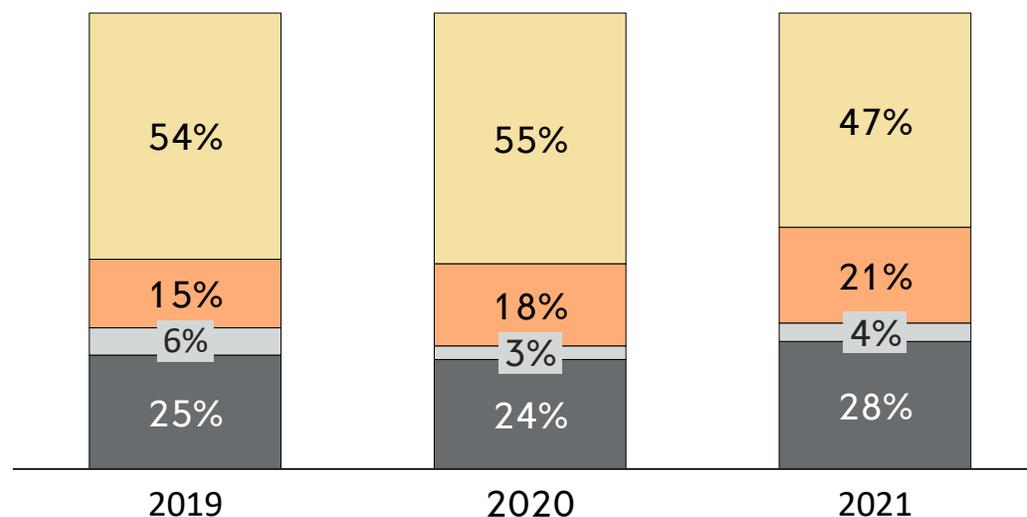
For illustrative purposes



- The impact from commodity price changes is gradual as there exists a 2-7 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 Other raw materials Gold Silver



- 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
- Plating is mainly done in-house and allocated to 'Other raw materials' in above

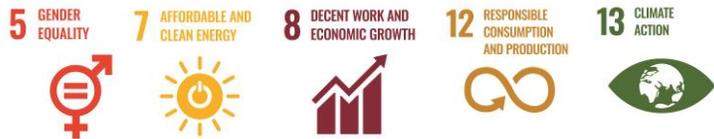
SUSTAINABILITY AT PANDORA

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.

Our sustainability strategy is comprised of three priorities, which are simultaneously highly material and potential drivers of future growth for our business, namely: low-carbon business, circular innovation, and an inclusive, diverse and fair culture. We have announced long-term targets for each of these priorities.

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 and have concluded that our business aligns most closely with five of the goals.



Frontrunner in ESG Investment Performance

For the sixth consecutive year, we received the top rating of AAA in the MSCI ESG Ratings assessment.



LOW-CARBON BUSINESS

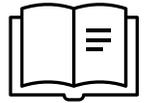
As the world's largest jewellery maker, we are determined to reduce our climate footprint and help set an example for the wider industry.



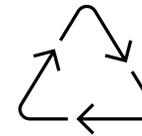
Carbon neutral
in own operations
by 2025 and
net zero across
value chain by 2040



**100% renewable
energy**
at our crafting facilities
achieved annually since
2021



**Science based target
to reduce emissions
50% by 2030**
across own operations
and full value chain



**97%
of waste**
was recycled at our
crafting facilities in
2021



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



CIRCULAR INNOVATION

we strive to ensure that our use of raw materials in both the crafting and sales of our jewellery has the lowest impact possible on the environment, people and communities.

100%
man-made stones
used in Pandora
products



54%
recycled gold and silver in 2021.
By 2025, 100% of products will be
made from recycled silver and
gold



100% certified
silver and gold grain suppliers. Further,
Pandora holds a RJC COP 2019 certification.



Responsible Sourcing Programme

Pandora is committed to ensuring that suppliers comply with high social and environmental standards. We pursue this commitment through our RSP, which we base on three core objectives for our supply chain, namely: Responsible, Transparent and Traceable.



DIVERSE, INCLUSIVE & FAIR CULTURE

We want everyone – from our customers, employees and suppliers to our business partners and franchisees – to find themselves reflected in and respected by the Pandora brand.

43%
of the members of our Board of Directors and **23%** of senior leadership were women at the end of 2021. This was on above and on par with the average for companies in Denmark.

Inclusivity and diversity are essential parts of the Pandora brand and in 2021 we announced new inclusion and diversity strategy and targets. Our strategy aims to secure an inclusive workplace for all employees, gender parity in leadership and reflect societal diversity in our customer engagement.

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.

PANDORA for 

5.8MUSD
donated to UNICEF since 2019

KEY ESG RATINGS | PANDORA PERFORMANCE

RATING

PERFORMANCE



Methodology note, low score = good

12/100 – Pandora ranked 10th (out of 177 companies) in Textiles & Apparel sector



Methodology note, AAA = top score

Top “AAA” rating – 6th straight year



Methodology note, A = top score

C rating – Top 20% of Industry, B rating is highest industry score



Methodology note, 100 = top score

43/100



Methodology note, 100 = top score

71/100 – Pandora ranked 17th (out of 118 companies) in Textiles & Apparel sector



Methodology note, A = top score

C rating – European average

INVESTOR RELATIONS CONTACT DETAILS

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Share information

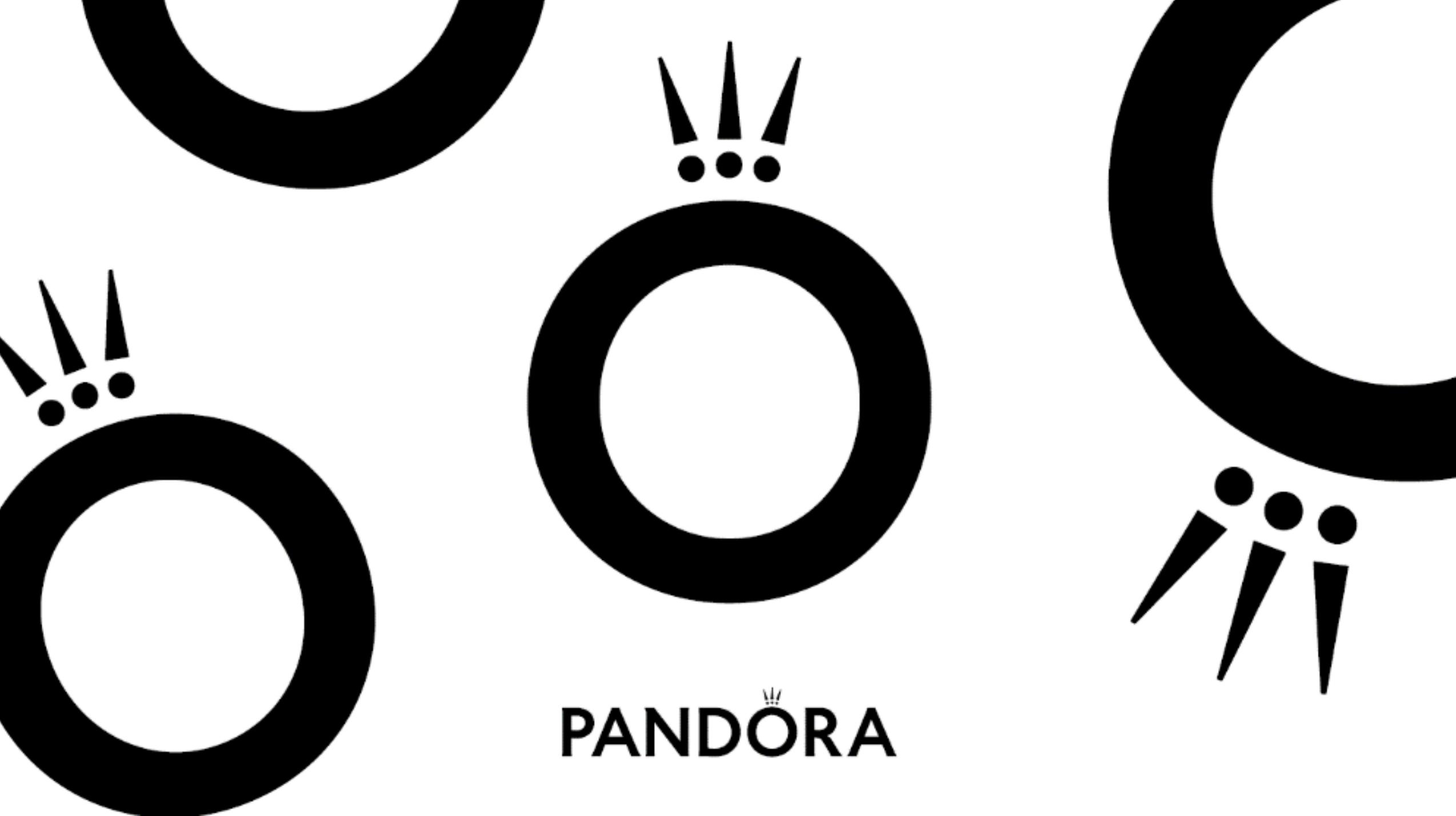
Trading symbol	PNDORA
Identification number/ISIN	DK0060252690
GICS	25203010
Number of shares	100,000,000
Sector	Apparel, Accessories & Luxury Goods
Share capital	100,000,000
Nominal value, DKK	1
Free float (incl. treasury shares)	100%

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

DISCLAIMER

This Company announcement contains forward-looking statements, including, but not limited to, guidance, expectations, strategies, objectives and statements regarding future events or prospects with respect to the Company's future financial and operating results. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain words such as "expect", "estimate", "intend", "will be", "will continue", "will result", "could", "may", "might" or any variations of such words or other words with similar meanings. Forward-looking statements are subject to risks and uncertainties that could cause the Company's actual results to differ materially from the results discussed in such forward-looking statements. Prospective information is based on management's then current expectations or forecasts. Such information is subject to the risk that such expectations or forecasts, or the assumptions underlying such expectations or forecasts, may change. The Company assumes no obligation to update any such forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking statements. Some important risk factors that could cause the Company's actual results to differ materially from those expressed in its forward-looking statements include, but are not limited to: economic and geopolitical uncertainty (including interest rates and exchange rates), financial and regulatory developments, general changes in market trends and end-consumer preferences, demand for the Company's products, competition, the availability and pricing of materials used by the Company, production- and distribution-related issues, IT failures, litigation, pandemics, and other unforeseen factors. The nature of the Company's business means that risk factors and uncertainties may arise, and it may not be possible for management to predict all such risk factors, nor to assess the impact of all such risk factors on the Company's business or the extent to which any individual risk factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statement. Accordingly, forward-looking statements should not be relied on as a prediction of actual results.



PANDORA