





# AGENDA

## **O1 Executive summary**

O2 Phoenix strategy update

O3 Q3 2024 financials

O4 Financial guidance

O5 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 44.

**PHOENIX DELIVERS A  
SOLID QUARTER**

**DOUBLE-DIGIT  
ORGANIC GROWTH  
IN Q3**

**GROWTH GUIDANCE  
LIFTED TOWARDS  
HIGH-END**

**Strong growth**

**11%**

Organic growth in Q3 2024

**7%**

LFL in Q3 2024

**Growth across segments**

**2%**

LFL for Core in Q3 2024

**21%**

LFL for Fuel with more in Q3  
2024



**Solid profitability**

**80.1%**

Gross margin, +110bp  
compared to Q3 2023

**16.1%**

EBIT margin, -40bp  
compared to Q3 2023

**Strong return on capital  
and EPS growth**

**44%**

ROIC in Q3 2024

**DKK 7.3**

EPS, 17% Y/Y growth

# 2024 GUIDANCE

## ORGANIC GROWTH GUIDANCE LIFTED TOWARDS HIGH-END

ORGANIC  
GROWTH

**11-12%**

(previously 9-12%)

EBIT  
MARGIN

**Around 25%**

*"We are very pleased with our strong results this quarter, particularly in the context of the current macroeconomic backdrop. We are transforming the perception of Pandora into a full jewellery brand and unlocking the next chapter of our growth by attracting more consumers to our brand. Step by step we are capturing the many untapped opportunities, and we will continue to invest in our strategic growth initiatives."*

**ALEXANDER LACIK**  
PRESIDENT AND CEO OF PANDORA







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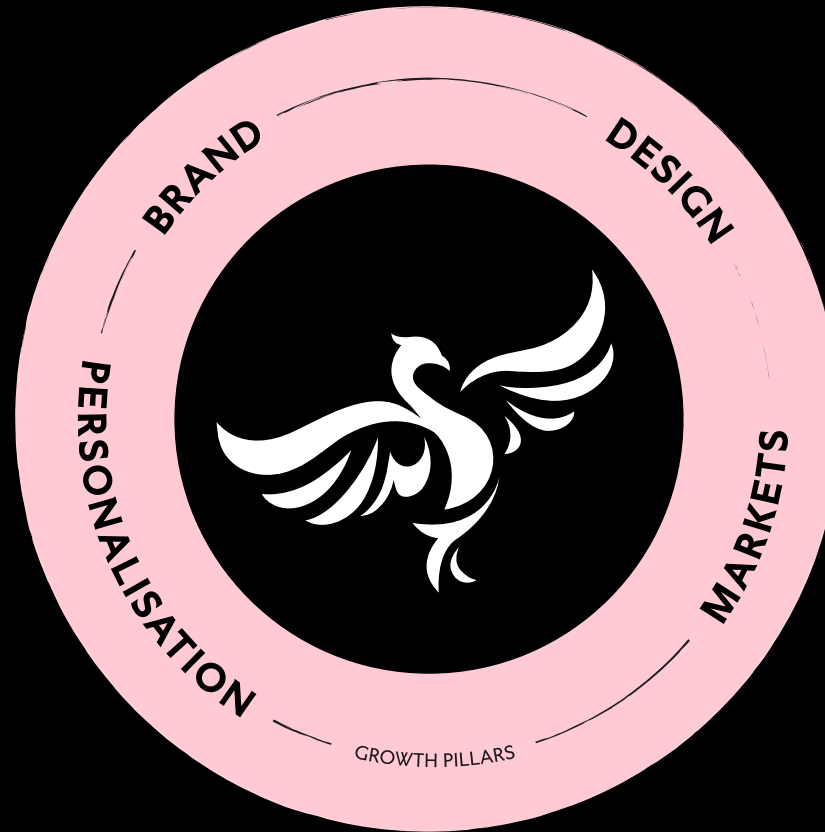
O5 Appendix

## STRATEGIC GROWTH INITIATIVES

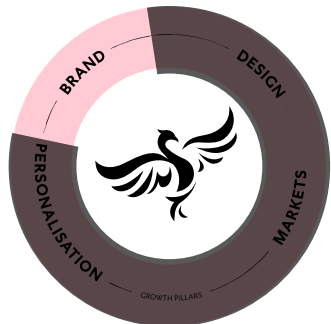
# GOOD MOMENTUM ACROSS ALL PILLARS

- **Restaging the brand** – transforming the perception of Pandora
- **Retail transformation** (Evoke)
- **Iconise heroes**

- Leverage magnitude of **first party data**
- **Connected digital experience** with personalised journeys
- World class **in-store experience**



- **Art & Science** – consumer-centric jewellery concepts
- **Drive growth in core** – charms & carriers
- Expand **design aesthetics** & **accelerate finished jewellery**
- Continue focus on **core markets**
- Drive growth in wide range of **underpenetrated markets**
- **Network expansion**
- Build **future growth engines**



# BRAND RESTAGING WORKING

## DRIVING BRAND HEAT THROUGH CULTURAL ACTIVATIONS

### MAJOR BRAND KPIs MOVING FORWARD



Global brand penetration, unaided awareness and brand consideration all tracking higher – Pandora's refreshed marketing strategy continues to drive more consumers into the brand

**YTD Traffic +15% Y/Y**

### WINNING ACROSS COLLECTIONS



Moments and PANDORA ESSENCE drove a majority of earned media coverage during Q3 2024 with product newness and creative stylings.

**Moments or PANDORA ESSENCE mentioned in 52% of top media coverage in Q3**

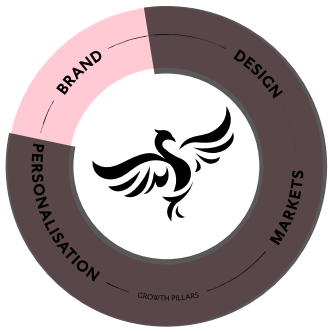
### DRIVING NON-STOP BRAND BUZZ



Connected to culture through fashion. Leveraging high traffic moments in media for Copenhagen, Paris, Milan and London fashion weeks

**+71% Y/Y top media articles in Q3 2024**





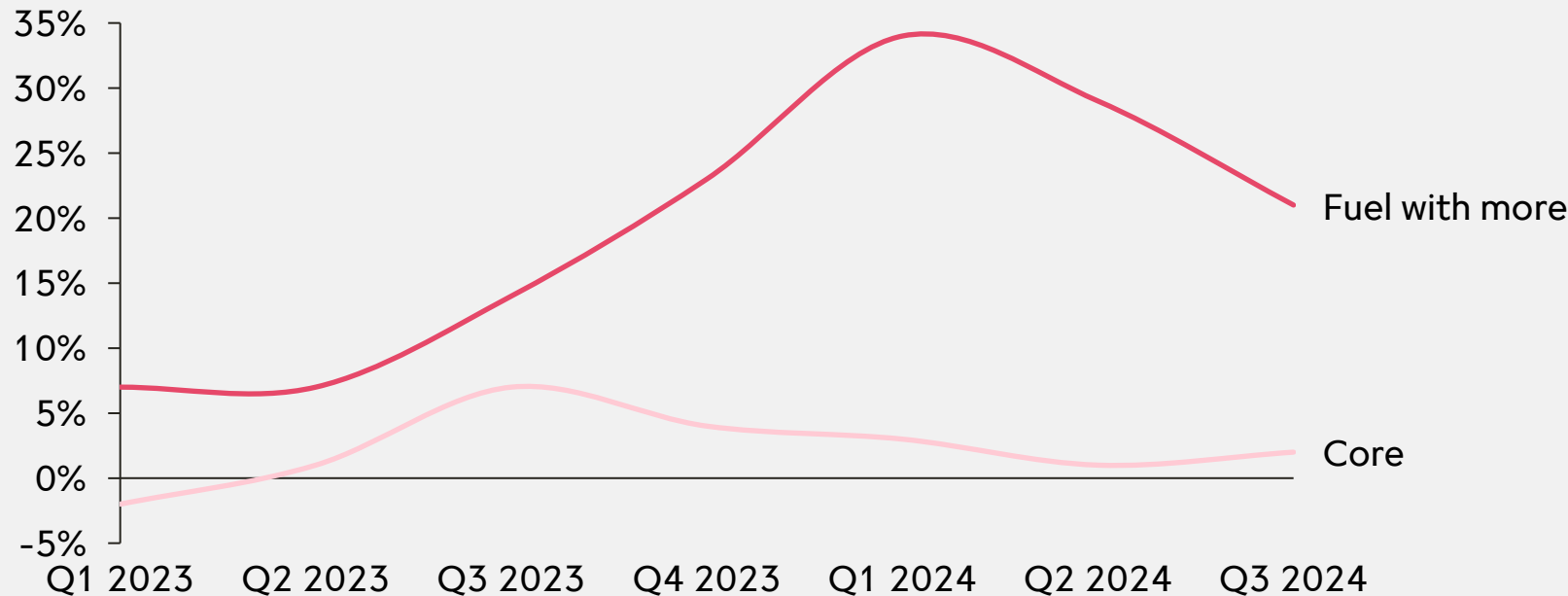
## BRINGING THE FULL JEWELLERY BRAND OFFERING TO LIFE

# SOLID LFL GROWTH ACROSS COLLECTIONS

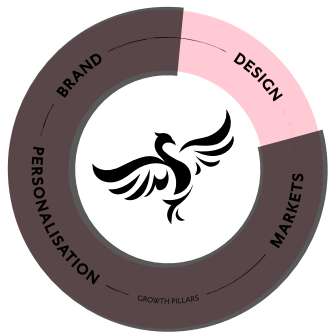
- In line with the strategy, we continue to attract more consumers into the Pandora brand – growing the core segment and fueling with more
- Our Core segment delivered a resilient 2% LFL in Q3 2024, with a -1 pp drag from Collabs. The Fuel with more segment continued to see strong growth at 21% LFL growth, despite tough comparatives from last year

Like-for-like, %

### LFL GROWTH OF SEGMENTS







## GROWING THE CORE LEVERAGING OUR ICONS

**Robust 2% LFL growth across the Charms and Carriers core**



PANDORA MOMENTS SILVER  
BRACELET WITH HEART-  
SHAPED CLASP



PANDORA ME LINK CHAIN  
BRACELET



PANDORA MOMENTS CHERRY  
BLOSSOM DANGLE CHARM





**FUELLING WITH MORE**

# A FULL JEWELLERY BRAND

21% LFL growth in total

## TIMELESS



**18%**

Like-for-like



## PANDORA ESSENCE



**169**

DKK million  
revenue



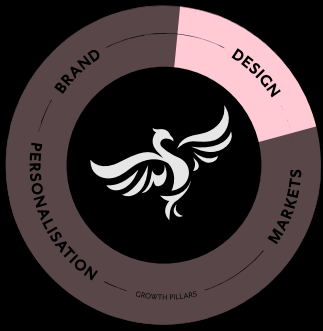
## LAB-GROWN DIAMONDS



**34%**

Like-for-like





**PANDORA ESSENCE WELL RECEIVED**

# EXPANDING INTO NEW DESIGN AESTHETICS

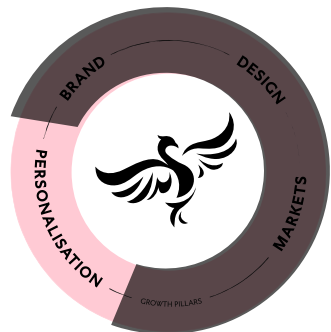


**Expanding the full jewellery brand offering: Pandora taps into a new aesthetic space of organic, fluid and natural shapes (~17% of the jewellery market)**

**Collection has shown encouraging response in all markets - already reaching 3% share of business globally in the first full quarter of launch**

**Recruiting new consumers into the Pandora brand**

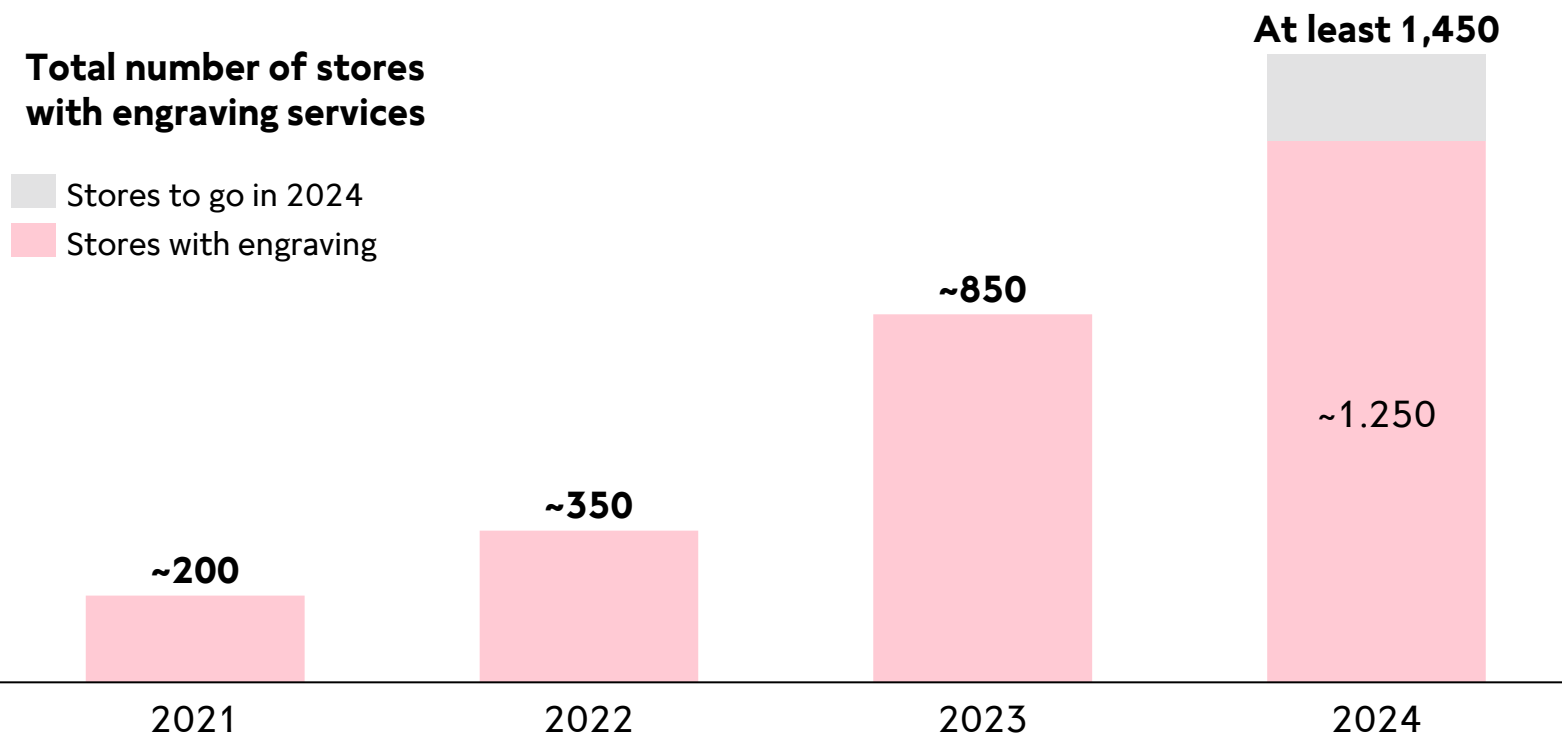




## PERSONALISATION DRIVING INCREMENTAL REVENUE

# ENGRAVING

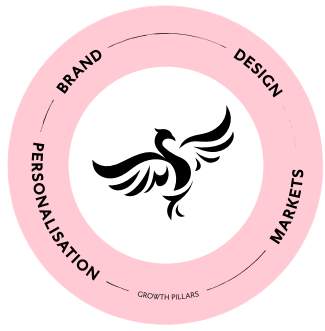
### Total number of stores with engraving services



### # markets with online engraving







## PHOENIX STRATEGY IS DELIVERING DELIVERING SOLID LFL GROWTH

**+7%**

Q3 2024 LFL  
GROWTH VS. 2023

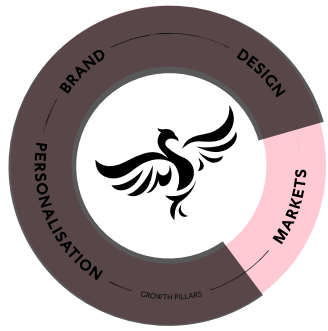
**+16%**

Q3 2024 LFL GROWTH  
VS. 2022  
(TWO YEAR STACK)

**+5%**

Q3 2024 LFL GROWTH  
CAGR VS. 2019

- Since the inception of the Phoenix strategy in 2021, Pandora has delivered solid LFL growth
- New initiatives announced at the CMD 2023 are tracking as planned
- Q4 2024 comparatives remain tough, reflecting last year's strong growth which was partially helped by various social media trends

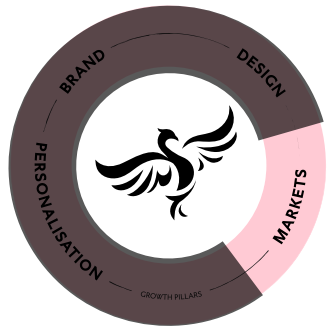


# MARKETS | US

- US delivered another robust quarter with LFL at 6%, fueled by strong returns on marketing investments
- Despite a heavy external promotional environment, Pandora continues to build market share
- Network expansion in the US continues – new store openings drove organic growth to 14% in Q3
- The wholesale channel has improved slightly - the gap between partner and Pandora operated stores narrowing to 2pp in Q3

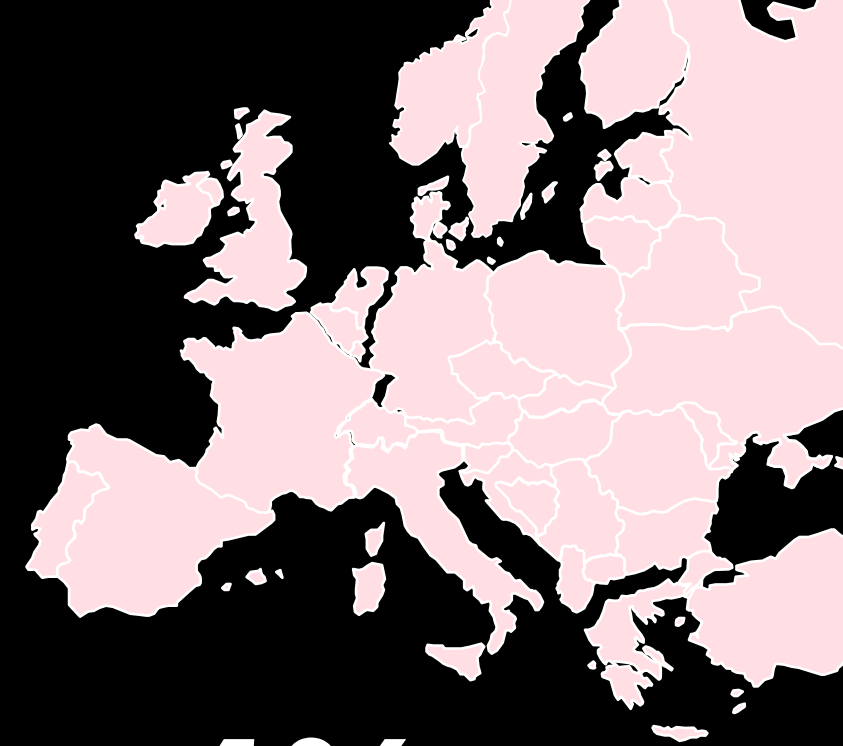
**6%**  
LFL vs Q3 2023





# MARKETS | GERMANY, UK, ITALY AND FRANCE

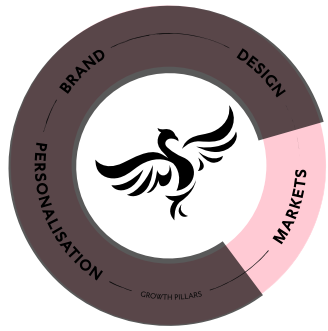
- Key markets in Europe delivered LFL of 4%
  - Germany delivered yet another excellent quarter with LFL at 42%, driven by the ongoing brand momentum
  - UK delivered a resilient LFL of -2%, performing ahead of the market
  - Italy delivered LFL at -8%. Despite macroeconomic challenges, performance remains unsatisfactory. Improving brand metrics yet to convert to higher traffic
  - France delivered a LFL of -1%; traffic trends being the main driver, partially impacted by prior year comparatives



# 4%

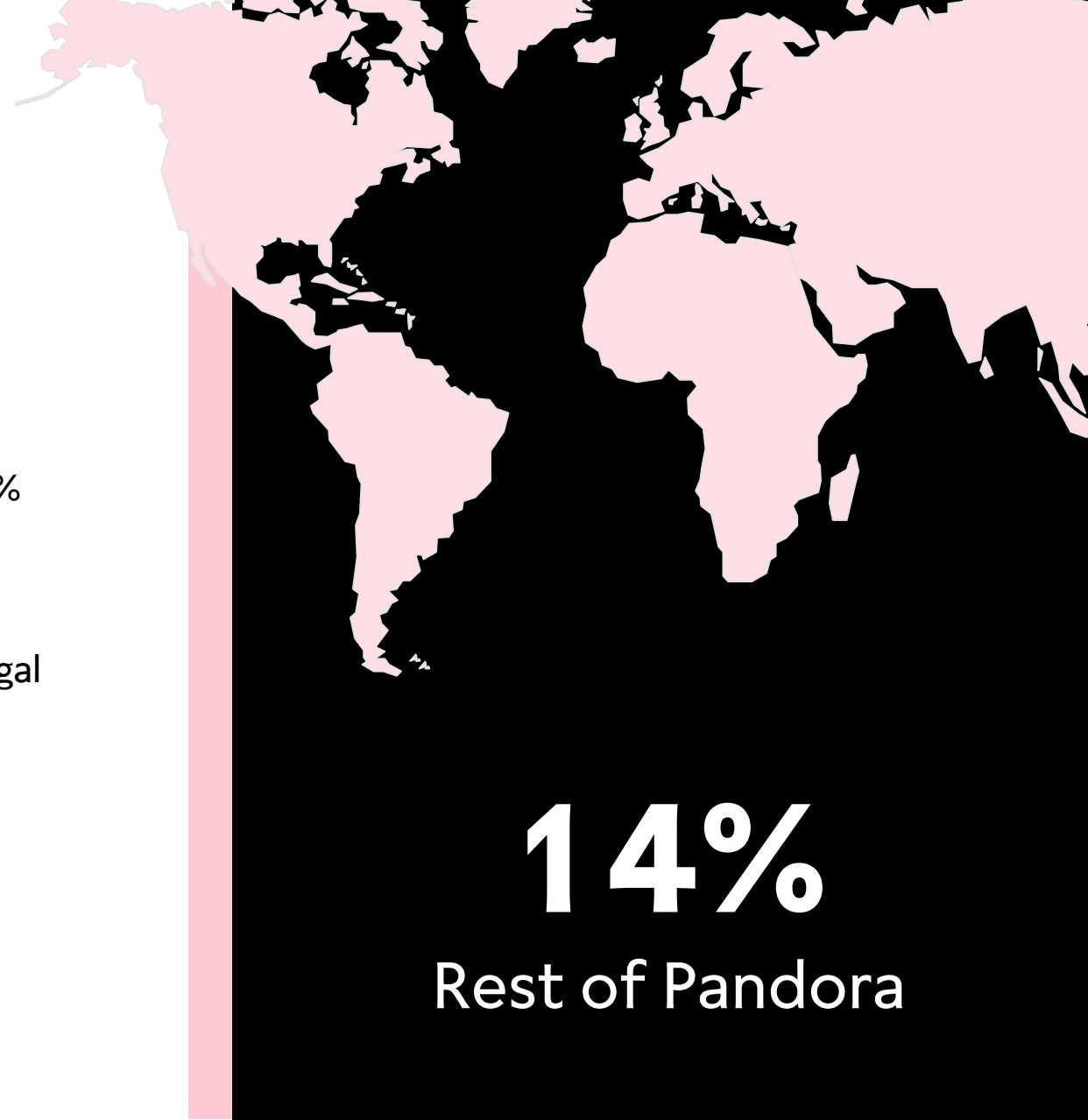
## LFL vs Q3 2023



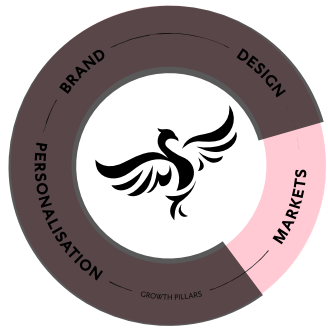


# MARKETS | REST OF PANDORA

- Rest of Pandora continues to grow double-digit LFL at 14%
  - Mexico and Spain, more than a quarter of the combined revenue in Rest of Pandora, delivered low teens LFL
  - Less penetrated markets such as the Netherlands, Portugal and Austria delivered solid double-digit LFL
  - As expected, growth levels normalised in Turkey







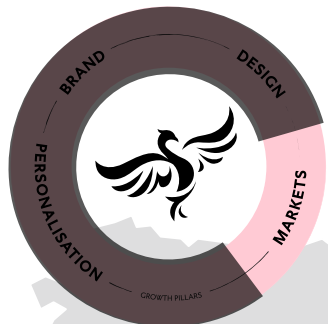
# MARKETS | CHINA AND AUSTRALIA

- China delivered -33% LFL, below expectations
  - Pandora is committed to navigating the markets complexities and gradually build the brand
  - Pandora is currently considering the next step on this journey
- Australia reported -2% LFL in Q3 2024
  - The retail channel is back in positive territory with LFL of +3%. The partner channel remains challenging, which is dragging down both LFL and organic growth

(33)%



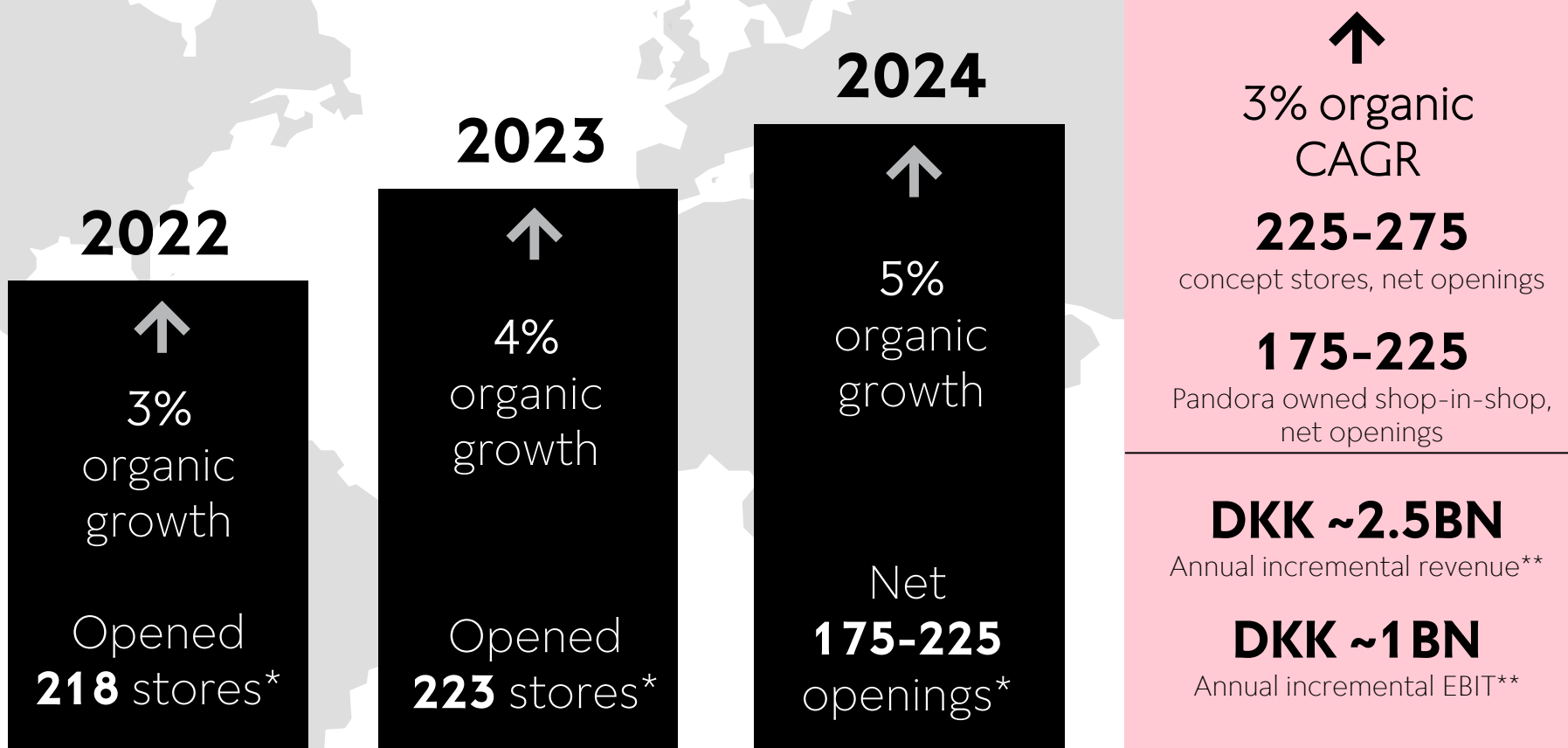
(2)%



## NETWORK EXPANSION

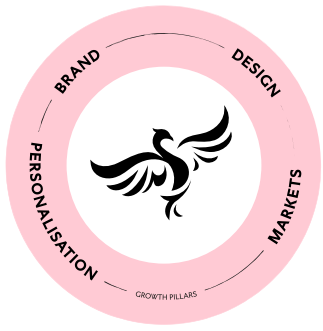
# DRIVING CONSISTENT, PROFITABLE GROWTH

## CMD TARGET (2024-2026)



\*Net concept store and Pandora owned shop-in-shop openings

\*\* Assumes mid-point of targeted store openings



## EVOKE STORE CONCEPT

# NEW STORE CONCEPT ROLL-OUT CONTINUES

**295 Evoke concept stores opened by Q3 2023**

of which 11 are partner concept stores

**Including prominent locations such as Tokyo Shibuya**

**Targeting 1,375 – 1,425 Evoke concept stores by 2026**



Number of Evoke stores

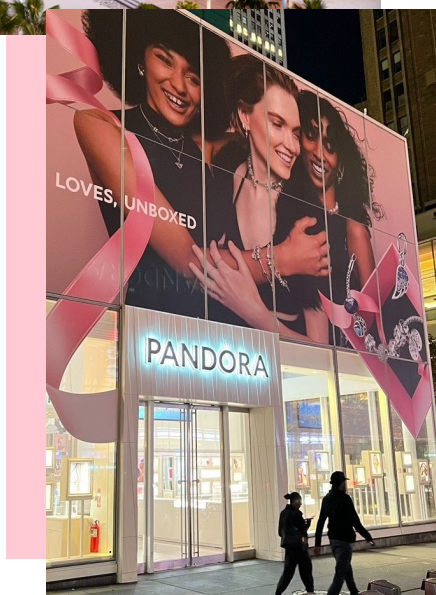




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## KEY FINANCIAL HIGHLIGHTS

# STRONG EPS GROWTH

TOPLINE	Q3 2024	Q3 2023	FY 2023
Revenue, DKK million	6,103	5,572	28,136
<b>Organic growth, %</b>	<b>11%</b>	<b>11%</b>	<b>8%</b>
<b>Like-for-like, %</b>	<b>7%</b>	<b>9%</b>	<b>6%</b>

FINANCIAL RATIOS	Q3 2024	Q3 2023	FY 2023
Gross margin, %	80.1%	79.0%	78.6%
<b>EBIT margin, %</b>	<b>16.1%</b>	<b>16.5%</b>	<b>25.0%</b>
Cash conversion incl. lease payments, %	58%	65%	78%
Net working capital, % of last 12 months' revenue	5.9%	9.2%	1.8%
CAPEX (% of revenue)	7.9%	6.7%	5.8%
NIBD to EBITDA, x	1.5	1.5	1.1
Return on invested capital (ROIC), % <sup>1</sup>	44%	43%	45%
Earnings per share, basic, DKK	7.3	6.3	55.5

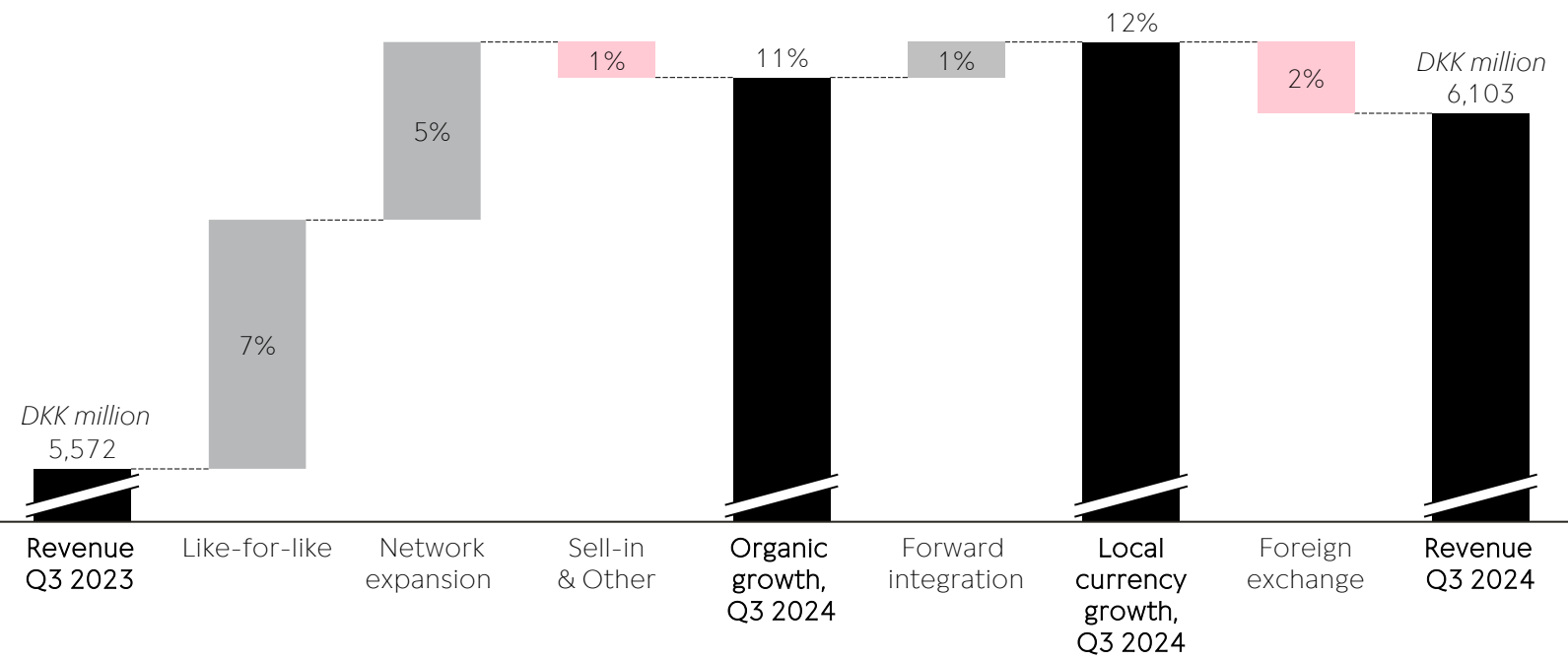
<sup>1</sup> Last 12 months' EBIT in % of last 12 months' average invested capital. The "Return on invested capital (ROIC), %" was updated in Q1 2024 from "Last 12 months' EBIT in % of invested capital" to "Last 12 months' EBIT in % of last 12 months' average invested capital" to present a more useful and less volatile KPI by switching to moving annual total. All comparative periods have been restated.

## REVENUE PERFORMANCE

# DOUBLE-DIGIT GROWTH

### Q3 2024 GROWTH COMPOSITION VS Q3 2023

%-p growth (approximately)



- The investments under Phoenix are yielding positive results, resulting in solid traffic-led LFL growth
- Meanwhile, Pandora continues to expand the store network and take over selected partners (forward integration)
- In Q3 2024, Pandora retail constituted 82% of revenue, up from 77% last year
- Phasing of sell-in & other was a drag of -1 pp, mainly driven by the underperformance of multi-brand partners (which are not part of LFL)
- FX represented a net headwind of 2% largely due to a material decline in the Turkish Lira

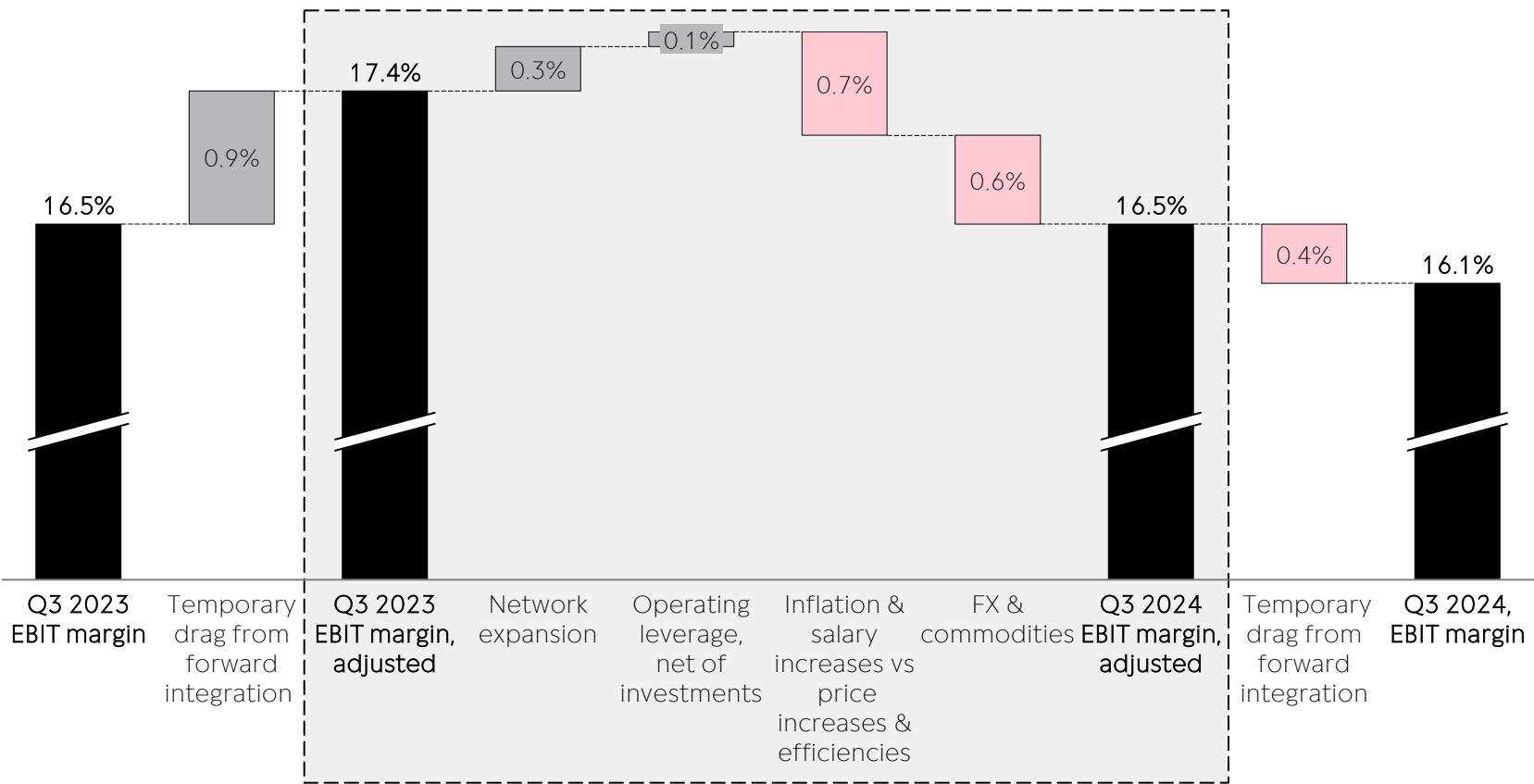
\*Net concept store and Pandora owned shop-in-shop openings

## EBIT MARGIN

# ON TRACK TOWARDS FULL-YEAR GUIDANCE (AROUND 25% EBIT MARGIN)

%-p development (approximately)

EBIT margin development excl. non-recurring items



- The reported Q3 EBIT margin was - 40bp Y/Y, in line with expectations and prior communication
- Pandora remains on track towards around 25% for the full year
- FX and commodities was a drag of 60bp. The drag is expected to increase to around -1 20bp in Q4 2024
- Leverage from LFL and network expansion supported the margin by 40bp
- In Q3, Inflation and salary increases continued to outweigh price increases and efficiencies – slightly negative only for the full year



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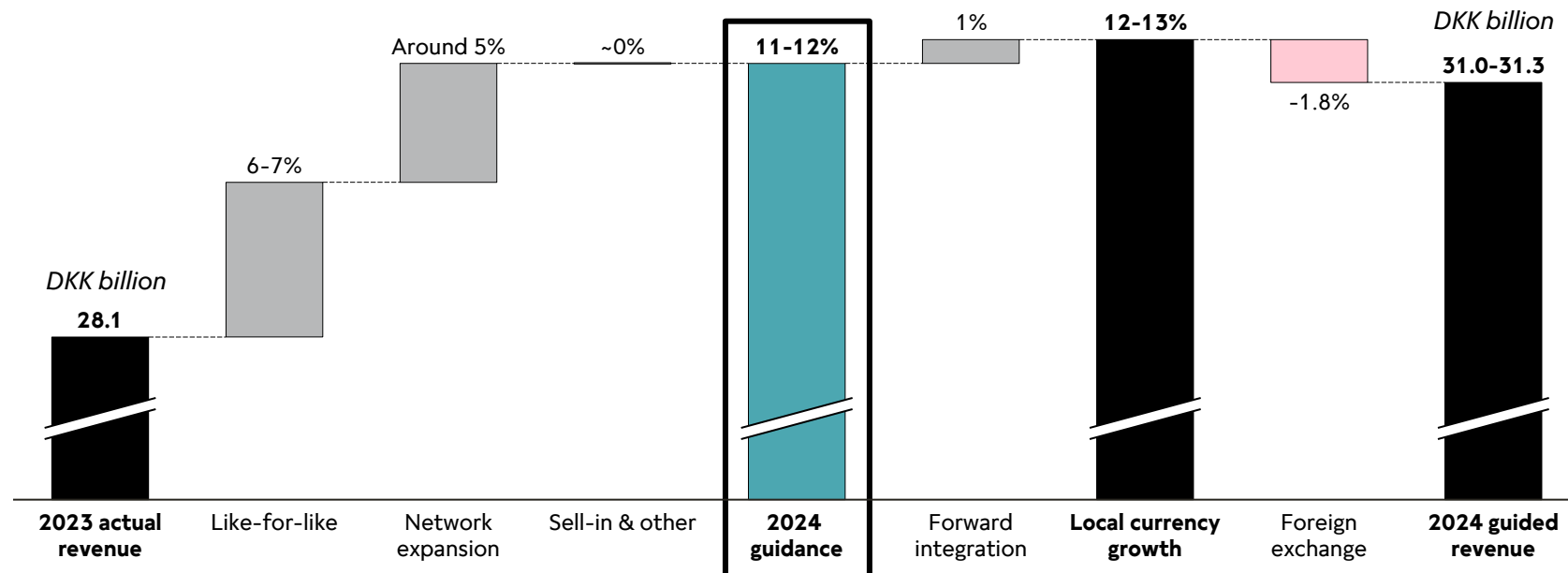


## 2024 ORGANIC GROWTH GUIDANCE

# RAISING GUIDANCE TOWARDS HIGH-END

### Organic growth guidance

%-p development (approximately)



### GUIDANCE ASSUMPTIONS

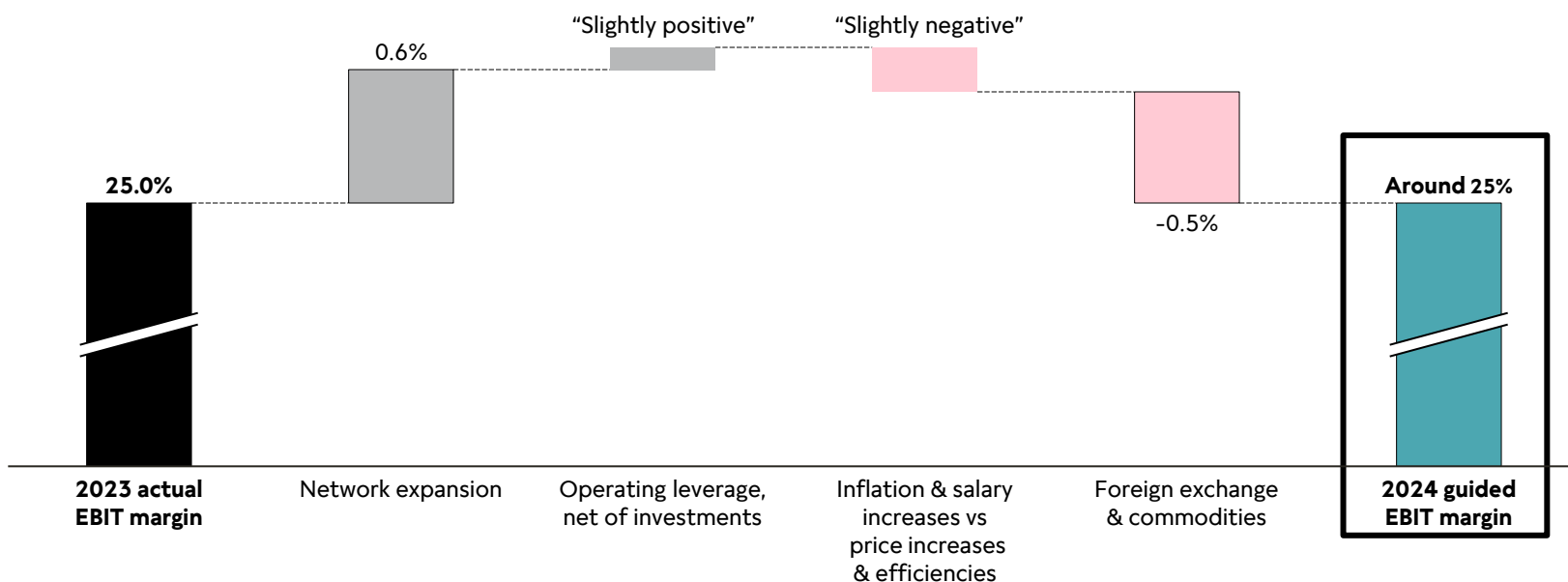
- Pandora narrows its organic growth guidance to 11-12% (previously 9-12%)
- The LFL guidance is narrowed to 6-7% (previously 5-7%). The guidance implies 2-5% LFL in Q4 2024. The low-end accounts for the still uncertain macro environment and a tough prior-year comparison, which was boosted by viral social media trends in the second half of 2023
- The impact from network expansion is upgraded to Around 5% (previously 4-5%)
- Revenue growth related to sell-in and other is expected to be net neutral for the full year, implying a small drag for Q4 2024

## 2024 EBIT MARGIN GUIDANCE

# MAINTAINING SOLID PROFITABILITY

### EBIT margin guidance

%-p development (approximately)



### GUIDANCE ASSUMPTIONS

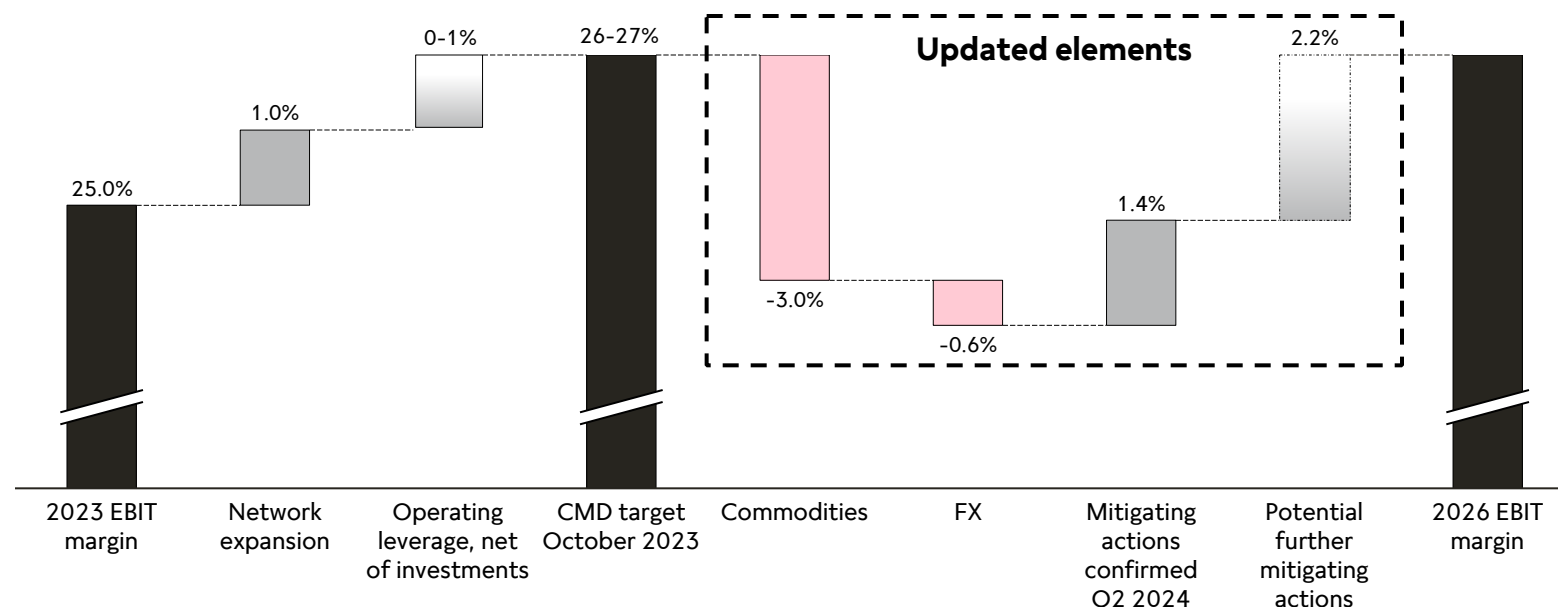
- The EBIT margin guidance for 2024 is unchanged at Around 25%
- Network expansion is expected to drive +60bp margin expansion and net operating leverage from LFL is expected to be slightly positive (unchanged)
- Despite a -50bp drag from FX and commodities (vs -10bp at the start of the year) the margin guidance is maintained
- On track to deliver around mid-teens EPS growth for 2024

## UPDATE ON 2023 CMD EBIT MARGIN TARGET

# HIGHER COMMODITY PRICES – INITIATING MITIGATING ACTIONS

### EBIT margin target by 2026

%-p development (approximately)



### What has changed since October 2023?

- The CMD target was set based on commodity prices and FX rates on September 25, 2023
- Since then, silver has increased from around USD 24 to now around USD 33/oz. Adverse development also seen in gold and FX
- This drives 360bp of margin headwind – before mitigating actions

### Significant mitigating plans initiated

- Two key initiatives: a) additional price increases and b) a Group wide cost program
- 5% price increase implemented in October 2024. Further price increases beyond the annual 1-2% to follow
- Cost program just launched; initial view on potential in Q1 2025
- Pandora confirms actions to cover at least 140bp of the headwind
- Update on further potential mitigation to be provided at FY 2024 announcement

# CLOSING REMARKS



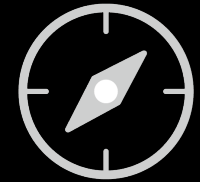
The full jewellery brand mission is making good progress



We are investing behind, and executing on, an exciting pipeline of growth initiatives



Our profitability remains solid, helping drive double-digit EPS growth



Organic growth guidance narrowed to high end



## A strong brand in an attractive category

- Pandora stands as the sole global brand in accessible luxury jewellery, owning the distinct position of “jewellery with a meaning” with consumers worldwide.
- The jewellery market has historically outpaced GDP growth and remains highly fragmented, with global brands expected to grow faster than the overall market.
- Pandora holds the highest brand awareness in the industry.

## An asset-light, fully integrated business model

- Our asset-light business model benefits from a unique fully vertically integrated ecosystem - from design and crafting to a vast distribution network.
- This integration provides unrivalled scale and, together with our brand strength, drives our strong margin profile and high returns.

## Unique growth opportunities

- There are numerous untapped growth opportunities within our existing business model across various geographies, jewellery categories, and designs.
- The essence of our growth strategy is to shift the perception of Pandora to a full jewellery brand and leverage our existing infrastructure.

## A resilient, sustainable business

- Sustainability is an integral part of our business and we are progressing toward some of the most ambitious sustainability targets in the industry, spearheading the use of recycled silver and gold, and lab-grown diamonds.

## Driving mid-to-high-teens EPS growth

- We expect to outgrow the jewellery market, targeting annual high-single digit organic growth, while maintaining best-in-class profitability with a gross margin around 80% and an EBIT margin increasing from around 25% today to 26-27% in 2026\*.
- We anticipate generating significant free cash flow, which, in line with our historic approach, will be fully returned to shareholders, driving annual EPS growth in the mid-to-high teens.

\*The EBIT margin target for 2026 is based on September 2023 FX rates and a silver price of USD 23.6 / oz



PANDORA

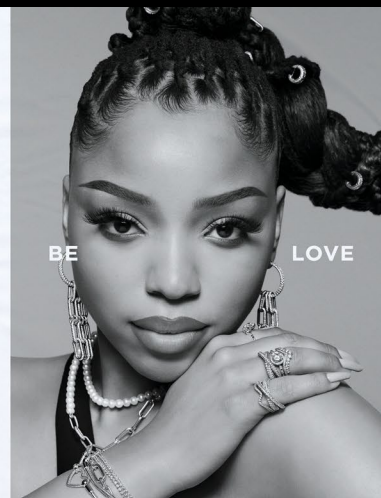


BE

LOVE



PANDORA

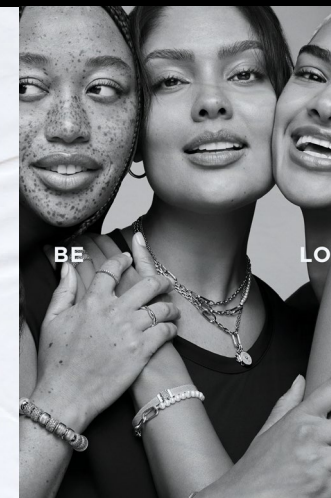


BE

LOVE



PANDORA



BE

LOVE



BE

LOVE



PANDORA



BE

LOVE



PANDORA



BE

LOVE



PANDORA

# APPENDIX

# CUSTOMERS | DESPITE ~50% MALE CUSTOMERS, DECISIONS ARE HIGHLY INFLUENCED BY WEARERS

CUSTOMER GROUPS 2023, %



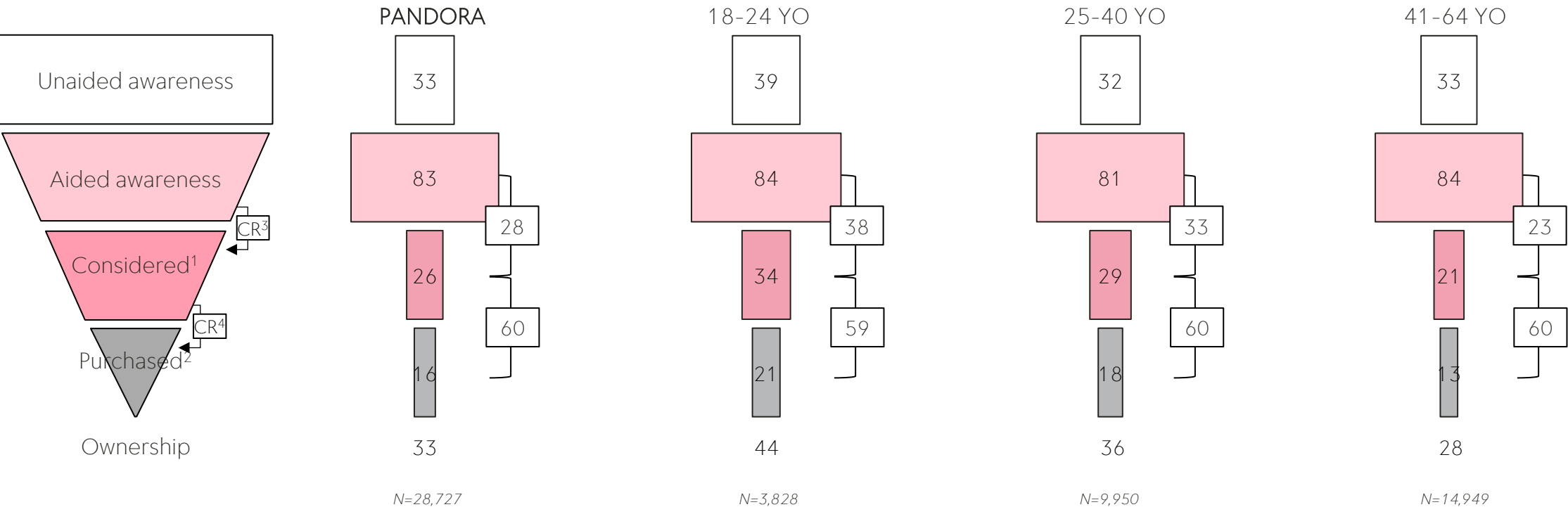
Approx. **~80%** of **transactions** are influenced by the wearer

Source: Pandora Brand Tracker 2023  
Global: 9 markets (AU, CA, DE, CN, FR, IT, ES, UK, US)  
NB! For self-purchasers it is only women who can be categorized as self-purchasers.

# PANDORA CONSUMER

## GLOBAL PURCHASE FUNNEL – DEVELOPMENT I PANDORA – FEMALE AGE GROUPS

Base: All women



Source: Pandora Brand Tracker (Jan-Dec)  
Global: 8 markets (AU, CA, DE, FR, IT, ES, UK, US)

(1) Considered: Share of women whose most recent jewellery experience within the past twelve months involved considering or purchasing Pandora, either as a self-purchase or as a gift  
(2) Purchased: Share of women whose most recent jewellery experience in the past twelve months involved purchasing Pandora, either as a self-purchase or as a gift  
(3) %conversion rate: Consideration Set divided by Aided awareness  
(4) %conversion rate: Purchase P12M divided by Consideration Set



# REVENUE DEVELOPMENT BY SEGMENTS

DKK million	Q3 2024	Q3 2023	LFL	Share of revenue
<b>Core</b>	<b>4,634</b>	<b>4,368</b>	<b>2%</b>	<b>76%</b>
- Moments	3,895	3,604	2%	64%
- Collabs	514	561	-6%	8%
- ME	226	202	21%	4%
<b>Fuel with more</b>	<b>1,468</b>	<b>1,204</b>	<b>21%</b>	<b>24%</b>
- Timeless	1,065	841	18%	17%
- Signature	170	275	-32%	3%
- PANDORA ESSENCE <sup>1</sup>	169	3	-	3%
- Pandora Lab-Grown Diamonds	64	86	34%	1%
<b>Total revenue</b>	<b>6,103</b>	<b>5,572</b>	<b>7%</b>	<b>100%</b>

<sup>1</sup>PANDORA ESSENCE was launched in Q2 2024 following a pilot in the Netherlands in 2023.



# REVENUE DEVELOPMENT BY CHANNEL

DKK million	Q3 2024	Q3 2023	Organic growth	Share of revenue
<b>Pandora owned<sup>1</sup> retail</b>	<b>4,995</b>	<b>4,267</b>	<b>17%</b>	<b>82%</b>
- of which concept stores	3,519	3,049	14%	58%
- of which online stores	1,090	877	26%	18%
- of which other points of sale	386	341	21%	6%
<b>Wholesale</b>	<b>914</b>	<b>1,126</b>	<b>-12%</b>	<b>15%</b>
- of which concept stores	388	589	-23%	6%
- of which other points of sale	526	537	0%	9%
<b>Third-party distribution</b>	<b>194</b>	<b>178</b>	<b>6%</b>	<b>3%</b>
<b>Total revenue</b>	<b>6,103</b>	<b>5,572</b>	<b>11%</b>	<b>100%</b>

<sup>1</sup> Pandora does not own any of the premises (Land and buildings) where stores are operated. Pandora exclusively operates stores from leased premises.

# KEY MARKETS REVENUE AND GROWTH OVERVIEW

DKK million	Q3 2024	Q3 2023	LFL	Organic Growth	Share of Revenue
US	1,796	1,566	6%	14%	29%
China	84	132	-33%	-36%	1%
UK	740	729	-2%	0%	12%
Italy	466	496	-8%	-7%	8%
Australia	195	221	-2%	-13%	3%
France	227	220	-1%	3%	4%
Germany	431	301	42%	43%	7%
<b>Total key markets</b>	<b>3,938</b>	<b>3,666</b>	<b>3%</b>	<b>7%</b>	<b>65%</b>
<b>Rest of Pandora</b>	<b>2,165</b>	<b>1,906</b>	<b>14%</b>	<b>19%</b>	<b>35%</b>
<b>Total revenue</b>	<b>6,103</b>	<b>5,572</b>	<b>7%</b>	<b>11%</b>	<b>100%</b>

# STORE NETWORK DEVELOPMENT

NUMBER OF CONCEPT STORES	Total concept stores					O&O concept stores		
	Q3 2024	Q2 2024	Q3 2023	Growth	Growth	O&O Q3 2024	Growth O&O	Growth O&O
				Q3 2024 / Q2 2024	Q3 2024 / Q3 2023		stores Q3 2024 / Q2 2024	stores Q3 2024 / Q3 2023
US	479	465	437	14	42	390	16	58
China	204	208	227	-4	-23	193	-3	-23
UK	219	217	219	2	-	218	2	6
Italy	184	182	164	2	20	158	3	30
Australia	128	126	124	2	4	71	10	25
France	123	124	121	-1	2	110	1	27
Germany	137	136	134	1	3	136	2	5
<b>Total key markets</b>	<b>1,474</b>	<b>1,458</b>	<b>1,426</b>	<b>16</b>	<b>48</b>	<b>1,276</b>	<b>31</b>	<b>128</b>
Rest of Pandora	1,260	1,237	1,153	23	107	757	18	122
<b>All markets</b>	<b>2,734</b>	<b>2,695</b>	<b>2,579</b>	<b>39</b>	<b>155</b>	<b>2,033</b>	<b>49</b>	<b>250</b>

NUMBER OF OTHER POINTS OF SALE	Q3 2024	Q2 2024	Q3 2023	Growth Q3 2024 / Q2 2024	Growth Q3 2024 / Q3 2023
Other points of sale (retail)	615	605	509	10	106
Other points of sale (wholesale)	3,009	3,038	3,159	-29	-150
Other points of sale (third-party)	300	297	321	3	-21
<b>Other points of sale, total</b>	<b>3,924</b>	<b>3,940</b>	<b>3,989</b>	<b>-16</b>	<b>-65</b>



# CONSOLIDATED INCOME STATEMENT

DKK million	Q3 2024	Q3 2023	FY 2023
Revenue	6,103	5,572	28,136
Cost of sales	-1,217	-1,168	-6,012
<b>Gross profit</b>	<b>4,886</b>	<b>4,404</b>	<b>22,125</b>
Sales, distribution and marketing expenses	-3,352	-2,913	-12,707
Administrative expenses	-553	-571	-2,379
<b>Operating profit</b>	<b>980</b>	<b>920</b>	<b>7,039</b>
Finance income	111	49	251
Finance costs	-304	-259	-1,056
<b>Profit before tax</b>	<b>788</b>	<b>709</b>	<b>6,234</b>
Income tax expense	-193	-167	-1,494
<b>Net profit for the period</b>	<b>595</b>	<b>543</b>	<b>4,740</b>
Earnings per share, basic, DKK	7.3	6.3	55.5
Earnings per share, diluted, DKK	7.3	6.3	55.1

# WORKING CAPITAL

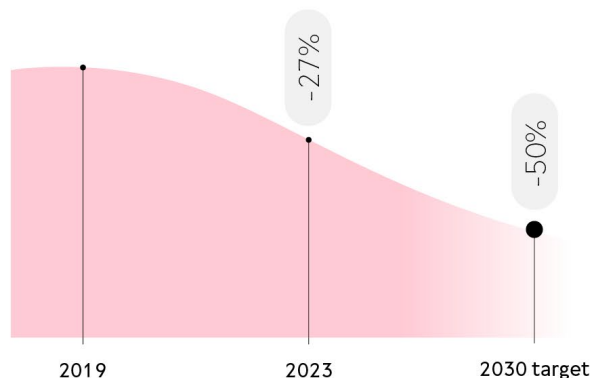
Share of preceding 12 months' revenue	Q3 2024	Q2 2024	Q1 2024	Q4 2023	Q3 2023
Inventories	16.0%	14.9%	15.2%	14.8%	17.8%
Trade receivables	2.5%	2.8%	3.8%	4.8%	3.4%
Trade payables	-9.7%	-9.2%	-9.2%	-11.4%	-8.7%
Other net working capital elements	-2.9%	-2.4%	-2.9%	-6.4%	-3.3%
<b>Total</b>	<b>5.9%</b>	<b>6.0%</b>	<b>6.9%</b>	<b>1.8%</b>	<b>9.2%</b>

## SUSTAINABILITY AT A GLANCE

# 2023 HIGHLIGHTS

-27%

reduction in total greenhouse gas emissions compared to our 2019 baseline



100%

recycled silver and gold purchased as of December 2023 (2023 average: 97%)

2025 target:

100% ☑

34%

women in leadership, up from 29% in 2022

2025 target: 2030 target:

33% ☑

50%

99.8%

waste recycled at our crafting facilities



A



For the second year in a row, Pandora was recognised with an "A" score for transparency and performance on climate change by CDP

#21

Pandora ranked #21 on sustainability out of 750 companies on TIME Magazine's World's Best Companies 2023; Pandora is among 1 of 8 Danish companies featured

100%

renewable energy and 100% recycled silver and gold used in our Pandora Lab-Grown Diamonds collection from August 2022

25%

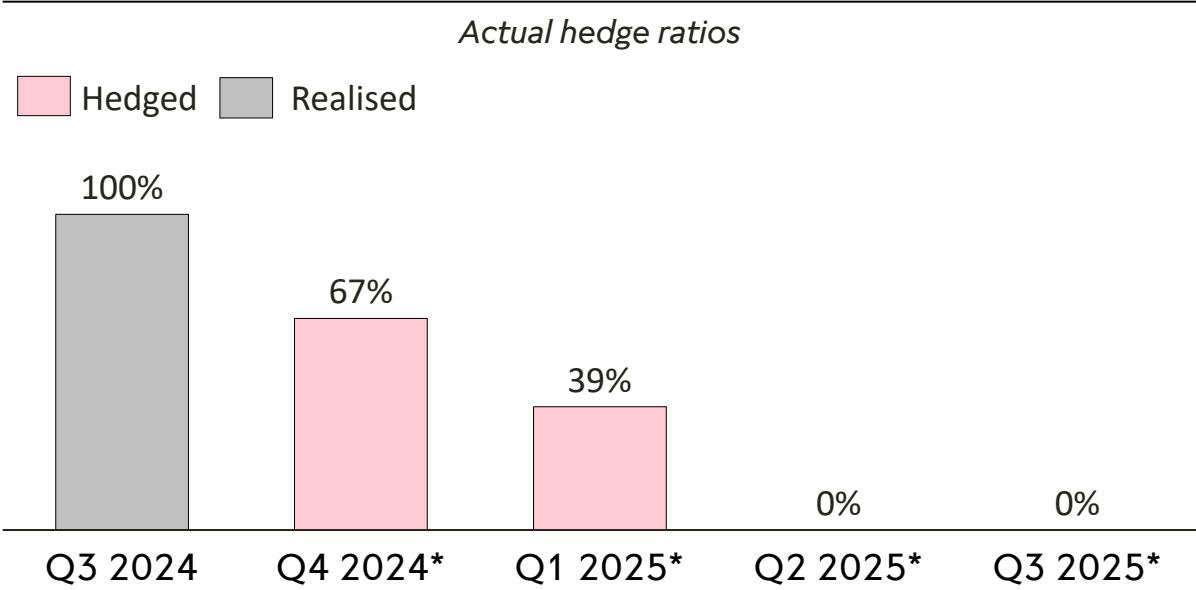
weighting for sustainability performance in the company's long-term incentive plan for senior leaders

11M

USD donated to UNICEF since 2019

# COMMODITY HEDGING AND COST OF GOODS SOLD BREAK DOWN

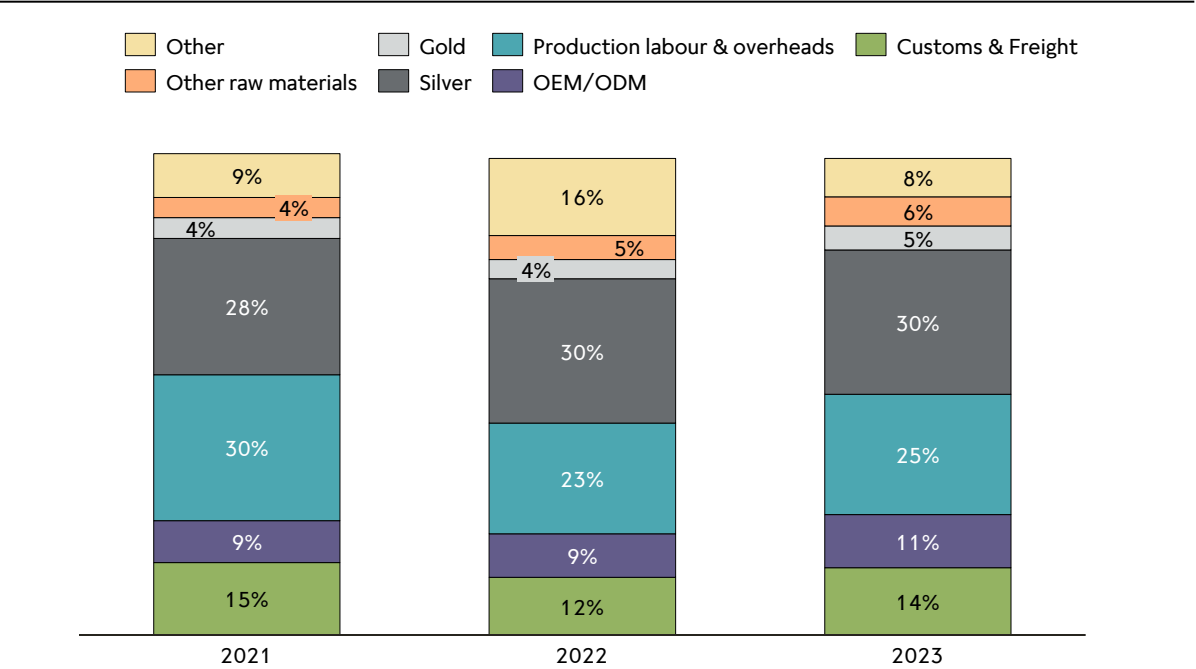
COMMODITY HEDGE RATIOS  
(AT USE OF SILVER AND GOLD FOR PRODUCTION)



- In addition to the delayed impact from changes in commodity prices on the income statement due to hedging, there is an additional 2-7 month time lag from production through inventories to the final sale of the product

\* In Q2 2024, a strategic decision was taken to temporarily adjust Pandora's hedging approach in response to the elevated silver and gold prices. As of the end of Q3 2024, Pandora has hedged 25% of commodity exposures for the next 12 months production and Pandora has not hedged any use of silver and gold for production from Q2 2025 onwards.

COST OF GOODS SOLD BREAK DOWN



- Pandoras metal exposure is mainly towards silver, which constitute 30% of the cost of goods sold



## CAPITAL ALLOCATION

# SIGNIFICANT CASH RETURNS FOR 2024

1

### Financial strength & investments

Maintain investment grade ratings

CAPEX and forward integration

2

### Dividends

Progressive dividend policy

Stable to increasing dividend per share

3

### Share buybacks

Remaining cash paid out through share buybacks

(Within capital structure policy of NIBD/EBITDA at 0.5-1.5x\*)



### All excess cash returned

**Targeting DKK 5.5BN**  
cash returns in 2024\*\*

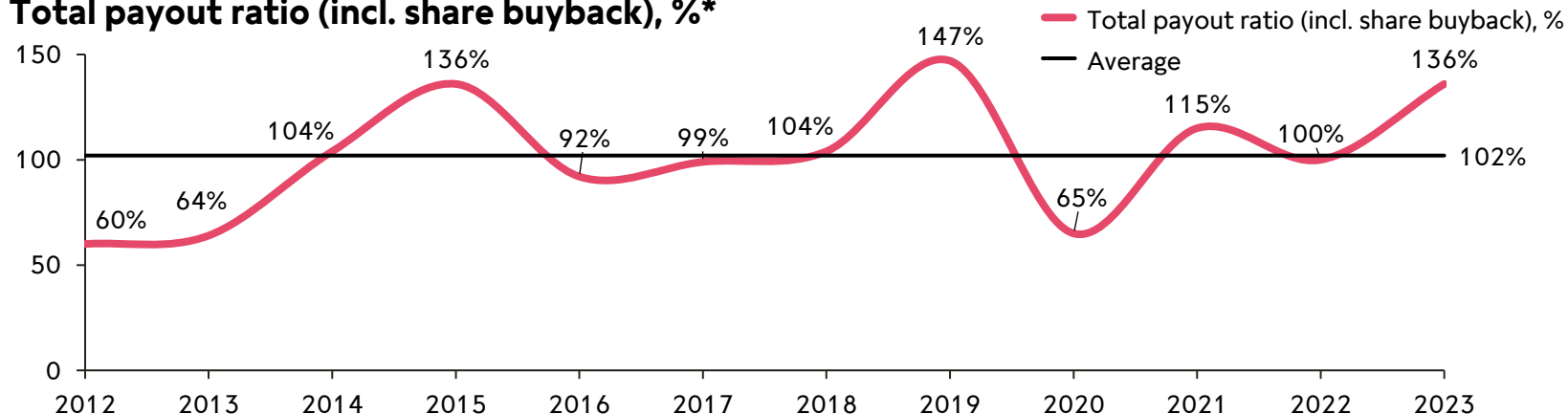
(Targeting leverage of approximately 1.2x NIBD/EBITDA by year-end)

\*The capital structure policy remains unchanged: targeting a leverage by year-end in the 0.5x-1.5x NIBD/EBITDA range

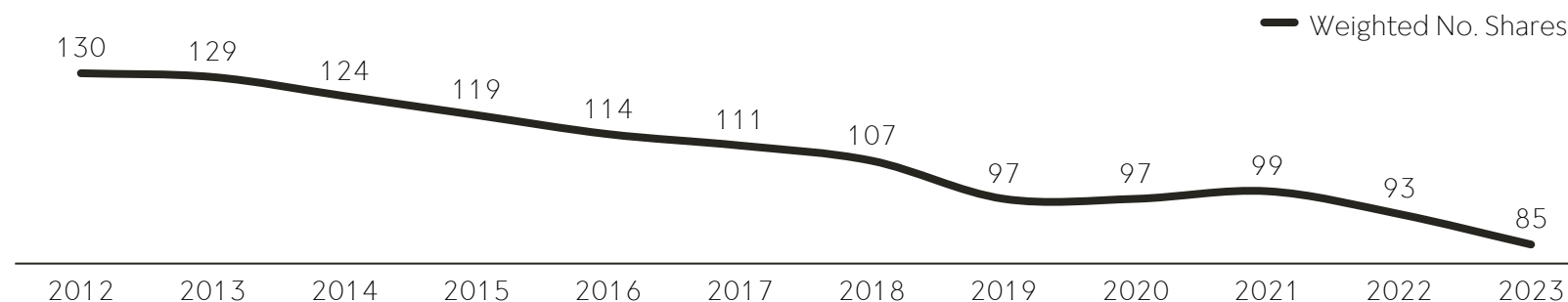
\*\*From February 8, 2024, to January 31, 2025

## EXECUTING ON ANOTHER YEAR OF STRONG CASH RETURNS

**Total payout ratio (incl. share buyback), %\***



**Number of weighted outstanding shares since 2012 (million)**



\*  $(\text{Dividends paid for the year} + \text{value of share buyback}) / \text{net profit (Excluding sale of treasury shares amounting to DKK 1.8 billion in Q2 2020)}$


Note that the share buyback programme is not per calendar year

- Pandora's total payout ratio has averaged 102% since 2012 (upper chart)
- As part of the return of cash to shareholders, Pandora has bought back and cancelled 35% of the share capital since 2012 (lower chart)
- In line with this history of returning significant cash back to shareholders every year, Pandora plans to return DKK 5.5 billion in 2024
- On 19 March 2024 a DKK 18 dividend per share (+13% Y/Y) was paid to shareholders
- A new share buyback programme amounting to DKK 4.0 billion was initiated on 8 February 2024


# INVESTOR RELATIONS CONTACT DETAILS

## Investor Relations team


**Bilal Aziz**  
VP, Investor Relations & Treasury  
+45 31 37 9486  
biazi@pandora.net



**Adam Fuglsang**  
Director, Investor Relations  
+45 61 67 7425  
adfug@pandora.net



**Andreas Østergaard Kristensen**  
Manager, Investor Relations  
+45 25 44 2429  
andk@pandora.net



## Share information

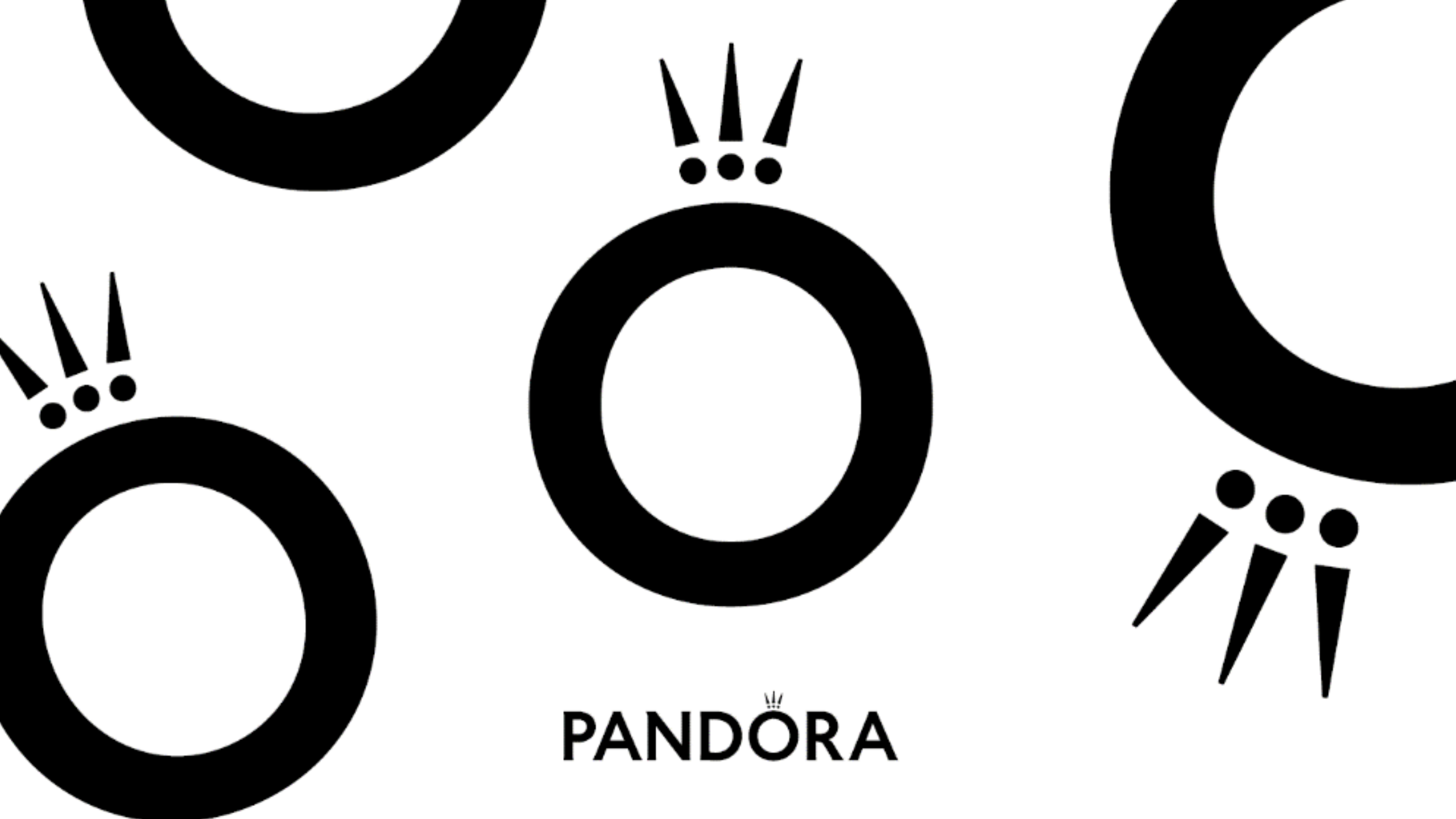
Trading symbol	PNDORA
Identification number/ISIN	DK0060252690
GICS	25203010
Number of shares	82,000,000
Sector	Apparel, Accessories & Luxury Goods
Share capital	82,000,000
Nominal value, DKK	1
Free float (incl. treasury shares)	100%

## 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.



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