



PHOENIX STRATEGY

PANDORA

VIDEO WITH CUSTOMER QUOTES

OUR PURPOSE:

**GIVING A VOICE
TO PEOPLE'S
LOVES**



WE ARE MOVING FROM TURNAROUND TO GROWTH

OUR OBJECTIVE IS TO DELIVER
BALANCED AND SUSTAINABLE
GROWTH. WE WILL CONTINUE
BUILDING ON THE SOLID
FOUNDATION WE CREATED
WITH PROGRAMME NOW.



WHAT PROGRAMME NOW HAS ACHIEVED

REVITALISED BRAND MOMENTUM

- Brand re-launch
- Media booster in key markets
- Multi-pronged engagement model with our customers

ENHANCED DIGITAL CAPABILITIES

- Data driven marketing
- New and improved e-Stores
- Omnichannel roll-out and in-store experience improvement enabled by digital features

STRENGTHENED PORTFOLIO

- Affordability and collectability
- Streamlined product assortment
- Revitalized our core – Moments platform

ORGANISATIONAL TRANSFORMATION

- Customer centric organization
- World-class talent
- New operating model

OPTIMISED COSTS

- Realised more than cost saving targets
- Protected margin and enabled reinvestment in brand and growth



MOVING INTO OUR NEXT CHAPTER OF **GROWTH**

TEASER ANIMATION
PLACED HERE

NEW OBJECTIVE

PURPOSE

We give a voice to people's loves.

OBJECTIVE

**Be the largest and most desirable brand
in the affordable jewellery market.**

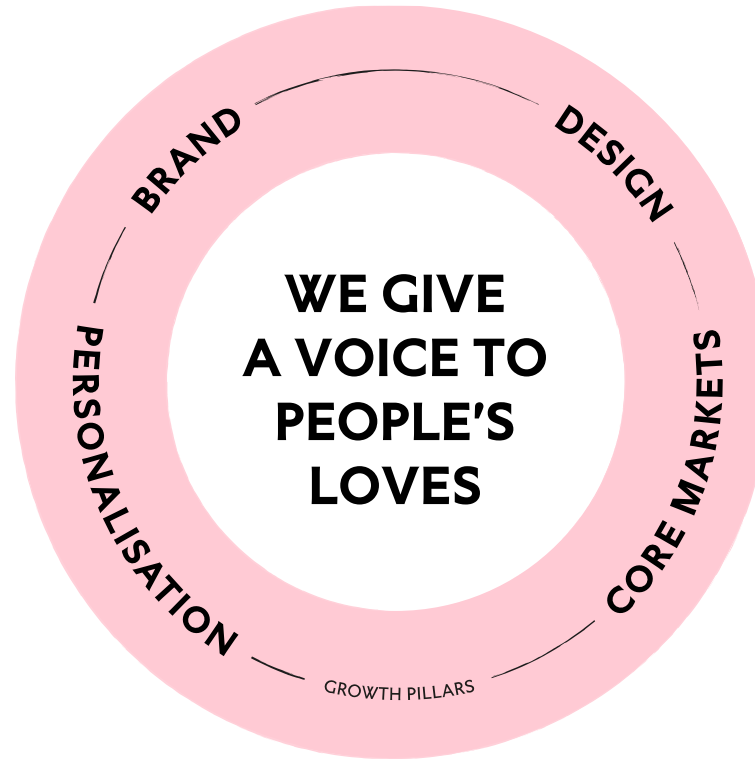
LET'S DIVE INTO ...



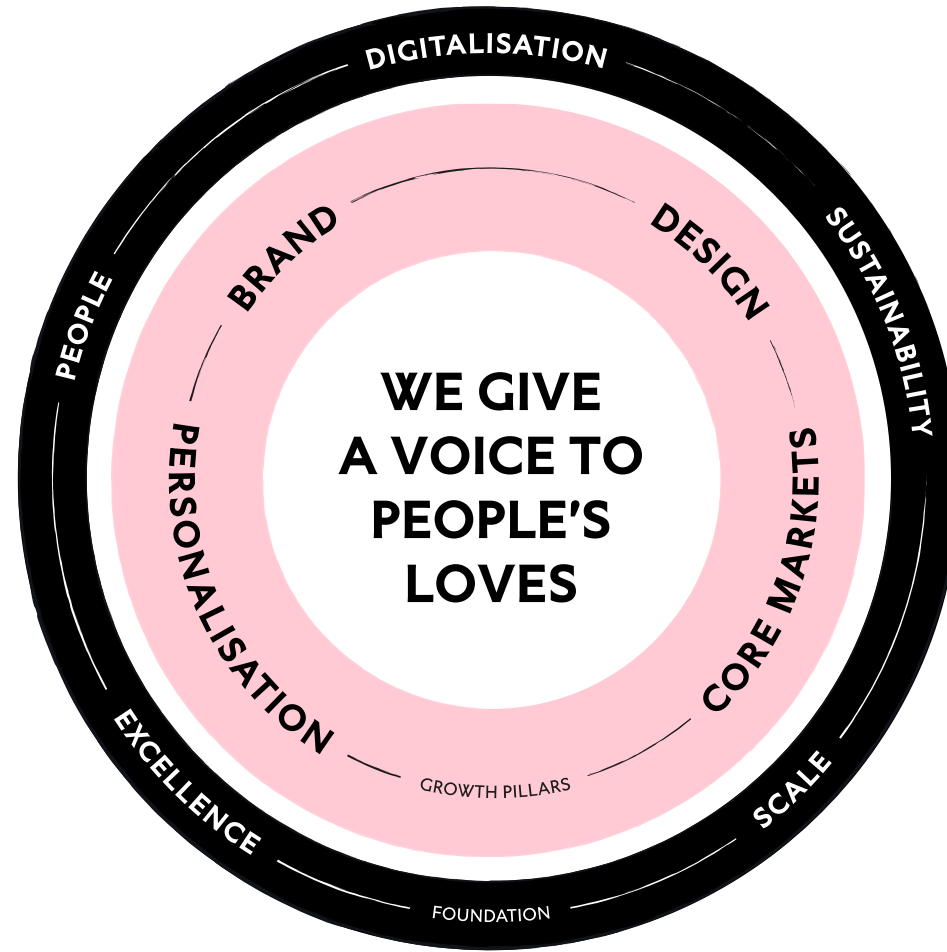
PHOENIX STRATEGY

**WE GIVE
A VOICE TO
PEOPLE'S
LOVES**

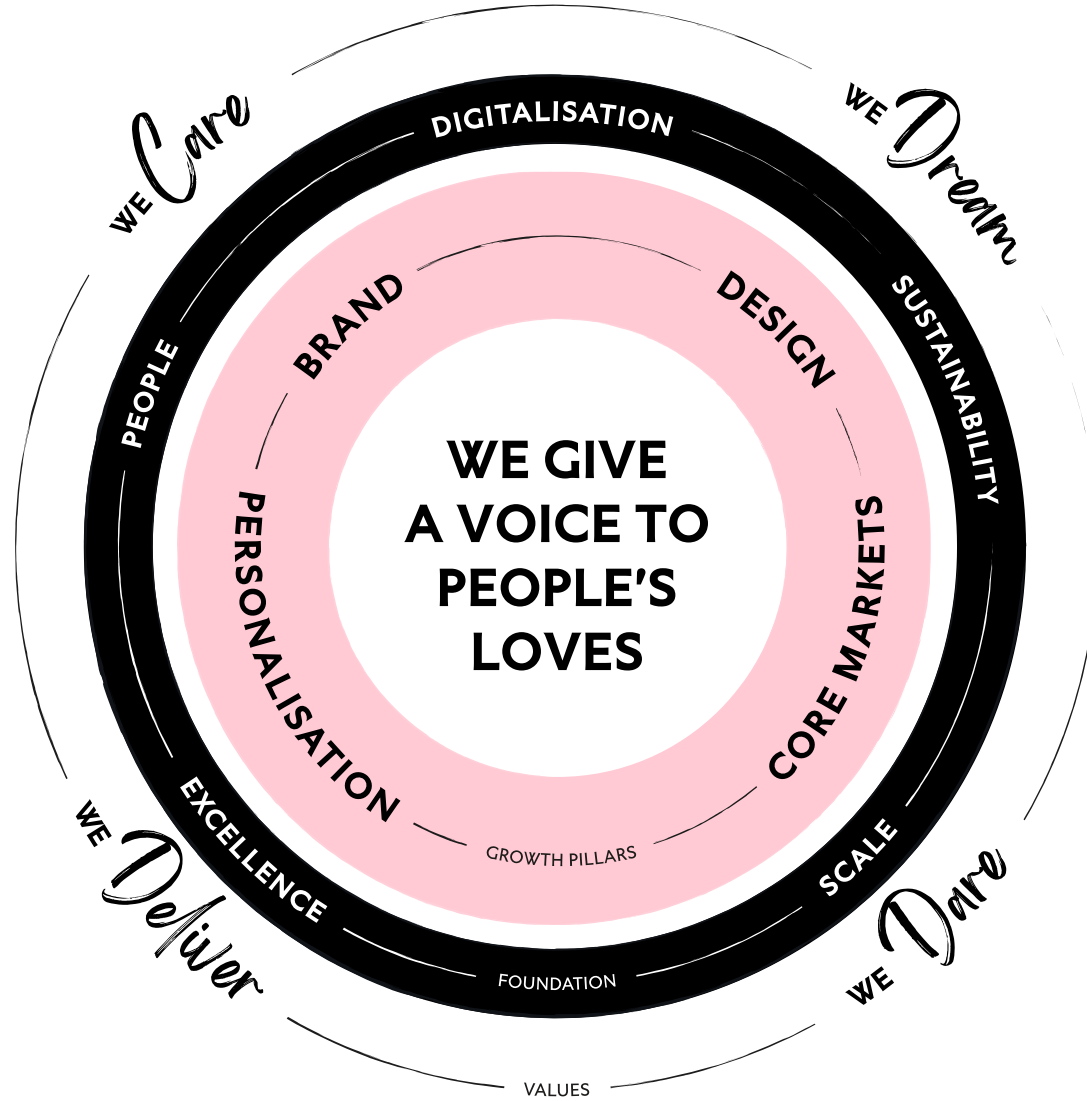
PHOENIX STRATEGY



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FOUNDATION



PEOPLE



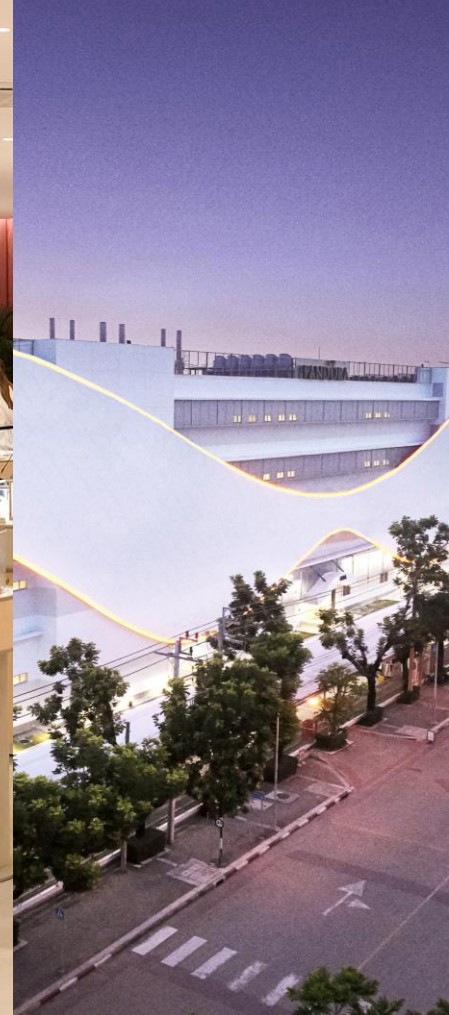
SUSTAINABILITY



DIGITALISATION



EXCELLENCE



SCALE

TO SUCCEED WITH OUR GROWTH PILLARS,
WE BUILD ON OUR **STRONG FOUNDATION.**

OUR PEOPLE

OUR WORLD-CLASS ORGANISATION WILL BE KEY FOR DELIVERING ON OUR STRATEGY



**INNOVATIVE & AGILE
ORGANISATION**



**WORLD CLASS
TALENT**



**HEALTHY
PERFORMANCE
CULTURE**



**EMPOWERING &
TRANSFORMATIONAL
LEADERSHIP**

SUSTAINABILITY

PANDORA HAS SET-OUT TO BECOME A LOW-CARBON, CIRCULAR, INCLUSIVE & FAIR BUSINESS

THREE KEY PRIORITIES:



LOW CARBON

CARBON NEUTRAL IN OUR
OWN OPERATIONS BY 2025.
SET SCIENCE BASED TARGETS



CIRCULAR

100% RECYCLED SILVER AND
GOLD BY 2025



INCLUSIVE & FAIR

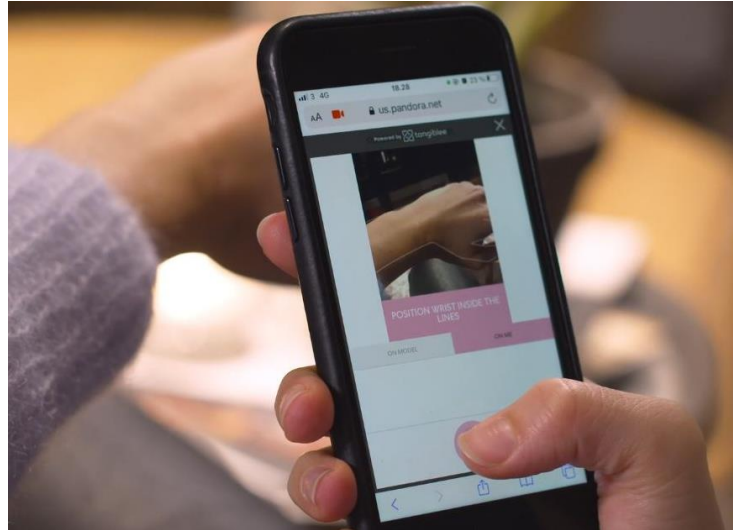
DEVELOP STRATEGY FOR
INCLUSION AND DIVERSITY

DIGITALISATION

THREE KEY PRIORITIES:



ORGANISATION



TECHNOLOGY

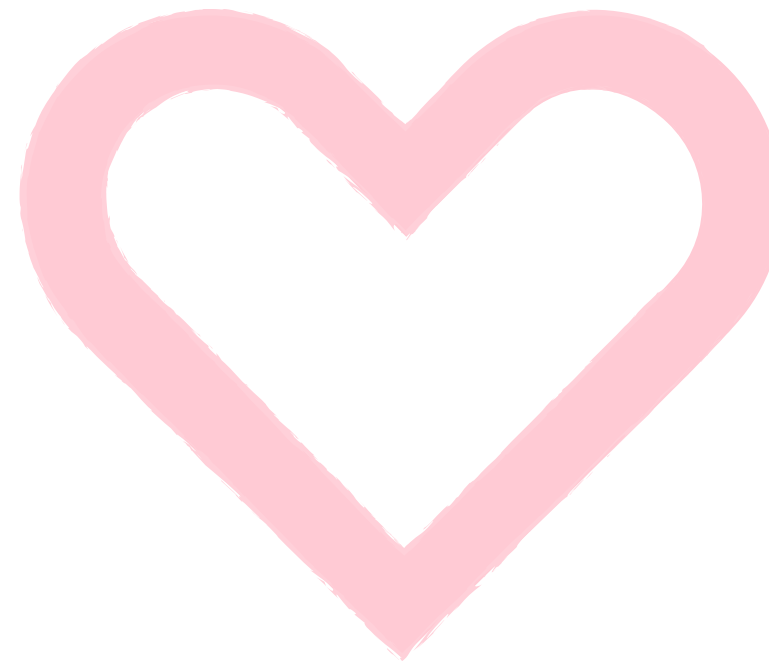


DATA & ANALYTICS

PILLAR 01

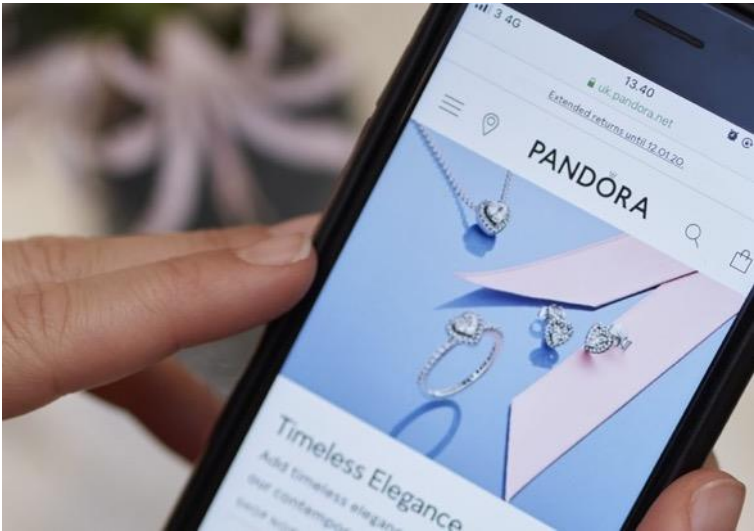
BRAND

FUEL OUR BRAND
DESIRABILITY AND REACH



PILLAR 01
BRAND

OBJECTIVES:



O1 INCREASE BRAND RELEVANCE

O2 WIN WITH GEN Z & MILLENIALS

O3 DRIVE A HOLISTIC COMMUNICATION STRATEGY

PILLAR 02

PERSONALISATION

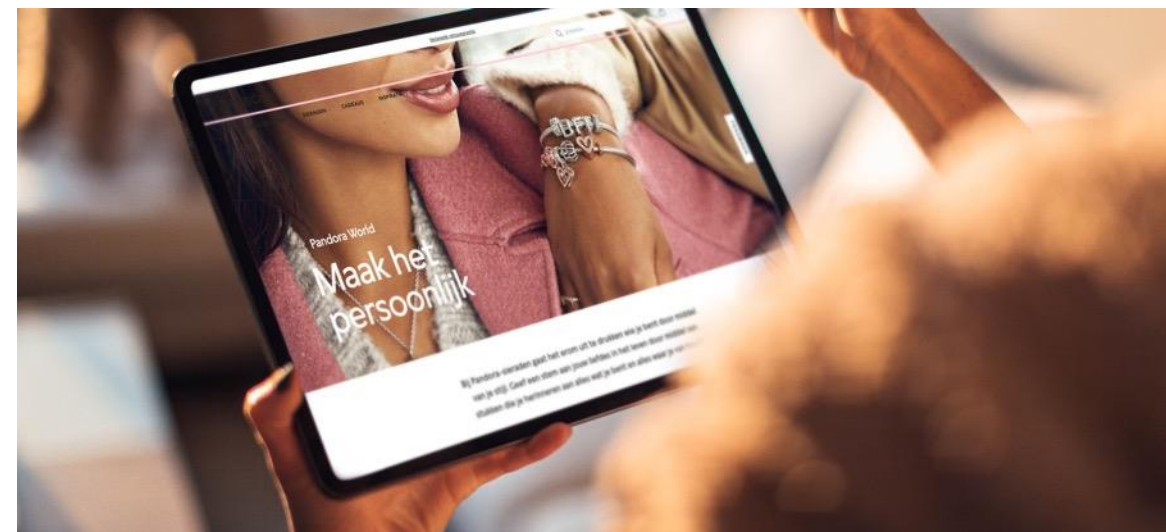
PERSONALISE THE
CUSTOMER EXPERIENCE



PILLAR 02

PERSONALISATION

OBJECTIVES:



01 OFFER A TRUE OMNI CHANNEL JOURNEY

02 USE DATA AND ANALYTICS TO CREATE A UNIQUE EXPERIENCE

PILLAR 03

CORE MARKETS

GROW OUR CORE
MARKETS



PILLAR 03

CORE MARKETS

OBJECTIVES:



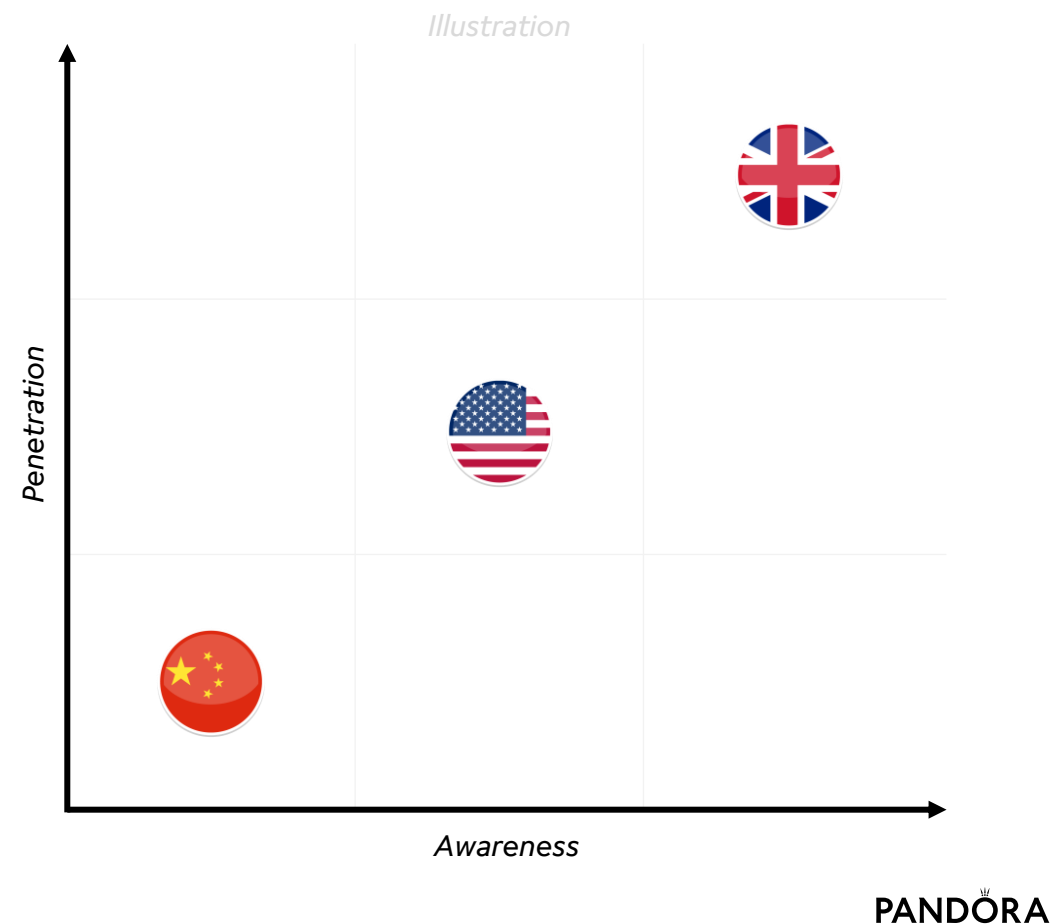
O1 GROW CORE MARKETS



O2 UNLOCK FULL POTENTIAL IN THE US



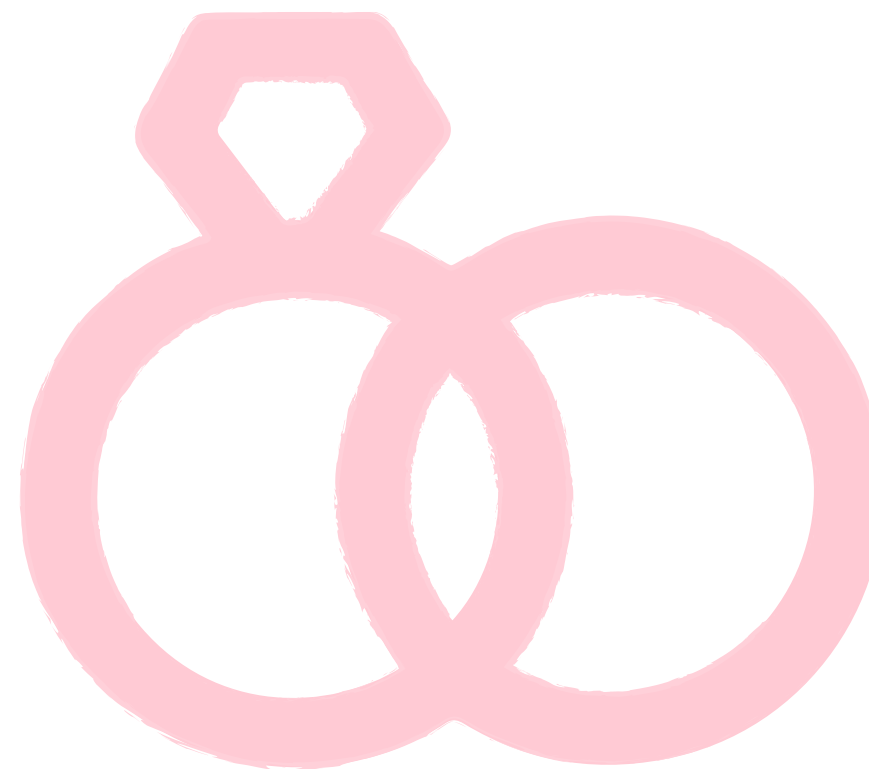
O3 SET UP FOR GROWTH IN CHINA



PILLAR 04

DESIGN

CREATE CONSUMER-
CENTRIC INNOVATION



PILLAR 04
DESIGN

TO ENSURE SUSTAINABLE GROWTH WE GO TO MARKET WITH CLEAR PRIORITIES



01 **PROTECT THE CORE**
Keep MOMENTS relevant



02 **FUEL WITH MORE**
Create distinctive Pandora platforms for incremental growth



03 **DEDICATED SUPPORT MODELS**
Mirror support model to business priorities

THE JEWELLERY MARKET SEGMENTED INTO 10 ENDURING CONCEPT PLATFORMS (ECP's)

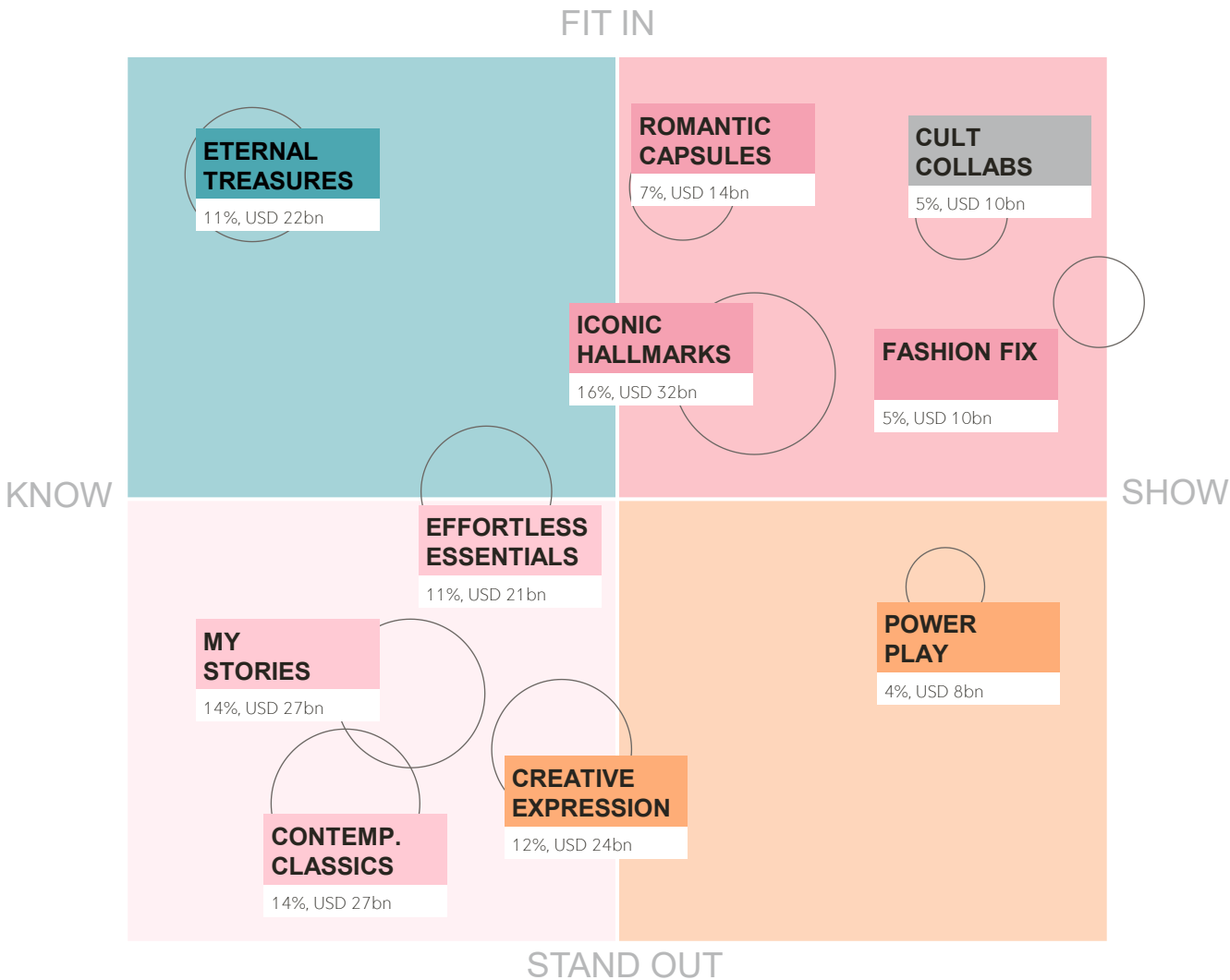
ETERNAL TREASURES
Jewellery is eternal, it never goes out of fashion and it will always be there

Effortless Essentials
Simplicity is the key note of all true elegance

My Stories
Jewellery is like a biography. A story that tells the many chapters of our life

Contemporary Classics
Happiness depends on you. Don't expect someone else to give it to you

Creative Expressions
Life is too short to wear boring jewellery



Cult Collabs
Coming together is a beginning. Staying together is progress. Working together is success.

Romantic Capsules
Treasure expression of romance

Fashion Fix
You have to like the present. If not, your life becomes second-hand

Iconic Hallmarks
The brands I wear says everything about me

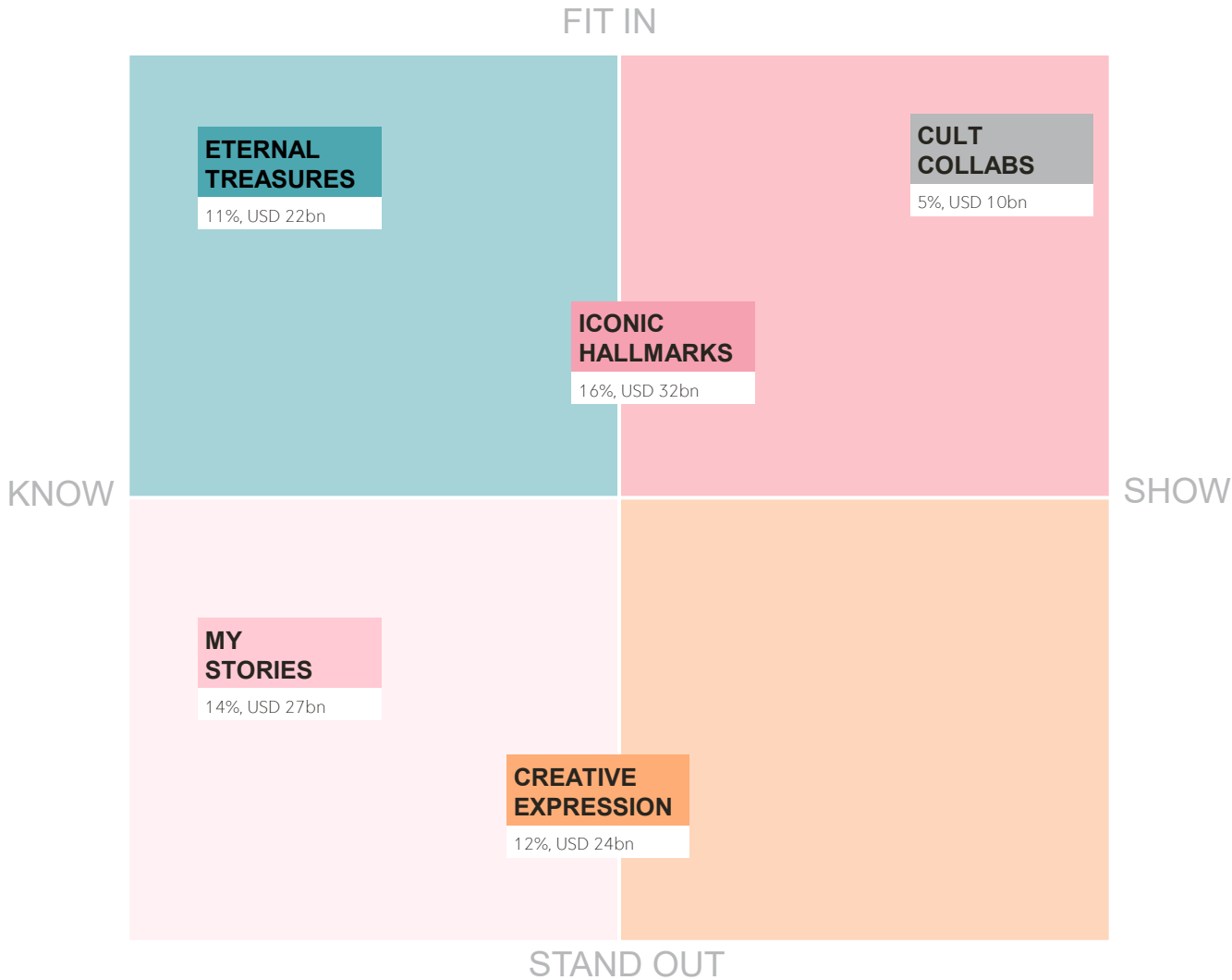
Power Play
Bold, proud, loud

THESE 5 ECP's WILL HELP DRIVE INCREMENTAL GROWTH WITHIN UNIQUE CONSUMER SPACES

ETERNAL TREASURES
Jewellery is eternal, it never goes out of fashion and it will always be there

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Jewellery is like a biography. A story that tells the many chapters of our life

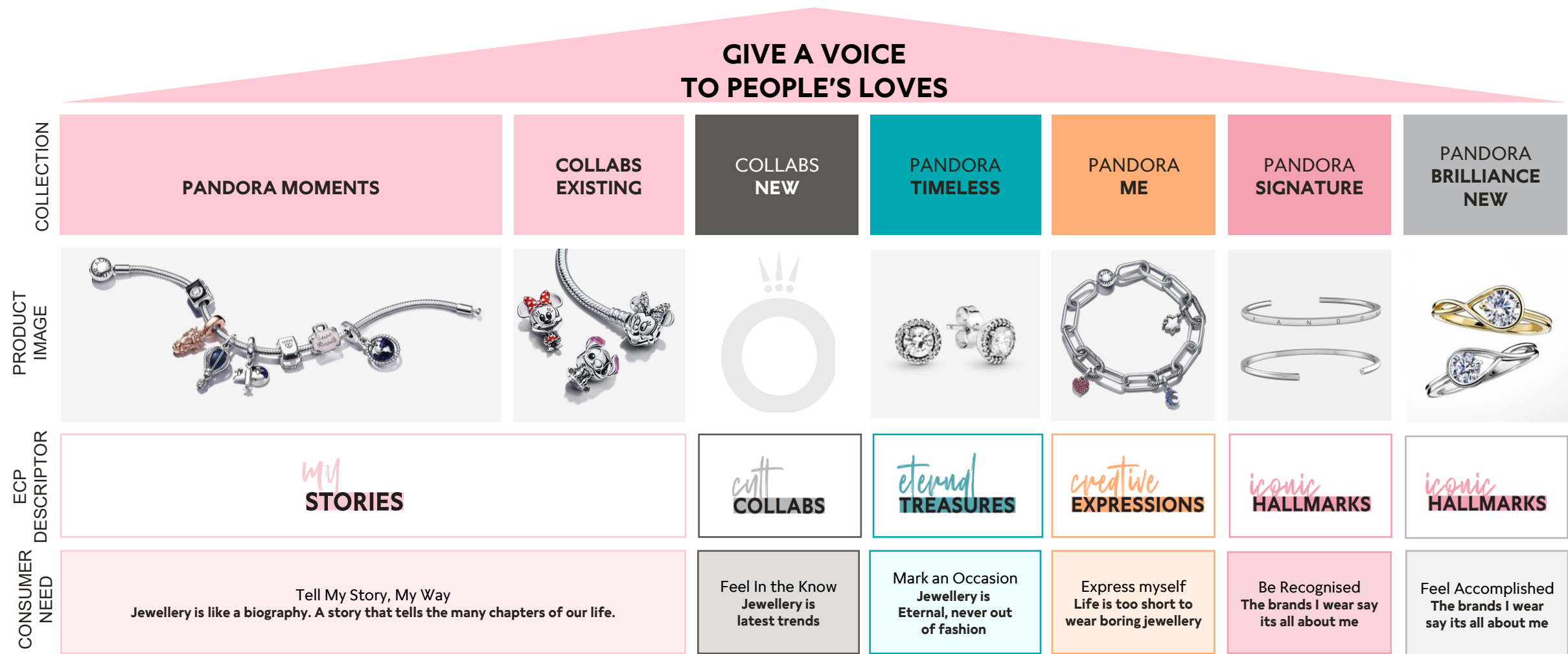
Creative Expressions
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Cult Collabs
Coming together is a beginning. Staying together is progress. Working together is success.

Iconic Hallmarks
The brands I wear says everything about me

WITH OUTSET IN THESE 5 ECPS, WE NOW HAVE A TRUE CONSUMER CENTRIC PORTFOLIO ARCHITECTURE WITH CLEAR VISION FOR EACH COLLECTION



WE CREATED **DISTINCT AND OWNABLE PROPOSITIONS**

TWO EXAMPLES:

creative
EXPRESSIONS



O1 PANDORA ME RELAUNCH

iconic
HALLMARKS



O2 PANDORA BRILLIANCE SUSTAINABLY LAB-CREATED DIAMONDS

PANDORA ME

OCT 2021 (RE)LAUNCH - A PLATFORM FOR SELF-EXPRESSION

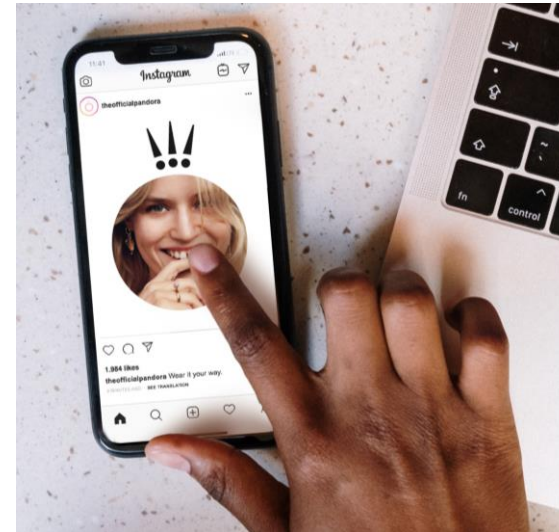
4 SUCCESS FACTORS:



01 DESIGN FOR
GEN Z



02 ATTRACTIVE
ASSORTMENT
& PRICING



03 360 DIGITAL FIRST
COMMUNICATION



04 CONSUMER CENTRIC
QUALIFICATION
BUILDING ON
"CREATIVE EXPRESSION"

PANDORA ME VIDEO
TO BE PLACED

WE CREATED **DISTINCT AND OWNABLE PROPOSITIONS**

TWO EXAMPLES:

creative
EXPRESSIONS



O1 PANDORA ME RELAUNCH

iconic
HALLMARKS



O2 PANDORA BRILLIANCE SUSTAINABLY LAB-CREATED DIAMONDS

INTRODUCING **PANDORA** **BRILLIANCE**

SUSTAINABLY LAB-CREATED DIAMONDS



PANDORA BRILLIANCE

EXISTS TO:



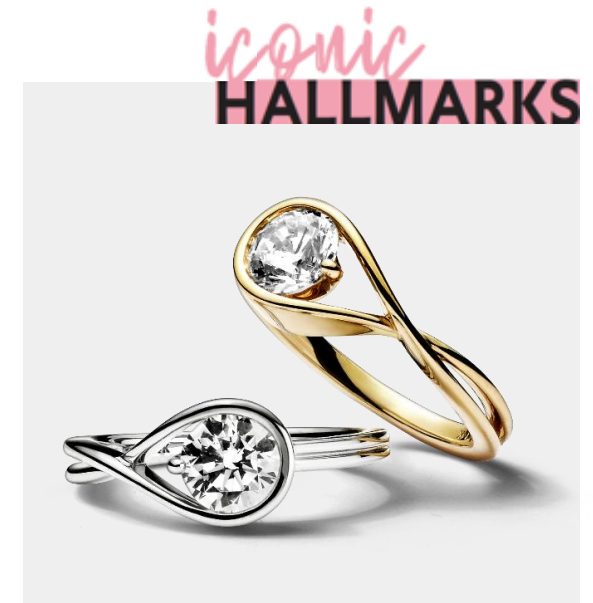
01 'DEMOCRATIZE'
DIAMONDS



02 TAP INTO +500B DKK
GLOBAL DIAMOND
MARKET



03 SIGNAL BRAND
COMMITMENT
TO SUSTAINABILITY



04 DEVELOP OUR 'ICONIC
HALLMARK' ECP

BRILLIANCE PRODUCT
VIDEO TO BE PLACED

COMPLETE ASSORTMENT

5 DIFFERENT CARAT WEIGHTS - SET IN STERLING SILVER, 14K YELLOW OR 14K WHITE GOLD

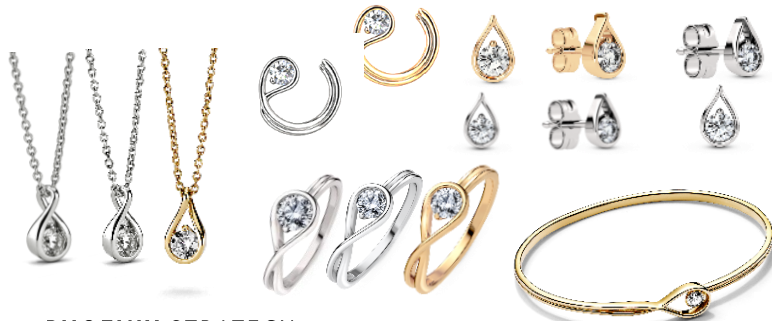
0,15 CARAT – 4 DVs
ENTRY PRICE £250

SILVER



0,25 CARAT – 15 DVs
ENTRY PRICE £350

SILVER, WHITE & YELLOW GOLD



0,50 CARAT – 10 DVs
ENTRY PRICE £550

SILVER, WHITE & YELLOW GOLD



0,75 CARAT – 4 DVs
ENTRY PRICE £990

WHITE & YELLOW GOLD



1,00 CARAT – 2 DVs
ENTRY PRICE £1290

WHITE & YELLOW GOLD



A transformational journey.

A ‘diamond in the rough’ transforming into a brilliant creation.

Capture authentic stories and highlight what every woman can become with determination, resilience, optimism.

PANDORA BRILLIANCE BRAND AMBASSADORS



ASHLEY GRAHAM
BODY POSITIVITY
ADVOCATE, MODEL,
AUTHOR, 33



ROSARIO DAWSON
ACTRESS, PRODUCER,
FASHION COMPANY
FOUNDER, 41

BRILLIANCE
AMBASSADOR
VIDEOS TO BE
PLACED

TO SUM IT UP

WE HAVE DEFINED A ROADMAP FOR GROWTH ROOTED IN A CONSUMER CENTRIC PORTFOLIO ARCHITECTURE (5 ECP's). AS WE GO TO MARKET WE WILL:

PROTECT THE CORE



FUEL WITH MORE



DEDICATED SUPPORT MODELS



01 KEEP MOMENTS
RELEVANT

02 CREATE DISTINCTIVE
PANDORA PLATFORMS FOR
INCREMENTAL GROWTH

03 MIRROR SUPPORT AND
COMMUNICATION MODEL
TO BUSINESS PRIORITIES

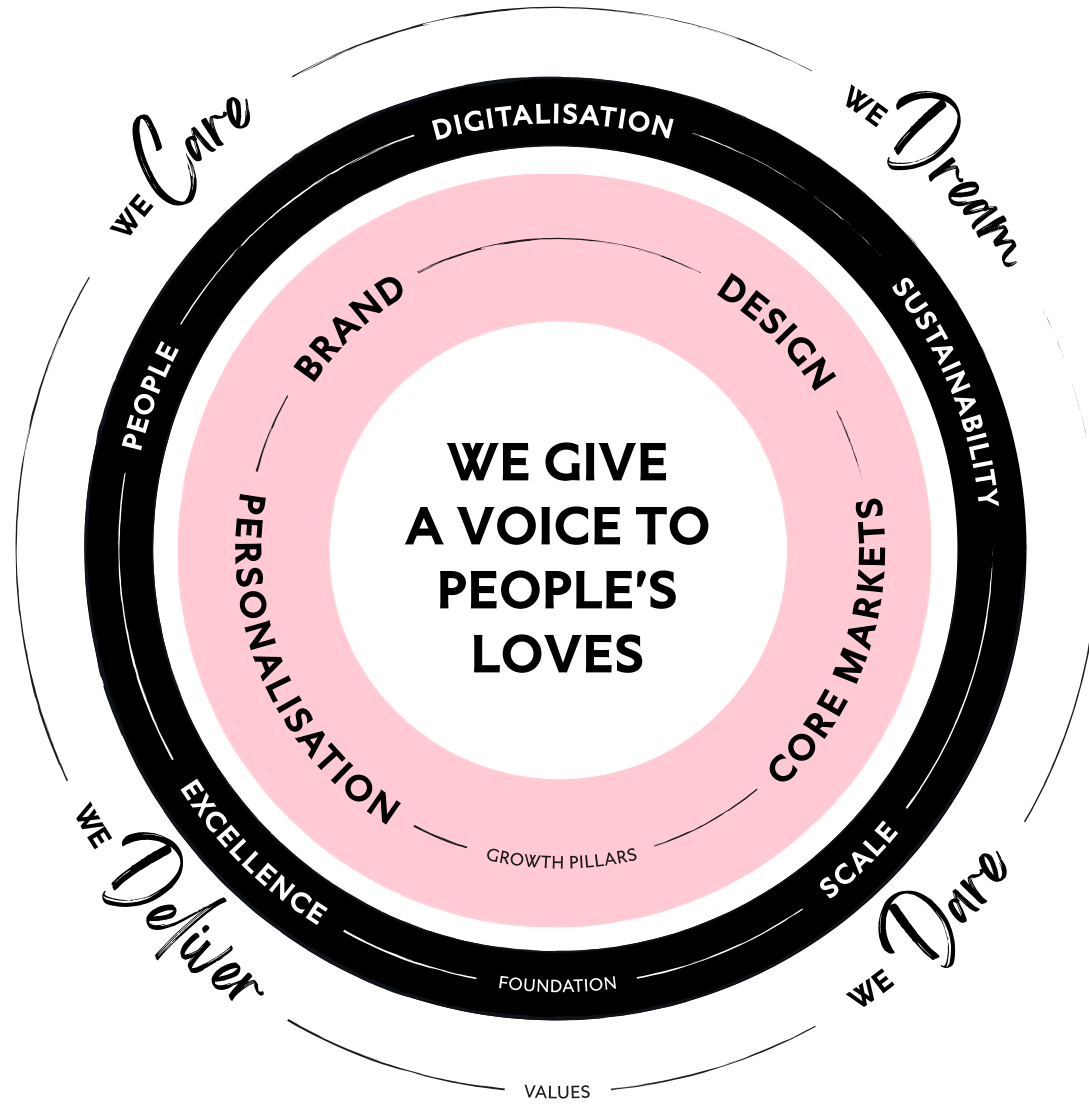


Q&A



PHOENIX STRATEGY

RECAP OF OUR PHOENIX STRATEGY



CAPITAL MARKETS DAY

14 September 2021 in London

Save the date

