



# 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 ...



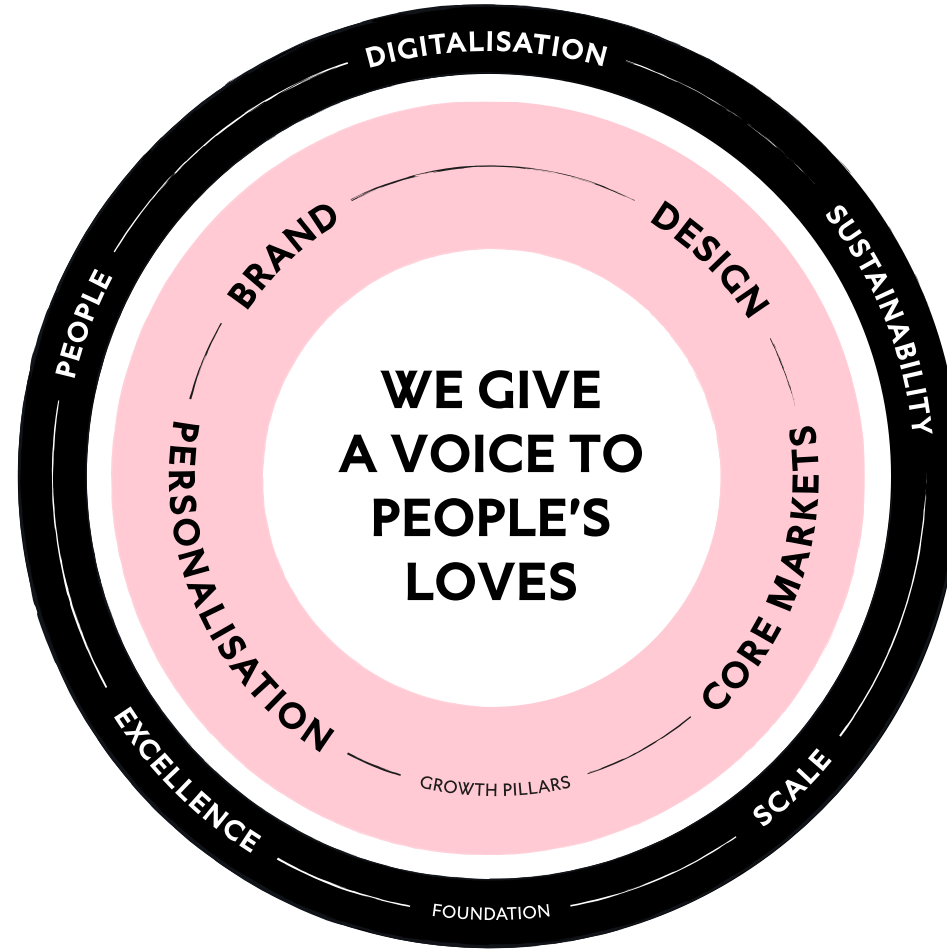
# PHOENIX STRATEGY

WE GIVE  
A VOICE TO  
PEOPLE'S  
LOVES

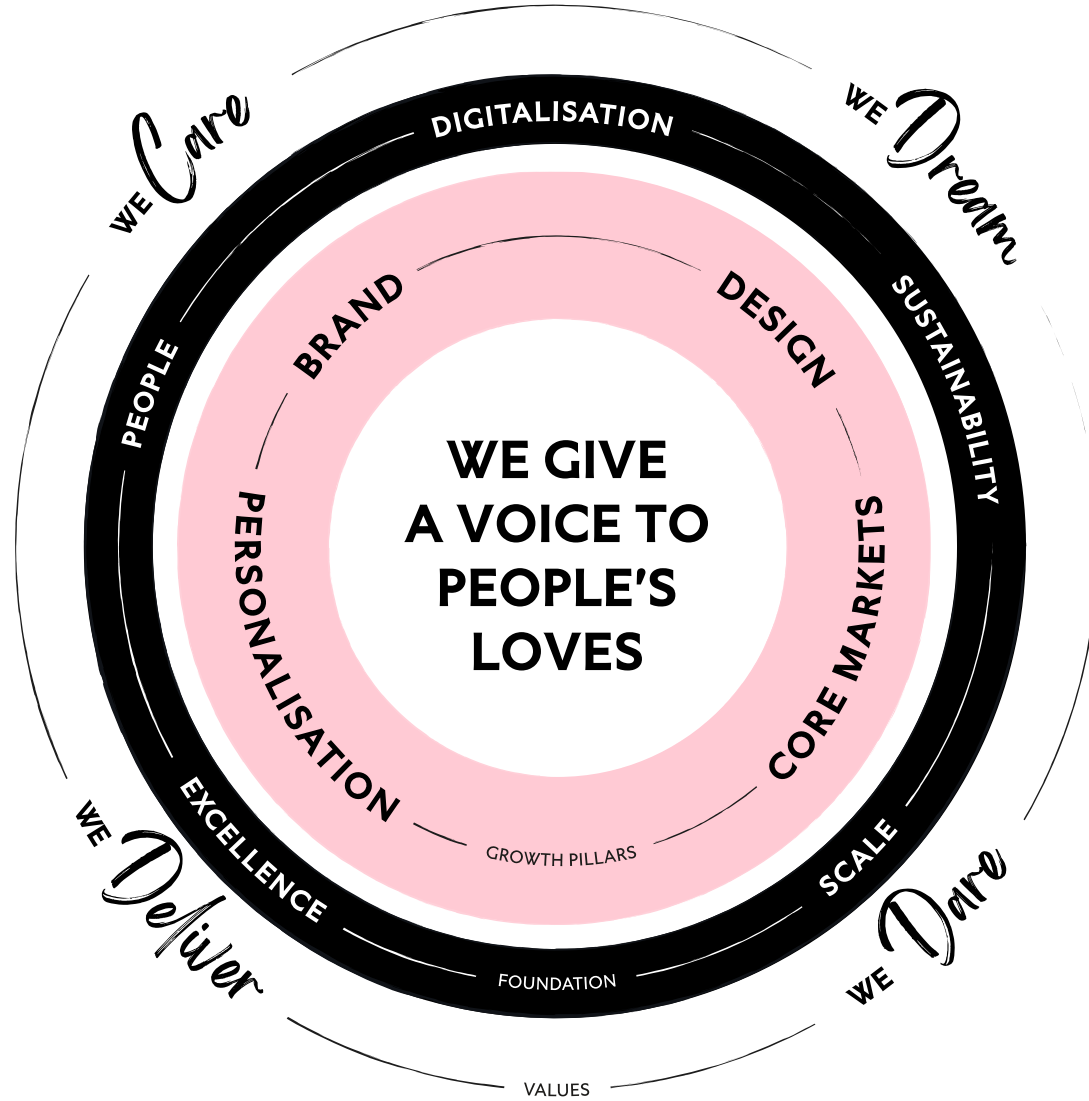
# PHOENIX STRATEGY



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# FOUNDATION



**PEOPLE**



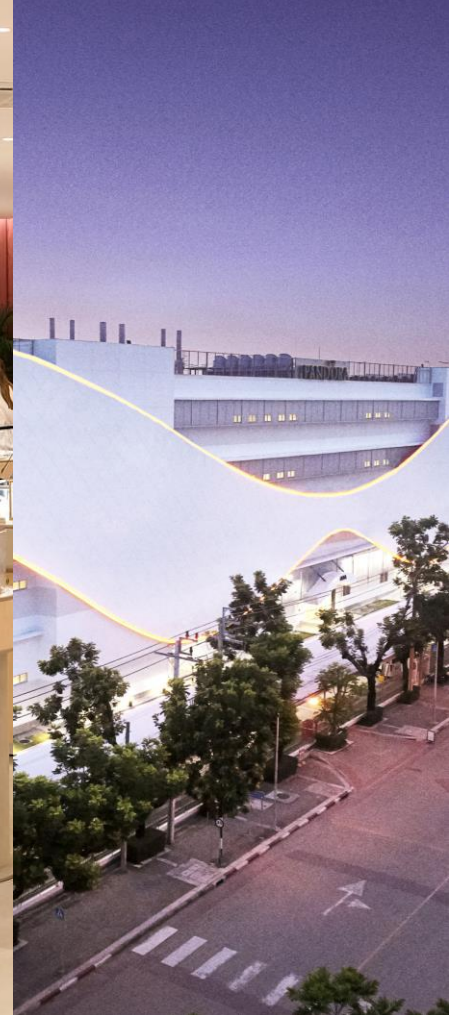
**SUSTAINABILITY**



**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

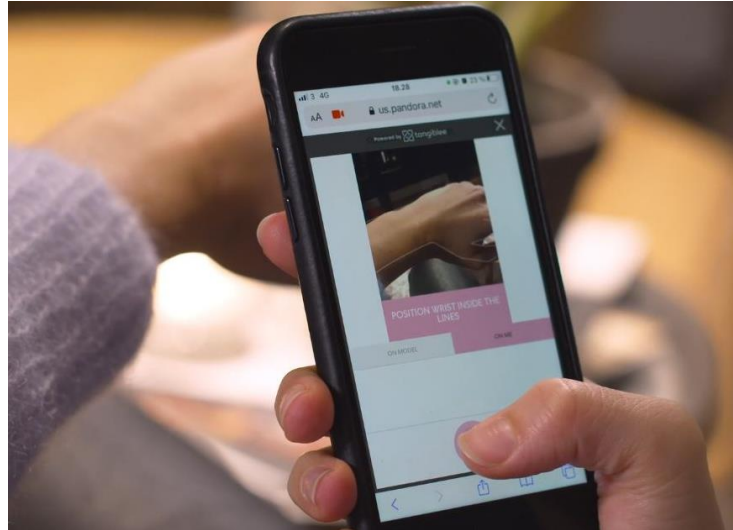


# DIGITALISATION

## THREE KEY PRIORITIES:



**ORGANISATION**



**TECHNOLOGY**

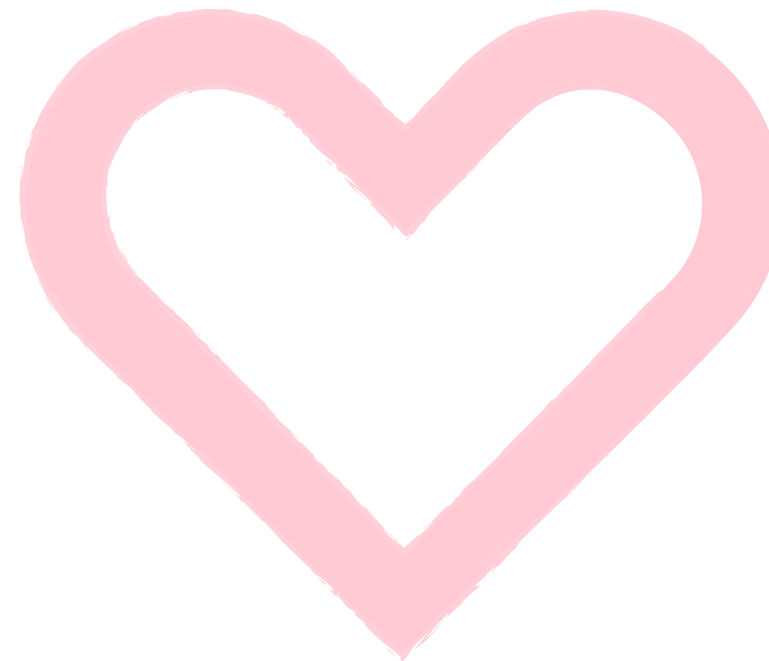


**DATA & ANALYTICS**

# PILLAR 01

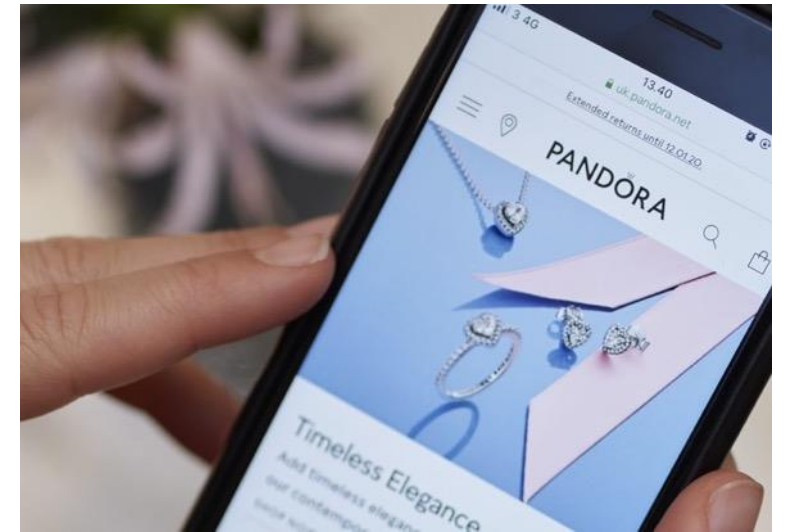
# BRAND

FUEL OUR BRAND  
DESIRABILITY AND REACH



PILLAR 01  
**BRAND**

**OBJECTIVES:**



**01** INCREASE BRAND RELEVANCE

**02** WIN WITH GEN Z & MILLENIALS

**03** DRIVE A HOLISTIC COMMUNICATION STRATEGY

# PILLAR 02

# PERSONALISATION

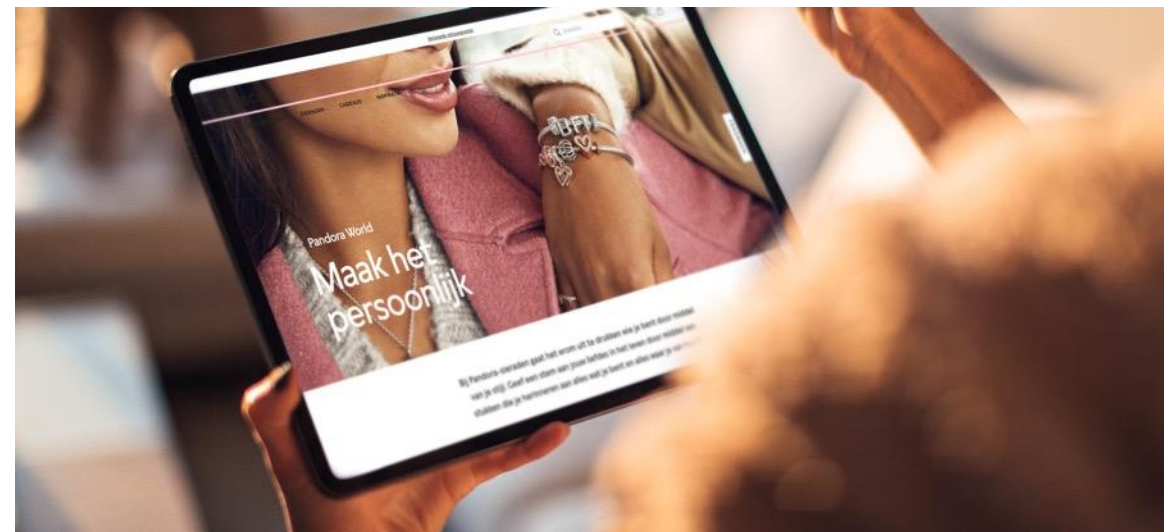
PERSONALISE THE  
CUSTOMER EXPERIENCE



PILLAR 02

# PERSONALISATION

OBJECTIVES:



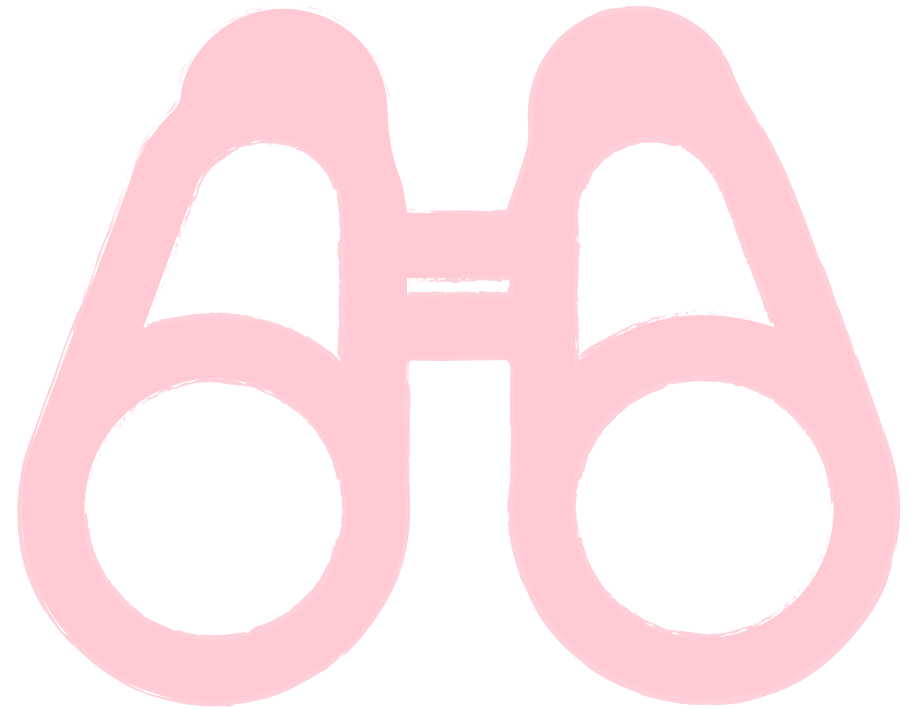
**01** OFFER A TRUE OMNI CHANNEL JOURNEY

**02** USE DATA AND ANALYTICS TO CREATE A UNIQUE EXPERIENCE

# PILLAR 03

# CORE MARKETS

GROW OUR CORE  
MARKETS



### PILLAR 03

# CORE MARKETS

## OBJECTIVES:



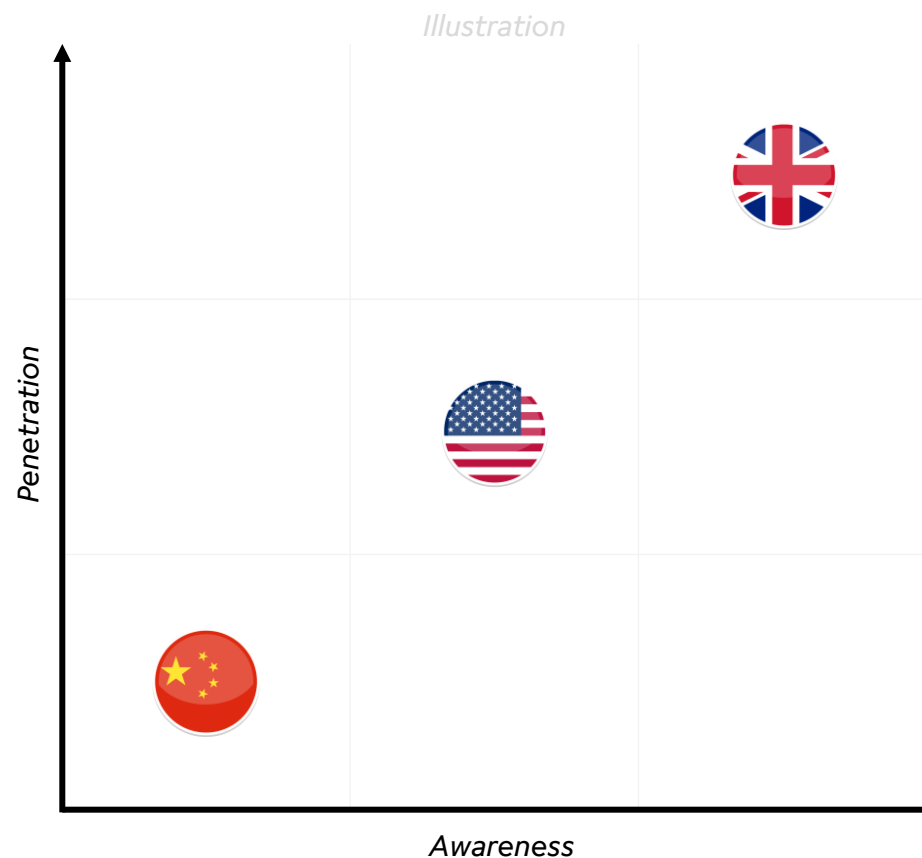
**01** GROW CORE MARKETS



**02** UNLOCK FULL POTENTIAL IN THE US



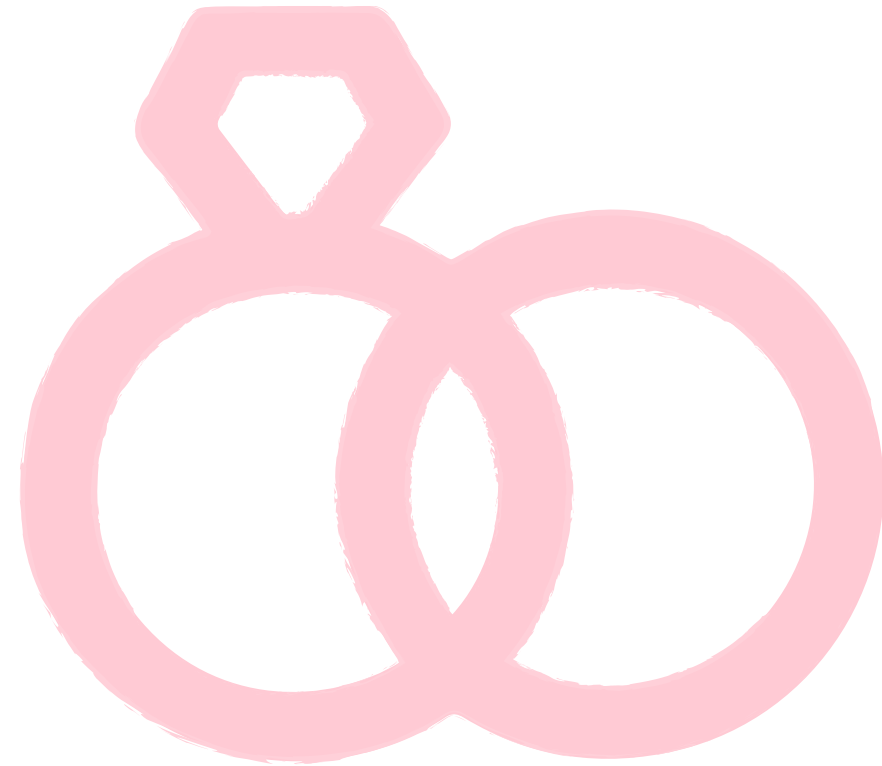
**03** SET UP FOR GROWTH IN CHINA



# 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)

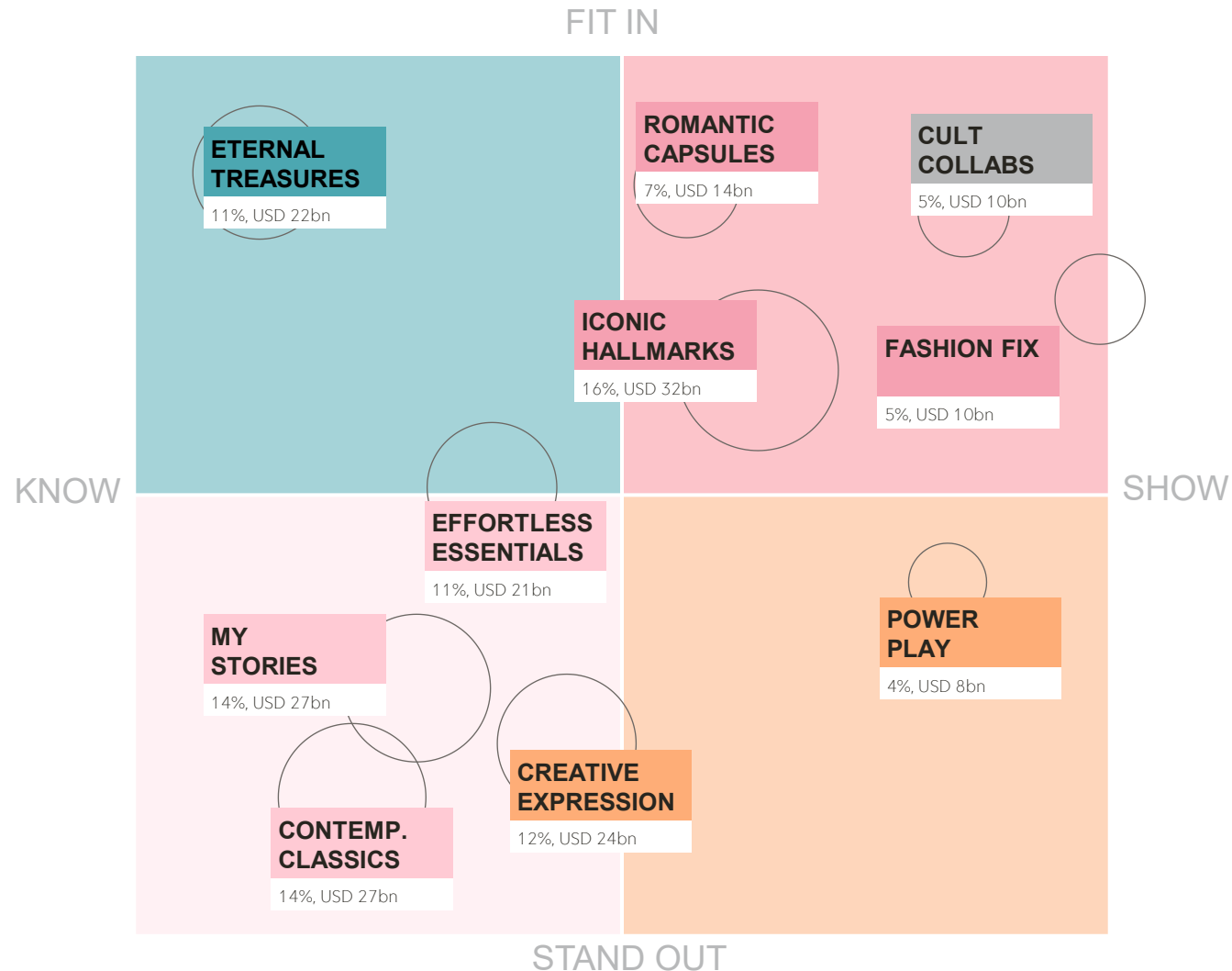
**ETERNAL TREASURES**  
*Jewellery is eternal, it never goes out of fashion and it will always be there*

**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*

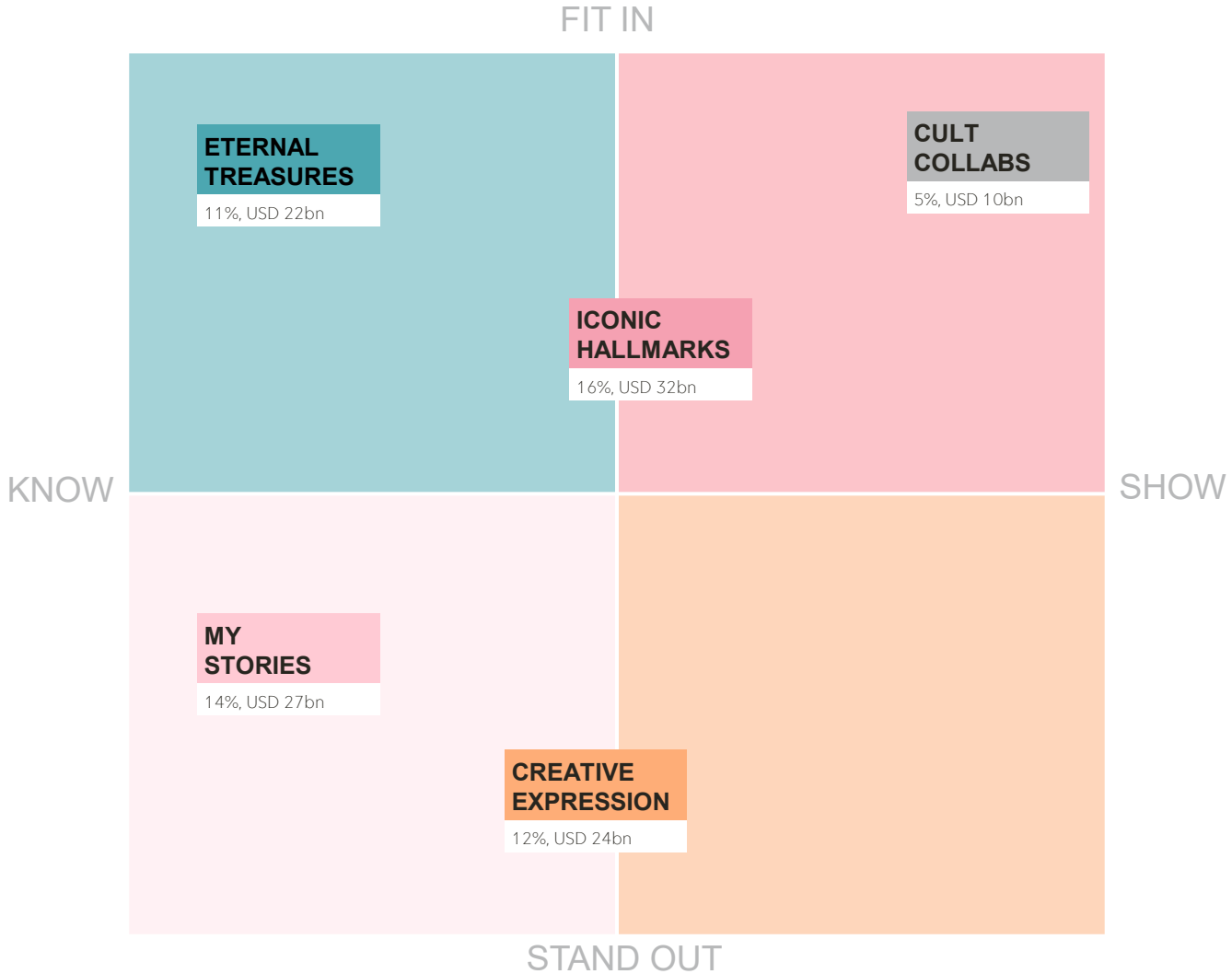
**Power Play**  
*Bold, proud, loud*

# 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*

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

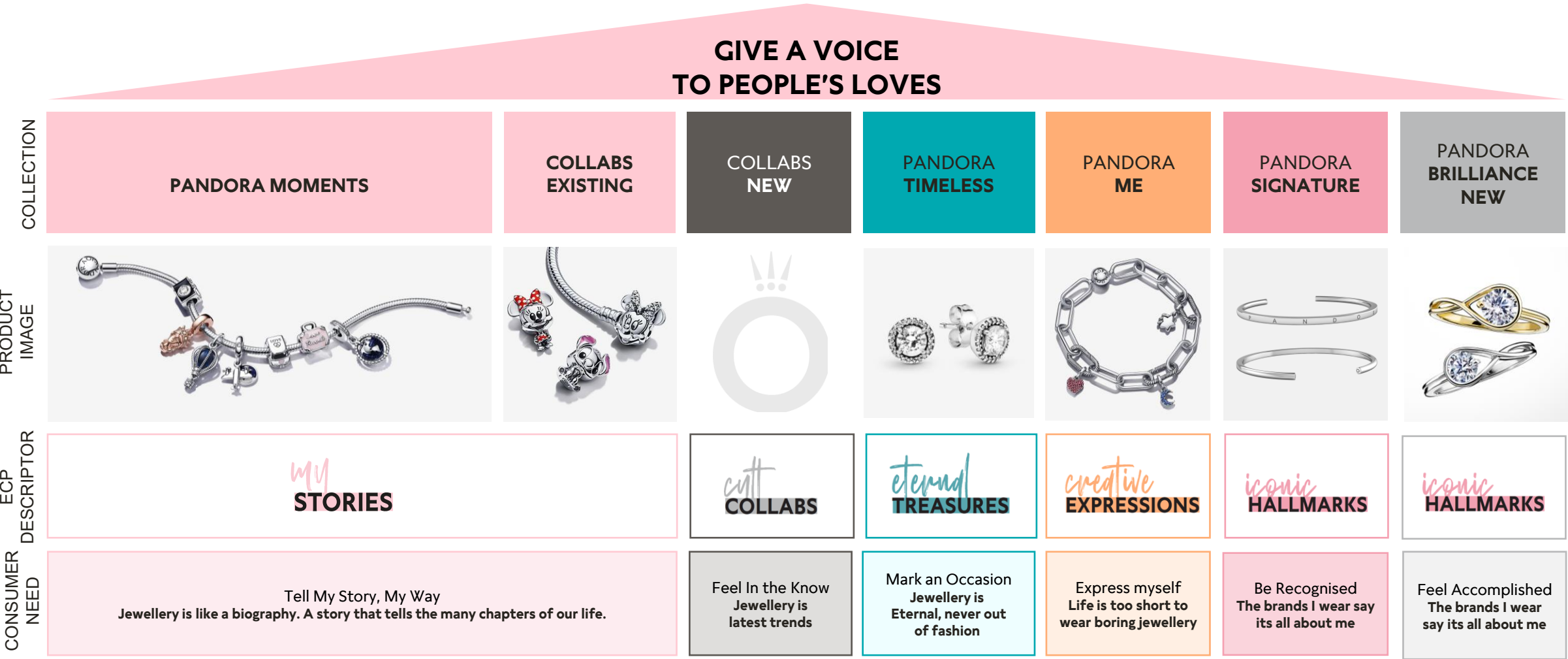
**Creative Expressions**  
*Life is too short to wear boring jewellery*



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

**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**



**01** PANDORA ME RELAUNCH

*iconic*  
**HALLMARKS**



**02** PANDORA BRILLIANCE SUSTAINABLY LAB-CREATED DIAMONDS

# PANDORA ME

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

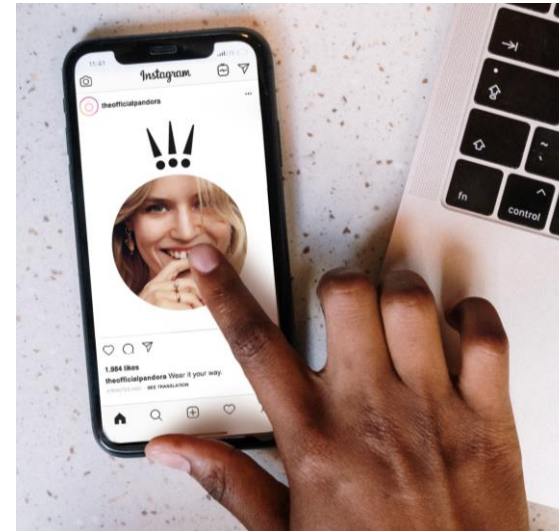
## 4 SUCCESS FACTORS:



**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**



**01** PANDORA ME RELAUNCH

*iconic*  
**HALLMARKS**



**02** PANDORA BRILLIANCE SUSTAINABLY LAB-CREATED DIAMONDS



# INTRODUCING **PANDORA** **BRILLIANCE**

SUSTAINABLY LAB-CREATED DIAMONDS



# PANDORA BRILLIANCE

EXISTS TO:



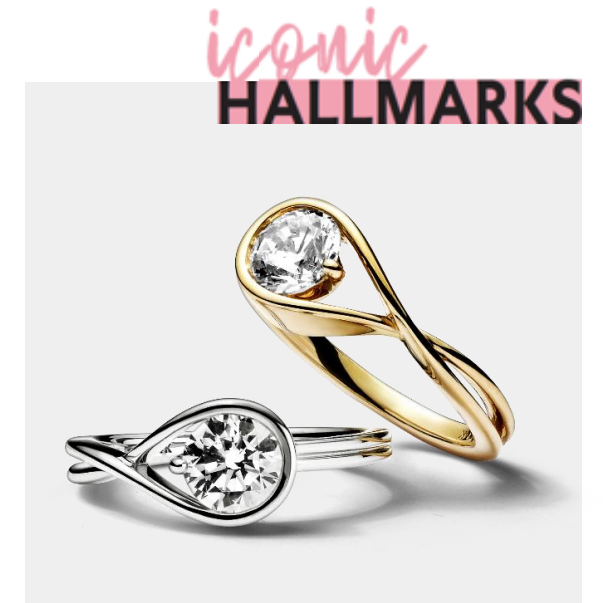
**01** 'DEMOCRATIZE'  
DIAMONDS



**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 £1 290

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.**

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



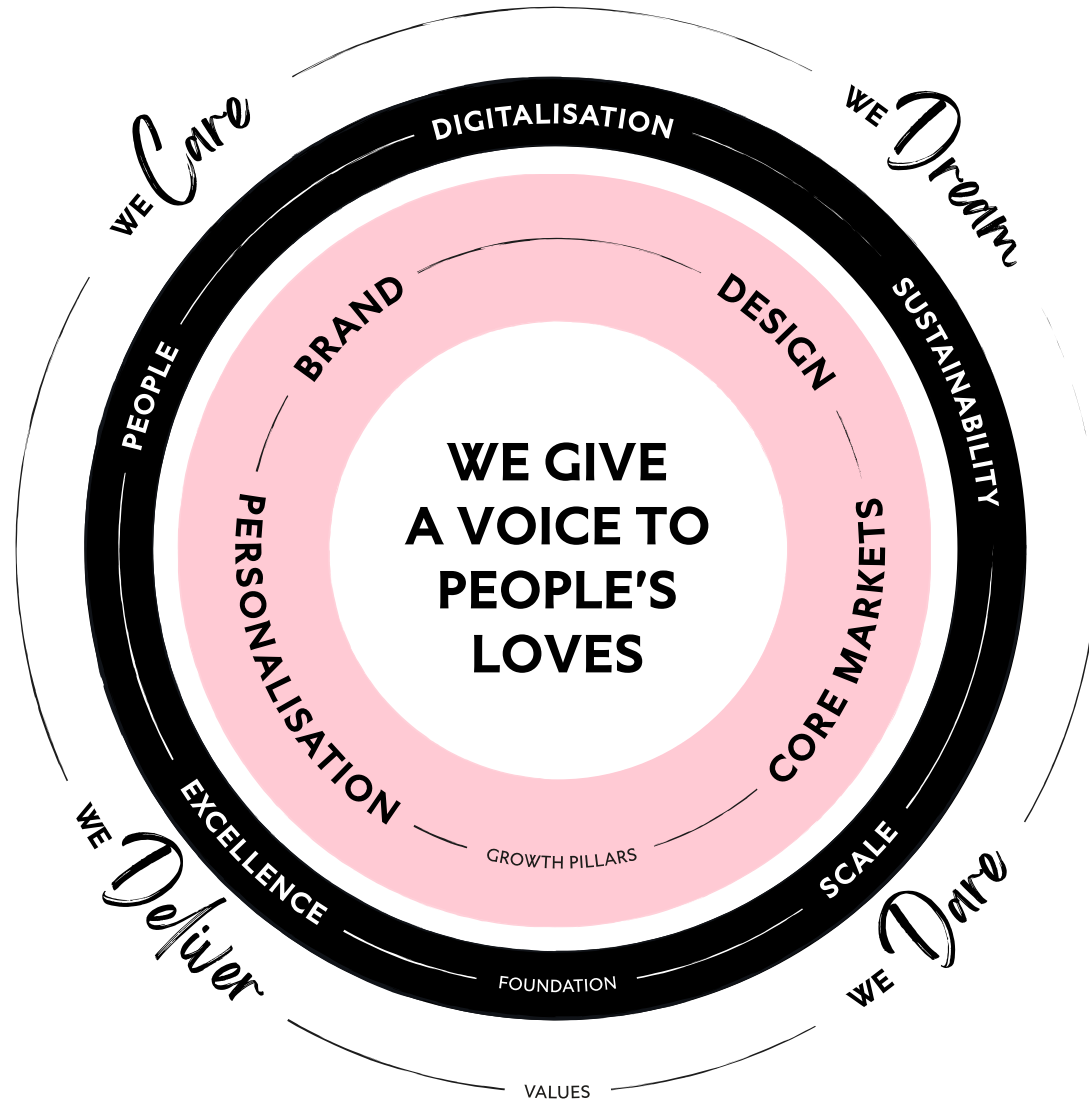
Q&A



PHOENIX STRATEGY



# RECAP OF OUR PHOENIX STRATEGY



# CAPITAL MARKETS DAY

**14 September 2021 in London**

*Save the date*

