VGR

// Q2 2026

PANDORA

VGR MARKET INTELLIGENCE

VERYGOODRETAIL.AI

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01

Executive Summary

Revenue rose 2.0% to DKK 7,219 million; network expansion of 4% supplied more than the whole 3% organic growth

Pandora reported second-quarter revenue of DKK 7,219 million against DKK 7,075 million, an increase of DKK 144 million or 2.0%, with organic growth of 3%. EBIT rose 13.7% to DKK 1,463 million, an EBIT margin of 20.3% against 18.2%, and the company raised its 2026 guidance to organic growth of 0% to 3% and an EBIT margin of 22% to 23%. Currency cost 0.9% of revenue, about DKK 64 million, so translation removed roughly one point of the three points of organic growth.

The company splits the 3% into like-for-like growth of 1%, network expansion of 4% and a drag of 2% from sell-in and other. On the Q2 2025 base of DKK 7,075 million, VGR sizes these at about DKK 71 million from stores trading in both periods, DKK 283 million from added doors and minus DKK 142 million from sell-in. The added doors account for 196.5% of the reported increase. By region, EMEA fell DKK 53 million on like-for-like of minus 2% and North America rose DKK 24 million on like-for-like of minus 1%; the two are 84.3% of group revenue. Latin America and Asia-Pacific, 15.7% of revenue, added DKK 173 million, 120.1% of the group increase. The company attributes Latin America's 18% like-for-like to a go-to-market change that includes a broad-based price repositioning; the release gives no split between price and volume. Return on invested capital was 39% against 44%, on invested capital 5.8% higher year on year.

Gross margin of 80.5% includes 230 basis points from the tariff refund; excluding it, the margin was 78.2%, 110 basis points lower

Gross margin was 80.5% against 79.3%, an increase of 120 basis points. Pandora discloses that the one-off IEEPA tariff refund contributed 230 basis points and that the margin excluding it would have been 78.2%, 110 basis points below last year. The company sizes a 50 basis point currency tailwind, a 170 basis point commodity headwind and a 150 basis point tariff headwind, minus 270 basis points net. The offsets it names are lower promotional activity, described as partly timing, efficiencies at the Thailand crafting facilities and channel mix from the owned network. On VGR's arithmetic they are worth 160 basis points together; the release does not size them individually.

Operating expenses fell 90 basis points as a share of revenue, and marketing accounts for 110 basis points of that. Pandora states the full-year marketing share will be broadly in line with 2025 and that around 200 basis points of cost phasing favourable to the first half reverses in the second. EBIT margin excluding the one-off is 17.8% against 18.2%; removing the phasing as well, on VGR's construction, gives approximately 15.8%. Earnings per share excluding the one-off, as disclosed by the company, is unchanged at DKK 10.3.

Timeless added DKK 181 million, more than the group's DKK 144 million increase

Moments, 61.2% of group revenue, added DKK 5 million on like-for-like of minus 2%. Signature, PANDORA ESSENCE and Lab-Grown Diamonds together fell DKK 86 million, 18.6% of their combined prior-year revenue. Wholesale revenue fell 11%, with wholesale concept stores down 24% and franchise-operated concept stores down 42 units, 14.9%, over twelve months.

WHAT TO WATCH

Q3 2026, published 4 November 2026. Wholesale revenue and the sell-in and other component of organic growth, minus 2% in Q2. A continuation is a third-quarter wholesale decline year on year with sell-in negative again; a break is wholesale revenue above the Q3 2025 level, consistent with the guided full-year sell-in drag of around 1%.

Q3 2026, published 4 November 2026. Like-for-like growth for the quarter. The company reports Q3 trading to date at mid-single-digit like-for-like, helped by phasing of commercial activities, while the full-year guidance midpoint requires about minus 0.9% across the second half. A continuation is a quarterly figure in the mid-single digits; a break is a figure at or below the 1% of Q2.

Q3 2026, published 4 November 2026. Inventories as a percentage of trailing twelve-month revenue, 17.8% at 30 June 2026 against 14.6% a year earlier. A continuation is a further rise; a break is a ratio at or below 17.8%.

VGR will publish the Q3 2026 analysis when the figures are released.

02

The quarter in figures

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PANDORA A/S · NASDAQ COPENHAGEN: PNDORA · Q2 2026 · DKK AS PUBLISHED

FINANCIAL YEAR ENDS 31 DECEMBER 2026 · PERIOD ENDED 30 JUNE 2026 · REPORTED 12 AUGUST 2026 · ANALYSIS 13 AUGUST 2026

NET REVENUES	GROSS PROFIT	OPERATING PROFIT	NET PROFIT
+2.0%	**+3.6%**	**+13.7%**	**+9.0%**
7,219 vs 7,075	5,808 vs 5,607	1,463 vs 1,287	875 vs 803

GROSS MARGIN	OPERATING MARGIN	RoS
80.5%	**20.3%**	**12.1%**
from 79.3%	from 18.2%	from 11.3%

DKKm, quarter against the same quarter a year earlier; operating profit is EBIT as reported; gross profit, operating profit and net profit all include the DKK 180m one-off IEEPA tariff refund recognised in Q2 2026. Percentage changes, margins and RoS are VGR arithmetic on the disclosed figures

Reported figures as published, beside the VGR basis. The VGR basis removes the disclosed one-off IEEPA tariff refund from both periods; no such item exists in the comparative.

DKK MILLION	Q2 2026	Q2 2025	CHANGE	VGR BASIS Q2 2026
Revenue	7,219	7,075	+2.0%	7,219
Organic growth	3%	8%	−5 pp	3%
Like-for-like	1%	3%	−2 pp	1%
Gross profit	5,808	5,607	+3.6%	5,642
Gross margin	80.5%	79.3%	+120 bp	78.2%
EBITDA	2,133	1,911	+11.6%	1,953
EBIT	1,463	1,287	+13.7%	1,283
EBIT margin	20.3%	18.2%	+210 bp	17.8%

DKK MILLION	Q2 2026	Q2 2025	CHANGE	VGR BASIS Q2 2026
Net financials	−291	−224	+29.9%	−249
Net profit	875	803	+9.0%	—
EPS, basic (DKK)	11.7	10.3	+13.6%	10.3

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. VGR basis: gross profit less the DKK 166m cost-of-sales element of the refund; EBIT less DKK 180m; net financials less the DKK 42m finance cost on the claim sale. The 78.2% and DKK 10.3 are the company's own disclosed figures.

Six months

DKK MILLION	H1 2026	H1 2025	CHANGE	VGR BASIS H1 2026
Revenue	14,328	14,421	−0.6%	14,328
Organic growth / like-for-like	2% / 0%	7% / 4%	−5 / −4 pp	2% / 0%
Gross margin	80.0%	79.9%	+10 bp	78.8%
EBIT	2,951	2,928	+0.8%	2,771
EBIT margin	20.6%	20.3%	+30 bp	19.3%
Net profit	1,817	1,904	−4.6%	—
EPS, basic (DKK)	24.3	24.4	−0.4%	—

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. H1 VGR basis removes the same DKK 180m.

03

The restatement bridge

Block N of the VGR methodology: the adjustments made before any comparison in this document. Each line carries its precision status.

RESTATEMENT	FINDING	STATUS
Calendar	Calendar quarters, three months against three months. No 53rd week, no period-length difference, no disclosed calendar effect.	Exact
Perimeter	No stores acquired from partners in the quarter. Forward integration contributes +80 bp to the EBIT bridge as a reversal of last year's drag. Franchise concept stores fell 42 units year on year; Pandora-operated rose 40.	Exact
Currency	A 0.9% revenue headwind, DKK 0.1 billion, attributed to USD and TRY with an AUD and MXN offset. A +50 bp tailwind inside the gross margin.	Exact

RESTATEMENT	FINDING	STATUS
One-offs	IEEPA tariff refund DKK 180m recognised primarily in cost of sales; +230 bp gross margin, +250 bp EBIT margin. Associated finance cost DKK 42m below EBIT of a total around DKK 110m. No one-off in the comparative period.	Exact
Cost phasing	Around +200 bp of EBIT margin from cost phasing across the operating expense lines, stated by the company to reverse in H2 and be neutral for the full year. Removed in VGR's second-stage underlying figure and labelled as such.	Bounded
Leases	Right-of-use assets DKK 5,903m, +15.6%. Lease liabilities DKK 6,291m against 5,326m, +18.1%. Lease depreciation and lease interest are not separately disclosed, so the occupancy ratio is not calculable.	Not calculable
Returns	No return-rate assumption, refund liability or right-of-return asset disclosed.	Not calculable
Definitions	Organic growth decomposed two ways in the release: 1% + 4% − 2% in the revenue review, and 'LFL of 1% and network expansion & other of 2%' in the executive summary. Both as published.	Recorded
Policy	IFRS, IAS 34, unaudited and unreviewed. No restatement of comparatives disclosed.	Exact

VGR restatement, Block N. Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

04

Growth composition

The company discloses the three components of organic growth. VGR sizes them against the prior-year revenue base and adds the currency effect, so that the five sources sum to reported revenue growth.

SOURCE OF GROWTH	Q2 2026	DKK MILLION	BASIS
Like-for-like	+1%	+71	Disclosed rate, VGR arithmetic on the DKK 7,075m base
Network expansion	+4%	+283	Disclosed rate, VGR arithmetic
Sell-in and other	−2%	−142	Disclosed rate, VGR arithmetic
Organic growth	+3%	+212	Disclosed

SOURCE OF GROWTH	Q2 2026	DKK MILLION	BASIS
Currency	−0.9%	−64	Disclosed as a 0.9% headwind, DKK 0.1bn
Perimeter	negligible	—	No stores acquired in the quarter; disclosed
Reported revenue growth	+2.0%	+144	7,219 less 7,075

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Components are disclosed as whole percentages; the kroner column sums to DKK 148m against an actual DKK 144m, a rounding difference the source itself flags.

Where the increase came from, by region

REGION	Q2 2026	Q2 2025	CHANGE	LFL	SHARE OF THE INCREASE
EMEA	3,388	3,441	−53	−2%	−36.8%
North America	2,697	2,673	+24	−1%	+16.7%
Latin America	513	405	+108	+18%	+75.0%
Asia-Pacific	621	556	+65	+10%	+45.1%
Group	7,219	7,075	+144	+1%	100.0%

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Regional revenue from note 3. The Revenue Review table on page 12 prints EMEA as 3,338; only 3,388 reconciles to the group total. Share of the increase is VGR arithmetic. Like-for-like rates are disclosed in whole percentage points and printed as disclosed.

Where the increase came from, by collection

COLLECTION	Q2 2026	Q2 2025	CHANGE	SHARE OF GROUP REVENUE
Moments	4,418	4,413	+5	61.2%
Collabs	671	643	+28	9.3%
ME	273	258	+15	3.8%
Timeless	1,480	1,299	+181	20.5%
Signature	93	147	−54	1.3%
PANDORA ESSENCE	212	230	−18	2.9%
Lab-Grown Diamonds	71	85	−14	1.0%
Group	7,219	7,075	+144	100.0%

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Change and share columns are VGR arithmetic.

Timeless alone added DKK 181 million against a group increase of DKK 144 million. The three other Fuel with more collections fell DKK 86 million, 18.6% of their combined Q2 2025 revenue of DKK 462 million. Moments, at 61.2% of group

revenue, contributed 3.5% of the increase. Segment gross margin: Fuel with more 84.0% against Core 79.2%, a spread of 480 basis points, from 390 basis points a year earlier.

Channel

DKK MILLION	Q2 2026	Q2 2025	ORGANIC	SHARE OF REVENUE
Pandora-operated retail	6,294	6,047	+5%	87.2%
— concept stores	4,370	4,213	+4%	60.5%
— online	1,372	1,379	0%	19.0%
— other points of sale	552	455	+23%	7.6%
Wholesale	735	851	−11%	10.2%
— concept stores	171	255	−24%	2.4%
Third-party distribution	191	177	+5%	2.6%

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Share of revenue is VGR arithmetic. Organic growth rates are disclosed in whole percentage points and printed as disclosed.

Online revenue fell DKK 7 million in kroner and is disclosed as flat organically, taking online from 19.5% to 19.0% of group revenue. Wholesale fell DKK 116 million, and within it wholesale concept stores fell 32.9% in kroner. The group's DKK 144 million increase is a DKK 247 million increase in Pandora-operated retail net of a DKK 116 million decline in wholesale.

05

The estate

POINTS OF SALE	Q2 2026	Q2 2025	CHANGE	CHANGE %
Concept stores	2,811	2,788	+23	+0.8%
— Pandora operated	2,213	2,173	+40	+1.8%
— franchise operated	239	281	−42	−14.9%
— third-party distribution	359	334	+25	+7.5%
Other points of sale	4,231	4,103	+128	+3.1%
— Pandora operated	675	692	−17	−2.5%

POINTS OF SALE	Q2 2026	Q2 2025	CHANGE	CHANGE %
— franchise operated	3,296	3,162	+134	+4.2%
Total points of sale	7,042	6,891	+151	+2.2%

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Percentage column is VGR arithmetic.

Concept stores by region

REGION	Q2 2026	CHANGE Y/Y	OWNED AND OPERATED	CHANGE Y/Y
EMEA	1,418	+56	1,161	+57
North America	657	+42	586	+46
Latin America	291	+7	203	+11
Asia-Pacific	445	−82	263	−74
All markets	2,811	+23	2,213	+40

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. Note 10.

Asia-Pacific concept stores fell 82 units, 15.6%, over twelve months, which the company attributes to net 95 closures in China. Asia-Pacific like-for-like was plus 10% and Asia-Pacific revenue rose DKK 65 million. Like-for-like measures the doors trading in both periods, so the Asia-Pacific figure covers the concept stores that remained open after a 15.6% reduction. The size of that effect is not calculable from the disclosure, which gives no revenue figure for closed doors.

The network change is also a change in ownership mix. Pandora-operated concept stores rose 40 while franchise-operated fell 42. The company discloses that the net 23 stores added to the owned network over twelve months added around DKK 100 million to sales and distribution expenses. Selling and distribution rose 60 basis points as a share of revenue in the quarter and 160 basis points in the half. Pandora owns none of the premises from which it operates; lease liabilities rose 18.1% year on year.

06

Margin architecture

Gross margin bridge, basis points

COMPONENT	BASIS POINTS	STATUS
Q2 2025 gross margin	79.3%	Disclosed
IEEPA tariff refund, one-off	+230	Disclosed

COMPONENT	BASIS POINTS	STATUS
Currency	+50	Disclosed
Commodities	−170	Disclosed
Tariffs	−150	Disclosed
Named but unsized offsets	+160	VGR residual
Q2 2026 gross margin	80.5%	Disclosed
Q2 2026 gross margin excluding the one-off	78.2%	Disclosed, −110 bp Y/Y

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. The offsets Pandora names (lower promotional activity, described as partly timing and partly deliberate; operational efficiencies at the Thailand crafting facilities; favourable channel mix from network expansion) are not individually sized in the release. The +160 bp is the residual required to reconcile the disclosed components to the disclosed ex-one-off margin.

Operating expenses

DKK MILLION	Q2 2026	Q2 2025	% OF REVENUE 2026	% OF REVENUE 2025	CHANGE
Sales and distribution	−2,697	−2,601	37.4%	36.8%	+60 bp
Marketing	−1,019	−1,078	14.1%	15.2%	−110 bp
Administrative	−630	−640	8.7%	9.0%	−30 bp
Total operating expenses	−4,345	−4,320	60.2%	61.1%	−90 bp

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Change column is VGR arithmetic on the disclosed ratios.

The 90 basis point improvement in the operating expense ratio is more than accounted for by marketing, which fell 5% in constant currency in the quarter and 7% in the half while like-for-like was plus 1% and zero respectively. Pandora states the decline mainly reflects a different phasing this year and that the full-year share of revenue is expected to be broadly in line with 2025, which requires the reduction to reverse in the second half.

The EBIT margin on three bases

BASIS	Q2 2026	Q2 2025	CHANGE
Reported	20.3%	18.2%	+210 bp
Excluding the IEEPA one-off	17.8%	18.2%	−40 bp
Excluding the one-off and the disclosed cost phasing	≈15.8%	18.2%	≈ −240 bp

VGR arithmetic. EBIT of 1,463 less the disclosed DKK 180m gives 1,283 on revenue of 7,219. The third line further removes the around 200 basis points of cost phasing Pandora states will reverse in H2 and be neutral for the full year. Pandora publishes no adjusted, underlying or comparable EBIT measure. Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

Pandora's own bridge for the 210 basis point move gives plus 250 basis points from the one-off, around plus 200 from cost phasing, minus 300 from external headwinds (commodities minus 170, tariffs minus 150, currency plus 20) and plus 80 from the temporary effect of forward integration. Those components sum to plus 230 against a reported plus 210. The company labels the bridge an approximation and does not present it as an exhaustive walk.

Below EBIT, net financials of minus 291 against minus 224 include a disclosed DKK 42 million financial expense on the sale of the tariff claim. The gross recovery is recognised above the EBIT line and the discount on the claim sale below it. The effective tax rate was 25.4% against 24.5%. Earnings per share rose 13.6% against net profit growth of 9.0%, a gap of about 4.6 percentage points from a lower share count; no buybacks were carried out in the half, and the reduction follows the cancellation of shares repurchased earlier. Excluding the one-off and its associated finance cost and tax, Pandora states earnings per share would be DKK 10.3, in line with the DKK 10.3 of Q2 2025.

07

Inventory and the markdown cycle

METRIC	Q2 2026	Q2 2025	CHANGE
Inventories, DKK million	5,761	4,735	+21.7%
Inventories vs 31 December 2025	5,761	4,883	+18.0%
Inventories as % of trailing 12-month revenue	17.8%	14.6%	+320 bp
Revenue growth, reported	+2.0%	—	—
Inventory growth less revenue growth	—	—	≈ 19.7 pp
Days of inventory, quarterly method	≈ 367	≈ 290	+77 days
Days of inventory, annualised on trailing COGS	≈ 311	not calculable	—

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. Inventory-to-revenue ratios are disclosed. Days of inventory on the quarterly method is (inventory ÷ quarterly

cost of sales) × 90; the annualised figure uses trailing twelve-month cost of sales of DKK 6,768m, derived as H2 2025 plus H1 2026, with H2 2025 derived from the disclosed FY 2025 gross margin. The prior-year annualised figure is not calculable without FY 2024 cost of sales.

Inventory grew 21.7% against reported revenue growth of 2.0%. Pandora attributes the build to higher commodity prices and tariffs, together with a deliberate build to support product availability and the shift to platinum-plated jewellery, and guides inventory for 2026 to be higher year on year in absolute terms.

A build driven by input-cost inflation raises future cost of sales per unit; a build of unsold units raises future markdowns. Pandora discloses no split between the two, no obsolescence or net-realisable-value provision balance, no sell-through and no weeks of cover, so the composition of the build is not calculable from this release. What is disclosed is that the change in inventories consumed DKK 441 million of cash in the quarter and DKK 793 million in the half, against DKK 199 million and DKK 448 million a year earlier.

08

Working capital, cash and capital structure

NET WORKING CAPITAL, % OF TRAILING REVENUE	Q2 2026	Q1 2026	Q4 2025	Q2 2025
Inventories	17.8%	16.4%	15.0%	14.6%
Trade receivables	2.2%	2.5%	3.6%	2.0%
Trade payables	−14.0%	−13.2%	−14.2%	−10.1%
Other elements	−3.8%	0.8%	−0.3%	−1.9%
Total	2.2%	6.5%	4.1%	4.7%
Total excluding derivatives	3.1%	3.5%	−1.1%	3.4%

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

The headline improvement in net working capital, from 4.7% to 2.2% of trailing revenue, is a derivative-valuation effect. Excluding derivatives the ratio moved from 3.4% to 3.1%. Commodity derivative carrying value moved by DKK 1,967 million between 31 December 2025 and 30 June 2026, and derivative assets fell from DKK 1,709 million to DKK 90 million. Pandora discloses that the reduction in net working capital was driven by a reduction in unrealised gains on commodity hedging derivatives, and that cash conversion of 101% was primarily driven by the collection of derivative receivables.

Trade payables rose 38.6% year on year to DKK 4,535 million, taking them from 10.1% to 14.0% of trailing revenue. Within that, payables inside the supply chain financing programme were DKK 1.3 billion at 30 June 2026 against DKK 770 million

at 31 December 2025, an increase of about 68.8% on the rounded DKK 1.3 billion, and 28.7% of total trade payables against 16.7%. The disclosed terms are around 90 days inside the programme and around 55 days outside it.

DKK MILLION	Q2 2026	Q2 2025	H1 2026	H1 2025
Cash flow from operating activities	1,831	1,388	1,872	1,099
Free cash flow including lease payments	1,479	955	890	173
Cash conversion	101%	74%	30%	6%
Dividend paid	—	—	−1,646	—
Net interest-bearing debt	15,643	15,297	15,643	15,297
NIBD to EBITDA	1.5x	1.5x	1.5x	1.5x
Equity	4,305	3,550	4,305	3,550
Equity ratio	15%	13%	15%	13%

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. Cash conversion and the equity ratio are disclosed in whole percentage points.

First-half free cash flow of DKK 890 million against a dividend of DKK 1,646 million paid is a shortfall of DKK 756 million in the half, consistent with net interest-bearing debt rising DKK 1,924 million since 31 December 2025 alongside the seasonality the company describes, under which leverage peaks in Q3. Net debt to equity is 3.6 times, against 4.3 times a year earlier. Undrawn committed facilities were DKK 6.7 billion.

The hedge position

USD PER OUNCE	Q2 2026	Q3 2026	Q4 2026	Q1 2027	Q2 2027
Silver, net price into cost of sales	32	~32	~33	~44	~69
Silver, hedged purchase price	34	70	69	69	—
Gold, net price into cost of sales	2,913	~3,330	~3,750	~4,300	~4,550
Gold, hedged purchase price	4,231	4,450	4,700	4,874	4,494

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. Note 11.

The table shows contracted hedge positions as disclosed in note 11. Silver entering cost of sales rises from USD 32 per ounce realised in Q2 2026 to around USD 69 in Q2 2027, an increase of 115.6%; gold from 2,913 to around 4,550, an increase of 56.2%. Pandora states that the lag from purchase to cost of sales is usually five to ten months, that the 2026 cost-of-sales exposure is effectively fully hedged, and that 2027 is 90 to 100% hedged at around USD 65 per ounce for silver against the disclosed 2026 average assumption of USD 32.4. The cash-flow hedge reserve net of tax was minus 284 at Q2 2026 against plus 1,118 at FY 2025.

09

Capital allocation and returns

METRIC	Q2 2026	Q2 2025	CHANGE
ROIC	39%	44%	−5 pp
Invested capital, DKK million	19,948	18,850	+5.8%
Capital expenditure, % of revenue	7.8%	8.5%	−70 bp
Incremental ROIC	not calculable	—	—

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked. ROIC is Pandora's definition: trailing twelve-month EBIT over trailing average invested capital. Incremental ROIC requires FY 2024 quarterly EBIT, which this release does not contain.

Return on invested capital, disclosed in whole points, fell five percentage points while invested capital rose 5.8% and network expansion contributed four percentage points of organic growth. Pandora attributes the decline to the commodity and tariff headwinds on EBIT. Capital expenditure guidance for 2026 is around 7% of revenue, and approximately DKK 400 million of the DKK 600 million platinum-plating capacity build is still expected in 2026. The company states that share buybacks will resume once the platinum transition is further progressed; none were carried out in the first half, against DKK 1,988 million of purchases in the comparative half.

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Earnings quality

DIAGNOSTIC	READING
Accrual quality	H1 operating cash flow of 1,872 against net profit of 1,817, a ratio of 1.03. Q2 operating cash flow of 1,831 against net profit of 875, 2.09, disclosed as driven by the collection of derivative receivables.

DIAGNOSTIC	READING
EPS versus net income	Q2 EPS +13.6% against net profit +9.0%; about 4.6 percentage points from a lower share count. Ex the one-off, EPS growth is zero.
Receivables	Trade receivables 2.2% of trailing revenue against 2.0%; DKK 714m against 661m, +8.0% against revenue +2.0%.
Recurring one-off items	Six items logged across FY 2025 and FY 2026 guidance: the IEEPA refund and its finance cost, cost phasing, forward-integration reversal, platinum transition costs of 50–100 bp guided for 2026, and the absence of the 2025 advance-pricing-agreement tax benefit. Pandora publishes no adjusted or underlying earnings measure.
Management changes	CFO transition announced 6 August 2026: Anders Boyer retires from executive roles on 30 November after more than fourteen years; Paulo Garcia joins 1 October and becomes CFO on 1 December. North America cluster president replaced effective 15 August, the predecessor having departed in February 2026.

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked.

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Guidance scorecard and the implied requirement

What changed

METRIC	NEW	PREVIOUS	CHANGE
Organic growth	0% to 3%	−1% to 2%	+1 pp
— like-for-like	−2% to 1%	−3% to 0%	+1 pp
— network expansion	around 3%	around 2%	+1 pp
— sell-in and other	drag of around 1%	not disclosed	new
EBIT margin	22–23%	21–22%	+100 bp
IEEPA one-off gain	around +100 bp	not guided	new
External headwinds on EBIT margin	190 bp	200–250 bp	narrowed
Net financial expenses	DKK 1,100–1,150m	DKK 1,000–1,050m	+DKK 100m
Assumed Thailand tariff rate	12.5%	19%	−6.5 pp

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

The EBIT margin guidance moves 100 basis points and the disclosed contribution of the one-off refund to the 2026 EBIT margin is around 100 basis points. Pandora states the upgrade primarily reflects that gain. The increase in net financial expense

guidance of DKK 100 million is disclosed as including around DKK 110 million of finance costs on the sale of the claims. The gross recovery is above the EBIT line; its cost is below it.

What the guidance requires from the second half

REQUIREMENT	ARITHMETIC	IMPLIED
H2 2026 organic growth	FY midpoint 1.5% against H1 delivered 2%, weighted 44.3% / 55.7% on the 2025 revenue split	≈ +1.1%
H2 2026 like-for-like	FY midpoint −0.5% against H1 delivered 0%	≈ −0.9%
H2 2026 EBIT margin	FY midpoint 22.5% on an implied FY revenue base, less H1 EBIT of 2,951	≈ 24.0%
H2 2025 EBIT margin, actual	FY 2025 EBIT 7,783 less H1 2025 2,928, over H2 revenue of 18,128	26.8%
Implied year-on-year change	24.0% less 26.8%	≈ −280 bp
Remaining IEEPA recognition in H2	around 100 bp for the year less DKK 180m booked in Q2	≈ DKK 148m, ≈ 80 bp of H2 revenue
H2 2026 EBIT margin excluding that recognition	24.0% less 0.8 pp	≈ 23.2%, ≈ −360 bp

VGR arithmetic on disclosed figures. The implied full-year revenue base uses the guided organic midpoint of 1.5% and the guided currency headwind of 0.6% applied to FY 2025 revenue of DKK 32,549m. This is a statement of what the guidance requires, not a forecast. Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

The requirement is consistent with Pandora's own statement that the guided full-year decline in EBIT margin is expected to be visible in both the third quarter, on an underlying basis, and the fourth. It sits against disclosed current trading in Q3 of mid-single-digit like-for-like growth, which the company states was helped by phasing of commercial activities, and against a full-year like-for-like guidance midpoint that requires approximately minus 0.9% across the second half.

VGR'S PRIOR FOR Q3 2026, RECORDED 13 AUGUST 2026

Third-quarter EBIT margin, excluding any further IEEPA recognition, falls year on year from the 14.0% reported in Q3 2025. The reported figure may not, depending on the timing of the Phase 2 recognition: USD 38 million submitted and accepted, of which USD 11 million settled at the date of this release.

Third-quarter like-for-like does not sustain the disclosed mid-single-digit rate across the full quarter, because the full-year guidance midpoint requires second-half like-for-like below the zero delivered in the first half.

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Disclosure delta and metrics not reported

METRIC	STATUS	NOTE
Guidance decomposition	New	Organic growth guidance split into like-for-like, network expansion and sell-in for the first time; no prior comparative for the sell-in line.
Effective tax rate guidance	New	Around 25% guided; not previously disclosed.
Store opening guidance	New	Net 50–75 concept store openings and 25–50 shop-in-shop closures guided; not previously disclosed.
Selling area	Not reported	No square metres. Sales density and weighted average trading space are not calculable.
Inventory provision	Not reported	No obsolescence or net-realisable-value provision balance, charge or release.
Sell-through and cover	Not reported	No sell-through, weeks of cover, option count or carryover disclosure.
Lease expense split	Not reported	Lease depreciation and lease interest not separately given; occupancy ratio not calculable.
Returns	Not reported	No return rate, refund liability or right-of-return asset.
Full-year revenue	Not reported	Any kroner sizing of a percentage guidance figure uses the FY 2025 base and is marked indicative.
Market-level revenue	Separate file	Available in the quarterly Excel appendix, a separate attachment, not used here.

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked.

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The company's account, tested

Each statement is quoted as published and tested against the figures computed in sections 03 to 11. Four dispositions are used.

THE COMPANY STATES	THE DISCLOSED FIGURES	DISPOSITION
"Pandora delivers 3% organic growth in Q2, guidance upgraded" (announcement title)	Organic growth of 3% comprises like-for-like of 1%, network expansion of 4% and a sell-in drag of 2%. The guidance upgrade of 100 bp equals the disclosed one-off contribution of around 100 bp.	Supported by the disclosed figures.

THE COMPANY STATES	THE DISCLOSED FIGURES	DISPOSITION
The EBIT guidance upgrade "primarily reflects the one-off gain from the refund of IEEPA tariffs previously paid".	Upgrade +100 bp; disclosed one-off contribution around +100 bp. Two other disclosed revisions, external headwinds narrowing from 200–250 bp to 190 bp and the network benefit rising from 30 to 50 bp, move the same way and are not separately quantified as part of the upgrade.	Supported by the disclosed figures.
Excluding the one-off gain, the Q2 EBIT margin "would have been roughly in line with last year".	17.8% against 18.2%, a decline of 40 basis points. Removing the further around 200 basis points of cost phasing the company states will reverse gives approximately 15.8%.	Partially supported. The 40 basis point decline is consistent; the phasing the company identifies separately is not removed in that comparison.
The gross margin decline excluding the one-off reflects "external headwinds of 270 bp from commodities, foreign exchange and continuing tariffs", offset by lower promotional activity, Thailand efficiencies and channel mix.	The disclosed components net to minus 270 basis points against an ex-one-off margin change of minus 110. The three named offsets are worth 160 basis points and are not individually sized.	Partially supported. The headwinds are quantified; the offsets are named and not.
The sell-in drag reflects "some lower replenishment from partners and some phasing between quarters".	Wholesale revenue fell 11%, wholesale concept stores 24%, and franchise-operated concept stores fell 42 units or 14.9% over twelve months. No partner inventory figure is disclosed.	Not verifiable from the disclosure. The split between replenishment and phasing is not given.
Asia-Pacific like-for-like of plus 10%, with "Japan remained the key driver".	Asia-Pacific concept stores fell 82 units, 15.6%, over twelve months, including net 95 closures in China. Closed doors leave the like-for-like base.	Not verifiable from the disclosure. No revenue figure is given for closed doors.
The reduction in net working capital "was driven by a reduction in unrealised gains on commodity hedging derivatives".	Net working capital 2.2% of trailing revenue against 4.7%; excluding derivatives, 3.1% against 3.4%. Commodity derivative carrying value swung DKK 1,967m from 31 December 2025.	Supported by the disclosed figures.

THE COMPANY STATES	THE DISCLOSED FIGURES	DISPOSITION
Inventory at 17.8% of revenue "mainly reflecting higher commodity prices and tariffs, together with a deliberate build".	Inventories +21.7% against revenue +2.0%. No split between price and volume, no provision balance and no sell-through is disclosed.	Not verifiable from the disclosure.

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026. VGR arithmetic where marked.

Emphasis

ITEM	EFFECT ON THE QUARTER	WHERE IT APPEARS
IEEPA tariff refund	+230 bp of gross margin, +250 bp of EBIT margin	Note 9, page 36; referenced in the profitability review
Cost phasing	around +200 bp of EBIT margin	Profitability review
External headwinds	−300 bp of EBIT margin	Profitability review
Organic growth	+3%, of which like-for-like +1%	Announcement title

VGR ranking by effect. Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

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Method, sources and precision register

Analysis conducted under VGR Standardised Methodology v5. Figures are taken from Pandora's own published materials only. No third-party estimate, analyst forecast or market expectation is used anywhere in this document.

The order of work is fixed: the disclosed figures and the accounting notes are recorded and cross-footed first; the comparability restatement and the test battery are run second; the findings are written from the resulting flag sheet; and only then is the company's narrative opened and tested against them. The executive summary is selected by rank, not by interest: growth composition first, margin architecture second, the estate third. A guidance item and a one-off item cannot lead an analysis under this methodology.

ITEM	STATUS
Regional revenue	The Revenue Review table on page 12 prints EMEA Q2 2026 revenue as 3,338; note 3 prints 3,388. Only 3,388 reconciles to the disclosed group total of 7,219. The note figure governs and is used throughout. The conflict is recorded, not resolved.
H1 regional revenue	Sums to 14,327 against a disclosed 14,328. Rounding, which the source flags.

ITEM	STATUS
EBIT bridge	The disclosed components sum to +230 bp against a reported +210 bp. The company labels the bridge an approximation. No attempt is made here to force a reconciliation.
Ex-one-off figures	Gross margin of 78.2% and EPS of DKK 10.3 are Pandora's own disclosed figures. EBIT margin of 17.8% and the second-stage 15.8% are VGR arithmetic. Pandora publishes no adjusted, underlying or comparable measure.
Kroner sizing of guidance	FY 2026 revenue is not disclosed. Any kroner figure derived from a percentage guidance line uses the FY 2025 base of DKK 32,549m and is indicative.
Not calculable	Selling area and sales density; occupancy ratio; inventory provision rate; sell-through and weeks of cover; return rate; incremental ROIC; the like-for-like survivorship effect.
Audit status	Interim statements are unaudited and unreviewed under IAS 34.

Source: Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026.

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METHODOLOGY

VGR Standardised Methodology v5: comparability restatement, test battery A–K, findings ladder. Executive summary selected by rank. Company materials only. Analysis dated 13 August 2026; reworked 30 September 2026 to the VGR Market Intelligence cover and the current register, with the headline figures re-verified against the primary source.

PRIMARY SOURCE

Pandora A/S, Interim Financial Report Q2 2026, Company Announcement No. 1015, 12 August 2026, 43 pages. CVR 28505116.
https://pandora.a.bigcontent.io/v1/static/Pandora%20Q2%202026%20Interim%20Report%20Company%20announcement_No_1015

WORKING RECORD

Pandora_Q2 2026_Source_Figures.md and _source_manifest_rework.json. Flag sheet: material flags at A3, A7, A10, B3, B6, C1, C3, C5, D2, E2, E3, E5, F8, G7, I4, I5. Executive summary selected at Rank 1. No promotion applied.

NEXT

Q3 2026 results and strategic update, 4 November 2026.

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