

FINANCIAL HIGHLIGHTS

DKK million	2014	2013	2012	2011	2010
Consolidated income statement					
Revenue	11,942	9,010	6,652	6,658	6,666
Gross profit	8,423	5,999	4,429	4,860	4,725
Earnings before interest, tax, depreciation and amortisation (EBITDA)	4,294	2,881	1,658	2,281	2,684
Operating profit (EBIT)	4,072	2,681	1,475	2,058	2,416
Net financials	-200	61	4	311	-164
Profit before tax	3,872	2,742	1,479	2,369	2,252
Net profit for the year	3,098	2,220	1,202	2,037	1,871
Consolidated balance sheet					
Total assets	10,556	9,275	8,414	8,051	8,959
Invested capital	6,080	5,976	5,900	5,923	5,659
Net working capital	434	1,009	1,277	1,327	1,266
Net interest-bearing debt (NIBD)	-1,121	-637	-183	209	1,102
Book value per share, DKK	54.9	49.7	46.4	41.6	33.2
Equity	7,032	6,462	6,038	5,411	4,315
Consolidated cash flow statement					
Cash flows from operating activities	4,322	2,428	1,339	1,823	1,316
Cash flows from investing activities	-632	-543	-231	-364	-304
Free cash flow	3,868	1,956	1,151	1,670	1,388
Cash flows from financing activities	-3,259	-1,524	-943	-2,502	-644
Net increase (decrease) in cash	431	361	165	-1,043	368
Growth ratios					
Revenue growth, %	32.5%	35.4%	-0.1%	-0.1%	92.6%
Gross profit growth, %	40.4%	35.4%	-8.9%	2.9%	91.2%
EBITDA growth, %	49.0%	73.8%	-27.3%	-15.0%	70.7%
EBIT growth, %	51.9%	81.8%	-28.3%	-14.8%	69.7%
Net profit growth, %	39.5%	84.7%	-41.0%	8.9%	86.2%
Margins					
Gross margin, %	70.5%	66.6%	66.6%	73.0%	70.9%
EBITDA margin, %	36.0%	32.0%	24.9%	34.3%	40.3%
EBIT margin, %	34.1%	29.8%	22.2%	30.9%	36.2%
Other ratios					
Tax rate, %	20.0%	19.0%	18.7%	14.0%	16.9%
Equity ratio, %	66.6%	69.7%	71.8%	67.2%	48.2%
NIBD to EBITDA, x	-0.3	-0.2	-0.1	0.1	0.4
Return on invested capital (ROIC), %	67.0%	44.9%	25.0%	34.7%	42.7%
Capital expenditure (CAPEX), DKK million	455	490	276	269	262
Cash conversion, %	124.9%	88.1%	95.8%	82.0%	74.2%
Share information					
Number of shares	128,115,820	130,143,258	130,143,258	130,143,258	130,143,258
Nominal value, DKK	1	1	1	1	1
Share capital, DKK	128,115,820	130,143,258	130,143,258	130,143,258	130,143,258
Treasury shares	7,216,058	3,539,023	182,925	182,925	182,925
Stock options outstanding	1,382,800	1,511,585	1,108,123	150,448	-
Dividend per share, DKK	*9.00	6.50	5.50	5.50	5.00
Total payout ratio (incl. share buyback), %	*112.7	68.6%	59.5%	35.1%	36.9%
Earnings per share, basic, DKK	25.0	17.2	9.2	15.7	14.8
Earnings per share, diluted, DKK	24.7	17.0	9.2	15.7	14.6
Share price at year-end, DKK	504.5	294.0	124.5	54.0	336.0
Other key figures					
Average number of employees	9,957	6,910	5,753	5,186	4,336

* Proposed dividend per share for 2014.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER

DKK million	Notes	2014	2013
CONSOLIDATED INCOME STATEMENT			
Revenue	2.1, 2.2	11,942	9,010
Cost of sales	2.3	-3,519	-3,011
Gross profit		8,423	5,999
Sales, distribution and marketing expenses	2.3	-3,100	-2,397
Administrative expenses	2.3	-1,251	-921
Operating profit	2.2	4,072	2,681
Finance income	4.6	14	167
Finance costs	4.6	-214	-106
Profit before tax		3,872	2,742
Income tax expense	2.5	-774	-522
Net profit for the year		3,098	2,220
Attributable to:			
Equity holders of PANDORA A/S		3,098	2,220
Net profit for the year		3,098	2,220
Earnings per share, basic (DKK)	4.2	25.0	17.2
Earnings per share, diluted (DKK)	4.2	24.7	17.0

Notes refer to the Annual Report 2014 disclosed on <http://investor.pandoragroup.com/annuals.cfm>

CONSOLIDATED BALANCE SHEET

AT 31 DECEMBER

DKK million	Notes	2014	2013
ASSETS			
Goodwill		2,080	1,904
Brand		1,053	1,053
Distribution network		268	300
Distribution rights		1,047	1,042
Other intangible assets		411	318
Total intangible assets	3.1	4,859	4,617
Property, plant and equipment	3.2	711	497
Deferred tax assets	2.5	407	276
Other non-current financial assets		99	48
Total non-current assets		6,076	5,438
Inventories	3.3	1,684	1,490
Financial instruments	4.5	99	-
Trade receivables	3.4	1,110	895
Tax receivable		52	35
Other receivables		404	731
Cash	4.3	1,131	686
Total current assets		4,480	3,837
Total assets		10,556	9,275
EQUITY AND LIABILITIES			
Share capital	4.1	128	130
Share premium		1,229	1,248
Treasury shares		-2,679	-738
Reserves		729	205
Proposed dividend		1,088	823
Retained earnings		6,537	4,794
Total equity		7,032	6,462
Provisions	3.5	61	35
Deferred tax liabilities	2.5	430	471
Other non-current liabilities		-	3
Total non-current liabilities		491	509
Provisions	3.5	678	471
Loans and borrowings	4.3	10	49
Financial instruments	4.5	268	148
Trade payables		804	539
Income tax payable		643	546
Other payables		630	551
Total current liabilities		3,033	2,304
Total liabilities		3,524	2,813
Total equity and liabilities		10,556	9,275

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER

DKK million	Notes	2014	2013
Profit before tax		3,872	2,742
Finance income	4.6	-14	-167
Finance costs	4.6	214	106
Amortisation, depreciation and impairment losses		222	200
Share-based payments	2.4	71	64
Change in inventories		91	-292
Change in receivables		63	-215
Change in payables and other liabilities		795	182
Other non-cash adjustments		-208	169
Interest etc. received		7	3
Interest etc. paid		-30	-29
Income tax paid		-761	-335
Cash flows from operating activities		4,322	2,428
Acquisition of subsidiaries and activities, net of cash acquired	5.1	-174	-45
Divestment of businesses	5.1	19	-
Purchase of intangible assets	3.1	-164	-312
Purchase of property, plant and equipment	3.2	-291	-178
Change in other non-current assets		-45	-25
Proceeds from sale of property, plant and equipment		23	17
Cash flows from investing activities		-632	-543
Dividend paid	4.2	-820	-713
Purchase of treasury shares	4.1	-2,402	-700
Proceeds from loans and borrowings		560	41
Repayment of loans and borrowings		-597	-152
Cash flows from financing activities		-3,259	-1,524
Net increase (decrease) in cash		431	361
Cash at 1 January		686	341
Net exchange differences		14	-16
Net increase (decrease) in cash		431	361
Cash at 31 December		1,131	686
Cash flows from operating activities		4,322	2,428
- Interest etc. received		-7	-3
- Interest etc. paid		30	29
Cash flows from investing activities		-632	-543
- Acquisition of subsidiaries and activities, net of cash acquired		174	45
- Divestment of businesses		-19	-
Free cash flow		3,868	1,956
Unutilised credit facilities		3,677	2,716

The above cannot be derived directly from the income statement and the balance sheet.