

HR IN A GROWTH COMPANY

STRATEGIC HR & BUSINESS SUMMIT CPH, 12 NOVEMBER 2015



PANDÖRA
UNFORGETTABLE MOMENTS

A professional headshot of Claus Rasmussen, a middle-aged man with a receding hairline, wearing a dark suit jacket over a light-colored checkered shirt. He is smiling slightly and looking directly at the camera. The background is a soft-focus office setting.

Claus Rasmussen

41 years old

Experience:

VP, Group HR, PANDORA A/S
(2009)

Senior HR Business Partner, IC
Companys A/S (2004-2009)

HR Consultant, Arriva Danmark
A/S (2001-2004)

Education:

Strategic HR, Ross School of
Business, University of
Michigan (2014)

HRD education from CPH West
Business College (2004)

Cand. Scient Adm. University of
Aalborg (2001)

Professional interest:

Business

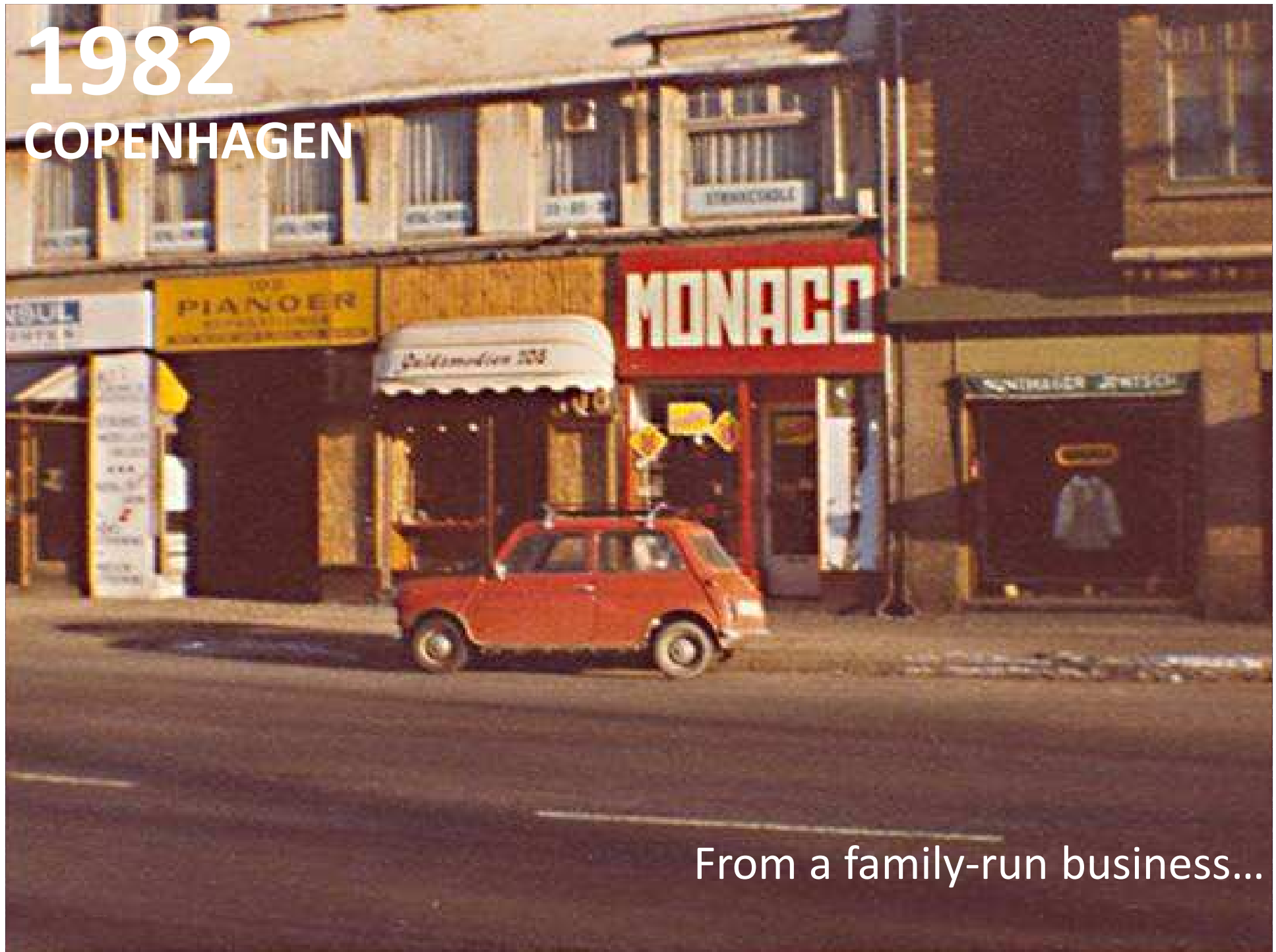
Leadership

Talent and Succession

Culture

FAST GROWTH?

1982 COPENHAGEN



From a family-run business...

COPENHAGEN 2010

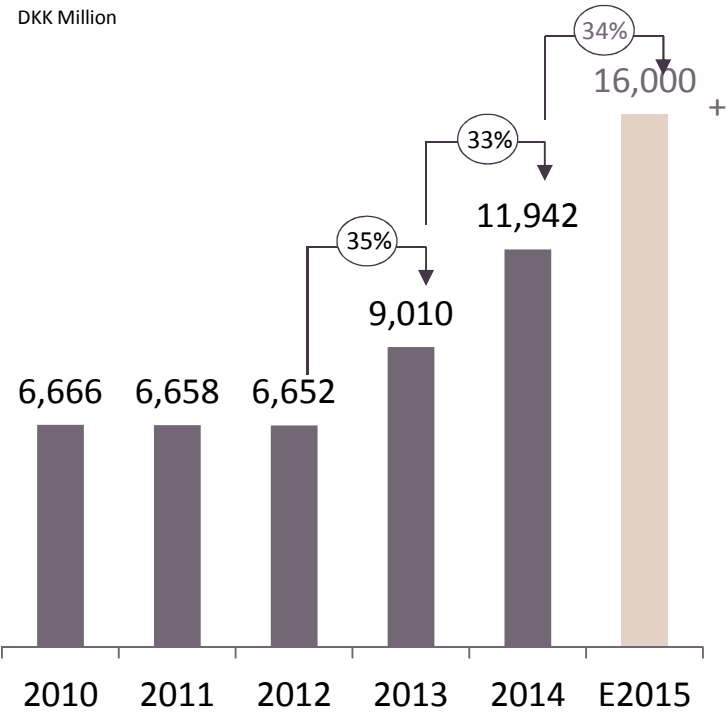


NASDAQ
OMX
WELCOMES
PANDORA

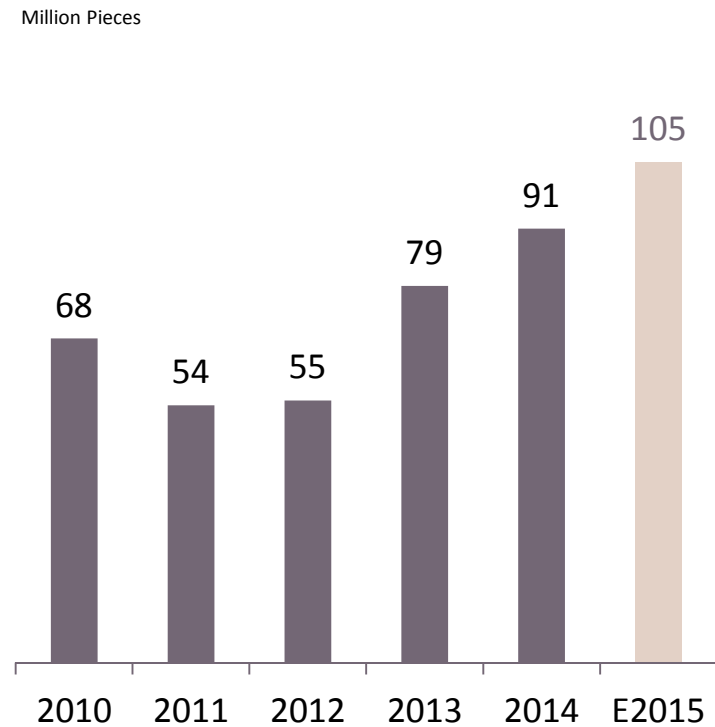
... to a
publicly listed
global company

SIGNIFICANT GROWTH RATES

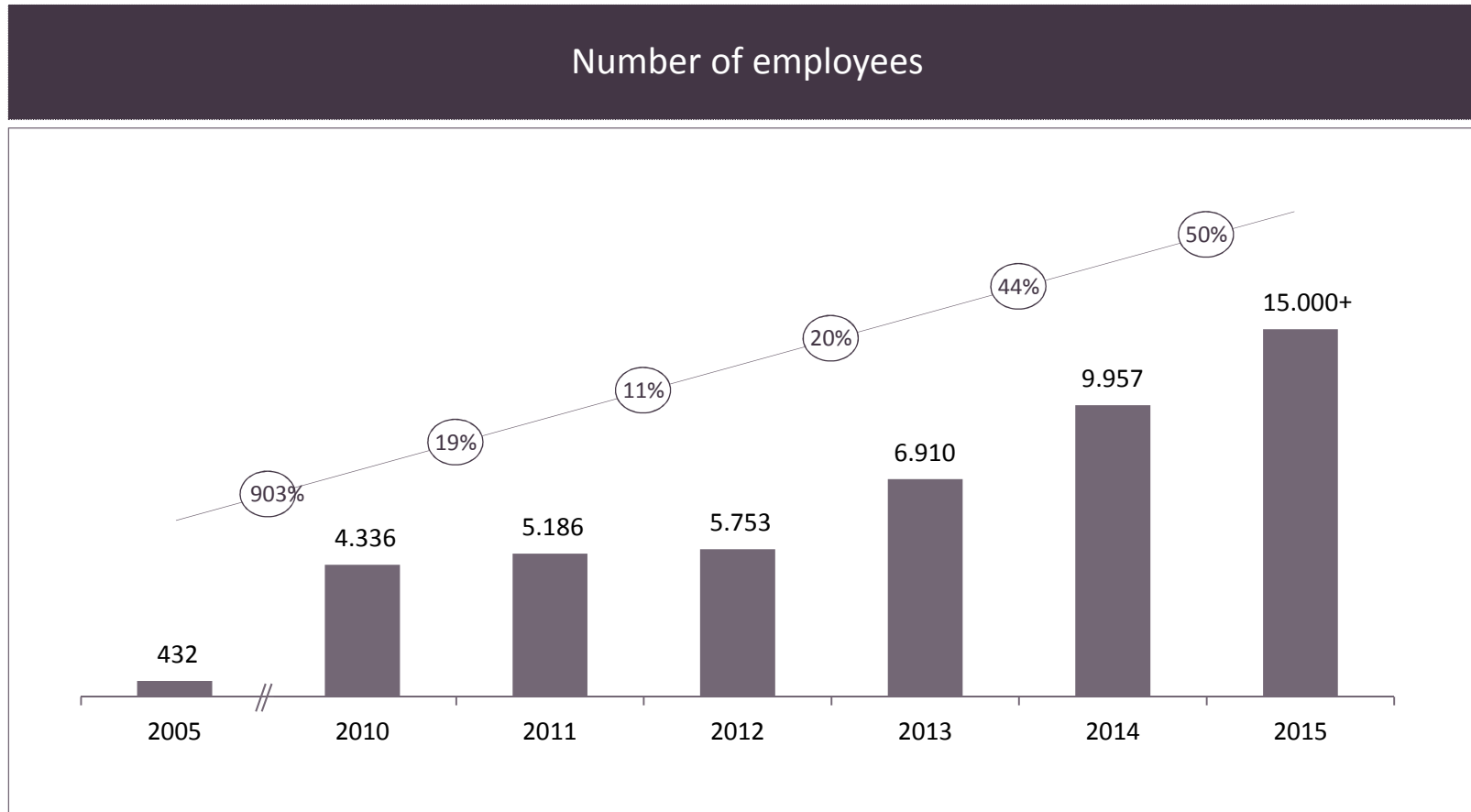
Revenue development



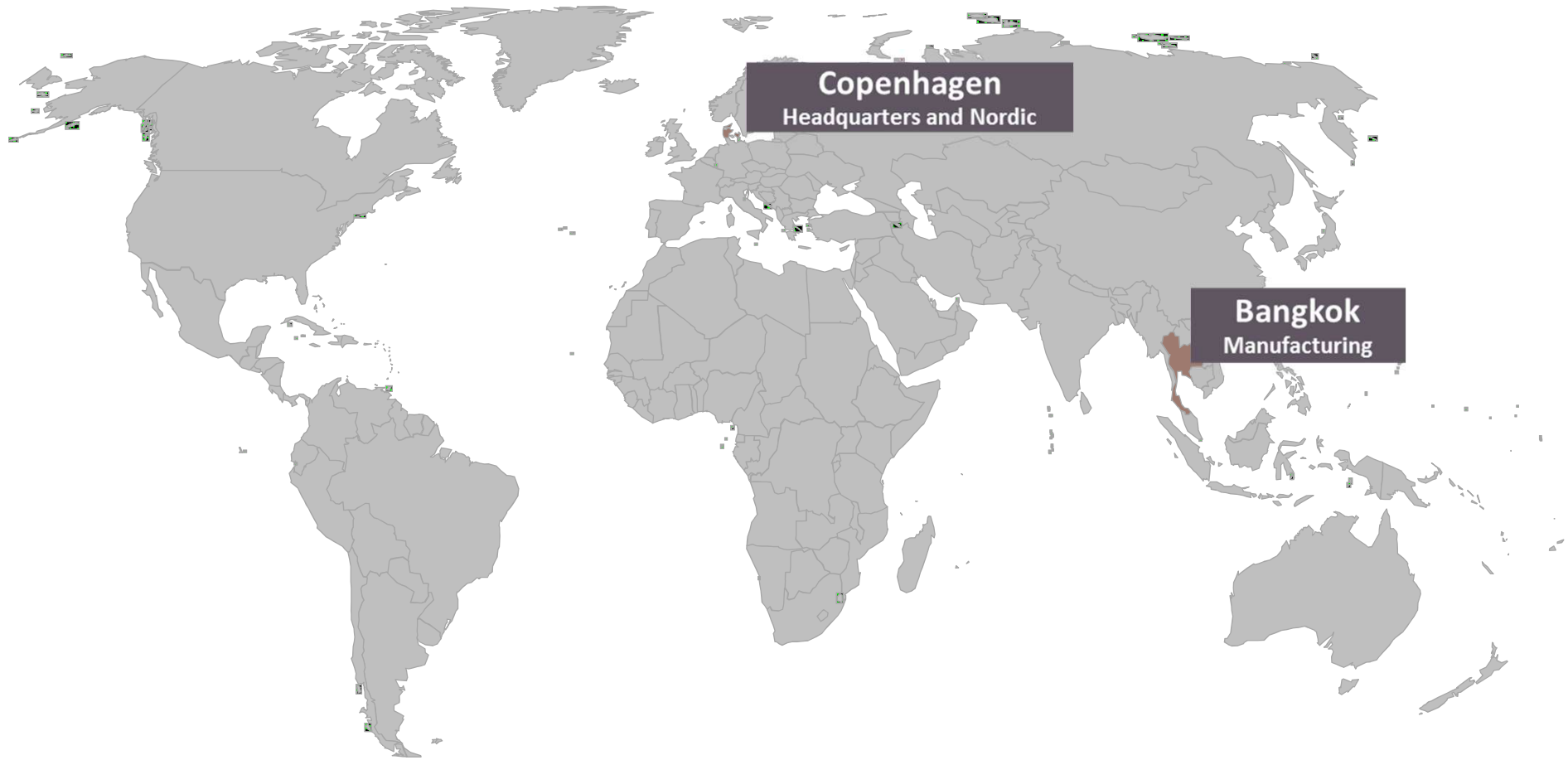
Shipped units from Thailand



DEVELOPMENT IN NUMBER OF EMPLOYEES



PANDORA 2007...



PANODRA 2015

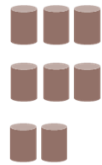


PANDORA has offices around the world and is headquartered in Copenhagen, Denmark. Our jewellery is sold in more than 90 countries through around 9,500 points of sale

JEWELLERY IS BECOMING MUCH MORE SOPHISTICATED

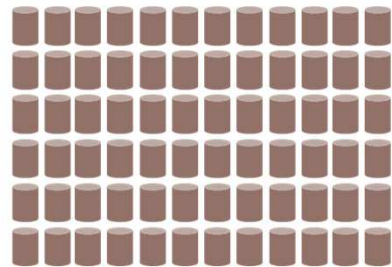
Numbers of flask required to produce 1,000 pcs of:

- Year 2013 Silver Bangle is 8
- Year 2015 Silver Bangle with Cubic Zirconia is 72



8

Casting
flasks



72

Casting
flasks

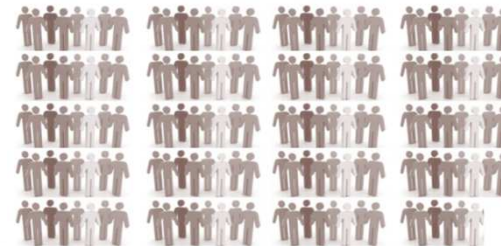
Manpower required per day to produce 1,000 pcs of:

- Year 2007 Silver Ring, Mother of Pearl is 40 employees
- Year 2014 Lace Silver Ring is 158 employees



40

Employees



158

Employees

TOWARDS BRANDED SALES



9,562
points of sale

10 NOVEMBER 2015

5,626
branded stores

58.8%
of all points of sale

UNBRANDED SALES



BRANDED SALES
88%
of total revenue

HR AND FAST GROWTH?

WHAT MADE PANDORA SUCCESSFUL?

VALUES



PRIDE



A lion

PASSION



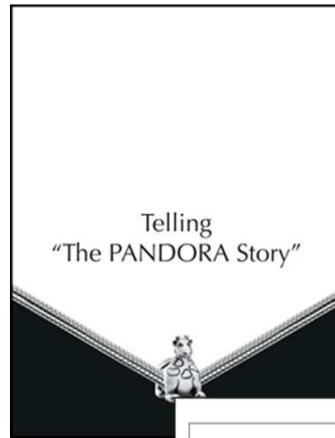
A giraffe

PERFORMANCE



A bumblebee

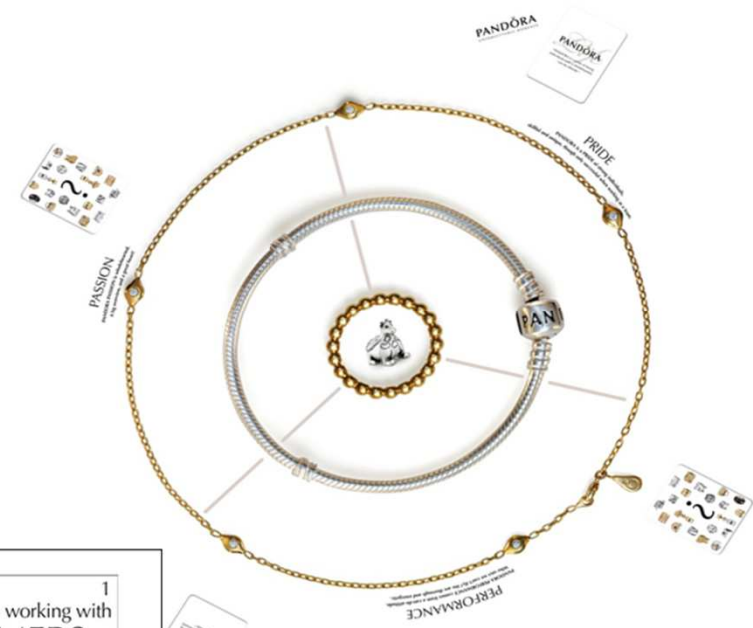
ROLE OUT OF PANDORA LIFE



1
What I value when working with
CUSTOMERS
is that

2
What I value when working with
COLLEAGUES
is that

Put these two stickers on your
Action Cards so that the cards
express what you feel is of
value right now



HR DELIVERABLES FOR THE BUSINESS TO SUCCEED?

LIFE LEADERSHIP: AT A GLANCE

Kickoff

Lead Yourself, Lead Others

Energy & Mastery
Clarity & Commitment

Copenhagen and Båstad
March 23-27, 2015

Build Business Acumen

Strategy & Retail
Culture & Customers

Harvard Business School
June 15-June 19, 2015

Lead Your Business

Global Value Chain
Great by Choice Discipline

Bangkok
October 26- October 30, 2015

Bring Leadership to Life

Deliberate Practice
Decisive Action

Copenhagen
March 8-10 2016

WorkOuts: Implement *Life* Leadership Plan and Great by Choice Plan

Global-Level Projects: diagnose a business challenge and present solution

RECRUITMENT



WHAT SHOULD BE ON THE RADAR?

- FURTHER GROWTH; **NEW CAPABILITIES, ONBOARDING ETC.**
- MORE OWN AND OPERATED RETAIL? **DIFFERENT KIND OF STAFF, BENEFITS ETC.**
- WHAT DOES THE RETAIL MARKET LOOK LIKE (E-COMMERCE/OMNICHANNEL); **CAPABILITIES, CHANGE IN BUSINESS**
- 3D printing? **DIFFERENT BUSINESS SETUP?**
- CONSUMER REQUEST? **DIFFERENT PREFERENCES FOR CONSUMERS; DIFFERENT MARKETING CAPABILITIES ETC.**
- OWN DESIGNS? **SOFTWARE DEVELOPERS**



What got you
Here – won't get
you There...

Q&A

