



THE PROGRAM FOR MANAGEMENT DEVELOPMENT

Develop Talent, Build Future



Fung
Academy



FUNG GROUP



Dear friends

It is my pleasure to present The Program for Management Development (PMD)'s program brochure.

PMD, one of the four pillars of Fung Academy, the Fung Group's corporate learning unit, is a junior management development program with a mission to acquire and develop high potential talents for the continued success of the Group's global supply chain business.

PMD recruits suitable talents from around the world, accelerates their personal and professional development with international and business exposure as well as senior executive support and guidance, and pushes them out of their comfort zones with constant challenges.

Since its launch in 2010, PMD has brought on board over 160 young and talented professionals who represent 29 different nationalities. Management Associates (MAs) in the 2010 to 2017 Intakes have taken up management positions in different functions around the world, making significant changes and contributions to the business units they are placed in.

As the Group continues to expand into new markets, PMD evolves to meet the changing business needs. In the 2019 Intake, apart from the opportunities offered to talented individuals to develop long-term careers in our trading, logistics, distribution and retailing businesses across the globe, PMD offers two specializations for those who have clear aspirations to develop their long-term careers in specific markets or functions.

As China has become increasingly important in our business, PMD offers the China Specialization for the 2019 Intake to candidates with work authorization in Mainland China. In addition to the international exposure provided to all MAs, the Specialization enables them to develop in-depth knowledge about the fast-growing and dynamic market.

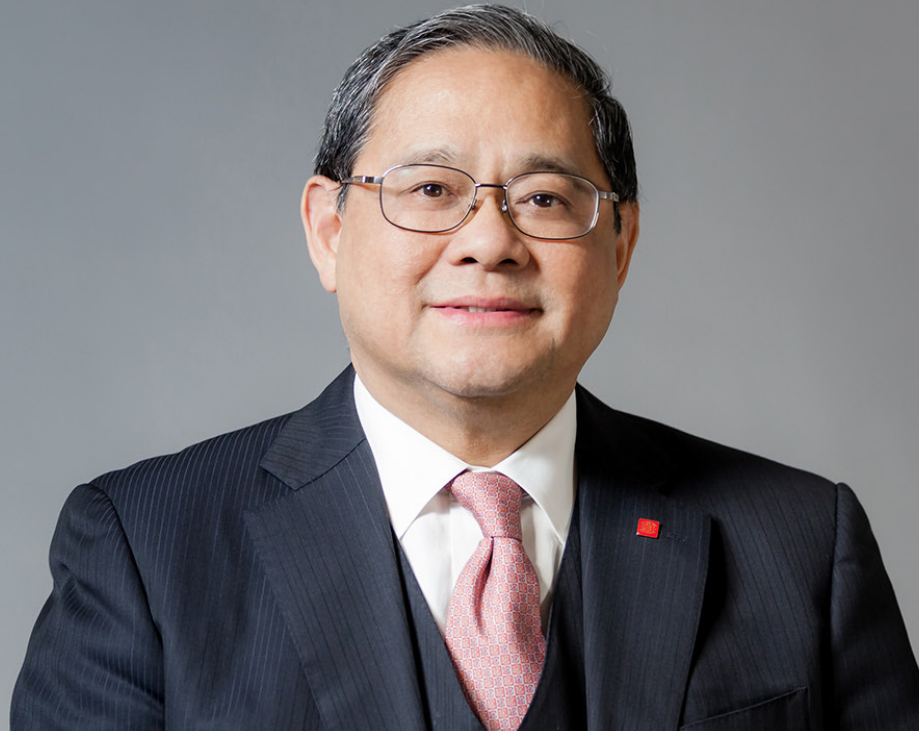
PMD continues to have a Specialization for the Operations Support Group (OSG) Functions to offer career opportunities across the Group in three support functions – Human Resources (HR), Information Technology Services (ITS) and Finance and Accounting (FNA).

We highly encourage interested professionals to learn about our program, take up the challenge we offer and develop international careers in our family. We look forward to your applications and getting to know you more!

Best regards,

A handwritten signature in black ink that reads "Joanne Ho".

Joanne Ho
Executive Director – PMD



Dr Victor Fung
Group Chairman, Fung Group

PMD was set up by the order of the Group Chairman, Dr Victor Fung, with a vision to offer young and talented professionals with the right attributes and values a platform to accelerate their professional development. PMD targets talents who have already built very strong initial careers and would like to make a mid-career change and develop an international career in the area of consumer goods, be it related to trading, logistics, distribution or retail.

Through PMD, Dr Fung envisions that the Group will be able to identify and develop its future entrepreneurial leaders. The program is designed to take MAs from the junior management to senior management level by exposing them to various parts of our businesses and geographies.

Our Group Chairman expects that MAs selected through the program will bring about synergies, new ideas and ways of working - by which our business will be transformed into a more innovative and sustainable one. MAs in the previous intakes have participated in many corporate initiatives and key business projects to build the supply chain of the future involving cross-group collaboration and the use of disruptive technologies, and have brought to the table speed, innovation and a more digitalized supply chain.

Since its launch in 2010, PMD has proven to be a critical management development initiative that creates a pipeline of talents for the Group. Joining different business units and working in various functions across the Group, MAs have shown that their diverse backgrounds and skill sets are perfect compliments to the Group's businesses. ▶▶



About PMD

A talent acquisition and management development program that builds not just a career, but a future



“Our PMD program is truly a world-class incubator for accelerated management development. Not only does it hone critical business minds and leadership skills but it provides a unique forum for talented individuals to raise their own game while making tangible and rewarding contributions to real business deliverables. Such global investment in its future leaders is testament to the vision and competitive drive of the Group.”

Jo Hall

Chief Commercial Officer
Toys“R”Us (Asia)

Business is made up of people. We grow business; we also grow people. In PMD, we give our people opportunities to grow themselves and their careers.

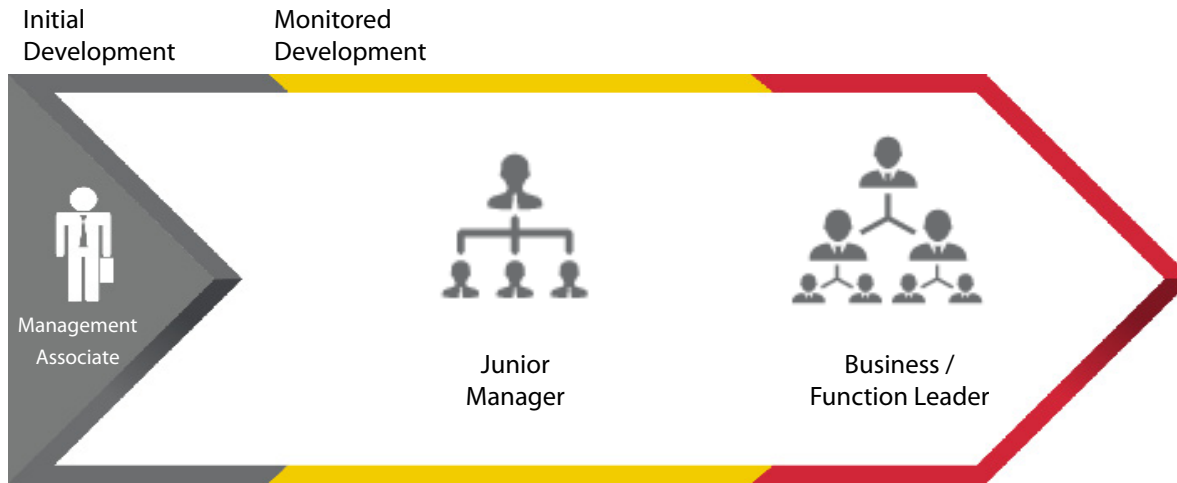
Every year, we take on board one intake of 15 - 20 talented individuals to be part of the corporate talent pool. We source talents across the globe. The selected talents join PMD as MAs, and there they set off their journeys to becoming our future business / function leaders.

The Group consists of over 250 divisions. These divisions are headed up by entrepreneurial leaders fully empowered to run their business units. PMD helps build the future by developing entrepreneurial leaders who will lead businesses or functions with managerial and team responsibilities, driving important initiatives and projects which make significant impact to the Group and communities we operate in.

We equip MAs with the necessary knowledge and skills to succeed in our Group, through business educational training, on-the-job training, international exposure and senior management support - the fundamentals to sprout in our business.

The journey does not end there, but continues onwards. MAs will then be placed into business units where they would apply what they have learnt and contribute back to the business.

Along the way, we offer MAs regular training, international exposure and career development support they need to grow and mature as future business / function leaders.▶▶



PMD is a three-year management development program. After admission to PMD, we start preparing MAs to contribute to our business. The one-year Initial Development, made up of business educational training, business rotational assignments, job placement and networking opportunities, equips them with the skills and knowledge that enable them to contribute immediately. MAs are expected to be challenged and pushed out of their comfort zones as they gain business / industry knowledge and international exposure.

After the first nine months, MAs will be assigned to work in different functions in different parts of the Group and locations, to take up junior management positions, where they learn, explore and make contributions to the

business. MAs will have opportunities to work with senior executives on corporate projects and key initiatives that tie in with our 3-Year Plan corporate strategy.

Along the way, we support MAs by providing training, mentoring, career counseling and networking opportunities. All these enable MAs to keep abreast of the organization and industry; the MAs continue to grow on a personal basis while they develop their technical skills and knowledge in their positions.

We envision that MAs progress up to senior level, through which they ultimately become our future business / function leaders. ▶▶

“When I joined the company, I had a vision of what I wanted to achieve but I wasn’t expecting to run a division so quickly.

Getting out of my comfort zone and being encouraged from the management team definitely has made an impact on my development. I am grateful for the opportunity to grow in such an entrepreneurial environment. With that said, I expect to continue to meet thrilling challenges until I reach the next level!”

Laurent Charles

Senior Vice President
Supply Chain Solution 3
2011 Intake

PMD



Different roles require people of different skill sets and attributes to deliver optimal performance, and it is true vice versa – people perform best when they are put in the right roles.

PMD addresses the need for different talents in different roles, functions and markets across the supply chain. Typically, MAs take up junior management positions in functions such as merchandising, business development, e-commerce, brand

management, retail operations and project management in any of our offices around the world.

If talents want to focus on China or a specific support function that they are truly passionate about, PMD offers specializations – China and Operations Support Group (OSG) – that enables us to provide more tailored development opportunities for MAs to achieve their career goals. ▶▶



Talent Development

From good to great – not only does it take natural talent, but also guidance on which road to take, and which not – exactly what we do to help MAs reach new heights

Initial Development

The first year of Initial Development is all about venturing into new worlds. We bring MAs to learn and explore our businesses, markets and products through the 1-month Corporate Orientation and Training Program in Hong Kong, the 3-week Business Educational Training Program as well as two 3-month Business Rotational Assignments in our offices across the world. MAs will be introduced to the diversity and breadth of our Group, complete business projects and make external company and factory visits that give them a comprehensive overview of the supply chain industry. At the same time, we create opportunities for MAs to connect with new faces, including senior leaders, managers and fellow MAs, which form a people network that we believe to be among the most important factors for our success.

Initial Job Placement

After successful completion of the first nine months of Initial Development, extensively through training programs and intensively through rotational assignments, MAs start working in the assigned business units, initially for three months. This is where the next phase of their journeys, Job Placement, begins. MAs will be placed in any of the Fung Group businesses and functions in one of our global offices. MAs in the China Specialization will be placed in Mainland China, while MAs in the Operations Support Group specialization will be placed in the respective functions (HR/ITS/FNA) they applied for.

Job Placement

In the first two years of placement, MAs' development will be monitored by the PMD team, hiring business units and their HR teams, to maximize their learning and exposure. We check in with MAs, offer advice and make sure they have the support they need to reach their career goals.

Mentorship

MAs are also assigned senior executives within the Group as mentors. The mentors and MAs meet regularly to discuss issues around their growth – be it ones related to business, people or self. The mentors also provide their full support – whether it is encouragement, advice or contacts – to facilitate MAs' growth.

Professional Development

In the second and third years of their placement, MAs are invited to attend a training program on an annual basis to keep themselves abreast of the latest developments in our Group as well as develop soft skills that help them become better leaders. Aside from knowledge building, exchanging ideas and networking are also key components of the training. It is an opportunity for them to catch up with each other, meet new friends and exchange ideas.

Social Engagement

Our leaders are not only concerned about delivering business results, but achieving them in a socially responsible manner that benefits the economic and social development of the communities we operate in. To give back to the communities, we create opportunities for MAs to work with local charities and voluntary organizations, and participate in a variety of activities that contribute to worthy causes. ▶▶

July 2019



June 2020



Applying for PMD

The future starts now. What you will become depends on what you decide now. Apply for PMD and let your entrepreneurial journey begin



MAs are entrepreneurs. They are agile, innovative and resilient.

They do not worry about having to roll up their sleeves and get their hands dirty. They are ready to take up challenges, and they take them humbly.

MAs are the future leaders of our global supply chain business – a business of people. To become the leaders of our Group, they need to be people who understand and anticipate others' needs, and they see relationships as pivotal to their success.

Most importantly, they are people who adhere to their moral and professional principles steadfastly and can gain trust through living the principles in their lives. ▶▶

To apply for the program, candidates should have:

- A recognized university degree in any discipline
- At least 3 years of full time work experience (excluding summer job, part-time job and internship experience)
- Excellent command of English
- Geographic mobility – willing to travel and to be based in different regions

In addition to the common requirements, applicants for the China Specialization should have:

- Work authorization to work in Mainland China without company sponsorship
- High proficiency in Mandarin Chinese
- A desire to develop a long-term career in Mainland China

For the Operations Support Group Specialization (HR/ITS/FNA functions), please note the following specific application requirements regarding academic qualifications and work experience:

- A recognized degree in the respective functions
- At least 3 years of related full-time work experience in the respective functions



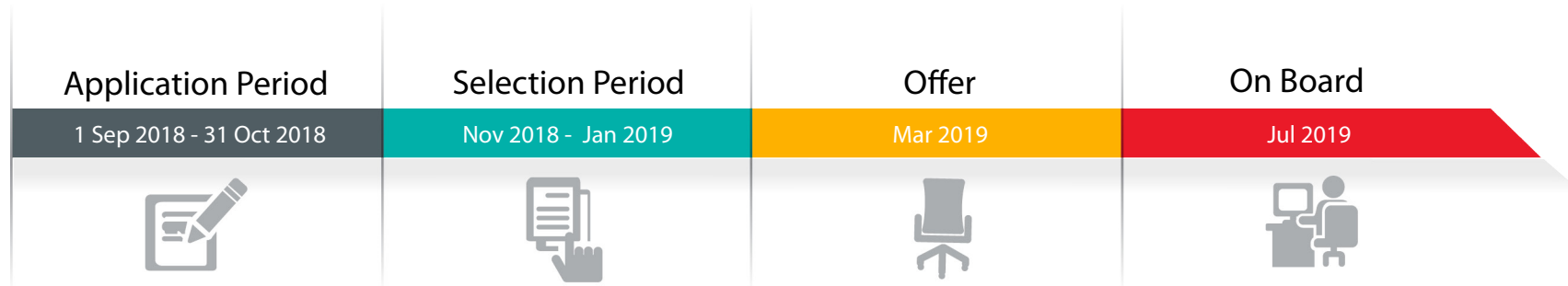
Offering a place in PMD to a successful applicant takes serious consideration – we expect it to be a long-term commitment and investment for both us and MAs. This is the reason why we screen and select MAs very scrupulously.

The whole selection process comprises four stages. Through each stage, we get to know more about our applicants. From knowing about their work experiences and what they have gained from them, such as interfacing with our senior executives, to observing their leadership behaviors – we do it so carefully and seriously that it is like unearthing an artifact.

The selection process is challenging and rigorous. This carefully designed process is dedicated just for the selection of our Group's future leaders.

The selection process will start in November and end in January the following year. Candidates going through the selection process will have an opportunity to learn more about our business and company culture, and meet with senior executives in different offices across the world.

The selection process is a two-way process. It is an opportunity for us to learn more about the candidates' potential and whether they fit in our Group. It is also an opportunity for the candidates to assess whether this is where they want to develop their long-term careers. ▶▶



Every journey starts with the first step and so does your PMD journey with us.

Application for the 2019 Intake will be open from 1 September until 31 October. Applying for PMD is easy. Our Online Application System will guide you through the application process, update you about your selection status and notify you of the next steps. All future communication between us will take place on this system. Email notification will be sent to you when there are updates posted on the system. However, please make

sure that you check your application status before the result announcement date of each stage, so that you won't miss the deadlines of the various stages.

If you would like to commence this exciting journey with us in July 2019, please go to www.funggroup-PMDApplication.com to apply for the program.

If you have any questions, please email us at PMDRecruitment@fungacademy.com. ▶▶

"PMD has broadened me both professionally and personally. It has afforded me opportunities to step out of my comfort zone and to adopt a continuous growth mindset.

The program is not about sitting comfortably in an office chair. Instead, it forced me to develop constantly and relentlessly in all facets. When I look back, I realize how far I have come and how many formidable individuals I am now privileged to call my friends and mentors."

Betty Tam

Divisional Manager - Business Development
Trading Group Corporate
2015 Intake

"I was really amazed by all the empowerment and all the trust the senior executives have in MAs. They trust that we will help them drive the business where it needs to be."

Leonardo Silva

Senior Manager - Business Solutions and Training
Global Brands Group Asia
2011 Intake

