



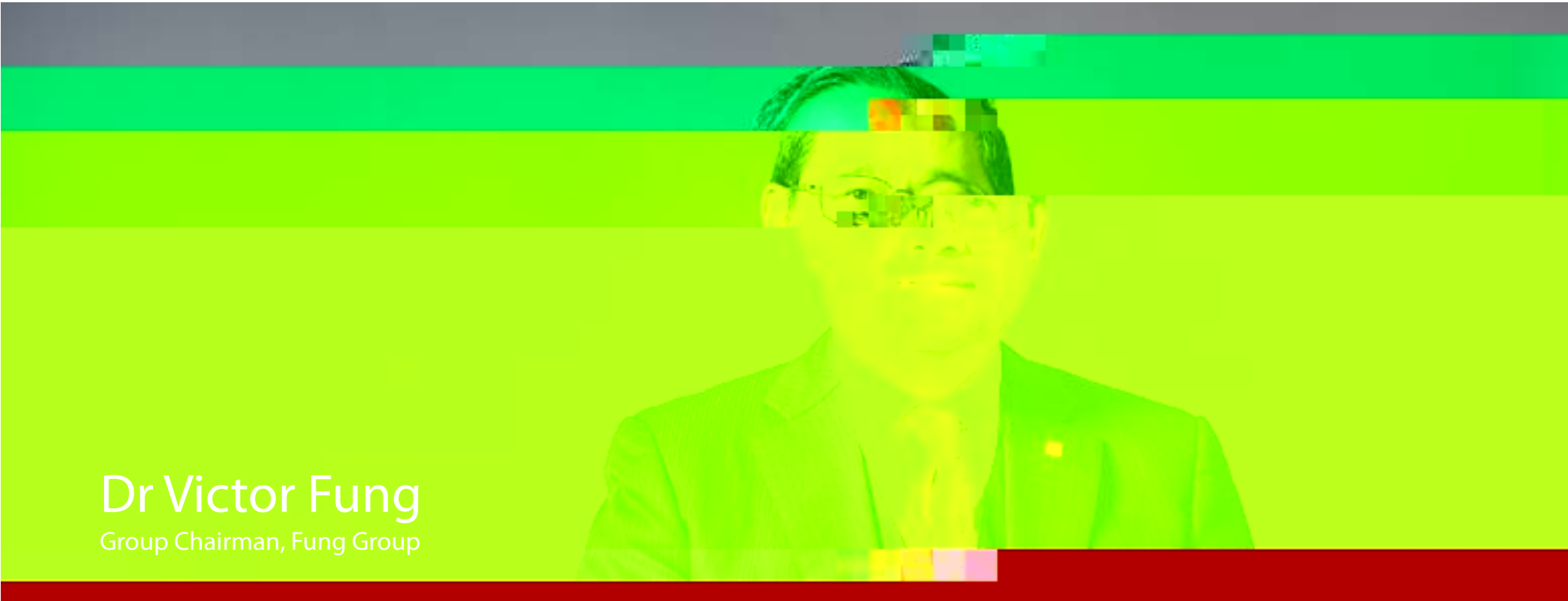
M/

FUNG GF

# Executive Director's welcome



Dear friends



**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 doing things – by which our business will be transformed into a more innovative, therefore a more sustainable one. In the past few years, MAs in the previous intakes have participated in many corporate initiatives and key business projects relating to cross group collaboration and the use of disruptive technologies, such as cross selling, 3D Printing, IoT (Internet of Things) and wearables, and have brought to the table fresh perspectives and new ideas.

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. ▶▶





“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

Regional General Manager Merchandise & Marketing  
Greater China & Southeast Asia  
Toys“R”Us

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 300 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 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 training and international exposure, business rotational assignments and senior management support – the fundamentals to sprout in our business.

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

Along the way, we offer MAs regular training, exposure and career development support that 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 – with the one year Initial Development made up of business training, business rotational assignments, job placement and networking opportunities – to ensure that they hit the ground running, and are able 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.

that they  
to

a 1.848.23684 | 12.819 | 1594 32991 cm57

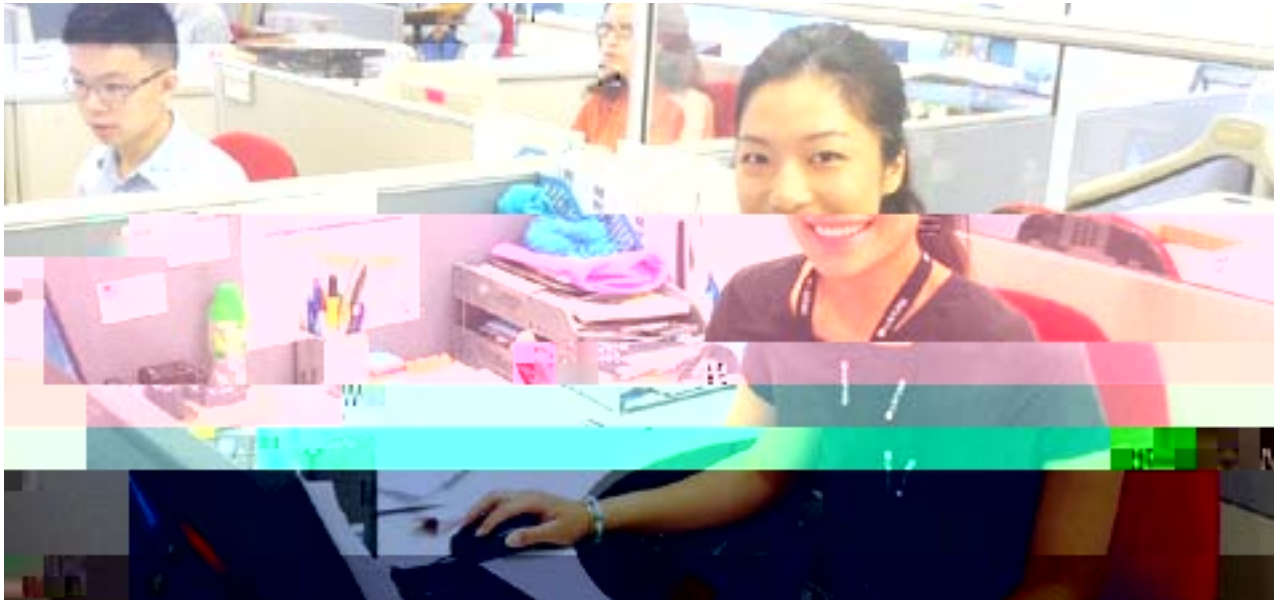
professional services to support  
the trading, logistics, distribution  
and/or retailing business r  
important as the businesses.



# 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





“MAs are very effective and contribute a great deal to our teams – they join us with work experience and analytical skills, and provide our business with fresh insight. I am confident they will become part of our senior management team.”

**Wai Ping Leung**

President  
LF Fashion

After successful completion of the first nine months of Initial Development, extensively through training programs and intensively through business rotational assignments, MAs start working in the assigned business units – initially for three months – and there, the next phase of their journeys within our Group begins.

MAs in the respective tracks will be placed in the group of businesses their respective track caters to – the Trading Track MAs in the Trading Group and the Brand and Retail Track MAs in the Global Brands Group or the Fung Retailing Group. MAs in the Operations Support Group Track will be placed in their respective functions in any operating groups. MAs in any tracks could be based in any of our global offices.

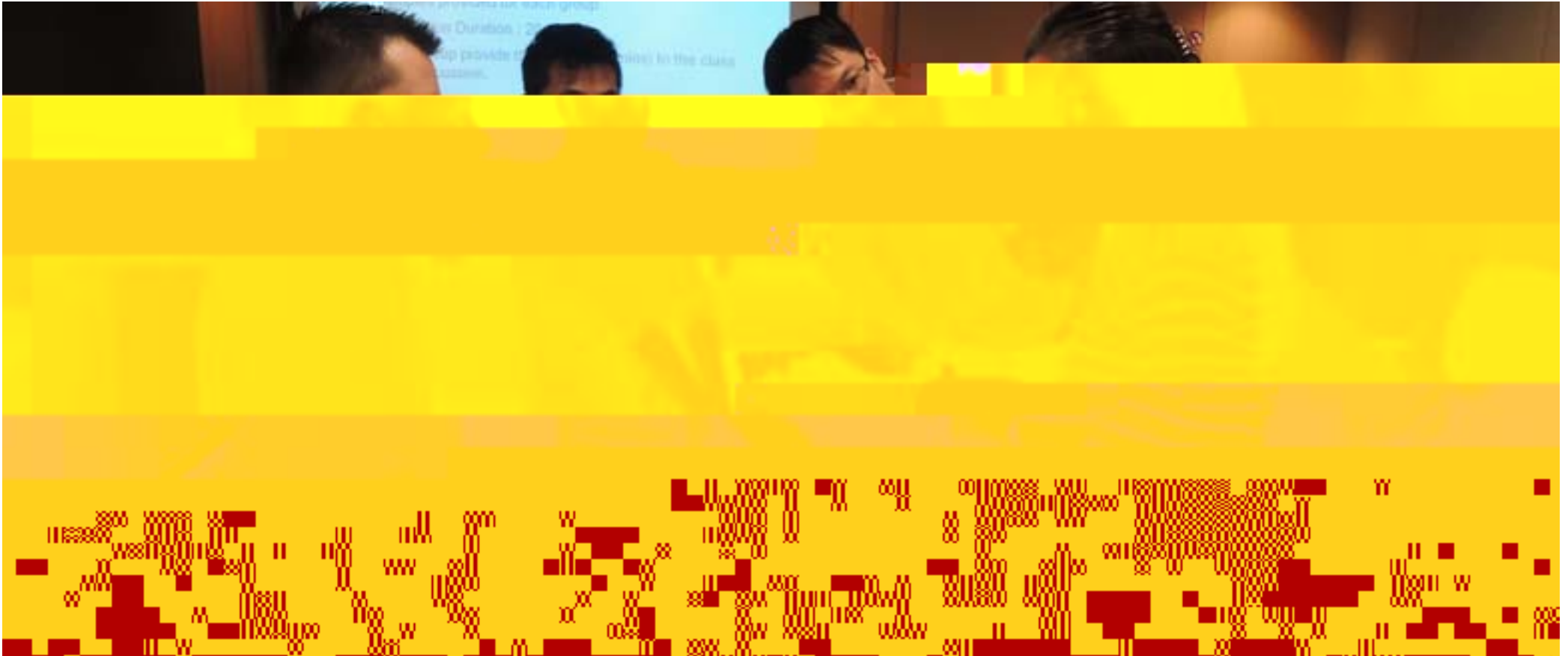
Great teamwork takes synchrony and match in performance and expectations. Before the synchrony is achieved, mutual observation and adaptation are needed to build the

perfect team – for business success.

During Initial Job Placement, MAs work in the assigned business units for three months, and their performance will be monitored – a necessary process to understand how MAs perform and the best way to help them develop.

During Initial Job Placement, MAs’ employment will be transferred to the hiring business units. Upon completion of Initial Job Placement, their placement details will be confirmed.

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. ▶▶



New knowledge is discovered every moment in our lives, sometimes even without noticing. Especially in this digital age where information is one of the critical success factors, updating MAs with the skills and knowledge to succeed in their careers deems to be a mandate for us.

Every year, we organize a week long training program for MAs. Taking a week off from their work desks, MAs learn to keep themselves abreast of the latest developments in our Group as well as the soft skills that help in their general management capabilities.

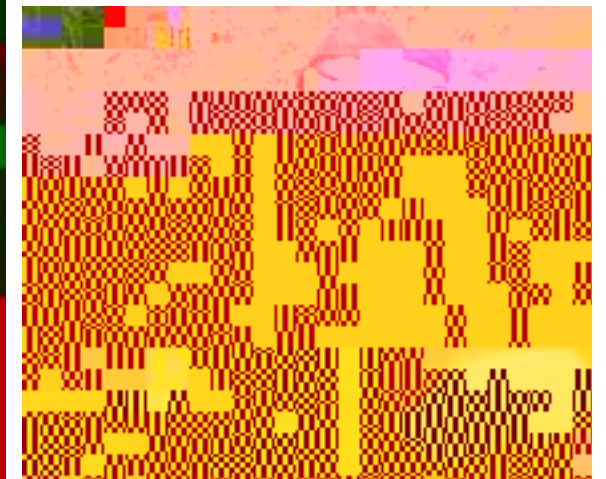
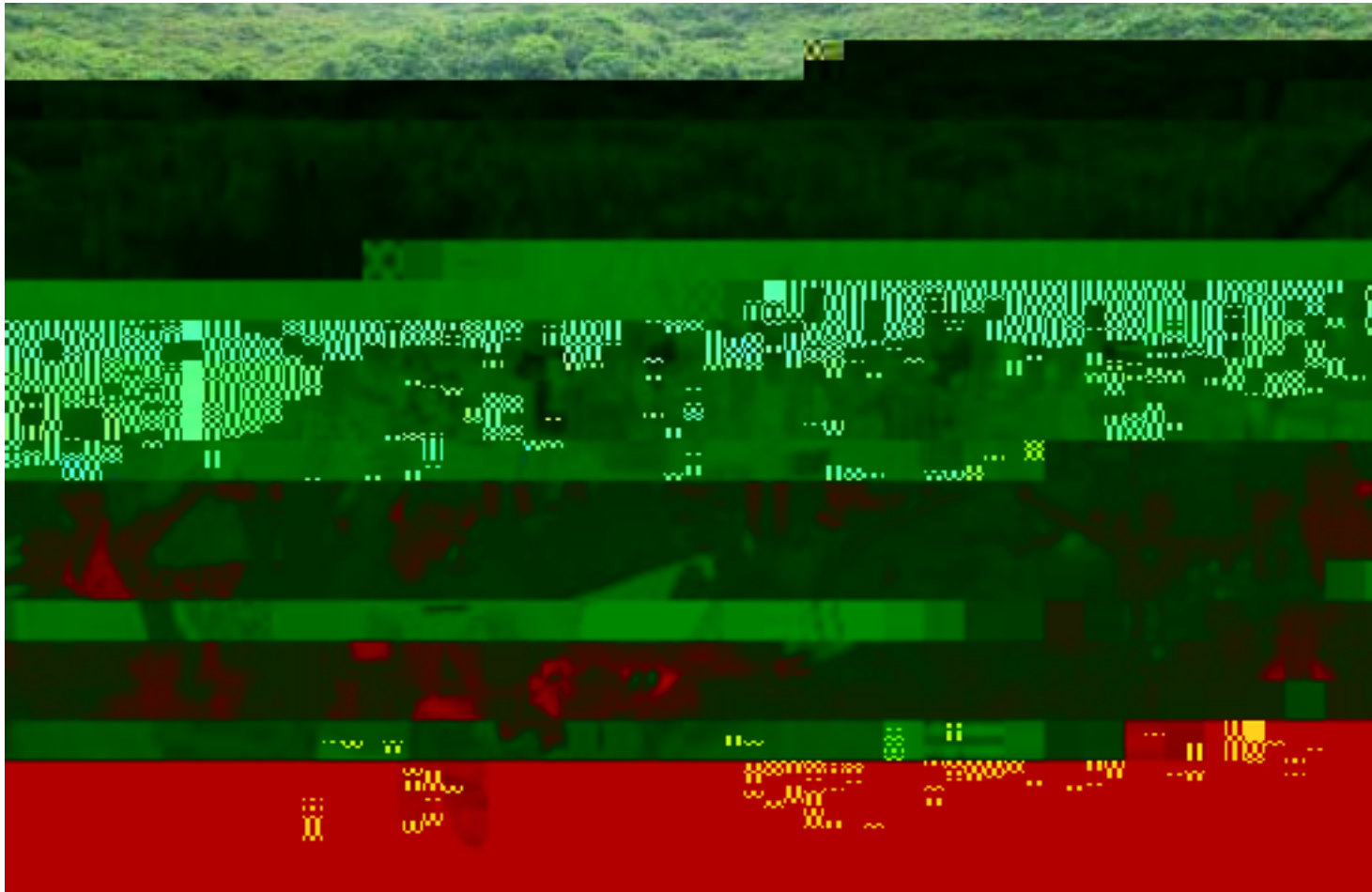
MAs are engaged in meaningful activities (often real business projects) related to

the recent key initiatives of the Group, such as our Group's current 3 Year Plan, which envisions where and what we would like our business to become after three years. As change agents in the Group, such training is almost a necessity for them to achieve their mission – to inject new ideas and transform the business into a more innovative one.

Aside from knowledge building, exchanging ideas and networking are also key components of the training. In the second and third years of placement, MAs, no matter where they are based and which BUs they are placed in, are invited to attend. It is an opportunity for them to catch up with each other, meet new friends and exchange ideas. ▶▶







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. They are involved in different levels of engagement from planning and organizing the event to participating as volunteers on the event day. Previous events include organizing a Fun Day for refugee children, planting trees, cleaning beaches, sorting donated children clothes, and sharing personal career journeys in student career workshops. ▶▶

The background is a vibrant red with several overlapping, semi-transparent geometric shapes in a lighter shade of red. On the left side, there is a prominent yellow shape that resembles a stylized letter 'Y' or a similar abstract form. The text 'Applying for PMD' is centered in the lower half of the image in a white, sans-serif font.

Applying for PMD





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

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

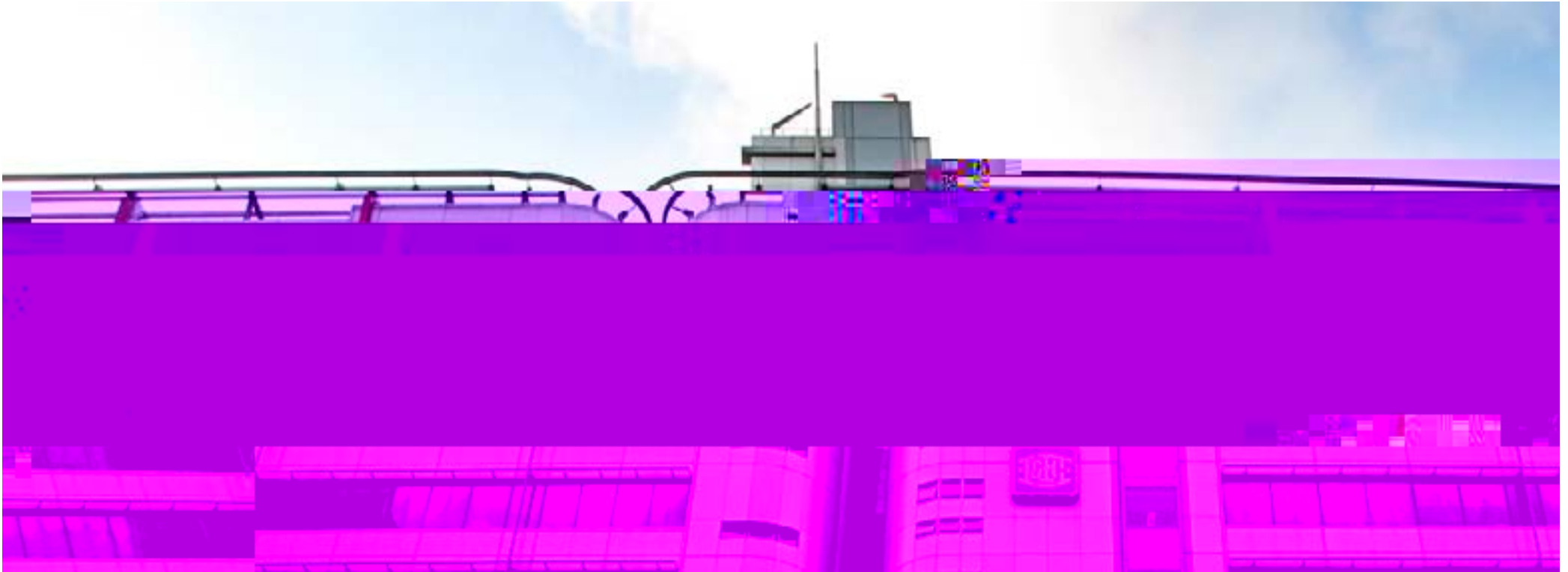
The selection process is challenging and rigorous – a carefully designed process dedicated just for the selection of our Group's future leaders.

The selection process will start in December and end in March 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 globe.

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







## LI & FUNG

The Group's Trading and Logistics businesses are under Li & Fung Limited (HKSE stock code: 00494). Li & Fung is a leading consumer goods design, development, sourcing and logistics company serving major retailers and brands around the world. We specialize in responsibly managing supply chains for global brands, department stores, hypermarkets, specialty stores, catalogue led companies and e-commerce platforms. We serve our customers by responsibly managing the entire supply chain and are committed to achieving the highest standards and meeting their needs through competitive pricing, quality and reliable delivery.

## Trading

Our trading business is the core of Li & Fung, and provides sourcing services across multiple product lines to retailers and brands across the globe.

Through a network of over 15,000 suppliers in more than 40 markets, we strive to find quality conscious, sustainable and cost effective manufacturers to match the production needs of our customers worldwide.

We create an array of consumer goods across a wide range of product categories. These include everything from designer apparel to home decor and furnishings, children's clothing, handbags and accessories, toys, sporting goods and footwear, as well as health and beauty products. ▶▶



## Logistics

Li & Fung's logistics business offers a comprehensive menu of logistics solutions, including distribution center management, transport management, freight forwarding, hubbing and consolidation, order management services and other value added services. We are focused on moving our customers' products efficiently through the supply chain.

Our logistics business is not just about moving things from one place to another. We analyze each customer's needs, anticipate challenges, design options and set up contingency plans so our customers never have to worry about the journey. We create value through execution excellence, operational efficiency and service innovation. As an asset light operator, we optimize our resource

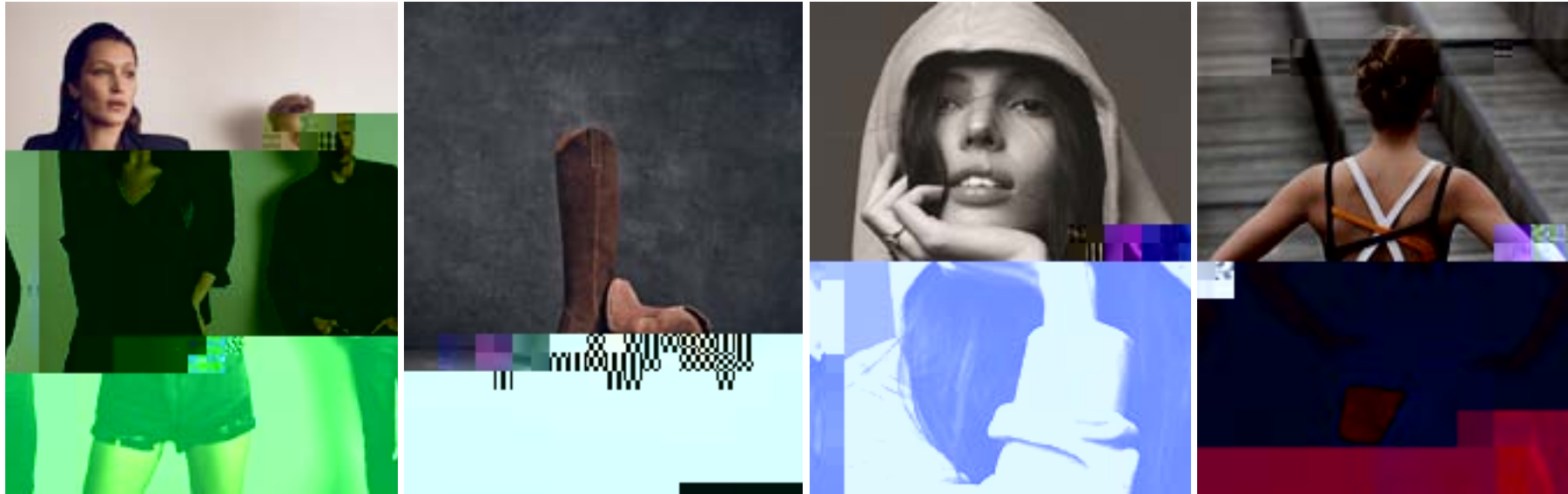
allocation based on customer demand, and enhance our flexibility and responsiveness through information technology and network sharing.

Competition in the fast changing logistics industry is intense. Our ability to sense and respond effectively to changes is essential to a sustainable and profitable operation.

By employing both analytics tools and models based on our deep experience, we design optimum solutions for our customers. We develop business continuity and disaster recovery plans to manage anticipated risks. Our best in class IT systems provide efficiency and tracking visibility across every aspect of our customers' supply chains. ▶▶



# The Global Brands Group



Global Brands Group Holding Limited (HKSE stock code: 00787) is one of the world's leading branded fashion accessories, footwear and apparel companies.

We have a broad portfolio of great brands such as Calvin Klein, Under Armour, Juicy Couture, Frye, Cole Haan, Quiksilver, Spyder and many more. Our focus is to bring these brands to new levels, expanding their category penetration and global reach.

Strategic and design driven, we are category leaders in fashion accessories, footwear and apparel with the best design and sales teams in the industry. It is our deep product expertise and global scope that sets it apart from other companies.▶▶





## Branded Lifestyle



Branded Lifestyle is an Asia based retailer which represents five brands – Hang Ten, H:CONNECT, Arnold Palmer, LEO and Roots – which together account for one of the largest retail operations in the countries where we operate. We own or franchise over 1,100 retail outlets, with more than 2,500 employees spread across China, Taiwan, Korea, Hong Kong, Macau, Southeast Asia and the Middle East.

Our brand portfolio allows us to offer a range of services from lower priced mass market essential apparel to high end imported goods sold at exclusive locations. We provide clothing across a range of sectors, including major presence in casual wear, fast fashion, men's business and formal wear, family friendly products and even precision performance clothing using our ThermoContro line. ▶▶



Established in 1999, UCCAL Fashion Group focuses on ready to wear footwear, bags, accessories and intimates targeting the luxury, affordable luxury and premium market segments on Mainland China.

Shanghai is the creative hub

Fung Kids operates Stride

The Human Resources (HR) Function is organized by operating group and provides fully integrated services to support the full employee cycle, from Recruitment to Compensations and Benefits, Learning and Development to Employee Engagement, Account Management to Human Resources Management System.

Leveraging human capital analytics to enable fact based talent decisions, HR provides the backbone to our Group allowing our business leaders to make choices that will help build a sustainable business.

