

**EMBRACING A BETTER  
FUTURE TOGETHER**



**2025  
RETAIL PLAN**



**PEOPLE  
PLANET  
COMPANY  
PRODUCT**

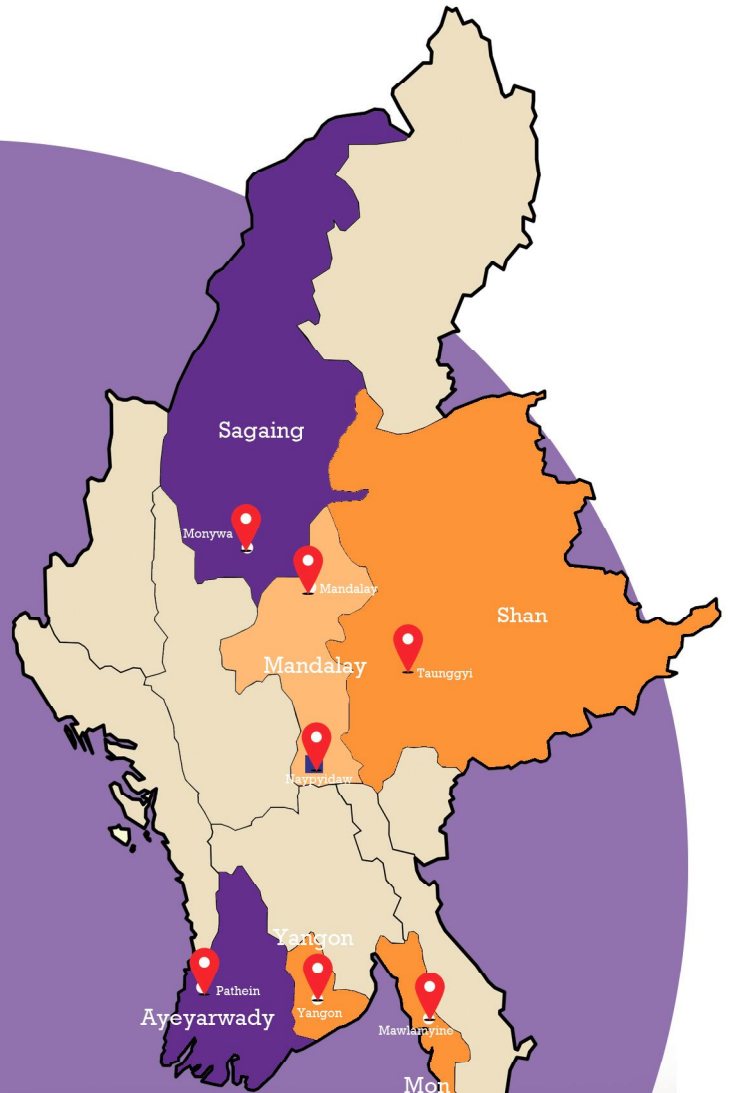
**SUSTAINABILITY  
REPORT**

**2016 ~ 2017**

## ABOUT US

Operating in Myanmar since 1996, CMHL is a family-owned company leading the Myanmar retail market as we have the highest market share in each retail format.

As the market is evolving quickly, we are investing to expand our footprint, develop new concepts and offer new products and services to better serve our customers. The transformation of our company is essential to achieve those objectives.



Number of stores	125
Number of employees	7,900+
Number of transaction in one year	39.1 million

### OUR MAIN BRANDS:



**City Mart**  
Supermarket

**Ocean**  
SUPERCENTER

**marketplace**  
by City Mart



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## ABOUT THIS REPORT

This is our first sustainability report and its goal is to provide more information about how we assume our business responsibility vis-à-vis our main stakeholders. Those who are interested in our non-financial performance will find in this report a balance of quantitative data and statements describing our goals, actions and current results.

This report covers all the activities operated by CMHL. All the data included in this report have been reviewed by CMHL management. Most of the statements and data in this report are related to the financial year 16/17 unless stated otherwise and have not been audited by a third-party. To structure our non-financial information, we decided to use the Global Reporting Initiative (GRI) Standards and the sector disclosure related to food processing. We consider that this report has been prepared in accordance with the GRI Standards: Core option.

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# CEO STATEMENT

Since 1996, we have continuously transformed the way we operate and manage our business. Today, we are the leading retailer in Myanmar. We can be proud of this achievement. I would like to thank our colleagues who tirelessly serve our customers, our suppliers who stand side by side with us to improve the products and services that we offer and of course our customers whose trust is a key asset for us. But what about tomorrow? How can we transform our company to keep leading the market? I believe CMHL has to focus now on the right issues and, for us, we have to consider mostly three areas to ensure our own sustainability.

First, corporate governance. We are a family-owned company and if we want to keep developing our business, we have to transform the way we make decisions. We have to empower the organization and be sure that the company will have the right resources, assets and culture to secure its future. We are currently working with the IFC on this specific matter.

Second, business planning and executing our 2025 strategy. Our country is a frontier market, and in our sector, few international players are venturing in Myanmar. It will change for sure: competition will be fiercer because Myanmar potential is real. We must prepare the company and its people to deal with those new challenges. That is why, in 2017, we set up our strategic vision for 2025 to guide us in our goal to retain our market-leading status in the coming years. That is why we will invest to develop our human capital because it will be one of the most important key factor of success.

Finally, our reputation, our brands and our licence to operate. In today economy, the value of a company is not determined anymore only by its tangible assets. The loyalty of its customers, the commitment of its people, the trust of its suppliers are critical to build strong brands and reputation. This is obviously also relevant in Myanmar. As a Myanmar homegrown company, we want to be chosen for our values and for our purpose, for the excellence of our products, for the innovation we bring in Myanmar and for the social and economic value we create and share with the society. This is why we decided to structure our approach regarding sustainability and why we are proud to share with you today our first sustainability report.

This report is the first milestone for our sustainability journey and 2017 has been a very intense year. We have identified the 12 priorities that now constitute our sustainability DNA, our top management has been involved to define the actions and KPIs to manage and monitor our progress and our sustainability manager will be now in charge of managing our 2025 sustainable retail plan. Should you have any comment or question regarding this report, do not hesitate to reach us by email: [sustainability@cmhl.com.mm](mailto:sustainability@cmhl.com.mm)

*Yours sincerely,*

**Win Win Tint**  
Chief Executive Officer



# 2025 STRATEGIC VISION



## The First-choice Company

the preferred business partner because of our integrity, knowledge of the market, ability to execute and volume.



## The Market-leading Company

in each retail format with highest market share and zero loss making stores.



## The Valued Company

which provides safe, quality-assured, healthy products and sources locally wherever possible.



## The Employee's Company

the no 1 employer of choice in the retail industry because of the culture and values that we embody and the growth opportunities we offer.



## The Responsible Company

the benchmark of excellence for responsible business practices and a leading contributor in helping the government create economic value.



## The Homegrown Company

which is independent, publicly listed and partly employee owned.



## The Innovative Company

serving through our physical and digital platforms, always enhancing customer experience through innovative technology.

# CMHL SUSTAINABILITY APPROACH

## A WAY TO MEET OUR STAKEHOLDERS' EXPECTATIONS

### Suppliers



**What is at stake?**

- Product quality
- Food safety
- Supply chain management
- Shared value

We are working with our suppliers to provide safe, quality assured and healthy products. We are sourcing from Myanmar suppliers whenever it is possible to sustain local businesses. To ensure the quality across our value chain, we are auditing how they comply with our standards. Each year, we are organizing a conference to work closely with our suppliers.

### People



**What is at stake?**

- Working conditions
- Talent management
- Company transformation

Providing safe, fair and rewarding working conditions is essential to attract, retain and develop the talents we need to fuel CMHL development. Our company culture is an asset that will be critical to manage successfully CMHL transformation.

### Customers



**What is at stake?**

- Product quality
- Food safety
- Responsible offer
- Food waste

According to a recent research, Myanmar consumers are paying extreme attention to the quality of the food products they are buying. Offering a range of products and services that will enhance how our customers are experiencing our brands, stores and products is paramount.



To be the most responsible company operating in our market, we have to engage with our stakeholders. Our 2025 retail plan is an answer to their expectations and our way to walk our talk.

### Public Authorities



**What is at stake?**

- Shared value

Contributing to Myanmar development is also critical of our own development. We are supporting the Myanmar economy by creating jobs directly and indirectly and by paying our fair share of tax.

### Civil Society



**What is at stake?**

- Waste management
- Resources consumption
- Stakeholders engagement

With our City Love & Hope foundation we can fund different projects and programs to support the communities around us. Moreover, it is also our responsibility to limit our environmental footprint.

### Business Partners



**What is at stake?**

- Company transformation

To develop new concepts, to innovate and develop for example new services for our clients, we need to partner with other businesses. We also need to secure the funding of our projects and we have to report our performance transparently.

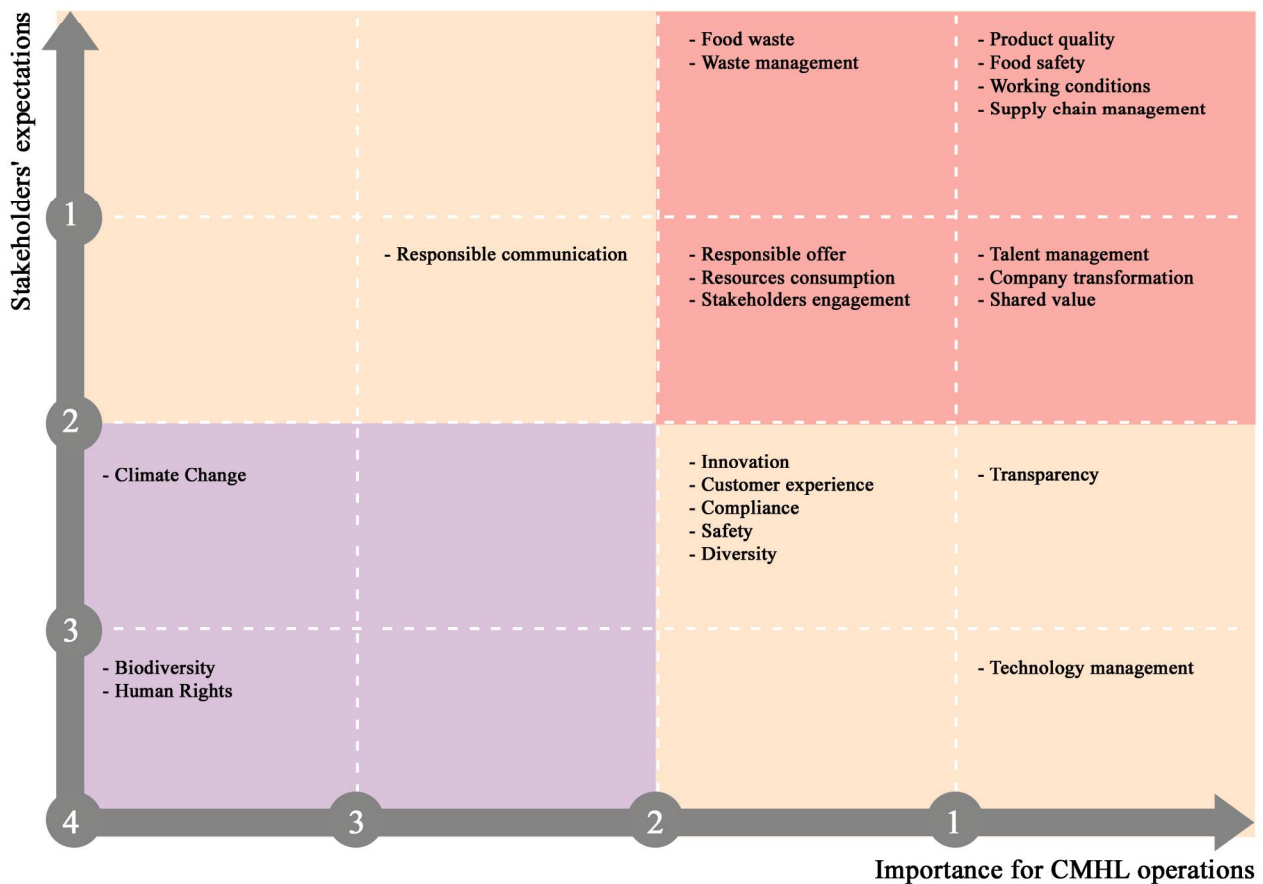
# ALIGNING OUR BUSINESS AND SUSTAINABILITY GOALS

2017 has been an important year for CMHL: we updated our strategic vision for 2025 and we started structuring our approach regarding sustainability. From the beginning, it was essential for us to consider sustainability as a strategic means to align CMHL interests with our stakeholders' expectations.

To prioritize the different topics, at Group level, our sustainability manager met 9 executives from various organizations (including NGOs, business partners and experts) to discuss their views regarding CMHL's social, economic and environmental challenges. Through this process, we identified 23 topics. Then, we asked CMHL top managers to assess the impacts of these challenges on our own operations.

## CMHL MATERIALITY MATRIX

At the end of the process, 12 priorities were identified that will benefit both CMHL business and a broader group of stakeholders (in red). This result has been discussed and validated by CMHL top management. As a result, they constitute our sustainability DNA.



# 4 PILLARS ARE STRUCTURING OUR APPROACH



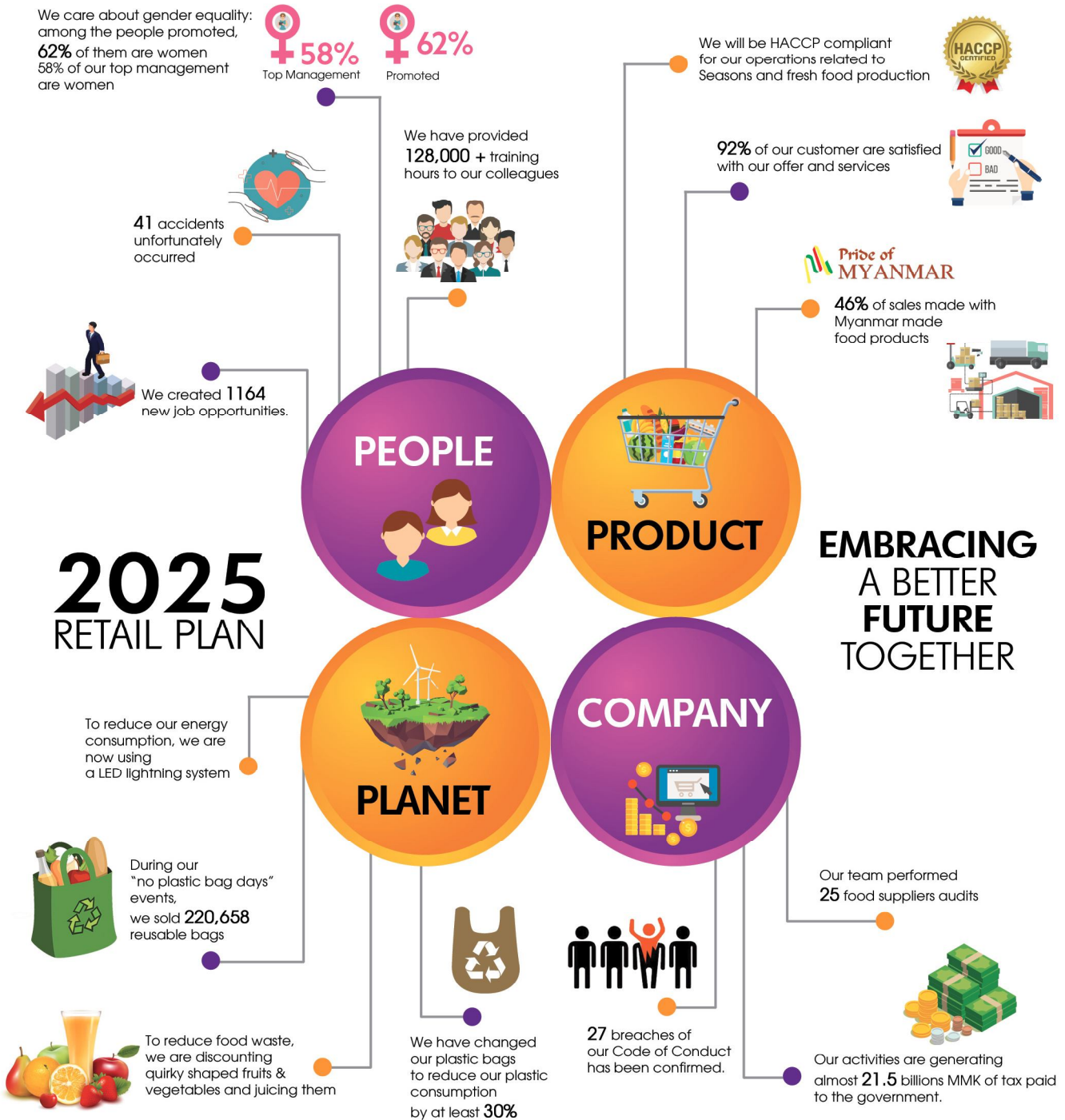
To ease the implementation of our sustainability, we identified 4 pillars to drive our approach. To translate those priorities into concrete actions, we discussed with the top managers to identify which actions and KPIs should be implemented in each department. The objective was to provide to CMHL top management and our board a snapshot about its non-financial performance.

As a result, we identified 19 indicators to measure the current level of performance of CMHL. They have been reviewed and validated by CMHL top management: it is the dashboard used by the Company to manage its non-financial performance. Our sustainability manager is accountable and responsible for implementing this strategy with all the internal and external stakeholders.

Pillar	Priorities	KPIs	Results FY16/17	More details
<b>PEOPLE</b>	Working conditions	Accident Frequency rate (per million hours worked)	1.3	pg 10
		Turnover rate (in %)	59%	pg 9
		% of women holding a management position	58%	pg 9
	Talent management	Average training hours per person	9.5	pg 11
		% of people trained	84.8%	pg 11
<b>PRODUCT</b>	Food safety	% of customer complaints related to food safety*	12%	pg 12
		Number of food safety incidents	1	pg 15
	Responsible offer	% of sales made with Myanmar made food products	46%	pg 16
	Product quality	% of customer complaints related to product quality	9%	pg 12
<b>PLANET</b>	Waste management	Waste intensity of the saleable area (kg per sqft)*	3.95	pg 20
		Number of plastic bags handed out per sale	1.36	pg 19
	Food waste	% of food waste recovered	11%	pg 18
	Resources consumption	Greenhouse gas (GHG) intensity of the saleable area (CO2 kg. eq. / sqft)	44.5	pg 20
Energy intensity of the saleable area (kWh / sqft)		78.3	pg 20	
<b>COMPANY</b>	Company transformation	% of customer satisfaction	92%	pg 12
	Stakeholders engagement	Number of breaches regarding the Code of Conduct	27	pg 22
	Supply chain management	Number of local Myanmar food supplier audits	25	pg 14
	Shared value	Budget for philanthropic activities (MMK million)	100	pg 23
		Economic footprint (MMK million)*	21,500	pg 23



# OUR CONTRIBUTION FOR THE FISCAL YEAR 2016/17



## 2025 RETAIL PLAN

## EMBRACING A BETTER FUTURE TOGETHER



- ~ **150,000** trees have been planted by FREDA, an environmental NGO, thanks to our reusable bag sales
- ~ We donated MMK **94,400,000** equivalent of food to charities
- ~ We offered **14** University Scholarships and 3 Precollegiate Program Scholarship
- ~ We donated the equivalent of MMK **20,000,000** worn clothes to charity
- ~ Free of charge Basic Retail Course to over **230** people
- ~ **68** Weekend Bazaar fairs to provide free market access for SME
- ~ **6020** Peoples Health Check & over **6,000** blood bags Blood Donation

# PEOPLE

As with every retailer, we rely on our people to deliver the best customer experience to our customers. Therefore, we aim to be the employer of choice in the retail industry in Myanmar because of the culture and values that we embody and the growth opportunities we offer to our people.



Human Resources department’s role is to find the right people for the right position in alignment with our business strategy.

All employees have diverse backgrounds. So our organization encourages the creation of new job opportunities in positions relevant to them.

Our leadership is focused on bringing out the best in people, supporting their goals, and allowing them to find deep meaning in their work. Our goal of human resource management is to empower all employees with the resources, incentives, and flexibility to enjoy success on the job and to live a healthy and balanced life.

All employees get equal communications between employee and management team and our organization provides many communication channels and methods to be transparent. At the same time, they can share their knowledge, information and update news to our people.

Management is always focused on our human resource policy regarding hiring and recruiting, training, promoting and performance appraisal system and our people development program.

*Daw Yin Yin Win  
Human Resources Director*

## KEY FIGURES

- Total number of employees as at 31<sup>st</sup> March 2017 : 7,987
- Total number of resignations : 4,059
- Share of employees with a full-time contract : 98%
- Share of women in our workforce : 58%
- Share of women in our managers’ population : 58%
- Absenteeism rate : 5.2%
- Share of the absences due to sickness and occupational disease : 5.9%
- Turnover rate : 59%

## BUILDING OUR EMPLOYER BRANDING

Our 5 values shape our corporate culture which is and which will become an essential asset for building our future. Reflecting our values, our corporate policies and especially our Code of Conduct frame how we care about our members of staff. As a responsible employer, we strive to:

- safeguard the rights of our employees: we endorse the ILO Declaration on *Fundamental Principles and Rights at Work*<sup>3</sup>. It is essential for us to protect their freedom of association, their privacy and their right to a fair remuneration and give them a safe working environment where harassment and bullying are sanctioned and where whistle-blowers are encouraged to speak out;
- look for the best candidate for each position and not discriminate on the grounds of gender, marital status, age, religion, physical ability, sexual orientation, political beliefs or social class. For us, diversity is an asset and we aim to reflect Myanmar society as it is the community we serve each day;
- constantly improve the working conditions we offer to attract, develop and retain the talents working with us.

## PROVIDING SAFE WORKING CONDITIONS

For CMHL, a good working environment has to be safe, fair and rewarding. Our HR department is responsible for managing our human capital. They are now working to develop a strong employer brand and to better serve our own people to increase their loyalty and satisfaction while they are working with us.

Our main responsibility for our people is to provide safe working conditions when they are working for us and also when they are commuting from their home to their work. Our goal is to achieve 0 accidents in our workplace. In 2017, we unfortunately had 41 accidents but none was fatal. 5.9% of the absences were due to sickness and occupational disease. In order to foster a culture where people are proud to work for us, we offer various benefits to all employees, including provision for health care.

### KEY FIGURES

- Frequency rate (per million of worked hours) : 1.34
- Fatality rate (per million of worked hours) : 0



### CMHL Core Values

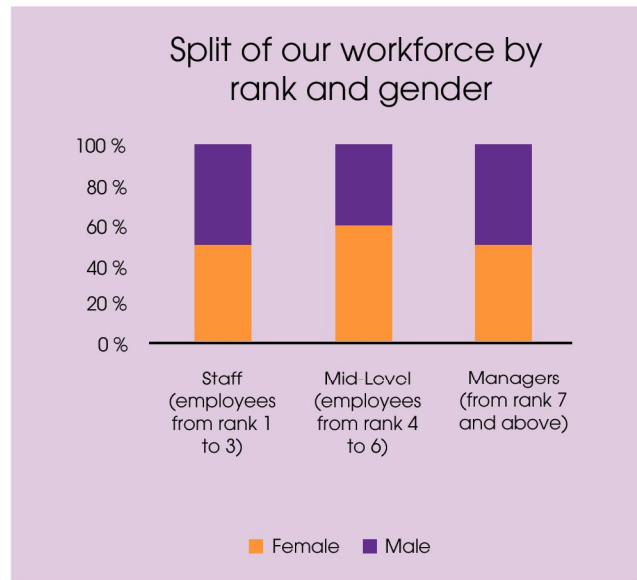
- Customer focus
- Integrity
- People development
- Strive for excellence
- Teamwork

<sup>3</sup> See <http://www.ilo.org/declaration/lang-en/index.htm>

## PROMOTING DIVERSITY

Our workplace is gender balanced and it reflects our society. At CMHL, we categorize different positions across 10 ranks: from rank 1 to rank 10 for our top executives. An analysis of our workforce composition highlights that our workforce is gender balanced:

- At the bottom of our social ladder, 92% of the male employee hold a job position below rank 4 (vs. 89% for the female).
- In the middle, 9.3% of female staff handle a job position between rank 4 and 6 (vs. 6.6% for the men).
- Finally, at the top, we have 1% of women and men who hold a position starting with rank 7 and above.



If our current workforce is gender balanced, we are pay great attention not to discriminate anyone when we assess the performance of our people. As a result, among the people who have been promoted to a higher position in 2017, almost 63% of them were female.

## DEVELOPING INDIVIDUAL TALENTS AND OUR TEAM’S SKILLS

The retail sector is an industry where people can start at the bottom of the social ladder and climb it to get more responsibilities and interesting career paths. With the rise of technology in Myanmar, new jobs and new opportunities are emerging especially in e-Commerce (see box pg 13).

When people start their careers with us, they start on the ground as cleaners, cashiers, packers, etc.,. Based on their wishes and performance, they will be offered opportunities to acquire more skills and to evolve after towards management roles and positions.

Our Talent & Development department is responsible for planning and delivering training to our people which covers a wide range of topics: sales, health & safety, management, etc.,. We are currently working to improve our training management system and to include more topics to continuously develop the skills of our people.



In 2017, we trained almost 85% of our workforce. On average, each trainee received more than 9.5 hours of training with total training hours provided of 128,291. All our new hires have been trained about our Code of Conduct during their orientation trainings.

### KEY FIGURES

- Average hours of training per employee :9.5

Our very first business responsibility is to serve our customers: this will fuel the sustainability of our company. Their loyalty and their satisfaction will help us to expand our operations and build strong brands and trusted relationships. That is why, in our 2025 strategic vision, we aim to be the valued company which provides safe, quality-assured, healthy products and sources locally wherever possible.

## SERVING OUR CLIENTS

As with every business, customer satisfaction is critical for us. Our marketing department closely monitors the feedback and complaints from our customers. It provides us essential insights to continuously improve our business.

For instance, our customers can file a complaint in our store or online through social media or by email or by hot line. During 2017 January to 2017 March, we received 200 complaints<sup>1</sup> of which 18 were related to product quality and 24 to food safety.

We conduct our own research to monitor the satisfaction level of our customer. A dedicated team within our marketing department conducts a specific survey on a yearly basis. Our target is to get a satisfaction rate higher than 90% and it reached 92% in 2017.



# PRODUCT

Merchandizing plays a critical role for the company but also for Myanmar families and for the country itself by determining which products to sell and from where, while reducing costs and minimizing risks all along the supply and consumption chain.

Addressing sustainability issues represents a fantastic lever for merchandizing to increase visibility, such as the use of pesticides or palm oil from tropical forests, ensure products traceability, reduce greenhouse gas emissions from agriculture, manufacturing, transport, and refrigeration; avoid the destruction of forests to grow crops and raise animals for food, apparel, and personal care products; keep away from chemical exposures and discharges from agricultural practices and the manufacture and dying of textiles; biodiversity losses from removing forests and large-scale agriculture; and human rights issues and labor practices.

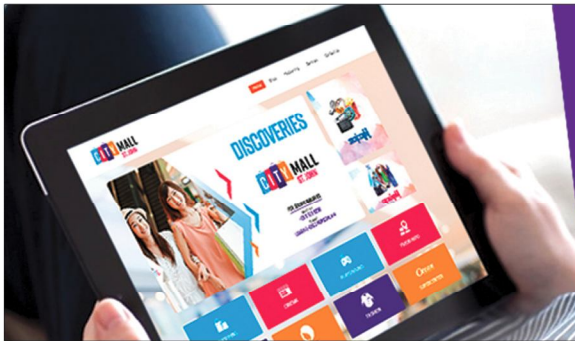
This is not to say a company's only way to be sustainable is through the product itself. It requires also knowing much more about suppliers and their business practices, to check what happens behind-the-scenes of their operations.

CMHL Merchandizing is determined to work with suppliers, with employees, associates and local authorities to help Myanmar to build a greater country, a better world, a safer planet, a healthier global environment and to ensure prosperity for all as part of a new sustainable development agenda.



**Patrick Simon**  
Chief Operating Officer

# ZOOM: INNOVATING TO ENHANCE OUR CUSTOMER EXPERIENCE



Lifestyles are changing quickly especially in Myanmar. As mobile usage is now more common in our country, people are becoming used to order services and products online. To provide a better customer experience to our clients, we have launched a new e-Commerce platform. This highlights how innovation and new skills can drive our capacity to offer new experiences to our customers and new opportunities to our people as well.



At CMHL, I manage digital projects that will enable the company to become an omnichannel retailer. Digitization brings about greater efficiency and speed which we can pass to our customers in the form of cost savings, convenience and fresher products. On another hand, digitization enables sustainable practices to be implemented faster than ever. For example, we are looking at creative ways to use our customer loyalty application to communicate environmental awareness, enable them to donate their points to charitable organizations and even incentivize green habits like recycling.

*Ronald Lee*  
Project Director

## ENHANCING FOOD SAFETY

Improving food safety standards is one of our top priorities and one of our sustainability DNA’s key components. To achieve our goal, we have to work:

- internally to improve our own processes and operations. We have recruited a food safety manager whose responsibility is to meet international standards. We aim to comply with HACCP in 2018.
- closely with our suppliers to enhance how the Myanmar food chain works. To secure our own supply chain, we have set up a list of 39 criteria to check how our food suppliers are performing. During our audits, our audit team covers a wide range of topics: including the quality management, the cleanliness of their facilities, the hygiene practices of their staff. In 2017, we audited 25 suppliers. Following one of our audits, we decided to stop working with one of our suppliers as their products may have been unsafe and not safe for human consumption.



Food Safety is a top priority for our organization. Food Safety involves everybody in the value chain process. We address this issue not only within the organization but also by working together with our suppliers to enhance their performance. Prevention is the best medicine and we follow this approach for our valued customers.

*U Min Min*  
Executive Director



## KEY FIGURES

Customer satisfaction	:	92%
Number of suppliers' audits	:	25
Number of food safety incidents in our supply chain	:	1



A Sustainable Operations is the one that applies operations management principles, tools and insights to improve some combination of environmental, social and economic outcomes. Environmental outcomes include reducing negative effects of operations or supply chains on the natural environment, or improving the state of nature. Social outcomes affect human safety, health and welfare, or community development.

Operations should always focus on key concerns such as: uphold and respect human rights, be pro-active protecting employees' freedom of association and the right of collective bargaining, ensure that under-age children and forced labor are not part of workforce, adopt hiring policies that do not discriminate on grounds of race, creed, gender or ethnic origin, undertake initiatives to promote greater environmental responsibility, encourage the development and diffusion of environmentally friendly technologies, etc.

As Director of Operations for CMHL, sustainability is now part of my priority for a better quality and service to the consumer, for a better CMHL and a better world.

*Daw Myint Myint Kyi*  
 Operation Director



## ZOOM: OUR PRIDE OF MYANMAR PRODUCTS



We are a homegrown Myanmar company and it is our responsibility to promote Myanmar made products. For us it is also a way to contribute to Myanmar’s development and economy. 46% of the food products we sold in 2017 were made in Myanmar. Together with our suppliers, we will work to increase this share. The appetite of our consumers for the Pride of Myanmar products is the best proof of Myanmar consumers’ interest: compared to 2016, the growth of our sales of these products reached 25% in 2017.



CMHL always works together with Myanmar producers and suppliers to improve the quality of the products and packaging standards. We run the “Pride of Myanmar” campaign so that Myanmar suppliers can have market access not only domestically but also internationally. Pride of Myanmar products have a good response from international and domestic buyers.

We aim to improve the production and packaging standards of our suppliers by providing knowledge sharing sessions, organizing learning trips to understand how other companies are working and by auditing how our suppliers comply with food safety standards.

For us and for our clients, buying Myanmar made products is a way to support Myanmar’s economy.

*Daw Than Than Aye*  
Merchandizing Director

## PROMOTING RESPONSIBLE LIFESTYLES

We consider that it is also our responsibility to be a positive change agent. As a retailer, we offer plastic bags to our consumers for their convenience. But doing so may impact the environment if those bags are thrown away: to tackle this, we are working on two areas.

We are reducing the environmental impacts of our own operations and this is detailed in our “Planet” section. We are also raising awareness about those impacts. For instance, we activated a dedicated campaign to promote eco-conscious behaviours to use less plastic bags and to handle them more responsibly. During 3 months and thanks to our City Hero Campaign and to the support of local newspapers, journal and TV channels, we have reached globally more than 1,500,00 persons.

### ZOOM: CITY HERO CAMPAIGN

During our 3-month campaign to promote eco-conscious behaviours, have reached:

- More than 650,000 persons through 152 posts on social media
- More than 900,000 readers through 10 published articles covered in local newspapers
- Thousands of people thanks to the 2 exclusive interviews offered by Skynet & Myawaddy and to the diffusion of our video broadcasted over 1,000 times by local TV channels.



We care about the environment: without natural capital, we will not be able to provide healthy food to our customers. Therefore, protecting the planet is not optional for us. It is a must. We are starting our journey to reduce our environmental footprint by wasting less, polluting less and using less natural resources which will contribute also to our operations' efficiency.

# PLANET



Our business has impact on our planet. CMHL has been taking active role at reducing environmental impact by running various programs. We are proud of our activities so far and we will continue our initiatives in reducing our carbon footprint.

*Daw Swe Swe Maw*  
Supply Chain Director

## REDUCING FOOD WASTE

Wasting food is a concrete sign that we are not managing our operations well enough. To avoid any food wastage, we are working on 3 levers:

1. improving how we manage our inventory. For the quirky shaped fruits and vegetables, their nutritional value is as perfect as the other fresh products, but some consumers do not dare to buy them. To avoid wasting them, we are discounting them.
2. optimizing the use of fresh food products: for instance, we can juice edible and healthy fruits by removing the parts that have been damaged during transportation.
3. donating food to those in need.

The combination of the first two levers helped us to reduce our food wastage by 11%. We donated 139,889 kg of food of which over 99% has been provided by Seasons. This represents the equivalent of almost 280,000 meals donated and almost MMK 95 million in cash.

We will strive to improve our performance and to develop new initiatives.



# REINFORCING OUR WASTE MANAGEMENT

Managing waste is a challenge for retailers all around the world as they need to work with local authorities and eventually other business partners to manage the collection of their waste and the recycling process. It is even more notable in emerging countries like Myanmar.

CMHL is starting its journey to better manage its own waste. For the time being, we do not have a proper waste management system. In 2017, we did a first survey to estimate the quantity of waste produced by our operations. The total amount of waste generated by our activity was 3,623 tonnes of which 76% may be recyclable. 100% of cardboard is recycled. We will continue to work on this topic in 2018.

We also bear a responsibility for the waste we induce like plastic bags. Our approach in 2017 has been twofold:

- reducing plastic consumption in our plastic bags. In 2017, we decided to change all our plastic bags. We will start distributing these new bags and these new bags will cut our plastic consumption by 30%.



**OXIUM®**  
Degradable Plastic



Depending on the environment, this plastic bag will degrade safely within ~2 years

- promoting reusable bags in order to lower the number of plastic bags given to our customers. We sold 220,658 reusable bags whose sales fund our tree plantation (see pg 24) and, on average, we handed out 1.36 bags per sale in 2017. Our goal is to go below 1 bag handed out per sale.



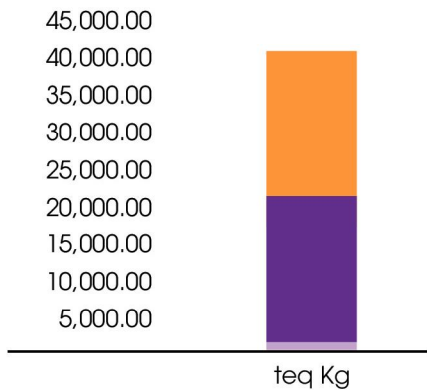
# OPTIMIZING OUR ENERGY CONSUMPTION AND OUR CARBON FOOTPRINT

Lowering our energy consumption is essential: energy costs will probably rise in Myanmar in the next coming years. Reducing the energy intensity of our operations is therefore a critical factor of success for our operations. For example, we upgraded our lightening system to only use LED and our maintenance team is working hard to identify the best possible technologies to reduce our energy consumption.

Climate change is a potential threat for Myanmar. A report published by the WWF Myanmar identified its potential consequences. Our operations will be impacted by the global warming. CMHL decided to assess its carbon footprint using the greenhouse gas (GHG) protocol in order to get a clear understanding about its current emissions. We have basically 3 sources of GHG emissions:

- our vehicle fleet. Our trucks and small vehicles are used to assure the delivery of the products between our distribution center and our different stores. The engines' combustion induces GHG emission.
- our refrigeration systems which are used to cool our stores and to keep our food products fresh. They require the use of two types of gas: R22 and R404 which unfortunately have a high global warming potential factor.
- our power consumption. Each unit of power requires natural resources: coal will for instance emit more CO2 than gas to produce one unit of electricity.

## CMHL GHG emissions



■ Cars' fleet ■ Refrigerant gas ■ Power

In 2017, we emitted 40.822 t. eq. CO2. The main sources of emissions are power (53%) and refrigerant gas (45%). Therefore, our action to reduce our energy consumption will have a positive impact on our GHG emissions. Likewise, optimizing the maintenance of our refrigeration system, selecting better equipment and solutions will also contribute to reduce significantly the GHG intensity of our operations.

## KEY FIGURES

- Energy intensity (kWh / sqft of saleable area) : 78.32
- Waste intensity (kg / sqft of saleable area) : 3.95
- GHG intensity (CO2 kg. eq. / sqft of saleable area) : 44.5
- Share of recyclable waste : 76%

<sup>4</sup> See WWF Myanmar, *Assessing Climate risk in Myanmar, 2017.*

# COMPANY

What does it mean for us to be a responsible company? In our 2025 vision, we aim to be the benchmark of excellence for responsible business practices and a leading contributor in helping the government create economic value.



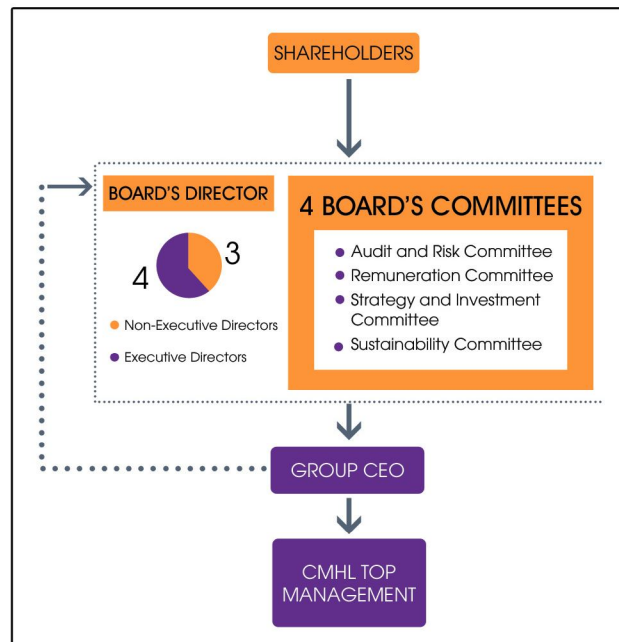
At CMHL, we strive for excellence in all we do. This applies to sustainability and corporate governance where we have made huge steps. Our inspiring motto of “Embracing Change, Embracing The Future” and the five Core Values: Customer Focus, Strive for Excellence, Team Work, Integrity and People Development are the basic blocks for building our vision of “To be the Benchmark Of Excellence for the value, we create for our customers, employees and community”.

*Daw May Zin Soe Htet  
Marketing Director*

## TRANSFORMING OUR CORPORATE GOVERNANCE

To achieve this objective, we are transforming our company to always balance CMHL interests with those of our people, suppliers, communities and customers. Recently, we have redefined our corporate governance to ensure the sustainability and efficiency of our decision-making process and to meet international best practices.

Our corporate governance structure is now clearer (see chart). Our Corporate Governance Manual details precisely the duties and responsibilities of our corporate governance structure. It is available on our website. Our Supervisory Board is responsible for setting CMHL strategy and overseeing our business operations. It is chaired by a non-executive chairman to ensure the impartiality of decisions made. The Supervisory Board is finally responsible for validating and monitoring how our corporate policies are implemented not only within our Group but also in our sphere of influence.



CMHL corporate governance structure

## ENFORCING RESPONSIBLE BUSINESS PRACTICES

CMHL understands its corporate responsibility to comply with all relevant laws, its values and own policies. Our corporate policies cover a wide range of topics. They are all available on our website. The cornerstone of our corporate framework is Our Code of Conduct which defines our values, what we stand for and how do we aim to act. We take a zero-tolerance approach to corruption or bribery committed by our directors or employees, regardless of their position in our organisation, or business partners.

Our policies protect whistle-blowers and we urge all our stakeholders to get in touch with us if they encounter any breach of our Our Code of Conduct. A dedicated team including audit, HR and legal experts will review all the potential breaches reported several times per year. They will investigate and, for every confirmed incident, they will take action. For the concerned reporting period, 174 potential incidents have been reported and our team took action for 27 cases. To prevent those cases, we are training our employees, especially our new hires. For the last financial year, we trained 2,624 people on business ethics.

### KEY FIGURES

- 100%: Directors' attendance for our Supervisory Board meetings
- 27: breaches confirmed
- 2,624: number of people trained on business ethics
- 100%: share of our new hires trained on business ethics

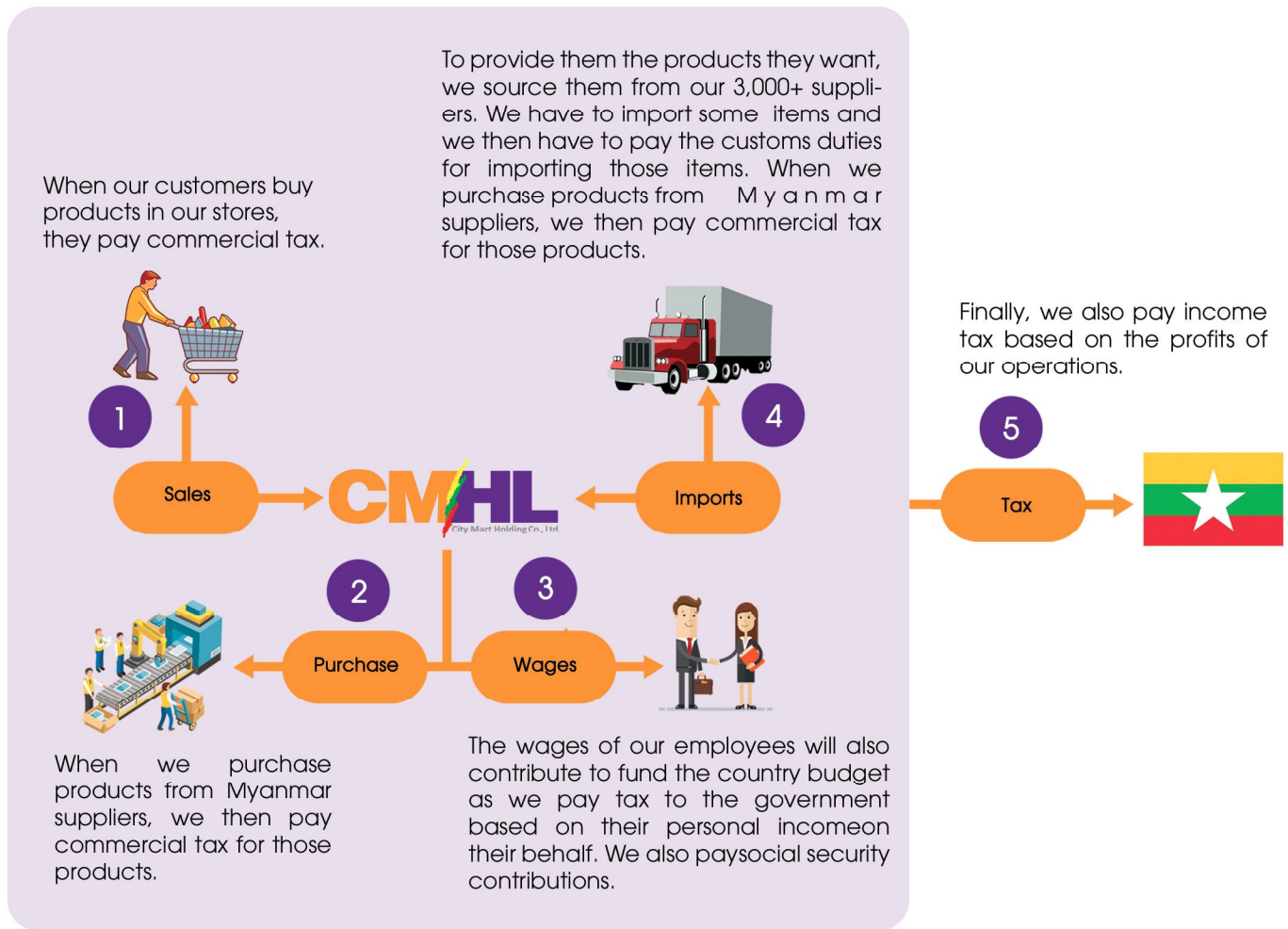


CMHL takes pride in doing the best it can to ensure that all of its business partners understand and pay the correct amount of tax to the Myanmar government. We regularly engage with the IRD to understand the latest laws, advise on the practical implications on businesses and drive a common understanding across all parties. CMHL is a wealth generator for Myanmar and should not be measured in terms of how much Corporate Tax we pay but instead by our total contribution to the Myanmar economy. Due to the nature of our business model, we generate contributions to the economy from imports; commercial tax paid by ourselves and our suppliers; SSB and Personal Income tax of our employees and our supplier's employees as well as Corporate Income tax.

*Carl Crick*  
Chief Financial Officer

# SUSTAINING VALUE CREATION FOR OUR STAKEHOLDERS

CMHL’s sustainability relies on its own stakeholders’ ecosystem. We cannot expand our operations if we do not have the support of our employees, suppliers, communities and customers. Ultimately, we are contributing to create value for all our stakeholders and for our country as well. We estimated our operations are generating almost MMK 21.5 billion of tax for Myanmar government. How?



## OUR TOTAL DIRECT AND INDIRECT ESTIMATED TAX CONTRIBUTION: MMK 21.5BILLION

### OUR ECONOMIC FOOTPRINT

- Estimated Tax contribution : MMK 21,500 million
- City hope and love foundation budget : MMK 100 million
- Cash equivalent of CMHL food donation : MMK 94 million



## SUPPORTING OUR COMMUNITIES

CMHL has a corporate foundation for its philanthropic activities: the City Love & Hope Foundation. With a MMK 100 million budget, our foundation focuses its operations on 4 pillars: community livelihoods, education, environment and health. You can visit our website to get more information regarding our City Love & Hope actions: [www.cmhl.com.mm/citylovehope](http://www.cmhl.com.mm/citylovehope).

Our Foundation granted 17 scholarships, contributed to plant 150,000 trees to protect the environment and funded the Myanmar Deaf Community Development Association with a US\$40,000 grant to train 100 people from disadvantaged and marginalized groups. We also donated the equivalent of almost 280,000 meals to support those in need.





# REPORTING

We are committed to report transparently on our progress regarding our sustainability journey. We will release our report once a year our report once a year: it will cover our most material topics, how we perform, our initiatives and our performance.

CMHL aims to consider not only its own impacts but also the impacts that occurs in our value chain. The scope of this report is detailed in the "About this report" section (see. pg 2).

All data is collected by our sustainability team from the relevant functions within our organisation. We have conducted internally different tests internally to ensure the consistency and reliability of our data but our data have not been audited.

## ENDORISING INTERNATIONAL STANDARDS

CMHL aims to comply with 5 international standards that help us to:

- identify the most material topics (AA 1000).
- structure and align our sustainability with our business strategy (Integrated Reporting).
- report transparently our performance transparently (Global Reporting Initiative Standards, UN Global Compact, Sustainable Development Goals).

We used the AA 1000 standards to structure our approach for identifying and prioritizing the expectations of our stakeholders. The results are published in this report with our materiality matrix (see pg 6) and it demonstrates CMHL's adherence to these principles:

- **Inclusivity:** to identify the expectations of our stakeholders, we engaged them in dialogue. At Group level, our sustainability manager interviewed 9 executives from various organizations (NGOs, business partners, experts, etc., ...) to discuss their expectations and views regarding the sustainability challenges for CMHL. In September 2017, we held our yearly supplier conference to update our suppliers with our results and to inform them about our next initiatives. At store level, our managers are in touch with our customers, our employees and the communities on a daily basis.
- **Materiality:** to focus our efforts on the most significant challenges, we reviewed how our peers were structured their sustainability approaches, selected a list of topics that were relevant for our sector and for Myanmar and discussed it with our stakeholders and with our top managers and this first selection has already been shared internally with the top management of the company.
- **Responsiveness:** since 2012, we have published our UNGC COP report every year<sup>5</sup> and we will now publish on a yearly basis an update of this sustainability report on a yearly basis.

<sup>5</sup> All the report are available online: <https://www.unglobalcompact.org/what-is-gc/participants/17509-City-Mart-Holding-Co-Ltd-#company-information>

We decided to focus our actions especially on the following sustainable development goals:

For the time being, in Myanmar, providing safe, secure and healthy food is essential. CMHL is working internally and with its suppliers to achieve food safety and promote better agricultural practices.



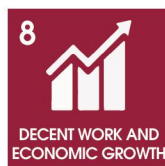
As a retailer, our goal is to promote sustainable lifestyles. Therefore, we are striving to promote sustainable consumption habits with our consumers. We are also partnering with our suppliers to develop a better working food chain in Myanmar which will waste less resources and maximize its shared value.

CMHL is led by one of the most successful women entrepreneurs in Myanmar. We are deeply committed to women empowerment in Myanmar as it is one of the keys for its sustainable development. We aim to be a role model company regarding gender equality.



Myanmar is one of the countries that will be probably the most heavily impacted by climate change. Today economy relies mostly on agriculture. The consequences for Myanmar farmers and for the different actors of the food chain will be quite significant and our operations may be largely impacted. We are working to reduce our energy consumption and our CO2 emissions.

As a company, we are working to develop our business; it will contribute to offer good opportunities to Myanmar citizens who are looking for interesting job opportunities but to our suppliers as well who will then be able to expand their own operations.



Through our commitment to comply with all relevant laws and take a zero tolerance approach to corruption in our organization, we aim to set a strong example to the Myanmar business community that you can "do well by doing good".

Pillar	Priorities	KPI	Unit	Value	Scope*	GRI Standards	Boundaries**	UNGC principles	SDG
Products	Food safety	Number of food safety incidents	Number	1	F		↑		SDG 12
		Total number of complaints related to food safety	Number	24	P	GRI 416	↑		SDG 12
		% of complaints related to food safety	%	12%	P	GRI 416	↑		SDG 12
	Responsible offer	% of sales made with Myanmar made food products	%	46%	P	GRI 204	↑		SDG 8
		Total number of complaints	Number	200	F		↑		SDG 12
	Product quality	Total number of complaints related to product quality	Number	18	F	GRI 416	↑		SDG 12
% of complaints related to product quality		%	9%	F	GRI 416	↑		SDG 12	
Company	Company transformation	% of customer satisfaction	%	92%	F	CMHL	↓		SDG 8
		Number of breaches regarding the Code of Conduct	Number	27	F	GRI 205	↑	10	SDG 16
	Stakeholders engagement	Number of potential incidents reported regarding the Code of Conduct	Number	174	F	GRI 205	↑	10	SDG 16
		% of new hires who have been trained on anti-corruption and business ethics	Number	100%	F	GRI 205	↑	10	SDG 16
	Supply chain	Number of local Myanmar food supplier audits	Number	25	F	FP1	↑		SDG 8
		Budget for philanthropic activities	MMK	100,000,000	F	GRI 203	↑		SDG 8
Shared value	Global amount of tax paid CMHL directly and indirectly	MMK	21,500,000,000	E	GRI 201	↑		SDG 8	
	Planet	Resources consumption	Energy intensity of the saleable area	KWH/sqft	78.3	F	GRI 302	↑	7, 8, 9
Total electricity consumed			KWH	67,478,260	F	GRI 302	↑	7, 8, 9	SDG 13
Gas consumption			kg	8,670	F	GRI 302	↑	7, 8, 9	SDG 13
Gasoline consumption			Gallon	103,526	F	GRI 302	↑	7, 8, 9	SDG 13
Greenhouse gas intensity			CO2 kg.eq./sqft	44.5	F	GRI 305	↑	7, 8, 9	SDG 13
Greenhouse gas emission			t. eq. CO2	40,823	F	GRI 305	↑	7, 8, 9	SDG 13
Waste management		Waste intensity of the saleable area	kg per sqft	3.9	E	GRI 306	↑	7, 8, 9	
		Quantity of waste produced	tonnes	3624	E	GRI 306	↑	7, 8, 9	
		Number of plastic bags handed out per sale	Number	1.4	F	GRI 301	↑	7, 8, 9	SDG 12
		Number of reusable bags sold	number	220,658	F	GRI 301	↑	7, 8, 9	SDG 12
Food waste	Quantity of cardboard	viss	1,692,625	F	GRI 301	↑	7, 8, 9	SDG 12	
	% of food waste recovered	%	11%	F	CMHL	↑	7, 8, 9	SDG 12	
People	Working conditions	Number of people working for CMHL on 31/03/2017	Number	7,989	F	GRI-102	↑	3, 4, 5, 6	SDG 8
		% of females	%	58%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% of males	%	42%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% of full-time contracts	%	98%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% of part-time contracts	%	2%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 1 position	%	5.46%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 2 position	%	71.40%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 3 position	%	12.91%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 4 position	%	6.54%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 5 position	%	1.90%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 6 position	%	0.82%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 7 position	%	0.51%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 8 position	%	0.35%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 9 position	%	0.03%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% females with a rank 10 position	%	0.09%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% males with a rank 1 position	%	12.61%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% males with a rank 2 position	%	68.33%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% males with a rank 3 position	%	11.50%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% males with a rank 4 position	%	4.44%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
		% males with a rank 5 position	%	1.49%	F	GRI-102	↑	3, 4, 5, 6	SDG 5
	% males with a rank 6 position	%	0.63%	F	GRI-102	↑	3, 4, 5, 6	SDG 5	
	% males with a rank 7 position	%	0.63%	F	GRI-102	↑	3, 4, 5, 6	SDG 5	
	% males with a rank 8 position	%	0.25%	F	GRI-102	↑	3, 4, 5, 6	SDG 5	
	% males with a rank 9 position	%	0.04%	F	GRI-102	↑	3, 4, 5, 6	SDG 5	
	% males with a rank 10 position	%	0.09%	F	GRI-102	↑	3, 4, 5, 6	SDG 5	
	Talent management	Total number of departures	Number	4,086	F	GRI-103	↓	3, 4, 5, 6	SDG 8
		Total number of resignations	Number	4,059	F	GRI-104	↓	3, 4, 5, 6	SDG 8
		Turnover rate	Number	59%	F	GRI-401	↓	3, 4, 5, 6	SDG 8
		Total number of hours of absence due to sickness and occupational disease	Hours	91,820	F	GRI 403	↑	3, 4, 5, 6	SDG 8
		Number of workplace accidents	Number	41	F	GRI 403	↑	3, 4, 5, 6	SDG 8
		Number of work related deaths in the year	Number	0	F	GRI 403	↑	3, 4, 5, 6	SDG 8
		Fatality rate (per 1,000,000 hours worked)	%	0%	F	GRI 403	↑	3, 4, 5, 6	SDG 8
		Accident frequency rate ((per 1,000,000 hours worked)	%	1.3%	F	GRI 403	↑	3, 4, 5, 6	SDG 8
		% of women holding a management position rank 7 and above	%	58%	F	GRI 405	↑	3, 4, 5, 6	SDG 5
		Number of employees promoted in the year to a higher category	Number	268	F	GRI 405	↑	3, 4, 5, 6	SDG 5
		Number of women promoted in the year in a higher category	Number	168	F	GRI 405	↑	3, 4, 5, 6	SDG 5
		Total number of people trained	Number	11,350	F	GRI 404	↓	3, 4, 5, 6	SDG 8
		Total trainings hours provided to rank 1 staff	Hours	4,701	F	GRI 404	↓	3, 4, 5, 6	SDG 8
		Total trainings hours provided to rank 2 staff	Hours	81,848	F	GRI 404	↓	3, 4, 5, 6	SDG 8
		Total trainings hours provided to rank 3 staff	Hours	10,487	F	GRI 404	↓	3, 4, 5, 6	SDG 8
Total trainings hours provided to rank 4 staff		Hours	25,116	F	GRI 404	↓	3, 4, 5, 6	SDG 8	
Total trainings hours provided to rank 5 staff		Hours	3,878	F	GRI 404	↓	3, 4, 5, 6	SDG 8	
Total trainings hours provided to rank 6 staff		Hours	1,435	F	GRI 404	↓	3, 4, 5, 6	SDG 8	
Total trainings hours provided to rank 7 staff		Hours	661	F	GRI 404	↓	3, 4, 5, 6	SDG 8	
Total trainings hours provided to rank 8 staff		Hours	165	F	GRI 404	↓	3, 4, 5, 6	SDG 8	
Total trainings hours provided to rank 9 staff	Hours	0	F	GRI 404	↓	3, 4, 5, 6	SDG 8		
Total trainings hours provided to rank 10 staff	Hours	0	F	GRI 404	↓	3, 4, 5, 6	SDG 8		
Total trainings hours provided	Hours	128,291	F	GRI 404	↓	3, 4, 5, 6	SDG 8		
Average hours of training provided per person	Hours	9.5	F	GRI 404	↓	3, 4, 5, 6	SDG 8		
% of people trained	%	85%	F	GRI 404	↓	3, 4, 5, 6	SDG 8		

\* Indicates if the KPI's scope is full [F], partial [P] or if the value has been estimated [E]  
 \*\* Indicates where the impact occurs, within the organization, outside the organization or both  
 † Within and outside the organization  
 ‡ Within the organization  
 †† Outside the organization

These KPIs have not been audited by a third-party. Some indicators do have a partial scope and/or have been estimated. The following table provides all the details for those cases:

KPI	Remarks
Total number of complaints related to food safety	This KPI covers a partial period from January to March 2017.
% of complaints related to food safety	
Quantity of waste produced Waste intensity of the saleable area	We conducted a survey in 18 stores in December 2017 to get an estimation of the quantity of waste produced per week. We then extrapolated the figures.

## GRI Index

GENERAL DISCLOSURES – GRI 102	LOCATION OF DISCLOSURE & NOTE
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**ORGANIZATIONAL PROFILE**

102 - 1	Name of the organization	City Mart Holding Company Limited.
102 - 2	Activities, brands, products, and services	p. 1
102 - 3	Location of headquarters	Yangon
102 - 4	Location of operations	Myanmar
102 - 5	Ownership and legal form	<a href="http://www.cmhl.com.mm/our-governance/">http://www.cmhl.com.mm/our-governance/</a>
102 - 6	Markets served	Myanmar
102 - 7	Scale of the organization	p. 1
102 - 8	Information on employees and other workers	p. 27
102 - 9	Supply chain	p. 5, 14, 16
102 - 10	Significant changes to the organization and its supply	p.12, 13, 14, 16
102 - 11	Precautionary Principle or approach	We apply the precautionary principle in our work. The key documents we consider are:
102 - 12	External initiatives	<ul style="list-style-type: none"> <li>• The Universal Declaration of Human Rights,</li> <li>• The International Covenant on Civil and Political Rights,</li> <li>• The International Covenant on Economic, Social and Cultural Rights,</li> <li>• The International Labour Organization Declaration on Fundamental Principles and Rights at Work</li> <li>• Guiding Principles on Business and Human Rights</li> </ul>
102 - 13	Membership of associations	In addition to her role at CMHL, our CEO serves as the president of the Myanmar Retailers Association. She is also involved with different initiatives led by the IFC in Myanmar.

**STRATEGY**

102 - 14	Statement from senior decision-maker	p. 3
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**ETHICS AND INTEGRITY**

102 - 16	Values, principles, standards, and norms of behavior	p. 10
102 - 17	Mechanisms for advice and concerns about ethics	See Code of Conduct, p. 41

**GOVERNANCE**

102 - 18	Governance structure	p. 21
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GENERAL DISCLOSURES – GRI 102		LOCATION OF DISCLOSURE & NOTE
102 - 21	Consulting stakeholders on economic, environmental and social topics	p. 6
<b>STAKEHOLDER ENGAGEMENT</b>		
102 - 40	List of stakeholder groups	p. 5
102 - 41	Collective bargaining agreements	p. 10
102 - 42	Identifying and selecting stakeholders	p. 5, 6
102 - 43	Approach to stakeholder engagement	p. 6, 25
102 - 44	Key topics and concerns raised	p. 6
<b>REPORTING PRACTICES</b>		
102 -45	Entities included in the consolidated financial	p. 2
102 - 46	Defining report content and topic Boundaries	The contents of this Report are defined based on the materiality analysis. The Material Aspects identified are mentioned p. 6, 27
102 - 47	List of material topics	p. 6
102 - 48	Restatements of information	Not relevant as it is our first sustainability report.
102 - 49	Changes in reporting	Not relevant as it is our first sustainability report.
102 - 50	Reporting period	p. 2
102 - 51	Date of most recent report	p. 2
102 - 52	Reporting cycle	p. 2
102 - 53	Contact point for questions regarding the report	p. 3
102 - 54	Claims of reporting in accordance with the GRI	p. 2
102 - 55	GRI content index	p. 28
102 - 56	External assurance	N/A
<b>ECONOMIC PERFORMANCE – 201</b>		
103	Management approach	p. 3, 22
201 - 1	Direct economic value generated and distributed	p. 22
<b>INDIRECT ECONOMIC IMPACTS – 203</b>		
103	Management approach	p. 22
203 - 2	Significant indirect economic impacts	p. 22
<b>PROCUREMENT PRACTICES – 204</b>		
103	Management approach	p. 12, 15, 16
204 - 1	Proportion of spending on local suppliers	p. 16
<b>ANTI-CORRUPTION – 205</b>		
103	Management approach	p. 3, 4
205 - 2	Communication and training about anti-corruption policies and procedures	p. 22
205 - 3	Confirmed incidents of corruption and actions taken	p. 22
<b>ENERGY – 302</b>		
103	Management approach	p.12, 18
302 - 1	Energy consumption within the organization	p. 27
302 - 3	Energy intensity	p. 20
302 - 4	Reduction of energy consumption	p. 20
<b>EMISSIONS – 305</b>		
103	Management approach	p. 18
305 - 1	Direct (Scope 1) GHG emissions	p. 20, 27
305 - 2	Energy indirect (Scope 2) GHG emissions	p. 20, 27
305 - 4	GHG emissions intensity	p. 20

GENERAL DISCLOSURES – GRI 102		LOCATION OF DISCLOSURE & NOTE
<b>EFFLUENTS AND WASTE – 306</b>		
103	Management approach	p. 18
306 – 2	Waste by type and disposal method	p. 19, 27
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT – 308</b>		
103	Management approach	p. 15
308 – 2	Negative environmental impacts in the supply chain and actions taken	p. 14
<b>EMPLOYMENT – 401</b>		
103	Management approach	p. 9
401 – 2	New employee hires and employee turnover	p. 9
<b>OCCUPATIONAL HEALTH AND SAFETY – 403</b>		
103	Management approach	p. 9
403 – 2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	p. 27
<b>TRAINING AND EDUCATION – 404</b>		
103	Management approach	p. 9
404 – 1	Average hours of training per year per employee	p. 27
<b>DIVERSITY AND EQUAL OPPORTUNITY – 405</b>		
103	Management approach	p. 9
405 – 1	Diversity of governance bodies and employees	p. 21, 27
<b>LOCAL COMMUNITIES – 413</b>		
103	Management approach	p. 3, 22
413 – 1	Operations with local community engagement, impact assessments and development programs	p. 23, 24
<b>SUPPLIER SOCIAL ASSESSMENT – 414</b>		
103	Management approach	p. 14, 15
414 – 2	Negative environmental impacts in the supply chain and actions taken	p. 14
<b>CUSTOMER HEALTH AND SAFETY – 416</b>		
103	Management approach	p. 14
416 – 2	Incidents of non-compliance concerning the health and safety impacts of products and services	p. 14, 15
<b>SOCIOECONOMIC COMPLIANCE – 419</b>		
103	Management approach	p. 3, 22
419 – 2	Non-compliance with laws and regulations in the social and economic area	During 2016, CMHL has not been notified through the available channels of any significant sanction for noncompliance with applicable laws and regulation.



If you need more information about  
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