

999/CORP

December 20, 2022

The General Manager
Pakistan Stock Exchange Limited
Stock Exchange Building
Stock Exchange Road
Karachi.

Sub: Corporate Briefing Session (“CBS”)

Dear Sir,

This is to inform you that Corporate Briefing Session (“CBS”) of Bata Pakistan Limited for the investors/analysts/shareholders about the company’s financial performance and future outlook is scheduled as per following details:

Date:	December 27, 2022 (Tuesday)
Time:	3:30 p.m.
Venue:	LSEFSL Auditorium, LSE Plaza, 19-Khayaban-e-Aiwan-e-Iabal, Lahore.

Therefore, the investors/analysts/shareholders are advised to please attend the session via in person or video link. Those who desire to attend the CBS on line, are requested to register themselves via the link given below:

<https://app7.batapkapps.com/BataCoperateBriefingRegistration>

Video link and login credentials to join CBS will be shared only with registered participants on registered email addresses. The login facility will be opened at 3:20 p.m. on December 27, 2022, enabling the participants to join the proceedings which will start at sharp 3:30 p.m.

For any queries or concerns, please feel free to reach out at: investorcare.pk@bata.com

You may please inform the TRE Certificate Holders of the Exchange accordingly.

Yours truly,
For Bata Pakistan Limited



(Amjad Farooq)
Chief Financial Officer

Corporate Briefing Session-2022

Bata Pakistan Limited

You are cordially invited to attend the Corporate Briefing Session of Bata Pakistan Limited. The company's Senior Management shall discuss the recent financial performance and future outlook.

Venue: LSEFSL Auditorium, LSE Plaza, 19-Khayaban-e-Aiwan-e-Iabal, Lahore.

Date: December 27, 2022 (Tuesday)

Introduction: 3:30 PM 3:35 PM

Discussion / Presentation: 3:35 PM 4:00 PM

Q&A Session: 4:00 PM 4:30 PM

Online Registration Details:

Please use the link given below to register online, you will receive an email with a link to join the webinar. We also advise you to save the link and add it to your calendar. Each participant will receive a unique URL link to join, which cannot be shared.

REGISTRATION LINK:

<https://app7.batapkapps.com/BataCoperateBriefingRegistration/>



Bata Pakistan Limited

Corporate Briefing
December 2022



Leading by example.

As well as being a global brand, we are still a private family business, run by a passionate multicultural leadership team.

Areas Covered

- Profile of company
- Strategic / Operational Developments
- Details of financial information
- Q &A

Profile of Company

LOVE LIVING IN BATAS SINCE 1894

COMFORT

Bata CLUB
SHOP ONLINE
WITH LIVE CHAT
ASSISTANCE
ORDERED VIA
BATAAPP

LOVE LIVING IN BATAS SINCE 1894

CASUAL

private

Bata's Global Footprints



Bata is one of the world's largest Footwear Retailers & Manufacturers for 125 years

.Bata was founded by TOMAS BATA in 1894 at ZLIN, CEZECHOSLOVAKIA.

BATA HEAD QUARTERS WERE FIRST SHIFTED TO UK; THEN IN 1962 TO CANADA AND NOW OUR HEAD QUARTERS ARE LOCATED IN SWITZERLAND



Bata



Bata Pakistan is the largest footwear manufacturing and selling concern in Pakistan



Batapur plant was established in 1940

Bata Pakistan employs more than 3,000 people

Bata’s production line included

- Leather – Canvas – Rubber – Things – Synthetic



Bata Pakistan’s retail network comprises of more than XXX stores & catering to largest customer base of footwear;

- City stores
- Family Stores
- Branded Stores
- Destination Stores
- Franchise
- FOLs



Front Side

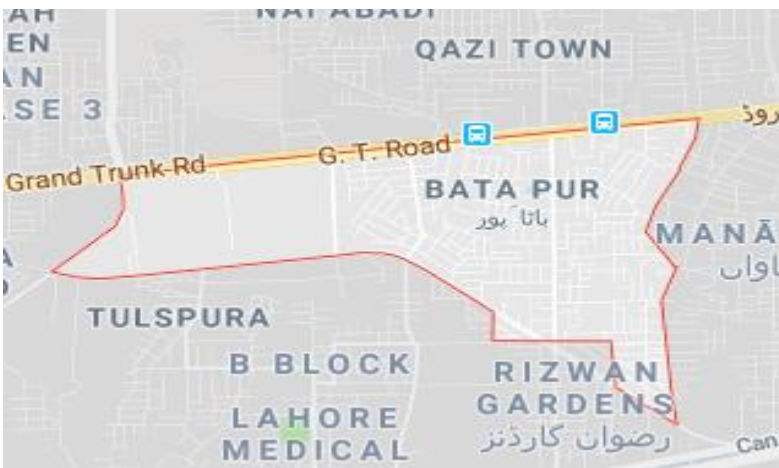


Corner Store



Better Store Dynamics

Production Facilities



Batapur Plant

Batapur Plant established in

- 1940

Maraka Plant established in

- 1985

Total Capacity

- 19.28 Million Pairs

Production Processes:

- Cemented
- DIP
- PU- Pouring
- Injected Plastic
- Thongs



Maraka Plant

Bata Network

Retail Network



Largest Footwear Retailer in Pakistan

445 stores including concepts

- Family
- City
- Franchise
- Destination
- Liquidation



Existence in more than **100 cities**

Franchise



55 stores

Cash Franchise Stores in Pakistan

Wholesale Network



Distributors: 12

MBO's: 2,450

Bata

Program Focus:

Education, Mentoring, Health & Environment of underprivileged children

Strategies:

- Alignment with global initiatives
- Flexibility to select local initiatives within the purview of the Global BCP strategy
- Promote employee volunteering culture

Activities

Q1	Q2	Q3	Q4
Classroom Renovation	Sports Events	Mentoring Sessions on Career Development	Celebrating International Day of the Girl Child
Health Awareness & Medical Camp	Mentoring Sessions on Personality Building	Teachers Training Workshop	Health Awareness & Medical Camp
Tree Plantation	Celebrating Earth Day & World Environment Day	Founder's Day: Volunteering Activity	Shoe Donation/ Flood Relief Initiatives

Bata Children's Program 2022

MENTORING SESSION



INTERNATIONAL DAY OF THE GIRL CHILD



FOUNDER'S DAY - VOLUNTEERING ACTIVITY



Program Focus:

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Bata Children's Program 2022

FURNITURE DISTRIBUTION



WORLD ENVIRONMENT DAY



EARTH DAY CELEBRATION



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CSR Initiatives

TREE PLANTATION



WATER FILTRATION PLANT



Strategic/Operational Developments

LOVE LIVING IN BATAS SINCE 1894

COMFORT

Bata
CLUB

SHOP ONLINE
WITH LIVE CHAT
ASSISTANCE

Turnover YTD September



Franchise System

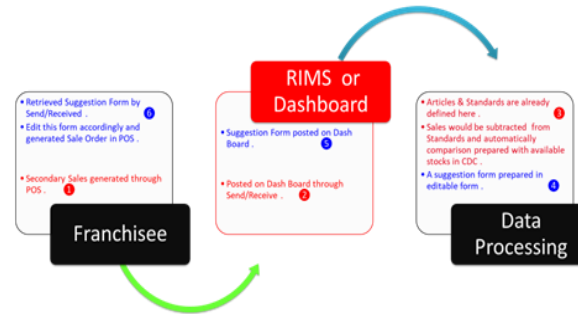


Digitalization in Franchise
System

- Minimum Renovation Standard will be Red-2 Bronze Version by Franchisee.



- Retail Mapping**
 - Identification of Franchise Spots
- New Franchise Opening Criteria/SOPS**
 - Tier-3 & Tier-4 / Outskirts / Town / Rural Areas
 - Min Potential for Franchise store: 70k USD annually
- Store Total area**
 - Minimum 1000 Sqft
- Dedicated Franchise Team**
 - Dedicated team to handle Franchise Operations with more control
- Internal Audit Compliance**
 - Audit through Internal Audit Department
 - Checklist for Cash Franchise

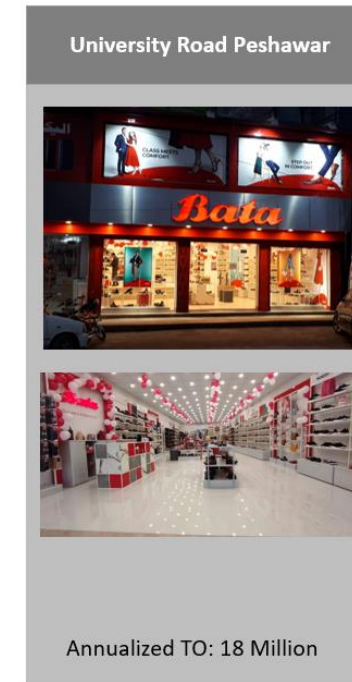


- Product selection through Mobile application , digital catalogue , pictures & Suggested Form through POS for auto-replenishment
- As per Customer Profile
- As per Market Profile
- Focus on NOOS , Best Sellers & WOW Prices .
- Pre-Selling of Summer , Winter , Eid & School.
- Product selection through Mobile application , digital catalogue , pictures & Suggested Form through POS



- B1 app for franchise (Rollout in August 2021)

- 220 Million PKR (135% vs. Last Year)
- 55 Stores



Renovation



New Store



Sneaker Studio



New Stores: 08 Stores
Facelift: 32 Stores
Renovation: 10 Stores
Sneaker Studio: 54

CAPEX:

- New Stores: 52 Million PKR
- Facelift: 97 Million PKR
- Renovation: 42 Million PKR
- Sneaker Studio: 7 Million PKR



Turnover YTD
September

203 Million PKR
(129% vs. Last Year)



Omni Channel

- Integrated 15 stores in 2022 YTD Sept.
- Share of order fulfillment from live shops at 16% in 2022.
- Increased assortment depth by addition of new stores & exclusive lines.



Marketplace

- Daraz store updated with latest collection.
- Positive seller rating greater than 90% in 2022.
- Daraz Integration completed with Ginkgo. This has led to increase in product assortment and decreased cancellation rate by 3% in 2022.



ISS Stores

- ISS testing is underway and will be completed by Q1 2023.
- Almost 100 stores will be integrated with ISS in H1 2023.
- This integration will lead to a better customer experience and decrease in lost opportunity of sales.

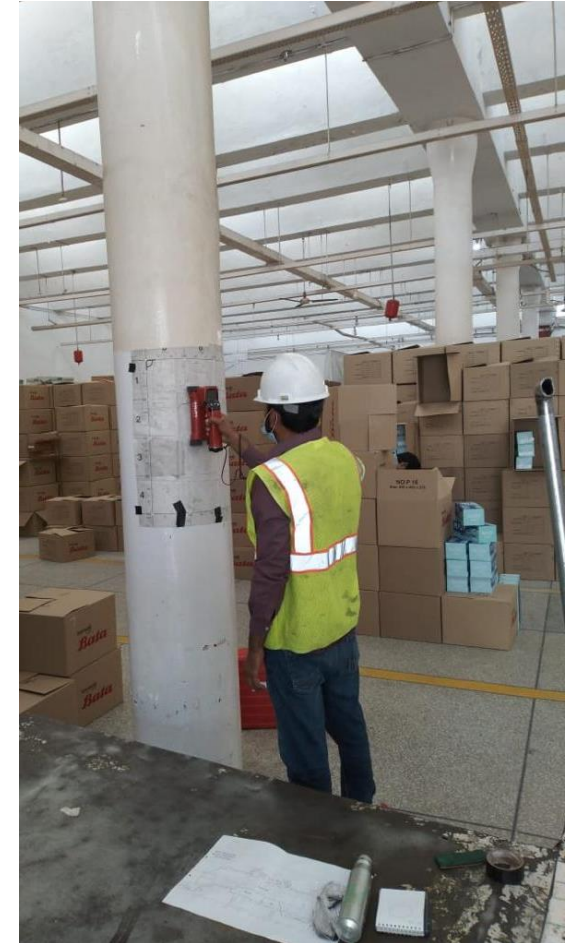
Batapur Plant

- **Installed Power:** 1 MW
- Electricity Production
2021: 1,289,000 KWH
- **YTD Electricity Production**
2022: 1,278,789 KWH
- **Cost Savings 2021:** PKR
27.5 Million Approx.
- **Cost Savings 2022:** PKR
39.6 Million Approx.



Maraka Plant

- 1 MW Solar Project Under Process
- Expected Electricity **Production:** 1,300,000 KWH
- **Expected Cost Savings:** PKR 45.5 Million Approx.

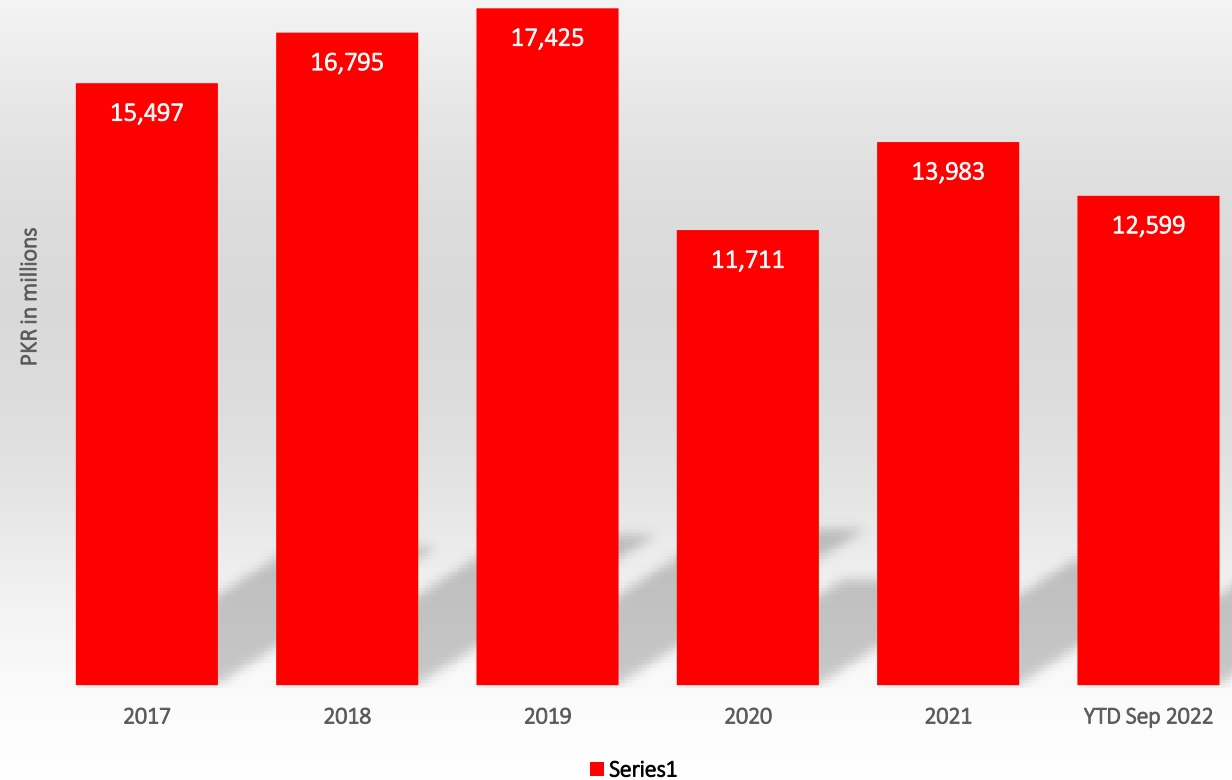


Financial Information

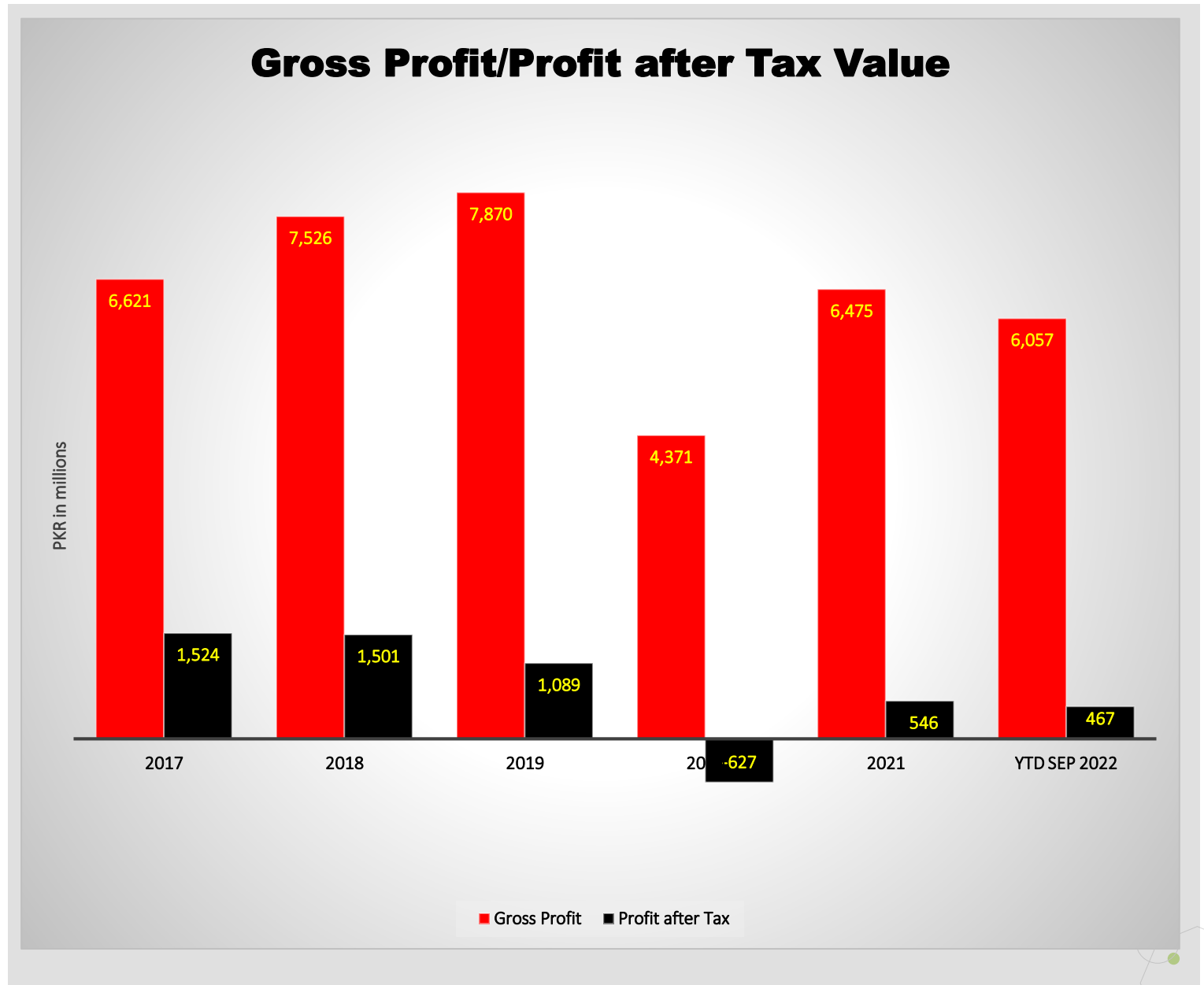


Revenue

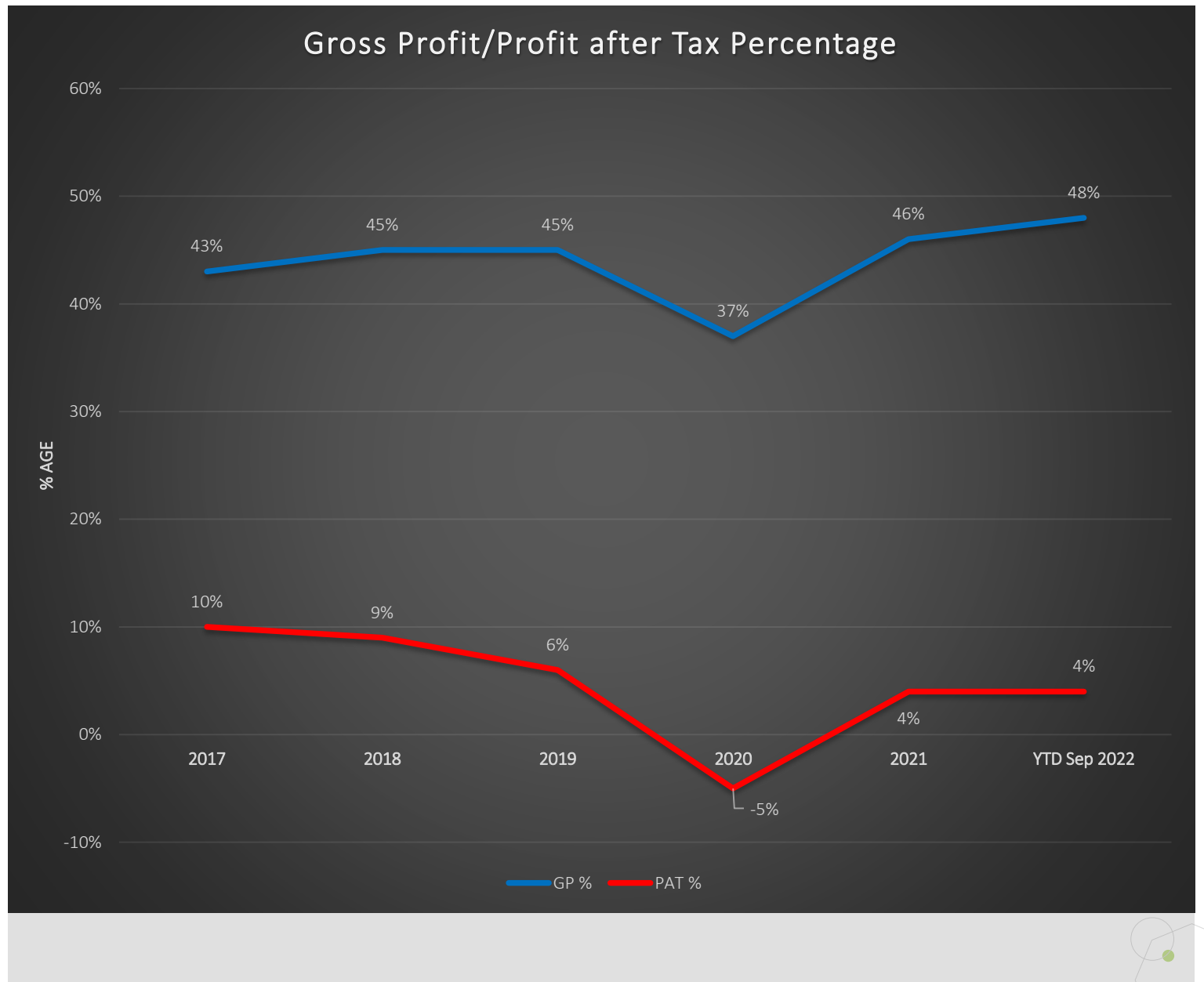
REVENUE



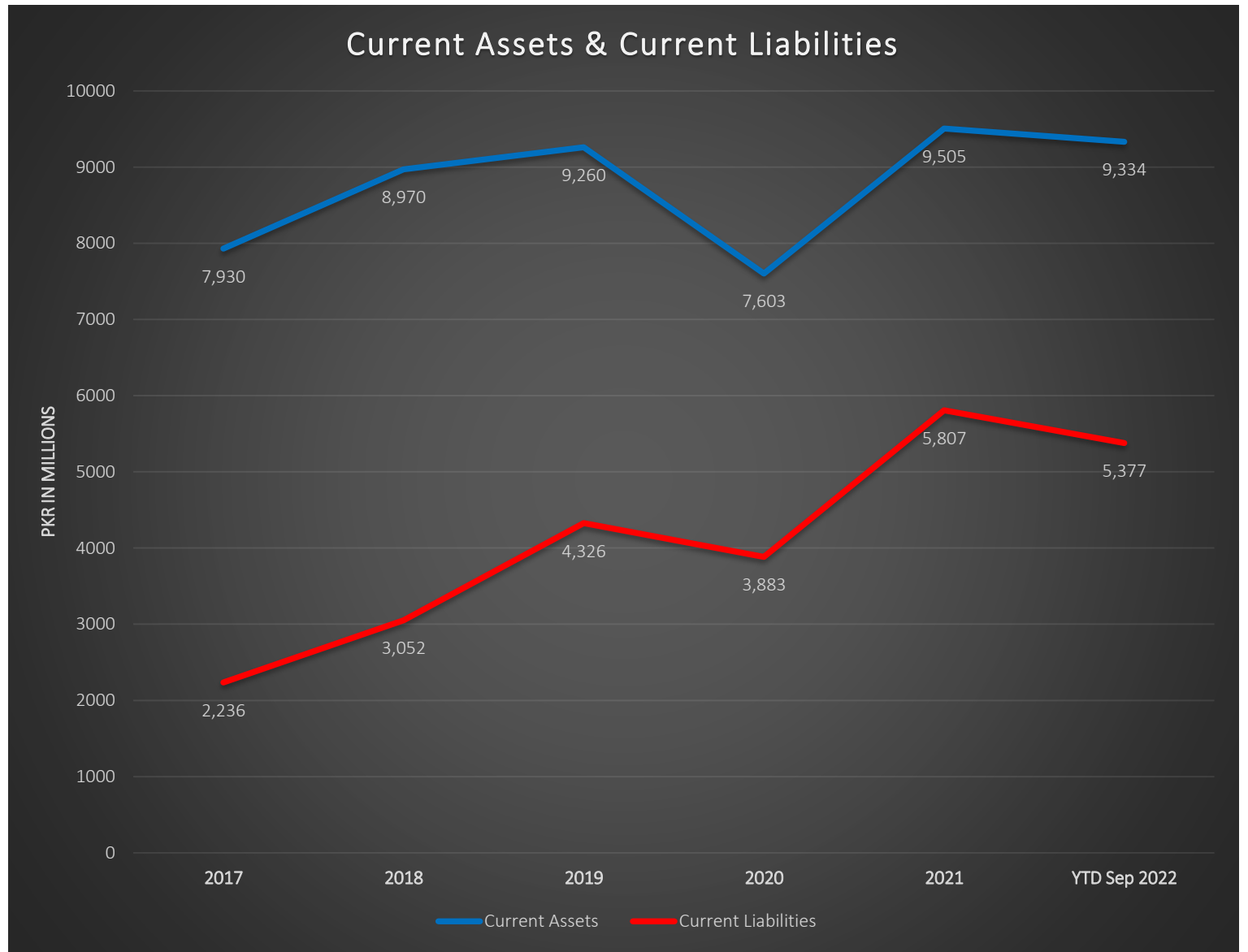
Gross Profit & Profit/(loss) after Tax



Gross Profit & Profit/(loss) after Tax percentage



Current Assets & Current Liabilities



FUTURE OUTLOOK 2023

01

Capture consumer spending by enhancing product/pricing assortment

- Higher contribution of NOOS/BS to Retail gross margin which resulting product availability, better SOR & Turnover achievement.
- Rationalize supply chain for vendor development & intelligently handling of merchandising spending in accordance with market trend.

02

Leveraging Organic Growth (focus to increase comparable)

- Space Optimization by relocating/releasing/re-sizing excessive space,
- Induction of Sneakers Stores
- Drive Retail Productivity
- Drive customer satisfaction

03

Capitalize revenue growth with Distribution Model and new/emerging trending channels: ISS & Omni channel

- Cash Led Distribution
- Focus on Brand Trading
- OMS Integration

04

De-risking the financials: Franchise Business To bring Franchise at par DOS

- Penetration in Un-Tapped Areas : Penetration in Tier-3 & Tier-4 areas for Franchise Expansion

05

Improve and robust financial position with better inventory management & CAPEX investment on right projects

- Marketing & Distribution Model (for secure turnover, reduction in Receivables & Bad debts enabling EBIT growth for coming years)
- To enhance NOOS & BS contribution for better stock management & gross margins of company
- Factory utilization

06

Build & develop the best Team

- ONE Team development with KPI culture focus

Bata

**NEW
ARRIVALS
EVERY
FRIDAY**

LOVE LIVING IN BATAS SINCE 1894

**NEW ARRIVALS
EVERY FRIDAY**

Thank You!

BONANZA SATRANGI
Eid Fiesta '19



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