

BTC, d.d. Ameriška ulica 2 SI - 1000 Ljubljana Slovenia

info@btc.si www.btc.si People are our source of inspiration and our point of reference when developing our business. We are creating an unique environment for business excellence in our transition to the Society 5.0, we are embarking on a journey which was designed several years ago. We believe that each and every one of us makes an important contribution to build our common future.



I am proud to present to you the foundations of the future development of BTC. It has been described in the new strategy entitled BTC 5.0: Leading on Quality of Life, Multi-dimensional Development Strategy for BTC 2021-2025 ("the Strategy"). In order to be bold and decisive when designing the BTC's Strategy, we first took a look back into our 67-year history throughout which BTC has always focused on its strengths and only on this basis, from its pioneering work in 1954 up until now, has BTC been able to achieve its meteoric rise. This would not have been possible without being visionary and without making well-considered decisions. In the course of its development, BTC has set and achieved numerous goals. Every goal we have achieved gave an incentive to make a bold step towards another goal. Thus, in the course of its development, BTC has made some significant breakthroughs, become an internationally recognised company and achieved an operational renaissance in many areas of its activity.

On the one hand, our strategy for the next five years is the continuation of the BTC's successful operation, while on the other, it answers the challenges which the new realities pose to the global world of today and in the future. One of the defining features of the global world is unpredictability: it leads us toward greater openness, resilience and flexibility when managing the entire ecosystem of BTC. The second characteristic is technological advancement which provides unimaginable possibilities to develop anew and progress in all areas. Our challenge is to use technology and to transfer knowledge from the global and academic spheres to the business environment of BTC.

We are thus faced with a new challenge: how to direct BTC's activities to achieve a balanced development which will ensure stable operations and enable respectful and responsible relations with social community. The title of the Strategy, BTC 5.0: Leading on Quality of Life, illustrates that it is our concern for people that is at the forefront of our approaches to changes which in turn will

enhance the overall quality of life. I am certain that corporations share their responsibility in the search for answers to complex issues concerning the course of technological development, which should benefit not only the economy and economic progress in general but also the well-being of individuals and society as a whole. BTC will continue to take part in the Slovenian branch of the Japanese Initiative Society 5.0 in this spirit. I am convinced that, together with sustainable development, Society 5.0 represents a new type of social future: we, within our capabilities, will endeavour to come ever closer to it.

In many respects, BTC has already become a shining city on a hill, which is itself capable of generating new stories out of the numerous activities which thrive in its ecosystem. BTC City is a place where long-term business partnerships are created, it is a pilot polygon where new initiatives and projects are tested as well as also a social place where ideas and knowledge are exchanged, where networking and connections are enabled, where innovation is encouraged and promoted, and where visitors, businesspeople and innovators can move fast and smoothly. Many changes can therefore be expected to take place in this city. At the same time, we will strive to continue integrating our projects within the City of Ljubljana, which is itself focusing on further urban development in the eastern part of Ljubljana.

#### Jože Mermal,

Chairman of the Board of Directors



photo: Uroš Hočevar

BTC has adopted a new development strategy for the next five years. I am convinced that the Strategy functions as a fresh, comprehensive and realistic document which will drive our preparations to develop detailed implementation plans. After the COVID-19 pandemic, which saw shops closed for more than half a year during the lockdown, and which contributed to the perception that the retail industry is overheated, new horizons have been opened which, in spite of the retail's changing landscape, anticipate that the BTC's entire portfolio will continue to grow. With approximately EUR 100 million worth of investment in BTC's future development, made together with our business partners, we expect the company to grow by 20 percent in the next five vears: we also forecast higher dividends and a responsible social action along with our involvement in broader social projects and sustainable development. As up till now, BTC will support projects which bring added value not only to the company itself, but also to the wider community and future generations. Personally speaking, this has always given me an extreme sense of pride and has made every effort worthwhile. It will be for this particular reason that BTC will take advantage of all the opportunities provided by the new business period.

The optimism embedded in the BTC's revived creativity started during the pandemic when new, large business partners joined our system and our long-time business partners carried out extensive renovation projects to improve their premises. Entertainment and recreational activities have been enhanced and an IKEA store has opened its doors in the BTC's vicinity. BTC City is developing into a green, integrated digital and physical business and shopping centre. Retailers will reduce their number of outlets in the future, and, by pursuing a multi-channel shopping experience, they will focus on their flagship stores. BTC will respond to this new virtual reality by developing even further, upgrading its capabilities and integrating the latest technologies into its business environment, to enable new methods of payment such as contactless payments and crypto-currency payments as well as an infrastructure which

will enable multi-dimensional business solutions integrating other, similar and technologically advanced solutions, and most importantly, BTC will invest in its digital infrastructure and a wider innovation eco-system.

We in BTC believe that technology contributes to economic and social transformation. The Slovenian Digital Centre has been operating successfully in BTC City Ljubljana during the Slovenian Presidency of the Council of the EU: it was established by BTC together with its project partners, the Ministry of Economic Development and Technology, SPIRIT Slovenia, and the Digital Innovation Hub of Slovenia. The project has thus demonstrated BTC's strategic guidelines and that BTC City is the right place for testing new technologies, as the real-life test environment of BTC Living Lab. BTC will continue to strengthen its partnerships and innovation processes and invest in technologically advanced start-ups and support its ABC Accelerator. We will enhance our innovative eco-system, set up an IT Hub, attract global players who develop the most advanced technologies, services and products and cooperate with internationally renowned brands, such as Apple and Google, and we will continue to foster strategic partnerships. BTC is already cooperating with successful startups which generate high sales revenues in domestic and foreign markets, and some are in the process of being listed on foreign stock-exchanges. We plan to thoroughly modernize logistics activities and to find a suitable location to strengthen this activity, also increasing its volume from 30,000 to 40,000 palette places. Regardless of the types of activity which we will develop in the future, we are ready to face challenges and work in an increasingly changing business environment. This is why, in the event of any changes, we will adjust the goals set in an agile manner and strive for the vision to move a step further ahead, whether towards digitalisation, sustainable development, green culture, urbanism, improvement of business systems and infrastructure, or to create new business opportunities.

It is an inspiring experience to implement the Strategy which we have adopted and to pursue the multi-dimensional development of BTC in connection with our business partners, with the City of Ljubljana, start-ups, visitors and last but not least, the employees of BTC whose passion and enthusiasm represents the main driving force of BTC. I am well aware that BTC grows together with people and organisations with which we share common values, particularly ethical conduct, respect for the environment, social progress and innovation. The power of this cooperation is immense, it engenders many successes which highly motivate the BTC team and are a priceless incentive for further initiatives and achievements in our work.

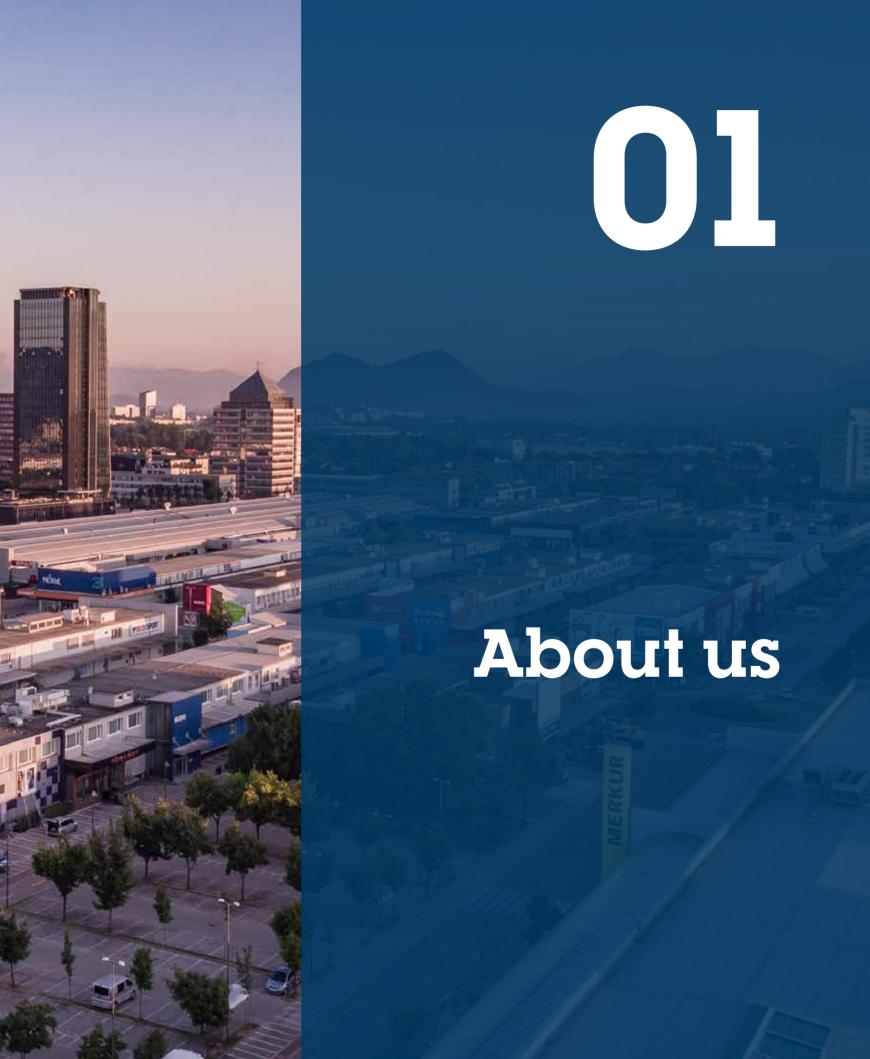
Damjan Kralj, M.Sc.

Chief Executive Officer

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# BTC: a company for future generations

## BTC has been creating its successful story based on its 65-year history while being simultaneously focused on the future

BTC's development is not only a business success story, but a story which incorporates social, environmental, development, technological and entrepreneurial aspects. Since the BTC has always nurtured the spirit of an innovative and open society, BTC is a dynamic company with high growth levels, known for investment in bold projects as well as recognized for innovative business solutions and sustainable development. The course of the BTC's development serves as a proof: from a central warehouse company in 1954, BTC has developed into one of the largest business, shopping and leisure centres in Europe.

Its wide span of activities and an interconnected mix of diverse content makes the BTC's eco-system a platform that connects domestic and international partners, a place where inspiring ideas are born, new solutions are tested and various business and social opportunities are realised: from green projects to the technologies of the future. We pursue all of this while nurturing a responsible relationship with our partners, visitors, wider social community, the environment with the aim to ensure the well-being of the current and the future generations of our planet.

#### **Main pillars**



#### **BTC City**

green, integrated, digital and physical business, shopping and leisure centre



#### **BTC Logistics Centre**

multi-modal door-to-door logistics services with tracking system



#### **BTC PROP**

tailormade support services for business partners



#### **BTC Business Innovation Hub**

innovative breakthroughs to the world

#### **BTC Through Time**

1954

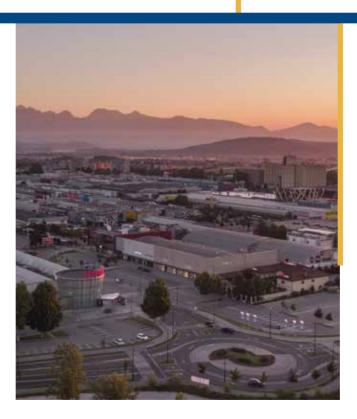
The Central Warehouse Company is established

1993

The first Shopping Centre in Slovenia is opened

1975

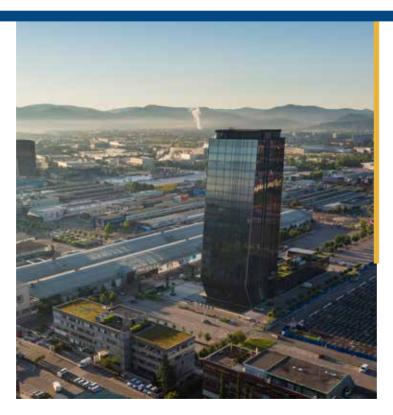
The company becomes one of the largest inland logistics terminals in Europe, covering 181,000 m<sup>2</sup>.



1997

BTC is the first Slovenian company to be listed on the London Stock Exchange on the basis of the BTC City concept for one of the largest business, shopping, recreational, entertainment and cultural centres in Europe.

BTC becomes a partner of the City of Ljubljana in a major urban project, the Partnership Šmartinska District, which opened the possibilities for BTC in diversifying its business operations and its overall development.



2011

The tallest building in Slovenia, the Crystal Palace, is constructed.

BTC receives an award from the European Commission in recognition of its socially responsible business practices and its contribution to the development of the sport of women's ski jumping.

## 2015

The ABC Startup Accelerator is established



## 2017

BTC sponsors and organises the Franja BTC City Marathon, an international cycling event which saw thousands of participants from all over the world.

Jože Mermal, receives the title of the Honorary Citizen of Ljubljana.

BTC City – the first Bitcoin city in the world.

The ABC Startup Accelerator receives the second consecutive Central European Start-Up Award (CESA) for the best accelerator in the Central European region.

2020

Jože Mermal is awarded the 2019 Lifetime Achievement Award in Management by the Managers' Association of Slovenia.



2019

BTC becomes a supporter of the development initiative, Society 5.0.

2021

Inauguration of the international smart grid project by NEDO, the Japanese development agency, based on previously implemented sustainability projects.



Global trends

### Global trends with an impact

## One of the defining features of the next 5 years of life in EU and globally is unpredictability.

Social structures on the old continent of Europe are being upended year after year by new challenges which call for fundamental changes to take place in the way we work together, how we support each other and ensure solidarity, share our responsibilities, organize ourselves and have the courage to take decisive steps into the unknown.

The basic values of the Slovenian as well as of the European societies are thus being challenged. This includes the respect for human rights, the rule of law, open dialogue, and ultimately, democracy in itself.

The economy is not immune to changes in the wider environment, so it will be important in the next 5 years to ensure economic resilience at the same time as flexibility. In particular, resilience in projects, processes, organizational structures, and flexibility in the adaptability and behaviour of people, in relationships between people, their integrity and inner strength, and most importantly, their readiness to embrace the so-called VUCA\* situations. What is more, this is all happening while we have to come to terms with fast-changing, unpredictable, contradictory and complex systems.

All of this leads to society becoming even more complex. These conditions, however, present a challenge for traditional theories of leadership and of governance, which, in most cases, are static and linear. So these conditions lead to insecurity and results in a society without any sense of humanity, lacking in solidarity and creativity, which, after

all, are the fundamental values for a green and sustainable development.

Throughout its history, BTC has always proved that it is able to gain strength and take both prudent and bold decisions which support the sustained development of the entire ecosystem in which BTC coexists. There is thus no doubt that the very qualities of inner strength, cooperation, mutual trust, connections between social and economic networks as well as prudent decision-making will sustain the stable functioning of society and ensure a positive and socially responsible impact on other pillars of society.

The pooling of resources between universities, start-up communities, sports and cultural organisations, the City of Ljubljana, as well as global partners will continue to play a central role in the creation of such a sustainable and harmonious society. A company can draw great strength and inspiration from customers, partners, suppliers, and visitors. They actively encourage – over and over again – the company to come up with new and innovative solutions and programmes to satisfy their needs.

As a result, our approach to business is continually enriched with new perspectives on the world around us which, in turn, makes it possible for us to act swiftly and detect very early subtle signs of change and so seize business opportunities to ensure the company will continue to flourish as envisaged in BTC 5.0.

<sup>\*</sup>VUCA: Volatile, Uncertain, Complex, Ambiguous.

#### BTC Response to Global Trends



#### **Shopping Habits**

 The Development of New Shopping Habits

#### Digitalization

• New Dimensions of Digitalized Life

#### **Climate Change**

Nobody now no longer doubts that what the human race is facing on the Earth is a fundamental climate upheaval which has been accelerated and exacerbated by the human activity so much so that the very existence of humans is endangered. Such conditions call for a dramatic change in the behaviour of entire ecosystems to focus on the resilience models and a transition to a sustainable way of life in harmony with nature. The European Green Deal the UN's sustainable development goals (SDGs) inform the way BTC envisions and enacts together with its stakeholders its own contribution to a thriving society.



#### **BTC** Response

BTC continues to play a pioneering role in sustainable development by deploying comprehensive measures towards achieving a circular economy, sustainable mobility, renewable energy, green design, green logistics and all in all a green mindset. Projects such as solar panels, rainwater management systems, waste management systems, and encouraging partners directly to implement green renovation, are enhanced by systematically educating BTC's visitors on the topic and by adapting the company's product portfolio so that it is aligned with its Green Strategy.

#### **Urbanisation**

The urbanisation of life has a strong impact on the development of business models. Today, as much as 80% of the global population (EU: 75%) live in urban centres which requires more and more complex urban management models: the demanding provision of drinking water, healthy food, adequate hygiene, safety and security, caring and effective public healthcare services and an adequate social superstructure to enable holistic human development.

#### **BTC** Response

A modern market where locally produced fruit and vegetables are sold and local food is served, green business practices inside BTC as well as green cooperation with business partners and visitors, cooperation with the City of Ljubljana in the planning of the city's infrastructure, supporting urban culture in BTC Cities and promoting the development of innovative solutions.

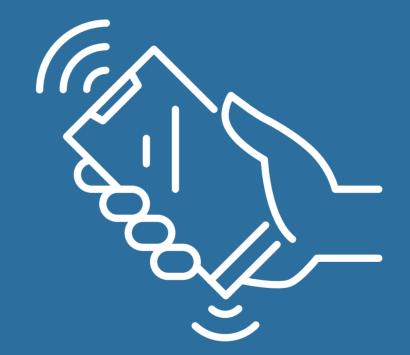


#### Digitalization

In light of the impact of climate change and the pandemic, the digitalisation of life has experienced a completely new turn. Digitalization is increasingly replacing direct and spontaneous human contact with a predictable and planned way of life from one zoom session to another, from one click to another, from transforming companies' products and services to changing the very face of our future. Business systems are expected to have their services available in a digital form 24/7: shopping, delivery, education, access to adequate information. This is not sustainable in the long run, but it will definitely shape the next 5 years.

#### **BTC** Response

Improved user interfaces for shopping, shipment tracking, home deliveries or in-store pick-ups by car, digital payment forms, various shopping channels, remote infrastructure management, integrated solutions, human assistance for digitally illiterate customers.





#### **Shopping habits**

The pandemic and the measures for its containment have accelerated the emergence of new shopping habits: online shopping from one's armchair, new needs (clothes, food, technical tools, one-stop stores to purchase everything one needs for one's home), integrated value networks, digital solutions to support decision-making and governance, automated production, an immense pressure on public health services with an increased need for individualised treatment.



#### **BTC** Response

Active integration of partners and seeking for new solutions within the scope of the Business Innovation Hub, precautionary measures to ensure public health (disinfection, improved air-conditioning/ventilation system, physical distancing).



## The search for social harmony

With the aim of lessening the development divide and preventing further divisions in society and between social classes. BTC will be affected by this trend in the form of a changing customer structure and in an increasing pressure to adapt the services it provides. In terms of BTC's other activities, there is likely to be a greater concentration of power which will have an important impact on its B2B segment and on the development of strategic partnerships.

#### **BTC** Response

Hybrid shopping centres, omnichannel shopping experience, turn-key property solutions, tailor-made logistics solutions, a business innovation hub, an accelerated engagement in social responsibility activities.









# BTC City: a city of opportunities

## BTC City is a dynamic core of BTC with many interesting faces encircled by a vivid and lively urban area.

By pursuing its new paradigm, which brings a new meaning to the social sphere, BTC City represents one of the largest business, shopping and leisure centres in Europe. For its visitors, its mix of business, shopping, recreational, entertainment and cultural activities, all housed in one place, has become an indispensable part of urban daily life. Its business centre brings a dynamic business rhythm to BTC City; with its power to connect, foster partnerships and generate ambitious visions, it is a "home" for many domestic and internationally recognised companies, a stimulating environment for start-ups, while its diverse eco-system makes it an excellent platform for testing advanced solutions and developing them even further. This shopping centre with the most rich and wide array of products and services in Slovenia makes it an interesting

destination for visitors who are searching for a hustle and bustle of a city, encountering there global shopping trends and high shopping standards. Its contemporary multi-channel shopping platforms help it develop a new virtual arena for shopping and window shopping. This recreational, entertainment and cultural centre enriches and enhances the character of a shopping centre. Visitors can enjoy an invigorating atmosphere and experience its spirit either through sports and recreational activities, entertainment and culture or through culinary delights. A multitude of sports, entertainment, and cultural events makes it an open stage under the sky and a destination for everybody who wants to enjoy a more relaxed ambiance in his or her daily life. It can be said that life never stops in BTC City. Its multifaceted character touches every visitor.

#### BTC Response to Global Trends: BTC City



An online reservation, click & collect in a store or at

another location

methods

management

Remote infrastructure





# BTC Logistics Centre: for green and smart logistics of the future

# The BTC Logistics Centre is a provider of high-level logistics services supported by advanced information technology.

Oriented towards constant growth and continuous modernisation of its services, including the digitalisation and robotisation of logistics processes, it integrates knowledge and technology with the aim to develop green and smart logistics of the future. It provides comprehensive logistics services and an advanced business model. Its logistics services are supported by advanced information technology systems which ensure efficient and paperless operations, the high traceability of goods and reliable and direct connections between all players in the supply chain. The BTC Logistics Centre is developing into a point

of reference for knowledge and know-how in logistics and transportation in Slovenia. In cooperation with business partners, BTC has established the BTC Logistics Competence Centre - a unique centre in which we, together with business partners, experts and contractors, develop innovative solutions to optimize logistics processes and services in the entire supply chain. Its two main goals include the development of tailormade technological solutions for business partners and the digitalisation of logistics processes.

automation of logistics processes

Integrated services

#### BTC Response to Global Trends: **BTC Logistics centre**



rising e-commerce and reshaping

in supply chains





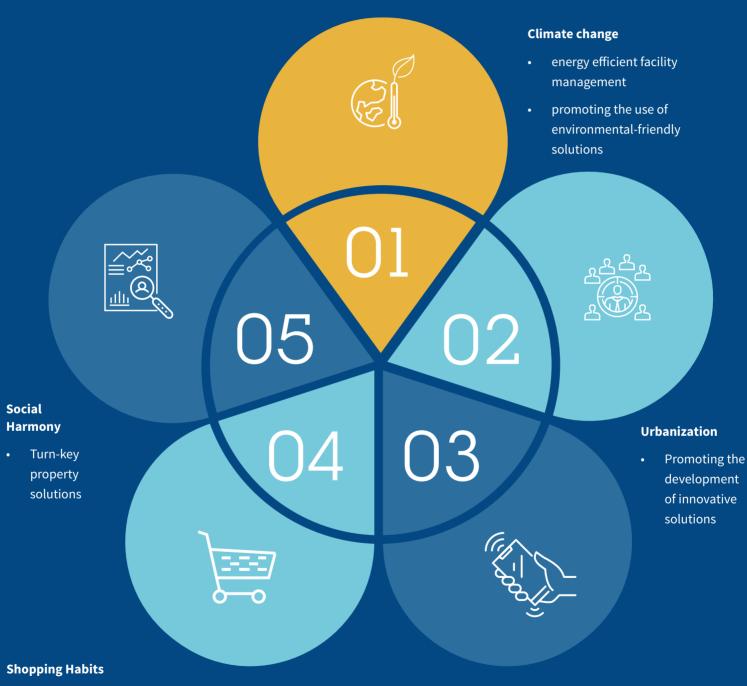
# BTC PROP: a partner for real-estate management

# BTC PROP is one of the pillars of BTC businesses specialised for the management and maintenance of commercial property.

Its drive to foster partnerships has made it become one of the leading commercial property providers in the region, not only in terms of the size of the portfolio under management but also in terms of the array of competences associated with asset management, property management, accounting, complex financial reporting and technical knowledge. BTC PROP stands out in particular for the size

of its own properties under management, financial stability and standardisation and digitalisation of processes. These all form an outstanding basis from where we can expand our services and enter the property maintenance business, while pursuing the vision of becoming the outstanding property manager in the region.

## BTC Response to Global Trends: BTC PROP



 Prevention measures aimed at ensuring public health

#### Digitalization

 Remote infrastructure management











MINISTRETVO ZA GOSPODARSKI RAZVOJ IN TEHNOLOGIJO







## BTC Business Innovation Hub: for bold solutions of the future

## The BTC Business Innovation Hub is an innovative eco-system for integrating start-up companies and big corporations.

It is a hub of and for development and innovation, a generator of progressive ideas and solutions with a wider social mission and potential to have an international reach. The BTC Business Innovation Hub develops these ideas and solutions in cooperation with domestic and global partners, start-up companies and other institutions. These players can establish an innovation incubator to test their innovations which are being developed for the global market. We in BTC are inspired the most when we take part

in the development of solutions with a growth potential in the following areas: commercial property management and development, logistics, sustainable mobility, smart cities and robotics. This unique eco-system, where the solutions of the future are being developed, has enabled BTC to establish itself as an active co-creator and promotor of innovation culture in Slovenia and beyond.

## BTC Response to Global Trends: **BTC** Business Innovation Hub



## innovation centre

Testing advanced solutions with regard to shopping habits

- Connecting partners and their integration in projects for the development of advanced digital solutions
- Testing environment for digital solutions





## Vision and Multi-Dimensional Development



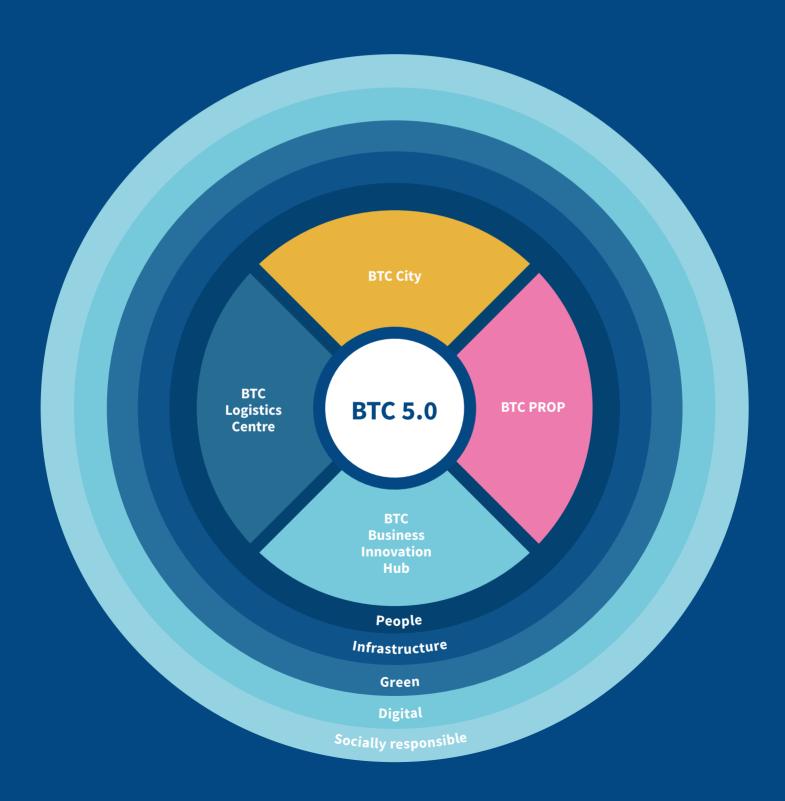
## Since its establishment, BTC has always maintained a clear and inclusive stance in its long-term vision and mission.

BTC has thus openly invited its business partners to work in close cooperation and to co-create together a stable future for the benefit of their customers, employees, visitors, owners and the society as a whole.

Numerous success stories experienced by domestic and foreign partners have been created within the BTC. Stakeholders are always delighted when BTC sets out its clear middle-term and long-term BTC's goals: such clarity creates a field of trust, it ensures predictability and enhances conditions for innovation to flourish. This is of great importance in gaining the trust of investors and of the City of Ljubljana and ensures their preparedness for joint action. BTC only pays attention to development aspirations, but takes great store by achieving results in line with the shared values, as this brings its eco-system even closer together. Thus, when talking about BTC's values, green means care for nature and a commitment to a continuing

decrease in adverse impacts on the environment. Secondly, digital means the efficient and smart use of modern digital services. Thirdly, socially responsible means the support dedicated to the community, culture, sports and to the young people as well as the youngest. Innovative, means the constant rediscovering of the different and the unknown; it signals independence for the benefit of an individual and the society as a whole. Effective and efficient means the creation of added value which brings the strength necessary for taking sustainable steps into the future. It means the development of an attractive globally oriented eco-system for ambitious business partners. It means the establishment of a new generation business hub and a technological park. It means connecting creative people and bringing them together in projects with a vision, generating economic and social added value with a global reach.

The development of an attractive globally oriented ecosystem for ambitious business partners. Establishing a new generation business hub and a technological park. Connecting creative people and bringing them together in projects with a vision, generating economic and social added value with a global reach.





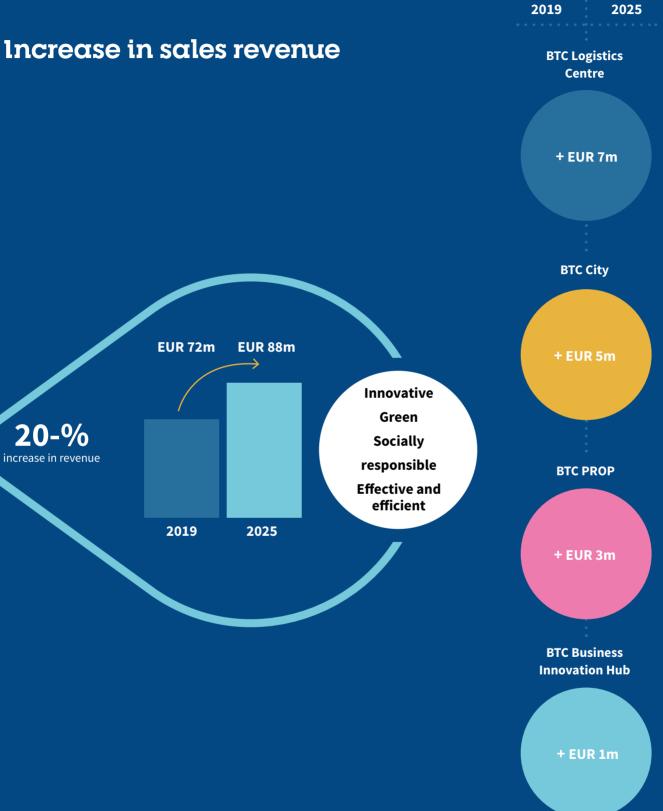


## **Further Growth**

We are approaching the future with a clear focus and with detailed plans and, acting together, we are cocreating the new society 5.0 with many opportunities for growth. BTC has been developing and growing for more than 65 years; thus, we consider growth to be a process which we know very well and are effective managers of it. We are well prepared to enter yet another new period.

In BTC, growth is founded on social responsibility and sustainable development which we see as key components of all our development projects in all sub segments of our activities. We wish to create a successful and sustainable corporation which lives in a green and inspiring environment. We connect creative people and bring them together in projects with a vision, generating economic and social added value with a global reach. We create an attractive globally-oriented eco-system which has already been positively recognised by our numerous business partners. The Business Innovation Hub with a business centre and new generation technological park has created a unique eco-system where high-tech companies and providers of advanced technological solutions meet and connect with their final users. On the one hand, we enable our business partners to find an attractive testing environment to develop their products and services, and, on the other hand, provide advanced and comprehensive services to final users.

The growth in the BTC Logistics Centre is founded on firm partnership relations and on the digitalisation of all processes. Together with our partners, we are expanding our operations, entering new international markets and jointly generating further growth. At the same time, we are developing and expanding the capabilities of our services, thus responding to the needs of our business partners and to trends in the contemporary supply chains. In commercial property management, we keep recording a constant growth in the number of satisfied customers who value the experience and know-how which we have developed through decades in BTC PROP. The advanced technological solutions, remote infrastructure maintenance and support assist us to envision further growth in this business area. BTC City grows and develops together with its visitors. It meets their needs and accommodates fast changing trends. It creates new forms of green mobility, dictates trends in contemporary online shopping routes and payment solutions - BTC City has its own crypto currency. It keeps staying young and dynamic, generating growth with optimisation and by enhancing the most successful marketing activities, by integrating popular brands into an attractive mix on offer, and by communicating in an innovative manner, pursuing multi-channel marketing communication with its targeted public groups.







## Transition to BTC 5.0

# BTC 5.0 represents a long-term journey. It is a source of inspiration for business planning and for business leaders to manage a harmonious transition to a new civilisational paradigm.

The corporate foundations of BTC are sound and stable. The company is strong in integrating ideas, people, businesses, in building partnership networks and nurturing good-quality relations which are supported by modern technologies but not at the expense of humanity, though, nor at the cost of ignoring the mutual impacts of all stakeholders in the eco-system.

A new realignment of power in the local and global environment is bringing new players onto the scene. New market niches are constantly and dynamically realigning themselves. When in the past it was thought that a company should restructure its operational activities and reconsider its niche markets every 70 years, then 30 years, and until recently 10 years, it is now necessary for such a review to be performed every 3 to 4 years.

BTC is capable of doing this, its team can facilitate the process by means of their personal expertise, as all of its

members are aware of the fact that the unpredictable is expected and that they, acting together, are able to overcome all business challenges and seize new opportunities. The ability to respond in a proactive and timely manner in business is a strength of the people who make up BTC team. The company nurtures courage, efficiency and business pragmatism, which in turn are the very qualities which feed success and inspiration for the future.

BTC Development Strategy 2025 has incorporated structural and substantive changes which need to be made to continue on the journey towards BTC 5.0. By taking steps towards the Society 5.0, BTC has undertaken a complex task of organising human society so that scientific and technological development will benefit all people, protect the environment in which we live and at the same time enable the long-term, and stable development of BTC 5.0.

## People at the Forefront

BTC is aware that it is people who create and generate value for other people

Creating /

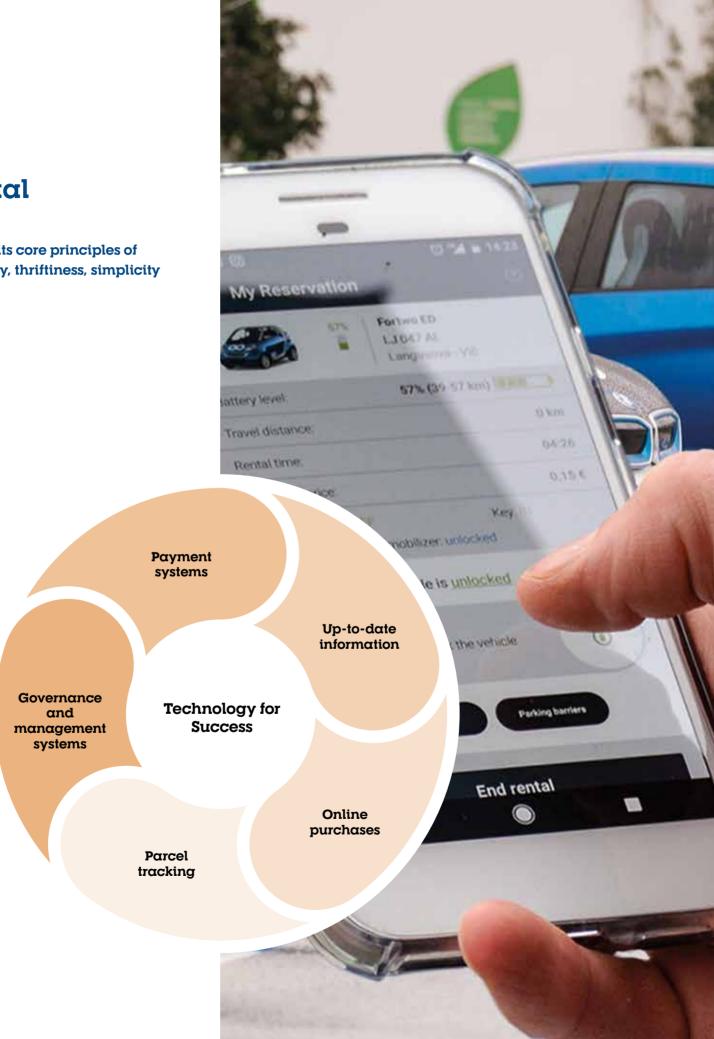
innovating





## **Digital**

Loyal to its core principles of efficiency, thriftiness, simplicity





### Innovative

Loyal to its core principle of mass innovation

Creativity



## Efficient and **Effective**

Management

Openness







#### BTC 5.0: Leading on Quality of Life, Multi-dimensional Development Strategy for BTC 2021-2025

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