

CCC Group - #1 footwear player in the CEE region



Our figures

(as of 30.04.2024)

2.2bn
EUR sales LTM

20%
Market share in CEE

35%
Market share in Poland

15k+
Employees

OFFLINE

1.2 bn EUR sales LTM

980 stores (792k sqm)

54% revenue share

ONLINE

1.0 bn EUR sales LTM

90+ online platforms

46% revenue share



OMNICHANNEL MODEL



CUSTOMER-CENTRIC ORGANISATION



DATA-DRIVEN ACROSS ALL KEY PROCESSES



TECHNOLOGY PIONEER – ESIZE.ME, BNPL IN OFFLINE ETC.

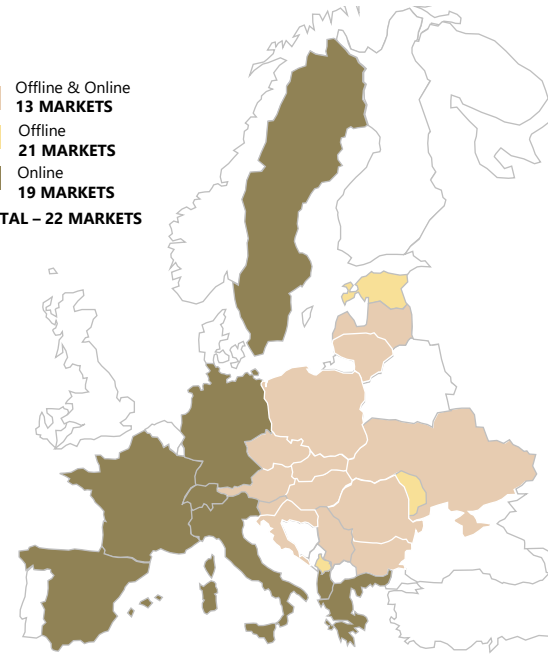


FOCUSED ON MULTIPLYING CUSTOMER TOUCHPOINTS

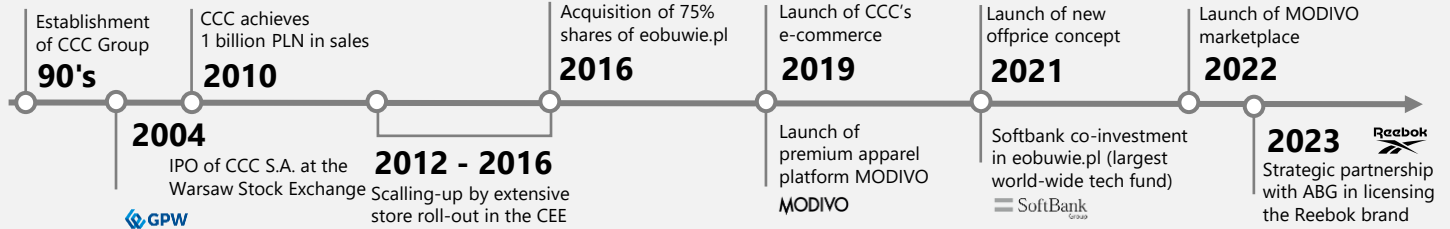


ESG-ORIENTED, WITH THE BEST-IN-CLASS MSCI ESG RATING „AA”

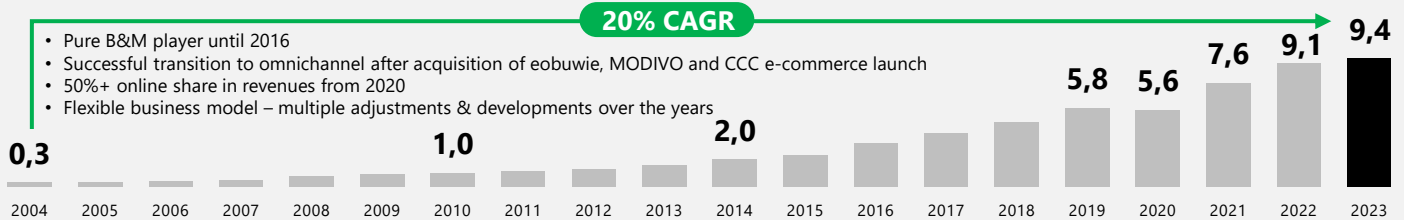
Offline & Online
13 MARKETS
Offline
21 MARKETS
Online
19 MARKETS
TOTAL – 22 MARKETS



Group history



Group revenue growth



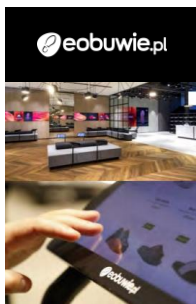
Business model

FULL-PRICE



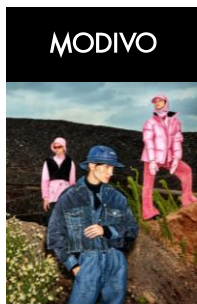
HOUSE OF BRANDS & STRATEGIC OWN BRANDS

75% own brands
120 PLN - AOV
75% offline sales



MULTI-BRAND TECHNOLOGY EXPERT

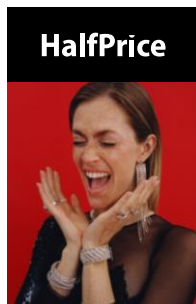
85% 3rd party brands
300 PLN - AOV
90% online sales



PREMIUM DESIGNER BRANDS

95% 3rd party brands
400 PLN - AOV
100% online sales

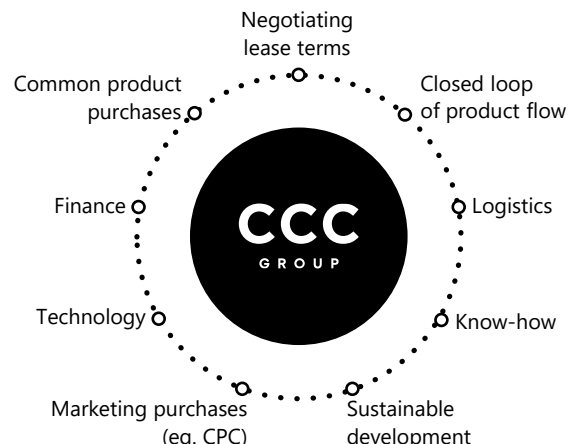
OFF-PRICE



BARGAIN HUNTING

90% 3rd party brands
100 PLN - AOV
100% offline sales

SYNERGIES



CCC Group financials

	2016	2017	2018	2019	2020	2021	2022	2023
Revenues [PLNm]	3 185	3 938	4 726	5 403	5 247	7 592	9 123	9 440
<i>ecommerce share [%]</i>	9%	15%	21%	27%	49%	51%	55%	46%
Gross profit [PLNm]	1 680	2 004	2 367	2 595	2 293	3 525	4 265	4 394
<i>Gross margin [%]</i>	53%	51%	50%	48%	44%	47%	47%	47%
SG&A [PLNm]	1 307	1 541	1 994	2 388	2 872	3 521	4 317	4 210
<i>SG&A to revenues [%]</i>	41%	39%	42%	44%	55%	47%	47%	47%
EBIT [PLNm]	373*	463*	373*	207	-579	4	-51	184
<i>EBIT margin [%]</i>	12%	12%	8%	4%	-11%	0%	-1%	2%
Amortization [PLNm]	73	89	531	607	567	561	582	594
EBITDA [PLNm]	446*	552*	904*	814	-12	565	531	778
<i>EBITDA margin [%]</i>	14%	14%	19%	15%	0%	7%	6%	8%
Inventories conversion [days]	226	263	283	266	269	228	216	211
Receivables conversion [days]	8	9	10	15	13	11	8	6
Liabilities conversion [days]	28	42	109	150	155	125	118	139
Net debt	652	403	641	971	1 211	1 519	2 131	1 829
Capex	-160	-245	-439	-497	-195	-313	-465	-325

CCC Group & segments quarterly financials

	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24**
Revenues [PLNm]	1 882	2 377	2 422	2 442	2 064	2 425	2 430	2 521	2 256
Gross profit [PLNm]	923	1 129	1 163	1 050	959	1 102	1 174	1 159	1 164
<i>Gross margin [%]</i>	49%	48%	48%	43%	46%	45%	48%	46%	52%
SG&A [PLNm]	979	1 098	1 142	1 100	1 026	1 023	1 098	1 064	1 012
<i>SG&A to revenue [%]</i>	52%	46%	47%	45%	50%	42%	45%	42%	45%
EBIT [PLNm]	-57	31	21	-50	-67	79	76	95	152
<i>EBIT margin [%]</i>	-3%	1%	1%	-2%	-3%	3%	3%	4%	7%
EBITDA [PLNm]	89	179	173	90	89	224	229	236	304
<i>EBITDA margin [%]</i>	5%	8%	7%	4%	4%	9%	9%	9%	13%
Net debt	1 947	1 856	2 073	2 131	1 871	1 661	1 609	1 829	1 830

CCC SEGMENT FINANCIALS

Revenues [PLNm]	780	1 152	1 113	1 014	848	1 041	1 060	1 051	949
Gross profit [PLNm]	453	625	608	493	447	570	616	584	578
<i>Gross margin [%]</i>	58%	54%	54%	49%	53%	55%	58%	56%	61%
EBITDA	27	119	119	74	66	214	202	210	201
<i>EBITDA margin [%]</i>	3%	10%	11%	7%	8%	21%	19%	20%	21%
Inventories conversion [days]	326	312	293	263	238	228	220	223	236

HALFPRICE SEGMENT FINANCIALS

Revenues [PLNm]	119	182	258	285	252	338	393	436	371
Gross profit [PLNm]	54	83	130	124	100	128	182	213	189
<i>Gross margin [%]</i>	46%	45%	50%	43%	40%	38%	46%	49%	51%
EBITDA	0	12	41	36	8	4	56	82	65
<i>EBITDA margin [%]</i>	0%	6%	16%	13%	3%	1%	14%	19%	17%
Inventories conversion [days]	211	177	186	182	187	194	213	224	253

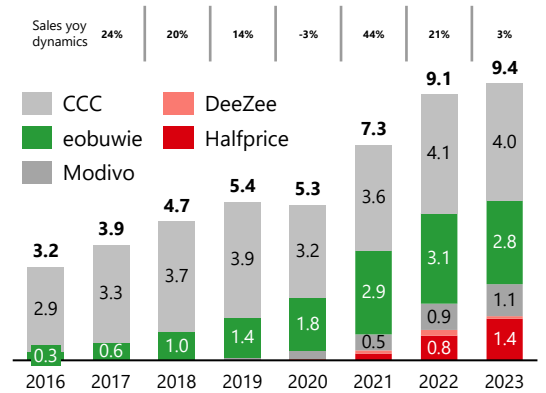
MODIVO GROUP FINANCIALS (EOBUWIE & MODIVO SEGMENTS)

Revenues [PLNm]	908	985	993	1092	942	1025	953	1 012	919
Gross profit [PLNm]	392	419	405	426	400	391	363	350	387
<i>Gross margin [%]</i>	43%	43%	41%	39%	42%	38%	38%	35%	42%
EBITDA	62	45	10	-15	13	5	-30	-58	35
<i>EBITDA margin [%]</i>	7%	5%	1%	-1%	1%	0%	-3%	-6%	4%
Inventories conversion [days]	167	178	189	191	204	203	188	176	

** Preliminary results

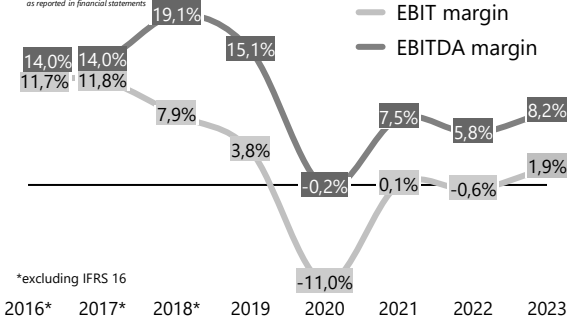
Sales revenues by segment [PLNbn]

as reported in financial statements



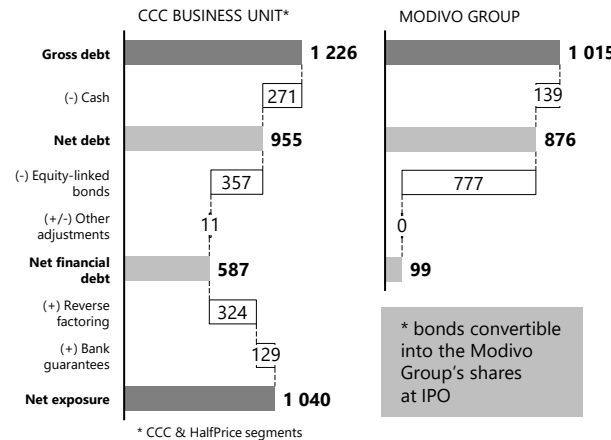
EBIT & EBITDA margins [%]

as reported in financial statements

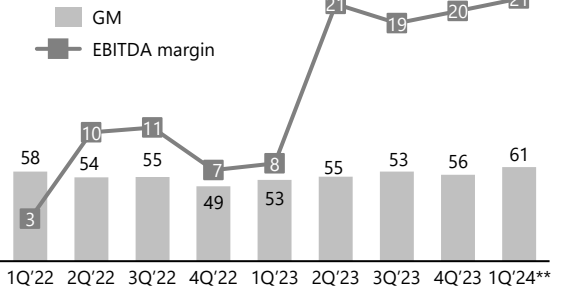


Debt structure as for 30.04.24 [PLNbn]

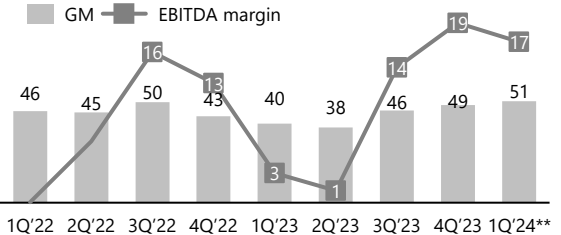
as reported in financial statements



CCC Gross & EBITDA margins [%]



HalfPrice Gross & EBITDA margins [%]



MODIVO Group Gross & EBITDA margins [%]

