

Our figures

(as of 31.10.2025)

2.6bn
EUR sales LTM

20%
Market share in CEE

32%
Market share in Poland

15k+
Employees

OFFLINE

1.6 bn EUR sales LTM

1200 stores (1000k sqm)

61% revenue share



OMNICHANNEL MODEL



CUSTOMER-CENTRIC ORGANISATION



DATA-DRIVEN ACROSS ALL KEY PROCESSES

ONLINE

1.0 bn EUR sales LTM

7 online stores

39% revenue share



TECHNOLOGY PIONEER



FOCUSED ON MULTIPLYING CUSTOMER TOUCHPOINTS



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

Offline & Online

15 MARKETS

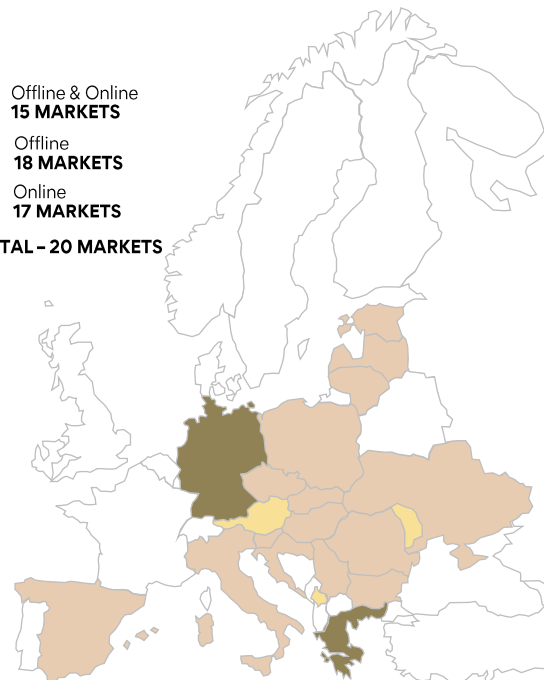
Offline

18 MARKETS

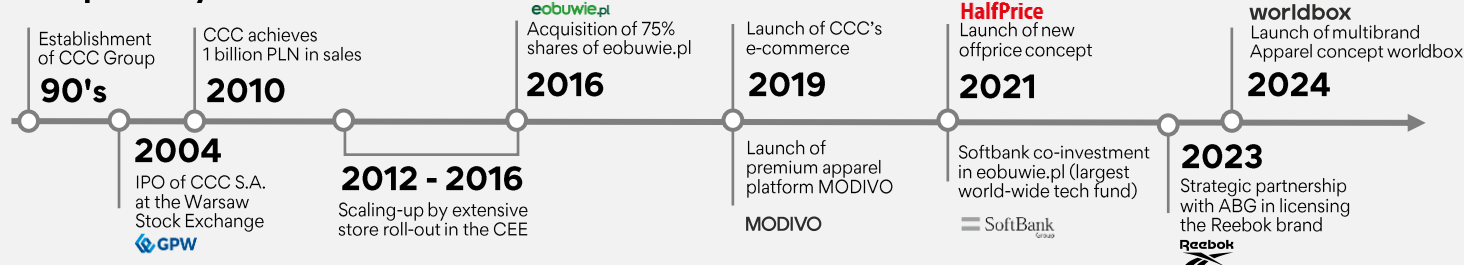
Online

17 MARKETS

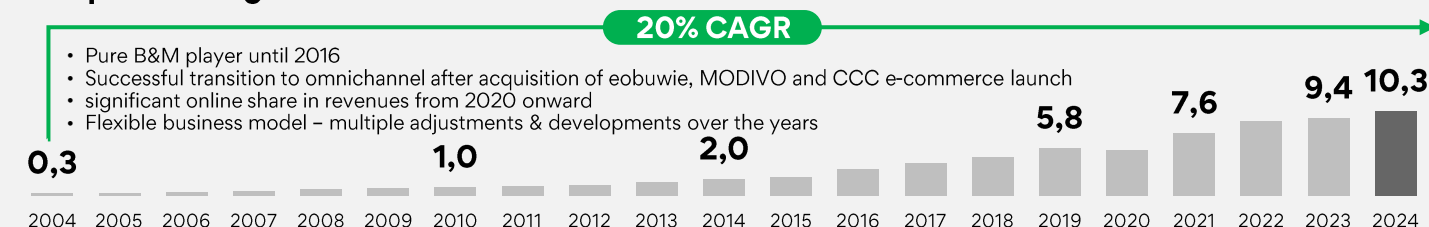
TOTAL - 20 MARKETS



Group history



Group revenue growth



Business model

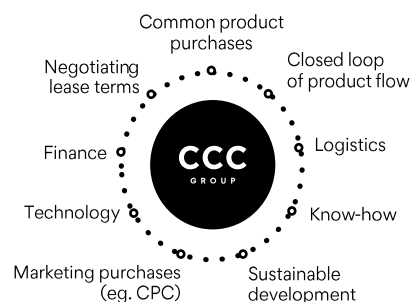
FULL-PRICE

CCC	eobuwie	MODIVO	worldbox
HOUSE OF BRANDS & STRATEGIC OWN BRANDS	MULTI-BRAND TECHNOLOGY EXPERT	PREMIUM DESIGNER BRANDS	CASUAL & COMFORT STYLE
80% own & licensed brands	85% 3rd party brands	90% 3rd party brands	80% 3rd party brands
50% licensed brands	40% licensed brands	40% licensed brands	75% licensed brands
160 PLN - AOV	320 PLN - AOV	480 PLN - AOV	160 PLN - AOV
80% offline sales	90% online sales	100% online sales	80% offline sales

OFF-PRICE

HalfPrice
BARGAIN HUNTING
90% 3rd party brands
45% licensed brands
140 PLN - AOV
100% offline sales

Synergies



Floorspace development plan

	# STORES 2024	POTENTIAL # STORES	AVERAGE STORE AREA [SQM]
HalfPrice	150	500	2,300
CCC	800	1,200	700
eobuwie	50	400	450
worldbox	150	1,400	700

CCC Group financials

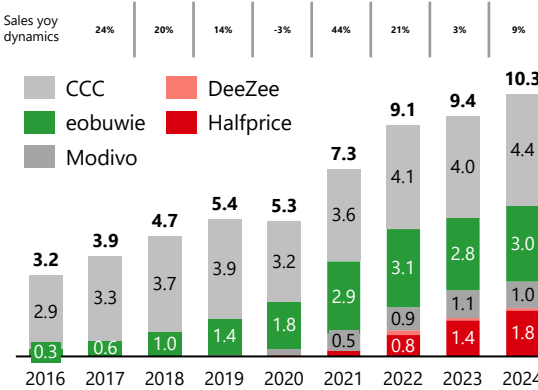
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenues [PLNm]	3 185	3 938	4 726	5 403	5 247	7 592	9 123	9 440	10 303
<i>e-commerce share [%]</i>	9%	15%	21%	27%	49%	51%	55%	46%	42%
Gross profit [PLNm]	1 680	2 004	2 367	2 595	2 293	3 525	4 265	4 394	5 184
<i>Gross margin [%]</i>	53%	51%	50%	48%	44%	47%	47%	47%	50%
SG&A [PLNm]	1 307	1 541	1 994	2 388	2 872	3 521	4 317	4 210	4 148
<i>SG&A to revenues [%]</i>	41%	39%	42%	44%	55%	47%	47%	45%	40%
EBIT [PLNm]	373*	463*	373*	207	-579	4	-51	184	1 036
<i>EBIT margin [%]</i>	12%	12%	8%	4%	-11%	0%	-1%	2%	10%
Amortization [PLNm]	73	89	531	607	567	561	582	594	599
EBITDA [PLNm]	446*	552*	904*	814	-12	565	531	778	1 635
<i>EBITDA margin [%]</i>	14%	14%	19%	15%	0%	7%	6%	8%	16%
Inventories conversion [days]	226	263	283	266	269	228	216	211	254
Receivables conversion [days]	8	9	10	15	13	11	8	6	10
Liabilities conversion [days]	28	42	109	150	155	125	118	139	168
Net debt	652	403	641	971	1 211	1 519	2 131	1 829	1 436
Capex	-160	-245	-439	-497	-195	-313	-465	-325	-477

CCC Group & segments quarterly financials

	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24	1Q'25	2Q'25	3Q'25
Revenues [PLNm]	2 430	2 521	2 261	2 589	2 771	2 681	2 359	2 880	2 976
Gross profit [PLNm]	1 174	1 159	1 163	1 282	1 420	1 319	1 198	1 420	1 406
<i>Gross margin [%]</i>	48%	46%	51%	50%	51%	49%	51%	50%	47%
SG&A [PLNm]	1 098	1 064	1 012	1 020	1 092	1 024	982	1 121	1 185
<i>SG&A to revenue [%]</i>	45%	42%	45%	37%	36%	38%	42%	39%	40%
EBIT [PLNm]	76	95	150	263	328	295	216	299	221
<i>EBIT margin [%]</i>	3%	4%	7%	10%	12%	11%	9%	10%	7%
EBITDA [PLNm]	229	236	300	407	479	448	377	465	405
<i>EBITDA margin [%]</i>	9%	9%	13%	16%	17%	17%	16%	16%	14%
Net debt	1 609	1 829	1 844	2 091	1 659	1 436	1 573	1 414	1 140
CCC SEGMENT FINANCIALS									
Revenues [PLNm]	1 060	1 051	951	1 111	1 199	1 118	1 051	1 353	1 302
Gross profit [PLNm]	616	584	575	661	703	636	581	755	673
<i>Gross margin [%]</i>	58%	56%	60%	60%	59%	57%	55%	56%	52%
EBITDA	202	210	196	292	277	208	212	298	221
<i>EBITDA margin [%]</i>	19%	20%	21%	26%	23%	19%	20%	22%	17%
Inventories conversion [days]	220	223	237	268	287	317	327	330	312
HALFPRICE SEGMENT FINANCIALS									
Revenues [PLNm]	393	436	371	412	466	563	443	499	576
Gross profit [PLNm]	182	213	188	210	239	284	225	237	291
<i>Gross margin [%]</i>	46%	49%	51%	51%	51%	50%	51%	48%	50%
EBITDA	56	82	69	84	100	122	70	67	74
<i>EBITDA margin [%]</i>	14%	19%	19%	20%	21%	22%	16%	14%	13%
Inventories conversion [days]	213	224	253	289	317	304	301	288	282
MODIVO GROUP FINANCIALS (EOBUWIE & MODIVO SEGMENTS)									
Revenues [PLNm]	953	1 012	923	1 045	1 082	981	865	1 028	1 097
Gross profit [PLNm]	363	350	389	399	464	389	392	428	442
<i>Gross margin [%]</i>	38%	35%	42%	38%	43%	40%	45%	42%	40%
EBITDA	-30	-58	35	32	101	122	95	100	109
<i>EBITDA margin [%]</i>	-3%	-6%	4%	3%	9%	12%	11%	10%	10%
Inventories conversion [days]	203	191	188	176	174	168	179	183	181

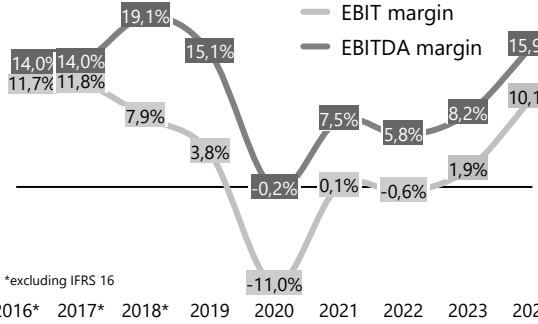
Sales revenues by segment [PLNbn]

as reported in financial statements



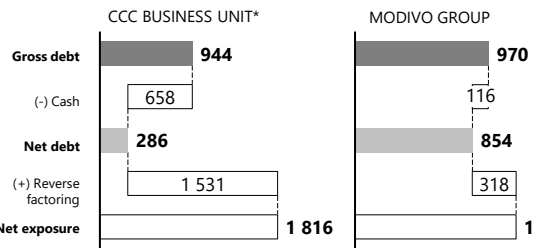
EBIT & EBITDA margins [%]

as reported in financial statements



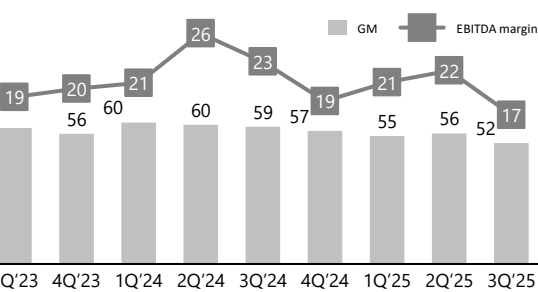
Debt structure as for 31.10.25 [PLNm]

as reported in financial statements

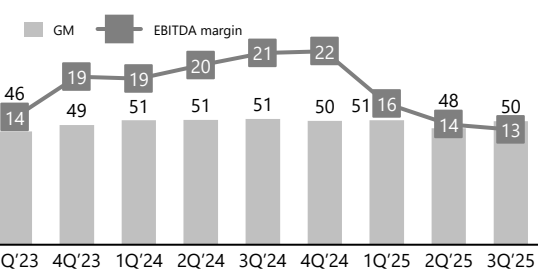


* CCC & HalfPrice segments

CCC Gross & EBITDA margins [%]



HalfPrice Gross & EBITDA margins [%]



MODIVO Group Gross & EBITDA margins [%]

