

CCC Group - #1 footwear player in the CEE region



Our figures

(as of 31.01.2025)

2.4bn
EUR sales LTM

20%
Market share in CEE

35%
Market share in Poland

15k+
Employees

OFFLINE

1.3 bn EUR sales LTM

1030 stores (850k sqm)

58% revenue share

ONLINE

1.1 bn EUR sales LTM

90+ online platforms

42% revenue share



OMNICHANNEL MODEL



CUSTOMER-CENTRIC ORGANISATION



DATA-DRIVEN ACROSS ALL KEY PROCESSES



TECHNOLOGY PIONEER

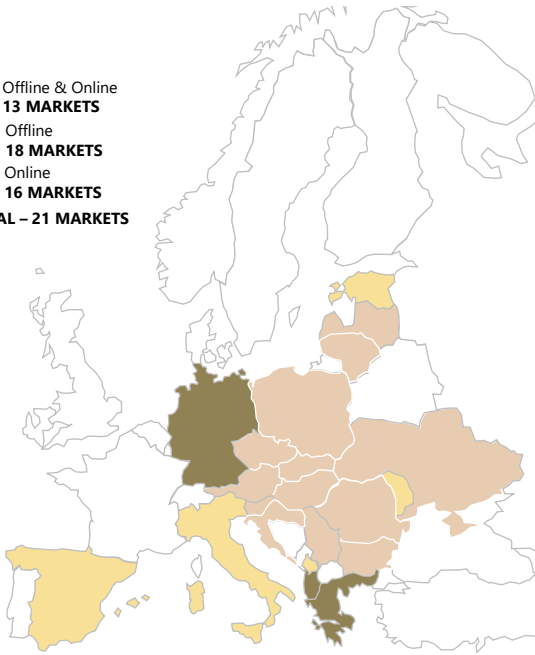


FOCUSED ON MULTIPLYING CUSTOMER TOUCHPOINTS

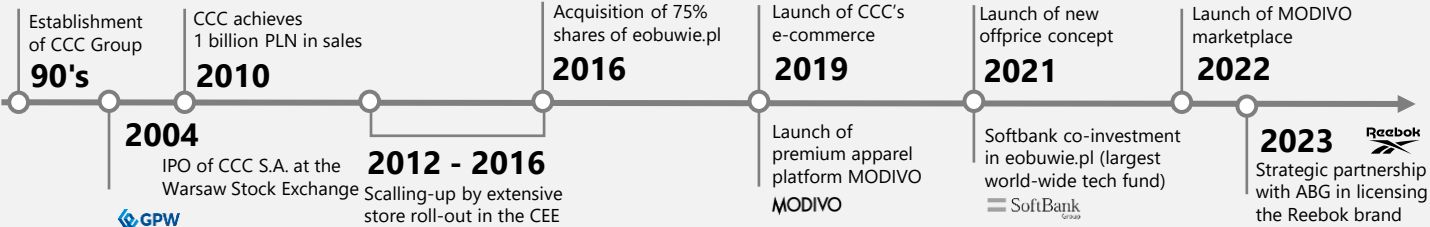


ESG-ORIENTED, WITH THE BEST-IN-CLASS MSCI ESG RATING „AA“

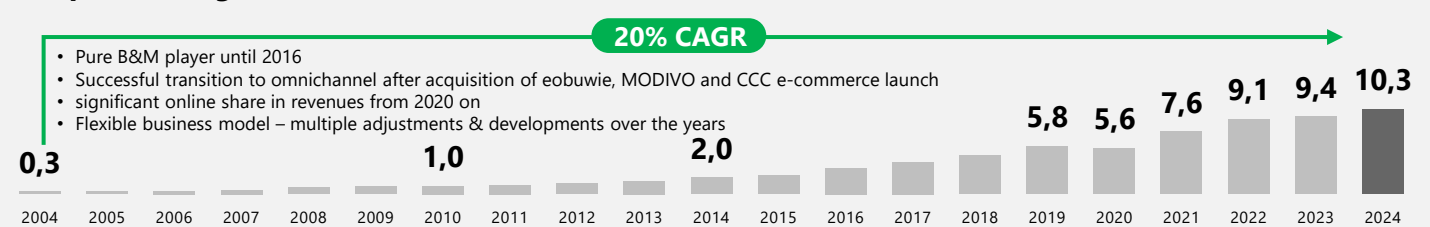
Offline & Online
13 MARKETS
Offline
18 MARKETS
Online
16 MARKETS
TOTAL – 21 MARKETS



Group history

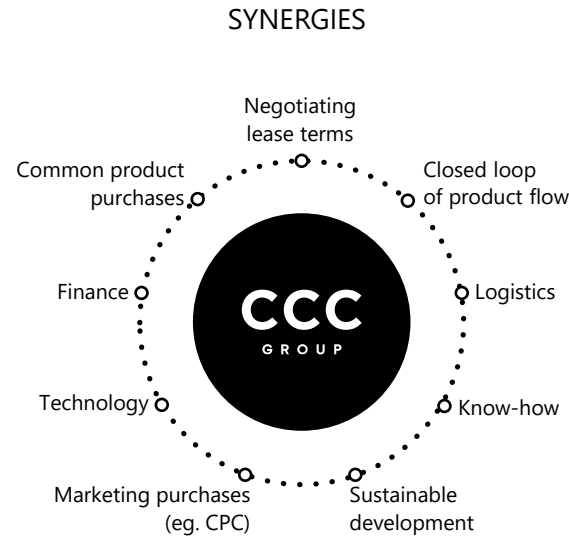


Group revenue growth



Business model

FULL-PRICE			OFF-PRICE
CCC	eobuwie.pl	MODIVO	HalfPrice
HOUSE OF BRANDS & STRATEGIC OWN BRANDS	MULTI-BRAND TECHNOLOGY EXPERT	PREMIUM DESIGNER BRANDS	BARGAIN HUNTING
80% own & licensed brands	85% 3rd party brands	95% 3rd party brands	90% 3rd party brands
120 PLN - AOV	300 PLN - AOV	400 PLN - AOV	100 PLN - AOV
75% offline sales	90% online sales	100% online sales	100% offline sales



CCC Group financials

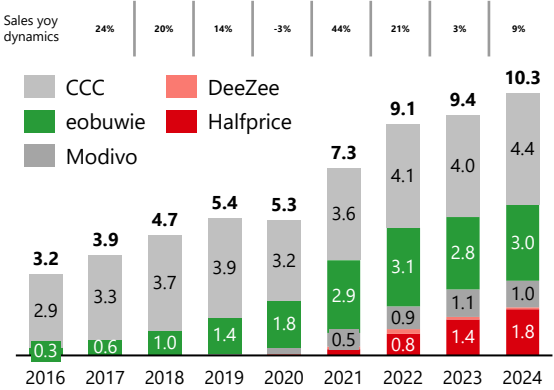
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenues [PLNm]	3 185	3 938	4 726	5 403	5 247	7 592	9 123	9 440	10 303
ecommerce share [%]	9%	15%	21%	27%	49%	51%	55%	46%	42%
Gross profit [PLNm]	1 680	2 004	2 367	2 595	2 293	3 525	4 265	4 394	5 184
Gross margin [%]	53%	51%	50%	48%	44%	47%	47%	47%	50%
SG&A [PLNm]	1 307	1 541	1 994	2 388	2 872	3 521	4 317	4 210	4 148
SG&A to revenues [%]	41%	39%	42%	44%	55%	47%	47%	45%	40%
EBIT [PLNm]	373*	463*	373*	207	-579	4	-51	184	1 036
EBIT margin [%]	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
EBITDA margin [%]	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

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Revenues [PLNm]	2 442	2 064	2 425	2 430	2 521	2 261	2 589	2 771	2 681
Gross profit [PLNm]	1 050	959	1 102	1 174	1 159	1 163	1 282	1 420	1 319
Gross margin [%]	43%	46%	45%	48%	46%	51%	50%	51%	49%
SG&A [PLNm]	1 100	1 026	1 023	1 098	1 064	1 012	1 020	1 092	1 024
SG&A to revenue [%]	45%	50%	42%	45%	42%	45%	37%	36%	38%
EBIT [PLNm]	-50	-67	79	76	95	150	263	328	295
EBIT margin [%]	-2%	-3%	3%	3%	4%	7%	10%	12%	11%
EBITDA [PLNm]	90	89	224	229	236	300	407	479	448
EBITDA margin [%]	4%	4%	9%	9%	9%	13%	16%	17%	17%
Net debt	2 131	1 871	1 661	1 609	1 829	1 844	2 091	1 659	1 436
CCC SEGMENT FINANCIALS									
Revenues [PLNm]	1 014	848	1 041	1 060	1 051	951	1 111	1 199	1 118
Gross profit [PLNm]	493	447	570	616	584	575	661	703	636
Gross margin [%]	49%	53%	55%	58%	56%	60%	60%	59%	57%
EBITDA	74	66	214	202	210	196	292	277	208
EBITDA margin [%]	7%	8%	21%	19%	20%	21%	26%	23%	19%
Inventories conversion [days]	263	238	228	220	223	237	268	287	297
HALFPRICE SEGMENT FINANCIALS									
Revenues [PLNm]	285	252	338	393	436	371	412	466	563
Gross profit [PLNm]	124	100	128	182	213	188	210	239	284
Gross margin [%]	43%	40%	38%	46%	49%	51%	51%	51%	50%
EBITDA	36	8	4	56	82	69	84	100	122
EBITDA margin [%]	13%	3%	1%	14%	19%	19%	20%	21%	22%
Inventories conversion [days]	182	187	194	213	224	253	289	317	304
MODIVO GROUP FINANCIALS (EOBUWIE & MODIVO SEGMENTS)									
Revenues [PLNm]	1 092	942	1 025	953	1 012	923	1 045	1 082	981
Gross profit [PLNm]	426	400	391	363	350	389	399	464	389
Gross margin [%]	39%	42%	38%	38%	35%	42%	38%	43%	40%
EBITDA	-15	13	5	-30	-58	35	32	101	122
EBITDA margin [%]	-1%	1%	0%	-3%	-6%	4%	3%	9%	12%
Inventories conversion [days]	191	204	200	203	191	188	176	174	159

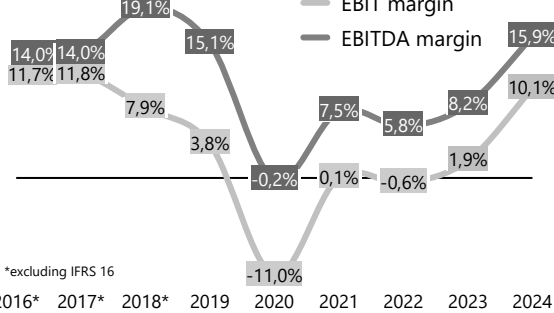
Sales revenues by segment [PLNbn]

as reported in financial statements



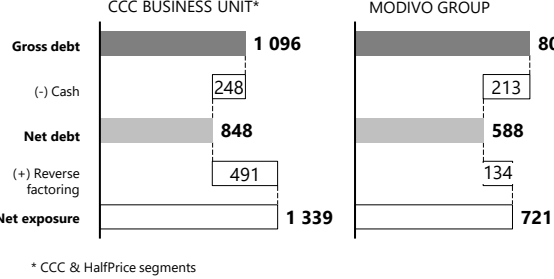
EBIT & EBITDA margins [%]

as reported in financial statements

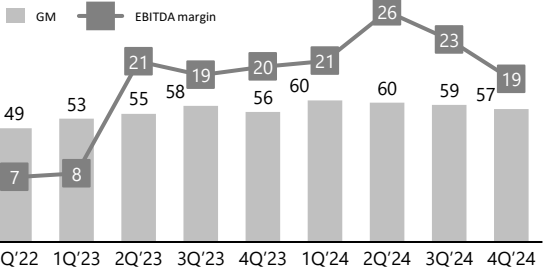


Debt structure as for 31.01.25 [PLNm]

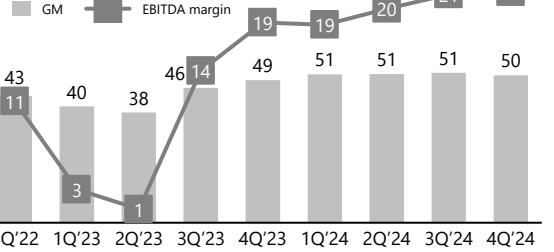
as reported in financial statements



CCC Gross & EBITDA margins [%]



HalfPrice Gross & EBITDA margins [%]



MODIVO Group Gross & EBITDA margins [%]

