

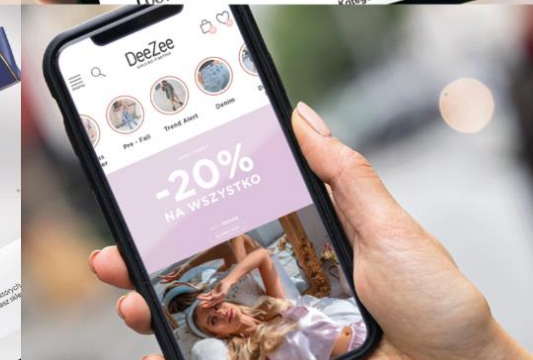
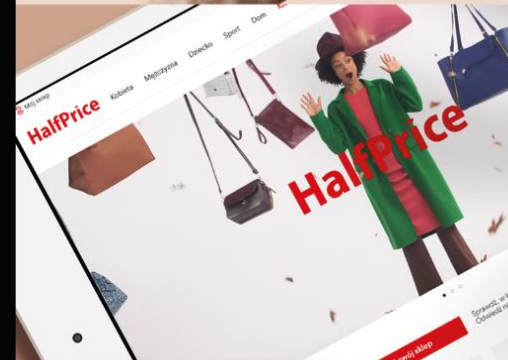
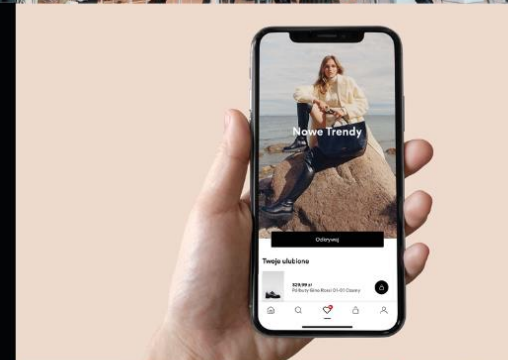


CCC GROUP

CCC Group Databook

April 2024

CCC eobuwie.pl MODIVO HalfPrice



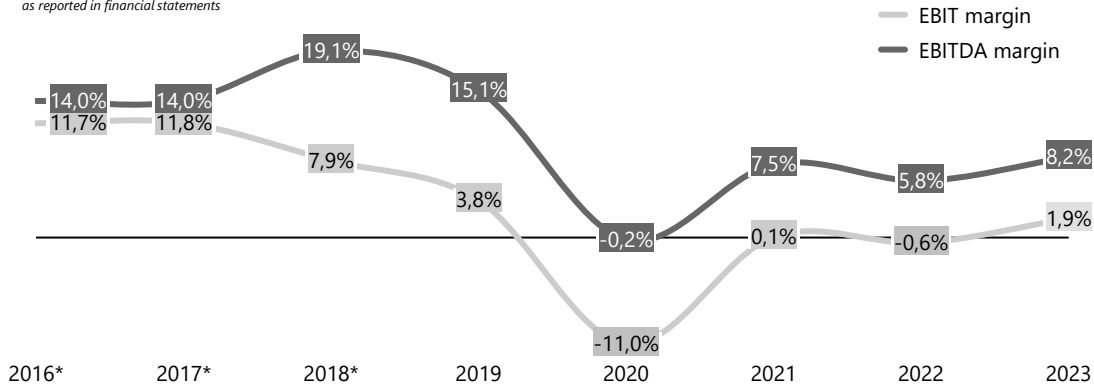
	2016	2017	2018	2019	2020	2021	2022	2023
Revenues [PLNm]	3 185	3 938	4 726	5 403	5 247	7 592	9 123	9 440
ecommerce share [%]	9%	15%	21%	27%	49%	51%	55%	46%
Gross profit [PLNm]	1 680	2 004	2 367	2 595	2 293	3 525	4 265	4 394
Gross margin [%]	53%	51%	50%	48%	44%	47%	47%	47%
SG&A [PLNm]	1 307	1 541	1 994	2 388	2 872	3 521	4 317	4 210
SG&A to revenues [%]	41%	39%	42%	44%	55%	47%	47%	45%
EBIT [PLNm]	373*	463*	373*	207	-579	4	-51	184
EBIT margin [%]	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
EBITDA margin [%]	14%	14%	19%	15%	0%	7%	6%	8%

*excluding IFRS 16

□ results heavily impacted by the covid19 pandemic & war in the Ukraine outbreak

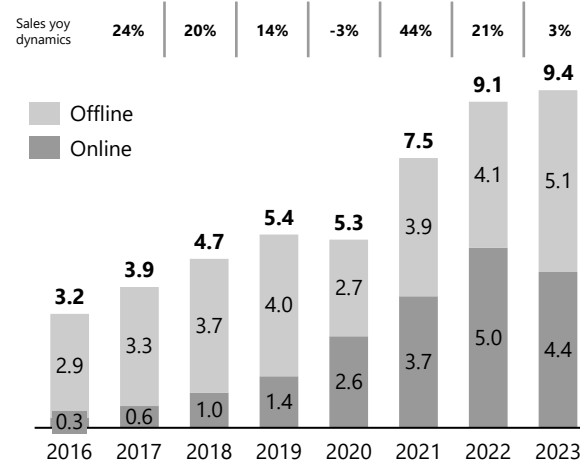
EBIT & EBITDA margins [%]

as reported in financial statements



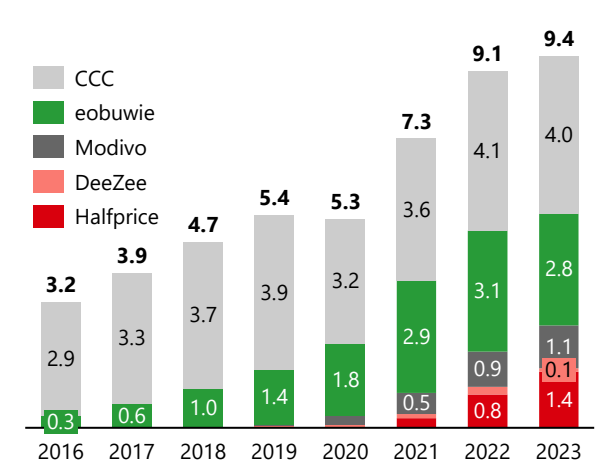
Sales revenues by channel [PLNbn]

as reported in financial statements



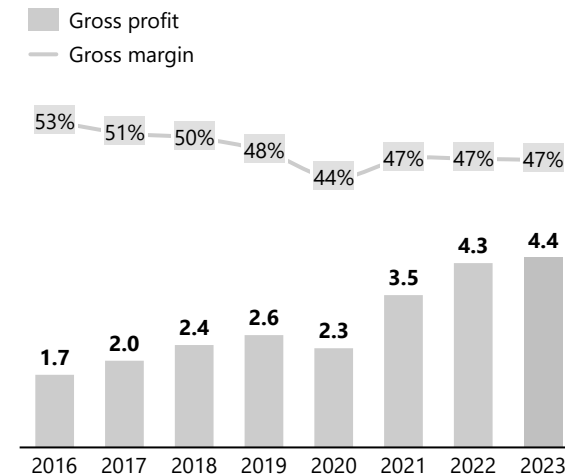
Sales revenues by segment [PLNbn]

as reported in financial statements



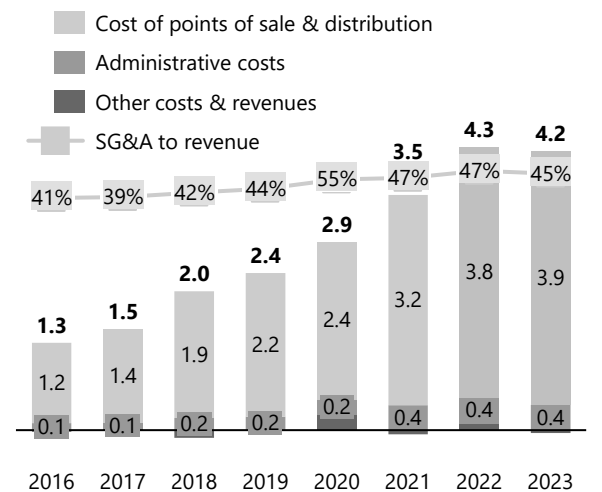
Gross profit & margin [PLNm, %]

as reported in financial statements



SG&A [PLNbn and as % of revenue]

as reported in financial statements



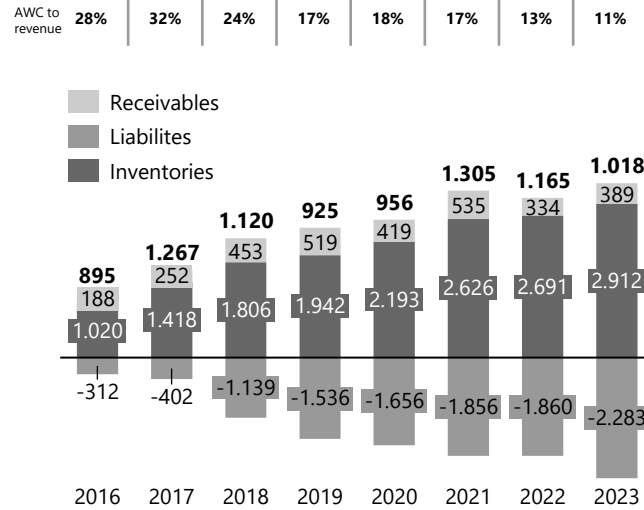
PLNm	2016	2017	2018	2019	2020	2021	2022	2023
Operating CF	175	78	996	987	274	50	541	821
EBITDA	446	552	904	814	-12	565	531	778
NWC Δ	-257	-383	244	162	65	-339	74	110
Other	-14	-91	-152	11	221	-192	-64	-67
Investing CF	-362	-222	-621	-714	-243	-219	-409	-316
Capex	-160	-245	-439	-497	-195	-313	-465	-325
Other	-202	23	-182	-217	-49	94	56	9
Financial CF	-10	515	-515	-105	136	651	-677	-634
Cash	143	514	376	543	459	941	395	266
Debt	796	917	1 017	1 513	1 670	2 460	2 526	2 095
Net debt	652	403	641	971	1 211	1 519	2 131	1 829
Conversion cycles								
Inventories conversion [days]	226	263	283	266	269	228	216	211
Average inventories*	933	1 393	1 828	2 050	2 176	2 512	2 873	2 912
Cost of goods sold	1 505	1 934	2 359	2 808	2 954	4 016	4 858	5 046
Receivables conversion [days]	8	9	10	15	13	11	8	6
Average receivables*	71	93	129	200	183	224	190	165
Revenues	3 185	3 938	4 726	5 403	5 247	7 592	9 123	9 440
Liabilities conversion [days]	28	42	109	150	155	125	118	139
Average liabilities*	116	224	702	1 150	1 258	1 379	1 567	1 927
Cash conversion [days]	206	229	184	130	126	114	106	78

*average for the period

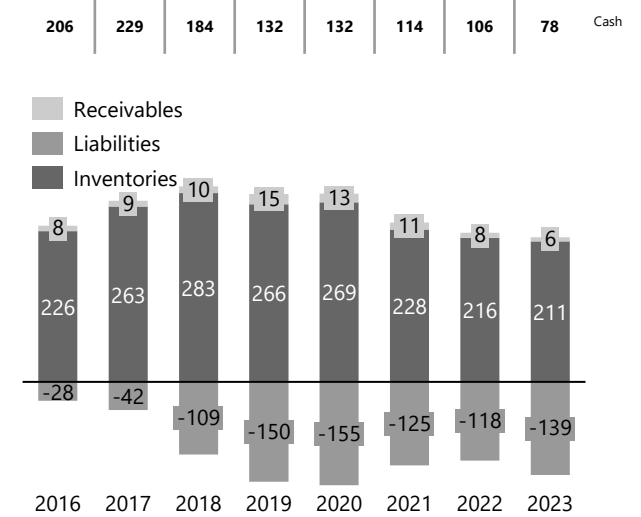
**corrections and one-offs deducted, data for end of period

Adjusted working capital [PLNm]**

as reported in financial statements

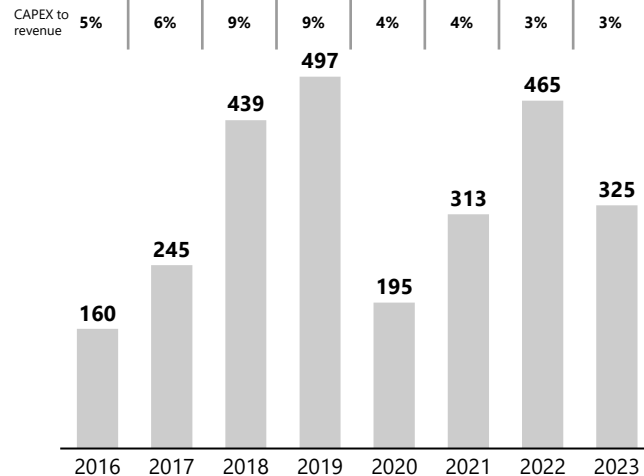


Working capital [days]



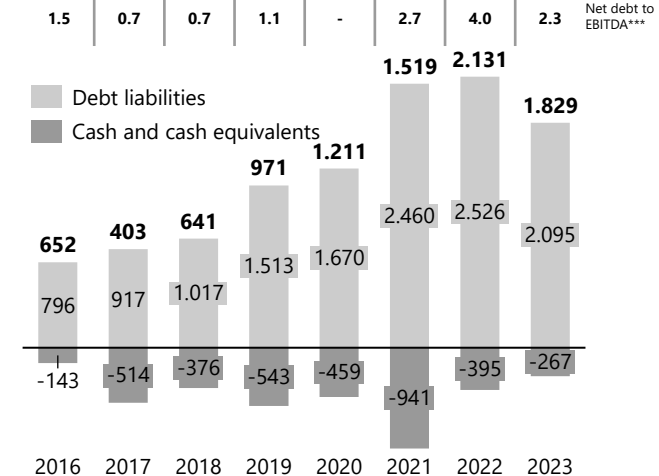
CAPEX [PLNm]

as reported in financial statements



Net debt [PLNm]

as reported in financial statements

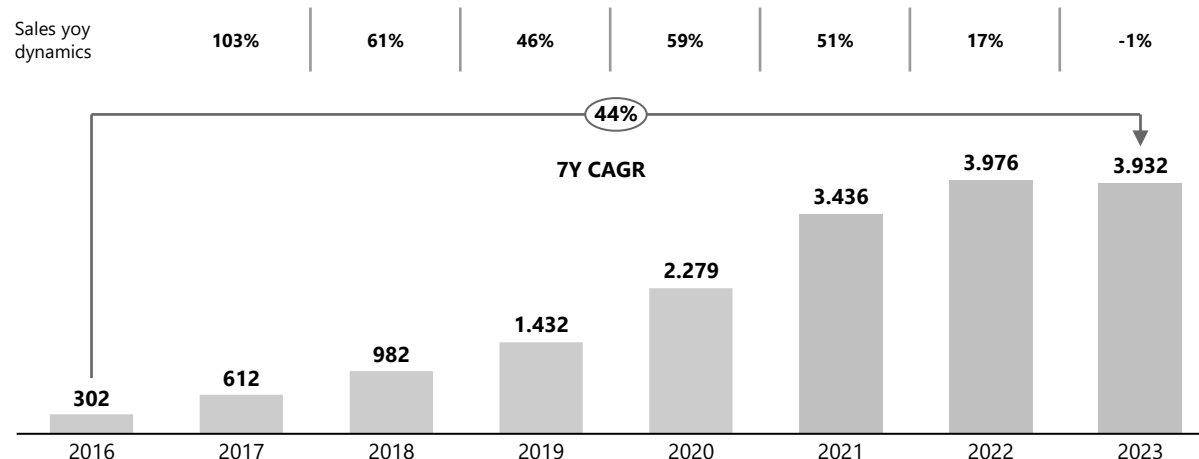


*** net debt to EBITDA is NOT a covenant. Since 2021 Group has two separate financing streams – please see more on slide 9

	2016	2017	2018	2019	2020	2021	2022	2023
Revenues [PLNm]	302	612	982	1 432	2 279	3 436	3 976	3 932
Gross profit [PLNm]	123	243	392	601	988	1 476	1 642	1 505
Gross margin [%]	41%	40%	40%	42%	43%	43%	41%	38%
SG&A [PLNm]	76	170	319	536	837	1 269	1 625	1 675
Cost of points of sale [PLNm]	1	2	13	30	49	69	-	-
Other distribution costs [PLNm]	68	158	286	471	748	1 155	-	-
EBIT [PLNm]	48	73	73	66	151	207	17	-170
EBIT margin [%]	16%	12%	7%	5%	7%	6%	1%	-4%

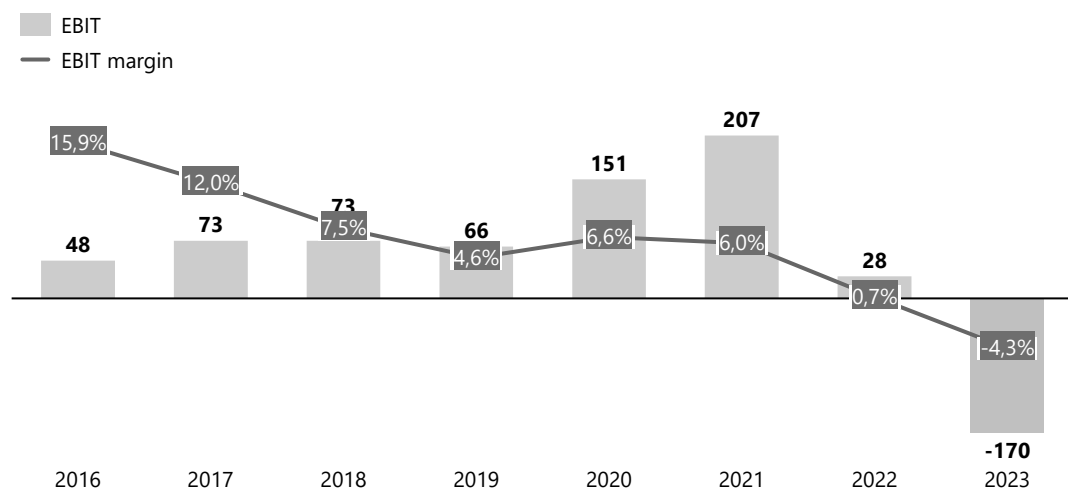
Sales revenues [PLNm]

as reported in financial statements



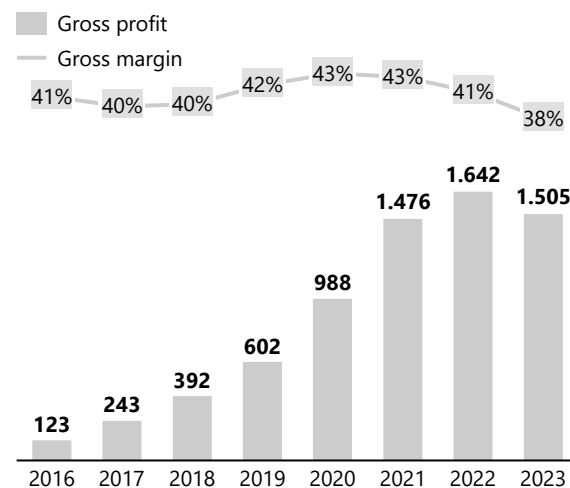
EBIT [PLNm] and EBIT margin [%]

as reported in financial statements



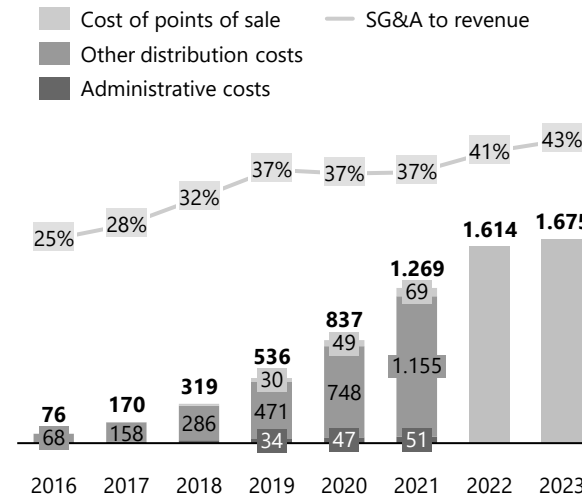
Gross profit & margin [PLNm, %]

as reported in financial statements



SG&A [PLNm and as % of revenue]

as reported in financial statements



Financials - Quarterly

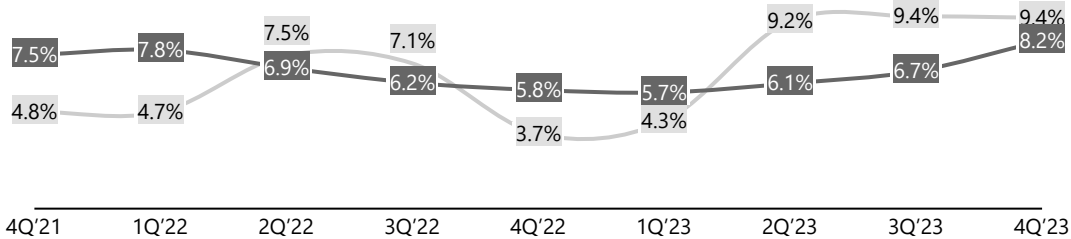


	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Revenues [PLNm]	2 033	1 882	2 377	2 422	2 442	2 064	2 425	2 430	2 521
ecommerce share [%]	60%	58%	50%	52%	56%	53%	52%	51%	30%
Gross profit [PLNm]	944	923	1 129	1 163	1 050	959	1 102	1 174	1 159
Gross margin [%]	46%	49%	48%	48%	43%	46%	45%	48%	46%
SG&A [PLNm]	990	979	1 098	1 142	1 100	1 026	1 023	1 098	1 064
SG&A to revenue [%]	49%	52%	46%	47%	45%	50%	42%	45%	42%
EBIT [PLNm]	-46	-57	31	21	-50	-67	79	76	95
EBIT margin [%]	-2%	-3%	1%	1%	-2%	-3%	3%	3%	4%
Amortization [PLNm]	143	146	148	152	140	156	144	153	141
EBITDA [PLNm]	97	89	179	173	90	89	224	229	236
EBITDA margin [%]	5%	5%	8%	7%	4%	4%	9%	9%	9%

EBITDA margins [%]

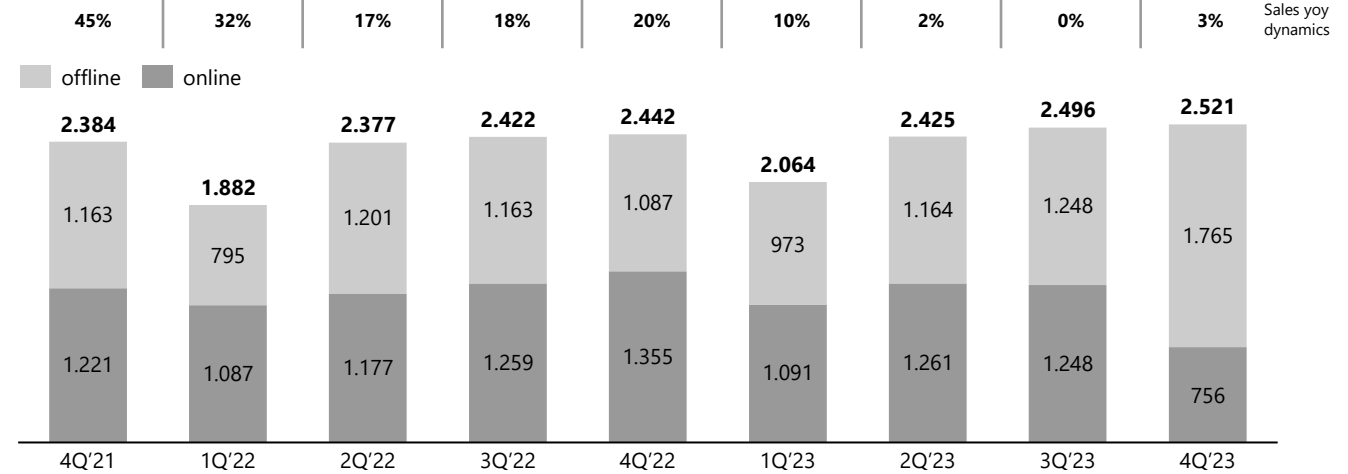
as reported in financial statements

— EBITDA margin
— EBITDA LTM margin



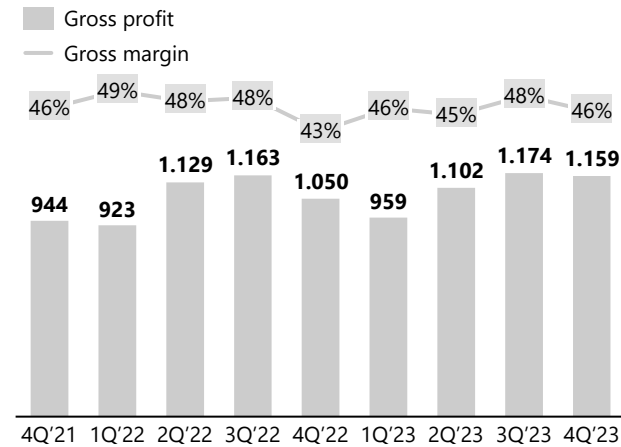
Sales revenues [PLNm]

as reported in financial statements



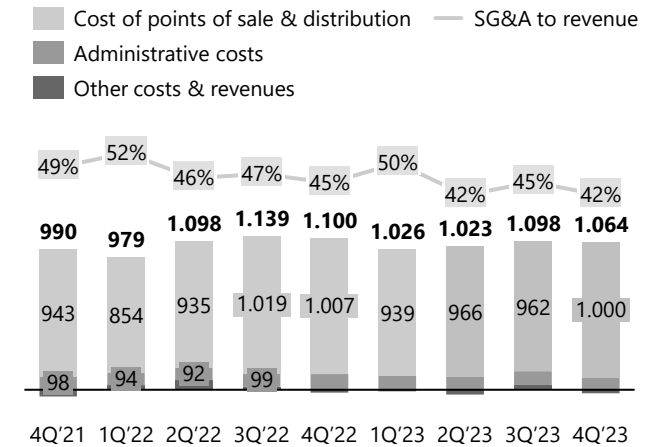
Gross profit & margin [PLNm, %]

as reported in financial statements



SG&A [PLNm and as % of revenue]

as reported in financial statements



Cash flow

PLNm	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Operating CF	176	-135	341	63	272	323	210	287	0
EBITDA	97	89	179	173	90	89	224	229	236
NWC Δ	113	-226	263	-97	135	270	38	27	-225
Other	-36	2	-101	-13	47	-36	-52	31	-11
Investing CF	-67	-55	-144	-97	-113	-100	-92	-46	-78
Capex	-87	-56	-124	-102	-183	-109	-100	-55	-61
Other	20	0	-20	5	70	9	42	9	-17
Financial CF	-51	-251	13	-201	-239	-225	-90	-93	-226
Cash	941	494	710	482	395	394	423	570	267
Debt	2 460	2 440	2 566	2 555	2 526	2 265	2 084	2 179	2 095
Net debt	1 519	1 947	1 856	2 073	2 131	1 871	1 661	1 609	1 829

Conversion cycles

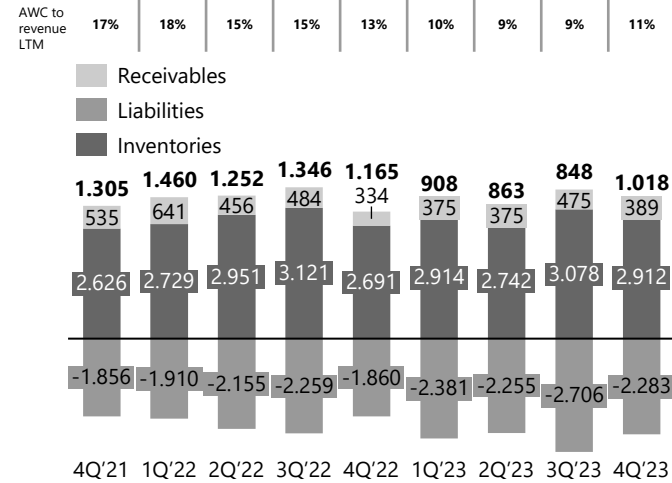
Inventories conversion [days]	228	227	228	229	216	213	206	205	211
Average Inventories*	2 512	2 588	2 711	2 857	2 873	2 919	2 867	2 857	2 912
Cost of goods sold LTM	4 016	4 166	4 340	4 555	4 858	5 004	5 078	5 076	5 046
Receivables conversion [days]	11	11	10	9	8	6	6	6	6
Average receivables*	224	236	236	210	190	164	156	153	165
Revenues LTM	7 592	8 046	8 390	8 741	9 123	9 305	9 352	9 361	9 440
Liabilities conversion [days]	125	122	124	127	118	122	123	131	139
Average Liabilities*	1 379	1 389	1469	1 590	1 567	1 673	1 715	1 820	1 927
Cash conversion [days]	114	116	115	110	106	97	89	81	78

*average for LTM

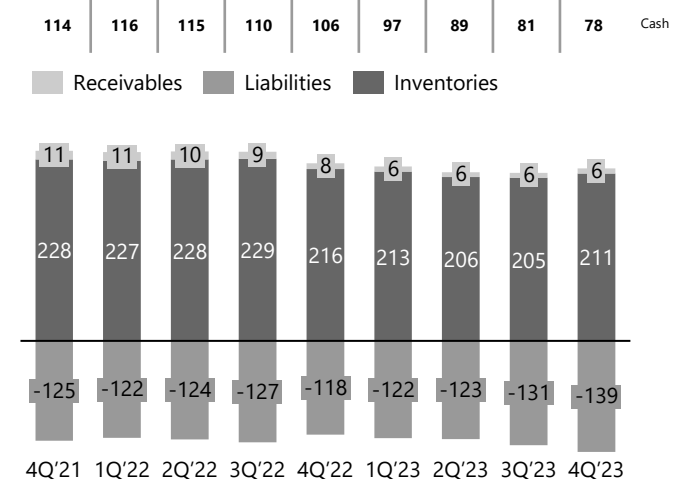
**corrections and one-offs deducted, data for end of period

Adjusted working capital [PLNm]**

as reported in financial statements

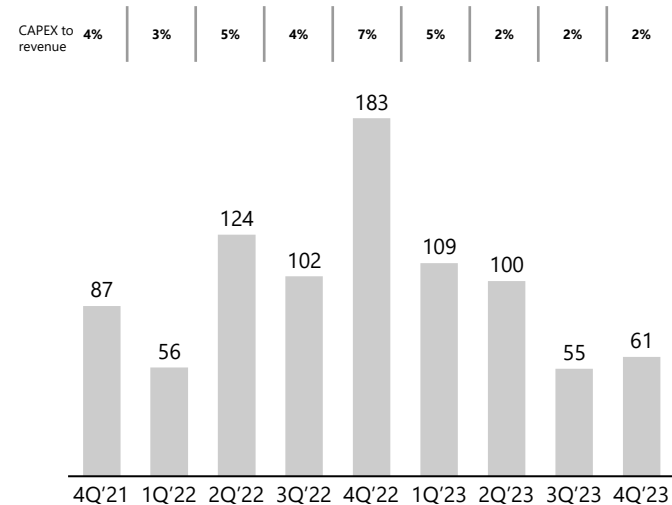


Working capital [days]



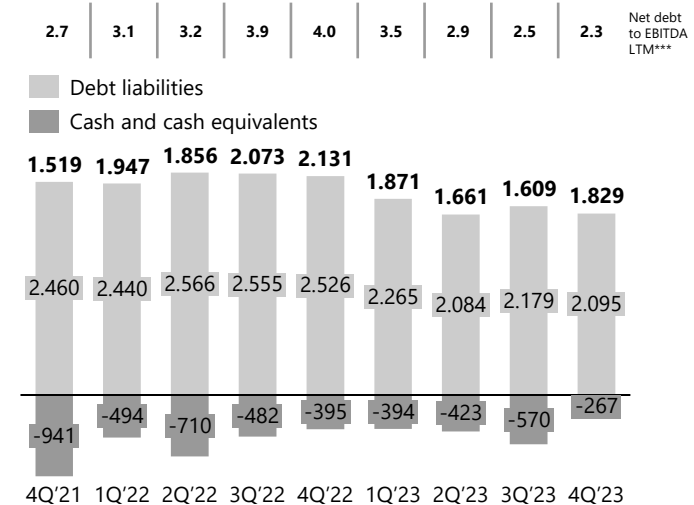
CAPEX [PLNm]

as reported in financial statements



Net debt [PLNm]

as reported in financial statements

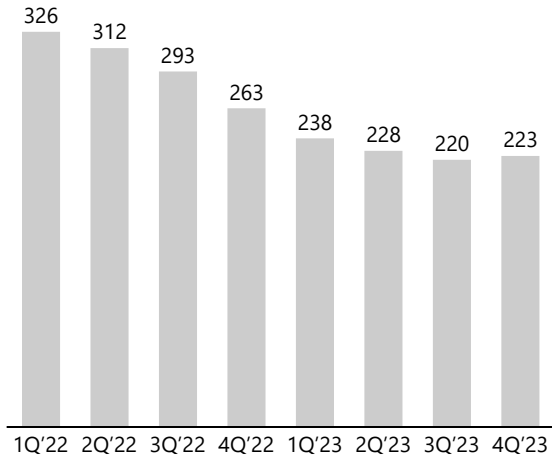


*** net debt to EBITDA is NOT a covenant. Since 2021 Group has two separate financing streams – please see more on slide 9

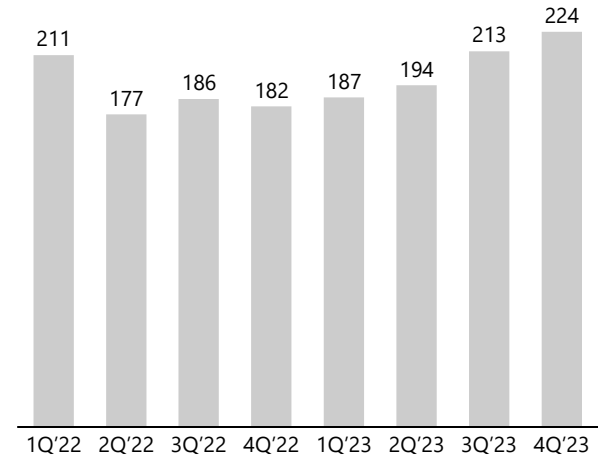
Inventory management

		4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
CCC	Inventories	1 451	1 552	1 454	1 264	1 045	1 050	1 103	1 072	1 182
	as % of revenue LTM	41%	42%	38%	33%	26%	25%	27%	27%	30%
HalfPrice	Inventories	143	80	220	357	328	398	425	635	659
	as % of revenue LTM	60%	22%	44%	53%	39%	41%	38%	50%	46%
eobuwie	Inventories	750	922	979	1 083	962	1 083	891	1 001	811
	as % of revenue LTM	26%	31%	32%	35%	31%	36%	30%	34%	29%
Modivo	Inventories	212	208	273	388	336	363	304	350	240
	as % of revenue LTM	39%	34%	39%	48%	38%	37%	29%	32%	22%

CCC* inventories conversion [days]

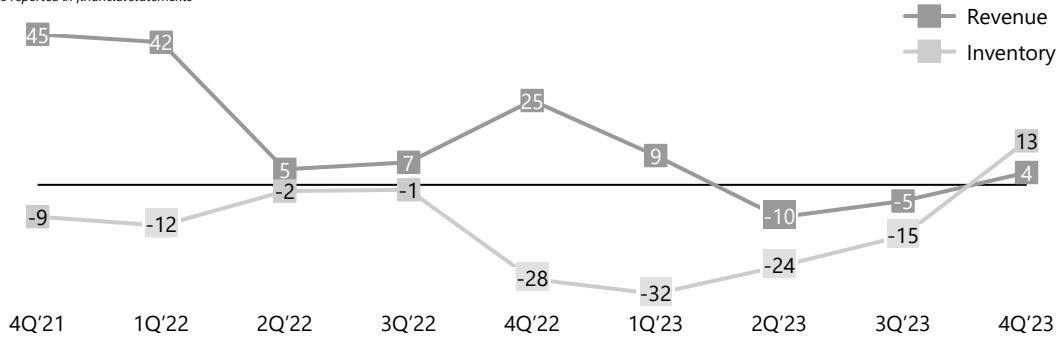


HalfPrice inventories conversion [days]

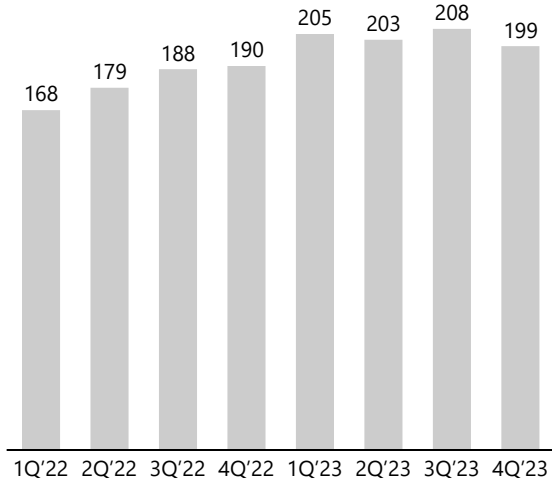


CCC segment* inventories and revenue yoy dynamics [%]

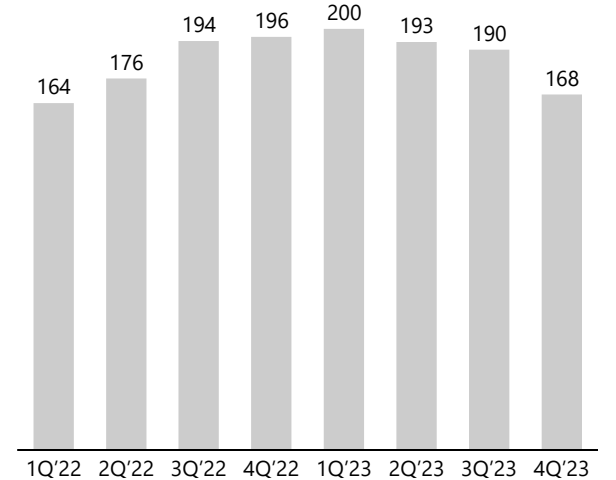
as reported in financial statements



eobuwie inventories conversion [days]

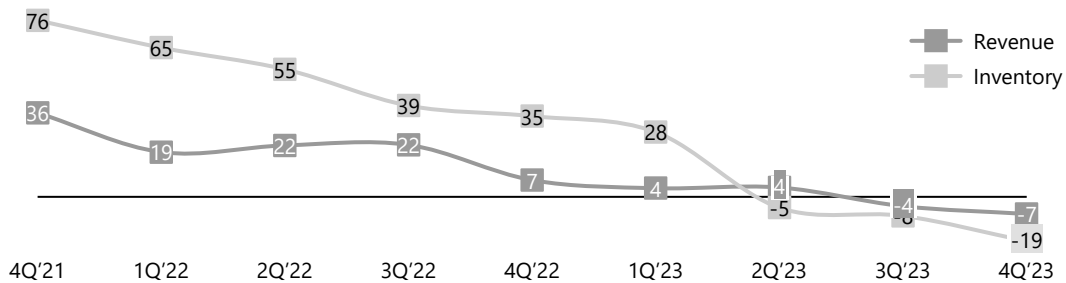


Modivo conversion conversion [days]



Modivo Group (Modivo & eobuwie) inventories and revenue yoy dynamics

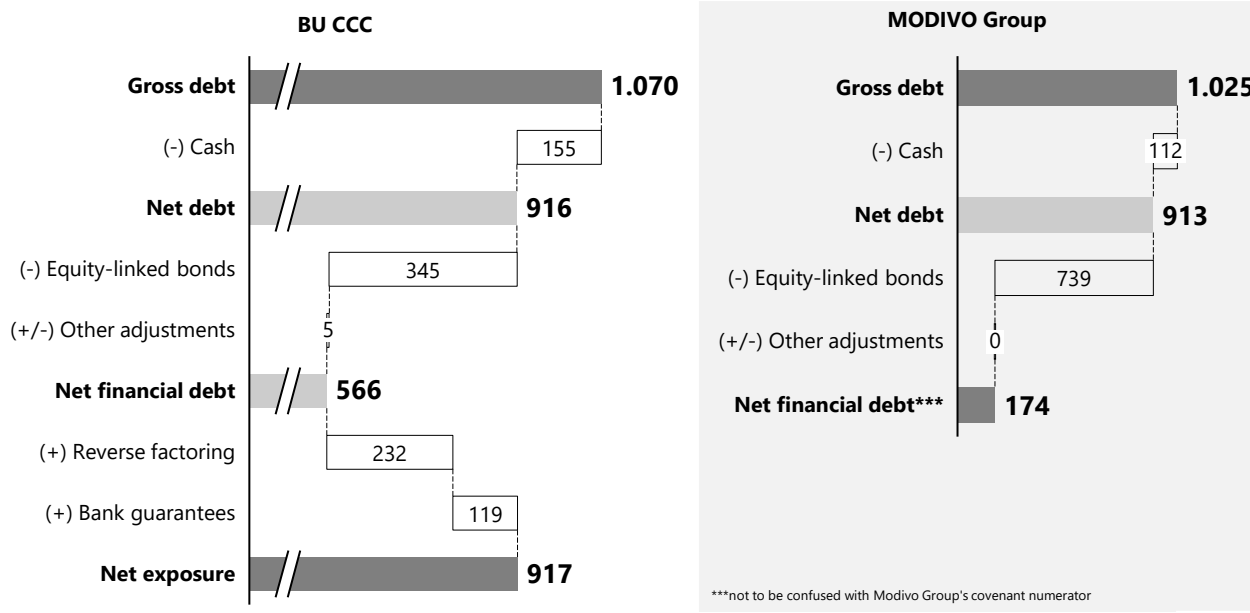
as reported in financial statements



*includes wholesale, Russia operations excluded

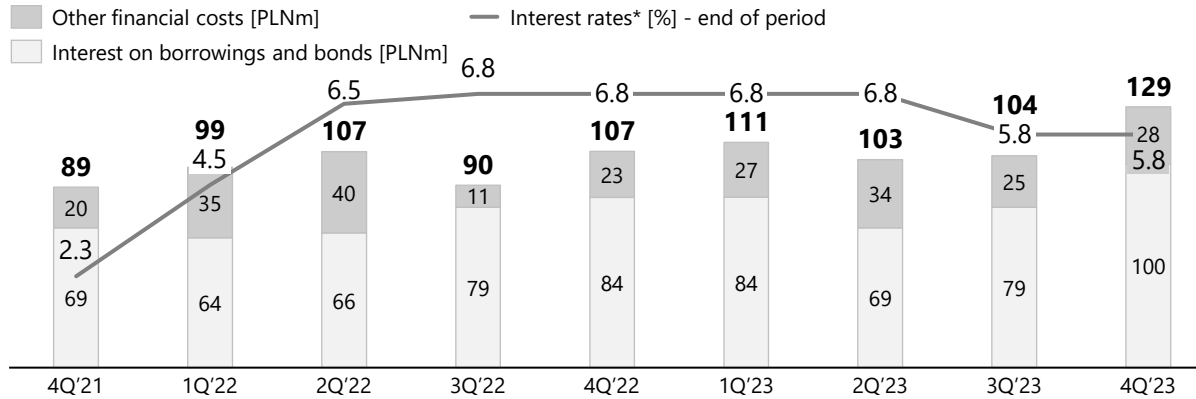
Funding sources

Debt split – Business Unit CCC and MODIVO Group (31.01.2024)



Financing costs

as reported in financial statements



Debt facilities – CCC Group (31.01.2024)

	Limit [PLNm]	Use [PLNm]	Due date	Interest [%]
Long-term financing (tranche A)	279,3	279,3	06.2025	Not disclosed
Short-term financing (tranche B)	347,3	234,5	06.2024	Not disclosed
Long-term financing (tranche C)	86,8	10,3	12.2024	Not disclosed
BU CCC				
CCC S.A. CTA (with BGK guarantee)	250,0	250,0	10.2024	Not disclosed
CCC.eu & CCC Factory –reverse factoring (with BGK guarantee)	138,1	80,5	12.2024	Not disclosed
CCC.eu & CCC Factory – credit facility (with BGK guarantee)	91,9	0,0	12.2024	Not disclosed
Bonds	189,4	189,4	06.2026	WIBOR 6M + 4,5
PFR bonds	362,8	362,8	09.2028	Not disclosed
Other financing	36,7	25,3	various	Not disclosed
Modivo Group				
Modivo credit agreements	351,9	285,7	various	Not disclosed
Softbank bonds	739,3	739,3	04.2026	10,99**
Guarantees	88,1	88,1	various	Not disclosed
Reverse factoring	320,0	234,0	annually	Not disclosed

**interest of 10,99% is effective from 37th month on. It replaces the earlier interest of 6,99%.

Covenants (requirements as at 31.01.2024)

	CCC Group (excluding MODIVO Group)	MODIVO Group
	Net Exposure/EBITDA	
30.04 2024	Max 3.8	
31.07 2024	Max 3.5	
31.01 2025	Capex max. 163m PLNm	
31.07 2024	DSCR with cash min. 1.2	

RINGENCING

(Gross Debt + reverse factoring – cash) / EBITDA max. 3.5

Covenants glossary

Net financial debt is an interest-bearing indebtedness. Leasing liabilities (IFRS16) are excluded from calculation.

EBITDA taken into consideration is pre-IFRS16.

Net exposure includes net debt ie. interest bearing liabilities plus reverse factoring and bank guarantees, excluding PFR bonds.

DSCR is calculated as net operating income (EBITDA-CAPEX+fitout-other adjustments) divided by debt service.

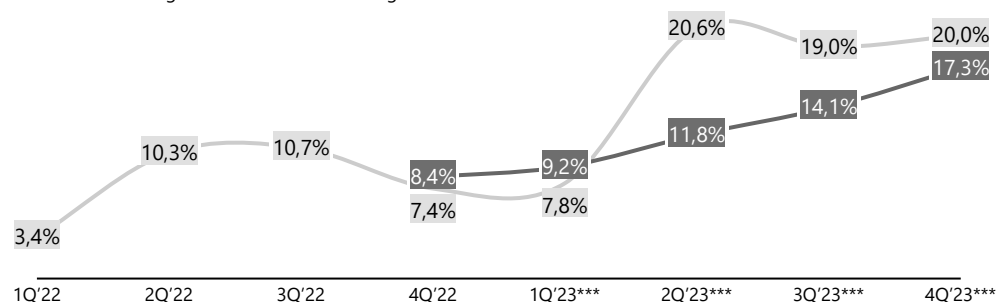
Covenants' calculation methodology is defined in the credit facility agreement with the bank consortium and includes multiple adjustments when compared to data reported in the financial statements.

	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23***	2Q'23***	3Q'23***	4Q'23***
Revenues [PLNm]	838	780	1 152	1 113	1 014	848	1 041	1 060	1 051
Poland [%]	61%	65%	62%	63%	60%	67%	62%	66%	62%
CEE [%]	38%	35%	38%	37%	40%	33%	38%	34%	38%
WE [%]	1%	0%	0%	0%	0%	0%	0%	0%	0%
Gross profit [PLNm]	436	453	625	608	493	447	570	616	584
Gross margin [%]	52%	58%	54%	54%	49%	53%	55%	58%	56%
Segment profit*/EBIT** [PLNm]	-53	-84**	10**	11**	-22**	-42**	115**	107**	135**
Segment profit/EBIT margin [%]	-6%	-11%	1%	1%	-2%	-5%	11%	10%	13%
Amortization [PLNm]	121	111	93	108	97	108	99	95	75

EBITDA margins [%]

as reported in financial statements

— EBITDA margin — EBITDA LTM margin



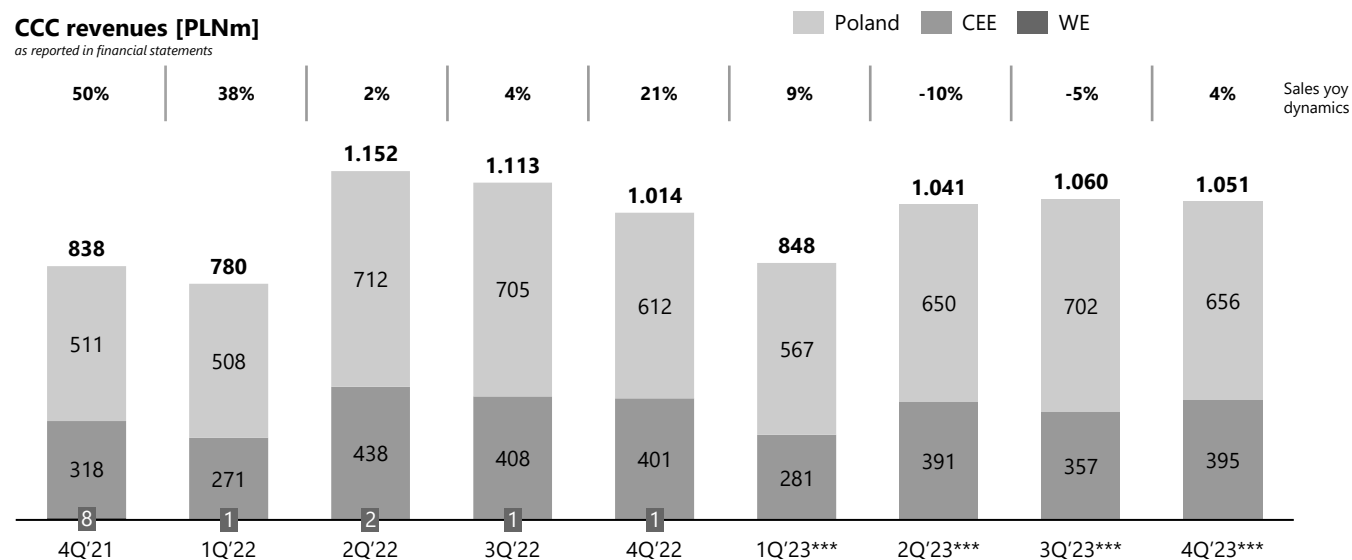
*operating profit excluding G&A costs

**EBIT presented in financial statements since Q1'23

***includes wholesale operations

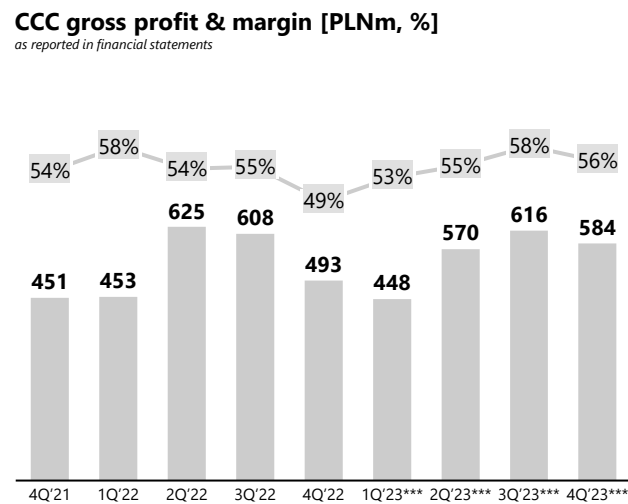
CCC revenues [PLNm]

as reported in financial statements



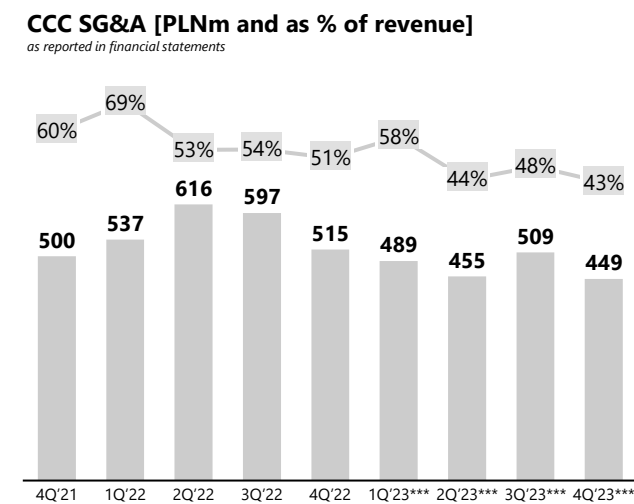
CCC gross profit & margin [PLNm, %]

as reported in financial statements



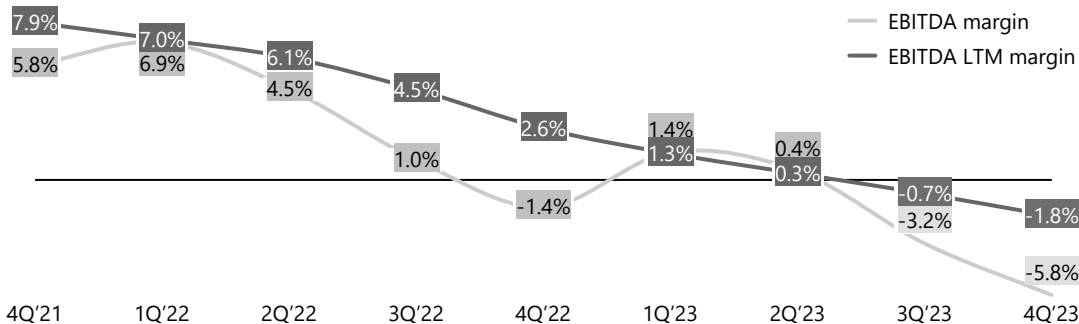
CCC SG&A [PLNm and as % of revenue]

as reported in financial statements

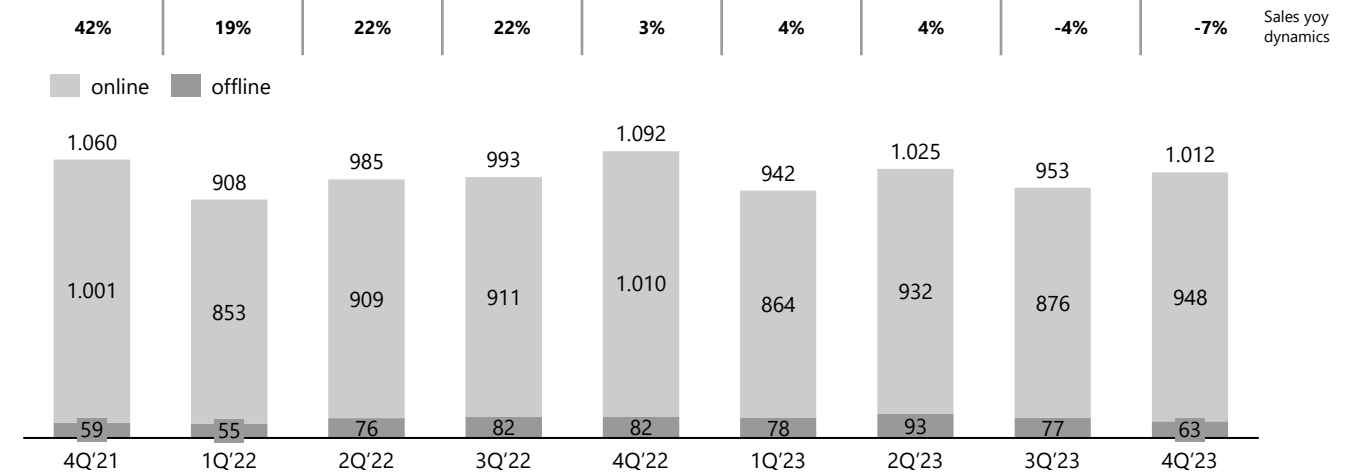


	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Revenues [PLNm]	1060	908	985	993	1092	942	1025	953	1012
retail share [%]	6%	6%	8%	8%	8%	8%	9%	8%	6%
Gross profit [PLNm]	424	392	419	405	426	400	391	363	350
Gross margin [%]	40%	43%	43%	41%	39%	42%	38%	38%	35%
SG&A [PLNm]	379	346	392	413	462	409	410	410	435
SG&A to revenue [%]	36%	38%	40%	42%	42%	43%	40%	44%	43%
EBIT [PLNm]	45	45	27	-8	-36	-9	-19	-58	-85
EBIT margin [%]	4%	5%	3%	-1%	-3%	-1%	-2%	-6%	-8%
Amortization [PLNm]	16	17	18	18	21	22	23	28	27
EBITDA [PLNm]	61	62	45	10	-15	13	5	-30	-58
EBITDA margin [%]	6%	7%	5%	1%	-1%	1%	0%	-3%	-6%

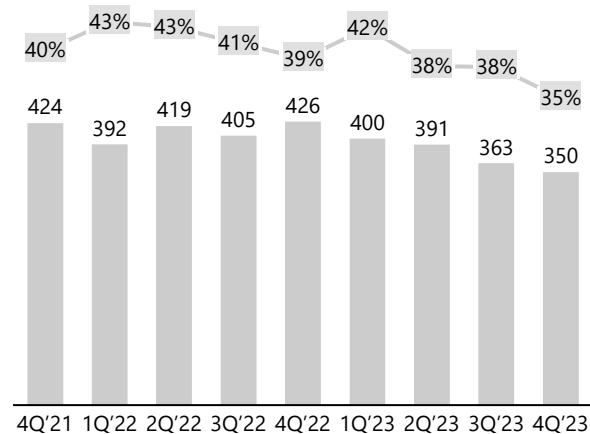
EBITDA margins [%]
as reported in financial statements



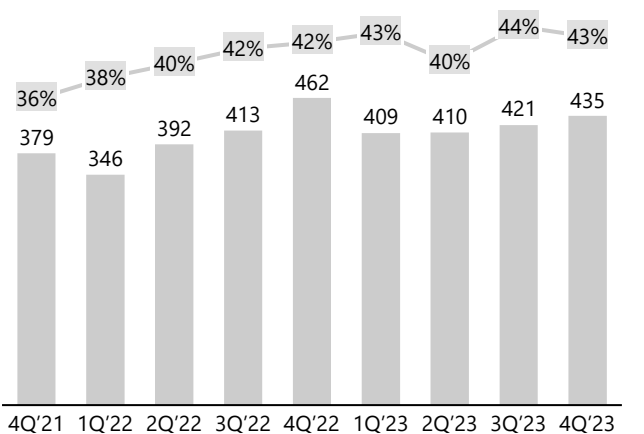
Sales revenues [PLNm]
as reported in financial statements



Gross profit & margin [PLNm, %]
as reported in financial statements



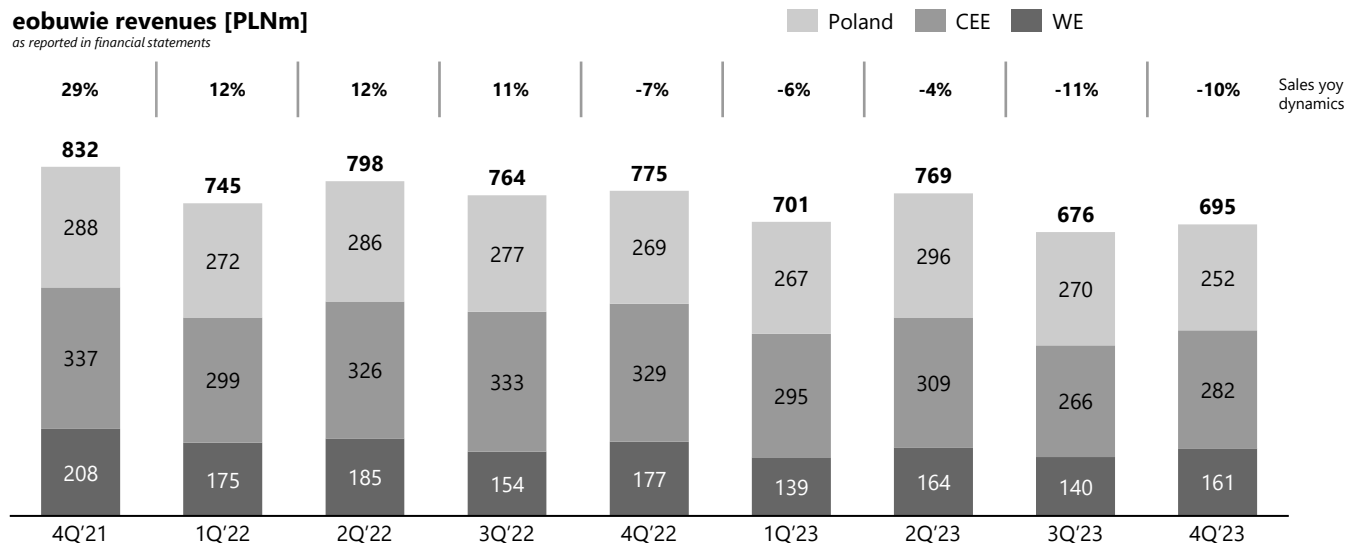
SG&A [PLNm and as % of revenue]
as reported in financial statements



	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Revenues [PLNm]	832	745	798	764	775	701	769	676	695
Poland [%]	35%	36%	36%	36%	35%	38%	38%	40%	36%
CEE [%]	40%	40%	41%	44%	42%	42%	40%	39%	41%
WE [%]	25%	23%	23%	20%	23%	20%	21%	21%	23%
Gross profit [PLNm]	332	325	341	310	299	300	298	261	244
Gross margin [%]	42%	44%	43%	41%	38%	43%	39%	39%	35%
Segment profit*/EBIT** [PLNm]	38	47**	31**	-16**	-44%	-5**	-13**	-51**	-57**
Segment profit/EBIT margin [%]	5%	6%	4%	-2%	-6%	-1%	-2%	-8%	-8%
Amortization [PLNm]	11	15	15	16	19	17	20	23	22

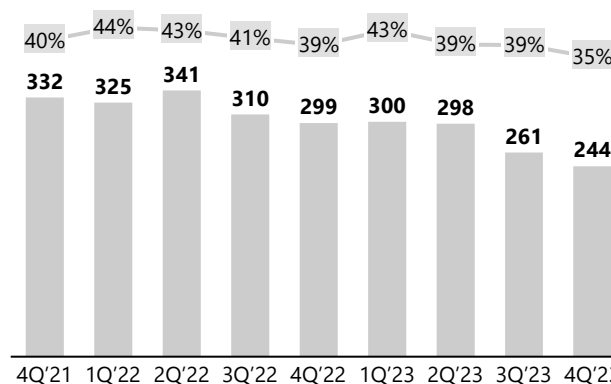
eobuwie revenues [PLNm]

as reported in financial statements



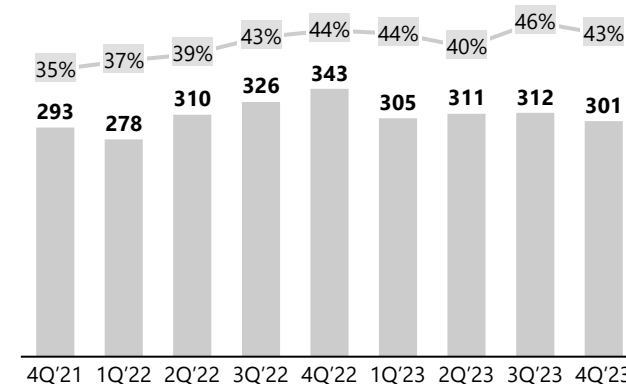
eobuwie gross profit & margin [PLNm, %]

as reported in financial statements



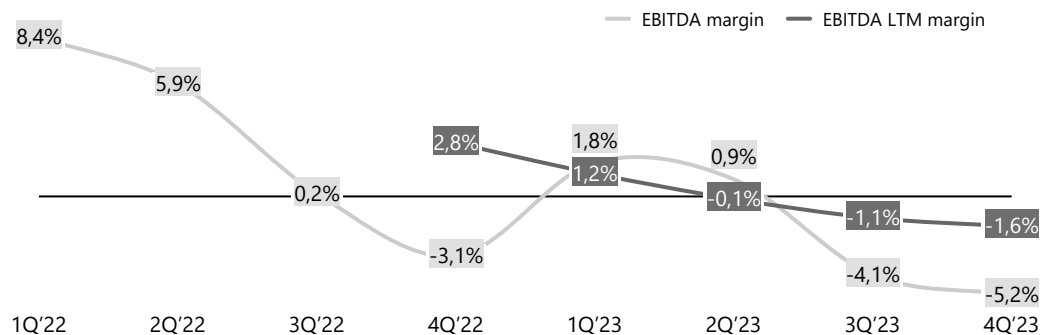
eobuwie SG&A [PLNm and as % of revenue]

as reported in financial statements



EBITDA margins [%]

as reported in financial statements

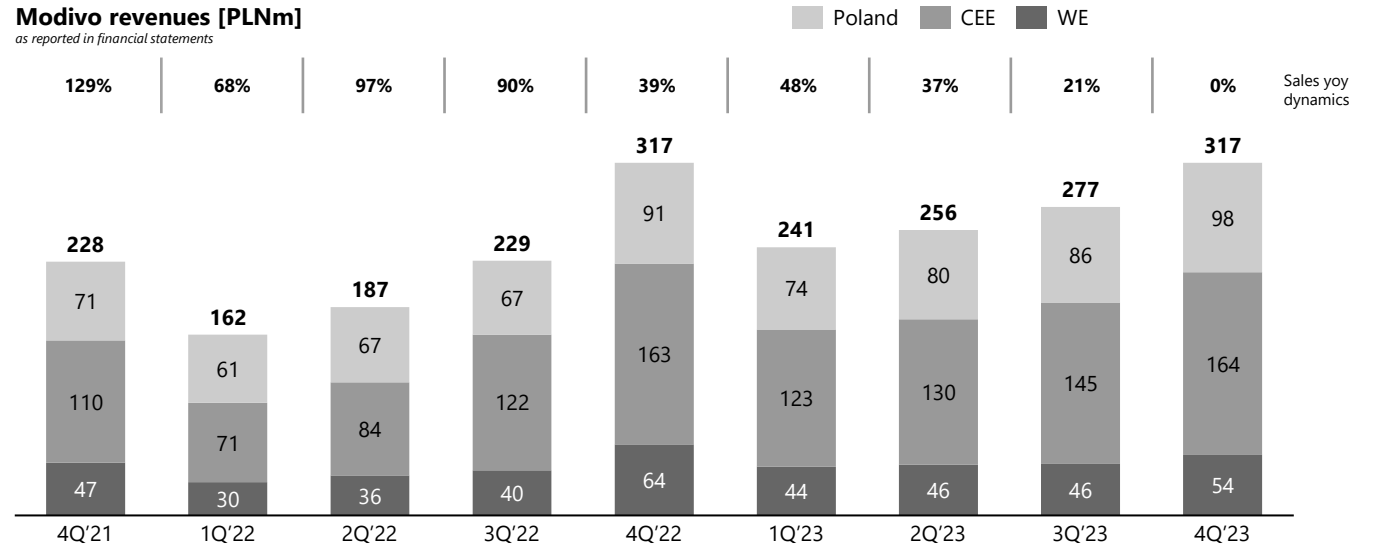


*operating profit excluding G&A costs

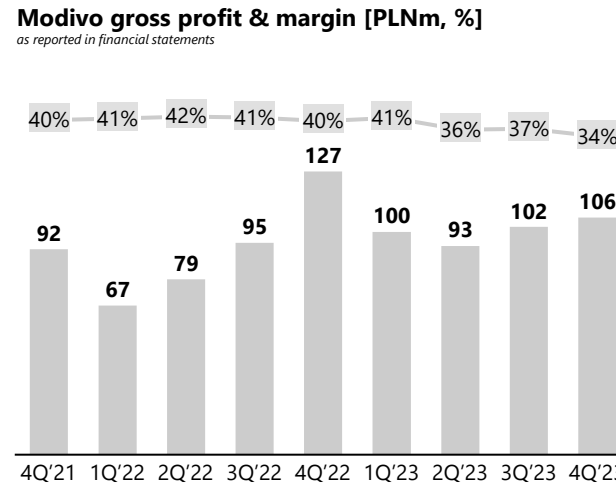
**EBIT presented in financial statements since Q1'23

	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Revenues [PLNm]	228	162	187	229	317	241	256	277	317
Poland [%]	31%	38%	36%	29%	29%	31%	31%	31%	31%
CEE [%]	48%	44%	45%	53%	51%	51%	51%	52%	52%
WE [%]	21%	18%	19%	18%	20%	18%	18%	17%	17%
Gross profit [PLNm]	92	67	79	95	127	100	93	102	106
Gross margin [%]	40%	41%	42%	41%	40%	41%	36%	37%	34%
Segment profit*/EBIT** [PLNm]	28	-2**	-4**	6**	9**	-4**	-6**	-7**	-27**
Segment profit/EBIT margin [%]	12%	-1%	-2%	3%	3%	-2%	-2%	-3%	-9%
Amortization [PLNm]	2	2	1	2	3	5	4	4	5

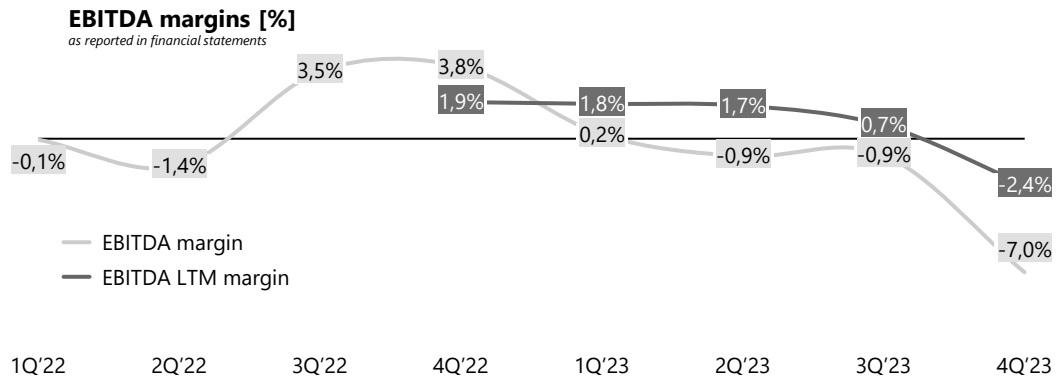
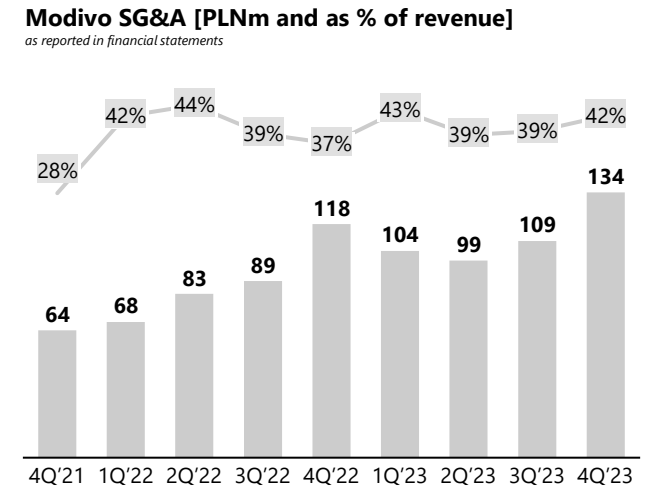
Modivo revenues [PLNm]
as reported in financial statements



Modivo gross profit & margin [PLNm, %]
as reported in financial statements



Modivo SG&A [PLNm and as % of revenue]
as reported in financial statements



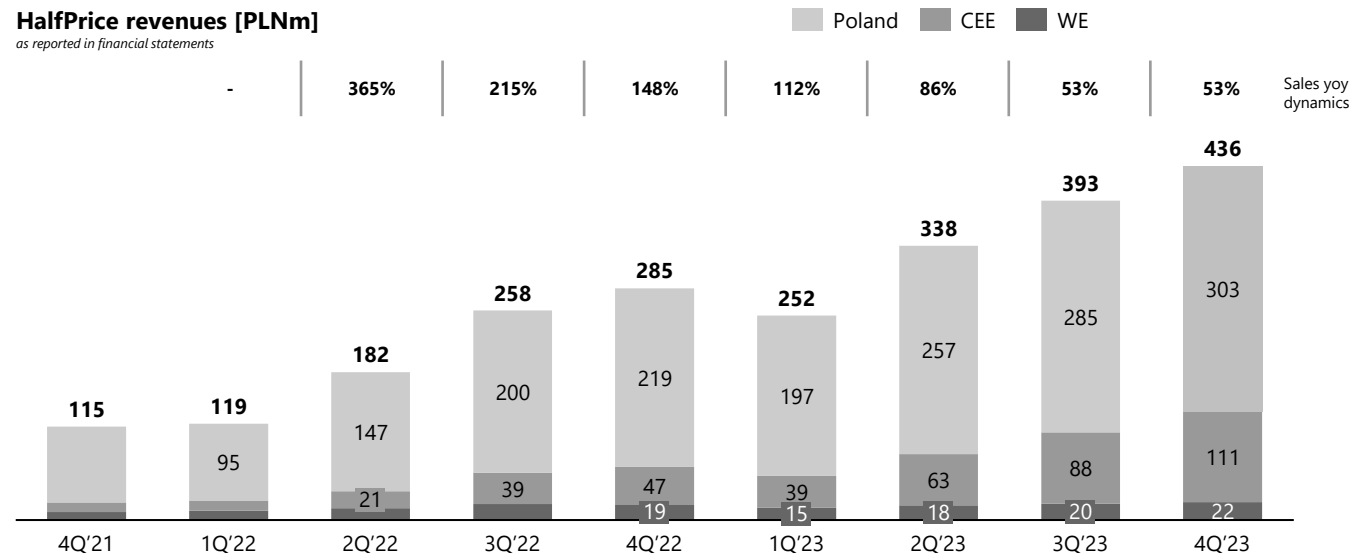
*operating profit excluding G&A costs

**EBIT presented in financial statements since Q1'23

	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Revenues [PLNm]	115	119	182	258	285	252	338	393	436
Poland [%]	81%	80%	81%	77%	77%	78%	76%	73%	69%
CEE [%]	10%	11%	11%	15%	17%	15%	19%	22%	26%
WE [%]	9%	9%	8%	8%	7%	6%	5%	5%	5%
Gross profit [PLNm]	46	54	83	130	124	100	128	182	213
Gross margin [%]	40%	46%	45%	50%	43%	40%	38%	46%	49%
Segment profit*/EBIT** [PLNm]	-38	-18**	-9**	19**	8**	-17**	-18**	25**	43**
Segment profit*/EBIT margin [%]	-33%	-15%	-5%	7%	3%	-7%	-5%	6%	10%
Amortization [PLNm]	14	18	22	21	25	25	22	31	40

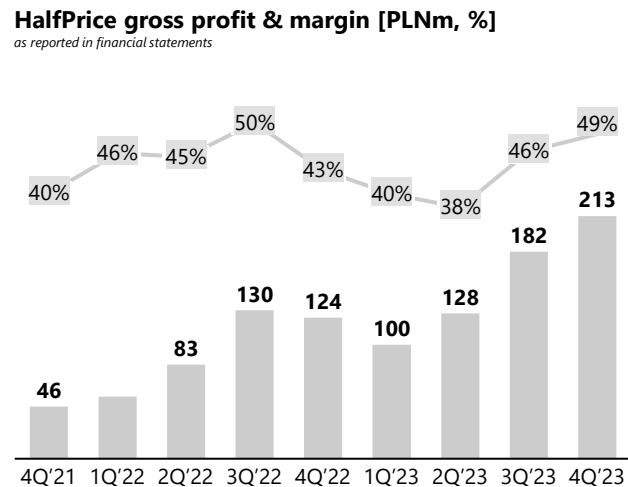
HalfPrice revenues [PLNm]

as reported in financial statements



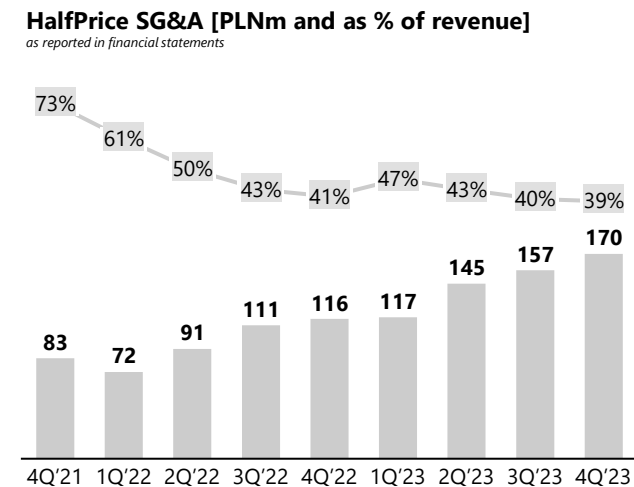
HalfPrice gross profit & margin [PLNm, %]

as reported in financial statements



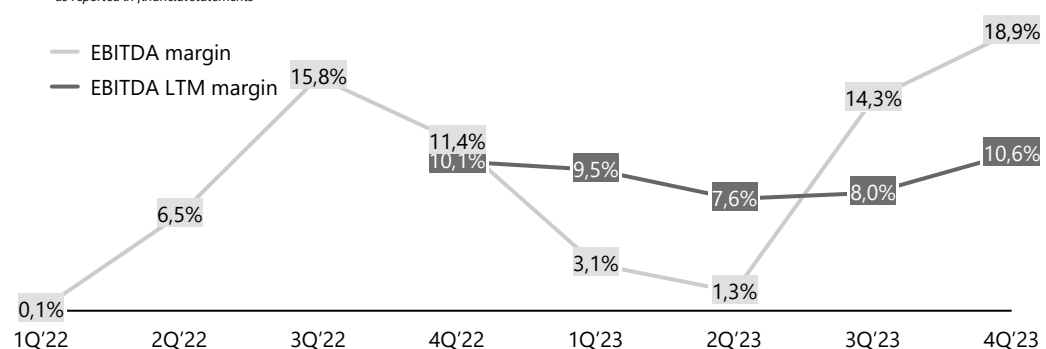
HalfPrice SG&A [PLNm and as % of revenue]

as reported in financial statements



EBITDA margins [%]

as reported in financial statements



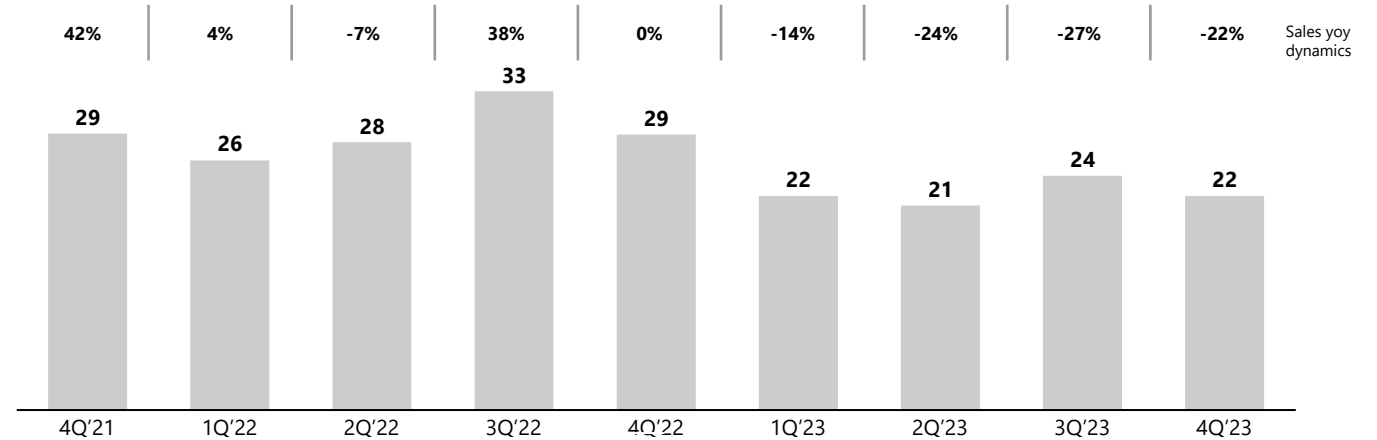
*operating profit excluding G&A costs

**EBIT presented in financial statements since Q1'23

	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
Revenues [PLNm]	29	26	28	33	29	22	21	24	22
Gross profit [PLNm]	13	13	15	15	10	11	13	13	12
<i>Gross margin [%]</i>	44%	52%	55%	46%	36%	50%	60%	54%	54%
Segment profit*/EBIT** [PLNm]	-4	0**	3**	3**	-1**	1**	1**	2**	2**
<i>Segment profit*/EBIT margin [%]</i>	-14%	0%	11%	15%	-4%	5%	2%	8%	11%
Amortization [PLNm]	0	0	0	0	0	0	0	0	0

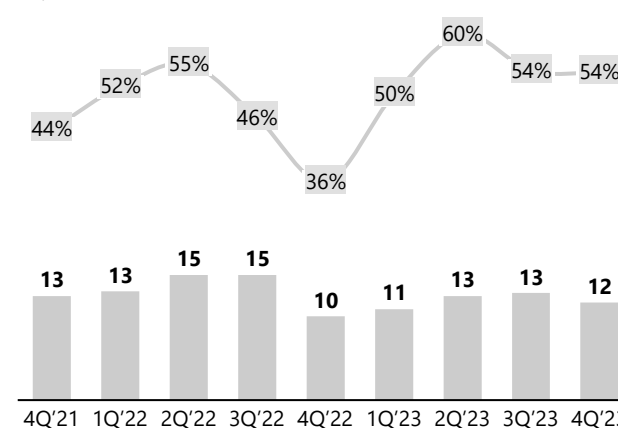
DeeZee revenues [PLNm]

as reported in financial statements



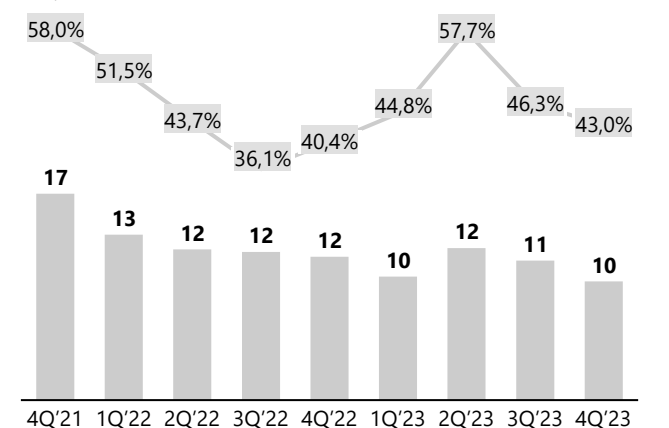
DeeZee gross profit & margin [PLNm, %]

as reported in financial statements



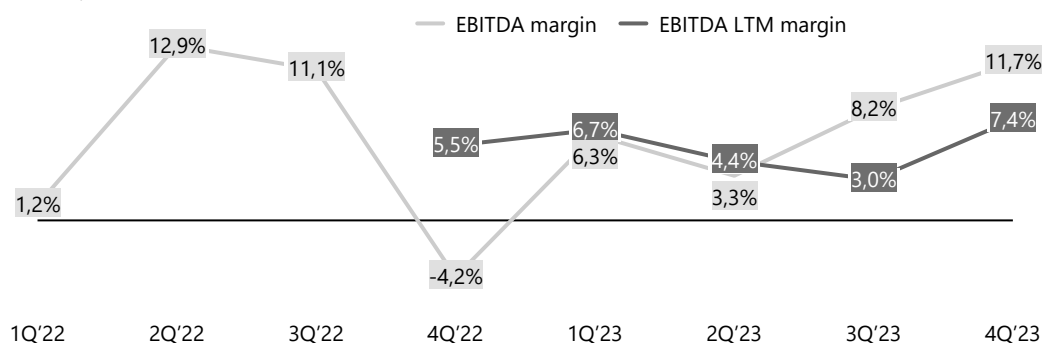
DeeZee SG&A [PLNm and as % of revenue]

as reported in financial statements



EBITDA margins [%]

as reported in financial statements



*operating profit excluding G&A costs

**EBIT presented in financial statements since Q1'23

Sales yoy dynamics

**Sales space
&
Store count**



CCC TOP KPI (GO.25)

	3Q'21 LTM	2025
Floorspace [sqm]	620k	540k
Sales/sqm/year [PLN]	5.500 (omnichannel)	10.000 (omnichannel)
Key theme	Downsizing and digitalization	

HalfPrice TOP KPI (GO.25)

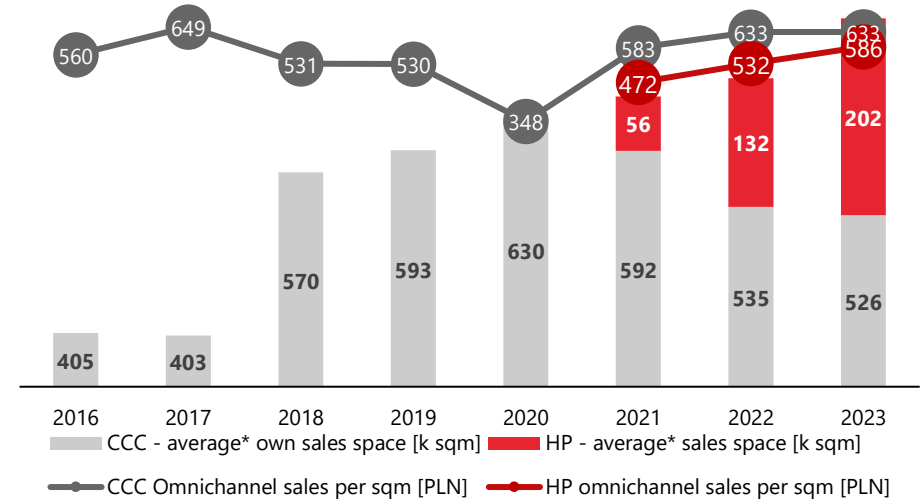
	3Q'21 LTM	2025
Floorspace [sqm]	40k	400k
# of shops	33	250
Sales/sqm/year [PLN]	-	10.000 (offline)
Key theme	expansion of the offer (3x increase); ongoing, natural „maturing“ of stores	

Annually	2016	2017	2018	2019	2020	2021	2022	2023
CCC – shops*** (end of period)	862	925	919	985	984	892	850	804
Average* shop size [sqm]	522	558	669	742	679	665	654	651
eobuwie - shops (end of period)	-	-	9	19	25	28	38	52
Average* shop size [sqm]	-	-	909	624	675	713	712	702
Total sales space [k sqm] (end of period)	459	536	668	760	685	689	722	781

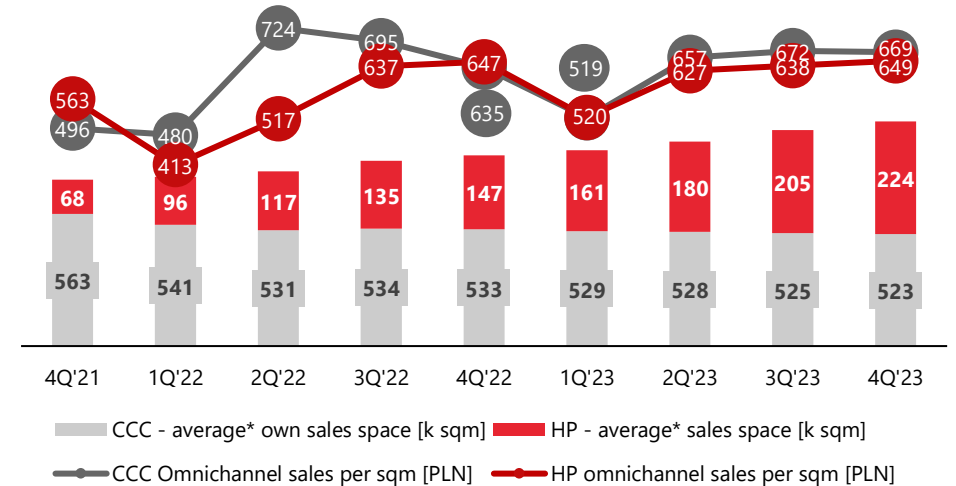
Quarterly	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23
CCC – shops***	892	854	850	856	850	850	837	807	804
Average* shop size [sqm]	671	674	648	648	650	647	647	663	651
eobuwie – shops	28	30	33	34	38	42	48	50	52
Average* shop size [sqm]	711	705	674	685	680	696	678	702	702
HalfPrice - shops	50	66	76	84	91	101	108	121	123
Average* shop size [sqm]	1361	1449	1543	1605	1614	1596	1662	1696	1843
Total sales space [k sqm] (end of period)	689	689	709	725	722	737	752	794	781

*** includes both own shops and franchise

Sales space & sales per sqm** – annually



Sales space & sales per sqm** - quarterly



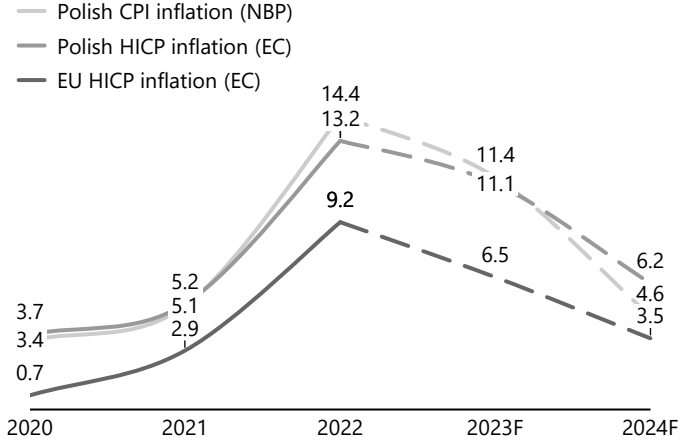
* average for the period, ** CCC sales for the period exclude wholesale revenues; sales space includes CCC own stores without franchise sales space

Market outlook



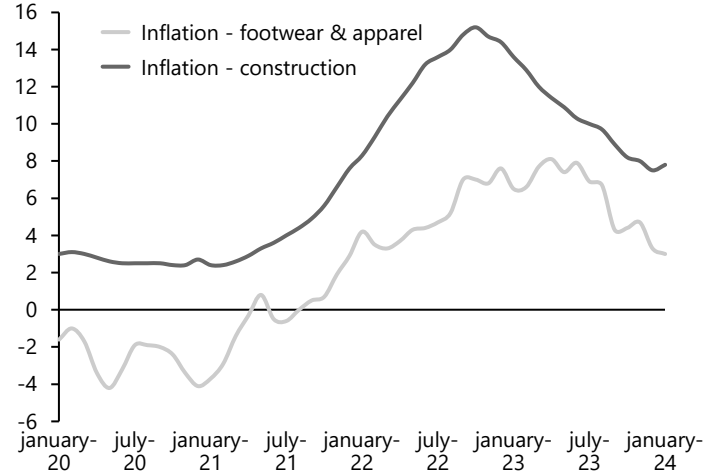
Inflation [%]

Source: NBP, EC



Construction & fashion inflation in Poland [%]

Source: GUS

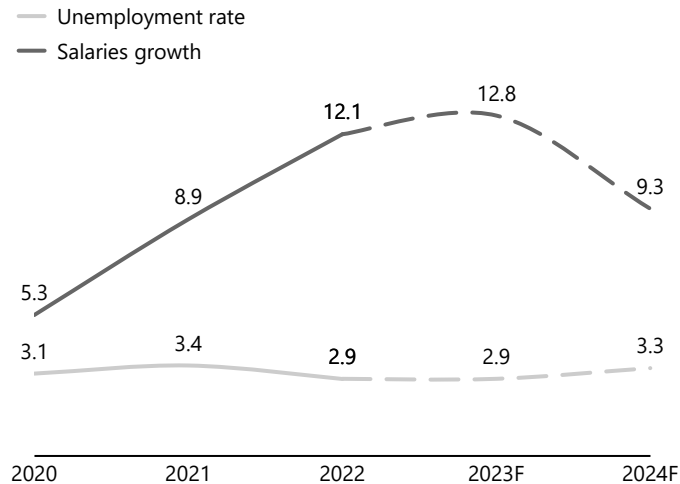


[%]	2020	2021	2022	2023F	2024F
Inflation CPI – Poland	3.4	5.1	14.4	11.4	4.6
Inflation HICP - Poland	3.7	5.2	13.2	11.1	6.2
Inflation HICP – EU	0.3	2.9	9.2	6.5	3.5
Fashion inflation	-2.6	-0.2	5.1	-	-
Construction inflation	2.7	4.2	12.6	-	-
Retail sales dynamics	-2.7	7.6	7.2	-	-
Taxiles, apparel, footwear sales dynamics	-12.3	32.0	33.5	-	-
Unemployment rate	3.1	3.4	2.9	2.9	3.3
Salaries growth rate	5.3	8.9	12.1	12.8	9.3

Source: NBP, GUS, EC

Salaries & unemployment [%]

Source: NBP



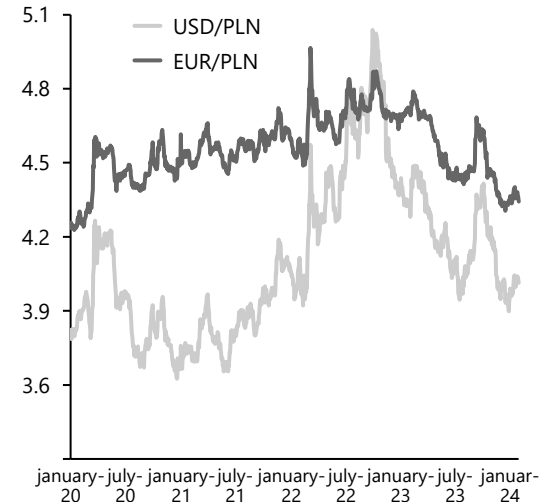
Sales dynamics yoy [%]

Source: GUS



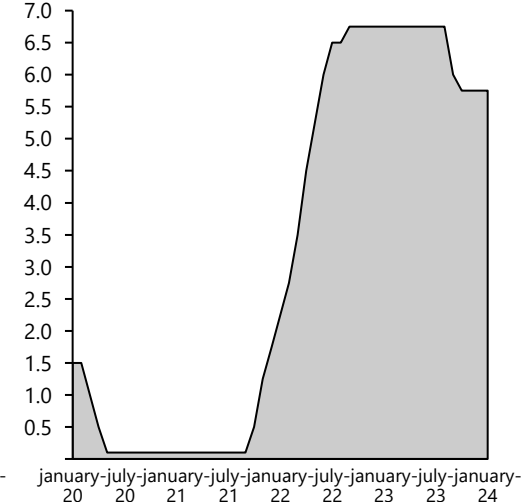
USD/PLN & EUR/PLN rates [PLN]

Source: NBP



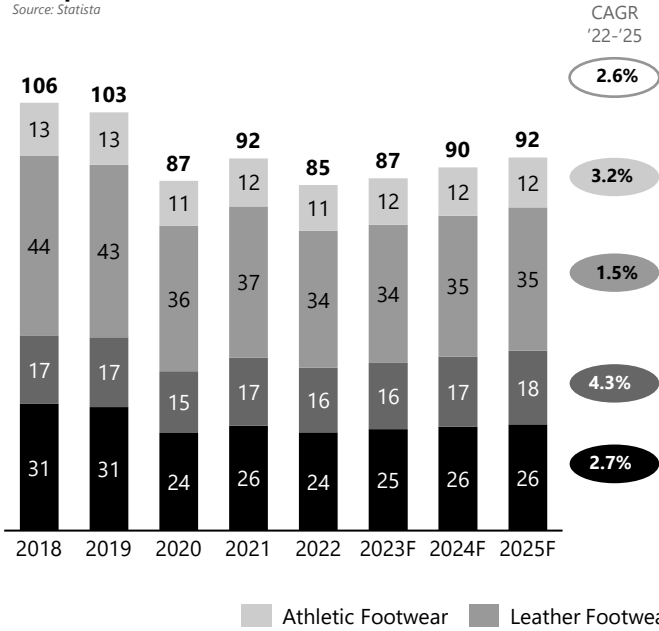
Interest rates – reference rate in Poland

Source: NBP



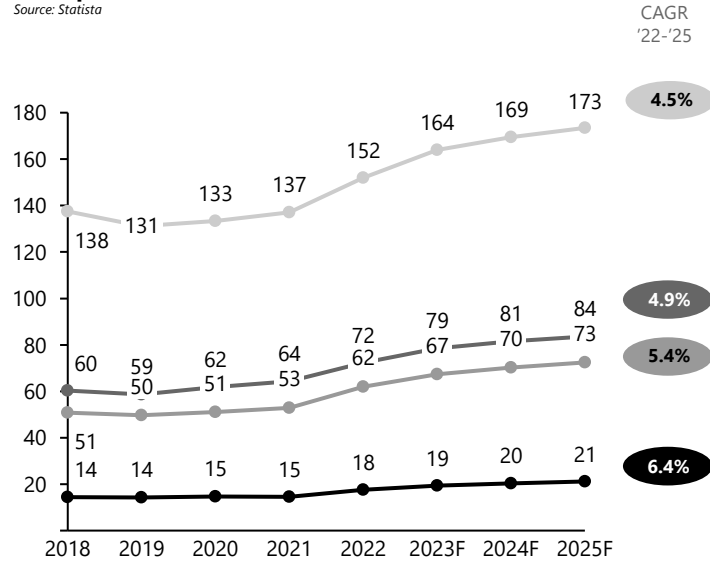
European footwear market [USDbn]

Source: Statista



Price per unit [USD]

Source: Statista



CCC Group vs. competition – footwear private label retail sales revenues (TOP 10 in Europe)

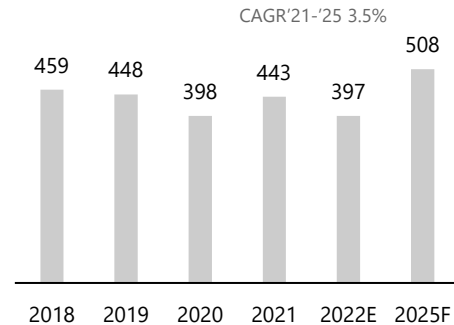
Source: Euromonitor

[USDbn]		2016	2017	2018	2019	2020	2021**
1.	Nike	6.3	6.5	7.2	7.3	6.8	8.0
2.	Adidas	5.2	5.6	5.9	5.9	4.9	5.7
3.	Deichmann	3.0	3.2	3.4	3.4	2.7	3.0
4.	Inditex	1.4	1.5	1.6	1.6	1.3	1.5
5.	VF Corp.	1.2	1.4	1.6	1.8	1.2	1.5
6.	Puma	N/A*	N/A*	1.2	1.2	1.1	1.4
7.	Asics	0.9	1.0	1.1	1.0	0.8	1.0
8.	CCC	0.7	0.8	0.9	0.9	0.7	0.9
9.	Decathlon	0.7	0.8	0.8	0.8	0.7	0.8
10.	Skechers	0.6	0.6	0.7	0.8	0.7	0.8

* owned by Kering ** as reported for 1H 2021, estimates for 2H 2021

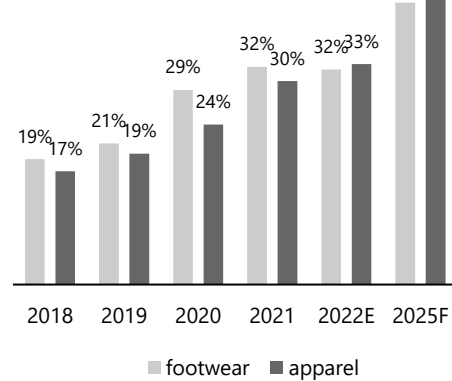
European apparel market [USDbn]

Source: Statista



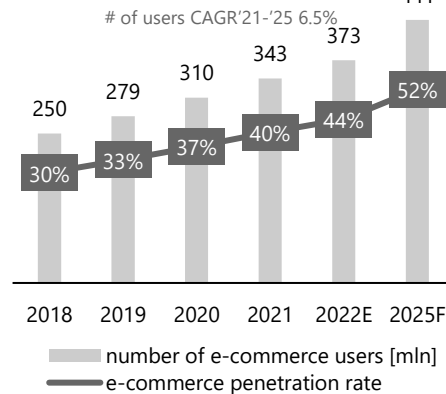
Share of online revenues

Source: Statista



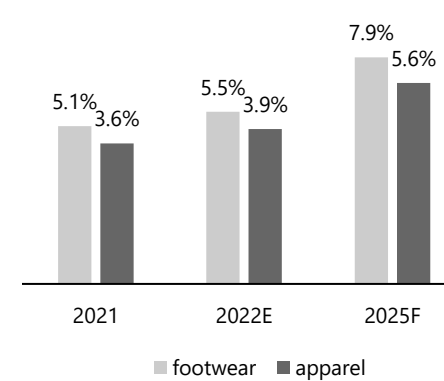
e-commerce in fashion***

Source: Statista



Sustainable products share

Source: Statista



Offprice market

Source: Evolve Business Intelligence, CCC estimates

Global market: 206.4 USDbn in 2020, 282.1 USDbn in 2028 (source: Evolve Business Intelligence)

TAM: 19.1 EURbn – CEE, 4.6 EURbn - Poland (source: CCC estimates)

Offprice penetration [m²/1000 people] (Source: Euromonitor, GlobalData, CCC estimates)

2.5	7.9	47.2
PL	WE	USA

2020	12 months finished on 31.01.21 - change of fiscal year (to Feb-Jan), refers to 2020 and going forward
CAGR	Compound Annual Growth Rate
CEE	Central and Eastern Europe
CPI	Consumer Price Index
EUR	EURO, currency
GMV	Gross Merchandise Value
GO.25	GO.25 strategy published by CCC
HICP	Harmonised Indices of Consumer Prices
HP	HalfPrice
k	thousands
LTM	Last Twelve Months
PLN	Polish Zloty, currency
SKU	Stock Keeping Unit
sqm	Square Meter
TAM	Total Addressable Market
USD	US Dollar, currency
WE	Western Europe



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HalfPrice

