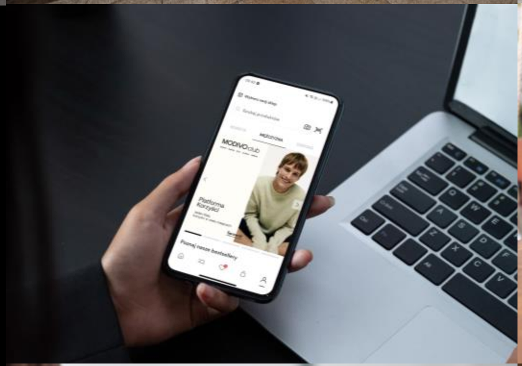
CCC GROUP

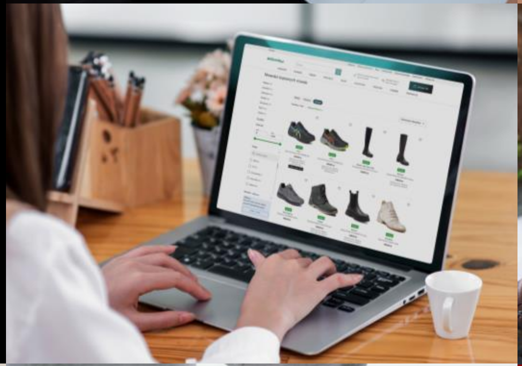
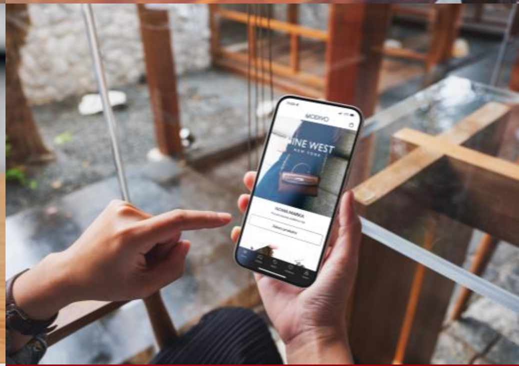
CCC Group

Databook

April 2025

MODIVO eobuwie CCC worldbox HalfPrice





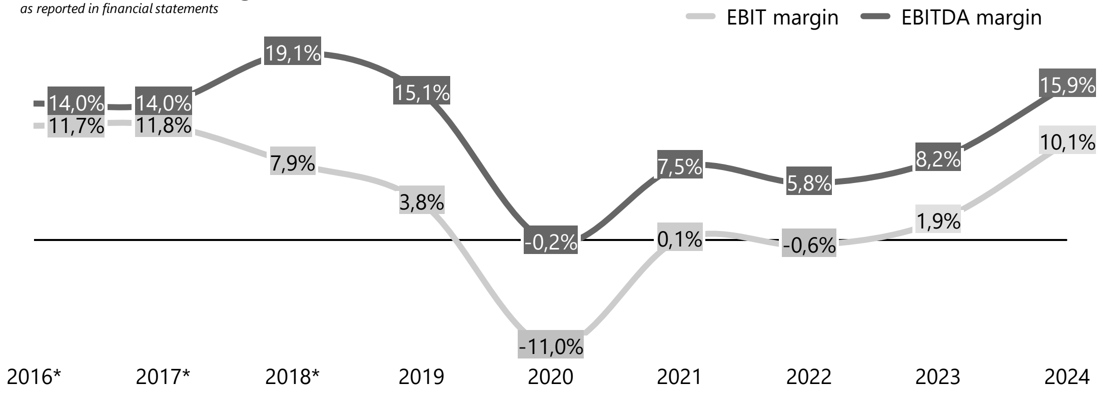

CCC GROUP

CCC GROUP FINANCIALS
P&L

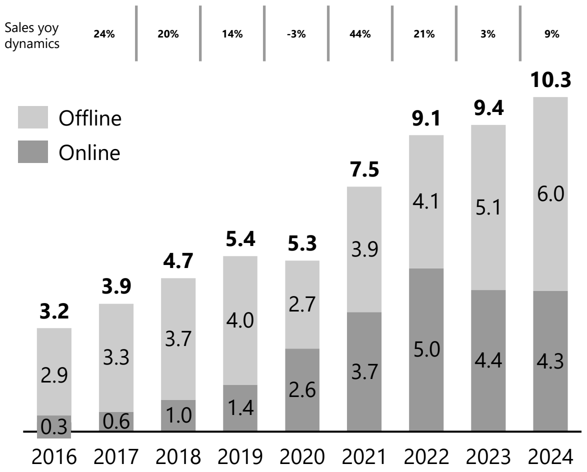
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenues [PLNm]	**3 185**	**3 938**	**4 726**	**5 403**	**5 247**	**7 592**	**9 123**	**9 440**	**10 303**
ecommerce share [%]	*9%*	*15%*	*21%*	*27%*	*49%*	*51%*	*55%*	*46%*	*42%*
Gross profit [PLNm]	**1 680**	**2 004**	**2 367**	**2 595**	**2 293**	**3 525**	**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%*

*excluding IFRS 16 ☐ results heavily impacted by the covid19 pandemic & war in the Ukraine outbreak

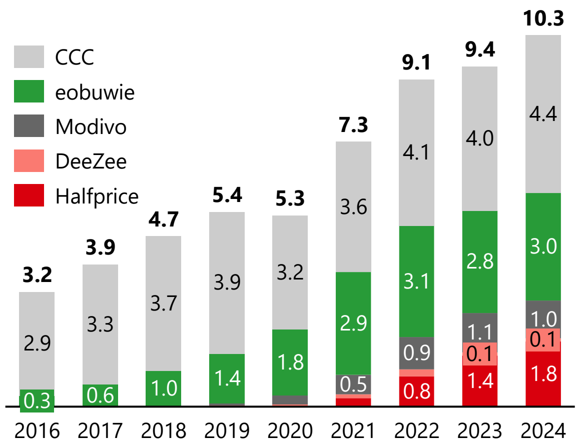
EBIT & EBITDA margins [%]
as reported in financial statements



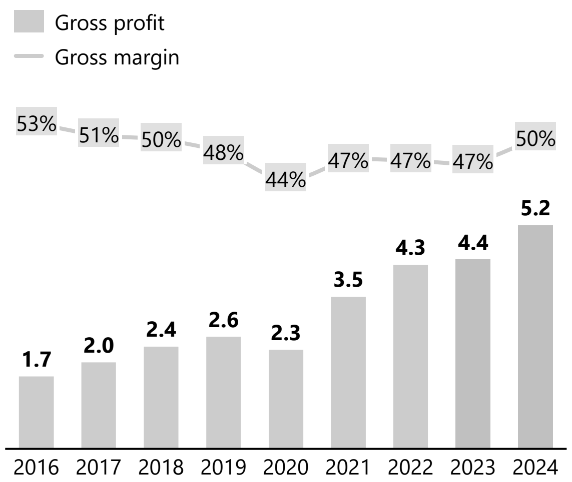
Sales revenues by channel [PLNbn]
as reported in financial statements



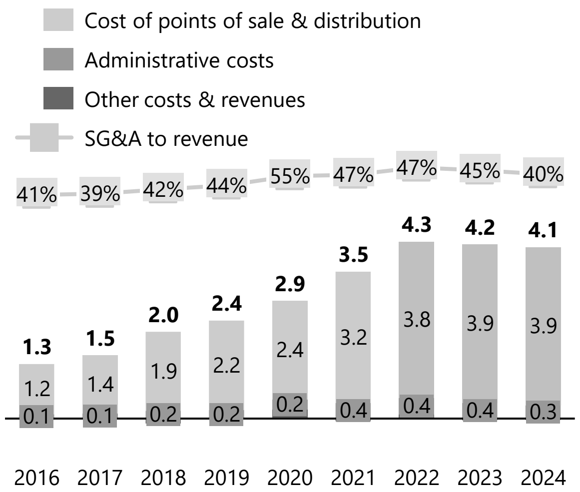
Sales revenues by segment [PLNbn]
as reported in financial statements



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



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



CCC GROUP

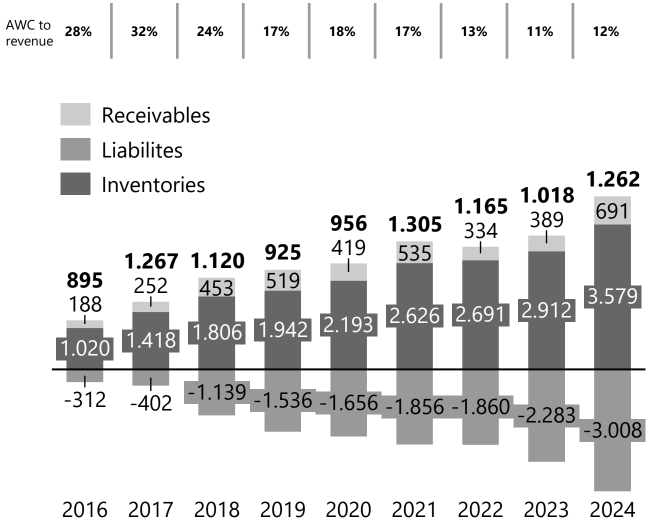
CCC GROUP FINANCIALS
Cash flow

PLNm	2016	2017	2018	2019	2020	2021	2022	2023	2024
Operating CF	**175**	**78**	**996**	**987**	**274**	**50**	**541**	**821**	**1 312**
EBITDA	446	552	904	814	-12	565	531	778	1 635
NWC Δ	-257	-383	244	162	65	-339	74	110	-229
Other	-14	-91	-152	11	221	-192	-64	-67	-94
Investing CF	**-362**	**-222**	**-621**	**-714**	**-243**	**-219**	**-409**	**-316**	**-401**
Capex	-160	-245	-439	-497	-195	-313	-465	-325	-477
Other	-202	23	-182	-217	-49	94	56	9	76
Financial CF	**-10**	**515**	**-515**	**-105**	**136**	**651**	**-677**	**-634**	**-717**
Cash	143	514	376	543	459	941	395	266	461
Debt	796	917	1 017	1 513	1 670	2 460	2 526	2 095	1 897
Net debt	**652**	**403**	**641**	**971**	**1 211**	**1 519**	**2 131**	**1 829**	**1 436**
Conversion cycles									
Inventories conversion [days]	**226**	**263**	**283**	**266**	**269**	**228**	**216**	**211**	**254**
Average inventories*	933	1 393	1 828	2 050	2 176	2 512	2 873	2 912	3 557
Cost of goods sold	1 505	1 934	2 359	2 808	2 954	4 016	4 858	5 046	5 119
Receivables conversion [days]	**8**	**9**	**10**	**15**	**13**	**11**	**8**	**6**	**10**
Average receivables*	71	93	129	200	183	224	190	165	295
Revenues	3 185	3 938	4 726	5 403	5 247	7 592	9 123	9 440	10 303
Liabilities conversion [days]	**28**	**42**	**109**	**150**	**155**	**125**	**118**	**139**	**168**
Average liabilities*	116	224	702	1 150	1 258	1 379	1 567	1 927	2 356
Cash conversion [days]	**206**	**229**	**184**	**130**	**126**	**114**	**106**	**78**	**96**

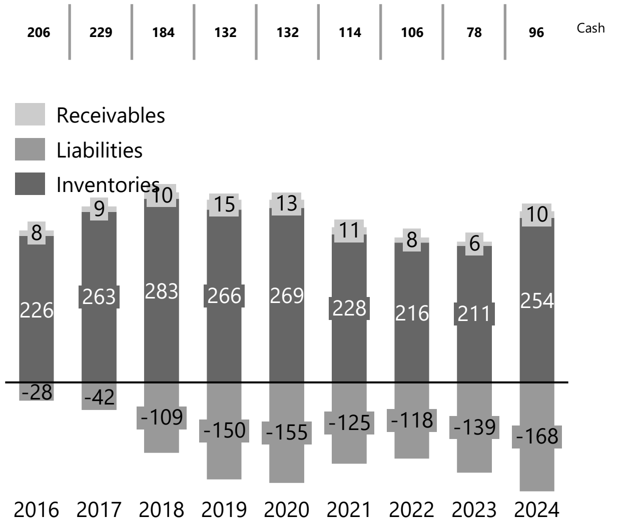
*average for the period

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

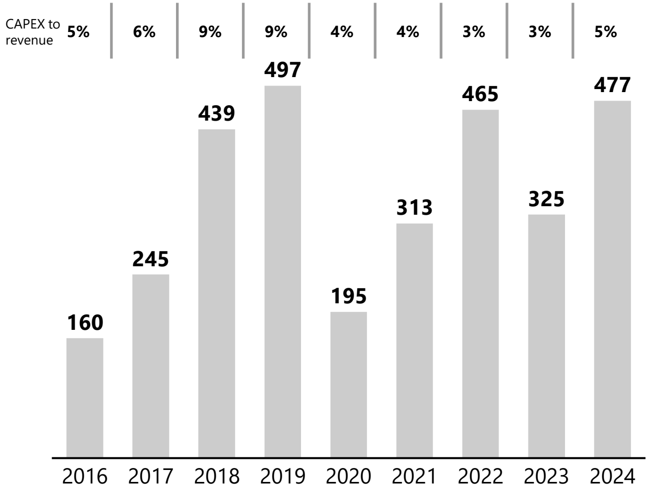
Adjusted** working capital [PLNm]
as reported in financial statements



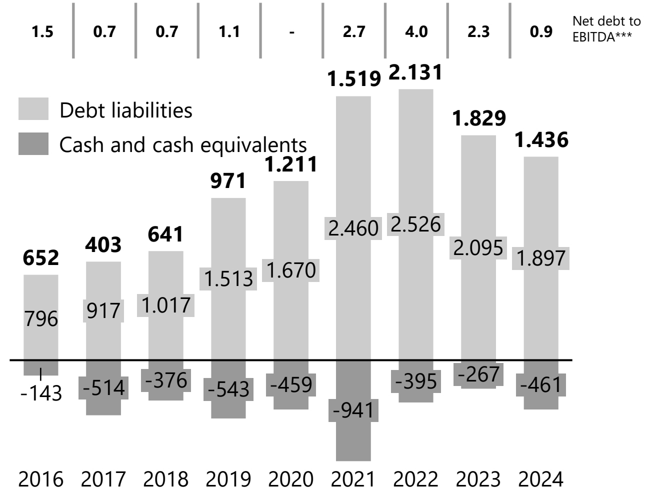
Working capital [days]



CAPEX [PLNm]
as reported in financial statements



Net debt [PLNm]
as reported in financial statements



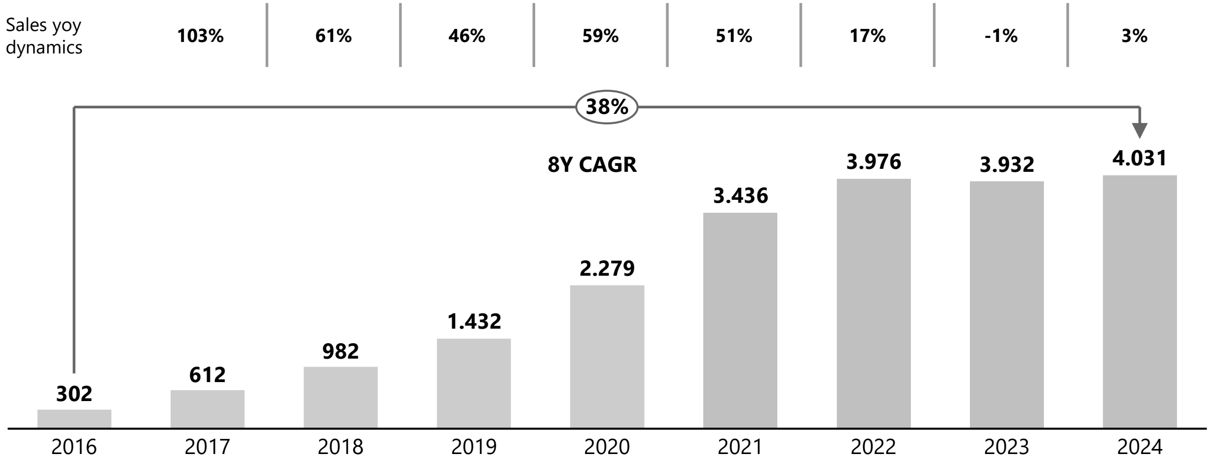
*** net debt to EBITDA is NOT a covenant. Since 2021 Group has two separate financing streams – please see more on slide 9

P&L

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenues [PLNm]	**302**	**612**	**982**	**1 432**	**2 279**	**3 436**	**3 976**	**3 932**	**4 031**
Gross profit [PLNm]	**123**	**243**	**392**	**601**	**988**	**1 476**	**1 642**	**1 505**	**1 641**
Gross margin [%]	*41%*	*40%*	*40%*	*42%*	*43%*	*43%*	*41%*	*38%*	*41%*
SG&A [PLNm]	**76**	**170**	**319**	**536**	**837**	**1 269**	**1 625**	**1 675**	**1 451**
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**	**190**
EBIT margin [%]	*16%*	*12%*	*7%*	*5%*	*7%*	*6%*	*1%*	*-4%*	*5%*

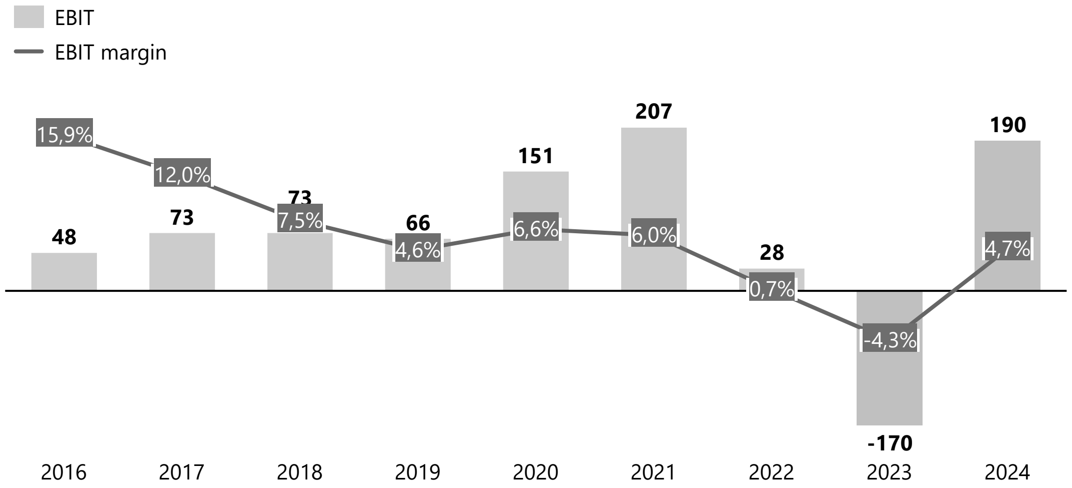
Sales revenues [PLNm]

as reported in financial statements



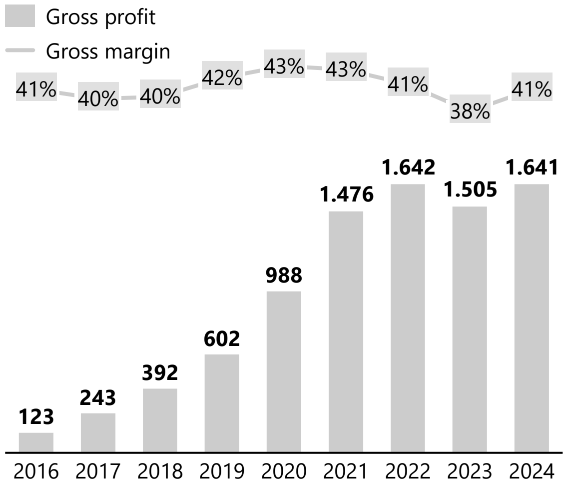
EBIT [PLNm] and EBIT margin [%]

as reported in financial statements



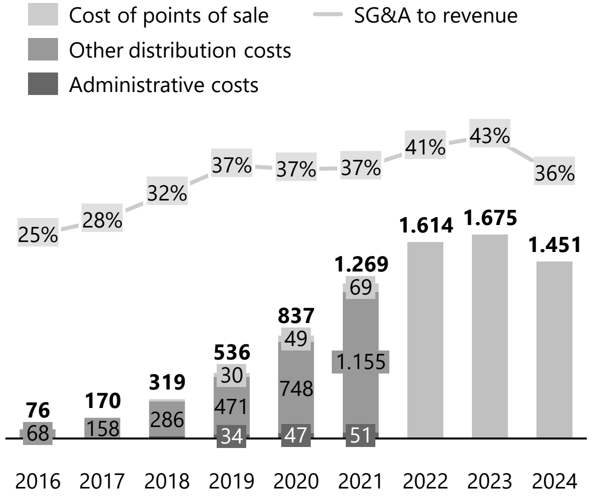
Gross profit & margin [PLNm, %]

as reported in financial statements



SG&A [PLNm and as % of revenue]

as reported in financial statements



CCC GROUP

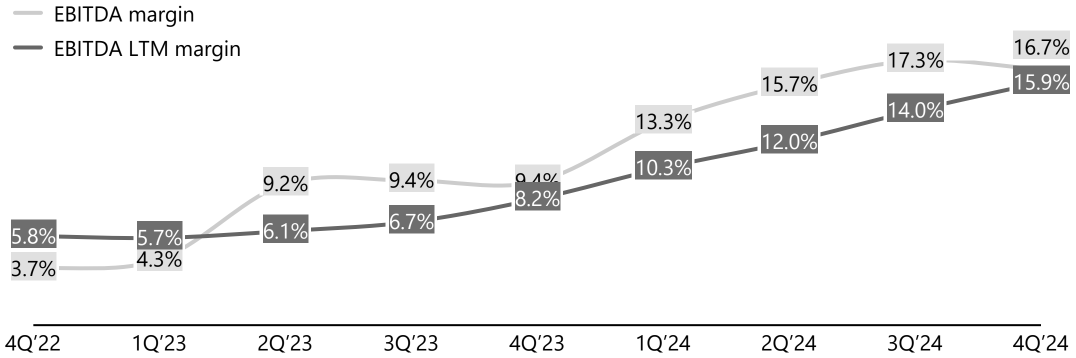
Financials - Quarterly

P&L

	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**
ecommerce share [%]	*56%*	*53%*	*52%*	*51%*	*30%*	*43%*	*43%*	*43%*	*41%*
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%*
Amortization [PLNm]	**140**	**156**	**144**	**153**	**141**	**150**	**144**	**151**	**153**
EBITDA [PLNm]	**90**	**89**	**224**	**229**	**236**	**300**	**407**	**479**	**448**
EBITDA margin [%]	*4%*	*4%*	*9%*	*9%*	*9%*	*13%*	*16%*	*17%*	*17%*

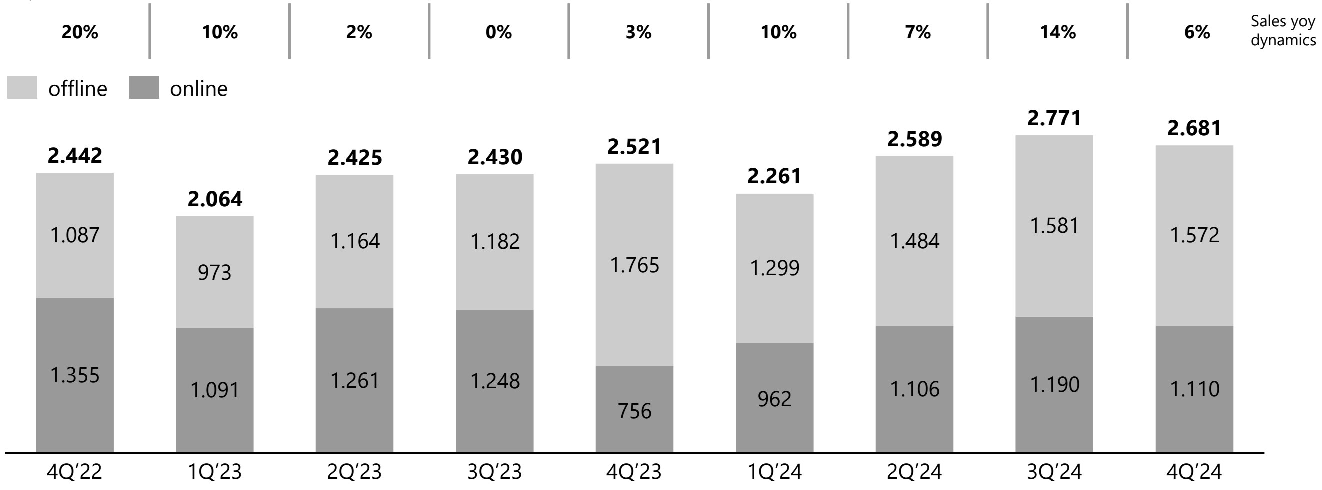
EBITDA margins [%]

as reported in financial statements



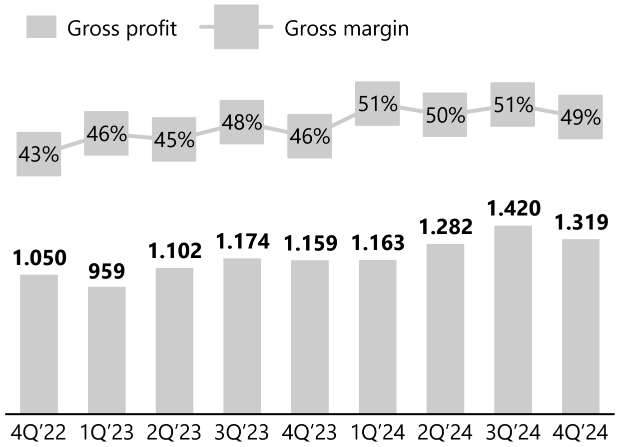
Sales revenues [PLNm]

as reported in financial statements



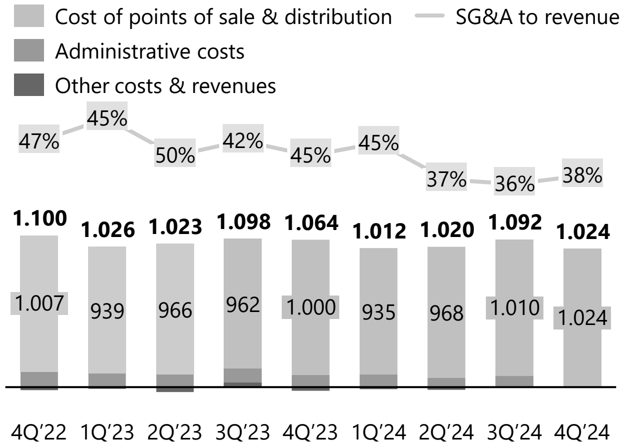
Gross profit & margin [PLNm, %]

as reported in financial statements



SG&A [PLNm and as % of revenue]

as reported in financial statements

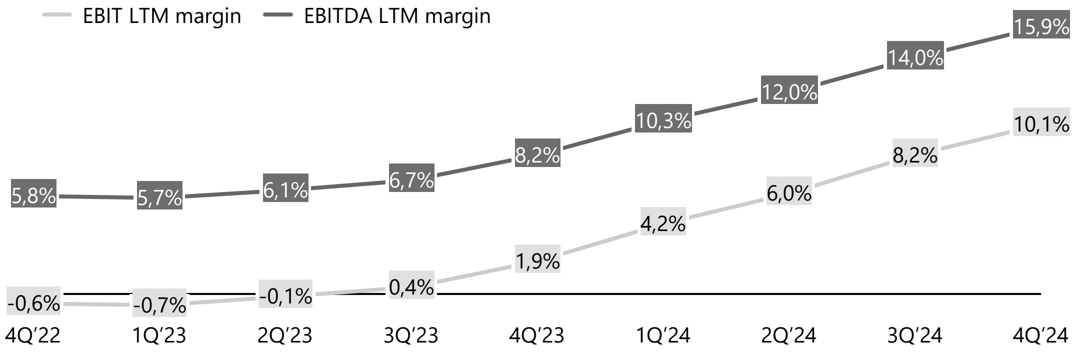


P&L LTM

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24*
Revenues [PLNm]	**9 123**	**9 305**	**9 352**	**9 361**	**9 440**	**9 638**	**9 802**	**10 143**	**10 303**
ecommerce share [%]	*53%*	*52%*	*53%*	*53%*	*46%*	*44%*	*42%*	*40%*	*42%*
Gross profit [PLNm]	**4 265**	**4 301**	**4 274**	**4 285**	**4 394**	**4 598**	**4 778**	**5 024**	**5 184**
Gross margin [%]	*47%*	*46%*	*46%*	*46%*	*47%*	*48%*	*49%*	*50%*	*50%*
SG&A [PLNm]	**4 317**	**4 363**	**4 288**	**4 247**	**4 210**	**4 197**	**4 194**	**4 188**	**4 148**
SG&A to revenue [%]	*47%*	*47%*	*46%*	*45%*	*45%*	*44%*	*43%*	*41%*	*40%*
EBIT [PLNm]	**-51**	**-62**	**-14**	**38**	**184**	**401**	**584**	**836**	**1 036**
EBIT margin [%]	*-1%*	*-1%*	*0%*	*0%*	*2%*	*4%*	*6%*	*8%*	*10%*
Amortization [PLNm]	**582**	**592**	**589**	**593**	**595**	**589**	**596**	**586**	599
EBITDA [PLNm]	**531**	**530**	**575**	**632**	**778**	**990**	**1 173**	**1 423**	**1 635**
EBITDA margin [%]	*6%*	*6%*	*6%*	*7%*	*8%*	*10%*	*12%*	*14%*	*16%*

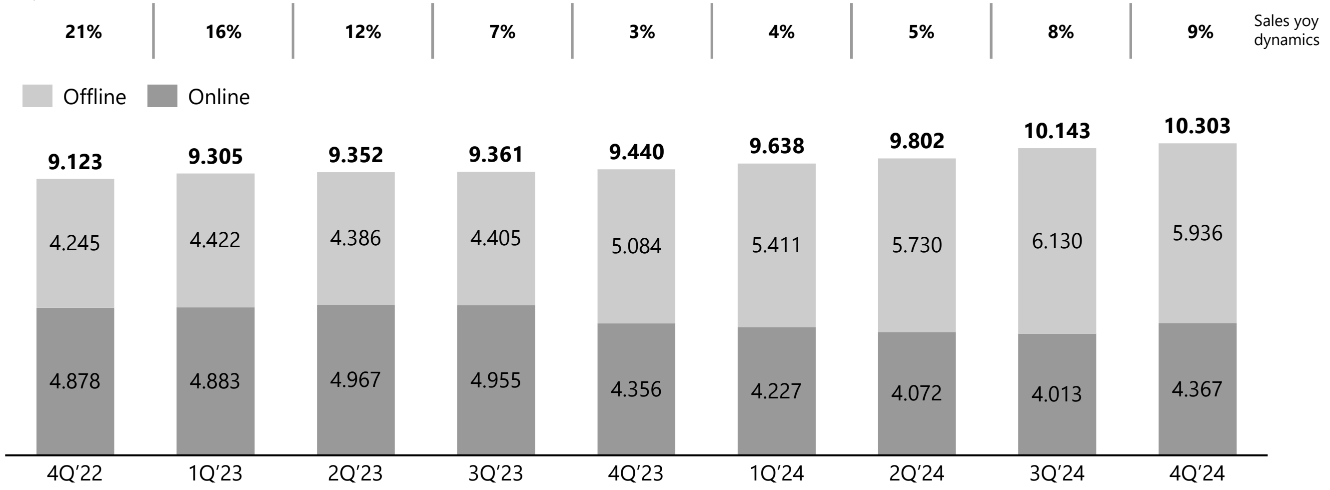
EBIT and EBITDA margins [%]

as reported in financial statements



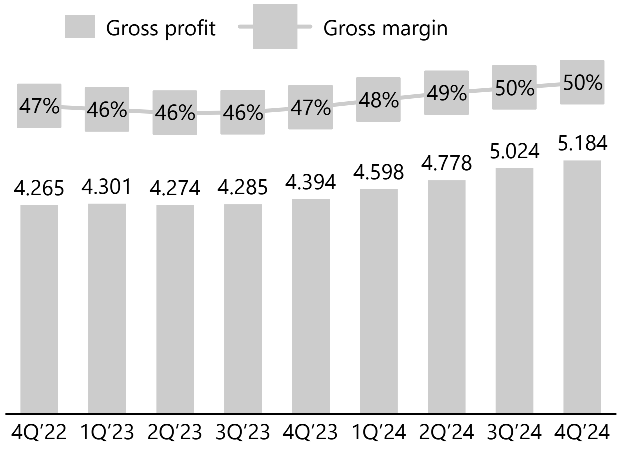
Sales revenues LTM [PLNm]

as reported in financial statements



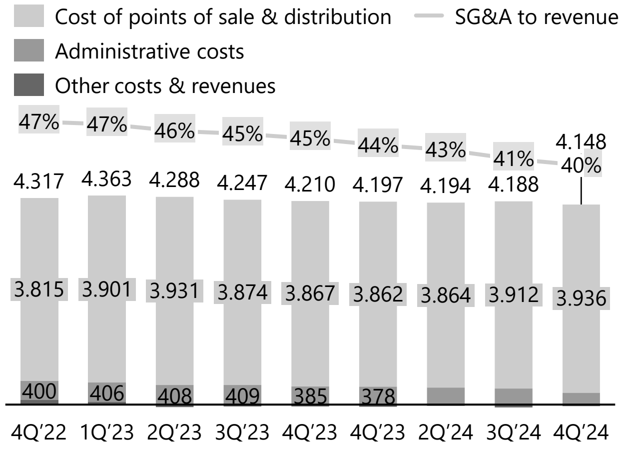
Gross profit & margin LTM [PLNm, %]

as reported in financial statements



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

as reported in financial statements

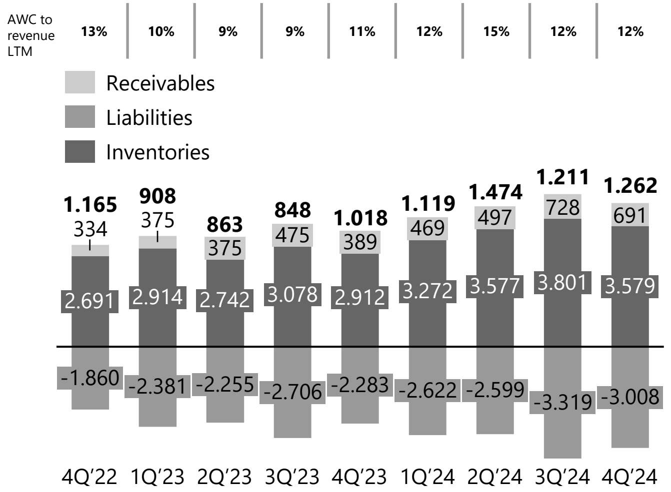


CCC GROUP

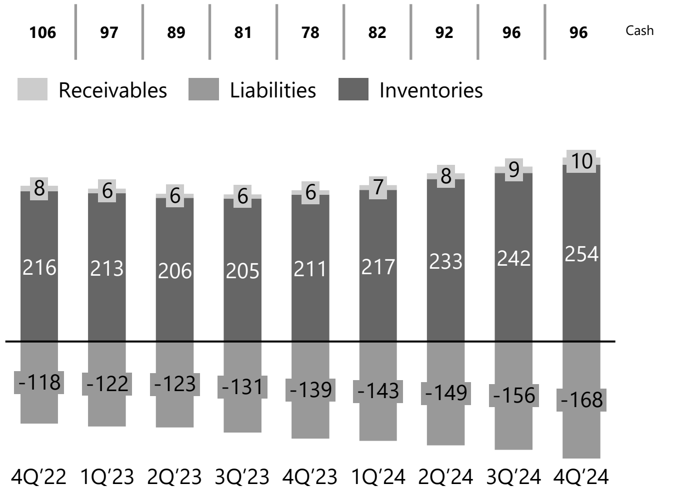
CCC GROUP FINANCIALS - QUARTERLY
Cash flow

PLNm	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Operating CF	**272**	**323**	**210**	**287**	**0**	**228**	**71**	**738**	**318**
EBITDA	90	89	224	229	236	300	407	479	448
NWC Δ	135	270	38	27	-225	-91	-339	283	-78
Other	47	-36	-52	31	-11	19	3	-24	-52
Investing CF	**-113**	**-100**	**-92**	**-46**	**-78**	**-62**	**-97**	**-131**	**-155**
Capex	-183	-109	-100	-55	-61	-80	-98	-139	-160
Other	70	9	42	9	-17	18	1	8	5
Financial CF	**-239**	**-225**	**-90**	**-93**	**-226**	**-38**	**-26**	**-264**	**-389**
Cash	395	394	423	570	267	396	343	686	461
Debt	2 526	2 265	2 084	2 179	2 095	2 239	2 435	2 345	1 897
Net debt	**2 131**	**1 871**	**1 661**	**1 609**	**1 829**	**1 844**	**2 091**	**1 659**	**1 436**
Conversion cycles									
Inventories conversion [days]	**216**	**213**	**206**	**205**	**211**	**217**	**233**	**244**	**254**
Average Inventories*	2 873	2 919	2 867	2 857	2 912	3 001	3 210	3 390	3 557
Cost of goods sold LTM	4 858	5 004	5 078	5 076	5 046	5 069	5 024	5 118	5 119
Receivables conversion [days]	**8**	**6**	**6**	**6**	**6**	**7**	**8**	**9**	**10**
Average receivables*	190	164	156	153	165	191	221	261	295
Revenues LTM	9 123	9 305	9 352	9 361	9 440	9 638	9 802	10 143	10 303
Liabilities conversion [days]	**118**	**122**	**123**	**131**	**139**	**143**	**149**	**156**	**168**
Average Liabilities*	1 567	1 673	1 715	1 820	1 927	1 972	2 051	2 182	2 356
Cash conversion [days]	**106**	**97**	**89**	**81**	**78**	**82**	**92**	**96**	**96**

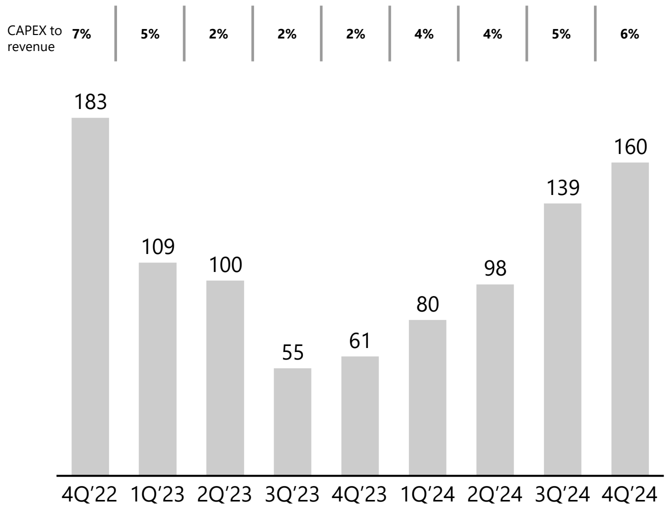
Adjusted** working capital [PLNm]
as reported in financial statements



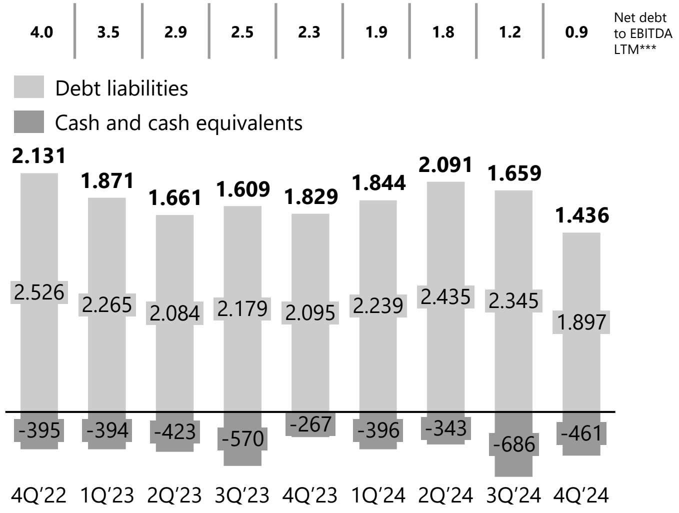
Working capital [days]



CAPEX [PLNm]
as reported in financial statements



Net debt [PLNm]
as reported in financial statements



*average for LTM

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

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

CCC GROUP

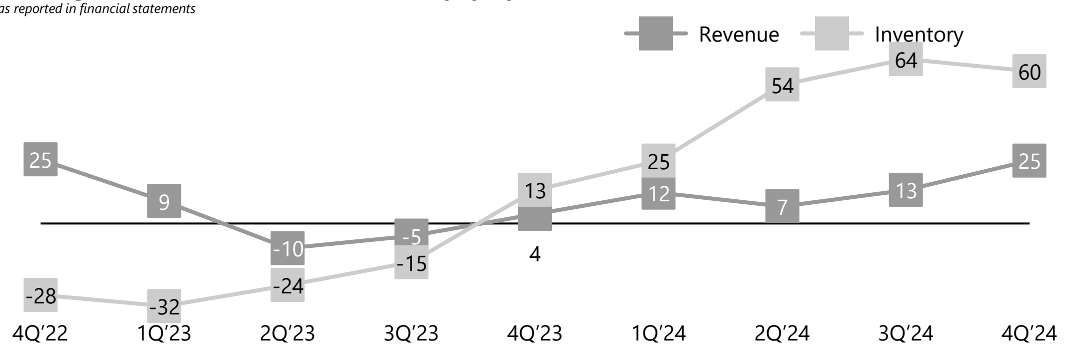
CCC GROUP FINANCIALS - QUARTERLY

Inventory management

		4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
CCC	Inventories	1 045	1 050	1 103	1 072	1 182	1 308	1 702	1 762	1 885
	as % of revenue LTM	26%	25%	27%	27%	30%	32%	41%	41%	41%
HalfPrice	Inventories	328	398	425	635	659	748	783	804	696
	as % of revenue LTM	39%	41%	38%	50%	46%	49%	49%	48%	40%
eobuwie	Inventories	962	1 083	891	1 001	811	945	822	902	732
	as % of revenue LTM	31%	36%	30%	34%	29%	33%	29%	30%	25%
Modivo	Inventories	336	363	304	350	240	251	248	303	259
	as % of revenue LTM	38%	37%	29%	32%	22%	23%	24%	29%	24%

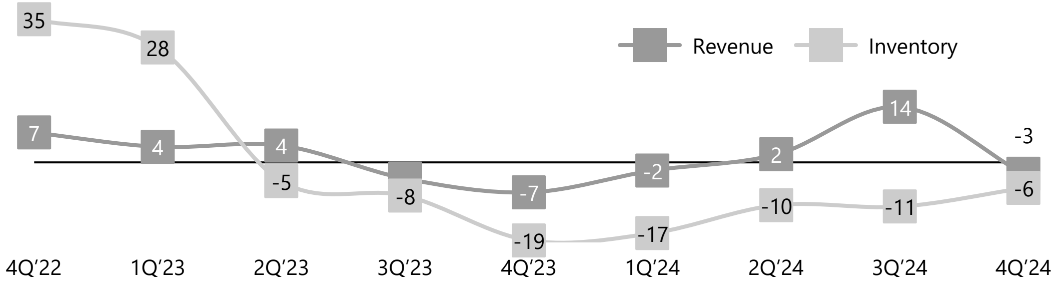
CCC segment* inventories and revenue yoy dynamics [%]

as reported in financial statements



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

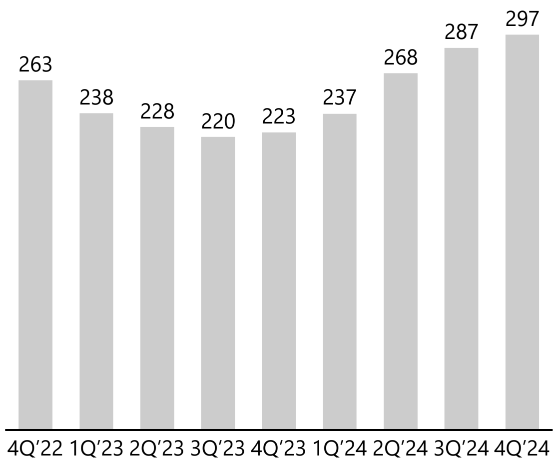
as reported in financial statements



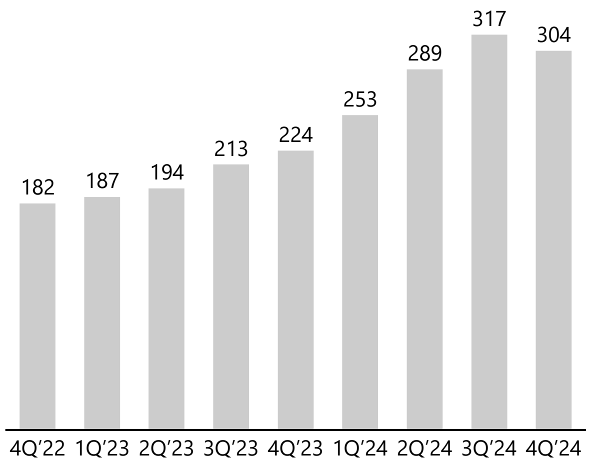
*includes wholesale, Russia operations excluded

**preliminary

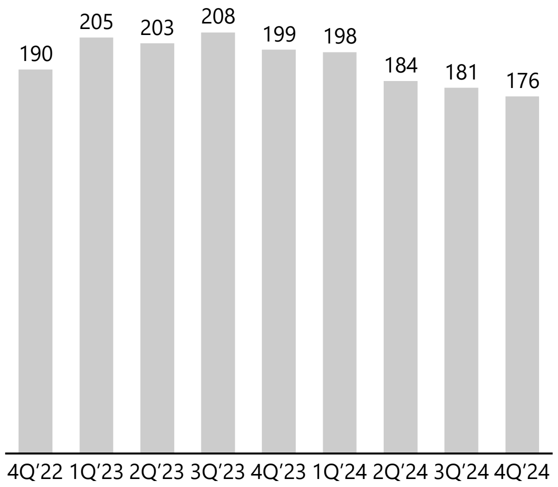
CCC* inventories conversion [days]



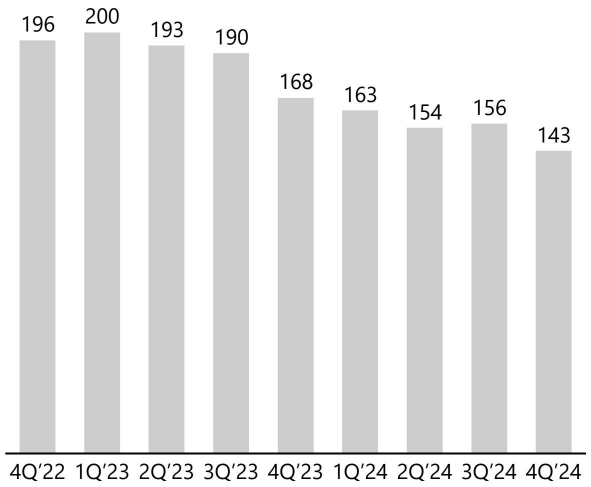
HalfPrice inventories conversion [days]



eobuwie inventories conversion [days]

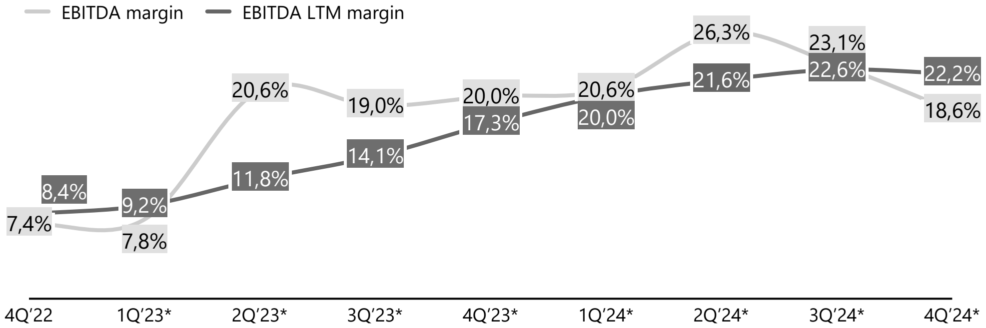


Modivo conversion conversion [days]

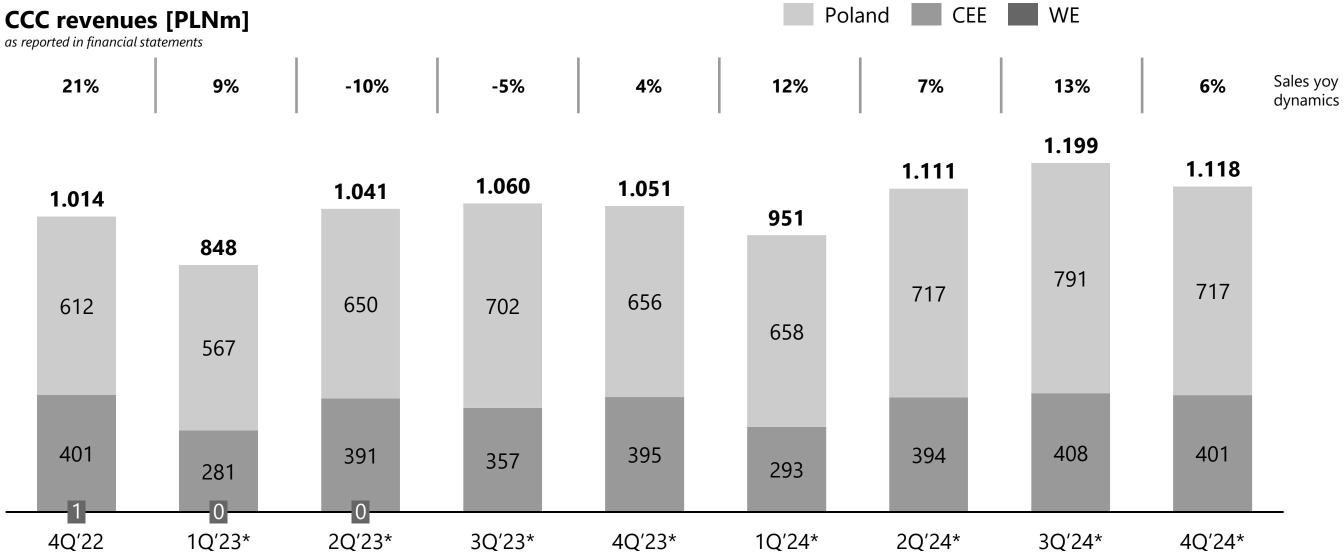


	4Q'22	1Q'23*	2Q'23*	3Q'23*	4Q'23*	1Q'24*	2Q'24*	3Q'24*	4Q'24*
Revenues [PLNm]	**1 014**	**848**	**1 041**	**1 060**	**1 051**	**951**	**1 111**	**1 199**	**1 118**
Poland [%]	*60%*	*67%*	*62%*	*66%*	*62%*	*69%*	*65%*	*66%*	*64%*
CEE [%]	*40%*	*33%*	*38%*	*34%*	*38%*	*31%*	*35%*	*34%*	*36%*
WE [%]	*0%*	*0%*	*0%*	*0%*	*0%*	*0%*	*0%*	*0%*	*0%*
Gross profit [PLNm]	**493**	**447**	**570**	**616**	**584**	**575**	**661**	**703**	**636**
Gross margin [%]	*49%*	*53%*	*55%*	*58%*	*56%*	*60%*	*60%*	*59%*	*57%*
EBIT [PLNm]	**-22**	**-42**	**115**	**107**	**135**	**108**	**207**	**184**	**117**
EBIT margin [%]	*-2%*	*-5%*	*11%*	*10%*	*13%*	*11%*	*19%*	*15%*	*10%*
Amortization [PLNm]	**97**	**108**	**99**	**95**	**75**	**88**	**85**	**93**	**91**

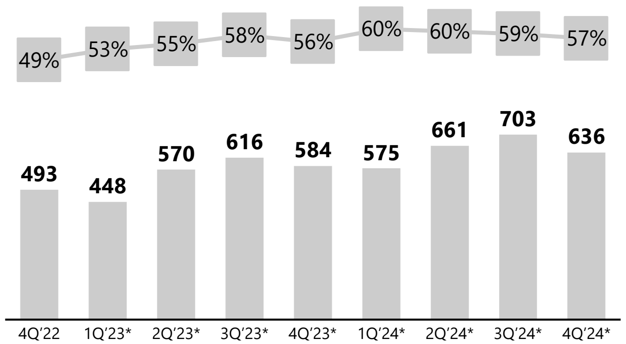
EBITDA margins [%]
as reported in financial statements



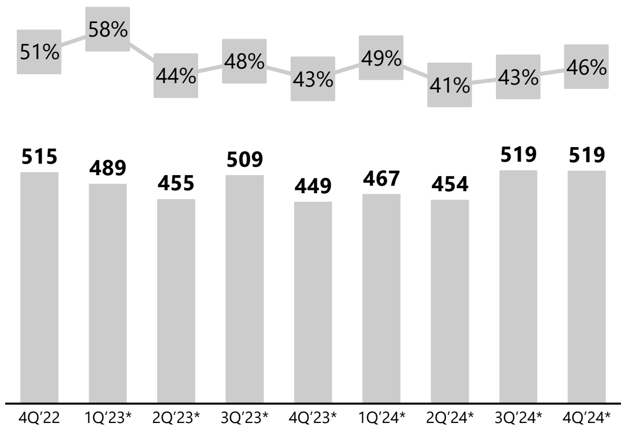
CCC revenues [PLNm]
as reported in financial statements



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



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



*includes wholesale operations

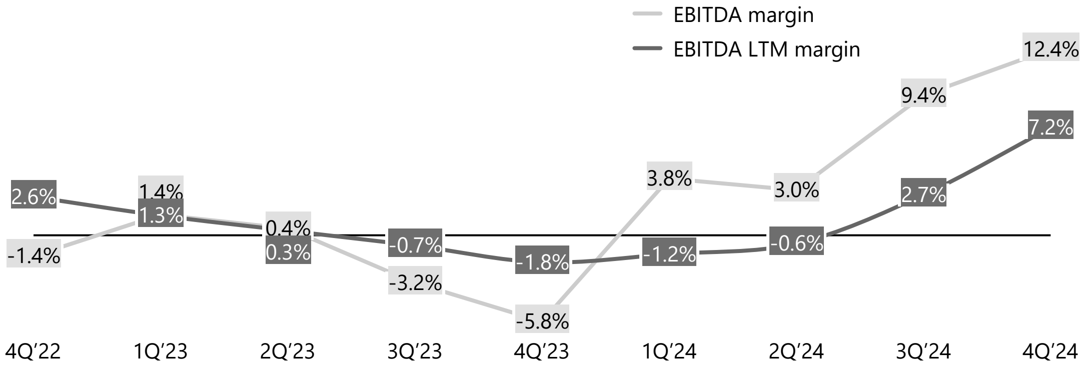
**preliminary

MODIVO SA
CCC GROUP

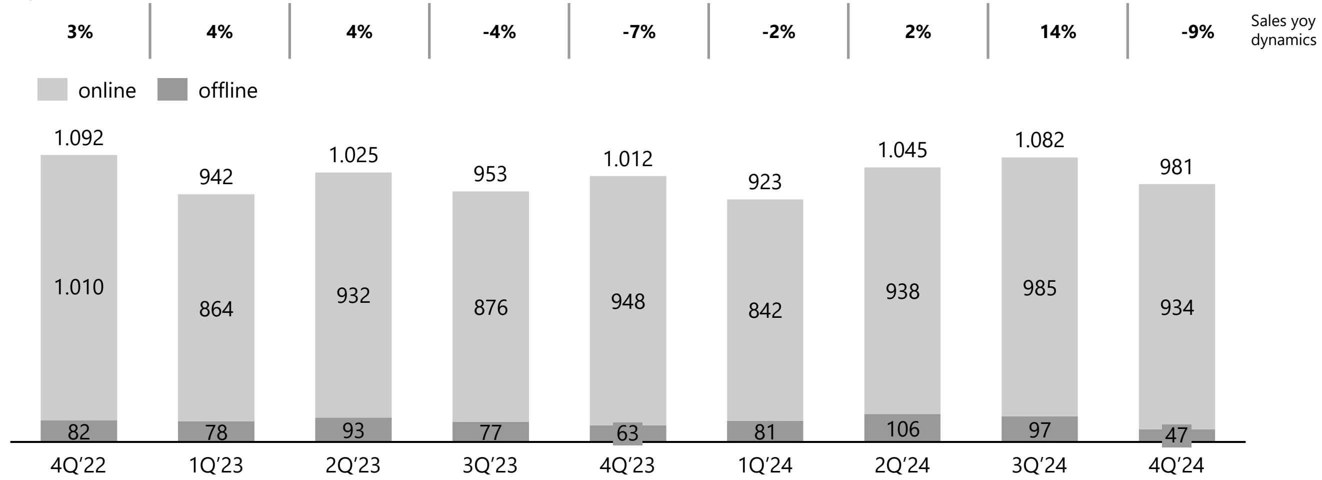
MODIVO GROUP FINANCIALS - QUARTERLY
P&L

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Revenues [PLNm]	**1092**	**942**	**1025**	**953**	**1012**	**923**	**1 045**	**1 082**	**981**
retail share [%]	*8%*	*8%*	*9%*	*8%*	*6%*	*9%*	*10%*	*9%*	*5%*
Gross profit [PLNm]	**426**	**400**	**391**	**363**	**350**	**389**	**399**	**464**	**389**
Gross margin [%]	*39%*	*42%*	*38%*	*38%*	*35%*	*42%*	*38%*	*43%*	*40%*
SG&A [PLNm]	**462**	**409**	**410**	**410**	**435**	**380**	**395**	**385**	**291**
SG&A to revenue [%]	*42%*	*43%*	*40%*	*44%*	*43%*	*41%*	*38%*	*36%*	*30%*
EBIT [PLNm]	**-36**	**-9**	**-19**	**-58**	**-85**	**9**	**4**	**79**	**98**
EBIT margin [%]	*-3%*	*-1%*	*-2%*	*-6%*	*-8%*	*1%*	*0%*	*7%*	*10%*
Amortization [PLNm]	**21**	**22**	**23**	**28**	**27**	**26**	**28**	**22**	**24**
EBITDA [PLNm]	**-15**	**13**	**5**	**-30**	**-58**	**35**	**32**	**101**	**122**
EBITDA margin [%]	*-1%*	*1%*	*0%*	*-3%*	*-6%*	*4%*	*3%*	*9%*	*12%*

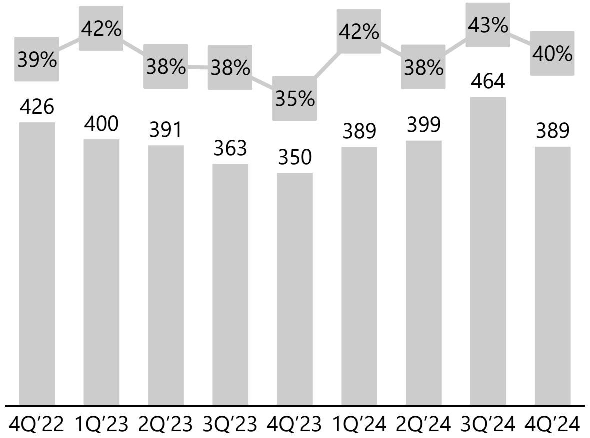
EBITDA margins [%]
as reported in financial statements



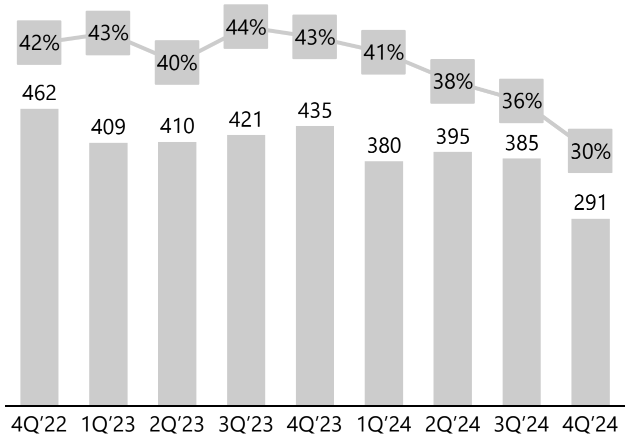
Sales revenues [PLNm]
as reported in financial statements



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



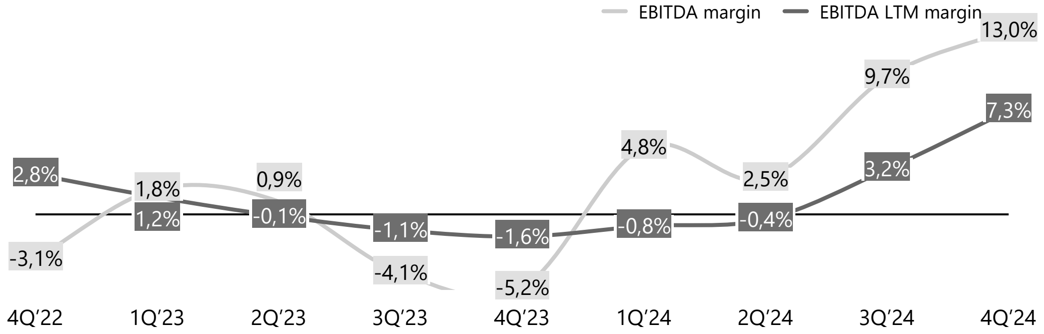
SG&A [PLNm and as % of revenue]
as reported in financial statements



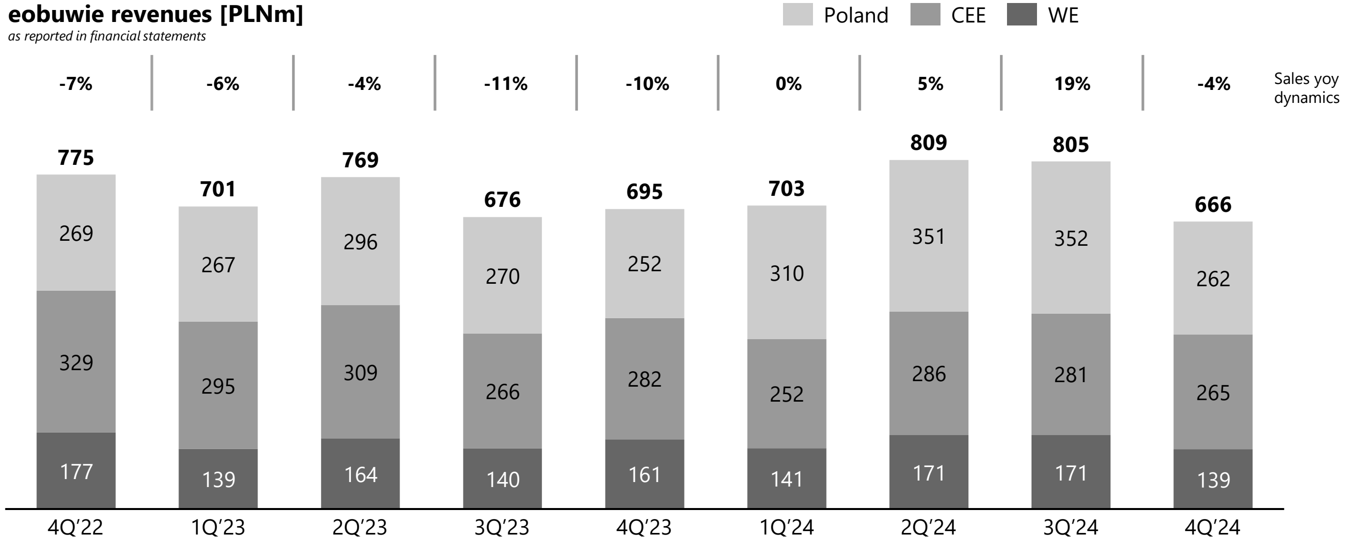
EOBUWIE SEGMENT FINANCIALS - QUARTERLY

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Revenues [PLNm]	**775**	**701**	**769**	**676**	**695**	**703**	**809**	**805**	**666**
Poland [%]	*35%*	*38%*	*38%*	*40%*	*36%*	*44%*	*43%*	*44%*	*39%*
CEE [%]	*42%*	*42%*	*40%*	*39%*	*41%*	*36%*	*35%*	*35%*	*40%*
WE [%]	*23%*	*20%*	*21%*	*21%*	*23%*	*20%*	*21%*	*21%*	*21%*
Gross profit [PLNm]	**299**	**300**	**298**	**261**	**244**	**298**	**307**	**353**	**265**
Gross margin [%]	*38%*	*43%*	*39%*	*39%*	*35%*	*42%*	*38%*	*44%*	*40%*
EBIT [PLNm]	**-44**	**-5**	**-13**	**-51**	**-57**	**12**	**-3**	**62**	**69**
EBIT margin [%]	*-6%*	*-1%*	*-2%*	*-8%*	*-8%*	*2%*	*0%*	*8%*	*10%*
Amortization [PLNm]	**19**	**17**	**20**	**23**	**22**	**21**	**23**	**16**	**18**

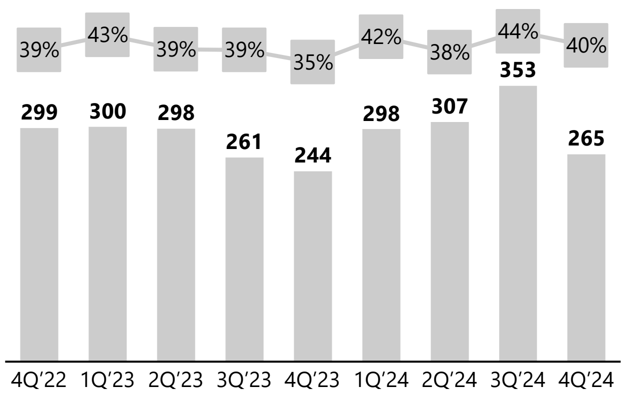
EBITDA margins [%]
as reported in financial statements



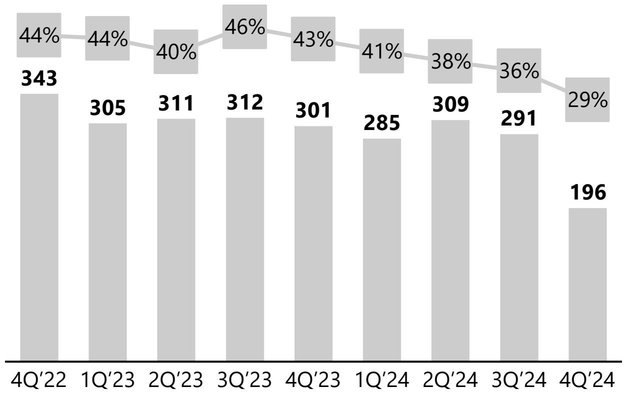
eobuwie revenues [PLNm]
as reported in financial statements



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



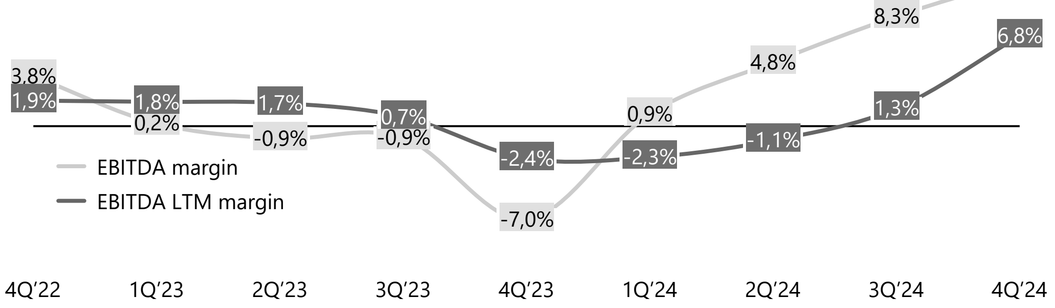
eobuwie SG&A [PLNm and as % of revenue]
as reportd in financial statements



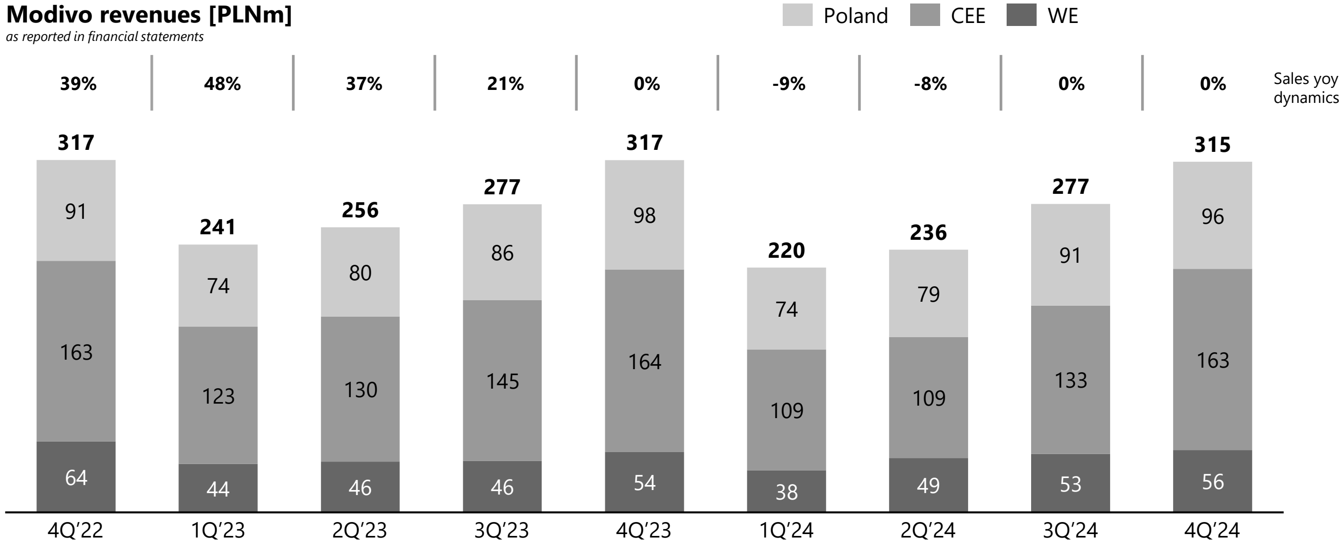
MODIVO SEGMENT FINANCIALS - QUARTERLY

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Revenues [PLNm]	**317**	**241**	**256**	**277**	**317**	**220**	**236**	**277**	**315**
Poland [%]	*29%*	*31%*	*31%*	*31%*	*31%*	*33%*	*33%*	*33%*	*31%*
CEE [%]	*51%*	*51%*	*51%*	*52%*	*52%*	*49%*	*46%*	*48%*	*52%*
WE [%]	*20%*	*18%*	*18%*	*17%*	*17%*	*17%*	*21%*	*19%*	*18%*
Gross profit [PLNm]	**127**	**100**	**93**	**102**	**106**	**92**	**92**	**111**	**124**
Gross margin [%]	*40%*	*41%*	*36%*	*37%*	*34%*	*42%*	*39%*	*40%*	*39%*
EBIT [PLNm]	**9**	**-4**	**-6**	**-7**	**-27**	**-3**	**6**	**17**	**29**
EBIT margin [%]	*3%*	*-2%*	*-2%*	*-3%*	*-9%*	*-1%*	*3%*	*6%*	*9%*
Amortization [PLNm]	**3**	**5**	**4**	**5**	**5**	**5**	**5**	**6**	**6**

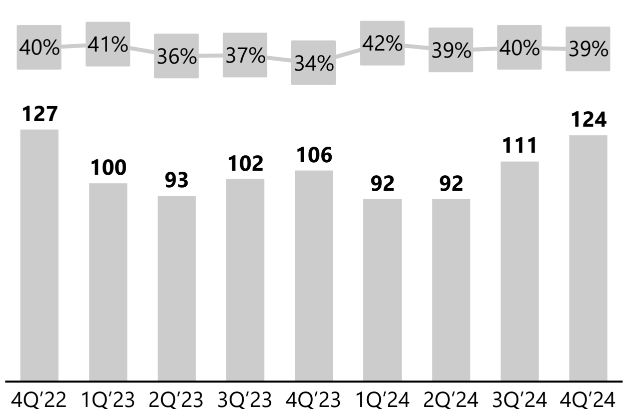
EBITDA margins [%]
as reported in financial statements



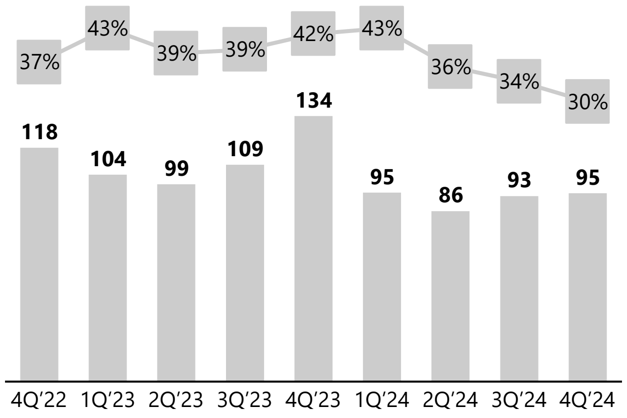
Modivo revenues [PLNm]
as reported in financial statements



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



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



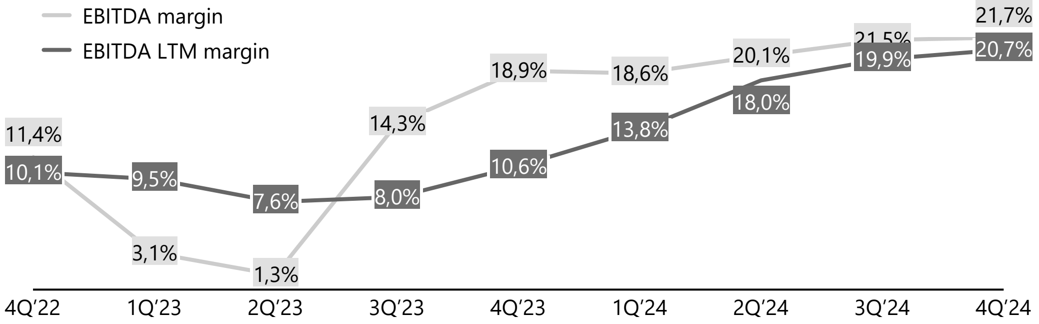
HalfPrice

HALFPRICE SEGMENT FINANCIALS - QUARTERLY

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Revenues [PLNm]	**285**	**252**	**338**	**393**	**436**	**371**	**412**	**466**	**563**
Poland [%]	*77%*	*785*	*76%*	*73%*	*69%*	*74%*	*73%*	*73%*	*70%*
CEE [%]	*17%*	*15%*	*19%*	*22%*	*26%*	*22%*	*23%*	*24%*	*26%*
WE [%]	*7%*	*6%*	*5%*	*5%*	*5%*	*4%*	*4%*	*4%*	*4%*
Gross profit [PLNm]	**124**	**100**	**128**	**182**	**213**	**188**	**210**	**239**	**284**
Gross margin [%]	*43%*	*40%*	*38%*	*46%*	*49%*	*51%*	*51%*	*51%*	*50%*
EBIT [PLNm]	**8**	**-17**	**-18**	**25**	**43**	**33**	**52**	**64**	**83**
EBIT margin [%]	*3%*	*-7%*	*-5%*	*6%*	*10%*	*9%*	*12%*	*14%*	*15%*
Amortization [PLNm]	**25**	**25**	**22**	**31**	**40**	**36**	**32**	**36**	**39**

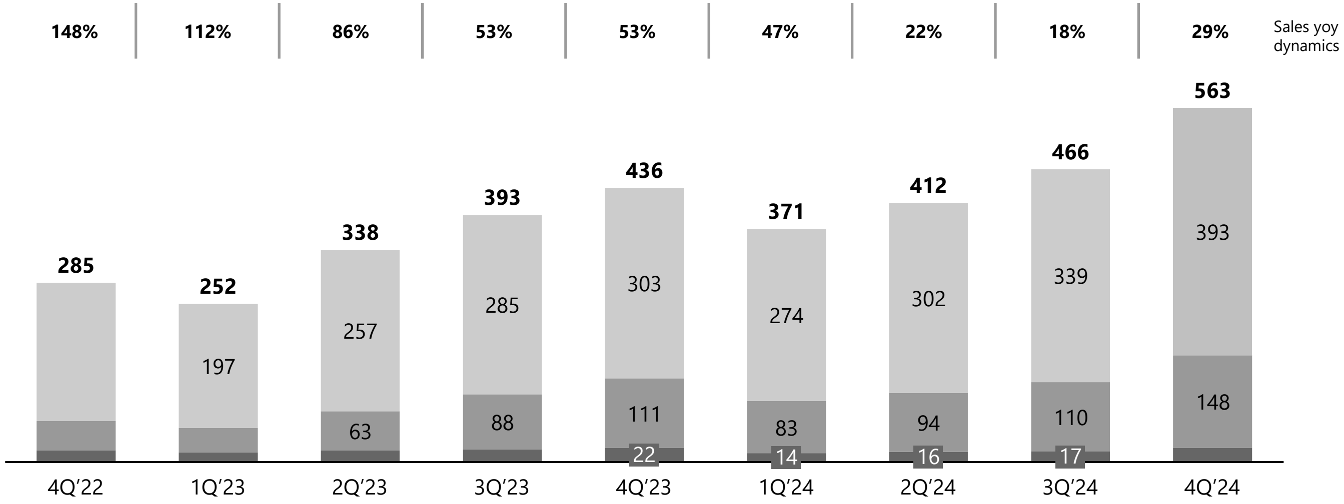
EBITDA margins [%]

as reported in financial statements



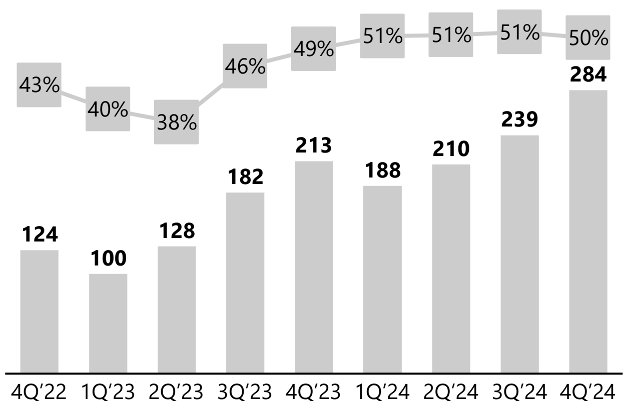
HalfPrice revenues [PLNm]

as reported in financial statements



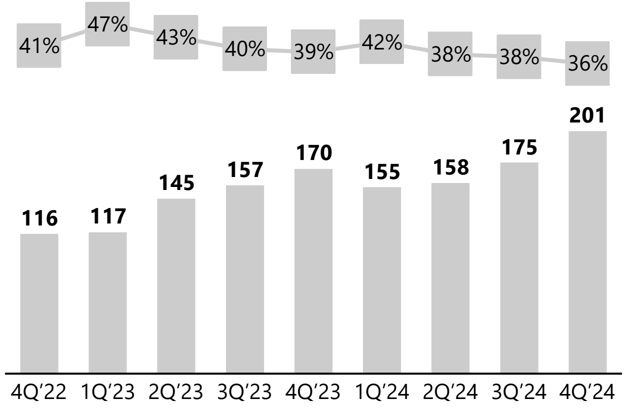
HalfPrice gross profit & margin [PLNm, %]

as reported in financial statements



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

as reported in financial statements



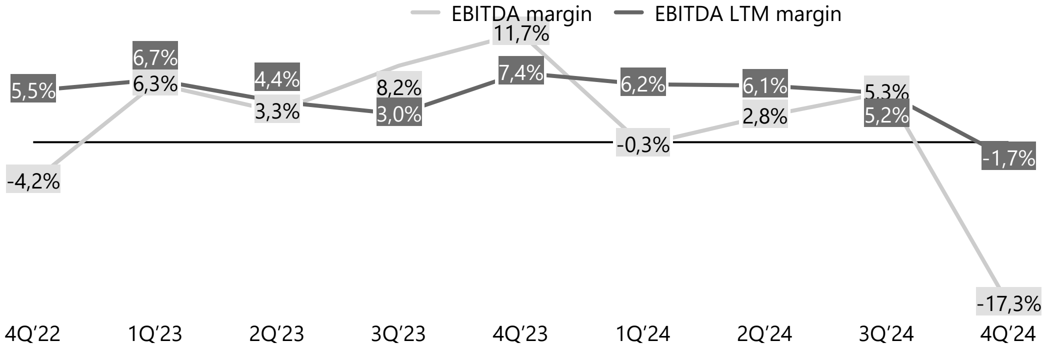
DeeZee

DEEZEE SEGMENT FINANCIALS - QUARTERLY

	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
Revenues [PLNm]	**29**	**22**	**21**	**24**	**22**	**17**	**22**	**24**	**19**
Gross profit [PLNm]	**10**	**11**	**13**	**13**	**12**	**10**	**13**	**14**	**10**
Gross margin [%]	*36%*	*50%*	*60%*	*54%*	*54%*	*61%*	*59%*	*58%*	*51%*
EBIT [PLNm]	**-1**	**1**	**1**	**2**	**2**	**0**	**0**	**1**	**3**
EBIT margin [%]	*-4%*	*5%*	*2%*	*8%*	*11%*	*-1%*	*-1%*	*5%*	*-18%*
Amortization [PLNm]	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

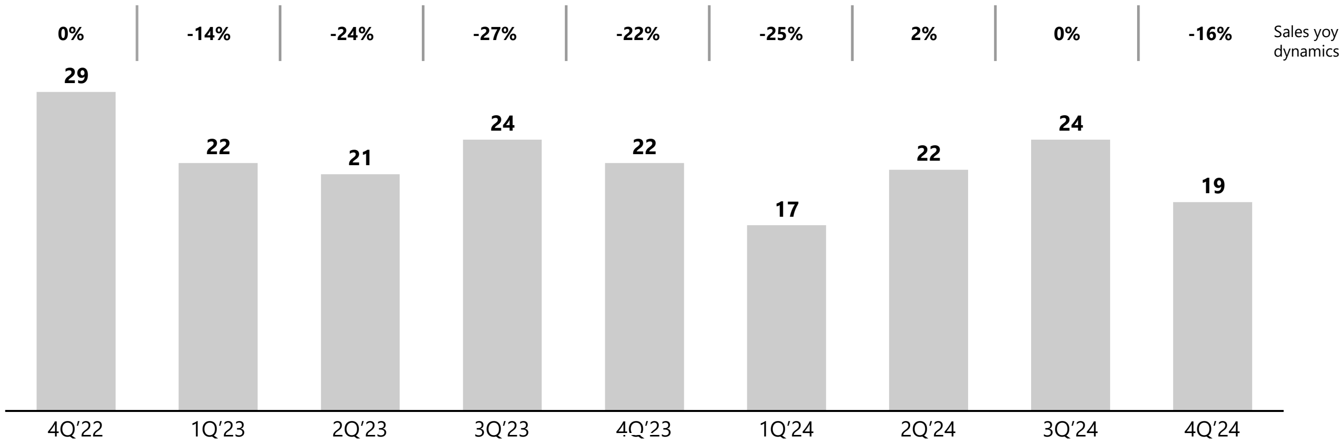
EBITDA margins [%]

as reported in financial statements



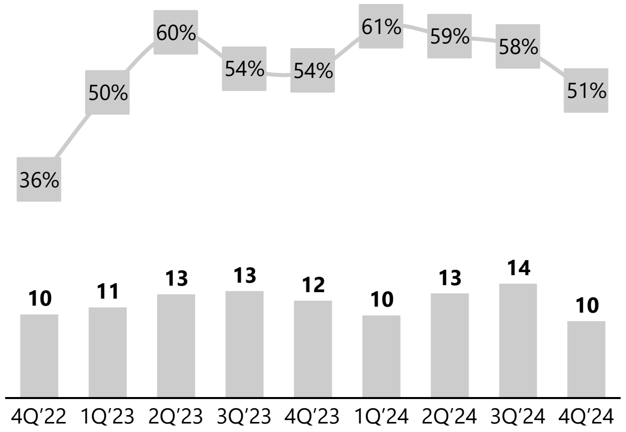
DeeZee revenues [PLNm]

as reported in financial statements



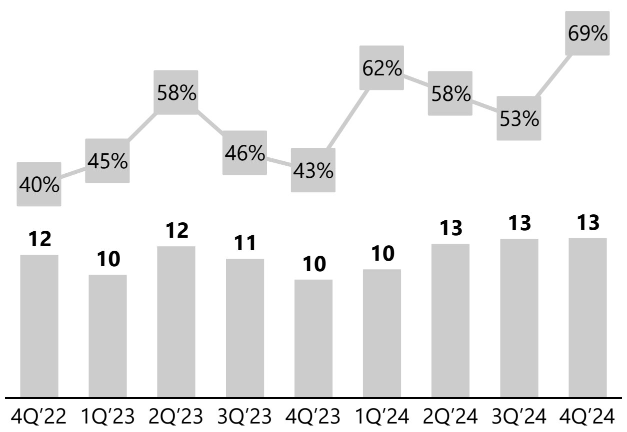
DeeZee gross profit & margin [PLNm, %]

as reported in financial statements



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

as reported in financial statements



Sales space
&
Store count

CCC GROUP

Sales space and 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)

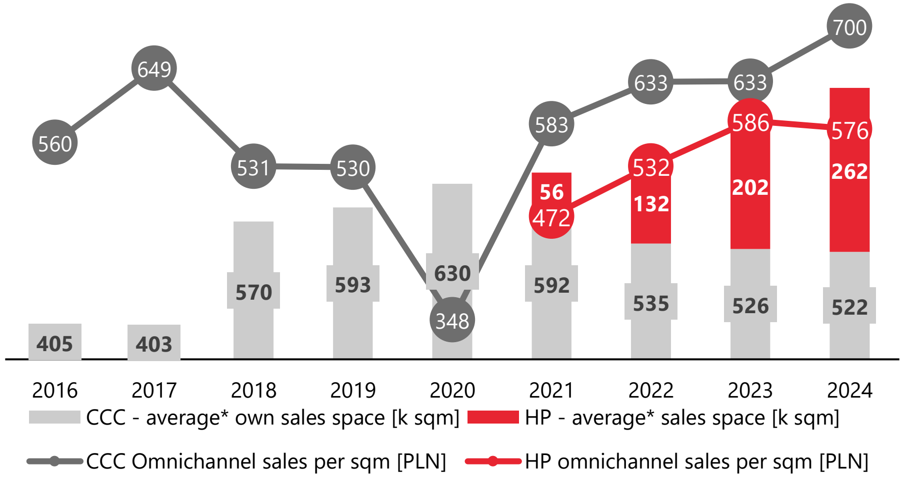
	3Q'21 LTM	2025
Floorspace [sqm]	40k	400k
# of shops	33	250
Sales/sqm/year [PLN]	-	10.000 (offline)
Key theme	expansion of the offer (3x increase); ongoig, natural „maturing" of stores	

Annually	2016	2017	2018	2019	2020	2021	2022	2023	2024
CCC – shops*** (end of period)	862	925	919	985	984	892	850	804	819
Average* shop size [sqm]	522	558	669	742	679	665	654	651	641
eobuwie - shops (end of period)	-	-	9	19	25	28	38	52	49
Average* shop size [sqm]	-	-	909	624	675	713	712	702	655
Total sales space [k sqm] (end of period)	**459**	**536**	**668**	**760**	**685**	**689**	**722**	**781**	**850**

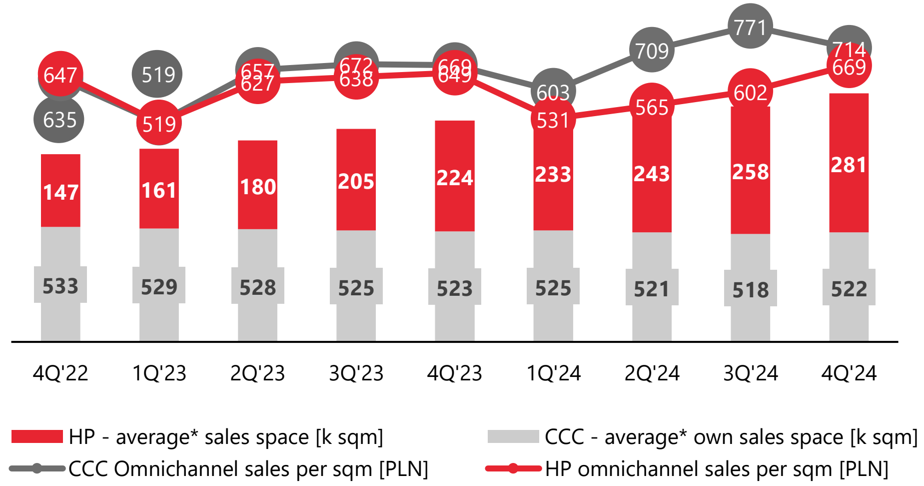
Quarterly	4Q'22	1Q'23	2Q'23	3Q'23	4Q'23	1Q'24	2Q'24	3Q'24	4Q'24
CCC – shops***	850	850	837	807	804	807	800	810	814
Average* shop size [sqm]	650	647	647	663	651	657	654	642	641
eobuwie – shops	38	42	48	50	52	52	52	51	49
Average* shop size [sqm]	680	696	678	702	702	658	658	653	655
HalfPrice - shops	91	101	108	121	123	129	132	141	152
Average* shop size [sqm]	1614	1596	1662	1696	1843	1806	1843	1828	1846
Total sales space [k sqm] (end of period)	**722**	**737**	**752**	**794**	**781**	**792**	**800**	**825**	**850**

*** includes both own shops and franchise

Sales space & sales per sqm** – annually



Sales space & sales per sqm** - quarterly

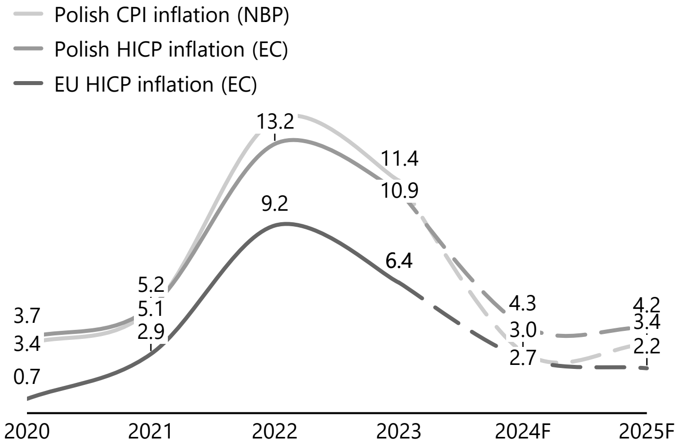


* average for the period, ** CCC sales for the period exclude wholesale revenues; sales space includes CCC own stores without franchise sales space

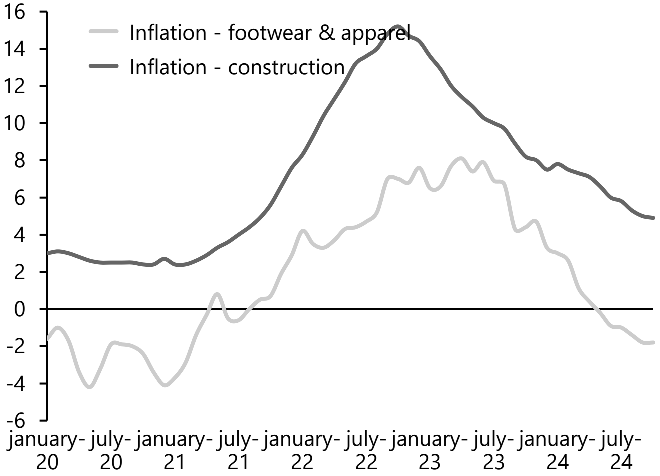
CCC GROUP

Market outlook

Inflation [%]
Source: NBP, EC



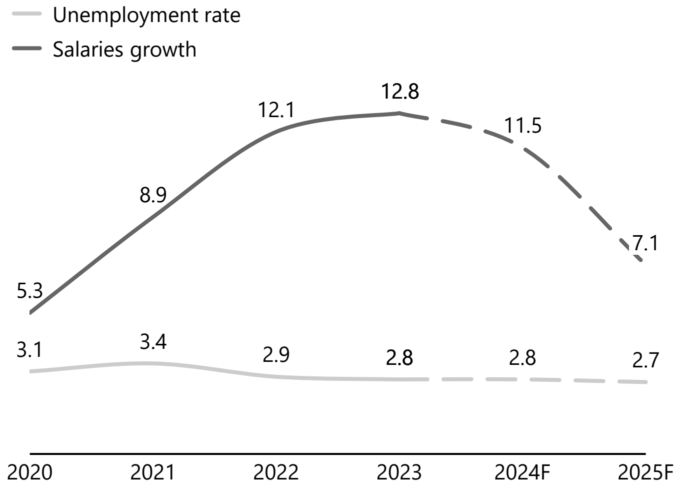
Construction & fashion inflation in Poland [%]
Source: GUS



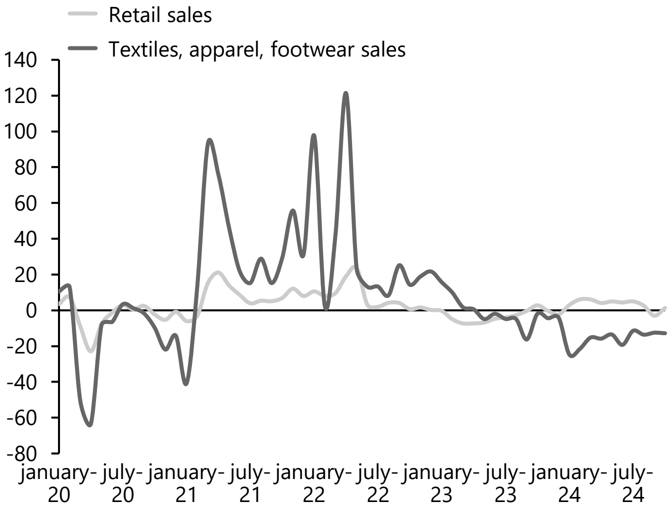
[%]	2020	2021	2022	2023	2024F	2025F
Inflation CPI – Poland	3.4	5.1	14.4	11.4	3.0	3.4
Inflation HICP - Poland	3.7	5.2	13.2	10.9	4,3	4.2
Inflation HICP – EU	0.3	2.9	9.2	6.4	2.7	2.2
Fashion inflation	-2.6	-0.2	5.1	6.2	-	-
Construction inflation	2.7	4.2	12.6	10.3	-	-
Retail sales dynamics	-2.7	7.6	7.2	-3.2	-	-
Taxtiles, apparel, footwear sales dynamics	-12.3	32.0	33.5	-15.3	-	-
Unemployment rate	3.1	3.4	2.9	2.8	2.8	2.7
Salaries growth rate	5.3	8.9	12.1	12.8	11.5	7.1

Source: NBP, GUS, EC

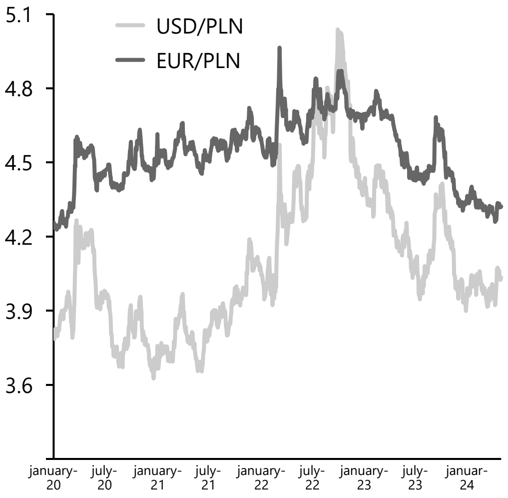
Salaries & unemployment [%]
Source: NBP



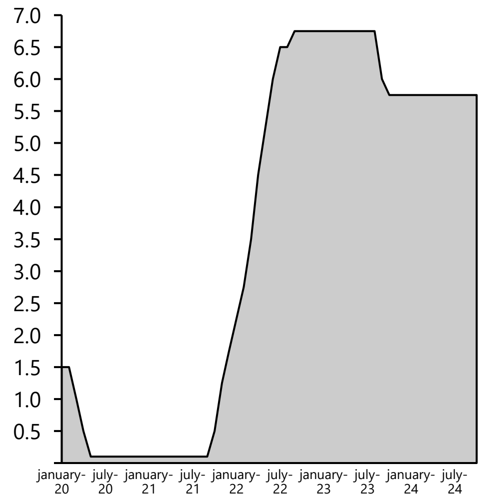
Sales dynamics yoy [%]
Source: GUS



USD/PLN & EUR/PLN rates [PLN]
Source: NBP

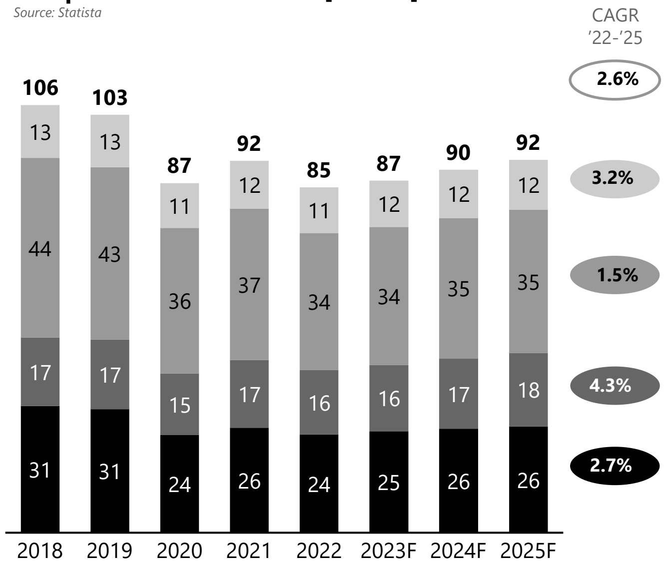


Interest rates – reference rate in Poland
Source: NBP



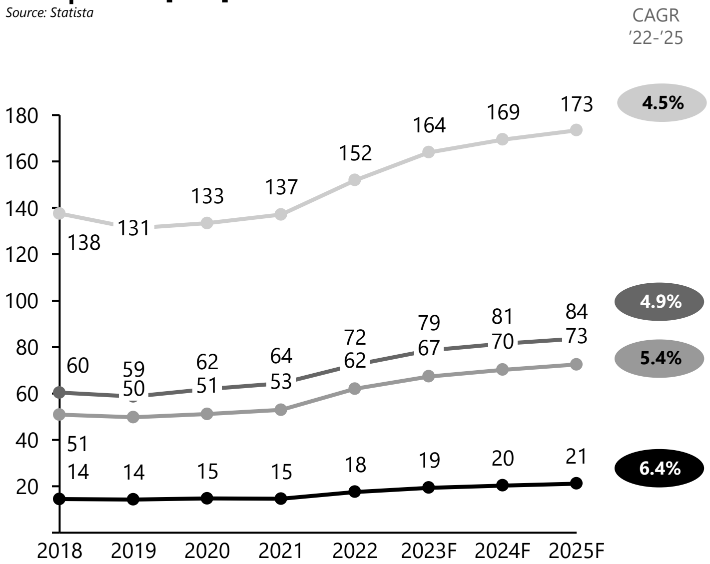
European footwear market [USDbn]

Source: Statista



Price per unit [USD]

Source: Statista



Athletic Footwear | Leather Footwear | Sneakers | Textile & Other Footwear

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

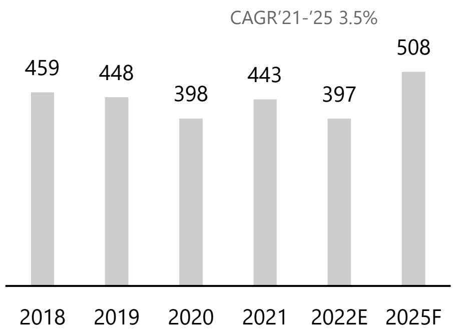
Source: Euromonitor

	[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

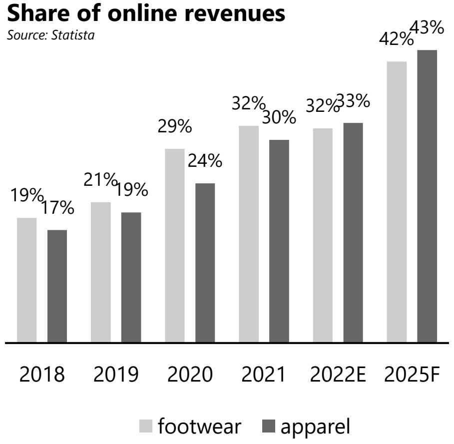
European apparel market [USDbn]

Source: Statista



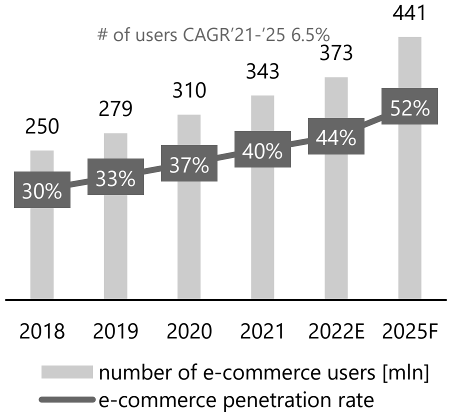
Share of online revenues

Source: Statista



e-commerce in fashion***

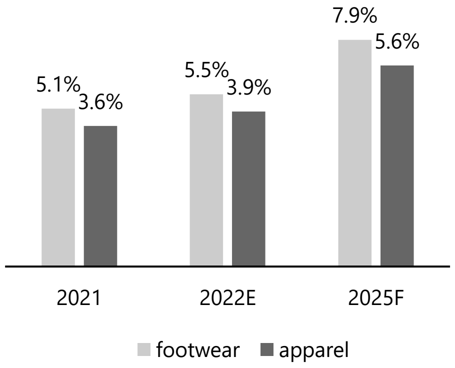
Source: Statista



*** includes footwear, apparel, bags and accessories

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:

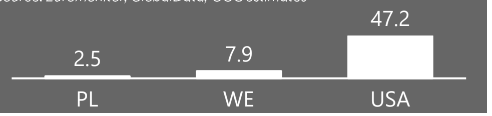
19.1 EURbn – CEE

4.6 EURbn - Poland

(source: CCC estimates)

Offprice penetration [m²/1000 people]

Source: Euromonitor, GlobalData, CCC estimates



Glossary

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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