

CCC Group - #1 footwear player in the CEE region



Our figures

(as of 31.10.2023)

2.1bn
EUR sales LTM

20%
Market share in CEE

35%
Market share in Poland

13k+
Employees

OFFLINE

1.0 bn EUR sales LTM

978 stores (780k sqm)

46% revenue share

ONLINE

1.1 bn EUR sales LTM

90+ online platforms

54% revenue share



OMNICHANNEL MODEL



CUSTOMER-CENTRIC ORGANISATION



DATA-DRIVEN ACROSS ALL KEY PROCESSES



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

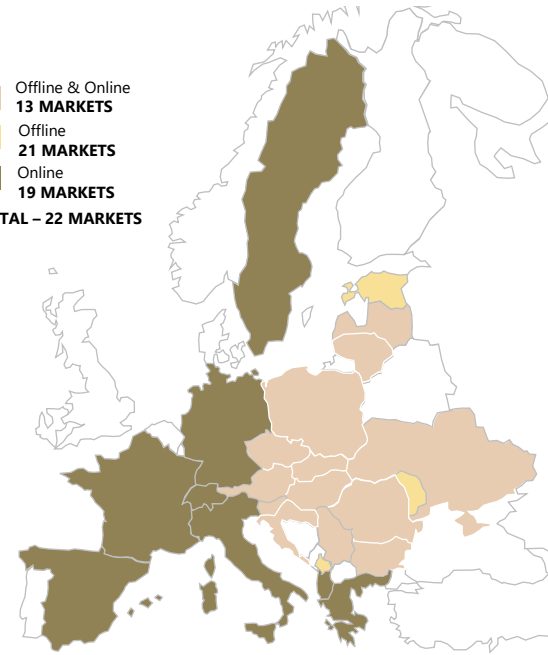


FOCUSED ON MULTIPLYING CUSTOMER TOUCHPOINTS

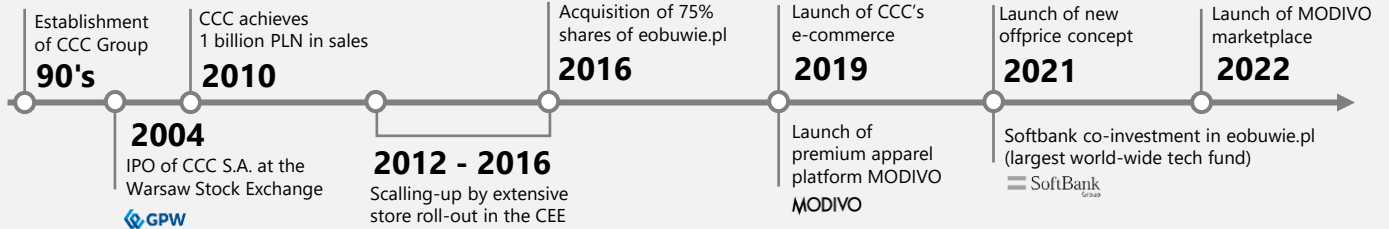


ESG-ORIENTED, WITH THE BEST-IN-CLASS MSCI ESG RATING „A“

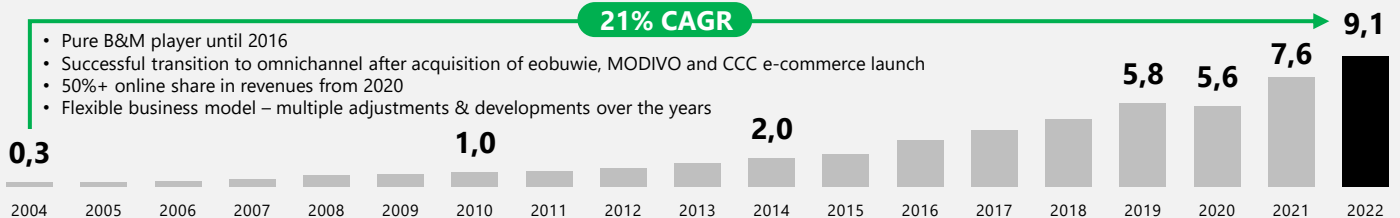
Offline & Online
13 MARKETS
Offline
21 MARKETS
Online
19 MARKETS
TOTAL – 22 MARKETS



Group history



Group revenue growth



Business model

FULL-PRICE

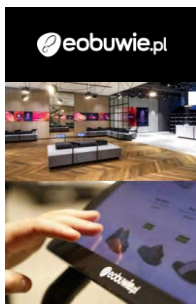


HOUSE OF BRANDS & STRATEGIC OWN BRANDS

75% own brands

120 PLN - AOV

75% offline sales

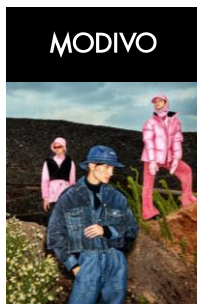


MULTI-BRAND TECHNOLOGY EXPERT

85% 3rd party brands

300 PLN - AOV

90% online sales



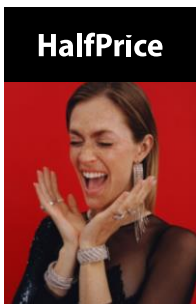
PREMIUM DESIGNER BRANDS

95% 3rd party brands

400 PLN - AOV

100% online sales

OFF-PRICE



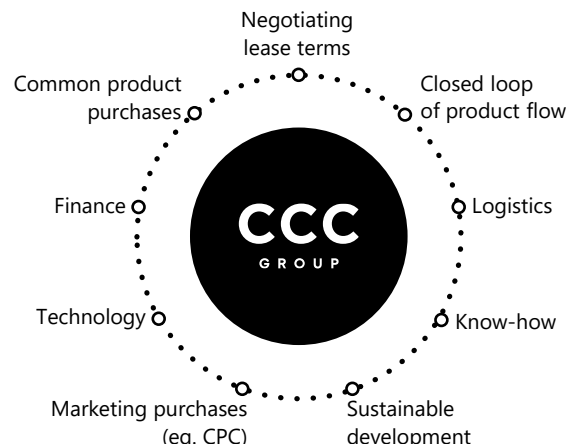
BARGAIN HUNTING

90% 3rd party brands

100 PLN - AOV

95% offline sales

SYNERGIES



CCC Group financials

	2016	2017	2018	2019	2020	2021	2022	GO.25
Revenues [PLNm]	3 185	3 938	4 726	5 403	5 247	7 592	9 123	~20 000
ecommerce share [%]	9%	15%	21%	27%	49%	51%	55%	60%
Gross profit [PLNm]	1 680	2 004	2 367	2 595	2 293	3 525	4 265	~10 000
Gross margin [%]	53%	51%	50%	48%	44%	47%	47%	48%-50%
SG&A [PLNm]	1 307	1 541	1 994	2 388	2 872	3 521	4 317	-
SG&A to revenues [%]	41%	39%	42%	44%	55%	47%	47%	-
EBIT [PLNm]	373*	463*	373*	207	-579	4	-51	-
EBIT margin [%]	12%	12%	8%	4%	-11%	0%	-1%	-
Amortization [PLNm]	73	89	531	607	567	561	582	-
EBITDA [PLNm]	446*	552*	904*	814	-12	565	531	>2 400
EBITDA margin [%]	14%	14%	19%	15%	0%	7%	6%	>12%
Inventories conversion [days]	226	263	283	266	269	228	216	
Receivables conversion [days]	8	9	10	15	13	11	8	
Liabilities conversion [days]	28	42	109	150	155	125	118	
Net debt	652	403	641	971	1 211	1 519	2 131	
Capex	-160	-245	-439	-497	-195	-313	-465	

CCC Group & segments quarterly financials

	3Q'21	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23
Revenues [PLNm]	2 055	2 033	1 882	2 377	2 422	2 442	2 064	2 425	2 430
Gross profit [PLNm]	1 011	944	923	1 129	1 163	1 050	959	1 102	1 174
Gross margin [%]	49%	46%	49%	48%	48%	43%	46%	45%	48%
SG&A [PLNm]	938	990	979	1 098	1 142	1 100	1 026	1 023	1 098
SG&A to revenue [%]	46%	49%	52%	46%	47%	45%	50%	42%	45%
EBIT [PLNm]	73	-46	-57	31	21	-50	-67	79	76
EBIT margin [%]	4%	-2%	-3%	1%	1%	-2%	-3%	3%	3%
EBITDA [PLNm]	216	97	89	179	173	90	89	224	229
EBITDA margin [%]	10%	5%	5%	8%	7%	4%	4%	9%	9%
Net debt	1 538	1 519	1 947	1 856	2 073	2 131	1 871	1 661	1 609

CCC SEGMENT FINANCIALS

	3Q'21	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23
Revenues [PLNm]	1 075	838	780	1 152	1 113	1 014	848	1 041	1 060
Gross profit [PLNm]	612	436	453	625	608	493	447	570	616
Gross margin [%]	57%	52%	58%	54%	54%	49%	53%	55%	58%
EBITDA	147	72	27	119	119	74	66	214	202
EBITDA margin [%]	14%	9%	3%	10%	11%	7%	8%	21%	19%
Inventories conversion [days]	337	352	326	312	293	263	238	228	220

HALFPRICE SEGMENT FINANCIALS

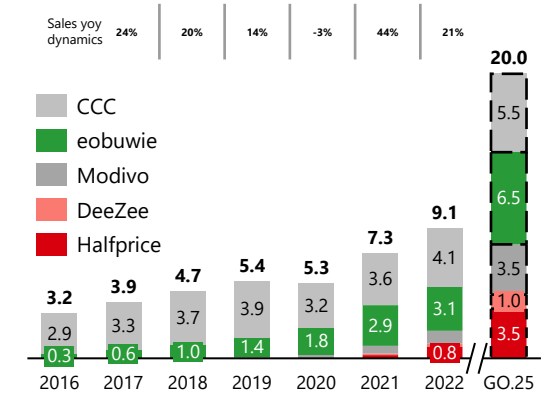
	3Q'21	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23
Revenues [PLNm]	82	115	119	182	258	285	252	338	393
Gross profit [PLNm]	41	46	54	83	130	124	100	128	182
Gross margin [%]	50%	40%	46%	45%	50%	43%	40%	38%	46%
EBITDA	1	-35	0	12	41	36	8	4	56
EBITDA margin [%]	1%	-30%	0%	6%	16%	13%	3%	1%	14%
Inventories conversion [days]	N/A	N/A	211	177	186	182	187	194	213

MODIVO GROUP FINANCIALS (EOBUWIE & MODIVO SEGMENTS)

	3Q'21	4Q'21	1Q'22	2Q'22	3Q'22	4Q'22	1Q'23	2Q'23	3Q'23
Revenues [PLNm]	810	1060	908	985	993	1092	942	1025	953
Gross profit [PLNm]	355	424	392	419	405	426	400	391	363
Gross margin [%]	44%	40%	43%	43%	41%	39%	42%	38%	38%
EBITDA	62	61	62	45	10	-15	13	5	-30
EBITDA margin [%]	8%	6%	7%	5%	1%	-1%	1%	0%	-3%
Inventories conversion [days]	154	152	167	178	189	191	204	200	203

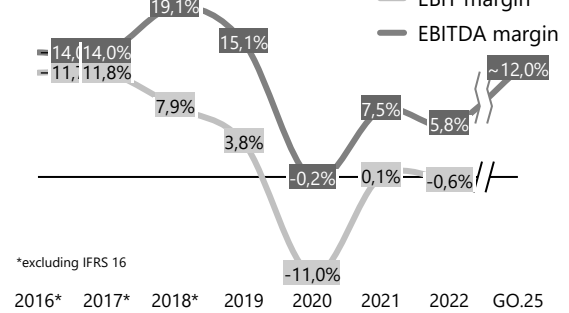
Sales revenues by segment [PLNbn]

as reported in financial statements



EBIT & EBITDA margins [%]

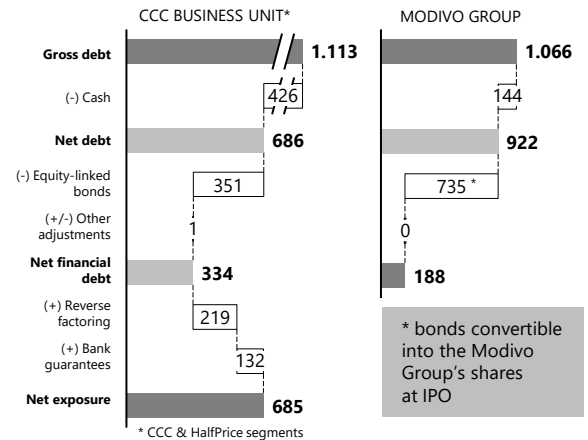
as reported in financial statements



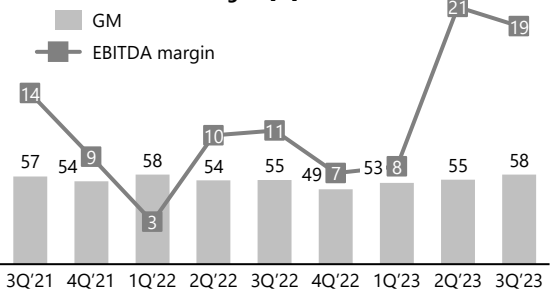
*excluding IFRS 16

Debt structure as for 31.10.23 [PLNm]

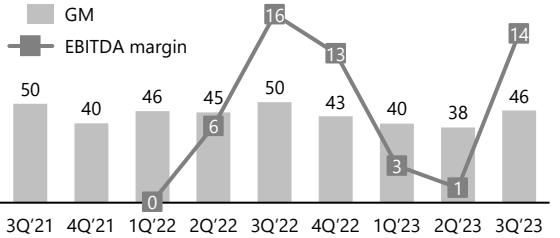
as reported in financial statements



CCC Gross & EBITDA margins [%]



HalfPrice Gross & EBITDA margins [%]



MODIVO Group Gross & EBITDA margins [%]

