

CCC Group - #1 footwear player in the CEE region



Our figures

(as of 31.07.2024)

2.3bn
EUR sales LTM

20%
Market share in CEE

35%
Market share in Poland

15k+
Employees

OFFLINE

1.2 bn EUR sales LTM

995 stores (800k sqm)

52% revenue share

ONLINE

1.1 bn EUR sales LTM

90+ online platforms

48% revenue share



OMNICHANNEL MODEL



CUSTOMER-CENTRIC ORGANISATION



DATA-DRIVEN ACROSS ALL KEY PROCESSES



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

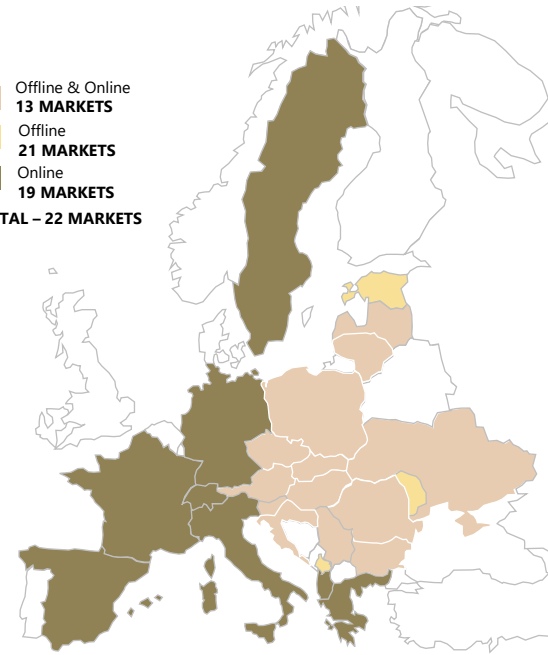


FOCUSED ON MULTIPLYING CUSTOMER TOUCHPOINTS

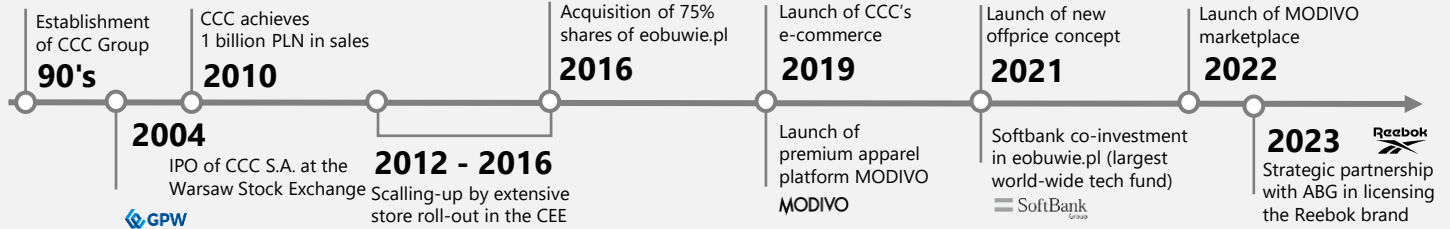


ESG-ORIENTED, WITH THE BEST-IN-CLASS MSCI ESG RATING „AA”

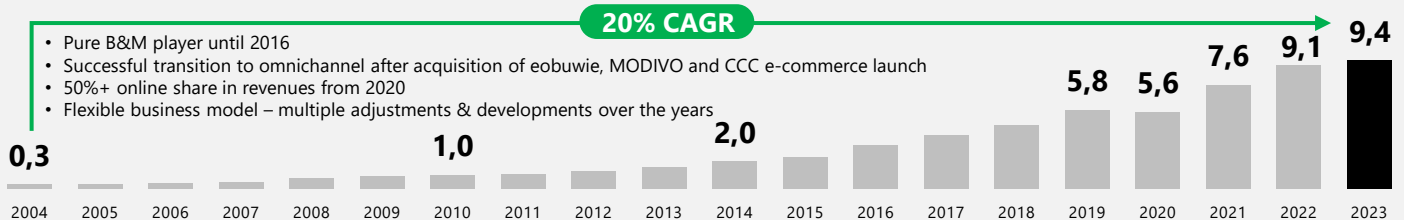
Offline & Online
13 MARKETS
Offline
21 MARKETS
Online
19 MARKETS
TOTAL – 22 MARKETS



Group history



Group revenue growth



Business model

FULL-PRICE

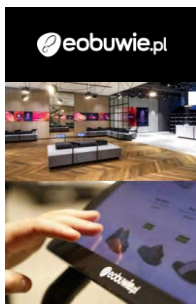


HOUSE OF BRANDS & STRATEGIC OWN BRANDS

75% own brands

120 PLN - AOV

75% offline sales

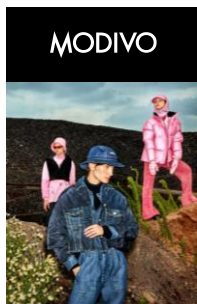


MULTI-BRAND TECHNOLOGY EXPERT

85% 3rd party brands

300 PLN - AOV

90% online sales



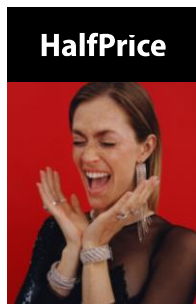
PREMIUM DESIGNER BRANDS

95% 3rd party brands

400 PLN - AOV

100% online sales

OFF-PRICE



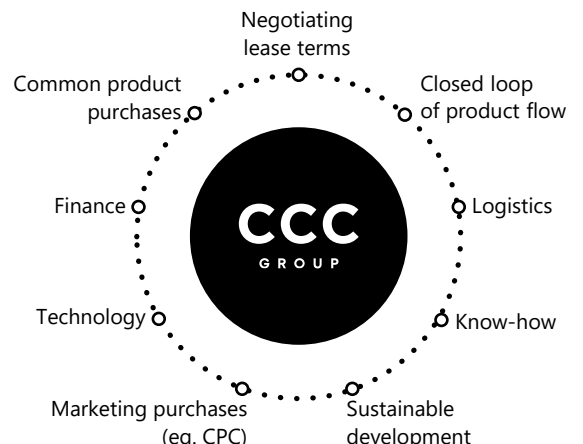
BARGAIN HUNTING

90% 3rd party brands

100 PLN - AOV

100% offline sales

SYNERGIES



CCC Group financials

| | 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 |
| <i>ecommerce share [%]</i> | 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 |
| <i>Gross margin [%]</i> | 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 |
| <i>SG&A to revenues [%]</i> | 41% | 39% | 42% | 44% | 55% | 47% | 47% | 47% |
| EBIT [PLNm] | 373* | 463* | 373* | 207 | -579 | 4 | -51 | 184 |
| <i>EBIT margin [%]</i> | 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 |
| <i>EBITDA margin [%]</i> | 14% | 14% | 19% | 15% | 0% | 7% | 6% | 8% |
| Inventories conversion [days] | 226 | 263 | 283 | 266 | 269 | 228 | 216 | 211 |
| Receivables conversion [days] | 8 | 9 | 10 | 15 | 13 | 11 | 8 | 6 |
| Liabilities conversion [days] | 28 | 42 | 109 | 150 | 155 | 125 | 118 | 139 |
| Net debt | 652 | 403 | 641 | 971 | 1 211 | 1 519 | 2 131 | 1 829 |
| Capex | -160 | -245 | -439 | -497 | -195 | -313 | -465 | -325 |

CCC Group & segments quarterly financials

| | 2Q'22 | 3Q'22 | 4Q'22 | 1Q'23 | 2Q'23 | 3Q'23 | 4Q'23 | 1Q'24 | 2Q'24 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Revenues [PLNm] | 2 377 | 2 422 | 2 442 | 2 064 | 2 425 | 2 430 | 2 521 | 2 261 | 2 589 |
| Gross profit [PLNm] | 1 129 | 1 163 | 1 050 | 959 | 1 102 | 1 174 | 1 159 | 1 163 | 1 282 |
| <i>Gross margin [%]</i> | 48% | 48% | 43% | 46% | 45% | 48% | 46% | 51% | 50% |
| SG&A [PLNm] | 1 098 | 1 142 | 1 100 | 1 026 | 1 023 | 1 098 | 1 064 | 1 012 | 1 020 |
| <i>SG&A to revenue [%]</i> | 46% | 47% | 45% | 50% | 42% | 45% | 42% | 45% | 37% |
| EBIT [PLNm] | 31 | 21 | -50 | -67 | 79 | 76 | 95 | 150 | 263 |
| <i>EBIT margin [%]</i> | 1% | 1% | -2% | -3% | 3% | 3% | 4% | 7% | 10% |
| EBITDA [PLNm] | 179 | 173 | 90 | 89 | 224 | 229 | 236 | 300 | 407 |
| <i>EBITDA margin [%]</i> | 8% | 7% | 4% | 4% | 9% | 9% | 9% | 13% | 16% |
| Net debt | 1 856 | 2 073 | 2 131 | 1 871 | 1 661 | 1 609 | 1 829 | 1 844 | 2 091 |

CCC SEGMENT FINANCIALS

| | | | | | | | | | |
|--------------------------------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|------------|--------------|
| Revenues [PLNm] | 1 152 | 1 113 | 1 014 | 848 | 1 041 | 1 060 | 1 051 | 951 | 1 111 |
| Gross profit [PLNm] | 625 | 608 | 493 | 447 | 570 | 616 | 584 | 575 | 661 |
| <i>Gross margin [%]</i> | 54% | 54% | 49% | 53% | 55% | 58% | 56% | 60% | 60% |
| EBITDA | 119 | 119 | 74 | 66 | 214 | 202 | 210 | 196 | 292 |
| <i>EBITDA margin [%]</i> | 10% | 11% | 7% | 8% | 21% | 19% | 20% | 21% | 26% |
| Inventories conversion [days] | 312 | 293 | 263 | 238 | 228 | 220 | 223 | 237 | 268 |

HALFPRICE SEGMENT FINANCIALS

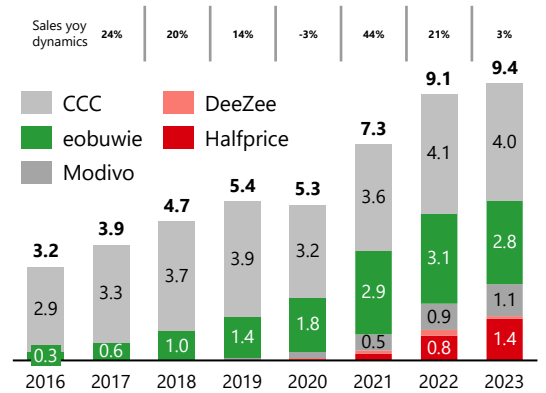
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|--------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Revenues [PLNm] | 182 | 258 | 285 | 252 | 338 | 393 | 436 | 371 | 412 |
| Gross profit [PLNm] | 83 | 130 | 124 | 100 | 128 | 182 | 213 | 188 | 210 |
| <i>Gross margin [%]</i> | 45% | 50% | 43% | 40% | 38% | 46% | 49% | 51% | 51% |
| EBITDA | 12 | 41 | 36 | 8 | 4 | 56 | 82 | 69 | 84 |
| <i>EBITDA margin [%]</i> | 6% | 16% | 13% | 3% | 1% | 14% | 19% | 19% | 20% |
| Inventories conversion [days] | 177 | 186 | 182 | 187 | 194 | 213 | 224 | 253 | 289 |

MODIVO GROUP FINANCIALS (EOBUWIE & MODIVO SEGMENTS)

| | | | | | | | | | |
|--------------------------------------|------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|
| Revenues [PLNm] | 985 | 993 | 1 092 | 942 | 1 025 | 953 | 1 012 | 923 | 1 045 |
| Gross profit [PLNm] | 419 | 405 | 426 | 400 | 391 | 363 | 350 | 389 | 399 |
| <i>Gross margin [%]</i> | 43% | 41% | 39% | 42% | 38% | 38% | 35% | 42% | 38% |
| EBITDA | 45 | 10 | -15 | 13 | 5 | -30 | -58 | 35 | 32 |
| <i>EBITDA margin [%]</i> | 5% | 1% | -1% | 1% | 0% | -3% | -6% | 4% | 3% |
| Inventories conversion [days] | 178 | 189 | 191 | 204 | 200 | 203 | 188 | 177 | 164 |

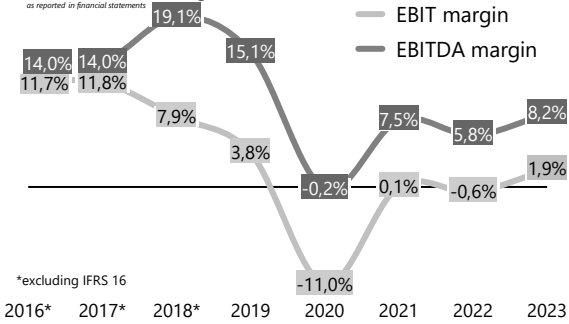
Sales revenues by segment [PLNbn]

as reported in financial statements



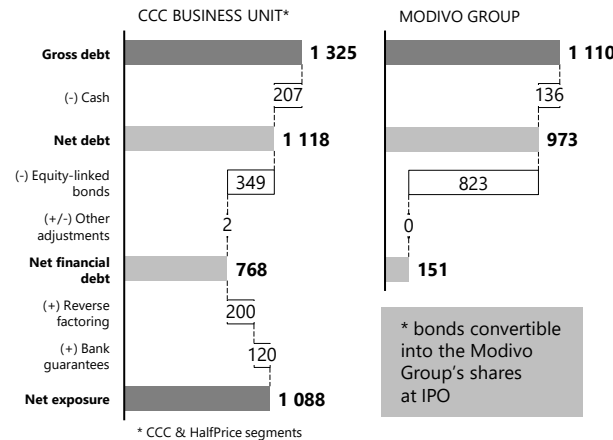
EBIT & EBITDA margins [%]

as reported in financial statements

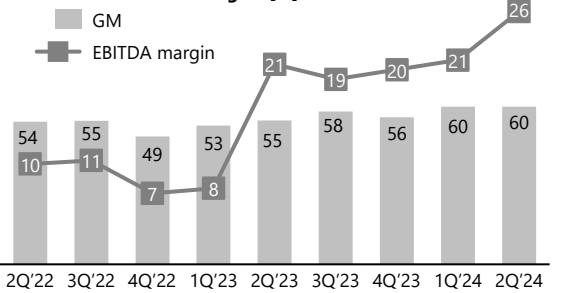


Debt structure as for 31.07.24 [PLNm]

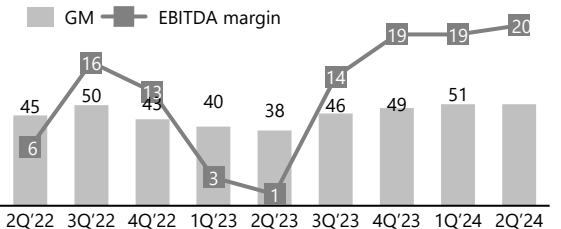
as reported in financial statements



CCC Gross & EBITDA margins [%]



HalfPrice Gross & EBITDA margins [%]



MODIVO Group Gross & EBITDA margins [%]

