

Ladies and Gentlemen,

CCC SA has built over the past several years a very strong position on the domestic footwear market. With nearly 20% of the market shares, we are the undisputed leader in the manufacture and distribution of footwear in Poland. High profitability at all levels of the income statement and the low level of the debt has been accounted for a solid foundation over the years on which we have based the strategy and built the prospect of future growth. We have managed the capital entrusted by the shareholders very carefully and focused on the development in the country, while observing closely the possibilities offered by foreign markets. The scale of the commitment of the company in the domestic market can be proved by the fact that only in the year 2011 the share of domestic sales in total revenue was even 94 %, the remaining 6 % referred to the sales in the Czech Republic and, marginally, in Russia. We were aware, however, that the domestic market was becoming increasingly saturated and opportunities for further growth in Poland were shrinking. The decision to start the international expansion was only taken when we felt that we were fully prepared for such a challenge - in terms of finance, production and logistics. It was a modern logistics infrastructure that was necessary for us to fill the image of the fully effectively, well-organized company of a European range. After starting in February 2012 a fully automated logistics and distribution center we were confident to meet this challenge organizationally.

The first step in the international expansion was the decision to enter into another two countries neighbouring with Poland - Slovakia and Hungary. In 2012 we also started the co-operation with franchisees in Ukraine, Romania, Latvia and Kazakhstan. The year 2012 CCC finished having stores in nine European countries and with legible and clear strategy for further development. The investors were communicated about the markets we intended to develop, which increase levels we should be expected and what strategic goal motivates us - to build a leadership position in the footwear market in Central and Eastern Europe. The Management Board also announced that in the years 2013-2015 we will strive for expanding the retail space by 80 %, i.e. about 150,000 sq.m.

Year 2013 confirmed our strong market position and strengths of our strategy. CCC S.A. generated sales revenue of 1,511,600 PLN, i.e. over 20% more than in 2012. We generated operating profit at 106,100,000 PLN (19,4 % of increase) and net profit of 98,400,000 PLN (an increase of 72,1 %). In Central European countries we carried out a rapid expansion and at the end of the year we were able to boast of having the following: 379 CCC own stores in Poland, 73 in the Czech Republic, 50 in Hungary and 25 in Slovakia.

The business and financial success of the expansion of CCC in CEE countries has encouraged us to take another bold step to open pilot stores in Austria, Slovenia, Croatia and Germany. While in the case of Slovenia and Croatia we had been expecting the positive reception, similar to other countries of the " new" Europe , however the Austrian and German market gave us some concerns. However, after the openings of the first stores we knew that we hit the bull's eye. Our collection is liked by customers in new markets and the owners of shopping centers were willing to discuss the next location with us. Thus, the next stage in the development of the CCC, the step forward beyond Central and Eastern Europe and expansion in Western Europe has just begun.

Turkey was another market in which we decided to try our forces in 2013. The results of the first two pilot stores are not conclusive, and in 2014 we will keep looking closely to the Turkish market.

Starting operating activity in new countries and faster than expected pace of expansion in our core market has made us revise the strategic objectives for the coming years. We increased our growth forecast of retail space from 80% to 100 % during 2013-2015 (i.e. from almost 160,000 sq.m. to over 200,000 sq.m.) No longer than in 2014 we are expecting to exceed significantly the level of 2 billion PLN in sales revenue. We will concentrate our activity on new retail space in CEE countries, Germany, Austria, Slovenia, Croatia and Romania.

The Company's strategy was recognized by the capital market and the share price in 2013 increased by 59.7 %. Investors approve a coherent and comprehensive vision of development, ambitious expansion plans and very good prospects faced by our Group. We wish to assure our shareholders that in the coming years, the policy of the Company sharing generated return in the form of regular dividend payments will be sustained.

I wish to thank warmly all who have contributed to the development of the CCC Capital Group in 2013 - our employees committed in carrying out the vision of development, customers, suppliers and cooperating companies. I would also like to thank the participants of the capital market for their trust and confidence in our strategy.

Yours sincerely,

President of the Management Board

Dariusz Miłek