CCC GROUP CONFERENCE

DARIUSZ MIŁEK
ŁUKASZ STELMACH

POLKOWICE
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The Group expected results for 2025 below previous assumptions

	Previous assumptions (November 2025)	Current assumptions (January 2026)
Revenue [bln PLN]	**11,3**	**10,9**
EBITDA [bln PLN]	**1,7**	**1,4***

** According to Current Report No. 7/2026, the Group expects EBITDA in the range of 1430-1470 mln PLN*

Q4’25 below expectations

	Q4’25 (assumptions from November’25)	**Q4’25** (assumptions from January’26)	Difference	Comment
Revenue [bln PLN]	**3,2**	**2,6**	**-0,5**	• -250 mln PLN retail sales • -200 mln PLN e-commerce • -50 mln PLN wholesale
Gross margin [%]	50,1%	46,4%	-3,7 p.p.	• **One offs** (write-off for defective goods) • Higher promotional activity aimed at driving traffic
Costs* [bln PLN]	1,3	1,2	-0,1	• **One offs** (increase in write-offs for receivables, FX) • Strict fixed costs discipline and reduced variable costs
EBITDA [bln PLN]	**0,5**	**0,2****	**-0,3**	

** Selling and administrative expenses, including other income/expenses*

*** According to Current Report No. 7/2026, the Group expects EBITDA in the range of 180-220 mln PLN*

Preliminary Group results affected by:
- weak consumer demand
- rapid network expansion
- strategic transformation of e-commerce business

	Q4'24	Q4'25	YoY	Comment
Revenue [mln PLN]	**2 692**	**2 642**	**-1%**	• LFL -1,9% (constant currencies) • E-commerce -23% (intentional sales and inventory restraint)
Gross margin [%]	49,0%	46,4%	-2,8 p.p.	
Expenses* [mln PLN]	1 024	1 226	20%	• Retail space +28% yoy
EBITDA [mln PLN]	**448**	**200****	**-55%**	

** Selling and administrative expenses, including other income/expenses*
*** According to Current Report No. 7/2026, the Group expects EBITDA in the range of 180-220 mln PLN*

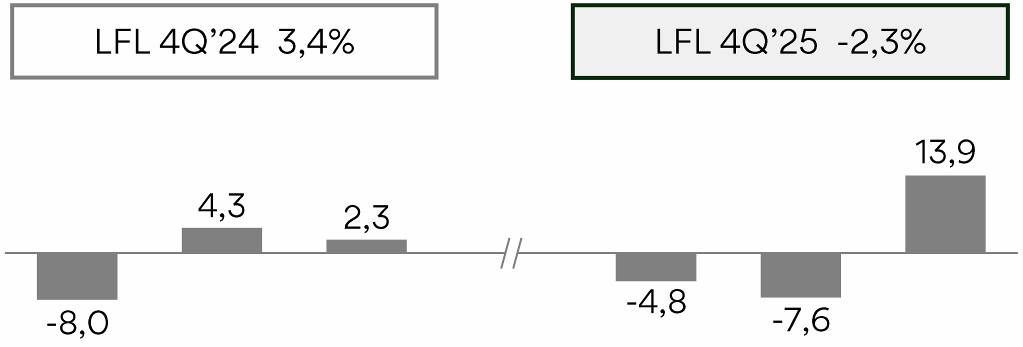
Reporting segments results

	CCC	CCC Omnichannel*	HalfPrice	MODIVO
Revenue [mln PLN] *Change yoy*	**1 164** +2%	**1 030** -1%	**729** +29%	**749** -24%
Gross margin [%]	47,4%	59,0%	51,5%	39,8%
Cost ratio** [%]	50,6%	44,6%	40,6%	45,5%
EBITDA margin [%]	**6,8%**	**14,3%**	**18,3%**	**-1,6%**

** Refers solely to the operations of CCC's physical stores and e-commerce*
*** Selling and administrative expenses, including other income/expenses*

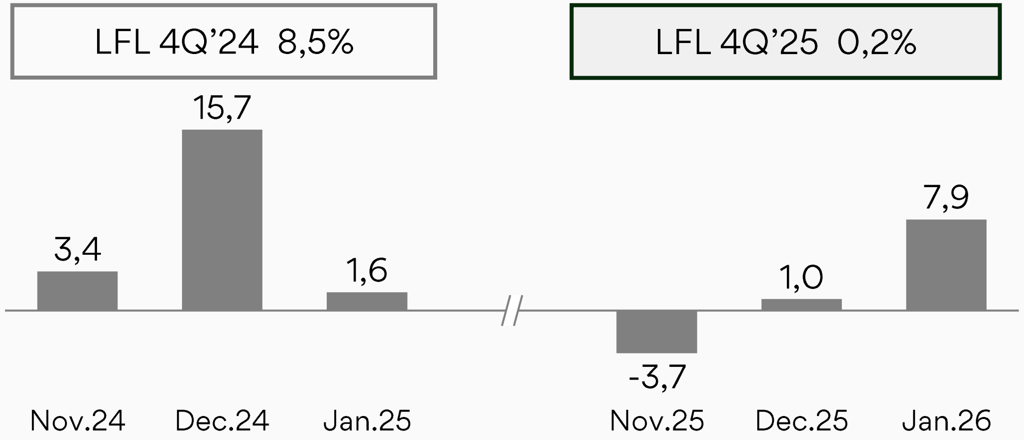
A marginal decrease in LFL sales alongside 30% YoY expansion of retail space

CCC



- **Traffic LFL -2% yoy** (Effect of rapid network expansion +9% yoy; without marketing)
- **Conversion LFL 14,5% (+1 p.p. yoy)**
- Conclusion: good product - increased customer purchase frequency in stores

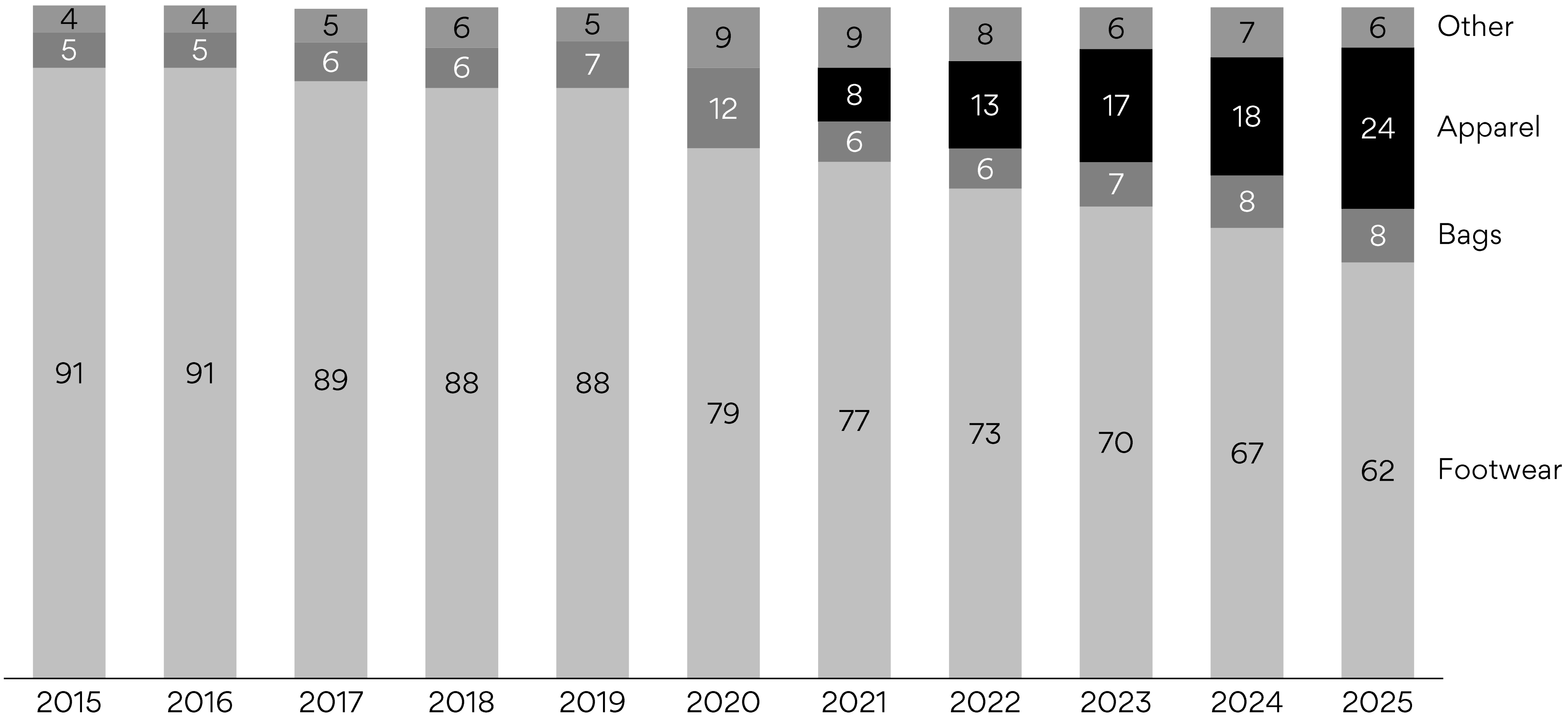
HalfPrice



- **Traffic LFL -6% yoy** (Effect of rapid network expansion +58% yoy; without marketing)
- **Conversion LFL 19,5% (+2 p.p. yoy)**
- Conclusion: good product - increased customer purchase frequency in stores

LFL sales dynamics in segments CCC and HalfPrice [%]

Footwear remains the dominant product category in the Group



Struucture of sales of CCC Group [%]

Solid gross margin despite pricing pressure in the market

	Gross margin	Change in gross margin yoy	Comment
CCC	47,4%	-9,3 p.p.	• Licensing fees for all business lines • Includes Szopex and Worldbox stores outside Poland
CCC Omnichannel*	59,0%	n/a	• Higher share of licensed brands (32% +11 p.p. yoy) • Better purchasing conditions yoy • Driving sales with promoting activities (fast reaction to the market changes) **Margin sustained thanks to presence of licensed brands**
HalfPrice	51,5%	+1,0 p.p.	• Higher share of licensed brands (31% +10 p.p. yoy) • Good purchasing conditions for collections (FOB)
MODIVO	39,8%	+0,1 p.p.	• Improvement due to higher share of licensed brands (14% +5 p.p. yoy) and discontinuation of unprofitable brands from the portfolio - **improvement significantly below expectations** due to lower margin on partner brands (bigger promotions necessary)

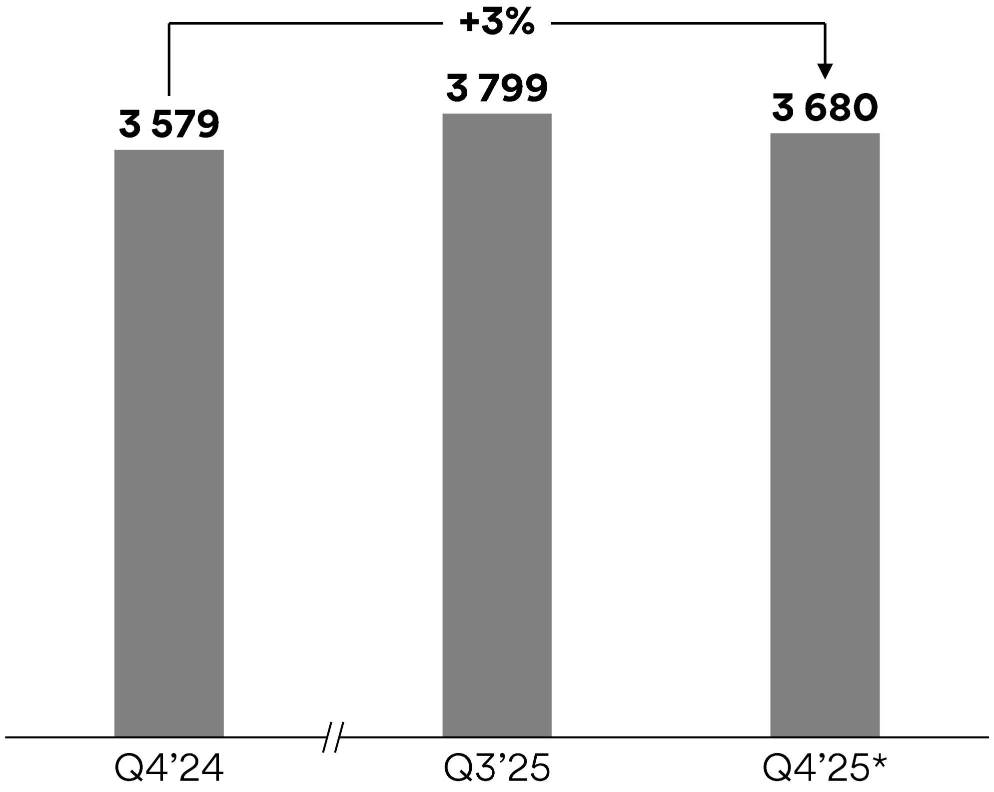
** Refers solely to the operations of CCC's physical stores and e-commerce*

Costs

	Costs* [mln PLN]	Change in costs yoy	Floorspace change yoy	Comments
CCC	589	11%	9%	• Fixed costs under control • Increase in costs in line with floorspace development
HalfPrice	296	47%	58%	• Fixed costs under control • Increase in costs slower than floorspace development
MODIVO	341	17%	19%	• Performance marketing expenses -10% yoy • B&M stores expenses +33% yoy, along with sales network expansion

** Selling and administrative expenses, including other income/expenses*

A solid decrease in the Group’s inventory/sqm despite lower-than-assumed sales



Inventory levels in CCC Group [mln PLN]

INCREASE IN RETAIL SPACE OF THE GROUP IN 2025*

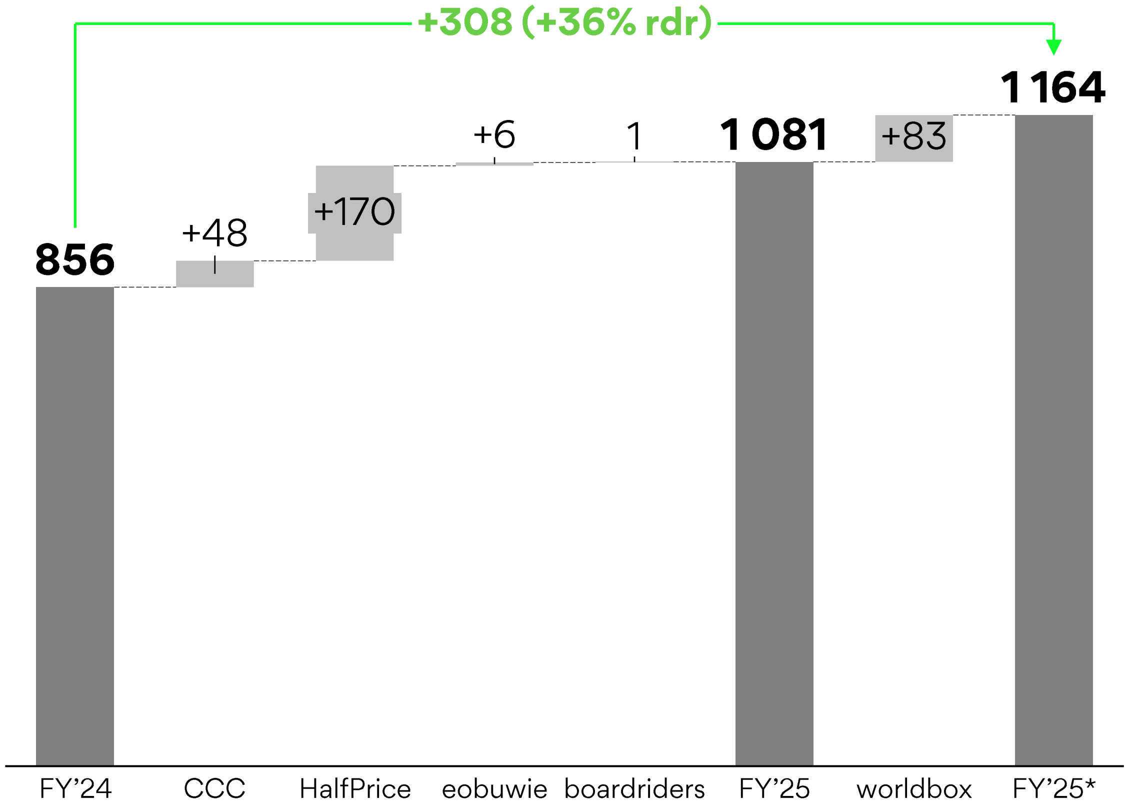
28%
YoY

CHANGE OF INVENTORIES/SQM

-24%
YoY

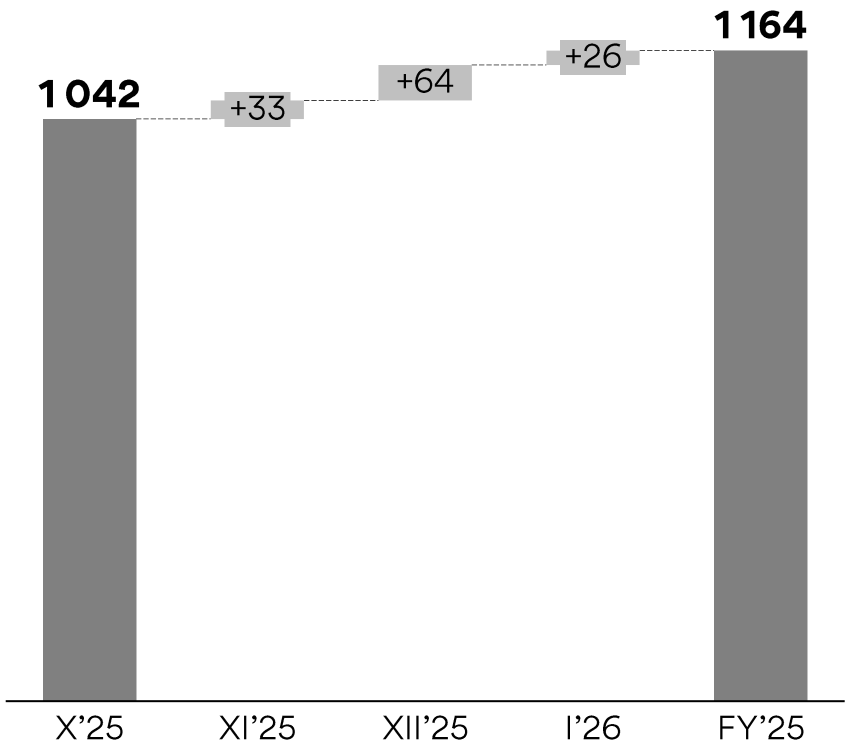
** Does not include the potential consolidation of MKRI sp. z o.o.*

Achievement of operational targets
Growth of retail space exceeding the initial plan



Retail space of CCC Group [thousand sqm]

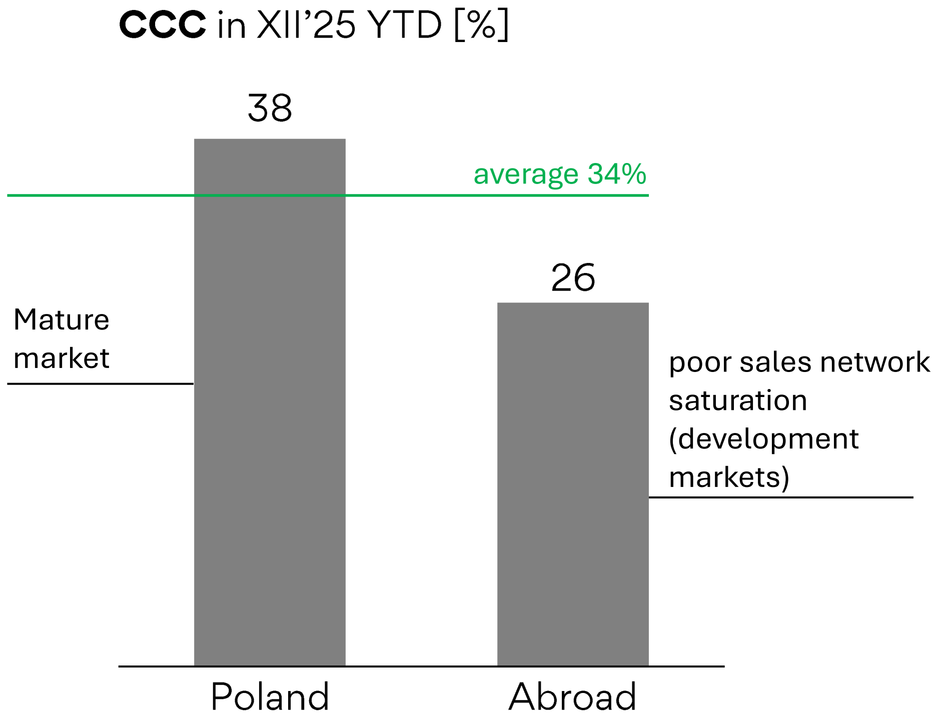
** Estimate including the consolidation of MKRI sp. z o.o.*

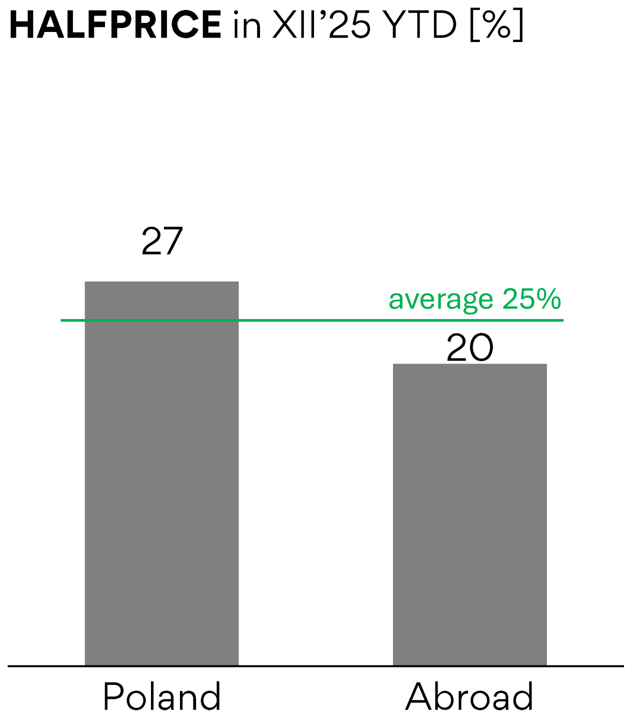


Retail space of CCC Group qoq [thousand sqm]

High profitability of physical stores
Business pillar and focus on profitable expansion

STORE EBITDA PROFITABILITY





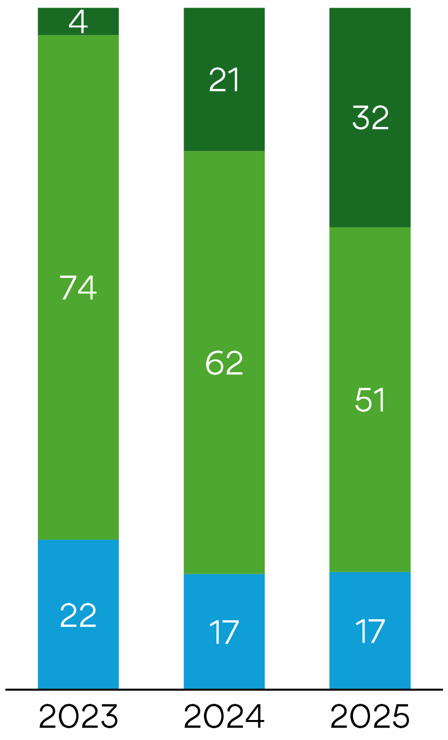
	CCC Poland	CCC Abroad	HALFPRICE Poland	HALFPRICE Abroad
SHARE IN SALES XII'25 YTD	66%	34%	67%	33%

Achievement of operational targets
Development of the licensing model in the Group

CCC Omnichannel Segment

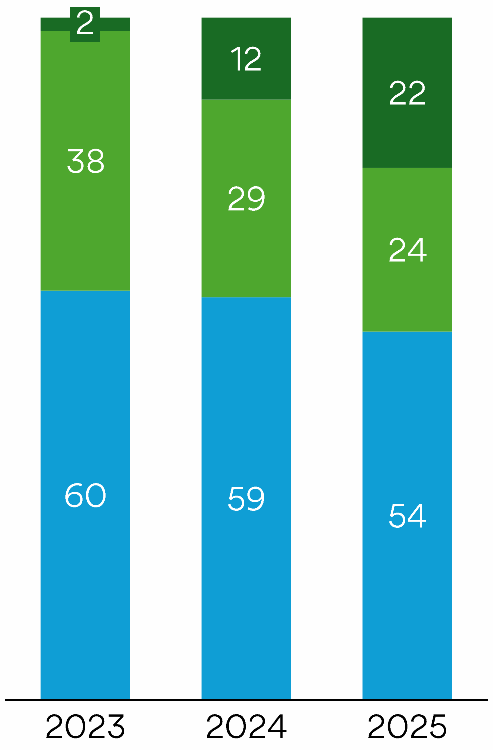
FY'25 (footwear and bags)	Gross margin [%]	Average sales price [PLN]	Average margin /unit [PLN]
Licensed brands	69%*	117	81
Private brands	65%	101	66
Partner brands	47%	161	76

** Operational gross margin, does not include licensing fees*



Sales structure of CCC segment [%]

Group



Sales structure of CCC Group [%]

BRANDS

LICENSED

PRIVATE

PARTNER

Why do we expect the improvement of results in 2026

1. **Higher retail space at the beginning of the new financial year** by 28% yoy (with Worldbox franchise stores by 35%)
2. **Development of new retail space** (+290 th. sqm, +25%)
3. **Expected higher gross margin** – better purchasing conditions for collections (deliveries, FX, freight), lower discounting level (average discount at 14%, -7 pp yoy) - lower inventories/sqm, higher share of licensed brands in sales
4. **Scaling the successfully implemented Modivo Club** – customer loyalty, organic traffic generation, and lower performance marketing costs
5. **Lower cost ratio** – mainly due to operating leverage
    - Higher sales/sqm for the stores opened before 2026 – so-called maturity effect
    - Lower share of new openings in the total number of stores (opening costs)
    - New, more cost-efficient logistics for HalfPrice, tailored to the off-price business
6. **Positive contribution of Worldbox to the Group's results** – due to the rescaling of gross margin levels through the introduction of licensed brands
7. **Longer payment terms**

MODIVO

GROUP

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