



CCC GROUP

GO.25 | EVERYTHING FASHION

OMNICHANNEL PLATFORM

CCC Group strategy until 2025

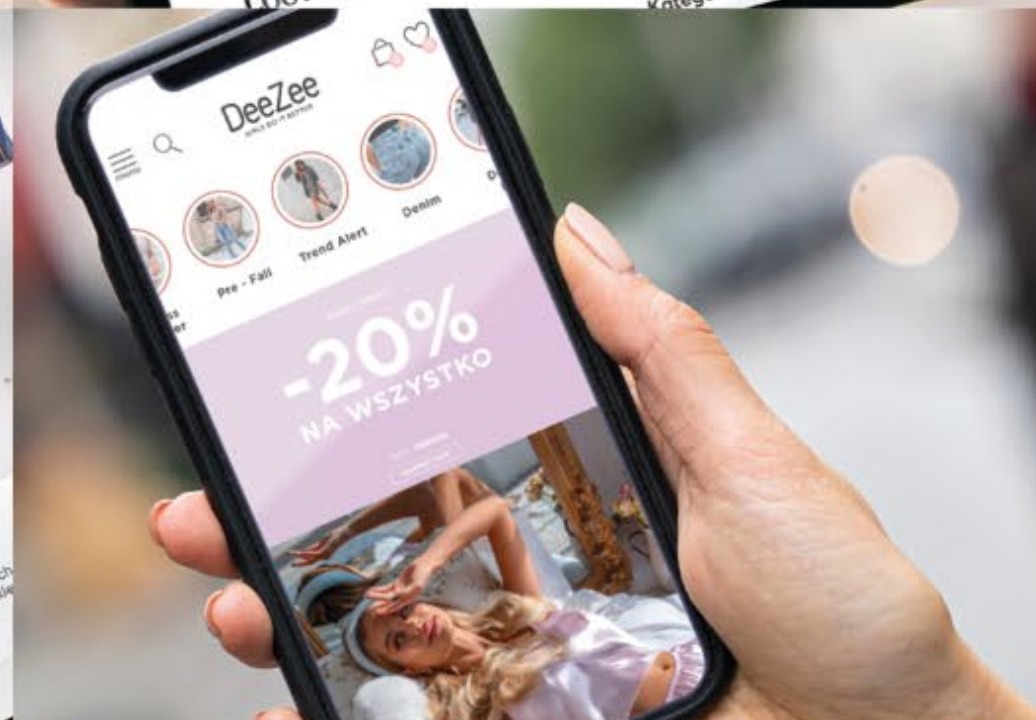
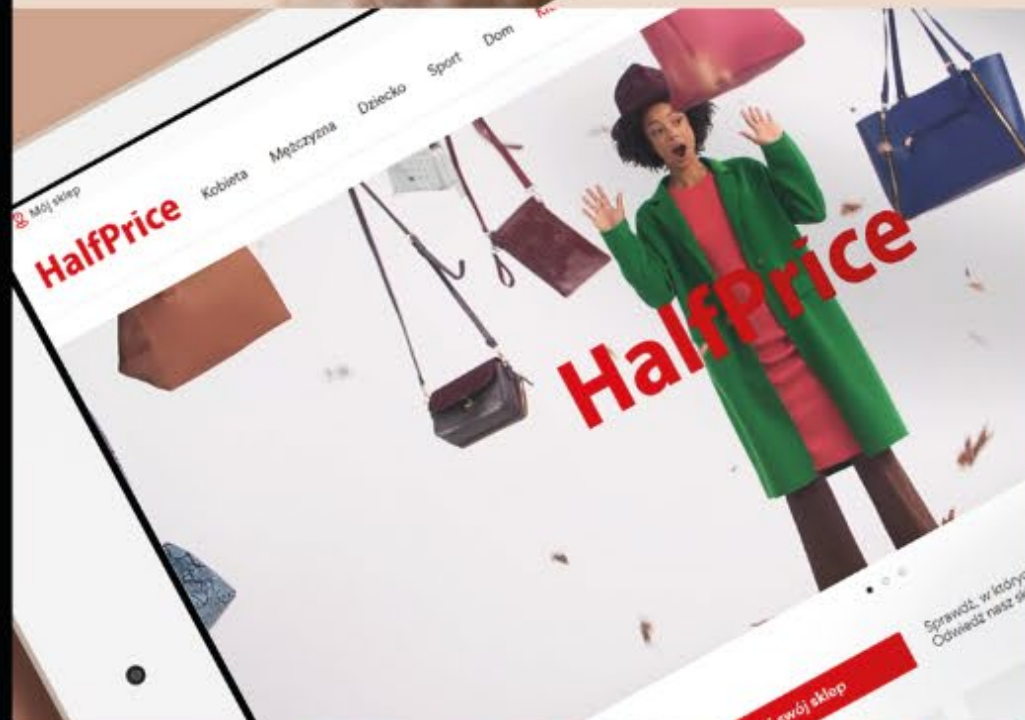
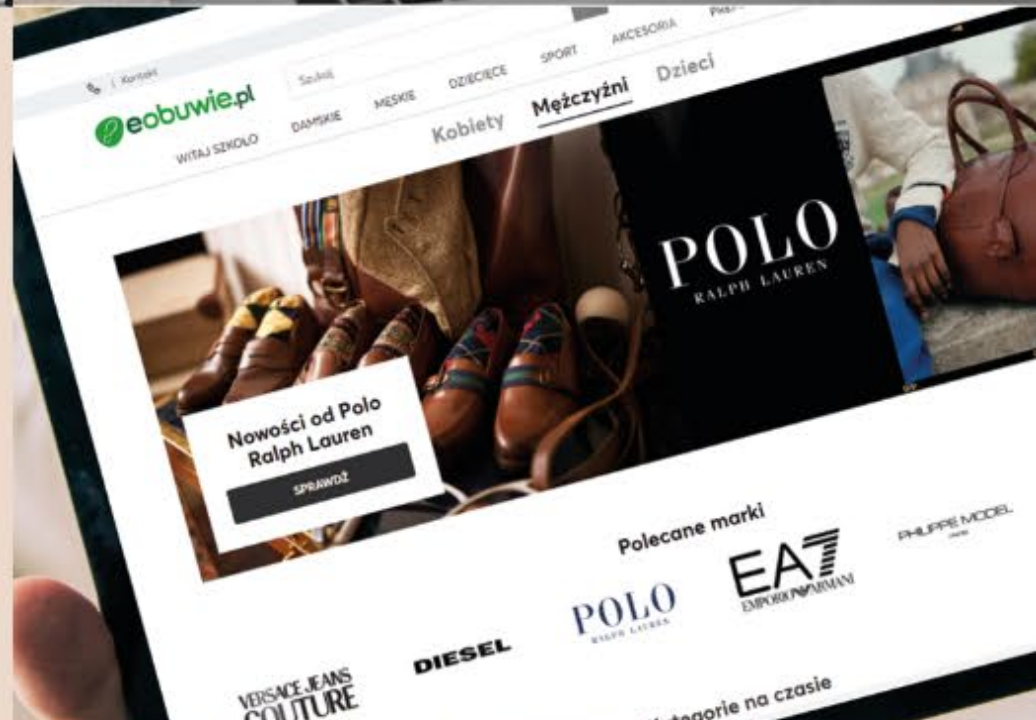
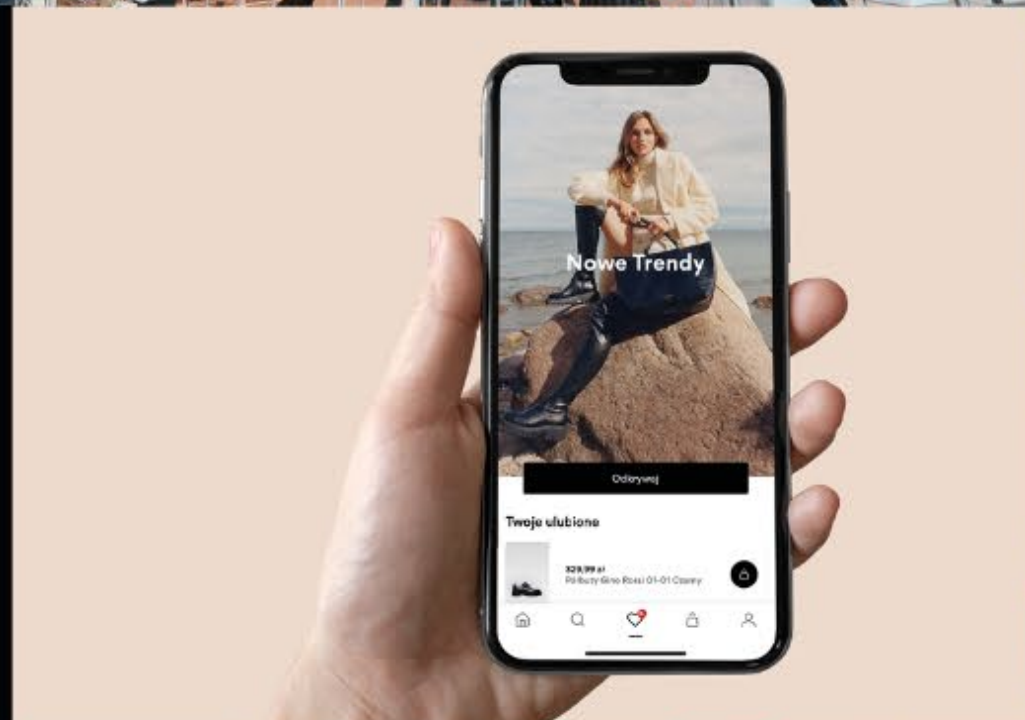
CCC

eobuwie.pl

MODIVO

DeeZee

HalfPrice



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Agenda

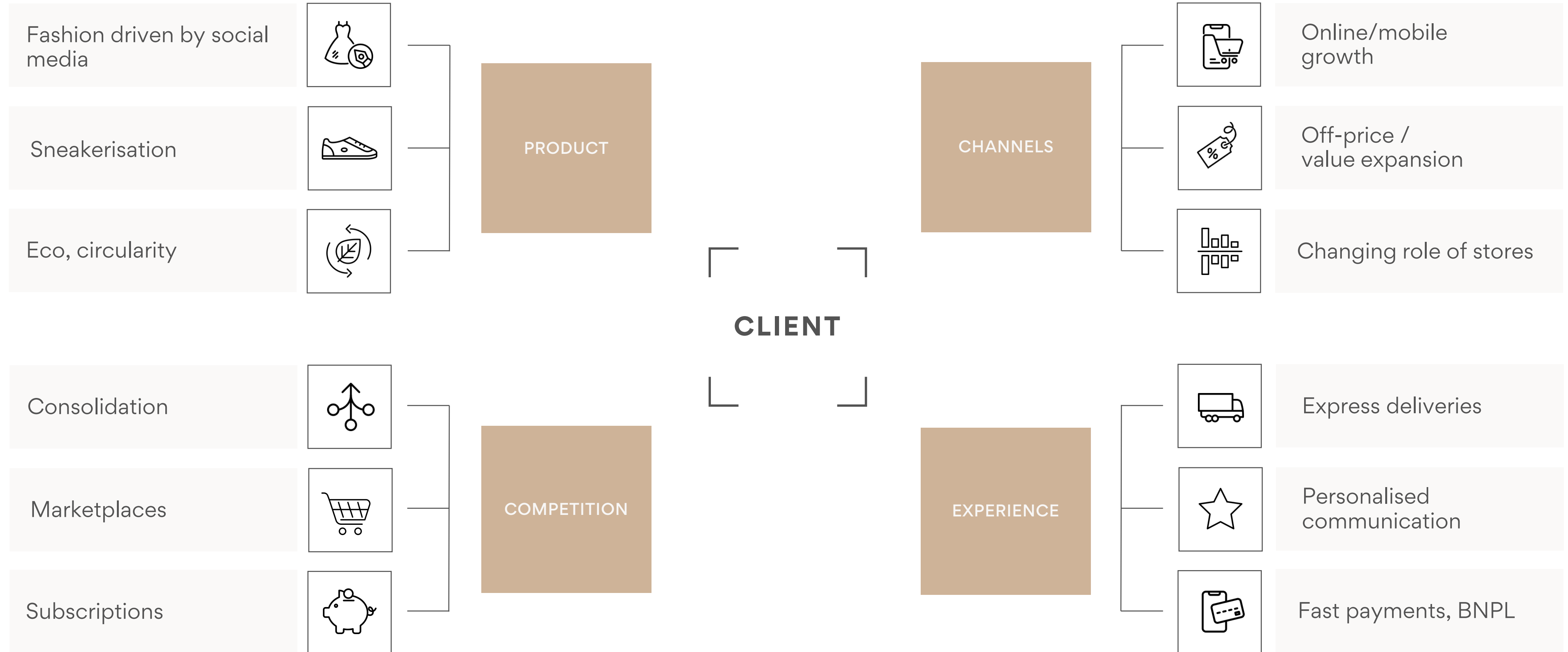
1. Context	3
2. Continuation of GO.22	7
3. CCC Group today	11
4. CCC Group until 2025	14
5. How do we get there?	41
6. Expected outcome	56
7. Appendix	60



Context



The market is constantly evolving – COVID has accelerated existing trends...



... clients buy in a more complex and multichannel way...



Purchases online via digital solutions

- Expects a consistent experience across all channels
- More likely to shop online
- Pays digitally

Appreciates top customer experience and additional services

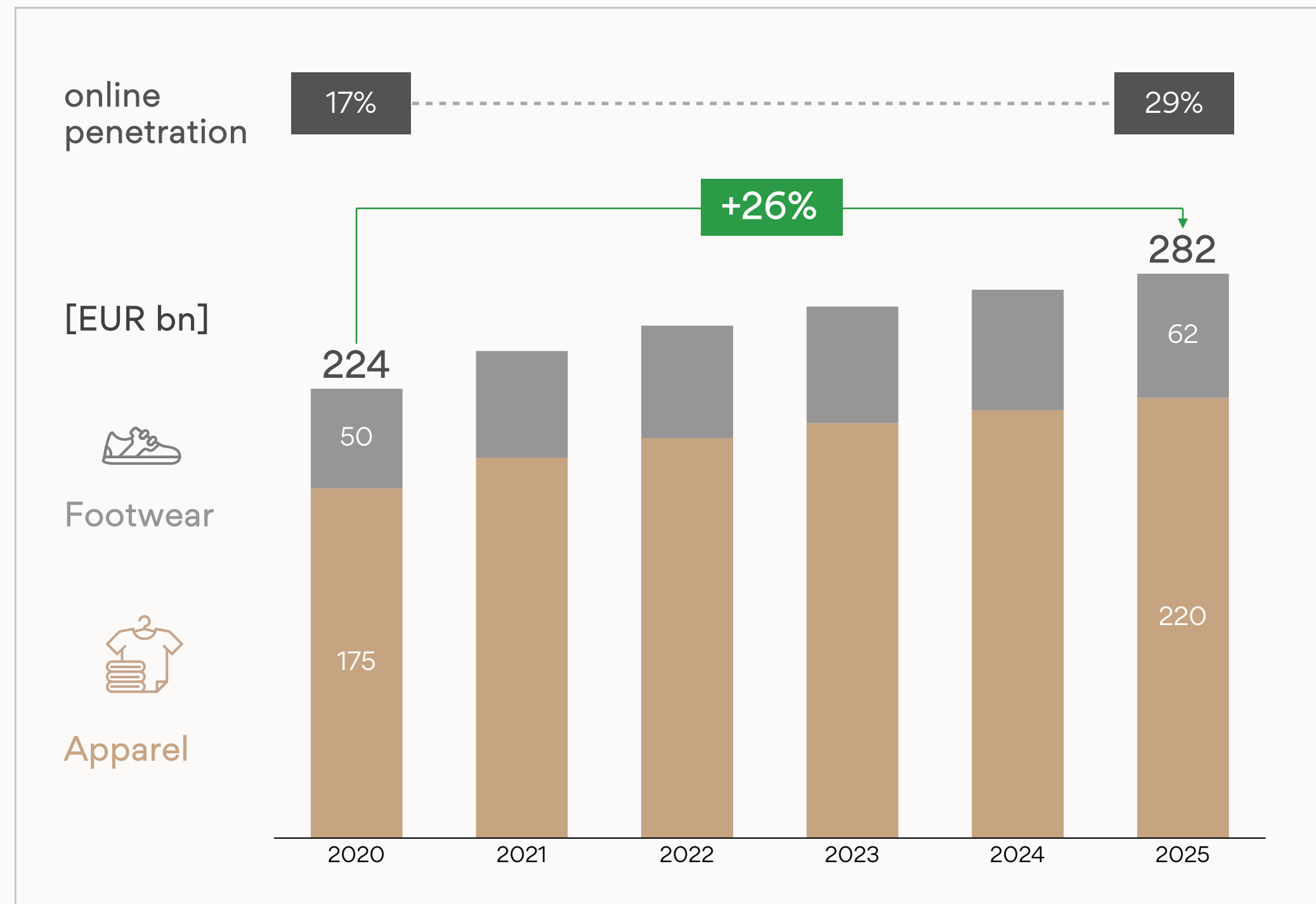
- Expects personalised communication
- Expects fast delivery
- Likely to choose BNPL solutions

Makes informed purchasing decisions

- Looks for 'value-for-money' products
 - More likely to buy from local brands
 - Cares about environmental and community support issues
-

Data based on studies comparing pre-Covid and post-Covid habits
Source: Market survey, CCC analysis

... and digital sales will fuel further fashion market growth



Apparel and footwear markets in Europe¹, 2020-2025

1. Apparel market over 3x bigger than footwear market
2. Market growth by 1/4 till 2025
3. Online as key growth driver

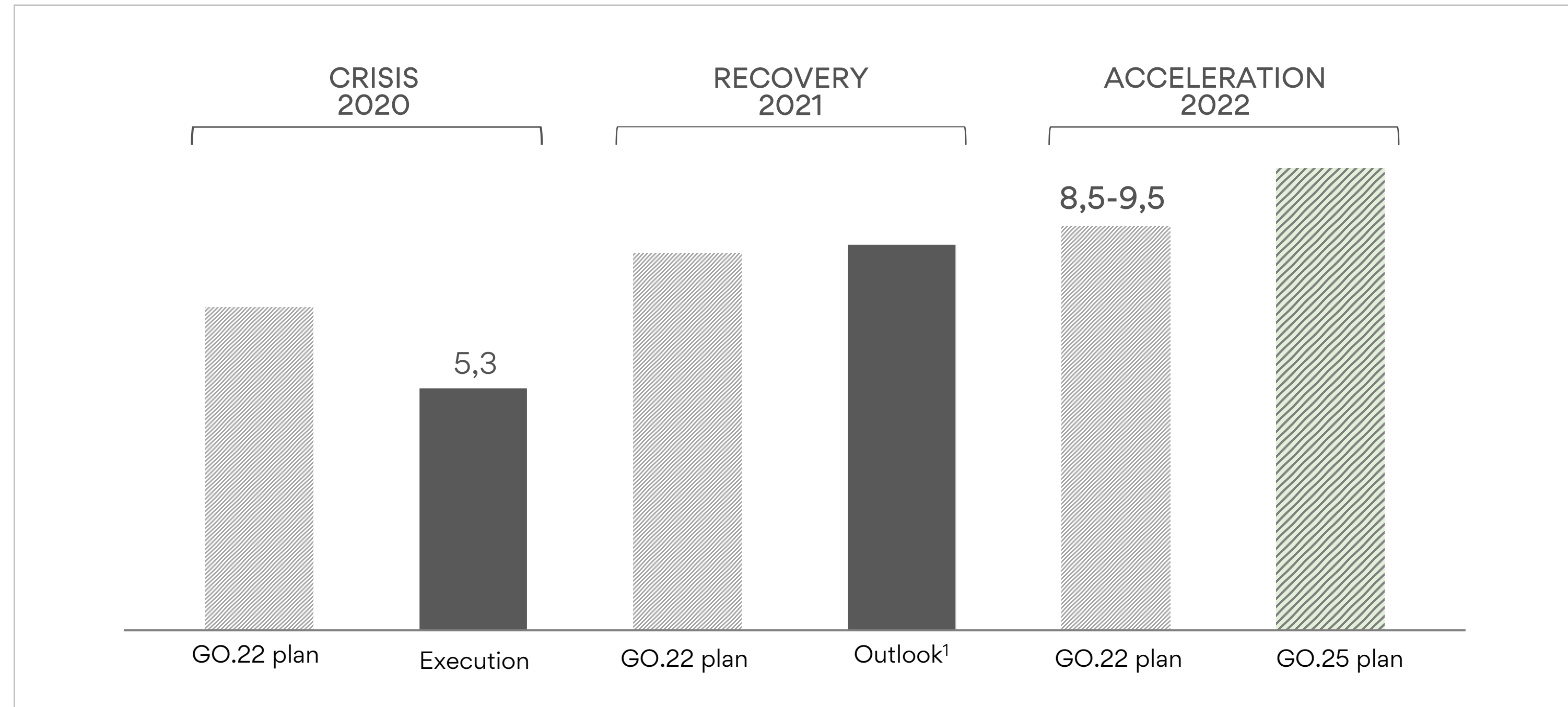
Continuation of GO.22



The GO.22 strategy prepared us well for the 2020-2021 events...

Right diagnosis of priorities in GO.22 prepared us for the 2020 - 2021 events...

...and as a result we emerged from the crisis as a stronger business



Actuals vs GO.22 plan, 2020-2022 [PLN bn]

¹Target from the Q4'20 4M results presentation; implemented without KVAG, Gino Rossi stores and part of Austrian operations

... despite the crisis, we managed to continue the Group's transformation

Selected actions during 2020-2021 [1/2]

Client

- Customer experience improvement
- New value added services, incl.: CCC Express delivery, online and offline deferred payments, shops digitalization and others
- NPS growth CCC by 6p
- Developed market and customer analytics
- Investments in marketing and loyalty

Omnichannel

- Increase of e-commerce share to 45% in Q3 2021 (vs 2022 target of 35%-40% in GO.22)
- Over 45 new e-commerce platforms and 7 new markets
- Further in-store digitalization (tablets and self-checkouts)
- Mobile app development (downloads: CCC: 6.5m, eobuwie: 4.7m, Modivo: 0.8m)
- HalfPrice.eu stores, the first eobuwie.pl hybrid store outside Poland, the first Modivo stationary store



Technology & data

- Increase in CCC Club members by 2m
- Implementation of CCC Club 2.0
- Rollout of analytical platform in the cloud
- Launch of Modivo Fashion Club and HalfPrice.eu Club

Product & brands

- Expansion of key brands (Lasocki, Gino Rossi, Sprandi, DeeZee, Jenny Fairy)
- New brands: Badura, Americanos, Simple
- Launch of apparel range under three brands (HalfPrice.eu, Modivo, DeeZee)
- Strong development of product design, eco collections, capsules

... despite the crisis, we managed to continue the Group's transformation

Selected actions during 2020-2021 [2/2]

Agility and efficiency

- Implementation and development of business tools, e.g. SAP, SAC, BI
- OMS¹ rollout - full integration of store and e-commerce offer
- Development of Shared Service Center
- Supply chain digitization in Supplier Portal and TMS²
- Several-fold increase in supply chain throughput

Sustainable development

- MSCI ESG rating upgrade to 'A'
- Development of eco product lines
- Launch of the process to implement circular business models



Financial stability

- Refinancing, increase of long-term financing to >50%
- Purchase of eobuwie.pl shares, Cyfrowy Polsat & A&R Investments transactions
- Softbank investment
- Nonstrategic cost elimination

People, culture & values

- Orientation towards digital capabilities and FashionTech development
- Strong growth of new talents
- High retention among staff and talents
- Management team strengthened

¹OMS - Order Management System; ² TMS - Transport Management System

CCC Group today



As a result, today we are a Group of complementary retail businesses, operating in fashion sector, built on strong foundations [1/2]



Customers

23m+ unique Customers

12m Customers in loyalty programs

Shared CRM base across the CCC Group

Modern stores

22 countries & 980 stores with a total area of ca. 700k m²

150m store visits per year (2020)

850m visits to the Group's websites

Omnichannel & digital solutions

Advanced IT systems, tools, CRM

Technology pioneer (esize.me, BNPL in offline etc.)

E-commerce experience

30%+ share in the online footwear market (PL, 2020)

~45% share of online sales in total sales

90+ online platforms operated by the Group

Supply chain & logistics

90-minute delivery available in 37 towns and cities in Poland

2 distribution centers with a throughput capacity of ca. **30m** products

As a result, today we are a Group of complementary retail businesses, operating in fashion sector, built on strong foundations [2/2]

Brand equity

Over 20-year market presence

CCC named the strongest fashion brand in Poland

CCC/eobuwie.pl brand awareness in Poland:

- CCC: 95% total / 53% top of mind
- eobuwie: 84% total / 15% top of mind

People, culture & values

3x more employees in tech & digital (vs 2019)

Increase in headcount at location centres (Polkowice, Warsaw, Wroclaw, Cracow)

Strengthened management team and talent development

Sprandi | AW21



Extensive brand portfolio

A portfolio of strong own brands

Go For Nature eco-friendly line (8% share in SS21 offering)

1,000+ third-party brands offered

Business agility

Agile entry into the off-price segment – HalfPrice.eu format

Swift adaptation of operations during the COVID pandemic in 2020

Capital

Long-term financing secured

New investors in eobuwie: Softbank, Cyfrowy Polsat and A&R Investments

CCC Group until 2025



MISSION

To unlock fashion
for everybody, everywhere

VISION

#1 omnichannel fashion
platform in CEE

We will pursue our mission and vision guided by our 3 core values



We are driven by Customers

The Customer is always at the center of our attention
We are proud of our products
We operate quickly and consistently, we are flexible

We create business innovations

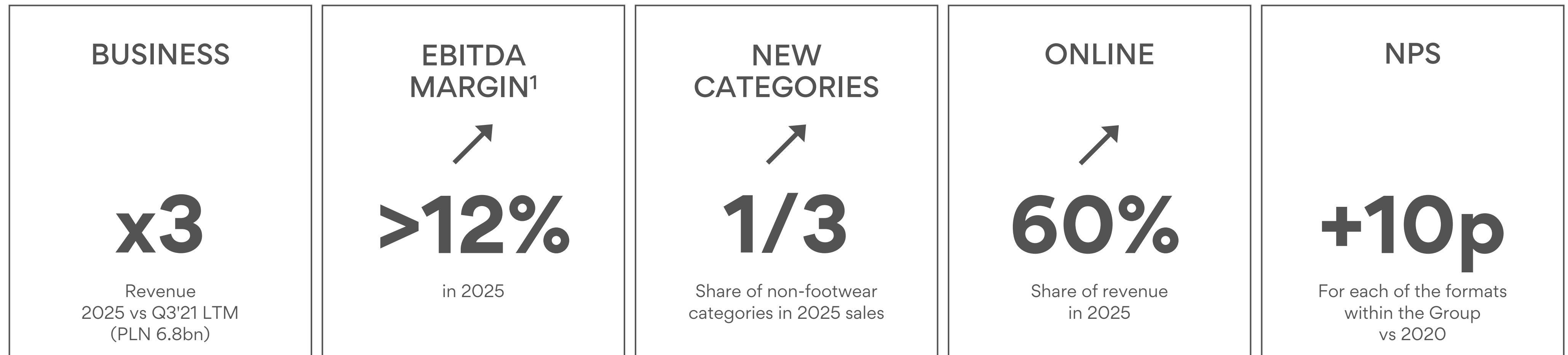
Our efforts create value for Customers and the
company
We think innovatively to enhance and streamline
processes
We always look for effective and responsible solutions

We work as a team

We respect ourselves and our external environment
inspiring one another
Our teams are for the best
We expect and strive for maximum engagement

Badura | AW21

We have clear strategic goals – to triple the scale of our business and increase its profitability



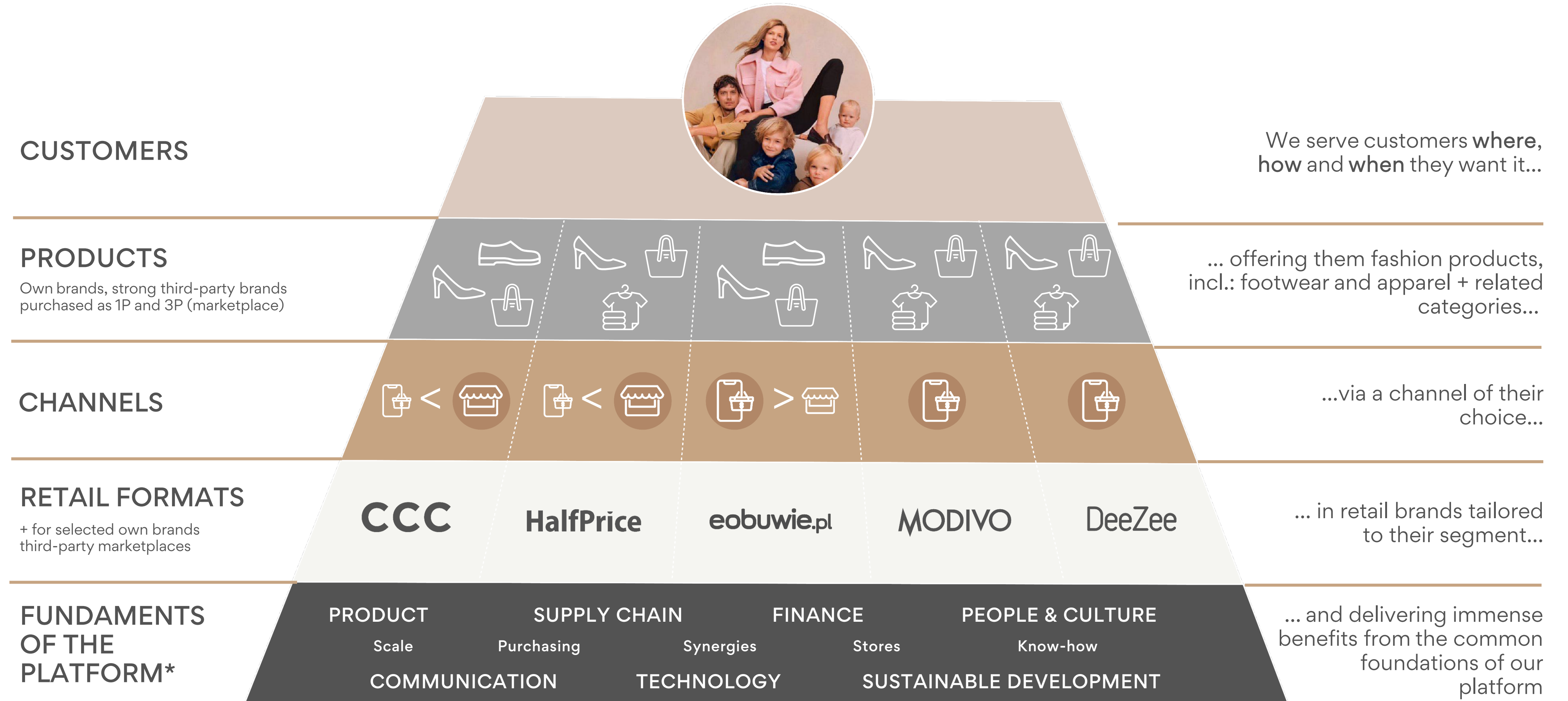
SUSTAINABLE DEVELOPMENT

Circularity | Low-emission | Diversity | Transparency

MSCI ESG A+ | Employees engagement +10pp above industry average

¹ Equivalent of >10% EBITDA margin pre-IFRS 16

The business model of the CCC Group is an omnichannel platform, that helps Clients fulfill their purchasing needs in a way they prefer



Footwear Apparel Other (incl.: accessories, home&decor, beauty etc.)

* maintaining the separate nature of eobuwie.pl and Modivo. IPO of eobuwie.pl Group planned for 2022/2023

Our platform already provides a unique ecosystem for our product flow

6 strategic private labels
and a few
complementary ones

1,000+
third-party brands
(currently)

3,000+
(in 2025)



FULL-PRICE CHANNELS

CCC DeeZee

eobuwie.pl MODIVO

OFF-PRICE CHANNELS

HalfPrice

CLOSED-LOOP PRODUCT
FLOW WITHIN THE GROUP



Gino Rossi | AW21



Jenny Fairy | AW21

OUR ASPIRATION

CCC

Leading omnichannel
footwear player in CEE

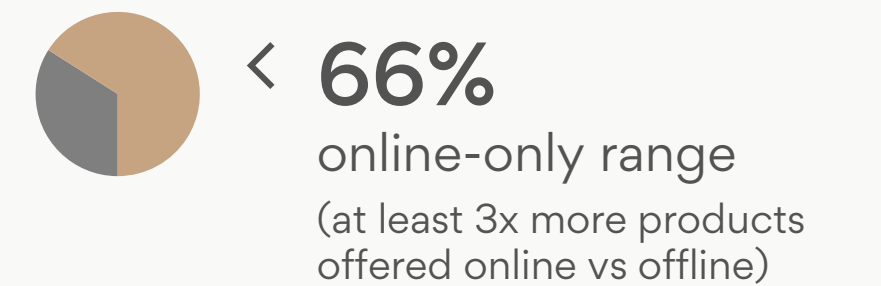
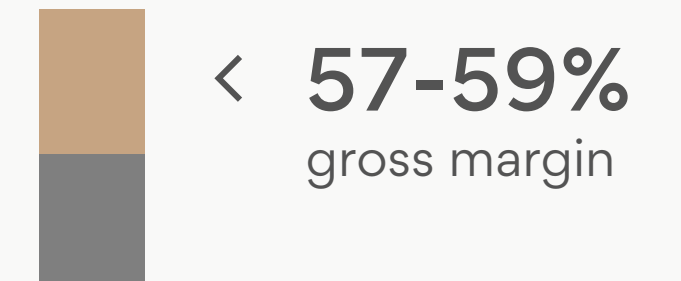
25-30% contribution
to the Group's revenue

VALUE DRIVERS

- > Optimization and digitalization of sales network
- > Further strengthening of private labels and advanced analytics (incl. price&promo)
- > Digital touchpoints – ccc.eu and mobile app

STRATEGIC KPIs (2025)

10,000 PLN
omnichannel
sales / m² / year
(total sales in stores and at ccc.eu)

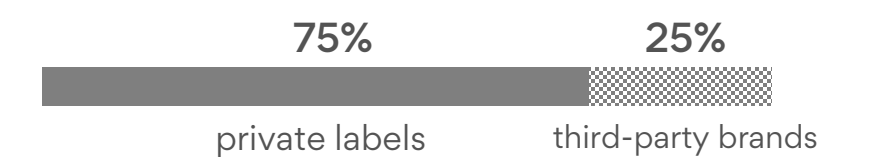


CCC Group until 2025

SALES STRUCTURE



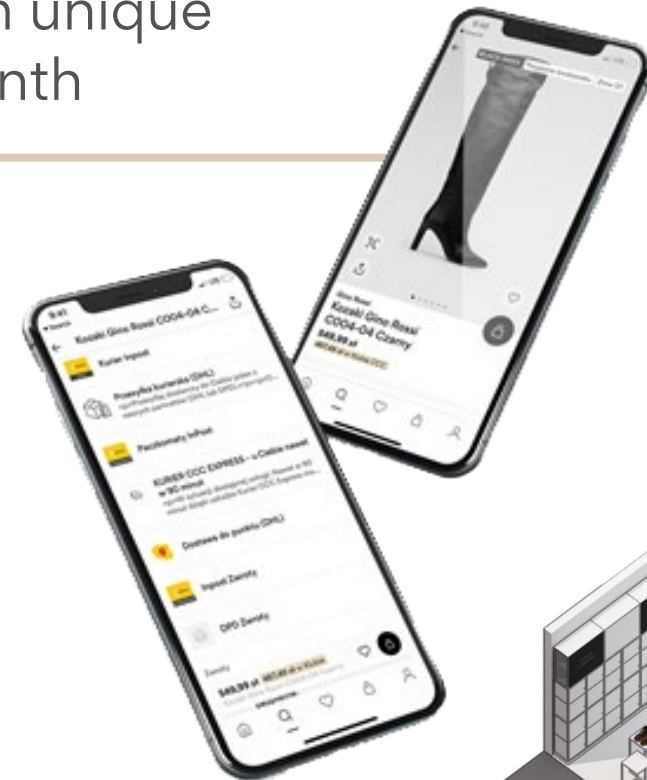
PRODUCT MIX



CCC omnichannel ecosystem

digitally supported Customer journey

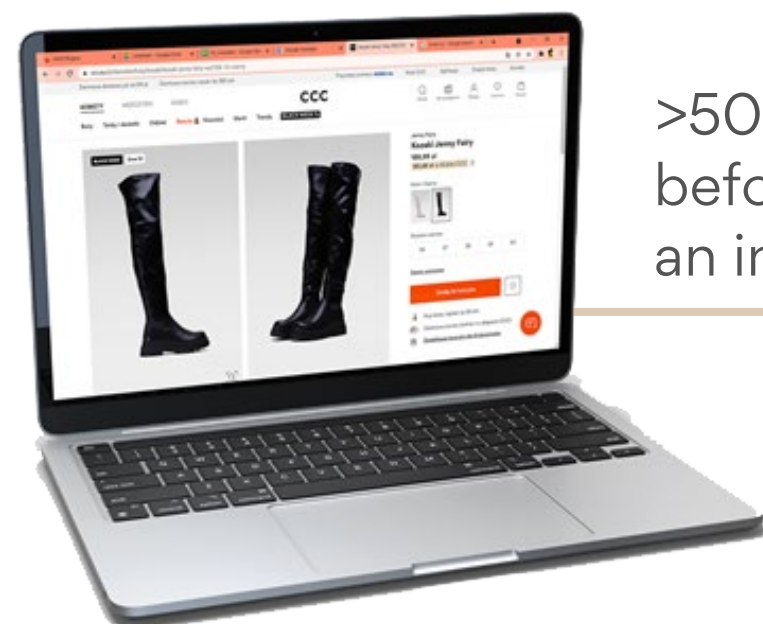
>6m downloads
nearly 2m unique
visits/month



In-store esize.me
scanners



>50% visit online
before making
an in-store purchase



In-store
self-checkout kiosk



2021

1. Kiosks / self-service checkouts
2. Displays at POS terminals
3. Online order pickup
4. Digital displays
5. Buy Now Pay Later
6. Esize.me scanners
7. Digital post-purchase survey (NPS)
8. Delivery of e-commerce orders from store stocks

Until 2025

1. Sales-support devices for staff (2021-2022E)
2. Scan&Go option (2022E)
3. Interactive information boards for staff - 2022
4. RFID (2023E)



eobuwie.pl

OUR ASPIRATION

eobuwie.pl

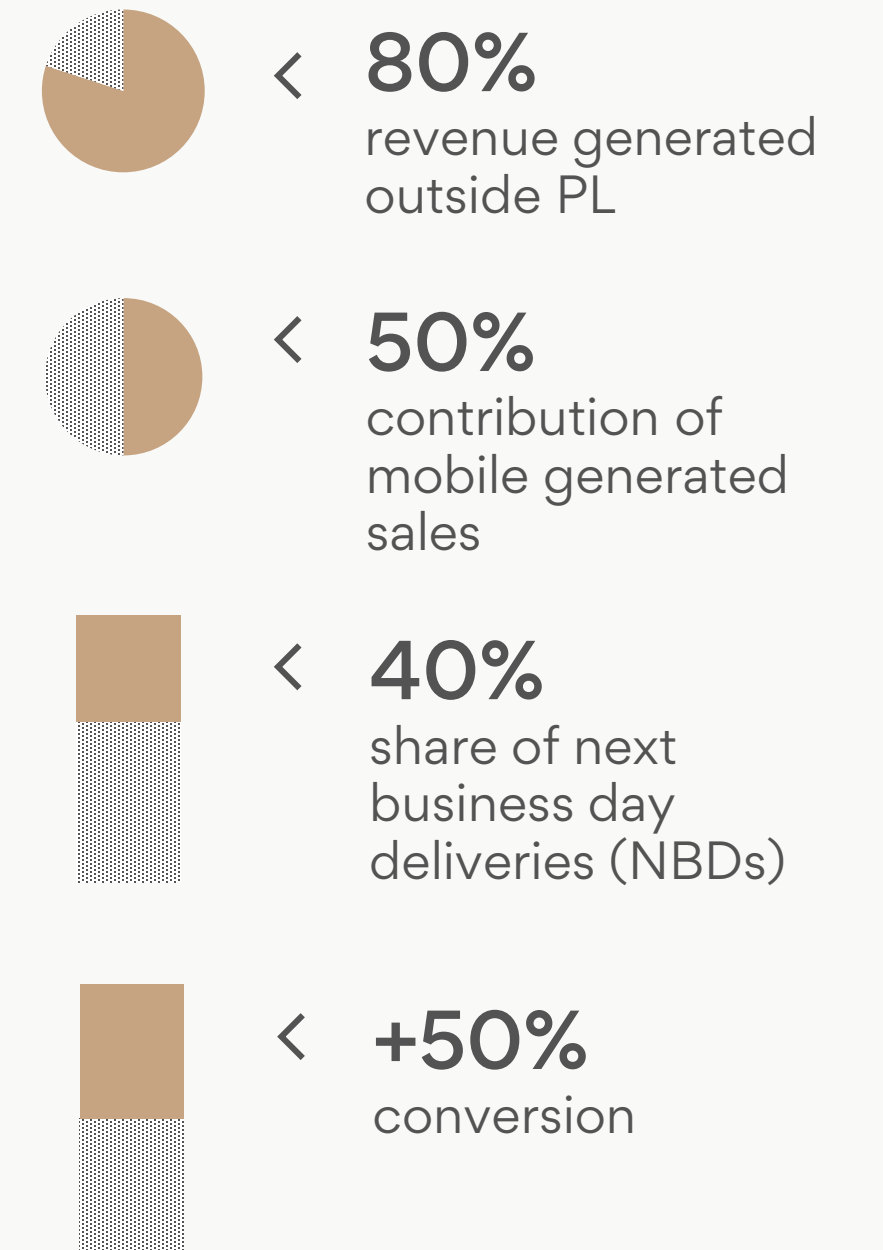
E-commerce footwear leader in CEE

30%–35% contribution to the Group’s revenue

VALUE DRIVERS

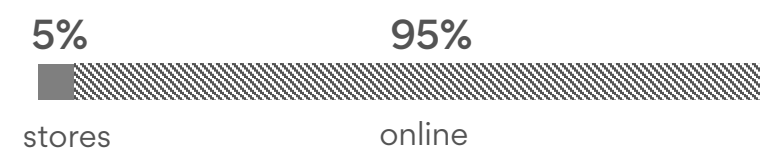
- > International expansion
- > Vertical marketplace
- > Mobile app development
- > Increase of next business day (NBD) delivery volumes with international logistics
- > New platform (improved conversion rates)

STRATEGIC KPIs (2025)



CCC Group until 2025

SALES STRUCTURE



PRODUCT MIX



eobuwie.pl offers the most compelling, specialized business model for online footwear customers

OMNICHANNEL

Offline stores enhancing the omnichannel experience

- Reserve & collect
- Digital fitting rooms
- Dark stores
- Express <2-hour deliveries
- Retail stores in selected key international cities

VERTICAL DIGITAL PLATFORM

- Own catalogue of products, parameters and photos
- Specialized search engine and listing algorithm
- Personalized footwear customer experience
- E-size.me – 40% share of transactions with esize.me recommendation



BROADEST OFFER

- From 140k SKUs now to 250k SKUs in 2025 (under the 1P model)
- Over 1,000 brands in 2025 (+55%)
- Focus on growing local brands under the marketplace model
- Dynamic pricing & margin management – market-based adjustments to the offering (the best price already offered on 2/3 of products)

CONVENIENT & QUICK DELIVERIES & RETURNS

- Increase of Next Business Day successful delivery up to 40% on all markets
- Development of new logistic centers outside of native market
- Using a chain of stores / dark stores to offer Same Day Delivery in the largest cities
- Full digitization of the returns process

Long-term EBITDA¹ goal at 8-10%, in 2022-23 goal 7-10% (investments in expected faster growth vs GO.22)

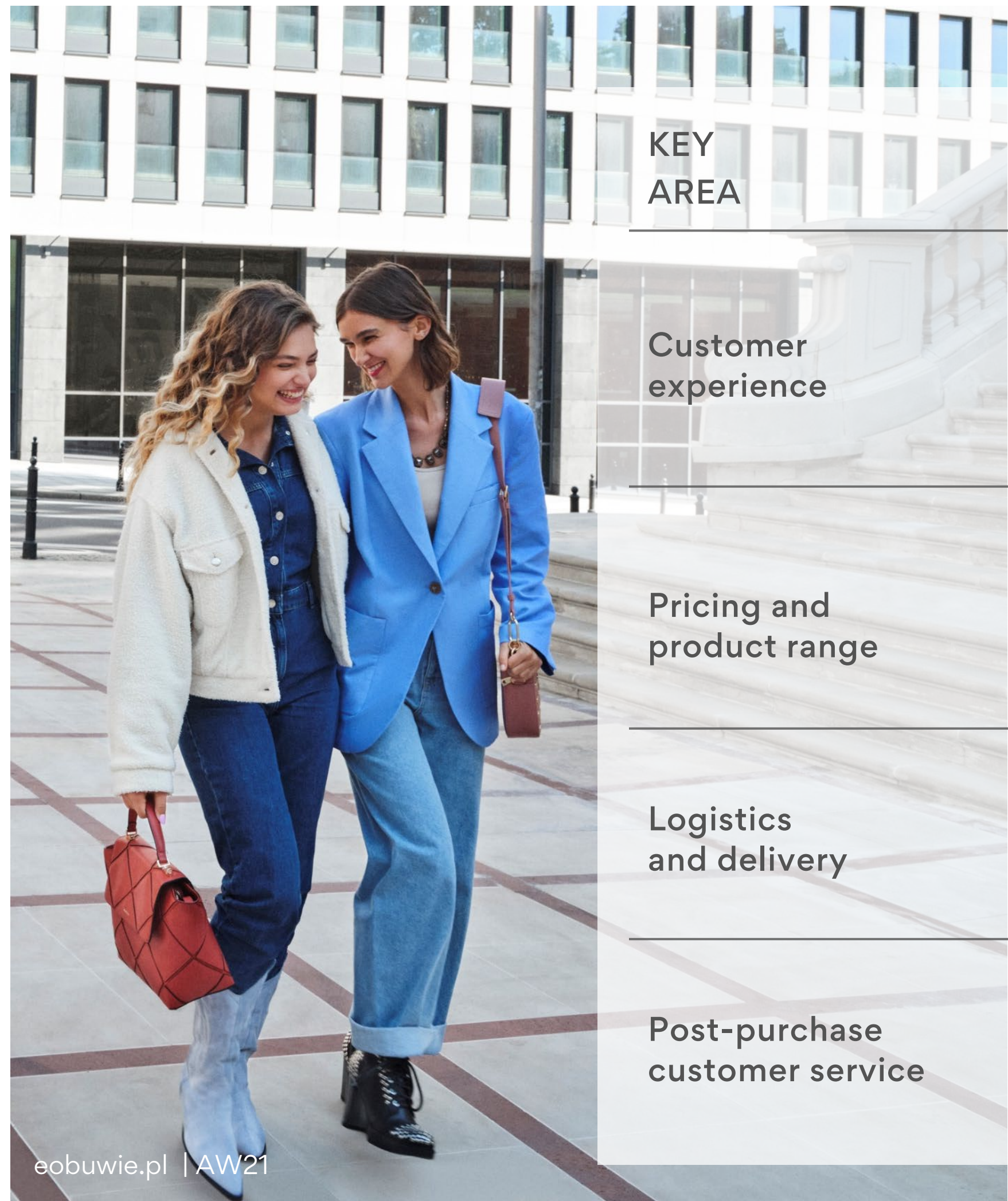
¹ EBITDA for eobuwie.pl Group, covering both eobuwie.pl and Modivo

Unique hybrid stores supporting online platform

1. Digital displays
2. Esize.me scanners
3. Online order pickup
4. Digital post-purchase survey (NPS)
5. Distribution of online orders from store's stock
6. Automated fitting rooms
7. Robots – sales-support devices for Staff
8. Interactive information boards for Staff



We are strengthening the customer-focused eobuwie.pl strategy



KEY AREA	SELECTED INITIATIVES	OUTCOME
Customer experience	<ul style="list-style-type: none"> ▪ Making product search easy ▪ Increasing share of mobile app ▪ Improving payment experience ▪ Paid traffic optimization 	<ul style="list-style-type: none"> ▪ Increase of active customers from 7.8 to 10m ▪ Conversion rate +50%
Pricing and product range	<ul style="list-style-type: none"> ▪ Launching a marketplace ▪ Expanding the product range ▪ Improving size availability ▪ Dynamic price management 	<ul style="list-style-type: none"> ▪ Number of brands: 650 to 1,000+ ▪ Number of SKUs: 140k-250k ▪ Share of prices better than offered by competitors – more than 80%
Logistics and delivery	<ul style="list-style-type: none"> ▪ Improving the return process ▪ Logistics Development Program ▪ Enhancing delivery experience 	<ul style="list-style-type: none"> ▪ Reduction of shipping time from the warehouse by 50% ▪ Shortening the delivery time by 20-25%
Post-purchase customer service	<ul style="list-style-type: none"> ▪ Improving customer service ▪ Building support for marketplace 	<ul style="list-style-type: none"> ▪ Contact rate – 3x reduction ▪ First Contact Resolution at 70%

eobuwie.pl | AW21



OUR ASPIRATION

MODIVO

The most inspiring online fashion platform in CEE

15-20% contribution to the Group's revenue

VALUE DRIVERS

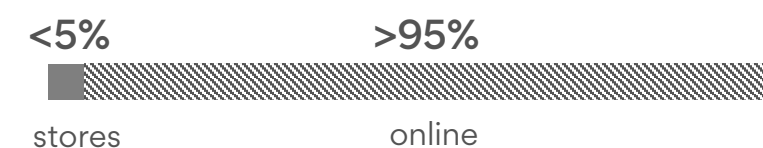
- > Broadest multi-category product range – global and local brands
- > Vertical marketplace focused on fashion and lifestyle
- > Innovative services for customers (same day delivery, digital fitting rooms)
- > Personalization and building customer loyalty

STRATEGIC KPIs (2025)

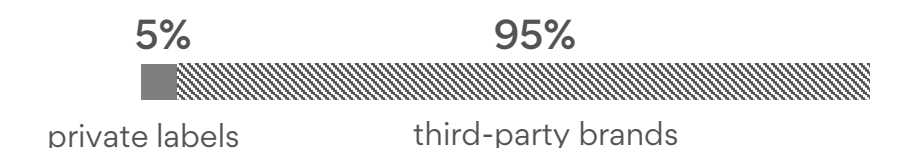
- > **2,5m** SKUs
- 3k** brands
- 15k** suppliers
- < **30%** GMV from marketplace
- > **3x** growth in annual customer spend

CCC Group until 2025

SALES STRUCTURE

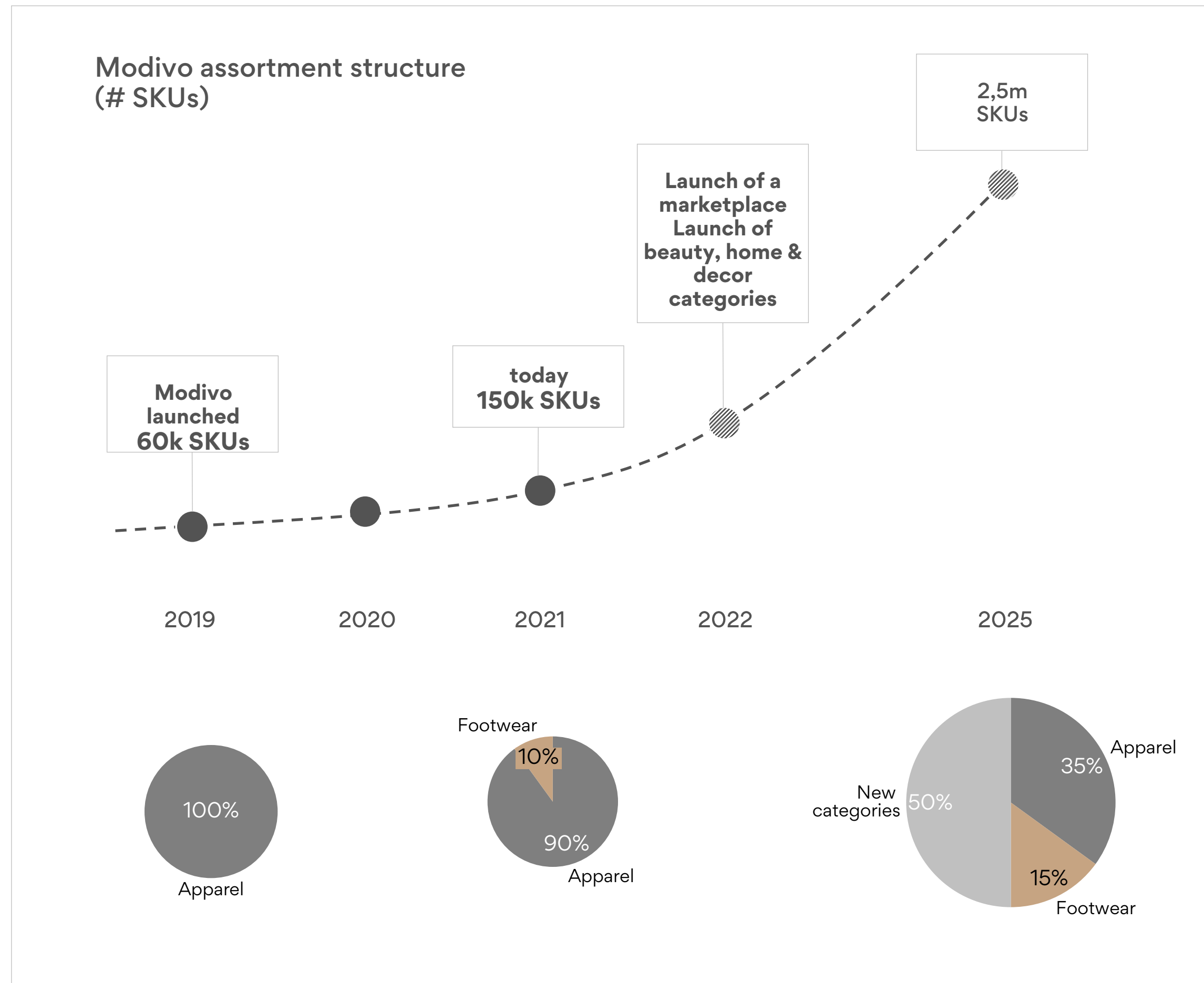


PRODUCT MIX



Expanding Modivo product mix

with new category additions and marketplace



Strong team



Dedicated strong team of specialists built from 2021
Strong local teams in selected countries

Expanding product range



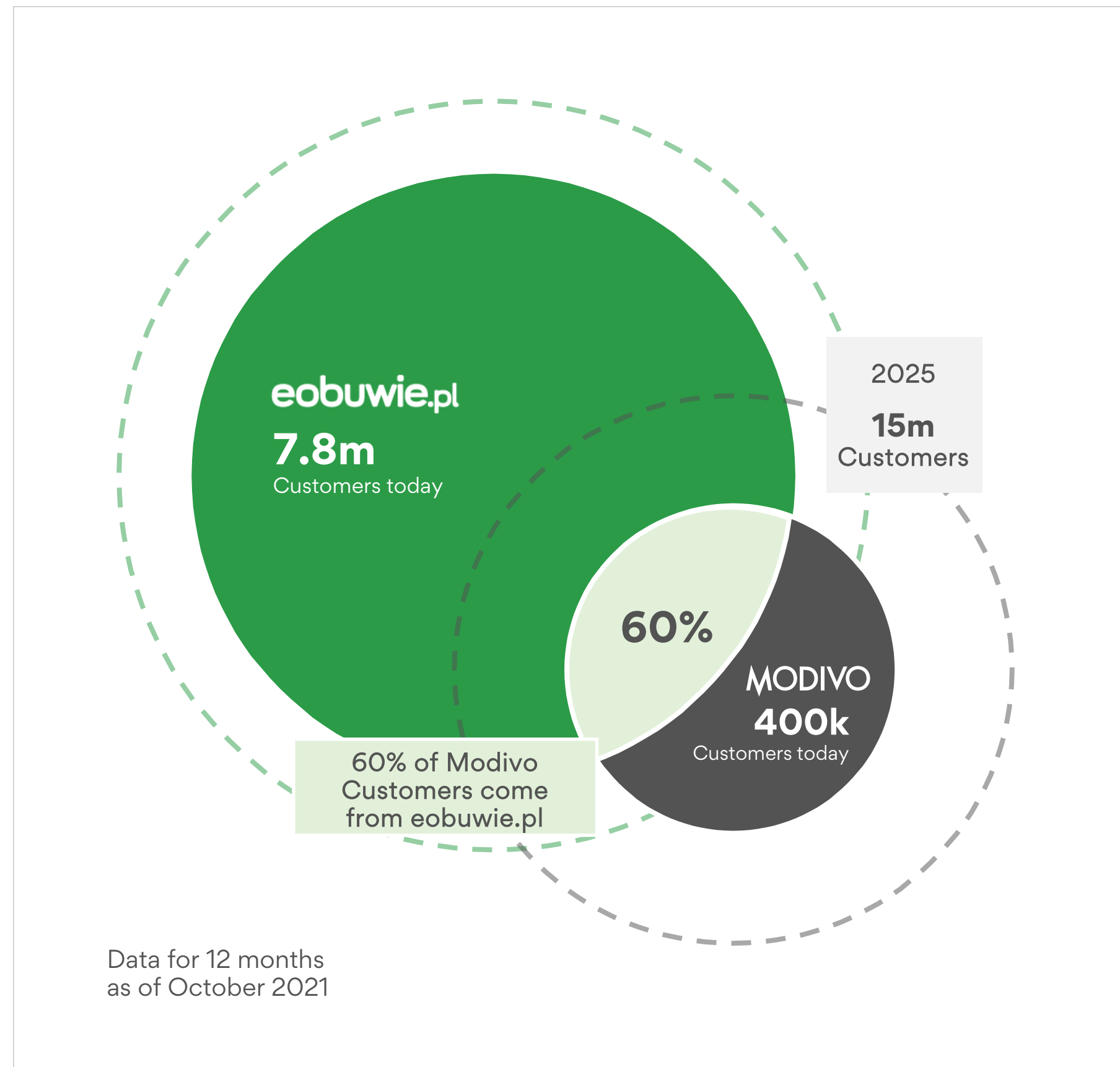
Marketplace to be launched in Q1 2022
New additions to the product mix (beauty, home & decor) in Q1 2022

Relevant price positioning

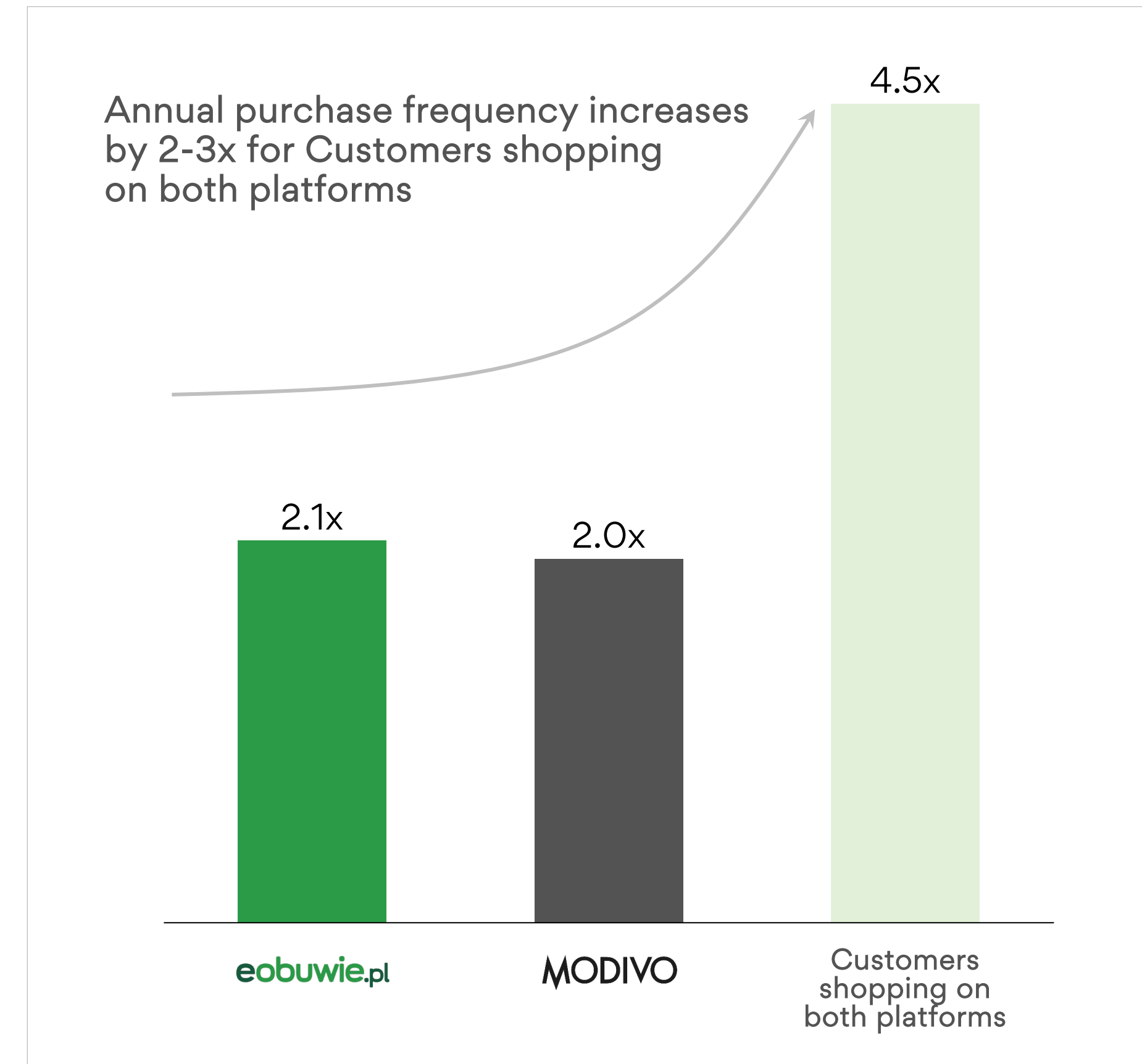


Pricing management per country - margin optimization
Price Index control tools in all countries

Synergies with eobuwie.pl to accelerate Modivo's growth



Leveraging eobuwie.pl Customer base





HalfPrice

OUR ASPIRATION

HalfPrice

Off-price market leader in CEE

15-20% contribution to the Group's revenue

VALUE DRIVERS

- > Further rollout on key markets
- > Development of online platform
- > Leveraging the Group's synergies in full-price segment

STRATEGIC KPIs (2025)

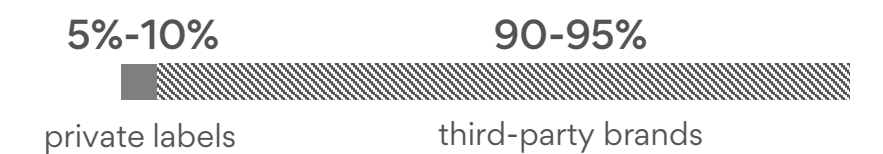
- > >250 stores / ~400k m² and flexible rental conditions
- > 50% revenue generated outside Poland



< **20%** online sales (online to be launched in Q4 2021)

- > >45% gross margin from sales
- > 18-20% EBITDA margin (IFRS 16)
13-15% EBITDA margin (pre-IFRS 16)

CCC Group until 2025



HalfPrice.eu launch confirmed our assumptions; we are entering the stage of scaling the concept

Diagnosis

- Trend: 'Value for money' growth
- Trend: Customers look for well-known brands
- Underpenetrated market in the Central Eastern Europe

Successful implementation

- Strong team with off-price experience
- Broad offer
- 38 stores launched since May 2021
- Store openings in Poland, Austria, Czech Republic and Hungary
- Launch of HalfPrice.eu e-commerce platform still in 2021



Scaling

- Very well received by customers with margin/m² above expectations
- Good performance also in markets outside Poland
- Multi-category format with sales/m² and gross margin/m² far exceeding those of the CCC format
- Ongoing natural 'maturing' of the stores
- The offer and categories are being expanded (goal: >3x increase)
- Room for further improvement in logistics operations
- Benefits from synergy with the CCC Club, advanced marketing and HalfPrice.eu launch



DeeZee | AW21

DeeZee

OUR ASPIRATION

DeeZee

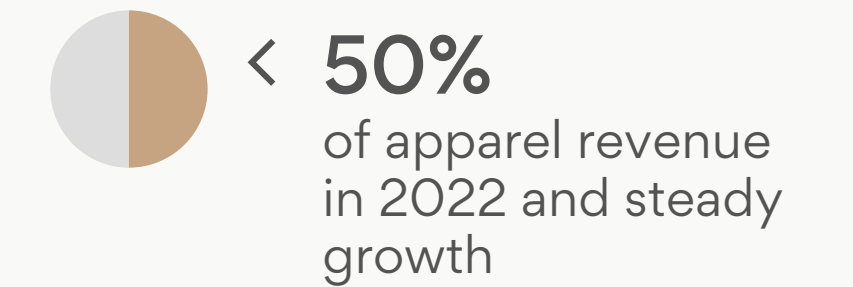
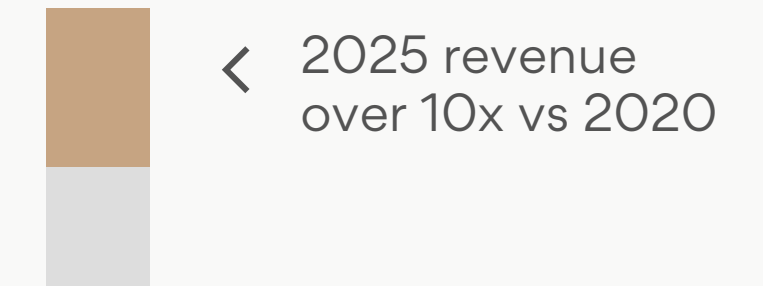
Pan-European
fashion brand,
social media leader

~5% contribution
to the Group's revenue

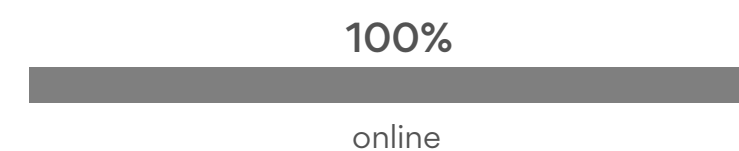
VALUE DRIVERS

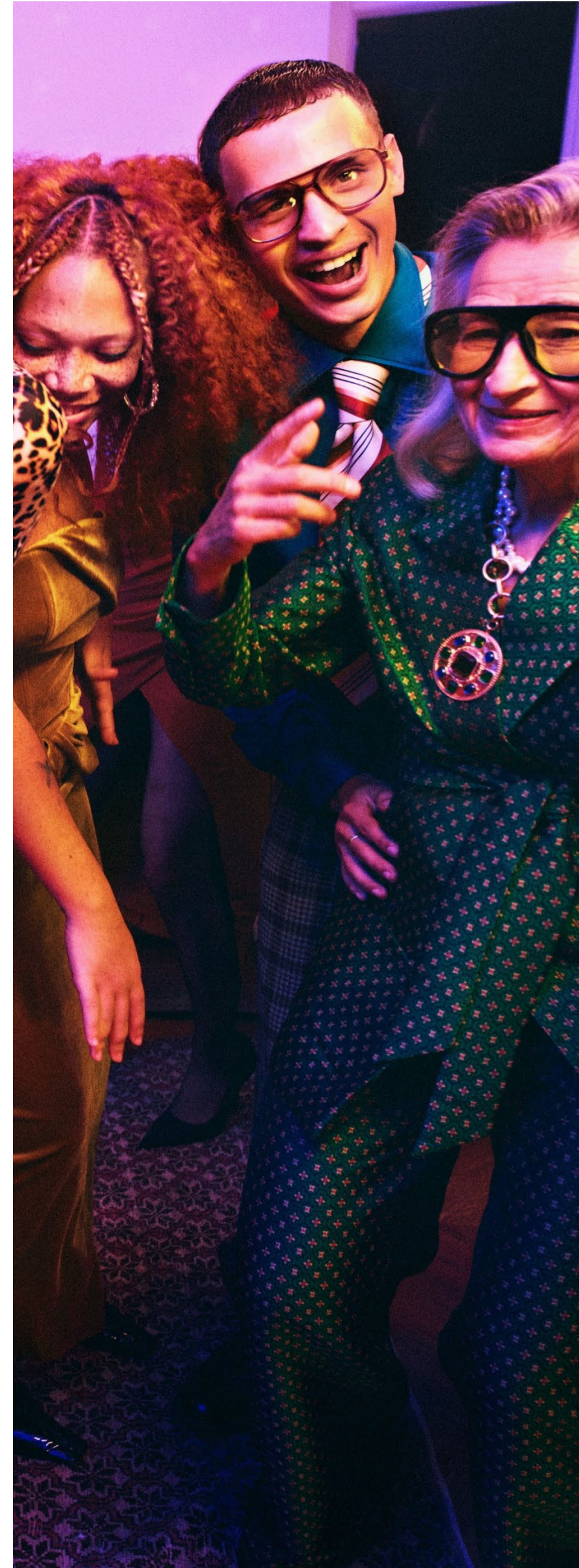
- > Rollout of new categories (apparel, accessories, beauty, home)
- > International expansion
- > B2B / marketplace growth

STRATEGIC KPIs (2025)

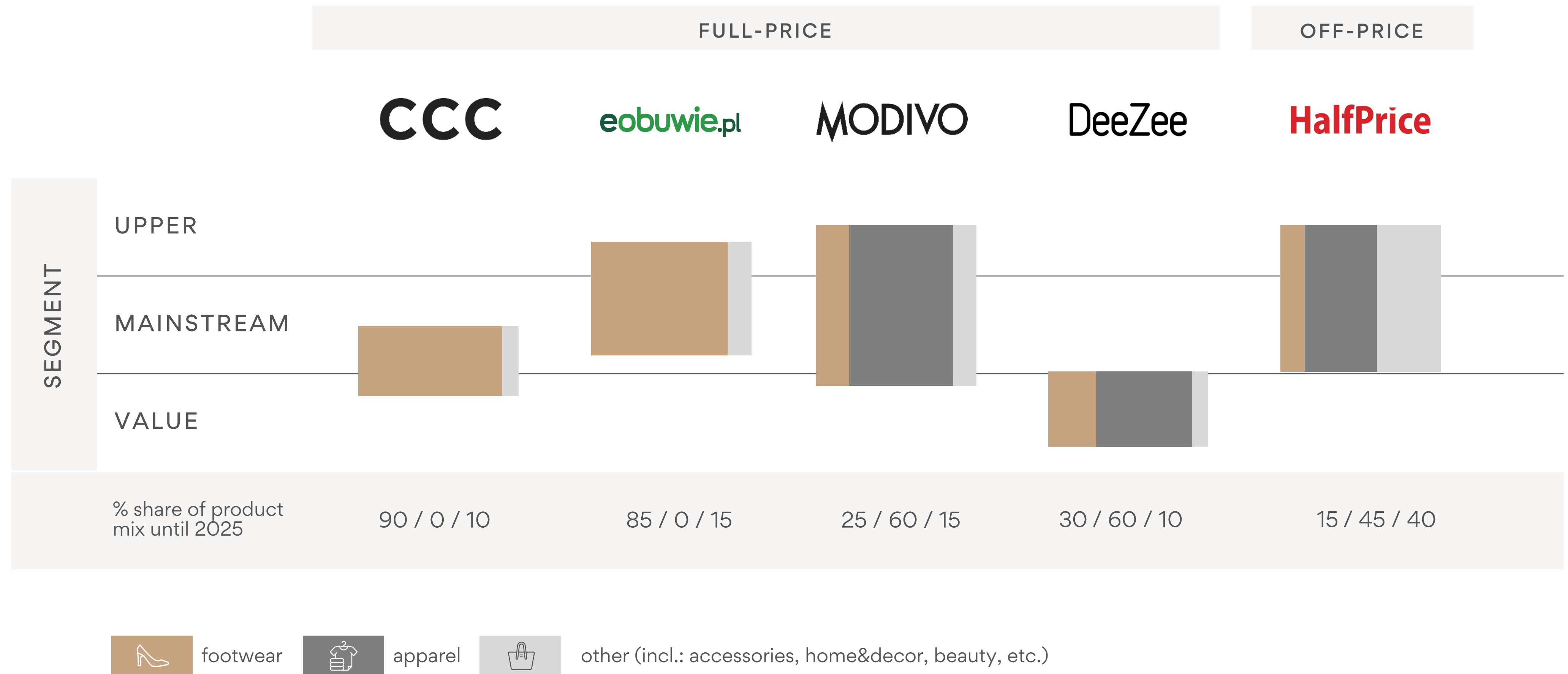


CCC Group until 2025





Each of our formats reaches different customer segments



We are strengthening our position on home markets; international development mostly online

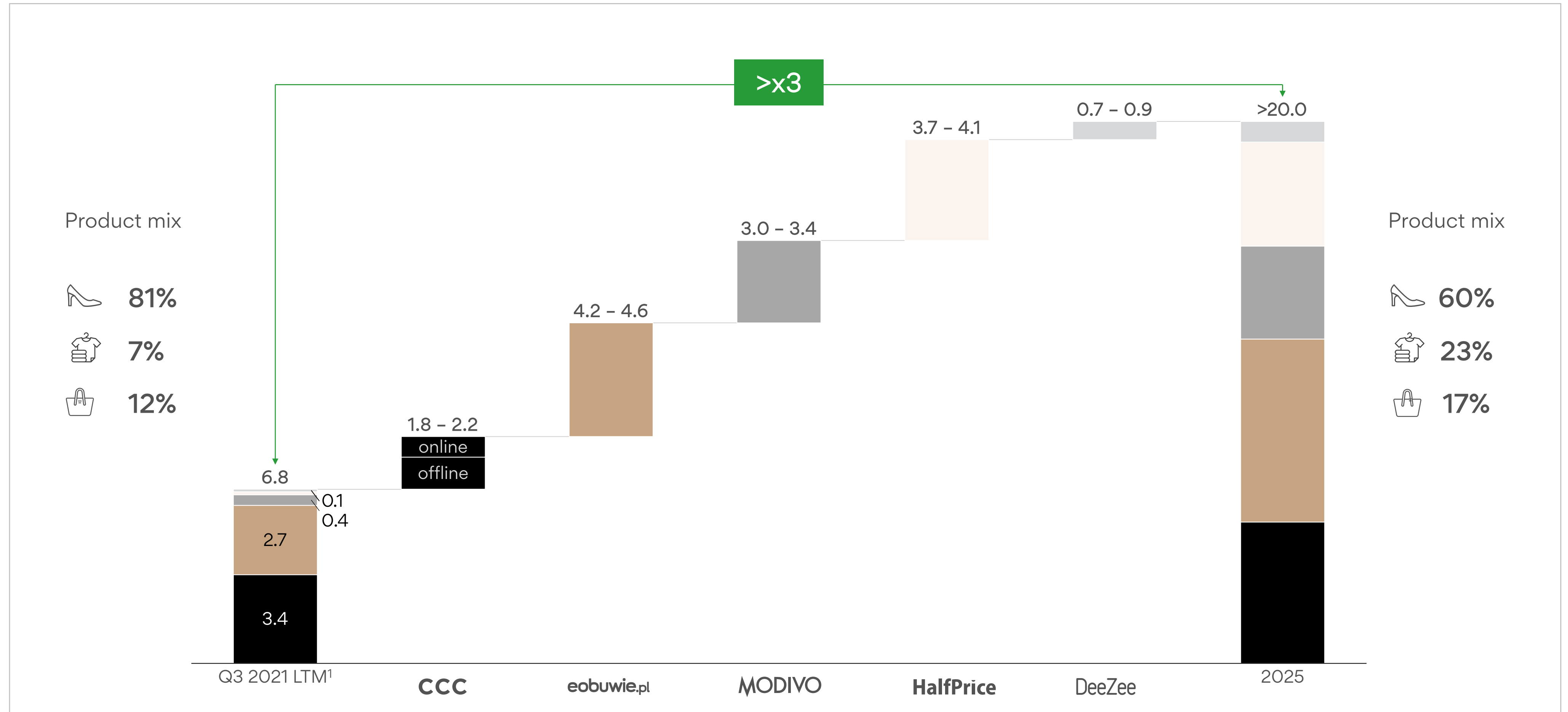
		PL	CEE (except PL)	Region CIS	Wester & Southern Europe	Main direction
CCC	online	✓	✓	✓		Maintain leadership in CEE region
	offline	✓	✓	✓		Key growth markets – Romania and Russia
eobuwie.pl	online	✓	✓		✓	Consolidate online leadership position in CEE
	offline	✓	✓			Build position in selected Western European markets
MODIVO	online	✓	✓		✓	Build strong position in CEE
	offline	✓	✓			Pursue business expansion in selected Western European markets
DeeZee	online	✓	✓	✓	✓	Drive growth through own channels in CEE Partner with marketplace platforms in Europe
HalfPrice	online	✓	✓		✓	Roll out the format in strategic CEE markets and in selected Western European countries
	offline	✓	✓		✓	

2025 targets

1. Top omnichannel fashion platform in CEE
2. Footwear sales leader with the widest selection in CEE9¹:
 - ~22% market share (vs 16% estimated for 2021)
 - Already >25% market share in Poland
3. Growing position in the apparel market in CEE9
 - 4% market share (vs 1% estimated for 2021)

1 - PL, CZ, HU, RO, SK, CR, SL, BG, SR

We want to grow Group's business 3 times by 2025



CCC Group until 2025

Revenue of the CCC Group, Q3 2021 LTM - 2025, PLN bn

¹ Preliminary data for Q4 2021

How do we get there?



We will deliver on our goals by focusing on the platform fundamentals



CUSTOMERS

We serve customers **where**, **how** and **when** they want it...

PRODUCTS

Own brands, strong third-party brands purchased as 1P and 3P (marketplace)

... offering them fashion products, incl.: footwear and apparel + related categories...

CHANNELS

...via a channel of their choice...

RETAIL FORMATS

+ for selected own brands third-party marketplaces

... in retail brands tailored to their segment...

FUNDAMENTS OF THE PLATFORM*



... and delivering immense benefits from the common foundations of our platform

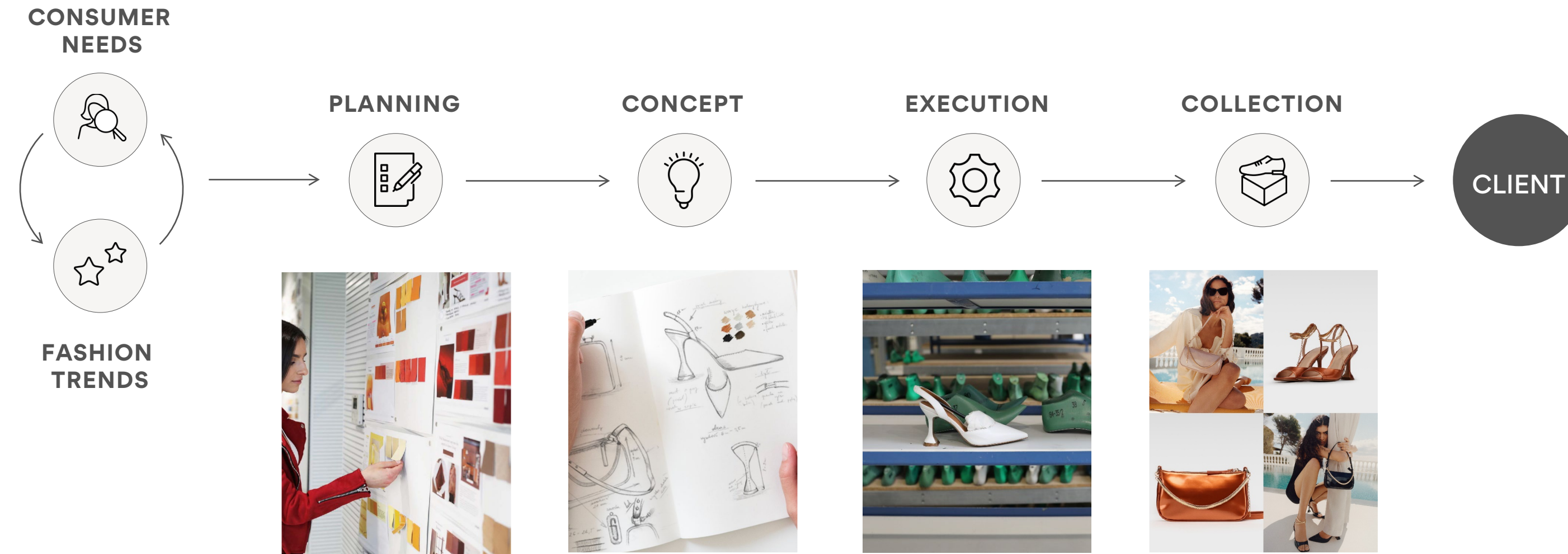
Footwear
 Apparel
 Other (incl.: accessories, home&decor, beauty etc.)

How do we get there?

* maintaining the separate nature of eobuwie.pl and Modivo. IPO of eobuwie.pl Group planned for 2022/2023

We continue to grow our product development team

Customer-oriented product development process



Foundations



Selected strategic goals

>15 capsule collections annually

Further improvements in time to market

Scale the designers team x3

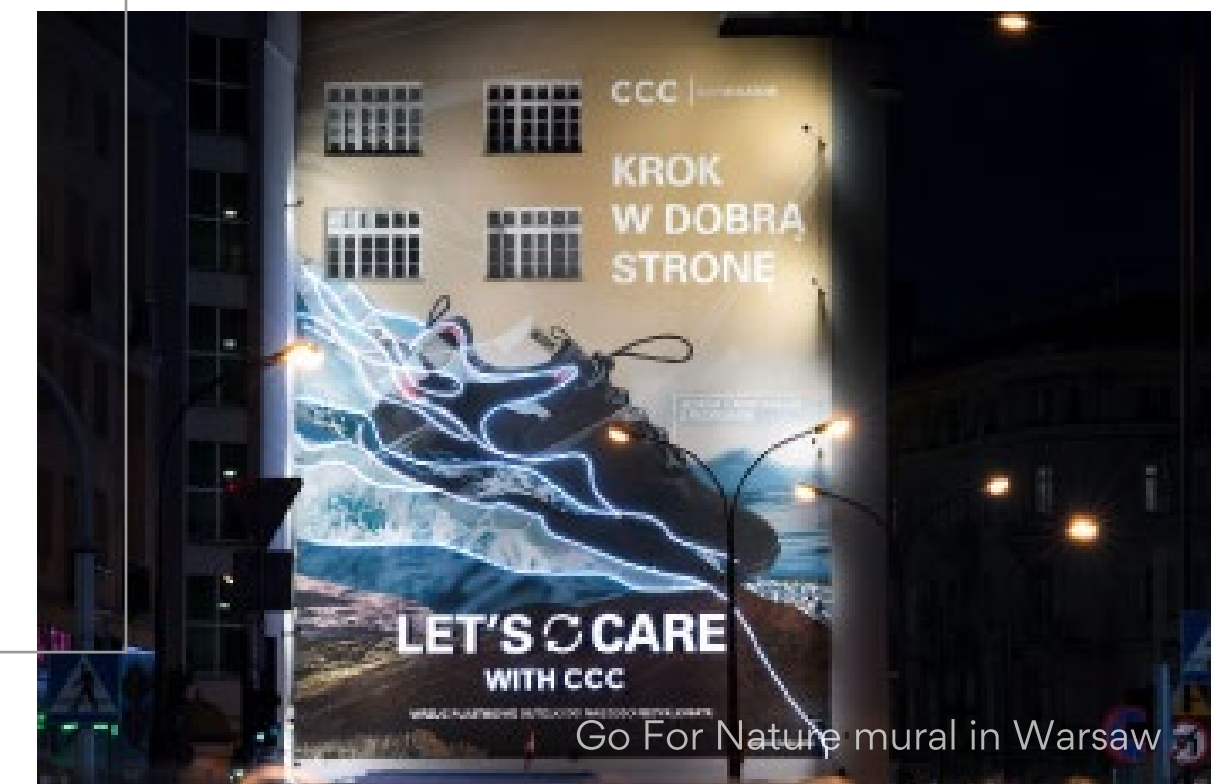
Sustainable collections in each product categories

Sport assortment growth (to >30% in CCC format)

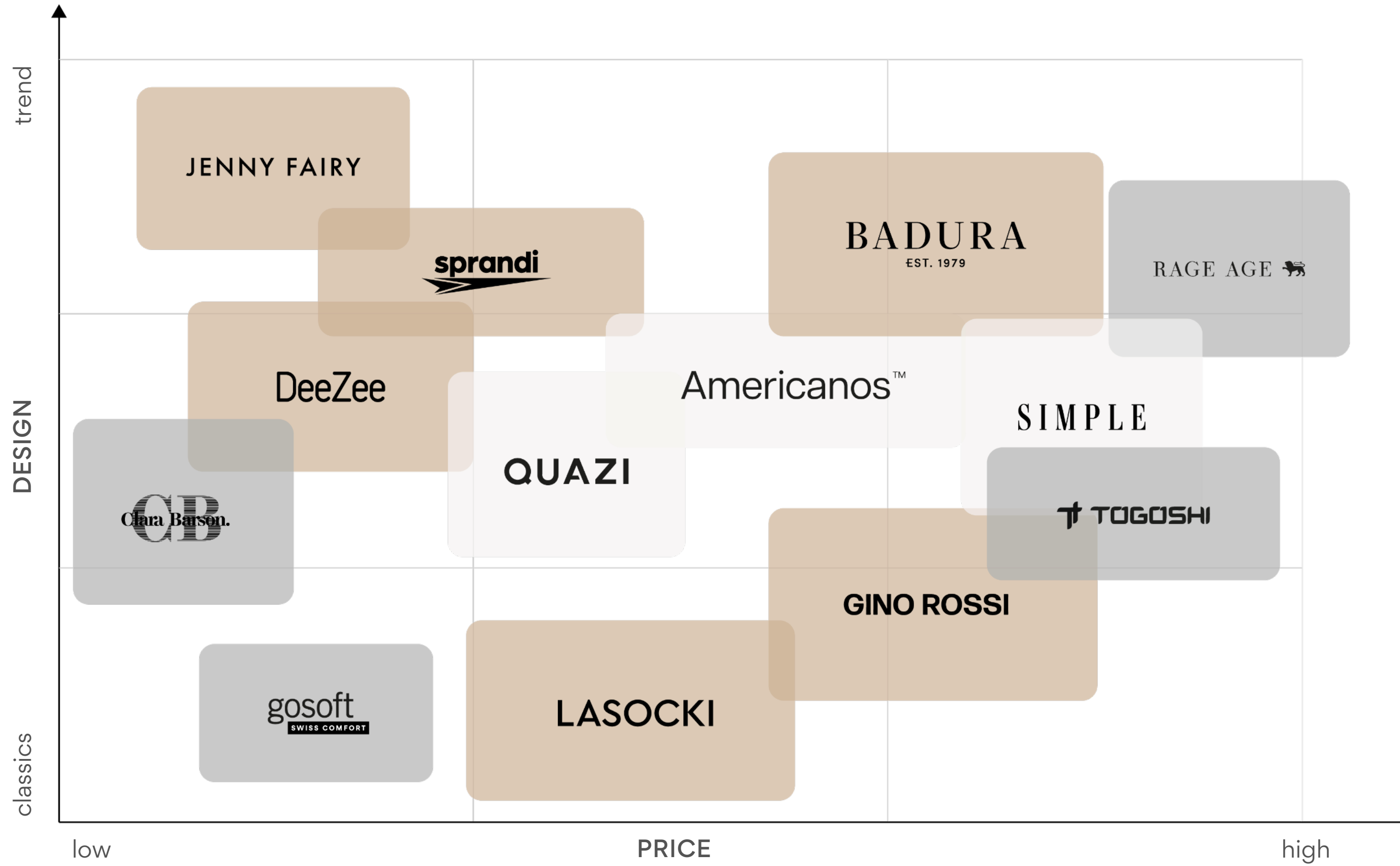
Data-driven product development process

Directions and elements of the CCC marketing strategy and CCC private labels

- Consistent growth of 6 strategic private labels and several complementary ones
- The portfolio is properly diversified, the fashion and lifestyle mix – reaching different customer segments
- Support in reducing discounts
- Social media development
- ESG supporting campaigns, CCC added services and loyalty program
- Focus on project/investment profitability
- Separate strategy for Sprandi
- Dedicated activities targeting Gen Z/Millennials



Our private labels portfolio covers the full range of customer needs



strategic
 complimentary
 other



LASOCKI

FAMILY



GINO ROSSI

QUALITY & CLASSICS



sprandi

SPORT IS A LIFESTYLE



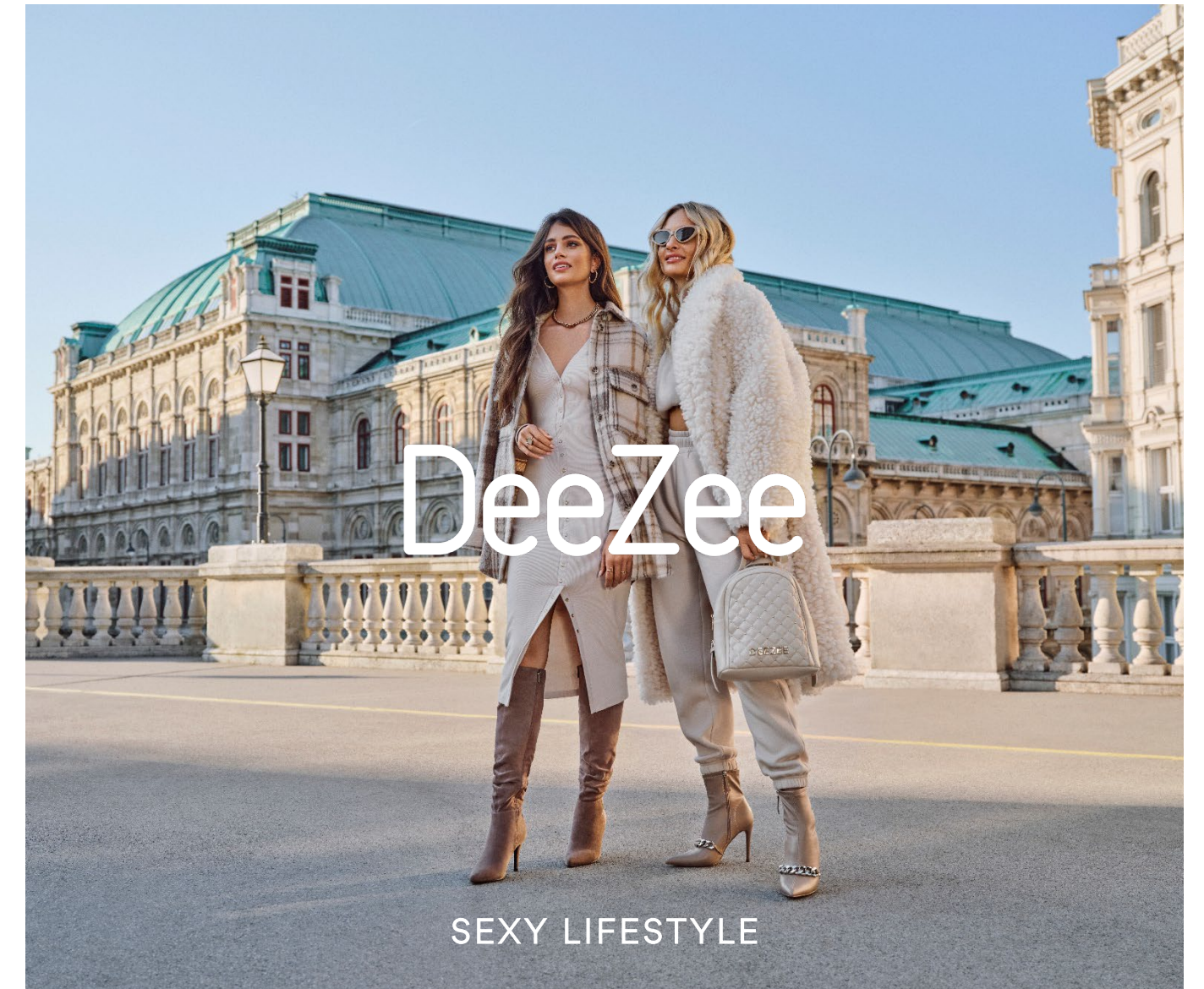
JENNY FAIRY

FASHION TRENDS



BADURA
EST. 1979

QUALITY & TREND










DeeZee








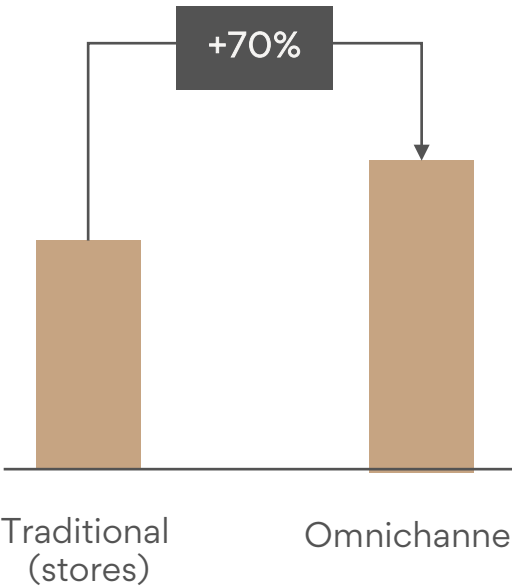
SEXY LIFESTYLE

We enhance our product mix with the most recognizable third-party brands

Increase
from **1,000+**
to **3,000+**
third-party brands
offered by the Group

GUESS		PINKO	Calvin Klein	VANS	 MICHAEL KORS
	.loupizèD	mayoral	GEOX	JACK & JONES	Pepe Jeans LONDON
Calvin Klein Jeans	VERSACE JEANS COUTURE	LIU·JO	CONVERSE	PUMA	Champion
	EA7 EMPORIO ARMANI	Clarks	KARL LAGERFELD	FILA	
UNITED COLORS OF BENETTON.	TOMMY JEANS	 POLO RALPH LAUREN	 Timberland	adidas	...

Customer base and advanced analytics as one of the key components of our omnichannel platform

Customer base & analytics	Scaling competences at the CCC Group	CLV value levers	Future						
23m of unique, registered customers across the Group	<p style="text-align: center;">CCC Club</p>  <p style="text-align: center;">12m Customers in the Club</p> <p style="text-align: center;">Planned expansion into deeper, data-based cooperations</p> <p style="text-align: center;">A wide range of value-added services and benefits at CCC as well as at the Club's partners</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div> <p style="text-align: center;">Other loyalty programs in Poland</p> <p style="text-align: center;">Modivo Fashion Club HalfPrice.eu Club</p>	<p style="text-align: center;">Omnichannel</p> <p style="text-align: center;">Gross margin uplift – traditional vs omnichannel Customer</p>  <p style="text-align: center;">Engagement</p> <p style="text-align: center;">Increase in the gross margin generated by loyalty segments i.e. by the Client for the period of March-August 2021 vs comparable period in 2020</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>STANDARD</td> <td>n/a</td> </tr> <tr> <td>SILVER</td> <td>+60%</td> </tr> <tr> <td>GOLD</td> <td>+80%</td> </tr> </table>	STANDARD	n/a	SILVER	+60%	GOLD	+80%	<p>Comprehensive CLTV management</p> <p>Integrated platform for omnichannel personalization supported by AI / ML solutions</p> <p>Analytics and customer interactions in real time</p> <p>Further migration of customers to digital channels and building transactions there</p> <p>Development of the Advanced Analytics Central Hub</p> <p>CCC Club, eobuwie.pl / Modivo Club – further development of programs</p>
STANDARD			n/a						
SILVER			+60%						
GOLD			+80%						
100% visibility to customer interactions in the omnichannel ecosystem									
Each club member described by 2k+ analytical parameters									
1bn+ events per month (Oct 21, CCC), combined offline and online data									
100% cloud technology supporting scalability of solutions between markets and brands									
Advanced analytics, large data science team, ML/AI algorithms, predictive and scoring models									
Personalization of communication and offers – at the level of an individual customer									

We will keep improving customer value management throughout the entire life cycle



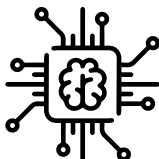


How do we get there? | Communication

Phase	Building interest	Conversion	Building CLTV	Managing customer churn
Customer life cycle				
Selected tools	<ul style="list-style-type: none"> • Lookalike – reaching customers with similar profiles • Programmatic media buying • Content marketing • Using segments in digital media • Wide-reaching influencers 	<ul style="list-style-type: none"> • Propensity modelling • User scoring • Ad targeting • Microconversions • Contextual interaction • Predictive monitoring of purchase timing and context 	<ul style="list-style-type: none"> • Scaled cloud analytics • Integrated marketing automation environment • Up- and cross-selling activities • Hyperpersonalization • Dynamic pricing • Retargeting • Chatbots 	<ul style="list-style-type: none"> • CLTV analytics • Integrated retention efforts in the omnichannel environment • Proactive NPS and CX metrics management • Functioning anti-churn and win-back strategy
Solid foundations	Customer knowledge	Up-to-date cloud-based customer analytics environment at the Group	100% visibility of customer interactions in the omnichannel ecosystem	Consistent customer experience management logic (CRM, marketing, sales channels)

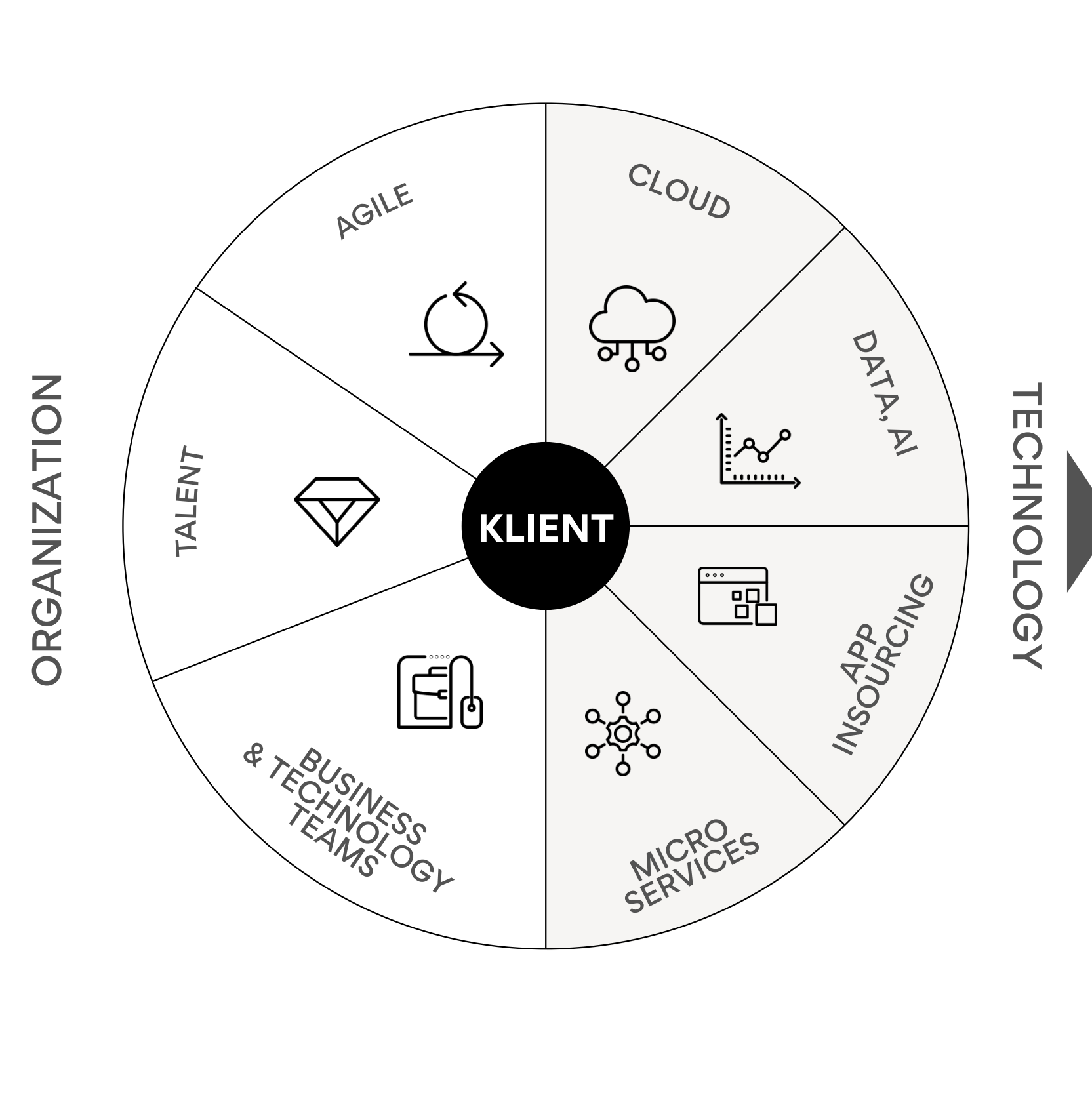
Identifying and managing customer relationships and communication regardless of place, time or domain

We are stepping up technology advancement. Technology for the business

Our technology foundations

	Seamless and personalized omnichannel customer experience
	Modern stores with digitally-equipped staff
	Digital intelligence
	Effective supply chain based on AI and robotization
	Openness for innovation

Service-oriented operating model



Strategic goals

3x	Shorter time to market for business delivery
3x	Improved development efficiency
3x	Larger Tech Team
60%	In-house application development
50%	Delivery in Agile

Logistics and supply chain remain our competitive strength

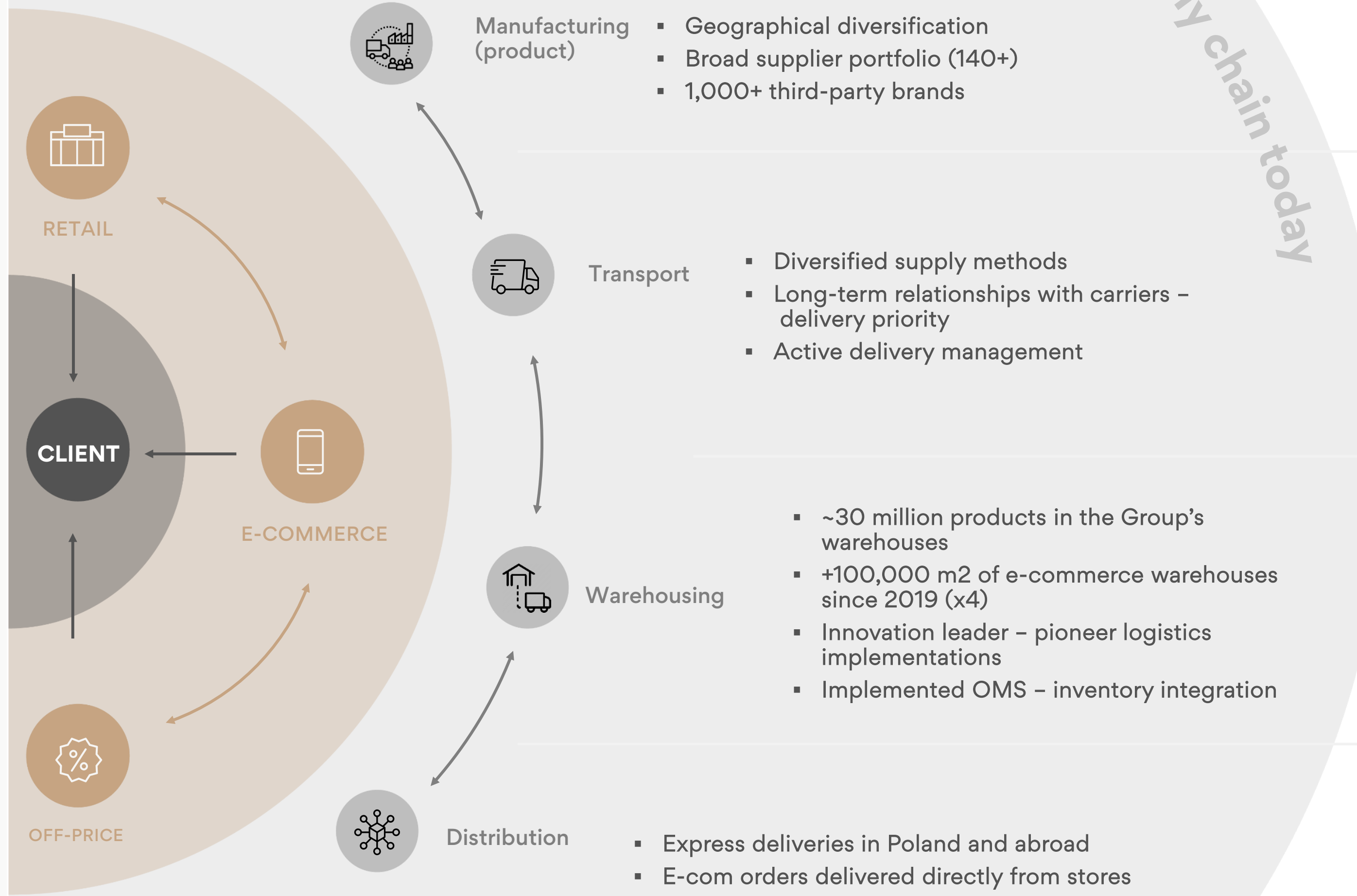
Supply chain today

Holistic, end-to-end view of the supply chain by 2025

Operational excellence
(Lean&Agile program)

Digital integration

Cost efficiency



- Manufacturing (product)**
- Geographical diversification
 - Broad supplier portfolio (140+)
 - 1,000+ third-party brands

- Transport**
- Diversified supply methods
 - Long-term relationships with carriers – delivery priority
 - Active delivery management

- Warehousing**
- ~30 million products in the Group's warehouses
 - +100,000 m2 of e-commerce warehouses since 2019 (x4)
 - Innovation leader – pioneer logistics implementations
 - Implemented OMS – inventory integration

- Distribution**
- Express deliveries in Poland and abroad
 - E-com orders delivered directly from stores

- New supply directions
- Shorter lead-time
- Increased intake numbers
- 100% digitally integrated suppliers

- New alternative delivery methods
- Well-developed TMS

- Up to 450k daily e-commerce shipments (x2 vs 2020)
- 3+ logistics centres abroad (e-commerce/retail)
- RFID: > 98% real-time goods visibility for the CCC network
- New distribution centre for HalfPrice.eu

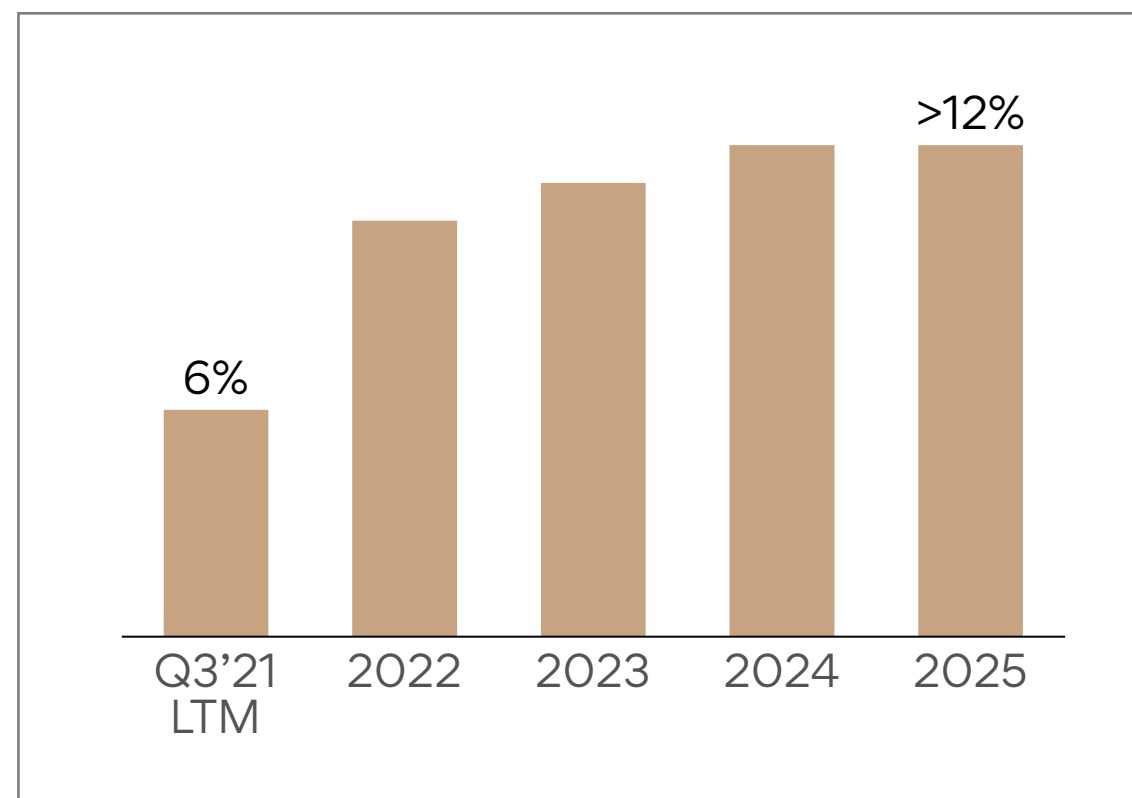
- 100% of the Group's stores as mini-logistics hubs
- Reusable packaging for e-commerce sales
- 2x shorter lead time of warehouse processes
- Express deliveries in 100% cities > 200k (PL, RO, CZ, SK, HU)
- 40%+ deliveries to customers within 24 hours in the EU (> 75% in PL)

How do we get there? | Supply chain

The strategy will be financed with own funds and debt capacity

Improvement of operating results

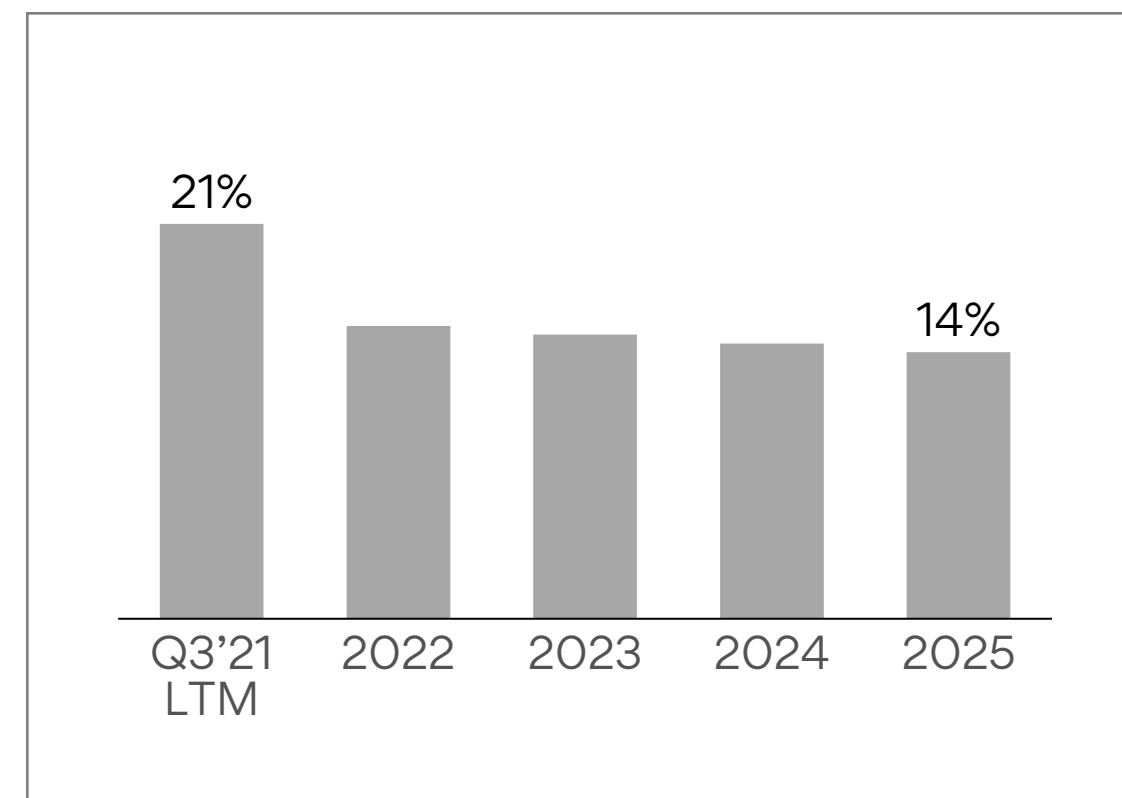
Consistent Group deleveraging in the medium term and maintaining the average maturity of debt at the minimum level of 2 years



EBITDA margin, IFRS 16 (%)

Working capital optimisation

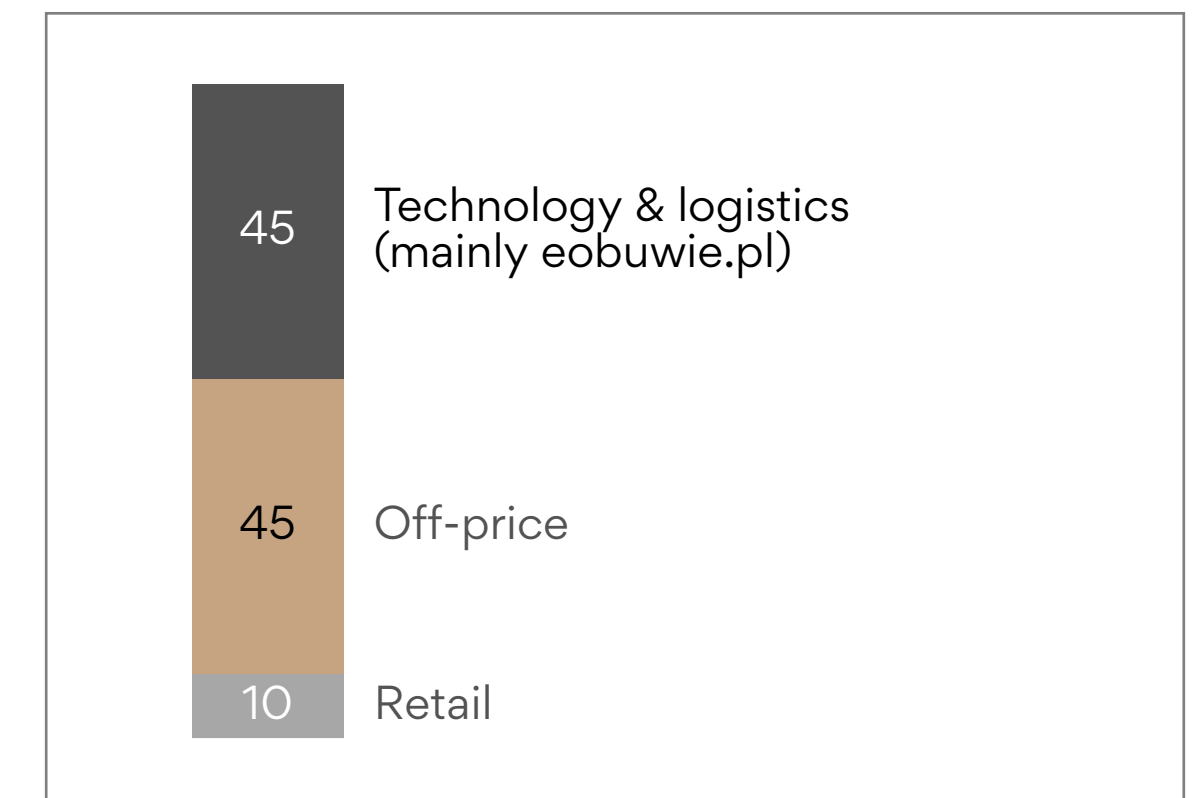
Improvement of working capital based mainly on the improvement of inventory turnover



Net working capital / revenue (%)

Investment outlay stabilisation

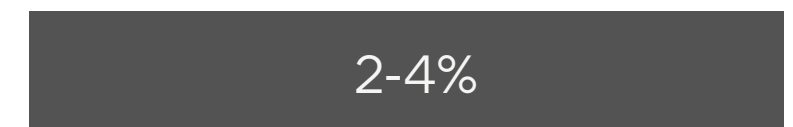
Capital expenditures focused on technology, omnichannel, logistics and development of HalfPrice.eu store network



Capex structure (%)



CAPEX / revenue, 2021 - 2025



Use of debt capacity to finance development needs with banking products (e.g. reverse factoring, guarantees) or bond products (e.g. green bonds, Eurobonds)

We scale dynamically, while being responsible for clients, employees, society and environment



PEOPLE
Diversity

We will eliminate all factors of inequality in the Group and ensure that there are no accidents



SOCIETY
Transparency

We oblige all of our suppliers to adhere to the Code of Conduct and carry out audits



PRODUCT
Circularity

We provide clients with transparent information about our products, offer sustainable collections and implement circular solutions



ENVIRONMENT
Low-emission

We reduce greenhouse gas emissions and manage environmental impact in every respect along the entire value chain

We want to set standards along the entire value chain*

MSCI
ESG
A+

* The value chain of the CCC Group described in the non-financial report, p. 14

Our ambitions are reflected in the goals of sustainable development

How do we get there? | Sustainable development



	2025 GOALS	2030 GOALS ¹
 LABELLING	100% products with labels containing information on materials and manufacturing method used	100% products with low carbon footprint and low water use labels
 SUSTAINABLE PRODUCTS	100% product categories containing sustainable collections	50% of CCC's revenue comes from sustainable products.
 EMISSIONS REDUCTION	40% Scope 1 and 2* 10% Scope 3**	80% Scope 1 and 2* 40% Scope 3**
 VALUE CHAIN	100% value chain examined for environmental impact	80% suppliers actively implementing their own pro-environmental strategies
 EQUALITY	5% wage gap and glass ceiling ratio	0% wage gap and glass ceiling ratio
 OHS	0% accidents	0% accidents
 DIVERSITY POLICY	100% employees trained	100% employees trained
 CODE OF CONDUCT	100% suppliers complying with the Code	100% suppliers complying with the Code
 AUDITS	100% high-risk suppliers audited	Tier 2 suppliers covered by the violation reporting system

* vs 2019; ** vs base year 2021 (first year of calculation)

¹ To be confirmed on the next revision of the sustainable development strategy

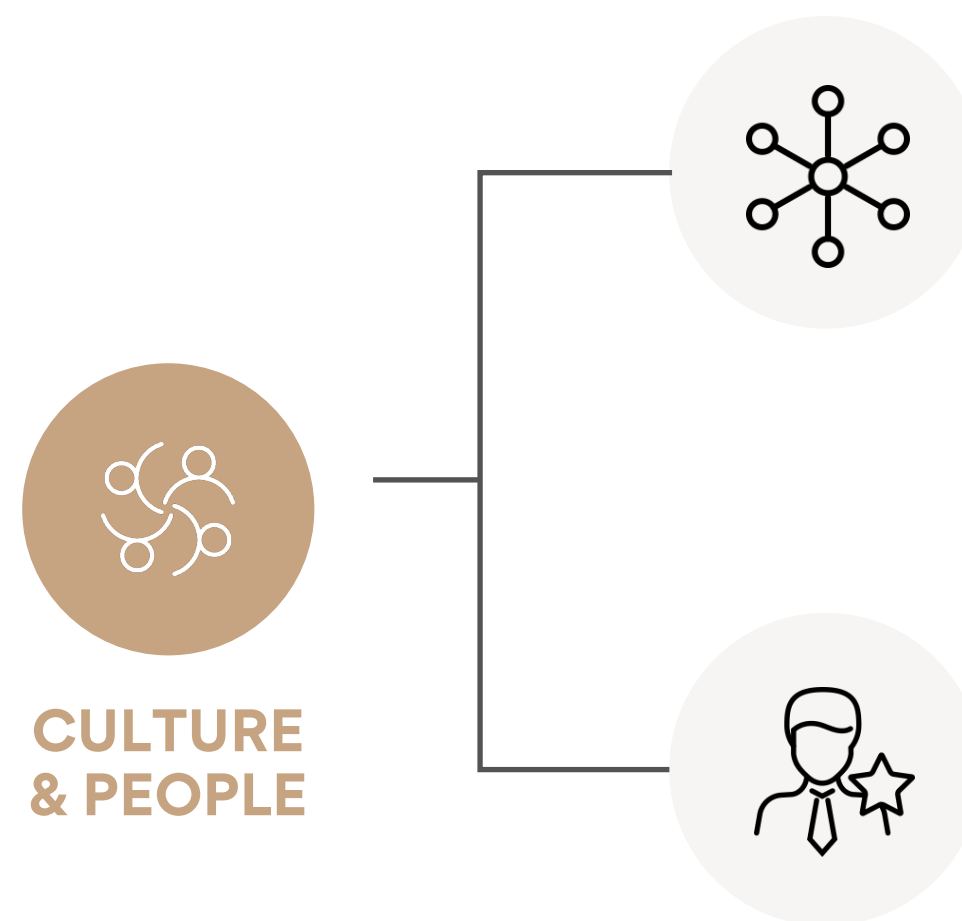
Our values are our foundation

We are driven
by Customers

We create
business innovations

We work
as a team

And we will achieve our success
thanks to:



Unique culture

- internally and externally consistent brand of the employer
- an environment based on results and innovation
- engaging workplace

The best talents:

- development of key competences
- talent programs
- MBO culture

Strategic goals

+10p NPS
for all the Group's brands
(vs 2020)

3x FashionTech team
expansion (vs 2020)¹

Employees Engagement
+10pp above industry
average

¹ Including IT, ecom, CRM, data analytics and other teams

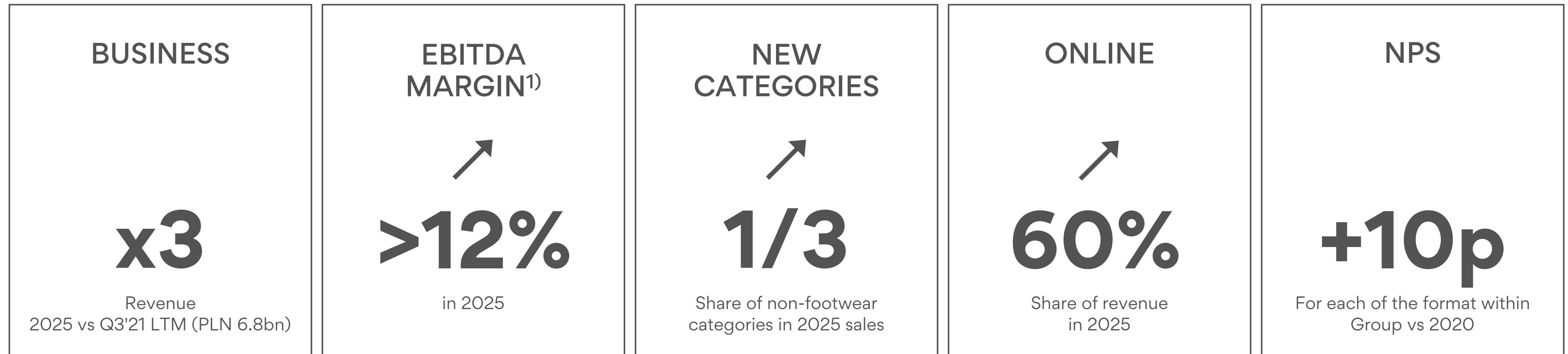
What is the
expected
outcome?



Our ambitions are guided by seven priorities



We have clear strategic goals – to triple the scale of our business and increase its profitability



SUSTAINABLE DEVELOPMENT

Circularity | Low-emission | Diversity | Transparency

MSCI ESG A+ | Employees engagement +10pp above industry average

What is the expected outcome?

„Equivalent of >10% EBITDA margin pre-IFRS 16”

Thank you

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Appendix



Key GO.25 figures | EVERYTHING FASHION [1/3]

			Q3'21 LTM	2025
CCC Group	Retail space	'000 m ²	647	~1000
	Revenue	PLNbn	6,8	>20
	Online contribution to revenue	%	51	60
	Gross margin	%	46	48-50
	EBITDA margin (IFRS 16)	%	6	>12
	Net working capital / Revenue	%	21	14
	CAPEX / Revenue	%	3,3	2-4 (Avg. 2021-2025)
CCC	Contribution to the CCC Group's revenue	%	52	25-30
	Floor space	'000 m ²	571	540
	Omnichannel sales / m ² / month	PLN	507	830
	Online contribution to CCC's revenue	%	13	25
	Gross margin	%	50	57-59
	EBITDA margin (IFRS 16)	%	-	15-18
	EBITDA margin (pre-IFRS 16)	%	-	12-15
	Inventory conversion cycle	days	270	200

Key GO.25 figures | EVERYTHING FASHION [2/3]

			Q3'21 LTM	2025
HalfPrice	Contribution to the CCC Group's revenue	%	2	15-20
	Floor space		51	400
	Retail sales / m2 / month	PLN	-	830
	Online contribution to CCC's revenue	%	0	>20
	Gross margin	%	-	~45
	EBITDA margin (IFRS 16)	%	-	18-20
	EBITDA margin (pre-IFRS 16)	%	-	13-15
DeeZee	Contribution to the CCC Group's revenue	%	1	~5
	Foreign sales' contribution to revenue	%	30	55
	Apparel's contribution to revenue	%	18	60
	Gross margin	%	53	45-50
	EBITDA margin (IFRS 16)	%	-	8-10

Key GO.25 figures | EVERYTHING FASHION [3/3]

			Q3'21 LTM	2025
eobuwie.pl Group	Revenue / Contribution to the Group's revenue	%	45	45-55
	EBITDA margin (IFRS 16)	%	8	7-10 (2022-23) 8-10 (2024-25)
	CAPEX	PLN m	102	100-125 Annual average
eobuwie.pl	Revenue / Contribution to the Group's revenue	%	39	30-35
	Gross margin	%	44	43-45
MODIVO	Revenue / Contribution to the Group's revenue	%	6	15-20
	Gross margin	%	39	40-42

CCC

GROUP

CCC

eobuwie.pl

MODIVO

HalfPrice

DeeZee