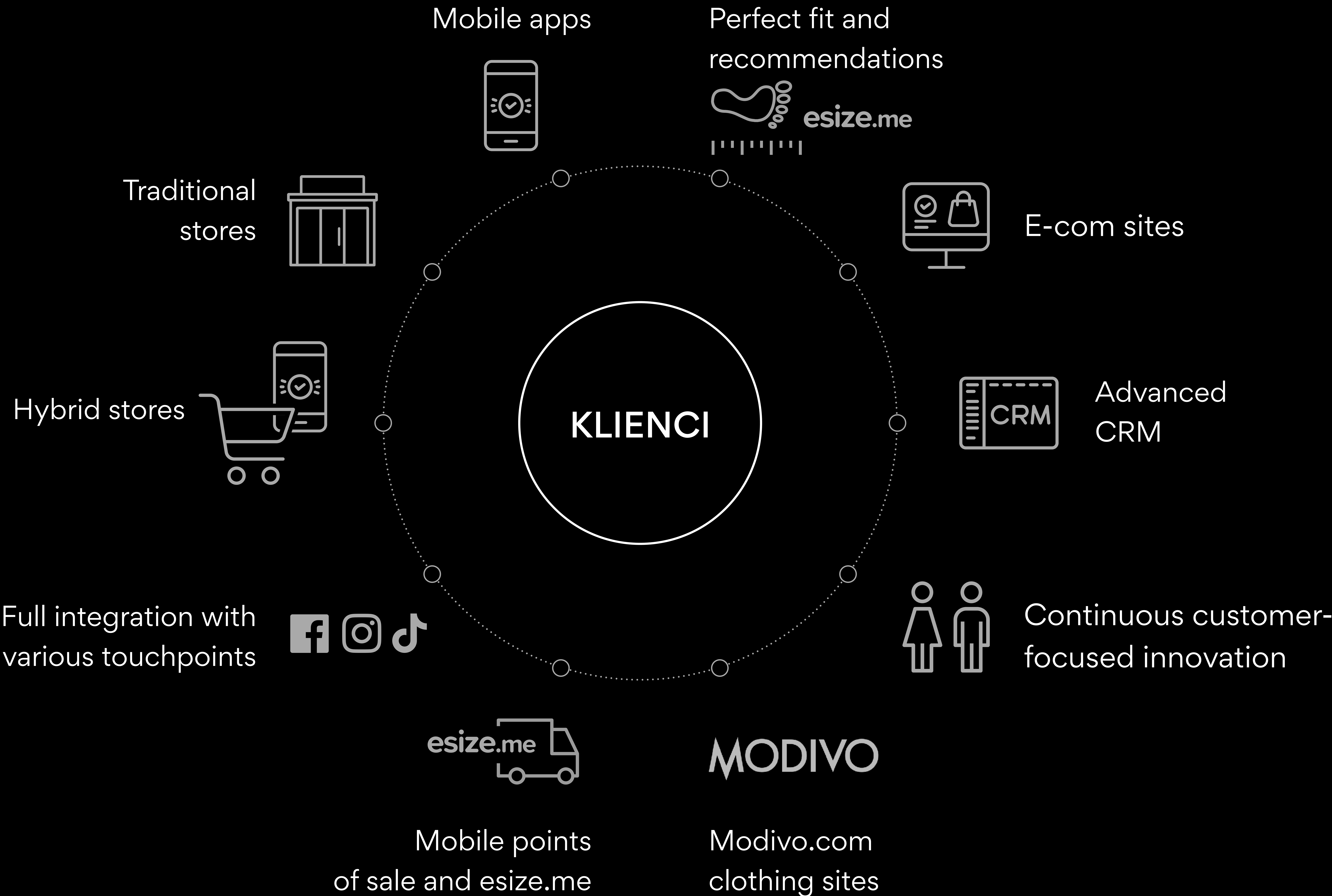


**ccc** | insight out

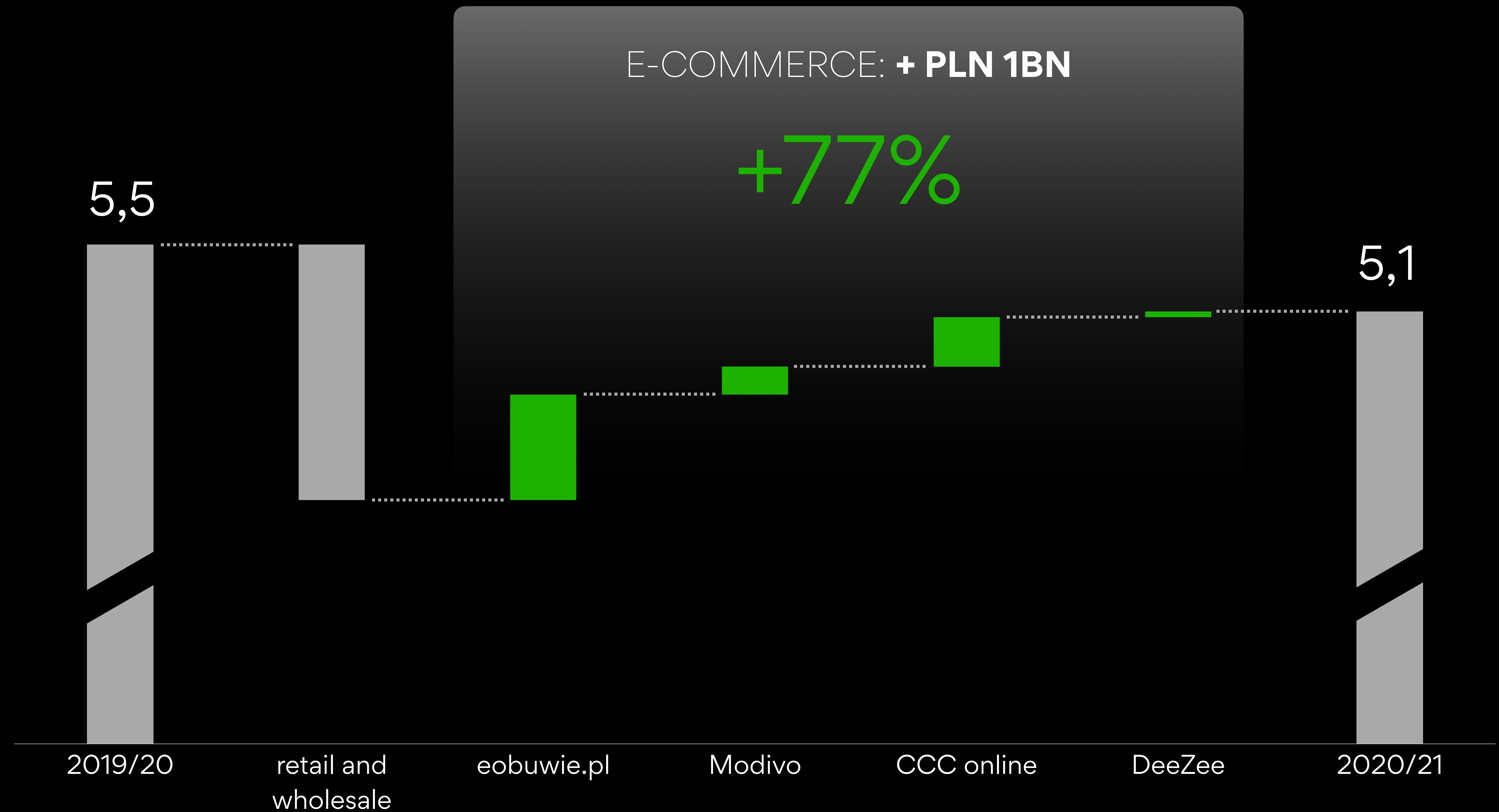
New opening of the CCC Group

CCC Group's  
omnichannel  
retailing ecosystem



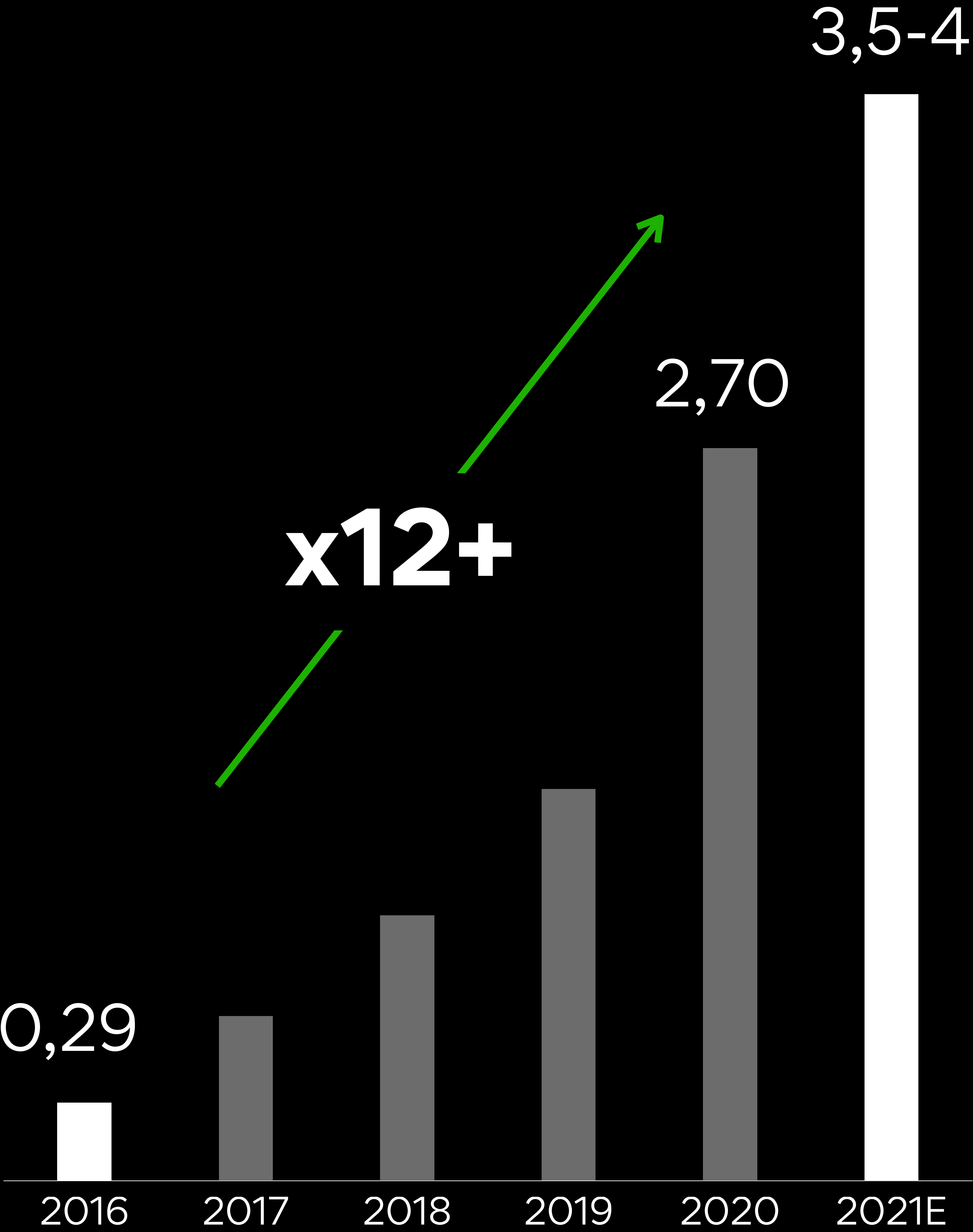
## YOY REVENUE CHANGE (PLNBN)\*

E-commerce  
investment  
monetisation  
and product  
and marketing



Data for the 12-month financial year, excluding sales to KVAG

CHANGE IN E-COMMERCE REVENUE (PLNBN)



Strong, fast-growing  
e-commerce business

84  
e-commerce  
platforms

17  
e-commerce  
markets

15,5  
million online  
customers



Eliminacja projektów  
niestrategicznych

CCC | GRUPA  
KAPITAŁOWA

|  |
|--|
| CCC<br>Germany                               |
| CCC<br>Austria                               |
| Karl Vögele<br>Switzerland                   |
| GINO ROSSI<br>boutiques and<br>manufacturing |
| Sports<br>marketing                          |

Business model  
crystallisation

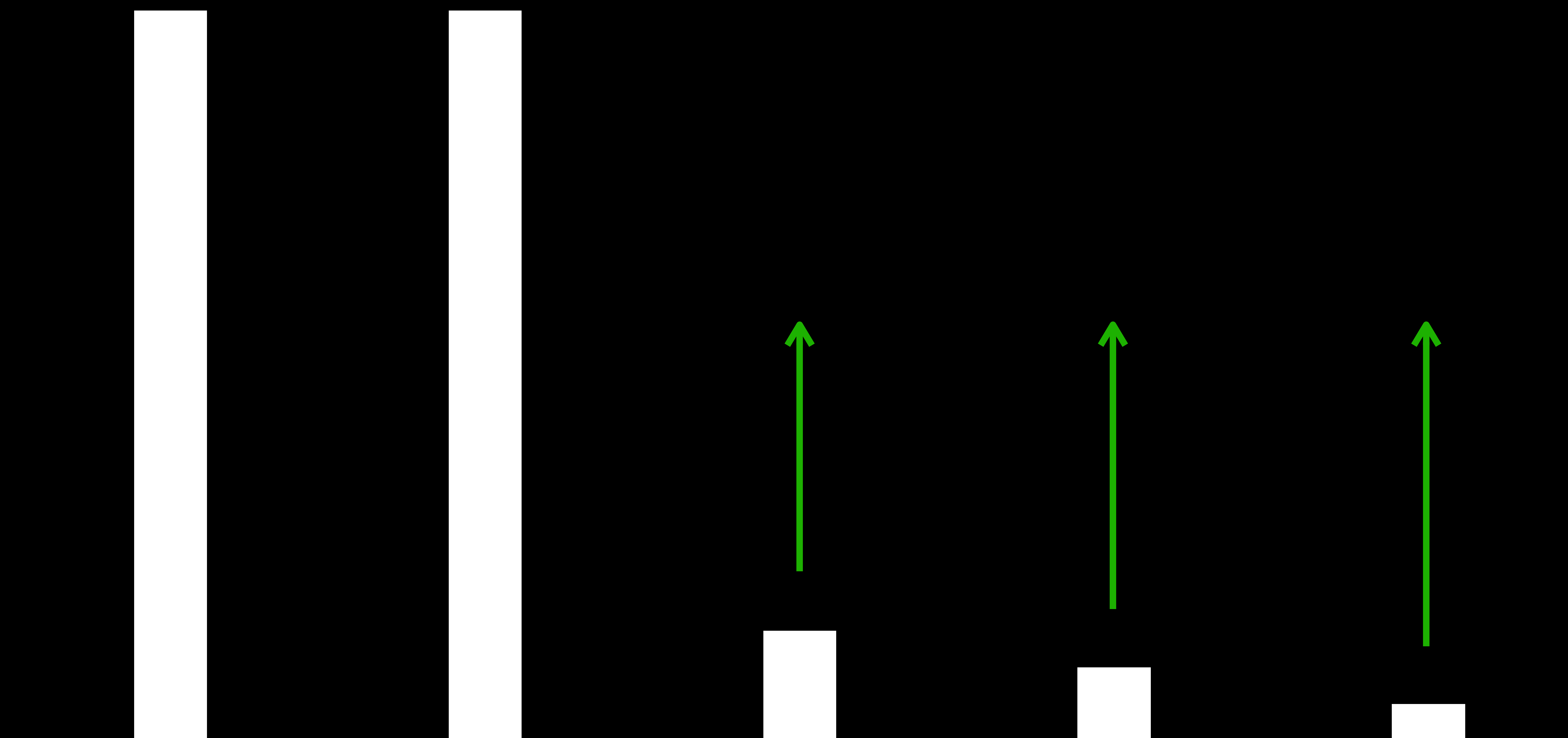
CCC

 eobuwie.pl

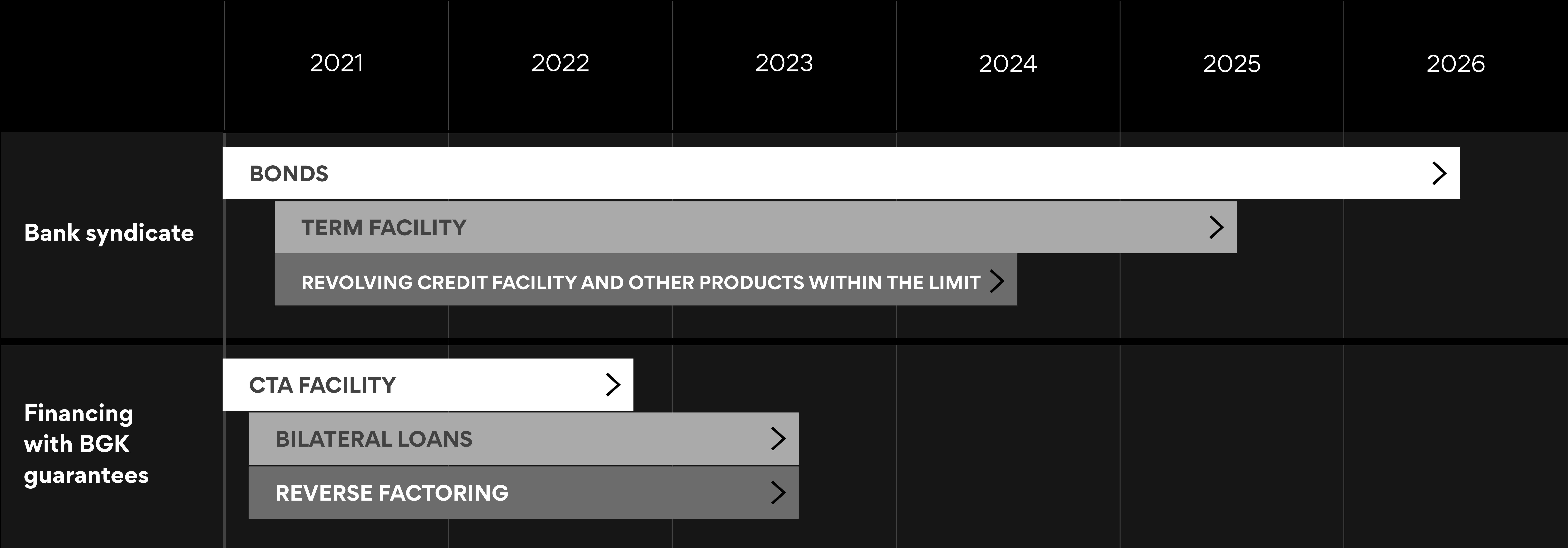
HalfPrice

MODIVO

DeeZee



Securing long-term financing of the CCC Group growth\*



BANKS

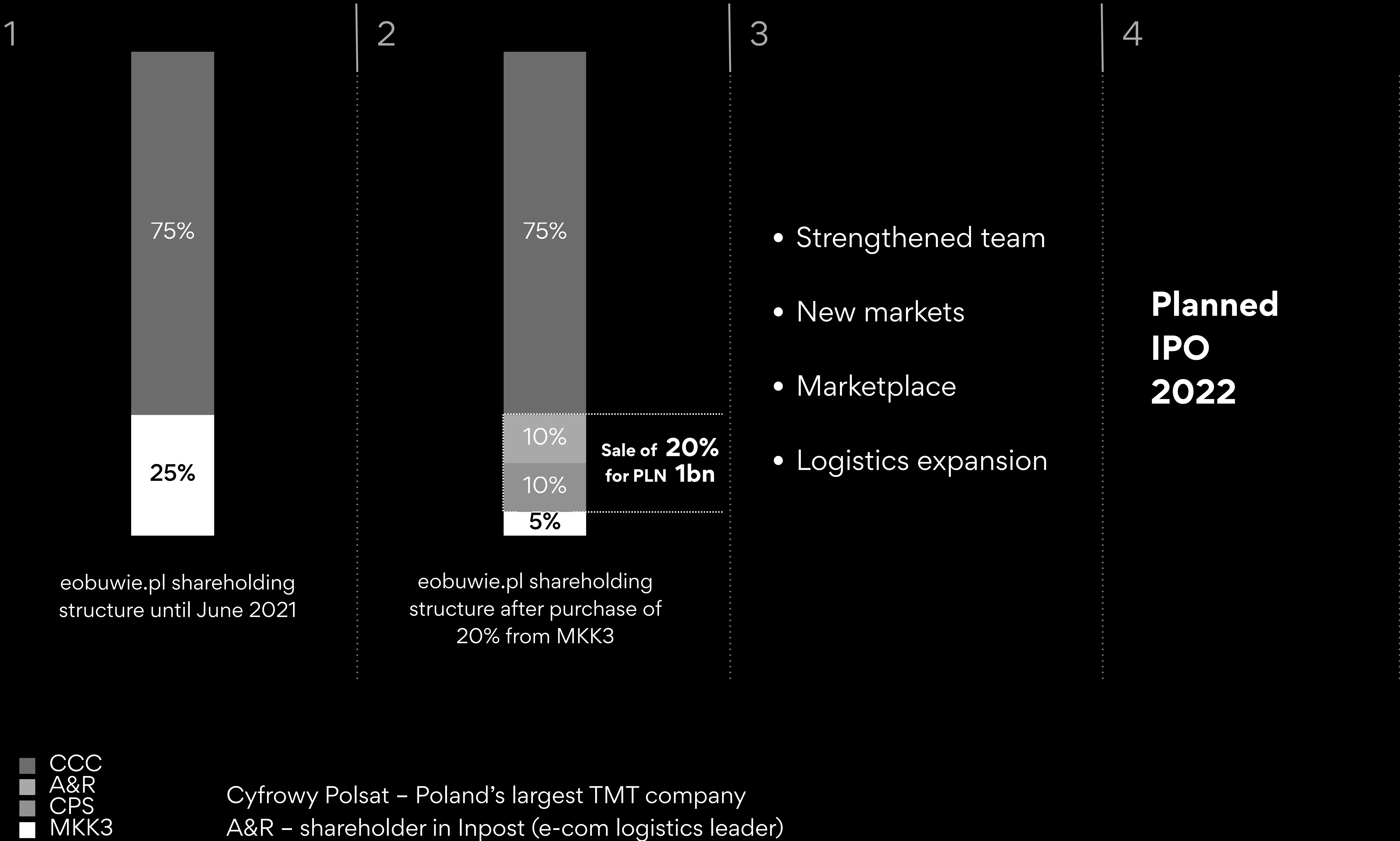
~900m  
facility up to 4 years

BONDS

210m  
repurchase by 2026

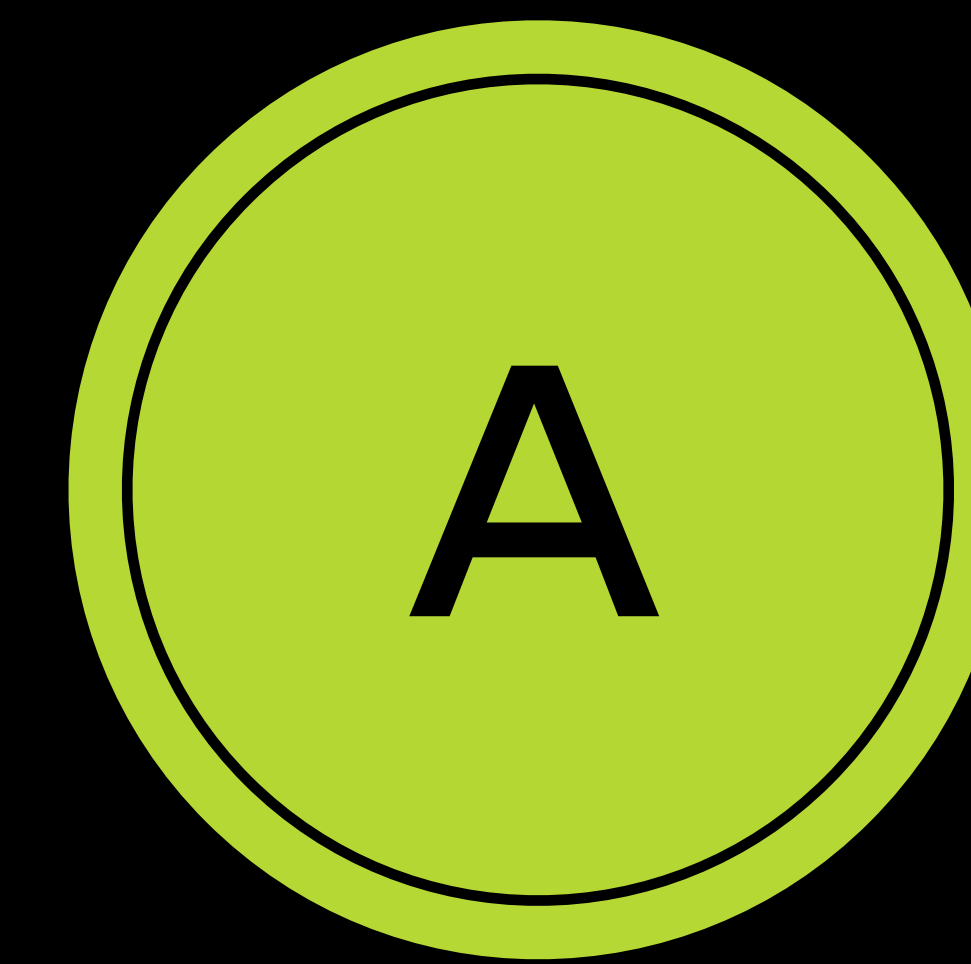
\* CCC Group excluding eobuwie.pl S.A.

Ownership changes implemented at eobuwie.pl to strengthen its shareholding structure





**MSCI**  
ESG RATING



|     |   |    |     |   |    |     |
|-----|---|----|-----|---|----|-----|
| CCC | B | BB | BBB | A | AA | AAA |
|-----|---|----|-----|---|----|-----|

Responsible product

**CCC** | GO FOR NATURE

**No. 2 IN GLOBAL FASHION  
INDUSTRY RANKING**

Top 100 Diversity & Inclusion 2020

REFINITIV 

ESG-driven  
group





ccc.eu

Customer  
Experience  
Platform

e-commerce  
logistics

Product

Marketing

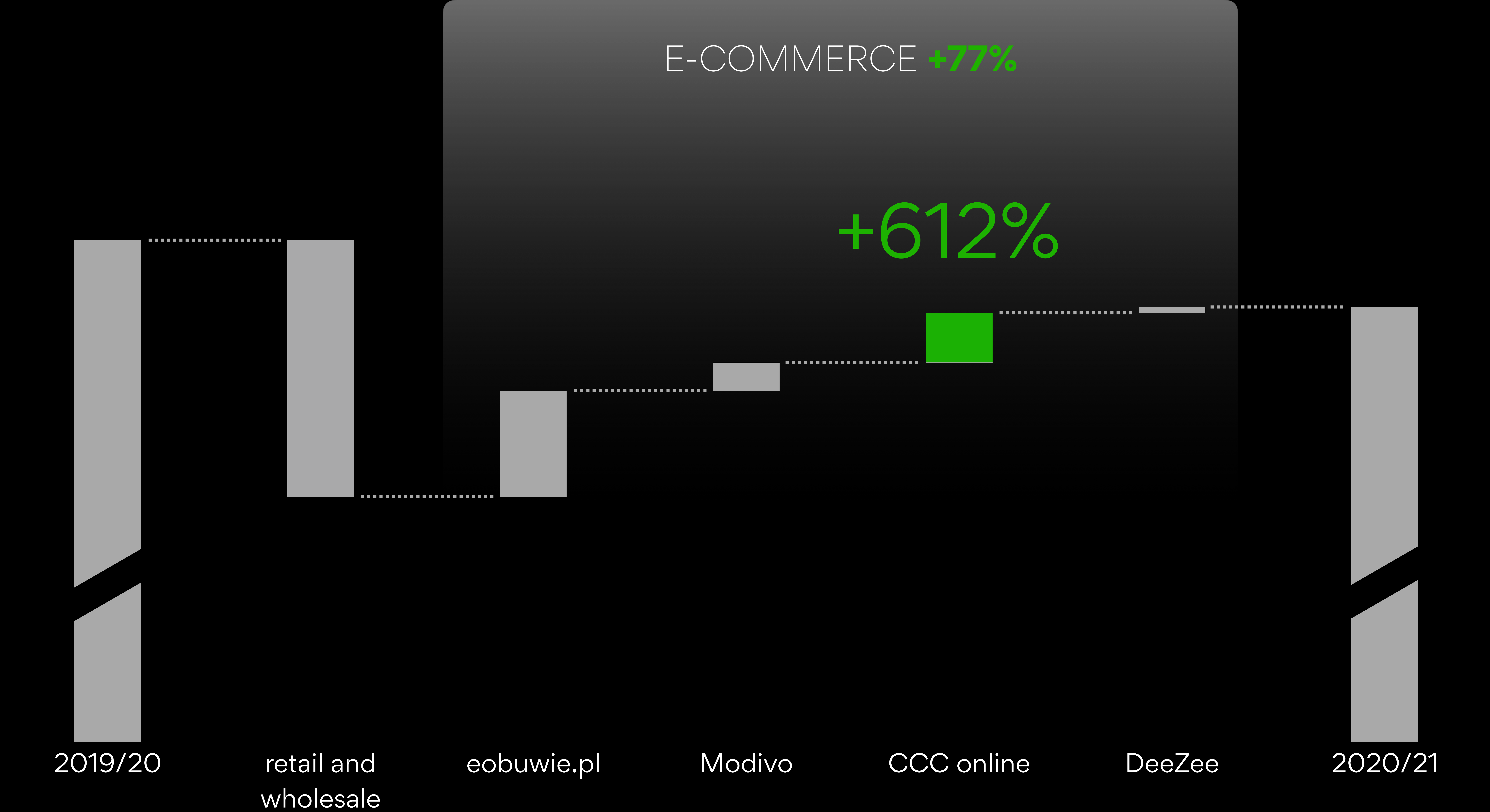
HalfPrice

**ccc** | insight out

Digital World of the CCC Group

YOY REVENUE CHANGE

CCC Group's  
fastest-growing  
e-commerce

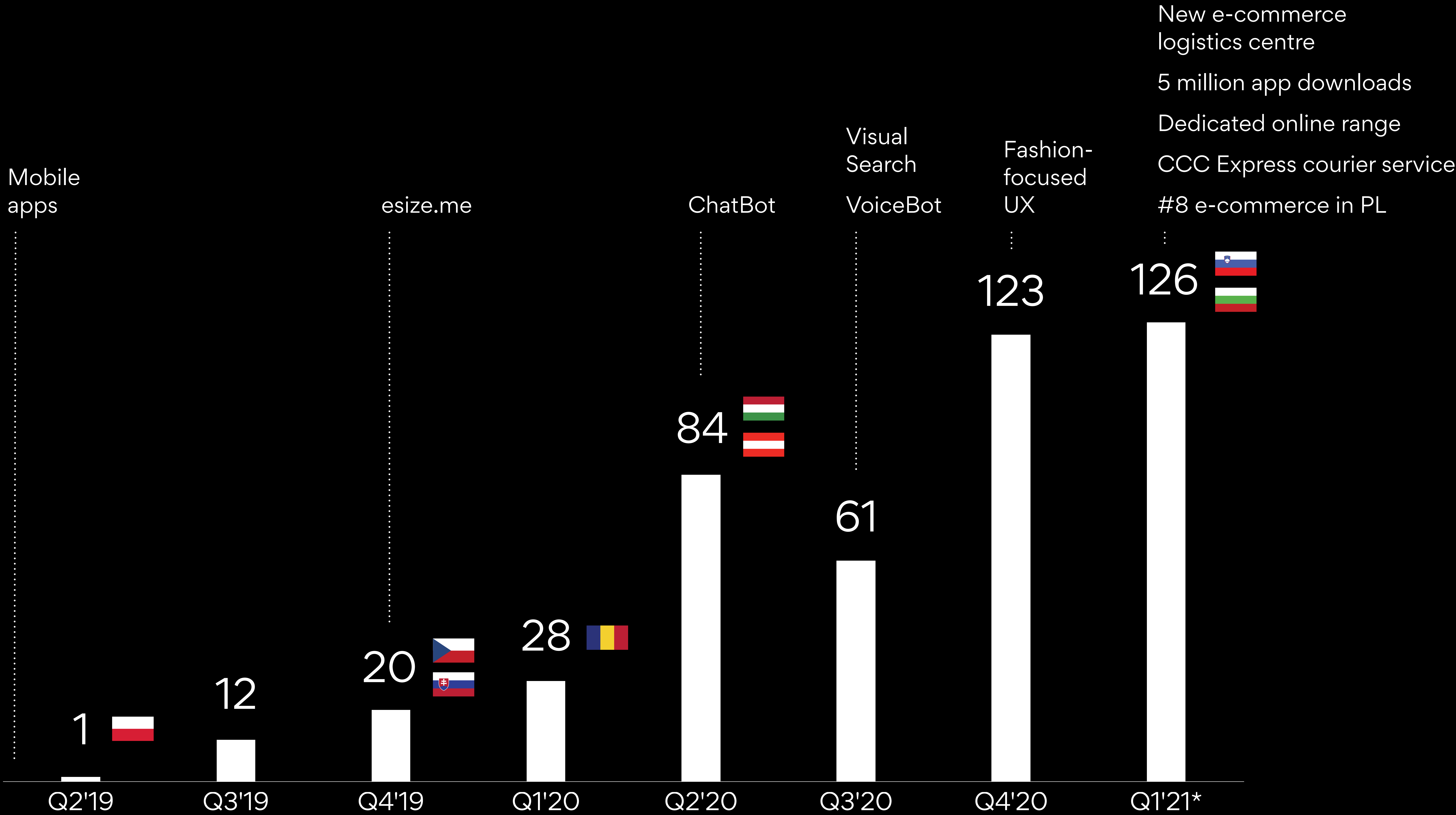


CCC – Best e-Commerce Retailer **2020**  
CCC – Best on mobile **2019**



CCC. EU SALES [PLNM]

Sustained sales growth  
and scaling up presence  
on new markets



\* First quarter of the new financial year (February–April)

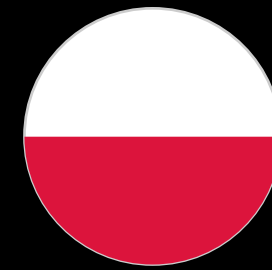
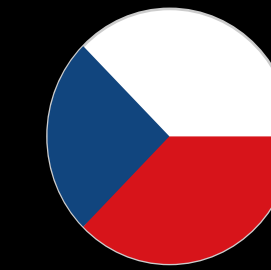

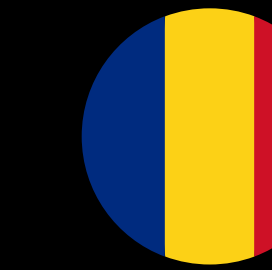

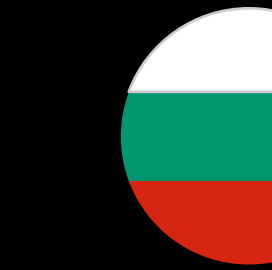

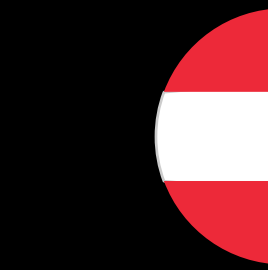






ccc.eu's  
geographical  
expansion

Target  
contribution  
of ccc.eu  
to CCC revenue  
(2021E)

20%

15%

|              |  |  |  |  |  |  |  |  |  |  |  |  |
|--------------|---|---|---|---|---|---|---|---|---|---|---|---|
|              | PL  | CZ  | SK  | RO  | HU  | BG  | HR  | AT  | UA  | RU  | GR  | SI  |
| ONLINE STORE | ✓   | ✓   | ✓   | ✓   | ✓   | ✓   | +   | ✓   | M +   | M +   | +   | ✓   |
| MOBILE APP   | ✓   | ✓   | ✓   | ✓   | ✓   | ✓   | +   | ✓   |   |   | +   | +   |

✓ Existing platforms

+ Planned launch

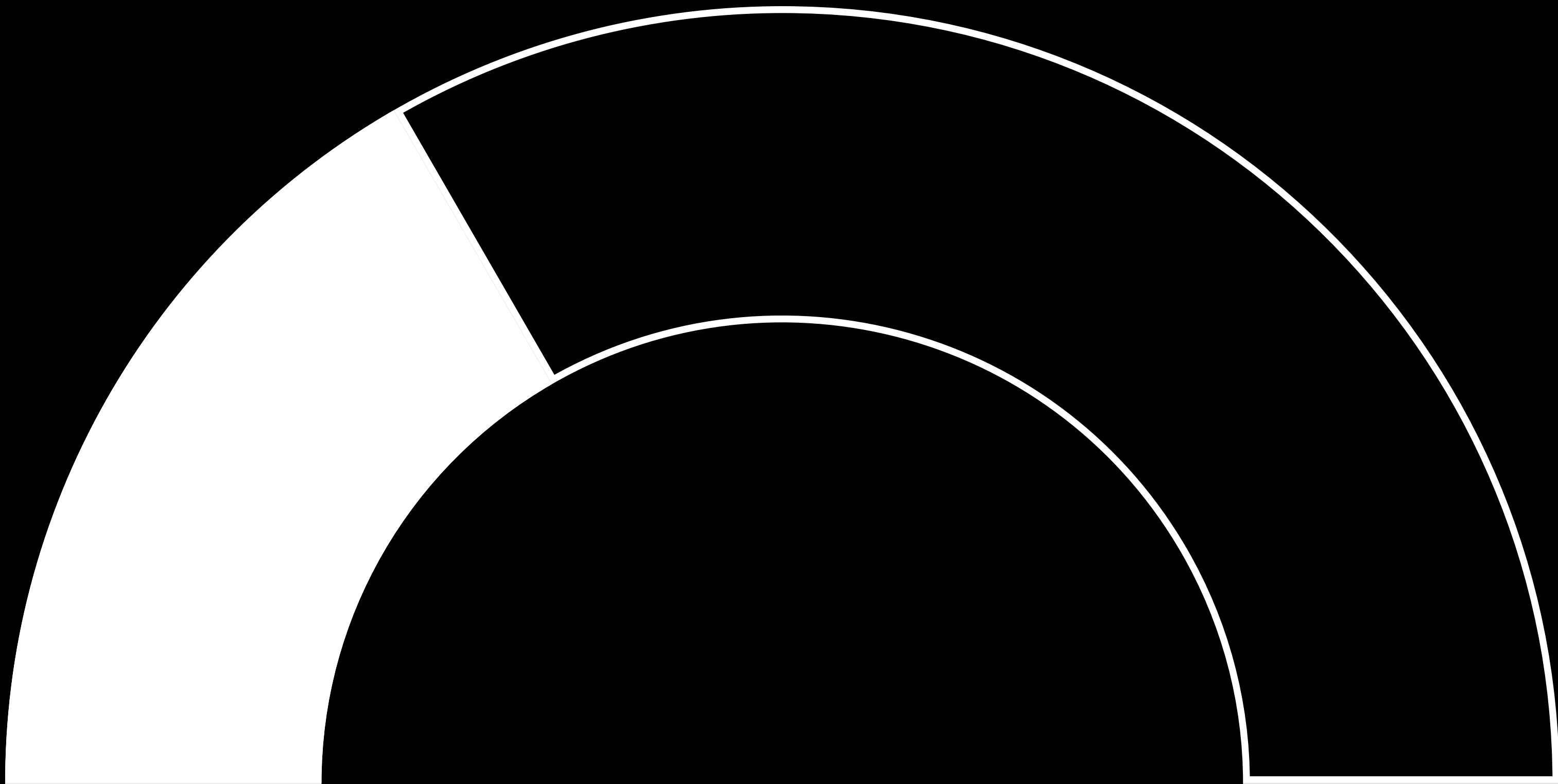
M Marketplace sales



Omnichannel  
shoppers

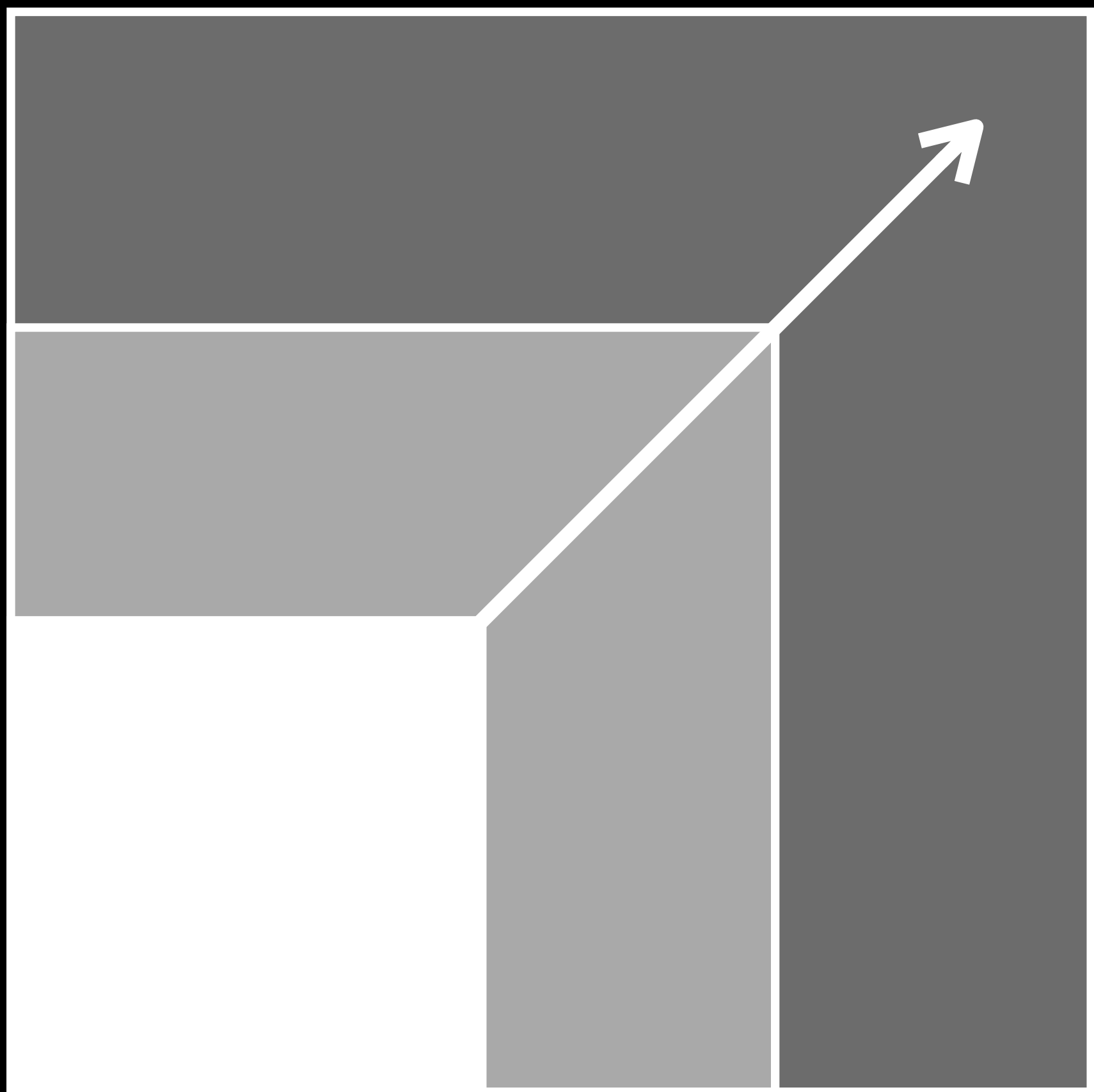
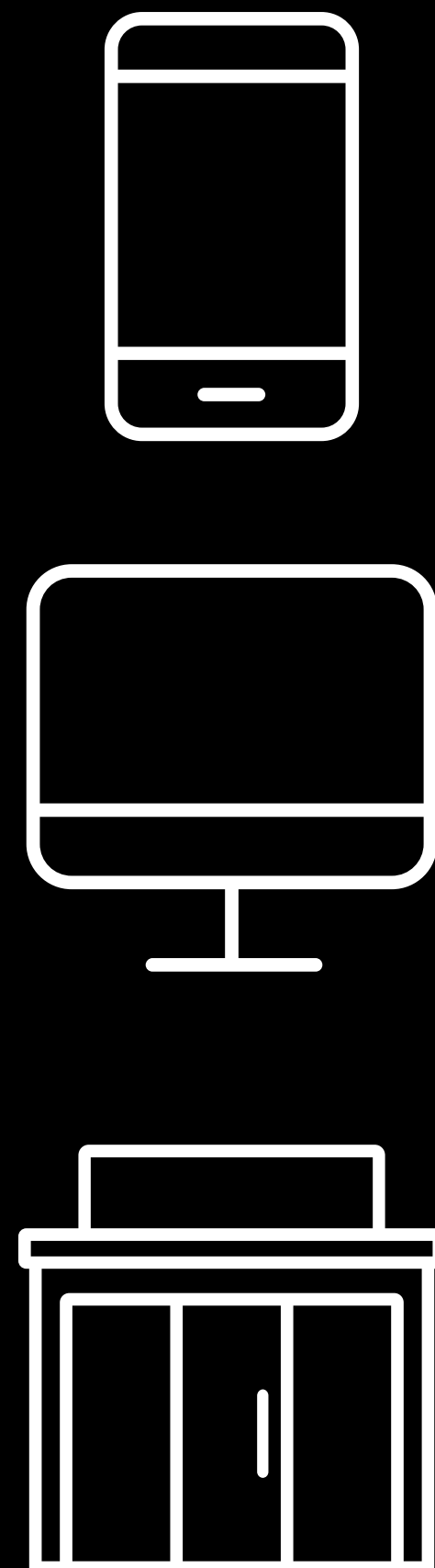
30%

Club members  
with online purchase



50%

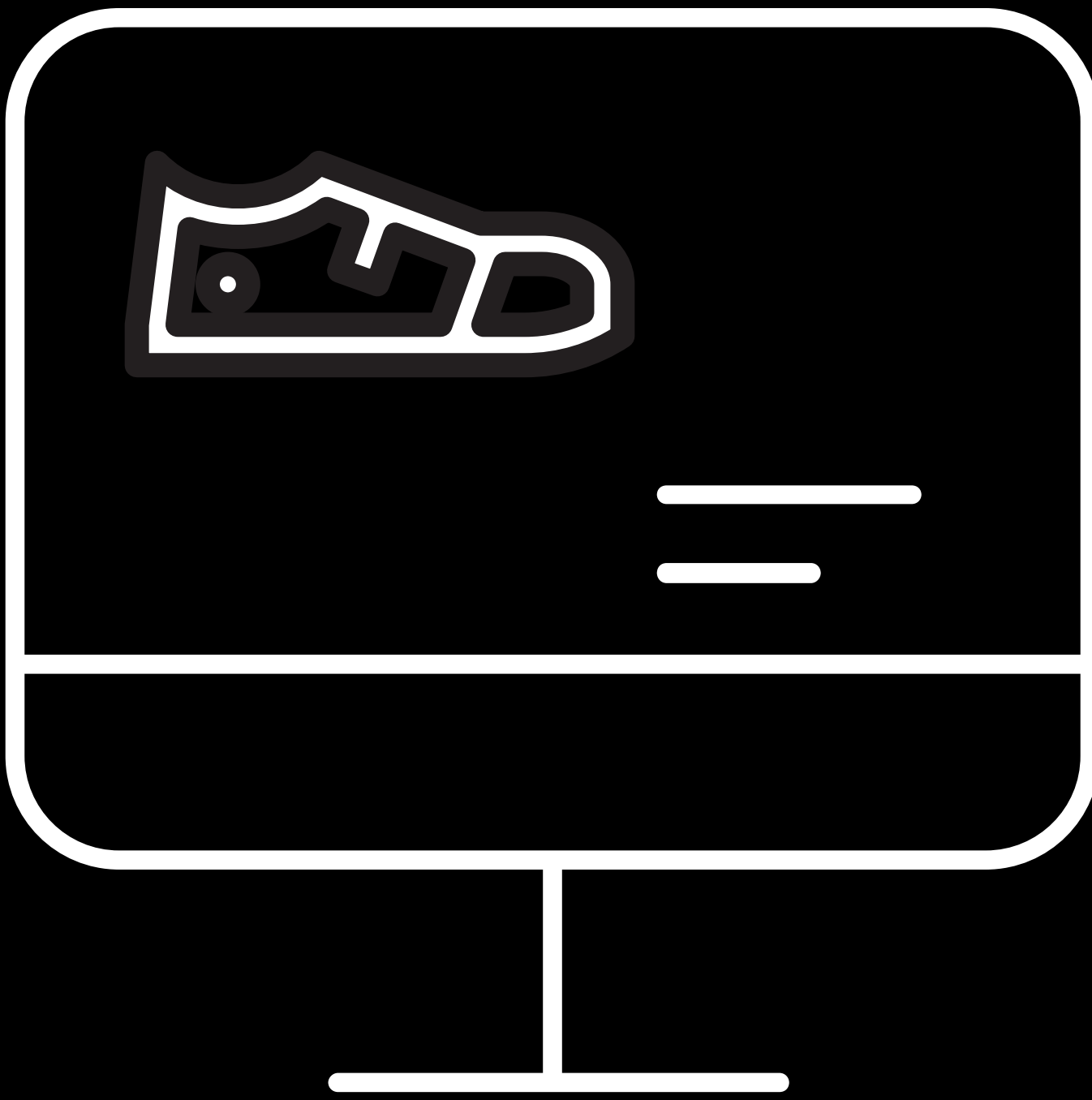
higher value  
of omnichannel customers



1 KANAŁ    2 KANAŁY    3 KANAŁY

62%

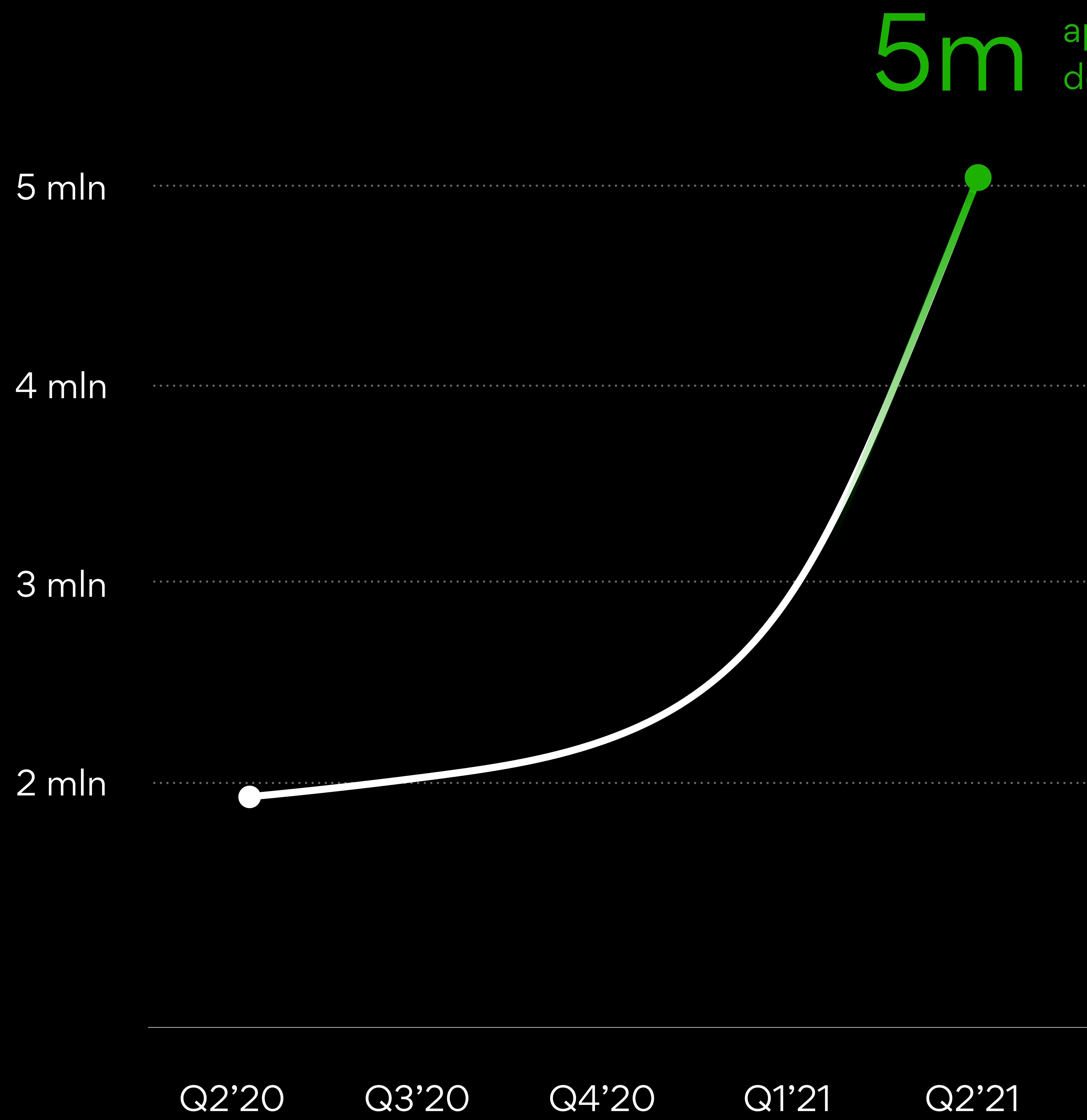
ROPO effect (Research Online,  
Purchase Offline)



CCC's approach  
to omnichannel



Leading app  
in Central  
and Eastern Europe



5m app  
downloads

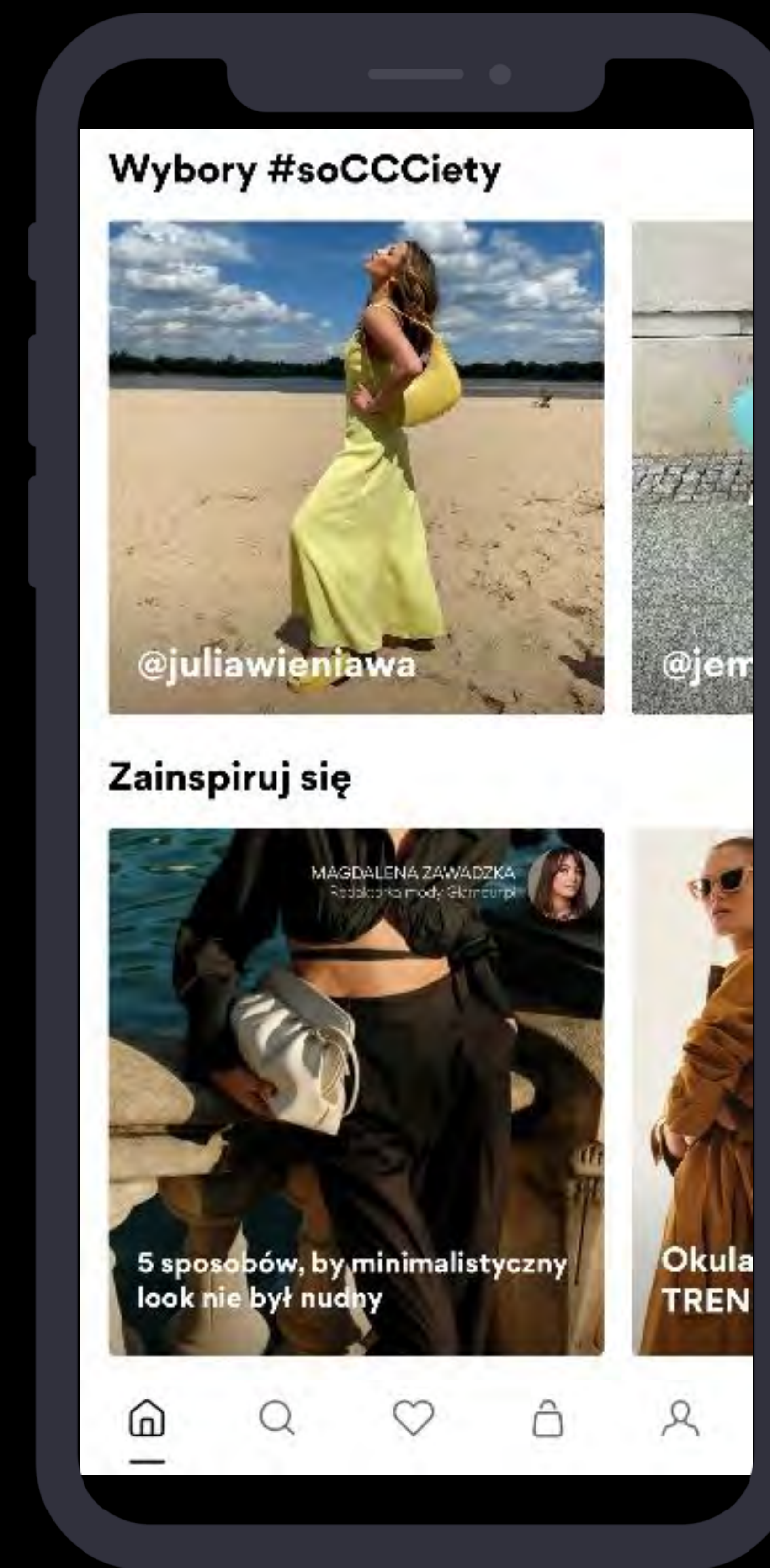
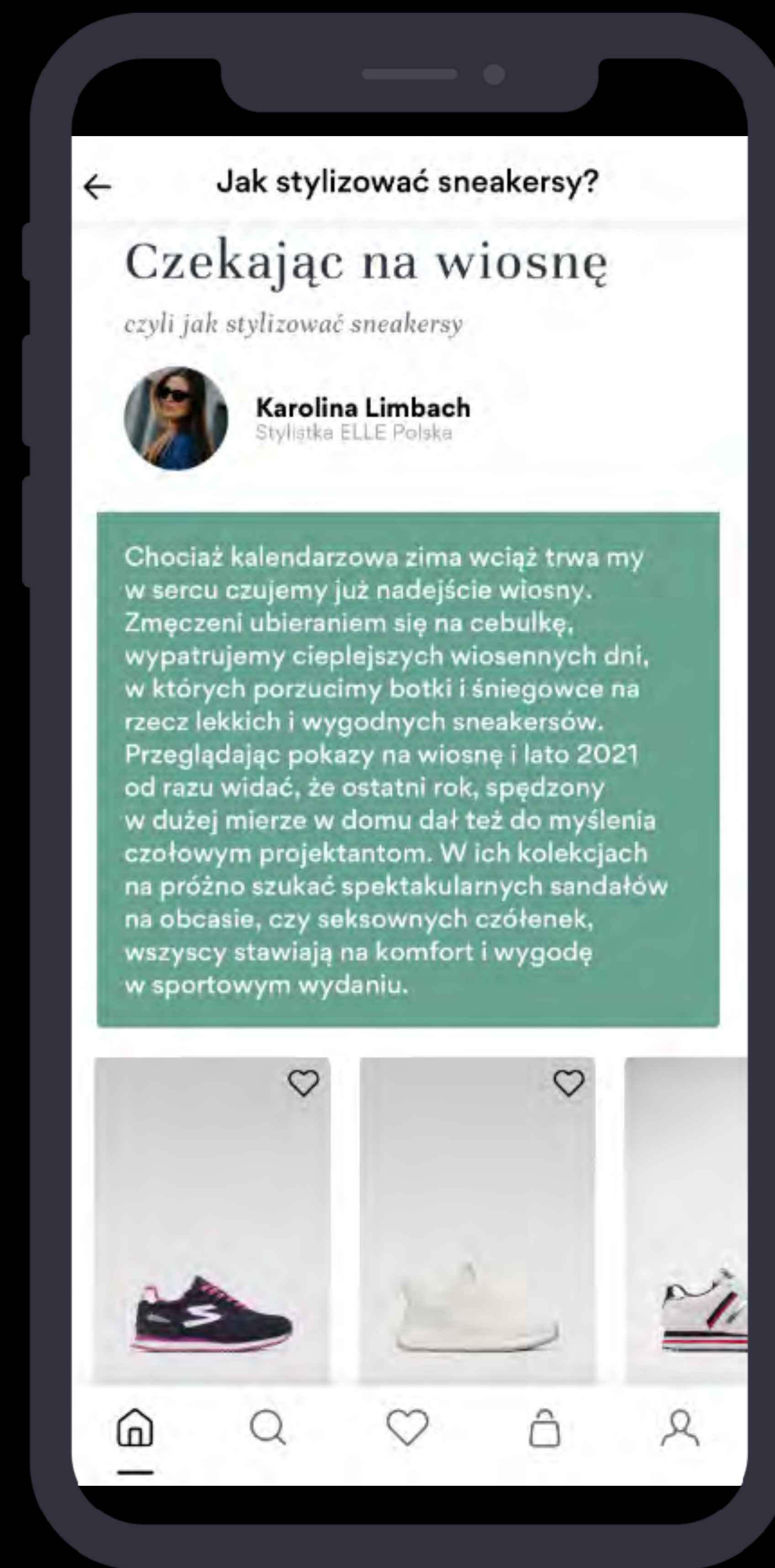
100,000 users  
daily

1,3m unique  
users monthly

★★★★☆ App Store  
rating



App that engages  
the audience



5 min. user's  
app time

x2 higher conversion vs  
mobile online store

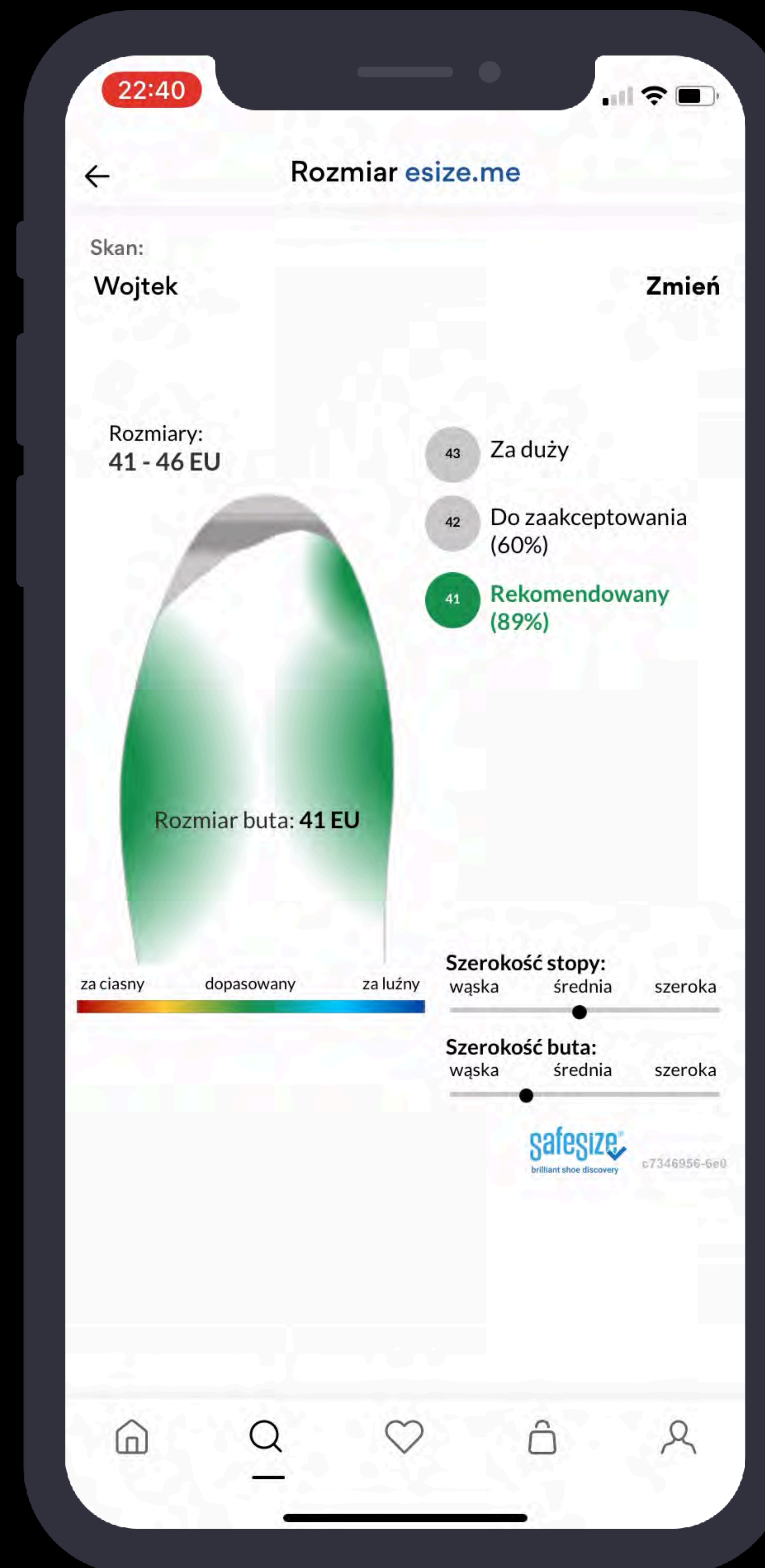
25% app's share of CCC  
e-commerce purchases

Leading social media figures creating content for CCC





Innovations  
that drive the market  
and are enjoyed by  
customers



**esize.me**  
try on online

*“I don't need to visit a store  
to have a perfectly fitting  
pair of shoes.”*



Innovations  
that drive the market  
and are enjoyed by  
customers

## **CCC EXPRESS COURIER SERVICE**

**in 36 towns and cities throughout Poland**



*“ My closet is now filled with thousands  
of shoes that I can have delivered  
to my door in 90 minutes. ”*



Being there  
for customers

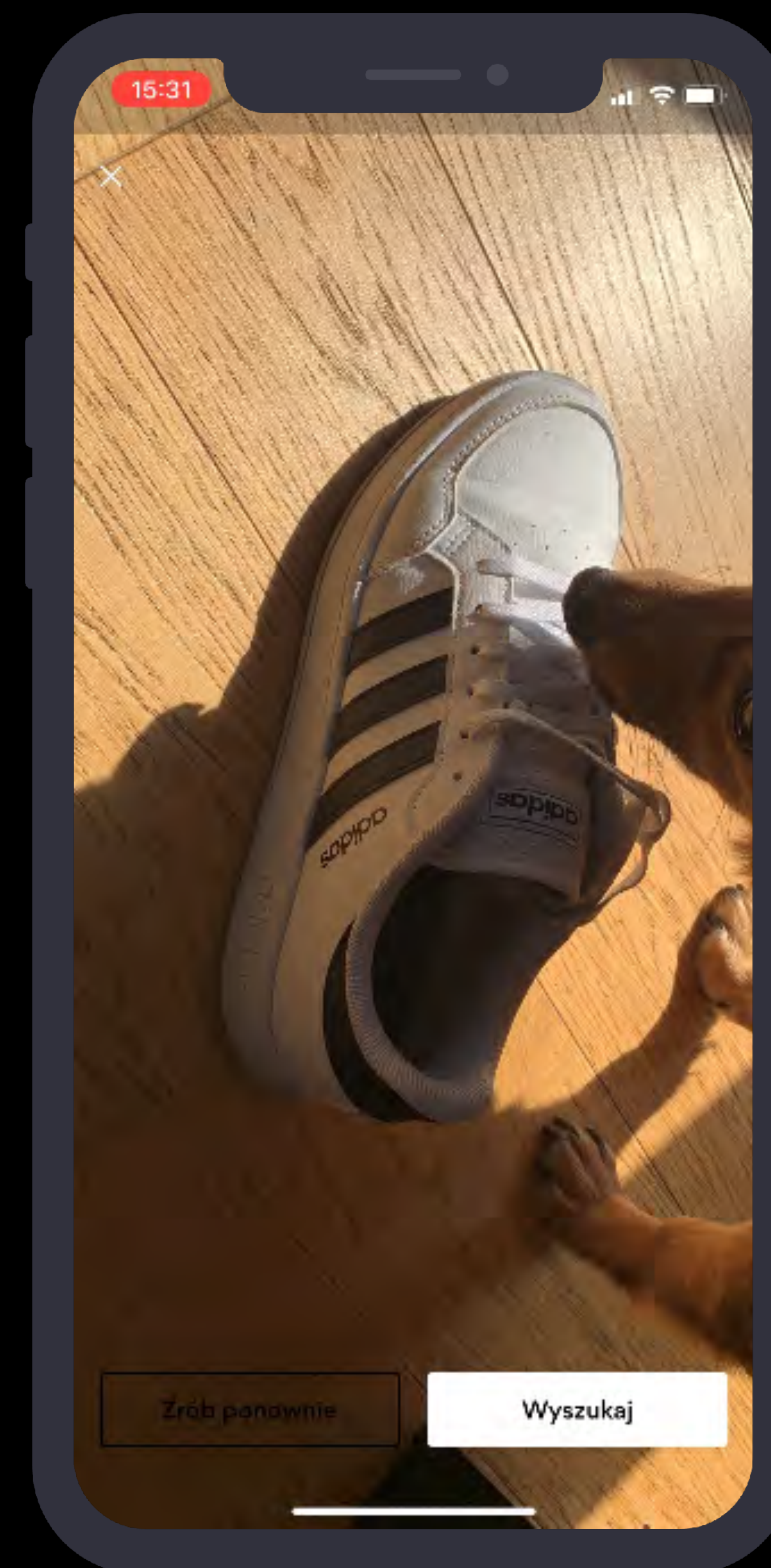


## E-kiosks

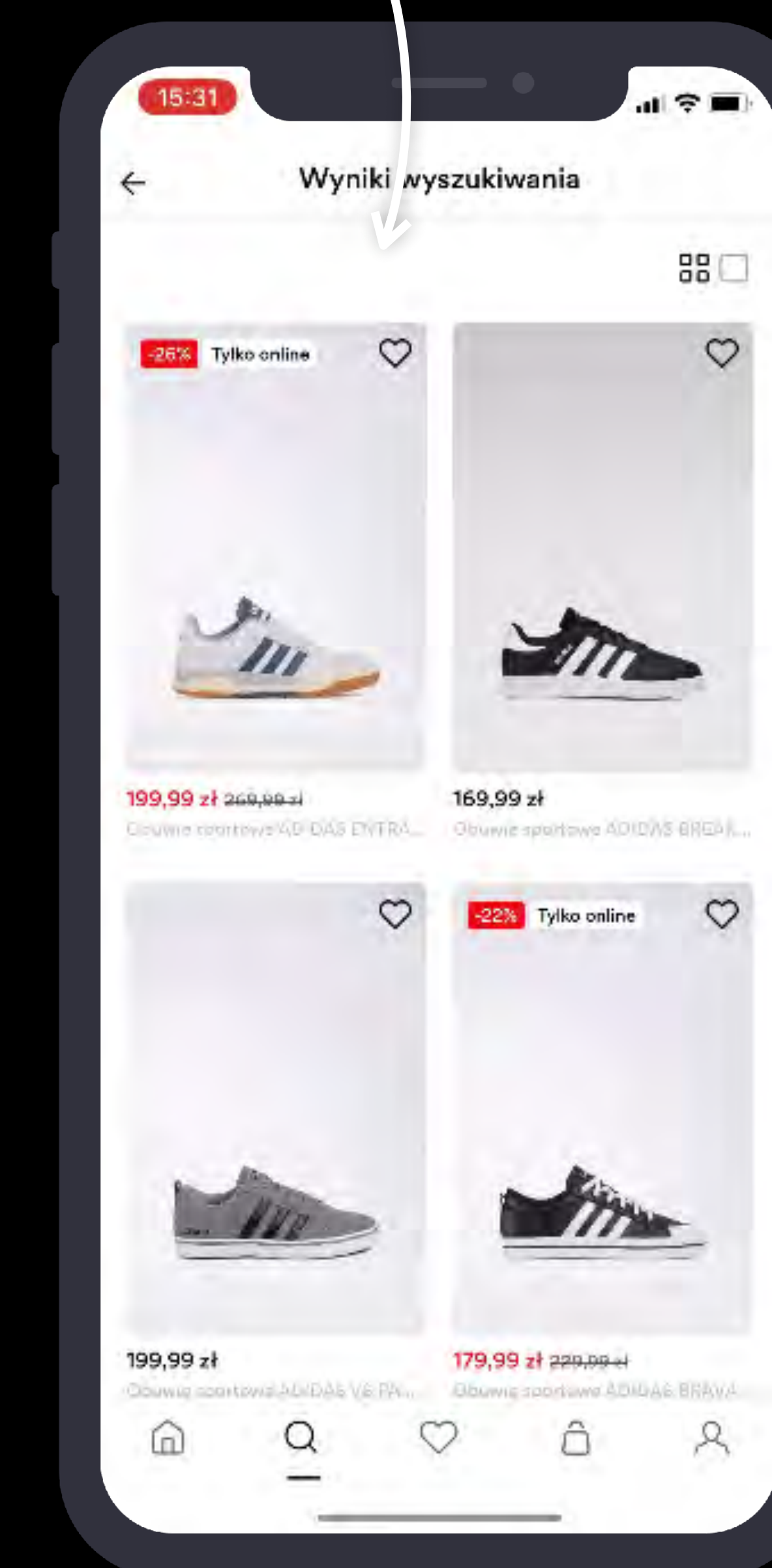
**15%** Target share of CCC  
e-commerce sales



Solutions  
customers love



Find a pair of shoes  
by image



Several-fold increase in  
conversions achieved  
with Visual Search




**CCC** | insight out

Digital World of the CCC Group

CRM – Customer Experience Platform

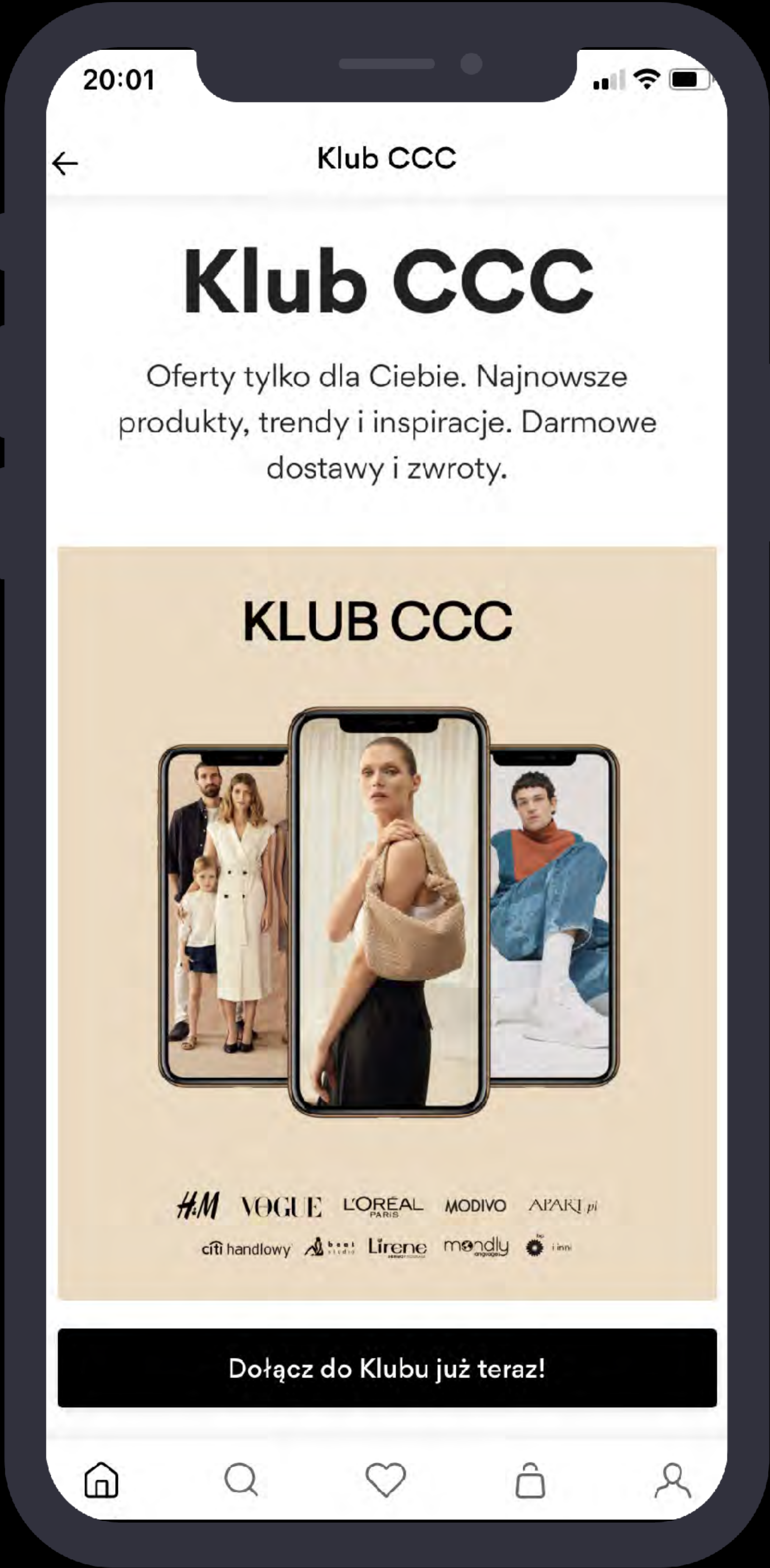
CRM at CCC  
past and present

| 2017  | 2019   | 2020                            | 2021  |
|---|--|---------------------------------|---|
| PRE-DIGITAL   | DIGITAL 1.0  | DIGITAL 2.0                     | CXE   |
| No omnichannel activities   | CCC e-commerce and mobile app launched   | CRM and omnichannel development | New Club launched   |
| <b>~8M</b> CCC Group customer base<br><br>Generic discount communication affecting CCC Group's margins<br><br>No personalisation and no advanced analytics<br><br>~30 campaigns monthly |  |                                 | <b>~15M+</b> CCC Group customer base<br><br>Customer Experience Platform & AI<br><br>Omnichannel personalisation in place of discounts<br><br>Focus on driving CLV growth<br><br>~400 campaigns monthly |



Setting new standards in omnichannel customer relationship management

Customer Experience Platform – more than just loyalty





Customer  
Experience  
Platform  
**New Club**

## Q1 2021

new format of the CCC Club launched in Poland

## Transparent format

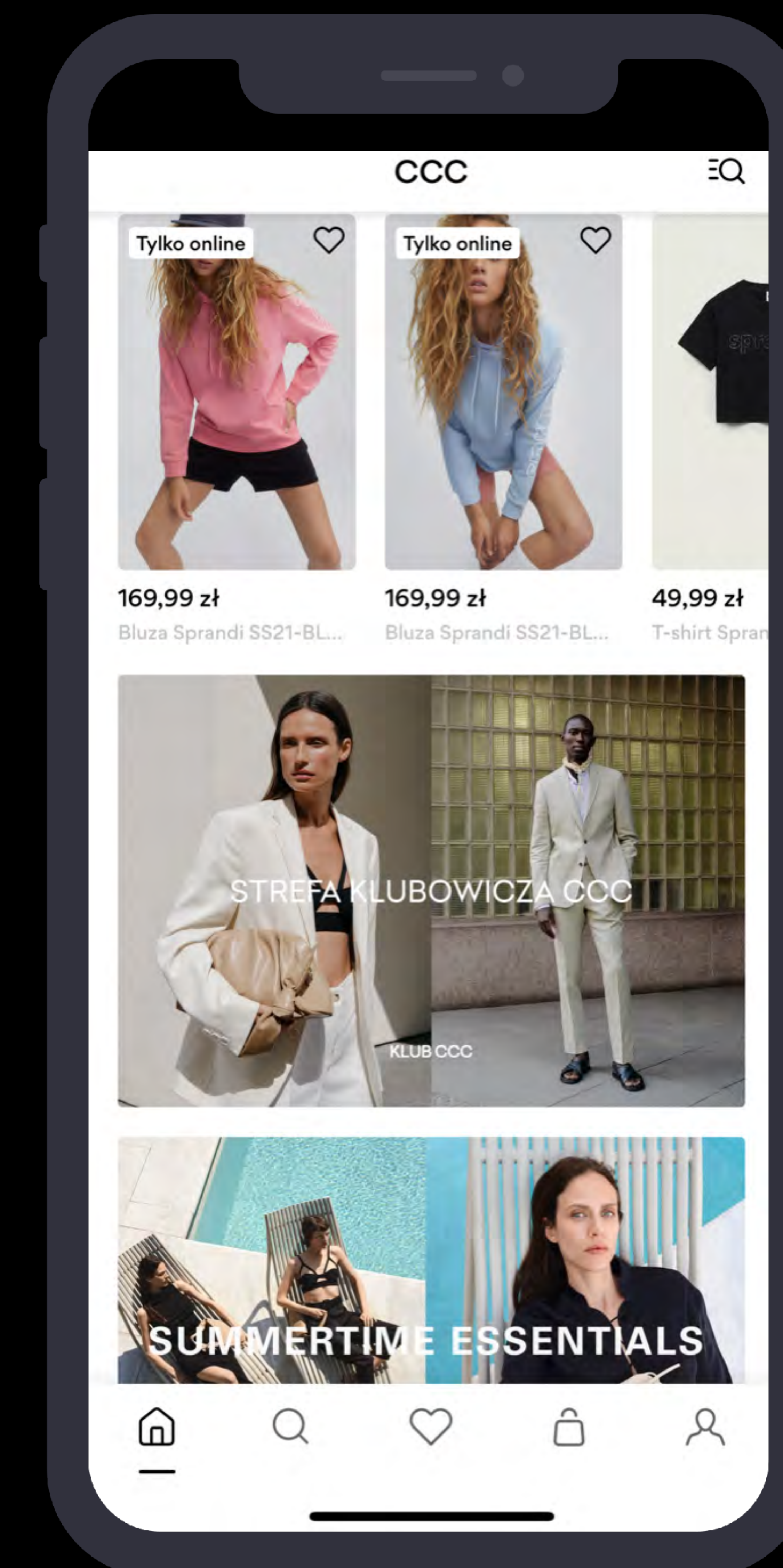
stimulating shoppers to make regular and additional purchases;  
introduction of STANDARD, SILVER and GOLD tiers

## Numerous benefits

for SILVER and GOLD customers

## Leading brands

engaged to partner the programme, including  
H&M, Vogue, L'Oreal, and Apart





Customer  
Experience  
Platform

**100% omnichannel**

## **100% omnichannel**

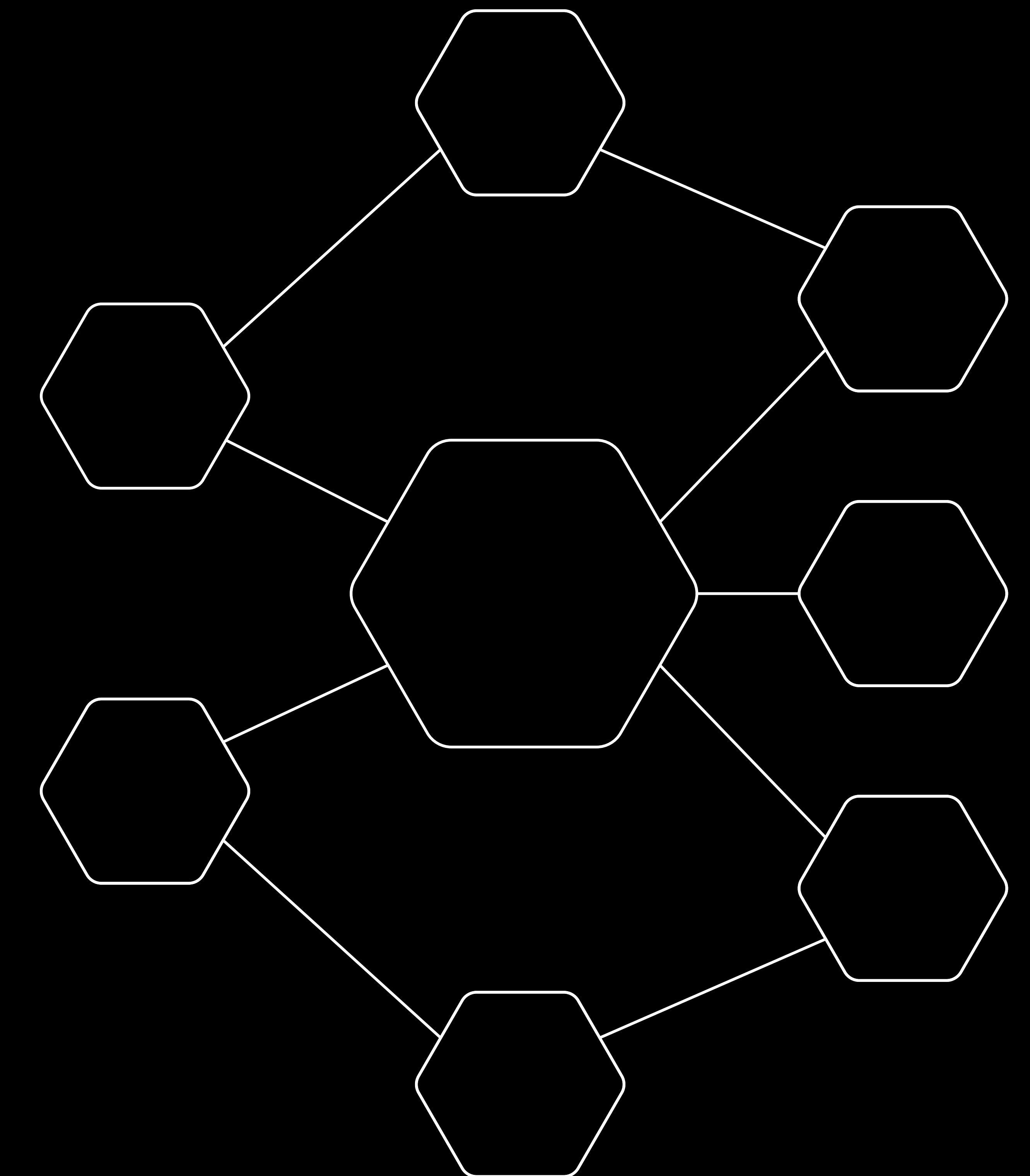
consistent processes across all channels of interaction  
with CCC – store, web, mobile, instore app

## **Client First**

Interactions in customers' preferred channels

## **Full communication channel integration:**

- Inbound: store, web, mobile, instore
- Outbound: SMS, email, MMS, push, webpush





Customer  
Experience  
Platform

## Artificial Intelligence and Advanced Analytics

### Our priorities

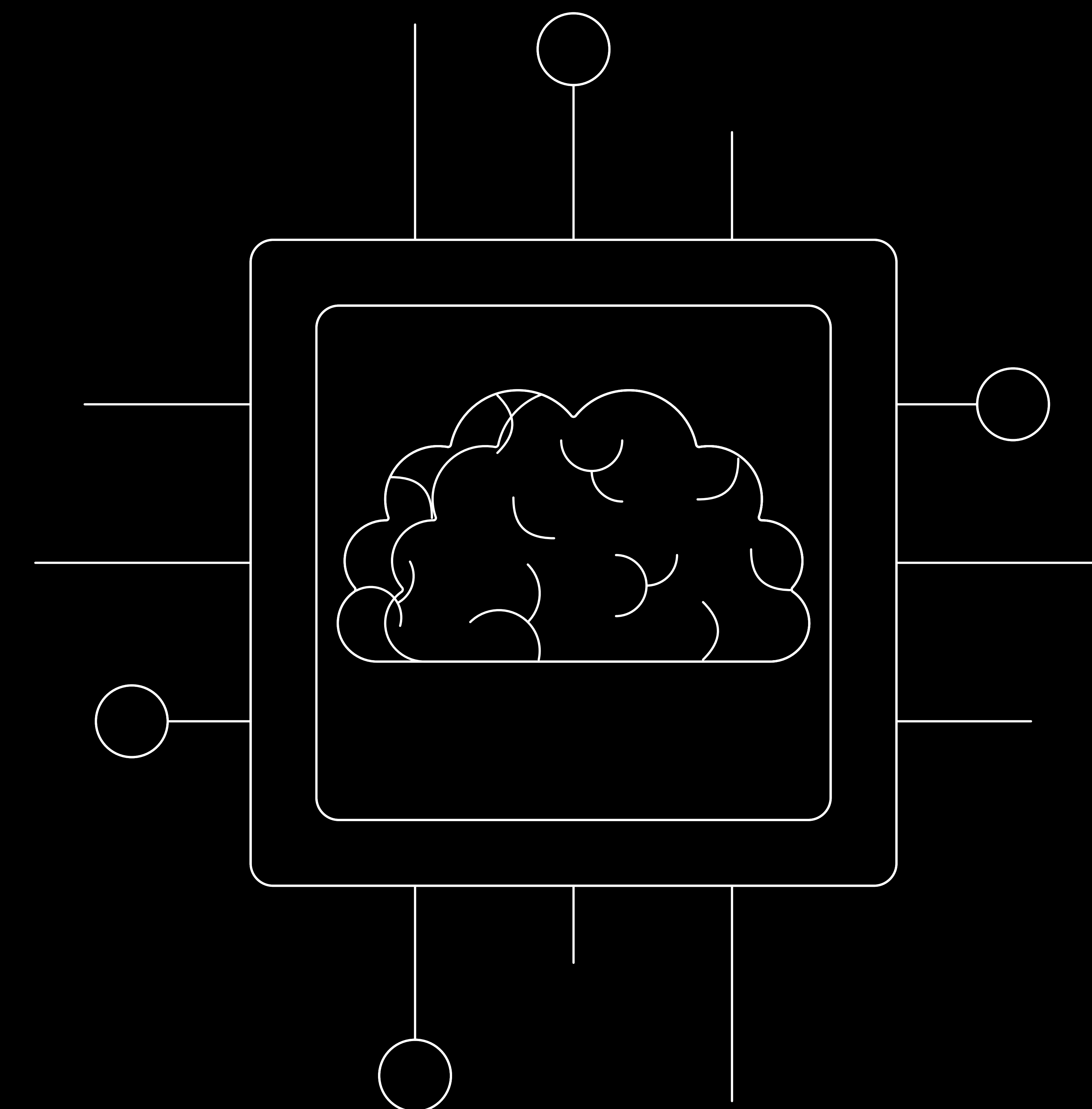
- Data-driven business decision making
- Cloud & mobile first

### Cloud computing

- **1bn+** customer events monthly, researched in an analytics environment (CCC only)

### AI vs CCC Group customers

- Automated customer interactions
- Hyper-personalisation in practice





Customer  
Experience  
Platform  
– post-campaign effects

**300,000+**

SILVER and GOLD  
customers acquired in Poland  
since March 1st 2021

**x3**

increase in new customers  
acquired for the CCC Club

**100%**

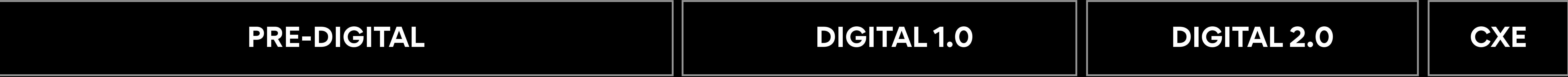
digital customer registration  
across CCC channels  
(online, web, instore application)

**x5**

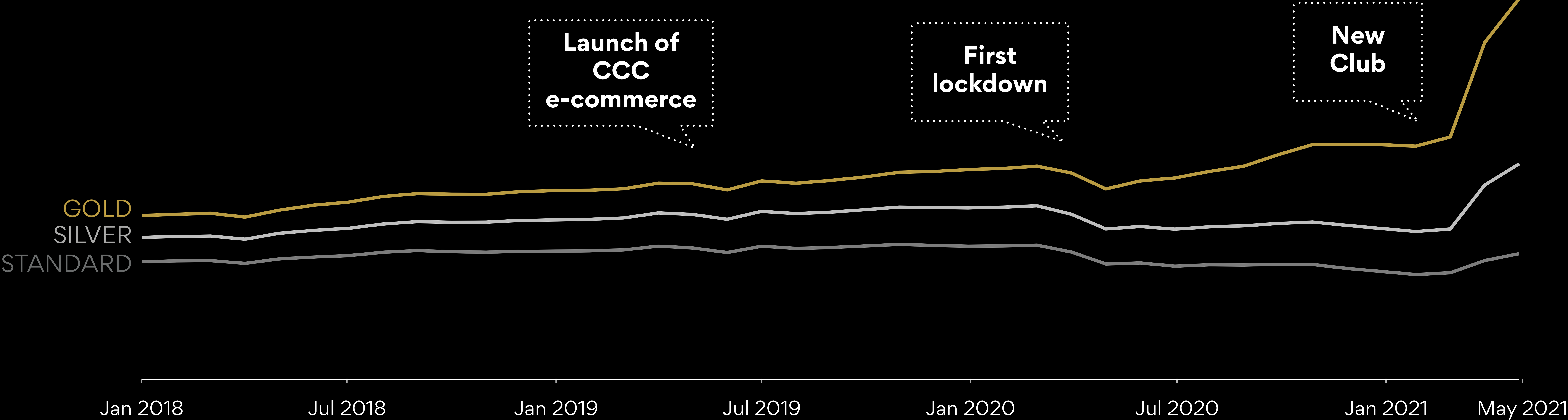
increase in app downloads  
and active Club member  
accounts



CLV (ANNUAL MARGIN GENERATED BY EACH CUSTOMER TIER) [PLN]



Customer Experience Platform  
– driving customer value growth



Building customer value:

- activities driving customer loyalty – dedicated approach to top SILVER and GOLD customers
- omnichannel rollout – driving growth in omnichannel CLV

Key facts:

- growth CLV GOLD > CLV SILVER
- 99%** increase in GOLD customer value in the last 12 months
- 43%** increase in SILVER customer value in the last 12 months



**CCC** | insight out

Digital World of the CCC Group

Investing in e-commerce logistics



Scaling up  
logistics  
capabilities

**K3 warehouse  
Poland**

Phases 1 and 2

- Raising shipping capacity to **300,000** pairs a day after phase 2 expansion
- Process robotisation and automation

**Logistics  
Centre Bucharest**

- Reducing order-to-ship time to **24 hours** (Romania, Bulgaria)

**OMS**

Order Management System

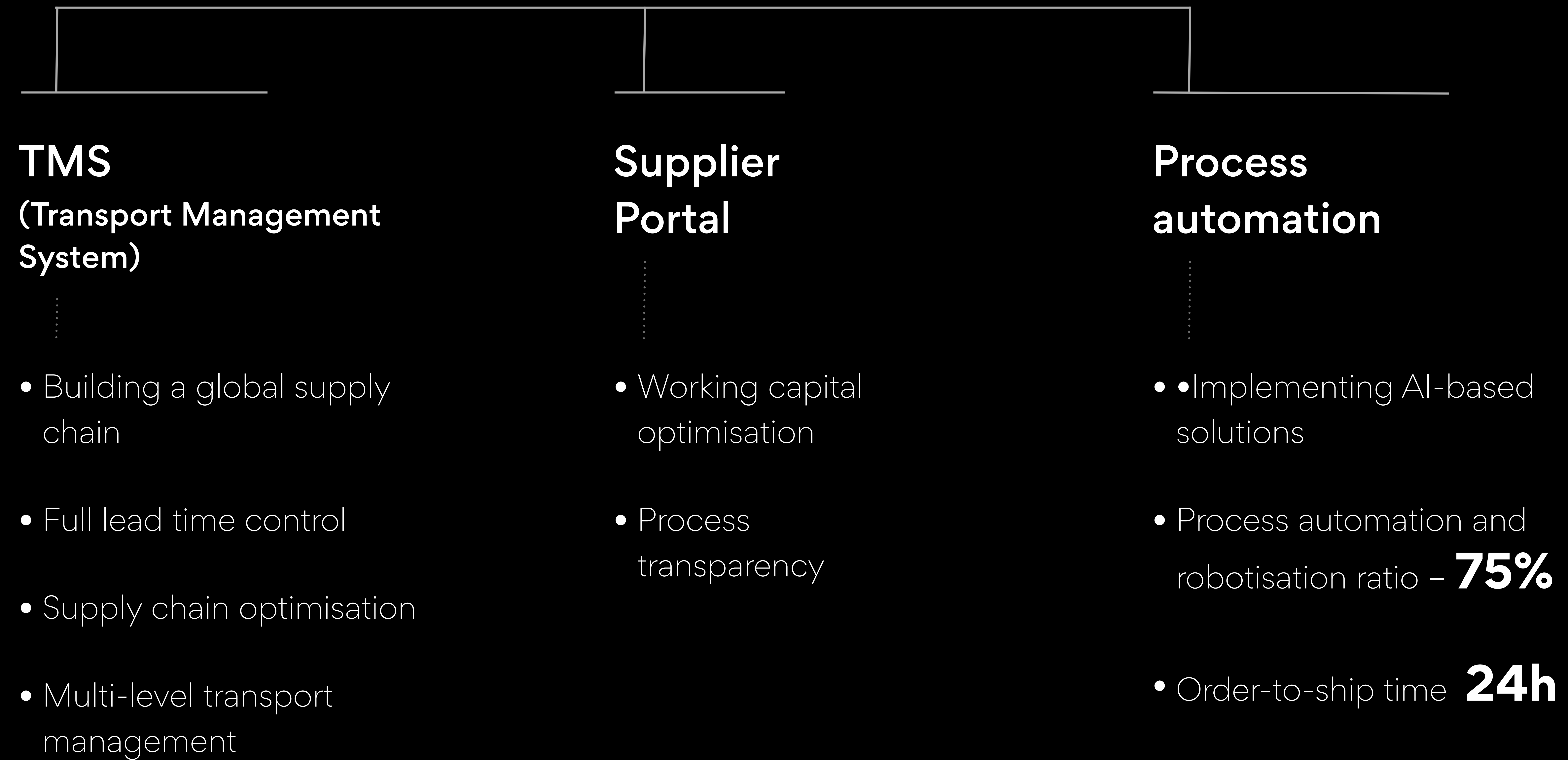
- Optimal order management within the network of distribution centres
- Urban delivery network – as an essential part of building omnichannel

**Logistics  
Centre Italy**

- Concept of building a logistics centre undergoing business analysis

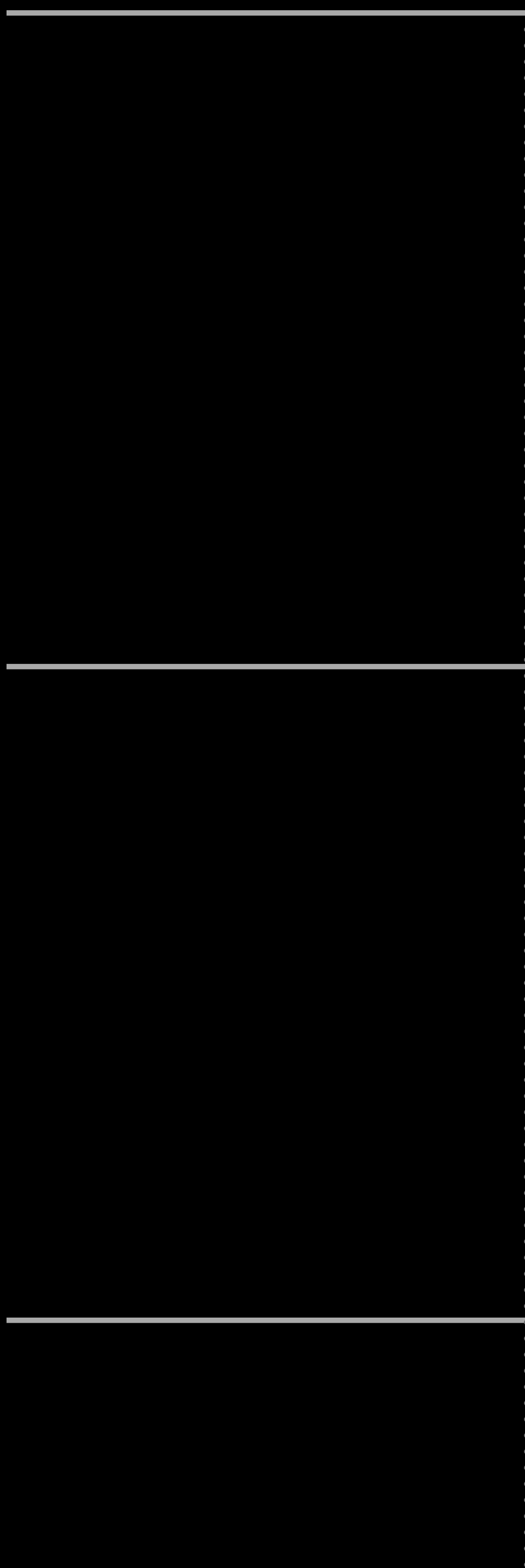


# Supply chain digitalisation strategy





Synergies in CCC  
Group's logistics  
processes



**Creating shared solutions**

Developing coherent strategies and setting common goals

**Business partnerships**

Leveraging economies of scale and optimal solutions

**Process centralisation**

Harmonising organisational and systemic solutions







**ccc** | insight out

New CCC

Product revolution

CCC

 eobuwie.pl

MODIVO

DeeZee

HalfPrice

**Strong own brands  
prevail in the portfolio**

Product range  
complemented by top  
sports brands

Broad product range for  
diverse customer groups

**500+ recognisable  
global brands**

Portfolio complemented  
by 9 own fashion brands  
and CCC brands

Product range for modern,  
fashion-conscious  
customers following the  
latest trends

**Almost 200 premium  
designer brands**

Created own brands

Apparel and footwear for  
those who appreciate the  
best styles

**Monobrand glamour**

Original footwear for  
expressive women

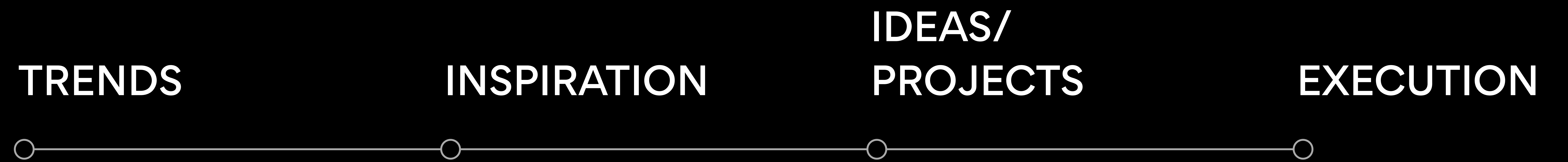
Portfolio complemented  
by a new apparel range

**Broad fashion range  
complemented by  
home & beauty products**

Portfolio complemented  
by CCC Group's brands

>500 recognised brands  
at the best price








# TRENDS

INSPIRATION    IDEAS/  
PROJECTS    EXECUTION


### The Occasion Pump

**Why is it key?** Influenced by post-pandemic priorities, where consumers seek products that work across multiple scenarios, the familiar pointed-toe pump will talk to both smart-casual and transseasonal demands. Inspiration comes from 1980s fancy dress footwear, as seen on the recent catwalks, updating the classic court with a sharp toe shape and a flared stiletto heel. This versatile silhouette works well in different materials and is ideal for the Holiday season.


**Design details:** update heel units with a subtle flare for new design interest. Focus on luxurious surfaces such as fluid satin for instant occasionwear appeal, but don't overlook glossy leathers as a hardwearing, refined option. Experiment with playful uppers, and vibrant colours for statement appeal, and to pitch this classic style to a younger audience.




Burberry




Anissa Maaddi x Mylène




Occasion Pump



The Allev



Les Petits Jours



@midnightLLC





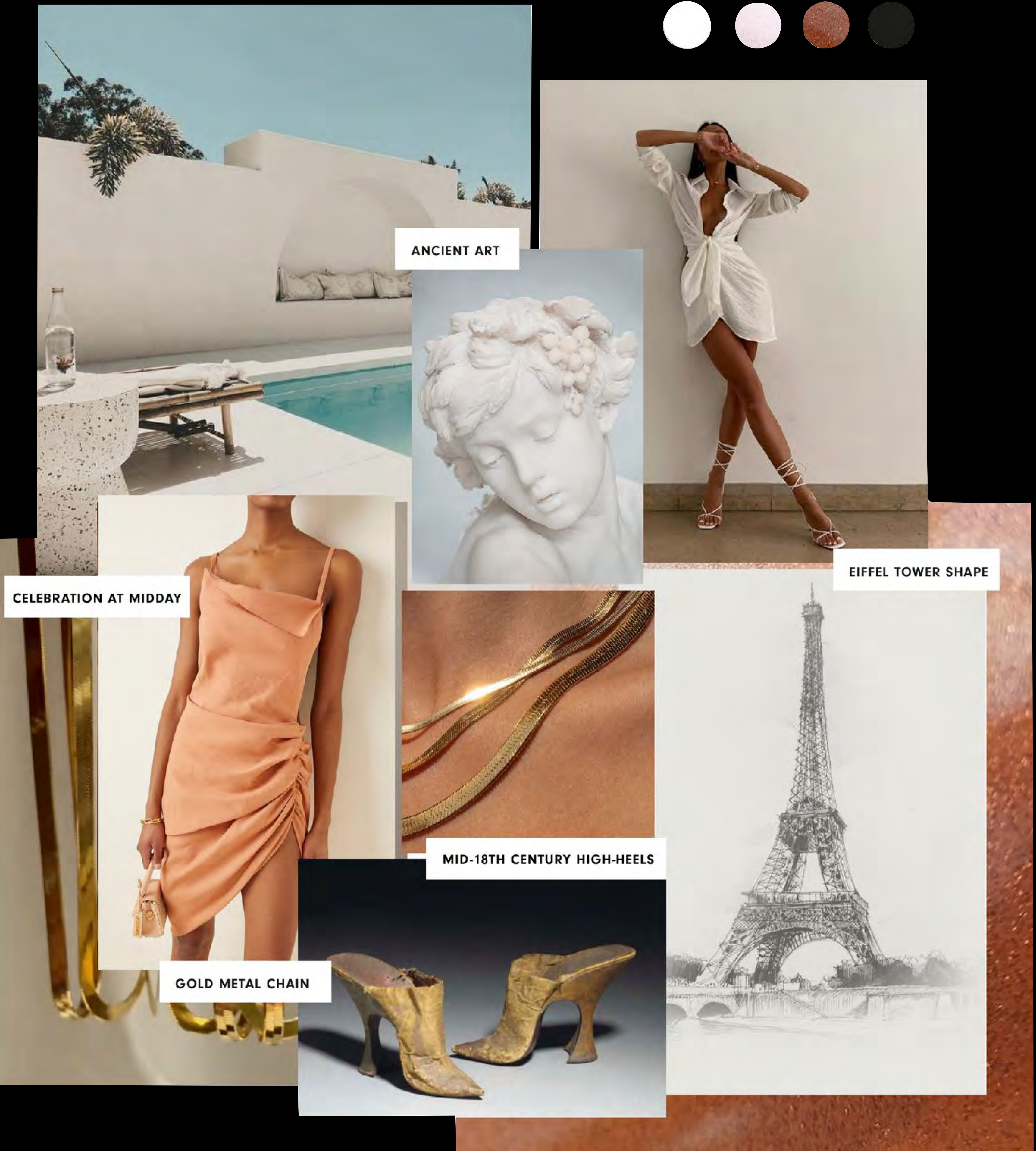
TRENDS

# INSPIRATION

IDEAS/  
PROJECTS

EXECUTION

Social Media  
deep research





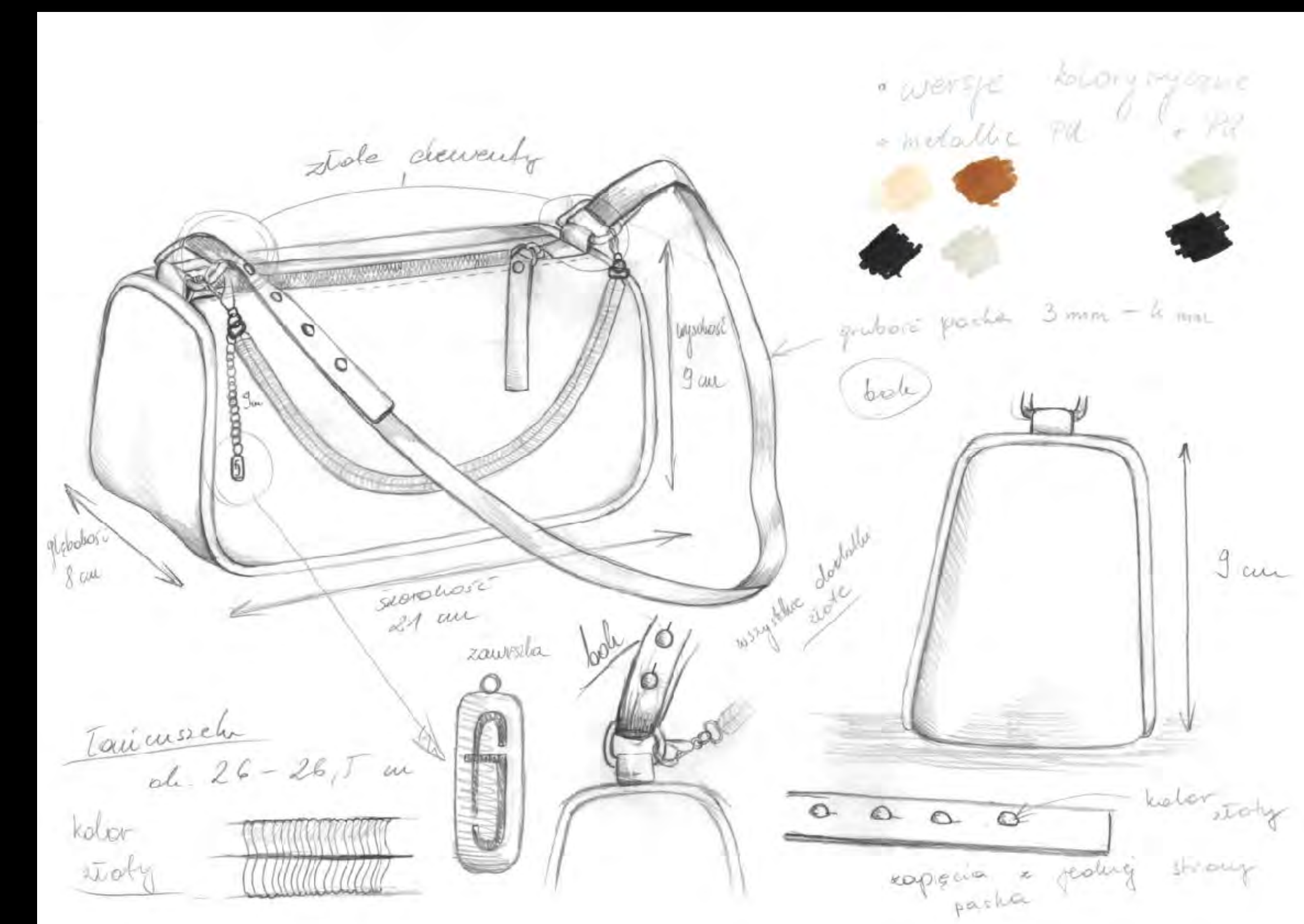
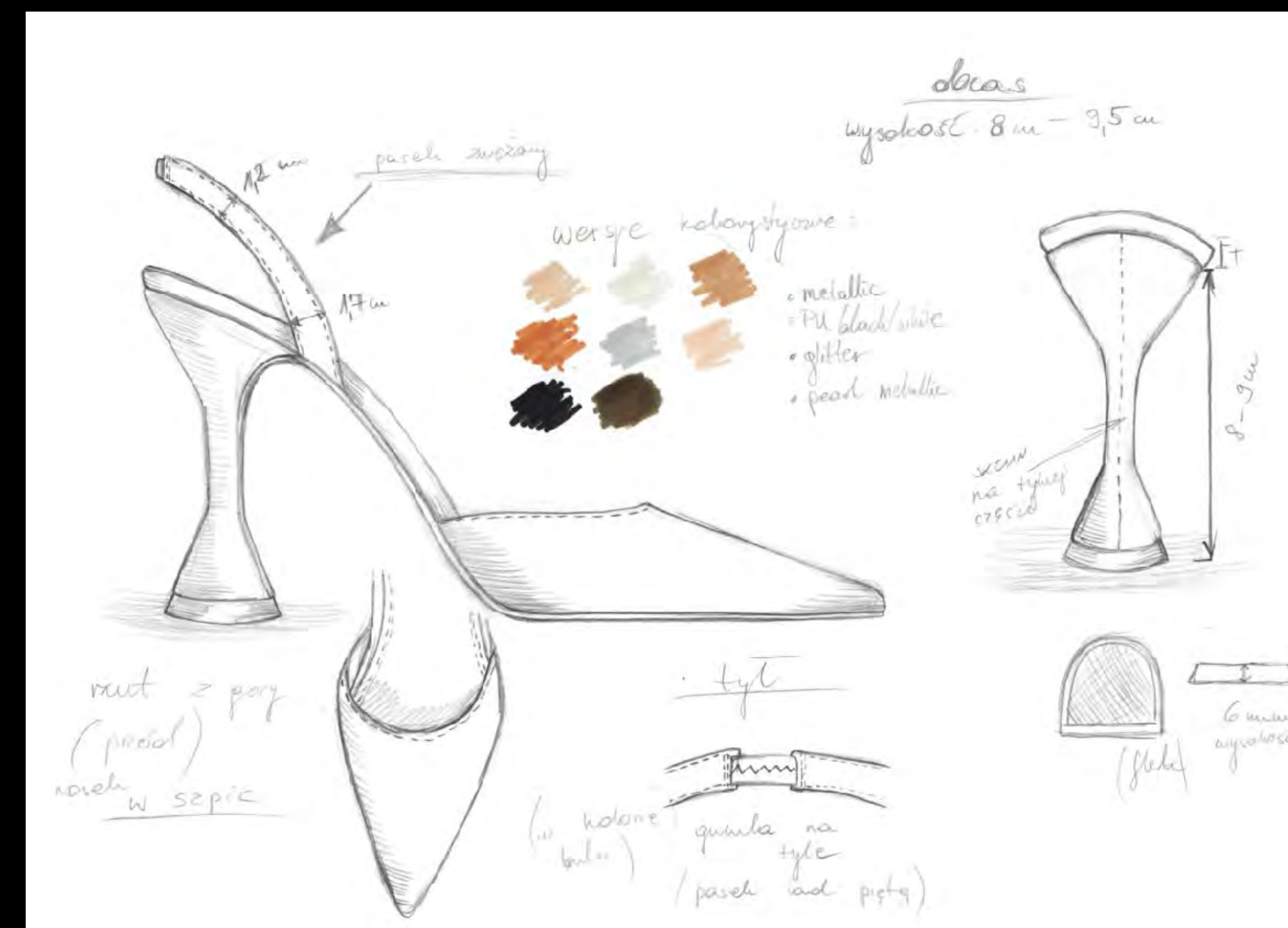
# IDEAS/ PROJECTS

## TRENDS

## INSPIRATION

## EXECUTION

Design thinking  
sketch  
prototyping (3D modeling & printing)



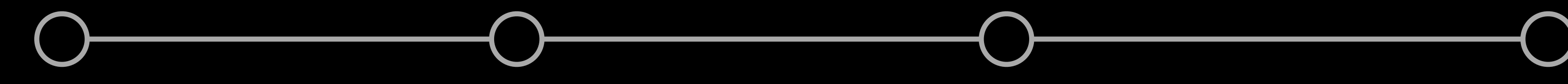


TRENDS

INSPIRATION

IDEAS/  
PROJECTS

# EXECUTION

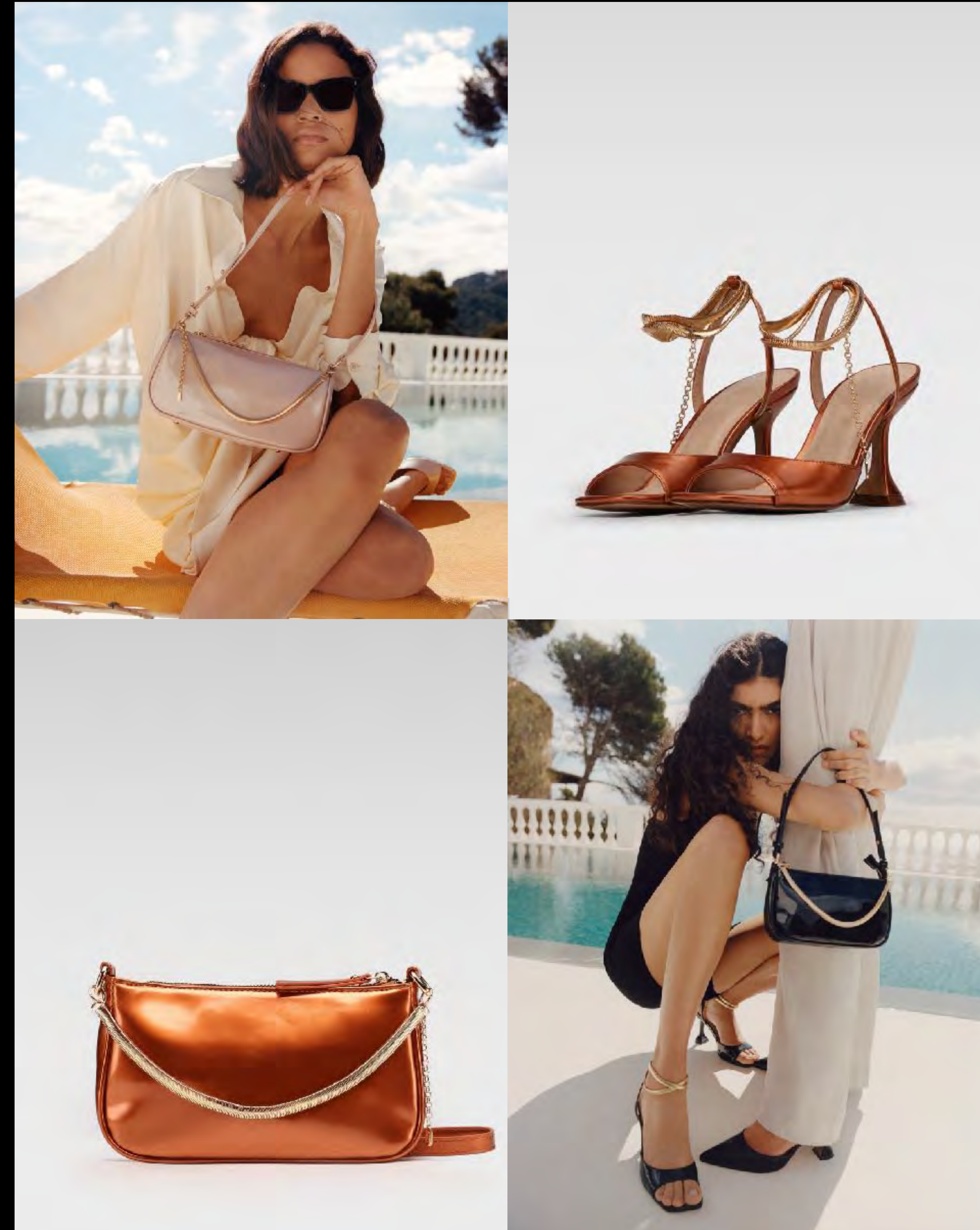


## TECH

||| PRICEPANORAMA

i FIRSTINSIGHT

## FASHION





STRATEGIC  
BRANDS

GINO ROSSI

LASOCKI

JENNY FAIRY



DeeZee

Sales channels

CCC

eobuwie.pl

MODIVO

DeeZee

HalfPrice

KEY  
BRANDS

gosoft  
SWISS COMFORT

LANETTI

QUAZI

BRAND  
REVITALISATION

Americanos™

BADURA  
EST. 1979



TOGOSHI

SIMPLE



**ccc** | insight out

New CCC

Product revolution | Strategic own brands





# LASOCKI

Comfort, tradition,  
multigenerationality, nature

## No. 1

CCC brand in terms of  
revenue generated in Poland

## 25%

of footwear revenue

YTD data to June 6th 2021





# GINO ROSSI

Genuineness,  
minimalism – less is more



**8%**

of e-commerce revenue

**~x2**

YoY sales growth by volume

YTD data to June 6th 2021





Wellbeing, empathy,  
sports as a way of life

**148%**

YoY revenue growth

**28%**

YoY increase in average selling price

**409%**

YoY growth in Sprandi's contribution  
to eobuwie.pl's revenue







# JENNY FAIRY

Youthfulness and energy. Fashion is fun.  
Young Spirit, Fast Trends, Cool Attitude.

**No. 1**

brand in terms of sales by volume

**24%**

YoY increase in average selling price

**341%**

YoY growth in Jenny Fairy's  
contribution to eobuwie.pl's revenue

YTD data to June 6th 2021





# DeeZee

Glamour style that brings out beauty in women.  
A brand with a strong identity.

**~7x**

sales growth since acquisition (2021E)

Launch of the apparel line

in **Q4 2020**

New market entries

since **Q2 2020**



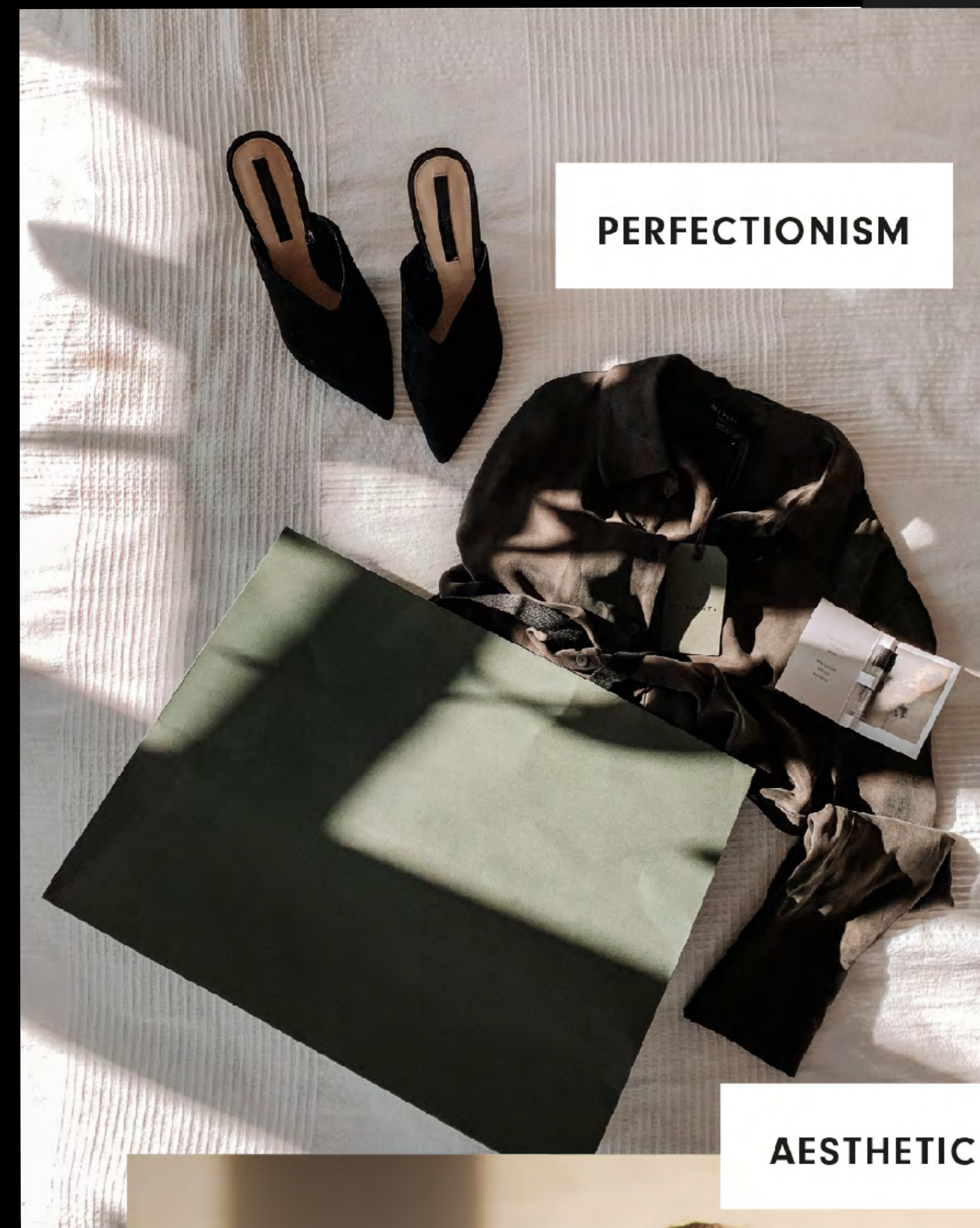
**ccc** | insight out

New CCC

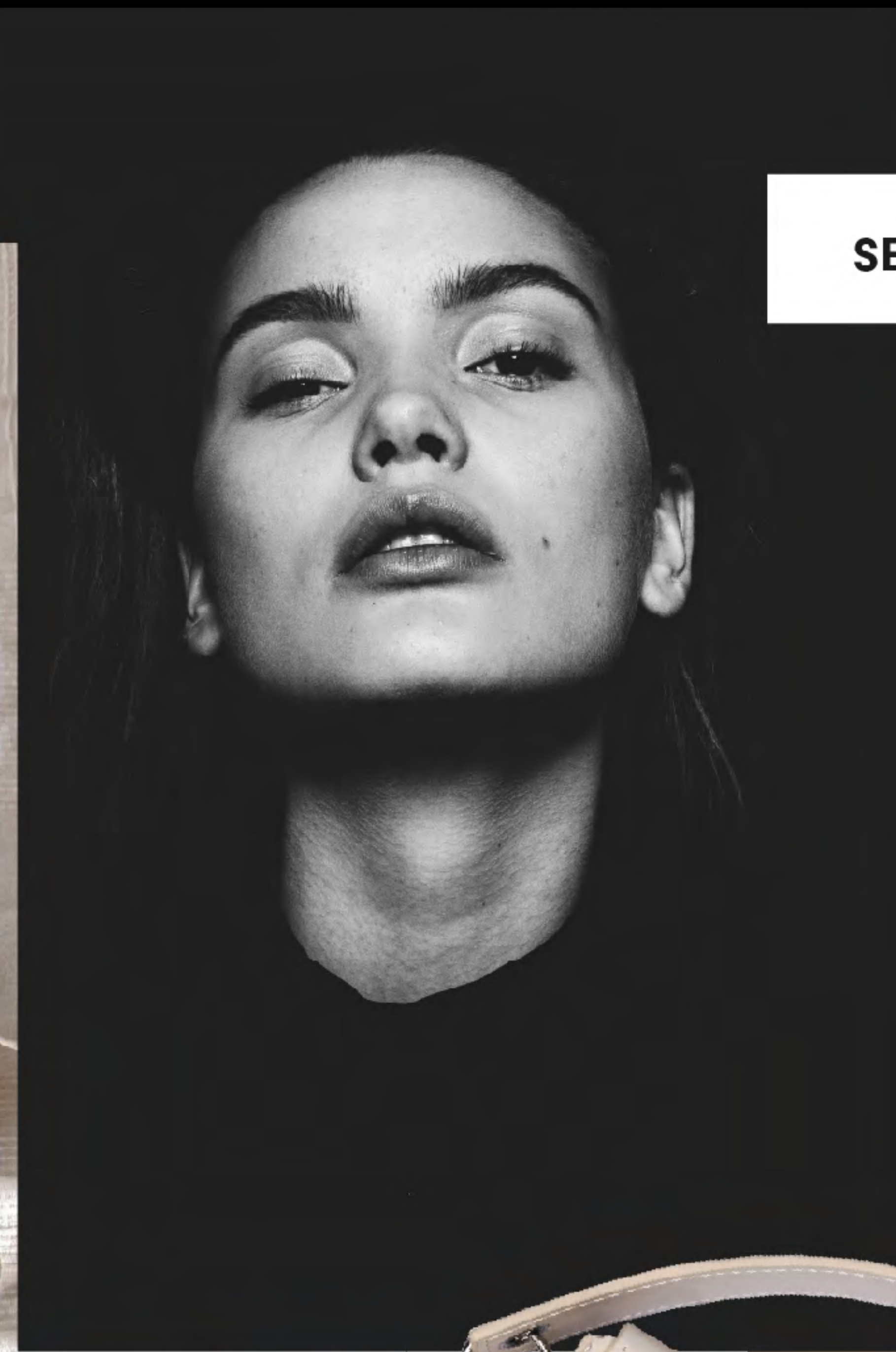
Product revolution | New brands



# SIMPLE



PERFECTIONISM



SENSUALITY



AESTHETICISM



SIMPLE LADY



MODERN LADY



LADY - LIKE STYLE



MINIMALISM



Americanos™



THE ORDINARY.



NORMCORE ATTITUDE



50% ROMANTIC, 50% REBEL



SUSTAINABLE STYLE



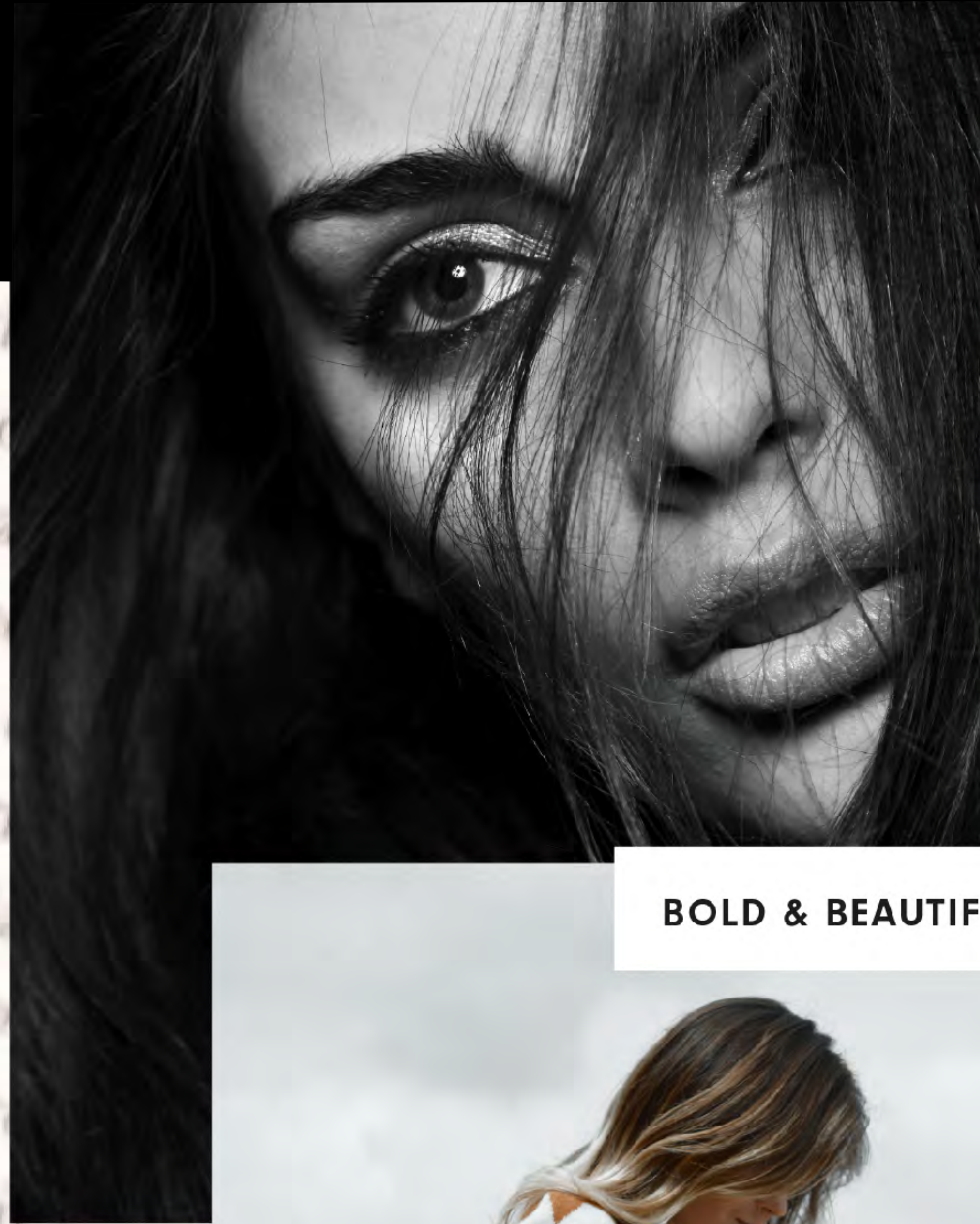
YOUTH / DYNAMICS



# BADURA

EST. 1979

much  
of the  
gawp a  
hey ha  
'Sort  
The r  
king B  
to Sta  
work fr  
And it wasn  
in back to  
glad I came  
want to than  
rk to the atte  
of gratitude.  
ou, just let m  
odded, unal  
ridge real-  
o find t  
k you enou  
the



**BOLD & BEAUTIFUL**



**SEXY BOHO**



**QUALITY**



**BODY/SEX**



**STATEMENT PRODUCTS**

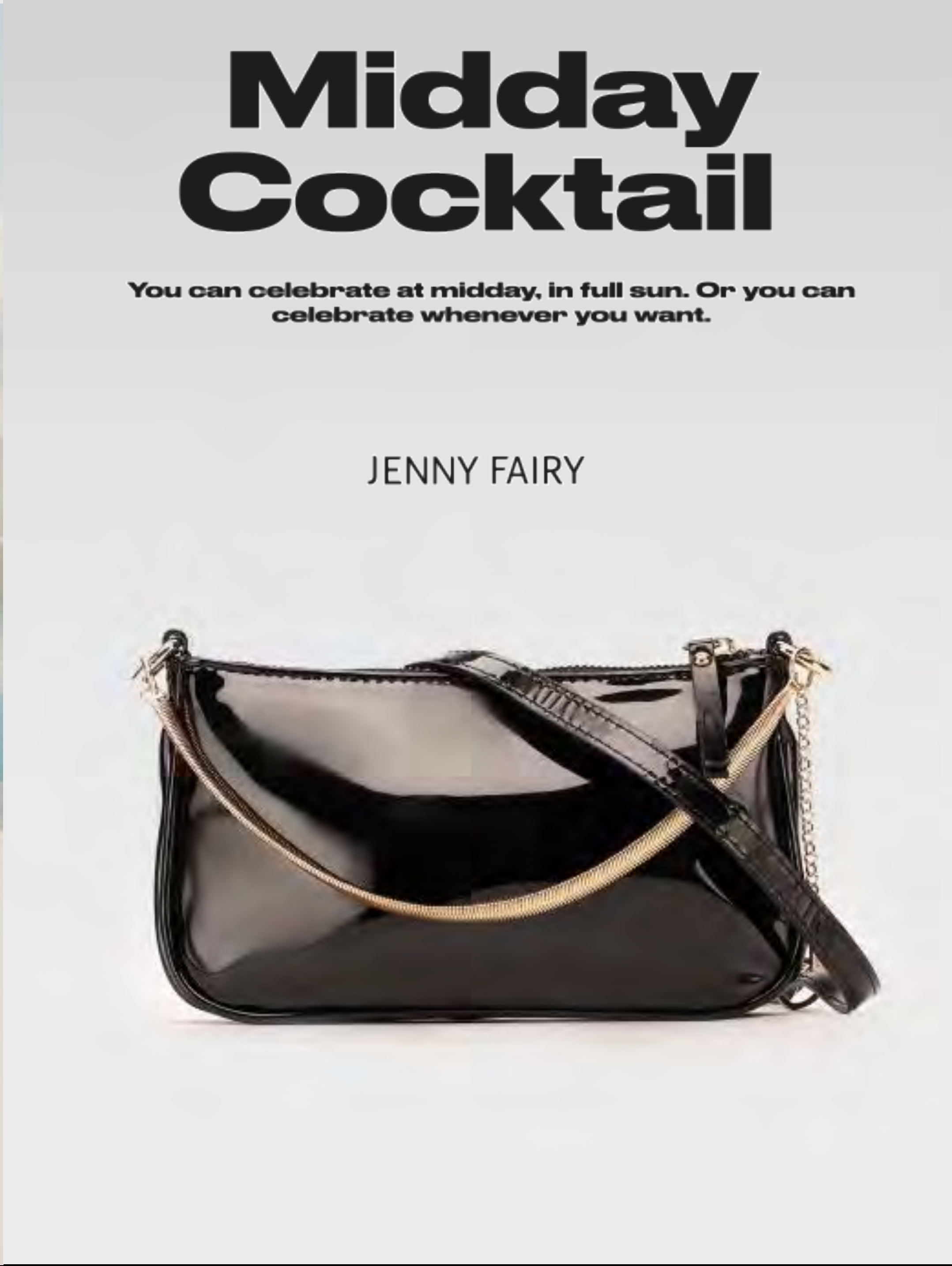
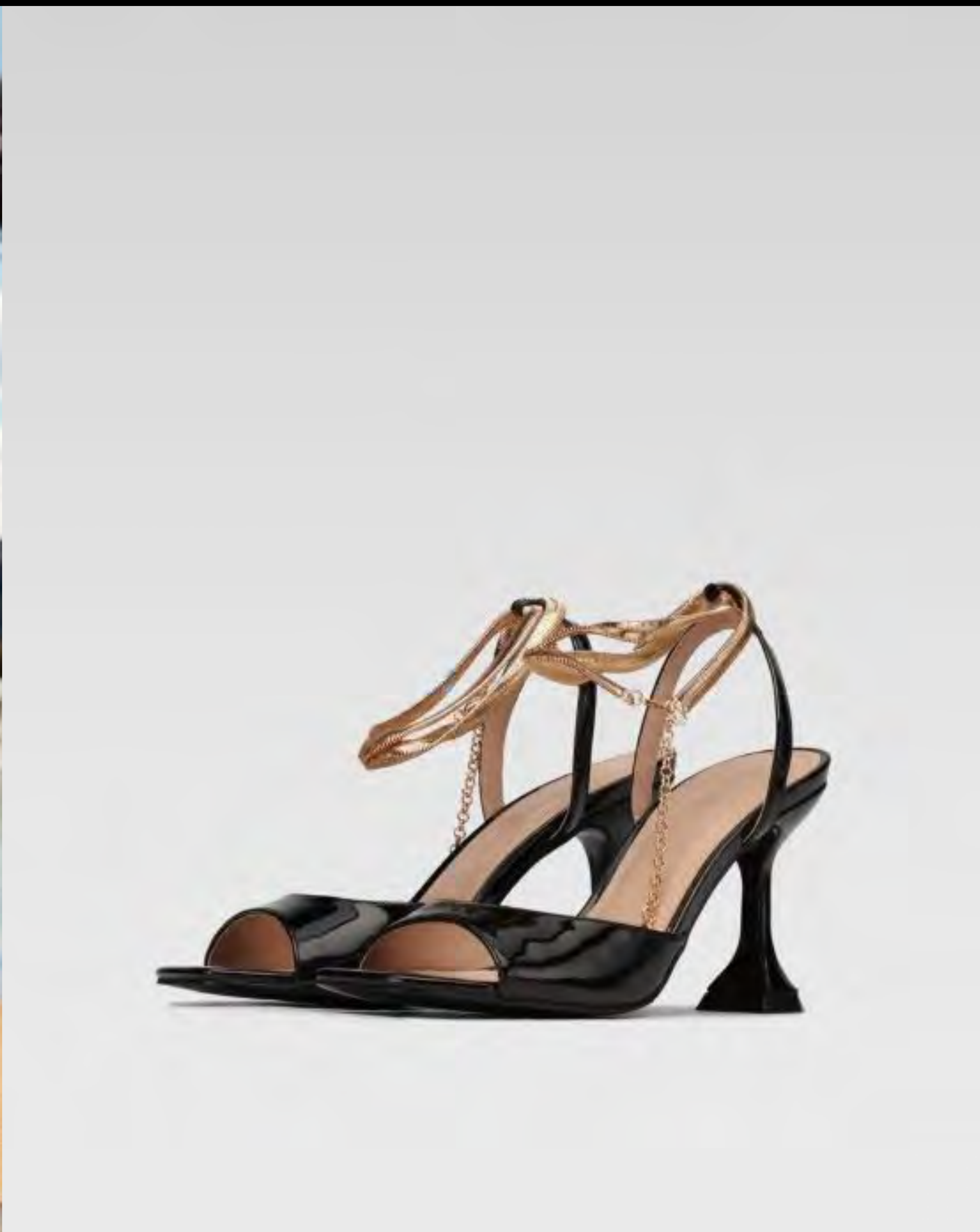


**ccc** | insight out

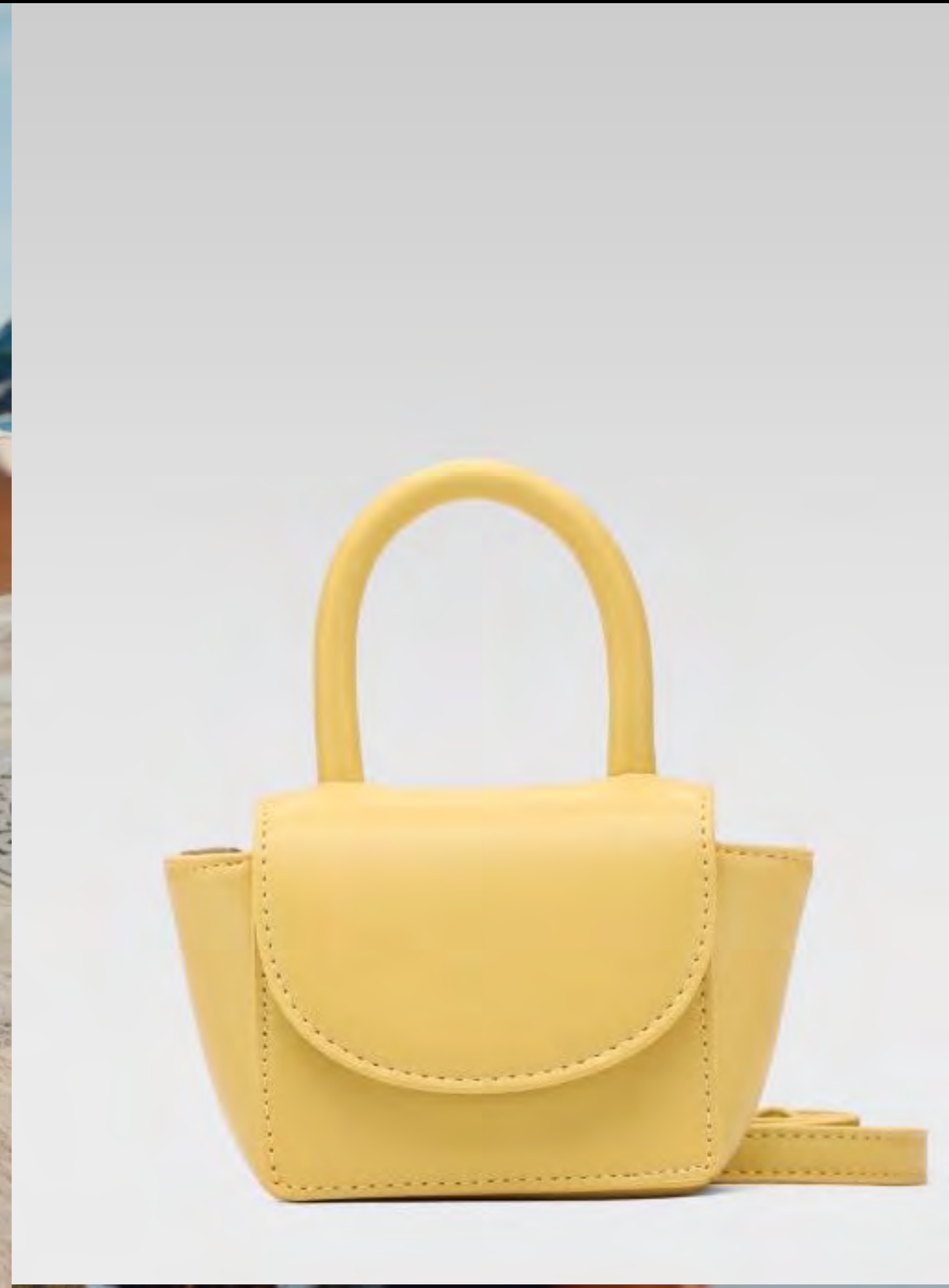
New CCC

Product revolution | Trend capsules

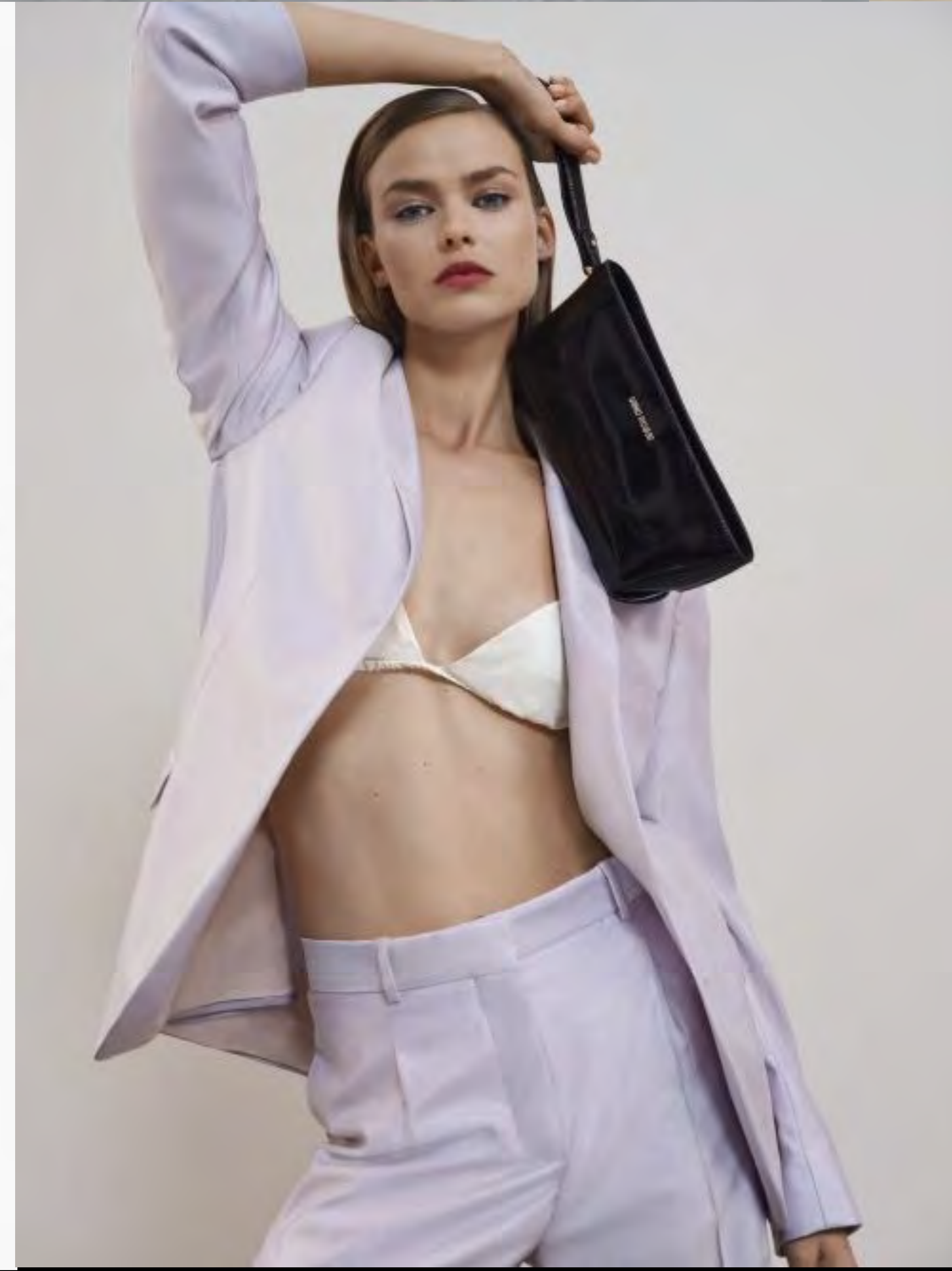
















SOFT MINIMALISM

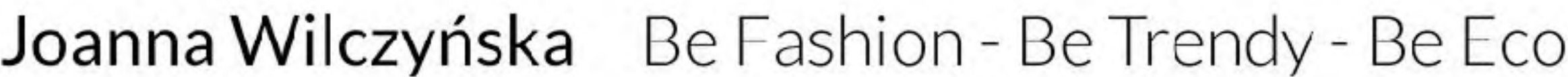
GINO ROSSI

LIMITED EDITION





- Ciężkie spody z gumy z recyklingu
- Styl militarny
- Okrągłe czubki
- Torebki / nerki modularne
- Ocieplane









**ccc** | insight out

New CCC

Marketing 2.0

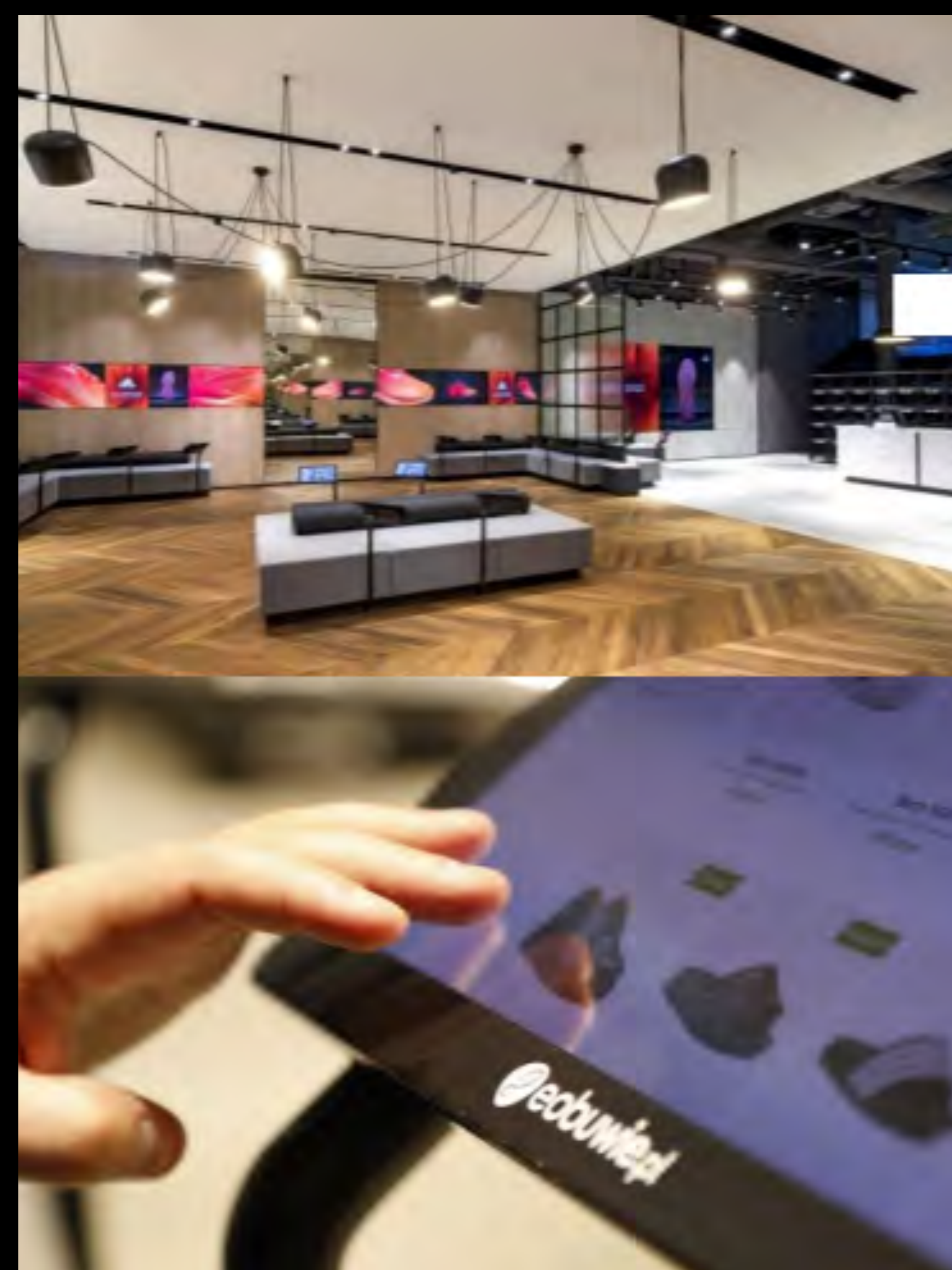




CCC

House of Brands

Investment in strategic  
own brands



eobuwie.pl

Multi-brand technology  
expert



MODIVO

Premium designer  
brands



DeeZee

Social media queen



HalfPrice

Bargain hunting  
and buzz marketing

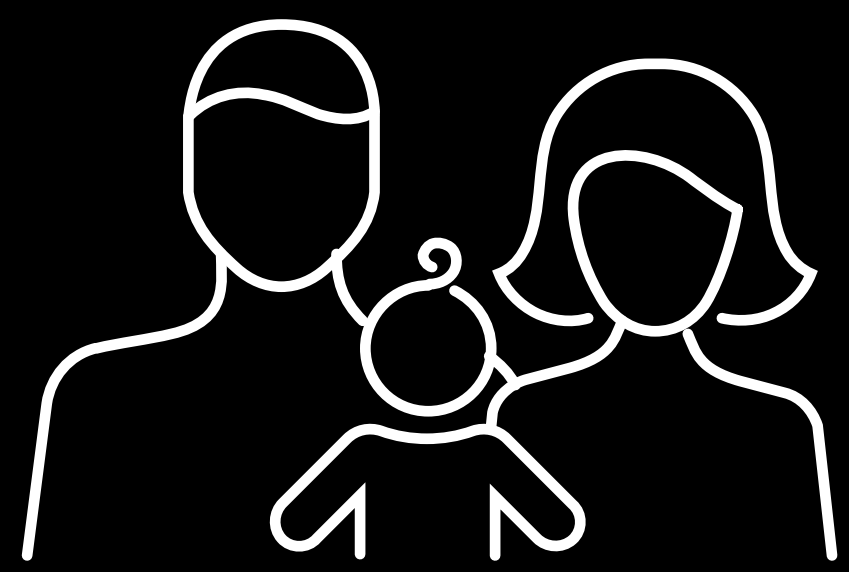






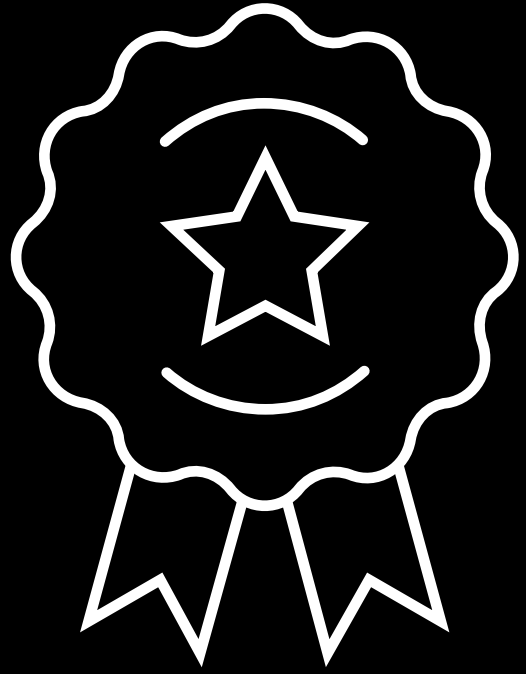
New marketing strategy – reach all market segments

LASOCKI



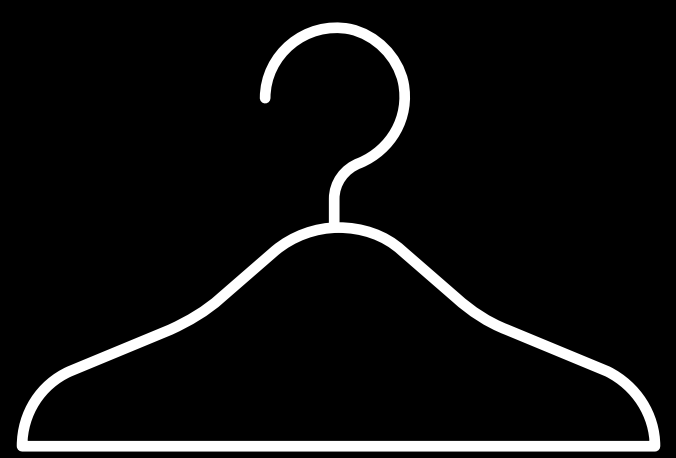
Family

GINO ROSSI



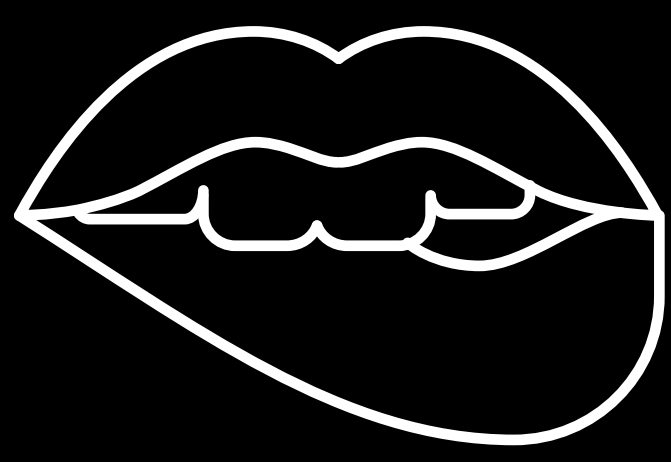
Quality

JENNY FAIRY



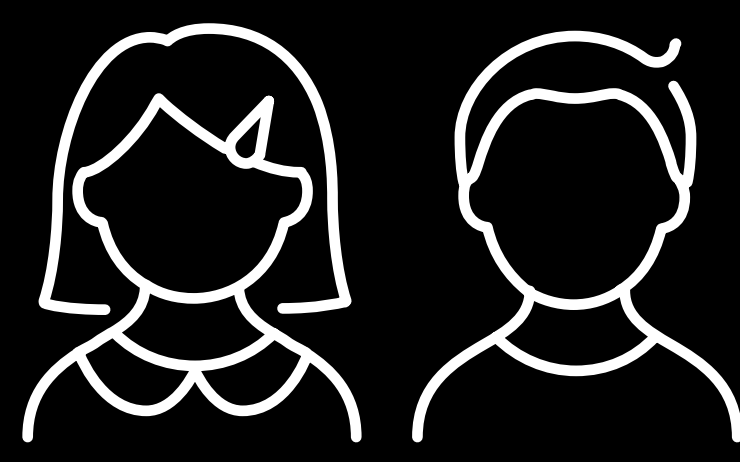
Fast fashion

DeeZee

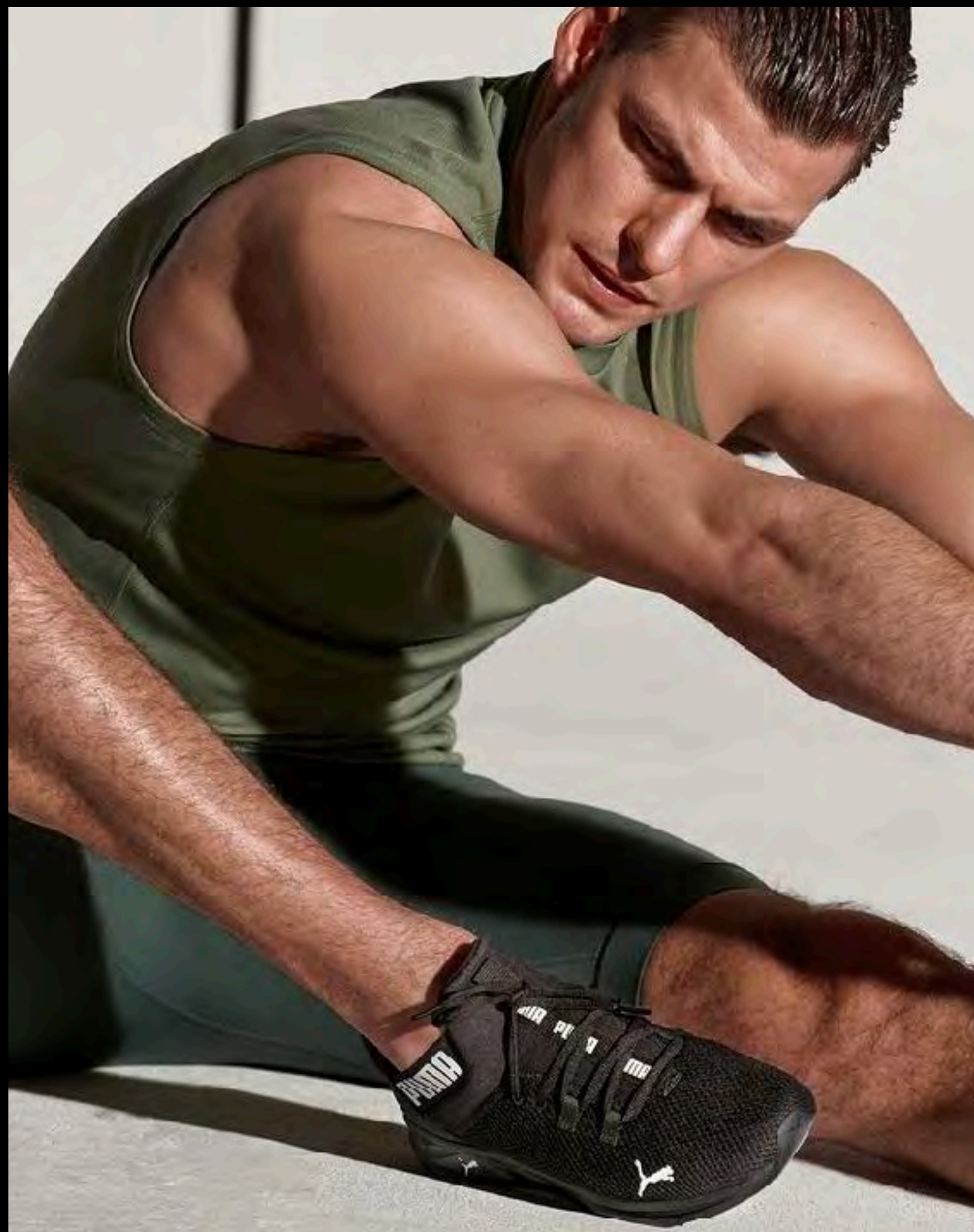


Sexy lifestyle

sprandi



Youngsters



Sport



LASOCKI





# LASOCKI

Family-friendly,  
relationship-oriented,  
multigenerational  
brand with the widest  
target audience





GINO ROSSI





# GINO ROSSI

Quality, minimalist  
brand for premium  
customers





JENNY FAIRY



New  
Romantics

CCC | JENNY FAIRY





# JENNY FAIRY

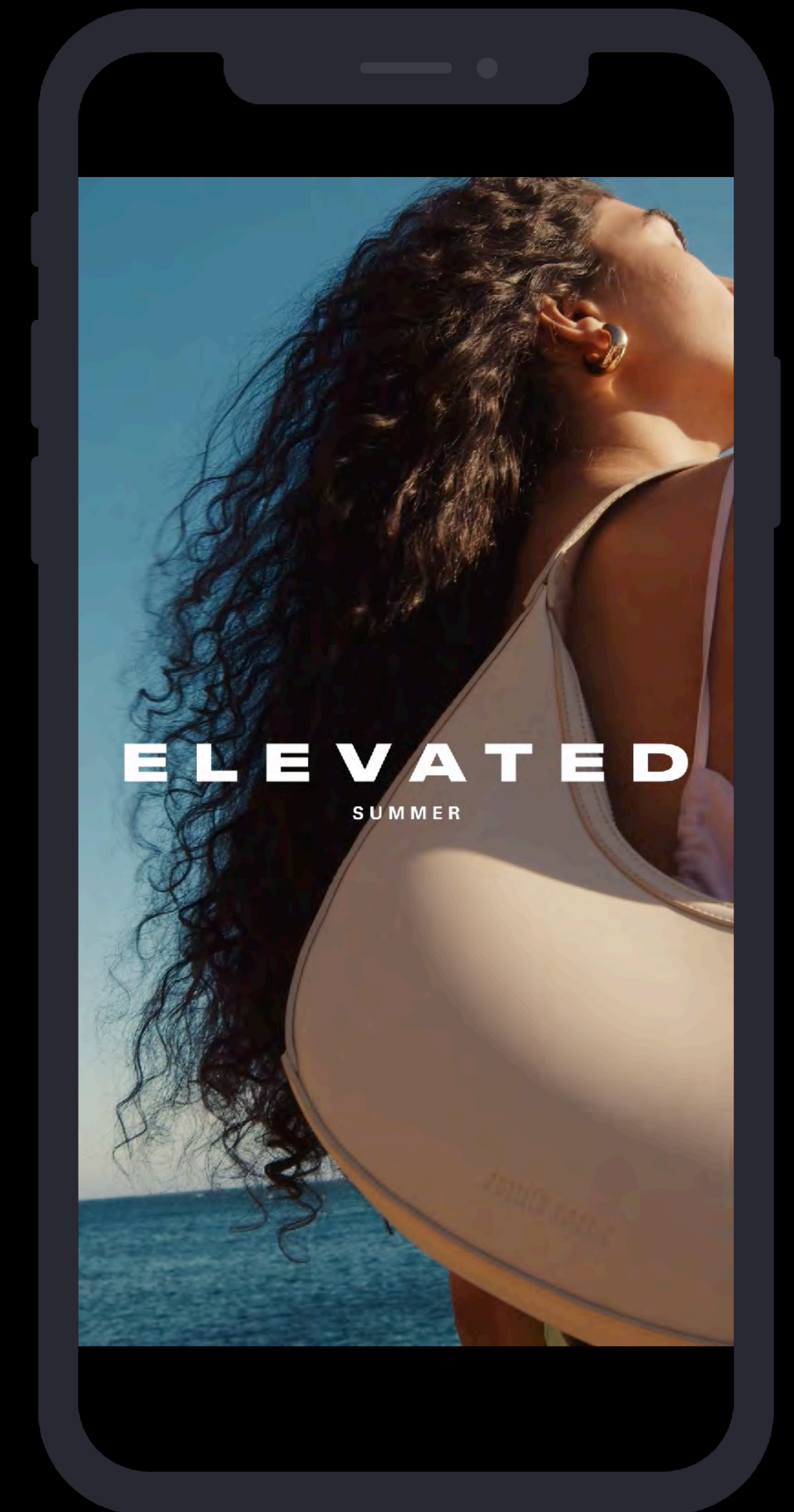
Fast fashion brand  
offering a complete  
range of trends and  
style diversity





# JENNY FAIRY

Capsule collection  
campaigns











Lifestyle brand in the athleisure style (footwear and apparel) targeting young customers





# DeeZee



CCC | DeeZee





# DeeZee

Expressive,  
sexy and glam style  
brand





Black Week campaign  
– using cutting-edge  
marketing tools  
(e.g. AR)

CCC  
BLACK WEEK



DOSTĘPNU U SIEBIE NA INSTAGRAMIE I OZNACZ HASZTAGIEM  
#CCCBLACKWEEK

CCC

ZESKANUJ ADARTEM W TELEFONIE  
I ZOBACZ CO SIE STANIE





CCC Club campaign  
– using outdoor  
advertising carriers and  
cross-brand collaborations




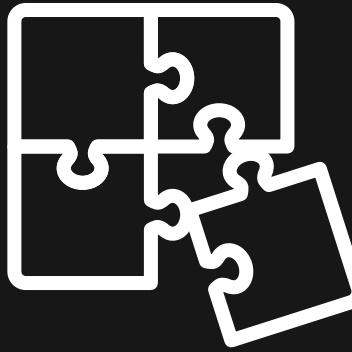

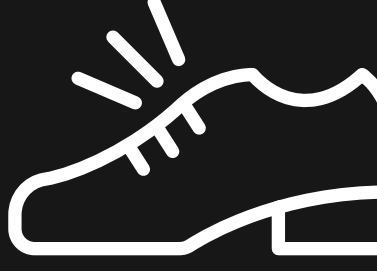



GO FOR NATURE  
campaign  
– marketing of CCC's  
eco-friendly collection



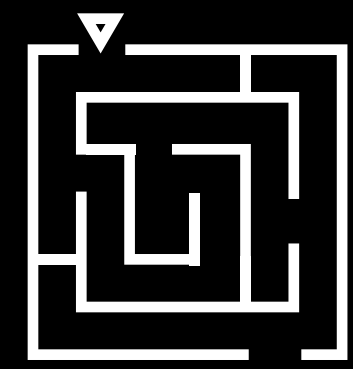

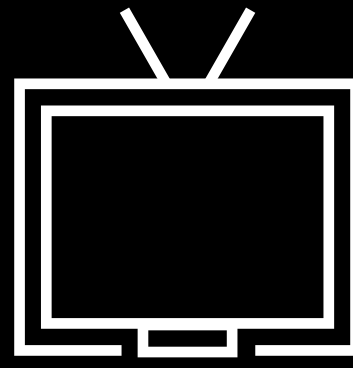
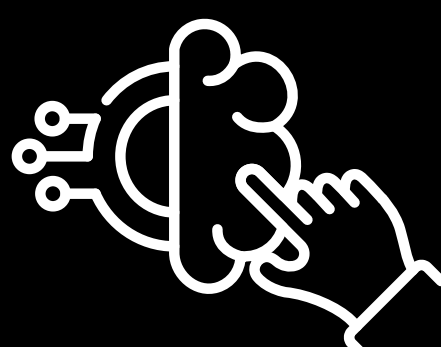

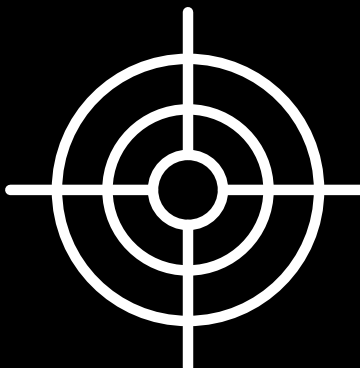
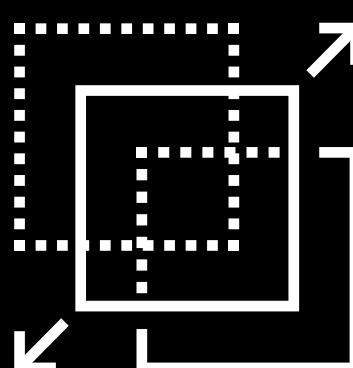

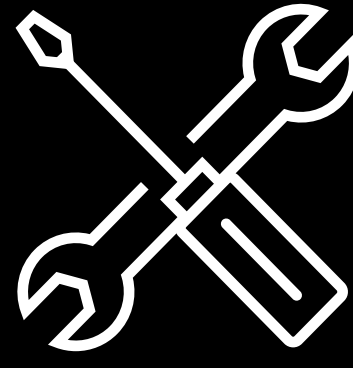
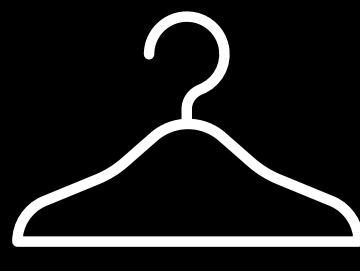


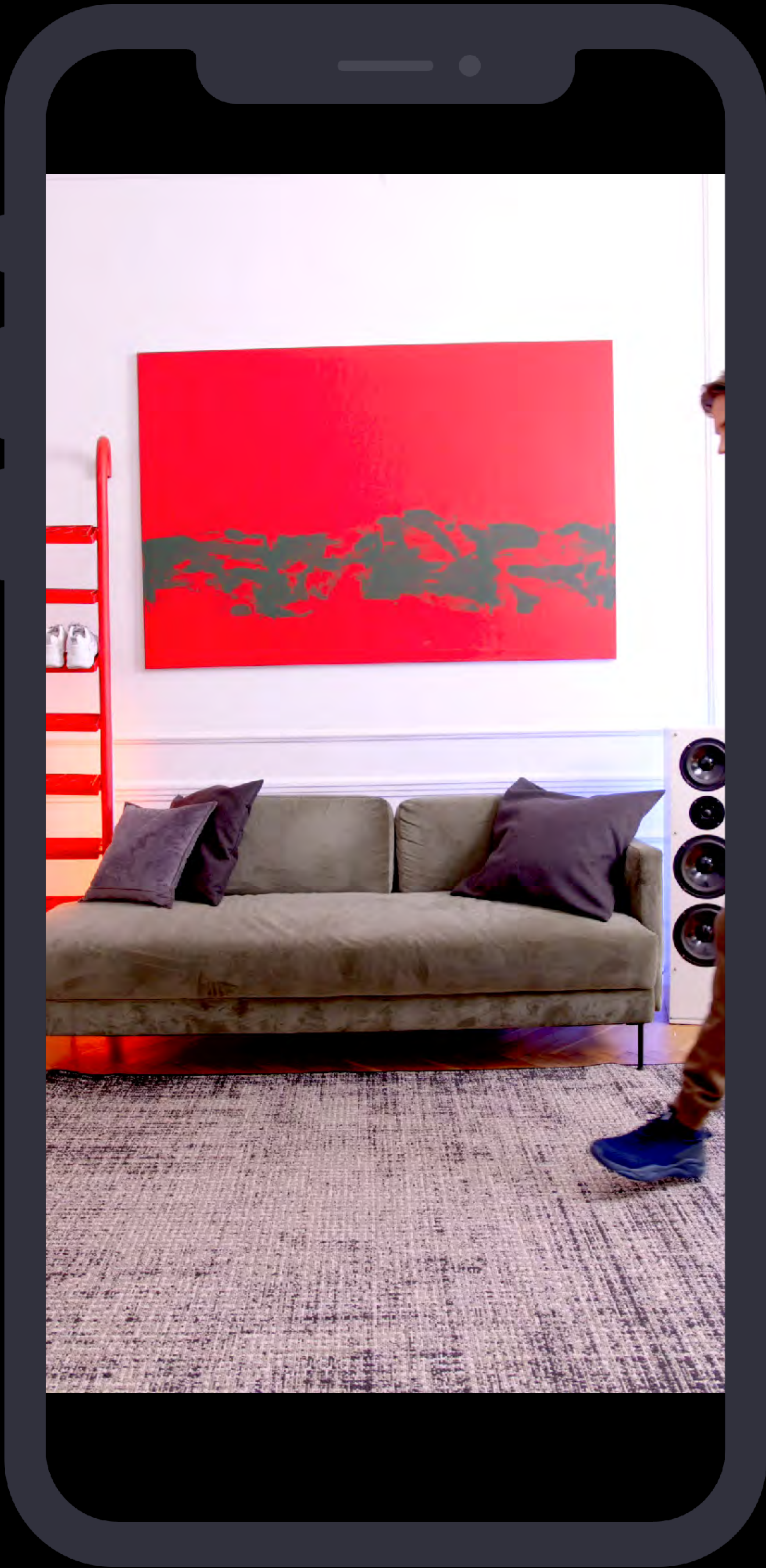
Targeting new, underserved segments

|  | Practical                                   | With an ambition to be fashionable          | Fashionable                                 |
|--|---|---|---|
|  Gender                             | <div><div>♂ 55%</div><div>♀ 45%</div></div> | <div><div>♂ 38%</div><div>♀ 62%</div></div> | <div><div>♂ 36%</div><div>♀ 64%</div></div> |
|  Segment's share of total customers | <div><div>37%</div></div>                   | <div><div>24%</div></div>                   | <div><div>6%</div></div>                    |
|  Value of purchases – year/person  | 163 PLN                                     | 251 PLN                                     | 506 PLN                                     |
|  Pairs of shoes/year              | 2.9 pairs                                   | 4.2 pairs                                   | 6.1 pairs                                   |
|  Above-average pay                | <div><div>34%</div></div>                   | <div><div>36%</div></div>                   | <div><div>50%</div></div>                   |



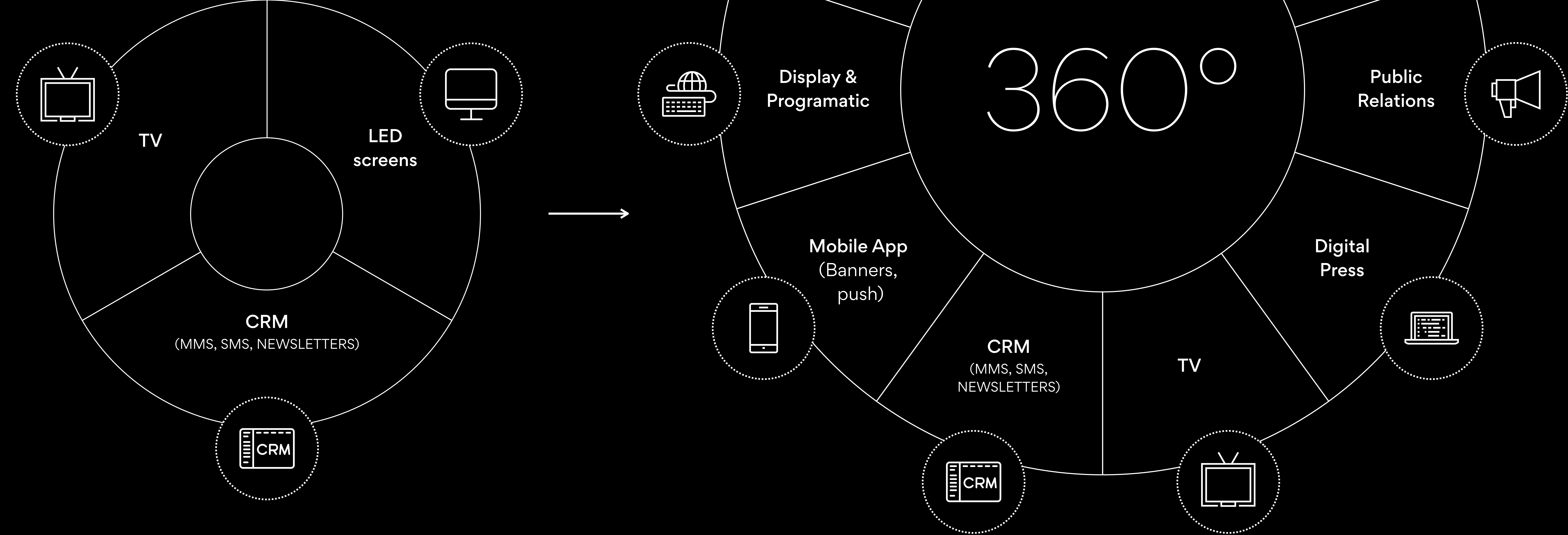
Communication  
tools – past and  
present

| PAST  |  | PRESENT |  |
|---|--|---------|--|
|    | Narrow range of activities                                 | →       |  360 media  |
|    | Traditional media  | →       |  Digital media and<br>influencer marketing  |
|   | No specific targeting;<br>only full-scale<br>communication | →       |  Precise targeting across<br>traditional and digital media   |
|  | Store space expansion                                      | →       |  E-commerce and<br>omnichannel roll-out   |
|  | Communications targeting<br>practical customers            | →       |  Communications targeting<br>fashionable customers and<br>customers with an ambition to<br>be fashionable |

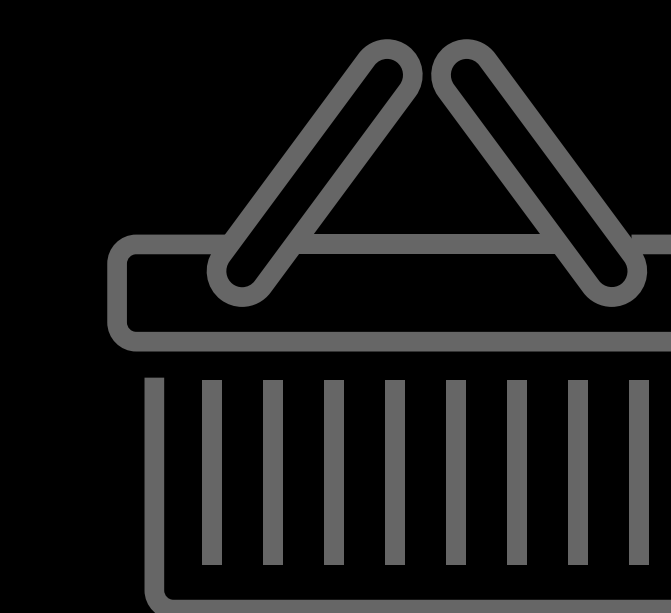
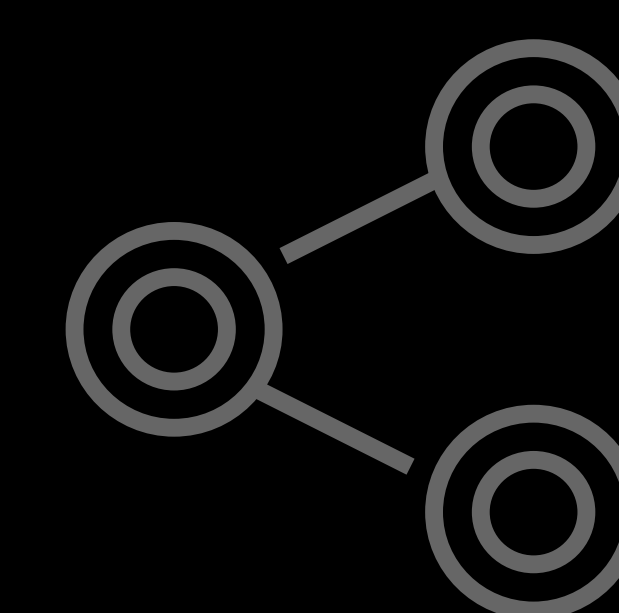
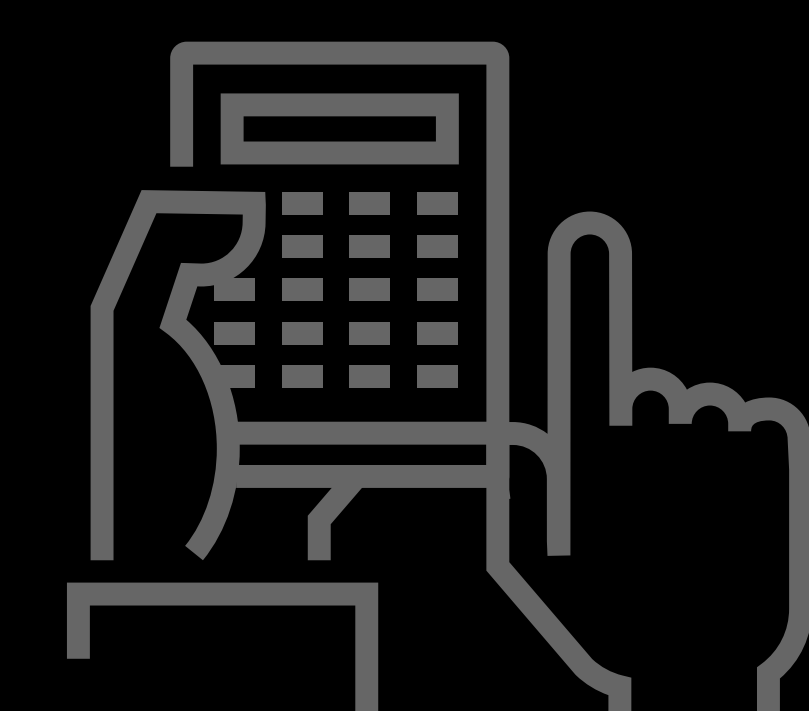




360° marketing  
– a wide arrange  
of cutting-edge  
communication  
tools







## EXPENSES

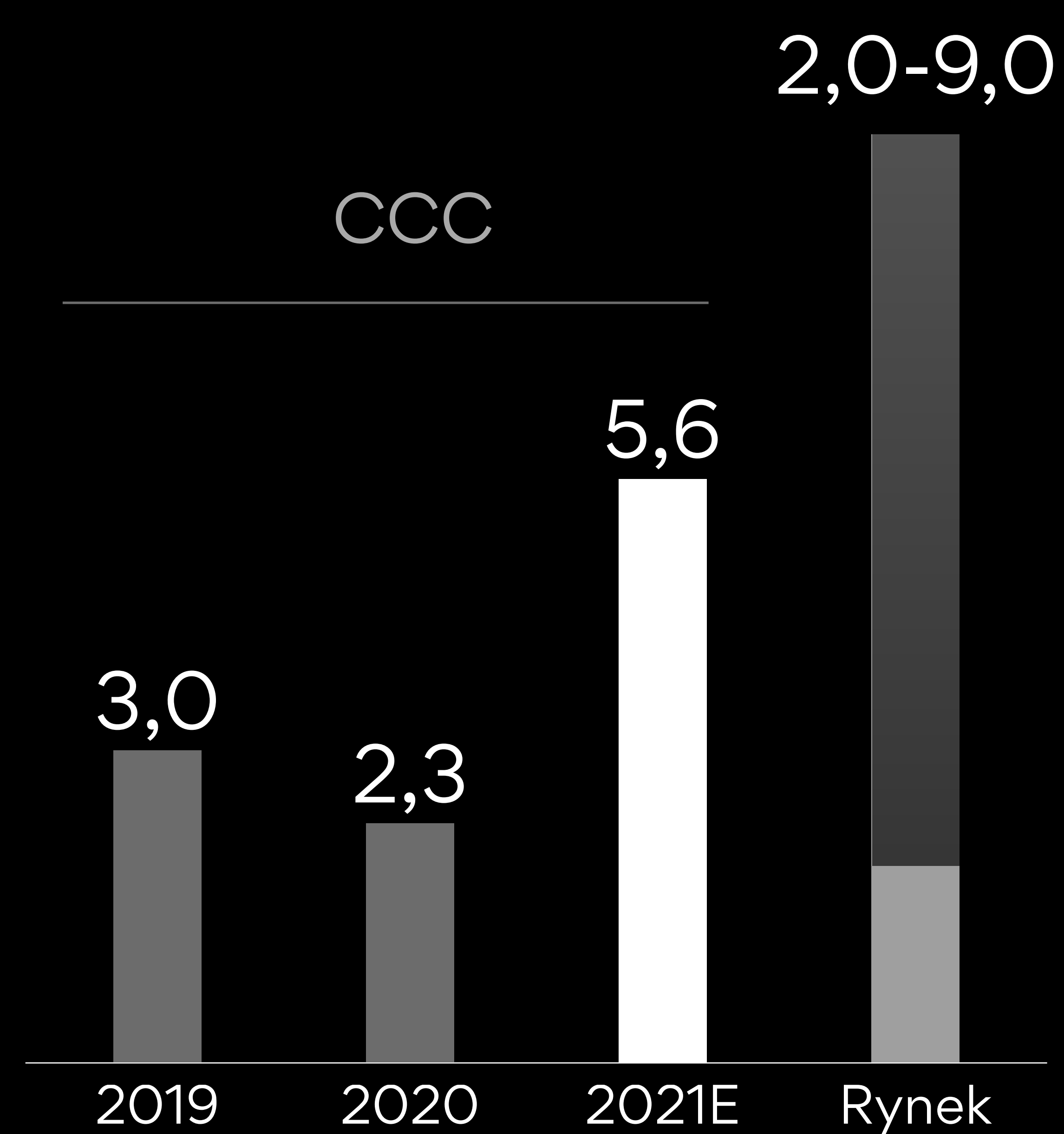
## SOCIAL MEDIA PRESENCE

## AWARENESS

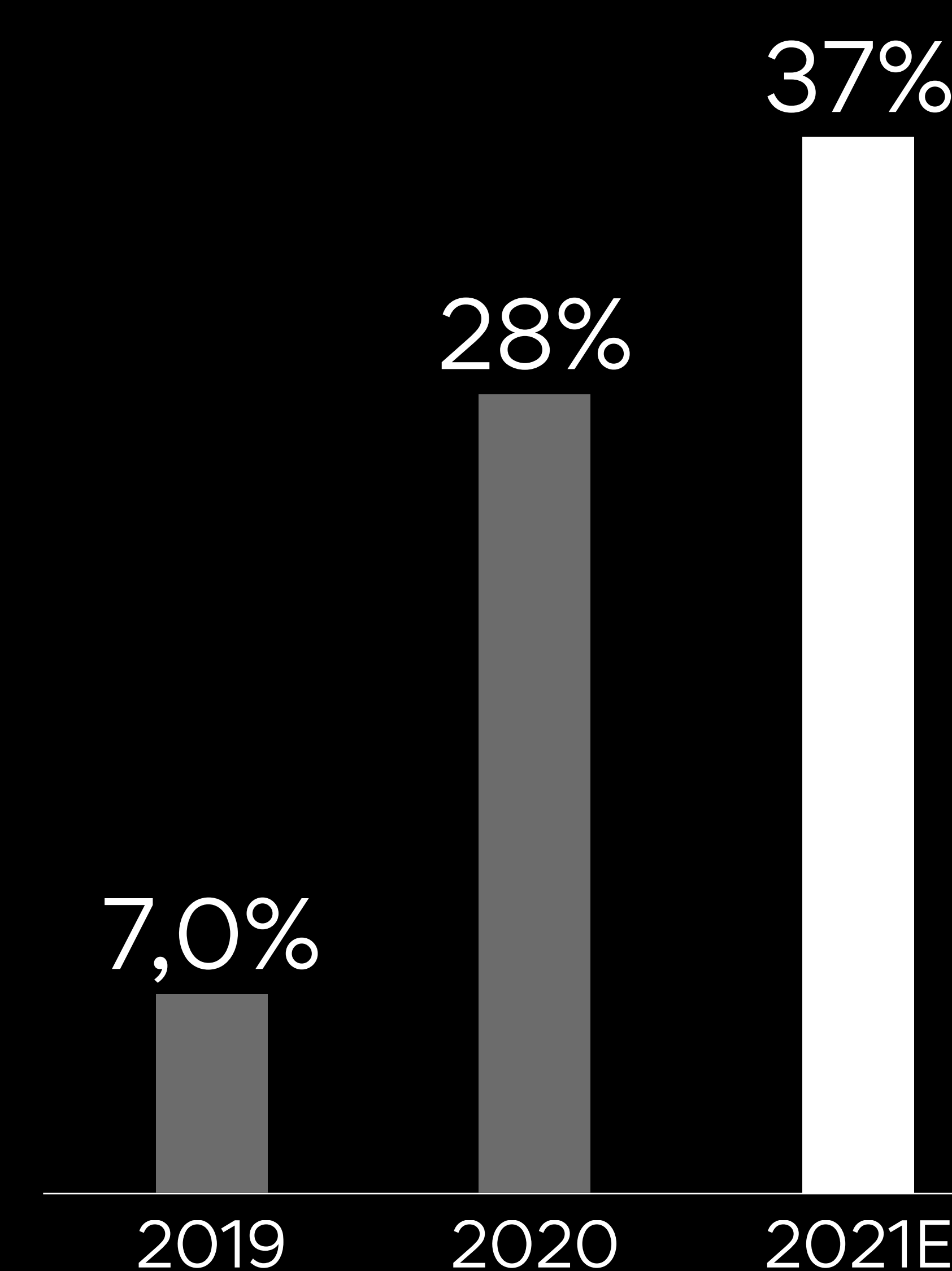
## SALES

Investing in  
our brands

Marketing as percentage  
of sales [%]



SOV  
(share of voice)



Improving brand awareness  
in Poland and abroad in  
2022E (YoY)

**+5pp**

average target for CCC  
strategic brands

Improved offline and online  
KPIs

- Improved conversions
- Larger shopping basket
- Reduced discount pressure

LASOCKI

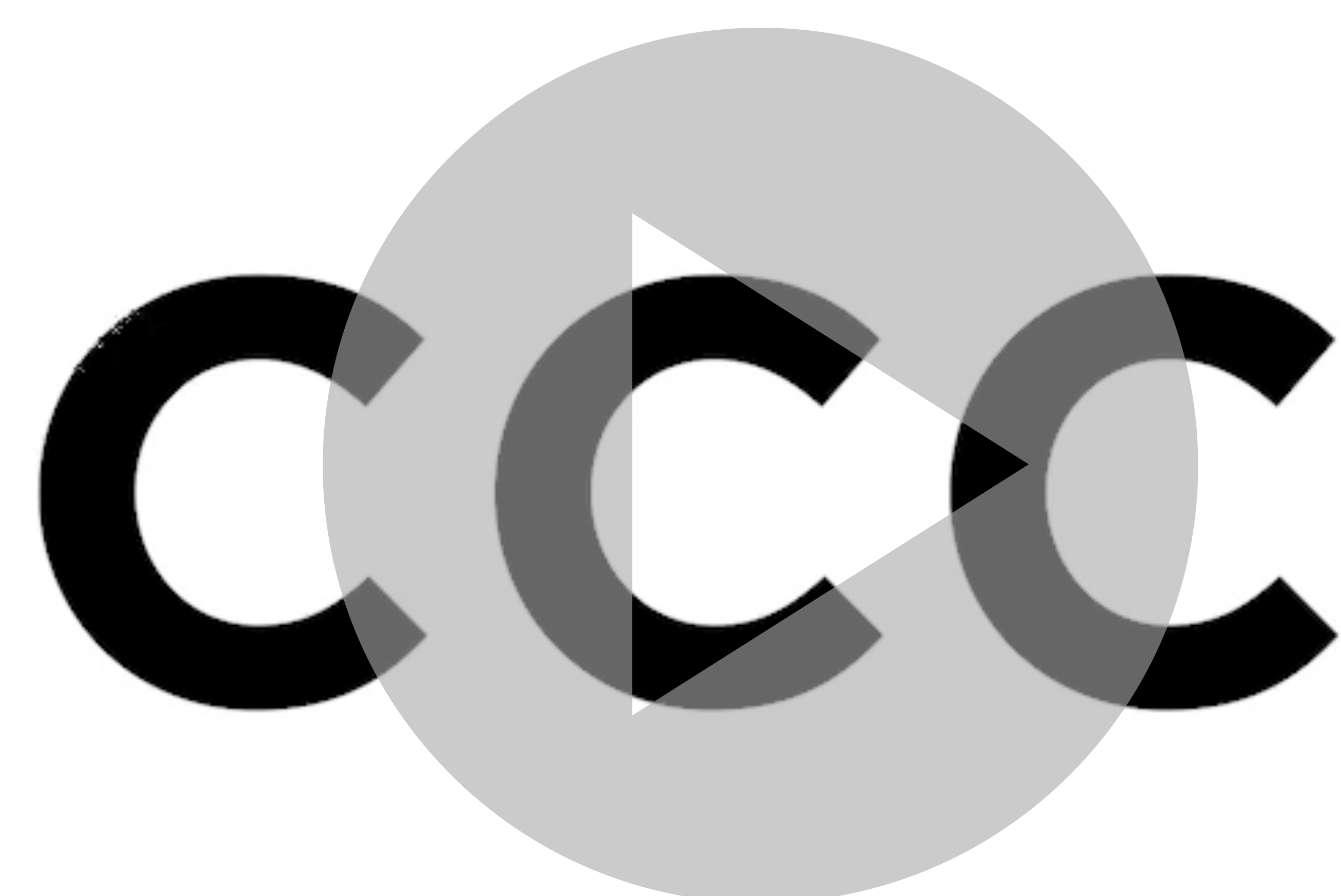
GINO ROSSI

JENNY FAIRY

**sprandi**

DeeZee







**ccc** | insight out

HalfPrice

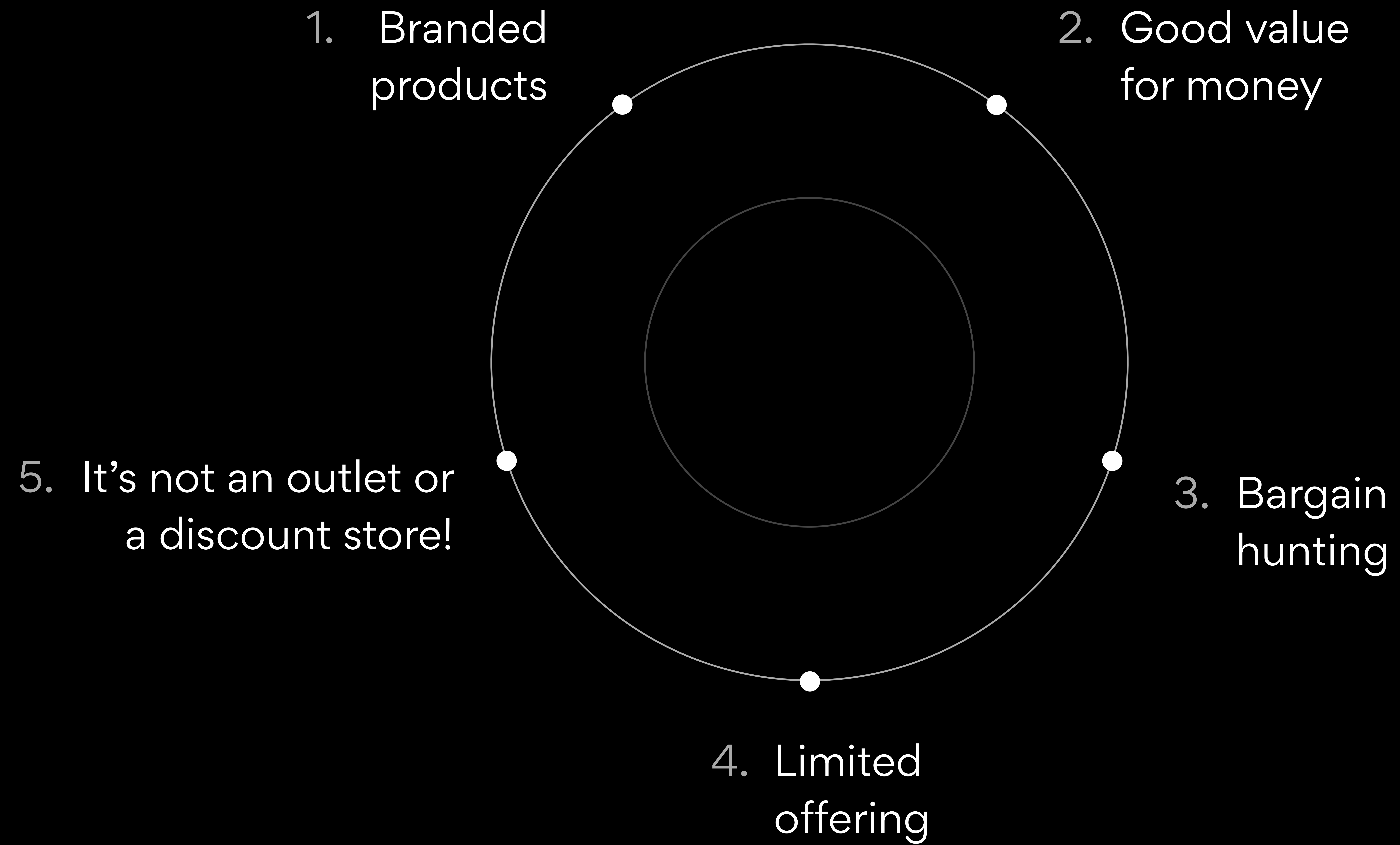


**HalfPrice**





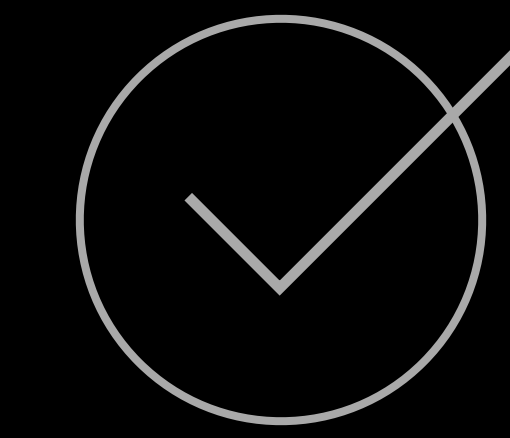
What is  
off-price?



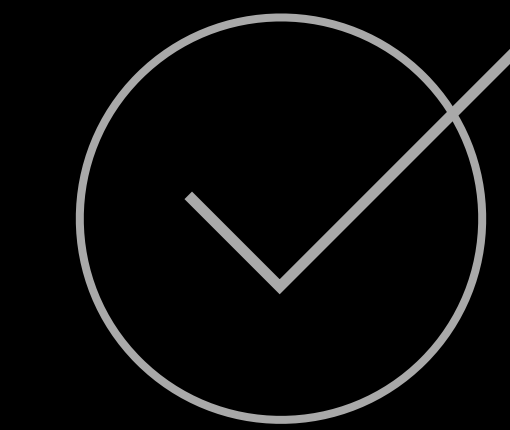


Why off-price  
in the CCC  
Group?

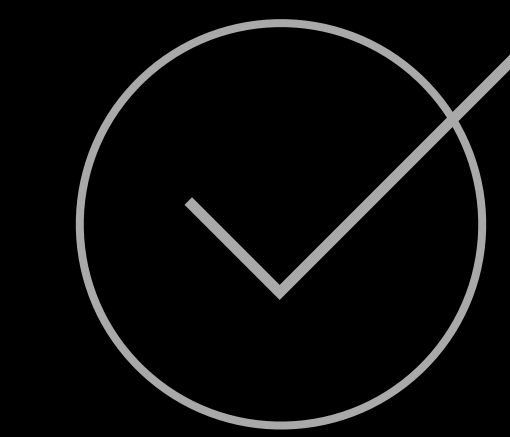
1. Crisis-proof concept



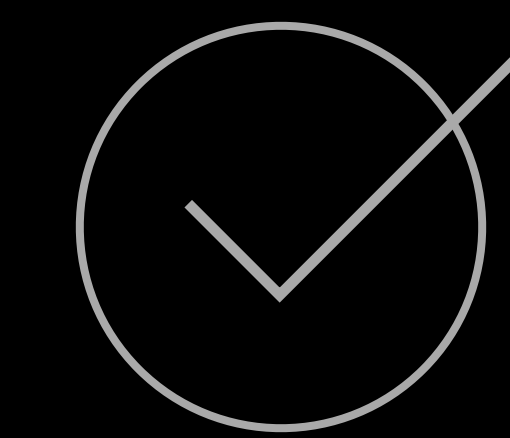
2. Unserved CEE market



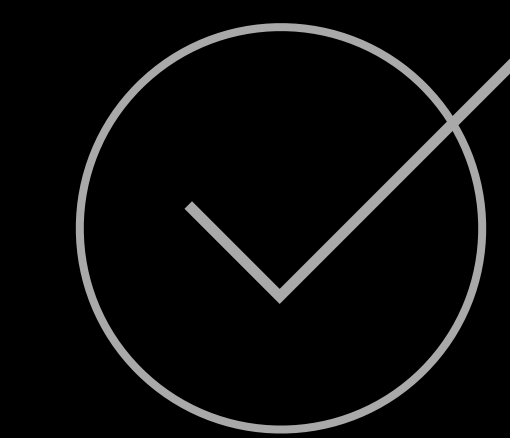
3. Excellent complement to CCC's full-price



4. CCC Group's product sourcing capabilities

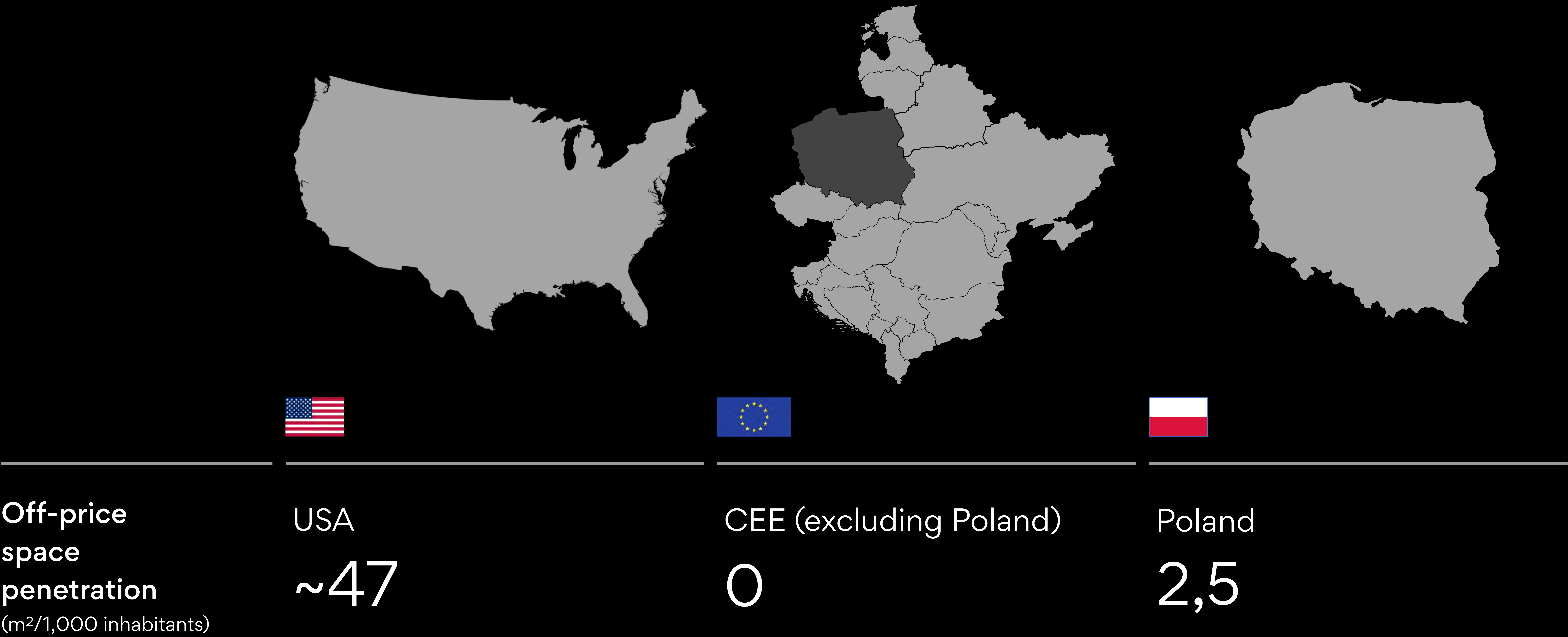


5. Support for CCC's transformation going forward



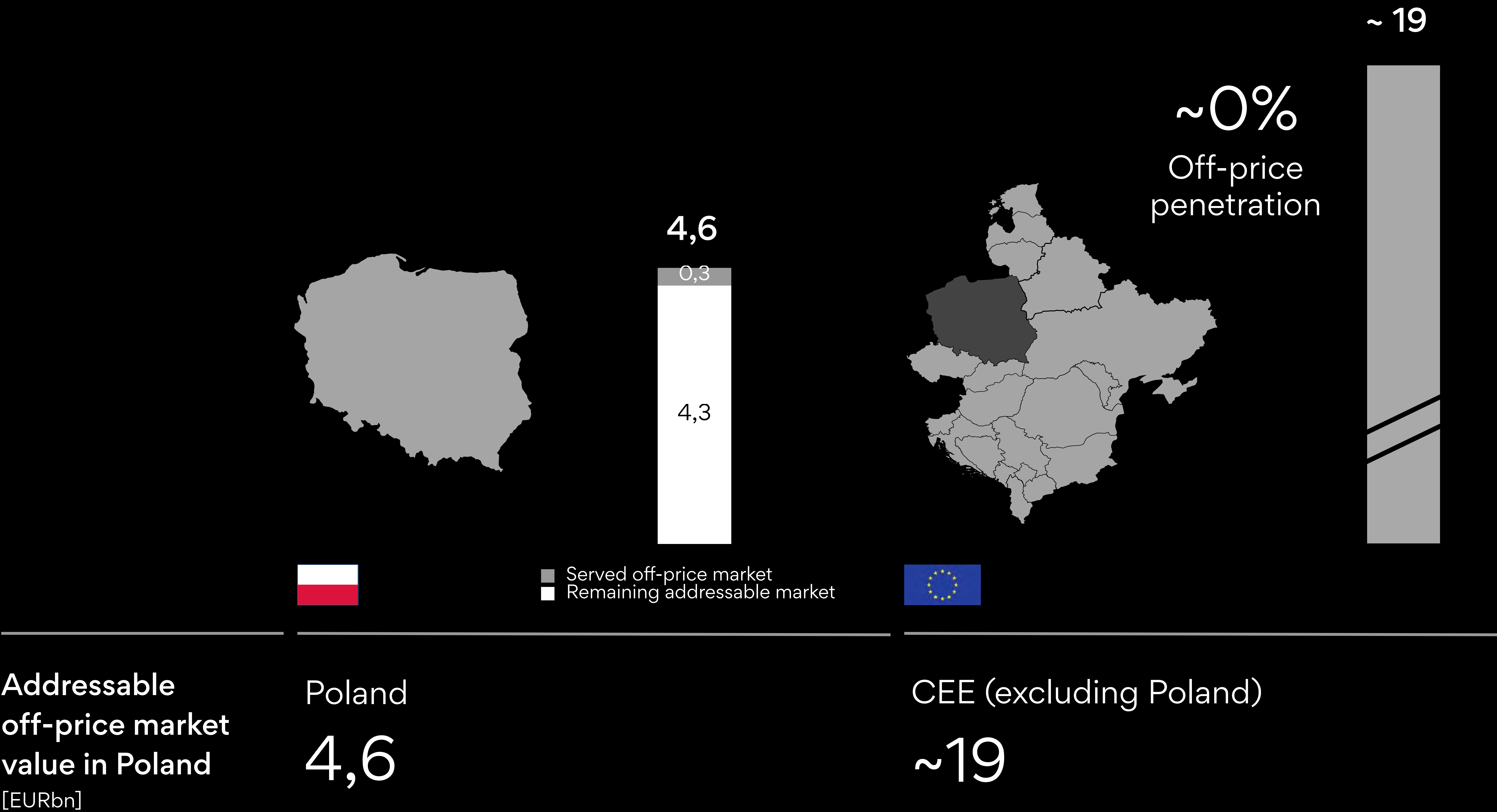


Globally proven  
concept



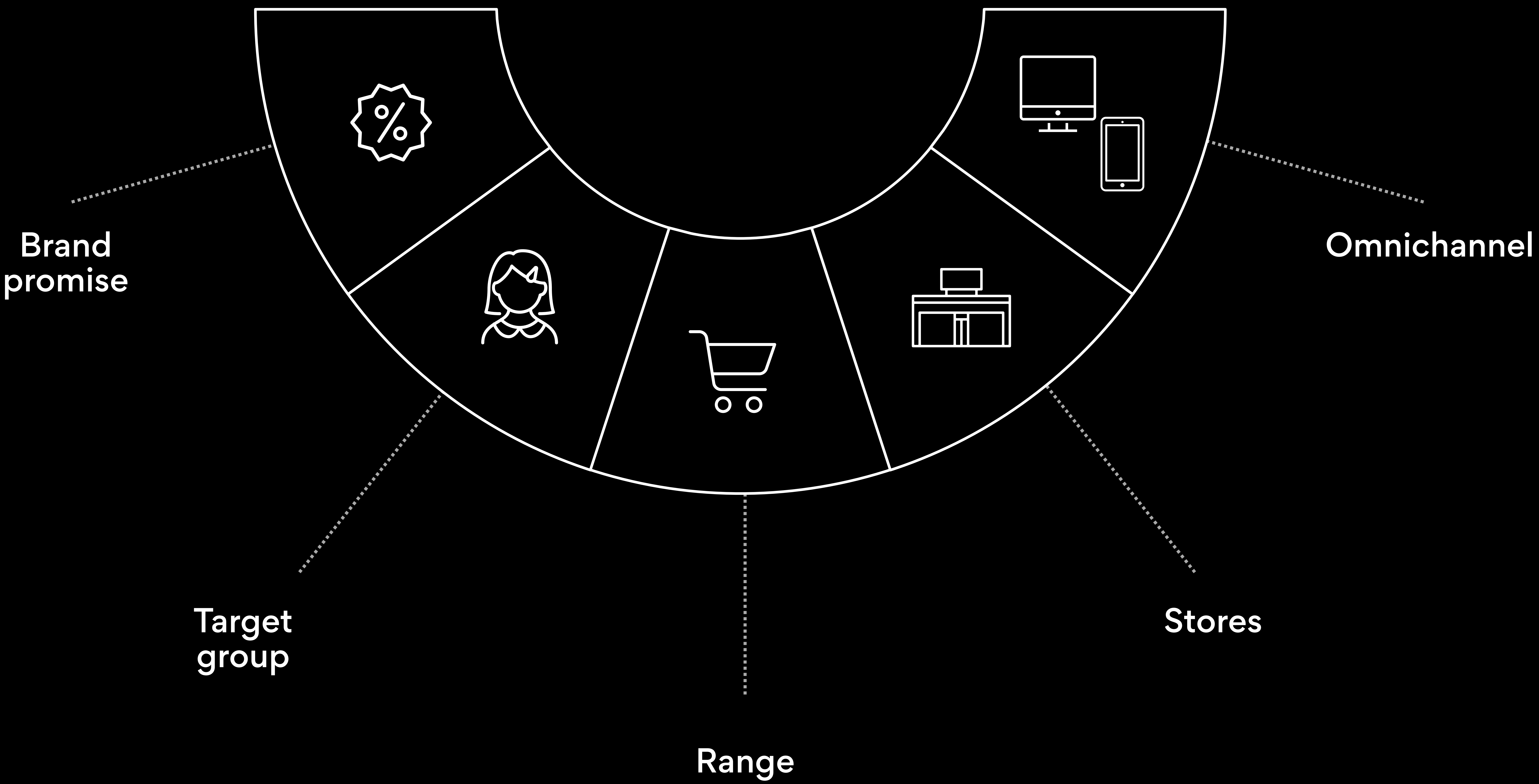


We are set to become off-price leader in Central and Eastern Europe (CEE)





CCC Group's off-price differentiators  
– HalfPrice value proposition





## Leveraging CCC Group's resources and capabilities

1

Customers (customer base  
>11m) and CRM tools

2

Landlord relations/locations

3

Resources available for support  
functions (logistics, IT)

4

Increased store space  
restructuring capability within  
the CCC Group

5

Proven network  
scalability/roll-out  
capabilities

6

Relations with suppliers of  
branded products for CCC  
Group's existing channels  
(eobuwie.pl, Modivo, CCC)

7

Omnichannel building  
capabilities



HalfPrice off to a great  
start – conclusions  
after the first month

12 stores opened  
in 6 weeks

---

70% top customer  
ratings

---

500,000 visitors

---

45 inventory turnover  
in days

---



HalfPrice,  
what's next?





# HalfPrice



**Hunting Season startuje  
przy Marszałkowskiej w Warszawie!**

Hunting Season is on in Warsaw, Marszałkowska street



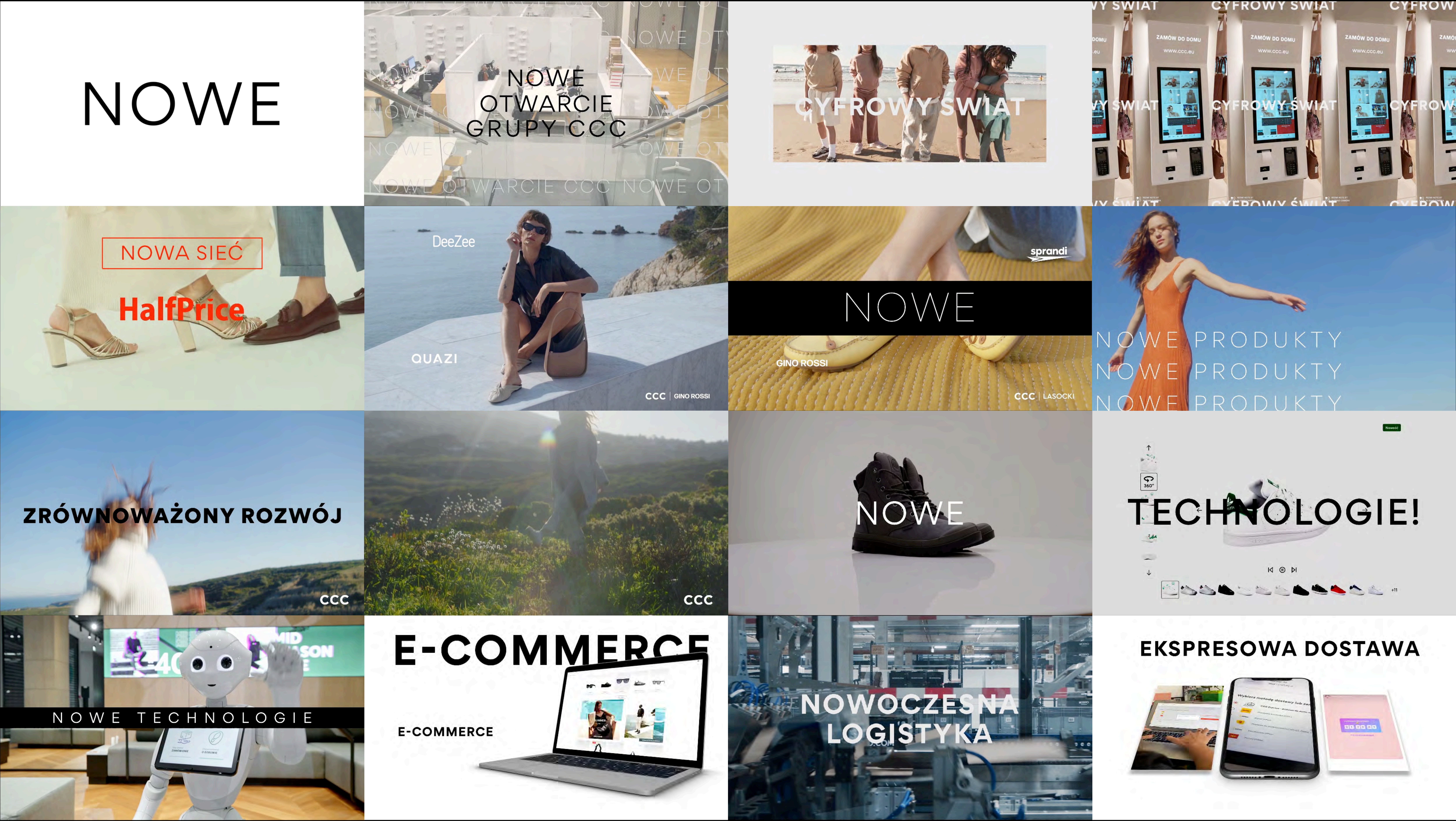


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Looking into the future



We have built  
a platform for  
future growth





GO.22

CCC Group 2020–2022 Strategy

Starting point  
for updating the  
GO.22 strategy



... to be  
continued



**CCC** | insight out