CCC GROUP

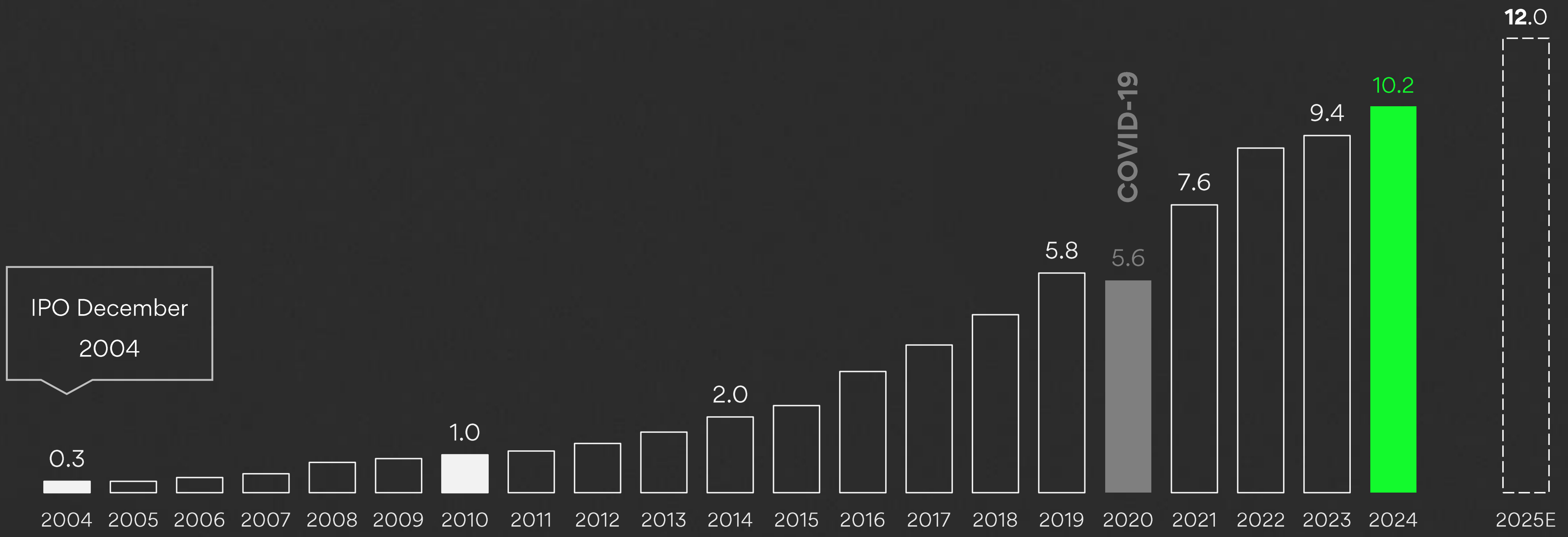
CCC GROUP CONFERENCE

DARIUSZ MIŁEK

WARSAW
12 MAY 2025

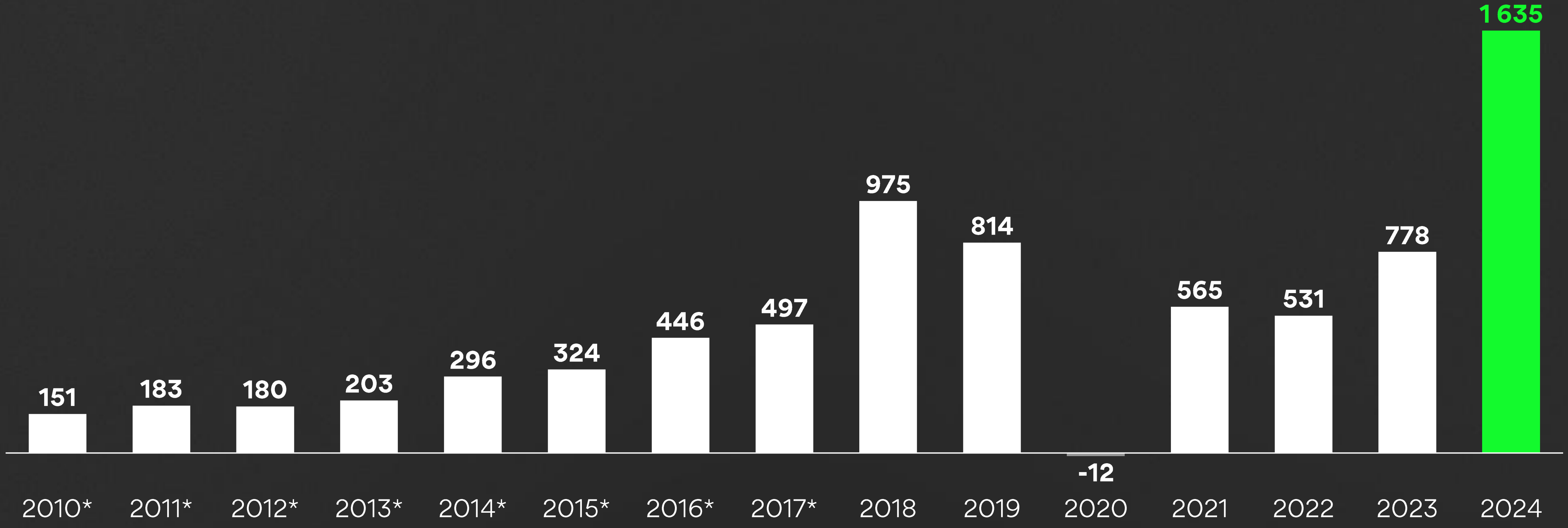
2024 PERFORMANCE HIGHLIGHTS

RECORD-HIGH REVENUE IN 2024



CCC Group revenue (PLN billion)

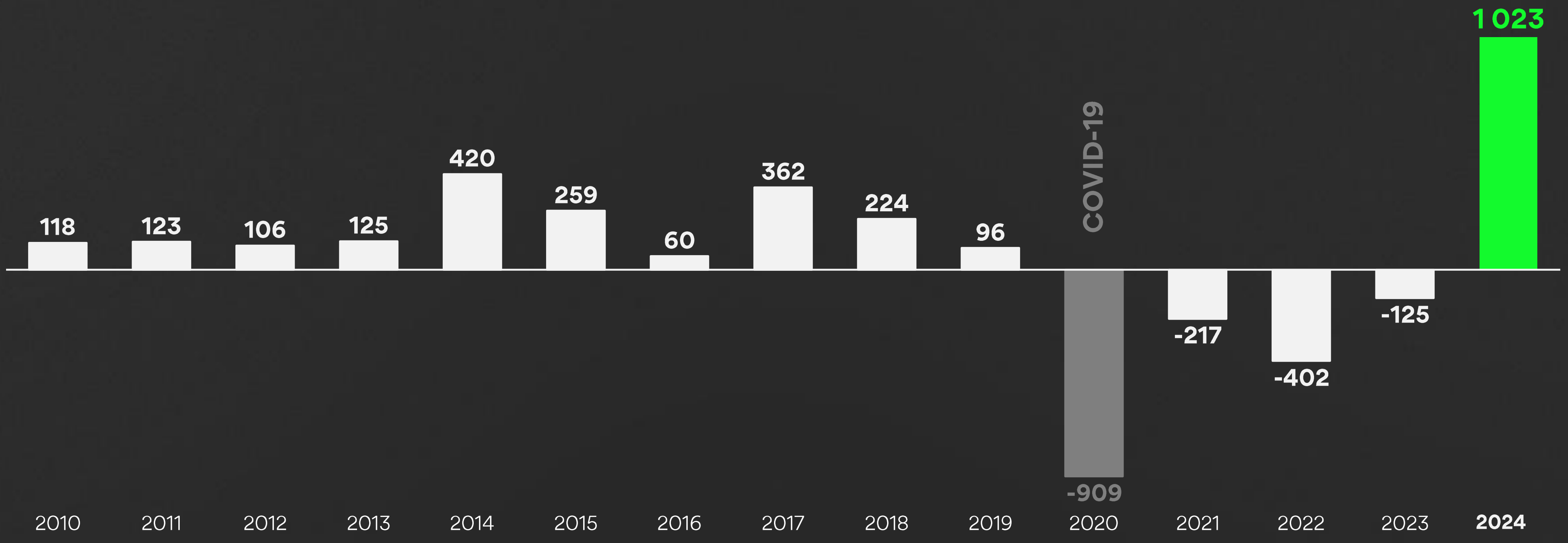
RECORD-HIGH EBITDA IN 2024



CCC Group EBITDA (PLN million)

* Excluding the effect of IFRS 16

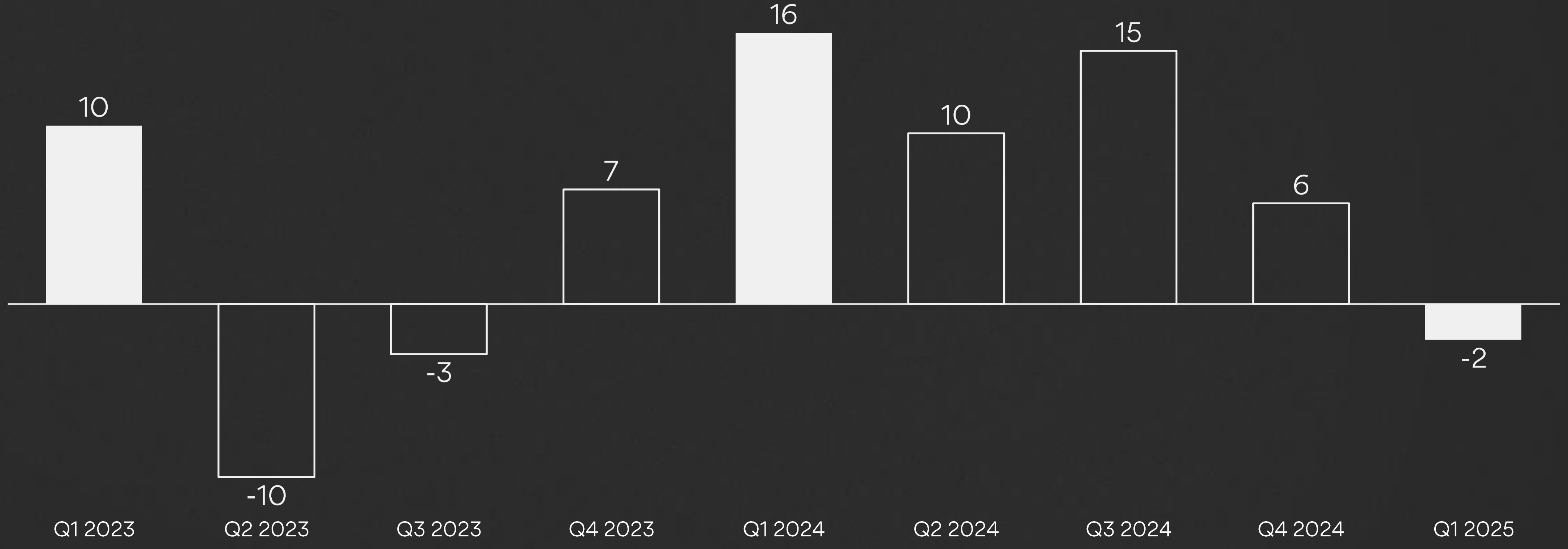
RECORD-HIGH NET PROFIT IN 2024



CCC Group net profit from continuing operations (PLN million)

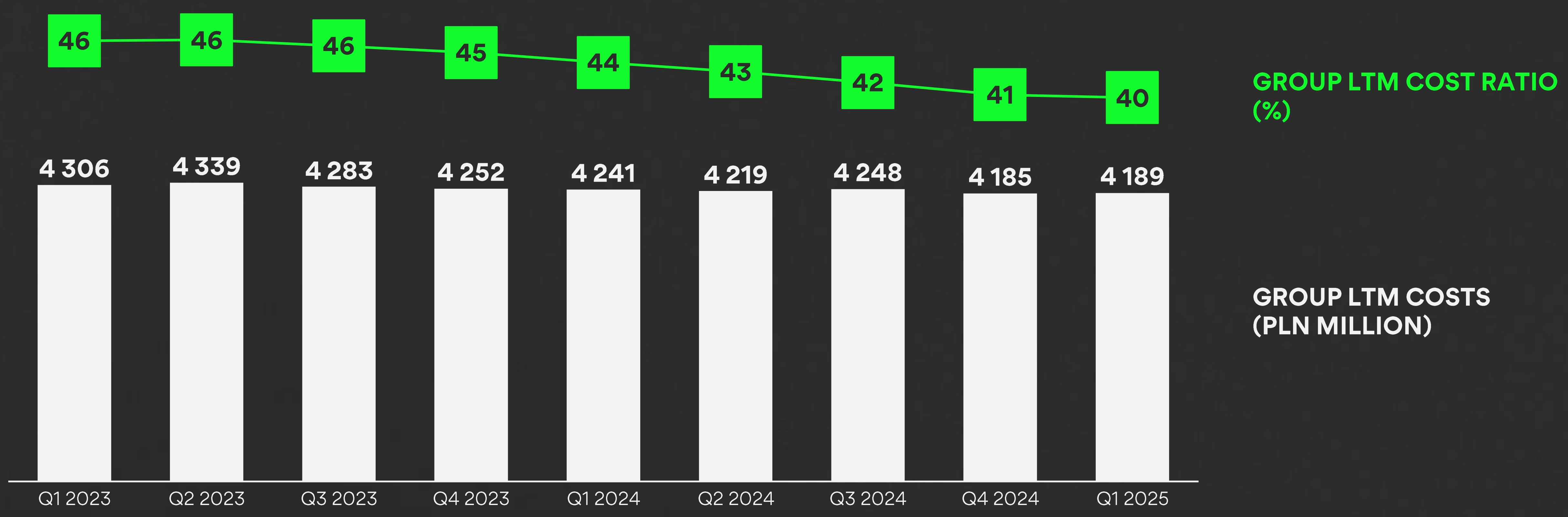
Q1 2025 RESULTS

CHALLENGING COMPARATIVE BASE FOR Q1 2025 SALES (CCC)



Year-on-year change in omnichannel sales/m^2 (ex. Modivo) (%)

SUSTAINED COMMITMENT TO STRICT COST DISCIPLINE



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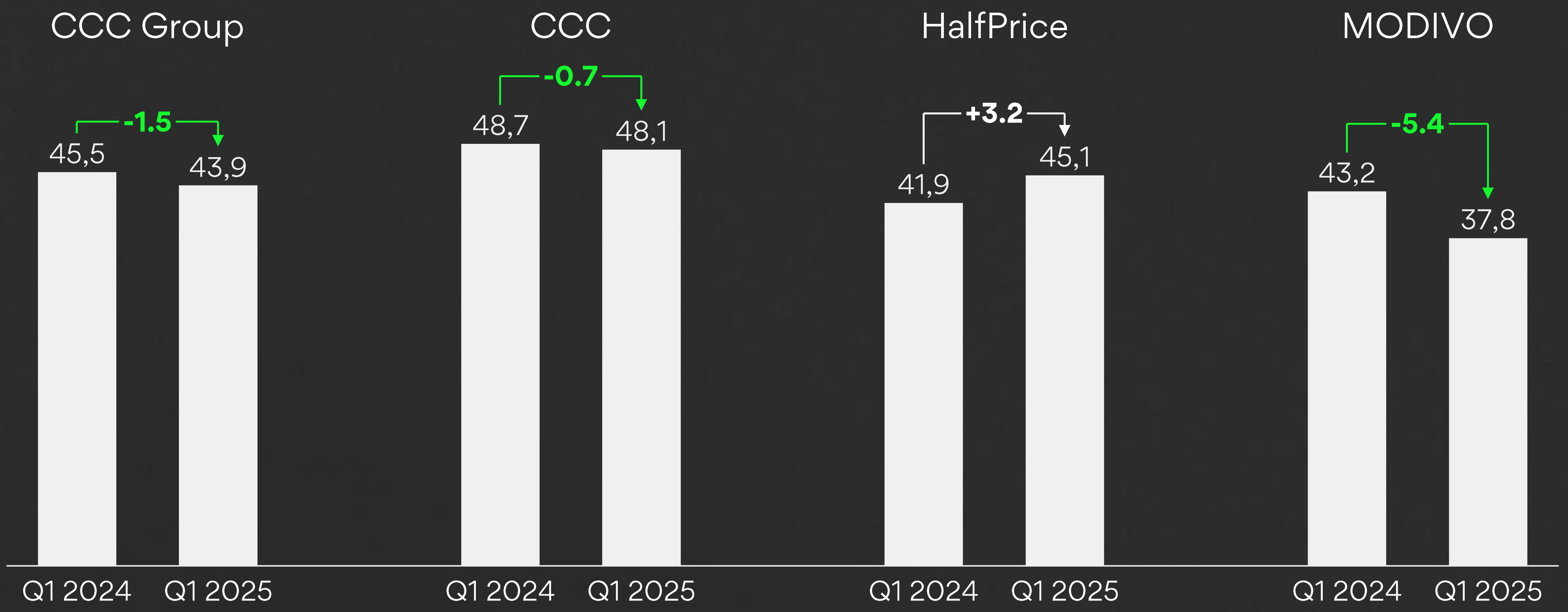


Cost ratio of the CCC Group and individual business lines (%)

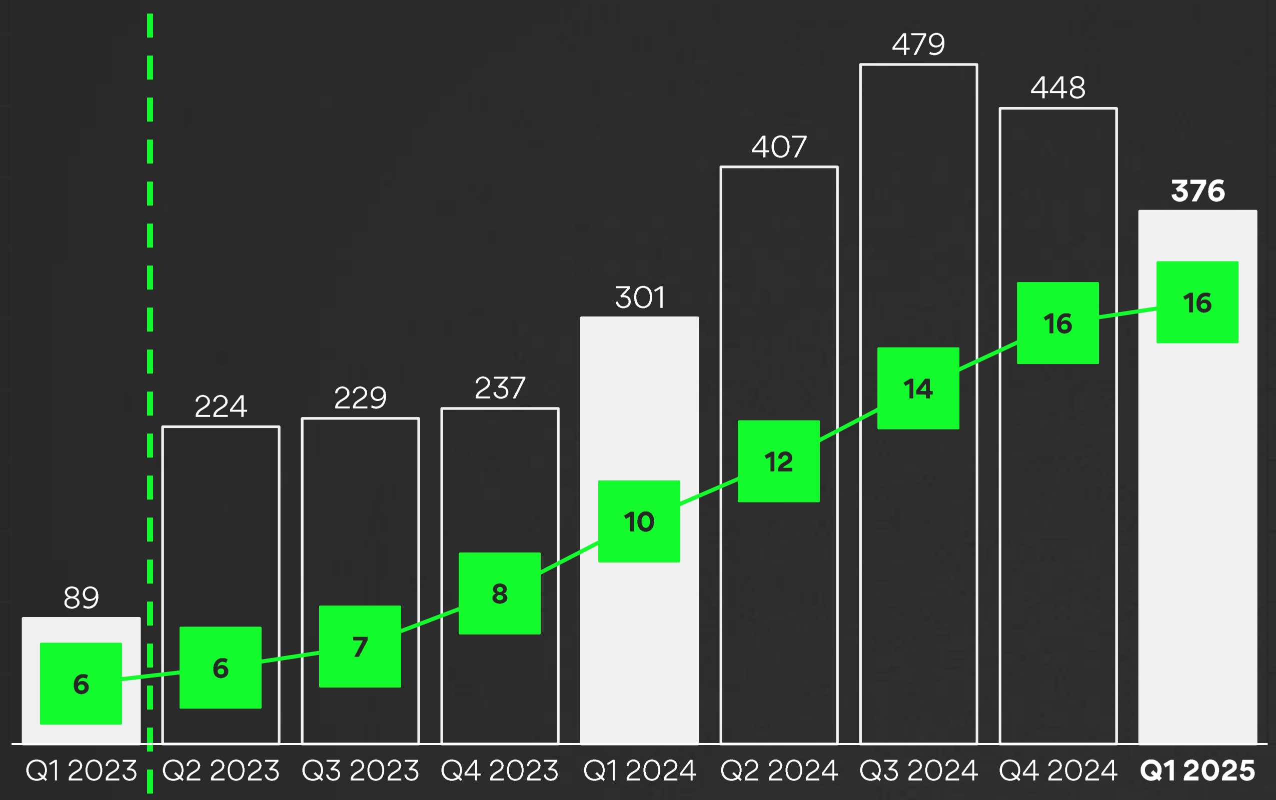
CCC GROUP

CONTINUED IMPROVEMENT IN EBITDA MARGIN

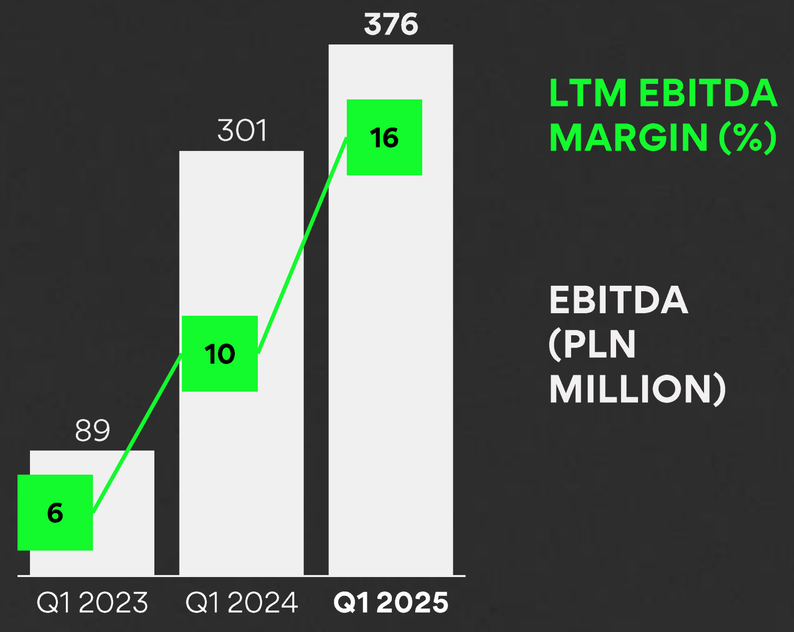
16%

+3pp YoY

CONSISTENT EXECUTION OF THE GROUP'S PROFITABILITY IMPROVEMENT PLAN



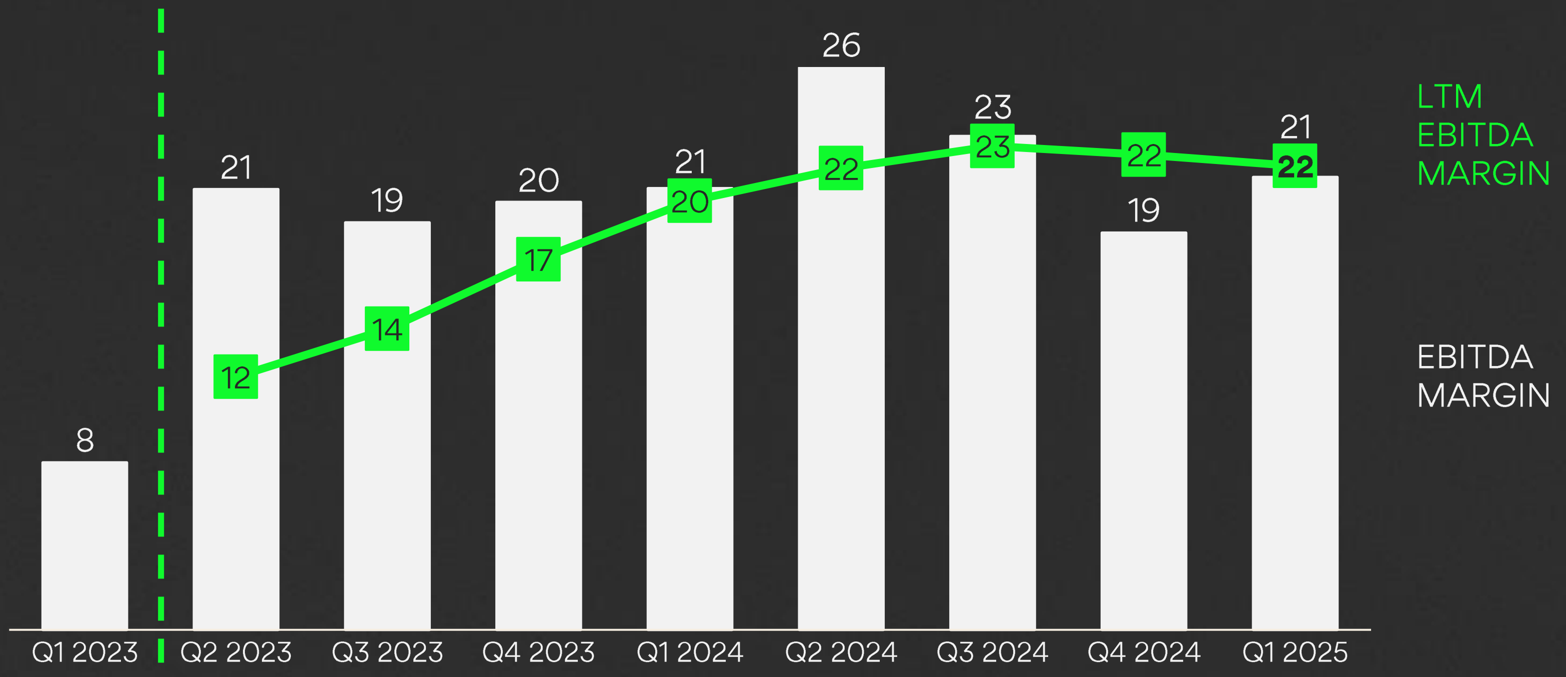
CCC Group EBITDA and EBITDA margin (%)



INDUSTRY-LEADING EBITDA MARGIN AMONG FOOTWEAR RETAILERS

21%

+1 pp yoy

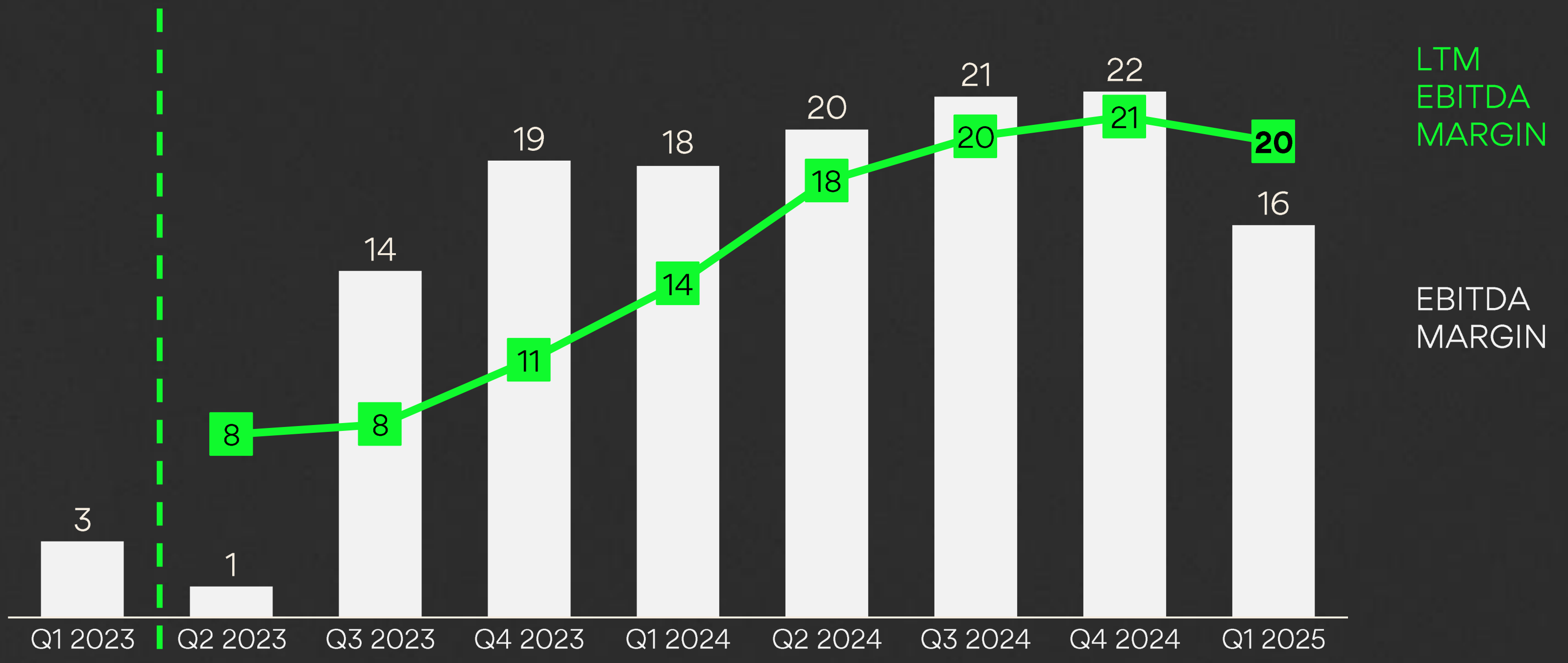


CCC LTM EBITDA and EBITDA margin (%)

Q1 EBITDA MARGIN UNMATCHED IN THE OFF-PRICE SEGMENT

16%

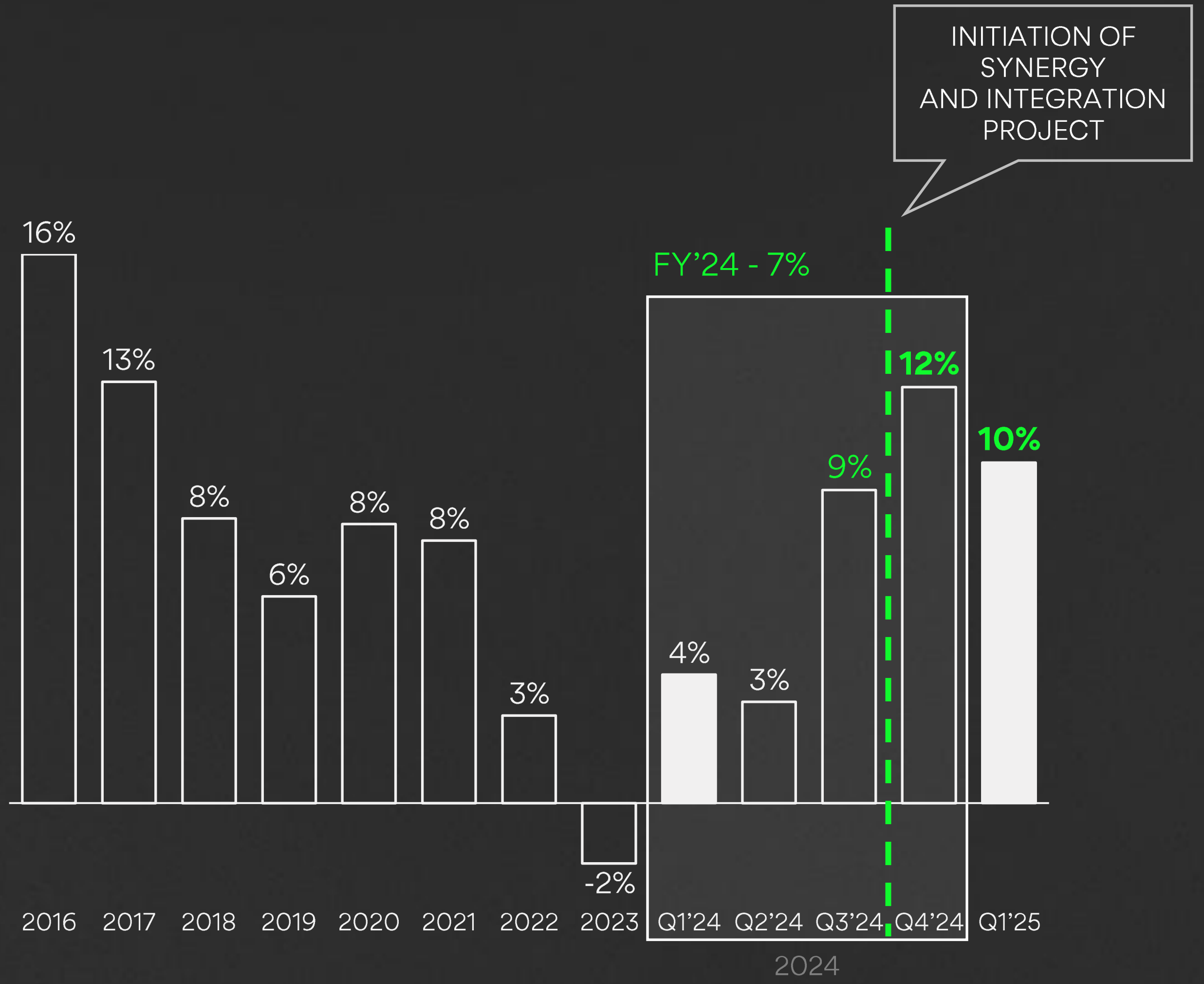
-2 pp yoy



HalfPrice LTM EBITDA and EBITDA margin (%)

MODIVO GROUP
PROFITABILITY RECOVERY UNDERWAY

10%
+6 pp yoy



MODIVO Group EBITDA margin (%)

FUTURE

CONSISTENTLY BUILDING A LEADING FASHION GROUP

FASTER-THAN-EXPECTED EXPANSION OF THE RETAIL NETWORK IN 2025

	HalfPrice	CCC	worldbox	eobuwie.pl
	85	100	165	20
SHARE OF THE GROUP'S RETAIL SPACE GROWTH	56%	16%	26%	2%

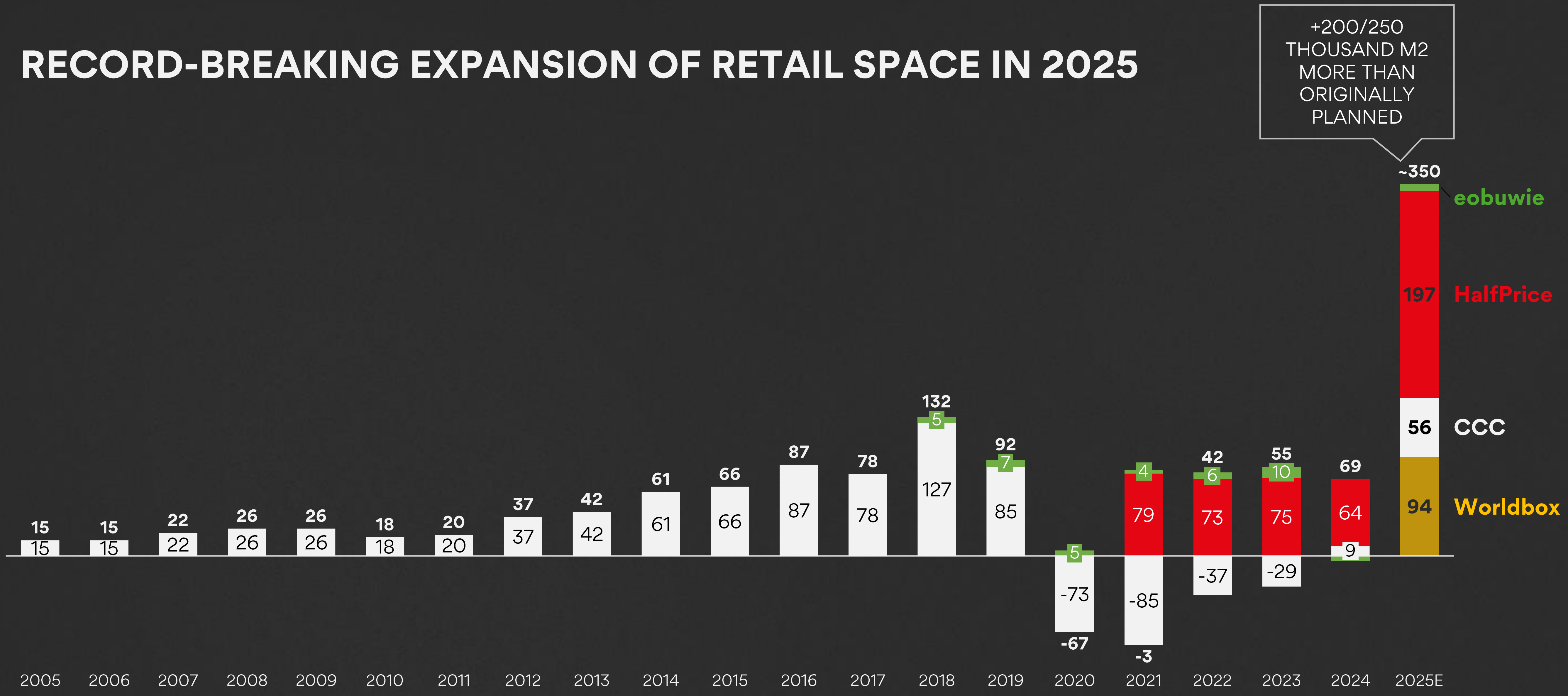
370 NEW STORE OPENINGS PLANNED BY THE GROUP IN 2025 (+36% YoY)

RETAIL SPACE EXPANSION AS A DRIVING FORCE BEHIND BUSINESS SCALE-UP

Incremental revenue* [PLNbn]	+2	+2.5	+2.5	+2.5	+2.5	+2.5

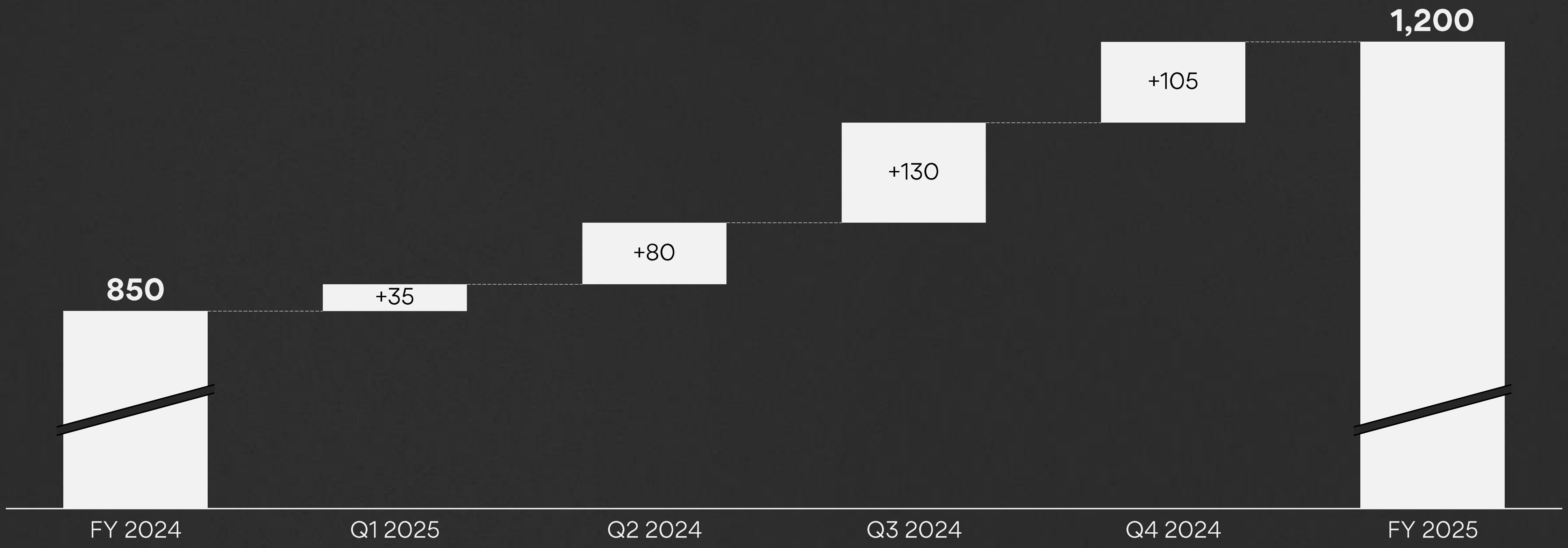
* Exclusively on retail space expansion, excluding wholesale, franchise stores and marketplace on further markets

RECORD-BREAKING EXPANSION OF RETAIL SPACE IN 2025



Year-on-year change in the Group's retail space [thousands m^2]

NEW STORE OPENINGS CONCENTRATED IN THE SECOND HALF OF 2025



Year-on-year change in the Group's retail space [thousands m²]
* Exclusively on retail space expansion, excluding wholesale, franchise stores, or marketplace on further markets

HALFPRICE EXPANSION IN SOUTHERN EUROPE

	SPAIN	ITALY	TOTAL
Stores opened	2	1	3
Planned openings in 2025	19	4	23
Number of stores by year-end 2025	**21**	**5**	**26**

HALFPRICE STORE OPENING IN MADRID (SPAIN)
28 FEBRUARY 2025

HALFPRICE STORE OPENING IN MILAN (ITALY)
8 MAY 2025


Worldbox
MODIVO club
MODIVO eobuwie CCC worldbox HalfPrice
Platforma Korzyści
modivo.com
SALE
MODIVO club
MODIVO club


MODIVO club
PUMA
MODIVO club gold
odbierz
-10%
4F
TOM TAILOR


eobuwie.pl
okko
SEPHORA


WIELKIE
OTWARCIE
KARL
KARL LAGERFELD


New
Arrivals
KARL
KARL LAGERFELD
Calvin Klein

MODIVO club

GROUP'S NEW LOYALTY SCHEME

MAY 2025


MODIVO club
MODIVO eobuwie CCC worldbox HalfPrice WS² WARSAW SNEAKER STORE
Platforma
Korzyści
www.modivo.com
MODIVO club gold
cashback
10%
gold
MODIVO club
MODIVO club
Pobierz
aplikację

Kobiety Mężczyźni Dzieci Dom i wnętrze

Blog · Pobierz aplikację · Znajdź sklep · Pomoc

MODIVO

Szukaj produktów, marek i więcej...

Moje konto Ulubione Koszyk 1

Nowości MODIVO premium Odzież Buty Sport Torebki Akcesoria Beauty Promocje % Marki Outlet

WS² WARSAW SNEAKER STORE | eobuwie.pl | CCC | worldbox | HalfPrice

Reebok | GUESS® | TOMMY HILFIGER | adidas | NB | SKECHERS

BEVERLY HILLS POLO CLUB | Calvin Klein | KARL LAGERFELD | PUMA® | PINKO | Columbia

HUGO BOSS | | salomon | HOKA® | Dr. Martens AirWair | THE NORTH FACE

Pokaż więcej

MODIVO club

Moje konto Koszyk 1

Strona główna > Moje konto > MODIVOclub

Panel konta

MODIVOclub

Moje promocje

Zamówienia

Moje dane

Moje zgody

Wyloguj

MODIVOclub

Twoje środki

Dodaj

Karty, które możesz wykorzystać realizując zakupy w sklepie stacjonarnym lub on-line

MODIVO club gold

DOSTĘP WYGASA: 16.04.2026

125,22 zł

TWOJE ŚRODKI

Cashback
10% każdej transakcji — 125,22 zł

Karty podarunkowe
Przypisane do Twojego konta — 0 zł

Family & Friends

Podaruj (2)

Podaruj MODIVOclub GOLD swoim bliskim w promocyjnej cenie 19,99 zł. Możesz sprawić prezent max. 3 osobom!

Karta Klubowicza

Numer karty: 2933542338936

Twoje korzyści


MODIVO club


MODIVO club gold

LAUNCH OF MODIVO CLUB

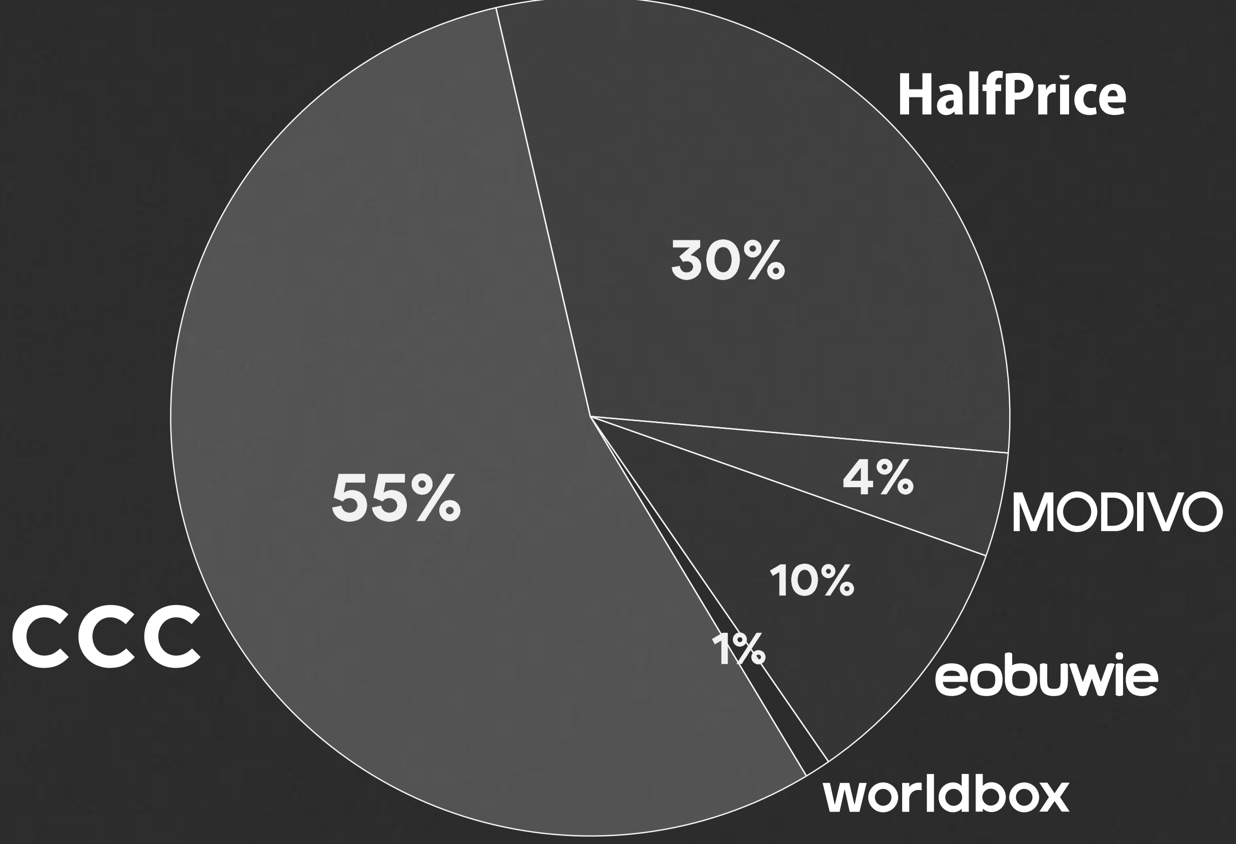
NUMBER OF MODIVOclub GOLD SUBSCRIPTIONS PURCHASED

110,000

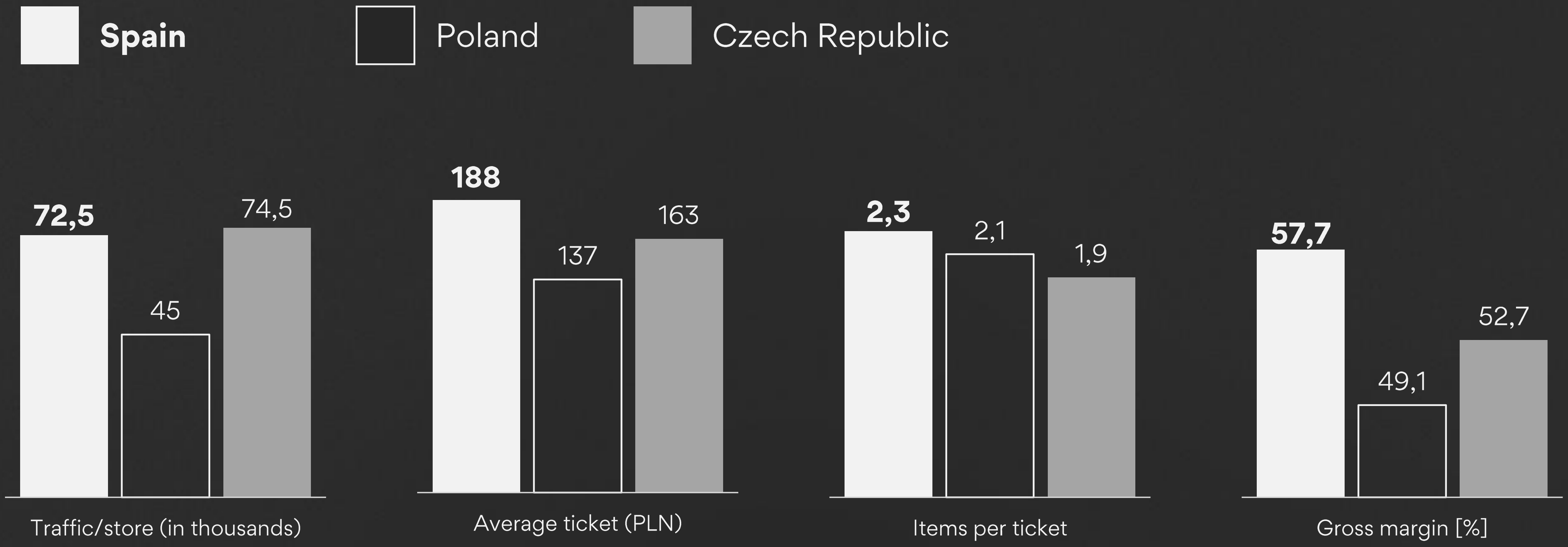
REVENUE FROM MODIVOclub GOLD SALES

PLN 6.6 MILLION

CCC AND HALFPRICE AS KEY CHANNELS FOR MODIVOclub GOLD SUBSCRIBER ACQUISITION



HALFPRICE STORES IN SPAIN
STRONG OPERATIONAL KPIS FOR



Data for Q1 2025, covering stores over 2,000 m²

NEW-FORMAT EOBUWIE STORES
KPIS MARKEDLY IMPROVED ON THE PREVIOUS DIGITAL FORMAT

TRAFFIC **+128%**	REVENUE NET OF RETURNS with 30% less floor area **+55%**
+121% REVENUE/M2	**+8pp** GROSS MARGIN

Comparison of performance for new-format stores (April 2025) vs the same stores in the previous format (April 2024)

WORLDBOX STORES
SIGNIFICANT IMPROVEMENT IN THE WORLDBOX NETWORK'S OPERATIONAL PERFORMANCE*

REVENUE/M2

+22%

With higher average store area

TRAFFIC

+11%

CONVERSION

+5pp

Comparison of Worldbox store network performance (*including kaes stores) in April 2025 vs April 2024

SUMMARY OF KEY STRATEGIC INITIATIVES

1. Modivo Club – Groups common loyalty scheme
2. HalfPrice Expansion in Southern European Markets (Spain, Italy)
3. Fast pace of Worldbox development
4. Scaling the eobuwie store chain in a new format
5. Rapid growth of the share of licensed brands in the Group's offer
6. Product segmentation in sales channels
7. Achieving maximum synergy within the Group
8. Wholesale, Franchise and Marketplace Development

WHOLESALE
CASE STUDY

	COGS				RETAIL PRICE	
OWN RETAIL	**22** PLN	**INTAKE MARGIN 78%** MARKUP x4,5 → 78 PLN			**100** PLN	
WHOLESALE	**22** PLN	**45%** → 18 PLN	**40** PLN	**60%** MARKUP x2,5 → 60 PLN	**100** PLN	PAYMENT TERMS 120 DAYS

HOW MARKET WORKS

+20% +20%

22 → 27 → 34

12 PLN

	DISTRIBUTOR 33% → 16,6 PLN	**50,6** PLN	**RETAILER 54%** → 59,4 PLN	**110** PLN	PAYMENT TERMS 60-90 DAYS

5-YEAR BONUS SCHEME
FOR CEO DARIUSZ MIŁEK* AND MANAGEMENT TEAM

APPROVED BY THE GENERAL MEETING, THE CEO WAIVED REMUNERATION FROM ALL COMPANIES

Share price [PLN]	Number of shares [thousand]	Option value [PLNm]	Number of warrants additionally issued on meeting the threshold	New shares/existing shares [%] (**)	Dilution adjusted for exercise proceeds [%] (***)	Market capitalisation [PLNbn] (****)
300	750	75	750	1.09%	0.36%	20.7
400	1,000	200	250	1.45%	0.72%	27.6
500	1,600	480	600	2.32%	1.40%	34.4
600	2,000	800	400	2.90%	1.94%	41.3
700	2,200	1,100	200	3.19%	2.28%	48.2
800	2,400	1,440	200	3.48%	2.61%	55.1
900	2,700	1890	300	3.92%	3.05%	62.0
1,000	3,000	2,400	300	4.36%	3.48%	68.9

(*) 50% of shares under the scheme for CEO (**) assuming 68.8 million (***) option value / market capitalisation (****) excluding new shares

Share purchase price in the scheme – **PLN 200**

CCC GROUP REAFFIRMS ITS 2025 AMBITIONS

12 & **20%**

PLN BILLION IN REVENUE

EBITDA MARGIN DELIVERED BY THE GROUP

THANK YOU

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Upcoming events:

28–29 May 2025

Erste The Finest CEElection Investor Conference in Warsaw

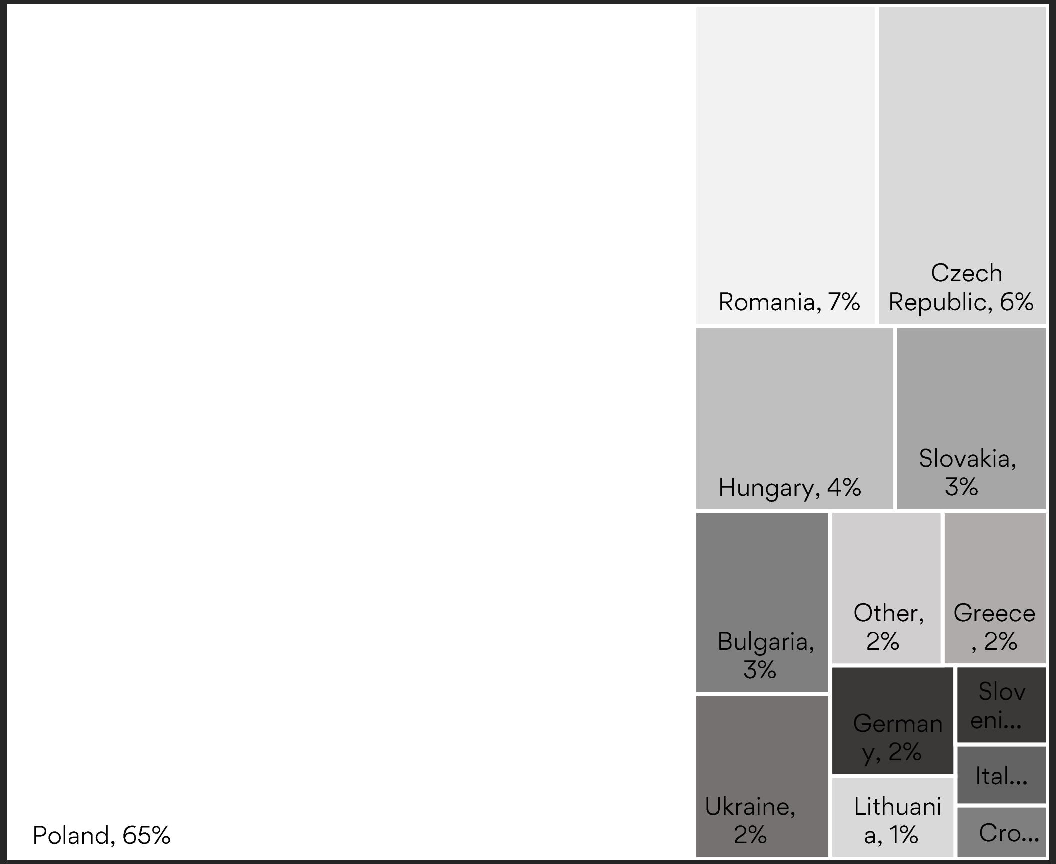
Support material

CCC GROUP REVENUE IN Q1 2025

COUNTRY	REVENUE* (PLN million)	*YoY*
Poland	1 534	15%
Romania	154	-12%
Czech Republic	144	-2%
Hungary	98	-3%
Slovakia	74	-10%
Bulgaria	65	1%
Ukraine	59	11%
Greece	43	-27%
Croatia	38	-12%
Germany	36	-37%
Lithuania	27	9%
Slovenia	19	-13%
Italy	15	-47%
Other	45	-39%
TOTAL	**2 350**	***4%***

* Excluding consolidation adjustment, revenue not allocated to segments

CONTRIBUTION TO CCC GROUP REVENUE BY COUNTRY



GEOGRAPHIC AVAILABILITY OF CCC GROUP STORES

TYPE	COUNTRY	31 Jul 2023		31 Oct 2023		31 Jan 2024		30 Apr 2024		31 Jul 2024		31 Oct 2024		31 Jan 2025		31 May 2025	
		m2	number	m2	number	m2	number	m2	number	m2	number	m2	number	m2	number	m2	number
COMPANY-OWNED	**Poland**	**280,020**	**445**	**279,987**	**443**	**281,388**	**445**	**285,820**	**450**	**286,209**	**452**	**290,986**	**461**	**293,466**	**466**	**300,548**	**477**
	Czech Republic	48,064	79	47,959	79	47,311	77	45,099	74	45,099	74	44,162	72	45,843	75	47,599	78
	Hungary	51,219	73	48,191	68	45,602	65	44,498	63	43,649	63	43,531	63	43,531	63	42,364	62
	Austria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovakia	31,569	47	31,569	47	30,584	46	29,559	46	29,559	46	29,559	46	29,559	46	30,110	47
	Croatia	19,342	26	18,696	25	18,125	24	18,125	24	18,125	24	18,219	24	18,219	24	18,219	24
	Russia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovenia	11,295	16	10,396	15	9,697	14	9,697	14	9,697	14	9,697	14	9,697	14	9,697	14
	Bulgaria	12,976	20	13,528	21	13,528	21	12,509	19	12,509	19	12,620	19	12,324	19	12,324	19
	Serbia	8,995	11	7,618	9	7,004	8	7,004	8	7,004	8	7,004	8	7,004	8	7,004	8
	Romania	46,133	73	46,850	74	46,155	73	46,389	73	45,534	71	46,109	73	46,337	73	47,540	75
	Ukraine	9,190	15	9,190	15	9,788	15	9,829	15	9,700	14	9,057	14	8,298	13	8,678	14
	Latvia	4,445	6	4,445	6	4,192	6	4,192	6	3,582	5	3,059	5	3,059	5	3,059	5
	Lithuania	1,420	2	1,420	2	1,481	2	2,668	4	2,668	4	2,668	4	2,668	4	2,668	4
	Estonia	2,879	3	2,879	3	2,948	3	2,948	3	2,948	3	3,283	4	3,283	4	3,283	4
CCC-owned TOTAL		**527,547**	**816**	**522,730**	**807**	**517,803**	**799**	**518,337**	**799**	**516,284**	**797**	**519,954**	**807**	**523,288**	**814**	**533,093**	**831**
FRANCHISE	Ukraine																
	Latvia																
	Lithuania																
	Estonia																
	Moldova	740	1	740	1	740	1	740	1	740	1	740	1	740	1	740	1
	Kosovo	1,958	2	1,958	2	1,958	2	1,958	2	1,958	2	1,958	2	1,958	2	1,958	2
	Qatar	1,002	1	1,002	1												
	UAE	5,302	6	5,302	6												
	Saudi Arabia	2,420	3	2,420	3												
	Bahrain	929	1	929	1												
	Oman	1,223	1	1,223	1												
CCC franchise TOTAL		**13,574**	**15**	**13,574**	**15**	**2,698**	**3**	**2,698**	**3**	**2,698**	**3**	**2,698**	**3**	**2,698**	**3**	**2,698**	**3**
eobuwie.pl		32,359	48	35,561	50	36,527	52	34,195	52	34,195	52	32,400	51	31,812	49	30,737	50
HalfPrice		190,397	109	221,649	121	226,261	123	239,126	129	246,833	132	268,677	141	292,569	152	310,313	159
Boardriders			0		0		0		0	3,084	14	3,084	14	2,258	12	2,711	12
TOTAL CCC		**766,164**	**988**	**793,514**	**993**	**783,289**	**977**	**794,356**	**983**	**803,093**	**998**	**826,813**	**1,016**	**852,625**	**1,030**	**879,552**	**1,055**

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CCC

GROUP

MODIVO eobuwie CCC worldbox HalfPrice