CCC GROUP

CCC GROUP CONFERENCE

ŁUKASZ STELMACH

POLKOWICE
8 August 2025

ONLINE
OFF-PRICE
LICENSED BRANDS
MANUFACTURING
MODIVOCLUB
FULL-PRICE

2030

REVENUES	EBITDA
25	5
BN	BN

Q2 2025 SUMMARY – CCC GROUP

1. **Rapid expansion of retail space** – exceeding ambitious targets
2. **Group LFL sales up 4%** (at constant currencies) despite a challenging business environment
3. **Record-breaking second quarter** – all-time high Group EBITDA of PLN 481 million
4. **Group LTM EBITDA margin at 17%** – a sharp year-on-year rise of 5pp
5. **Continued cost discipline across the Group** – eighth consecutive quarter of cost ratio improvement

REVENUE GROWTH DESPITE A CHALLENGING ENVIRONMENT

ROBUST OMNICHANNEL SALES MODEL ACROSS THE GROUP

CCC GROUP SALES (PLNBN)	GROUP SALES GROWTH (CONSTANT CURRENCIES)	CHANGE IN GROUP RETAIL SPACE	GROUP LFL SALES (CONSTANT CURRENCIES)
2.9	+12%	+17%	+4%

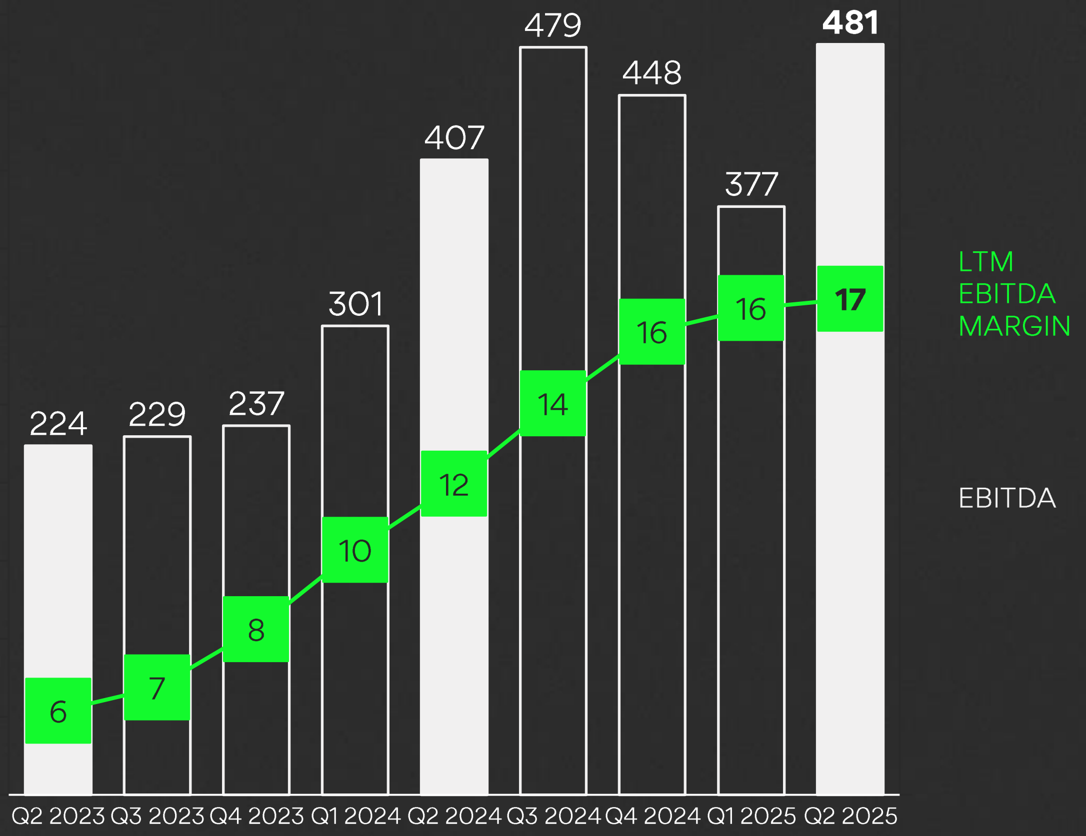
CCC GROUP

RECORD-HIGH EBITDA IN Q2 2025

17 %

EBITDA

+1pp YoY



CCC Group EBITDA [PLN million] and EBITDA margin [%]

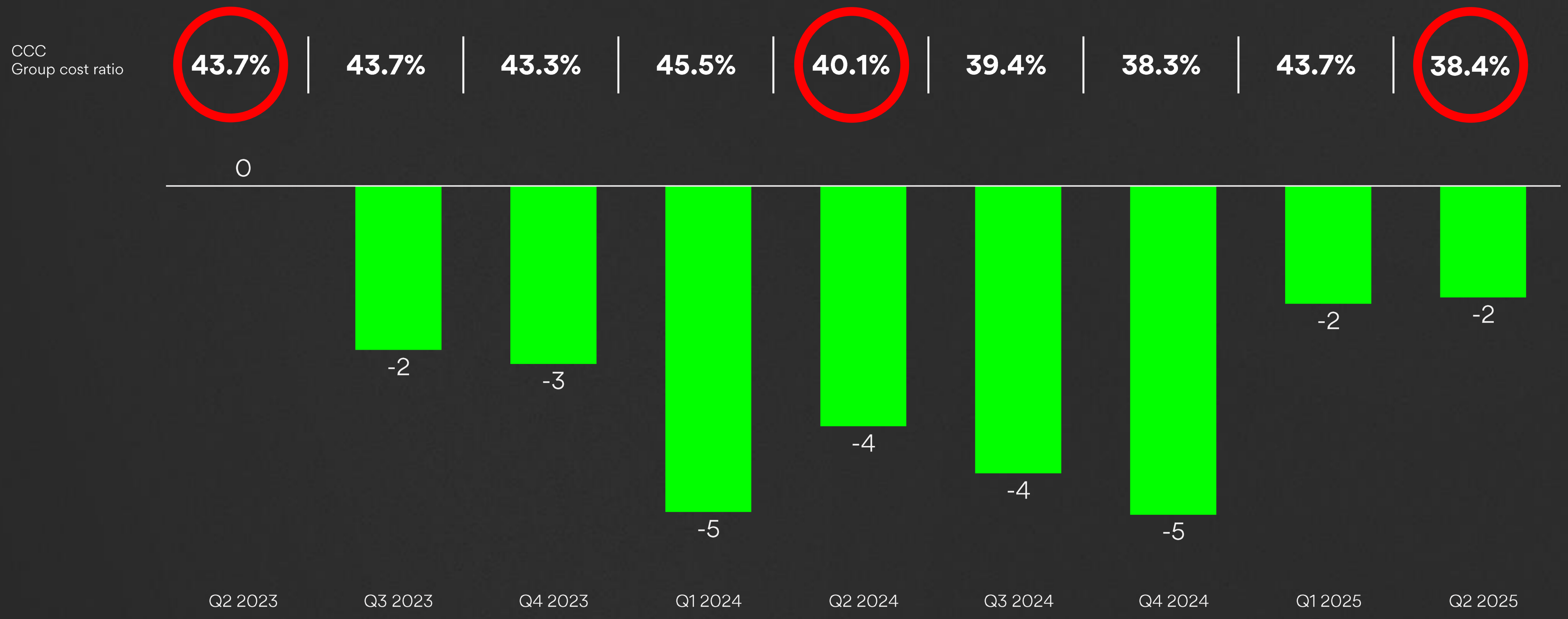
CCC GROUP

SALES GROWTH, HIGH MARGIN AND TIGHT COST DISCIPLINE

	Q2		
	2025	2024	YoY
REVENUE (PLN million)	2,884	2,589	*11%*
GROSS PROFIT	1,405	1,282	*10%*
gross margin [%]	48.7%	49.5%	*-0.7pp*
Selling and administrative costs	1107	1,039	*7%*
cost ratio (%)	38,4%	40.1%	*-1,7 p.p.*
Other expenses/income* and impairment losses	15	19	*-18%*
EBIT (PLN million)	313	263	*19%*
EBIT margin [%]	10.9%	10.1%	*0.7pp*
EBITDA (PLN million)	481	407	*18%*
EBITDA margin (%)	16.7%	15.7%	*1.0pp*

CCC GROUP – TIGHT COST DISCIPLINE

EIGHTH CONSECUTIVE QUARTER OF COST RATIO IMPROVEMENT



year-on-year change in CCC Group cost ratio

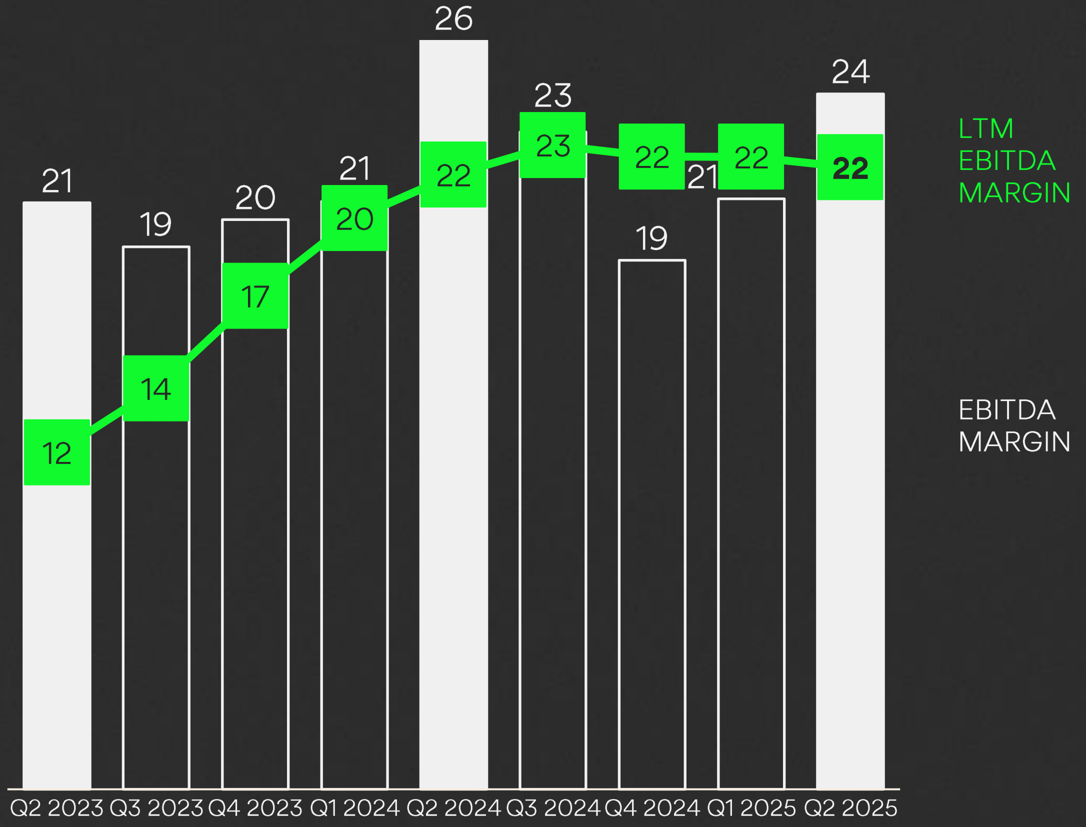
CCC

STABLE PERFORMANCE WITH POTENTIAL FOR FURTHER IMPROVEMENT

24%

EBITDA

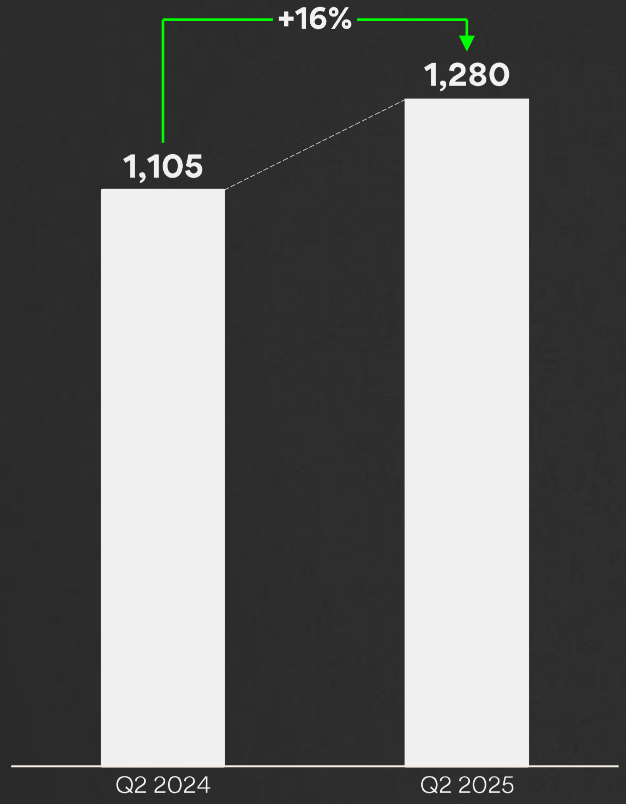
-1.3pp YoY



CCC LTM EBITDA and EBITDA margin (%)

CCC

STRONG SALES GROWTH AND COST DISCIPLINE



Change in CCC revenue [PLN million]

YOY CHANGE IN RETAIL SPACE	+4%

GROSS MARGIN

56.2%

-3.4pp YoY

LY 59.6%

COST RATIO

40.2%

-1.7pp YoY

LY 41.9%

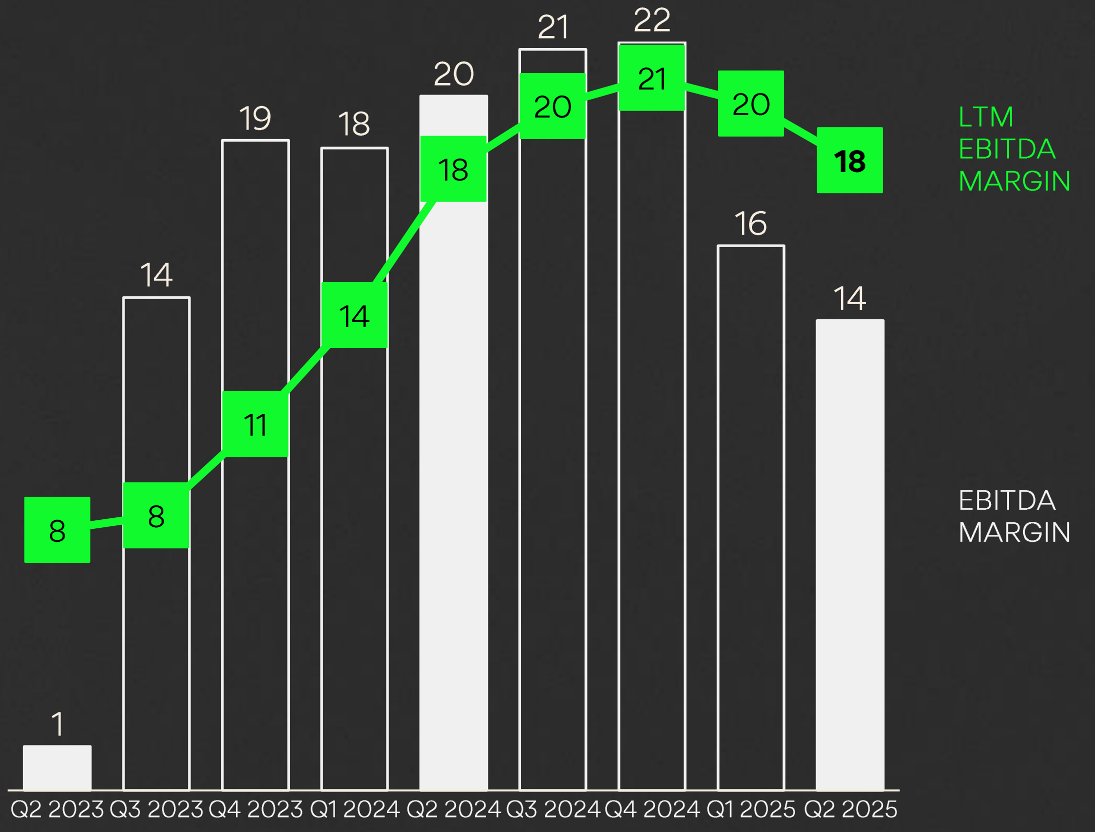
HALFPRICE

HIGH PROFITABILITY COMPARED WITH PEERS AMID RAPID EXPANSION

14%

EBITDA

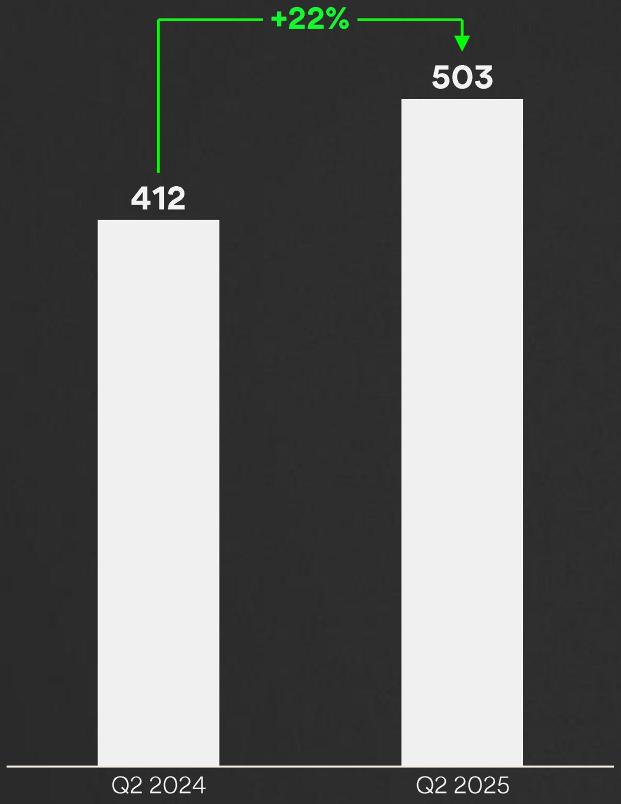
-6.5pp YoY



HalfPrice LTM EBITDA and EBITDA margin (%)

HALFPRICE

INVESTMENTS IN STRONG VISIBILITY AND BRAND RECOGNITION



HalfPrice revenue [PLN million]

YOY CHANGE IN RETAIL SPACE	+45%

GROSS MARGIN

47.4%

-3.5pp YoY

LY 50.9%

COST RATIO

43,0%

+4.7ppYoY

LY 38.4%

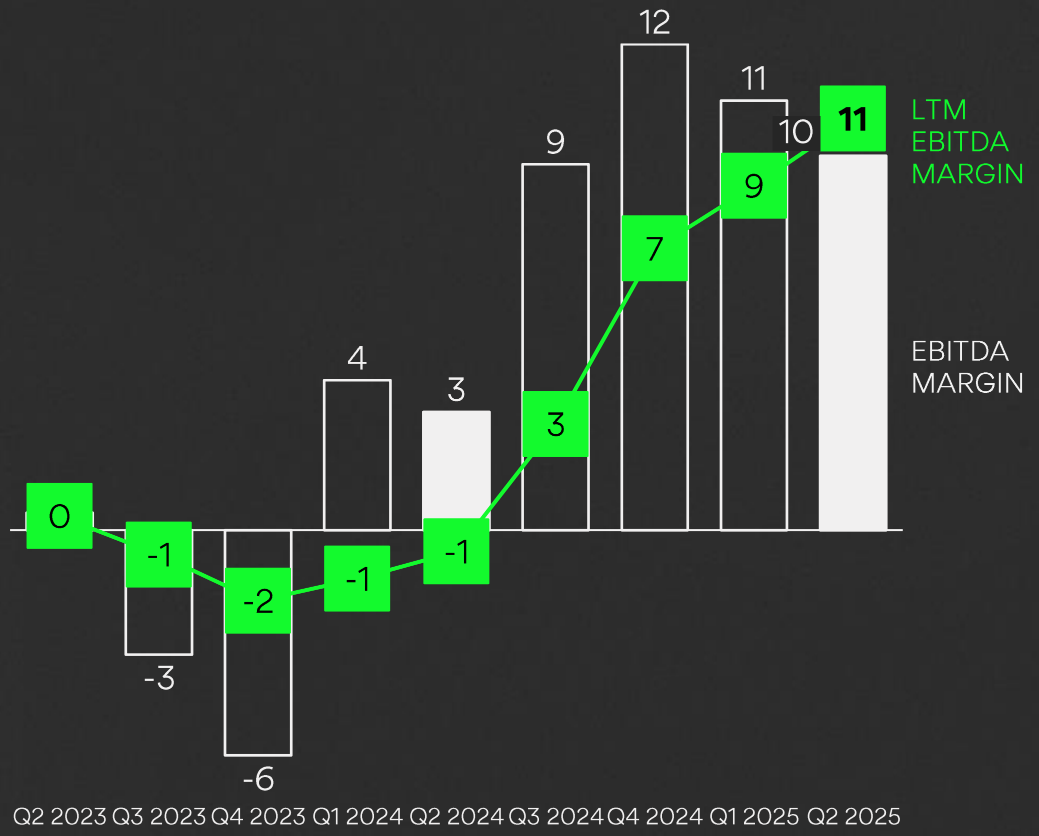
MODIVO GROUP

ON TRACK TO BECOMING THE MOST PROFITABLE E-COMMERCE BUSINESS

10%

EBITDA

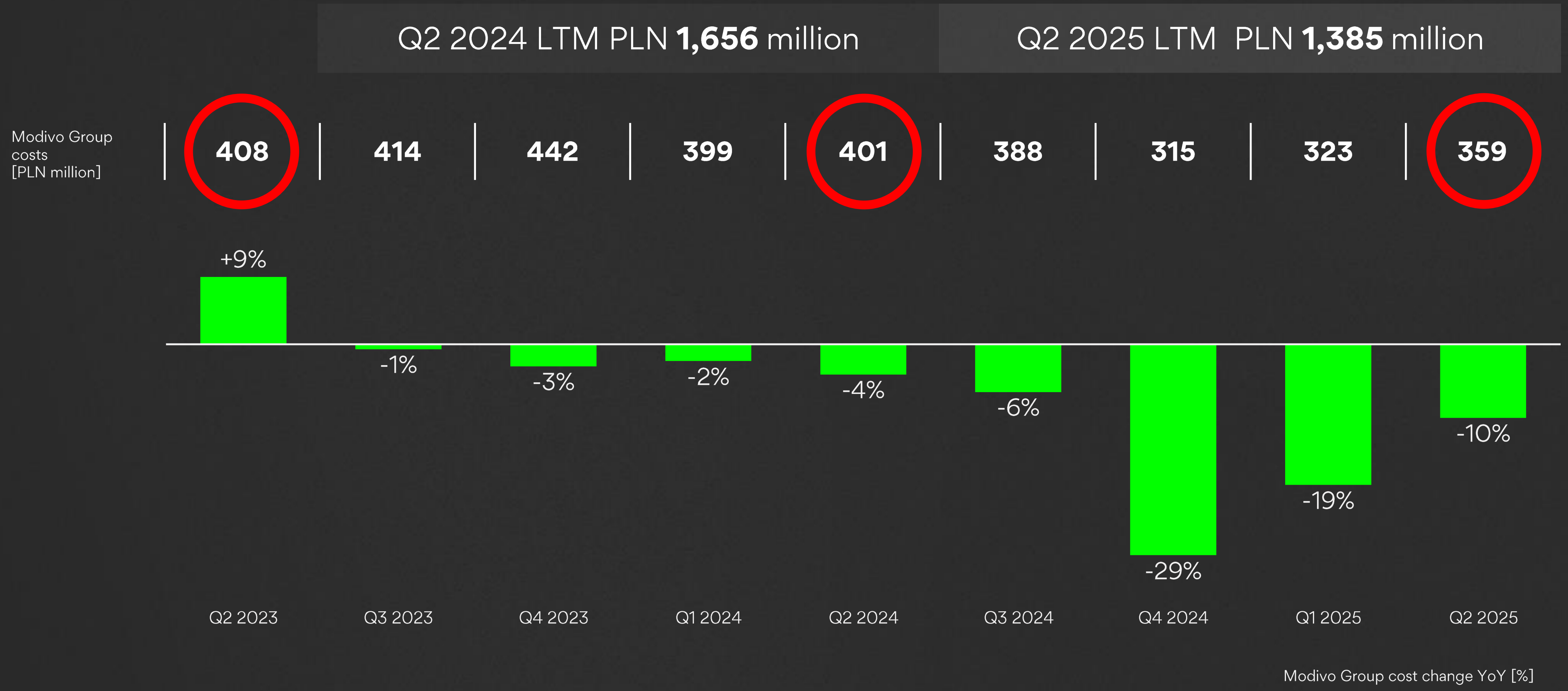
+7pp YoY



MODIVO Group EBITDA margin (%)

MODIVO GROUP

EIGHTH CONSECUTIVE QUARTER OF COST REDUCTIONS



MODIVO GROUP

MARGIN IMPROVEMENT AND COST REDUCTION

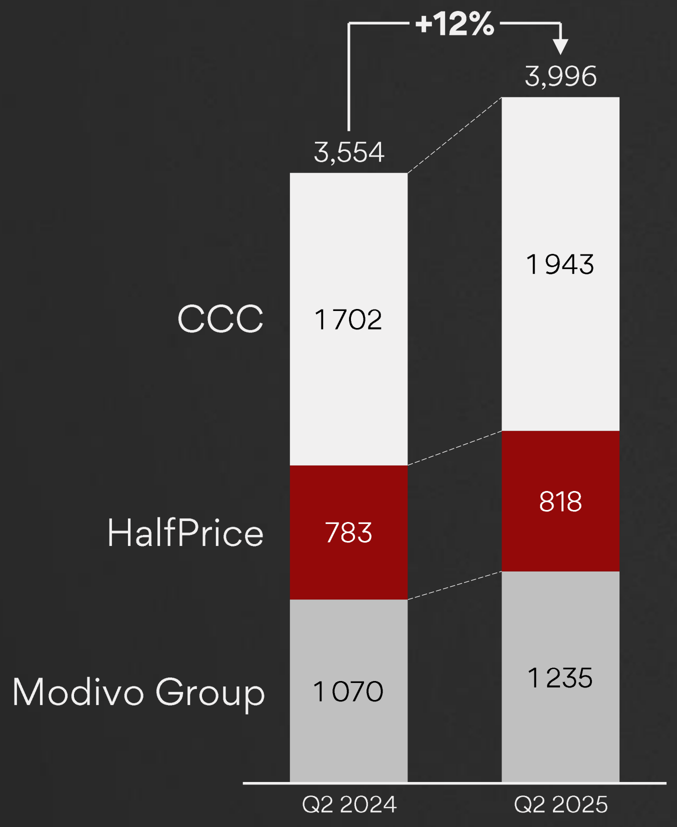
MODIVO Group revenue change [PLN million]

% OF REVENUE	Q2 2025	Q2 2024	YOY
Gross margin	**40.6%**	**38.1%**	**2.5pp**
SG&A	**33,9%**	**39,0%**	**-5,1 p.p.**
Logistics	*6.5%*	*7.3%*	*-0.8pp*
Marketing	*14.7%*	*16.7%*	*-1.9pp*
Administrative and other	*12.5%*	*14.6%*	*-2.1pp*
Other expenses/income and impairment losses	*-0.2%*	*-0.6%*	*0.4pp*
EBIT	**7.1%**	**0.3%**	**6.8pp**
EBITDA	**9.6%**	**3.0%**	**6.5pp**

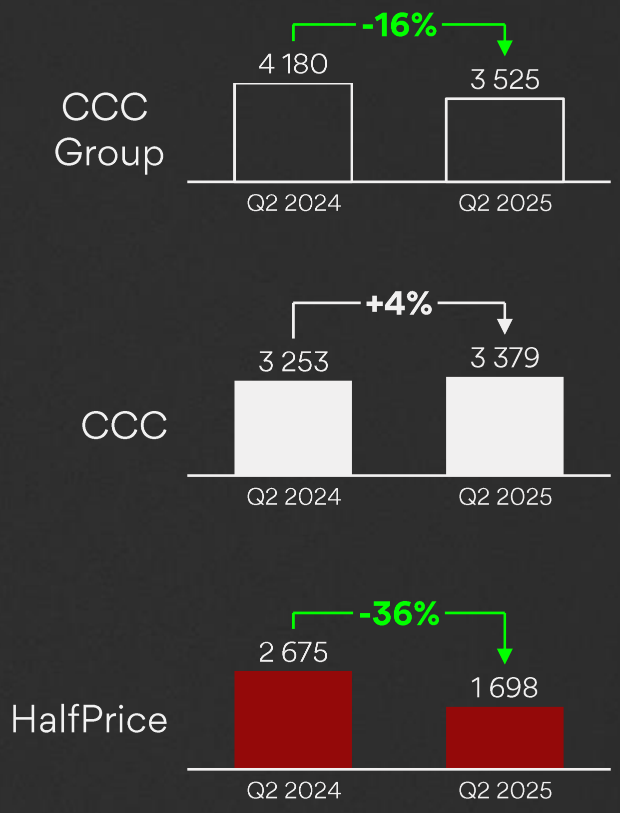
ADEQUATE INVENTORY LEVELS

SHARP REDUCTION AT YEAR-END

Inventory [PLN million]



Inventory/m²* [PLN]



Key drivers behind current inventory levels:

1. **Planned expansion of retail space** (+350 thousand m², or +41%)
2. **Accelerated delivery of the new collection** – aimed at a strong start to BTS and AW25, with 97% of the new collection already on the balance sheet (+20pp YoY, including FOB**)
3. **Shared warehouse for licensed brands** across all Group business lines

CCC inventory highlights:

1. **Strong age profile** – 83% of inventory comprises new collections
2. **Strong visibility of licensed brands** – 32% of inventory (+11pp YoY)

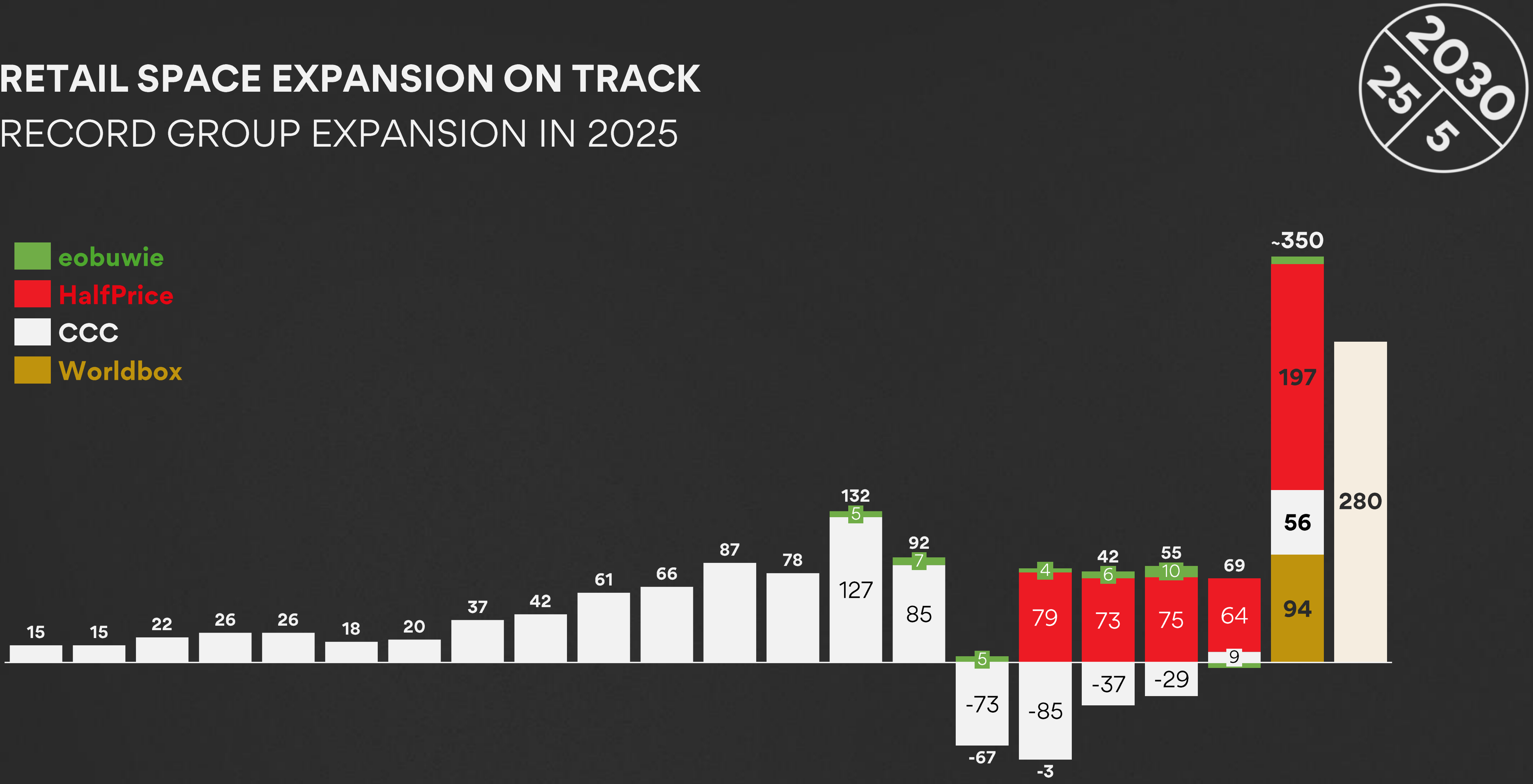
Optimisation measures:

Normalised purchasing volumes – AW25 and SS26 orders reduced by 30% YoY

* Inventory at the end of Q2 2024 and Q2 2025 relative to retail space at the end of the corresponding financial year, ** FOB – Free On Board, i.e. goods in transit by sea

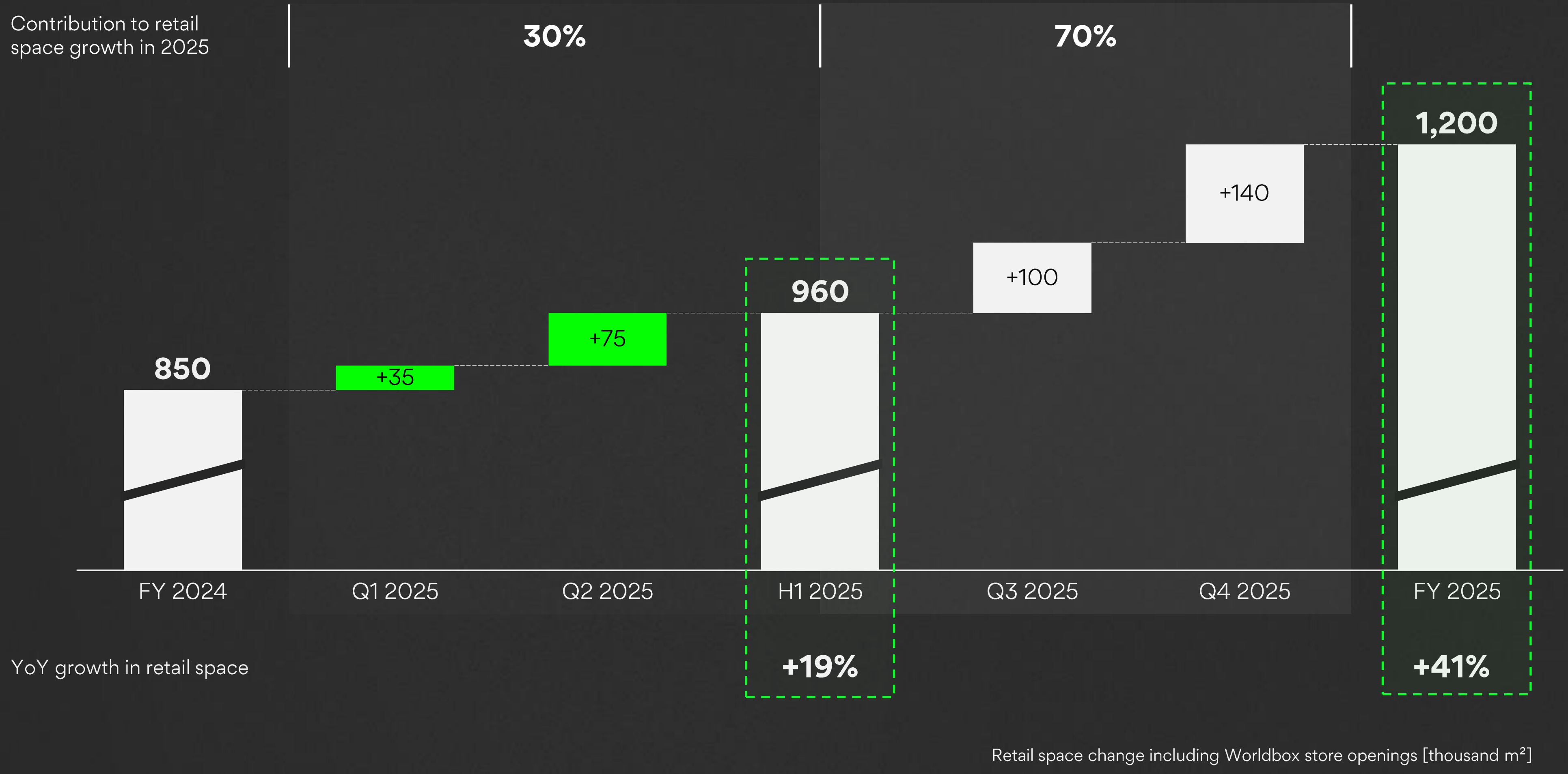
RETAIL SPACE EXPANSION ON TRACK

RECORD GROUP EXPANSION 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



PRIORITY: EXECUTION OF 2030 STRATEGIC OBJECTIVES

2030 CONCLUSION OF INCENTIVE SCHEME

	2024	AMBITION 2025	AMBITION 2026	AMBITION 2027	AMBITION 2030
Revenue (PLN billion)	10.5	12+	14+	17+	25+
EBITDA (PLN billion)	1.7	2.4	2.8	3.4	5.0
EBITDA margin (%)	16	20	20	20	20

How we will achieve our objectives:

1. Retail space expansion (250 plus thousand m² per year)
2. Presence of licensed brands across all business lines
3. Strict HQ cost control

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THANK YOU!

Q&A

THANK YOU

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Upcoming events:

8-9 September 2025

Pekao IB 22nd Annual Emerging Europe Investment Conference in Warsaw

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