



CCC
SHOES & BAGS

Results and
strategy
3Q 2016



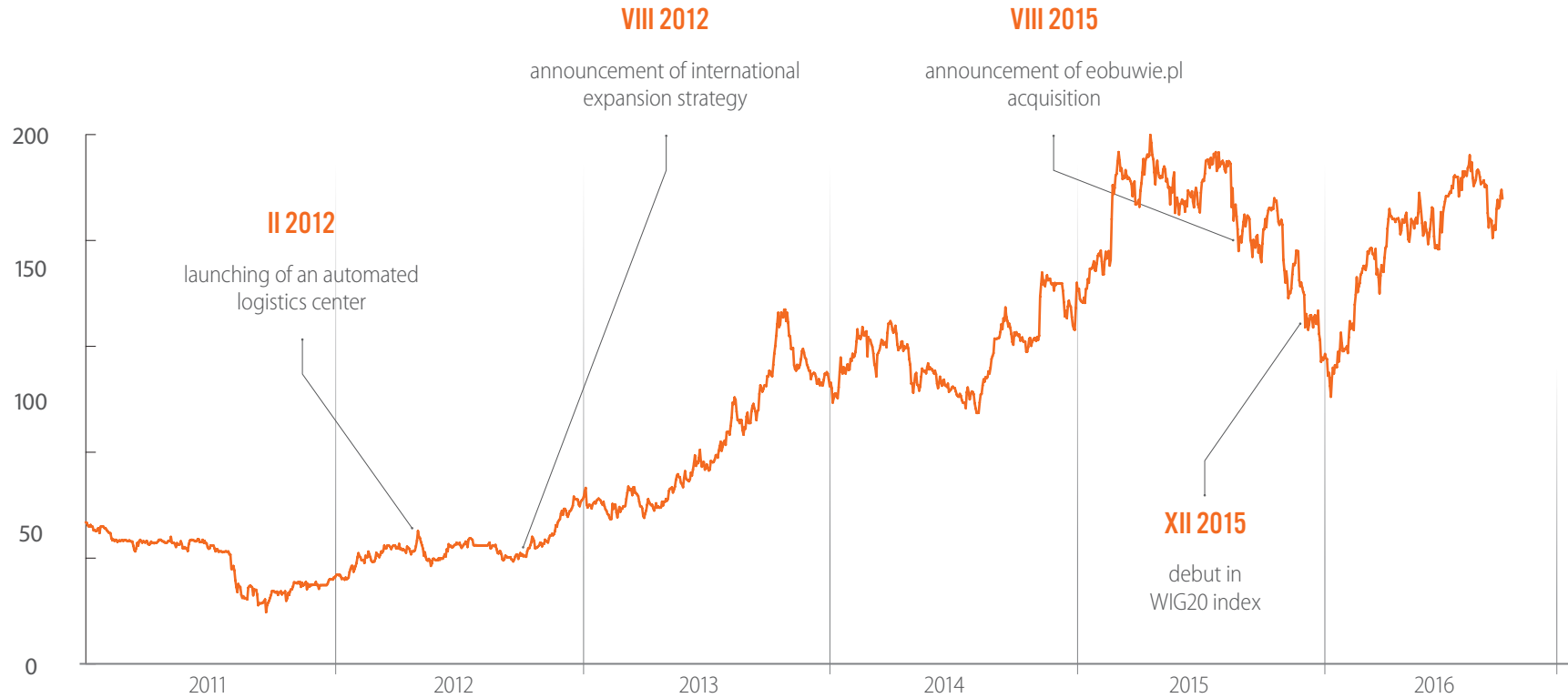
It's time to wrap up the first three quarters of 2016 – the groundbreaking year for CCC Group – and we are currently at the peak moment of implementation of sales floorspace development strategy. During the last nine months the total floorspace of our stores grew by over 55 000 sqm, and for the last quarter we are expecting adding almost 50 000 sqm on top of that. Fulfillment of this plan will mean the biggest yearly floorspace growth in Group's history.

The financial results of the third quarter are the result of high temperatures in September which caused weak sales of autumn collection. The first weeks of a typical autumn weather though give us reasons to believe that the fourth quarter will be a time of harvest for the Company.

Last but not least – let's not forget about the Internet platform eobuwie.pl, which has been part of our Group since this January. Its sales dynamics and sustained high margins keep confirming that it was a great investment decision.

SHARES LISTED ON WARSAW STOCK EXCHANGE SINCE 2004

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OPERATING STRUCTURE OF THE GROUP (AS OF 30.09.2016)

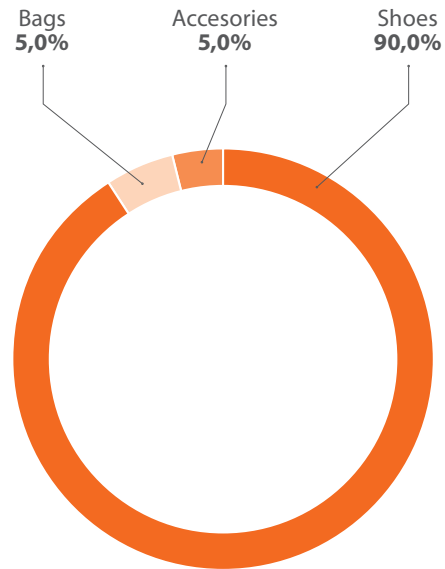
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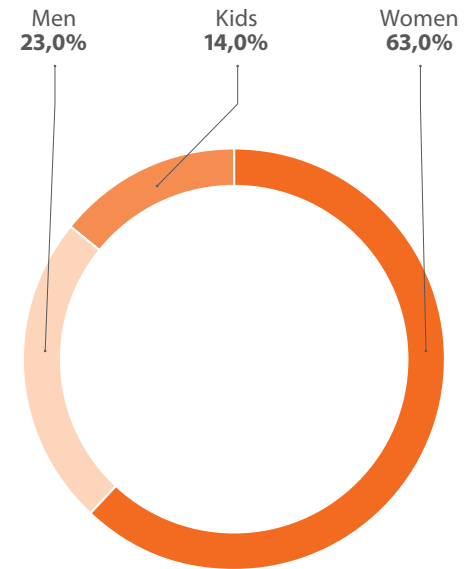
	30.09.2016
TOTAL STORES	825
OWN STORES CCC	760
Poland	424
Czech Republic	80
Slovakia	39
Hungary	67
Austria	32
Croatia	20
Germany	71
Slovenia	10
Bulgaria	8
Russia*	9
FRANCHISE STORES CCC	62
Kazakhstan	2
Ukraine	5
Romania	44
Latvia	7
Lithuania	3
Estonia	1
OTHER STORES	3

*Subsidiary since 20.09.2016

STRUCTURE OF SALES IN 2016
(BY VALUE)

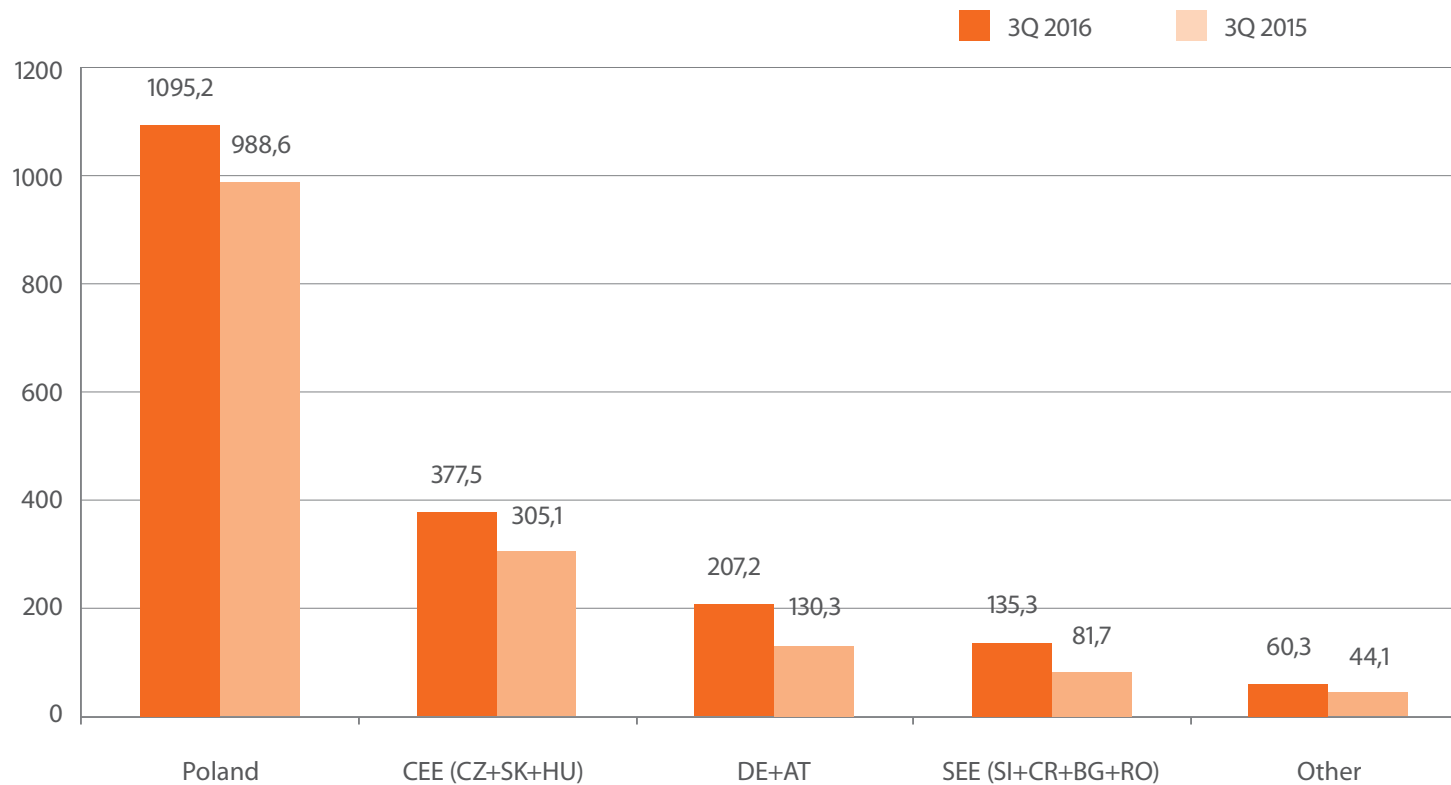


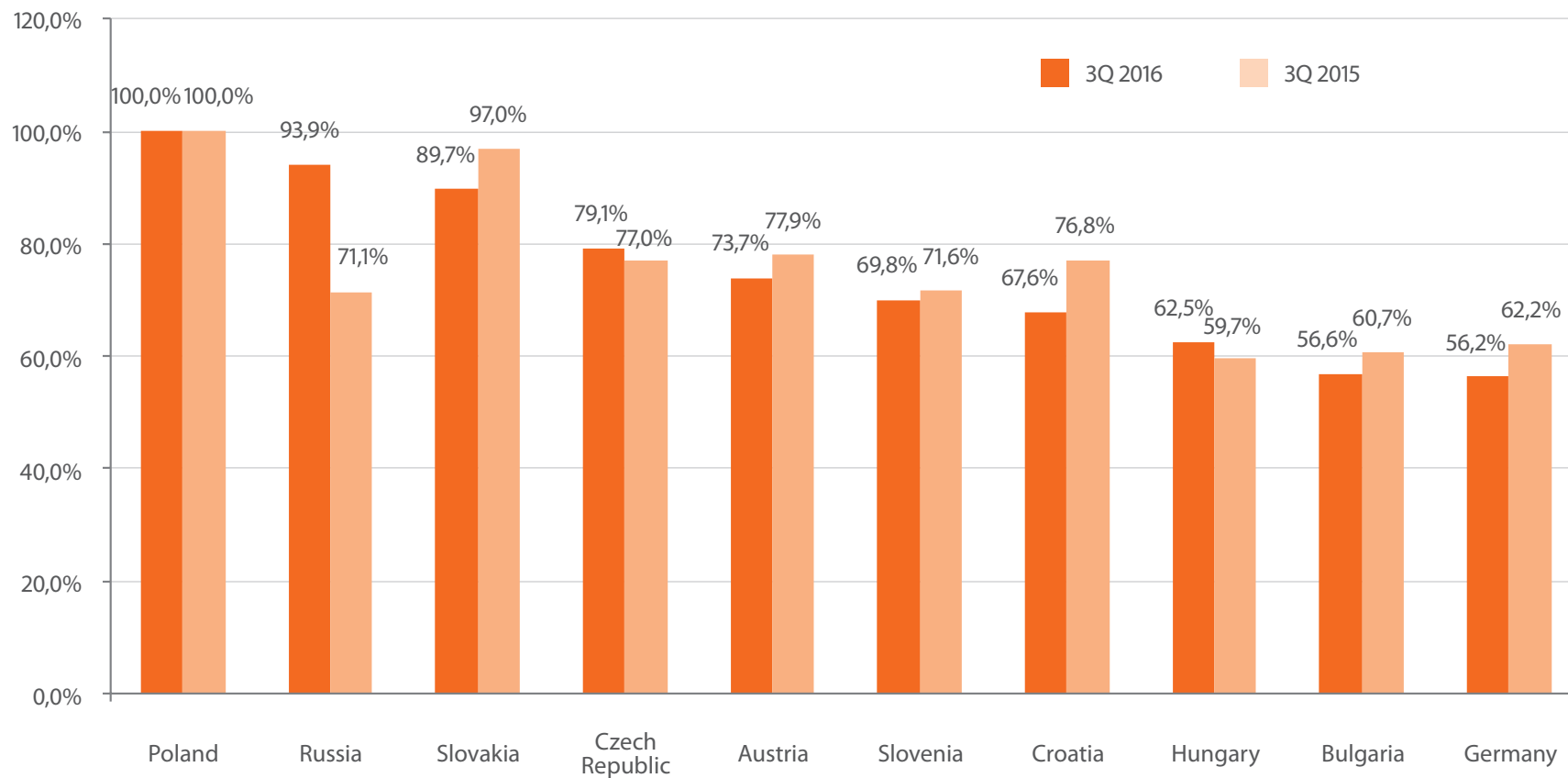
STRUCTURE OF FOOTWEAR SALES IN 2016
(BY VALUE)



SALES BY REGIONS 3Q 2016/2015 [IN PLN MILLION]

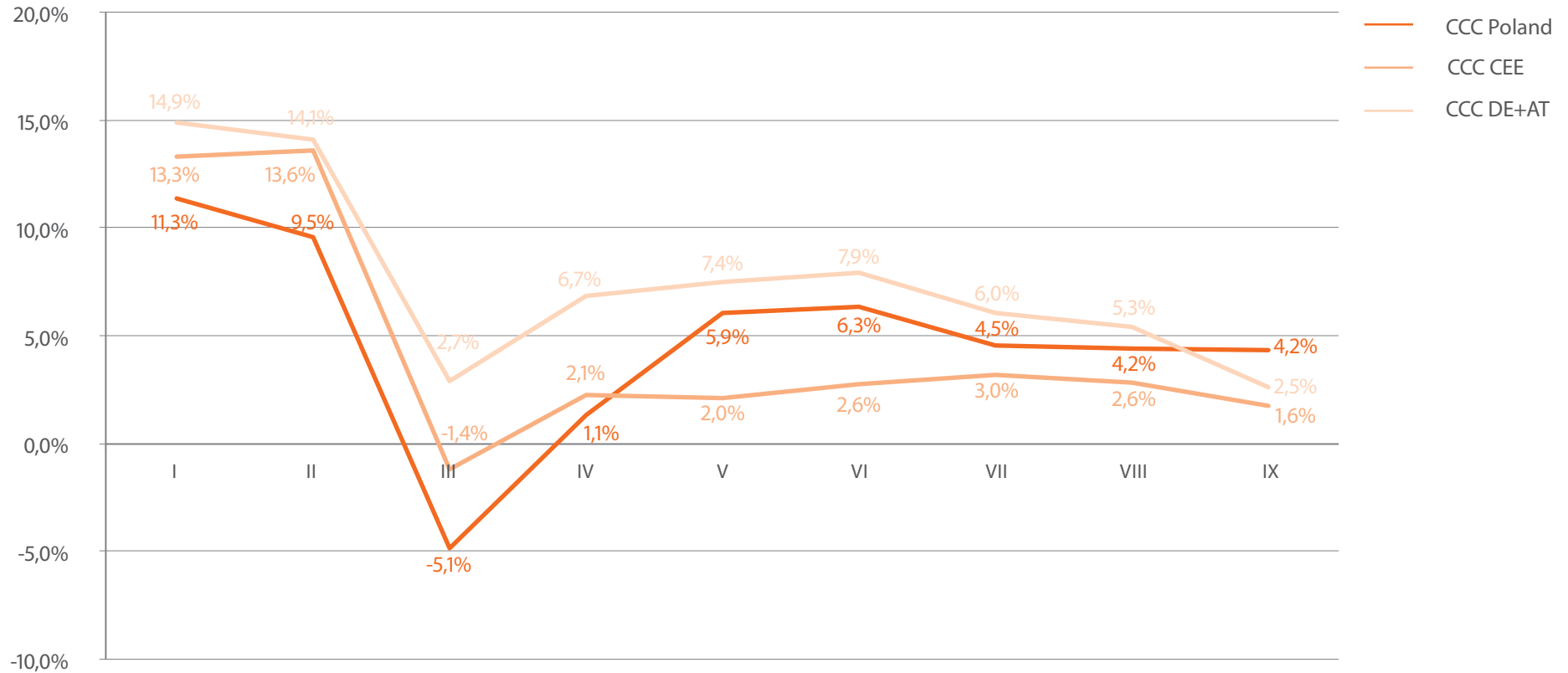
06





LIKE FOR LIKE SALES IN POLAND AND ABROAD (CUMULATIVELY)

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CONSOLIDATED FINANCIAL RESULTS Q3 2016 [IN PLN MILLION]

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	Q3 2016 mln PLN	Q3 2015 mln PLN	ZMIANA % 2016/2015
SALES REVENUE	664,7	512,4	29,7%
Gross profit (loss) on sale	339,3	270,7	25,4%
Gross sale margin	51,0%	52,8%	-1,8 p.p
Cost of sale	(298,0)	(226,5)	31,6%
Administrative expenses	(20,3)	(21,9)	-7,3%
EBIT	25,2	24,3	3,7%
EBIT margin	3,8%	4,7%	-0,9 p.p
Finance income /cost	(15,7)	(5,5)	>100%
Gross profit (loss)	9,5	18,8	-49,5%
Net Profit (loss)	10,2	33,8	-69,8%
Net profit margin	1,5%	6,6%	-5,1 p.p

CONSOLIDATED FINANCIAL RESULTS 3Q 2016 [IN PLN MILLION]

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	3Q 2016 mln PLN	3Q 2015 mln PLN	ZMIANA % 2016/2015
SALES REVENUE	2 059,2	1 552,3	32,7%
Gross profit (loss) on sale	1 073,1	835,8	28,4%
Gross sale margin	52,1%	53,8%	-1,7 p.p
Cost of sale	(863,1)	(648,3)	33,1%
Administrative expenses	(74,2)	(61,5)	20,7%
EBIT	155,9	130,2	19,7%
EBIT margin	7,6%	8,4%	-0,8 p.p
Finance income /cost	(21,3)	(18,5)	15,1%
Gross profit (loss)	134,6	111,7	20,5%
Net Profit (loss)	123,3	145,4	-15,2%
Net profit margin	6,0%	9,4%	-3,4 p.p

CONSOLIDATED BALANCE SHEET [IN PLN MILLION]

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	30.09.2016 mln PLN	31.12.2015 mln PLN
FIXED ASSETS	1 199,7	920,3
CURRENT ASSETS, INCLUDING:	1 397,2	1 151,7
– inventories	982,2	680,5
– cash and cash equivalents	160,2	340,6
TOTAL ASSETS	2 596,9	2 072,0
EQUITY CAPITAL	1 007,1	1 123,6
NON-CURRENT LIABILITIES, INCLUDING:	398,2	335,0
Non-current bank loans, bonds and credits	366,0	296,0
CURRENT LIABILITIES, INCLUDING:	1 191,6	613,4
Current bank loans and credits	735,1	422,8
TOTAL LIABILITIES	2 596,9	2 072,0

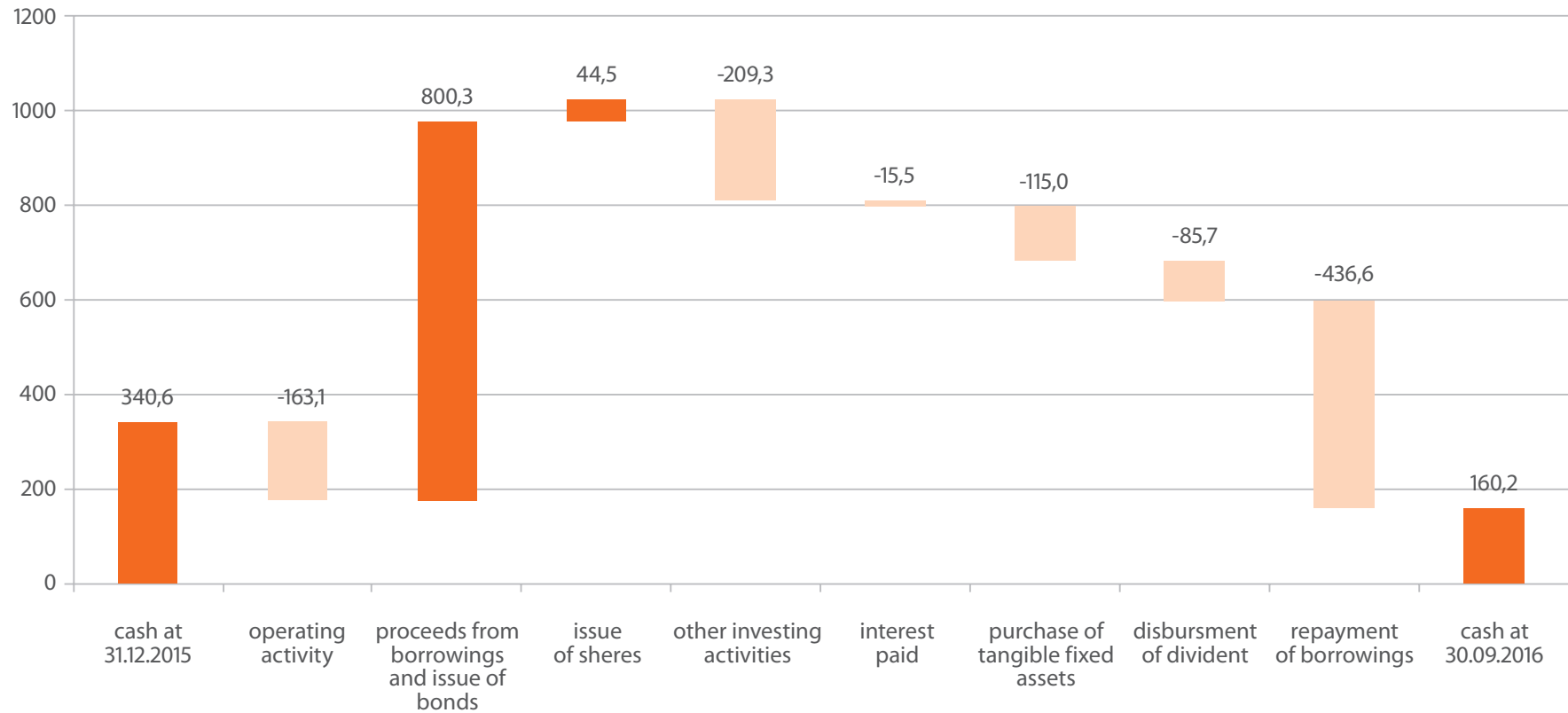
CONSOLIDATED STATEMENT OF CASH FLOWS [IN PLN MILLION]

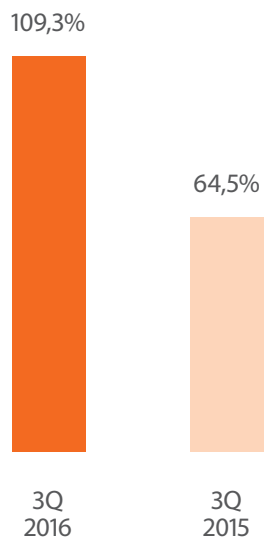
12

	3Q 2016 mln PLN	3Q 2015 mln PLN
NET OPERATING CF	(163,1)	33,5
– changes in inventory	(254,3)	41,2
– changes in receivables	(122,0)	(4,1)
– changes in short term liabilities*	9,6	(140,8)
NET INVESTMENT CF	(324,3)	(79,0)
Income	13,1	12,0
Expenses	(337,4)	(91,2)
NET FINANCIAL CF	307,0	54,1
Income	844,8	179,5
Expenses	(537,8)	(125,4)
TOTAL CASH FLOW	(180,4)	8,4
cash at the beginning of the period	340,6	161,9
cash at the end of the period	160,2	170,3

* without bank loans, bonds and credits

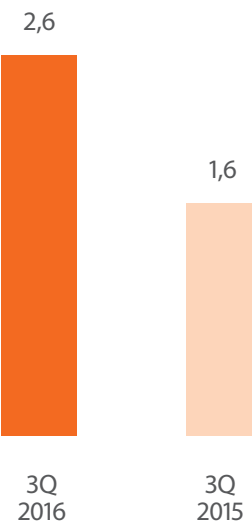
CF – structure of cash flow 3Q 2016





Financial Indebtedness /Equity (%)

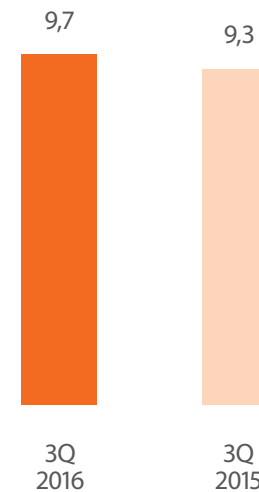
bank loans, bonds and credits liabilities / capital equity



Net debt /EBITDA*

(bank loans, bonds and credits liabilities – cash) / EBITDA

*annualized EBITDA



Gross Profit Interest Cover

(gross profit + interest cost) / interest cost

CCC strategy – set of unique competences building competitive advantages on the European footwear retail market



Fast Fashion

Providing CCC customers with thousands of different models during one season. Short product lines, variety of colours and styles guarantee high number of visitors and frequency of purchases

Price to Quality Ratio

CCC price offer is very attractive, both for leather and synthetic shoes

Private labels offline / Multibrand online

In traditional stores CCC sells private labels produced either in own factory in Poland or outsourced in Far East. Online channel, via eobuwie.pl platform, offers tens of thousands of models from world's most renowned brands

Key resources:

- logistics – state-of-the-art warehouse and distribution facilities
- production in Poland and abroad
- strong balance sheet
- unique e-commerce competences

The strategic goal for the years 2016-2017 is to continue very successful expansion in the CEE countries and to become the leader of the footwear market in each country of the region.

- Since 2014 CCC has held the position of the biggest footwear retailer in the CEE region (PL, CZ, SK, HU, RO, BG).
- In 2016 a new subsidiary has been opened – in Serbia. Also new franchising business has just commenced in Estonia.

Another strategic goal involves reaching break-even point in Austria and Germany and turning into profit in those countries by the end of 2017.

- Experience of the first two years of expansion shows that breaking even in those countries is possible, but it takes much longer than in the CEE markets.
- Target for 2016 is reaching LFL sales growth in Germany and Austria of 15% and 10%, respectively.

The strategic goal of e-commerce division is to exercise of synergies within CCC Group and to make eobuwie.pl the leader of online footwear sales in Central Europe region.

- Currently eobuwie.pl SA sells footwear through its regional domains in Poland, Czech Republic, Slovakia, Germany, Romania, Hungary and Ukraine (recently added).
- In 2016 new domains are to be launched in Bulgaria and Lithuania.



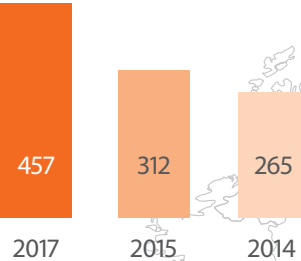
2016 is going to be the most spectacular year of the foreign expansion.



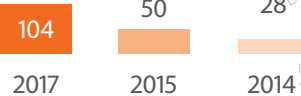
- CCC Group will grow by about 100.000 sqm of new floorspace (27% increase):
 - ca. 70.000 sqm (ca. 90 stores) to be added outside of Poland (over 40 0000 sqm delivered in Q1-Q3);
 - ca. 26.000 sqm (over 30 new stores plus extensions etc.) to be added in Poland (almost 15 000 sqm delivered in Q1-Q3).
- The biggest floorspace growth is expected in Poland, Germany, Austria, Hungary, Croatia and Romania.
- CAPEX in 2016 is expected to exceed 150M PLN.
- Between 2017 and 2019 the Group expects to add ca. 300 000 sqm floorspace (100 000 a year on average). The 2017 openings have been contracted in 70% as of today.

PLANS OF DEVELOPMENT OF RETAIL CHAIN [K SQM] 2015-2107

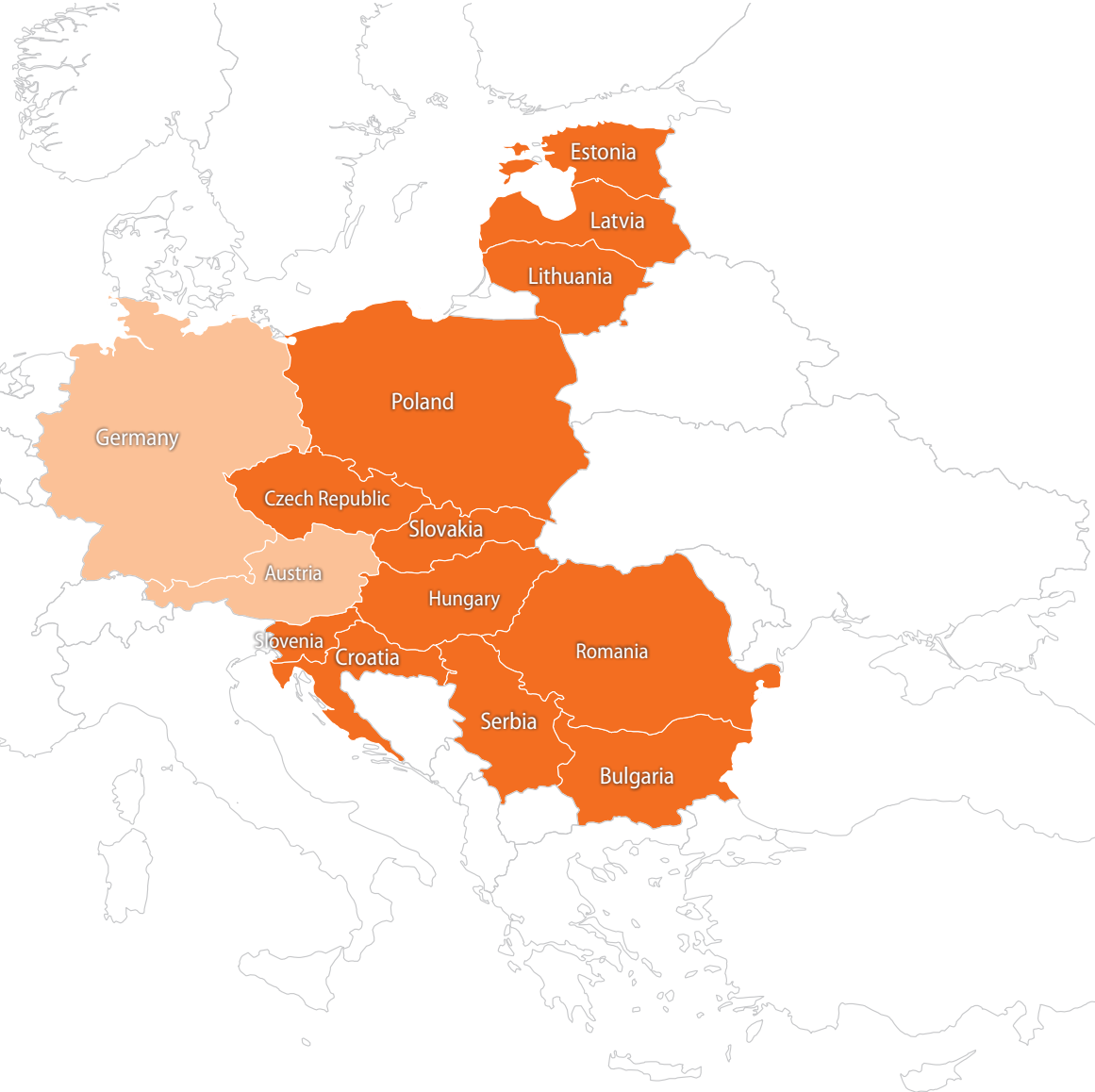
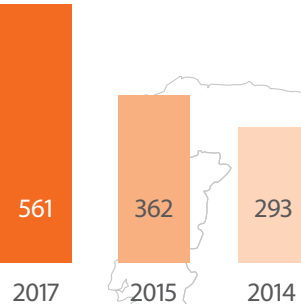
CEE (PL, CZ, SK, HU, HR, SLO, RO, BG, LT, LV, EST, SRB)



Germany and Austria

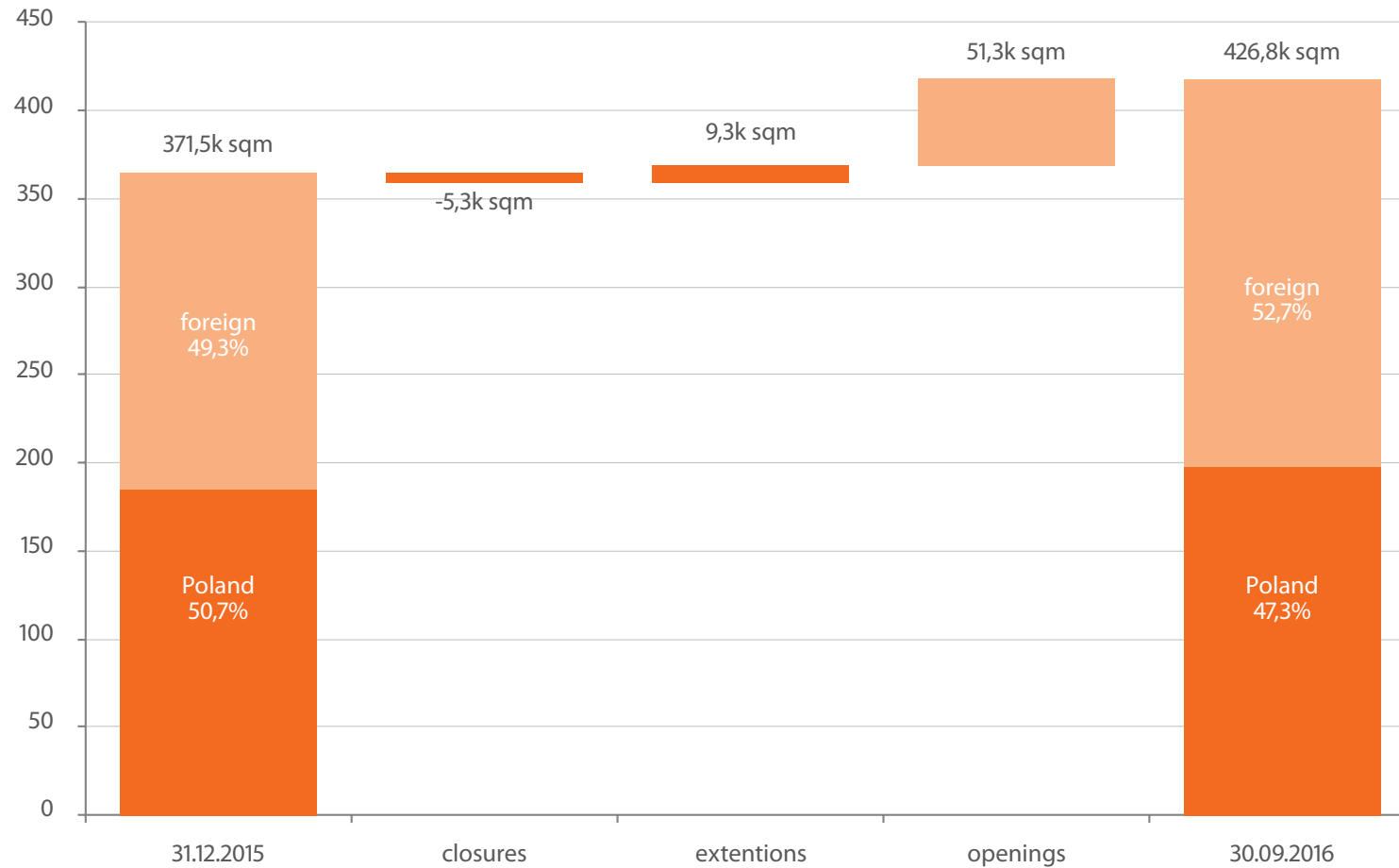


Total



INCREASE OF FLOORSPACE [K SQM] - COMPONENTS 2016 VS 2015

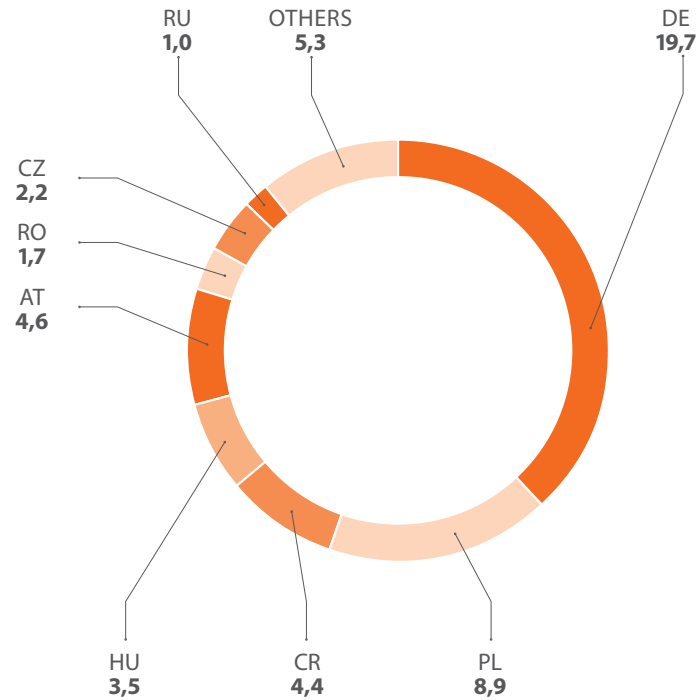
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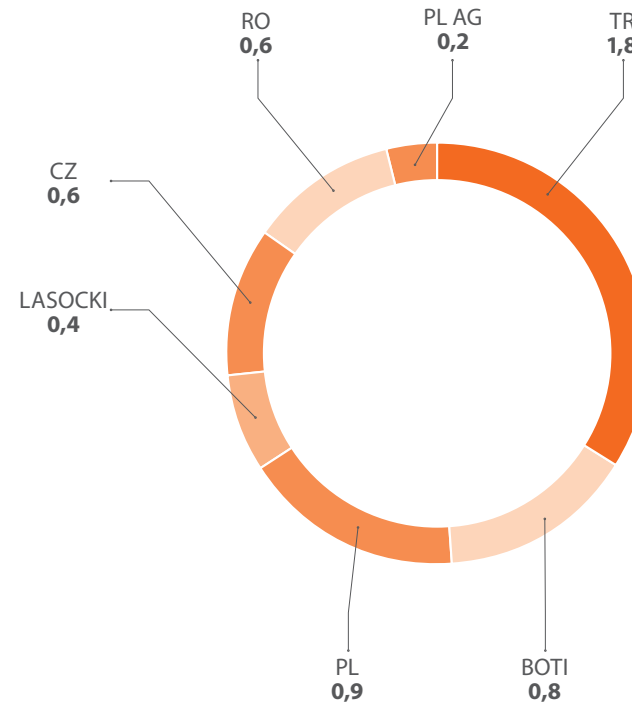
INCREASE OF FLOORSPACE [K SQM] - COMPONENTS 2016 VS 2015

20

Openings [k sqm]



Closures [k sqm]



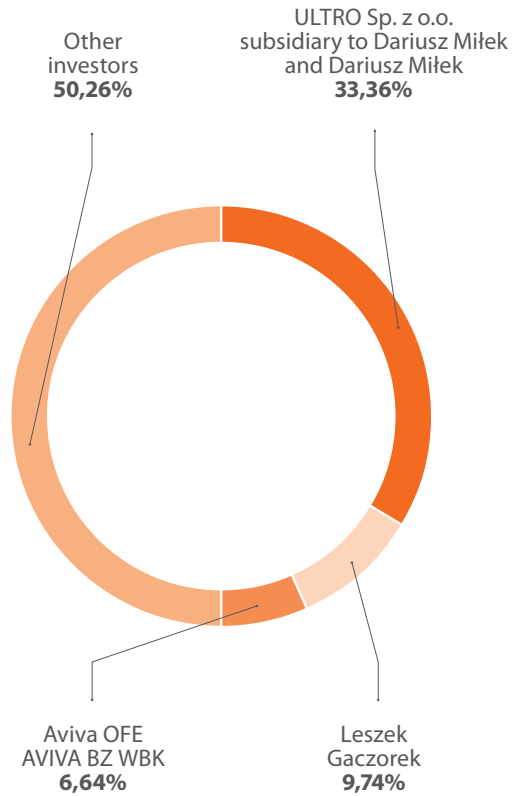
OWN AND FRANCHISE CCC STORES (FLOORSPACE AND STORE COUNT)

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CHAIN	TYPE	31.12.2013		31.12.2014		31.12.2015		30.09.2016	
		M ²	NUMBER	M ²	NUMBER	M ²	NUMBER	M ²	NUMBER
CCC Own	Poland	141 960	379	166 946	405	186 782	410	201 644	424
	Czech Republic	26 947	73	32 309	79	36 104	79	38 241	80
	Slovakia	10 646	25	13 866	30	18 852	37	20 815	39
	Hungary	23 456	50	27 689	57	30 462	61	34 633	67
	Austria	2 816	6	9 184	17	14 681	27	19 300	32
	Slovenia	924	2	3 646	6	4 603	8	5 673	10
	Croatia	1 651	3	4 436	8	7 314	13	11 842	20
	Turkey	1 165	2	1 805	3	1 805	3	—	—
	Germany	2 272	4	18 380	27	34 920	51	54 640	71
	Bulgaria	—	—	—	—	3 875	6	5 012	8
	Russia *	—	—	—	—	—	—	4 655	9
CCC Franchise	Russia *	2 178	6	1 781	5	3 617	8	—	—
	Kazakhstan/ Ukraine	1 587	4	2 288	4	3 055	7	3 527	7
	Romania	7 869	19	13 454	31	19 325	42	20 644	44
	Latvia	2 212	5	2 622	6	3 232	7	3 281	7
	Lithuania	—	—	—	—	1 187	2	1 787	3
	Poland	1 586	8	—	—	—	—	—	—
	Estonia	—	—	—	—	—	—	724	1
CCC TOTAL		227 269	586	298 406	680	369 814	761	426 418	822
OTHER		16 649	126	6 913	49	1 687	12	427	3
TOTAL		243 918	712	305 319	729	371 501	773	426 845	825

* Company consolidated since 20.09.2016.

SHAREHOLDERS BY NUMBER OF VOTES



CCC S.A. has been listed on Warsaw Stock Exchange since 2004. The main shareholder and founder of CCC Group is The President of Management Board Dariusz Miłek.

Total number of shares:
39 127 900





THANK YOU