

A high-angle photograph of a woman with long, wavy blonde hair lying on her back on a light-colored concrete ledge. She is wearing a black long-sleeved crop top, black shorts, and white Reebok sneakers with white socks. Her right arm is raised, and her left hand is near her neck. The background shows a body of water with a dark shadow cast across the concrete.

CCC
GROUP

**Q3 2024
RESULTS
PRESENTATION**

DARIUSZ MIŁEK
ŁUKASZ STELMACH

Warsaw,
14 November 2024

EWA CHODAKOWSKA,
REEBOK BRAND AMBASSADOR

THE GROUP'S OPERATING
PROFIT MORE THAN
QUADRUPLES YEAR ON YEAR

330 PLN
+253m YoY

485 PLN
+256m YoY
EBITDA



INDUSTRY-LEADING EBITDA
MARGIN DELIVERED BY
THE CCC BUSINESS LINE

23% + 4pp YoY





**HALFPRICE'S EBITDA MARGIN
UNMATCHED BY OFF-PRICE
SEGMENT GLOBALLY**

21% + 7pp YoY

FAST-PACED WORK TO ENHANCE THE MODIVO GROUP'S PERFORMANCE

10%

+ 13pp YoY

EBITDA MARGIN



A person with shoulder-length hair, wearing a dark, long coat, dark pants, and dark rubber boots, stands on a sandy beach. They are carrying a large, dark, quilted backpack with a red and white logo on the side. They are looking out towards the ocean, where waves are breaking on the shore. The sky is overcast and grey.

SHARP DELEVERAGING

-44% QOQ

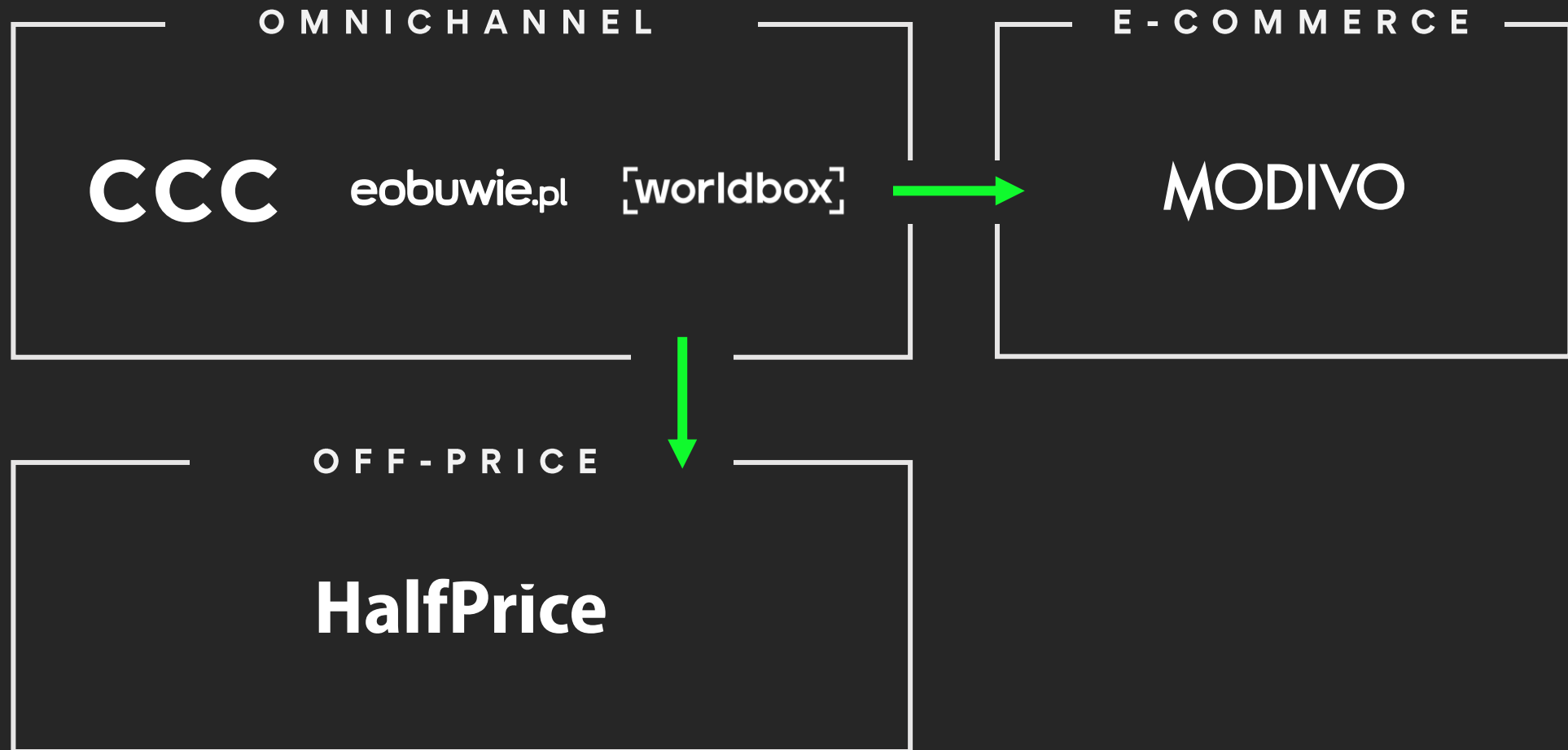
NET DEBT OF THE
CCC BUSINESS UNIT

CCC
GROUP

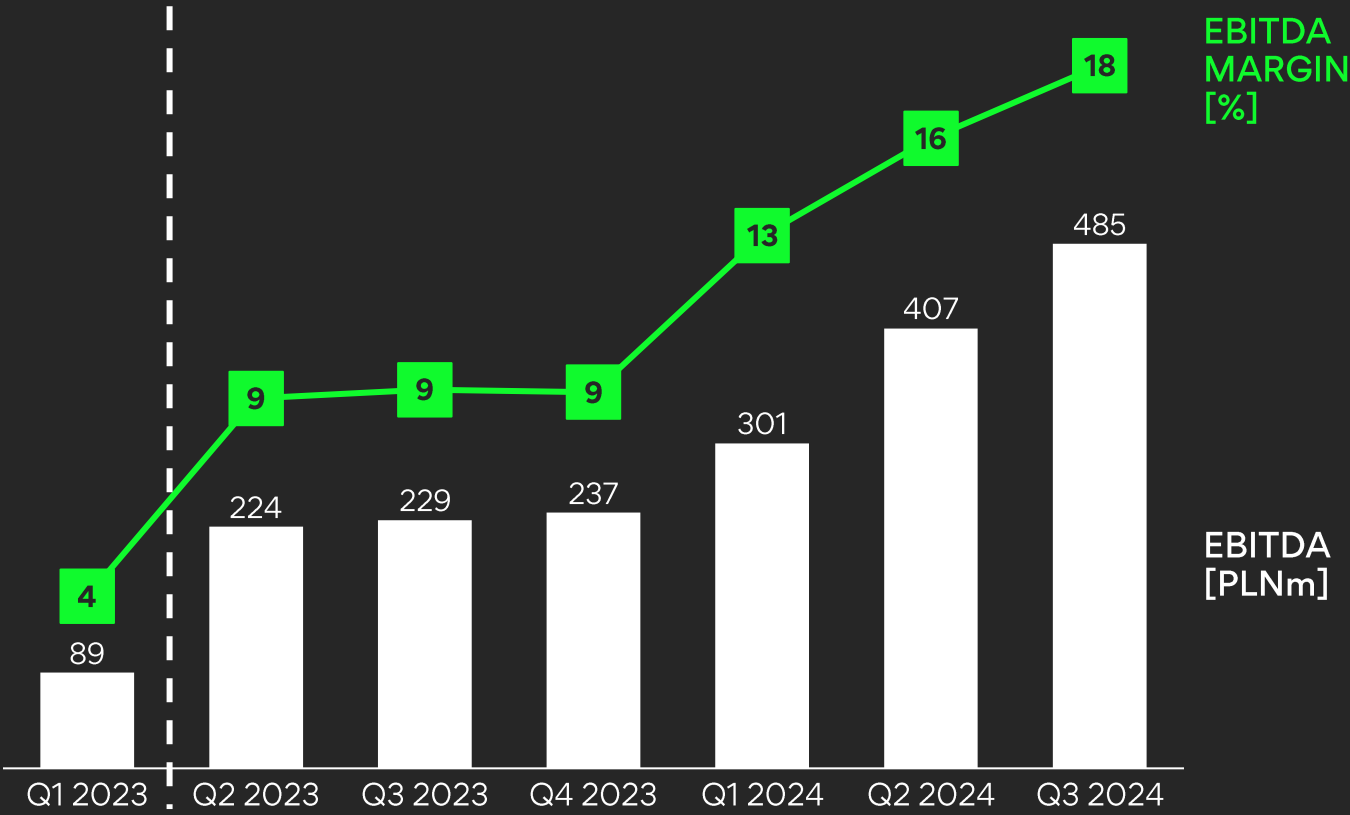
**BUSINESS
MODEL**



GLOBALLY UNIQUE MULTIBRANDED OMNICHANNEL MODEL



CONSISTENT PURSUIT OF THE GROUP'S PROFITABILITY IMPROVEMENT PLAN



EBITDA margin and LTM EBITDA of the CCC Group [%]

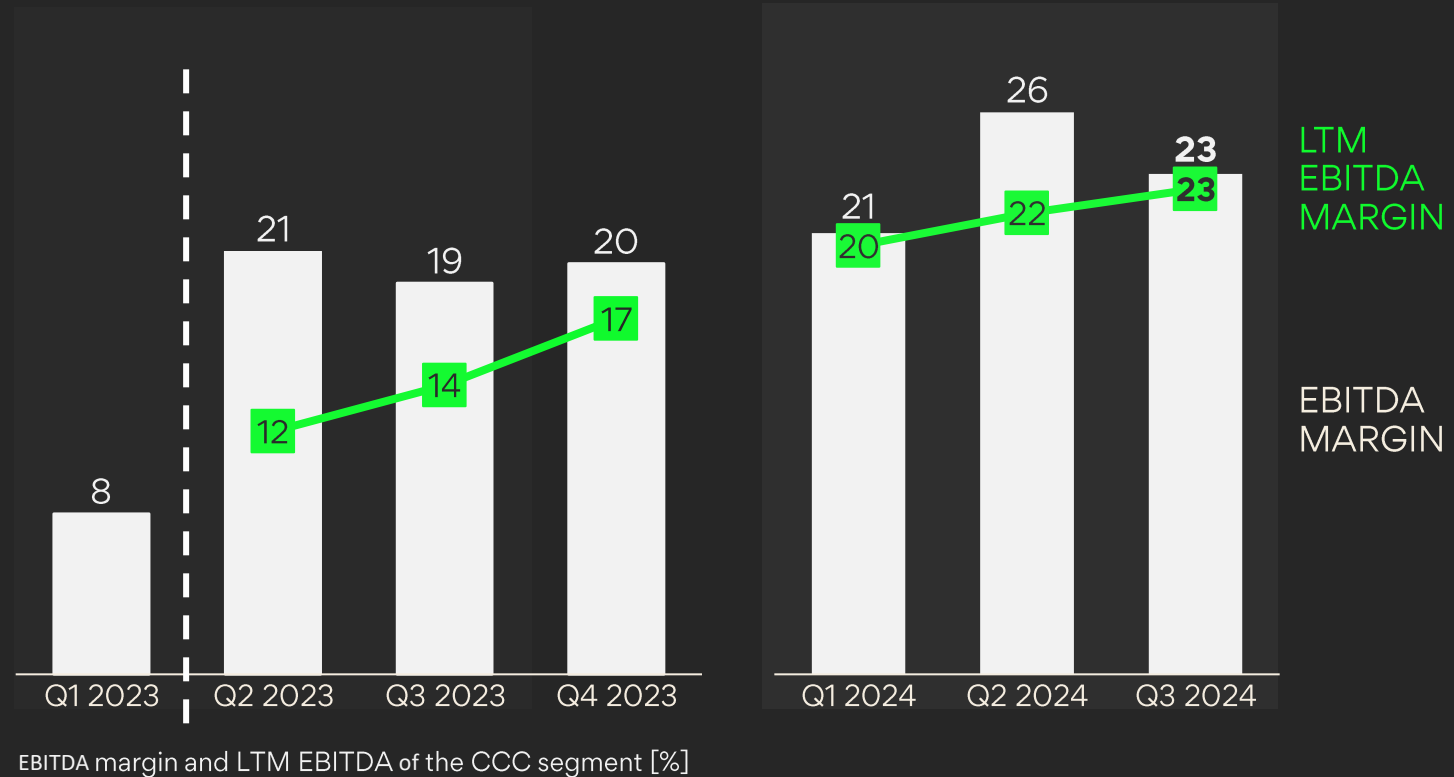




CCC AS THE GROUP'S MAIN PROFITABILITY DRIVER

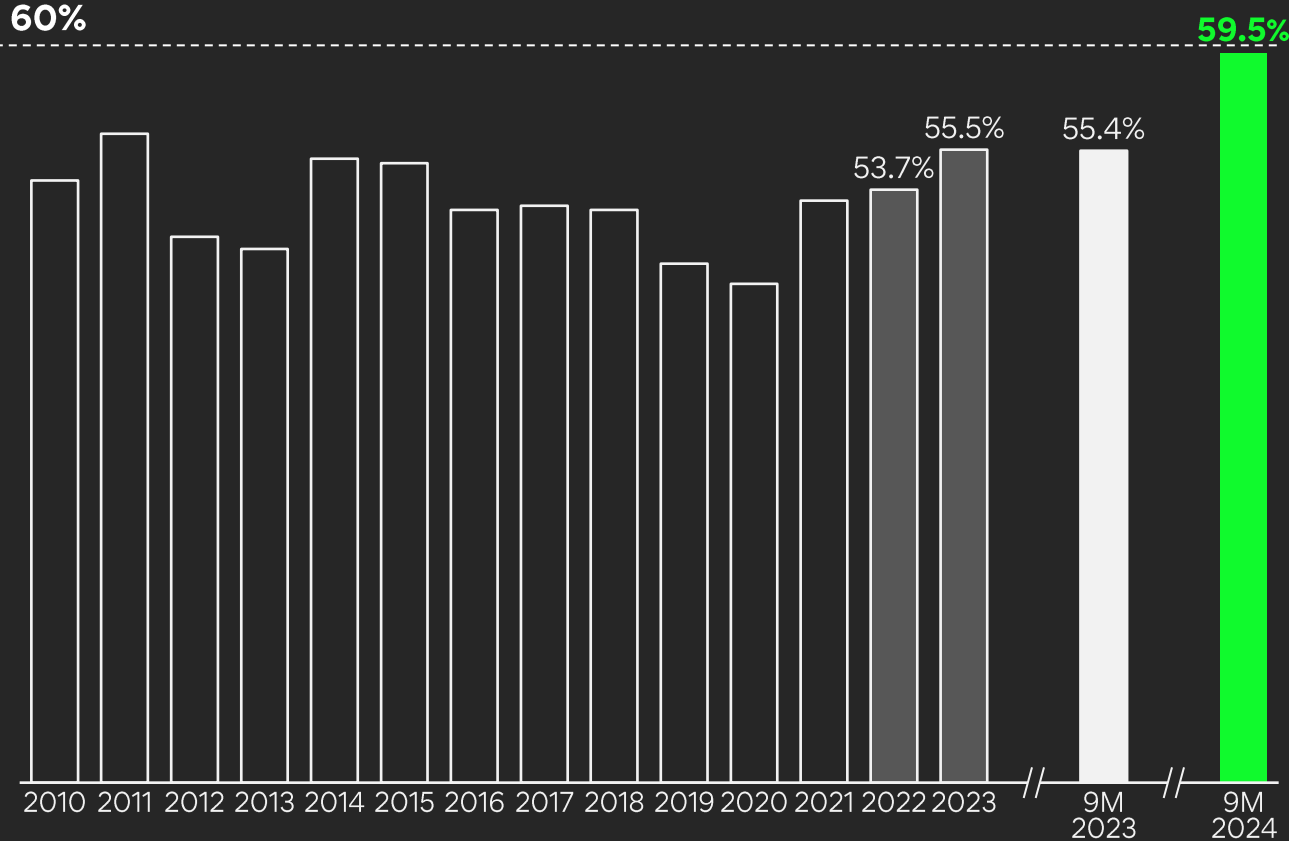
9M 2023: 16%

9M 2024: 24% (+8pp YoY)



ALL-TIME RECORD GROSS MARGIN LEVELS DELIVERED BY CCC AND STRONG LFL SALES FUELLED BY LICENSED BRANDS

9M 2024 LFL (PLN) +13%
9M 2024 LFL (LOCAL CY) +17%

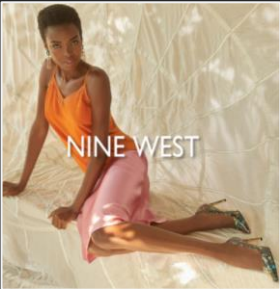
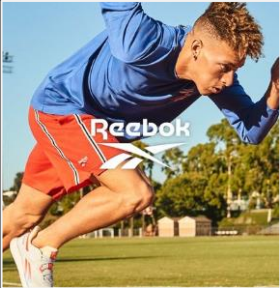


Gross margin in the CCC segment [%]



STRONG PROFITABILITY UPSIDE STILL AHEAD, UNDERPINNED BY NEW LICENSED BRANDS

BRANDS OFFERED BY CCC



BRANDS TO BE OFFERED FROM SS25+





Reebok





Reebok





Juicy Couture

Juicy Couture

EST. LOS ANGELES
1996



Juicy Couture

EST. LOS ANGELES
1996





SEXY
PINK
GLAMOUR
GEN Z





Juicy Couture

EST. LOS ANGELES
1996

Juicy Couture

EST. LOS ANGELES

1996





HUNTER



Est. 1856



LONDON





BY APPOINTMENT TO
HER MAJESTY THE QUEEN
SUPPLIERS OF WATERPROOF FOOTWEAR
HUNTER BOOT LTD
EDINBURGH



BY APPOINTMENT TO
HRH THE DUKE OF EDINBURGH
SUPPLIERS OF WATERPROOF FOOTWEAR
HUNTER BOOT LTD
EDINBURGH

HUNTER

Est. 1856





NINE WEST
NEW YORK

Est. 1978



**NEW
YORK
FASHION
AND
THE CITY**

MEXX

AMSTERDAM



Est. 1986



G-STAR
AMSTERDAM

Est. 1989





G-STAR



INSIDE THE RAWFACTORY
SCANNED IN OBJECTS

Est. 1989

A black and white photograph of a man with a beard and sunglasses, wearing a leather jacket and a chain necklace. He has extensive tattoos on his arms and is standing in front of a building with large windows. The text 'G-STAR' is overlaid in large white letters on the right side of the image.

G-STAR

AMSTERDAM

Est. 1989





GINO ROSSI × *Marilyn Monroe*
LIMITED EDITION

Marilyn Monroe™ ; Rights of Publicity and Persona Rights: The Estate of Marilyn Monroe LLC. marilynmonroe.com

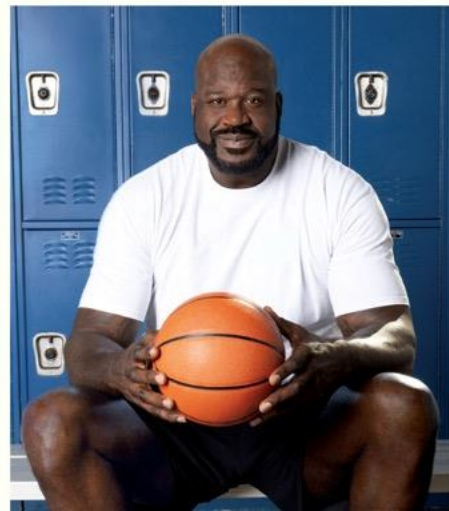






SHAQ™

LEGENDA
KOSZYKÓWKI








Kappa®

Est. 1967

 **Kappa**



Est. 1967





Est. 1967



**SPORTOWA KLASYKA
TRADYCJA I ELEGANCJA
RETRO DESIGN**



Est. 1982



Est. 1982





Est. 1982

BILLABONG

The Billabong logo symbol, a stylized wave, is positioned centrally below the brand name.

Est. 1973

Est. 1973

BILLABONG



Est. 1973



Est. 1973



BILLABONG
Z





SNOW



& SURF

Est. 1973



QUIKSILVER

Est. 1969



QUIKSILVER

Est. 1969



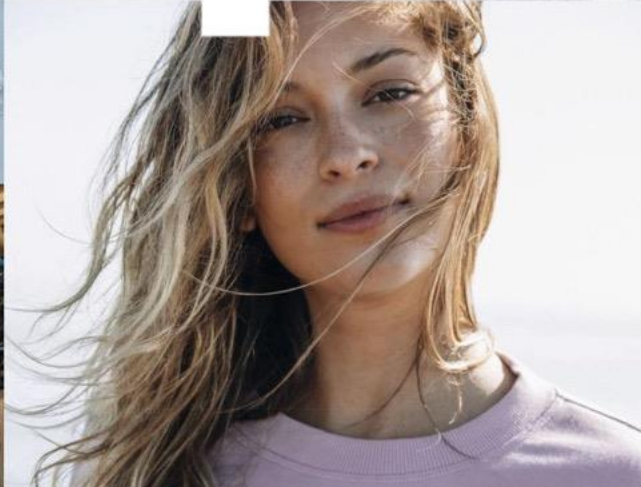


R

O

X

Y



Est. 1990





R

O

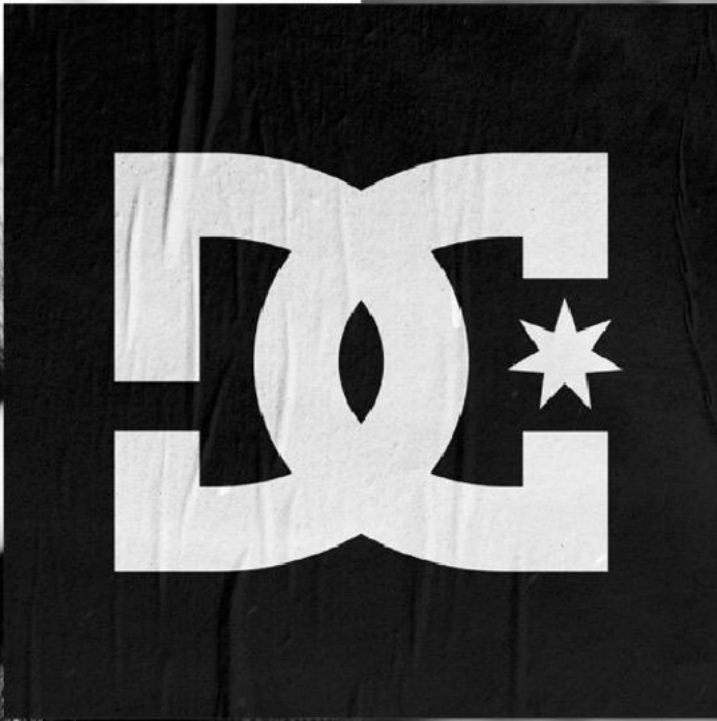
XXYY

Est. 1990

A woman with long brown hair is surfing on a white surfboard, blowing a bubble. She is wearing a blue and orange patterned long-sleeved shirt and light blue shorts. The background is a blue ocean with white foam from the wave. The word "ROXY" is written in large, white, sans-serif letters across the image. The 'R' is on the left, the 'O' is at the top, the 'X' is at the bottom, and the 'Y' is on the right.

ROXY

Est. 1990



Est. 1994



SKATEBOARD STREETWEAR STREET ART MUZYKA

Est. 1994





Est. 1994



Est. 1994



DC

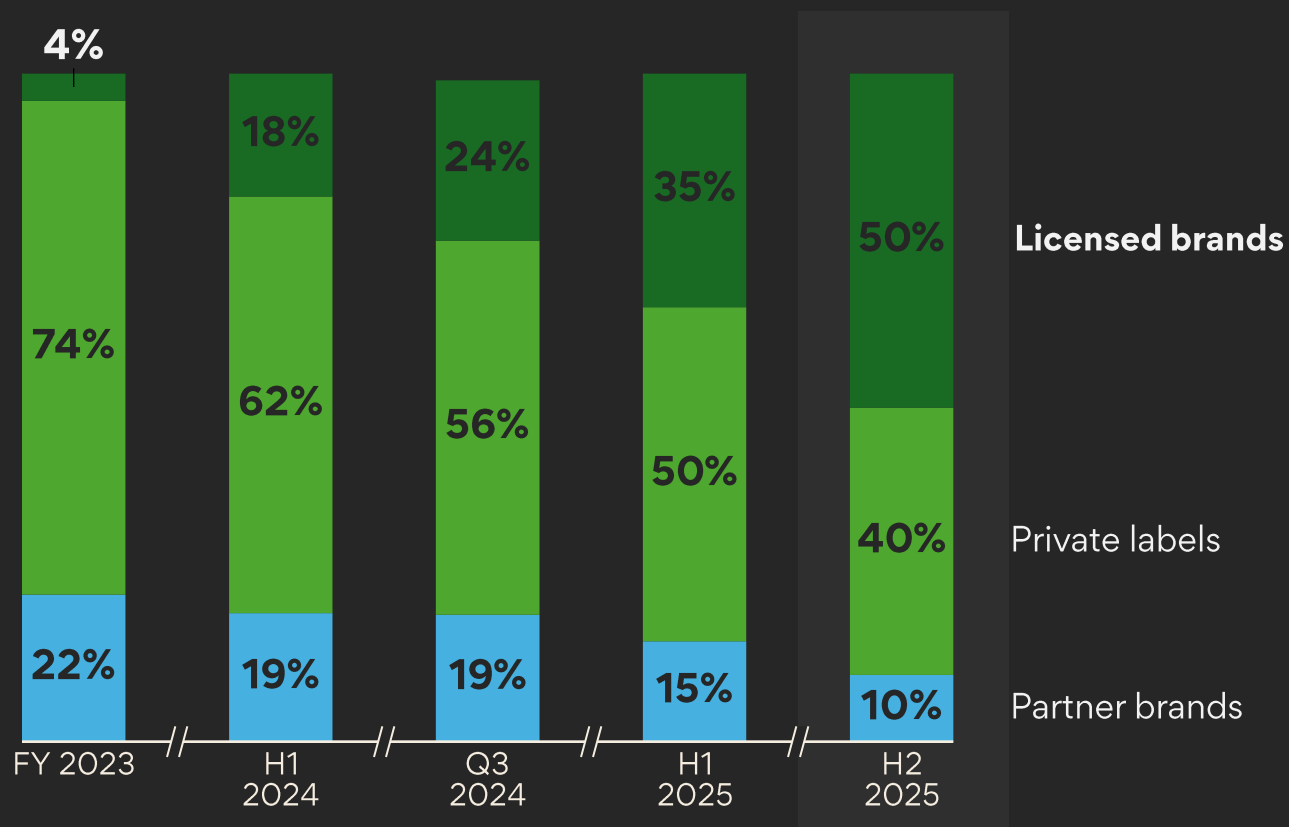


Est. 1983



Est. 1978

FAST GROWING PROPORTION OF LICENSED BRANDS IN THE CCC PORTFOLIO



Shares of the respective brand categories in the CCC segment's revenue [%]

GROSS MARGIN*	9M 2024	TARGET
LICENSED BRANDS	69%	70%
PRIVATE LABELS (+5PP YOY)	66%	67%
PARTNER BRANDS (+4PP YOY)	51%	52%
THE GROUP'S AVERAGE VALUE MARGIN		64%

* Gross operating margin on omnichannel sales, excluding royalty payments, etc.

ROBUST GROSS MARGIN ON LICENSED BRANDS WHEN FULL-PRICE STOCKS TRANSFERRED TO HALFPRIce

CASE STUDY

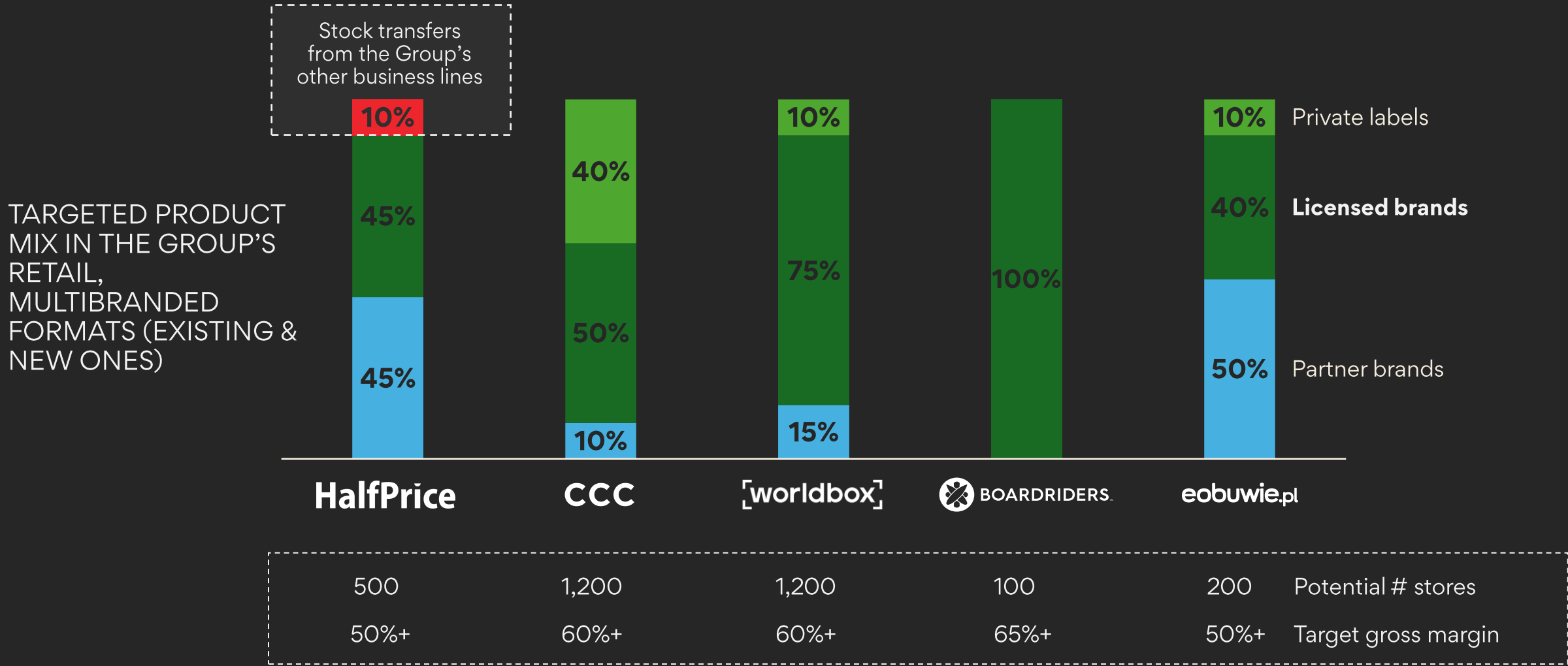
PRIVATE LABEL OR LICENSED BRAND

	SELLING PRICE	COST OF SALE	MARGIN		
FULL-PRICE	PLN 100	PLN 22	78%		
OFF-PRICE	PLN 60	PLN 22	63%	(PRICE -40%)	POST-SEASON TRANSFER TO HALFPRIce
OFF-PRICE	PLN 50	PLN 22	56%	(PRICE -50%)	

PARTNER BRAND


	SELLING PRICE	COST OF SALE	MARGIN		
FULL-PRICE	PLN 100	PLN 42	58%		
OFF-PRICE	PLN 60	PLN 42	30%	(PRICE -40%)	POST-SEASON TRANSFER TO HALFPRIce
OFF-PRICE	PLN 50	PLN 42	16%	(PRICE -50%)	

LICENSE PARTNERSHIPS AS AN UPSIDE POTENTIAL FOR THE GROUP'S OTHER BUSINESS LINES



PRODUCT SEGMENTATION STRATEGY AIMING TO CAPTURE BRAND VALUE ACROSS ALL PRICE POINTS

**SYNERGY
MODEL**

		CORE	PRICE	SEGMENT	STORES
	TOP	Speciality	\$\$\$\$	Top Value	30
	PREMIUM	Apparel e-commerce	\$\$\$	Value	?
	eobuwie.pl	Footwear omnichannel	\$\$	Value	200
	 BOARDRIDERS	Action Sports	\$\$	Value	100
	CCC	Family Footwear	\$	Volume	1,200
	[worldbox]	Athleisure	\$	Volume	1,200
	HalfPrice	Off-price	-	Value/Volume	500

FOCUS

FOCUS

FOCUS

RETURN TO GROWTH IN RETAIL SPACE

FOCUS ON THE EXPANSION OF PROVEN & PROFITABLE SALES FORMATS

Potential to almost triple retail space by 2030 (vs 2023) – from 790k sqm to 2,200k sqm

Floorspace growth of 200-250k sqm a year

Estimated capital expenditure of ca. PLN 300-400m a year, to be financed mainly through OCFs (improved performance, optimized working capital)

Maintained focus on business expansion in the CEE region



THE CCC GROUP'S EXPANSION TO CONCENTRATE IN CEE, WHILE SEIZING OPPORTUNITIES ON PROMISING SOUTHERN EUROPEAN MARKETS

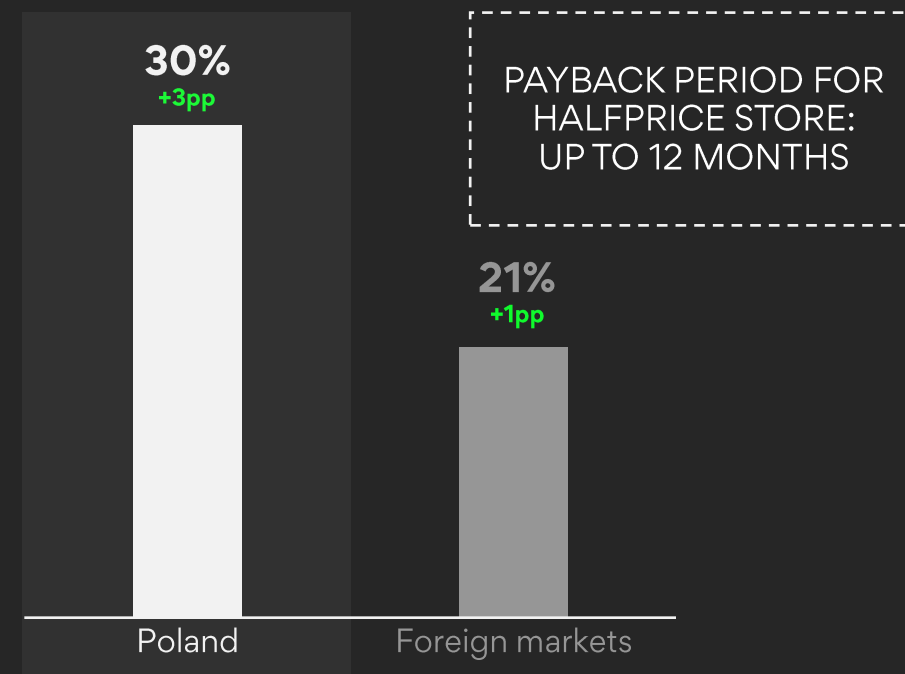
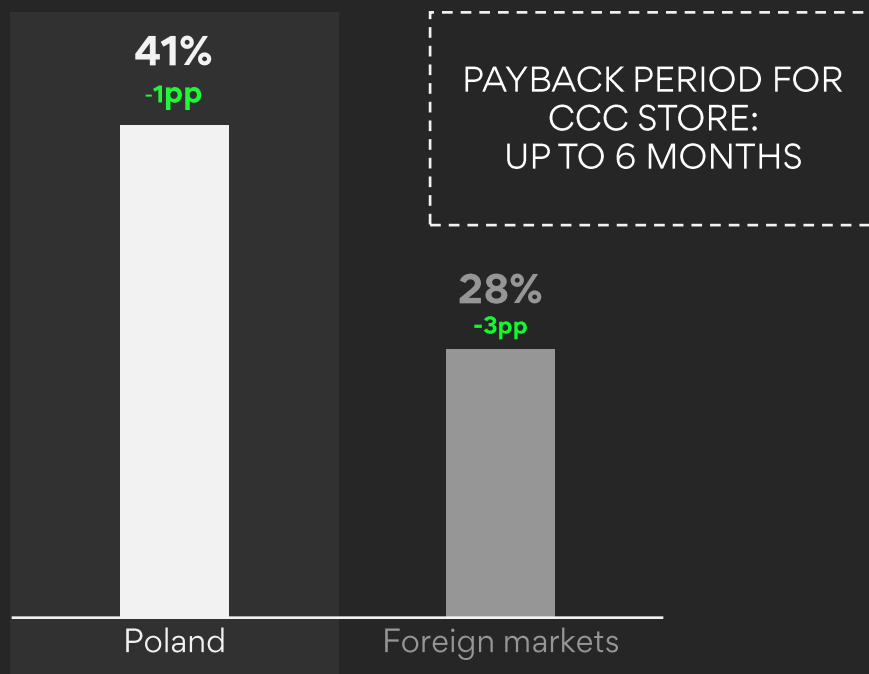


STRONG PROFITABILITY OF CCC AND HALFPRICE OFFLINE STORES WITH POTENTIAL FOR FURTHER GROWTH

EBITDA MARGIN OF **CCC** STORES IN Q3 2024 [%]

EBITDA MARGIN OF **HALFPRICE** STORES IN Q3 2024 [%]

QoQ change



SHARE OF SALES Q3 2024

65%

35%

SHARE OF SALES Q3 2024

73%

27%

POPULATION IN THE REGION (MILLION)

38

113

POPULATION IN THE REGION (MILLION)

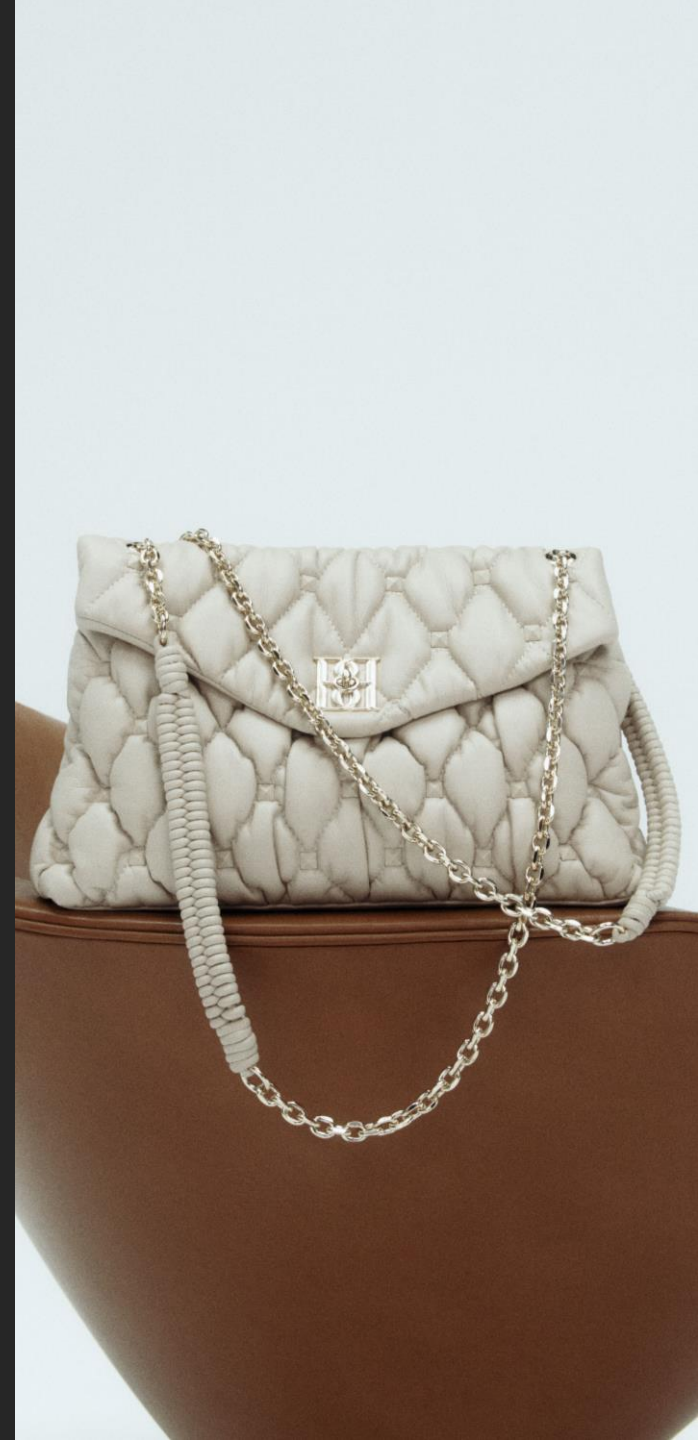
38

113

THE GROUP'S RETAIL SPACE GROWTH DRIVEN BY EXISTING & HIGHLY PROFITABLE FORMATS AS WELL AS NEW, COMPLEMENTARY BUSINESS CONCEPTS

	STATUS	CURRENT # STORES	POTENTIAL # STORES	AVERAGE STORE AREA [SQM]
HalfPrice	Already existing	140	500	2,300
CCC	Already existing	800	1,200	700
eobuwie.pl	New store concept	50	200	450
[worldbox]	Opportunity	150	1,200	700
 BOARDRIDERS	Opportunity	15	100	400

1,155





ccc

Current # of stores: **800**

Targeted # of stores by 2030: **1,200**

A photograph of a Halfprice retail store at night. The building has large glass windows and a prominent illuminated sign that reads "Halfprice" in white, 3D-style letters. The store's interior is visible through the windows, showing clothing racks and displays. There are several smaller signs and advertisements on the building, including one that says "Half Price Great brands" and another that says "PŘIDEJTE SE DO HalfPrice Club". The scene is framed by trees on both sides, and the overall lighting is a mix of the store's warm interior lights and the cooler blue and white tones of the exterior signage.

Halfprice

Current # of stores: **140**

Targeted # of stores by 2030: **500**

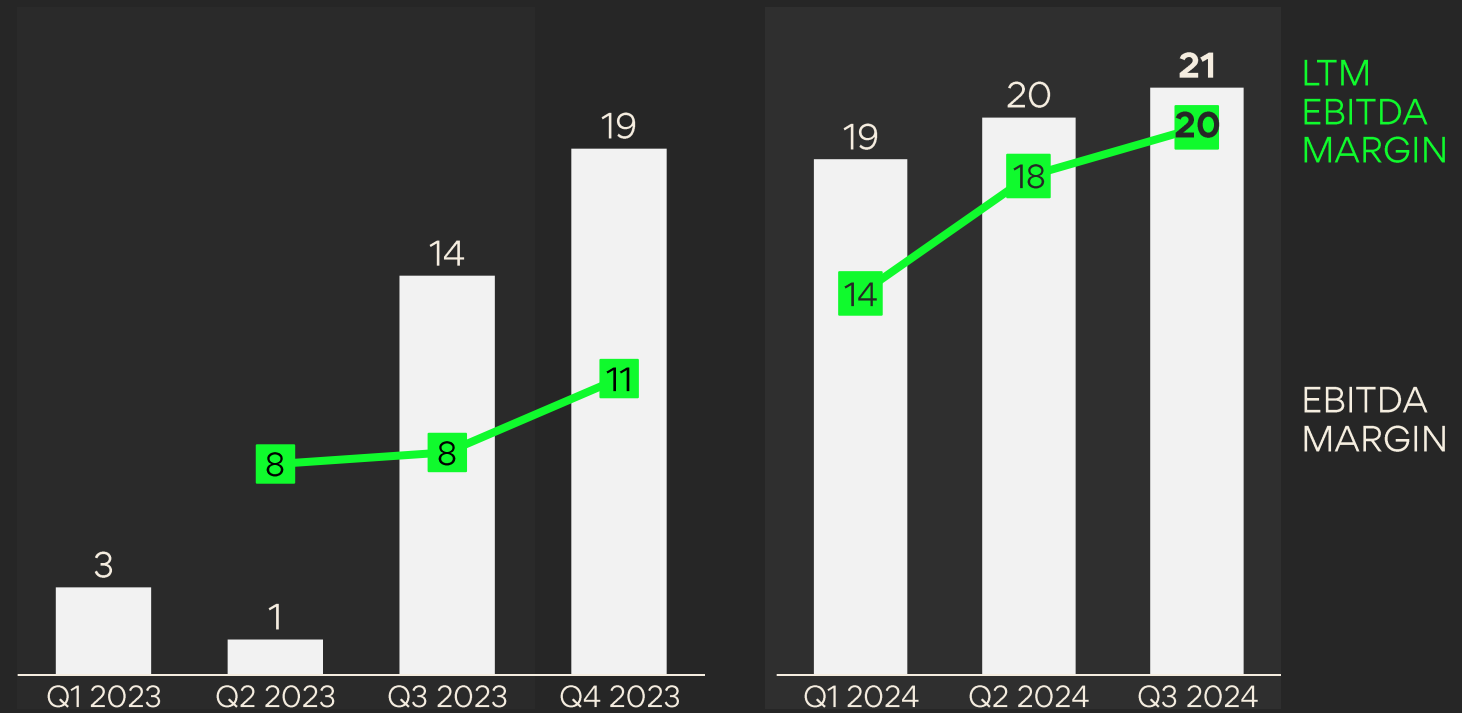


HalfPrice

SOUND AND REPEATABLE PROFITABILITY PROFILE OF HALFPRICE AFTER ONLY 3 YEARS SINCE LAUNCH

9M 2023: 7%

9M 2024: 20% (+13pp YoY)

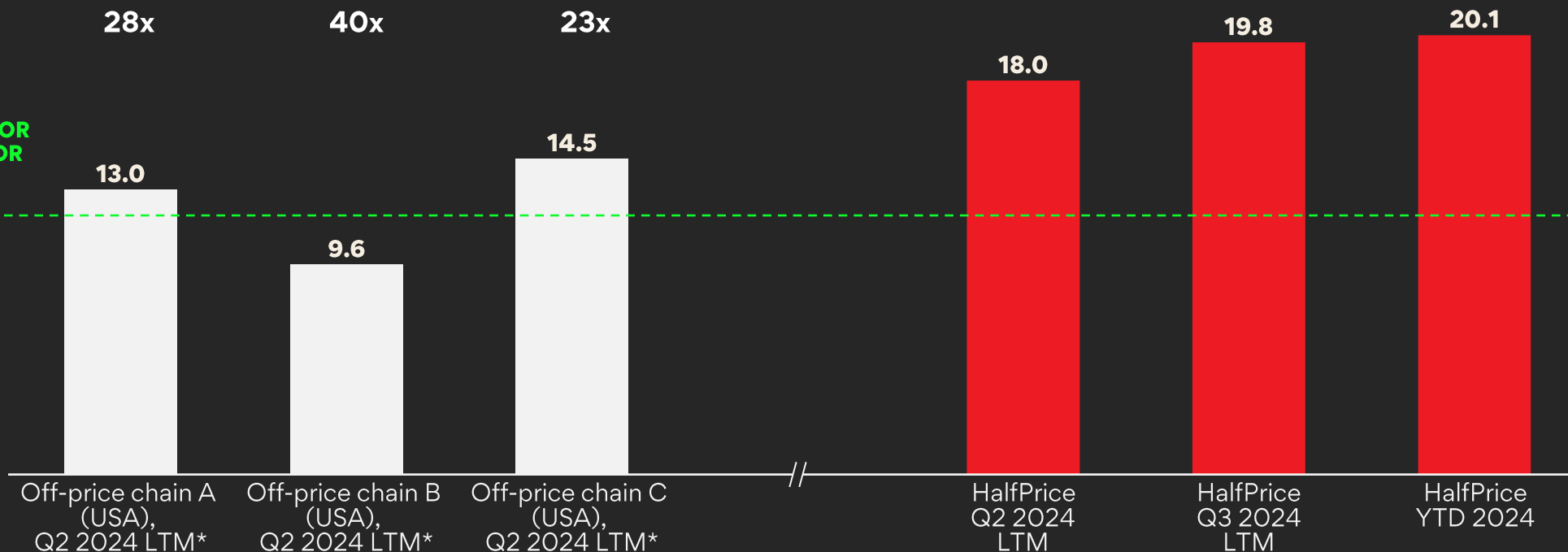


EBITDA margin and LTM EBITDA of the HalfPrice segment [%]

HALFPRICE'S OUTSTANDING PERFORMANCE VS GLOBAL COMPETITORS

MARKET CAPITALISATION [USDbn]	133	17	48
MARKET CAPITALISATION/ EBITDA*	18x	17x	16x
MARKET CAPITALISATION/ NET PROFIT	28x	40x	23x

AVERAGE FOR COMPETITOR CHAINS
12.4%

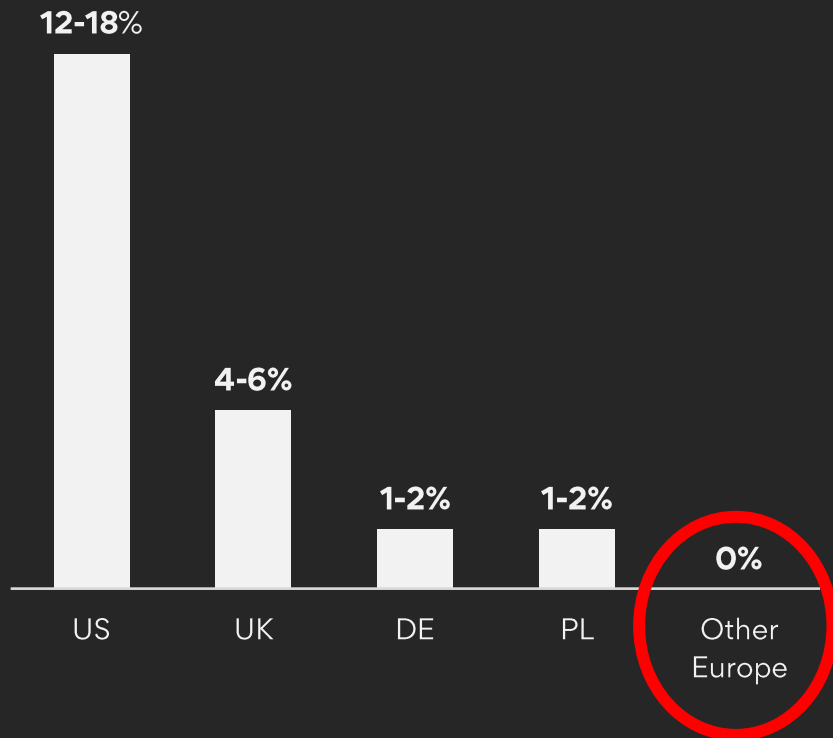


HalfPrice's EBITDA margin vs competitors [%]
Source: In-house analysis based on data reported by the companies

* EBITDA reported in accordance with US GAAP

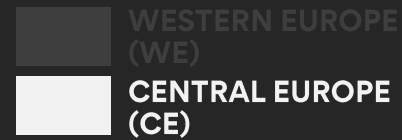
UNTAPPED OFF-PRICE MARKET IN EUROPE...

SHARE OF OFF-PRICE IN RETAIL SALES



Source: Study conducted by the Company's adviser

GEOGRAPHICAL COVERAGE OF THE EUROPEAN OFF-PRICE MARKET

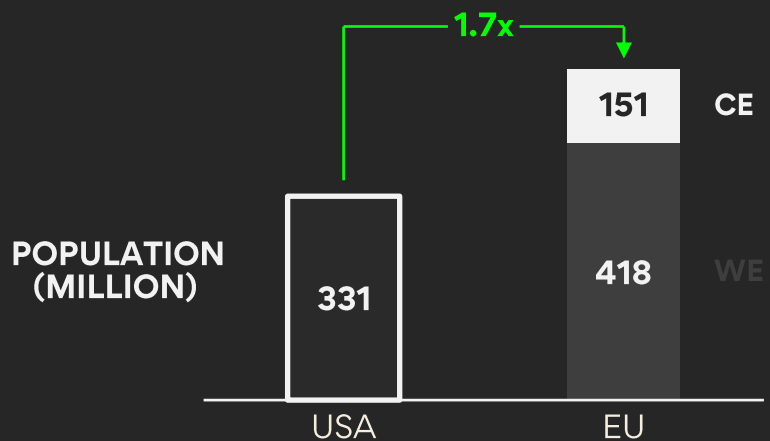
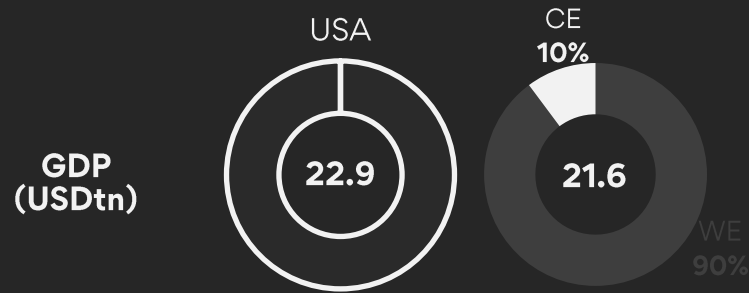


... WITH HUGE GROWTH POTENTIAL PRESENTING A UNIQUE OPPORTUNITY FOR HALFPRICE

GDP AND POPULATION NUMBERS, USA VS EUROPE

CENTRAL AND WESTERN EUROPE POPULATION (MILLION)

WESTERN EUROPE (WE)
CENTRAL EUROPE (CE)



Source: Eurostat, World Bank



HALFPRICE'S EXPANSION IN WESTERN EUROPE

TESTING OF THE PROVEN AND PROFITABLE SALES FORMAT IN SELECTED LOCATIONS

Why we believe in HalfPrice's success in Spain and selected Western European markets:

- Global, internationally recognisable brands
- No off-price concepts currently available
- Favourable lease terms
- Receptive real-estate market

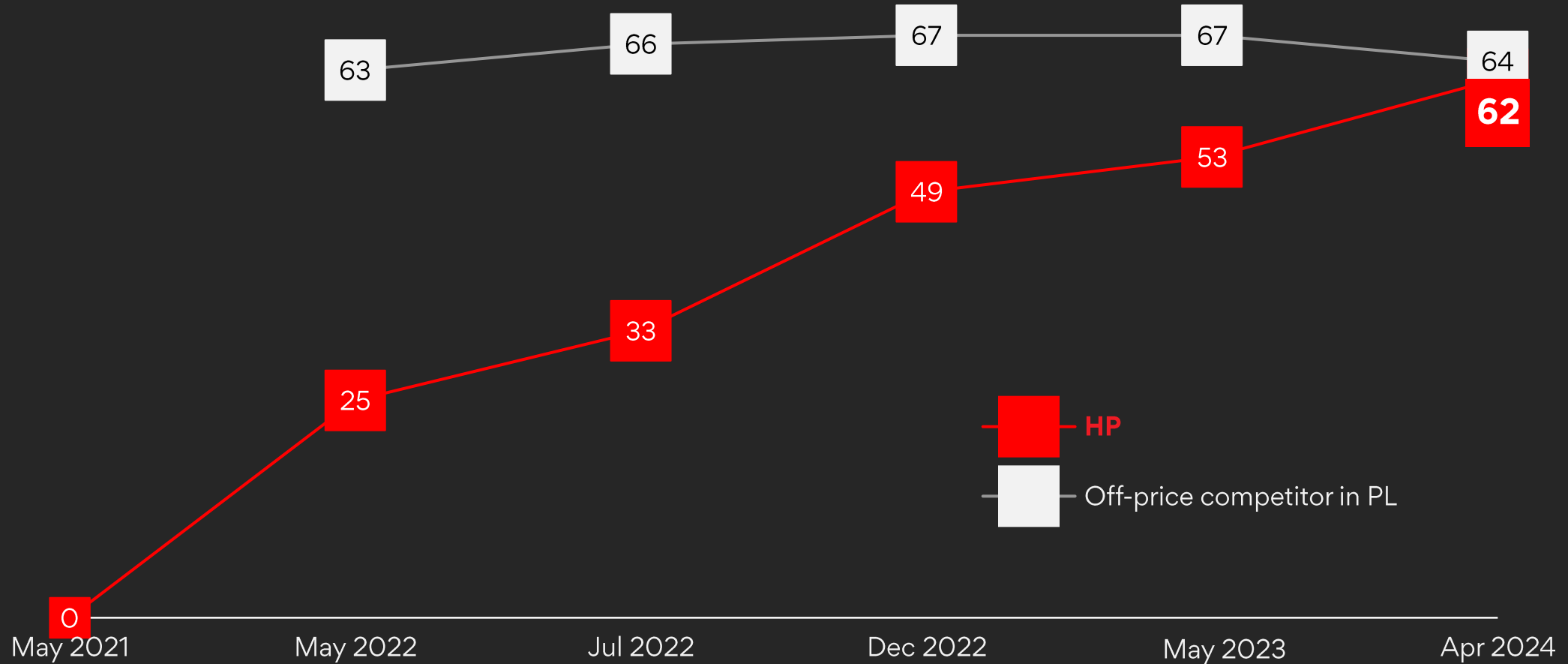
HALFPRICE'S ROLL-OUT INTO SPAIN



First store to open in Zaragoza 22 November, 2024

RAPIDLY GROWING RECOGNITION OF HALFPRICE

BRAND AWARENESS COMPARABLE TO A COMPETITOR WITH NEARLY 20 YEARS OF MARKET PRESENCE



HalfPrice brand recognition [%]
Source: IQS study

98

SHOPS
POLAND

31

SHOPS
ABROAD

kaes.



Current # of stores: 150

The Group holds a 10% stake in kaes and has signed a franchise agreement to develop Worldbox chain

[worldbox]



Targeted # of stores by 2030: 1,200



PRODUCT MIX

60% APPAREL / 20% FOOTWEAR / 20% ACCESSORIES

[worldbox]

LICENSED BRANDS



Champion

SHAQ



ROXY



NAUTICA

HUNTER



BEVERLY HILLS
POLO CLUB

Juicy Couture

MEXX

G-STAR

PARTNER BRANDS



VANS



4F

GUESS
JEANS

crocs™

PRIVATE LABELS













LEVERAGING LICENSED BRANDS TO BOOST PROFITABILITY ACROSS ALL OF THE CCC GROUP'S SALES FORMATS



USD 2.15

(COST OF SALES PLN
11.50 GROSS)

				
99.00	159.00	60.00	59.50	79.99
				
199.95	84.99	152.50	99.99	169.00

RETAIL PRICE
(PLN)

RETAIL PRICE
(PLN)



BOARDRIDERS



Current # stores: **15**

Targeted # stores by 2030: **100**

eobuwie.pl

CONVERSE

CONVERSE

Current # stores: 50

Transition from the digital format...

The image shows the interior of a retail store for eobuwie.pl. The store is brightly lit with track lighting. The main display consists of a large grid of white metal shelving units. Each unit has multiple shelves and cubbies, filled with various styles of shoes and handbags. The shoes are primarily in shades of pink, white, and beige. Handbags are also displayed in similar colors. The store has a clean, modern aesthetic with light-colored walls and a curved ceiling. The logo 'eobuwie.pl' is prominently displayed on the wall above the entrance area.

eobuwie.pl

... towards in-store product display

Targeted # stores by 2030: **200**

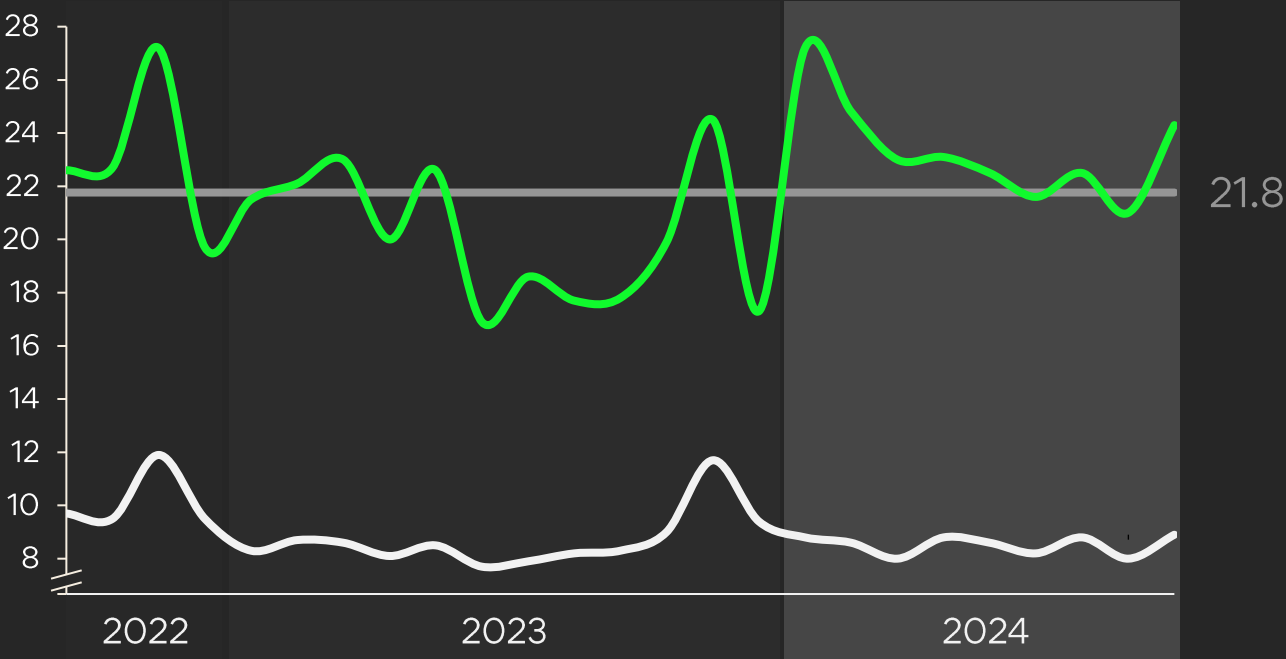


Juicy Couture

Juicy

STRATEGIC BET ON BRICK&MORTAR CHANNEL EXPANSION WITH FLAT SHARE OF E-COMMERCE IN RETAIL SALES

- Share of online sales
- Average share of online sales - textiles
- Share of online sales - textiles



The overall share of online sales and the share of online sales in the textiles, apparel, and footwear categories [%]
Source: Polish Statistics



REALITIES OF EUROPEAN E-COMMERCE: SLUGGISH REVENUE GROWTH, LOW MARGIN, RISING OPEX

<i>LTM</i>	Competitor A	Competitor B	Competitor C
Revenue	EUR 10.3bn	GBP 2.9bn	PLN 1.3bn
YoY revenue growth	0.7%	-16.4%	15.7%
Gross margin	40.0%	43.4%	38.9%
EBIT margin	3.6%	-2.8%	-0.1%
EBITDA margin	6.8%	2.7%	1.4%

Financial data of fashion e-commerce companies
Source: In-house analysis based on data reported by the companies



DEVELOPMENT OF RETAIL FORMATS ALONGSIDE ONGOING ONLINE BUSINESS RESTRUCTURING

Modivo's road to becoming the most profitable e-commerce player in Europe

New CEO since mid-September 2024

Cost-cutting initiatives implemented

Product portfolio optimization in place
(delisting of unprofitable brands)

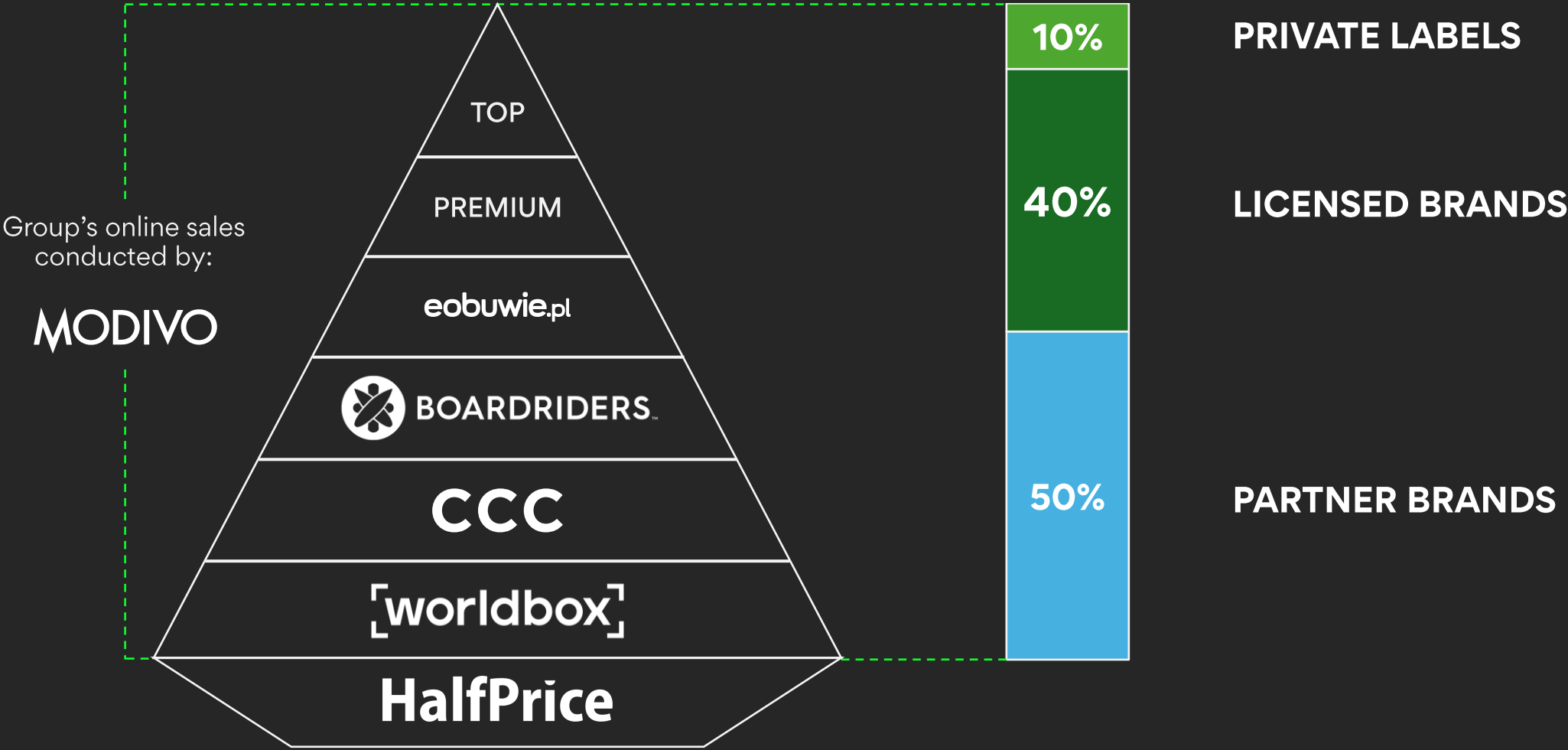
Business model simplification and integration with the Group's other business lines:

- Modivo Group performs key e-commerce tasks: logistics, customer care, photo studio
- Remaining services provided on Group level (Group synergies)

Modivo to provide logistics and check-out services for all e-commerce operations of the Group (becoming the **Group's online business profit center**)

% OF REVENUE	Q3 2023	Q3 2024	YOY
Gross margin	38.1%	42.8%	4.7pp
SG&A	44.2%	35.7%	-8.5pp
<i>Logistics</i>	7.0%	5.8%	-1.2pp
<i>Marketing</i>	19.4%	17.0%	-2.4pp
<i>Administrative and other</i>	17.1%	13.0%	-4.0pp
<i>Other expenses/ income and impairment losses</i>	0.7%	-0.1%	-0.7pp
EBIT	-6.1%	7.1%	+13.2pp
EBITDA	-3.2%	9.7%	+12.9pp

FURTHER PROFITABILITY IMPROVEMENT DRIVERS FOR MODIVO – E-COMMERCE SUPPORT FOR ALL BUSINESS LINES OF THE CCC GROUP COUPLED WITH GROWING SHARE OF PRIVATE LABELS AND LICENSED BRANDS IN PRODUCT PORTFOLIO



TRAFFIC ACQUISITION OPTIMIZATION AS THE MAIN TOOL FOR THE RAPID ONLINE SEGMENT PROFITABILITY IMPROVEMENT

SOURCES OF TRAFFIC ACQUISITION	PRODUCT OFFER PRICE RANGE			COST OF TRAFFIC ACQUISITION [PLNm]	
	VOLUME	MEDIUM	PREMIUM	2024	2025
PERFORMANCE MARKETING			✓	600	200
TV AD	✓	✓	✓	0	50
CRM	✓	✓	✓	0	0
SUBSCRIPTIONS	✓	✓	✓	0	+200
MOBILE APP	✓	✓	✓	0	0
				600	50

STRENGTHENING THE CCC GROUP'S LEADERSHIP TO SUCCESSFULLY EXECUTE THE GROWTH STRATEGY

DEVELOPMENT AND OVERSIGHT OVER DELIVERY OF THE CCC GROUP'S STRATEGY

Dariusz Miłek

Founder, major shareholder (33% ownership interest and 39% voting power) and CEO of CCC Group



Jamie Salter

Chairman of the CCC Strategy & Development Committee

CEO of Authentic Brands Group (2nd largest licensor globally, making USD 30bn+ in annual sales)

Supervisory Board

OPERATIONAL EXECUTION OF TASKS RESULTING FROM THE STRATEGY

Management Board & Directors Staff

DELIVERY OF KEY STRATEGIC TARGETS

			GO.25	DELIVERY
CCC Group	Retail space	k sqm	~1,000	✓
	Gross margin	%	48-50	✓
	EBITDA margin (IFRS 16)	%	>12	✓
CCC	Floor space (own stores)	k sqm	540	✓
	Gross margin	%	57-59	✓
	EBITDA margin (IFRS 16)	%	15-18	✓
HalfPrice	Floor space	k sqm	400	✓
	Gross margin	%	~45	✓
	EBITDA margin (IFRS 16)	%	18-20	✓
Modivo Group	EBITDA margin (IFRS 16)	%	8-10	✓
	Gross margin	%	40-45	✓

DELIVERY OF KEY STRATEGIC TARGETS

GO.25 (2021)

AMBITION

20bn

revenue (PLN)



12bn

(12-13 bn)

revenue (PLN)

12%

EBITDA margin



20%

(19-20%)

EBITDA margin

PROPOSAL OF A 5-YEAR BONUS PROGRAM BENEFICIAL TO ALL SHAREHOLDERS

Share price [PLN]	DARIUSZ MIŁEK		JAMIE SALTER		Total new shares [k]	New shares/ existing shares [%]	Market capitalisation [PLNbn]
	Number of shares [k]	Value of shares [PLNm]	Number of shares [k]	Value of shares [PLNm]			
300	300	30	450	45	750	1.09	20.7
400	500	100	500	100	1,000	1.45	27.6
500	1,000	300	550	165	1,550	2.25	34.4
600	1,200	480	600	240	1,800	2.61	41.3
700	1,400	700	650	325	2,050	2.98	48.2
800	1,600	960	700	420	2,300	3.34	55.1
900	1,800	1,260	750	525	2,550	3.70	62.0
1,000	2,000	1,600	800	640	2,800	4.07	68.9

SUMMARY OF THE CCC GROUP'S KEY STRATEGIC PRIORITIES

- 1** Further expansion of licensed brands portfolio and product segmentation
- 2** Licensed brands portfolio to be expanded through addition of new product categories (mainly apparel)
- 3** Licensed brands to be introduced into all of the Group's business lines for rapid profitability boost
- 4** Acceleration of retail space growth (+200-260k sqm a year)
 - A** Retail space expansion of proven & profitable formats (CCC and HalfPrice)
 - B** Development of new sales concepts to fully leverage license partnerships (e.g. Worldbox and Boardriders)
- 5** Realignment of the Modivo Group's business model to propel strong online profitability

CCC
GROUP

**OMNICHANNEL
BUSINESS MODEL**

LICENSED PRODUCTS

MANUFACTURING

RETAIL

MULTIBRANDED

**WITH HIGH
E-COMMERCE SHARE**

WITH OFF-PRICE ARM

THANK YOU

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Michał Ryś

IR Associate
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Upcoming events:

3-6.12.2024

Wood's Winter Wonderland EME Conference,
Prague

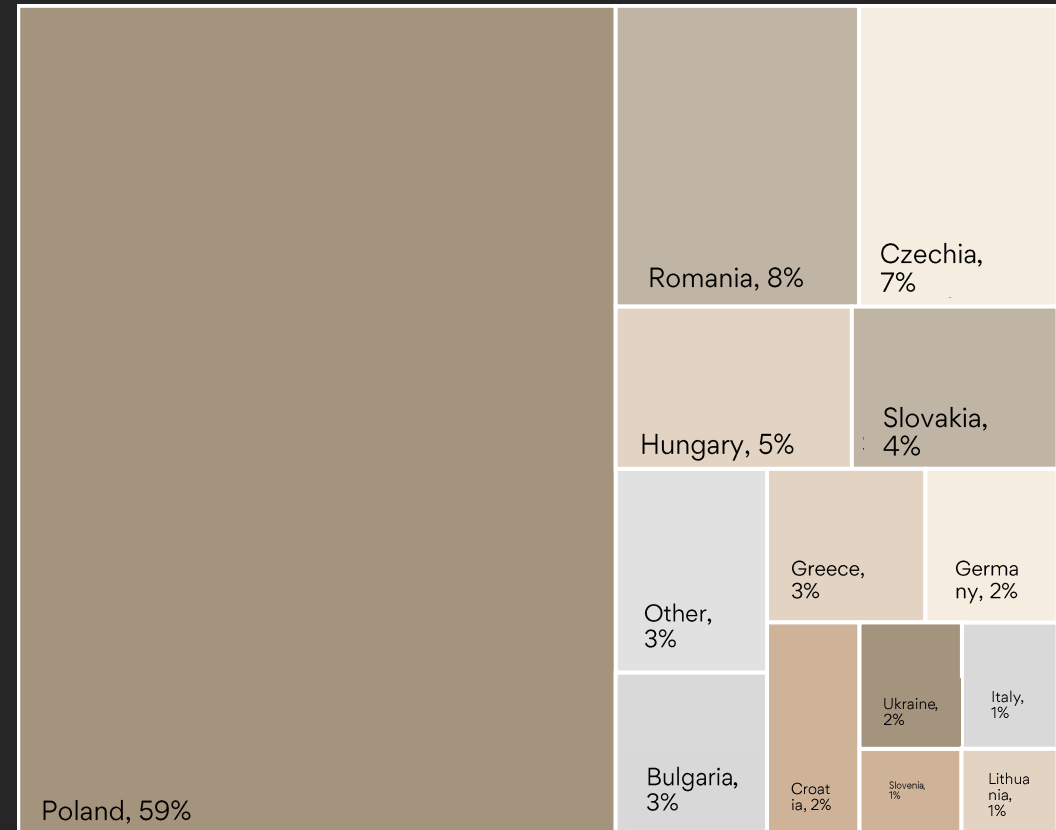


Support material

CCC Group revenue in Q3'24

Country	Revenue* [mln PLN]	yoy
Poland	1 621	19%
Romania	225	13%
Czechia	183	3%
Hungary	128	14%
Slovakia	101	6%
Bulgaria	80	0%
Greece	73	1%
Germany	68	10%
Ukraine	58	-8%
Croatia	57	10%
Italy	31	19%
Lithuania	27	22%
Slovenia	26	1%
Other	93	21%
Total	2 768	14%

Contribution to the Group's revenue



* Excluding consolidated adjustment, revenue not allocated to segments

Geographic availability of CCC Group stores

TYPE	COUNTRY	31 January 2023		30 April 2023		31 July 2023		31 October 2023		31 January 2024		30 April 2024		31 July 2024		31 October 2024	
		m ²	number	m ²	number	m ²	number	m ²	number	m ²	number	m ²	number	m ²	number	m ²	number
COMPANY-OWNED	Poland	281 929	444	281 870	445	280 020	445	279 987	443	281 388	445	285 820	450	286 209	452	290 986	461
	Czech Republic	48 507	82	48 507	82	48 064	79	47 959	79	47 311	77	45 099	74	45 099	74	44 162	72
	Hungary	53 543	77	53 999	78	51 219	73	48 191	68	45 602	65	44 498	63	43 649	63	43 531	63
	Austria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovakia	32 628	50	32 183	49	31 569	47	31 569	47	30 584	46	29 559	46	29 559	46	29 559	46
	Croatia	20 624	28	20 624	28	19 342	26	18 696	25	18 125	24	18 125	24	18 125	24	18 219	24
	Russia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovenia	11 763	17	11 295	16	11 295	16	10 396	15	9 697	14	9 697	14	9 697	14	9 697	14
	Bulgaria	12 976	20	12 976	20	12 976	20	13 528	21	13 528	21	12 509	19	12 509	19	12 620	19
	Serbia	11 050	14	10 339	13	8 995	11	7 618	9	7 004	8	7 004	8	7 004	8	7 004	8
	Romania	48 340	76	48 456	76	46 133	73	46 850	74	46 155	73	46 389	73	45 534	71	46 109	73
	Ukraine			9 898	17	9 190	15	9 190	15	9 788	15	9 829	15	9 700	14	9 057	14
	Latvia	4 621	6	4 445	6	4 445	6	4 445	6	4 192	6	4 192	6	3 582	5	3 059	5
	Lithuania	1 420	2	1 420	2	1 420	2	1 420	2	1 481	2	2 668	4	2 668	4	2 668	4
	Estonia	2 879	3	2 879	3	2 879	3	2 879	3	2 948	3	2 948	3	2 948	3	3 283	4
CCC-owned TOTAL		530 280	819	538 891	835	527 547	816	522 730	807	517 803	799	518 337	799	516 284	797	519 954	807
FRANCHISE	Ukraine	9 415	16														
	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	1 002	1	1 002	1								
	UAE	5 302	6	5 302	6	5 302	6	5 302	6								
	Saudi Arabia	2 420	3	2 420	3	2 420	3	2 420	3								
	Bahrain	929	1	929	1	929	1	929	1								
	Oman	1 223	1	1 223	1	1 223	1	1 223	1								
CCC franchise TOTAL		22 989	31	13 574	15	13 574	15	13 574	15	2 698	3	2 698	3	2 698	3	2 698	3
eobuwie.pl		26 689	38	28 622	42	32 359	48	35 561	50	36 527	52	34 195	52	34 195	52	32 400	51
HalfPrice		152 102	91	170 240	101	190 397	109	221 649	121	226 261	123	239 126	129	246 833	132	268 677	141
Boardriders			0		0		0		0		0		0	3 084	14	3 084	14
TOTAL CCC		732 060	950	751 327	993	766 164	988	793 514	993	783 289	977	794 356	983	803 093	998	826 813	1 016

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