



CCC
SHOES & BAGS



Strategy of dynamic foreign expansion will be continued with the CEE countries being the most important part of the future growth. Besides Poland, Czech Republic, Slovakia and Hungary, significant investments are forecasted in Germany and Austria.

Despite unfavourable weather conditions in AW season excellent sales and financial results were delivered in 2014 on EBIT and Net Profit level.

2015 is the last year of the three-year strategy of the foreign expansion disclosed in August 2012. In the opinion of the Management Board CCC proved its competence and competitive advantages. Strategy will be continued in the years 2016–2017 and the CEE and SEE countries remain the core pillar of the growth.



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Stock info

Share price = 157,40 PLN

Reuters: CCCC.WA

Bloomberg: CCC PW

www.ccc.eu

Market Cap:

(PLNm) 6 044

(EURm) 1 450

Number of shares 38.400.000

Free float 37,2%



Total number of outlets	729
own and agency	674
Poland	447
Czech Republic	79
Slovakia	30
Hungary	57
Austria	17
Croatia	8
Turkey	3
Germany	27
Slovenia	6
franchise	55
Poland	7
Romania	31
Russia	5
Latvia	6
Kazakhstan	2
Ukraine	4



Structure of sales by countries [PLN] - 4Q



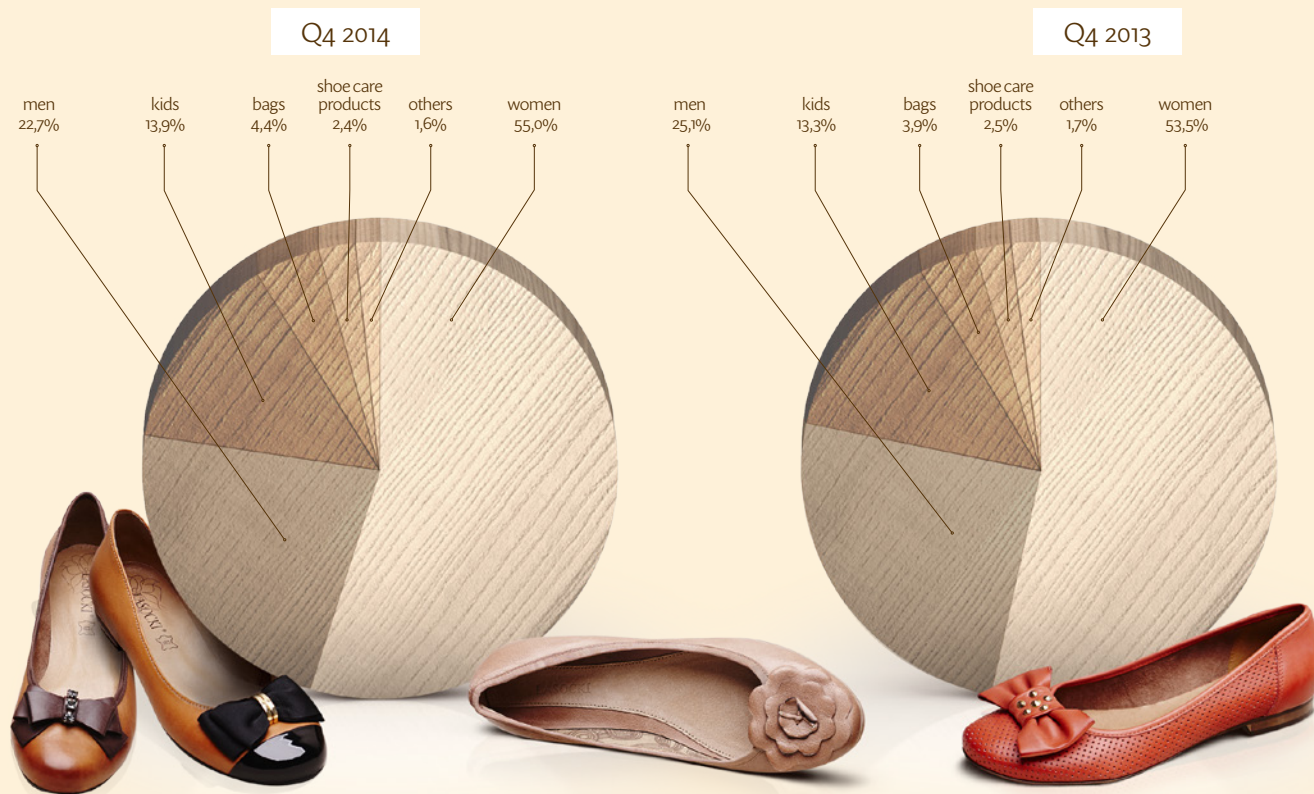
Structure of sales by countries [PLN] - Q4

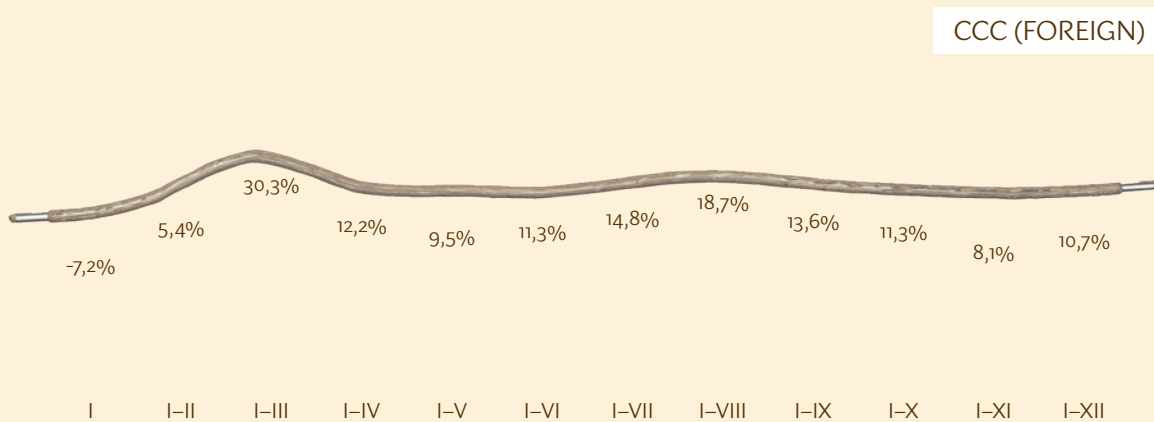
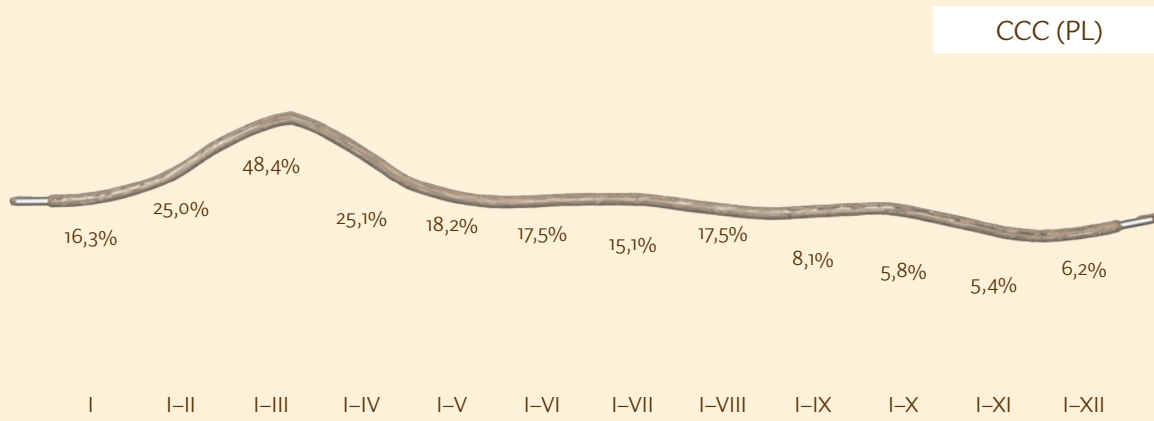


Structure of sales by products (value) – 4Q



Structure of sales by products (value) – Q4







	4Q 2013 '000 PLN	4Q 2014 '000 PLN	change % 2014/2013
Revenue	1 643 139	2 011 888	22,4%
Gross Profit on Sale	836 705	1 107 431	32,4%
Gross Profit on Sale Margin	50,9%	55,0%	4,1 p.p.
Selling Costs	-623 016	-775 245	24,4%
General & Administrative Costs	-29 313	-76 890	162,3%
EBIT	167 517	247 312	47,6%
EBIT Margin	10,2%	12,3%	2,1 p.p.
Financial Costs	-17 053	-21 221	24,4%
Gross Profit	151 276	228 908	51,3%
Net Profit	125 217	422 759	237,6%
Net Profit Margin	7,6%	21,0%	13,4 p.p.

Financial results – Q4 2014



	Q4 2013 '000 PLN	Q4 2014 '000 PLN	change % 2014/2013
Revenue	583 404	682 030	16,9%
Gross Profit on Sale	310 238	372 544	20,1%
Gross Profit on Sale Margin	53,2%	54,6%	1,4 p.p.
Selling Costs	-193 495	-224 774	16,2%
General & Administrative Costs	-11 705	-50 927	335,1%
EBIT	94 972	102 876	8,3%
EBIT Margin	16,3%	15,1%	-1,2 p.p.
Financial Costs	-6 035	-6 068	0,5%
Gross Profit	89 195	98 832	10,8%
Net Profit	70 419	312 342	343,5%
Net Profit Margin	12,1%	45,8%	33,7 p.p.

Consolidated Cash Flow Statement – 4Q 2014



	4Q 2013 '000 PLN	4Q 2014 '000 PLN
net operating CF:	145 354	45 255
– changes in inventory	-63 845	-273 688
– changes in receivables	-22 002	-2 625
– changes in short term liabilities	38 352	21 205
net investment CF:	-92 625	-198 238
Income	9 001	13 681
Expenses	-101 626	-211 919
net financial CF:	-34 701	173 101
Income	131 002	296 607
Expenses	-165 703	-123 506
Total Cash Flow	18 028	20 118
cash at the beginning of the period	125 708	143 736
cash at the end of the period	143 736	163 854

* excluding loans, credits and bonds

	4Q 2013 '000 PLN	4Q 2014 '000 PLN
Fixed assets	430 195	798 010
Current assets, including:	689 532	996 272
– inventory	463 008	736 696
– cash and cash equivalents	143 736	163 854
Total assets	1 119 727	1 794 282
Equity capital	591 856	955 780
Long-term liabilities, including:	193 290	258 099
– long-term bank loans and credits	158 000	216 000
Short-term liabilities, including:	334 581	580 403
– short-term bank loans and credits	169 809	362 007
Total liabilities	1 119 727	1 794 282



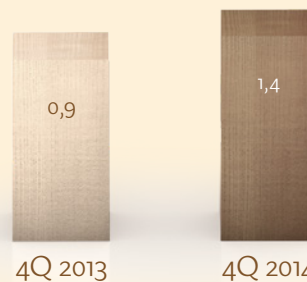
CCC Group – unleveraged retailer

**Financial
Indebtedness (%)**

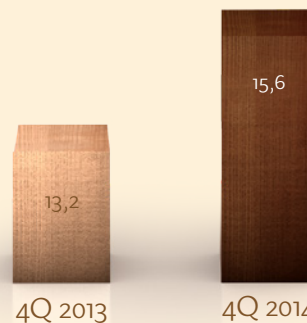
(liabilities: credits, loans, leasing) /
equity

**Net debt / EBITDA**

(liabilities: credits, loans, leasing – cash) /
EBITDA

**Gross Profit
Interest Cover**

(gross profit + interest on credits, loans and leasing) /
(interest on credits, loans and leasing)



**CCC strategy – set of unique competencies
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.
- Own brands
CCC sells only own brands produced either in Poland or outsourced in Far East in order to control fully the production process, quality, logistics, margins, pricing and marketing policy .
- Key resources:
 - logistics – state-of-the-art warehouse and distribution facilities
 - production in Poland and abroad;
 - strong balance sheet;
 - know-how in design and collection , retail management, marketing and HR.





- The strategic goal for the years 2013-2015 is to become the market leader in the CEE countries.
 - Until the end of 2015 CCC intends to become the market leader in Czech Republic, Slovakia and Hungary while strengthening its unique leader position in Poland.
 - In 2015, besides CEE countries CCC will develop distribution network in Slovenia, Croatia, Romania and Bulgaria.
 - CCC dynamic expansion in 2013-2015 will double the total floorspace (net increase by ca.200,000 sq m)
- CCC intends to increase rapidly the scale of the business while maintaining high profitability accompanied by high ROE.
 - Management Board expects EBIT Margin to stay at 12% and Net Profit at 10% in 2015
 - ROE is expected to remain above 30%

Expansion driven capital expenditures

- In 2015 Company will spend PLN 150 million on the new retail stores;
- Logistic and distribution centre extension increased the distribution capacity to 80 million pairs of shoes;
- Net debt to EBITDA may reach 2,0 at the end of Q1 2015.



In 2015 CCC Group will concentrate its efforts on the realization of the three-years strategy in Poland, Czech Republic , Hungary, Slovakia, Romania, Slovenia and Croatia. Expansion in Austria and Germany will be continued.

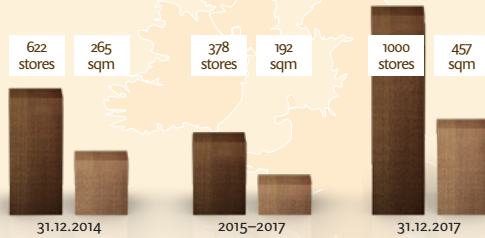
- Turkey, Russia and Ukraine are not considered as the strategic directions for CCC Group.
- First stores in Bulgaria will be opened in 2015 .
- In the period 2013-2015 total floorspace will grow by ca. 200,000 sq m (net, including closures):
 - 2013 – 42,3 thousand sq m
 - 2014 – 61,4 thousand sq m
 - 2015 – 90,0 thousand sq m (ca. 30% increase)
- In 2015 Management Board expects revenue to grow by ca.40%.



Expansion strategy 2015–2017

CEE, SEE

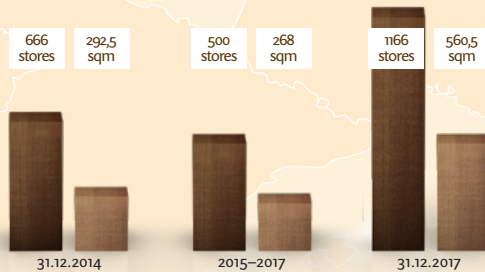
Baltic countries



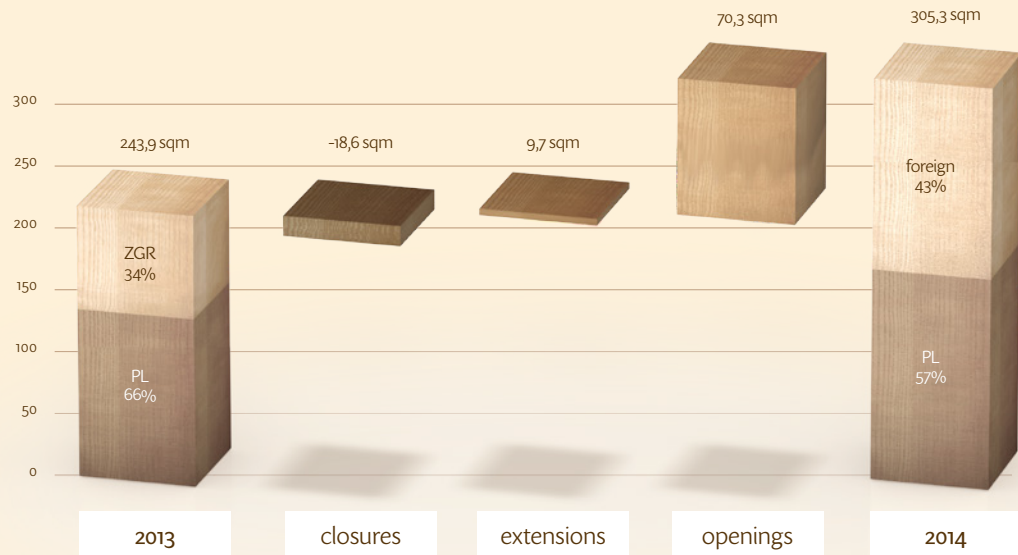
Germany & Austria



Total

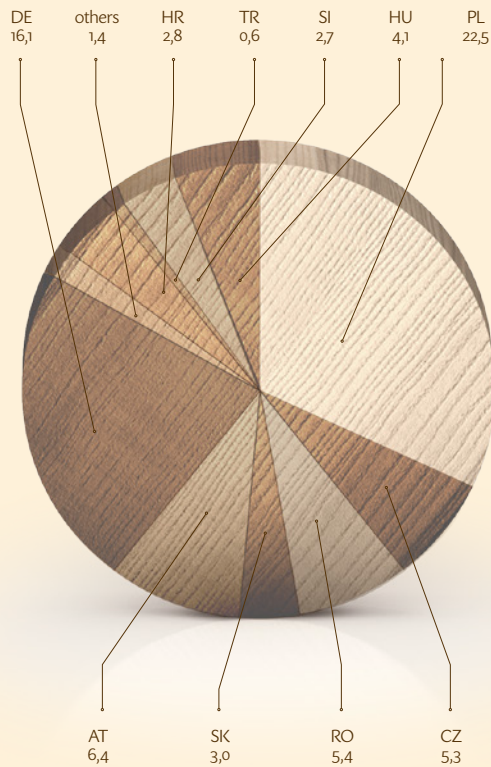


Increase of floorspace – components

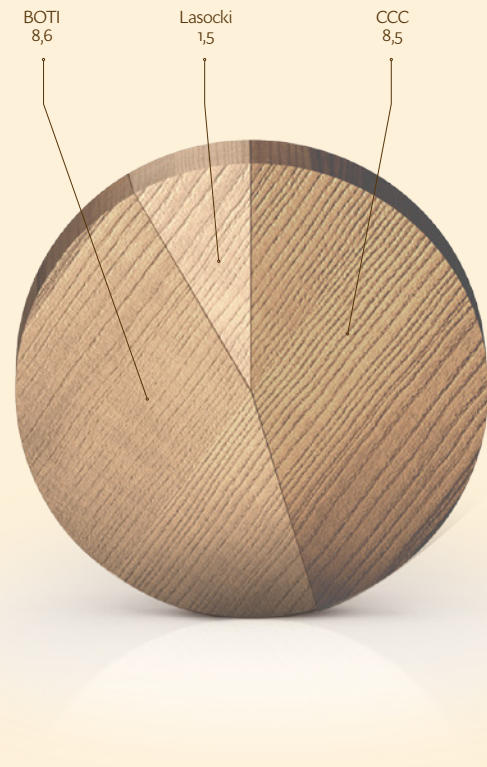


Increase of floorspace - components

openings [‘000 sqm]



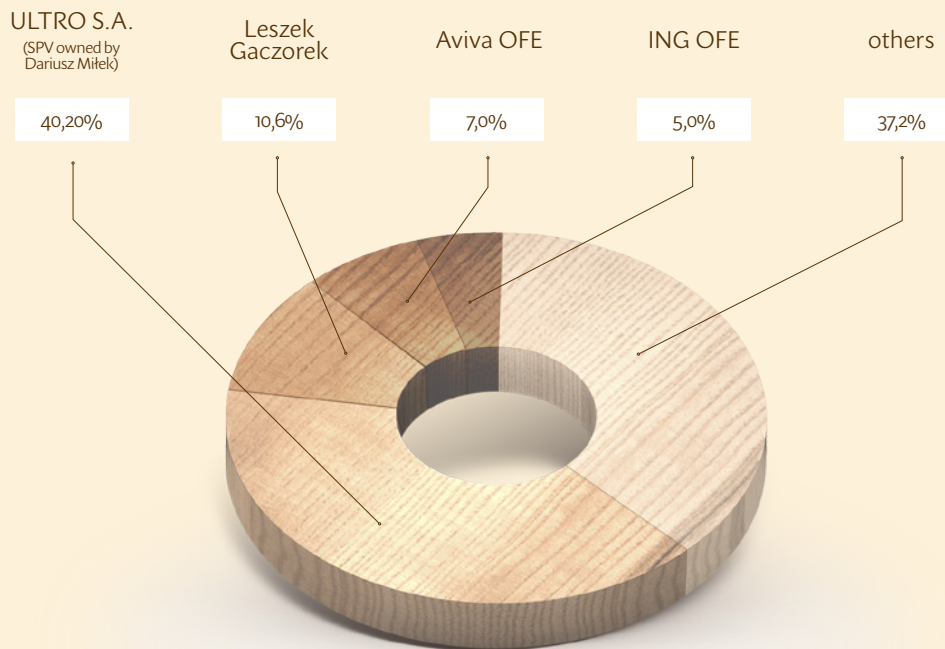
clousures [‘000 sqm]



CCC Group – owned and franchise stores

		2010		2011		2012		2013		2014	
Chain	Type	sq.m.	number	sq.m.	number	sq.m.	number	sq.m.	number	sq.m.	number
CCC	Owned	90 738	273	100 929	293	120 722	339	129 858	342	152 602	366
	Agency	—	—	—	—	11 546	36	12 102	37	14 344	39
	Czech Republic	14 282	45	16 470	52	20 996	62	26 947	73	32 309	79
	Slovakia	—	—	—	—	5 290	12	10 646	25	13 866	30
	Hungary	—	—	—	—	6 028	15	23 456	50	27 689	57
	Austria	—	—	—	—	—	—	2 816	6	9 184	17
	Slovenia	—	—	—	—	—	—	924	2	3 646	6
	Croatia	—	—	—	—	—	—	1 651	3	4 436	8
	Turkey	—	—	—	—	—	—	1 165	2	1 805	3
	Germany	—	—	—	—	—	—	2 272	4	18 380	27
	Franchise/Russia	—	—	1 994	5	1 828	5	2 178	6	1 781	5
	Franchise/Kazakhstan/Ukraine	—	—	—	—	685	2	1 587	4	2 288	6
	Franchise/Romania	—	—	—	—	2 074	5	7 869	19	13 454	31
	Franchise/Latvia	—	—	—	—	1 430	3	2 212	5	2 622	6
	Franchise/Poland	14 224	61	13 389	49	1 586	8	1 586	8	—	—
CCC TOTAL		119 244	379	132 781	399	172 186	487	227 269	586	298 406	680
BOTI	Owned	27 447	213	29 091	216	19 709	146	9 820	72	4 984	34
	Franchise	6 912	62	7 272	62	5 086	42	4 325	34	877	7
	BOTI TOTAL		34 359	275	36 363	278	24 795	188	14 145	106	5 861
QUAZI/ LASOCKI	Quazi	6 854	49	5 031	37	587	4	—	—	—	—
	Lasocki	—	—	—	—	4 022	30	2 504	20	1 052	8
	QUAZI/LASOCKI TOTAL		6 854	49	5 031	37	4 608	34	2 504	20	1 052
TOTAL		160 457	703	174 175	714	201 589	709	243 918	712	305 319	729

CCC has been listed on the Warsaw Stock Exchange for 10 years



CCC S.A. has been listed on the Warsaw Stock Exchange since 2004.

The main shareholder and founder of CCC Group is the President of Management Board Mr Dariusz Miłek

Number of shares:

38 400 000

CCC
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