



CCC
SHOES & BAGS

Results and
strategy
Q4 2016



It's time to recap year 2016 - the best in Group's history - and discuss the outlook for year 2017.

During the last 12 months we have increased our Group's floorspace by 90 000 square metres in select locations. In 2017 we are planning launch of over 100 000 square metres of stores on top of that.

The turnover rose last year by almost 40%, for the first time in history crossing the mark of 3 billions PLN. And we didn't sacrifice profitability to achieve that – the Group's net profit widely exceeded 300 millions PLN.

The good reception of last year's new collections by our Customers together with a successful marketing campaign allowed us to increase our market share in the region, which may result in further growth of sales in the coming years.

Apart from success in the traditional part of our business, 2016 also meant a spectacular results of our online platform eobuwie.pl – it managed to double sales and enter new markets while maintaining its exceptional profitability.

SHARES LISTED ON WARSAW STOCK EXCHANGE SINCE 2004

02





OPERATING STRUCTURE OF THE GROUP

04



31.12.2016

TOTAL STORES	862
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OWN STORES CCC	796
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Poland	436
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Czech republic	82
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Slovakia	42
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Hungary	69
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Austria	39
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Croatia	20
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Germany	75
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Slovenia	11
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Bulgaria	9
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Serbia	2
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Russia*	11
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FRANCHISE STORES CCC	66
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Ukraine	5
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Romania	50
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Latvia	7
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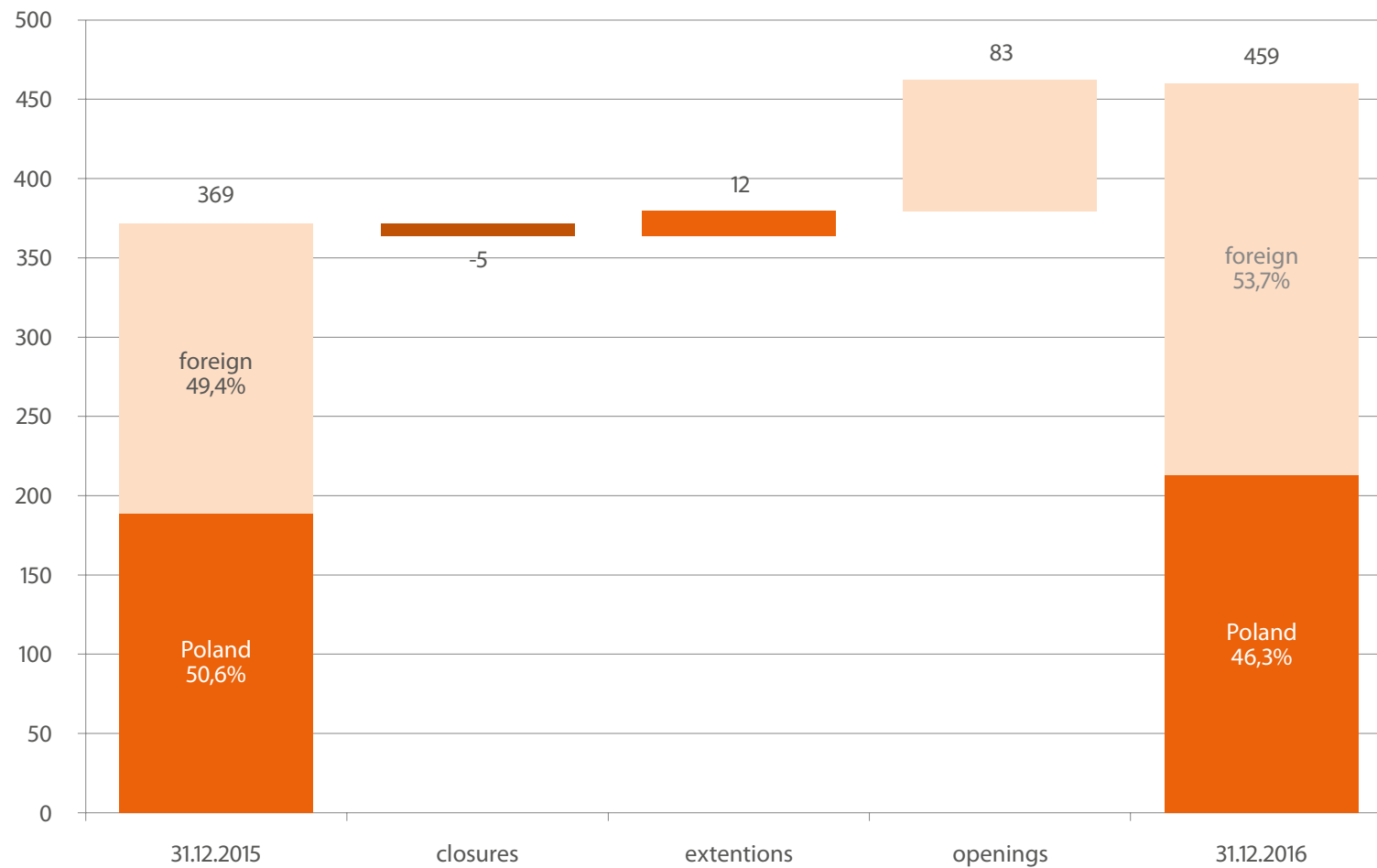
Lithuania	3
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Estonia	1
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*Subsidiary since 20.09.2016

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

05

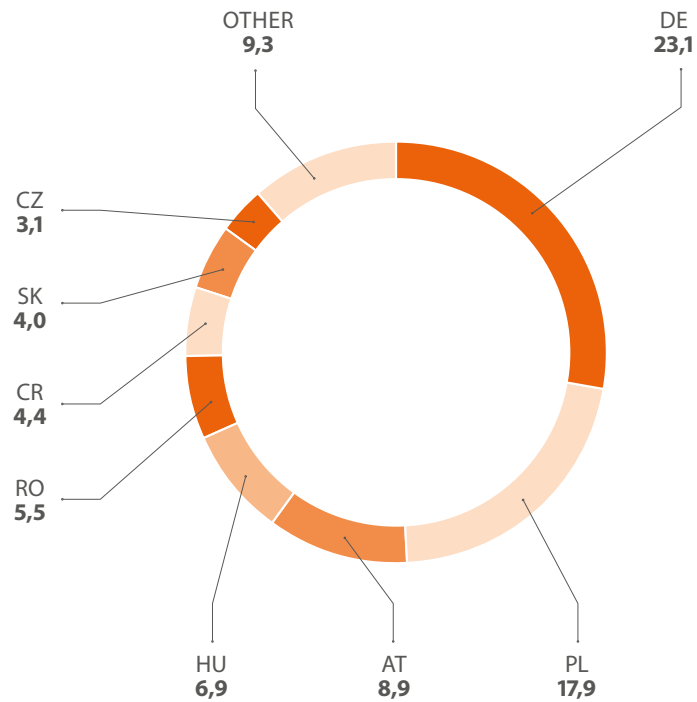


* Boti and Lasocki not included

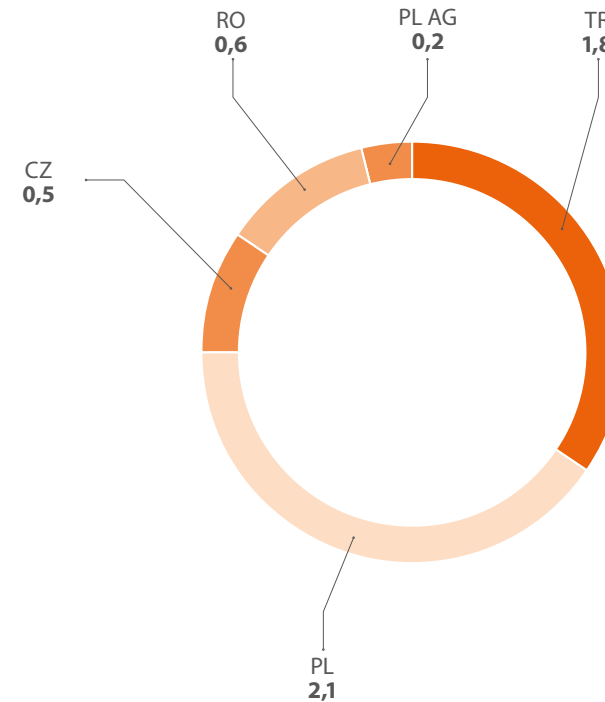
INCREASE OF FLOORSPACE [K SQM] - COMPONENTS 2016

06

OPENINGS [k sqm]



CLOSURES [k sqm]



* Boti and Lasocki not included

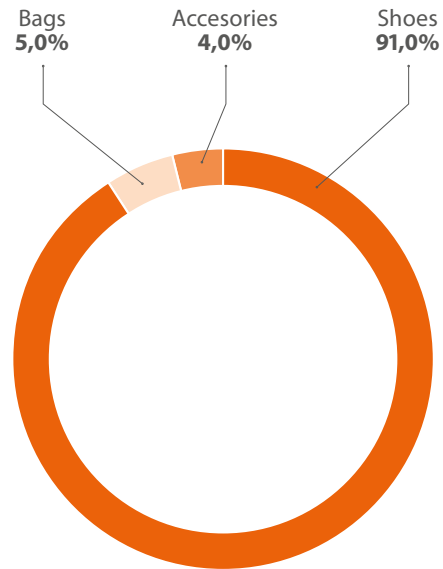
OWN AND FRANCHISE CCC STORES (FLOORSPACE AND STORE COUNT)

07

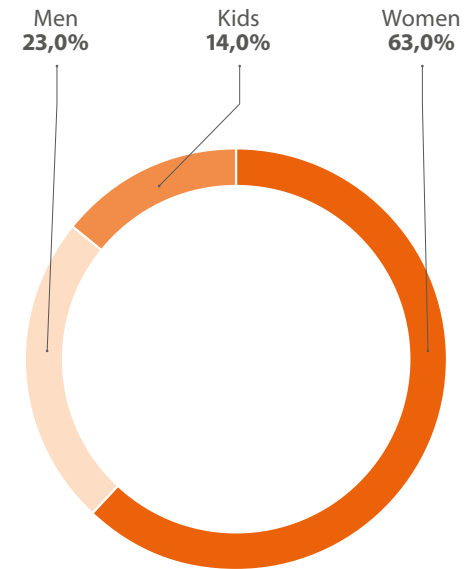
CHAIN	TYPE	31.12.2013		31.12.2014		31.12.2015		31.12.2016	
		m²	NUMBER	m²	NUMBER	m²	NUMBER	m²	NUMBER
CCC Own	Poland	141 960	379	166 946	405	186 782	410	212 242	436
	Czech Republic	26 947	73	32 309	79	36 104	79	39 415	82
	Slovakia	10 646	25	13 866	30	18 852	37	23 104	42
	Hungary	23 456	50	27 689	57	30 462	61	38 040	69
	Austria	2 816	6	9 184	17	14 681	27	23 580	39
	Slovenia	924	2	3 646	6	4 603	8	6 272	11
	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	58 127	75
	Bulgaria	—	—	—	—	3 875	6	5 665	9
	Serbia	—	—	—	—	—	—	1 089	2
	Russia*	—	—	—	—	—	—	6 339	11
CCC Franchise	Russia*	2 178	6	1 781	5	3 617	8	—	—
	Ukraine	769	2	1 470	4	2 237	5	2 709	5
	Romania	7 869	19	13 454	31	19 325	42	24 386	50
	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		226 451	584	297 588	678	368 996	759	458 602	862

* Company consolidated since 20.09.2016.

**STRUCTURE OF SALES IN 2016
(by value)**

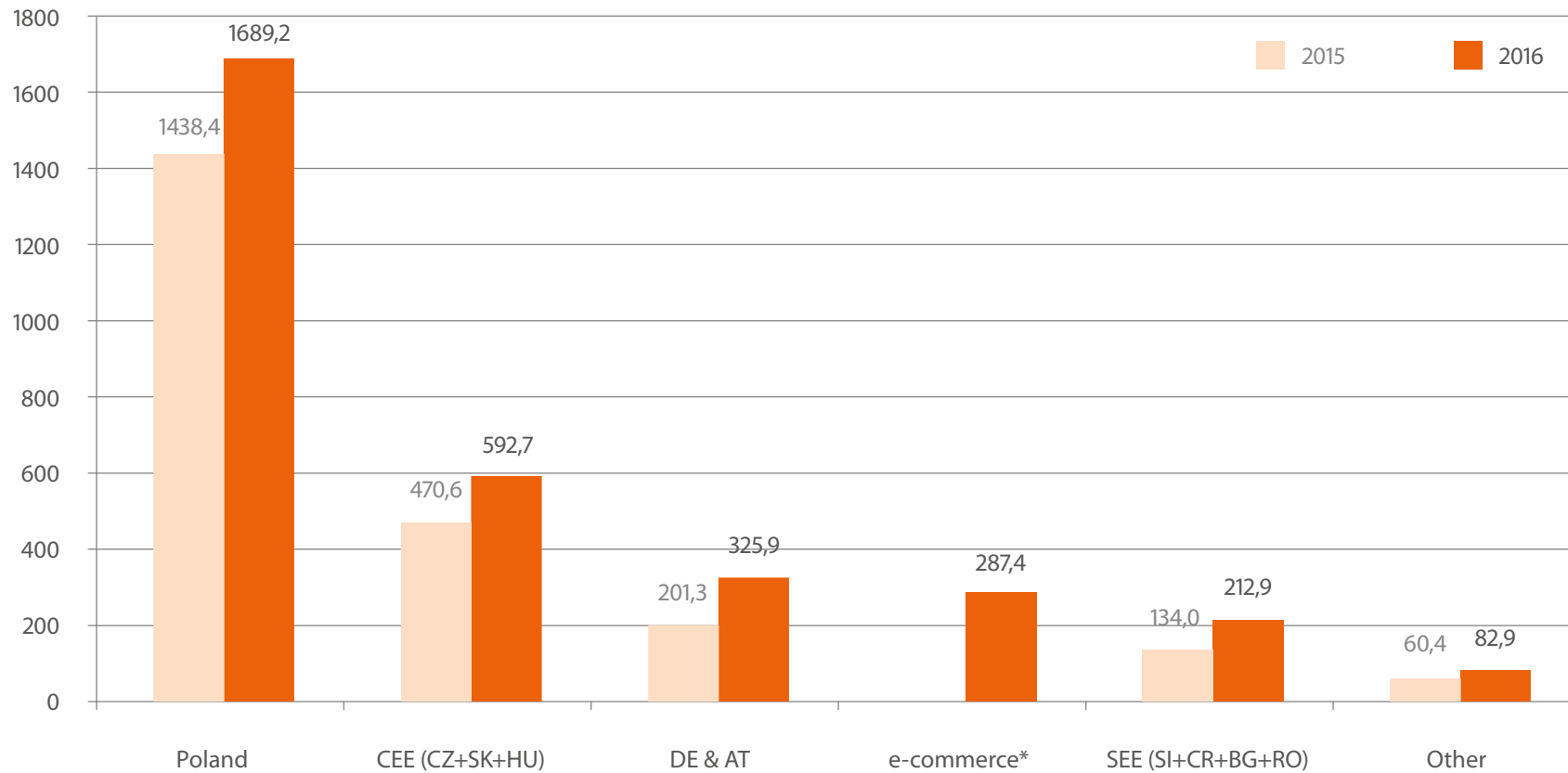


**STRUCTURE OF FOOTWEAR SALES IN 2016
(by value)**

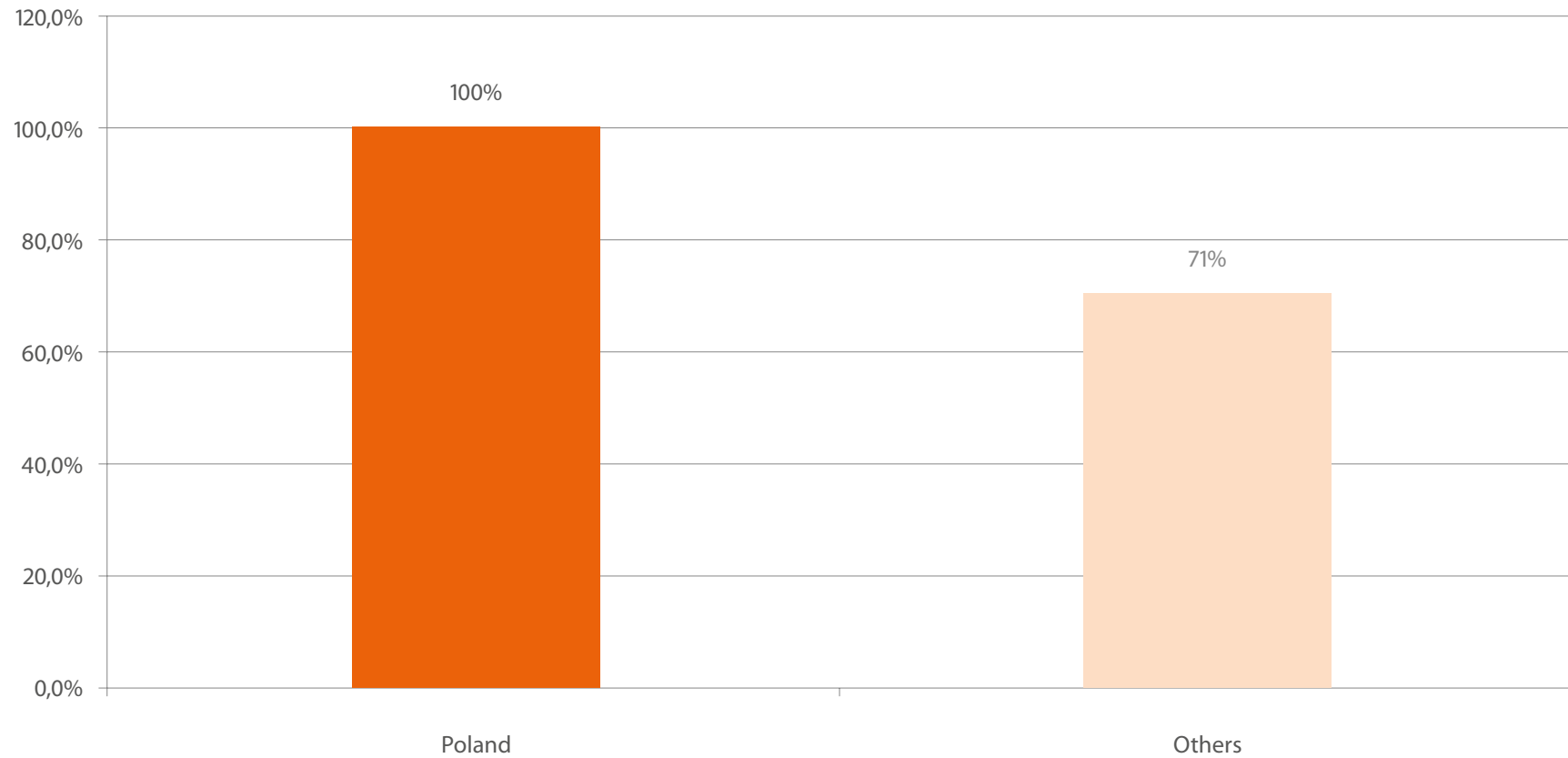


SALES BY REGIONS 2016/2015 [IN PLN MILLION]

09

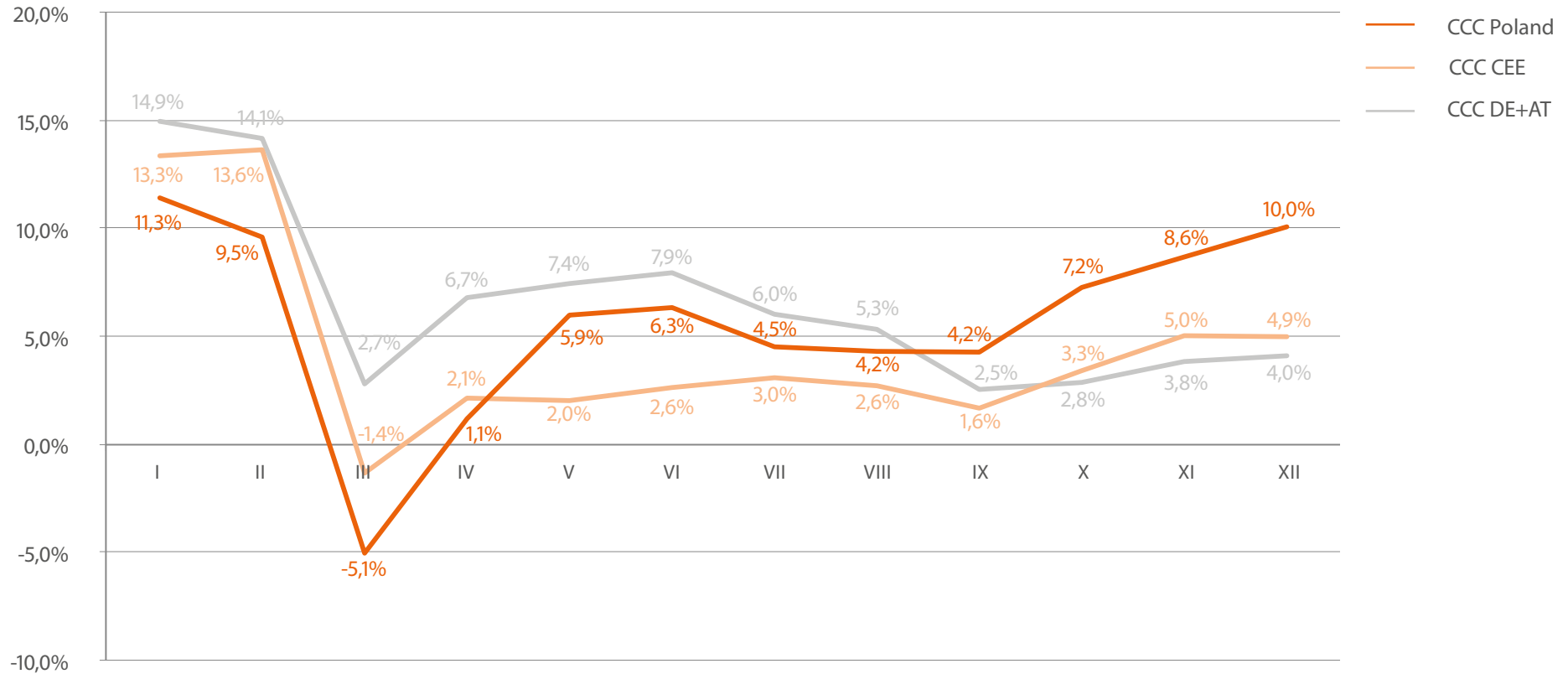


* Sales in e-commerce as consolidated



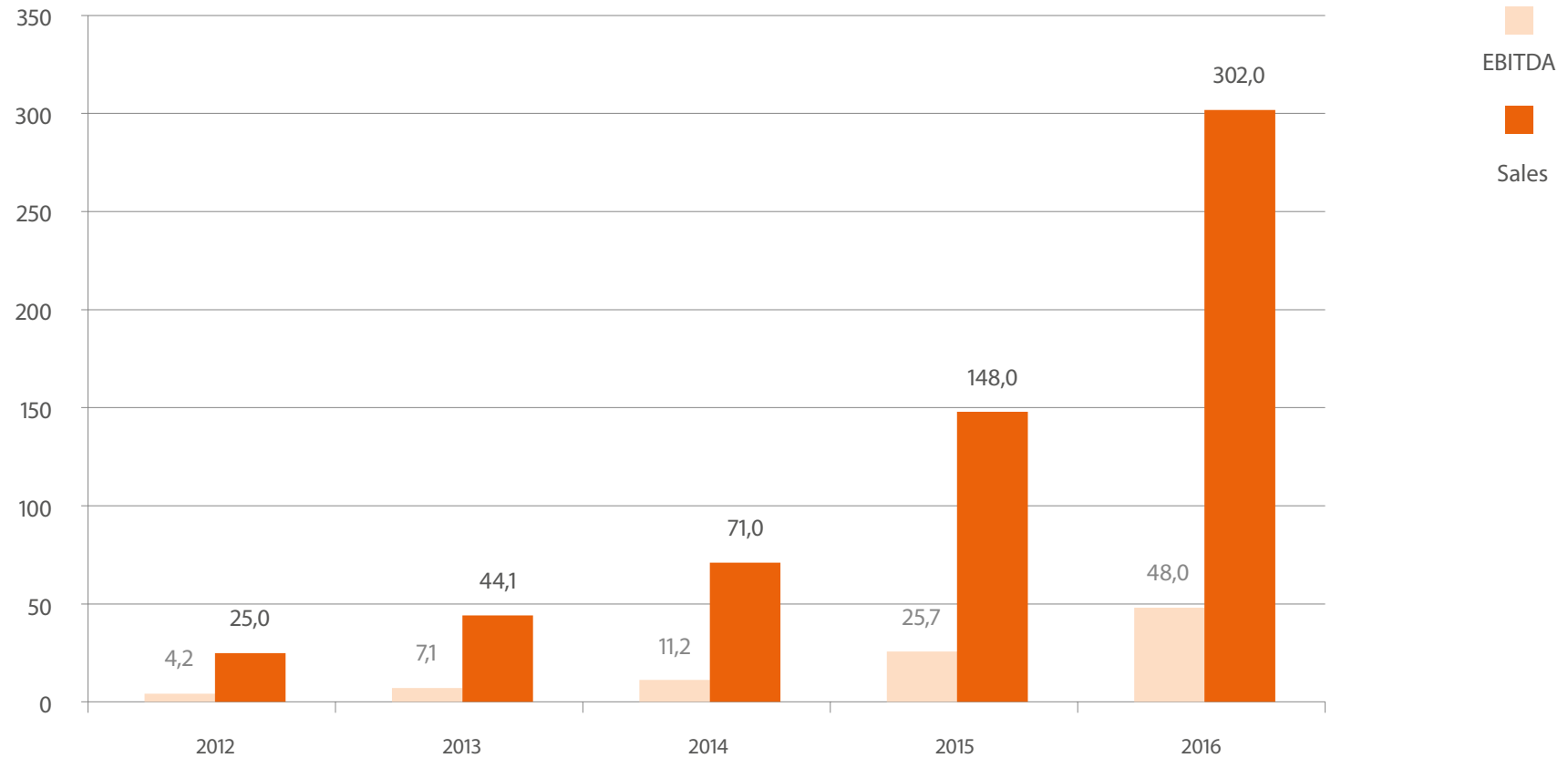
LIKE FOR LIKE SALES IN POLAND AND ABROAD (CUMULATIVELY)

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E-COMMERCE SALES RESULTS [MLN PLN]

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CONSOLIDATED FINANCIAL RESULTS 2016 [IN PLN MILLION]

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	2016 mln PLN	2015 mln PLN	CHANGE % 2016/2015
SALES REVENUE	3 191,0	2 307,0	38,3%
Gross profit (loss) on sale	1 682,4	1 265,8	32,9%
Gross sale margin	52,7%	54,9%	-2,2 p.p
Cost of sale and Administrative expenses	(1 324,4)	(1 011,0)	31,0%
EBIT	375,6	256,7	46,3%
EBIT margin	11,8%	11,1%	0,7 p.p
Net finance income/cost	(30,5)	(23,7)	28,7%
Gross profit (loss)	345,1	233,0	48,1%
Net Profit (loss)	316,1	259,4	21,9%
Net profit margin	9,9%	11,2%	-1,3 p.p

CONSOLIDATED FINANCIAL RESULTS Q4 2016 [IN PLN MILLION]

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	Q4 2016 mln PLN	Q4 2015 mln PLN	CHANGE % 2016/2015
SALES REVENUE	1 132,6	755,4	49,9%
Gross profit (loss) on sale	609,5	407,4	49,6%
Gross sale margin	53,8%	53,9%	-0,1 p.p
Cost of sale and Administrative expenses	(387,5)	(296,7)	30,6%
EBIT	218,1	118,3	84,4%
EBIT margin	19,3%	15,7%	3,6 p.p
Net finance income/cost	(9,2)	(4,0)	130,0%
Gross profit (loss)	208,9	114,3	82,8%
Net Profit (loss)	190,4	105,2	81,0%
Net profit margin	16,8%	13,9%	2,9 p.p

CONSOLIDATED BALANCE SHEET [IN PLN MILLION]

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	31.12.2016 mln PLN	31.12.2015 mln PLN
FIXED ASSETS	1 237,1	920,3
CURRENT ASSETS, INCLUDING:	1 379,8	1 151,7
inventories	1 022,6	680,5
cash and cash equivalents	142,4	340,6
TOTAL ASSETS	2 616,9	2 072,0
EQUITY CAPITAL	1 196,4	1 123,6
NON-CURRENT LIABILITIES, INCLUDING:	422,5	335,0
non-current bank loans, bonds and credits	366,0	296,0
CURRENT LIABILITIES, INCLUDING:	998,0	613,4
current bank loans and credits	432,8	422,8
TOTAL LIABILITIES	2 616,9	2 072,0

CONSOLIDATED STATEMENT OF CASH FLOWS [IN PLN MILLION]

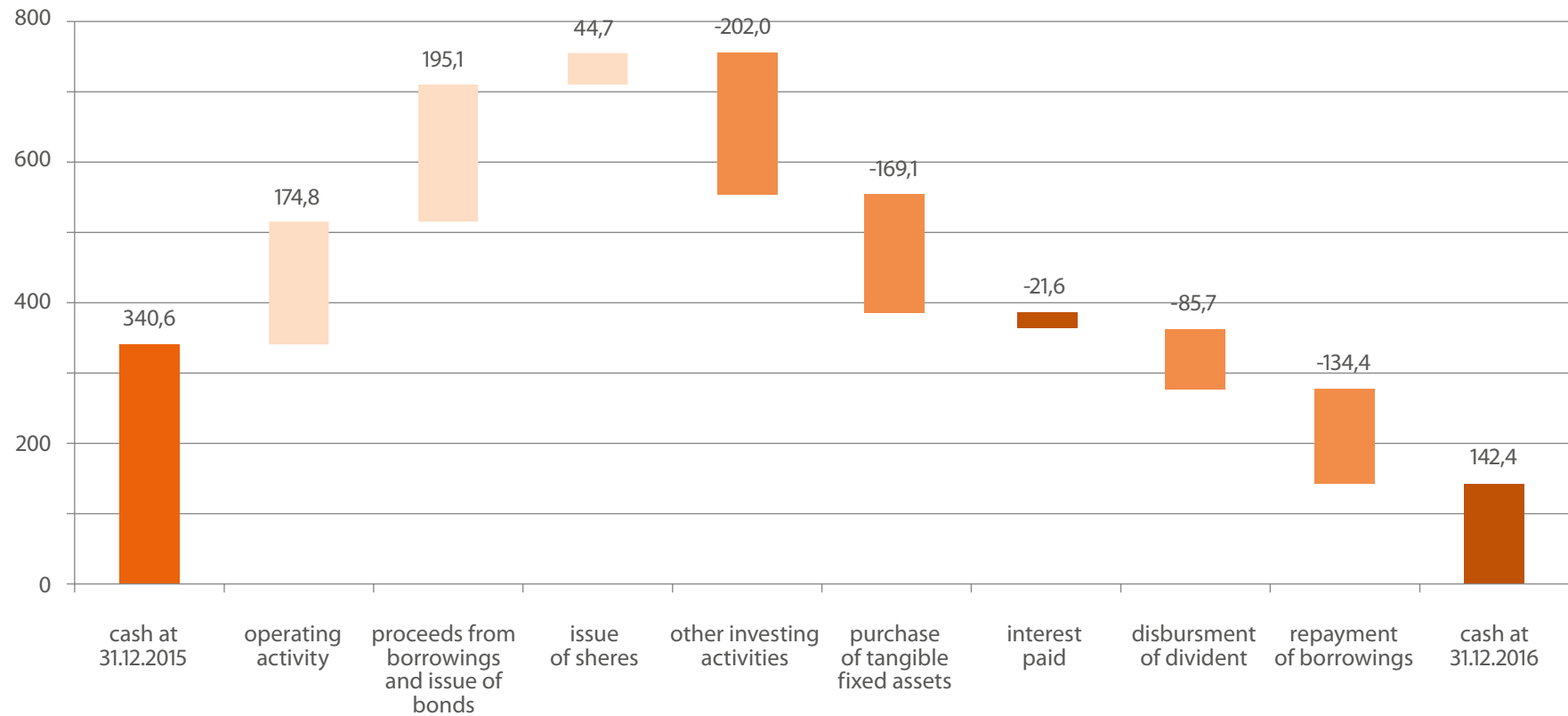
16

	2016 mln PLN	2015 mln PLN
NET OPERATING CF	174,8	325,4
– changes in inventory	(294,9)	60,8
– changes in receivables	(74,3)	(27,6)
– changes in short term liabilities*	95,8	(1,5)
NET INVESTMENT CF	(371,1)	(155,5)
Income	20,3	14,6
Expenses	(391,4)	(170,1)
NET FINANCIAL CF	(1,9)	8,8
Income	239,8	288,0
Expenses	(241,7)	(279,2)
TOTAL CASH FLOW	(198,2)	178,7
cash at the beginning of the period	340,6	161,9
cash at the end of the period	142,4	340,6

* without bank loans, bonds and credits

CF - STRUCTURE OF CASH FLOW 2016 [IN PLN MILLION]

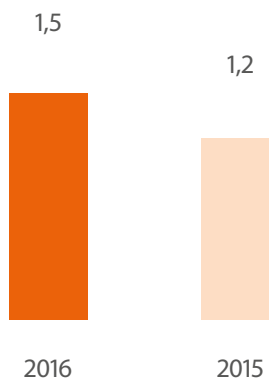
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**Financial Indebtedness
/Equity (%)**

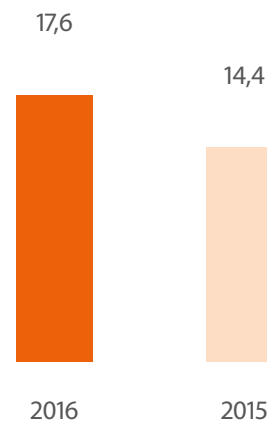
bank loans, bonds and credits
liabilities / capital equity



**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 year 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 three years ago CCC has been the biggest footwear retailer of the CEE region (PL, CZ, SK, HU, RO, BG).
- In 2016 a new subsidiary has been opened – in Serbia. Also new franchising business has commenced in Estonia.

Another strategic goal involves reaching break-even point in Austria and Germany and turning into profit in those countries.

- Experience of the first years of expansion shows that breaking even in those countries is possible, but it takes much longer than in the CEE markets.
- Target for 2017 is reaching LFL sales growth of 10% in both Germany and Austria.

In finance the strategic goal is to optimize the capital structure.

- Company plans issue of convertible bonds in order to secure long term financing.

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, Bulgaria, Hungary, Lithuania and Ukraine.
- In 2017 new domains are to be launched in more countries of the region.



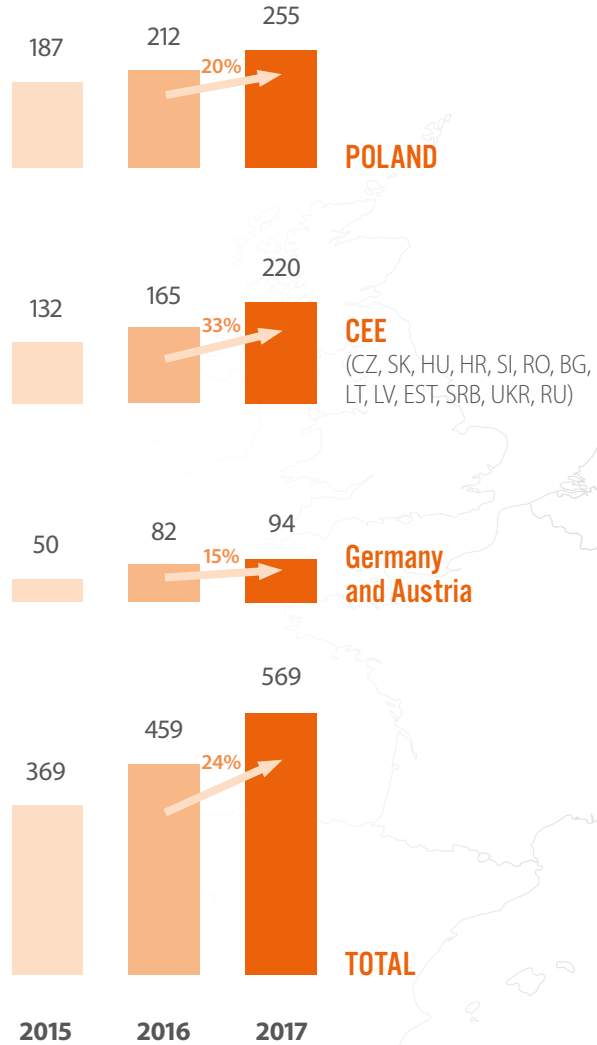
2017 is going to be the most
spectacular year of the
foreign expansion.



- CCC Group will grow by at least 100.000 sqm net of new floorspace, 40% of which will be in Poland and the rest in other countries.
- The biggest floorspace growth is expected in Poland, Hungary, Russia and Romania.
- All the other countries will also have proportional, high participation in floorspace growth
- The Group's turnover is expected to reach over 4 billion PLN.
- CAPEX in 2017 is expected to exceed 150M PLN.

PLANS OF DEVELOPMENT OF RETAIL CHAIN [K SQM] 2017

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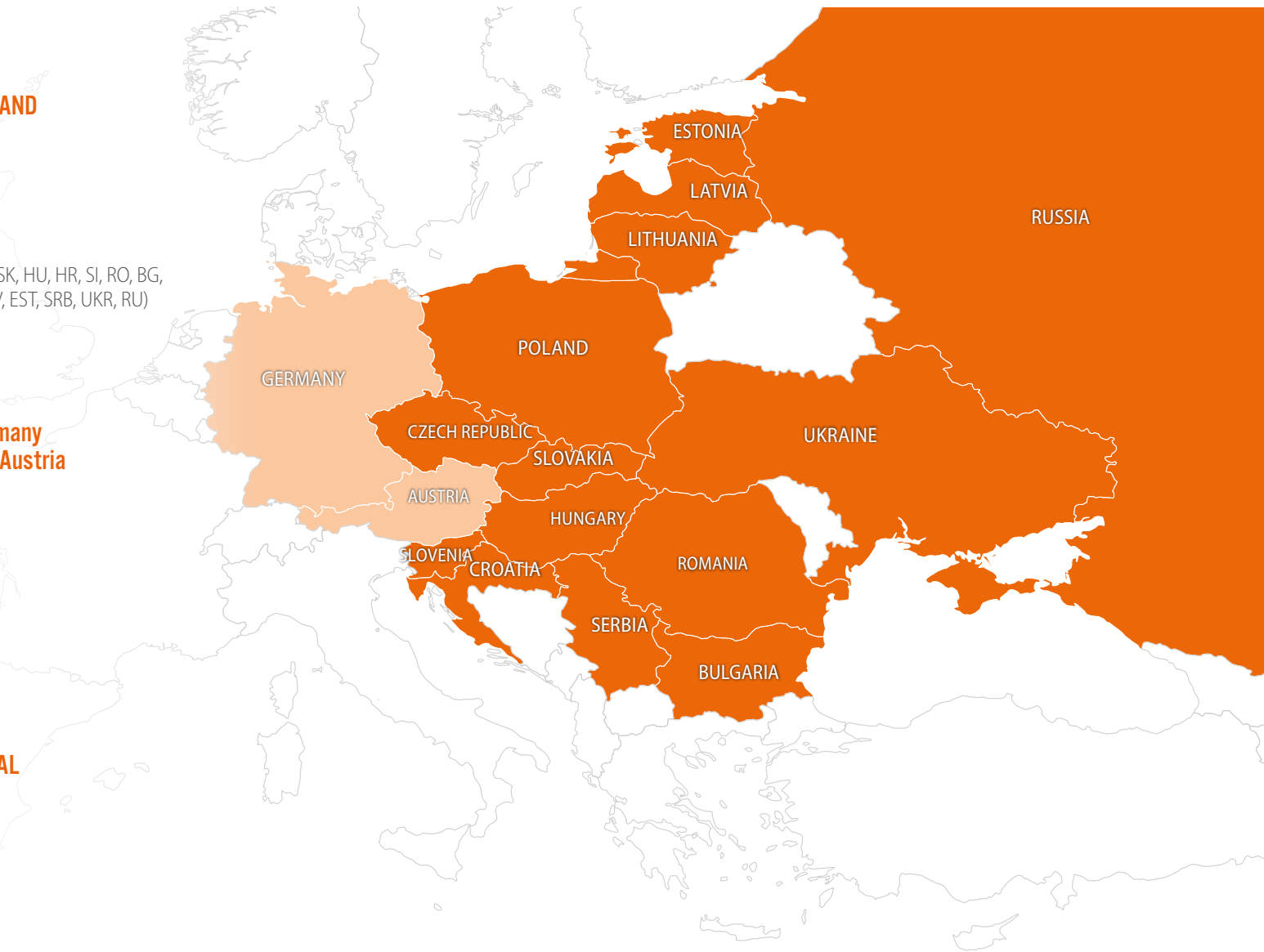
POLAND

CEE

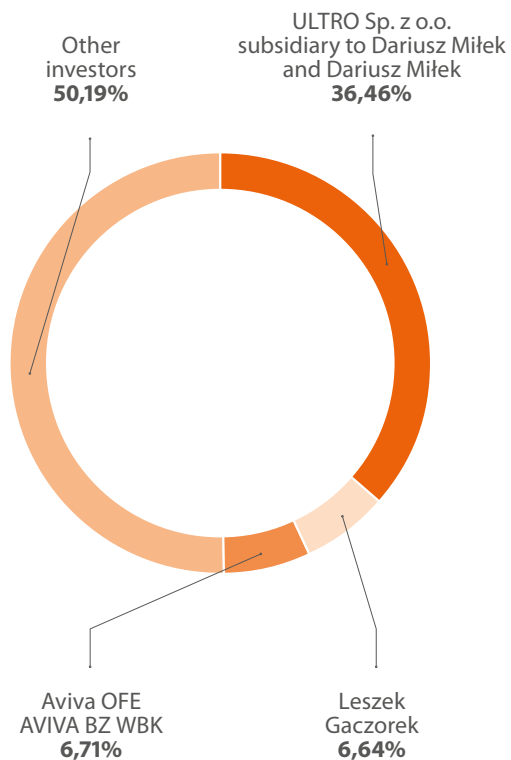
(CZ, SK, HU, HR, SI, RO, BG,
LT, LV, EST, SRB, UKR, RU)

Germany
and Austria

TOTAL



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:





THANK YOU