

Results presentation CCC Group

Q4 2023

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Key facts Q4'23

1

Group's revenue up by 4% with consumer purchasing power still in the process of recovery

2

Group's gross margin up by 4pp, driven by a sharp growth in CCC's and HalfPrice's margins (up by 8pp and 6pp)

3

Another consecutive quarter of **strong EBITDA margin posted by CCC (20%) and HalfPrice (19%)**

4

Successful inventory optimisation at the Modivo Group

5

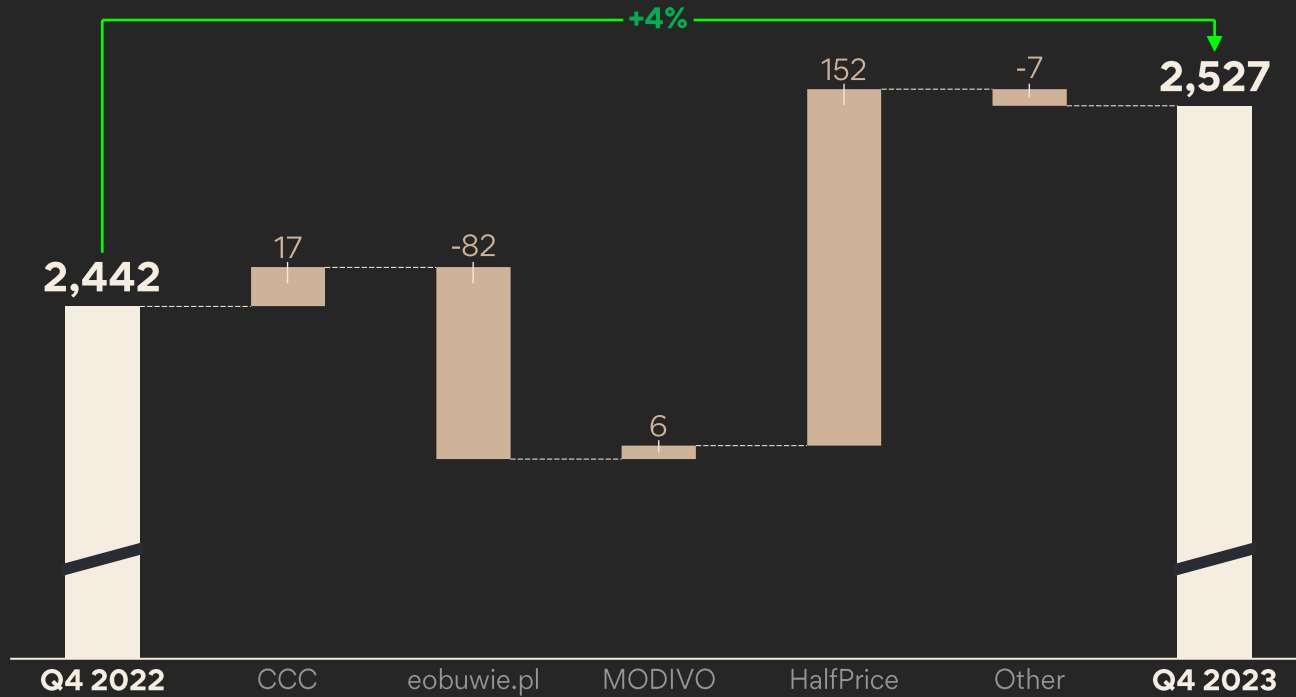
Fifth consecutive quarter of **consistent deleveraging of the CCC Business Unit**



Preliminary Q4 2023 results



Group's revenue up, with the consumer purchasing power still in the process of recovery



SHARE OF E-COMMERCE

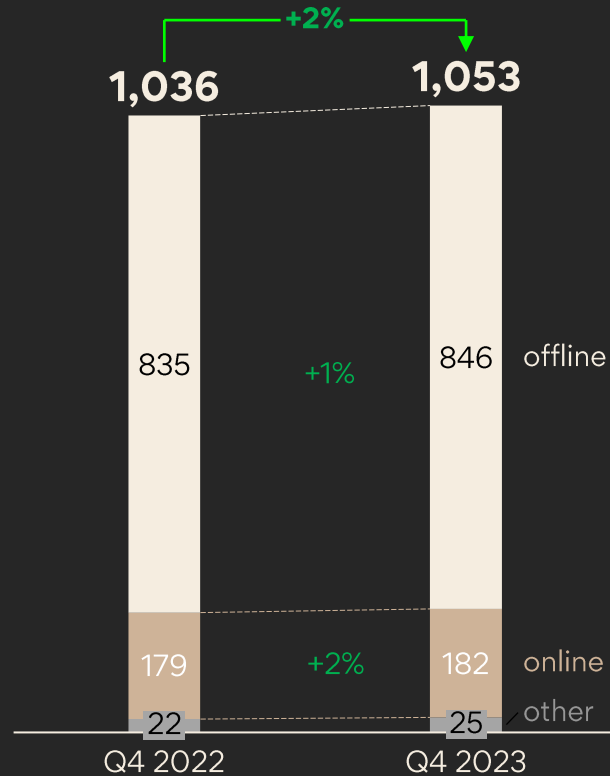
46%

-5pp yoy

REVENUE CHANGE	2%	-11%	2%	53%	4%
INVENTORY CHANGE	14%	-20%	-32%	93%	5%

Change in CCC Group's revenue [PLNm]

Continued gross margin expansion and maintenance of cost discipline
Another quarter of strong EBITDA margin delivered by the CCC business line



GROSS MARGIN

55.5%

+8.1pp yoy

EBITDA MARGIN

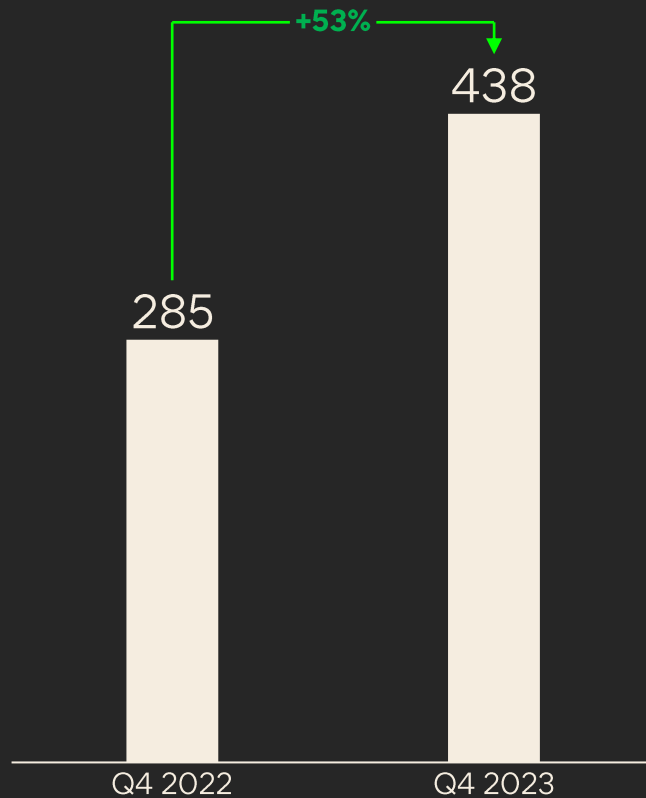
20.3%

+13.3pp yoy

Change in CCC's revenue [PLNm]

CCC's results include wholesale

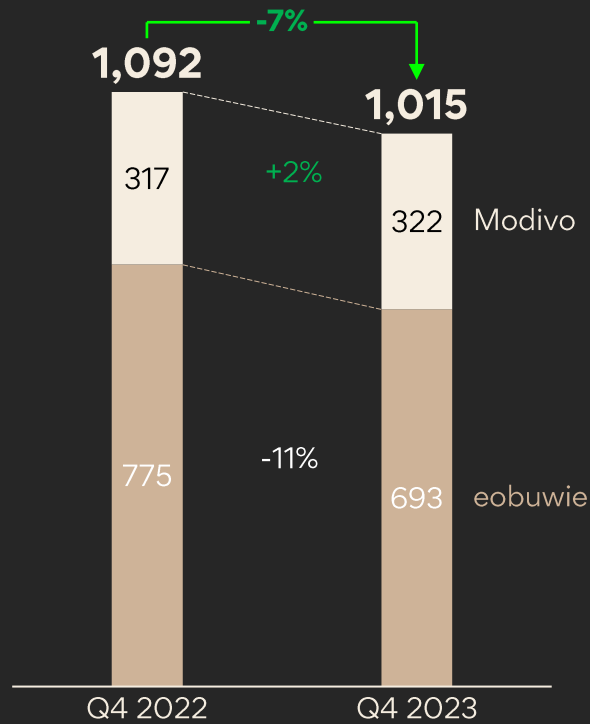
5-fold increase in operating profit achieved by fast-growing HalfPrice



HalfPrice revenue [PLNm]



MODIVO Group's results supported by successful working capital optimisation



Change in MODIVO Group's revenue [PLNm]

% OF REVENUE	Q4 2022	Q4 2023	YOY
Gross margin	39.0%	36.1%	-2.9pp
<i>eobuwie's gross margin</i>	38.6%	37.5%	-1.1pp
<i>MODIVO's gross margin</i>	40.0%	33.0%	-7.0pp
SG&A	42.1%	44.3%	2.1pp
<i>Logistics</i>	6.9%	6.9%	0.0pp
<i>Marketing</i>	19.1%	20.6%	1.5pp
<i>Administrative and other</i>	16.3%	17.2%	0.9pp
<i>Other expenses/income and impairment losses</i>	-0.1%	-0.5%	-0.4pp
EBIT	-3.1%	-8.2%	-5.1pp
EBITDA	-1.1%	-5.3%	-4.2pp

Gross margin expansion
and cost discipline
leading to a 6pp yoy rise in the
Group's operating profitability
in Q4 2023

	Q4		
	2022	2023	YoY
REVENUE [PLNm]	2442	2527	4%
GROSS PROFIT	1050	1181	12%
Gross margin [%]	43.0%	46.7%	3.7pp
Selling and administrative costs	-1121	-1110	-1%
Cost ratio [%]	45.9%	43.9%	-2.0pp
Other expenses/income* and impairment losses	21	26	23%
EBIT [PLNm]	-50	97	N/A
EBIT margin [%]	-2.0%	3.8%	5.9pp
EBITDA [PLNm]	92	243	164%
EBITDA margin [%]	3.8%	9.6%	5.8pp
Adjusted EBITDA* [PLNm]	71	217	207%
Adjusted EBITDA margin* [%]	2.9%	8.6%	5.7pp

* EBITDA adjusted for the balance of other income/expenses and impairment losses (including one-off items)

Investment in HalfPrice growth and consistent deleveraging fuelled by strong cash flow in the CCC segment...

... and working capital optimisation at the MODIVO Group

PLNm, 12M 2023 data

		CCC	HalfPrice	MODIVO Group
P&L	Revenue	4,002	1,420	3,935
	EBITDA	696	152	-71
Working capital	Change in inventories	-137	-304	302
	Change in receivables	21	-12	-30
	Change in liabilities	229	43	-128
Investing cash flows	CAPEX*	-135	-47	-150
	EBITDA + NWC + CAPEX	675	-168	-76



photo: Lasocki

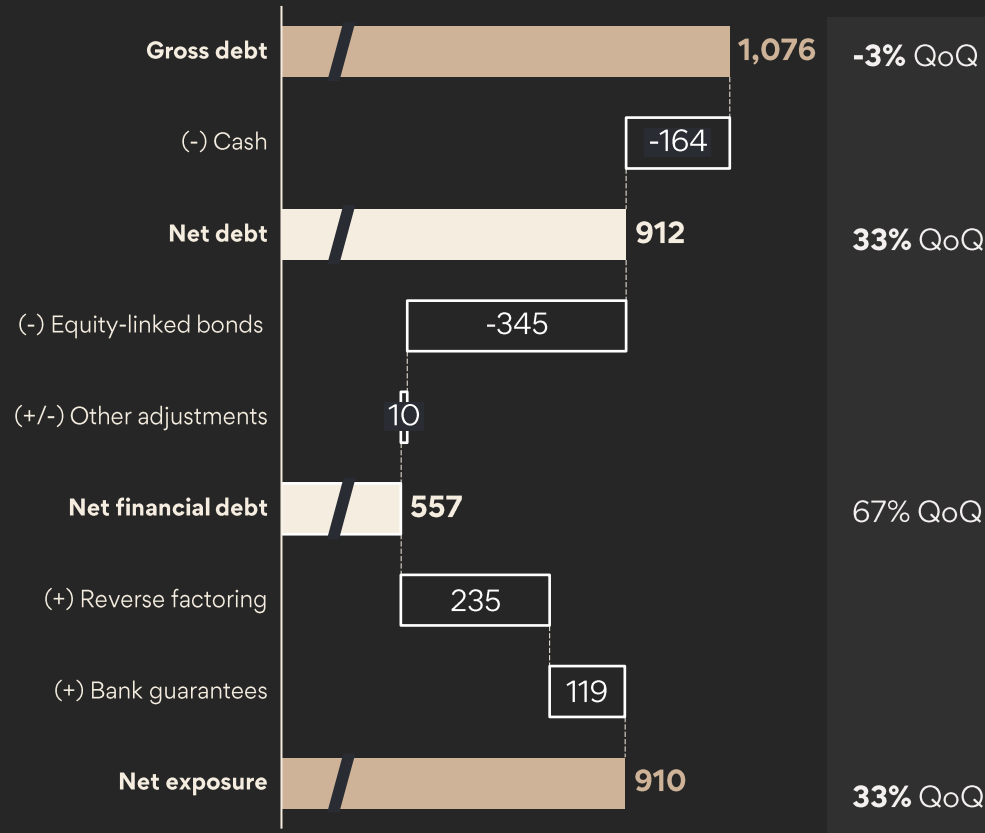
SEPARATE

FINANCING

CCC's results include wholesale

* Does not include fit-out costs (expenditures incurred by the lessor to fit out premises to the lessee's requirements)

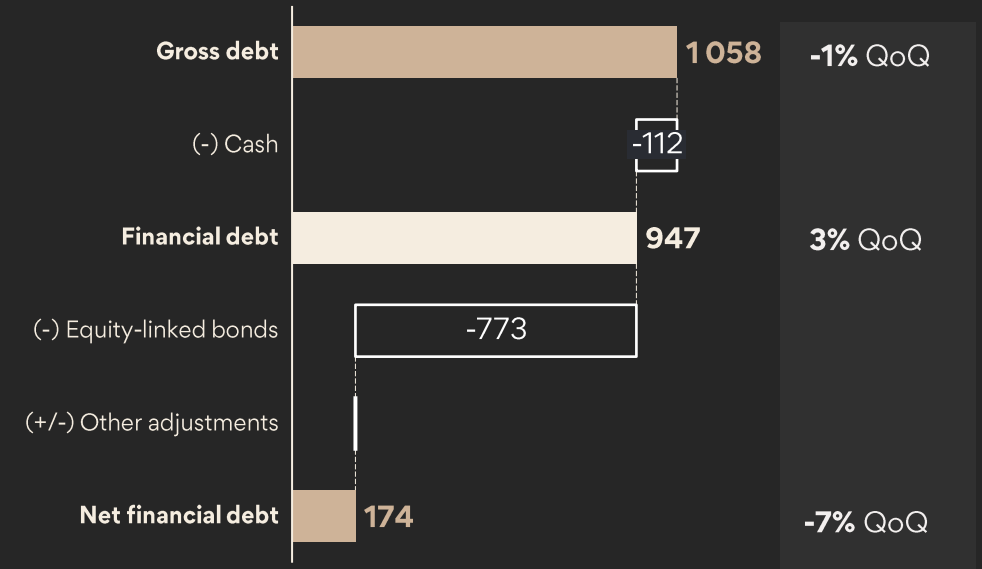
Fifth consecutive quarter of gross debt reduction at the CCC Business Unit...



CCC Business Unit's debt* [PLNm]

* Includes the following segments: CCC, HalfPrice and DeeZee

...with predominant share of convertible bonds in MODIVO Group's total debt

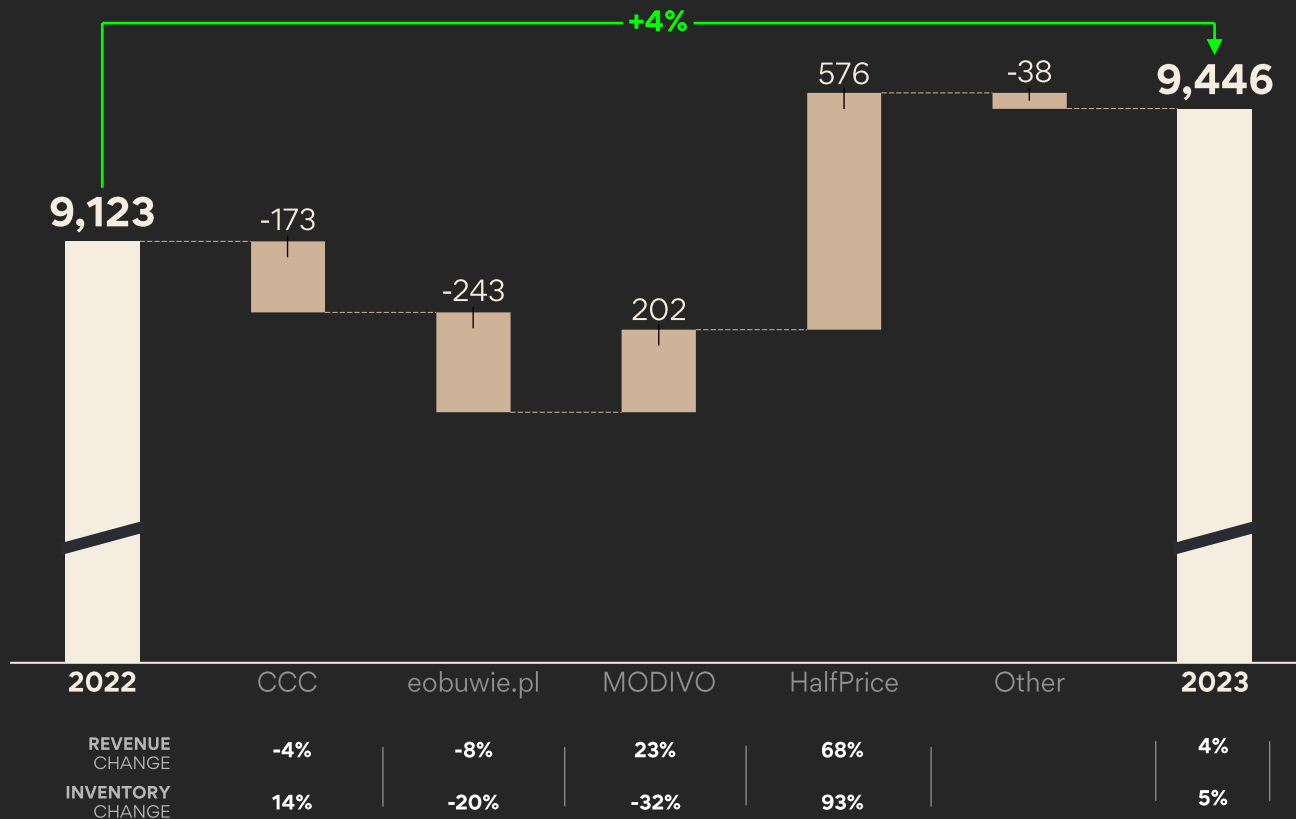


MODIVO Group's debt [PLNm]

Preliminary 2023 results



Sales growth achieved amid a challenging macroeconomic environment



SHARE OF E-COMMERCE

46%

-2pp yoy

Change in CCC Group's revenue [PLNm]

Solid growth in EBITDA margin posted by the CCC Group in 2023, up by nearly 3pp yoy

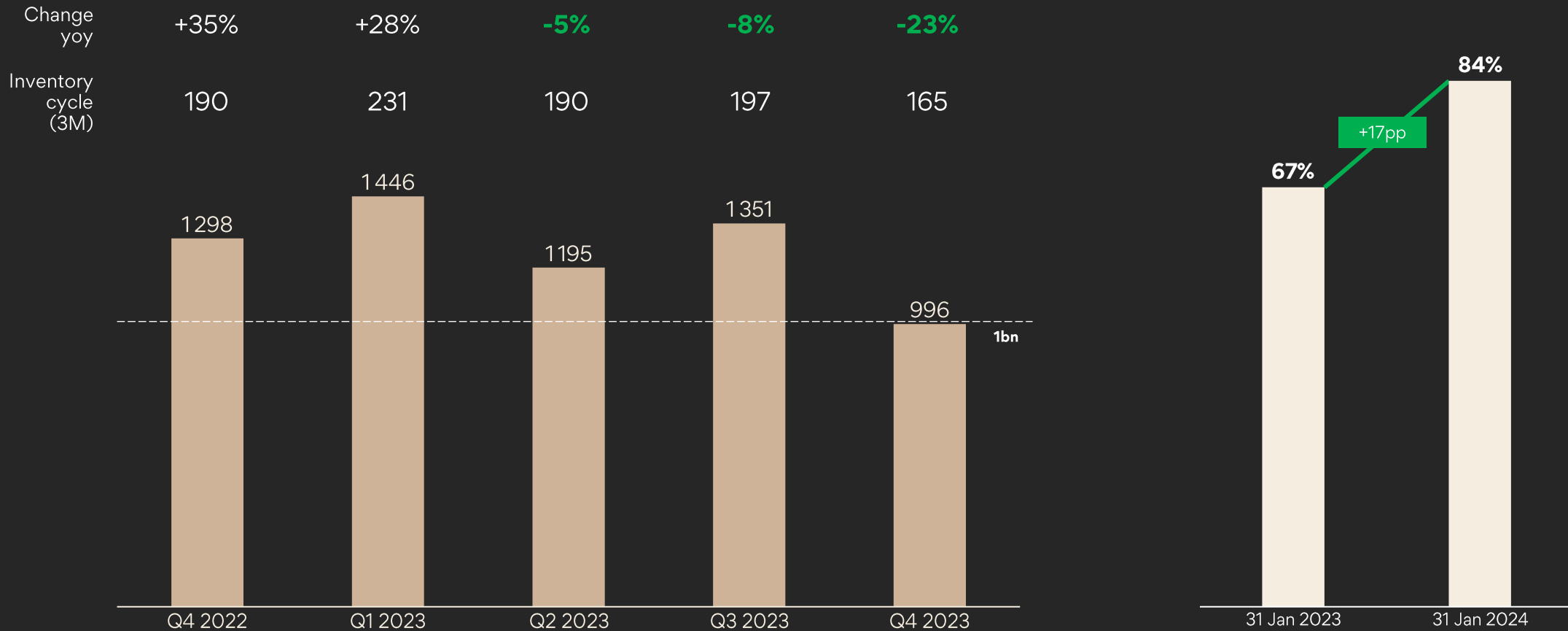
	2022	2023	YoY
REVENUE [PLNm]	9123	9446	4%
GROSS PROFIT	4265	4415	4%
Gross margin [%]	46.8%	46.7%	0.0pp
Selling and administrative costs	-4215	-4272	1%
Cost ratio [%]	-46.2%	-45.2%	1.0pp
Other expenses/income* and impairment losses	-102	41	N/A
EBIT [PLNm]	-51	185	N/A
EBIT margin [%]	-0.6%	2.0%	2.5pp
EBITDA [PLNm]	531	784	48%
EBITDA margin [%]	5.8%	8.3%	2.5pp
Adjusted EBITDA* [PLNm]	633	743	17%
Adjusted EBITDA margin* [%]	6.9%	7.9%	0.9pp

* EBITDA adjusted for the balance of other income/expenses and impairment losses (including one-off items)

Summary



Planned reduction in MODIVO Group's working capital investment



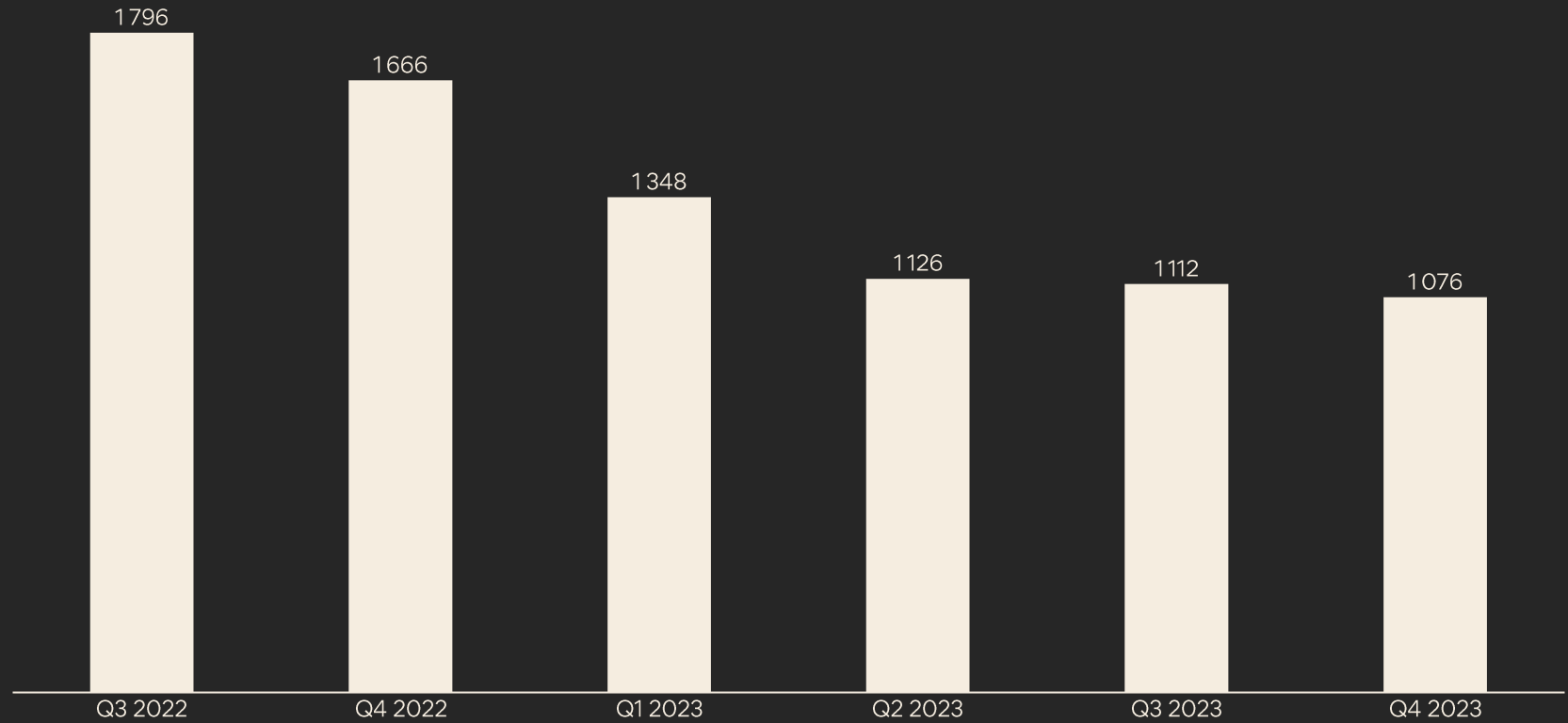
MODIVO Group's inventory [PLNm] and yoy change

Share of current collections in MODIVO Group's inventory

Consistent deleveraging of the CCC Business Unit



photo.: NINWEST, AW 2023



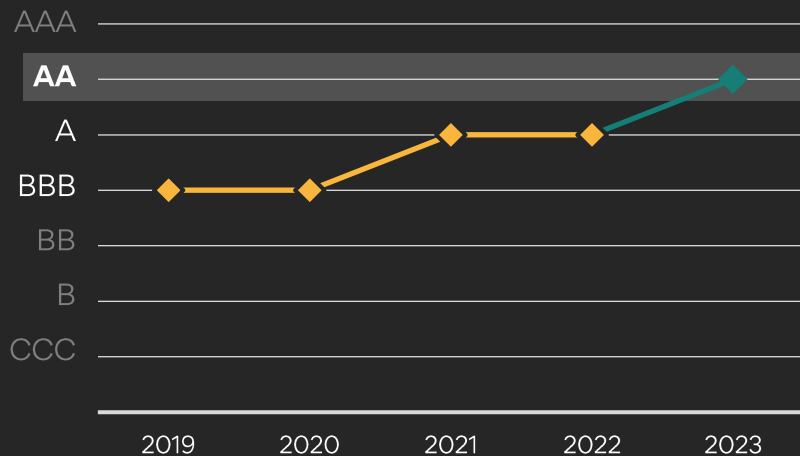
CCC Business Unit's gross debt* [PLNm]

* CCC and HP segments

Execution of strategic sustainable development goals



CCC Group's current and historical MSCI ESG ratings

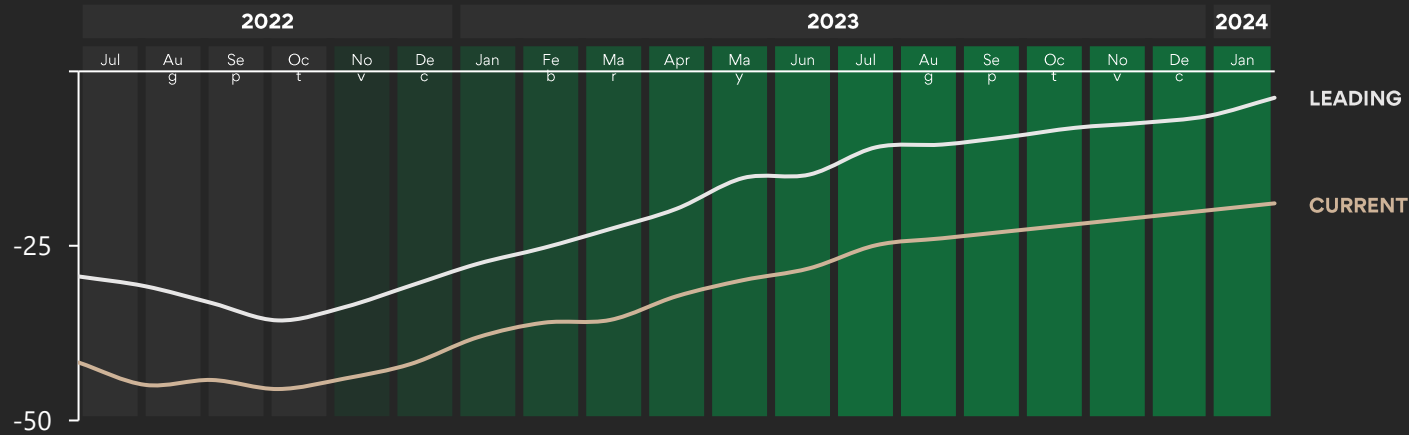


TOP-RATED ACTIONS:

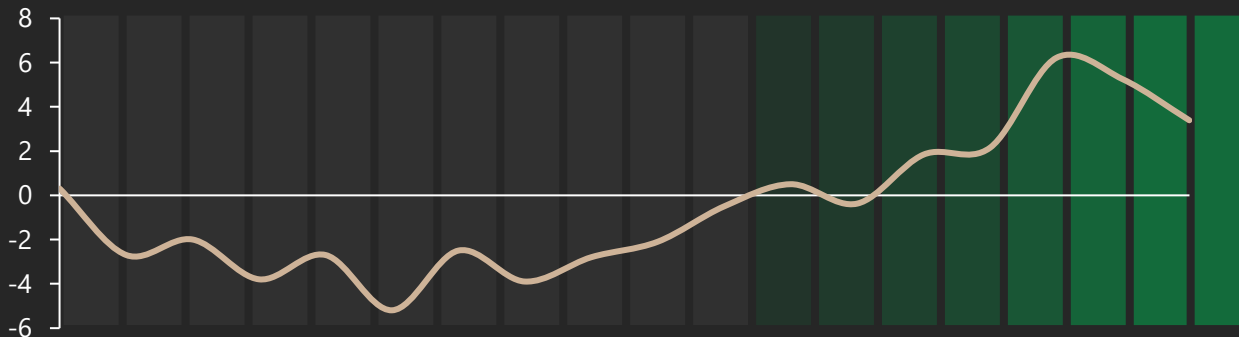
- 1. Improvements in corporate governance practices** – presently positioning the CCC Group at the forefront among comparable competitors globally
- 2. Enhancements in carbon footprint calculation** – specifically focusing on assessing Scope 3 ‘purchased goods’ emissions
- 3. Reduction in energy consumption** – achieved through various cross-sectional, Group-wide initiatives aimed at modernising energy consumption management

Significant improvement in the business environment anticipated in 2024

Consumer confidence indicators



Change in real wages [%]



Consumption drivers in 2024:

- Minimum wage increase
- Upward adjustment to 500+ child benefit (800+)
- Salary increase for public sector employees (teachers, uniformed services, civil servants)
- Upward adjustment to pensions
- 0% VAT on food (until the end of Q1 2024)
- Active Parent benefit (from Q3 2024)

Key 2023 facts

- 1 Implementation of necessary **changes in the Group's governing bodies**
- 2 Implementation of a **cost savings programme**
- 3 Capital raised through a **share issue**
- 4 Sharp **deleveraging**
- 5 Bringing **CCC and HalfPrice** business lines **to solid levels of profitability**
- 6 **Completion of inventory optimisation and deep technological transformation processes at the MODIVO Group**
- 7 **Launch** of a **refinancing** process

Target assumptions for the CCC Group's performance in 2024

I.

Double-digit growth in Group's sales

II.

Improvement in gross margin across all business lines

III.

Continued tight cost discipline

IV.

Improvement in EBITDA margin across all business lines

V

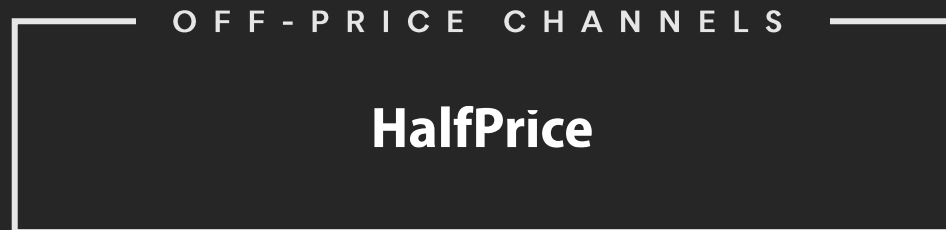
Lower finance costs



Unique business model of CCC Group



CLOSED-LOOP PRODUCT FLOW WITHIN THE GROUP



Q&A



Thank you!

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Upcoming events:

8-10.04.2024

Raiffeisen Bank International AG Investor
Conference, Zuers

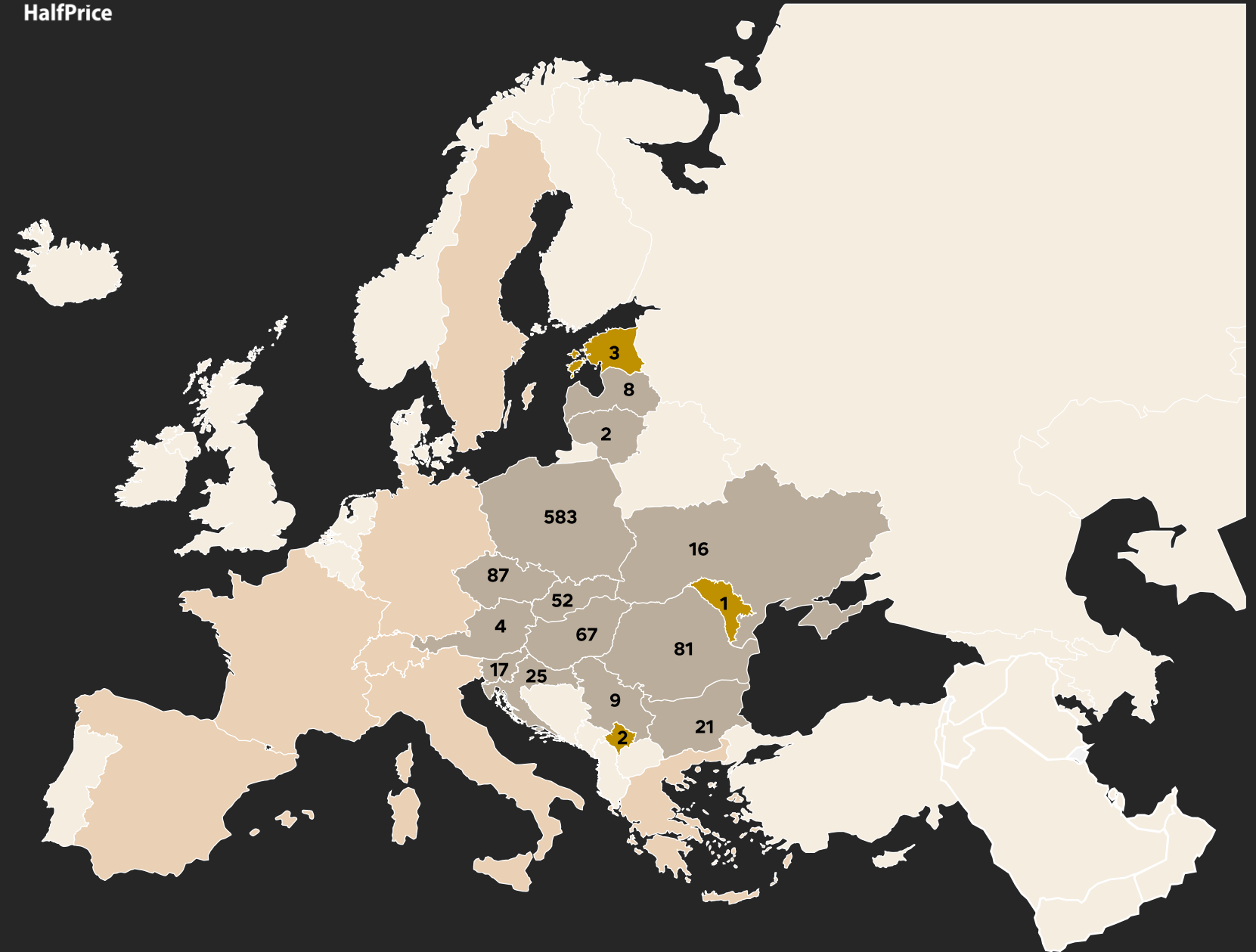
Support material

Geographic availability of CCC Group stores

																			Other B&M ¹	Other e-com ²
CCC	B&M	✓	✓	✓	✓	✓	✓	✓		✓	✓				✓	✓	✓	✓	✓	
	WEB	✓	✓	✓	✓	✓	✓	✓			✓				✓			✓		
	APP	✓	✓	✓	✓	✓	✓													
eobuwie.pl	WEB	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓
	APP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓
	B&M	✓	✓	✓	✓							✓								
MODIVO	WEB	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓
	APP	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓				✓
	B&M	✓	✓	✓	✓															
DeeZee	WEB	✓	✓	✓	✓	✓	+				✓				+	+				
	APP	+																		
HalfPrice	B&M	✓	✓	✓	✓	✓		✓	✓		✓	✓			✓					
	WEB	✓	+	+	+						+									

CCC Group in 23 markets

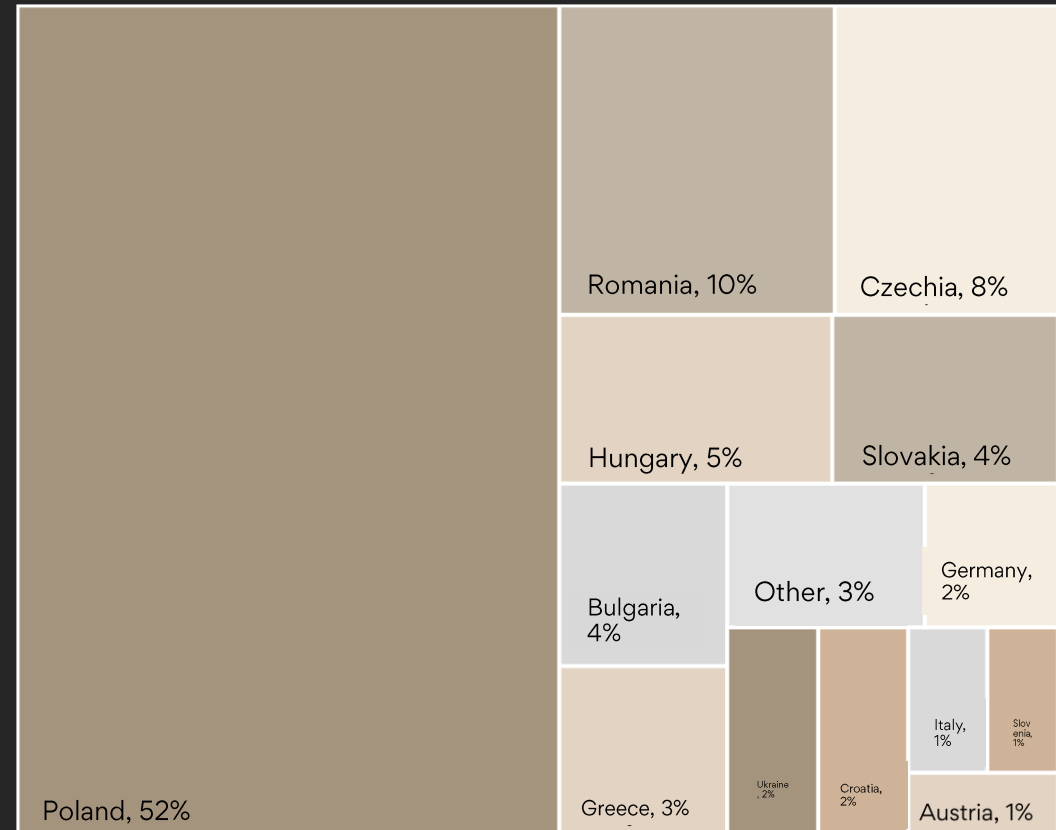
- Offline & Online
13 MARKETS
- Offline
16 MARKETS
- Online
19 MARKETS



CCC Group revenue in Q4'23

Country	Revenue* [mln PLN]	yoy
Poland	1 315	6%
Romania	249	17%
Czechia	202	-1%
Hungary	135	-9%
Slovakia	111	8%
Bulgaria	89	-11%
Greece	83	-16%
Germany	56	14%
Ukraine	56	166%
Croatia	55	1%
Slovenia	34	-33%
Italy	30	-8%
Austria	28	20%
Other	83	-16%
Total	2 527	4%

Contribution to the Group's revenue



* Excluding consolidated adjustment, revenue not allocated to segments

Geographic availability of CCC Group stores

TYPE	COUNTRY	30.04.2022		31.07.2022		31.10.2022		31.01.2023		30.04.2023		31.07.2023		31.10.2023		31.01.2024	
		m²	#	m²	#	m²	#	m²	#	m²	#	m²	#	m²	#	m²	#
OWN	Poland	281 086	438	282 829	442	285 129	447	281 929	444	281 870	445	280 020	445	279 987	443	281 388	445
	Czechia	52 386	86	50 046	85	50 046	85	48 507	82	48 507	82	48 064	79	47 959	79	47 311	77
	Hungary	54 035	79	52 851	76	53 451	77	53 543	77	53 999	78	51 219	73	48 191	68	45 602	65
	Austria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovakia	34 246	52	34 338	52	33 183	51	32 628	50	32 183	49	31 569	47	31 569	47	30 584	46
	Croatia	21 015	29	21 197	29	20 624	28	20 624	28	20 624	28	19 342	26	18 696	25	18 125	24
	Russia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovenia	12 598	17	12 589	17	12 589	17	11 763	17	11 295	16	11 295	16	10 396	15	9 697	14
	Bulgaria	11 651	17	11 650	17	12 064	18	12 976	20	12 976	20	12 976	20	13 528	21	13 528	21
	Serbia	11 056	14	11 050	14	11 050	14	11 050	14	10 339	13	8 995	11	7 618	9	7 004	8
	Romania	49 590	79	48 420	76	48 928	77	48 340	76	48 456	76	46 133	73	46 850	74	46 155	73
	Ukraine									9 898	17	9 190	15	9 190	15	9 788	15
	Latvia			4 249	6	4 249	6	4 621	6	4 445	6	4 445	6	4 445	6	4 192	6
	Lithuania			1 420	2	1 420	2	1 420	2	1 420	2	1 420	2	1 420	2	1 481	2
	Estonia			2 879	3	2 879	3	2 879	3	2 879	3	2 879	3	2 879	3	2 948	3
CCC own stores		527 664	811	533 520	819	535 612	825	530 280	819	538 891	835	527 547	816	522 730	807	517 803	799
FRANCHISE	Ukraine	10 569	16	10 552	16	10 649	17	9 415	16								
	Latvia	4 249	6														
	Lithuania	2 020	3														
	Estonia	2 879	3														
	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	1 002	1	1 002	1	1 002	1		
	UAE	5 302	6	5 302	6	5 302	6	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	2 420	3	2 420	3	2 420	3		
	Bahrain	929	1	929	1	929	1	929	1	929	1	929	1	929	1		
	Oman	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1		
CCC franchise		33 291	43	24 126	31	24 223	32	22 989	31	13 574	15	13 574	15	13 574	15	2 698	3
eobuwie.pl		21 586	30	22 926	33	23 705	35	26 689	38	28 622	42	32 359	48	35 561	50	36 527	52
Halfprice		106 509	66	127 983	76	141 714	84	152 102	91	170 240	101	190 397	109	221 649	121	226 261	123
Gino Rossi		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CCC summary		689 050	950	708 555	959	725 254	976	732 060	950	751 327	993	766 164	988	793 514	993	783 289	977

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MODIVO

HalfPrice

