



# CCC GROUP CONFERENCE

DARIUSZ MIŁEK

WARSAW,  
17 FEBRUARY 2025

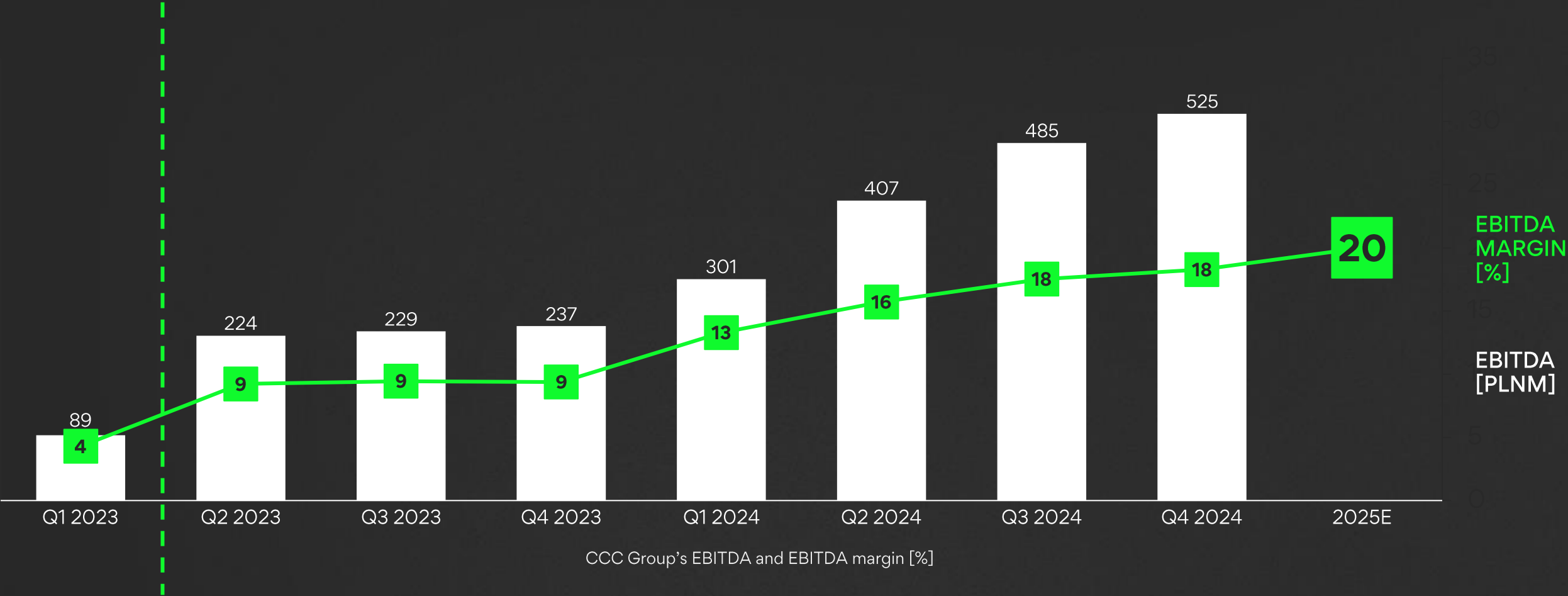
# GROUP

RAPID IMPROVEMENT IN  
EBITDA MARGIN

# 18%

+ 9pp YoY

# CONSISTENT PURSUIT OF THE GROUP'S PROFITABILITY IMPROVEMENT PLAN



**CCC**

**INDUSTRY-LEADING EBITDA  
MARGIN AMONG FOOTWEAR  
RETAILERS**

**22%**

+2pp YoY

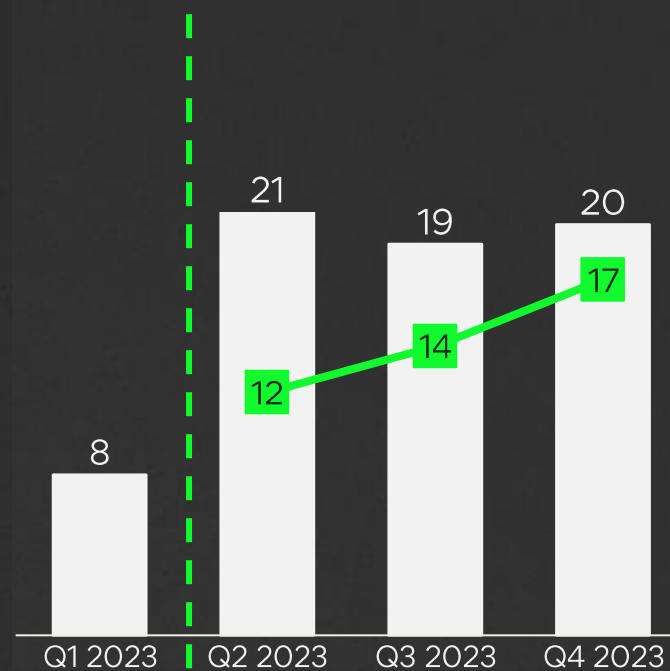




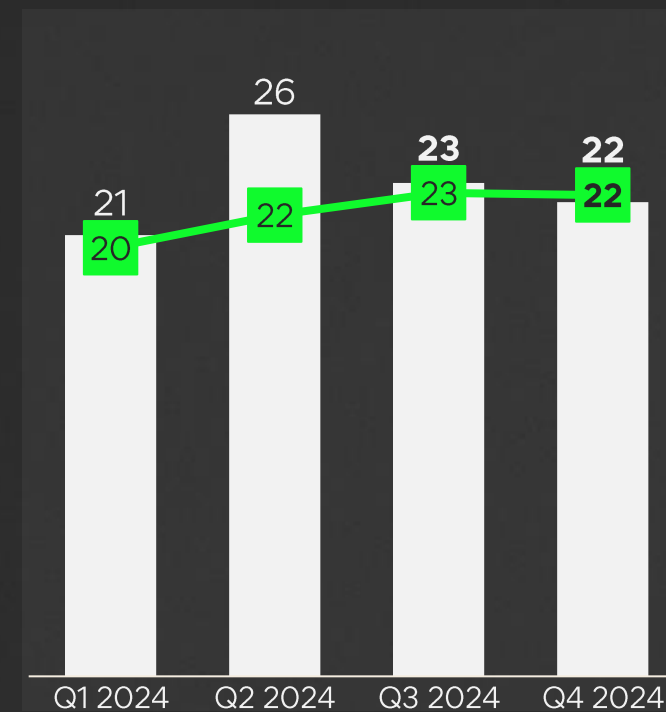
# CCC

## AS THE GROUP'S MAIN PROFITABILITY DRIVER

FY 2023 – 17%



FY 2024 – 22% (+5pp YoY)



LTM  
EBITDA  
MARGIN

EBITDA  
MARGIN

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

# HalfPrice

EBITDA MARGIN UNMATCHED IN  
THE OFF-PRICE SEGMENT

# 23%

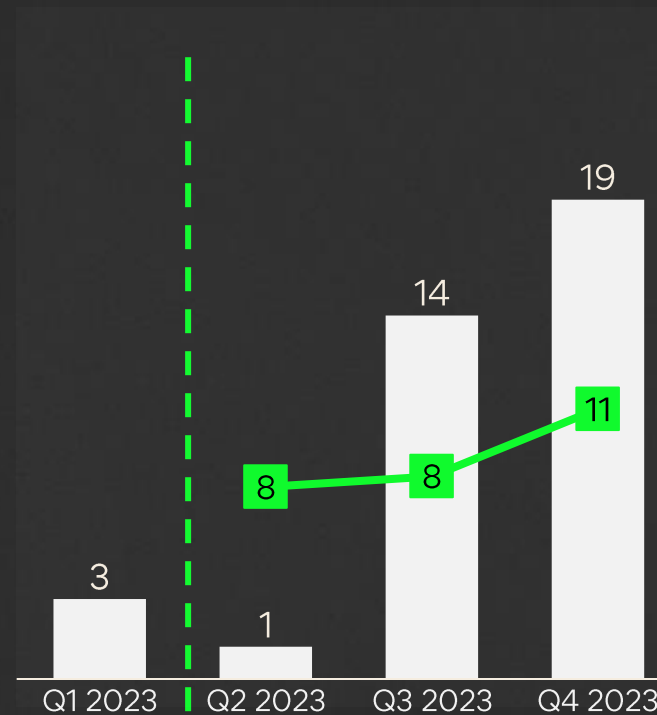
+ 4pp YoY



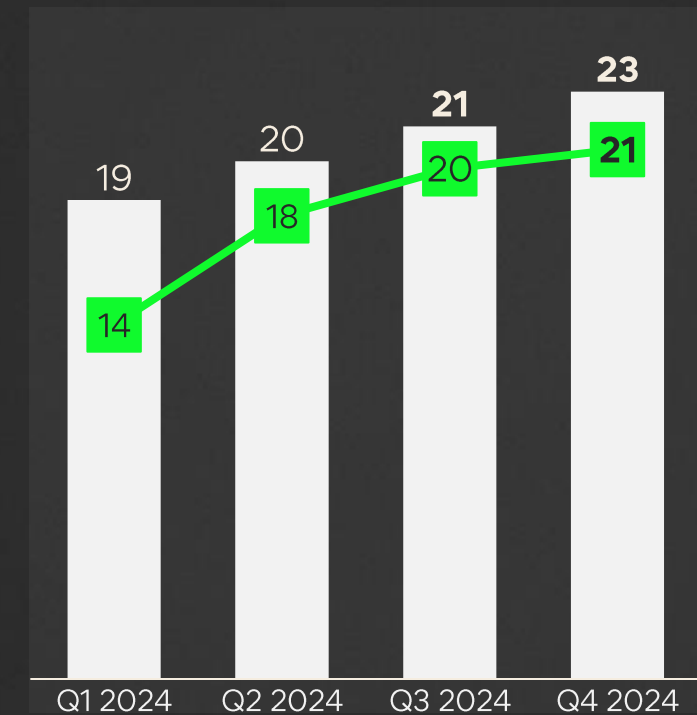
# HALFPRICE

SOUND AND REPEATABLE PROFITABILITY PROFILE  
3 YEARS SINCE LAUNCH

FY 2023 – 11%



FY 2024 – 21% (+10pp YoY)



LTM  
EBITDA  
MARGIN

EBITDA  
MARGIN

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

# MODIVO

## RESTORING PROFITABILITY

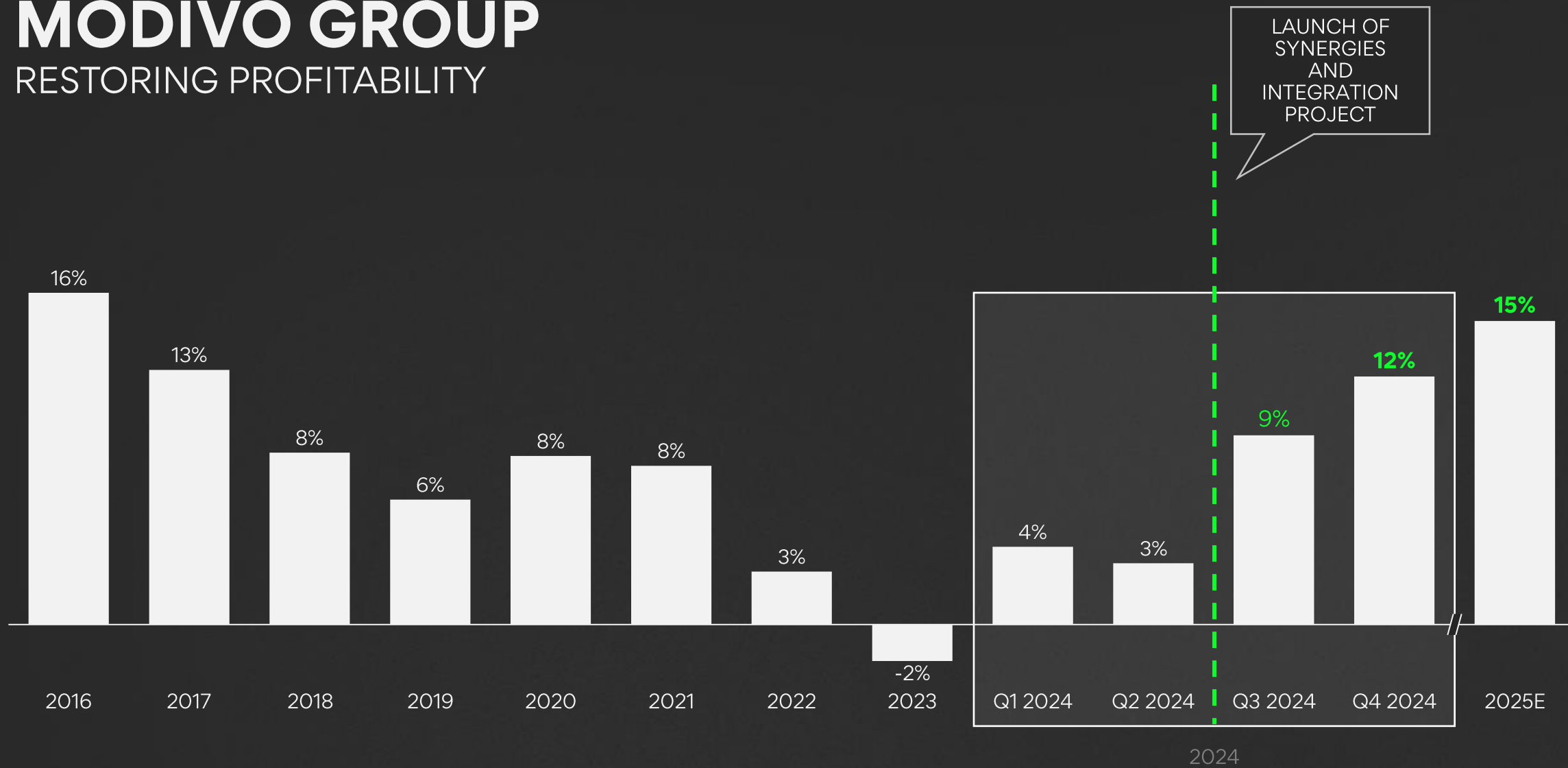
# 12%

EBITDA  
MARGIN

-6% in 2023  
+ 18pp YoY

# MODIVO GROUP

## RESTORING PROFITABILITY

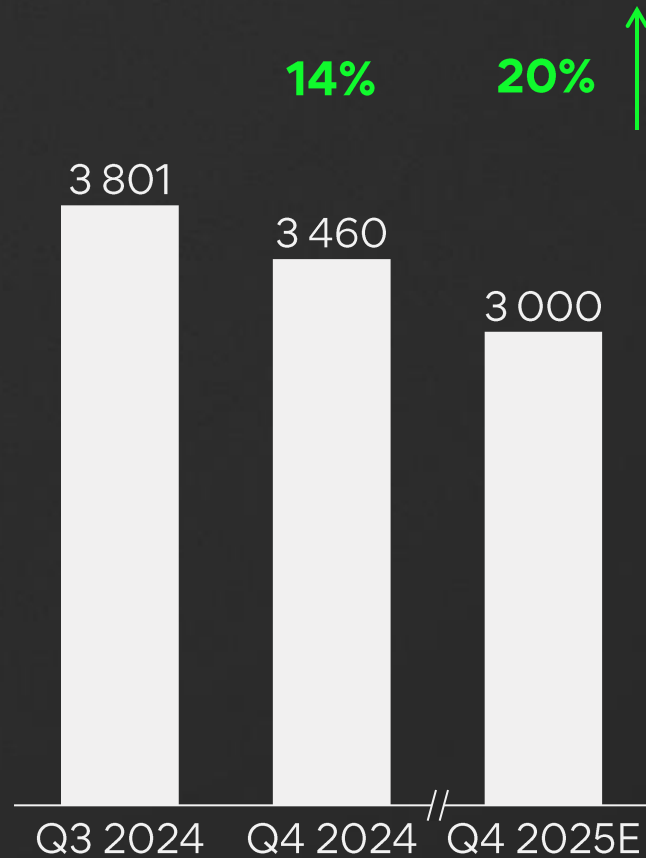


Modivo Group's EBITDA margin [%]

# GROUP

UNWAVERING FOCUS ON  
INVENTORY MANAGEMENT  
ACROSS ALL CHANNELS

Change in  
revenue (YoY)



CCC Group's inventory level [PLNm]

## INVENTORY REDUCTION ACROSS ALL BUSINESS LINES

-8%

CHANGE IN THE  
GROUP'S  
INVENTORY LEVEL

QoQ

**CONSISTENT EFFORT TO  
BUILD A FASHION GROUP**





- business scale-up to other countries in the region
- product offerings at higher price thresholds
- forging new brand collaborations











 **SKLEP BIEGACZA**

**asics**  
movement, around body  
Nasze najwygodniejsze  
buty do biegania.

**SKLEP  
BIEGACZA**  
  
sklepbiegacza.pl

**SUPERNOVA  
RISE**













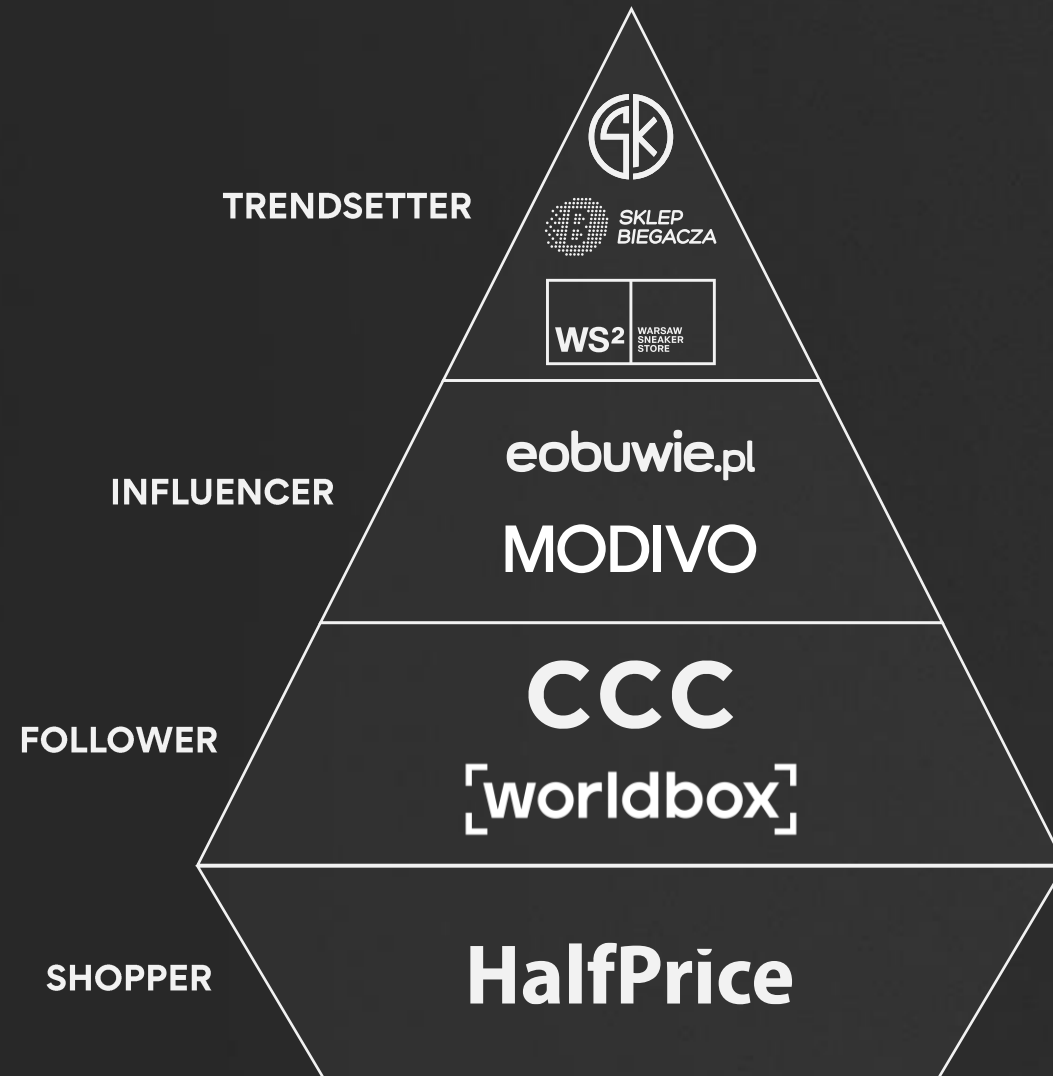






# CLOSING OF THE SEGMENTAL PYRAMID IN SPORTS PRODUCTS

## NEW BRAND COLLABORATIONS AND SALE OF LICENSED PRODUCTS THROUGH SPECIALISED CHANNELS





## PARTNER BRANDS



## LICENSED BRANDS





**WS<sup>2</sup>**

**WARSAW  
SNEAKER  
STORE**

## **REEBOK INSTAPUMP FURY 94**

979,99 PLN





## REEBOK INSTAPUMP FURY 94

799,99 PLN







**SKLEP  
BIEGACZA**

**ADIDAS ADIZERO  
ADIOS PRO 4 M**

1149,99 PLN





## NIKE AIR MORE UPTEMPO 96

759,99 PLN





 **SKSTORE.EU**

**NIKE AIR  
FOAMPOSITE ONE**

999,99 PLN





## BROOKS GLYCERIN MAX W

899,99 PLN







## KEY FIGURES

|                                  |                                          |
|----------------------------------|------------------------------------------|
| Revenue                          | <b>PLN 220 million</b>                   |
| E-commerce contribution to sales | <b>PLN 62 million (28%)</b>              |
| EBITDA margin (adjusted)         | <b>PLN 9 million (4%)</b>                |
| Transaction value                | <b>PLN 28 million</b><br>(for 75% stake) |
| Average ticket                   | <b>PLN 600</b>                           |

# PLAN FOR MODIVO





## RESTORING THE MODIVO GROUP'S PROFITABILITY

### INITIATIVES IMPLEMENTED IN Q4 2024

1

Cost-cutting programme

2

Business model simplification

I.

Performs e-commerce tasks within the Group:  
logistics, customer care, photo studio

II.

Remaining services provided on Group level  
(HR, IT, fleet, expansion, etc.)

3

Product portfolio downsizing





## FURTHER IMPROVEMENT OF THE MODIVO GROUP'S PROFITABILITY

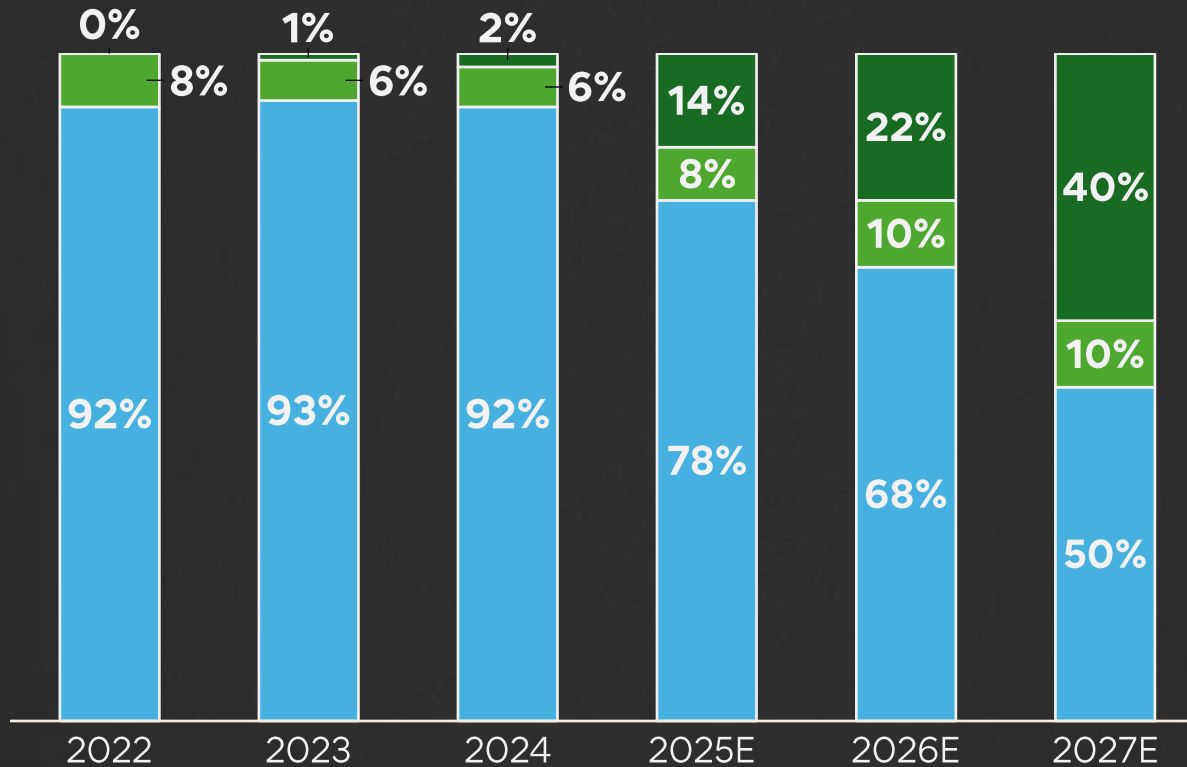
### 3 STRATEGIC GOALS FOR 2025:

- 1 Significant share of licensed brands and private labels
- 2 Rollout of eobuwie omnichannel store network
- 3 Group-wide joint Loyalty Club



# 1 GROWING SHARE OF LICENSED BRANDS

MODIVO



Modivo Group's sales by product category

TARGET GROSS MARGIN

LICENSED BRANDS **60%**

PRIVATE LABELS **55%**

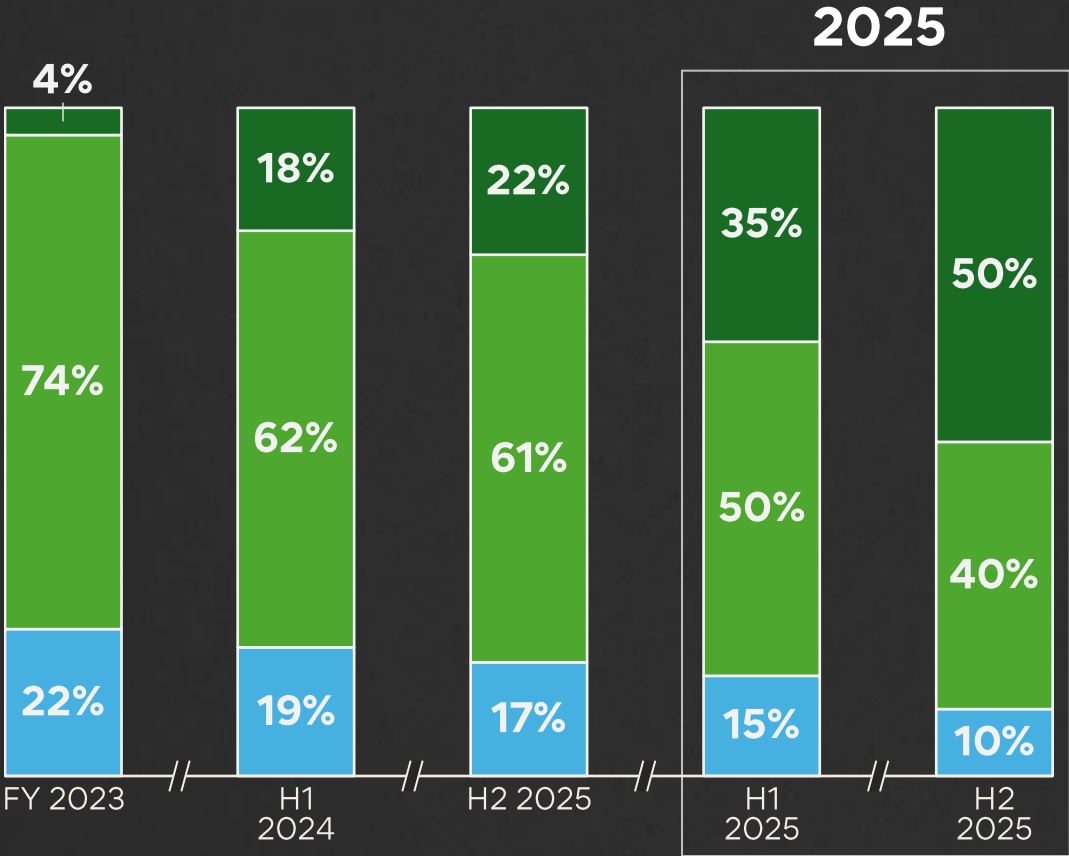
PARTNER BRANDS **42%**

IMPLIED GROSS MARGIN **50%** vs 38%\* in 2024

\* On footwear products

# GROWING SHARE OF LICENSED BRANDS

CCC



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

## TARGET GROSS MARGIN

|                 |     |
|-----------------|-----|
| LICENSED BRANDS | 65% |
| PRIVATE LABELS  | 63% |
| PARTNER BRANDS  | 50% |

IMPLIED GROSS MARGIN 63%



# SOLID GROSS PROFIT PER PRODUCT UNIT AT THE MODIVO GROUP DESPITE LOWER GROSS MARGIN COMPARED WITH THE CCC BUSINESS LINE

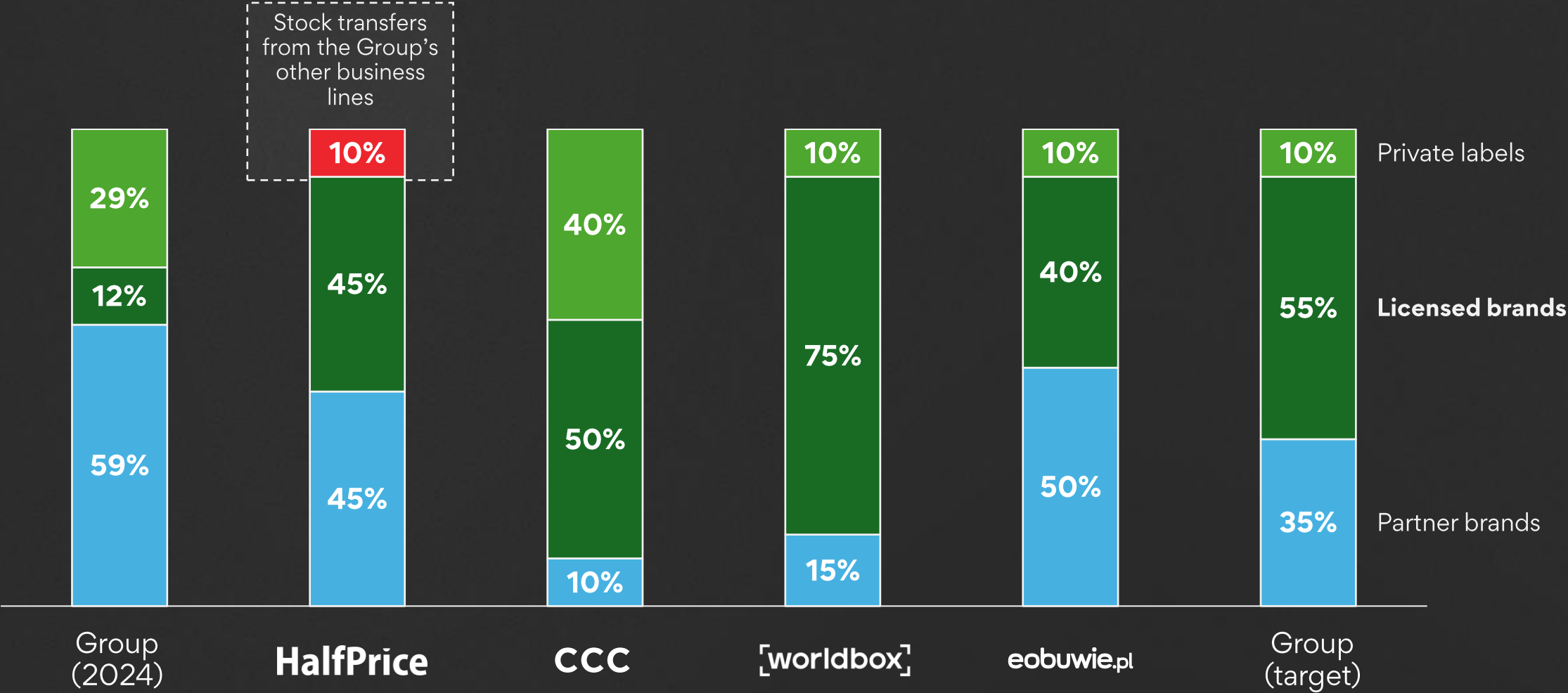
|                      | CCC | MODIVO GROUP |
|----------------------|-----|--------------|
| LICENSED BRANDS      | 65% | 60%          |
| PRIVATE LABELS       | 63% | 55%          |
| PARTNER BRANDS       | 50% | 42%          |
| IMPLIED GROSS MARGIN | 63% | 50%          |

|         | AVERAGE TICKET<br>[2024] | GROSS MARGIN<br>[%] | GROSS PROFIT<br>[PLN] |
|---------|--------------------------|---------------------|-----------------------|
| CCC     | 130                      | 63%                 | 82                    |
| EOBUWIE | 304                      | 50%                 | 152 (115*)            |
| MODIVO  | 364                      | 50%                 | 182 (138*)            |
| WSS     | 600                      |                     |                       |

- 1.6 items per ticket
- 12.5 million tickets

\* At current margin of 38%

LICENSE PARTNERSHIPS AS PROFITABILITY GROWTH DRIVER ACROSS ALL BUSINESS LINES

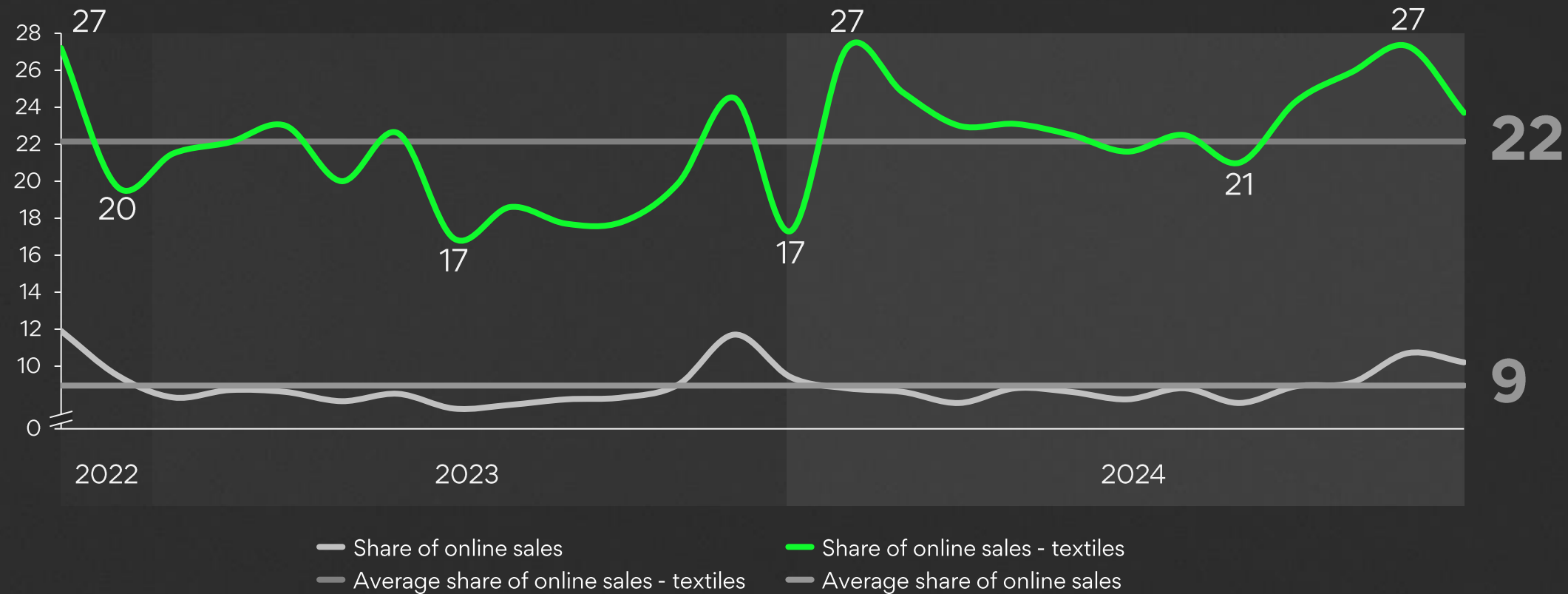


TARGETED PRODUCT MIX IN THE GROUP'S RETAIL, MULTIBRANDED FORMATS (EXISTING & NEW ONES)



## 2 OMNICHANNEL NETWORK DEVELOPMENT

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



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



# eobuwie.pl

CONVERSE Reebok

W tym sklepie czeka na Ciebie ponad **100 000 par!**



BOSS LACOSTE

CONVERSE Reebok

W tym sklepie czeka na Ciebie ponad **100 000 par!**



BOSS LACOSTE



eobuwie.pl











GUESS

GUESS











GUESS





GUESS







## PRODUCT MIX

60% FOOTWEAR / 30% HANDBAGS / 10% ACCESSORIES













PHOTO: ANDRZEJ STAJER, ARS RETAIL SOLUTIONS, 2019

# EOBUWIE.PL OFFLINE STORE, 2018-2019

350 M<sup>2</sup>

|                                | 2018  | 2019  |
|--------------------------------|-------|-------|
| SALES (PLNm)                   | 7.6   | 9.0   |
| SALES/M <sup>2</sup> (PLN'000) | 21.8  | 25.7  |
| GROSS MARGIN                   | 38.0% | 39.4% |
| EBITDA MARGIN                  | 14.4% | 16.8% |

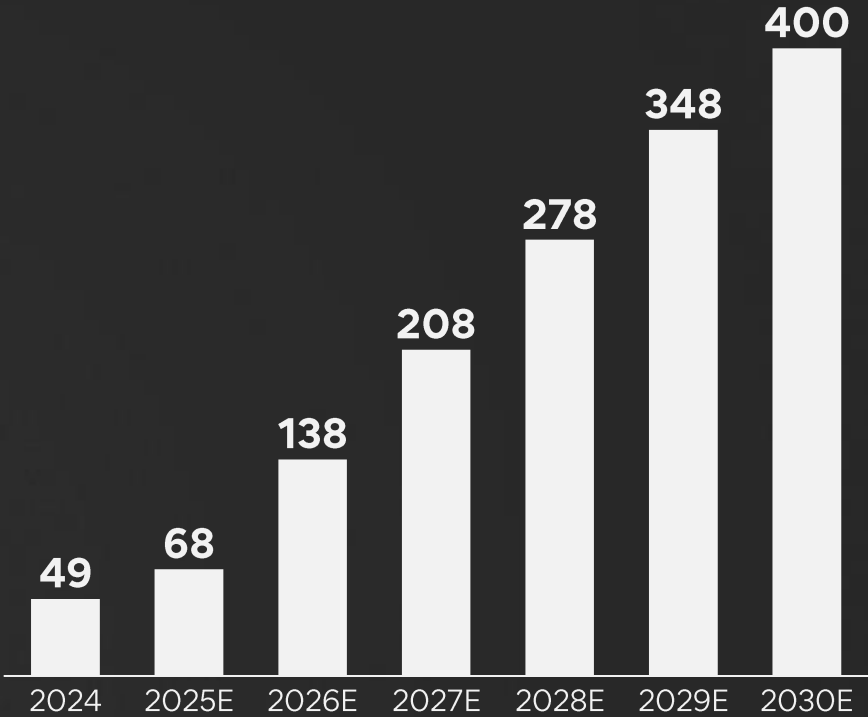
CCC business line sales/m<sup>2</sup>:

- 2018: PLN 6.4 thousand
- 2019: PLN 5.8 thousand
- 2024: PLN 8.8 thousand



OFFLINE NETWORK EXPANSION  
UNDER A NEW RETAIL CONCEPT

|                               | 2024            | 2027 ambition   | 2030 ambition   |
|-------------------------------|-----------------|-----------------|-----------------|
| Number of stores              | 49              | 208             | 400             |
| Annual revenue/m <sup>2</sup> | PLN 10 thousand | PLN 12 thousand | PLN 12 thousand |
| Store-generated revenue       | PLN 275 million | PLN 1 billion   | PLN 2 billion   |



Number of offline eobuwie stores

AVERAGE FLOOR AREA ~450 m<sup>2</sup>



# **3 THE GROUP'S NEW LOYALTY SCHEME**

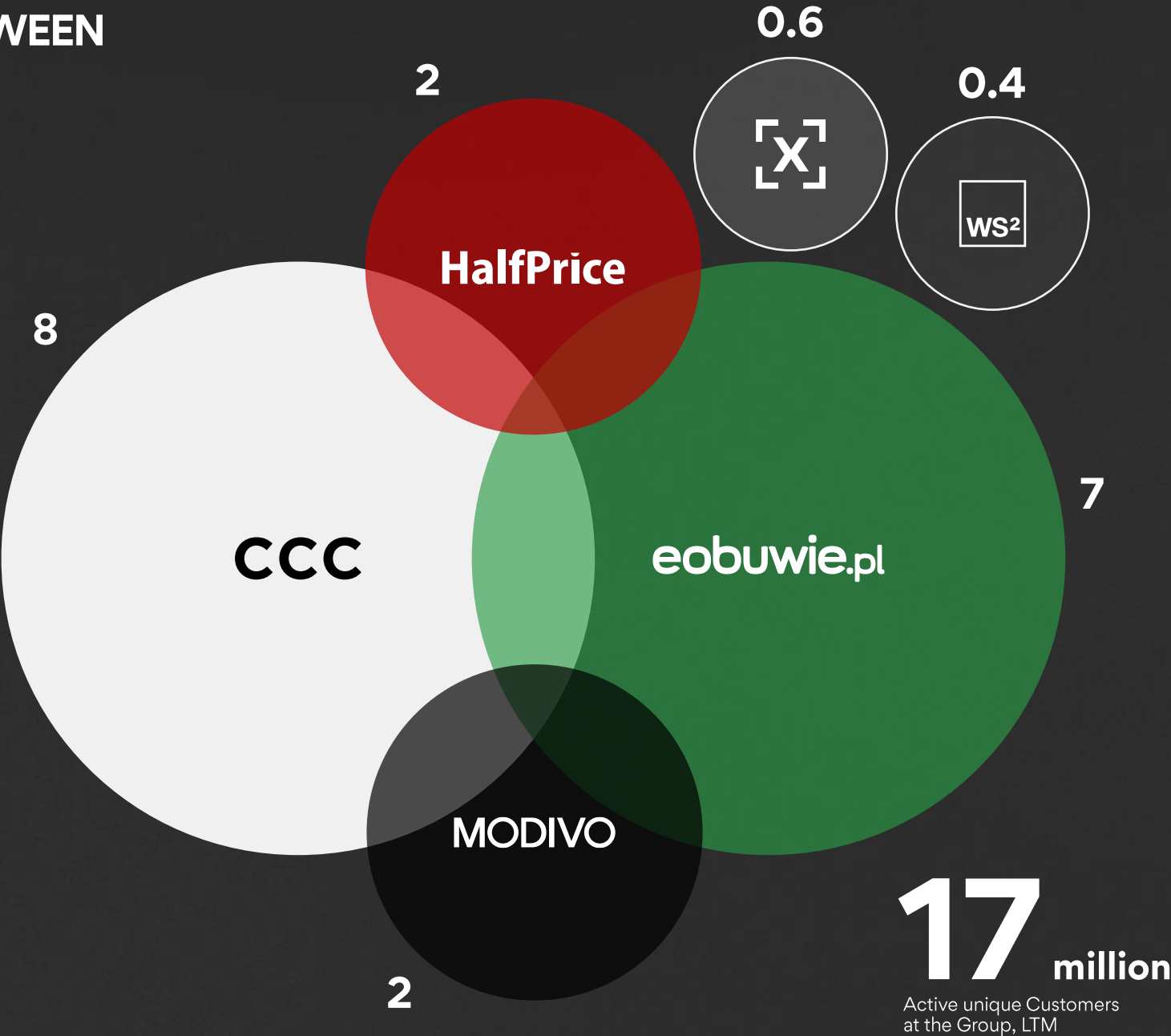
**MODIVO**club

**APRIL 2025**



FACILITATING CUSTOMER FLOWS BETWEEN  
BUSINESS LINES AT THE GROUP

**21 million**  
MODIVO Club Members at the  
Group







## SINGLE STRONG BRAND









# MODIVO club

MODIVO eobuwie CCC worldbox HalfPrice WS2 WARSAW SNEAKER STORE

Platforma  
Korzyść



[www.modivo.com](http://www.modivo.com)

↓  
Pobierz  
aplikację







# MODIVOclub

MODIVO eobuwie CCC worldbox HalfPrice WS<sup>2</sup> WARSAW SNEAKER STORE

## Platforma Korzyści



[www.modivo.com](http://www.modivo.com)

# MODIVOclubgold

→ cashback

# 10%



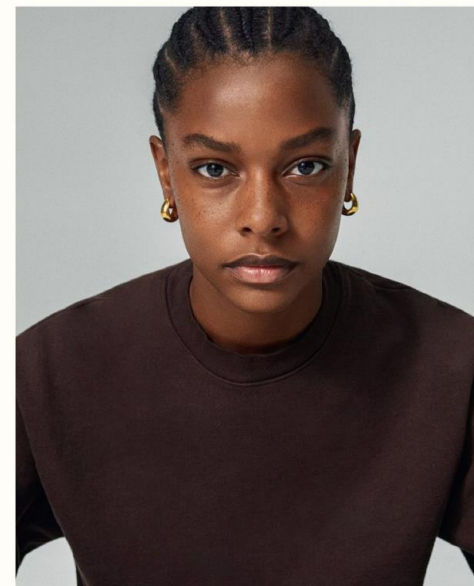
Pobierz aplikację





# MODIVOclubgold

MODIVO eobuwie CCC worldbox HalfPrice WS<sup>2</sup> WARSAW SNEAKER STORE



## Platforma Korzyści



→ cashback

# 10%

[www.modivo.com](http://www.modivo.com)









**MODIVO club**

MODIVO eobuwie CCC worldbox HalfPrice WS2

Platforma  
Korzyści

www.modivo.com



Zeskanuj  
i dołącz

MODIVO club **gold**

→ cashback

**10%**







**MODIVOclub**  
Platforma Korzyści

MODIVO eobuwie CCC worldbox HalfPrice WS<sup>2</sup>

# MODIVOclub

MODIVO eobuwie CCC worldbox HalfPrice WS<sup>2</sup>

Zostań klubowiczem  
i dołącz do Platformy Korzyści:

- 01. Rabaty do -50% z Modivo Deals
- 02. 30 dni na zwrot
- 03. Historia transakcji i zamówień przypisanych do konta
- 04. Rabaty od Partnerów Modivo
- 05. Pierwszeństwo w promocjach i wyprzedażach



Zyskaj jeszcze więcej z

**MODIVOclubgold**



Q Sprawdź szczegóły  
i dołącz na [modivo.com](https://modivo.com)







**MODIVO**

🔍 Szukaj produktów, marek i więcej...

[👤 Moje konto](#) [❤️ Ulubione](#) [🛒 Koszyk 1](#)

[Nowości](#) [MODIVO premium](#) [Odzież](#) [Buty](#) [Sport](#) [Torebki](#) [Akcesoria](#) [Beauty](#) [Promocje %](#) [Marki](#) [Outlet](#)

**WS<sup>2</sup>** WARSAW SNEAKER STORE

**eobuwie.pl**

**CCC**

**worldbox**

**HalfPrice**

# MODIVOclub

[MODIVO](#) [eobuwie](#) [CCC](#) [worldbox](#) [HalfPrice](#) [WS<sup>2</sup>](#) WARSAW SNEAKER STORE

## Platforma Korzyści

[Dowiedz się więcej](#)

## MODIVO club DEALS

rabaty do -50%

**Reebok**

[Sprawdź](#)





MODIVO

🔍 Szukaj produktów, marek i więcej...

👤 Moje konto   ❤️ Ulubione   🛒 Koszyk 1

Nowości   MODIVO premium   Odzież   Buty   Sport   Torebki   Akcesoria   Beauty   Promocje %   Marki   Outlet

WS2  
WARSAW  
SNEAKER  
STORE

eobuwie.pl

CCC

worldbox

HalfPrice



GUESS®



*SKECHERS*



Calvin Klein

KARL  
LAGERFELD



PINKO

 Columbia

HUGO BOSS



HOKA



Pokaż więcej



MODIVO

[Zaloguj się](#)[Ulubione](#)[Koszyk](#) **1**[Nowości](#)[MODIVO premium](#)[Odzież](#)[Buty](#)[Sport](#)[Torebki](#)[Akcesoria](#)[Beauty](#)[Promocje %](#)[Marki](#)[Outlet](#)WS<sup>2</sup>WARSAW  
SNEAKER  
STORE

eobuwie.pl

CCC

worldbox

HalfPrice

[Strona główna](#) [Kobiety](#) [Odzież](#) [Kurtki](#) [Kurtki puchowe](#)

Joop!

Kurtka puchowa Jesso Brązowa Oversize

★★★★☆ 4.5 · [Pokaż opinie \(12\)](#)

+5

Color: Beige

290,00 zł

Cena dla klubowiczów: 290,00 zł

Cena dla pozostałych klientów: 350,00 zł

Cashback za to zamówienie

+29,00 zł



Wybierz rozmiar



Dodaj do koszyka

Sprzedaż przez MODIVO

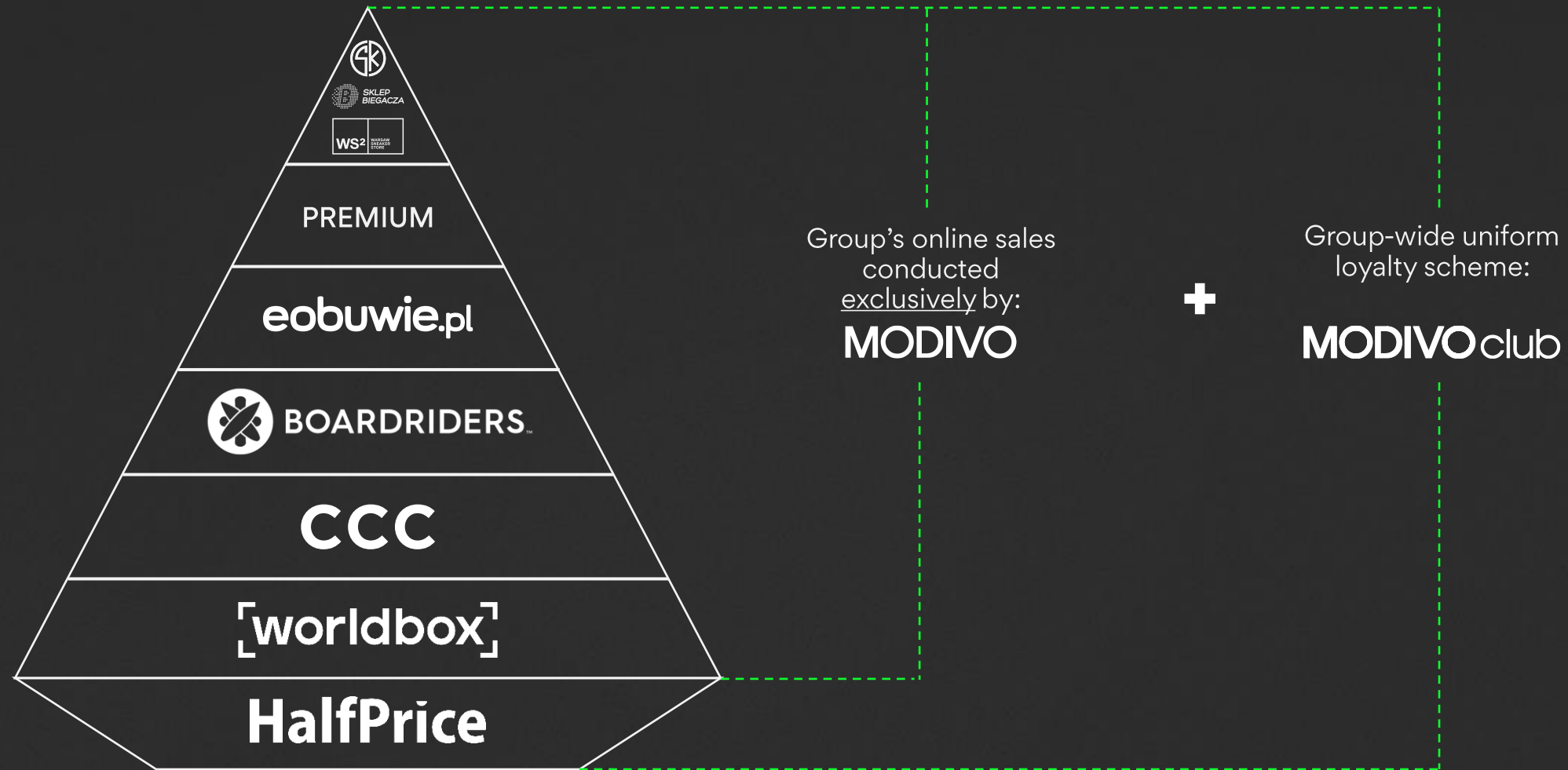


**MODIVO** [Moje konto](#) [Ulubione](#) [Koszyk](#) **1**[Nowości](#)[MODIVO premium](#)[Odzież](#)[Buty](#)[Sport](#)[Torebki](#)[Akcesoria](#)[Beauty](#)[Promocje %](#)[Marki](#)[Outlet](#)**WS<sup>2</sup>**  
WARSAW  
SNEAKER  
STORE**eobuwie.pl****CCC****worldbox****HalfPrice****CCC**[Pokaż ofertę](#)**LASOCKI****JENNY****GINO ROSSI****Clara Barson****Reebok**  
**Kappa**  
**PUMA****HUNTER**[Dowiedz się więcej](#)[Sprawdź](#)



# UNIQUE LOYALTY PROGRAMME

OMNICHANNEL PLATFORM OF BENEFITS FOR THE ENTIRE GROUP





# MODIVO CLUB CONCEPT AND KEY TERMS

| BENEFITS                                           | MODIVO CLUB | MODIVO CLUB GOLD |
|----------------------------------------------------|-------------|------------------|
| Priority to promotional offers and cut-price sales | ✓           | ✓                |
| MODIVO Deals – discounts up to 50%                 | ✓           | ✓                |
| Transaction and order history assigned to account  | ✓           | ✓                |
| Discounts to partners                              | ✓           | ✓                |
| 30-day return window (refund to clubcard)          | ✓           | ✓                |
| 10% cashback                                       |             | ✓                |
| Friends & Family                                   |             | ✓                |
|                                                    | Free        | PLN 59.99/YEAR   |



## UNIFORM CORPORATE COMMUNICATION

| OLD NAME                          | NEW NAME            |
|-----------------------------------|---------------------|
| CCC.Eu Sp. z o.o.                 | MODIVO.EU SP. Z O.O |
| CCC Czech S.R.O.                  | MODIVO CZECH        |
| CCC Slovakia S.R.O.               | MODIVO SLOVAKIA     |
| CCC Hungary Shoes KFT.            | MODIVO HUNGARY      |
| LLC CCC Ukraine                   | MODIVO UKRAINE      |
| UAB CCC Lithuania                 | MODIVO LITHUANIA    |
| CCC Shoes Bulgaria EOOD           | MODIVO BULGARIA     |
| CCC Obutev D.O.O.                 | MODIVO SLOVENIA     |
| CCC Hrvatska D.O.O.               | MODIVO CROATIA      |
| CCC Shoes and Bags D.O.O. Beograd | MODIVO SERBIA       |
| SIA CCC Shoes Latvia              | MODIVO LATVIA       |
| OÜ CCC Estonia                    | MODIVO ESTONIA      |
| Shoe Express S.A.                 | MODIVO ROMANIA      |
| Rawaki                            | MODIVO SPORT        |



eobuwie.pl

obuvki.bg

eobuv.cz

eschuhe.de

zapatos.es

epapoutsia.gr

ecipo.hu

escarpe.it

eavalynne.it

eapavi.lv

eobutev.si

eobuv.sk

epantofi.ro

evzuttya.com.ua

ecipele.hr



## ECONOMIC GOALS FOR MODIVO

### HUGE IMPROVEMENT IN PROFITABILITY

|                    | 2024 | AMBITION<br>2025 | AMBITION<br>2026 | AMBITION<br>2027 | AMBITION<br>2030                             |
|--------------------|------|------------------|------------------|------------------|----------------------------------------------|
| Revenue<br>[PLNbn] | 4.0  | 3.6              | 4.3              | 5.0              | further two-digit<br>revenue growth<br>(YoY) |
| GROSS<br>MARGIN    | 40%  | 45%              | 48%              | 50%              | gross margin<br>sustained                    |
| EBITDA<br>[PLNm]   | 290  | 540              | 735              | 1,015            | EBITDA margin<br>sustained                   |
| EBITDA<br>margin   | 7%   | 15%              | 17%              | 20%              | EBITDA margin<br>sustained                   |

The goals do not take into account subscription proceeds or additional sales through e-commerce channels of CCC, WSS, Worldbox and HalfPrice



# GROUP – FURTHER STEPS



## ECONOMIC GOALS FOR THE GROUP

### CONSISTENT BUSINESS GROWTH AND PROFITABILITY IMPROVEMENT

2030: CLOSING OF  
THE INCENTIVE  
SCHEME

|                                               | 2024 | AMBITION<br>2025 | AMBITION<br>2026 | AMBITION<br>2027 | AMBITION<br>2030 |
|-----------------------------------------------|------|------------------|------------------|------------------|------------------|
| Revenue<br>[PLNbn]                            | 10.5 | 12+              | 14+              | 17+              | 25+              |
| EBITDA<br>[PLNbn]                             | 1.7  | 2.4              | 2.8              | 3.4              | 5.0              |
| EBITDA<br>margin [%]                          | 16   | 20               | 20               | 20               | 20               |
| Retail space<br>[thousand<br>m <sup>2</sup> ] | 850  | 1,100            | 1,350            | 1,600            | 2,350            |



# RETAIL SPACE EXPANSION AS A DRIVING FORCE BEHIND BUSINESS SCALE-UP

Incremental  
revenue\*  
[PLNbn]

+2

+2.5

+2.5

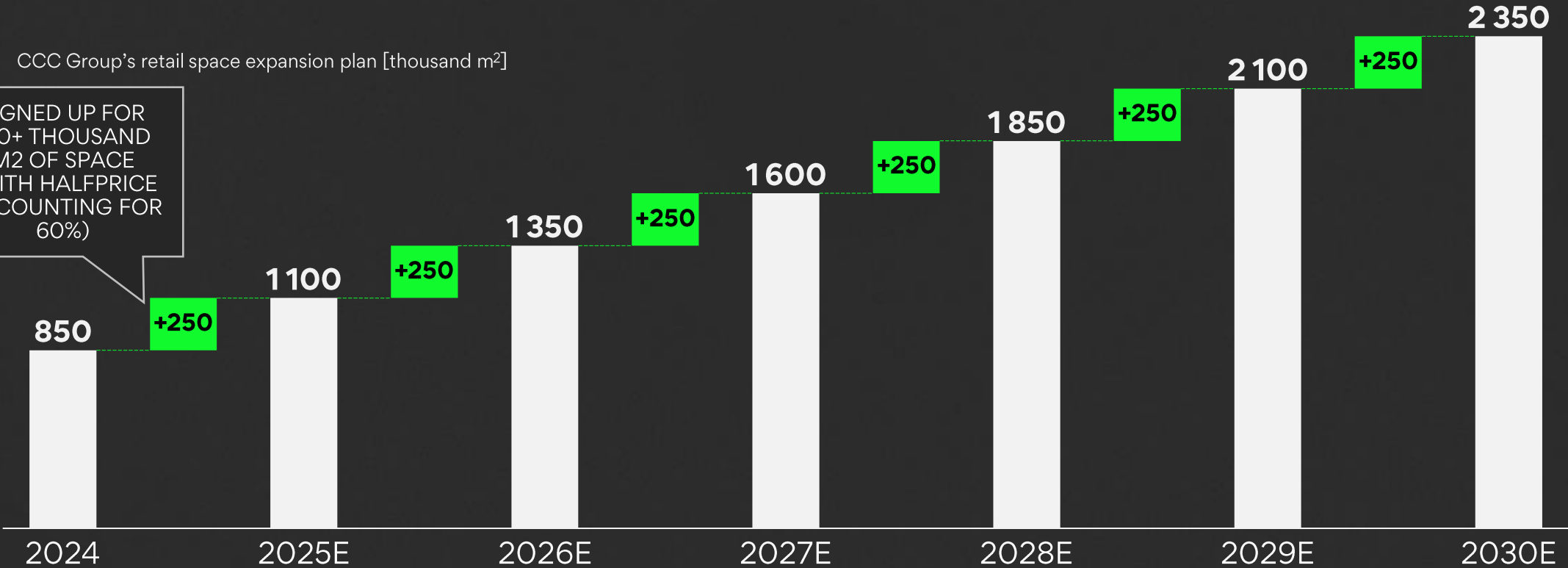
+2.5

+2.5

+2.5

CCC Group's retail space expansion plan [thousand m<sup>2</sup>]

SIGNED UP FOR  
310+ THOUSAND  
M2 OF SPACE  
(WITH HALFPRIce  
ACCOUNTING FOR  
60%)



\* Exclusively on retail space expansion, excluding wholesale, franchise stores and marketplace on further markets

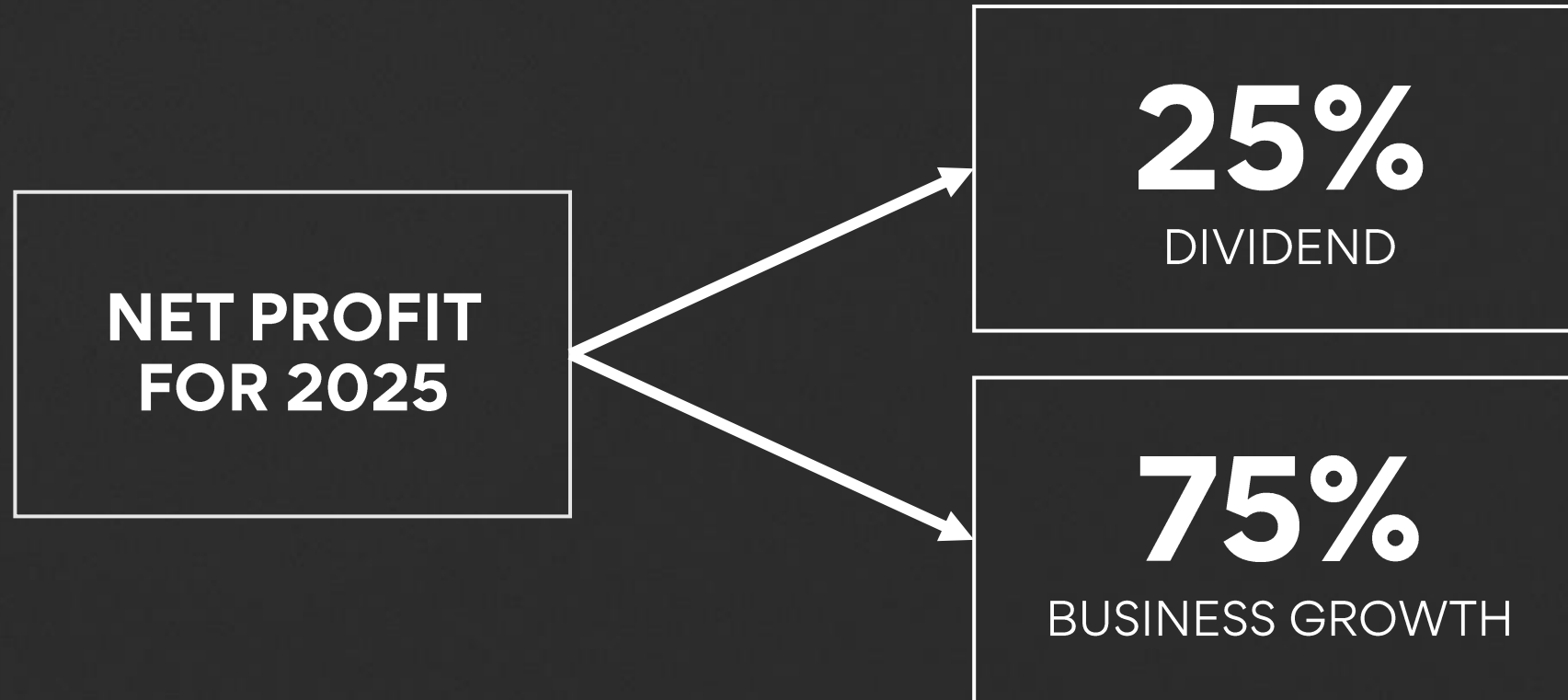
# 2025 POTENTIAL SAVINGS AT THE GROUP

|                                                                                       | PLNm            |
|---------------------------------------------------------------------------------------|-----------------|
| <b>COMPLAINTS</b>                                                                     | <b>30</b>       |
| <b>FINANCE COSTS</b><br>New, cheaper financing and factoring                          | <b>50</b>       |
| <b>LOGISTICS</b><br>elimination of third-party storage space and process streamlining | <b>50</b>       |
| <b>RESERVE &amp; COLLECT</b>                                                          | <b>80</b>       |
| <b>IT</b><br>removal of redundant projects                                            | <b>80</b>       |
| <b>HQ</b><br>MODIVO organisational structure                                          | <b>80</b>       |
| <b>PERFORMANCE MARKETING</b>                                                          | <b>&gt; 100</b> |
| <b>SUBSCRIPTION PROCEEDS</b>                                                          | <b>&gt; 100</b> |
| <b>REFUNDS TO CLUBCARD</b>                                                            | <b>&gt; 100</b> |

PLUS MULTIPLE OTHER SYNERGIES AND SAVINGS



**DIVIDEND**  
PLANS TO SHARE PROFIT WITH SHAREHOLDERS



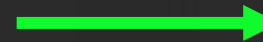
# WHY ARE WE ABANDONING IPO PLANS FOR MODIVO?

## REDESIGNING THE GROUP'S MODEL

1. tight operational integration of all channels
2. fully unified customer base
3. joint loyalty scheme

## CAPTURING SYNERGIES

- optimally enhanced management of the Group
- maximised financial performance of the Group

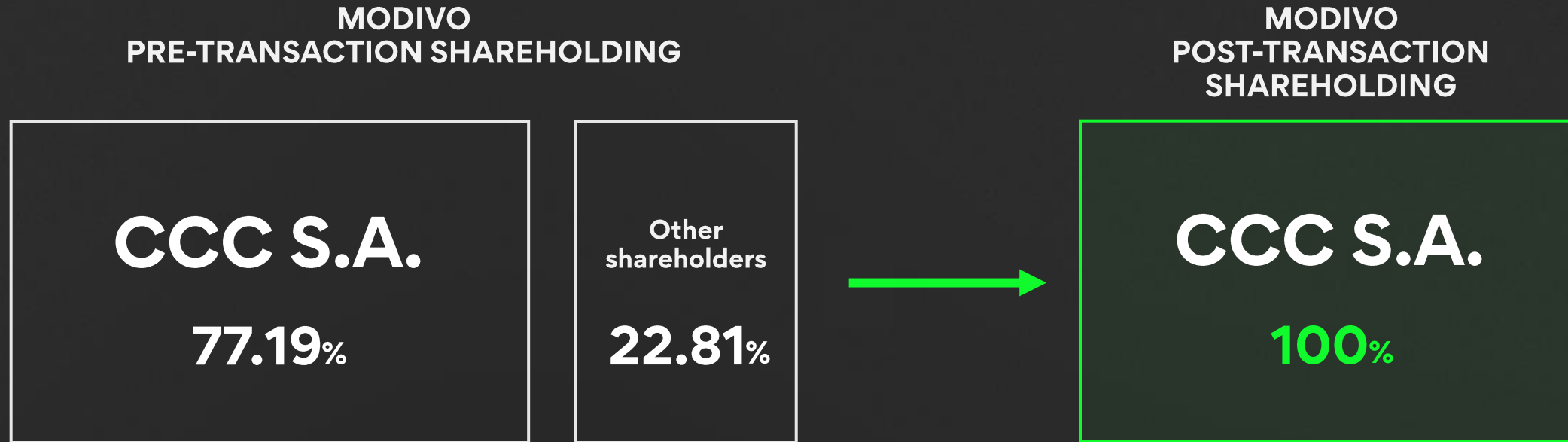


MODIVO AS THE GROUP'S SINGLE STRONG E-COMMERCE PLATFORM

DISPERSED SHAREHOLDING WOULD BE AT ODDS WITH THE ENVISAGED CONSOLIDATION



## CONSOLIDATION OF MODIVO SHAREHOLDING AS A KEY STEP TOWARDS DELIVERY OF THE GROUP'S STRATEGY TO 2030



**100% ownership of Modivo** to be achieved by the Group through buyout of minority interests is **necessary for full delivery of the Group's strategy** and transparent profit allocation

# SHARE ISSUE PROPOSAL TO CONSOLIDATE MODIVO SHAREHOLDING

DARIUSZ MIŁEK / ULTRO

**500**  
PLN million

MARKET TRANCHE

**~900**  
PLN million

## MAIN ISSUE OBJECTIVE / USE OF PROCEEDS

Buyout of minority investors in Modivo S.A. (4 shareholders): **22.81%** total equity interest for PLN **1.358** billion (cash-settled portion) - implied valuation of 100% Modivo shares: **PLN 5.95** billion

Terms of transactions with Modivo S.A.'s principal minority shareholders:

**A&R INVESTMENTS**

**EMBUD**

**CASH SETTLEMENT**

2x PLN 615 million

**ISSUE OF SUBSCRIPTION WARRANTS\***

2x 1.25 million warrants

maturing June 2027, converted to shares if the average price is higher  
by >50% than the issue price

If the book is oversubscribed, the Company may issue up to 1 million shares (over and above the minimum required to achieve the main issue objective), using the proceeds to accelerate HalfPrice's expansion. Ultro intends to maintain or increase its ownership interest after the issue.

\* Profit sharing / minimum return agreement with Ultro



## 5-YEAR BONUS SCHEME PROPOSAL FOR CEO DARIUSZ MIŁEK\* AND MANAGEMENT TEAM

SUBJECT TO APPROVAL OF THE SCHEME BY THE GENERAL MEETING, THE CEO  
WOULD WAIVE REMUNERATION FROM ALL COMPANIES

| Share price<br>[PLN] | Number of shares<br>[thousand] | Option value<br>[PLNm] | Number of warrants<br>additionally issued<br>on meeting the<br>threshold | New<br>shares/existing<br>shares [%] (**) | Dilution<br>adjusted for<br>exercise proceeds<br>[%] (***) | Market<br>capitalisation<br>[PLNbn] (****) |
|----------------------|--------------------------------|------------------------|--------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------|--------------------------------------------|
| <b>300</b>           | 750                            | 75                     | 750                                                                      | 1.09%                                     | 0.36%                                                      | 20.7                                       |
| <b>400</b>           | 1,000                          | 200                    | 250                                                                      | 1.45%                                     | 0.72%                                                      | 27.6                                       |
| <b>500</b>           | 1,600                          | 480                    | 600                                                                      | 2.32%                                     | 1.40%                                                      | 34.4                                       |
| <b>600</b>           | 2,000                          | 800                    | 400                                                                      | 2.90%                                     | 1.94%                                                      | 41.3                                       |
| <b>700</b>           | 2,200                          | 1,100                  | 200                                                                      | 3.19%                                     | 2.28%                                                      | 48.2                                       |
| <b>800</b>           | 2,400                          | 1,440                  | 200                                                                      | 3.48%                                     | 2.61%                                                      | 55.1                                       |
| <b>900</b>           | 2,700                          | 1890                   | 300                                                                      | 3.92%                                     | 3.05%                                                      | 62.0                                       |
| <b>1,000</b>         | 3,000                          | 2,400                  | 300                                                                      | 4.36%                                     | 3.48%                                                      | 68.9                                       |

(\*) 50% of shares under the scheme for CEO (\*\*) assuming 68.8 million (\*\*\*)  
option value / market capitalisation (\*\*\*\*) excluding new shares

Share purchase price in the scheme – **PLN 200**



**OMNICHANNEL  
MODEL**

**LICENSING**

**MANUFACTURING**

**RETAIL**

**MULTIBRAND**

**SIGNIFICANT  
E-COMMERCE COMPONENT**

**WITH OFF-PRICE ARM**



# THANK YOU

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## Upcoming events:

### 18-19 March 2025

BM PKO BP's CEE Capital Markets Conference,  
London



## **Support material**

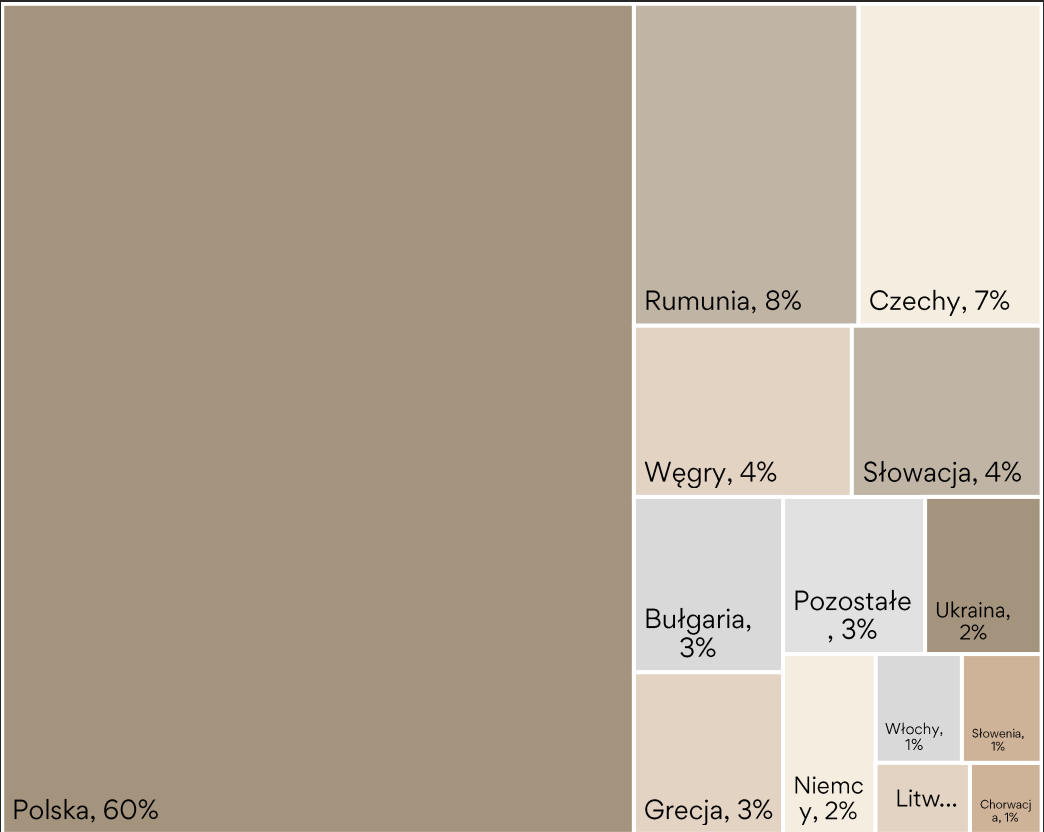


## CCC Group’s revenue for Q4 2024

| COUNTRY        | REVENUE* [PLNm] | YoY        |
|----------------|-----------------|------------|
| Poland         | 1,719           | 29%        |
| Romania        | 237             | -5%        |
| Czech Republic | 193             | -1%        |
| Hungary        | 122             | -8%        |
| Slovakia       | 106             | -2%        |
| Bulgaria       | 86              | -4%        |
| Greece         | 79              | -7%        |
| Ukraine        | 60              | 33%        |
| Croatia        | 58              | 8%         |
| Germany        | 55              | 1%         |
| Italy          | 31              | -10%       |
| Slovenia       | 28              | -3%        |
| Lithuania      | 22              | 5%         |
| Other          | 73              | -19%       |
| <b>TOTAL</b>   | <b>2,871</b>    | <b>14%</b> |

\* Excluding consolidation adjustment, revenue not allocated to segments

## Contribution to the Group’s revenue



Geographic availability of CCC Group stores

| TYPE                | COUNTRY        | 30 Apr 2023 |        | 31 Jul 2023 |        | 31 Oct 2023 |        | 31 Jan 2024 |        | 30 Apr 2024 |        | 31 Jul 2024 |        | 31 Oct 2024 |        | 31 Jan 2025 |        |
|---------------------|----------------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|-------------|--------|
|                     |                | m²          | number | m²          | number | m²          | number | m²          | number | m²          | number | m²          | number | m²          | number | m²          | number |
| COMPANY-OWNED       | Poland         | 281,870     | 445    | 280,020     | 445    | 279,987     | 443    | 281,388     | 445    | 285,820     | 450    | 286,209     | 452    | 290,986     | 461    | 293,466     | 466    |
|                     | Czech Republic | 48,507      | 82     | 48,064      | 79     | 47,959      | 79     | 47,311      | 77     | 45,099      | 74     | 45,099      | 74     | 44,162      | 72     | 45,843      | 75     |
|                     | Hungary        | 53,999      | 78     | 51,219      | 73     | 48,191      | 68     | 45,602      | 65     | 44,498      | 63     | 43,649      | 63     | 43,531      | 63     | 43,531      | 63     |
|                     | Austria        | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      |
|                     | Slovakia       | 32,183      | 49     | 31,569      | 47     | 31,569      | 47     | 30,584      | 46     | 29,559      | 46     | 29,559      | 46     | 29,559      | 46     | 29,559      | 46     |
|                     | Croatia        | 20,624      | 28     | 19,342      | 26     | 18,696      | 25     | 18,125      | 24     | 18,125      | 24     | 18,125      | 24     | 18,219      | 24     | 18,219      | 24     |
|                     | Russia         | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      | 0           | 0      |
|                     | Slovenia       | 11,295      | 16     | 11,295      | 16     | 10,396      | 15     | 9,697       | 14     | 9,697       | 14     | 9,697       | 14     | 9,697       | 14     | 9,697       | 14     |
|                     | Bulgaria       | 12,976      | 20     | 12,976      | 20     | 13,528      | 21     | 13,528      | 21     | 12,509      | 19     | 12,509      | 19     | 12,620      | 19     | 12,324      | 19     |
|                     | Serbia         | 10,339      | 13     | 8,995       | 11     | 7,618       | 9      | 7,004       | 8      | 7,004       | 8      | 7,004       | 8      | 7,004       | 8      | 7,004       | 8      |
|                     | Romania        | 48,456      | 76     | 46,133      | 73     | 46,850      | 74     | 46,155      | 73     | 46,389      | 73     | 45,534      | 71     | 46,109      | 73     | 46,337      | 73     |
|                     | Ukraine        | 9,898       | 17     | 9,190       | 15     | 9,190       | 15     | 9,788       | 15     | 9,829       | 15     | 9,700       | 14     | 9,057       | 14     | 8,298       | 13     |
|                     | Latvia         | 4,445       | 6      | 4,445       | 6      | 4,445       | 6      | 4,192       | 6      | 4,192       | 6      | 3,582       | 5      | 3,059       | 5      | 3,059       | 5      |
|                     | Lithuania      | 1,420       | 2      | 1,420       | 2      | 1,420       | 2      | 1,481       | 2      | 2,668       | 4      | 2,668       | 4      | 2,668       | 4      | 2,668       | 4      |
|                     | Estonia        | 2,879       | 3      | 2,879       | 3      | 2,879       | 3      | 2,948       | 3      | 2,948       | 3      | 2,948       | 3      | 3,283       | 4      | 3,283       | 4      |
| CCC-owned TOTAL     |                | 538,891     | 835    | 527,547     | 816    | 522,730     | 807    | 517,803     | 799    | 518,337     | 799    | 516,284     | 797    | 519,954     | 807    | 523,288     | 814    |
| FRANCHISE           | Ukraine        |             |        |             |        |             |        |             |        |             |        |             |        |             |        |             |        |
|                     | 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      |             |        |             |        |             |        |             |        |             |        |
|                     | UAE            | 5,302       | 6      | 5,302       | 6      | 5,302       | 6      |             |        |             |        |             |        |             |        |             |        |
|                     | Saudi Arabia   | 2,420       | 3      | 2,420       | 3      | 2,420       | 3      |             |        |             |        |             |        |             |        |             |        |
|                     | Bahrain        | 929         | 1      | 929         | 1      | 929         | 1      |             |        |             |        |             |        |             |        |             |        |
|                     | Oman           | 1,223       | 1      | 1,223       | 1      | 1,223       | 1      |             |        |             |        |             |        |             |        |             |        |
| CCC franchise TOTAL |                | 13,574      | 15     | 13,574      | 15     | 13,574      | 15     | 2,698       | 3      | 2,698       | 3      | 2,698       | 3      | 2,698       | 3      | 2,698       | 3      |
| eobuwie.pl          |                | 28,622      | 42     | 32,359      | 48     | 35,561      | 50     | 36,527      | 52     | 34,195      | 52     | 34,195      | 52     | 32,400      | 51     | 31,812      | 49     |
| HalfPrice           |                | 170,240     | 101    | 190,397     | 109    | 221,649     | 121    | 226,261     | 123    | 239,126     | 129    | 246,833     | 132    | 268,677     | 141    | 292,569     | 152    |
| Boardriders         |                |             | 0      |             | 0      |             | 0      |             | 0      |             | 0      | 3,084       | 14     | 3,084       | 14     | 2,258       | 12     |
| TOTAL CCC           |                | 751,327     | 993    | 766,164     | 988    | 793,514     | 993    | 783,289     | 977    | 794,356     | 983    | 803,093     | 998    | 826,813     | 1,016  | 852,625     | 1,030  |



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