REPORT ON REMUNERATION OF MEMBERS OF

THE MANAGEMENT BOARD AND THE SUPERVISORY BOARD

OF CCC S.A.

FOR 2024

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National Court Register (KRS) No.:	0000211692
TAX IDENTIFICATION NUMBER (NIP):	692-22-00-609
Industry Identification Number (REGON):	390716905

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1. Introduction

In compliance with the requirement set out in Article 90g of the Act of 29 July 2005 on public offering, conditions governing the introduction of financial instruments to organised trading, and public companies (consolidated text: Dz.U. of 2024, item 620, as amended; the ‘**Public Offering Act**’), the Supervisory Board of CCC S.A. (the ‘**Company**’ and, together with its subsidiaries, the ‘**Group**’ or the ‘**CCC Group**’) prepares the annual Directors’ Remuneration Report (the ‘**Report**’).

This Report provides a comprehensive overview of remuneration — including all forms of benefit, whether received or accrued and payable — awarded to each member of the Management Board and the Supervisory Board for the period from 1 February 2024 to 31 January 2025, presented in line with the applicable payment dates. As a rule, all amounts due were paid on time.

This Report has been prepared in accordance with the Remuneration Policy for the Management Board and the Supervisory Board of CCC S.A. dated **24 June 2020, as amended by Resolution No. 17/ZWZA/2021 of the Annual General Meeting held on 22 June 2021 and Resolution No. 27/ZWZA/2022 of the Annual General Meeting held on 15 June 2022** (the ‘**Remuneration Policy**’).

This Report covers the Company’s entire financial year, i.e. the period from 1 February 2024 to 31 January 2025 (‘**2024**’ or the ‘**reporting period**’). For comparative purposes, this Report presents principal data from the previous financial year, covering the period from 1 February 2023 to 31 January 2024 (referred to as ‘**2023**’ or the ‘**comparative period**’), as detailed in the Directors’ Remuneration Report for that year. Unless otherwise stated, all monetary amounts are presented in Polish zloty (‘PLN’), rounded to the nearest zloty, on a gross basis.

The Company sets out below a summary of the key remuneration-related developments during the reporting period.

1.1. Key developments in the Company’s operating environment affecting the remuneration of the Management Board and the Supervisory Board

The Company’s performance in 2024 was shaped by factors arising from both its external and internal operating environment. In response to prevailing and anticipated macroeconomic conditions — and mindful of factors affecting consumer spending power — the Management Board implemented operational measures aligned with the Group’s business strategy, enabling the Group to mitigate risks and capitalise on emerging opportunities. The key elements of the Company’s operating environment in 2024, together with the actions taken by the Management Board in that context, are set out below.

The market backdrop was a key determinant of trading activity and financial performance across the retail sector during the year, with consumer spending power — ultimately driven by changes in disposable income — proving particularly significant. The markedly slower pace of inflation relative to 2023 was accompanied by sustained, elevated nominal wage growth. As a result, real wages continued the upward trajectory that began in the second half of 2023, with growth accelerating early in 2024 before moderating as the year progressed. The reference rate — which sets the cost of capital for households and businesses alike — remained unchanged throughout 2024. The Monetary Policy Council of the National Bank of Poland maintained the rate at 5.75%, citing the risk of renewed inflationary pressure. Polish households’ propensity to save increased steadily during the year. Both the current and leading consumer confidence indices fell consistently in 2024 and have stayed in negative territory since 2019. Consequently, total retail sales grew by 2.7% year on year, while in the ‘Textiles, Clothing and Footwear’ segment the sales contracted by 12.4%. Similar trends were observed across the Group’s other principal markets.

Movements in the Group’s principal trading currencies were a key driver of the 2024 cost of sales. A 5% year-on-year depreciation of the US dollar against the złoty supported the gross margin by lowering the cost of dollar-denominated purchases; this benefit was partly offset by a significant increase in freight costs. The euro also weakened by 5% versus the złoty, which reduced the cost of purchases and lease liabilities denominated in the euro and lowered store-fit-out capital expenditure contracted in that currency. Further reductions in finance costs were constrained by the National Bank of Poland’s reference rate, which was maintained at 5.75% throughout 2024.

The Company met its strategic objectives, despite the operating environment described above, through the continued development of its omnichannel business model. The Group remains focused on strengthening its market-leading position in Central and Eastern Europe.

Key initiatives pursued by the Management Board to reinforce the Group's market position during a demanding trading period included:

- Step-change improvement in profitability across all business lines – the Group's EBITDA margin increased by eight percentage points year on year and stabilised at 17% in the second half of 2024. The following were the contributing factors:
    - Increase in the CCC business-line's EBITDA margin by 5 percentage points year on year, to 22%, a level broadly in line with leading peers.
    - Improvement of HalfPrice's EBITDA margin by 10 percentage points year on year, to 21%, well ahead of global off-price peers.
    - Increase in the Modivo Group's EBITDA margin by around 9 percentage points year on year, to 11% in the second half of 2024, materially above other European fashion e-commerce operators.
- Expansion of the licensing model – the product portfolio was broadened to approximately twenty globally recognised licensed brands, enhancing the customer proposition and increasing the potential for higher productivity metrics such as sales per square metre. Greater contribution from high-margin licensed brands – the share of licensed brands in CCC business line sales increased to approximately 20% (up from 4% in 2023). Licensed-brand contribution – the presence of licensed brands in the CCC business line portfolio was the principal driver of that line's record-high gross margin. Broader product coverage – cooperation with licensors was extended to new categories, including apparel.
- Broad-reach marketing campaigns for selected licenced brands – the headline initiatives included the appointment of Ewa Chodakowska as Reebok brand ambassador and a nationwide promotion for the SHAQ and Reebok brands featuring NBA legend Shaquille O'Neal.
- Deeper partnership with Authentic Brands Group – the Group's main licensor; Jamie Salter, Chief Executive Officer of Authentic Brands Group, was appointed Chair of the CCC Group Strategy & Development Committee.
- Expansion of the store network – net openings of 20 CCC stores and 29 HalfPrice stores (the latter's retail space increased by 24% year on year). Geographic roll-out of HalfPrice – the format debuted in Spain and Bulgaria.
- Refinancing of the CCC business unit (CCC and HalfPrice business lines) – completed after sustained work to improve profitability and to deleverage. Enhanced funding structure – the Group secured larger, lower-cost, long-term facilities with a two-fold increase in the share of reverse factoring. The new financing is linked to the achievement of the Group's sustainability (ESG) targets.
- Deep integration of the Modivo business line with the Group – a multi-layer programme launched to capture synergies and deliver a material uplift in profitability. Early actions include a substantial simplification of organisational structures and the centralisation of Group-wide corporate functions. Margin enhancement initiatives also include product-range optimisation, focusing the assortment on higher-margin brands.
- Investment in a new distribution centre for the HalfPrice business line in Polkowice – the facility will underpin the format's continued expansion and supports the strategic goal of operating 500 HalfPrice stores across Central and Eastern Europe by 2030.
- Centralisation of DeeZee sales on the MODIVO and CCC platforms – aimed at maximising customer value, streamlining customer service and improving the profitability of the online channel.
- Publication and implementation of the CCC Group's new growth strategy for 2025–2030, encompassing:
    - Further development of the licensing model – progressively increasing the share of licensed brands within the CCC business line to 50%, and introducing licensed brands across other business lines. Extending licensing into new product categories, including apparel. Entering into new licensing agreements for brands complementary to the Group's existing product portfolio.
    - Implementation of a segmentation strategy – developing the Group's brand offering across all price points.

- Expansion of the new multibrand Worldbox format, primarily focused on apparel, supported by the Kaes store network in which the Group has acquired an equity interest.
- Significant expansion of the retail network – tripling store count compared to 2023 levels by the end of 2030 through annual additions of 200,000–250,000 m² of retail space during the strategy period. Continued focus on the CCC Group's core markets in Central and Eastern Europe, with selective expansion into Southern European markets, particularly through the HalfPrice business line, given the limited presence of established off-price competitors.
- New business model for the Modivo Group – Modivo will become the operational hub for the Group's entire e-commerce operation, providing centralised logistics and checkout services. Additionally, the Modivo Group will implement several measures aimed at improving profitability: The Modivo Group will transition to the streamlined organisational structures outlined above, placing greater emphasis on high-margin licensed brands within its core product offering. At the same time, the business will markedly reduce its reliance on paid traffic (performance marketing), shifting instead towards the launch of a subscription-based service (Modivo Club). This initiative is designed to integrate CCC Group's existing customer base, driving organic traffic to Modivo from the Group's other business lines and reducing customer acquisition costs.

- Acquisition of a 75% stake in Szopex, owner of the premium specialist footwear formats Warsaw Sneaker Store, Sklep Biegacza and SK Store. This strategic acquisition expands the CCC Group's product offering into new price segments, enables comprehensive segmentation across its brand portfolio, and creates further opportunities for collaboration with additional brands and partners.
- The CCC Group will further expand its wholesale operations, drawing on existing licensing agreements and the established franchise-based model underpinning its Worldbox business line in Poland.

The initiatives outlined above underscore the CCC Group's ongoing strategic progress throughout 2024, notwithstanding persistent headwinds across the wider retail landscape. Despite continued weakness in consumer confidence, the CCC Group achieved significant financial improvement in 2024, successfully executing its growth strategy. This strong performance was underpinned by the Group's globally unique business model, which effectively integrates both full-price and off-price omnichannel retail formats.

1.2. Changes in the composition of the Management Board and the Supervisory Board

In 2024, the Management Board consisted of the following persons:

- Dariusz Miłek – President of the Management Board;
- Karol Półtorak – Vice President of the Management Board;
- Igor Matus – Vice President of the Management Board (until 15 September 2024).

On 23 July 2024, Mr Igor Matus tendered his resignation as Vice President and Member of the Company's Management Board, citing personal reasons, effective from 16 September 2024.

The composition of the Supervisory Board in 2024 was as follows:

- Wiesław Oleś – Chairman of the Supervisory Board;
- Mariusz Gnych – Deputy Chairman of the Supervisory Board, member of the Audit Committee (until 31 October 2024);
- Zofia Dzik – Member of the Supervisory Board; member of the Audit Committee
- Filip Gorczyca – Member of the Supervisory Board; Chairman of the Audit Committee;
- Piotr Kaminski – Member of the Supervisory Board, member of the Audit Committee (from 1 November 2024);
- Marcin Stanko – Member of the Supervisory Board.

On 23 October 2024, Mr Mariusz Gnych tendered his resignation, citing personal reasons, from the following positions: Deputy Chairman and Member of the Supervisory Board, effective from 31 October 2024,
and Member of the Audit Committee, effective from 31 October 2024.

1.3. Key changes in the Remuneration Policy

No changes were made to the Remuneration Policy during the reporting period.

1.4. Departures from the Remuneration Policy

During the reporting period, the Company applied a temporary departure provided under Article 90f of the Public Offering Act, withholding the award of variable remuneration components — in the form of individual short-term bonuses and team-based short-term bonuses — to all members of the Management Board, effective from the second half of 2022. Details of this temporary departure are set out in section 9.2.

The Company did not apply any other departures from the Remuneration Policy during the reporting period

2. Total remuneration by component, including the relative proportion of each component

Below, the Company sets out in separate tables the total remuneration — including all forms of benefits — received by or payable to each member of the Management Board and Supervisory Board during the reporting period, together with the proportions of variable and fixed components.

Figures are presented in the Polish zloty (PLN), rounded to the nearest zloty. Unless otherwise stated, **remuneration shown in the tables reflects amounts accrued (payable in line with scheduled payment dates) and paid during the reporting period. As a rule, all amounts due were paid promptly when payable.** For example, fixed remuneration for January, payable by the 10th of the following month, is reported in February (consistent with the scheduled payment date).

This Report covers fixed remuneration paid during the financial year, from February 2024 to January 2025.

2.1. Total remuneration of members of the Management Board

Members of the Management Board receive fixed remuneration from the Company in respect of their appointments. They also receive supplementary monetary and non-monetary benefits as set out in Section II.1.1(3) of the Remuneration Policy. These include private medical insurance extended to immediate family members and entitlement to the private use of company cars.

Variable remuneration typically includes semi-annual bonuses, based on individual performance targets approved by the Supervisory Board; annual team bonuses; and long-term incentives designed to align remuneration with sustained value creation, measured by the appreciation of the Company's share price over periods longer than one year.

As set out in Section II.1.2(1) of the Remuneration Policy, individual short-term bonuses earned in the first half of the year are payable by 30 September of that year, while bonuses for the second half are payable by 31 March of the following year. Short-term team bonuses, calculated on the basis of the Group's full-year performance, are payable by 31 March of the subsequent year. Under the Remuneration Policy, the long-term incentive is distributed in two equal instalments for each applicable performance period. For the initial performance period (1 January 2020 to 31 July 2021), payments were scheduled to occur by 31 August 2021 and 30 November 2021, respectively. For the subsequent performance period (1 August 2021 to 31 July 2024), instalments were scheduled for payment by 30 September 2024 and 30 November 2024, respectively.

On 10 May 2023, the Supervisory Board approved a temporary departure from the Remuneration Policy regarding the award of variable remuneration — specifically individual short-term bonuses and annual team bonuses — effective from the second half of 2022 ('**Resolution 01/05/2023/RN**').

As a result, the Supervisory Board did not formally establish specific individual or team-based short-term objectives, and consequently, neither individual nor annual team bonuses were payable for the reporting period. It should be noted that this approach received the full support of the Management

Board. Following joint discussions, the Supervisory Board and the Management Board concluded that amendments to the short-term bonus framework were required in order to achieve closer alignment with the supplementary financial targets set for the Management Board.

The requisite amendments have been drafted by the Management Board and endorsed by the Supervisory Board in accordance with the Policy-revision procedure. These proposed amendments will be submitted for formal approval at the upcoming Annual General Meeting.

Additionally, 2024 marked the scheduled settlement date for the long-term incentive in accordance with Section II.1.2(1)(c)(2) of the Remuneration Policy. Accordingly, on 18 September 2024, the Supervisory Board adopted resolutions awarding long-term incentives to Mr Dariusz Miłek (Resolution No. 01/09/2024/RN), Mr Karol Półtorak (Resolution No. 02/09/2024/RN), and Mr Igor Matus (Resolution No. 03/09/2024/RN). The methodology for calculating these awards and their respective payment schedules are derived directly from the provisions of the Remuneration Policy and are fully detailed in Section 4 of this Report.

Moreover, in recognition of their contributions to achieving the Group's strategic financial objectives and advancing its key priorities, the Supervisory Board awarded one-off remuneration payments to Mr Karol Półtorak and Mr Igor Matus, pursuant to Section II.4 of the Remuneration Policy (Resolution No. 01/03/2024/RN dated 27 March 2024).

In accordance with the Remuneration Policy, the Group's remuneration framework is structured so that variable remuneration typically represents between 65% and 150% of fixed remuneration, excluding long-term incentives linked to share-price performance. Under standard conditions, assuming all remuneration components specified in the Policy are awarded (with no departures from the Policy), variable remuneration would normally be expected to fall within the specified range. However, given the inherent variability in incentive remuneration — its award and amount dependent on achieving defined performance criteria, influenced not only by the actions of the Management Board but also by external factors including business conditions and market environment — as well as the temporary departures from the Policy adopted by the Company, the actual variable-to-fixed-pay ratio in any given financial year may fall outside the range specified in the Remuneration Policy. In the reporting period, this proportion was not maintained, primarily due to the previously mentioned temporary departure from the Remuneration Policy regarding the awarding of individual short-term bonuses and annual team bonuses to Management Board members.

Table 1 – Total remuneration of Management Board members

Full name of Management Board member, position held		Fixed components of remuneration		Variable components of remuneration			Total remuneration (all components)	Variable-to-fixed-pay ratio (excluding the share price-linked long-term incentive, in accordance with Section II.3 of the Remuneration Policy)
		Remuneration relating to appointment (service contract)	Additional monetary and non-monetary benefits, including benefits extended to immediate family members.	One-off remuneration awards	Short-term bonus	Long-term incentive (for the period 1 August 2021 – 31 July 2024)		
Dariusz Miłek, President of the Management Board	2024	1,200,000	9,771	0	0	592,000	1,801,771	n.a.
	2023	766,667	5,082	0	0	0	771,749	n.a.
Karol Półtorak, Vice President of the Management Board	2024	840,000	14,643	140,000	0	592,000	1,586,643	16%
	2023	840,000	16,924	0	0	0	856,924	n.a.
Igor Matus, Vice President of the Management Board (until 15 September 2024)	2024	593,333	6,878	140,000	0	592,000	1,332,211	23%
	2023	840,000	21,625	0	0	0	861,625	n.a.

2.2. Total remuneration of Supervisory Board members

The remuneration amounts for Supervisory Board members, detailed below, represent the total remuneration received by Supervisory Board members during 2024 (all amounts payable were duly paid).

In accordance with Section II.1.1(1) of the Remuneration Policy, members of the Supervisory Board receive a base fee in cash, likewise payable monthly in arrears by the 10th day of each month, in an amount determined by resolution of the General Meeting. The amount of the monthly base fee may differ between individual Supervisory Board members, reflecting the functions they perform.

The fee for a given month is forfeited if a Supervisory Board member, without valid reason, fails to attend at least one duly convened meeting of the Board during that month.

In accordance with the provisions of the Remuneration Policy, in addition to the base fee payable in connection with their appointment, Supervisory Board members may also receive additional monetary and non-monetary benefits as specified in Section II.1.1(3) of the Remuneration Policy. In the reporting year, Mr Mariusz Gnych received additional benefits in the form of private medical insurance covering immediate family members. Other members of the Supervisory Board did not receive any additional benefits.

In accordance with Section II.1.2(15) of the Remuneration Policy, Supervisory Board members do not receive any variable remuneration components from the Company. Due to the absence of variable remuneration components for Supervisory Board members, it is not possible to determine the fixed-to-variable-pay ratio as stipulated by Article 90d(3)(2) of the Public Offering Act.

Detailed remuneration rules for Supervisory Board members are set out in Resolution No. 28/ZWZA/2022 adopted by the Annual General Meeting on 15 June 2022, regarding rules of remuneration applicable to members of the Supervisory Board of CCC S.A. appointed for the ninth term of office.

Table 2 – Total remuneration of Supervisory Board members

Full name of Supervisory Board member		Fixed components of remuneration		Total remuneration (all components)
		Remuneration in connection with Board appointment and for performing additional roles on separate committees.	Additional monetary and non-monetary benefits, including benefits extended to immediate family members.	
Wiesław Oleś, Chairman of the Supervisory Board	2024	240,000	0	240,000
	2023	240,000	0	240,000
Mariusz Gnych, Deputy Chairman of the Supervisory Board, member of the Audit Committee (until 31 October 2024)	2024	240,000	3,960	243,960
	2023	245,714	3,960	249,674
Filip Gorczyca, Member of the Supervisory Board Chairman of the Audit Committee	2024	216,000	0	216,000
	2023	216,000	0	216,000
Zofia Dzik, Member of the Supervisory Board Member of the Audit Committee	2024	192,000	0	192,000
	2023	192,000	0	192,000
Piotr Kamiński, Member of the Supervisory Board, member of the Audit Committee (as of 1 November 2024)	2024	152,000	0	152,000
	2023	80,571	0	80,571

Marcin Stańko, Member of the Supervisory Board	2024	144,000	0	144,000
	2023	80,571	n.a.	80,571

3. Explanation of how total remuneration aligns with the Remuneration Policy and supports the Company's long-term performance

This Report provides a detailed overview of remuneration awarded to each member of the Management Board and Supervisory Board during the 2024 financial year, including all monetary and non-monetary benefits, in accordance with the Remuneration Policy.

Total remuneration awarded to Management Board and Supervisory Board members is considered fully compliant with the Remuneration Policy.

In accordance with Article 90e of the Public Offering Act, since the adoption of the Remuneration Policy, the Company has ensured that all remuneration paid to members of the Management and Supervisory Boards strictly complies with the Policy's provisions. Remuneration payments have included only components explicitly set out in the Policy, determined based on clearly defined performance criteria and appropriate legal grounds.

In 2023, in accordance with Article 90f of the Public Offering Act and Section IX of the Remuneration Policy, the Supervisory Board approved a temporary departure from certain provisions of the Remuneration Policy related to the award of individual short-term bonuses and annual team bonuses to Management Board members, effective from the second half of 2022. This temporary departure also applied throughout 2024, which remains fully consistent with Section IX.3 of the Remuneration Policy. Full details regarding the rationale, terms, and application of the temporary departure were presented in the Remuneration Report for 2023.

The total remuneration awarded to members of the Management Board and Supervisory Board thus contributes to the Company's long-term performance by providing remuneration packages established in line with market practice. These packages are set at levels sufficient to attract, retain and motivate individuals possessing the requisite competencies for effectively managing and supervising the Company. They also reflect the scale of the business and remain reasonably aligned with the Company's financial performance.

Additionally, achieving the Company's long-term objectives is further supported by the variable remuneration components awarded to the Management Board — particularly the long-term incentive, the settlement of which, for the period from 1 August 2021 to 31 July 2024, occurred in 2024. The value of this long-term incentive was directly linked to the appreciation of the Company's share price over a three-year period, thereby closely aligning Management Board remuneration with activities aimed at driving shareholder value creation and achieving strong, sustainable long-term performance.

4. Explanation of how the performance-based criteria were applied

4.1. Long-term incentive 2020-2024

In accordance with Section II.1.2(1)(c) of the Remuneration Policy, the long-term cash incentive is based on growth in the Company's value (defined as an increase in the share price). It is awarded to each Management Board member as follows:

- For the first period, from 1 January 2020 to 31 July 2021, the award equals 100,000 multiplied by the difference between the average share price of the Company in the second quarter of the 2021 financial year (from 1 May 2021 to 31 July 2021) and the issue price of Series I and J shares. This amount is payable in two equal instalments, respectively by 31 August 2021 and 30 November 2021;
- For the second period, from 1 August 2021 to 31 July 2024, the award equals 100,000 multiplied by the difference between the average share price of the Company in the second quarter of the 2024 financial year (from 1 May 2024 to 31 July 2024) and the average share

price of the Company in the second quarter of the 2021 financial year. This amount is payable in two equal instalments, respectively by 30 September 2024 and 30 November 2024.

The long-term incentive for the second performance period was awarded and paid in 2024.

In accordance with Sections II.1.2(7)–(8) of the Remuneration Policy, the long-term incentive shall not be awarded in the following circumstances:

– if a Management Board member is removed from office by the Supervisory Board before the halfway point of the period for which the incentive is awarded, or if their mandate expires, regardless of the reasons;
– if a serving Management Board member is not reappointed for a subsequent term of office before the halfway point of the period for which the incentive is awarded;
– if a Management Board member resigns from the position to which they were appointed.

In accordance with Section II.1.2(9) of the Remuneration Policy, the long-term incentive shall be paid proportionately to the period served by a Management Board member in the following circumstances:

– if the member of the Management Board is removed by the Supervisory Board or their mandate expires after the halfway point of the incentive performance period;
– if a serving member of the Management Board is not reappointed for a subsequent term of office after the completion of the performance period for which the incentive has been awarded.

In accordance with Section II.1.2(10) of the Remuneration Policy, if a new Management Board member is appointed during an ongoing performance period for the long-term incentive, the Supervisory Board shall determine that individual's eligibility to participate in the incentive scheme.

Set out below are details of the difference between the Company's average share price in the second quarter of the 2024 financial year and the corresponding average share price in the second quarter of the 2021 financial year, along with the resulting long-term incentive amounts awarded to each Management Board member for the second performance period during the reporting year.

Table 3 - Long-term incentive for the Management Board, 2020-2024

Average price of the Company shares in the second quarter of 2024	Average price of the Company shares in the second quarter of 2021	Difference	Base incentive amount	Full name, position held	Amount of long-term incentive awarded to the Management Board member	Payment date	
124.40	118.48	**5.92**	**592,000**	**Dariusz Miłek,** President of the Management Board	592,000	296,000	23 Sep 2024
						296,000	12 Nov 2024
				Karol Półtorak, Vice President of the Management Board	592,000	296,000	23 Sep 2024
						296,000	12 Nov 2024
				Igor Matus, Vice President of the Management Board	592,000	296,000	23 Sep 2024
						296,000	12 Nov 2024

5. Year-on-year change in remuneration of Management Board and Supervisory Board members, the Company's performance, and average remuneration of the Company's employees other than members of the Management Board and Supervisory Board.

Table 4 – Summary of remuneration data for Management Board and Supervisory Board members, the Company's performance, and average remuneration of the Company's employees other than members of the Management Board and Supervisory Board for the years 2020–2024

Amounts in PLN thousand	2020 [1]	2021 [2]	2022	2023	2024
Remuneration of the Management Board (total)	3,460	30,829.82	6,848.08	3,797.76	4,720.63
Year-on-year change	-15%	+791%	-78%	-45%	+24%
Average remuneration of Management Board member (annual)	1,153.3	4,404.26 [3]	1,141.34	1,057.06	1,743.00
Year-on-year change	-4%	+282%	-74%	-7%	+65%
Remuneration of the Supervisory Board (total)	506.6	723.9	849.12	1,062.45	1,187.96
Year-on-year change	+12%	+43%	+17%	+25%	+12%
Average remuneration of Supervisory Board member (annual)	92.1	132.6	169.82	191.34	203.66
Year-on-year change	-3%	+44%	+28%	+13%	+6%
Revenue	1,822,790	2,408,271	2,721,871	2,655,647	2,774,561
Year-on-year change	-20%	+32%	+13%	-2%	+4%
Gross profit	728,719	803,710	793,669	768,667	867,627
Year-on-year change	+5%	+10%	-1%	-3%	+13%
Average remuneration of full-time employees of the Company other than members of the Management Board and the Supervisory Board	46.02	49.52	55.53	57.62	64.54
Year-on-year change	+9%	+8%	+12%	+4%	+12%

[1] The data for the 2020 financial year cover an exceptional 13-month period; as such, the year-on-year percentage changes in remuneration and the Company's performance may not reflect the actual trend.
[2] In 2021, the number of Management Board members increased from three to seven. In addition, a long-term incentive was paid during the year and is included in this summary. As such incentives are, by design, disbursed at multi-year intervals and in higher amounts than annual bonuses, the year-on-year percentage comparison of remuneration and the Company's performance may not reflect the actual trend.

Given that long-term incentives are, by design, settled at multi-year intervals and in higher amounts than short-term bonuses, the year-on-year comparison of remuneration and performance may not reflect the underlying trend. The table below presents the total remuneration of the Management Board and the average annual remuneration per Management Board member, excluding long-term incentives.

Table 5 – Summary of remuneration of Management Board members for 2020–2024, excluding long-term incentives

Amounts in PLN thousand	2020	2021	2022	2023	2024
Remuneration of the Management Board (total)	3,460	6,385.82	6,848.08	3,797.76	2,944.63
Year-on-year change	-15%	+85%	+7%	-45%	-22.46%
Average remuneration of Management Board member (annual)	1,153.3	912.26	1,141.34	1,057.06	1,087.25
Year-on-year change	-4%	-21%	+25%	-7%	+2.86%

6. Remuneration received from other Group entities

In accordance with the Remuneration Policy, the aggregate remuneration paid to Management Board members by other Group entities must not exceed 50% of the total remuneration paid by the Company. This threshold was observed in the reporting year.

The table below sets out the remuneration received by Management Board members from Group entities other than the Company during their tenure with CCC S.A. It lists only those individuals who, in the reporting year, received fixed or variable remuneration components from other Group entities.

Table 6. Remuneration of Management Board members received from Group entities

<table>
<tr><th colspan="2" rowspan="2">Full name of Management Board member, position held</th><th rowspan="2">Paying entity</th><th colspan="2">Fixed components of remuneration</th><th>Variable components of remuneration</th><th rowspan="2">Total remuneration (all components)</th><th rowspan="2">Total remuneration received from all entities</th></tr>
<tr><th>Management service contract</th><th>Employment contract</th><th>Bonus</th></tr>
<tr><td rowspan="5">Igor Matus,
Vice President of the Management Board of CCC S.A. (until 15 September 2024) [1]</td><td rowspan="2">2024</td><td>MODIVO S.A.</td><td>8,429</td><td>n.a.</td><td>n.a.</td><td>8,429</td><td rowspan="2">48,770</td></tr>
<tr><td>HalfPrice sp. z o.o.</td><td>n.a.</td><td>36,099</td><td>4,242</td><td>40,341</td></tr>
<tr><td rowspan="3">2023</td><td>MODIVO S.A.</td><td>12,000</td><td>n.a.</td><td>n.a.</td><td>12,000</td><td rowspan="3">55,120</td></tr>
<tr><td>HalfPrice sp. z o.o.</td><td>n.a.</td><td>14,400</td><td>0</td><td>14,400</td></tr>
<tr><td>CCC Factory Sp. z o.o.</td><td>n.a.</td><td>28,720</td><td>n.a.</td><td>28,720</td></tr>
</table>

7. Number of financial instruments granted or offered and key exercise conditions

In 2022, Management Board members Dariusz Miłek, Karol Półtorak and Igor Matus entered into Participation Agreements under the MODIVO Incentive Programme, operated by Group subsidiary MODIVO S.A. These agreements give each participant a conditional right, exercisable on settlement of the programme and subject to the specified performance and service conditions, to acquire ordinary shares in MODIVO S.A. The MODIVO Incentive Programme was not settled during the reporting year; accordingly, no rights vested and no MODIVO shares were subscribed for or purchased.

Except for their participation in the MODIVO Incentive Programme, members of the Management Board and Supervisory Board did not take part in any other incentive schemes operated by the Company or its subsidiaries, and no additional financial instruments were granted or offered to them.

8. Claw-back of variable remuneration

During the reporting year, the Company did not seek to claw back any variable remuneration.

9. Departures from the Remuneration Policy (Information on any departures from the Remuneration Policy, including the rationale, the process followed and the specific remuneration elements concerned.)

9.1. Departures from the procedure for implementing the Remuneration Policy

The Company did not depart from the procedure for implementing the Remuneration Policy during the reporting period.

9.2. Temporary departures from the Remuneration Policy applied under Article 90f of the Public Offering Act

Article 90f of the Public Offering Act and Section IX of the Remuneration Policy permit the Company to depart temporarily from the Policy. Exercising this option, the Supervisory Board adopted Resolution 01/05/2023/RN on 10 May 2023, suspending those Policy provisions that govern individual and team short-term bonuses for Management Board members with effect from the second half of 2022. This temporary departure also applied throughout 2024, which remains fully consistent with Section IX.3 of the Remuneration Policy.

The Supervisory Board judged the measure necessary to align remuneration practices with prevailing market conditions and to strengthen incentives by linking individual short-term bonuses more closely to current performance and delivery against budget targets.

Under the Remuneration Policy currently in force, each Management Board member's individual short-term bonus is contingent upon the delivery of individual performance objectives spanning both financial and non-financial metrics. With a view to underpinning the Company's financial resilience, the Supervisory Board — acting in close consultation with the Management Board — resolved to recalibrate the bonus framework so that payouts are more tightly tethered to additional financial key performance indicators, most notably the attainment of a minimum EBITDA-to-revenue margin.

This temporary departure from the Policy was therefore warranted to safeguard the Company's long-term interests, bolster balance-sheet strength and secure sustainable profitability.

The measure will remain in effect only until formal amendments to the variable-remuneration provisions of the Policy are adopted.

The requisite amendments have been drafted by the Management Board and endorsed by the Supervisory Board in accordance with the Policy-revision procedure. These proposed amendments will be submitted for formal approval at the upcoming Annual General Meeting.

10. Implementation of the General Meeting's advisory resolution on the Remuneration Report for the previous year

The most recent advisory resolution on the Report on the Remuneration of the Management Board and Supervisory Board for 2023 — Resolution No. 18/ZWZA/2024 of the Annual General Meeting of CCC S.A. dated 20 June 2024 — delivered a positive opinion and raised no additional comments or recommendations concerning the Remuneration Policy. Consequently, no further action was required to implement the resolution.

Throughout the reporting year the Company and the CCC Group therefore continued to apply the established good practices governing both the remuneration of Management Board and Supervisory Board members and the related remuneration disclosures.

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This Remuneration Report has been authorised by the Supervisory Board Resolution No. 7 of 29 April 2025.

The statutory auditor assessed whether this report includes the information required under Article 90g(1)–(5) of the Public Offering Act. The review was conducted by Ernst & Young Audyt Polska sp. z o.o. sp. k., the entity authorised to examine the Remuneration Report.

Prepared by:	Signature:
Wiesław Oleś	
Filip Gorczyca	
Zofia Dzik	
Piotr Kamiński	
Marcin Stańko	
29 April 2025	