



**CCC**  
SHOES & BAGS

Results and  
strategy  
H1 2017

889

STORES

16

COUNTRIES „OFFLINE”

10

COUNTRIES „ONLINE”

+9,3%

LFL SALES IN TRADITIONAL  
STORES

+137,8%

SALES YOY  
ONLINE

+32,4%

YOY CONSOLIDATED  
SALES

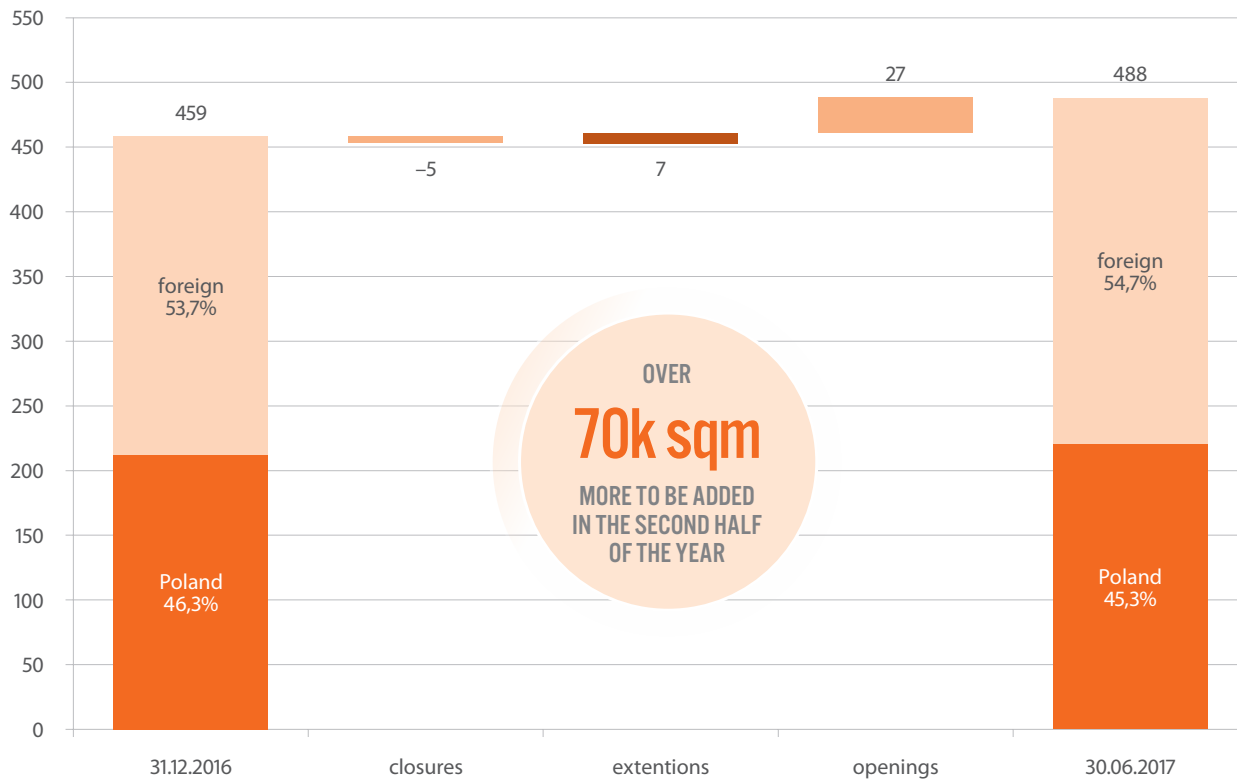




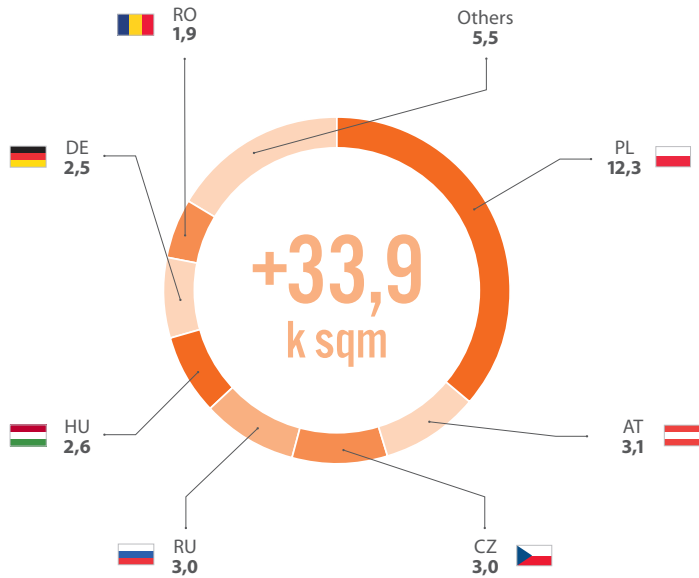
CHAIN	TYPE	31.12.2016		30.06.2017	
		m <sup>2</sup>	number	m <sup>2</sup>	number
OWN STORES CCC	Poland	212 242	436	220 795	439
	Germany	58 127	75	60 671	77
	Czech Republic	39 415	82	41 946	85
	Hungary	38 040	69	40 607	71
	Austria	23 580	39	26 301	43
	Slovakia	23 104	42	24 180	44
	Croatia	11 842	20	12 342	21
	Russia	6 339	11	9 314	14
	Slovenia	6 272	11	6 882	12
	Bulgaria	5 665	9	6 562	10
Serbia	1 089	2	1 917	3	
<b>OWN STORES TOTAL</b>		<b>425 715</b>	<b>796</b>	<b>451 516</b>	<b>819</b>
FRANCHISE STORES CCC	Romania	24 386	50	26 290	53
	Ukraine	2 709	5	3 827	6
	Latvia	3 281	7	3 809	7
	Lithuania	1 787	3	1 787	3
	Estonia	724	1	724	1
<b>FRANCHISE STORES TOTAL</b>		<b>32 887</b>	<b>66</b>	<b>36 437</b>	<b>70</b>
<b>CCC TOTAL</b>		<b>458 602</b>	<b>862</b>	<b>487 953</b>	<b>889</b>

# COMPONENTS OF FLOORSPACE DEVELOPMENT [k sqm]

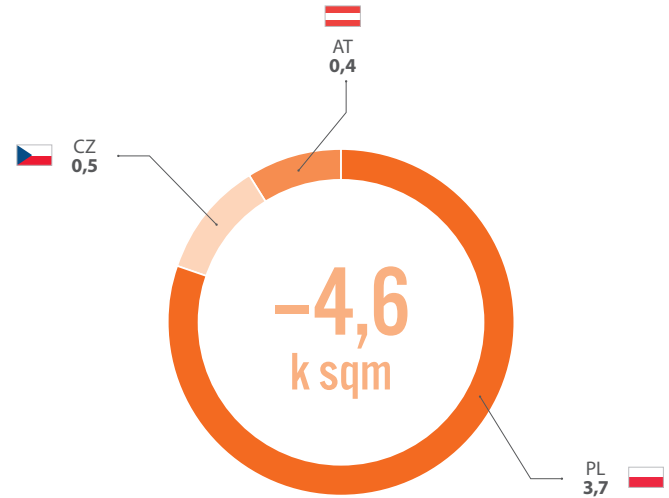
04



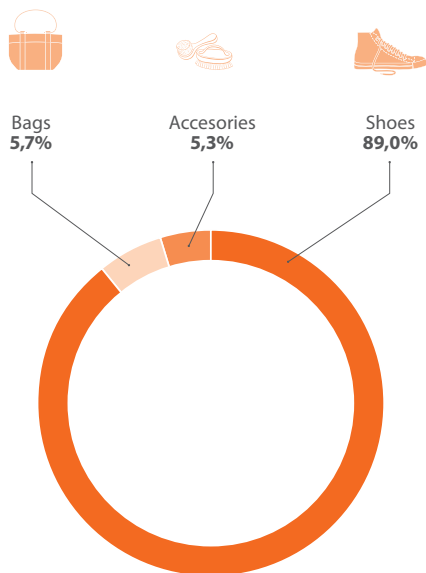
OPENINGS AND EXTENSIONS



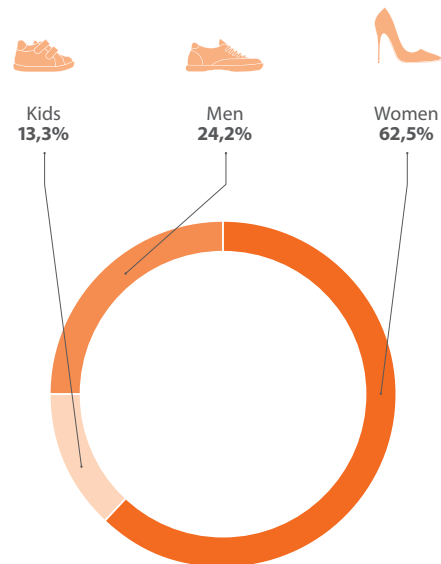
CLOSURES



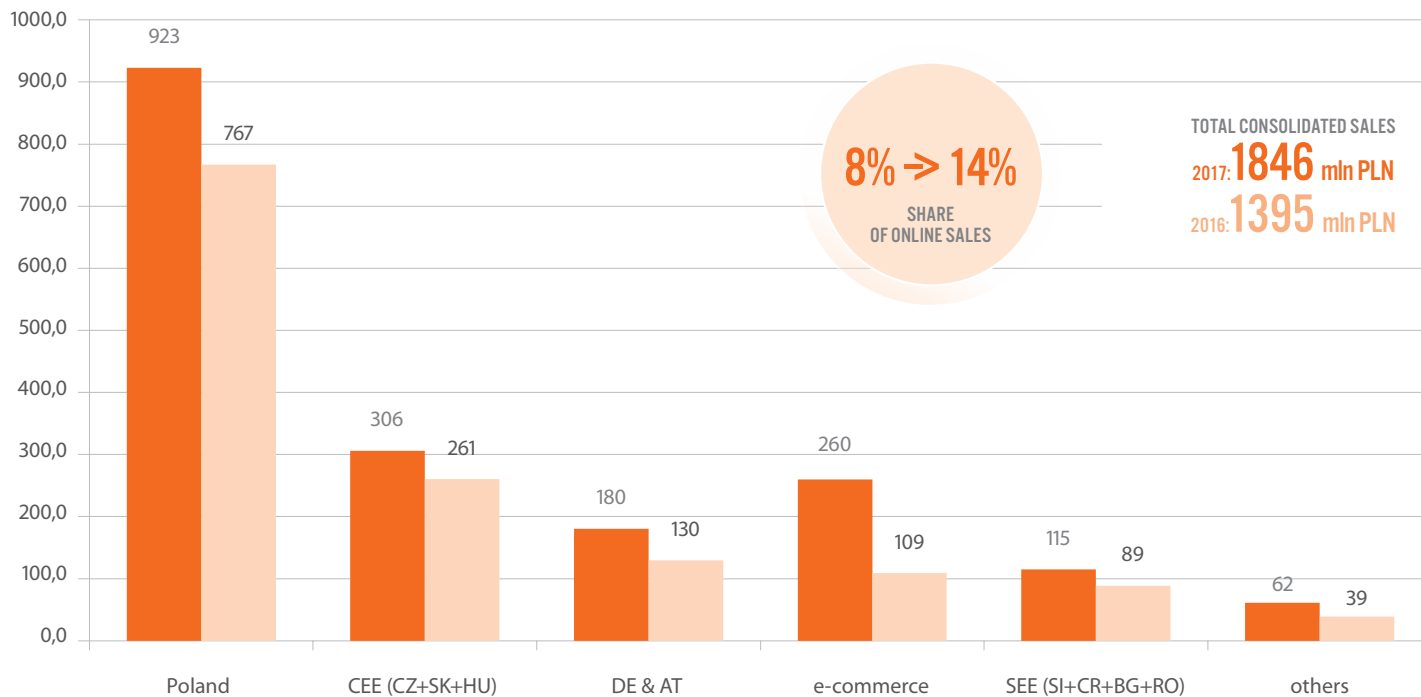
STRUCTURE OF SALES



STRUCTURE OF FOOTWEAR SALES



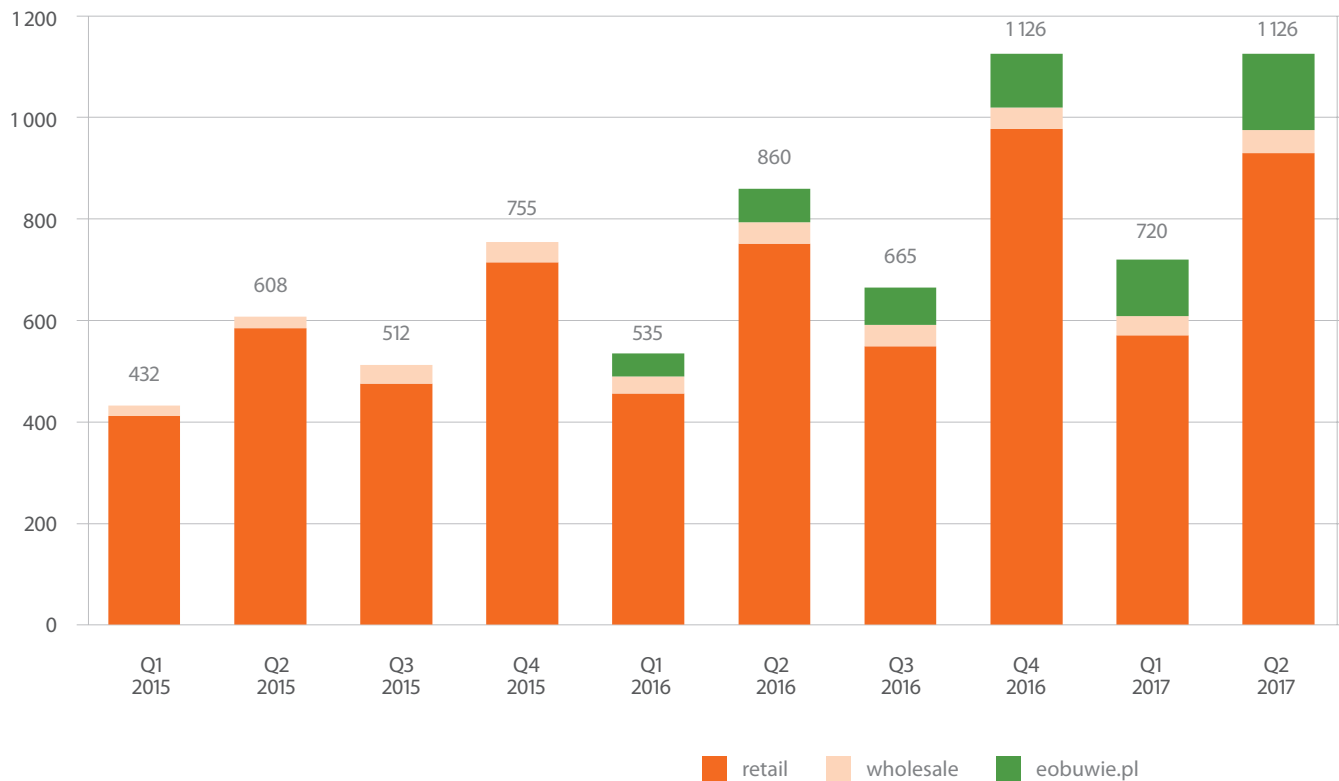
FURTHER GROWTH  
of share of sales  
of bags and accessories  
(+0,7pp and 1,3pp yoy)



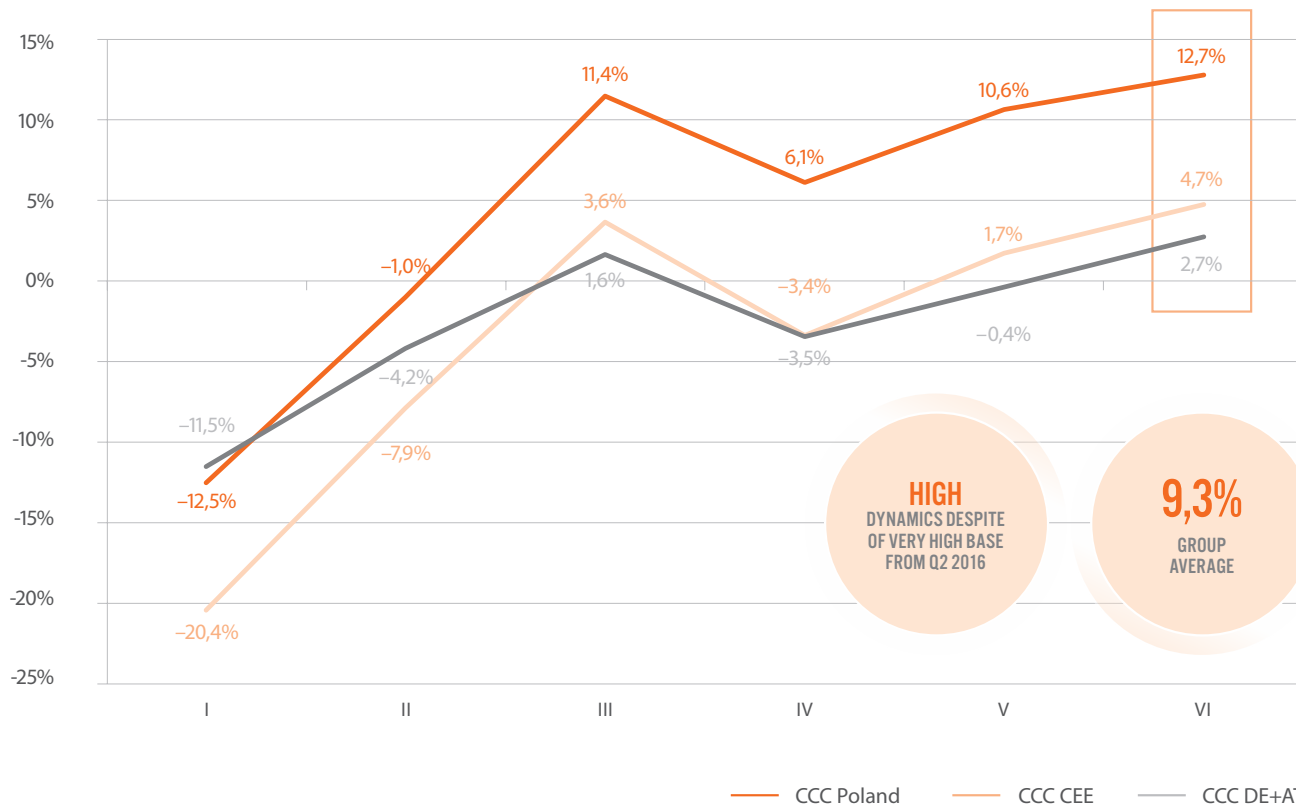
■ H1 2017

■ H1 2016





# LIKE FOR LIKE SALES (CUMULATIVELY 2017/2016)



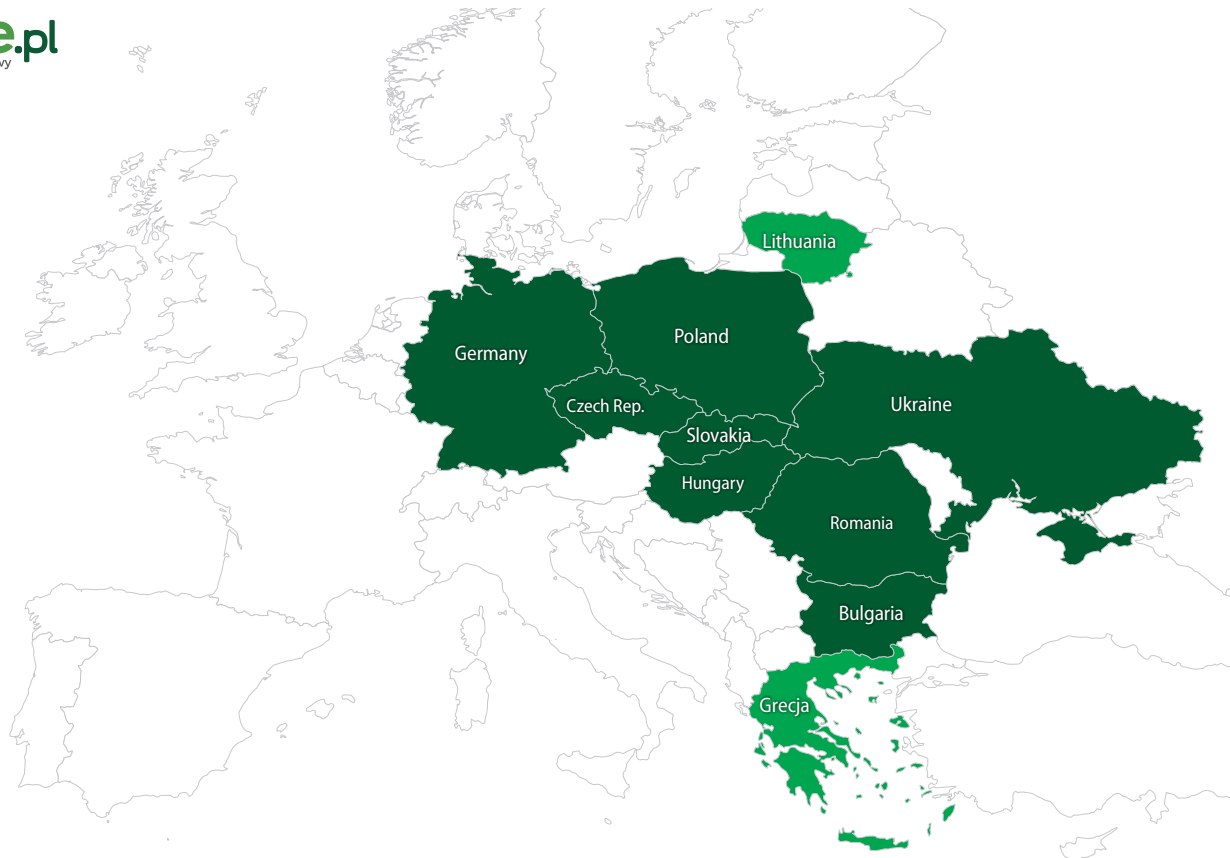


Dedicated domain  
for each country

24h shipment

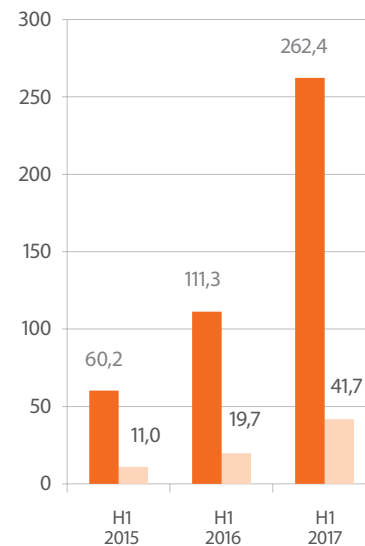
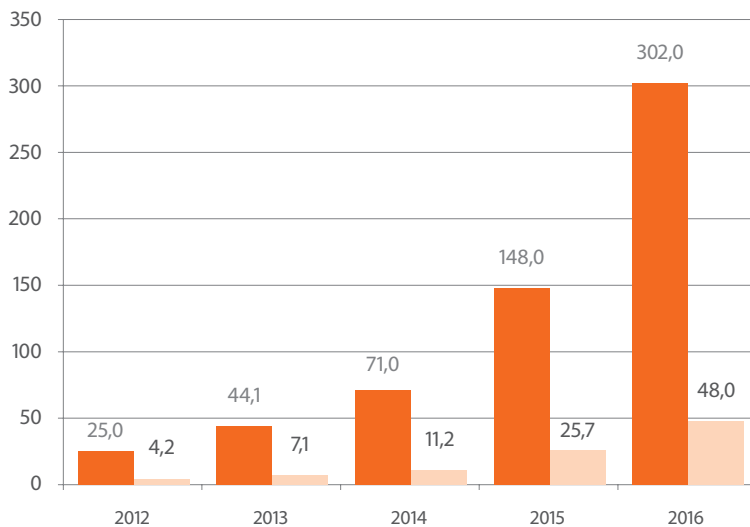
State of art  
logistic center

6 mln unique visitors  
a month





EBITDA SALES

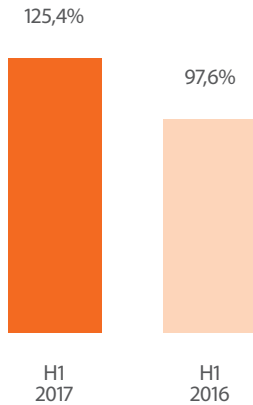


## CONSOLIDATED PROFIT AND LOSS H1 2017/2016

# 12

	H1 2017 [mln PLN]	H1 2016 [mln PLN]	CHANGE % H1 2017 / H1 2016
<b>SALES REVENUE</b>	<b>1 846,2</b>	<b>1 394,6</b>	<b>32,4%</b>
Gross profit (loss) on sale	938,4	733,8	27,9%
<i>Gross sale margin</i>	<i>50,8%</i>	<i>52,6%</i>	<i>-1,8 p.p.</i>
Cost of sale and Administrative expenses	(777,4)	(618,9)	25,6%
EBIT	163,9	130,8	25,3%
EBITDA	203,8	160,0	27,4%
Net finance income/cost	(34,1)	(5,5)	520,0%
Gross profit (loss)	129,8	125,3	3,6%
Income tax	(16,7)	(12,0)	39,2%
<b>Net Profit (loss)</b>	<b>113,1</b>	<b>113,3</b>	<b>-0,2%</b>

	30.06.2017 [mln PLN]	31.12.2016 [mln PLN]
<b>FIXED ASSETS</b>	<b>1 087,6</b>	<b>1 027,1</b>
<b>CURRENT ASSETS, INCLUDING:</b>	<b>1 989,8</b>	<b>1 373,8</b>
– inventories	1 359,9	1 019,7
– cash and cash equivalents	328,6	143,4
<b>TOTAL ASSETS</b>	<b>3 077,4</b>	<b>2 400,9</b>
<b>EQUITY CAPITAL</b>	<b>983,3</b>	<b>971,1</b>
<b>NON-CURRENT LIABILITIES, INCLUDING:</b>	<b>732,3</b>	<b>660,4</b>
non-current bank loans, bonds and credits	436,0	366,0
<b>CURRENT LIABILITIES, INCLUDING:</b>	<b>1 361,8</b>	<b>769,4</b>
current bank loans and credits	797,3	429,5
<b>TOTAL LIABILITIES</b>	<b>3 077,4</b>	<b>2 400,9</b>



**Financial Indebtedness /Equity (%)**

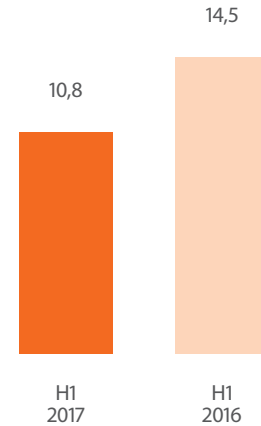
bank loans, bonds and credits liabilities / capital equity



**Net debt /EBITDA\***

(bank loans, bonds and credits liabilities – cash) / EBITDA

\*annualized EBITDA

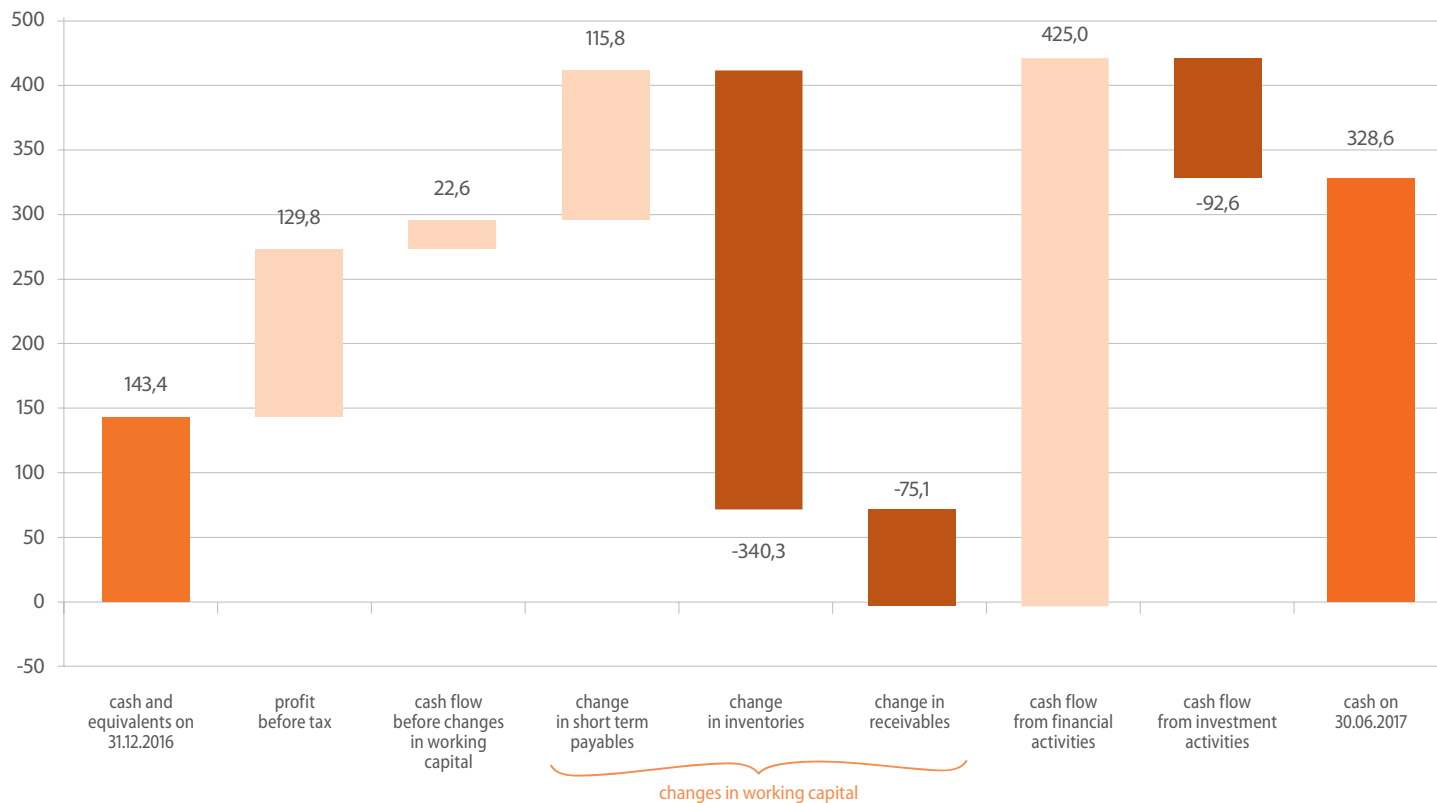


**Gross Profit Interest Cover**

(gross profit + interest cost) / interest cost

## 2017 CASH FLOW - COMPONENTS

# 15





**The goal for the year 2017 is to continue expansion in the CEE countries and to approach the position of 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 together).
- In 2017 we are about to increase both the store count and floorspace in all the countries we're currently operating in, with biggest emphasis on the CEE region (2/3 of new floorspace).

**Intensive work on implementation of the new plan aimed at reaching profitability in Austria and Germany.**

- Experience of the first years of expansion shows that breaking even in those countries takes much longer than in the CEE markets.

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

- On 08.06.2017 the General Meeting of Shareholders accepted resolutions concerning financial structure optimisation (including convertible bonds).

**The strategic goal of e-commerce division is to exercise synergies within CCC Group and to make eobuwie the leader of online footwear sales in Central Europe region.**

- Currently eobuwie sells footwear through its regional domains in Poland, Czech Republic, Slovakia, Germany, Romania, Bulgaria, Hungary, Lithuania, Ukraine and Greece.
- In 2017 new domains are to be launched in more countries of the region.
- Developing of e-commerce activities – we have commenced work on introducing multichannel retail – own domain dedicated to CCC brands, fully integrated with traditional store chain.

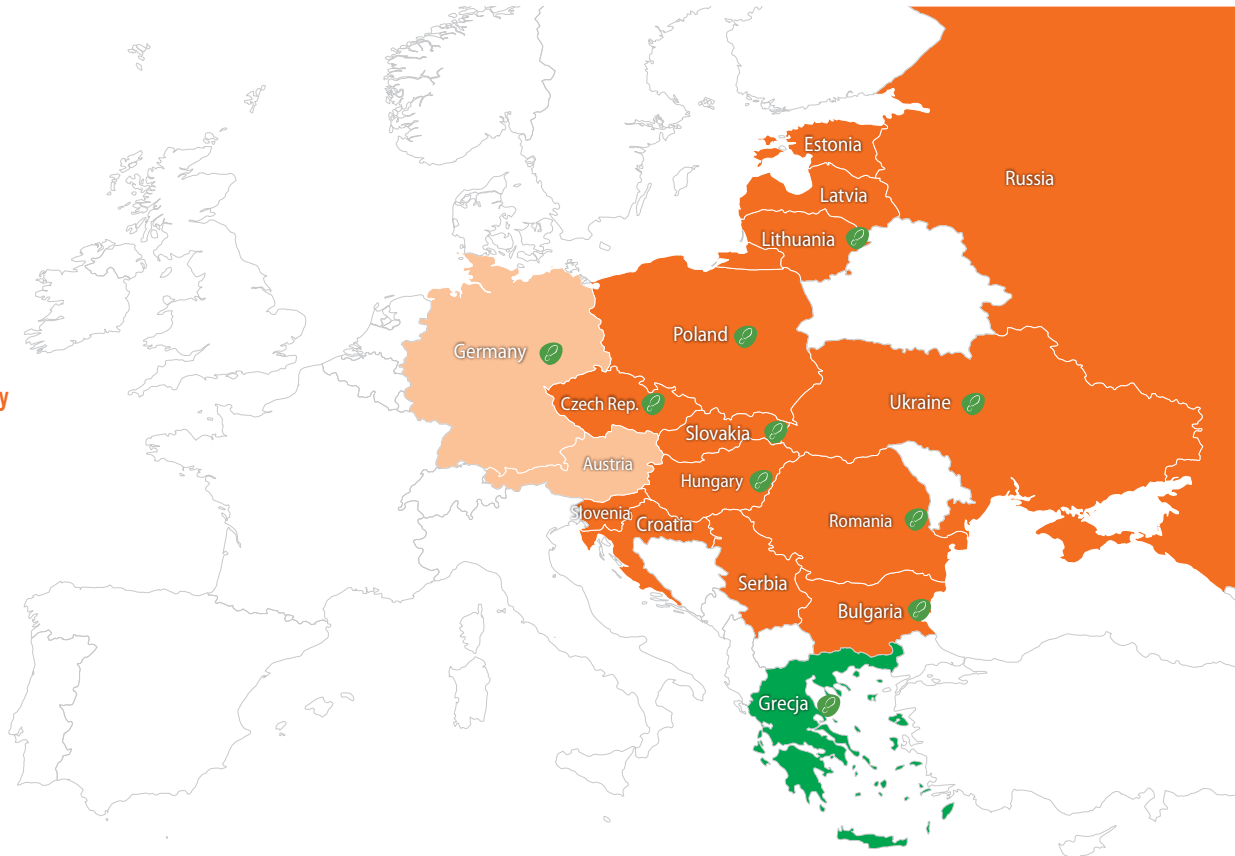




Traditional stores  
in 16 countries

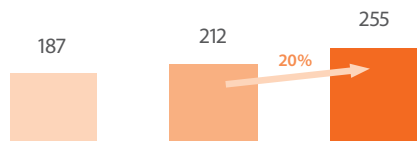
Eobuwie already covering  
most of the region

First online domain in a country  
without CCC stores – Greece

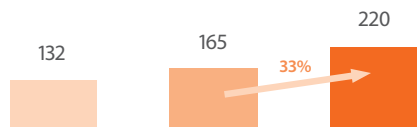


## PLANS OF CCC STORE CHAIN DEVELOPMENT IN 2017 [k sqm]

# 18



**Poland**

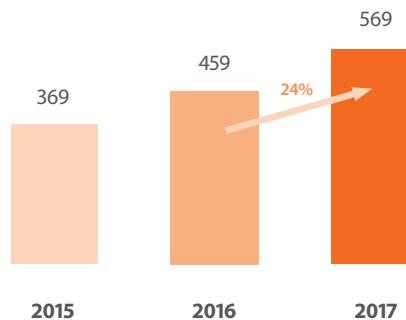


**CEE**  
(CZ, SK, HU, HR, SI,  
RO, BG, LT, LV, EST,  
SRB, UKR, RU)



**Germany  
and Austria**

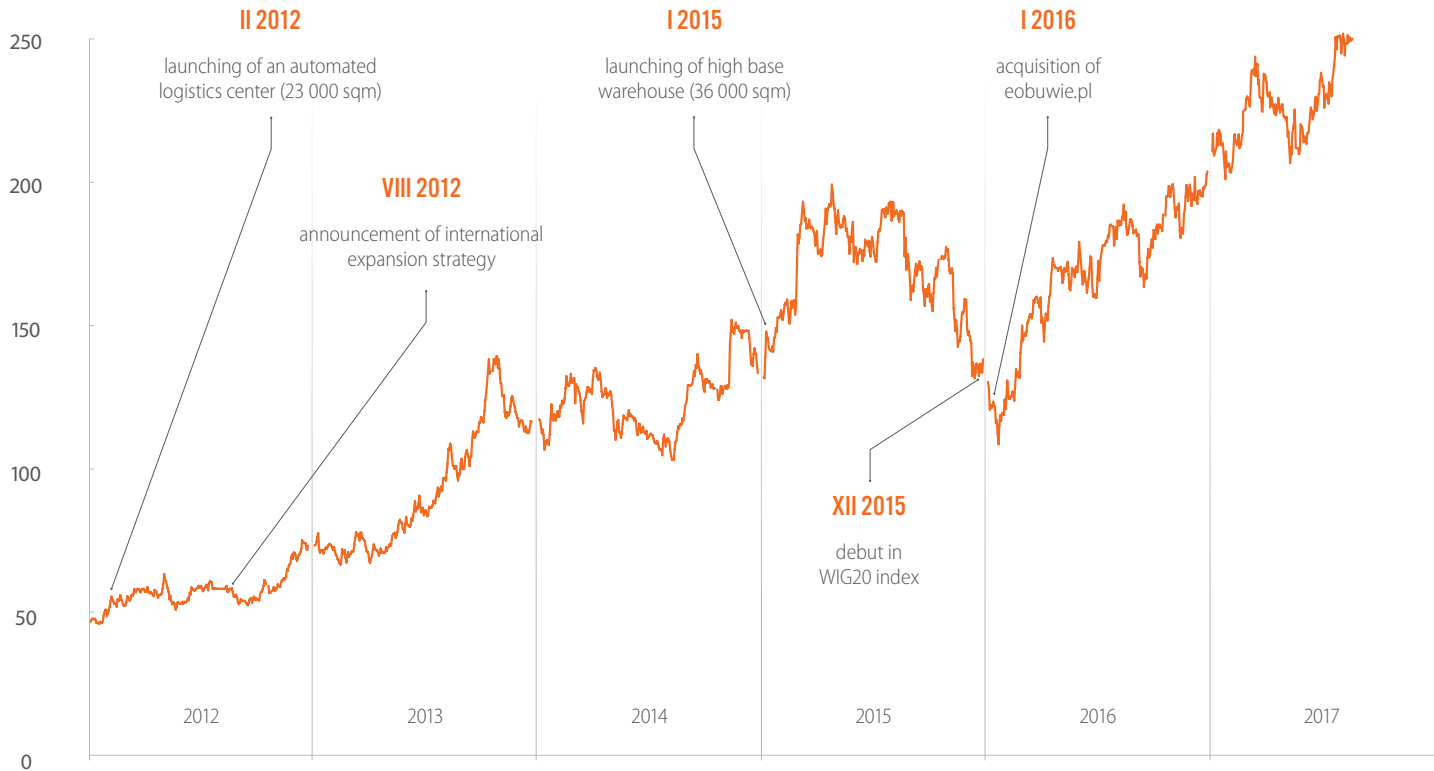
- CCC Group's goal is to grow the floorspace by at least 100 000 sqm net, 40% of which will be in Poland and the rest abroad.
- The biggest floorspace growth is expected in Poland, Hungary, Russia and Romania.
- All the other countries will also have proportional, high participation in floorspace growth.
- CAPEX on store chain development is expected to exceed 150 mln PLN in 2017.
- Most of the new stores since July 2017 are opened in a totally new layout.



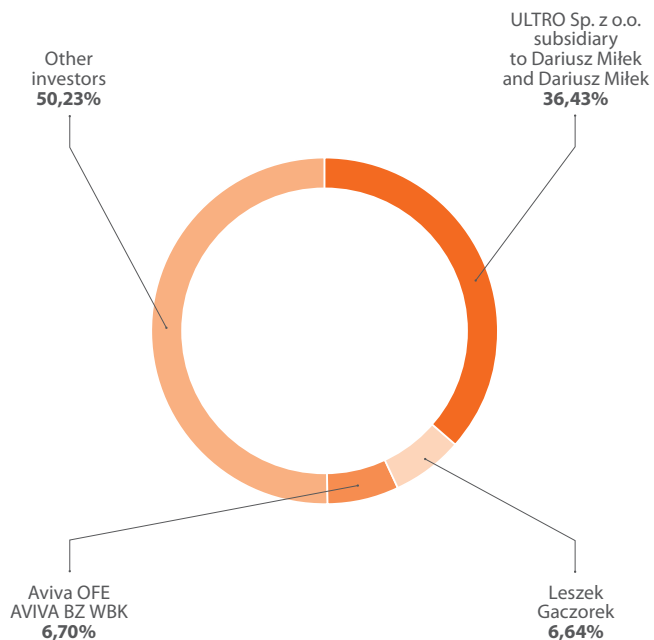
**TOTAL**

# SHARES LISTED ON WARSAW STOCK EXCHANGE SINCE 2004

# 19



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**