

Results and strategy

CCC



CCC Group posted record financial results in Q2.

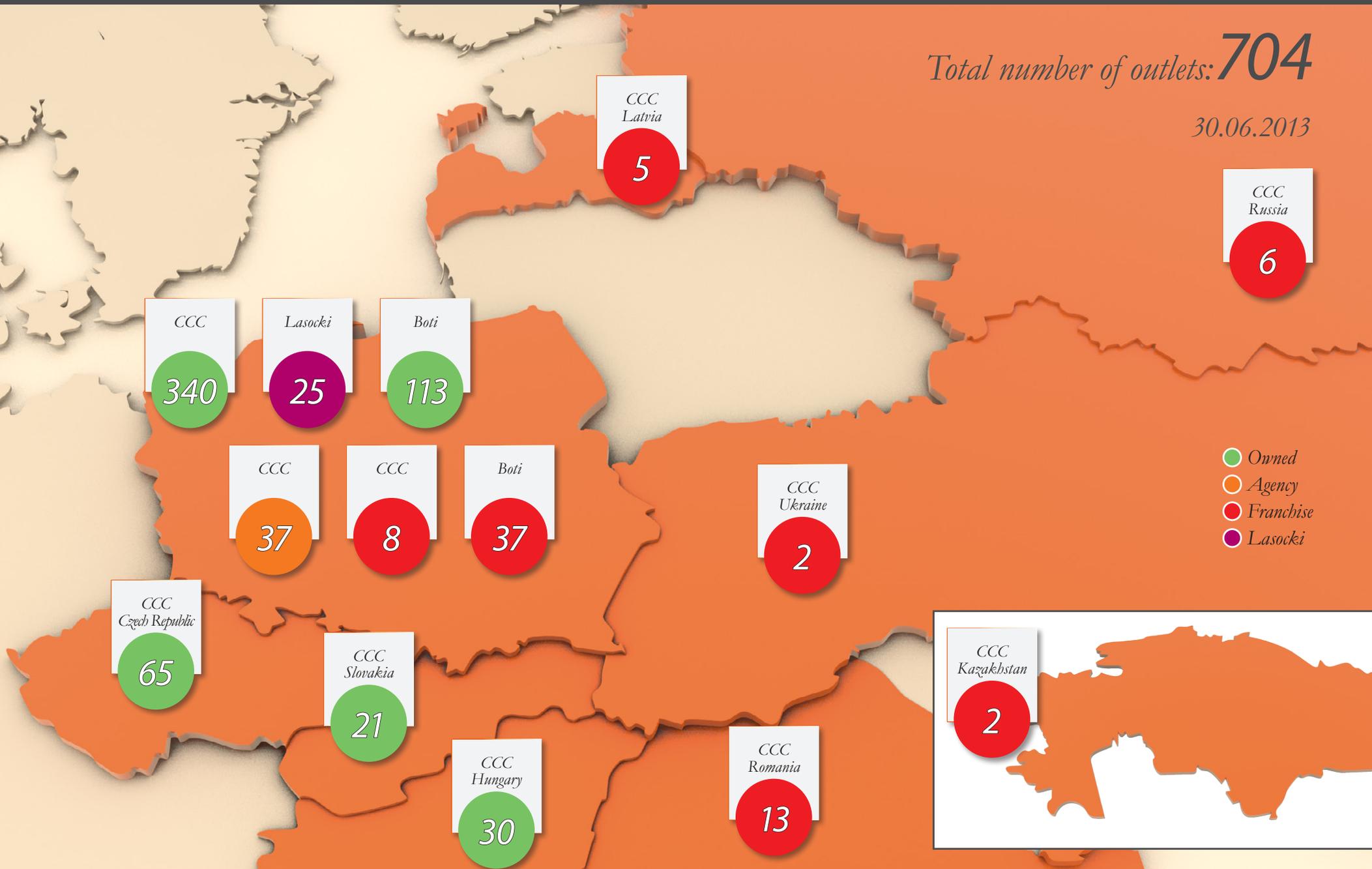
In the years 2013–2015 CCC will strengthen its position of the market leader in Poland. The same position is to be achieved in Czech Republic, Slovakia and Hungary. CCC stores will be also opened in Russia, Romania, Kazakhstan, Ukraine and Baltic countries.

Due to the test stores openings in the new markets (Austria, Croatia, Slovenia, Turkey and Germany) intense activities were conducted in the first half of the year.

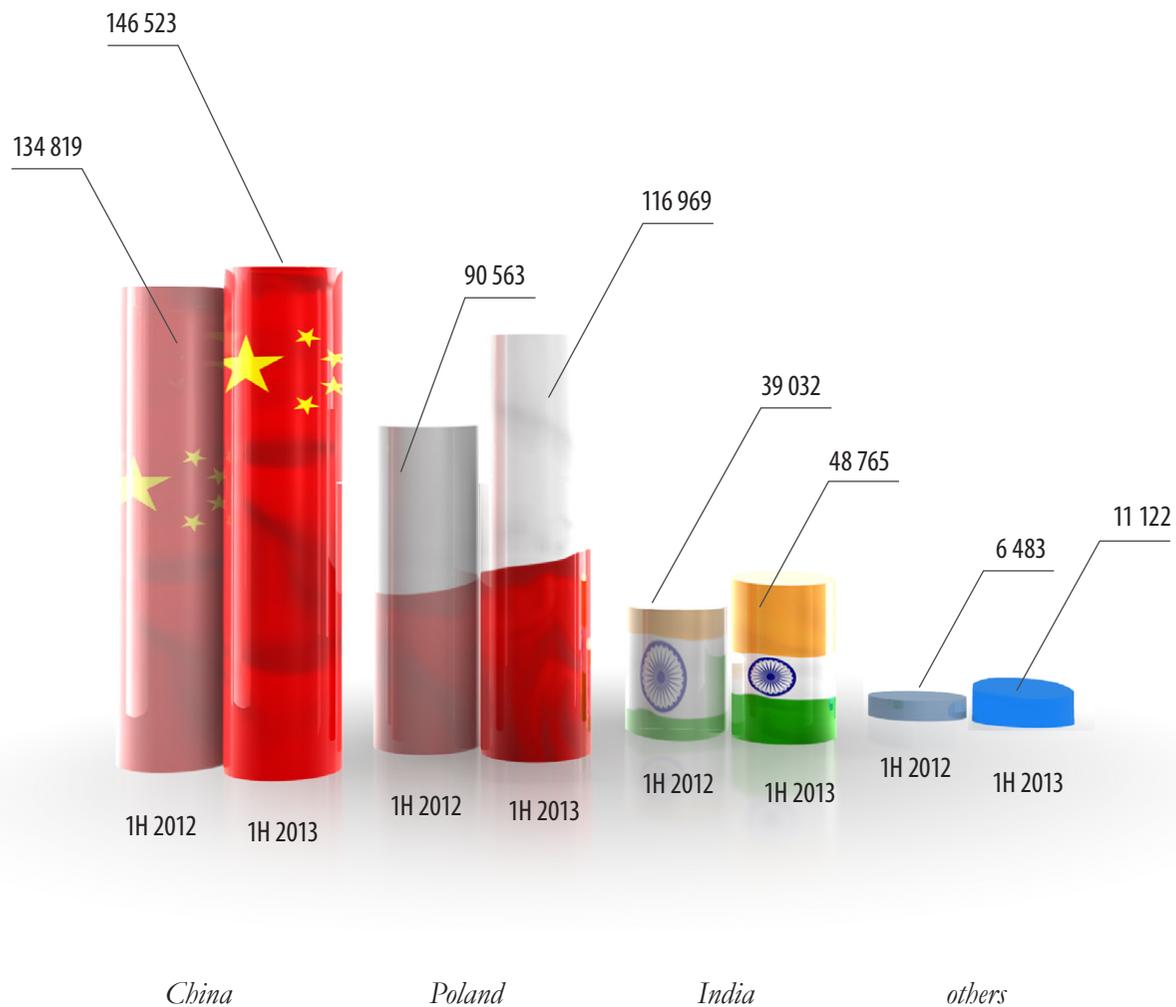


Total number of outlets: **704**

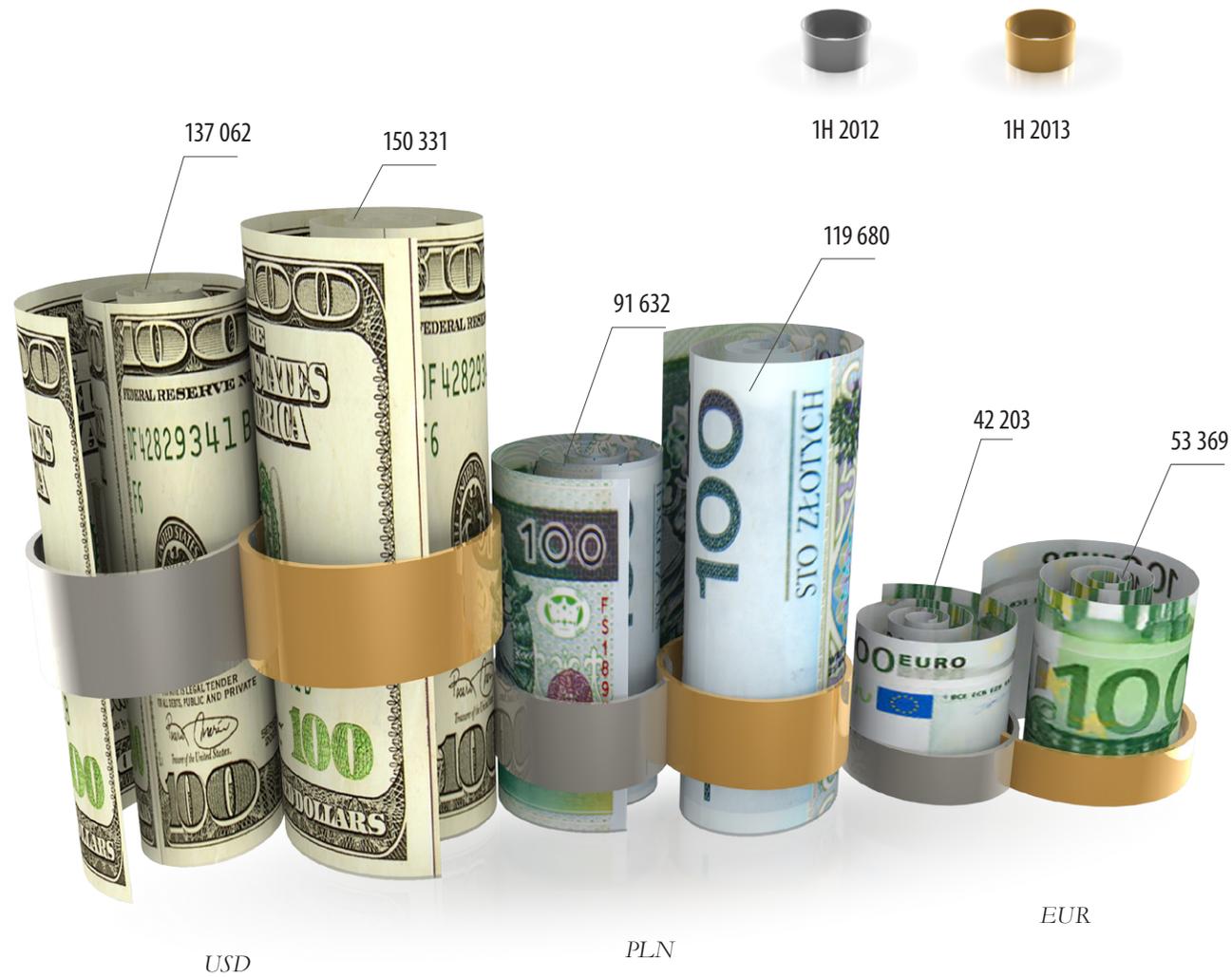
30.06.2013



- Owned
- Agency
- Franchise
- Lasocki



Purchases split by currency I-VI 2012/2013 (PLN 000')



281 shops



	April 2012	April 2013	change %
Visitors	10 469 801	11 918 855	13,8%
Transactions amount	1 206 111	1 297 317	7,6%
Sale net revenue	83 430 454 PLN	94 964 812 PLN	13,8%
Sales efficiency	11,52%	10,88%	-5,6%
Average receipt value	69 PLN	73 PLN	5,8%
Revenue per 100 clients	797 PLN	797 PLN	0,0%

282 shops



	May 2012	May 2013	change %
Visitors	10 358 766	10 761 333	3,9%
Transactions amount	1 188 472	1 211 209	1,9%
Sale net revenue	77 894 020 PLN	83 241 538 PLN	6,9%
Sales efficiency	11,47%	11,26%	-1,8%
Average receipt value	66 PLN	69 PLN	4,5%
Revenue per 100 clients	752 PLN	774 PLN	2,9%

287 shops



	June 2012	June 2013	change %
Visitors	9 261 539	9 471 219	2,3%
Transactions amount	1 002 344	995 736	-0,7%
Sale net revenue	58 391 136 PLN	61 893 776 PLN	6,0%
Sales efficiency	10,82%	10,51%	-2,9%
Average receipt value	58 PLN	62 PLN	6,9%
Revenue per 100 clients	630 PLN	653 PLN	3,7%

	Q2 2012 '000 PLN	Q2 2013 '000 PLN	change % 2013/2012
Revenue	326 411	422 336	29,4%
Gross Profit on Sale	171 574	231 518	34,9%
Gross Profit on Sale Margin	52,6%	54,8%	4,2%
Selling Costs	-126 287	-156 376	23,8%
General & Administrative Costs	7 242	-5 866	
EBIT	50 490	73 069	44,7%
EBIT Margin	15,5%	17,3%	11,6%
Financial Costs	-4 517	-3 586	-20,6%
Gross Profit	47 178	71 057	50,6%
Net Profit	42 774	69 167	61,7%
Net Profit Margin	13,1%	16,4%	25,2%
Total Assets	965 687	1 005 447	4,1%
Liabilities and Reserves	496 997	507 778	2,2%
Long Term Liabilities	195 498	175 798	-10,1%
Short Term Liabilities	301 499	331 980	10,1%
Equity	468 690	497 669	6,2%

	1H 2012 '000 PLN	1H 2013 '000 PLN	change % 2013/2012
Revenue	583 016	643 560	10,4%
Gross Profit on Sale	296 447	331 635	11,9%
Gross Profit on Sale Margin	50,9%	51,5%	1,2%
Selling Costs	-237 030	-277 080	16,9%
General & Administrative Costs	2 408	-10 369	
EBIT	58 953	39 166	-33,6%
EBIT Margin	10,1%	6,1%	-39,6%
Financial Costs	-7 476	-7 348	-1,7%
Gross Profit	51 773	33 681	-34,9%
Net Profit	45 453	29 503	-35,1%
Net Profit Margin	7,8%	4,6%	-41,0%
Total Assets	965 687	1 005 447	4,1%
Liabilities and Reserves	496 997	507 778	2,2%
Long Term Liabilities	195 498	175 798	-10,1%
Short Term Liabilities	301 499	331 980	10,1%
Equity	468 690	497 669	6,2%

	1H 2012 '000 PLN	1H 2013 '000 PLN	change % 2013/2012
net operating CF:	47 590	(29 837)	
changes in inventory	31 827	(34 180)	
changes in receivables	(1 896)	(27 883)	
changes in short term liabilities*	(30 643)	(17 587)	
net investment CF:	(37 159)	(20 528)	44,8%
income	4 257	4 097	
expenses	(41 416)	(24 625)	
net financial CF:	5 683	15 080	165,4%
income	26 017	51 023	
expenses	(20 334)	(35 943)	
Total Cash Flow	16 114	(35 285)	
cash at the beginning of the period	34 926	125 708	
cash at the end of the period	51 040	90 423	77,2%

* excluding credits and loans

Financial indebtedness / Equity (%)



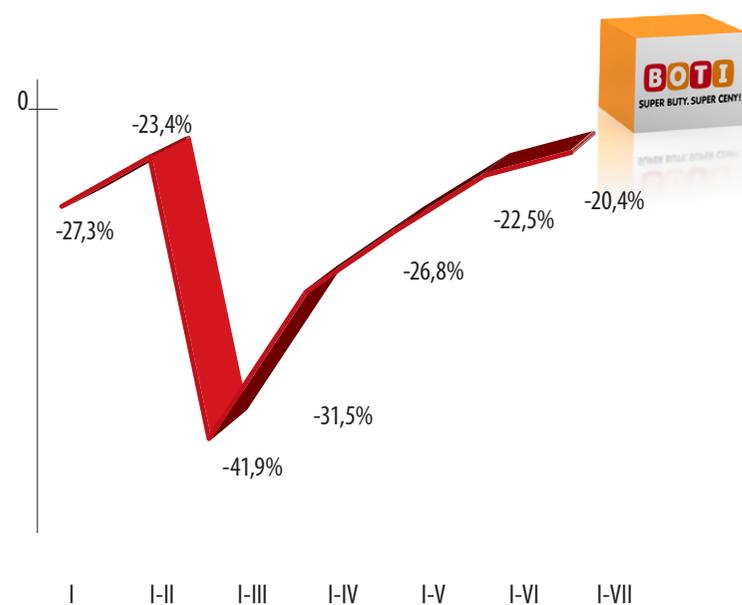
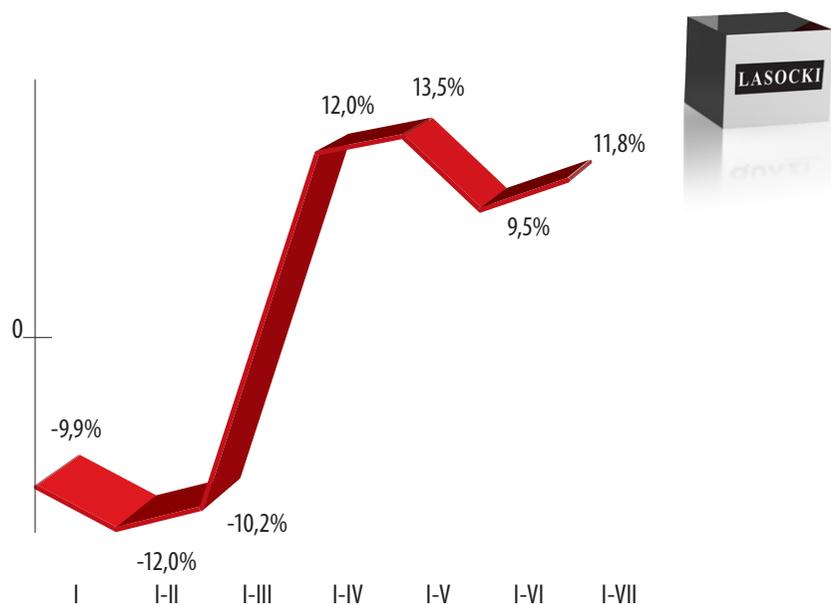
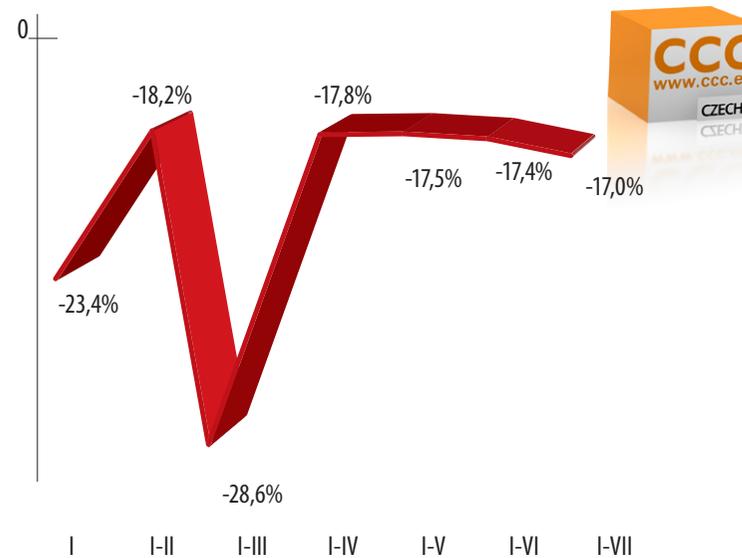
Net debt / EBITDA



Gross profit interest cover

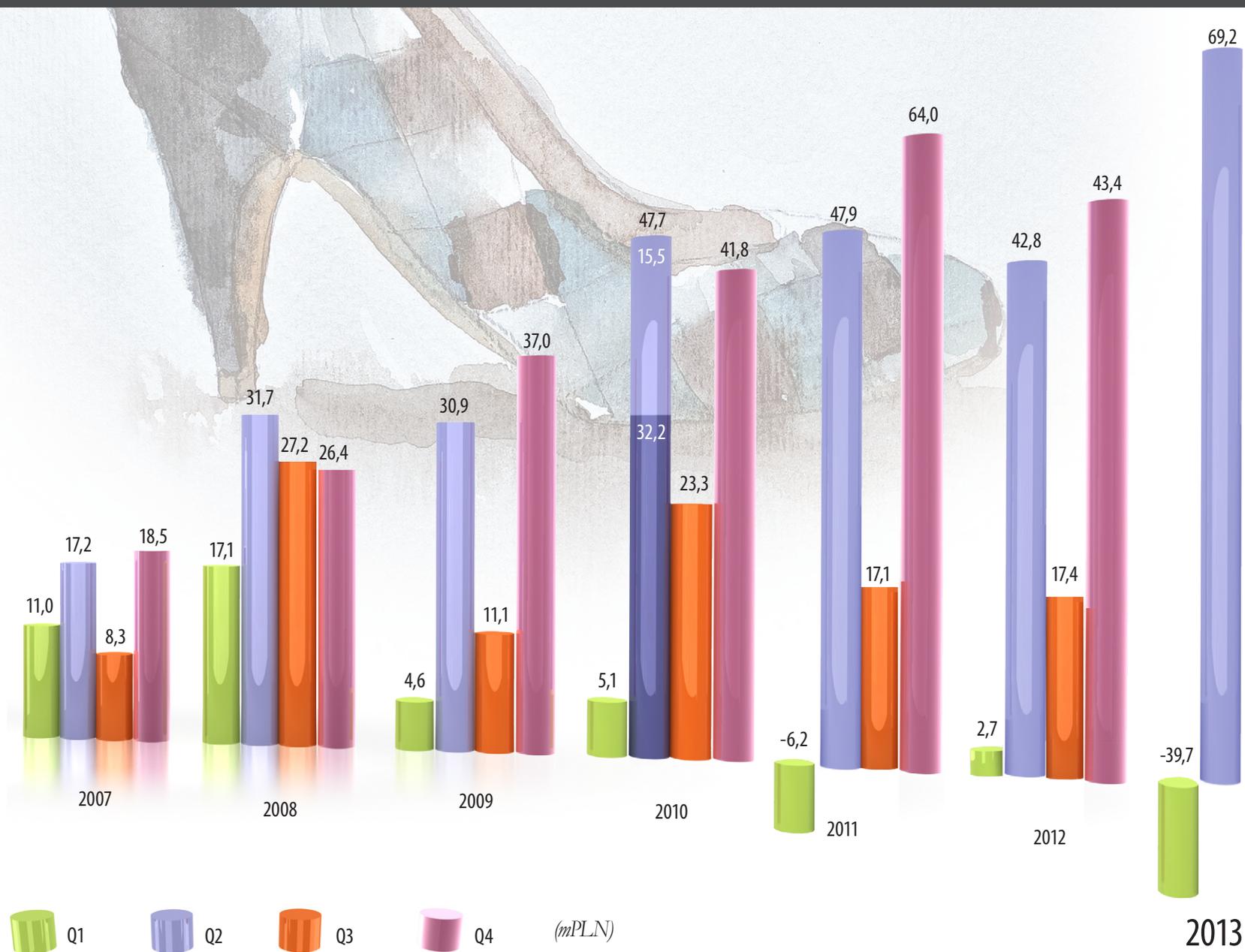


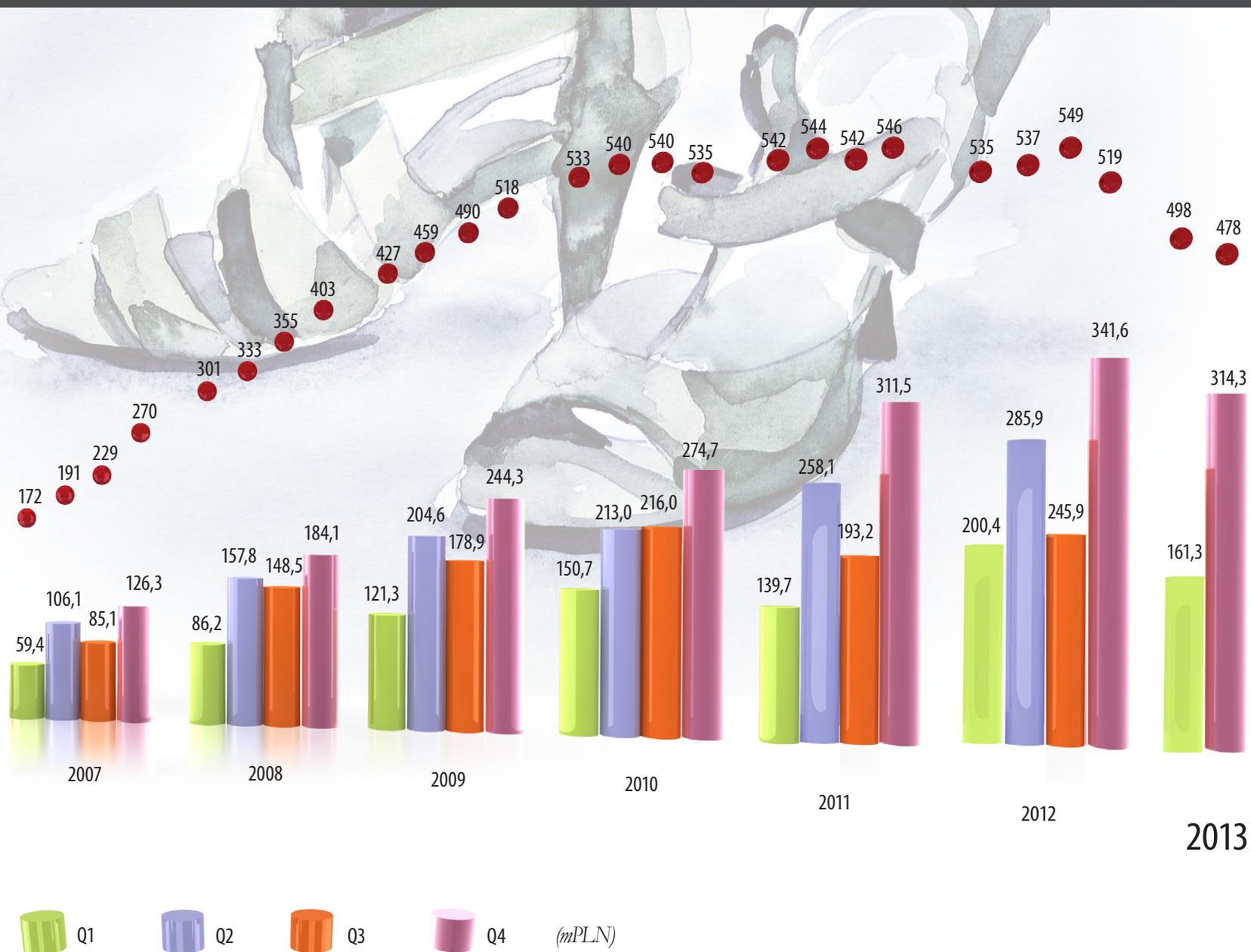
	1H 2012	1H 2013
<i>Financial Indebtedness %</i>	62,3%	62,3%
<i>Net debt / EBITDA</i>	1,3	1,4
<i>Gross Profit Interest Cover</i>	8,6	6,3

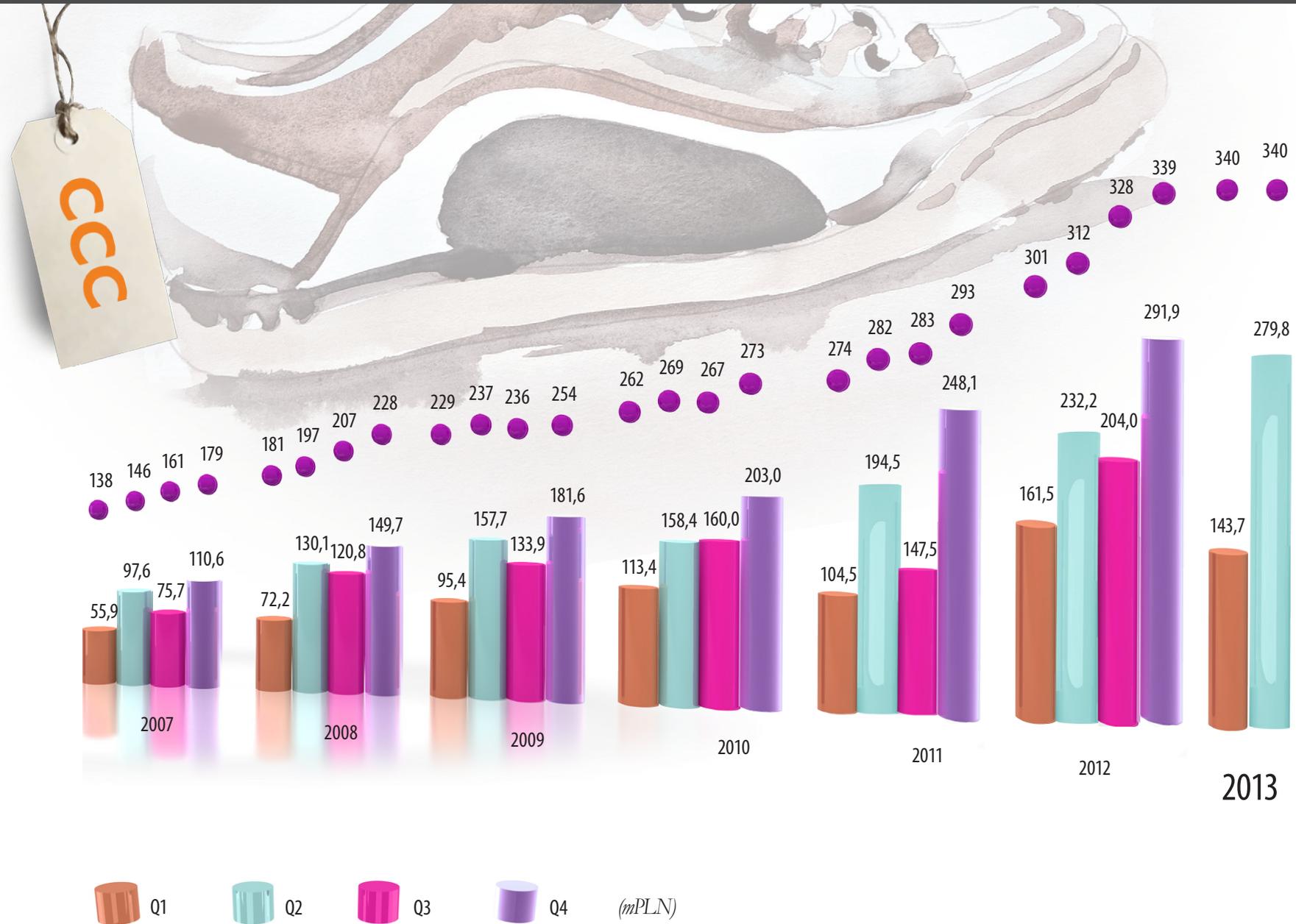


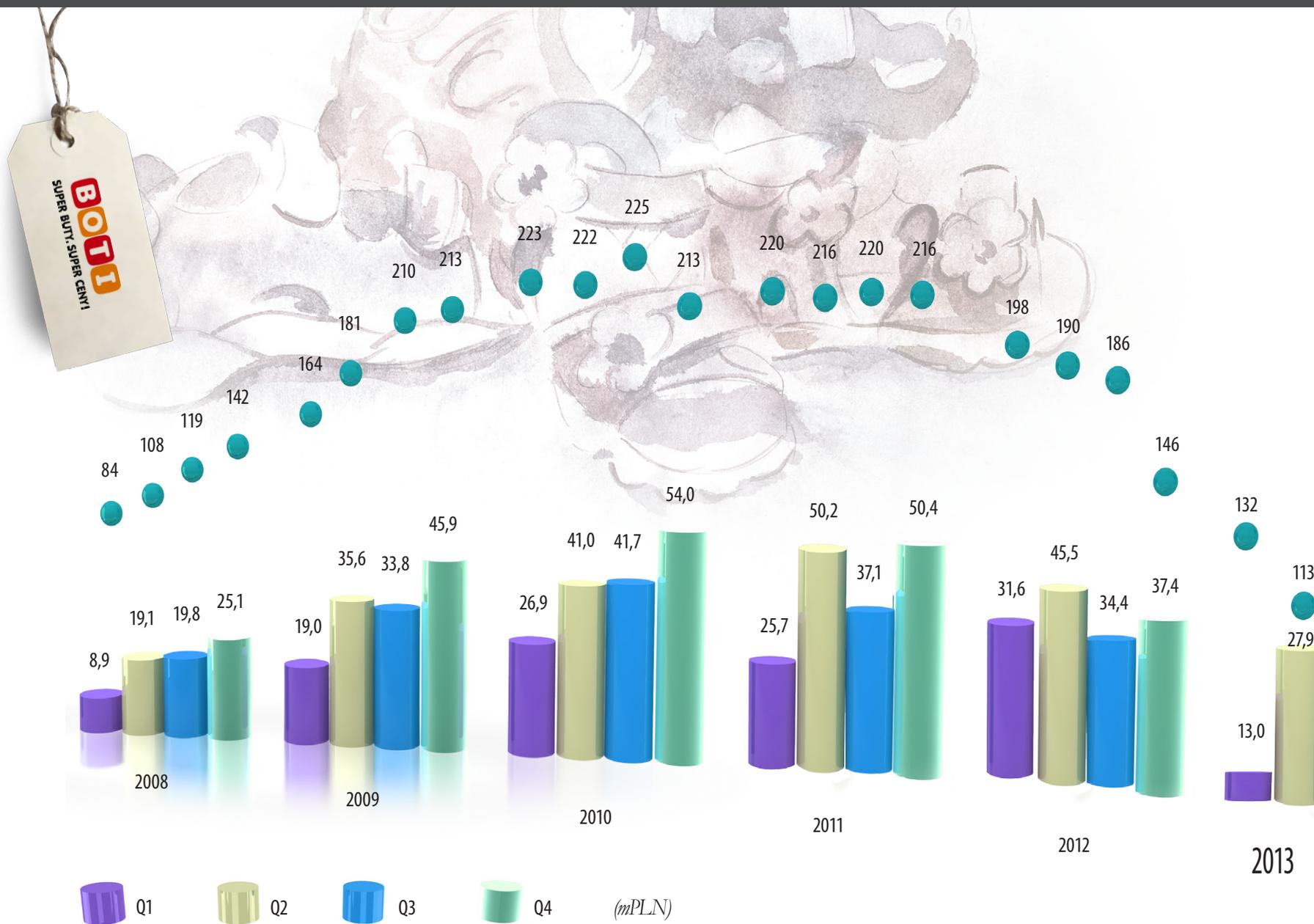


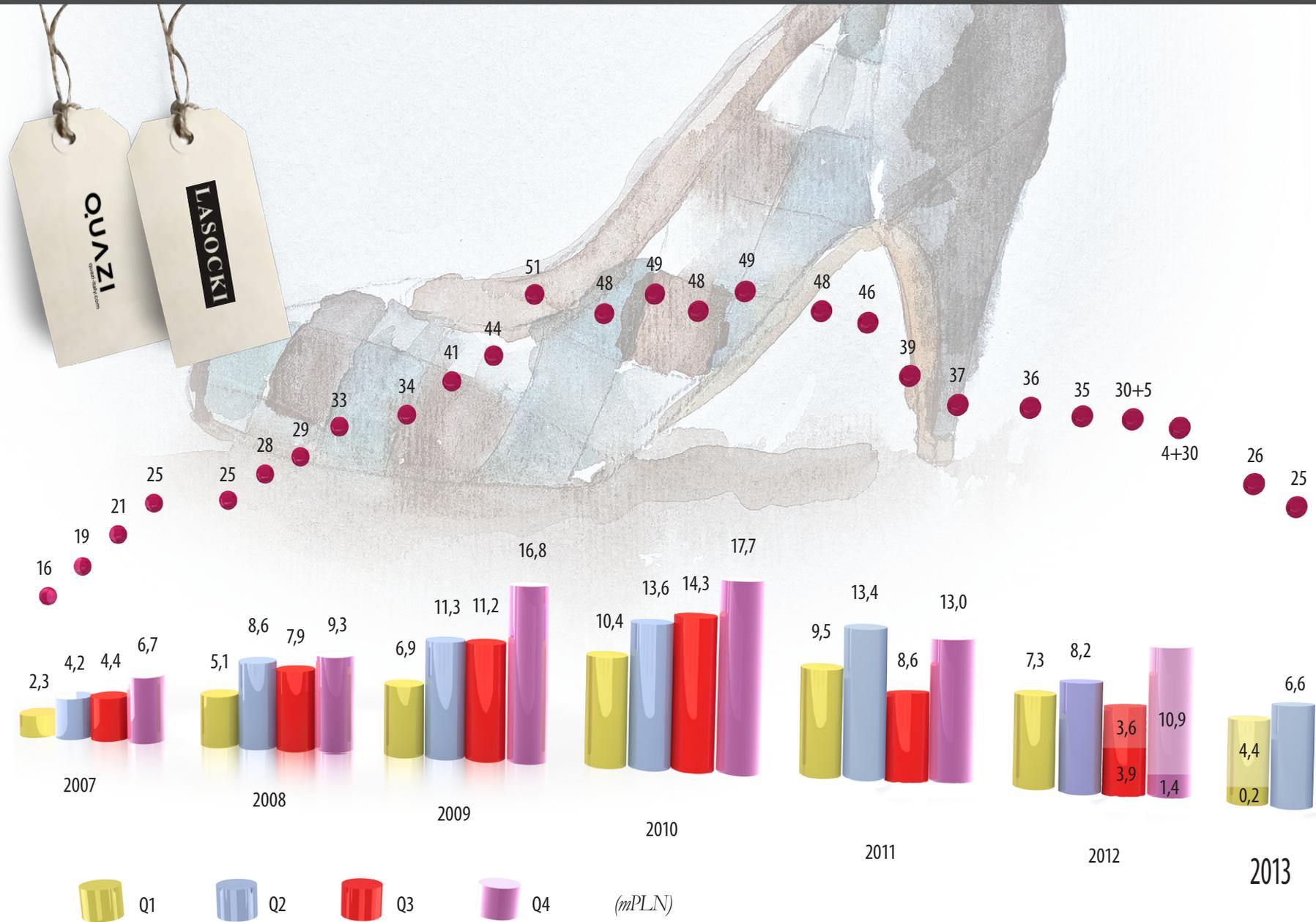
	CCC www.ccc.eu		BOTI SUPER BUTY. SUPER CENY!		LASOCKI QUAZI www.quazi.com	
	selling costs (PLN/m ²)	rental costs (PLN/m ²)	selling costs (PLN/m ²)	rental costs (PLN/m ²)	selling costs (PLN/m ²)	rental costs (PLN/m ²)
1H 2013	195,6	96,3	186,5	78,5	323,9	187,0
1H 2012	198,2	96,6	188,4	76,6	309,4	176,2
change % 2013/2012	-1,3%	-0,3%	-1,0%	2,5%	4,7%	6,1%
2Q 2013	200,3	98,4	187,0	77,2	320,6	187,9
2Q 2012	200,6	97,9	189,2	76,7	308,9	180,0
change % 2013/2012	-0,1%	0,5%	-1,2%	0,7%	3,8%	4,4%
IQ 2013	190,9	94,3	186,0	79,7	327,2	186,1
IQ 2012	195,7	95,4	187,5	76,5	309,9	172,4
change % 2013/2012	-2,5%	-1,2%	-0,8%	4,2%	5,6%	7,9%

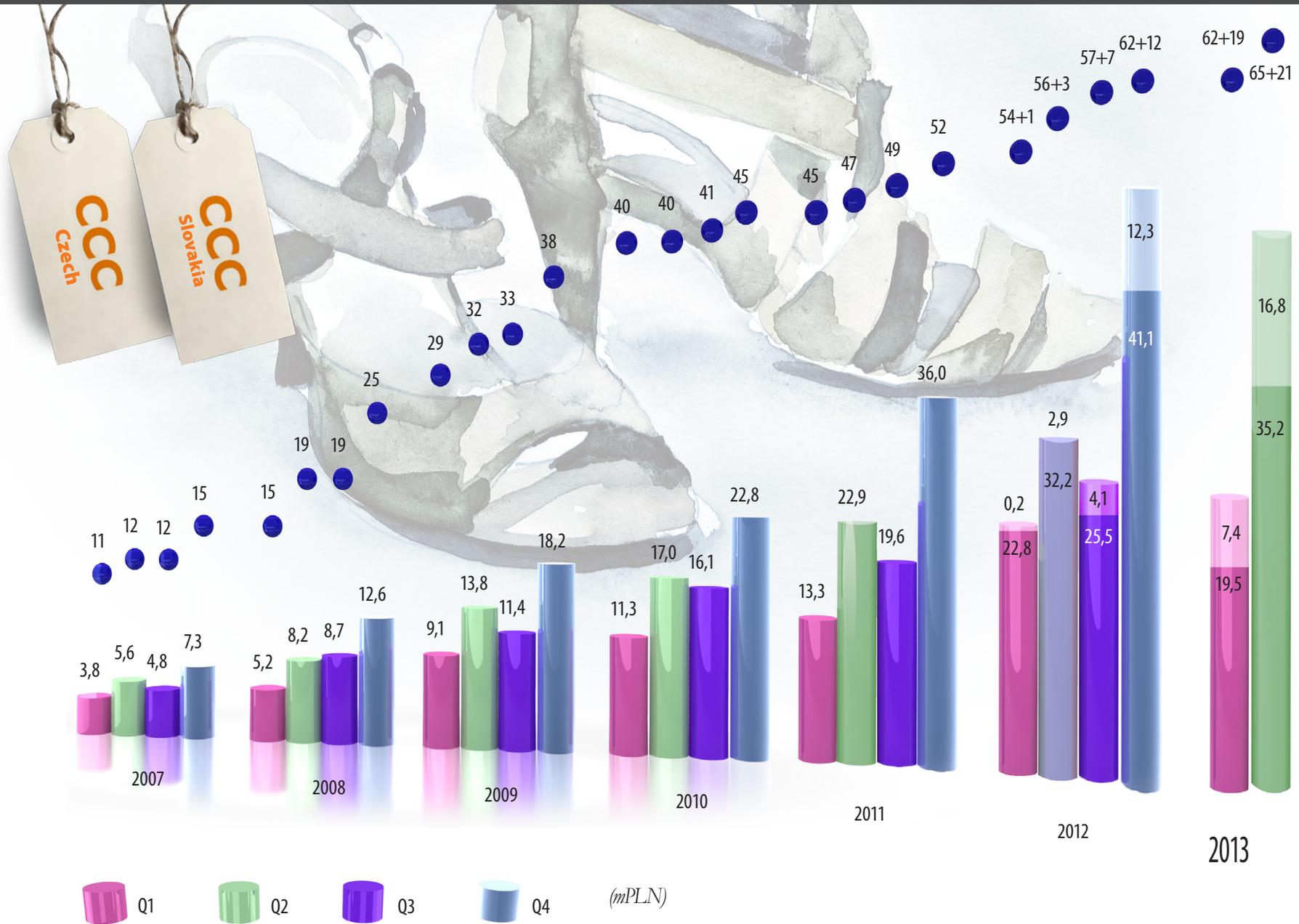


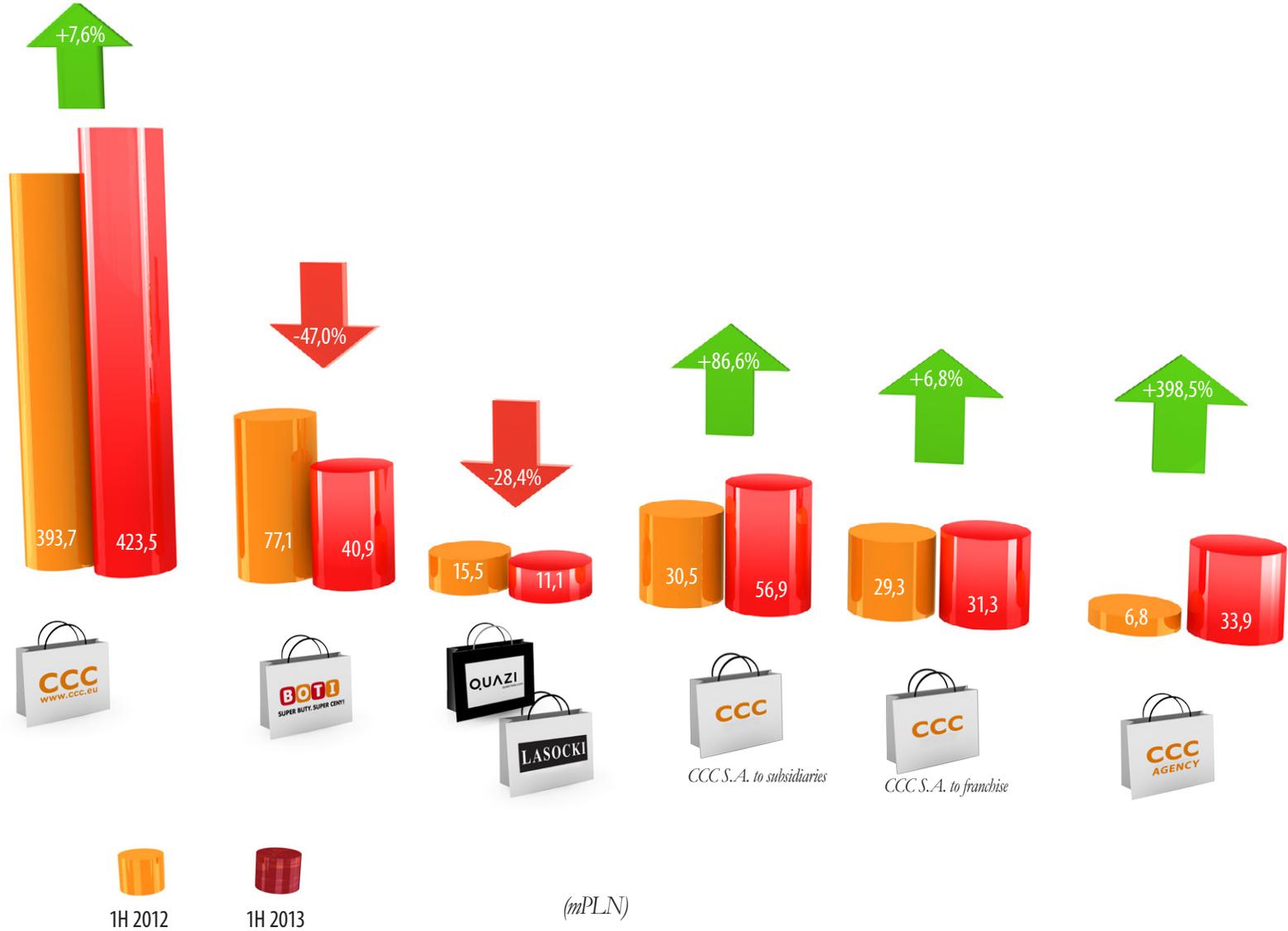


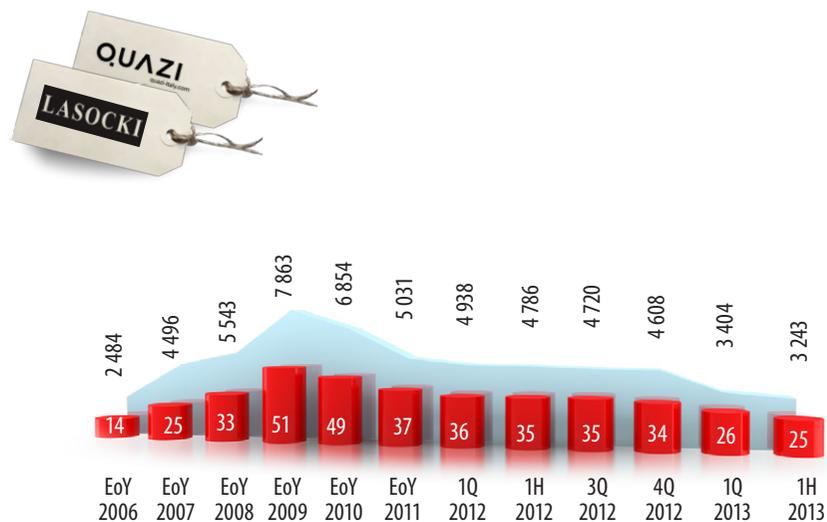
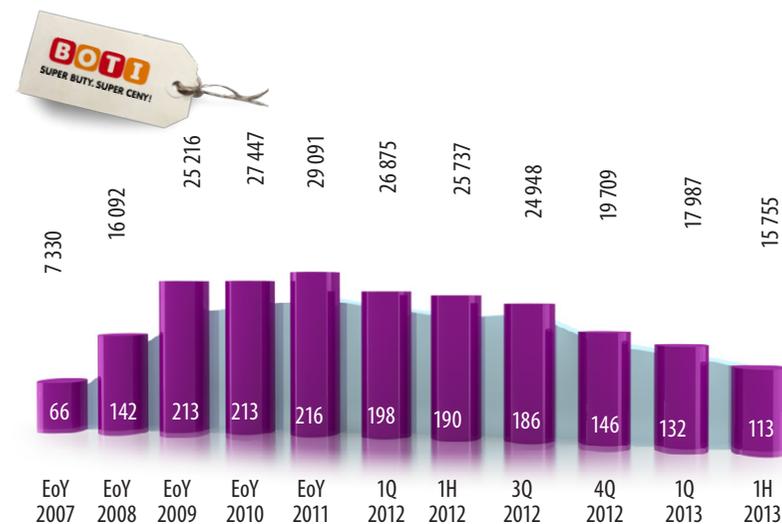
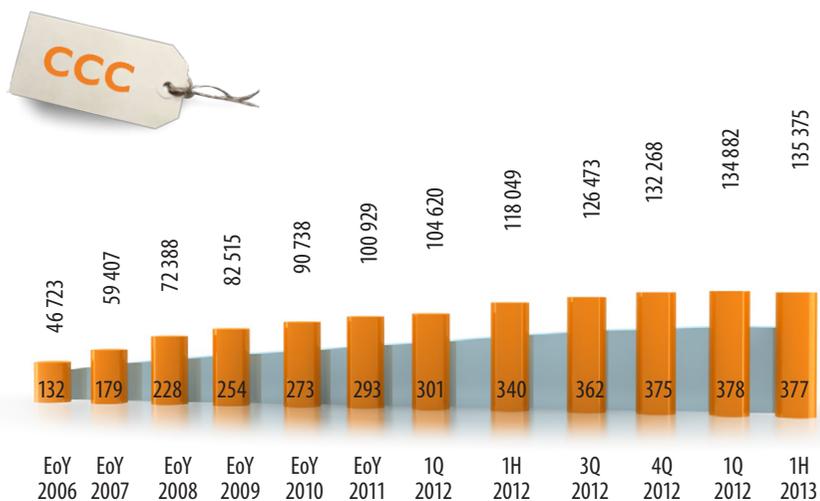


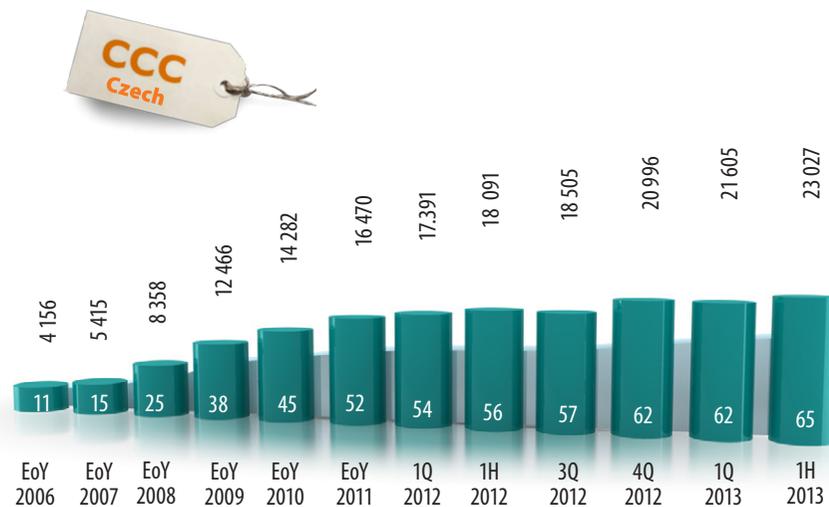


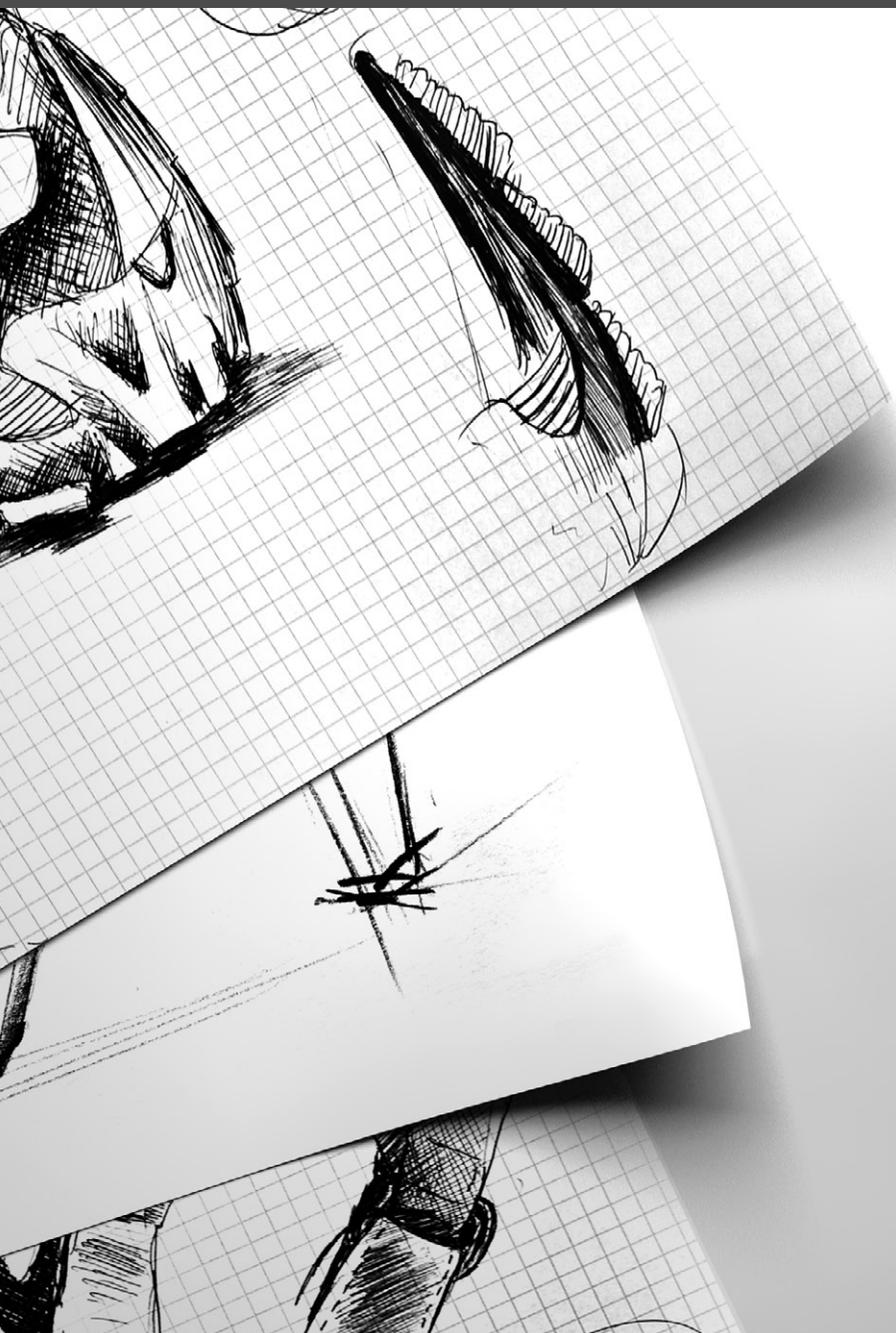












The strategic goal for the years 2013-2015 is to become the market leader in each of the CEE countries: Poland, Czech Republic, Slovakia and Hungary.

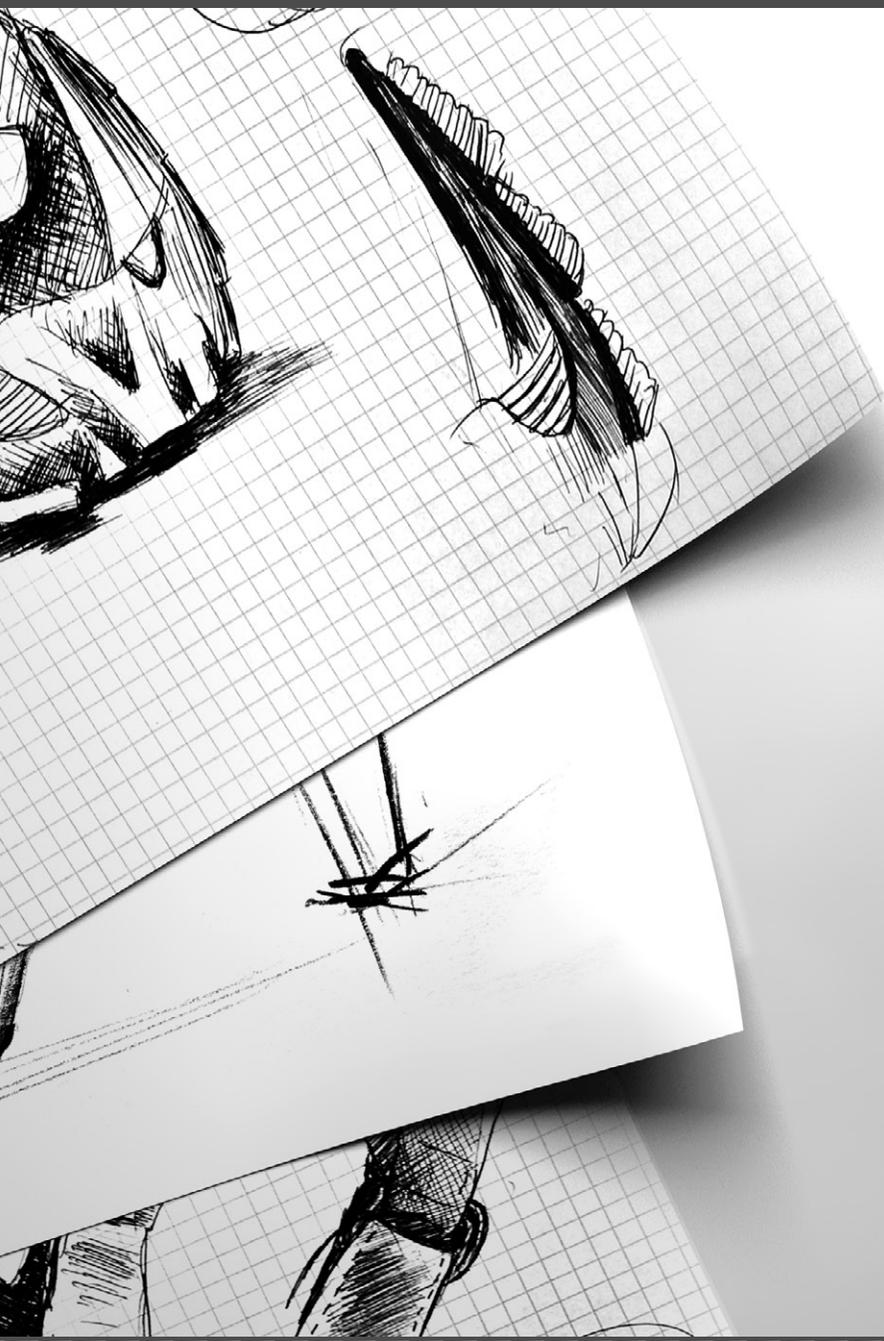
- *CCC Group intends to take the opportunity of the economic slowdown and to increase the total floorspace by 80% (150.000 sq.m.) till the end of 2015.*
 - *In Poland, Czech Republic, Slovakia and Hungary only owned stores will be opened. In Russia, Romania, Baltic States and other countries franchise business model will be developed.*
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CCC intends to increase rapidly the scale of the business while maintaining high profitability accompanied by the high ROE.

- *CCC Group will double its revenue until 2015.*
 - *Long term sustainable EBIT Margin is estimated at 15–16% while Net Profit Margin at 10–13%.*
 - *ROE is expected to be above 20%.*
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Sales parameters will be improved significantly.

- *New Visual Merchandising concept of the store.*
- *Widening of the product offer.*
- *Marketing activities supporting CCC brand.*



Single digit l-f-l sales growth (up to 5%) is expected in CCC stores in 2013–2015

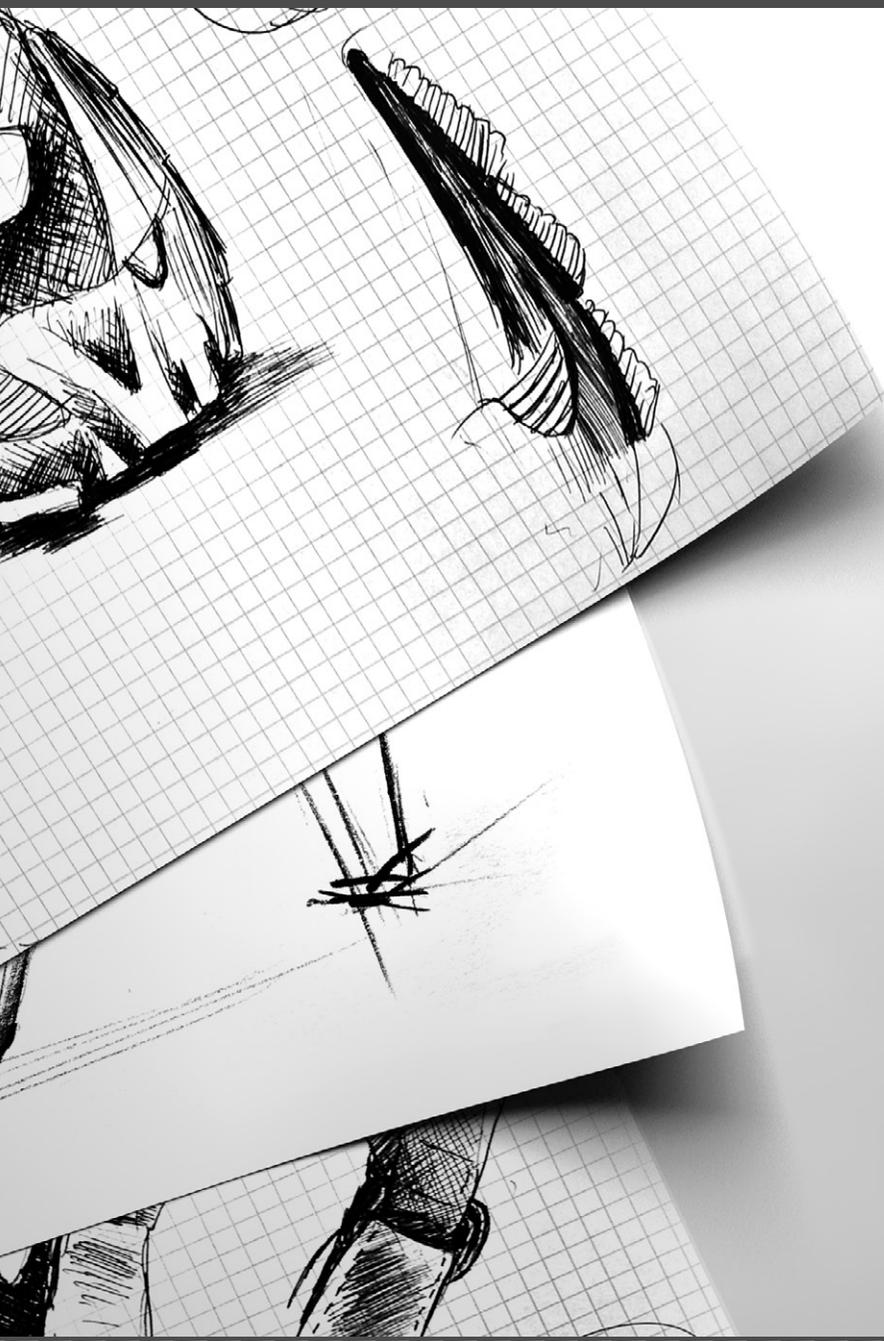
New Visual Merchandising concept of the store

— new image of the store – bright, fresh and eco.

Widening of the product offer:

- new brands of leather shoes – Lasocki Fashion for Men, Lasocki Kids, Lasocki Young,*
 - attractive offer of Walt Disney shoes for children,*
 - wide offer of shoe accessories.*
-

Marketing activities supporting CCC brand
— in the press, internet and tv



In H1 2013 CCC Group increased the total floorspace by 14,5 sq.m (nearly 9%). Increase was driven by intense development in Poland, Czech Republic, Hungary and Slovakia and opening franchise stores in Romania, Latvia and Eastern Europe (Russia, Ukraine and Kazakhstan).

In the years 2013–2015 total floorspace will grow by at least 150,000 sq.m.:

- in owned stores in Poland, Czech Republic, Slovakia and Hungary by 112,000 sq.m.,*
 - in franchise stores across Central and Eastern Europe by 38,000 sq.m.*
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Only CCC concept will be developed – domestically and abroad, both owned and franchise.

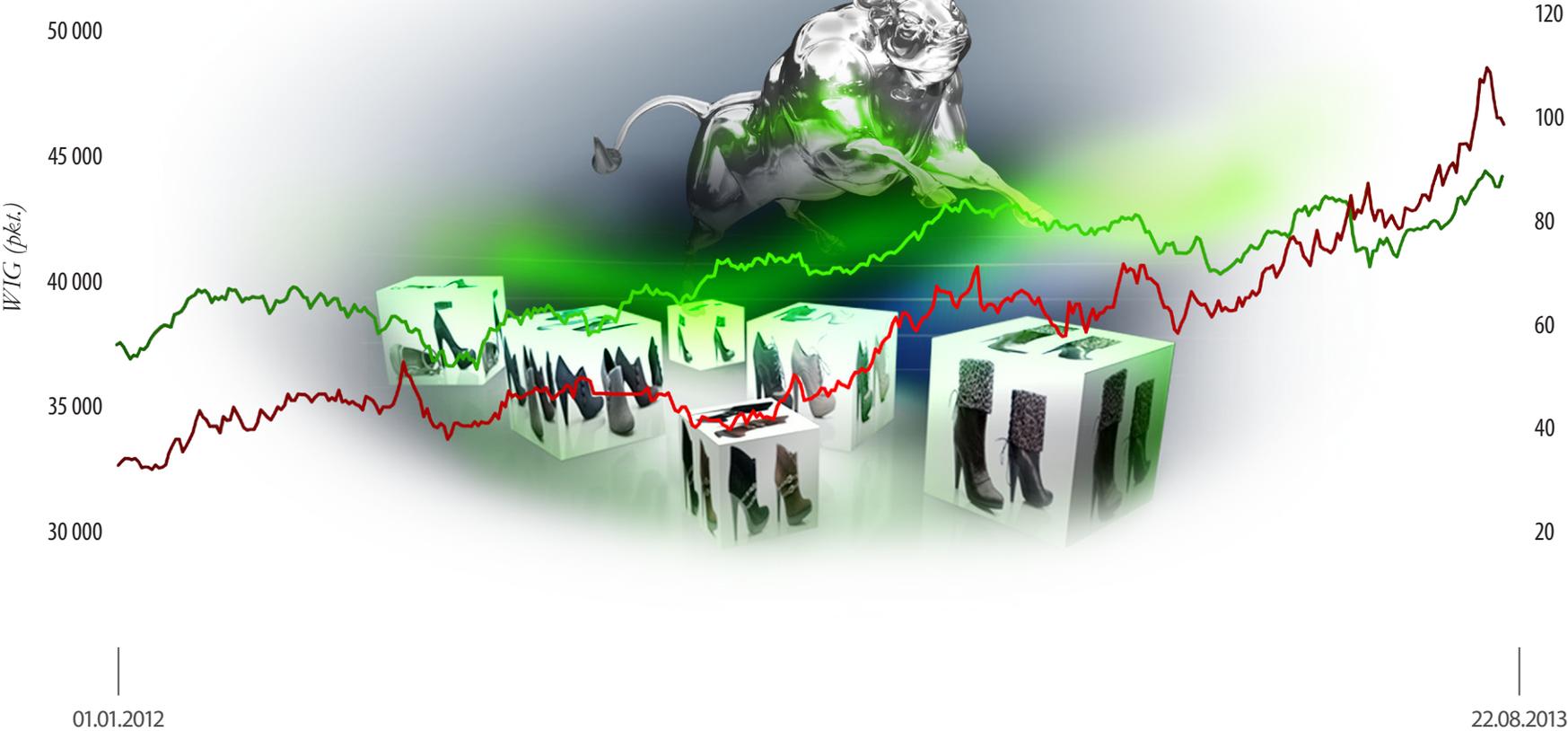
By the end of 2013 59,000 sq.m will be added to the existing floorspace.

In July and August expansion in Austria and Slovenia commenced. In the coming weeks new stores in Croatia, Turkey and Germany will be opened.



— Change WIG since 2012

— Change stock price since 2012



*CCC S.A. has been listed on the Warsaw Stock Exchange since 2004,
The main shareholder and founder of CCC Group is The President
of Management Board Mr Dariusz Milek*

Number of shares:

38 400 000

