

# Results presentation CCC Group

Q3 2023

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# Key facts Q3'23

- 1 Stable yoy level of the Group's sales
- 2 Another consecutive quarter of strong profit margins delivered by CCC
- 3 HalfPrice's rapid growth amid healthy profit margins
- 4 Optimisation of MODIVO Group's working capital advancing as planned
- 5 Continued debt reduction at CCC Business Unit



CONTINUED HALFPRICE EXPANSION

# 123 STORES 10 MARKETS

IN 30 MONTHS

# HalfPrice

SVĚTOVÉ  
ZNAČKY

VÝJIM  
CE  
**Half  
Price**

PŘIDEJTE SE DO  
HalfPrice Club



epantofi.ro

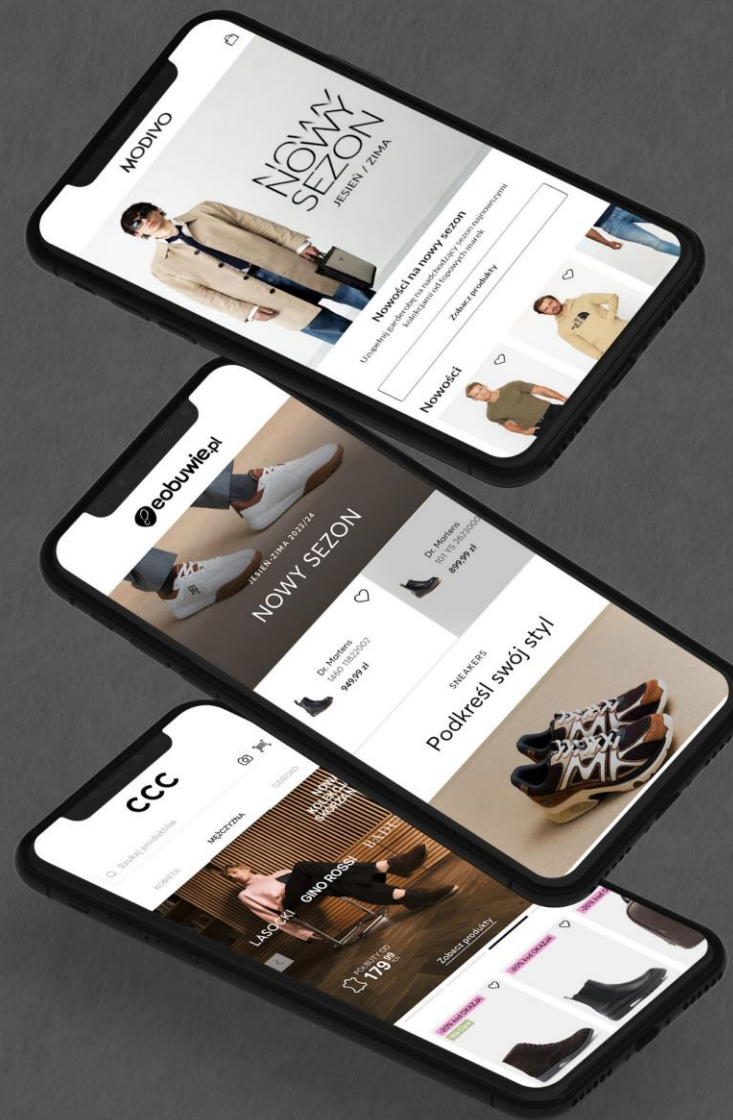
**50 STORES  
5 MARKETS**

**UNIQUE HYBRID STORES CONCEPT**

EOBUWIE | MODIVO | CCC | HALFPRICE

# MOBILE CHANNEL DEVELOPMENT AT CCC GROUP

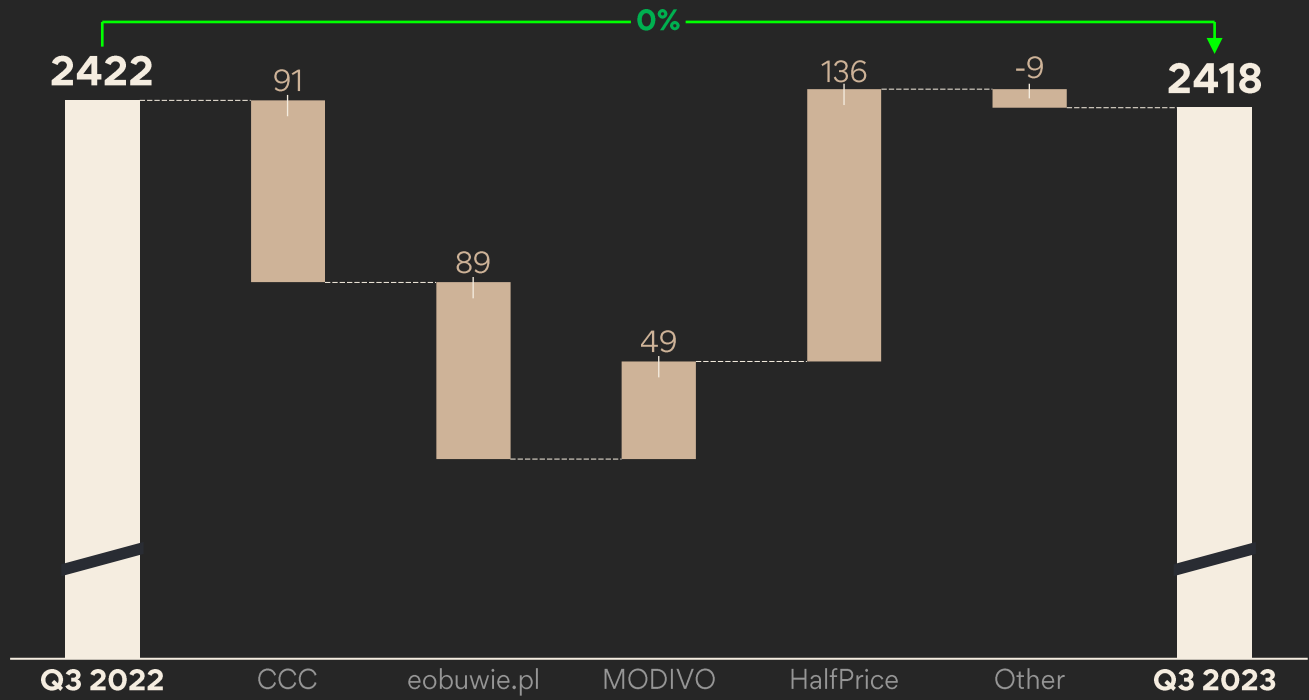
~40% ONLINE SALES FROM MOBILE



# Preliminary Q3 2023 results



Sustained yoy level of the Group's revenue despite unusual weather conditions in September distorting sales pattern



REVENUE CHANGE	-8%	-12%	21%	53%
INVENTORY CHANGE	-17%	-7%	-9%	78%

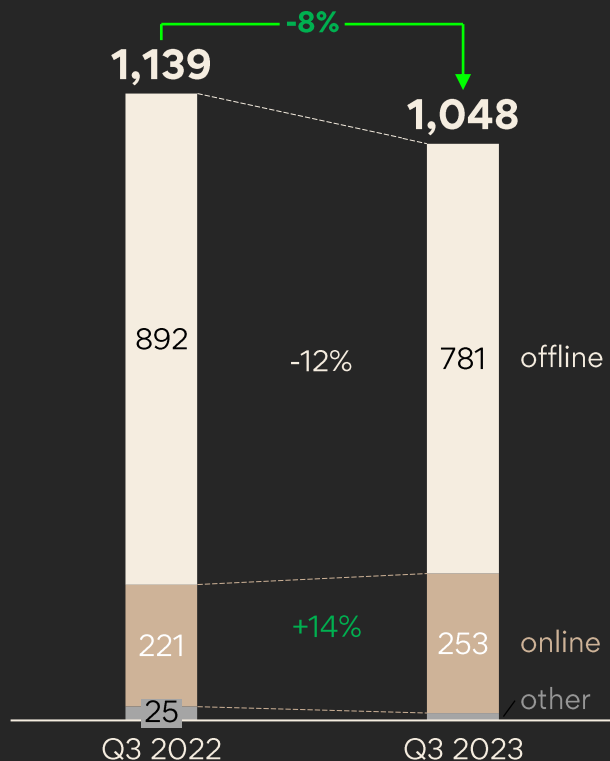
SHARE OF E-COMMERCE

**51%**

+Opp YoY

Change in the CCC Group's revenue [PLNm]

CCC's sales constrained due to unusually warm September...



Change in CCC's revenue [PLNm]

... offset by substantial improvement in gross margin, which, aided by cost discipline, led to a surge in profitability

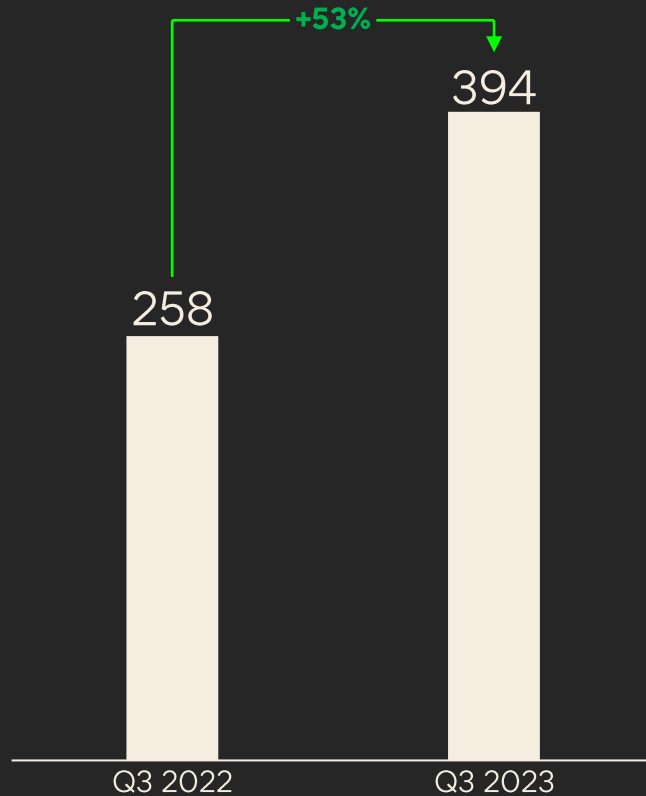


CCC's results include wholesale





Rapidly expanding business of substantial size...



... with potential to see marked profitability improvement as the business model matures

GROSS MARGIN

**44.3%**

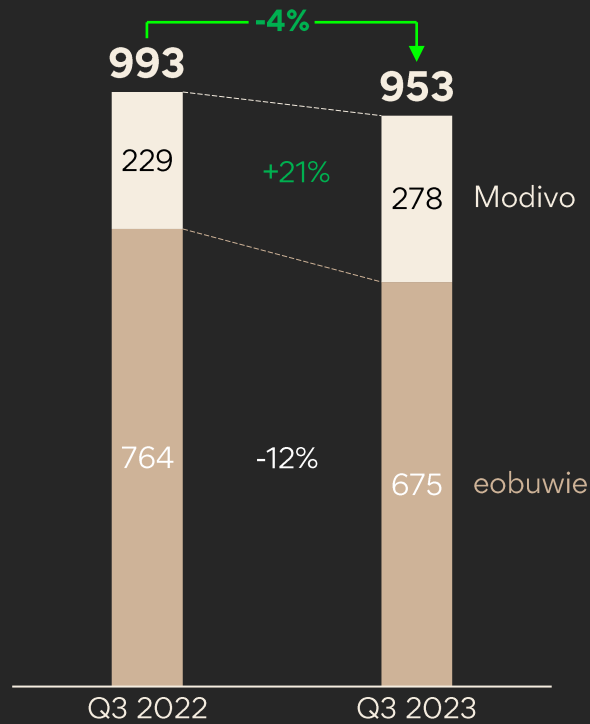
-6.2pp YoY

EBITDA MARGIN

**10.4%**

-5.3pp YoY

MODIVO Group's performance affected by ongoing measures to optimise working capital, implemented according to plan



Change in MODIVO Group's revenue [PLNm]

% OF REVENUE	Q3 2022	Q3 2023	YOY
<b>Gross margin</b>	<b>41.2%</b>	<b>37.9%</b>	<b>-3,2 p.p.</b>
<i>Eobuwie's gross margin</i>	<i>43.2%</i>	<i>38.3%</i>	<i>-4,8 p.p.</i>
<i>MODIVO's gross margin</i>	<i>32.8%</i>	<i>36.8%</i>	<i>4.0pp</i>
<b>SG&amp;A</b>	<b>-42.1%</b>	<b>-42.6%</b>	<b>-0,5 p.p.</b>
<i>Logistics</i>	<i>7.8%</i>	<i>6.9%</i>	<i>-0,8 p.p.</i>
<i>Marketing</i>	<i>17.2%</i>	<i>19.1%</i>	<i>1,9 p.p.</i>
<i>Administrative and other</i>	<i>17.0%</i>	<i>17.5%</i>	<i>0,5 p.p.</i>
<i>Other expenses/income and impairment losses</i>	<i>-0.5%</i>	<i>0.9%</i>	<i>1,4 p.p.</i>
<b>EBIT</b>	<b>-0.6%</b>	<b>-6.2%</b>	<b>-5,6 p.p.</b>
<b>EBITDA</b>	<b>1.1%</b>	<b>-3.2%</b>	<b>-4,3 p.p.</b>

Tight cost discipline within each business line, significantly bolstering the Group's profitability


	Q3		
	2022	2023	YoY
REVENUE [PLNm]	2,422	2,418	0%
GROSS PROFIT	1,163	1,166	0%
Gross margin [%]	48.0%	48.2%	0,2 p.p.
Selling and administrative costs	-1,118	-1,017	-4%
cost ratio [%]	46.2%	44.3%	-1,9 p.p.
Other expenses/income* and impairment losses	-21	-35	
EBIT [PLNm]	24	60	150%
EBIT margin [%]	1.0%	2.5%	1,5 p.p.
EBITDA [PLNm]	171	213	25%
EBITDA margin [%]	7.1%	8.8%	1,8 p.p.
Adjusted EBITDA* [PLNm]	192	248	30%
adjusted EBITDA margin* [%]	7.9%	10.3%	2,4 p.p.

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

**Solid Cash Flow generated by CCC supporting further deleverage process...**

**...and ongoing optimization of working capital at MODIVO Group**

PLNm, 9M 2023 data

		CCC	HalfPrice	MODIVO Group	
P&L	Revenue	2,937	983	2 920	
	EBITDA	489	53	-21	
Working capital	Change in inventories	-17	-293	-50	
	Change in receivables	-131	3	-133	
	Change in liabilities	639	57	237	
Investing cash flows	CAPEX*	-108	-43	-122	
	EBITDA + NWC + CAPEX	871	-223	-88	

SEPARATE

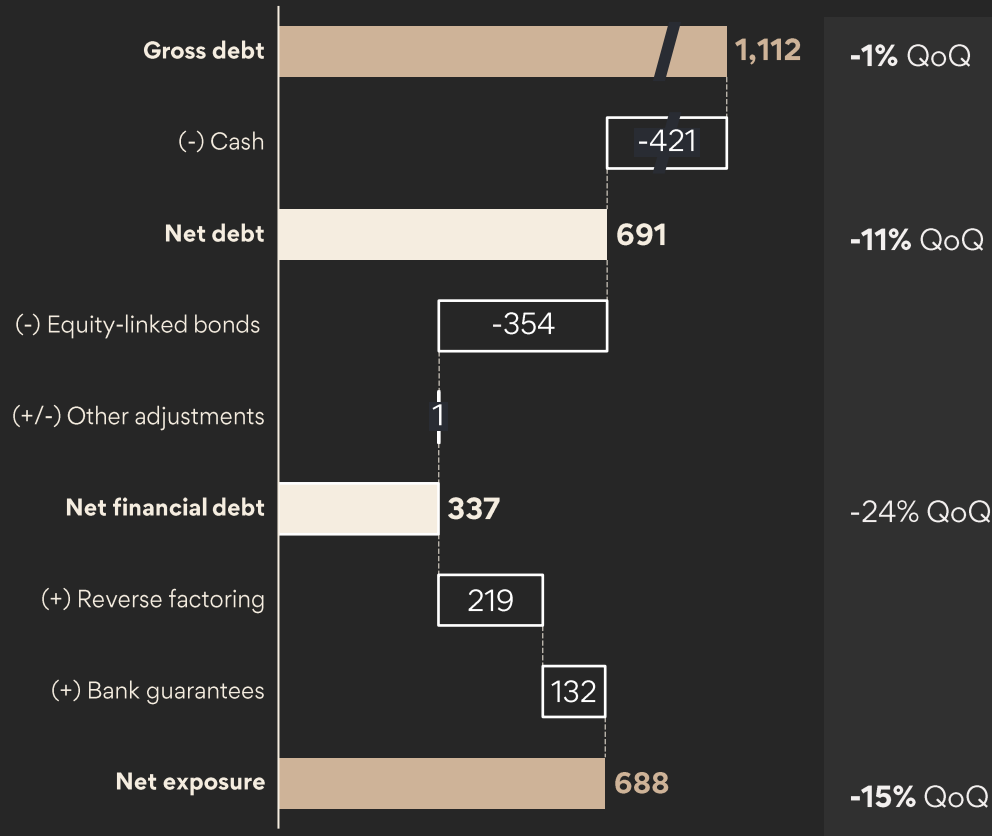
FINANCING

CCC's results include wholesale

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

photo: Lasocki

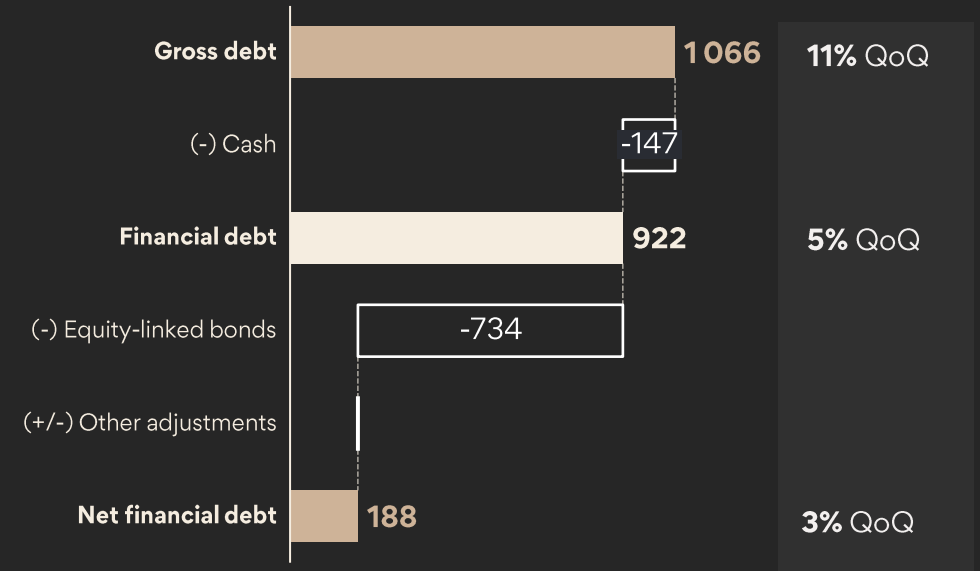
Fourth consecutive quarter of consistent deleveraging at CCC Business Unit...



CCC Business Unit's debt\* [PLNm]

\* Includes the following segments: CCC, HalfPrice and DeeZee

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



MODIVO Group's debt [PLNm]

## 2023 outlook – robust offline and weak online

Guidance under pressure of consumer weakness and e-commerce challenges, final guidance check upon completion of the AW sales peak

	CCC GROUP	CCC	HalfPrice	MODIVO <sub>SA</sub>
Revenue (PLNbn)	■	■	■	●
Gross margin [%]	● / ■	■	●	■
Cost ratio* [%]	■	● / ■	■	●
EBITDA margin [%]	●	■	●	●
CAPEX (PLNm)	■	■	■	■

\* SG&A expenses / revenue



guidance met / nearly met



not met



## Key facts Q3'23

1

**Stable yoy sales recorded by the Group**  
despite extremely unusual weather in September

2

**20% EBITDA margin posted by CCC segment**  
on improved gross margin and cost discipline

3

**10% EBITDA margin posted by HalfPrice**  
on fast chain expansion

4

**8% yoy reduction of Modivo Group's inventories** plus  
consistent progress on the working capital optimisation plan

5

Gross debt of CCC Business Unit down 40% yoy  
– **fourth consecutive quarter of consistent deleveraging**

# Q&A





# Thank you!

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## Upcoming events:

**5-8.12.2023**

WOOD's Winter Wonderland EME  
Conference 2023, Prague

## Support material

## Geographic availability of CCC Group stores

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

Presence

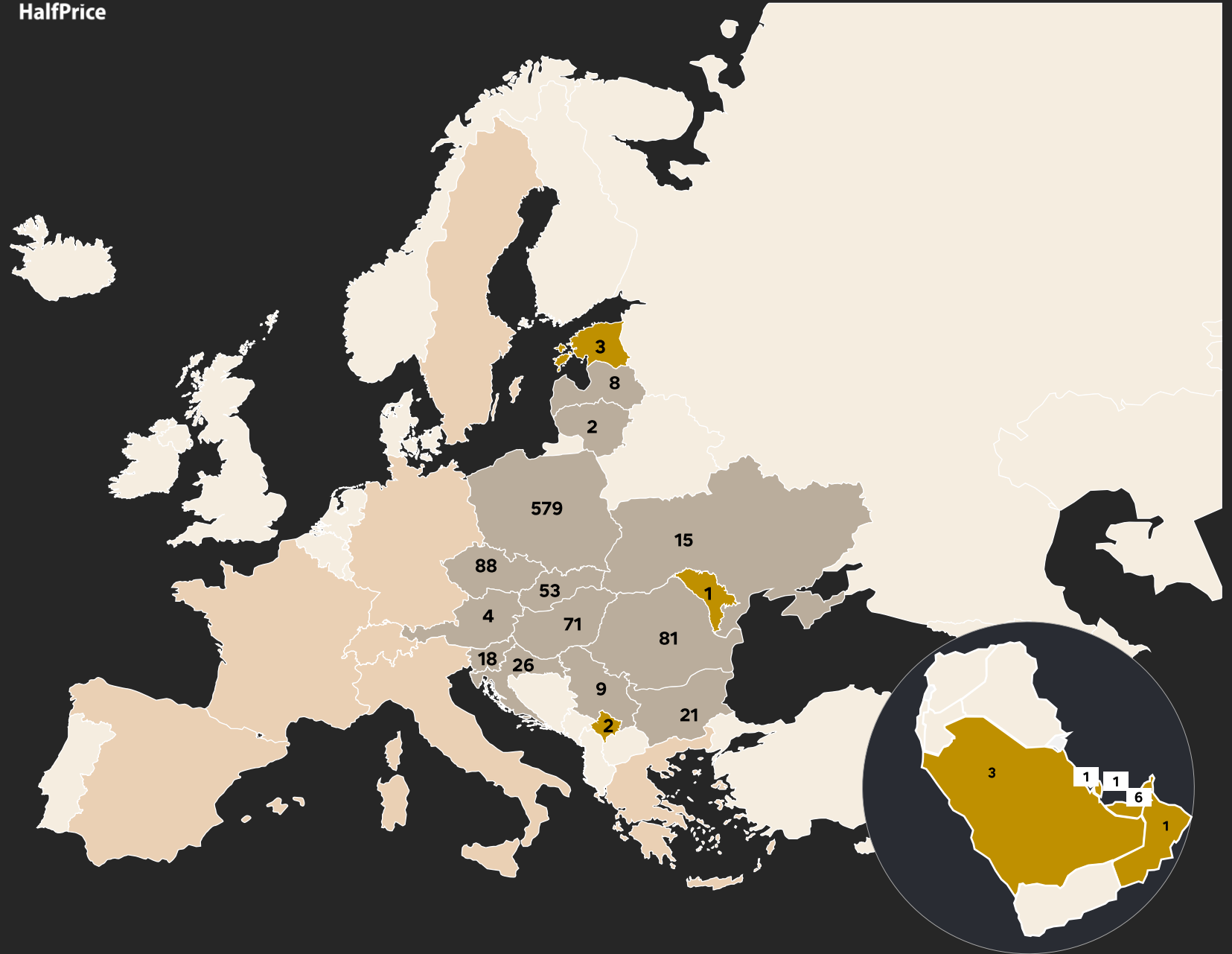
Next two quarters (Q4'23-Q1'24)

1

2

# CCC Group in 28 markets

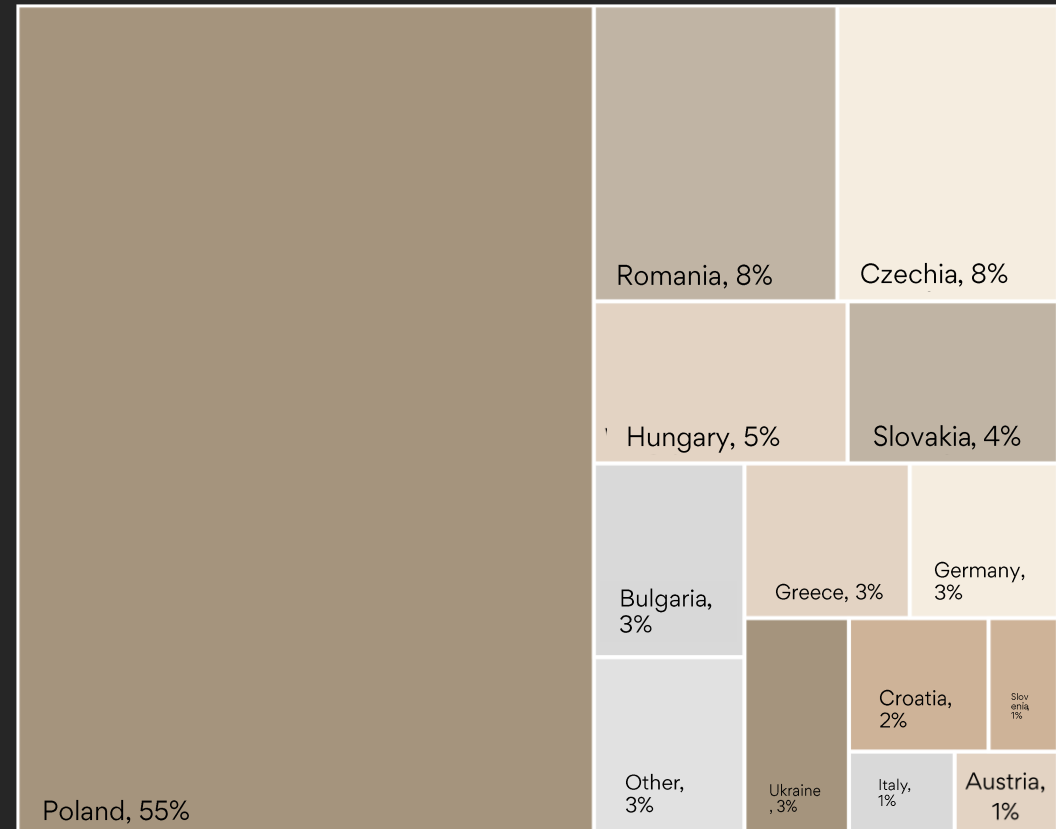
- Offline & Online  
13 MARKETS
- Offline  
21 MARKETS
- Online  
19 MARKETS



## CCC Group revenue in Q3'23

KRAJ	PRZYCHÓD* [mln PLN]	rdr
Poland	1 340	3%
Romania	201	-7%
Czechia	183	-10%
Hungary	115	-17%
Slovakia	96	-2%
Bulgaria	82	-10%
Greece	72	-11%
Germany	64	69%
Ukraine	63	295%
Croatia	52	0%
Slovenia	26	-6%
Italy	25	-36%
Austria	24	8%
Other	75	-19%
<b>Total</b>	<b>2 418</b>	<b>0%</b>

## Contribution to the Group's revenue



\* Excluding consolidated adjustment, revenue not allocated to segments

## Geographic availability of CCC Group stores

TYPE	COUNTRY	31.01.2022		30.04.2022		31.07.2022		31.10.2022		31.01.2023		30.04.2023		31.07.2023		31.10.2023	
		m <sup>2</sup>	#	m <sup>2</sup>	#	m <sup>2</sup>	#	m <sup>2</sup>	#	m <sup>2</sup>	#	m <sup>2</sup>	#	m <sup>2</sup>	#	m <sup>2</sup>	#
OWN	Poland	278 752	432	281 086	438	282 829	442	285 129	447	281 929	444	281 870	445	280 020	445	279 987	443
	Czechia	53 264	86	52 386	86	50 046	85	50 046	85	48 507	82	48 507	82	48 064	79	47 959	79
	WHungary	54 035	79	54 035	79	52 851	76	53 451	77	53 543	77	53 999	78	51 219	73	48 191	68
	Austria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovakia	34 896	53	34 246	52	34 338	52	33 183	51	32 628	50	32 183	49	31 569	47	31 569	47
	Croatia	21 015	29	21 015	29	21 197	29	20 624	28	20 624	28	20 624	28	19 342	26	18 696	25
	Russia	26 880	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Slovenia	13 830	17	12 598	17	12 589	17	12 589	17	11 763	17	11 295	16	11 295	16	10 396	15
	Bulgaria	11 651	17	11 651	17	11 650	17	12 064	18	12 976	20	12 976	20	12 976	20	13 528	21
	Serbia	11 056	14	11 056	14	11 050	14	11 050	14	11 050	14	10 339	13	8 995	11	7 618	9
	Romania	49 898	80	49 590	79	48 420	76	48 928	77	48 340	76	48 456	76	46 133	73	46 850	74
	Ukraine											9 898	17	9 190	15	9 190	15
	Latvia					4 249	6	4 249	6	4 621	6	4 445	6	4 445	6	4 445	6
	Lithuania					1 420	2	1 420	2	1 420	2	1 420	2	1 420	2	1 420	2
Estonia					2 879	3	2 879	3	2 879	3	2 879	3	2 879	3	2 879	3	
<b>CCC own stores</b>		<b>555 279</b>	<b>847</b>	<b>527 664</b>	<b>811</b>	<b>533 520</b>	<b>819</b>	<b>535 612</b>	<b>825</b>	<b>530 280</b>	<b>819</b>	<b>538 891</b>	<b>835</b>	<b>527 547</b>	<b>816</b>	<b>522 730</b>	<b>807</b>
FRANCHISE	Ukraine	11 613	17	10 569	16	10 552	16	10 649	17	9 415	16						
	Latvia	4 559	7	4 249	6												
	Lithuania	2 020	3	2 020	3												
	Estonia	2 879	3	2 879	3												
	Moldova	740	1	740	1	740	1	740	1	740	1	740	1	740	1	740	1
	Kosovo	1 958	2	1 958	2	1 958	2	1 958	2	1 958	2	1 958	2	1 958	2	1 958	2
	Qatar	1 002	1	1 002	1	1 002	1	1 002	1	1 002	1	1 002	1	1 002	1	1 002	1
	UAE	5 302	6	5 302	6	5 302	6	5 302	6	5 302	6	5 302	6	5 302	6	5 302	6
	Saudi Arabia	2 420	3	2 420	3	2 420	3	2 420	3	2 420	3	2 420	3	2 420	3	2 420	3
	Bahrain	929	1	929	1	929	1	929	1	929	1	929	1	929	1	929	1
	Oman	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1	1 223	1
<b>CCC franchise</b>		<b>34 645</b>	<b>45</b>	<b>33 291</b>	<b>43</b>	<b>24 126</b>	<b>31</b>	<b>24 223</b>	<b>32</b>	<b>22 989</b>	<b>31</b>	<b>13 574</b>	<b>15</b>	<b>13 574</b>	<b>15</b>	<b>13 574</b>	<b>15</b>
eobuwie.pl		20 715	28	21 586	30	22 926	33	23 705	35	26 689	38	28 622	42	32 359	48	35 561	50
Halfprice		84 810	50	106 509	66	127 983	76	141 714	84	152 102	91	170 240	101	190 397	109	221 649	121
Gino Rossi				0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>CCC summary</b>		<b>689 275</b>	<b>970</b>	<b>689 050</b>	<b>950</b>	<b>708 555</b>	<b>959</b>	<b>725 254</b>	<b>976</b>	<b>732 060</b>	<b>950</b>	<b>751 327</b>	<b>993</b>	<b>766 164</b>	<b>988</b>	<b>793 514</b>	<b>993</b>

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GROUP

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**MODIVO**

**HalfPrice**

