



CCC
GROUP

EXPERIENCE
EXPERIENCE
EXPERIENCE

SUSTAINABILITY REPORT OF THE CCC GROUP

FOR THE FISCAL YEAR FROM
FEBRUARY 1ST 2022 TO JANUARY 31ST 2023

TO UNLOCK FASHION FOR EVERYBODY, EVERYWHERE

SUSTAINABILITY

6 22

CIRCULARITY

LOW-EMISSION

DIVERSITY

TRANSPARENCY

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SUMMARY OF THE FINANCIAL YEAR 2022 AT THE CCC GROUP



-35.9%

reduction in Scope 1+2 greenhouse gas emissions compared with the base year



+20%

more club members say CCC operates with care for the environment (71% in 2023 vs 52% in 2022)



> 90%

of waste generated by the CCC Group is recycled or otherwise recovered



100%

stores in Poland participating in used footwear collection efforts



+37.2%

increase in LWG-certified products



MAIN AWARD IN THE SUSTAINABILITY REPORTS COMPETITION

WORLD FINANCE SUSTAINABILITY AWARDS 2022

CSR GOLD LEAF 2022

Read more: <https://corporate.ccc.eu/en/ratings-and-achievements>

13,079

CCC Group employees:



71.4%

employees based in Poland

85.1%

of all employees are women

-20.7%

drop in workplace accidents



GRI 2-22

LETTER FROM THE PRESIDENT OF THE MANAGEMENT BOARD

Ladies and Gentlemen,

We are proud to present to you our sixth Sustainability Report. We maintain our strong commitment to continuous improvement, and despite the challenging market landscape we consistently drive positive ESG change, primarily in the focal areas identified in our GO.25 Strategy: responsibility towards the environment, product, employees and society, implementing adequate measures aligned with current retail market conditions.

This past year we faced numerous challenges – the outbreak of war in Ukraine had major implications for the macro environment as well as society at large. But the war has been a unifying event for us. As the CCC Group, we offered support to our Ukrainian employees and their families, and we lent a helping hand to refugees from the beleaguered regions.

Among the ESG initiatives run by the CCC Group in 2022, I want to draw your attention to our environmental projects seeking to reduce our environmental footprint. Stepping up the efforts under our Green CCChallenge project, we worked to improve energy efficiency through a new comprehensive fuel and energy saving

programme. This led to a reduction in Scope 1+2 greenhouse gas emissions by 23.6% compared with last year and by as much as 35.9% compared with the base year of 2019. We are increasing the use of renewable energy, which accounted for 29.0% of the CCC Group's total energy consumption, or 3pp more than last year.

We reported Scope 3 emissions for the first time in 2021, and in 2022 we calculated our most significant Scope 3 category of emissions from purchased goods and services. Measuring our carbon footprint, we are increasingly aware of our environmental impact. We are continuing work on a decarbonisation strategy to define the path and specific actions to achieve net-zero emissions.

It is imperative that we measure and effectively reduce our environmental impact along the value chain, therefore we updated our Supplier Code of Conduct, raising the bar on ESG in our business relationships. The revised policies were implemented towards the end of last financial year, with all key suppliers required to comply. Keeping in mind our strategic goals and changes we are facing in sustainable development that stem from the EU Taxonomy, we also updated our environmental policy. The document provides a complete

picture of the Group's direction for future action and reinforces its stated goals and ambitions in GHG and waste reduction, circularity, water protection, and biodiversity conservation and restoration.

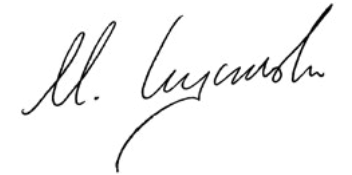
In response to stakeholder expectations, we expanded the scope of our CDP reporting to include data on water resources and forests, another important step demonstrating our commitment to steering the CCC Group towards a more sustainable supply chain. We constantly align our operations with international standards and requirements, supporting the achievement of the UN Sustainable Development Goals.

Moving on to the next area – Product – it is worth noting our assortment of products made from certified materials is constantly expanded. We consistently make new additions to the list of products made with responsibly-tanned leather, reducing our environmental impact. The share of leather sourced from certified tanneries in 2022 reached just under 58%, an increase of 19% year on year.

In the social and labour areas, our focus extends beyond creating a comfortable, diverse and safe workplace for our employees. We have also introduced an independent multi-channel whistleblowing system, and we appointed an ethics officer and ethics officer representatives. We take care to ensure all employees along our value chain enjoy working conditions that meet the highest international standards, as reflected in our updated Supplier Code of Conduct. The Code is an element of the due diligence processes implemented across our organisation based on the UN Guiding Principles on Business and Human Rights.

We increasingly care about what happens to pre-owned footwear, rolling out our Give Your Shoes a Second Life campaign across all stores in Poland and launching shoe collection drives in Romania, the Czech Republic, Slovakia, and Hungary. We collected more than 80,000 pairs of shoes this way in 2022, which were then donated to people need.

We achieved progress on our Sustainability Strategy, which is an integral part of our GO.25 Business Strategy. We are also working to address challenges arising from the new European sustainability reporting standards. Recognising our impact on the environment, we want to continue setting high standards for sustainable operations at all levels. In this report, we present our achievements to date and our directions for action in the coming years. I would like to thank all those who help keep the CCC Group on track to grow in line with our values and to deliver on the goals outlined in our GO.25 Strategy.



Sincerely,

Marcin Czaczycki
President of the Management Board

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DUE DILIGENCE
AND HUMAN
RIGHTS



GRI 2-1

CCC GROUP GLOBALLY



THE CCC GROUP STANDS FOR:

819

CCC STORES

38 MODIVO stores, and 91 HalfPrice stores

51.5

MILLION PAIRS OF SHOES

sold in a financial year

>90

online retail

PLATFORM

13,079

EMPLOYEES

with employment contracts
(in full-time equivalents)

220

MILLION CUSTOMERS

visiting CCC and HalfPrice stores
every year



GRI 2-1

CCC GROUP AT A GLANCE

The CCC Group is one of the largest and most recognised players in the footwear and apparel markets in Europe and a footwear market leader in the CEE region. The Group is currently present on 29 markets in Europe and the Middle East, offering primarily footwear and other complementary products (handbags, accessories, and apparel) to retail customers. The parent of the CCC Group, CCC S.A. has its head office in the Legnica Special Economic Zone in Polkowice.

FLOOR SPACE AND NUMBER OF STORES

CHAIN	COUNTRY	January 31 st 2023		January 31 st 2022	
		m ²	NUMBER	m ²	NUMBER
CCC	Poland	281,929	444	278,752	432
	Hungary	53,543	77	54,035	79
	Czech Republic	48,507	82	53,264	86
	Romania	48,340	76	49,898	80
	Slovakia	32,628	50	34,896	53
	Croatia	20,624	28	21,015	29
	Bulgaria	12,976	20	11,651	17
	Slovenia	11,763	17	13,830	17
	Serbia	11,050	14	11,056	14
	Latvia	4,621	6	0	0
	Estonia	2,879	3	0	0
	Lithuania	1,420	2	0	0
	TOTAL		530,280	819	528,397



CHAIN	COUNTRY	January 31 st 2023		January 31 st 2022	
		m ²	NUMBER	m ²	NUMBER
HalfPrice	Poland	124,689	75	71,824	54
	Hungary	5,633	3	4,282	2
	Austria	5,038	3	5,038	3
	Czech Republic	5,000	3	1,711	1
	Slovakia	4,787	3	0	0
	Slovenia	3,515	2	0	0
	Croatia	1,955	1	1,955	1
	Romania	1,486	1	0	0
	TOTAL		152,103	91	84,810
MODIVO	MODIVO	26,689	38	20,715	28
TOTAL OWN STORES		709,072	948	633,922	896



CHAIN	COUNTRY	January 31 st 2023		January 31 st 2022	
		m ²	NUMBER	m ²	NUMBER
CCC FRANCHISE	Ukraine	9,415	16	11,613	17
	UAE*	5,302	6	5,302	6
	Saudi Arabia	2,420	3	2,420	3
	Kosovo	1,958	2	1,958	2
	Oman	1,223	1	1,223	1
	Qatar	1,002	1	1,002	1
	Bahrain	929	1	929	1
	Moldova	740	1	740	1
	Latvia	0	0	4,559	7
	Estonia	0	0	2,879	3
	Lithuania	0	0	2,020	3
TOTAL FRANCHISE		22,989	31	34,645	45
TOTAL CCC GROUP		732,061	979	668,567	941
Discontinued operations	Russia	0	0	26,880	40



OUR VALUES



we are powered
by customers

We are **customer-centric**.

We are **proud** of our products.

We act **quickly, consistently** and flexibly.



we create
business
innovations

Our efforts help create **value** for our customers and the organisation.

We think **innovatively** – we improve and simplify processes.

We always search for **efficient and responsible** solutions.



we work
as a team

We respect each other and our external stakeholders, sharing inspiration.

Our teams are for the **best**.

We expect and strive for maximum **engagement**.



1.1. BUSINESS MODEL

The Group's business model is based on an omnichannel platform of five complementary business lines: CCC, eobuwie, MODIVO, HalfPrice, and DeeZee. The omnichannel model is based on the overlapping of online and offline sales channels and free migration of customers between those channels. Expansion of the omnichannel platform is also supported by a number of facilities for customers, including express delivery, deferred payments, etc.

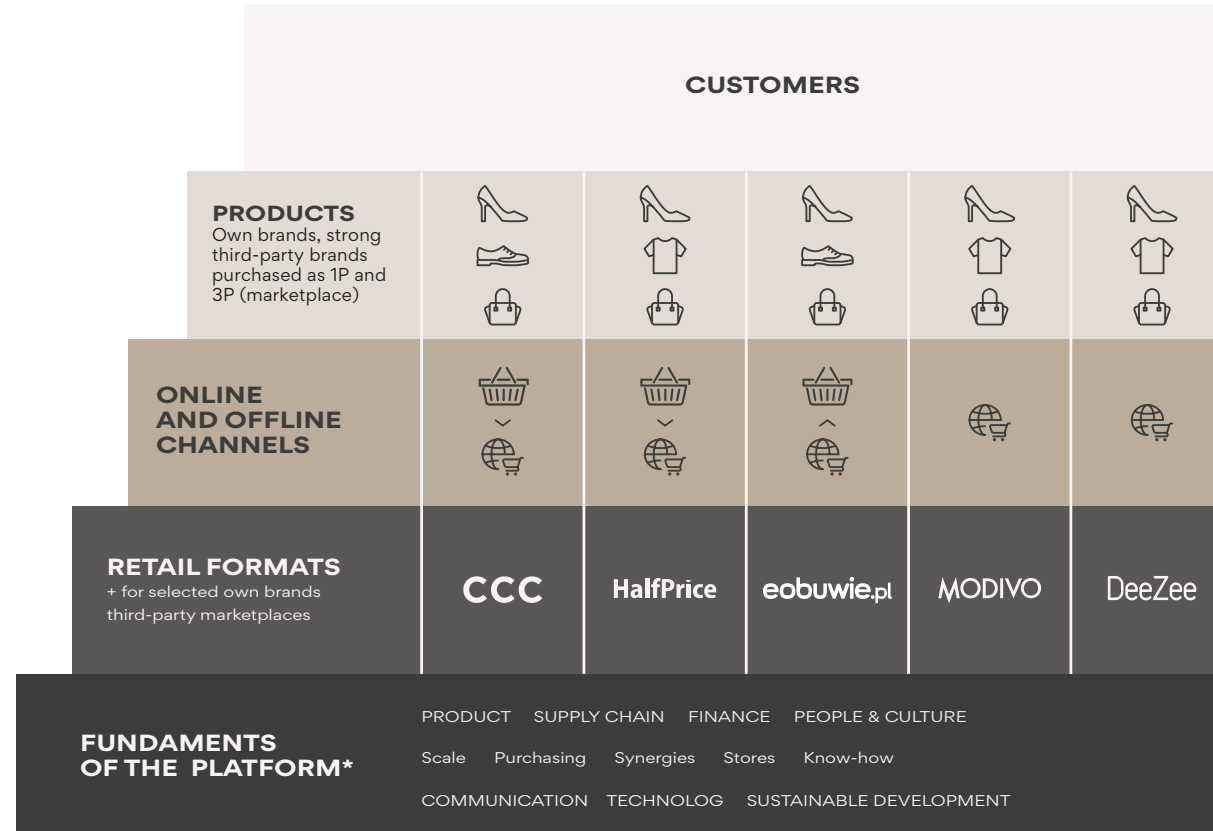
Products at brick-and-mortar stores are mainly sold under the CCC business line, which offers chiefly well-known private labels (Lasocki, Jenny Fairy, Gino Rossi) and under the new off-price concept called HalfPrice. Our sales network consists of 948 offline stores including 38 eobuwie/ MODIVO hybrid stores.



THE GROUP IS RAMPING UP SALES IN THE FAST-GROWING E-COMMERCE CHANNEL. REVENUE FROM THIS CHANNEL IS GENERATED THROUGH THE CCC AND HALFPRICE ONLINE STORES, AS WELL AS THROUGH THE ONLINE PLATFORMS EOBUWIE AND MODIVO (OFFERING MAINLY THIRD-PARTY BRANDS) AND DEEZEE. OUR DIGITAL SALES CHANNELS TODAY COMPRISE MORE THAN 90 ONLINE PLATFORMS AND APPS.

THE BUSINESS MODEL OF THE CCC GROUP IS AN OMNICHANNEL PLATFORM,

that helps Clients fulfill their purchasing needs in a way they prefer



We serve customers where, how and when they want it...

... offering them fashion products, incl.: footwear and apparel + related categories...

...via a channel of their choice...

... in retail brands tailored to their segment...

... and delivering immense benefits from the common foundations of our platform

* maintaining the separate nature of eobuwie.pl and Modivo. IPO of eobuwie.pl Group planned for 2022/2023



1.1.1. MARKET POSITION AND BRANDS OF THE CCC GROUP

The CCC Group is the leader of the CEE footwear market. Revenue generated in the region's key markets (Poland, the Czech Republic, Hungary, Romania, Slovakia, Croatia, Slovenia, Bulgaria and Serbia) account for about 80% of our total revenue. CCC's share in the footwear market in Central and Eastern Europe is around 20%. The share of the CCC Group in the country's footwear retail market is estimated at about 30%. In terms of the number of retail outlets in Poland, the CCC Group is almost twice as big as its largest competitors.



What helps us reach a wide audience of customers is a broad product mix, supported by engaging marketing communications, and a wide range of prices. We offer own labels and third-party brands. The CCC segment offers fashionable, high-quality products (primarily private labels) at affordable prices. Our eobuwie.pl and MODIVO platforms provide products (mainly foreign brands) in the higher-price category, reaching the most demanding customers. On the other hand, the HalfPrice network provides customers with access to top brands (both third-party and own brands) at affordable prices.

SELECTED CCC GROUP BRANDS

OWN BRANDS

THIRD-PARTY BRANDS

	JENNY FAIRY	UNITED COLORS OF BENETTON.	JOOP!
LASOCKI	DeeZee	MICHAEL KORS	
GINO ROSSI	BADURA <small>EST. 1979</small>		

A broad product mix, strong private brands and multiple customer-centric, complementary sales channels make us the retailer of choice for customers shopping for footwear, apparel, and accessories.

The product assortment available through our sales channels is constantly expanded. Its breadth allows customers to find products that meet their specific expectations. Continuous expansion of the product mix drives our growth, boosts our revenue, and strengthens our market position.

GRI 2-6

CCC Group value chain

identified material stakeholders exposed to value chain processes

suppliers of merchandise, other suppliers (service providers and suppliers of non-commercial goods),			CCC Group employees, business partners (franchisees, logistics operators, online platforms, retail space lessors), investors, financial institutions, government bodies, media, consumers		konsumenci	
Upstream			CCC Group		Downstream	
Supplies		Processes within the Group		Sales	Use	Waste
Suppliers of raw materials (TIER 3)	Suppliers of processed materials (TIER 2)	Manufacturing plants (TIER 1)	All Group entities conducting operational processes and support processes	Sales are made through offline stores, online platforms and hybrid stores	Consumer is any person who purchases and uses a CCC product bought at an offline or online store of the Group	Waste is a product that ceases to meet the quality expectations or other needs of customers as a result of its use by customers. There are two types of waste: <ul style="list-style-type: none"> used products, packaging waste.
<p>Suppliers of primary raw materials that are used to make processed materials or other production inputs.</p> <p>Primary raw materials:</p> <ul style="list-style-type: none"> animal skins cotton, flax, other plants <p>Energy resources:</p> <ul style="list-style-type: none"> gas electricity motor fuels 	<p>Suppliers providing finished materials such as leather, textiles, materials that are the main components of CCC products.</p> <p>Raw materials for the manufacture of footwear, bags, accessories and other products:</p> <ul style="list-style-type: none"> synthetic leather materials made of natural, artificial, or synthetic fibres rubber metal pieces paints, varnishes adhesives plastic film other <p>Raw materials for the production of packaging and marketing materials:</p> <ul style="list-style-type: none"> paper, cardboard plastic film adhesives other 	<p>Suppliers manufacturing CCC products (footwear, bags, accessories, clothing, and other products). These include our long-term partners from Europe, Asia and South America.</p> <p>Services necessary for the Group's operations:</p> <ul style="list-style-type: none"> utilities maintenance IT systems telecommunications advisory services 	<p>Operational processes:</p> <ul style="list-style-type: none"> design procurement R&D quality control marketing and promotion sale services for the distribution centre logistics management communication and PR investor relations legal services internal IT support <p>Support processes:</p> <ul style="list-style-type: none"> management administration HR OHS training finance accounting management control 	<p>After-sales service</p> <ul style="list-style-type: none"> handling of customer complaints and returns two-year warranty post-warranty services 		
			Delivery logistics	Retail chain and e-commerce logistics	Waste is generated as a result of logistics processes	
			<ul style="list-style-type: none"> logistics behind the delivery of goods from suppliers to the CCC Group 	<ul style="list-style-type: none"> logistics behind the delivery to customers of products ordered in the CCC retail chain and stores, handled by the CCC Group logistics behind the delivery of products purchased via the e-commerce channel handled by third parties (postal company, courier companies, etc.) 		

Esg topics material from the impact and/or financial perspective along the entire value chain

GRI 2-6

The CCC Group developed its value chain model based on material flow analysis. The main part of the value chain are operational processes within the CCC Group, encompassing everything that happens at the Group from the time of purchase of raw materials to delivery of products and services to customers. The second part are the earlier stages of the value chain, referred to as upstream. It consists of all earlier activities carried out by other entities, from procurement of raw materials, manufacture of materials, components, products and packaging, their transport to the CCC Group, to such activities as generation of electricity purchased by the Group or supply of water necessary for production. The third part of the value chain, referred to as downstream, includes everything that happens to a product after it leaves the CCC Group. Our value chain framework covers outbound transport, distribution, sales, use, and the end-of-life phase. This model is used in calculating greenhouse gas emissions, analysing the mutual impacts of the CCC Group and its external environment, analysing processes in line with the circular economy model, and analysing the resilience of the Group's business model to climate change.

GRI 2-6

CHANGES IN THE VALUE CHAIN IN 2022

The CCC Group closed its sales channels in Russia in the financial year 2022 due to the ongoing armed conflict in Ukraine. During the reporting period, the CCC Group strengthened its presence in the Baltic States (Lithuania, Latvia, and Estonia) and expanded its supplier base.



1.1.3. 2022 HIGHLIGHTS

- CCC joins the Zero Discharge of Hazardous Chemicals (ZDHC)
- New subsidiaries are registered in Estonia, Latvia and Lithuania
- Our Russian stores are closed with our Russian operations sold outside the Group

Q1

- CCC Group is awarded the title of the Most Sustainable Company in the Footwear Industry
- CCC Group becomes a Supporting Member of the Polish Supply Management Leaders (PSML)
- CCC Group is included in the INDEX H&M 500 ranking table of 500 trustworthy companies, compiled by Home & Market magazine
- MODIVO and InPost launch EkoBox, Poland's first reusable packaging system

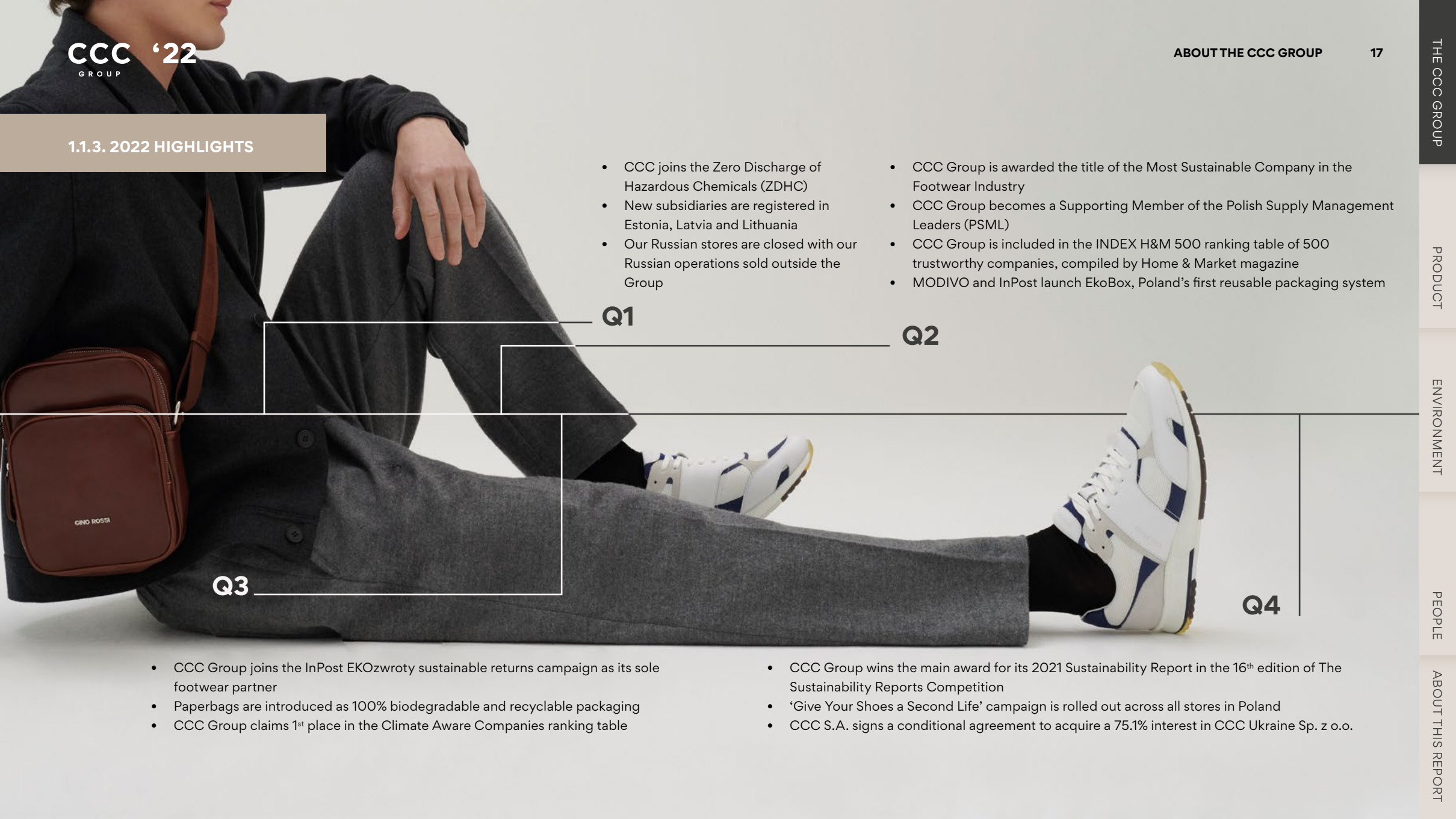
Q2

Q3

- CCC Group joins the InPost EKOzwroty sustainable returns campaign as its sole footwear partner
- Paperbags are introduced as 100% biodegradable and recyclable packaging
- CCC Group claims 1st place in the Climate Aware Companies ranking table

Q4

- CCC Group wins the main award for its 2021 Sustainability Report in the 16th edition of The Sustainability Reports Competition
- 'Give Your Shoes a Second Life' campaign is rolled out across all stores in Poland
- CCC S.A. signs a conditional agreement to acquire a 75.1% interest in CCC Ukraine Sp. z o.o.





1.1.4. MEMBERSHIP OF ORGANISATIONS AND ASSOCIATIONS

SUSTAINABILITY INITIATIVES:

- UN Global Compact
- UN Fashion Industry Charter for Climate Action
- We Mean Business Coalition
- Business For Nature
- ZDHC
- Responsible Business Forum
- Partnership for SDGs
- Diversity Charter

INDUSTRY ORGANISATIONS:

- Polish Association Of Listed Companies
- The Chamber of Electronic Economy
- Union of Associations Advertising Council
- PSML – Polish Supply Management Leaders

EDUCATION ORGANISATIONS:

- Lower Silesia Educational Cluster LSSE
- Jan Wyżykowski University Convention in Polkowice



[READ MORE](#)



1.2. CORPORATE GOVERNANCE

1.2.1. STRUCTURE OF THE CCC GROUP

As at January 31st 2023 and as at the date of approval of this report for issue, the CCC Group consisted of CCC S.A. as the parent and the following subsidiaries:

THE CCC GROUP RUNS FRANCHISE OPERATIONS IN QATAR, OMAN, UNITED ARAB EMIRATES, SAUDI ARABIA, BAHRAIN, UKRAINE, KOSOVO, AND MOLDOVA.

Group structure	GRI 2-1		
DISTRIBUTION	CCC Czech s.r.o. 100% Czech Republic	OU CCC Estonia 100% Estonia	OFF Austria GmbH 100% Austria
	CCC Factory Sp. z o.o. 100% Poland	HalfPrice Sp. z o.o. 100% Poland	MODIVO.lv SIA 75% Latvia
	CCC Austria Ges.M.b.H (in liquidation) 100% Austria	CCC Shoes Bulgaria EOOD 100% Bulgaria	MODIVO S.A. 75% Poland
	CCC Shoes & Bags d.o.o. Beograd 100% Serbia	CCC Obutev d o.o. 100% Slovenia	Modivo.cz s.r.o 75% Czech Republic
	CCC.eu Sp. z o.o. 100% Poland	CCC Slovakia s.r.o. 100% Slovakia	Eobuwie.pl Logistics Sp. z o.o. 75% Poland
	CCC Hrvatska d o.o. 100% Croatia	Eschuhe.CH GmbH 74.99% Switzerland	DeeZee Sp. z o.o. 75% Poland
	Shoe Express S.A. 100% Romania	MODIVO S.R.L. 75% Italy	Eschuhe.de GmbH 75% Germany
	CCC Hungary Shoes Kft. 100% Hungary	UAB CCC Lithuania 100% Lithuania	EPANTOFI MODIVO s.r.l. 75% Romania
	Branded Shoes & Bags Sp. z o.o. 75% Poland		SIA CCC Shoes Latvia 100% Latvia
OTHER		CCC Shoes and Bags Sp. z o.o. 100% Poland	C-AirOp Ltd. 50% Isle of Man

CHANGES IN THE CCC GROUP STRUCTURE IN THE REPORTING PERIOD:

- On March 2nd 2022, OFP Sp. z o.o. changed its name to HalfPrice Sp. z o.o.
- In April 2022, the CCC Group registered subsidiaries in Estonia (on April 18th 2022) and Lithuania (on April 19th 2022). On May 5th 2022, the CCC Group registered a subsidiary SIA CCC Shoes Latvia in Latvia. Acquisition of assets from a franchisee.
- A conditional agreement to sell 100% of shares in OBUV OOO to a buyer outside the CCC Group was signed on April 6th 2022. On May 17th 2022, following the fulfilment of conditions precedent, the shares were sold outside the CCC Group.
- On October 27th 2022, Eobuv.cz s.r.o. changed its name to Modivo.cz s.r.o.
- On November 18th 2022, a conditional share purchase agreement was signed, providing for the acquisition by CCC S.A. of a 75.1% equity interest in CCC Ukraine Spółka z ograniczoną odpowiedzialnością from Adler International A. Kutnik K. Janota Spółka komandytowa. On February 8th 2023, CCC S.A. acquired 75.1% of shares in CCC Ukraina Sp. z o.o. of Lviv.
- On December 1st 2022, the MODIVO Group registered a new subsidiary MODIVO.lv SIA.
- On December 28th 2022, CCC S.A. signed an agreement to sell all shares in Gino Rossi.
- On January 27th 2023, CCC S.A. sold all shares in CCC Shoes Ayakkabicylyk Limited Sirketi of Turkey.



CCC S.A. SHARES

The Company's share capital consists of 54,868,000 shares comprising:

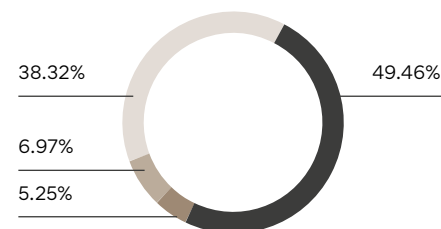
- 48,218,000 ordinary bearer shares, each conferring one vote at the Company General Meeting,
- 6,650,000 registered shares with a voting preference so that each share confers two votes at the Company General Meeting.

In November 2022, the Extraordinary General Meeting of CCC S.A. resolved to issue up to 14 million Series L and Series M shares in total. No issue was conducted as at the date of publication of this report.

CCC S.A. SHAREHOLDING STRUCTURE

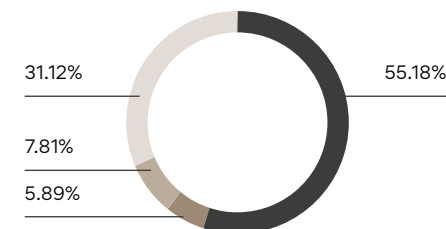
List of shareholders holding directly or indirectly, through subsidiaries, 5% or more of total voting rights at the General Meeting of CCC S.A. as at January 31st 2023 was as follows:

% VOTING INTEREST



- ULTRO S.à r.l. (subsidiary of Mr Dariusz Miłek)
- Allianz funds (Allianz OFE, Allianz DFE, Drugi Allianz OFE)*
- Funds managed by Nationale-Nederlanden PTE S.A.**
- Other investors***

% OWNERSHIP INTEREST



* according to Current Report No. 1/2023 dated January 10th 2023.

* As per the list of shareholders entitled to participate in the Extraordinary General Meeting on November 17th 2022.

*** Other investors holding less than 5% of voting rights.

1.2.2. GOVERNANCE STRUCTURE OF CCC

GRI 2-9

405-1

Management Board of CCC S.A.

As at January 31st 2023 and as at the date of issue of this report, the Management Board of CCC S.A. comprised the following four members:



Marcin Czyczerski
President of the
Management Board



Karol Półtorak
Vice President of the
Management Board,
Strategy and Development



Adam Holewa
Vice President of the
Management Board,
Operations and Corporate
Governance



Igor Matus
Vice President of the
Management Board, Supply
Chain Management



During the reporting period from February 1st 2022 to January 31st 2023, all members of the Management Board were men the age group of 30-50. In the reporting period, the Management Board passed 21 resolutions.

Listed below are changes on the Management Board that occurred in 2022.

- On September 29th 2022, Adam Marciniak resigned as Vice President of the Company's Management Board, with effect from September 29th 2022. Mr Marciniak resigned to take up a new role in a different sector.
- On January 17th 2023, the Supervisory Board passed a resolution to remove Kryspin Derejczyk from his position as Vice President and Member of the Management Board of CCC S.A. The person responsible for supervising Finance and Accounting on behalf of the Management Board is Marcin Czyczerski, President of the

GRI 2-11

The chair of the supervisory body is not a member of the management personnel. [2-11]

For detailed information on the expertise and experience of the Management and Supervisory Board members, visit [the Company's website](#).

GRI 2-9

DIVISION OF RESPONSIBILITIES AMONG MANAGEMENT BOARD



SUPERVISORY BOARD

DARIUSZ MIŁEK, Chair of the Supervisory Board

Executive supervision:

- Purchasing and Product Management
- Marketing Strategy
- Creation
- Expansion



MANAGEMENT BOARD

MARCIN CZYCZERSKI

President of the Management Board

- Oversight of the Management Board's work
- Finance and Accounting
- Sales
- HR
- Management Board's Office (Audit, OHS)
- Investor Relations
- Sustainability
- Communication and PR

KAROL PÓŁTORAK

Vice President of the Management Board, Strategy and Development

- Strategy
- E-commerce
- CRM
- Marketing
- Legal Department
- Digitisation, Technology, Digital Transformation and Cyber Security

ADAM HOLEWA

Vice President of the Management Board, Operations and Corporate Governance

- Subsidiary Supervision
- Investments
- Project Management
- B2B
- Expansion Oversight

IGOR MATUS

Vice President of the Management Board, Supply Chain Management

- Retail Logistics
- Offprice Logistics
- E-commerce Logistics
- Overall supply chain responsibility across the Group

GRI 2-9

405-1

Supervisory Board

As at January 31st 2023 and as at the date of authorisation of this report for issue, the Supervisory Board comprised the following members:



Dariusz Miłek
Chair of the Supervisory Board



Wiesław Oleś
Deputy Chair of the Supervisory Board

Filip Gorczyca
Member of the Supervisory Board



Mariusz Gnych
Member of the Supervisory Board



Zofia Dzik
Member of the Supervisory Board



In the reporting period from February 1st 2022 to January 31st 2023, 20% of the Supervisory Board members were women and 80% were men. 20% of the Supervisory Board members belonged to the age group of 30–50 and the remaining 80% to the age group of over 50. Supervisory Board members do not belong to underrepresented social groups.



80%



20%

In the reporting period, the Supervisory Board met 13 times and passed 44 resolutions.

For detailed information on the expertise and experience of the Management and Supervisory Board members, visit [the Company's website](#).

GRI 2-10

PROCEDURE FOR SELECTING GOVERNING BODIES OF THE COMPANY

- The procedures for selecting Supervisory Board and Management Board members are set forth in the Company's Articles of Association, the Rules of Procedure for the Company's General Meeting and the Rules of Procedure for the Supervisory Board.
- The General Meeting appoints the Chair and five to seven members of the Supervisory Board for a joint three-year term. The General Meeting determines the number of Supervisory Board members in a given term of office on a case-by-case basis. Supervisory Board members are selected from among the candidates nominated by shareholders present at the General Meeting. Nominations of candidates for members of the Supervisory Board should be submitted and justified in a manner that facilitates an informed decision. The Chair of the General Meeting draws up a list of candidates nominated for election. Elections of Supervisory Board members are held by voting on each candidate separately. Where requested by shareholders, block voting and voting for all candidates simultaneously are also permitted.
- The Supervisory Board appoints one to seven members to the Company's Management Board for a joint three-year term and has the power to remove them from the Management Board. The Supervisory Board determines the number of Management Board members in a given term of office on a case-by-case basis.



Decisions concerning appointments to the Management and Supervisory Boards are made on the basis of objective criteria. In line with the Diversity Policy applied to the governing bodies and key management personnel of the Company, CCC S.A. makes every effort to ensure versatility and diversity of its governing bodies, particularly with respect to gender, education, age and professional experience, with the main selection criteria being the qualifications, professionalism and competencies necessary for a particular position. In selecting members of its governing bodies, CCC S.A. is guided by equality and inclusivity.

Supervisory Board members should also have an appropriate education background and professional and life experience, uphold high ethical standards and be able to devote the necessary amount of time to properly discharge their responsibilities on the Supervisory Board. Nominations of candidates for members of the Supervisory Board should be submitted and justified in a manner that facilitates an informed decision. In accordance with the Company's Articles of Association and the Code of Best Practice of the WSE Listed Companies, at least two members of the Supervisory Board should meet the independence criteria. Candidates for Supervisory Board members are also required to provide the Company with written representations to the effect that they meet the independence criteria prescribed in applicable laws.





AUDIT COMMITTEE

The Audit Committee has been operating as part the Supervisory Board since June 2nd 2016. It serves as a permanent consultative and advisory body for CCC S.A. and the Supervisory Board. Appointed by the Supervisory Board in 2019, the current Audit Committee is composed of:

- **Filip Gorczyca** - Chair of the Audit Committee,
- **Zofia Dzik** - Member of the Audit Committee,
- **Mariusz Gnych** - Member of the Audit Committee.

The Audit Committee met six times during the 2022 reporting period.



GRI 2-18

EVALUATION OF THE PERFORMANCE OF THE MANAGEMENT AND SUPERVISORY BOARDS

The Supervisory Board exercises permanent supervision of all aspects of the Company's activities. No separate evaluation is conducted in terms of ESG management. The evaluation covers all sustainability-based activities. Twice a year, the Supervisory Board sets individual targets for each member of the Management Board, which are aligned with the critical aspects of the Company's operations. The Supervisory Board also evaluates and issues opinions on the performance of the targets twice a year. The required majority of Supervisory Board members meet independence criteria. In 2022, the Management Board and the operating units responsible for managing sustainability issues adjusted their ESG activities based on the Supervisory Board's evaluation findings, with the recommendations issued as part of the evaluation process implemented on an ongoing basis.

There were no negative evaluations and no need for significant changes in organisational practices in 2022.

The General Meeting evaluates the Supervisory Board by approving the report on its activities and deciding on granting discharge to its individual members at the Annual General Meeting.

1.2.3. SUSTAINABILITY MANAGEMENT

Activities of executive-level bodies in the area of ESG

GRI 2-9	2-12	2-13	2-14
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Sustainability considerations are of interest to the Company's Management Board, Supervisory Board and managers. ESG falls within the remit of the Director of Investor Relations and Sustainability, who reports directly to the President of the Management Board, who exercises supervision of sustainability and climate change issues. The Director of Investor Relations and Sustainability directs the work of the Sustainability Department, which is responsible for implementing operational activities. As sustainable development concerns all areas of activity of the CCC Group, management personnel and employees across departments and organisational levels (including Product, Administration, OHS, Fire Safety, Logistics, HR) are involved in the process by providing expert guidance and organisational support in the execution of sustainable development tasks. Cooperation with stakeholders is delegated to subordinate units. The frequency and form of stakeholder engagement are different for different organisational units.

BUSINESS UNIT HEADS AND MANAGERS ARE RESPONSIBLE FOR IMPLEMENTING AND FOLLOWING DUE DILIGENCE POLICIES, REGULARLY REPORTING ON THE FINDINGS TO THE MANAGEMENT BOARD.

ESG MANAGEMENT STRUCTURE AT THE CCC GROUP:

	Supervisory Board	Management Board	Management personnel
Who?	<ul style="list-style-type: none"> Board Members 	<ul style="list-style-type: none"> President of the Management Board Marcin Czyczerski 	<ul style="list-style-type: none"> Director of Investor Relations and Sustainability Sustainability Department Management personnel and employees from various organisational units
Role	<ul style="list-style-type: none"> Consultation and opinion giving 	<ul style="list-style-type: none"> Strategic leadership and oversight 	<ul style="list-style-type: none"> Operational role
Engagement	<ul style="list-style-type: none"> Consultation and giving opinions on the content of ESG reports and planned ESG activities All Supervisory Board members receive the Sustainability Report for consultation prior to its publication 	<ul style="list-style-type: none"> Giving opinions and providing oversight of the integration of sustainability activities with business goals Approval of directions and scope of activities Monitoring the progress of sustainability work Managing objectives and targets outlined in the Sustainability Strategy Periodic meetings with people responsible for individual ESG areas Actively participating in the preparation of ESG reports by approving their structure and main assumptions, including with regard to the materiality of topics included in the report Actively participating in materiality assessments conducted every few years to determine materiality and increase the Company's ESG commitment All Management Board members receive the Sustainability Report for consultation prior to its publication 	<p>Director:</p> <ul style="list-style-type: none"> Responsible for implementing ESG activities Reporting results and progress of work to the Management and Supervisory Boards <p>Sustainability Department:</p> <ul style="list-style-type: none"> Coordinating Sustainability Strategy implementation Cooperation with various organisational units Managing ESG work and implementing planned ESG activities Monitoring results and progress against strategic objectives Reporting results to the Director and the Management Board responsible for implementing particular ESG activities Internal and external reporting <p>Managers and employees:</p> <ul style="list-style-type: none"> Participating in strategy development Expert and organisational support in implementing sustainability tasks and activities Progress reporting
Separate committees	<ul style="list-style-type: none"> No separate committees have been appointed 	<ul style="list-style-type: none"> No separate committees have been appointed 	
Performance assessments and their frequency	<ul style="list-style-type: none"> Periodic reporting to the Chair of the Supervisory Board. The Management and Supervisory Boards exercise ESG oversight without appointing separate committees 	<ul style="list-style-type: none"> Regular monitoring of progress against targets and verification of whether organisational units deliver on their commitments in line with the stated objectives and timeframes. Ongoing monitoring 	<ul style="list-style-type: none"> Sustainability Department reports on its activities to the Management Board and the Chair of the Supervisory Board every two weeks ESG reporting frequency is different for different organisational units Progress against strategic objectives is accounted for on a quarterly basis



CCC S.A. has assembled the Green CCChallenge working team comprising employees in various areas of expertise, tasked with maximising energy efficiency at the Company. One of the team members is Igor Matus, Vice President of the Management Board, who is also responsible for overseeing the team's work. The progress and results of these measures are reported periodically to the other members of the Management Board.



Also, a new position of Senior ESG Specialist was created in MODIVO S.A.'s Corporate PR, CSR & ESG team in 2022. The responsibilities of the position include:

- support MODIVO S.A. departments in implementing ESG activities in synergy with the CCC Group
- monitor GO.25 ESG strategy execution within the organisation and coordinate the reporting of non-financial data from individual departments to the CCC Group
- identify MODIVO Group's specific ESG needs, coordinate strategy execution and prepare for increased reporting obligations.

GRI 2-17

In the financial year 2022, no ESG training was provided to Management and Supervisory Board members, but the members participated individually in various ESG-related events.

1.2.4. REMUNERATION OF MANAGEMENT AND SUPERVISORY BOARD MEMBERS

Remuneration Policy for Management and Supervisory Board members

GRI 2-19

The amount of remuneration for the Management Board and Supervisory Board members is determined taking into account the amount of work necessary to properly perform the functions of individual members of the above bodies and the scope of duties, responsibilities and competencies connected with the performance of those functions. The remuneration amount corresponds to the size of the Company's business and is reasonable in relation to its financial performance. In order to improve the quality and efficiency of the work of Management Board members, their remuneration is determined taking into account its incentivising role and smooth and effective management of the Company. Therefore, the remuneration consists of fixed components (base pay), including cash and non-cash benefits, and variable components (cash bonuses).



Management Board members are entitled to the following remuneration:

- Base pay
- Individual Short-Term Bonus paid twice a year
- Team Annual Bonus
- Long-Term Bonus contingent on an increase in CCC S.A.'s value (understood as an increase in the share price), paid once every three years,

Other financial benefits such as severance pay or incentives to join the company must in each case be approved by a resolution of the Supervisory Board in line with the Remuneration Policy for the Management and Supervisory Boards. The Company has not implemented and does not plan to implement any additional old-age or disability retirement or early retirement schemes for Management Board members. Supervisory Board members may join the Employee Capital Plan in place at CCC. Participation is not mandatory.

Individual goals of Management Board members used to determine the amount of the Individual Short-Term Bonus may include ESG goals. The other bonuses are tied exclusively to business goals.

Our Remuneration Policy came into force in 2020. For details, [visit this site](#).



Remuneration Policy design process

GRI 2-20

A draft of the Remuneration Policy prepared by the Management Board was submitted to the Supervisory Board for opinion and presented to shareholders during the Annual General Meeting in June 2020. Shareholders approved the proposed Policy by way of a resolution, which was passed by 81.2% of the votes in favour. External consultants independent of the Management and Supervisory Board members were involved in the process of designing the Remuneration Policy.

On June 15th 2022, the Annual General Meeting of CCC S.A. passed Resolution No. 27/ZWZA/2022 amending the Remuneration Policy for the Management and Supervisory Board Members of CCC S.A. with 70.53% of the votes cast in favour of the resolution, 29.47% of the votes cast against it and no abstentions. The amendments concerned participation in Incentive Schemes. The existing policy does not take into consideration the views of stakeholders.



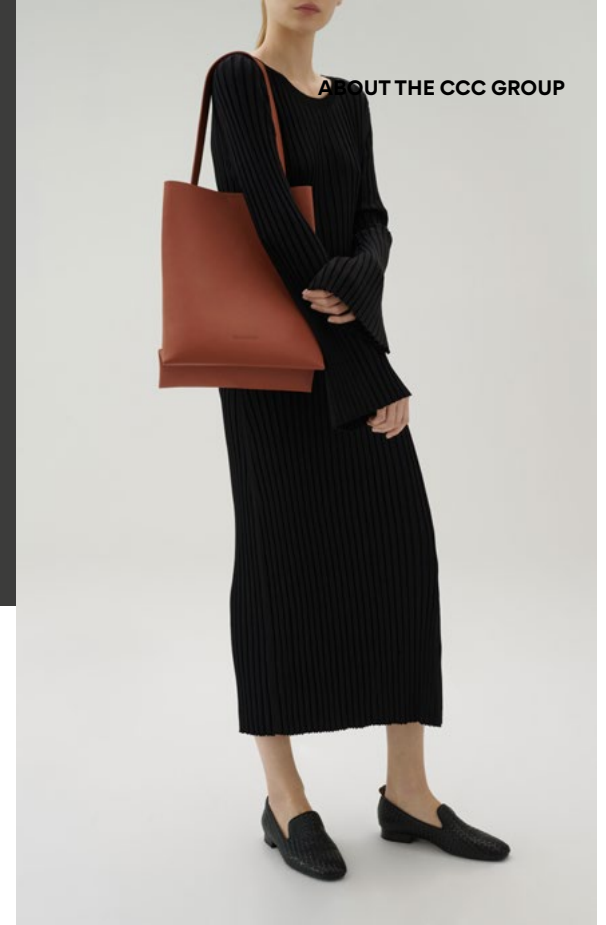
Our remuneration system is designed to ensure variable remuneration equals 65% to 150% of fixed remuneration (excluding the long-term bonus linked to the stock price). Shareholders may express their views during the process of voting on General Meeting resolutions.

External independent remuneration consultants are not currently involved in the process of designing remuneration policies for the Management Board members.

In developing proposals of amendments to the Management Board remuneration system, external data from a reputable firm, Korn Ferry Hay, was used.

GRI 2-20

The process of determining remuneration is not overseen by independent highest governance body members or an independent compensation committee.



**REMUNERATION OF MANAGEMENT BOARD MEMBERS
IN THE FINANCIAL YEAR 2022 IN PLN**

Remuneration received by Management Board members in the financial year 2022 as at January 31st 2023

Marcin Czyczerski	1,569,877
Karol Pótorak	1,101,709
Igor Matus	1,106,086
Adam Holewa	1,100,456

Remuneration of persons serving on the Management Board in 2022 who were not Management Board members as at January 31st 2023

Kryspin Derejczyk	1,108,681
Adam Marciniak	892,761

**AVERAGE ANNUAL TOTAL REMUNERATION FOR EMPLOYEES AND THE RATIO OF
REMUNERATION OF THE HIGHEST-PAID INDIVIDUAL AT CCC TO THE AVERAGE ANNUAL
TOTAL REMUNERATION AT THE COMPANY**

GRI 2-21

In the financial year 2022, the Company paid PLN 6,879,570 in gross base pay plus bonuses to the Management Board members, 41.3% more than in the preceding year. PLN 849,117 gross was paid to the Supervisory Board members, 30.6% more than in 2021.

The ratio of the annual remuneration of the President of the Management Board to the average annual remuneration of other employees with employment contracts was 24.1x in the financial year 2022, compared with 32.3x last year. The annual remuneration of the President of the Management Board decreased 13.2% in the financial year 2022, and the average annual remuneration of other employees increased 16.1%. The ratio of the change in the annual remuneration of the President of the Management Board to the average annual remuneration of employees was -0.82.

For details on remuneration at the CCC Group and CCC S.A., see Appendix 1 to this report.



1.2.5. RISK MANAGEMENT

The risk management system of the CCC Group

The risk management system in place at CCC S.A. was designed relying on the guidance provided in the international standard ISO 31000:2012 *Risk management – principles and guidelines*.

Risk assessment covers both the internal and external environment. The context assessment includes such elements as social and cultural conditions, political and legal environment, regulations applicable to the organisation, technological conditions, economic situation, natural environment, and other economic operators and their activities. Furthermore, key trends and factors that are likely to affect the objectives of the organisation are also considered, and so are stakeholder relations. The internal environment of the organisation is evaluated mainly in terms of corporate governance, structure and culture (including but not limited to roles and responsibilities, accountability), policies, objectives and strategies established to deliver such objectives, available resources and expertise (e.g. capital, time, people, processes, systems and technologies), IT systems, information flows, decision-

making processes (formal and informal), relations with internal stakeholders, their perceptions and values, standards, guidelines and models adopted by the organisation, as well as the form and extent of contractual relationships. Additionally, the organisational environment provides the basis for defining the adopted and approved business objectives and for determining the risk appetite level and tolerance for individual risk categories. The definition of those elements makes it possible to specify the strategic framework of the risk management process throughout the organisation.



THE RISK MANAGEMENT SYSTEM IS BASED ON:

- THE CORPORATE STRUCTURE, WHICH INCLUDES THE ALLOCATION OF POWERS AND RESPONSIBILITIES BETWEEN THE COMPANIES' GOVERNING BODIES, BUSINESS UNITS, ORGANISATIONAL UNITS AND PROJECTS;
- THE RISK MANAGEMENT PROCESS, INCLUDING RISK IDENTIFICATION, MEASUREMENT AND ASSESSMENT METHODS, MITIGATION MEASURES, RISK MONITORING, CONTROLLING AND REPORTING.





SUPERVISORY BOARD

The Supervisory Board exercises permanent supervision over the risk management process and evaluates the adequacy and effectiveness of this process as part of its tasks prescribed by the Articles of Association and the Rules of Procedure for the Supervisory Board, as well as through the Audit Committee, with the Company's Supervisory Board being responsible for the supervision of the risk management process across the CCC Group.

ROLE OF THE SUPERVISORY AND MANAGEMENT BOARDS IN THE NON-FINANCIAL RISK IDENTIFICATION AND MANAGEMENT SYSTEM

MANAGEMENT BOARD

The Management Board organises and guarantees operation of the risk management system by adopting risk identification and assessment principles, being responsible for the oversight of the risk management process across the CCC Group, while the Management Boards of individual Group companies are responsible for risk management processes in their respective companies.

As part of the above-described risk management process, the Company's Management Board is responsible for the final approval of the risk acceptability threshold, of the Risk Register and the Corporate Risk Map, as well as of the unacceptable risk handling plan.

Risk reviews are carried out by the Management Board depending on the risk level: once a month as a minimum or once a quarter as a minimum. The Manager of the Internal Audit Department is responsible for reporting risks to the Management Board every six months and to the Supervisory Board on a quarterly basis or whenever the aforesaid bodies so request. Moreover, the

Management Board and the Supervisory Board perform reviews of the economic, environmental and social impacts as well as opportunities of the Group at least once a year.

In 2022, as part of the risk management system in place, the Manager of the Internal Audit Department identified no need to update the risk management regulations or methodology. The review enabled a risk identification exercise with key stakeholders, who evaluated the identified risks and the effectiveness of relevant controls in a self-assessment process. A list of key risks was submitted to the Management Board and the Audit Committee. Response plans were prepared for all unacceptable risks. They are monitored on an ongoing basis and updated as necessary to effectively adjust the related risk mitigation strategies.

GRI 2-25



1.2.6. MATERIAL MANAGEMENT

TABLE 1.1 MATERIAL MANAGERIAL RISKS

GRI 2-25

Risk	Risk management approach
Risk of shifts in consumer preferences and trends	Entry into the off-price segment operating under the HalfPrice brand Strong expansion of key brands (Lasocki, Gino Rossi, Sprandi, DeeZee, Jenny Fairy) and expansion of new brands: Badura, Americanos, Simple. Addition of the apparel category in three business lines. The Group is constantly monitoring trends in consumer choices and preferences and conducts regular surveys to analyse customer feedback.
Risk related to perception of the fast fashion industry	weCare eco-friendly line (15% share in SS22 offer). Launch of the process to implement circular business models.
Risk related to regulatory decisions or changes in regulations applicable to the fashion industry and/or retail trade	Establishment of the CCC Group's Compliance function to continuously monitor legislative changes in all areas of the Group's operations, coupled with monitoring of upcoming legislative changes and adaptation to new requirements.
Cybersecurity risk and risk related to personal data protection	The CCC Group is in compliance with data protection laws and regulations, including the GDPR, and has a Data Protection Policy and Information Security Policy in place. We perform audit and supervisory activities. We develop safeguards and security measures, deploying complex technology solutions. The Group also: <ul style="list-style-type: none"> - provides employees with training in personal data processing; - monitors the quality of work performed by employees who work with personal data; - optimises processes to minimise the risk of an employee making a mistake; - develops operating and emergency procedures in case of a personal data leak.
Risk of IT inefficiencies or ICT system malfunctions	In order to ensure efficient operation of the IT systems and to mitigate the risk of their failure, the Group takes care to have in place an appropriate technological backup of its IT processes and emergency power supply for the key components of its IT structure.
Risk of regulatory changes related to personal data protection	The Group is constantly analysing legislative processes, responding to all changes and recommendations. The Compliance function is responsible for tracking legal developments across the Group, providing links to proactive monitoring of changes in law and bringing the Group into compliance with new requirements.





1.3. SUSTAINABILITY AT THE CCC GROUP

1.3.1. MATERIALITY: TOPICS, RISKS AND STAKEHOLDERS

GRI 3-1

The CCC Group is committed to aligning its operations strategy with stakeholder expectations, improving the quality of its processes, and disclosing sustainability information and data. All sustainability activities, strategic decisions and goals are based on materiality, which was identified and evaluated in the 2021 materiality assessment. The assessment findings also provided grounds for

THE MATERIALITY ASSESSMENT WAS CONDUCTED BY AN EXTERNAL CONSULTING FIRM IN ACCORDANCE WITH THE MAX - MATERIALITY ASSESSMENT MATRIX METHODOLOGY IN ITS BASIC VERSION AND IN ACCORDANCE WITH GRI STANDARDS 2021, TAKING INTO ACCOUNT THE REQUIREMENTS OF THE CSRD AND THE CONCEPT OF DOUBLE MATERIALITY. THE MATERIALITY ASSESSMENT IS VALID FOR THREE YEARS UNTIL DECEMBER 16TH 2024.

determining the content of this report and the adopted GO.25 sustainability strategy. The assessment was part of our dialogue with stakeholders.



THE MATERIALITY
ASSESSMENT
PROCESS WAS
DIVIDED INTO THE
FOLLOWING

STEPS

1

Source data analysis.

2

Comparative analysis of 19 peer companies.

3

Comprehensive questionnaire survey among 35 representatives of the CCC Group's senior executive and senior management personnel and seven external experts.



4

Questionnaire survey and structured interviews with representatives of 11 key internal and external stakeholder groups: financial institutions, public administration, industry organisations, suppliers, companies cooperating with the CCC Group, consumers, universities, beneficiaries of community programmes, and local communities.

5

Plotting the results onto the matrix.

6

Preparation of the final report.





MATERIALITY ASSESSMENT RESULTS FOR THE CCC GROUP

9 material stakeholder groups	23 material ESG topics	15 material ESG risks
<p>Consumers</p> <p>Employees</p> <p>Suppliers of merchandise</p> <p>Other suppliers</p> <p>Business partners</p> <p>Investors</p> <p>Financial institutions</p> <p>Government</p> <p>Media</p>	<p>High management priority:</p> <ul style="list-style-type: none"> • Climate change (including greenhouse gas emissions) • Circular economy (raw and other materials, waste, etc.) • Equality and diversity • Supply chain monitoring and assessment (including relationships with suppliers and subcontractors, animal welfare) • Human rights and employee rights • Responsible marketing communication <p>Medium management priority:</p> <ul style="list-style-type: none"> • Biodiversity • Product quality and safety • Ethics • Employee development and education • Sustainability management • Technology advances and innovation <p>Standard management priority:</p> <ul style="list-style-type: none"> • Water and effluents • Chemicals • Employment and pay levels • Employee relations and freedom of association • Occupational health and safety • Customer relations and service excellence • Local communities and community engagement • Use of state aid • Corruption and bribery • Data protection and information security (including privacy protection) • Anti-competitive practices 	<ul style="list-style-type: none"> • Risk of loss, significant deterioration in quality or lower availability of key raw materials • Risk related to the prices of raw and other materials • Risk of water constraints • Risk of pay pressure • Risk related to customer experience • Risk of shifts in consumer preferences and trends • Risk related to perception of the fast fashion industry • Risk of changes in the global economic climate • Risk related to economic implications of COVID-19 • Risk related to regulatory decisions or changes in regulations applicable to the fashion industry and/or retail trade • Risk related to inflexible business model • Risk of IT inefficiencies or ICT system malfunctions • Risk of limited availability of suppliers • Risk related to transport (rail, port or warehouse) infrastructure constraints and random events occurring in land transport • Risk associated with a shipowner's conduct

The list of material topics and stakeholders did not change from the previous year. In contrast, the list of material ESG risks was updated relative to 2021, as discussed in sections 1.2.5. and 1.3.2.

GRI 3-2

GRI 2-29

MATERIAL STAKEHOLDERS

TABLE 1.2. CCC GROUP'S RELATIONSHIPS WITH MATERIAL STAKEHOLDERS:

Material stakeholders	Engagement method	Topics addressed and purpose of stakeholder engagement
Consumers	Satisfaction surveys, Customer Service Office, social media, sustainability reporting.	Access to information, active and transparent communication, excellent customer service, product safety.
Employees	Development conversations and satisfaction surveys, internal intranet, newsletter, information mailings, training and workshops, town hall meetings, sustainable reporting.	Working conditions, professional development and education, safety standards.
Suppliers of merchandise	Regular collaborative communication, meetings and other forms of direct communication with employees.	Favourable terms of business, timely payments, fair and transparent business relationships.
Other suppliers	Regular collaborative communication, meetings and other forms of direct communication with employees.	Favourable terms of business, timely payments, fair and transparent business relationships.
Business partners	Regular collaborative communication with business partners, face-to-face meetings, industry events, newsletters, sustainability reports.	Fair and transparent business relationships.
Government	Face-to-face meetings, participation in local events, conferences, sustainability reports.	Legal compliance, timely and quality reporting, CCC Group's Strategy.
Investors	Investor relations and communications published on website and via ir@ccc.eu , earnings conferences, General Meetings, current and periodic reports, sustainability reports.	Financial performance, business strategy execution, ESG ratings, sustainability activities.
Financial institutions	Communication via the corporate website, face-to-face meetings and teleconferences. Earnings conferences, current and periodic reports, sustainability reports.	Financial performance, regulatory compliance, CCC Group's Strategy.
Media	Press office and ongoing communication, correspondence via the mailbox on website , press releases posted on the website, press conferences	CCC Group's Strategy, financial performance, corporate events.



TABLE 1.3. MATERIAL SUSTAINABILITY RISKS

Area	Risk	Details
Management area	<ol style="list-style-type: none"> 1. Risk of shifts in consumer preferences and trends 2. Risk related to perception of the fast fashion industry 3. Risk related to regulatory decisions or changes in regulations applicable to the fashion industry and/or retail trade 4. Cybersecurity risk and risk related to personal data protection 5. Risk of IT inefficiencies or ICT system malfunctions 6. Risk of regulatory changes related to personal data protection 	Described in Section 1.2.6
Supply chain area	<ol style="list-style-type: none"> 7. Risk of loss, significant deterioration in quality or lower availability of key raw materials 8. Risk related to the prices of raw and other materials 9. Risk of limited availability of suppliers 10. Risk related to transport (rail, port or warehouse) infrastructure constraints and random events occurring in land transport 11. Risk associated with a shipowner's conduct 12. Risk of entering into a business relationship with a bad supplier 13. Corruption risk 	Described in Section 2.5.
Product and customer service area	<ol style="list-style-type: none"> 14. Risk related to customer experience 	Described in Section 2.5.
Environmental issues area	<ol style="list-style-type: none"> 15. Risk of water constraints 16. Risk of energy shortages 	Described in Section 3.5
Labour issues area	<ol style="list-style-type: none"> 17. Risk of pay pressure 18. Risk of human resources and skilled labour shortages 19. Risk of key employee knowledge loss 	Described in Section 4.3
Social issues area	No material risks identified	Described in Section 4.3

MATERIAL ESG RISKS

The 2021 materiality assessment examined 38 sustainability risks, of which 15 were rated as material. The list of material risks was updated in 2022 as part of the CCC Group's risk management process improvement and a assessment of potential financial effects of climate change risks and opportunities. The extended risk assessment was intended to raise awareness of the importance of material ESG risks within the organisation. The process enabled the adoption of a more effective risk management method using strategies in place, helped to improve the risk quantification process, and generated added value by unlocking additional potential to seize opportunities in the future.



1.3.2.SUSTAINABLE DEVELOPMENT STRATEGY

SUSTAINABILITY INCORPORATED IN ALL ASPECTS OF OUR BUSINESS

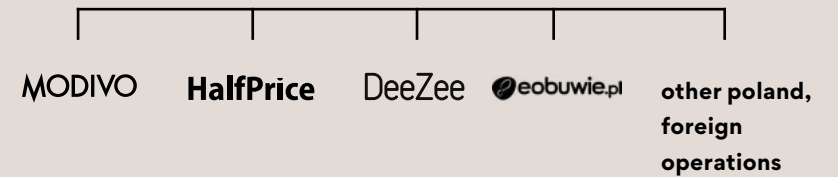
ESG CCC

product	e-commerce
finance	compliance
sales	administration
logistics	OHS
HR	other

IMPLEMENTATION AT SUBSIDIARIES



CCC
GROUP



OUR SUSTAINABILITY STRATEGY IMPLEMENTATION IS:



CONTEXT AND KEY STRATEGIC ASSUMPTIONS

The CCC Group tailors its sustainability initiatives based on international and EU directions and strategies and emerging laws and regulations. The strategy is underpinned by the Paris Agreement, the EU's European Green Deal, the TCFD Recommendations on Climate-Related Financial Disclosures, and the EU's new circular economy action plan.



The CCC Group pursues its sustainable development and non-financial reporting activities in line with applicable laws and international regulations, including the following:

- EU Directive on the disclosure of non-financial and diversity information (Directive 2014/95/EU),
- Act amending the Accounting Act of December 15th 2016,
- European Commission's Guidelines on non-financial reporting (2017/C 215/01),
- European Commission's Guidelines on non-financial reporting: Supplement on reporting climate-related information (2019/C 209/01).

The GO.25 Sustainable Development Strategy is built around three pillars supporting the main goal pertaining to CCC products.



CUSTOMER



PRODUCT

Circularity



ENVIRONMENT

Low emissions intensity



PRODUCT

We provide customers with transparent information on our products, we offer sustainable collections, and we deploy circular solutions

We reduce greenhouse gas emissions and we manage our environmental footprint across all scopes along the entire value chain



ENVIRONMENT



EMPLOYEES



SOCIETY



EMPLOYEES

Diversity

We aim to eliminate inequality factors across the Group and achieve zero accidents



SOCIETY

Transparency in the supply chain

We require all our suppliers to comply with the Code of Conduct and we perform audits



OUR GO.25 SUSTAINABLE DEVELOPMENT STRATEGY ACHIEVEMENTS AND ACTIVITIES:

2025 GOAL	BASELINE	PROGRESS
I. Product		
Sustainable raw materials		
100% products with labels containing information on the materials and manufacturing method used	2020 – mapping material flows for 40% of goods	<ul style="list-style-type: none"> • Full mapping of material flows • Almost 60% of leather sourced from certified tanneries
100% product categories containing sustainable collections	2020 – first ‘Go for Nature’ products	<ul style="list-style-type: none"> • In our AW22 collection, 8 out of 9 (89%) categories contained products made from more sustainable raw materials • Analysis of the EU Taxonomy technical screening criteria in terms of compliance with conditions for products to qualify as environmentally sustainable
Launch recyclable product lines	No action taken	<ul style="list-style-type: none"> • Analysis of the EU Taxonomy technical screening criteria in terms of compliance with conditions for products to qualify as environmentally sustainable
Sustainable packaging		
100% recycled and recyclable packaging	<ul style="list-style-type: none"> • Plastic bags eliminated from offline stores • All CCC and MODIVO e-commerce bags and packaging with FSC certification 	<ul style="list-style-type: none"> • Launch of paperpacks (CCC, HalfPrice, MODIVO) • Launch of reusable packaging at MODIVO
Launch of single cardboard packaging in e-commerce	No action taken	<ul style="list-style-type: none"> • Packaging audit to examine packaging functionality and waste reduction
Used footwear management		
Used footwear collection – roll out the programme across all stores in Poland and abroad	2020 – pilot project to collect footwear in 20 stores in Poland	<ul style="list-style-type: none"> • Footwear collection across all stores in Poland • EKOzwroty • Analysis of footwear recycling feasibility – recyclers, innovative technologies, raising external finance for new technologies

2025 GOAL	BASELINE	PROGRESS
II. Environment		
GHG emissions reduction		
-40% in Scope 1+2 emissions	2019 – 65,030.9 Mg CO ₂ e – baseline	<ul style="list-style-type: none"> • 35.9% reduction in CO2 emissions versus baseline (2019) • 100% renewable electricity purchased (offices and logistics centres in Polkowice) • Green CCChallenge – ongoing monitoring and analysis of fuels and energy used, setting reduction plans, collecting detailed in-store data • Work on a decarbonisation strategy
-10% in Scope 3 emissions	No action taken	<ul style="list-style-type: none"> • Scope 3 emissions estimated and calculated in 2021. • Two material categories added in 2022 calculations; subsidiaries included in emissions reporting
Circular economy		
Reduce waste generated by the CCC Group by 30% versus baseline	2019 – 7,591.9 Mg	<ul style="list-style-type: none"> • Non-hazardous waste per PLN 1m of revenue down 29.4% • Hazardous waste per PLN 1m of revenue down 88.8% • Total non-hazardous waste down 15.2%
Set waste reduction targets in the supply chain with Tier 1 suppliers	No action taken	<ul style="list-style-type: none"> • Supplier surveys developed to collect ESG data; the data will be analysed and used as input to set reduction targets
Water conservation		
Identify the impact of the CCC Group and our value chain on water resources and develop a water efficiency management approach for the CCC Group	No action taken	<ul style="list-style-type: none"> • Basic Water disclosure to CDP • Prepared a schedule for an assessment of the CCC Group's impact on water resources in the supply chain
Biodiversity conservation		
Measure the impact of the CCC Group and its value chain on biodiversity	No action taken	<ul style="list-style-type: none"> • Basic Forests disclosure to CDP • Prepared a schedule for an assessment of the CCC Group's impact on biodiversity in the supply chain

2025 GOAL	BASELINE	PROGRESS
III. Employees		
Protecting employees' life and health		
Zero workplace accidents	2019 – 5.28	<ul style="list-style-type: none"> • 2022 – 3.59 • Raising safety awareness among employees using a new training method (moving to stage 3 of the Bradley curve) • Launch of behavioural audits • Risks identified with a new risk assessment method in place
Workforce diversity		
Reduce the Glass Ceiling Ratio (GCR) to 5%	2019 – 45.2% (GCR2)	<ul style="list-style-type: none"> • Job mapping within the organisation
100% of CCC Group employees trained on diversity	Development and implementation of a diversity policy	<ul style="list-style-type: none"> • 78% of CCC and HalfPrice employees trained on diversity • Developed comprehensive e-learning courses for all administrative staff
Equal pay for equal work		
Reduce the Gender Pay Gap Ratio (GPGR) to 5%	39.9% GPGR for all employees	<ul style="list-style-type: none"> • 38.2% GPGR for all employees • Job mapping and development of a new method for calculating the ratio by employment level





2025 GOAL

BASELINE

PROGRESS

IV. Society

Responsibility in the supply chain

100% of suppliers covered by the Supplier Code of Conduct

100% of merchandise suppliers required to comply with the Supplier Code of Conduct

- The Supplier Code of Conduct updated to incorporate international standards and rating agencies' requirements; implemented for merchandise suppliers and key non-merchandise suppliers

Engage with Tier 1 suppliers to provide non-financial data

No action taken

- Supplier surveys developed to collect ESG data

100% of high-risk suppliers undergoing audits

65% of suppliers undergoing external audits

- An internal audit plan developed; employees received training
- An internal supplier evaluation system developed

Ethics

100% of violation reports analysed

- Update and Group-wide implementation of the Code of Ethics
- Appointment of an Ethics Officer
- Launch of a whistleblowing hotline

- 100% of violation reports analysed
- Implementation of an independent anonymous whistleblowing system
- Appointment of an Ethics Officer and Ethics Representatives for the next year



A full version of the CCC Group's GO.25 Sustainable Development Strategy is available here:
<https://corporate.ccc.eu/en/strategy-goals-and-ambition>



Our activities support the achievement of Sustainable Development Goals (SDGs) 5, 6, 7, 8, 9, 10, 12, 13, 14, and 15.

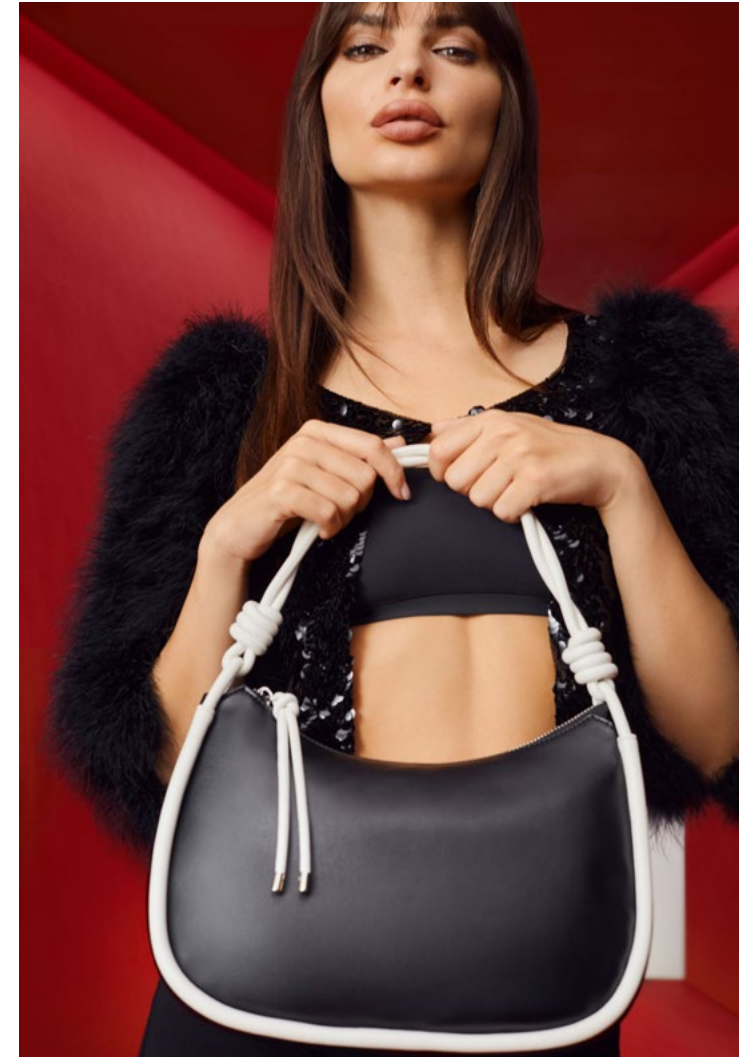


1.3.3. KEY SUSTAINABILITY POLICIES AND STANDARDS

GO.25 SUSTAINABLE DEVELOPMENT STRATEGY

Strategic sustainability document covering the entire CCC Group

Internal		Suppliers and business partners	
Code of Ethics principal document governing ethical conduct at the CCC Group	See Section 1.5.1.	Supplier Code of Conduct document defining the rules, standards and principles of ethical conduct applying to the CCC Group's suppliers and defining procedures for communicating the guidelines, reporting ethical violations and updating the document	See Section 2.1.
Procurement Policy document governing procurement processes and supplier relationships	See Section 2.1.		
Compliance Policy document outlining the compliance system in place at the CCC Group	See Section 1.5.1.		
Human Resources Policy document establishing a framework for human resources management decision-making	See Section 4.1.1.		
Diversity Management Policy document outlining directions of activities promoting diversity at the CCC Group	See Section 4.1.2.		
OHS Policy document defining long-term strategic occupational health and safety initiatives	See Section 4.1.3.		
Environmental Policy document defining the priorities that guide the CCC Group in using natural capital	See Section 3.1.		
Circular Economy Roadmap document defining the direction of change towards circularity	See Section 3.3.		



1.4. PERFORMANCE INDICATORS AND THE EU TAXONOMY

1.4.1. NON-FINANCIAL KEY PERFORMANCE INDICATORS

NON-FINANCIAL KEY PERFORMANCE INDICATORS OF THE CCC GROUP

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Labour area						
Accident frequency rate (accidents at work per 1,000 employees)		5.28	2.62	4.18	3.59	-14.1%
Gender Pay Gap Ratio	%	39.9	44.1	41.1	38.4	-2.7pp
Glass Ceiling Ratio	%	0.7	0.2	1.3	1.8	+0.5pp
Social area						
Complaint rate ¹	%	1.06	0.78	0.66	0.88	+0.22pp
Percentage of CCC suppliers who have signed the Supplier Code of Conduct	%	93.29	100	100	75.16% 24.84% ²	-
Environmental area						
Consumption of energy from all sources (fuels and purchased electricity and heat) per unit of product sold	KWh/pc	2.4	1.5	1.8	1.2	-31.6%
Scope 1+2 (market-based) GHG emissions per unit of product sold	kg CO2e/pc	1.21	0.66	0.79	0.48	-38.9%
Scope 1+2 (market-based) +3 GHG emissions per unit of product sold	kg CO2e/pc	n.a.	n.a.	16.6	11.3	-32.1%
Percentage of waste sent for recycling	%	83.8	90.6	93.4	93.9	+0.5pp

1 Customer complaint rate in the offline channel at CCC S.A., CCC Czech Republic, CCC Slovakia, CCC Hungary, CCC Slovenia, CCC Croatia, CCC Bulgaria, CCC Romania, CCC Serbia.

2 The CCC Group Supplier Code of Conduct was revised and improved in 2022. The revised Code is being accepted and signed by suppliers. 24.84% of our suppliers have signed the revised Code. The previous version of the Code was signed by 75.16% of suppliers.



Non-financial key performance indicators are monitored only at the consolidated level, i.e. for the CCC Group as a whole, except for the complaint rate, which is relevant to the following companies: CCC S.A, CCC Czech Republic, CCC Slovakia, CCC Austria, CCC Hungary, CCC Slovenia, CCC Croatia, CCC Bulgaria, CCC Romania, CCC Serbia.

1.4.2. EU TAXONOMY

The EU taxonomy¹ is a classification system enabling companies to show what proportion (% share) of their economic activities, measured by turnover, capital expenditures (CapEx) and operating expenditures (OpEx), is environmentally sustainable. To be classified as a sustainable economic activity according to the EU Taxonomy, an activity must simultaneously:

- Significantly contribute to at least one environmental objective
- Do no significant harm to any of the other objectives
- Be carried out in compliance with the minimum safeguards
- Meet the Technical Screening Criteria set out in Annex I or Annex II of Commission Delegated Regulation (EU) 2021/2138, as extended by Commission Delegated Regulation (EU) 2022/1214.

The classification system is organised around six environmental goals:

- Climate change mitigation
- Climate change adaptation
- Sustainable use and protection of water and marine resources
- Transition to a circular economy
- Pollution prevention and control
- Protection and restoration of biodiversity and ecosystems



The technical screening criteria (TSC) clarify the notions of ‘Substantial contribution criteria’ and ‘Does Not Significantly Harm’. These are set out in Annexes I and II of Commission Delegated Regulation (EU) 2021/2139², as extended by Commission Delegated Regulation (EU) 2022/1214³.

The European Commission has issued delegated acts specifying the ‘significant contribution’ criteria only for the first two objectives: climate change mitigation and climate change adaptation. The criteria will be expanded in the future to include conditions an activity should meet to make a significant contribution to the other four environmental objectives.

1 The taxonomy was introduced by Regulation (EU) 2020/852 of the Parliament and the Council of June 18th 2020 on the establishment of a framework to facilitate sustainable investment, and it applies to all companies reporting non-financial information, including the CCC Group.

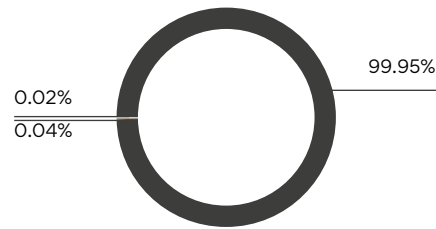
2 Commission Delegated Regulation (EU) 2021/2139 of June 4th 2021 supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council by establishing technical eligibility criteria for determining the conditions under which an economic activity qualifies as contributing substantially to climate change mitigation or climate change adaptation and for determining whether that economic activity causes no significant harm to any of the other environmental objectives.

3 Commission Delegated Regulation (EU) 2022/1214 of March 9th 2022 amending Delegated Regulation (EU) 2021/2139 as regards economic activities in certain energy sectors and Delegated Regulation (EU) 2021/2178 as regards specific public disclosures for those economic activities.

EU Taxonomy alignment

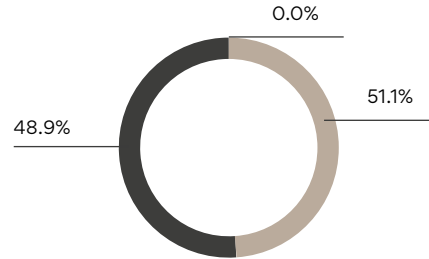
We performed an assessment which identified the following proportions of Taxonomy-aligned turnover, capital expenditures (CapEx) and operating expenditures (OpEx):

Turnover



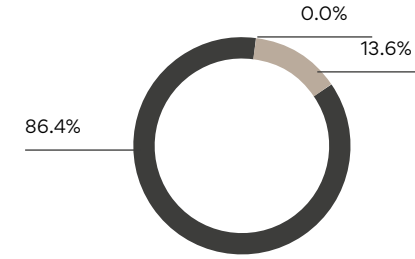
- Environmentally sustainable activities
- Taxonomy-eligible but non-aligned (not environmentally sustainable) activities
- Taxonomy non-eligible activities

CapEx



- Environmentally sustainable activities
- Taxonomy-eligible but non-aligned (not environmentally sustainable) activities
- Taxonomy non-eligible activities

OpEx



- Environmentally sustainable activities
- Taxonomy-eligible but non-aligned (not environmentally sustainable) activities
- Taxonomy non-eligible activities



The EU Taxonomy alignment assessment showed that:

- Environmentally sustainable activities accounted for 0.02% of turnover, 0.00% of capital expenditures and 0.00% of operating expenditures in 2022
- Taxonomy-eligible but non-aligned (not environmentally sustainable) activities accounted for 0.04% of turnover, 51.13% of

capital expenditures and 13.56% of operating expenditures in 2022

- Taxonomy non-eligible activities accounted for 99.95% of turnover, 48.87% of capital expenditures and 86.44% of Group operating expenditures in 2022.



	Turnover	CapEx	OpEx
Amount in 2022 [PLNm]	9,123.2	454.9	412.4
Environmentally sustainable activities (Taxonomy-aligned activity)	0.02%	0.00%	0.00%
Not environmentally sustainable activities (Taxonomy-eligible but not aligned activity)	0.04%	51.13%	13.56%
Neutral activities (Taxonomy non-eligible activity)	99.95%	48.87%	86.44%

Further on in this section we provide a description of the Taxonomy alignment assessment process and the applied accounting policies, and we discuss in detail three performance indicators with illustrative tables prepared in accordance with Commission Delegated Regulation (EU) 2021/2178



TAXONOMY ALIGNMENT ASSESSMENT PROCESS

The Taxonomy alignment assessment process was carried out with the participation of the Sustainability Manager and Senior Financial Statements Consolidation Specialist, with the assistance of an external consulting firm. The assessment was a four-stage process:

Step 1 – Identification:

Based on the activities described in Annexes to Commission Delegated Regulation (EU) 2021/2139, the CCC Group reviewed its activities in terms of turnover, CapEx and OpEx for 2022 and identified EU Taxonomy-eligible activities.

Step 2 – Allocation:

The relevant turnover, capital expenditures and operating expenditures reported by the CCC Group for 2022 were allocated to each Taxonomy-eligible activity. The applied allocation methods are described in detail in this section under ‘Accounting policies’.

Step 3 – Verification:

The EU Taxonomy alignment of the activities was verified through two types of tests:

- Compliance with the Technical Screening Criteria

Compliance with the Technical Screening Criteria (TSC) set forth in Annexes to Commission Delegated Regulation (EU) 2021/2139 was examined for selected financially material activities (a financial materiality threshold of PLN 400,000 was assumed). Alignment was not assessed for the activities falling below the materiality threshold, with the associated turnover, CapEx or OpEx considered eligible but not-aligned with the Taxonomy. The activities above the materiality threshold were analysed against the Substantial Contribution and DNSH criteria to determine whether an activity meets the TSC.

- Compliance with the Minimum Safeguards

Compliance with the Minimum Safeguards requirements was examined using the recommendations provided in the Platform on Sustainable Finance’s Final Report on Minimum Safeguards. The Minimum Safeguards are set forth in Article 18 of Regulation 2020/852 and are largely based on due diligence processes as defined in the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. Although not a source of law, the Platform on Sustainable Finance’s report is the only



document available today that aids the interpretation of the Minimum Safeguards, issued by a body operating at the European Commission and established under Regulation 2020/852.

The Platform on Sustainable Finance defined four conditions, stating that meeting at least one of them points to non-compliance with the Minimum Safeguards requirements.

The four conditions and the related assessment method are presented in the table below:

Condition	Assessment method
1 Inadequate or non-existent corporate due diligence processes on human rights, bribery, taxation, and fair competition	The due diligence processes were verified by the CCC Group completing an extensive questionnaire based on the methodology proposed by the Platform on Sustainable Finance (World Benchmark Alliance Core UNGP Indicators) (self-assessment) and additionally through an analysis of corporate documents and processes by an external consulting firm. The analysis found that the CCC Group has adequate due diligence processes in place.
2 Final liability of the company in respect for breaches of labour or human rights laws in certain types of labour or human rights court cases	As part of the verification process, representatives of the Compliance Department and the Sustainability Manager helped to establish whether the Company was finally convicted of any human rights, corruption, competition or taxation offences. No such final convictions were identified in the process.
3 The lack of collaboration with a National Contact Point (NCP)	The OECD NCP notification database was checked, with no notifications in respect of the Group identified for the period from February 1 st 2022 to January 31 st 2023
4 Failure to respond to allegations by the Business and Human Rights Resource Centre within three months	The Business and Human Rights Resources Centre (BHRRC) database was checked, with no filings against the CCC Group identified for the period from February 1 st 2022 to January 31 st 2023



The assessment found the CCC Group's activities were compliant with the Minimum Safeguards in 2022.

Step 4 – Calculation:

Based on the input data gathered in Step 1 to Step 3, turnover, CapEx and OpEx tables were prepared in compliance with Commission Delegated Regulation (EU) 2021/2139.

Accounting policies

The following policies were applied to calculate the shares of Taxonomy-



eligible and Taxonomy-aligned turnover, capital expenditure (CapEx) and operating expenditure (OpEx):

Turnover

The basis for calculating turnover was total consolidated revenue posted by the CCC Group for 2022, as disclosed in the 2022 consolidated statement of comprehensive income and described in Note 3.1 'Revenue' and in the 'Revenue' table contained in the section 'Analysis of selected financial and operating data of the CCC Group' of the consolidated Directors' Report on the operations of the CCC Group in 2022. The numerator consisted of turnover from Taxonomy-eligible and Taxonomy-aligned activities.

CapEx

The basis for calculating CapEx were capital expenditures accounted for at individual CCC Group companies. The total amount of capital expenditures is presented in the note 'Consolidated statement of cash flows' to the consolidated financial statements for 2022. The numerator consisted of capital expenditures associated with Taxonomy-eligible and Taxonomy-aligned activities.

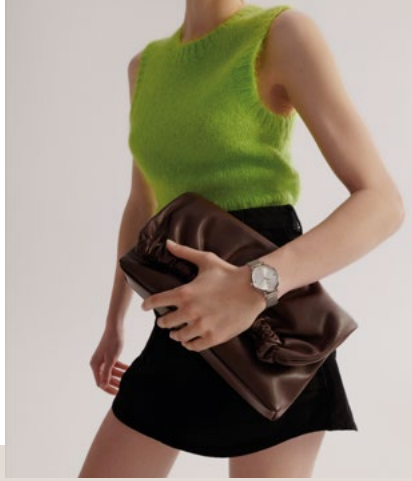
OpEx

The basis for calculating OpEx were all expenditures incurred for the day-to-day servicing of the CCC Group's assets and maintaining them in proper condition. Expenditures relating to the maintenance of applications, data centres, buildings and warehouses owned by the



CCC Group were included. The numerator consisted of operating expenditures associated with Taxonomy-eligible and Taxonomy-aligned activities.

As regards operating expenditures not accounted for in accordance with international financing reporting standards under Commission Delegated Regulation (EU) 2021/2178, all accounts in the CCC Group's financial and accounting system were reviewed to identify items meeting the definition of OpEx, which were subsequently allocated to the relevant Taxonomy-eligible activity or a set of other (Taxonomy non-eligible) operating expenditures.



Other information

The data used in the calculations was sourced from the financial and accounting systems of CCC S.A. and individual CCC Group subsidiaries.

The Group avoided double counting when allocating turnover and capital expenditures by making appropriate consolidation exclusions in accordance with applicable accounting regulations.

No activities were identified that would have contributed to more than one environmental objective. Consequently, no special procedures to avoid double counting were needed.

In this report, the Group made its first disclosure of the share of Taxonomy-aligned activities and its second disclosure of the share of Taxonomy-eligible activities. The disclosures made in this report cover the last financial year from February 1st 2022 to January 31st 2023

The assessment identified no need for detailed disaggregation of key performance indicators among the Group's operating units in accordance with Section 1.2.2.3 of Annex I to Commission Delegated Regulation (EU) 2021/2178. For more information, see the discussion of each key performance indicator.

The CCC Group does not conduct, finance or have exposure to the activities referred to in Sections 4.26–4.31 of Annexes I and II to the Commission Delegated Regulation (EU) 2021/2139 (activities related to fossil gas and nuclear energy generation).



TABLE 1.4. PROPORTION OF TAXONOMY-ALIGNED TURNOVER OF THE CCC GROUP IN FINANCIAL YEAR 2022

Economic activity	Code	Turnover (absolute value)	Proportion of turnover	Substantial contribution criteria						DNSH Criteria ("Does Not Significantly Harm")						Minimum safeguards	Taxonomy-aligned proportion of turnover, 2022	Taxonomy-aligned proportion of turnover, 2021	Category (enabling activity or)	Category (transitional activity)
				Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems					
		PLNm	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%		
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Collection and transport of non-hazardous waste in source segregated fractions	5.5.	1.5	0.02%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%		Y	Y	Y	Y	Y	Y	0.02%	n/a		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		1.5	0.02%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%								0.02%	n/a		
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Renovation of existing buildings	7.2.	3.2	0.04%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		N	N	N	Y	Y	Y				
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		3.2	0.04%														0.04%	n/a		
Total (A.1.+A.2.).		4.7	0.05%														0.05%	n/a		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
Turnover of Taxonomy-non-eligible activities (B)		9,118.5	99.95%																	
Total (A+B)		9,123.2																		

The CCC Group generates most of its turnover from the sale of footwear, apparel and accessories. These activities do not qualify under Annex I and Annex II of EU Commission Delegated Regulation 2021/2139. The only activities that qualify under EU Taxonomy are the following:

- Turnover of PLN 1.5m from selective waste collection at the CCC Group's office buildings and logistics centres. The turnover is Taxonomy-eligible and aligned with the TSC of the EU Taxonomy, falling under activity 5.5 'Collection and transport of non-hazardous waste in source segregated fractions' set out in Annex I.
- Fit-out turnover of PLN 3.2m from property managers. The turnover is Taxonomy-eligible, falling under activity 7.2 'Renovation of existing buildings' in Annex II, but compliance with the TSC was not confirmed, therefore the activity is considered Taxonomy-eligible, but not aligned.



The proportion of turnover from environmentally sustainable activities (Taxonomy-aligned) was 0.02% in 2022, and the proportion of Taxonomy-eligible but not aligned turnover was 0.04%. Total Taxonomy-eligible turnover was 0.05%. The remaining 99.95% of turnover related to Taxonomy-non-eligible activities for which no Technical Screening Criteria were established by the regulator in annexes to the delegated regulation.

TABLE 1.5. PROPORTION OF TAXONOMY-ALIGNED CAPITAL EXPENDITURES (CAPEX) OF THE CCC GROUP IN THE FINANCIAL YEAR 2022

Economic activity	Code	CapEx (absolute value) PLNm	Proportion of CapEx %	Substantial contribution criteria						DNSH Criteria ("Does Not Significantly Harm")						Minimum safeguards	Taxonomy-aligned proportion o of CapEx, 2022	Taxonomy-aligned proportion o of CapEx, 2021	Category (enabling activity or)	Category (transitional activity)
				Climate change mitigation %	Climate change adaptation %	Water and marine resources %	Circular economy %	Pollution %	Biodiversity and ecosystems %	Climate change mitigation Y/N	Climate change adaptation Y/N	Water and marine resources Y/N	Circular economy Y/N	Pollution Y/N	Biodiversity and ecosystems Y/N					
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%								0.00%	n/a		
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Transport by motorbikes, passenger cars and light commercial vehicles	6.5.	7.0	1.54%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	N		Y	N	N	Y	Y				
Construction of new buildings	7.1.	53.6	11.78%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	N	N	Y	Y	N	Y	Y				
Renovation of existing buildings	7.2.	70.2	15.42%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	N	N	N	N	Y	Y	Y				
Installation, maintenance and repair of energy efficiency equipment	7.3.	7.0	1.53%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%		N	Y	Y	Y	Y	Y				

Economic activity	Code	CapEx (absolute value)	Proportion of CapEx	Substantial contribution criteria						DNSH Criteria ("Does Not Significantly Harm")						Minimum safeguards	Taxonomy-aligned proportion of CapEx, 2022	Taxonomy-aligned proportion of CapEx, 2021	Category (enabling activity or)	Category (transitional activity)	
				Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems						
				%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N						Y/N
Data processing, hosting and related activities	8.1.	80.4	17.68%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Y		N	N	Y	Y	Y				
Computer programming, consultancy and related activities	8.2.	14.5	3.18%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		Y	Y	N	Y	Y	Y					
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		232.6	51.13%														51.13%	n/a			
Total (A.1.+A.2.).		232.6	51.13%														51.13%	n/a			
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																					
CapEx of Taxonomy-non-eligible activities (B)		222.3	48.87%																		
Total (A+B)		454.9																			

Taxonomy-eligible CapEx was associated with the execution of capital investment plans adopted by the CCC Management Board when preparing the 2022 budget and action plan. The Group's CapEx amounted to PLN 454.9m in 2022. Taxonomy-eligible CapEx was spent mostly on:

- data storage and management, including app development and updating (PLN 80.4m). This CapEx is Taxonomy-eligible under activity 8.1 'Data processing, hosting and related activities' set out in Annex II

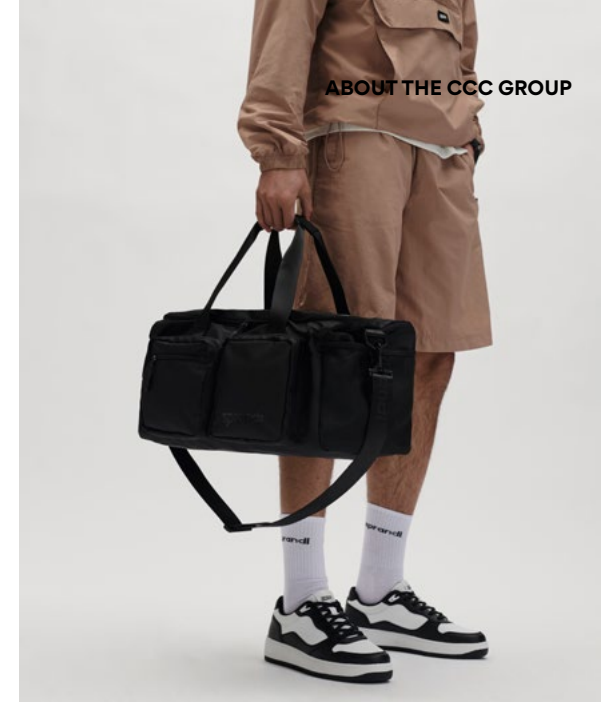
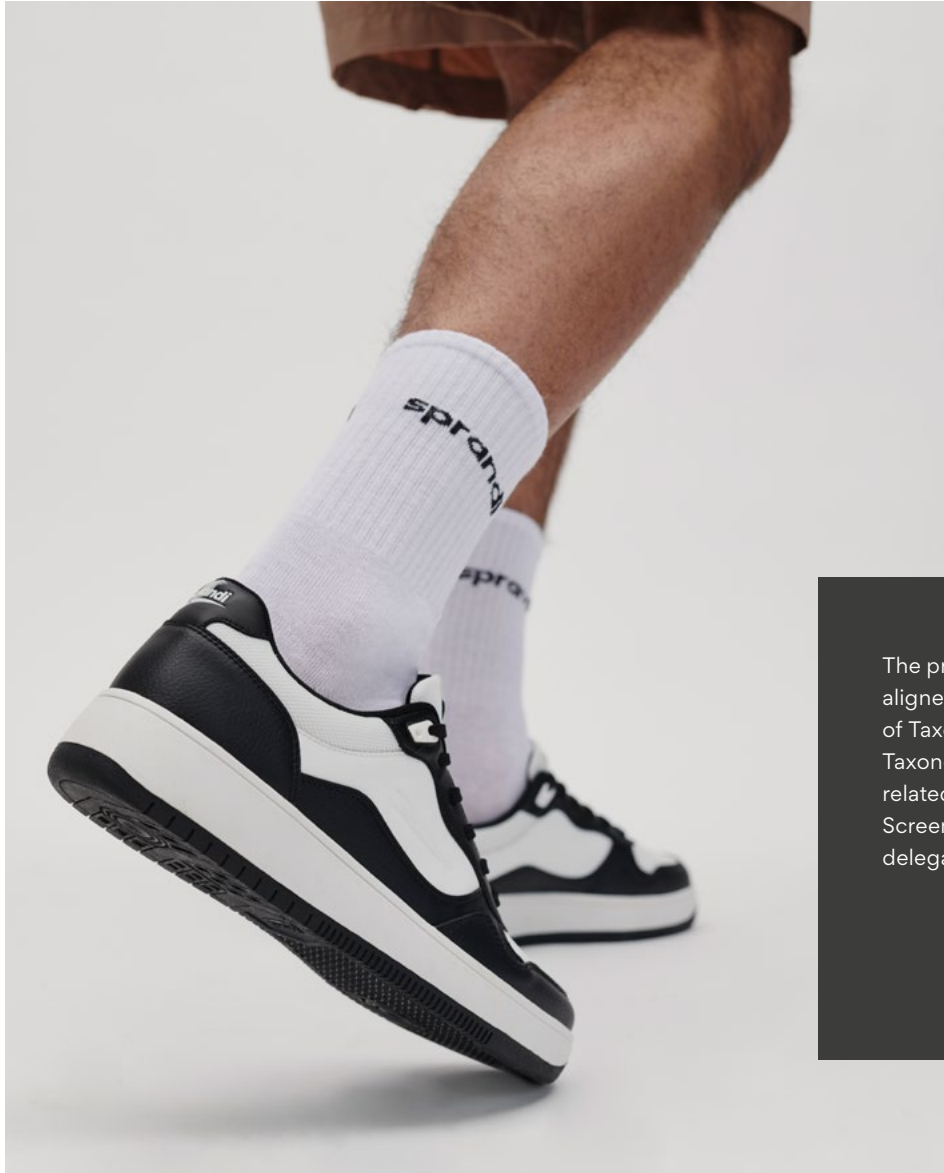


- fit-out, refurbishment and furnishing of retail stores and installation of energy efficiency equipment (PLN 70.2m). This CapEx is Taxonomy-eligible under activity 7.2 'Renovation of existing buildings' set out in Annex II
- construction of the new Eobuwie Logistics centre in Zielona Góra (PLN 53.6m). This CapEx is Taxonomy-eligible under activity 7.1 'Construction of new buildings' set out in Annex II
- software development (PLN 14.5m). This CapEx is Taxonomy-eligible under activity 8.2. 'Computer programming, consultancy and related activities' set out in Annex II

In addition, PLN 7m was allocated to upgrade the vehicle fleet (activity 6.5. 'Transport by motorbikes, passenger cars and commercial vehicles') and another PLN 7m was spent to upgrade heating, ventilation, air conditioning (HVAC) and water heating systems, including district heating equipment, using high-efficiency technologies (activity 7.3. 'Installation, maintenance and repair of energy efficiency equipment').

None of these activities met all Technical Screening Criteria, therefore the CapEx associated with these activities was considered Taxonomy-eligible but not-aligned.

In 2022, the Group also incurred PLN 222.3m in capital expenditure on not Taxonomy-eligible activities, which included purchasing equipment for stores and offices.



The proportion of CapEx from environmentally sustainable (Taxonomy-aligned) activities was 0.00% in 2022, and the proportion of CapEx of Taxonomy-eligible but not aligned activities was 51.13%. Total Taxonomy-eligible CapEx was 51.13%. The remaining 48.87% of CapEx related to Taxonomy non-eligible activities for which no Technical Screening Criteria were established by the regulator in annexes to the delegated regulation.

TABLE 1.6. PROPORTION OF TAXONOMY-ALIGNED OPERATING EXPENDITURES (OPEX) OF THE CCC GROUP IN THE FINANCIAL YEAR 2022

Economic activity	Code	OpEx (absolute value)	Proportion of OpEx	Substantial contribution criteria						DNSH Criteria ("Does Not Significantly Harm")						Minimum safeguards	Taxonomy-aligned proportion of OpEx, 2022	Taxonomy-aligned proportion of OpEx, 2021	Category (enabling activity or)	Category (transitional activity)
				Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems					
		PLNm	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%								0.00%	n/a		
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Transport by motorbikes, passenger cars and light commercial vehicles	6.5.	4.4	1.07%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	N		Y	N	N	Y	Y				
Renovation of existing buildings	7.2.	10.6	2.58%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	N	N	N	N	Y	Y	Y				
Installation, maintenance and repair of energy efficiency equipment	7.3.	1.0	0.24%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%		N	Y	Y	Y	Y	Y				
Data processing, hosting and related activities	8.1.	25.4	6.17%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	Y		N	N	Y	Y	Y				

Economic activity	Code	OpEx (absolute value) PLNm	Proportion of OpEx %	Substantial contribution criteria						DNSH Criteria ("Does Not Significantly Harm")						Minimum safeguards	Taxonomy-aligned proportion of OpEx, 2022 %	Taxonomy-aligned proportion of OpEx, 2021 %	Category (enabling activity or) E	Category (transitional activity) T
				Climate change mitigation %	Climate change adaptation %	Water and marine resources %	Circular economy %	Pollution %	Biodiversity and ecosystems %	Climate change mitigation Y/N	Climate change adaptation Y/N	Water and marine resources Y/N	Circular economy Y/N	Pollution Y/N	Biodiversity and ecosystems Y/N					
Computer programming, consultancy and related activities	8.2.	14.5	3.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		Y	Y	N	Y	Y	Y				
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		55.9	13.56%	0.24%	7.24%	0.00%	0.00%	0.00%	0.00%								13.56%	n/a		
Total (A.1.+A.2.).		55.9	13.56%														13.56%	n/a		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
OpEx of Taxonomy-non-eligible activities (B)		356.5	86.44%																	
Total (A+B)		412.4																		



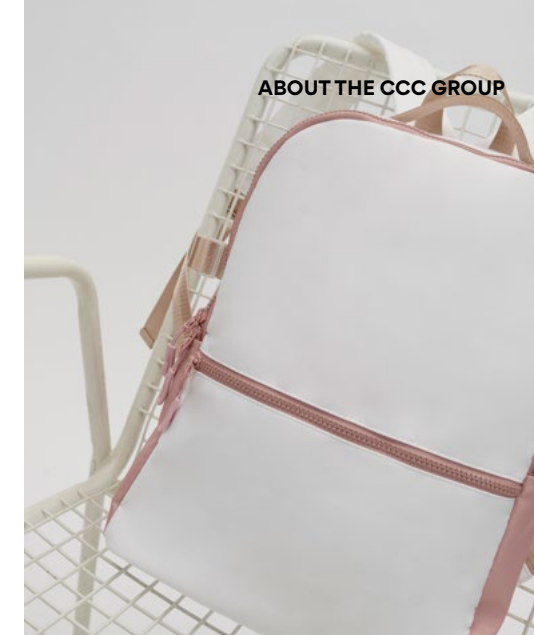
Taxonomy-eligible OpEx is associated with maintaining the assets used by the Group in Taxonomy-eligible activities in proper condition. The Group's OpEx amounted to PLN 412.4m in 2022. OpEx was spent mostly on:

- Maintenance of necessary infrastructure, IT systems, including websites and sales applications (PLN 25.4m). This OpEx is Taxonomy-eligible under activity 8.1 'Data processing, hosting and related activities' set out in Annex II
- Software maintenance (PLN 14.5m). This OpEx is Taxonomy-eligible under activity 8.2 'Computer programming, consultancy and related activities' set out in Appendix II.
- Maintenance of the CCC Group's existing buildings (assets) (PLN 10.6m). This OpEx is Taxonomy-eligible under activity 7.2 'Renovation of existing buildings' set out in Annex II.
- Maintenance of the vehicle fleet in proper condition (PLN 4.4). This OpEx is Taxonomy-eligible under activity 6.5 'Transport by motorbikes, passenger cars and light commercial vehicles' set out in Appendix II.

Also, PLN 1m was allocated to maintain and repair energy efficiency systems and equipment in the CCC Group's buildings (activity 7.3 'Installation, maintenance and repair of energy efficiency equipment').

None of these activities met all Technical Screening Criteria, therefore the OpEx associated with these activities was considered Taxonomy-eligible but not aligned.

In 2022, the Group also incurred PLN 356.5m in operating expenditure on Taxonomy non-eligible activities, mainly sales operations.



The proportion of OpEx from environmentally sustainable (Taxonomy-aligned) activities was 0.00% in 2022, and the proportion of Taxonomy-eligible but not aligned OpEx was 13.56%. Total Taxonomy-eligible OpEx amounted to 13.56%. The remaining 86.44% of OpEx related to Taxonomy non-eligible activities for which no Technical Screening Criteria were established by the regulator in annexes to the delegated regulation.



1.5.DUE DILIGENCE AND HUMAN RIGHTS

The CCC Group upholds and promotes high standards along its supply chain, embeds respect for human rights throughout its operations and strengthens its ethics management system. Ethics is a vital area therefore the CCC Group is committed to living its values and refining its approach to ethics by actively managing the area and building relationships with internal stakeholders and external partners based on mutual respect and trust. Ethical conduct is a high-priority area due to its relevance for the entire the value chain and also due to the fact that human rights violations can cause substantial reputational and financial damage and, most importantly, are morally unacceptable.

The CCC Group is aware of the risk of human rights violations, which cannot be ruled out due to the human factor, so we are taking numerous measures to identify, prevent and mitigate the impact of the risk of human rights violations in the supply chain. For a detailed description of risk identification and management, see Section 1.5.2.

The CCC Group follows due diligence procedures compliant with the framework stated in the UN Guiding Principles on Business and Human Rights:

1. Integrate due diligence processes into the internal management system and policies
2. Identify and assess adverse impacts
3. Eliminate, prevent or mitigate adverse impacts
4. Monitor the effectiveness of implemented remedies
5. Communicate due diligence efforts
6. Remedy abuses or cooperate with relevant stakeholders in remediation efforts.



Human rights and ethical conduct oversight and management fall within the remit of the Ethics Officer, who is also charged with monitoring compliance with the Code of Ethics, including with respect to human rights, handling ethical violation reports, initiating a Code of Ethics revision process, organising and overseeing ethics and human rights training sessions. The Ethics Officer is assisted by the Compliance Officer. The role of the Management Board and the Sustainability Department is to periodically monitor progress toward the ethics and human rights goals set forth in the Sustainable Development Strategy and adjust policies and planned activities accordingly.

In 2022, the CCC Group updated the Supplier Code of Conduct and extended its scope to also cover suppliers of non-commercial goods, implemented ESG criteria in the supplier evaluation process, developed its own supplier audit programme, adopted a Procurement Policy, and joined the UN Global Compact, the world's largest initiative bringing companies together around ESG.

The CCC Group's impact, actions taken and progress made towards achieving stated goals, policies, positive and negative impact management and risk management are described further on in this Section. Due diligence actions and their results are communicated to stakeholders in sustainability reports and direct interactions between CCC Group entities and individual stakeholders. Starting from 2023, the CCC Group will report its commitment and progress in advancing the Ten Principles of the UN Global Compact through the new CoP (Communication on Progress) reporting model on the UNGC platform.

GRI 3-3

2-23

2-24

2-25

The information published in this Section corresponds to the assessment of the Group's compliance with the Minimum Safeguards.



GRI 2-23

1.5.1. ETHICS AND HUMAN RIGHTS COMMITMENTS AND POLICIES

The CCC Group commits to respecting and upholding human rights. We also commit to observing internationally recognised legal norms and following the recommendations of:

- Universal Declaration of Human Rights;
- Ten Principles of the United Nations Global Compact;
- International Bill of Rights;
- OECD Guidelines for Multinational Enterprises;
- UN Guiding Principles on Business and Human Rights;
- ILO Convention.

The documents and procedures in place at the CCC Group to ensure compliance with human rights and ethical standards at the operational level are the following:

- Code of Ethics;
- Anti-Corruption Code;
- CCC S.A. Equal Treatment, Non-Discrimination and Anti-Harassment Rules;
- Whistleblowing Procedure;
- Compliance Policy.

Due diligence in ethics, respect for human rights and environmental impacts in the supply chain is governed by the CCC Group Supplier Code of Conduct as well as the Chemicals Management Policy and the Restricted Substance List. Due diligence is also embedded in the documents underpinning purchasing decisions and relationships with suppliers, including the Procurement Policy, General Terms and Conditions of Purchase, declarations of compliance with the Code of Conduct, and contracts with suppliers. For details, see Section 2.1. 'The supply chain and relationships with suppliers'.

The documents listed above are available here: corporate.ccc.eu/en/reports-and-policies.

CODE OF ETHICS

GRI 2-23

2-24

The CCC Group Code of Ethics defines the basic principles, guidelines on conduct and behaviour, and desired attitudes to be applied across the Group. It defines the core values protected by the Group and sets out the rules of conduct including those preventing workplace bullying, discrimination, other human rights violations, corruption, and conflicts of interest. Having high standards of conduct and an effective whistleblowing procedure in place contributes to fostering strong relationships between the CCC Group and its existing or prospective suppliers.

It is also intended to set out a clear framework for dealing with any identified cases of violation of the principles of ethical conduct. All individuals providing work for CCC Group companies, regardless of the legal form of the employment relationship, are required to comply with the Code of Ethics. The CCC Group expects the document will also be respected by individuals and entities cooperating with the Group.

The person responsible for overseeing the content of the Code, implementing relevant procedures, communicating the Code, overseeing the process of handling Code violation reports, and supporting the organisation and oversight of ethics and human rights training is the Ethics Officer, who is assisted by the Compliance Officer.



Every Group employee may approach the Ethics Officer if they are in doubt as to whether their conduct, or that of their colleagues, complies with the Code of Ethics, as well as to make suggestions concerning inclusion of additional principles which are not covered by the document.

All employees are required to read the Code of Ethics as part of the mandatory training course provided via the e-learning platform.

GRI 2-26

The CCC Group Code of Ethics is available on the Company's official website in a Polish and English language version at corporate.ccc.eu/en/ethics.

The document refers to other internal policies, which supplement it and together constitute a complete set of ethical conduct, human rights and anti-corruption regulations applicable at the CCC Group.



Compliance Policy

The CCC Group Compliance System aims to implement and continuously improve a coherent set of legal and organisational solutions designed to ensure that all business processes taking place in CCC Group companies are in line with mandatory or voluntary requirements that CCC Group companies have committed or elected to comply with in order to avoid legal, financial and reputational consequences that companies, including their management and employees, may face in the event of a compliance breach.



Anti-corruption

The CCC Group will not tolerate any form of corruption. The CCC Anti-Corruption Code, the Whistleblowing Procedure and the CCC Group Code of Ethics set out standards aiming to prevent persons acting on behalf of or for the CCC Group from undertaking any corrupt practices and to improve management processes in order to effectively protect the assets and reputation of the CCC Group. The documents listed above are available here: corporate.ccc.eu/en/reports-and-policies.

Information on anti-corruption policies and procedures is included in the General Terms and Conditions of Purchase (GTC), which are attached to each request for quotation/proposal. By submitting its offer, the supplier automatically accepts the GTC.



Non-discrimination policy

The CCC Group does not tolerate any discrimination based on gender, age, disability, sexual orientation, race, nationality, ethnic origin, religion, or religious denomination. The matters concerning prevention of discriminatory practices at the CCC Group are provided for in the CCC Group Equal Treatment, Non-Discrimination and Anti-Harassment Rules. The purpose of the Rules is to put in place adequate corporate measures and protect the victims of discrimination and harassment. They cover the responsibilities of the employer and employees and the activities of the Conciliation Board, which examines discrimination and harassment cases.

Non-discrimination measures additionally include the principles set forth in the Recruitment Policy. The recruitment policy is based on non-discriminatory criteria and the recruitment process ensures a level playing field for participants and an objective assessment of candidates with the use of appropriate position-specific selection tools.



Conflicts of interest

GRI 2-15

In order to prevent conflicts of interest, the CCC Group has implemented internal regulations to identify actual or potential conflicts of interest, specify the procedure for managing conflicts of interest and raise employee awareness of how conflicts of interest should be dealt with. These regulations apply to all employees of CCC Group companies as well as individuals providing work to Group companies other than under contracts of employment.

The procedure in case of a conflict of interest also applies to Management Board members. Conflicts of interest are reported to the Chair of the Supervisory Board, who decides on how the conflict should be resolved.

Employees who are, or believe that they may be, in a conflict of interest situation should immediately report this to their line manager or the Compliance Officer using a dedicated questionnaire. All employees must complete and return the questionnaire within 14 days of hire. The conflict of interest declaration must be submitted to the Compliance Officer, who maintains a record of conflicts of interests within the CCC Group, or to the HR and Payroll Department. The Group's management are required to submit the conflict of interest declarations every year. Conflicts of interest are not disclosed to stakeholders.

No conflict of interest training was held in 2022.

Communication and training about human rights and anti-corruption policies

GRI 2-23 2-24

In order to remind employees of the Group's core values and policies regarding ethics, respect for human rights, non-discrimination and equal treatment, internal communications are regularly sent through all available communication channels.

No human rights training was conducted in the financial year 2022.

1.5.2. IDENTIFICATION AND ASSESSMENT OF HUMAN RIGHTS RISKS AND IMPACTS

We regularly review ethics and human rights risks in our own operations and material business relationships, including our supply chain.

- Every three years, we perform a materiality assessment covering identification and assessment of ESG risks, including ethics and human rights risks. The most recent assessment performed in 2021 examined the following ethics and human rights risks: the risk of human and employee rights violations in the CCC Group and/or its supply chain, the risk of corruption and the risk of workplace bullying or harassment. The assessment found the risks were not material;
- As part of the risk management system in place, the Company conducts an annual process to identify and assess ethics and human rights risks, including embezzlement, misconduct, and corruption. The results are used to review the Anti-Corruption Code annually and to update it as needed;
- The CCC Group performs regular factory inspections and monitoring to check the production process and working conditions, social audits of suppliers.

Also, an assessment of corruption risks in our key business areas (procurement, investment, and development) was carried out in the financial year 2022. The focus was mainly on the selection and verification of service providers.

In order to eliminate or mitigate any adverse impacts and to monitor the effectiveness of its implemented measures, the CCC Group:

- actively manages risks, conducts regular risk assessments, evaluates the effectiveness of controls in place, and monitors the implemented risk management strategies;
- performs ongoing monitoring;
- carries out audits to evaluate and adjust existing mechanisms as needed;
- applies sustainability criteria in supplier evaluation, including ethics and human rights criteria (as of 2022);
- manages reports and handles grievances within its existing violation reporting system, as described in Section 1.5.3.





1.5.3. MISCONDUCT REPORTING AND HANDLING SYSTEM

Whistleblowing procedure and mechanism

GRI 2-26

The internal Whistleblowing Procedure is underpinned by our sense of responsibility and the need for efficiency regarding:

- legal compliance
- corporate social responsibility
- protection of the public interest and the interests of the Company and its Group
- whistleblower protection
- mitigation of harmful effects of legal or other violations
- employees' and associates' compliance with internal regulations, including the Company's codes, rules, policies, procedures, and instructions
- mitigation of the risk of regulatory violations and reputational damage to the Company
- strengthening the Company's image as a responsible, transparent and ethical organisation.



WHISTLEBLOWING MECHANISM



ANONYMOUS CONTACT FORM

available from the Company's website:
corporate.ccc.eu/etyka



ANONYMOUS REPORTING CHANNEL

whistlelink available for the leading Group companies in Polish, English and Ukrainian

CCC S.A. ccsa.whistelink.com
 CCC EU Sp. z o.o. cceu.whistelink.com
 OFP Sp. z o.o. hp.whistelink.com
 CCC Factory Sp. z o.o. cccfactory.whistelink.com
 MODIVO eobuwie.whistelink.com
 eobuwie logistics eobuwielo.whistelink.com



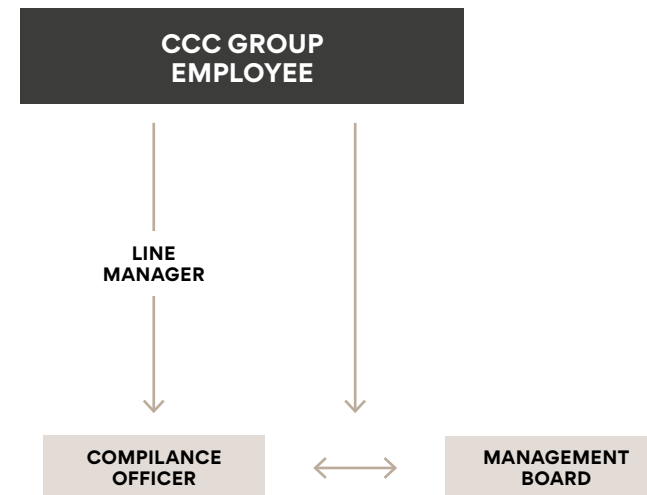
EMAIL ADDRESS

dedicated whistleblowing email address:
etyka@ccc.eu



PHONE

dedicated automated hotline available in Polish and English.



Whenever a violation of the law, the rules of Code of Ethics or the Anti-Corruption Code is suspected, any person (whether an employee or a third party) can use the available information tools to report the violation.

REPORT AND GRIEVANCE MANAGEMENT

GRI 2-16

2-26

Reports are first processed by the Ethics Officer to protect the data of the whistleblowers. Reports are investigated by the Ethics Officer assisted by the Compliance Officer. In special cases involving the Ethics Officer or the Compliance Officer, the Management Board is engaged in the report handling procedure. Local Ethics Officer's Representatives may be appointed at the CCC Group's subsidiaries and affiliates to manage reports of misconduct. The powers and responsibilities of the Representatives will be to locally monitor compliance with the Code of Ethics, handle reports of ethical violations, oversee ethics training, coordinate implementation of ethics regulations at the local level and submit semi-annual reports on their activities to the Ethics Officer.

The flow of information required to investigate a case is handled in keeping with the rules on data privacy, whistleblower protection, and whistleblower anonymity. All individuals involved in the investigation are required to keep information disclosed to them confidential.

In harassment and discrimination cases, a separate report handling procedure is applied due to the serious nature of this type of violations. If misconduct is reported, a Committee is appointed consisting of three members who must not have any links with the case. The head of the organisational unit where the person named in the report is employed may not be a member of the Committee. The Committee is led by the Head of the HR Department. The Committee considers cases during meetings. The proceedings before the Committee are confidential.

The CCC Group preserves whistleblowers' identity and does not disclose it without the whistleblower's express consent to any person not authorised to manage reports and take corrective actions. This also applies to any other information from which the identity of the whistleblower can be directly or indirectly inferred. The Group prohibits retaliation defined as any direct or indirect act or omission which occurs in a work-related context, is prompted by internal or external reporting or by public disclosure, and which causes or may cause unjustified detriment to the whistleblower.



GRI 2-16

All reports as well the investigation process and findings are communicated to the governing bodies by the Compliance Officer, who regularly briefs members of the governing bodies of CCC S.A. of the results of his or her activities. The Supervisory Board and Management Board are briefed every three months, four times a year. Reports are discussed during Audit Committee meetings and status meetings with the Management Board.

**MISCONDUCT REPORTS
STATISTICS**

GRI 2-27

Fourteen whistleblowing reports were received in 2022. In thirteen cases, the investigations confirmed no violation and no need to implement corrective plans. One incident was discrimination based on sexual orientation involving one person. The investigation confirmed the allegation of improper behaviour. The employee against whom the allegation was made tendered his resignation and his contract of employment was terminated before the investigation was closed. Following the incident, communications reminding employees of the values contained in the CCC Group's Code of Ethics, including non-discrimination, were distributed across the organisation.

GRI 406-1



In the financial year 2022, CCC recorded no cases of::

GRI 205-3

- corruption ;
- non-compliance with product and service safety regulations;

GRI 206-1

- anti-competitive behaviour;
- non-compliance with environmental laws and regulations;
- other proceedings related to economic and social issues.

Legal proceedings for breach of copyright were initiated in 2021. A non-final judgment was issued in 2022, and an appeal filed by CCC is currently under consideration.

No significant fines or non-financial sanctions were imposed on the CCC Group in the period for non-compliance with social, economic or environmental laws and regulations.

PERSONAL DATA PROTECTION STATISTICS AND ACTIVITIES

The President of the Personal Data Protection Office is not conducting any inspections at CCC Group companies.

No personal data breach reports were submitted to the regulator by the CCC Group companies in 2022 as no indication of breach was identified. Personal data protection incidents are followed up with preventive measures seeking to avoid similar occurrences in the future.



These include amendments to existing procedures and other corrective measures. Audit and supervisory activities are undertaken with respect to the application of data protection documentation at CCC Group companies.

GRI 418-1

In 2022, a total of six customer complaints were filed with the President of the Personal Data Protection Office, of which three concerned CCC S.A. and the other three concerned Halfprice Sp. z o.o. All replies to requests from the President of the Personal Data Protection Office are provided in a timely and reliable manner. Four customer complaint cases were pending against CCC S.A. in 2021. In 2020, two customer complaint cases were pending against CCC S.A.

RESPONSIBLE PRODUCT

100

RISKS RELATED TO SUPPLY
CHAIN, PRODUCT AND
CUSTOMER SERVICE
ISSUES



78

SUPPLY CHAIN
AND SUPPLIER
RELATIONSHIPS

87

SALES AND
PRODUCT SAFETY

96

RESPECTING
CUSTOMER RIGHTS

98

RESPONSIBLE
MARKETING
COMMUNICATION

2.1. SUPPLY CHAIN AND SUPPLIER RELATIONSHIPS

CCC is aware of the interdependencies and the wide range of environmental and social impacts arising from its presence in numerous foreign markets and cooperation with multiple suppliers. For this reason, effective supply chain and impact management are an important part of our activities. Our supply chain management comprises audits, monitoring and a system for evaluating the supply chain in terms of ethical business practices, human rights compliance and management, employee health and safety, proper environmental management including water, wastewater, animal welfare, chemicals and health and safety management, and fostering fair and partner relationships with suppliers and subcontractors.



Our impact and progress made towards achieving stated goals, policies, positive and negative impact management and risk management are described further on in this Section. A detailed description of strategic objectives for responsible supply chain is provided in Section 1.3.2.

The implemented measures and their results are communicated to stakeholders via the corporate website, sustainability reports or social media and direct interactions between CCC Group entities and individual suppliers.

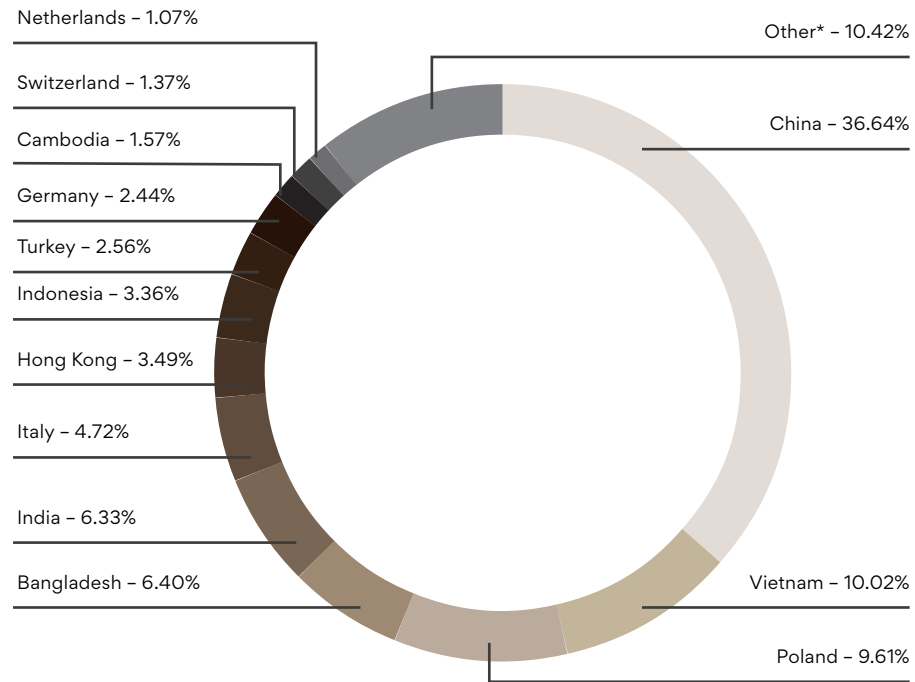
GRI 3-3

2-25

SUPPLIER CHARACTERISTICS

GRI 2-6

SHARE OF SUPPLIES TO THE CCC GROUP IN THE FINANCIAL YEAR 2022 BY VALUE



* In the 'Other' category, purchases in any single country did not exceed 1% of the CCC Group's total purchases.



**BUSINESS RELATIONSHIP STANDARDS
IN PLACE**

GRI 2-23

2-24

Long-standing relationships with our trading partners enable us to implement standards that support satisfaction of strict requirements relating to product safety and quality, timely production and deliveries, as well as respect for human rights and compliance with social and environmental criteria.



THE SUPPLIER CODE OF CONDUCT AND THE SYSTEM FOR MONITORING COMPLIANCE WITH THE CODE WERE PREPARED BY REFERENCE TO INTERNATIONAL STANDARDS AND GUIDELINES INCLUDING THE UNIVERSAL DECLARATION OF HUMAN RIGHTS, THE CHARTER OF FUNDAMENTAL RIGHTS OF THE EUROPEAN UNION, THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT, THE ILO CONVENTIONS, THE OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES AND THE UN GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS.

GRI 2-23

The document that governs all ESG issues in the supply chain is the CCC Group Supplier Code of Conduct. It sets out the standards of conduct for the CCC Group's suppliers with respect to human rights, labour rights, environmental protection and principles of business integrity.

In response to the upcoming supply chain due diligence requirements, in 2022 we completed a project to revise our Supplier Code of Conduct, which aimed to expand the Group's ethics management system and establish common standards and practices across all ESG areas along the Group's supply chain, also by extending the scope of the Code to include suppliers of non-commercial goods and services. Suppliers also participated in the work on the Code and were consulted on the definitions, requirements and overall understanding of its provisions.



The CCC Group requires its suppliers to comply with standards of ethical conduct, expecting them to prohibit such practices as child labour and forced labour, to provide a safe and comfortable work environment free from discrimination, workplace bullying and sexual harassment, and to respect the right to freedom of association. We will not tolerate any form of corruption. We require our suppliers to provide their employees with fair working time arrangements and fair compensation. We recommend that our suppliers protect personal data and ensure data security. We require suppliers to apply environmental due diligence procedures. Detailed requirements and expectations for suppliers are set out in the Code, which is available here: corporate.ccc.eu/en/reports-and-policies.



Suppliers are obliged to:

- implement the standards set forth in the Code in their own business activities and those of their sub-suppliers;
- identify and manage risks with respect to the issues covered by the Code;
- continuously improve and implement potential corrective measures;
- immediately report any events resulting in violations of the Code.



Prohibition of forced labour **GRI 409-1**

Our suppliers will not tolerate forced labour. Forced or compulsory labour means all work and service which is exacted from any person under the menace of any penalty and for which the said person has not offered herself or himself voluntarily. The countries where our merchandise suppliers (supply chain) are most exposed to this risk include India, Bangladesh and China.

In order to eliminate any form of forced or compulsory labour, including child labour, the CCC Group requires its suppliers to accept all the rules laid down in the Supplier Code of Conduct. The prohibition of forced labour is a mandatory element of supplier audits conducted by the CCC Group.

Prohibition of child labour **GRI 408-1**

Suppliers are expected not to employ children and not to tolerate child labour. In accordance with ILO Convention No. 138 on Minimum Age, the minimum age of a supplier's employee must not be lower than the age at which a child leaves compulsory education, and in any case not lower than fifteen years. The critical area with a potential risk of child labour is manufacturing. The countries where exposure to this risk in suppliers' activities is the greatest include India, Bangladesh and China.

The CCC Group requires its suppliers to accept all principles of the Supplier Code of Conduct, including the prohibition of child labour.

Freedom of association and collective bargaining **GRI 407-1**

Employees of suppliers have the right to associate at their own discretion, to form trade unions and to engage in collective bargaining. They must not be intimidated, discriminated against or harassed because of their trade union involvement. The countries where the Group's merchandise suppliers (upstream supply chain) are most exposed to this risk include India, Bangladesh and China.

The CCC Group requires its suppliers to accept all the rules laid down in the Supplier Code of Conduct, and compliance with the Code is mandatory across the Group. Freedom of association and collective bargaining is a key topic monitored during external supplier audits.

In December 2022, the Code was ratified and distributed to suppliers. From the ratification date to the end of 2022, the updated Supplier Code of Conduct was adopted by 38 CCC merchandise suppliers, representing 24.84% of total merchandise suppliers. The previous version of the Code (effective until December 2022) was signed by 115 merchandise suppliers, representing 75.16% of merchandise suppliers. 22 merchandise suppliers had separate arrangements with CCC with respect to matters covered by the Code as they have their own supply chain social standards in place. All



of them are international private label manufacturers operating their own sophisticated ethics systems and supply chain monitoring tools.

own indicator

Currently the process of distributing the updated Supplier Code of Conduct to merchandise and non-commercial goods suppliers is in progress. The Supplier Code of Conduct did not cover MODIVO's suppliers in 2022. The implementation of the Code for MODIVO's suppliers began at the end of 2022.



HUMAN RIGHTS CLAUSES

In 2019, a new clause was incorporated in the CCC Group General Terms and Conditions of Purchase, which requires all suppliers and contractors providing goods or services to the CCC Group to comply with the rules and regulations contained in the CCC Group Code of Ethics and to apply all provisions contained therein, particularly those relating to anti-corruption, respect for human dignity, mutual respect, tolerance and environmental protection, in their activities. By signing a purchase order, the supplier/contractor accepts the General Terms and Conditions of Purchase, although some suppliers/contractors make collaboration conditional on compliance with their own General Terms and Conditions of Business. In the financial year 2021, the relevant clauses were signed by 98% of suppliers, with the remaining 2% of suppliers following their own procedures equivalent to those required by CCC. The stated percentage relates to suppliers that were awarded contracts in tender procedures handled by the Central Procurement Office.



SUPPLIER MONITORING AND EVALUATION

GRI 308-1 308-2 407-1 408-1 409-1

The main tools for supplier monitoring and evaluation include:

- social and environmental audits conducted by external firms and certification bodies;
- regular onsite supervision in key factories (in India and Bangladesh) – hiring permanent CCC staff in Asian factories who are responsible for the production process and for inspecting the conditions in individual plants;
- regular visits of head office staff (Product Division) at factories to oversee compliance with CCC’s standards.

The CCC Group obligates its suppliers to present the results of audits conducted by trusted organisations on a regular basis. The Group verifies how many audits have been carried out by its suppliers and checks for compliance with the Code of Conduct.

In the financial year 2022, 28 of CCC’s merchandise suppliers (excluding MODIVO) presented 40 certificates of completed social audits, and 85 plants (owned by a total of 43 suppliers of CCC) held environmental certificates.

GRI 308-2 414-2



Driven by a sense of responsibility along the supply chain, we require relevant certificates be provided by our suppliers as well as their sub-suppliers. Where a supplier is a trading company operating factories that manufacture goods for CCC, certificates presented for a specific factory are considered relevant in supplier evaluation. No significant or potentially negative environmental impacts were identified in respect of the suppliers.

GRI 308-2

In 2022, 7 of CCC new suppliers (excluding MODIVO), or 19.44% of all new suppliers, returned environmental certificates and were screened using environmental criteria.

GRI 308-1

In 2022, none of CCC new suppliers, or 0% of new suppliers presented the results of their social audits.

GRI 414-1

The CCC Group has established its representatives in high-risk countries who personally check and supervise the factories, control product quality and safety, and verify whether production and employment conditions are in accordance with the CCC Group’s Supplier Code of Conduct.

In 2022, we developed our own supplier audit programme. Designated CCC employees serving as auditors were trained on the audit procedure, specific supplier requirements and evaluation. The audit covers:

- environmental area (certification, risk analysis);
- social and labour area (human rights, employment standards, health and safety);
- management area (anti-corruption).

Based on this review and if any irregularities are identified, the Group, together with the supplier, applies corrective or preventive measures. Suppliers verify the reported deficiencies and take action to determine their causes. In addition, suppliers contact sub-suppliers, checking the quality of materials used for production. If any irregularities are detected, suppliers are obliged to initiate corrective and remedial measures in order to prevent any future recurrence.

PROCUREMENT POLICY

The Procurement Policy implemented in 2022 is part of the effort to build supply chain due diligence mechanisms and a responsible and sustainable management culture at CCC. The document covers all areas of our business related to the procurement of goods or services from third parties. The Procurement Policy governs the relationships established by persons involved in procurement processes at the CCC Group with suppliers. The overarching goal of the Procurement Policy is to transparently structure purchasing processes and ensure they are transacted on the most favourable commercial terms possible while ensuring compliance with high quality, ethical, social and environmental standards.



The situations described above occur incidentally, however they are still relevant for the evaluation of the supplier. The supplier is warned, monitored and made aware of the consequences of the incident. If the supplier demonstrates commitment to maintaining product safety and quality, the cooperation is continued. In justified cases, CCC reserves the right to suspend or terminate the cooperation. None of the suppliers was recommended against during the 2022 evaluation. No business relationships were terminated with suppliers and no corrective actions were implemented in connection with social audits.

No negative supply chain impacts were identified in 2022.

GRI 414-2



2.2. SALES AND PRODUCT SAFETY

Growing consumer awareness, the fast-paced changes in trade resulting from evolving consumer purchasing patterns and new technologies, and implementation of new business models pose a major challenge for the entire retail industry. Two processes are extremely important in the product area today. One is the pressing need for transition to a circular economy model with a view to optimising the use of raw materials and prolonging the value of products throughout their life cycle. The other is the need to ensure all human rights are respected along the supply chain.



Launched in 2020, our environment-friendly collection offers customers certified products that are made using sustainable or recycled materials or cutting-edge technology. Customers may give their shoes a second life by dropping them off in any CCC store in Poland, knowing that they will be donated to aid organisations.

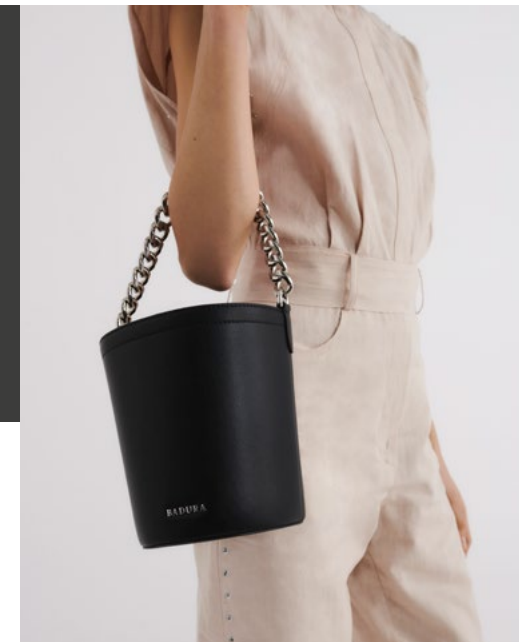




2.2.1. SALES STRUCTURE IN THE FINANCIAL YEAR 2022

The main product that customers buy in CCC stores is footwear, which represents 72.5% of total sales. CCC offers both own and third-party brands

GRI 2-6



SALES STRUCTURE IN 2022

Product	Share of revenue by value
Footwear	72.5%
Bags	6.4%
Clothing	12.8%
Other	8.3%
TOTAL	100%



2.2.2.PRODUCT QUALITY LABELLING

GRI 417-1

Quality standards

All products made for CCC, including packaging and brochures, must comply with all standards applicable in the relevant sales market. All materials are tested by accredited testing laboratories. Suppliers are required to present certificates of tests for harmful substances and a document certifying the material composition of every model. Suppliers must guarantee that none of the goods supplied contain prohibited substances and contaminants or exceed the thresholds.

Suppliers undertake to have each colour and model combination of the manufactured footwear and all components tested by accredited testing laboratories and to carry out all tests for contamination.

CCC DOES NOT ACCEPT PRODUCTS THAT DO NOT COMPLY WITH THE CURRENT RSL. BEFORE SHIPPING ANY FINISHED GOODS, EACH SUPPLIER IS OBLIGED TO PRESENT THE RESULTS OF LABORATORY TESTS FOR CHEMICAL SUBSTANCES.

ALL PRODUCTS UNDERGO TWO QUALITY CHECKS:

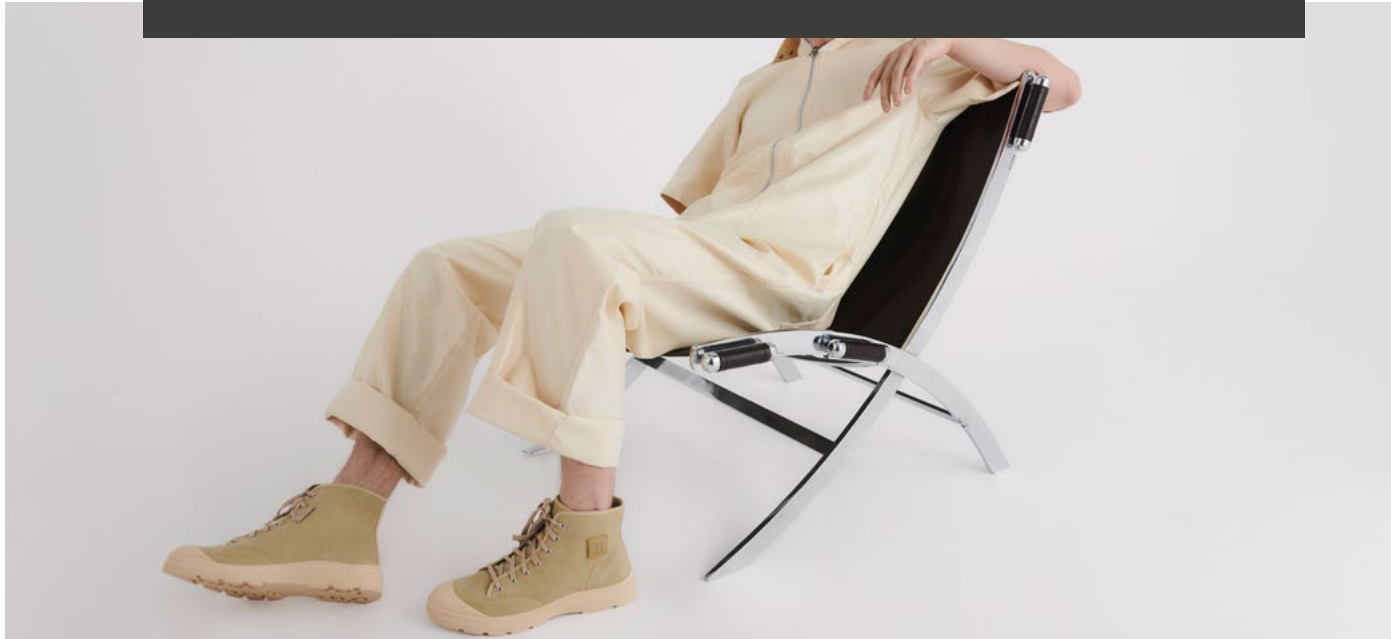
- 1 one performed by qualified personnel when the product is still at the factory and
- 2 the other conducted by a trained team of supply and quality control inspectors when the product arrives at the Logistics Centre.

In order to be allowed to be marketed, every product must pass (chemical) safety tests in line with the CCC Group Supplier Code of Conduct. If any irregularities are detected, the product may not be dispatched to the central warehouse in Polkowice. A new batch of footwear must be manufactured and tested.

Footwear and handbags (excluding third-party brands) undergo product safety tests in accredited laboratories. In 2022, control authorities did not identify any deficiencies involving safety and presence of prohibited hazardous substances, and no sanctions were imposed on this account.

GRI 416-1

416-2



Every product must be properly labelled and have information visible to the customer about its material composition, price, product type, colour and country of origin. Every pair of footwear should also contain consumer information on the type of weather for which it is intended and care information. Products with no such labelling are not allowed to be marketed. We have no product labelling procedure in place.

In 2022, the Group became signatory to the Zero Discharge of Hazardous Chemicals (ZDHC). This global initiative is guided by its mission to phase out harmful chemicals in the manufacture of materials used by the apparel and footwear industries. For the CCC Group, it is a step toward delivering its Sustainability Strategy. One of CCC's priorities by 2025 is to examine the whole length of its supply chain for environmental impacts to render it more transparent. As an associate of the ZDHC initiative, we will redouble efforts to encourage and support our partners to completely eliminate harmful substances from the manufacturing process.

SPECIAL PRODUCT LABELLING

Examples of labels used in the 'weCare' initiative are listed below.



CCC offers a line of products made using green materials and technologies, which is marketed under the slogan 'weCare'. The three differentiators of weCare footwear and accessories are:

Leather Working Group

Leather Working Group (LWG) certificates are awarded to leather producers committed to the standards of utmost environmental care and efficiency throughout the manufacturing process. LWG seeks to promote sustainable business practices, including elimination of harmful substances in leather processing and reduction of water and energy consumption.

Sustainable Production of PU

Products (footwear and accessories) marked with the label are manufactured from recycled materials. They contain no harmful substances or animal-derived materials. They are made from water based resin and are free from solvents. In addition, the manufacture of eco-leather and certified synthetic materials requires a small amount of water and energy. Only steam is emitted into the air during the manufacturing process, which helps avoid air and soil pollution.

Recycled Product

The main raw material used to make hats, scarves and bags carrying the label is recycled PET (rPET), a high quality, durable polyester fibre made entirely from processed plastic PET bottles. Plastic recycling reduces new plastic production and requires less energy, thus helping to minimise carbon dioxide emissions. The process also saves water.

The Global Recycled Standard is a standard of certification of recycled fibres based on environmental, social and other criteria. As part of the certification process, chemicals are checked for safety for people and the environment.



A vast majority of 'weCare' signed products are made from leather certified by the Leather Working Group (LWG), an organisation bringing together stakeholders across the entire leather supply chain. In 2022, 57.9% of the leather we used was from certified tanneries. Given the volume of leather products we order, the number of LWG-certified goods rose 37.2% on 2021.

own indicator

60% of our LWG-certified suppliers hold the Gold status certification.

Some of our products have Global Recycled Standard (GRS) certificates for recycled fibres based on chain of custody, which means that in order for the final product to be marketed as certified, GRS requirements must be followed at all stages of sourcing and processing of the raw material. Audits verify the following:

- traceability of recycled materials along the supply chain
- environmental criteria
- social criteria
- requirements for chemical use.

We do not use natural fur in our products.

Three incidents of non-compliance concerning product and service information and labelling were identified in 2022: absence of proper price markings on products, absence of proper safe handling precautions in the Polish language, and absence of proper raw material/ composition information in the Polish language. The CCC Group was fined a total of PLN 3,400 for these incidents.

GRI 417-2

CUSTOMER SERVICE AND SATISFACTION



95% of respondents

received support via CCC Hotline - survey of customer satisfaction with CSO service

30,000 per month

- average number of incoming calls in Poland

4.8

- solid, stable rating of on the Opineo customer review site

95% of customers

on Opineo recommend CCC

72

post-purchase NPS for CCC in 2022

81

- NPS for the complaint management process in 2022



Our customers can get support and receive the information they need by contacting local Customer Service Office (CSO) teams. Depending on the market, our customers can use a dedicated hotline, email, electronic form, or chatbot service. Today the CSO team comprises around 60 people, who are supported in Poland by agents of a third-party call centre service provider if necessary (for example to ensure the service level expected by hotline callers, particularly during peak seasons).

In late 2022, we commenced work paving the way to voicebot testing. Customers' frequently asked questions will be answered by a voice assistant, Jenny, or easily redirected to an agent, if need be.

The GO.25 strategy puts the customer at the centre, so we often turn to customers for feedback through opinion polls and satisfaction surveys. In addition to traditional consumer surveys, we conduct numerous projects to collect customer feedback relying on our own

infrastructure and customer base. The most important one is the measurement of post-purchase customer satisfaction. NPS is the key customer satisfaction indicator used across all our business lines.

We measure the post-purchase NPS in our offline network and online channels relying entirely on our existing resources and infrastructure, which means no personal data of our customers is shared with third-party providers and the cost of outsourcing customer satisfaction survey services is nil.

- In 2022, we completed more than 165 thousand interviews with customers who purchased products from CCC offline stores (in Poland, the Czech Republic, Slovakia, Hungary, and Romania).
- We target 100% customers buying online to complete our satisfaction surveys. Fully automated post-purchase satisfaction measurement is done in Poland and international markets. In 2022, we collected 124 thousand interviews this way.



A similar solution was implemented in 2022 for HalfPrice. In Poland in 2022, we conducted almost 16 thousand interviews with customers shopping in offline stores and 6 thousand interviews with customers shopping online.

In 2022, we started to measure customer experience in the complaint handling process concerning products purchased at CCC. This helps track changes and progress in implementing a new approach to the process. The project allowed us to verify our assumptions and proved that the steps we had taken were correct. Before the changes were implemented at the beginning of the year, the NPS for the complaint handling process was only 40. Several months into the programme, it soared to 81.

MODIVO S.A. attaches great weight to improving customer experience in both eobuwie.pl and MODIVO. We constantly monitor customer satisfaction rates across all our markets by regularly measuring NPS and Csats (the metric was added to our surveys). After the purchase process is completed, we send email surveys to customers who gave their consent to marketing communications. Between February 2022 and January 2023, we received more than 20 thousand surveys per month from 20 markets.



NPS and Csats surveys are also conducted after a customer interaction with the Customer Service Office. The surveys are extended to include call classifiers and open-ended questions. From February 2022 to January 2023 we obtained more than 15 thousand such surveys per month from 20 markets.

NPS and Csats surveys produce high-quality results. Also, we thoroughly analyse customer replies to the open-ended questions to know what their view of our services is based on and what is important to them.



In addition to the basic NPS and Csat surveys, we continuously monitor customer satisfaction with every step of the customer journey: searching for a product, presentation of the product card, placing an order, making a return, etc. The in-depth customer satisfaction monitoring allows us to respond effectively to our customers' needs and expectations.

Our efforts bring tangible results – our sites consistently obtain top ratings in external benchmark NPS surveys.

2.3. RESPECTING CUSTOMER RIGHTS

Customer rights are defined in the Consumer Law. Other documents governing the rights of customers in place at the CCC Group are the following:

- Advertising Code of Ethics
- Rules for handling complaints about products purchased in offline stores
- Rules for handling returns of products purchased in offline stores
- Rules for handling returns of products purchased in online store
- Privacy policy
- CCC Shoes&Bags Website Rules
- CCC Club Customer Loyalty Programme Rules.

AFTER-SALES SERVICE

As part of the after-sales services, customers who have purchased a product in a CCC brick-and-mortar store may lodge a complaint in any store belonging to the network anywhere in Poland. Complaints about products purchased in the CCC online store may be submitted via the website or in any brick-and-mortar store in Poland.

The complaint form contains an information on the possibility of using out-of-court complaint and claim settlement methods. CCC S.A. agrees to out-of-court settlement of consumer disputes, which aims to amicably resolve disputes between customers and traders.

All problems reported by customers are analysed. Conclusions from complaint analysis and customer suggestions are taken into account in designing product and service improvements. The outcomes of the adopted policy include increased satisfaction of customers with the complaint handling process and improved communication skills of employees who have received customer service training. An ambiguous or questionable situation is decided in a way that seeks to ensure full customer satisfaction.

In the financial year 2022, we received 381,610 customer complaints in the offline channel in Poland. Total number of customer complaints received in the offline channel in the CCC Group (Poland, the Czech Republic, Slovakia, Hungary, Slovenia, Croatia, Bulgaria, Romania, and Serbia) in the reporting period was 533,798. The CCC Group's complaint ratio, which is the number of complaints to the number of products sold, reached 0.88% in the financial year 2022, having increased 0.22% year on year.

own indicator



Customer privacy

CCC respects the privacy of its customers by ensuring compliance with applicable laws and guidelines and recommendations of regulatory bodies. Seeking to ensure transparency of information for its customers, CCC has published privacy and cookie policies that provide information about the processing of personal data of CCC customers. Whenever a customer undertakes any actions that may involve the processing of its personal data or may involve the Company's interference with the customer's privacy, the customer is notified accordingly and provided with information on the purposes of such activities.

In the financial year 2022, no activities were identified that would have resulted in a breach of privacy of CCC customers.





2.4. RESPONSIBLE MARKETING COMMUNICATION

With its customer-centric approach, CCC recognises its power to influence people's behaviour, awareness and ethical attitudes. Our product communications can exert positive or negative impacts on responsible consumption patterns in society, so responsible marketing communication is one of the key topics the CCC Group wants to focus on in the coming years. This impact on society was underscored by stakeholders in our materiality assessment.

Previously, the CCC Group did not measure its impact on social behaviour, nor did it set goals or make commitments to using its marketing communication to shape responsible and sustainable consumer behaviour, but the findings of the materiality assessment clearly demonstrated that the impact exists and its strength and scope are significant.



In June 2022, we launched a wide-ranging campaign to communicate selected aspects of sustainability to our customers. The campaign aimed to raise customers' awareness of the important aspects of our efforts to save the planet and encourage them to choose products that are both trendy and environmentally-friendly. The effort was run under the slogan 'weCare' and focused on sustainable collections, packaging and product reuse. In order to make it easier for customers to identify products made with care for the environment, special 'weCare' labels are introduced in our offline stores and e-commerce channels. As a pilot project, special 'weCare' zones were set up in selected offline stores in Poland and our foreign markets. Also, all packaging we use is FSC certified, and the packaging used in e-commerce is optimised in terms of its shape and capacity. In 2022, we continued our 'Give Your Shoes a Second Life' project of collecting used footwear and donating it to charities.

The CCC Group is committed to implementing its sustainability strategy and circular economy roadmap, which will also contribute to building responsible marketing communication. The progress and results of our efforts are communicated to stakeholders via our corporate website, sustainability reports, traditional and social media, and other marketing communication channels.

GRI 3-3

2-25

Code of Ethics in Advertising

In order to ensure compliance with responsible marketing communication standards, in 2022 the CCC Group implemented the Code of Ethics in Advertising to ensure that advertising is not misleading and that recipients are protected against unethical and unfair advertising content.

The Code of Ethics in Advertising is a set of rules defining what is acceptable in the Group's advertising message content and what is unethical. It promotes responsible advertising practices and addresses challenges posed by the dynamic market. The Code governs all aspects of the CCC Group's marketing communications, taking into account the specific nature of the various types of media. The Code of Ethics in Advertising can be found here: corporate.ccc.eu/en/reports-and-policies

In 2022, the CCC Group became a member of the Union of Associations Advertising Council. Through our active participation in the organisation, we want to influence activities that support self-regulation and development and promotion of ethical advertising practices in the Polish media space.



Marketing communication

In its marketing communication, the CCC Group is guided by several important principles:

- advertising must not be misleading;
- advertising must not create the impression that there is no obligation to pay for the product;
- advertising addressed to children or youth must not contain content that poses a risk to health or safety and must not exploit their natural credulity or lack of experience;
- advertising must be clear and understandable;
- advertising must not undermine public trust in properly implemented environmental protection initiatives;
- information about the CCC Group's event sponsorship stated in marketing communications must be clear and must not violate good morals, and the sponsored events must not create adverse environmental impacts, must be compliant with generally accepted ethical principles, good morals and social norms;
- in its communications the CCC Group does not promote attitudes that question animal rights,
- CCC sales promotions do not abuse trust of the recipients and do not exploit their potential lack of knowledge or experience.

Both electronic communications and promotion rules clearly state the categories of products covered by the marketing campaign, the terms of sale and discount rules. Depending on the type of sales promotion, we inform customers on whether they must incur extra costs in addition to the product price.

CCC customers may read detailed terms and conditions of sales promotions on <https://ccc.eu/pl/regulaminy-promocji>, where the terms and conditions of promotions run at offline and online stores are published.

One instance of non-compliance in marketing communication was identified in 2022. CCC S.A. received one consumer complaint from the Office of Competition and Consumer Protection (UOKiK) concerning the indication of the lowest price applied in a period of 30 days in the e-commerce channel. CCC implemented the guidelines received from the President of the UOKiK, with no fine imposed on the Company.

GRI 417-3

2.5. RISKS RELATED TO SUPPLY CHAIN, PRODUCT AND CUSTOMER SERVICE ISSUES

CCC has clearly defined risk management rules that help to effectively minimise the risk of adverse internal events and mitigate the effects of unfavourable external developments. They ensure the safety of the Company's business activities, effective decision making and achievement of the objectives stated in the CCC strategy.



TABLE 2.1. MATERIAL SUPPLY CHAIN RISKS GRI 2-25

Risk	Risk management approach
Risk of loss, significant deterioration in quality or lower availability of key raw materials	The CCC Group conducts product quality and safety inspections, and commits suppliers to comply with the procedures, schedules and standards contained in the Supplier Code of Conduct and product quality and safety requirements. The CCC Group ensures that its products are made of certified materials meeting OHS and environmental requirements. For example, 'weCare' products are made of leathers sourced from tanneries certified in accordance with the Leather Working Group Protocol.
Risk related to the prices of raw and other materials	The Group seeks to diversify its supplier base, also geographically, and to partner with suppliers operating in regions less exposed to civil unrest.
Risk of limited availability of suppliers	The Group takes steps to mitigate the effects of the risk associated with the limited availability of suppliers by diversifying carriers and suppliers, planning and using different transport routes, introducing carrier policies and performing service quality control (transport prices).
Risk related to transport (rail, port or warehouse) infrastructure constraints and random events occurring in land transport	The Group takes steps to mitigate the effects of the risk by diversifying its carriers, using different transport routes, and flexibly switching to road transport.
Risk associated with a shipowner's conduct	The Group takes steps to minimise the risk by fine-tuning contracts with shipowners and forwarders, and creating options to redirect freight of products to land transport.
Risk of entering into business relationships with bad suppliers	The Group takes steps to mitigate the effects of the risk by: <ul style="list-style-type: none"> • working with suppliers who have signed the Supplier Code of Conduct • assessing suppliers against ESG criteria before entering into the business relationship
Corruption risk	The CCC Group takes the following measures to mitigate the corruption risk: <ul style="list-style-type: none"> • requires employees and contractors to observe the rules of and prevent corrupt behaviour in accordance with the CCC Group Code of Ethics, Anti-Corruption Code and anti-corruption procedures • regularly identifies corruption risks, implements robust internal controls and ensures transparency in its processes and activities to avoid corrupt behaviour • incorporates anti-corruption clauses covering capital purchase orders • provides tools and enables anonymous violation and misconduct reporting (whistleblowing) and monitoring • conducts anti-corruption training for staff.

TABLE 2.2. MATERIAL PRODUCT AND CUSTOMER SERVICE RISKS GRI 2-25

Risk description	Risk management approach
Risk related to customer experience	The Group introduces new value-added services, for example CCC Express and online and offline deferred payments. Further store digitalisation, regular NPS surveys (to measure customer satisfaction rates) among CCC customers. Investment in marketing and customer loyalty programmes.

NATURAL ENVIRONMENT

104

ENVIRONMENTAL POLICY
AND STRATEGY

106

CLIMATE CHANGE

129

CIRCULAR ECONOMY

136

OTHER
ENVIRONMENTAL ISSUES

138

MATERIAL
ENVIRONMENTAL RISKS





As a leader of the footwear industry, we recognise our responsibility to use natural resources responsibly and minimise our adverse environmental impacts. In order to keep a balance between constant business expansion and environmental responsibility, the CCC Group strives to mitigate the negative impacts of its activities on the environment, reduce waste, reduce energy consumption and greenhouse gas emissions, build environmental awareness, manage supply chains efficiently and invest with attention paid to environmental sustainability.

This approach takes the form of numerous activities carried out by the CCC Group within the framework of its Sustainable Development Strategy and Environmental Policy, which are tailored based on international and EU directions, strategies, guidelines and emerging laws and regulations. We recognise our impacts on the environment and climate in various areas of the value chain, the supply chain in particular, therefore we commit our suppliers to compliance with environmental regulations and rational use of resources. The CCC Group consistently monitors and evaluates the implemented measures, revises the set strategic objectives, monitors its environmental impact and conducts audits of its suppliers in order to be able to actively manage the environmental area and implement solutions that benefit both the organisation and the environment.



In response to expectations expressed by its key stakeholders and in line with its commitment to doing business sustainably, the CCC Group constantly monitors trends and innovative solutions designed to reduce CO₂ emissions through a series of pro-environmental activities, regular energy consumption measurements, and identification and elimination of waste. Operational supervision of the environmental area is exercised by the areas responsible for environmental protection, including:

Administration	head office property management, energy efficiency, waste management
Logistics	logistics and warehousing solutions, packaging
Sales	low carbon intensity of retail stores, circular solutions for downstream
Product	working with suppliers to reduce environmental impacts, eco-design
Sustainability	supervision of the implementation of environmental goals set out in the Sustainable Development Strategy



In 2022, we designated a person responsible for collecting and verifying detailed offline store data at the Group level, to be used for sustainability reporting purposes.

These measures are also supported by the working group of employees from various areas, Green CCChallenge, who seek to maximise energy efficiency at the Company, as well as by our active commitment to raising



environmental awareness among our employees. The progress and results of these measures are reported periodically to the Management Board. The environmental goals are reviewed periodically and overseen by the Management Board and the Audit Committee.

In 2022, we implemented the following initiatives to deliver on our goals relating to our responsibility towards the natural environment set out in the Sustainable Development Strategy:

- update of the Environmental Policy
- Scope 3 emissions reporting extended to include selected subsidiaries and new categories
- large-scale implementation of measures designed to reduce electricity consumption in retail stores and at the head office
- Give Your Shoes a Second Life project rollout
- paperpacks introduced at CCC, HalfPrice and MODIVO.

The CCC Group reported water security and forest data to the CDP for the first time in 2022. We plan to expand the reporting scope and undergo full assessment of these areas in the coming years, primarily in order to prepare the CCC Group for impact assessment and impact mitigation in respect of water and forest resources. The CCC Group reported its climate change performance and activities to the CDP for the third time in 2022, receiving 'C' score.

GRI 3-3

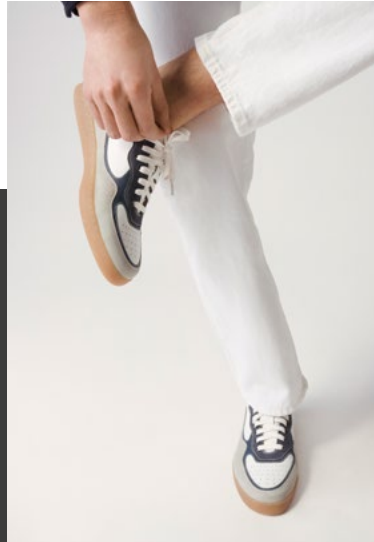
3.1. ENVIRONMENTAL POLICY AND STRATEGY

Environmental Policy

In order to develop its business, the CCC Group uses various types of capital, including natural capital. Natural capital is the world's natural resources, including minerals, soil, air, water and all living creatures. In order to define the priorities and key principles to guide the CCC Group in governing its relationship with the natural environment and using natural capital, the CCC Capital Group updated and implemented its Environmental Policy in 2022. The Policy was aligned with current regulations and environmental targets set out in the GO.25 Sustainable Development Strategy. Its purpose was to define a framework for governing the CCC Group's relationship with the natural environment and using natural capital.

Our Environmental Policy sets the following priorities for using natural capital:

- we reduce environmental damage and the use of natural resources, primarily non-renewable resources;
- we compensate for environmental damage where it cannot be reduced;
- we encourage and support our business partners, suppliers along the supply chain, and customers in improving their use of natural capital in partnership with CCC and through our products.



Our Environmental Policy outlines the following principles:

CLIMATE CHANGE
MITIGATION

CLIMATE CHANGE
ADAPTATION

PROTECTION OF WATER
AND MARINE RESOURCES

TRANSITION TOWARDS
CIRCULAR ECONOMY

POLLUTION PREVENTION
AND CONTROL

PROTECTION
AND RESTORATION
OF BIODIVERSITY
AND ECOSYSTEMS

The CCC Group's Environmental Policy clarifies the scope of these principles and provides examples of actions taken. Every year, the Group's Management Board evaluates its performance based on information provided by departments responsible for operational oversight of the environmental area, and briefs the Supervisory Board on the status of Environmental Policy implementation.

The Environmental Policy applies to all CCC Group companies regardless of their business profile and can be adopted in its entirety by individual CCC Group companies, which are free to further improve best practices. The Policy was adopted by the Management Board on January 31st 2023 and is available here: corporate.ccc.eu/en/reports-and-policies.





Environmental strategy

Our environmental strategy sets ambitious and specific targets relating to greenhouse gas emission reduction, waste reduction, water conservation, and biodiversity protection. It is part of the adopted Sustainable Development Strategy GO.25, as described in more detail in Section 1.3.2.

Decarbonisation strategy

In 2022, work commenced on a decarbonisation strategy to define the path and specific actions to achieve net-zero emissions.



3.2. CLIMATE CHANGE

The CCC Group has measured and monitored its Scope 1 and 2 greenhouse gas emissions since 2019 and Scope 3 greenhouse gas emissions since 2021, and is implementing numerous measures to investigate and analyse its key areas of impact. The measures we have taken so far, which included a full value chain assessment, short-, medium- and long-term risk assessment, assessment of climate change risks and opportunities, scenario analysis of resilience of the Group's business model and strategy, and quarterly GHG emission data collection and monitoring, enable informed decision-making and action by the CCC Management Board to address climate change, mitigate adverse impacts, and adapt the Group and increase its resilience to climate change.

These initiatives should help us adapt and adequately respond to such challenges of climate change as:

- requirement to reduce greenhouse gas emissions by about 55% by the end of this decade and achieve climate neutrality by 2050 as part of the implementation of the EU's European Green Deal strategy and the Paris Agreement
- introduction of a carbon tax or the Carbon Border Adjustment Mechanism (CBAM) in the European Union, whose concepts have been outlined in the European Green Deal and which, if introduced, could significantly affect the CCC Group as an international business relying heavily on production in non-EU countries
- expected major restrictions and new, more stringent emission standards in transport, especially in air and road transport
- limited availability or potential increase in prices of natural raw materials (leather and natural fabrics)
- tightening of regulations on raw materials and waste in subsequent phases of implementation by the EU of its circular economy policies, including the EU Strategy for Sustainable and Circular Textiles announced on March 30th 2022
- expected further increase in electricity and heat prices in Poland due to the need for accelerated decarbonisation of Poland's energy sector
- changes in the availability of financing depending on the degree of compliance of the Company's business with the EU Taxonomy.



THE STATED PRIORITIES, STRATEGIC DIRECTIONS AND MATERIALITY OF CLIMATE CHANGE WERE CONFIRMED BY THE 2021 MATERIALITY ASSESSMENT, WHICH IDENTIFIED CLIMATE CHANGE AS A HIGH-PRIORITY AREA, WITH ALL CLIMATE CHANGE-RELATED ANALYSES AND ACTIVITIES IMPLEMENTED BY THE MANAGEMENT BOARD ALSO SUBJECT TO OVERSIGHT BY THE SUPERVISORY BOARD.

A detailed description of the two-way impact, policies, analyses, actions and progress towards pre-set goals is provided later on in this report. The implemented measures and their results are communicated to stakeholders via the corporate website, sustainability reports, traditional or social media and direct interactions between CCC Group entities and individual stakeholders.

GRI 3-3

2-25



CCC GROUP'S IMPACT ON CLIMATE CHANGE

GRI 3-3

The CCC Group's impact on climate change can be seen mainly in the following areas:



OPERATIONS

Greenhouse gas emissions from fuel and energy used in retail stores and suppliers' manufacturing plants



LOGISTICS

Greenhouse gas emissions from outbound transport of products to retail stores and e-commerce customers and from inbound transport of goods to the CCC Group



RAW AND OTHER MATERIALS

Greenhouse gas emissions from production of raw materials needed for footwear production, including:

- animal husbandry – to produce natural leather
- plant cultivation – to produce natural fabrics
- extraction, petrochemical and chemical industries – to produce synthetic leather and fabrics, rubber, adhesives, varnishes and paints

IMPACT OF CLIMATE CHANGE ON THE CCC GROUP

GRI 3-3	201-2	TCFD
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Climate change has a low impact on the CCC Group today, but the scope of physical risks is material and their impact is expected to increase in the future.

Climate change-related issues identified in the area of transition risks, i.e. those resulting from humanity's response to climate crisis challenges, involving changes in legislation, consumer behaviour patterns, demand, industry standards and regulatory environment will be a factor of growing importance to the CCC Group's operations in the foreseeable future.

The Management Board's approach to climate change is informed by the analysis of short-, medium- and long-term climate change risks, threats and opportunities carried out in 2020 and the scenario analysis of resilience of the CCC Group's business model and strategy to climate change performed in 2021. The CCC Group also developed an Environmental Policy in 2022, which was subsequently adopted by the Management Board. The next step will be to develop and implement a decarbonisation plan. We have no dedicated system in place for measuring the financial impact of climate risks. However, we respond to the risks through compliance with climate change reporting expectations



of financial institutions, open dialogue with financial institutions and our efforts to maintain and upgrade our ESG ratings. In late 2022 and early 2023, the CCC Group launched a project to assess the potential financial effects of climate change risks and opportunities. The project is scheduled to continue and be completed in 2023.





CLIMATE RISKS AT THE CCC GROUP

GRI 201-2

TCFD

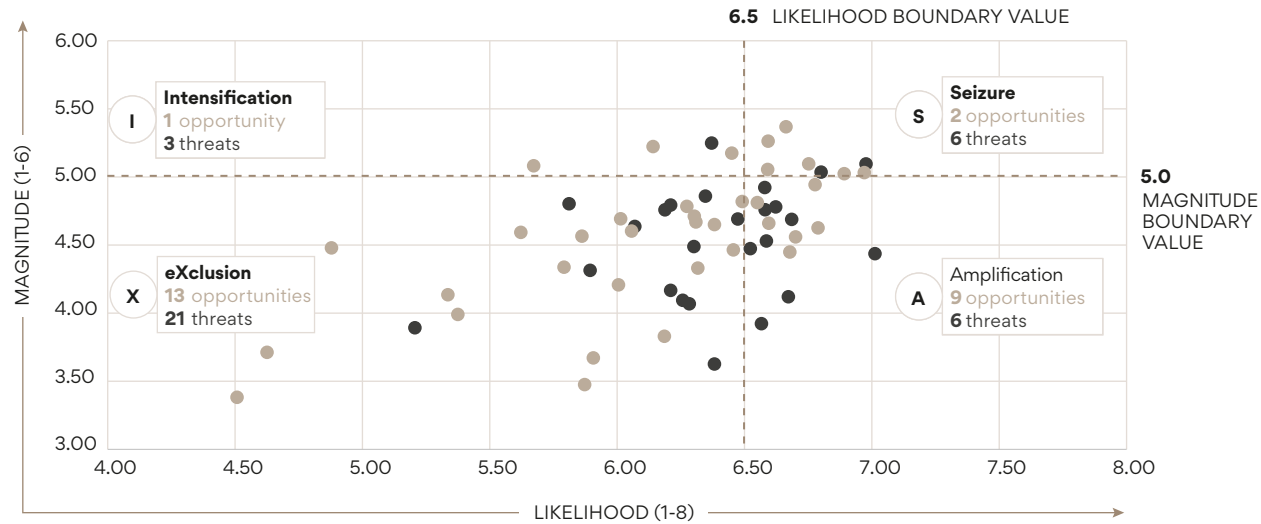
In 2020, the CCC Group carried out a study to identify and analyse risks, threats and opportunities related to climate change. The study was conducted in collaboration with MATERIALITY, an external consultancy, using the AXIS methodology as a three-stage process:

- analysis of material climate-related risks in the comparative peer group
- questionnaire survey of a CCC expert group comprising 68 representatives of 26 expert areas, including Management Board representatives
- calculation of results and classification of identified risks, threats and opportunities..

Thirty-two physical and transition risks were examined, covering a total of 36 threats and 25 opportunities associated with climate change. In accordance with the applied methodology, those risks, threats and opportunities whose likelihood or magnitude exceeded the specified boundary values were considered material. Threats and opportunities were assessed against three criteria: likelihood, magnitude (or weight of potential negative or positive impacts), and time horizon.

All threats and opportunities were classified into four categories (A - Amplification, X- eXclusion, I - Intensification or S - Seizure) depending on whether their scores exceeded the boundary values of likelihood and magnitude.

A MAP OF CLIMATE CHANGE OPPORTUNITIES AND THREATS



Based on the methodology used, two S-category opportunities and six S-category threats were classified as material to the CCC Group and need to be actively managed. The threats and opportunities belonging to categories I and A are monitored and in some cases managed. The threats and opportunities in category X are subject to monitoring only. The conclusions from the analysis were incorporated into the risk management system operated at the CCC Group. New risks (threats and opportunities) associated with climate change are monitored and identified periodically as part of risk reviews.





SCENARIO ANALYSIS

GRI 201-2

TCFD

The CCC Group conducted a scenario analysis to determine the resilience of our business model and growth strategy under various climate change scenarios. The analysis was conducted against two scenarios over the short, medium and long term. The scenarios were developed based on a combination of relevant IPCC and IEA scenarios:

Scenario 1: Paris-aligned – the scenario assumes that the Paris Agreement will be implemented, i.e. climate change will be halted at a level relatively safe for humanity. The scenario is a combination of IPCC’s SSP1-1.9 scenario and IEA’s Net Zero Emissions by 2050 (NZE) Scenario.

Scenario 2: Paris-missed – according to the scenario, the GHG emissions reduction rate will be in line with

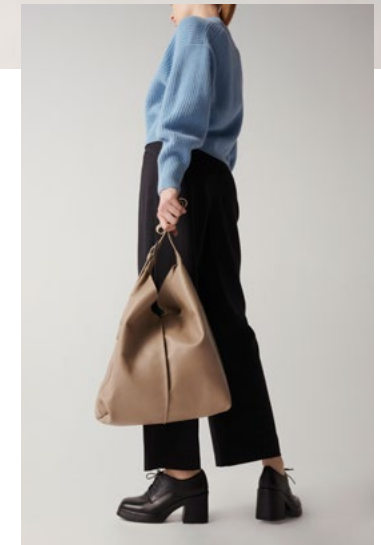
the current commitments of the UN member states, as a result of which climate change in the mid-21st century will reach the level predicted by science. The scenario is a combination of IPCC’s SSP5-8.5 scenario and IEA’s Stated Policies Scenario (STEPS).

The key parameters and assumptions considered in the scenario analysis were:

- strategic targets/assumptions for business growth, product mix and sales structure by 2025 as set forth in the new GO.25 business strategy
- physical climate change impacts related to global surface temperature, water levels, precipitation, extreme weather events, drought, flooding, etc.
- legal, regulatory, technological and market impacts related to climate change including tariffs, taxes and other carbon levies, energy demand, mobilisation of investment and finance, decarbonisation, technology and innovation advances.



Nine topic categories were analysed, corresponding to the key steps in the CCC Group's value chain:



The analysis covered the Group's core operations, which is the footwear segment. The analysis was conducted for three time horizons: short term (2022-2025), medium term (2026-2035) and long term (2036-2050). The analysis focused on the geographic regions of key importance to the CCC Group's value chain (Europe, East Asia, Southeast Asia).

The analysis produced a map showing the severity of the impact under each scenario over the specified time horizon on the CCC Group's resilience, along with the directions of change in the severity of impact over time. Detailed findings of the scenario analysis, including extensive descriptions of the impact under each scenario on the individual steps of the value chain will be used to strengthen the

CCC Group's resilience in selected strategic areas and to deepen the analysis for the steps in the value chain characterised by lower medium-term resilience.

RESULTS OF THE SCENARIO ANALYSIS:

Stages in the value chain		Raw materials of animal and plant origin	Mineral raw resources	Footwear production by suppliers	Supply logistics	Energy and fuels	Offline retail chain	Sales network and e-commerce logistics	Consumers	Waste
S1 Paris-aligned	short time horizon 2022-2025	△	△	△	△	■	△	△	▲	△
	medium time horizon 2026-2035	▲	▲	△	■	▽	▲	■	△	△
	long time horizon 2036-2050	■	■	■	■	■	■	■	■	■
S2: Paris-missed	short time horizon 2022-2025	△	■	△	△	△	△	△	△	△
	medium time horizon 2026-2035	▲	△	▲	▲	■	△	▲	▲	△
	long time horizon 2036-2050	■	■	■	■	■	■	■	■	■

Intensity of impact

- low impact on resilience
- medium impact on resilience

- high impact on resilience
- critical impact on resilience

Change of impact's intensity

- ▲ strong increase in the intensity of the impact
- △ moderate increase in the intensity of the impact

- ▽ moderate decrease in the intensity of the impact
- ▼ strong decrease in the intensity of the impact

The key findings of the resilience analysis of the CCC Group's business model:

Materialisation of S1: Paris-aligned

High resilience in the short term

A relatively safe level of resilience over the medium term, provided that appropriate adaptation measures are taken

A medium level of resilience over the long term (with the biggest challenges related to raw and other materials, the retail store chain and alignment of the product mix with consumer needs)

Materialisation of S2: Paris-missed

High resilience in the short term

A relatively safe level of resilience over the medium term, with a sharp increase in challenges (related mainly to logistics, raw materials of animal and plant origin and manufacturing activities at suppliers)

Low resilience over the long term, with critical challenges in several areas (logistics, manufacturing activities at suppliers, raw materials of animal and plant origin, and demand for goods)



The exercise was conducted in collaboration with MATERIALITY, an external consultancy, using the SA:CCR Scenario Analysis: Climate-Change Resilience qualitative methodology. In the coming years, the CCC Group plans to implement an in-depth quantitative analysis for selected steps of the value chain.

TABLE 3.1. MATERIAL RISKS, THREATS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE AT THE CCC GROUP

GRI 3-3	2-25	201-2	TCFD
Risk	Threat/Opportunity	Time horizon	Management method
Chronic physical risks			
Risk of increased variability of the precipitation structure and weather patterns	Threat from increased volatility in footwear demand due to increasingly variable weather patterns	Medium-long	Adjust collections to the blurring seasons by properly managing the seasonal product mix.
Epidemic risk	Threat of increased incidence of epidemic and pandemic outbreaks	Medium-long	Implement crisis management procedures and business continuity plans for the Group. Leverage experience gained from the 2020/2021 COVID-19 pandemic. Expand the e-commerce business.
Policy and regulatory/legislative risks			
Risk of new product or packaging regulations	Threat of having to meet new legal requirements for products or product packaging	Short-medium	Implement the circular economy elements of the Sustainable Development Strategy and monitor legislative processes at the EU level.
Technological risks			
Risk related to circular economy	Opportunity from reuse of packaging	Short	Implement the circular economy elements of the Sustainable Development Strategy, including where they pertain to packaging.
Risk related to emissions intensity of energy sources	Threat of energy price increases resulting from a high-carbon energy mix in Poland or other countries	Short-medium	Focus on energy efficiency improvements, particularly in stores (LED lighting, smart energy management systems, etc.) and plan implementation or use of some elements of the ISO 50001 Energy Management standard.
Digitalisation risk	Opportunity to use advanced analytics and artificial intelligence to develop and optimise purchasing, manufacturing and sales processes with a view to reducing materials consumption and climate impacts	Short-medium-long	Continue innovation projects and implement new R&D programmes, expand the CCC R&D centre, foster collaboration with business partners, etc.
Market risks			
Risk of materials price increases	Threat of materials price increases caused by other climate risks	Medium-long	Reduce volumes of raw and other materials sourced from regions that are most vulnerable to climate change. Diversify the geographical supplier base and partner with suppliers in regions less exposed to civil unrest, migration and wars associated with climate change (e.g. Europe).
Risk of access to finance being conditional on addressing climate crisis	Risk of no or limited access to finance due to failure to meet expectations of banks, investment funds or insurers on addressing climate crisis	Short-medium	Adapt to expectations of financial institutions on reporting climate change issues, ensure that ESG ratings are maintained and upgraded, and maintain an open dialogue with representatives of financial institutions about their expectations.



TABLE 3.2 CONSUMPTION OF FUELS AND ENERGY AT

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Fuels used in buildings and systems						
Natural gas	MWh	10,123.2	9,896.6	12,575.8	5,651.5	-55.1%
Fuel oil	MWh	132.0	198.5	0.0	0.0	-
LPG	MWh	144.4	0.0	0.0	0.0	-
Total fuels used in buildings and systems	MWh	10,255.2	10,095.1	12,575.8	5,651.5	-55.1%
Fuels used in transport by own vehicles						
Gasoline	MWh	3,950.7	4,135.3	4,199.3	5,747.4	+36.9%
Diesel oil	MWh	5,071.6	4,317.1	4,544.4	4,618.5	+1.6%
LPG	MWh	0.0	2.8	0.5	0.0	-100.0%
Total fuels used in transport by own vehicles	MWh	9,022.3	8,455.2	8,744.1	10,365.8	+18.5%
Energy generated						
Electricity generated from RES	MWh	55.4	82.9	65.9	76.2	+15.6%
Purchased energy						
Electricity	MWh	109,031.7	83,076.3	108,349.4	94,571.8	-12.7%
• of which retail stores	MWh	87,374.5	64,863.3	73,975.5	81,624.3	+10.3%
• other	MWh	21,657.2	18,213.0	34,373.9	12,947.5	-62.3%
Heat	MWh	5,862.7	3,703.8	2,806.1	2,715.8	-3.2%
Total energy consumption	MWh	134,227.3	105,413.2	132,541.3	113,381.1	-14.5%
Total energy consumption	GJ	483,218.1	379,487.3	477,148.8	408,172.0	-14.5%

3.2.1. GREENHOUSE GAS EMISSIONS

CONSUMPTION OF FUELS AND ENERGY FROM RENEWABLE AND NON-RENEWABLE ENERGY SOURCES

GRI 302-1

302-3

Fuel consumption in company buildings, facilities and vehicles, purchased heat and a portion of purchased electricity (used in offices and warehouses) is calculated based on raw data provided by the Group's subsidiaries. Electricity consumption in retail stores was estimated using electricity consumption ratios depending on store type per one square metre of floor area, calculated from actual data. Intensity ratios per unit of product are calculated in the same way as last year, with one pair of footwear or one piece of other product (apparel, bags, accessories, etc.) deemed a unit of product.

TABLE 3.3. CONSUMPTION OF FUELS AND ENERGY FROM RENEWABLE AND NON-RENEWABLE ENERGY SOURCES AT THE GROUP CCC

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Energy from all renewable sources (fuels and purchased energy)	MWh	16,464.0	18,121.3	34,513.2	32,929.6	-4.6%
Percentage of energy from renewable sources	%	12.3%	17.2%	26.0%	29.0%	+3.0%
Energy from all non-renewable sources (fuels and purchased energy)	MWh	117,763.2	87,291.9	98,028.1	80,451.5	-17.9%
Percentage of energy from non-renewable sources	%	87.7%	82.8%	74.0%	71.0%	-3.0%
Total energy from all sources	MWh	134,227.3	105,413.2	132,541.3	113,381.1	-14.5%

TABLE 3.3. ENERGY INTENSITY INDICATORS AT THE CCC GROUP

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Energy from renewable sources per unit of product	KWh/pc	0.3	0.3	0.5	0.4	-23.8%
Energy from renewable sources per PLN 1m of revenue	MWh/PLN 1m	2.8	3.5	4.5	3.6	-20.6%
Energy from non-renewable sources per unit of product	KWh/pc	2.1	1.2	1.4	0.9	-34.4%
Energy from non-renewable sources per PLN 1m of revenue	MWh/PLN 1m	20.0	16.6	12.9	8.8	-31.7%
Energy from all sources per unit of product	KWh/pc	2.4	1.5	1.8	1.2	-31.6%
Energy from all sources per PLN 1m of revenue	MWh/PLN 1m	22.8	20.1	17.5	12.4	-28.8%



The data presented in tables 3.1–3.3. cover the entire CCC Group. Data on CCC S.A. is provided in Appendix 3. All energy data has been converted to kWh or MWh for data comparability.

GRI 302-1



Most of the energy consumed by the CCC Group in its operations is energy used in buildings. The largest proportion is electricity, which accounted for around 83.5% of the Group's total energy consumption in the financial year 2022, at 94,647.9 MWh. 5.0% of energy was fuel combustion in buildings, and 9.1% was fuel used in vehicles operated by the Group. Purchased heat accounted for as little as 2.4%.

More than half (as much as 72.0%) of all energy purchased by the CCC Group was store consumption. Therefore, the efforts to improve energy efficiency across the CCC Group are focused primarily on optimising the use of electricity in stores. In 2022, electricity consumption in our sales network rose 10.3% year on year, with a 62.3% year-on-year decline reported for other operations. Heat consumption declined of 3.2% in 2022. Total energy consumption across the CCC Group in 2022 fell 14.5% year on year. The decrease mainly reflected a reduction in fuel consumption (natural gas consumption down 55% year on year), purchased electricity by 12.7% and thermal energy consumption by 3.2% year on year, with the fuel consumption of own vehicle fleet up 18.6% year on year in 2022.



Reduction of fuel consumption

Key measures designed to reduce natural gas consumption:

- set minimum standard temperatures for each functional area – optimise working temperatures
- use local heating points at permanent workstations, where practicable
- reduce opening times of gates and docks to a minimum
- eliminate leaks
- optimise the use of air curtains
- change the operating parameters of boilers, water circulation systems, and boiler plant operation controls.

Key measures designed to reduce gasoline and LPG consumption:

- In 2022, the Group used hybrid cars for business purposes. Hybrid cars accounted for about 45% of CCC S.A.'s vehicle fleet, representing an increase of 15% year on year
- Jeźdź BezpieCCCznie ('Drive CCCarefully') competition for employees driving company cars that rewards the best drivers for their efficient and safe driving style
- individual Ecodriving reports provided to employees on a regular basis to review and optimise their driving style.

Reduction of energy

Measures taken to reduce electricity consumption at CCC's stores in 2022:

- educational initiatives targeting CCC store personnel – publication of educational materials, store staff briefings
- unplugging any unnecessary equipment
- optimisation of in-store temperature levels
- dismantling some in-store lighting (30% for metal concept, 20% for white wood concept)
- only 30% of in-store lighting is on when a store is closed for customers while the staff are preparing product displays
- optimisation of the operation of air conditioning systems
- brand logos and display windows in stores located in retail parks are not lit during the day
- implementation of a remote readout electricity metering system.

Measures taken to reduce electricity consumption at CCC's head office in 2022:

- upgrade of the lighting control system in R&D – designation of lighting zones, installation and optimisation of motion sensors
- installation of central air-conditioning controls in facilities and using seasonal temperature settings
- optimisation of the operating time of air handling units in facilities and using temperature range settings
- optimisation of the operating time of LED screens in selected buildings
- lighting in buildings switched on only during business hours.

Energy efficiency measures in other buildings

- Other buildings occupied by the CCC Group have also undergone energy efficiency modifications.
- Warehouse facilities have been equipped with innovative, energy-saving LED lighting and other solutions reducing energy usage, including air curtains, automatic blinds systems, and glazing reducing the penetration of solar radiation and providing thermal insulation to help lower energy consumption by air conditioning equipment.
 - New investment projects are designed and implemented with the use of energy-efficient technologies. The initiatives in this area include transition to energy-efficient sensor-controlled technologies and solutions managing energy receivers in the facilities.
 - Energy audits are also contracted to find solutions enabling proper alteration of the existing systems, installations, and energy sources.

In the financial year 2022, the CCC Group received an accession certificate to EKO Biznes, a product of the Tauron Group. For their administrative buildings, logistics centre in Polkowice and some stores, CCC S.A., CCC.eu Sp. Z o.o. and HalfPrice Sp. Z o.o. committed to purchase 100% renewable electricity from small hydropower and wind power plants. Renewable energy accounts for just under 29% of total electricity used by the CCC Group (up 3pp year on year).



LOGISTICS, DISTRIBUTION AND WAREHOUSING

Logistics processes are at the core of the CCC Group's operations. They include product delivery, warehouse management, and outbound transport of goods to retail stores or of online orders directly to consumers. The Group is taking steps to optimise its logistics processes and minimise their environmental impact:

Integrated warehouse management system (PSIwms) deployed at the distribution centre	→	Shortens travel and pick times, optimises transport order algorithms, improves workplace safety and efficiency	} CCC S.A.
OMS (Order Management System) deployed in Poland and foreign operations	→	Automates the order management system, including through integration of in-store and warehouse stocks to reduce lead times	
Further development of the Transport Management System (TMS)	→	Optimises carrier selection according to specified criteria (tariff, delivery terms, distance, delivery time and mode of transport)	
PackSize	→	Optimises space use in transport, minimising cardboard and filler material consumption with automatic fit-to-size packaging	
Magazino robots	→	Support warehouse staff by picking orders and transferring them to handover stations based on warehouse maps and a WMS system-integrated development environment	} MODIVO
Gaylord boxes	→	100% recycled and recyclable cardboard boxes used for bulk transport	
Luz Load transport	→	Minimises generated waste and reduces unused space	

Eobuwie.pl Logistics implemented an Environmental Management System for its Distribution Centre, warehousing and storage operations, having secured the ISO 14001:2015 certificate from TÜV SÜD Management Service GmbH in April 2022. In December 2021, the company signed the UNEP International Declaration on Cleaner Production as a statement of commitment to the practice of Cleaner

Production. The company developed an Environmental Policy and Environmental Requirements for suppliers and subcontractors and internal management documents (process and action sheets) in line with these processes.

In addition to those measures, the CCC Group is constantly looking for solutions that would benefit the environment.

SCOPE 1, 2 AND 3 GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions from the Company’s operations have been monitored at the CCC Group since 2019. To assess the emissions intensity, the Group applies two greenhouse gas emission metrics, described further down in this Section.

Reported emissions boundaries (organisational boundaries)

- Data for CCC S.A. covers the CCC Group’s parent only (100% of emissions)
- Data for the Group covers the parent and all subsidiaries of the CCC Group based on the operational control approach (100% of each subsidiary’s emissions) Consolidation encompasses all Group levels.

Scope of reported emissions (operational boundaries):

- The emissions reported for the parent and the Group comprise:
- Scope 1 emissions (direct emissions)
 - Scope 2 emissions (indirect emissions from purchased energy)
 - Scope 3 emissions (indirect emissions)



This report contains Scope 1+2 emissions calculated in accordance with the revised Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (for the fourth time) and Scope 3 emissions calculated in accordance with the Greenhouse Gas Protocol Value Chain (Scope 3) Accounting and Reporting Standard (for the second time).

2019 was selected as the base year for CCC S.A.’s and the CCC Group’s Scope 1 and 2 emissions, and 2021 was selected as the base year for Scope 3 emissions. The reported Scope 1 emissions are fully comparable to the base year emissions. Scope 2 emissions are comparable to the base year emissions in the case of the location-based calculation method and are not comparable in the case of the market-based method (no market-based calculation was made in the base year). The Scope 3 base year emissions (for 2021) were recalculated by calculating Category 1 emissions and recalculating Scope 3 Category 3 emissions reflecting an adjustment made with regard to natural gas consumption at a subsidiary in 2021. The 2021 Scope 3 emissions were 116,611 Mg CO₂e prior to the recalculation and are 1,205,421.9 Mg CO₂e following the recalculation.

METHODOLOGY AND ASSUMPTIONS:

- emissions were calculated using tools provided by the GHG Protocol (ghgprotocol.org/calculation-tools), obliczenia dotyczyły sześciu gazów cieplarnianych (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆) ujętych w GHG Protocol, wartości emisji są podawane w tonach (Mg) standardowej jednostce ekwiwalentu dwutlenku węgla (CO₂e)



- Scope 2 location-based emissions were calculated using the average emissions intensity ratios for electricity generated in individual countries, made available by the International Energy Agency (IEA) (for countries where the CCC Group has operations, excluding Poland) and the National Centre for Emissions Balancing and Management (for Poland). The ratios for all countries excluding Poland are derived from the IEA 2021 projections and for Poland from the 2021 data. As regards heat, emissions intensity ratios were adopted in accordance with the data reported for Poland by the Energy Regulatory Office (2022). With respect



to the other countries, ratios from the UK's Department for Environment, Food & Rural Affairs (DEFRA) database were applied. In the case of the market-based method, emissions factors provided by energy suppliers were used; if none were available, average factors per country were applied [GRI 305-2].

GRI 305-2

- Scope 3 emissions were calculated using emission factors derived from WIOD (2009), DEFRA (2021, 2022), IEA (2022), ecoquery (version 3.9) (2022) databases, and from relevant scientific studies.

CCC Group's 2022 GHG emissions by scope:

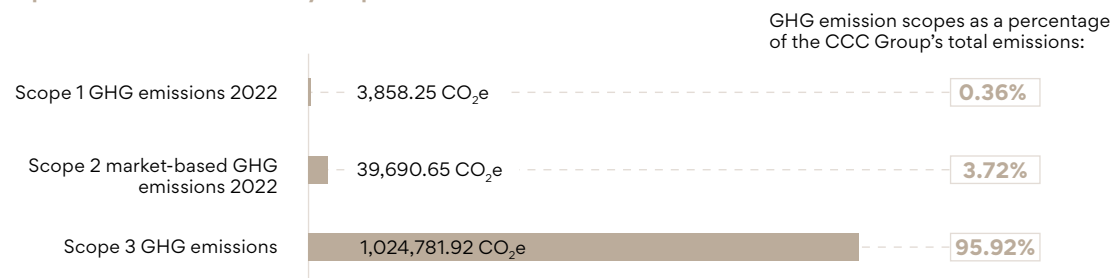


TABLE 3.4. CCC GROUP'S GREENHOUSE GAS EMISSIONS IN THE FINANCIAL YEAR 2022 – SCOPE 1, 2 AND 3

GRI 305-1	305-2
305-3	305-4
TCFD	

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Scope 1						
Emissions from fuel use in buildings and installations	Mg CO ₂ e	1,954.5	2,031.9	2,499.0	1,119.9	-55.2%
Emissions from fuel use in transport	Mg CO ₂ e	2,340.6	2,227.1	2,304.7	2,715.4	+17.8%
Emissions resulting from the leakage of refrigerants	Mg CO ₂ e	n.a.	n.a.	437.0	23.0	-94.7%
Total Scope 1 GHG emissions	Mg CO₂e	4,295.1	4,259.0	5,240.7	3,858.3	-26.4%
Scope 2 location-based						
Emissions from purchased electricity	Mg CO ₂ e	61,993.7	41,619.7	61,320.6	52,669.3	-14.1%
Emissions from purchased heat	Mg CO ₂ e	1,671.9	649.8	480.0	471.0	-1.9%
Total Scope 2 location-based GHG emissions	Mg CO₂e	63,665.6	42,269.6	61,800.6	53,140.3	-14.0%
Scope 2 market-based						
Total Scope 2 market-based GHG emissions	Mg CO₂e	n.a.	43,195.0	51,725.4	39,690.7	-23.3%
Scope 1+2 market-based						
Total Scope 1+2 market-based* GHG emissions	Mg CO₂e	n.a.	47,453.9	56,966.1	43,548.9	-23.6%
Scope 3						
Total Scope 3 GHG emissions	Mg CO₂e	n.a.	n.a.	1,205,421.9	1,024,781.9	-15.0%
Total GHG emissions						
Scope 1+2+3, including:						
Total Scope 1+2 location-based + 3 GHG emissions	Mg CO₂e	n.a.	n.a.	1,272,463.2	1,081,780.5	-15.0%
Scope 1+2 location-based + 3 GHG emissions per piece of product	kg CO ₂ e/pc	n.a.	n.a.	17.5	11.9	-32.1%
Scope 1+2 location-based + 3 GHG emissions per PLN 1m of revenue	Mg CO ₂ e/PLN 1m	n.a.	n.a.	167.6	118.6	-29.3%
Total Scope 1+2 market-based + 3 GHG emissions	Mg CO₂e	n.a.	n.a.	1,262,388.0	1,068,330.8	-15.4%
Scope 1+2 market-based + 3 GHG emissions per piece of product	kg CO ₂ e/pc	n.a.	n.a.	17.4	11.8	-32.4%
Scope 1+2 market-based + 3 GHG emissions per PLN 1m of revenue	Mg CO ₂ e/PLN 1m	n.a.	n.a.	166.3	117.1	-29.6%

* 2019 Scope 2 emissions were calculated using a location-based method.

** 2021 Scope 3 emissions were calculated for CCC S.A., CCC. eu Sp. z o.o. and HalfPrice Sp. z o.o. and selected categories were calculated for certain other CCC Group companies based on the principle of true and fair representation.

*** 2022 Scope 3 emissions were calculated for CCC S.A., CCC. eu Sp. z o.o., HalfPrice Sp. z o.o., DeeZee Sp. z o.o., MODIVO S.A., and Eobuwie.pl Logistics Sp. z o.o. and selected categories were calculated for certain other CCC Group companies based on the principle of true and fair representation.



Scope 2 emissions were calculated using the market-based and location-based methods.

GRI 305-2

The data in the table covers the entire Group. Data on CCC S.A. is provided in Appendix 3.

In 2022, Scope 1 and 2 emissions accounted for approximately 4.9% of the CCC Group's total emissions. The vast majority (93.2%) of the CCC Group's GHG emissions are Scope 2 emissions, i.e. indirect emissions from the generation of purchased electricity and heat. The vast majority of those emissions (92.4% of Scope 2 emissions) were attributable to purchased electricity, with the remaining 0.8% attributable to purchased heat. More than half (as much as 70.4%) of Scope 1 emissions were from fuel combustion in vehicles used by the CCC Group, while 29.0% were emissions from burning fuels for heating buildings. The balance of 0.6% were refrigerant leaks.

GRI 305-1

The emissions structure discussed above highlights the importance of measures taken to increase energy efficiency and switch to renewable energy sources. In particular, efforts made with a view to reducing electricity consumption and obtaining it from renewable sources may have the greatest impact on lowering the Group's total emissions in the coming years.

FIGURE 3.1. FACTORS CONTRIBUTING TO YOY CHANGE IN CCC GROUP'S SCOPE 1+2 MARKET-BASED GHG EMISSIONS IN 2022

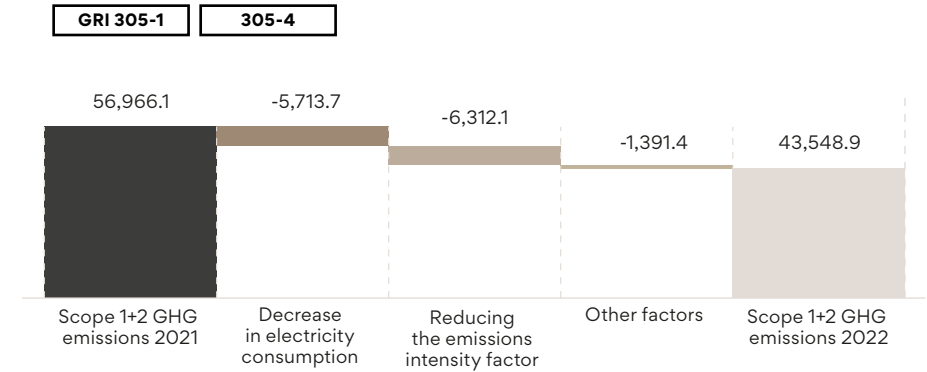
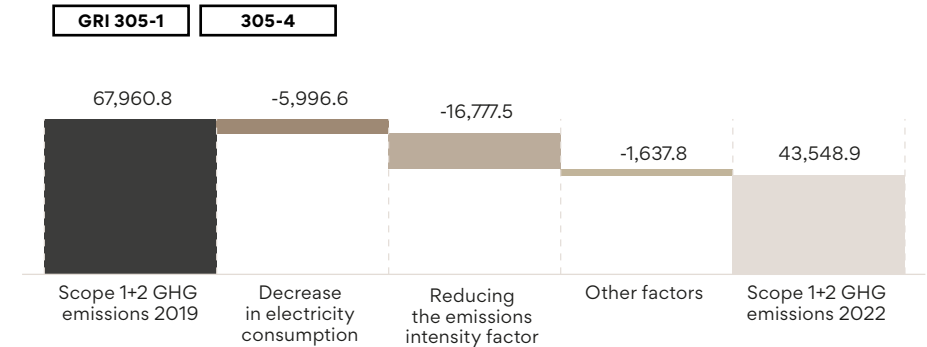


FIGURE 3.2. FACTORS CONTRIBUTING TO CHANGE IN CCC GROUP'S SCOPE 1+2 MARKET-BASED GHG EMISSIONS IN 2022 RELATIVE TO BASE YEAR



Total Scope 1+2 market-based GHG emissions in 2022 were down 23.6% year on year and down 35.9% on the base year (2019). The year-on-year reduction in GHG emissions was primarily due to a decrease in size of emission intensity ratio reported for electricity (market-based), driven by two factors: a gradual increase in the share of renewable electricity in total electricity purchased by the CCC Group, and reduced electricity consumption. The combined effect of all remaining factors was smaller, and thus contributing to the overall reduction of GHG emissions despite.



TABLE 3.5. GREENHOUSE GAS EMISSIONS AT THE CCC GROUP IN THE FINANCIAL YEAR 2022 – SCOPE 3 GRI 305-3

Scope 3 category	Unit	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Scope 3 UPSTREAM				
1. Purchased goods and services	Mg CO ₂ e	1,054,763.83	824,442.64	-21.84%
2. Capital goods	Mg CO ₂ e	42,122.7	74,358.45	+76.53%
3. Fuel- and energy-related activities not included in Scope 1 and Scope 2	Mg CO ₂ e	21,086.5	18,245.80	-13.47%
4. Upstream transportation and distribution	Mg CO ₂ e	40,570.0	54,172.01	+33.53%
5. Waste generated in operations	Mg CO ₂ e	330.0	207.08	-37.25%
6. Business travel	Mg CO ₂ e	1,098.9	1,713.91	+55.96%
7. Employees commuting	Mg CO ₂ e	4,631.4	1,245.39	-73.11%
8. Upstream leased assets	Mg CO ₂ e	Category considered immaterial	Category considered immaterial	-
Scope 3 DOWNSTREAM				
9. Downstream transportation and distribution	Mg CO ₂ e	n.a.	1,015.20	-
10. Processing of sold products	Mg CO ₂ e	Not applicable (no emissions generated)	Not applicable (no emissions generated)	-
11. Use of sold products	Mg CO ₂ e	Category considered immaterial	Category considered immaterial	-
12. End-of-life treatment of sold products	Mg CO ₂ e	34,046.48	42,609.35	+25.15%,
13. Downstream leased assets	Mg CO ₂ e	Category considered immaterial	Category considered immaterial	-
14. Franchises	Mg CO ₂ e	6,772.1	6,772.1	0.0%
15. Investments	Mg CO ₂ e	Category considered immaterial	Category considered immaterial	-
Total Scope 3	Mg CO₂e	1,205,421.9	1,024,781.92	-14.99%





Emissions per one pair of shoes	Feb 1 2021- Jan 31 2022	Feb 1 2022- Jan 31 2023	YoY change
	30.85 kg CO ₂ e	21.39 kg CO ₂ e	-30.67%

As much as 95.9% of the CCC Group's total 2022 emissions were Scope 3 emissions (all indirect emissions along the value chain), with Category 1 emissions (purchased materials and raw materials used in footwear production) accounting for the largest share of total Scope 3 emissions. In 2022, they accounted for as much as 80.5% of Scope 3 emissions and for 77.2% of the CCC Group's total emissions (Scope 1+2 market-based + 3). 7.3% of Scope 3 emissions (7% of total emissions) were Category 2 emissions associated with the purchase of capital goods. Category 4 emissions, or emissions from downstream transportation and distribution, accounted for 5.3% of Scope 3 emissions (and 5.1% of total emissions). 4.2% of Scope 3 emissions (and 4% of total emissions) were Category 12 emissions associated with end-of-life treatment of sold products. The other categories (3, 5, 6, 7, 9 and 14) jointly represented 2.9% of Scope 3 emissions and 2.7% of total emissions.

The basic emission factor (Scope 1+2 market-based + 3) was 11.8 kg CO₂e per unit of product (one pair of shoes or one piece of other product) in the financial year 2022, down 32.4% from 17.4 kg CO₂e per unit of product the year before. The emission factor per PLN 1 million of revenue in 2022 was 117.1 Mg CO₂e / PLN 1m, down 29.6% year on year.



The CCC Group presents the approximate carbon footprint of a pair of shoes for the first time in this report. In 2022, one pair of shoes had a carbon footprint of 21.39 kg CO₂e, 30.67% less than last year. The year-on-year difference reflected a change in characteristics of ordered products. Fewer leather products and more less carbon-intensive products (made from materials other than leather, for example plastic) were ordered. To calculate emissions per pair of shoes, data on materials and raw materials used in the production of private label products contracted by CCC were used (Category 1 emissions divided by the number of products included in the Category 1 calculations, that is 38.5 million pairs of shoes). Transport emissions were not included in the calculations.

The CCC Group estimated and calculated its Scope 3 emissions for the first time in 2021. In 2022, the calculation of GHG Scope 3 emissions was expanded to include more categories (1 and 9), with Category 1 being the most material to the CCC Group. The CCC Group's 2022 Scope 3 emissions were calculated for categories 1, 2, 3, 4, 5, 6, 7, 9, and 12. As Category 8, 10, 11, 13 and 15 emissions were nil or negligible, they will not be calculated or reported. Category 14 emissions were calculated for 2021, and since their value was found to be immaterial, it was carried forward to 2022 and will not be recalculated over the next two reporting periods. In calculating Scope 3 emissions, the following assumptions were made:

- **Category 1:** calculations based on data for materials and raw materials used to manufacture own brands (for ca. 38.5 million pieces of product in 2022 and 34.2 million pieces of product in 2021). The calculation method used was the average-data method. The volume of materials used (by weight) was converted using cradle-to-gate LCA IPCC 2021 GWP100 emission factors sourced from the ecoquery database (version 3.9) and, if relevant factors were not available, from research studies.
- **Category 2:** the calculations based on a complete list of fixed assets purchased in a financial year by eight members of Capital Group and then allocated to sector categories. The calculations were made using the spend-based method and the GHG Scope 3 Evaluator tool provided by the GHG Protocol.
- **Category 3:** the calculations based on fuel and energy consumption data for the CCC Group and factors sourced from the DEFRA (2021, 2022) and IEA (2022) databases. Well-To-Tank emissions (for fossil fuels) and emissions associated with energy transmission and distribution losses (direct and Well-To-Tank emissions) were taken into account. The calculation method used was the average-data method.
- **Category 4:** the calculations based on data on the transport of goods purchased by the CCC Group (number of transported containers, mode of transport, origin and destination), using factors sourced from the DEFRA (2022) database. The calculation method used was the distance-based method.
- **Category 5:** the calculations based on waste data for the CCC Group. The average-data method was applied, and a general conversion factor for office and industrial waste derived from DEFRA (2021, 2022) was used.

- **Category 6:** the calculations based on data sourced from the CCC Group's central business travel system. Transport emissions were calculated using factors sourced from the DEFRA (2022) database, whereas hotel-stay emissions were calculated using factors sourced from the Hotel Footprinting Tool. The calculation method used was the distance-based method.
- **Category 7:** the calculations based on data collected from employee surveys completed at CCC Group companies for a representative sample of employees, using factors sourced from the DEFRA (2022) database, and then extrapolated to all CCC Group employees. The annual emissions per respondent were estimated using the distance-based method and the declared commuting frequency, taking into account remote work, distance travelled and mode of transport.
- **Category 9:** the calculations based on data on online orders delivered to customers in Poland (origin and destination, mode of transport, weight of shipment), using factors sourced from the DEFRA (2022) database. The calculation method used was the distance-based method.
- **Category 12:** the calculations based on sales volumes multiplied by the average weight of products according to the data collected for the Category 9 calculation and the emission factor for clothing sourced from the DEFRA (2022) database. As no information was available on the end-of-life treatment of sold products by consumers, landfilling was assumed. The average-data method for each waste type was used.
- **Category 14:** the calculations made in 2021 based on Scope 1 and Scope 2 emissions data provided by a franchisee company and in-house Scope 1 and 2 emissions calculations made for the other franchisees based on the fuel and energy consumption data provided by them.

The method applied to calculate Scope 3 emissions in 2022 was the same as in 2021. The significant differences between Category 2 and 7 emissions in 2022 vs 2021 reflected the expanding scope and increasing granularity of data sourced from a larger number of Group companies compared with 2021. Category 14 emissions were calculated in 2021 but were deemed immaterial and were carried forward to 2022. They will be recalculated in several years' time or when the structure of franchisees changes significantly.





EMISSIONS REDUCTION AT THE CCC GROUP

CCC's priorities in reducing its impact on climate change include cutting down greenhouse gas emissions by increasing the proportion of renewable energy sources in the Group's overall energy consumption mix, including internally generated solar power, and by enhancing the energy efficiency of its operations.

The photovoltaic farm located on one of the warehouse buildings in Polkowice brings GHG emissions reduction benefits on an annual basis. In 2022, the farm generated 76.2 MWh of electricity, which lowered CO₂e emissions by 53.9 Mg CO₂e. In addition, energy purchased from generation sources included in the list of green power producers audited by the Polish Association for Energy Certification helped to reduce CO₂ emissions by 13.4 thousand tonnes in 2022.

GRI 305-5

Transport is an area of the CCC Group's operations that contributes to greenhouse gas emissions. Some of those emissions are Scope 1 emissions, to the extent they are generated by the Group's use of its own vehicle fleet. More transport emissions, amounting to 54,172.0 Mg CO₂e (upstream) and 1,015.2 Mg CO₂e (downstream) in 2022, are attributed to Scope 3. These include emissions resulting from the transport of goods from suppliers to the CCC Group and the transport of products from the CCC Group to customers.



Additional measures implemented in the supply chain include environmentally-friendly management of the Company's own fleet and transport service providers through:

- selecting such means of transport as are appropriate for a particular route and cargo type;
- optimising the use of vehicles' cargo space;
- accurate planning of delivery and collection times, efficient unloading and loading of vehicles.

In addition, environmental aspects, such as compliance with the Euro 5 and Euro 6 standards that define acceptable limits for exhaust emissions, are among those taken into consideration when deciding on the selection of a transport services provider.

3.3. CIRCULAR ECONOMY

Circular economy is a concept enabling rational use of resources and seeking to maintain the value in manufactured products. At the heart of a circular economy lies the desire to keep materials circulating in the economy without excessive exploitation of primary resources. Products should be made from reused or sustainably produced materials and should be reusable at the end of their life, either as components or as recycled materials.

Circularity has been moved to the top of our priority list in recent years, and the materiality assessment conducted by the CCC Group proved this decision right. At the CCC Group, we recognise potential environmental impacts of our operations and value chain, particularly with regard to raw materials sourcing and processing, product manufacturing, waste generation in logistics processes, and product end-of-life waste generation. Therefore, responsible materials and waste management and adoption of circularity is one of the goals pursued by the CCC Group. Stepping up efforts in this area is a source of advantage associated with the implementation of circular business models.



In our GO.25 Sustainable Development Strategy, key strategic activities to implement circularity were defined as part of the 'waste reduction' and 'responsible product' environmental areas. The stated goals with their detailed descriptions are contained in the sections dedicated to these topics. The Management Board, together with the Sustainable Development Department, regularly monitors progress towards stated objectives and, if necessary, adjusts them by revising the strategy.

In response to changing trends and formal requirements related to circular economy and customer expectations, in the financial year 2022 the CCC Group actively managed its circularity area:

- analysed footwear recycling and processing options in partnership with universities
- implemented a wide-ranging weCare communication campaign and customer awareness efforts (in January 2023, 71% of members of CCC Club believed CCC operates with care for the environment, compared with 51% a year earlier)
- conducted market research on new solutions for customers
- trained store personnel on sustainable products
- introduced new product quality control standards
- conducted a packaging audit to optimise packaging size and functionality.

In 2022, MODIVO teamed up with InPost to implement a pilot of Poland's first reusable packaging system called EkoBox.



A detailed description of implemented activities and progress towards our circular economy goals is provided later on in this section. All implemented measures and their results are communicated to stakeholders via the corporate website, sustainability reports, traditional or social media and direct interactions between CCC Group entities and individual stakeholders.

GRI 3-3

2-25

CIRCULAR INNOVATIONS: MODIVO + INPOST

In June 2022, MODIVO launched a reusable shipping packaging system, with customers given an option to select reusable packaging when ordering products. EkoBoxes are made of FSC-certified recyclable cardboard. The partnership with InPost made it easy for customers to return packaging to Paczkomat® parcel machines. Returned EkoBoxes are inspected and cleaned for reuse. Each EkoBox can be used three times on average.

During the 12-week pilot, 2,814 boxes, or 34.13% of all EkoBoxes, were returned by customers in exchange for a discount at MODIVO.



CIRCULAR ECONOMY ROADMAP

As part of the ongoing circular economy project run at CCC, work commenced in early 2021 to develop a circular economy roadmap, or an action plan for the Group's transition towards a circular economy. The roadmap was developed based on the identified circular business models and value loss points across the CCC Group's value chain.

The following circular economy projects were implemented in 2022:



MATERIAL FLOWS IN THE VALUE CHAIN

As part of the CCC Group's circular economy project, a material flow analysis was performed in collaboration with a consulting firm. Material flows are a tool for tracking the circulation of all kinds of substances in the value chain of a company, which is not limited to its operating activities.

The survey covered suppliers accounting for 40% of all footwear, bags and accessories supplied for the spring-summer and autumn-winter 2020 collections. As per the methodology, this means the results are representative of all products marketed by the CCC Group. In the survey, suppliers provided the following information:

- quantity of each raw material and supplies used in the manufacture of goods purchased by the CCC Group
- origin of raw materials and supplies (e.g. number and locations of second-tier suppliers, breakdown into virgin and recycled raw materials)
- manufacturing waste and how it is managed for each identified raw material and supplies
- manufactured products and unit and bulk packaging used to ship them to the CCC Group.

The survey identified 39,400 source data points, which were then analysed. The material flow chart is provided in the CCC Group's sustainability report for the financial year 2020/2021, available here: corporate.ccc.eu/en/reports-and-policies

<p>Give Your Shoes a Second Life</p>	<p>→ A campaign inviting customers to donate their used shoes. The campaign is in line with the Company's Sustainable Development Strategy and one of its objectives in the Product area, also helping to explore the possibilities of using post-consumer footwear and influencing public awareness of recycling. The collected footwear is assessed for reusability and donated to aid organisations or disposed of by CCC.</p>
<p>Support for Ukrainian refugees</p>	<p>→ In March 2022, a shoe collection drive was run in partnership with WoshWosh, with 50 thousand pairs of shoes collected under the project. The shoes were then cleaned and sent to the needy.</p>
<p>EKOzwroty campaign</p>	<p>→ The CCC Group has joined InPost's EKOzwroty initiative as its sole footwear partner. The project enables consumers to return unwanted shoes, clothing, toys, electronics and small appliances to Paczkomat® parcel machines. The collected items go to charity organisations or get a second life.</p>



RAW MATERIALS AND MATERIALS USED

GRI 301-1

TABLE 3.5. MAIN CATEGORIES OF RAW MATERIALS AND MATERIALS AT CCC

Main categories of raw materials and materials	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Paper and cardboard	Mg	2,544.0	327.6	6,127.3	6,928.5	+13.5%
Plastic film	Mg	94.7	33.8	110.4	127.8	+15.7%
Wood	Mg	1,714.6	2,108.8	352.9	1,555.6	+340.8%
Branded packing tape	Mg	5.6	0.5	2.4	2.9	+19.8%



WASTE MANAGEMENT

GRI 306-1 306-2 306-3 wskaźnik własny

TABLE 3.6. HAZARDOUS AND NON-HAZARDOUS WASTE AT THE CCC GROUP

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Hazardous waste						
Recycling	Mg	9.7	0.0	1.4	0.0	-100.0%
Landfill	Mg	0.0	0.0	0.0	0.1	-
Disposal	Mg	190.5	141.2	92.6	12.6	-86.4%
Reuse	Mg	0.0	0.0	0.0	0.0	-
Permanent on-site storage	Mg	0.0	0.0	0.0	0.0	-
Total hazardous waste	Mg	200.2	141.2	94.1	12.6	-86.6%
Hazardous waste per 1,000 products	g/1,000 pcs	3,564.4	1,953.7	1,297.1	139.3	-89.3%
Hazardous waste per PLN 1m of revenue	kg/PLN 1m	34.0	26.9	12.4	1.4	-88.8%
Non-hazardous waste						
Recycling	Mg	5,899.7	5,867.4	7,613.0	6,432.7	-15.5%
Landfill	Mg	823.0	186.9	351.1	116.6	-66.8%
Disposal	Mg	129.2	281.1	89.4	184.2	+106.2%
Reuse	Mg	0.0	0.0	6.5	104.2	+1,503.7%
Permanent on-site storage	Mg	0.0	0.0	0.0	0.0	-
Total non-hazardous waste	Mg	6,851.9	6,335.4	8,060.0	6,837.8	-15.2%
Non-hazardous waste per product	g/pc	122.0	87.6	111.1	75.3	-32.2%
Non-hazardous waste per PLN 1m of revenue	Mg/PLN 1m	1.2	1.2	1.1	0.7	-29.4%

The data covers only waste generated in the CCC Group's operations, with the largest waste streams generated in logistics and warehousing operations. The data does not include outsourced production. The largest percentage of waste is packaging waste. Data on CCC S.A. is provided in Appendix 3 to this report.

More than 90% of waste generated by the CCC Group is recycled or subject to other recovery processes [own indicator].

own indicator

To maintain the balance between the CCC Group's continuous growth and efforts to minimise the adverse environmental impacts of its operations, we take steps towards responsible waste management and optimisation of waste volumes. In 2022, the following measures were taken to reduce waste volumes generated in our own operations and upstream and downstream of our value chain:

Eliminating plastic bags	→	Plastic bags were phased out in CCC stores and in ccc.eu and eobuwie.pl online stores and replaced with paper bags and e-commerce packaging made from responsibly sourced raw materials (FSC certified)
Paperpacks	→	At CCC and HalfPrice, paperpacks (packaging made from 50-80% recycled paper) replaced cardboard e-commerce packaging. MODIVO uses packaging made from 100% renewable and recyclable Kraft paper that takes only months to decompose
Paperless project	→	A project seeking to reduce paper consumption by replacing traditional printed return forms and labels with electronic ones
Minimising warehouse waste	→	Reducing repackaging of unsold footwear
Reusable bulk packaging	→	Packaging used for storage, distribution and transfer of unsold goods to the head office, storage of goods in consignment warehouses
Baling	→	Waste cardboard and paper are baled to save space and lower transport costs
Reducing stretch film usage in warehouses	→	Reducing plastic used in bulk packaging and logistics processes through the use of reusable metal carts, Gaylord Box carts and Luz Load transport
Transferring waste to recyclers	→	The following types of waste are transferred to licensed recyclers: baled non-reusable cardboard boxes, paper and waste from the repackaging process (plastics).
Give Your Shoes a Second Life campaign	→	We continued our shoe collection project encouraging customers to donate their used shoes. Special drop-off containers were installed across all offline stores in Poland and selected stores abroad in 2022.

All waste whose generation could not be prevented is selectively stored and transferred to companies holding appropriate licences for managing particular types of waste.

Ongoing monitoring of the amounts of generated waste as well as analysis of previous years' data help the CCC Group identify sensitive areas. We monitor the volumes of generated waste to collect data on the amount of particular types of waste transferred off site. The data is collected, processed and analysed in spreadsheets, which inform future decisions on the waste transfer methods and activities. A case in point is the decision to start baling film waste at a warehouse. Baling became necessary as the warehouse generated substantial amounts of film waste. The baling process helps save storage space and, more importantly, enables film waste to be transferred to recycling facilities.

In order to improve the management of efficient use of raw materials, consumables and produced waste, the Research and Development Centre (R&D Centre) is working on projects to optimise the use of materials and reduce waste volumes, thus mitigating their adverse environmental impact. All CCC Group's suppliers agree to comply with the applicable environmental regulations and to use natural resources reasonably. Suppliers strive to ensure that the footwear sewing patterns are designed to minimise waste. Leftover fabric pieces are used to make various ornaments (zipper tags, etc.).

GRI 306-2



WATER CONSUMPTION AND WASTEWATER DISCHARGE

GRI 306-3

own indicator

The CCC Group uses water primarily for sanitary and drinking purposes. The water is sourced from third-party suppliers. As much as 95% of sewage wastewater was discharged into the sewerage system. 5% of water was reused for plant watering and fire-fighting purposes. The water consumption data covers our own office, logistics and store operations. The data does not include outsourced production. The CCC Group does not report water consumption data concerning water abstraction in water stressed areas.

We promote the following environmental objectives in water use and wastewater generation (reduction of industrial water use and effective water resource management):

- immediate removal of broken equipment (flush valves, taps, etc.);
- installation of water-saving devices (e.g. flush valves with the STOP function, tap aerators, etc.);
- regular monitoring of water consumption and quick response to any detected leaks.

TABLE 3.7. WATER CONSUMPTION AND WASTEWATER DISCHARGE AT

	Unit	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Water consumption						
Water purchased	m ³	53,711.8	55,290.3	51,920.6	56,056.1	+8.0%
Water from own intakes	m ³	2,213.0	0.0	0.0	0.0	-
Total water consumption	m³	55,924.8	55,290.3	51,920.6	56,056.1	+8.0%
Water consumption per product unit	l/pc	1.0	0.8	0.7	0.6	-13.7%
Water consumption per PLN 1m of revenue	m ³ /PLN 1m	9.5	10.5	6.8	6.1	-10.2%
Wastewater						
Wastewater discharged into municipal network	m ³	50,347.1	47,683.9	49,079.7	53,235.1	+8.5%
Wastewater discharged per 1,000 units of product	l/1,000 pcs	896.3	659.7	676.7	586.5	-13.3%
Wastewater discharged per PLN 1m of revenue	m ³ /PLN 1m	8.6	9.1	6.5	5.8	-9.7%

Data on CCC S.A. is provided in Appendix 3.

3.4. OTHER ENVIRONMENTAL ISSUES

Commitments by suppliers to comply with environmental regulations

Each of CCC Group's suppliers agrees to comply with the applicable environmental regulations, to use resources reasonably and to continuously improve their environmental protection processes.

The Supplier Code of Conduct is an integral part of a contract between CCC and a supplier. The CCC Group requires its suppliers to implement applicable standards, including environmental standards. Our suppliers:

- implement measures to reduce GHG emissions by improving the energy efficiency of their production processes, phasing out fuels causing GHG emissions, using renewable energy sources, etc. Suppliers measure their Scope 1 and Scope 2 carbon footprint
- minimise water consumption in production processes and manage water resources efficiently. Since leather tanning wastewater contains substances such as chromium (III) sulfate, sulfuric acid etc., suppliers ensure that wastewater is properly treated before discharge, and they use, store and dispose of chemicals used in the manufacturing process in an appropriate manner. Chemicals are used in accordance with applicable laws
- use resources rationally, minimise the amount of waste generated in production and installation/

assembly processes, manage waste in compliance with applicable regulations and, where possible, use recycled and recyclable materials

- use chemicals efficiently and in compliance with the law. They identify and manage the risks associated with the use of hazardous chemicals, taking into account the health of employees, footwear users and local communities, and the environmental impacts
- manage air emissions (aerosols, volatile organic compounds etc.) and take care to protect employees, their families and local communities from the negative impact of such emissions
- merchandise suppliers are required to ensure and verify that the goods they supply do not contain any prohibited substances or contaminants and do not exceed statutory limits laid down in restricted substance lists of the European Chemicals Agency and ZDHC.

The Supplier Code of Conduct is available here: corporate.ccc.eu/raporty-i-polityki.





Biodiversity

Biodiversity is inextricably linked to our operations, and preserving biodiversity is essential for the ecosystems we use to thrive. Habitat conversion, land use and agricultural expansion along the supply chain associated with mining or resource extraction operations exert the biggest impact on biodiversity and ecosystems. The threat to biodiversity is further aggravated by climate change.

Preserving biodiversity has implications for raw material availability, quality and price. The materiality assessment conducted in 2021 revealed biodiversity is of material importance to the CCC Group, therefore the topic was addressed in its GO.25 Sustainable Development Strategy, in which the CCC Group pledged to identify and assess its own impact and the impact of its supply chain on biodiversity by 2025.

The CCC Group took action in biodiversity for the first time in 2022.

As part of the efforts to deliver on its strategic goal, the CCC Group:

- made basic Forests disclosure to CDP
- developed a schedule and scope of a biodiversity impact assessment for its supply chain, with the assessment slated for 2023–2024.

Also, an environmental report was prepared in 2022 for the site occupied by the head office and logistics centres in Polkowice to identify ways to improve the environmental value of the area under analysis and its surrounding areas. A Biodiversity Management Plan was developed as part of the report, containing care and maintenance guidelines for the greenery present at the site and proposed to be planted under environmental recommendations.

The area under analysis was found to have significant environmental value with high biodiversity of plants, vertebrates and invertebrates, and numerous attractive habitats and facilities conducive for local fauna identified at the site. There are no areas in close proximity to the site of the head office and logistics centres that could be directly or indirectly adversely affected by CCC.

Environmental violations

No environmental violations were identified in the financial year 2022.



3.5. MATERIAL ENVIRONMENTAL RISKS

TABLE 3.8. MATERIAL ENVIRONMENTAL RISKS

GRI 2-25	
Risk	Risk management approach
Risk of water constraints	The Supplier Code of Conduct, which includes provisions on rational use of water resources, is an integral part of our contracts with suppliers. Supplier audits.
Risk of energy shortages	Technical inspections and maintaining transformer infrastructure in good working condition. Switching to renewable energy sources: own solar PV farm and certificates of origin. Reducing energy demand and enhancing energy efficiency.





RESPONSIBILITY TOWARDS PEOPLE

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OUR EMPLOYEES

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OUR COMMITMENT
TO SOCIETY

166

MATERIAL EMPLOYEE-
RELATED AND SOCIAL
RISKS

4.1. OUR EMPLOYEES

4.1.1. HUMAN RESOURCES MANAGEMENT

As the CCC Group, we strongly believe business success largely depends on the knowledge, competence, experience and commitment of our employees, therefore our approach to human resources management and employee relationships are vital to us. We make every effort to ensure that our Human Resources Policy is underpinned by ethical values, mutual respect, equal opportunities for employment, development and promotion, and team diversity. We believe that team diversity is a source of competitive advantage and that confrontation of different views, opinions, work styles, skills and experiences produces new quality and creates conditions leading to stronger business performance.



In the financial year 2022, we implemented the following initiatives to deliver on our goals relating to our responsibility towards people set out in the Sustainable Development Strategy:

Year of CCC Values	Our recruitment, onboarding and development processes were based on the Group's values and communicated using practical examples as well as trainings for managers.
Talent Hunt Programme	An employee referral programme implemented to promote employee engagement and attract top talent.
Recruitment process	Implementation of recruitment satisfaction surveys for managers, candidates and employees in internal processes. Quarterly recruitment planning introduced to enable informed personnel cost management.
Onboarding process	Monthly online sessions held with experts in key business areas. T-Shirt Day – office staff support store operations during a peak season in a project that has been added as a permanent fixture to the onboarding programme for office employees, who visit a store of their choice during their first week of work.
Training	An e-learning course with certification launched on values-based recruitment and merit-based feedback for managers and directors. A series of CCCode training sessions held for all employees to develop the following skills: <ul style="list-style-type: none"> • cooperation and team building • innovation and entrepreneurship • team's strength in diversity • communication with internal and external customers • work scheduling for stores.
Development programs	First Time Manager, continuation of a series of training courses under the leadership development programme for new and future leaders. Top Leader's School, cyclical training programme with certification for store managers.
High Performing Team	Efficiency teambuilding workshops were launched for employees. Workshop participants worked to increase team efficiency, commitment and cooperation.

HUMAN RESOURCES POLICY

The Human Resources Policy in place at the CCC Group aims to attract and retain highly motivated and development-oriented employees and build an active, competent, diverse and collaborative team capable of effectively implementing the corporate strategy. The Human Resources Policy is complemented by the following procedures and policies governing specific areas of human resources management:

- Work Rules
- Employee Remuneration Rules
- Rules of the Company Social Benefits Fund
- Employee Recruitment Procedure
- Onboarding Procedure
- Offboarding Procedure
- Rules on Equal Treatment and on Prevention of Discrimination and Workplace Bullying at the CCC Group
- Personal Data Protection Policy
- Occupational Health and Safety Policy, Fire Safety Instructions (and other specific procedures)
- Procedure for Professional Qualifications Improvement
- Diversity Policy for the Governing Bodies and Key Management Personnel
- Procedure for periodic development interviews for administrative and office staff.



Our Human Resources Strategy forms an integral part of the Human Resources Policy. Its main objectives are written into the GO.25 Business Strategy and are constantly monitored against specific KPIs in the process of developing strategic scorecards for key areas. Some initiatives are integrated with the activities and indicators of other teams and areas, helping to build a collaborative culture and an engaging work environment.

The two key pillars of 'Culture and People' and 'Talent and Development' have their performance measured and they have been narrowed down to key projects in the strategic scorecards in the three key areas:

- 'Attracting Top Talent' – focused on recruitment and employer branding activities
- 'Developing Talent' – based on development plans, leadership model and year-round performance reviews
- 'Creating an engaging work environment' – activities designed to build a consistent and attractive employee value proposition and a consistent and engaging work culture at CCC where everyone can be themselves and develop.

In 2022, the following were established within the HR area:

- Compensation and Benefits Department responsible for developing and implementing salary revision, bonus scheme and benefit solutions aligned with CCC's Business Strategy.
- People and Culture Department responsible for building a values-based organisational culture in synergy with the Business Strategy. It creates employer branding strategies, fostering strong employee and candidate experience by incorporating good market practices into processes and communications. The team is also responsible for monitoring and building employee engagement.
- Recruitment Department implementing recruitment projects in line with the hiring plan and improving quality of hire.
- HR Department of Business Partners implementing HR strategies and key processes in business departments.

In 2022, the CCC Group made changes to its Work Rules by introducing a uniform reference period in logistics and sales.

Changes were also made to the Remuneration Rules, most of them pertaining to sales staff:

- length-of-service allowance and attendance allowance were included in base pay
- sales bonus calculation method was changed
- prestige allowance was introduced.



COMMUNICATION WITH EMPLOYEES

GRI 402-1

The CCC Group has a multi-channel communication system, through which employees are informed about the changes going on and the Group's development plans. We inform our employees of major operational changes in advance, as prescribed by applicable laws. As regards the activities of the HR and Payroll Department, most changes are announced at least 14 days in advance. No collective bargaining agreements exist at the Group.



4.1.2. EQUALITY AND DIVERSITY

The aim of diversity management at the CCC Group is to create a workplace where each employee feels respected and valued and where they can fully realise their potential on an equal footing. We have taken a clear stance on diversity and have a positive impact on our employees, customers, and business partners. CCC S.A. is a signatory to the Diversity Charter. The Diversity Charter commitments for its signatories include elimination of discriminatory practices within their respective organisations, promotion of diversity and equal treatment, and in particular readiness to involve its employees, trading and social partners in those efforts. (More about the Charter: odpowiedzialnybiznes.pl/karta-roznorodnosci/czym-jest-karta/).



In the financial year 2022, we implemented the following measures and initiatives to deliver on our equality and diversity goals:

- we ensured compliance with the equality and diversity provisions of our Code of Ethics;
- we implemented development and educational projects, including online diversity training;
- we produced a video presenting the profiles of women leaders, specialists and trainees who combine a career with being a mom or a university student. The video features women returning from maternity leave and young talents in the early years of their career pursuing ambitious goals in our organisation. We also showcased the development opportunities available within our organisation;
- we provide friendly customer service based on the principles of respect and cooperation, supported by a series of educational sessions for customer service staff;
- we integrate respect for equality and diversity into the corporate values underpinning the training programmes for HR teams. We infuse these values into our key HR processes: recruitment, onboarding, and development;
- we selected ambassadors from employees who share their work and passions on social media, showing the diversity of work at CCC;
- we conducted engagement survey with questions regarding equality and diversity.

GRI 3-3



At the same time, we recognise the risk of adverse events that cannot be reduced to zero due to the human factor. In order to ensure adequate safeguards to prevent adverse events, we have put a number of due diligence policies and procedures in place, and we are constantly developing strategies, policies and programmes to support the management of this risk. The implemented measures and their results are communicated to stakeholders via the Intranet, our corporate website, sustainability reports and direct interactions between CCC Group entities and individual employees, candidates, and other stakeholders.

GRI 3-3

2-25



DIVERSITY POLICY

The CCC Group adopted a Diversity Policy outlining eight key principles that demonstrate the commitment of all employees to creating an open and friendly work environment.

We ensure equal access to professional development and promotion opportunities for our employees, irrespective of the colour of their skin, religion, gender, age, nationality, sexual orientation, citizenship, marital and children status, political beliefs, disability or any other legally protected status. Decisions on hiring new staff and appointing members of the Management and Supervisory Boards are made based on objective criteria: qualifications, professionalism and competencies that match the job. The Diversity Policy aims to prevent discrimination at work, and to build a corporate culture open for staff diversity, which in turn helps build market position and competitive advantage.

The CCC Group implements its Diversity Policy in two areas:

Primary identity
(race, nationality, ethnic origin, gender, age, sexual orientation, disability):

- forms mixed teams whose members are of different ages, which offers a broader perspective in problem solving, a better working atmosphere, higher team creativity and knowledge transfer opportunities
- promotes behaviours that respect diversity and support charitable initiatives
- coaches management personnel and their teams on working with people with disabilities
- supports employees in balancing work and life roles in emergency situations
- actively counteracts discrimination and workplace bullying

Secondary and organisational identities
(educational background, geographic location, family status, length of service, position, sector, etc.):

- builds corporate culture based on the CCC Group's core values
- ensures equal opportunities of promotion and training
- ensures equal access to the benefits system (including the bonus system) for staff employed in the same group of positions

The CCC Group companies place a strong focus on taking care of their employees and on constant efforts to improve their working conditions. The dialogue between the employees and the Company is supported by the employees' freedom of association, provided for in the Work Rules. At CCC S.A. 40 employees, or 0.3% of the Group's total workforce, belong to trade unions. The terms and conditions of work and pay for all employees are set forth in the relevant work, remuneration and company social benefits fund rules. No collective bargaining agreements exist at the Group.

GRI 2-30

In the financial year 2022, the CCC Group identified no cases of a breach, or a serious risk of a breach of the right to freedom to associate within the organisation, nor were there any major conflicts between the employer and employees. All matters requiring joint involvement of both parties were discussed and resolved during day-to-day meetings.

GRI 407-1



By adopting an amended Supplier Code of Conduct in 2022, the CCC Group supported the right to freedom of association and collective bargaining.

GRI 407-1

The CCC Group is open to employing people with disabilities and makes every effort to support its disabled employees and facilitate their strong integration within the Group. For information on the share of disabled persons in the total number of employees and on the ratio of basic salary of women to men, see below. For information on the percentage of persons in the CCC governing bodies by gender, age group and other diversity criteria, see Section 1.2.2.

Showing respect for a diverse and multicultural society and placing a special focus on equal treatment in the workplace, CCC has committed to observing, promoting and disseminating the principles laid down in the CCC Group Diversity Policy among its employees and business partners and to furthering the development of diversity across its companies. In the financial year 2022, all employees were required to read the Diversity Policy as part of a mandatory training course provided via our e-learning platform. 78% of employees (administrative and sales staff) at CCC and Halfprice received diversity training.

WORKFORCE STRUCTURE

GRI 2-7

Data for the CCC Group at the end of January 2023 in full-time equivalent:

13,079

employees with contracts of employment in Central and Eastern Europe

85.1%

of all CCC Group employees were women and 14.9% were men, with no change reported year on year

69.1%

of all employees had employment contracts of indefinite duration and 30.9% were employed under fixed-term contracts



53.4%

of all CCC Group employees belonged to the 30–50 age group and were the largest age group. 39.9% of employees were under 30 years old, and those over 50 accounted for 6.7% of all employees.



The CCC Group also works with 1,829 people under short-term, piece-work, appointment or B2B contracts, and these are mainly seasonal sales support staff at CCC Group stores. In the financial year 2022, the number of people providing work for the CCC Group under contracts other than employment contracts fell 19.2% year on year.

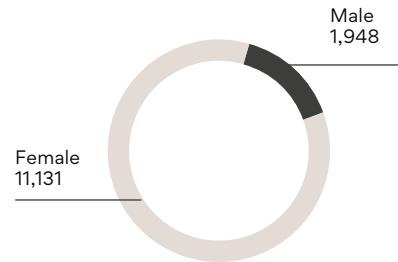
GRI 2-8

Of all the Group's employees, 71.3% worked in Poland, which is home to the Company's head office, Logistics Centre, and retail chain. At the end of January 2023, 28.7% of all employees worked in subsidiaries operating abroad.

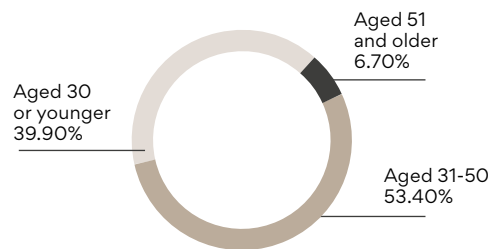
Data for the parent CCC S.A., which combines administrative, warehouse and sales functions, as at the end of January 2023:

- 4,583 employees (full-time equivalents), 91.9% of whom were women and 8.1% were men
- 70.3% of all employees had employment contracts of indefinite duration and 29.7% were employed under fixed-term contracts.

WORKFORCE BY GENDER AT THE CCC GROUP IN 2022



WORKFORCE BY AGE AT THE CCC GROUP IN 2022



Employee turnover in 2022:

- 7,187 new employee hires at CCC Group, including 1,617 new employee hires at CCC S.A.
New employee turnover ratio was 55% for the CCC Group and 35.3% for CCC S.A. (new employees with permanent and fixed-term contracts)
- 7,685 employees left their jobs at the CCC Group, including 2,797 at CCC S.A. Employee turnover ratio was 58.8% for the CCC Group and 61.0% for CCC S.A. (employees with permanent and fixed-term contracts);
- employee turnover ratio for employees with permanent contracts was 27.6% for the CCC Group and 17.8% for CCC S.A.

GRI 401-1



TABLE 4.1. DIVERSITY OF EMPLOYEES WITH EMPLOYMENT CONTRACTS AT THE CCC GROUP BY AGE, GENDER AND EMPLOYMENT LEVEL

FTEs	Jan 1 2019–Dec 31 2019		Jan 1 2020–Dec 31 2020		Feb 1 2021–Jan 31 2022		Feb 1 2022–Jan 31 2023	
	F	M	F	M	F	M	F	M
Senior management, including:	41,89%	58,11%	39,85%	60,15%	34,88%	65,12%	33,78%	66,22%
aged 51 and older	27.27%	72.73%	33.33%	66.67%	45.10%	54.90%	33.33%	66.67%
aged 31–50	44.64%	55.36%	41.63%	58.37%	35.53%	64.47%	32,81%	67,19%
aged 30 or younger	-	-	0.00%	100.00%	0.00%	100.00%	100%	0,00%
Managers and supervisors, including:	89.35%	10.65%	89.21%	10.79%	86.28%	13.72%	84,94%	15,06%
aged 51 and older	83.83%	16.17%	90.41%	9.59%	93.42%	6.58%	81.59%	18.41%
aged 31–50	89.27%	10.73%	87.99%	12.01%	86.73%	13.27%	85,88%	14,12%
aged 30 or younger	90.29%	9.71%	92.34%	7.66%	84.05%	15.95%	82,42%	17,58%
Other employees, including:	87.01%	12.99%	87.89%	12.11%	85.86%	14.14%	85.49%	14.51%
aged 51 and older	90.02%	9.98%	90.15%	9.85%	90.86%	9.14%	90,84%	9,16%
aged 31–50	88.31%	11.69%	88.79%	11.21%	86.55%	13.45%	86,25%	13,75%
aged 30 or younger	85.20%	14.80%	86.49%	13.51%	84.60%	15.40%	83,79%	16,21%
Employees of all levels, including:	87.13%	12.87%	87.86%	12.14%	85.61%	14.39%	85.10%	14.90%
aged 51 and older	88.93%	11.07%	89.70%	10.30%	90.39%	9.61%	89,11%	10,89%
aged 31–50	88.14%	11.86%	88.23%	11.77%	86.08%	13.92%	85,67%	14,33%
aged 30 or younger	85.68%	14.32%	87.04%	12.96%	84.48%	15.52%	83,67%	16,33%



The CCC Group's workforce is divided into three levels: senior management, managers and supervisors, other employees. In 2022, women accounted for:

33.78%

of the 74 people in the 'senior management' category

84.94%

of the 2,285 people in the 'managers and supervisors' category

85.86%

of the 10,719 people in the 'other employees' category.

For more information on the CCC Group's headcount, new hires and departures, employees with disabilities, people working under civil-law contracts and on an outsourcing basis, see Appendix 1 to this report.

Employment data was sourced from the subsidiaries' HR systems and consolidated at the Group level. The employee categories were established and defined in consultation with the HR department of CCC S.A.

Employment of people with disabilities in 2022:

CCC Group had a total of **503** employees with disabilities, down 14.9% year on year

people with disabilities accounted for **3.8%** of the CCC Group's workforce and for 6.7% of CCC S.A.'s workforce year on year

60.6% of all people with disabilities at the CCC Group were employees of CCC S.A.

CCC Group paid a total of **PLN 4,874,949.8** thousand in contributions to the National Fund for Rehabilitation of Disabled Persons (PFRON) or equivalent institutions in other countries (up 44.1% year on year)



GLASS CEILING RATIO

The 2022 Glass Ceiling Ratio for senior management personnel at the CCC Group was 51.3%, up 0.6pp from the previous year. The ratio was 0.2% for managers and supervisors, down 0.5pp, and 1.8% for all managerial positions, up 0.5pp year on year.

own indicator

At CCC S.A., 508 women and 68 men were promoted in the financial year 2022, accounting for 12.06% of female employees and 18.41% of male employees, respectively.

Detailed information on the GCR for the CCC Group and CCC S.A. is provided in Appendix 1.



REMUNERATION SYSTEM AND POLICY

GRI 405-2

CCC S.A.'s remuneration policy is based on the Remuneration Rules in place at the Company, which state that employees must be paid according to their position, scope of responsibilities, and skills and qualifications. In addition, remuneration rules and other employee-related matters, including those connected with working time and cooperation with trade unions, are provided for in the Work Rules.

Remuneration at the CCC Group in 2022:

- average monthly gross pay for all employees of the CCC Group was PLN 5,813.3 , up 23.7% year on year;
- average monthly gross pay for senior management personnel was PLN 34,060.2, up 17.5% year on year;
- average monthly gross pay for managers and supervisors was PLN 8,346.0, up 32.6% year on year;
- average monthly gross pay for other employees was PLN 5 111.3, up 21.4% year on year;
- women's average monthly gross pay to men's average monthly gross pay increased 2.9pp to 61.8% year on year.

Detailed information about the average monthly gross remuneration and the ratio of the average remuneration of women to men at the CCC Group and CCC S.A. is provided in Appendix 2 to this report.



GENDER PAY GAP RATIO¹

The Gender Pay Gap Ratio (GPGR) is calculated as an absolute value of the difference between women's average earnings to men's average earnings * 100%. In the financial year 2022, the CCC Group's GPGR was:

- 24.5% for senior management, up 4.4pp year on year
- 37.0% for managers and supervisors, down 10.6pp year on year
- 31.0% for other employees, up 10.1pp year on year, and
- 38.2% for all employees, down 2.9pp year on year. [own indicator]

own indicator

In its GO.25 Sustainability Strategy, the CCC Group has set itself a target to reduce the ratio to 5%. To deliver on that target, in 2022 the CCC Group launched a job mapping process and started developing a new method for calculating the ratio by employment level.

Detailed information on the GPGR for the CCC Group and CCC S.A. is provided in Appendix 2.

¹ All remuneration data, including the Gender Pay Gap Ratio, was calculated excluding the long-term bonuses awarded to and paid in the financial year 2021 to three members of the Management Board of CCC S.A.

TRAINING AND EDUCATION

GRI 404-1

404-2

TABLE 4.2. AVERAGE HOURS OF TRAINING

hours per employee in the period	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	6.2	17.6	12.8	16.3	6.1	10.2	2.9	3.7	3.4	20.2	24.2	22.9	+590.1%	+560.4%	+569.3%
Managers and supervisors	5.5	9.5	5.9	26.3	15.4	25.1	18.2	20.6	18.5	35.7	33.8	35.4	+95.7%	+63.6%	+90.7%
Other employees	4.0	3.2	3.9	16.9	9.4	16.0	13.4	12.8	13.3	18.1	15.0	17.7	+35.6%	+16.7%	+33.0%
All employees	4.2	4.3	4.2	18.4	10.1	17.4	14.1	13.7	14.0	21.0	18.5	20.6	+49.0%	+34.5%	+46.9%
Training expenditure in the period (PLN '000)	2,495.5	458.4	2,995.0	814.4	230.5	1,162.3	1,584.9	548.3	2,341.6	1,304.5	936.6	2,241.1	-17.7%	+70.8%	-4.3%



The overriding goal of the development policy is to upgrade employee skills, foster the knowledge sharing processes, ensure that training answers specific business needs, and develop competences that are in high demand. A number of employee training and education programmes and activities targeting specific employee groups were carried out in 2022. The key training themes in 2022 are provided in the table below.



CCC S.A., CCC.eu Sp. z o.o., HalfPrice Sp. z o.o.

Retail

- Team management
- Situational leadership
- Self-presentation
- Delegating tasks
- Advanced sales techniques
- Assertive behaviour
- Effective communication
- Workday planning
- Business analytics
- Training to improve product knowledge and customer service standards
- Onboarding
- Sales techniques

Administration

- Own brand building
- Leadership skills enhancement
- Team communication
- Collaboration and team building, communication with internal and external customers, innovation and entrepreneurship, diversity (CCCCode)
- SAP skills development
- GDPR knowledge enhancement
- Excel
- Negotiation skills development
- AgilePM methodology training

Modivo Group

Cyber security

Cyber Security Month is a training series aimed at raising employees' awareness of the most common phishing and ransomware attacks to minimise the risk of employees' lack of cyber security awareness and to prevent cyber attacks against the company in the long run. The training series targeted all MODIVO S.A. employees.

Technology

MODIVO Tech Meetup for tech staff, featuring industry tidbits, interesting ecommerce technology solutions, inspiration on how to build the best technology solutions in the ecommerce market.



The CCC Group also holds periodic development conversations to raise employees' awareness of their strengths, weaknesses and competences in order to increase their effectiveness and improve the quality of their actions undertaken towards achieving goals and implementing personal development plans. Development conversations are held in a way that links their individual performance and their development potential. The evaluation conclusions are used in further career planning and implementation of business goals.



DEVELOPMENT
CONVERSATIONS ARE
HELD REGULARLY:

**EVERY
6 MONTHS**

conversations about goals supporting the implementation of strategies and competencies needed to deliver business tasks by employees

**EVERY
12 MONTHS**

conversations about skills/competencies



In 2022, we also provided training focused on development conversations for all employees and consultations for managers regarding goal quality. Training provided during working hours is complemented by external education of employees in the form of training courses, conferences, symposia, seminars, workshops and studies financed or co-financed by the employer. In the financial year 2022, 4,640 employees with employment contracts raised their professional qualifications externally, of whom 113 were senior management personnel, 2,227 were managers and supervisors, and 2,300 were other employees. Also, 655 people providing work other than under employment contracts improved their skills and qualifications.



Employee upskilling programmes cover the Group companies and are tailored to their business profile and headcount.

So far, the CCC Group has not provided any training or assistance to upgrade employee skills during a transition period or manage career endings resulting from retirement or termination of employment.

EMPLOYEE SATISFACTION

An employee engagement and satisfaction survey was conducted in 2021, which identified the main areas for improvement and the highest-performing areas where initiatives will be continued to keep their effectiveness at current levels. The survey findings led to the implementation of measures in 2022 in two areas:

- organisational – requiring central and business decisions, change of processes, procedures or work rules
- team – using team sessions based on employees' ideas.

Based on ready-made templates, employees in team sessions generated ideas for improvements in areas that needed to be strengthened and ideas for keeping the high level of performance in top-performing areas. All activities have been organised into a priority list and are being implemented and monitored on an ongoing basis.

GRI 401-2

EMPLOYEE MOTIVATION AND BENEFITS

The CCC Group has a number of financial and non-financial incentives in place. Benefits are provided to all full-time or part-time employees providing work under contracts of employment.. The benefits are among others:

- group life insurance;
- company social benefits fund, under which material assistance may be granted to employees affected by random accidents, ie severe or chronic illness, accident;
- parental leaves.

In 2022, the CCC Group did not offer employee stock ownership programs or employee retirement provisions. Persons providing work under business-to-business (B2B) contracts are offered private medical care. Persons providing work under civil-law contracts are not entitled to benefits offered to employees

Moreover each individual company within the CCC Group decides which specific employee incentives to apply. Some of the solutions applied by Polish based companies include the following:

- development programmes, internal and external training (online and offline)
- discount cards for CCC, eobuwie.pl, MODIVO and HalfPrice stores
- private medical care
- option to include family members in the private medical care programme
- fitness packages.



GRI 401-2

401-3

BENEFITS FOR EMPLOYEE PARENTS

CCC S.A. promotes work-life balance, taking into account the situation of employees who have, or are to, become parents. Those new mothers who decide to return to work can, in addition to the nursing break time they are entitled to, work one hour less a day, with their right to remuneration retained. Flexible working hours (where permitted by the job type) are also part of the programme, as is the possibility of making flexible working time arrangements in consultation with a supervisor for a period until the child is two years old.



At the CCC Group, 867 women and no men took parental, maternity (paternity) and childcare leave in the financial year 2022, compared with 704 women and 11 men in 2021. The ratio of people who left work in 2022 after having ended parental, maternity or childcare leave in the previous year was 54%. The ratio of people who returned to work after parental leave ended and were still employed 12 months later was 46% (274 employees including 10 men and 264 women). The CCC Group follows the rules on maternity and paternity leave laid down in labour law, but for legal reasons we are unable to collect detailed data on the number of people entitled to the leave – all eligible employees may take maternity or paternity leave.



TABLE 4.3. PARENTAL, MATERNITY AND CHILDCARE LEAVE

Number of persons	Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Number of persons who started parental, maternity or childcare leave	776	5	781	704	11	715	867	0	867	+23.2%	-100.0%	+21.3%
Number of persons who ended parental, maternity or childcare leave	527	5	532	581	11	592	807	0	807	+38.9%	-100.0%	+36.3%
Number of persons who work after having ended parental, maternity or childcare leave in the previous period	69	2	71	158	5	163	317	1	318	+100.6%	-80.0%	+95.1%
Ratio of persons who left work after having ended parental, maternity or childcare leave in the previous period	12%	22%	13%	30%	100%	31%	55%	9%	54%	+24.6pp	-90.9pp	+23.1pp

* In order to ensure consistency of the method used for calculating the ratio of employees who left the Group after having ended parental, maternity or childcare leave in the previous period, an adjustment to 2021 data was made for the years 2022–2020. More precise data was used.



4.1.3. OCCUPATIONAL HEALTH AND SAFETY

OHS management at the CCC Group

GRI 403-1

As the CCC Group, we aim to provide a healthy and safe work environment for our employees and to achieve ZERO workplace accidents. The Group has an occupational health and safety management system in place based on the assessment of compliance with Polish Labour Code, Occupational Health and Safety Rules and regulations arising therefrom and/or local laws in the countries of our business operations, on selected aspects of the ISO 45002 standard and on information contained in the CCC Group's Work Rules and the General Occupational Health and Safety Instructions applicable to all employees. The management system covers CCC S.A., CCC.eu Sp. z o.o., HalfPrice Sp. z o.o.



The parent, CCC S.A., and CCC.eu Sp. z o.o. have implemented the OHS Policy covering all necessary measures geared towards creating and improving safe and healthy working environment for employees. In each CCC Group company, the implementation and coordination of our commitments to occupational health and safety lies within the remit of an OHS specialist. The health and safety management system also includes preventive measures designed to strengthen our safety culture. The following health and safety management components are used by the companies:

- planning and implementing health and safety goals to improve occupational safety awareness among management and employees
- conducting regular health and safety inspections at the head office and branches
- identifying risks and updating the occupational risk assessment
- mitigating risks
- conducting regular OHS training and educational meetings.

The following occupational safety measures were taken in the financial year 2022:

- internal transport instructions were put in place, along with a book of standards for marking roads, circulation routes and job hazards with the aim of reducing the most common occupational risks in our warehouse facilities
- detailed safety incident analysis using A3 sheet was introduced
- occupational risk assessment was updated and upgraded
- uniform 'safety walk' standards were implemented
- supervision of subcontractors was introduced
- high-risk work and emergency response procedures were identified and put in place
- safety incident management procedure was updated
- One Page occupational risk assessment method was updated
- chemical substance register and the risk assessment for commercial and non-commercial substances were updated
- project group of safety ambassadors for the Safety 4.0 Project was established
- layer process audit app for store audits using Power Apps was deployed
- regular meetings of OHS specialists with logistics centre employees called Safety Moments were launched.

GRI 403-9



The following fire safety measures were taken in the financial year 2022:

- plant evacuation guidelines, fire safety instructions for all logistics centres and the fire emergency procedure were updated
- teams were trained in providing first aid and conducting evacuation and firefighting operations
- quick fire safety instructions identification boxes were installed
- exercises were carried out to check the organisation's preparedness and evacuation conditions on the premises of the head office in Polkowice
- seven fire safety audits were conducted in guardhouses.

WORK-RELATED HAZARDS THAT POSE A RISK OF INJURY WERE IDENTIFIED TOGETHER WITH SELECTED EMPLOYEES BASED ON INCIDENT ANALYSIS AND CHANGE MANAGEMENT WITHIN THE ORGANISATION. THE RISK ASSESSMENT SHEET IS REVIEWED AND UPDATED AFTER EVERY ACCIDENT AND NEAR-MISS EVENT. IN ADDITION, A DETAILED ANALYSIS IS CONDUCTED WITH EMPLOYEES AFTER EVERY SAFETY INCIDENT.

GRI 403-9

WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

GRI 403-5

The CCC Group provides OHS training and instructions in the induction process and delivers regular training sessions for all employees. The scope and frequency of training depend on the nature of the job. Every employee can access an internal platform where OHS training is available. In addition, OHS talks are carried out at the department level to discuss a variety of occupational safety considerations or recently recorded incidents.

The CCC Group companies provide OHS induction training for all new hires and refresher OHS training for employees whose induction or refresher training will soon expire. The curriculum and scope of the induction and refresher OHS training are in accordance with the Regulation of the Minister of Economy and Labour of July 27th 2014.

In 2022, CCC S.A. implemented the LEX-BHP-010 Safety Training Procedure with all employees having received occupational health and safety training through general and on-the-job instruction and regular OHS training sessions. In addition, CCC S.A. provides training on work safety instructions and procedures applied by the Company. The Company provides specialist fire protection and first aid training, which is mandatory for all store personnel.



In the financial year 2022 at the CCC Group:

6,204

employees received OHS induction training

9,642

employees received periodic OHS training

3,121

employees received specialist OHS (first aid) training

5,603

employees received fire safety training

OHS INDICATORS

GRI 403-9 own indicator

TABLE 4.4. BASIC OHS INDICATORS

	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Accidents involving employees					
Minor accidents	73.00	32.00	58.00	46.00	-20.7%
High-consequence accidents	3.00	3.00	0.00	1.00	-
Fatal accidents	0.00	0.00	0.00	0.00	-
Collective accidents	0.00	0.00	0.00	0.00	-
Total accidents	76.00	35.00	58.00	47.00	-19.0%
Accidents involving employees of subcontractors working on site					
Minor accidents	0.00	4.00	7.00	3.00	-57.1%
High-consequence accidents	0.00	0.00	0.00	0.00	-
Fatal accidents	0.00	0.00	0.00	0.00	-
Collective accidents	0.00	0.00	0.00	0.00	-
Total accidents	0.00	4.00	7.00	3.00	-57.1%

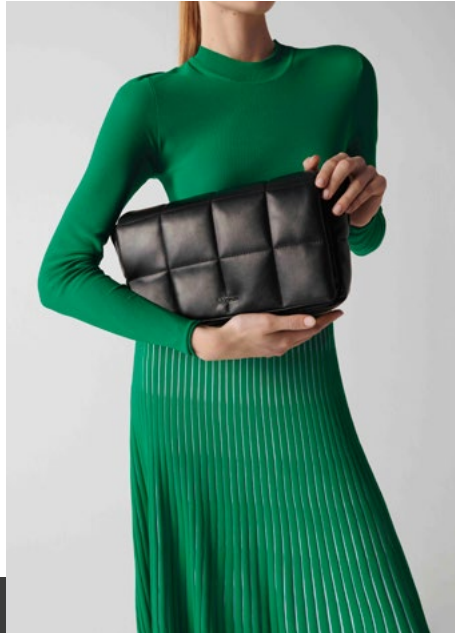
TABLE 4.4. BASIC OHS INDICATORS

	Jan 1 2019– Dec 31 2019	Jan 1 2020– Dec 31 2020	Feb 1 2021– Jan 31 2022	Feb 1 2022– Jan 31 2023	YoY change
Other OHS data					
Accident frequency rate (accidents at work per 1,000 employees)	5.28	2.62	4.18	3.59	-14.1%
Accident frequency rate (accidents at work per 200 thousand worked hours)	0.53	0.29	0.47	0.36	-23.1%
Serious accident frequency rate (serious accidents per 1 million worked hours)	0.10	0.11	0.00	0.04	-
Number of days of incapacity for work due to accidents	1,938.00	1,119.00	1,605.00	934.00	-41.8%
Accident severity rate (number of days of work disability per accident)	25.50	31.97	27.67	19.87	-28.2%
Number of cases of occupational diseases reported in the period	0.00	0.00	0.00	0.00	-
Number of employees with exceeded maximum admissible concentrations (MAC) or maximum admissible intensities (MAI) in the year	48.00	43.00	43.00	9.00	-79.1%



A total of 47 accidents involving CCC employees were reported in the financial year 2022, including 46 minor accidents and one high-consequence accident, which was 11 fewer than last year. There were three minor accidents involving employees of subcontractors working on site. All minor accidents were small wounds causing no long-term damage to the health. The high-consequence accident occurred in a store in Slovenia when the person was removing a box of shoes from a shelf. The employee suffered a knee injury. In the financial year 2022, the CCC Group recorded no fatalities and no cases of occupational diseases that would have been reported via the reporting mechanisms in place at the Group (Health and Safety Committee, employee reports, etc.).

For more details on key OHS data for CCC S.A., see Appendix 1. Health and safety figures were sourced from the CCC Group's human resources systems maintained in compliance with Polish labour laws and the CCC Group's Occupational Health and Safety Policy. The accident frequency rate was calculated in accordance with GRI Standards methodology and the formulas accompanying GRI 403-9 (2018), and the number of hours worked was calculated as the number of employees multiplied by 2,008 hours.



4.2.OUR COMMITMENT TO SOCIETY

Given the geographical reach of its operations, the CCC Group engages in local community projects, nationwide charity campaigns and global assistance to those in need through in-kind donations, financial support, and employee and skills-based volunteering. The CCC Group also collaborates with schools and universities, providing young people with opportunities for career and professional development.

The corporate social responsibility activities undertaken by the CCC Group are governed by the following documents:

- Rules of the CCC Group Employee Volunteering Programme, which aim to ensure proper implementation of all activities related to the Grant Programme process
- Rules of the CCC Group's Grant Programme, which define employee volunteering programmes, the rights and obligations of volunteers, etc.

The CCC Group seeks to avoid any nuisance (e.g. noise, emissions, heavy traffic) to local residents generated by its operating activities. In the financial year 2022, no complaints were made by the local communities about the impact of the CCC Group companies on their surroundings.



4.2.1. COMMUNITY INVOLVEMENT

Community involvement activities undertaken by the CCC Group in 2022:

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Support for Ukrainians</p>	<ul style="list-style-type: none"> • Give Your Shoes a Second Life campaign to collect, sanitise and repair shoes (in collaboration with Wosh Wosh) and donate them to Ukrainians in need. 50,000 pairs of shoes were donated under the project. • Supporting employee volunteers by collecting the most needed everyday items. Our employees were given one workday to engage in a charity project supporting Ukrainian citizens. • The CCC Group partnered the Her Impact initiative, joining in the long-term effort to help women from Ukraine find jobs in Poland. <p>In-kind support was provided in the form of:</p> <ul style="list-style-type: none"> • 4,000 children's products, 10,000 pairs of shoes for Caritas • 400 thermal shoe insoles for a local organisation • 1,000 pairs of shoes for the Foundation for Polish-Ukrainian Initiatives • several hundred pairs of shoes sent to the Cultural Centre in Łódź, Goław Culture Terminal and other organisations • Central Sports Centre Torwar received several hundred pairs of shower slippers. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">CCC-SA CCC.eu Sp. z o.o. HalfPrice Sp. z o.o.</p>
	<ul style="list-style-type: none"> • Open Hearts, Open Closets project with clothes and shoes collection drives ran for two weeks (March 14th to March 28th 2022) in all MODIVO Group's offline stores in Poland (eobuwie.pl and MODIVO). Our employees collected items for the needy at the offices in Zielona Góra, Wrocław and Warsaw. The collected items were refreshed and sanitised by WoshWosh and donated to Ukrainian refugees in need. The donations went to over 30 organisations, with almost 130,000 pairs of shoes and items of clothing given a second life. • We organised an information HUB for employees, also providing accommodation, legal and psychological assistance and financial support. We donated technical and medical products to those going to war. We established a partnership with the Marshal Office of the Zielona Góra Province to help refugees, and we provided financial and in-kind donations to local, national and global foundations dedicated to distributing aid (including the Polish Humanitarian Action). We also donated a portion of the proceeds from the sale of Rage Age products to those in need. <p>We provided support in the form of:</p> <ul style="list-style-type: none"> • financial support of approximately PLN 640 thousand • in-kind support in the form of clothing, shoes, sleeping bags, cleaning supplies, medicines, and more • non-tangible support, including legal and psychological assistance, assistance in finding employment and accommodation. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">MODIVO</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Other social responsibility</p>	<ul style="list-style-type: none"> • Providing in-kind donations (mainly shoes and clothing) to those most in need • Participation in nationwide campaigns: Noble Gift, Great Orchestra of Christmas Charity • 'CCCard with the power to help' programme enabling customers to purchase gift cards and drop them off in special containers in the checkout area. The cards were donated through aid organisations to children in need. • 'Power of Helping – Backpack to Donate' programme, in which backpacks were collected, sanitised, repaired and sent to children in need. • MODIVO S.A. supported women staying at the Single Mother's Home in Zielona Góra by donating cosmetics packed in eobuwie.pl shoe boxes. The company celebrated Mother's Day by donating shopping vouchers for mothers of sick children as part of the #MamaMaSię project run by the To the Rescue of Children with Cancer Foundation. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Grupa CCC</p>

4.2.2. EDUCATION ACTIVITIES

Vocational education is critical from the perspective of its relations with society, therefore the CCC Group collaborates with numerous partners pursuing educational goals. For many years, the CCC Group has actively cooperated with universities and regularly participated in academic life through lectures, cooperation with student organisations and participation in selected academic projects. The CCC Group also joined in and supported other educational programmes and trade events.

<p>Design HUB job training programme</p>	<p>We launched a programme of collaboration with secondary schools, encouraging students to undertake job training at the Creation, Product, Marketing and Visual Merchandising departments. The project seeks to develop young talent by enabling them to gain work experience in the fashiontech industry. As part of the Design HUB, a partnership agreement was signed with three schools in the vicinity of the CCC Group's head office in Polkowice.</p>	<p>CCC Group</p>
<p>Design Thinking Maraton (DTthon)</p>	<p>Participation in an innovation design marathon in which teams of students were to answer the question of how to attract Generation Z customers to buy CCC's products. Students relied on Design Thinking methodologies and tools to design practical, unconventional solutions.</p>	
<p>Equalising opportunities for people at risk of social exclusion</p>	<p>Several development and education initiatives were run. We provided long-term financial and product support to the Foster Care and Education Services Centre in Koźuchów, strengthening education opportunities for the children and youth by hiring tutors, providing monthly scholarships, running an internship programme at the logistics centre, providing school aids and promoting physical fitness (swim passes and physical activities for children). The tutors helped all students get promoted to the next grade (previously one to two children had to repeat grade). One student who participated in a summer internship programme at MODIVO S.A. took a full-time job at a MODIVO Group company. The attractive scholarship amount motivated children to improve performance at school, with three students having raised their grade average.</p>	<p>MODIVO</p>



4.3. MATERIAL EMPLOYEE-RELATED AND SOCIAL RISKS

TABLE 4.5. MATERIAL EMPLOYEE-RELATED RISKS

GRI 2-25	
Risk	Risk management approach
Risk of pay pressure	Creating an attractive and employee-friendly workplace, regular job satisfaction surveys, financial incentives and wage supplements, attractive benefits, clear and open employee development opportunities in the form of internal recruitment, pay benchmarking.
Risk of human resources and skilled labour shortages	<p>The CCC Group implements its planned recruitment processes, conducts employer branding activities and takes care to upskill its workforce.</p> <p>The CCC Group looks for new talents on the market and takes care to grow a pipeline of future employees by:</p> <ul style="list-style-type: none"> • cooperating with universities and vocational schools throughout Poland • internships and work placement programmes • developing competence through job rotation and internal promotions • building employee commitment.
Risk of key employee knowledge loss	The implemented risk management measures included strengthening the organisational culture, increasing job satisfaction, offering continuous development opportunities, training and benefits for employees, and conducting regular employee satisfaction surveys, development conversations, succession and management continuity processes.

No material social risks were identified in the 2022 risk review and materiality assessment exercise.



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5.1. INFORMATION ABOUT THIS REPORT

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This report covers non-financial information on the CCC Group and its parent CCC S.A. for the period from February 1st 2022 to January 31st 2023, which is the same as the reporting period covered by the consolidated financial statements of the CCC Group and the financial statements of CCC S.A. The period is referred to in this report as “the financial year 2022” or “2022”. Non-financial reports of the CCC Group and CCC S.A. are prepared annually. Pursuant to regulations applicable to the company, the report must be published within four months after the end of the financial year.

This report is a non-financial statement prepared in accordance with Art. 49b and Art. 55.2b–2c of the Accounting Act of September 29th 1994. It also contains EU Taxonomy disclosures – reporting on the EU Taxonomy is mandatory under Regulation (EU) 2020/852 of the European Parliament and of the Council of June 18th 2020. This report takes into account the European Commission’s Guidelines for reporting

non-financial information: Supplement on reporting climate-related information (2019/C 209/01), Task Force on Climate-related Financial Disclosures (TCFD) recommendations, Best Practice for WSE Listed Companies 2021, UN Sustainable Development Goals (SDGs), Directive 2022/2464 (CSRD), and draft European Sustainability Reporting Standards (ESRS).

GRI 2-4

Reporting standard

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards.

Reporting boundaries

All information, data and statements contained in this report pertain to the CCC Group and its parent CCC S.A., unless expressly indicated otherwise. The term “the Group” or “the CCC Group” used in this report refers to the following companies: CCC S.A., CCC.eu Sp. z o.o., CCC Factory Sp. z o. o., Gino Rossi S.A., MODIVO S.A., Eobuwie.pl Logistics Sp. z o.o., DeeZee Sp. z o.o., Halfprice Sp. z o.o., CCC Shoes & Bags Sp. z o.o., OFP Austria GmbH, CCC Austria Ges.m.g.H, CCC Czech s.r.o., CCC Shoes & Bags d.o.o. Beograd, CCC Hrvatska d o.o., Shoe Express S.A., CCC Hungary Shoes Kft.,

CCC Shoes Bulgaria EOOD, CCC Obutev d o.o., CCC Slovakia s.r.o., MODIVO.cz s.r.o., EPANTOFI MODIVO s.r.l., Eschuhe.de GmbH, Eschuhe.CH GmbH, MODIVO S.R.L., Branded Shoes and Bags Sp. z o.o., OU CCC Estonia, UAB CCC Lithuania, SIA CCC Shoes Latvia. Following acquisition of assets from existing franchisees and following registration of new companies in Estonia, Lithuania and Latvia in 2022, OU CCC Estonia, UAB CCC Lithuania, SIA CCC Shoes Latvia were included for the first time in the non-financial data for 2022. Non-financial data from MODIVO.lv SIA was not included. The subsidiary MODIVO.lv SIA was registered on December 1st 2022.

RESTATEMENTS FROM THE PREVIOUS REPORTING PERIOD

GRI 2-4

The previous sustainability report for the period from January 1st 2021 to January 31st 2022 was published on April 20th 2022, with no restatements made after that date.

This report recalculated the base year for Scope 3 GHG emissions. The Scope 3 base year emissions (for 2021) were recalculated by calculating the Group's key Scope 3 Category 1 emissions (emissions from purchased goods and services) and recalculating Scope 3 Category 3 emissions reflecting an adjustment made with regard to natural gas consumption at a subsidiary in 2021. As a result of the recalculation, 2021 Scope 3 greenhouse gas emissions increased by 1,088,810.9 Mg CO₂e. The 2021 Scope 3 emissions were 116,611 Mg CO₂e prior to the recalculation and 1,205,421.9 Mg CO₂e following the recalculation. In this report we also made minor adjustments to the comparative data for 2021 regarding natural gas consumption at a subsidiary (a minor adjustment to 2021 Scope 1 emissions). Also, in order to ensure consistency of the method used for calculating the ratio of employees who left the Group after having ended parental, maternity or childcare leave in the previous period, an adjustment to 2021 data was made for the years 2022–2020, and the percentage was recalculated.



EXTERNAL ASSURANCE

This report has been externally assured. The audit was performed by the independent entity Ernst & Young Audyt Polska Sp. z o.o. sp. komandytowa in accordance with International Standards on Assurance Engagements (ISAE) 3000 - Assurance Engagements Other than Audits or Reviews of Historical Financial Information (“ISAE 3000”) issued by the International Auditing and Assurance Standards Board, and

covered the following indicators: GRI 2- and GRI 3- (universal indicators), 201-2, 205-3; 206-1; 302-1; 302-3; 303-3; 305-1; 305-2; 305-3; 305-4; 305-5; 308-1; 308-2; 401-3; 402-1; 403-1; 403-5; 403-9; 404-2; 405-1; 405-2; 406-1; 407-1; 408-1; 409-1; 414-2; 417-1; 417-2; 417-3; 418-1.

The external assurance statement is provided in Appendix 4. The Sustainability Department and the

Central Procurement Office were involved in the selection of the external auditor, guided by such criteria as price, quality and scope of service. The Management Board and the Supervisory Board played a role in selecting the assurance provider.

GRI 2-5

For a detailed list of GRI indicators with references to the respective parts of this report, see Section 5.2.

5.2. COMPLIANCE TABLES

The following tables contain:

- complete statement of this report's compliance with the non-financial information requirements under the Accounting Act;
- complete statement of this report's compliance with guidelines on reporting climate-related information under Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD);
- complete list of indicators used in the assessment of the companies' non-financial activities in accordance with the Global Reporting Initiative (GRI) Standards.

TABLE OF COMPLIANCE OF THE REPORT WITH THE ACCOUNTING ACT

REQUIREMENT OF THE ACCOUNTING ACT	Rozdział
Business model (Article 49b 2.1)	1.1.
Non-financial key performance indicators (Art. 49b.2.2)	1.4.1.
Non-financial policies and their results (Art. 49b.2.3):	
• Environmental policy	3.1.
• Social policy	4.2.
• Human rights policy	1.6., 1.6.1.
• Anti-corruption policy	1.6.1.
• Labour policy	4.1.1, 4.1.2., 4.1.3.
Due diligence procedures (Article 49b 2.4)	1.6., 1.6.1., 1.6.2., 1.6.3.
Material non-financial risks and risk management methods (Art. 49b.2.5)	1.2.6., 1.3.1., 1.6.2., 2.5., 3.2., 3.5., 4.3.

TABLE OF REPORT COMPLIANCE WITH TCFD RECOMMENDATIONS

TCFD RECOMMENDATIONS	Rozdział
GOVERNANCE	
Description of board's oversight of climate-related risk and opportunities	3.2.
Description of the management's role in assessing and managing climate-related risks and opportunities	3.2.
STRATEGY	
A description of the climate change risks and opportunities that the organization has identified in the short, medium, and long term	3.2.
Description of the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	3.2.
Description of the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	3.2.
RISK MANAGEMENT	
Description of the organization's processes for identifying and assessing climate-related risks	3.2.
Description of the organization's processes for managing climate-related risks	3.2.
Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	3.2.
METRICS AND TARGETS	
Description of the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	3.2.
Disclosure of Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	3.2.
A description of the targets used by the organization to manage climate-related risks and opportunities and performance against targets	3.1., 3.2.

TABLE OF COMPLIANCE WITH GRI STANDARDS 2021

List of indicators included in the report:

Statement of use	CCC Group reported in accordance with the GRI Standards for the period from February 1, 2022 to January 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
GRI Standard sector indicators (s)	Not applicable

Indicators in series 2 and 3 are reported in accordance with GRI 2021. The remaining indicators are reported in accordance with GRI 2016, except for indicators in series 403, which are in accordance with GRI 2018.

Disclosure number	Disclosure name	Section in the Report	Notes
CORE INDICATORS			
GRI 2: General disclosures 2021			
The organization and its reporting practices			
GRI 2-1	Organizational details	1., 1.1.1.	
GRI 2-2	Entities included in the organization's sustainability reporting	5.1.	
GRI 2-3	Reporting period, frequency and contact point	5.1., 5.3.	
GRI 2-4	Restatements of information	5.1., 5.2.	
GRI 2-5	External assurance	5.1., Z.4.	
Activities and workers			
GRI 2-6	Activities, value chain, and other business relationships	1.1.1., 1.1.2., 2.1., 2.2.1.	
GRI 2-7	Employees	4.1.2., Z.1.	All employees are employed in one region (Europe), with a focus on Central Europe, with domination in Poland, therefore no division into regions.
GRI 2-8	Workers who are not employees	4.1.2., Z.1.	
Governance			
GRI 2-9	Governance structure and composition	1.2.2, 1.2.3.	
GRI 2-10	Nomination and selection of the highest governance body	1.2.2.	
GRI 2-11	Chair of the highest governance body	1.2.2.	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	1.2.3.	
GRI 2-13	Delegation of responsibility for managing impacts	1.2.3.	
GRI 2-14	Role of the highest governance body in sustainability reporting	1.2.3.	
GRI 2-15	Conflicts of interest	1.5.1.	

Disclosure number	Disclosure name	Section in the Report	Notes
GRI 2-16	Communication of critical concerns	1.5.3.	
GRI 2-17	Collective knowledge of the highest governance body	1.2.3.	
GRI 2-18	Evaluation of the performance of the highest governance body	1.2.2.	
GRI 2-19	Remuneration policies	1.2.4.	
GRI 2-20	Process to determine remuneration	1.2.4.	
GRI 2-21	Annual total compensation ratio	1.2.4.	
Strategy, policies and practices			
GRI 2-22	Statement on sustainable development strategy	Letter from the President of the Management Board	
GRI 2-23	Policy commitments	1.5., 1.5.1.	b.ii - no data
GRI 2-24	Embedding policy commitments	1.5.1., 2.1.	
GRI 2-25	Processes to remediate negative impacts	1.2.5, 1.2.6., 2.4., 2.5., 3.2., 3.3., 3.5., 4.1.2., 4.3.,	
GRI 2-26	Mechanisms for seeking advice and raising concerns	1.5.1, 1.5.3.	
GRI 2-27	Compliance with laws and regulations	1.5.3.	
GRI 2-28	Membership associations	1.1.4.	
Stakeholder Engagement			
GRI 2-29	Approach to stakeholder engagement	1.3.1.	
GRI 2-30	Collective bargaining agreements	4.1.2.	

Disclosure number	Disclosure name	Section in the Report	Notes
MATERIAL TOPICS			
GRI 3: Material topics 2021			
GRI 3-1	Process to determine material topics	1.3.1.	
GRI 3-2	List of material topics	1.3.1.	
MATERIAL TOPIC: SUPPLY CHAIN MONITORING AND ASSESSMENT			
GRI 3-3	Management of material topics	2.1.	
own indicator	Number of suppliers audited for compliance with the Code of Conduct	1.4.1, 2.1.	
GRI 408: Counteracting child labor			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	2.1.	
GRI 409: Forced or compulsory labor			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2.1.	
GRI 308: Supplier Environmental Assessment			
GRI 308-1	New suppliers that were screened using environmental criteria	2.1.	
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	2.1.	
GRI 414: Supplier Social Assessment			
GRI 414-1	New suppliers that were screened using social criteria	2.1.	
GRI 414-2	Negative social impacts in the supply chain and actions taken	2.1.	

Disclosure number	Disclosure name	Section in the Report	Notes
MATERIAL TOPIC: HUMAN AND WORKERS' RIGHTS			
GRI 3-3	Management of material topics	1.5.	
GRI 406: Non-discrimination			
GRI 406-1	Incidents of discrimination and corrective actions taken	1.5.3.	
GRI 205: Anticorruption			
GRI 205-3	Confirmed incidents of corruption and actions taken	1.5.3.	
GRI 206: Anti-competitive Behavior			
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	1.5.3.	
GRI 401: Employment			
GRI 401-1	New employee hires and employee turnover	4.1.2., Z.1.	b - all employees are employed in one region (Europe), with a focus on Central Europe, with domination in Poland, therefore no division into regions.
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.1.2.	
GRI 401-3	Parental leave	4.1.2.	a - no data due to the lack of legal possibilities to collect this data
GRI 402: Labor/Management Relations			
GRI 402-1	Minimum notice periods regarding operational changes	4.1.1.	
GRI 407: Freedom of Association and Collective Bargaining			
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.1., 4.1.1.	

Disclosure number	Disclosure name	Section in the Report	Notes
MATERIAL TOPIC: EQUALITY AND DIVERSITY			
GRI 3-3	Management of material topics	4.1.2.	
GRI 405: Diversity and Equal Opportunity			
GRI 405-1	Diversity of governance bodies and employees	1.2.2., 4.1.2., Z.2.	
GRI 405-2	Ratio of basic salary and remuneration of women to men	4.1.2., Z.2.	a - the indicator is reported by comparing the full remuneration of women and men; b - all employees are employed in one region (Europe), with a focus on Central Europe, with domination in Poland, therefore no division into regions.
own indicator	Glass Ceiling Ratio (GCR)	4.1.2.	
own indicator	Gender Pay Gap Ratio (GPGR)	4.1.2.	
GRI 404: Training and Education			
GRI 404-1	Average hours of training per year per employee	4.1.2., Z.2.	
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	4.1.2.	
MATERIAL TOPIC: CLIMATE CHANGE			
GRI 3-3	Management of material topics	3., 3.2.	
GRI 302: Energy			
GRI 302-1	Energy consumption within the organization	3.2.1., Z.3.	
GRI 302-3	Energy intensity	3.2.1., Z.3.	
GRI 305: Emissions to air			
GRI 305-1	Direct GHG emissions (Scope 1)	3.2.1., Z.3.	
GRI 305-2	Indirect GHG emissions (Scope 2)	3.2.1. Z.3.	
GRI 305-3	Other indirect GHG emissions (Scope 3)	3.2.1.	
GRI 305-4	GHG emissions intensity	3.2.1., Z.3.	

Disclosure number	Disclosure name	Section in the Report	Notes
GRI 305-5	Reduction of GHG emissions	3.2.1.	
GRI 201: Economic performance			
GRI 201-2	Financial implications and other risks and opportunities due to climate change	3.2.	partially – the climate risk assessment project started in 2022 and will continue in 2023.
MATERIAL TOPIC: THE CIRCULAR ECONOMY			
GRI 3-3	Management of material topics	3.3.	
GRI 301: Materials			
GRI 301-1	Materials used by weight or volume	3.3.	
own indicator	Share of leather from certified tanneries in the products	2.2.2.	
GRI 306: Waste			
GRI 306-1	Waste generation and significant waste-related impacts	3.3.	
GRI 306-2	Management of significant waste-related impacts	3.3.	
GRI 306-3	Waste generated	3.3., Z.3.	
own indicator	Percentage of waste directed to recycling	1.4.1., 3.3.	
GRI 303: Water			
GRI 303-3	Water recycled and reused	3.3.	
own indicator	Water consumption per product unit	3.3., Z.3.	
own indicator	Waste water discharged per product unit	3.3., Z.3.	

Disclosure number	Disclosure name	Section in the Report	Notes
MATERIAL TOPIC: RESPONSIBLE MARKETING COMMUNICATIONS			
GRI 3-3	Management of material topics	2.4.	
GRI 416: Customer Health and Safety			
GRI 416-1	Assessment of the health and safety impacts of product and service categories	2.2.2.	
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2.2.2.	
GRI 417: Marketing and Labeling			
GRI 417-1	Requirements for product and service information and labeling	2.2.2.	
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling	2.2.2.	
GRI 417-3	Incidents of non-compliance concerning marketing	2.4.	
GRI 418: Customer Privacy			
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	1.5.3.	
OTHER TOPICS			
GRI 403: Occupational health and safety			
GRI 403-1	Occupational health and safety management system	4.1.3.	
GRI 403-5	Worker training on occupational health and safety	4.1.3.	
GRI 403-9	Work-related injuries	4.1.3., Z.2.	
own indicator	Accident frequency rate (accidents at work per 1000 employees)	4.1.3., Z.2.	

The following indicators reported in 2021 are not covered in this report: 201-3, 201-4, 307-1, 403-2, 403-3, 403-4, 403-6, 403-7, 403-10, 410-1, 413-1, 415-1 and own indicator of donations made to local communities. These indicators are no longer reported due to their immateriality.

5.3. CONTACT

We remain open to your questions or feedback. Please direct them to Kamilla Budnik - Sustainability Manager at csr.eu@ccc.eu.

GRI 2-3

6. APPENDICES

Appendix 1. DATA ON THE WORKFORCE

Appendix 2. DATA ON EMPLOYEE REMUNERATION

Appendix 3. ENVIRONMENTAL DATA

Appendix 4. EXTERNAL ASSURANCE STATEMENT

TABLE Z1.1. EMPLOYEES WITH EMPLOYMENT CONTRACTS AT THE CCC GROUP GRI 2-7

FTE	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	29.1	40.3	69.4	26.0	39.3	65.3	30.0	56.0	86.0	25.0	49.0	74.0	-16.7%	-12.5%	-14.0%
aged 51 and older	3.0	8.0	11.0	3.0	6.0	9.0	5.8	7.0	12.8	3.0	6.0	9.0	-47.8%	-14.3%	-29.4%
aged 31–50	26.1	32.3	58.4	23.0	32.3	55.3	24.3	44.0	68.3	21.0	43.0	64.0	-13.4%	-2.3%	-6.2%
aged 30 or younger	0.0	0.0	0.0	0.0	1.0	1.0	0.0	5.0	5.0	1.0	0.0	1.0	-	-100.0%	-80.0%
Managers and supervisors, including:	1,871.5	223.0	2,094.5	1,838.9	222.5	2,061.4	1,887.2	300.0	2,187.2	1,941.1	344.3	2,285.4	+2.9%	+14.8%	+4.5%
aged 51 and older	67.4	13.0	80.4	66.0	7.0	73.0	71.0	5.0	76.0	88.7	20.0	108.7	+24.9%	+300.0%	+43.0%
aged 31–50	1,264.6	152.0	1,416.6	1,278.4	174.5	1,452.9	1,352.4	207.0	1,559.4	1,450.4	238.5	1,688.9	+7.2%	+15.2%	+8.3%
aged 30 or younger	539.6	58.0	597.6	494.5	41.0	535.5	463.8	88.0	551.8	402.1	85.8	487.8	-13.3%	-2.6%	-11.6%
Other employees, including:	10,648.5	1,590.4	12,239.0	9,881.2	1,361.5	11,242.7	9,951.4	1,638.4	11,589.8	9,164.4	1,554.9	10,719.3	-7.9%	-5.1%	-7.5%
aged 51 and older	900.8	99.9	1,000.6	898.5	98.1	996.6	660.8	66.4	727.2	693.6	70.0	763.6	+5.0%	+5.3%	+5.0%
aged 31–50	4,909.0	649.8	5,558.8	4,667.1	589.3	5,256.4	4,485.6	697.0	5,182.6	4,507.7	718.5	5,226.2	+0.5%	+3.1%	+0.8%
aged 30 or younger	4,838.8	840.8	5,679.5	4,315.6	674.1	4,989.7	4,805.0	875.0	5,680.0	3,963.0	766.5	4,729.6	-17.5%	-12.4%	-16.7%
Employees at all levels of the structure															
aged 51 and older	971.2	120.9	1,092.0	967.5	111.1	1,078.6	737.6	78.4	816.0	785.3	96.0	881.2	+6.5%	+22.3%	+8.0%
aged 31–50	6,199.6	834.1	7,033.7	5,968.5	796.0	6,764.6	5,862.3	948.0	6,810.2	5,979.2	1,000.0	6,979.1	+2.0%	+5.5%	+2.5%
aged 30 or younger	5,378.3	898.8	6,277.1	4,810.1	716.1	5,526.2	5,268.8	968.0	6,236.8	4,366.1	852.3	5,218.4	-17.1%	-12.0%	-16.3%
Total for all levels of the structure	12,549.1	1,853.7	14,402.8	11,746.1	1,623.2	13,369.3	11,868.6	1,994.4	13,863.0	11,130.5	1,948.2	13,078.7	-6.2%	-2.3%	-5.7%
- of which full-time employees	8,703.0	1,640.0	10,343.0	8,238.0	1,497.0	9,735.0	8,779.0	1,810.0	10,589.0	8,035.0	1,770.0	9,805.0	-8.5%	-2.2%	-7.4%
- of which part-time employees	5,020.0	245.0	5,265.0	4,377.0	209.0	4,586.0	4,454.0	338.0	4,792.0	5,395.0	375.0	5,770.0	+21.1%	+10.9%	+20.4%

TABLE Z1.2. EMPLOYEES WITH EMPLOYMENT CONTRACTS AT CCC S.A. GRI 2-7

FTE	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	4.8	1.0	5.8	3.8	2.0	5.8	5.0	2.0	7.0	4.0	3.0	7.0	-20.0%	+50.0%	0.0%
aged 51 and older	0.0	0.0	0.0	1.0	0.0	1.0	2.0	0.0	2.0	1.0	0.0	1.0	-50.0%	-	-50.0%
aged 31–50	4.8	1.0	5.8	2.8	2.0	4.8	3.0	2.0	5.0	0.0	0.0	0.0	-100.0%	-100.0%	-100.0%
aged 30 or younger	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	3.0	6.0	-	-	-
Managers and supervisors, including:	901.6	53.0	954.6	830.1	50.2	880.3	832.0	71.0	903.0	800.0	88.0	888.0	-3.8%	+23.9%	-1.7%
aged 51 and older	22.0	3.0	25.0	23.0	3.0	26.0	21.0	2.0	23.0	31.8	6.0	37.8	+51.2%	+200.0%	+64.1%
aged 31–50	645.0	41.0	686.0	634.5	42.2	676.7	622.0	54.0	676.0	650.5	59.2	709.7	+4.6%	+9.6%	+5.0%
aged 30 or younger	234.6	9.0	243.6	172.6	5.0	177.6	189.0	15.0	204.0	117.8	22.8	140.5	-37.7%	+51.7%	-31.1%
Other employees, including:	4,435.4	488.0	4,923.4	3,874.2	383.0	4,257.2	4,156.0	405.0	4,561.0	3,408.6	279.0	3,687.6	-18.0%	-31.1%	-19.1%
aged 51 and older	206.0	12.8	218.8	208.5	14.0	222.5	219.0	15.0	234.0	265.1	16.5	281.6	+21.0%	+10.0%	+20.3%
aged 31–50	2,043.9	190.3	2,234.1	1,873.8	176.3	2,050.0	1,981.0	182.0	2,163.0	1,871.1	150.0	2,021.1	-5.5%	-17.6%	-6.6%
aged 30 or younger	2,185.5	285.0	2,470.5	1,791.9	192.8	1,984.7	1,956.0	208.0	2,164.0	1,272.4	112.5	1,384.9	-34.9%	-45.9%	-36.0%
Employees of all levels of the structure															
aged 51 and older	228.0	15.8	243.8	232.5	17.0	249.5	242.0	17.0	259.0	297.8	22.5	320.3	+23.1%	+32.4%	+23.7%
aged 31–50	2,693.6	232.3	2,925.9	2,511.0	220.5	2,731.5	2,606.0	238.0	2,844.0	2,521.7	209.2	2,730.9	-3.2%	-12.1%	-4.0%
aged 30 or younger	2,420.1	294.0	2,714.1	1,964.6	197.8	2,162.3	2,145.0	223.0	2,368.0	1,393.1	138.3	1,531.4	-35.1%	-38.0%	-35.3%
Total for all levels of the structure	5,341.8	542.0	5,883.8	4,708.1	435.2	5,143.3	4,993.0	478.0	5,471.0	4,212.6	370.0	4,582.6	-15.6%	-22.6%	-16.2%
- of which full-time employees	3,609.0	494.0	4,103.0	3,334.0	398.0	3,732.0	3,604.0	434.0	4,038.0	2,840.0	329.0	3,169.0	-21.2%	-24.2%	-21.5%
- of which part-time employees	2,568.0	77.0	2,645.0	2,031.0	60.0	2,091.0	2,042.0	72.0	2,114.0	2,059.0	65.0	2,124.0	+0.8%	-9.7%	+0.5%

TABLE Z1.3. EMPLOYEES WITH PERMANENT EMPLOYMENT CONTRACTS AT THE CCC GROUP

GRI 2-7

FTE	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	K+M	F	M	F+M	F	M	K+M	F	M	F+M
Senior management, including:	29.1	39.3	68.4	23.0	34.3	57.3	28.0	47.0	75.0	25.0	48.0	73.0	-10.7%	+2.1%	-2.7%
aged 51 and older	3.0	7.0	10.0	3.0	5.0	8.0	5.8	3.0	8.8	3.0	6.0	9.0	-47.8%	+100.0%	+2.9%
aged 31–50	26.1	32.3	58.4	20.0	28.3	48.3	22.3	43.0	65.3	21.0	42.0	63.0	-5.6%	-2.3%	-3.4%
aged 30 or younger	0.0	0.0	0.0	0.0	1.0	1.0	0.0	1.0	1.0	1.0	0.0	1.0	-	-100.0%	0.0%
Managers and supervisors, including:	1,642.5	194.0	1,836.5	1,640.0	185.0	1,825.0	1,641.2	224.0	1,865.2	1,690.9	290.3	1,981.2	+3.0%	+29.6%	+6.2%
aged 51 and older	66.4	12.0	78.4	65.1	7.0	72.1	69.0	4.0	73.0	82.7	18.0	100.7	+19.8%	+350.0%	+37.9%
aged 31–50	1,129.6	134.0	1,263.6	1,163.4	144.0	1,307.4	1,181.4	156.0	1,337.4	1,279.5	204.5	1,484.0	+8.3%	+31.1%	+11.0%
aged 30 or younger	446.6	48.0	494.6	411.5	34.0	445.5	390.8	64.0	454.8	328.8	67.8	396.6	-15.9%	+5.9%	-12.8%
Other employees, including:	6,650.6	867.6	7,518.1	6,723.5	831.6	7,555.1	6,048.7	865.5	6,914.2	6,125.2	863.8	6,989.0	+1.3%	-0.2%	+1.1%
aged 51 and older	747.9	78.1	826.0	807.0	79.1	886.1	576.4	49.4	625.8	610.2	57.5	667.6	+5.9%	+16.2%	+6.7%
aged 31–50	3,433.2	406.6	3,839.8	3,586.2	422.3	4,008.5	3,199.1	456.2	3,655.3	3,399.1	499.7	3,898.8	+6.3%	+9.5%	+6.7%
aged 30 or younger	2,469.5	382.9	2,852.3	2,330.3	330.2	2,660.5	2,273.2	359.9	2,633.1	2,115.9	306.7	2,422.6	-6.9%	-14.8%	-8.0%
Employees of all levels															
aged 51 and older	817.3	97.1	914.4	875.1	91.1	966.3	651.2	56.4	707.6	695.8	81.5	777.3	+6.9%	+44.3%	+9.8%
aged 31–50	4,588.8	572.9	5,161.7	4,769.6	594.5	5,364.1	4,402.8	655.2	5,058.0	4,699.6	746.2	5,445.8	+6.7%	+13.9%	+7.7%
aged 30 or younger	2,916.0	430.9	3,346.9	2,741.8	365.2	3,107.0	2,664.0	424.9	3,088.9	2,445.7	374.4	2,820.2	-8.2%	-11.9%	-8.7%
Total for all levels	8,322.1	1,100.9	9,423.0	8,386.5	1,050.9	9,437.3	7,717.9	1,136.5	8,854.4	7,841.1	1,202.1	9,043.2	+1.6%	+5.8%	+2.1%
- of which full-time employees	6,139.0	963.0	7,102.0	6,144.0	971.0	7,115.0	6,163.0	1,060.0	7,223.0	6,192.0	1,148.0	7,340.0	+0.5%	+8.3%	+1.6%
- of which part-time employees	2,494.0	131.0	2,625.0	2,533.0	130.0	2,663.0	1,810.0	100.0	1,910.0	2,776.0	122.0	2,898.0	+53.4%	+22.0%	+51.7%

TABLE Z1.4. EMPLOYEES WITH PERMANENT EMPLOYMENT CONTRACTS AT CCC S.A. GRI 2-7

FTE	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	K+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	4.8	1.0	5.8	3.8	2.0	5.8	5.0	2.0	7.0	4.0	3.0	7.0	-20.0%	+50.0%	0.0%
aged 51 and older	0.0	0.0	0.0	1.0	0.0	1.0	2.0	0.0	2.0	1.0	0.0	1.0	-50.0%	-	-50.0%
aged 31–50	4.8	1.0	5.8	2.8	2.0	4.8	3.0	2.0	5.0	3.0	3.0	6.0	0.0%	+50.0%	+20.0%
aged 30 or younger	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-	-	-
Managers and supervisors, including:	806.6	46.0	852.6	774.1	44.2	818.3	757.0	54.0	811.0	712.5	70.0	782.5	-5.9%	+29.5%	-3.5%
aged 51 and older	22.0	3.0	25.0	23.0	3.0	26.0	21.0	2.0	23.0	29.8	6.0	35.8	+41.7%	+200.0%	+55.4%
aged 31–50	598.0	36.0	634.0	600.5	37.2	637.7	574.0	43.0	617.0	587.8	50.2	638.0	+2.4%	+16.7%	+3.4%
aged 30 or younger	186.6	7.0	193.6	150.6	4.0	154.6	162.0	9.0	171.0	95.0	13.8	108.8	-41.4%	+52.8%	-36.4%
Other employees, including:	1,904.4	204.5	2,108.9	2,052.9	228.0	2,280.9	2,300.0	270.0	2,570.0	2,239.9	194.0	2,433.9	-2.6%	-28.1%	-5.3%
aged 51 and older	125.0	8.0	133.0	154.5	10.0	164.5	186.0	13.0	199.0	228.5	15.0	243.5	+22.8%	+15.4%	+22.4%
aged 31–50	1,191.6	129.0	1,320.6	1,271.8	136.5	1,408.3	1,392.0	159.0	1,551.0	1,454.5	130.0	1,584.5	+4.5%	-18.2%	+2.2%
aged 30 or younger	587.8	67.5	655.3	626.7	81.5	708.2	722.0	98.0	820.0	556.9	49.0	605.9	-22.9%	-50.0%	-26.1%
Employees of all levels															
aged 51 and older	147.0	11.0	158.0	178.5	13.0	191.5	209.0	15.0	224.0	259.3	21.0	280.3	+24.0%	+40.0%	+25.1%
aged 31–50	1,794.4	166.0	1,960.4	1,875.0	175.7	2,050.7	1,969.0	204.0	2,173.0	2,042.3	180.2	2,222.5	+3.7%	-11.7%	+2.3%
aged 30 or younger	774.4	74.5	848.9	777.3	85.5	862.8	884.0	107.0	991.0	654.9	65.8	720.6	-25.9%	-38.6%	-27.3%
Total for all levels	2,715.8	251.5	2,967.3	2,830.8	274.2	3,105.0	3,062.0	326.0	3,388.0	2,956.4	267.0	3,223.4	-3.4%	-18.1%	-4.9%
- of which full-time employees	2,367.0	247.0	2,614.0	2,449.0	268.0	2,717.0	2,701.0	319.0	3,020.0	2,398.0	258.0	2,656.0	-11.2%	-19.1%	-12.1%
- of which part-time employees	491.0	7.0	498.0	543.0	10.0	553.0	516.0	11.0	527.0	790.0	14.0	804.0	+53.1%	+27.3%	+52.6%

TABLE Z1.5. EMPLOYEES WITH THE FIXED-TERM EMPLOYMENT CONTRACTS AT THE CCC GROUP GRI 2-7

FTE	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	K+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	0.0	1.0	1.0	26.0	39.3	65.3	2.0	9.0	11.0	0.0	1.0	1.0	-100.0%	-88.9%	-90.9%
aged 51 and older	0.0	1.0	1.0	3.0	6.0	9.0	0.0	4.0	4.0	0.0	0.0	0.0	-	-100.0%	-100.0%
aged 31–50	0.0	0.0	0.0	23.0	32.3	55.3	2.0	1.0	3.0	0.0	1.0	1.0	-100.0%	0.0%	-66.7%
aged 30 or younger	0.0	0.0	0.0	0.0	1.0	1.0	0.0	4.0	4.0	0.0	0.0	0.0	-	-100.0%	-100.0%
Managers and supervisors, including:	229.0	29.0	258.0	1,838.9	222.5	2,061.4	246.0	76.0	322.0	250.2	54.0	304.2	1.7%	-28.9%	-5.5%
aged 51 and older	1.0	1.0	2.0	66.0	7.0	73.0	2.0	1.0	3.0	6.0	2.0	8.0	+200.0%	+100.0%	+166.7%
aged 31–50	135.0	18.0	153.0	1,278.4	174.5	1,452.9	171.0	51.0	222.0	171.0	34.0	205.0	0.0%	-33.3%	-7.7%
aged 30 or younger	93.0	10.0	103.0	494.5	41.0	535.5	73.0	24.0	97.0	73.3	18.0	91.3	+0.3%	-25.0%	-5.9%
Other employees, including:	3,998.0	722.9	4,720.9	9,881.2	1,361.5	11,242.7	3,902.7	772.8	4,675.6	3,039.2	691.1	3,730.3	-22.1%	-10.6%	-20.2%
aged 51 and older	152.9	21.8	174.6	898.5	98.1	996.6	84.4	17.0	101.4	83.5	12.5	96.0	-1.1%	-26.5%	-5.3%
aged 31–50	1,475.8	243.3	1,719.1	4,667.1	589.3	5,256.4	1,286.5	240.8	1,527.3	1,108.6	218.8	1,327.4	-13.8%	-9.1%	-13.1%
aged 30 or younger	2,369.3	457.9	2,827.2	4,315.6	674.1	4,989.7	2,531.8	515.1	3,046.9	1,847.1	459.9	2,307.0	-27.0%	-10.7%	-24.3%
Employees of all levels															
aged 51 and older	153.9	23.8	177.6	967.5	111.1	1,078.6	86.4	22.0	108.4	89.5	14.5	104.0	+3.6%	-34.1%	-4.1%
aged 31–50	1,610.8	261.3	1,872.1	5,968.5	796.0	6,764.6	1,459.5	292.8	1,752.3	1,279.6	253.8	1,533.3	-12.3%	-13.3%	-12.5%
aged 30 or younger	2,462.3	467.9	2,930.2	4,810.1	716.1	5,526.2	2,604.8	543.1	3,147.9	1,920.4	477.9	2,398.2	-26.3%	-12.0%	-23.8%
Total for all levels	4,227.0	752.9	4,979.9	11,746.1	1,623.2	13,369.3	4,150.7	857.8	5,008.6	3,289.4	746.1	4,035.5	-20.8%	-13.0%	-19.4%
- of which full-time employees	2,564.0	677.0	3,241.0	2,094.0	526.0	2,620.0	2,616.0	750.0	3,366.0	1,842.0	623.0	2,465.0	-29.6%	-16.9%	-26.8%
- of which part-time employees	2,526.0	114.0	2,640.0	1,844.0	79.0	1,923.0	2,649.0	238.0	2,887.0	2,619.0	253.0	2,872.0	-1.1%	+6.3%	-0.5%

TABLE Z1.6. EMPLOYEES WITH THE FIXED-TERM EMPLOYMENT CONTRACTS AT CCC S.A. GRI 2-7

FTE	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	K+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	0.0	0.0	0.0	3.8	2.0	5.8	0.0	0.0	0.0	0.0	0.0	0.0	-	-	-
aged 51 and older	0.0	0.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	-	-	-
aged 31–50	0.0	0.0	0.0	2.8	2.0	4.8	0.0	0.0	0.0	0.0	0.0	0.0	-	-	-
aged 30 or younger	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-	-	-
Managers and supervisors, including:	95.0	7.0	102.0	830.1	50.2	880.3	75.0	17.0	92.0	87.5	18.0	105.5	+16.7%	+5.9%	+14.7%
aged 51 and older	0.0	0.0	0.0	23.0	3.0	26.0	0.0	0.0	0.0	2.0	0.0	2.0	-	-	-
aged 31–50	47.0	5.0	52.0	634.5	42.2	676.7	48.0	11.0	59.0	62.8	9.0	71.8	+30.7%	-18.2%	+21.6%
aged 30 or younger	48.0	2.0	50.0	172.6	5.0	177.6	27.0	6.0	33.0	22.8	9.0	31.8	-15.7%	+50.0%	-3.8%
Other employees, including:	2,531.0	283.5	2,814.5	3,874.2	383.0	4,257.2	1,856.0	135.0	1,991.0	1,168.7	85.0	1,253.7	-37.0%	-37.0%	-37.0%
aged 51 and older	81.0	4.8	85.8	208.5	14.0	222.5	33.0	2.0	35.0	36.6	1.5	38.1	+10.8%	-25.0%	+8.8%
aged 31–50	852.3	61.3	913.5	1,873.8	176.3	2,050.0	589.0	23.0	612.0	416.6	20.0	436.6	-29.3%	-13.0%	-28.7%
aged 30 or younger	1,597.8	217.5	1,815.3	1,791.9	192.8	1,984.7	1,234.0	110.0	1,344.0	715.5	63.5	779.0	-42.0%	-42.3%	-42.0%
Employees of all levels															
aged 51 and older	81.0	4.8	85.8	232.5	17.0	249.5	33.0	2.0	35.0	38.6	1.5	40.1	+16.9%	-25.0%	+14.5%
aged 31–50	899.3	66.3	965.5	2,511.0	220.5	2,731.5	637.0	34.0	671.0	479.4	29.0	508.4	-24.7%	-14.7%	-24.2%
aged 30 or younger	1,645.8	219.5	1,865.3	1,964.6	197.8	2,162.3	1,261.0	116.0	1,377.0	738.3	72.5	810.8	-41.5%	-37.5%	-41.1%
Total for all levels	2,626.0	290.5	2,916.5	4,708.1	435.2	5,143.3	1,931.0	152.0	2,083.0	1,256.2	103.0	1,359.2	-34.9%	-32.2%	-34.7%
- of which full-time employees	1,242.0	247.0	1,489.0	885.0	130.0	1,015.0	903.0	115.0	1,018.0	442.0	71.0	513.0	-51.1%	-38.3%	-49.6%
- of which part-time employees	2,077.0	70.0	2,147.0	1,488.0	50.0	1,538.0	1,526.0	61.0	1,587.0	1,269.0	51.0	1,320.0	-16.8%	-16.4%	-16.8%

TABLE Z1.7. NUMBER OF EMPLOYEES NEWLY HIRED IN THE PERIOD FEBRUARY 1ST 2022–JANUARY 31ST 2023 AT THE CCC GROUP GRI 401-1

number of persons	under permanent contracts			under temporary contracts			total		
	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	7	8	15	0	0	0	7	8	15
aged 51 and older	0	0	0	0	0	0	0	0	0
aged 31–50	7	8	15	0	0	0	7	8	15
aged 30 or younger	0	0	0	0	0	0	0	0	0
Managers and supervisors, including:	106	50	156	201	51	252	307	101	408
aged 51 and older	12	3	15	7	4	11	19	7	26
aged 31–50	67	35	102	144	32	176	211	67	278
aged 30 or younger	27	12	39	50	15	65	77	27	104
Other employees, including:	1,337	172	1,509	4,485	770	5,255	5,822	942	6,764
aged 51 and older	72	5	77	144	8	152	216	13	229
aged 31–50	452	80	532	1,304	170	1,474	1,756	250	2,006
aged 30 or younger	813	87	900	3,037	592	3,629	3,850	679	4,529
Employees of all levels									
aged 51 and older	84	8	92	151	12	163	235	20	255
aged 31–50	526	123	649	1,448	202	1,650	1,974	325	2,299
aged 30 or younger	840	99	939	3,087	607	3,694	3,927	706	4,633
Total for all levels	1,450	230	1,680	4,686	821	5,507	6,136	1,051	7,187

TABLE Z1.8. NUMBER OF EMPLOYEES NEWLY HIRED IN THE PERIOD FEBRUARY 1ST 2022–JANUARY 31ST 2023 AT CCC S.A. GRI 401-1

number of persons	under permanent contracts			under temporary contracts			total		
	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	1	0	1	0	0	0	1	0	1
aged 51 and older	0	0	0	0	0	0	0	0	0
aged 31–50	1	0	1	0	0	0	1	0	1
aged 30 or younger	0	0	0	0	0	0	0	0	0
Managers and supervisors, including:	7	3	10	60	20	80	67	23	90
aged 51 and older	1	0	1	1	0	1	2	0	2
aged 31–50	4	1	5	46	12	58	50	13	63
aged 30 or younger	2	2	4	13	8	21	15	10	25
Other employees, including:	38	4	42	1,395	89	1,484	1,433	93	1,526
aged 51 and older	8	0	8	32	2	34	40	2	42
aged 31–50	19	4	23	364	23	387	383	27	410
aged 30 or younger	11	0	11	999	64	1,063	1,010	64	1,074
Employees of all levels									
aged 51 and older	9	0	9	33	2	35	42	2	44
aged 31–50	24	5	29	410	35	445	434	40	474
aged 30 or younger	13	2	15	1,012	72	1,084	1,025	74	1,099
Total for all levels	46	7	53	1,455	109	1,564	1,501	116	1,617

TABLE Z1.9. NUMBER OF EMPLOYEES WHO LEFT THEIR JOBS AT THE CCC GROUP IN THE PERIOD FEBRUARY 1ST 2022–JANUARY 31ST

number of persons	under permanent contracts			under temporary contracts			total		
	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	8	5	13	0	3	3	8	8	16
aged 51 and older	1	1	2	0	1	1	1	2	3
aged 31–50	7	4	11	0	2	2	7	6	13
aged 30 or younger	0	0	0	0	0	0	0	0	0
Managers and supervisors, including:	272	76	348	97	35	132	369	111	480
aged 51 and older	23	5	28	4	1	5	27	6	33
aged 31–50	190	57	246	61	24	85	251	81	332
aged 30 or younger	59	14	72	32	10	42	91	24	115
Other employees, including:	1,817	315	2,132	4,356	701	5,057	6,173	1,016	7,189
aged 51 and older	171	13	184	132	11	143	303	24	327
aged 31–50	703	135	838	1,163	136	1,299	1,866	271	2,137
aged 30 or younger	937	167	1,110	3,061	554	3,615	4,004	721	4,725
Employees of all levels									
aged 51 and older	195	19	214	136	13	149	331	32	363
aged 31–50	900	196	1,096	1,224	162	1,386	2,124	358	2,482
aged 30 or younger	1,002	181	1,183	3,093	564	3,657	4,095	745	4,840
Total for all levels	2,097	396	2,493	4,453	739	5,192	6,550	1,135	7,685

TABLE Z1.10. NUMBER OF EMPLOYEES WHO LEFT THEIR JOBS AT CCC S.A. IN THE PERIOD FEBRUARY 1ST 2022–JANUARY 31ST 2023

number of persons	under permanent contracts			under temporary contracts			total		
	F	M	F+M	F	M	F+M	F	M	F+M
Senior management, including:	4	0	4	0	0	0	4	0	4
aged 51 and older	1	0	1	0	0	0	1	0	1
aged 31–50	3	0	3	0	0	0	3	0	3
aged 30 or younger	0	0	0	0	0	0	0	0	0
Managers and supervisors, including:	101	25	126	35	12	47	136	37	173
aged 51 and older	10	1	11	1	0	1	11	1	12
aged 31–50	72	23	95	19	7	26	91	30	121
aged 30 or younger	19	1	20	15	5	20	34	6	40
Other employees, including:	374	70	444	2,035	141	2,176	2,409	211	2,620
aged 51 and older	51	4	55	35	1	36	86	5	91
aged 31–50	198	37	235	522	23	545	720	60	780
aged 30 or younger	125	29	154	1,478	117	1,595	1,603	146	1,749
Employees of all levels									
aged 51 and older	62	5	67	36	1	37	98	6	104
aged 31–50	273	60	333	541	30	571	814	90	904
aged 30 or younger	144	30	174	1,493	122	1,615	1,637	152	1,789
Total for all levels	479	95	574	2,070	153	2,223	2,549	248	2,797

TABLE Z1.11. NUMBER OF EMPLOYEES BY JOB POSITION AT THE CCC GROUP

number of persons	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Management Board	5	19	24	4	18	22	7	18	25	4	16	20	-42.9%	-11.1%	-20.0%
Directors	24	37	61	27	34	61	31	45	76	34	58	92	+9.7%	+28.9%	+21.1%
Managers and supervisors	1,853	233	2,086	1,784	231	2,015	1,009	248	1,257	1,852	371	2,223	+83.5%	+49.6%	+76.8%
Store employees	8,961	478	9,439	8,526	489	9,015	9,974	801	10,775	8,018	672	8,690	-19.6%	-16.1%	-19.4%
Production personnel	761	161	922	591	101	692	7	3	10	0	2	2	-100.0%	-33.3%	-80.0%
Administrative staff	1,567	601	2,168	1,534	525	2,059	1,884	904	2,788	1,816	952	2,768	-3.6%	+5.3%	-0.7%
Warehouse and logistics staff	860	587	1,447	859	557	1,416	1,182	541	1,723	965	417	1,382	-18.4%	-22.9%	-19.8%
All employees	14,031	2,116	16,147	13,325	1,955	15,280	14,094	2,560	16,654	12,689	2,488	15,177	-10.0%	-2.8%	-8.9%

TABLE Z1.12. NUMBER OF EMPLOYEES BY JOB POSITION AT CCC S.A.

number of persons	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Management Board	0	3	3	0	3	3	0	7	7	0	4	4	-	-42.9%	-42.9%
Directors	6	1	7	6	2	8	6	2	8	6	5	11	0.0%	+150.0%	+37.5%
Managers and supervisors	905	54	959	833	51	884	37	39	76	805	91	896	+2,075.7%	+133.3%	+1,078.9%
Store employees	4,510	144	4,654	4,121	141	4,262	5,248	257	5,505	3,634	108	3,742	-30.8%	-58.0%	-32.0%
Production personnel	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-
Administrative staff	220	70	290	152	62	214	124	69	193	141	77	218	+13.7%	+11.6%	+13.0%
Warehouse and logistics staff	558	304	862	503	231	734	532	230	762	424	142	566	-20.3%	-38.3%	-25.7%
All employees	6,199	576	6,775	5,615	490	6,105	5,947	604	6,551	5,010	427	5,437	-15.8%	-29.3%	-17.0%

TABLE Z1.13. DATA ON OTHER WORKERS AT THE CCC GROUP GRI 2-8

number of persons, as at January 31 st 2023	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Number of persons providing work under civil-law contracts (short-term and piece-work contracts)	1,159	281	1,440	1,510	343	1,853	1,691	447	2,138	1,295	273	1,568	-23.4%	-38.9%	-26.7%
Number of persons providing work under cooperation agreements (B2B)	16	45	61	18	50	68	25	86	111	48	183	231	+92.0%	+112.8%	+108.1%
Number of persons providing work under contracts of appointment	4	11	15	2	10	12	2	14	16	20	10	30	+900.0%	-28.6%	+87.5%

TABLE Z1.14. DATA ON OTHER WORKERS AT CCC S.A. GRI 2-8

number of persons, as at January 31 st 2023	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Number of persons providing work under civil-law contracts (short-term and piece-work contracts)	21	3	24	251	29	280	407	101	508	104	17	121	-74.4%	-83.2%	-76.2%
Number of persons providing work under cooperation agreements (B2B)	3	11	14	3	11	14	0	0	0	3	9	12	-	-	-
Number of persons providing work under contracts of appointment	0	3	3	0	3	3	0	7	7	0	4	4	-	-42.9%	-42.9%

TABLE Z.1.15 EMPLOYEES WITH DISABILITIES AT THE CCC GROUP

number of persons, PLN '000	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Number of employees with disabilities	558	73	631	479	61	540	526	65	591	449	54	503	-14.6%	-16.9%	-14.9%
Contributions paid to PFRON	1,468,880.2			2,349,044.2			3,382,549.1			4,874,949.8			+44.1%		

TABLE Z.1.16 EMPLOYEES WITH DISABILITIES AT CCC S.A.

number of persons, PLN '000	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Number of employees with disabilities	402	23	425	323	14	337	367	21	388	293	12	305	-20.2%	-42.9%	-21.4%
Contributions paid to PFRON	0.0			0.0			0.0			0.0			-		

TABLE Z.1.17 GLASS CEILING RATIOS AT THE CCC GROUP own indicator

%	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	41.9%	58.1%		39.8%	60.2%		34.9%	65.1%		33.8%	66.2%		-1.1pp	+1.1pp	
Managers and supervisors	89.4%	10.6%		89.2%	10.8%		86.3%	13.7%		84.9%	15.1%		-1.3pp	+1.3pp	
Other employees	87.0%	13.0%		87.9%	12.1%		85.9%	14.1%		85.5%	14.5%		-0.4pp	+0.4pp	
All employees	87.1%	12.9%		87.9%	12.1%		85.6%	14.4%		85.1%	14.9%		-0.5pp	+0.5pp	
- senior executives, managers and supervisors	87.8%	12.2%		87.7%	12.3%		84.3%	15.7%		83.3%	16.7%		-1.0pp	+1.0pp	
GCR2			45.2%			48.0%			50.7%			51.3%			+0.6pp
GCR1			2.2%			1.3%			0.7%			0.2%			-0.5pp
GCR (senior executives, managers and supervisors)			0.7%			0.2%			1.3%			1.8%			+0.5pp

TABLE Z.1.18 GLASS CEILING RATIOS AT CCC S.A.

own indicator

%	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	82.6%	17.4%		65.2%	34.8%		71.4%	28.6%		57.1%	42.9%		-14.3pp	+14.3pp	
Managers and supervisors	94.4%	5.6%		94.3%	5.7%		92.1%	7.9%		90.1%	9.9%		-2.0pp	+2.0pp	
Other employees	90.1%	9.9%		91.0%	9.0%		91.1%	8.9%		92.4%	7.6%		+1.3pp	-1.3pp	
All employees	90.8%	9.2%		91.5%	8.5%		91.3%	8.7%		91.9%	8.1%		+0.7pp	-0.7pp	
- senior executives, managers and supervisors	94.4%	5.6%		94.1%	5.9%		92.0%	8.0%		89.8%	10.2%		-2.1pp	+2.1pp	
GCR2			8.2%			26.3%			19.8%			34.8%			+14.9pp
GCR1			3.7%			2.8%			0.9%			1.8%			+1.0pp
GCR (senior executives, managers and supervisors)			3.6%			2.6%			0.7%			2.1%			+1.4pp

6.2.APPENDIX 2. DATA ON EMPLOYEE REMUNERATION¹

TABLE Z2.1. AVERAGE MONTHLY GROSS PAY AT THE CCC GROUP GRI 405-2

PLN	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	MID	F	M	MID	F	M	MID	F	M	MID	F	M	MID
Senior management	20,138.9	23,350.6	24,144.1	22,217.3	24,155.0	23,382.9	24,911.0	31,170.4	28,986.9	28,127.3	37,234.5	34,060.2	+12.9%	+19.5%	+17.5%
Managers and supervisors	4,512.6	9,724.1	5,350.5	4,520.0	9,702.1	5,077.1	5,611.7	10,710.6	6,296.2	7,652.3	12,144.6	8,346.0	+36.4%	+13.4%	+32.6%
Other employees	2,778.7	4,012.1	3,140.6	3,060.2	4,831.4	3,274.7	4,060.2	5,129.8	4,211.3	4,804.3	6,959.3	5,111.3	+18.3%	+35.7%	+21.4%
All employees	3,077.5	5,119.6	3,563.1	3,331.2	5,960.3	3,650.4	4,361.5	7,408.9	4,697.9	5,328.1	8,620.9	5,813.3	+22.2%	+16.4%	+23.7%

TABLE Z2.2. AVERAGE MONTHLY GROSS PAY AT CCC S.A. GRI 405-2

PLN	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	MID	F	M	MID	F	M	MID	F	M	MID	F	M	MID
Senior management	35,478.3	24,121.2	33,503.1	35,236.0	28,365.2	32,846.1	27,412.8	112,788.7	51,805.9	27,539.3	30,214.9	28,456.6	+0.5%	-73.2%	-45.1%
Managers and supervisors	4,532.6	10,012.0	4,836.8	4,207.4	8,880.0	4,473.9	5,033.6	10,618.4	5,472.7	6,014.2	8,641.3	6,270.8	+19.5%	-18.6%	+14.6%
Other employees	2,989.7	4,593.8	3,148.7	3,061.4	4,828.8	3,220.4	3,494.6	4,754.3	3,606.5	4,216.5	6,105.8	4,359.2	+20.7%	+28.4%	+20.9%
All employees	3,279.0	5,159.7	3,452.2	3,289.1	5,404.3	3,468.1	3,775.0	8,918.4	3,976.1	4,561.5	6,840.2	4,743.7	+20.8%	-23.3%	+19.3%

¹ All remuneration data, including the Gender Pay Gap Ratio (Tables Z2.1. – Z.2.6.) was calculated excluding the long-term bonuses awarded to and paid in the financial year 2021 to three members of the Management Board of CCC S.A.

TABLE Z2.3. RATIO OF THE AVERAGE REMUNERATION OF WOMEN TO THE AVERAGE REMUNERATION OF MEN AT THE CCC GROUP GRI 405-2

%	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Senior management	86.2%	92.0%	79.9%	75.5%	-4.4pp
Managers and supervisors	46.4%	46.6%	52.4%	63.0%	+10.6pp
Other employees	69.3%	63.3%	79.2%	69.0%	-10.1pp
All employees	60.1%	55.9%	58.9%	61.8%	+2.9pp

TABLE Z2.4. RATIO OF THE AVERAGE REMUNERATION OF WOMEN TO THE AVERAGE REMUNERATION OF MEN AT CCC S.A. GRI 405-2

%	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Senior management	147.1%	124.2%	24.3%	91.1%	+66.8pp
Managers and supervisors	45.3%	47.4%	47.4%	69.6%	+22.2pp
Other employees	65.1%	63.4%	73.5%	69.1%	-4.4pp
All employees	63.6%	60.9%	42.3%	66.7%	+24.4pp

TABLE Z2.5. GENDER PAY GAP RATIOS AT THE CCC GROUP own indicator

%	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
GPGR Senior management	13.8%	8.0%	20.1%	24.5%	+4.4pp
GPGR Managers and supervisors	53.6%	53.4%	47.6%	37.0%	-10.6pp
GPGR Other employees	30.7%	36.7%	20.8%	31.0%	+10.1pp
GPGR All employees	39.9%	44.1%	41.1%	38.2%	-2.9pp

TABLE Z2.6. GENDER PAY GAP RATIOS AT CCC S.A.

own indicator

%	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
GPGR Senior management	47.1%	24.2%	75.7%	8.9%	-66.8pp
GPGR Managers and supervisors	54.7%	52.6%	52.6%	30.4%	-22.2pp
GPGR Other employees	34.9%	36.6%	26.5%	30.9%	+4.4pp
GPGR All employees	36.4%	39.1%	57.7%	33.3%	-24.4pp

TABLE Z2.7. OHS INDICATORS AT THE CCC GROUP

GRI 403-9

own indicator

	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Accidents involving employees					
Minor accidents	73.00	32.00	58.00	46.00	-20.7%
Serious accidents	3.00	3.00	0.00	1.00	-
Fatal accidents	0.00	0.00	0.00	0.00	-
Collective accidents	0.00	0.00	0.00	0.00	-
Total accidents	76.00	35.00	58.00	47.00	-19.0%
Accidents involving employees of subcontractors working on site					
Minor accidents	0.00	4.00	7.00	3.00	-57.1%
Serious accidents	0.00	0.00	0.00	0.00	-
Fatal accidents	0.00	0.00	0.00	0.00	-
Collective accidents	0.00	0.00	0.00	0.00	-
Total accidents	0.00	4.00	7.00	3.00	-57.1%
Other OHS data					
Accident frequency rate (accidents at work per 1,000 employees)	5.28	2.62	4.18	3.59	-14.1%
Accident frequency rate (accidents at work per 200,000 worked hours)	0.53	0.29	0.47	0.36	-23.1%
Serious accident frequency rate (serious accidents at work per 1 million worked hours)	0.10	0.11	0.00	0.04	-
Number of days of incapacity for work due to accidents	1,938.00	1,119.00	1,605.00	934.00	-41.8%
Accident severity rate (number of days of work disability per accident)	25.50	31.97	27.67	19.87	-28.2%
Number of cases of occupational diseases reported in the period	0.00	0.00	0.00	0.00	-
Number of employees with exceeded maximum admissible concentrations (MAC) or maximum admissible intensities (MAI) in the year	48.00	43.00	43.00	9.00	-79.1%

TABLE Z2.8. OHS INDICATORS AT CCC S.A.

GRI 403-9

own indicator

	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Accidents involving employees					
Minor accidents	4.00	3.00	8.00	11.00	+37.5%
Serious accidents	0.00	0.00	0.00	0.00	-
Fatal accidents	0.00	0.00	0.00	0.00	-
Collective accidents	0.00	0.00	0.00	0.00	-
Total accidents	4.00	3.00	8.00	11.00	+37.5%
Accidents involving employees of subcontractors working on site					
Minor accidents	0.00	1.00	0.00	0.00	-
Serious accidents	0.00	0.00	0.00	0.00	-
Fatal accidents	0.00	0.00	0.00	0.00	-
Collective accidents	0.00	0.00	0.00	0.00	-
Total accidents	0.00	1.00	0.00	0.00	-
Other OHS data					
Accident frequency rate (accidents at work per 1,000 employees)	0.68	0.78	1.46	2.40	+64.2%
Accident frequency rate (accidents at work per 200,000 worked hours)	0.07	0.08	0.15	0.24	+64.8%
Serious accident frequency rate (serious accidents at work per 1 million worked hours)	0.00	0.00	0.00	0.00	-
DNumber of days of incapacity for work due to accidents	235.00	297.00	280.00	170.00	-39.3%
Accident severity rate (number of days of work disability per accident)	58.75	74.25	35.00	15.45	-55.8%
Number of cases of occupational diseases reported in the period	0.00	0.00	0.00	0.00	-
Number of employees with exceeded maximum admissible concentrations (MAC) or maximum admissible intensities (MAI) in the year	0.00	0.00	0.00	0.00	-

TABLE Z2.9. AVERAGE NUMBER OF TRAINING HOURS AT THE CCC GROUP GRI 404-1

number of hours per employee in the period	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	6.2	17.6	12.8	16.3	6.1	10.2	2.9	3.7	3.4	20.2	24.2	22.9	+590.1%	+560.4%	+569.3%
Managers and supervisors	5.5	9.5	5.9	26.3	15.4	25.1	18.2	20.6	18.5	35.7	33.8	35.4	+95.7%	+63.6%	+90.7%
Other employees	4.0	3.2	3.9	16.9	9.4	16.0	13.4	12.8	13.3	18.1	15.0	17.7	+35.6%	+16.7%	+33.0%
All employees	4.2	4.3	4.2	18.4	10.1	17.4	14.1	13.7	14.0	21.0	18.5	20.6	+49.0%	+34.5%	+46.9%
Training expenditure in the period (PLN '000)	2,495.5	458.4	2,995.0	814.4	230.5	1,162.3	1,584.9	548.3	2,341.6	1,304.5	936.6	2,241.1	-17.7%	+70.8%	-4.3%

TABLE Z2.10. AVERAGE NUMBER OF TRAINING HOURS AT CCC S.A. GRI 404-1

number of hours per employee in the period	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	3.2	10.0	4.3	33.6	42.5	36.7	2.4	4.5	3.0	10.3	18.3	13.0	+327.5%	+307.4%	+334.3%
Managers and supervisors	0.1	0.0	0.1	44.0	29.0	43.1	25.8	25.6	25.7	57.3	47.0	56.3	+122.4%	+83.2%	+118.5%
Other employees	0.7	0.8	0.7	37.5	19.6	35.9	19.8	23.2	20.1	31.6	35.9	31.9	+59.9%	+54.9%	+59.1%
All employees	0.6	0.7	0.6	38.7	20.8	37.2	20.8	23.5	21.0	36.1	38.2	36.3	+74.0%	+62.8%	+72.8%
Training expenditure in the period (PLN '000)	634.4	58.9	693.3	122.6	11.4	164.8	87.1	7.6	94.7	283.7	73.0	356.7	+225.8%	+863.5%	+276.8%

TABLE Z2.11. NUMBER OF EMPLOYEES UPGRADING THEIR QUALIFICTIONS AT THE CCC GROUP

number of persons	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	6	8	14	2	2	4	1	2	3	24	89	113	+2,300.0%	+4,350.0%	+3,666.7%
Managers and supervisors	47	35	82	23	5	28	26	2	28	1,576	651	2,227	+5,961.5%	+32,450.0%	+7,853.6%
Other employees	134	67	201	42	21	63	27	11	38	1,518	782	2,300	+5,522.2%	+7,009.1%	+5,952.6%
All employees	187	110	297	67	28	95	54	15	69	3,118	1,521	4,640	+5,674.1%	+10,040.0%	+6,624.6%

TABLE Z2.12. NUMBER OF EMPLOYEES UPGRADING THEIR QUALIFICATIONS AT CCC S.A.

number of persons	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	0	0	0	1	0	1	0	0	0	0	0	0	-	-	-
Managers and supervisors	0	0	0	0	2	2	0	0	0	0	0	0	-	-	-
Other employees	0	0	0	4	9	13	20	10	30	2	0	2	-90.0%	-100.0%	-93.3%
All employees	0	0	0	5	11	16	20	10	30	2	0	2	-90.0%	-100.0%	-93.3%

TABLE Z2.13. NUMBER OF EMPLOYEES TRAINED IN SELECTED TOPICS AT THE CCC GROUP

number of persons	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Induction OHS training	1,713	176	7,387	1,105	120	3,932	7,833	1,570	9,403	5,401	803	6,204	-31.0%	-48.9%	-34.0%
Periodic OHS training	2,372	224	4,199	2,038	193	3,432	4,403	313	4,716	8,844	798	9,642	+100.9%	+155.0%	+104.5%
Specialist OHS training, including first aid training	107	9	391	862	84	1,022	2,774	353	3,127	2,958	163	3,121	+6.6%	-53.8%	-0.2%
Fire safety training	3,096	325	4,076	1,547	202	1,821	4,574	553	5,127	5,160	443	5,603	+12.8%	-19.9%	+9.3%

TABLE Z2.14. NUMBER OF EMPLOYEES TRAINED IN SELECTED TOPICS AT CCC S.A.

number of persons	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
	F+M	F+M	F+M	F+M	F+M
Induction OHS training	905	604	4,161	1,945	-53.3%
Periodic OHS training	1,019	941	724	1,393	+92.4%
Specialist OHS training, including first aid training	0	0	2,478	2,353	-5.0%
Fire safety training	1,019	41	2,508	2,352	-6.2%

TABLE Z2.15. EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS AT THE CCC GROUP

number of persons	Jan 1 2019–Dec 31 2019			Jan 1 2020–Dec 31 2020			Feb 1 2021–Jan 31 2022			Feb 1 2022–Jan 31 2023			YoY change		
	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M	F	M	F+M
Senior management	1	3	4	2	3	5	0	0	0	26	48	74	-	-	-
Managers and supervisors	251	30	281	326	31	357	224	117	341	888	695	1,583	+296.4%	+494.0%	+364.2%
Other employees	735	107	842	738	110	848	690	213	903	3,323	1,630	4,953	+381.6%	+665.3%	+448.5%
All employees	987	140	1,127	1,066	144	1,210	900	330	1,230	4,237	2,373	6,610	+370.8%	+619.1%	+437.4%

TABLE Z2.16. EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS AT CCC S.A.

In 2019, 2020, 2021 and 2022 employees of CCC S.A were not subject to regular employee appraisals.

TABLE Z2.17. DIVERSITY OF EMPLOYEES AT CCC S.A. WITH EMPLOYMENT CONTRACTS BY GENDER, AGE GROUP AND EMPLOYMENT LEVEL GRI 405-1

FTE	Jan 1 2019–Dec 31 2019		Jan 1 2020–Dec 31 2020		Feb 1 2021–Jan 31 2022		Feb 1 2022–Jan 31 2023	
	F	M	F	M	F	M	F	M
Senior management, including:	82.61%	17.39%	65.22%	34.78%	71.43%	28.57%	57.14%	42.86%
aged 51 and older	-	-	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
aged 31–50	82.61%	17.39%	57.89%	42.11%	60.00%	40.00%	50.00%	50.00%
aged 30 or younger	-	-	-	-	-	-	-	-
Managers and supervisors, including:	94.45%	5.55%	94.30%	5.70%	92.14%	7.86%	90.10%	9.90%
aged 51 and older	88.00%	12.00%	88.46%	11.54%	91.30%	8.70%	84.11%	15.89%
aged 31–50	94.02%	5.98%	93.76%	6.24%	92.01%	7.99%	91.66%	8.34%
aged 30 or younger	96.31%	3.69%	97.19%	2.81%	92.65%	7.35%	83.81%	16.19%
Other employees, including:	90.09%	9.91%	91.00%	9.00%	91.12%	8.88%	92.43%	7.57%
aged 51 and older	94.17%	5.83%	93.71%	6.29%	93.59%	6.41%	94.14%	5.86%
aged 31–50	91.48%	8.52%	91.40%	8.60%	91.59%	8.41%	92.58%	7.42%
aged 30 or younger	88.46%	11.54%	90.29%	9.71%	90.39%	9.61%	91.88%	8.12%
Employees of all levels	90.79%	9.21%	91.54%	8.46%	91.26%	8.74%	91.93%	8.07%
aged 51 and older	93.54%	6.46%	93.19%	6.81%	93.44%	6.56%	92.98%	7.02%
aged 31–50	92.06%	7.94%	91.93%	8.07%	91.63%	8.37%	92.25%	7.75%
aged 30 or younger	89.17%	10.83%	90.85%	9.15%	90.58%	9.42%	91.13%	8.87%

6.3. APPENDIX 3. ENVIRONMENTAL DATA

TABLE Z3.1. FUEL AND ENERGY CONSUMPTION AT CCC S.A. GRI 302-1

	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Fuels used in buildings and systems						
Natural gas	MWh	6,067.1	4,198.2	5,983.0	2,723.0	-54.5%
Fuel oil	MWh	0.0	0.0	0.0	0.0	-
LPG	MWh	0.0	0.0	0.0	0.0	-
Fuels used in buildings and systems	MWh	6,067.1	4,198.2	5,983.0	2,723.0	-54.5%
Fuels used in transport by own vehicles						
Gasoline	MWh	2,112.0	1,082.5	1,148.9	1,785.9	+55.4%
Diesel oil	MWh	2,885.6	1,009.8	1,170.9	1,488.1	+27.1%
LPG	MWh	0.0	0.0	0.0	0.0	-
Total fuels used in transport by own vehicles	MWh	4,997.5	2,092.3	2,319.9	3,274.0	+41.1%
Energy generated						
Electricity generated from RES	MWh	55.4	82.9	65.9	76.2	+15.6%
Purchased energy						
Electricity	MWh	49,043.7	36,729.2	40,451.9	38,545.5	-4.7%
- of which retail stores	MWh	42,434.6	30,896.6	34,363.3	32,873.9	-4.3%
- other	MWh	6,609.1	5,832.6	6,088.6	5,671.7	-6.8%
Heat	MWh	0.0	0.0	0.0	0.0	-
Total energy consumption	MWh	60,163.8	43,102.6	48,820.7	44,618.7	-8.6%
Total energy consumption	GJ	216,589.52	155,169.50	175,754.57	160,627.40	-8.6%

TABLE Z3.2. CONSUMPTION OF FUELS AND ENERGY FROM RENEWABLE AND NON-RENEWABLE ENERGY SOURCES AT CCC S.A. GRI 302-1

	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Energy from all renewable sources (fuels and purchased energy)	MWh	5,279.9	9,756.6	21,462.1	18,508.9	-13.8%
<i>Percentage of energy from renewable sources</i>	%	8.8%	22.6%	44.0%	41.5%	-2.5%
Energy from all non-renewable sources (fuels and purchased energy)	MWh	54,883.8	33,346.0	27,358.6	26,109.9	-4.6%
<i>Percentage of energy from non-renewable sources</i>	%	91.2%	77.4%	56.0%	58.5%	+2.5%
Total energy from all sources	MWh	60,163.8	43,102.6	48,820.7	44,618.7	-8.6%

TABLE Z3.3. ENERGY INTENSITY RATIOS AT CCC S.A. GRI 302-3

	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
<i>Energy from renewable sources per unit of product</i>	<i>KWh/piece</i>	0.2	0.3	0.6	0.5	-13.5%
<i>Energy from renewable sources per PLN 1 million of revenue</i>	<i>MWh/1 million PLN</i>	2.3	6.1	8.9	6.8	-23.7%
<i>Energy from non-renewable sources per unit of product</i>	<i>KWh/piece</i>	1.6	1.0	0.8	0.8	-4.3%
<i>Energy from non-renewable sources per PLN 1 million of revenue</i>	<i>MWh/1 million PLN</i>	24.2	20.8	11.4	9.6	-15.6%
Energy from all sources per unit of product	KWh/piece	1.7	1.2	1.4	1.3	-8.3%
Energy from all sources per 1 million PLN of revenue	MWh/1 million PLN	26.5	26.9	20.3	16.4	-19.1%

TABLE Z3.4. GREENHOUSE GAS EMISSIONS IN FISCAL YEAR 2021 AT CCC S.A. GRI 305-1 GRI 305-2 GRI 305-4

	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Scope 1						
Emissions from fuel use in buildings and installations	Mg CO ₂ e	1,127.6	834.2	1,188.9	539.6	-54.6%
Emissions from fuel consumption in transport	Mg CO ₂ e	1,298.2	550.1	610.8	858.1	+40.5%
Emissions due to leakage of refrigerants	Mg CO ₂ e	n.a.	n.a.	400.5	23.0	-94.3%
Total GHG Scope 1 emissions	Mg CO₂e	2,425.8	1,384.3	2,200.2	1,420.7	-35.4%
Scope 2 location-based						
Emissions from purchased electricity	Mg CO ₂ e	37,925.5	24,579.2	28,235.4	27,290.2	-3.3%
Emissions from purchased heat	Mg CO ₂ e	0.0	0.0	0.0	0.0	-
Total GHG Scope 2 location-based emissions	Mg CO₂e	37,925.5	24,579.2	28,235.4	27,290.2	-3.3%
Scope 2 market-based						
Total GHG Scope 2 market-based emissions	Mg CO₂e	n.a.	24,865.6	17,163.0	16,875.9	-1.7%
Scope 1+2 market-based						
Total GHG Scope 1+2 location-based emissions	Mg CO₂e	n.a.	26,249.9	19,363.2	18,294.2	-5.5%

TABLE Z3.5. MAIN CATEGORIES OF RAW MATERIALS AND SUPPLIES IN CCC S.A.

MAIN CATEGORIES OF RAW MATERIALS AND MATERIALS	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
Cardboard and paper	Mg	0.0	0.0	50.0	575.8	+1,051.6%
Wood	Mg	0.0	0.0	40.4	0.0	-100.0%

Consumption of other raw materials is not reported in the case of CCC S.A., because this company does not use other raw materials – they are reported at the level of the entire CCC Group.

TABLE Z3.6. HAZARDOUS AND NON-HAZARDOUS WASTE IN CCC S.A. GRI 306-3

	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
HAZARDOUS WASTE						
Recycling	Mg	0.2	0.0	1.4	0.0	-100.0%
Landfill	Mg	0.0	0.0	0.0	0.0	-
Disposal	Mg	0.0	1.0	0.0	1.3	-
Reuse	Mg	0.0	0.0	0.0	0.0	-
Permanent on-site storage	Mg	0.0	0.0	0.0	0.0	-
Total hazardous waste	Mg	0.2	1.0	1.4	1.3	-10.1%
<i>Hazardous waste per 1000 product units</i>	<i>g/1 000 pieces</i>	6.6	29.9	41.6	37.5	-9.9%
<i>Hazardous waste per 1 million PLN revenue</i>	<i>kg/1 million PLN</i>	0.1	0.6	0.6	0.5	-20.5%
NON-HAZARDOUS WASTE						
Recycling	Mg	2,285.1	3,137.7	3,272.6	2,566.1	-21.6%
Landfill	Mg	39.4	0.0	127.4	15.6	-87.7%
Disposal	Mg	0.0	0.0	0.0	6.7	-
Reuse	Mg	0.0	0.0	0.0	102.6	-
Permanent on-site storage	Mg	0.0	0.0	0.0	0.0	-
Total non-hazardous waste	Mg	2,324.5	3,137.7	3,400.0	2,691.0	-20.9%
<i>Non-hazardous waste per unit of product</i>	<i>g/piece</i>	66.6	90.8	98.0	77.8	-20.6%
<i>Non-hazardous waste per 1 million PLN revenue</i>	<i>Mg/1 million PLN</i>	1.0	2.0	1.4	1.0	-30.0%

TABLE Z3.7. WATER CONSUMPTION AND WASTEWATER DISCHARGE AT CCC S.A. own indicator

	Unit	Jan 1 2019–Dec 31 2019	Jan 1 2020–Dec 31 2020	Feb 1 2021–Jan 31 2022	Feb 1 2022–Jan 31 2023	YoY change
WATER CONSUMPTION						
Water purchased	m ³	15,218.3	12,051.0	12,455.7	15,898.2	+27.6%
Water from own intakes	m ³	0.0	0.0	0.0	0.0	-
Total water consumption	m³	15,218.3	12,051.0	12,455.7	15,898.2	+27.6%
Water consumption per unit of product	l/piece	0.4	0.3	0.4	0.5	+28.0%
Water consumption per 1 million PLN of revenue	m ³ /1 million PLN	6.7	7.5	5.2	5.8	+12.9%
WASTEWATER						
Wastewater discharged into municipal network	m ³	11,173.6	9,246.0	11,724.2	13,192.5	+12.5%
Wastewater discharged per 1000 product units	l/1 000 pieces	320.3	267.6	338.0	381.4	+12.8%
Wastewater discharged per 1 million PLN of revenue	m ³ /1 million PLN	4.9	5.8	4.9	4.8	-0.4%

6.4. APPENDIX 4. EXTERNAL ASSURANCE STATEMENT

GRI 2-5



Ernst & Young Audit Polska
spółka z ograniczoną odpowiedzialnością sp. k.
Rondo ONZ 1
00-124 Warszawa

+48 (0) 22 557 70 00
+48 (0) 22 557 70 01
warszawa@pl.ey.com
www.ey.com/pl

Independent limited assurance report

To the Management Board of CCC S.A.

Scope

We have been engaged to perform limited assurance engagement in relation to selected non-financial information presented in the CCC Group's ("the Company") Responsibility Report 2022 (the "Report") for the year ended 31 January 2023, prepared based on GRI Guidance issued by Global Reporting Initiative.

The following non-financial information (GRI indicators) in the Report were subject to verification: 2-1; 2-30 | 3-1; 3-3; 201-2; 205-3; 206-1; 301-1; 302-1; 302-3; 303-3; 305-1; 305-2; 305-3; 305-4; 305-5; 306-1; 306-2; 306-3; 308-1; 308-2; 401-1; 401-2; 401-3; 402-1; 403-1; 403-5; 403-9; 404-1; 404-2; 405-1; 405-2; 406-1; 407-1; 408-1; 409-1; 414-1; 414-2; 416-1; 416-2; 417-2; 417-3; 418-1 („Selected Information”).

The subject of our verification was only the Selected Information and, other than as described in the preceding paragraph which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on the Report as a whole.

Management's responsibility

The Company's Management is responsible for preparation and presentation of the Report in accordance with GRI, in all material respects. This responsibility includes establishing and maintaining internal controls and making estimates that are relevant to the preparation and presentation of the Report, such that it is free from material misstatement, whether due to fraud or error.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the presentation of the Selected Information included in the Report subject to our attestation service based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements 3000 Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. Those standards require that we act in accordance with ethical requirements, as well as, plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Selected Information is presented in accordance with GRI.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.



Ernst & Young Audit Polska
spółka z ograniczoną odpowiedzialnością sp. k.
Rondo ONZ 1
00-124 Warszawa

+48 (0) 22 557 70 00
+48 (0) 22 557 70 01
warszawa@pl.ey.com
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Our Independence and Quality Control

Our firm applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We comply with the requirements of independence and other requirements of professional ethics in accordance with the provisions of the International Ethics Standards Board for Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which defines key principles of fairness, objectivity, professional competence, due care and confidentiality and professional conduct.

Summary of procedures performed

Our procedures performed with respect to the Selected Information were designed to obtain a limited level of assurance on which to base our conclusion and included:

- analysis and identification of Selected Information included in the Report;
- interviews with persons responsible for reporting non-financial information contained in the Report;
- comparing of Selected Information included in the Report with the received Company's documentation.

The procedures used have been selected by us at our discretion and include an assessment of the risk of material misstatement of Selected Information included in the Report. Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Report and applying analytical and other appropriate procedures. Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.



Ernst & Young Audit Polska
spółka z ograniczoną odpowiedzialnością sp. k.
Rondo ONZ 1
00-124 Warszawa

+48 (0) 22 557 70 00
+48 (0) 22 557 70 01
warszawa@pl.ey.com
www.ey.com/pl

Conclusion

Based on our procedures and the evidence obtained, we have not identified anything that would indicate that the Selected Information included in the Report and discussed in *Scope* paragraph above are not in all material respects in line with the guidance of GRI.

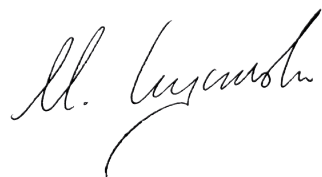
Warsaw, 14 April 2023

Rafał Hummel, Partner

Ernst & Young Audit Polska spółka z ograniczoną odpowiedzialnością sp. k.

APPROVAL FOR PUBLICATION

This non-financial statement of CCC S.A. and the CCC Group for the financial year 2022 has been authorised by the Management Board of CCC S.A.



Marcin Czyczerski
President
of the Management Board



Karol Półtorak
Vice President
of the Board of CCC S.A.



Adam Holewa
Vice President
of the Board of CCC S.A.



Igor Matus
Vice President
of the Board of CCC S.A.

Polkowice, April 17th 2023 r.

CCC
GROUP

