

VRG VISTULA RETAIL GROUP

1Q21 RESULTS PRESENTATION

MAY 27, 202⁻

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01

INTRODUCTION





BEGINNING OF YEAR AFFECTED BY PANDEMIC



2020

2021

JANUARY

Information from China about the virus, increasing uncertainty about the supply chain

Shopping malls closed all month

FEBRUARY

Growing uncertainty about the situation in Poland, delays in deliveries from China

Shopping malls open all month

MARCH

Pandemic situation, lock-down from March 14 to March 31

Local restrictions, closed shopping malls in selected regions, and from March 20 throughout the country

APRIL

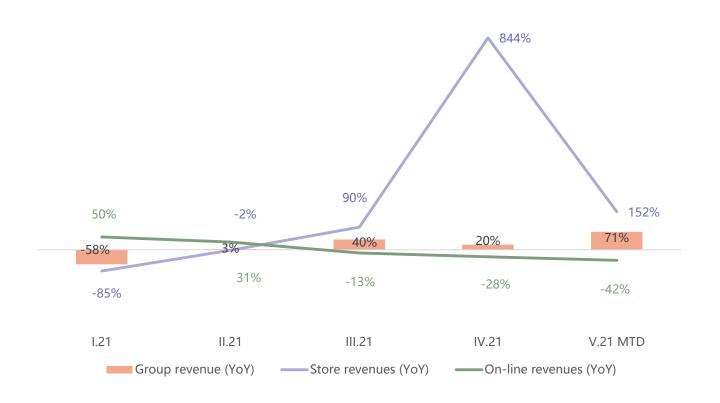
Lock-down throughout April (first wave of pandemic)

Lock-down throughout April (third wave of pandemic)

MAY

Opening of shopping malls from May 4, negotiations with shopping malls, slow recovery of demand Opening of shopping malls from May 4, slow recovery of demand faster than a year ago

REBOUND IN DEMAND AFTER STORE OPENING



E-stores

High growth rate in the first months of the year, especially during the time traditional stores were closed.

Stores

Sales in traditional stores affected by lockdown in January, March and April 2021. Rebound of traffic in May 2021 faster than a year ago and stabilization of conversion ratio.

Group

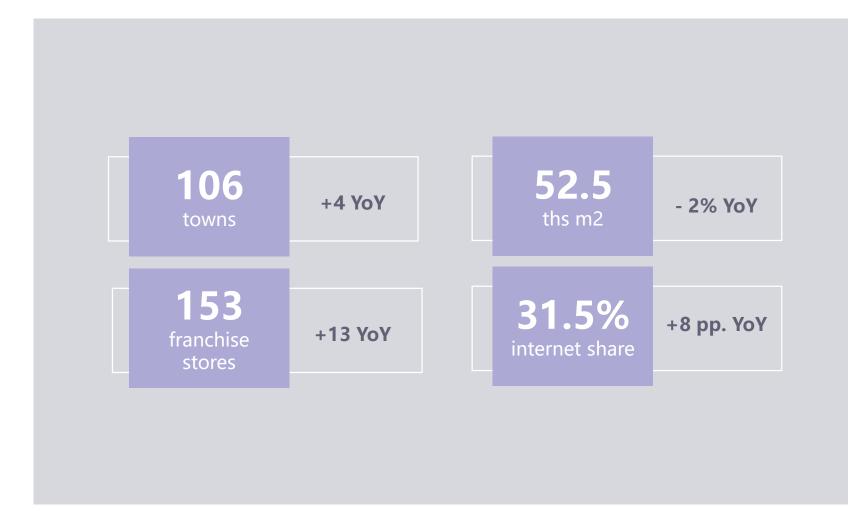
Rebound in Group's revenues at the time of opening of traditional stores.



FURTHER NETWORK OPTIMISATION, GROWING INTERNET

NUMBER OF STORES EOP 1Q21 YoY

YISTULA	148	0
BYTOM SZTUKA KRAWIECTWA OD 1945	115	-10
WÓLCZANKA	127	-10
DENICLER	31	+1
W. KRUK	140	0
VRG	561	- 19





JEWELLERY SEGMENT MORE IMMUNE TO PANDEMIC



APPAREL SEGMENT

new collections adapted to changing tastes of customers

development of the casual offer and ecological collections

growing on-line share

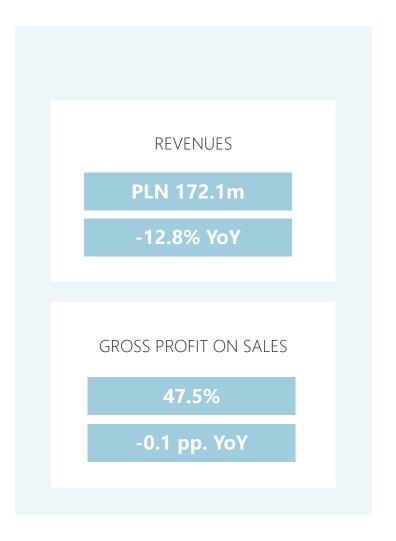
JEWELLERY SEGMENT

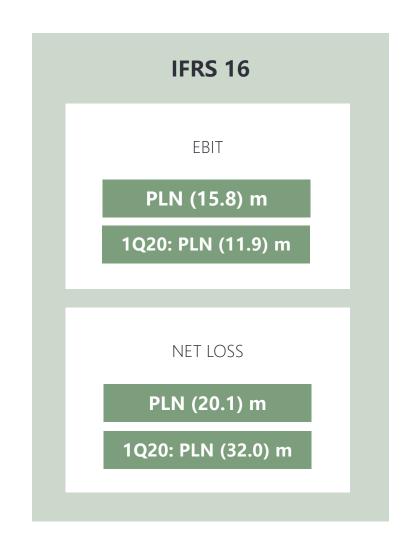
favorable trends in on-line sales, off-line sales affected by lock-downs

> favorable trends in sales of watches

gold and silver jewellery in demand

STRONGER YOY IMPACT OF PANDEMIC IN 1Q21



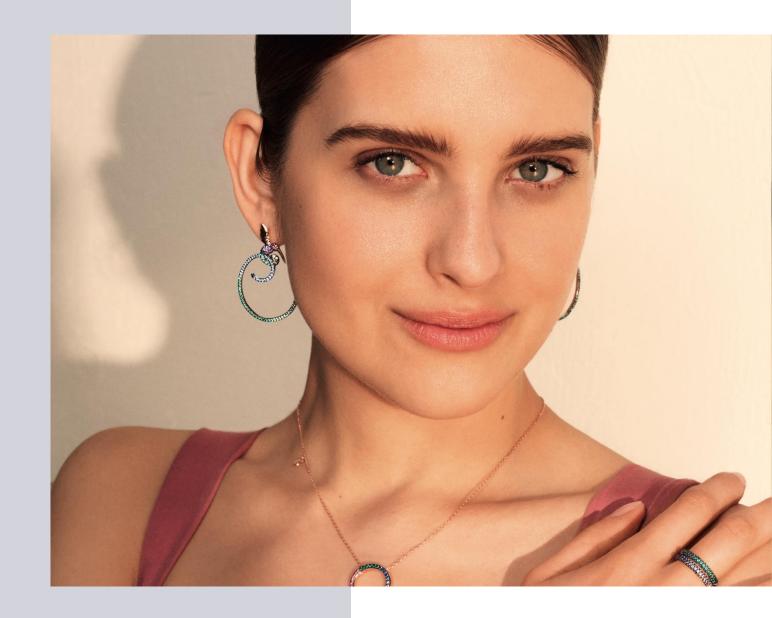






02

PERFORMANCE BY BRANDS







YISTULA



BYTOM
SZTUKA KRAWIECTWA OD 1945

WÓL(ZANKA

DENI CLER

W.KRUK

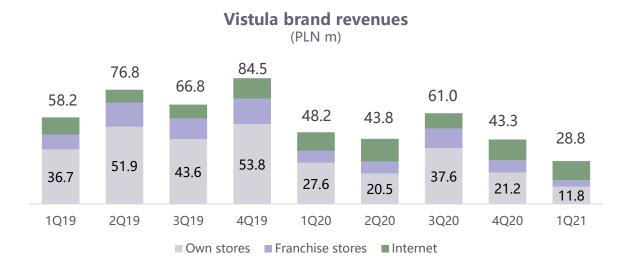
VISTULA: GROWING ON-LINE SHARE

Vistula brand network

	1Q20	1Q21	YoY
Number of stores	148	148	0
incl. franchise	59	64	+5
Floorspace (m2)	18,650	18,586	0%
incl. franchise	5,991	6,525	9%
Internet % sales	26.0%	44.7%	18.7pp.



- Both franchise floorspace and number of stores grew YoY at the end of 1021. Franchise stores were less affected than own stores by COVID-19.
- Vistula brand revenues reached PLN 28.8m in 1Q21 (down 40.2%) YoY) along with shopping malls being closed in January and March 2021.

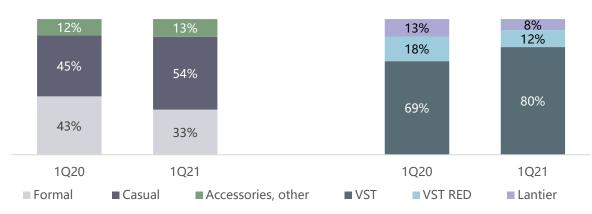


- Internet revenues amounted to PLN 12.9m in 1Q21, up 2.9% YoY, with simultaneous growth in gross profit margin.
- Share of internet in revenues reached 44.7% in 1Q21 compared to 26.0% in 1Q20 – growth due to changes in shopping habits during pandemic and longer time during which stores were closed (January 2021).
- Franchise revenues reached PLN 4.2m in 1Q21 (-48.5% YoY).
- Share of franchise in revenues fell from 16.7% in 1Q20 to 14.4% in 1Q21.



VISTULA: GROWING SHARE OF CASUAL





- Significant increase in the share of casual in 1Q21 as the pandemic continued and lower demand for formal clothing.
- Stable share of accessories in sales.
- Increase in share of main Vistula line in sales at the expense of the modern Vistula Red and the higher positioned Lantier line.

Vistula brand efficiency

	1Q20	1Q21	YoY
Revenues (PLN/m2 per month)	850	517	-39.2%
Gross profit margin (%)	47.7%	46.6%	-1.1pp.
Cost of stores (PLN/m2 per month)	391	282	-27.9%
Store EBIT (PLN m)	0.8	-2.3	N/M

- YoY drop in sales/ m2 due to longer YoY administrative closure of stores due to the COVID-19 pandemic.
- Gross margin YoY fall sell-offs only in on-line format in January 2021; higher share of on-line channel.
- Drop in store costs/ m2 lower than sales/ m2 fall lower YoY salaries, lower rents (partially expensed in January, individual negotiations), lower other store costs.





BYTOM

SZTUKA KRAWIECTWA OD 1945



VISTULA BYTOM WÓL(ZANKA

DENI CLER

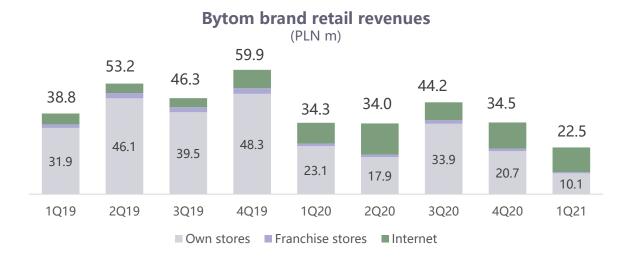
W.KRUK

BYTOM: HIGH ON-LINE SALES GROWTH

Bytom brand network

	1Q20	1Q21	r/r
Number of stores	125	115	-10
incl. franchise	8	10	+ 2
Floorspace (m2)	16,487	15,327	-7%
incl. franchise	908	1,045	15%
Internet % sales	29.2%	52.8%	23.6рр.

- Number of Bytom stores decreased by 10 net YoY, while the number of franchise stores increased by 2 net YoY.
- Floorspace decreased by 7% YoY. Changes in floorspace also took place at the level of franchise stores.
- Retail revenues of Bytom brand amounted to PLN 22.5m in 1Q21 (-34.6% YoY).

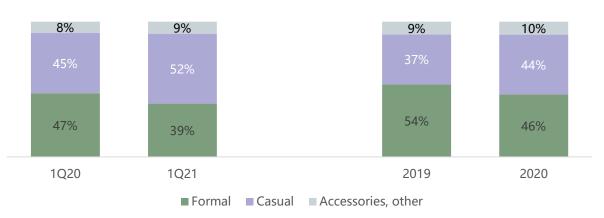


- Internet revenues amounted to PLN 11.9m in 1Q21 (+ 18.3% YoY), accounting for 52.8% of sales.
- Favourable on-line dynamics resulted from higher outlays on online traffic and closing down of traditional stores due to lock-down. Growth despite higher on-line margins.
- Franchise revenues amounted to PLN 0.6m in 1Q21 (-55.1% YoY).
- Share of franchise in sales declined YoY from 3.6% in 1O20 to 2.5% in 1Q21.



BYTOM: A GROWING SHARE OF CASUAL





Bytom brand efficiency

	1Q20	1Q21	YoY
Revenues (PLN/m2 per month)	698	486	-30.3%
Gross profit margin (%)	45.8%	43.1%	-2.7pp.
Cost of stores (PLN/m2 per month)	396	333	-16.1%
Store EBIT (PLN m)	-3.8	-5.7	N/M

- Growing share of casual sales in 1Q21, in line with market trends and greater interest in casual offer while working remotely.
- Dynamic sale of casual on-line collection.
- Stable share of accessories in 1Q21 sales structure at the expense of formal clothing.

- Decline in sales/ m2 improvement in on-line sales and increase in share of casual did not compensate for the decline in sales in own stores, closed longer than a year earlier.
- Lower YoY gross margin due to higher share of on-line channel and the need to conduct January sell-offs on-line.
- Fall in store costs/ m2 lower than sales/ m2: lower wages and rents (partially paid for January, individual negotiations), but significant share of fixed costs and higher costs of on-line marketing.





W Ó L (ZANKA



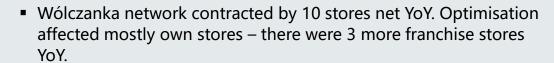
WÓLCZANKA DENICLER

W.KRUK

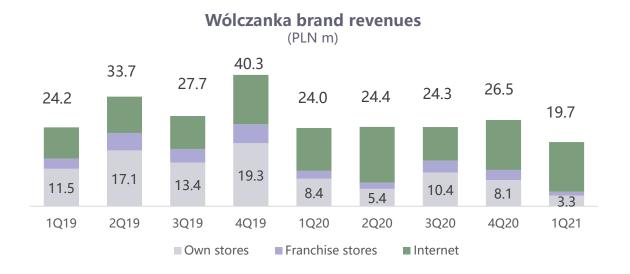
WÓLCZANKA: AN ON-LINE BRAND

Wólczanka brand network

	1Q20	1Q21	r/r
Number of stores	137	127	-10
incl. franchise	50	53	+ 3
Floorspace (m2)	4,877	4,662	-4%
incl. franchise	1,504	1,625	8%
Internet % sales	54.9%	77.3%	22.4pp.



- Brand's floorspace fell 4% YoY, while franchise store floorspace grew by 8% YoY.
- Wólczanka revenues reached PLN 19.7m in 1Q21 (-18,0% YoY), due to a sizeable share of on-line in sales, which to a large extent compensated off-line falls.



- Internet revenues amounted to PLN 15.2m in 1Q21 (up 15.6% YoY), stable QoQ, constituting already 77.3% of revenues.
- Franchise revenues reached PLN 1.2m in 1Q21 (down 50.8% YoY).
- Share of franchise in revenues came in at 6.0% in 1Q21, down 4.0 pp. YoY.



A GROWING SHARE OF NEW ASSORTMENTS





Wólczanka brand efficiency

	1Q20	1Q21	YoY
Revenues (PLN/m2 per month)	1,637	1,417	-13.5%
Gross profit margin (%)	49.2%	47.8%	-1.4pp.
Cost of stores (PLN/m2 per month)	730	625	-14.4%
Store EBIT (PLN m)	1.1	0.7	-34.0%

- Increase in sales of knitwear due to broadening the product range to include women's and men's trousers, polo shirts, T-shirts and dresses.
- Fall in share of shirts is the result of development of new product groups, the impact of the pandemic and remote work.
- Growing share of women's collection results from further diversification of the brand's offer and very good acceptance by customers of the extended range of the brand.

- Slight decrease in revenues/ m2 despite longer administrative lockdowns due to significant share of internet in sales.
- Lower gross margin due to higher share of the on-line channel. Increase of gross margin on sales in the on-line channel.
- Costs/ m2 decreases comparable to sales falls due to variable internet-related costs.
- Positive EBIT in 1Q21.









VISTULA

BYTOM

WÓLCZANKA DENICLER

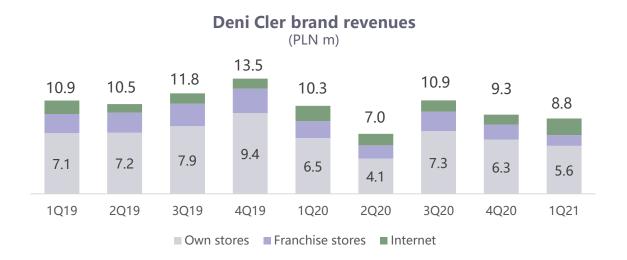
W.KRUK

DENI CLER: STABLE NETWORK, SHOP-IN-SHOP DEVELOPMENT

Deni Cler brand network

	1Q20	1Q21	YoY
Number of stores	30	31	+1
incl. franchise	9	8	-1
Floorspace (m2)	2,947	2,989	1%
incl. franchise	720	594	-18%
Internet % sales	17.5%	22.0%	4.5pp.

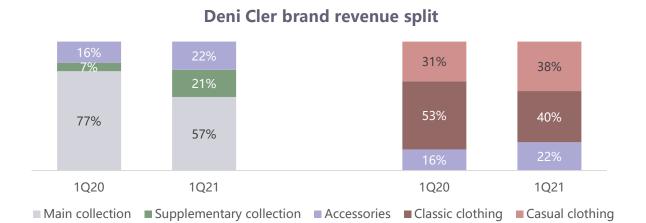
- Deni Cler network encompasses 31 monobrand stores (both own and franchise) in top shopping malls in Poland.
- Development of shop-in-shop concept. Deni Cler collections available at selected partners running multiband stores in 15 towns in the country (-1 QoQ).
- Overall, a total number of 46 points of sales all over the country.



- In 1Q21, Deni Cler brand revenues amounted to PLN 8.8m, down by 14.4% YoY.
- Internet generated PLN 1.9m in revenues in 1Q21 (7.5% YoY) and accounted for 22.0% of the brand's revenues.
- Revenues from franchises and multibrands amounted to PLN 2.8m in 1Q21 (-2.5% YoY). Franchise and multibrands accounted for 31.8% of sales in 1021.



DENI CLER: GROWING STORE EBIT

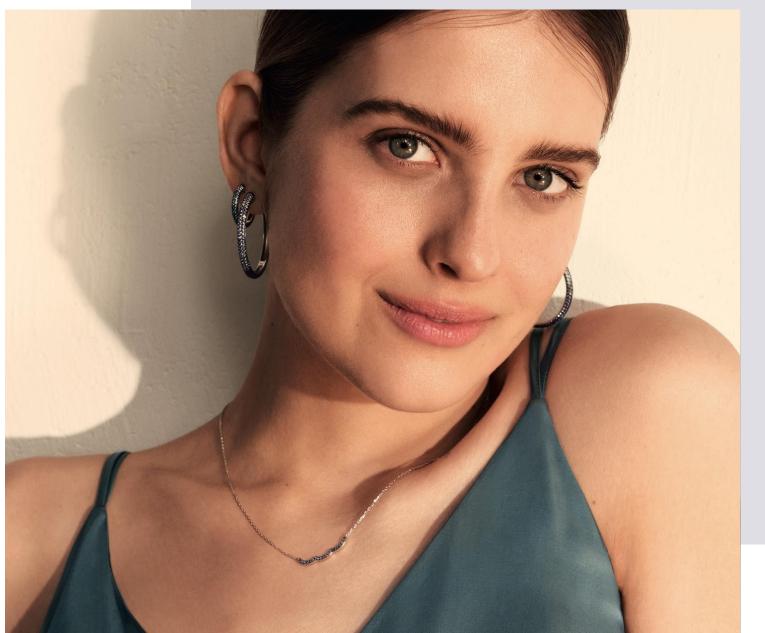


Deni Cler brand efficiency

	1Q20	1Q21	YoY
Revenues (PLN/m2 per month)	1,142	983	-13.9%
Gross profit margin (%)	50.6%	52.0%	1.4pp.
Cost of stores (PLN/m2 per month)	473	392	-17.1%
Store EBIT (PLN m)	0.9	1.1	13.3%

- Emphasis on capsule collections. Increase in the share of accessories and complementary collections at the expense of the main collection.
- Classic clothing is still the biggest element of the collection. Casual clothing is growing in strength.
- Increase in share of e-commerce in sales, yet the level remains below other brands of the apparel segment due to the nature of clothing and the target group (higher price segment).
- Fall in revenues/ m2 lower than in Vistula and Bytom brands, among others due to introduction of a new assortment.
- Gross margin increase YoY despite January sale-offs conducted only on-line due to lesser YoY promotions.
- Double-digit YoY decline in costs/ m2 higher than sales/ m2 fall due to lower rental and personnel costs. Significant share of multibrand and franchise stores with variable costs also had a positive impact on costs/ m2 dynamics.
- As a result, positive and growing EBIT of stores.









BYTOM

WÓL(ZANKA

DENI CLER

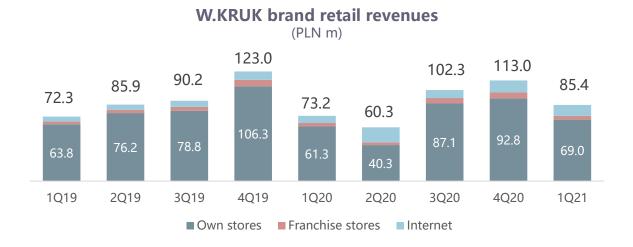
W.KRUK

W.KRUK: BRAND IMMUNE TO PANDEMIC

W.KRUK brand network

	1Q20	1Q21	YoY
Number of stores	140	140	0
incl. franchise	14	18	+ 4
Floorspace (m2)	10,732	10,918	2%
incl. franchise	856	1,113	30%
Internet % sales	10.9%	14.3%	3.4pp.

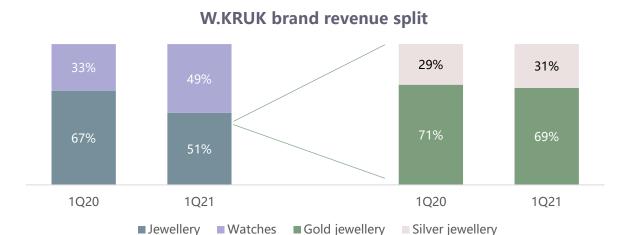
- Continuation of W.KRUK brand development. Stable number of stores net translated into a 2% YoY increase in brand's floorspace.
- The brand had 18 franchise stores at the end of 1Q21, 4 more YoY. Franchise store floorspace increased by 30% YoY.
- W.KRUK retail revenues in 1Q21 reached PLN 85.4m (growth by 16.8% YoY).



- Revenues from W.KRUK brand traditional stores in 1021 amounted to PLN 69.0m (an increase of 12.6% YoY).
- Internet revenues amounted to PLN 12.2m, +54.0% YoY. In 1Q21, internet accounted for 14.3% of sales compared to 10.9% in 1Q20.
- Franchise revenues amounted to PLN 4.2m in 1Q21, an increase of 6.1% YoY, and their share in sales in 1Q21 amounted to 4.9%, down from 5.4% in 1Q20.



W.KRUK: GROWING STORE EBIT



W.KRUK brand efficiency

	1Q20	1Q21	YoY
Revenues (PLN/m2 per month)	2,284	2,606	14.1%
Gross profit margin (%)	50.1%	50.3%	0.2pp.
Cost of stores (PLN/m2 per month)	817	739	-9.5%
Store EBIT (PLN m)	10.5	18.8	78.8%

- Significant changes in the sales structure growing share of watches in relation to jewellery. Advantageous effect of exclusivity on sale of luxury Rolex and Patek Philippe watches.
- Growing share of silver jewellery in sales structure in 1Q21.
- Increase in sales/ m2 in the quarter as the only brand due to high interest in watches.

- Stable YoY gross profit margin despite a growing share of watches in sales due to a stable margin policy and lower YoY promotions.
- Fall in costs/ m2 in line with sales/ m2 growth due to lower costs of rentals (partial cuts for January) and HR, yet a stable level of depreciation and provisions.
- A sizeable YoY fall in marketing costs. As a result, positive and growing store EBIT.



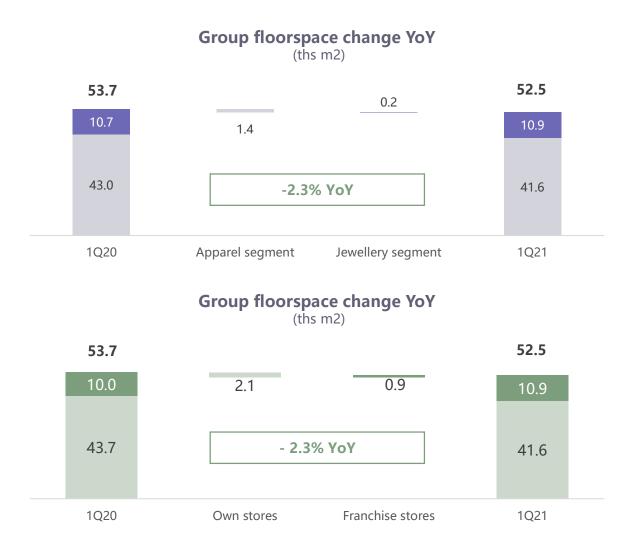
03

GROUP RESULTS





STABLE GROUP FLOORSPACE

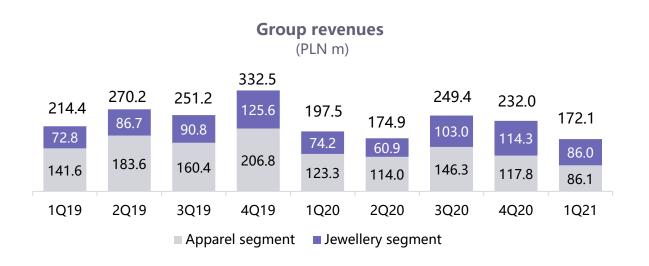


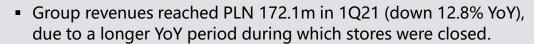
- Group floorspace reached 52.5 ths m2 at the end of 1Q21, down 2.3% YoY.
- The apparel segment floorspace fell 1.4 ths m2, down 3.2% YoY, due to closing down of unprofitable stores.
- The jewellery segment floorspace grew 0.2 ths m2 net to group floorspace, growing 1.7% YoY, due to development of franchise stores.

- Over the course of the year, own stores were closed while franchise stores were opened.
- Own stores floorspace fell by 2.1 ths m2, down 4.9% YoY.
- Growth in franchise floorspace amounted to 0.9 ths m2, down 9.2% YoY.

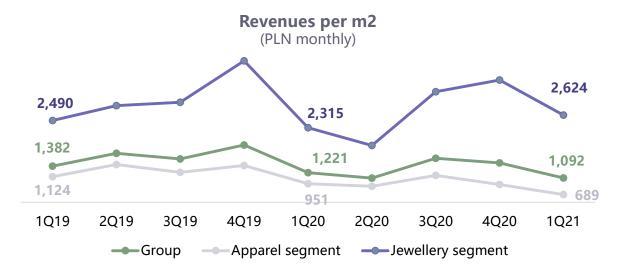


JEWELLERY SEGMENT ALREADY CONSTITUTES HALF OF SALES





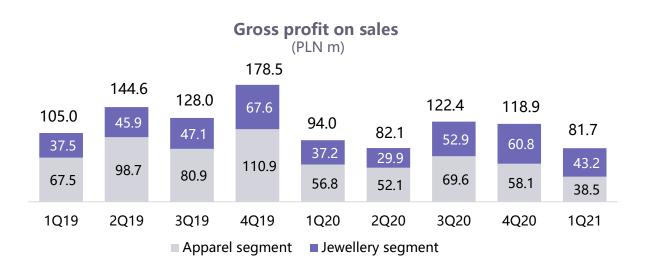
- Apparel segment revenues fell 30.2% YoY, reaching PLN 86.1m, in 1Q21.
- Jewellery segment revenues amounted to PLN 86.0m, up 16.0% YoY in 1Q21. Growth in share of this segment in revenues from 37.6% in 1Q20 to 50.0% in 1Q21.



- In 1Q21 group sales/ m2 reached PLN 1,092, down 10.6% YoY.
- Revenues/ m2 for the apparel segment amounted to PLN 689 in 1Q21, down 27.5% YoY.
- Jewellery segment revenues/ m2 reached PLN 2,624 in 1Q21, up 13.3% YoY.

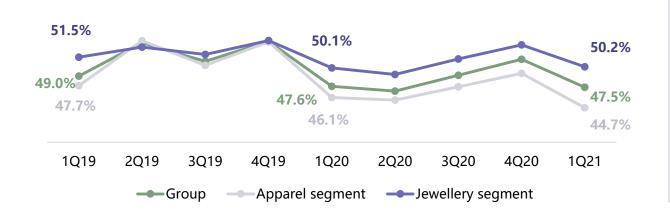


MORE FAVOURABLE TRENDS IN THE JEWELLERY SEGMENT



- Group gross profit on sales amounted to PLN 81.7m in 1Q21 (down 13.1% YoY).
- In 1Q21 gross profit on sales of the apparel segment reached PLN 38.5m, down 32.3% YoY.
- Gross profit on sales of the jewellery segment amounted to PLN 43.2m, +16.4% YoY.

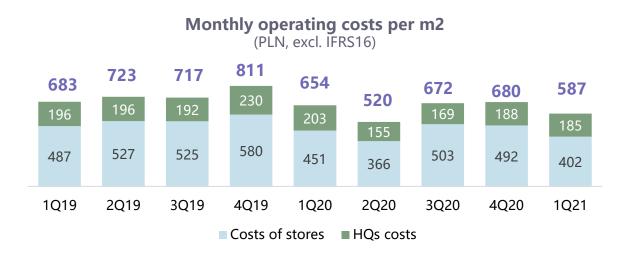
Gross profit on sales margin

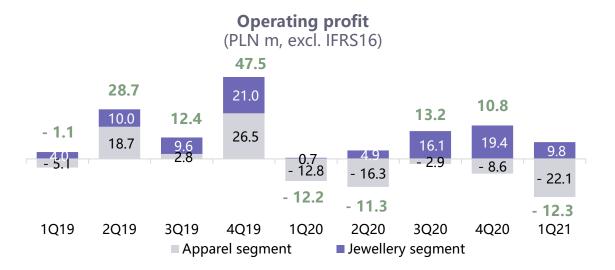


- Group gross profit margin reached 47.5% in 1Q21, down 0.1 pp. YoY.
- The apparel segment gross profit margin fell 1.4 pp. YoY to 44.7% in 1Q21, due to higher share of internet. Gross profit margin on online sales was higher YoY for all brands.
- The jewellery segment noted a 0.1 pp. YoY growth in 1Q21 gross profit margin, to 50.2% level, due to lower YoY promotions.



FALL IN OPERATING COSTS/ M2





- Group operating costs/ m2 (IAS17) reached PLN 587/ m2 monthly and fell 10.2% YoY in 1Q21 due to cost reductions conducted (rentals, HR costs).
- Costs of stores at PLN 402/ m2 (-10.8% YoY), while HQs costs / m2 at PLN 185/ m2, -9,0% YoY (under IAS17).
- Under IAS17, the apparel segment costs reached PLN 474/m2 in 1Q21, down 11.1% YoY, while the jewellery segment costs amounted to PLN 1 018/m2 per month, down 10.9% YoY in 1Q21.

- Group operating loss reached PLN 12.3m in 1Q21 under IAS17, stable YoY. Loss under IFRS16 amounted to PLN 15.8m.
- 1Q21 EBIT loss of the apparel segment amounted to PLN 22.1m under IAS17 (PLN 24.4m loss under IFRS16) compared to PLN 12.8m income in 1O20.
- Operating profit of the jewellery segment reached PLN 9.8m in 1Q21 (PLN 8.6m under IFRS16), sizably higher than PLN 0.7m in 1Q20, among others due to lower marketing costs.



1Q21 IFRS16 RESULTS AFFECTED BY LOCK-DOWN

PLN m, IFRS16	1Q20	1Q21	YoY
Revenues	197.5	172.1	-12.8%
Gross profit on sales	94.0	81.7	-13.1%
Gross profit on sales margin	47.6%	47.5%	-0.1pp.
SG&A costs	105.5	96.1	-8.9%
EBIT	-11.9	-15.8	N/M
EBIT margin	-6.0%	-9.2%	<i>-3.2pp.</i>
Net financial activity	-23.2	-6.7	
Net profit	-32.0	-20.1	-37.1%
Net margin	-16.2%	-11.7%	4.5pp.
EBITDA	17.4	10.7	-38.4%
EBITDA margin	8.8%	6.2%	<i>-2.6pp.</i>
EBIT Internet (without allocation of G&A costs)	8.8	13.1	48.6%

- Lower YoY revenues due to a stronger impact of COVID-19 pandemic and longer administrative closure of shopping malls.
- Stable YoY gross profit margin due to higher share of jewellery segment, which recorded gross profit margin pick-up as well as lower promotions in all brands.
- Results comparable YoY application of IFRS16 since 1Q19.
- A less favourable YoY impact of other operating activity due to liquidation of stocks from older collections.
- Growing operating result from the internet due to higher on-line scale. Off-line operating result under pressure due to traditional stores being closed during lock-down.
- A more favourable impact of financial activity than in 1Q20. PLN 3.2m of FX losses on IFRS16 versus PLN 17.3m in 1Q20.
- IFRS16 interest amounted to PLN 1.4m in 1Q21, compared to PLN 0.9m in 1Q20.
- Net loss of PLN 20.1m in 1Q21 compared to net loss of PLN 32.0m in 1Q20.



MORE FAVOURABLE RESULT UNDER IAS17

PLN m, IAS17	1Q20	1Q21	YoY
Revenues	197.5	172.1	-12.8%
Gross profit on sales	94.0	81.7	-13.1%
Gross profit on sales margin	47.6%	47.5%	-0.1pp.
SG&A costs	105.8	92.6	-8.9%
EBIT	-12.2	-12.3	N/M
EBIT margin	-6.2%	-7.1%	-0.9рр.
Net financial activity	-5.0	-2.1	
Net profit	-14.0	-11.9	N/M
Net margin	-7.1%	-6.9%	0.2pp.

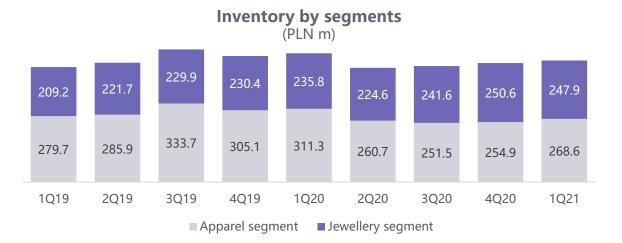
EBITDA	-6.2	-7.0	N/M
EBITDA margin	-3.1%	-4.1%	-1.0pp.

- Lower YoY revenues due to a stronger impact of COVID-19 pandemic and longer administrative closure of shopping malls.
- Stable YoY gross profit margin due to higher share of jewellery segment, which recorded gross profit margin pick-up as well as lower promotions in all brands.
- High single-digit fall in operating costs/ m2, among others due to salary reductions and a partial recognition of rents for January and negotiated reductions for the remaining months.
- The difference between the result in IFRS16 and IAS17 results from recognition of rents - reduced rental rates under IAS17 and linear amortization of rental discounts under IFRS16.
- PLN 1.5m of FX losses in 1Q21 compared to PLN 4.4m in 1Q20.
- Other financial costs are mostly interest from loans, which amounted to PLN 0.5m in 1Q21 compared to PLN 1.1m PLN in 1Q20.
- As a result, lower YoY loss under IAS17.



REDUCTION IN INVENTORIES





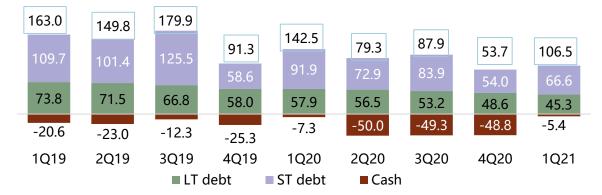
- Inventory down 5.6% YoY to PLN 516.5m in 1Q21 due to continuation of optimisation trends in the apparel segment.
- Apparel segment inventory fell 13.7% YoY, due to lower orders and conducted promotions/ sell-offs.
- Inventory of the jewellery segment grew 5.2% YoY, due to opening of stores with watches.

- Group inventory/ m2 reached PLN 9,841 at the end of 1Q21, down 3,4% YoY.
- Apparel segment inventory per m2 reached PLN 6,461, down 10.8% YoY.
- Due to the market characteristics, inventory per m2 in the jewellery segment amounted to PLN 22,708, up 3.4% YoY.



NET DEBT CONTINUES TO FALL





Capex vs. net debt/EBITDA (IAS17)

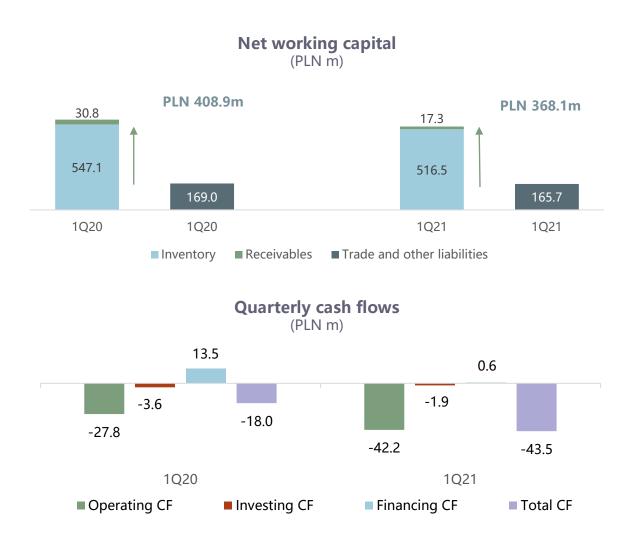


- Long-term and short-term indebtedness shown together with reverse factoring and financial leases, yet excluding leases from IFRS16. Financial leases under IFRS16 at PLN 369.7m in 1021.
- Planned reduction of long-term debt. Usage of reverse factoring for supply chain financing reached PLN 18.1m at the end of 1Q21.
- Group's net debt under IAS17 came in at PLN 106.5m at the end of 1Q21, down by 25.2% YoY.

- Net debt/ EBITDA (4Q, IAS17) at 4.7x higher YoY due to a severe negative impact of lockdowns on financial results.
- Excluding reverse factoring, the ratio would come at 3.9x.
- Lower YoY capex in 1Q21 due to optimisation of own stores network.



SEASONAL ENGAGEMENT OF CASH



- YoY decline in inventories due to earlier reductions in orders for collections.
- Significant YoY decrease in receivables due to lower prepayments for goods purchased on Asian markets (using reverse factoring).
- Stable YoY level of liabilities due to repayment of trade liabilities in 1Q21.

- Negative and lower YoY operating cash flows due to higher YoY decline in liabilities.
- Lower YoY level of capex reduction in outlays YoY due to network optimization.
- Financial flows show lower YoY debt utilization due to working capital financing.



2021 OUTLOOK





STABLE FLOORSPACE IN 2021

		2020	2021 former target	2021 target	YoY
APPAREL SEGMENT	stores	427	411	415	-12
	m2	42,021	41,262	41,400	-1%
VISTULA	stores	149	149	149	0
	m2	18,695	18,807	18,653	0%
WÓLCZANKA	stores	129	120	121	-8
	m2	4,658	4,667	4,624	1%
вутом	stores	117	112	114	-3
	m2	15,604	14,877	15,136	-3%
DENI CLER	stores	32	30	31	-1
	m2	3,064	2,911	2,986	-3%
JEWELLEY SEGMENT	stores	143	149	147	+ 4
	m2	11,027	11,753	11,703	6%
TOTAL	stores	570	560	562	-8
	m2	53,048	53,015	53,103	0%

In 2021, floorspace of traditional stores should be stable YoY.

Floorspace of franchise stores at the end of 2021 should amount to 11.5 ths m2.

Capital expenditures in 2021 should amount to some PLN 28m. Increase due to return to modernisation and upgarde capex.



I SUCCESS OF NEW WÓLCZANKA STORE CONCEPT



The highest turnover of all Wólczanka brand stores in May 2021.

Favorable adoption of new elements of the collection - a higher share of women's and casual clothing than average in the brand's revenues.

Functional design and modern solutions ensure a friendly shopping experience.

The first Vistula stores in a new concept in September 2021.



MORE CASUAL IN OFFER



Vistula - growing share of casual offer, development of VISTULA MOVE sports offer

Growing assortment of the Wólczanka brand: jeans, sweatpants, dresses, jackets, T-shirts



New products from the casual offer at Deni Cler: less formal clothing for home-office and weekends









ECO COLLECTIONS IN THE OFFER

FIRST ECO COLLECTIONS IN BRANDS:

WÓL(ZANKA

sweatshirts

t-shirts

BYTOM

shirts

sweaters

DENI CLER

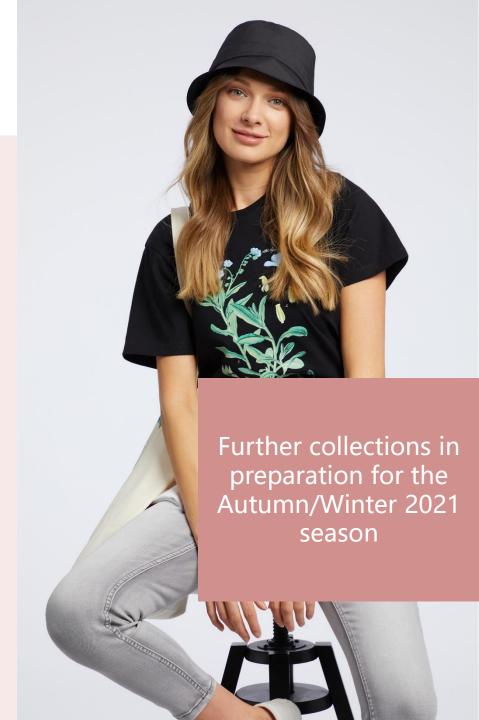
blouses

trousers

dresses

skirts

ECO MATERIALS



INCREASED INTEREST IN FORMAL



In April and May we note an increased interest in formal clothing.

We expect a growing interest in suits with the season of communion and weddings.



Synergies within the Group - new products in the offer of wedding rings.



BROADER W.KRUK OFFER

BROADEDNED W.KRUK OFFER in the field of jewellery: dedicated collections for children (gold and silver)

Celebrations:

Mother's Day

Children's Day

Father's Day



The return of communion and weddings supports the sale of jewellery.



MORE ACTIVITY IN SOCIAL MEDIA



Increasingly stronger emphasis on promotion of selected brands in social media:

Use of influencer campaigns in VISTULA brand both during the Autumn/ Winter 2020 and Spring/ Summer 2021 collections.

Customer communication channels used: Facebook, Instagram, Youtube.

Wólczanka: continuation of photo sessions with company employees as models. Simultaneous promotion of new capsule collections.



STRENGHENING OF OMNICHANNEL

OWN E-STORES OF ALL BRANDS

Sales application available in Vistula and Wólczanka.

Consistent on-line and off-line marketing and promotions.

Further logistics improvements.

Deferred on-line payments for customers since May 2021.

New functionalities in upcoming months.



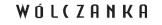
GROWING PRESENCE ON EXTERNAL PLATFORMS

















2021 TARGETS MAINTAINED



YoY growth in revenues, both off-line and on-line.

Gross profit margin higher YoY, despite inventory reduction.

Maintaining cost efficiency.

E-commerce share at 20% +.

Sizeably better YoY financial results.

Maintenance of safe liquidity position.



RISK AND POSSIBILITIES FOR 2021

POSSIBILITIES

new collections with a broader casual offer, development of jewellery offer

on-line growth

further working capital improvements



RISK

another wave of COVID-19 and stronger sanitarily restrictions lowering consumer demand disturbances in supply chain



05 Q&A







BACK-UP





VISTULA: EXECUTIVE SUMMARY

VISTULA (MENSWEAR, ELEMENTS OF LADIES COLLECTION)

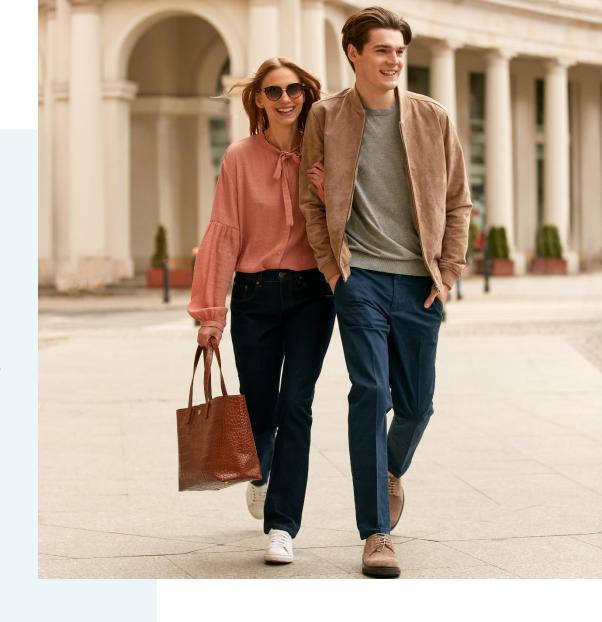
- VISTULA is a brand that combines traditional tailoring and global trends, inspiring customers looking for a modern, original and individual style.
- Within the VISTULA brand, we distinguish VISTULA, VISTULA RED, and LANTIER collections. Collection includes lines such as active MOVE and capsule collections.
- "Made to Measure": personalised service dedicated to the most demanding customers. Available in selected brand's stores.

SPRING/SUMMER 2021 COLLECTION

- Inspired by the landscape and colors of the desert, the Safari line is rich in classic elements, such as jackets, suits, shirts and sweaters in colors similar to the earth's palette, but also includes numerous proposals of casual jackets, trousers, sweatshirts or t-shirts with a clear graphical motif characteristic of the line.
- The wedding season each year is an important period for the VISTULA brand. A welltailored suit, made of high-quality fabrics and supplemented with details, becomes unique and exceptional - just like its owner. VISTULA customers can choose from a wide collection of formal suits or use the tailor made sewing service, thanks to which it is possible to personalize the suit.
- Another casual proposition is the monogram line, among products with a visible V letter there are sweatshirts, t-shirts, pants and jackets. VISTULA MOVE, i.e. the line for active people, in the Spring/Summer 2021 season is divided into two versions: the minimalist one, consisting of t-shirts, sweatshirts, jackets, pants and a bold in color and print DIGITAL CROWD capsule inspired by graphics with a digital blurry crowd.

NETWORK DEVELOPMENT

- In 1Q21 number of stores fell by 1 store net QoQ – that was a franchise store.



Y I S T U L A

BYTOM: EXECUTIVE SUMMARY

BYTOM (MENSWEAR)

- Bytom a Polish brand with origin dating back to 1945.
- The brand offers men's formalwear and smart casual and casual assortment.
- "Made to Measure" personalised men's tailoring offered in selected stores.

SPRING/SUMMER 2021 COLLECTION

- The latest offer of the brand is a continuation of the RETRO FUTURE style. We have transferred fabric patterns from the past years to present them in a contemporary edition. The styles are full of eclectic combinations formal style is intertwined with casual. Pastel colors, subtle color combinations, delicate washes in combination with natural fabrics such as linen and cotton are the essence of the color of the collection.
- For several years, BYTOM has been building its vision of smart casual. Products previously associated as formal, such as suits, jackets or sweaters, are becoming more and more casual, among others thanks to their use of structural (embossed) seersucker fabrics or comfortable knitted fabrics. The summer collection includes, among others: linen, airy suits, pants, shorts and shirts.
- May and June are the months of the celebration the brand is ready for looser restrictions and the related demand for suits - available in stores and in " Made to Measure" services.
- In the Spring/ Summer 2021 collection, the brand has not forgotten about ecological elements. The offer includes a mini collection of printed shirts (the production of which uses the latest technologies designed to minimize environmental footprint) and shirts with 50% recycled cotton. In the denim line, customers will find sweaters made of recycled yarn.

ROZWÓJ SIECI

 In 1Q21 number of stores fell by 2 net QoQ – number of franchise stores increased by 1 net QoQ.





WÓLCZANKA: EXECUTIVE SUMMARY

WÓLCZANKA (FASHION FOR MEN AND WOMEN)

- Wólczanka runs a chain of its own and franchise boutiques with women's and men's clothing in Poland. The offer includes, among others shirts, sweaters, pants, dresses, t-shirts, jackets and accessories. Wólczanka also owns the Lambert brand, offering high-quality formal shirts and accessories.

SPRING/SUMMER 2021 COLLECTION

- In the new season, Wólczanka focuses on a total look, enriching its offer with new assortments. The brand starts the season with a collection inspired by the nautical style, built around a classic, well-known color combination. White, red, navy blue and blue in Marina take us naturally to places where the waves rustle, a pleasant wind blows and the sun is always shining. The Marina collection includes comfortable t-shirts, polo shirts, sweatshirts and trousers made of natural fabrics, shirts with prints referring to the marine theme with shells, anchors and indispensable, characteristic stripes.
- Another part of the collection is based on summer pastels, in which the range of summer colors is the basis for t-shirts, soft linen and cotton sweaters, knitted dresses with frills and shirts with various patterns. Denim is also of great importance in the collection several timeless models of trousers and classic denim jackets in light and dark wash.
- The ecological collection Polish Flowers a collection that draws attention to the beauty of Polish nature, was created in cooperation with the Institute of Nature Conservation of the Polish Academy of Sciences. The collection is promoted by IOP PAN experts who appeared in the photo session and provided substantive support in creating promotional materials. Part of the income from the collection, which includes, inter alia, sweatshirts and t-shirts, made of high-quality organic cotton, will be donated to the protection of Polish flora.

NETWORK DEVELOPMENT

- In 1Q21 number of boutiques fell by 2 QoQ net – these were own boutiques. An own store in new Concept was opened in Bonarca shopping mall in Cracow.



WÓL(ZANKA

DENI CLER: EXECUTIVE SUMMARY

DENI CLER (WOMEN'S FASHION)

- Women's fashion brand with Italian origin, established in Italy in 1971.
- A network of stores for women over 35 years of age who value high quality and elegance.
- Collections created from highest quality fabrics with superior accessories and designer cut.

JUBILEE YEAR – 50th ANNIVERSARY SINCE CREATION, 30th ANNIVERSARY OF PRESENCE ON POLISH MARKET

- The birthday collection of Deni Cler is inspired by nature, consisting of six groups gradually launched capsules. The offer for Spring and Summer is based on natural fabrics. These are noble, light wools of the highest quality from renowned Italian manufacturers, including cashmere, alpaca and baby wool.
- In addition to more formal suits, costumes and coats, the "Gardens of the World" collection debuts as a weekend line consisting of T-shirts, tracksuits, jeans and comfortable knitted fabrics, which, due to their convenience, have been enjoying exceptional popularity in recent months.
- The latest collection by Deni Cler reflects respect for the natural environment. The brand's philosophy is to offer beautiful but durable clothes that will never go out of fashion, and combined with various accessories will change their face each time, this is a fundamental feature of responsible fashion. Therefore, this season, the brand introduces an ecological line with clothes made of special biodegradable fabrics.

NETWORK DEVELOPMENT

- Number of own stores fell by 1 store net QoQ, - it was a franchise store.





W.KRUK: EXECUTIVE SUMMARY

THE OLDEST JEWELLEY BRAND IN POLAND

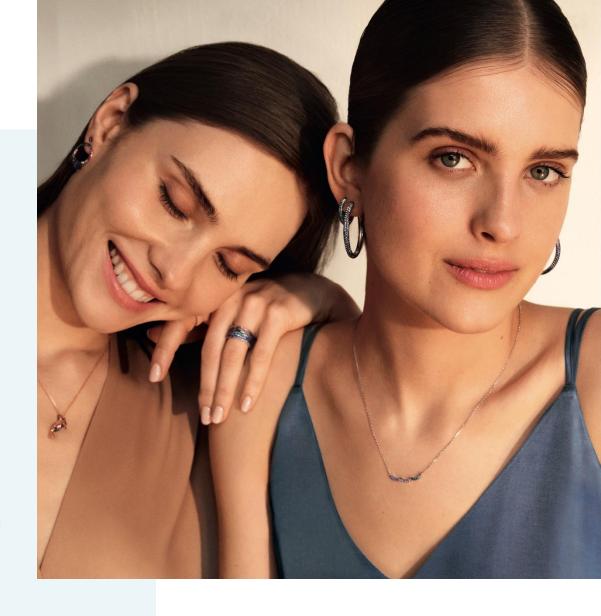
- The jewellery offer includes gold and silver jewellery, diamonds, precious stones and original collections.
- W.KRUK's offer also includes global watches brands, such as Rolex and Patek Philippe (sole distributor in Poland), Cartier, Jaeger-LeCoultre, Hublot, Panerai, Chopard, Breitling, Girard-Perregaux, Omega, Tudor, Tag Heuer, Longines, Rado, Swatch and many more. W.KRUK offer also includes perfumes and a collection of accessorieswith the brand's logo: leather handbags, silk scarves, leather accessories

NEW ELEMENTS IN COLLECTIONS

- W.KRUK Spring collection was inspired by the hummingbird motif. The original Preludium collection is a combination of jewellery craftsmanship with the latest trends and the freshness of the upcoming season. Preludium jewellery made of silver is decorated with colorful cubic zirconia, and selected elements are covered with precious pink gold. A beautiful gradation of navy blue, green, pink and white stones gives a unique depth of color. The unusual play of light and shadows makes the jewellery come to life, and the multicolored hummingbird delights with every movement and shines with a beautiful glow.
- W.KRUK introduced a new version of the brand's accessories. Also in this collection, in the original silk scarves, created by the brand's designers, consumers can find beautiful hummingbirds. Both the scarves and leather bags of the brand were prepared in Spring pastel colors.
- In the first half of the year, W.KRUK offers its customers a number of other attractive novelties, both jewellery and Swiss watches.

NETWORK DEVELOPMENT

- In 1Q21 number of stores fell by 3QoQ net – these were own stores, number of franchise stores was stable QoQ.





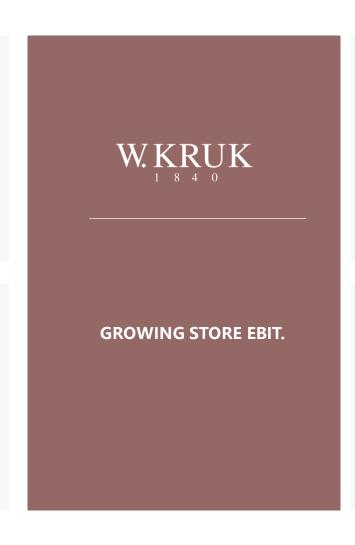
SUMMARY OF BRANDS' 1Q21 RESULTS

YISTULA

GROWING SHARE OF CASUAL.

WÓL(ZANKA

THE HIGHEST SHARE OF INTERNET.



BYTOM SZTUKA KRAWIECTWA OD 1945

GROWTH OF ON-LINE SALES.

DENI CLER MILANO

THE HIGHEST GROSS **PROFIT MARGIN.**





GROUP STRUCTURE

VRG

COMPANIES INCLUDED IN THE CONSOLIDATED STATEMENTS FOR 1Q21

JEWELLERY SEGMENT

W.KRUK S.A.

Jewellery, watches, accessories

APPAREL SEGMENT

VRG S.A. parent company

Vistula, Wólczanka, Bytom brands, trademark *

November 30, 2018 Vistula Group S.A. parent company merged with Bytom S.A., creating **VRG S.A.**

DCG S.A.

Deni Cler brand

OTHER ACTIVITY

WSM sp. z o.o., VG Property sp. z o.o.

Production, real estate

*July 1st, 2019 BTM 2 sp. z o.o. was merged with VRG S.A.



I OPTIMISATION OF NUMBER OF STORES CONTINUES

NUMBER OF STORES

		1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21
APPAREL SEGMENT	total	443	452	451	451	440	427	426	427	421
	franchise	120	126	129	132	126	126	129	136	135
VICTULA	total	152	154	152	154	148	145	147	149	148
VISTULA	franchise	58	60	60	62	59	60	62	65	64
WÓLCZANKA	total	139	142	142	140	137	132	130	129	127
WULCZANKA	franchise	48	50	51	52	50	49	50	53	53
DVTOL	total	121	125	126	126	125	120	117	117	115
вутом	franchise	6	8	9	9	8	8	8	9	10
DENI CLER	total	31	31	31	31	30	30	32	32	31
DENI CLER	franchise	8	8	9	9	9	9	9	9	8
JEWELLERY SEGMENT	total	132	134	135	139	140	140	140	143	140
	franchise	11	11	13	14	14	15	16	18	18
TOTAL	total	575	586	586	590	580	567	566	570	561
	franchise	131	137	142	146	140	141	145	154	153



STABLE YOY FLOORSPACE

M2 OF FLOORSPACE

		1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21
APPAREL SEGMENT	total	42,429	43,207	43,461	43,731	42,962	41,953	41,891	42,021	41,564
	franchise	8,621	9,223	9,322	9,590	9,123	9,195	9,368	9,882	31,775
VICTURA	total	18,727	19,007	19,058	19,320	18,650	18,291	18,508	18,695	18,586
VISTULA	franchise	5,818	6,084	6,065	6,283	5,991	6,094	6,311	6,633	6,525
WÓLCZANKA	total	4,894	4,978	4,985	4,954	4,877	4,716	4,685	4,658	4,662
	franchise	1,479	1,528	1,546	1,576	1,504	1,473	1,530	1,626	1,625
вутом	total	15,761	16,175	16,402	16,421	16,487	16,000	15,634	15,604	15,327
BYTOW	franchise	723	1,011	1,011	1,011	908	908	859	954	1,045
DENI CLER	total	3,047	3,047	3,017	3,037	2,947	2,947	3,064	3,064	2,989
DENI CLER	franchise	600	600	700	720	720	720	669	669	594
JEWELLERY SEGMENT	total	9,992	10,215	10,347	10,647	10,732	10,749	10,756	11,027	10,918
	franchise	680	680	802	856	856	896	965	1,121	1,113
TOTAL	total	52,421	53,422	53,809	54,378	53,693	52,702	52,647	53,048	52,482
	franchise	9,301	9,903	10,124	10,446	9,979	10,091	10,333	11,003	10,902



OWN E-STORES OF FIVE BRANDS





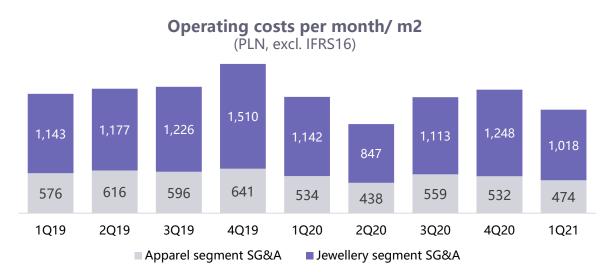


- We have own e-stores for all five retail brands. Our aim is to develop on-line stores of own brands (monoshops).
- Selected products of Vistula available on multibrand platform eObuwie, while Deni Cler and Wólczanka products on Zalando platform.
- Revenues and costs of on-line stores are allocated directly to the brands.

- E-commerce logistics for Bytom brand is conducted from the same distribution centre as this of Vistula and Wólczanka brands.
- In 1Q21 on-line sales amounted to PLN 54.2m, growing 19.0% YoY and remaining at a stable QoQ level.
- Share of internet in revenues grew from 23.0% in 1Q20 to 31.5% in 1Q21, due to change in customers' shopping habits and favourable impact of lock-downs.



FALL IN COSTS/ M2



Costs of own stores/ m2

(PLN, excl. IFRS16)



- Differences in SG&A costs/ m2 between segments result from different business models.
- The jewellery segment is characterised by higher revenues and costs/ m2 than these of the apparel segment.
- Segmental costs/ m2 are calculated based on average working floorspace for each segment. Bytom brand's costs are included since XII 2018.

- Costs of stores encompass costs of own and franchise stores.
- Costs of own stores include rental costs, HR costs and other costs of own stores.
- Costs of own stores/ m2 are calculated based on average working floorspace of own stores.
- Costs of franchise stores equal to commission for franchisees.



OFF-LINE MARKETING REPLACED BY ON-LINE



- Marketing costs are part of group selling costs.
- These encompass: recurring advertising spending (catalogues, photoshoots) and nationwide marketing campaigns in editorial, internet and TV with celebrities.
- In 1Q21 off-line marketing costs amounted to PLN 1.7m, down 60.4% YoY, due to transfer of marketing costs to on-line.

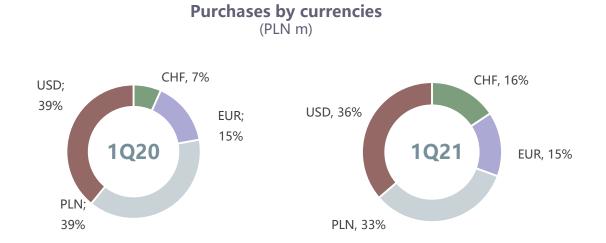
Group off-line marketing costs



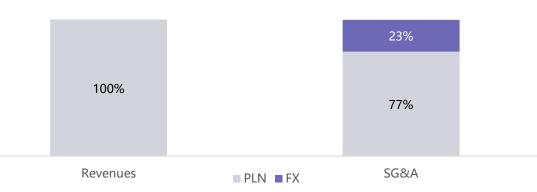
- In 2020 the marketing outlays amounted to PLN 11.3m, fall by 40.6% YoY.
- The apparel segment: marketing outlays are related to campaigns, which typically cumulate in the second and fourth guarter. W 2018 Bytom's marketing costs were shown only for XII.
- Marketing costs within the jewellery segment cumulate in 4Q (seasonally best), before Christmas.



FX RISK EXPOSURE







- FX risk is sizeable for the capital group, thus it is being hedged since 2Q16.
- The group is a beneficiary of strengthening of zloty versus foreign currencies.
- YoY shift in purchases structure due to changes in sourcing.

- Depreciation of zloty to main currencies (USD, EUR and CHF) may unfavourably impact the gross profit (higher COGS), operating margin (higher rental costs, IAS17) and lower net margin (FX losses on IFRS16 liability).
- The Company uses currency derivatives (currency forwards) to hedge future cash flows against currency risk.



| HISTORICAL QUARTERLY RESULTS, IFRS16

PLN m	2Q19	2Q20	YoY	3Q19	3Q20	YoY	4Q19	4Q20	YoY	1Q20	1Q21	YoY
Revenues	270.2	174.9	-35.3%	251.2	249.4	-0.7%	332.5	232.0	-30.2%	197.5	172.1	-12.8%
Gross profit on sales	144.6	82.1	-43.2%	128.0	122.4	-4.4%	178.5	118.9	-33.4%	94.0	81.7	-13.1%
Gross profit on sales margin	53.5%	46.9%	-6.6рр.	51.0%	49.1%	<i>-1.9pp.</i>	53.7%	51.2%	-2.5рр.	47.6%	47.5%	-0.1pp.
SG&A costs	115.5	82.7	-28.4%	115.5	106.8	-7.6%	132.1	121.9	-7.7%	105.5	96.1	-8.9%
Net other operating line	-0.5	-9.8		0.1	-2.4		1.4	0.1		-0.3	-1.4	
EBIT	28.6	-10.4	N/M	12.6	13.3	5.2%	47.6	-2.9	N/M	-11.9	-15.8	N/M
EBIT margin	10.6%	-5.9%	-16.5pp.	5.0%	5.3%	0.3pp.	14.3%	-1.2%	<i>-15.5pp.</i>	-6.0%	-9.2%	<i>-3.2pp.</i>
Net financial line	0.7	7.1		-12.4	-6.2		6.3	-13.8		-23.2	-6.7	
Pre-tax profit	29.3	-3.3	N/M	0.2	7.0	N/M	53.9	-16.7	N/M	-35.1	-18.9	N/M
Taxes	5.4	-1.0		2.0	2.0		9.5	2.2		-3.1	-2.5	
Net income	23.9	-2.3	N/M	-1.8	5.0	N/M	44.3	-18.9	N/M	-32.0	-20.1	N/M
Net margin	8.8%	-1.3%	-10.2pp.	-0.7%	2.0%	2.7pp.	13.3%	-8.1%	-21.4рр.	-16.2%	-11.7%	4.5pp.
EBITDA	56.7	18.4	-67.5%	40.9	20.1	-50.8%	76.1	22.8	-70.0%	17.4	10.7	-38.4%
EBITDA margin	21.0%	10.5%	-10,5pp.	16.3%	8.1%	-8.2pp.	22.9%	9.8%	-13.1pp.	8.8%	6.2%	-2.6рр.



A SAFE INDEBTEDNESS LEVEL

PLN m	1Q20	4Q20	1Q21
Long-term debt	57.9	48.6	45.3
Bank loans	55.7	47.2	44.1
Finance leases	2.1	1.4	1.2
Short-term debt	91.9	54.0	66.6
Bank loan	74.4	24.4	47.4
Finance leases	1.9	1.3	1.1
Reverse factoring	15.7	28.3	18.1
Cash	7.3	48.8	5.4
Net debt	142.5	53.7	88.5
Finance leases IFRS16	284.5	354.4	369.7
Net debt IFRS16	426.9	408.2	476.3

- Interest bearing indebtedness includes: bank loans, finance leases and reverse factoring (taken over with Bytom S.A. merger).
- Bank loans include: overdrafts and investment bank loans. Bank loan collateral comprises of: a floating charge on inventory, a fixed charge on "Vistula", "Wólczanka", "Intermoda", "Bytom" trademarks and a fixed charge on W.KRUK and DCG shares.

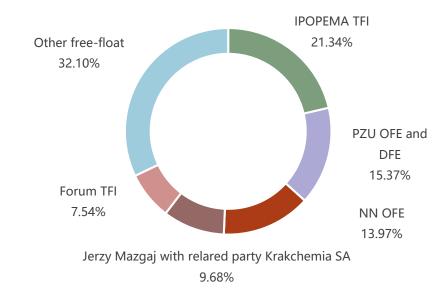
- Consistent YoY reduction in long-term debt.
- A stable level of cash resources due to a cautious payments policy.
- PLN 18.1m of reverse factoring used for supplier financing.
- PLN 369.7m of IFRS16 liabilities (finance leases).



SHAREHOLDER STRUCTURE

Shareholder structure as at 27.05.2021 (share in equity and votes)

	Number of shares/votes	% share
1. IPOPEMA TFI	50,034,306	21.34%
2. PZU OFE and DFE	36,042,345	15.37%
3. NN OFE	32,750,000	13.97%
4. Jerzy Mazgaj with related party Krakchemia SA	22,702,760	9.68%
5. FORUM TFI	17,680,800	7.54%
6. Other free-float	75,245,129	32.10%
Total	234,455,840	



Sources of information on VRG S.A. shareholders

1. information provided on the basis of the number of shares registered jointly by the Ipopema 2 Non-public Assets Closed-end Fund and Ipopema 21 Non-Public Assets Closed-end Fund managed by IPOPEMA TFI S.A. at the Extraordinary General Meeting on March 17, 2021, Ipopema 2 Non-public Assets Closed-end Fund at the Extraordinary General Meeting of March 17, 2021 held 20,289,000 shares of the Company, which constituted 8.65% of the share capital of the Company and entitled to 20,289,000 votes constituting 8.65% of the total number of votes at the General Meeting of the Company. Ipopema 21 Non-public Assets Closed-end Fund at the Extraordinary General Meeting on March 17, 2021, held 29,745,306 shares of the Company, which constituted 12.69% of the share capital of the Company and entitled to 29,745,306 votes, representing 12.69% of the total number of votes at the General Meeting of the Company.

2. information on the number of shares provided in accordance with the notification received by the Company on behalf of the Open Pension Fund PZU "Złota Jesień" pursuant to Art. 69 sec. 1 point 1 of the Act of 29 July 2005 on public offering and the conditions for introducing financial instruments to the organized trading system and on public companies and on the basis of the number of shares registered by the PZU Voluntary Pension Fund at the Extraordinary General Meeting of the

Company on March 17, 2021. According to the notification received by the Company, the Open Pension Fund PZU "Złota Jesień" independently holds 35,175,632 shares of the Company, which constitutes 15.003% of the share capital of the Company and entitles to votes, 35,175,632 representing 15.003% of the total number of votes at the General Meeting of the Company.

3. information provided on the basis of the number of shares registered by Nationale-Nederlanden Open Pension Fund at the Extraordinary General Meeting of the Company on March 17, 2021. At the Extraordinary General Meeting of the Company on March 17, 2021, Nationale-Nederlanden Open Pension Fund held 32,750,000 shares of the Company, which constituted 13.97% of the share capital of the Company and entitled to 32,750,000 votes, constituting 13.97% of the total number of votes at the General Meeting of the Company.

4. information provided on the basis of the number of shares registered jointly by Mr. Jerzy Mazgaj together with a related entity Krakchemia S.A. at the Extraordinary General Meeting of the Company on March 17, 2021 and in accordance with the notifications received by the Company pursuant to Art. 19 MAR. According to the information possessed by the Company, Mr. Jerzy Mazgaj independently holds

21,702,760 shares of the Company, which constitutes 9.26% of the share capital of the Company and entitles to 21,702,760 votes, representing 9.26% of the total number of votes at the General Meeting of the Company.

5. information on the number of shares provided in accordance with the notification received by the Company pursuant to Art. 69 sec. 1 point 2 in connection with art. 87 sec. 1 point 2 lit. a) the Act of July 29, 2005 on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organized Trading, and Public Companies, and in accordance with the notifications received by the Company pursuant to Art. 19 MAR, applies to shares held jointly by the following funds managed by Forum TFI SA: (i) Forum X Closed-end Fund holding 8,429,760 shares of the Company constituting 3.60% of the share capital of the Company and entitling to 8,429,760 votes at the General Meeting of the Company, constituting 3.60% of the total number of votes in the Company and (ii) Forum XXIII Closed-end Investment Fund holding 9,251,040 shares of the Company constituting 3.95% of the share capital of the Company and entitling to 9,251,040 votes at the General Meeting of the Company, constituting 3.95% the total number of votes in the Company.



GLOSSARY

APPAREL SEGMENT

Revenues from brands: Vistula, Wólczanka, Bytom (from XII 2018), Deni Cler and wholesale segment, B2B and processing.

REVENUES (PLN/M2 PER MONTH)

Quarterly revenues of segment or brand (stores and internet)/ average working floorspace / 3. In terms of Deni Cler brand it includes multibrand store revenues yet not their floorspace.

STORE EBIT (PLN M)

Store operating profit calculated as gross profit on sales for stores minus store costs.

FORMAL

Revenues from sale of formalwear, including suits and shirts

JEWELLERY SEGMENT

Retail revenues of W.KRUK brand and other revenues (including B2B).

COSTS OF STORES (IAS17)

Operating costs of stores including among others rental expenses, HR costs, depreciation, commissions for franchise stores and logistics.

OPERATING COSTS (SG&A)/M2 (PLN PER MONTH)

Quarterly group SG&A / average total working floorspace / 3.

EBITDA

Operating profit plus depreciation and amortisation from cash flow statement.

CASUAL

Revenues including the following assortment: jackets, trousers, coats, knitwear.

COSTS OF (OWN) STORES/ M2 (PLN PER MONTH)

Quarterly costs of stores (own stores)/ average working floorspace (of own stores) /

INVENTORY/M2

Inventory end of period / group's floorspace end of period.





THANK YOU

VRG S.A. Pilotów 10 31-462 Cracow

