

# COMPANY PERSPECTIVE

## March 2024



El Puerto de Liverpool



# SAFE HARBOR

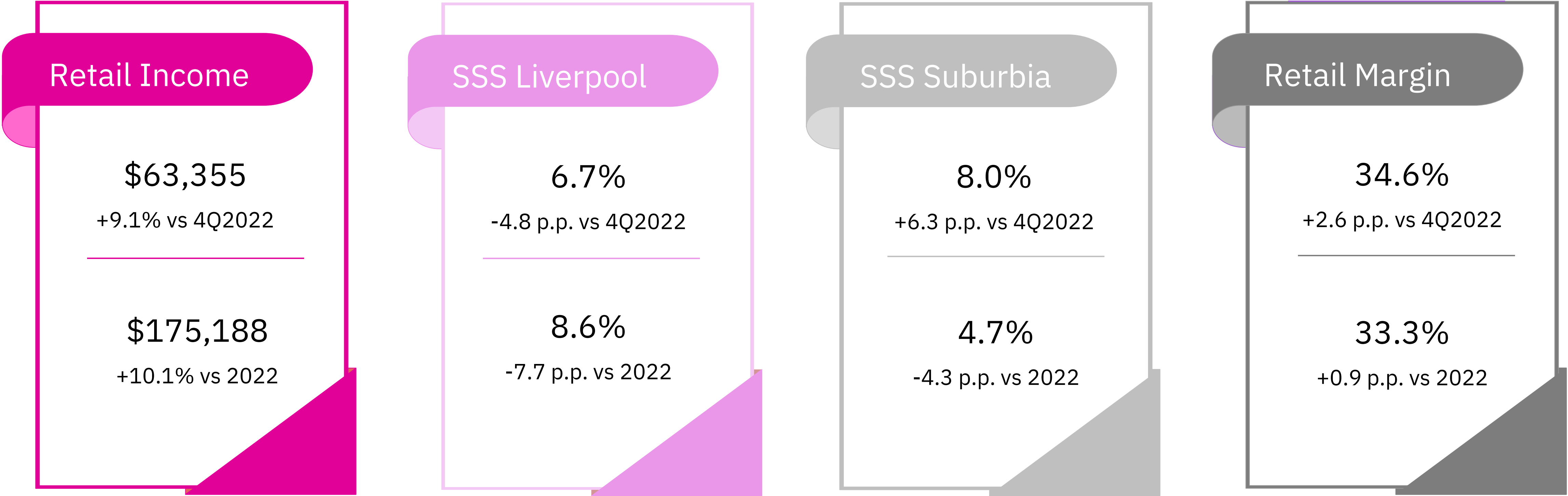
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# 4Q23 Retail Results

4Q/FY 2023



One Liverpool store opening during 2023

10 Suburbia stores openings during 2023  
6 openings in 4Q

ANTAD Department SSS

+4.4% vs 4Q2022  
+4.4% vs 2022

Total ANTAD 4Q

Clothing and Footwear +1.6%  
General Merchandise +5.0%

# 4Q23 Finacial Business Results

4Q/FY 2023

## Financial Income

\$4,653

+14.4% vs 4Q2022

\$16,269

+23.2% vs 2022

## Net Loan Portfolio

\$56,973

+23.0% vs 2022

## NPL's

2.7%

+35 pbs vs 2022

## Portfolio Coverage Ratio

8.5%

-110 pbs vs 2022

## Own Payment Methods

Liverpool  
48.2%

+2.3 p.p. vs 2022

Suburbia  
30.0%

+3.6 p.p. vs 2022

# 4Q23 Real Estate Results

4Q/FY 2023

## Real Estate Income

\$1,126

+10.4% vs 4Q2022

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\$4,535

+21.8% vs 2022

## Occupation

92.3%

+2.0 p.p. vs 4Q2022

# 4Q23 Results

4Q/FY 2023

## Total Income

\$69,113

+9.4% vs 4Q2022

\$195,992

+11.3% vs 2022

## EBITDA

\$14,114

+19.8% vs 4Q2022

\$34,992

+14.0% vs 2022

## EBITDA Margin

20.4%

+1.8 p.p. vs 4Q2022

17.9%

+0.4 p.p. vs 2022

## CAPEX

\$8,619  
million pesos

+9.5% vs 2022

## Debt & Cash Flow

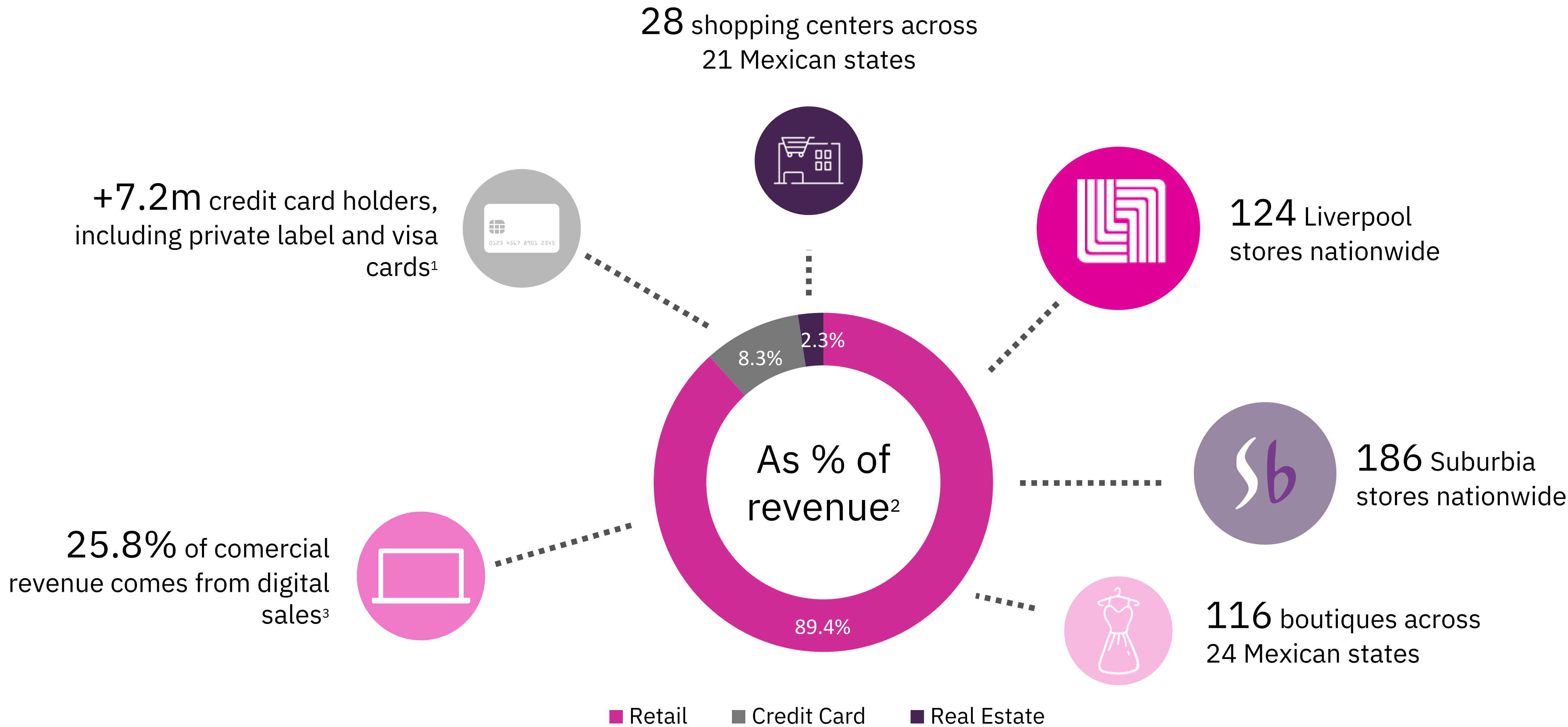
-0.08x

Net debt to  
EBITDA

\$20.7 billion  
Operating  
Cashflow



# OMNI-EXPERIENCE



<sup>1</sup> Liverpool and Suburbia Cards

<sup>2</sup> FY 2023

<sup>3</sup> YTD 2023 4Q, digital sales include eCommerce, Click & Collect, Liverpool Pocket, extended catalog and marketplace



# The ecosystem strategy and key initiatives will leverage our strongest assets



Brand



Loyal  
customer base

Weekend.



Brands and  
assortment



Footprint



Financial services  
capabilities



## CONTINUE STRENGTHENING OUR STRATEGY THROUGH:



Stores as  
service  
centers

Stores as  
fulfillment  
centers

Stores as  
experience  
centers



## Objective

'EPL es parte de tu vida' for all customers in all channels; **become the top shopping option for Mexican shoppers**

## Key goals

1. Grow e-commerce 3X in **the next 5 years**
2. Become the undisputed omnichannel leader in **the e-commerce market**
3. **Create a differentiated and sticky experience for every customer journey**

## Must-wins & high-level initiatives



## Enablers

Technology

Data analytics

Supply chain and logistics

Category management

# ECOSYSTEM PERFORMANCE VS YA

## 4Q23

### Digital Share

26.9% in 4Q  
25.8% FY

### Digital GMV

+23% in 4Q

### Liverpool Pocket

+12% active users in 4Q  
+34% downloads Suburbia

### Supply Chain 4Q23

### Marketplace

GMV	Sellers	SKU's
+63%	+49% vs FY	+28% vs FY

### Orders Issued

+13% in 4Q  
+23% FY

### Click & Collect

39% Share

### Deliveries from stores

29% Share

### Deliveries < 2 days

41% Share

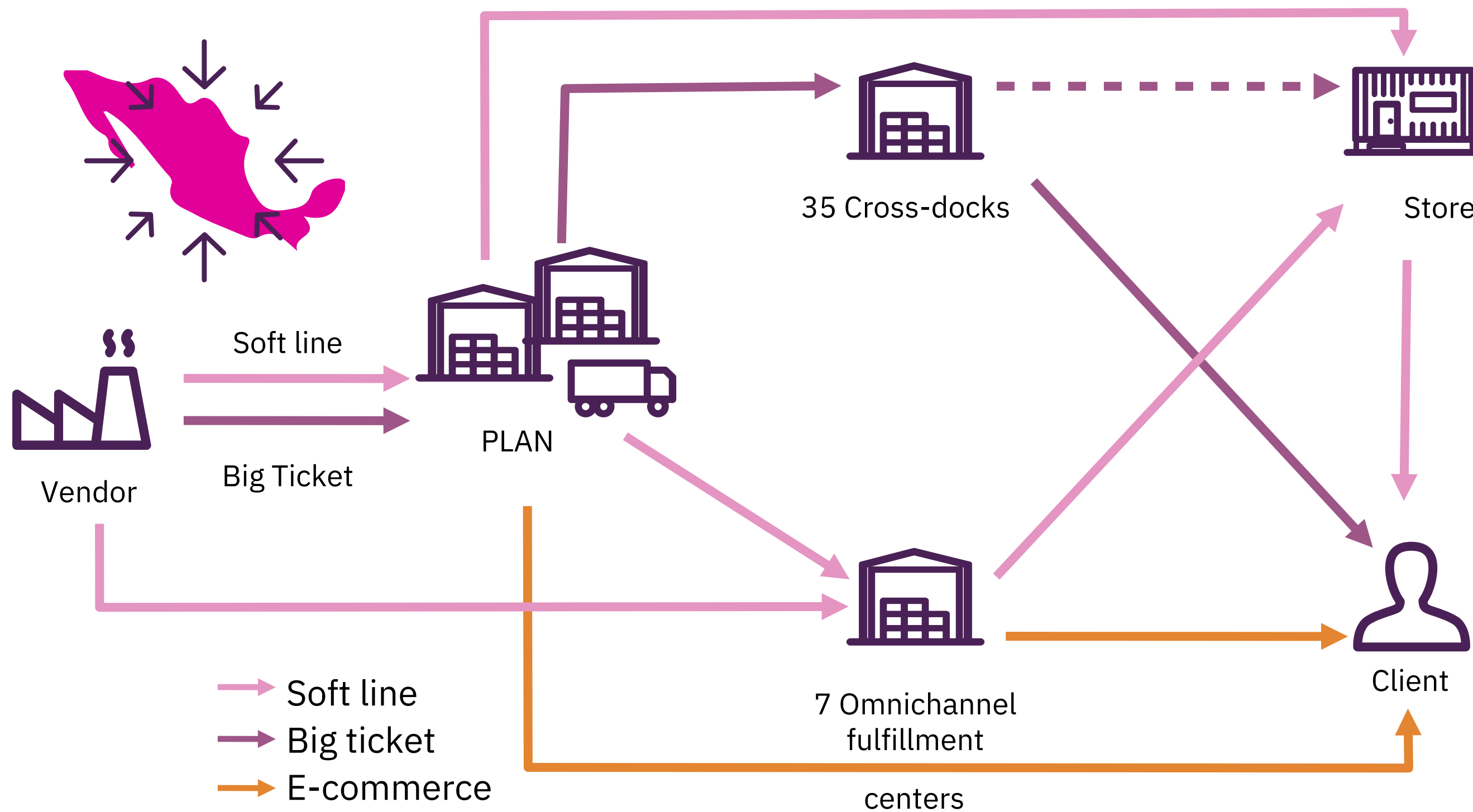




# LOGISTICS NETWORK

## Transformation

2025



Client expectations have **changed**  
supply chain needs to **evolve**

# PLAN

## Plataforma Logística Arco Norte

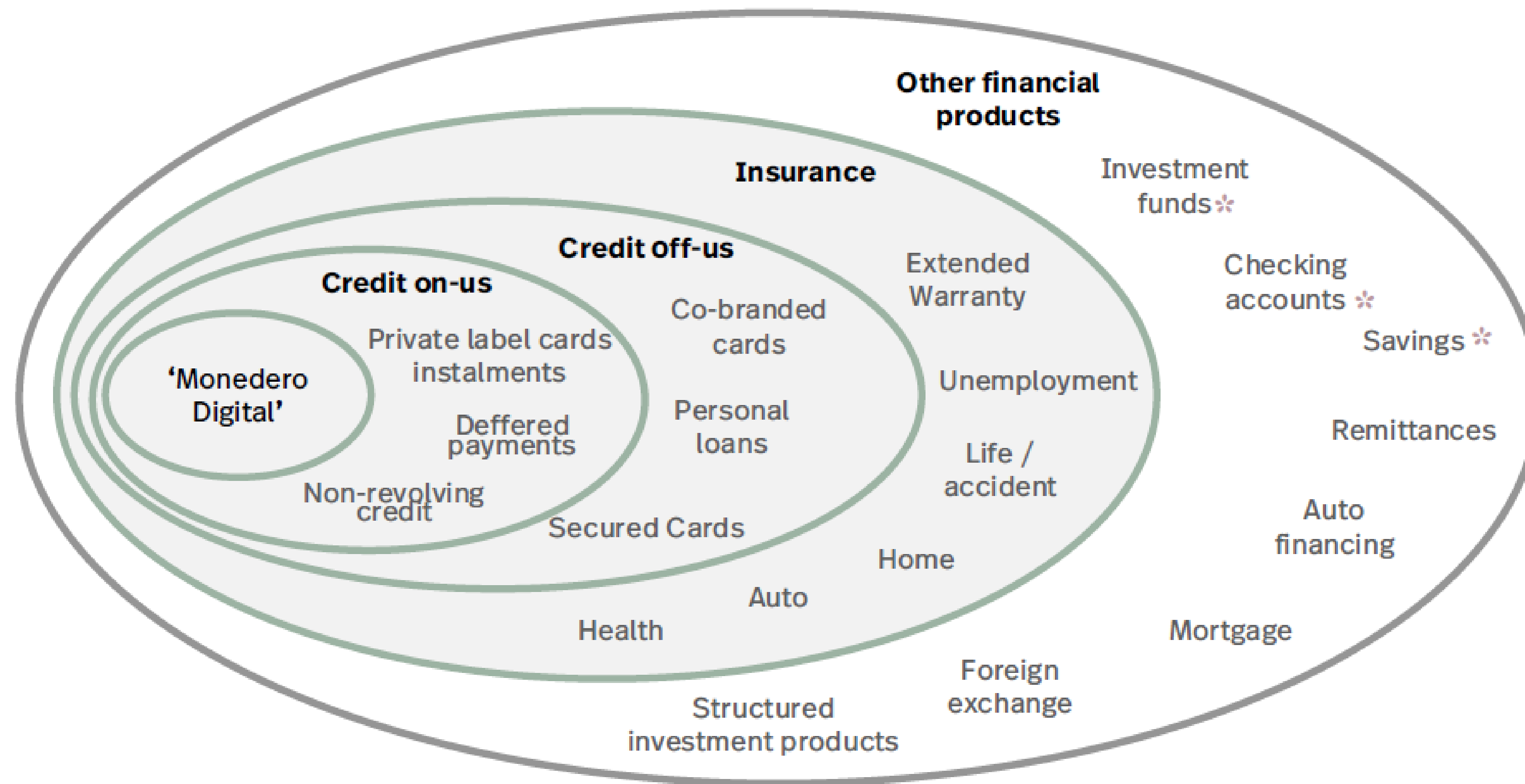
### Phase 1

- ✓ Big Ticket Categories
- ✓ Storage Capacity +188%
- ✓ Processing Capacity +152%
- ✓ Fully migrated Sep '22

### Phase 2

- ✓ Softlines Categories
- ✓ Central Node
- ✓ Operations consolidation
- ✓ 7 Order Fulfillment Centers (OFCs)
- ✓ Proximity to demand
- ✓ Start of operations: 2025

# WE CONTINUE EXPANDING OUR FINANCIAL SERVICES



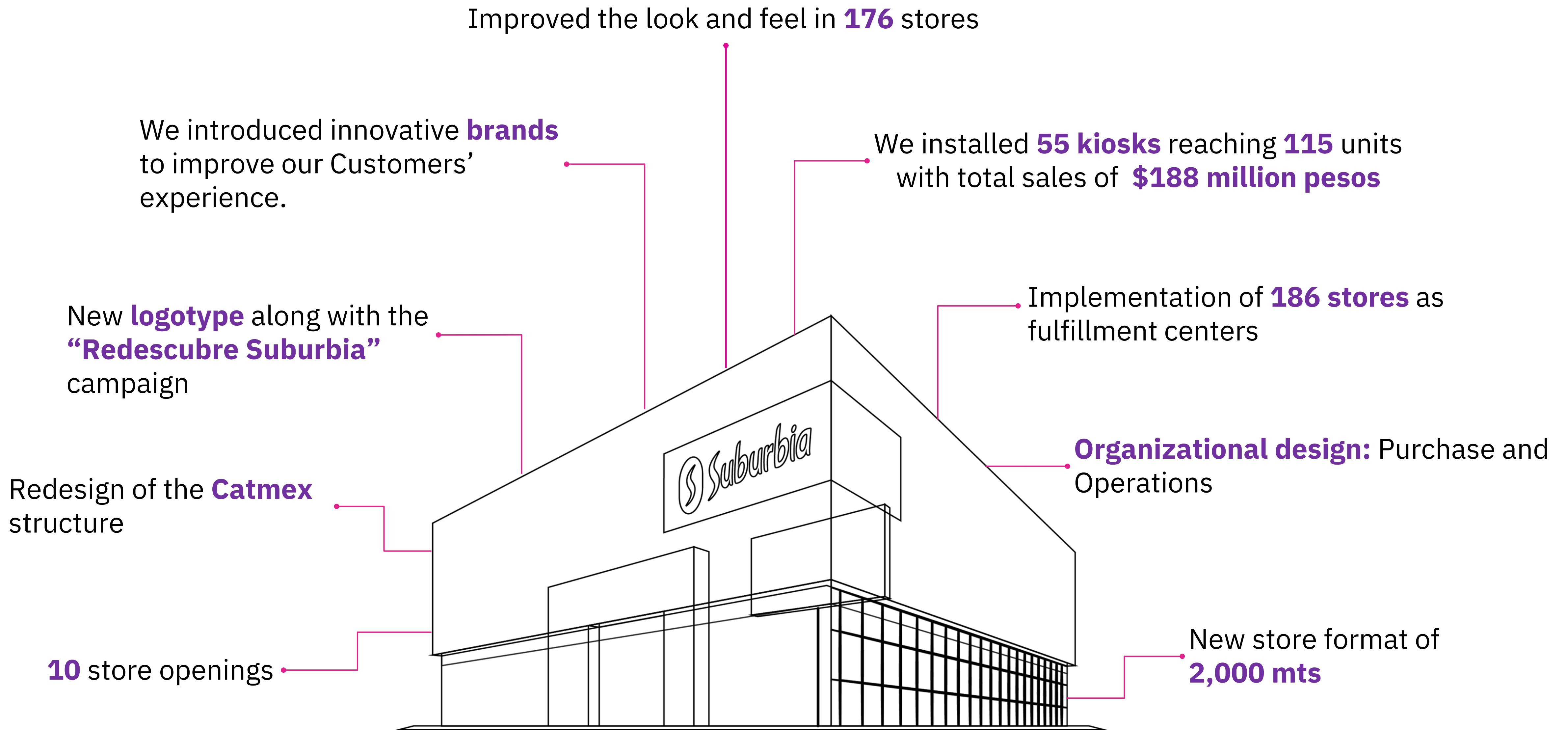
■ Products in operation / under development

\* Products in process of negotiation / introduction

## Benefits of new products for Liverpool

- ✓ Complements the ecosystem of EPL and Financial services
- ✓ Increases visit frequency
- ✓ Customer insights
- ✓ Foundation for future commercial and credit offers
- ✓ We leverage our omnichannel presence







## CUSTOMER EXPERIENCE

- CUSTOMERS
- EMPLOYEES
- SUPPLIERS
- COMMUNITY
- COMPETITORS
- INVESTORS
- AUTHORITIES
- MEDIA





# Our reputation



The World's Best  
Companies of 2023

**4th**

place among the  
11 Mexican  
companies

**294th**

place worldwide



mercoRESPONSABILIDAD ESG

mercoRESPONSIBILITY ESG

**#14**



mercoTALENTO

**#26**



**46 points CSA 2023**  
(+5 points vs 2022)

Ranked **25th** among the  
**top 500** retailers  
worldwide



Adherence  
to the UN  
Global  
Compact

Inclusion in the S&P/BMV Total Mexico ESG Index



Suburbia Openings	8 ~ 10
SSS Liverpool	8%
SSS Liverpool	13%
Digital GMV Growth	16%
Marketplace GMV Growth	31%
EBITDA Margin	16.5 ~ 17 %
Net Loan Portfolio Growth	14%
NPLs	3%
NPLs Provision Growth	38%
CAPEX	\$11 ~ 12 b.

## 2024 Guidance

# FINANCIAL Results





# INCOME STATEMENT

## 4Q2023 vs 2022 and FY 2023 vs 2022

	QUARTER			YTD		
	4Q2023	4Q2022	% VAR.	2023	2022	% VAR.
<b>Commercial Income</b>	63,354.7	58,085.5	9.1	175,188.4	159,111.9	10.1
<b>Real Estate Income</b>	1,125.7	1,019.7	10.4	4,534.7	3,721.9	21.8
<b>Financial Business Income</b>	4,652.8	4,067.6	14.4	16,268.5	13,199.9	23.2
<b>Total Income</b>	69,133.2	63,172.8	9.4	195,991.6	176,033.7	11.3
COGS	(41,416.5)	(39,485.6)	4.9	(116,871.5)	(107,577.0)	8.6
<b>Commercial Gross Profit</b>	21,938.2	18,599.9	17.9	58,317.0	51,534.9	13.2
<b>Commercial Margin</b>	34.6 %	32.0 %	2.6 p.p.	33.3%	32.4%	0.9 p.p.
<b>Net Gross Profit</b>	27,716.7	23,687.2	17.0	79,120.2	68,456.7	15.6
Gross Margin	40.1 %	37.5 %	2.6 p.p.	40.4%	38.9%	1.5 p.p.
<b>Operating expenses without depreciation, overdue accounts and one time provisions</b>	(12,663.4)	(10,700.9)	18.3	(41,239.1)	(35,979.3)	14.6
<b>Provisions for overdue accounts</b>	(938.9)	(1,201.3)	(21.8)	(2,889.3)	(1,791.0)	61.3
<b>EBITDA Expenses</b>	(13,602.3)	(11,902.2)	14.3	(44,128.5)	(37,770.3)	16.8
Depreciation & Amortization	(1,419.8)	(1,379.0)	3.0	(5,385.9)	(5,171.1)	4.2
<b>Net Operating Expenses</b>	(15,022.1)	(13,281.2)	13.1	(49,514.4)	(42,941.4)	15.3
<b>Consolidated Operating Income</b>	12,694.6	10,406.0	22.0	29,605.8	25,515.4	16.0
Consolidated EBITDA	14,114.4	11,785.0	19.8	34,991.7	30,686.5	14.0
Consolidated EBITDA Margin	20.4 %	18.7 %	1.8 p.p.	17.9%	17.4%	0.4 p.p.
<b>Financing expense</b>	(496.3)	(600.4)	(17.3)	(2,152.0)	(2,222.5)	(3.2)
<b>Foreign exchange gain</b>	(191.8)	(156.1)	22.9	(962.2)	(475.7)	102.3
<b>Profit before income tax</b>	12,006.5	9,649.5	24.4	26,491.6	22,817.2	0.0
Income Tax	(3,371.7)	(2,047.4)	64.7	(7,498.1)	(5,796.9)	29.3
Effective Rate	28.1 %	21.2 %		28.3 %	25.4 %	
<b>Net Income before Investment in Associates</b>	8,634.7	7,602.2	13.6	18,993.5	17,020.3	11.6
<b>Investment in Associates</b>	45.1	1.5	2,837.8	507.7	376.9	34.7
<b>Net Income</b>	8,679.9	7,603.7	14.2	19,501.2	17,397.2	12.1
<b>Non-controlling Net Income</b>	5.0	3.0	66.2	14.7	12.3	19.1
<b>Controlling Net Income</b>	8,674.9	7,600.7	14.1	19,486.5	17,384.9	12.1



# BALANCE SHEET

FY 2023 vs 2022

Million Pesos	2023	2022	Dif	% vs AA
Cash / cash equivalent	29,807.2	24,516.3	5,290.9	21.6%
Loan portfolio	56,973.4	46,312.2	10,661.2	23.0%
Inventories	28,238.6	28,140.7	97.9	0.3%
Nordstrom Investment	4,910.6	5,296.0	(385.4)	(7.3%)
Unicomer Investment	7,277.5	6,939.1	338.4	4.9%
Other Investment in Associates	3,840.3	3,071.9	768.4	25.0%
Fixed assets	59,407.9	55,552.9	3,855.0	6.9%
Investment properties	22,886.3	23,507.7	(621.4)	(2.6%)
Right of use assets	12,537.6	12,353.9	183.7	1.5%
Other	33,274.8	30,184.2	3,090.6	10.2%
<b>Total Assets</b>	<b>259,154.2</b>	<b>235,875.0</b>	<b>23,279.2</b>	<b>9.9%</b>
Suppliers	37,845.9	33,197.9	4,648.0	14.0%
Short term loans	5,068.1	0.0	5,068.1	100.0%
Long term loans	21,906.6	29,030.9	(7,124.3)	(24.5%)
Lease liabilities	14,123.3	13,619.0	504.2	3.7%
Other liabilities	32,710.6	27,572.6	5,138.0	18.6%
<b>Total Liabilities</b>	<b>111,654.4</b>	<b>103,420.4</b>	<b>8,234.0</b>	<b>8.0%</b>
<b>Stockholders' equity</b>	<b>147,499.7</b>	<b>132,454.5</b>	<b>15,045.2</b>	<b>11.4%</b>

# CASHFLOW

## 4Q2023 vs 2022 and FY 2023 vs 2022

	CUMULATIVE		4Q	
	2023	2022	2023	2022
<b>Operating income</b>	<b>29,605.8</b>	<b>25,515.4</b>	<b>12,694.6</b>	<b>10,406.0</b>
Depreciation and amortization	5,385.9	5,171.1	1,419.8	1,379.0
<b>EBITDA</b>	<b>34,991.7</b>	<b>30,686.5</b>	<b>14,114.4</b>	<b>11,785.0</b>
Interests	(2,813.3)	(2,885.2)	(967.4)	(981.6)
Taxes	(8,849.0)	(7,956.7)	(1,896.4)	(1,933.6)
<i>Working capital</i>	<i>(5,991.3)</i>	<i>(9,373.4)</i>	<i>4,582.8</i>	<i>3,060.9</i>
Clients	(10,541.4)	(7,973.0)	(12,496.0)	(10,038.7)
Inventories	(97.9)	(5,020.4)	6,779.5	6,177.1
Suppliers	4,648.0	3,620.0	10,299.3	6,922.5
Other	3,322.0	5,377.6	4,435.4	5,154.0
<b>Cashflow from operations</b>	<b>20,660.1</b>	<b>15,848.8</b>	<b>20,268.8</b>	<b>17,084.6</b>
Capex	(8,619.2)	(7,871.4)	(2,692.5)	(3,164.4)
Unicomer Investment	-	(5,943.3)	-	-
<b>Cash flow before dividends</b>	<b>11,304.1</b>	<b>945.3</b>	<b>16,967.7</b>	<b>12,840.7</b>
Dividends	(3,502.2)	(3,287.7)	(1,395.7)	(912.4)
<b>Cashflow</b>	<b>7,801.8</b>	<b>(2,342.4)</b>	<b>15,572.1</b>	<b>11,928.3</b>
Paid Loans	-	(3,400.0)	-	-
Lease liabilities	(2,510.9)	(2,236.2)	(649.5)	(598.6)
<b>Increase / (Decrease)</b>	<b>5,290.9</b>	<b>(7,978.6)</b>	<b>14,922.6</b>	<b>11,329.6</b>
<b>Cash at the beginning</b>	<b>24,516.3</b>	<b>32,494.9</b>	<b>14,884.5</b>	<b>13,186.6</b>
<b>Cash at the end</b>	<b>29,807.2</b>	<b>24,516.3</b>	<b>29,807.2</b>	<b>24,516.3</b>
<b>Comprobación = 0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CREDIT RESERVES

## 4Q2023 vs 2022 and FY 2023 vs 2022

### RESERVE

#### TOTAL RESERVES

Million pesos	4Q2023	4Q2022	VAR %	2023	2022	VAR %
Initial reserve balance	5,174.0	4,246.3	21.8%	4,924.0	4,887.1	0.8%
(+) New reserves	938.9	1,201.3	(21.8%)	2,889.3	1,791.0	61.3%
(-) Write off	(832.9)	(523.6)	59.1%	(2,533.4)	(1,754.1)	44.4%
<b>Ending reserve balance</b>	<b>5,279.9</b>	<b>4,924.0</b>	<b>7.2%</b>	<b>5,279.9</b>	<b>4,924.0</b>	<b>7.2%</b>
	DIC 23	DIC 22	VAR	DIC 23	DIC 22	VAR
Coverage Index	8.5%	9.6%	(1.1 p.p)	8.5%	9.6%	(1.1 p.p)

#### LIVERPOOL

	QUARTER			YTD		
Million pesos	4Q2023	4Q2022	VAR %	2023	2022	VAR %
Initial reserve balance	4,750.1	3,943.6	20.5%	4,537.3	4,470.6	1.5%
(+) New reserves	819.7	1,064.6	(23.0%)	2,535.8	1,652.3	53.5%
(-) Write off	(737.9)	(470.9)	56.7%	(2,241.2)	(1,585.5)	41.4%
<b>Ending reserve balance</b>	<b>4,831.9</b>	<b>4,537.3</b>	<b>6.5%</b>	<b>4,831.9</b>	<b>4,537.3</b>	<b>6.5%</b>

#### SUBURBIA

	QUARTER			YTD		
Million pesos	4Q2023	4Q2022	VAR %	2023	2022	VAR %
Initial reserve balance	423.9	302.7	40.0%	386.8	416.6	(7.2%)
(+) New reserves	119.2	136.7	(12.8%)	353.5	138.8	154.8%
(-) Write off	(95.0)	(52.7)	80.4%	(292.2)	(168.6)	73.3%
<b>Ending reserve balance</b>	<b>448.1</b>	<b>386.8</b>	<b>15.9%</b>	<b>448.1</b>	<b>386.8</b>	<b>15.9%</b>