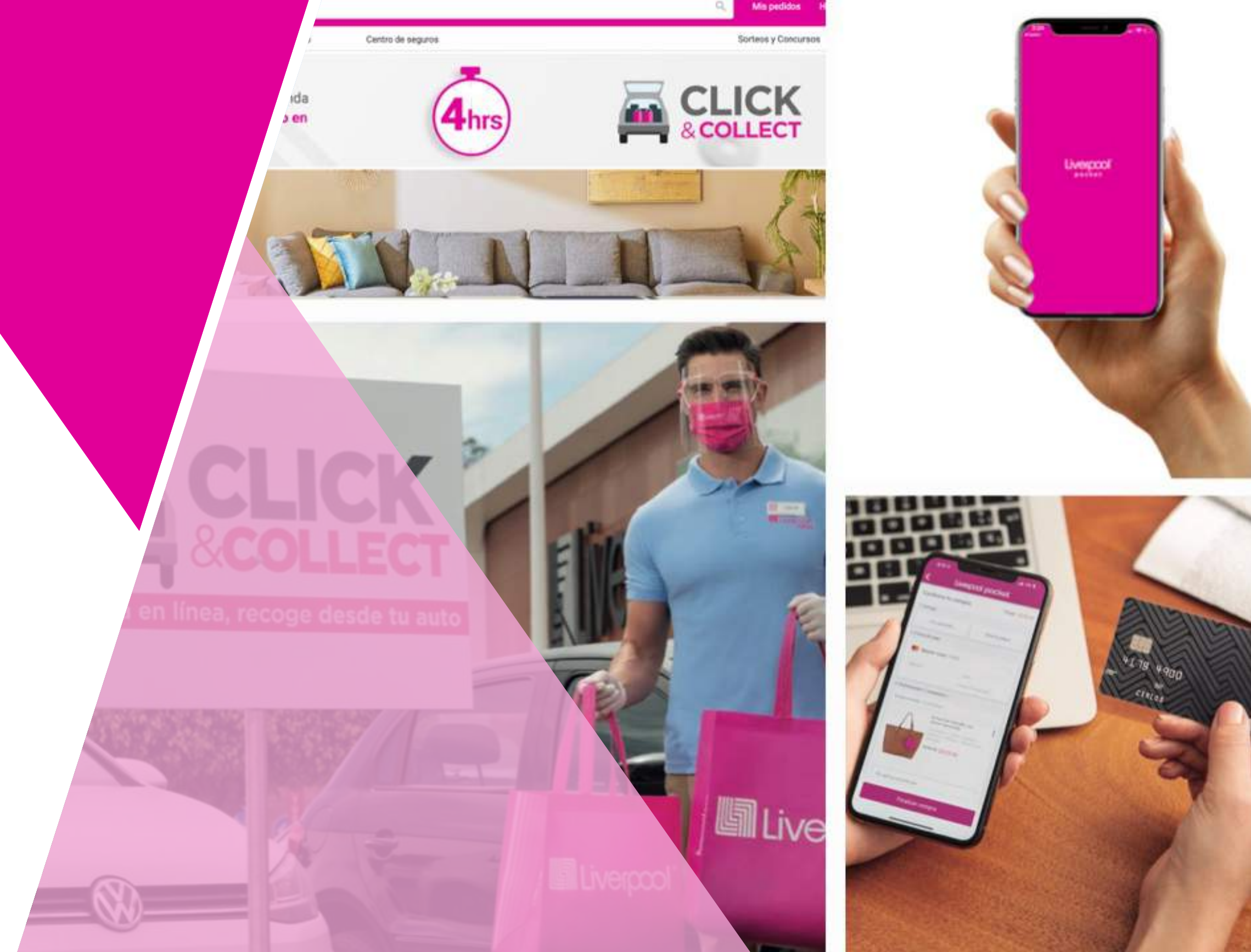


Liverpool Day

INVESTOR DAY 2021



April 28th, 2021

El Puerto de Liverpool



GRACIANO F. GUICHARD G.

Chief Executive Officer

Graciano F. Guichard G.
CEO



Mauricio Braverman
Chief Transformation and
Innovation Officer

Santiago de Abiega Pons
Managing Director
Financial Services



Enrique Güijosa
CFO



Gerardo Muñoz
Chief Information and
Technology Officer



Edwin Serment
V.P. Logistics



Antonino Guichard G.
Chief Digital Officer



Zahié Edid
Chief H.R. Officer





MAURICIO BRAVERMAN

Chief Transformation and Innovation Officer

ECOSYSTEM STRATEGY FOR

El Puerto de Liverpool

2025 VISION



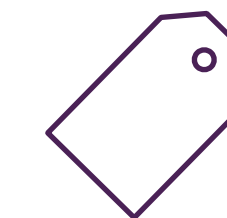
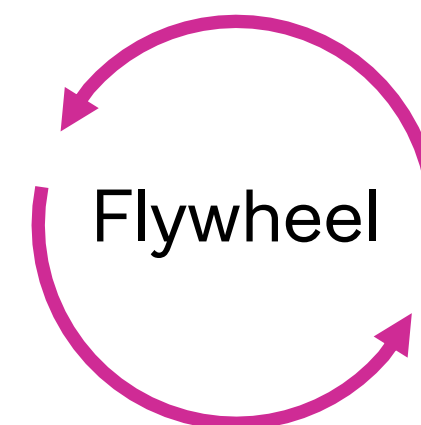
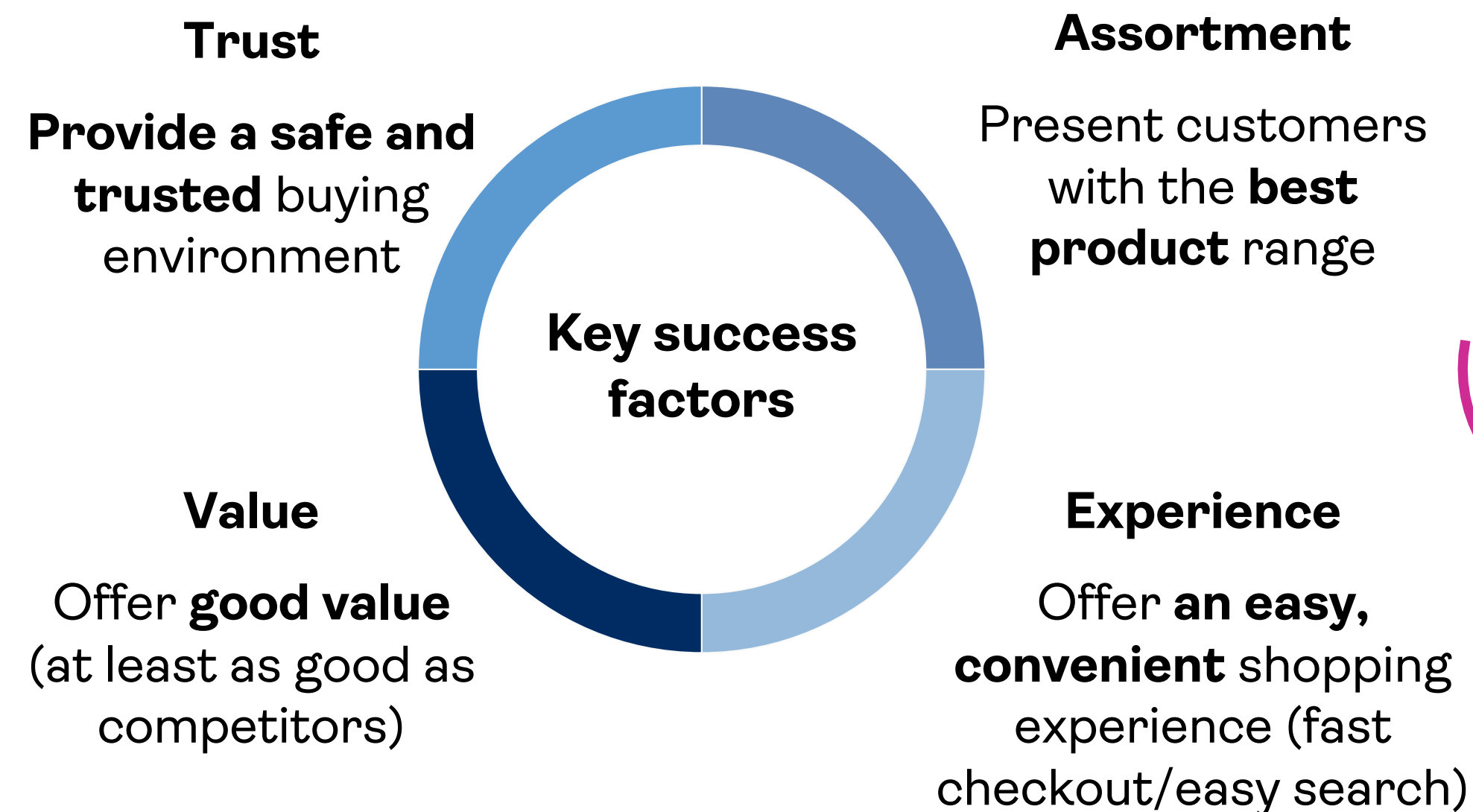
WE ASPIRE TO BE IN OUR
customer's smart phones first screen



WE NEED TO STRENGTHEN OUR PLATFORM WITH A *compelling value proposition* FOR CUSTOMERS AND PARTNERS



Customer value proposition



Partner value proposition



THE ECOSYSTEM STRATEGY AND *key initiatives* WILL BE BUILT UPON THE GROUP'S STRONGEST ASSETS

Brand

- **Most recognized brand** by consumers in many categories, **ranking 1st and 2nd in awareness** across several categories; performs **very well along the buying funnel**

Loyal customer base

- **~12 M traceable unique** customers
- Best **customer satisfaction and NPS across dimensions** compared with other B&M stores.

Financial services capabilities

- Very **relevant customer base** (and growth)
- One of the **credit cards leaders** in the market
- Almost **half of our sales are done with our credit cards** – loyalty virtuous cycle
- A **wide and attractive portfolio** of financial services and a **proven ability to cross sell products**: PIF significant penetration of current CC base

Footprint

- Extensive footprint with more than **400 points of sale and real state network**
- **One of the largest in-store** sales teams with extensive cross-category knowledge

Brands and assortment

- **Wide assortment** in most relevant categories: Liverpool has the **widest assortment** in apparel compared to its omnichannel competitors.
- Access to a broad range of **exclusive and private label brands**

Ambition | **'EPL es parte de tu vida' for all customers in all channels; become the first shopping option** for the Mexican shopper

Key objectives |

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

Must-win battles & high-level initiatives



Enablers | IT | Data analytics | Supply chain and logistics | Vendor management

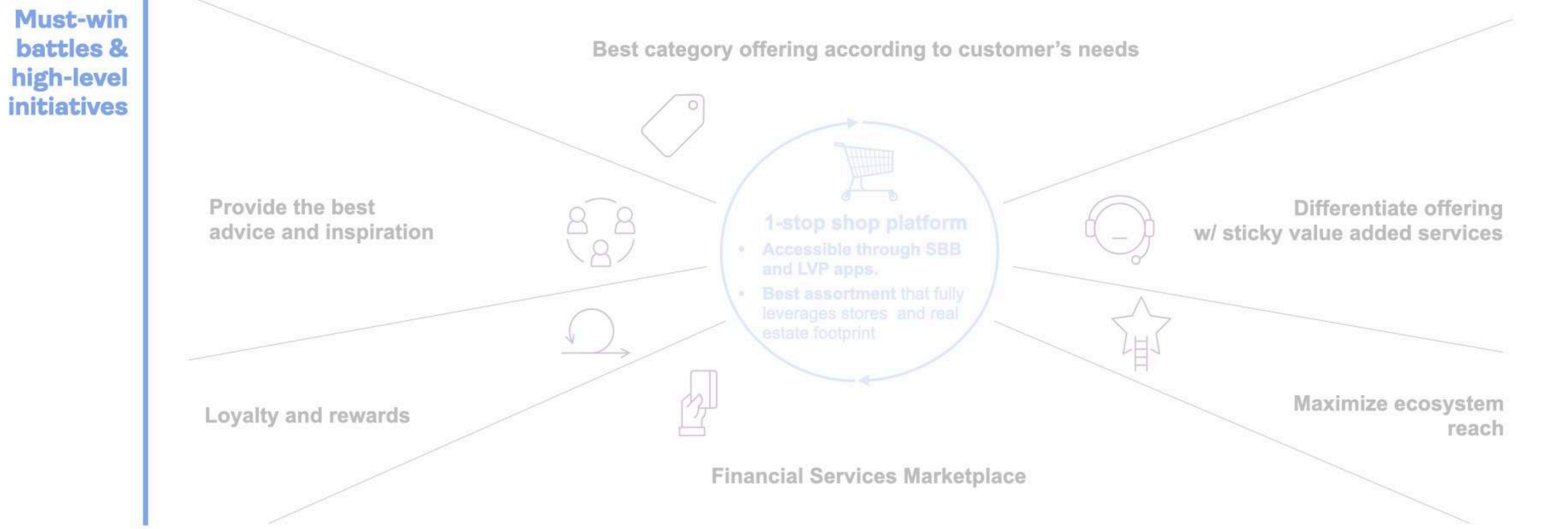


GERARDO MUÑOZ

Chief Information and Technology Officer

Ambition | *'EPL es parte de tu vida'* for all customers in all channels; become the **first shopping option** for the Mexican shopper

- Key objectives** |
- 1. Grow e-commerce 3X in the next 5 years
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Enablers | **IT** | Data analytics | Supply chain and logistics | Vendor management

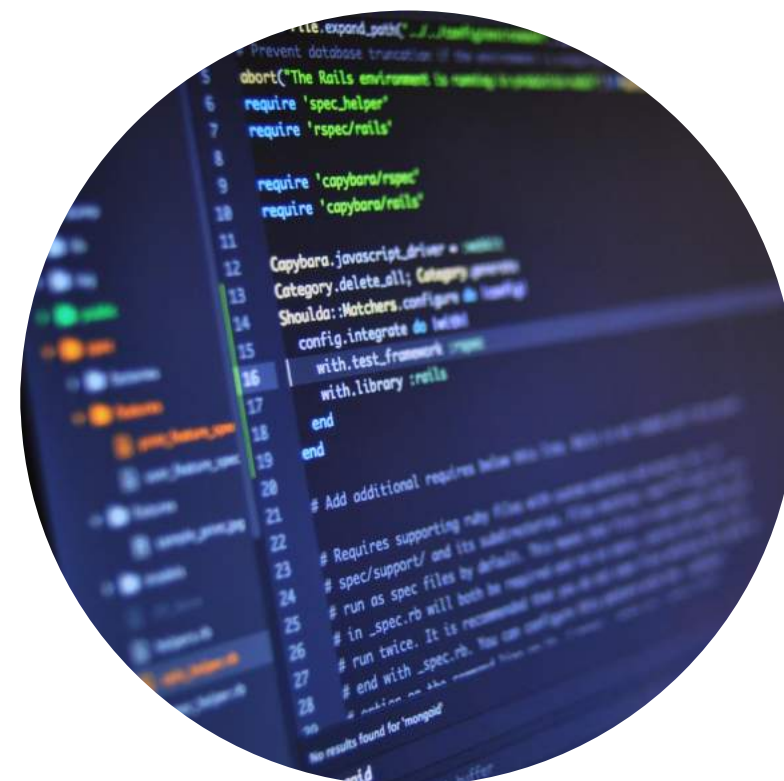
TECHNOLOGY TRANSFORMATION

Why do we need to change?



The **business** has **evolved**

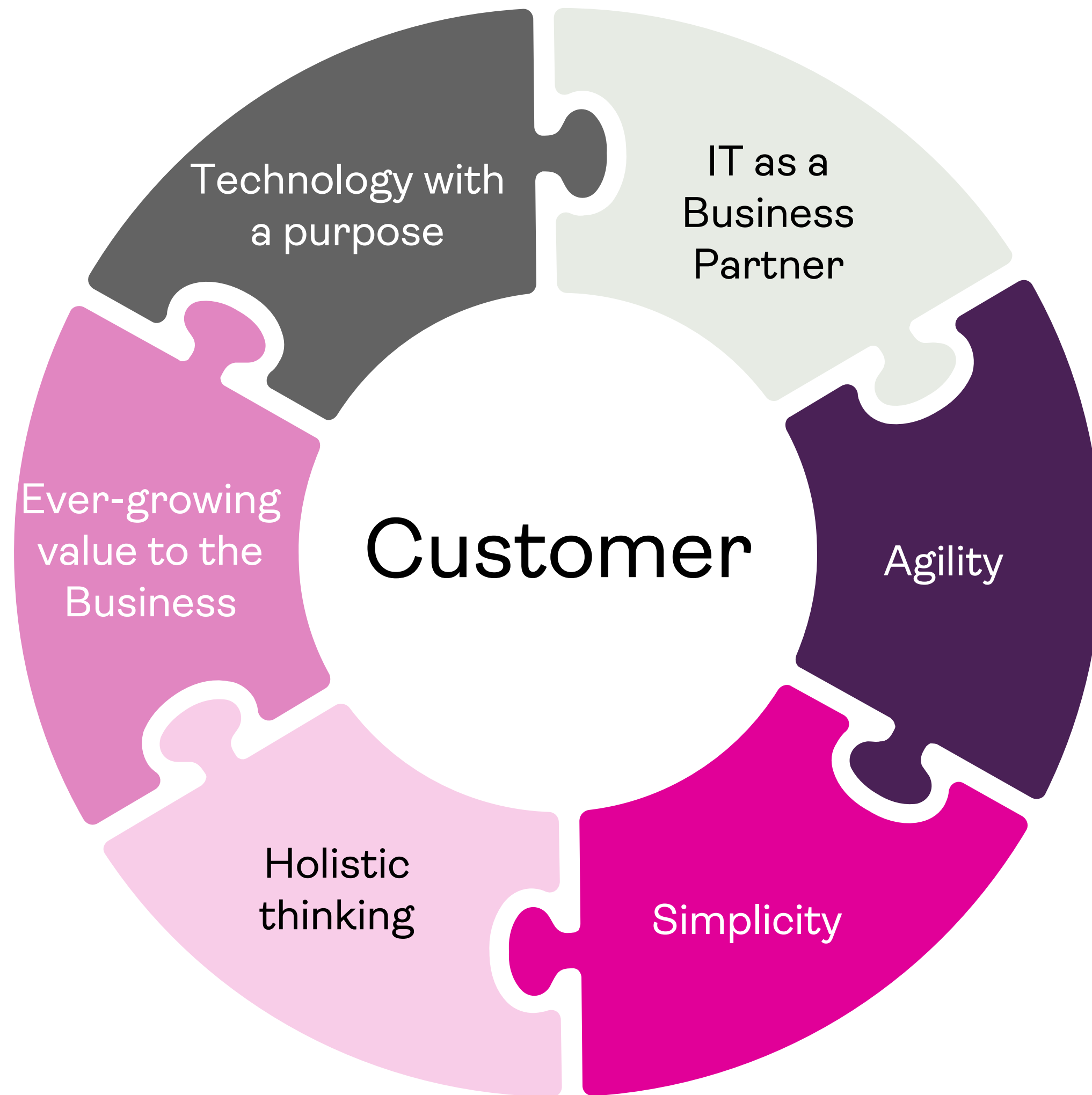
IT became a key **business enabler**



Simple and **nimble** tech landscape

Technology as a **competitive advantage**





Guiding principles **FOR IT EVOLUTION**

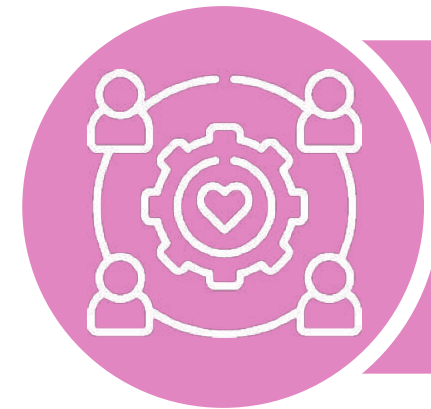
WHERE TO *start*



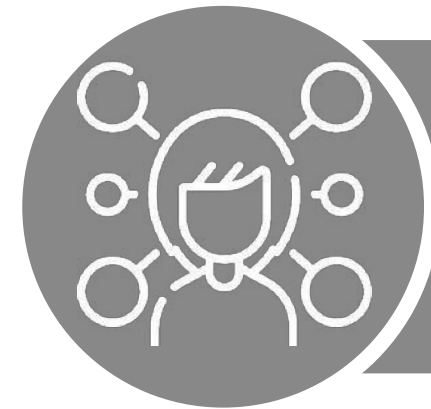
Improve **resilience** of critical **applications** and **infrastructure**



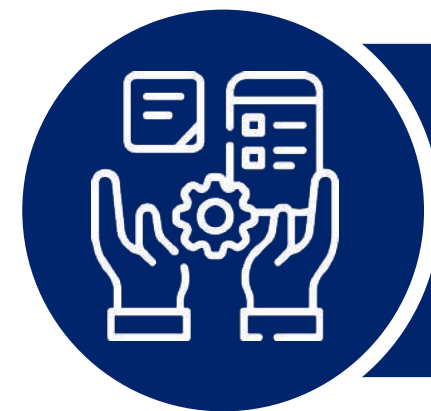
Modernize and strengthen **technical and cybersecurity standards**, improving our engineering processes and third-party solutions' deployment



Scale-up and accelerate the adoption of new ways of working and **improve** collaboration with our business partners.



Increase maturity in key technical capabilities. Reinforce **talent** in strategic areas



Update and maintain the future architecture map in the business strategy

Technology with a Purpose



People

- **Culture** and mindset
- Employee **Engagement**
- **Technical Career Path**
- Assess employee **profiles** VS **key capabilities**
- **Talent enablement** and **acquisition**
- **Talent Diversity**
- **Workplace** of the future

Holistic Thinking

Customer in the Center



Processes

- Implement the new IT **operating model**
- Design the future **architecture** (**Flexibility, Scalability, Resilience, Security**)
- Scale-up and accelerate the adoption of **methodologies** (Agile, DevOps, Design Thinking)
- **Sourcing strategy**
- Evolve **Cybersecurity**
- **Operating Model**

Simplicity

IT as a Business Partner



Technology

- Map the **applications portfolio**
- **Ensure stability** of critical applications, prioritize and address **resilience** issues
- “**End-to-end**” approach for service monitoring
- Define and execute a “**Tech Modernization**” program
- Technology landscape **simplification**



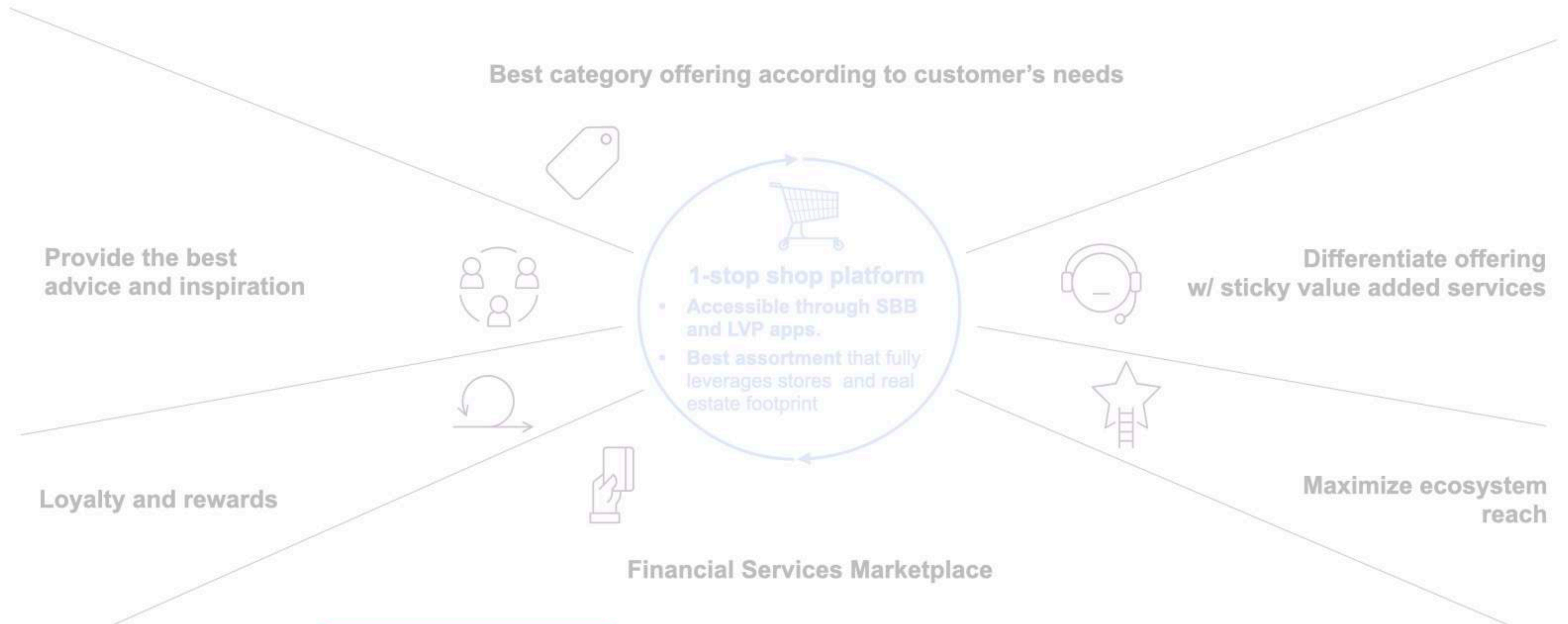
ANTONINO GUICHARD G.

Chief Digital Officer

Ambition | *'EPL es parte de tu vida'* for all customers in all channels; become the **first shopping option** for the Mexican shopper

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Must-win battles & high-level initiatives



Enablers | IT **Data analytics** Supply chain and logistics Vendor management

CUSTOMER EXPERIENCE & ANALYTICS

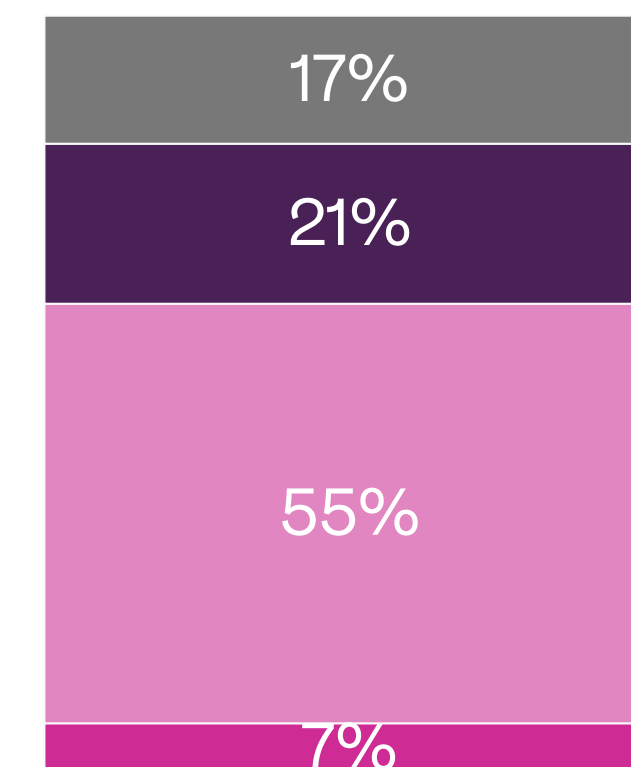
Personalization

Our goal is
to know
at least
of our customers.

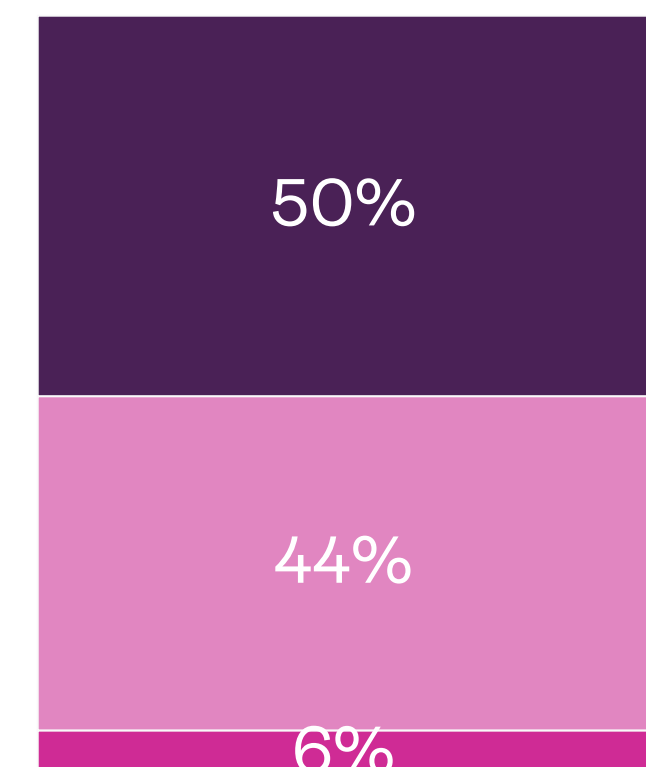
90%

In order to do so, we have implemented
the following strategies:

- e-Wallet
- Digital “*Monedero Electrónico*”
- Digital purchase ticket
- Customer data update



Value



Customers

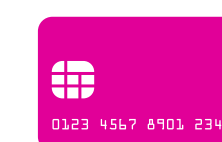
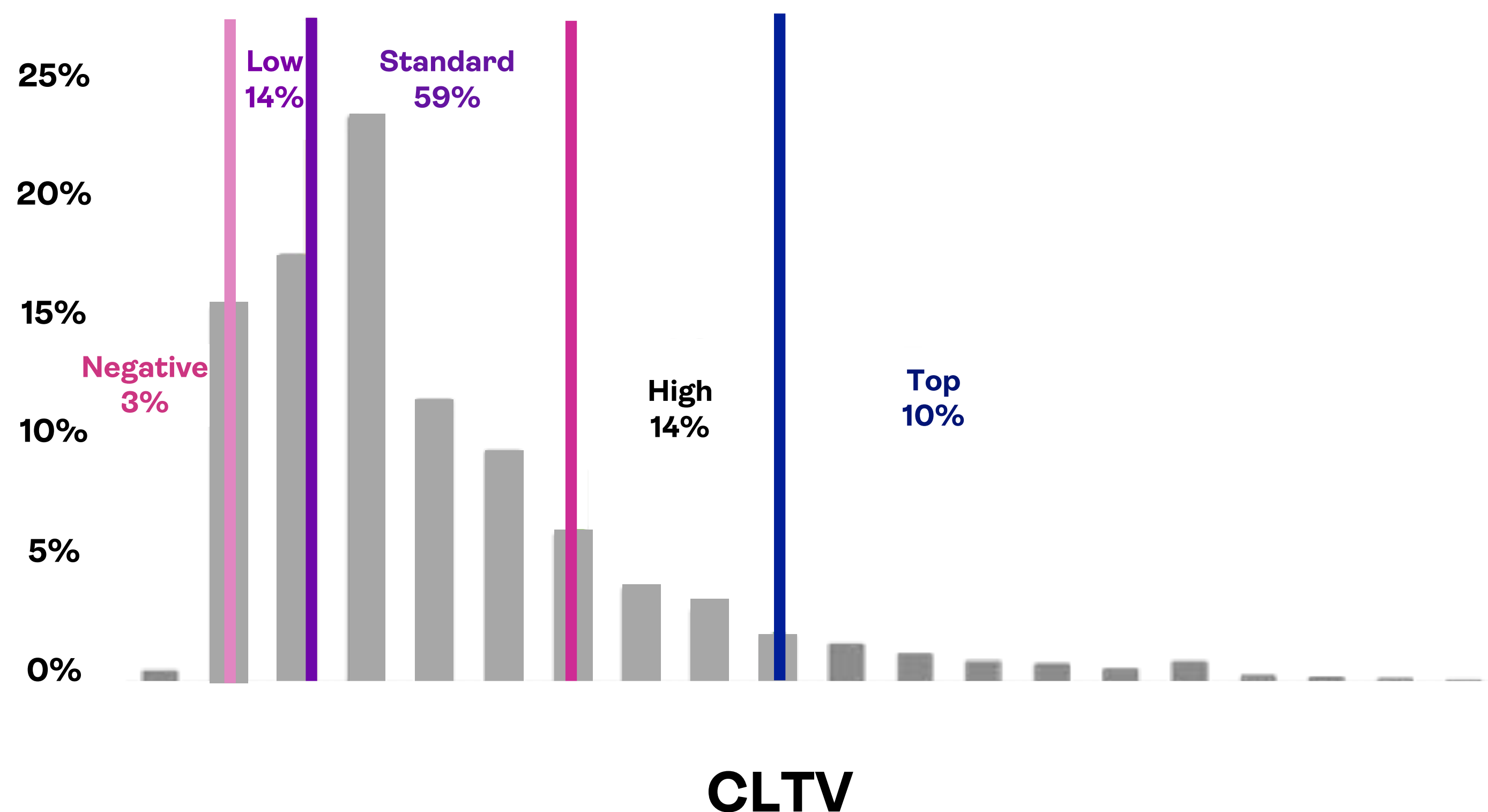
- New Customers
- Current Unknown Customers
- Current Known Customers
- Non Traceable Payments

CUSTOMER EXPERIENCE & ANALYTICS

CLTV

With our complete database, EPL has more than **240** variables to calculate our CLTV.

Our goal is to **increase** our CLTV, so we are implementing personalized incentives.



New Credit Cards



Omnichannel customers



Repurchase strategies



Products per order



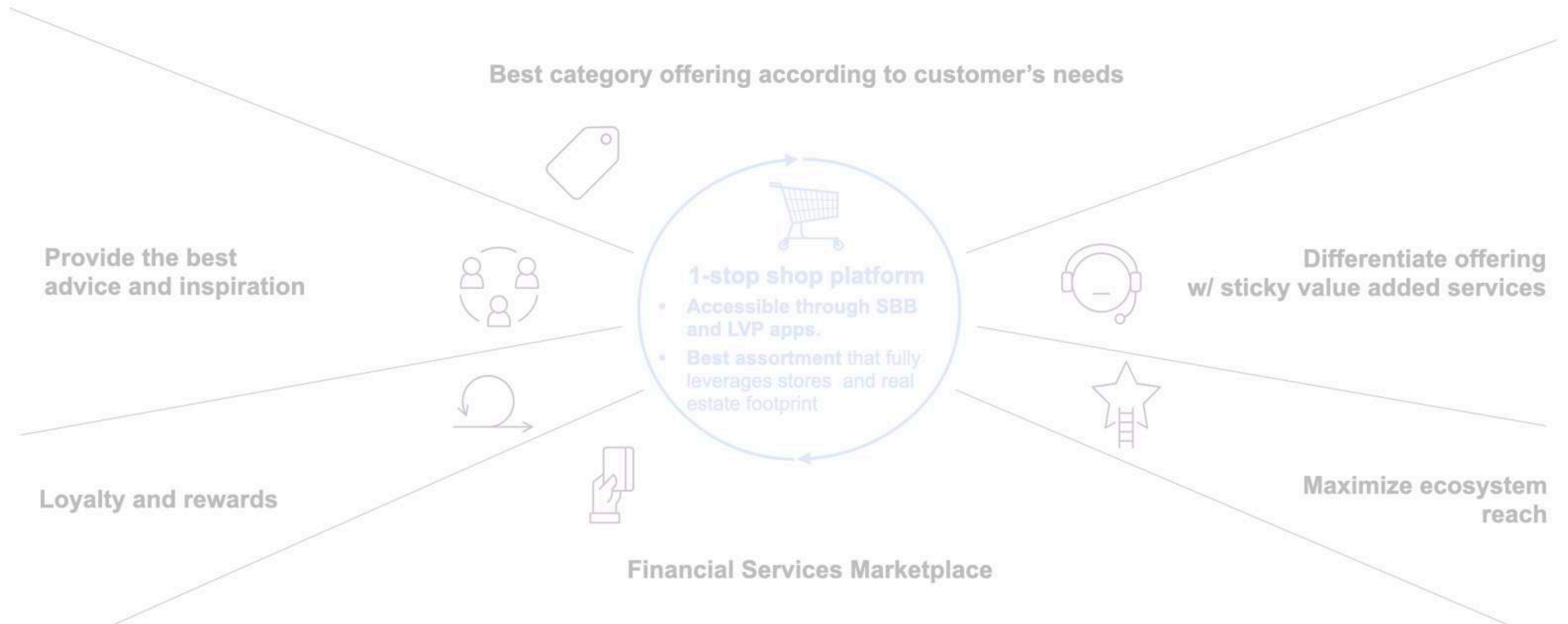
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Enablers | IT Data analytics **Supply chain and logistics** Vendor management

El Puerto de Liverpool

CLIENT EXPECTATIONS *have changed,* OUR SUPPLY CHAIN NEEDS TO EVOLVE

Client preferences

Digital Experience

Last-mile
delivery
growth 4x

Reliable

Ship from
Store
growth
36x

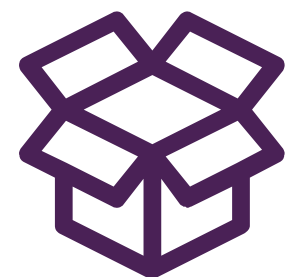
Same & Next-Day delivery

Lead time
reduction
7x

Omnichannel

Cost to
Serve
-44%

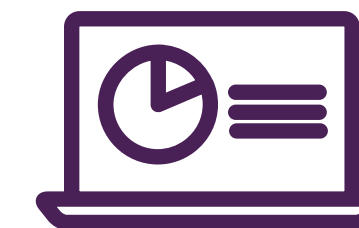
Logistic network



End-to-end fulfillment



Inventory assortment

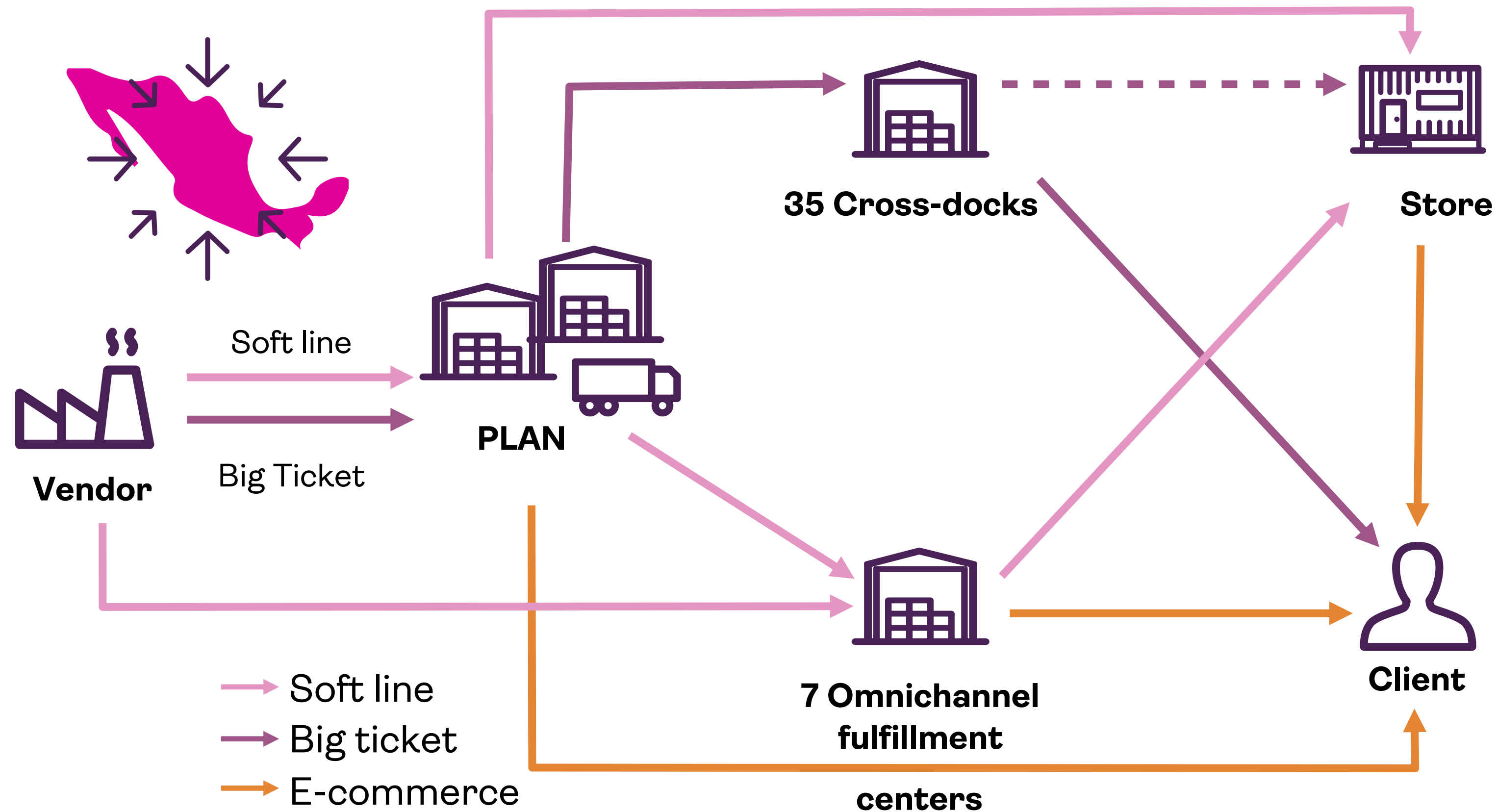


Data & Advanced Analytics

El Puerto de Liverpool

LOGISTICS NETWORK *transformation*

2025

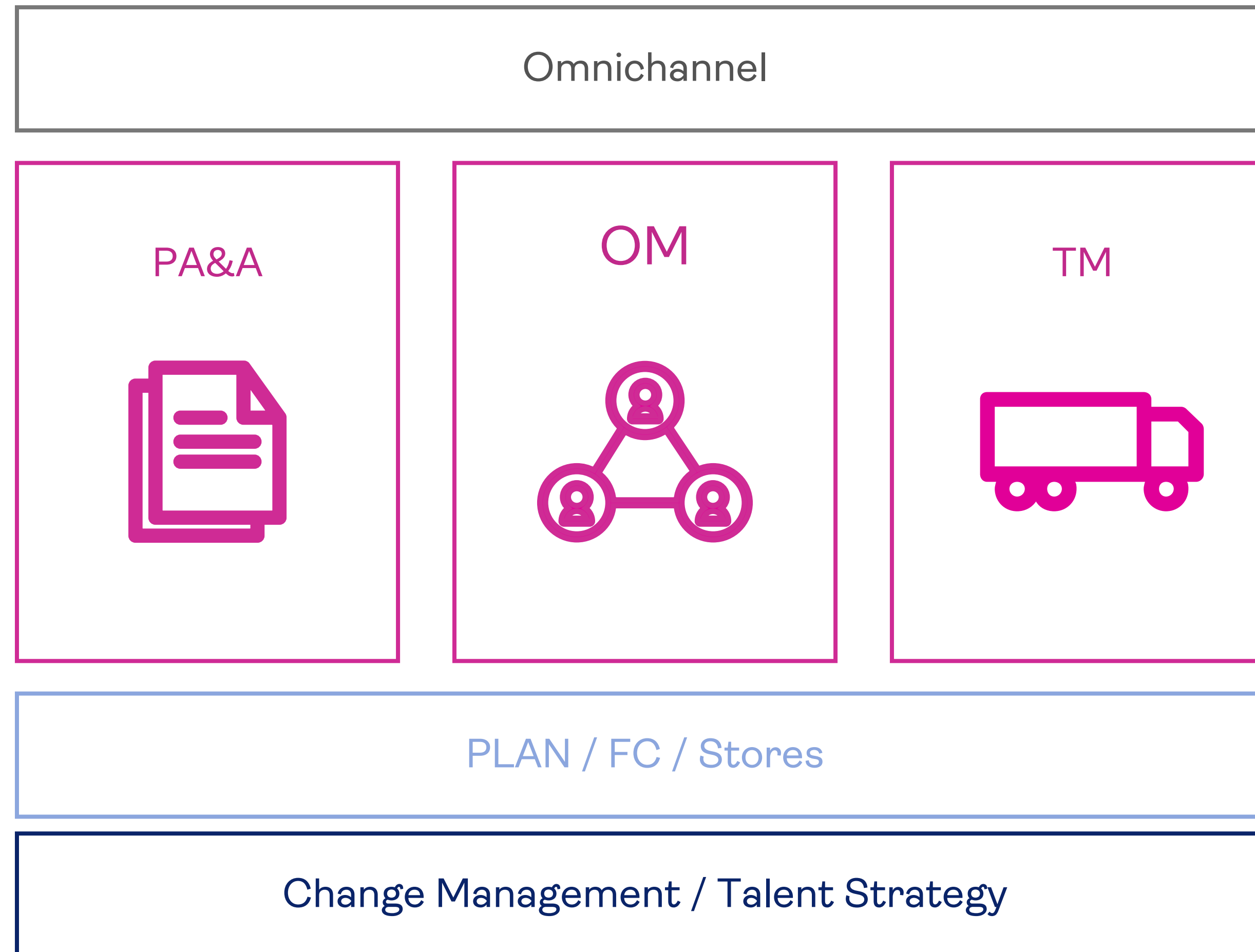


89%
e-Comm
1 day
Lead Time

84%
1 day Lead
Time
Store
Replenish-
ment

EPL IS EXECUTING DIGITAL ENABLER PROJECTS

to excel



EPL IS EXECUTING DIGITAL ENABLER PROJECTS

to excel

Planning, assortment & allocation



Assortment
Optimization

Product
Lifecycle
Modeling

Dynamic
Clustering

Demand
Transfer

Advanced Analytics / Machine Learning



Order management

Accuracy
Order Lifecycle
Traceability

Transportation management



Planning Optimization

El Puerto de Liverpool

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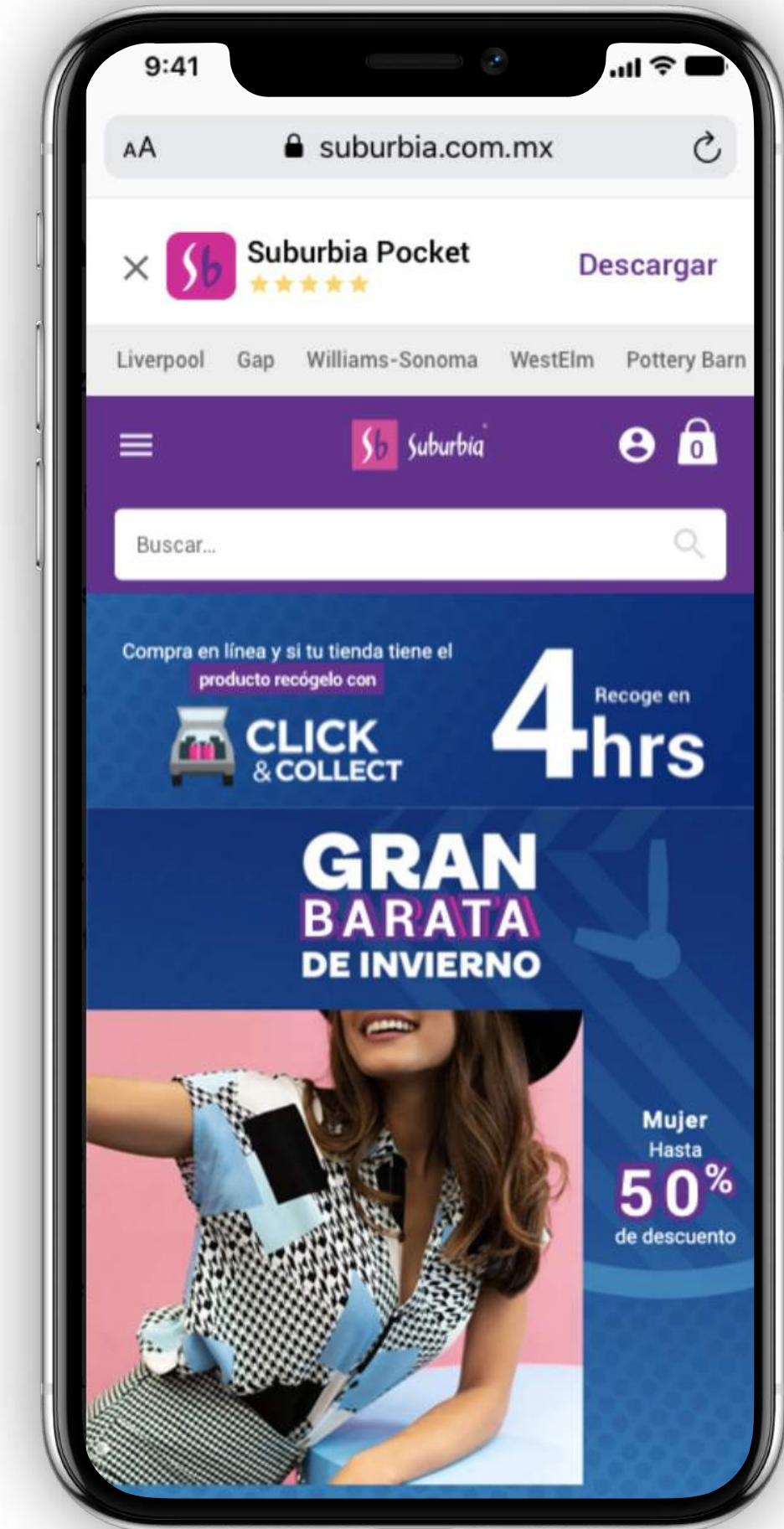
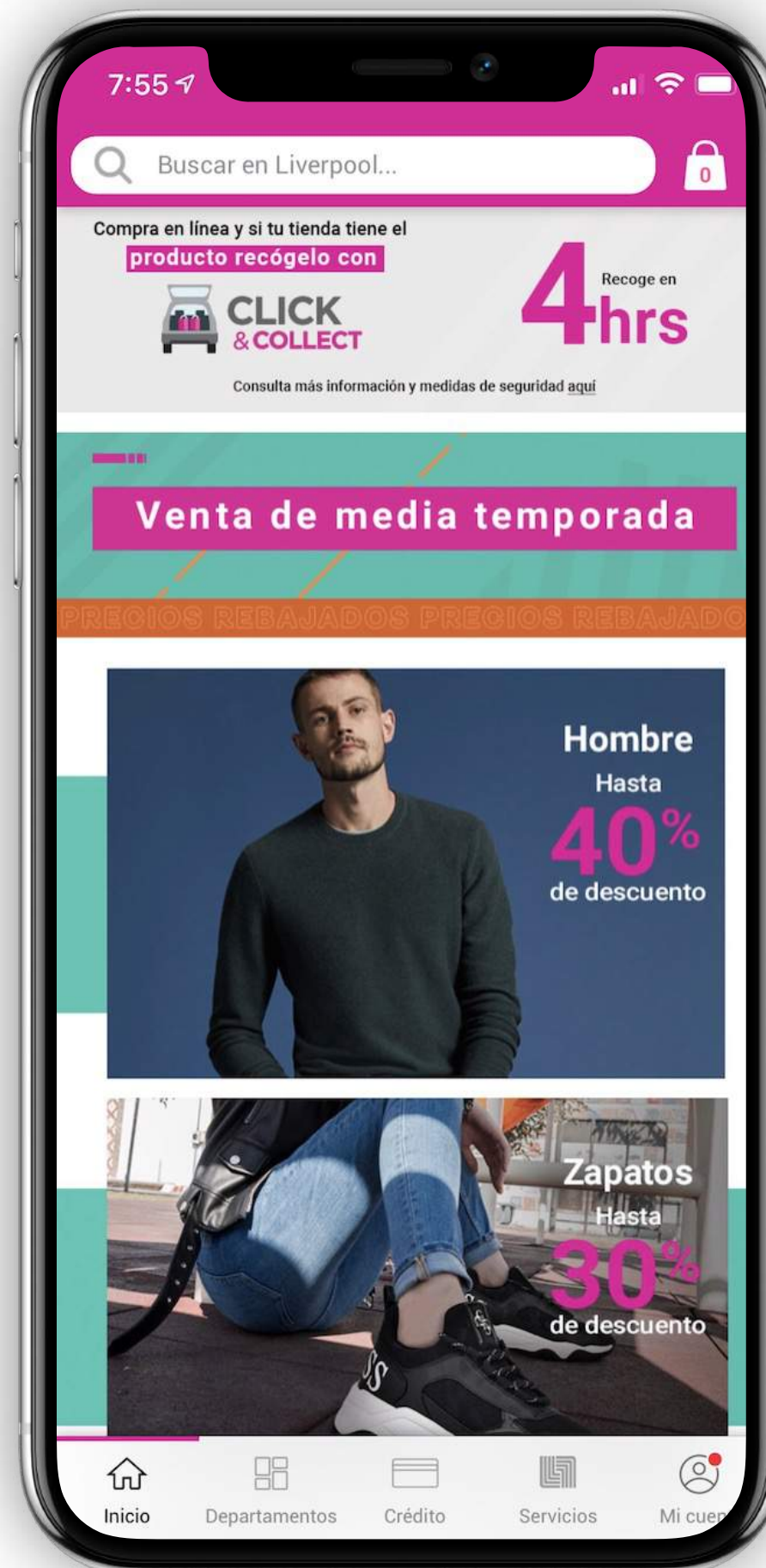
Must-win battles & high-level initiatives



Enablers | IT Data analytics Supply chain and logistics Vendor management

MULTIPLE FRONTS

One back system



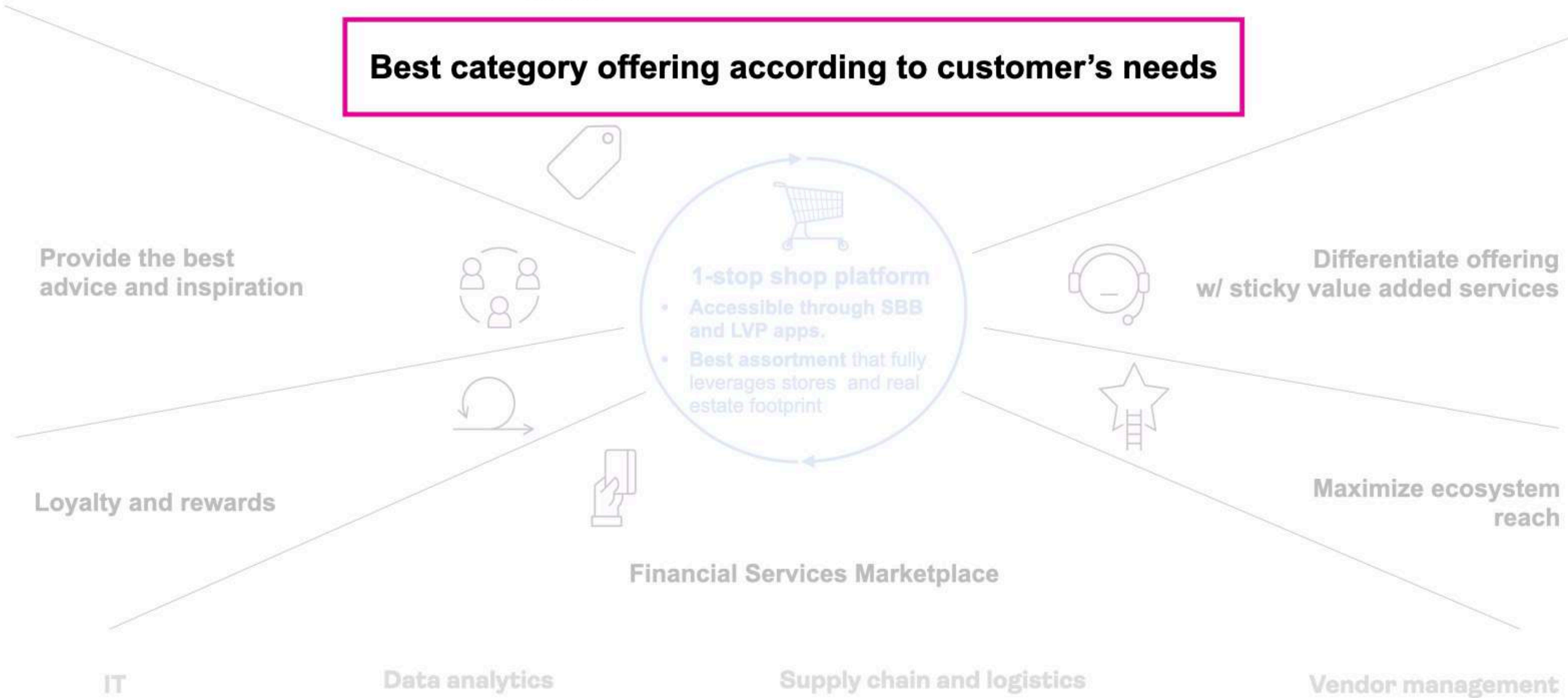
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Enablers

IT Data analytics Supply chain and logistics Vendor management

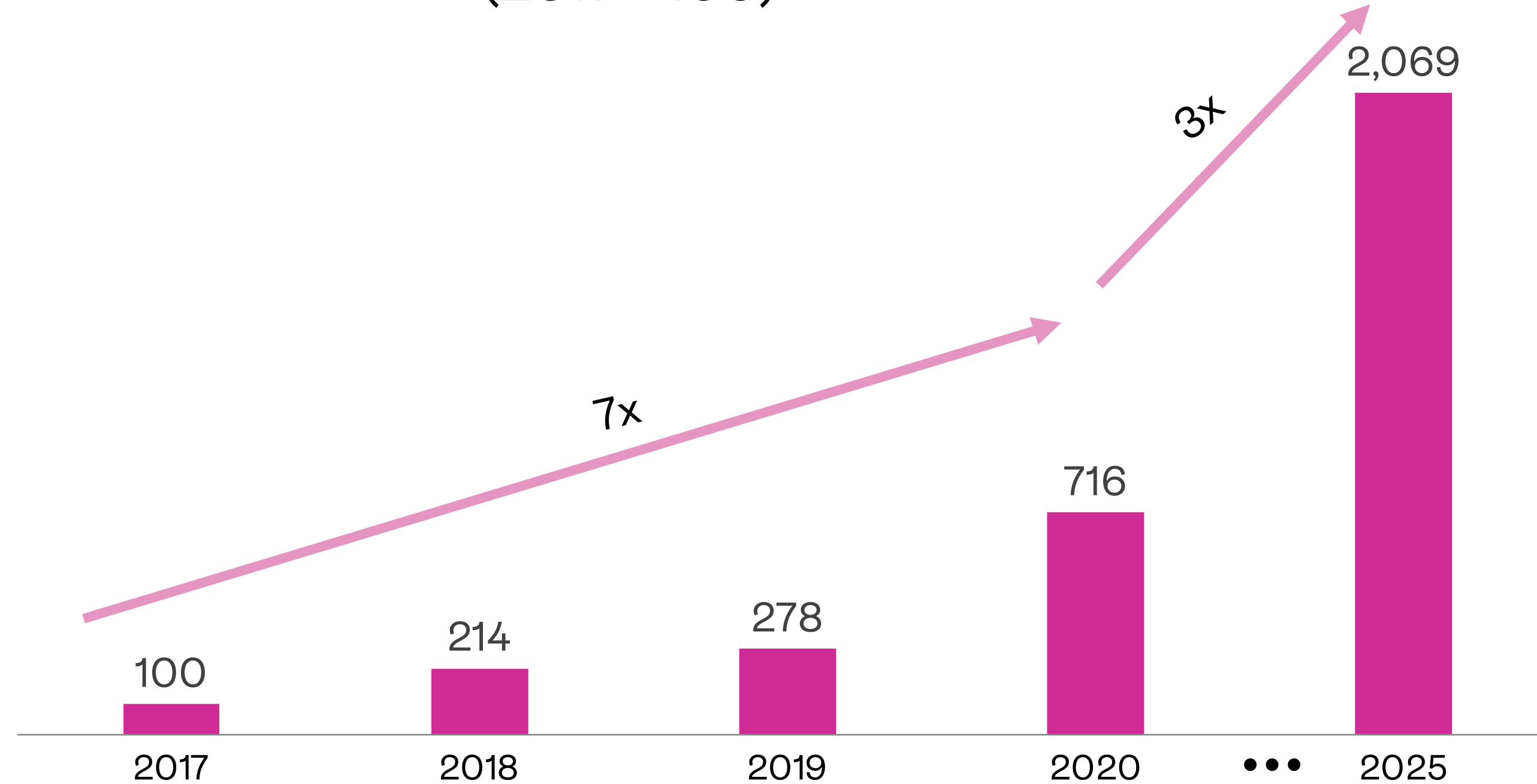
EPL Digital Sales

- Liverpool.com
- Marketplace
- Extended catalog
- Services
- Suburbia.com
- Multisites

EPL DIGITAL

Recent trends & goals

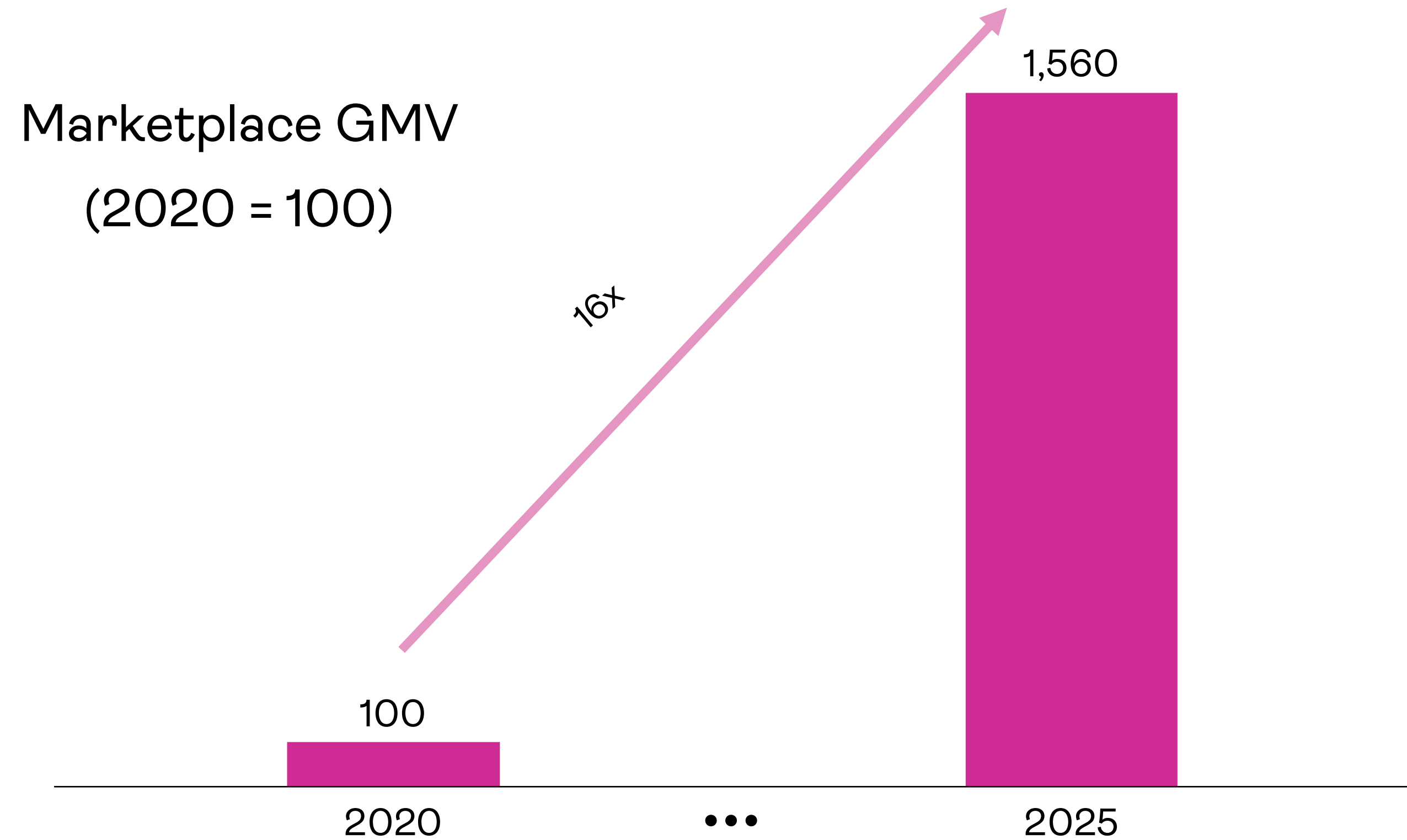
EPL Digital GMV
(2017 = 100)



Marketplace

- Target 2025 → 16x vs 2020
- Share increases to 35% in 2025 from 6% in 2020
- Catalog will grow 13x

MARKETPLACE BECOMES A KEY *Growth Engine*



MARKETPLACE

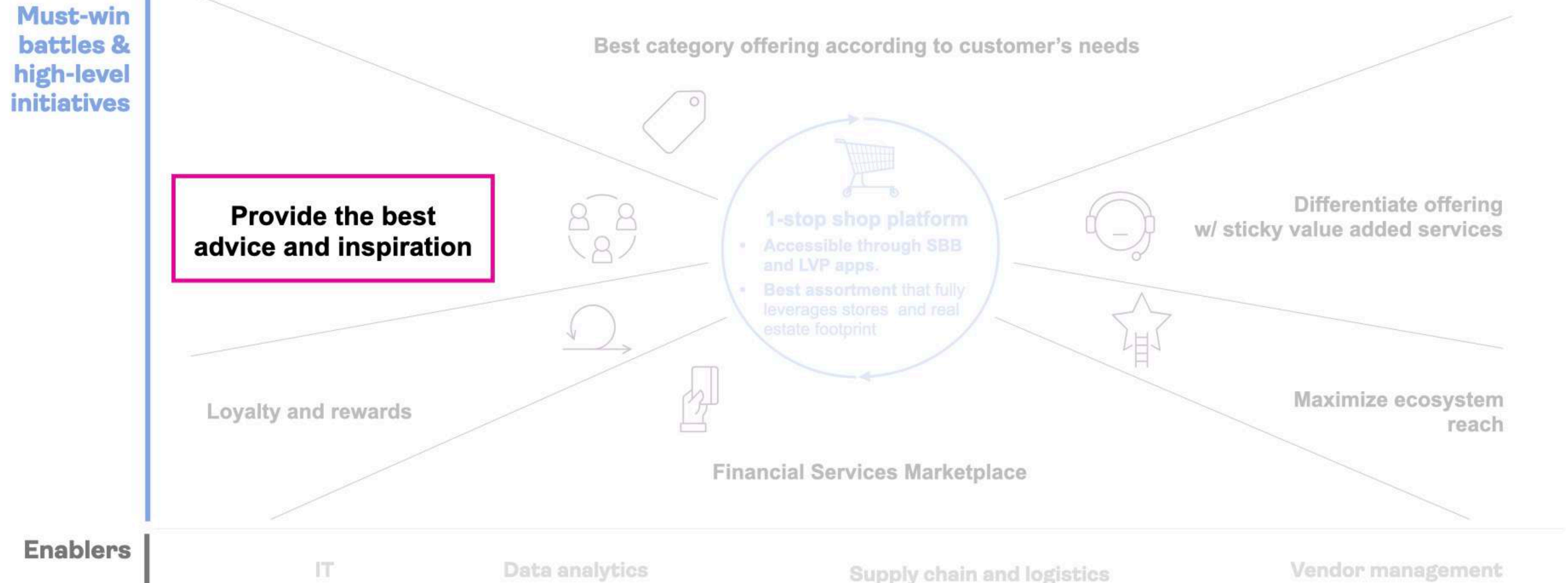
Key Initiatives



- **B&M** sales
- **Fulfilled by** Liverpool
- **10X sellers** increase
 - **New team** structure
- **Seller Center**
- **Full** automation
- Hybrid vendors

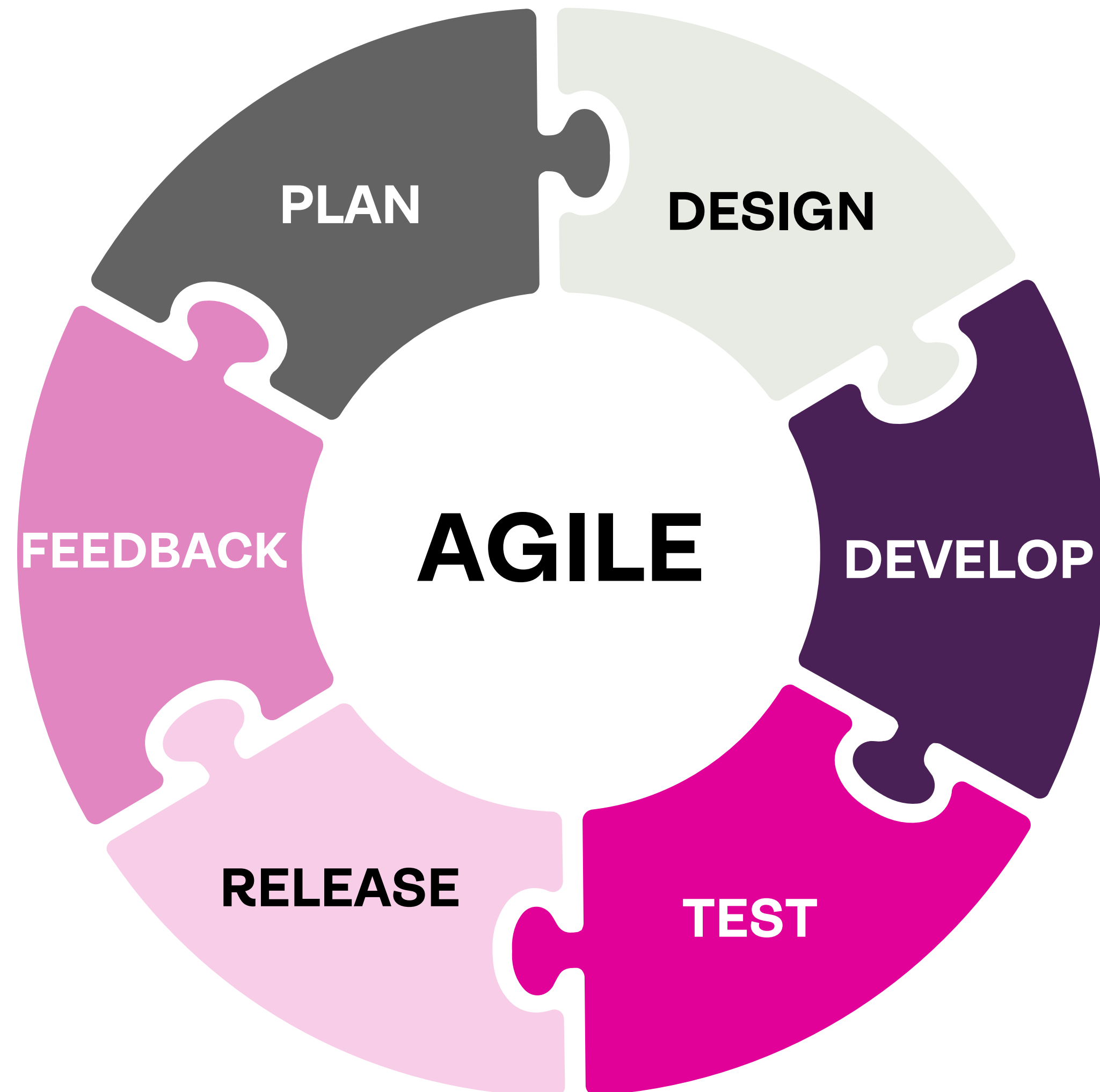
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NEW AGILE CELL STRUCTURE

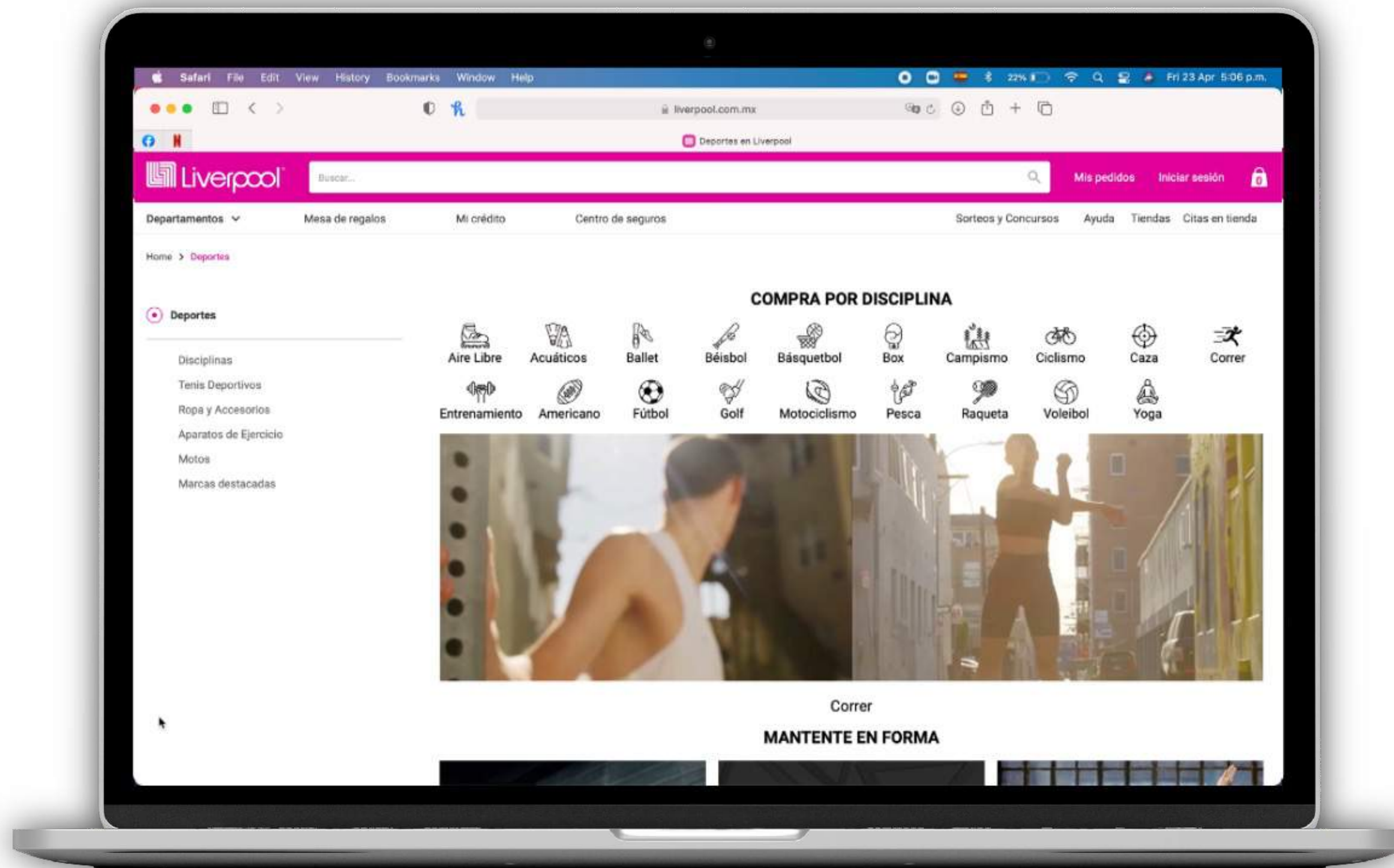
Client First



1. Product Government
2. Sales App
3. Search & Browse
4. Product Detail Page
5. Gift Registry
6. Delivery Experience
7. Liverpool Pocket
8. Personalization

DIFFERENT MULTIMEDIA

video & stills



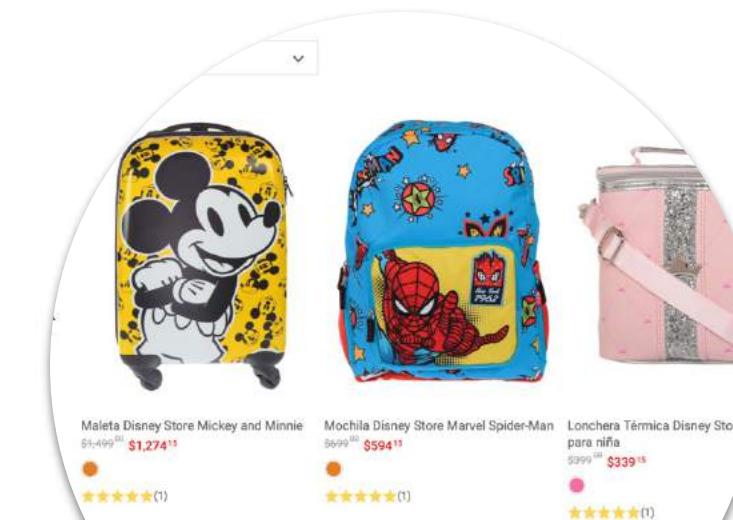
BEST AND EXCLUSIVE *assortment*



Marvel and
Lucas Films



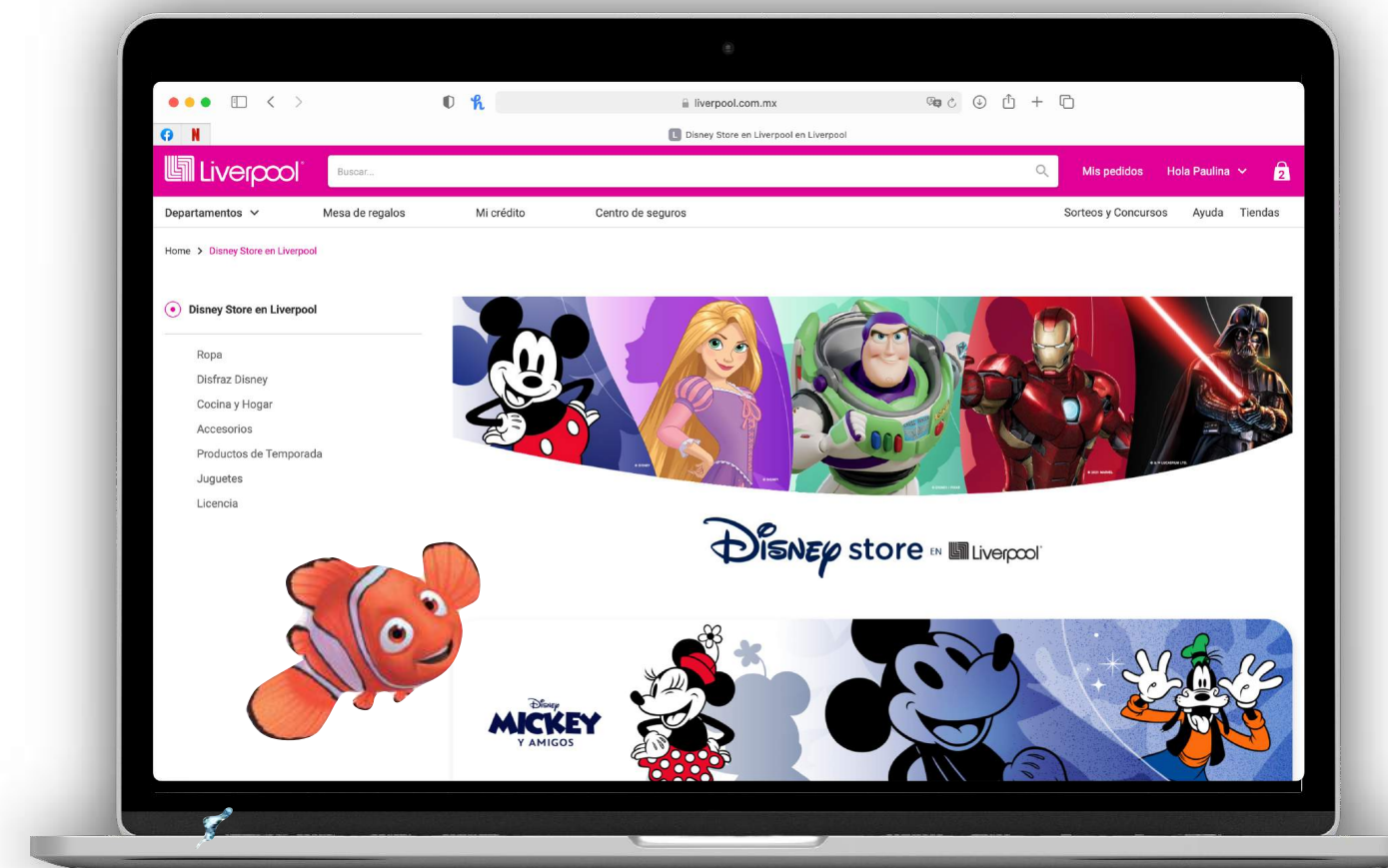
More and bigger
store spaces



Exclusive .com
business in Mexico



Classic Disney
and Pixar



Same products as
US theme parks
and stores



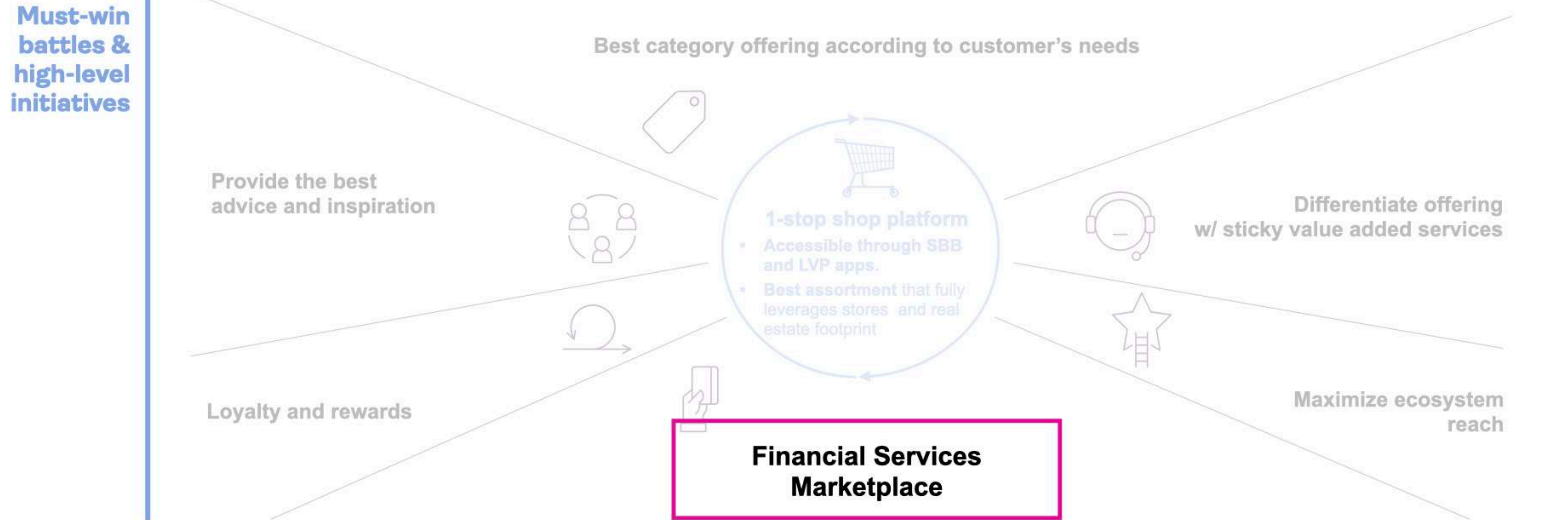


SANTIAGO DE ABIEGA PONS

Managing Director Financial Services

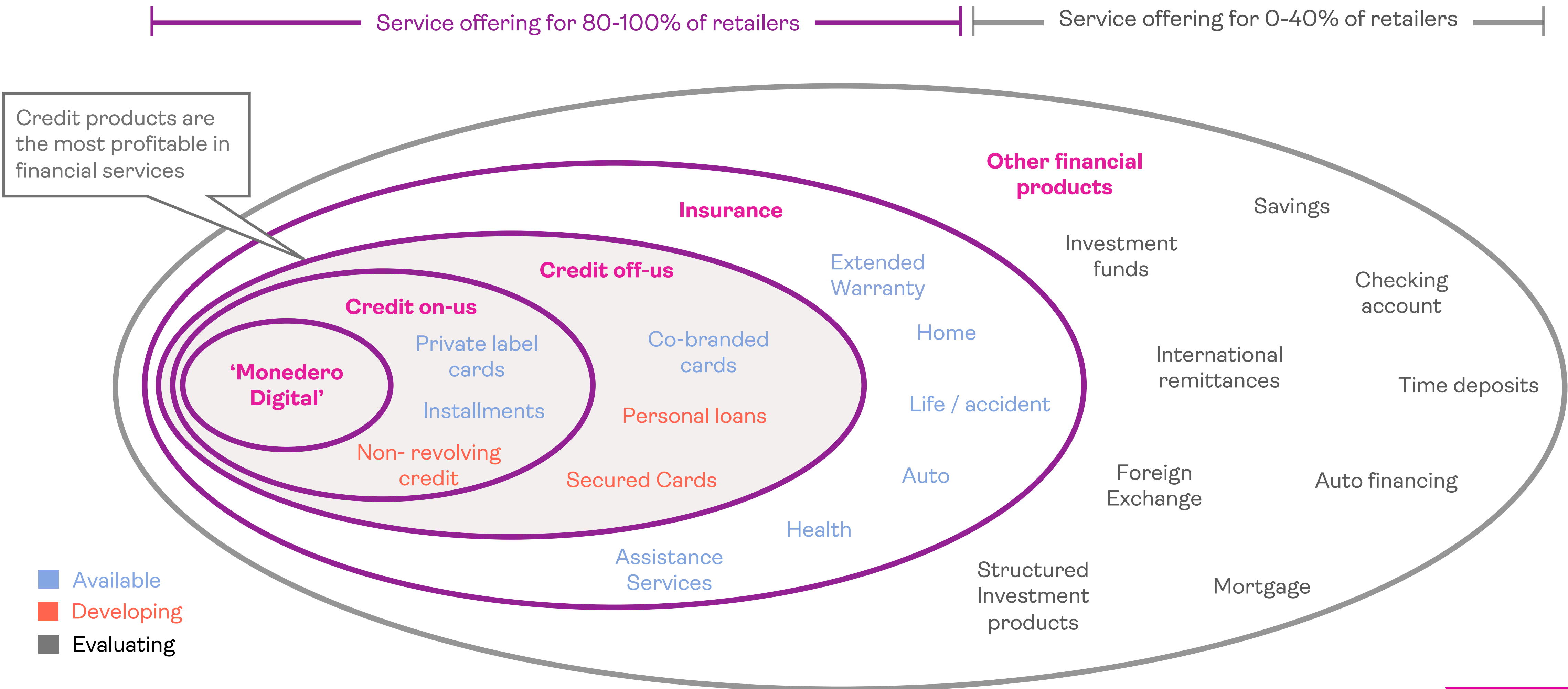
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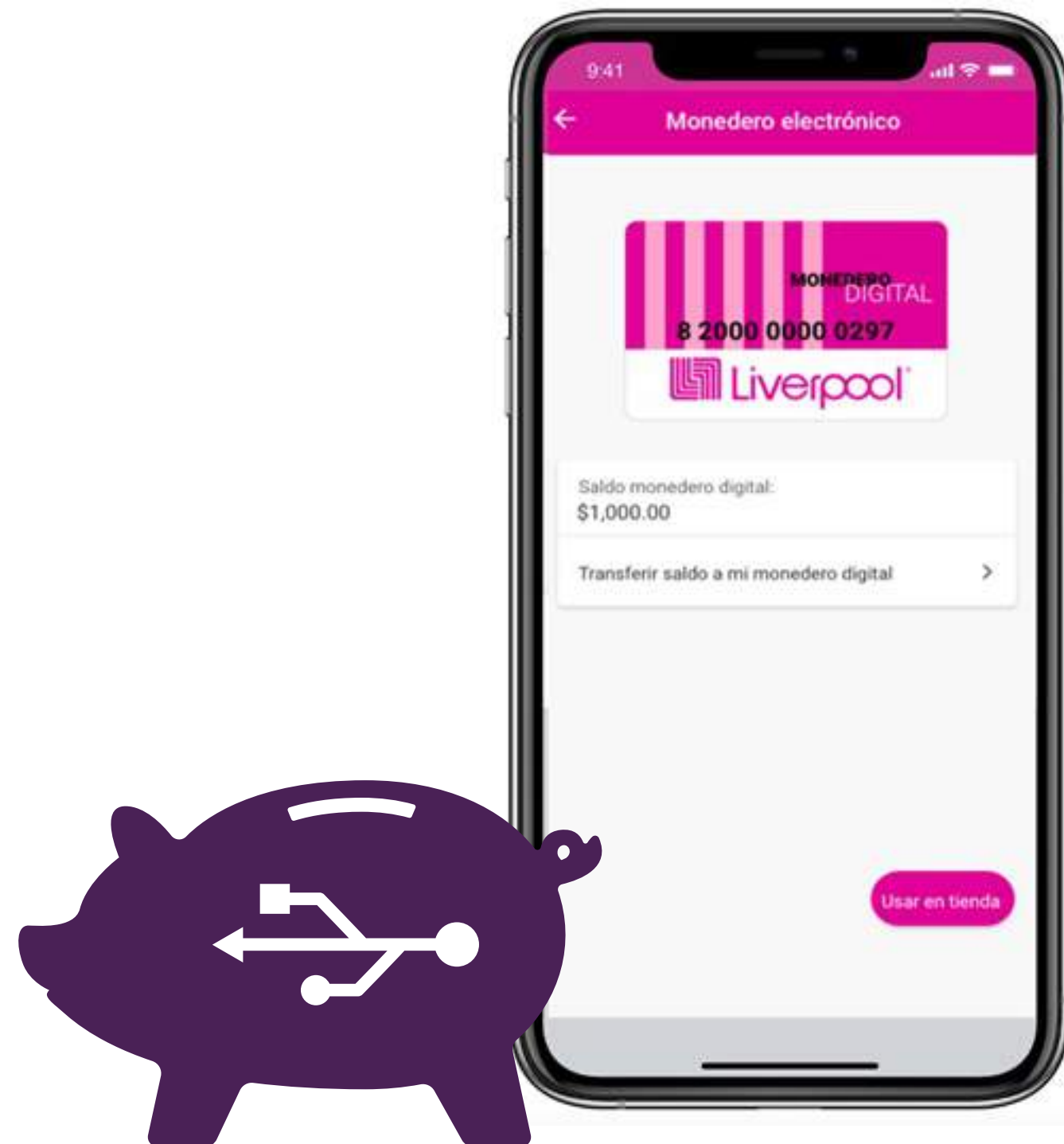


Enablers | IT Data analytics Supply chain and logistics Vendor management

THE VISION *One-Stop Shop* FOR FINANCIAL SERVICES



Monedero Digital



- ▶ Convenient omnichannel experience
- ▶ Establish a direct relationship with the full customer base
- ▶ Enabling capturing of customer information, habits and preferences

CRÉDITO AL CONSUMO

Pilot

Non Revolving Consumer Credit, initial down payment and weekly installment plans:

Addressed to **lower medium** and **upper low** segments for the acquisition of Durable Goods

2021	2022
<ul style="list-style-type: none"> Pilot MVP in 11 Suburbia stores Learn / Iterate; Benchmark Develop technical and operational capabilities 	<ul style="list-style-type: none"> Implement technical and operational capabilities Rollout / Grow share / sales

¡ESTRENA HOY LO QUE SIEMPRE HAS QUERIDO!

MINI PAGOS

Refrigerador **\$99** Semanales
24 pagos mensuales
Precio al contado **\$6,599**

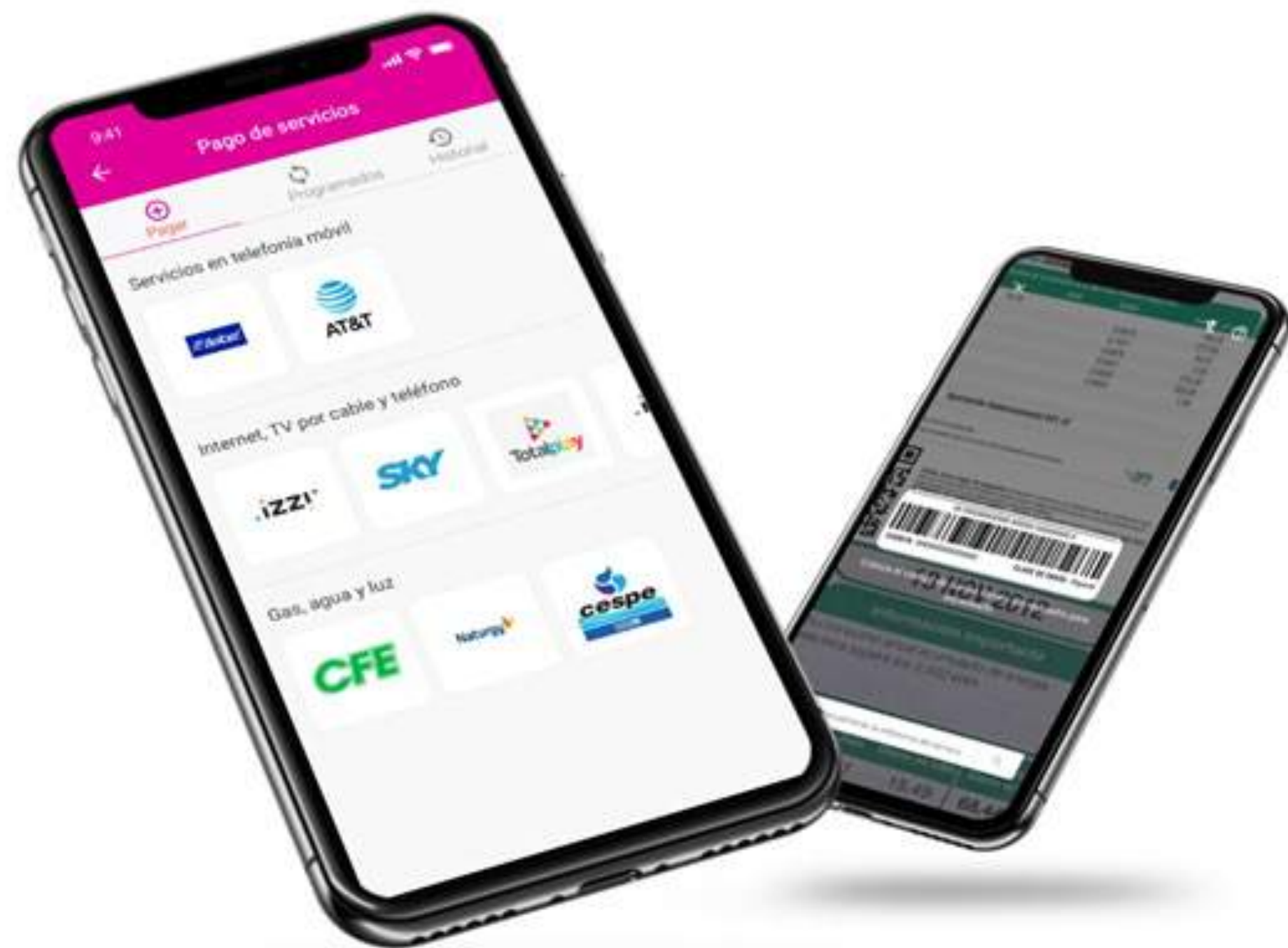
Pequeños pagos semanales Sin referencias ni historial crediticio

MONTOS	PAGO INICIAL	PAGOS	SEMANAS
\$700	\$70	PAGA \$54	13
\$2,500	\$375	PAGA \$72	39
\$4,000	\$600	PAGA \$94	52
\$6,000	\$1,200	PAGA \$133	52
\$8,000	\$1,600	PAGA \$138	78
\$10,000	\$2,000	PAGA \$150	104

CONSULTA MÁS Opciones en www.suburbia.com.mx

CLICK + COLLECT
Compra en internet, recoge en tienda

BILL *Payments*



Pay your services in a simple and safe way



Schedule your payments

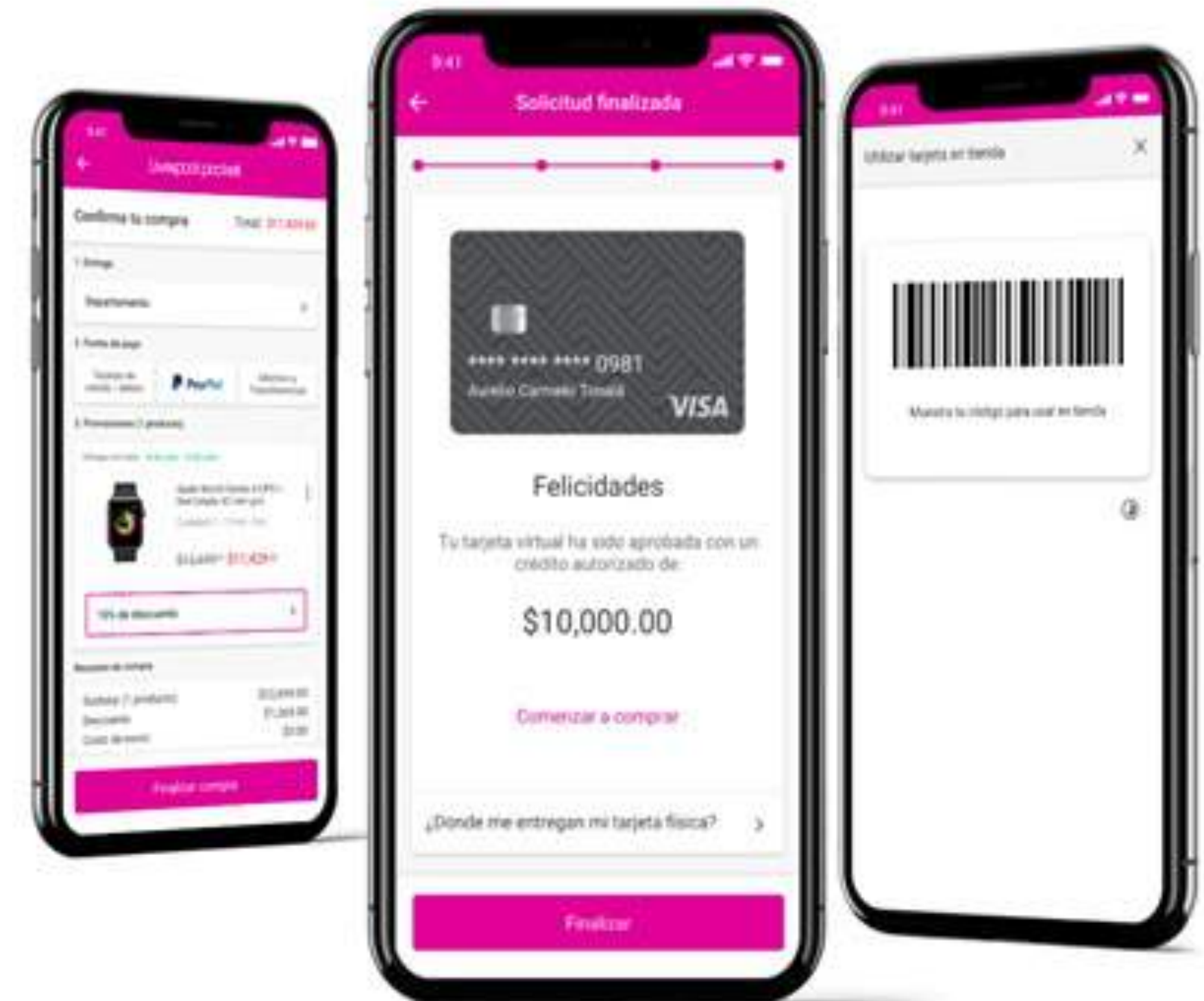


Check your payment and billing history

DIGITAL ISSUANCE

online application + digital card

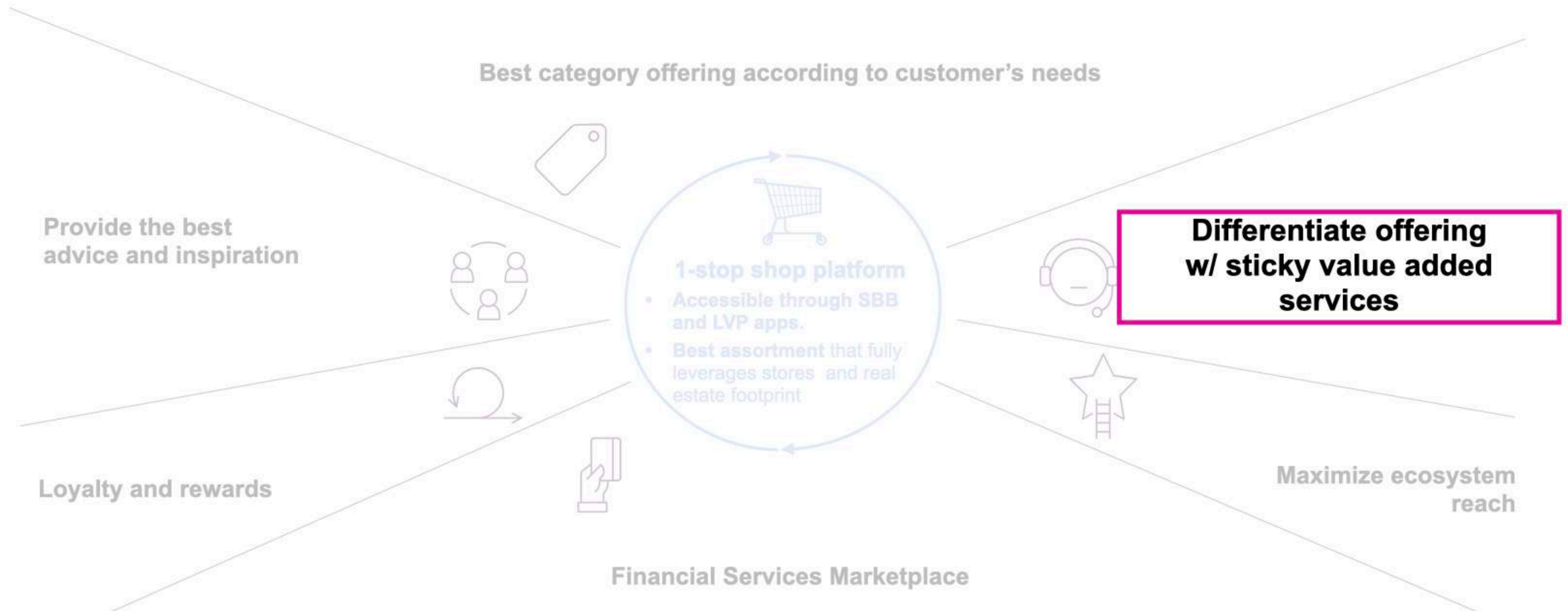
- Digital application with instant digital card issuance.
- Immediate availability for:
 - ▶ Online shopping.
 - ▶ In store purchases with e-Wallet.
 - ▶ Access to purchase and financial information.



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Must-win battles & high-level initiatives



Enablers | IT Data analytics Supply chain and logistics Vendor management

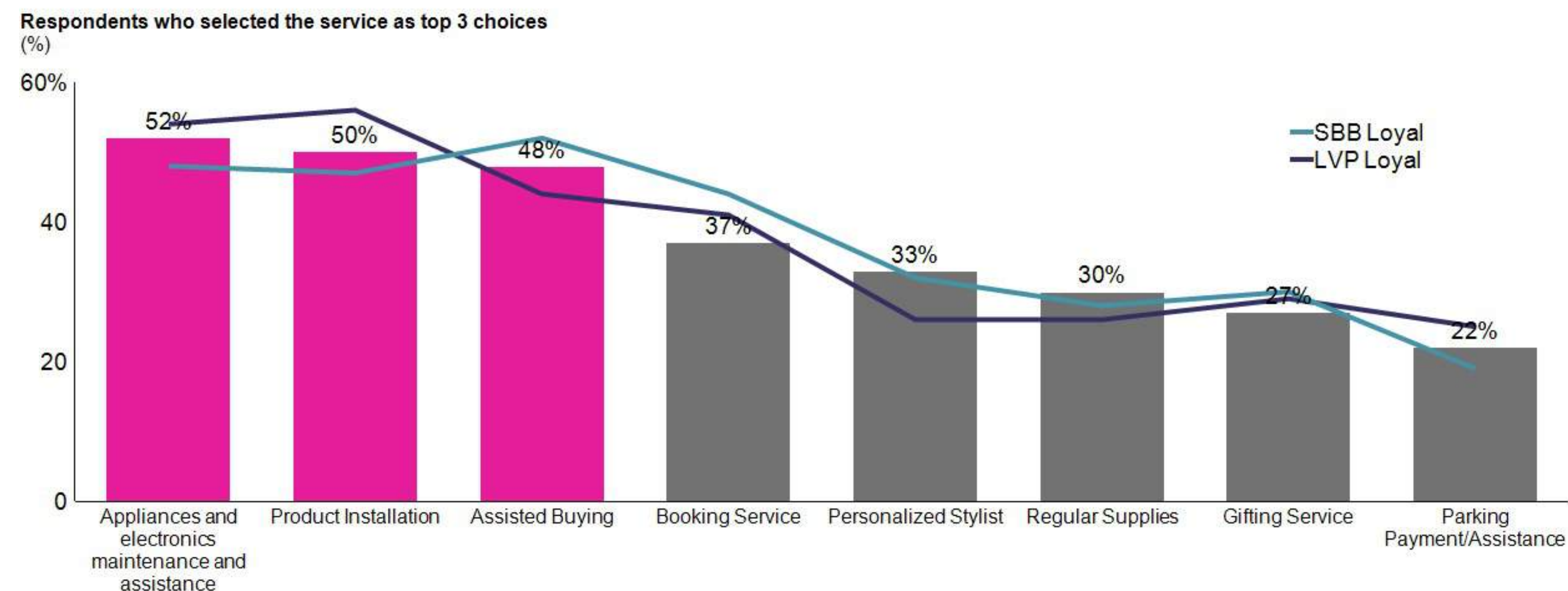
VALUE-ADDED SERVICES WILL HELP US SUPPORT THE FULL PRODUCT LIFECYCLE AND STRENGTHEN OUR RELATIONSHIP WITH CUSTOMERS

Strengthen value in key categories

Address some customers' tech needs

Value-Added Services

Which of the following services would you value the most as a buyer if they were offered in your preferred store's mobile app?



Source: Value Adding Services Survey (September 2020, N= 1502), LVP loyal N=133, SBB loyal N=79)

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Enablers | IT Data analytics Supply chain and logistics Vendor management

A LOYALTY PROGRAM WILL HELP INTEGRATE EPL'S BRANDS, PARTS OF THE ECOSYSTEM AND NEW INITIATIVES UNDER ONE UMBRELLA

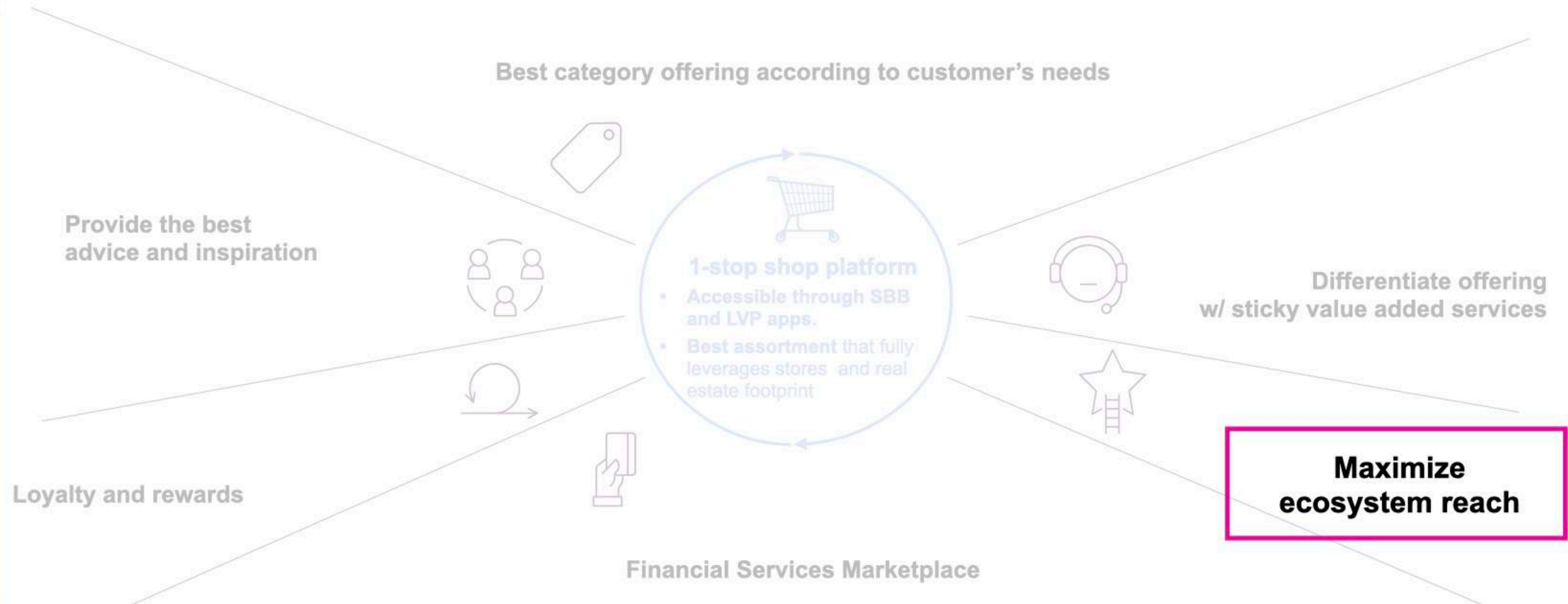


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Enablers | IT Data analytics Supply chain and logistics Vendor management

EXPANSION PLAN

2 stores - 2021



10 stores - 2021



El Puerto de Liverpool



Extensions / Upgrades / Retainmentment: Galerías



WE NEED TO
execute well the full strategy





ZAHÍÉ EDID
Chief H.R. Officer

Sustainability Strategy Investor Day



SUSTAINABILITY STRATEGY - MODEL



**CUSTOMER
EXPERIENCE**

CUSTOMERS
EMPLOYEES
SUPPLIERS
COMMUNITY
COMPETITORS
INVESTORS
AUTHORITIES
MEDIA

SUSTAINABILITY STRATEGY - MODEL

0. ESG Governance

- 0.1. Institutional soundness
- 0.2. Traceability of results
- 0.3. ESG culture

Purpose

To promote **institutional soundness**, in order to **permeate ESG culture** at all levels of the Company and **be accountable for sustainability performance** internally and externally.



SUSTAINABILITY STRATEGY - MODEL

1. Corporate Governance, Ethics and Compliance

- 1.1. Structure and operation of corporate governance
- 1.2. Culture of integrity, anti-money laundering and anti-corruption
- 1.3. Information security and privacy

Purpose

To strengthen our functioning **corporate governance** based on best practices and foster a **culture of integrity, ethics and compliance** with all the audiences which we have contact with.



SUSTAINABILITY STRATEGY - MODEL



2. Human Capital Management

- 2.1. Diversity and Inclusion
- 2.2. Training
- 2.3. Academic development
- 2.4. Well-being and quality of life

Purpose

To **provide opportunities** for our employees, so they can develop as individuals and work as a team to achieve shared goals.

SUSTAINABILITY STRATEGY - MODEL



3. Commercial Partners Management

- 3.1. Responsible sourcing - Merchandise
- 3.2. Responsible sourcing - Operations
- 3.3. Development of sustainable products
- 3.4. Quality assurance

Purpose

To promote **excellence in the ESG performance of our suppliers**, addressing the impacts associated with our orders and safeguarding quality, as well as facilitating innovation and joint development for a cutting-edge offer in sustainability

SUSTAINABILITY STRATEGY - MODEL

4. Opportunities with our Customers

4.1. Inclusion

4.2. Responsible consumption

Purpose

To contribute to **improving the lives of our customers**, with a shopping experience that meets their needs, offers a convenient supply of products and services and has no infrastructure limitations. To promote **responsible consumption** so that customers understand we have a co-responsibility for the impact of products on the environment and society.



SUSTAINABILITY STRATEGY - MODEL

5. Environmental Performance

- 5.1. Environmental awareness
- 5.2. Circularity and climate change

Purpose

To use **natural resources efficiently**, minimizing their impact on the environment and their contribution to climate change. Address the business opportunities associated with the culture of sustainability.



SUSTAINABILITY STRATEGY - MODEL

6. Social Commitment

6.1. Education

Purpose

To contribute to the **education** of children and young people in Mexico, in preparation for their **future profession** and the **development of their environment**.



UVL GRADUATES PROJECTION 2021-2025

Program	Graduates 2020	Graduates 2021	Graduates 2022	Graduates 2023	Graduates 2024	Graduates 2025
Basic education	0	293	231	115	DNA	DNA
Higher Secondary Education	164	993	3,037	2,544	2,725	2,907
Higher education	265	333	445	302	60	1,300
Graduate Education	40	67	103	DNA	128	264
Total	469	1,686	3,816	2,961	2,913	4,471

Thank you!



Q&A

If you would like to ask a question, please press the “**raise your hand button**” located at the bottom of the screen.

Please remember to unmute yourself before speaking



ENRIQUE GÜIJOSA
CFO

Thank you!



El Puerto de Liverpool