



Liverpool Day 2022





Graciano Guichard

Chief Executive Officer
El Puerto de Liverpool

Presenters



Graciano Guichard
Chief Executive Officer



Enrique Güijosa
Chief Financial Officer



Mauricio Braverman
Chief Transformation and
Innovation Officer



Carlos Marín
General Manager Liverpool



Edwin Serment
VP Logistics



Antonino Guichard
Chief Digital Officer



Santiago de Abiega
General Manager
Financial Services



Alejandro Melgar
General Manager Suburbia



Zahié Edid
Chief HR Officer

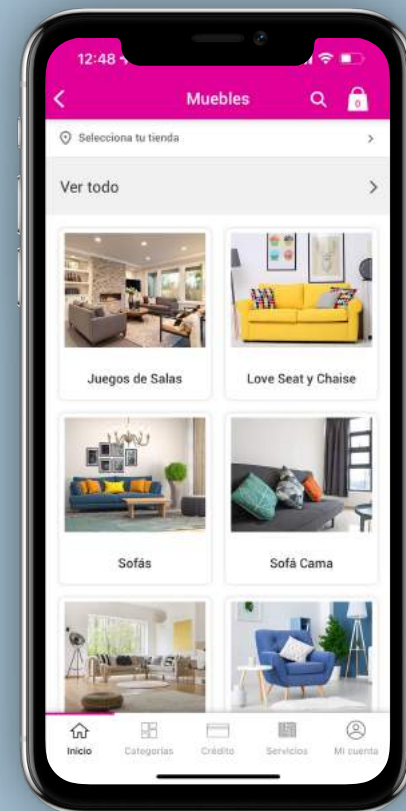


Mauricio Brauerman

Chief Transformation and
Innovation Officer

Ecosystem Strategy for El Puerto de Liverpool

2025 Vision



**WE ASPIRE TO BE ON THE
FIRST SCREEN OF OUR
customers' smartphones**



The ecosystem strategy and **key initiatives** will be built on the Group's strongest assets

Brand

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

Loyal customer base

- **15 M traceable unique customers**
- **Best customer satisfaction and NPS across divisions** compared with other B&M stores.

Financial services capabilities

- Very **relevant customer base** (and growth)
- One of the **credit card 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 penetration of current CC base

Footprint

- Extensive footprint with more than **400 points of sale and real estate 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**
- **Multi-category customers buy up to 4x more**

Objective

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

Key objectives

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

IT

Data analytics

Supply chain and logistics

Vendor management



Carlos Marín

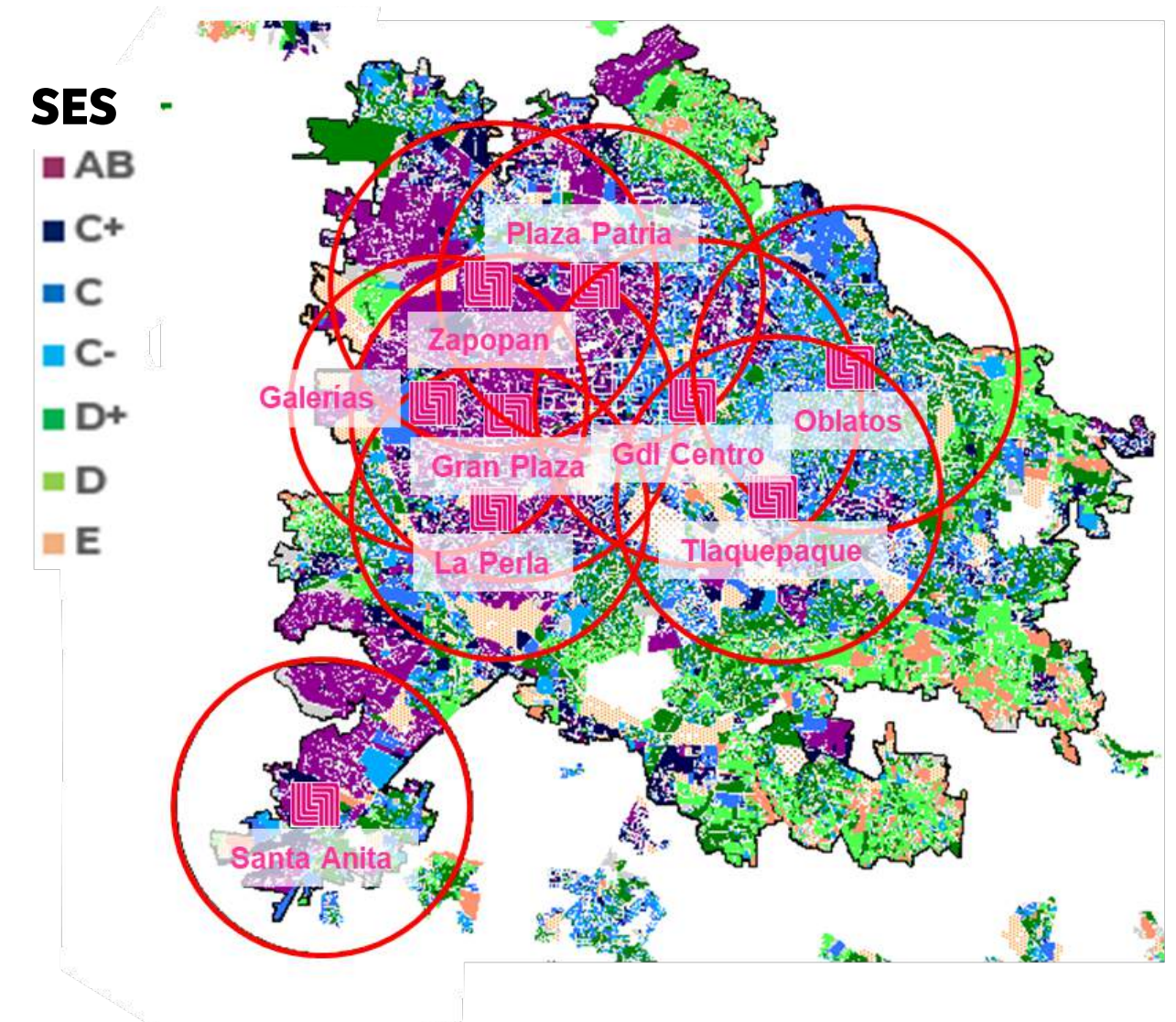
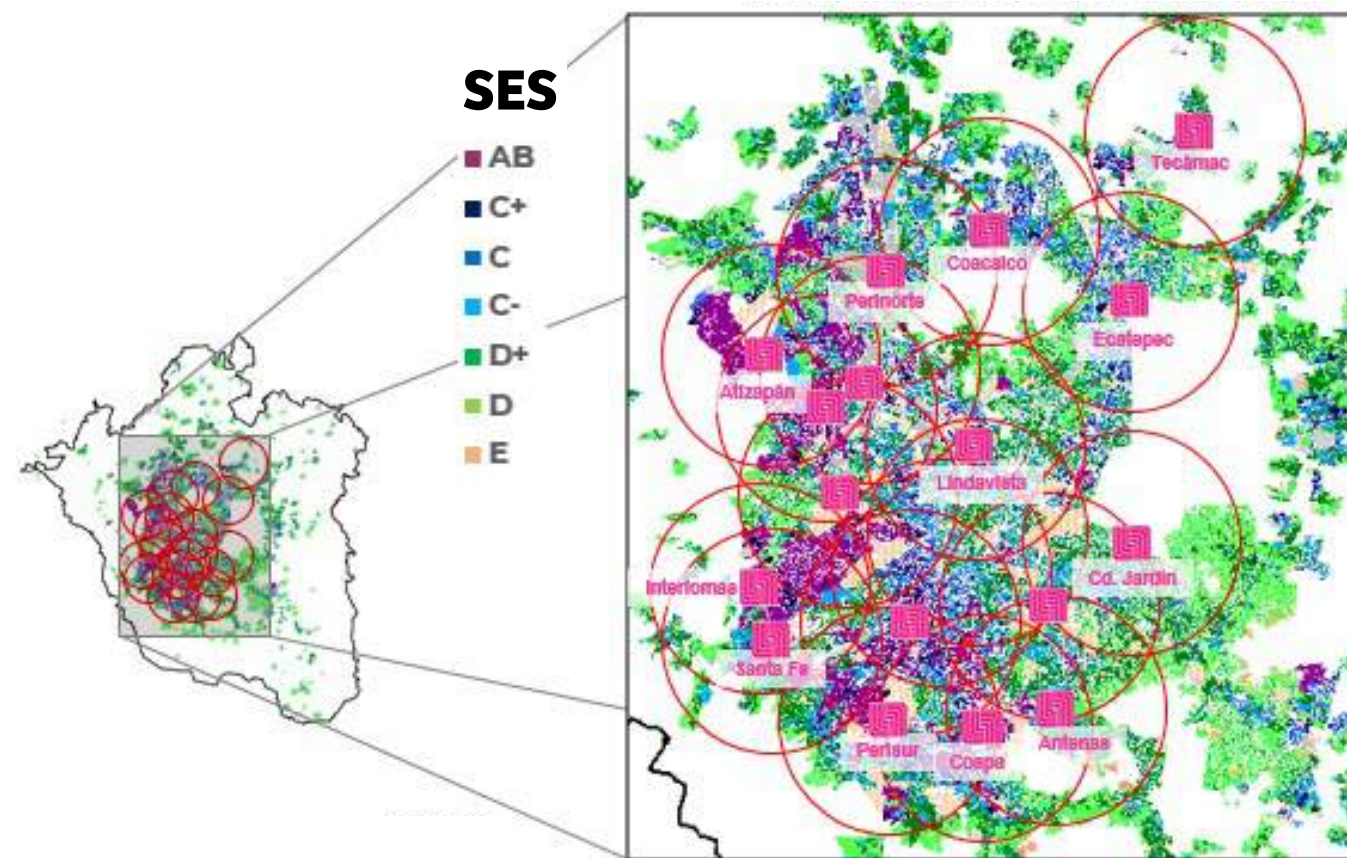
**General Manager
Liverpool**

The store at the center of our omnichannel strategy



- 88% of our customers are within 8 minutes of our stores
- Main sales channel
- The store as an experience center
- The store as a service center
- The store as a fulfillment center

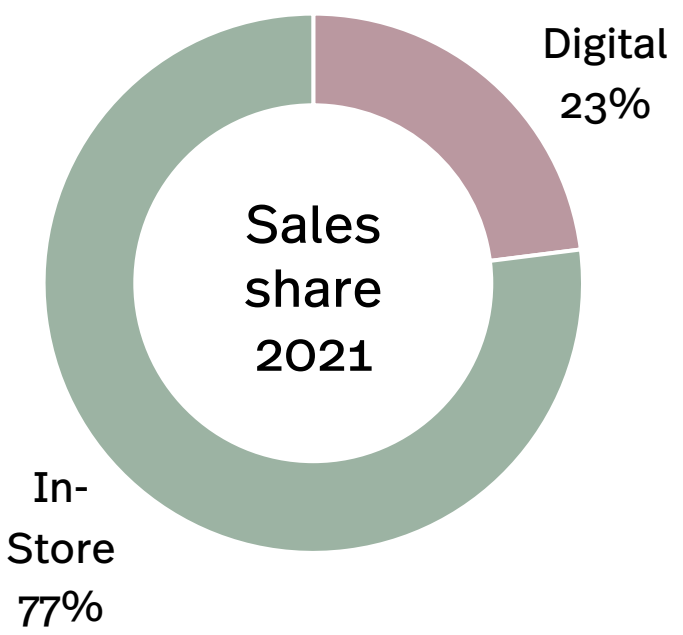
Mexico City



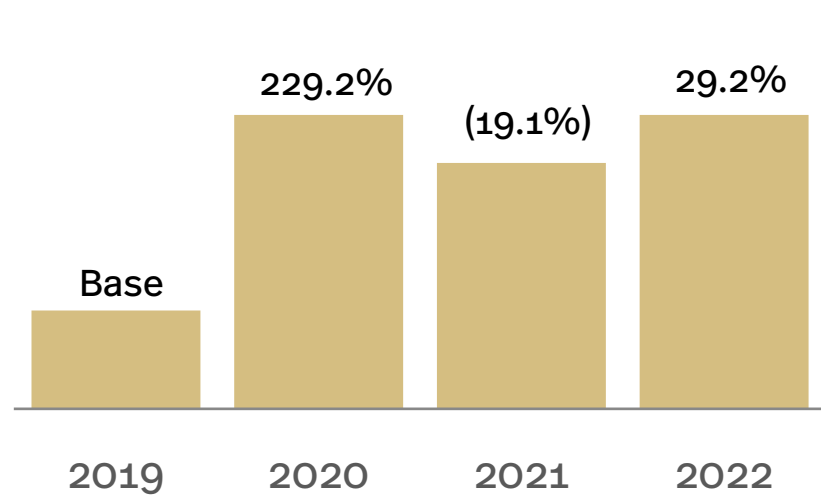
Guadalajara

SES: Socioeconomic Status
CDMX: Valley of Mexico is made up of 16 municipalities and the metropolitan area

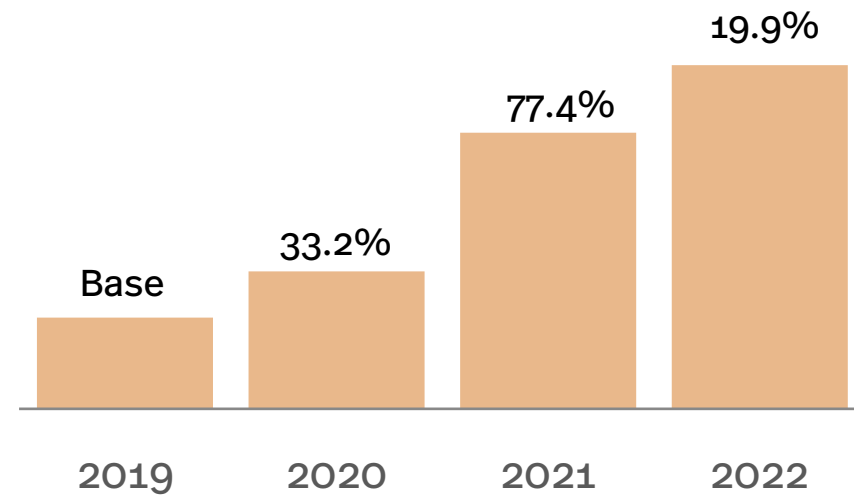
Main sales channel seamless digital/in-store experience



e.com Sales Growth (1P)



Extended Catalog Growth (1P)



The store as an experience center

The customer expects a **different experience** when they come to the store

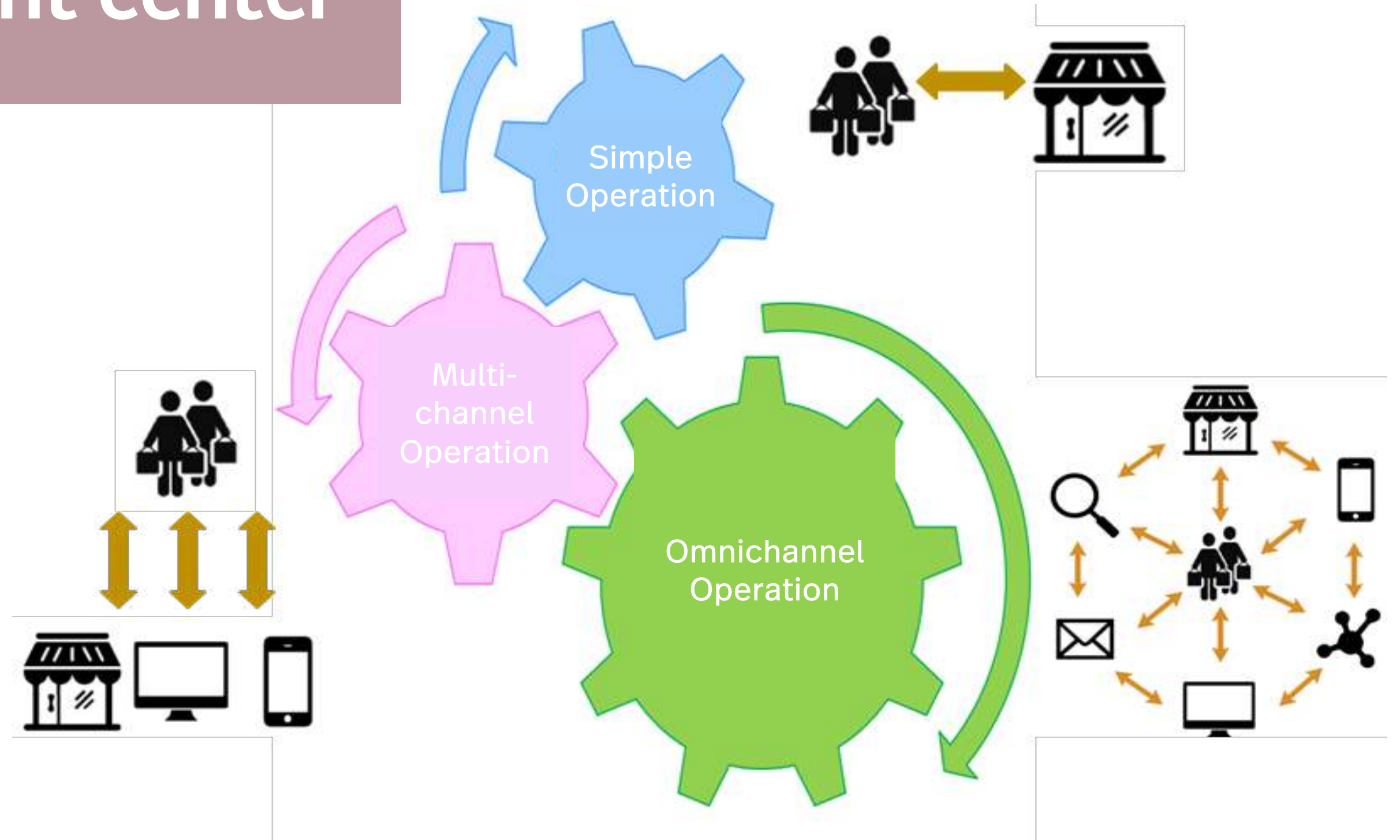


The store as a service center

The in-store experience allows for **interaction** with our differentiated services



The store as a fulfillment center



Advantages of in-store fulfillment and delivery



Delivery time

Delivery speed:
- Nationwide same day
or next day delivery
- C&C within 2 hours

Immediate response

Resource optimization

Infrastructure
Staff
Storage

Cost reduction

Logistical efficiency
Inventory turnover
Product safety
Delivery effectiveness
Inventory
improvement

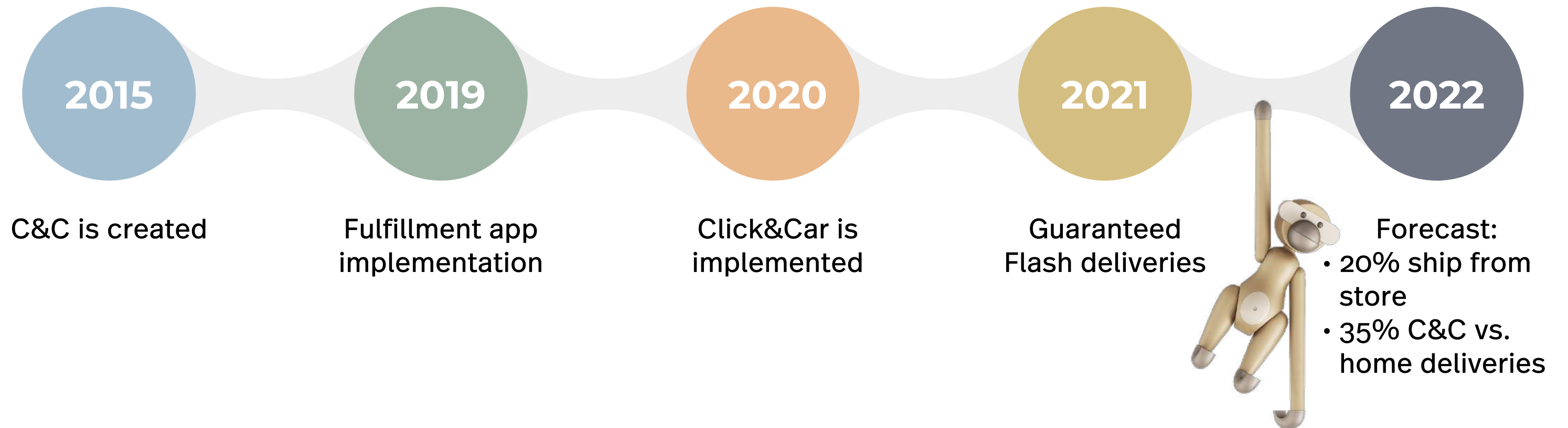
Income

Sales recognition
(store profitability)
Higher revenues for
employees

Customer service

C&C delivery points
Surprising the
customer
Competitiveness with
other brands
Shopping experience

Store improvements and Click & Collect evolution



20% of our customers that go to pick up something at Click & Collect end up buying something else
54% of customers that make returns end up making a purchase

Store improvements



Renovation

- Relocation of C&C modules at main store entrances
- In-car pick up and Drive through delivery options
- Optimization of C&C warehouse space
- Staff restructuring for Omnichannel process
- Redesign of displays and signage for consistency with the Omnichannel strategy



Innovation

- Design, adjustment and supply of packaging material
- Manuals and informative videos on the use of packaging
- Flash delivery processes
- System use manuals
- Help desks
- Omnichannel manager profile to manage the areas involved in the process



Planning, assortment and allocation

Objective

To provide our products wherever and whenever the client needs them, either physically or digitally, through a technological platform

Planning	Assortment	Allocation
<ul style="list-style-type: none">• Integrated planning• Long-term visibility of the Company's objectives• Budget creation at the time of purchase	<ul style="list-style-type: none">• Standardization and definition of the purchasing process• Product purchasing strategy based on attribute performance• Alignment with purchasing budget	<ul style="list-style-type: none">• Distribution based on forecast, not on history• Distribution considers the new logistics network
How much to buy	What to buy	Where to send it

Advanced Analytic Capabilities and Artificial Intelligence



Edwin Serment

VP Logistics

2022 Priorities

1

Store

- Omnichannel culture
- Convenience
- Logistic processes pick, pack & ship
- Transport/last mile



77%
lead time

2

Inventory

- PA&A improved capabilities
- PLAN/OFC*
- Marketplace fulfilled by Liverpool

92%
store
fulfillment

3

Digital

- Real time store inventory
- Flash delivery

12%
flash
delivery

* Omnichannel Fulfillment Center

PLAN

(Plataforma Logística Arco Norte)

Phase 1

- BT categories
- Storage capacity +188%
- Processing capacity +152%
- 9/2022

↑ Quality Control
77%

↓ Lead time
14%

↓ Cost improvement
14%

Phase 2

- Central node
- Operations consolidation
- 7 OFC
- Proximity to demand
- 2025



	Year	Ship from store	C&C	Total
Same Day & Next Day Delivery	2020	3%	9%	11%
	2021	11%	16%	26%
	2022	20%	27%	47%
Competitive Advantage				

Customer		
1. Shopping Experience	2. Convenience	3. Cost Efficient
Omnichannel Lead Time	Flexibility Returns VAS	Free Shipping

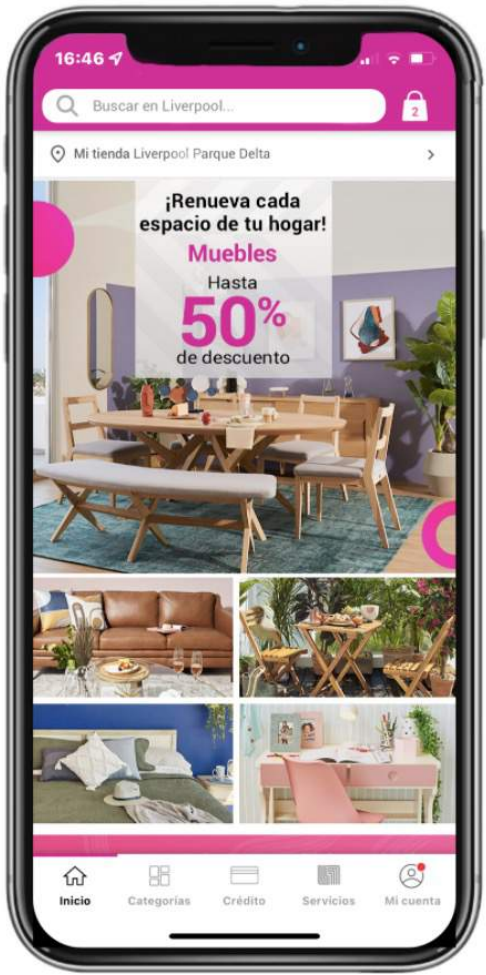




Antonino Guichard

Chief Digital Officer

Implementing one ecosystem



All sites under a single strategy

WILLIAMS
SONOMA
CALIFORNIA

POTTERY BARN

pottery barn kids

GAP

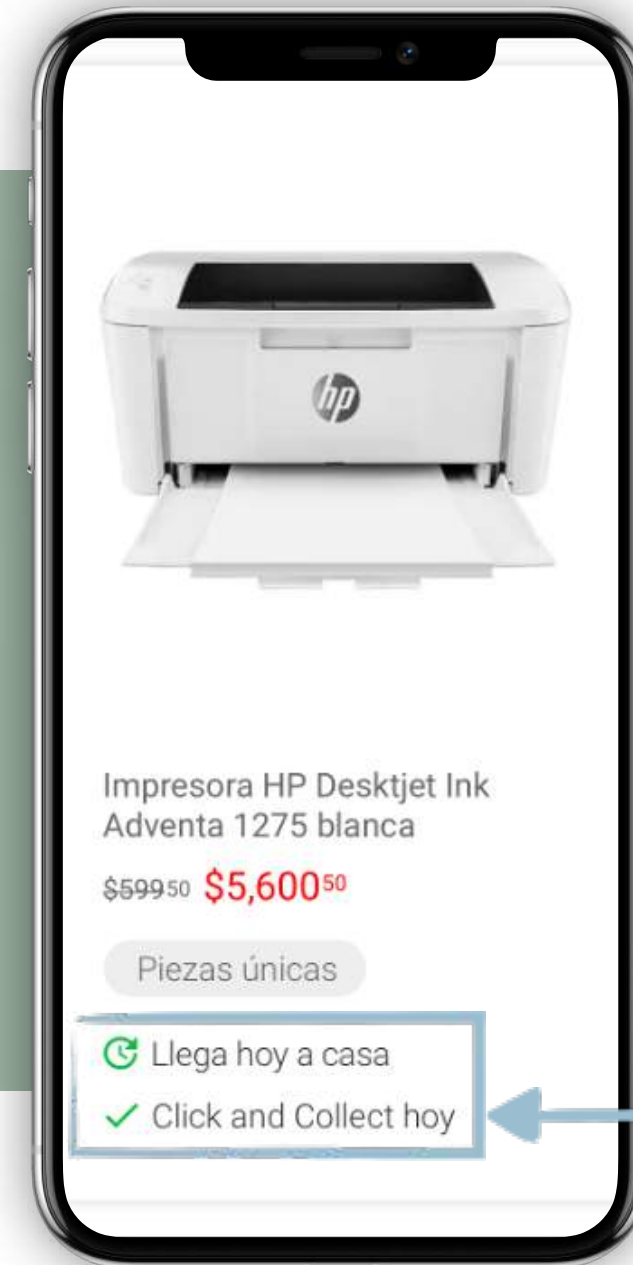
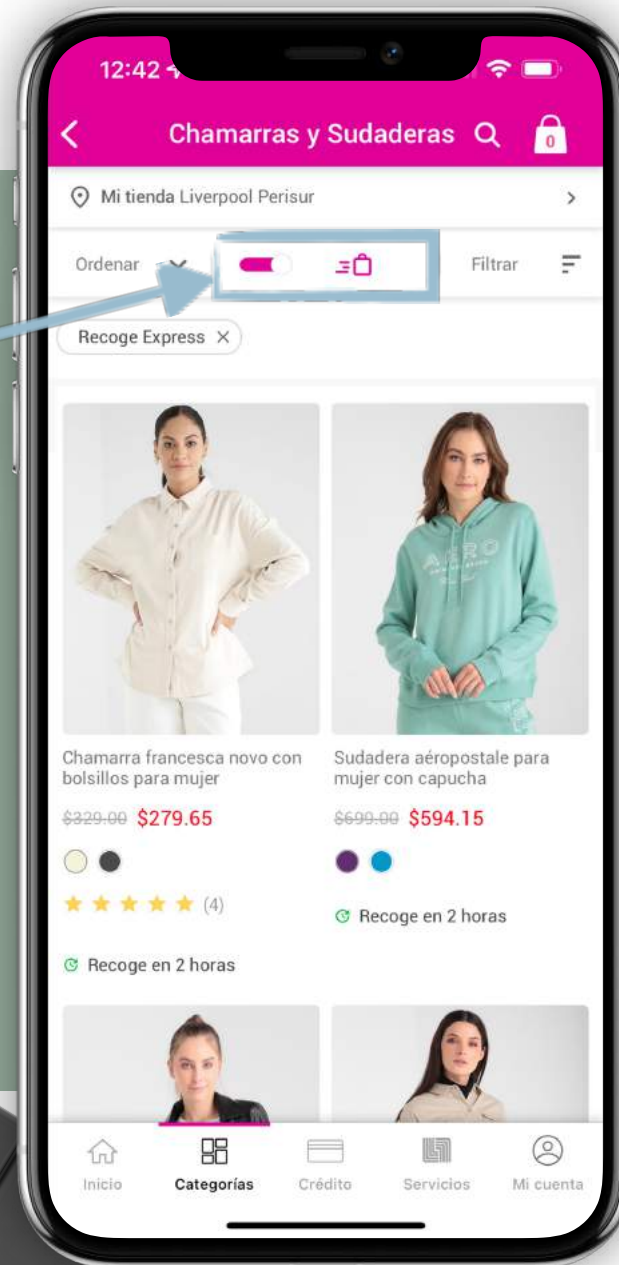
BANANA
REPUBLIC

west elm

Flash: same day delivery

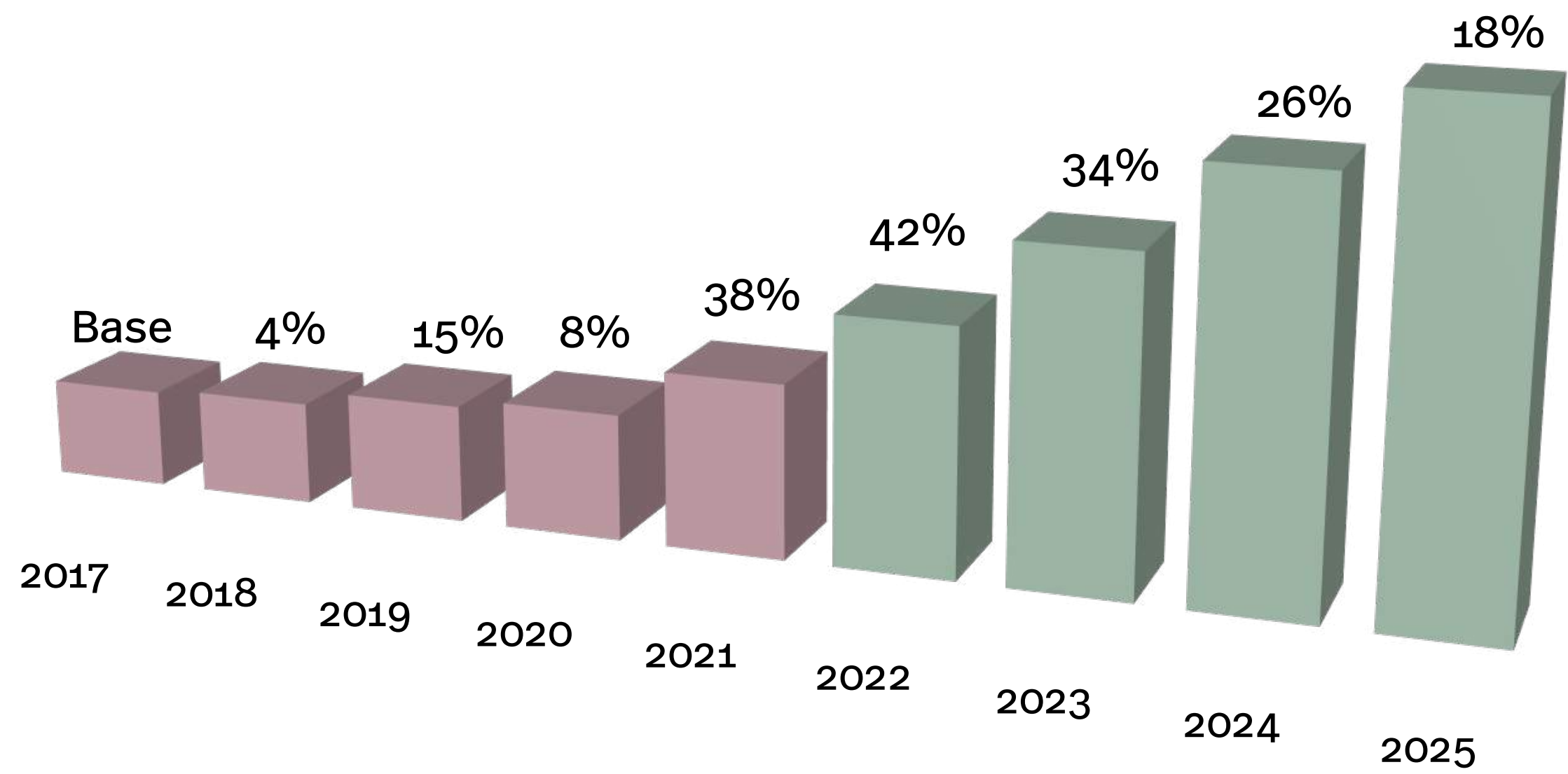


Flash filter

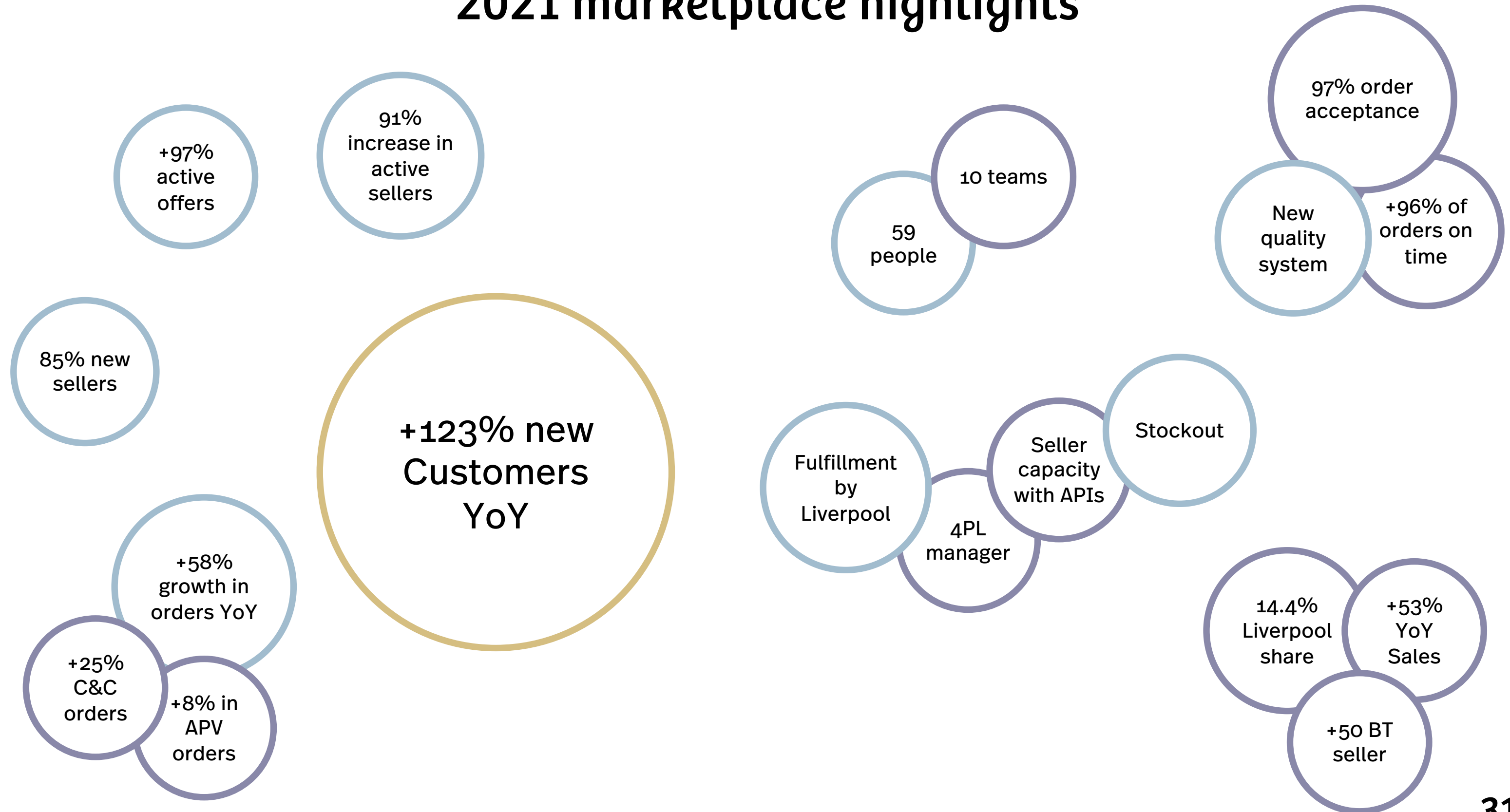


Delivery tags

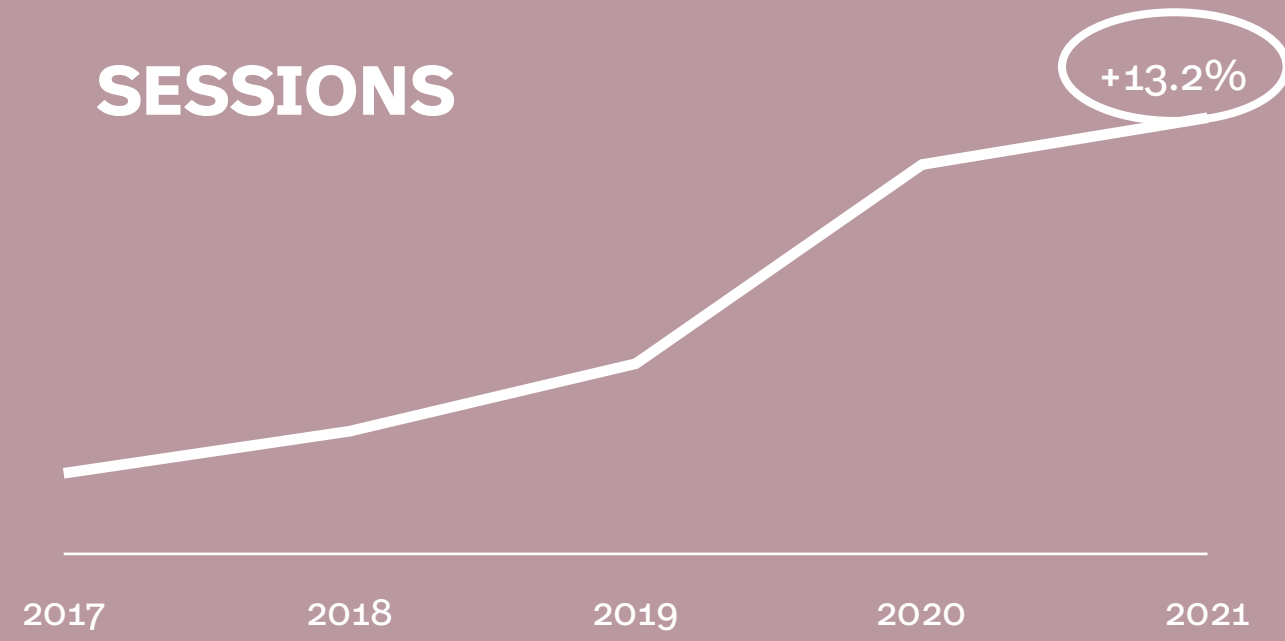
Assortment growth



2021 marketplace highlights

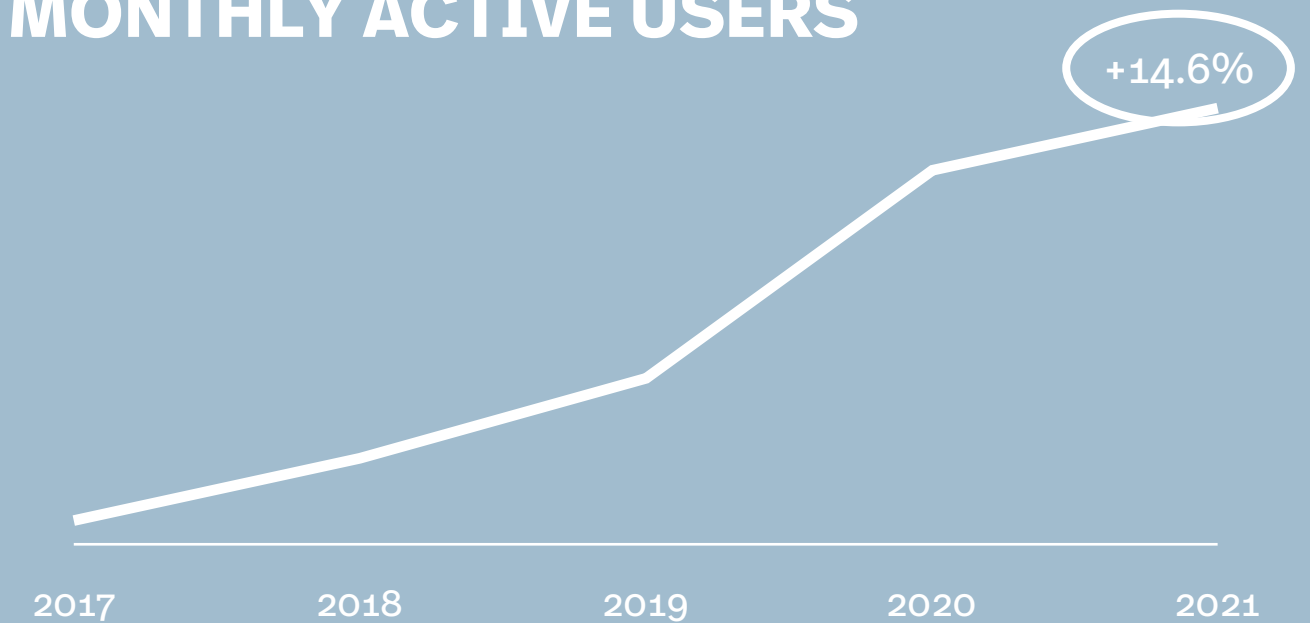


SESSIONS

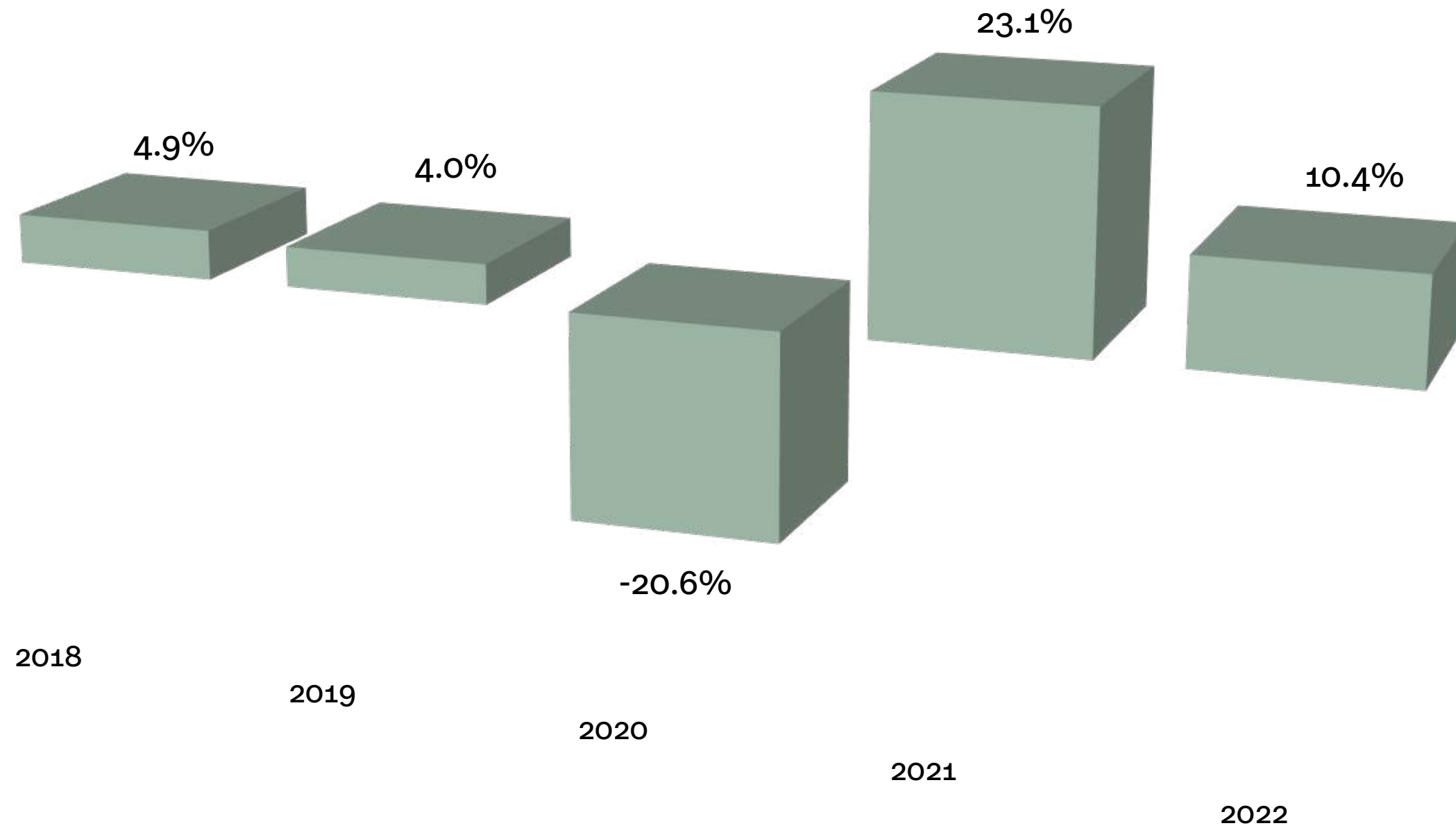


e-commerce performance

MONTHLY ACTIVE USERS



Customer acquisition



Personalized omnichannel experience

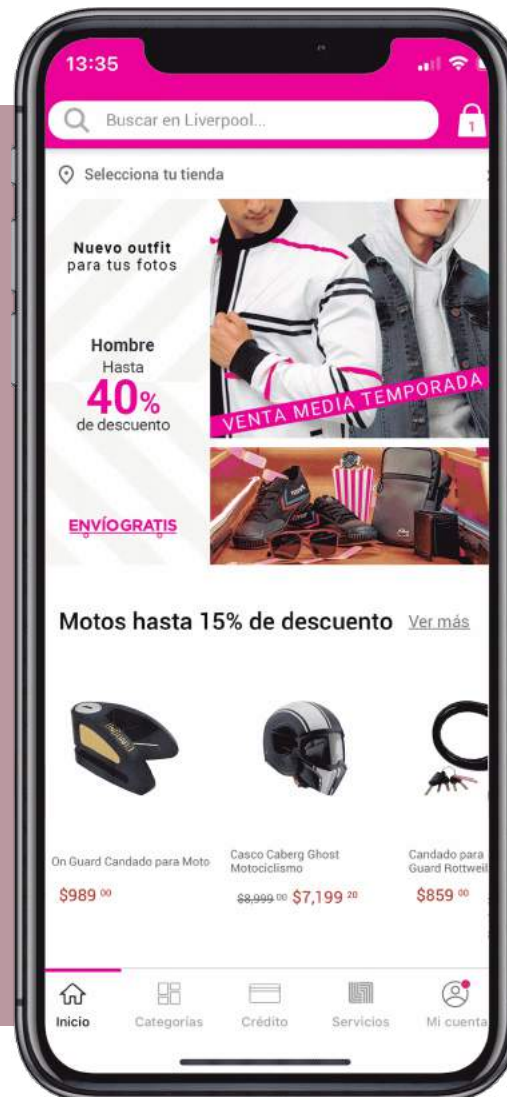
- Excel Customer experience
- Mom & pop shop



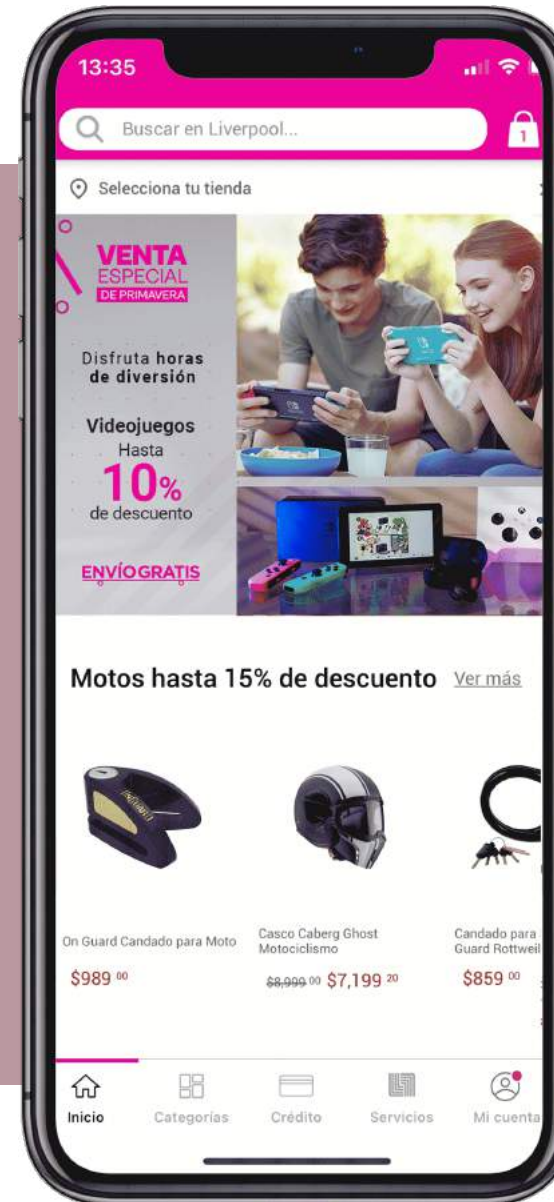
One ecosystem



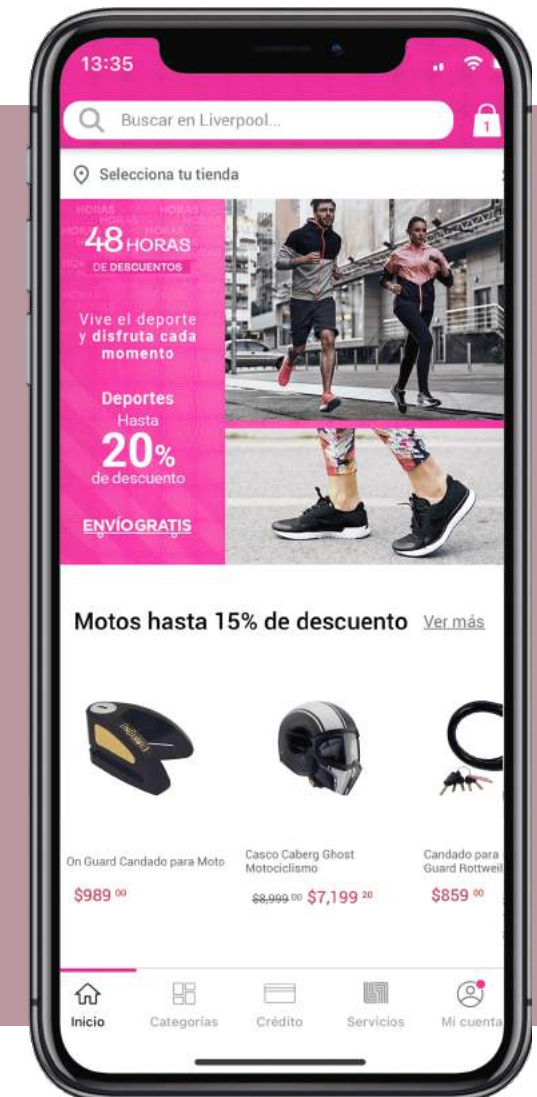
Personalized experience



Mid-season

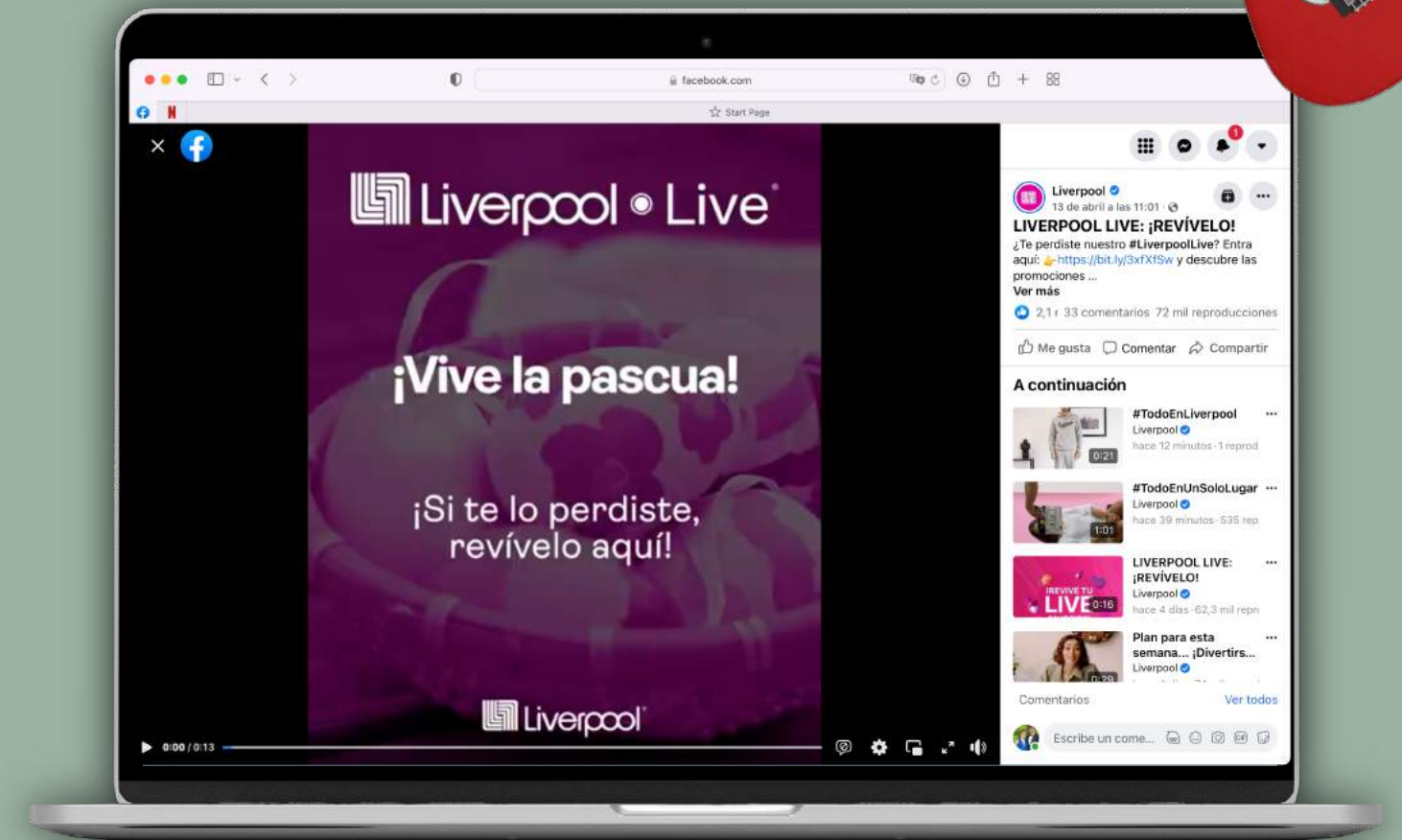
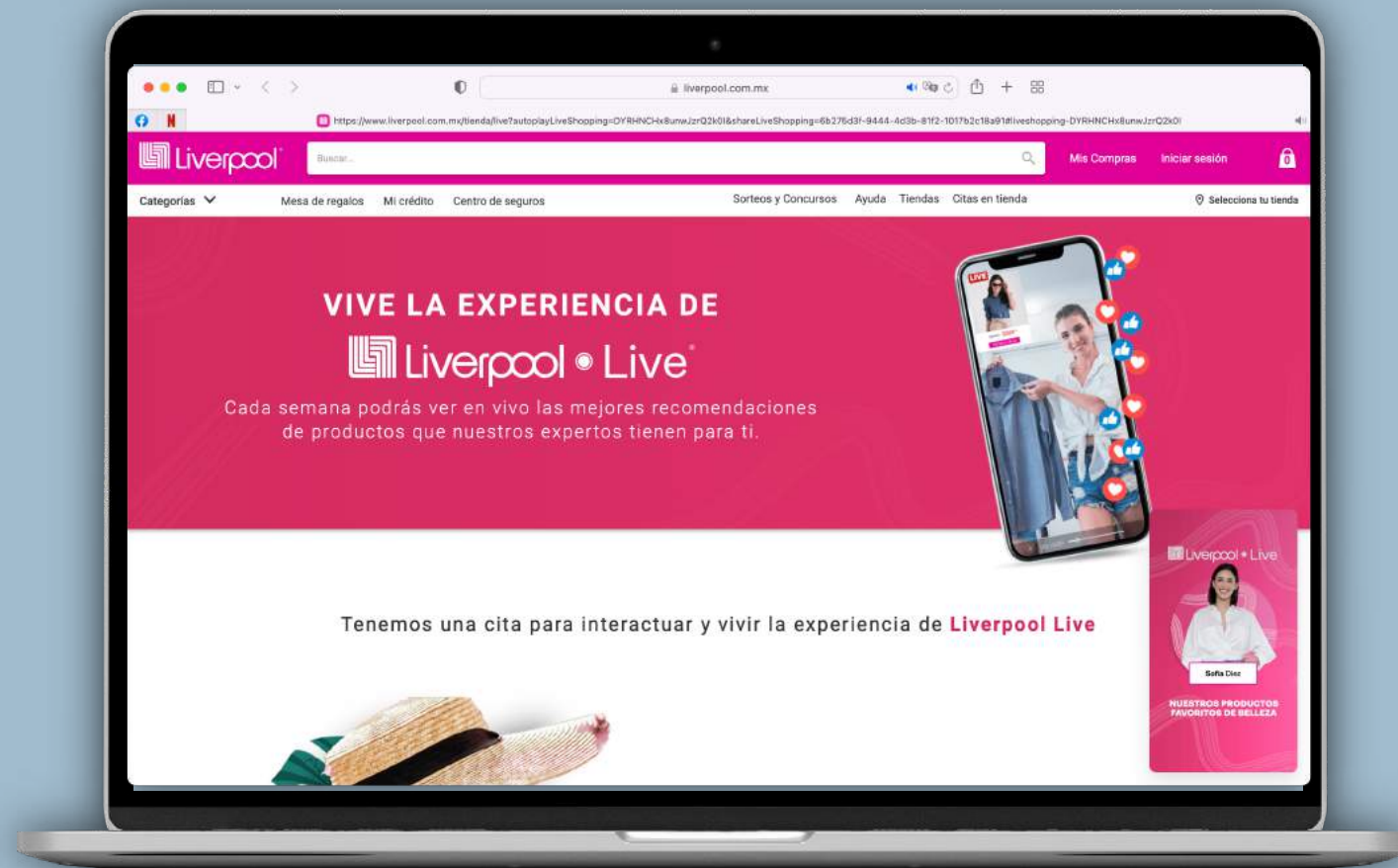


Venta Especial



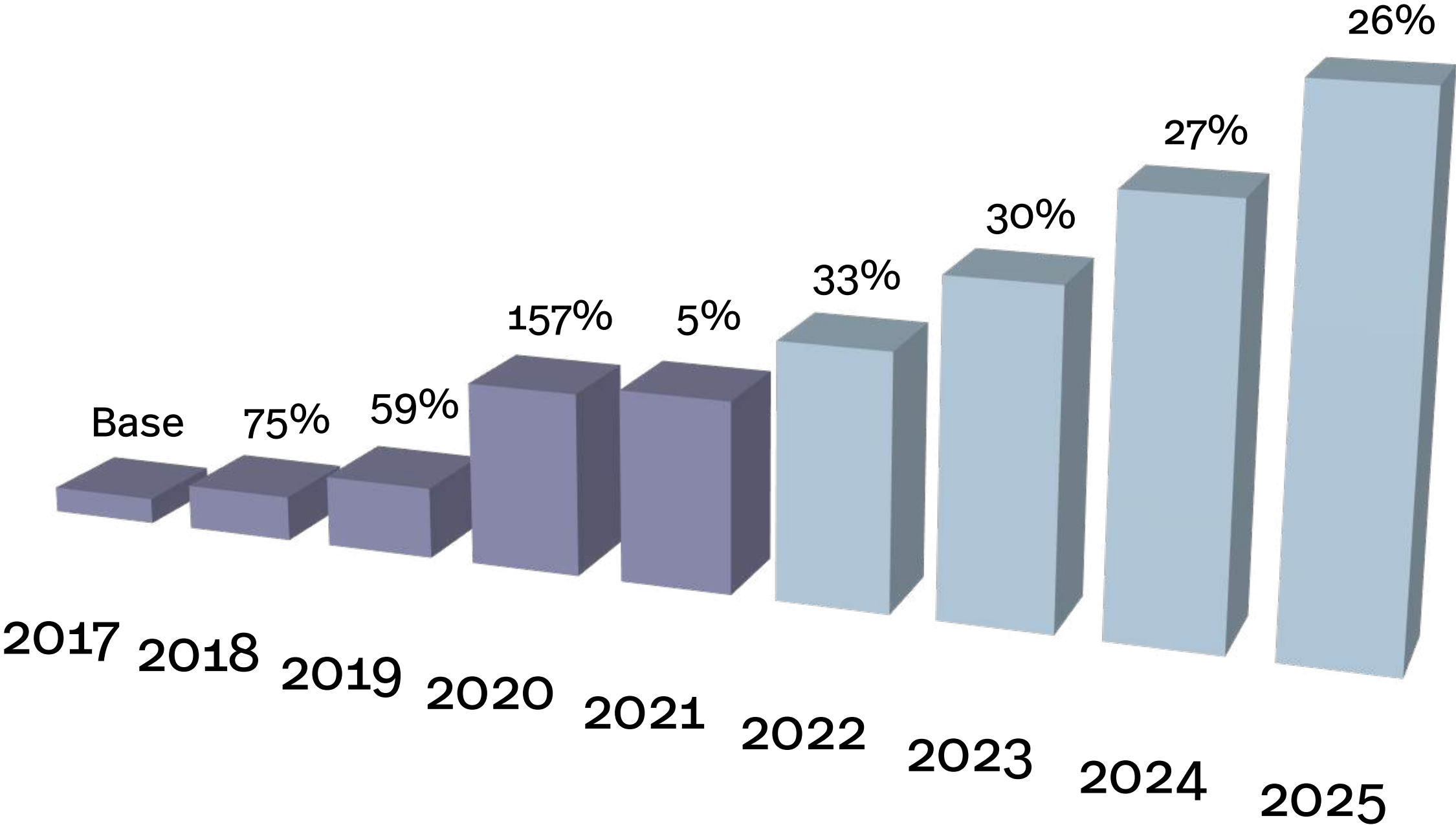
48 hours sale

Live shopping



Liverpool Live on Facebook has accumulated **86 days** of viewing time

Digital GMV growth expectations

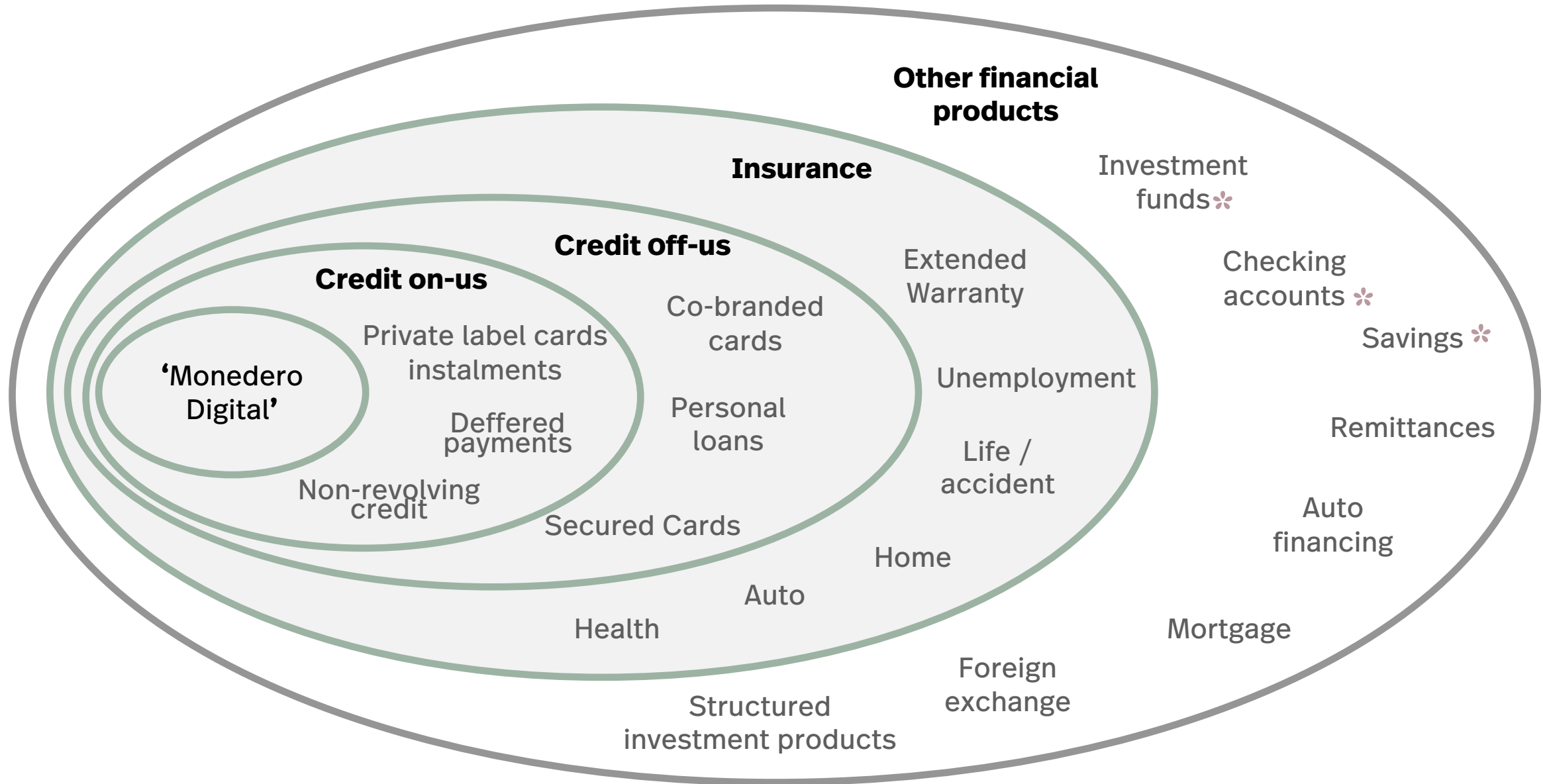




Santiago de Abiega

General Manager
Financial Services

As part of EPL Strategy, we continue expanding our Financial Services offer



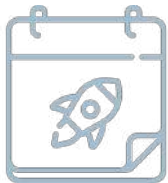
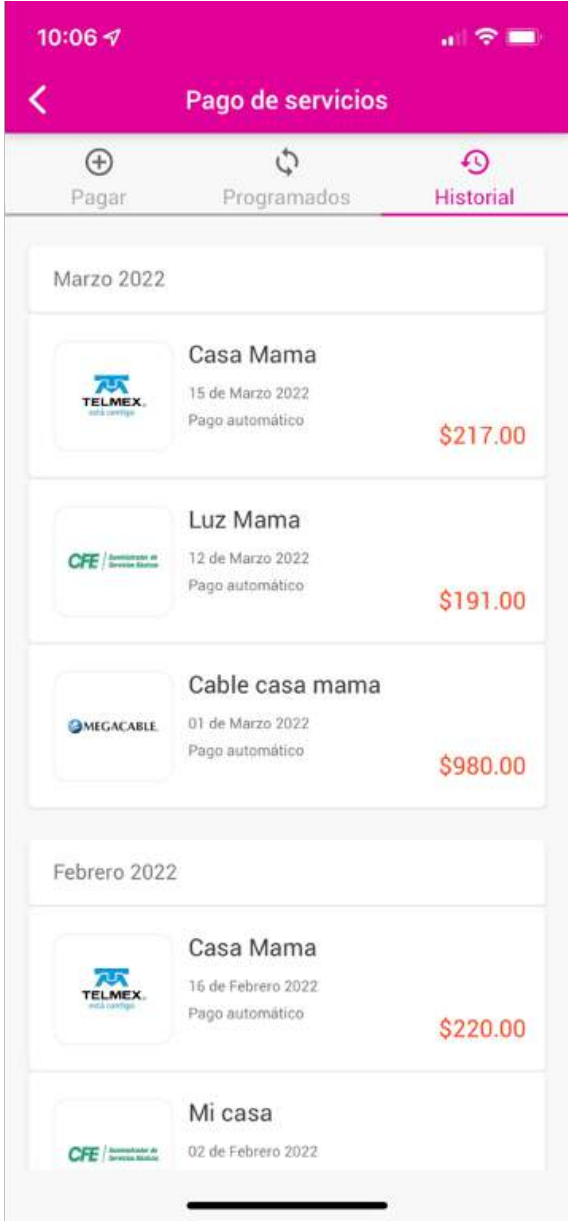
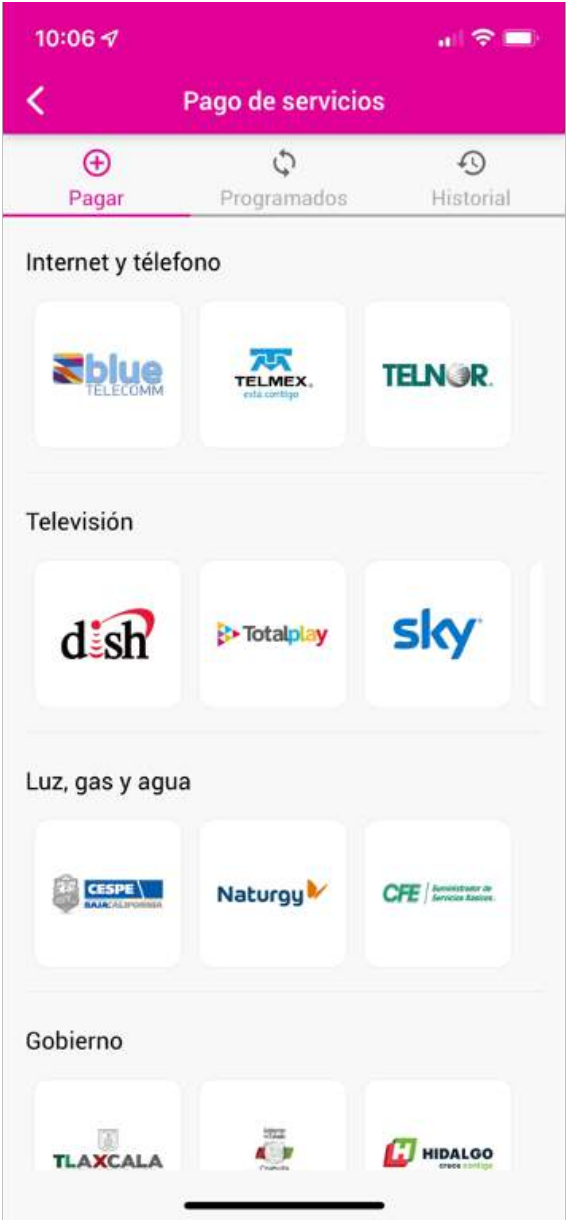
Benefits of new products for Liverpool

- 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

■ Products in operation / under development

* Products in process of negotiation / introduction

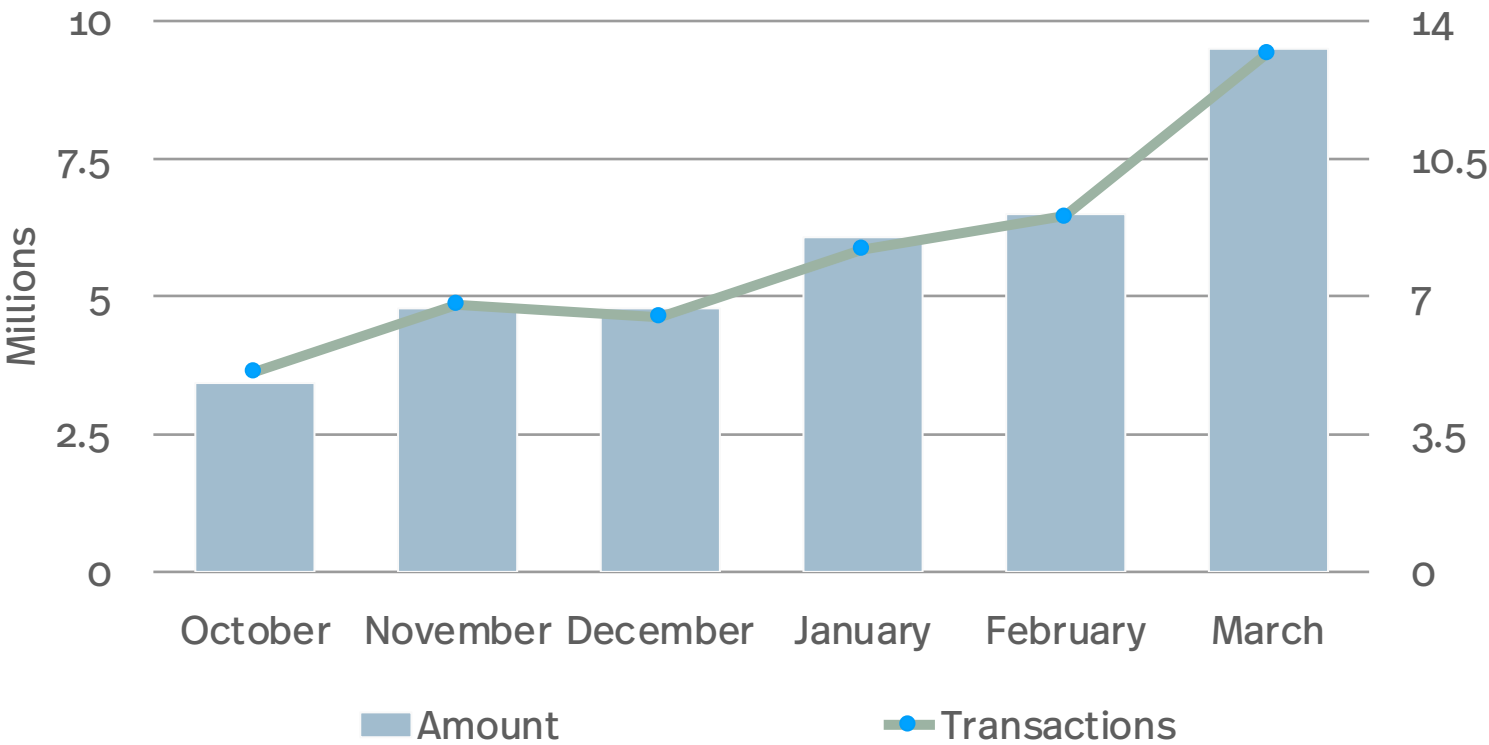
Bill payment hub



National launch November 2021

Objective

Bill payment with direct charge to your Liverpool card



New products



SECURED CREDIT CARD

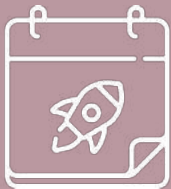
Department store card that allows applicant to begin or repair their credit history, a pilot was launched in 29 stores



Launched in October 2021

LIVERCASH

Cash loans on credit card, with installments of up to 24 months



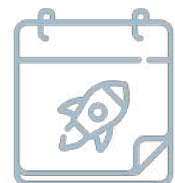
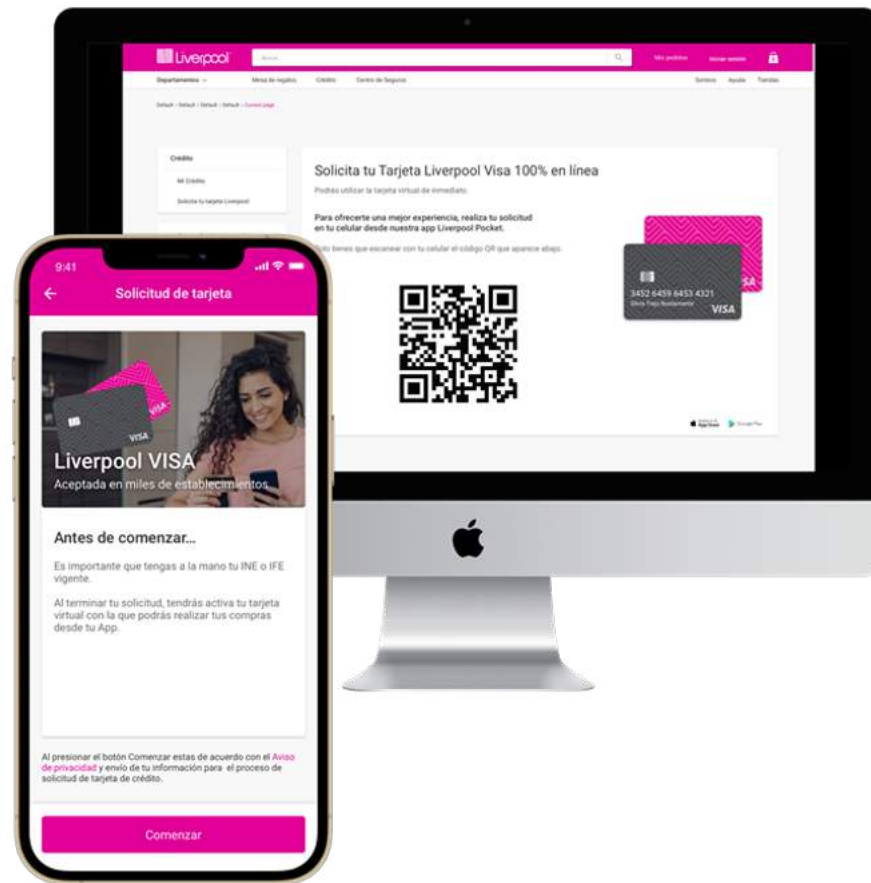
Launched in November 2021



Online credit application

Objective

Increase originations through digital channels.



Launched in February 2021

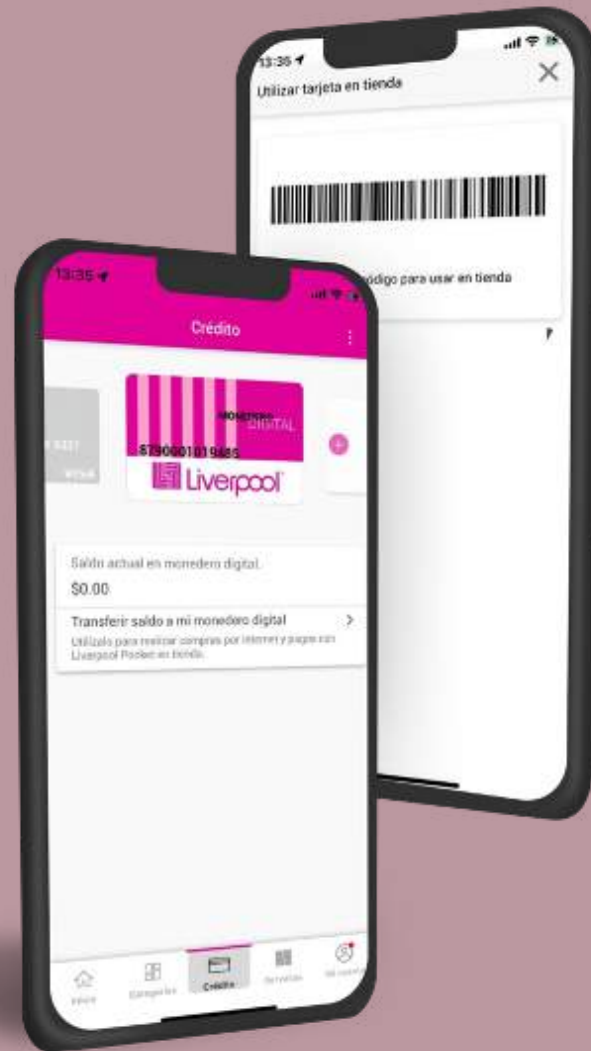
RESULTS

- 57.1K new accounts
- 14% of monthly originations
- #1 origination channel

JUNE 2022

- No hit credit origination online
- Biometric authentication
- Instant virtual card

Monedero Digital



Release Date: June 2021

- Active monederos: 441K
- Purchased amount: MXN\$ 300 million
- Purchase transactions:
 - Online 84%
 - In-store (E-wallet) 16%

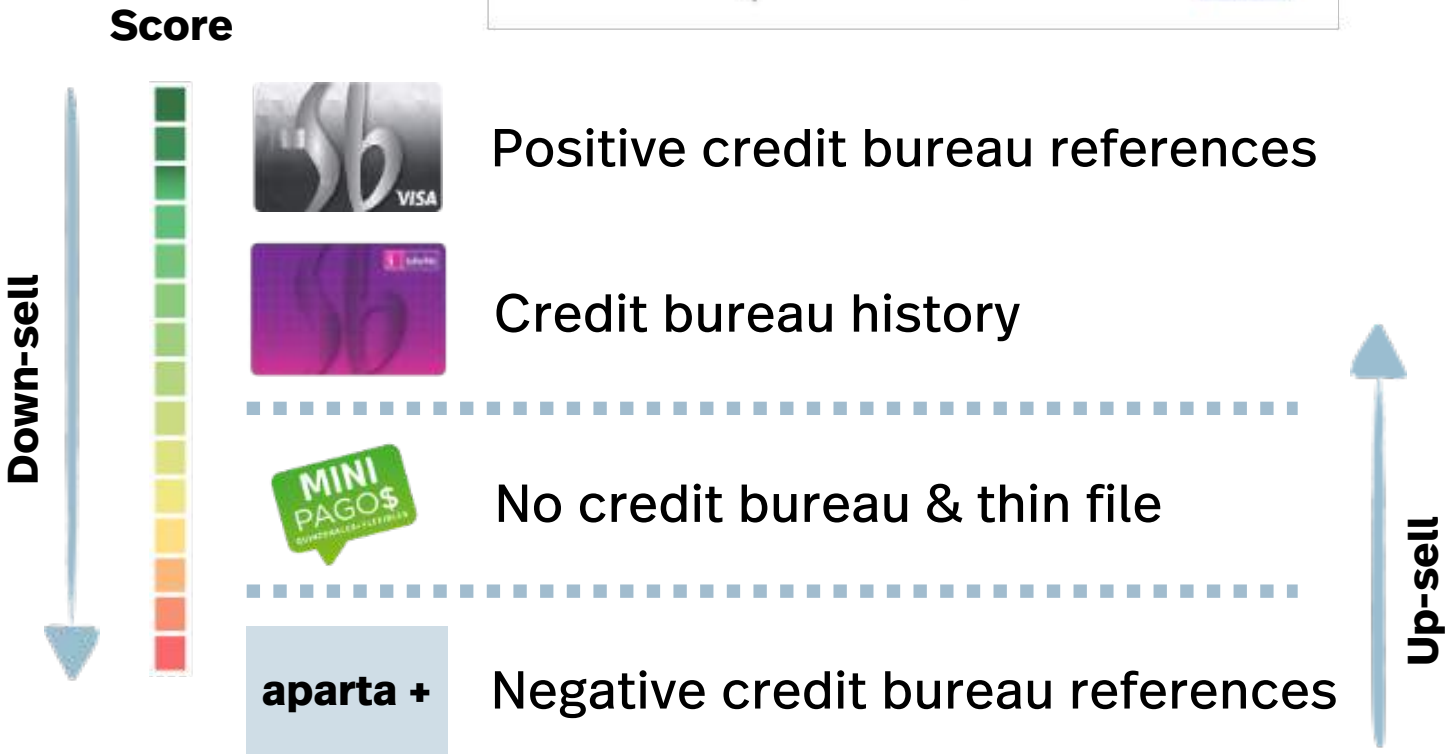
Crédito al Consumo

Pilot

Non-revolving consumer credit, initial down payment and biweekly installment plans designed for **lower-medium** and **upper-lower** income segments for the acquisition of Durable Goods.



2022	2023
<ul style="list-style-type: none">Implement technical and operational capabilitiesGrow share / salesRoll out to 80 stores	<ul style="list-style-type: none">Automatic down-sell / up-sell offerRoll out to +190 stores Company wide





Alejandro Melgar

General Manager
Suburbia

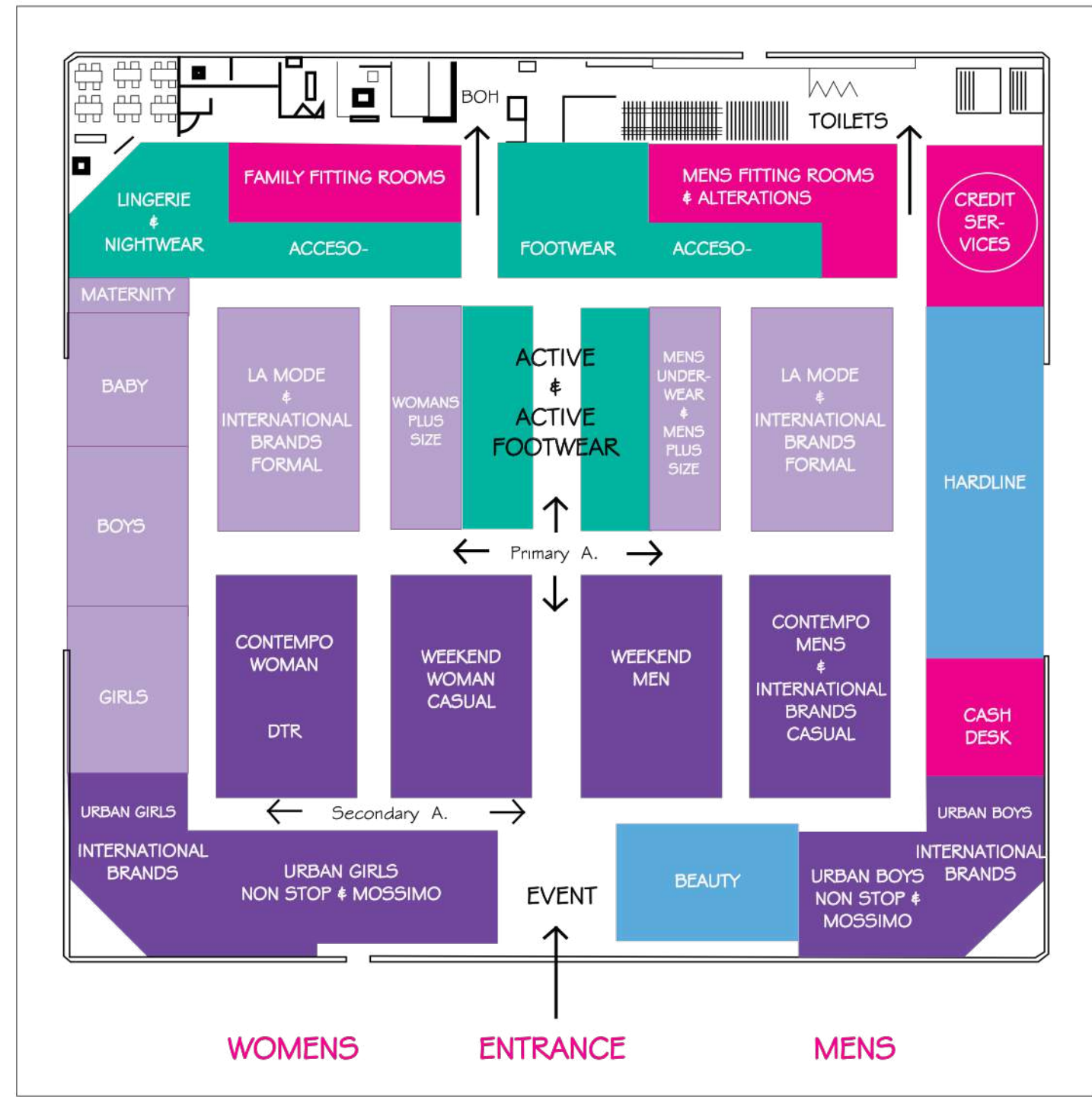
Suburbia's value proposition



in-store signage



Suburbia's value proposition



1

STORE LAYOUT/CUSTOMER JOURNEY

Neighborhoods



2

ASSORTMENT STRATEGY

- Clusters, definition of sections and product categories by store format
- Brands by store: selection of profitable and attractive brands
- Improve profitability of private labels
- Define space and layout for HL categories by store
- Reduce promotional activities
- Customer oriented

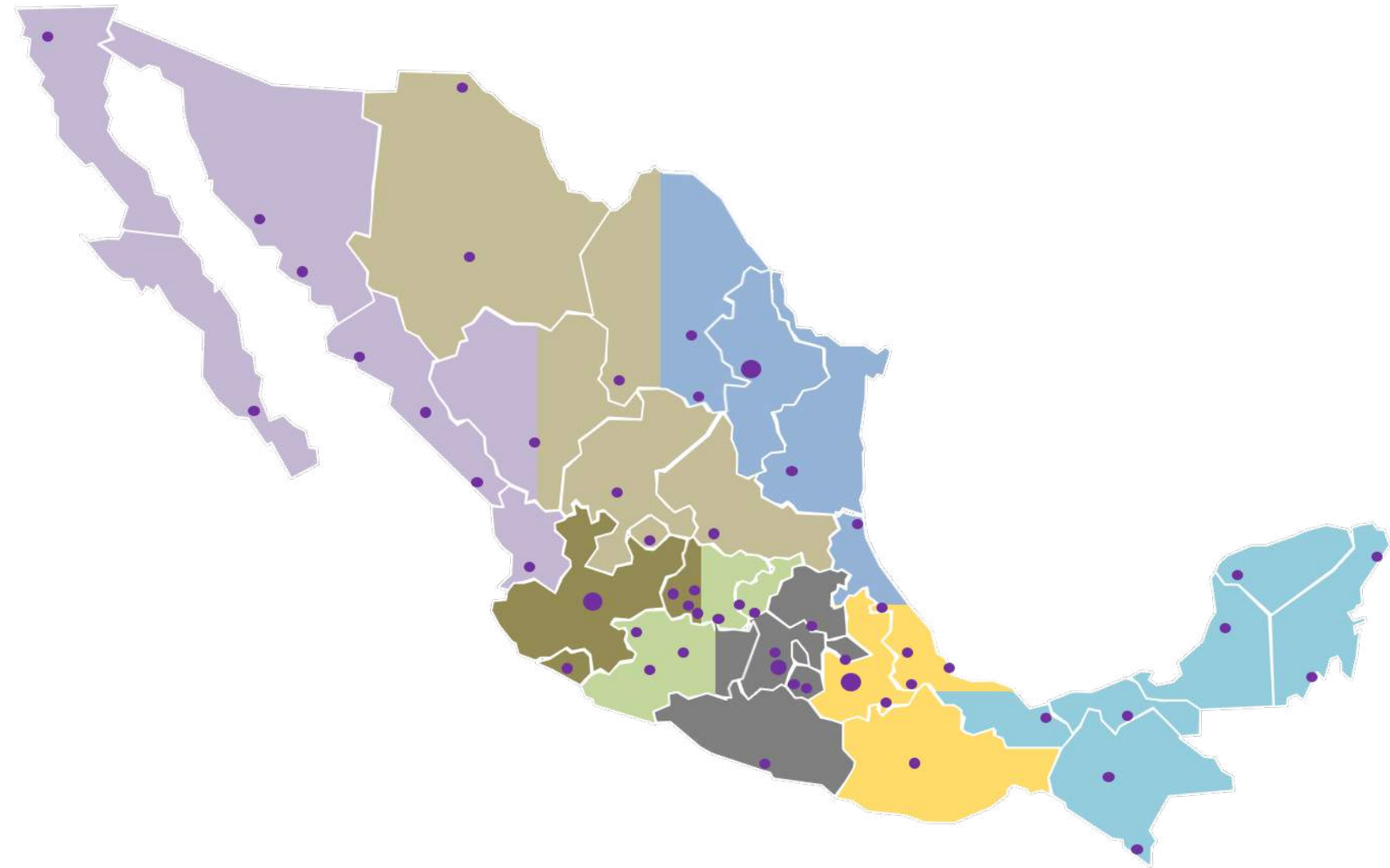
↑ profitability

3

EXPANSION / STORE IMPROVEMENT PLAN

Continue the growth and expansion
plan

Store remodeling and improvements



4

SERVICE

To provide a quality, timely, fast and friendly service that facilitates and meets the purchasing needs of our customers, in an omnichannel approach.



5

OMNICHANNEL

- Strengthening of the .com and pocket channels
- Kiosks on sales floor



Zahié Edid

Chief HR Officer

Sustainability Strategy



CUSTOMERS
EMPLOYEES
SUPPLIERS
COMMUNITY
COMPETITORS
INVESTORS
AUTHORITIES
MEDIA



Sustainability Results

INTEGRATED ANNUAL REPORT 2021

ESG CHAPTERS + ESG ANNEX*

GRI Y SASB STANDARDS

CONTRIBUTIONS TO THE 2030 AGENDA
AND SDG's**

*Global Reporting Initiative / Sustainability Accounting Standards Board
** Sustainable Development Goals





The future of ESG at El Puerto de Liverpool

Looking towards

2025

2030

2040

and beyond...





Environmental Commitments 2040

1

CARBON FOOTPRINT

Reduction of 260,000 tons of CO₂eq
Net Zero by 2040

2

WASTE FOOTPRINT

Recycling 100% of all possible waste

3

WATER FOOTPRINT

Achieve water balance

Social Commitments 2030



2

GENDER EQUALITY
Training for women in
middle and upper
management.

1

**EDUCATION
FOR LIFE**
100,000 beneficiaries.





2

SUSTAINABLE PRODUCTS

Labeling 100% of sustainable attributes.



1

RESPONSIBLE SOURCING

100% of strategic* suppliers audited.

Corporate Governance Commitments 2030



*Merchandising suppliers must have a commercial relationship with EPL of more than 1 year.

MAKING A DIFFERENCE TOGETHER





Enrique Güijosa

Chief Financial Officer

+24.8%

Liverpool SSS growth

1Q22 vs 1Q19 financial highlights

\$32,247

Total revenue
+17.4%

Figures in millions of pesos



21.8%

Digital sales share
3x growth

32.6%

Retail gross margin
+ 2.6 p.p.



1Q22 vs 1Q19 financial highlights

\$2,232

Net Profit
+115.2%

\$4,929

EBITDA
+66.9%

2.4%

NPLs
-2.8 p.p.



Figures in millions of pesos



15.3%

EBITDA margin
+ 4.5 p.p.

Q&A

If you would like to ask a question, please press the “**raise your hand button**” located at the bottom of the screen, if you are connected via telephone, please **dial *9**.

Please remember to unmute yourself before speaking

