

# COMPANY PERSPECTIVE

## September 2024



El Puerto de Liverpool



# SAFE HARBOR

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# 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:



The diagram consists of three overlapping circles arranged horizontally. Each circle has a thick magenta outer ring and a light gray inner circle. The text is centered within the light gray circles. The circles overlap in the middle, creating a central area where all three strategies intersect.

**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

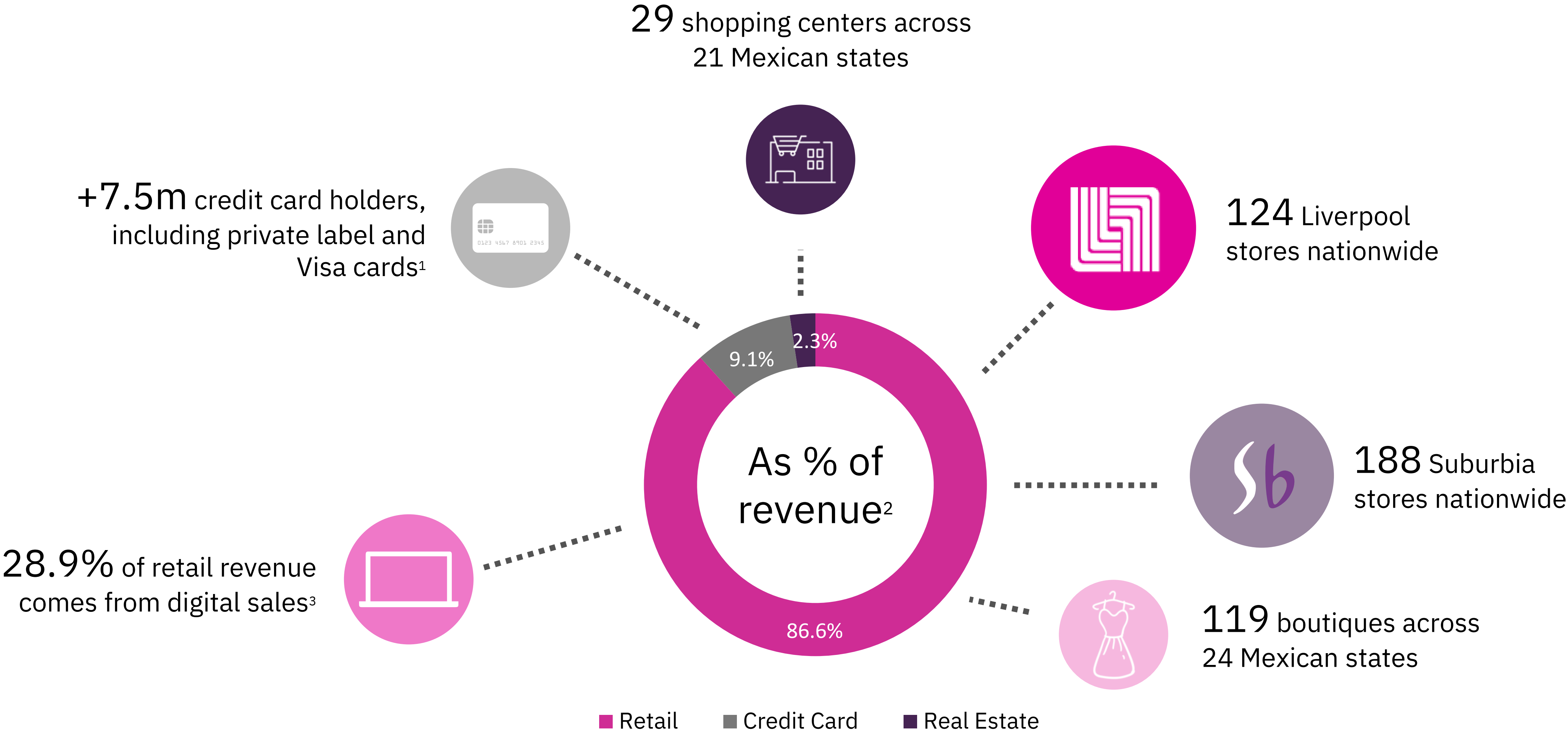
Technology

Data analytics

Supply chain and logistics

Category management

# OMNI-EXPERIENCE



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

<sup>2</sup> 2Q24

<sup>3</sup> 2Q24, digital sales include eCommerce, Click & Collect, Liverpool Pocket, extended catalog and marketplace



# FY 2023 Consolidated Results

FY 2023

## Total Revenue

\$195,992

+11.3% vs 2022

## EBITDA

\$34,992

+14.0% vs 2022

## EBITDA Margin

17.9%

+42 bps vs 2022

## Debt & Cash Flow

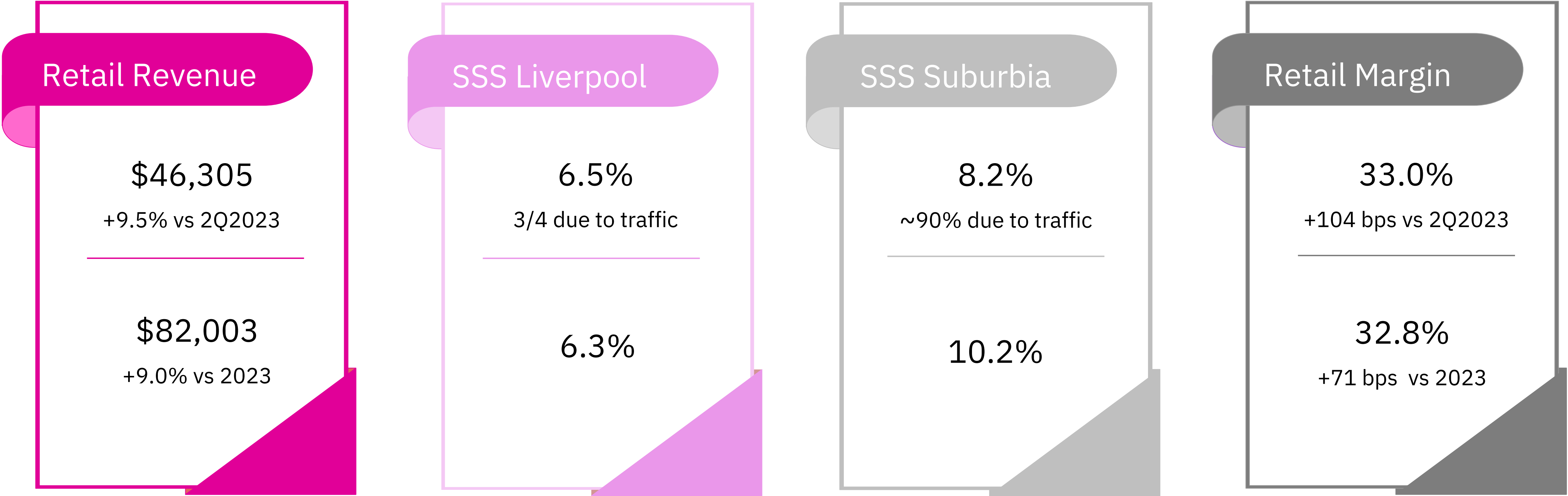
-0.08x

Net Debt to  
EBITDA

\$20.7 billion  
FY Operating  
Cashflow

# 2Q24 Retail Results

2Q/FY 2024



1 Suburbia store opening in 2Q.

ANTAD Department SSS

+5.9% vs 2Q2023  
+6.6% vs 2023

Total ANTAD 2Q

Clothing and Footwear +0.7%  
General Merchandise +5.8%



# 2Q24 Financial Business Results

2Q/FY 2024

## Financial Revenue

\$4,653

+14.4% vs 2Q2023

\$16,269

+23.2% vs 2023

## Net Loan Portfolio

\$54,689

+18.7% vs 2023

## NPL's

3.5%

+54 pbs vs 2023

## Portfolio Coverage Ratio

9.4%

-55 bps vs 2023

## Own Payment Methods

Liverpool  
50.7%

+0.5 p.p. vs 2023

Suburbia  
33.4%

+0.9 p.p. vs 2023

# 2Q24 Real Estate Results

2Q/FY 2024

## Real Estate Revenue

\$1,192

-7.0%\* vs 2Q2023

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\$2,344

+1.2% vs 2023

## Occupancy

93.5%

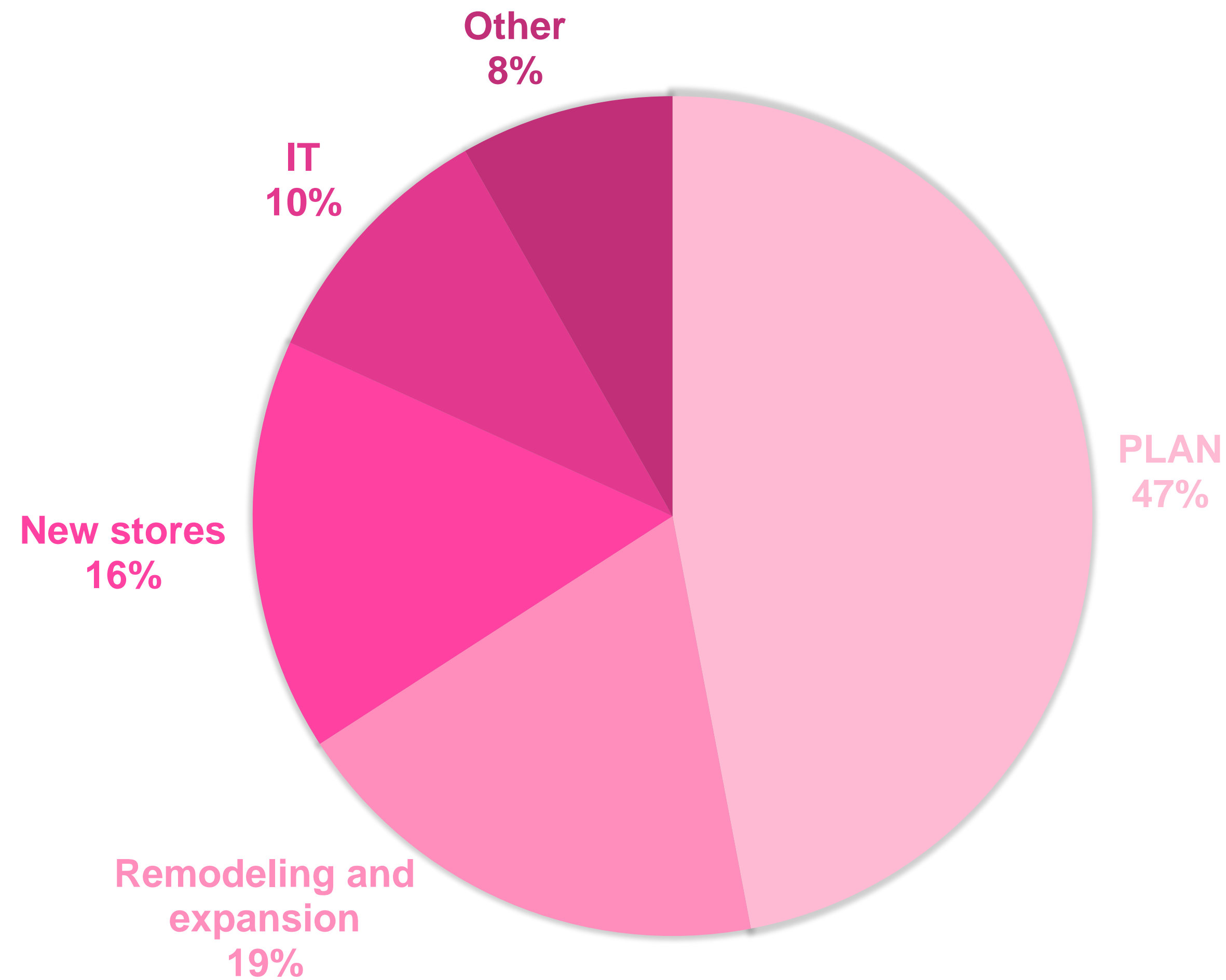
+120 p.p. vs 2Q2023

\*Base includes income relating to the resolution of the litigation with insurance companies. Excluding this effect, the growth is 12.7% in the quarter.



# CAPEX 2023

\$8,619 million pesos



# ECOSYSTEM PERFORMANCE VS YA

## 2Q24

**Digital Share**

28.9% in 2Q

**Digital GMV**

17.4% in 2Q

**Liverpool Pocket**

+6.5% for Suburbia

**Supply Chain**  
**2Q24**

**Click & Collect**

42% Share

**Orders Issued**

+14% in 2Q

**Deliveries from stores**

35% Share

**Deliveries < 2 days**

54% Share

**Marketplace**

GMV	Sellers	SKU's
+58%	12.3%	+50%

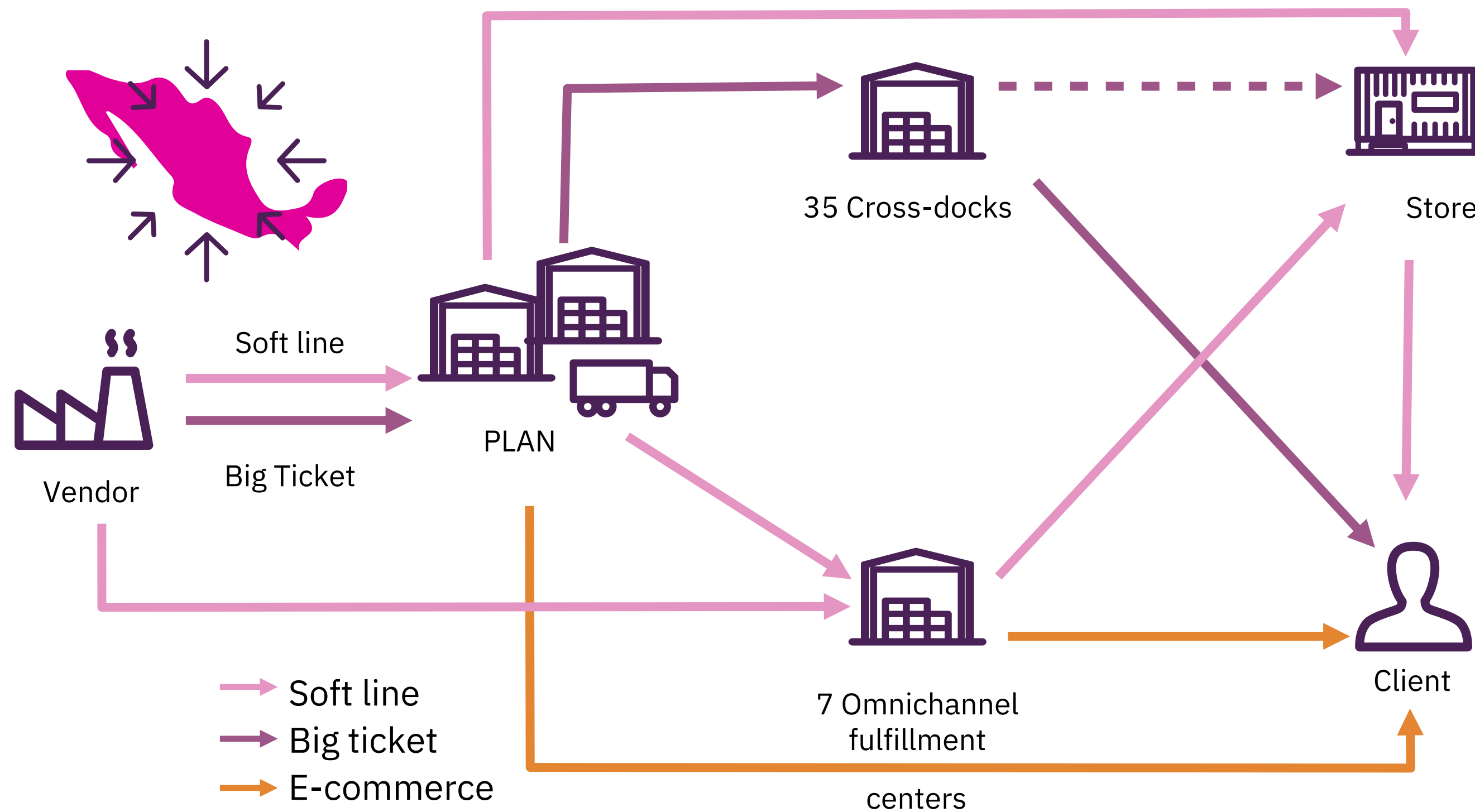




# LOGISTICS NETWORK

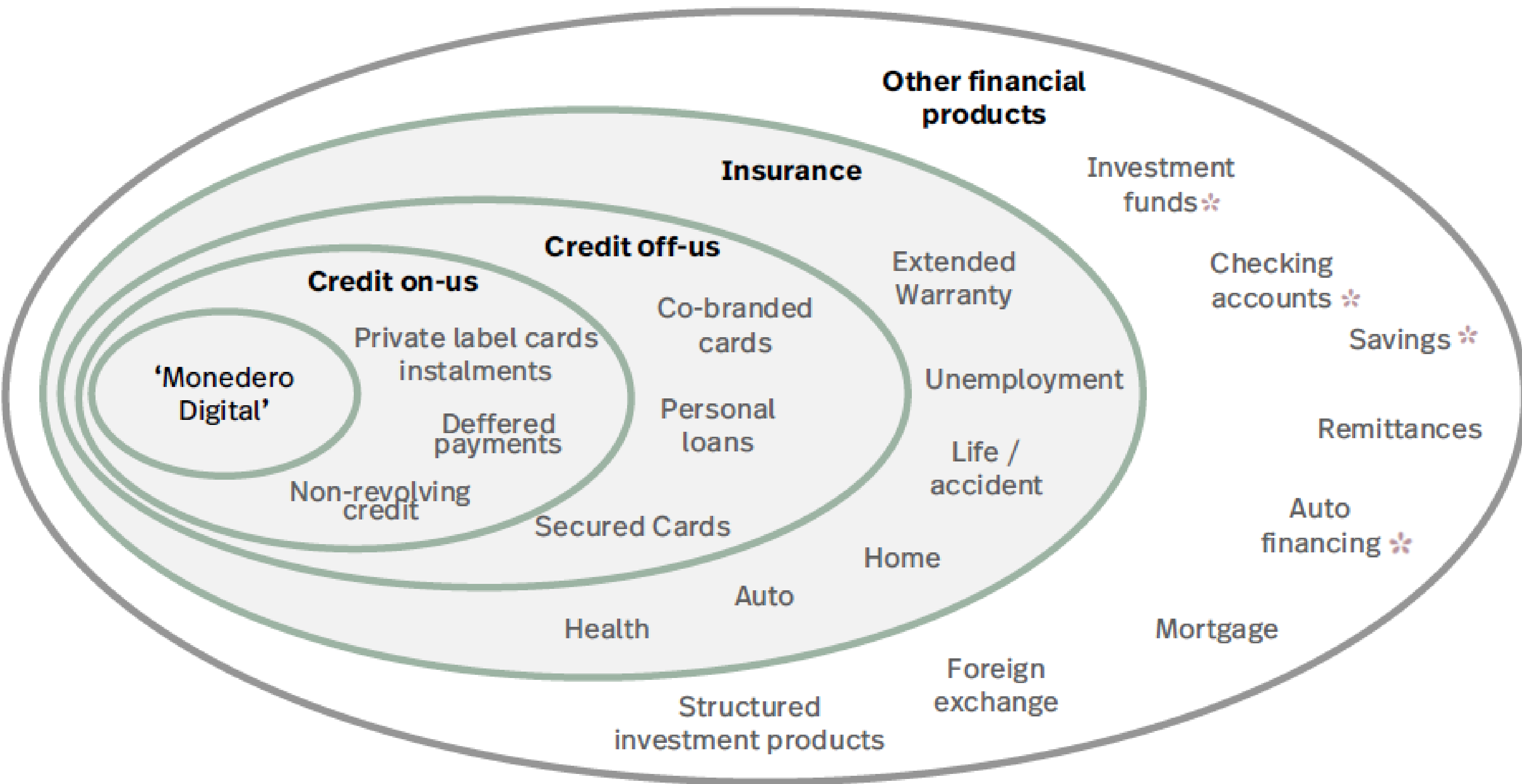
## Transformation

2025



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

# WE CONTINUE EXPANDING OUR FINANCIAL SERVICES ECOSYSTEM



## Benefits of new products for Liverpool

- ✓ Complements our ecosystem
- ✓ 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



Improved the look and feel in **188** stores

We introduced innovative **brands** to improve our Customers' experience

We installed **61 kiosks** reaching **181** units

New **image** along with the “**Redescubre Suburbia**” campaign

Implementation of **188 stores** as fulfillment centers

Redesign of the **Catmex** structure

**Staff reorganization:** Purchase and Operations

**8** store openings planned for 2024

New store format of **2,000 mts**





## CUSTOMER EXPERIENCE

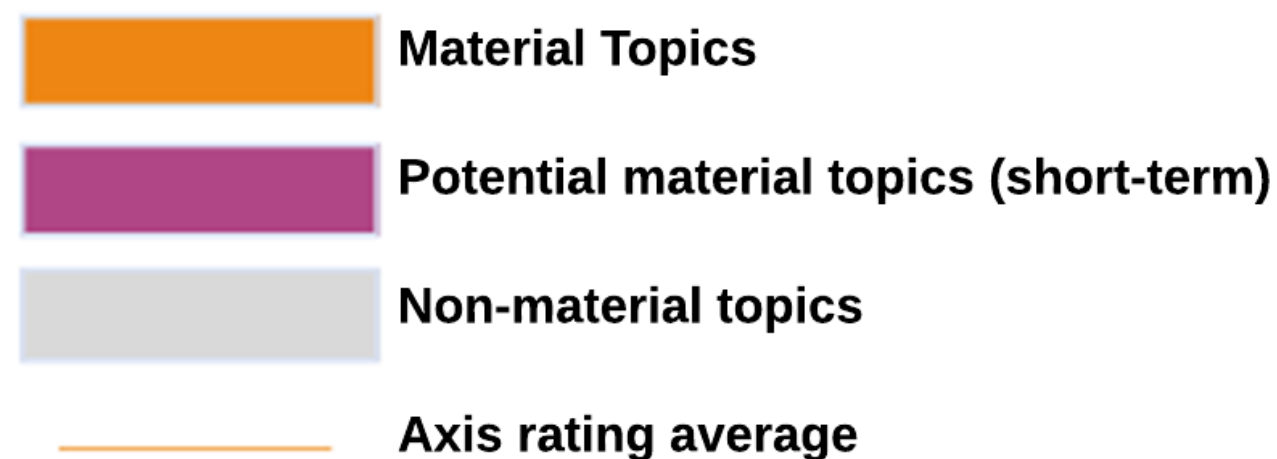
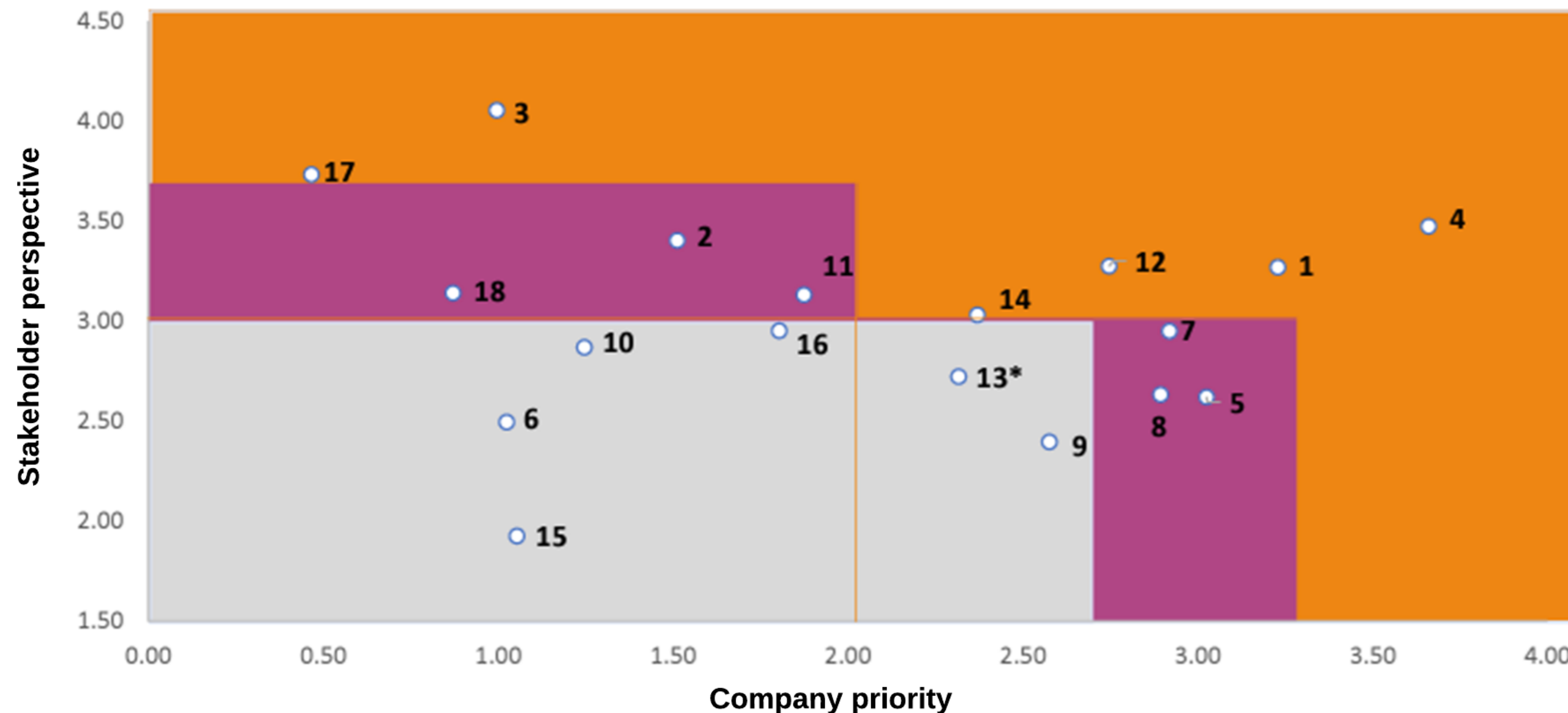
- CUSTOMERS
- EMPLOYEES
- SUPPLIERS
- COMMUNITY
- COMPETITORS
- INVESTORS
- AUTHORITIES
- MEDIA





# Materiality Matrix

EPL integrated materiality matrix



Materiality Matrix

1	Ethics and codes of conduct	Material topic
2	Corporate governance	Emerging topic
3	E-commerce and cybersecurity	Material topic
4	Supply chain and responsible sourcing	Material topic
5	Climate change strategy	Emerging topic
6	Environmental management system	Non-priority topic
7	Operating eco-efficiency	Emerging topic
8	Packaging	Emerging topic
9	Corporate citizenship and social responsibility	Non-priority topic
10	Human rights	Non-priority topic
11	Employer brand	Emerging topic
12	Education and human capital development	Material topic
13	Environmental and social impact of our products and services*	Emerging topic
14	Diversity and inclusion	Material topic
15	Biodiversity	Non-priority topic
16	Employability and empowerment	Non-priority topic
17	Innovation	Material topic
18	Transparency	Emerging topic



# Our reputation



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