













Curated Experiences. Infinite Possibilities®

Deutsche Bank 2021 Leveraged Finance Conference

Safe Harbor and Non-GAAP Measures

This presentation includes certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements about business strategies; expectations regarding consumer trends; future financial performance (including free cash flow conversion); leverage targets; environmental, social and governance goals and initiatives and other matters that are not historical facts. These forward-looking statements involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements, including, without limitation, the impact of the COVID-19 pandemic on our businesses, possible changes in market acceptance of new products or services, competitive issues, regulatory matters affecting our businesses, continued access to capital on terms acceptable to Qurate Retail, Inc. ("QRI") and QVC, Inc. ("QVC"), availability of investment opportunities and market conditions conducive to stock repurchases. These forward-looking statements speak only as of the date of this presentation, and each of QRI and QVC expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forwardlooking statement contained herein to reflect any change in QRI's or QVC's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. Please refer to the publicly filed documents of QRI and QVC, including their most recent Forms 10-Q and 10-K, for additional information about QRI and QVC and about the risks and uncertainties related to their respective businesses which may affect the statements made in this presentation.

This presentation includes reference to Adjusted OIBDA, which is a non-GAAP financial measure for QRI and QVC. QRI and QVC define Adjusted OIBDA as operating income (loss) plus depreciation and amortization, stock-based compensation, separately reported litigation settlements, restructuring, acquisition and other related costs and impairments. Further, this presentation includes Adjusted OIBDA margin, which is also a non-GAAP financial measure. QRI and QVC define Adjusted OIBDA margin as Adjusted OIBDA divided by revenue. QRI and QVC believe Adjusted OIBDA is an important indicator of the operational strength and performance of

its businesses by identifying those items that are not directly a reflection of each business' performance or indicative of ongoing business trends. In addition, this measure allows management to view operating results and perform analytical comparisons and benchmarking between businesses and identify strategies to improve performance. Because Adjusted OIBDA is used as a measure of operating performance, QRI and QVC view operating income as the most directly comparable GAAP measure. Adjusted OIBDA is not meant to replace or supersede operating income or any other GAAP measure, but rather to supplement such GAAP measures in order to present investors with the same information that QRI and QVC's management considers in assessing the results of operations and performance of its assets. Please see the reconciliation of Adjusted OIBDA to operating income calculated in accordance with GAAP for QVC and QRI on slides 28 and 30, respectively of this presentation.

This presentation includes reference to free cash flow, which is a non-GAAP financial measure for QRI and QVC. QRI and QVC define free cash flow as cash flows from operating activities less capital expenditures, expenditures for television distribution rights, investments in green energy and dividends paid to non-controlling interests. QRI and QVC believe free cash flow is an important indicator of the financial stability of its respective businesses. QRI and QVC believe cash flows from operating activities is the most directly comparable GAAP measures. Free cash flow is not meant to replace or supersede this GAAP measure, but rather to supplement such GAAP measures in order to present investors with a supplemental metric of financial performance. Please see the reconciliation of free cash flow to cash flows from operating activities calculated in accordance with GAAP for QVC on slide 29 of this presentation.

On Today's Call

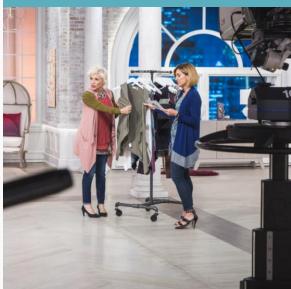




Qurate Retail Group



World's Largest Video Commerce Platform



QxH + QVC INTERNATIONAL

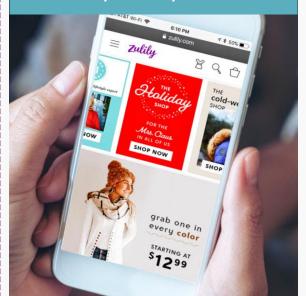
\$11.8B 16.4M

REVENUE

CUSTOMERS

Zulily

Her Daily Discovery Destination



ZULILY

\$1.7B

REVENUE

BALLARD DESIGNS. | FRONTGATE Garnet Hill | grandinroad.

Aspirational Lifestyle Brands



CORNERSTONE BRANDS

\$1.2B

2.3M

REVENUE

CUSTOMERS1

Key Takeaways

- ❖ Pandemic accelerated shifts toward digital lifestyle and virtual experiences
- Qurate Retail is well-positioned to win in the new normal
 - ✓ Distinctive scale, differentiated experience, and loyal customer base
 - ✓ Successfully evolving to digitally driven, personalized, and durable video streaming model
 - ✓ Continue to acquire, develop, and retain high value customers
- Confident in sustaining significant long-term Revenue, Adjusted OIBDA, and Free Cash Flow

Pandemic <u>Accelerated</u> Shift Toward Digital Lifestyle

Digital Life To The Forefront

Shopping journey increasingly digital-driven, connecting physical and virtual channels

Immersive Video Experiences

Live and on-demand video replacing store experiences

Home-Centered Spending Priorities

Dramatic shift in product and service spending toward home life

Brand Authenticity

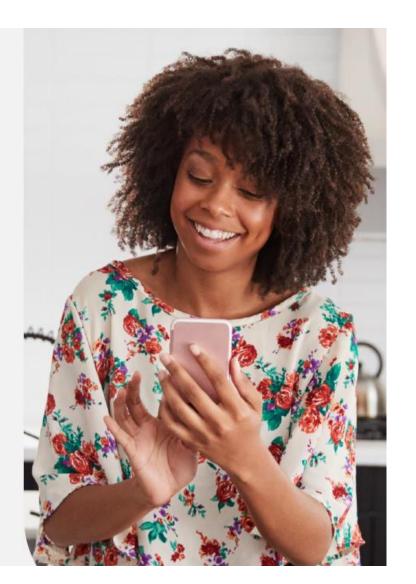
As important as the search for deals

Social Media Influencers

A growing source of information and community

Social Responsibility Matters

Companies being held to higher standards



QVC And HSN:

Unmatched Global Scale And Experience

Distinctive Media Company

218M **PAY TV HOMES REACHED**

WORLDWIDE

14 **NETWORKS** WITH MULTI-YEAR **ARRANGEMENTS**

EXTENSIVE OVER-THE-TOP REACH

36 STUDIOS¹ **HIGH VOLUME** LIVE/ON-DEMAND

OWNED CONTENT

LOW COST TO PRODUCE HIGH MONETIZATION VALUE

Scaled Experimental Retailer

THOUSANDS OF BRAND PARTNERSHIPS

PROPRIETARY DESIGN, DEVELOPMENT, AND GLOBAL SOURCING

470 GLOBAL MERCHANTS¹ 239M **PACKAGES SHIPPED**

15 Fulfillment Centers & Drop Ship

115M **CUSTOMER CONTACTS**

2.7B **DIGITAL SESSIONS^{2,3} 6 WEBSITES/7 APPS**

200 **SOCIAL MEDIA PAGES**^{1,2} **4M+ FACEBOOK FANS**

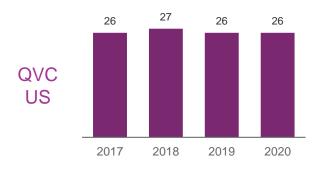
All data as of FY 2020, unless otherwise noted.

Includes web, mobile web, and apps.

For QRG for FY 2020 (QVC, HSN, Zulily, Cornerstone Brands)

High Engagement

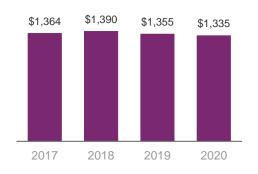
Consistently Leads To High Lifetime Value



HIGH FREQUENCY

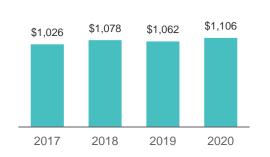
ITEMS PER EXISTING CUSTOMER

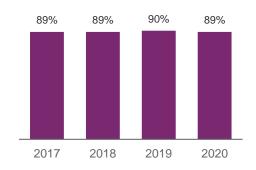




HIGH VALUE

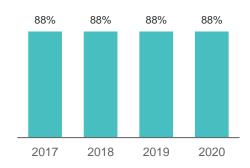
SPEND PER EXISTING CUSTOMER





HIGH LOYALTY

EXISTING CUSTOMER RETENTION



Distinctive Experience

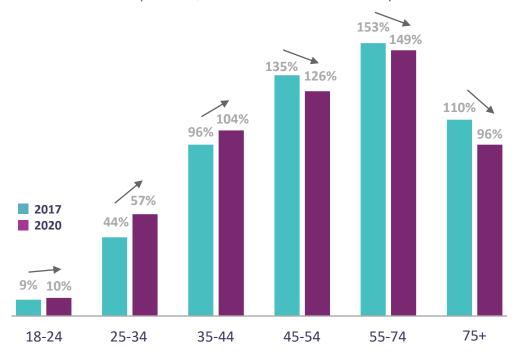
Attracts Avid Engaged Shoppers

A Highly Attractive Customer Profile

Avid, Savvy Shopper Above-Average Income and High Household Wealth **Highly Engaged** With Family and Life Hobbies Include Travel, Cooking, Gardening, and More

QxH New Customers by Life Stage; Trending Younger

Index to Total Population, Last 12 Months Ended September 2020



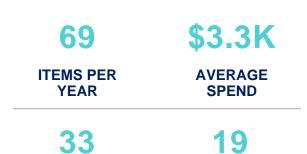
Powered By Super Users

Best Customer¹

20+ Purchases
In The Last 12 Months







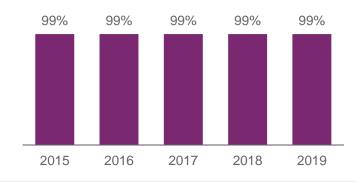
WEB VISITS
PER
MONTH

DAYS TUNING INTO QVC PER MONTH²

QVC US

Best Customer Retention Strong and Stable

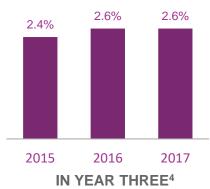
BEST CUSTOMER RETENTION RATE



Adding Best Customers Every Year

NEW CUSTOMERS CONVERTING TO BEST CUSTOMERS





⁾ All data LTM ended September 2020

⁾ Source: Comscore based on top 20% of monthly viewers. Incudes QVC, QVC2, & QVC3

⁽³⁾ Customers who became 20+ unit customers (Best) in their first year

⁽⁴⁾ Customers who purchased 20+ units in year 1, year 2, or year 3

Attracting High-Value Customers **Through Digital Evolution**

Pandemic New Customer Class Compared To Prior Years

Continued New Customer Growth **NEW CUSTOMER COUNT** 796K 814K 825K

2019

2020

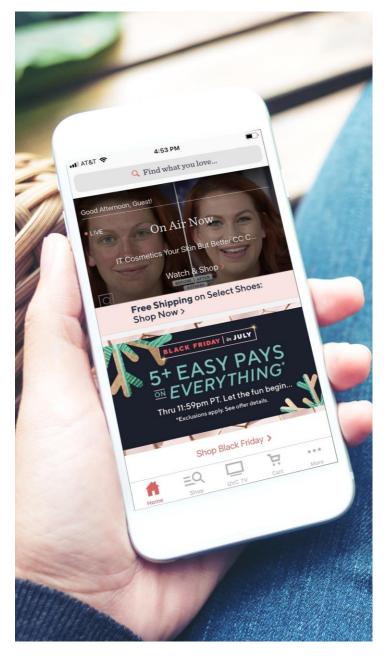
2018

2017









QxH Customer Growth

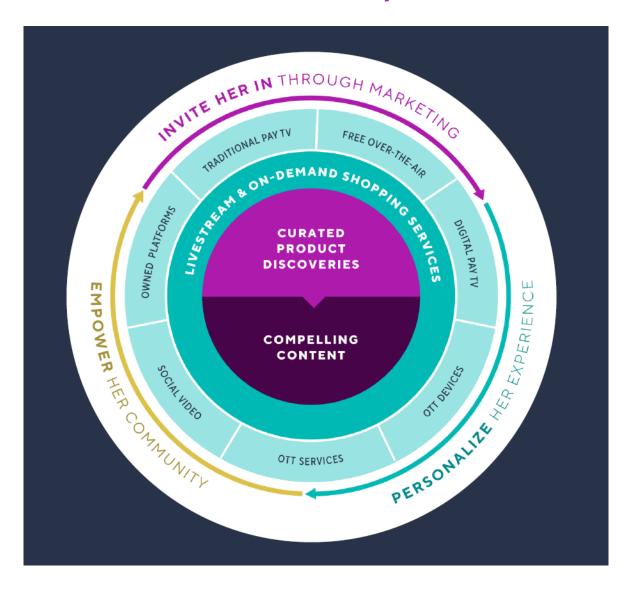
Customer CountYear-on-Year Comparative

	Q2 2021			LTM June 2021			
'000s	Count	vs 2020	vs 2019	Count	vs 2020	vs 2019	
New	588	(32%)	+17%	3,329	+5%	+17%	
Reactivated	569	(17%)	+7%	2,496	+2%	+5%	
Existing	3,978	(2%)	+1%	5,616	+3%	+3%	
Total	5,135	(9%)	+4%	11,441	+3%	+7%	

"What hasn't changed is that we retained best customers at a very high 99% plus rate. That retention hasn't varied pre, during or now in terms of pandemic trends. And we continued to add a consistent flow of new best customers. So the percentage of new customers who graduate the best customer status within a month, within a year, within 2 years is continuing to be quite solid. And given the number of new customers we added over the last year, therefore, the number of new best customers we added was quite high"

-Mike George, President and CEO of Qurate Retail, Inc. Q2 2021 Qurate Retail, Inc. Earnings Call

Interactive Digitally Driven Video-Centric Ecosystem



Digital Streaming Gains

Increased Engagement and Reach

Comcast Hulu + **QVC** Live **LG Shop Time** YouTube Roku Samsung **QxH Xfinity Flex Live TV** + Streaming **Amazon Fire TV Plus** Websites **Facebook Service** +62% +110% +16% **1.3M 56K** +42% 3.8M **7M** MONTHLY LIVESTREAM **MONTHLY ACTIVE INSTALLS ACTIVE USERS LIVE VIEWS FOLLOWERS SUBSCRIBERS USERS VIEWS SUBSCRIBERS**

NEWEST LAUNCHES













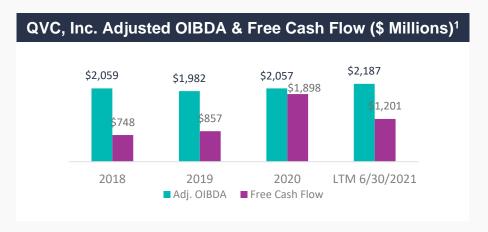
Progress on QVC's Network Optimization

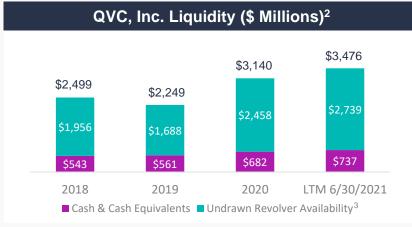
Streamlining fulfillment and distribution capabilities

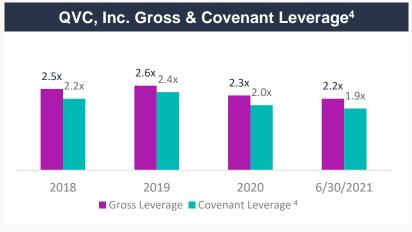
- ✓ Lancaster fulfillment center fully decommissioned and sold to 3rd party
- ✓ New Bethlehem fulfillment center fully operational (QVC) and preparing to handle HSN brand products
- ✓ Started decommission process for Roanoke fulfillment center
- ✓ Sold / marketing two former customer service representative office buildings

Financial Strength

Consistent high-level of Adjusted OIBDA and significant free cash flow generation Low leverage with substantial access to liquidity







QVC, Inc. Key Credit Highlights

Significant Global Scale

- 218M+ homes¹ via broad distribution of direct-to-consumer access and 16.4M customers
- 140+ hours² of live content delivered daily via 14 TV networks¹ and OTT / digital platforms
- \$11.8B Revenue and \$2.2B Adjusted OIBDA³

2

Customer Trends

- Strong customer demand and viewership gains across multiple platforms; acceleration of digital trends
- 99% retention across existing and best customers, continuing multi-year trend
- Rapidly adapted product offering and programming, driving meaningfully improved sales, new customer growth trends and strong lifetime value among new customers

Significant Cash
Flow Generator
with Low Leverage

- Generated \$1.2B free cash flow⁴, representing 55% conversion from Adj. OIBDA
- Anticipate 45-55% free cash flow conversion from Adj. OIBDA each year
- Covenant leverage 1.9x⁵ as of 6/30/21

4

Conservative Financial Policy

- Maintain 2.5x target leverage or better at QVC, Inc. and proactively address near-term debt maturities
- Significant liquidity through undrawn revolver, ample cash balances and strong cash flow
- Shareholder actions funded by free cash flow
- Current exchangeable net deferred tax liabilities⁶ less than 0.5x of LTM Adj. OIBDA and can be managed over time
 with free cash flow generation













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Environmental, Social and Governance

Evolving Expectations on Corporate Responsibility (ESG)

- The COVID-19 pandemic and racial justice movements have accelerated investor demand for disclosure on issues they see as posing risks to near-and long-term business value, such as workforce diversity, employee health and safety, and climate change
- As investors increasingly consider ESG information in engagement, proxy voting and investment decisions, they are expecting more and higher quality ESG disclosure from companies



Advancing Corporate Responsibility

Progress to date

- Conducted first-ever materiality analysis and gaps assessment
- Established cross-functional corporate responsibility ("CR") Leadership team comprised of Working Groups on key material topics and a CR Executive Steering Committee
- Developed new CR messaging framework aligned to QRG's purpose and principles
- Updated CR website with new framework and published goals/targets for first time
- Increased scores on investor ratings and rankings focused on company environmental, social and governance (ESG) practices
- Published first QRG-wide CR Report inclusive of SASB standards, incorporating 14 new ESG disclosures from prior year

Corporate Responsibility Mission & Framework





QRG's First Corporate Responsibility Report



A 35-page PDF report organized around:

- Leadership Message
- Our CR Strategy and Material Topics
- Goals & Targets and Other "ESG" Disclosures
- Sustainability Accounting Standards Board Index

Key Audiences:



Investors & Analysts



Raters & Rankers



Team Members



Media & Customers

Improved Investor ESG Ratings/Rankings

Forbes

- Increased rating from bottom 10% in 2019 to top 18% in 2020
- 161st of 928 companies and 4th of 26 Media companies
- Awaiting 2021 rankings in December

QURATE RETAIL, INC. (QRTEA) Retail - Consumer Discretionary | US



- Shifted score from CCC (lowest designation) to B after updating information for Privacy & Data Security and Labor Management
- Awaiting final review on additional Governance topics



Corporate Sustainability Assessment Scorecard | 2020

Qurate Retail, Inc.

RTS Retailing

- Active participation in DJSI over last two years has raised the QRI score from 7/100 to 47/100, shy of making the N.A. Index by mere 5 points
- Closed 32 public disclosure gaps in past 2 years











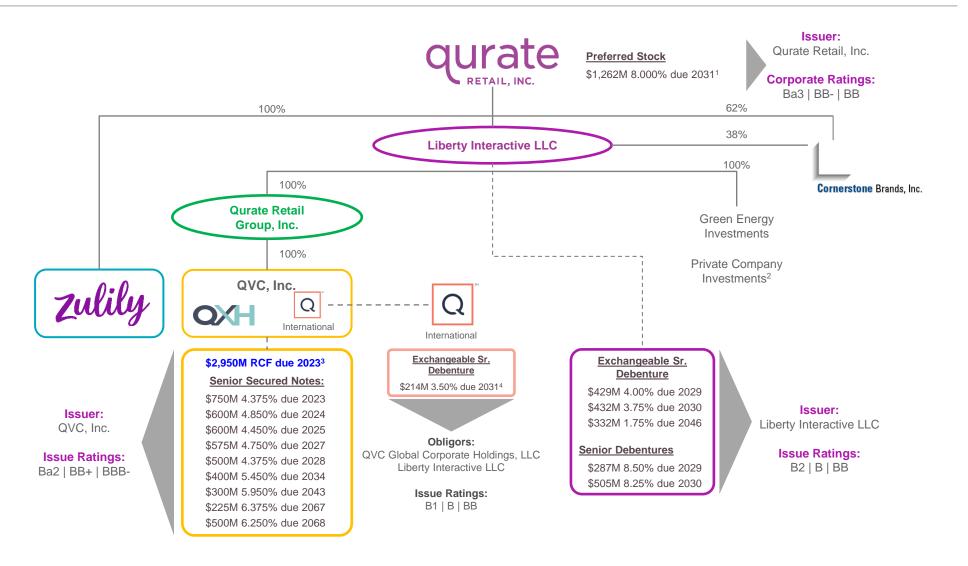




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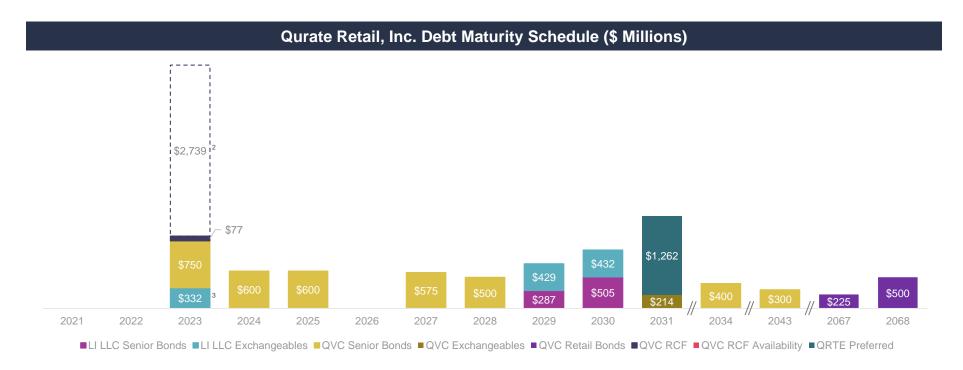
Appendix

Qurate Retail, Inc. Organizational Structure



Qurate Retail, Inc. Debt Maturity Profile & Leverage

- 1.9x covenant leverage ratio¹ at QVC, Inc. as of 6/30/21
 - Delevered from 2.4x as of Q4-19
 - Maintaining leverage target of 2.5x or better at QVC, Inc.



As of 6/30/21. Liberty Interactive LLC and QVC exchangeables shown at face value.

⁽¹⁾ As defined in QVC, Inc.'s credit facility and based on combined adjusted OIBDA of QVC, Inc. and Zulily, LLC

⁽²⁾ Available liquidity of \$2,739M under the QVC, Inc. revolver is subject to the 3.5x maximum consolidated debt ratio test included in QVC, Inc.'s bond indentures; undrawn revolver excludes outstanding letters of credit. Total revolver capacity is \$2.95B.

^{(3) 1.75%} CHTR exchangeable at par; indemnification asset from GCI Liberty covers exchange value.

Qurate Retail, Inc. Capitalization

(\$ Millions)	Ratings	Maturity	Spread	Amount	xAdj. OIBDA
(\$ WITHOUS)	Corp: Ba3 / BB- / BB	Waturity	Spread	Amount	XAUJ. OIBDA
	(Stable / Stable / Stable)				
QVC Inc.					
Cash & Cash Equivalents at OpCo1				\$737	
\$2.95bn QVC / HSN / Zulily Revolving Credit Facility	Ba2 / BB+ / BBB-	Dec-23	L + 1.25 - 1.75%	77	
4.375% Senior Secured Notes	Ba2 / BB+ / BBB-	Mar-23	4.375%	750	
4.850% Senior Secured Notes	Ba2 / BB+ / BBB-	Apr-24	4.850%	600	
4.450% Senior Secured Notes 4.750% Senior Secured Notes	Ba2 / BB+ / BBB- Ba2 / BB+ / BBB-	Feb-25 Feb-27	4.450% 4.750%	600 575	
4.750% Senior Secured Notes 4.375% Senior Secured Notes	Ba2 / BB+ / BBB- Ba2 / BB+ / BBB-	Sep-28	4.750% 4.375%	575 500	
	B1 / B / BB	•			
3.500% Exchangeable Senior Debentures ² 5.450% Senior Secured Notes	В1 / В / ВВ Ва2 / ВВ+ / ВВВ-	Jan-31 Aug-34	3.500% 5.450%	214 400	
5.950% Senior Secured Notes	Ba2 / BB+ / BBB-	Mar-43	5.950%	300	
6.375% Senior Secured Notes	Ba2 / BB+ / BBB-	Sep-67	6.375%	225	
6.250% Senior Secured Notes	Ba2 / BB+ / BBB-	Nov-68	6.250%	500	
OpCo Total Debt				\$4,741	2.2x
OpCo Net Debt ³				\$4,004	1.8x
QVC, Inc. LTM 6/30/2021 Adjusted OIBDA				\$2,187	
Zulily Cash & Cash Equivalents				13	
Corporate and Other Cash & Cash Equivalents				200	
Liberty Interactive LLC					
8.500% Senior Debentures	B2 / B / BB	Jul-29	8.500%	287	
8.250% Senior Debentures	B2 / B / BB	Feb-30	8.250%	505	
4.000% Exchangeable Senior Debentures	B2 / B / BB	Nov-29	4.000%	429	
3.750% Exchangeable Senior Debentures	B2 / B / BB	Feb-30	3.750%	432	
1.750% Exchangeable Senior Debentures	B2 / B / BB	Sep-46	1.750%	332	
Total Debt				\$6,726	2.9x
Total Net Debt				\$5,776	2.5x
Qurate Retail, Inc.					
8.0% Cumulative Redeemable Preferred Stock ⁴		Mar-31	8.000%	1,262	
				\$7,988	3.4x
Total Debt + Preferred				*****	
Total Debt + Preferred Total Net Debt + Preferred				\$7,038	3.0x

QVC, Inc. Reconciling Schedule

QVC, Inc. Operating Income to Adjusted OIBDA

(\$ Millions)	2018	2019	2020	LTM 6/30/2021
Operating Income	\$1,512	\$1,327	\$1,567	\$1,719
Depreciation & Amortization	411	468	453	427
Stock Compensation	46	39	37	41
Impairment of Intangible Assets	30	147	0	0
Transaction-Related Costs	60	1	0	0
Adjusted OIBDA	\$2,059	\$1,982	\$2,057	\$2,187
Adj. OIBDA Margin	18%	18%	18%	19%

The table above provides a reconciliation for QVC, Inc.'s adjusted OIBDA to operating income in accordance with US GAAP for the periods reflected

QVC, Inc. Reconciling Schedule (cont)

QVC, Inc. Net Cash Provided by Operating Activities to Free Cash Flow

	2018	2019	2020	LTM 6/30/2021
Net cash provided by operations activities	\$1,156	\$1,322	\$2,234	\$1,700
Capital Expenditures	(228)	(291)	(218)	(220)
TV Distribution Rights	(140)	(134)	(56)	(216)
Dividend paid to noncontrolling interest	(40)	(40)	(62)	(63)
Free Cash Flow	\$748	\$857	\$1,898	\$1,201
Adjusted OIBDA Conversion	36%	43%	92%	55%

The table above provides a reconciliation for QVC, Inc.'s free cash flow to net cash provided by operating activities in accordance with US GAAP for the periods reflected

Qurate Retail, Inc. Reconciling Schedule

Qurate Retail, Inc. Operating Income to Adjusted OIBDA

(\$ Millions)	2018	2019	2020	LTM 6/30/2021
Operating Income	\$1,324	\$184	\$1,572	\$1,742
Depreciation & Amortization	637	606	562	533
Stock Compensation	88	71	64	72
Impairment of Intangible Assets	33	1,167	0	0
Transaction-Related Costs	72	1	0	0
Adjusted OIBDA	\$2,154	\$2,029	\$2,198	\$2,347
Adj. OIBDA Margin	15%	15%	16%	16%

The table above provides a reconciliation for Qurate Retail, Inc.'s adjusted OIBDA to operating income in accordance with US GAAP for the periods reflected