

Driving Global Growth Mike George

President & CEO



Differentiated, multichannel shopping experience

- Compelling, exclusive content
- Unique 'omnimedia' platform
- One-to-one service experience

Market expansion and globalization

Advantaged technology platform Sales and operational productivity

Attractive long-term growth in revenue, OIBDA, and FCF

GLOBAL BUSINESS APPROACH



OPTIMIZING THE GLOBAL BUSINESS

- One strategy, one brand, one team
 - The core of the business, brand, and model is consistent worldwide
- Market relevant execution
 - Approach tailored to local market needs and stage of business development
 - Local management teams fully accountable for results
- Growing focus on global leverage
 - Capabilities, knowledge, investments
- Renewed emphasis on market expansion
 - More customized approach

2009 SALES DRIVERS BY MARKET

SALES DRIVERS







US | GERMANY | JAPAN | UK









QVC GermanyUlrich Flatten

CEO, QVC Germany

OVERVIEW



Launched in Germany in 1996

- German Distance Retail market has highest per capita spend worldwide
- Passed HSE for #1 position in 2002

Major players include:

- Video Commerce: QVC (50% + share), HSE24, channel 21, 123tv (auction channel)
- Overall Distance Retail: Otto #1, Amazon #2, QVC #10

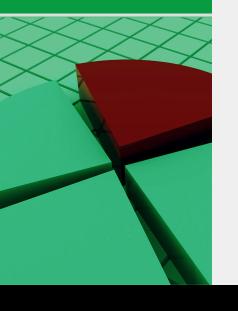
Strong infrastructure to support growth

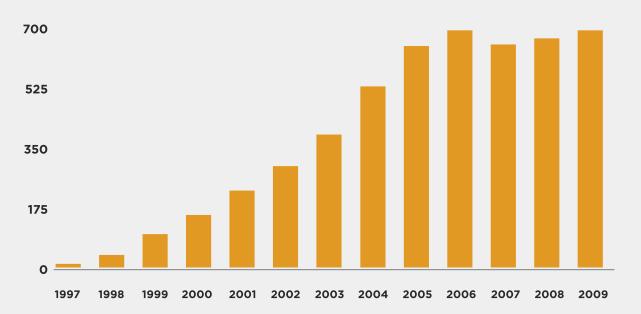
- Purpose-built HQ and Studio in Dusseldorf
- Two 400-seat Call Centers in Bochum and Kassel
- 1.3M sq ft Distribution Center in Huckelhoven, 130,000 bin locations

(Euros in millions)

NET REVENUE

FINANCIAL RESULTS





2009 IN REVIEW



Highlights

- "Double Beauty" strategy successful
 - Shifting category mix into lower return and higher contribution margin categories
- Managed inventories tightly, reduced promotional intensity
 - Reduced on-air liquidation
 - Improved mix of business at full price
- Expanded OIBDA margins
 - Focus on contribution margin per minute to optimize airtime
 - Tight cost controls
- Launched technology makeover
 - Including new Call Center Management/CRM and eCommerce platforms
- Accelerated new customer growth
 - Count +16%, Revenue +18% in Q4

Challenges

- Jewelry and Apparel business challenged
- Some international Beauty brands behind (high) expectations

KEY GROWTH OPPORTUNITIES



Distinctive Content

- Focus on unique products
- Continue introduction of new vendors, leverage QVC network
- Continue to optimize business mix

Platforms

- Expand reach/attract more eyeballs
 - DTT expansion
 - Second channel
- Accelerate eCommerce growth (12% penetration in 2009)
 - Roll out new global platform
 - QVC-specific business features
 - Intensified multichannel promotion (including Web 2.0)

One-to-one Experience/Service

• CRM/"CF 100"

KEY PRODUCTIVITY OPPORTUNITIES



Profitability-oriented business mix improvement

- Continue strong Beauty expansion
- Repositioning of Jewelry

Leverage assets

- Video content for second channel
- Warehouse capacity by handling Italian business

Continue with tight cost management

- Packaging costs
- Utilities costs
- Costs per call

DIFFERENTIATED SERVICE





- High facility investments completed
 - Call Center expansion 2008
 - Warehouse expansion 2008
 - Hermes hub 2008

- Service Focus
- Best delivery times
- Numerous awards for customer service and logistics excellence

InStyle [] [] Gala



SHAPE

CONSUMER PR











SOCIAL NETWORKING



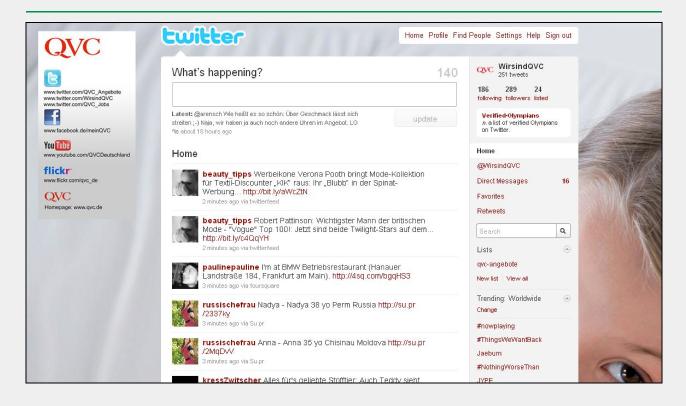
FACEBOOK



SOCIAL **NETWORKING**



TWITTER









EVENT MARKETING











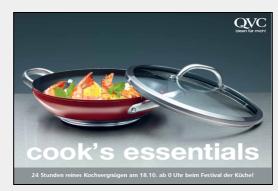






DIRECT MARKETING



























PRINT MARKETING















QVC UK Steve Hofmann CEO, QVC Italy

OVERVIEW



- QVC's first international market; launched in 1993
- Carried on DTT, cable, and satellite platforms to 23M homes
 - Reach 89% of UK TV households currently
 - 100% by 2012

Major players include:

- Video Commerce: QVC (40% share), Sit Up group (auction channels), Ideal World
- Overall Distance Retail: Amazon #1, Tesco #2, QVC #9
- High Street: Signet (Jewelry), Argos and Curry's (Electronics), John Lewis and House of Fraser (Department Stores)

Infrastructure investments support growth

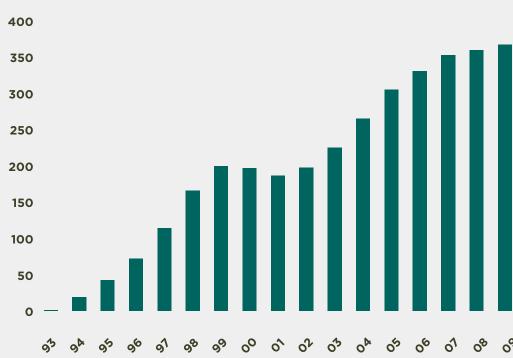
- 625,000 sq ft Distribution Center and 500-seat Call Center in Liverpool
 - ▶ Expansion completed in 2007
- HQ and Studios moving to new leased facility in 2012

(UK Pounds in millions)



FINANCIAL RESULTS





2009 IN REVIEW



Highlights

- Net Revenue up 2%, outperformed retail market
 - 6% growth in second half
- Net Product Margin improved 40 bp YOY
- Strong gains in Distribution Center and Call Center productivity
- Fixed costs held at 2007 levels for 3rd consecutive year
- Inventory reduced by 31%

Challenges

- Active customer base down 5%, on 11% decline in new customer count
- Increased markdown use to keep inventories clean

KEY GROWTH OPPORTUNITIES



Content

- Restructure event planning create more "destination" programming
- Optimize new customer product drivers across all departments
- Extensive Marketing/PR efforts

Platforms

- Expand reach
 - Potential terrestrial TV pilot
 - DTT rollout to remaining regions
- Accelerate eCommerce growth (19% penetration in 2009)
 - Launch new eCommerce platform (Q4 2010)
 - Partnerships with affiliates and shopper comparison sites, increased paid search
 - Enhance Web experience through improved search, recommended items, product detail enrichment

One-to-One Service Excellence

Launch new Call Center Management/CRM platform (2011)

KEY PRODUCTIVITY OPPORTUNITIES



Optimize Product Mix

Increase Beauty airtime share to improve overall contribution per minute

Enhance Margin by Product Category

- 2010 promotional activity will be focused on full-price product
- Less markdown stock on air due to improved inventory profile

Customer Operations Initiatives

- Reduce direct labor costs through outbound shipping automation
- Reduce packaging costs through green initiative
- Optimization of carrier network

FEATURES

CONSUMER PR



Diamonique is a girl's best friend!



GVC has something for everyone. 'Hmm,' says Lesley Jones, vene of those of us without a taste bypess?" 'Hmm,' says Lesley Jones, 'what about

may less. It is a least to the proof of the growth in the

QVC fact The most expensive item ever sold

was a 10oz curb bracelet worth £7,000"

AND RESIDENCE OF THE PARTY OF T

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presenters College solling their warms on CVC

eve tries it out

Mitheropolar (2040)



Smile please, you're on QVC

The shopping channel QVC has 17 million viewers, shifts a million products a day and provides reams of inadvertent comedy. But, as Wersha Bharadwa found out when she auditioned for the channel, live selling isn't quite as easy as it looks...

In low six propagations (2004). The same also was the proposal of the same in a lower to propose the same and the same also was the proposed the same and a lower to propose and the same and a lower to propose and the same and a lower to propose and a lower to pr

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I make the rookie about how big the bottle is while running my fingers teasingly up and down its sides

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EDITOR ENDORSEMENT

PRESENTER EXPOSURE

CONSUMER PR







to take a peakmine with you to cover up from in-flight shills or to double up as a spare pillow.

All the following products are less than 100 ml, so they're fine to take on board under the carriers security restrictions for liquids. But visit sweedom, cam before you travel, as the rules can thange.

rules can change.
A tomer is an absolute must, copocially on long-hard flights. Regularly was over the skin to refresh and dienne. Lie Earle Instant Boost Sain Tonic, 213, 50 (1986) 8139131.

archans and hydrates with a secural-like instance, and the abovern and vitanin E if nontaine are great for stressed site. It's existed to most skin hypes and nextones. Try leaving it in the fridge when you arrive at your destination for all-day

oxing selved-ment. The start's Severative is still Super Fight Cream, £25 from Penetrigidess (0370 003 3560). Experative, but is little gove a long way, Apply every 90 minutes by your face, neck, question bonds to keep the six raper infrared and stop you looking the d.

During long-hand flights, try a specialist product for your representations.

lips, such as Lip from Gayle Hay 504030. For epby six-condition Refreshing Sysfrom Teaco (DSI

Ready for Just before tour Laura Geller Ba Brighten, £13, I It's a colour cor foundation and

Fix-it kit So you've arrived! Now follow the

SOCIAL **NETWORKING**





DIRECT MARKETING PROGRAMME







BOOKABLE PROMOTIONS





Star Trek: Enterprise	5.00pm Sky One	
The Simpsons	6.00pm Sky One	- 3
The Simpsons	7.30pm Sky One	
The Black Adder	9.00pm UKTV Gold	A
Silver Diamonique	10.00pm QVC	1
Ballykissangel	11.00pm UKTV Gold	
QVC at the RHS	Wed 6.00pm QVC	(A)
Shark Files	Wed 10.00pm Discovery	
The Human Body	Thu 11.00am Discovery	
DIY on Sunday	Sun 7.00pm QVC	



Press green button to reserve



QVC Italy

QVC ITALY INTRODUCTION



- On track for October 2010 launch
- Leadership team under development with support from all QVC operations
- Strong revenue and profit potential
 - Critical mass of homes at launch
 - Tight control of expenses and investment

MARKET OVERVIEW



- 7th largest economy with GDP of \$2.3T
- Retail sales forecast at €215B in 2009 (down by 3% from 2007)
 - Retail sales outperforming overall economy
- Home shopping is fragmented and regional
 - Primarily taped content
 - Virtually no Beauty, Jewelry, or Fashion products offered

Significant players

- Telemarket and Elite Shopping
 - Focus on one-off high-end artwork, antiques, and estate jewelry
- Punto Shop
 - Mainly US infomercials
- Media Shopping (part of Mediaset Group)
 - Infomercial-based channel

LAUNCH PLANS



Leadership Team

- Core team is in place
- CEO and Merchandising, Customer Service leaders have significant QVC experience
- HR, Finance, IT, Marketing, and TV Engineering and Production leaders are experienced local hires

Facilities

- HQ, Studio, Call Center Milan
- Distribution Center utilize Germany's Huckelhoven facility

Initial Product Strategy

- Weighted towards Beauty to drive productivity and margins

Marketing Strategy

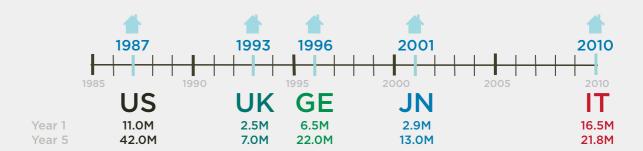
- Corporate PR campaign to educate opinion leaders that QVC is different
- Consumer PR and media campaign to generate awareness for launch

TV SUBSCRIBER POTENTIAL



• 21.8M TV households

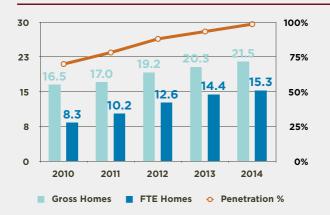
- Television environment
 - DTT switchover in progress and to be completed by end of 2012
 - Anticipate 11M at channel launch
 - Sky Italia
 - Anticipate 5.5M subs at launch
 - IPTV
 - Freesat
- Italy will launch with critical mass of over 16M gross homes



SALES POTENTIAL



GROSS HOMES VS. FTE HOMES (M)



SALES PER FTE EXPERIENCE BY MARKET

	Year 2	Year 5
UK	\$17.84	\$40.01
DE	\$14.79	\$31.34
Japan	\$21.92	\$43.52

FTE Homes Discount Factors

- DTT 65% in 2010 growing to 80% in 2013
- Sky 35% in 2010 growing to 50% in 2013

P&L COMPARISONS



Revenue

- Sales per home numbers in-line with other markets

Gross Margins

- Product mix and margin roughly comparable to other markets
- Freight expenses higher than other markets; offset by higher S&H charges

Fixed Costs

- Headcount similar to Japan start-up
- HQ facility leased with option to buy
- High-cost electricity market
- Lower cost for carriage than other markets

START-UP INVESTMENT



- \$6M expenses incurred in 2009
- \$30M \$40M OIBDA loss expected 2010
- Goal to turn profitable in second or third full year of operation









QVC Japan

OVERVIEW



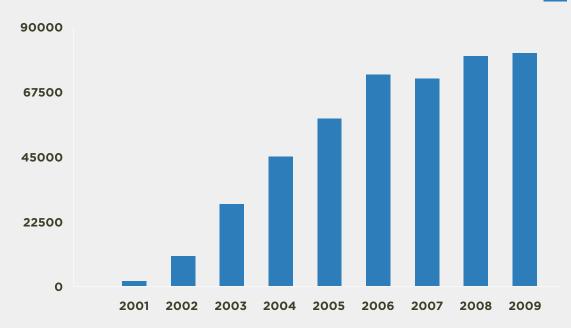
- Liberty (60%) Mitsui (40%) joint venture launched April 2001
- Strong growth track record since launch
 - Positive operating income within 16 months
 - Modest revenue dip in 2007 due to regulatory changes
 - Returned to growth in 2008 and 2009
- Significant long-term potential
 - 2nd largest economy
 - Only reach 47% of households currently
- Major competitors include:
 - Shop Channel (2008 Rev: JPY 104B)
 - Japanet Takata (2008 Rev: JPY 137B)
- Building infrastructure to support long-term growth
 - Purpose-built HQ, Studio, and Call Center opens Q4 2012
 - 490,000 sq ft Distribution Center opened 2007

(Japanese \forall in millions)

NET REVENUE

FINANCIAL RESULTS





2009 IN REVIEW



Highlights

- Record sales in midst of extremely challenging environment
 - Significant acceleration in Q3 and Q4
- Gross margin up 60 bp YOY
- Strong gains in DC and Call Center productivity
- Launched first broad-based public relations campaign

Challenges

- Digital transition
- Deflationary environment
 - Driving down ASP and increasing infrastructure demands
- Ongoing regulatory pressure from Japanese government

KEY GROWTH OPPORTUNITIES



Distinctive Content

- Accelerate gains in Health & Beauty and reinvigorate Home
- Expand range to higher-priced products as economy recovers
- Engage customers through innovative programming, live events, and more interaction

Platforms

- Temper impact of July 2011 digital migration
 - Renegotiate and add carriage opportunities
 - Increase digital simulcast by cable partners
- Accelerate eCommerce growth (19.5% penetration in 2009)
 - Strengthen position as industry leader in eCommerce offerings and transactional capabilities
 - Share experience with live and VOD streaming to mobile phones

One-to-One Service Excellence

Unceasing commitment to customer service excellence

Customer Acquisition

Focused PR and Marketing activities

KEY PRODUCTIVITY OPPORTUNITIES



Better Balance Discount and Regularly Priced Products

- More appointment-to-view programming
- Innovate product configuration and offer more exclusive items

Focus on Fundamentals

- Maintain ASP at 2009 level, gradually expand as economy turns around
- Better monitor category on-air hours
- Target 50 bp gross margin improvement
- Drive further reductions in return rate

Launch Eco Initiative

Company-wide effort launched with introduction of new packaging









Global Leverage and Expansion

THE BEST OF LOCAL/ GLOBAL



GLOBAL LEVERAGE

- Build a global platform
 - Vendors / Technology / Infrastructure
- Drive best practices
 - Trends and innovations
 - Business / functional expertise
 - Operational benchmarks
- Share talent
 - Italy launch has team members from every market

TOP GLOBAL MARKETS



TOP 15 MARKETS

COUNTRY	GDP (\$B)	TV HOUSEHOLDS
US	\$ 14,265	115,652
Japan	\$ 4,924	48,367
China	\$ 4,401	373,043
Germany	\$ 3,688	38,008
France	\$ 2,866	23,841
UK	\$ 2,674	25,556
Italy	\$ 2,314	21,843
Russia	\$ 1,677	50,310
Spain	\$ 1,612	14,738
Brazil	\$ 1,573	56,191
Canada	\$ 1,511	12,430
India	\$ 1,210	116,711
Mexico	\$ 1,088	25,601
Australia	\$ 1,011	7,664
South Korea	\$ 947	17,872

MARKET EXPANSION



PURPOSEFUL MARKET EXPANSION STRATEGY

- Ongoing market prioritization
 - Market attractiveness
 - QVC capabilities and assets
 - Entry feasibility
- Tailored entry options
 - Large market model
 - Fill-in model
 - Partnership model
 - eCommerce-led model
- Timing difficult to predict; not driven by a predefined schedule
 - Dependent on access to carriage and/or appropriate business partners
 - Rigorous about investment of capital, expenses, and management effort



JAPAN • GERMANY • ITALY • UNITED KINGDOM



Technology as a Growth Enabler

John Sullivan

Chief Information Officer

don't just shop. Q.



Differentiated, multichannel shopping experience

- Compelling, exclusive content
- Unique 'omnimedia' platform
- One-to-one service experience

Market expansion and globalization

Advantaged technology platform Sales and operational productivity

Attractive long-term growth in revenue, OIBDA, and FCF

STRATEGIC TECHNOLOGY INVESTMENTS



QVC'S TECHNOLOGY TRANSFORMATION IS...

- Enabling top-line growth and improved cost ratios
- Highly integrated and difficult to duplicate
- Maximizing our capital investments across global markets

QVC is transforming its technology to service a MULTICATEGORY, MULTICHANNEL, MULTIGEOGRAPHY CORPORATION

STRATEGIC TECHNOLOGY INVESTMENTS

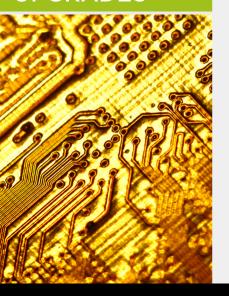


BEAUTY
ELECTRONICS
COOKING & DINING
WELLNESS
293 TOTAL

WEB
MOBILE
NETWORKS
PLATFORMS

TECHNOLOGY TRANSFORMATION INVESTMENTS

INVESTMENTS AND UPGRADES













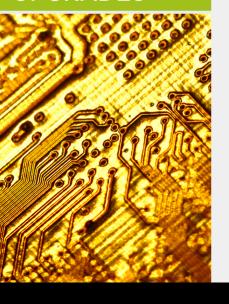


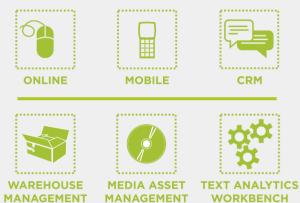
WAREHOUSE MEDIA ASSET MANAGEMENT MANAGEMENT

TEXT ANALYTICS WORKBENCH

TECHNOLOGY TRANSFORMATION **INVESTMENTS**

INVESTMENTS AND UPGRADES





Partnering with best-in-class service and software providers















CUSTOMER FACING TECHNOLOGY











QVC LAUNCHING GLOBAL WEB SITE TO DRIVE TOP-LINE GROWTH

- Contemporary eCommerce capabilities
- Global leverage across QVC markets
- Competitive advantages

CUSTOMER FACING TECHNOLOGY















MOBILE TECHNOLOGY LEVERAGES ECOMMERCE INVESTMENTS

- Enabled by Web site technology & back-end systems
- Rapidly evolving technology landscape drives value
- Speed to market

CUSTOMER FACING TECHNOLOGY











CUSTOMER RELATIONSHIP MANAGEMENT (CRM) TECHNOLOGY WILL DRIVE TOP-LINE GROWTH AND COST EFFICIENCY

- Micro-merchandising product & promotional offers
- Personalized promotional strategies drive margin & volume growth
- First-time call resolution drives labor efficiency

UPGRADES FOR EFFICIENCY











WAREHOUSE AUTOMATION INVESTMENTS DRIVE COST REDUCTIONS AND CUSTOMER SATISFACTION

- Highly automated, paperless facility—speed & efficiency
- Pioneering product sortation strategies
- Cost & time reductions







MEDIA ASSET MANAGEMENT

FOREFFICIENCY

UPGRADES



- Digital content leverage
- Live show publishes content
- Rich content drives QVC's integrated platforms
- MAM challenges







UPGRADES FOR EFFICIENCY



SOPHISTICATED CONSUMER FEEDBACK CAPABILITY TO SUPPORT:

- Listening to our customers—act on what you hear
- Challenges assembling feedback
- Emerging trends and opportunities

MAJOR IMPLEMENTATIONS

High-level Timeline

STRATEGIC TECHNOLOGY INVESTMENTS



	2009	2010		2011					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Customer Relationship Management	do			•					
eCommerce Platform	Develop		•		•	•			
Mobile Apps & Platforms)esign/	•	•	•	•	♦	•	•	•
Warehouse Management System	Plan / De		•	•				•	
Media Asset Management	Pla			•					













STRATEGIC TECHNOLOGY INVESTMENTS



QVC TECHNOLOGY TRANSFORMATION

- · Enabling top-line growth
- Competitive and difficult to duplicate
- Driving cost efficiencies



Driving Revenue & OIBDA Growth Dan O'Connell

Chief Financial Officer

don't just shop. Q.



Differentiated, multichannel shopping experience

- Compelling, exclusive content
- Unique 'omnimedia' platform
- One-to-one service experience

Market expansion and globalization

Advantaged technology platform Sales and operational productivity

Attractive long-term growth in revenue, OIBDA, and FCF

FINANCIAL GOALS



STRONG CONSISTENT SALES GROWTH

- Sales/existing customer
- New customer sales
- New markets

INCREASED FREE CASH FLOW CONVERSION

- Expanding OIBDA margins
- Improved working capital efficiency

FINANCIAL GOALS



STRONG CONSISTENT SALES GROWTH

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NET REVENUE GROWTH DRIVERS



US GROWTH OPPORTUNITIES

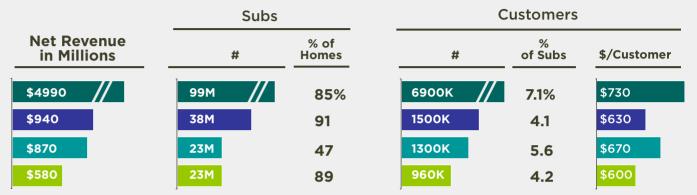
	04-07	04-07 08-09	
Net Revenue Growth	8.0%	(2.1)%	13.0%
Sales/ Existing Customer Growth	5.8	0.4	6.3
Existing Customer Retention	89.0	88.5	88.1
New/ Reactivated Customer Revenue Growth	3.9	6.7	44.8

- ECONOMY
 - Modest gradual recovery
- CHANNELS
 - eCommerce growth
 - On/off-air products
 - HD expansion/second channel location
- PRODUCT
 - Product innovation
 - Category/brand expansion
- MARKETING/PROGRAMMING
 - Stepped up efforts

SALES DRIVERS BY MARKET

SALES **DRIVERS**





US | GERMANY | JAPAN | UK

- SIMILAR GROWTH PRIORITIES AS THE US
 - Increase spend per existing customer
 - Grow customer base

- ABILITY TO GROW AT A FASTER RATE THAN THE US
 - Lower subscribers as a percentage of homes
 - Lower penetration of subscribers
 - Market expansion opportunities

CHANNEL GROWTH



ECOMMERCE

eCommerce Penetration



OPPORTUNITY

- Increases engagement & expands usage
- 50% of Web sales from off-air products
- >50% of new customers from Internet
- Grow eCommerce penetration to 50%

FINANCIAL GOALS



STRONG CONSISTENT

- Sales/existing customer
- New customer sales
- New markets

INCREASED FREE CASH FLOW CONVERSION

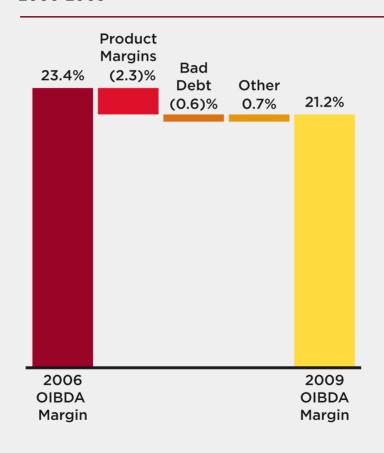
- Expanding OIBDA margins
- Improved working capital efficiency

DRIVERS OF OIBDA MARGIN DECLINE



OIBDA MARGIN CHANGE

2006-2009



DRIVERS

- Product Margin
 - Mix shift from Apparel/ Jewelry
 - Higher promotional uptake
 - Greater markdown use
 - Increases inventory obsolescence
- Bad Debt
 - Rising delinquencies correlated with unemployment
- Operating Costs
 - Strong productivity gains

PRODUCT MARGIN OPPORTUNITIES



PRODUCT MARGINS

US		Intern	ational
2006	2009	2006	2009
49.2%	46.5%	50%	48.4%

OPPORTUNITIES

- Restore markdown usage to historic levels
- Product mix evolution
 - Stabilization of Jewelry and **Apparel**
 - Focus on contribution margin/ minute, not gross profit rate
- Inventory-driven obsolescence savings

- * Product margins includes:
 - Margin on shipped sales less returns
 - ▶ S&H revenue
 - ▶ Postage costs associated with prepaid return label
 - ▶ Retail outlet gross profit and operating costs

BAD DEBT OPPORTUNITIES



BAD DEBT

	2006	2009
Bad Debt Rate	0.4%	1.00%
US Unemployment	4.40%	10.00%
QCard Write-off Rate	3.40%	7.40%
EZ-Pay Write-off Rate	5.70%	8.00%

- OPPORTUNITIES
 - Unemployment stabilizes and gradually improves
 - Credit tightening initiatives drive lower write-offs
 - Cleaner inventory and economic recovery allow for reduced Easy Pay usage

OPERATING EXPENSE OPPORTUNITIES



OPERATING EXPENSES

	U	JS	INTERNATIONAL		
	2009	CHANGE 06-09	2009	CHANGE 06-09	
Other Cost of Sales	11.80%	0.45%	11.20%	0.25%	
Warehouse Operations Freight					
Operating Costs	8.30%	0.50%	11.30%	-1.05%	
Call Center Operations Commissions Credit Card Fees Broadcasting Operations					
SG&A	2.70%	0.30%	6.90%	1.00%	
Marketing QCard All Other Operating Costs					
Total	22.80%	1.25%	29.40%	0.20%	

- OPPORTUNITIES
- Common WMS implementation
- Constant focus on efficient matching of labor and volumes

- CRM implementation
- Expansion of home agent program
- Increased mix of automated ordering
- Leverage international fixed commission payments
- Focus on cost reduction strategies
- Global best practices collaboration
- Leverage

WORKING CAPITAL EFFICIENCY



WORKING CAPITAL EFFICIENCY

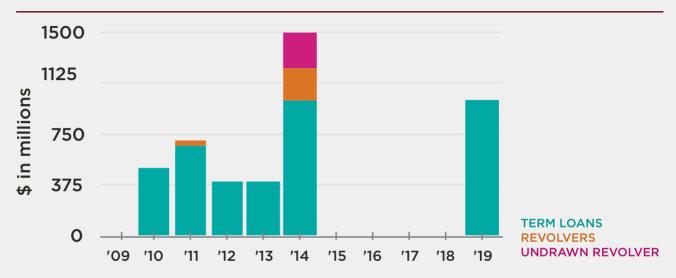
- REDUCED EASY PAY USAGE
- CONTROLLED INVENTORY GROWTH
- NEGOTIATED PAYMENT TERMS

ENSURING A STRONG FINANCIAL FOUNDATION



ENSURING A STRONG FINANCIAL FOUNDATION

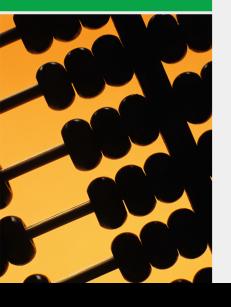
QVC Debt Maturity Schedule



- June 09
 - Refinanced \$5.2B bank debt due 2011
 - Paid down \$750M
 - Spread balance over 2010-2014

- July 09-Dec 09
 - Paid down
 \$500M of
 revolver/term
 loans from cash
 flow
- Sept 09
 - Raised \$1B in private placement due 2019
 - All proceeds used to retire 2014 bank debt tranche

FINANCIAL GOALS



STRONG CONSISTENT SALES GROWTH

- Sales/existing customer
- New customer sales
- New markets

INCREASED FREE CASH FLOW CONVERSION

- Expanding OIBDA margins
- Improved working capital efficiency

don't just shop. Q.



Differentiated, multichannel shopping experience

- Compelling, exclusive content
- Unique 'omnimedia' platform
- One-to-one service experience

Market expansion and globalization

Advantaged technology platform Sales and operational productivity

Attractive long-term growth in revenue, OIBDA, and FCF



















