

Mercado Libre (NASDAQ: MELI) uses free, fast shipping to win the shopper, then uses Mercado Pago to hold, pay and lend their money. Commerce — marketplace fees, shipping, ads and first-party sales — was \$16.3B, 56% of FY2025's \$28.9B revenue (+39%); Fintech — payments, yield accounts, cards and loans — was \$12.6B, 44%, and growing faster (+46% vs +34%). Credit is the engine and the bill: \$5.9B of credit revenue against \$3.1B of loan-loss provisions (about 53% of it, INFERENCE), a 22.4% NIMAL (net interest margin after losses) down from 28.2%, and operating margin down from 12.7% to 11.1% (operating income \$3.2B, net income \$2.0B). The flywheel is the point: users who use both sides generated 70% more GMV (Q2 2026), and cardholders are 2–3x more likely to stay in the ecosystem. Q2 2026: revenue \$10.2B (+50%), TPV \$101B (+56%), GMV \$21.9B (+44%), credit portfolio above \$16B (+75%) — and operating margin 6.7% (from 12.2%) and net income \$466M (–11%) as discounts, shipping and provisions are deliberately funded to buy engagement.

BUSINESS MODEL CANVAS

Mercado Libre

Research date: Oct 10, 2026

Evidence-backed · sources in companion brief

KEY PARTNERS

- **Third-party carriers** — own and operate most of the last-mile vans (FACT, 10-K).
- **MELI Places** — thousands of partner stores for drop-off, pick-up and returns (FACT).
- **Card brands and processors** — Visa and Mastercard branded debit, prepaid and credit cards; banks and processors handle funding (FACT).
- **Funders** — card-receivable sales, securitizations, bank and credit lines, deposit certificates, notes; \$800M revolver; \$1B notes due 2036 (FACT).
- **Content and ad partners** — Disney+, Netflix, HBO Max, Apple TV+ in MELI+ Mega; HBO Max video ad inventory (FACT, letters).

KEY ACTIVITIES

- **Operate the marketplace** — mostly third-party sellers, with first-party (1P) in selected categories, under 10% of GMV (FACT).
- **Run logistics** — fulfillment centers, cross-docking, aircraft, trucks; network volume +41% in 2025 (FACT).
- **Underwrite and fund credit** — proprietary models using marketplace and payments data (FACT).
- **Process payments** — online, QR and point-of-sale devices; 1.4M active devices in Mexico (FACT).
- **Sell ads and build AI tools** — Mercado Ads, AI search, Seller Assistant, AI-written

KEY RESOURCES

- **People** — 123,670 employees, 20,347 in tech and product (FACT).
- **Logistics** — fulfillment centers, cross-docks, aircraft, China hub (FACT).
- **Licences** — regulated payment entities in Brazil, Mexico, Argentina, Chile (FACT).
- **Data** — purchase, payment and repayment history (FACT).
- **Balance sheet** — assets \$51.4B (Jun 2026); capex \$1.33B FY25 (FACT).

VALUE PROPOSITIONS

- **Free and fast** — free shipping from R\$19 in Brazil; Mexico fulfillment penetration nearly 80% (FACT).
- **Wide choice** — mostly third-party sellers plus 1P and cross-border (CBT GMV +60% FX-neutral in Q2 2026) (FACT).
- **Money that works** — yielding account, AUM \$23B, credit cards and loans (FACT).
- **Sell without a stack** — marketplace, shipping, payments, ads and credit for sellers (FACT).
- **More from the bundle** — ecosystem users +70% GMV; MELI+ subscribers +72% YoY (FACT, company claims).

CUSTOMER RELATIONSHIPS

- **MELI+** — subscriber growth accelerating, +72% YoY in Q2 2026 (FACT).
- **Credit card** — 2.6M new cards in Q2 2026; cardholders 2–3x more likely to stay ecosystemic (FACT).
- **Yielding account** — AUM per user \$264 (+29%) in Q2 2026 (FACT).
- **AI service** — Seller Assistant, Mercado Pago AI Assistant, Mercado Ads AI Advisor on WhatsApp (FACT).
- **Pre-approved credit** — millions of users offered credit at checkout (FACT).

CHANNELS

- **Mobile apps and websites** — Mercado Libre and Mercado Pago, distributed via Apple and Google app stores (FACT).
- Marketplace in 18 countries; Mercado Pago in 8 (FACT).
- **Stores and devices** — MELI Places; POS and QR acceptance, 1.4M active devices in Mexico (FACT).
- **Events** — Hot Sale, Cyber Day, Black Friday, Buen Fin (FACT).
- **Off-platform ads** — video and display inventory beyond the marketplace (FACT).

CUSTOMER SEGMENTS

- **Shoppers** — 121M unique active buyers in FY25; 89M in Q2 2026 (FACT).
- **Fintech users** — 88M monthly active users in Q2 2026 (FACT).
- **Sellers and brands** — active sellers +29% in Q2 2026; 1P and cross-border add supply (FACT).
- **Merchants** — acquiring, merchant credit above \$2B at Q4 2025 (FACT).
- **Advertisers** — sellers and brands buying Mercado Ads; >10% share of LatAm digital ads (FACT).

COST STRUCTURE

- **Cost of revenue** — \$16.0B in FY25, 55.5% of revenue; shipping +\$1.9B, goods +\$1.2B, collection fees +\$533M, funding +\$523M (FACT).
- **Provisions** — \$3.09B FY25 (+66%); \$1.28B in Q2 2026 vs \$690M (FACT).
- **Sales and marketing** — \$3.22B FY25; \$1.13B in Q2 2026 (FACT).
- **Product and technology** — \$2.27B FY25, 7.9% of revenue; 7.2% in Q2 2026 (FACT).
- **Capex** — \$1.33B in FY25, \$712M in H1 2026, mostly fulfillment and IT (FACT).

REVENUE STREAMS

- **Commerce services** — \$12.75B in FY25: marketplace fees, shipping, ads, classifieds, MELI+ (FACT).
- **Commerce product sales (1P)** — \$3.54B in FY25 (FACT).
- **Financial services and income** — \$6.68B in FY25 (FACT).
- **Credit revenues** — \$5.86B in FY25; \$2.28B in Q2 2026 (FACT).
- **Q2 2026 mix** — Commerce \$5.76B, Fintech \$4.41B; both about +50% in USD (FACT).