Cimpress overview

June 2026

Safe Harbor Statement

This presentation contains statements about our future expectations, plans, and prospects of our business that constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995, including but not limited to our expectations for the growth and development of our businesses and for our future financial results; our plans for investments in our business and other capital allocations and the expected effect of those investments and capital allocations in our business and financial results; our competitive position and size and development of our markets and opportunities for future growth; and our plans and expectations for our mass customization platform and use and integration of artificial intelligence capabilities.

Forward-looking projections and expectations are inherently uncertain, are based on assumptions and judgments by management, and may turn out to be wrong. Our actual results may differ materially from those indicated by these forward-looking statements as a result of various important factors, including but not limited to flaws in the assumptions and judgments upon which our forecasts and estimates are based; the development, duration, and severity of supply chain constraints and fluctuating inflation; our inability to make investments in our businesses and allocate our capital as planned or the failure of those investments and allocations to achieve the results we expect; costs and disruptions caused by acquisitions and minority investments; the failure of the businesses we acquire or invest in to perform as expected; loss of key personnel or our inability to recruit and retain talented personnel; our failure to develop, deploy, and use effectively our mass customization platform and artificial intelligence capabilities or their failure to drive the performance, efficiencies, and competitive advantage we expect; unanticipated changes in our markets, customers, or businesses; disruptions caused by geopolitical events or political instability and war in Ukraine, Israel, or elsewhere; changes in governmental policies, laws, and regulations, or in their interpretations, that affect our businesses, including related to import tariffs; our failure to attract new customers and retain our current customers; our failure to manage the growth and complexity of our business; our failure to maintain compliance with our debt covenants and pay our debts when due; competitive pressures; general economic conditions; and other factors described in our Form 10-K for the fiscal year ended June 30, 2025 and subsequent documents we periodically file with the U.S. Securities and Exchange Commission. Cimpress' Investor Day information also includes estimates and other statistical data from research we conducted in August 2022 with a third-party research firm, and this data involves a number of assumptions and limitations and contains projections and estimates of the sizes of the opportunities of our markets that are subject to a high degree of uncertainty and should not be given undue weight.

In addition, statements and projections in this presentation represent our expectations and beliefs as of the date hereof, and subsequent events and developments may cause these expectations, beliefs, statements, and projections to change. We specifically disclaim any obligation to update any forward-looking statements, which should not be relied upon as representing our expectations or beliefs as of any date subsequent to May 12, 2026.

We help millions of businesses **build brands, stand out, and grow** via custom print & promotional products.

Cimpress by the numbers

Financial Profile (TTM 3/26)

$3.7B
Annual revenue

4%
Organic constant-currency revenue growth[1]

$1.7B
Gross Profit

$461M
Adjusted EBITDA[1]

$123M
Adjusted free cash flow[1]

Market & Geography

$100B+
Total Addressable Market

~3M sq ft
Production space in NA, EU, AUS, India & Brazil

15K+
Team members in 25 countries

Product & Customer

15M+
Customers served annually, primarily businesses

23K+
Unique products offered with millions of variants

30M+
Orders fulfilled annually

Segments & Brands

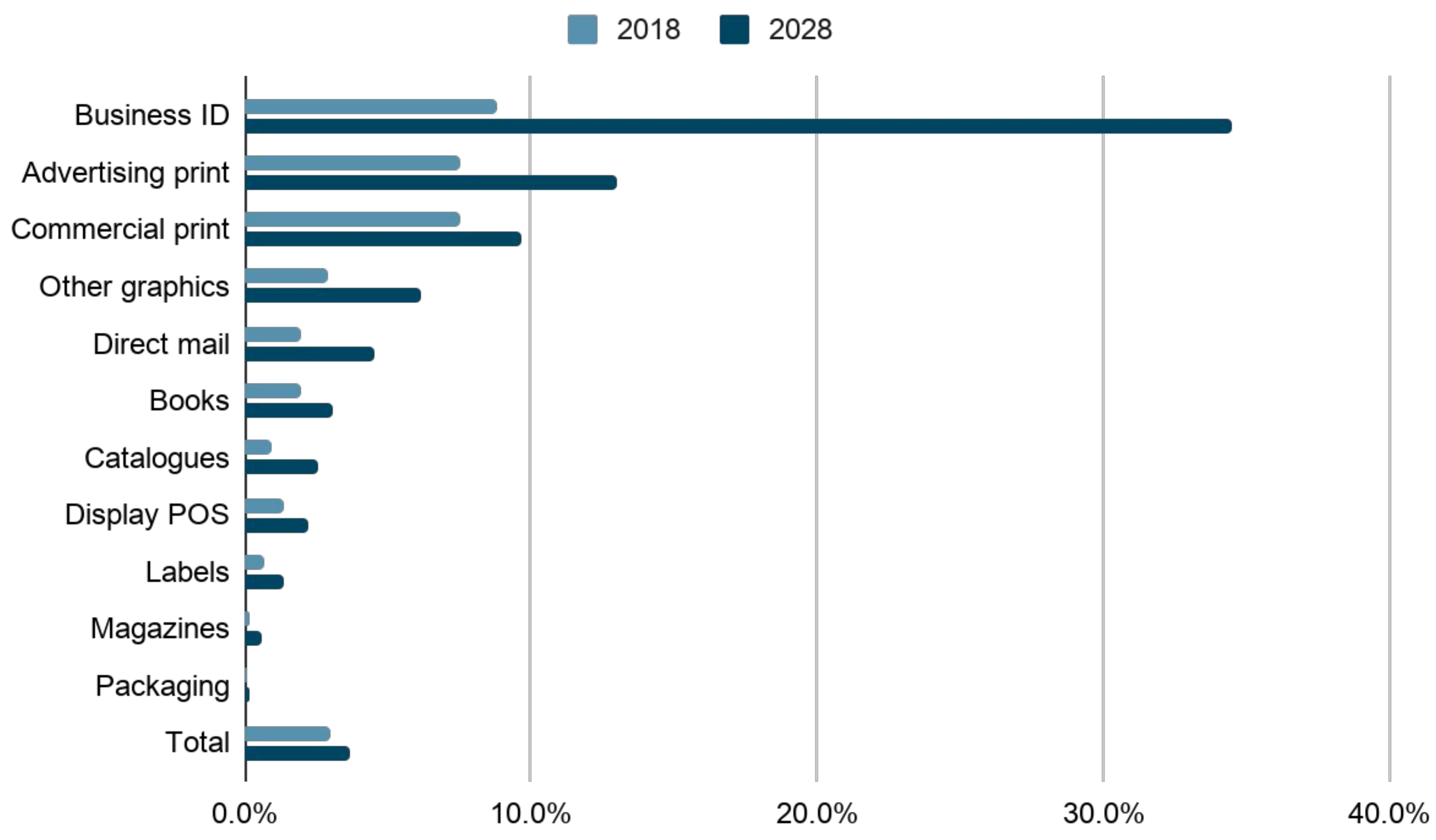
VistaPrint	PrintBrothers	The Print Group	National Pen	All Other Businesses
vistaprint	druck at	easyflyer	pens.com	BuildASign
vista corporate solutions	Drukwerkdeal.nl	exaprint l'atelier de tous les créatifs	goldstar	printi
99d by vista	WirmachenDruck.de Sie sparen, wir drucken!	Packstyle		
		pixartprinting		
		TRADEPRINT		

[1] Please see reconciliation of non-GAAP financial measures at ir.cimpress.com. Financial metrics are for the TTM period ended March 31, 2026.

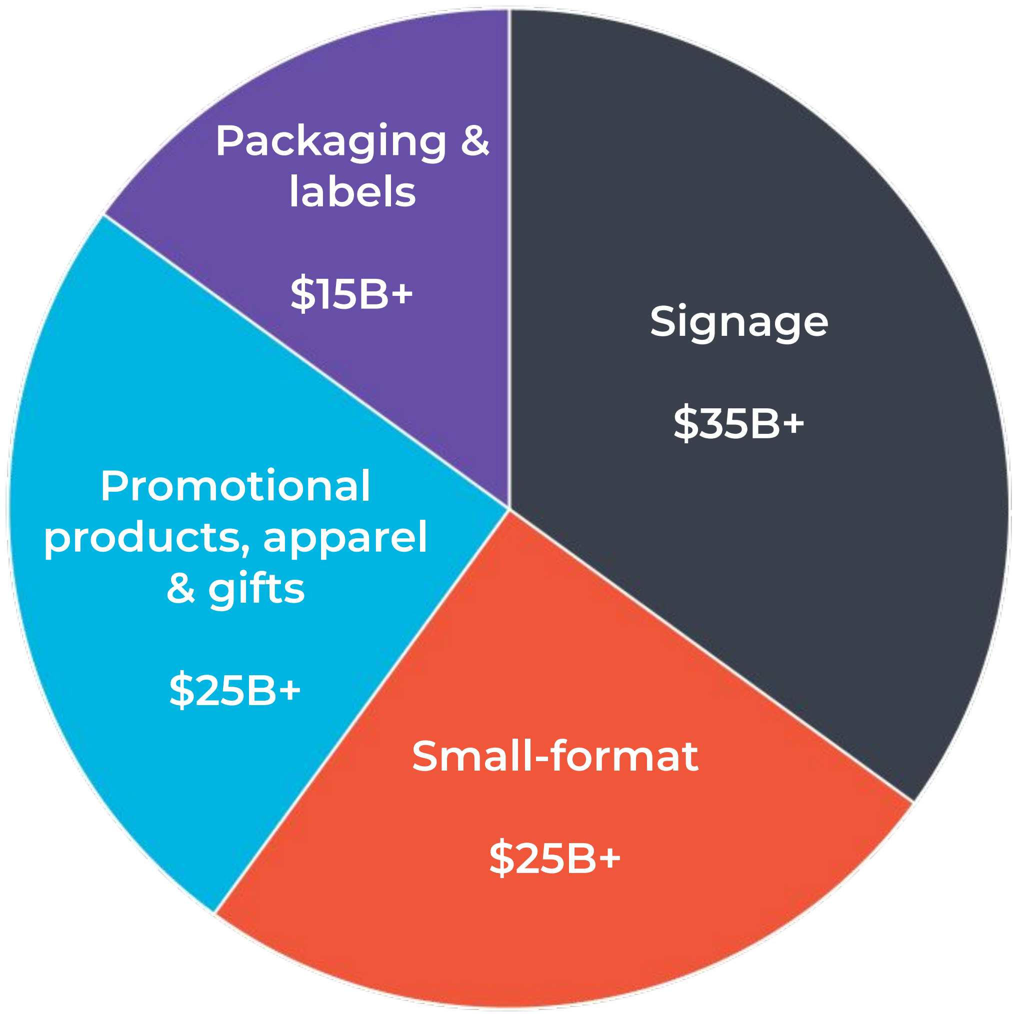
Leader in hyper-fragmented $100B+ market

Where the web-to-print business model has deeply penetrated the market for identification products like business cards, elevated products constitute large markets with small but growing web-to-print penetration

Penetration of Web-to-Print Value by Application[2]
2018 and 2028 Estimates



$100B+ TAM in North America, Europe and Australia[1]
2022 Estimate



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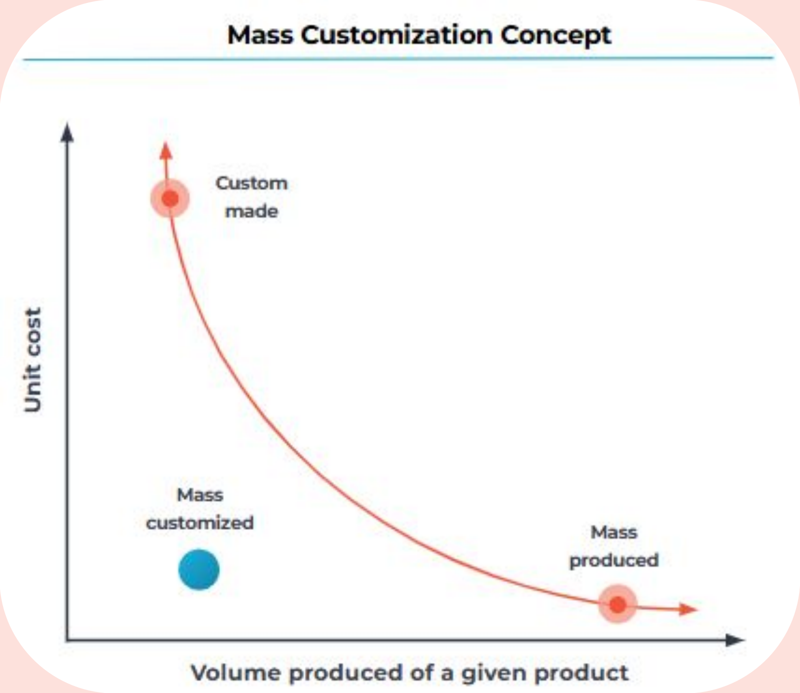
[1] Source: Keypoint Intelligence online printing study prepared for Cimpress, August 2022 & company estimates; Keypoint research estimates the 2022 value of print shipments to small and medium businesses in Australia, France, Germany, Italy, UK and U.S. is $85B. Market size excludes consumer products, design services and digital marketing products.
[2] Source: Smithers "The Future of Web-to-Print to 2028" published in 2023.

Web-to-print mass customization

What it is



Custom products, even in small quantities, with the reliability, quality, and affordability of mass production

Why customers care

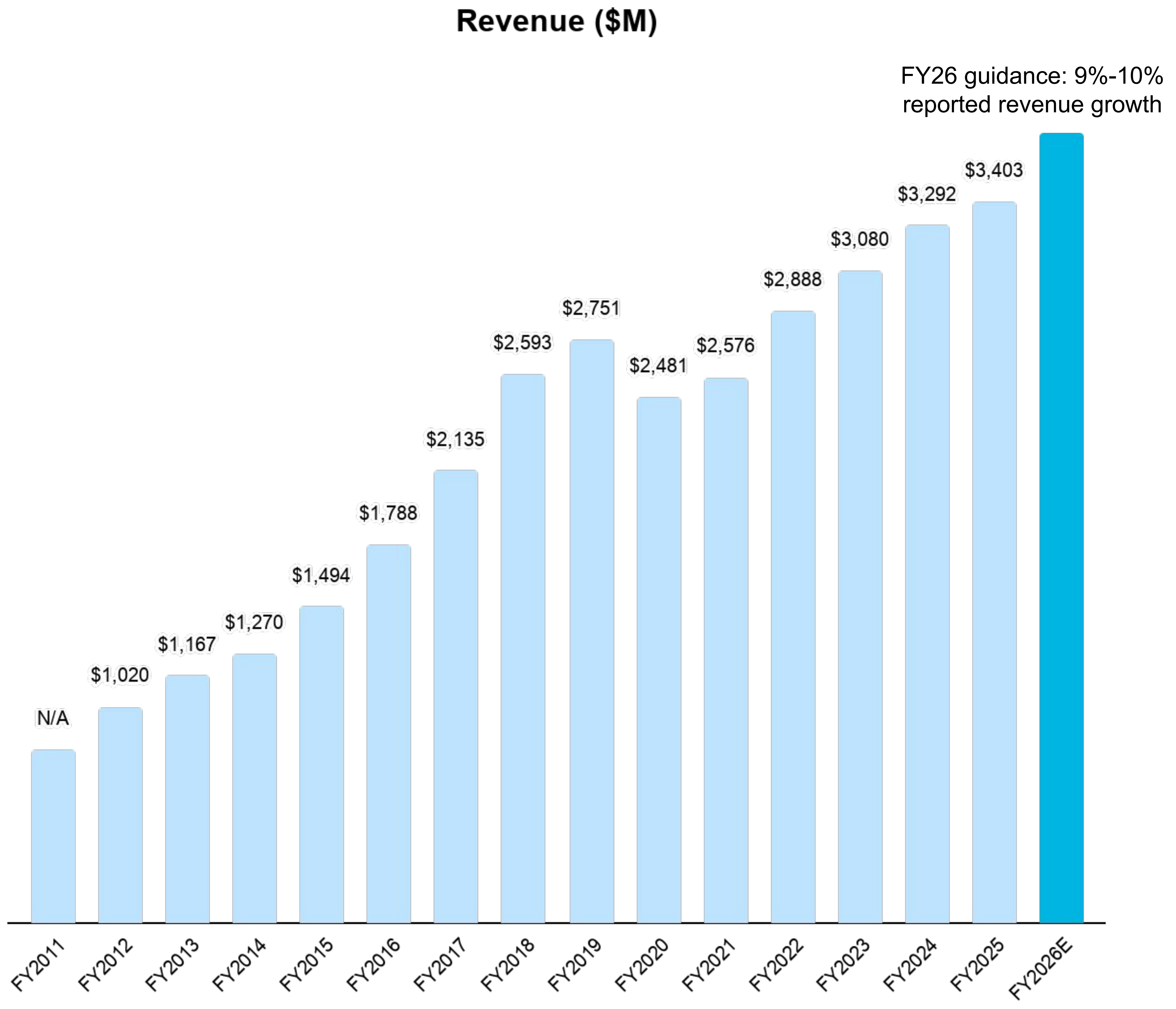
- Builds their brand
- Fast turnaround
- Broad choice
- Low prices
- High quality
- E-commerce convenience
- Quantities right for them

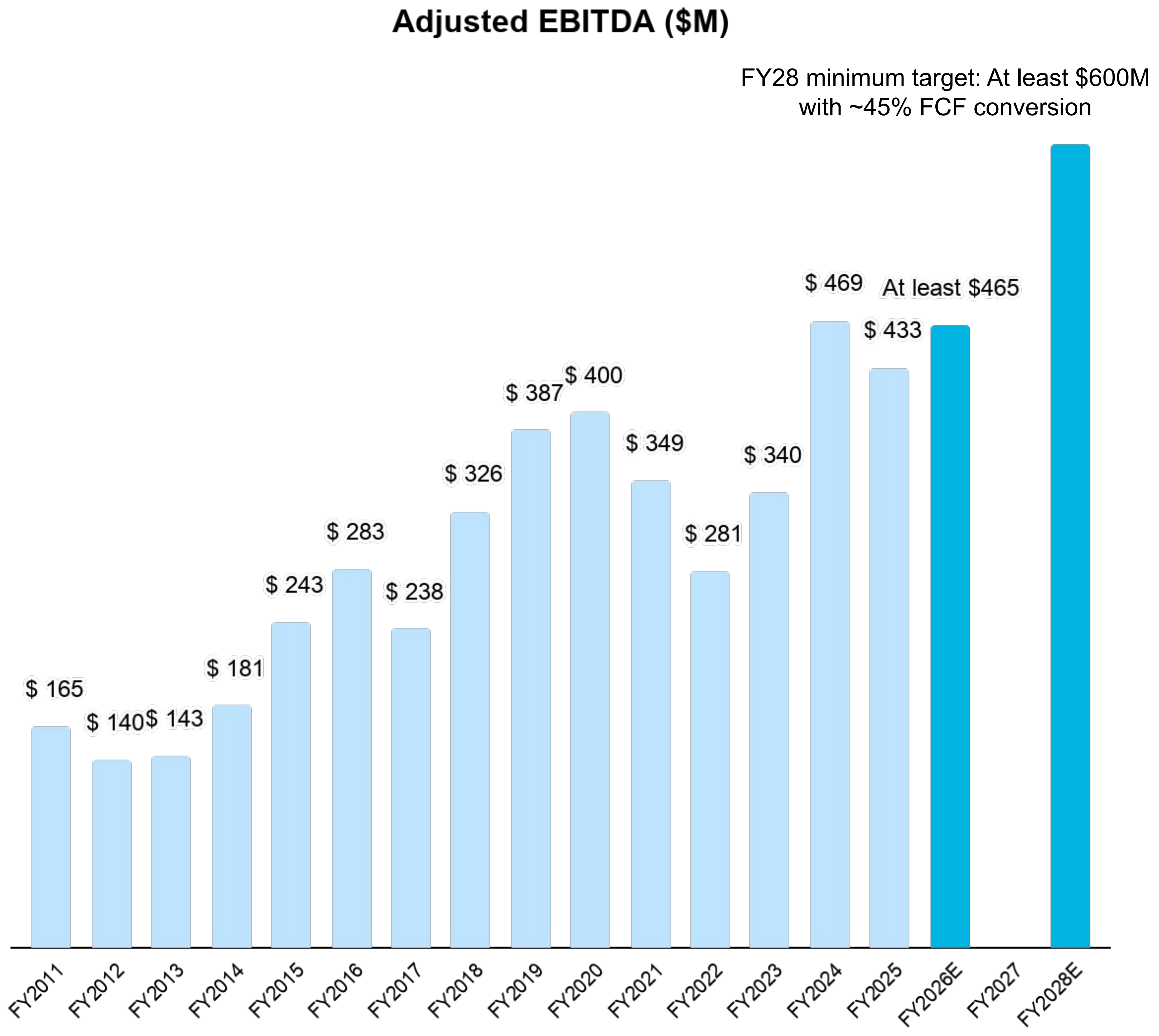
How we do it

Unmatched scale that drives advantages in

- Manufacturing
- Software
- Design
- Advertising
- Service operations
- Product development

A long history of market disruption that drives financial results





(1) Please see reconciliation of non-GAAP measures at ir.cimpress.com. Darker blue bars represent our expectations for FY2026 and FY2028 as of April 29, 2026.

Focus on per-share value creation

- 30% of equity value represented on our board of directors, including our founder, chairman & CEO Robert Keane
- History of organic investments in technology, manufacturing, design, customer service & marketing driving scale-based competitive differentiation & financial track record
- M&A has expanded our TAM, production capabilities & offering; current M&A focus on highly rational tuck-ins with post-synergy base case returns on capital of 20%+
- Opportunistic share repurchases have reduced our shares outstanding by 50% since 2009
- Successful execution of financial targets expected to reduce net leverage to 2.5x TTM EBITDA[1] by June 2027 and 2.0x TTM EBITDA by June 2028, while leaving ample room for capital allocation opportunities

[1] As calculated per our credit agreement.

Our best-in-class businesses

Over 30M shipments to more than 15M customers in FY25

	Vistaprint	Upload & print (pixartprinting, WirmachenDruck.de)	National Pen at pens.com	Build A Sign
% of total revenue	**52%**	**31%**	**11%**	**6%**
Primary geography	North America, Europe, Australia	Europe, North America	North America, Europe	North America
Primary target customer	Small Businesses	Graphic Designers, Agencies, Graphically-Skilled Businesses	Small Businesses	Small Businesses and Consumers
Go-to-market channels	e-Commerce sales with small direct sales to larger accounts	e-Commerce sales with small direct sales to larger accounts	e-Commerce, telesales, direct marketing and resellers	e-Commerce sales with small direct sales to larger accounts
AOV	**~$90**	**~€100 - €175**	**~$300 -$350**	**~$100**
Customers per year	**11 million**	**2 million**	**1 million**	**1 million**
Annual revenue per customer	**~$150**	**~€300 - €900**	**~$470**	**~$155**
Gross margin	**~56%**	**~32%**	**~49%**	**~44%**
Advertising % of revenue	**~15%**	**~5%**	**~17%**	**~18%**

All financial metrics reflect results for TTM period ended March 2026; revenue excludes inter-segment activity. National Pen AOV range and annual revenue per customer reflects statistics for direct business. Our early-stage business Printi is not reflected on this page (less than 1% of consolidated revenue).

Past and current investments are the foundation for planned profit and free cash flow growth

Major technology replatforming is behind us and now driving advantages across value chain

Tapping into new growth and profit pools with innovation in elevated products

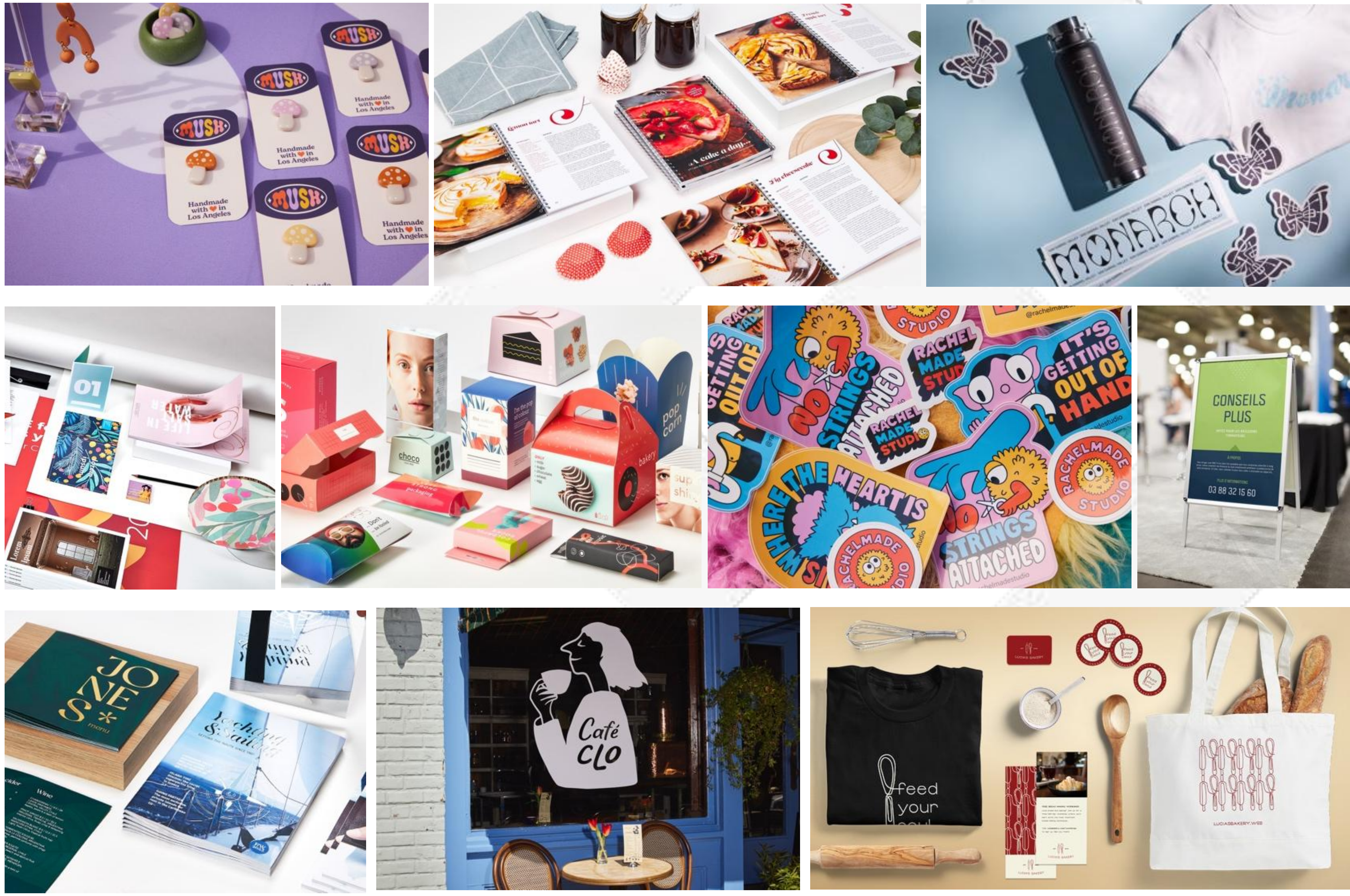
Driving wallet share gains with existing higher-value customers while also attracting new ones more efficiently

Competitive moat in world-class manufacturing and supply chain capabilities will not be displaced by AI

Significant expansion of our product & service offering

Track record of capturing new growth s-curves by bringing mass customization paradigm to elevated products

- Investments in broader product selection and the manufacturing / supply chain capabilities that support this enable us to better serve a broader array of customers and use cases
- Product categories with a higher concentration of elevated products make up our fastest growing categories (Promotional products, signage, packaging and labels)
- Elevated products help us to attract and retain high-value customers, growing our wallet share, gross profit, and customer lifetime value
- VistaPrint has consistently grown its per customer profitability driven by the highest-value customer deciles



Long-standing focus on manufacturing excellence

Scale-based advantages drive lower costs, higher quality and broader product footprint

- 3M square feet of production space in North America, Europe, Australia, Brazil and India

- Over $1B in cumulative capital expenditures in past 20 years
    - Maintenance capex is about 1.5% of revenue
    - Growth capex ranges by year with investment levels, but even in a heavy capex investment year, total capex is just 3% of revenue

- Cross-Cimpress fulfillment and focused production hubs now enabling new efficiency opportunities as we can optimize across businesses for:
    - New product introduction
    - Lower unit cost, and/or
    - Speed of delivery to customers

- Advantaged supplier relationships and purchasing power: raw materials, equipment, logistics, and more

FY2026 outlook commentary

FY26 guidance raised on April 29, 2026

Revenue	Profitability	Cash flow
Revenue growth of 9% - 10%, assuming currency rates similar to recent average and **organic constant-currency growth**[1] of 4% - 5%;	**Net income** of at least $87M & **adjusted EBITDA**[1] of at least $465M; inclusive of start up costs + costs associated with capex	**Operating cash flow** of approximately $298 - $303M & **adjusted free cash flow**[1] of $130 - $135M

Additional commentary:

- Year-over-year **currency impact** to be favorable to adjusted EBITDA, based on year-to-date trends
- **Capital expenditures** to be roughly $104M and **capitalized software** of $68M
- **Cash taxes** of $60M+; higher due in part to refunds received in FY2025 that will not repeat and timing of estimated payments
- **Net leverage** expected to be at or below 3.0x by end of FY2026
- FY2025 and FY2026 investments in capex, AI and other efficiency projects expected to contribute to $70M - $80M of adjusted EBITDA improvement exiting FY2027

[1] Please see reconciliation of non-GAAP financial measures at ir.cimpress.com.

Framework for minimum level of FY2028 profitability

Reiterated as of April 29, 2026; factoring in growth and $70 million - $80 million of annual run rate adjusted EBITDA improvement by the end of FY2027

Revenue

FY2028 **organic constant-currency growth**[1] of 4% - 6%;

+ Elevated product growth
+ High value customers
+ Upload & Print expansion in US
+ Leveraging capex investments

– Business card declines

Profitability

Net income of at least $200M and **Adjusted EBITDA**[1] of at least $600M

+ Gross profit growth
+ Advertising leverage
+ Plant start-up costs run off
+ Cost efficiencies and opex leverage
+ Currency tailwinds
+ Tuck-in M&A contributions

Cash flow

Adjusted free cash flow[1] **conversion** of ~45% of adjusted EBITDA

+ EBITDA expansion
+ Capex as a % of revenue moderated
+ Cap software leverage
+ Structural working capital inflows

– Higher cash taxes

[1] *Please see reconciliation of non-GAAP financial measures at ir.cimpress.com.*

Leverage policy

Commitment to operate within leverage policy and our plan to get there in FY27

Cimpress Leverage Policy

- We target net leverage at or below approximately 2.5x trailing-twelve-month EBITDA[1]
- We may, from time-to-time, increase leverage to as high as approximately 3.0x for investments that we believe to have good returns and with a clear path to delever to the target of approximately 2.5x or below

We expect significant delivering in FY27-FY28:

- Based on the minimum FY2028 adjusted EBITDA and resultant cash flow, we have the ability to be meaningfully below 2.0x net leverage by end of FY2028 subject to capital allocation choices
- Along this delevering path, we expect to be at approximately 2.5x by end of FY27, which still allows for ample room for capital allocation choices (organic investment, tuck-in M&A, share repurchases)

[1] *As defined by our credit agreement.*

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