cimpress™

Cimpress overview

November 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 October 28, 2026.

We help millions of businesses

build brands,

stand out,

and grow

via customized physical marketing products and branded merchandise.











Cimpress by the numbers

Financial Profile (FY26)

$3.7B
Annual revenue

4%
Organic constant-currency revenue growth[1]

$1.7B
Gross Profit

$458M
Adjusted EBITDA[1]

$122M
Adjusted free cash flow[1]

Market & Geography

$100B+
Total Addressable Market

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

~16K
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

5 Reportable Segments

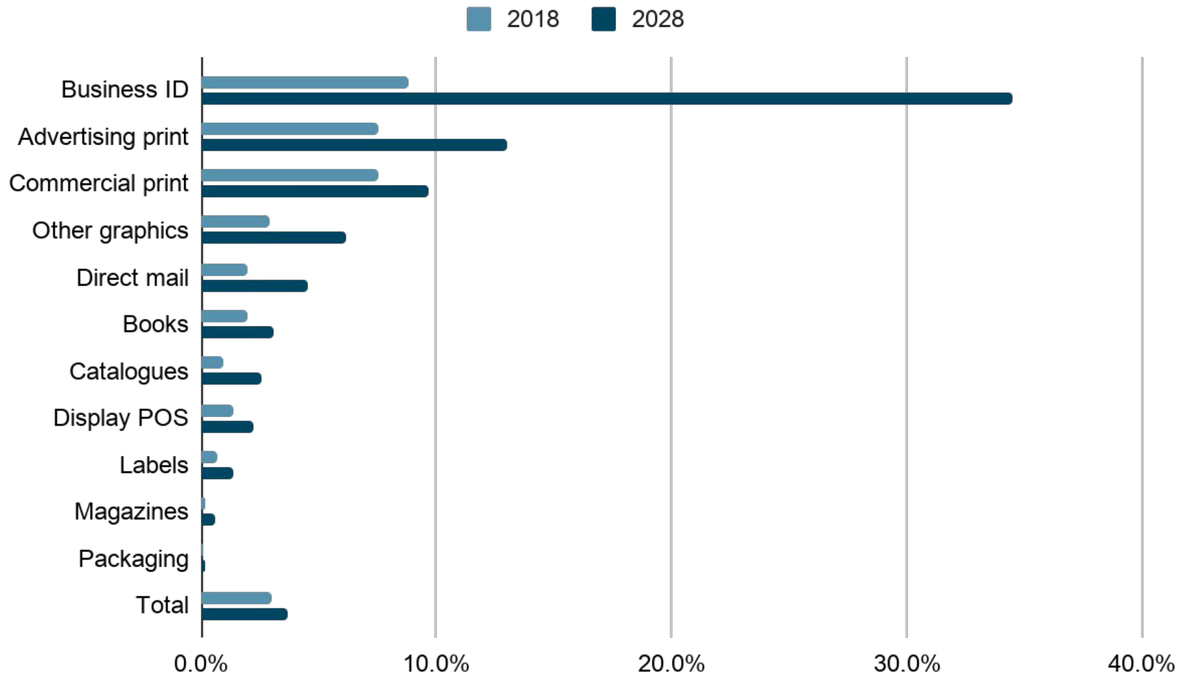
- VistaPrint
- PrintBrothers
- The Print Group
- National Pen
- All Other Businesses

[1] *Please see reconciliation of non-GAAP financial measures at ir.cimpress.com. Financial metrics are for the year ended June 30, 2026*

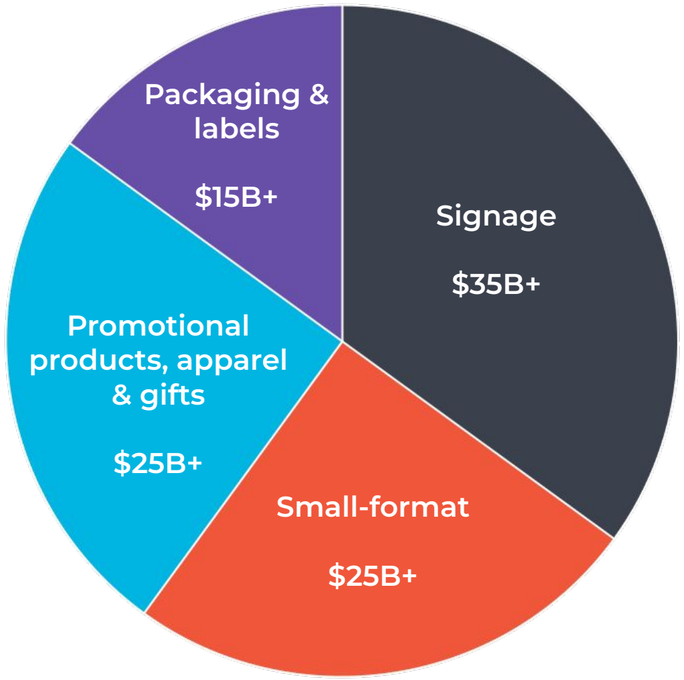
Leader in hyper-fragmented $100B+ market

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

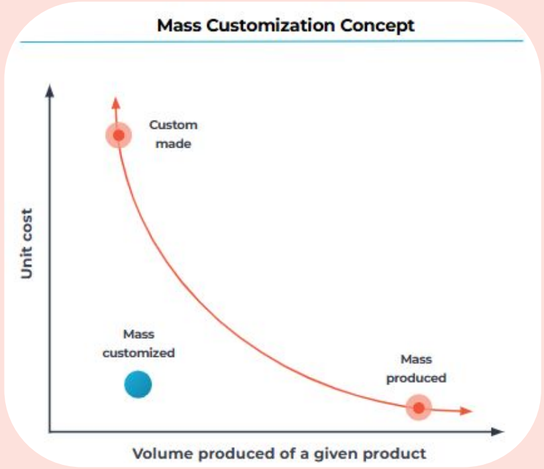


[1] *Source: Keypoint Intelligence online printing study prepared for Cimpress, August 2022 & company estimates; Keypoint research estimates the 2022 value of print shipments to small and medium businesses in Australia, France, Germany, Italy, UK and U.S. is $85B. Market size excludes consumer products,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

[2] *Source: Smithers "The Future of Web-to-Print to 2028" published in 2023.*

Our economic engine: web-to-print mass customization

What it is



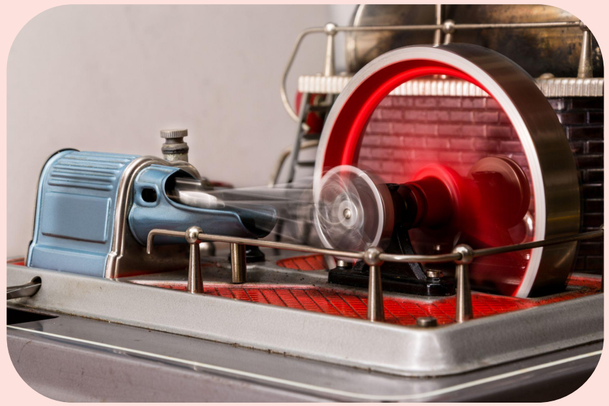
Custom products,
even in small quantities,
with the reliability, quality,
and affordability of
mass production

Why customers care



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

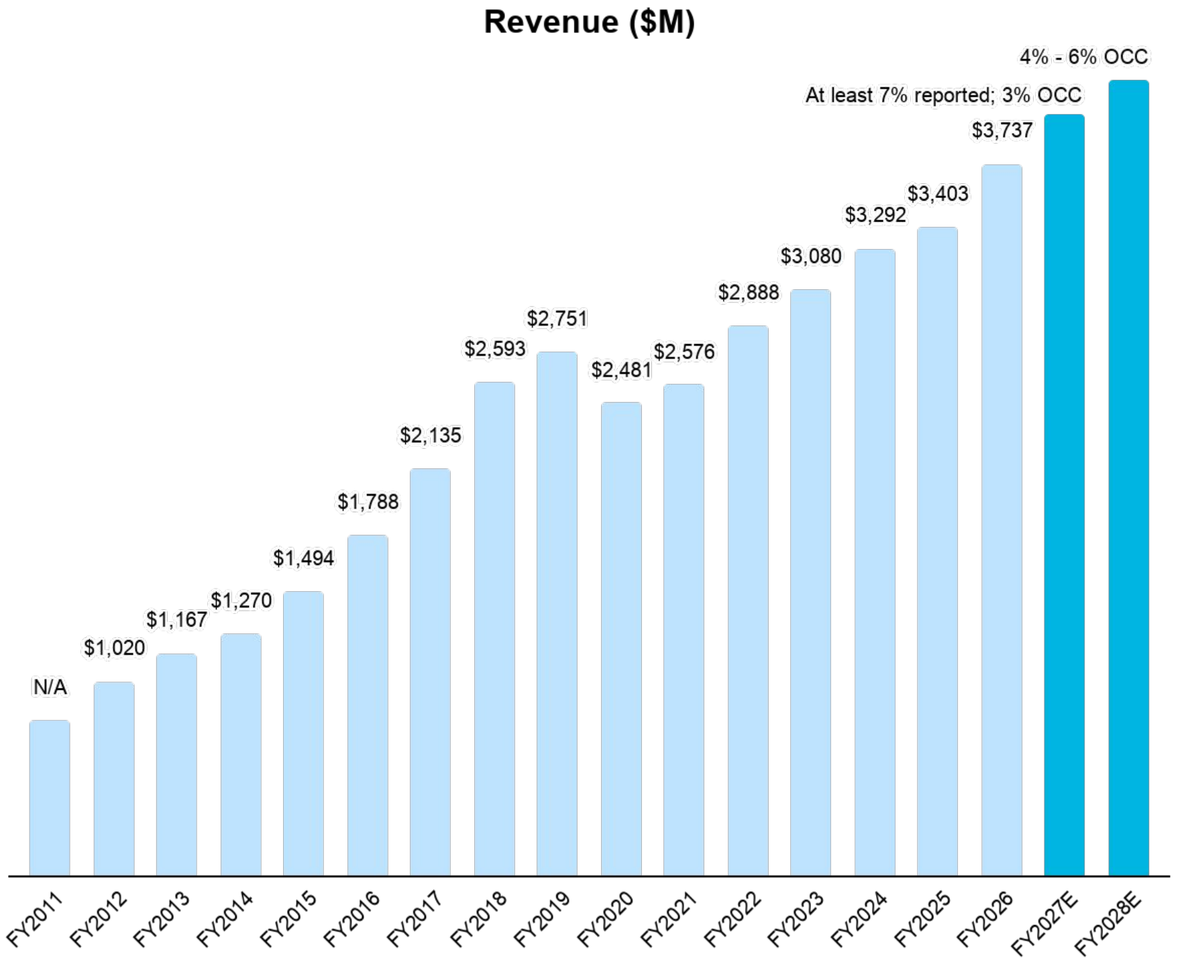
How we do it

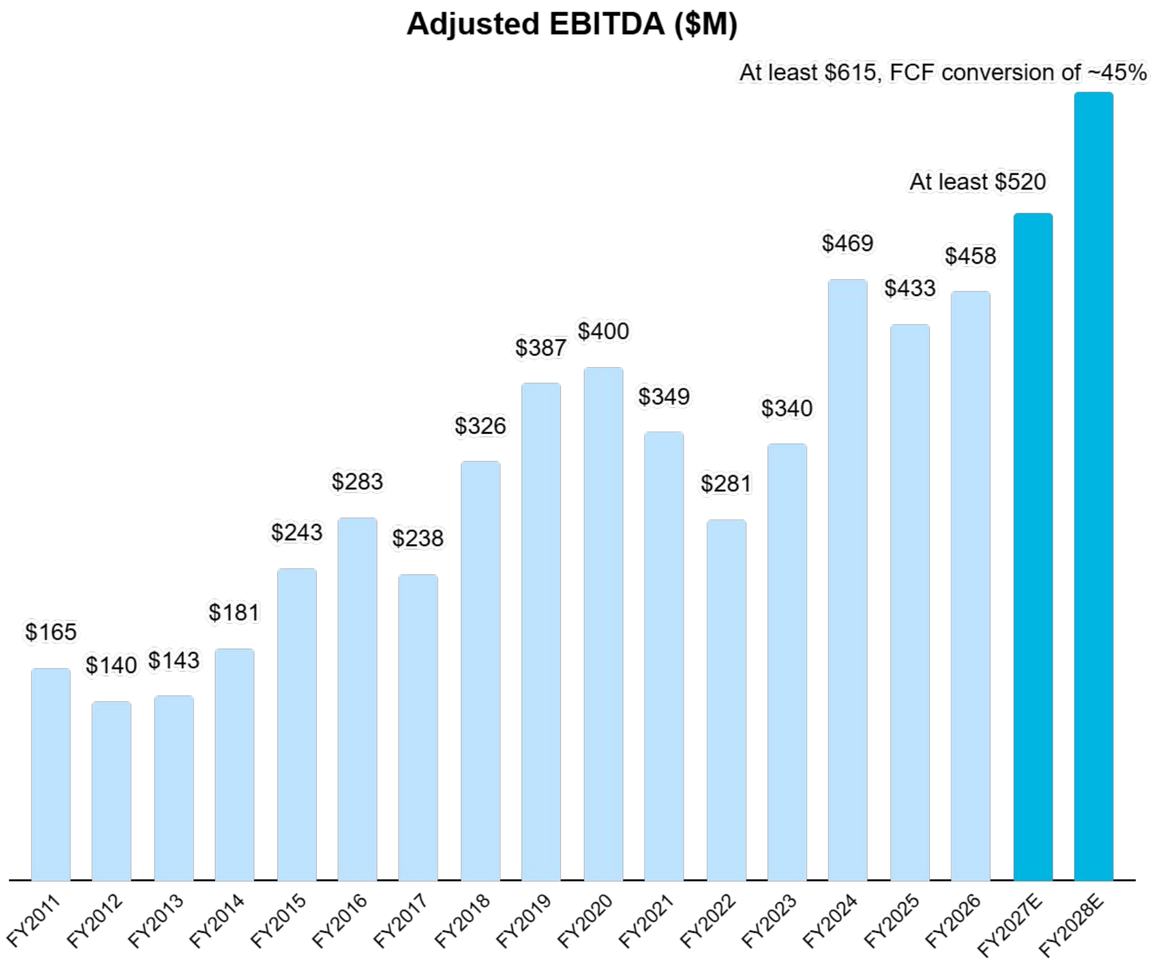


Unmatched scale that drives advantages in

- 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 FY2027 and FY2028 as of July 29, 2026.

3-Year financial target progress

One year into our 3-year financial targets established at the beginning of FY26

FY2026 (Actual)

Year 1 Completed ✓

Revenue Growth

+10% reported growth

Reported Revenue: $3,737M
Organic constant-currency[1] growth of 4%

Adjusted EBITDA[1]

$458M

Guidance at last year's investor day at least $450 million

Adjusted Free Cash Flow[1]

$122M

Net Leverage

2.9x

FY2027 (Guidance)

Year 2

Revenue Growth of At Least

7% reported
3% organic constant-currency[1]

Adjusted EBITDA[1]

At least $520M

Adjusted Free Cash Flow[1]

Approximately $200M

Net Leverage

~ 2.5x

FY2028 (Target)

Year 3

Revenue Growth

4% - 6% organic constant-currency[1]

Adjusted EBITDA[1]

At least $615M

Adjusted Free Cash Flow[1]

~ 45% conversion ($277M)

Net Leverage

< 2.0x

1 Please see reconciliation of non-GAAP financial measures at ir.cimpress.com. Guidance targets assume current constant-currency expectations. FY2027 Net income and operating cash flow expected to be at least $125M and approximately $370M respectively. FY2028 Net income expected to be at least $192M.

Per-share value creation supported by capital allocation

As net leverage falls below 2.0x by the end of FY2028, our flexibility and range of choices expand

Reinvest at high returns

High-return organic investment at disciplined hurdles rates; deepens competitive advantages

+

Opportunistic share repurchases

Disciplined intensity relative to price to value gap; ~50% reduction in shares outstanding since IPO

+

Value-accretive tuck-in acquisitions & equity investments

Selective transactions that support our strategy and expand TAM at attractive returns on investment

Still room for opportunistic capital allocation within de-levering path of the next two years

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

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

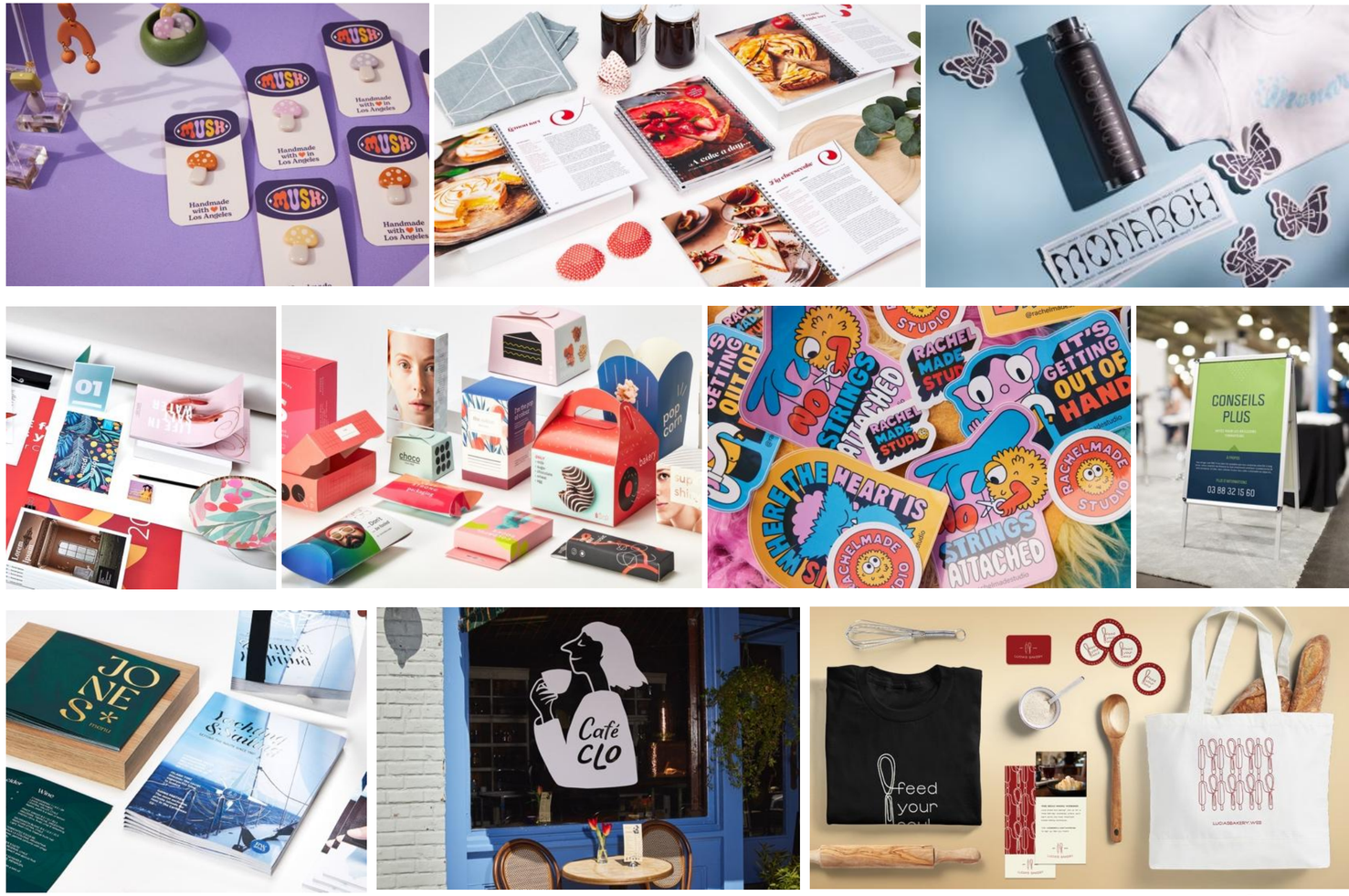


Competitive moat in world-class manufacturing and supply chain capabilities will not be displaced by AI

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

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%** 	**34%** 	**12%** 	**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%**	**~45%**
Advertising % of revenue	**~15%**	**~5%**	**~17%**	**~19%**

All financial metrics reflect results for Fiscal Year ended June 30, 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).



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