



2026 Investor Day

September 30, 2026



Welcome

Meredith Burns
Vice President, Investor Relations
& Sustainability



Cimpress virtual investor day presenters & panelists

September 30, 2026 8:00 am - 11:00 am ET



Robert Keane
Founder, Chairman & CEO




Sean Quinn
EVP, Chief Financial Officer
 



Maarten Wensveen
EVP, Chief Technology Officer




Paolo Roatta
CEO, The Print Group & Pixartprinting
upload & print



Bryan Kranik
CEO, BuildASign & National Pen
 



Florian Baumgartner
CEO, VistaPrint




Adam Denenberg
EVP, Engineering




Michael Fries
EVP, Europe & Global Manufacturing




Louise Welch
EVP, People & Culture


Cimpress virtual investor day agenda

September 16, 2025 8:00 am - 11:00 am ET

- 1 Cimpress Intro**
Robert Keane
- 2 Creating Value through Shared Technology & AI**
Maarten Wensveen
- 3 VistaPrint**
Florian Baumgartner
- 4 Financial Review**
Sean Quinn
- 5 Quick Break**
Stretch your legs and grab a coffee
- 6 Panel Discussions**
 - Manufacturing & supply chain excellence as a driver of growth & efficiency
 - AI as a driver of growth & efficiency
- 7 Q&A Session**
All executives



What to expect today

- Submit questions via chat during the session; questions will be held for panel discussions and Q&A session after presentation content
- Non-GAAP reconciliations are posted in the webcast viewer
- We will provide our thoughts on the future...



Safe harbor statement

Cimpress' Investor Day information, including presentations and accompanying commentary, 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 FY2027 guidance for reported and organic constant-currency revenue growth, net income, adjusted EBITDA, operating cash flow, and adjusted free cash flow; FY2028 targets for organic constant-currency revenue growth, net income, adjusted EBITDA, and conversion of adjusted EBITDA to adjusted free cash flow; comments and assumptions about FY2027 guidance, including expectations for benefits from M&A, capital expenditures and capitalized software, cash taxes, currency impacts, and continued cost increases, potential tariff refunds and other potential tariff impacts, and optimism related to the strategic partnership with Canva; statements regarding confidence relative to FY2028 financial targets, achieving the FY2028 outlook, significantly reducing the net leverage ratio, and expectations for net leverage reductions for FY2027 and FY2028, subject to capital allocation choices; other statements under the Outlook section regarding anticipated results; statements regarding the trajectory toward significantly higher long-term profits and cash flows, guidance demonstrating strong continued financial momentum, raising profitability and cash flow targets, significant recurring COGS improvements in future years, contesting revocations of rulings, and expectations for a ramp up in contributions from recent acquisitions; and statements regarding achieving our strategic, operational and financial goals and increasing the value delivered to customers and furthering the company's competitive advantages in the years to come.

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 the forward-looking statements in this document 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 businesses we acquire or invest in to perform as expected; loss of key personnel or our inability to recruit talented personnel; our failure to develop and deploy our mass customization platform or the failure of the mass customization platform 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, the Middle East, or elsewhere; changes in governmental policies, laws and regulations that affect our businesses, or in their enforcement or interpretation, including related to import tariffs; our failure to manage the growth and complexity of our business; our failure to maintain compliance with the covenants in our debt documents or to 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, 2026 and subsequent documents we periodically file with the U.S. SEC. 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 Cimpress' Investor Day information 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 September 30, 2026.

Strategic Overview

Robert Keane
Founder, Chairman & CEO

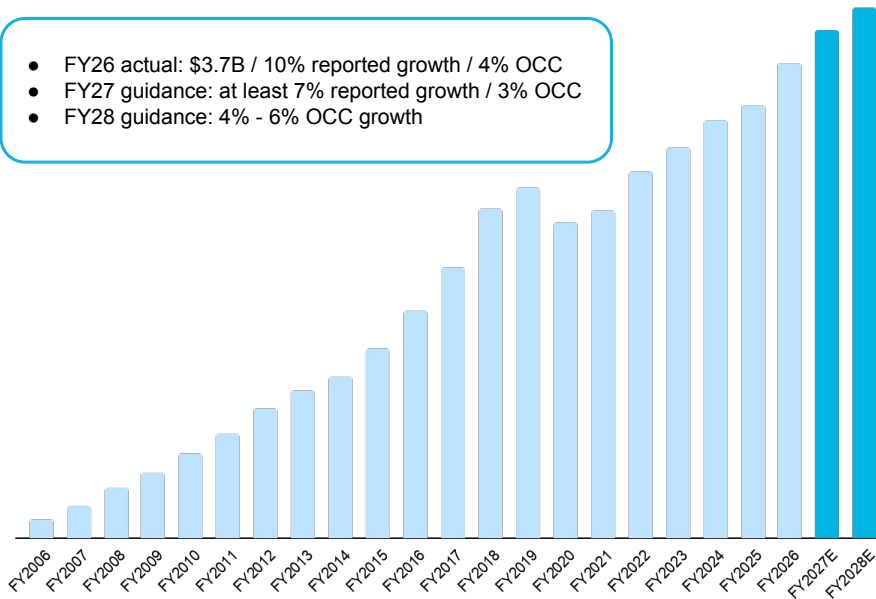


We help millions
of businesses
build brands,
stand out, and grow
via customized physical
marketing products &
branded merchandise.

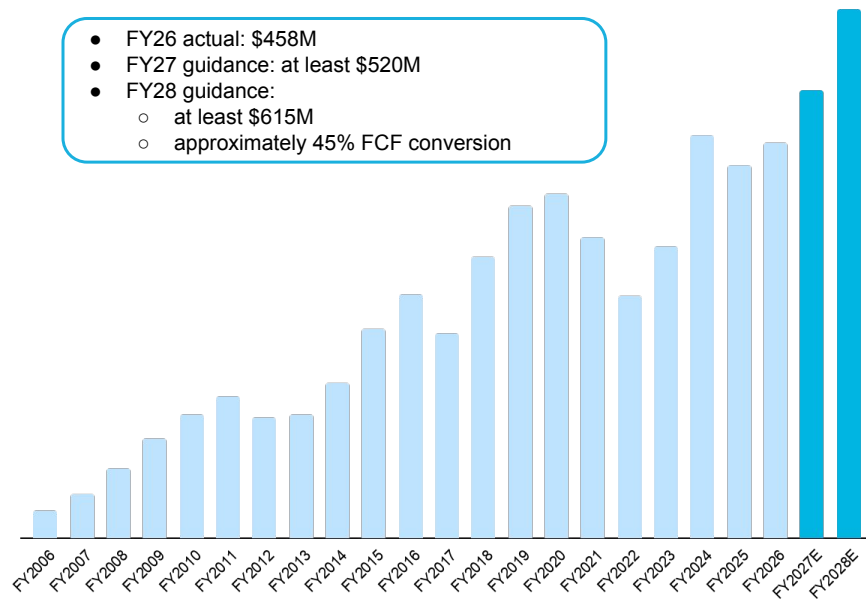


Our disruptive model and scale advantages have built a long history of growth and profitability, and a strong outlook

Revenue (\$M)



Adjusted EBITDA (\$M)



(1) Please see reconciliation of non-GAAP measures at [ir.cimpress.com](https://www.cimpress.com). Darker blue bars represent our expectations for FY2026 and FY2028E as of July 29, 2026.

We continue to lead in an evolving market

Broadest product offering, low-cost producer status, and the greatest geographic reach



AI is simplifying do-it-yourself design for custom physical products



Our manufacturing and supply chain capabilities are world-class and unmatched

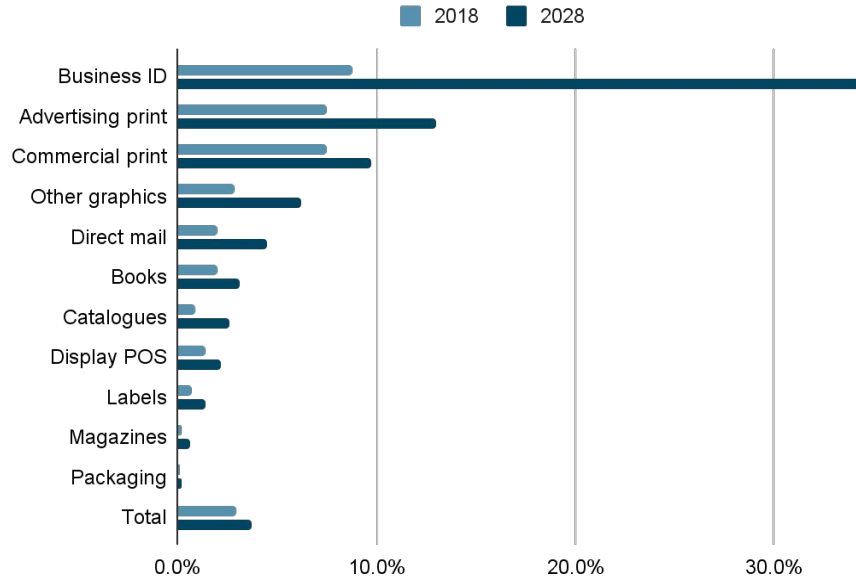


We're driving into elevated product and profit pools with elevated products and new channels

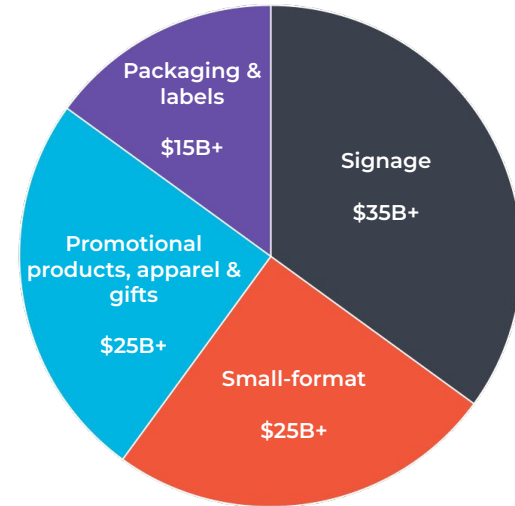
Our capabilities are enabling us to address more of the market

Whereas the web-to-print model has deeply penetrated the market for legacy products like business cards, flyers and photo merchandise, elevated products constitute large markets with small but growing web-to-print penetration

Penetration of Web-to-Print Value by Application²
2018 and 2028 Estimates



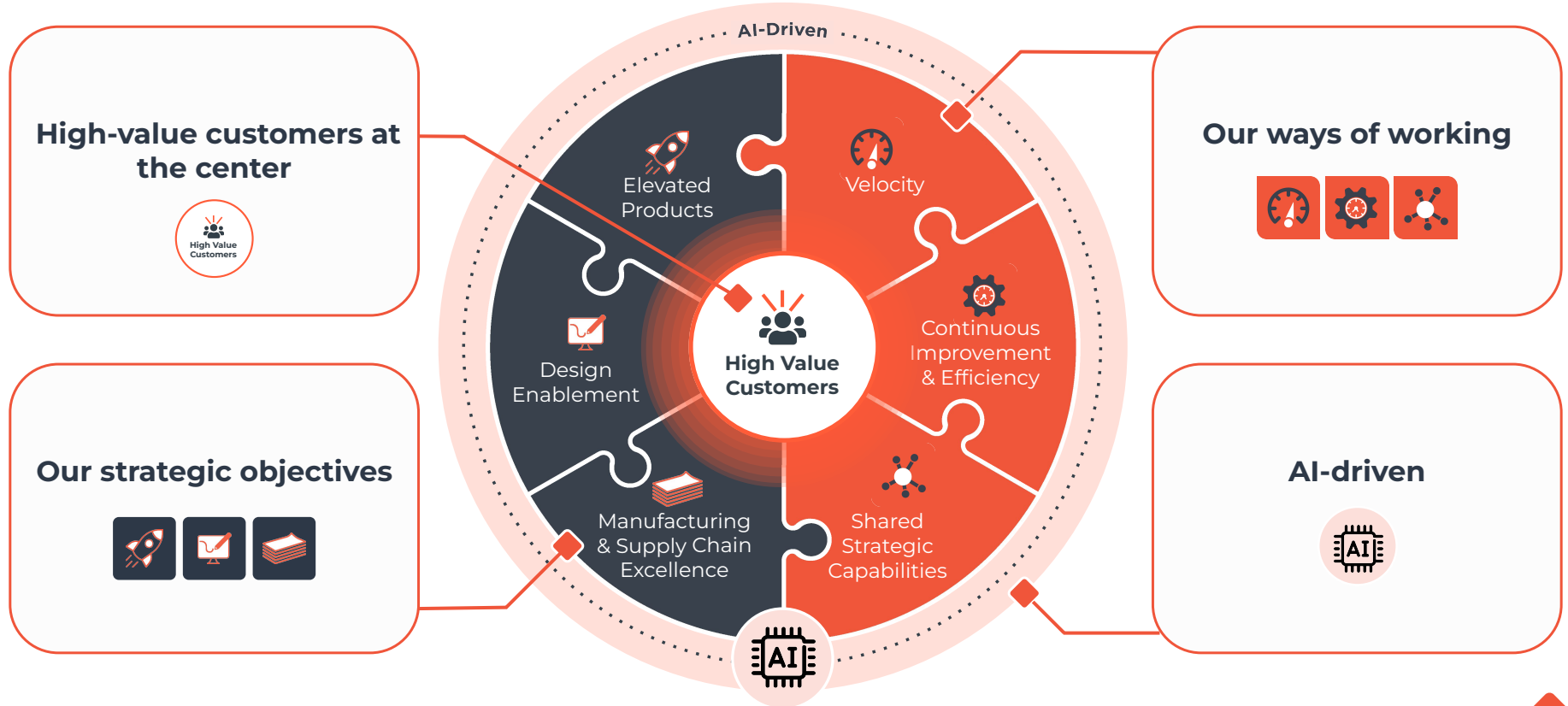
\$100B+ TAM in North America, Europe and Australia¹
2022 Estimate



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 strategy



Our strategy in action: driving growth and efficiency

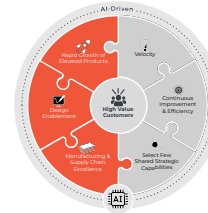
GROWTH



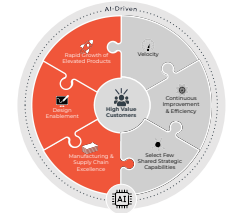
Wallet Share



Elevated Products



New Channels



Tuck-In Acquisitions & Investments

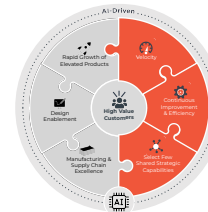
EFFICIENCY



Manufacturing & Supply Chain Excellence



Standardizing & sharing technology



Increased Collaboration

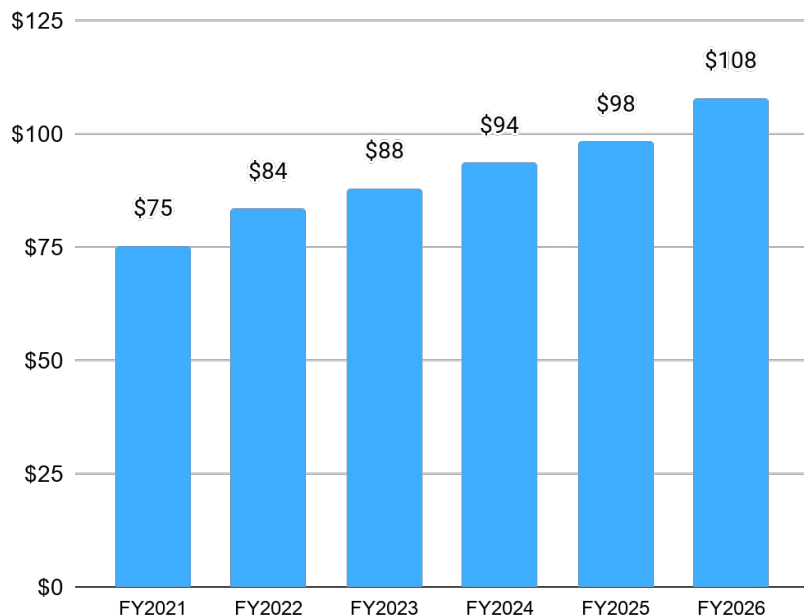


AI-driven Simplification & Automation

Growth: wallet share

Wallet share and LTV gains are moving us beyond our historical dependence on micro-customers

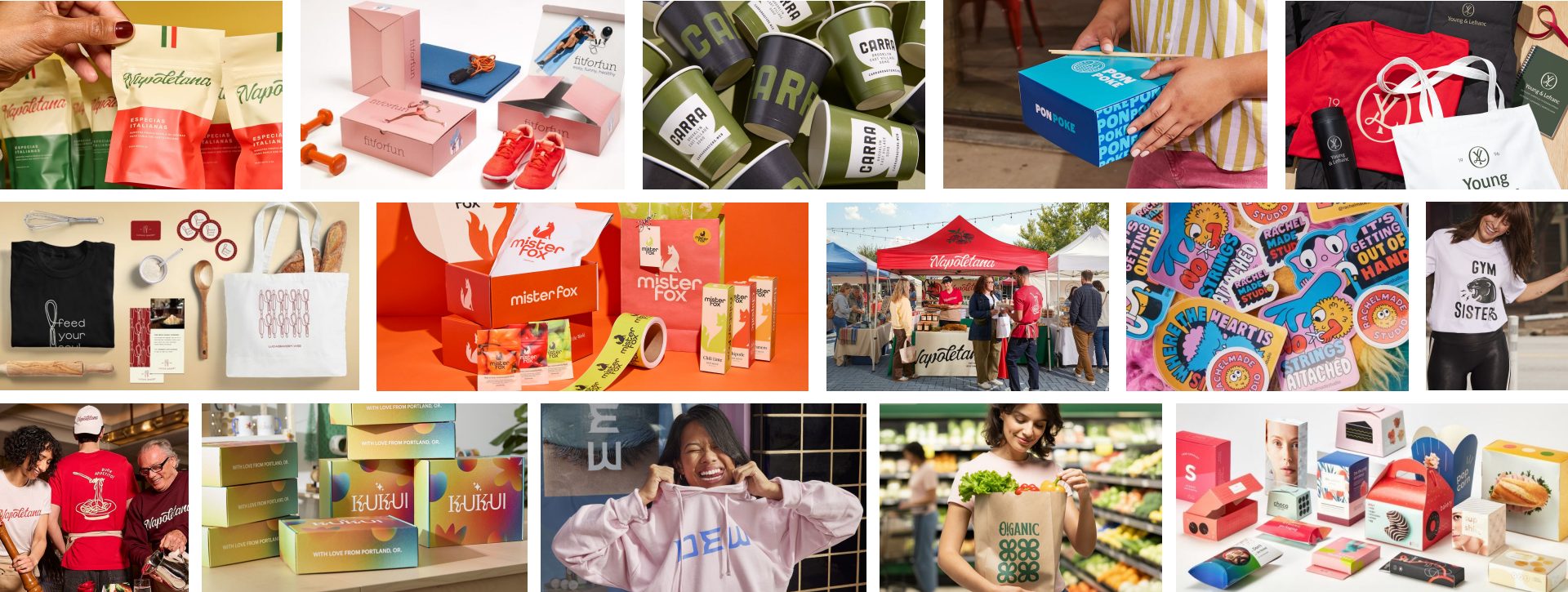
VistaPrint variable gross profit per customer (VGP) at reported currency rates



Note: VistaPrint variable gross profit per customer at reported currency rates is VistaPrint revenue less variable cost of revenue (excludes revenue and variable cost of revenue from Vista Corporate Solutions, 99designs and VistaCreate), stated at actual currency rates for each period presented, divided by the total number of VistaPrint unique customers in that period (excludes customers from Vista Corporate Solutions, 99designs and VistaCreate if they were not also a VistaPrint customer in that period).

Growth: elevated products

Elevated products expand our addressable market and wallet share



Growth: manufacturing & supply chain investments support our drive into elevated products

FY26 and FY27 product expansions



Take-Out food packaging



Corrugated boxes



Event displays



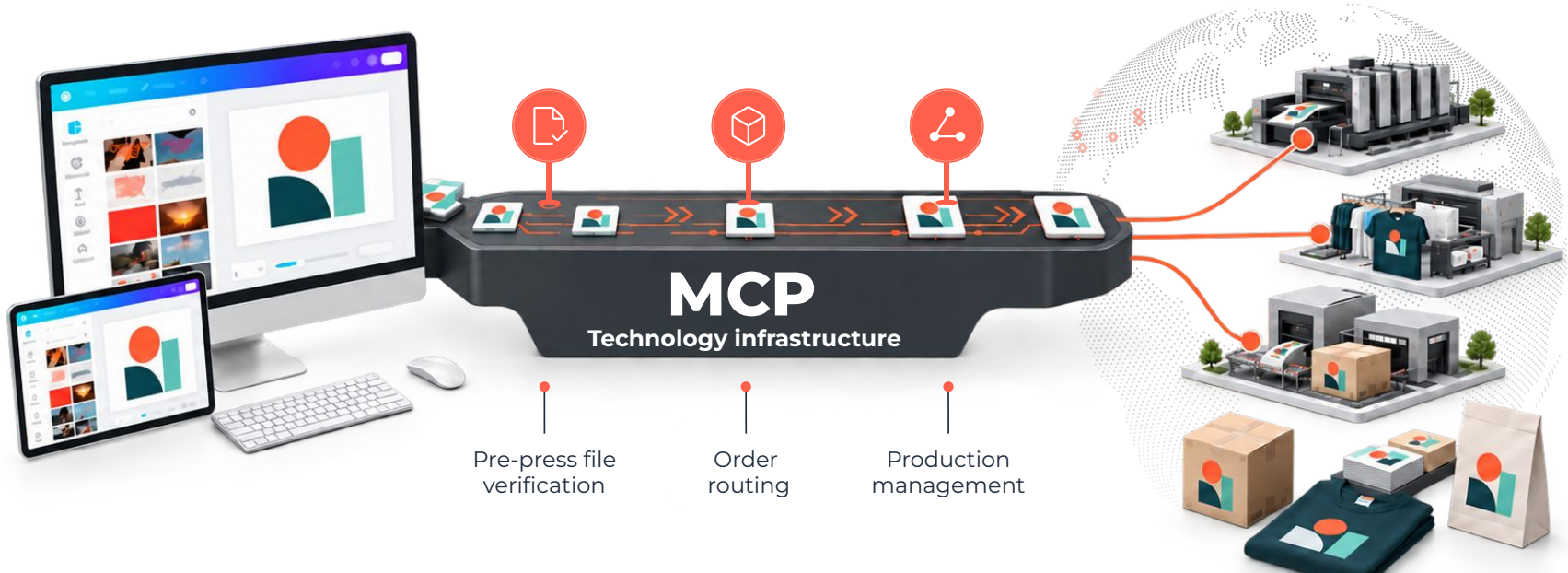
Apparel

Growth: new channels

Our go-to-market portfolio is expanding thanks to our world-class capabilities which attract strong partners

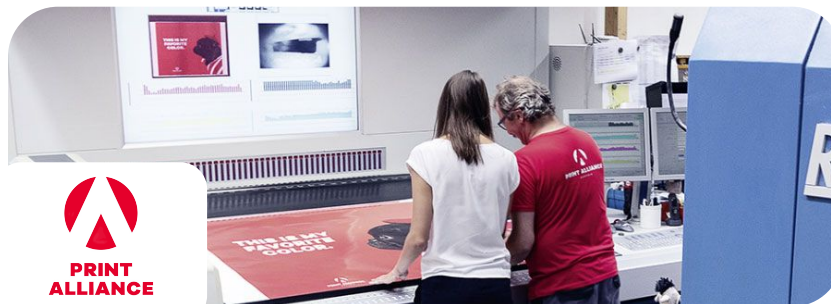
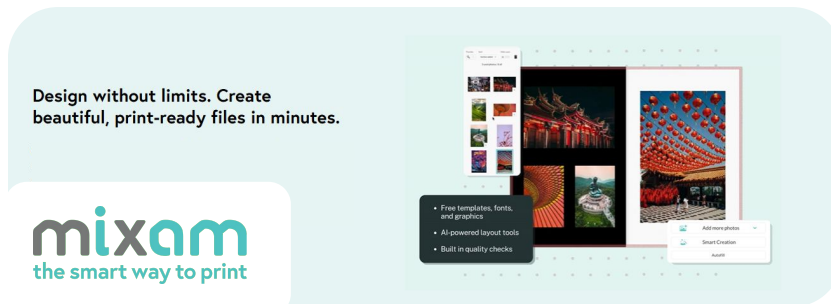
Canva

cimpress



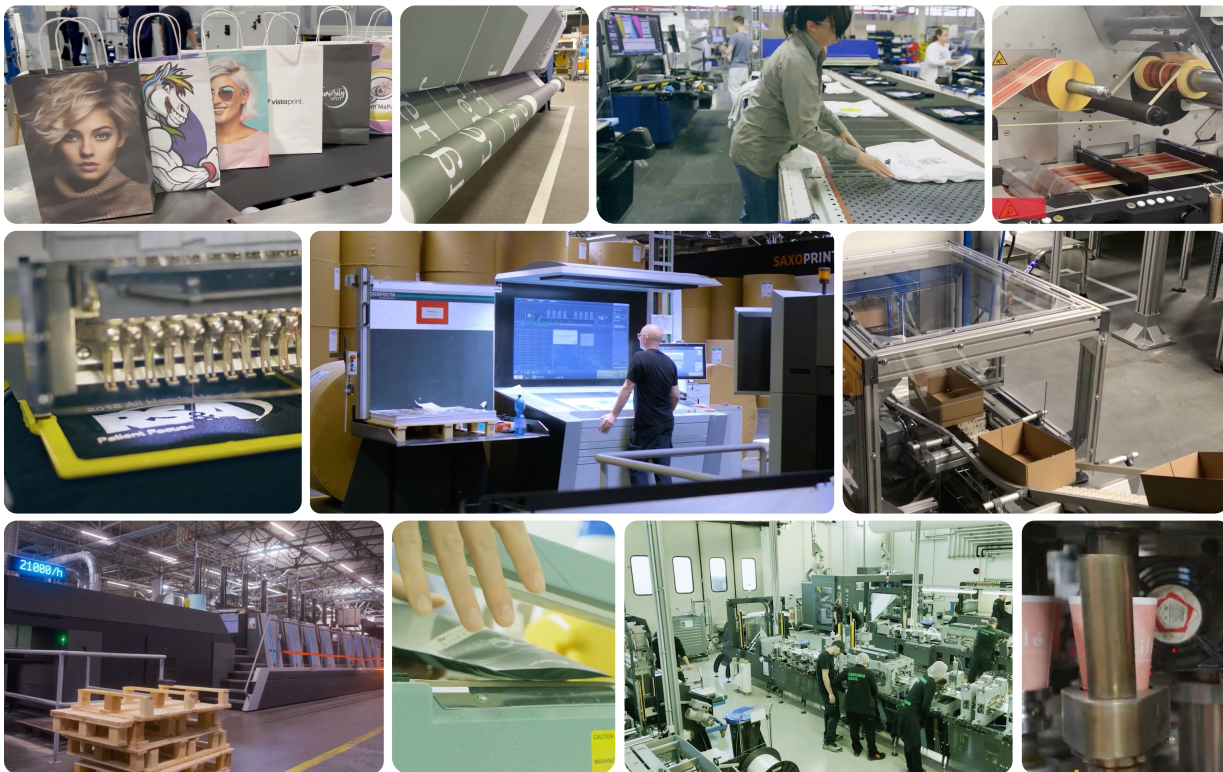
Growth: tuck-in acquisitions and equity investments

Highly rational investments with 20%+ base case returns on invested capital;
each supporting our focus on high-value customers via elevated products and manufacturing & supply chain excellence



Efficiency: manufacturing & supply chain excellence

Building on our unrivaled mass customization capabilities to reduce costs of goods while improving quality and speed



- Engineering-first culture built on lean manufacturing principles
- 3M square feet of global production space
- New investments in cross-Cimpress fulfillment and focused production hubs to drive efficiency
- Advantaged supplier relationships and purchasing power
- ...in addition to elevated product capabilities that drive growth

Efficiency: standardizing and sharing technology

Lowers both growth and maintenance costs



- MCP adoption opens the door to revenue and cost benefits
- Our technology and organization is mature and robust enough to drive a new round of financial benefits
- Reducing duplicative technology lowers the cost of development and maintenance - both Cimpres-owned and third-party SaaS tools

Efficiency: increased collaboration through capabilities sharing

In service of customer value & cost reduction, while preserving entrepreneurial speed, accountability & customer focus

Capabilities sharing between



Technology

- Front- and back-end tech standardization
- Product launch efficiencies

Manufacturing & Supply Chain

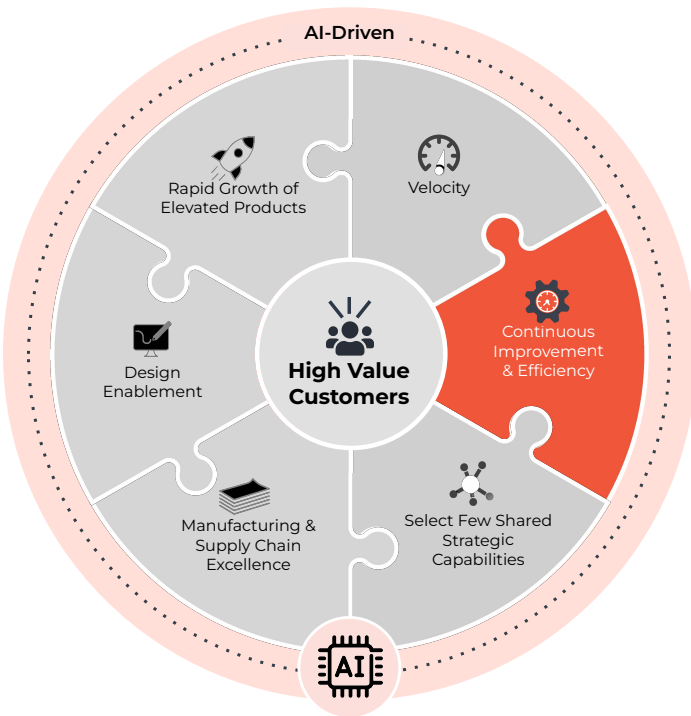
- Cross-Cimpress fulfillment
- Procurement capabilities

Go-to-Market

- High-value-customer account management
- Advertising optimization

Efficiency: AI-driven simplification & automation

Improves velocity, efficiency and customer outcomes



Fostering a culture of experimentation, learning and value creation through AI to:

- Accelerate our mission
- Simplify work
- Remove friction
- Increase velocity
- Improve efficiency
- Create measurable customer & financial value

What you'll hear today



Our strategy and investments are growing our wallet share and improving our scale advantages

We have significant levers for growth and cost efficiencies

These underpin our financial plans for FY27 & FY28, with foundations for top & bottom line growth beyond that

[Placeholder for Video]

Creating Value through Shared Technology & AI

Maarten Wensveen
Chief Technology Officer





Built once.
Shared across Cimpres.

Our **Mass Customization Platform** gives businesses common capabilities to launch products faster and operate at lower cost.

MCP today: shared capabilities at scale

MCP makes connecting our businesses and leveraging our strategic capabilities far easier

\$3B

Total revenue flowing
over MCP

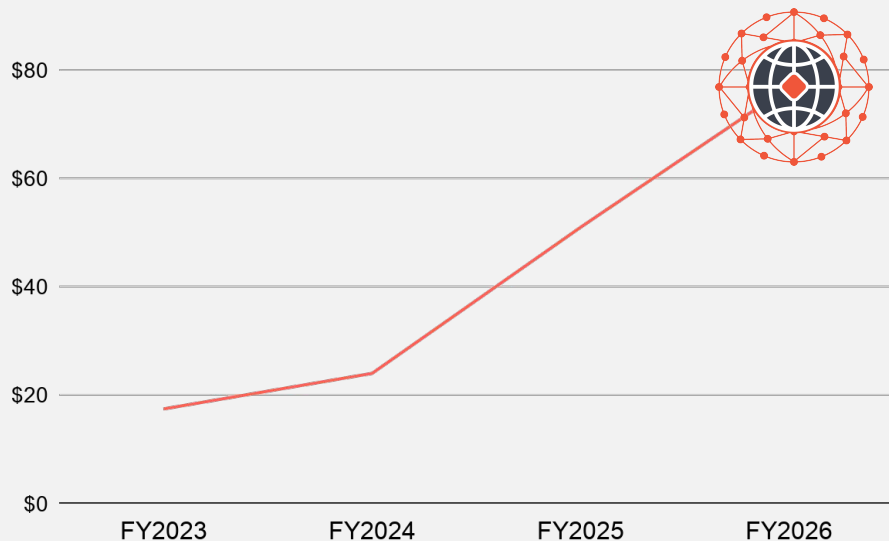
- Launch products faster
- Deliver consistent products across global markets
- Connect businesses and partners
- Enable cross-Cimpress fulfillment
- Reduce duplicated technology investment

EXAMPLE:

Growth in cross-Cimpress fulfillment

Accelerated new product introduction and customer options, lower like-for-like COGS through focused production hubs

Variable cost of goods from cross-Cimpress fulfillment (\$M)



Since 2024, the cumulative growth in cross-Cimpress fulfillment has improved Cimpress' overall variable gross profit by

\$50M+

Note: Variable cost of goods from cross-Cimpress fulfillment shows all activity between Cimpress businesses, and varies from the inter-segment activity in our segment financial reporting.

EXAMPLE:

Automated product catalog expansion

AI and Automation accelerating customer options



EXAMPLE:

Reducing duplicative technology costs

Leveraging past VistaPrint investments to scale shared capabilities



Simplify & scale architecture

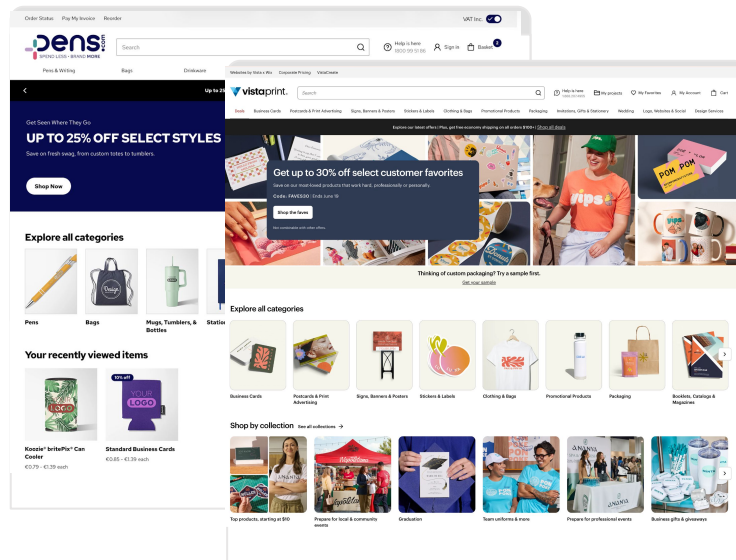


Enhance brand features



Reduce development cost and opex base

Cimpress Experience Platform



EXAMPLE:

Customer churn prediction and prevention

Enabling key growth enablers through customer insights



1. Identify & Predict



2. Empower CARE Teams

Proven Pilot Results

13K customers saved
\$700K VGP uplift

annualized at-risk customer loss
prevention in three test markets

WHAT'S NEXT: Strategic Adoption & Deeper Insights



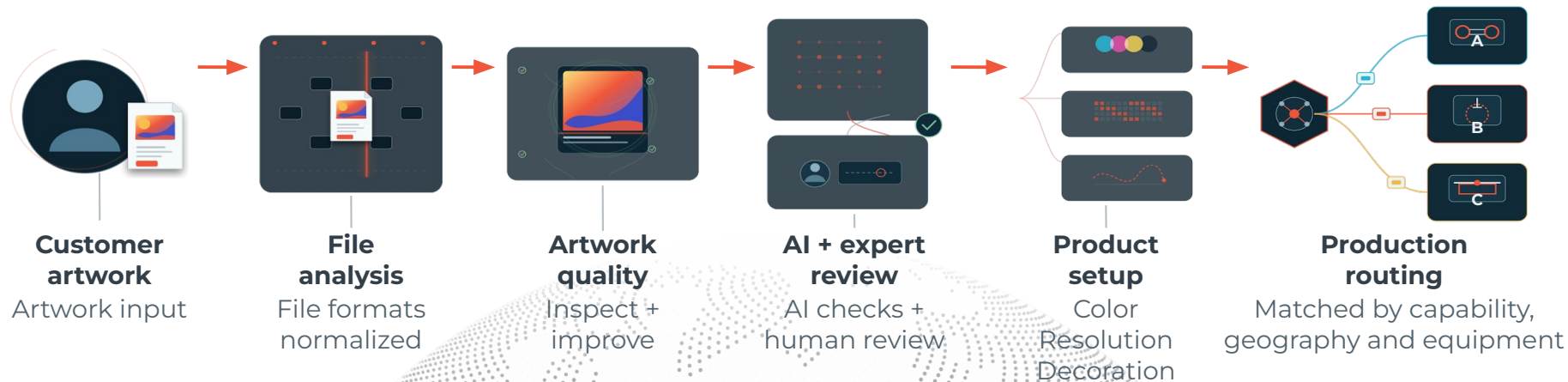
Multi-business adoption



Granular churn motivators

MCP intelligently connects and manages orders across our network

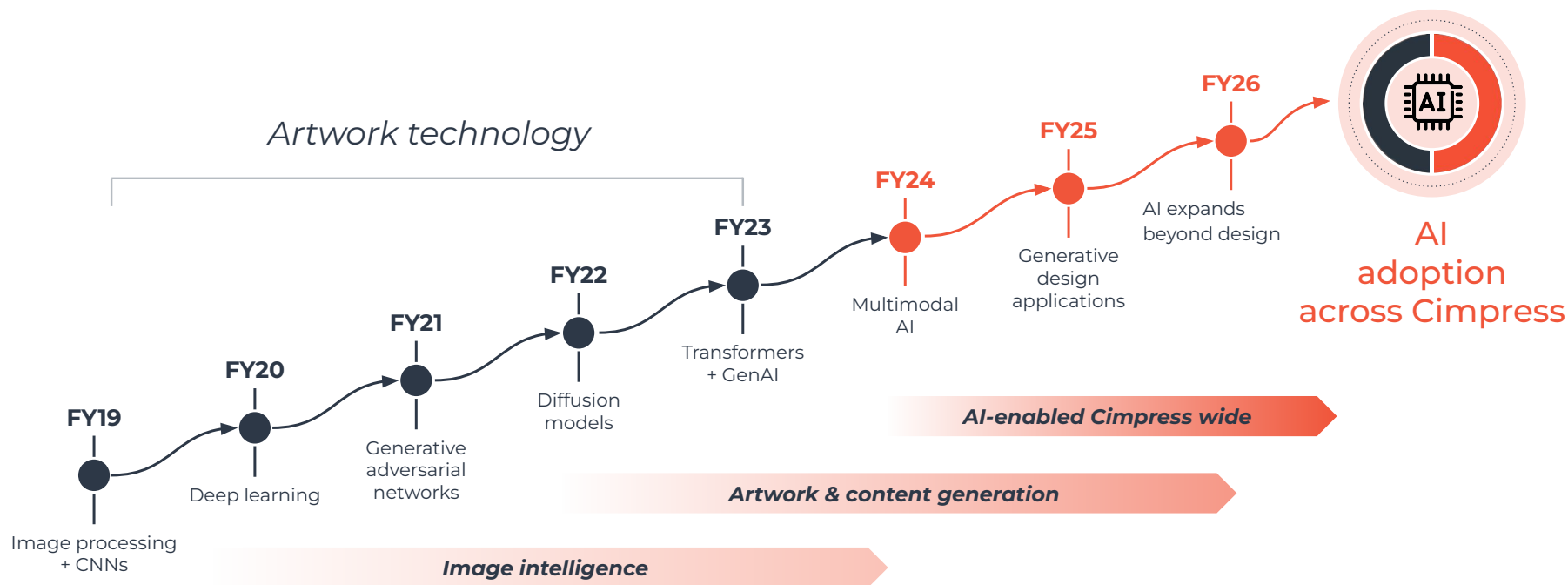
Managing over 30M orders for more than 15M customers annually



Years of AI experience. A new scale of adoption.

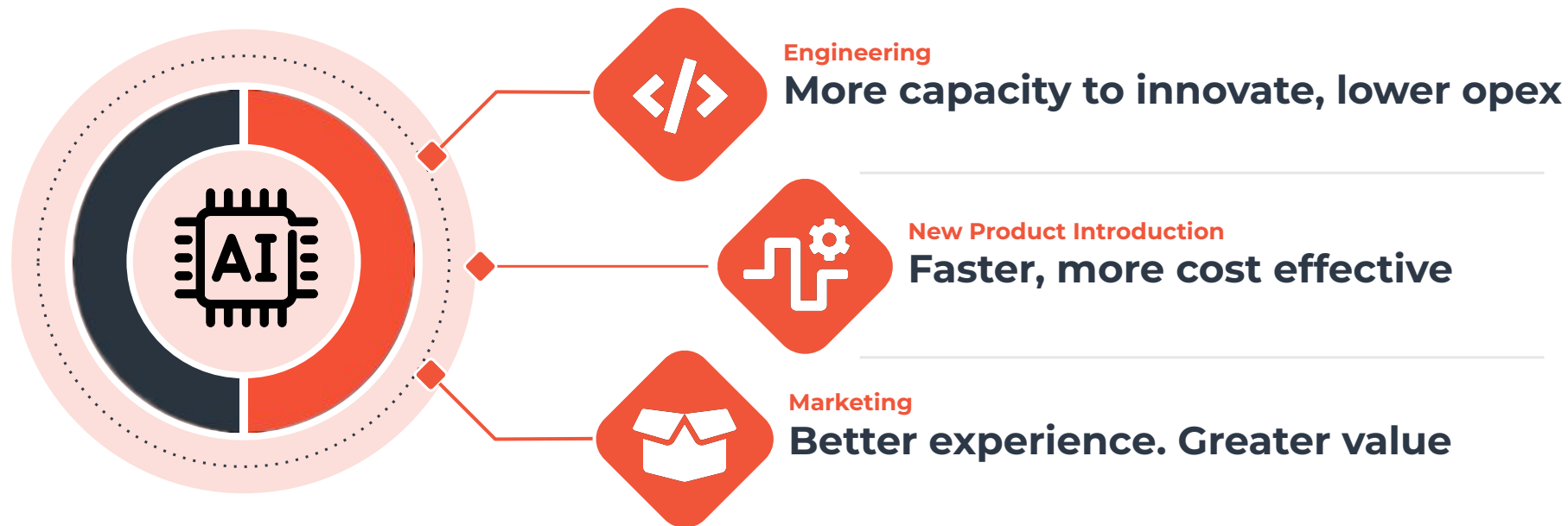
LLMs are expanding AI use across all areas of Cimpres

A PIVOTAL SHIFT
Agentic AI across
teams and workflows



Shared technology and AI create more value from our scale

Years of experience. Broader adoption. Greater impact.



Houndsome®

Dogwear
with Standards™

vistaprint

Houndsome®

NEW

Merino
Turtlenecks

Wool
Coats

XS - S \$120
S - M \$130
M - L \$140
L - XL \$150

XS - S \$120
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L - XL \$150

Agenda

1

Introduction

2

Winning with
High Value Customers

3

Key Focus Areas

BUON
APPETITO!
Napoletana

Our ambition

The leading destination for small businesses' custom print needs, from design to print.

**We bring their ideas to life,
win their hearts, earn their trust,
and make them fans for life.**



What sets us apart

1



One-stop shop

2



Design any way

3



Assurance and advice

4



Cimpress' unrivaled
manufacturing and
supply chain network

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BUON
APPETITO!
Napoletana

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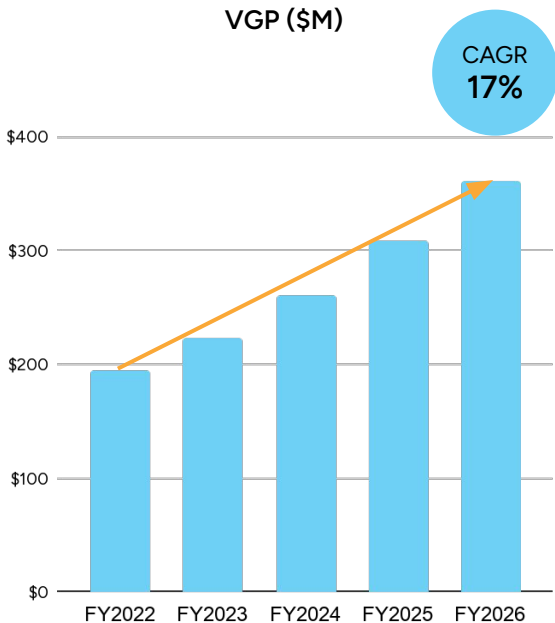
Helping businesses build brands across more products and occasions



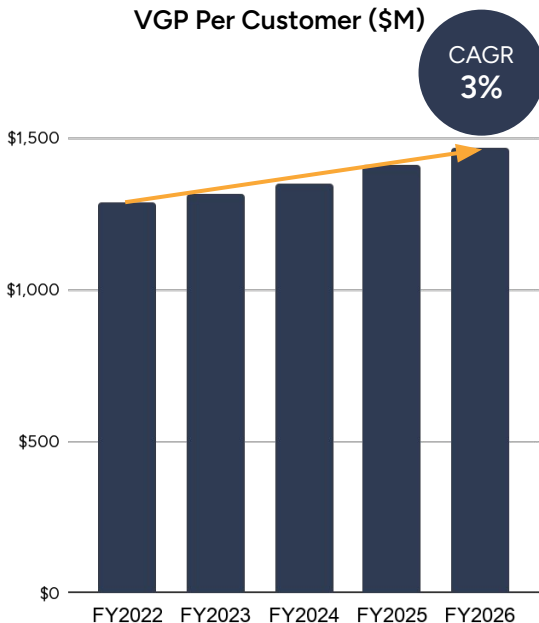
High Value Customers have become our growth engine

All three charts for customers with \$650+ VGP/year

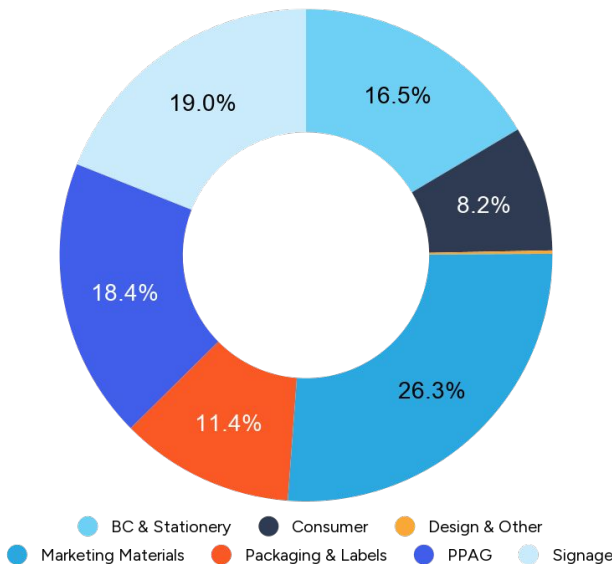
VGP (\$M)



VGP Per Customer (\$M)



FY26 VGP By Category



Note: Estimated VGP is net bookings minus standard variable COGS. Does not include VCS, Webs, 99designs, VistaCreate, Depositphotos, or partner bookings from offers, services, products and referrals.
All amounts in USD translated at currency rates stated in the non-GAAP reconciliation at ir.cimpress.com.

High value customers represent what we can achieve with our value proposition



Average # of categories

\$650+ VGP customers

3.3

<\$650 VGP customers

1.5

2.2x



Average # of orders

\$650+ VGP customers

8.7

<\$650 VGP customers

1.6

5.6x



Average order value

\$650+ VGP customers

\$268

<\$650 VGP customers

\$79

3.4x

Note: FY2026 data. Estimated VGP is net bookings minus standard variable COGS. Does not include VCS, Webs, 99designs, VistaCreate, Depositphotos, or partner bookings from offers, services, products and referrals.
All amounts in USD translated at currency rates stated in the non-GAAP reconciliation at ir.cimpress.com.

\$0

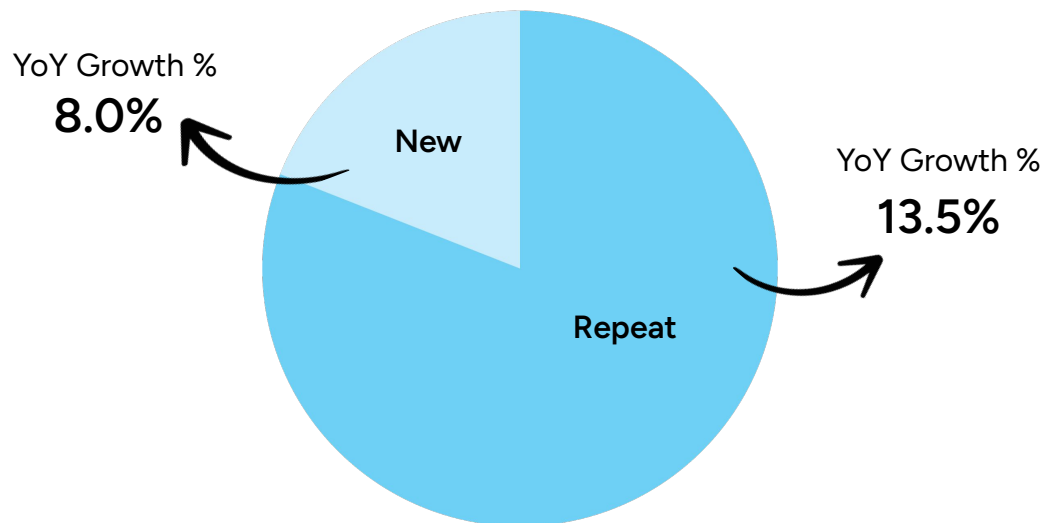
\$100

\$200

\$300

High-value growth spans both new and repeat customers...

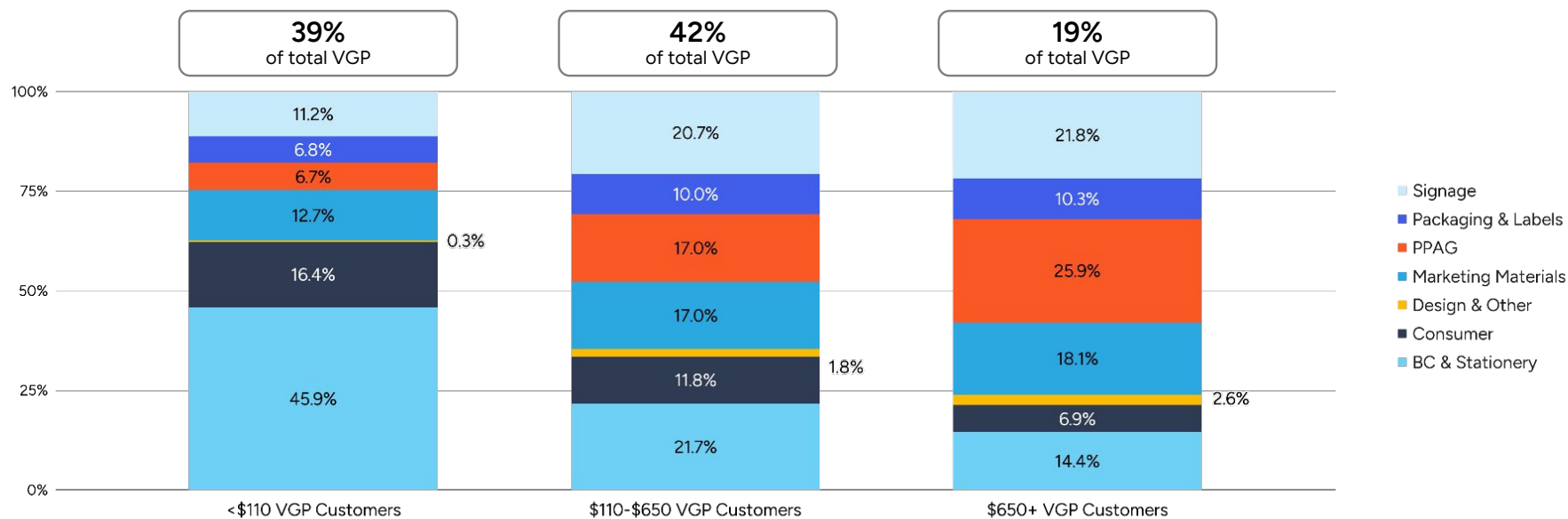
\$650+ VGP Customer Count



Note: Estimated VGP is net bookings minus standard variable COGS. Does not include VCS, Webs, 99designs, VistaCreate, Depositphotos, or partner bookings from offers, services, products and referrals. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation at ir.cimpress.com.

We are acquiring high value customers through a broader set of products

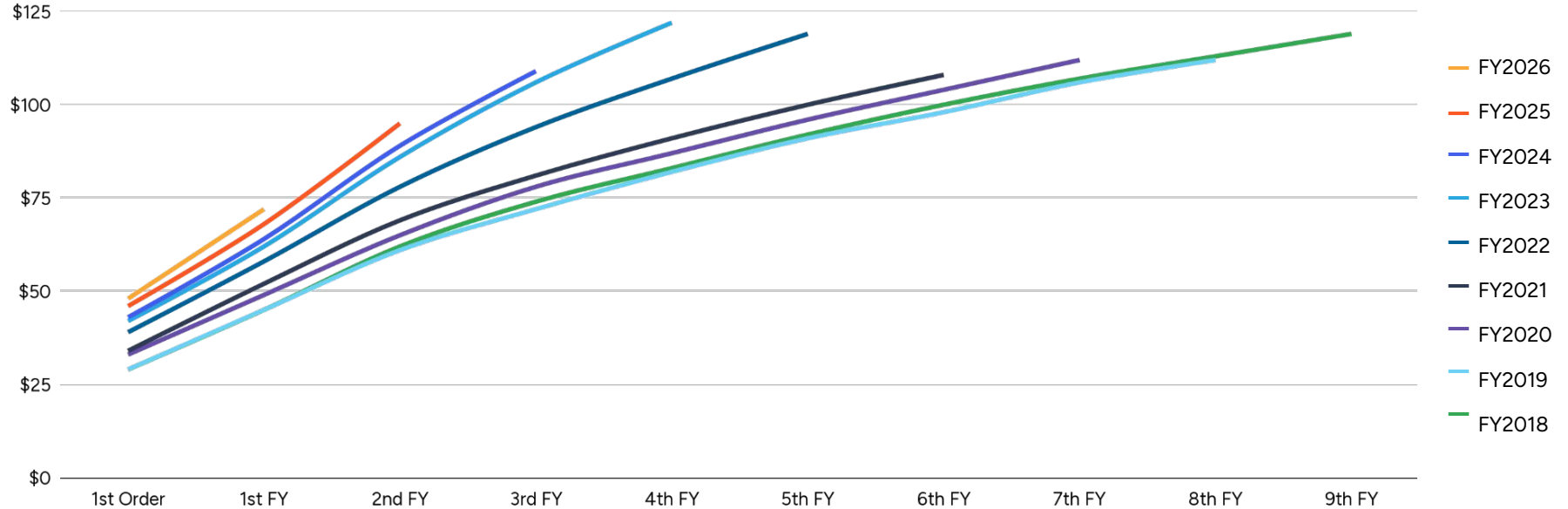
FY26 VGP by acquisition category for new customers



Note: Estimated VGP is net bookings minus standard variable COGS. Does not include VCS, Webs, 99designs, VistaCreate, Depositphotos, or partner bookings from offers, services, products and referrals. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation at ir.cimpress.com.

Cumulative per customer value continues to grow

Cumulative VGP Per Customer by Acquisition Year



Note: Estimated VGP is net bookings minus standard variable COGS. Does not include VCS, Webs, 99designs, VistaCreate, Depositphotos, or partner bookings from offers, services, products and referrals. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation at ir.cimpress.com.

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1

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2

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3

Key focus areas

BUON
APPETITO!
Napoletana

Our focus areas

1

High-value
customer
growth

2

Manufacturing
capabilities &
efficiency

3

Marketing ROI

4

AI-enabled
simplification
and automation

5

Resilient, future-ready organization

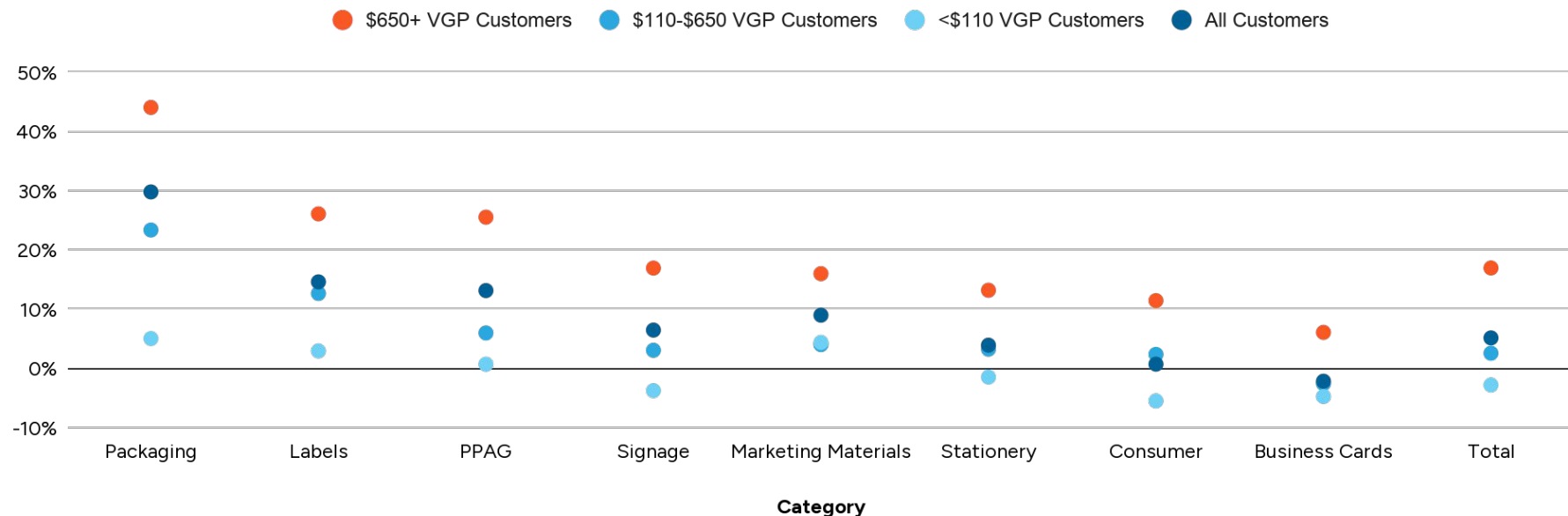


1

High-value customer growth

Elevated products are key to capturing a greater share of our customers' spend

YoY VGP Growth - FY26



Note: Estimated VGP is net bookings minus standard variable COGS. Does not include VCS, Webs, 99designs, VistaCreate, Depositphotos, or partner bookings from offers, services, products and referrals. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation at ir.cimpress.com.



Category growth

NPI acceleration

5,100+

products launched globally
(~299,000+ SKUs)



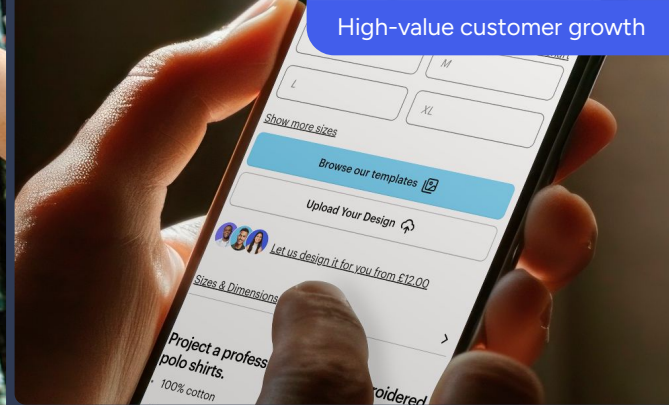
Making it easier for our customers to discover, design and buy

Multi-category design

Sampling experience

Universal upload

Personalization



Sales & account management for high-value customers



**Product & design
assurance**



**Proactive
outreach**



**End-to-end
experience
monitoring**

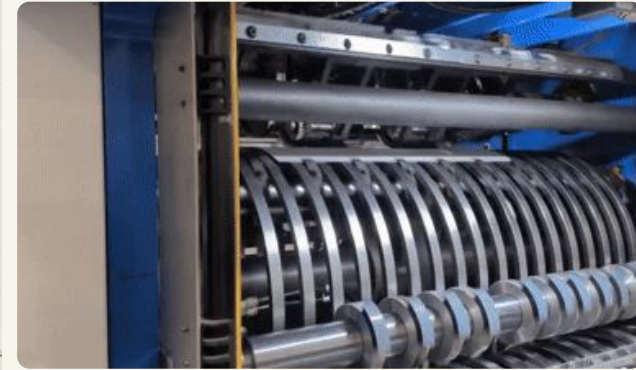
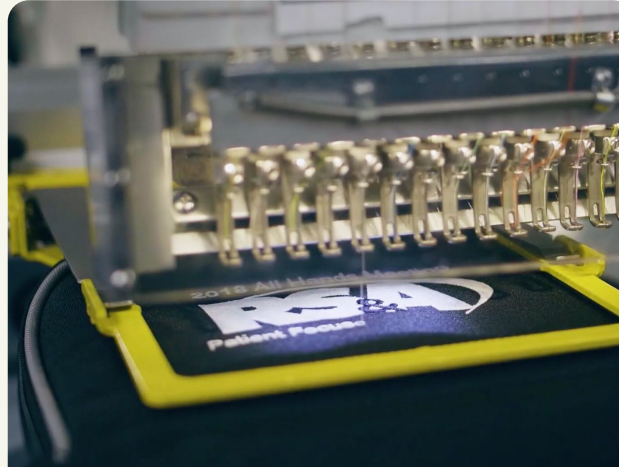
A man wearing a red t-shirt and a white baseball cap is applying red tape to cardboard boxes in a warehouse. He is standing next to a stack of boxes on the floor and another stack on a shelf. The shelves are filled with various items, including boxes, mugs, and jars. The red tape has the word "Napoleon" printed on it. A large orange banner with the number "2" is overlaid on the image.

2

Manufacturing capabilities & efficiency

Growth through manufacturing innovation

- Growth investments, e.g.,
 - Luxury paper bags
 - Corrugated boxes
 - Food packaging
- Faster investment payback by acting as a fulfiller for other Cimpress businesses



Using the Cimpres network to broaden our offering and improve margins

VistaPrint as a Merchant



e.g: Signage
from
BuildASign



VistaPrint as a Fulfiller



e.g: Luxury
bags to U&P
brands

Manufacturing
efficiencies delivered
\$8.1
million in FY26
savings

Packaging & carrier
optimization

Scrap reduction

Material selection &
procurement optimization

Labor productivity

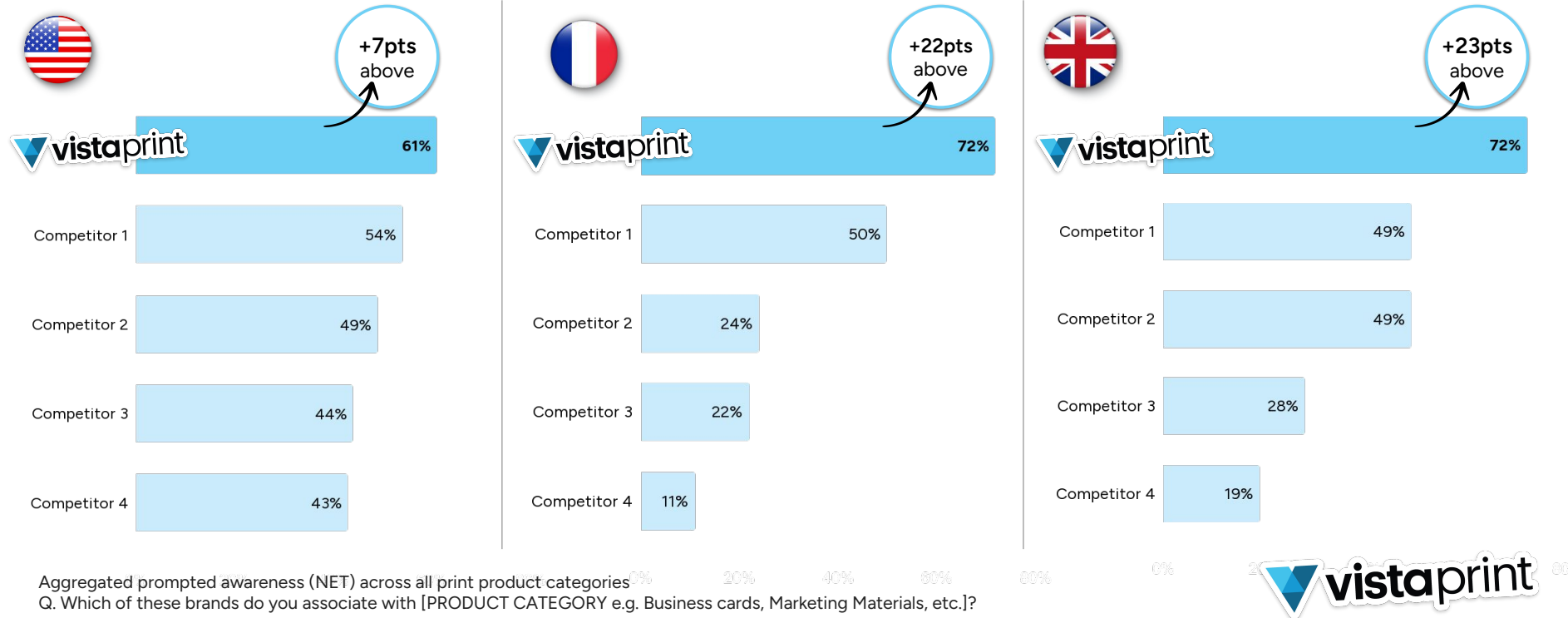


3

Marketing ROI

Leading small-business print awareness in the US, France and UK

Prompted print awareness – FY26 Q3



Print your Possible™

outdoor campaign during FIFA World Cup

Toronto Location Example



vistaprint
Print your Possible



vistaprint
Print your Possible

[Placeholder for Video]

Performance media optimization

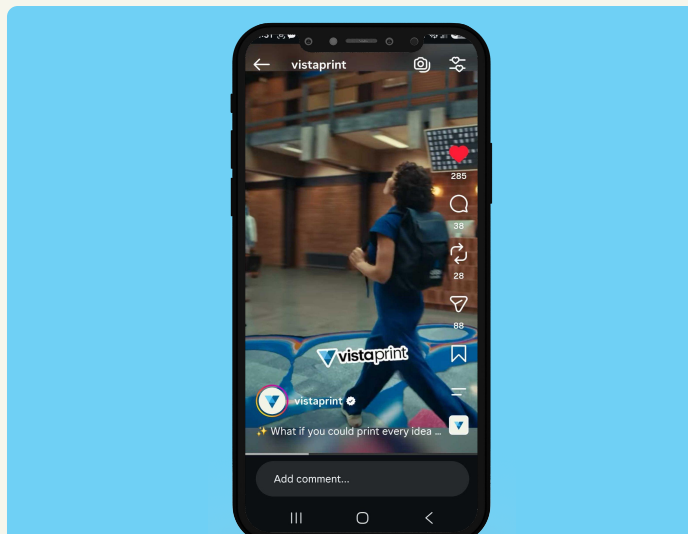
Incrementality testing
& LTV prediction

Social media & video

LLM discoverability & advertising



Marketing ROI



ChatGPT

I'm launching a small business. What printed materials should I prioritize to make my brand look consistent? Keep it to three short bullets.

- **Business cards:** Keep your logo, colors, typography, and contact details consistent.
- **Core stationery:** Prioritize letterhead, envelopes, invoices, and thank-you/insert cards you'll regularly use.
- **Customer-facing collateral:** Create a polished brochure, flyer, menu/service sheet, or packaging— whichever customers encounter most often.



VistaPrint US

Ad ...

VistaPrint Official Site

Print your brand anywhere. Stand out everywhere!



4

AI-enabled simplification & automation

42 Model Context
Protocol server
integrations

\$400k saved
through
automated
third-party claims



Atomic Content



Automated order
recovery

Reduced time to
market for
cross-Cimpress
fulfilled products
by 97%

\$1M unlocked
through
automated New
Product
Introductions

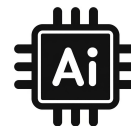


ANALYTICS
EXPERIENCE
FASTER SPEED-TO-INSIGHTS SINCE JULY 2025

AI courses
completed
4,500+

Conversational
print commerce

\$250K unlocked
through
automated site
audits



Platform Team



Photography
orchestration
ecosystem cuts
costs and enables
faster catalog
expansion



AI Upskilling score
up from 7.5 to 8.3

Better coverage
and up-to-date
prices with
automated price
monitoring

In-house
engineering force
multiplier: Agent
turns tickets into
merge requests

Automated
evidence &
evaluation for
research briefs

10x marketing
messages through
the marketing
automation
platform

7,200 hours saved
in FY26 through
conversational
analytics



Slack Helper Agent
live 24/7 across
company-wide
support channels



Scarabaeus

< > cimpres

vista

5

Resilient, future-ready org

Our cultural ambition

Create the most entrepreneurial culture where everyone has the opportunity to innovate, thrive, and build lasting careers while fueling small businesses worldwide





Obsess over customers



Act like an owner



Be bold



Deliver impact together



Move with velocity



Strive for simple



Challenge, then champion



Find and develop great people



Building AI skills, stronger leaders and core capabilities

AI skills

Leadership development

Future-ready competencies

Thank you



Financial Review

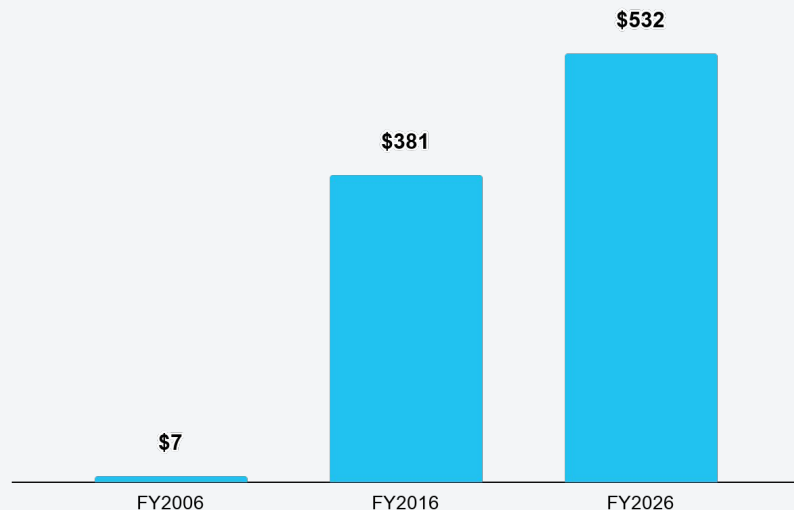
Sean Quinn
EVP & Chief Financial Officer



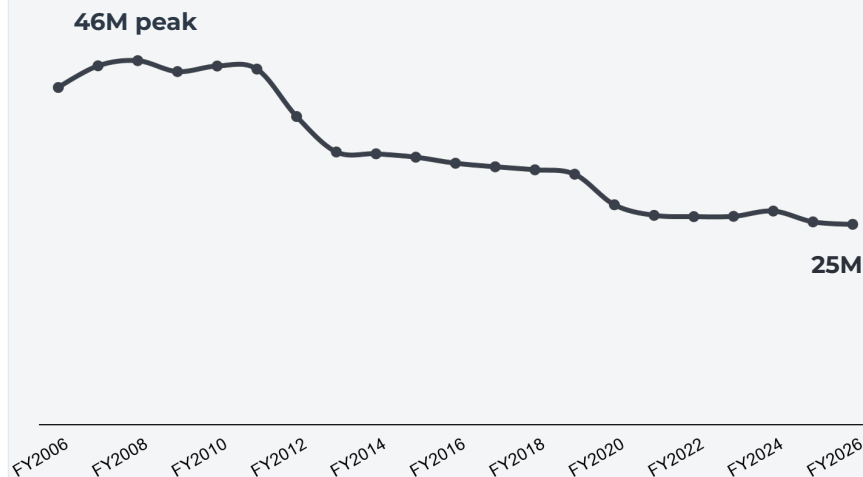
Our focus is on improving multi-year free cash flow per share

With significant growth expected over the next two years

3-year trailing adjusted free cash flow (1) (\$M)



Weighted average diluted shares outstanding (M)



3-yr trailing adjusted FCF \$7M → \$532M

Diluted share count ~45% lower since FY2008

3-Year financial target progress

One year into our previously established 3-year financial targets

FY2026 (Actual)

Year 1 Completed ✓

Revenue Growth

+10% reported growth

Reported Revenue: \$3,737M
Organic constant-currency¹ growth of 4%

Adjusted EBITDA¹

\$458M

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

Adjusted Free Cash Flow¹

\$122M

Net Leverage

2.9x

FY2027 (Guidance)

Year 2

Revenue Growth of At Least

7% reported
3% organic constant-currency¹

Adjusted EBITDA¹

At least \$520M

Adjusted Free Cash Flow¹

Approximately \$200M

Net Leverage

~ 2.5x

FY2028 (Target)

Year 3

Revenue Growth

4% - 6% organic
constant-currency¹

Adjusted EBITDA¹

At least \$615M

Adjusted Free Cash Flow¹

~ 45% conversion (\$277M)

Net Leverage

< 2.0x

We are confident we will deliver our three-year plan

1 Proven track record

Multi-decade track record of profitable growth. In July 2026 we raised our FY2028 adjusted-EBITDA target to $\geq$ \$615M.

2 Management focus, board support

Delivery against these targets is the top company priority, central to our executive teams' operating routines and reviewed quarterly with the Cimpres board.

3 Aligned incentives

Our leaders are compensated primarily through performance-based Cimpres equity tied directly to delivery of these plans.

4 Clear line of sight

The investments underpinning this growth are already made or underway. Today, we will walk through exactly how we expect to deliver our profit growth through FY2028.

WHAT FOLLOWS a brief look at FY2026, then the specific drivers building profit and cash flow growth through FY27 and FY28

FY2026 delivered a strong start to our three-year plan

Year 1 Financial Results

\$3,737M

Revenue

\$458M

Adjusted EBITDA¹

\$122M

Adjusted free cash flow

2.9x

Net leverage ratio

Year 1 Success Proof Points

Elevated product
and high-value
customer growth

Foundational
progress to
enable future
cost savings

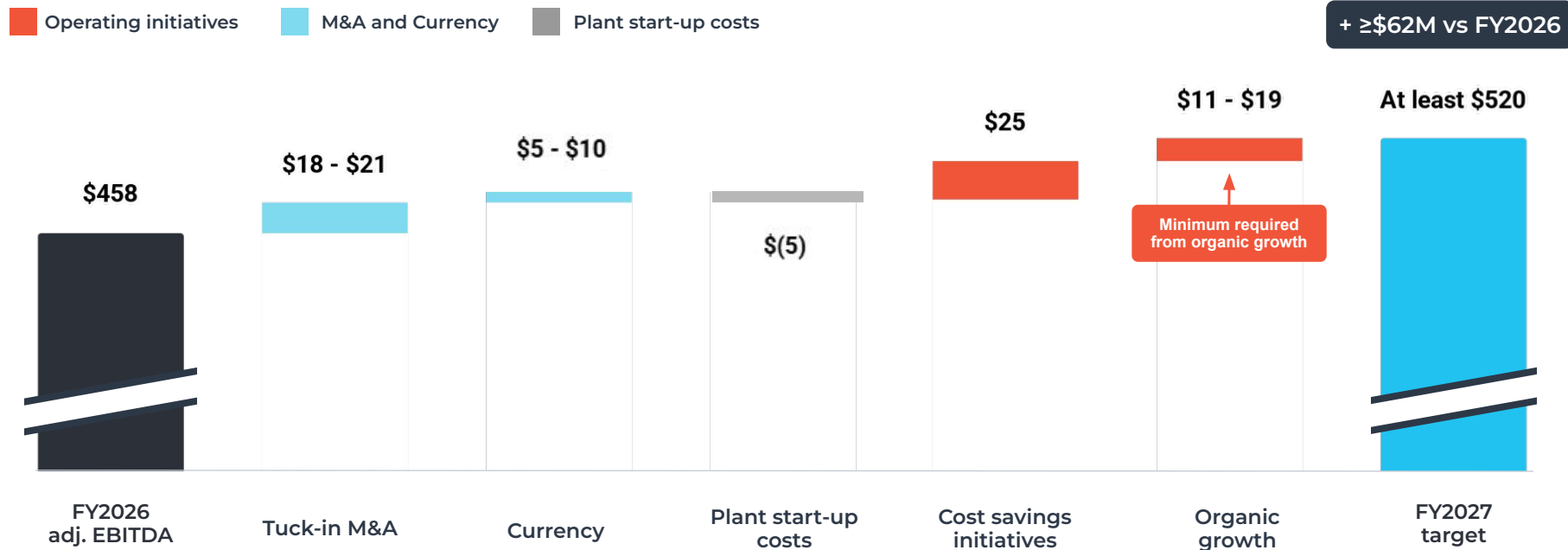
4 value-accretive
tuck-in
acquisitions

FY28 target
raised to $\geq$ \$615M

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

Multiple drivers lift FY2027 adjusted EBITDA¹ to at least \$520M

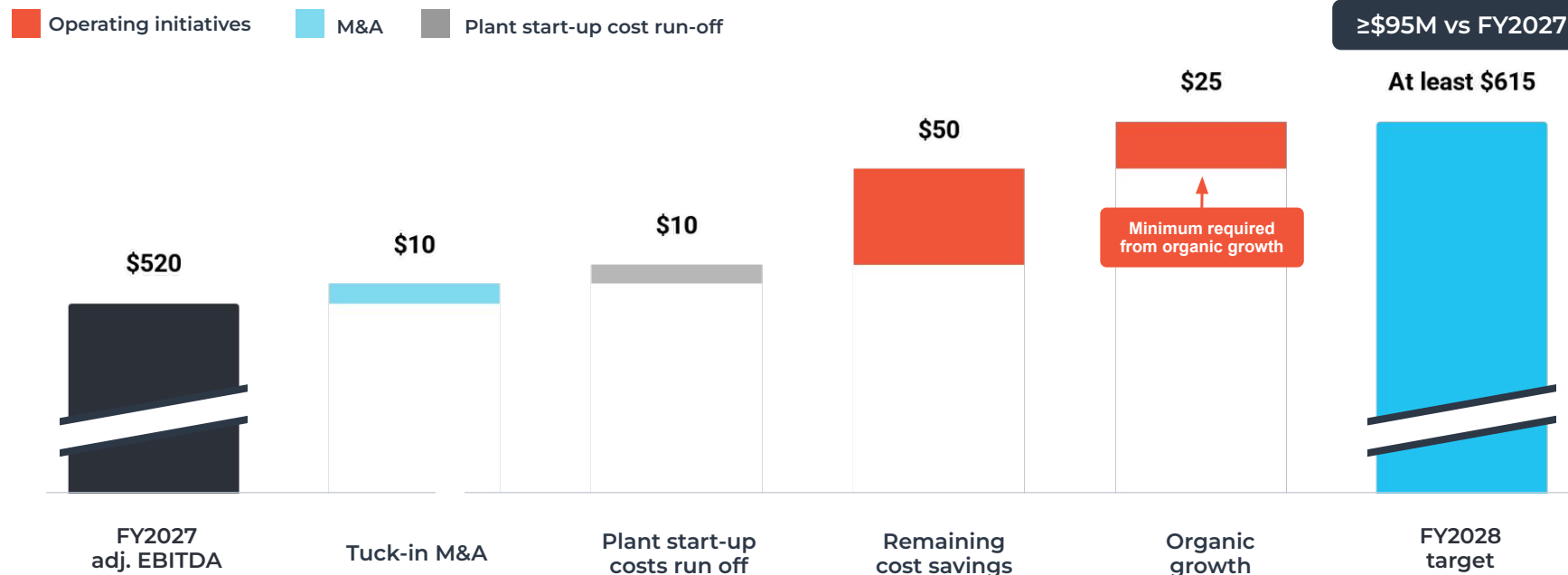
YoY growth to build as we advance through the year



FY2027 adjusted free cash flow growth expected to be ~60%

Operating initiatives lift FY2028 adjusted EBITDA¹ to at least \$615M

Full run-rate of cost savings plus run off of plant start-up costs contribute to FY28 growth



No additional currency included; however, further upside potential

Drivers of organic growth

Leveraging recent investments to deliver realistic organic growth expectations

GROWTH



Wallet Share

Deepening our highest-LTV relationships: e.g. VistaPrint VGP from >\$650-VGP customers grew 17% in FY2026



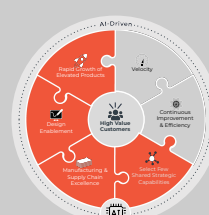
Elevated Products

Shifting mix toward higher-value categories: signage, packaging, promotional products and apparel (e.g. VistaPrint packaging revenue grew 33% in FY2026)



New Channels

Expanding routes to market, including Canva partnership and Upload & Print expansion in the U.S.



Tuck-In M&A

LADDERS TO the organic growth contribution in our bridges: a minimum of ~\$15M in FY27 at range midpoint and ~\$25M in FY28

Cost savings initiatives

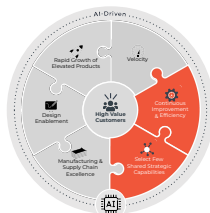
Enabling investments have been made; contribution will start to ramp throughout FY27

EFFICIENCY



Manufacturing & Supply Chain Excellence

Cross-Cimpress fulfillment; Plant-footprint optimization and start-up costs running off; procurement and process gains



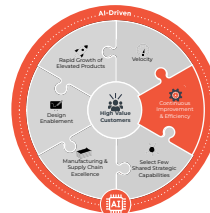
Standardizing Technology

Common platforms across businesses cut duplicate spend and speed delivery



Increased Collaboration

Further leverage of assets and reduction of operating costs



AI-driven Simplification & Automation

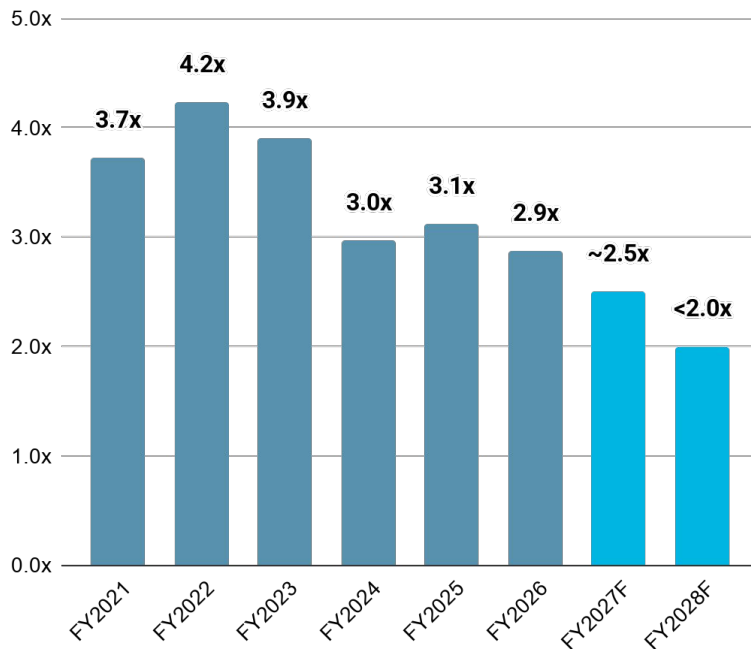
Substantial opportunity to redesign work; good progress but just getting started

LADDERS TO ~\$25M of cost savings in the FY27 bridge and continues building to the ~\$50M of additional savings in FY28

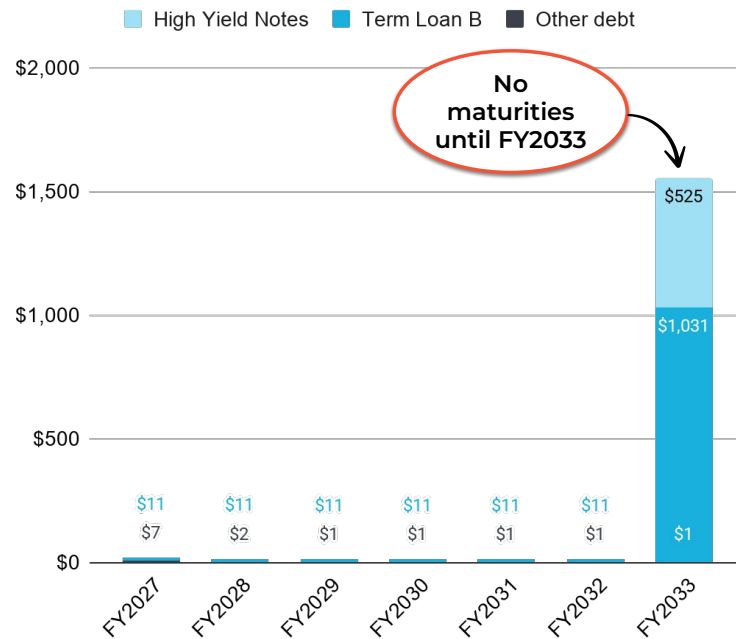
Delivering on our plans will provide substantial further balance sheet and capital allocation flexibility

Coupled with strong liquidity position

Net leverage ratio (1)



Debt maturities by fiscal year (\$M)



De-levering unlocks meaningful capital-allocation optionality

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



Still room for opportunistic capital allocation within delevering path of the next two years

Tuck-in acquisitions & equity investments as a disciplined, high-return use of capital

Capability-enhancing acquisitions that plug into the Cimpres network and bring returns well above our cost of capital

The advantages we bring

Acquired businesses plug into our scale, shared capabilities and cross-Cimpres fulfillment reducing COGS and often times providing revenue opportunities.



Network lift raises total ROI well above standalone

Actionable at attractive prices

Bought at attractive prices relative to post-synergy cash flow helped by market structure, maturity and fragmentation



Target base-case IRRs >20%

Proven track record of success

Years of pattern recognition across our wins and lessons inform decisions we make today.



High probability outcomes based on track record

WHAT FOLLOWS advantages we bring and review of our recent and past deals

These acquired businesses plug into the Cimpres network and scale advantages

1

Procurement synergies

Group scale lowers input costs across raw materials, logistics, consumables and capital equipment.

Network-wide purchasing power

2

Manufacturing network optimization

Like-for-like orders route to focused production hubs via cross-Cimpres fulfillment, cutting COGS and adding volume.

COGS reduction

3

Vertical integration

In-sourcing production previously bought from third-party fulfillers captures margin and gives us control.

Volume moved in-house

4

New products and channels

Acquired capabilities let our brands launch elevated products faster and cheaper across the network.

Revenue opportunity through existing brands

5

Tax optimization

Integration into Cimpres' global structure optimizes the effective tax rate

Cash tax optimization

Recent tuck-in acquisitions & investments support our strategic objectives and with high-confidence of 20%-plus IRRs

		Elevated Products	Design Enablement	Manufacturing Excellence
SAXOPRINT  100% stake				
mixam the smart way to print 50% stake				
TRUYOL 85% stake				
 100% stake				

\$117M cash paid for these acquisitions¹ since the start of FY2026 bringing **\$235M** trailing revenue and **\$21M** trailing EBITDA

As we lap acquisition dates, expected FY27 revenue growth of **~\$170M** and adjusted EBITDA growth of **\$18M - \$21M**; profitability and cash flow contribution expected to increase as we unlock synergies

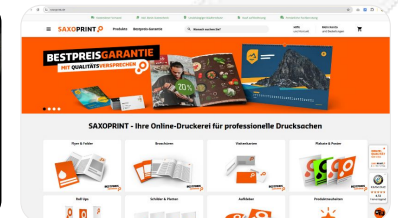
¹ Consideration paid does not include fixed deferred payments that total EUR 7M and are due in two installments in 2027 and 2028, and is net of cash acquired at acquisition and expected sale-leaseback proceeds related to real estate acquired at acquisition.



SAXOPRINT

Lowest cost producer for flyers, booklets, brochures, catalogs, and magazines

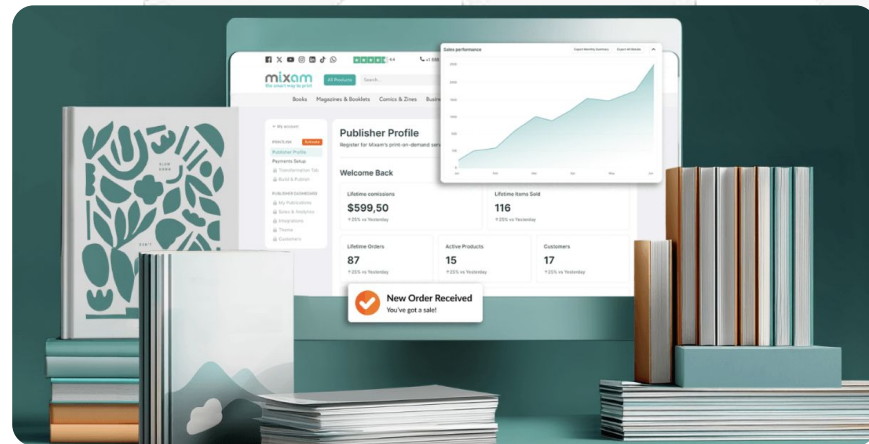
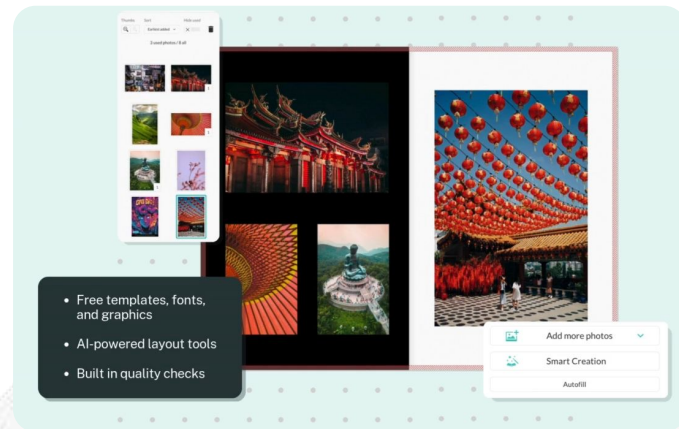
- 24k M² (258k ft²) production facility
- Part of our PrintBrothers reporting segment
- Synergies from:
 - Shift of production to Saxoprint as a focused production hub for its product strengths
 - Shift of other production to other Cimpress focused production hubs
 - New product introduction from Cimpress network, via cross-Cimpress fulfillment
 - Procurement





A leading e-commerce site and design experience for creating books, catalogs, and magazines

- Market-leading customer experience for books, catalogues and magazines
- Part of The Print Group reporting segment
- Synergies:
 - Previously 100% outsourced, Mixam insourcing significant production to multiple business within the segment
 - New product introduction from Cimpress network, via cross-Cimpress fulfillment
 - Procurement



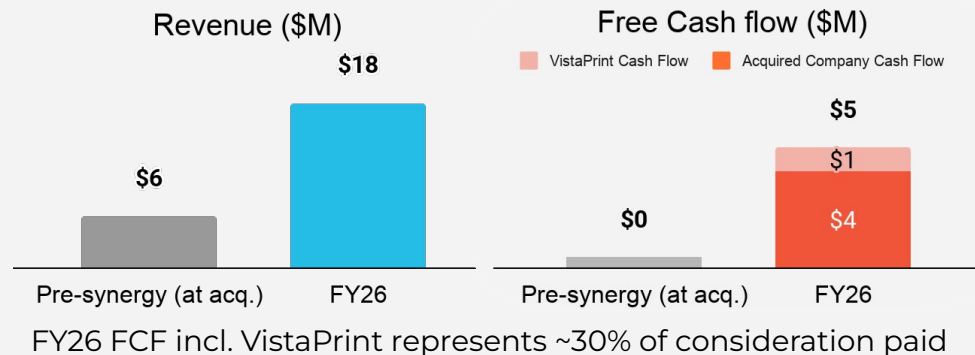
Examples of past tuck-in acquisition success

Strong track record with tuck-in acquisitions; similar profiles to recent M&A activity

Example #1

New elevated product capabilities

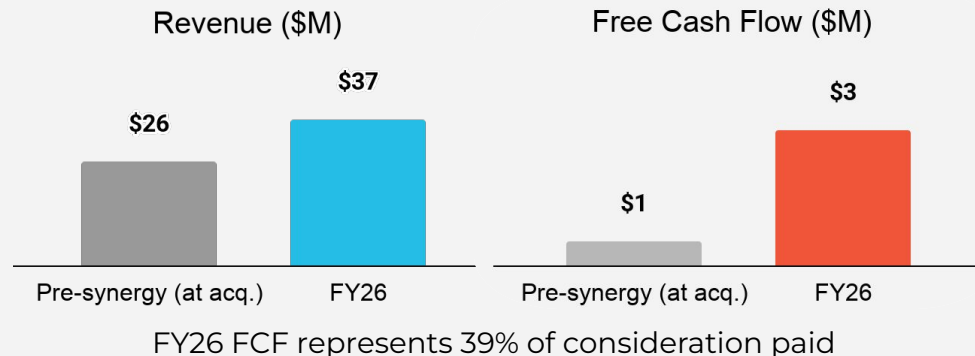
- Acquired in 2021 for \$17M
- FY2026:
 - Revenue growth of 33%, inclusive of cross-Cimpress fulfillment
 - 25% EBITDA margin
- Cumulative FCF of \$8.2M
- Elevated product enablement



Example #2

Vertical manufacturing integration

- Acquired in 2020 for \$8M
- Cumulative FCF of \$13M
- Previous supplier; highly accessible synergies
- ROI catalyzed by cross-Cimpress fulfillment
- Improved capacity utilization



Short Break



Panel Discussions & Q&A Session



