

Cimpress

Investor Day 2021



Meredith Burns

VP, Investor Relations &
Sustainability

Welcome



Safe Harbor Statement

The presentations and videos on this site contain 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 business, financial results, cash flows, and competitive position; our expectations with respect to our markets and opportunity post-pandemic, including our expectations for economic recovery and the size of our market; our expectations for costs, expenses, working capital, and leverage during and after fiscal year 2022; planned capital allocation and investments in our business and the expected effects of those investments; our plans and expectations for the transformation of the Vistaprint business, including our plans for data products and design services; and our expectations with respect to the development, launch, and benefits of our technology platforms, including our mass customization platform and new platforms in our Vistaprint, BuildASign, and National Pen businesses. 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 are based; the development, duration, and severity of the COVID-19 pandemic and the timing and pace of economic recovery; our failure to anticipate and react to the effects of the pandemic on our customers, supply chain, markets, team members, and business; loss or unavailability of key personnel or our inability to hire and retain talented personnel; our failure to execute our strategy; our inability to make the investments in our business that we plan to make or the failure of those investments to have the effects that we expect; our inability to execute on the transformation of the Vistaprint business and build a compelling customer experience; our failure to manage the growth and complexity of our business; our failure to develop and deploy our planned technology platforms or to realize the anticipated benefits of the platforms; our failure to acquire new customers and enter new markets, retain our current customers, and sell more products to current and new customers; costs and disruptions caused by acquisitions and strategic investments; the failure of the businesses we acquire or invest in to perform as expected; unanticipated changes in our markets, customers, or business; competitive pressures; our failure to maintain compliance with the covenants in our debt documents or to pay our debts when due; changes in the laws and regulations or in the interpretations of laws or regulations to which we are subject, including tax laws, or the institution of new laws or regulations that affect our business; general economic conditions; and other factors described in our Form 10-K for the fiscal year ended June 30, 2021 and the other documents we periodically file with the U.S. Securities and Exchange Commission.

Robert Keane

Founder, Chairman & CEO

**Emerging stronger
from the pandemic**



Huge Opportunity



Key takeaways from the pandemic

01

Our decentralized structure proved to be resilient under stress

02

Constraints & incentives are powerful

03

Remote-first work is a new source of competitive advantage

04

Giving back was never more important

Our decentralized structure proved to be resilient under stress

Cimpress invests in and builds customer-focused, entrepreneurial, mass customization businesses for the long term, which we manage in a decentralized, autonomous manner.

We drive competitive advantage across Cimpress by investing in a select few shared strategic capabilities that have the greatest potential to create company-wide value.

We limit all other central activities to only those which absolutely must be performed centrally.

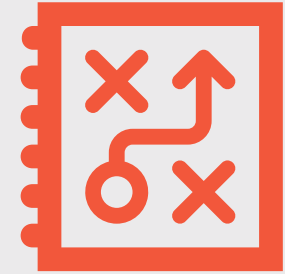
Constraints & incentives are powerful



Clarity of mission



Speed



Nimbleness



Innovation



Efficiency

Remote-first work is a new source of competitive advantage

- Greater flexibility improves productivity in work and personal lives
- We are employing team members from more locations
- Improved diversity of team members in leader roles
- Higher eNPS engagement scores



Giving back was never more important



Responsible Forestry



Plastic Reduction & Recyclable Materials



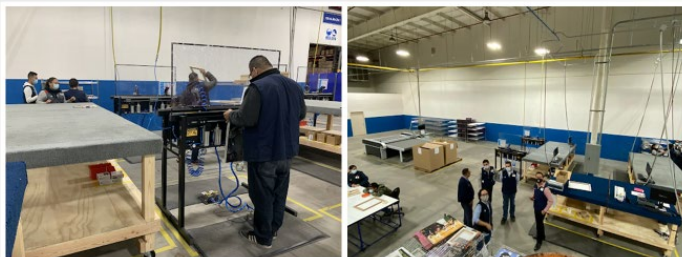
Carbon & Climate Change



Cimpress businesses are stronger together

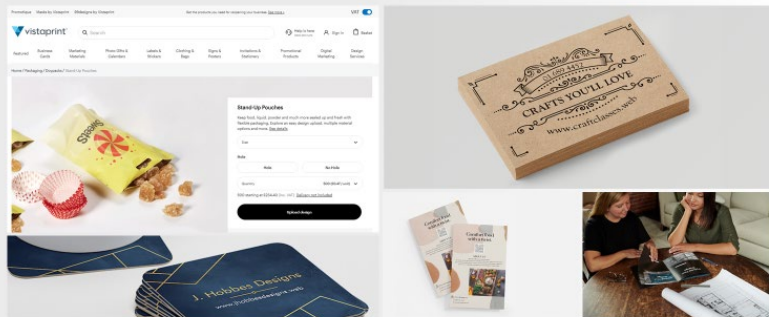
Stronger together: capacity expansion through National Pen

Build A Sign



Leveraging the power of the Cimpress network

vistaprint



How platform products help

cimpress



Stronger together

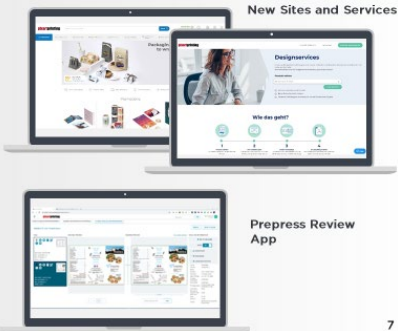
New revenue streams, better customer service and reduced cost by leveraging other Cimpress businesses and central capabilities

upload & print

Production Optimization Across Network

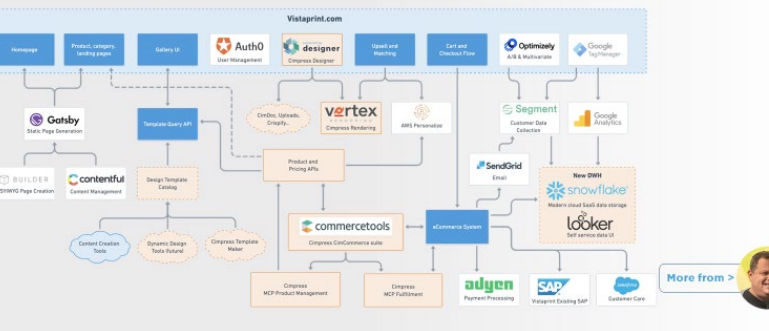


Storefront for Resellers



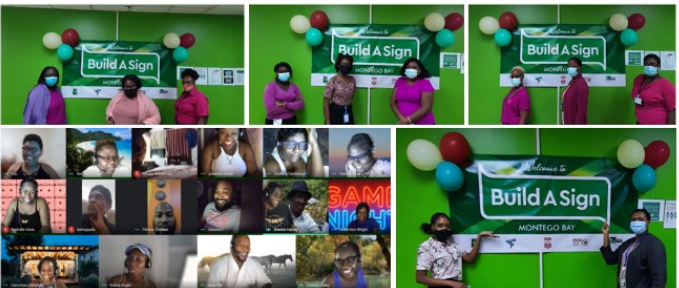
MCP + Vistaprint + 3rd party SaaS = jaw dropping customer value

vistaprint



Stronger together: new customer love team in Jamaica

Build A Sign



Maarten Wensveen

EVP & Chief Technology Officer

Mass Customization Platform Update



MCP SaaS product domains

Product Catalog

Instantly unlock tens of thousands of products for new and existing businesses with an easy-to-use PIM.

eCommerce

Businesses of all kinds can launch and manage modern, flexible, data-driven eCommerce solutions to reach customers wherever, whenever.

Supplier Network

Businesses can effortlessly build and manage a global network of suppliers to save time and money and deliver the best possible CX.

Fulfillment

Fulfillers can manage delivery to end-customers of the widest variety of zero defect, mass-customized products.

Artwork Tech

Customers have access to easy ways to create appealing designs for their customized products through a rich mix of tools and services.

Data

Transform Cimpress businesses into data-driven organizations by providing state of the art tools, reusable data products, and expertise.

How platform products help



Revenue



Cashflow

Conversion Rate

Share of Wallet

Customer Loyalty

Cost Reduction

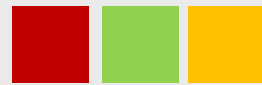
Market Expansion

Acquisition Cost

Scaling Up



Content Management



Order Management



Product Information Management



Artwork Design



Stores



Personalization Framework



Artwork Processing



Fulfiller Management



Data Platform



Shipping



Routing & Delivery



MIS



e-commerce in FY21



Italy



Australia



Sweden



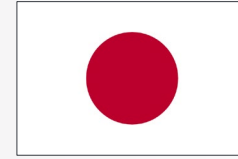
Portugal



Spain



Japan



Australia



Ireland



New Zealand



Netherlands



Austria



United Kingdom



Slovakia



New Zealand



Spain



Singapore



Ireland



Italy



Hungary



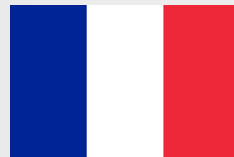
United Kingdom



Germany



France



Finland



The story through our businesses' eyes

Stronger together

New revenue streams, better customer service and reduced cost by leveraging other Cimpress businesses and central capabilities

Production Optimization Across Network

Storefront for Resellers

Upload & print

New Sites and Services

Prepress Review App

7

National 24/7

Search

ALL CATEGORIES: Pens & Writing, Bags, Drinkware, Keychains, Office, COVID-19, Deals

1 Your Text

Line 1: Cimpress Technology

Line 2:

+ Add Another Line

2 Your Logo

+ €19.00

3 Design

Text & Logo: Laser Engraved

Alignment: Left

Comments

New e-commerce platform

Build A Sign

PROMO APPLIED: 20% OFF EVERYTHING WITH FREE SHIPPING!

Corporate Pricing, Prices, Help, 1-800-330-9622, Chat, Account, Cart

Graduation Signs, Signs, Magnets, Banners, Stickers & Decals, License Plates, Flags, Shirts, Sign Holders, More

Custom Banners

Create Your Own Custom Designs

- Vinyl, Mesh, Fabric & More
- High-Quality Banner Printing
- SHIPS NEXT DAY**

Material: Vinyl Banner, Size: 2 x 4', Qty: 1, \$15.94 \$19.92 each, Design Now >

SARDI'S IS OPEN FOR BUSINESS

We offer carryout, curbside pickup, and delivery!

Investing in quality

Technology

Before

After

Data Usage

Empowering Teams

vistaprint

Drukwerkdeal.nl

4,523 followers

1mo •

Nieuw in onze aanlevertool: de 3D-preview!

Zo weet je precies hoe je #drukwerk eruit komt te zien, spot je makkelijk ontwerpfoutjes en kun je checken of je materiaalkeuze goed tot z'n recht komt.

Benieuwd welke producten je al in #3D kunt bewonderen en hoe je de tool gebruikt? Check het artikel hier! <https://dwd.li/ep>

See translation

3D preview of a pillow.

New platform unlocking the value of new product introduction

vistaprint

New Arrivals

What's New

Robert Keane

Founder & CEO, Vistaprint

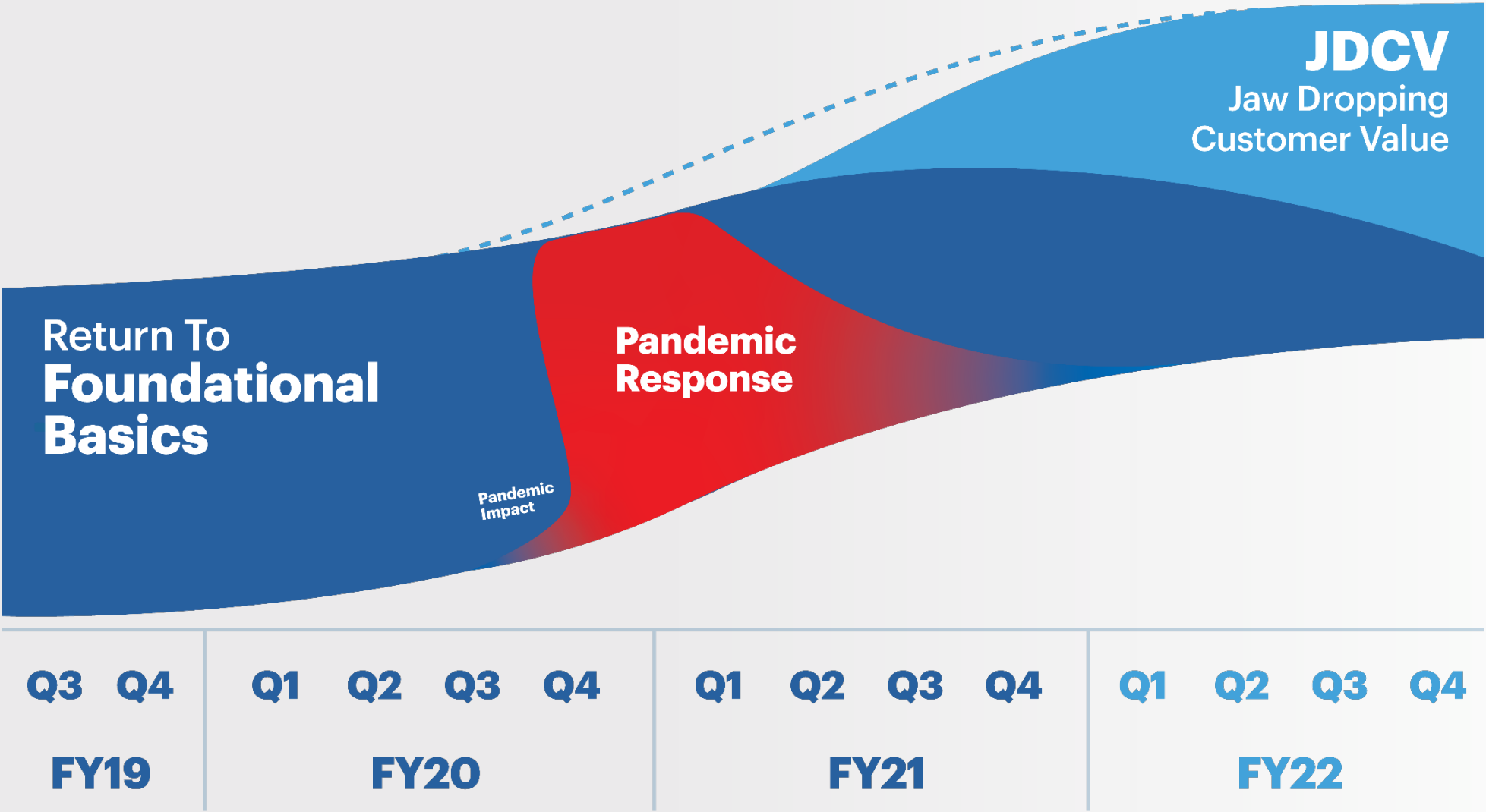
Sean Quinn

CFO, Vistaprint

Vistaprint Overview



Vistaprint's transformation journey



Return to foundational basics

Customer obsessed
Cost competitive
Data driven
Execution oriented
Financially rigorous
Magnetic to Talent
Technology supercharged

Our North Star

Vistaprint is the expert design & marketing partner for small businesses

Physical and digital marketing materials & services made easy



Building capabilities to differentially serve customer needs

Customer count funnel

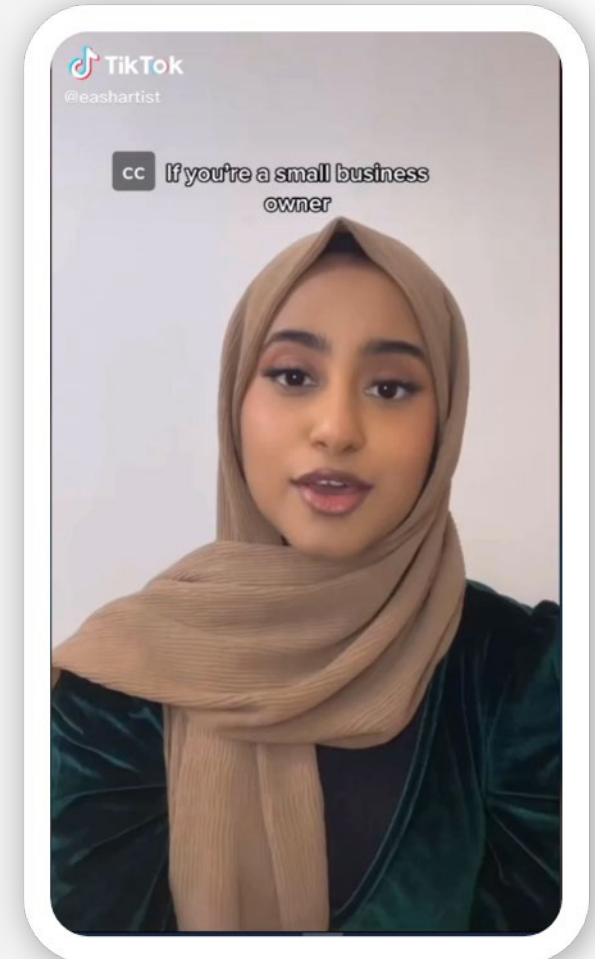
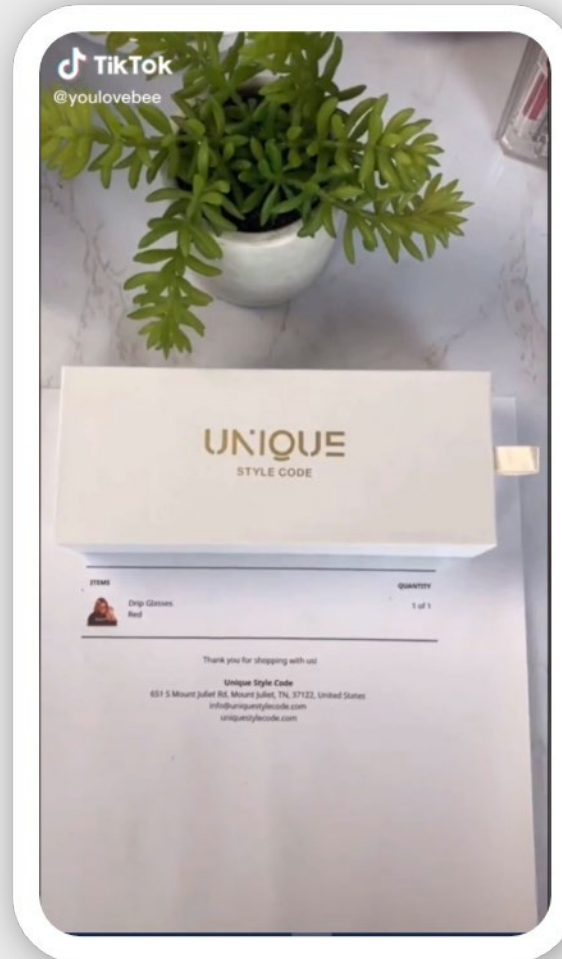
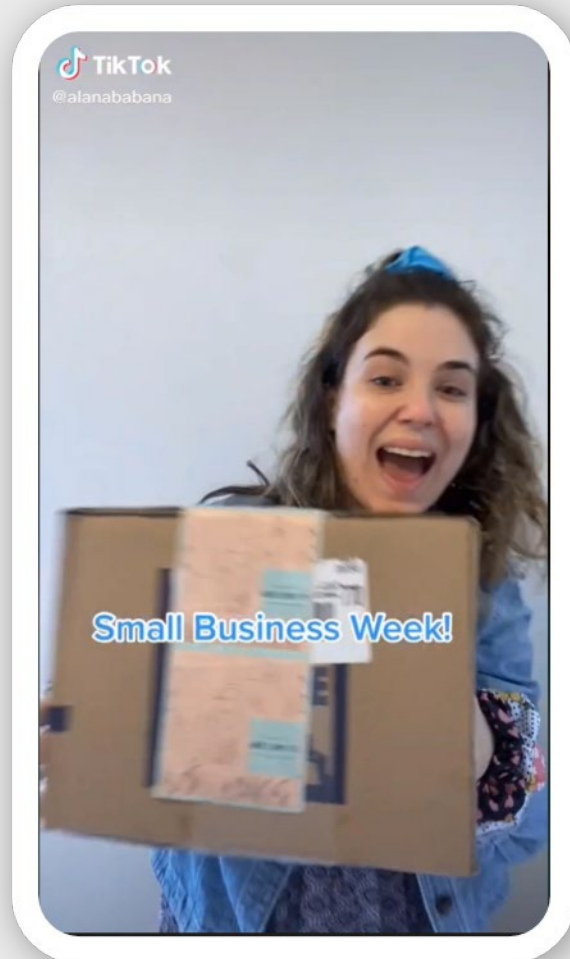


Customer value pyramid



Huge opportunity

Leveraging our strength with the smallest of small businesses

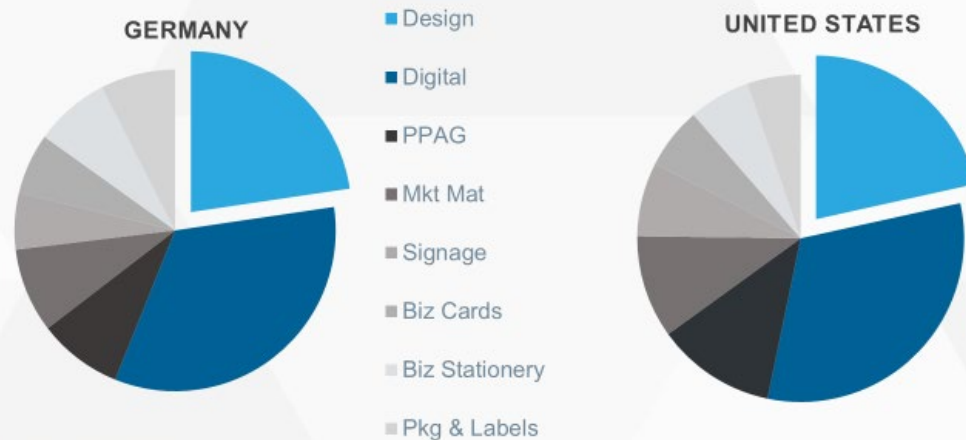


Huge opportunity

Capture more share with existing customers, serve larger and higher-value customers, deliver expertise and products across physical and digital marketing vehicles

Design is Crucial for SMB Marketing

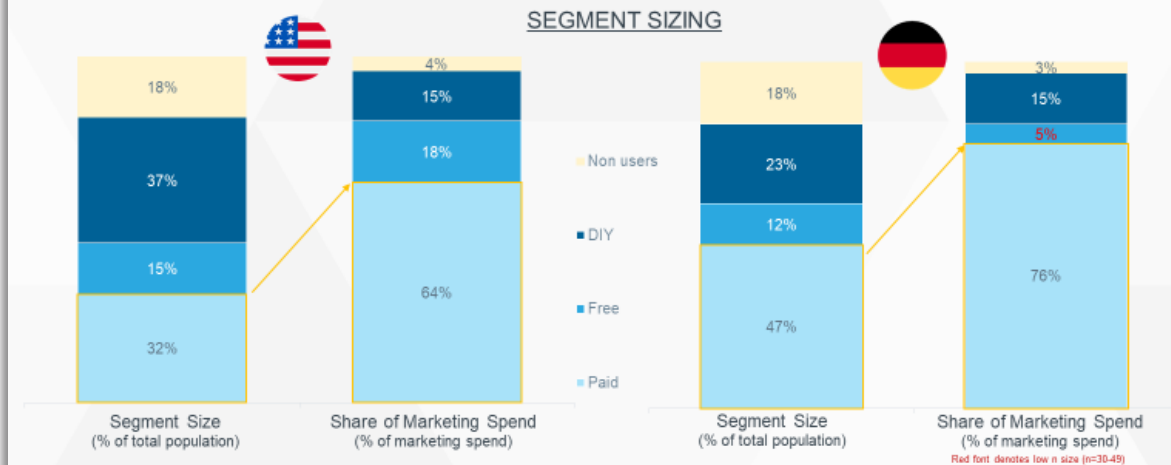
Print, Signage, Apparel & Packaging are important, but account for less than 50% of total spend



Cross category comparisons are directional:
Print and Digital market sizing are based on SMBs with 1-10 employees while market sizing for design services is based on SMBs with 1-25 employees
German market size = ~US \$5.5 billion, US market size = ~US \$24 billion

Small businesses who pay for design = most of our TAM*

Spend for print, digital, advertising and branding, excluding design service spend.



* TAM = Total addressable market

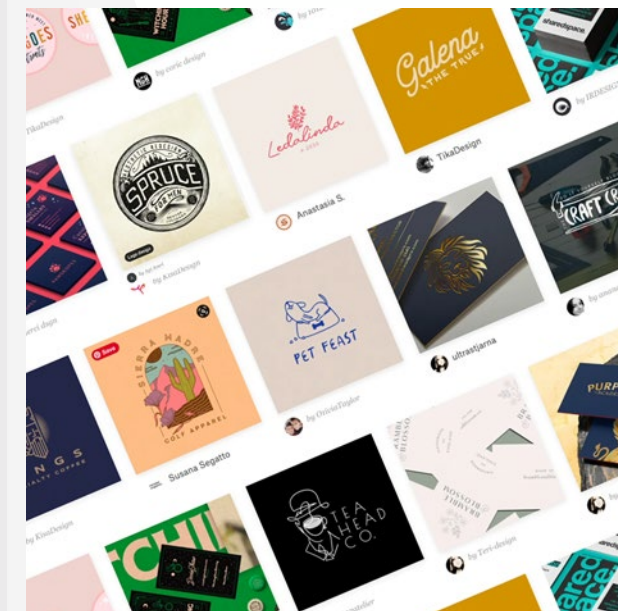
Red font denotes low n size (n<30-45)

99designs
by vistaprint

Like nobody's business.

With your vision and our world-class designers, you can get a look and brand that's unforgettably you.

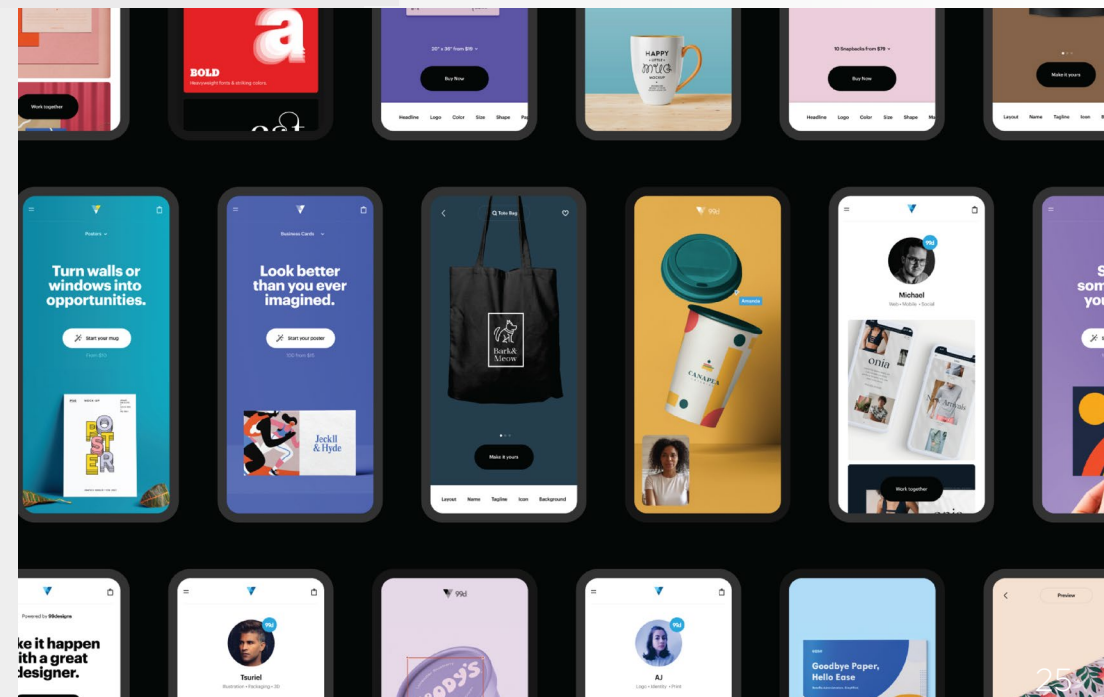
See how



Meet Yuran

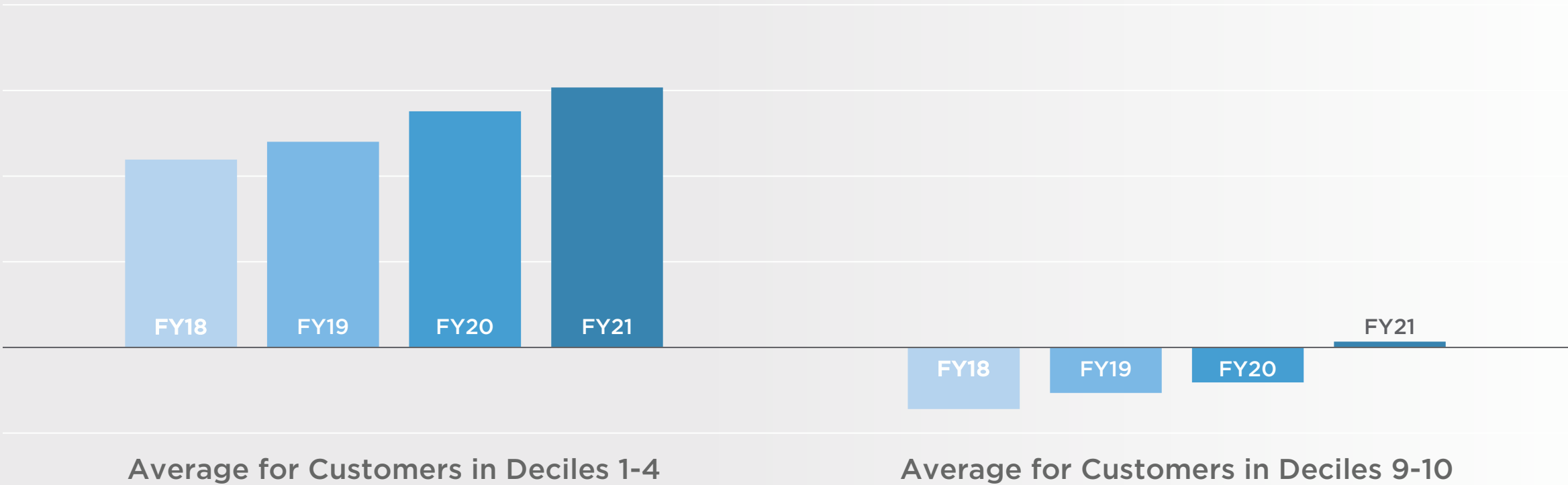
As part of our global design community, Yuran is ready to turn your dreams into designs.

Find your designer



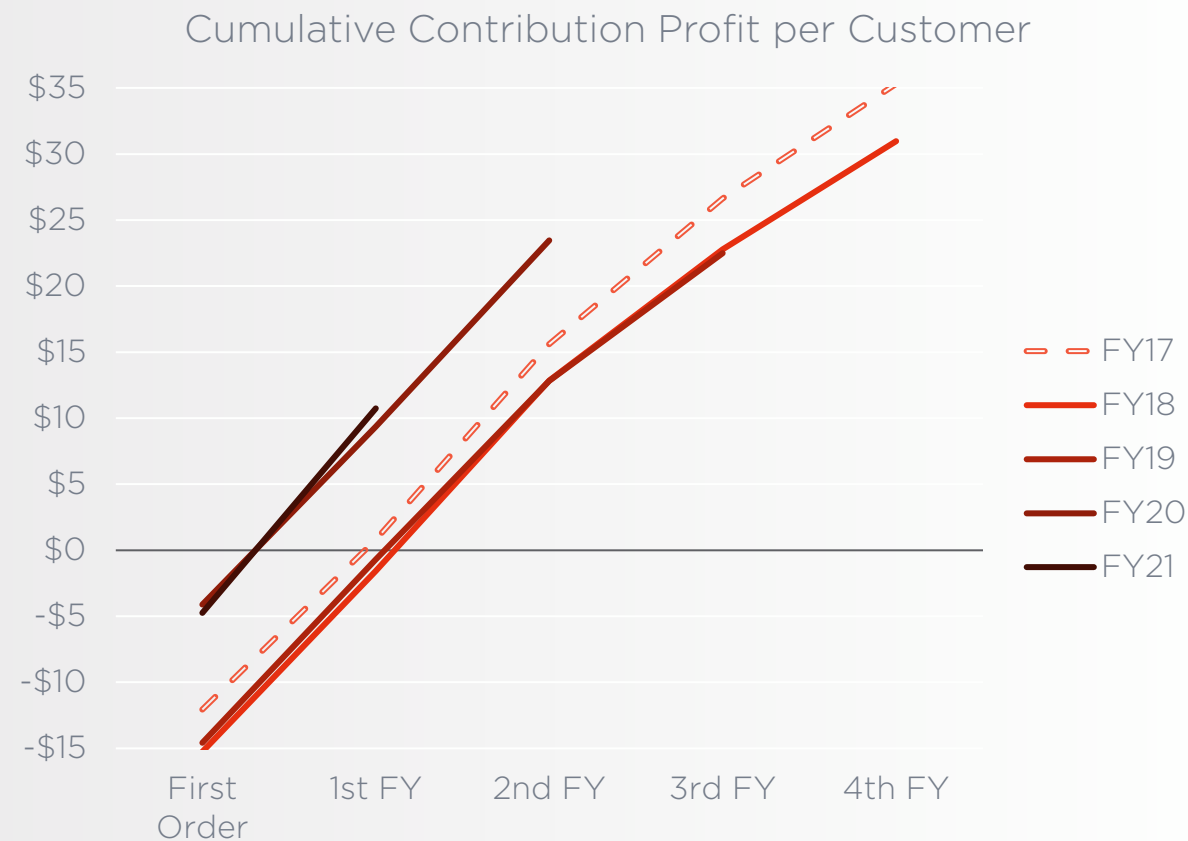
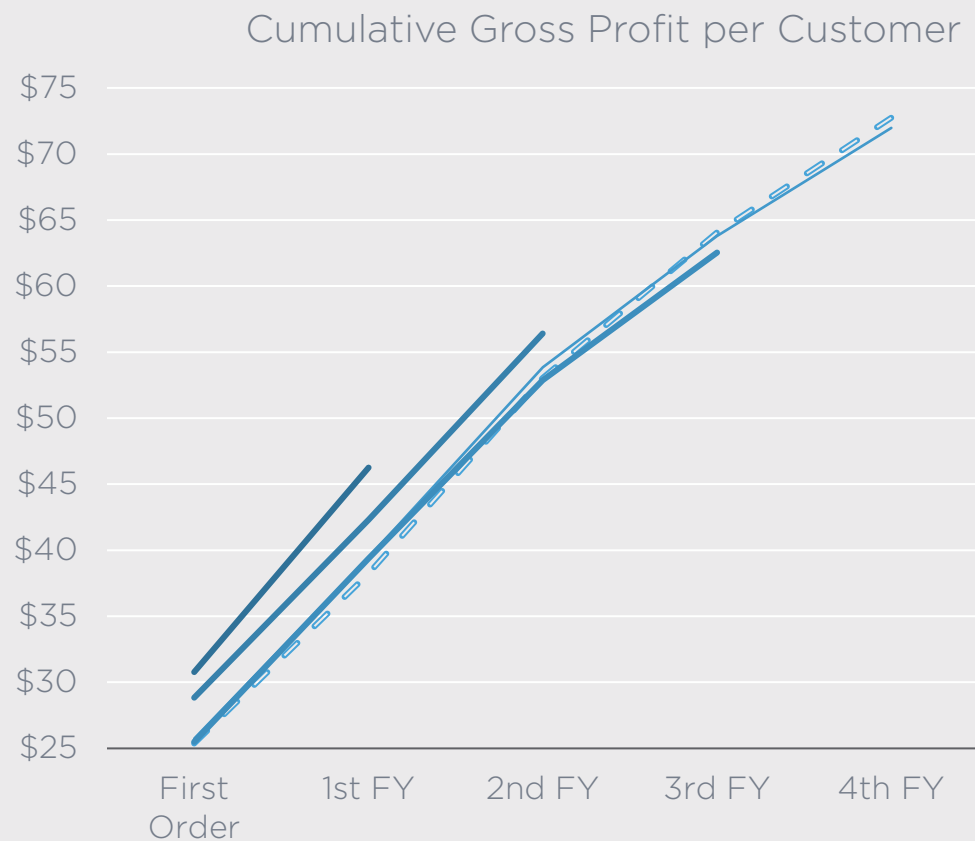
Building capabilities to differentially serve customer needs

Variable Contribution Profit per Customer by Customer Decile



Does not include VCS, Webs, 99Designs, or Partner Bookings from Offers, Services, Products and Referrals. Also excludes data from new platform markets. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation for investor day at ir.cimpress.com. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation for investor day at ir.cimpress.com.

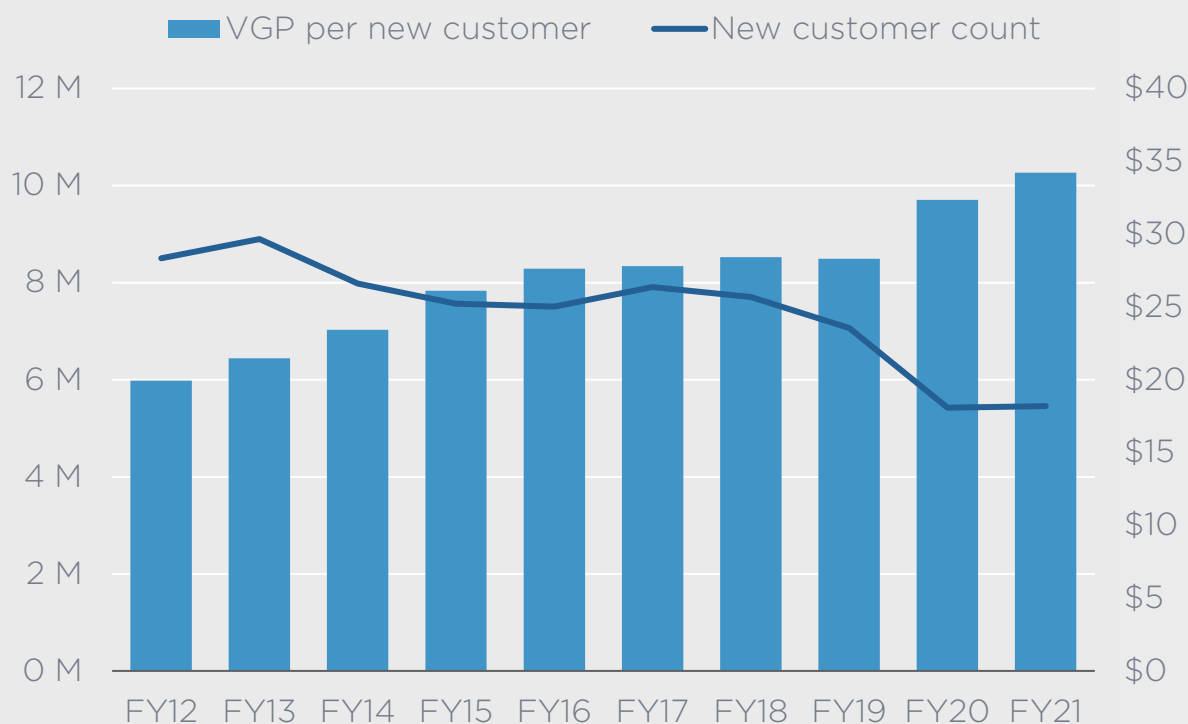
Improving per customer economics and we are spending less to acquire them



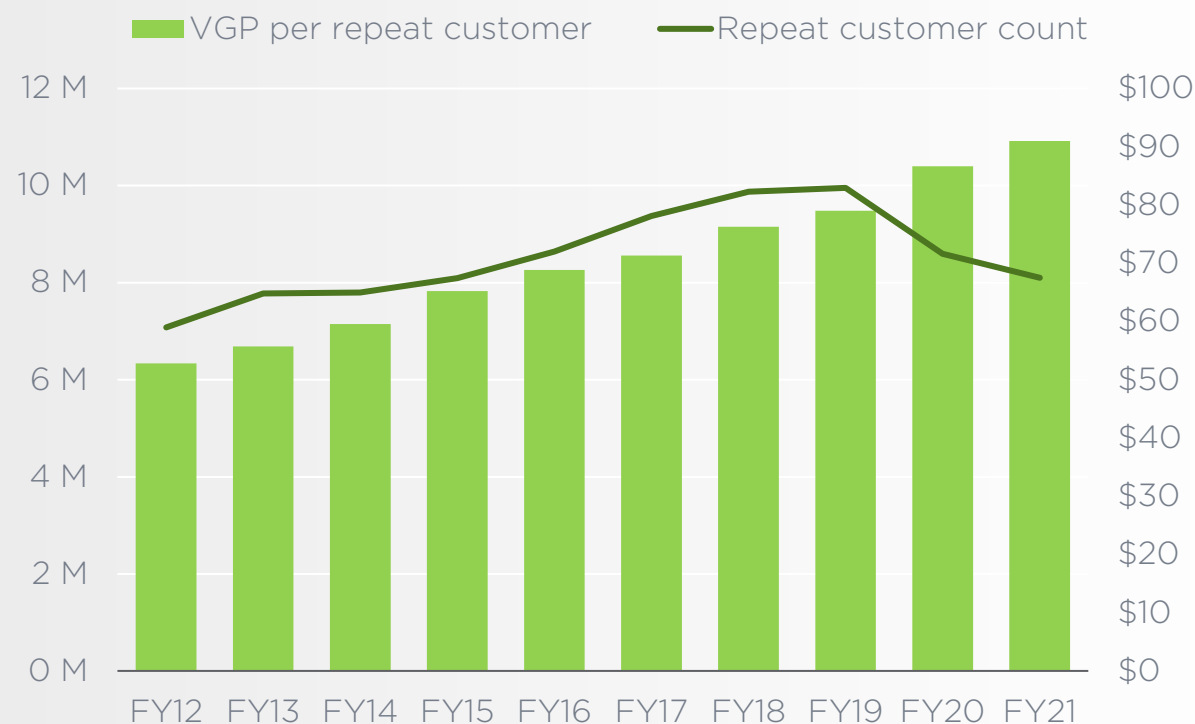
Acquisition Cohorts: based on new customers acquired in each fiscal year and their cumulative GP or CP \$s of the cohort divided by the number of new customers following their first order. Does not include VCS, Webs, 99Designs, or Partner Bookings from Offers, Services, Products and Referrals. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation for investor day at ir.cimpress.com.

Growth in new and repeat customer value; customer count will be a more efficient lever in the future

New Customers &
Variable Gross Profit per New Customer

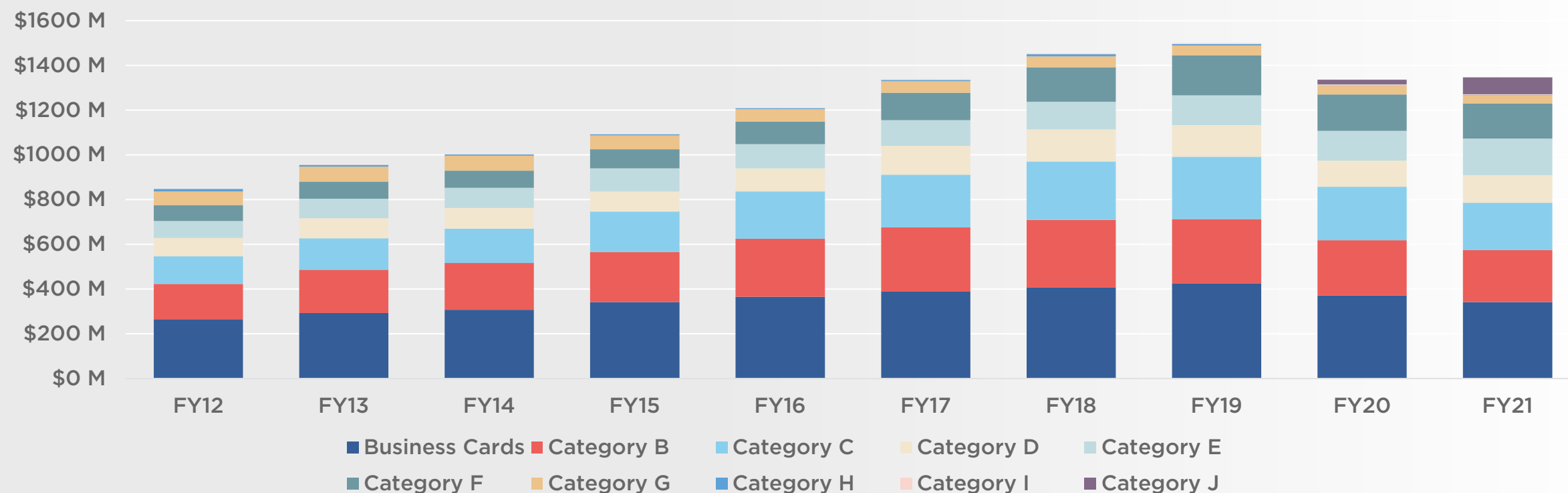


Repeat Customers &
Variable Gross Profit per Repeat Customer



Long track record of growth from new product introduction; but small-format printed products remain important

Bookings by Product Category, \$M



Does not include VCS, Webs, 99Designs, or Partner Bookings from Offers, Services, Products and Referrals. All amounts in USD translated at currency rates stated in the non-GAAP reconciliation for investor day at ir.cimpress.com.

Becoming the expert design & marketing partner to the world's small businesses will open up new revenue streams

- Partnerships
- Design & product bundles
- Subscriptions

How we will achieve our goal

**Off the monolith:
Becoming technology super-charged & data-driven**

Rapidly growing product selection

Moving from transactions to relationships

Strong momentum in full spectrum design & expertise

Digitally relevant

Vistaprint internal success metrics

Small business brand tracker

a brand image profile analysis of how small business customers and non-customers perceive us

Net promoter score (NPS)

how well we serve our customers, measured by the degree to which we earn their loyalty

Net present value (NPV) of existing cohorts

the net present value of cash flow we can expect from existing customers in the future



**Amazing
combination of
existing & new talent
driving us forward**

[Talent Video]



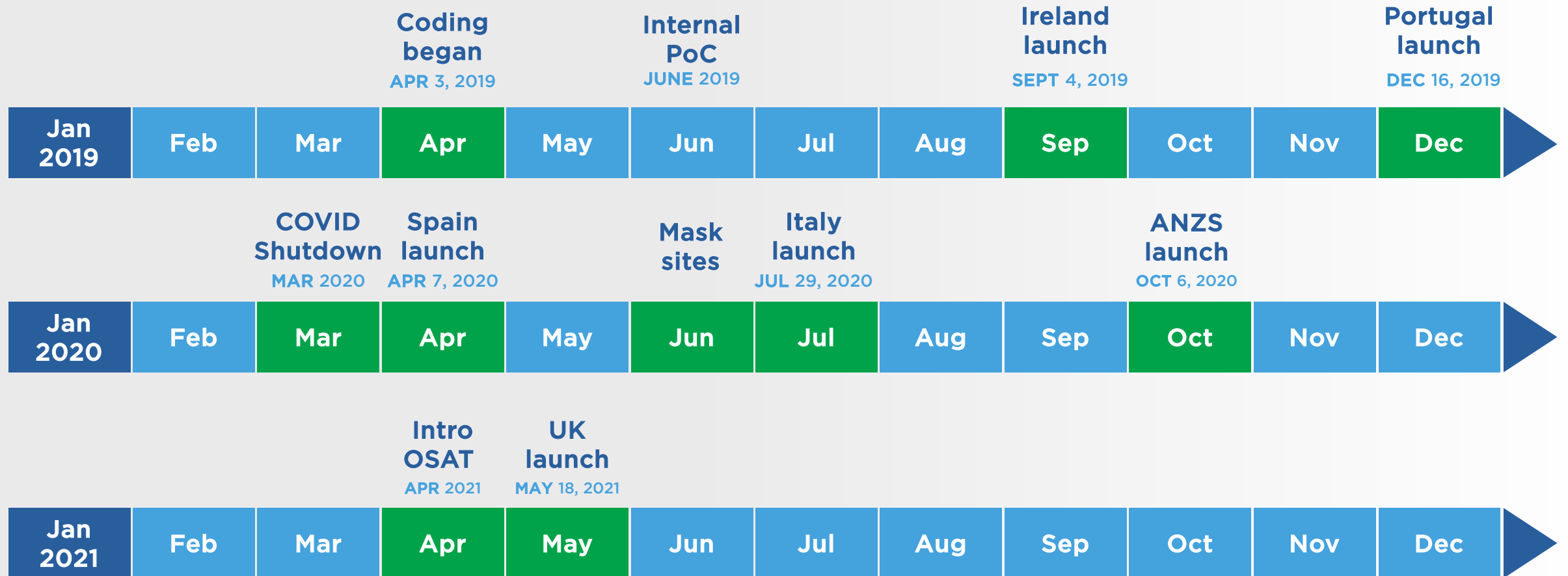
Maarten Wensveen

Chief Technology Officer

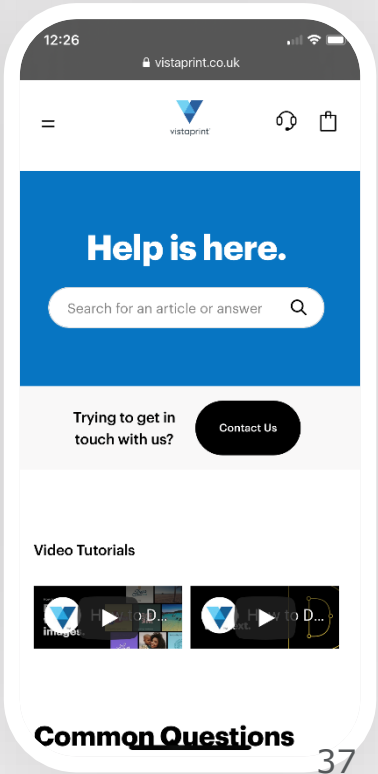
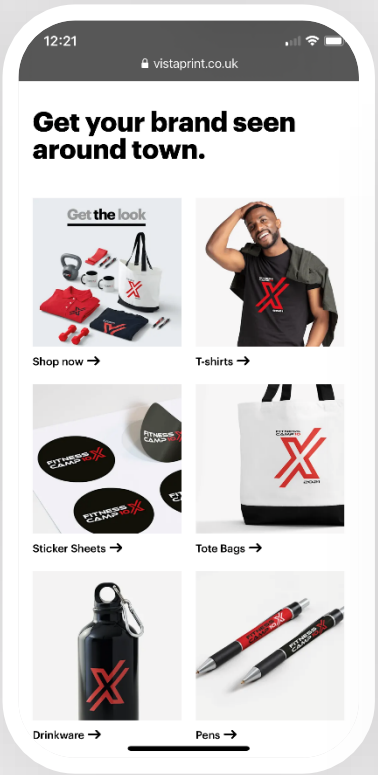
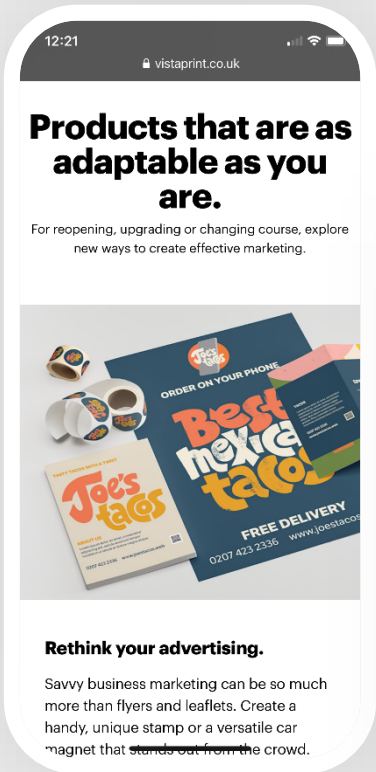
Enabling a Technology- Supercharged Vistaprint



Our platform migration journey so far



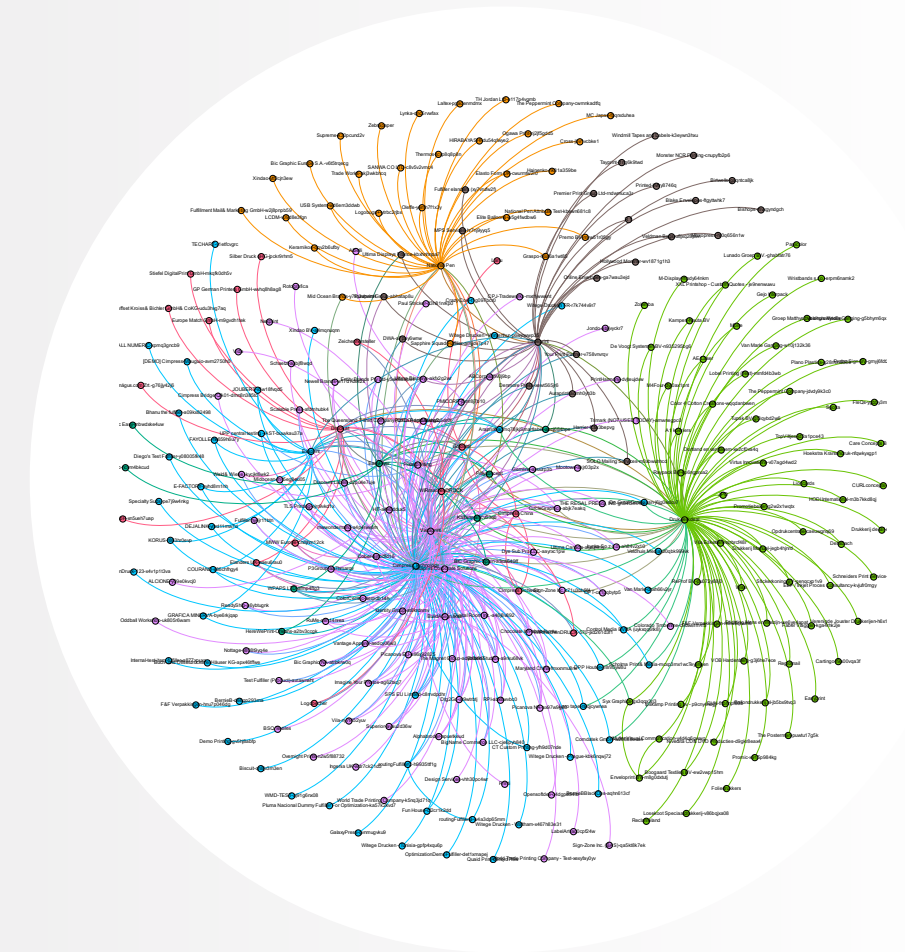
Balancing speed & customer experience



MCP integrations remove dependency on technologists to introduce new products

- MCP unified product model in a fragmented marketed makes it easy
- No technologist needed
- Over 140 active fulfillers
- That means 500 connections vs unmanageable in point to point
- Enabled businesses to buy and sell at limited incremental cost

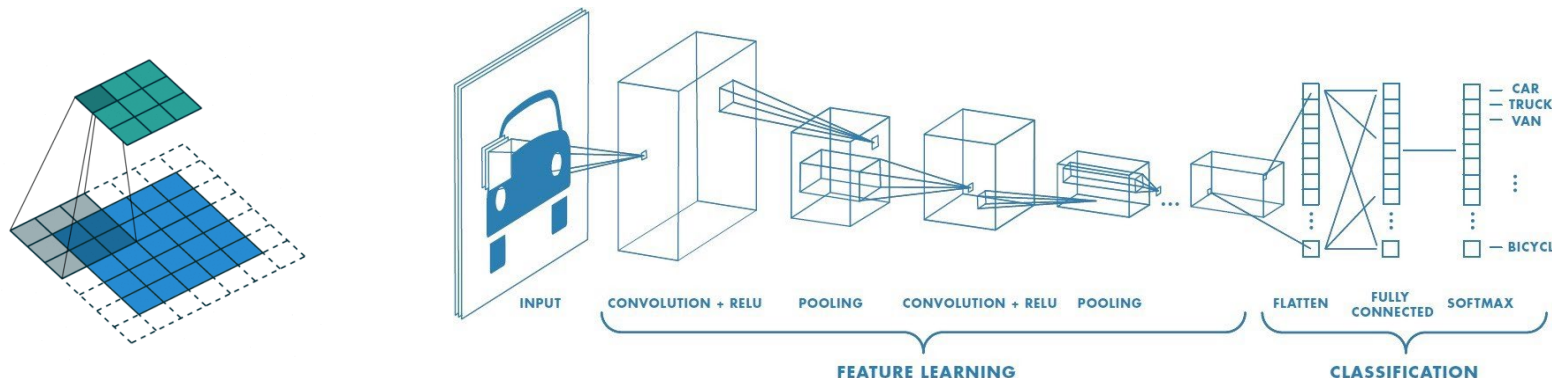
More from >



Machine learning in MCP automates manual time-consuming processes

Some examples of our automatic processing:

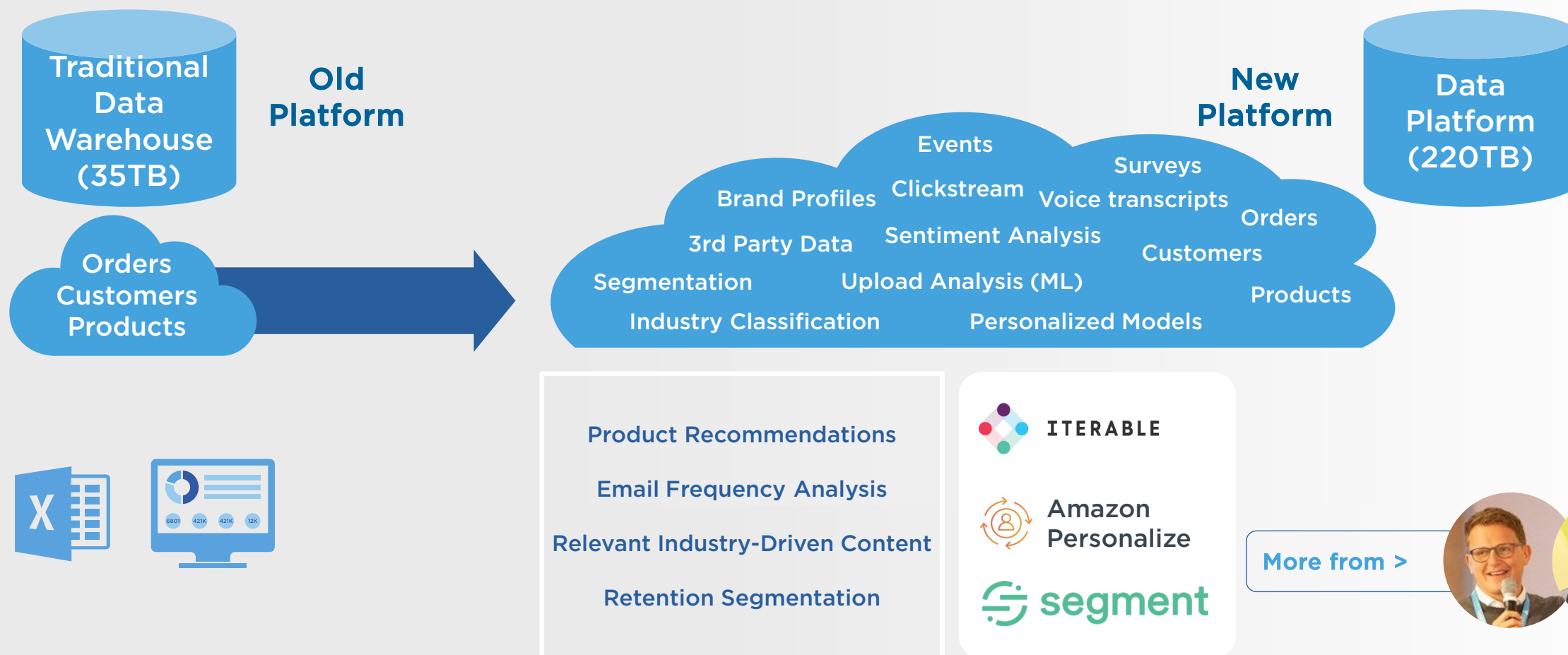
- Sharpening blurry and low-resolution images
- Intelligently lightening images that are too dark
- Fixing cropping errors where the customer artwork doesn't match product size
- Detecting text that is too close or hanging off the edge of a design
- Checking for legibility problems and poor contrast of text on a design
- Finding and removing crop marks, guidelines, etc., inadvertently left in designs



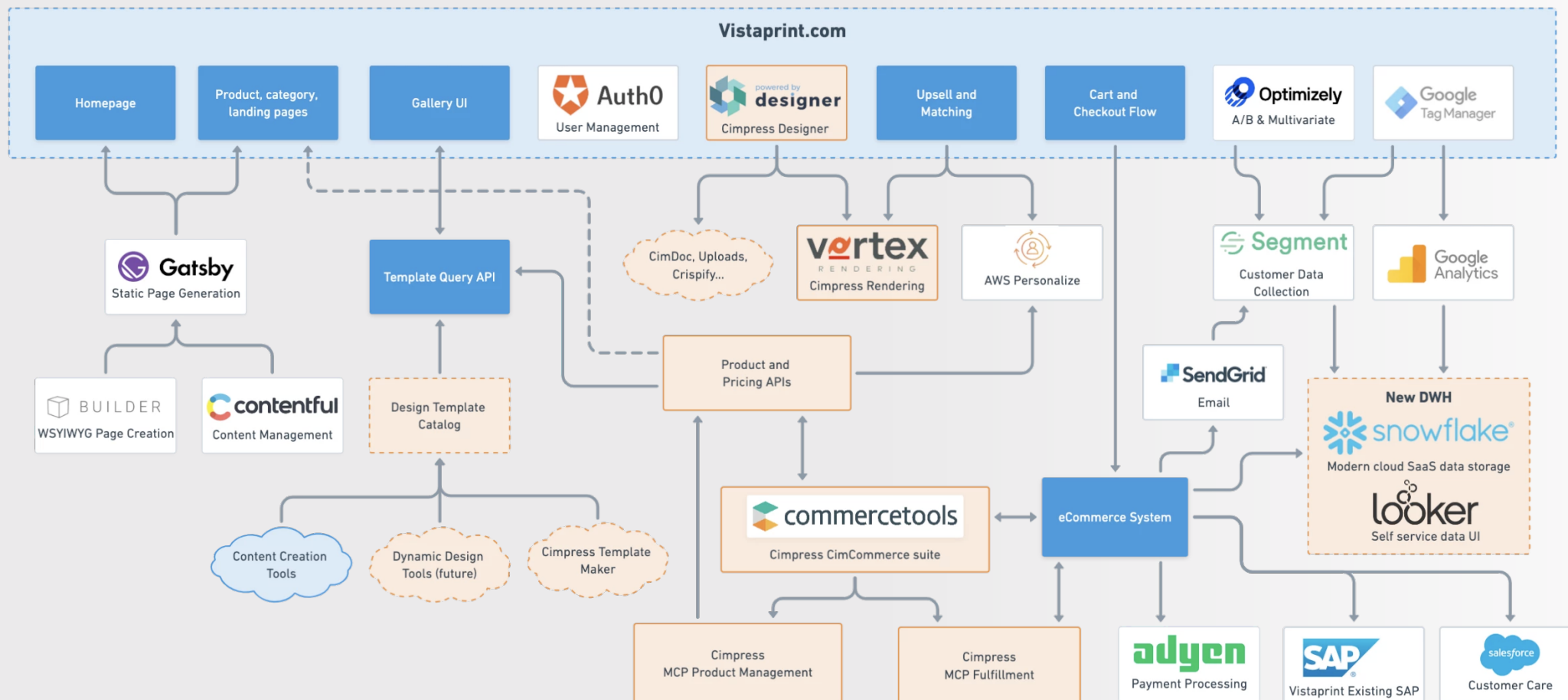
[More from >](#)



Richer & broader data signals improve personalization



MCP + Vistaprint + 3rd party SaaS = jaw dropping customer value



More from >



Emily Whittaker

President, Vistaprint North America

How we work & drive accountability



Principles of the way we work

**Customer
obsessed**



**Inversion of
control**

**Data
driven**



**One Vistaprint
team**



Our operating routines

Accountability Mechanisms

Objectives and Key Results
Quarterly Business Reviews
Monthly and Weekly LOB
Reviews

Financial & Operating Metrics

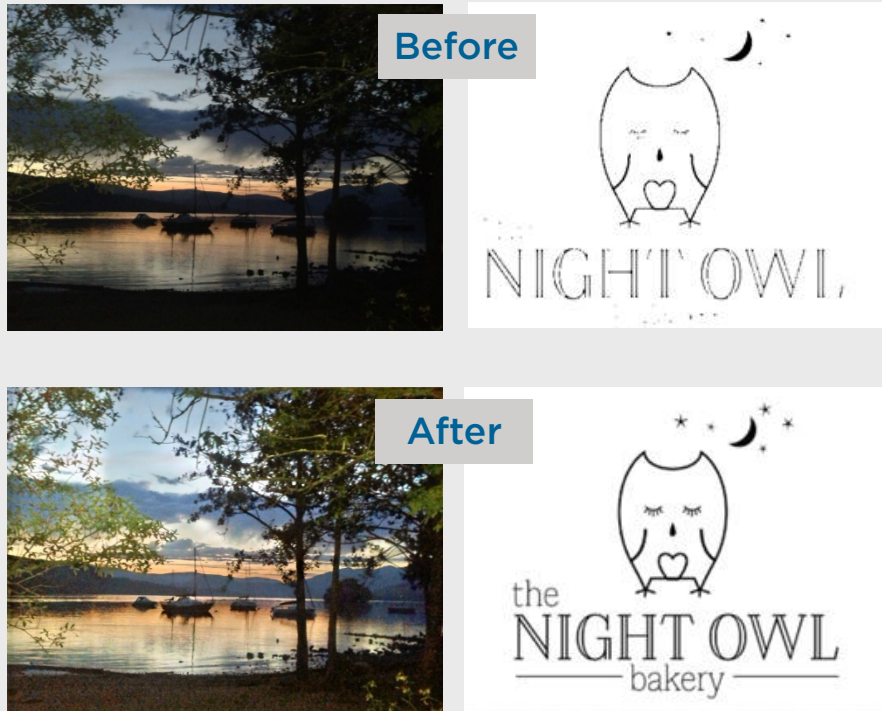
P&L (to cash flow)
LTV of customer cohorts
Operational dashboards
(customer, manufacturing,
CARE metrics)

Tools & Mindsets

Iterative test & learn
Sprints
Demos and retrospectives

Investing in quality

Technology



Data Usage



Empowering Teams



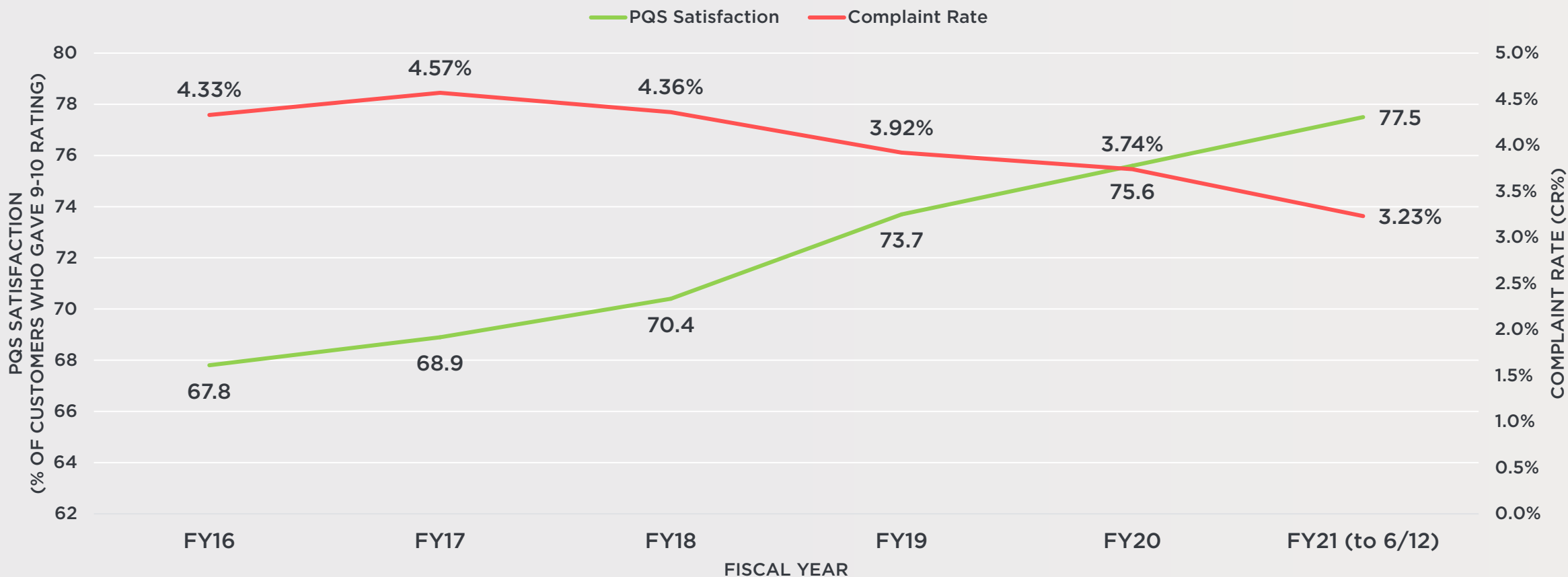
[End-to-End Quality Video]



Improvements showing up in metrics and financial results



Customer complaint rate & product quality score improvements drove \$13M of financial benefit from FY19 to FY21



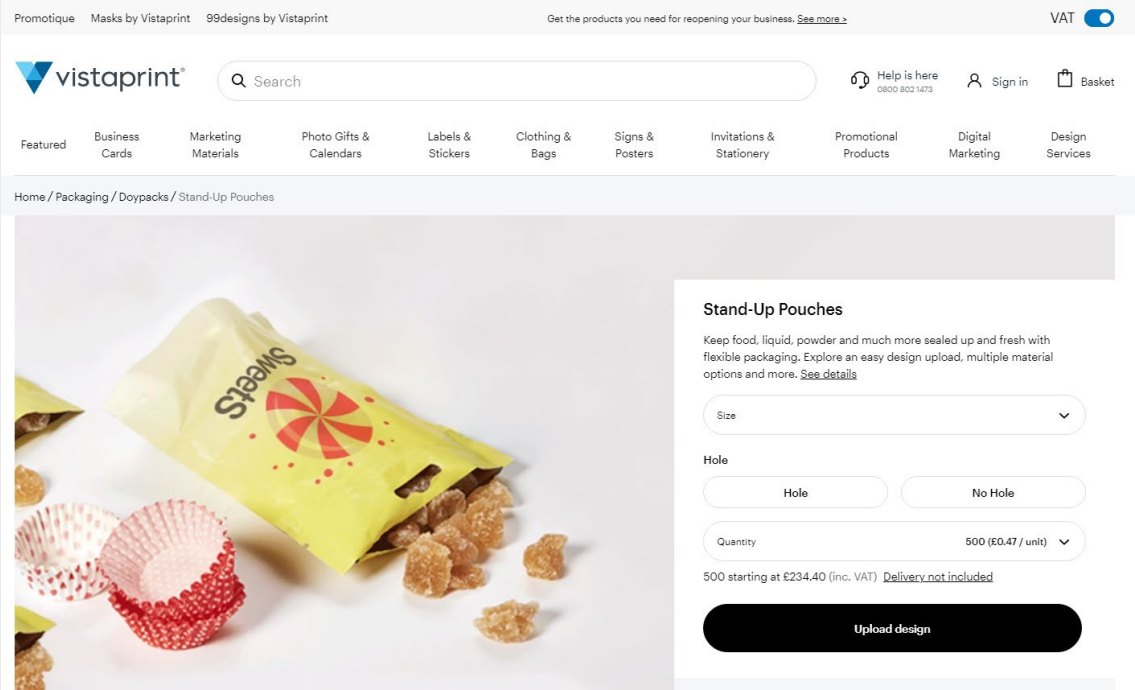
Florian Baumgartner

President, Vistaprint International

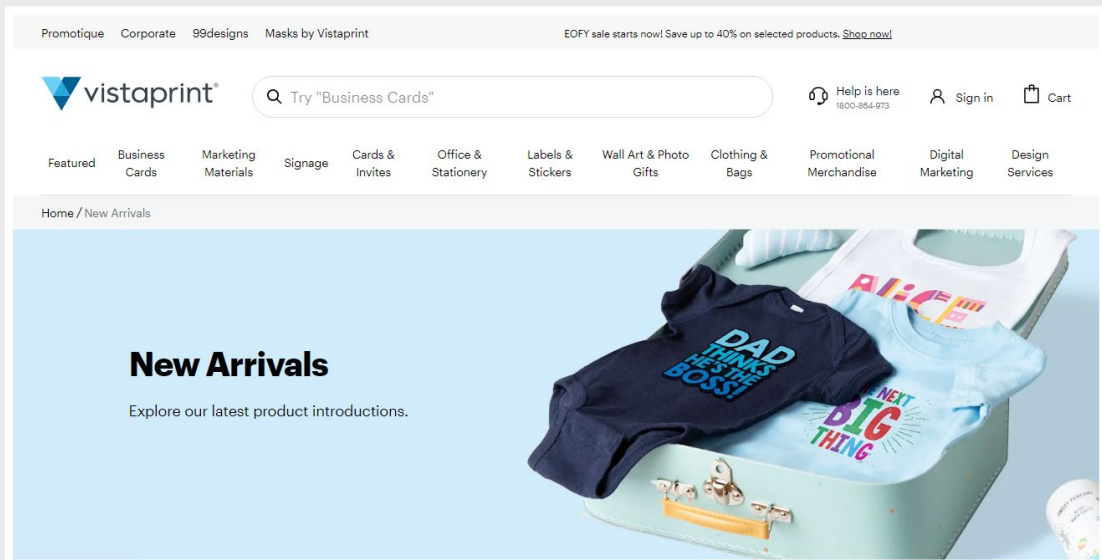
**Tech-enabled new
product introduction and
site migration experience**



Leveraging the power of the Cimpres network



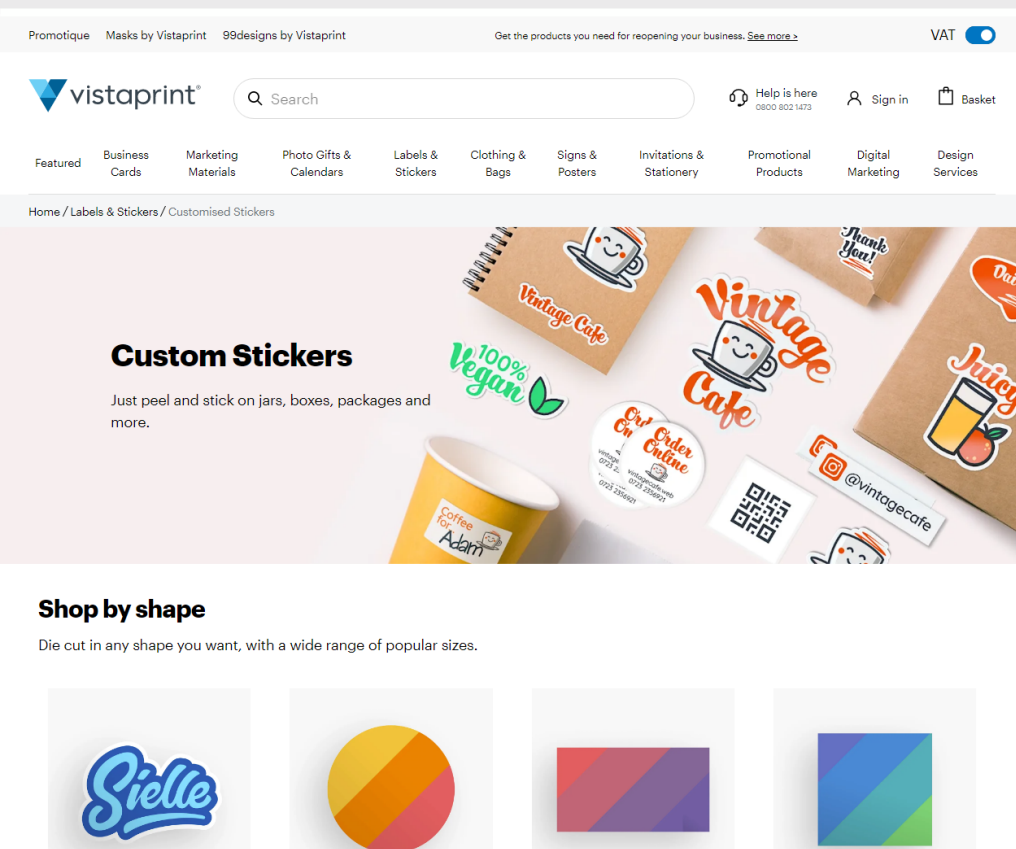
New platform unlocking the value of new product introduction

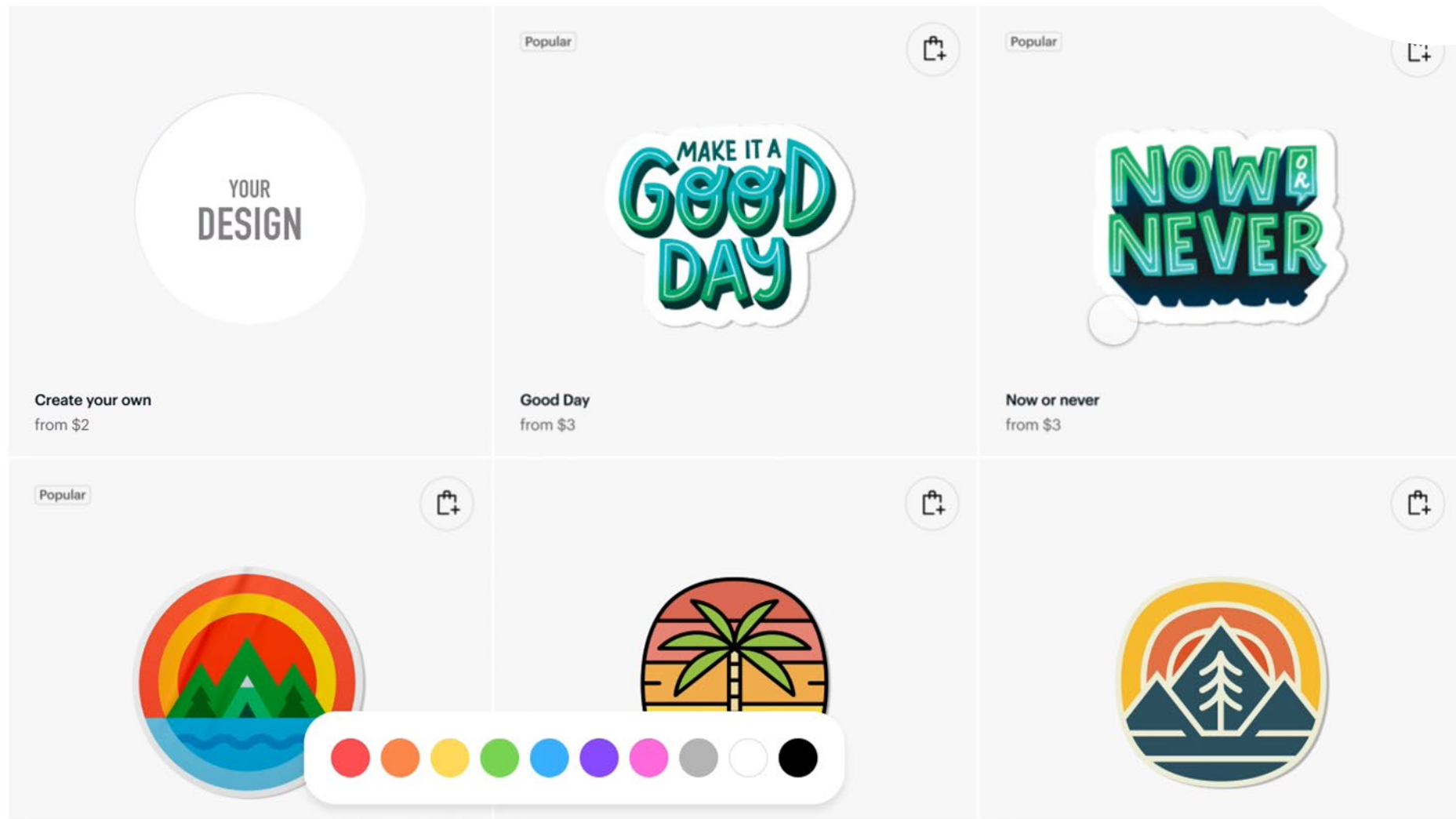


What's New



Bespoke stickers for packaging, for products and for fun





Q Search designs

Color

Shape

Theme

Usage

Paper

Clear all

Our experience with site migration

New platform unlocking early returns with huge financial potential when implemented around the world

Australia



- New product introduction and site personalization already driving financial benefits
- Promotional products integrated into main site flow, driving strong product line growth
- Better customer insights to drive improved experience

UK

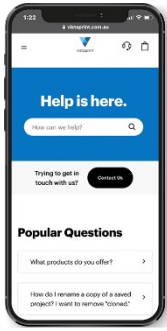
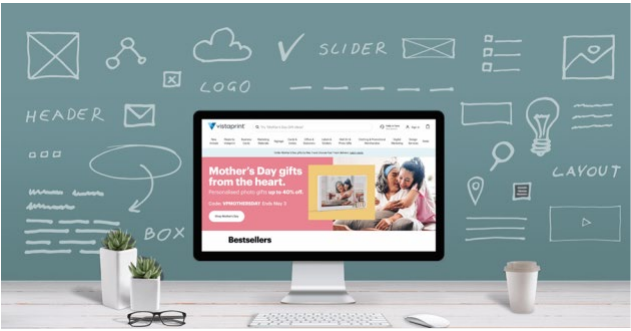


Post-launch optimization activities

Customer satisfaction scores are guiding our efforts and priorities



A/B ∞



Take a look at some of our bestsellers.



Business Cards →



Banners →



Brochures →



Custom Face Masks →



Take a look at some of our bestsellers.



Sticker Singles →



Notebooks →



Banners →



Invitations & Announcements →



Photo Books →



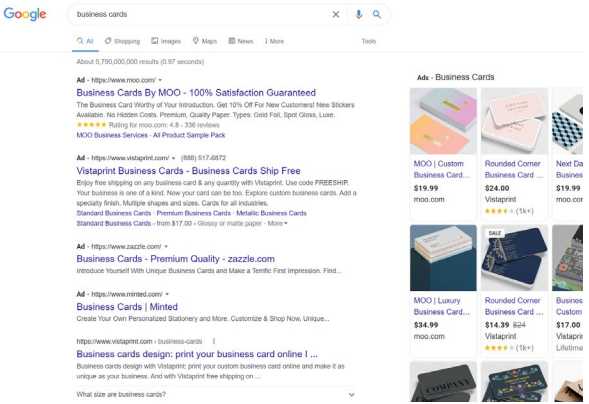
Canvas Prints →



Personalised Mugs →



Business Cards →



Basti Klapdor

Chief Data Officer

Driving jaw dropping
customer value with
data @ scale



My core belief:

Data is like water

**Transform
Vistaprint into
one of the
world's most
iconic
data-driven
companies**

**Generate substantial and lasting
value with industry-leading data
products, insights, & expertise**

**Build a kick-ass organization that
attracts, excites, develops and
retains exceptional, diverse talent**

Our journey



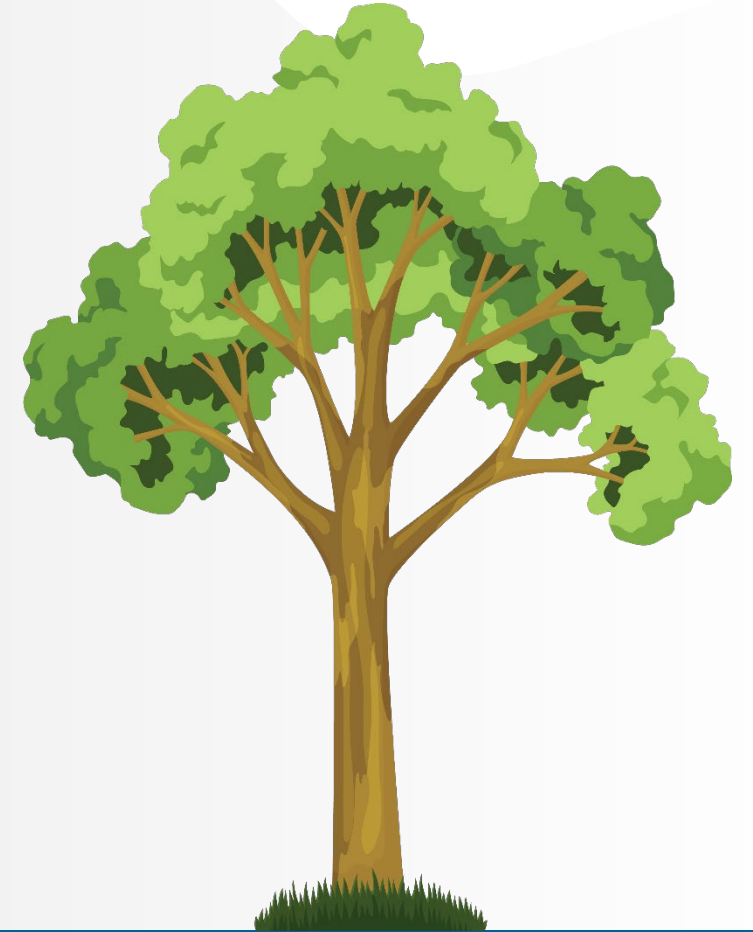
Before 2020

No data products / self-service
Data as by-product thinking
Old data technology stack
Small team



Today

Over 80 self-service data products
Data as a Product thinking
Data Mesh approach
Significant growth in team



Tomorrow

Democratized data
Data-enabled innovations for customers
World-class data stack
DnA as “badge” in everyone’s CV

Our data products unlock well over \$100m of annualized incremental profit value pool, of which tens of millions have already been unlocked

Selected data products in our 5 data domains

Pricing, Promo, Product & Personalization + FSD

Industry Classification

Campaign Effectiveness Tracker

Product Catalogue

CCC

Price Elasticity Model

KVI-Based Pricing

1:1 Recommendations

Channel Tracker

GA360

Site Explore

Channel Platform

Quantum Metrics

tROAS

Site Performance dashboards

Customer & Business Performance

Cohort Explore

Forecasting

Customer Lifetime Value (LTV)

Media Mix Modeling

WBR Explore

Manufacturing & Supply Chain

S&OP

Manufacturing Quality Complaint Rate

On-time to Customer

Machine Data/ Predictive Maintenance

Customer Lens

Customer CARE

Forecasting


CARE WBR

Recommendations


New
placements
on site!

New
placements
in email!


More to Explore: Match your design on...




RSVP Cards. Edit
Make it easy for guests to send their response. Easy to customize, with assorted designs.
100 for \$54.99
[Add to cart](#)




Wedding Envelope Cards. Edit
Share useful information with guests as part of your wedding invite package.
10 for \$7.99
[Add to cart](#)




Wedding Reception Cards. Edit
Get guests excited with details about your big day. Matching design available.
100 for \$54.99
[Add to cart](#)




Place Cards. Edit
Guide guests to their seats with style. Matching design themes available.
100 for \$9.99
[Add to cart](#)




Save The Date Cards. Edit
Make a memorable announcement for your big day with a personalized design.
10 for \$7.99
[Add to cart](#)



Note Cards. Edit
Add a signature touch to your personal and professional correspondence.
50 for \$34.99
[Add to cart](#)




Thank You Cards. Edit
Follow up after the event with a special note that matches your theme.
100 for \$54.99
[Add to cart](#)



Gift Tags. Edit
Add a finishing touch to your gifts and let them stand out every time.
100 for \$9.99
[Add to cart](#)

Order Confirmation




Hello Loch,
Thanks for your order.
Your order number: VPDEV_COWXZLTP

[Check order status](#)

Order date: 13/05/2020


Billing address
Loch Ness
32 Aungier St
Dublin, Dublin D02 H248
Ireland

Order summary


	Listings Manager (Physical Subscription Signup)
Quantity:	1
Price:	€0.00

Product subtotal: €0.00
Shipping: €0.00
Total paid: €0.00


Some ideas for next time:




Business Cards - Standard



Return Address Labels



Car Door Magnets



Gift Vouchers

My Basket

 <p>Standard Business Cards</p>	Quantity: 100	Remove
Subtotal: €19.99		
Shipping: €0.00		
Total: €19.99		

[Checkout](#)

More with your design



Business Cards



Notecards



Postcards



Place Cards

GERAMIGS CO-WORKING
IMAGINE. EXPERIENCE. CREATE.



Envelope Seals



Business Cards Standard



Posters



Return Address Labels



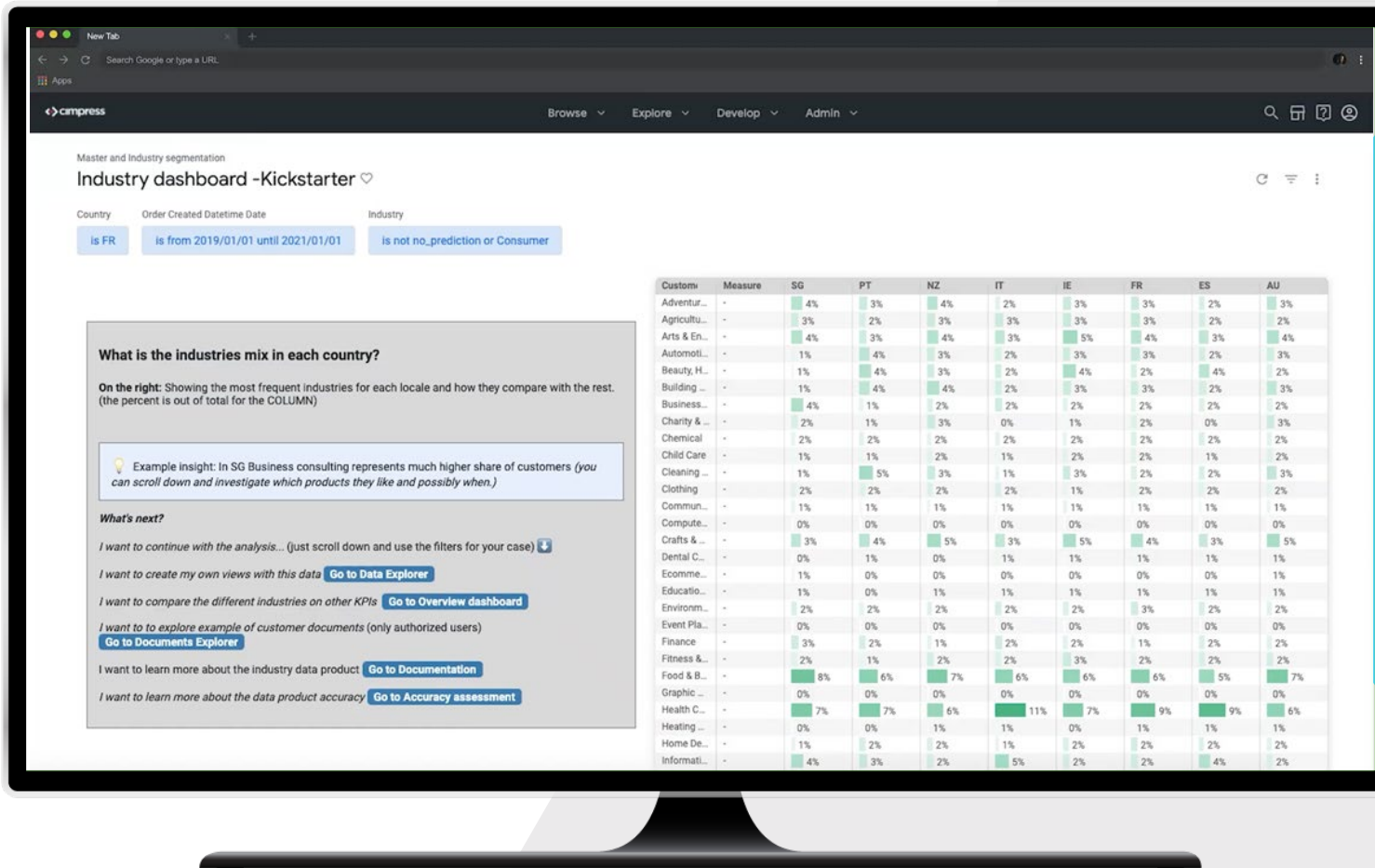
Personalized Mugs



Wedding Invitations

+ 5%
Variable
contribution
profit uplift

Industry classification at scale...



We now know
the industry of
50%
of our customers

...allowing us to do audience-specific treatments

+ 15%
Uplift in
Click-Through-
rate

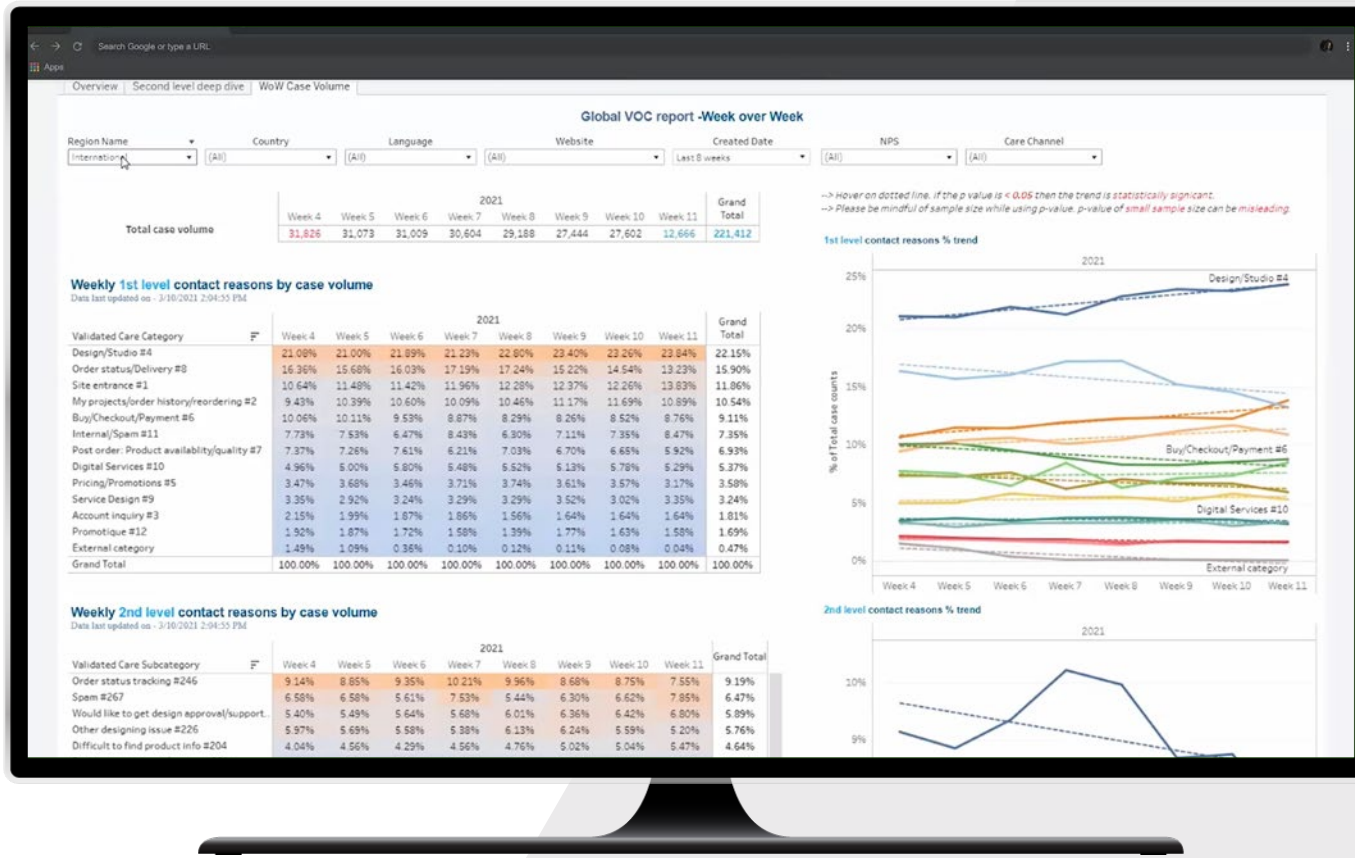


Internal reporting



-95%
**Reduction in
manual effort
for report
creation**

Machine learning-based call reason identification



3% in avoidance of credit costs

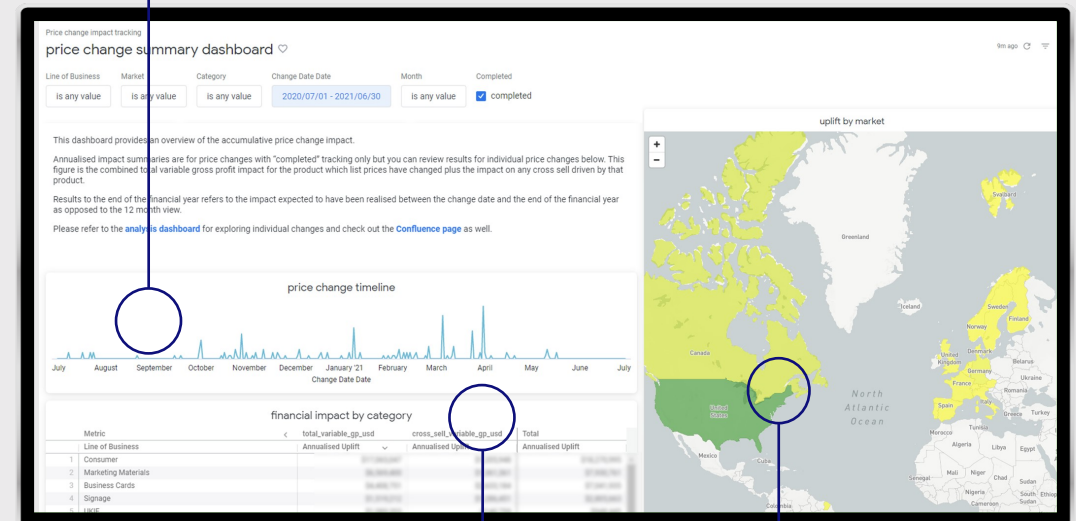
5% in avoidance of CARE contact related costs

Understand and address why customers are reaching out for support.

Pricing & Promotions

-5%p in
discount FY21
vs. FY20 and
>50% of
price points
globally fresh
with every day
fair price

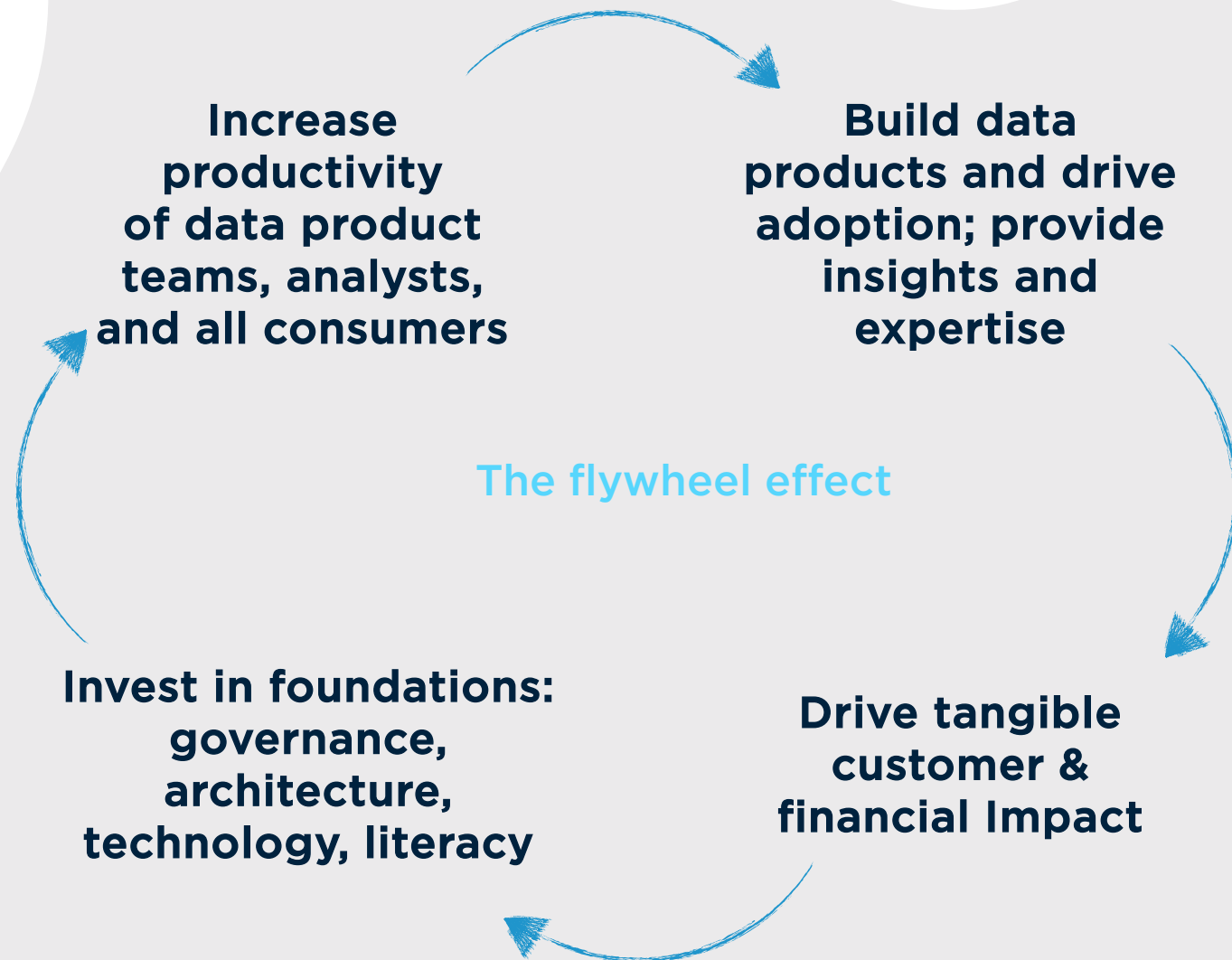
Price change timeline
to understand number of price
changes by day



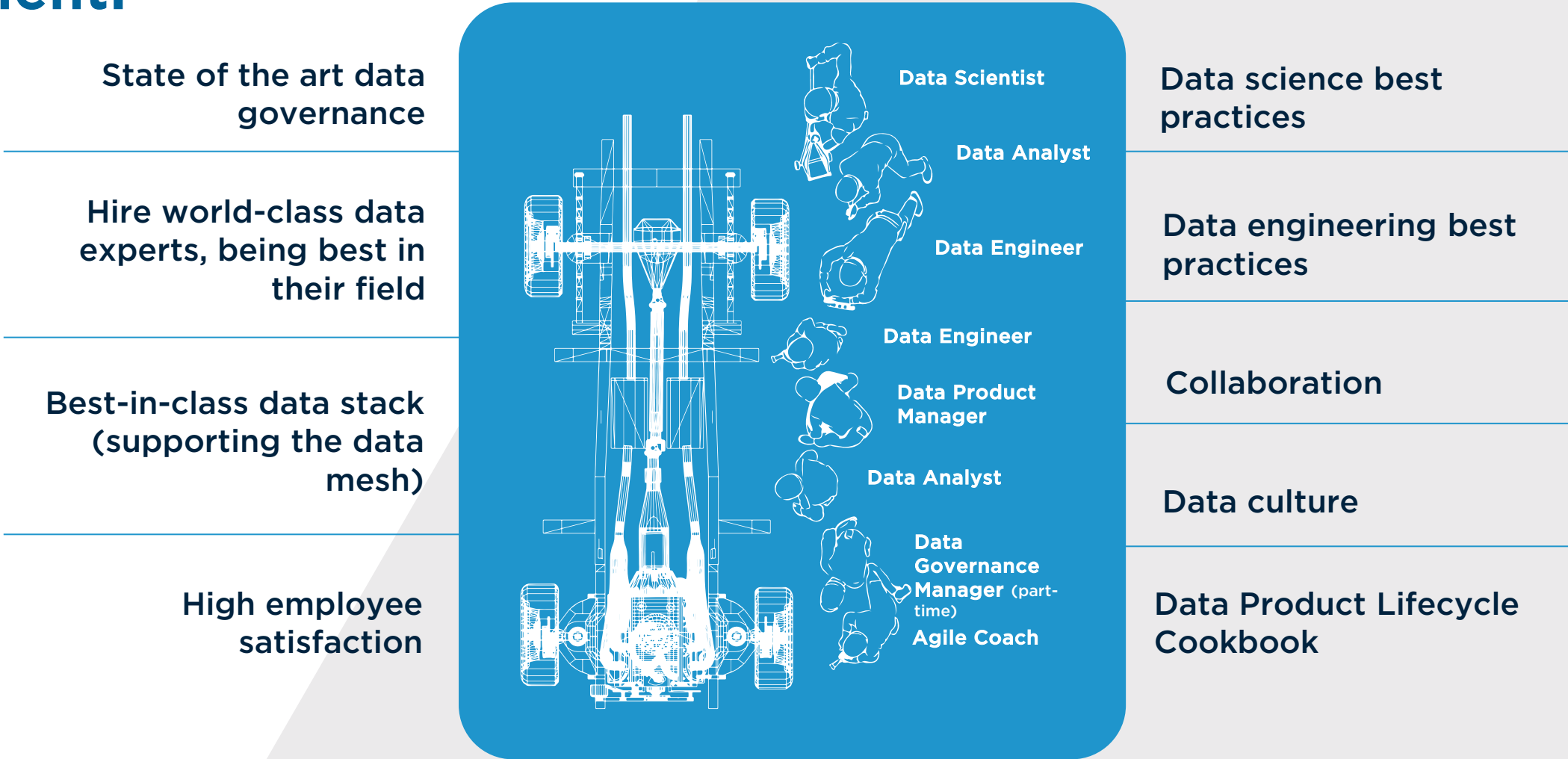
Financial impact by category to
understand impact on different
line of businesses

Uplift by market, up-to-
date information on
impact for Pricing &
Promotion changes by
market

**Part of the
impact
is reinvested
to become
better
and faster**



Core Belief: make our data product teams with end-to-end responsibility more efficient!



Recruiting world class data talent



External hire
McKinsey

Anna Kloss
*Pricing, Promotion
& Personalization Domain Lead*



External hire
McKinsey

Christian Schröpfer
*CARE & CX
Domain Lead*



External hire
Google

Drew Casey
*Director of Web
Analytics*



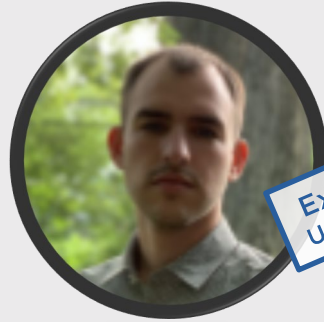
External hire
Jellyfish

Drew Forster
Director, Analytics



External hire
Booking.com

Lukas Vermeer
Director of Experimentation



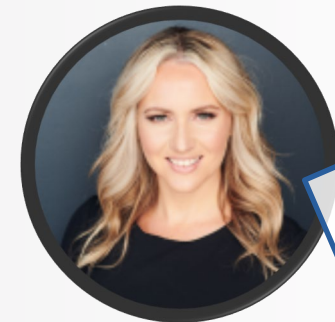
External hire
United Airlines

Michael Shores
*Data Science Chapter
Lead*



External hire
McKinsey

Oliver Bauer
*Data Governance, Engineering
& Architecture, DnA
Growth & Change HQ Lead*



External hire
Advanced Auto

Peggy Pranschke
*Global Business Analytics
Lead*

Our Journey



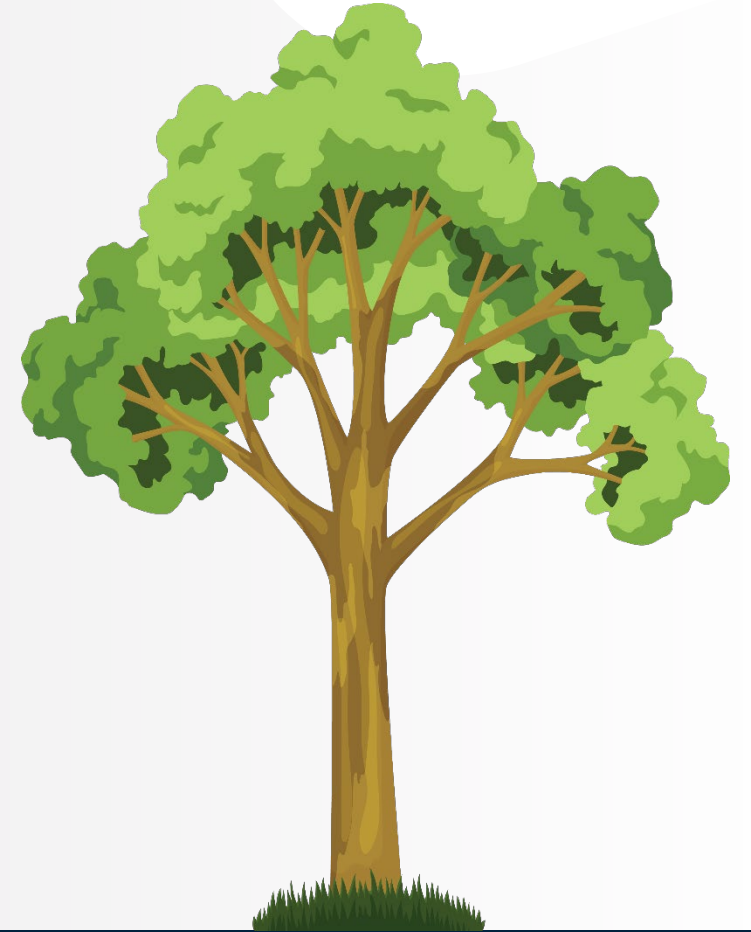
Before 2020

No data products / self-service
Data as by-product thinking
Old data technology stack
Small team



Today

Over 80 self-service data products
Data as a Product thinking
Data Mesh approach
Significant growth in team



Tomorrow

Democratized data
Data-enabled innovations for customers
World-class data stack
DnA as “badge” in everyone’s CV 69

Our Focus in FY22

Objective #1: Customers



DnA's data products & expertise enable Vistaprint to #win our customers' hearts, minds, and loyalty

Objective #2: DnA users



We #democratize and #foster data-driven decision-making & experimentation at Vistaprint on the new platform

Objective #3: DnA team



Vistaprint DnA is one of the most #awesome and #inclusive places to work in the data & analytics space

A wide-angle photograph of an agricultural field with rows of young green plants. A center pivot irrigation system is active, with multiple wheels and arms extending across the field, spraying water in fine mist. The sky is clear blue, and a line of trees is visible in the background.

My core belief:
Data is like water

Ricky Engelberg

Chief Marketing Officer

**Establishing Vistaprint as
the expert design and
marketing partner for SMBs
around the world**



OUR MISSION

**Establish
Vistaprint as
the expert
marketing &
design partner
for the world's
small businesses**





Success in the past was selling items to customers



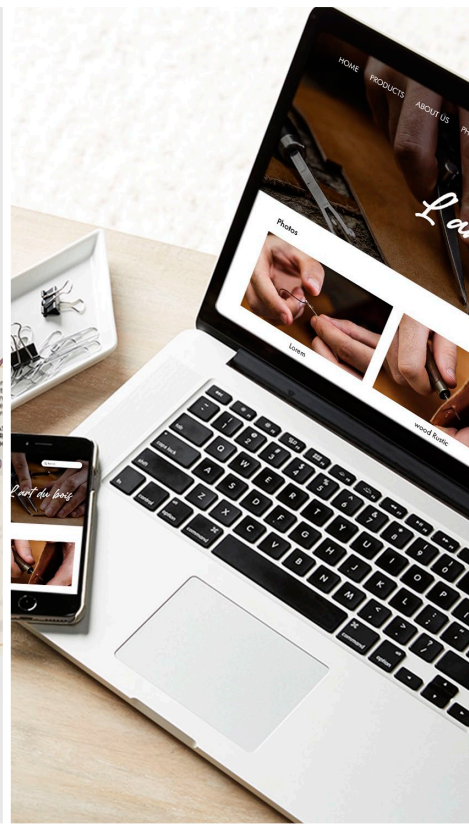
**From
Day -100**



**to
Day 1**

**to
Day 5000**

Success in the future is to help with all aspects of marketing & design



Our journey

**A banner for your
coffee shop**

ITEMS

**All you need to start
your coffee shop**

SOLUTIONS

**All you need to run
your coffee shop**

RELATIONSHIPS

Serving every audience at scale

The three you need

Delicious ideas for your cafe.

Discover three products restaurants, cafes, and more can use to draw a crowd.



Business Cards > Postcards > Sheet Stickers >

One

Business Cards > Create a design that stands out when you're networking and doubles as a loyalty card.



Two

Postcards > Share your story, event info or specials with this street marketing staple.



Three

Custom Stickers > Add your logo and design across your products, packaging, and more for instant brand recognition.



Absolutely Guaranteed. Every time. Any reason. Or we'll make it right.

 Need help? [Get in touch](#) with our customer service team.

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The products & services in this email are provided by VistaPrint B.V. (Houtweg 5, 3025 GR Venlo, the Netherlands).

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[Home](#) > [Privacy and Cookie Policy](#) > [Terms and Conditions](#) > [Contact Us](#)

A VistaPrint Company

The three you need

Prepare to be the main event.

Discover three products businesses in the events industry use to stand out and attract customers.



Business Cards > Vinyl Banners > Sheet Stickers >

One

Business Cards > Make a lasting impression and stay top of mind the next time someone needs your services.



Two

Vinyl Banners > A big, bold banner is the perfect way to attract customers at trade shows, events and markets.



Three

Sheet Stickers > Add your logo and design across your products, packaging, and more for instant brand recognition.



Absolutely Guaranteed. Every time. Any reason. Or we'll make it right.

 Need help? [Get in touch](#) with our customer service team.

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A VistaPrint Company

The three you need

Create a stand out marketing toolbox.

Discover three products trades and builders can use to stand out and attract customers.



Business Cards > Flyers > Polo Shirts >

One

Business Cards > Make a lasting impression and stay top of mind the next time someone needs your services.



Two

Flyers > Share your story, services or sale info with this street marketing staple.



Three

Polo Shirts > Present a professional look in person when you're on the job.



Absolutely Guaranteed. Every time. Any reason. Or we'll make it right.

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A VistaPrint Company

The three you need

Make a beautiful impression.

Discover three products salons, spas, and barbershops use to stand out and attract customers.



Business Cards > Flyers > Sheet Stickers >

One

Business Cards > Make a lasting impression and stay top of mind the next time someone needs your services.



Two

Flyers > Share your story, services or sale info with this street marketing staple.



Three

Sheet Stickers > Add your logo and design across your products, packaging, and more for instant brand recognition.



Absolutely Guaranteed. Every time. Any reason. Or we'll make it right.

 Need help? [Get in touch](#) with our customer service team.

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A VistaPrint Company

The three you need

To market your mobile business.

Discover the top three products mobile businesses like yours use to stand out and attract customers.



Business Cards > Flyers > Sheet Stickers >

One

Business Cards > Make a lasting impression and stay top of mind the next time someone needs your services.



Two

Flyers > Share your story, services or sale info with this street marketing staple.



Three

Sheet Stickers > Add your logo and design across your products, packaging, and more for instant brand recognition.



Absolutely Guaranteed. Every time. Any reason. Or we'll make it right.

 Need help? [Get in touch](#) with our customer service team.

This email address is unmonitored, so please don't reply.

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A VistaPrint Company

The three you need

Get ready to draw a crowd.

Discover the top three products businesses just like yours use to stand out and attract customers.



Business Cards > Flyers > Sheet Stickers >

One

Business Cards > Make a lasting impression and stay top of mind the next time someone needs your services.



Two

Flyers > Share your story, services or sale info with this versatile street marketing staple.



Three

Sheet Stickers > Add your logo and design across your products, packaging, and more for instant brand recognition.



Absolutely Guaranteed. Every time. Any reason. Or we'll make it right.

 Need help? [Get in touch](#) with our customer service team.

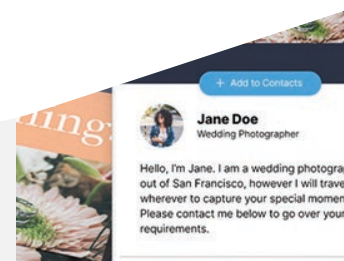
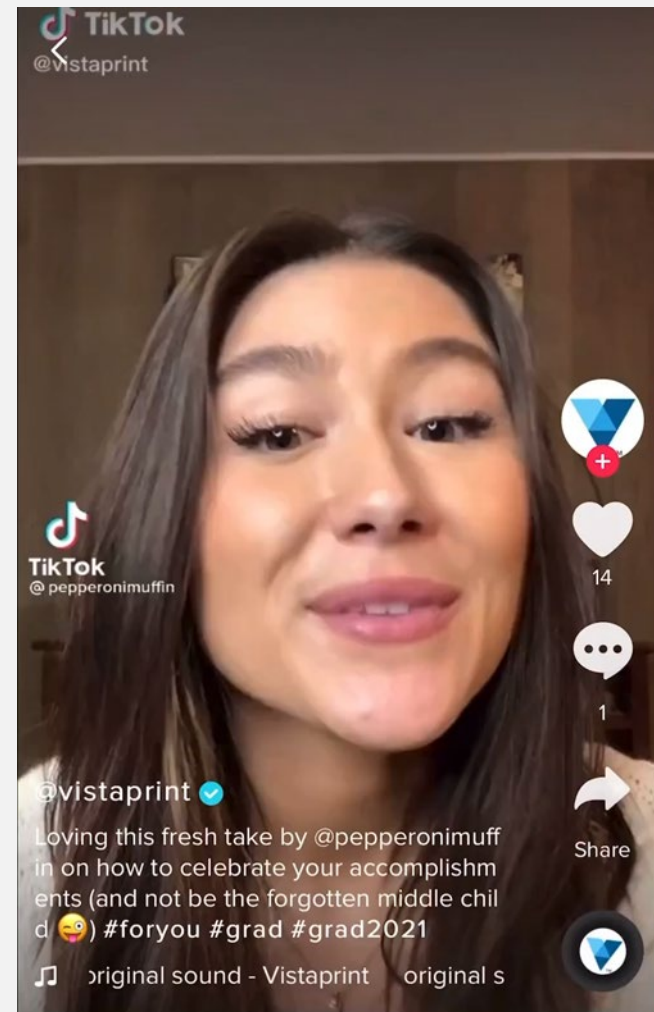
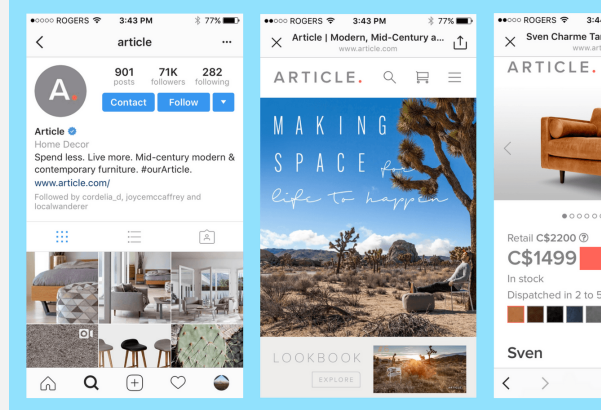
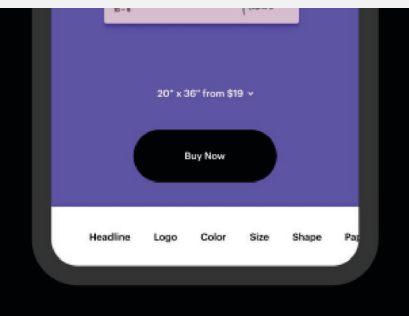
This email address is unmonitored, so please don't reply.

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A VistaPrint Company



Relationships

New Product
Introduction

Full-Funnel
Marketing

Full-Spectrum
Design

Personalization

Digital
Offering

FULL-SPECTRUM DESIGN

[Full-Spectrum Design Video]



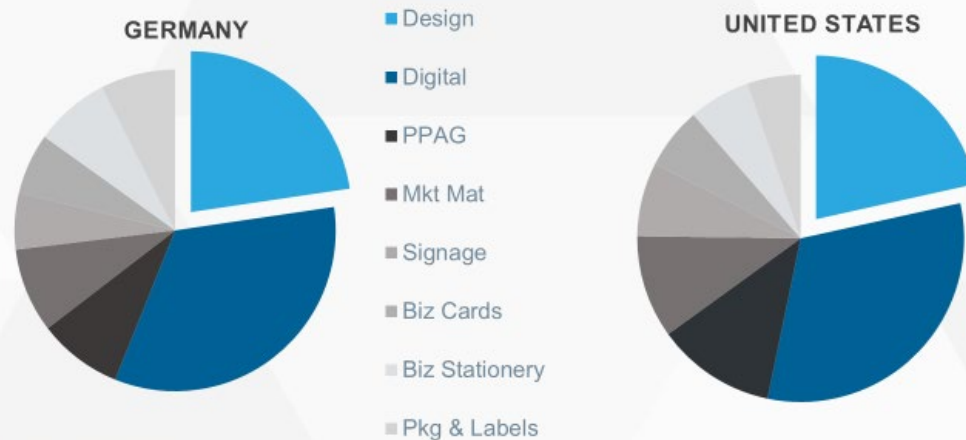
**Design makes
marketing simple.**

Huge opportunity

Capture more share with existing customers, serve larger and higher-value customers, deliver expertise and products across physical and digital marketing vehicles

Design is Crucial for SMB Marketing

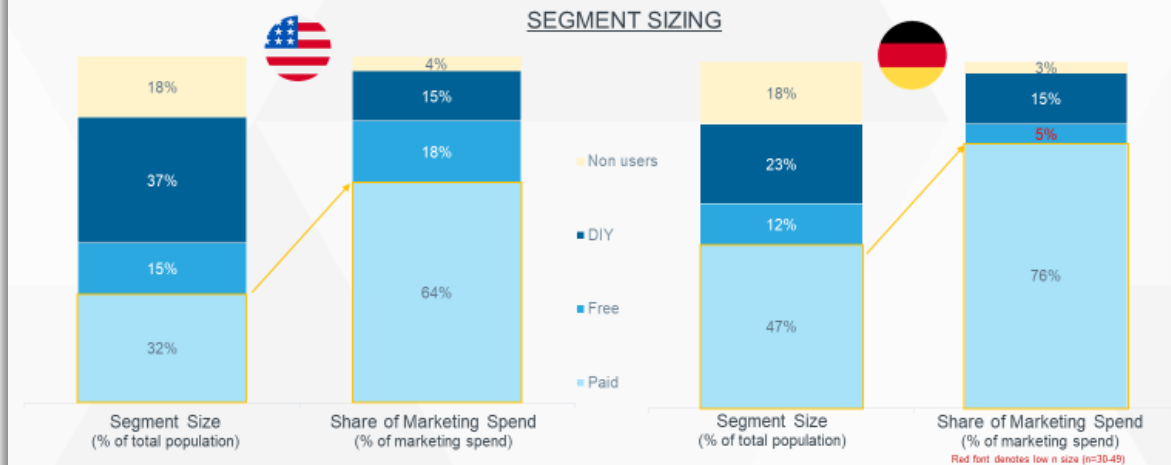
Print, Signage, Apparel & Packaging are important, but account for less than 50% of total spend



Cross category comparisons are directional:
Print and Digital market sizing are based on SMBs with 1-10 employees while market sizing for design services is based on SMBs with 1-25 employees
German market size = ~US \$5.5 billion, US market size = ~US \$24 billion

Small businesses who pay for design = most of our TAM*

Spend for print, digital, advertising and branding, excluding design service spend.



* TAM = Total addressable market

Full-spectrum design

DO IT YOURSELF
Templates

DO IT YOURSELF
Logomaker

DO IT FOR YOU
**99designs
Creator
Marketplace**

DO IT WITH HELP
Studio Live

DO IT YOURSELF
Studio

**Digital Asset
Manager**

DO IT FOR YOU
Upload & Go

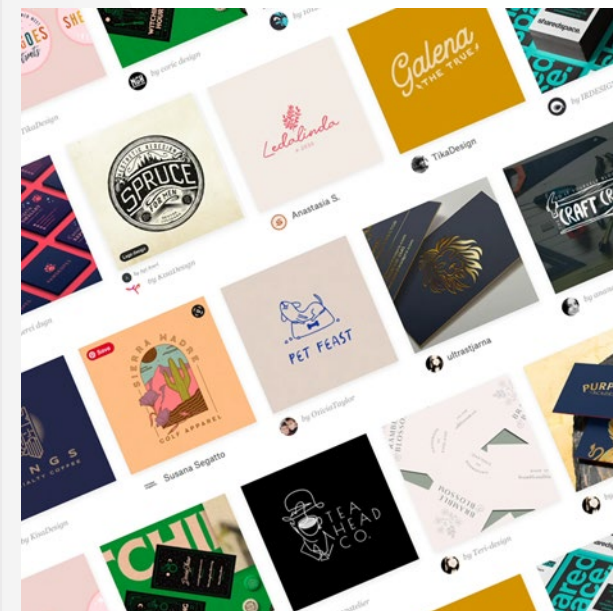
DO IT WITH HELP
Template Edits

99designs
by vistaprint

Like nobody's business.

With your vision and our world-class designers, you can get a look and brand that's unforgettably you.

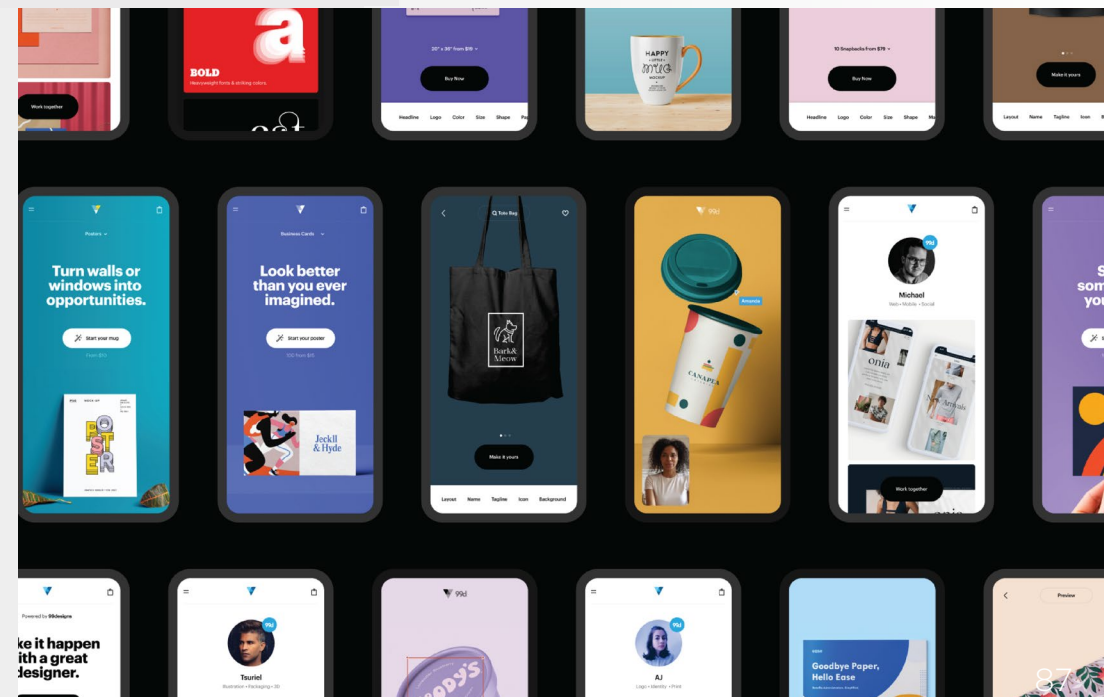
See how



Meet Yuran

As part of our global design community, Yuran is ready to turn your dreams into designs.

Find your designer



[99designs Video]

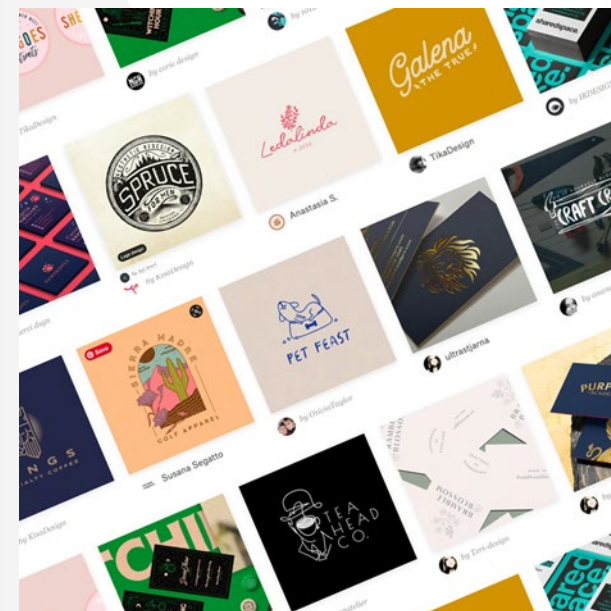


99designs
by vistaprint

Like nobody's business.

With your vision and our world-class designers, you can get a look and brand that's unforgettably you.

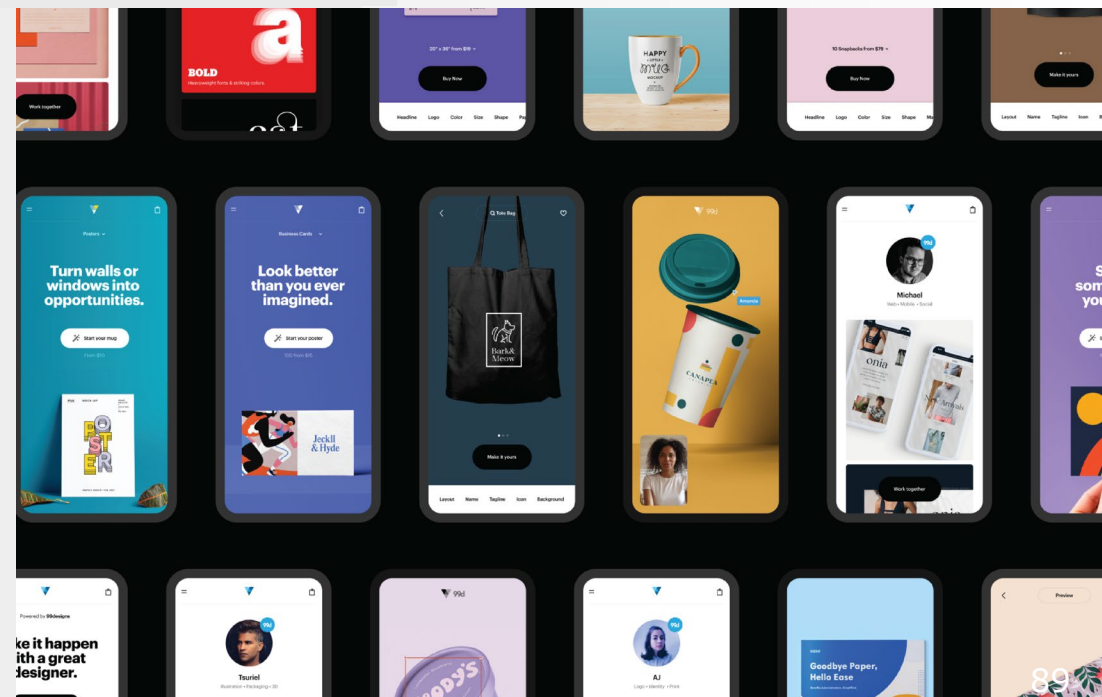
See how



Meet Yuran

As part of our global design community, Yuran is ready to turn your dreams into designs.

Find your designer



Full-spectrum design

DO IT YOURSELF
Templates

DO IT YOURSELF
Logomaker

DO IT FOR YOU
**99designs
Creator
Marketplace**

DO IT WITH HELP
Studio Live

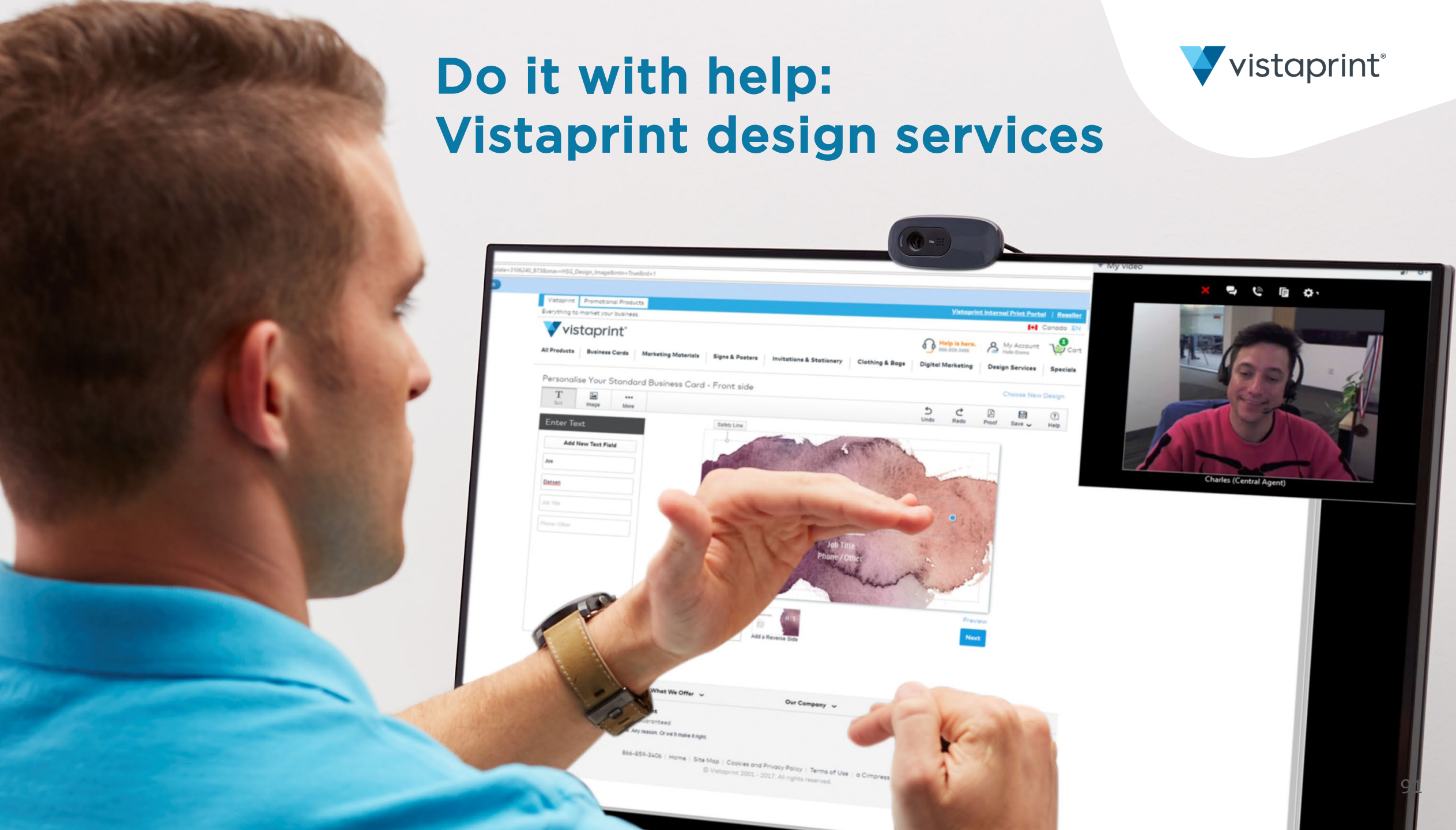
DO IT YOURSELF
Studio

**Digital Asset
Manager**

DO IT FOR YOU
Upload & Go

DO IT WITH HELP
Template Edits

Do it with help: Vistaprint design services

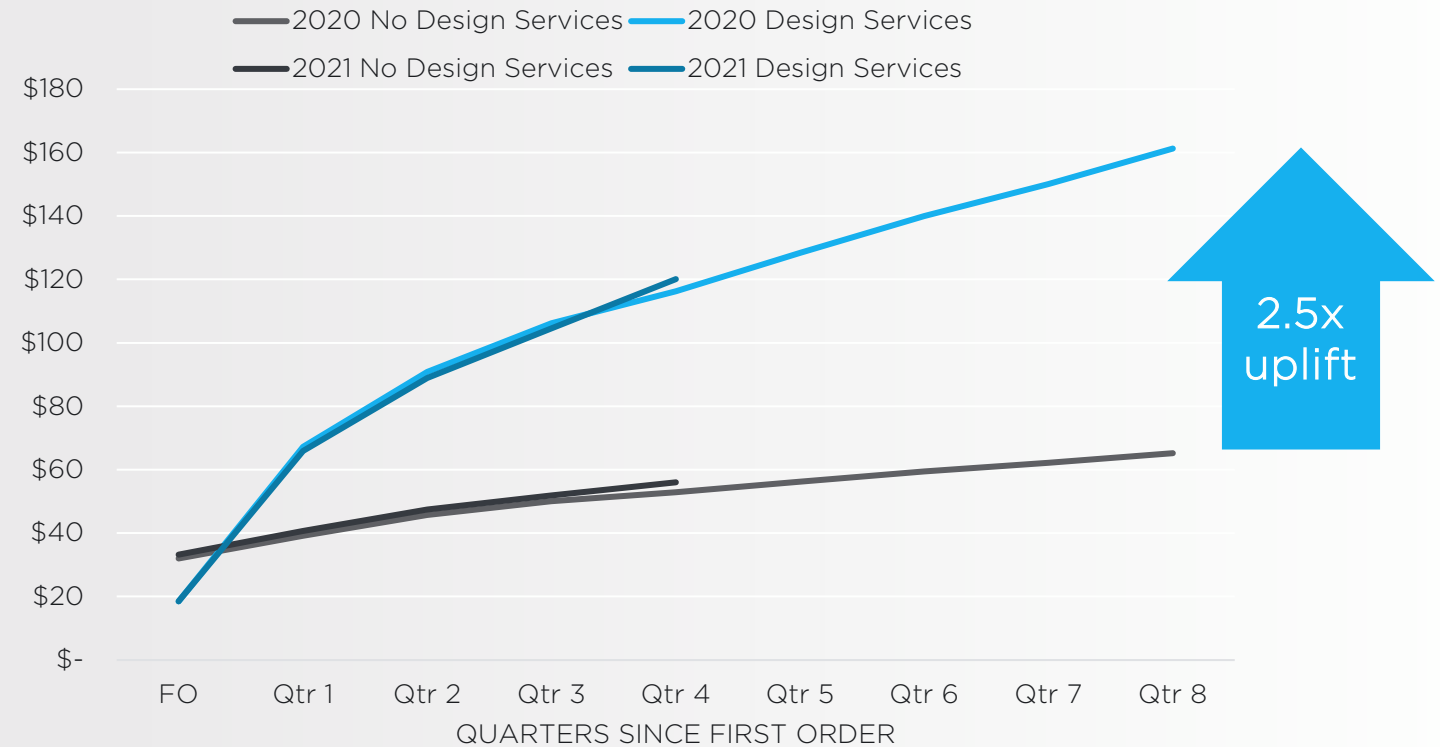


Opportunity to expand DIWH services

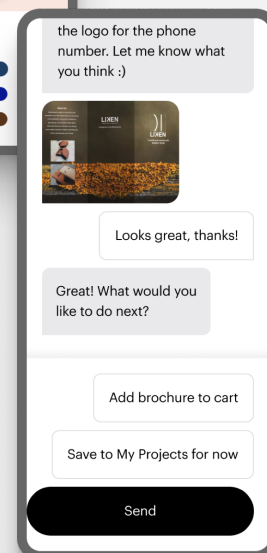
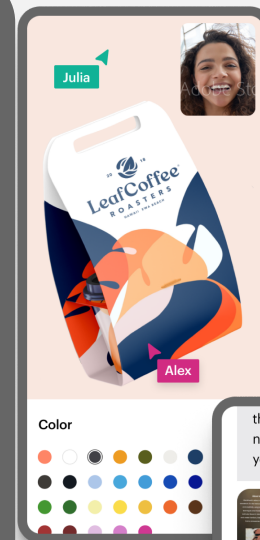
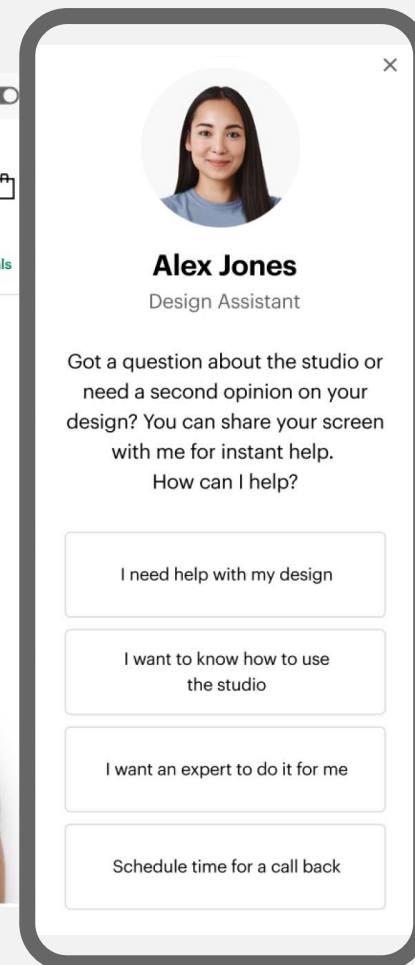
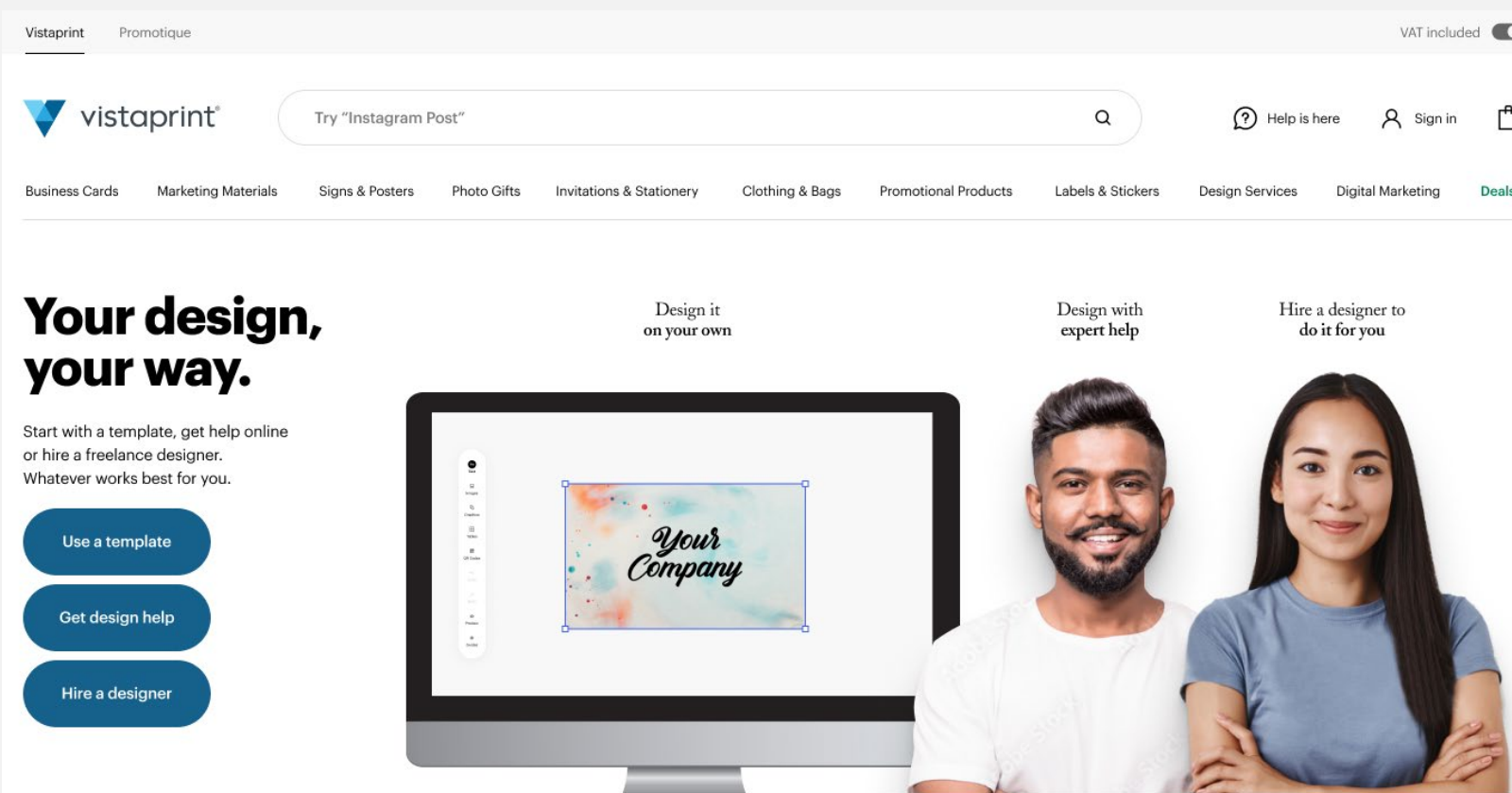
200,000
briefs per year

90%
customer
satisfaction rating

**Cumulative Variable Gross Profit per Customer
by Acquisition Cohort (Q1 Cohort)**



The future of DIWH services



Full-spectrum design

DO IT YOURSELF
Templates

DO IT YOURSELF
Logomaker

DO IT FOR YOU
**99designs
Creator
Marketplace**

DO IT WITH HELP
Studio Live

DO IT YOURSELF
Studio

**Digital Asset
Manager**

DO IT FOR YOU
Upload & Go

DO IT WITH HELP
Template Edits

DIGITAL

Forums, blogs
& communities

SEO

CRM

Newsletters

Webinars

Branding

E-commerce

Social
media



Domain name

Small businesses

Followers

Email
marketing

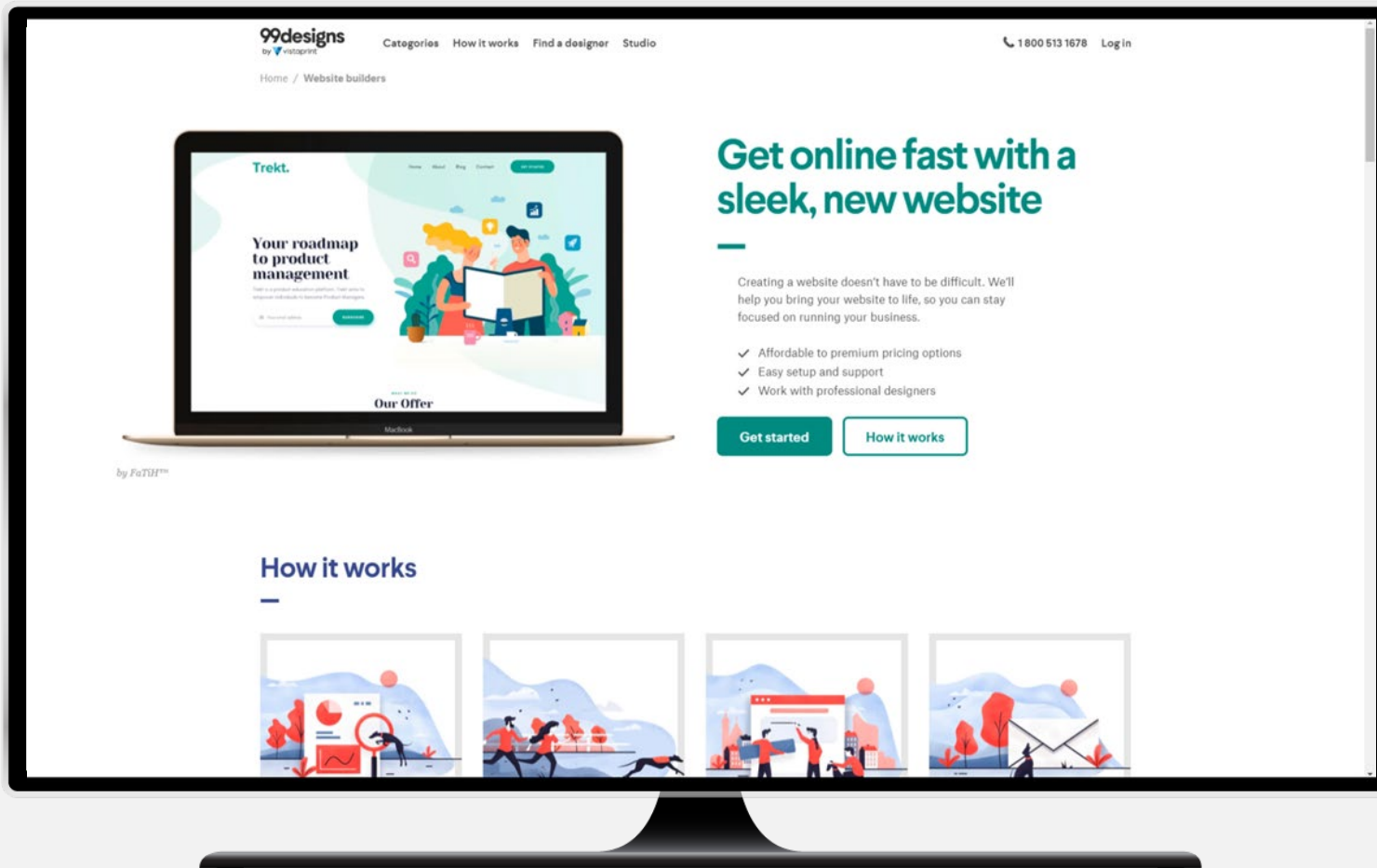
Connected
products

Developers

Websites

Ads

Amazing website design



Customers use
99designs
for sites from:

Wix

Shopify

Squarespace

Square

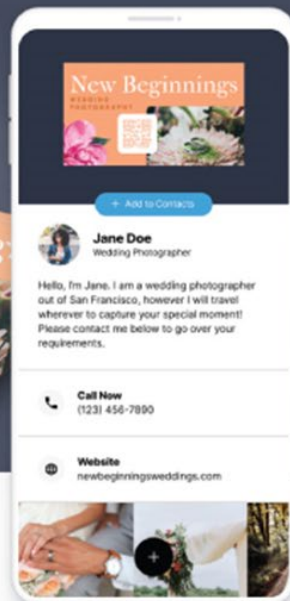
...and more

Business Cards+

Turn leads into customers by instantly linking them to important information and actions!

Browse Designs

Starting at \$15 for 100 cards



How it works



Give out a card

Hand out these business cards just like you would any other card



Recipient scans the card

Recipients can scan a QR code or an NFC chip by hovering their phone over the card.



Recipient is linked to a landing page

Your custom landing page is where you can provide more information and actions for your leads to take.

Increase customer engagement



Connected products

September 2021 in new platform markets

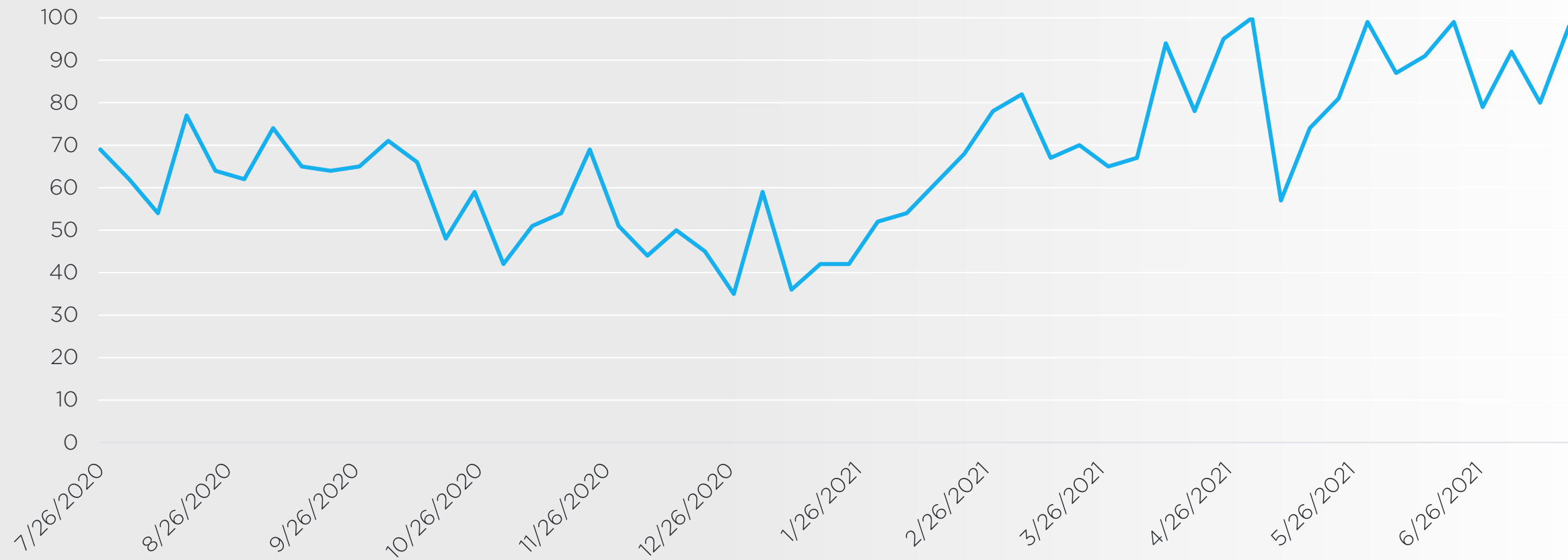
FULL-FUNNEL MARKETING

Interest in 99designs at all-time high

Source: Google Trends; search term = 99designs (worldwide)



Interest in 99designs over time



99 days of design



In partnership with:

COMPLEX

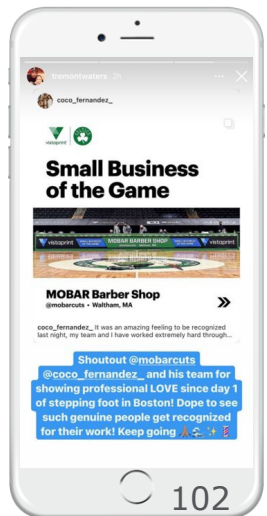
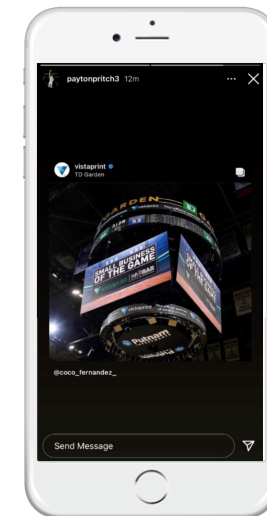
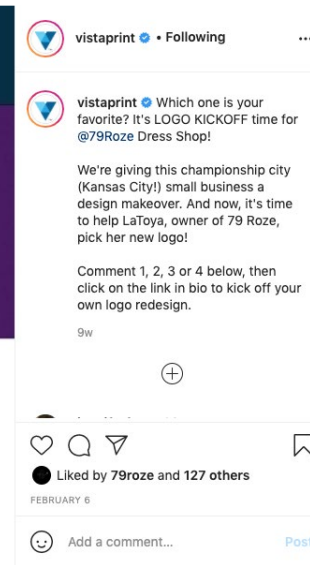
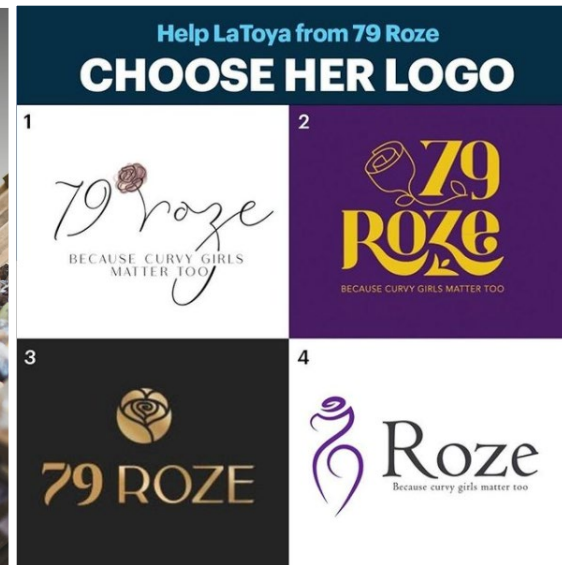
 REFINERY29

huck

 **STORIES**
with BIMMA

100
THIEVES

We have changed our marketing footprint and the way we tell our story



Initial insights from recent campaign

Our investments are already starting to show significant lift:
greater sustained impact at the market level will take time and
additional investments across several platforms

70MM+
USERS REACHED
at a frequency of ~4

2%-5%
LIFT IN
AWARENESS,
CONSIDERATION,
PERCEPTION

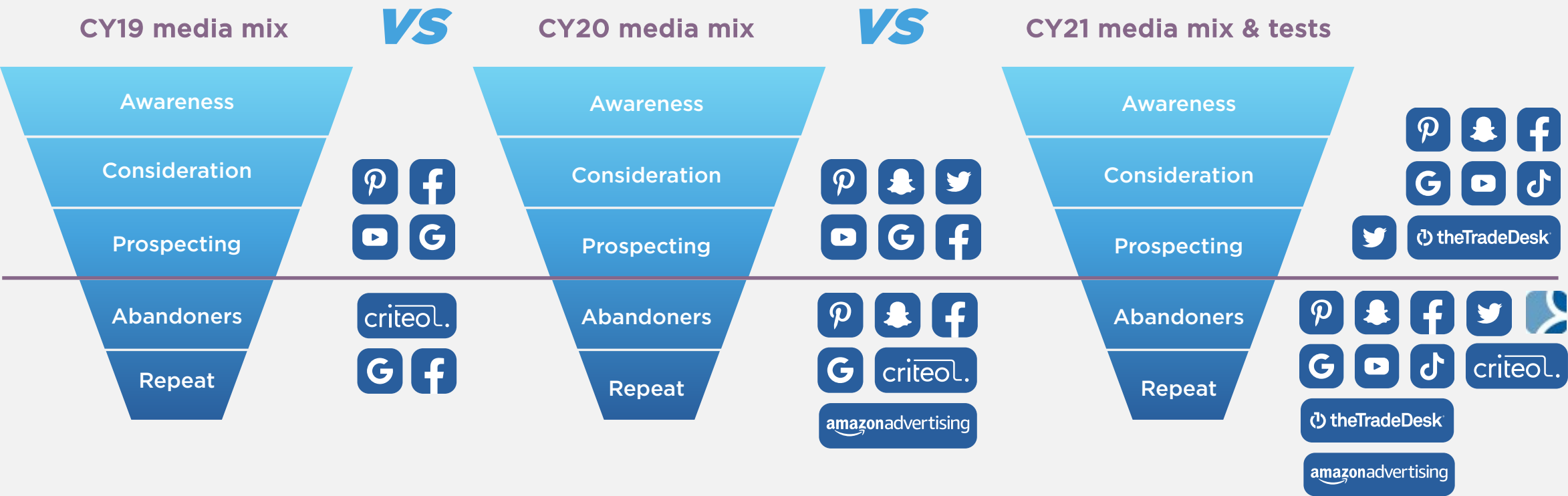
1.2%-5%
LIFT IN
QUALIFIED
TRAFFIC

Positive
impact to
LOWER-FUNNEL
PERFORMANCE

Media platform expansion

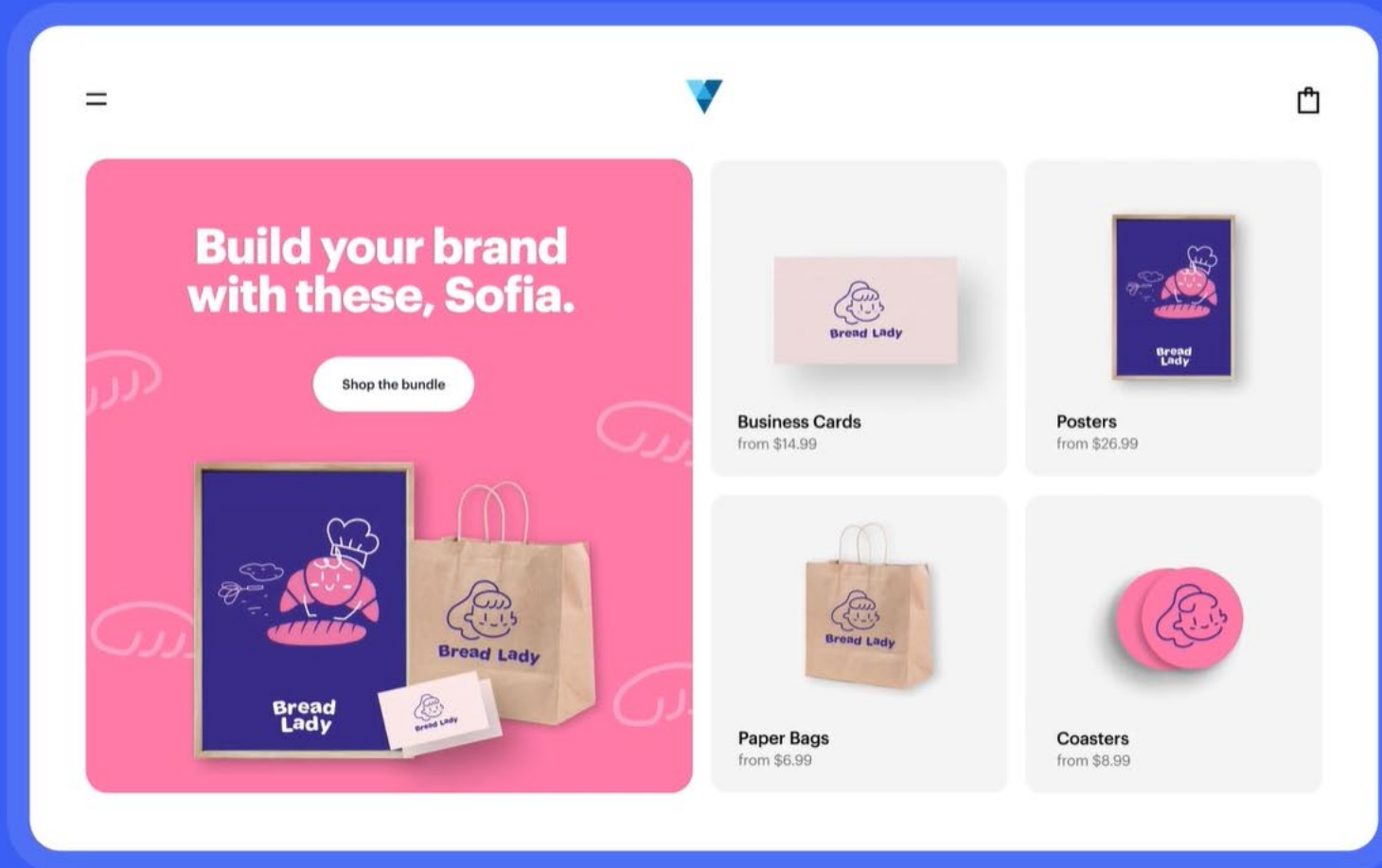
We made significant investments to expand our media presence across the funnel over the last 2 years; now we are scaling those programs while continuing to explore new inventory sources

Brand campaigns



Performance campaigns

[Personalization Video]



Paolo Roatta
CEO, The Print Group

Upload & Print Update



[Upload & Print Video]

Upload & print



Bryan Kranik

Chief Executive Officer

BuildASign Update



[BuildASign Video]

Build A Sign™

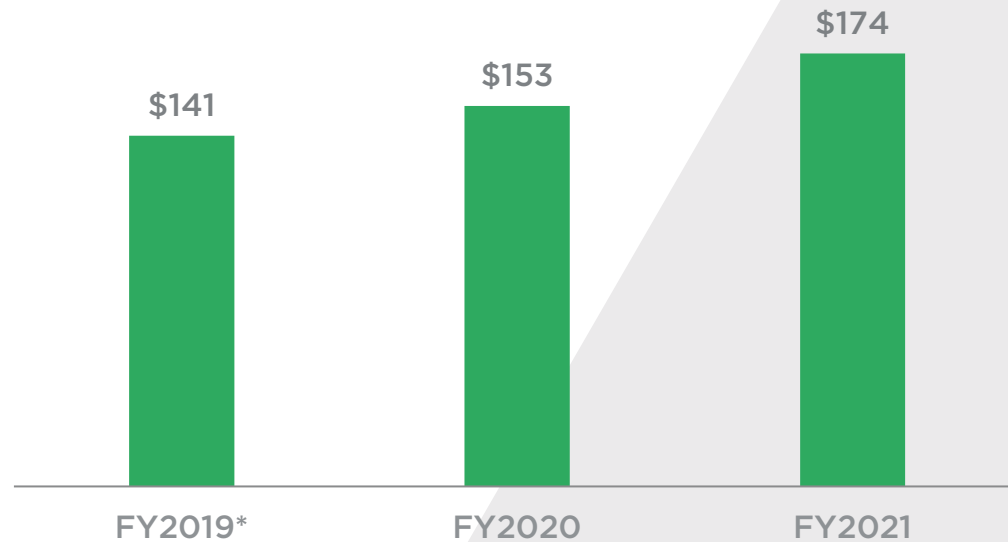


Record financial performance

Build A Sign™

FY21 YoY organic constant-currency revenue growth:
+13% vs. FY20
+23% vs. FY19

Revenue



FY21 YoY EBITDA growth:
+33% vs. FY20
+78% vs. FY19

Segment EBITDA



**BuildASign was acquired by Cimpress on October 1, 2018. FY2019 figures present pro-forma view as if we owned it for the full fiscal year. Please see reconciliation of non-GAAP financial measures at ir.cimpress.com.*

New product introduction: COVID-related templates

Build A Sign™



**Coronavirus
Testing
Available Here**

WWW.VALLEY-URGENT-CARE.COM

Build A Sign Call Us TOLL FREE 1-800-330-9622 Help My Cart

Signs Magnetics Banners Stickers & Decals License Plates Stakes & Frames Custom Flags Shirts

PROMO: HUGE SAVINGS ON COVID-19 SIGNS + FREE SHIPPING

Coronavirus Information Signs

- High Quality Signs Starting at \$0.99
- 100% satisfaction Guaranteed
- FREE SHIPPING*

Custom Signs

Whether you're trying to help people get the information they need to stay healthy or looking to get information out to your customers about takeout and curbside delivery due to the Coronavirus (COVID-19) outbreak, BuildASign has a sign template for you!



SAFETY FIRST

AVOID CONTAMINATION
WASH YOUR HANDS NOW

Hand Washing Signs

DESIGN NOW



GRADUATION SIGNS

CONGRATULATIONS CLASS OF 2020!
FALL IN THE TOGETHER

Graduation Signs

DESIGN NOW



DRIVE THROUGH CLINICS

CHECK IN HERE FOR COVID-19 TESTING

Drive Through Clinics

DESIGN NOW



NOTICE

KEEP 6 FT APART
AT ALL TIMES

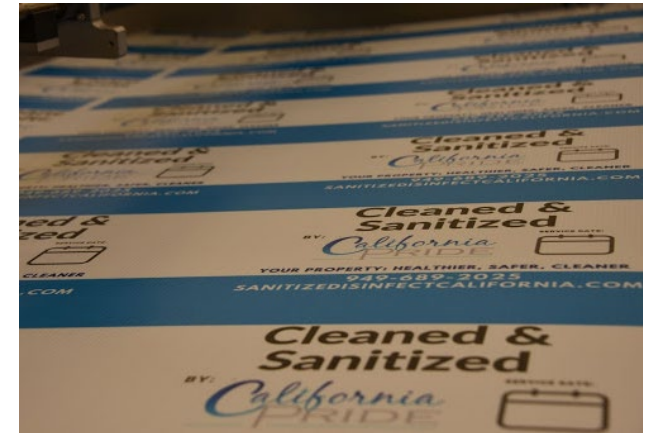
Social Distancing

DESIGN NOW

[See All Custom Sign Designs](#)

PLEASE STOP HERE

1. Put Vehicle in Park.
2. Stay in Vehicle.
3. A Nurse Will be With You Soon.
4. If You Have Not Been




**HOMETOWN
PHARMACY**

CURBSIDE PICK-UP

CALL FOR SERVICE



New product introduction: Leveraging Cimpres network to launch face masks

Build A Sign™

A collage of images showing a family, children, a dog, and a cat, overlaid with a teal and black patterned background. The images are framed by black, wavy, ribbon-like borders. The family image shows a man, a woman, and a child. The children image shows three young boys. The dog image shows a small white and brown dog. The cat image shows a close-up of a brown cat's face.

**Protect Yourself With
Filtered Face Masks**

★★★★★ (89 Customer Reviews)

- FREE SHIPPING on Masks
- Advanced Protection w/ Layered Filtration
- Machine Washable w/ Replaceable Filters

SHOP NOW >

New product introduction: graduation signs

Build A Sign™



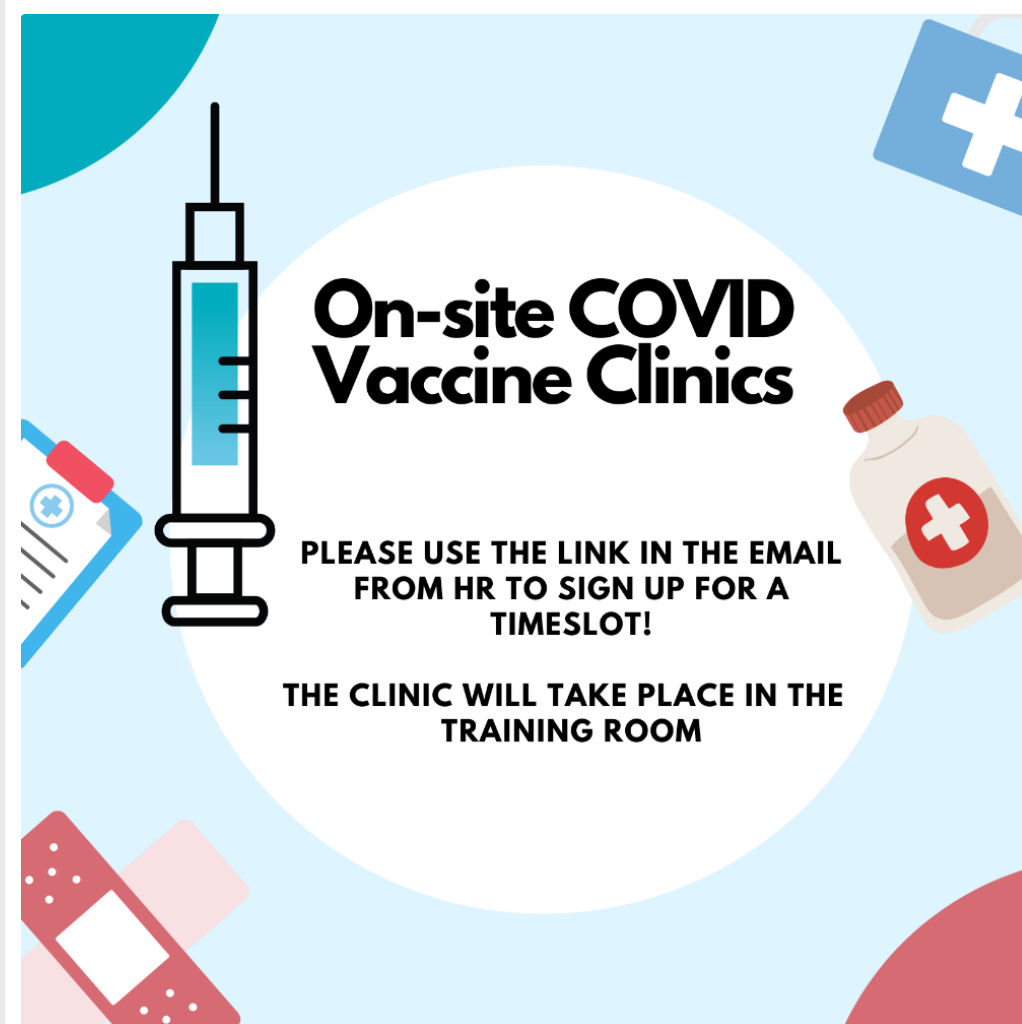
Success in home décor segment

Build A Sign™

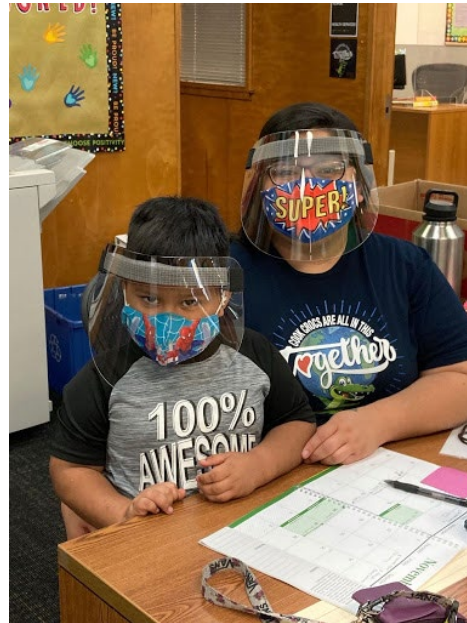
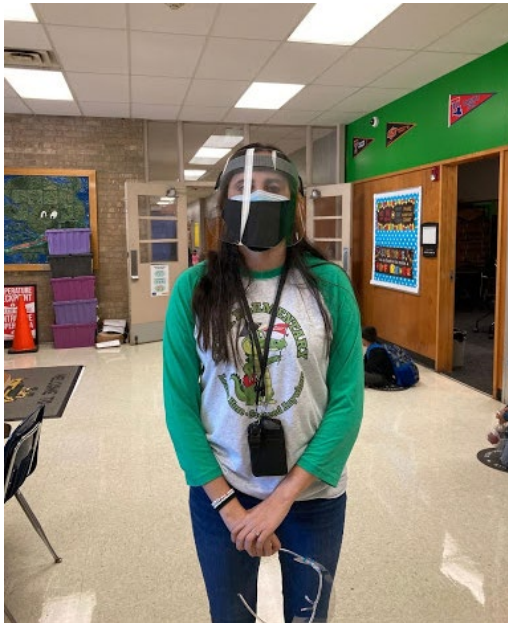


Keeping team members healthy & safe

Build A Sign™



Community engagement during difficult times



Stronger together: capacity expansion through National Pen

Build A Sign™



Stronger together: new customer love team in Jamaica



Build A Sign



New e-commerce platform

Build A Sign™

PROMO APPLIED: 20% OFF EVERYTHING WITH FREE SHIPPING!

Build A Sign™



Corporate Pricing



Prices



Help



1-800-330-9622



Chat



Account



Cart

Graduation Signs

Signs

Magnets

Banners

Stickers & Decals

License Plates

Flags

Shirts

Sign Holders

More

Custom Banners



Create Your Own Custom Designs



Vinyl, Mesh, Fabric & More



High-Quality Banner Printing



SHIPS NEXT DAY**



Material

Vinyl Banner

Size

2' x 4'

Qty

1

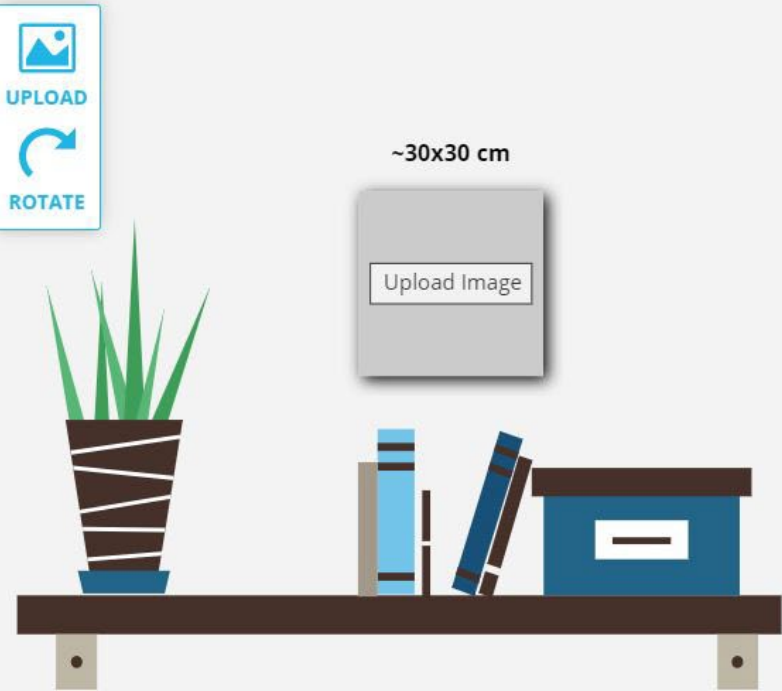
\$15.94 ~~\$19.92~~ each

Design Now >

Looking ahead to FY22

Build A Sign™

Create Your Canvas



~30x30 cm

Upload Image

UPLOAD


ROTATE

Select Size

~20x20 cm (8" x 8")	C\$9.83
~27x35 cm (11" x 14")	C\$14.75
~30x30 cm (12" x 12")	C\$14.75
Most Popular! ~40x50 cm (16" x 20")	C\$20.90
~45x60 cm (18" x 24")	C\$24.59
~60x90 cm (24" x 36")	C\$34.43
~75x100 cm (30" x 40")	C\$48.99

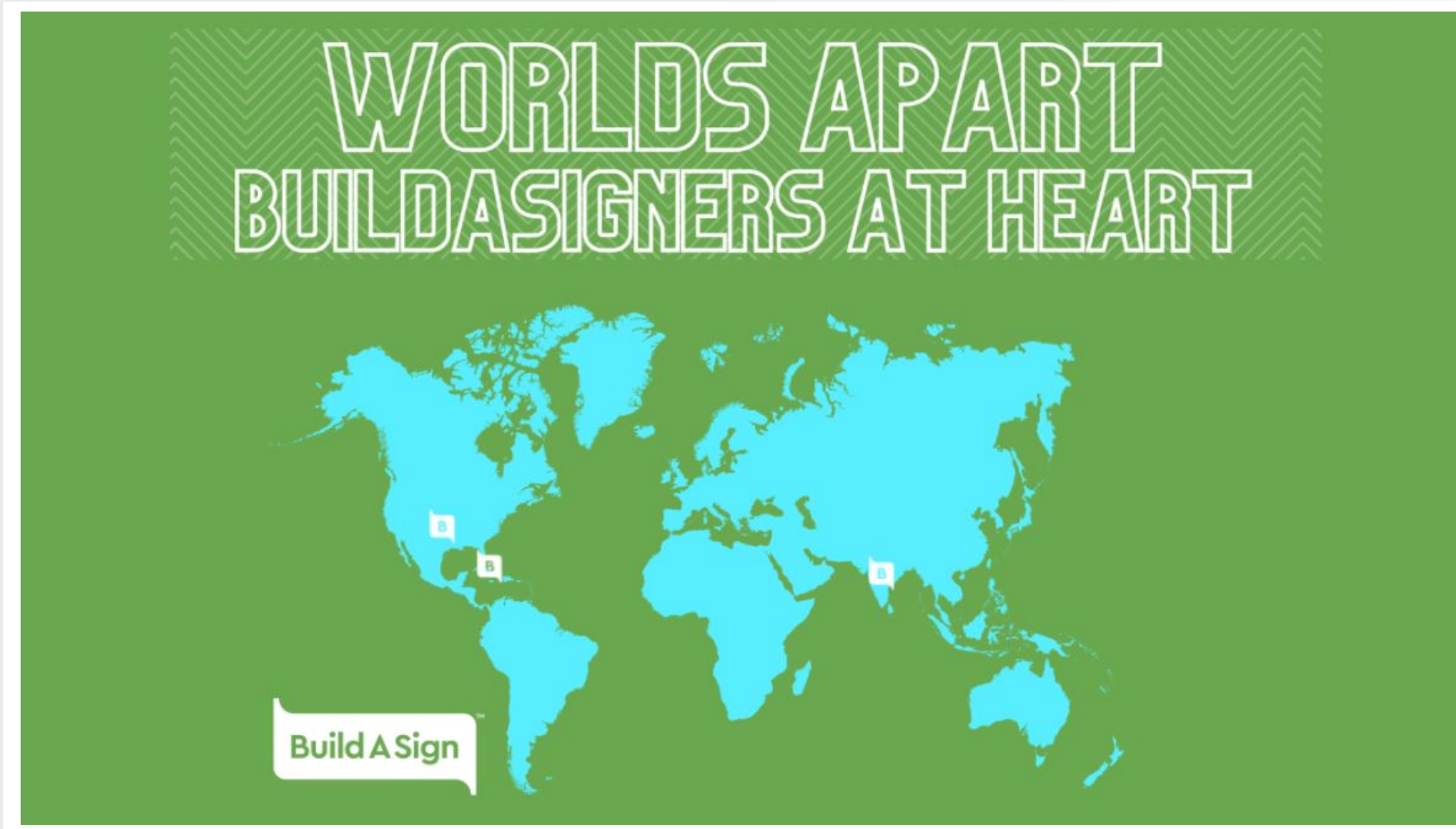
Custom
H cm × W cm

Learn more about our [Pricing Policy](#)

 **PayPal** Pay in 4 interest-free payments on qualifying purchases. [Learn more](#)

Maintaining & improving company culture

Build A Sign™



Building a bright future

Build A Sign™



Sean Quinn

EVP and Chief Financial Officer

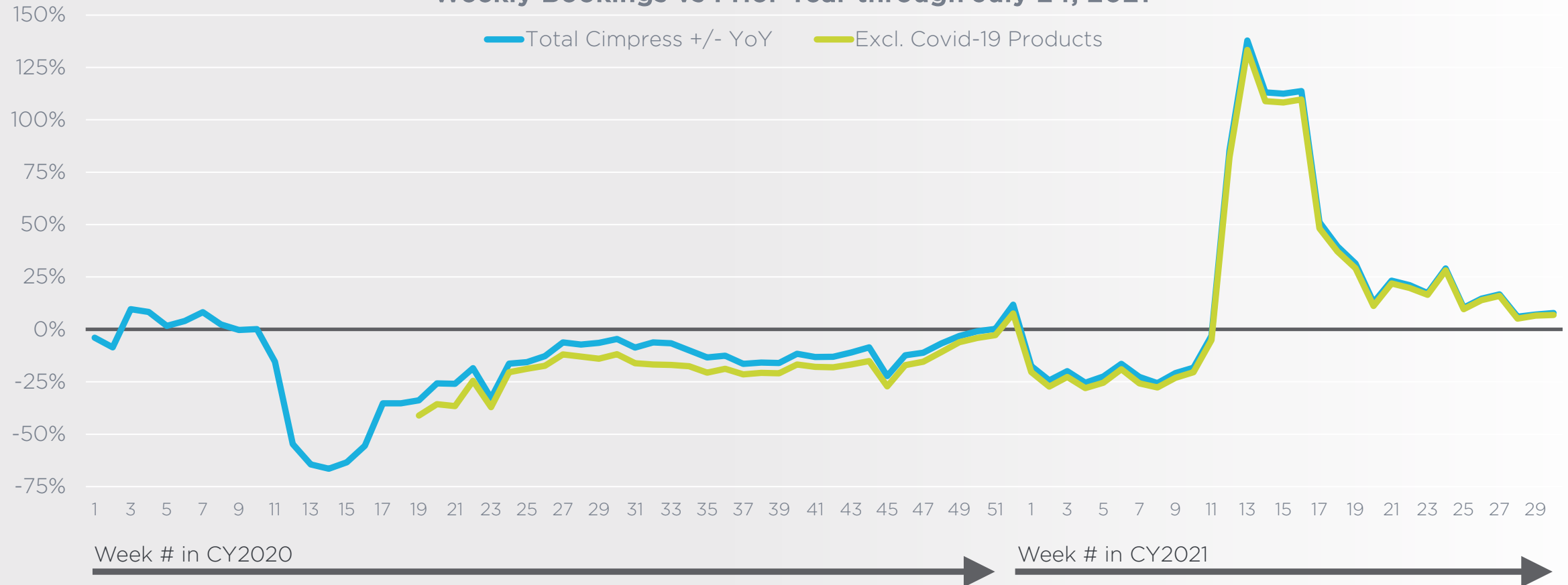
Capital Allocation



Pandemic bookings trends

Comparison to prior year

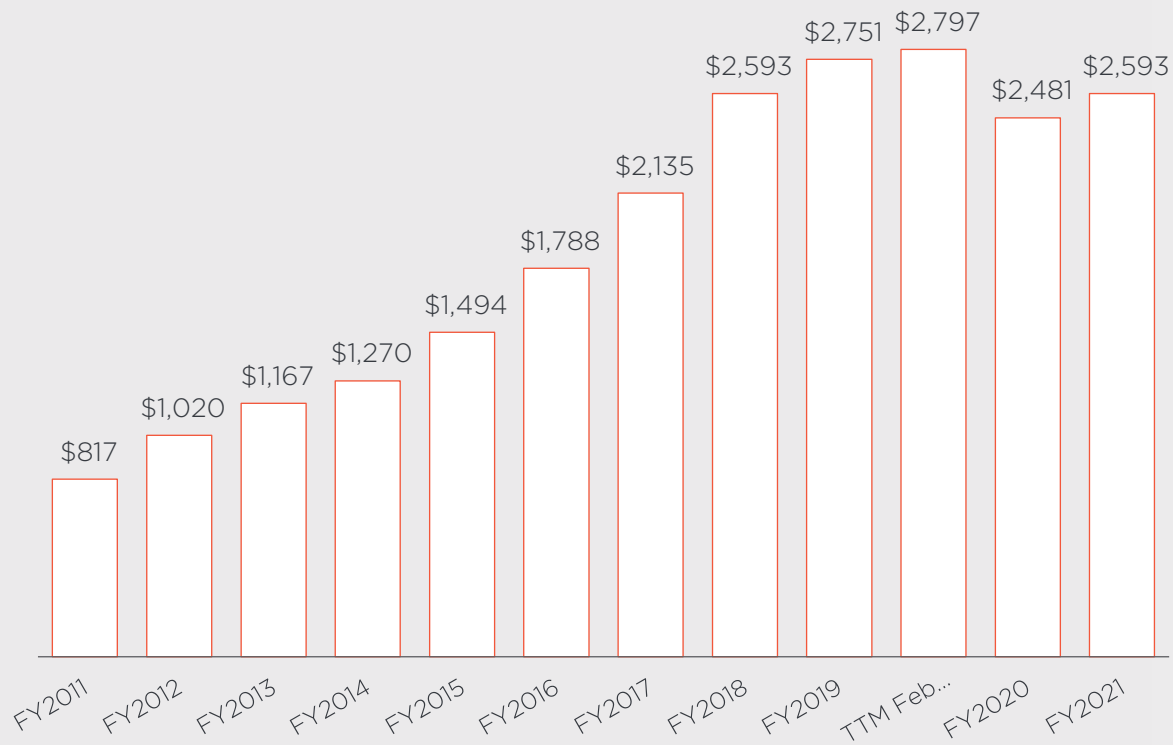
Weekly Bookings vs Prior Year through July 24, 2021



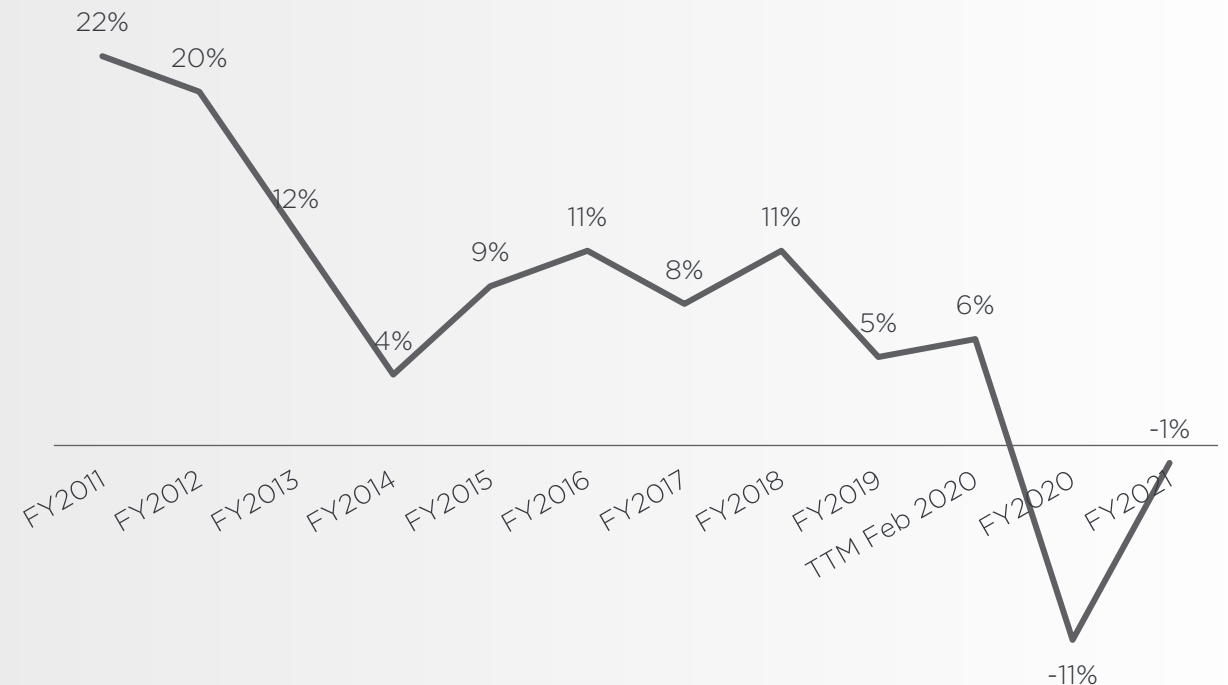
Bookings is an internal metric we use to understand customer demand. It differs from GAAP revenue due to orders not yet shipped, refunds and credits, and changes in currency rates compared to the U.S. dollar (see stated rates in non-GAAP reconciliations for Investor Day on ir.cimpress.com). This chart also excludes recently acquired businesses including 99designs. Cimpress weekly bookings "Excluding Covid-19" exclude products newly introduced in Q4 FY2020 including face masks and face shields. It does not exclude previously existing Cimpress products used for pandemic response purposes such as wayfinding signs.

Revenue

Revenue & Reported Revenue Growth (\$M)

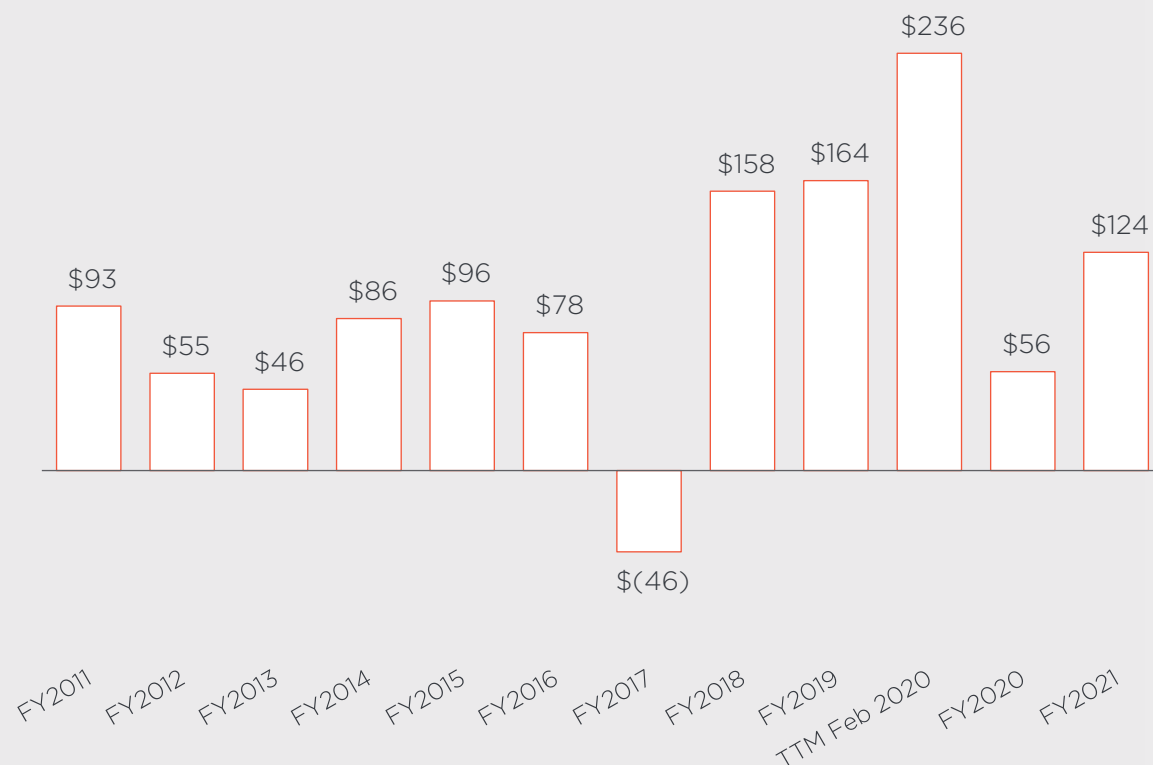


Organic Constant-Currency Revenue Growth

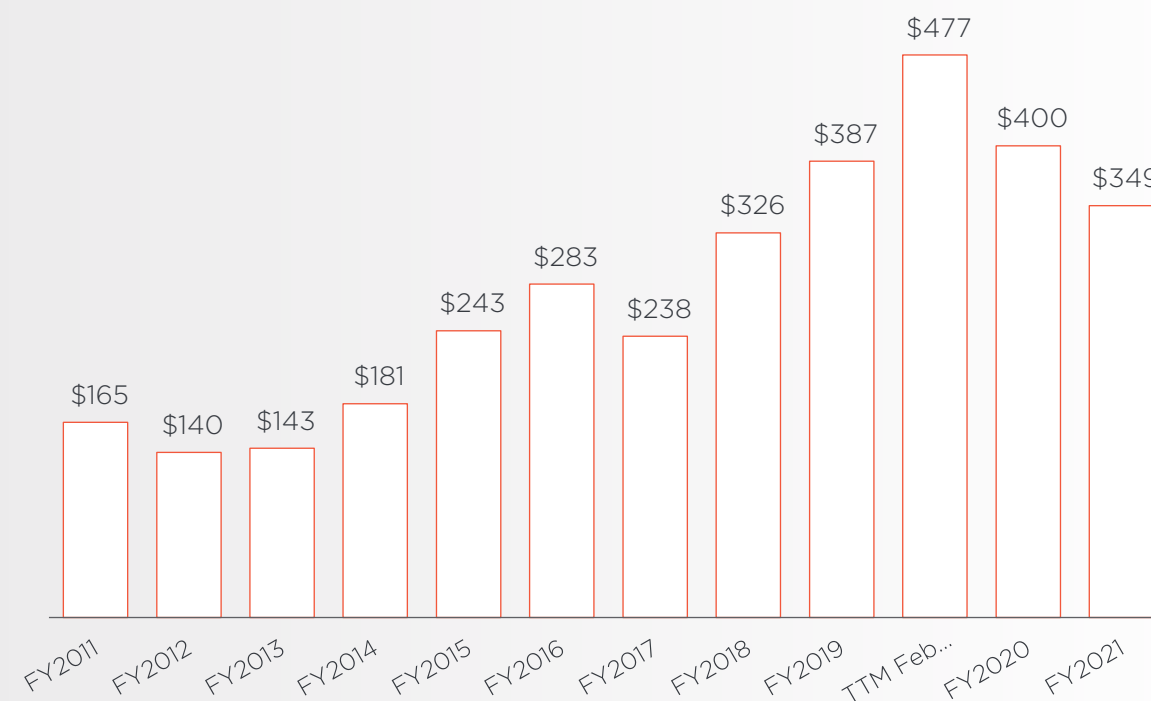


Profitability

GAAP Operating Income (\$M)



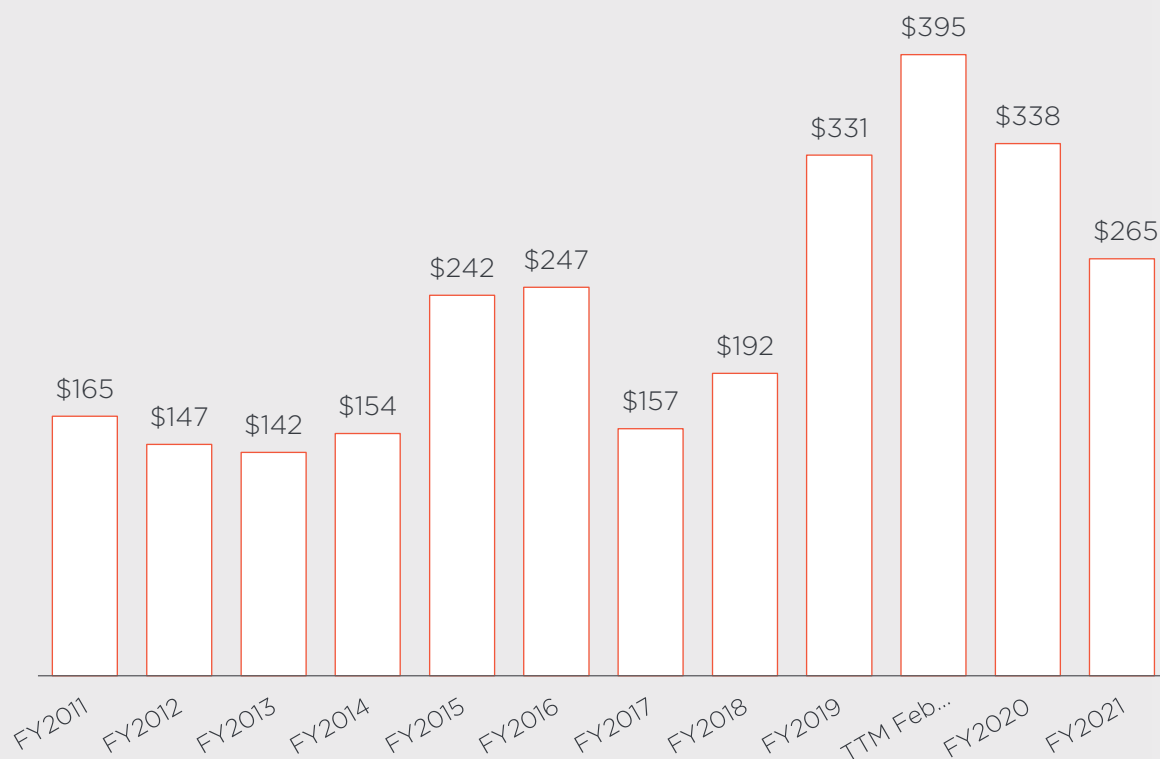
Adjusted EBITDA (\$M)



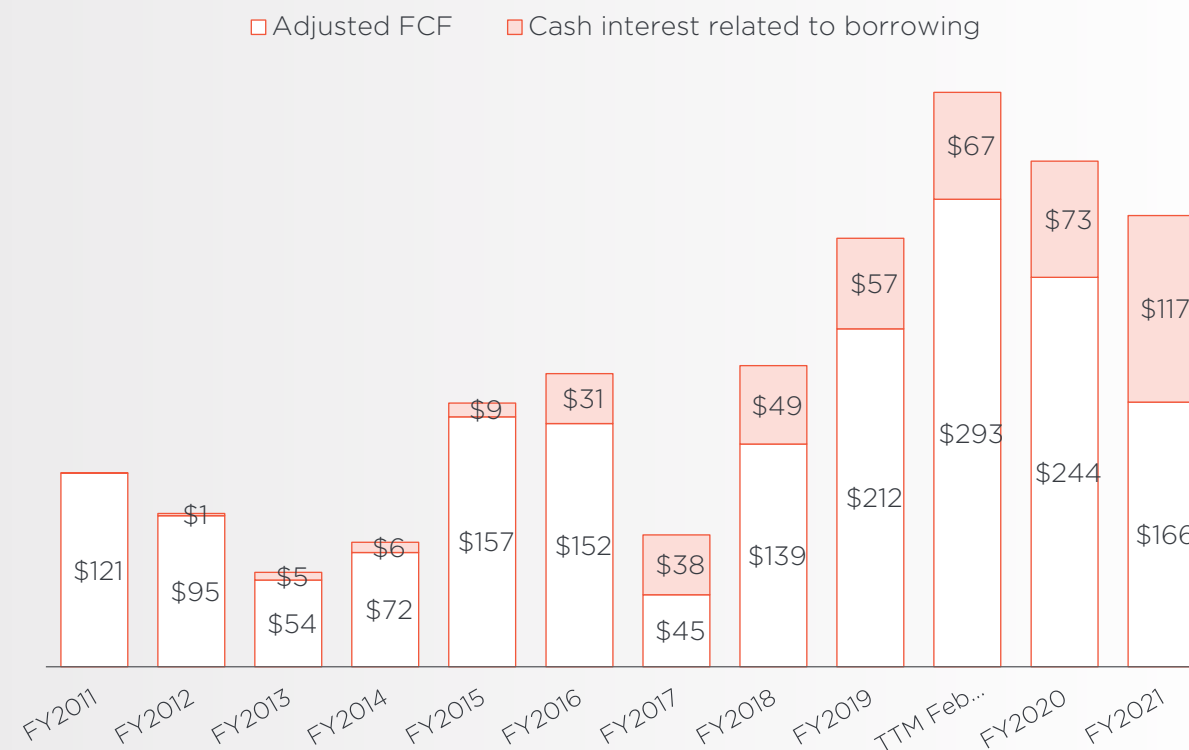
TTM February 2020 results are unaudited. Please see reconciliation of non-GAAP financial measures at ir.cimpress.com.

Cash Flow

Cash Flow From Operations (\$M)

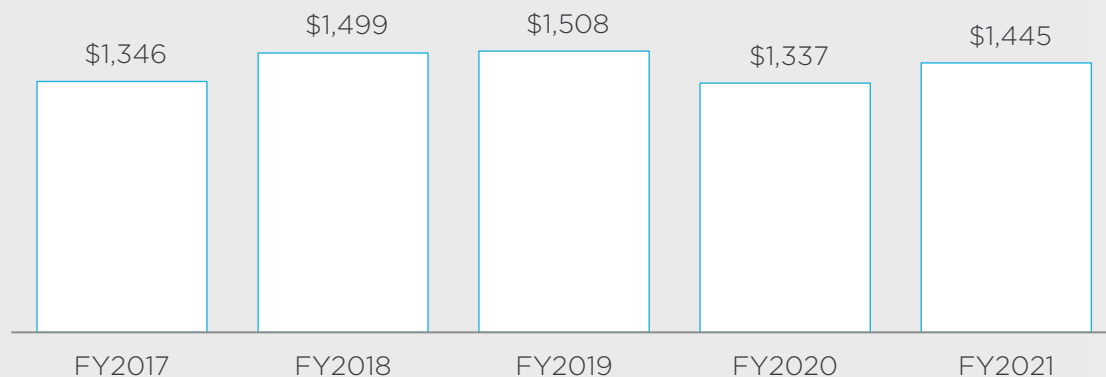


Adjusted Free Cash Flow & Cash Interest Related to Borrowing (\$M)

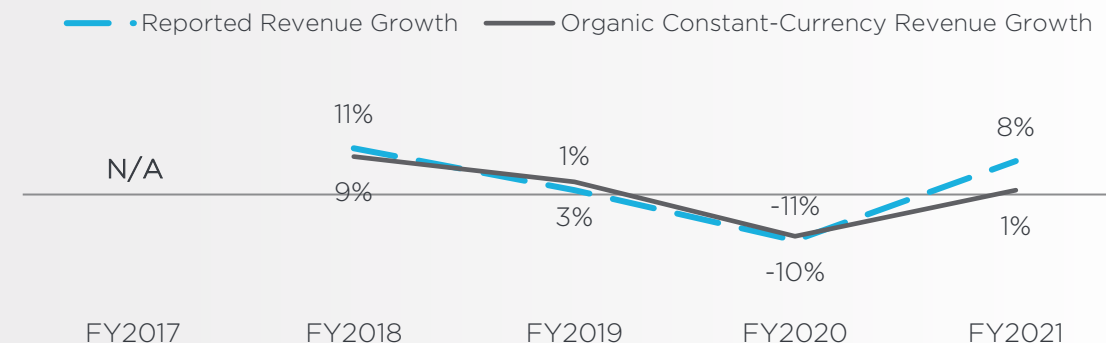


Results by component: Vistaprint

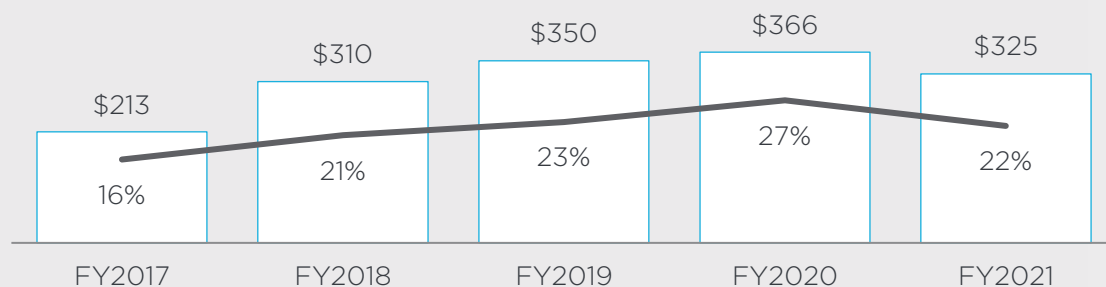
Revenue (\$M)



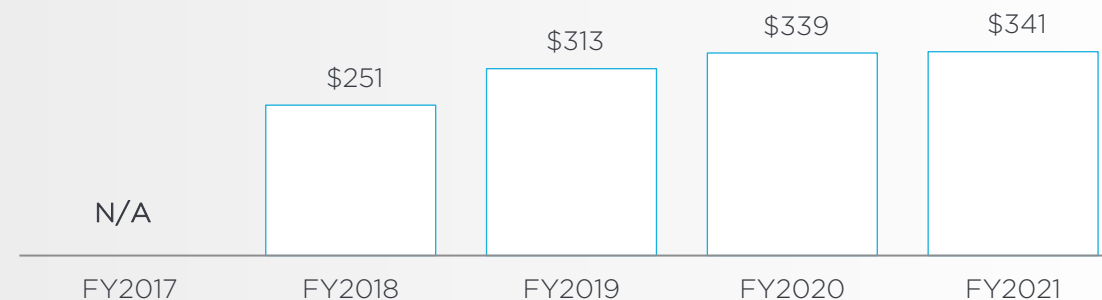
Revenue Growth (%)



Segment EBITDA (\$M) & Margin (%)



Unlevered Free Cash Flow (\$M)

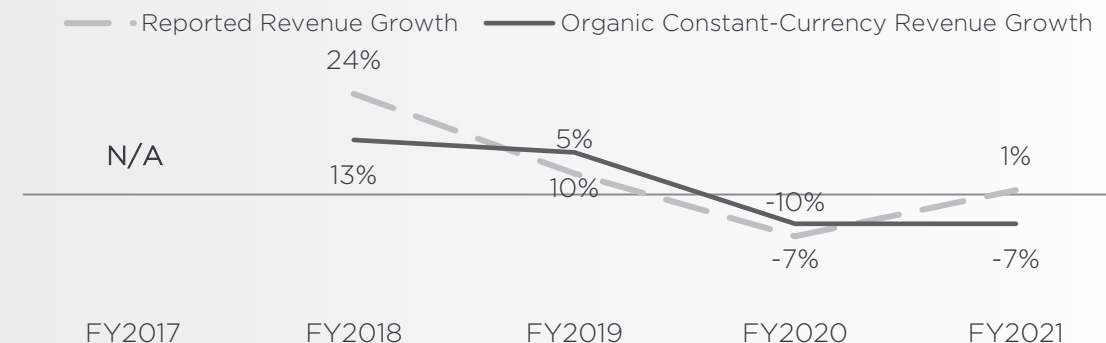


Results by component: Upload & Print

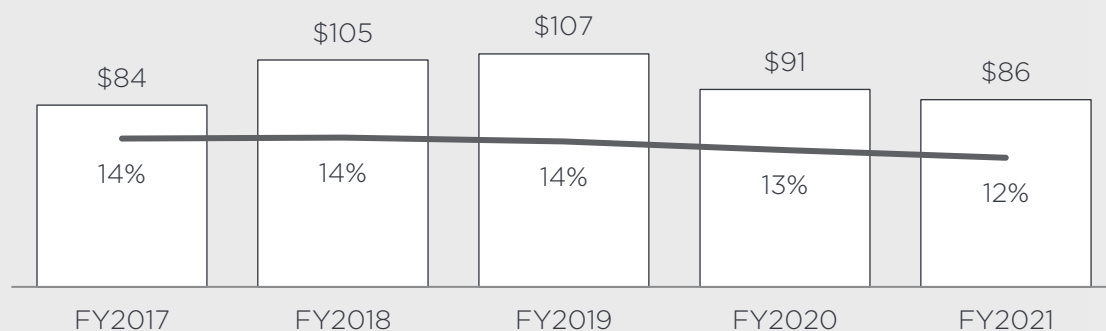
Revenue (\$M)



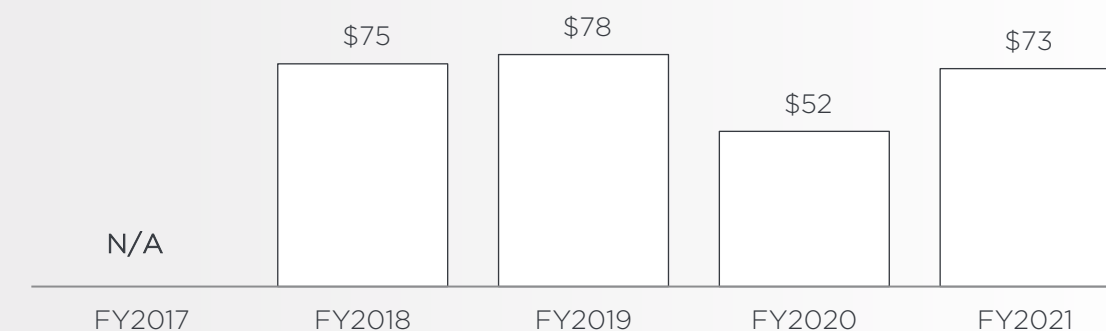
Revenue Growth (%)



Segment EBITDA (\$M) & Margin (%)

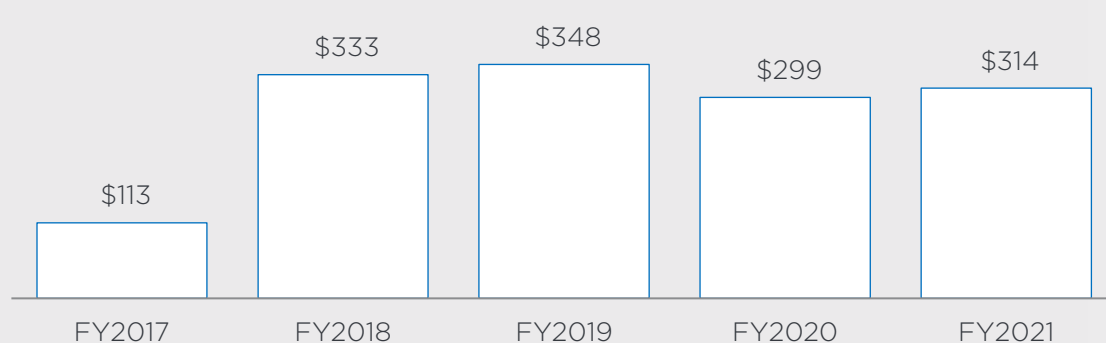


Unlevered Free Cash Flow (\$M)

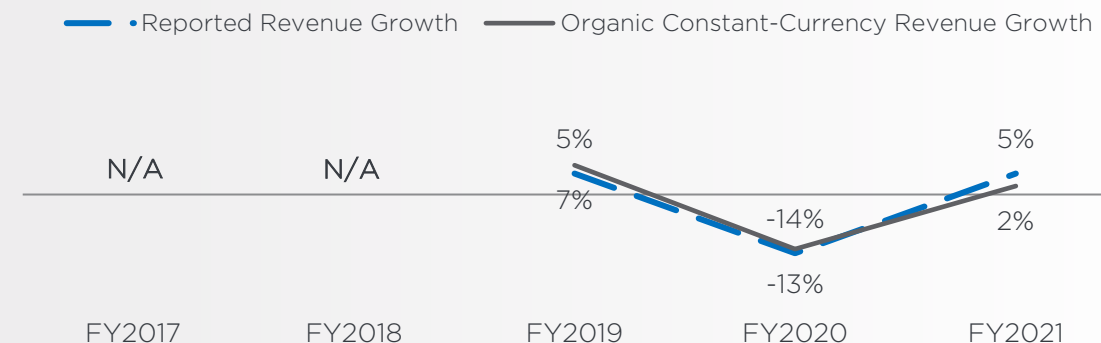


Results by component: National Pen

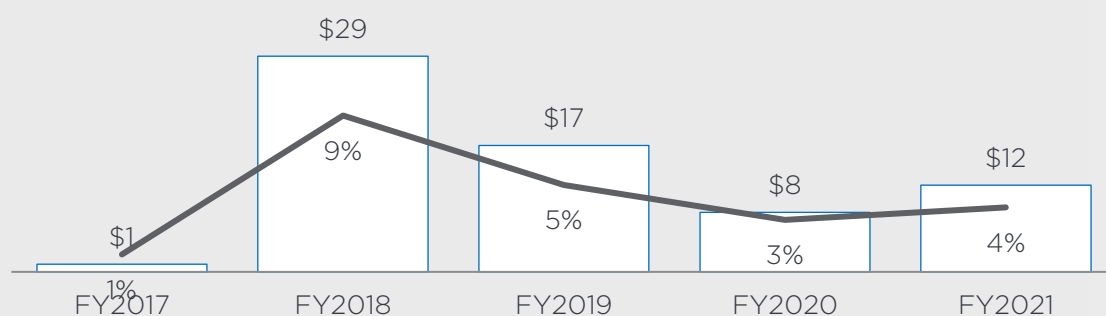
Revenue (\$M)



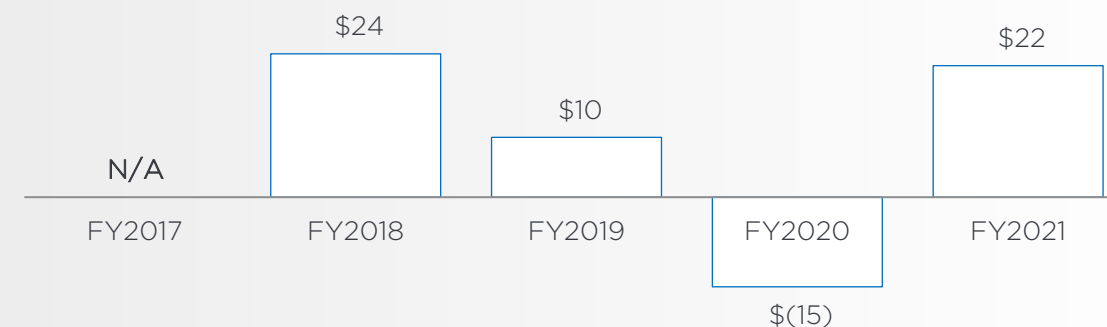
Revenue Growth (%)



Segment EBITDA (\$M) & Margin (%)



Unlevered Free Cash Flow (\$M)

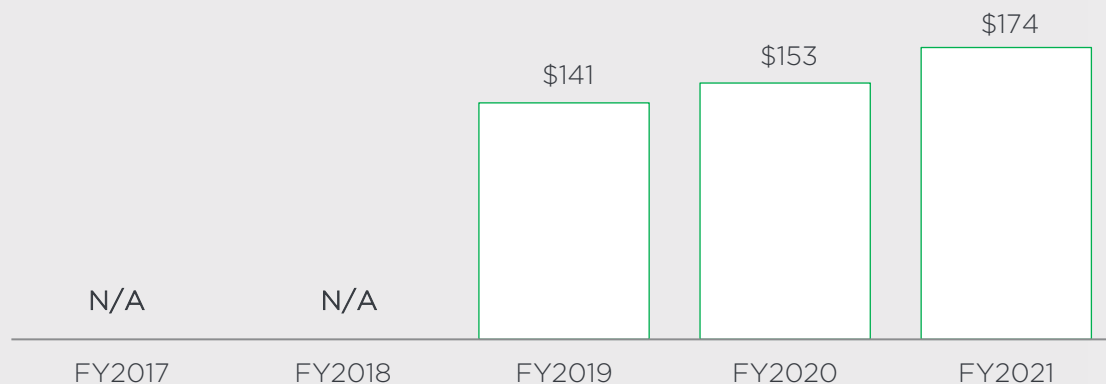


National Pen was acquired Q3 FY2017; Reported revenue growth in FY2018 was 196% and organic constant-currency was 20%.

Segment EBITDA includes share-based compensation expense while unlevered free cash flow excludes share-based compensation expense. Please see reconciliation of non-GAAP financial measures at ir.cimpres.com.

Results by component: BuildASign

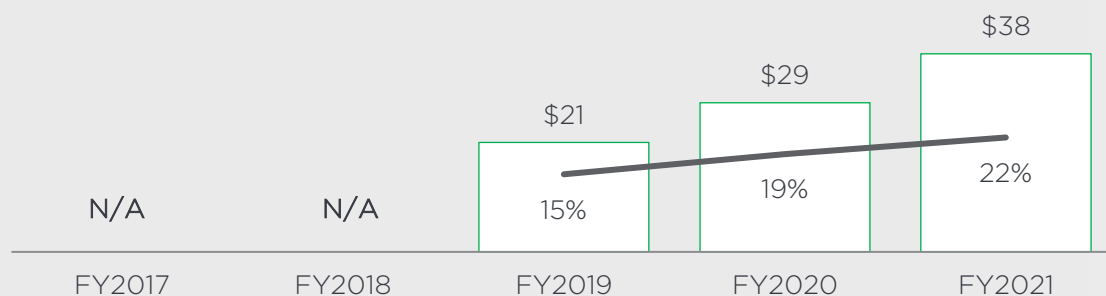
Revenue (\$M)



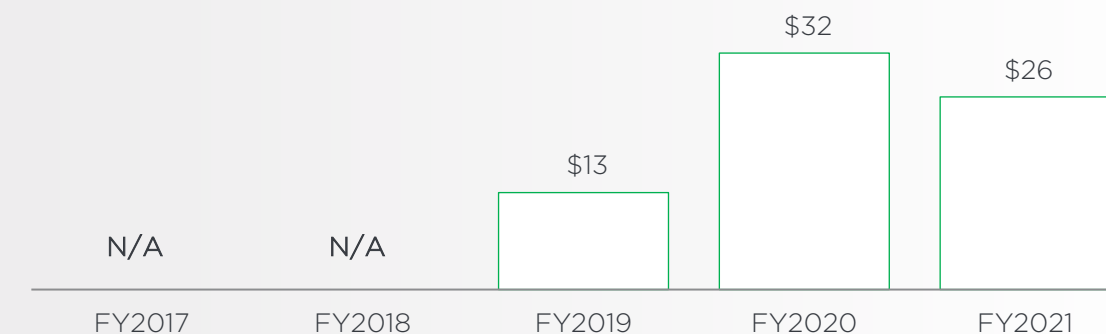
Revenue Growth (%)



Segment EBITDA (\$M) & Margin (%)



Unlevered Free Cash Flow (\$M)

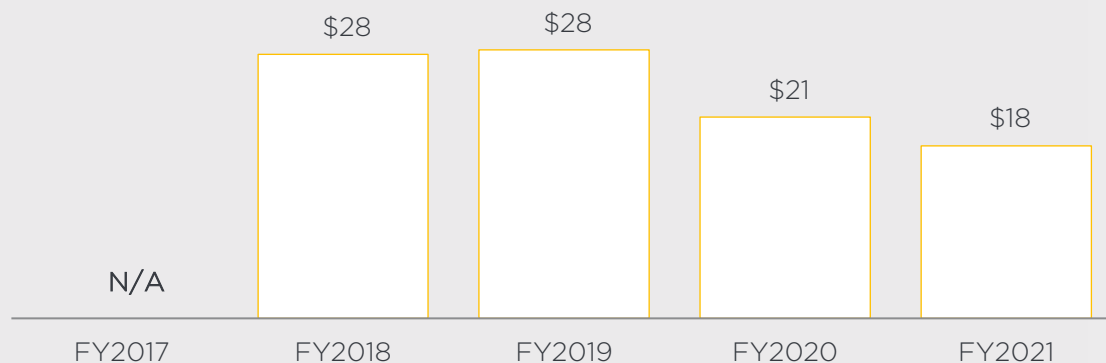


BuildASign was acquired by Cimpress on October 1, 2018. FY2019 figures based on pro-forma view as if we owned it for the full fiscal year.

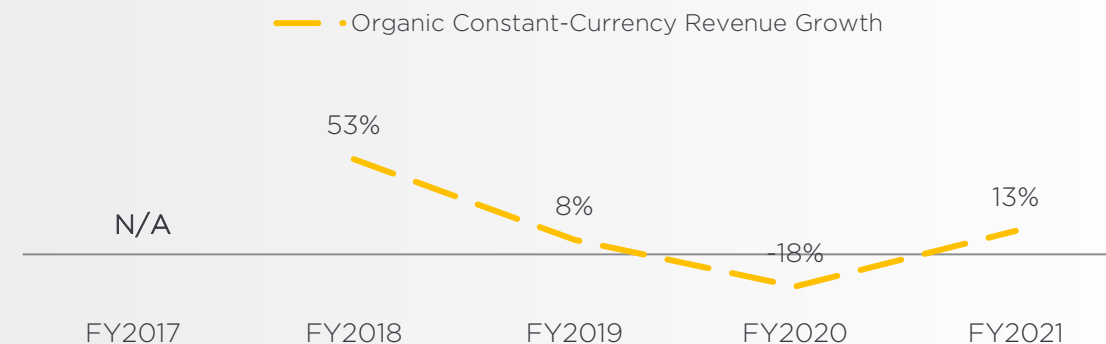
Segment EBITDA includes share-based compensation expense while unlevered free cash flow excludes share-based compensation expense. Reported revenue growth for FY2020 was 42%, due to the partial period of revenue included in our FY2019 results. FY2021 reported and organic constant-currency growth rates are equal. Please see reconciliation of non-GAAP financial measures at ir.cimpress.com.

Results by component: Early-stage businesses¹

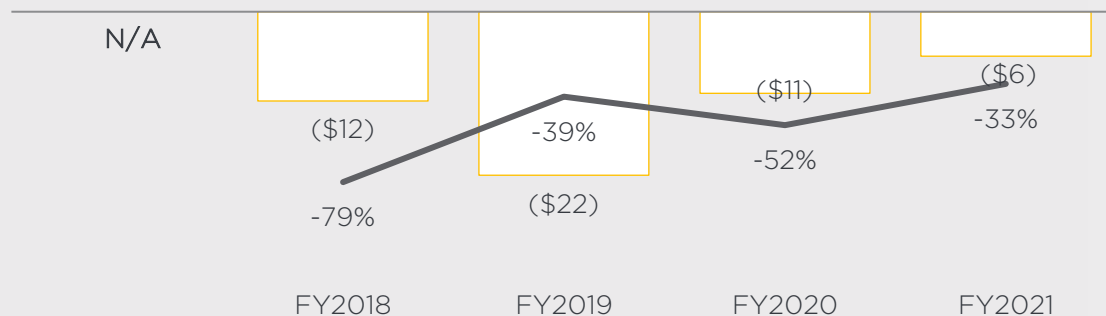
Revenue (\$M)



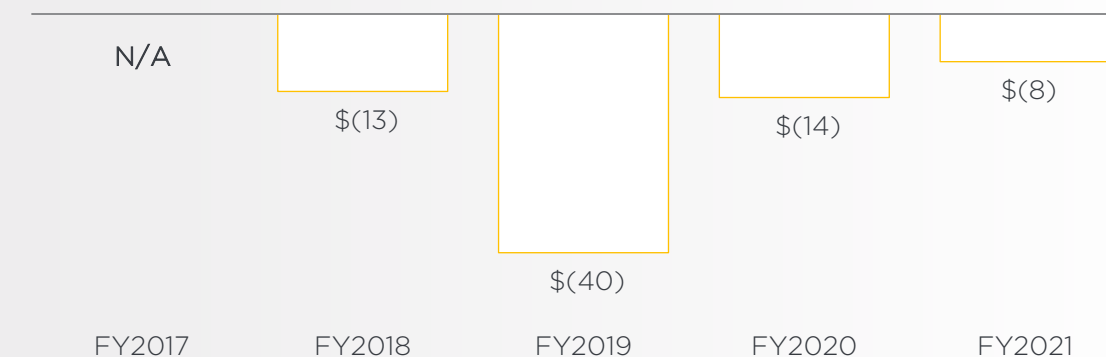
Revenue Growth (%)



Segment EBITDA (\$M) & Margin (%)



Unlevered Free Cash Flow (\$M)

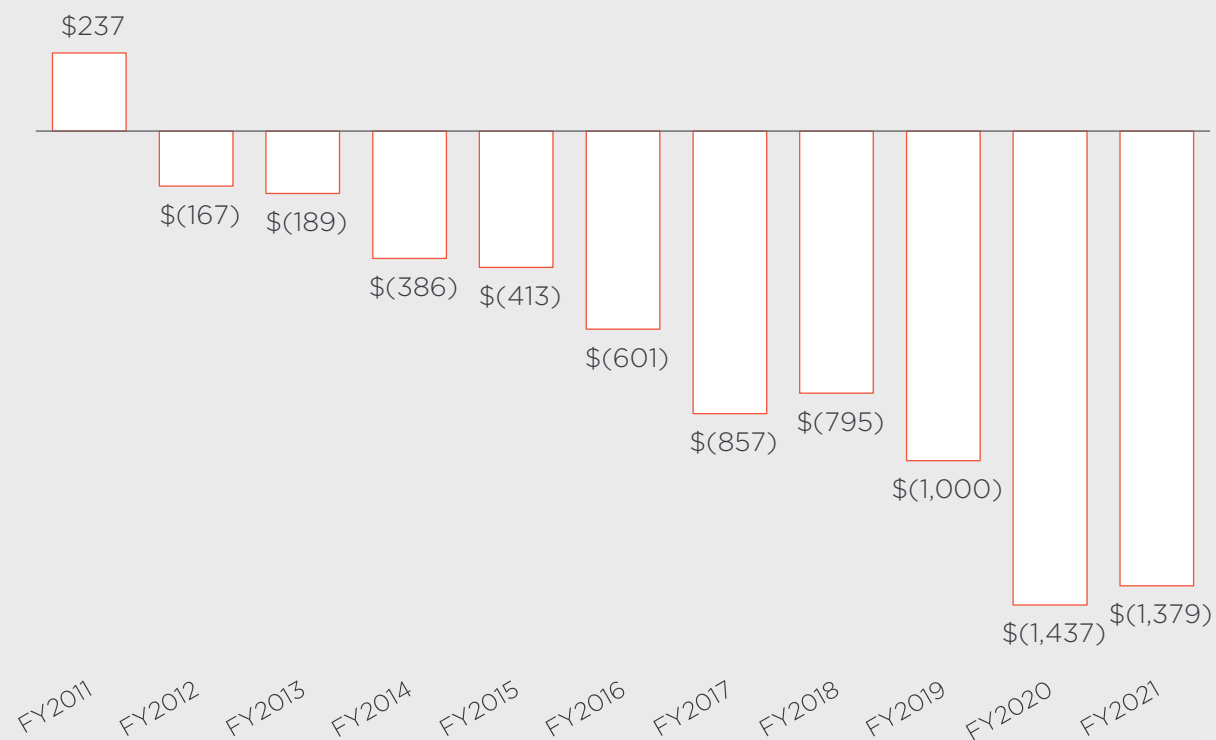


¹ All periods presented exclude the impact of Albumprinter which we divested in Q1 FY2018.

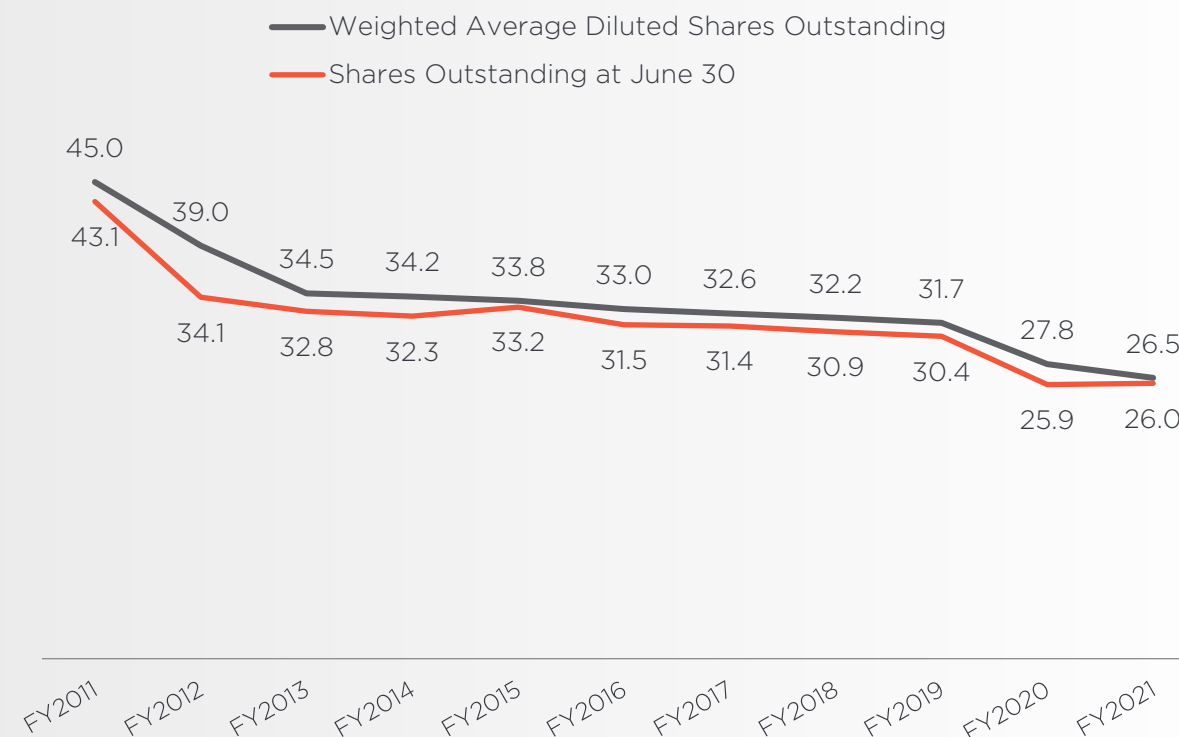
Segment EBITDA includes share-based compensation expense while unlevered free cash flow excludes share-based compensation expense. Please see reconciliation of non-GAAP financial measures at ir.cimpress.com.

Net Debt and Share Count

Net Cash (Debt)¹ (\$M)



Share Count (M)

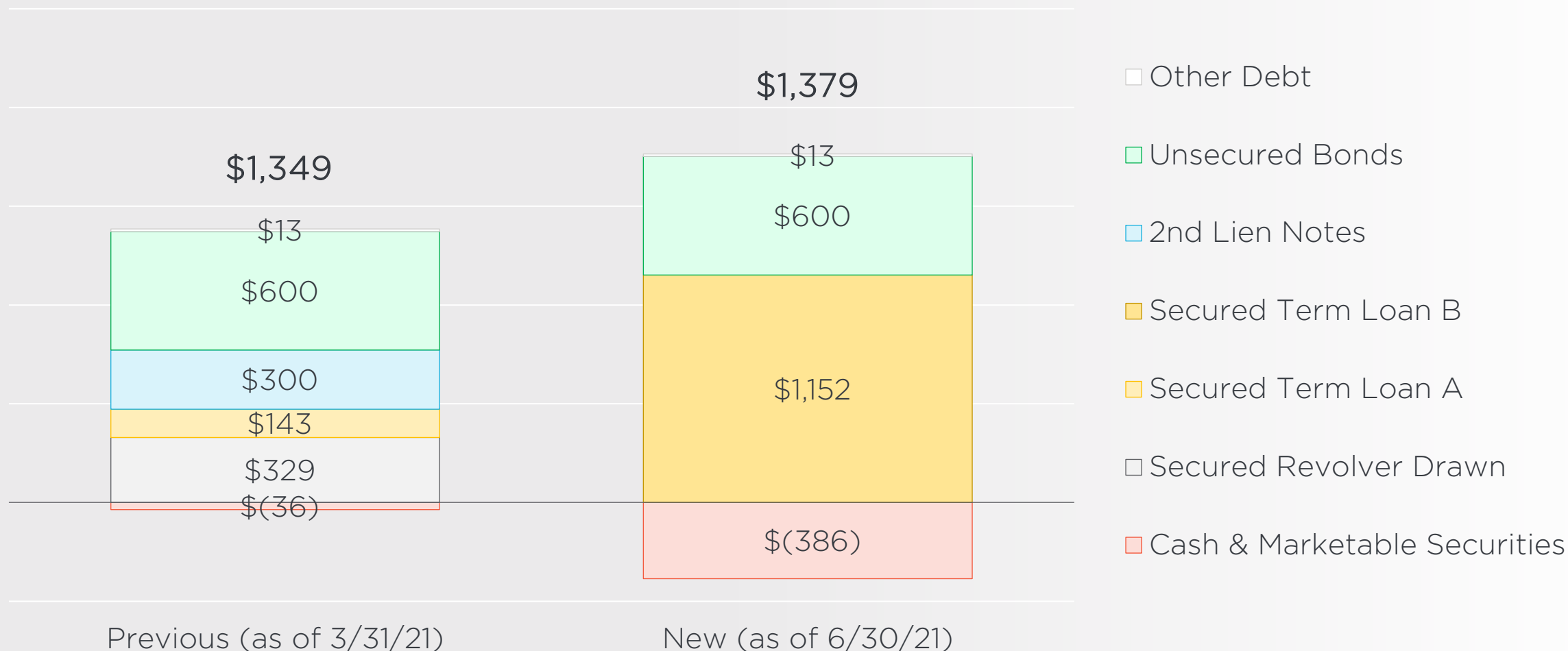


¹ Net (debt) is defined as the sum of our credit facility debt, senior unsecured notes and other debt less cash, cash equivalents, and marketable securities (current and non-current).

² Weighted average shares outstanding for FY2017 and FY2021 represent the number of shares we would have reported if we recorded a profit instead of a loss that year. The basic weighted shares outstanding we reported those years was 31.3M and 26.0M, respectively.

Evolution of our capital structure

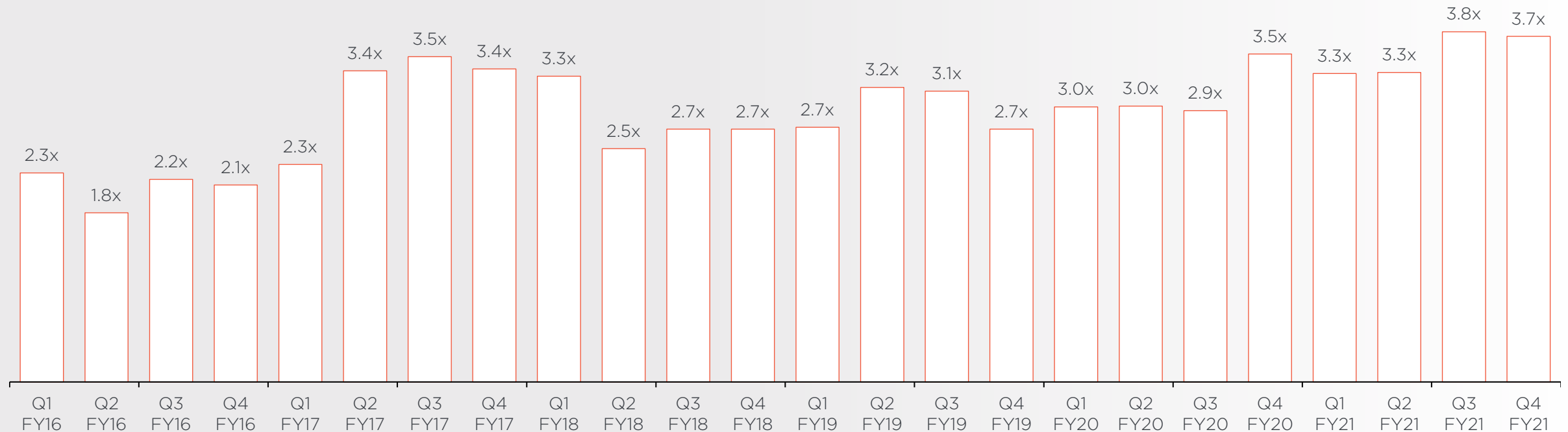
Net Debt (\$M)



Historical net leverage ratio

Historical ratio and leverage expectations in FY2022

Historical Net Leverage Ratio



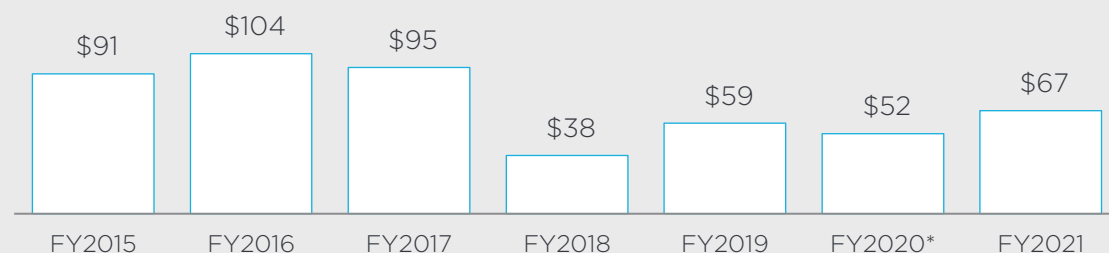
- At June 30, 2021, we had \$183M of cash and cash equivalents, \$203M of marketable securities, and \$1,765M of debt, excluding debt issuance costs and debt premiums and discounts

- Charts reflect new net leverage ratio definition with capital structure evolution

Evolution of organic investments

Estimated net impact of investments on free cash flow at midpoint

Vistaprint



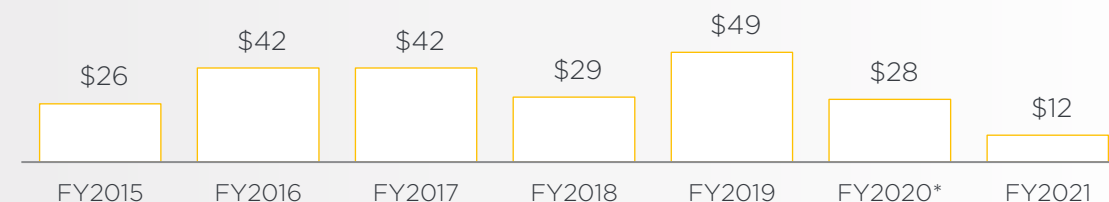
Upload & Print



National Pen



All Other Businesses



MCP



Other Central Investments



* FY2020 is the investment for the trailing-twelve-month period ended February 28, 2020.

Near-term capital allocation priorities

- Our clear near-term capital allocation priority is organic investment, especially in Vistaprint
- We see opportunities for M&A of smaller-scale businesses that would integrate into existing Cimpress businesses
 - 99designs is an example of a smaller acquisition that brings a critical capability to Vistaprint to accelerate its strategy
 - Another example is a tuck-in acquisition BuildASign recently made of a fast-growing business with strong capabilities in a new product category
- We do not expect to pursue any large-scale M&A
- No plans for share repurchases

P&L considerations for FY22

Revenue and profitability

Revenue
Growth

Advertising
Spend

Other Opex
Investments

Currency
Movements

FCF considerations for FY22

**Working
Capital**

**Cash
Taxes**

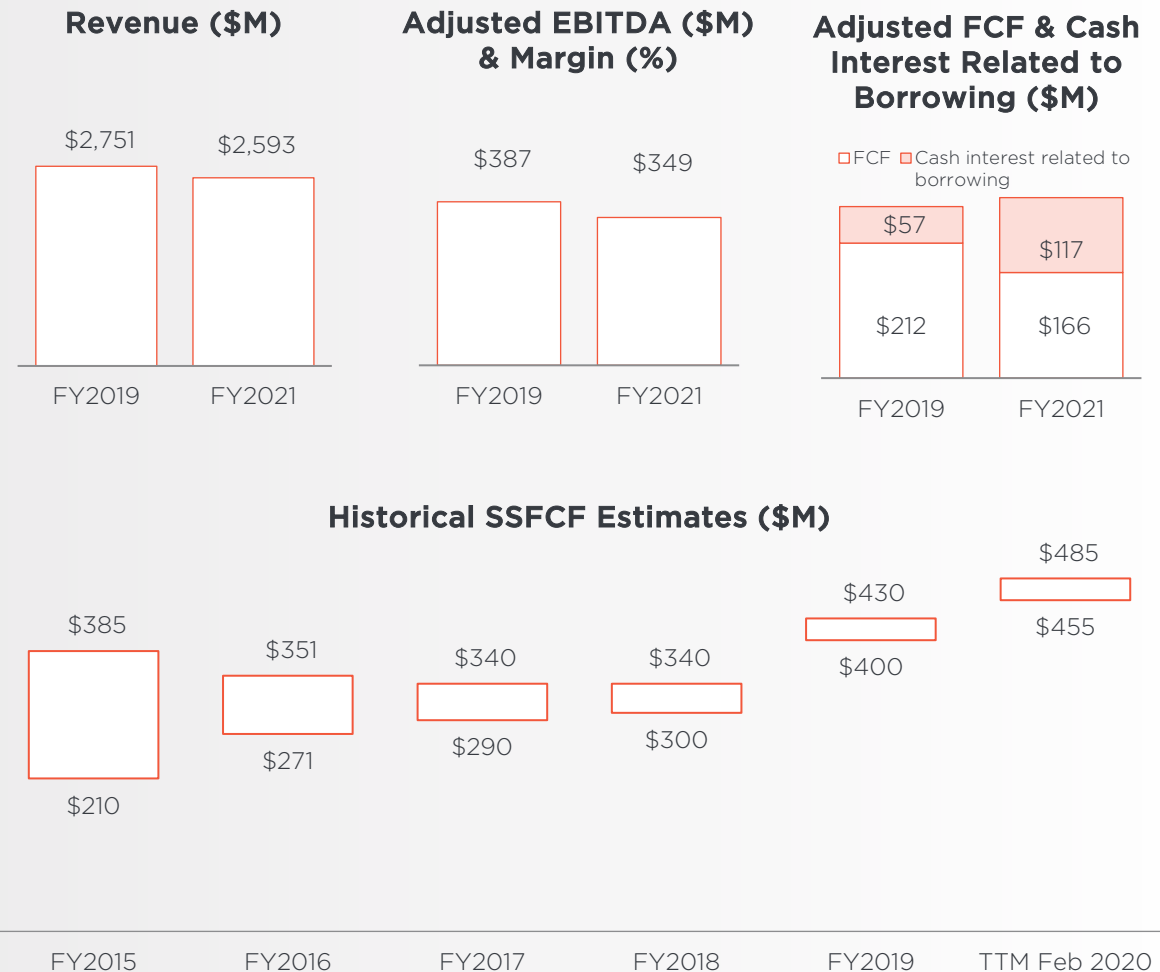
**Cash Interest
Cost**

**Capital
Expenditures**

**Capitalized
Software**

Focus on per share value

- Delivered solid results through the pandemic
- Expect to return to and exceed prior SSFCF levels
- Capital allocations priorities are clear
- Improved competitive position and execution
- Optimistic about returning to sustained revenue and intrinsic value per share growth in FY2022 and beyond



Thank you

*Please join us on Monday, August 2, 2021
at 11am EDT for a live Q&A session
at this event site or by visiting ir.cimpres.com.*

*You may pre-submit questions before then
by emailing us at ir@cimpres.com.*

Cimpress

Investor Day 2021

