

1-800-flowers.com

INVESTOR PRESENTATION





Forward Looking Statements

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements represent the Company's current expectations or forecasts concerning future events; they do not relate strictly to historical or current facts. Such statements can generally be identified by words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "believe," "foresee," "forecast," "likely," "should," "will," "target," or similar words or phrases. These forward-looking statements are subject to risks, uncertainties, and other factors, many of which are outside of the Company's control, which could cause actual results to differ materially from the results expressed or implied in the forward-looking statements, including, but not limited to, statements relating to future actions; the Company's ability to leverage its operating platform and reduce its operating expense ratio; its ability to successfully integrate acquired businesses and assets; its ability to successfully execute its strategic priorities; its ability to cost effectively acquire and retain customers and drive purchase frequency; the outcome of contingencies, including legal proceedings in the normal course of business; its ability to compete against existing and new competitors; its ability to manage expenses associated with sales and marketing and necessary general and administrative and technology investments; its ability to reduce promotional activities and achieve more efficient marketing programs; and general consumer sentiment and industry and economic conditions that may affect levels of discretionary customer purchases of the Company's products. The Company cannot guarantee that any forward-looking statement will be realized. Achievement of future results is subject to risk, uncertainties and potentially inaccurate assumptions, which include, but are not limited to, those described in Part 1, Item 1A, "Risk Factors" and elsewhere in the Company's Annual Report on Form 10-K and its Quarterly Reports on Form 10-Q. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could differ materially from past results and those anticipated, estimated or projected. You should bear this in mind as you consider forward-looking statements. The Company undertakes no obligation to publicly update any of the forward-looking statements, whether because of new information, future events or otherwise, made in this presentation or in any of its SEC filings. Consequently, you should not consider any such statements to be a complete set of all potential risks and uncertainties. For a more detailed description of these and other risk factors, refer to the Company's SEC filings, including the Company's Annual Reports on Form 10-K and its Quarterly Reports on Form 10-Q.

FLWS Investment Thesis



Stabilizing the core in FY26 while building a stronger foundation for long-term growth



Multi-year transformation underway to improve profitability, discipline, and durability



Clear path to marketing efficiency and effectiveness



Expanding customer reach through third-party marketplaces, physical retail, and broader self-consumption opportunities



Who We Are

- A leading gifting platform that help customers celebrate life's most meaningful moments
- Diversified portfolio of well-known brands includes 1-800-Flowers.com, Harry & David, Personalization Mall and Cheryl's Cookies
- Broad assortment spanning floral, gourmet foods, gift baskets, and personalized products
- Vertically integrated capabilities across sourcing, fulfillment, and customer engagement
- Serve everyday and seasonal gifting occasions, while expanding self-consumption opportunities

Fiscal 2026 is a Deliberate Reset Year for the Company to Build a Stronger, More Sustainable Foundation



FY26 represents a pivotal year focused on strengthening the foundation of the business



Strategic initiatives are being implemented to stabilize near-term profitability and position the company for long-term value creation



Implementing changes that address fundamental drivers of performance



Progress is expected to build over time, with improving trends as initiatives take hold

Four Key Strategic Initiatives Driving Our Transformation



Strengthening Customer Focus

We are modernizing the digital experience to improve product discoverability, enhancing our merchandising strategy and evolving marketing into a full-funnel flywheel that drives awareness, acquisition, and retention.



Expanding Reach Beyond E-Commerce

While gifting remains at the heart of our business, we see opportunities in self-consumption occasions. By expanding our distribution channels and making our products more accessible, we expect to reach new audiences and deepen engagement.



Achieve Cost Savings & Operational Efficiency

We are conducting a comprehensive review of our cost structure, supply chain, procurement, and IT systems. By simplifying operations and eliminating redundancies, we aim to build a leaner, more agile organization.



Enhancing Talent and Accountability

We are aligning our team with strategic goals and building a culture rooted in agility, accountability, and execution. Strengthening how we hire, develop, and retain talent is essential to turning strategy into results.

Aligning Our Go-to-Market Strategy with Today's Market Reality

- Customer discovery increasingly starts on third-party platforms
- SEO dynamics and AI-driven search changes pressure organic traffic
- Implementing a disciplined, data-driven, and channel-agnostic approach
- Efficiency and ROI being prioritized over volume





Implementing Marketing Strategies to Lower Customer Acquisition Costs and Increase Retention and Frequency

- Transform marketing into a modern, data-driven discipline
- Design new loyalty program that recognizes and rewards loyal customers with benefits beyond free shipping
- Increase personalization of emails and targeted paid media ads
- Implement an influencer relations and affiliate strategy to target younger demographic

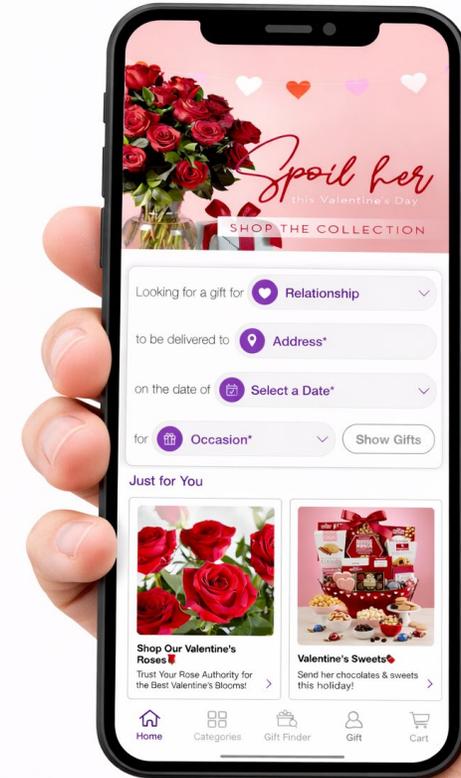
Transforming Marketing to Drive Brand Strength and Profitability



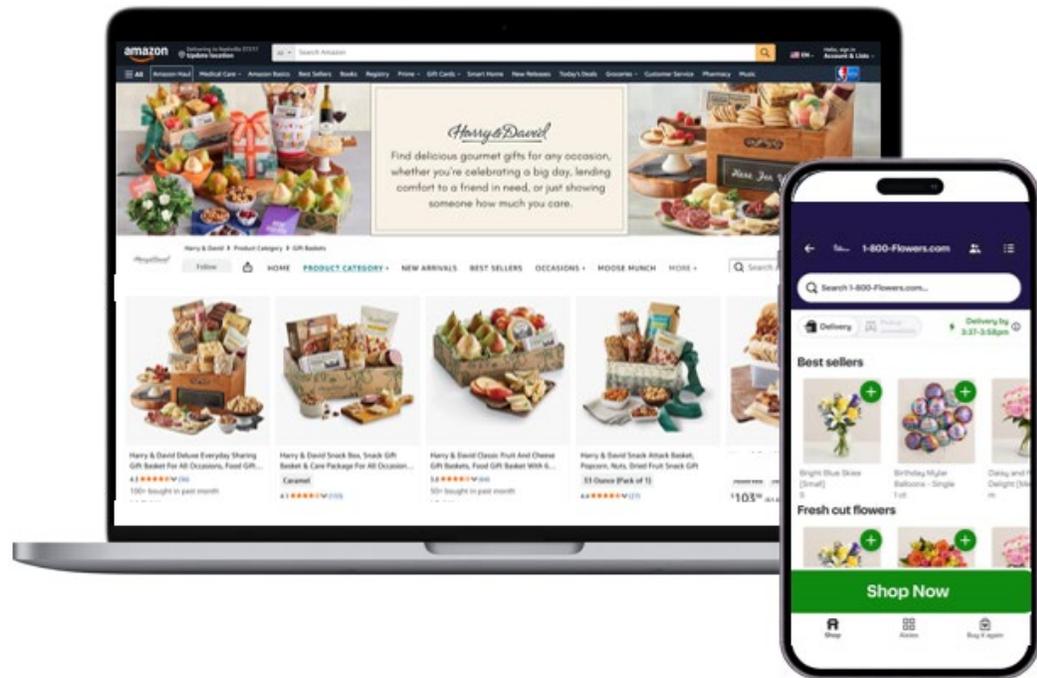
- Shifting focus from bottom-of-funnel revenue generation to marketing contribution margin
- Improving ad-to-sales efficiency
- Reducing absolute marketing spend while improving effectiveness
- Building a sustainable and scalable demand generation engine

Implementing Digital Strategies to Increase Conversion, Retention, and Basket Size

- Drive conversion by reducing friction and modernizing the path to purchase
- Focus resources on primary brands with the highest value-creation potential
- Leverage AI to improve product search and discovery and to enhance on-site personalization
- Increase basket size by optimizing add-ons and gift attachment opportunities
- Increase retention by developing a new mobile app experience, a reimagined loyalty program, and subscription options

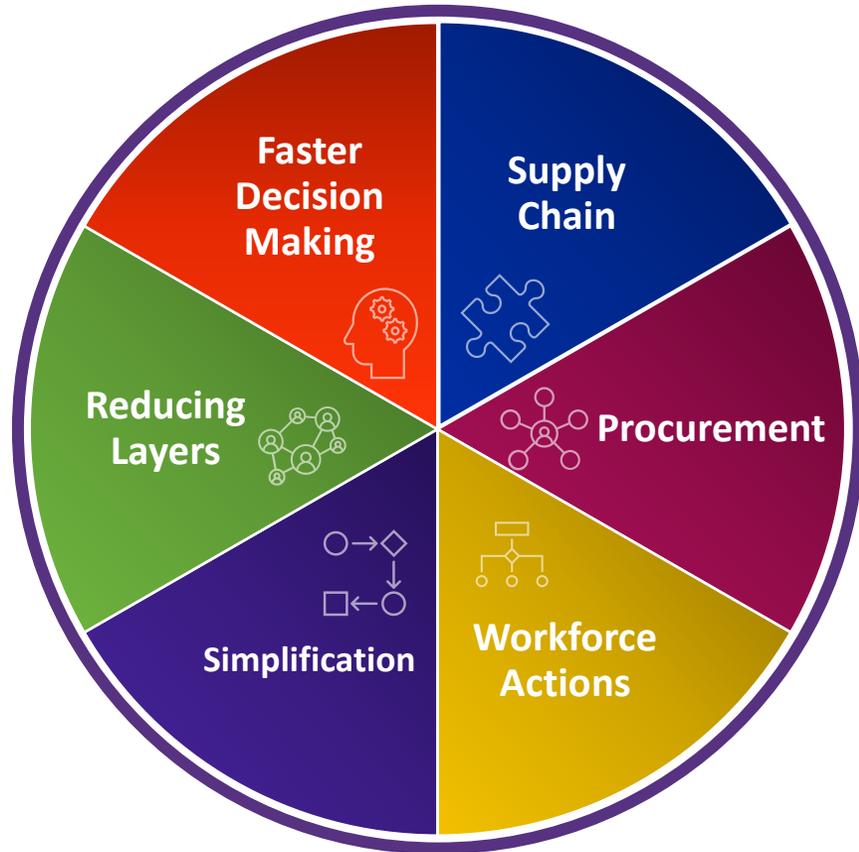


Expanding Channels to Meet Customers Where They Are and Capture Incremental Demand



- Meet customers where they already shop through leading third-party marketplaces
- Lowers customer acquisition friction and expands reach
- Use marketplace channels to complement owned platforms
- Test physical retail selectively with strict ROI thresholds

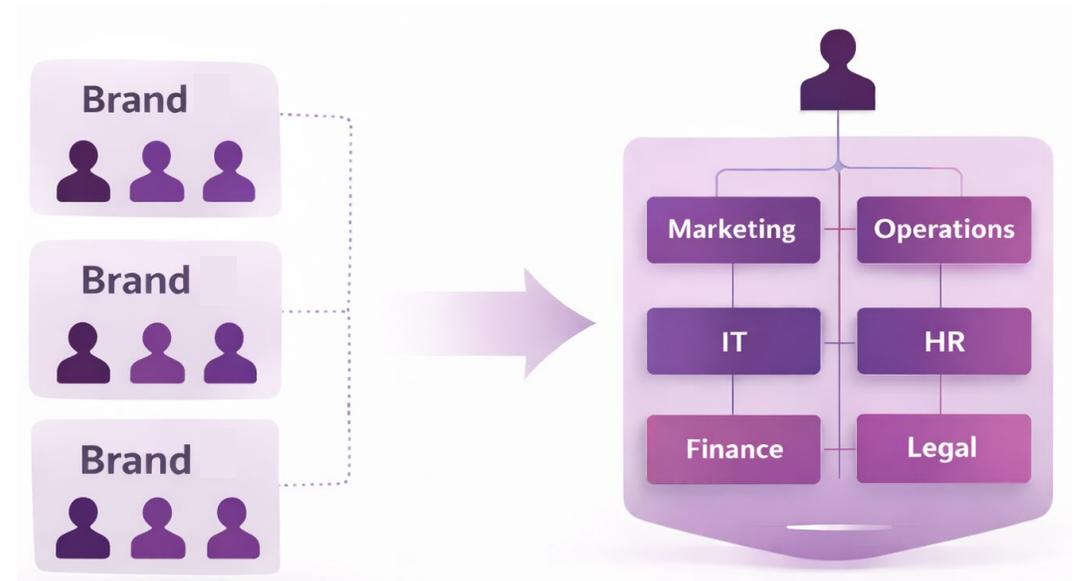
Optimizing Cost Structure and Operating Model for Greater Efficiency



- Implemented workforce actions to streamline organization, reduce layers and accelerate decision-making
- Engaged external consultants to support speed and rigor of execution
- Advancing cost reduction initiatives across supply chain and procurement to optimize spend and improve vendor economics
- Driving operational efficiency improvements across core processes to enhance productivity and margin profile
- ~\$50 million of total run-rate savings expected across FY26 – FY27

Transitioned to a Function-Based Organization Structure to Accelerate Change, and Increase Efficiency and Accountability

- Shifted from a brand-centric structure to a function-based organization to eliminate duplication and improve coordination
- Simplified reporting lines and reduced organizational layers to enable faster decision-making
- Increased accountability through clearer ownership across key functions
- Streamlined the cost structure through workforce actions and leadership realignment
- Positioned the organization to execute more effectively with consistent best practices and stronger cross-functional collaboration



What Success Looks Like

- ✓ Higher quality traffic and improved customer lifetime value
- ✓ Leaner cost structure aligned with revenue scale
- ✓ Broader customer access through diversified channels
- ✓ Stronger execution enabled by clearer accountability
- ✓ Build foundation for long-term, scalable growth



FINANCIAL INFORMATION



FLWS Consists of Three Business Segments that Offer Customers a Premier Mix of Brands to Meet their Gifting Needs

Gourmet Foods & Gift Baskets



Features brands that offer premium quality fruit, gift baskets and gourmet foods through a multi-channel approach



Includes integrated brands that produce their own crops, bake their goods, and have distribution facilities



Products are packaged in seasonal, occasion specific or decorative tins for gifting, that also can be customized for corporate customers

Consumer Floral & Gifts



Direct-to-consumer provider of fresh flowers, plants, fruits and gift baskets that can be delivered same day or next day



Broad selection of personalized gifts and keepsakes that are manufactured utilizing same-day/next-day capabilities



Direct-to-consumer, multi-channel provider of artistically carved fresh fruit arrangements

BloomNet



Offers a broad range of products and services designed to help its florist members grow their businesses profitably

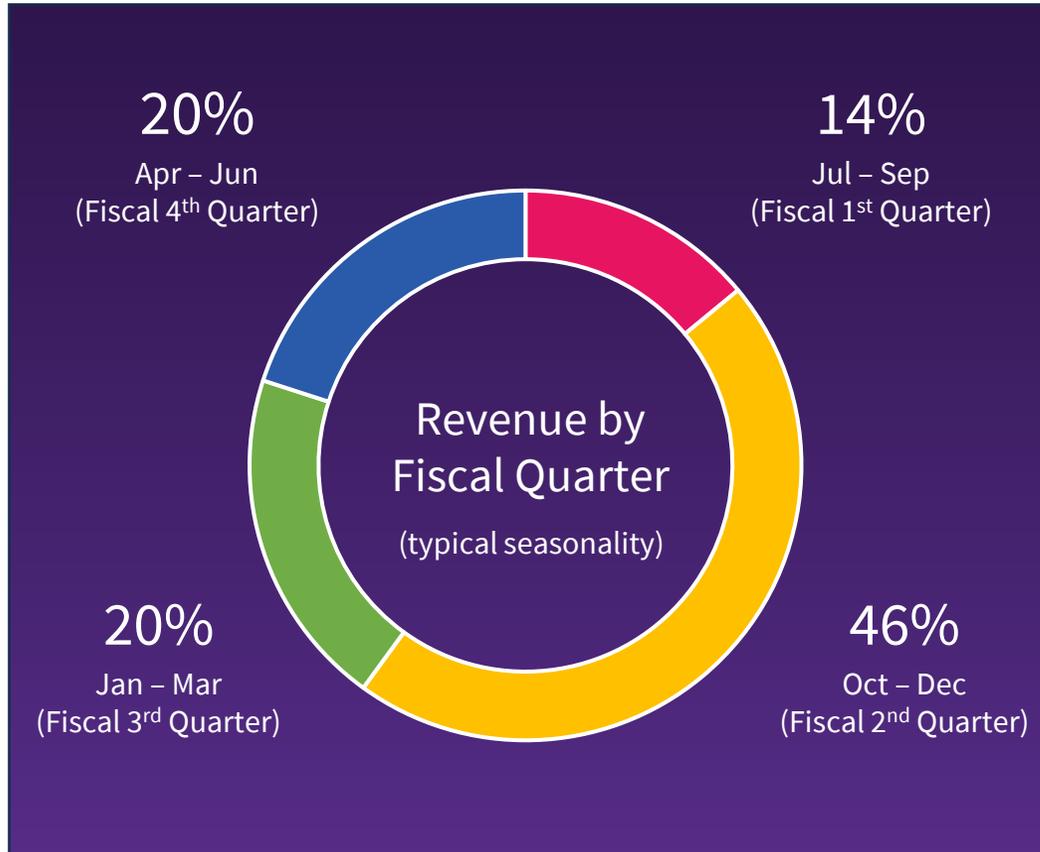


Wholesale merchandiser and marketer of floral industry and related products

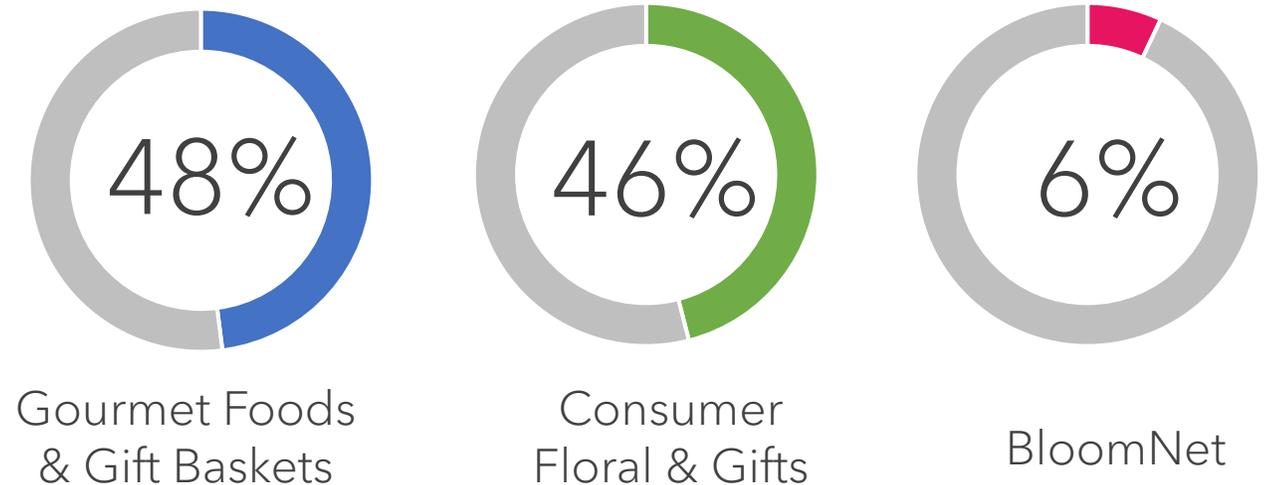


Provider of digital and physical greeting cards to sister brands, independent florist and other wholesale customers

FY25 \$1.7 Billion Revenue Composition

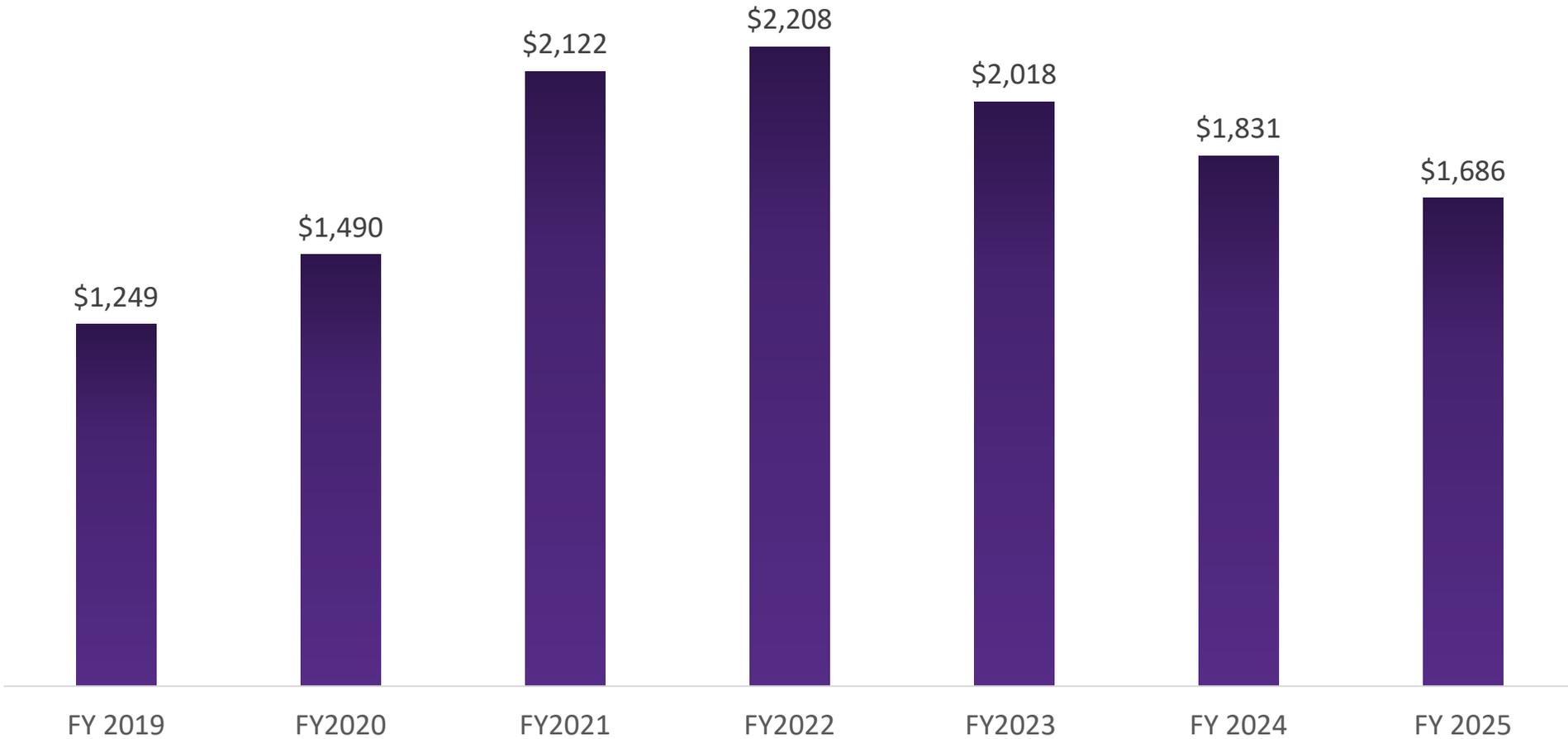


Revenues by Segment

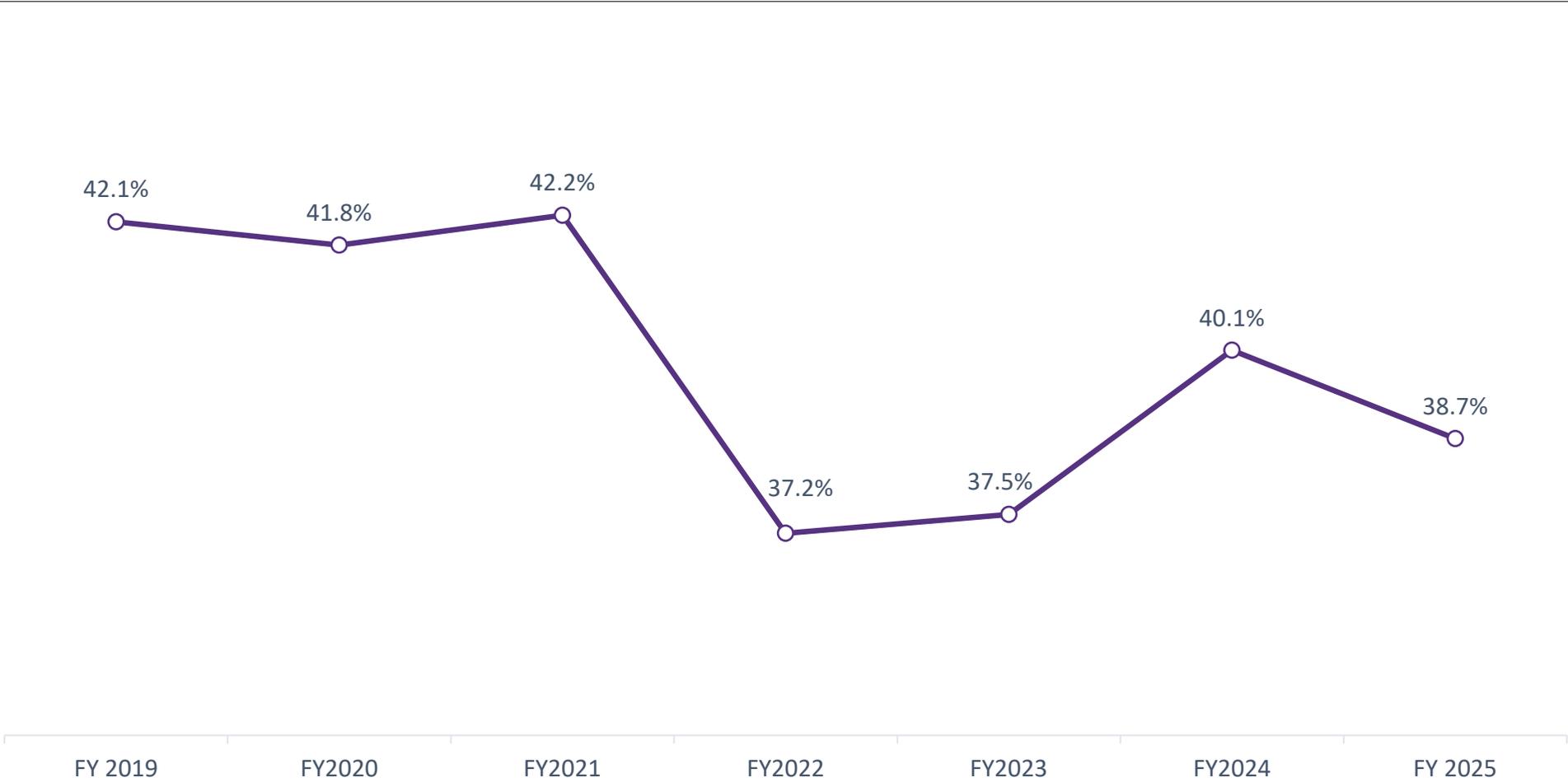


Historical Revenues

\$ in millions

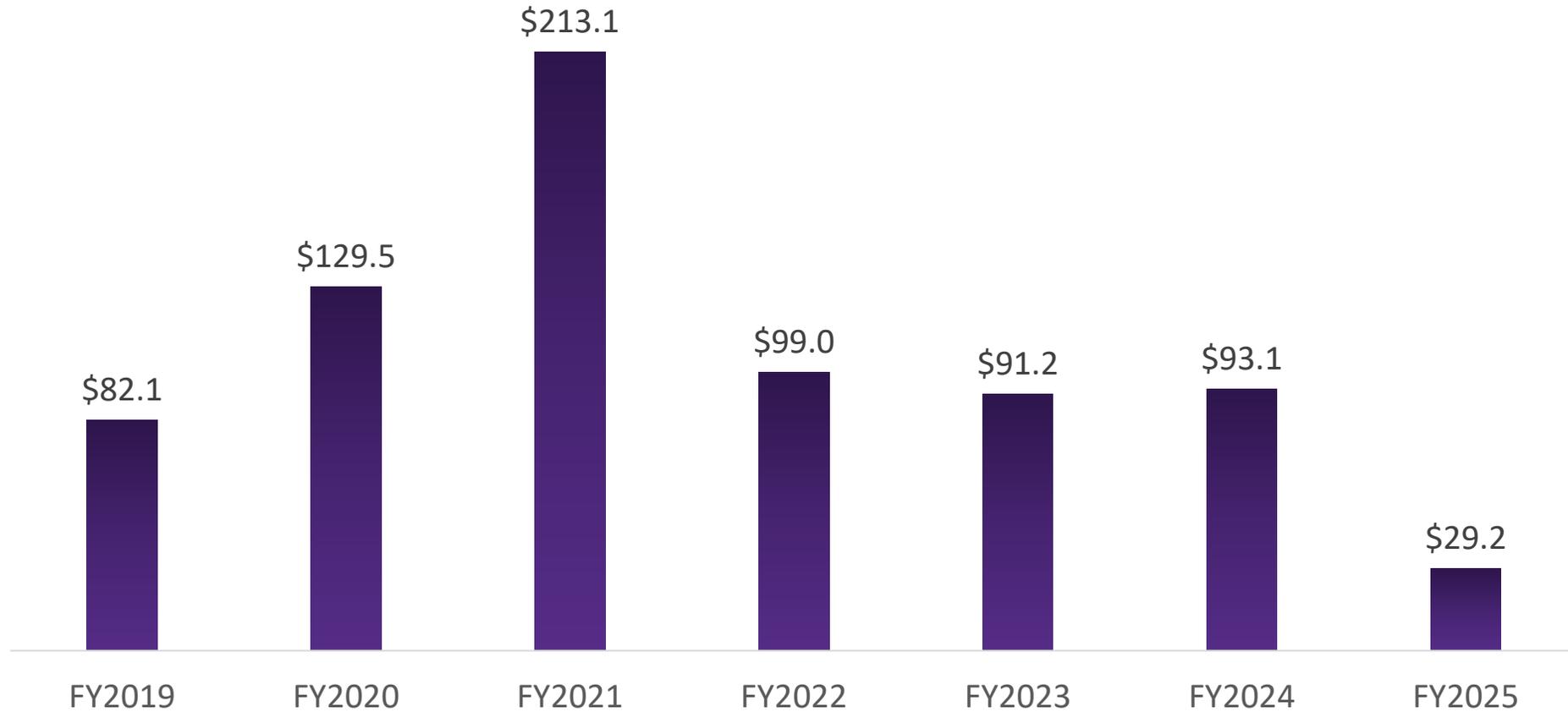


Historical Gross Profit Margin



Historical Adjusted EBITDA

\$ in millions





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NASDAQ:
FLWS

Appendix

Adjusted EBITDA Reconciliation

\$ in 000s

Reconciliation of net income (loss) to adjusted EBITDA (non-GAAP):

	Years Ended						
	June 29, 2025	June 30, 2024	July 2, 2023	July 3, 2022	June 27, 2021	June 28, 2020	June 30, 2019
Net income (loss)	\$ (199,993)	\$ (6,105)	\$ (44,702)	\$ 29,610	\$ 118,652	\$ 58,998	\$ 34,766
Add: Interest expense and other, net	8,544	3,830	11,751	10,999	(28)	2,522	2,125
Add: Depreciation and amortization	53,618	53,752	53,673	49,078	42,510	32,513	29,965
Add: Income tax expense (benefit)	(13,364)	203	(2,060)	1,492	30,463	18,844	8,217
EBITDA	(151,195)	51,680	18,662	91,179	191,597	112,877	75,073
Add: Stock-based compensation	11,891	10,688	8,334	7,947	10,835	8,434	6,310
Add: Compensation charge related to NQ plan investment appreciation (depreciation)	5,423	6,904	(822)	(3,583)	5,713	347	729
Add: Goodwill and Intangible Impairment	143,823	19,762	64,586	-	-	-	-
Add: Transaction costs	-	269	444	540	5,403	2,706	-
Add: Restructuring costs/Severance	5,823	2,564	-	-	-	-	-
Add: Litigation settlement	-	1,200	-	2,900	-	-	-
Add: System Implementation Costs	13,401	-	-	-	-	-	-
Deduct: Harry & David store closure cost adjustment	-	-	-	-	(483)	5,177	-
Adjusted EBITDA	<u>\$ 29,166</u>	<u>\$ 93,067</u>	<u>\$ 91,204</u>	<u>\$ 98,983</u>	<u>\$ 213,065</u>	<u>\$ 129,541</u>	<u>\$ 82,112</u>

Please refer to the company's 10-K filings for additional information on adjusted EBITDA.