
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.



# Who We Are

- A leading gifting company helping customers connect and celebrate life's meaningful moments
- Portfolio of well-known brands, led by 1-800-Flowers.com and Harry & David
- Broad assortment across floral, gourmet foods, gift baskets and personalized products
- Integrated capabilities spanning merchandising, sourcing, fulfillment and customer engagement
- Serving customers across everyday and seasonal gifting occasions through owned and expanding third-party channels

# FLWS at a Glance

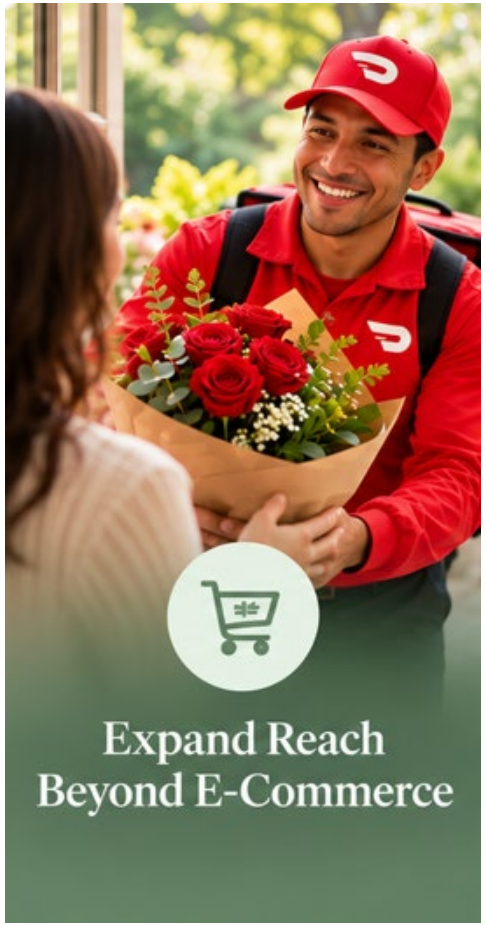
| | | |
|---|---|---|
| **$1.5B**<br>Fiscal 2026 Revenue | **7M+**<br>Customers FY26 Period | **800K**<br>Celebrations Passport Members (FY26) |
| **6M**<br>Pounds of Moose Munch Made Annually |  | **12K**<br>Tons of Comice Pears Harvested Annually |
| **1976**<br>Founded | **95M**<br>Stems Delivered Annually | **~77%**<br>Revenue from Existing Customers |

# FLWS: A Leading Gifting Platform with Multiple Opportunities to Drive Profitable Growth

- Leading brands positioned around meaningful, recurring gifting occasions
- Broad customer and category reach with opportunities to deepen engagement and expand over time
- Scaled operating platform with a more efficient cost structure and multiple avenues for profitable growth
- Transformation creates an opportunity to improve revenue growth, profitability and cash generation

# We Launched a Multi-Year Transformation to Build a Stronger Foundation for Growth Through Four Strategic Pillars









# Refreshed Leadership Team Aligned on Strategy and Focused on Executing Our Transformation



Adolfo Villagomez
Chief Executive Officer



James Langrock
Chief Financial Officer



Melanie Babcock
Chief Marketing and Growth Officer



Nelson Tejada
Chief Merchandising Officer



Ned Ford
Chief Operations Officer



Jon Feldman
Chief Commercial Officer



Henry Mori
Chief Product and AI Officer



Alex Zelikovsky
Chief Information Officer



Michael Manley
SVP, General Counsel and Corporate Secretary



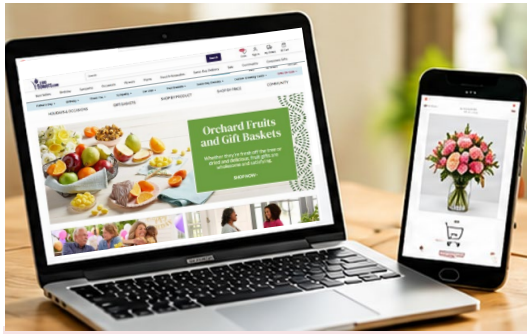
Steve Roberts
SVP, Business Development

# Fiscal 2026 Strengthened the Foundation of the Business



### Strengthened Customer Focus

- Customer insights and data informed decision making
- Improved execution during key holiday periods
- Enhanced customer experience across brands
- Simplified customer journey




### Modernized Marketing & Digital Experience

- Began building a more balanced and broader funnel approach to customer acquisition and retention
- Implemented emphasis on marketing contribution margin to evaluate marketing investments



### Enhanced Talent and Accountability

- Transitioned to a function based operating model
- Reduced duplication, improved decision making and strengthened accountability
- Clarified ownership across merchandising, marketing, and digital teams



### Improved Operating Efficiency

- Achieved $50 million of run-rate savings ahead of plan
- Additional $15-$20 million of run-rate savings identified for FY27
- Simplified organization and reduced layers

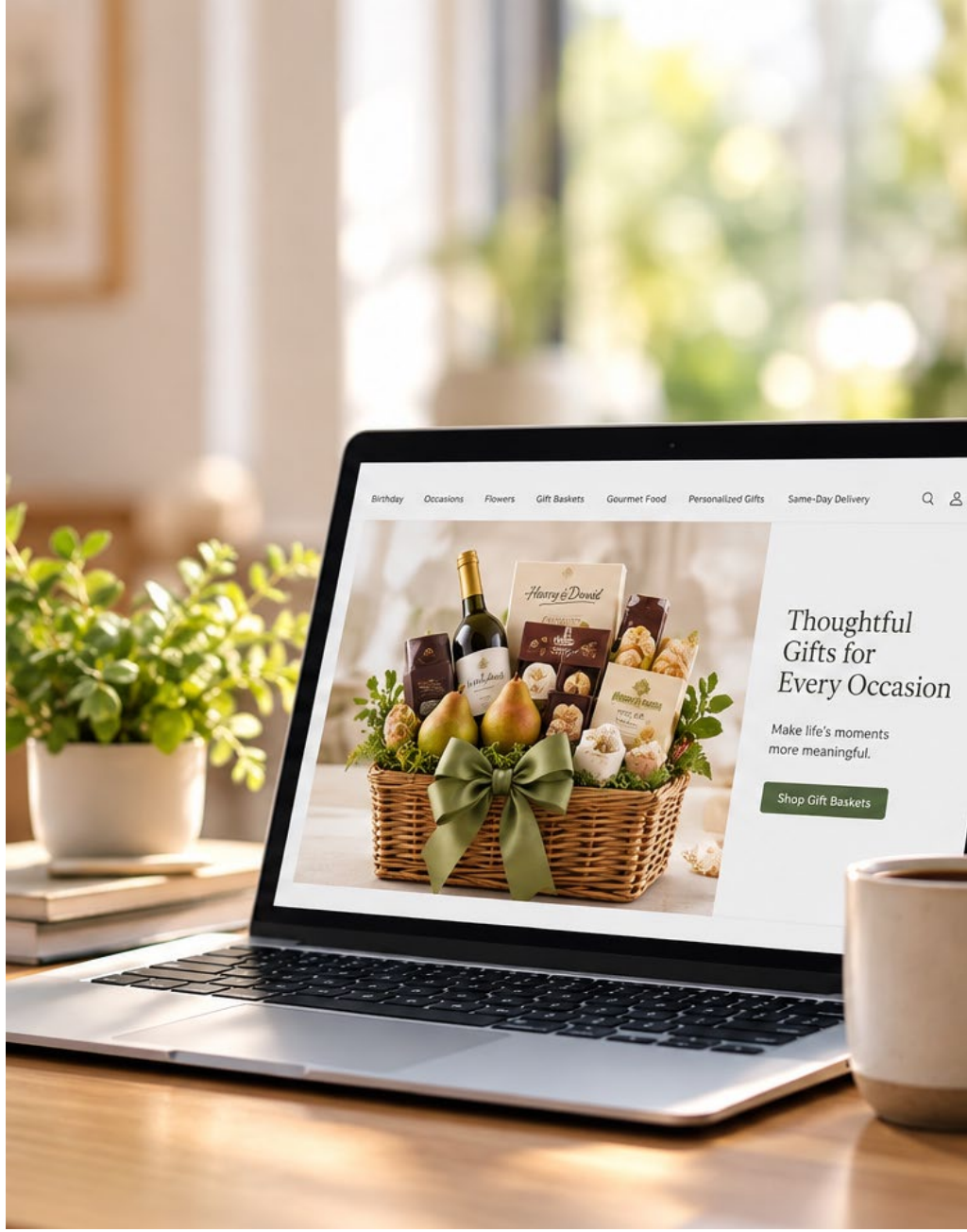
# With a Stronger Foundation in Place, We are Focused on Four Key Priorities to Advance our Transformation in FY27

1. **Accelerate Revenue Recovery**
   Improve the fundamental drivers of demand and build a more sustainable revenue trajectory.

2. **Modernize the Customer Experience**
   Simplify the customer journey and improve search, discovery, conversion and personalization.

3. **Increase Marketing Productivity**
   Modernize MarTech, improve customer acquisition and retention, and continue a disciplined test-and-learn approach.

4. **Execute with Discipline**
   Maintain cost discipline while reinvesting savings behind the highest-return strategic initiatives.



# Focusing on What Drives Demand to Accelerate Revenue Recovery



**Acquire**

**Reach more high-value customers**
Expand reach across owned and third-party channels, improve acquisition efficiency and refine targeting and merchandising.

**Engage**

**Deepen customer relationships**
Strengthen engagement across occasions, improve relevance through personalization and expand opportunities to interact with our brands.

**Convert**

**Make it easier to purchase**
Improve search and product discovery, simplify the path to purchase and optimize conversion and basket size.

**Retain & Grow**

**Increase frequency and lifetime value**
Strengthen Passport and loyalty, increase purchase frequency across occasions and drive repeat purchasing and multi-category engagement.

# Modernizing the Customer Experience

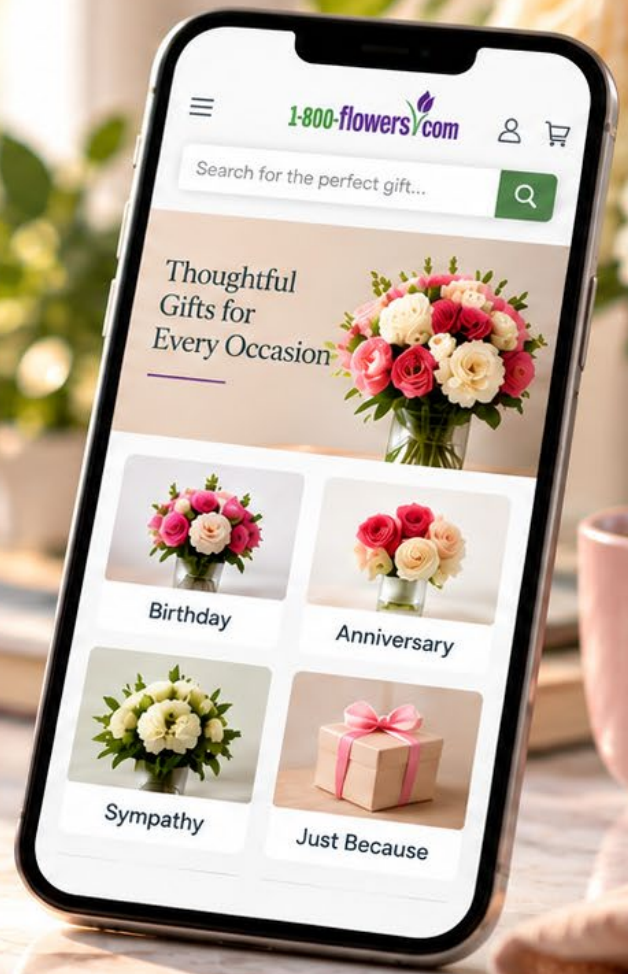
Simplifying the customer journey and improve search, discovery, conversion and personalization.

**Better search and discovery**
Help customers find the right gift faster.

**A simpler, faster checkout**
Reduce friction across the purchase journey.

**More personalized experiences**
Deliver relevant products, offers and content.

**Higher conversion and larger orders**
Optimize the digital experience across channels.



# Developing a More Modern, More Productive Marketing Engine

## FY26 Progress

- Shifted focus from revenue volume toward contribution margin
- Improved ad-to-sales efficiency
- Established a more disciplined approach to customer acquisition
- Began building capabilities in personalization and loyalty

## FY27 Focus

- Modernize MarTec infrastructure
- Expand personalization and build deeper customer relationships
- Improve retention, frequency and customer lifetime value
- Scale what works through a data driven test-and-learn approach





# Strong Foundation of Existing Customers to Build Upon

**77%**

Revenue from Existing Customers

**26%**

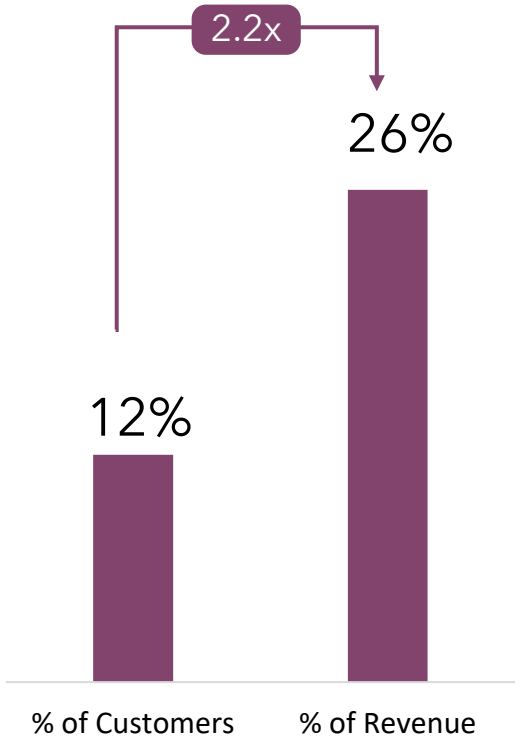
Revenue from Multi-Category Customers

**19%**

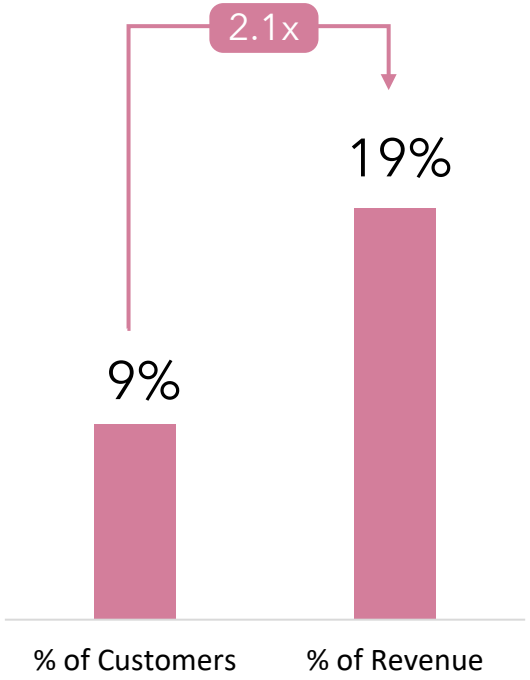
Revenue from Passport Members

# Deepening Relationships with and Growing Our High-Value Customers Creates a Long-Term Revenue Growth Opportunity

## Multi-Category Customers




## Passport Members




**2x–3x**

**Higher Average Spend**

Amongst Customers who are Passport Members and Shop Multiple Categories

# Execute with Discipline and Allocate Capital and Resources to the Highest Return Opportunities

- **Maintain a leaner cost structure**
  Build on cost reductions and continue identifying opportunities to improve efficiency.
- **Reinvest with Purpose**
  Direct savings toward the strategic initiatives with the greatest potential to support revenue recovery and long-term growth.
- **Apply a test-and-learn approach**
  Measure results, scale what works and redirect resources when initiatives do not meet return expectations.
- **Strengthen accountability**
  Maintain clear ownership and performance measures to drive execution across the organization.



# Measuring Progress as our Transformation Takes Hold

- Improve revenue trends by strengthening acquisition, engagement, conversion, retention and frequency
- Increase customer lifetime value through greater customer satisfaction and enhanced value proposition
- Improve marketing returns through better use of data, technology and personalization
- Expand operating leverage through a more efficient cost structure and disciplined investment
- Drive more consistent execution through clearer accountability and data-driven decision making



# Enhancing Financial Flexibility to Support Our Transformation



**Enhanced Flexibility Through Credit Agreement Amendment**

Amended credit agreement to extend existing covenant relief and provide greater flexibility around potential asset-sale proceeds, including the ability to retain a portion of proceeds for investment in strategic initiatives.



**Evaluating Capital Raising Options**

Evaluating a range of options to optimize our capital structure and provide additional capital to support investments in our transformation and future growth, including public or private debt or equity financings, divestitures of non-strategic assets and other capital structure transactions.

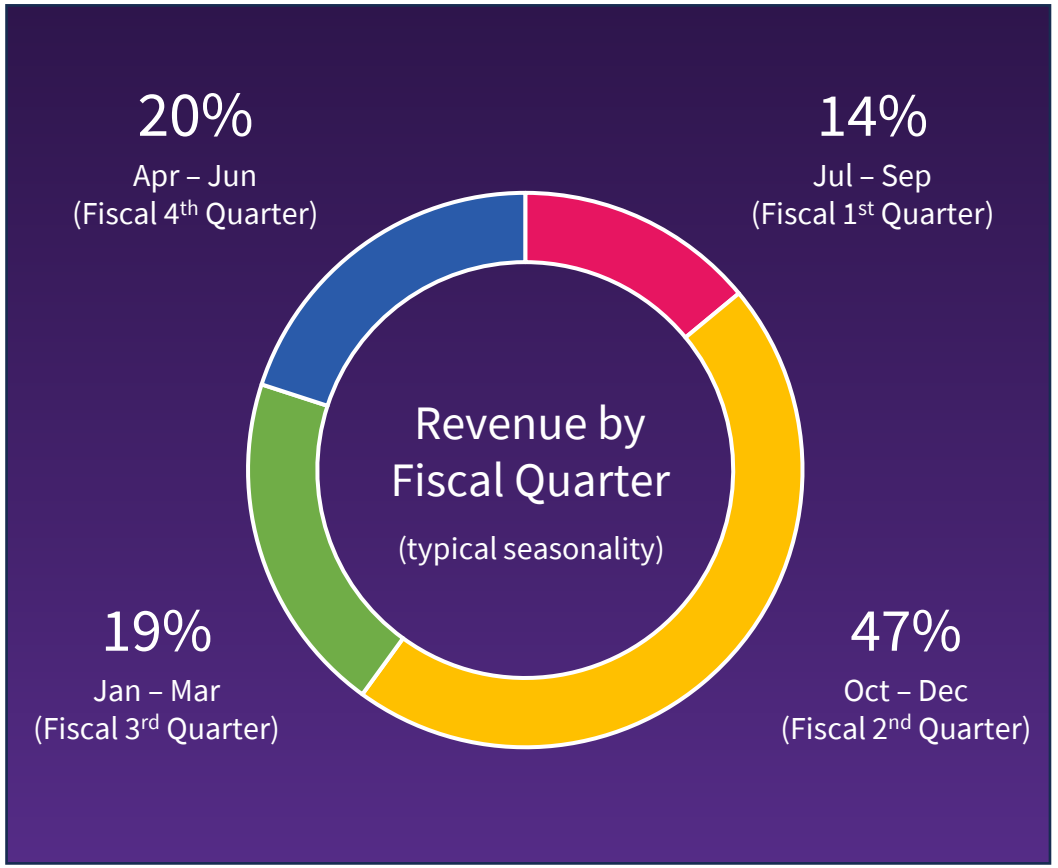


**Simplifying Portfolio and Sharpening Focus**

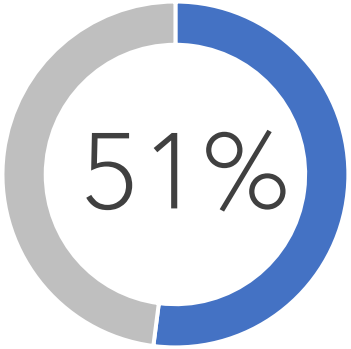
Simplifying the business and directing capital and resources toward our primary brands and the opportunities we believe have the greatest potential to create long-term value.

# FINANCIAL INFORMATION

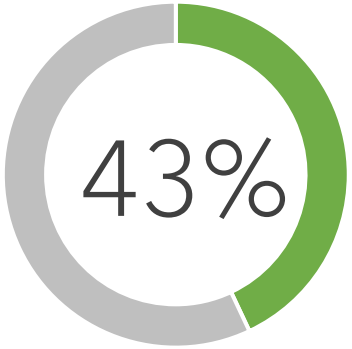
# FY26 $1.5 Billion Revenue Composition



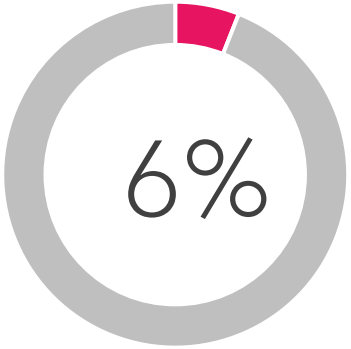

## Revenues by Segment




Gourmet Foods & Gift Baskets



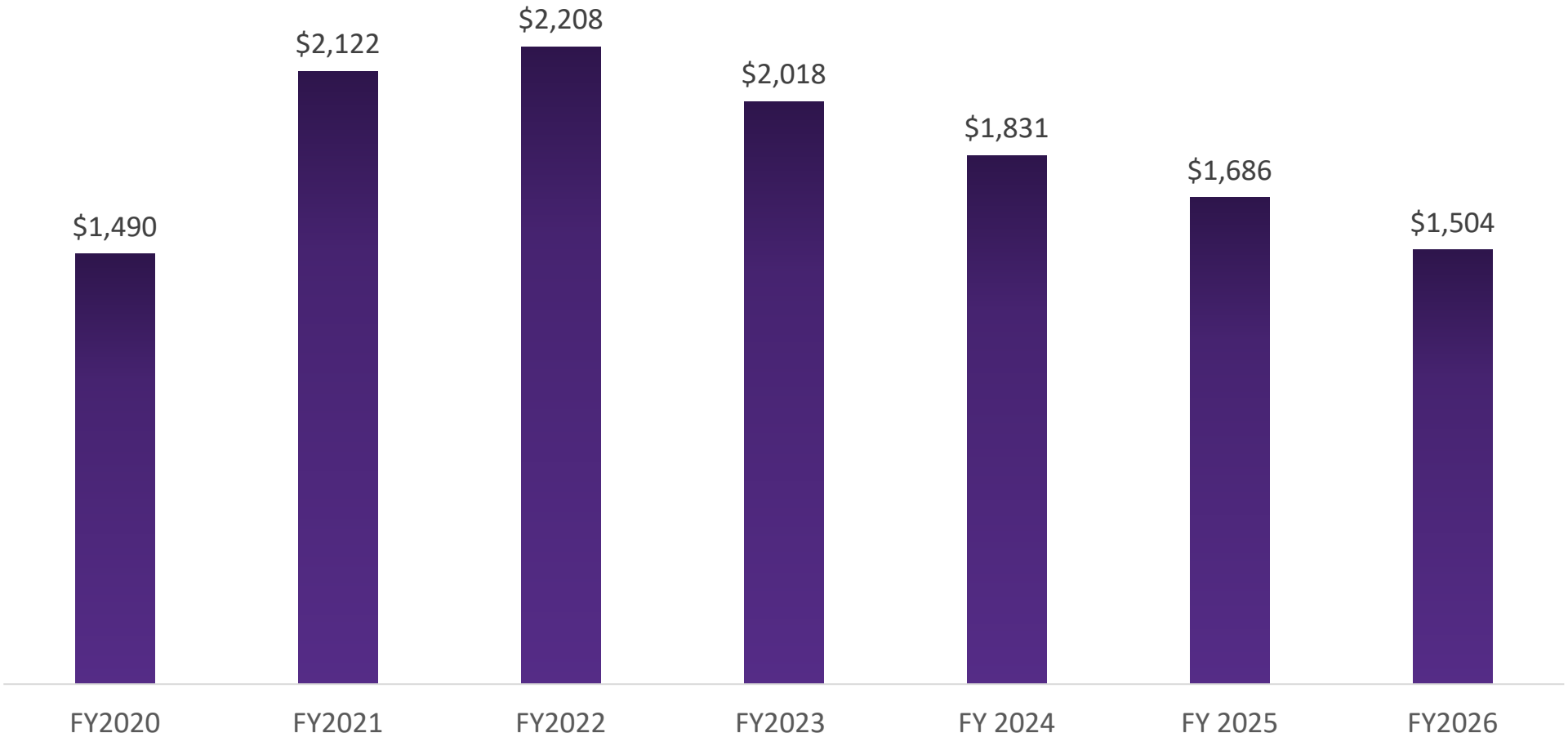

Consumer Floral & Gifts



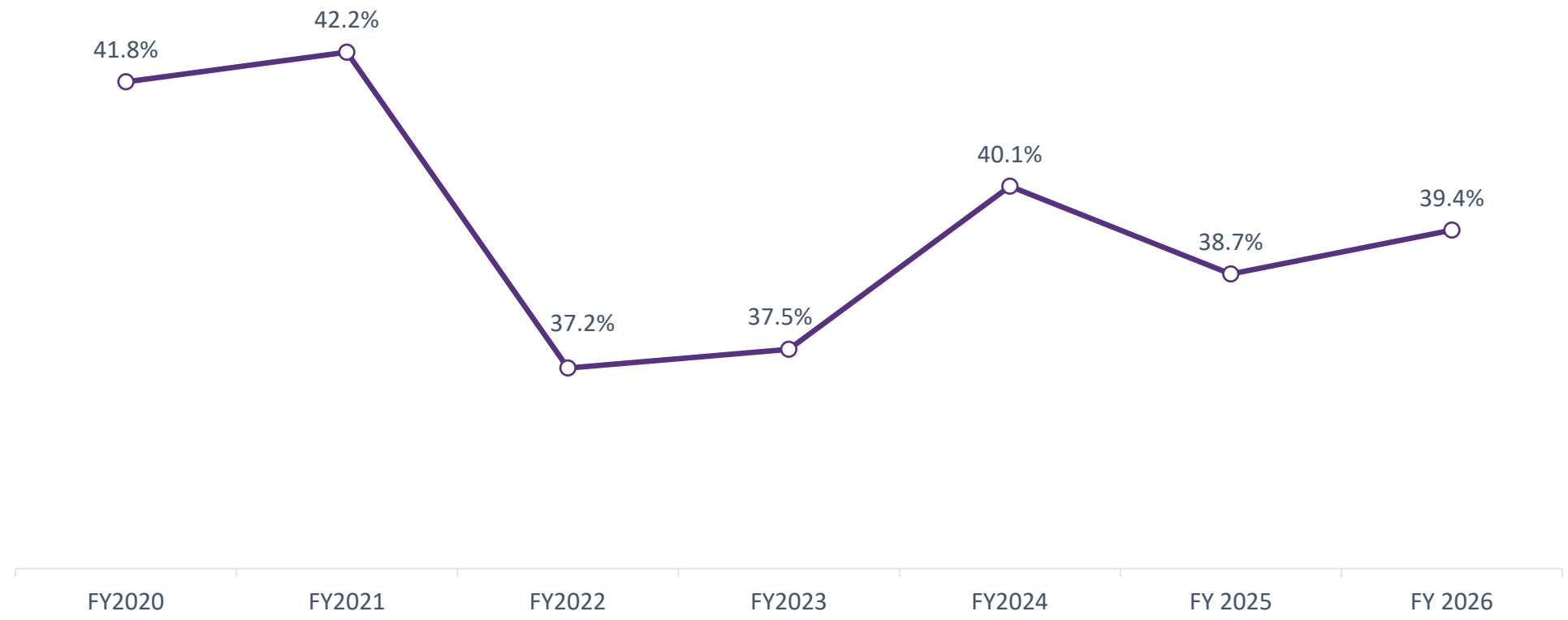

BloomNet

# Historical Revenues

*$ in millions*

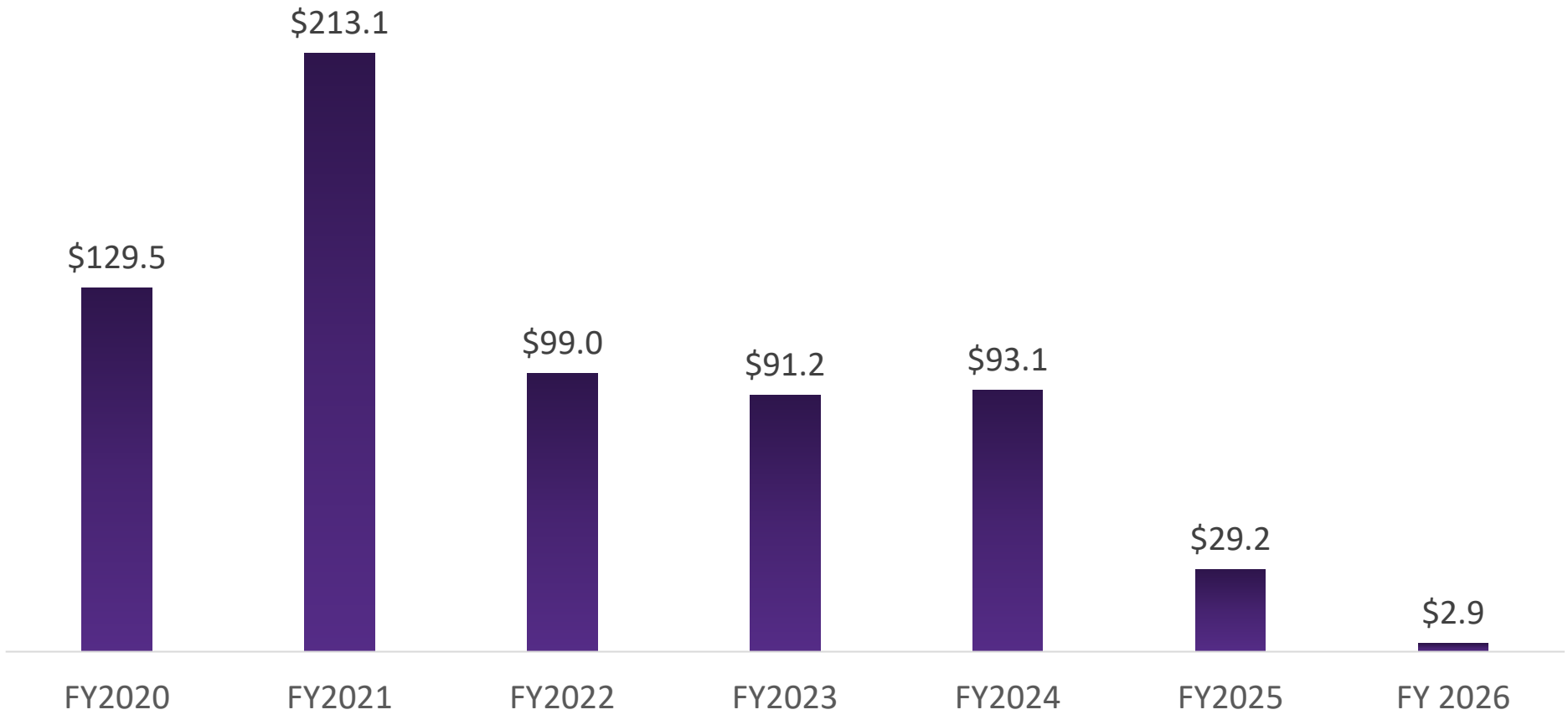


# Historical Gross Profit Margin



# Historical Adjusted EBITDA

*$ in millions*






1-800 flowers.com

NASDAQ:
FLWS

# Appendix

# Adjusted EBITDA Reconciliation

*$ in 000s*

| **Reconciliation of net income (loss) to adjusted EBITDA (non-GAAP):** | Years Ended | | | | | | |
|---|---|---|---|---|---|---|---|
| | June 28, 2026 | June 29, 2025 | June 30, 2024 | July 2, 2023 | July 3, 2022 | June 27, 2021 | June 28, 2020 |
| Net income (loss) | $ (134,765) | $ (199,993) | $ (6,105) | $ (44,702) | $ 29,610 | $ 118,652 | $ 58,998 |
| Add: Interest expense and other, net | 7,652 | 8,544 | 3,830 | 11,751 | 10,999 | (28) | 2,522 |
| Add: Depreciation and amortization | 53,617 | 53,618 | 53,752 | 53,673 | 49,078 | 42,510 | 32,513 |
| Add: Income tax expense (benefit) | (4) | (13,364) | 203 | (2,060) | 1,492 | 30,463 | 18,844 |
| EBITDA | (73,500) | (151,195) | 51,680 | 18,662 | 91,179 | 191,597 | 112,877 |
| Add: Stock-based compensation | 11,256 | 11,891 | 10,688 | 8,334 | 7,947 | 10,835 | 8,434 |
| Add: Compensation charge related to NQ plan investment appreciation (depreciation) | 7,708 | 5,423 | 6,904 | (822) | (3,583) | 5,713 | 347 |
| Add: Goodwill and Intangible Impairment | 45,154 | 143,823 | 19,762 | 64,586 | - | - | - |
| Add: Transaction costs | - | - | 269 | 444 | 540 | 5,403 | 2,706 |
| Add: Restructuring costs/Severance | 12,312 | 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 | $ 2,930 | $ 29,166 | $ 93,067 | $ 91,204 | $ 98,983 | $ 213,065 | $ 129,541 |

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