



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. 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 release or in any of its SEC filings. Consequently, you should not consider any such list 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


1-800-FLOWERS.COM, Inc. has grown from a leading multi-channel floral retailer into a leading e-commerce platform that offers our customers thoughtful gift-giving options from an all-star family of brands.

We enable our customers to stay connected, celebrate and strengthen their relationships with the most important people in their lives.

We believe in the simple notion that:

Giving is the gift!®

FLWS Overview

\$1.7B Fiscal 2025 Revenue	9M+ Customers FY25 Period	>900K Celebrations Passport Members (FY25)
\$29M FY25 Adj. EBITDA		>17M Gifts Delivered Annually
18 Premier Brands	100M Stems Delivered Annually	~74% Revenue from Existing Customers

Our Company Has a Rich History of Innovation and Evolution



Retail Stores



1970's



1-800 Line



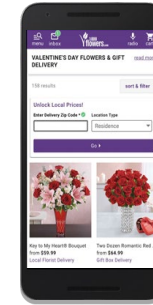
1980's



eCommerce



1990's



Mobile
Commerce



2000's

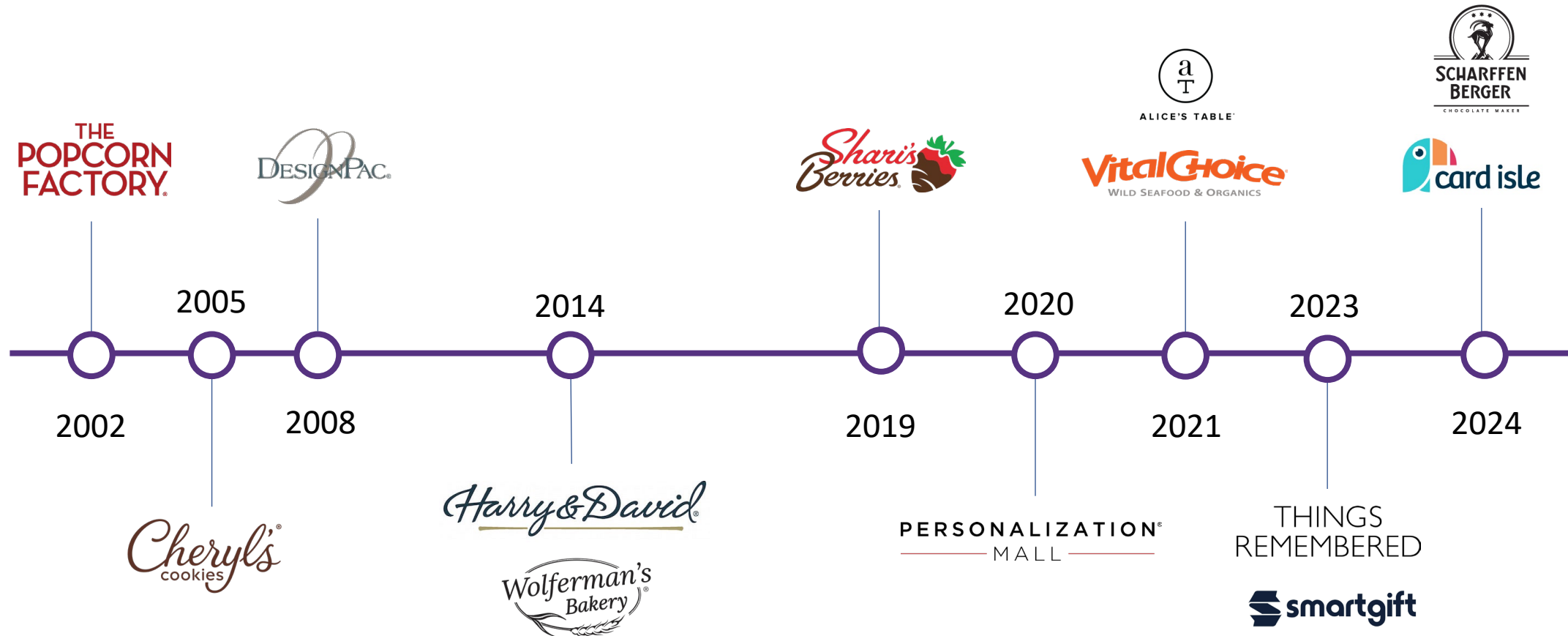


Conversational
Commerce

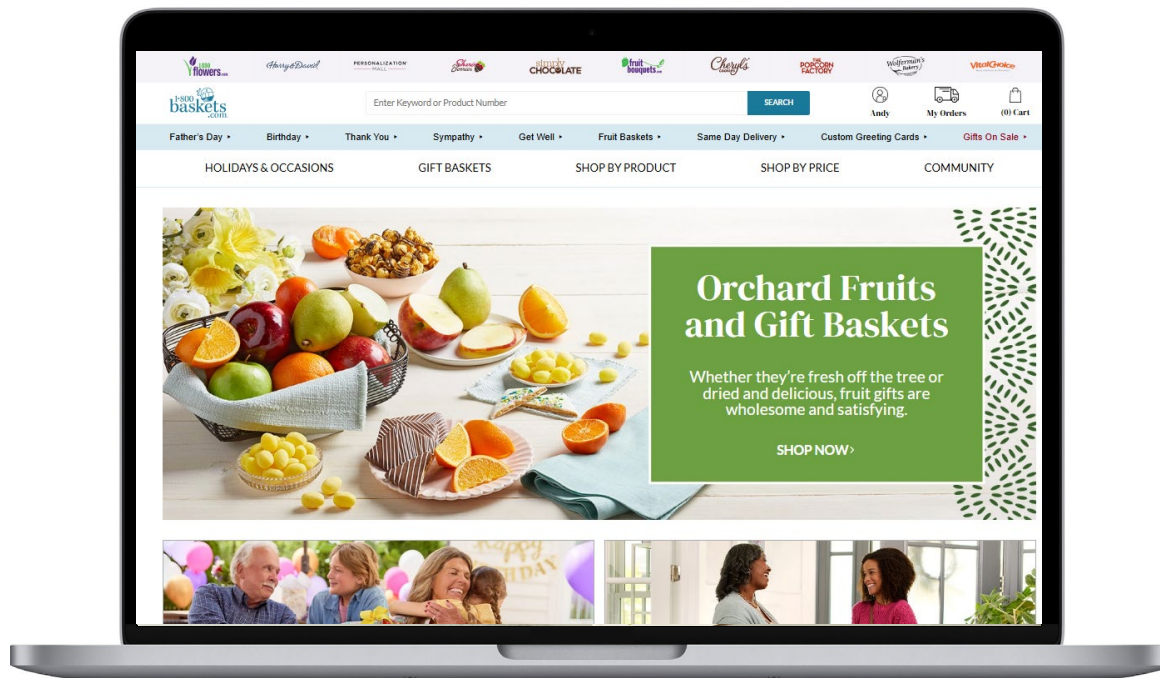


2010's

And We Have a History of Accelerating Growth Through Acquisitions



Through its Innovation, Evolution and Acquisitions FLWS has Transformed Into a Powerful e-Commerce Platform



- Offer products from an all-star family of brands that provide thoughtful gift-giving options for any occasion
- Powered by an advanced technology stack that was built for growth and encourages multi-brand shopping
- Increased customer engagement and improved user experience to strengthen our relationships with customers
- Increasing personalized experiences to drive frequency and retention

But We've Faced Several Challenges Over the Past Few Years and Are Implementing Strategic Initiatives to Address Them



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.



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.



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.

The Celebrations Strategy Represents a Multi-year Initiative that Integrates the Company's Family of Brands into a Hyper-Personalized Celebrations Ecosystem, Driving Greater Frequency, Conversion, and Marketing Efficiency



Sentiment-Led Customer Journey

Developing a Celebrations ecosystem that makes regular connections with friends and family more fun and accessible



Increase Frequency and Conversion

Provide engaging experiences beginning with free and low-cost greeting card options, which combined with notifications and reminders, encourage greater frequency



Broaden Price Points

Broadening price points, both lower and higher, to accommodate gifts suitable for various occasions and income levels. Employing a ladder sales strategy



Increase Marketing Efficiency

Enhance marketing efficiency and effectiveness by emphasizing relationship-driven interactions and by using tools like reminders



Leverage New Technologies

Integrate advanced technologies into the Celebrations ecosystem to deliver a more personalized and dynamic experience



Strengthen Celebrations Passport Loyalty Program

Increase customer engagement and boost long-term loyalty amongst its best customers by enhancing program

Our Strategy Strives to Position the Company for Sustainable and Profitable Long-Term Growth



- Increase frequency and restore growth in everyday and holiday celebration opportunities
- Evolve marketing into a full-funnel flywheel that drives awareness, acquisition and retention
- Expand distribution channels and make products more accessible to consumers
- Leverage advanced technologies to operate with greater efficiency and agility
- Optimize operations and accelerate the pace of change
- Generate higher Adjusted EBITDA and cash flows, over time

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



Lifestyle offerings that include fully digital on-demand floral, culinary and other experiences to guests across the country

BloomNet



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

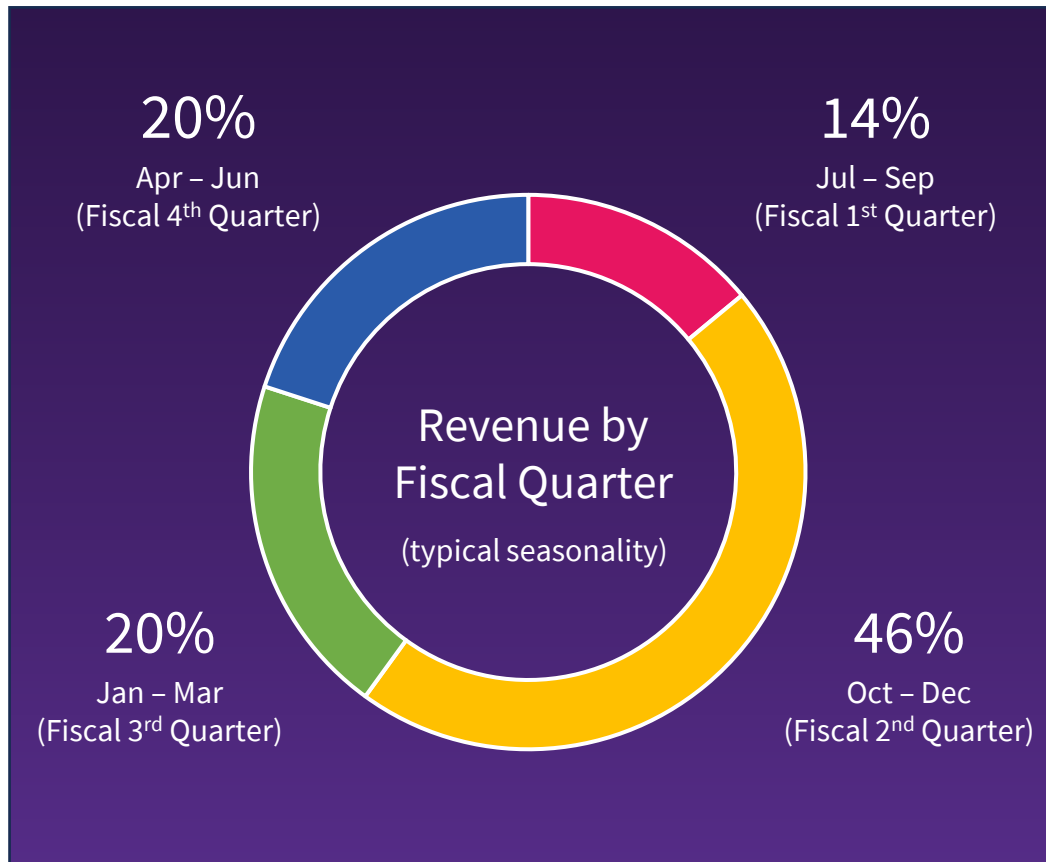


Wholesale merchandiser and marketer of floral industry and related products

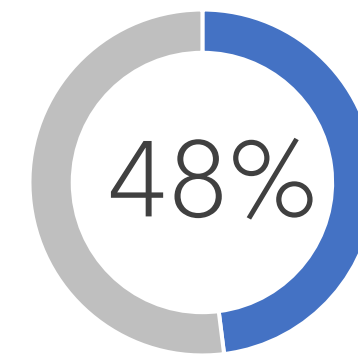


Provider of digital and physical greeting cards to sister brands, independent florist and other wholesale customers

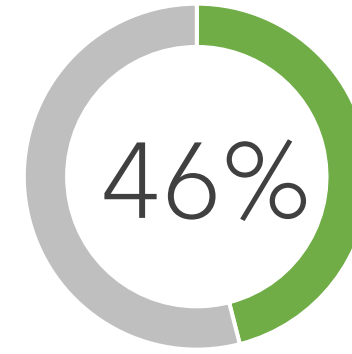
FY25 \$1.7 Billion Revenue Composition



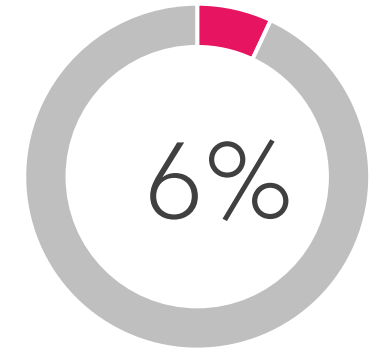
Revenues by Segment



Gourmet Foods
& Gift Baskets



Consumer
Floral & Gifts



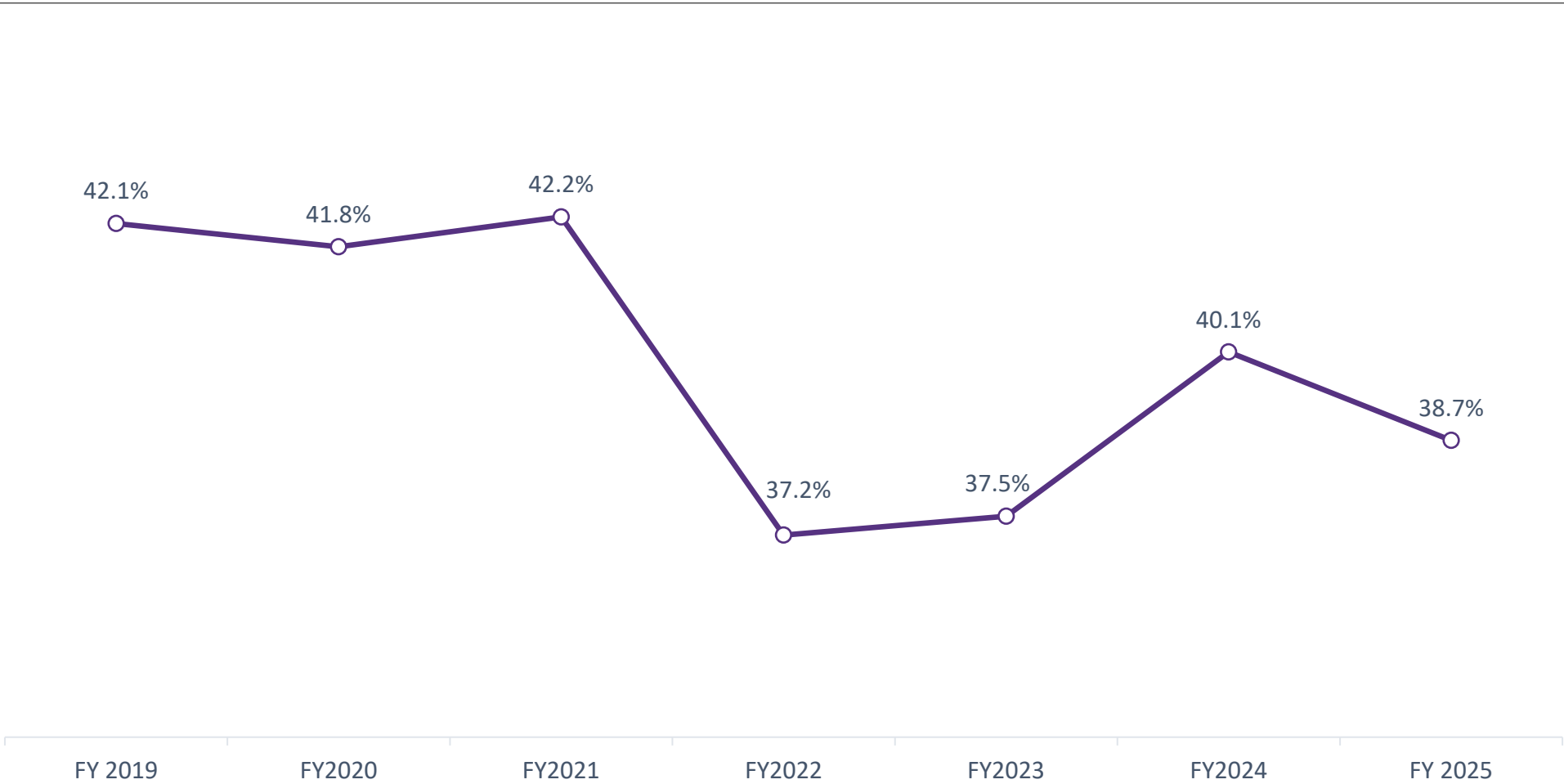
BloomNet

Historical Revenues

\$ in millions

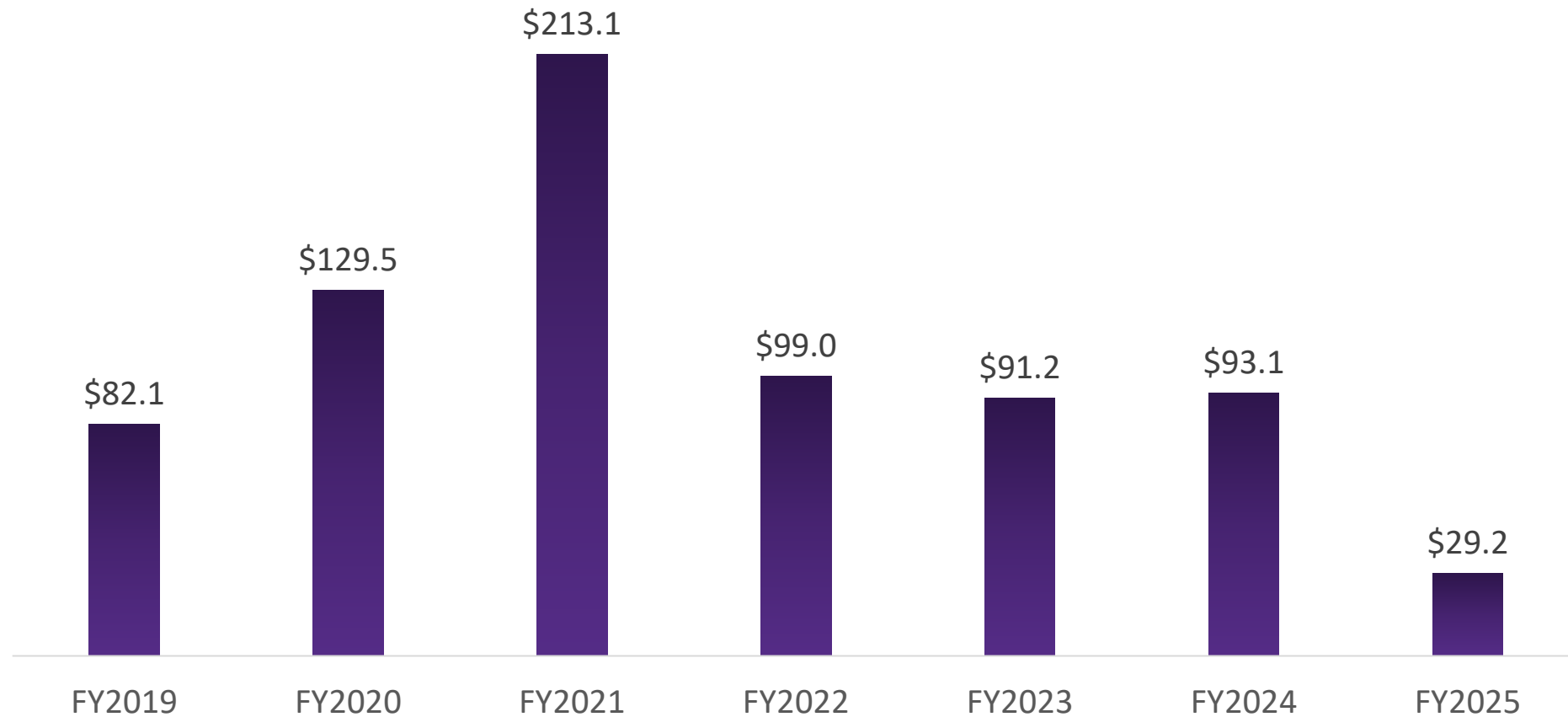


Historical Gross Profit Margin



Historical Adjusted EBITDA

\$ in millions





NASDAQ:
FLWS

Appendix

Adjusted EBITDA Reconciliation

\$ in 000s

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

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	\$ 29,166	\$ 93,067	\$ 91,204	\$ 98,983	\$ 213,065	\$ 129,541	\$ 82,112

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