



Investor Overview / Materials



CAUTIONARY STATEMENT

dlx

Statements made in this presentation concerning Deluxe, the company's or management's intentions, expectations, outlook or predictions about future results or events are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements reflect management's current intentions or beliefs and are subject to risks and uncertainties that could cause actual results or events to vary from stated expectations, which variations could be material and adverse. Factors that could produce such a variation include, but are not limited to, the following: changes in local, regional, national and international economic or political conditions, including those resulting from heightened inflation, rising interest rates, a recession, uncertainties surrounding trade policies or tariffs, or intensified international hostilities, and their impact on the company, its data, customers, or demand for the company's products and services; the effects of proposed and enacted legislative and regulatory actions affecting the company or the financial services industry as a whole; ongoing cost increases and/or declines in the availability of data, materials, and other services; the company's ability to execute its strategy and to realize the intended benefits; the inherent unreliability of earnings, revenue and cash flow predictions due to numerous factors, many of which are beyond the company's control; declining demand for the company's checks, check-related products and services and business forms; risks that the company's strategies intended to drive sustained revenue and earnings growth, despite the continuing decline in checks and forms, are delayed or unsuccessful; intense competition; continued consolidation of financial institutions and/or bank failures, thereby reducing the number of potential customers and referral sources and increasing downward pressure on the company's revenue and gross profit; risks related to acquisitions, including integration-related risks and risks that future acquisitions will not be consummated; risks that any such acquisitions do not produce the anticipated results or synergies; risks that the company's cost reduction initiatives will be delayed or unsuccessful; risks related to any divestitures contemplated or undertaken by the company; performance shortfalls by one or more of the company's major suppliers, licensors, data or service providers; continuing supply chain and labor supply issues; unanticipated delays, costs and expenses in the development and marketing of products and services, including financial technology and treasury management solutions; the failure of such products and services to deliver the expected revenues and other financial targets; risks related to security breaches, computer malware or other cyber-attacks; risks of interruptions to the company's website operations or information technology systems; and risks of unfavorable outcomes and the costs to defend litigation and other disputes. The company's forward-looking statements speak only as of the time made, and management assumes no obligation to publicly update any such statements. Additional information concerning these and other factors that could cause actual results and events to differ materially from the company's current expectations are contained in the company's Form 10-K for the year ended December 31, 2024, and other filings made with the SEC. The company undertakes no obligation to update or revise any forward-looking statements to reflect subsequent events, new information or future circumstances.



WHO WE ARE

DELUXE ENTERPRISE OVERVIEW

DLX AT A GLANCE

» Key Numbers



HQ
MPLS, MN



FOUNDED
1915



NYSE
DLX

Selected Operational Metrics

\$2.1B

LTM Q1'25
total revenue

\$409MM

LTM Q1'25
Adjusted EBITDA

>\$40B

Merchant processing
volume (annually)

>\$2T

In payments value
processed (annually)

\$118MM

LTM Q1'25
free cash flow

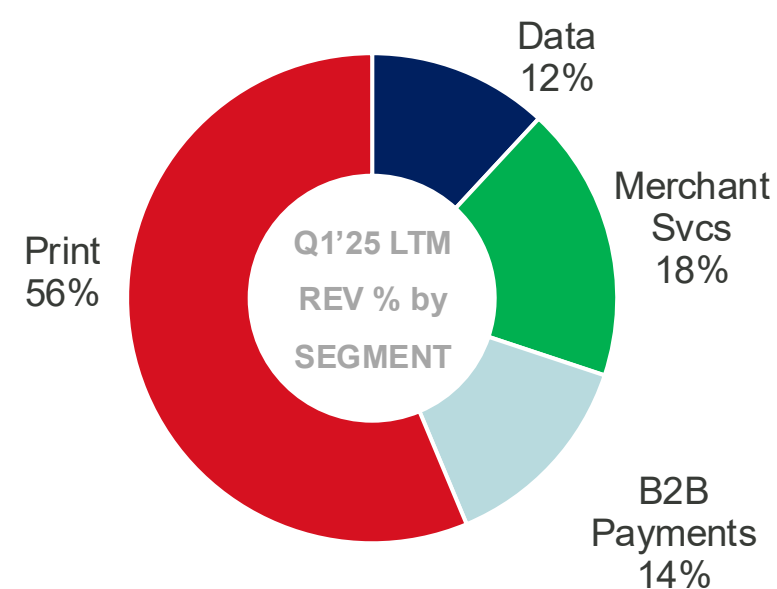
~6%

Annual dividend
yield

Diversified Revenue

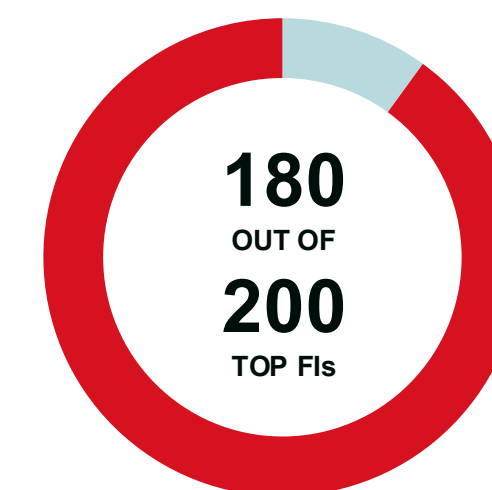
FORTUNE
1000

FORTUNE 1000 COMPANY OPERATING IN
FOUR MAIN SEGMENTS:



Who We Serve

OVER 4,000 FIs



MILLIONS
of SMBs ACROSS AN
ARRAY OF SERVICES

DLX HISTORY / TIMELINE:

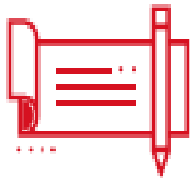
WE ARE HERE

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Declines within core Check & print portfolio accelerate

- Secular decline trends solidify, as digital substitutes emerge/evolve
- Customer relationships remain robust
- Sales channel complexity expands – FI-partners, distributors, direct / increasingly eCommerce

Late 1990's – 2007



Organic declines offset via aggressive Portfolio M&A

- 'Supermarket' for Banks & Small biz

Inorganic / M&A category expansion: (exited / retained)

SMB's

Logo creation / design

Web Hosting

Payroll / Incorp Svcs

Marketing Svcs - search / social

Branded promo & retail packaging

FI's

CC Affinity / Rewards

Branch P&L mgt (SaaS)

Misc. supply logistics

2008–2018

Select (exited) business lines:



(US, CAD, AUS, EU)



- 50+ disconnected businesses
- Uncoordinated go-to-market
- Massive technical debt

Built a cohesive foundation

- Rationalized portfolio
- Acquired First American
- Scalable product platforms
- Modern, cloud-based infrastructure
- One Deluxe go-to-market model

Present–2026

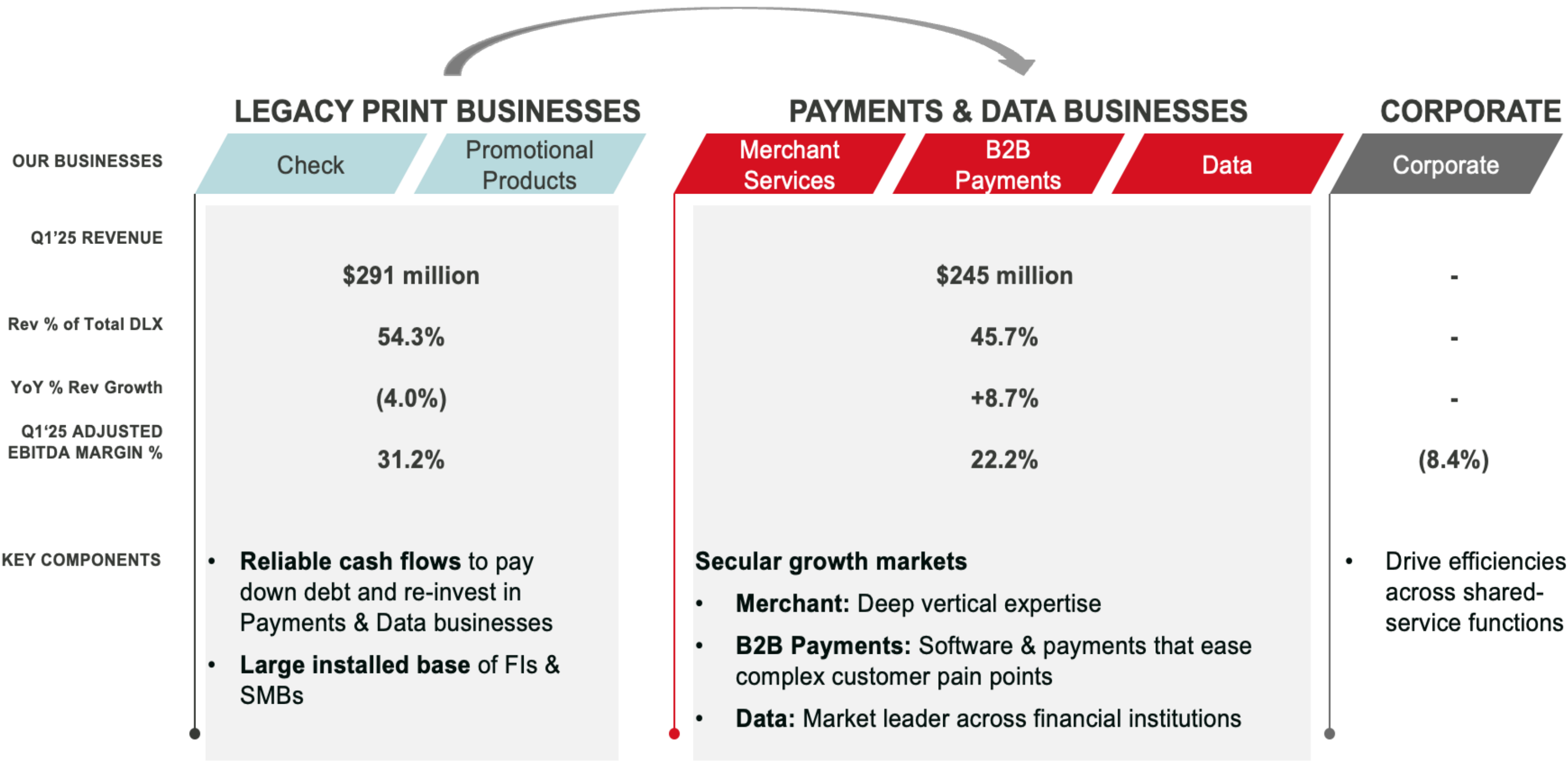
Driven by Payments & Data

- Growth engines scale
- Fit-for-purpose portfolio
- Digital-first infrastructure

OUR STRATEGY IS SIMPLE

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GROW PAYMENTS & DATA, PAY DOWN DEBT, & CUT CORPORATE COSTS



LEGACY PRINT BUSINESSES

Check

- Print & deliver checks for our bank and small business partners
- Checks still **40% of all business payments** today
- Ship over **90K packages of checks** per day

• TAM: ~\$2B

Promotional Products

- Branded forms, deposit tickets, & other customized items that complement checks
- Often printed on the **same equipment as checks**

• TAM: ~\$26B

PAYMENTS & DATA BUSINESSES

Merchant Services

- Helping merchants accept more than **\$40B of electronic payments** every year anywhere their customers would like to pay

• TAM: ~\$25B

B2B Payments

- Helping our clients manage their most challenging B2B payments pain points w/ software & payments solutions

• TAM: ~\$33B

Data

- An industry leader in using data and analytics to help our clients add new customers
- Deep expertise in Financial Institutions

• TAM: ~\$18B

Q1'25 Highlights

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Strong Execution within increasingly volatile macroeconomic conditions

HIGHLIGHTS

REVENUE GROWTH

- Data Solutions Revenue +29.3% vs Q1'24
- Merchant Svcs Revenue +1.3% vs Q1'24
- B2B Payments Revenue: +1.2% vs Q1'24
- Print Revenue: (4.0%) *Legacy Check Rev (1.8%) vs Q1'24*

OPERATING LEVERAGE via NS EXECUTION

- Driving Opex efficiency: Q1 SG&A exp down \$8.9 million (3.8%)
- Comparable Adjusted EPS: \$0.75 // +4.2% vs Q1'24

IMPROVED CASH GENERATION

- Cash Flow from Ops: \$50.3 million vs Q1'24 of \$26.6 million
- Debt reduced by ~\$80 million vs Q1'24
- Lower year-over-year cash restructuring charges

CAPITAL ALLOCATION

- Continued investment toward Payments and Data growth areas
- Strengthening Balance Sheet: *S&P ratings upgrade*
- Maintained Dividend: returning capital to shareholders

Comparable Adjusted EBITDA: \$100.2 million // +3.4% vs Q1'24; **18.7% Margin** // +40bps YoY

2025 Guidance

» Well-positioned for sustainable growth

	2025F Guidance	Comp. Adj. % Δ vs. 2024F
Revenue	\$2.090 – 2.155 billion	(1%) to +2%
Adj. EBITDA	\$415 – 435 million	+2 to +7%
Adj. EPS	\$3.25 – \$3.55	flat to +9%
Free cash flow	\$120 – 140 million	+20% to +40%

Additional modeling assumptions:

- Interest expense of approximately \$120 million
- Adjusted tax rate of 26%
- Depreciation and amortization of \$140 million, of which acquisition amortization is approximately \$45 million
- Average outstanding share count of 45.5 million shares
- Capital expenditures between \$90 and \$100 million

All figures are approximate, and remain subject to, among other things, prevailing macroeconomic conditions including potential tariff impacts, labor supply challenges, inflation, and the impact of other potential changes to the company's portfolio.

CLEAR MULTI-YEAR VALUE CREATION ALGORITHM

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OUR FOCUS

BY 2026

Drive profitable organic growth in Payments and Data
Keep efficiency focus on Print & Corporate

~2-4% y/y revenue growth,
~4-6% y/y EBITDA growth

Increase our free cash flow by improving leverage ratio &
reducing restructuring charges post-2024

3x leverage
30%+ FCF conversion

Drive focused execution through North Star plan

+\$80MM EBITDA &
+\$100MM FCF

Maintain our dividend: continue to return capital to shareholders

\$0.30 per share per quarter

Sustain performance: Changing culture, talent, & processes through '26 & beyond

15%+ annual total shareholder return through 2026



NORTH STAR INITIATIVE

ENTERPRISE-WIDE TRANSFORMATION PROGRAM...

- Aligned to enterprise strategy & shareholder value
- Contains highest priority growth & cost initiatives
- Portfolio of 12+ workstreams
- Comprehensive in scale

BY 2026:

+\$100MM

incremental run-rate FCF

+\$80MM

Incr. comp. adj. EBITDA

...ACCELERATING EXECUTION AGAINST CORE DLX GOALS & DRIVERS OF TSR

- Prioritizing rapid cash generation to fund long-term investment
- Expanded operating leverage
- 2024 YE: Initiatives comprising \$100+ million of targeted gross \$130 million Adjusted EBITDA improvements moved to execution

NORTH STAR WORKSTREAMS & TIMELINES

Target

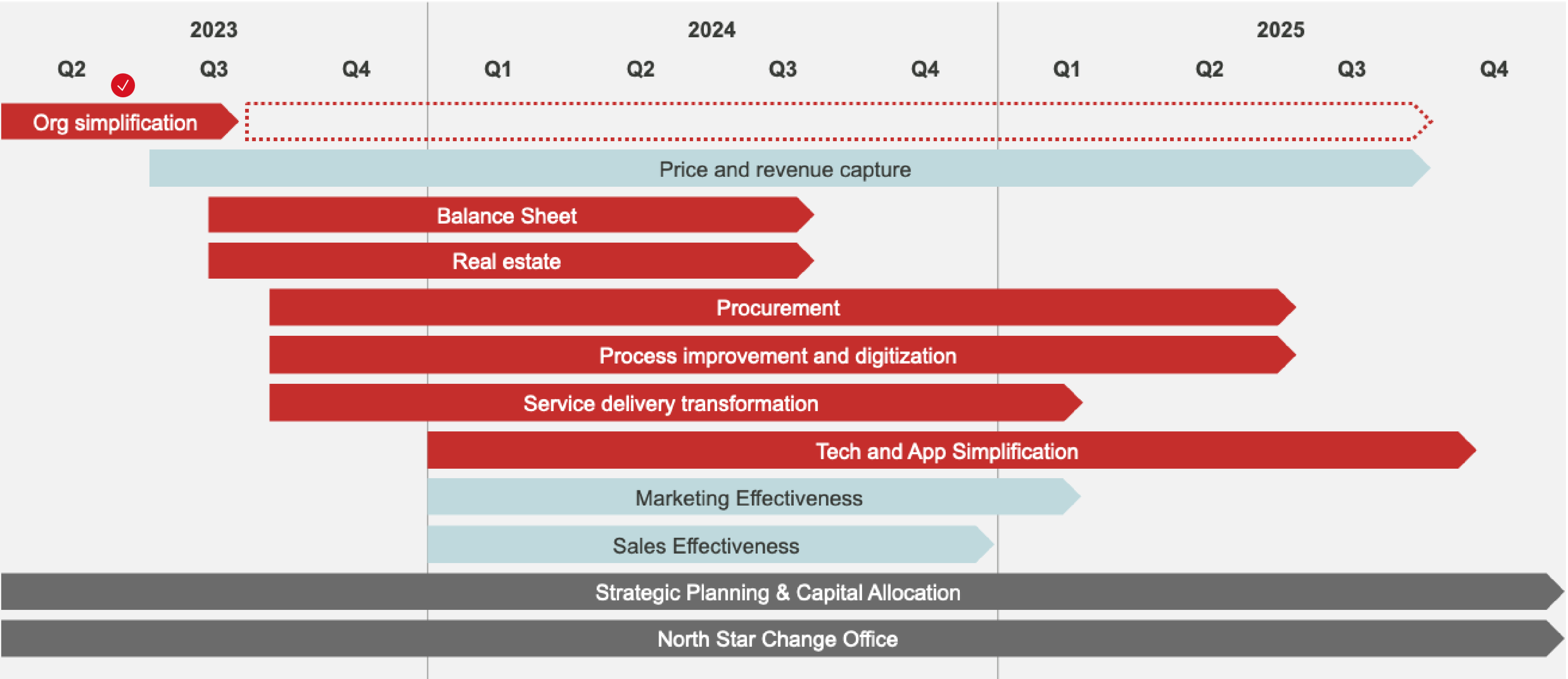
+\$80 million

incremental comparable
adjusted EBITDA

+\$100 million

incremental run-rate
free cash flow

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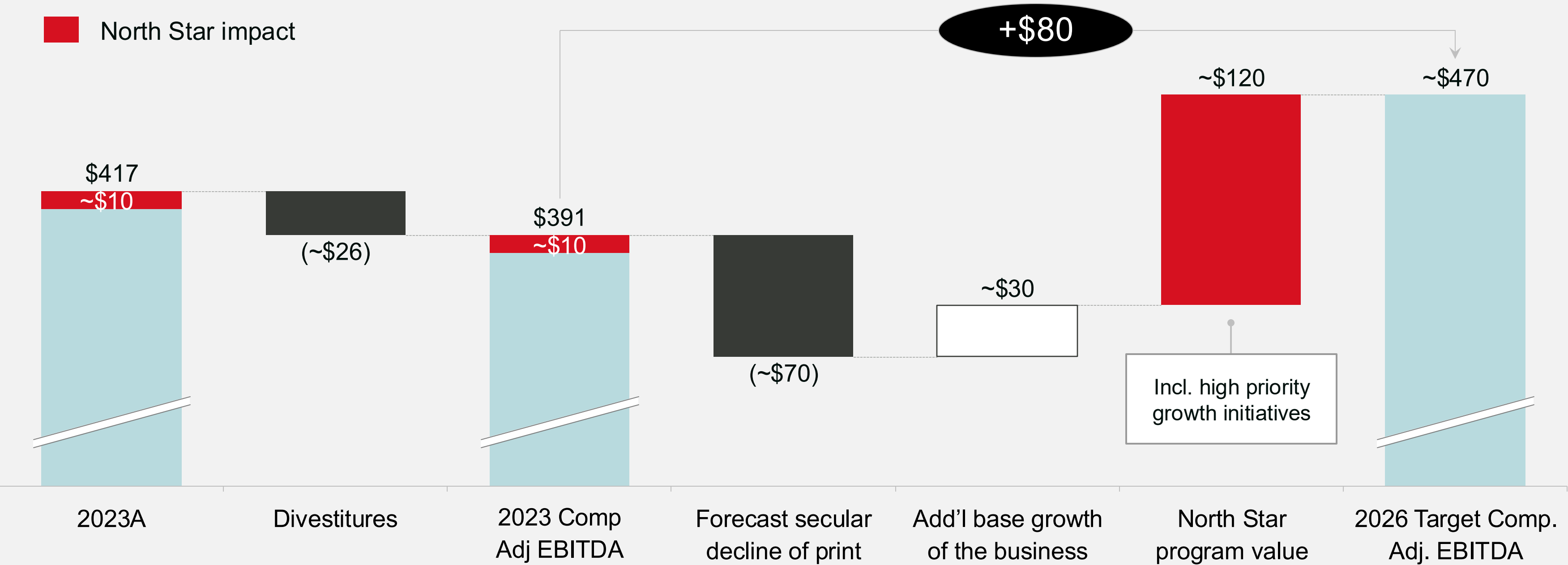


\$80 MILLION INCREMENTAL COMP. ADJ. EBITDA IN '26 VIA \$130 MILLION NORTH STAR VALUE

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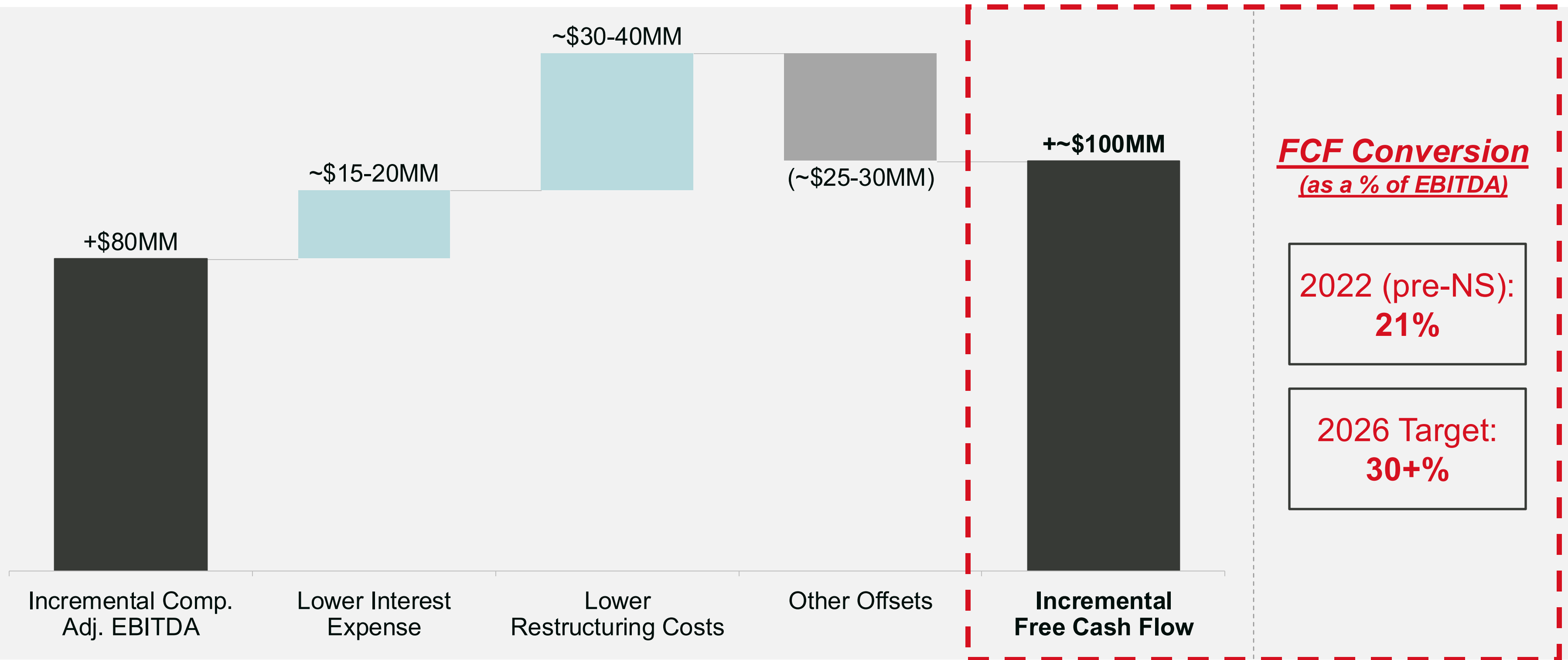
(\$'s in Million's)

Adjusted EBITDA bridge (2023 – 2026)



...AND \$100MM INCREMENTAL FCF BY 2026

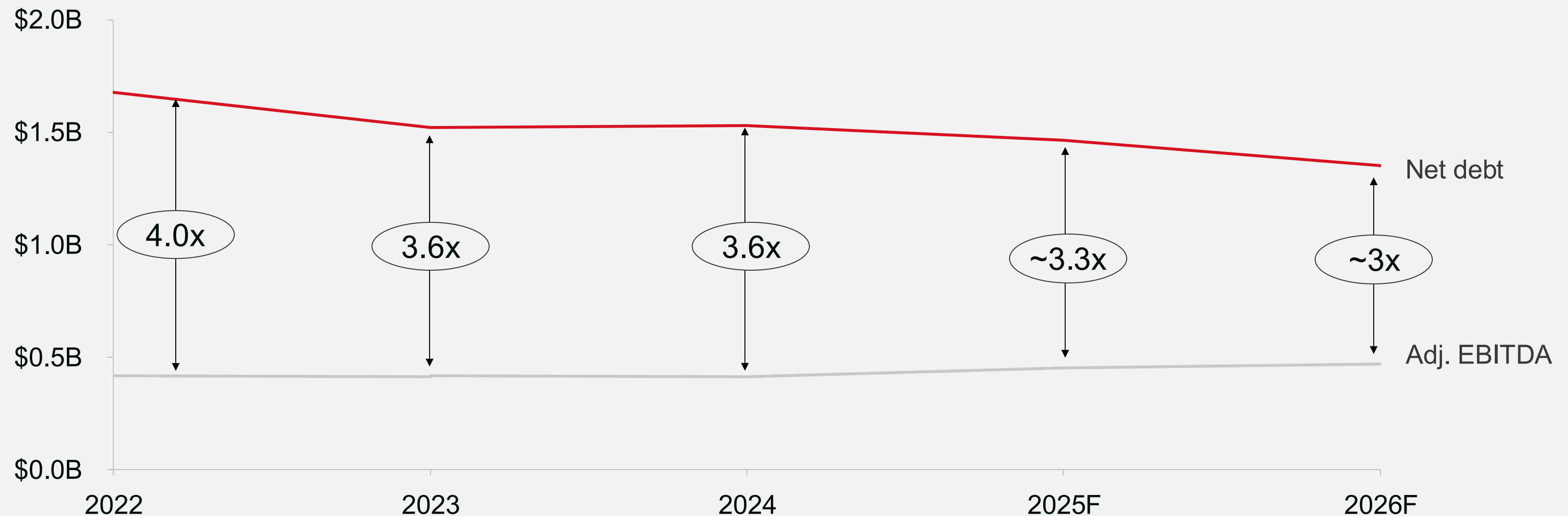
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ADJ. EBITDA INCREASE ENABLES A LEVERAGE RATIO OF 3X BY '26

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Leverage ratio = net debt / Adj. EBITDA



**WE HAVE THREE
CLEAR CAPITAL
ALLOCATION
PRIORITIES:**

Strengthen the balance sheet

- Target 3x net leverage by 2026 by:
 - Growing EBITDA
 - Paying down debt with incr. FCF

Invest in profitable organic growth

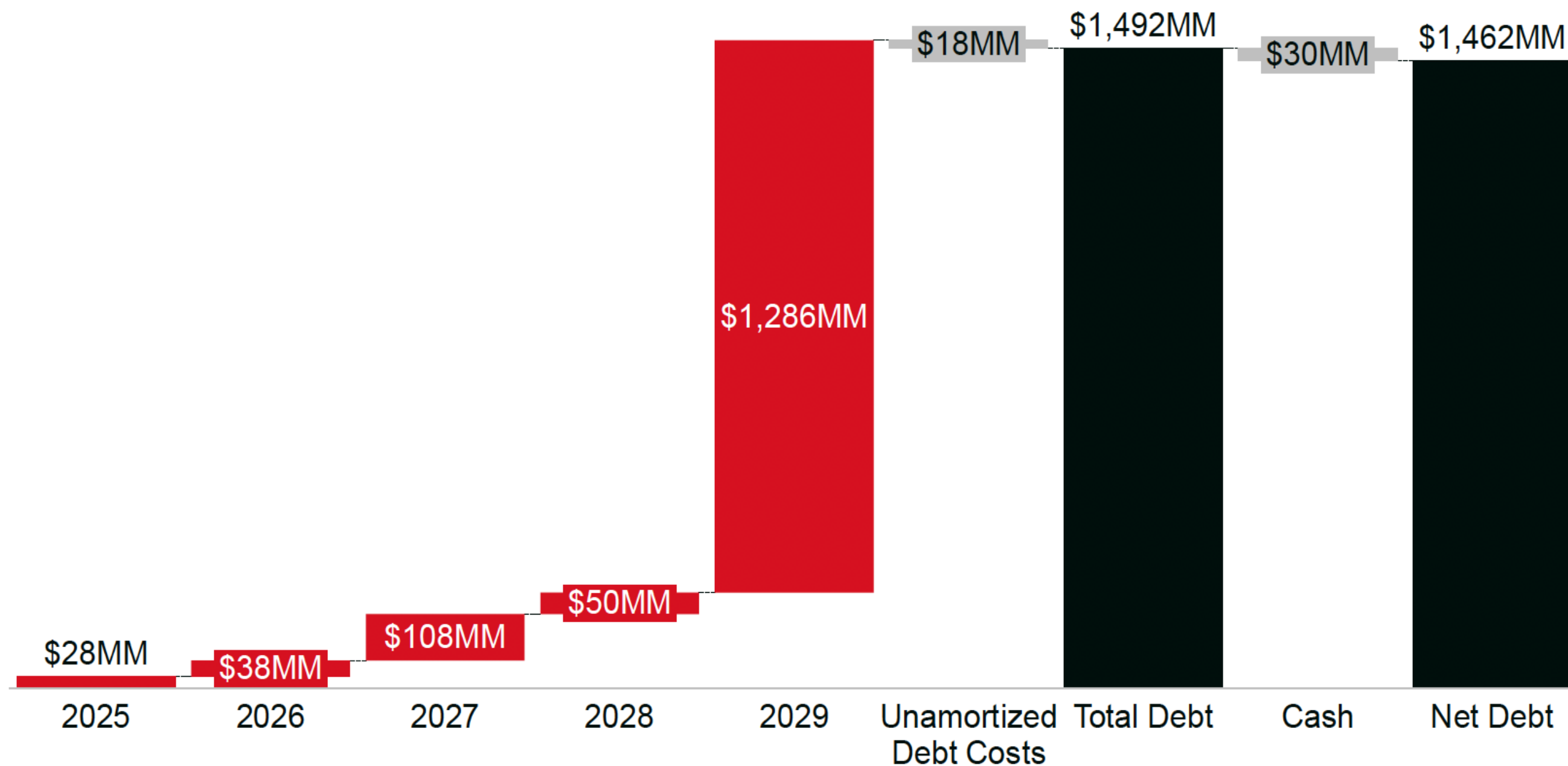
- Invest in high-return (e.g., 15%+ risk adjusted IRR) profitable organic growth in line with our enterprise strategy and drivers of shareholder return

Pay our dividend

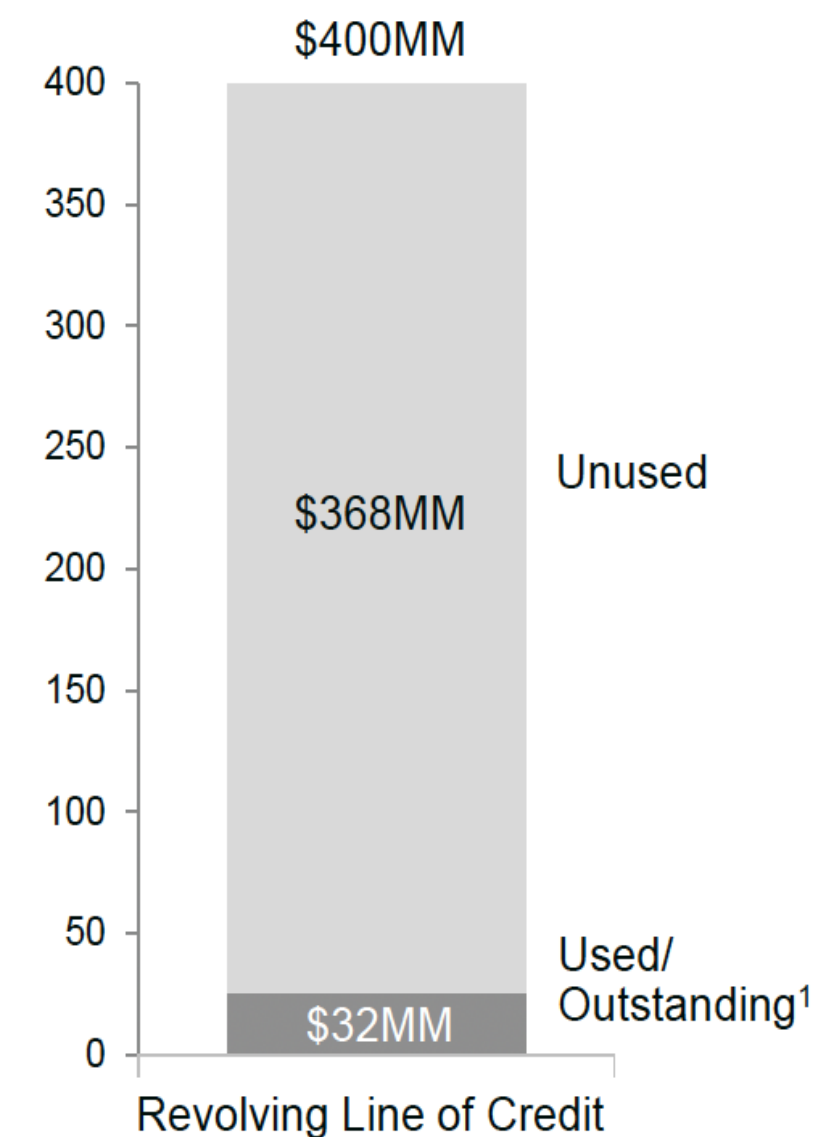
- Maintain dividend of \$0.30/ share/ quarter & outgrow high yield over time through improved business performance

Capital Structure – Debt maturity ladder

Material debt maturities shifted to 2029...



... strong liquidity via revolving credit capacity



Note: Figures are as of 03/31/2025, and rounded to the nearest millionth. 1. Used/Outstanding includes \$24MM drawn on revolving credit facility and ~\$8MM in outstanding letters of credit.



3YR FINANCIAL PROJECTIONS

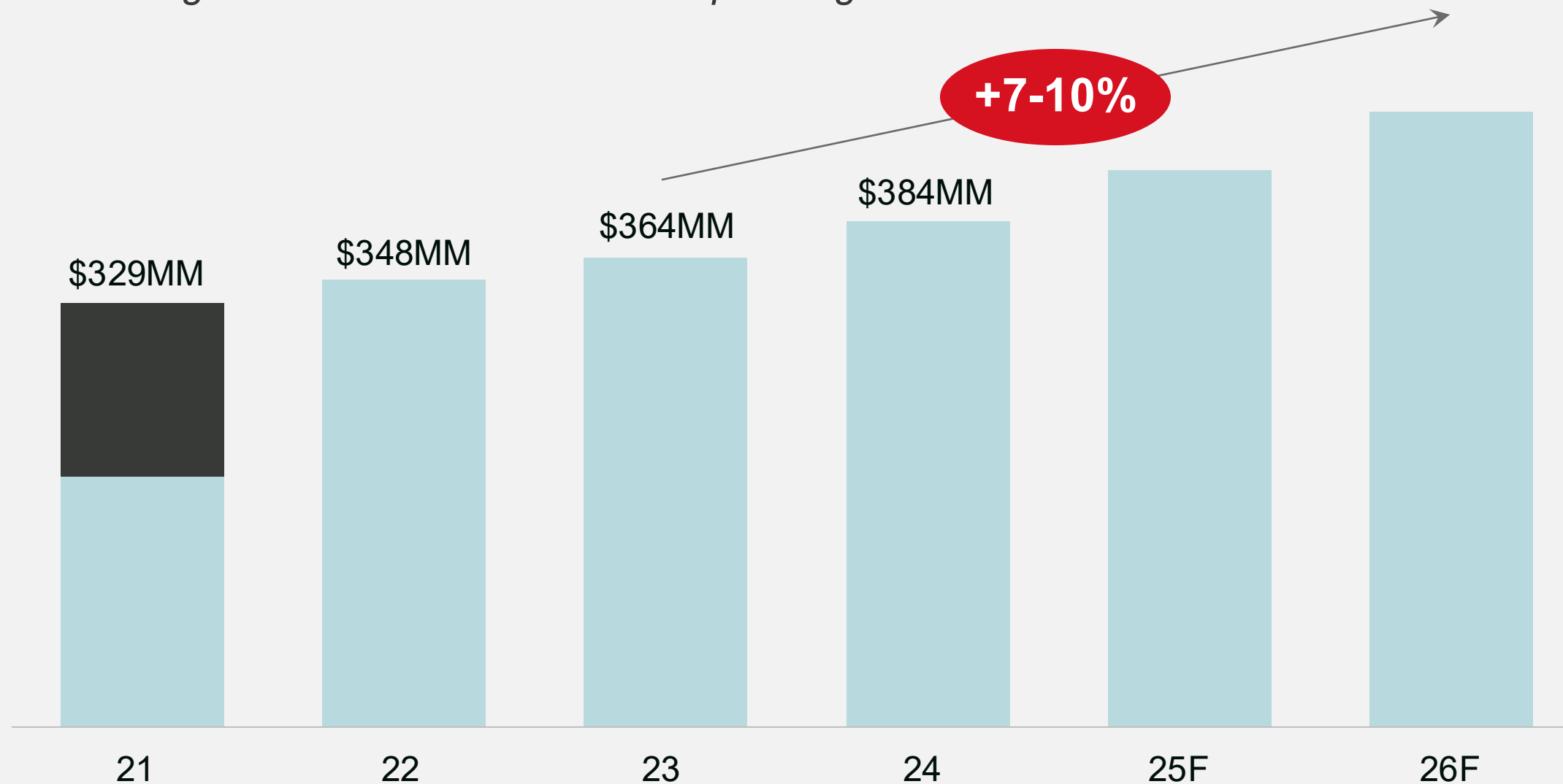
MERCHANT SERVICES: FINANCIAL OUTLOOK & BUSINESS DRIVERS

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Revenue & Adj. EBITDA margin:

Assuming stable macro & consumer spending

Revenue Pre-DLX Acquisition Revenue



Adj. EBITDA margin

20%

+200-300 bps

22-23%

EV / Adj. EBITDA¹

12-18x

12-18x

Base business drivers:

- Consumer spending
- Merchant base growth
- Growth in FI channel
- Cross-sell via DLX's brand and FI relationships
- Ongoing move to digital commerce & electronic payments

Upside business drivers:

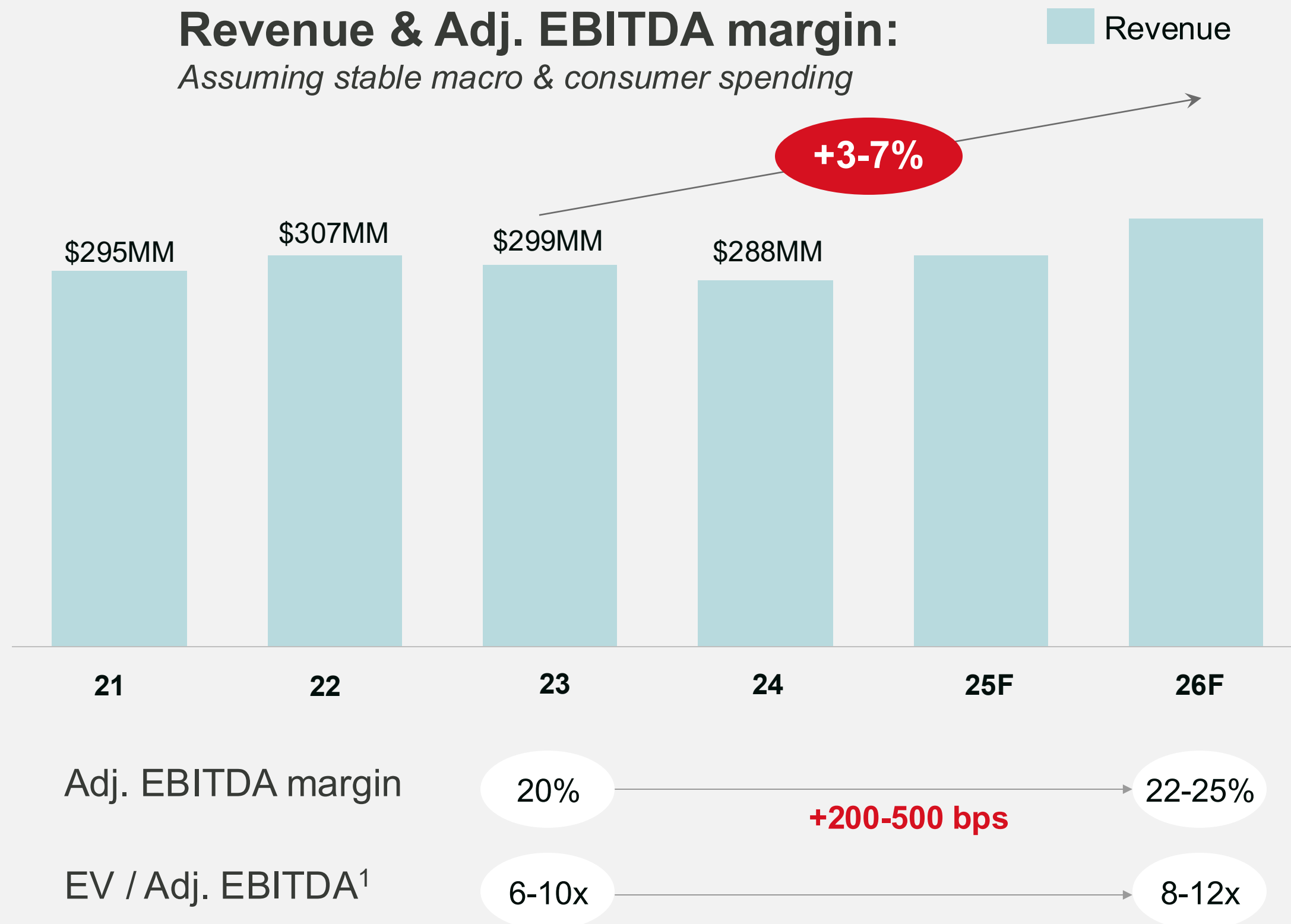
- Growth of integrated software channel
- Additional omnichannel features
- Embedded banking & supporting services

1. High-level estimate based on peer comp analysis and DLX business mix

B2B PAYMENTS: FINANCIAL OUTLOOK & BUSINESS DRIVERS

Revenue & Adj. EBITDA margin:

Assuming stable macro & consumer spending



Base business drivers:

- Continued expansion of current Integrated Receivables and exception mgmt. tools
- Efficiencies in item processing business

Upside business drivers:

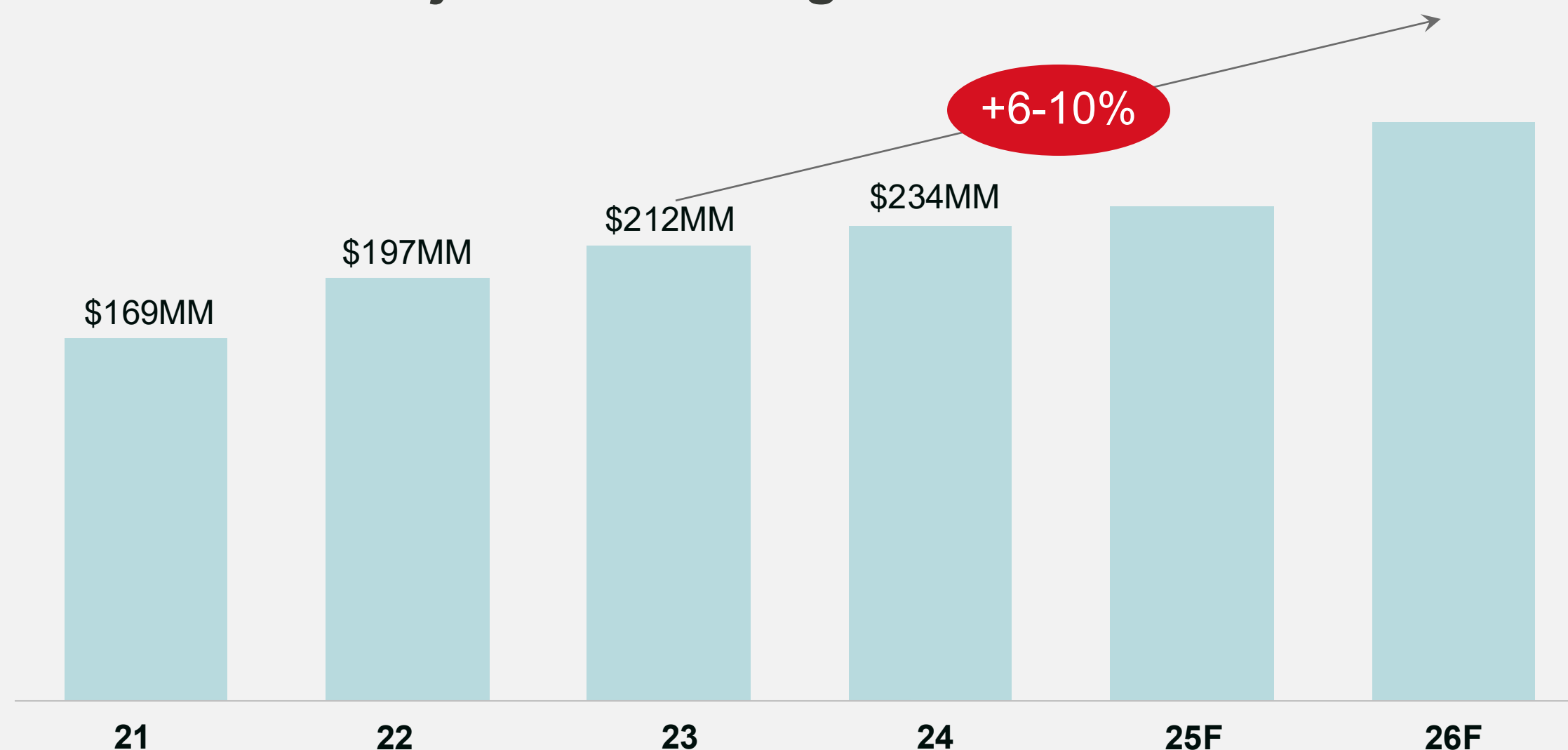
- Commercialization of our investments in AR and AP SaaS solutions with:
 - Current customers & FI partners
 - New customers
- Accelerating demand for better AR / AP efficiency

1. High-level estimate based on peer comp analysis and DLX business mix

DATA SOLUTIONS: FINANCIAL OUTLOOK & BUSINESS DRIVERS

Revenue & Adj. EBITDA margin:

Comp. Adj. Revenue¹



Comp. Adj. EBITDA margin¹

22%

20-23%

Stable margins

EV / Adj. EBITDA²

7-10x

7-10x

Base business drivers:

- Growth in core verticals
- Grow, develop & retain top data scientists and marketers
- Continued evolution of our data assets

Upside business drivers:

- Expansion in B2B marketing (e.g., telco & business services) & credit card marketing
- Additional wins from Deluxe FI customers

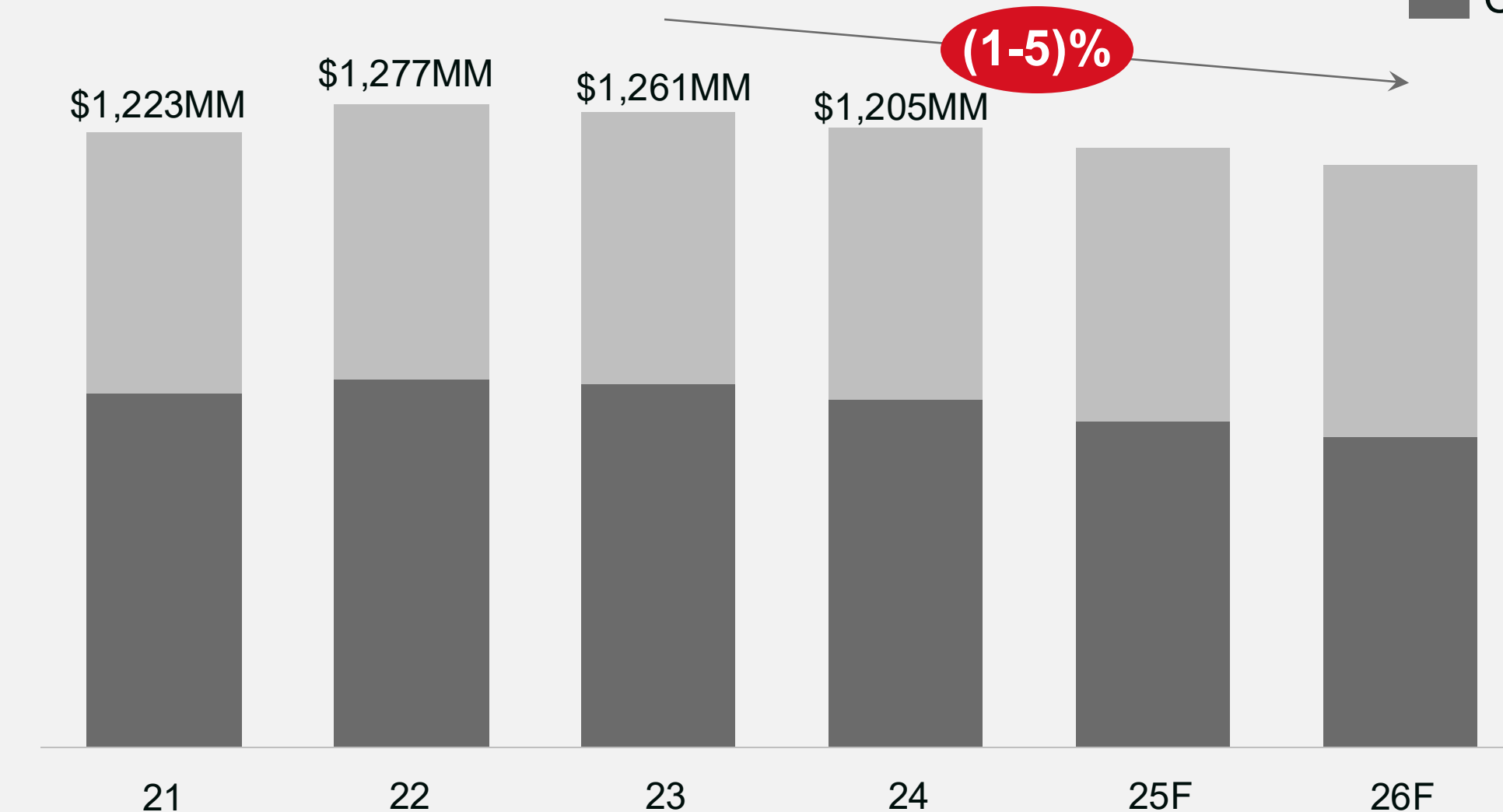
1. 2021F and 2022F do not include revenue and adj. EBITDA from Deluxe's Hosting business, which has since been divested.
2. High-level estimate based on peer comp analysis and DLX business mix

PRINT BUSINESS:

FINANCIAL OUTLOOK & BUSINESS DRIVERS

Revenue & Adj. EBITDA margin:

Promo (Comp. Adjusted)
Checks



Comp. Adj. EBITDA margin

32%

Stable margins

~33%

EV / Adj. EBITDA¹

4-6x

4-6x

Base business drivers:

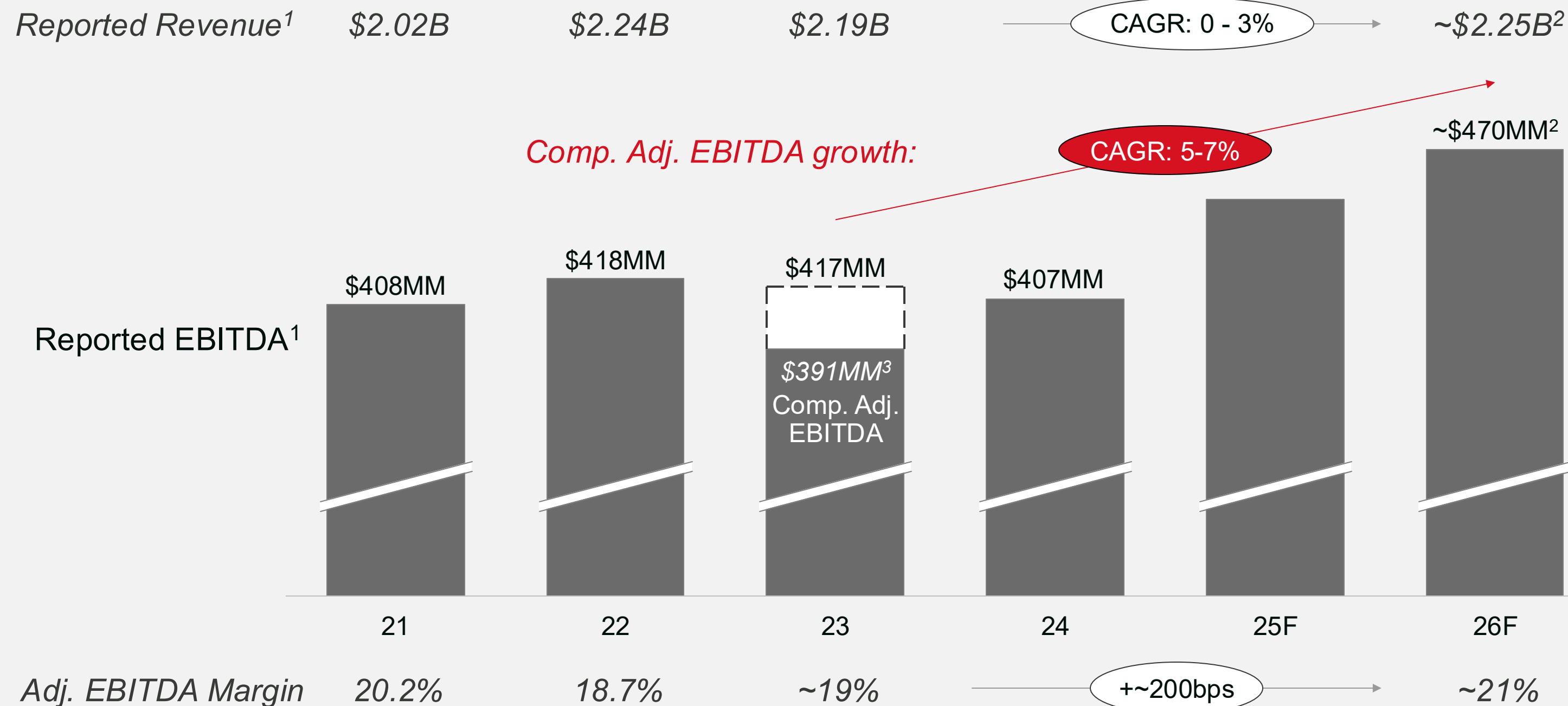
- Continued share gain with FI customers
- Stable margins via investments in print efficiencies & process improvements
- Prioritization of higher-margin Promo products that more specifically complement Checks

Upside business drivers:

- Slower-than-expected secular decline in Checks volume
- Competitive wins

1. High-level estimate based on peer comp analysis and DLX business mix

FORECAST 5-7% COMP. ADJ. EBITDA GROWTH THROUGH 2026



1. Reported EBITDA and reported revenue for 2021 and 2022 include the performance of divested or expected to be divested business units (e.g., Payroll and Hosting businesses).
2. 2026 figures are illustrative based on our preliminary outlook provided for 2024 and longer-term outlook. Note: Projections assume a relatively stable macro environment.
3. \$391MM represents removal of divested business impacts (baseline for '24 comp adjusted guidance).

CLEAR 3-YEAR VALUE CREATION ALGORITHM

dlx

OUR FOCUS

BY 2026

Drive profitable organic growth in Payments and Data
Keep efficiency focus on Print & Corporate

~2-4% y/y revenue growth,
~4-6% y/y EBITDA growth

Increase our free cash flow by improving leverage ratio &
reducing restructuring charges post-2024

3x leverage
30%+ FCF conversion

Drive focused execution through North Star plan

+\$80MM EBITDA &
+\$100MM FCF

Maintain our dividend: continue to return capital to shareholders

\$0.30 per share per quarter

Sustain performance: Changing culture, talent, & processes through '26 & beyond

15%+ annual total shareholder return through 2026

APPENDIX



Consolidated Condensed Statements of Income

in millions, except per share amounts (Unaudited)

	Quarter Ended March 31,	
	2025	2024
Revenue	\$536.5	\$535.0
Cost of revenue	(255.5)	(251.5)
Gross profit	281.0	283.5
Selling, general and administrative expense	(225.2)	(234.1)
Restructuring and integration expense	(7.7)	(13.8)
Gain on sale of businesses and long-lived assets	—	8.6
Operating income	48.1	44.2
Interest expense	(31.3)	(30.8)
Other income	2.5	3.0
Income before income taxes	19.3	16.4
Income tax provision	(5.3)	(5.6)
Net income attributable to Deluxe	\$14.0	\$10.8
Weighted-average dilutive shares outstanding	45.3	44.5
Diluted earnings per share	\$0.31	\$0.24
Adjusted diluted earnings per share	0.75	0.76
Comparable adjusted diluted earnings per share	0.75	0.72
Depreciation and amortization expense	35.3	41.7
EBITDA	85.9	88.9
Adjusted EBITDA	100.2	100.5
Comparable adjusted EBITDA	100.2	96.9

dlx Segment Information

in millions (Unaudited)

	Quarter Ended March 31,	
	2025	2024
Revenue:		
Merchant Services	\$97.8	\$96.5
B2B Payments	70.2	69.4
Data Solutions	77.2	59.7
Print	291.3	303.4
Business exits ⁽¹⁾	—	6.0
Total	<u>\$536.5</u>	<u>\$535.0</u>
Comparable adjusted revenue	<u>\$536.5</u>	<u>\$529.0</u>
Adjusted EBITDA:		
Merchant Services	\$21.4	\$21.4
B2B Payments	13.3	13.3
Data Solutions	19.7	14.9
Print	90.8	91.0
Business Exits ⁽¹⁾ / Corporate	(45.0)	(40.1)
Total	<u>\$100.2</u>	<u>\$100.5</u>
Comparable adjusted EBITDA	<u>\$100.2</u>	<u>\$96.9</u>
Adjusted EBITDA Margin:		
Merchant Services	21.9%	22.2%
B2B Payments	18.9%	19.2%
Data Solutions	25.5%	25.0%
Print	31.2%	30.0%
Total	18.7%	18.8%
Comparable adjusted EBITDA	18.7%	18.3%

dlx Reconciliation of GAAP to Non-GAAP Measures

EBITDA, Adjusted EBITDA, and Adjusted EBITDA margin

in millions (Unaudited)

	Quarter Ended March 31,	
	2025	2024
Net income	\$14.0	\$10.8
Interest expense	31.3	30.8
Income tax provision	5.3	5.6
Depreciation and amortization expense	35.3	41.7
EBITDA	85.9	88.9
Restructuring and integration expense	8.4	14.8
Share-based compensation expense	5.4	5.1
Certain legal and environmental expense	0.5	0.3
Gain on sale of businesses and long-lived assets	—	(8.6)
Adjusted EBITDA	\$100.2	\$100.5
Adjusted EBITDA margin	18.7%	18.8%

dlx Reconciliation of GAAP to Non-GAAP Measures

Adjusted Diluted EPS – Q1 2025

dollars and shares in millions, except per share amounts (Unaudited)

	Q1 2025 GAAP	Acquisition amortization	Restructuring and integration expense	Share-based compensation expense	Certain legal /environmental expense	Income tax impact of adjustments	Q1 2025 Adjusted
Revenue	\$536.5	\$—	\$—	\$—	\$—	\$—	\$536.5
Cost of revenue	(255.5)	2.2	0.7	0.2	—	—	(252.4)
Gross profit	281.0	2.2	0.7	0.2	—	—	284.1
Selling, general and administrative expense	(225.2)	9.6	—	5.2	0.5	—	(209.9)
Restructuring and integration expense	(7.7)	—	7.7	—	—	—	—
Operating income	48.1	11.8	8.4	5.4	0.5	—	74.2
Interest expense	(31.3)	—	—	—	—	—	(31.3)
Other income	2.5	—	—	—	—	—	2.5
Income before income taxes	19.3	\$11.8	\$8.4	\$5.4	\$0.5	—	45.4
Income tax provision	(5.3)					(\$6.2)	(11.5)
Net income	\$14.0						\$33.9
Income attributable to Deluxe available to common shareholders	\$13.9						\$33.9
Business exits							—
Comparable adjusted income available to common shareholders							\$33.9
Weighted-average dilutive shares	45.3						45.3
Diluted EPS	\$0.31						\$0.75
Comparable Adjusted Diluted EPS							\$0.75

dlx Reconciliation of GAAP to Non-GAAP Measures

Adjusted Diluted EPS – Q1 2024

dollars and shares in millions, except per share amounts (Unaudited)

	Q1 2024 GAAP	Acquisition and accelerated amortization	Restructuring and integration expense	Share-based compensation expense	Certain legal / environmental expense	Gain on sale of businesses/ assets	Income tax impact of adjustments	Q1 2024 Adjusted
Revenue	\$535.0	\$—	\$—	\$—	\$—	\$—	\$—	\$535.0
Cost of revenue	(251.5)	5.4	1.0	0.2	—	—	—	(244.9)
Gross profit	283.5	5.4	1.0	0.2	—	—	—	290.1
Selling, general and administrative expense	(234.1)	12.5	—	4.9	0.3	—	—	(216.4)
Restructuring and integration expense	(13.8)	—	13.8	—	—	—	—	—
Gain on sale of businesses and long-lived assets	8.6	—	—	—	—	(8.6)	—	—
Operating income	44.2	17.9	14.8	5.1	0.3	(8.6)	—	73.7
Interest expense	(30.8)	—	—	—	—	—	—	(30.8)
Other income	3.0	—	—	—	—	—	—	3.0
Income before income taxes	16.4	\$17.9	\$14.8	\$5.1	\$0.3	(\$8.6)	—	45.9
Income tax provision	(5.6)						(\$6.5)	(12.1)
Net income	\$10.8							\$33.8
Income attributable to Deluxe available to common shareholders	\$10.8							\$33.8
Business exits								(1.6)
Comparable adjusted income available to common shareholders								\$32.2
Weighted-average dilutive shares	44.5							44.5
Diluted EPS	\$0.24							\$0.76
Comparable Adjusted Diluted EPS								\$0.72

dlx Reconciliation of GAAP to Non-GAAP Measures

Comparable Adjusted Revenue / Comparable Adjusted EBITDA / Comparable Adjusted EBITDA Margin
in millions (Unaudited)

	Quarter Ended March 31,	
	2025	2024
Revenue	\$536.5	\$535.0
Business exits	—	(6.0)
Comparable adjusted revenue	<u>\$536.5</u>	<u>\$529.0</u>
Adjusted EBITDA	\$100.2	\$100.5
Business exits	—	(3.6)
Comparable adjusted EBITDA	<u>\$100.2</u>	<u>\$96.9</u>
Comparable adjusted EBITDA margin	18.7%	18.3%

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Reconciliation of GAAP to Non-GAAP Measures

Comparable Adjusted Revenue / Comparable Adjusted EBITDA / Comparable Adjusted EPS Outlook
(Unaudited)

	Total Year	
	2025 Outlook	2024 Actual
(in billions)		
Revenue	\$2.090 - \$2.155	\$2.122
Less: Business exits	—	(0.011)
		\$2.111
Comparable adjusted revenue	\$2.090 - \$2.155	
Comparable adjusted revenue (decline) growth %	(1%) - 2%	
(in millions)		
Adjusted EBITDA	\$415 - \$435	\$412
Less: Business exits	—	(6)
Comparable adjusted EBITDA	\$415 - \$435	\$406
Comparable adjusted EBITDA growth %	2% - 7%	
Adjusted diluted EPS	\$3.25 - \$3.55	\$3.29
Less: Business exits	—	(0.03)
Comparable adjusted diluted EPS	\$3.25 - \$3.55	\$3.26
Comparable adjusted diluted EPS growth	0% - 9%	

The company has not reconciled the adjusted EBITDA, adjusted diluted EPS, adjusted income tax rate or free cash flow outlook for 2025 to the directly comparable GAAP financial measures because the company does not provide outlook guidance for the reconciling items between net income, adjusted net income and adjusted EBITDA, and certain of these reconciling items impact cash flows from operating activities. Because of the substantial uncertainty and variability surrounding certain of these forward-looking reconciling items, including asset impairment charges, restructuring and integration expense, gains and losses on sales of businesses and long-lived assets, and certain legal-related expenses, a reconciliation of the outlook for these non-GAAP financial measures to the corresponding GAAP measures is not available without unreasonable effort. The probable significance of certain of these reconciling items is high and, based on historical experience, could be material.

dlx Reconciliation of GAAP to Non-GAAP Measures

Net Debt to Adjusted EBITDA

dollars in millions (Unaudited)

	March 31, 2025	December 31, 2024
Total debt	\$1,492.6	\$1,503.1
Cash and cash equivalents	(30.3)	(34.4)
Net debt	\$1,462.3	\$1,468.7

TRAILING 12 MONTHS ADJUSTED EBITDA:

	12 Months Ended March 31, 2025	12 Months Ended December 31, 2024
Net income	\$56.1	\$52.9
Non-controlling interest	(0.1)	(0.1)
Interest expense	123.8	123.3
Income tax provision	23.3	23.6
Depreciation and amortization expense	159.1	165.5
Asset impairment charges	7.7	7.7
Restructuring and integration expense	44.1	50.5
Share-based compensation	20.2	19.9
Certain legal-related expense	0.2	—
Gain on sale of businesses and long-lived assets	(22.6)	(31.2)
Adjusted EBITDA	\$411.8	\$412.1

NET DEBT TO ADJUSTED EBITDA	3.6	3.6
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dlx Reconciliation of GAAP to Non-GAAP Measures

Free Cash Flow

in millions (Unaudited)

	Quarter Ended March 31,	
	2025	2024
Net cash provided by operating activities	\$50.3	\$26.6
Purchases of capital assets	(26.0)	(20.4)
Free cash flow	<u>\$24.3</u>	<u>\$6.2</u>

The image features the word "deluxe" in a sans-serif font, centered horizontally. The letters "deluxe" are in black, while the "x" is in red. A registered trademark symbol (®) is located at the end of the word. The background is a light gray with large, stylized, overlapping geometric shapes in white and light gray, creating a modern, architectural feel.

deluxe®