



Investor Presentation

December 2020

Cautionary Statement

This presentation highlights management's intentions, projections, financial estimates or expectations about the company's future strategy or performance and are forward-looking in nature as defined in the Private Securities Litigation Reform Act of 1995. These comments are subject to risks and uncertainties, including risks related to potential continuing negative impacts from pandemic health issues, such as the coronavirus / COVID-19, along with the impact of government stay-at-home orders or other similar directives on our future financial results of operations, our future financial condition, and our ability to continue business activities in affected regions, which could cause our actual results to differ materially from our projections. Additional information about factors that might cause our actual results to differ from projections is contained in the company's Form 10-K for the year ended December 31st, 2019, the Form 10-Q issued on November 6, 2020 and other SEC filings. Any references to non-GAAP financial measures are reconciled to the comparable GAAP financial measures in third quarter 2020 earnings release or other SEC filings.



**Our trusted,
technology-enabled
solutions help
businessess thrive.**

Technology Company with Strong Cash Flow

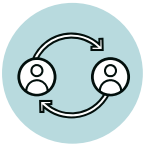
Payments | Cloud Solutions | Promotional Solutions | Checks



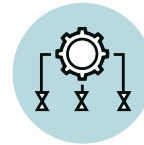
Focus on capital efficient, scalable businesses in growth markets



Powerful reach, sales and distribution channels



Recurring revenue model with long-term relationships



Revenue diversity & reliable cash flow from millions of customers of all sizes across multiple industries



A Compelling Investment Opportunity

Technology Hidden Gem: Payments | Cloud Solutions | Promotional Solutions | Checks

Who We Are

Trusted Business Technology™ company

Purpose

“Champions of business so communities thrive”

Values

Customers first | Earn Trust | Create What's Next |
Deliver for Shareholders | Get-it-done team



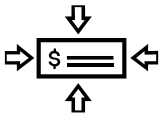
Focus on Optimizing
Strong Growth Trends
& Recurring Revenue



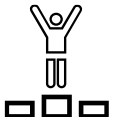
Sales-Driven Growth



Sustainable Margins



Strong Capital Return
to Shareholders



New World-Class Team

Targeted, responsible acquisitions = further accretive growth opportunities

Leading Market Position with Powerful Scale

Existing Relationships



+4,000

Financial Institutions

\$2.8T

Annual payments
volume



~4.5M

SMBs

400k

New SMBs added
each year



~4M

Consumers

150k

Packages shipped
each day



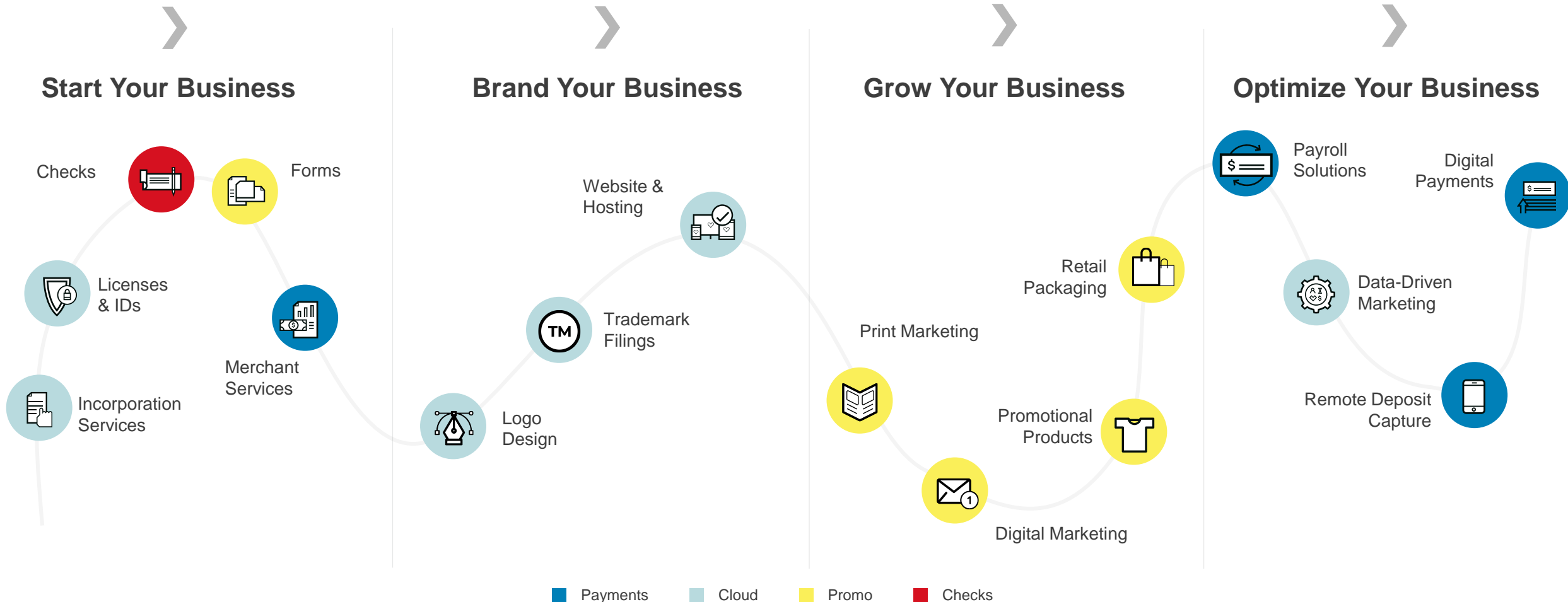
Focus on Profitable, Growth Businesses

| | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Payments High Growth | Cloud Solutions Moderate Growth | Promotional Solutions Modest Growth |
| Treasury Management Solutions <ul style="list-style-type: none">» Receivables as a service» Software» Lockbox» Remote Data Capture» Cash Management Solutions for Small Businesses Payroll Employee Lifecycle Tools Disbursements <ul style="list-style-type: none">» Medical Payment Exchange (MPX)» Deluxe Payment Exchange (DPX)» Fraud/Security | Data-Driven Marketing <ul style="list-style-type: none">» Sophisticated AI tools» Full-service, omni-channel, B2B and B2C marketing SaaS Solutions <ul style="list-style-type: none">» Incorporation Services» Logo/Web Design» Digital Marketing» Banker's Dashboard Web Hosting <ul style="list-style-type: none">» Shared Hosting Services» Managed/Cloud Services» Colocation Services | Brand Building Platform <ul style="list-style-type: none">» Turn-key branded promo solutions» Advertising Specialties» Business Forms» Promotional Apparel» Accessories» Retail Packaging» PPE Checks Powerful Cash Generator Printed Checks Other |



Deluxe Helps Companies Across Lifecycle

Meaningful Cross-Sell Opportunities



Comprehensive Go-to-Market Sales Strategy

“One Deluxe” Go-To-Market Approach

Bringing the Best of Deluxe to Every Customer — Unified “Company of Products” Sales Approach



Enterprise Account Model

- » Large, long-term contracts
- » Financial institutions and major global brands



Cross Sell

- » Millions of annual inbound customer contacts buying/re-ordering one product = major cross-sell opportunity for more



Demand Generation

- » Improving industry vertical specialization



eCommerce

- » Emerging opportunity



Small Business Advisory

- » New channel launched in July
- » Needs-based selling
- » Initially focused on Healthcare vertical



Distribution Partners

- » Enhancing current partners
- » Adding new partners

Proven Results

dlx

1

Closed over 1,000 deals with multi-year contracts year to date

2

Cross Selling via telesales at all-time record after training and offering full catalogue on every call

3

Closed 6 of top 25 targets year to date

4

Resellers and partners sell our products in their existing bundles = low cost acquisition

Payments

High Growth Segment Enabling Businesses Pay and Get Paid

| Our Solutions | Our Scale | Where We Win | Why We Win |
|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Receivables as a Service Software automation and intelligence plus massive lockbox operations scale | \$2.8T in payments value processed ¹ | Helping our bank partners and enterprise customers automate \$80B of expense trapped in order-to-cash processes | <ul style="list-style-type: none"> » Lockbox as our foundation » Software intelligently matching all payment options in one view » 70 of top 100 banks as partners that use at least one service |
| Digital Disbursements Digital payouts and electronic remittance data without friction | \$12.9B in transaction value disbursed | Initial focus on digitizing B2B and B2C one-off payments that represent over \$7T of check payments value | <ul style="list-style-type: none"> » Non-disruptive for Payer » Payment choices for Payee » Significant traction in verticals including Health Insurance |
| Cash Flow Management Solutions Merchant services, Payroll, Human Capital Management (HCM) and more for SMBs | \$8.6B in payroll value processed ² | Deepening small merchant relationships and anchoring with Payroll / HCM to serve 6M SMB employer market | <ul style="list-style-type: none"> » Strong bank distribution partners » Investing in next generation self-onboarding technologies » New SMB solutions to come |

Payments Continues to Generate Double-Digit Revenue Growth

Cloud Solutions

Moderate Growth Segment with Offerings to Start and Manage SMBs & Grow Enterprises

| Solutions | Where We Win | Why We Win |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SaaS Solutions DIY and DIFM models. Incorporation, logo, web design services, etc. | SMBs and FIs —increasing need for digital tools and support to effectively setup and manage business operations | <ul style="list-style-type: none">» Easy to use» Easy to find on-line» Competitively priced» Potential product bundling |
| Web Hosting Online presence supporting commerce | SMBs and Web developers and Internet Providers —significant interest in public cloud coupled with desire for complementary digital customer engagement solutions | <ul style="list-style-type: none">» Bundled by resellers» Low-cost acquisition |
| Data Analytics Full-service, omni-channel, B2B & B2C marketing | FIs and Enterprises —shifting to tighter targeting, digital integration, for customer acquisition. Improvement thru new data sources | <ul style="list-style-type: none">» Sophisticated AI tools» Proprietary Data; bespoke solutions» Pay-for-Performance and/or Pay-For-Service |

Relevant Across Full Lifecycle For All DLX Customers

Promotional Solutions

Platform to Manage and Produce Physical Products Promoting Brand Image

Market Growth

Flat +

Where We Win

SMBs, Enterprises, Global Brands

Why We Win

Omni-channel distribution; turn-key platform; well-curated selection; rapid innovation



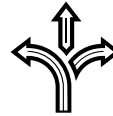
Turn-Key Branded Solutions

- » Branded merchandising
- » Platform is self-service
- » DLX uses platform to provide managed service
- » Recurring revenue streams



Web Storefronts for Branded Products

- » Customized
- » Ease of access
- » Reporting insights



Support Rapidly Changing Market Demands

- » Rapid prototyping
- » Deep sources of supply
- » Meet unique needs
- » Ease of access
- » Reporting insights



Traditional

- » Branded forms
- » Branded direct mailing pieces
- » Branded physical products

Every business needs Promotional Products = Easy and Fast Cross-Sell to Existing Customers

Checks

Strategic Asset to Self Fund Growth



Our Solutions

- » Outstanding cash flow self funds growth investments **AND** generates healthy return of capital to shareholders
- » Lead generation for cost-effective cross-selling other DLX solutions to existing customers



Where We Win

- » Financial institutions and other resellers of all sizes. DLX is growing market share.



Why We Win

- » Superior Product — appropriate continued investment; design and customization options
- » Superior Service — dedicated customer/account teams
- » Superior Quality — minimal COVID-19 downtime/lost production
- » Trust — 105-year history
- » Balance Sheet — DLX is financially sound driving material competitive advantage



Checks will be here a long time

16_B
written in 2019

Strong future cash flow generation

Strong Financial Performance Amidst COVID-19

Deluxe Has a Durable Business Model

Q3 2020 Results — PAID DOWN \$140 MILLION OF DEBT IN OCTOBER

Delivering Sales-Driven Growth

- » Expanding sales pipeline
- » Closed 6 of top 25 targets
- » Strong sales momentum evidenced by closing over 1,000 deals with multi-year contracts adding recurring revenue

Advancing Transformation

- » Reduced real estate footprint by ~60% over last 18 months
- » Announced new, more efficient, Minneapolis headquarters and Atlanta technology facilities

Improved Financial Strength

- » Declared regular quarterly dividend of \$0.30
- » Expanded Adjusted EBITDA margins by 290 bps vs. Q220
- » Lowest net debt in 2 years

A Compelling Investment Opportunity

Technology Hidden Gem: Payments | Cloud Solutions | Promotional Solutions | Checks

Who We Are

Trusted Business Technology™ company

Purpose

“Champions of business so communities thrive”

Values

Customers first | Earn Trust | Create What's Next |
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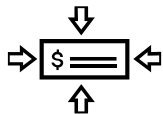
Focus on Optimizing
Strong Growth Trends
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Sales-Driven Growth



Sustainable Margins



Strong Capital Return
to Shareholders



New World-Class Team

Targeted, responsible acquisitions = further accretive growth opportunities



deluxe®
trusted business technology

The logo features the word "deluxe" in a lowercase, sans-serif font. The letters "deluxe" are black, except for the "x", which is red. A registered trademark symbol (®) is located to the upper right of the "e". Below the main text, the tagline "trusted business technology" is written in a smaller, lowercase, sans-serif font. The entire logo is centered on a background of large, light gray triangles that meet at the center, creating a star-like pattern.

Appendix



Consolidated Condensed Statements of Income (Loss)

\$ in millions, except per share amounts (Unaudited)

| | Quarter Ended September 30, | | Nine Months Ended September 30, | |
|---------------------------------------------|--------------------------------|-----------|------------------------------------|-----------|
| | 2020 | 2019 | 2020 | 2019 |
| Product revenue | \$298.8 | \$346.3 | \$908.2 | \$1,043.9 |
| Service revenue | 140.7 | 147.3 | 428.1 | 442.7 |
| Total revenue | 439.5 | 493.6 | 1,336.3 | 1,486.6 |
| Cost of products | (108.4) | (133.8) | (332.8) | (398.8) |
| Cost of services | (66.1) | (69.9) | (206.0) | (207.0) |
| Total cost of revenue | (174.5) | (203.7) | (538.8) | (605.8) |
| Gross profit | 265.0 | 289.9 | 797.5 | 880.8 |
| Selling, general and administrative expense | (198.9) | (213.3) | (634.6) | (665.8) |
| Restructuring and integration expense | (18.9) | (26.3) | (57.0) | (49.1) |
| Asset impairment charges | (2.8) | (391.0) | (98.0) | (391.0) |
| Operating income (loss) | 44.4 | (340.7) | 7.9 | (225.1) |
| Interest expense | (5.1) | (8.7) | (18.3) | (27.2) |
| Other income | 2.2 | 2.2 | 8.5 | 6.1 |
| Income (loss) before income taxes | 41.5 | (347.2) | (1.9) | (246.2) |
| Income tax (provision) benefit | (12.1) | 28.7 | (13.9) | 1.5 |
| Net income (loss) | 29.4 | (318.5) | (15.8) | (244.7) |
| Non-controlling interest | — | — | (0.1) | — |
| Net income (loss) attributable to Deluxe | \$29.4 | (\$318.5) | (\$15.9) | (\$244.7) |
| Weighted average dilutive shares | 42.0 | 42.5 | 42.0 | 43.3 |
| Diluted earnings (loss) per share | \$0.70 | (\$7.49) | (\$0.40) | (\$5.65) |
| Adjusted diluted earnings per share | 1.47 | 1.71 | 3.70 | 4.88 |
| Capital expenditures | 15.6 | 17.3 | 42.7 | 49.7 |
| Depreciation and amortization expense | 28.0 | 30.5 | 83.1 | 95.4 |
| EBITDA | 74.6 | (308.0) | 99.4 | (123.6) |
| Adjusted EBITDA | 102.5 | 119.3 | 269.7 | 350.5 |

Segment Information

\$ in millions (Unaudited)

| | Quarter Ended September 30, | | Nine Months Ended September 30, | |
|--------------------------------|--------------------------------|----------------|------------------------------------|------------------|
| | 2020 | 2019 | 2020 | 2019 |
| Revenue: | | | | |
| Payments | \$74.7 | \$64.6 | \$223.9 | \$193.9 |
| Cloud Solutions | 63.8 | 80.0 | 193.6 | 237.2 |
| Promotional Solutions | 124.9 | 156.8 | 385.7 | 468.2 |
| Checks | 176.1 | 192.2 | 533.1 | 587.3 |
| Total | <u>\$439.5</u> | <u>\$493.6</u> | <u>\$1,336.3</u> | <u>\$1,486.6</u> |
| Adjusted EBITDA: | | | | |
| Payments | \$16.7 | \$17.2 | \$50.4 | \$52.0 |
| Cloud Solutions | 16.4 | 20.2 | 45.5 | 56.4 |
| Promotional Solutions | 21.5 | 22.9 | 46.5 | 68.8 |
| Checks | 85.0 | 98.8 | 258.4 | 300.9 |
| Corporate | (37.1) | (39.8) | (131.1) | (127.6) |
| Total | <u>\$102.5</u> | <u>\$119.3</u> | <u>\$269.7</u> | <u>\$350.5</u> |
| Adjusted EBITDA Margin: | | | | |
| Payments | 22.4 % | 26.6 % | 22.5 % | 26.8 % |
| Cloud Solutions | 25.7 % | 25.3 % | 23.5 % | 23.8 % |
| Promotional Solutions | 17.2 % | 14.6 % | 12.1 % | 14.7 % |
| Checks | 48.2 % | 51.4 % | 48.5 % | 51.2 % |
| Total | 23.3 % | 24.2 % | 20.2 % | 23.6 % |

Reconciliation of GAAP to Non-GAAP Measures

(EBITDA and adjusted EBITDA)

Management discloses EBITDA and Adjusted EBITDA because it believes they are useful in evaluating the Company's operating performance, as the calculations eliminate the effect of interest expense, income taxes, the accounting effects of capital investments (i.e., depreciation and amortization) and in the case of Adjusted EBITDA, certain items, as presented below, that may vary for companies for reasons unrelated to overall operating performance. In addition, management utilizes Adjusted EBITDA to assess the operating results and performance of the business, to perform analytical comparisons and to identify strategies to improve performance. Management also believes that an increasing EBITDA and Adjusted EBITDA depict an increase in the value of the company. Management does not consider EBITDA and Adjusted EBITDA to be measures of cash flow, as they do not consider certain cash requirements such as interest, income taxes, debt service payments or capital investments. Management does not consider EBITDA or Adjusted EBITDA to be substitutes for operating income or net income. Instead, management believes that EBITDA and Adjusted EBITDA are useful performance measures that should be considered in addition to GAAP performance measures.

| | Quarter Ended September 30, | | Nine Months Ended September 30, | |
|--------------------------------------------|--------------------------------|----------------|------------------------------------|----------------|
| | 2020 | 2019 | 2020 | 2019 |
| Net income (loss) | \$29.4 | (\$318.5) | (\$15.8) | (\$244.7) |
| Non-controlling interest | — | — | (0.1) | — |
| Interest expense | 5.1 | 8.7 | 18.3 | 27.2 |
| Income tax provision (benefit) | 12.1 | (28.7) | 13.9 | (1.5) |
| Depreciation and amortization expense | 28.0 | 30.5 | 83.1 | 95.4 |
| EBITDA | 74.6 | (308.0) | 99.4 | (123.6) |
| Asset impairment charges | 2.8 | 391.0 | 98.0 | 391.0 |
| Restructuring, integration and other costs | 18.9 | 29.7 | 59.1 | 53.7 |
| CEO transition costs | — | 1.1 | — | 8.6 |
| Share-based compensation expense | 6.2 | 5.4 | 15.4 | 14.0 |
| Acquisition transaction costs | — | — | — | 0.2 |
| Certain legal-related expense | — | — | (2.2) | 6.4 |
| Loss on sales of customer lists | — | 0.1 | — | 0.2 |
| Adjusted EBITDA | <u>\$102.5</u> | <u>\$119.3</u> | <u>\$269.7</u> | <u>\$350.5</u> |

Reconciliation of GAAP to Non-GAAP Measures

Adjusted Diluted EPS

By excluding the impact of non-cash items or items that may not be indicative of ongoing operations, management believes that Adjusted Diluted EPS provides useful comparable information to assist in analyzing the Company's current and future operating performance. As such, Adjusted Diluted EPS is one of the key financial performance metrics used to assess the operating results and performance of the business and to identify strategies to improve performance. It is reasonable to expect that one or more of the excluded items will occur in future periods, but the amounts recognized may vary significantly. Management does not consider Adjusted Diluted EPS to be a substitute for GAAP performance measures, but believes that it is a useful performance measure that should be considered in addition to GAAP performance measures.

(1) The tax effect of the pretax adjustments considers the tax treatment and related tax rate(s) that apply to each adjustment in the applicable tax jurisdiction(s). Generally, this results in a tax impact that approximates the U.S. effective tax rate for each adjustment. However, the tax impact of certain adjustments, such as asset impairment charges, share-based compensation expense and CEO transition costs, depends on whether the amounts are deductible in the respective tax jurisdictions and the applicable effective tax rate(s) in those jurisdictions.

(2) The adjustment to total weighted-average dilutive shares is due to the net loss reported in certain of the periods presented. During these periods, the GAAP EPS calculations excluded a higher number of share-based compensation awards because their effect was antidilutive.

| | Quarter Ended September 30, | | Nine Months Ended September 30, | |
|-------------------------------------------------------------------------|--------------------------------|---------------|------------------------------------|----------------|
| | 2020 | 2019 | 2020 | 2019 |
| Net income (loss) | \$29.4 | (\$318.5) | (\$15.8) | (\$244.7) |
| Non-controlling interest | — | — | (0.1) | — |
| Net income (loss) attributable to Deluxe | 29.4 | (318.5) | (15.9) | (244.7) |
| Asset impairment charges | 2.8 | 391.0 | 98.0 | 391.0 |
| Acquisition amortization | 13.7 | 16.4 | 42.0 | 54.2 |
| Restructuring, integration and other costs | 18.9 | 29.7 | 59.1 | 53.7 |
| CEO transition costs | — | 1.1 | — | 8.6 |
| Share-based compensation expense | 6.2 | 5.4 | 15.4 | 14.0 |
| Acquisition transaction costs | — | — | — | 0.2 |
| Certain legal-related expense | — | — | (2.2) | 6.4 |
| Loss on sales of customer lists | — | 0.1 | — | 0.2 |
| Adjustments, pre-tax | 41.6 | 443.7 | 212.3 | 528.3 |
| Income tax provision impact of pre-tax adjustments ⁽¹⁾ | (9.4) | (52.4) | (39.7) | (71.3) |
| Adjustments, net of tax | 32.2 | 391.3 | 172.6 | 457.0 |
| Adjusted net income | 61.6 | 72.8 | 156.7 | 212.3 |
| Income allocated to participating securities | — | (0.1) | (0.1) | (0.3) |
| Re-measurement of share-based awards classified as liabilities | — | 0.1 | (0.8) | 0.1 |
| Adjusted income attributable to Deluxe available to common shareholders | <u>\$61.6</u> | <u>\$72.8</u> | <u>\$155.8</u> | <u>\$212.1</u> |
| Weighted-average dilutive shares | 42.0 | 42.5 | 42.0 | 43.3 |
| Adjustment ⁽²⁾ | — | 0.2 | 0.1 | 0.1 |
| Adjusted weighted-average dilutive shares | <u>42.0</u> | <u>42.7</u> | <u>42.1</u> | <u>43.4</u> |
| GAAP Diluted EPS | \$0.70 | \$(7.49) | \$(0.40) | \$(5.65) |
| Adjustments, net of tax | 0.77 | 9.20 | 4.10 | 10.53 |
| Adjusted Diluted EPS | <u>\$1.47</u> | <u>\$1.71</u> | <u>\$3.70</u> | <u>\$4.88</u> |

Free Cash Flow

\$ in millions, except per share amounts (Unaudited)

Management believes that free cash flow is an important indicator of cash available for debt service and for shareholders, after making capital investments to maintain or expand the Company's asset base. Free cash flow is limited and not all of the Company's free cash flow is available for discretionary spending, as the Company may have mandatory debt payments and other cash requirements that must be deducted from its cash available for future use. Free cash flow is not a substitute for GAAP liquidity measures. Instead, management believes that this measurement provides an additional metric to compare cash generated by operations on a consistent basis and to provide insight into the cash flow available to fund items such as share repurchases, dividends, mandatory and discretionary debt reduction and acquisitions or other strategic investments.

Net cash provided by operating activities
Purchases of capital assets
Free cash flow

| Nine Months Ended September 30, | |
|------------------------------------|----------------|
| 2020 | 2019 |
| \$166.8 | \$208.0 |
| (42.7) | (49.7) |
| <u>\$124.1</u> | <u>\$158.3</u> |