

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): March 23, 2022

DELUXE CORPORATION

(Exact name of registrant as specified in its charter)

MN
(State or other jurisdiction
of incorporation)

1-7945
(Commission
File Number)

41-0216800
(I.R.S. Employer
Identification No.)

801 S. Marquette Ave., Minneapolis, MN
(Address of principal executive offices)

55402-2807
(Zip Code)

(651) 483-7111
Registrant's telephone number, including area code

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communication pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading symbol(s)	Name of each exchange on which registered
Common stock, par value \$1.00 per share	DLX	NYSE

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

- Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Section 7 - Regulation FD

Item 7.01 Regulation FD Disclosure.

The following information is being “furnished” in accordance with General Instruction B.2. of Form 8-K and shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities of that section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such filing:

Furnished herewith as Exhibit 99.1 and incorporated by reference herein is certain unaudited historical financial information of the Company that is provided on the Company's website, www.deluxe.com/investor-relations. The content of the Company's website is not incorporated by reference in this Current Report on Form 8-K.

Furnished herewith as Exhibit 99.2 and incorporated by reference herein is a copy of a presentation entitled "Deluxe Investor Presentation.”

Section 9 - Financial Statements and Exhibits

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

Exhibit Number	Description
99.1	Historical unaudited financial information as posted on the Company's website (March 2022) (furnished)
99.2	Deluxe Investor Presentation (furnished)
101.INS	XBRL Instance Document – the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document
101.SCH	XBRL Taxonomy Extension Schema Document
101.LAB	XBRL Taxonomy Extension Label Linkbase Document
101.PRE	XBRL Taxonomy Extension Presentation Linkbase Document
104	Cover page interactive data file (formatted as Inline XBRL and contained in Exhibit 101)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: March 23, 2022

DELUXE CORPORATION

/s/ Jeffrey L. Cotter

Jeffrey L. Cotter
Senior Vice President, Chief
Administrative Officer and
General Counsel

DELUXE CORPORATION
CONSOLIDATED CONDENSED STATEMENTS OF INCOME (LOSS)
(Unaudited / Dollars and shares in millions, except per share amount)

deluxe.

	FY 2021	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2019	FY 2018
Product revenue	\$1,244.5	\$334.9	\$302.3	\$306.2	\$299.1	\$1,230.7	\$322.5	\$298.8	\$278.7	\$330.7	\$1,409.1	\$1,451.8
Service revenue	777.7	233.7	229.8	172.0	142.2	560.1	132.0	140.7	131.7	155.7	599.6	546.2
Total revenue	2,022.2	570.6	532.1	478.2	441.3	1,790.8	454.5	439.5	410.4	486.4	2,008.7	1,998.0
Cost of products	(430.9)	(120.1)	(111.0)	(112.6)	(107.3)	(458.7)	(125.8)	(108.4)	(102.9)	(121.5)	(531.3)	(547.6)
Cost of services	(433.4)	(133.0)	(133.1)	(94.0)	(71.2)	(272.1)	(66.2)	(66.1)	(59.4)	(80.5)	(281.6)	(244.1)
Total cost of revenue	(864.3)	(253.1)	(244.1)	(206.6)	(178.5)	(730.8)	(192.0)	(174.5)	(162.3)	(202.0)	(812.9)	(791.7)
Gross profit	1,137.9	315.5	288.0	271.6	262.8	1,060.0	262.5	265.0	248.1	284.4	1,195.8	1,206.3
Selling, general and administrative expense	(941.0)	(255.4)	(239.3)	(233.8)	(212.5)	(841.7)	(207.0)	(198.9)	(198.5)	(237.2)	(891.7)	(854.1)
Restructuring and integration expense	(54.7)	(16.7)	(12.3)	(11.4)	(14.3)	(75.9)	(18.9)	(18.9)	(23.4)	(17.7)	(71.2)	(19.7)
Asset impairment charges	-	-	-	-	-	(101.7)	-	(2.8)	(4.9)	(94.1)	(421.1)	(101.3)
Operating income (loss)	142.2	43.4	36.4	26.4	36.0	40.7	36.6	44.4	24.3	(64.6)	(188.2)	231.2
Interest expense	(55.6)	(20.0)	(21.5)	(9.5)	(4.5)	(23.1)	(4.9)	(5.1)	(6.1)	(7.0)	(34.7)	(27.1)
Other income	7.2	0.7	5.3	2.1	2.0	9.2	0.2	1.8	1.8	4.5	7.2	8.5
Income (loss) before income taxes	93.8	24.1	17.2	19.0	33.5	26.8	32.4	41.5	20.0	(67.1)	(215.7)	212.6
Income tax (provision) benefit	(31.0)	(10.3)	(4.7)	(6.9)	(9.2)	(21.5)	(7.7)	(12.1)	(5.1)	3.4	(8.1)	(63.0)
Net income (loss)	62.8	13.8	12.5	12.1	24.3	5.3	24.7	29.4	14.9	(63.7)	(223.8)	149.6
Non-controlling interest	(0.2)	-	-	-	-	(0.1)	-	-	-	-	-	-
Net income (loss) attributable to Deluxe	\$62.6	\$13.8	\$12.5	\$12.1	\$24.3	\$5.2	\$24.7	\$29.4	\$14.9	\$(63.7)	\$(223.8)	\$149.6
Weighted-average dilutive shares	42.8	43.1	43.0	42.7	42.5	42.1	42.0	41.9	42.1	42.1	43.0	47.0
Diluted earnings (loss) per share	\$1.45	\$0.32	\$0.28	\$0.28	\$0.57	\$0.11	\$0.58	\$0.70	\$0.35	\$(1.53)	\$(5.20)	\$3.16
Adjusted diluted earnings per share*	4.88	1.26	1.10	1.25	1.26	5.08	1.38	1.47	1.15	1.08	6.82	6.88
Capital expenditures	109.1	28.1	34.5	24.9	21.7	62.6	19.9	15.6	12.8	14.3	66.6	62.2
Depreciation and amortization expense	148.8	43.8	41.9	33.2	27.8	110.8	27.7	28.0	25.7	28.4	126.0	131.1
EBITDA*	298.0	89.9	80.6	61.7	65.8	160.6	65.0	74.6	52.8	(31.7)	(55.0)	370.8
Adjusted EBITDA*	407.8	117.1	102.7	97.5	90.5	364.5	94.9	102.5	83.8	83.3	480.9	509.3

Note: Quarterly amounts may not sum to annual amounts due to immaterial rounding differences.

* Represents a non-GAAP financial measure. See the reconciliation to the most comparable GAAP financial measure provided.

DELUXE CORPORATION
CONSOLIDATED CONDENSED BALANCE SHEETS
(unaudited / dollars and shares in millions)

deluxe.

	Dec. 31, 2021	Sept. 30, 2021	June 30, 2021	March 31, 2021	Dec. 31, 2020	Sept. 30, 2020	June 30, 2020	March 31, 2020	Dec. 31, 2019	Dec. 31, 2018
Cash and cash equivalents	\$41.2	\$121.1	\$163.3	\$125.4	\$123.1	\$310.4	\$372.0	\$310.1	\$73.6	\$59.7
Other current assets	579.3	446.5	440.0	379.1	383.5	367.5	344.3	376.1	398.6	390.4
Property, plant and equipment	126.0	129.7	96.4	87.8	88.7	80.7	77.9	94.3	96.5	90.3
Operating lease assets	58.2	58.4	62.4	41.3	35.9	40.5	45.0	43.9	44.4	-
Intangibles	510.7	515.9	521.5	254.2	246.8	234.8	230.7	240.0	276.1	360.0
Goodwill	1,430.1	1,435.5	1,439.3	703.0	703.0	703.0	702.9	702.8	774.4	1,160.6
Other non-current assets	328.9	299.1	294.6	269.8	261.2	239.5	258.1	246.5	250.8	244.1
Total assets	<u>\$3,074.4</u>	<u>\$3,006.2</u>	<u>\$3,017.5</u>	<u>\$1,860.6</u>	<u>\$1,842.2</u>	<u>\$1,976.4</u>	<u>\$2,030.9</u>	<u>\$2,013.7</u>	<u>\$1,914.4</u>	<u>\$2,305.1</u>
Current portion of long-term debt	57.2	57.2	\$57.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other current liabilities	626.2	483.7	470.1	404.6	411.8	378.9	358.5	358.7	407.9	392.0
Long-term debt	1,625.8	1,719.0	1,776.3	840.0	840.0	1,040.0	1,140.0	1,140.0	883.5	911.1
Non-current operating lease liabilities	56.4	49.8	52.9	34.3	28.3	30.9	34.2	32.7	33.6	-
Other non-current liabilities	134.2	138.6	108.8	50.3	48.7	42.6	40.3	35.8	42.4	86.6
Shareholders' equity	574.6	557.9	552.3	531.4	513.4	484.0	457.9	446.5	547.0	915.4
Total liabilities and shareholders' equity	<u>\$3,074.4</u>	<u>\$3,006.2</u>	<u>\$3,017.5</u>	<u>\$1,860.6</u>	<u>\$1,842.2</u>	<u>\$1,976.4</u>	<u>\$2,030.9</u>	<u>\$2,013.7</u>	<u>\$1,914.4</u>	<u>\$2,305.1</u>
Net debt*	\$1,641.8	\$1,655.1	\$1,670.1	\$714.6	\$716.9	\$729.6	\$768.0	\$829.9	\$809.9	\$851.4
Shares outstanding	42.7	42.6	42.5	42.1	42.0	41.9	41.9	41.7	42.1	44.6
Number of employees	6,313	6,389	6,443	5,893	6,185	6,388	6,623	6,739	6,352	6,701

* Represents a non-GAAP financial measure. See the reconciliation to the most comparable GAAP financial measure provided.

DELUXE CORPORATION
CONSOLIDATED CONDENSED STATEMENTS OF CASH FLOWS
(unaudited / dollars in millions)

deluxe

	FY 2021	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2019	FY 2018
Cash provided (used) by:												
Operating activities:												
Net income (loss)	\$62.8	\$13.8	\$12.5	\$12.1	\$24.3	\$5.3	\$24.7	\$29.4	\$14.9	(\$63.7)	(\$223.8)	\$149.6
Depreciation and amortization of intangibles	148.8	45.8	41.9	33.2	27.8	110.8	27.7	28.0	26.7	28.4	124.0	131.1
Asset impairment charges	-	-	-	-	-	101.7	-	2.8	4.9	94.1	421.1	101.3
Prepaid product discount payments	(40.9)	(13.9)	(8.0)	(9.5)	(9.6)	(33.6)	(8.7)	(9.1)	(8.5)	(7.3)	(25.6)	(23.8)
Other	40.1	15.9	19.0	8.4	(2.9)	33.4	7.0	6.1	45.2	(25.0)	(11.0)	(18.9)
Total operating activities	210.8	61.4	65.4	44.2	39.6	217.6	50.7	57.2	83.2	26.5	286.7	339.3
Investing activities:												
Payments for acquisitions, net of cash, cash equivalents, restricted cash and restricted cash equivalents acquired	(958.5)	(1.8)	-	(956.7)	-	-	-	-	-	-	(8.2)	(191.9)
Purchases of capital assets	(109.1)	(28.1)	(34.5)	(24.9)	(21.7)	(62.6)	(19.9)	(15.6)	(12.8)	(14.3)	(66.6)	(62.2)
Proceeds from sale of facilities	2.6	-	2.6	-	-	9.7	-	9.7	-	-	-	-
Other	(1.6)	(0.3)	0.2	(1.2)	(0.2)	(3.2)	(4.5)	(0.5)	1.5	0.4	2.4	1.1
Total investing activities	(1,066.6)	(30.2)	(31.7)	(982.8)	(21.9)	(56.1)	(24.4)	(6.4)	(11.3)	(13.9)	(72.4)	(253.0)
Financing activities:												
Net change in debt, net of debt issuance costs	836.8	(94.4)	(58.7)	989.9	-	(43.5)	(200.0)	(100.0)	-	256.5	(26.5)	201.2
Proceeds from issuing shares	16.8	0.8	1.2	14.2	0.7	3.7	0.7	0.6	0.7	1.7	3.2	7.5
Dividends	(51.6)	(13.0)	(12.8)	(12.9)	(12.9)	(50.7)	(12.7)	(12.6)	(12.8)	(12.7)	(51.7)	(56.7)
Share repurchases	-	-	-	-	-	(14.0)	-	-	-	(14.0)	(118.5)	(200.0)
Net change in customer funds obligations	126.7	111.8	9.4	3.9	1.7	(0.2)	9.2	22.0	(11.9)	(19.4)	12.6	20.3
Other	(15.7)	(3.9)	(3.6)	(4.7)	(3.7)	(5.9)	(1.1)	(2.3)	(1.6)	(1.0)	(9.3)	(34.5)
Total financing activities	913.0	1.3	(64.5)	990.4	(14.2)	(110.6)	(203.9)	(92.3)	(25.6)	211.1	(190.2)	(62.2)
Effect of exchange rate change on cash, cash equivalents, restricted cash and restricted cash equivalents	(1.1)	(0.3)	(4.2)	1.8	1.6	3.7	7.0	3.2	6.2	(12.7)	5.4	(7.6)
Net change in cash, cash equivalents, restricted cash and restricted cash equivalents	56.1	32.4	(35.0)	53.6	5.1	54.6	(170.6)	(38.3)	52.5	211.0	29.5	16.5
Cash, cash equivalents, restricted cash and restricted cash equivalents, beginning of period	229.4	253.1	288.1	234.5	229.4	174.8	400.0	438.3	385.8	174.8	145.3	128.8
Cash, cash equivalents, restricted cash and restricted cash equivalents, end of period	\$285.5	\$285.5	\$253.1	\$288.1	\$234.5	\$229.4	\$229.4	\$400.0	\$438.3	\$385.8	\$174.8	\$145.3
Free cash flow*	\$101.7	\$33.5	\$30.9	\$19.3	\$17.9	\$155.0	\$30.8	\$41.6	\$70.4	\$12.2	\$220.1	\$277.1

Note: Quarterly amounts may not sum to annual amounts due to immaterial rounding differences.

* Represents a non-GAAP financial measure. See the reconciliation to the most comparable GAAP financial measure provided.

DELUXE CORPORATION
SEGMENT RESULTS
(unaudited / dollars in millions)



	FY 2021	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2019	FY 2018
Revenue:												
Payments	\$510.4	\$167.3	\$160.3	\$103.3	\$79.5	\$301.9	\$78.0	\$74.7	\$72.2	\$77.0	\$269.6	\$224.5
Cloud Solutions	262.3	62.5	69.5	68.1	62.2	252.8	59.2	63.8	53.9	76.0	318.4	307.6
Promotional Solutions	546.5	156.7	130.3	135.0	124.5	529.6	144.0	124.9	117.9	142.8	640.9	658.4
Checks	703.0	184.1	172.0	171.8	175.1	706.5	173.3	176.1	166.4	190.6	779.8	807.5
Total	<u>\$2,022.2</u>	<u>\$570.6</u>	<u>\$532.1</u>	<u>\$478.2</u>	<u>\$441.3</u>	<u>\$1,790.8</u>	<u>\$454.5</u>	<u>\$439.5</u>	<u>\$410.4</u>	<u>\$486.4</u>	<u>\$2,008.7</u>	<u>\$1,998.0</u>
Adjusted EBITDA:												
Payments	\$105.6	\$34.5	\$31.6	\$21.2	\$18.3	\$68.1	\$17.8	\$16.7	\$15.6	\$18.0	\$74.4	\$59.0
Cloud Solutions	70.2	15.1	19.0	18.8	17.2	61.6	16.1	16.4	14.1	14.9	77.2	70.0
Promotional Solutions	85.4	28.6	17.7	21.4	17.7	66.6	20.1	21.5	13.9	11.2	101.3	105.6
Checks	324.2	83.2	77.2	80.2	83.6	341.7	83.3	85.0	82.7	90.7	402.7	415.2
Corporate	(177.6)	(44.3)	(42.8)	(44.1)	(46.3)	(173.5)	(42.4)	(37.1)	(42.5)	(51.5)	(174.7)	(140.5)
Total	<u>\$407.8</u>	<u>\$117.1</u>	<u>\$102.7</u>	<u>\$97.5</u>	<u>\$90.5</u>	<u>\$364.5</u>	<u>\$94.7</u>	<u>\$102.5</u>	<u>\$53.8</u>	<u>\$83.3</u>	<u>\$480.9</u>	<u>\$309.3</u>
Adjusted EBITDA Margin:												
Payments	20.7%	20.6%	19.7%	20.5%	23.0%	22.6%	22.8%	22.4%	21.6%	23.4%	27.6%	26.3%
Cloud Solutions	26.8%	24.2%	27.3%	27.6%	27.7%	24.4%	27.2%	25.7%	26.2%	19.6%	24.2%	22.8%
Promotional Solutions	15.6%	18.3%	13.6%	15.9%	14.2%	12.6%	14.0%	17.2%	11.8%	7.8%	15.8%	16.0%
Checks	46.1%	45.2%	44.9%	46.7%	47.7%	48.4%	48.1%	48.3%	49.7%	47.6%	51.6%	51.4%
Total	20.2%	20.5%	19.3%	20.4%	20.5%	20.4%	20.9%	23.3%	20.4%	17.1%	23.9%	25.5%

Note: Quarterly amounts may not sum to annual amounts due to immaterial rounding differences.

The segment information reported here was calculated utilizing the methodology outlined in the Notes to Consolidated Financial Statements included in the company's Form 10-K for the year ended December 31, 2021. Consolidated Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. See the reconciliation to the most comparable GAAP financial measure provided.

DELUXE CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP MEASURES
EBITDA, ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN
(unaudited / dollars in millions)

deluxe.

Management discloses EBITDA, Adjusted EBITDA and Adjusted EBITDA margin 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 and Adjusted EBITDA margin, certain items, as presented below, that may not be indicative of current period operating performance. In addition, management utilizes Adjusted EBITDA and Adjusted EBITDA margin 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 or 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, Adjusted EBITDA and Adjusted EBITDA margin are useful performance measures that should be considered in addition to GAAP performance measures.

	FY 2021	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2019	FY 2018
Net income (loss)	\$42.8	\$13.8	\$12.5	\$12.1	\$24.3	\$5.3	\$24.7	\$29.4	\$14.9	(\$63.7)	(\$223.8)	\$149.6
Non-controlling interest	(0.2)	-	-	-	-	(0.1)	-	-	-	-	-	-
Interest expense	55.6	20.0	21.5	9.5	4.5	23.1	4.9	5.1	6.1	7.0	34.7	27.1
Income tax provision (benefit)	31.0	10.3	4.7	6.9	9.2	21.5	7.7	12.1	5.1	(3.4)	8.1	63.0
Depreciation and amortization expense	148.8	45.8	41.9	33.2	27.8	110.8	27.7	28.0	26.7	28.4	124.0	131.1
EBITDA	298.0	89.9	80.6	61.7	65.8	160.6	65.0	74.6	52.8	(31.7)	(55.0)	370.8
Asset impairment charges	-	-	-	-	-	101.7	-	2.8	4.9	94.1	421.1	101.3
Restructuring, integration and other costs	59.0	17.9	13.9	12.0	15.2	80.7	21.6	18.9	20.5	19.7	79.5	21.2
CEO transition costs	-	-	-	-	-	-	-	-	0.2	(0.2)	9.4	7.2
Share-based compensation	29.5	7.7	7.4	7.6	6.7	21.8	6.5	6.2	5.4	3.6	19.2	11.7
Acquisition transaction costs	18.9	0.1	0.2	15.9	2.8	-	-	-	-	-	0.2	1.7
Certain legal-related expense (benefit)	2.4	1.5	0.6	0.3	-	(2.1)	-	-	-	(2.2)	6.4	10.5
Loss (gain) on sales of businesses and customer lists	-	-	-	-	-	1.8	-	-	-	-	0.1	(15.6)
Loss on debt refinancing	-	-	-	-	-	-	-	-	-	-	-	0.5
Adjusted EBITDA	\$407.8	\$117.1	\$102.7	\$97.5	\$90.5	\$364.5	\$94.9	\$102.5	\$83.8	\$83.3	\$480.9	\$509.3
Adjusted EBITDA as a percentage of total revenue (Adjusted EBITDA margin)	20.2%	20.5%	19.3%	20.4%	20.5%	20.4%	20.9%	23.3%	20.4%	17.1%	23.9%	25.5%

Note: Quarterly amounts may not sum to annual amounts due to immaterial rounding differences.

DELUXE CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP MEASURES
ADJUSTED DILUTED EPS

deluxe

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

By excluding the impact of non-cash items or items that may not be indicative of current period operating performance, 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.

	FY 2021	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2019	FY 2018
Net Income (loss)	\$42.8	\$13.8	\$12.5	\$12.1	\$24.3	\$5.3	24.7	\$29.4	\$14.9	—	(\$223.8)	\$149.4
Non-controlling interest	(0.2)	—	—	—	—	(0.1)	—	—	—	—	—	—
Net income (loss) attributable to Deluxe	42.6	13.8	12.5	12.1	24.3	5.2	24.7	29.4	14.9	(63.7)	(223.8)	149.4
Asset impairment charges	—	—	—	—	—	101.7	—	2.8	4.9	94.1	421.1	101.3
Acquisition amortization	82.9	27.2	25.2	17.3	13.2	55.9	13.8	13.7	13.7	14.8	70.7	78.6
Restructuring, integration and other costs	59.0	17.9	13.9	12.0	15.2	80.7	21.6	18.9	20.5	19.7	79.5	21.2
CEO transition costs	—	—	—	—	—	—	—	—	0.2	(0.2)	9.4	7.2
Share-based compensation expense	29.5	7.7	7.4	7.6	6.7	21.8	6.5	6.2	5.4	3.6	19.2	11.7
Acquisition transaction costs	18.9	0.1	0.2	15.9	2.8	—	—	—	—	—	0.2	1.7
Certain legal-related expense (benefit)	2.4	1.5	0.6	0.3	—	(2.1)	—	—	—	(2.2)	6.4	10.5
Loss (gain) on sales of businesses and customer lists	—	—	—	—	—	1.8	1.8	—	—	—	0.1	(15.4)
Loss on debt retirement	—	—	—	—	—	—	—	—	—	—	—	0.5
Adjustments, pretax	192.7	54.4	47.3	53.1	37.9	259.8	43.7	41.6	44.7	129.8	606.6	217.1
Income tax provision impact of pretax adjustments⁽¹⁾	(45.8)	(13.7)	(12.0)	(11.7)	(8.5)	(50.1)	(10.2)	(9.4)	(11.2)	(19.4)	(88.1)	(39.8)
Impact of federal tax reform	—	—	—	—	—	—	—	—	—	—	—	(1.7)
Adjustments, net of tax	146.9	40.7	35.3	41.4	29.4	209.7	33.5	32.2	33.5	110.4	518.5	175.6
Adjusted net income attributable to Deluxe	209.5	54.5	47.8	53.5	53.7	214.9	58.2	61.6	48.4	46.7	294.7	325.2
Income allocated to participating securities	(0.2)	—	(0.1)	(0.1)	—	(0.1)	—	—	—	(0.1)	(0.4)	(1.3)
Re-measurement of share-based awards classified as liabilities	(0.4)	(0.1)	(0.3)	—	—	(0.8)	—	—	—	(0.8)	0.1	(0.5)
Adjusted income attributable to Deluxe available to common shareholders	\$208.9	\$54.4	\$47.4	\$53.4	\$53.7	\$214.0	\$58.2	\$61.6	\$48.4	\$45.8	\$294.4	\$323.4
Weighted-average dilutive shares	42.8	43.1	43.0	42.7	42.5	42.1	42.2	42.0	41.9	42.1	43.0	47.0
Adjustment⁽²⁾	—	(0.1)	—	—	—	—	—	—	—	0.1	0.2	—
Adjusted weighted-average dilutive shares	42.8	43.0	43.0	42.7	42.5	42.1	42.2	42.0	41.9	42.2	43.2	47.0
GAAP Diluted EPS	\$1.45	\$0.32	\$0.28	\$0.28	\$0.57	\$0.11	\$0.58	\$0.70	\$0.35	(\$1.53)	(\$5.20)	\$3.16
Adjustments, net of tax	3.43	0.94	0.82	0.97	0.69	4.97	0.80	0.77	0.80	2.61	12.02	3.72
Adjusted Diluted EPS	\$4.88	\$1.26	\$1.10	\$1.25	\$1.26	\$5.08	\$1.38	\$1.47	\$1.15	\$1.08	\$6.82	\$6.88

⁽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 and share-based compensation expense, depends on whether the amounts are deductible in the respective tax jurisdictions and the applicable effective tax rate(s) in those jurisdictions.

⁽²⁾ The total of weighted-average shares and potential common shares outstanding used in the calculations of Adjusted Diluted EPS differs from the GAAP calculations due to differences in the amount of dilutive shares in each calculation.

Note: Quarterly amounts may not sum to annual amounts due to immaterial rounding differences.

DELUXE CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP MEASURES
NET DEBT
(unaudited / dollars in millions)



Management believes that net debt is an important measure to monitor leverage and to evaluate the balance sheet. In calculating net debt, cash and cash equivalents are subtracted from total debt because they could be used to reduce the company's debt obligations. A limitation associated with using net debt is that it subtracts cash and cash equivalents, and therefore, may imply that management intends to use cash and cash equivalents to reduce outstanding debt. In addition, net debt suggests that our debt obligations are less than the most comparable GAAP measure indicates.

	<u>Dec. 31, 2021</u>	<u>Sept. 30, 2021</u>	<u>June 30, 2021</u>	<u>March 31, 2021</u>	<u>Dec. 31, 2020</u>	<u>Sept. 30, 2020</u>	<u>June 30, 2020</u>	<u>March 31, 2020</u>	<u>Dec. 31, 2019</u>	<u>Dec. 31, 2018</u>
Total debt	\$1,683.0	\$1,776.2	\$1,833.4	\$840.0	\$840.0	\$1,040.0	\$1,140.0	\$1,140.0	\$883.5	\$911.1
Cash and cash equivalents	(41.2)	(121.1)	(163.3)	(125.4)	(123.1)	(310.4)	(372.0)	(310.1)	(73.6)	(59.7)
Net debt	<u>\$1,641.8</u>	<u>\$1,655.1</u>	<u>\$1,670.1</u>	<u>\$714.6</u>	<u>\$716.9</u>	<u>\$729.6</u>	<u>\$768.0</u>	<u>\$829.9</u>	<u>\$809.9</u>	<u>\$851.4</u>

DELUXE CORPORATION
RECONCILIATION OF GAAP TO NON-GAAP MEASURES
FREE CASH FLOW
(unaudited / dollars in millions)



Management defines free cash flow as net cash provided by operating activities less purchases of capital assets. 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 dividends, mandatory and discretionary debt reduction, acquisitions or other strategic investments, and share repurchases.

	<u>FY 2021</u>	<u>Q4 2021</u>	<u>Q3 2021</u>	<u>Q2 2021</u>	<u>Q1 2021</u>	<u>FY 2020</u>	<u>Q4 2020</u>	<u>Q3 2020</u>	<u>Q2 2020</u>	<u>Q1 2020</u>	<u>FY 2019</u>	<u>FY 2018</u>
Net cash provided by operating activities	\$210.8	\$61.6	\$65.4	\$44.2	\$39.6	\$217.6	\$50.7	\$57.2	\$83.2	\$26.5	\$286.7	\$339.3
Purchases of capital assets	(109.1)	(28.1)	(34.5)	(24.9)	(21.7)	(62.6)	(19.9)	(15.6)	(12.8)	(14.3)	(66.6)	(62.2)
Free cash flow	<u>\$101.7</u>	<u>\$33.5</u>	<u>\$30.9</u>	<u>\$19.3</u>	<u>\$17.9</u>	<u>\$155.0</u>	<u>\$30.8</u>	<u>\$41.6</u>	<u>\$70.4</u>	<u>\$12.2</u>	<u>\$220.1</u>	<u>\$277.1</u>

Note: Quarterly amounts may not sum to annual amounts due to immaterial rounding differences.

deluxe.

Investor Presentation

March 2022

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dlx Cautionary Statement

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, expectations or beliefs and are subject to risks and uncertainties that could cause actual results or events to vary from those stated, which variations could be material and adverse. Factors that could produce such variations include, but are not limited to, the following: potential continuing negative impacts from pandemic health issues, such as the coronavirus / COVID-19, along with the impact of government restrictions or similar directives on our business or financial condition; the impact that further deterioration or prolonged softness in the economy may have on demand for our products and services; our ability to execute our transformational 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 our control; declining demand for our checks and check-related products and services and business forms; risks that our 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 additional bank failures, thereby, among other things, reducing the number of potential customers and referral sources; risks related to our acquisition and integration of First American Payment Systems; risks that future acquisitions will not be consummated; risks that any such acquisitions do not produce the anticipated results or synergies; risks that our cost reduction initiatives will be delayed or unsuccessful; risks related to any divestitures; performance shortfalls by one or more of our major suppliers, licensors or service providers; unanticipated delays, costs and expenses in the development and marketing of products and services, including web services and 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 our website operations or information technology systems; risks of unfavorable outcomes and the costs to defend litigation and other disputes; and the impact of governmental laws, regulations or investigations. These 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 current expectations are contained in the company's Form 10-K for the year ended December 31, 2021 and other filings made with the SEC. Neither the company nor management undertakes any obligation to update or revise any forward-looking statements to reflect subsequent events, new information or future circumstances.

Any references to non-GAAP financial measures are reconciled to the comparable GAAP financial measures in this presentation.

dlx Deluxe Platforms Help Businesses Succeed in 3 Core Areas

1. Pay with Ease	2. Get Paid Faster	3. Grow Profitably
<p> Payables as a Service (Deluxe Payment Exchange - DPX) Send digital payouts and remittance data without friction</p> <p> Security and Protection Fraud-prevention services for digital payments and checks</p> <p> Payroll and HR services Digital hiring and onboarding and payroll and benefit administration</p> <p> Personal Check Automated Ordering Systems Easy automated process for check-ordering for customers</p>	<p> Receivables as a Service Automate payment processing and cash application for all receivables</p> <p> Merchant Services End-to-end omni-channel payment acceptance</p> <p> Lockbox Services Reliable, secure and scalable check processing solutions</p> <p> Remote Deposit Capture</p>	<p> Data-Driven Marketing Actionable data, analytics and campaign solutions</p> <p> Promotional Solutions Accelerate growth, brand management through integrated platform</p> <p> Banker's Dashboard Anywhere, anytime access to financial performance for FIs</p> <p> Incorporation Services Incorporation and licensing services and logo design along with other new business set-up services</p>

trusted payments & business technology™ company

dlx Scale & Growth in Big Markets: Payments and Data

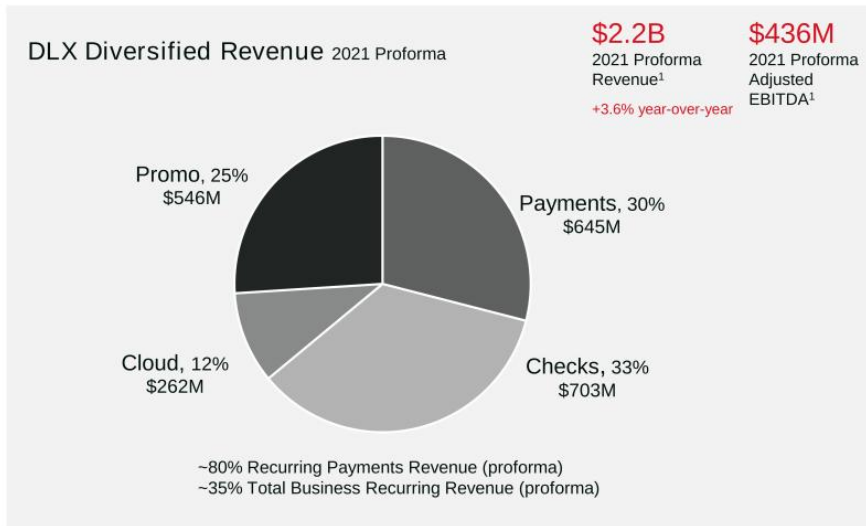
	OUR SOLUTIONS	WHERE & HOW WE WIN	WHY WE WIN	CURRENT SCALE
1. Pay with Ease	Payables as a Service (DPX) Send digital payouts and remittance data without friction	Selling to Enterprises and SMBs directly and through FIs and industry-specific partners.	<ul style="list-style-type: none"> » Non-disruptive to AP » Payment choice flexibility » Expanding use cases 	\$24B in disbursements
	Payroll and HR Pay employees and streamline HR processes – all in one place	Selling to SMBs directly, through FIs, resellers, acquirers and ISVs	<ul style="list-style-type: none"> » Trusted partner to SMBs » Next-Gen self-onboarding » Automated HR workflows 	\$8.8B managed payroll funds ¹
2. Get Paid Faster	Receivables as a Service (RaaS) Automate payment processing and cash application	Selling to SMBs and Enterprises through FIs	<ul style="list-style-type: none"> » All-in-one AR cloud solution » Intelligent matching » 360-degree view of all data 	\$3.0T in receivables processed ²
	Merchant Services End-to-end omni-channel payment acceptance	Selling to SMBs, directly, through FIs, ISV & partners	<ul style="list-style-type: none"> » Scaled and leading acquirer » Vertical specialty » ISV and bank strength 	\$27B in card processing volume
3. Grow Profitably	Data-Driven Marketing (DDM) Acquire, grow, and retain customers with strategic campaigns using sourced data	Selling to FIs and Enterprise Verticals directly	<ul style="list-style-type: none"> » Full-service, omnichannel, B2B & B2C marketing » Multi-sourced data assets » Specialized campaign strategy + execution 	30+ proprietary insight scores ²

¹ Includes US and Canada

² Includes processed directly in outsourced model and indirectly through partners using our software

dlx 4 Clear Segments: Payments | Cloud | Promo | Checks

Diversification, Growth, and Strong, Predictable Cash Flow



Growth Drivers



Scaled distribution model and channels



Focused investments on innovation in Payments and Data



Continued cross-sell opportunities drives strong pipeline



Increasing recurring revenue model

¹ Assumes the acquisition occurred on January 1, 2020, and calculated utilizing the methodology described in the Company's Form 8-K/A filed on August 10, 2021. See Reconciliations for the reconciliation of Pro Forma Adjusted EBITDA to Pro Forma Net Income.

dlx Power of One Deluxe Model: Exceptional Reach

Targeting Enterprises and Small Businesses



4,000 financial institution partners
Preferred partner for 180 of the top 200 banks



100+ integrated software providers
Integrated payment functionality into various vertical-specific solutions



Business partners
Vertical-Specific Affiliates and Independent Sales Organizations (ISOs), who market and sell First American by Deluxe solutions



Direct-to-business
4M Small-Medium Business customers and more than 200 enterprise customers through an extensive inside and national field sales team of more than 150 reps



Marketplaces and platform integrations
Embedding solutions into all-digital partner experiences and marketplaces

One Deluxe Model = Powerful Cross-Selling Engine

Solve customer problems with multiple Deluxe Solutions – not peddling one solution at a time.

dlx One Deluxe Results & Opportunity

- » Sales-driven growth in FY 2021 - first time in nearly a decade
- » Sold 13 of largest 20 deals of the last decade, and largest in company history - during COVID
- » First American acquisition
 - Tripled new bank deals within first 180 days
 - Accelerated growth from historically low single to double digits

The logo for ARVEST, featuring the word "ARVEST" in a blue, serif font. The letter "V" is stylized with a diagonal line through it.

- » 30-year customer - 1 product: Check
- » Listened to customer needs
- » Delivered solutions to meet challenges
- » >4 products sold - from each segment



- » Multi-year customer - 1 product: Data
- » Listened to customer needs
- » Delivered solutions to meet challenges
- » Largest sale in company history

Opportunity: Repeat with our 4,000 FI, 4 Million SMBs & 100s of global brands

dlx Driving Innovation Through Robust Technology Platforms

Pay with Ease

Get Paid Faster

Grow Profitably



Accessible

Easily access front and back-end portals anytime, anywhere



Elastic

Easily add or remove capabilities as needed



Fast Deployments

Integrated APIs to enable speedy implementations and access to infrastructure in minutes



Secure

A collection of tools to protect data and privacy



Scalable

Access to effectively limitless capability







Connected Interfaces

Content, user interfaces, collaboration, communication, and identity management into single user experiences

Strategic, cloud-based platforms support and enable our growth initiatives

dlx Successfully Executing Growth Strategy

Four Pillars Driving Future Growth

<p>Sales</p> 	<p>Growth Businesses</p> 	<p>Promotional Solutions Profitability</p> 	<p>Checks</p> 
<ul style="list-style-type: none">• Unified Go-To-Market sales approach• Cross-sell to new and existing customers• Continue to expand distribution model via sell-through partners	<ul style="list-style-type: none">• Focus on growing Payments and Data• Continue to innovate new products and services• Continue moving to recurring revenue model	<ul style="list-style-type: none">• Continue to improve distribution cost model• Continue moving to recurring revenue model	<ul style="list-style-type: none">• Capture new market share• Executing on investments to optimize the business• Driving strong cash flow to invest in Payments and Cloud• Strong lead generation

One Deluxe = trusted payments & business technology™ company

dlx Positioned for Long-Term Growth

Established Strong Foundation

Built sales organization

- Unified view of the customer
- Leverage existing customers to cross-sell additional products
- One Deluxe approach continues to drive new wins

Scaled and modernized technology

- Implemented new infrastructure
- Technology supports distribution

Product Innovation

- Established Innovation & Customer Experience Center
- Rolled out new products such as Digital Payments and HR/Payroll
- Implemented design thinking

What's Next

Continue to scale distribution model

- Sell-through partners
- Expand into new verticals
- Added customer success

Drive technology platform scale

- Increased efficiencies after ERP
- Building API capabilities

Sustained Innovation

- Payments and Data focused initiatives
- New products and features









Appendix

Payments

dlx Payments Growth Fueled by Innovation

» Fastest Growing Segment in Strong Secular Growth Industry
Enabling Businesses of all Sizes to Pay, Get Paid, and Grow Profitably

2021 Proforma Revenue ¹	\$645M
2021 % Proforma Company Revenue	30%
2021 Adjusted EBITDA Margin	21%
Expected LT Growth	High-single digit

	Our Solutions	Where We Win	Why We Win
Pay with Ease	 Payables as a Service (DPX) Send digital payouts and remittance data without friction	Seamlessly converting ad-hoc B2B and B2C disbursements from paper to digital	» Non-disruptive to AP » Payment choice flexibility » Expanding use cases
	 Payroll and HR Pay employees and streamline HR processes – all in one place	Helping small businesses take back time-starved days with a complete hire-to-retain solution	» Trusted partner to SMBs » Next-Gen self-onboarding » Automated HR workflows
Get Paid Faster	 Receivables as a Service Automate payment processing and cash application	Partnering with banks to help businesses optimize liquidity and working capital	» All-in-one AR cloud solution » Intelligent matching » 360-degree view of all data » Scaled lockbox operation
	 Merchant Services End-to-end omni-channel payment acceptance	Powering payments for small and large merchants through diversified distribution	» Scaled and leading acquirer » Vertical specialty » ISV and bank strength

Expecting long-term high-single digit revenue growth

¹ Assumes the acquisition occurred on January 1, 2020, and calculated utilizing the methodology described in the Company's Form 8-K/A filed on August 10, 2021.

dlx Differentiation: Leading With Technology and Distribution

Platform Scale



\$3.0T
receivables transactions¹

- » Unrivaled scale
- » End-to-end automation
- » Digital and paper receivables



\$27B+
processing volume

- » Top 10 non-bank acquirer
- » 160,000 merchants
- » Omnichannel capabilities



\$25B+
payments disbursed

- » 3 million suppliers and consumers paid
- » 5 million employees paid

Distribution Scale



4,000
financial institution partners

- » 180 of the top 200 banks
- » One-to-many distribution
- » Natural product cross-selling
- » Additional partners and verticals
- » Internal sales force

¹ Includes processed directly in outsourced model and indirectly through partners using our software

Payments

dlx Strong Market Position Winning Against Point Solutions Providers

 A compelling product portfolio showing a clear end vision for customers

 A partner-first strategy with Financial Institutions unlike other Fintechs

 Strong market momentum with expansion into adjacent areas and new use cases

Deluxe Payments

Optimizing how businesses pay, get paid, and grow profitably

Our Competitors

Payables as a Service (DPX)	Payroll and HR	Receivables as a Service	Merchant Services	Lockbox Services
				
				
				
				
				
				

Selected Key Competitors – Not Exhaustive

dlx Market: Underpenetrated and Massive Opportunity

Pay with Ease	Get Paid Faster
<p>Payables as a Service Convert paper to digital payouts and evolve to integrated payables for</p> <p>\$25T \$11T B2B payments volume addressable market B2C payments volume addressable market</p>	<p>Receivables as a Service Automating payment processing and cash application for all receivables is a</p> <p>\$5-10B addressable market</p>
<p>Payroll and HR Pay employees and streamline HR processes is a</p> <p>\$9B addressable market</p>	<p>Merchant Services End-to-end omni-channel payment acceptance is a</p> <p>\$19B+ addressable market</p>

Sources: Billtrust, Blackline, Blueweave, Versaypay, YayPay and Sidetrade for Receivables. PaymentsJournal Paper Checks Jul 2019, Aite B2C Disbursements Feb 2019, Mastercard, Deloitte B2B for Payables. Credit Suisse Payments 2021 for Merchant Services

dlx Transforming Into a Scaled Payments Company



The largest acquisition in Deluxe's 100+ year history

Scaled payment processor that provides partners and merchants with a full suite of payment solutions:



In-store



Online



Mobile

TRANSACTION HIGHLIGHTS

\$959M

All Cash Transaction

2x

Expected to double Deluxe's Payments business

ACQUISITION RATIONALE

FAPS was selected out of 60+ potential acquisition targets analyzed



Management Talent with Extensive Payments Experience



Recurring Revenue & Platform for Future M&A



End-to-End Payments Technology Platform & Proprietary Back-End Processing



Cross-Sell Opportunities through Diversified Distribution Channels (Integrated Payments, Partner, Direct)



Expansion into Attractive High-Growth Adjacent Markets

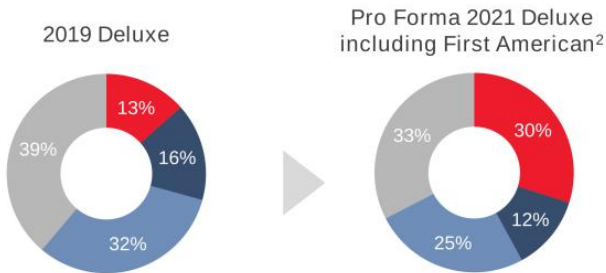
Driving meaningful revenue synergies to help Payments' revenue equal Checks by end of 2022

Payments

dlx Payments Becoming a Larger Portion of Revenue and Adjusted EBITDA

Revenue

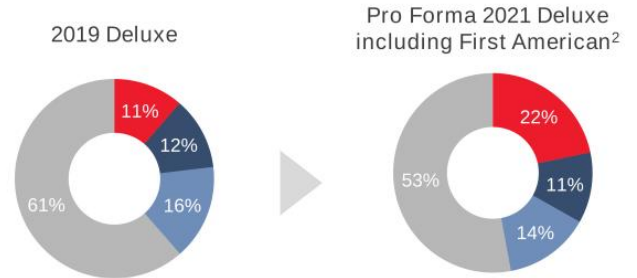
Payments is **~30%** of DLX Pro Forma 2021 Revenue



■ Payments ■ Cloud ■ Promotional ■ Checks

Total Segment Adjusted EBITDA¹

Payments is **~22%** of DLX Pro Forma 2021 Total Segment Adjusted EBITDA






Payments revenue expected to equal Checks by the end of 2022

¹ Segment information calculated utilizing the methodology outlined in the Notes to the Consolidated Financial Statements included in the Company's Annual Report on Form 10-K for the year ended December 31, 2021 where the reconciliation of Total Segment Adjusted EBITDA to Income before income taxes is also provided
² Assumes the acquisition occurred on January 1, 2020, and calculated utilizing the methodology described in the Company's Form 8-K/A filed on August 10, 2021. See Reconciliations for reconciliation of Total Segment Pro Forma Adjusted EBITDA to Pro Forma Income Before Income Taxes

Cloud Solutions

dlx Cloud Solutions: Data-Driven Growth

» Moderate Growth Segment to Grow Enterprises and Start / Manage SMBs

Our Solutions	Where We Win	Why We Win	
 <p>Data Analytics Full-service, omni-channel, B2B & B2C marketing</p>	<p>FIs and Enterprises Shifting to highly targeted campaigns & digital integration for customer acquisition. Improving through new data sources.</p>	<ul style="list-style-type: none"> Sophisticated AI tools Proprietary Data; custom solutions Pay-for-Performance and/or Pay-For-Service 	<p>2021 Revenue \$262M</p> <p>2021 % Proforma Company Revenue¹ 12%</p>
 <p>SaaS Solutions DIY and DIFM models. Incorporation, logo, web design services, etc.</p>	<p>SMBs and FIs Increasing need for digital tools and support to effectively set up and manage business operations</p>	<ul style="list-style-type: none"> Easy to use Easy to find on-line Competitively priced Potential product bundling 	<p>2021 Adjusted EBITDA Margin 27%</p>
 <p>Web Hosting Online presence supporting commerce</p>	<p>SMBs, Web developers and Internet Providers Significant interest in public cloud coupled with desire for complementary digital customer engagement solutions</p>	<ul style="list-style-type: none"> Bundled by resellers Low-cost acquisition 	<p>Expected Mid-to LT Growth high-single digit</p>



Expecting long-term mid- to high single-digit revenue growth largely driven by Data

¹ Assumes the acquisition occurred on January 1, 2020, and calculated utilizing the methodology described in the Company's Form 8-K/A filed on August 10, 2021

Promo

dlx Promotional Solutions: Tech-Driven Platform

» Modest growth segment helping businesses manage their brand and physical corporate-branded merchandise



Our Solutions	Where We Win	Why We Win		
 <p>Platform to Manage a Business's Physical Brand Impression</p> <ul style="list-style-type: none"> • Customized • Ease of access • Reporting insights • Self-service platform 	<ul style="list-style-type: none"> • SMBs • Enterprises • Global Brands 	<ul style="list-style-type: none"> • Omni-channel distribution • Well-curated selection • Rapid innovation <p>Turn-Key Business-Branded Product/Inventory Management</p> <ul style="list-style-type: none"> • Managed Service • Branded merchandising • Recurring revenue streams 	<p>2021 Revenue</p> <p>\$546M</p>	<p>2021 % Proforma Company Revenue¹</p> <p>25%</p>
 <p>Manufacturing Traditional Business Essentials</p> <ul style="list-style-type: none"> • Branded forms • Branded direct mailing pieces • Branded physical products 	<p>Market Growth</p> <ul style="list-style-type: none"> • Flat • Continue to increase scale 	<p>Support Rapidly Changing Market Demands</p> <ul style="list-style-type: none"> • Rapid prototyping • Deep sources of supply • Meet unique needs • Ease of access • Reporting insights 	<p>2021 Adjusted EBITDA Margin</p> <p>16%</p>	<p>Expected LT Low-single digit Growth</p>

Easy and Fast Cross-Sell to Existing Customers

¹ Assumes the acquisition occurred on January 1, 2020, and calculated utilizing the methodology described in the Company's Form 8-K/A filed on August 10, 2021

dlx Checks: Trusted, Long-Term Relationships Drive Cross-Sells

» Rich Cash-Generating Segment Funding Deluxe's Overall Growth

Solutions	Where We Win	Why We Win	
 <p>Strong cash flow organically funds growth AND generates healthy return of capital to shareholders</p>	<p>Growing market share among FIs and other resellers of all sizes</p>	<ul style="list-style-type: none"> • Superior Product – appropriate continued investment; design and customization options • Superior Service – dedicated customer/account teams 	<p>2021 Revenue \$703M</p>
 <p>Lead generation source for cost-effective cross-selling other DLX solutions to existing customers</p>			<ul style="list-style-type: none"> • Superior Quality – minimal COVID-19 downtime/lost production • Trust – 106-year history • Balance Sheet – DLX is financially sound, driving material competitive advantage

**No Substitutes for B2B Use Cases – Billions Written Annually – Continue for Many Years
Foundation for Strong, Predictable Cash Generation**

¹ Assumes the acquisition occurred on January 1, 2020, and calculated utilizing the methodology described in the Company's Form 8-K/A filed on August 10, 2021

dlx Deluxe Competitive Landscape

Payments	Cloud	Promotional Products	Checks
<ul style="list-style-type: none"> • Fiserv, FIS, Global Payments • Paychex, ADP, Paycor, Gusto, Intuit, OnPay, Paylocity • Bill.com, AvidExchange, Mineral Tree, Biller Genie, PaySimple • Square, PayPal, Zelle, Transcard • High Radius, Emagia, VersaPay, Rimilia, Exela Technologies, Esker 	<ul style="list-style-type: none"> • LegalZoom, BizFilings, IncNow • Cimpres/VistaPrint, DesignMantic, Tailor Brands, Logoworks, Logobee, 99designs, DesignCrowd • MailChimp, Aweber, Sendgrid, GoDaddy, iContact • 1+1, Go Daddy, Web.com, Endurance, BlueHost, Wix, Weebly • Gannett/ ReachLocal, HubSpot, Boostability, Web.com • Habermfeld, Epsilon, Acxiom, Merkle, Harte Hanks, Palantir, Infogroup, LiveRamp • SNL Banker 	<ul style="list-style-type: none"> • Web to Print and Local Printers • Ennis, RR Donnelley, Quad Graphics, Taylor Corp, Costco, Sam's Club, Uline, Webb Mason, Broadridge, FMG Suite, Proforma, InnerWorkings, American Solutions for Business • Staples, Office Depot, FedEx • 4imprint, HALO, VistaPrint, BDA, Cimpres, • Amazon 	<ul style="list-style-type: none"> • Harland Clarke, Main Street • Bradford Exchange, Current, Carousel, WalMart, Costco, Intuit, Cimpres, Ennis, Finastra

dlx Investor Contact



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Vice President, Investor Relations

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Reconciliations

Consolidated Condensed Statements of Income

in millions, except per share amounts (Unaudited)

	Quarter Ended December 31,		Year Ended December 31,	
	2021	2020	2021	2020
Product revenue	\$336.9	\$322.5	\$1,244.5	\$1,230.7
Service revenue	233.7	132.0	777.7	560.1
Total revenue	570.6	454.5	2,022.2	1,790.8
Cost of products	(120.1)	(125.8)	(450.9)	(458.7)
Cost of services	(135.0)	(66.2)	(433.4)	(272.1)
Total cost of revenue	(255.1)	(192.0)	(884.3)	(730.8)
Gross profit	315.5	262.5	1,137.9	1,060.0
Selling, general and administrative expense	(255.4)	(207.0)	(941.0)	(841.7)
Restructuring and integration expense	(16.7)	(18.9)	(54.7)	(75.9)
Asset impairment charges	—	—	—	(101.7)
Operating income	43.4	36.6	142.2	40.7
Interest expense	(20.0)	(4.9)	(55.6)	(23.1)
Other income	0.7	0.7	7.2	9.2
Income before income taxes	24.1	32.4	93.8	26.8
Income tax provision	(10.3)	(7.7)	(31.0)	(21.5)
Net income	13.8	24.7	62.8	5.3
Non-controlling interest	—	—	(0.2)	(0.1)
Net income attributable to Deluxe	\$13.8	\$24.7	\$62.6	\$5.2
Weighted average dilutive shares	43.1	42.2	42.8	42.1
Diluted earnings per share	\$0.32	\$0.58	\$1.45	\$0.11
Adjusted diluted earnings per share	1.26	1.38	4.88	5.08
Capital expenditures	28.1	19.9	109.1	62.6
Depreciation and amortization expense	45.8	27.7	148.8	110.8
EBITDA	89.9	65.0	298.0	160.6
Adjusted EBITDA	117.1	94.9	407.8	364.5

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Segment Information

in millions (Unaudited)

	Quarter Ended December 31,		Year Ended December 31,	
	2021	2020	2021	2020
Revenue:				
Payments	\$167.3	\$78.0	\$510.4	\$301.9
Cloud Solutions	62.5	59.2	262.3	252.8
Promotional Solutions	156.7	144.0	546.5	529.6
Checks	184.1	173.3	703.0	706.5
Total	\$570.6	\$454.5	\$2,022.2	\$1,790.8
Adjusted EBITDA:				
Payments	\$34.5	\$17.8	\$105.6	\$68.1
Cloud Solutions	15.1	16.1	70.2	61.6
Promotional Solutions	28.6	20.1	85.4	66.6
Checks	83.2	83.3	324.2	341.7
Corporate	(44.3)	(42.4)	(177.6)	(173.5)
Total	\$117.1	\$94.9	\$407.8	\$364.5
Adjusted EBITDA Margin:				
Payments	20.6%	22.8%	20.7%	22.6%
Cloud Solutions	24.2%	27.2%	26.8%	24.4%
Promotional Solutions	18.3%	14.0%	15.6%	12.6%
Checks	45.2%	48.1%	46.1%	48.4%
Total	20.5%	20.9%	20.2%	20.4%

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The segment information reported here was calculated utilizing the methodology outlined in the Notes to Consolidated Financial Statements included in the company's Annual Report on Form 10-K for the year ended December 31, 2021.

Reconciliation of GAAP to Non-GAAP Measures

EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin
in millions (Unaudited)

	Quarter Ended December 31,		Year Ended December 31,	
	2021	2020	2021	2020
Net income	\$13.8	\$24.7	\$62.8	\$5.3
Non-controlling interest	—	—	(0.2)	(0.1)
Interest expense	20.0	4.9	55.6	23.1
Income tax provision	10.3	7.7	31.0	21.5
Depreciation and amortization expense	45.8	27.7	148.8	110.8
EBITDA	89.9	65.0	298.0	160.6
Asset impairment charges	—	—	—	101.7
Restructuring, integration and other costs	17.9	21.6	59.0	80.7
Share-based compensation expense	7.7	6.5	29.5	21.8
Acquisition transaction costs	0.1	—	18.9	—
Certain legal-related expense (benefit)	1.5	—	2.4	(2.1)
Loss on sales of businesses and customer lists	—	1.8	—	1.8
Adjusted EBITDA	\$117.1	\$94.9	\$407.8	\$364.5
Adjusted EBITDA as a percentage of total revenue (adjusted EBITDA margin)	20.5 %	20.9 %	20.2 %	20.4 %

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Reconciliation of GAAP to Non-GAAP Measures

Adjusted Diluted EPS

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

	Quarter Ended December 31,		Year Ended December 31,	
	2021	2020	2021	2020
Net income	\$13.8	\$24.7	\$62.8	\$5.3
Non-controlling interest	—	—	(0.2)	(0.1)
Net income attributable to Deluxe	13.8	24.7	62.6	5.2
Asset impairment charges	—	—	—	101.7
Acquisition amortization	27.2	13.8	82.9	55.9
Restructuring, integration and other costs	17.9	21.6	59.0	80.7
Share-based compensation expense	7.7	6.5	29.5	21.8
Acquisition transaction costs	0.1	—	18.9	—
Certain legal-related expense (benefit)	1.5	—	2.4	(2.1)
Loss on sales of businesses and customer lists	—	1.8	—	1.8
Adjustments, pre-tax	54.4	43.7	192.7	259.8
Income tax provision impact of pretax adjustments ⁽²⁾	(13.7)	(10.2)	(45.8)	(50.1)
Adjustments, net of tax	40.7	33.5	146.9	209.7
Adjusted net income attributable to Deluxe	54.5	58.2	209.5	214.9
Income allocated to participating securities	—	—	(0.2)	(0.1)
Re-measurement of share-based awards classified as liabilities	(0.1)	—	(0.4)	(0.8)
Adjusted income attributable to Deluxe available to common shareholders	\$54.4	\$58.2	\$208.9	\$214.0
Weighted-average dilutive shares	43.1	42.2	42.8	42.1
Adjustment ⁽³⁾	(0.1)	—	—	—
Adjusted weighted-average dilutive shares	43.0	42.2	42.8	42.1
GAAP Diluted EPS	\$0.32	\$0.58	\$1.45	\$0.11
Adjustments, net of tax	0.94	0.80	3.43	4.97
Adjusted Diluted EPS	\$1.26	\$1.38	\$4.88	\$5.08

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Reconciliation of GAAP to Non-GAAP Measures

Pro Forma Adjusted EBITDA

In millions (Unaudited)

	Year Ended December 31, 2021
Pro forma net income	\$72.9
Net income attributable to non-controlling interest	(0.1)
Pro forma Interest expense	76.7
Pro forma Income tax provision	32.7
Pro forma depreciation and amortization expense	163.1
Restructuring, integration and other costs	59.0
Pro forma share-based compensation expense	28.9
Certain legal-related expense	2.4
Pro forma adjusted EBITDA	<u>\$435.6</u>

Pro Forma Total Segment Adjusted EBITDA

in millions (Unaudited)

	Year Ended December 31, 2021
Pro forma total segment adjusted EBITDA	\$612.4
Pro forma Corporate operations	(176.8)
Pro forma depreciation and amortization expense	(163.1)
Pro forma Interest expense	(76.7)
Net income attributable to non-controlling interest	0.1
Restructuring, integration and other costs	(59.0)
Pro forma share-based compensation expense	(28.9)
Certain legal-related expense	(2.4)
Pro forma income before income taxes	<u>\$105.6</u>

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