

INVESTOR DAY 2025

June 12, 2025 | New York



Always Designing
for People®

DISCLAIMERS

FORWARD-LOOKING STATEMENTS

This document and other written or oral statements made from time to time by ADP may contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Statements that are not historical in nature and which may be identified by the use of words like “outlook,” “expects,” “assumes,” “projects,” “anticipates,” “estimates,” “we believe,” “could,” “is designed to” and other words of similar meaning, are forward-looking statements. These statements are based on management’s expectations and assumptions and depend upon or refer to future events or conditions and are subject to risks and uncertainties that may cause actual results to differ materially from those expressed. Factors that could cause actual results to differ materially from those contemplated by the forward-looking statements or that could contribute to such difference include: ADP’s success in obtaining and retaining clients, and selling additional services to clients; the pricing of products and services; the success of our new solutions; our ability to respond successfully to changes in technology, including artificial intelligence; compliance with existing or new legislation or regulations; changes in, or interpretations of, existing legislation or regulations; overall market, political and economic conditions, including interest rate and foreign currency trends and inflation; competitive conditions; our ability to maintain our current credit ratings and the impact on our funding costs and profitability; security or cyber breaches, fraudulent acts, and system interruptions and failures; employment and wage levels; availability of skilled associates; the impact of new acquisitions and divestitures; the adequacy, effectiveness and success of our business transformation initiatives; the impact of any uncertainties related to major natural disasters or catastrophic events; and supply-chain disruptions. ADP disclaims any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. These risks and uncertainties, along with the risk factors discussed under “Item 1A. Risk Factors” of our most recent Annual Report on Form 10-K, and in other written or oral statements made from time to time by ADP, should be considered in evaluating any forward-looking statements contained herein.

NON-GAAP MEASURES

This presentation contains non-GAAP financial metrics, including Adjusted EBIT margin and adjusted diluted earnings per share. For a discussion and reconciliation of historic non-GAAP financial metrics to their closest comparable GAAP financial metrics, see our earnings releases for the applicable periods presented, available at adp.investors.com or sec.gov. We have not provided a reconciliation of our revenue outlook (in organic constant currency), adjusted EBIT margin outlook or adjusted earnings per share outlook to their most comparable GAAP measures for such years because it would be potentially misleading and not practical given the difficulty of projecting event-driven transactional or other non-core operating items that are included in the GAAP metrics, including gains/losses on sales of businesses and assets and certain income tax adjustments. The reconciliations provided in earnings releases prepared by ADP are indicative of the reconciliation that will be prepared upon completion of the periods covered by the non-GAAP medium-term objectives.

AGENDA

01	Welcome	Matt Keating VP, Investor Relations
02	Vision & Strategy	Maria Black President and CEO
03	Best-in-Class Technology	Sreeni Kutam President, Global Product & Innovation
04	Go-to-Market	David Foskett President, Global Sales
05	North America HCM Solutions	Joe DeSilva EVP, North America & Chief of Operations
06	International HCM Solutions	Virginia Magliulo EVP, Employer Services International
07	HRO Solutions	Brian Michaud EVP, Smart Compliance & HR Outsourcing
08	Financial Framework	Peter Hadley Corporate Treasurer & Incoming CFO
09	Q&A and Closing Remarks	
10	Demos & Lunch	

01
02
03
04

Vision & Strategy

MARIA BLACK

President and CEO

\$19B

FY24 revenue

1.1M+

clients

78M

employee tax
statements processed

42M+

employees paid in
140+ countries and
territories



IS THE WORLD'S LARGEST HCM ORGANIZATION

80%+

of Fortune 500
are clients

\$3.1T

in client funds
moved in US

64K

ADP associates

14M+

monthly users
on app

SUPPORTING EVERY CLIENT HCM NEED



HR



Payroll



Time



Benefits



HRO



Talent

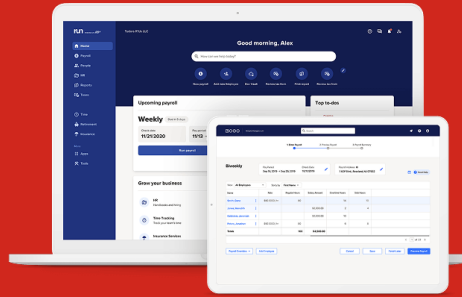


Compliance



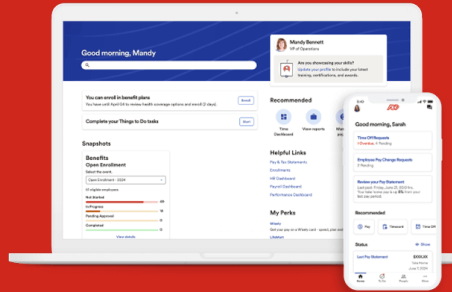
Retirement

SUPPORTING EVERY CLIENT SIZE



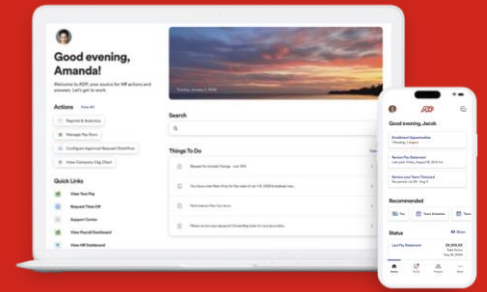
Small Business

1-49 Employees (EEs)



Mid-Market

50-999 EEs



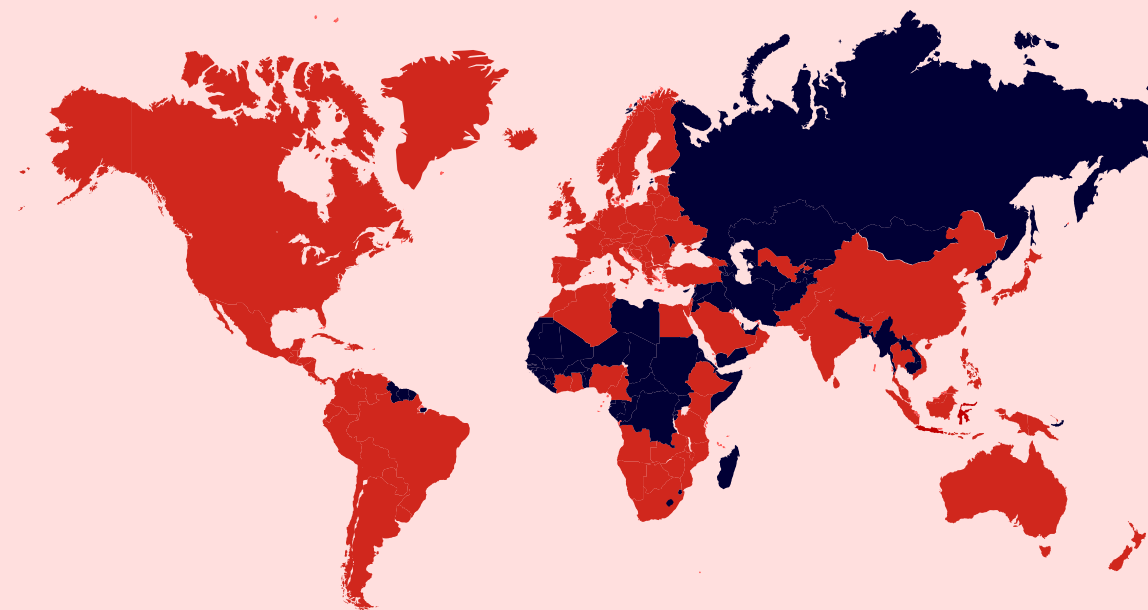
Up-Market

1,000+ EEs

SUPPORTING EVERY CLIENT LOCATION

140+

Countries and
Territories





DIFFERENTIATION

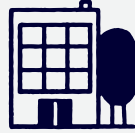
**THAT ONLY
COMES
WITH SCALE**

Support for every
client HCM need

Support for every
client size

With global reach
to support every
client location

ADP OPERATES IN A LARGE AND GROWING MARKET



\$180B

**HCM Total
Addressable Market:**

- Payroll
- HR
- Benefits
- Talent
- HR Outsourcing
- Analytics
- Workforce Management



Mid-single digits

Expected growth rate
over the medium term

WHILE WE ARE THE BIGGEST, WE STILL HAVE RUNWAY



HR



Payroll



Time



Benefits



HRO



Talent



Compliance

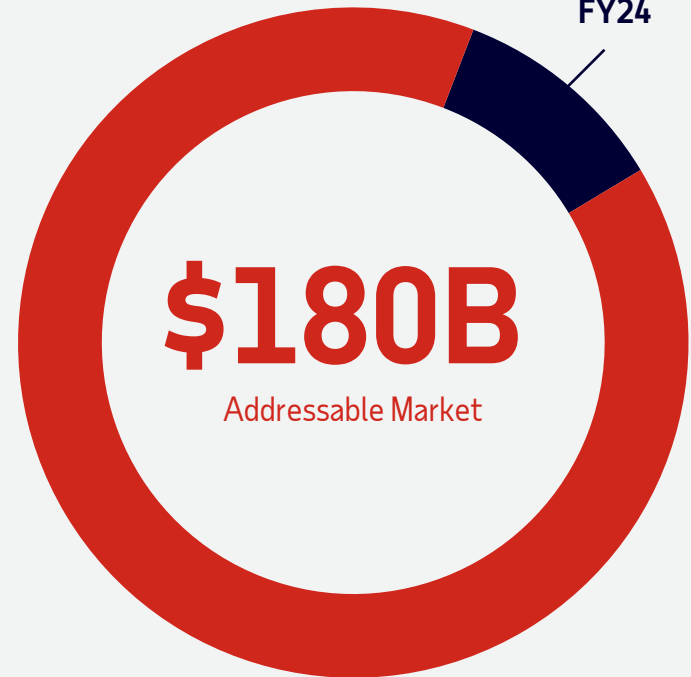


Retirement

ADP Revenue

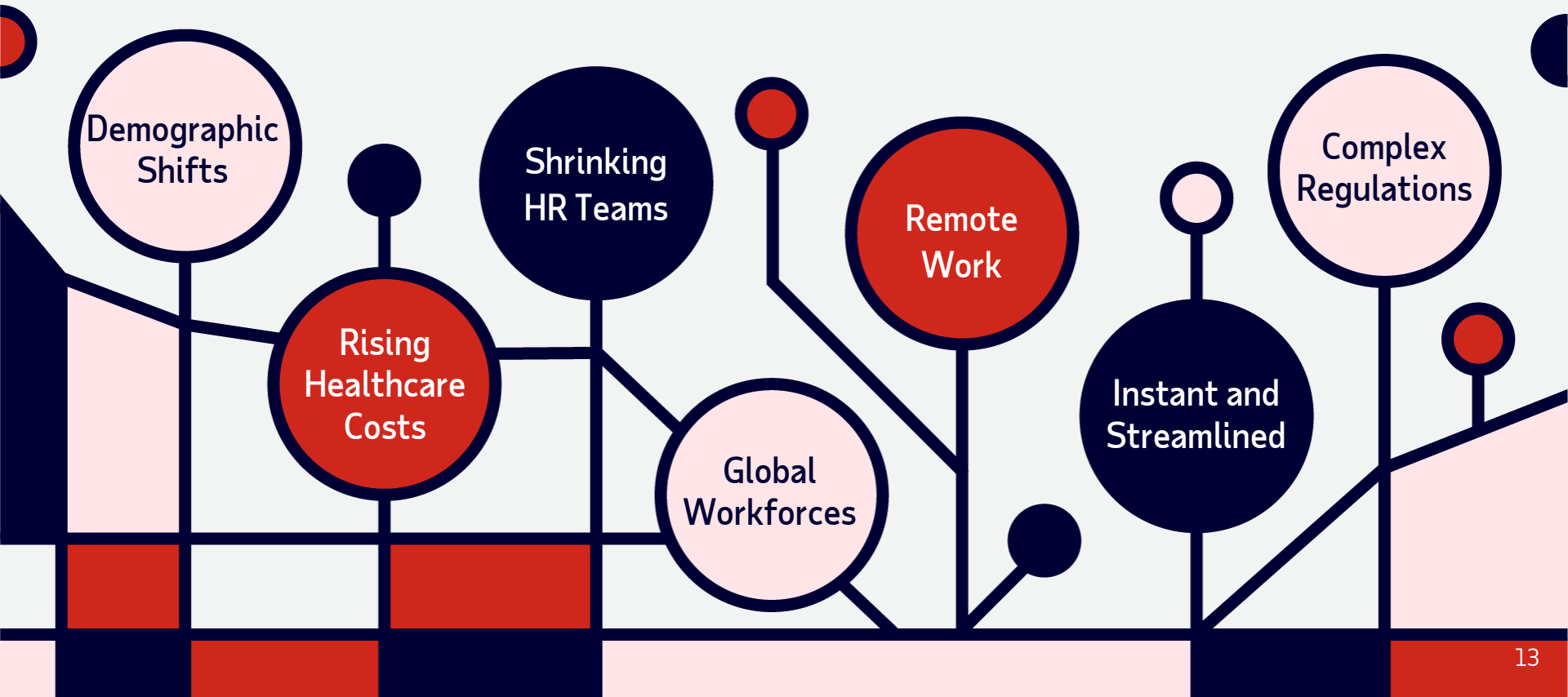
\$19B

FY24



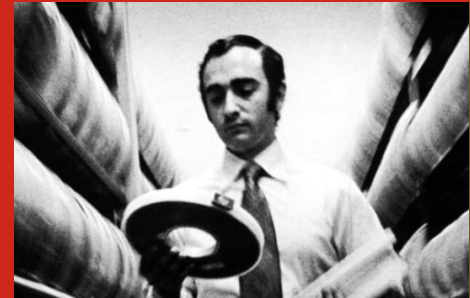
**HUMAN CAPITAL MANAGEMENT IS
MISSION-CRITICAL AND
EVOLVING**

OUR CLIENTS FACE BIG CHALLENGES



DEPENDABILITY

75 YEARS of solving client
HCM challenges



AT ADP WE BELIEVE... that **Integrity is Everything**
in providing **Insightful Expertise**
in delivering **Service Excellence**
in **Inspiring Innovation**
that **Each Person Counts**
in being **Results-driven**
in valuing **Social Responsibility**

TRACK RECORD OF INNOVATION AND FIRSTS

1973

ADP
International

2000

FIRST global
cloud-based
HCM solution

2009

FIRST HCM
Mobile App

2014

FIRST HCM
Marketplace

2018

FIRST digital pay
solution

2023

Launched API
Central

1962

ADP leases its
first IBM
computers

1998

FIRST cloud-
based payroll
solution

2006

National
Employment
Report (NER)

2012

ADP Data Cloud
introduced

2021

FIRST app-based
conversational
payroll solution

2024

Deployed ADP Assist
across platforms
Launched ADP Lyric HCM

ADP STRATEGIC PRIORITIES



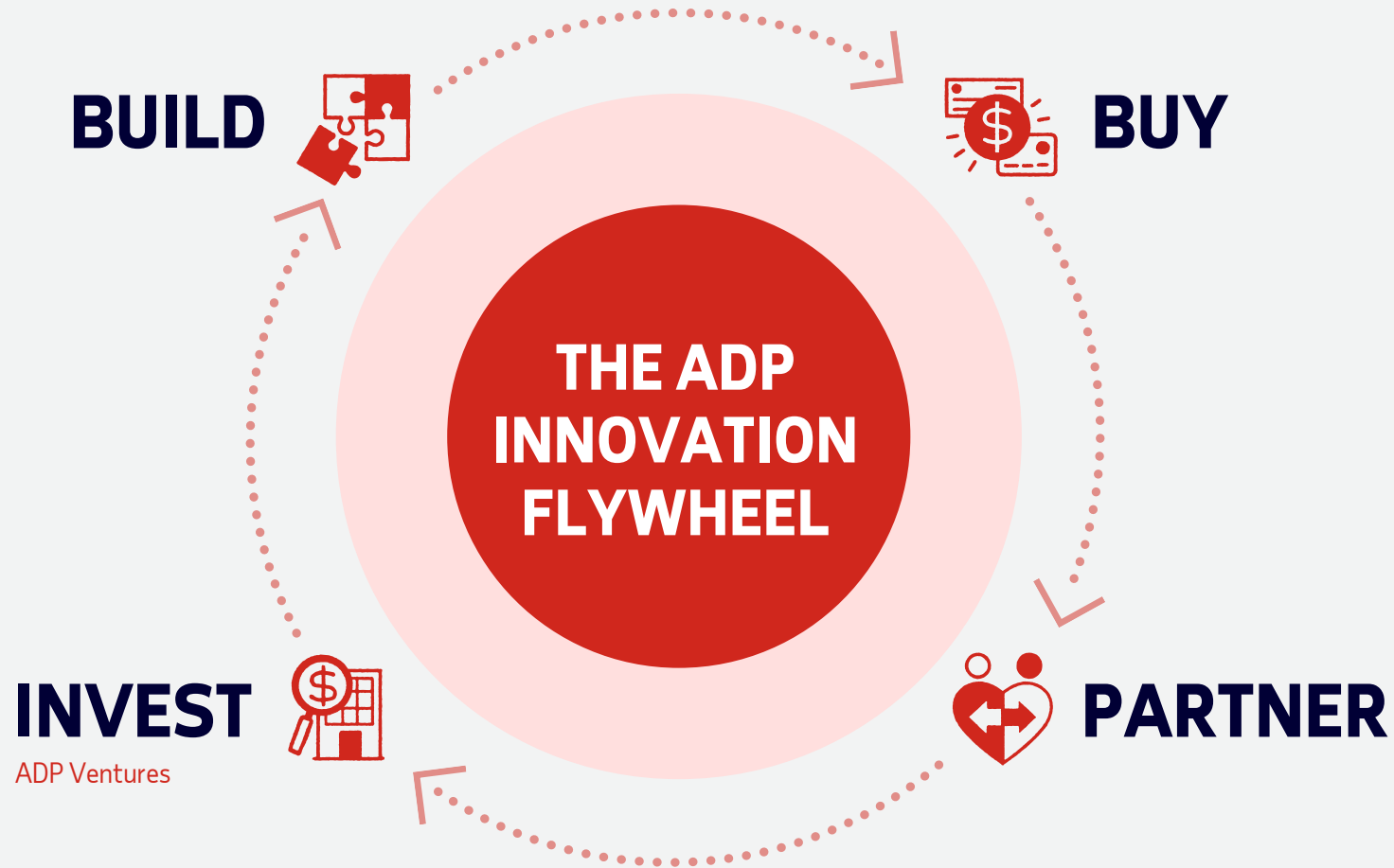
Lead with
Best-in-Class
HCM Technology



Provide
Unmatched
Expertise and
Outsourcing



Benefit our
clients with
Global Scale



WE HAVE BEEN EXECUTING AGAINST OUR PRIORITIES



- Enhancing product offering through organic and inorganic investments
- Expanding global reach through acquisitions and partnerships
- Deploying AI across product, service, and sales
- Driving strong financial outcomes

And our clients recognize it...

RECORD HIGH CLIENT SATISFACTION

40%

**Increase in ADP
weighted average Net
Promoter Score
over the last three years¹**

¹ Measured by Net Promoter Score from Q3FY22 to Q3FY25

Our execution is why ADP is ...

RECOGNIZED AS AN INDUSTRY LEADER

19th year

Named by FORTUNE® Magazine
as one of the “World’s Most
Admired Companies” in 2025

#1

HR Data Solution of the
Year 2025

Leader

Everest Multi-Country
Payroll Solutions 2024

#1

G2 Best Software Products
for Small Businesses 2025

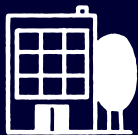
ADP IS BULLISH ON HCM AND OUR FUTURE IN IT



Operate
in a dynamic
market



Track
record of
innovation



Industry
leading
go-to-market



Scale
that sets
us apart



Durable
financial
performance

01
02
03
04
05

Best-in-Class Technology

SREENI KUTAM

President, Global Product & Innovation

WE HAVE DONE A LOT...



One Data



One Mobile



One UX



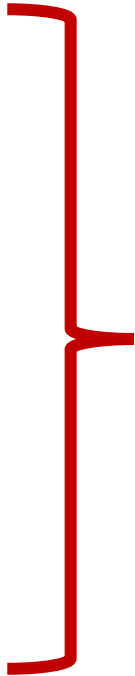
Marketplace



Cloud Migration

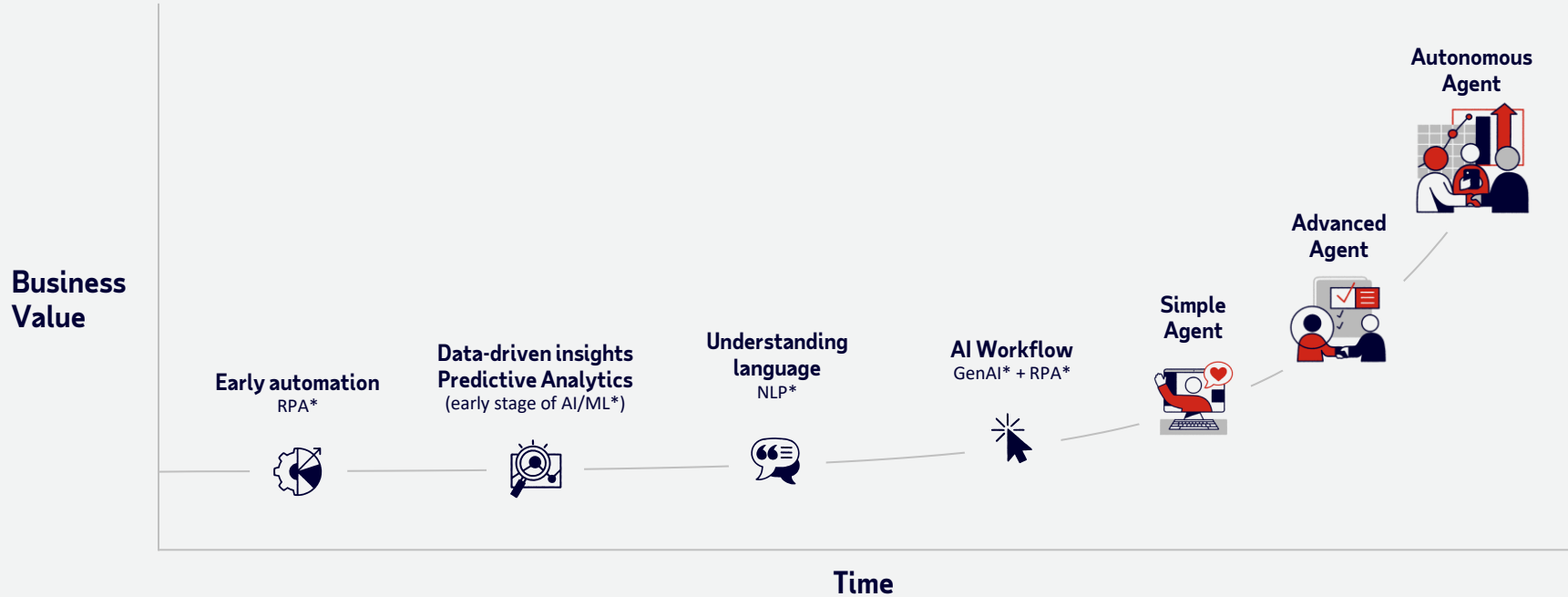


Culture of Innovation



We have laid the
groundwork,
enabling us to
innovate at a **faster**
velocity

THE AI LANDSCAPE IS **EVOLVING FAST**



Source: Internal research

*RPA: Robotic Process Automation; AI/ML: Artificial Intelligence / Machine Learning; NLP: Natural Language Processing; GenAI: Generative AI

THE AI LANDSCAPE IS EVOLVING FAST



AGENTIC AI IS THE FUTURE



DATA AS A DIFFERENTIATOR



ADP's **1.1M+ clients and millions of transactions**

Training on broader, more granular data, delivers **smarter and more tailored agents**



ADP's large **product portfolio usage data, sales data, and operations data**

AI agents develop hire-to-retire expertise, equipping them to **automatically execute complex HCM journeys**

STRATEGICALLY INFUSING AI ACROSS THE BUSINESS

1 PRODUCTS

2 SERVICE

3 SALES

4 R&D

STRATEGY

Embed role-based AI agents into our products to improve client experience

- Proactive Nudges
- Recommended best practices
- Automated task completion

PROGRESS

Delivered ADP Assist across several products; driving adoption



~4M

Interactions on ADP Assist¹

STRATEGICALLY INFUSING AI ACROSS THE BUSINESS

1 PRODUCTS

2 SERVICE

3 SALES

4 R&D

STRATEGY

Deploy service and implementation agents to streamline service and enhance value

- Automate simple tasks
- Deliver customized guidance at scale

PROGRESS

Delivered call summarization, AI-assisted answer generation, and AI-assisted implementation configuration



12K

Service associates enabled with selection of AI tools¹

STRATEGICALLY INFUSING AI ACROSS THE BUSINESS

1 PRODUCTS

2 SERVICE

3 SALES

4 R&D

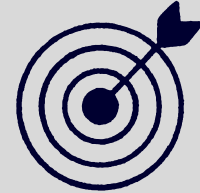
STRATEGY

Incorporate AI tools to accelerate seller productivity and effectiveness

- Prioritize opportunities & best-fit solution
- Automate outreach & engagement

PROGRESS

Deployed AI tools that guide sellers on who to contact, most valuable solution to position and most effective messaging to use



40%+

Sales associates enabled with AI tools¹

STRATEGICALLY INFUSING AI ACROSS THE BUSINESS

1 PRODUCTS

2 SERVICE

3 SALES

4 R&D

STRATEGY

Employ AI tools to enhance efficiency and effectiveness

- Accelerate processes
- Improve quality / reduce errors

PROGRESS

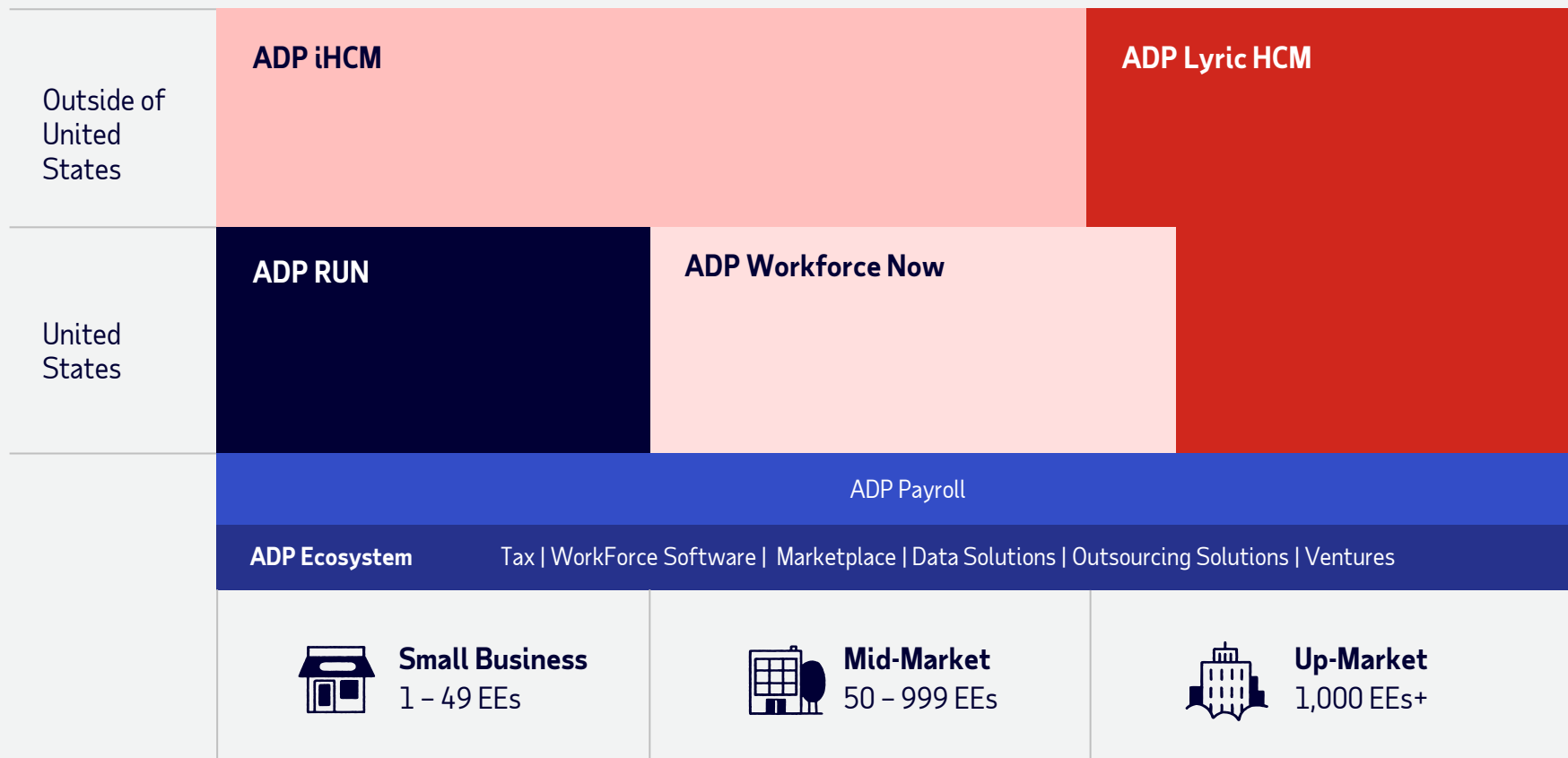
Technology teams leveraging AI for coding, testing, and documentation

100%

of developers
enabled with
AI tools¹



SCALABLE HCM OFFERINGS WITH GLOBAL REACH





REIMAGINING SMALL BUSINESS

RUN Powered by ADP® — 900K+ clients

Achievements

- Set the foundation for RUN's cloud-native modernization journey
- Tightly integrated Retirement & Insurance Services
- Launched Embedded Payroll offering

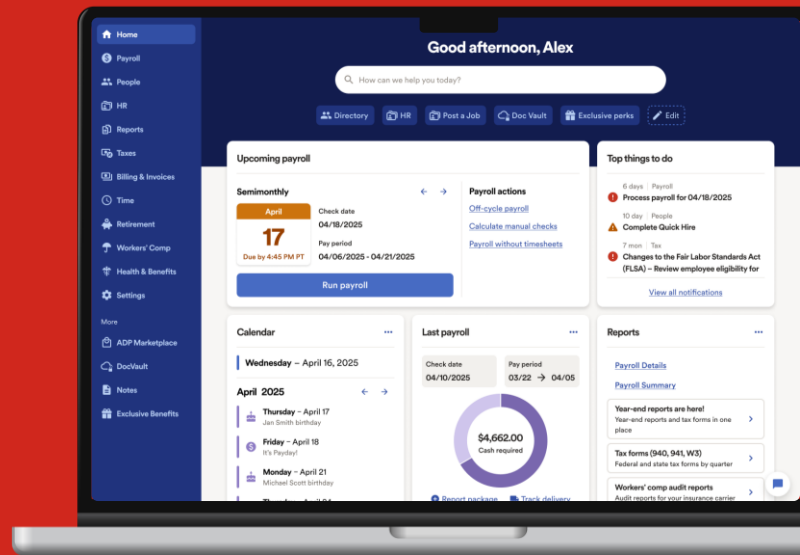
◆ 60% of RUN clients digitally onboarded ¹

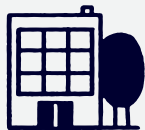
◆ Search enhanced by ADP Assist contributed to improved client self-service

What's Next

- Enhance HR experience for growth in mature small businesses
- Scale Embedded Payroll
- Expand digital buying experiences

◆ Expand AI efforts into agentic solutions





INNOVATING TO REMAIN THE U.S. MID-MARKET LEADER

Workforce Now® (WFN) — 90K+ clients

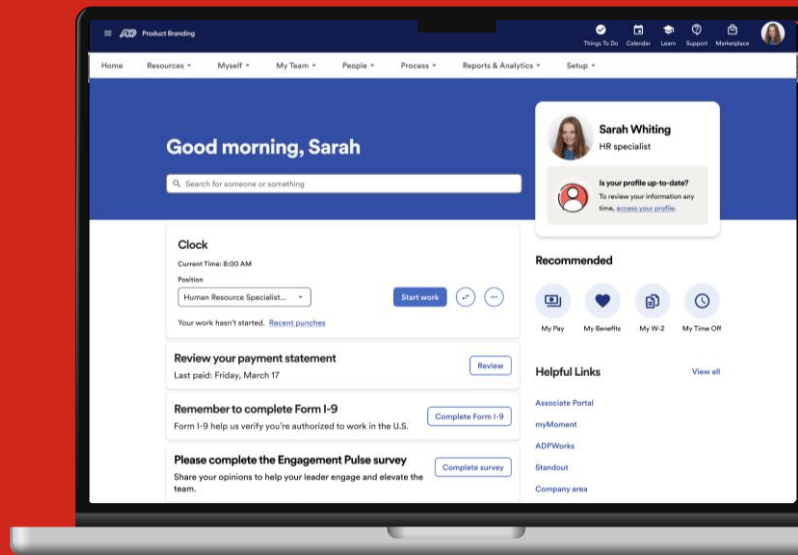
Achievements

- Continued momentum with WFN Next Gen sales
- Expanded partner channels to cover key mid-market ERPs
- Launched Construction industry vertical

- ◆ Launched ADP Assist with Payroll across 100% of WFN Next Gen clients
- ◆ 2M HR conversations across 1.3M unique users spanning 68k clients¹
- ◆ Search enhanced by ADP Assist contributed to improved client self-service

What's Next

- Extend WFN Next Gen addressable market
 - Scale ERP partner channel
 - Expand into Restaurant vertical
-
- ◆ Enhance AI-driven Tax and Payroll experiences
 - ◆ Expand AI efforts into agentic solutions



¹ FY25 year-to-date



ORCHESTRATING A GLOBAL ENTERPRISE HCM STACK

ADP Lyric HCM + WorkForce Software

Achievements

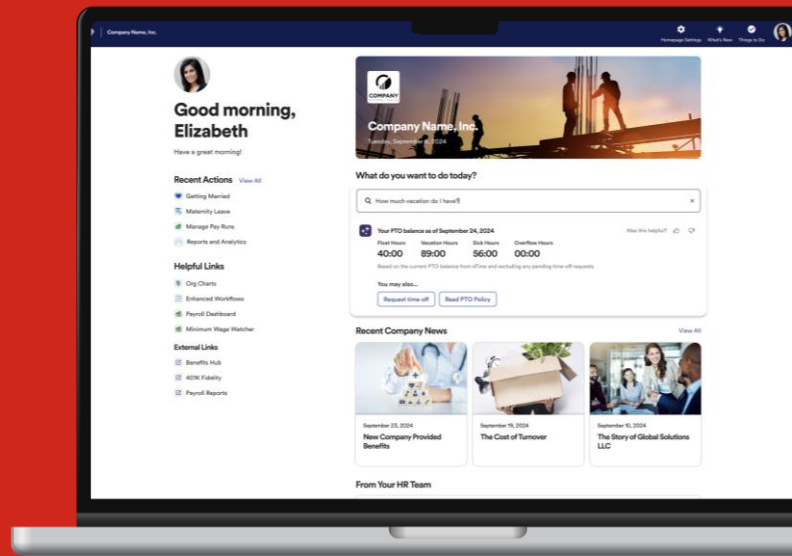
- Launched Lyric globally in September 2024
- Acquired WorkForce Software in October 2024
- Global HR, Global Payroll, Global Time and Global Service

- ◆ AI-infused implementation
- ◆ 50%+ of all searches flow through GenAI-powered features¹

What's Next

- Continue to scale product with more in-depth features
- Further global expansion
- Deepen integration with WorkForce Software

- ◆ Expand AI efforts into agentic solutions
- ◆ Enhance implementation with GenAI tooling for faster delivery



ADP VENTURES ACCELERATES INNOVATION ACROSS ADP



ADP VENTURES

Driving innovation, growth, and early access to external transformative technologies

Strong partnership with integration into the ADP ecosystem



INVESTMENTS



Employee
Benefits

NAYYA

Benefits
Administration



Tax Credits

THATCH

Benefits

harri

Hospitality

Worxy

HCM in LATAM

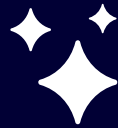
cocoon

Leave & Absence

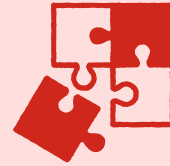
INVESTING IN INNOVATION



Differentiating our products as **easy-smart-human**



Infusing AI throughout the business



Leveraging ventures **to fuel innovation**

02
03
04
05
06

Go-to-Market

DAVID FOSKETT

President, Global Sales

\$2.5B

in worldwide new
business bookings

200K+

New logos sold
annually



OUR GO-TO-MARKET SCALE & REACH IS UNPARALLELED

8.5K

Quota-carrying
sellers

140+

Countries and territories
with sales coverage

50%+

of new logos sold
through partnership

WE DRIVE BOOKINGS GROWTH THROUGH INNOVATION AND SCALE



Productivity

Enable sellers to sell more



Products

Capitalize on new offerings and enhancements



Marketing

Extend our lead in digital demand generation



Channels

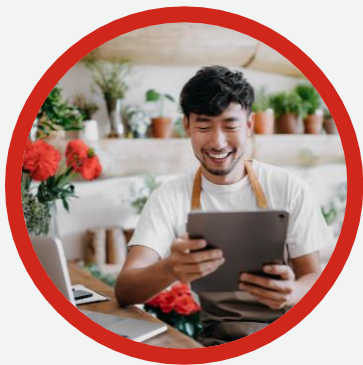
Drive new logos through our partner ecosystem



Headcount

Continue to expand our sales force

INNOVATION CONTINUES TO ENABLE BOOKINGS GROWTH **ACROSS ALL BUYER SIZES**



Small Business



Mid-Market



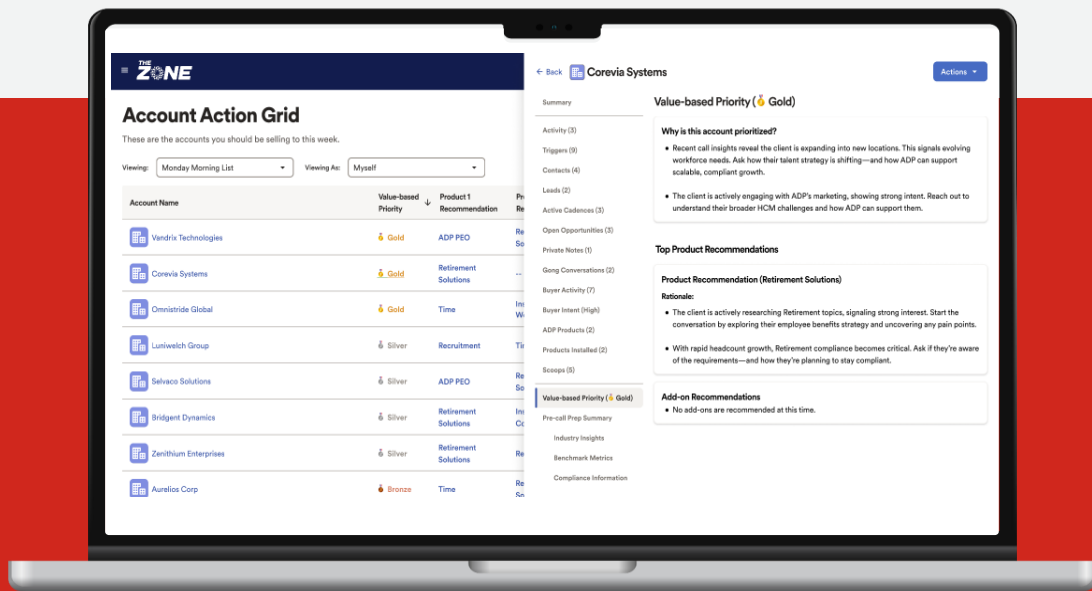
Up-Market & Global

PRODUCTIVITY

OUR END-TO-END SUPPORT MODEL FOR SELLERS IS A KEY DIFFERENTIATOR



THE ZONE IS OUR PROPRIETARY AI SALES PORTAL THAT MAKES OUR SELLERS MORE EFFECTIVE



LEVERAGING AI TO MAKE OUR SELLERS MORE PRODUCTIVE IN EVERY ASPECT OF THEIR DAY

TARGETING

- Who do I contact?
- When should I reach out?
- What solution should I position?

GAINING ACCESS

- Why now?
- What should I say?
- Will this resonate?

SELLING









- How do I answer buyer questions?
- What is the next best action?
- How can I be better?

Account Action Grid

These are the accounts you should be selling to this week.

Viewing: Monday Morning List

Viewing As: Myself

Account Name	Value-based Priority	Product 1 Recommendation	Product 2 Recommendation
 Vandrix Technologies	🏆 Gold	ADP PEO	Recruitment Solutions
 Corevia Systems	🏆 Gold	Retirement Solutions	Insurance
 Omnistride Global	🏆 Gold	Time	Insurance
 Luniwelch Group	🥈 Silver	Recruitment	Time
 Selvaco Solutions	🥈 Silver	ADP PEO	Recruitment Solutions
 Bridgent Dynamics	🥈 Silver	Retirement Solutions	Insurance
 Zenithium Enterprises	🥈 Silver	Retirement Solutions	Recruitment Solutions
 Aurelios Corp	🥉 Bronze	Time	Recruitment Solutions

← Back  Corevia Systems

Actions

Summary

Activity (3)

Triggers (9)

Contacts (4)

Leads (2)

Active Cadences (3)

Open Opportunities (3)

Private Notes (1)

Gong Conversations (2)

Buyer Activity (7)

Buyer Intent (High)

ADP Products (2)

Products Installed (2)

Scoops (5)

Value-based Priority 🏆 Gold

Pre-call Prep Summary

Industry Insights

Benchmark Metrics

Compliance Information

Value-based Priority 🏆 Gold

Why is this account prioritized?

- Recent call insights reveal the client is expanding workforce needs. Ask how their talent strategy is scalable, compliant growth.
- The client is actively engaging with ADP's market to understand their broader HCM challenges and

Top Product Recommendations

Product Recommendation (Retirement Solutions)

Rationale:

- The client is actively researching Retirement Solutions in conversation by exploring their employee benefits.
- With rapid headcount growth, Retirement Solutions are one of the requirements—and how they're planning

Add-on Recommendations

- No add-ons are recommended at this time.

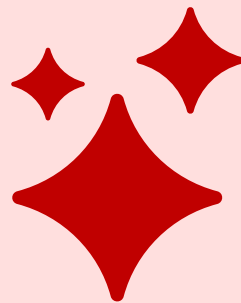
MARKETING

INDUSTRY LEADING DEMAND GENERATION POSITIONED FOR FUTURE SUCCESS



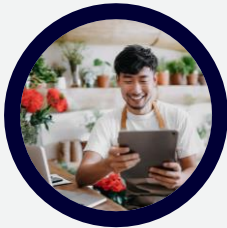
350K+

Digital leads
generated¹ annually

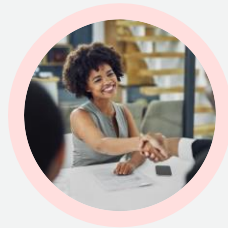


Well-positioned to
continue to capture an
outsized share of
digital demand in a
world where buyers
leverage AI to discover
HCM solutions

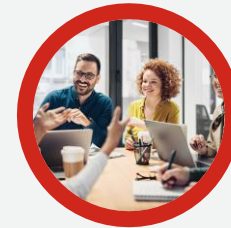
OUR SELLERS GO-TO-MARKET WITH AN EXTENSIVE ECOSYSTEM OF PARTNERS



Small Business



Mid-Market



Up-Market



Accountants



Financial Advisors



Private Equity & Consultants



Banks



Benefits Brokers



ERP / Product & Technology
Partners



Point-of-Sale Providers



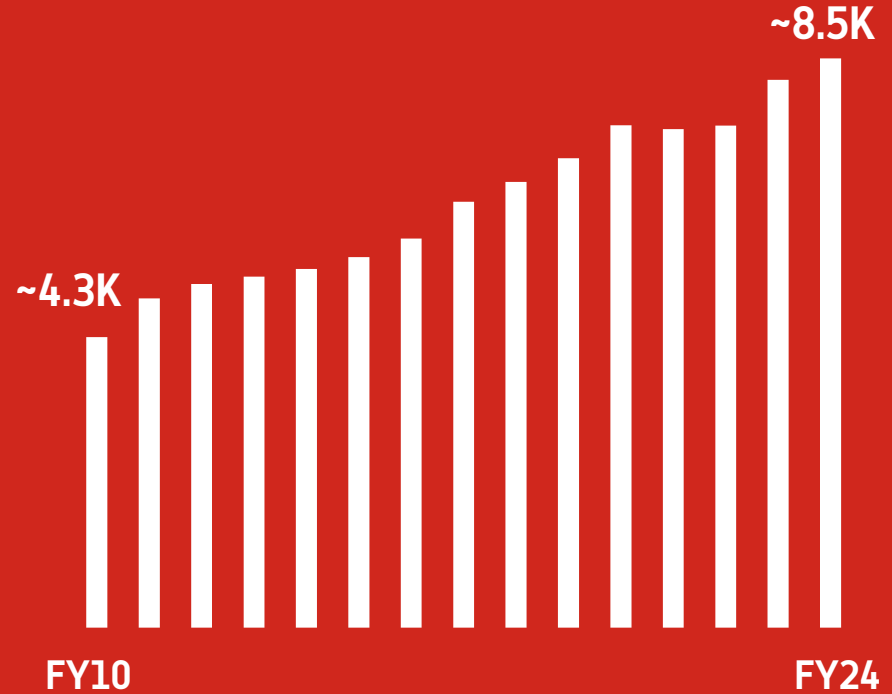
Franchises



System Integrators

**HEADCOUNT HAS
NEARLY DOUBLED
SINCE FY10
COUPLED WITH
PRODUCTIVITY
IMPROVEMENT**

SELLER HEADCOUNT
(Quota Carrying Sales Associates)



WE DRIVE BOOKINGS GROWTH THROUGH INNOVATION AND SCALE



Productivity

Enable sellers to sell more



Products

Capitalize on new offerings and enhancements



Marketing

Extend our lead in digital demand generation



Channels

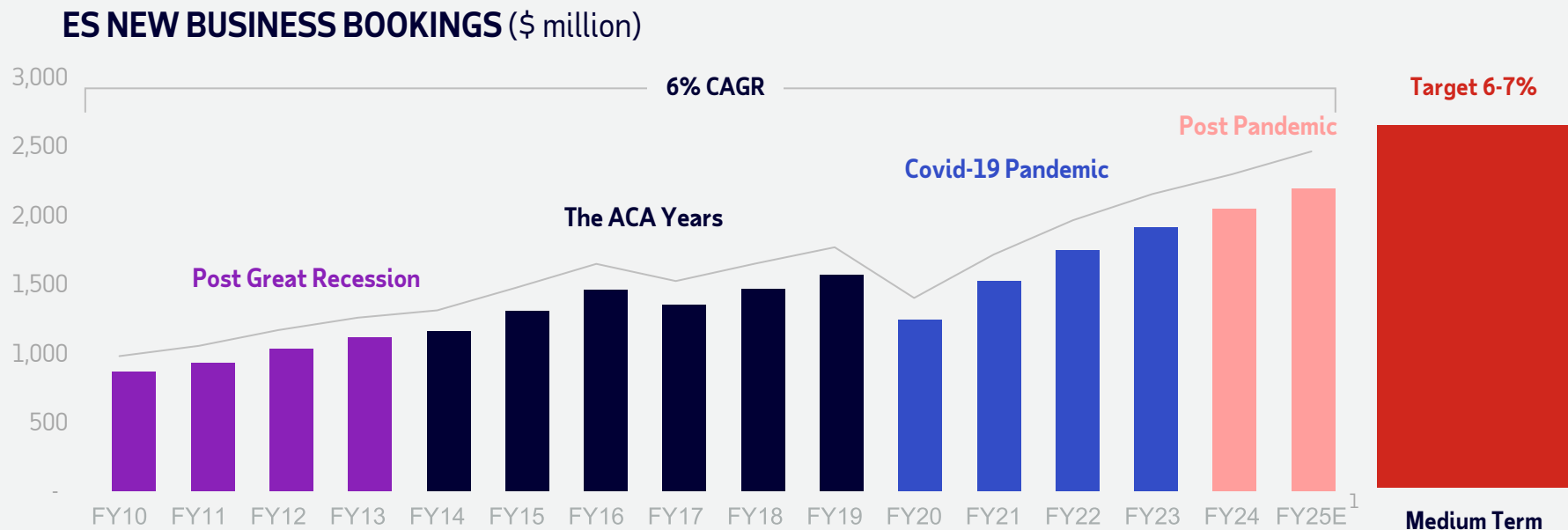
Drive new logos through our partner ecosystem



Headcount

Continue to expand our sales force

TARGETING **6-7%** EMPLOYER SERVICES (ES) NEW BUSINESS BOOKINGS GROWTH IN THE MEDIUM TERM



03
04
05
06
07

Business Update: North America HCM Solutions

JOE DESILVA

Executive Vice President,
North America and Chief of Operations

DIVERSIFIED REVENUE PORTFOLIO

OUR \$19.2B

FY24 Revenue Portfolio¹

\$6.2B PEO²

\$3.4B Small Business

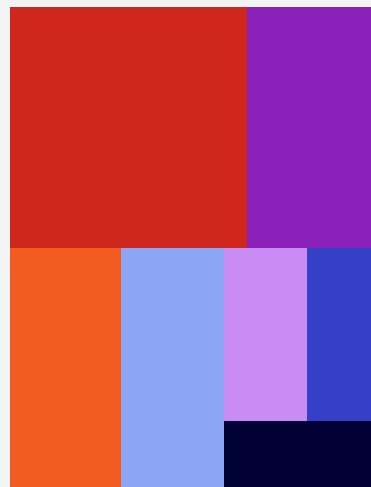
\$2.9B Major Accounts

\$2.6B International

\$1.6B Complementary Solutions

\$1.3B ES HRO

\$1.2B National Accounts



● PEO **32%**

● Small Business **18%**

● Major Accounts **15%**

● International **14%**

● Complementary Solutions **8%**

● ES HRO **7%**

● National Accounts **6%**

¹ See Appendix for a brief overview of these different businesses.

² PEO includes zero-margin benefits pass-through revenue.



SMALL BUSINESS

ADP IS THE LEADING SMALL BUSINESS PROVIDER

CLIENT CHARACTERISTICS

Hands-on

Stretched

Trust-driven

WHERE ARE WE NOW...

Record high client satisfaction

Industry-leading distribution (sellers and partners)

Integrated Workers' Compensation and Insurance Services

#1

Best Software
Products for Small
Business¹ by G2

#1

Retirement Services
Provider² by
PLANSponsor

\$3.4B

Revenue³

900K+

Clients

7%

Increase in Client
Satisfaction^{4, 5}

¹ 2025 Best Software Awards - RUN Powered by ADP® by G2

² PLANSponsor Magazine Recordkeeping Survey 2024

³ Small Business FY24 Revenue

⁴ Measured by Net Promoter Score from Q3FY22 to Q3FY25

⁵ Remains the highest at ADP

WHERE ARE WE GOING...

- Extend leadership position in Payroll, HR, and Retirement Services
- Drive deeper penetration across HCM suite: Time & Attendance and Benefits
- Integrate with broader SMB technology ecosystem to address client needs and expand distribution channels





MAJOR ACCOUNTS

MAINTAIN MID-MARKET LEADERSHIP

CLIENT CHARACTERISTICS

Growing

Fragmented

Discerning

WHERE ARE WE NOW...

WFN is a leading HCM
technology platform

Record high client satisfaction
and retention

Customizable HCM experiences
through ADP Marketplace

Leader by
NelsonHall¹

Overall Market
Leader in HCM²
by ISG Research

\$2.9B

Revenue³

21%

Increase in Client
Satisfaction⁴

¹ ADP Ranked Leader for all Market Segments in NelsonHall Payroll NEAT Assessment 2024

² Overall Market Leader for HCM Suites — ADP Workforce Now — by ISG Research in 2025

³ Major Accounts FY24 Revenue

⁴ Measured by Net Promoter Score from Q3FY22 to Q3FY25

WHERE ARE WE GOING...

Accelerate deployment of
WFN Next Gen

Broaden industry-specific
solutions

Expand integrations
with ERPs





NATIONAL ACCOUNTS

ACCELERATING GROWTH IN ENTERPRISE

CLIENT CHARACTERISTICS

Complex

Strategic

Sophisticated

WHERE ARE WE NOW...

Launched Lyric: our Next Gen Global HCM platform

Acquired WorkForce Software to enhance capabilities in Time, Scheduling, and Labor Optimization

Leadership position in Global Payroll

Overall Market
Leader in HCM ¹
by ISG Research

#1

HR Data Solution
of the Year ²

\$1.2B

Revenue ³

3X

Improvement in
Client Satisfaction ⁴

¹ Overall Market Leader for HCM Suites — ADP Lyric HCM — by ISG Research (2025)

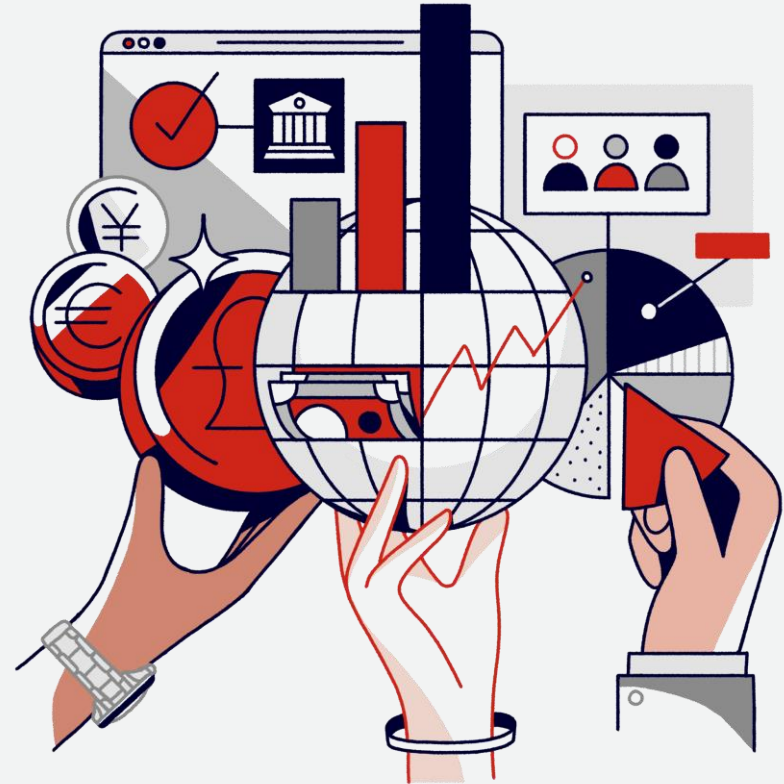
² ADP Lyric HCM named "Data Solution of the Year for Human Resources" in 2025
Data Breakthrough Awards

³ National Accounts FY24 Revenue

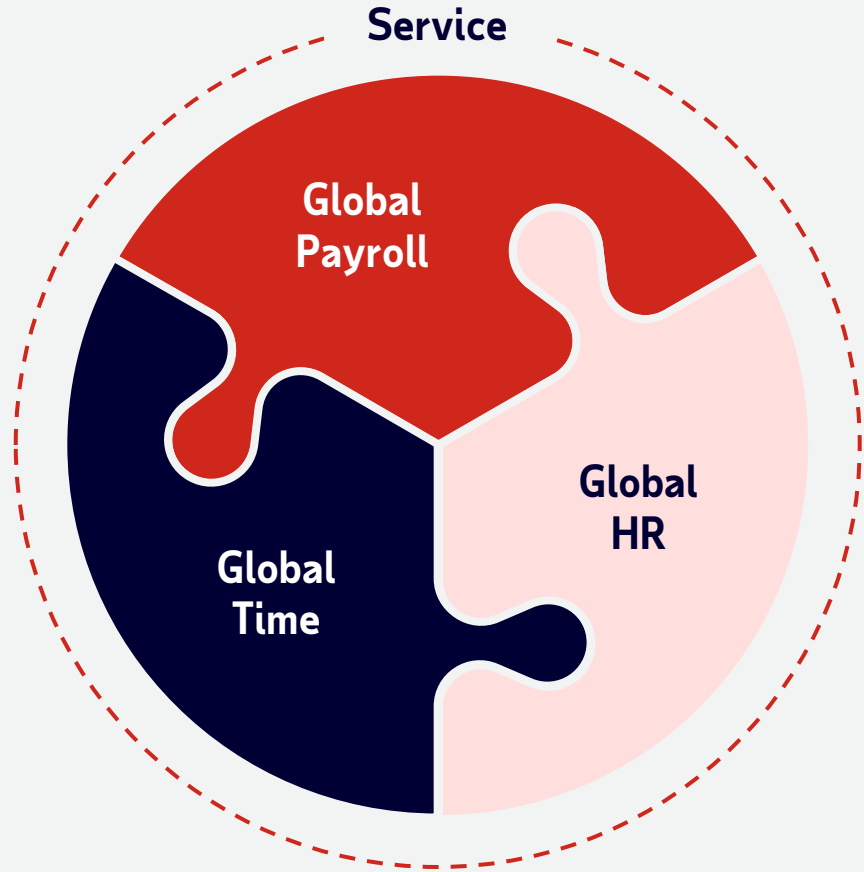
⁴ Measured by Net Promoter Score from Q3FY22 to Q3FY25

WHERE ARE WE GOING...

- Accelerate growth by leveraging next gen capabilities of WFN and Lyric
- Tightly integrate WorkForce Software into product offerings
- Extend leadership in Global Payroll to include HR and Time



UNIFYING THE GLOBAL CLIENT EXPERIENCE



04
05
06
07
08

Business Update: International HCM Solutions

VIRGINIA MAGLIULO

Executive Vice President,
Employer Services International

OUR UNPARALLELED GLOBAL FOOTPRINT

15M

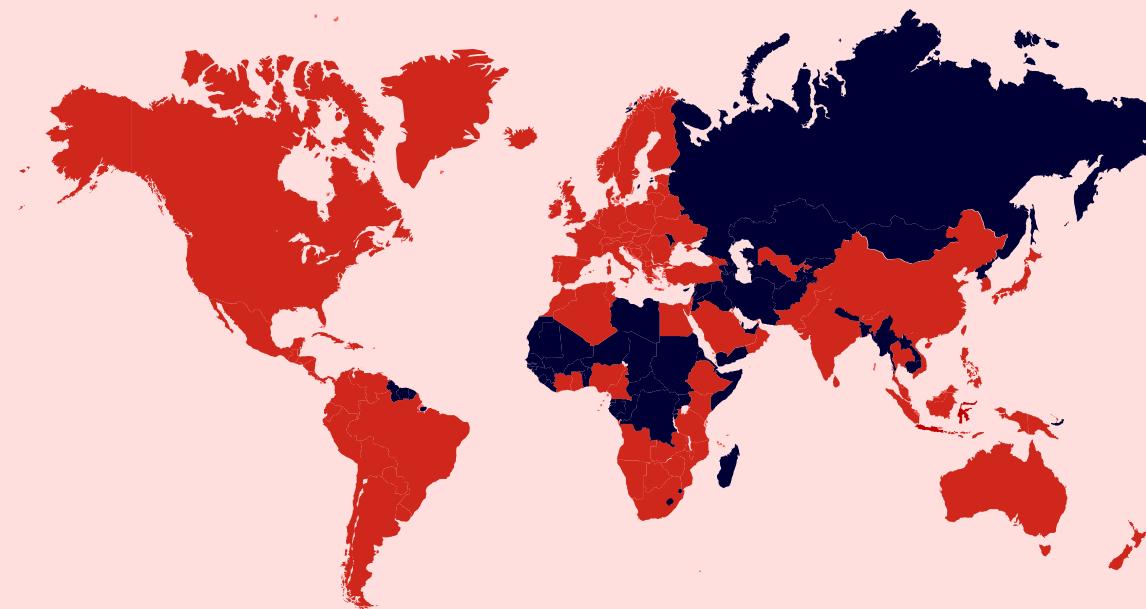
Employees paid internationally

65K

International clients

140+

Countries and territories served



WE OFFER SINGLE- COUNTRY AND MULTI- COUNTRY SOLUTIONS



SINGLE- COUNTRY

Clients with operations in a single country, from small to large populations



MULTI- COUNTRY

Clients with operations in two or more countries, from smaller cross-border firms to the largest global multi-nationals

WHY WE WIN



Unparalleled
footprint



Global leader with
unmatched local
expertise



Industry-leading
security and
compliance



Innovation is in
our DNA



Advanced data
analytics for informed
decision-making

HEAR WHY WE WIN FROM ONE OF OUR CLIENTS



**Always Designing
for People®**

WHERE ARE WE NOW...

Innovation where clients need it

Enhanced intuitive user experience and device agnostic

Open marketplace integration capabilities for partners with APIs

Growth and expansion into countries to meet our clients where they need us

Leader

Multi-Country Payroll by Everest¹ and NelsonHall²

\$2.6B

Revenue³

65K

Clients

76%

Increase in Client Satisfaction⁴

¹ Everest Named ADP a Leader for the Multi-Country Payroll Solutions PEAK Assessment 2024 for Global, EMEA and APAC Markets

² ADP Ranked Leader for all Market Segments in NelsonHall Payroll NEAT Assessment 2024

³ International FY24 Revenue

⁴ Measured by Net Promoter Score improvements from Q3FY22 to Q3FY25

WHERE ARE WE GOING...

Innovation at scale with AI in the hands of clients and associates

Beyond Payroll – forming even deeper relationship with clients

End-to-end global value proposition

Driving a human experience for service and technology globally



**GLOBAL
PAYROLL**



GLOBAL HR



**GLOBAL
TIME**



**GLOBAL SERVICE
OPERATIONS**

05
06
07
08
09

**Business Update: Human Resources
Outsourcing (HRO) Solutions**

BRIAN MICHAUD

Executive Vice President,
Smart Compliance and Human Resources Outsourcing

SOLUTIONS SPAN THE HR OUTSOURCING SPECTRUM



Professional Employer Organization (PEO)

Full-service, all-in-one HR solution takes on payroll, benefits, compliance work and more



HRO Managed Services

À la carte HR, Benefits, and/or Payroll, all supported by Employee Support Center

HOW WE SERVE OUR PEO CLIENTS



WHERE ARE WE NOW...

Largest PEO

Expanded Choices

Best-in-class HCM technology

Personalized Support

Compliance made easy

Strong client satisfaction

A Leader in
Multi-Process
HRO¹ by Everest

#1

PEO by Forbes²

\$6.2B

Revenue³

17K

Clients

70%

Increase in Client
Satisfaction⁴

¹ Leader Multi-Process Human Resources Outsourcing (2012-2024; 13 consecutive years)
by Everest Group

² Best PEO Services by Forbes Advisor 2024

³ PEO FY24 Revenue

⁴ Measured by Net Promoter Score from Q3FY22 to Q3FY25

**CLIENT
UPGRADES
CREATE
VALUE TO ADP
AS A WHOLE**

~50%

New PEO clients sourced
internally

10-12x

Revenue uplift range
depending on client size¹

¹ PEO revenue uplift is net of zero margin pass-through

THERE IS AN UNTAPPED OPPORTUNITY IN THE MARKET

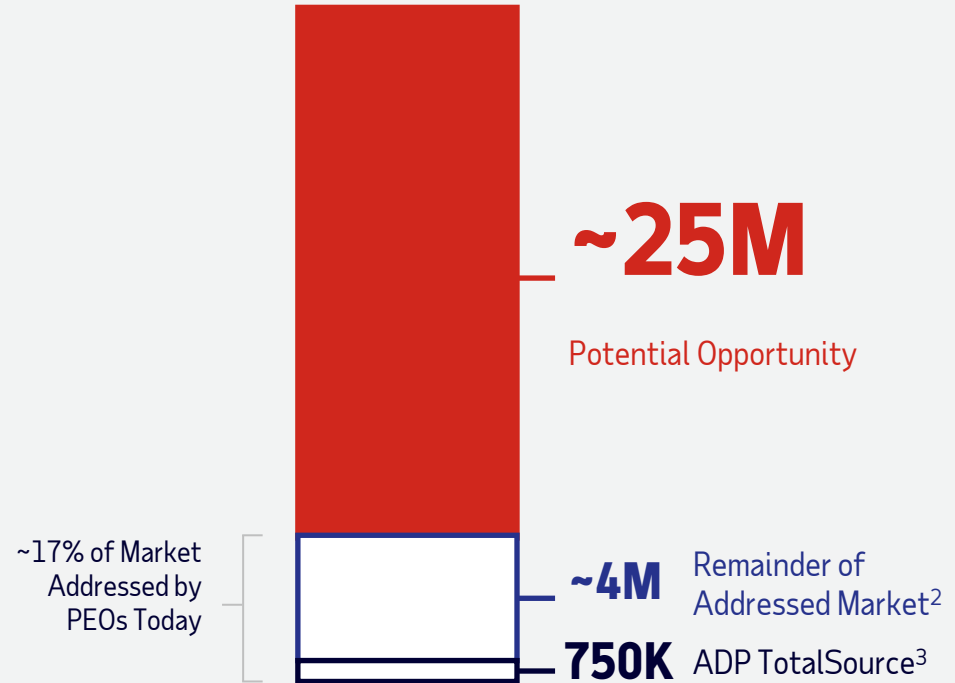
¹ Total addressable market estimated using the number of employers in the U.S. and applying addressability cuts based on size and the estimated percentage of employers that offer health benefits by size. Data from the Kaiser Family Foundation and various reports.

² Remainder of the Addressable Market estimated using NAPEO market sizing (<99 EEs) and internal estimates of 100+ EEs market size.

³ As of Q3FY25

Total addressable market (~30M)¹

Worksite Employees



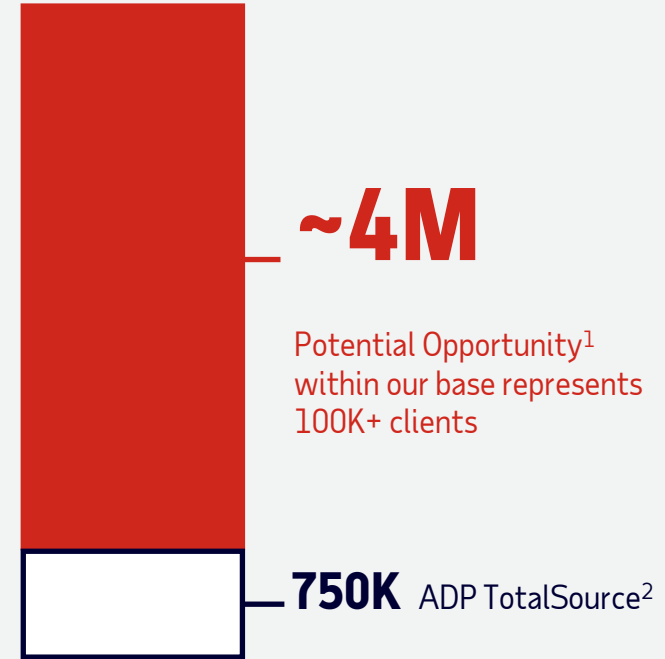
...AND OUR OWN CLIENT BASE

¹ Potential opportunity estimated by total number of employers in ADP client base and applying addressability cuts based on size and the estimated percentage of employers that offer health benefits by size.

² As of Q3FY25

Addressable market within our base (~5M)

Worksite Employees



WHERE ARE WE GOING...

- Deploy leading sales tools
- Continue to strengthen broker channel relationships
- Tailor the service model and enhance operations to exceed client expectations



06
07
08
09

Financial Framework

PETER HADLEY

Corporate Treasurer and Incoming Chief Financial Officer

WE HAVE DELIVERED ON OUR CONSOLIDATED FINANCIAL OBJECTIVES SINCE OUR LAST INVESTOR DAY

Demonstrated Strong Revenue and Earnings Growth

November 2021 medium-term objectives

FY21-FY25E CAGR ²

7-8%

Revenue
Growth

8%

10-12%

Adj. EBIT
Growth¹

12%

11-13%

Adj. EPS
Growth¹

13%

¹ For a reconciliation of Revenue, Adjusted EBIT, and Adjusted EPS to their closest comparable GAAP metrics, see the applicable Q4 earnings release for the periods presented available at www.investors.adp.com

² Based on the midpoint of guidance provided on April 30, 2025. This is not a reaffirmation of that guidance.

WHY ADP?

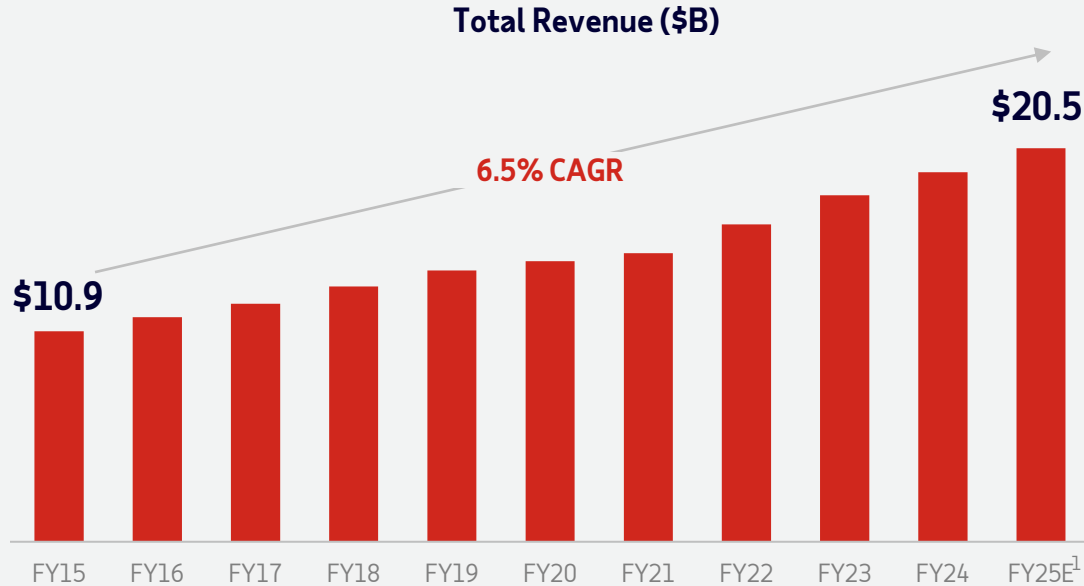
CONSISTENT AND GROWING REVENUE AND EARNINGS

- Leader in the large and growing HCM industry
- High levels of recurring revenue and strong client revenue retention
- Diversified portfolio addressing all segments of the HCM market
- Consistent track record of expanding margins
- Client funds extended investment strategy delivers incremental interest income and minimizes rate volatility

STRONG CASH FLOWS AND BALANCE SHEET

- Low capital requirements
- Efficient model allows ample reinvestment for organic growth
- Disciplined approach to M&A
- Thoughtful approach to leverage with high investment-grade credit ratings
- Longstanding commitment to shareholder-friendly actions and capital return

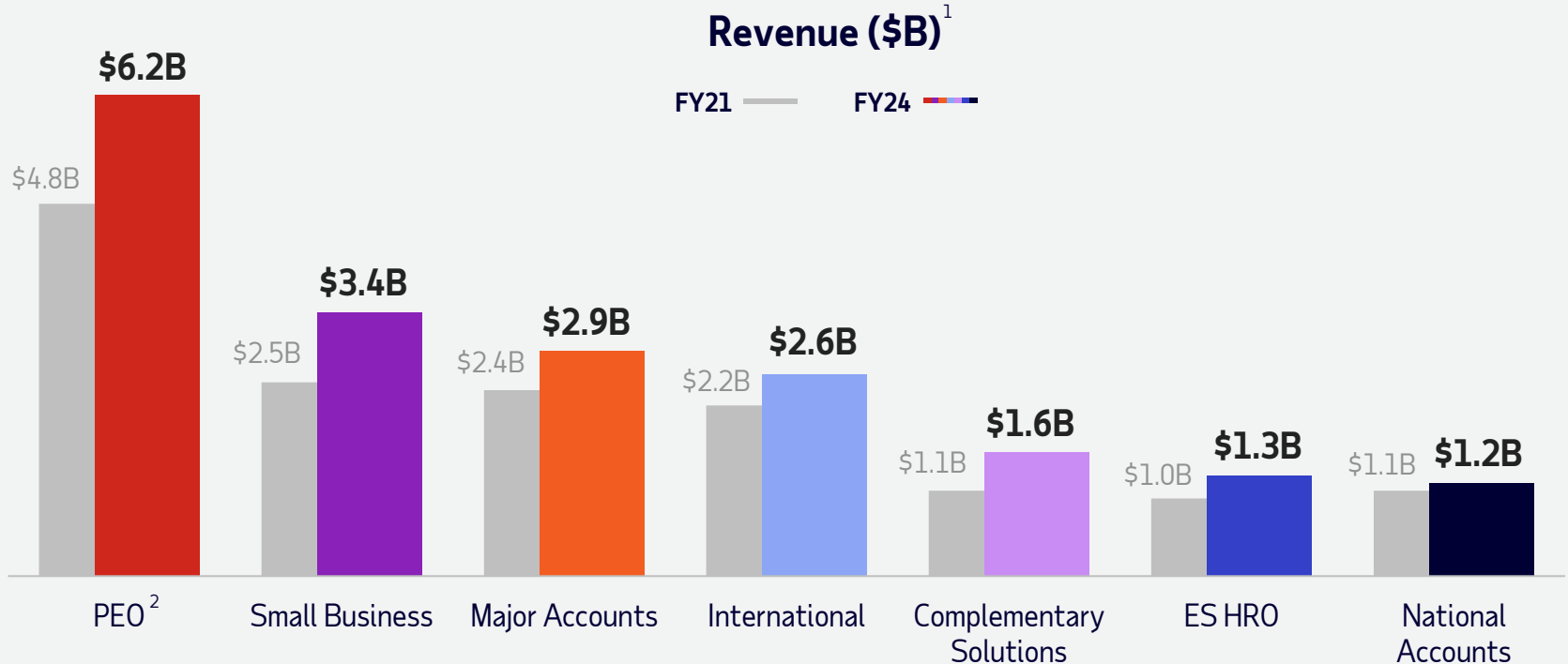
ADP'S HISTORY OF DURABLE GROWTH



~92%
Gross ES
Revenue
Retention in
FY25¹

¹ FY25E Revenue and Gross Revenue Retention are based on the midpoint of guidance provided on April 30, 2025. This is not a reaffirmation of that guidance.

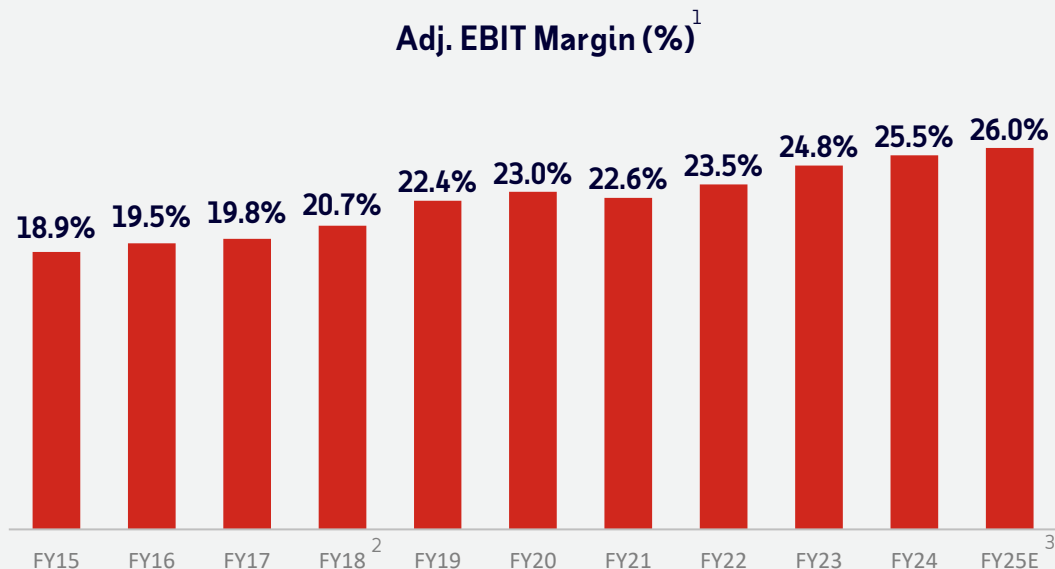
WE'VE DRIVEN BROAD-BASED GROWTH ACROSS OUR BUSINESS



¹ See Appendix for a brief overview of these different businesses.

² PEO includes zero-margin benefits pass-through revenue.

ALWAYS STRIVING TO BALANCE GROWTH WITH MARGIN EXPANSION



~700bps
Margin Expansion
FY15-FY25E

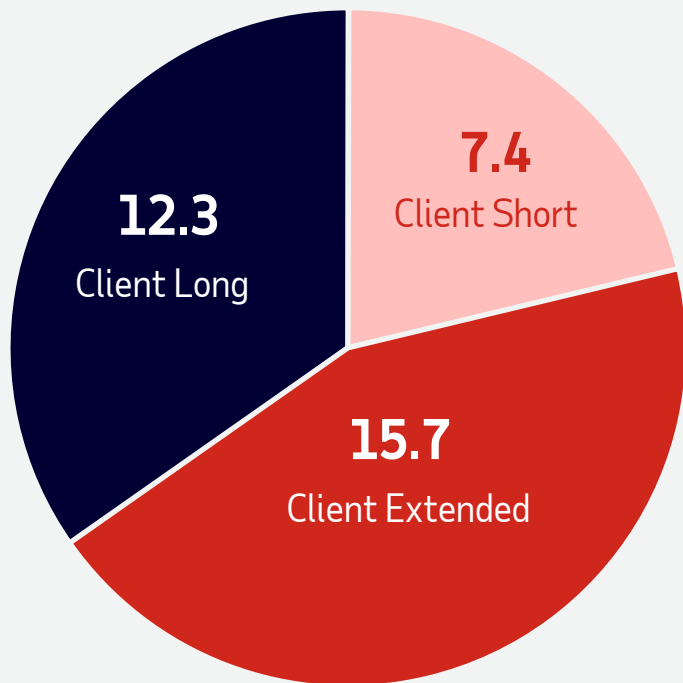
¹ For a reconciliation of Adjusted EBIT to its closest comparable GAAP metric, see the applicable Q4 earnings release for the periods presented available at sec.gov.

² FY18 is restated for the impact of ASC 606.

³ FY25E is based on the midpoint of guidance provided on April 30, 2025. This is not a reaffirmation of that guidance.

CLIENT FUNDS PORTFOLIO INVESTMENT STRATEGY

FY24 Balance (\$B)



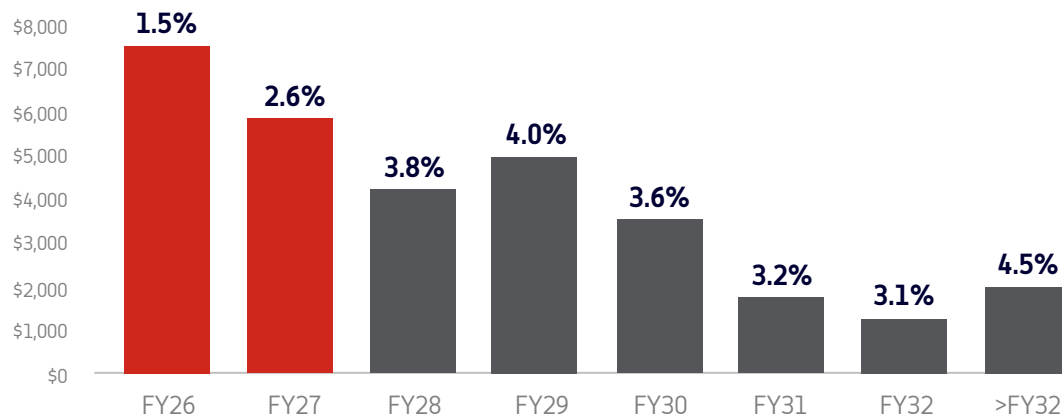
~\$1.8B

Incremental interest income generated by extended investment strategy from FY01 – FY24

- Enabled by our strong balance sheet and high, investment-grade credit ratings
- Extend and ladder maturities of the investment portfolio for client funds
- Utilize short-term financing arrangements to satisfy client funds obligations
- Safety of principal, liquidity and diversification remain our primary objectives

LADDERING APPROACH – A DIFFERENTIATOR AND MEDIUM-TERM TAILWIND

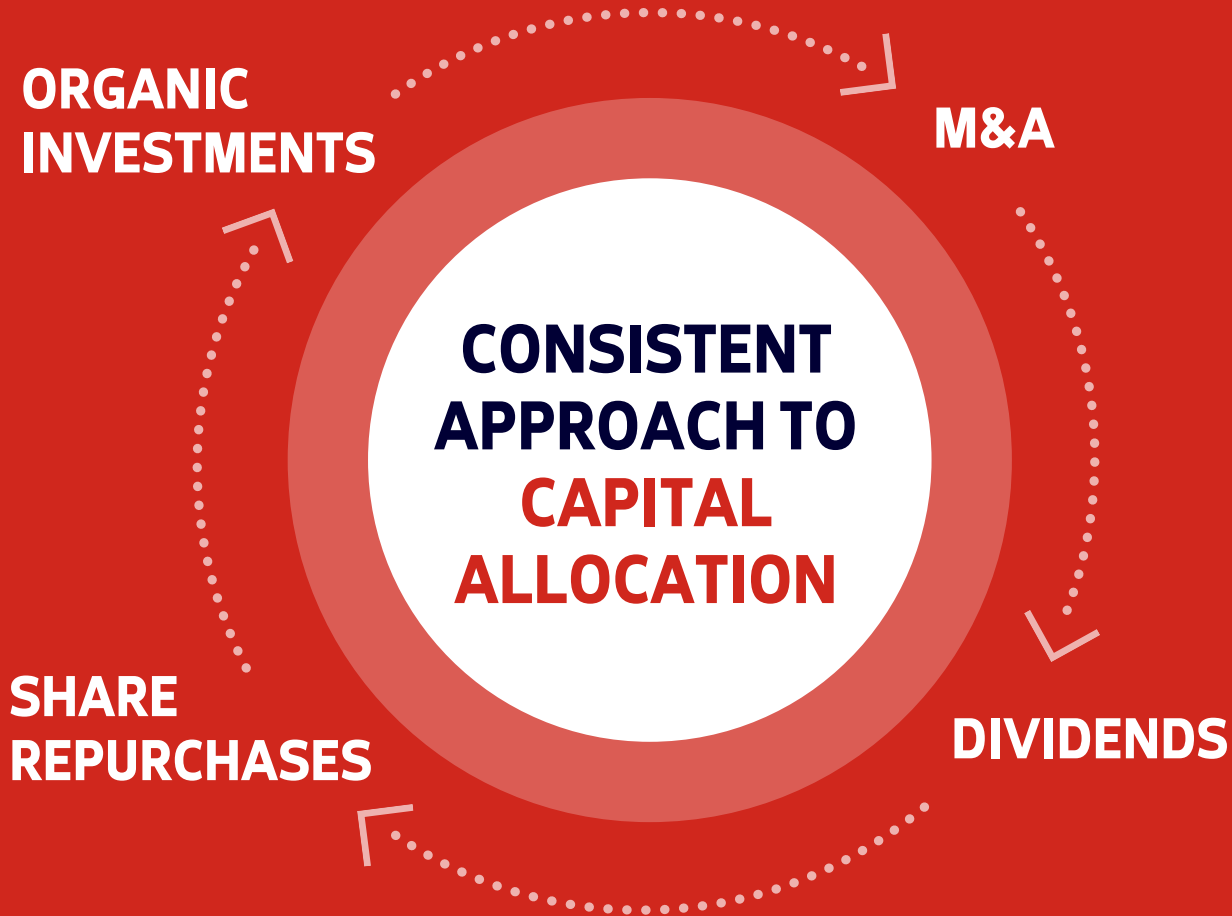
Client Funds Portfolio – Client Long and Client Extended Maturities
Market Value (\$M)



~\$13B

Maturing in
FY26 and FY27

Positive reinvestment rate
differentials expected on Client
Funds maturing in **FY26** and **FY27**



ORGANIC INVESTMENTS

DRIVING FUTURE GROWTH

BEST-IN-CLASS TECHNOLOGY

- Continue to scale Lyric with more in-depth features and broaden global reach
- WorkForce Software product integration and client migrations
- Extending WFN Next Gen addressable market
- Continue to modernize technology infrastructure
- ◆ Investments in AI (e.g. continued expansion of ADP Assist and agentic solutions)

DISTRIBUTION AND SERVICE

- Expand sales force headcount
- Invest in partner channels and embedded payroll
- Augment digital marketing efforts
- Utilize industry-leading service tools
- ◆ Investments in AI (e.g. broadly deploy Sales Assist and Service Assist)

M&A THOUGHTFUL AND DISCIPLINED

Inorganic growth remains an important component in executing our strategy

Key criteria for evaluating potential M&A targets:

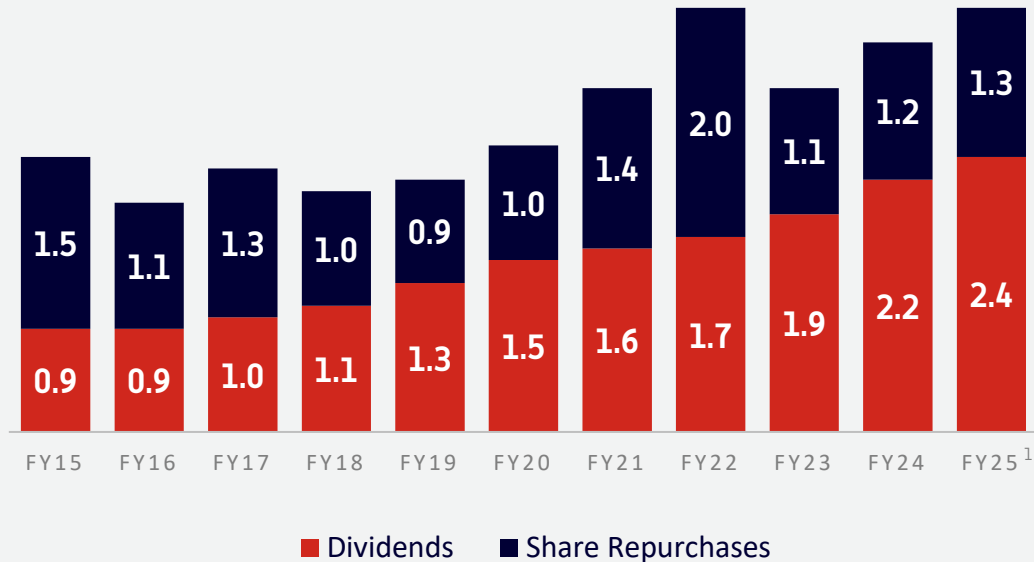
- Complementary, best-in-class technology solutions
- Incremental expertise
- Add to our global scale

We remained disciplined on valuation and risk profiles of target companies



ADP'S DIVIDENDS AND SHARE REPURCHASES

(\$ Billions)



50

Years of consecutive dividend increases

\$30B

Cash returned to shareholders FY15-FY25

Aa3/AA-

Leading credit ratings from Moody's (Aa3), S&P (AA-), and Fitch (AA-)

¹ FY25E based on YTD and Q4 estimated capital return. May not foot due to rounding.

OUR FINANCIAL LOOK AHEAD

MEDIUM-TERM FINANCIAL OBJECTIVES

6-7%

Revenue Growth¹
~6% Employer Services and
6-8% PEO segment growth

8-10%

Adjusted EBIT growth
Supported by ~50-75bps
margin expansion per year

9-11%

Adjusted EPS Growth
Assuming 1% annual net
share count reduction

11-13%

Total Shareholder Return
Assuming 2% dividend yield

¹ Organic constant currency

Note: These objectives assume no significant impact from M&A or changes in the macroeconomic environment, corporate tax rates, the yield curve, or ADP's valuation multiple.

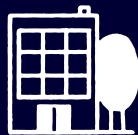
ADP IS BULLISH ON HCM AND OUR FUTURE IN IT



Operate
in a dynamic
market



Track
record of
innovation



Industry
leading
go-to-market



Scale
that sets
us apart



Durable
financial
performance

07

08

09

QUESTIONS?

APPENDIX

FY24 REVENUE DISAGGREGATION DETAIL

\$6.2B PEO – Fully outsourced HR and benefits for U.S. businesses under a co-employment model. Includes Zero Margin Benefit Pass-Through revenue.

\$3.4B Small Business – HCM solutions for U.S. businesses with typically 50 or fewer employees.

\$2.9B Major Accounts – HCM solutions for U.S. businesses with typically 50 to 1,000 employees.

\$2.6B International – HCM and HRO solutions for clients based outside of the U.S. Includes the U.S. portion of certain multinational businesses using ADP global platforms.

\$1.6B Complementary Solutions – A variety of differentiated offerings, including tax filing services for non-payroll clients, wage garnishment, background screening, employment and income verification, certain other data solutions revenues, Wisely revenues, and tax credit services.

\$1.3B ES HRO – Outsourcing solutions for U.S. businesses of all sizes.

\$1.2B National Accounts – HCM solutions for U.S. businesses with typically 1,000+ employees.