INVESTOR DAY 2021

November 15, 2021 | Roseland, New Jersey

Our Agenda

US Eastern Time

9:00 am	Welcome	Danyal Hussain, VP Investor Relations
	Vision and Journey	**Carlos Rodriguez**, President and CEO
	Product	**Don Weinstein**, Corp. VP Global Product and Technology
	Go-To-Market	**Maria Black**, President Worldwide Sales and Marketing
	Break	
10:10 am	Business by Business Panel **John Ayala**, President ES North America **Laura Brown**, President Major Account Services **Joe DeSilva**, President Small Business Solutions **Debbie Dyson**, President National Account Services	Hosted by **Chris D'Ambrosio**, Chief Strategy Officer **Virginia Magliulo**, President ES International **Brian Michaud**, President Smart Compliance **Alex Quevedo**, President PEO & HRO
	Financial Outlook	**Don McGuire**, CFO
	Break	
11:10 am	Q&A	Led by **Carlos Rodriguez** and **Don McGuire**
12:00 pm	Program Concludes	

Forward Looking Statements

This presentation 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 "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; 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; changes in technology; availability of skilled technical associates; the impact of new acquisitions and divestitures; the adequacy, effectiveness and success of our business transformation initiatives; and the impact of any uncertainties related to major natural disasters or catastrophic events, including the coronavirus ("COVID-19") pandemic. 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.

Note Regarding the Use of Non-GAAP Financial Metrics

This presentation contains non-GAAP financial metrics. Please refer to the accompanying financial tables in the Appendix for a discussion and reconciliation of non-GAAP financial metrics to their closest comparable GAAP financial metrics. Adjusted EBIT margin, organic constant currency, and adjusted diluted earnings per share are non-GAAP financial measures. We have not provided a reconciliation of our adjusted EBIT margin outlook, organic constant currency outlook or adjusted EPS 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 and 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 accompanying reconciliation for the historical period presented is indicative of the reconciliation that will be prepared upon completion of the periods covered by the non-GAAP outlook.

Vision and Journey

Carlos Rodriguez
President and CEO

ADP's mission is to deliver insightful technology and solutions that meet the **changing** needs of our clients and their workers.

Employers have to navigate through a lot

Equal Pay Reporting Rules
Decreto n.127/2021
Kurzarbeit
Complex
Illinois Pay Data Reporting
CARES Act
IR 35
FFCRA
American Rescue Plan Act
Fair Chance Laws
NJ Equal Pay Act
and
Paid Sick Leave
PPP Loans
Changing
Vaccination Executive Order
Canada Covid-19 Emergency Response Act
California Pay Data Reporting
Paid Family Leave
Ban the Box
Ley 10/2021
Beschaeftigungssicherungsgesetz
Employee Scheduling Laws
ERTE
UK Coronavirus Job Retention Scheme
Contractor v. W-2

The entire HCM industry continues to change

PRODUCT

Work
Global | Distributed | Dynamic | Legal

Pay
Flexible | Early Wage Access | Card

HR
Employee-centric | AI/ML

Tech
Platform + App | Public Cloud | Consumer Grade

PURCHASE

Pricing
Transparent | Consumer-like

Decision Making
More Research | Consultative Sales

Purchase Process
Live | Digital | Omni

SERVICE

Self-Service
Guided | Intuitive | AI-assisted

Channels
Text | Chat | Email | App

Expertise
Business Outcomes | "Be-the-Expert"

Change is good.

(For ADP)

A refreshed look at our market reaffirms it's attractive

Our Market is Big

$150B

Total addressable market

Payroll | Workforce Management | HR | Benefits
Talent | HR Outsourcing | Analytics | Payments

Our Market is Growing

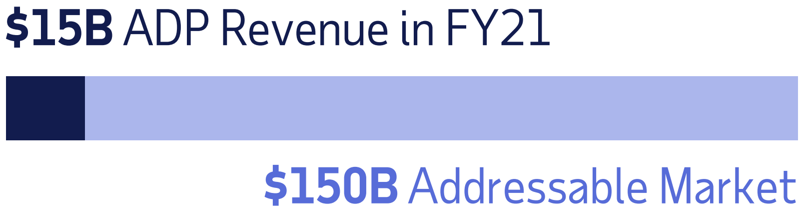
5-6%

Expected market growth in FY22 and beyond

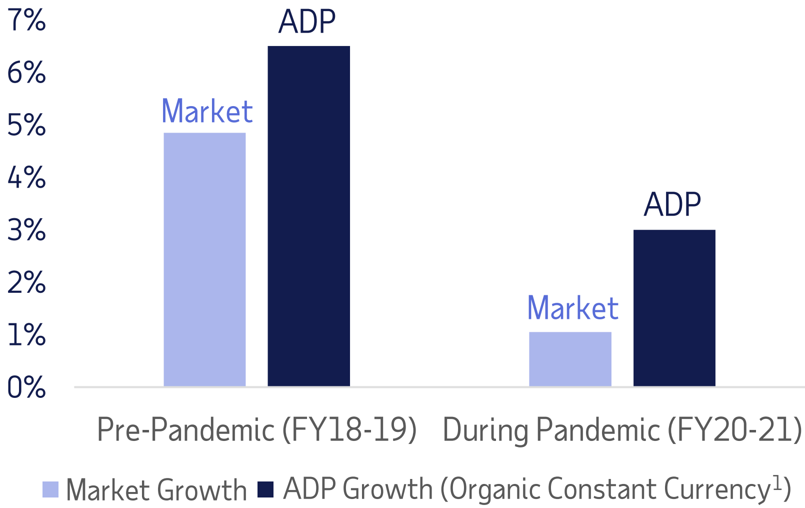
Total addressable market data as of FY2021. Source: Census, D&B, IHS, Nelson Hall, Cerulli Associates, Internal Financial Reporting

ADP occupies an enviable position in the market

We are the biggest, yet still have significant runway



We have been gaining share
(and plan to continue doing so)



Sources: Census, D&B, IHS, Nelson Hall, Cerulli Associates, Internal Financial Reporting

1. Organic Constant Currency is a non-GAAP metric. Refer to Appendix for a reconciliation to its closest comparable GAAP metric

We've been on a journey to further strengthen our position

Simplify

- Fewer platforms and products
- Cleaner client and associate experience
- Elimination of manual effort

Innovate

- Build-out of Innovation Labs
- Investment in talent and innovation-oriented R&D
- Organic investments using modern architecture

Grow

- Greater emphasis on client base growth
- Focus on driving client satisfaction
- Modern brand and marketing approach

And we've modernized end-to-end

Bigger and more innovation-oriented R&D organization

7
Global Innovation Labs

70%
Gross R&D spend on Innovation

More modern sales and marketing approach

7,500
Global sellers, all virtually enabled

Digitally-enabled service and implementation

70+
Subscale service locations shut down

$100M
Current run rate savings from to-date digital transformation

Client satisfaction across ADP has soared

↑11
Small Business

↑44
Major Accounts

↑19
National Accounts

↑37
International

↑23
HRO / PEO

↑9
Complementary Solutions

↑30

Improvement in ADP Weighted Average NPS
over the past 5 years

We've strengthened our foundation in the past five years

25%+
Increase in revenue per FTE

20%+
Decrease in contacts per client

40%+
Increase in total client count

7 Years
of consecutive Top HR Product Awards at HR Tech

↑40 pt
Average implementation NPS

92.2%
Record level retention in ES Segment in FY21

50 bps
Average annual ES margin expansion, overcoming pressure related to Covid-19 and lower client funds interest

We've also continued to lead as a corporate citizen

Environment

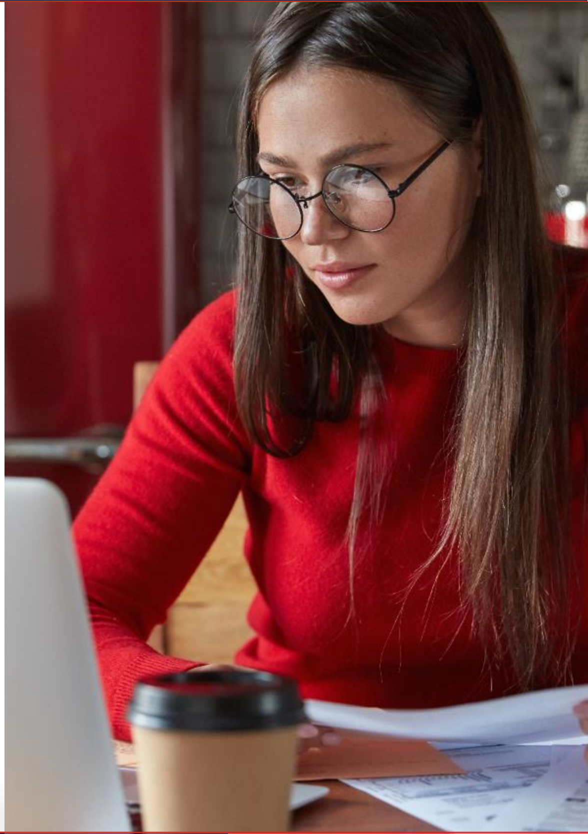
- Commitment to Net-Zero GHG Emissions by 2050
- Executive compensation linked to environmental objectives

Social

- Commitment to and recognition for driving diversity and equality efforts
- Key HCM solutions support DEI and financial wellness

Governance

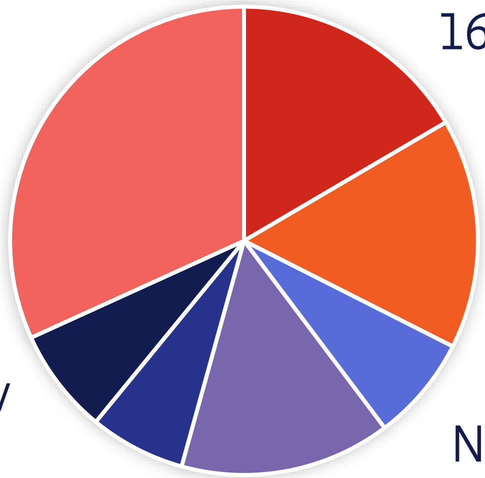
- Refreshed board with diversity in experience and background
- Strong scores across ESG rating agencies



Our portfolio is strong and we are excited about all of it

Our **$15B** FY21 Revenue Portfolio:

$2.5B Small Business
$2.4B Major Accounts
$1.1B National Accounts
$2.2B International
$1.0B ES HRO
$1.1B Complementary Solutions
$4.8B PEO



See Appendix for a brief overview of these different businesses

What you'll hear today

Product	We've become more agile than ever, and it shows with our continued innovation throughout our market-leading solutions
Go-to-Market	We're investing in our sales and marketing organization to sustain robust bookings growth for years to come
Business Panel	Every one of our businesses has a clear strategy to maintain or accelerate profitable growth
Financial	We remain on a clear path to deliver consistent and attractive revenue growth, compounded earnings and shareholder returns

Product

Don Weinstein

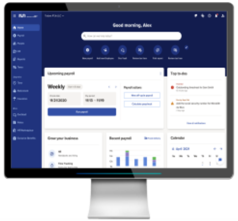
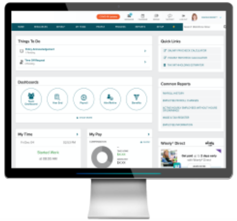
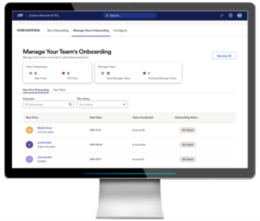
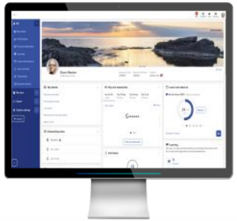
CVP Global Product and Technology

We are innovating across ADP's portfolio

New User Experience

HCM Platforms

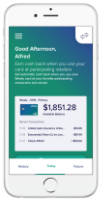
Small Business		Midmarket / Upmarket	Upmarket / International	International	
roll by ADP	Run	Workforce Now	Next Gen HCM	iHCM	Global Payroll


ADP Ecosystem

DataCloud

wisely



Next Gen Payroll

Workforce Management

Next Gen Tax

Marketplace

Digital Service and Implementation

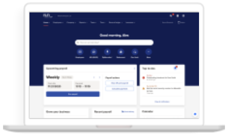
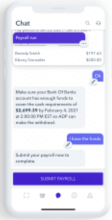
Small Business

~1-49 employees

Easy to use solutions powering small businesses across the US

750K+ Run clients

~40K Channel partners

	IN MARKET NOW	COMING NEXT
Run 	• Modern look and feel • Personalized, powerful search • Intuitive workflows, more self-service	• All new HR experience • Compensation benchmarks
Roll 	• Unique conversational UI • Mobile first • End-to-end digital purchase • Self-implementation / no training	• Time & Attendance • GL integration • Multilingual support

Midmarket

~50-999 employees

Workforce Now, the market-leading full-suite, single database HCM platform

75K+ **Workforce Now ("WFN") clients**

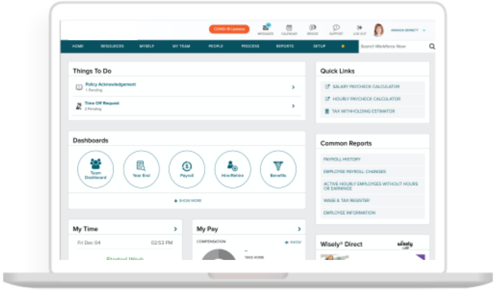
1K+ **Clients sold on WFN Next Gen**

NelsonHall NEAT Leader 2019 Next Generation Payroll Services

VALUE INDEX LEADER OVERALL Payroll Software VENTANA RESEARCH

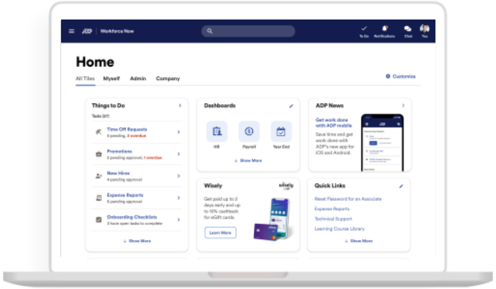
BIG INNOVATION 2020

IN MARKET NOW



- Next Gen public cloud tech stack including Next Gen Payroll
- New features to enhance the experience and drive efficiency – Pay Insights, Pay Anytime and continuous calculation

COMING NEXT



- Adoption of ADP's new UX design
- Redesigned, intuitive workflows across Payroll, HR, Benefits and other HCM modules

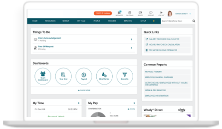
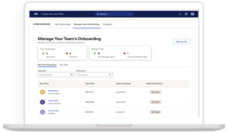
Upmarket

~1,000+ employees

Deep functionality and platform flexibility meeting broad client needs

2.5K+ **Upmarket HCM & HRO clients**

75% **of Fortune 500 are ADP clients**

	IN MARKET NOW	COMING NEXT
Workforce Now 	• Gaining momentum in 1-3K employee clients • Majority of new upmarket sales on WFN	• Next Gen Payroll experience for WFN upmarket clients
Next Gen HCM 	• Award-winning HCM built on a market-leading low-code platform • Live clients in 6 countries • Average new client size: 7K employees	• Continue scaling to larger and more complex clients • Expanding to additional countries

VALUE INDEX LEADER OVERALL Payroll Software VENTANA RESEARCH

NelsonHall NEAT Leader 2021 Payroll Services

Gartner peerinsights customers' choice

WINNER 2019 TOP HR PRODUCT Human Resource Executive WINNER 2019

HR TECHNOLOGY CONFERENCE AWESOME NEW TECHNOLOGY 2019

VENTANA RESEARCH 13th Annual Digital Innovation AWARD WINNER

Global

Unparalleled global reach and compliance capabilities

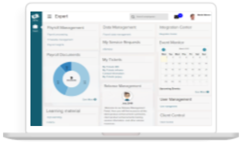
- **60K+** International clients
- **3K+** iHCM clients
- **2K+** GlobalView / Celergo clients
- **140** Countries served

Everest Group PEAK MATRIX LEADER 2019 MULTI-COUNTRY PAYROLL PLATFORM

Everest Group PEAK MATRIX LEADER 2020 MULTI-COUNTRY PAYROLL SOLUTIONS

Everest Group PEAK MATRIX LEADER 2019 MULTI-COUNTRY PAYROLL SOLUTIONS

Everest Group PEAK MATRIX LEADER 2021 MULTI-PROCESS HUMAN RESOURCES OUTSOURCING

	IN MARKET NOW	COMING NEXT
iHCM 	• Multi-country HCM solution • 1,500+ clients migrated from legacy • Marketplace integration	• Adoption of ADP's new UX design • Continued client migrations and legacy platform shutdowns
Global Payroll GlobalView | Celergo 	• Global myView – a unified payroll experience across countries and solutions • WFN-Celergo integration (100+ new deals)	• Next Gen HCM integration • Global Insights Dashboard with DataCloud

DataCloud

Data-driven insights in the flow of work

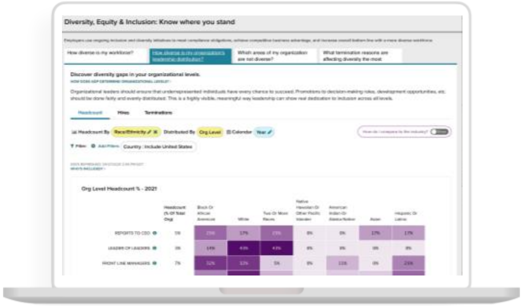
920K+ Companies included in database

90M+ Unique employees paid last 10 years

140K+ Active monthly users of mobile insights

IN MARKET NOW

DEI Dashboard & Benchmarks

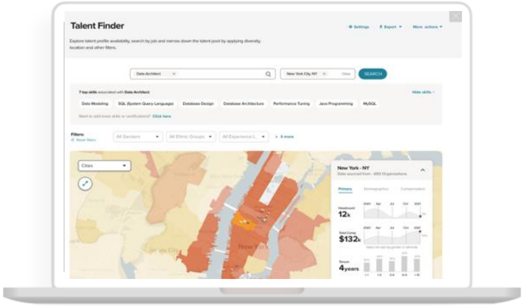


~55%

Active DEI client users have seen improvements in DEI measures

COMING NEXT

Talent Market Insights



30M+

Active US employee profiles powering insights on availability of talent by job, geography and industry

Wisely

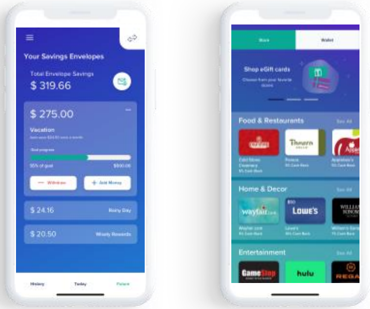
A personalized pay and financial wellness experience for workers

20+ **Monthly transactions per cardholder**

4.8 **Stars on Apple App Store**

IN MARKET NOW

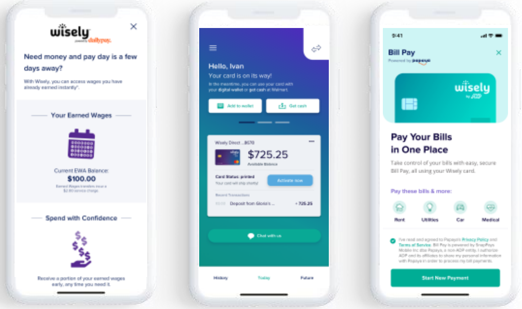
Savings and Rewards



- Savings envelopes with customized goals and automatic fund allocation
- Cashback Rewards

COMING NEXT

Leading Financial Wellness Tools

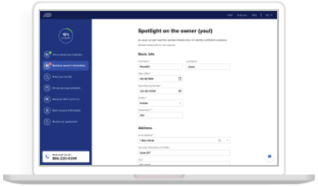


- Seamless Earned Wage Access
- “Cardless” Digital Wallet
- Free, fully mobile Bill Pay

Digital Service and Implementation

A modern client and associate experience for satisfaction, speed and efficiency

Efficient onboarding



Digital tools that automate implementation processes

Early results

36%+

Run clients self-onboarding

Intuitive client self-service

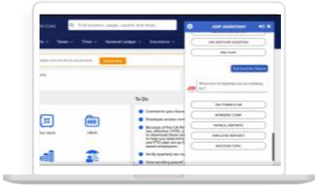
Empowering clients to view data and complete tasks easily in-product

Early results

20%+

Reduction in service contacts per client

Digital support



Automated or interactive, real-time digital support for faster resolution

Early results

34%+

Service requests supported digitally with ~20% fully contained

Focus Areas in Product and Technology

Innovating on all strategic HCM platforms

- New, intuitive and universal UX
- Public cloud re-architecture
- Digital transformation of implementation and service

Enhancing our ecosystem

- Proactive Talent Insights in the flow of work
- Expanded Wisely product functionality

Delivering on Next Gen HCM and Next Gen Payroll

- Continued expansion of Next Gen in the US and internationally
- Branding of Next Gen HCM by end of CY22
- Majority of Workforce Now unit sales on Next Gen Payroll by end of CY22

Client Perspective: Amazon

*"Amazon is **excited about ADP's Next Gen** platform, and its continuous calculation payroll approach that we expect will enable us to complete payroll processing in near-real time, providing faster visibility to pay and pay delivery for our employees."*

- Greg Harmer, Director, Global Payroll

Go-To-Market

Maria Black

President Worldwide Sales & Marketing

Our go-to-market scale and reach is unparalleled

$1.8B+
in worldwide new business bookings

7.5K+
sellers, all virtually enabled

170K+
new logos sold annually

140
countries with sales coverage

50%+
of new logos sold through partnership

All metrics fiscal 2021

We drive bookings growth through five levers

Products

Access new markets, increase share of wallet and improve win rates

Productivity

Meet buyers where they want and enhance seller effectiveness with best-in-class tools

Marketing

Amplify marketing through simplified, personalized and assertive messaging

Channels

Drive market share through our industry-leading partner ecosystem

Headcount

Invest strategically where the opportunity is greatest

Products: We're continuously adding to our portfolio

Next Gen

Roll by ADP

New HCM modules

Data Solutions

Products: Improved products for even greater resonance

Greater innovation R&D spend

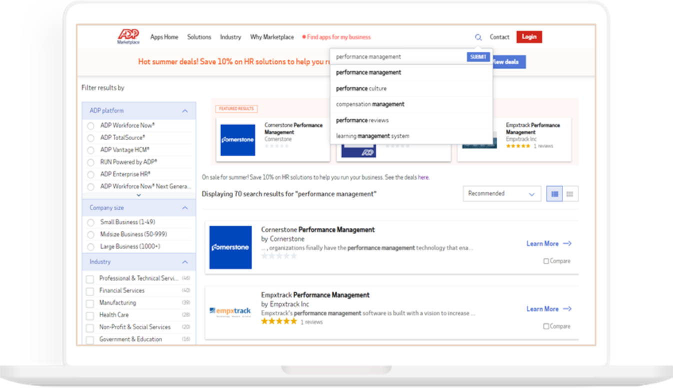
Focused on a simpler portfolio

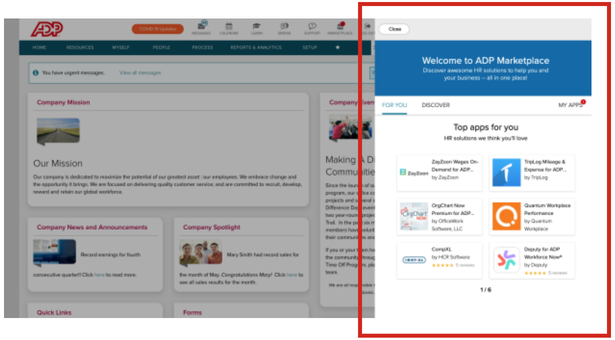
Yielding better products

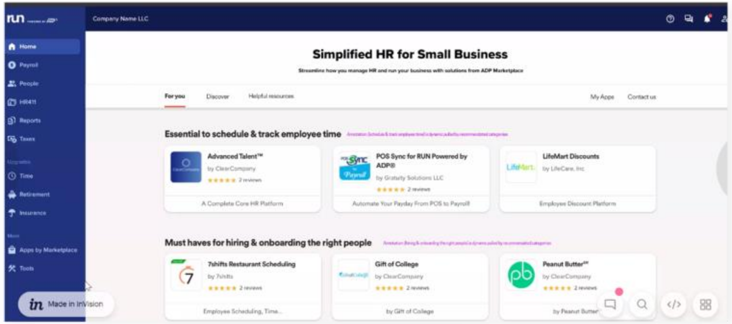
Win more clients

Products: Leveraging ADP Marketplace for differentiation

- 800+ ADP and third-party apps across all segments and internationally
- Simplified experience with pre-built integrations
- Differentiated offering with vertical-specific partners







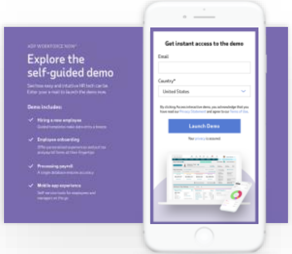
Productivity: Meeting buyers where they want to be met

- New buyer-centric digital storefront
- Self-discoverable content
- Omni-channel approach
- Digital purchase and implementation

Enhanced Storefront

Virtual Selling

Increased Self-Discovery



End-to-End Digital

ADP.com

roll by ADP

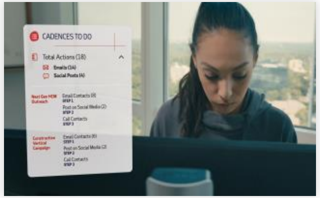
ADP Marketplace

Productivity: Sales tools and technology

We are adopting tools to reimagine our sellers' day-to-day

Buyer-relevant Content

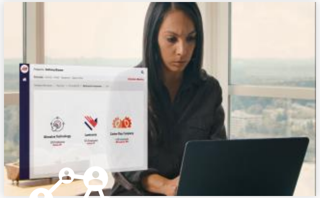
Cadence Tool



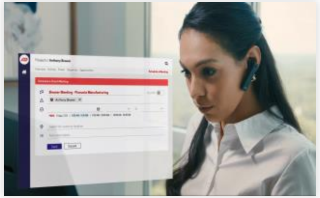
Coaching Platform

8:00 am — 10:00 am — 12:00 pm — 2:00 pm — 4:00 pm — 6:00 pm

360 Client / Prospect View



Arsenal of Advocates



Calendar Tool

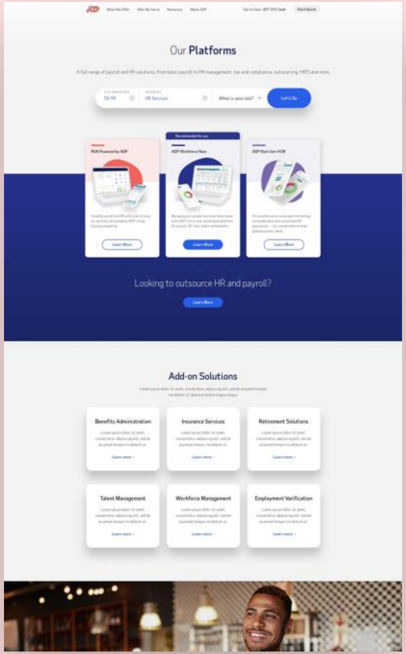
Marketing: Simplified brand architecture and experience

Clear

Personalized

Assertive

Clear framework to explain **what we offer**



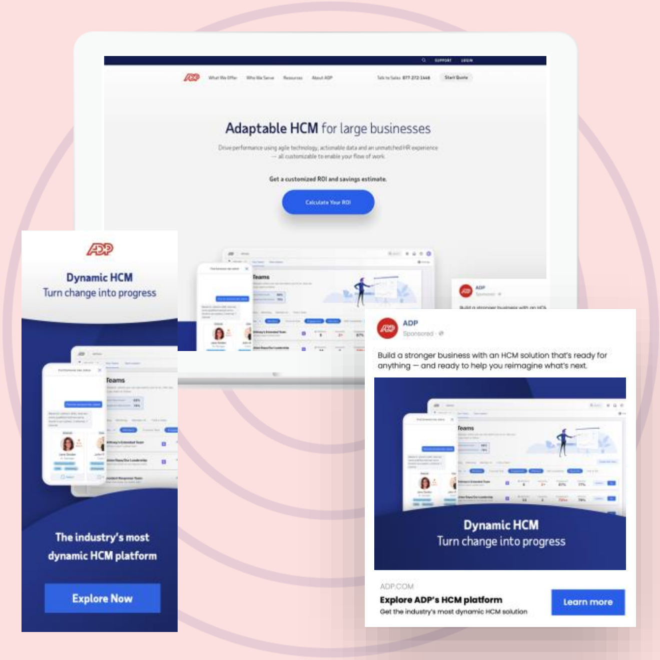
Marketing: Data-driven engagement with prospects

Clear

Personalized

Assertive

Personalization driven by persona, industry and experiences



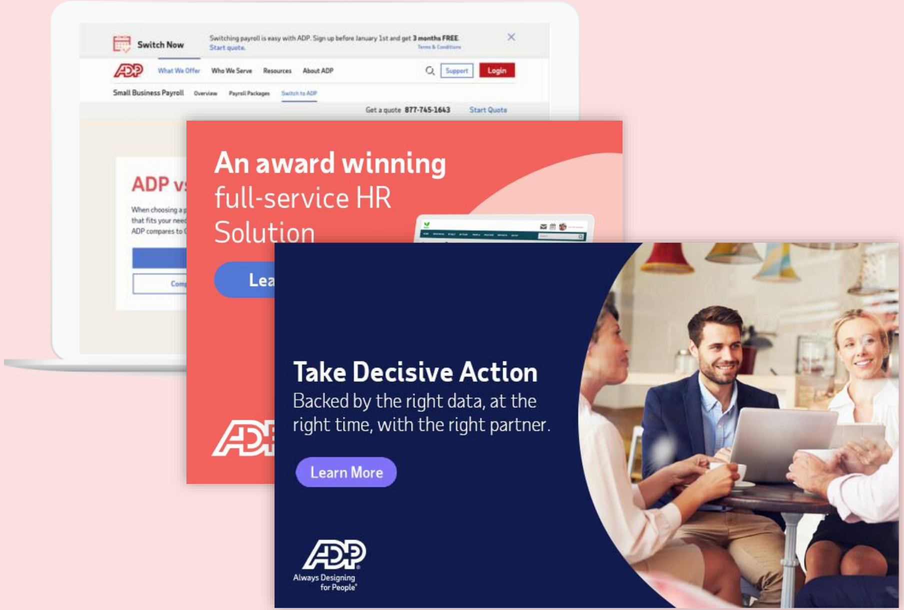
Marketing: More assertive marketing

Clear

Personalized

Assertive

More **Comparative** | More **Direct**



Channels: Bookings influenced by Partners

Our sellers go to market with our unmatched scale of partners across all segments

Small Business | **Midmarket** | **Upmarket**

- Accountants
- Banks
- Financial Advisors
- Franchises
- Benefits brokers
- Private Equity & Consultants
- ERP/Product & Technology partners

Partner leverage

75% Small business units sold with influence from a partner

25% Midmarket bookings influenced by a partner

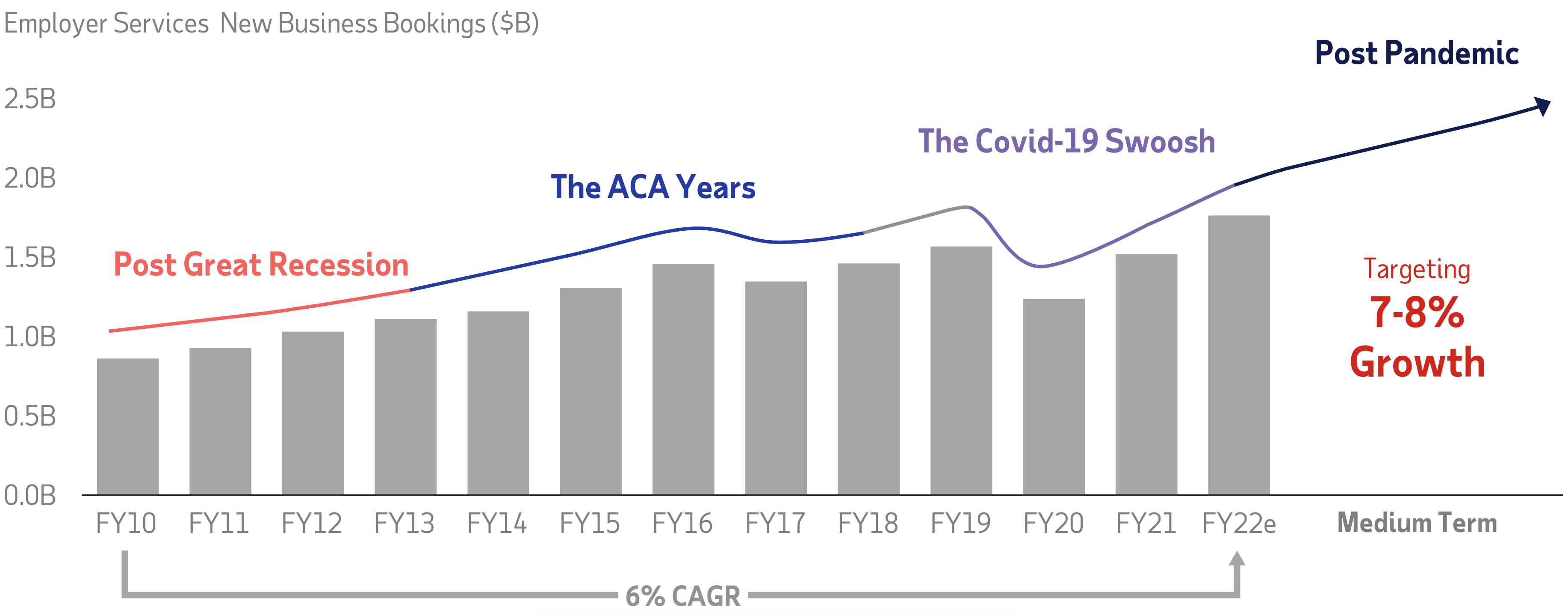
50% Upmarket bookings influenced by a partner

Headcount: Almost doubled since FY10 with more runway

- **Continued opportunity to add headcount** by segment, product and geography
- Significant addressable opportunity in **International**
- Headcount growth to cover **new partnerships**
- **New products and adjacencies** will further expand headcount demands

Seller Headcount

Targeting 7-8% growth medium term



1. FY22e bar based on midpoint of guidance issued during Q1 earnings report on October 27, 2021. This is not intended to be an update or reaffirmation of such guidance.

Business-by-Business Panel

Hosted by
Chris D'Ambrosio
Chief Strategy Officer

John Ayala
ES North America

Laura Brown
Major Account Services

Joe DeSilva
Small Business Solutions

Debbie Dyson
National Account Services

Virginia Magliulo
ES International

Brian Michaud
Smart Compliance

Alex Quevedo
PEO & HRO

Financial Outlook

Don McGuire

Chief Financial Officer

We have an attractive business model and a shareholder-friendly financial strategy.

Why own ADP

Consistent and Growing Revenue and Earnings

- ✓ Leader in industry with secular tailwinds and significant runway for growth
- ✓ 90%+ recurring revenue with 90%+ gross revenue retention key to predictable and strong earnings growth
- ✓ Sustainable margin improvement opportunity

Robust Cash Flow

- ✓ Low capital requirements
- ✓ Efficient model allows ample reinvestment for organic growth
- ✓ Disciplined approach to acquisitions
- ✓ Longstanding commitment to shareholder friendly actions

Strong Balance Sheet

- ✓ Highest credit rating in HCM
- ✓ Strong investment grade credit rating supports $2.3 trillion in client money movement and high-margin client funds strategy
- ✓ Thoughtful approach to leverage
- ✓ Significant intangible equity established through decades of earning client trust

Our cash flow priorities remain consistent

1 **Organic reinvestment**
to drive both revenue and margins

2 **M&A**
that meet our strategic goals

3 **Return cash to shareholders**
with a balance of dividends and share repurchases

We have high-return options for our organic investment

Product

Innovative R&D

- 10% CAGR in Innovation R&D and product spend FY18-FY21
- Continuous improvement of all key platforms and features

Platform Migrations

- Consolidation of client footprint onto scaled platforms increases ADP agility

Go-To-Market

Grow our Sales Force

- Expand beyond 7,500 sellers
- Focus headcount growth where ROI is highest

Marketing

- Build on our brand and targeted marketing to drive inbound

Channels & Productivity

Service

Digital Transformation

- Invest to further improve client experience and enhance operating efficiencies

Scale service and implementation

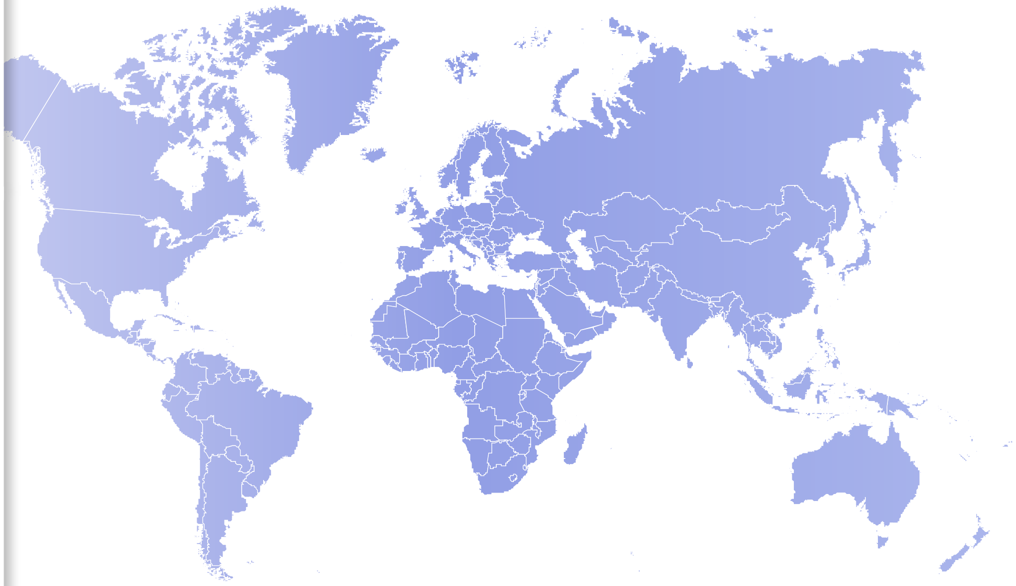
- Balance efficiency gains with further improvement in client satisfaction from record levels

For M&A, we will remain thoughtful but disciplined

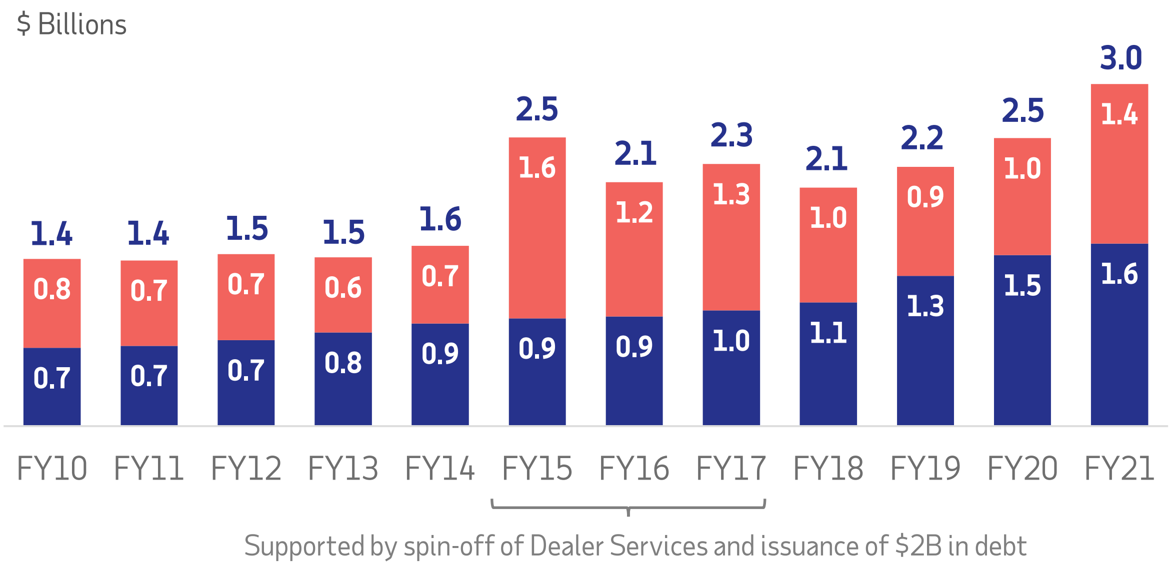
Global deal pipeline remains active, and we look for assets that can enhance our **product** or **footprint**

At the same time, we remain disciplined on:

- Desire for continued **simplification** of product suite
- **Valuation** and **risk profile** of target companies



We remain committed to returning shareholder capital



Share Repurchases

~1% annual net share count reduction historically

Dividends

55-60% target payout ratio

$24B Total cash returned since FY10

47 Years of consecutive dividend increases

Our capital structure approach is balanced

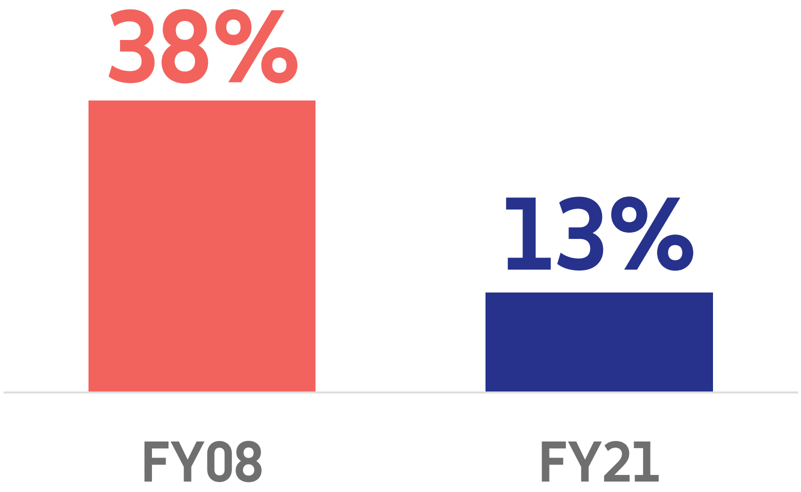
Commitment to Strong Investment Grade Rating

- Currently $3 billion in gross debt
- Prudent use of debt within AA ratings category
- Ongoing enhancement reflecting growth in debt capacity

Key ADP considerations for credit rating:

- Access to the A1/P1/F1 commercial paper market to implement the extended investment strategy
- Extended strategy has generated $2.5+ billion in incremental interest income from FY01 through FY21
- Client extended portfolio requires overnight borrowing 200+ days per year to avoid selling fixed income securities and generating realized gains or losses; $9.7 billion commercial paper program is primary mechanism

Interest income has become a smaller part of our story



Client Funds Interest Net Impact as a % of Pretax Income[1]

1. Earnings from continuing operations before income taxes

Our investment of client funds will remain prudent

Primary Objectives

Safety of Principal

- Prudent Investment Guidelines reviewed by ADP's Board
- Strict credit quality, maturity, and exposure limits
- Strict credit guidelines by asset class
- All securities are investment grade

Liquidity

- Portfolio includes $5 billion of highly liquid U.S. Government Agency and Treasury securities

Diversification

- Exposure limits by rating category and individual issuer

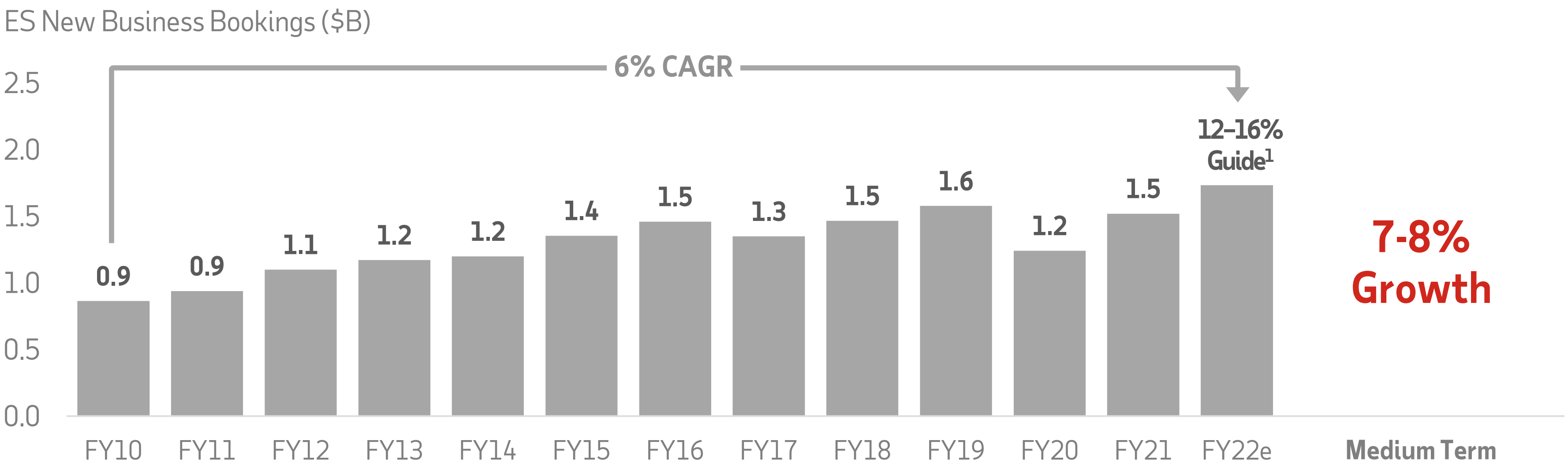
Secondary Objectives

✓ Maximize book yield

✓ Minimize interest income volatility by averaging through interest rate cycles

Our financial look ahead.

Our medium term objective for ES Bookings

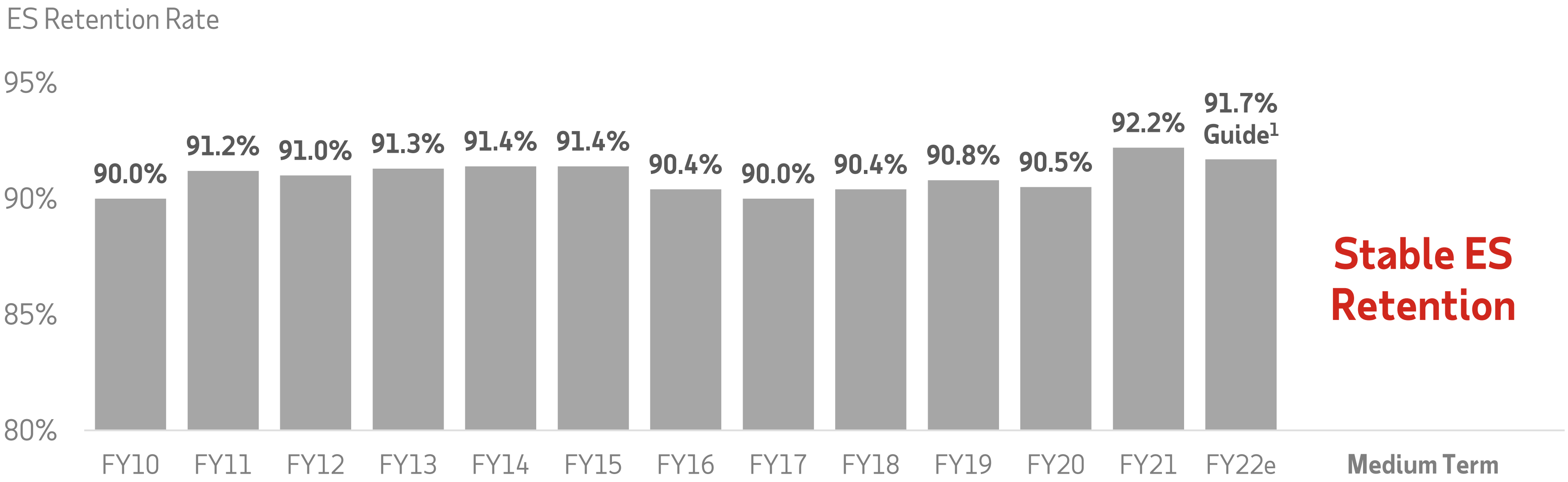


Sales Headcount | Products | Marketing | Channels | Productivity

Our objective is to drive 7-8% ES bookings growth annually over the medium term.

1. Guidance as of Q1 earnings report on October 27, 2021. This is not intended to be an update or reaffirmation of such guidance

Our medium term objective for ES Retention



Improving Products

Increasing Satisfaction

Slight Mix Pressure (SMBs)

Our objective is to achieve stable retention in the 91 - 92% range as better product and higher NPS offset mix headwinds.

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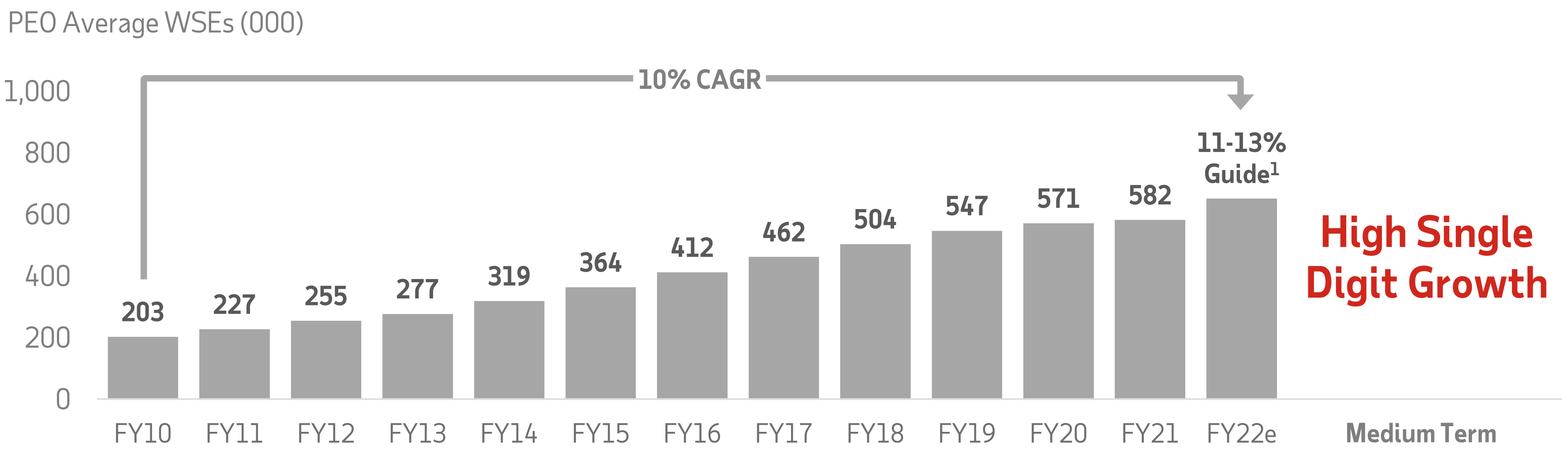
Our medium term objective for PEO Average WSEs



Secular Tailwinds

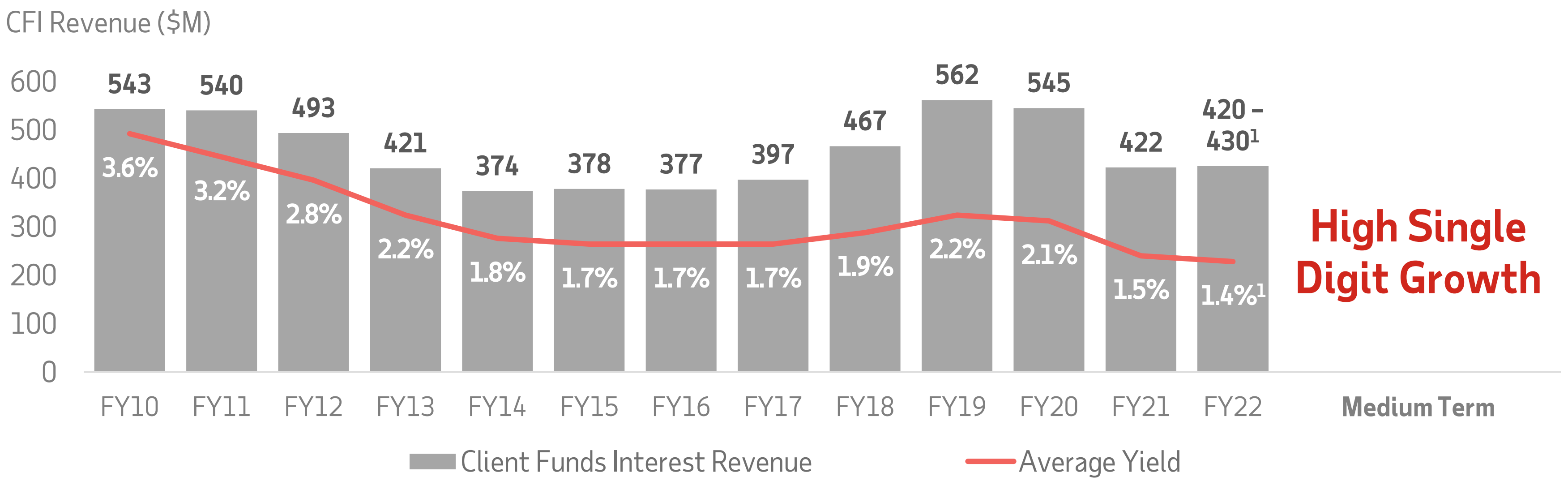
Investments in Go-To-Market

Workforce Now Innovation

Our objective is to drive high-single digit WSE growth, capitalizing on industry tailwinds and our continued investment in sales.

1. Guidance as of Q1 earnings report on October 27, 2021. This is not intended to be an update or reaffirmation of such guidance

Our medium term objective for Client Funds Interest



Client Growth

Pays Per Control

Wage Growth

Gradually Improving Yields

Our current expectation is for CFI Revenue growth to reaccelerate to high single-digits driven initially by balance growth but eventually supported by improving average yield beginning FY24.

1. Guidance as of Q1 earnings report on October 27, 2021. This is not intended to be an update or reaffirmation of such guidance

Our medium term Revenue objectives

Employer Services

6% Growth

7-8% growth in ES bookings
Stable ES retention
50bps contribution from price
50bps contribution from 2% PPC
Modest contribution from CFI

PEO

10 to 12% Growth

High single digit growth in average WSEs
Low single digit lift from zero-margin pass-throughs and wage inflation
Immaterial contribution from workers' compensation and SUI rates

7 to 8% Consolidated Revenue Growth

All figures organic constant currency

Margin considerations

Medium-Term Margin Considerations

Scale and Operating Leverage	↑	All ADP businesses benefit from scale (some more than others). Our shift to increased digital implementation and service delivery will further support operating leverage
Discrete Expense Initiatives	↑	Continue to execute on a slate of identified expense initiatives
Zero-Margin Pass-Throughs	↓	Healthcare inflation contributes to growth in zero-margin pass-throughs and creates margin pressure within the PEO segment. And mix shift from ES segment to PEO segment creates pressure on consolidated margins

Longer-Term Margin Opportunities

Client Funds Interest	↑	Improvement in new purchase rates will contribute to higher margins
Platform Migrations	↑	Completion of migrations and sunset of platforms to yield further margin improvement from higher retention rates and discrete cost savings from spend related to retired platforms

Our medium term financial objectives

7 to 8%
Revenue Growth

Organic Constant Currency;
About 6% ES and 10 to 12% PEO Segment Growth

10 to 12%
Adjusted EBIT Growth

Supported by approximately 75bps annual Adj. EBIT Margin expansion

11 to 13%
Adjusted EPS Growth

Assuming 1% annual net share count reduction

13 to 15%
Total Shareholder Return

Assuming 2% dividend yield

These objectives assume no significant impact from change in corporate tax rates, change in yield curve, M&A, or change in ADP multiple

Final thoughts as we look ahead

Favorable industry tailwinds and macro backdrop

- Increasingly complex and dynamic world of work supports long-term structural tailwinds for HCM
- Interest rate environment creates positively skewed risk reward outlook

Consistent strategy driving results with long runway

- More innovation concentrated on slimmer, scaled portfolio
- Several levers to drive sustainable bookings growth
- ADP businesses at various stages of simplifying, innovating, and driving growth

Positioned well for compounding growth in the years ahead

- Targeting robust 7-8% organic growth over the medium term
- Balanced approach to revenue growth and profitability driving double digit earnings growth
- Targeting 13-15% medium term Total Shareholder Return

Appendix

Additional detail on today's revenue disaggregation

$2.5B	Small Business	HCM solutions for U.S. businesses with typically 50 or fewer employees
$2.4B	Major Accounts	HCM solutions for U.S. businesses with typically 50 to 1,000 employees
$1.1B	National Accounts	HCM solutions for U.S. businesses with typically 1,000+ employees
$2.2B	International	HCM and HRO solutions for clients based outside the U.S. Includes the U.S. portion of certain multinational businesses using ADP global platforms
$1.0B	ES HRO	Outsourcing solutions for U.S. businesses of all sizes
$1.1B	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
$4.8B	PEO	Fully outsourced HR and benefits for U.S. businesses under a co-employment model

Non-GAAP Financial Metrics

In addition to our GAAP results, we use the adjusted results and other non-GAAP metrics set forth in the table below to evaluate our operating performance in the absence of certain items and for planning and forecasting of future periods:

Adjusted Financial Measure	U.S. GAAP Measure
Adjusted EBIT	Net earnings
Adjusted diluted earnings per share	Diluted earnings per share
Organic constant currency	Revenues

We believe that the exclusion of the identified items below helps us reflect the fundamentals of our underlying business model and analyze results against our expectations and against prior period, and to plan for future periods by focusing on our underlying operations. We believe that the adjusted results provide relevant and useful information for investors because it allows investors to view performance in a manner similar to the method used by management and improves their ability to understand and assess our operating performance. The nature of these exclusions is for specific items that are not fundamental to our underlying business operations. Since these adjusted financial measures and other non-GAAP metrics are not measures of performance calculated in accordance with U.S. GAAP, they should not be considered in isolation from, as a substitute for, or superior to their corresponding U.S. GAAP measures, and they may not be comparable to similarly titled measures at other companies.

Non-GAAP Financial Metrics

	Twelve Months Ended June 30,			
	2018	2019	2020	2021
Consolidated revenue growth as reported	8 %	6 %	3 %	3 %
Adjustments:				
Impact of acquisitions	(1)%	(1)%	– %	– %
Impact of foreign currency	(1)%	1 %	1 %	(1)%
Consolidated revenue growth, organic constant currency	6 %	7 %	4 %	2 %

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