

INVESTOR OVERVIEW

August 2025



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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.

\$21B

FY25 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

\$3.3T

in client funds
moved in US

67K

ADP associates

14M+

monthly
users on app

SUPPORTING EVERY CLIENT HCM NEED



HR



Payroll



Time



Benefits



HRO



Talent

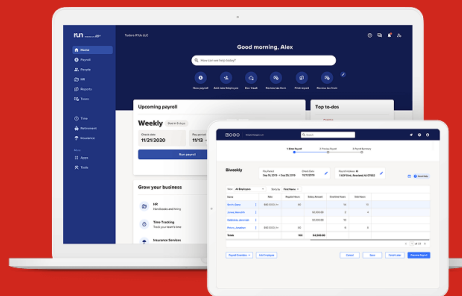


Compliance

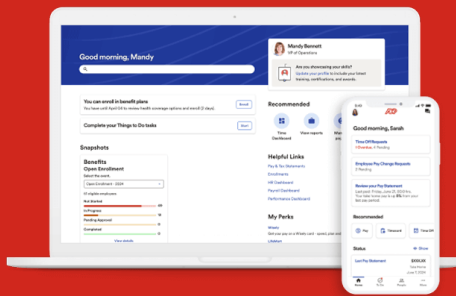


Retirement

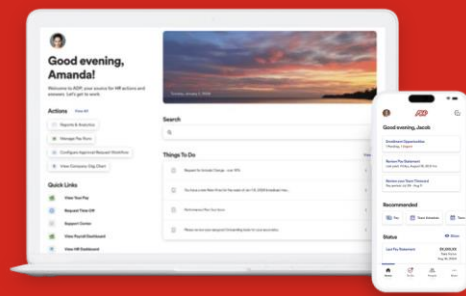
SUPPORTING EVERY CLIENT SIZE



Small Business
1-49 Employees (EEs)



Mid-Market
50-999 EEs

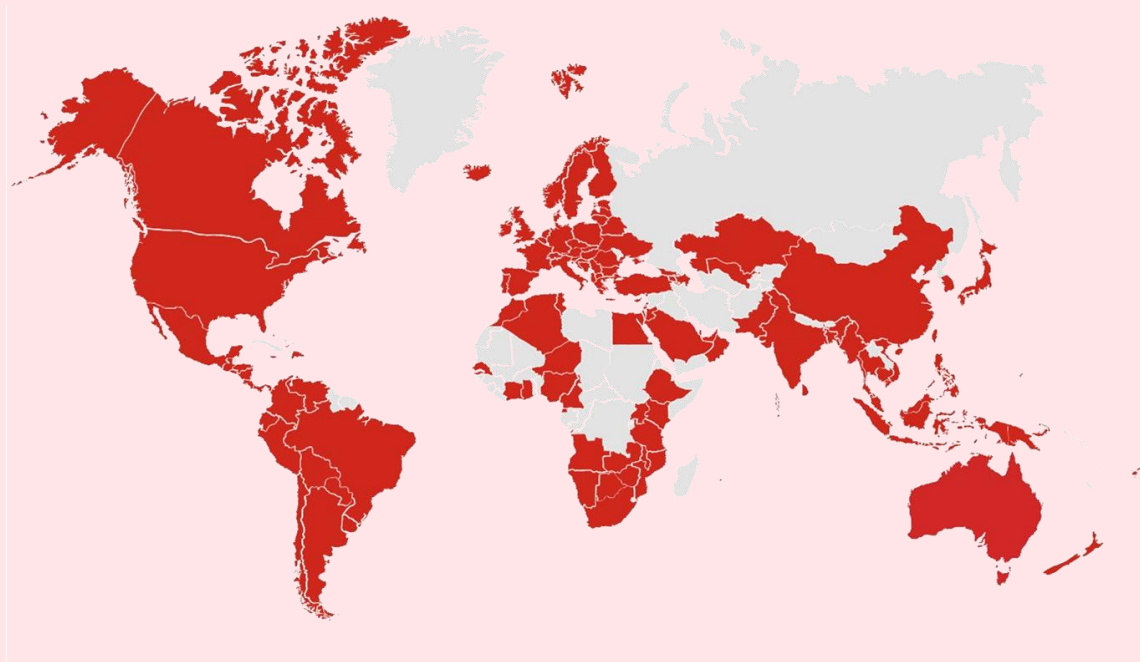


Up-Market
1,000+ EEs

SUPPORTING EVERY CLIENT LOCATION

140+

Countries and
Territories



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

SCALABLE HCM OFFERINGS WITH GLOBAL REACH

Outside of United States	ADP iHCM	ADP Lyric HCM	
United States	ADP RUN	ADP Workforce Now	
	ADP Payroll		
	ADP Ecosystem Tax Workforce Management Marketplace Data Solutions Outsourcing Solutions Ventures		
	 Small Business 1 – 49 EEs	 Mid-Market 50 – 999 EEs	 Up-Market 1,000 EEs+

\$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

DIVERSIFIED REVENUE PORTFOLIO

OUR \$19.2B

FY24 Revenue Portfolio¹

\$6.2B PEO²

\$3.4B Small Business

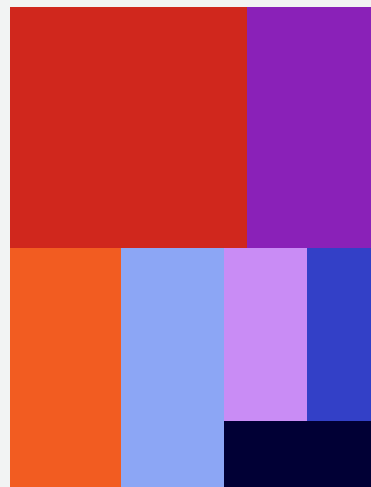
\$2.9B Major Accounts

\$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%

ADP STRATEGIC PRIORITIES



Lead with
Best-in-Class
HCM Technology



Provide
Unmatched
Expertise and
Outsourcing



Benefit our
clients with
Global Scale

WHY ADP?

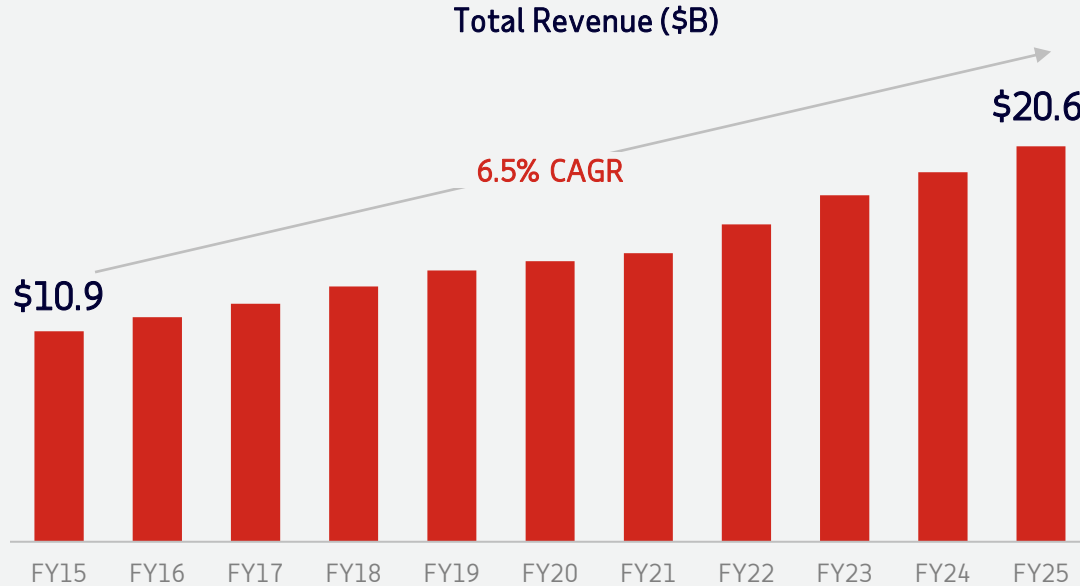
CONSISTENT AND GROWING REVENUE AND EARNINGS

- 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

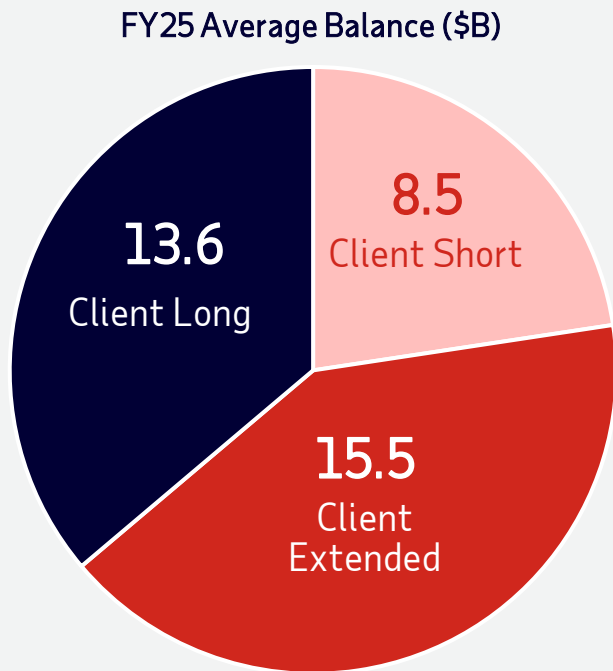
ADP'S HISTORY OF DURABLE GROWTH



92.1%

Gross ES
Revenue
Retention in
FY25

CLIENT FUNDS PORTFOLIO INVESTMENT STRATEGY

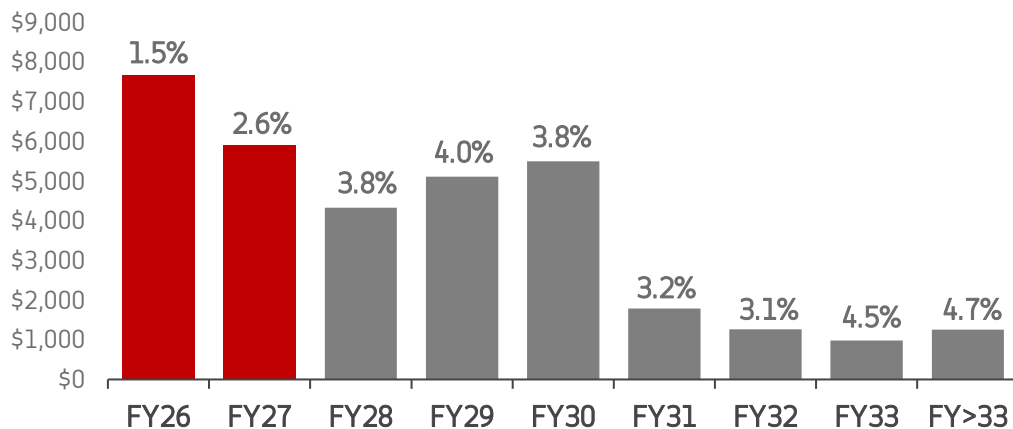


- Enabled by our strong balance sheet and high, investment-grade credit ratings
- Extend and ladder maturities of the investment portfolio for client funds
- Utilize short-term financing arrangements to satisfy client funds obligations
- Safety of principal, liquidity and diversification remain our primary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

LADDERING APPROACH – A DIFFERENTIATOR AND MEDIUM-TERM TAILWIND

Client Funds Investment Strategy Portfolio¹ at June 30, 2025
Available for Sale Securities Maturities and Book Yields

Market Value (\$ Millions)



~\$13B

Maturing in
FY26 and FY27

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

1. Chart represents maturities for Client Long and Client Extended portfolios.
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ORGANIC INVESTMENTS DRIVING FUTURE GROWTH

BEST-IN-CLASS TECHNOLOGY

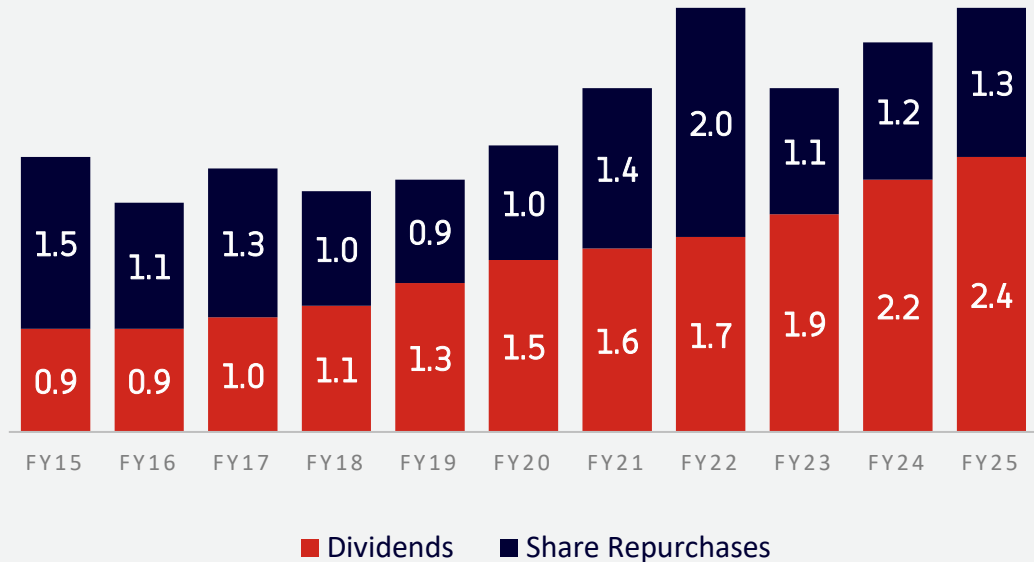
- Continue to scale Lyric with more in-depth features and broaden global reach
- WorkForce Software product integration and client migrations
- Extending WFN Next Gen addressable market
- Continue to modernize technology infrastructure
- ◆ Investments in AI (e.g. continued expansion of ADP Assist and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

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-)

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

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

APPENDIX



Always Designing
for People®



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.

CORPORATE GOVERNANCE DETAIL

GOVERNANCE: COMMITTED TO SHAREHOLDER ENGAGEMENT

We are committed to proactively engaging with shareholders; our Board is highly attuned to shareholder feedback, including governance & compensation best practices

Monitoring & Assessment

- Board and management review:
 - ✓ Annual meeting voting results
 - ✓ Investor feedback from IR & governance engagement
 - ✓ Trends and best practices across the governance, executive compensation, regulatory, and environmental & social landscape
- This review allows ADP to identify and prioritize topics for discussion

Outreach & Engagement

- ADP regularly meets with shareholders to actively gather feedback on a range of issues
- Fiscal Year 2024: We invited shareholders representing nearly half of our shares outstanding to discuss our strategy, corporate governance and executive compensation programs, and held meetings with shareholders representing over 30% of our shares outstanding

Evaluation & Response

- ✓ Board of Directors & key committees evaluate and discuss feedback from stockholders and key stakeholders
- ✓ ADP enhances disclosure and practices, as appropriate
- ✓ ADP updates governance practices and documents to align with best practices, and incorporates feedback, as appropriate

GOVERNANCE: LEADING WITH BEST PRACTICES

ADP is committed to shareholder-friendly corporate governance practices that help to drive long-term value creation

- ✓ Proxy access right at 3% / 3-year ownership threshold (adopted August 2016)
- ✓ Independent, Non-Executive Board Chair
- ✓ Majority voting standard
- ✓ Shareholder ability to call special meetings
- ✓ Shareholder right to act by written consent
- ✓ No dual-class stock; one share, one vote
- ✓ No poison pill
- ✓ Active shareholder engagement to better understand investor perspective
- ✓ Annually elected Board; directors may be removed without cause
- ✓ Annual succession planning review
- ✓ Significant Board role in strategy and risk oversight
- ✓ Non-employee director pay limits and stock ownership requirements
- ✓ Annual Board assessment of corporate governance best practices
- ✓ Oversight of executive compensation by the Compensation and Management Development Committee
- ✓ Executive sessions of independent directors held regularly

GOVERNANCE: RESPONSIVE TO SHAREHOLDER FEEDBACK

Board & Governance

- Board composition, self-assessment, and refreshment process
- Governance practices and oversight structures (proxy access proactively adopted in Aug 2016)

Executive Compensation

- Compensation program and practices, including ADP's increase in focus on performance-based awards in LTI
- Performance metric selection and weighting, pay mix, and peer group selection

Risk Management

- Enterprise risk management structure and how the Board oversees the risk assessment process

Corporate Social Responsibility

- Sustainability efforts and the underlying economic rationale for ESG initiatives

Topics of Discussion

ADP Actions Taken

- ✓ Risk oversight changes to Board and Committee responsibilities, including formalization of Corporate Development and Technology Committee (previously an advisory committee) (May 2025)
- ✓ Following seamless CEO transition, returned to an independent, non-executive Board Chair structure with Committee Chair and membership rotation (January 2024)
- ✓ Ongoing Board Refreshment: New Board members joined in May 2019, April 2020, November 2020 and February 2022
- ✓ Reduced the % of the voting power of the company's outstanding shares required to call of special meeting of shareholders from 33% to 25% (August 2020)
- ✓ New FY'23 LTI design for executives, increasing focus on performance-based awards
- ✓ Compensation peer group refinements for FY'24, FY'22 and FY'18
- ✓ Amended the charter of our newly re-named compensation and management development committee to formalize its existing practice to review the Company's HCM practices
- ✓ Ongoing enhanced risk management disclosures in proxy statement including in the areas of cyber and privacy
- ✓ Issued new CSR report in May 2024 (aligned to SASB and GRI)
- ✓ Announced enhanced financial disclosures at 2018 Investor Day, which began FY'19

GOVERNANCE: BEST-IN-CLASS BOARD WITH BALANCED SKILL SET

Deliberate Board Composition

- **Commitment to both continuity and fresh perspectives**
 - 4 of our 10 independent Directors have a tenure of 5 years or less¹
 - Average independent Director tenure of 7.6 years¹, compared to an S&P 500 average of 7.8 years
 - 42% (5 of 12) women; 25% (3 of 12) racially diverse
- **Director succession planning**
 - Conducted in the context of a skill set review
 - Skill set used to identify and recruit Directors
- **The right set of skills and experience to set ADP's corporate strategy**
 - 8 of 10 independent Directors are current or former C-Suite of major public companies
 - Leaders with significant technology experience (Peter Bisson, David Goeckeler, Linnie Haynesworth, Fran Katsoudas, Nazzic Keene, Tom Lynch, Bill Ready)
- **Independent mindset and focus on accountability to shareholders**
 - 10 of 12 Directors are independent
 - All Board Committees are composed of independent Directors
 - Committed to formal shareholder engagement program
- **Ongoing board refreshment**

Skill Set Aligns and Evolves With Corporate Strategy

Director Skill Set²



Source: Spencer Stuart Board Index 2024

1. As of November 2024 Annual Shareholder Meeting (10 of 12 directors are independent directors)

2. Skill set matrix as reported in 2024 ADP Proxy Statement

COMPENSATION: RIGOROUS APPROACH

Five Guiding Principles

- 1 Emphasize variable, performance-based compensation to ensure that pay and performance are closely aligned
- 2 Rigorous metric selection and goal-setting process to support ADP's financial, transformation, client satisfaction, and ESG objectives
- 3 Pay competitively to attract and retain executives critical to our long-term success
- 4 Commitment to high standards of corporate governance and best practices
- 5 Thoughtful design to minimize excessive risk-taking and to ensure high integrity

Compensation Governance Ensures Alignment with Principles

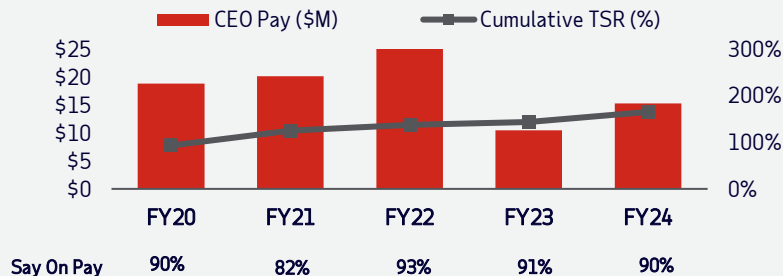
- ✓ Robust Clawback Policy exceeding Nasdaq listing requirements applicable to cash and equity incentives
- ✓ Stock Ownership Guidelines for CEO (6x) & NEOs (3x)
- ✓ No option repricing
- ✓ Target pay levels generally benchmarked to median, with variation based on tenure and experience
- ✓ Regular peer group analysis (peer group refined for FY'24, FY'22 and FY'18 to enhance alignment with ADP strategy)
- ✓ Double-trigger change-in-control severance and equity vesting provisions
- ✓ Limited perquisites
- ✓ Anti-Hedging and Pledging Policy
- ✓ No tax-gross ups
- ✓ No dividends on unearned performance stock

COMPENSATION: PAY CLOSELY ALIGNED TO PERFORMANCE

Balanced, Performance-Based Compensation Policy

- **Designed to incentivize sustainable value creation**
 - Thoughtful design to encourage strategic transformation while mitigating excessive risk-taking
 - Approved by independent compensation committee using independent compensation consultant
 - CEO compensation was near the Proxy Peer median for FY20-FY21, slightly above the median for FY22 and below the median for FY23 and FY24
 - Robust clawback policy allows for cash and stock recovery
- **Emphasizes equity-based compensation to foster commonality of interest between management and shareholders**

Strong Performance Alignment & Shareholder Support



Sources: Institutional Shareholder Services 2024 Report on ADP; ADP 2024 Proxy Statement.
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Transformation, Client Satisfaction and ESG Objectives

- Transformation, Client Satisfaction and ESG objectives represent 20%, 10% and 10%, respectively, of the short-term incentive compensation for our executive officers
- Important leading indicators of our transformation, creation of long-term value and future success
- These objectives are measurable and pay out formulaically

Transformation

- Reduce low value contacts per client
- Digital sales goal
- Adoption % of GenAI
- Mobile active users
- Sales from newest products

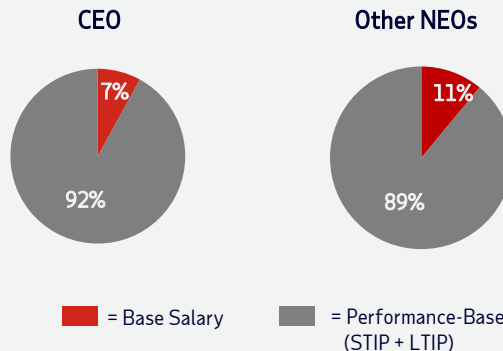
Client Satisfaction

- Improve client experience through net promotor score goals
- Client retention goal

ESG

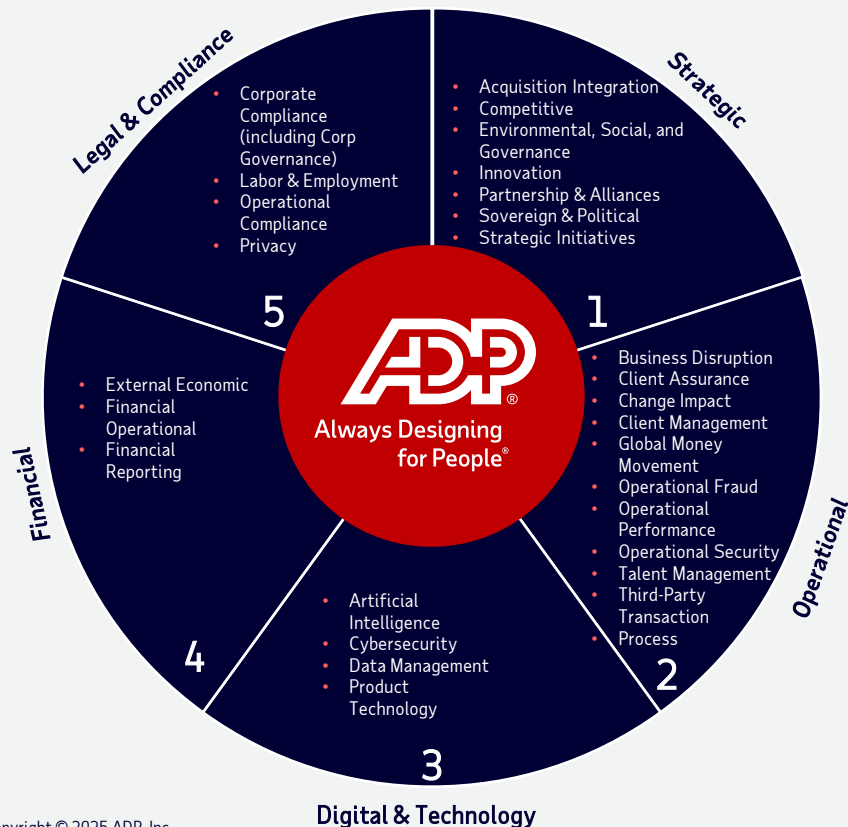
- Paperless payments goals
- Executive human capital goals

Significant Pay at Risk



ENTERPRISE RISK MANAGEMENT

BOARD AND KEY COMMITTEES MAINTAIN DISCIPLINED RISK ASSESSMENT PROCESS TO EFFECTIVELY PURSUE STRATEGIC GOALS



COMPENSATION AND MANAGEMENT DEVELOPMENT COMMITTEE

- 2 Component of Operational (Talent Management)

AUDIT COMMITTEE

- 2 Components of Operational (Global Money Movement, etc.)
- 4 Financial
- 5 Legal & Compliance

NOMINATING/CORPORATE GOVERNANCE COMMITTEE

- 1 Components of Strategic (ESG)
- 4 Component of Financial (ERM Governance)
- 5 Component of Legal & Compliance (Corporate Governance)

CORPORATE DEVELOPMENT AND TECHNOLOGY COMMITTEE

- 1 Components of Strategic (M&A, Product, AI)
- 2 Components of Operational (Technology Talent)
- 3 Components of Digital & Technology (Product Security/Resiliency)

BOARD

- 1 Strategic
- 2 Operational
- 3 Digital & Technology
- 4 Components of Financial
- 5 Components of Legal & Compliance

COMMITTED TO SUSTAINABLE PRACTICES

Environment

- Commitment to Net-Zero GHG Emissions by 2050
- Reducing Scope 1 & 2 GHG emissions 25.2% by 2025 and 50% by 2030
- Executive compensation linked to environmental objectives

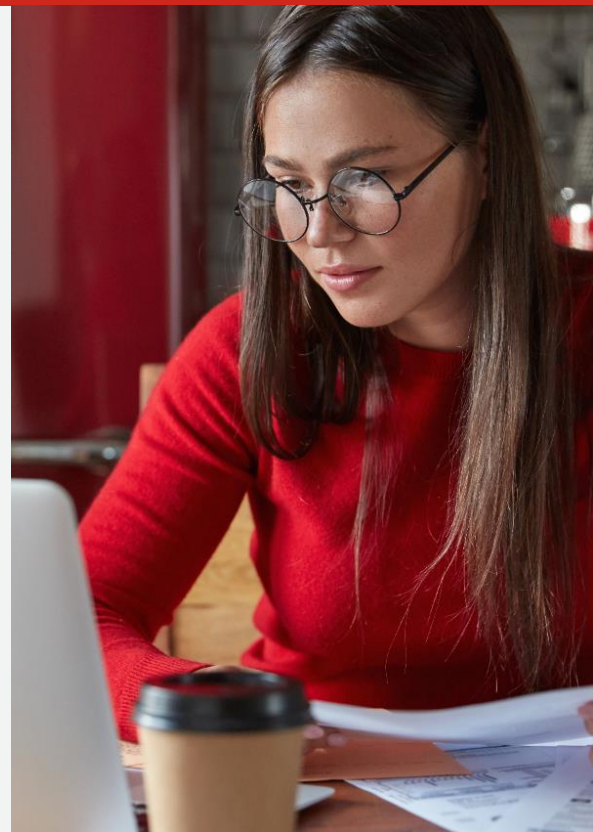
Social

- Commitment to an inclusive workplace
- Always Designing for People – all people
- Key HCM solutions also support financial wellness



Governance

- Refreshed board with diversity in experience and background
- Leading governance scores from third-party rating providers



CORPORATE SOCIAL RESPONSIBILITY REPORT

MOST RECENT CSR REPORT ISSUED MAY 2024



- ✓ Commitment to Strong Governance, Ethics, and Compliance
- ✓ Associate Inclusion, Engagement and Wellness
- ✓ Client Betterment Through Innovation
- ✓ Community Engagement and Volunteer Involvement
- ✓ Environmental Sustainability

For more information, please visit sustainability.adp.com

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