

puterized payroll-accounting services, salary deposit services, automatic payroll-tax payment and tax return filing services, and humanresource products and services to more than 572,000 businesses, mostly small- to medium-sized (10 to 200 employees), nationwide. The company operates 100 offices in 36 states and the District of

ployees. B. Thomas Golisano owns 9.9% of common stock, Officers and Directors (incl. Golisano), 10.4% (8/07 Proxy). Chairman: B. Thomas Golisano. President and CEO: J. Judge. Inc.: DE. Addr.: 911 Panorama Trail South, Rochester, NY 14625-0397. Tel.: 585-385-6666. Internet: www.paychex.com

ANNUAL RATES Past Past Est'd '05-'07 10 Yrs. to '11-'13 of change (per sh) 5 Yrs. 16.5% 21.0% 14.0% 14.0% 11.5% 12.5% Revenues "Cash Flow" 22.5% 30.0% 13.0% Dividends 6.0% Book Value 23.0% 17.0%

852 7

46.7

185.5

232.2

888.2

47.0

208.1

255.1

Current Assets

Accts Payable

Current Liab

Debt Due

Other

657.8

40.3

213.3

253.6

	Fiscal Year	QUARTI Aug.31	ERLY REV Nov.30	ENUES (\$ Feb.28	mill.) ^{AE} May 31	Full Fiscal
	Ends	_				Year
	2005	345.0	347.3	373.8	379.0	1445.1
	2006	403.7	399.8	430.6	440.5	1674.6
	2007	459.4	455.0	485.3	487.3	1887.0
	2008	507.1	507.8	532.2	519.2	2066.3
	2009	540	540	570	580	2230
	Fiscal	EARNINGS PER SHARE AB				_Full
	Year Ends	Aug.31	Nov.30		May 31	Fiscal Year
	2005	.23	.23	.24	.27	.97
	2006	.30	.30	.30	.32	1.22
	2007	.35	.35	.33	.32	1.35
	2008	.40	.40	.39	.38	1.56
	2009	.40	.40	.42	.43	1.65
	Cal-	QUARTERLY DIVIDENDS PAID C=				Full
	endar	Mar.31	Jun.30	Sep.30	Dec.31	Year
	2004	.12	.12	.12	.13	.49
	2005	.13	.13	.13	.16	.55
	2006	.16	.16	.16	.21	.69
	2007	.10	.21	.30	.30	1.02
	2007	.30	.30	.31	.50	1.02
ı	2000	.30	.30	اد.		l

Pavchex's top line has become sluggish. Revenue increased about 7% during the fourth quarter of 2008 (year ended May 31st). Although this was a respectable advance, it was slower than the increases posted in prior quarters. Some of the weakness was likely due to a mixed economy. Results at the Payroll services segment, which accounts for about 70% of the top line, have been hurt by rising unemployment levels and a competitive price environment. This was partially offset by continued steady demand for Paychex's ancillary product offerings and human resources products.

Moreover, Paychex's business is being hurt by lower interest rates. Interest on funds held for clients declined about 15% during the fourth quarter, and 2% for the full year. We expect results at this operation to decline about 25%-30% in the year ahead. In addition, investment income weakened dramatically during fiscal 2008. Given the current negative outlook, we expect investment income to remain weak for a while.

Nonetheless, well-controlled expenses have helped to lift the bottom line.

General and administrative expenses were reduced by about 9% during the fourth quarter, which has helped to keep the operating margin relatively wide. We expect additional cost-cutting measures, such as reduced sales and marketing efforts, in the year ahead.

The business environment ought to remain challenging. Paychex reported a slight increase in the number of clients that are going out of business. In addition, there will probably be fewer small businesses starting up. This will likely make it more difficult for Paychex to add customers, raise its prices, or sell additional services. Consequently, we have reduced our earnings estimate by \$0.05 per diluted share for fiscal 2009.

These neutrally ranked shares offer

investors a healthy dividend yield. The recent increase in the quarterly dividend is a plus. The issue also currently trades at a price-to-earnings multiple that is considerably lower than its historic average. Consequently, our projections indicate that these shares offer good appreciation potential for the 3- to 5-year horizon. Adam Rosner August 22, 2008

(A) Fiscal year ends May 31st.
(B) Primary earnings until 1996, diluted thereafter. Quarterly egs. do not sum due to rounding. Next earnings report due late Sep.

ment plan available.

(D) In millions, adjusted for stock splits.

(C) Dividends historically paid in mid-February, | (E) Excludes net ENS investments less related May, August, and November. ■ Div'd reinvest- liabilities.

Company's Financial Strength Stock's Price Stability 85 Price Growth Persistence 30 **Earnings Predictability** 95