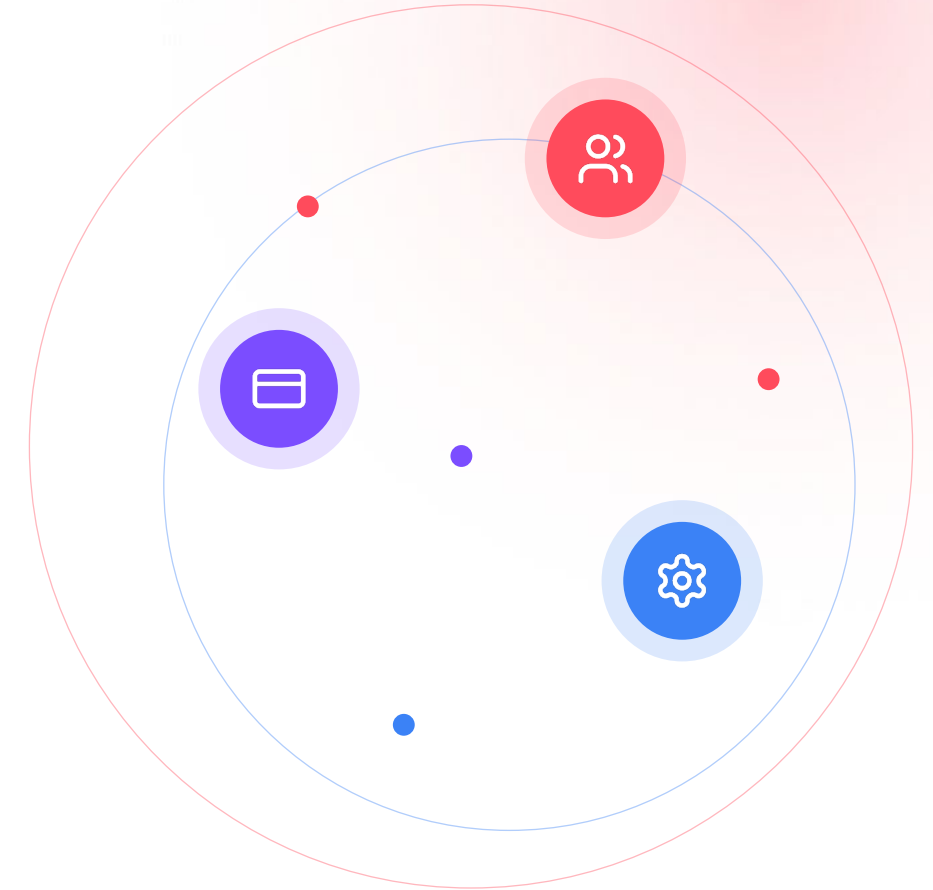


ANALYST DAY 2026

One world. One workforce. One operating model.

People. Payments. Operations.
Without borders.



WELCOME

Eight moments, **one through-line.**



MEG BEAR

Buyer expectations are changing

The work changed, the software changed, and the buyer expects vendors to change as well.



EYNAT GUEZ

Workforce 2030

Humans, agents and what comes next across the workforce stack.



ANDREW MCAULAY, ILLUMINA

Customer story — Illumina

How Illumina unified a global payroll patchwork into one platform.



AMIT LEVI

Product strategy

Deep AI investment paired with payroll expertise, stage by stage.



LIVE · AMIT LEVI

Live demo

A team in three countries from one objective — a glimpse of the future.



SARA AVITAL, CYBERARK

Customer story — CyberArk

Through 4 acquisitions and a \$25B sale — payroll never missed a beat.



AMIT LEVI

Product roadmap

What ships next, and the order it arrives in.

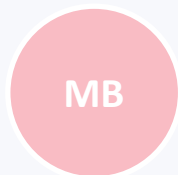


SIVANNE FISHEL

Live Q&A and close

SPEAKERS

Who you'll hear from **today.**



Meg Bear

Board Member, Papaya Global · Former
President & CPO, SAP SuccessFactors



Eynat Guez

CEO & Co-founder

PAPAYA GLOBAL



Amit Levi

Chief Product Officer

PAPAYA GLOBAL



Sivanne Fishel

VP Go-to-Market

PAPAYA GLOBAL

IN CONVERSATION WITH



Andrew McAulay

Head of EMEA Payroll, Finance Shared Services · Illumina



Sara Avital

Director of Payroll · CyberArk

Two conversations, 5–7 minutes each, hosted by
Sivanne.

01 OPENING · MARKET CONTEXT

Buyer expectations are changing

The work changed, the software changed, and the buyer expects vendors to change as well.



Meg Bear

Board Member, Papaya Global · Former President & Chief Product Officer, SAP SuccessFactors

We are living in the **Ambiguity** Age

Work is evolving and software value must evolve as well.

WORK

WORKERS →

Humans + machines.

PAYROLL →

Real-time payments.

SOFTWARE

AUTOMATED TRANSACTIONS →

Automated outcomes.

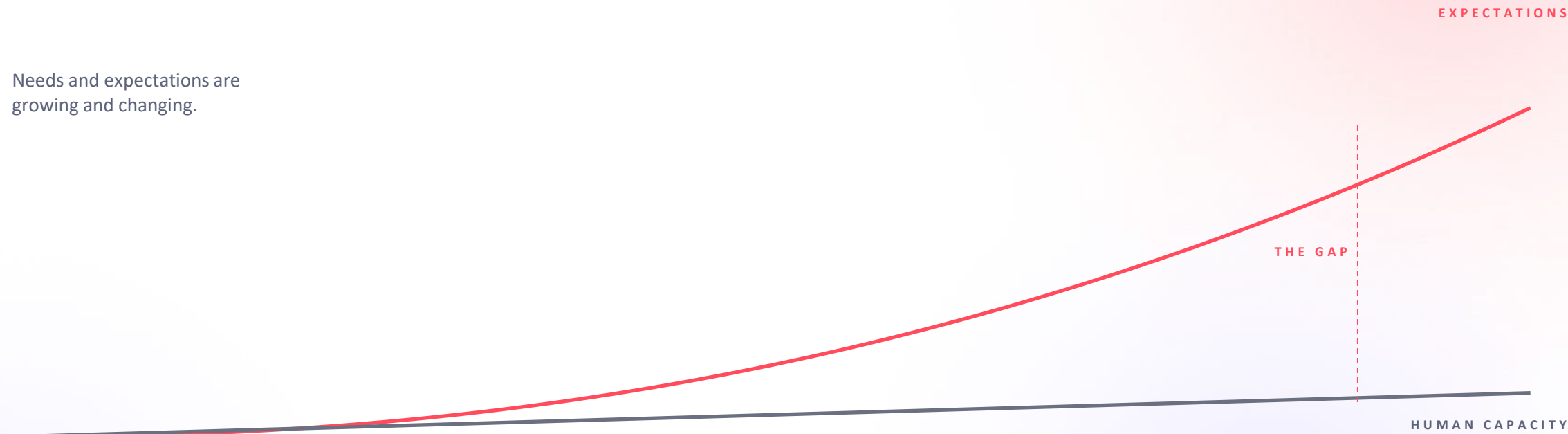
DIGITIZED DATA →

Quantified trust.

03 / THE RISING BAR

The bar is rising while humans are struggling

Needs and expectations are growing and changing.



Timescales are shrinking.

WHAT IT TAKES Winning in the Ambiguity Age requires human ingenuity.

Buyers want results, **not tools.**

Nobody asks what software you run. They ask what got done. The market is shifting from selling tools to delivering outcomes — and buyers are already grading vendors on the difference.

“Papaya simplified our global payroll operations across dozens of countries overnight.”

TOYOTA

PAPAYA GLOBAL CUSTOMER

WHY IT MATTERS This is a value creation story. Papaya is a partner who delivers results.

Customers believe the vendor holds liability — and the courts are agreeing

AIR CANADA

2024 · MOFFATT V. AIR CANADA

The court held the airline responsible for everything on its own website.

Air Canada's chatbot gave a passenger the wrong advice about bereavement fares. The airline argued the chatbot was a separate entity. The court rejected that.

DAMAGES **\$812 in total**

workday.

2025 · MOBLEY V. WORKDAY

An AI provider could be directly liable as an agent of the employer.

Claims that AI screening tools disadvantaged older applicants. In May 2025 the court granted preliminary certification as a nationwide collective action.

STATUS **In discovery through 2026**

THE THROUGH-LINE Accountability does not transfer with the software. It has to be contracted.

06 / WHAT WE BELIEVE

At Papaya, we believe **trust is earned.**

- 01 Payroll ends when every payee gets paid.
- 02 We don't just support compliance — we stand behind it.
- 03 We're built for what's next — the pace of change in work structures and global compliance.

Trust is built on results. With Papaya **you'll never work alone.**

01 KEYNOTE

Workforce 2030: Humans, Agents & What's Next

How the workforce stack is being rewritten — and what it takes to stand behind the result.



Eynat Guez

CEO & Co-founder, Papaya Global

INTRO · PAPAYA BY THE NUMBERS

Global workforce with embedded infrastructure

Moving payroll for global enterprises means holding their money in transit — so what matters is the capital behind the company, the banks under the rails, and the record.

CAPITAL	\$450M RAISED TO DATE Seed through Series D	\$3.7B VALUATION Series D post-money		
CUSTODY	6 MONEY LICENSES UK, Europe, Hong Kong, Australia, Canada, US	\$50B+ ANNUAL VOLUME Moved through those rails	CLIENT FUNDS HELD WITH J.P.Morgan citi	
TRACK RECORD	40%+ YOY GROWTH Company-reported	3,000+ CLIENTS Startups to Fortune 500	97% ENTERPRISE RETENTION Company-reported	0 COMPLIANCE CLAIMS No findings to date

TRUSTED BY

Shopify Datadog China Telecom Tenzai BOSE LIV Golf Pepperstone Playtech

ALL PAPAYA GLOBAL INFRASTRUCTURE

One infrastructure. Limitless possibilities.

The technology, licenses and local expertise to move money, employ people, and power operations worldwide.

180

COUNTRIES

Global coverage across all solutions

95%

REAL-TIME

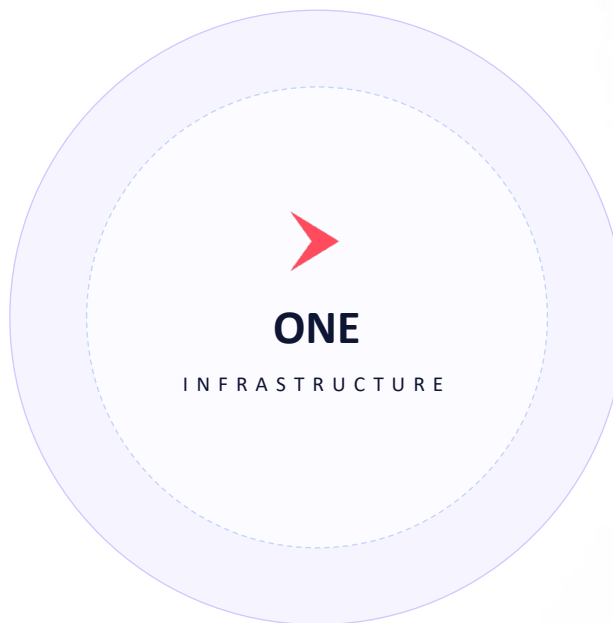
For direct payments

6

MONEY LICENSES

UK, Europe, Hong Kong, Australia, Canada, US

PEOPLE / PAYMENTS / OPERATIONS WORLDWIDE



MOVE MONEY GLOBALLY

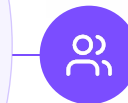
Global Financial Reach

Direct payments (180 countries, 95% real-time)

Wallets to mobile wallets (180 countries)

Cards coverage (all Visa countries)

Payment licenses (UK, Europe, Hong Kong, Australia, Canada, US)



EMPLOY PEOPLE ANYWHERE

Workforce Solutions

EOR solutions (100+ countries)

Payroll solution (180 countries)

Labour leasing (35 countries)

COR solutions (180 countries)

Vendors and contractors (180 countries)



POWER OPERATIONS WORLDWIDE

Operational Capabilities

ONE (95+ countries + all US states)

One Data

Time & attendance (180 countries)

Talent sourcing

01 / MARKET INFLECTION

The market has moved from **workaround** to **infrastructure**

EOR began as a tactical answer to isolated international hires. It is becoming a strategic control layer for the total workforce.

	2016 TACTICAL		2026 STRATEGIC
OWNERSHIP	Local vendors — spreadsheets, email chains and fragmented ownership	→	Unified execution — one workforce data layer with governed actions
GOVERNANCE	An HR-owned speed problem — hiring abroad without a local operating model	→	C-suite governance — CFO, CHRO, Legal and CISO oversight
WORKER TYPES	Separate worker types — employees and contractors in different stacks	→	Total workforce — employees, contractors, agencies and payroll together
SYSTEMS	Point solutions — payroll, legal, staffing and payments disconnected	→	Infrastructure layer — compliance, intelligence and money movement in one system

\$7.45B+

ENTERPRISE INFRASTRUCTURE

41%+

DISTRIBUTED TEAMS

5–10 days

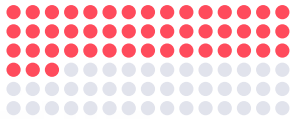
LEGACY DELAYS

02 / REGULATORY INTENSITY

Complexity is becoming the category.

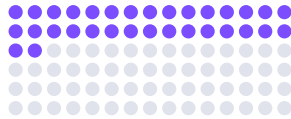
The buyer is purchasing defensible execution across jurisdictions, worker types, pay rights and payment events — not speed alone.

48 COUNTRIES



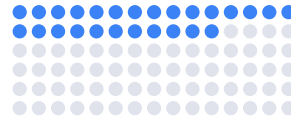
Mandatory labor-leasing or staffing licenses (AÜG, ETT, REPSE)

32 COUNTRIES



Statutory EOR operating limits — Germany 18 months, France 36 months

26 COUNTRIES



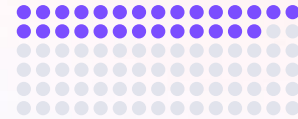
Restrict EOR visa or work-pass sponsorship

65 COUNTRIES



Strict contractor-classification frameworks

28 COUNTRIES



Active misclassification enforcement

Worker taxonomy

Independent contractor → autonomy and multiple clients. Quasi-worker → economic dependence. Direct employee → behavioral control and integration.

Rights are converging

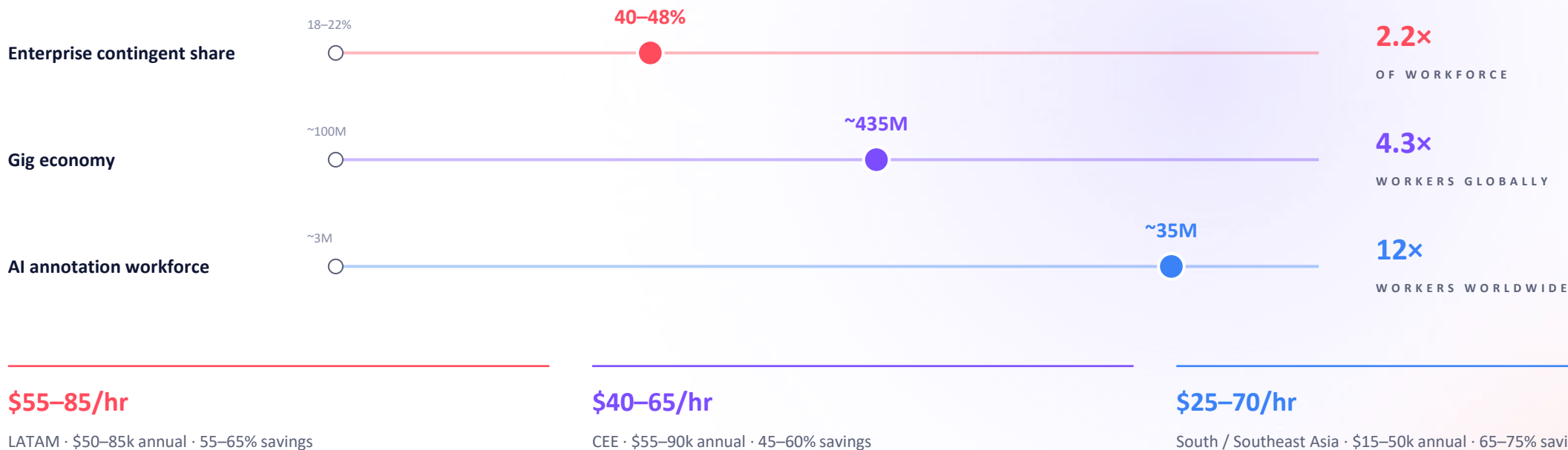
Day-1 equal pay in Germany, France, Spain and Japan; EU Directive 2023/970 adds salary-range disclosure and compensation comparison rights.

MARKET IMPLICATION Compliance, worker rights and classification are moving from back-office review to the core product surface.

03 / WORKFORCE DEMOGRAPHICS

Contingent labor is entering the core workforce

Workforce management is shifting from a tactical cost lever to a strategic capability layer as non-employee talent becomes mission-critical.



ENTERPRISE IMPLICATION Governance must now span employees and non-employees under a single compliance and data framework.

Risk is moving upstream.

Risk now enters at sourcing, onboarding or classification — long before the first dollar moves.



IDENTITY RISK

Deepfakes & synthetic IDs

Generative AI walking through static KYC checks.



CLASSIFICATION RISK

Role drift

Projects drifting into indefinite operational roles.



DATA & PRIVACY RISK

Joint-controller trap

Shared GDPR Article 26 liability, with no DPA in place.



IDENTITY RISK

Account renting

1 in 4 gig workers rent or sell their credentials.



CLASSIFICATION RISK

Co-employment

Direct managerial control creating joint liability.



DATA & PRIVACY RISK

Breach cascades

One vendor breach exposing every client's employees.

STRATEGIC IMPLICATION A system that only calculates payroll is downstream of the risk. A system that governs the worker lifecycle prevents liability before execution.

One operating system for every worker

Papaya unifies sourcing, employment, contingent labor, payroll and payments on one governed data and execution layer.



FIND & QUALIFY TALENT

Direct Sourcing

International sourcing and Day-0 screening. Pre-vetted talent pools and role-based screening; up to 40% agency-markup reduction.



HIRE WITHOUT AN ENTITY

Employer of Record

Statutory coverage across 110 countries. Entity-less employment with localized contracts, benefits and compliance.



MANAGE CONTINGENT TALENT

Contingent OS / COR

B2B onboarding and classification. Compliant contractor onboarding, invoicing and milestones across 180 countries.



CONTROL AGENCIES & PROJECTS

VMS & Agencies

Vendor and SOW governance. Oversight for staffing agencies, SOWs and project milestones.



PAY DIRECT EMPLOYEES

Direct Payroll

Client-owned legal entities. Unified gross-to-net processing and consistent journal-entry output.



SERVE THE SOLOPRENEUR

BANCO / OnePay

Dual-sided work-life finance. Dedicated IBANs, invoice monitoring, collections and multi-currency payouts.

STRATEGIC ADVANTAGE The platform expands with the customer's workforce model rather than forcing the workforce into one category.

Transformation happens **in real time** — not someday

Papaya's model compresses the distance between workforce decision, compliant execution and measurable value. From same-day automated EOR/COR to a full payroll transformation inside one quarter.

DECISION

MEASURABLE VALUE

01

Same day

Automated EOR / COR

For standardized worker flows, compliant onboarding, contracts and payout execution can move at platform speed — without waiting for a long transformation program.

02

One cycle

Payroll go-live

For global direct payroll, the target is a complete go-live within one payroll cycle, with native G2N, local rules, data mapping and approval controls in place.

03

One quarter

Transformation + ROI

FDE-led implementation brings customized agents and workflow automation into the operation early, targeting a full transformation and positive ROI within one quarter.

WHY IT MATTERS 20,000+ workers globally in the implementation proof point · positive ROI targeted within one quarter · fastest by design. Speed is not only a deployment metric — it is a competitive advantage.

Scale is the moat.

Global workforce infrastructure compounds through jurisdictions, regulated entities, payment rails and the data generated by every payroll event.

180+

COUNTRIES

Global coverage for every worker type

110

NATIVE G2N / EOR

In-house gross-to-net capability

130

CURRENCIES

Local payout support

6

MONEY LICENSES

Regulated financial infrastructure

\$50B+

ANNUAL VOLUME

Total processing volume

2,500+

ENTERPRISES

High-growth and F500 leaders

40%+

YOY GROWTH

Company-reported

Owned hubs

Wholly-owned entities in primary hiring markets.

Licensed partners

Specialized local coverage for Japan, Mexico, Spain and other niche markets.

Instant rails

PIX, UPI, SEPA Instant, FedNow, wallets and cards.

Zero pre-fund

Source thesis: eliminate 10-day funding delays and capture FX efficiency.

Risk transfer

Source thesis: 100% misclassification liability assumption.

COMMERCIAL HEALTH 97% enterprise retention • 120%+ NDR.

Ingest anything. Govern everything. Execute reliably.

OneData is the connective tissue between fragmented enterprise inputs and compliant workforce execution, replacing rigid connectors with continuous AI mapping.

ENTERPRISE INPUTS

REGULATED PAYOUT

01



Raw ingestion

Ingests 7+ disparate sources "as-is" — HCM, expenses, time, PTO, spreadsheets — without pre-formatting.

02



Continuous AI mapping

OneData AI continuously maps, validates and standardizes data in-flight along every step of the cycle.

03



Compliant execution

Localized G2N calculations and automated validation generate standardized General Ledger journal entries.

04



Regulated payouts

Direct execution on regulated banking rails with 95% immediate payment execution in 160+ countries.

ENTERPRISE SOURCE ECOSYSTEM

Workday / SAP / SuccessFactors · Time & attendance systems · Expense & bonus management · VMS & agency milestones.

FDE brings value **before the platform goes live**

Forward Deployed Engineering is Papaya's customized implementation model: embedded engineers map the real operation, build client-dedicated agents and prove ROI during the migration window.

MIGRATION WINDOW

GO-LIVE

01

1 month

Screen the real operation

FDEs work on client ground and audit emails, tickets, spreadsheets, ERP actions, informal channels and exceptions that create workforce data. Per-country rollout ambition; 40+ countries and 20,000+ workers in under 8 months.

02

Day 1

Build customized agents

Engineers design client-dedicated agents, data mappings, approval paths, policy logic and workflow triggers around the organization's actual operating model. Pre-go-live AI value during migration, not only after implementation.

03

ROI-backed

Deliver value before go-live

AI automation enters the workflow before full platform implementation, creating immediate hours saved, error reduction and measurable adoption. Each custom agent is benchmarked on speed, accuracy and hours saved.

KEEP THE DISTINCTION CLEAR The Wolf solves the complex employment answer — classification, IP, benefits and structure. FDE implements the customized technology and agents that make the answer operational.

The Wolf solves the hard employment problems

The Wolf is Papaya's dedicated solution-design capability for complex EOR and COR needs — solving the employment structure before technology is configured.

COMPLEX NEED	WHAT THE WOLF SOLVES	RESULTING PAPAYA DESIGN
Classification	Employee, contractor, quasi-worker, agency or COR? Role and country risk assessment	Worker model aligned to IR35, ABC tests, Spain TRADE, local tenure rules and client control patterns.
IP protection	Who owns work product across civil-law jurisdictions? Localized chain-of-title protection	Localized confirmatory assignment deeds and country-specific IP language at onboarding.
Benefits & pay	How should special benefits, equal pay and local entitlements work? Tailored employment package	Country-specific benefits, pay parity, salary bands, pay transparency and statutory protections designed into the model.
Entity & exit strategy	Should the client use EOR, COR, owned entity or licensed partner? Right-fit operating structure	Owned hubs, licensed partners, EOR/COR terms, termination workflows, severance exposure and legal escalation paths.

BEFORE IMPLEMENTATION Dedicated EOR / COR design matched to the client's exact role scope, workforce structure, country footprint and risk appetite — with in-country attorneys, payroll leads and tax experts validating complex employment decisions.

Built once for one client. Reusable by all of them.

Forward Deployed Engineering is how we find the work that is still being done by hand. The Skills Shop is how that discovery reaches every other client — the same job, hardened into a tool anyone can pick up.

ONE CLIENT · ONE ENGINEER

EVERY CLIENT · SELF-SERVE

01

One client

Discover it on the ground

An FDE sits inside the real operation and finds the job nobody has a system for — the withholding question, the classification call, the contract that gets signed unread. Custom work, high touch, one account at a time.

02

The tenth time

Notice the pattern repeat

The same jobs come back across countries and accounts. At that point it has stopped being a custom build and started being a product that has not been named yet.

03

60+ skills

Put it on the shelf

Packaged as a ready-made tool inside Papaya ONE: pick it, point it at a country or a document, get a cited answer. No engineer in the loop, no prompt to write, no ticket to IT.

AND THE LOOP RUNS BACKWARDS The shop is also a demand sensor — every search that finds nothing, every skill request, every vote tells the FDE organisation what to build next. Field work becomes catalog; catalog demand re-aims the field work.

Pick up the tool. Skip the project.

60+ ready-made AI tools, shelved by the sentence you would actually say — not by our product vocabulary.

ONE

Skills Shop

Chat

My toolkit

TEAM PLAN

What are you trying to do?

"terminate someone in France"

"pay a contractor in India"

"hiring in Portugal next month"

Worker classification

Assessor · Ops, Legal

Employee or contractor, with a risk scorecard you can hand an auditor.

Needs: country, role scope
9 sources · Verified 12 Aug 2026

Add to toolkit

Run →

Employer cost

Calculator · Finance, HR

The fully loaded cost of employing someone, two countries side by side.

Needs: 2 countries, salary
Verified 12 Aug 2026 · Exports

Add to toolkit

Run →

Review contract

Reviewer · Legal, HR

Drop a contract in, get a fix list checked against local law.

Needs: PDF or DOCX
MUST FIX / VERIFY / COMPLIANT

Add to toolkit

Run →

Hire someone new 21

Run the employment 17

End it cleanly 6

Engage contractors 20

Pay across borders 18

Check my documents 8

Payroll & finance intelligence SOON

PAPAYA GLOBAL

BUILT FOR A BORDERLESS FUTURE. 24

The future is agentic.

Papaya is evolving from a system of record into a system of action, where AI agents handle end-to-end governed execution.

	PastSYSTEM OF RECORD		PresentSYSTEM OF ACTION
ACCESS	Portal-based workflows — manual logins and data entry across fragmented tools	→	Embedded MCP / zero-login architecture
REPORTING	Reactive reporting — static dashboards and manual CSV reformatting	→	Conversational audits and agentic workflows
EXCEPTIONS	Manual exception queues — human processors resolving every payroll anomaly	→	Autonomous payroll agents with risk-gated escalation
VENDORS	Vendor network abstraction — disconnected local brokers and email chains	→	ONE: standalone, verified, no-code compliance intelligence

3x

2026 · PRODUCTIVITY

AI productivity across ingestion, audits and payroll calculations

35%+

2027 · MONETIZATION

Revenue from autonomous AI agents and services for CFO, CHRO and Legal

95%+

COMING Q4 · PAYROLL

Target anomaly resolution with deep policy memory and smart exception escalation

CONCLUSION / ANALYST TAKEAWAY

The workforce stack is **being rewritten.**

“Every worker. Every country. Every payment. One governed operating system.”

CATEGORY EXPANSION

Global workforce management is broadening from payroll and EOR into total workforce governance across employees, contractors, agencies and solopreneurs.

DEFENSIBILITY

Country-level compliance, data normalization, payment licenses, in-country experts and direct worker support create a hard-to-replicate infrastructure layer.

OPERATING LEVERAGE

By 2030, systems of action and dedicated agents can handle routine data, compliance and scheduling while humans focus on higher-value work and real work-life balance.

HUMAN FOUNDATION Autonomous software speed plus on-the-ground expertise. You'll never work alone.

CUSTOMER STORY

How Illumina unified a global payroll patchwork into one platform.

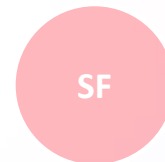
Illumina ran payroll as a patchwork of disparate, manual processes across dozens of markets — no unified strategy, no single source of truth. Andrew McAulay was brought in to consolidate it onto one partner.



Andrew McAulay

Head of EMEA Payroll, Finance Shared Services

ILLUMINA



Sivanne Fishel

VP Go-to-Market

PAPAYA GLOBAL

25 years of payroll experience

Nominated for Payroll Professional of the Year – Global In-House at The Rewards 2026

NASDAQ: ILMN

illumina

\$4.3B

Revenue

10,000

Employees worldwide

18

EMEA countries

03 PRODUCT & AI

A single operating model for the global workforce

Execution foundation → trusted intelligence → coordinated action → human accountability.



Amit Levi

Chief Product Officer, Papaya Global

HOW WE DECIDE

The customer sets the agenda. Product aligns the company to deliver it.

Priorities start with what customers need, not with an internal debate. Product turns that signal into one plan the whole company delivers.

50%

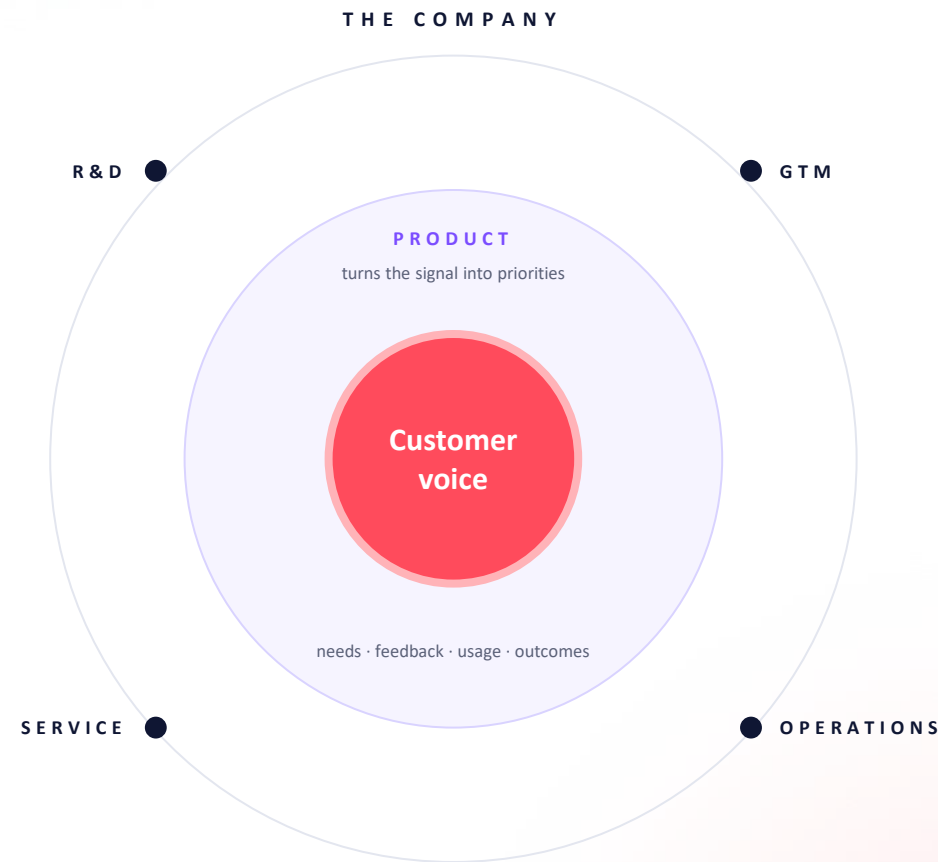
ENGINEERS

Half of Papaya's headcount builds the product

3x

MORE EFFECTIVE

Workforce management, with AI inside the platform



The Chief Product Officer carries the customer's case inside the company.

THE THESIS

A single operating model

Orchestrated by AI. Assured by experts.

Pay confidently
everywhere.

Finance

PAY AGENTS

Payments that move the world

AI, under
expert supervision.

Service

PAPAYA EXPERTS
SUPERVISING AI AGENTS

Support Agent

Benefits Experts

Immigration
Experts

GPE

Compliance &
ICT

Legal

Five agents.
One data layer underneath.

Application

PAPAYA AI
A TEAM OF SPECIALIZED AGENTS

Connect Agent

Comply Agent

Hire Agent

Validate Agent

Pay Agent

One platform
for global workforce.

Platform

WORKFORCE OS
GLOBAL PAYROLL AND PAYMENTS

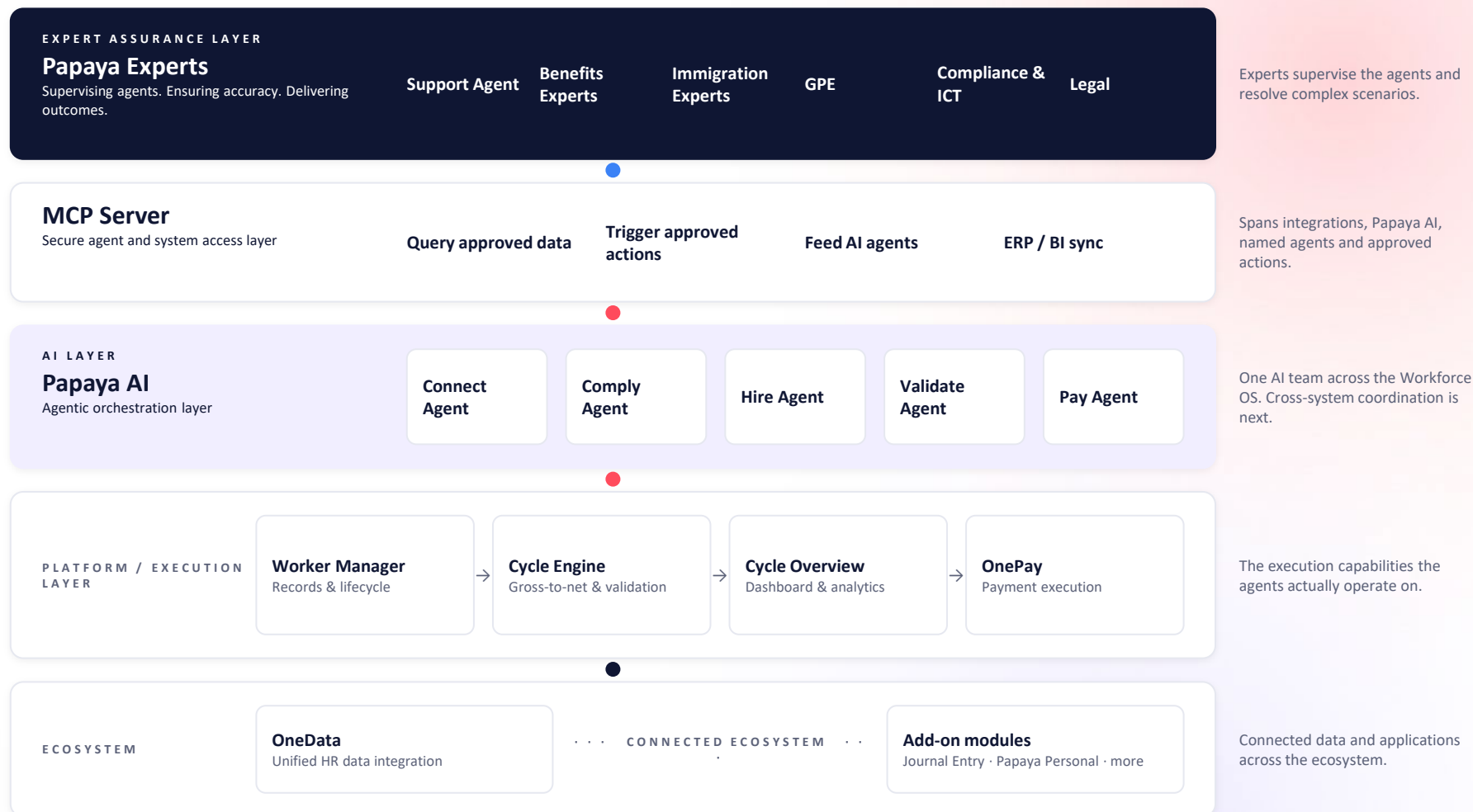
OneData · Unified HR data integration

ARCHITECTURE

Workforce OS

AI-powered.
Expert led.

A connected infrastructure to employ, pay and support a global workforce.



BUILT FOR A BORDERLESS
WORKFORCE

TRUSTED INTELLIGENCE

The intelligence inside Comply Papaya ONE.

Before an AI system can act in global workforce operations, it needs trusted intelligence. ONE grounds the Comply Agent in local regulation, authoritative cited sources, and the company's own policies and documents.



Papaya ONE

Shipped, and in customers' hands today — the proof that the intelligence is trustworthy before anything is orchestrated on top of it.

THE PROMPT

Can we hire this role in the Netherlands under our contingent workforce policy?

WHAT YOU SEE

- The recommended employment and classification path
- The company policy it relied on
Including an uploaded internal document.
- Cited authoritative local sources
- The risk, the trade-off, and what needs expert review
ONE says what it is not willing to decide alone.

THE LINE ONE tells us the compliant path — and why.

Who is already on ONE

WHOOOP

fiverr.

Levi's

SAP

McDonald's

yahoo!

CYBERARK

paloalto

GitLab

DELTA

Fireblocks

CLAROTY

Blockaid

M&T Bank

3M

CAT

DATADOG

PayPal

PRODUCT & AI

AI is making the operating experience more personalized

Four measures, across service, payroll operations, finance and customer experience.

AI SUPPORT

↓ 24%

Support tickets

AI VALIDATION · LAST MONTH

↓ 55%

Manual checks per payroll cycle

JOURNAL ENTRIES · LAST MONTH

↓ 94%

JE inquiries in 360

CUSTOMER EXPERIENCE

↑ +9.2 pts

Quarter-over-quarter NPS

THE READING Fewer manual touches going in, a better experience coming out — measured on our own operation, not modelled.

THE ACCOUNTABILITY LAYER

Agents scale execution. Experts assure outcomes.

- 01 Regulatory interpretation, and the ambiguous or complex cases
- 02 Exceptions, and validation of high-impact decisions
- 03 Correction and approval before anything consequential executes
- 04 Ownership of the outcome — not of the ticket

Papaya Experts are the accountability layer, not a generic support escalation.

CUSTOMER STORY

Through 4 acquisitions and a \$25B sale. Payroll never missed a beat - **CyberArk**

CyberArk scaled through a series of acquisitions before entering its own next chapter: its \$25B acquisition by Palo Alto Networks, completed this February. Through every stage of growth and transition, Papaya kept its global payroll running seamlessly.



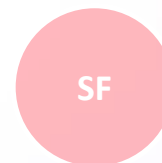
Sara Avital

Director of Payroll

CYBERARK

14+ years of impact at CyberArk

Early Papaya Global adopter.



Sivanne Fishel

VP Go-to-Market

PAPAYA GLOBAL

04 PRODUCT UPDATE

The product update, in three tracks

The product section argued what the operating model is. This one is what is arriving on it — connectivity, client experience and the worker experience — and the line between what runs today and what is being built.



Amit Levi

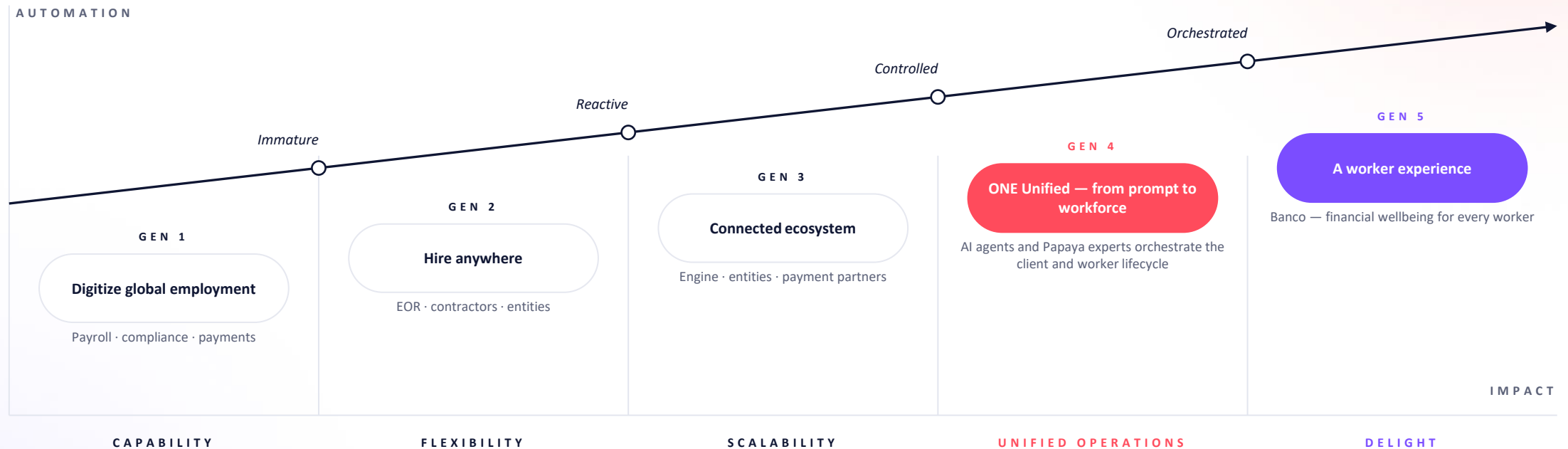
Chief Product Officer, Papaya Global

15 MIN

PRODUCT UPDATE

The evolution of the global workforce platform

From global execution to an orchestrated worker experience.



WHERE WE ARE Gen 4 is what we built over the past two years. Gen 5 started this year.

PRODUCT UPDATE

Five capabilities, and where each one goes

Three tracks, running in parallel: connectivity, the client experience and the worker's. Two capabilities on the first, two on the second, one on the third — and each one worth a line of its own.



TRACK 01 · CONNECTIVITY

MCP

Live. Approved data and approved actions, open to our agents and to your systems.



TRACK 01 · CONNECTIVITY

Talent sourcing

International sourcing and Day-0 screening, before the employment decision rather than after it.



TRACK 02 · CLIENT EXPERIENCE

Time & attendance

Already running in 180 countries, on the same layer as the payroll cycle it feeds.



TRACK 02 · CLIENT EXPERIENCE

Workforce Fabric

One canonical dataset per topic. Change the lens, not the report.



TRACK 03 · WORKER EXPERIENCE

Banco

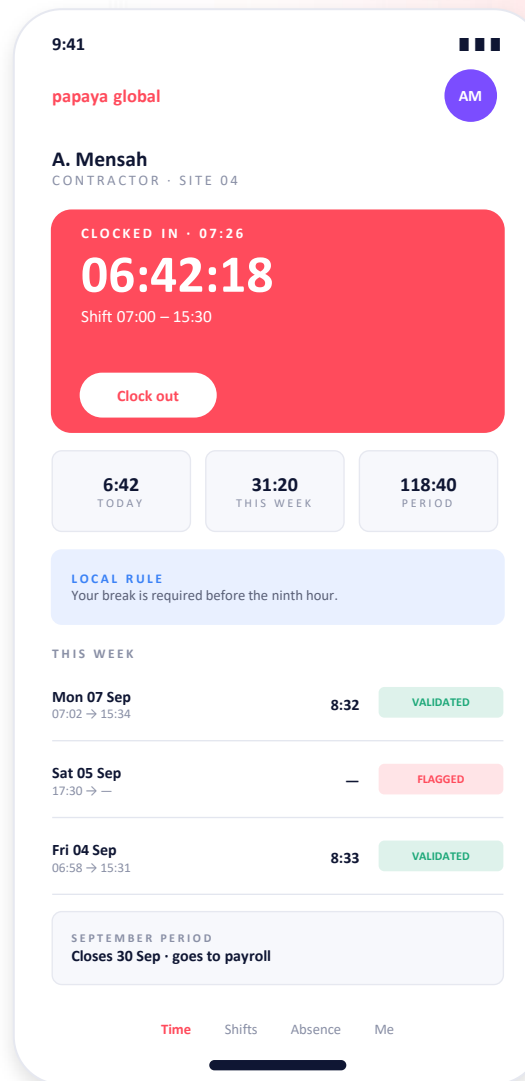
The worker's own account. Earnings land in seconds, with no bank account needed.

PRODUCT UPDATE · TIME & ATTENDANCE

Compliant. Connected. Payroll & contractors.

Time & attendance is where a global payroll cycle usually breaks: the pay is calculated in one system and the hours are re-keyed from another. Papaya captures the hours, or takes them from whatever already holds them — for the employees and the contractors in the same cycle.

- Hours captured against local schedule rules — overtime, rest and premium entitlements are written market by market.
- Captured in Papaya, or taken from the time system you already run: OneData ingests it as-is, mapped and validated in-flight.
- One record across both populations — the employees on payroll and the contractors and vendors alongside them.



One dataset. Any question.

OneData makes one canonical dataset per topic. Workforce Fabric is the surface where a finance team actually meets it.

Home

Projects

Payroll

Files

Expenses

People

Payments

Integrations

Fabric

Company

Workforce Fabric

AI studio Classic

Search

Dashboards

Reports

Workforce Fabric Agent

PINNED REPORTS

Payroll costs breakdown

Salary update overview

Cost comparison

Payroll analytics

HR analytics

Reports

One canonical dataset per topic. Change the lens, not the report.

+ Create report

+ Create new report with AI — e.g. ‘Compare headcount growth across cost centers vs last quarter’ or ‘Why did payroll cost rise in Germany this cycle?’

Show overdue invoices · Who had salary update this cycle · Payments over \$50k needs approval · FX rate right now

+ Create

All Payroll Payments People Finance

Payments Monthly

★

Payment overview

Every payout in the cycle — amount, corridor, status, and the ones still waiting on approval.

Payroll Monthly

★

Payroll costs breakdown

Total employer cost by country, split into gross, employer taxes, benefits and fees.

People Weekly

☆

Time off analysis

Leave accrued and taken by team and country, with the balance it carries into next cycle.

Finance Weekly

☆

Billing status

Invoiced, paid and overdue by entity, against the terms agreed for each one.

Payroll Monthly

☆

Payroll overview

Headcount, gross and net across every payroll run in the cycle, in one reporting currency.

Finance Daily

☆

Deposit monitor

Funding position against the next payout date, per account and per payment corridor.

THREE WAYS IN

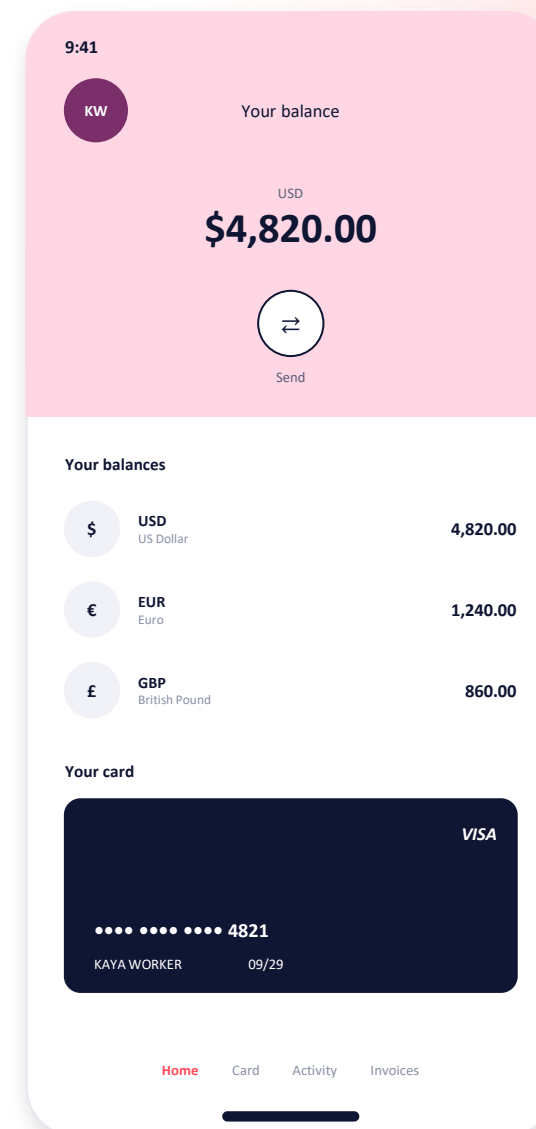
The report you already run, the report you describe in a sentence, and the agent that goes looking without being asked — all against the same dataset.

GEN 5 • WORKER EXPERIENCE

Every payment ends at a person. Banco is built for them.

The platform is bought by the company. Banco is the part designed for the person on the other end of the payment — including the worker who has no bank account to receive it.

- **Immediate payments** — earnings land in seconds, on a date the worker can count on.
- **No bank account needed** — a Banco account and a card from day one, in the corridors where a local account is the blocker.
- **Multi-country** — one account that follows the worker across the markets they work in.
- **Cards and transfers** — virtual and physical Visa card, Apple Pay, Google Pay, and transfer to a local account.
- **Receive money from third parties** — the account takes income from other payers, not only payroll from one employer.



Getting paid stops being a waiting game

Bank rails were built for institutions. For a worker paid across a border, the experience is a delay with no visibility inside it.

Waiting for a bank transfer

THE EXPERIENCE TODAY

TIME TO ARRIVE	3–5 banking days
LOCAL BANK ACCOUNT	Required — the blocker in many corridors
VISIBILITY	No tracking. Wait, then chase.
COST PER PAYOUT	Bank fees, correspondent fees, FX spread

Banco • LIVE NOW

Seconds, straight into the Banco account
Not required — account and card from day one
Real-time status, from sent to landed
Up to 80% lower per payout

OVER TO THE DEMO — A GLIMPSE OF THE FUTURE

A business wants twelve sites live in six months.

Twelve data centres, eight countries, 3,042 workers — contractors, blue-collar and high-hazard roles, and three of the locations arriving through an acquisition. That objective is the only thing typed in; everything after it is the operating model working.

TRUSTED INTELLIGENCE

LIVE TODAY

ONE names the compliant route for each of the twelve locations, with the local rules, cited sources and company policy behind it.

COORDINATED ACTION

EXPANDING NEXT

Comply, Employ, Payroll and Payment run as one flow per route — 186 coordinated tasks, and no handoff between the stages.

HUMAN ACCOUNTABILITY

LIVE TODAY

Frankfurt's 38 acquired-workforce exceptions go to a Papaya Expert, and the other eleven sites keep moving in parallel.

WHAT THE DEMO HAS TO PROVE — EARNED ON SCREEN, NOT CLAIMED HERE

Expedite

Effortless control

No duplicate cost

Scale

More with less

One source

UP NEXT

From one objective to a live global workforce

12 locations · 8 countries · 3,042 workers — one programme, one model.

4 MIN

CLOSING · PRODUCT UPDATE

What runs today, what ships next, and which is which.

- 01 **Live now** — the platform that runs payroll and payments, the Comply Agent by Papaya ONE, the expert layer, MCP opening approved data and actions to agents and to your own systems, and Banco already in workers' hands.

- 02 **In flight** — coordination across the agents. The orchestrator you saw is a glimpse of it, not something you can buy today.

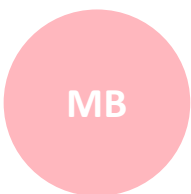
- 03 **Direction** — the rest of the worker's working life, and the seams we have not closed yet.

Everything forward-looking in this section was marked as such. Hold us to it.

Q & A

Questions

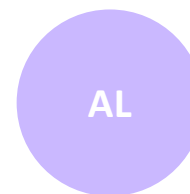
Every speaker is here. Over to you.



Meg Bear



Eynat Guez



Amit Levi



Sivanne Fishel

CONCLUSION

Three things we would like you to leave with.

- 01 The domestic talent pool is shrinking and the workforce is fragmenting. Both are structural, and both are already inside the projection window.
- 02 Payroll is judged like software and behaves like infrastructure. That gap is the risk, and closing it takes licences, capital and accountability — not features.
- 03 AI scales the execution. Experts stay accountable for the outcome. Neither half works on its own.

Which is the whole promise, in four words: **you'll never work alone.**

PAPAYA GLOBAL - ANALYST DAY

September 9, 2026

Thank you