

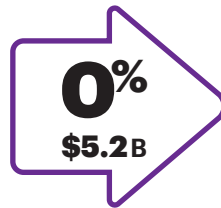
Results in line with expectations, reflecting continued demand for our services, strong profitability, and record free cash flow

## TOTAL REVENUES

**\$10.8B**

⬇️ decrease of 1% in local currency and 2% in USD

## GEOGRAPHIC MARKETS Revenues and Growth in Local Currency



North America



Europe



Growth Markets

## INDUSTRY GROUPS

Revenues and Growth in Local Currency

Communications,  
Media & Technology



Financial Services



Health &  
Public Service



Products



Resources



## EPS (GAAP)

**\$1.99**

⬆️ 14% increase

## EPS (Adjusted)

**\$1.70**

⬆️ 2% decrease excluding \$0.29 of gains on an investment

## RETURNING CASH TO SHAREHOLDERS

Record free cash flow

**\$3.0B**

Cash balance

**\$8.4B**

Increase of \$2.0B from the end of Q3

Share repurchases

**\$590M**

Dividends paid

**\$509M**

Quarterly cash dividend declared in September 2020

**\$0.88**  
per share

Increase of \$0.08 per share or 10% over our previous quarterly dividend declared in June 2020

## OPERATING MARGIN

**14.3%** ⬆️ 10 bps increase

## SERVICES

Revenue Growth in Local Currency

Strategy &  
Consulting

low teens decline

Technology

mid single-digit growth

Operations

high single-digit growth

## "THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES

Approximately  
**70%**

of revenues  
low single-digit growth

## NEW BOOKINGS

**\$14.0B**

9% increase in local currency

Resilient performance reflects continued growth ahead of the market, strong profitability and record cash flow, driving shareholder value

## TOTAL REVENUES

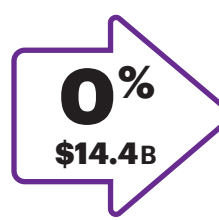
# \$44.3B

⬆️ increase of 4% in local currency and 3% in USD

## GEOGRAPHIC MARKETS Revenues and Growth in Local Currency



North America



Europe



Growth Markets

## INDUSTRY GROUPS

Revenues and Growth in Local Currency

Communications,  
Media & Technology



Financial Services



Health &  
Public Service



Products



Resources



## EPS (GAAP)

# \$7.89

⬆️ 7% increase

## EPS (Adjusted)

# \$7.46

⬆️ 1% increase excluding \$0.43 of gains on an investment

## RETURNING CASH TO SHAREHOLDERS

Record free cash flow

# \$7.6B

free cash flow to (adjusted) net income ratio of 1.6

Share repurchases

# \$2.9B

Cash dividends paid

# \$2.0B

\$3.20 per share, a 10% increase over prior-year dividends

Cash balance

# \$8.4B

Increase of \$2.3B from the end of FY19

Total cash returned

# \$5.0B

## OPERATING MARGIN

# 14.7%

⬆️ 10 bps increase

## SERVICES

Approx. FY20 revenues

	Revenues (\$ USD)	% of Revenues	Est'd % Growth in Local Currency
Strategy & Consulting	<b>\$13B</b>	<b>30%</b>	<b>Low single-digit decline</b>
Technology Services	<b>\$25B</b>	<b>56%</b>	<b>Mid single-digit growth</b>
Operations	<b>\$6B</b>	<b>14%</b>	<b>High single-digit growth</b>
<b>TOTAL</b>	<b>\$44B</b>	<b>100%</b>	<b>4%</b>

## "THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES

Approx. FY20 revenues

**\$30B\*** approx. 70% of revenues about 10% growth in local currency

	Revenues (\$ USD)	% of Revenues	Est'd Growth in Local Currency
Digital	<b>\$23B</b>	<b>52%</b>	<b>10%</b>
Cloud	<b>\$12B</b>	<b>28%</b>	<b>13%</b>
Security	<b>\$3B</b>	<b>7%</b>	<b>26%</b>

\* Revenues for "the New" include Digital-, Cloud- and Security-related services, net of estimated overlap

## RECORD NEW BOOKINGS

# \$49.6B

10% increase in local currency

# REVENUES TREND

Q4 FY20

Quarter Ending Revenue from November 30, 2018 to August 31, 2020

(in millions of U.S. dollars)

(Unaudited)

	FY2019										FY2020									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
<b>Geographic Markets</b>																				
North America	\$4,856	46%	\$4,754	45%	\$5,148	46%	\$5,228	47%	\$19,986	46%	\$5,288	47%	\$5,257	47%	\$5,239	48%	\$5,198	48%	\$20,982	47%
Europe	3,714	35%	3,638	35%	3,774	34%	3,570	32%	14,696	34%	3,790	33%	3,629	33%	3,575	32%	3,409	31%	14,402	33%
Growth Markets	2,035	19%	2,062	20%	2,178	20%	2,258	21%	8,533	20%	2,281	20%	2,255	20%	2,177	20%	2,229	21%	8,943	20%
<b>Total <sup>(1)</sup></b>	<b>\$10,606</b>	<b>100%</b>	<b>\$10,454</b>	<b>100%</b>	<b>\$11,100</b>	<b>100%</b>	<b>\$11,056</b>	<b>100%</b>	<b>\$43,215</b>	<b>100%</b>	<b>\$11,359</b>	<b>100%</b>	<b>\$11,142</b>	<b>100%</b>	<b>\$10,991</b>	<b>100%</b>	<b>\$10,835</b>	<b>100%</b>	<b>\$44,327</b>	<b>100%</b>
	FY2019										FY2020									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
<b>Industry Groups</b>																				
Comm. Media & Tech	\$2,135	20%	\$2,146	20%	\$2,253	20%	\$2,224	20%	\$8,757	20%	\$2,245	20%	\$2,239	20%	\$2,197	20%	\$2,201	20%	\$8,883	20%
Financial Services	2,120	20%	2,053	20%	2,197	20%	2,124	19%	8,494	20%	2,190	19%	2,086	19%	2,138	20%	2,104	19%	8,518	19%
Health & Public Service	1,754	16%	1,709	16%	1,820	16%	1,877	17%	7,161	16%	1,969	18%	1,948	18%	2,016	18%	2,090	19%	8,023	18%
Products	2,929	28%	2,907	28%	3,077	28%	3,092	28%	12,005	28%	3,217	28%	3,161	28%	2,999	27%	2,895	27%	12,272	28%
Resources	1,652	16%	1,641	16%	1,748	16%	1,732	16%	6,772	16%	1,734	15%	1,701	15%	1,637	15%	1,540	14%	6,612	15%
Other	16	n/m	(1)	n/m	5	n/m	6	n/m	26	n/m	5	0%	5	n/m	5	n/m	5	n/m	19	0%
<b>Total <sup>(1)</sup></b>	<b>\$10,606</b>	<b>100%</b>	<b>\$10,454</b>	<b>100%</b>	<b>\$11,100</b>	<b>100%</b>	<b>\$11,056</b>	<b>100%</b>	<b>\$43,215</b>	<b>100%</b>	<b>\$11,359</b>	<b>100%</b>	<b>\$11,142</b>	<b>100%</b>	<b>\$10,991</b>	<b>100%</b>	<b>\$10,835</b>	<b>100%</b>	<b>\$44,327</b>	<b>100%</b>
	FY2019										FY2020									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
<b>Type of Work</b>																				
Consulting	\$5,967	56%	\$5,787	55%	\$6,237	56%	\$6,186	56%	\$24,177	56%	\$6,377	56%	\$6,171	55%	\$5,998	55%	\$5,681	52%	\$24,227	55%
Outsourcing	4,638	44%	4,667	45%	4,863	44%	4,869	44%	19,038	44%	4,982	44%	4,970	45%	4,993	45%	5,155	48%	20,100	45%
<b>Total <sup>(1)</sup></b>	<b>\$10,606</b>	<b>100%</b>	<b>\$10,454</b>	<b>100%</b>	<b>\$11,100</b>	<b>100%</b>	<b>\$11,056</b>	<b>100%</b>	<b>\$43,215</b>	<b>100%</b>	<b>\$11,359</b>	<b>100%</b>	<b>\$11,142</b>	<b>100%</b>	<b>\$10,991</b>	<b>100%</b>	<b>\$10,835</b>	<b>100%</b>	<b>\$44,327</b>	<b>100%</b>

Notes:

(1) May not total due to rounding

# NEW BOOKINGS TREND

Q4 FY20

Quarter Ending New Bookings from November 30, 2018 to August 31, 2020

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2019										FY2020									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Consulting	\$5.92	58%	\$6.73	57%	\$6.01	57%	\$6.05	47%	\$24.71	54%	\$6.04	58%	\$7.15	50%	\$6.19	56%	\$6.46	46%	\$25.84	52%
Outsourcing	4.27	42%	5.05	43%	4.59	43%	6.84	53%	20.75	46%	4.30	42%	7.05	50%	4.84	44%	7.52	54%	23.71	48%
<b>Total <sup>(1)</sup></b>	<b>\$10.19</b>	<b>100%</b>	<b>\$11.78</b>	<b>100%</b>	<b>\$10.60</b>	<b>100%</b>	<b>\$12.89</b>	<b>100%</b>	<b>\$45.46</b>	<b>100%</b>	<b>\$10.34</b>	<b>100%</b>	<b>\$14.20</b>	<b>100%</b>	<b>\$11.03</b>	<b>100%</b>	<b>\$13.98</b>	<b>100%</b>	<b>\$49.55</b>	<b>100%</b>

Note:

(1) May not total due to rounding

# PEOPLE METRICS

Q4 FY20

Quarter Ending Metrics from November 30, 2018 to August 31, 2020

Headcount represents the total number of Accenture employees at the quarter ended dates below.

	11/30/18	2/28/19	5/31/19	8/31/19	11/30/19	2/29/20	5/31/20	8/31/20
Billable	440,554	447,572	451,911	461,985	473,319	476,869	480,031	472,750
Non-Billable	28,334	28,970	29,646	30,307	31,219	31,703	33,198	32,983
<b>Total Accenture Employees</b>	<b>468,888</b>	<b>476,542</b>	<b>481,557</b>	<b>492,292</b>	<b>504,538</b>	<b>508,572</b>	<b>513,229</b>	<b>505,733</b>
<i>Memo:</i>								
<i>Accenture's Utilization</i>	92%	91%	91%	91%	91%	91%	88%	90%
<i>Accenture's Attrition</i>	15%	15%	18%	19%	14%	14%	11%	7%

## RECONCILIATION OF RETURN ON ASSETS (ROA)

Q4 FY20

For the Twelve Months Ended August 31, 2020

(in millions of U.S. dollars)

(Unaudited)

### Purpose

ROA represents Return on Assets and is equal to the tax adjusted income before income taxes divided by average assets, as outlined below. Accenture believes reporting Return on Assets provides investors with a measure of the level of earnings generated in relation to total assets. ROA is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation or as an alternative to net income as an indicator of company performance, or as an alternative to cash flows from operating activities as a measure of liquidity.

	Twelve Months Ended	
	8/31/20 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$5,108</b>	
Noncontrolling interests	77	
Income tax expense	1,589	
<b>Income Before Income Taxes</b>	<b>\$6,774</b>	
Annual Effective Tax Rate	23.5%	The tax rate represents the FY20 full year tax rate.
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$5,185</b>	
<b>Divided by Average Assets:</b>		
Total Assets at August 31, 2020	37,079	
Total Assets at August 31, 2019	29,790	
<b>Average Assets</b>	<b>\$33,434</b>	
<b>Return on Assets</b>	<b>16%</b>	

(1) May not total due to rounding

# RETURN METRICS TREND

Q4 FY20

Quarter Ending Return Metrics from November 30, 2018 to August 31, 2020  
(Unaudited)

	Twelve Months Ended						
	11/30/18	2/28/19	5/31/19	8/31/19	11/30/19	2/29/20	5/31/20
Return on Invested Capital	39%	39%	39%	38%	35%	35%	33%
Return on Equity	38%	39%	39%	38%	35%	35%	33%
Return on Assets	18%	18%	18%	18%	17%	17%	16%

Notes: November 2018 to August 2020 results include the impacts of ASU 2016-16.  
November 2019 to August 2020 include the impact of ASU 2016-02.

## RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q4 FY20

For the Twelve Months Ended August 31, 2020

(in millions of U.S. dollars)

(Unaudited)

### Purpose

ROIC represents Return on Invested Capital and is equal to the tax adjusted operating income divided by total average capital, as outlined below. Accenture believes reporting ROIC provides investors with greater visibility of how effectively Accenture uses the capital invested in its operations. ROIC is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation or as an alternative to net income as an indicator of company performance, or as an alternative to cash flows from operating activities as a measure of liquidity.

	Twelve Months Ended	
	8/31/20 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$5,108</b>	
Noncontrolling interests	77	
Income tax expense	1,589	
Non-operating (income) expense	(261)	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, and Other income/expense, net.
<b>Operating Income</b>	<b>\$6,514</b>	
Annual Effective Tax Rate	23.5%	The tax rate represents the FY20 full year tax rate.
<b>Tax Adjusted Operating Income</b>	<b>\$4,986</b>	
<b>Divided by Average Capital:</b>		
<b>Capital at August 31, 2020</b>		
Noncontrolling interests	497	
Total Accenture plc shareholders' equity	17,002	
Short-term bank borrowings, Long-term debt	62	
	<b>\$17,561</b>	
<b>Capital at August 31, 2019</b>		
Noncontrolling interests	419	
Total Accenture plc shareholders' equity	14,409	
Short-term bank borrowings, Long-term debt	23	
	<b>\$14,850</b>	
<b>Average Capital</b>	<b>\$16,206</b>	
<b>Return on Invested Capital</b>	<b>31%</b>	

(1) May not total due to rounding



## RECONCILIATION OF RETURN ON EQUITY (ROE)

Q4 FY20

For the Twelve Months Ended August 31, 2020

(in millions of U.S. dollars)

(Unaudited)

### Purpose

ROE represents Return on Equity and is equal to the tax adjusted income before income taxes divided by average equity plus noncontrolling interests, as outlined below. Accenture believes reporting Return on Equity provides investors with a measure of the level of earnings generated in relation to total shareholders' equity plus noncontrolling interests. ROE is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation or as an alternative to net income as an indicator of company performance, or as an alternative to cash flows from operating activities as a measure of liquidity.

	Twelve Months Ended	
	8/31/20 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$5,108</b>	
Noncontrolling interests	77	
Income tax expense	1,589	
<b>Income Before Income Taxes</b>	<b>\$6,774</b>	
Annual Effective Tax Rate	23.5%	The tax rate represents the FY20 full year tax rate.
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$5,185</b>	
<b>Divided by Average Equity and Noncontrolling Interests:</b>		
Noncontrolling interests at August 31, 2020	497	
Total Accenture plc shareholders' equity at August 31, 2020	17,002	
	<b>\$17,499</b>	
Noncontrolling interests at August 31, 2019	419	
Total Accenture plc shareholders' equity at August 31, 2019	14,409	
	<b>\$14,828</b>	
<b>Average Equity and Noncontrolling Interests</b>	<b>\$16,163</b>	
<b>Return on Equity</b>	<b>32%</b>	

(1) May not total due to rounding

## SHARES OUTSTANDING AND MARKET CAPITALIZATION

Q4 FY20

As of August 31, 2020

(shares in millions and market capitalization in millions of U.S. dollars)

	As of August 31, 2020	Comments
Accenture plc Class A shares	658.5	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(24.4)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.7	
<b>Total Shares Outstanding at 8/31/2020</b>	<b>634.9</b>	
Share price - as of August 31, 2020 close	\$239.93	
<b>Market Capitalization at 8/31/2020</b>	<b>\$152,327.9</b>	

Note:

(1) May not total due to rounding

ACCENTURE PLC  
RECONCILIATION OF NET INCOME AND DILUTED EARNINGS PER SHARE, AS REPORTED (GAAP), TO NET INCOME  
AND DILUTED EARNINGS PER SHARE, AS ADJUSTED (NON-GAAP)  
(In thousands of U.S. dollars, except per share amounts)  
(Unaudited)

**Three Months Ended**

	<b>November 30, 2019</b>			<b>November 30, 2018</b>
	<b>As Reported (GAAP)</b>	<b>Investment Gains (1)</b>	<b>Adjusted (Non-GAAP)</b>	<b>As Reported (GAAP)</b>
Income before income taxes	\$ 1,800,647	\$ (60,492)	\$ 1,740,155	\$ 1,610,484
Income tax expense	425,479	(10,183)	415,296	319,160
Net income	<u>\$ 1,375,168</u>	<u>\$ (50,309)</u>	<u>\$ 1,324,859</u>	<u>\$ 1,291,324</u>
Effective tax rate	23.6%		23.9%	19.8%
Diluted earnings per share	\$ 2.09	\$ (0.08)	\$ 2.01	\$ 1.96

**Three Months Ended**

	<b>February 29, 2020</b>			<b>February 28, 2019</b>
	<b>As Reported (GAAP)</b>	<b>Investment Gains (1)</b>	<b>Adjusted (Non-GAAP)</b>	<b>As Reported (GAAP)</b>
Income before income taxes	\$ 1,509,556	\$ (52,700)	\$ 1,456,856	\$ 1,376,254
Income tax expense	257,474	(8,549)	248,925	235,534
Net income	<u>\$ 1,252,082</u>	<u>\$ (44,151)</u>	<u>\$ 1,207,931</u>	<u>\$ 1,140,720</u>
Effective tax rate	17.1%		17.1%	17.1%
Diluted earnings per share	\$ 1.91	\$ (0.07)	\$ 1.84	\$ 1.73

**Three Months Ended**

	<b>August 31, 2020</b>			<b>August 31, 2019</b>
	<b>As Reported (GAAP)</b>	<b>Investment Gains (1)</b>	<b>Adjusted (Non-GAAP)</b>	<b>As Reported (GAAP)</b>
Income before income taxes	\$ 1,783,355	\$ (218,882)	\$ 1,564,473	\$ 1,560,752
Income tax expense	477,931	(33,674)	444,257	415,204
Net income	<u>\$ 1,305,424</u>	<u>\$ (185,208)</u>	<u>\$ 1,120,216</u>	<u>\$ 1,145,548</u>
Effective tax rate	26.8%		28.4%	26.6%
Diluted earnings per share	\$ 1.99	\$ (0.29)	\$ 1.70	\$ 1.74

**Year Ended**

	<b>August 31, 2020</b>			<b>August 31, 2019</b>
	<b>As Reported (GAAP)</b>	<b>Investment Gains (1)</b>	<b>Adjusted (Non-GAAP) (2)</b>	<b>As Reported (GAAP)</b>
Income before income taxes	\$ 6,774,331	\$ (332,074)	\$ 6,442,257	\$ 6,251,797
Income tax expense	1,589,018	(52,407)	1,536,611	1,405,556
Net income	<u>\$ 5,185,313</u>	<u>\$ (279,667)</u>	<u>\$ 4,905,646</u>	<u>\$ 4,846,241</u>
Effective tax rate	23.5%		23.9%	22.5%
Diluted earnings per share	\$ 7.89	\$ (0.43)	\$ 7.46	\$ 7.36

(1) Adjustment to remove gains related to our investment in Duck Creek Technologies. Gains totaling \$216 million (27 cents per share) were recorded in Q1, Q2 and June before recording an additional gain of \$116 million (16 cents per share) in August.

(2) The full year diluted earnings per share guidance we provided on June 25, 2020 was adjusted to remove the 27 cents of investment gains recorded in Q1, Q2 and June for comparison with our adjusted (non-GAAP) results.

	Low	High
Full year EPS guidance provided June 25, 2020	\$ 7.57	\$ 7.70
Adjustment to exclude Q1, Q2 and June gains	(0.27)	(0.27)
Adjusted FY20 EPS guidance	<u>\$ 7.30</u>	<u>\$ 7.43</u>