

Outstanding revenue growth, new bookings and profitability reflect broad-based momentum and the relevance of our services

## TOTAL REVENUES

# \$13.3B

⬆ increase of 16% in local currency and 21% 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

# \$2.40

⬆ 26% increase

## RETURNING CASH TO SHAREHOLDERS

Strong free  
cash flow

# \$2.2B

Share  
repurchases

# \$835M

Dividends paid

# \$559M

Quarterly cash  
dividend declared  
in June 2021

# \$0.88

per share

Increase of \$0.08 per share  
or 10% over the quarterly  
dividend rate in FY20

## OPERATING MARGIN

# 16.0%

⬆ 40 bps increase

## SERVICES

Revenue Growth in Local Currency

Strategy & Consulting	high single-digit growth
Technology	strong double-digit growth
Operations	very strong double-digit growth

## HIGHLIGHTS OF STRATEGIC PRIORITIES

Revenue Growth in Local Currency  
(includes overlap)

<b>Cloud</b> very strong double-digit growth	<b>Interactive</b> very strong double-digit growth
<b>Industry X</b> very strong double-digit growth	<b>Security</b> very strong double-digit growth

## NEW BOOKINGS

# \$15.4B

39% increase in USD

Very strong results, reflecting the diversity of our business and investments at scale to extend our market leadership

## TOTAL REVENUES

# \$37.1B

⬆️ increase of 8% in local currency and 11% in USD

## GEOGRAPHIC MARKETS Revenues and Growth in Local Currency



North America



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## INDUSTRY GROUPS

Revenues and Growth in Local Currency

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Products



Resources



## EPS (GAAP)

# \$6.96

⬆️ 18 % increase

## EPS (Adjusted)

# \$6.60

⬆️ 15% increase

excluding gains on an investment of \$0.36 in Q3 YTD FY21 and \$0.15 Q3 YTD FY20

## RETURNING CASH TO SHAREHOLDERS

Very strong free cash flow

# \$6.2B

Share repurchases

# \$2.8B

Dividends paid

# \$1.7B

Cash dividends

# \$2.64 per share

Increase of 10% over the dividend rate in FY20

## OPERATING MARGIN

# 15.3%

⬆️ 50 bps increase

## SERVICES

Revenue Growth in Local Currency

Strategy &  
Consulting

mid single-digit decline

Technology

double-digit growth

Operations

strong double-digit growth

## HIGHLIGHTS OF STRATEGIC PRIORITIES

Revenue Growth in Local Currency

(includes overlap)

Cloud

very strong double-digit growth

Interactive

double-digit growth

Industry X

very strong double-digit growth

Security

very strong double-digit growth

## NEW BOOKINGS

# \$44.3B

25% increase in USD

# RETURN METRICS TREND

Q3 FY21

Quarter Ending Return Metrics from August 31, 2019 to May 31, 2021  
(Unaudited)

	Twelve Months Ended							
	8/31/19	11/30/19	2/29/20	5/31/20	8/31/20	11/30/20	2/28/21	5/31/21
Return on Invested Capital	38%	35%	35%	33%	31%	30%	30%	31%
Return on Equity	38%	35%	35%	33%	32%	31%	32%	33%
Return on Assets	18%	17%	17%	16%	16%	15%	15%	15%

Notes: November 2018 to May 2021 results include the impacts of ASU 2016-16.  
November 2019 to May 2021 include the impact of ASU 2016-02.

## RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q3 FY21

For the Twelve Months Ended May 31, 2021

(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 5/31/21 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$5,778</b>	
Noncontrolling interests	80	
Income tax expense	1,768	
Non-operating (income) expense	(419)	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>\$7,208</b>	
Annual Effective Tax Rate	22.4%	The tax rate represents a weighted average of the FY20 full year tax rate of 23.5% and FY21 Q3 YTD tax rate of 22.1%
<b>Tax Adjusted Operating Income</b>	<b>\$5,591</b>	
<b>Divided by Average Capital:</b>		
<b>Capital at May 31, 2021</b>		
Noncontrolling interests	551	
Total Accenture plc shareholders' equity	19,343	
Short-term bank borrowings, Long-term debt	71	
	<b>\$19,965</b>	
<b>Capital at May 31, 2020</b>		
Noncontrolling interests	469	
Total Accenture plc shareholders' equity	16,015	
Short-term bank borrowings, Long-term debt	69	
	<b>\$16,553</b>	
<b>Average Capital</b>	<b>\$18,259</b>	
<b>Return on Invested Capital</b>	<b>31%</b>	

(1) May not total due to rounding

**RECONCILIATION OF RETURN ON EQUITY (ROE)**  
Q3 FY21  
For the Twelve Months Ended May 31, 2021  
(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 5/31/21 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$5,778</b>	
Noncontrolling interests	80	
Income tax expense	1,768	
<b>Income Before Income Taxes</b>	<b>\$7,627</b>	
Annual Effective Tax Rate	22.4%	The tax rate represents a weighted average of the FY20 full year tax rate of 23.5% and FY21 Q3 YTD tax rate of 22.1%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$5,916</b>	
<b><i>Divided by Average Equity and Noncontrolling Interests:</i></b>		
Noncontrolling interests at May 31, 2021	551	
Total Accenture plc shareholders' equity at May 31, 2021	19,343	
	<b>\$19,894</b>	
Noncontrolling interests at May 31, 2020	469	
Total Accenture plc shareholders' equity at May 29, 2020	16,015	
	<b>\$16,484</b>	
<b>Average Equity and Noncontrolling Interests</b>	<b>\$18,189</b>	
<b>Return on Equity</b>	<b>33%</b>	

(1) May not total due to rounding

## RECONCILIATION OF RETURN ON ASSETS (ROA)

Q3 FY21

For the Twelve Months Ended May 31, 2021

(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	
	5/31/21 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$5,778</b>	
Noncontrolling interests	80	
Income tax expense	1,768	
<b>Income Before Income Taxes</b>	<b>\$7,627</b>	
Annual Effective Tax Rate	22.4%	The tax rate represents a weighted average of the FY20 full year tax rate of 23.5% and FY21 Q3 YTD tax rate of 22.1%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$5,916</b>	
<b>Divided by Average Assets:</b>		
Total Assets at May 31, 2021	42,125	
Total Assets at May 31, 2020	35,057	
<b>Average Assets</b>	<b>\$38,591</b>	
<b>Return on Assets</b>	<b>15%</b>	

(1) May not total due to rounding

# PEOPLE METRICS

Q3 FY21

Quarter Ending Metrics from August 31, 2019 to May 31, 2021

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

	<u>8/31/19</u>	<u>11/30/19</u>	<u>2/29/20</u>	<u>5/31/20</u>	<u>8/31/20</u>	<u>11/30/20</u>	<u>2/28/21</u>	<u>5/31/21</u>
Billable	461,985	473,319	476,869	480,031	472,750	481,927	504,001	534,501
Non-Billable	30,307	31,219	31,703	33,198	32,983	32,361	32,652	34,226
<b>Total Accenture Employees</b>	<b><u>492,292</u></b>	<b><u>504,538</u></b>	<b><u>508,572</u></b>	<b><u>513,229</u></b>	<b><u>505,733</u></b>	<b><u>514,288</u></b>	<b><u>536,653</u></b>	<b><u>568,727</u></b>
<i>Memo:</i>								
Accenture's Utilization	91%	91%	91%	88%	90%	93%	94%	93%
Accenture's Attrition	19%	14%	14%	11%	7%	9%	12%	17%

## SHARES OUTSTANDING AND MARKET CAPITALIZATION

Q3 FY21

As of May 31, 2021

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

	As of May 31, 2021	Comments
Accenture plc Class A shares	666.4	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(32.0)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.7	
<b>Total Shares Outstanding at 5/31/2021</b>	<b>635.1</b>	
Share price - as of May 28, 2021 close	\$282.16	
<b>Market Capitalization at 5/31/2021</b>	<b>\$179,207.1</b>	

Note:

(1) May not total due to rounding



# NEW BOOKINGS TREND

Q3 FY21

Quarter Ending from November 30, 2019 to May 31, 2021

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2020										FY2021					
	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
Consulting	\$6.04	58%	\$7.15	50%	\$6.19	56%	\$6.46	46%	\$25.84	52%	\$6.64	51%	\$8.02	50%	\$8.02	52%
Outsourcing	4.30	42%	7.05	50%	4.84	44%	7.52	54%	23.71	48%	6.29	49%	7.99	50%	7.35	48%
<b>Total <sup>(1)</sup></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>	<b>\$12.93</b>	<b>100%</b>	<b>\$16.01</b>	<b>100%</b>	<b>\$15.37</b>	<b>100%</b>

Note:

(1) May not total due to rounding

# REVENUES TREND

Q3 FY21

Quarter Ending from November 30, 2019 to May 31, 2021

(in millions of U.S. dollars)

(Unaudited)

	FY2020										FY2021					
	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
<b>Geographic Markets</b>																
North America	\$5,288	47%	\$5,257	47%	\$5,239	48%	\$5,198	48%	\$20,982	47%	\$5,481	47%	\$5,632	47%	\$6,200	47%
Europe	3,790	33%	3,629	33%	3,575	33%	3,409	31%	14,402	33%	3,967	34%	4,030	33%	4,452	34%
Growth Markets	2,281	20%	2,255	20%	2,177	20%	2,229	21%	8,943	20%	2,314	20%	2,426	20%	2,612	20%
<b>Total <sup>(1)</sup></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>	<b>\$11,762</b>	<b>100%</b>	<b>\$12,088</b>	<b>100%</b>	<b>\$13,264</b>	<b>100%</b>
	FY2020										FY2021					
	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
<b>Industry Groups</b>																
Comm. Media & Tech	\$2,245	20%	\$2,239	20%	\$2,197	20%	\$2,201	20%	\$8,883	20%	\$2,334	20%	\$2,480	21%	\$2,704	20%
Financial Services	2,190	19%	2,087	19%	2,138	19%	2,104	19%	8,519	19%	2,346	20%	2,378	20%	2,598	20%
Health & Public Service	1,969	17%	1,948	17%	2,016	18%	2,090	19%	8,024	18%	2,212	19%	2,262	19%	2,520	19%
Products	3,220	28%	3,165	28%	3,003	27%	2,899	27%	12,287	28%	3,206	27%	3,341	28%	3,674	28%
Resources	1,734	15%	1,702	15%	1,637	15%	1,541	14%	6,614	15%	1,664	14%	1,628	13%	1,768	13%
<b>Total <sup>(1)</sup></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>	<b>\$11,762</b>	<b>100%</b>	<b>\$12,088</b>	<b>100%</b>	<b>\$13,264</b>	<b>100%</b>
	FY2020										FY2021					
	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
<b>Type of Work</b>																
Consulting	\$6,377	56%	\$6,171	55%	\$5,998	55%	\$5,681	52%	\$24,227	55%	\$6,333	54%	\$6,439	53%	\$7,260	55%
Outsourcing	4,982	44%	4,970	45%	4,993	45%	5,155	48%	20,100	45%	5,430	46%	5,649	47%	6,003	45%
<b>Total <sup>(1)</sup></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>	<b>\$11,762</b>	<b>100%</b>	<b>\$12,088</b>	<b>100%</b>	<b>\$13,264</b>	<b>100%</b>

Notes:

(1) May not total due to rounding

(2) Effective September 1, 2020, we revised the reporting of our industry groups to include amounts previously reported in Other. Prior period amounts have been reclassified to conform with the current period presentation.

**Impact of Investment Gains on Diluted Earnings Per Share**  
Q3 FY21  
Quarter Ending from November 30, 2019 to May 31, 2021  
(Unaudited)

	FY20						FY21				Change from FY20			
	Q1	Q2	Q3	YTD	Q4	Total	Q1	Q2	Q3	YTD	Q3		YTD	
As Reported (GAAP)	\$ 2.09	\$ 1.91	\$ 1.90	\$ 5.90	\$ 1.99	\$ 7.89	\$ 2.32	\$ 2.23	\$ 2.40	\$ 6.96	\$ 0.50	26%	\$ 1.06	18%
Investment Gains (1)	(0.08)	(0.07)	-	(0.15)	(0.29)	(0.43)	(0.15)	(0.21)	-	(0.36)	-		(0.21)	
Adjusted (Non-GAAP)	\$ 2.01	\$ 1.84	\$ 1.90	\$ 5.75	\$ 1.70	\$ 7.46	\$ 2.17	\$ 2.03	\$ 2.40	\$ 6.60	\$ 0.50	26%	\$ 0.85	15%

(1) Adjustment to remove gains related to our investment in Duck Creek Technologies. Amounts may not total due to rounding.