

Outstanding financial performance,
reflecting continued strong, broad-based demand

TOTAL REVENUES

\$13.4B

⬆️ increase of 21% in
local currency
and 24% 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

\$2.20

⬆️ 29% increase
on an adjusted basis*

*After adjusting Q4 FY20 GAAP EPS of \$1.99 to exclude
gains on an investment of \$0.29 per share

RETURNING CASH TO SHAREHOLDERS

Strong free
cash flow

\$2.2B

Share
repurchases

\$915M

Dividends paid

\$558M

Quarterly cash
dividend declared
in September 2021

\$0.97 per share

Increase of \$0.09 per share
or 10% over our previous quarterly
dividend declared in June 2021

OPERATING MARGIN

14.6%

⬆️ 30 bps increase

SERVICES

Revenue Growth in Local Currency

Strategy &
Consulting

Technology

Operations

very strong
double-digit
growth

HIGHLIGHTS OF STRATEGIC PRIORITIES

Revenue Growth in Local Currency
(includes overlap)

Cloud

Interactive

Industry X

Security

very strong
double-digit
growth

NEW BOOKINGS

\$15.0B

7% increase in USD

Record performance with significant market share gains, driving superior shareholder value

TOTAL REVENUES

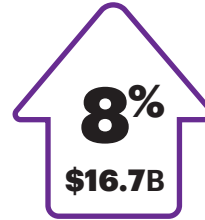
\$50.5B

⬆️ increase of 11% in local currency and 14% in USD

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Resources



EPS (GAAP)

\$9.16

⬆️ 16% increase

EPS (Adjusted)

\$8.80

⬆️ 18% increase

excluding gains on an investment of \$0.36 in FY21 and \$0.43 in FY20

RETURNING CASH TO SHAREHOLDERS

Record free cash flow

\$8.4B

Free cash flow to (adjusted) net income ratio of 1.5

Share repurchases

\$3.7B

Total Cash returned

\$5.9B

Cash dividends paid

\$2.2B

\$3.52 per share, a 10% increase over prior-year dividends

OPERATING MARGIN

15.1%

⬆️ 40 bps increase

SERVICES*

Approximate FY21 Revenues

	Revenues (\$ USD)	% of Revenues	Est'd % Growth in Local Currency
Strategy & Consulting	\$13B	25%	2%
Technology	\$30B	60%	13%
Operations	\$8B	15%	19%
Total	\$51B	100%	11%

HIGHLIGHTS OF STRATEGIC PRIORITIES

Approximate FY21 Revenues
(includes overlap)

	Revenues (\$ USD)	Est'd Growth in Local Currency		Revenues (\$ USD)	Est'd Growth in Local Currency
Cloud	\$18B	44%	Interactive	\$12.5B	15%
Industry X	\$5B	36%	Security	\$4B	29%

NEW BOOKINGS

\$59.3B

20% increase in USD

*Technology Services updated to include elements of Infrastructure Transformation & Migration, which were previously categorized within Strategy & Consulting

Accenture discloses information about its Services and Strategic Priorities to provide additional insights into the company's business. Revenues for Services and Strategic Priorities are approximate and may be modified to reflect periodic changes in definitions. Judgment is required to allocate revenues for client arrangements with multiple offerings into individual Services. Revenues for Strategic Priorities overlap so revenues for the same client arrangement may be included in multiple Strategic Priorities. For full financial data, non-GAAP ² financial disclosure and cautionary language regarding forward-looking statements, please refer to Accenture's fiscal year 2021 fourth quarter news release issued on Sept. 23, 2021, which accompanies this presentation and is available at investor.accenture.com

RETURN METRICS TREND

Q4 FY21

Quarter Ending Return Metrics from November 30, 2019 to August 31, 2021
(Unaudited)

	Twelve Months Ended						
	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	35%	35%	33%	31%	30%	30%	31%
Return on Equity	35%	35%	33%	32%	31%	32%	33%
Return on Assets	17%	17%	16%	16%	15%	15%	15%

RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)
Q4 FY21
For the Twelve Months Ended August 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	
	8/31/21	Comments
	⁽¹⁾	
Net Income Attributable to Accenture plc	\$5,907	
Noncontrolling interests	84	
Income tax expense	1,771	
Non-operating (income) expense	(140)	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, and Other income/expense, net.
Operating Income	\$7,622	
Annual Effective Tax Rate	22.8%	The tax rate represents the FY21 full year tax rate.
Tax Adjusted Operating Income	\$5,883	
Divided by Average Capital:		
Capital at August 31, 2021		
Noncontrolling interests	569	
Total Accenture plc shareholders' equity	19,528	
Short-term bank borrowings, Long-term debt	66	
	\$20,163	
Capital at August 31, 2020		
Noncontrolling interests	497	
Total Accenture plc shareholders' equity	17,002	
Short-term bank borrowings, Long-term debt	62	
	\$17,561	
Average Capital	\$18,862	
Return on Invested Capital	31%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON EQUITY (ROE)
Q4 FY21
For the Twelve Months Ended August 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 8/31/21 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$5,907	
Noncontrolling interests	84	
Income tax expense	1,771	
Income Before Income Taxes	\$7,761	
Annual Effective Tax Rate	22.8%	The tax rate represents the FY21 full year tax rate.
Tax Adjusted Income Before Income Taxes	\$5,991	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interests at August 31, 2021	569	
Total Accenture plc shareholders' equity at August 31, 2021	19,528	
	\$20,097	
Noncontrolling interests at August 31, 2020	497	
Total Accenture plc shareholders' equity at August 31, 2020	17,002	
	\$17,499	
Average Equity and Noncontrolling Interests	\$18,798	
Return on Equity	32%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON ASSETS (ROA)
Q4 FY21
For the Twelve Months Ended August 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	
	8/31/21	⁽¹⁾
		Comments
Net Income Attributable to Accenture plc	\$5,907	
Noncontrolling interests	84	
Income tax expense	1,771	
Income Before Income Taxes	\$7,761	
Annual Effective Tax Rate	22.8%	The tax rate represents the FY21 full year tax rate.
Tax Adjusted Income Before Income Taxes	\$5,991	
Divided by Average Assets:		
Total Assets at August 31, 2021	43,176	
Total Assets at August 31, 2020	37,079	
Average Assets	\$40,127	
Return on Assets	15%	

(1) May not total due to rounding



PEOPLE METRICS

Q4 FY21

Quarter Ending Metrics from November 30, 2019 to August 31, 2021

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

	<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>	<u>8/31/21</u>
Billable	473,319	476,869	480,031	472,750	481,927	504,001	534,501	588,420
Non-Billable	31,219	31,703	33,198	32,983	32,361	32,652	34,226	35,848
Total Accenture Employees	<u>504,538</u>	<u>508,572</u>	<u>513,229</u>	<u>505,733</u>	<u>514,288</u>	<u>536,653</u>	<u>568,727</u>	<u>624,268</u>
<i>Memo:</i>								
<i>Utilization</i>	91%	91%	88%	90%	93%	94%	93%	92%
<i>Quarterly Voluntary Attrition - Annualized</i>	14%	14%	11%	7%	9%	12%	17%	19%
<i>Annual Voluntary Attrition</i>				12%				14%

SHARES OUTSTANDING AND MARKET CAPITALIZATION

Q4 FY21

As of August 31, 2021

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

	As of August 31, 2021	Comments
Accenture plc Class A shares	656.6	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(24.5)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.7	
Total Shares Outstanding at 8/31/2021	632.8	
Share price - as of August 31, 2021 close	\$336.56	
Market Capitalization at 8/31/2021	\$212,965.4	

Note:

(1) May not total due to rounding

NEW BOOKINGS TREND

Q4 FY21

Quarter Ending from November 30, 2019 to August 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	Q4	% of Total	Full Year	% 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%	\$7.97	53%	\$30.65	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%	7.05	47%	28.68	48%
Total ⁽¹⁾	\$10.34	100%	\$14.20	100%	\$11.03	100%	\$13.98	100%	\$49.55	100%	\$12.93	100%	\$16.01	100%	\$15.37	100%	\$15.02	100%	\$59.33	100%

Note:

(1) May not total due to rounding

REVENUES TREND

Q4 FY21

Quarter Ending from November 30, 2019 to August 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	Q4	% of Total	Full Year	% of Total
Geographic Markets																				
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%	\$6,389	48%	\$23,701	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%	4,300	32%	16,749	33%
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%	2,731	20%	10,083	20%
Total ⁽¹⁾	\$11,359	100%	\$11,142	100%	\$10,991	100%	\$10,835	100%	\$44,327	100%	\$11,762	100%	\$12,088	100%	\$13,264	100%	\$13,419	100%	\$50,533	100%
	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	Q4	% of Total	Full Year	% of Total
Industry Groups																				
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%	\$2,767	21%	\$10,286	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%	2,611	19%	9,933	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%	2,505	19%	9,498	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%	3,733	28%	13,954	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%	1,802	13%	6,863	14%
Total ⁽¹⁾	\$11,359	100%	\$11,142	100%	\$10,991	100%	\$10,835	100%	\$44,327	100%	\$11,762	100%	\$12,088	100%	\$13,264	100%	\$13,419	100%	\$50,533	100%
	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	Q4	% of Total	Full Year	% of Total
Type of Work																				
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%	\$7,305	54%	\$27,338	54%
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%	6,114	46%	23,196	46%
Total ⁽¹⁾	\$11,359	100%	\$11,142	100%	\$10,991	100%	\$10,835	100%	\$44,327	100%	\$11,762	100%	\$12,088	100%	\$13,264	100%	\$13,419	100%	\$50,533	100%

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
Q4 FY21
Quarter Ending from November 30, 2019 to August 31, 2021
(Unaudited)

	FY20					FY21					Change from FY20			
	Q1	Q2	Q3	Q4	Total FY20	Q1	Q2	Q3	Q4	Total FY21	Q4		Total FY21	
As Reported (GAAP)	\$2.09	\$ 1.91	\$ 1.90	\$ 1.99	\$ 7.89	\$2.32	\$2.23	\$ 2.40	\$ 2.20	\$ 9.16	\$ 0.21	10%	\$ 1.27	16%
Investment Gains ⁽¹⁾	(0.08)	(0.07)	-	(0.29)	(0.43)	(0.15)	(0.21)	-	-	(0.36)	0.29		0.07	
Adjusted (Non-GAAP)	\$2.01	\$ 1.84	\$ 1.90	\$ 1.70	\$ 7.46	\$2.17	\$2.03	\$ 2.40	\$ 2.20	\$ 8.80	\$ 0.50	29%	\$ 1.34	18%

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