

Accenture Investor & Analyst Conference

April 7, 2022

Delivering shareholder value at scale

	FY20	Illustrative FY22 ¹	Illustrative Step Up ¹
Revenue	\$44B	\$62B	\$18B
Adjusted EPS	\$7.46 ²	\$10.71	\$3.25

¹Illustrative based on mid-point of Accenture's FY22 guidance provided in March, results could be higher or lower

²FY20 EPS is adjusted to exclude \$0.43 from gains on an investment



Delivering shareholder value at scale

	FY20	FY21	Illustrative FY22 ¹	Illustrative Cumulative ¹
Cash Return to Shareholders	\$5.0B	\$5.9B	\$6.5B	\$17.4B
Acquisition Capital Deployed	\$1.5B	\$4.2B	\$4.0B	\$9.7B

¹Illustrative based on Accenture's FY22 guidance provided in March, results could be higher or lower



Enduring
approach
to shareholder
value creation

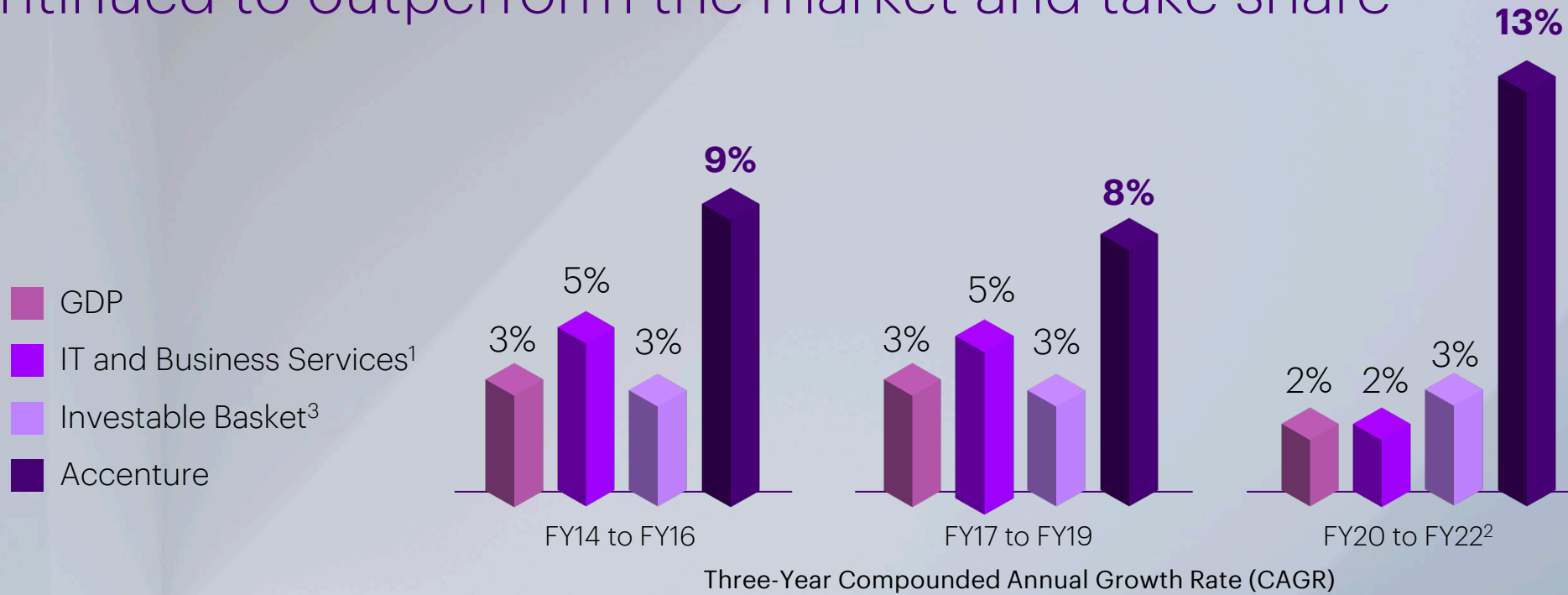
...while delivering
360° value to all
our stakeholders

Grow faster than the market and take share

Strong earnings growth with **sustainable**
margin expansion while **investing** at scale

Strong cash flow,
Disciplined capital allocation,
Significant return to shareholders

Continued to outperform the market and take share



Accenture Growth Multiple⁴ versus:

Investable Basket ³	3x	3x	5x
IT & Business Services ¹	2x	2x	7x
GDP	3x	3x	6x

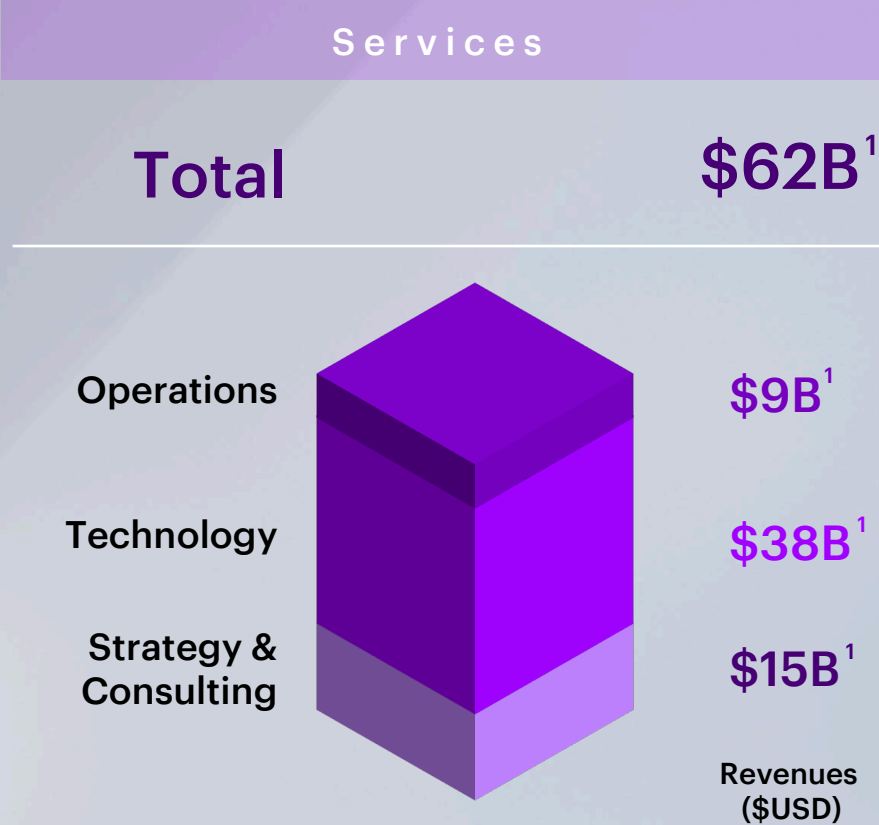
¹Sourced from IDC Worldwide Black Book published Feb '22 for IT and Business Services Technology Groups, adjusted for Accenture's scope of services

²Illustrative based on mid-point of Accenture's FY22 guidance provided in March along with analyst consensus for the Investable Basket and GDP outlook sourced from IMF, results could be higher or lower

³Investable Basket reflects the results of two dozen of our closest publicly traded global competitors, adjusted to exclude impact of significant acquisitions and for Accenture's scope of services where appropriate

⁴For purposes of calculating growth multiples, Accenture revenues adjusted to align with calendar years

Our Next Generation Growth Model changed our services to put digital everywhere



244 Diamond Clients driving more than 50% of total Revenues

¹Illustrative based on mid-point of Accenture's FY22 guidance provided in March, results could be higher or lower

Positioned for
double digit
growth across all
our Strategic
Growth Priorities¹
in FY22

Applied Intelligence

Cloud

Industry X

Intelligent Operations

Intelligent Platform
Services

Interactive

Security

Supply Chain

Sustainability Services

Transformational
Change Management

¹Growth priorities are approximated, include overlap, and may be modified to reflect periodic changes in definitions



Highlights of Strategic Growth Priorities¹

Revenues include overlap

Cloud

Illustrative

Illustrative

FY19

\$11B

FY22

\$26B

3 Yr. CAGR²

35%

Security

FY19

\$2.5B

FY22

\$6B

3 Yr. CAGR²

30%

Interactive

FY19

\$10B

FY22

\$14B

3 Yr. CAGR²

10%

Industry X

FY19

\$3B

FY22

\$6.5B

3 Yr. CAGR²

30%

¹Revenues and compounded annual growth rate (CAGR) percentages for Strategic Growth Priorities are approximated and may be modified to reflect periodic changes in definitions

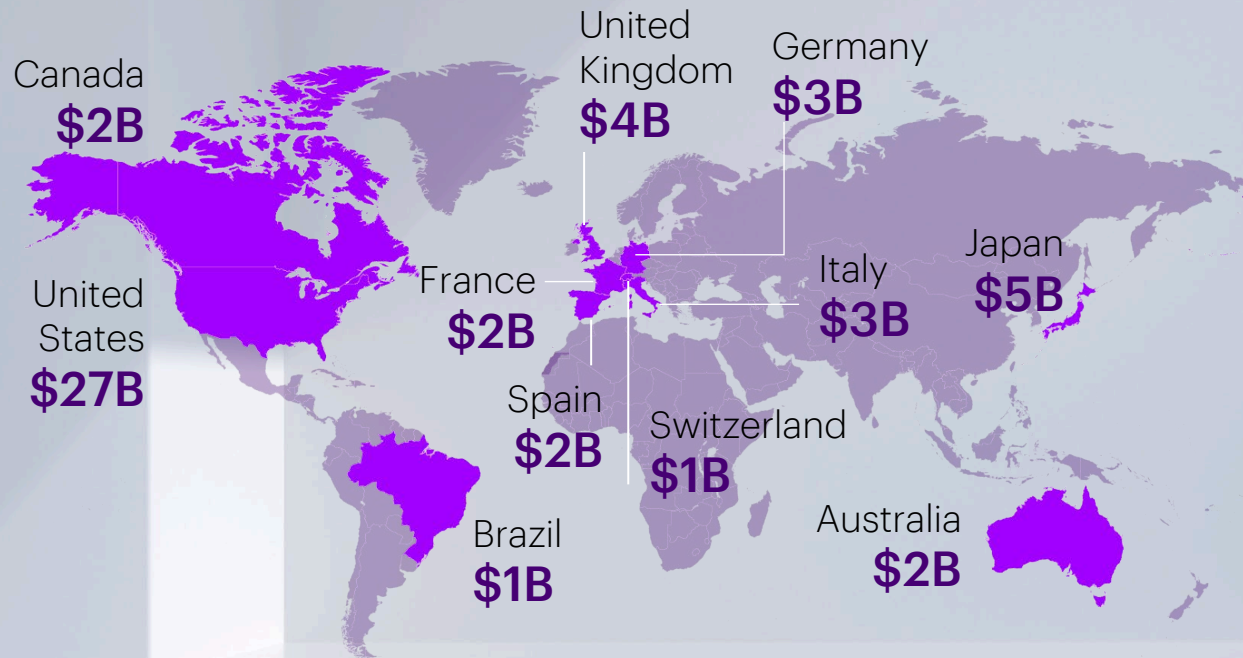
² 3 Yr. CAGR was calculated using midpoint of range for FY22 as illustrative and results could be higher or lower



Our Next Generation Growth Model has allowed us to scale at unprecedented levels while increasing our durability and resilience

Approximately 85% OF FY22 REVENUE¹

11 Countries



Approximately 85%+ OF FY22 REVENUE¹

10 Industries

Consumer Goods, Retail, & Travel Services **\$9B**

Public Service **\$8B**

Software & Platforms **\$5B**

Health **\$4B**

Insurance **\$4B**

Banking & Capital Markets **\$8B**

Communications & Media **\$5B**

Industrial **\$5B**

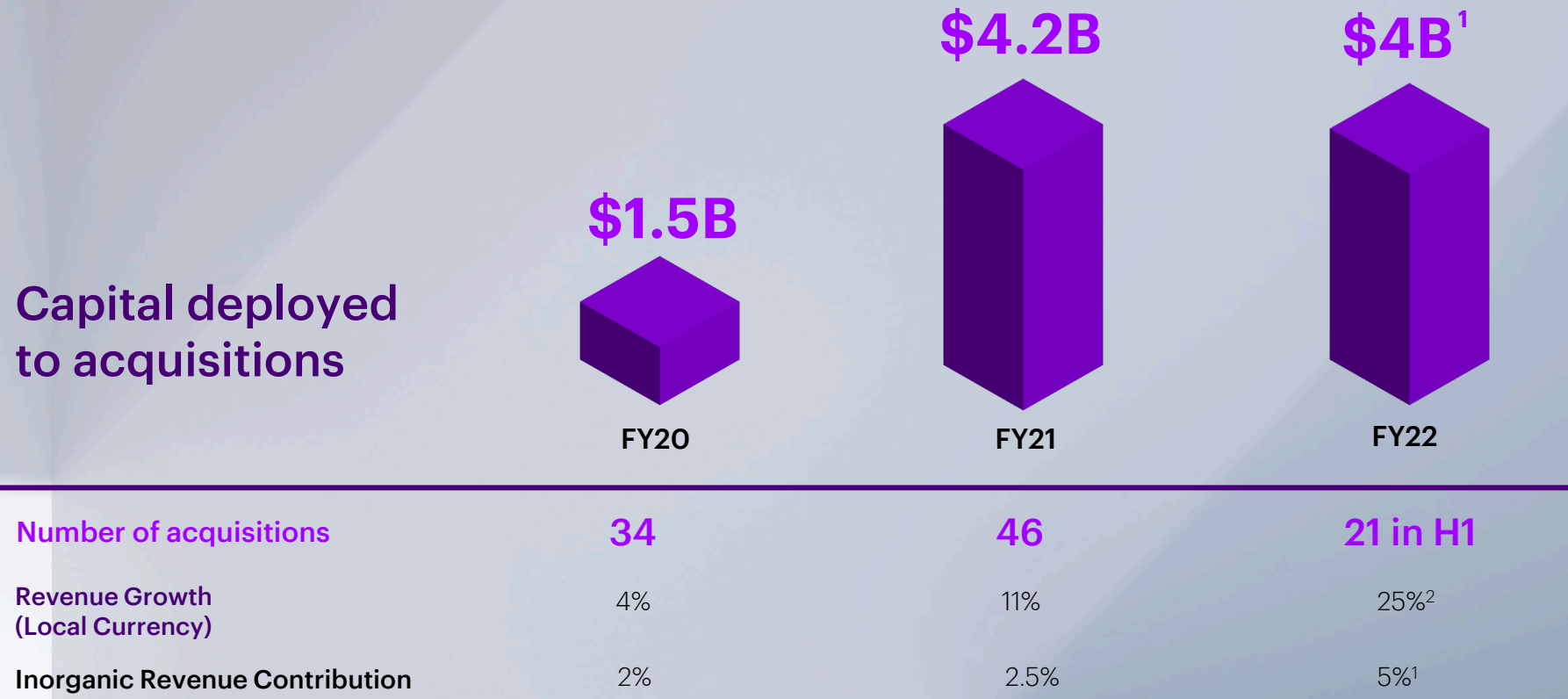
Life Sciences **\$4B**

Utilities **\$4B**

¹Illustrative based on mid-point of Accenture's FY22 guidance provided in March, results could be higher or lower



Stepping up our Investments in acquisitions to add skills and capabilities aligned to our strategic growth priorities



¹Illustrative based on Accenture's FY22 guidance provided in March, results could be higher or lower

²Illustrative based on mid-point of Accenture's FY22 guidance provided in March, results could be higher or lower



Significant step up in P&L investments at scale while delivering modest margin expansion and strong EPS growth

	FY20	FY21	FY22 ¹
Revenue Growth (Local Currency)	4%	11%	25%
Revenue Growth (USD)	3%	14%	22%
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Key Operating Investments (\$ Billions)	\$2.3	\$2.7	\$3.5
Estimated Growth (USD)	1%	24%	30%
Training	\$0.9	\$0.9	\$1.2
R&D	\$0.9	\$1.1	\$1.1
Acquisition Cost ²	\$0.5	\$0.7	\$1.2
Operating Margin Expansion	10 bps	40 bps	10 bps
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EPS Growth³	1%	18%	22%

¹Illustrative based on mid-point of Accenture's FY22 guidance provided in March, could be higher or lower

²Acquisition costs include intangible asset amortization and expenses associated with performance & retention plans.

³FY20 and FY21 reflect adjusted EPS



Profit levers
creating
incremental
capacity to
invest at scale

Pricing reflecting our
differentiation and to
cover wage inflation

Client service delivery
efficiencies

Supply/demand
management

Continued digitization
across Accenture's
entire enterprise



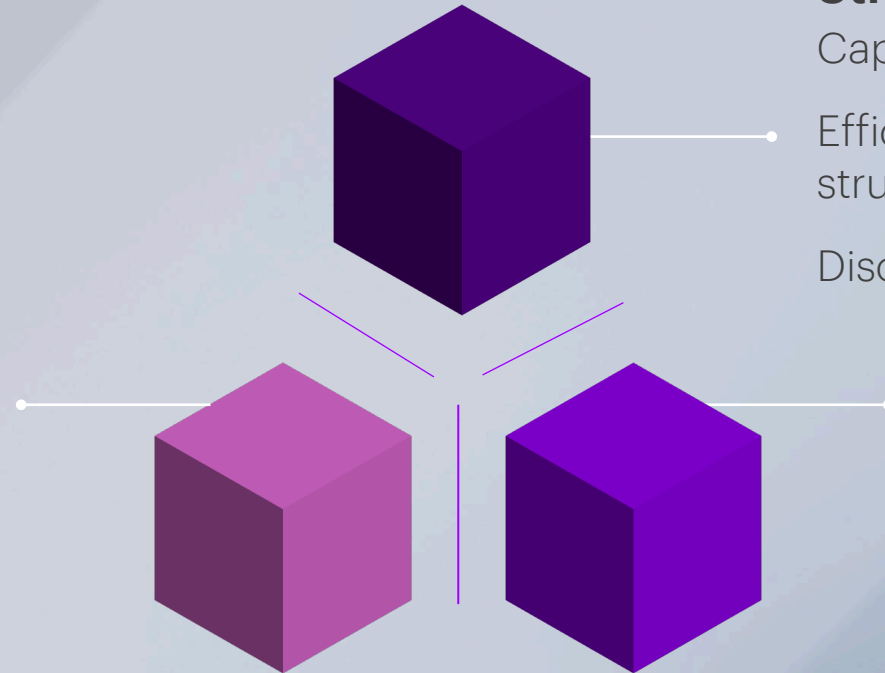
Delivering strong cash flow, maintained all aspects of capital allocation framework while stepping up share repurchases

Return to Shareholders

Dividend growth = income growth
10% three-year CAGR¹

Share repurchases greater than issuances
15% three-year CAGR¹

Combined represents 67% of operating cash flows over last three years = 13% CAGR¹



Strong Cash Flow

Capital-light model

Efficient operating expense structure with FCF/NI ratio of >1.1

Disciplined DSO management

Invest in the Business

P&E Expenditures: 8 to 10% of operating cash flow

Acquisitions: \$9.7B of capital deployed over three years representing 33% of operating cash flow¹

¹Illustrative based on Accenture's FY22 guidance provided in March, results could be higher or lower

Highlights of our 360° value for all our stakeholders

Diversity

**44% to
47%**¹

increased **gender diversity** with
100% pay
equity²

On a journey to

75%

accessibility of all
our global high-
traffic internal
platforms by the
end of FY22

100%

of employees have
access to **same-sex
benefits**³

32%

**diverse supplier
spend** in the US
in FY21

¹From the beginning of FY20 through FY22Q2

²For women compared to men in every country where we operate and for race and ethnicity in the three countries where we collect this data

³Where legally allowed



Highlights of our 360° value for all our stakeholders

People

315k

promotions since beginning of FY20

180k

people completed our Thrive Global **wellness programs** including Thriving Together, Thrive Reset, and Thriving Mind¹

\$3B

in **skilling** for our people over three years²

¹As of Dec 1, 2021

²Illustrative based on potential FY22 outcomes, results could be higher or lower



Highlights of our 360° value for all our stakeholders

Communities & Sustainability

2M

people equipped via
Skills to Succeed in
FY20 & FY21

\$54M

in **COVID relief** in FY21

Targeting

70%

Renewable electricity
by FY22, and 100% by
FY23

Continued Strong Momentum

	Original FY22 Guidance (September)	Current FY22 Guidance (March)
Revenue Growth Local Currency	12% to 15%	24% to 26%
Operating Margin	15.2% to 15.4% +10 bps to +30 bps	15.2% +10 bps
Earnings per Share	\$9.90 to \$10.18 13% to 16% adjusted YOY growth	\$10.61 to \$10.81 21% to 23% adjusted YOY growth
Free Cash Flow	\$7.5 to \$8.0B -11% to -5% YOY growth	\$8.0 to 8.5B -5% to +1% YOY growth
Cash Returned to Shareholders	At least \$6.3B	At least \$6.5B

