

Strong and durable results with continued above-market growth, reflecting our diverse business and focused execution of our growth strategy

TOTAL REVENUES

\$11.1B

⬆️ increase of 8.4% in local currency and 4% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency

North America

↑ **9%**
\$5.1B

Europe

↑ **5%**
\$3.8B

Growth Markets

↑ **13%**
\$2.2B

OPERATING GROUPS

Revenues and Growth in Local Currency

Communications,
Media & Technology



\$2.3B

Financial Services



\$2.2B

Health &
Public Service



\$1.8B

Products



\$3.1B

Resources



\$1.7B

EPS

\$1.93

⬆️ 8% increase on an adjusted basis*

* After adjusting Q3 FY18 GAAP EPS of \$1.60 to exclude a charge related to tax law changes of \$0.19 per share

RETURNING CASH TO SHAREHOLDERS

Strong free cash flow

\$2.0B

Share repurchases

\$488M

Semi-annual cash dividend paid May 2019

\$1.46 per share

increase of \$0.13 per share or 10% over our semi-annual dividend paid in May 2018

OPERATING MARGIN

15.5%

⬆️ 20 bps increase from Q3 FY18

BUSINESS DIMENSIONS*

Revenue Growth in Local Currency

Strategy/
Consulting

mid single-digit growth

Technology
Services

high single-digit growth

Operations

double-digit growth

"THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES

More than

60%

of revenues strong double-digit growth

NEW BOOKINGS

\$10.6B

approximately 65% in "the New"

* In Q1 FY19, Application Services was renamed Technology Services and updated to include Infrastructure Outsourcing, which was previously categorized within Operations

Results in FY19 and comparisons with FY18 reflect the adoption of new accounting standards for revenues, pension costs and taxes. Accenture discloses information about its business dimensions and components of "the New" to provide additional insights into the company's business. Revenues for business dimensions and "the New" are approximate, require judgment to allocate revenues for arrangements with multiple offerings and may be modified to reflect periodic changes to the definitions of the business dimensions and "the New." For full financial data, non-GAAP financial disclosure and cautionary language regarding forward-looking statements, please refer to Accenture's fiscal year 2019 third quarter news release issued on June 27, 2019, which accompanies this presentation and is available at investor.accenture.com.

Very strong year-to-date results reflect excellent demand in “the New” and continued profitable growth, driving value for all our stakeholders

TOTAL REVENUES

\$32.2B

⬆️ increase of 9% in local currency and 5% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency

North America

↑ **9%**
\$14.8B

Europe

↑ **6%**
\$11.1B

Growth Markets

↑ **15%**
\$6.3B

OPERATING GROUPS

Revenues and Growth in Local Currency

Communications, Media & Technology

↑ **11%**
\$6.5B

Financial Services

↑ **2%**
\$6.4B

Health & Public Service

↑ **5%**
\$5.3B

Products

↑ **10%**
\$8.9B

Resources

↑ **21%**
\$5.0B

EPS

\$5.62 ⬆️ 9% increase on an adjusted basis*

* After adjusting Q3 YTD FY18 GAAP EPS of \$4.76 to exclude charges related to tax law changes of \$0.40 per share

RETURNING CASH TO SHAREHOLDERS

Strong free cash flow

\$4.2B

Share repurchases

\$2.3B

Cash dividends paid

\$2.92
per share

10% increase over the prior year; semi-annual dividends of \$1.46 per share paid in Nov. 2018 and May 2019

OPERATING MARGIN

14.7% ⬆️ 20 bps increase from Q3 YTD FY18

BUSINESS DIMENSIONS*

Revenue Growth in Local Currency

Strategy/ Consulting

high single-digit growth

Technology Services

high single-digit growth

Operations

double-digit growth

* In Q1 FY19, Application Services was renamed Technology Services and updated to include Infrastructure Outsourcing, which was previously categorized within Operations

“THE NEW” – DIGITAL, CLOUD, SECURITY SERVICES

More than **60%**

of revenues
strong double-digit growth

NEW BOOKINGS

\$32.6B

strong new bookings

Results in FY19 and comparisons with FY18 reflect the adoption of new accounting standards for revenues, pension costs and taxes. Accenture discloses information about its business dimensions and components of “the New” to provide additional insights into the company’s business. Revenues for business dimensions and “the New” are approximate, require judgment to allocate revenues for arrangements with multiple offerings and may be modified to reflect periodic changes to the definitions of the business dimensions and “the New.” For full financial data, non-GAAP financial disclosure and cautionary language regarding forward-looking statements, please refer to Accenture’s fiscal year 2019 third quarter news release issued on June 27, 2019, which accompanies this presentation and is available at investor.accenture.com.

REVENUES TREND

Q3 FY19

Quarter Ending Revenue from November 30, 2017 to May 31, 2019

(in millions of U.S. dollars)

(Unaudited)

Operating Group	FY2018										FY2019					
	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
Comm. Media & Tech	\$1,920	20%	\$1,978	20%	\$2,188	21%	\$2,144	20%	\$8,230	20%	\$2,135	20%	\$2,146	20%	\$2,253	20%
Financial Services	2,143	22%	2,102	21%	2,231	21%	2,090	20%	8,566	21%	2,120	20%	2,053	20%	2,197	20%
Health & Public Service	1,683	17%	1,685	17%	1,753	16%	1,756	17%	6,878	17%	1,754	16%	1,709	16%	1,820	16%
Products	2,709	27%	2,737	28%	2,971	28%	2,920	28%	11,338	28%	2,929	28%	2,907	28%	3,077	28%
Resources	1,404	14%	1,402	14%	1,546	14%	1,590	15%	5,942	14%	1,652	16%	1,641	16%	1,748	16%
Other	26	n/m	4	n/m	5	n/m	5	n/m	39	n/m	16	n/m	(1)	n/m	5	n/m
Total ⁽¹⁾	\$9,884	100%	\$9,909	100%	\$10,695	100%	\$10,504	100%	\$40,993	100%	\$10,606	100%	\$10,454	100%	\$11,100	100%

Geographic Region	FY2018										FY2019					
	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
North America	\$4,442	45%	\$4,416	45%	\$4,743	44%	\$4,859	46%	\$18,460	45%	\$4,856	46%	\$4,754	45%	\$5,148	46%
Europe	3,582	36%	3,599	36%	3,875	36%	3,569	34%	14,626	36%	3,709	35%	3,633	35%	3,770	34%
Growth Markets	1,861	19%	1,894	19%	2,076	20%	2,076	20%	7,906	19%	2,040	19%	2,068	20%	2,181	20%
Total ⁽¹⁾	\$9,884	100%	\$9,909	100%	\$10,695	100%	\$10,504	100%	\$40,993	100%	\$10,606	100%	\$10,454	100%	\$11,100	100%

Type of Work	FY2018										FY2019					
	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	\$5,545	56%	\$5,476	55%	\$6,063	57%	\$5,895	56%	\$22,979	56%	\$5,967	56%	\$5,787	55%	\$6,237	56%
Outsourcing	4,339	44%	4,433	45%	4,632	43%	4,609	44%	18,014	44%	4,638	44%	4,667	45%	4,863	44%
Total ⁽¹⁾	\$9,884	100%	\$9,909	100%	\$10,695	100%	\$10,504	100%	\$40,993	100%	\$10,606	100%	\$10,454	100%	\$11,100	100%

Notes:

(1) May not total due to rounding

(2) Effective September 1, 2018, we adopted ASU No. 2014-09 and eliminated our net revenues presentation. In addition, we fully integrated previous acquisitions into operating group results. Prior period amounts have been revised to conform with the current period presentation.

NEW BOOKINGS TREND

Q3 FY19

Quarter Ending New Bookings from November 30, 2017 to May 31, 2019

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2018										FY2019					
	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	\$5.93	59%	\$5.65	55%	\$5.91	50%	\$6.14	57%	\$23.63	55%	\$5.92	58%	\$6.73	57%	\$6.01	57%
Outsourcing	4.05	41%	4.60	45%	5.84	50%	4.69	43%	19.18	45%	4.27	42%	5.05	43%	4.59	43%
Total ⁽¹⁾	\$9.98	100%	\$10.25	100%	\$11.75	100%	\$10.83	100%	\$42.81	100%	\$10.19	100%	\$11.78	100%	\$10.60	100%

Note:

(1) May not total due to rounding

(2) Beginning in fiscal 2019, new bookings include reimbursements for travel and other out-of-pocket expenses. Prior periods have not been revised to include these amounts.



PEOPLE METRICS

Q3 FY19

Quarter Ending Metrics from August 31, 2017 to May 31, 2019

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

	<u>8/31/17</u>	<u>11/30/17</u>	<u>2/28/18</u>	<u>5/31/18</u>	<u>8/31/18</u>	<u>11/30/18</u>	<u>2/28/19</u>	<u>5/31/19</u>
Billable	396,446	407,492	413,810	421,042	431,140	440,554	447,572	451,911
Non-Billable	28,423	27,874	27,782	27,682	28,038	28,334	28,970	29,646
Total Accenture Employees	<u>424,869</u>	<u>435,366</u>	<u>441,592</u>	<u>448,724</u>	<u>459,178</u>	<u>468,888</u>	<u>476,542</u>	<u>481,557</u>
<i>Memo:</i>								
Accenture's Utilization	91%	92%	91%	91%	91%	92%	91%	91%
Accenture's Attrition	15%	13%	13%	17%	18%	15%	15%	18%

RETURN METRICS TREND

Q3 FY19

Quarter Ending Return Metrics from August 31, 2017 to May 31, 2019
(Unaudited)

	Twelve Months Ended							5/31/19
	8/31/17	11/30/17	2/28/18	5/31/18	8/31/18	11/30/18	2/28/19	
Return on Invested Capital	41%	42%	40%	44%	41%	39%	39%	39%
Return on Equity	41%	42%	40%	44%	41%	38%	39%	39%
Return on Assets	17%	17%	18%	19%	18%	18%	18%	18%

Note: August 2017 through February 2018 results include the pension settlement charge impact.
February 2018 through May 2019 results include the impact of tax law changes.



RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q3 FY19

For the Twelve Months Ended May 31, 2019

(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 5/31/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,678	
Noncontrolling interests	71	
Provision related to income taxes	1,399	
Non-operating (income) expense	56	This represents the sum of the following line items on the Consolidated Income Statements: Gain (loss) on investment, Interest income, Interest expense, Other income/expense, net, and gain on sale of businesses.
Operating Income	\$6,203	
Annual Effective Tax Rate	22.7%	The tax rate represents a weighted average of the FY18 full year tax rate of 27.4% and FY19 Q3 YTD tax rate of 21.1%
Tax Adjusted Operating Income	\$4,796	
Divided by Average Capital:		
Capital at May 31, 2019		
Noncontrolling interests	406	
Total Accenture plc shareholders' equity	13,737	
Short-term bank borrowings, Long-term debt	24	
	\$14,167	
Capital at May 31, 2018		
Noncontrolling interests	355	
Total Accenture plc shareholders' equity	9,797	
Short-term bank borrowings, Long-term debt	29	
	\$10,182	
Average Capital	\$12,174	
Return on Invested Capital	39%	

(1) May not total due to rounding



RECONCILIATION OF RETURN ON EQUITY (ROE)

Q3 FY19

For the Twelve Months Ended May 31, 2019

(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 5/31/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,678	
Noncontrolling interests	71	
Provision related to income taxes	1,399	
Income Before Income Taxes	\$6,148	
Annual Effective Tax Rate	22.7%	The tax rate represents a weighted average of the FY18 full year tax rate of 27.4% and FY19 Q3 YTD tax rate of 21.1%
Tax Adjusted Income Before Income Taxes	\$4,753	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interests at May 31, 2019	406	
Total Accenture plc shareholders' equity at May 31, 2019	13,737	
	\$14,143	
Noncontrolling interests at May 31, 2018	355	
Total Accenture plc shareholders' equity at May 31, 2018	9,797	
	\$10,153	
Average Equity and Noncontrolling Interests	\$12,148	
Return on Equity	39%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON ASSETS (ROA)

Q3 FY19

For the Twelve Months Ended May 31, 2019

(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 5/31/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,678	
Noncontrolling interests	71	
Provision related to income taxes	1,399	
Income Before Income Taxes	\$6,148	
Annual Effective Tax Rate	22.7%	The tax rate represents a weighted average of the FY18 full year tax rate of 27.4% and FY19 Q3 YTD tax rate of 21.1%
Tax Adjusted Income Before Income Taxes	\$4,753	
Divided by Average Assets:		
Total Assets at May 31, 2019	28,156	
Total Assets at May 31, 2018	23,251	
Average Assets	\$25,704	
Return on Assets	18%	

(1) May not total due to rounding



SHARES OUTSTANDING AND MARKET CAPITALIZATION
Q3 FY19
As of May 31, 2019
(shares in millions and market capitalization in millions of U.S. dollars)

	<u>As of May 31, 2019</u>	<u>Comments</u>
Accenture plc Class A shares	671.8	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(34.6)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.8	
Total Shares Outstanding at 5/31/2019	638.0	
Share price - as of May 31, 2019 close	\$178.07	
Market Capitalization at 5/31/2019	\$113,616.5	

Note:

(1) May not total due to rounding