

Record performance reflects continued above-market growth and very strong profitability, driving superior shareholder value

TOTAL REVENUES

\$43.2B

⬆️ increase of 8.5% in local currency and 5% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency

North America



Europe



Growth Markets



OPERATING GROUPS

Revenues and Growth in Local Currency

Communications,
Media & Technology



Financial Services



Health &
Public Service



Products



Resources



EPS

\$7.36

⬆️ 9% increase on an adjusted basis*

*After adjusting FY18 GAAP EPS of \$6.34 to exclude charges related to tax law changes of \$0.40 per share

RETURNING CASH TO SHAREHOLDERS

Strong free cash flow

\$6.0B

free cash flow to net income ratio of 1.2

Share repurchases

\$2.7B

Cash dividends paid

\$1.9B

\$2.92 per share, a 10% increase over prior-year dividends

OPERATING MARGIN

14.6%

⬆️ 20 bps increase from FY18

BUSINESS DIMENSIONS*

Approx. FY19 revenues

	Revenues (\$ USD)	% of Revenues	Est'd % Growth in Local Currency
Strategy & Consulting	\$14B	32%	High single-digit
Technology Services	\$24B	55%	High single-digit
Operations	\$6B	14%	Double-digit
TOTAL	\$43B	100%	8.5%

* 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

Approx. FY19 revenues

\$28B*

approx. 65% of revenues about 20% growth in local currency

	Revenues (\$ USD)	% of Revenues
Digital	\$21B	49%
Cloud	\$11B	25%
Security	\$2.5B	6%

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

NEW BOOKINGS

\$45.5B

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 fourth quarter news release issued on September 26, 2019, which accompanies this presentation and is available at investor.accenture.com.

Very strong results demonstrate continued excellent demand in “the New,” driven by the successful execution of our growth strategy

TOTAL REVENUES

\$11.1B

⬆️ increase of 7.2% in local currency and 5% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency

North America

↑ **8%**
\$5.2B

Europe

↑ **4%**
\$3.6B

Growth Markets

↑ **12%**
\$2.3B

OPERATING GROUPS

Revenues and Growth in Local Currency

Communications,
Media & Technology



\$2.2B

Financial Services



\$2.1B

Health &
Public Service



\$1.9B

Products



\$3.1B

Resources



\$1.7B

EPS

\$1.74

⬆️ 10% increase

RETURNING CASH TO SHAREHOLDERS

Strong free cash flow

\$1.9B

Share repurchases

\$407M

Quarterly cash dividend declared in September 2019

\$0.80

per share

Increase of \$0.07 per share or 10% over the equivalent quarterly rate of previous semi-annual dividend

OPERATING MARGIN

14.2%

⬆️ 20 bps increase from Q4 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

Approximately **65%** of revenues **strong double-digit growth**

NEW BOOKINGS

\$12.9B

record new bookings

* 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 fourth quarter news release issued on September 26, 2019, which accompanies this presentation and is available at investor.accenture.com.

REVENUES TREND

Q4 FY19

Quarter Ending Revenue from November 30, 2017 to August 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	Q4	% of Total	Full Year	% 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%	\$2,224	20%	\$8,757	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%	2,124	19%	8,494	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%	1,877	17%	7,161	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%	3,092	28%	12,005	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%	1,732	16%	6,772	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	6	n/m	26	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%	\$11,056	100%	\$43,215	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	Q4	% of Total	Full Year	% 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%	\$5,228	47%	\$19,986	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%	3,569	32%	14,681	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%	2,259	21%	8,548	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%	\$11,056	100%	\$43,215	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	Q4	% of Total	Full Year	% 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%	\$6,186	56%	\$24,177	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%	4,869	44%	19,038	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%	\$11,056	100%	\$43,215	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

Q4 FY19

Quarter Ending New Bookings from November 30, 2017 to August 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	Q4	% of Total	Full Year	% 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%	\$6.05	47%	\$24.71	54%
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%	6.84	53%	20.75	46%
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%	\$12.89	100%	\$45.46	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

Q4 FY19

Quarter Ending Metrics from November 30, 2017 to August 31, 2019

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

	<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>	<u>8/31/19</u>
Billable	407,492	413,810	421,042	431,140	440,554	447,572	451,911	461,985
Non-Billable	27,874	27,782	27,682	28,038	28,334	28,970	29,646	30,307
Total Accenture Employees	<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>	<u>492,292</u>
<i>Memo:</i>								
<i>Accenture's Utilization</i>	92%	91%	91%	91%	92%	91%	91%	91%
<i>Accenture's Attrition</i>	13%	13%	17%	18%	15%	15%	18%	19%

RETURN METRICS TREND

Q4 FY19

Quarter Ending Return Metrics from November 30, 2017 to August 31, 2019
(Unaudited)

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

Note: November 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)

Q4 FY19

For the Twelve Months Ended August 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 8/31/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,779	
Noncontrolling interests	67	
Provision related to income taxes	1,406	
Non-operating (income) expense	53	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	\$6,305	
Annual Effective Tax Rate	22.5%	The tax rate represents the FY19 full year tax rate.
Tax Adjusted Operating Income	\$4,888	
Divided by Average Capital:		
Capital at August 31, 2019		
Noncontrolling interests	419	
Total Accenture plc shareholders' equity	14,440	
Short-term bank borrowings, Long-term debt	23	
	\$14,882	
Capital at August 31, 2018		
Noncontrolling interests	360	
Total Accenture plc shareholders' equity	10,365	
Short-term bank borrowings, Long-term debt	25	
	\$10,750	
Average Capital	\$12,816	
Return on Invested Capital	38%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON EQUITY (ROE)

Q4 FY19

For the Twelve Months Ended August 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 8/31/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,779	
Noncontrolling interests	67	
Provision related to income taxes	1,406	
Income Before Income Taxes	\$6,252	
Annual Effective Tax Rate	22.5%	The tax rate represents the FY19 full year tax rate.
Tax Adjusted Income Before Income Taxes	\$4,846	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interests at August 31, 2019	419	
Total Accenture plc shareholders' equity at August 31, 2019	14,440	
	\$14,859	
Noncontrolling interests at August 31, 2018	360	
Total Accenture plc shareholders' equity at August 31, 2018	10,365	
	\$10,725	
Average Equity and Noncontrolling Interests	\$12,792	
Return on Equity	38%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON ASSETS (ROA)

Q4 FY19

For the Twelve Months Ended August 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 8/31/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,779	
Noncontrolling interests	67	
Provision related to income taxes	1,406	
Income Before Income Taxes	\$6,252	
Annual Effective Tax Rate	22.5%	The tax rate represents the FY19 full year tax rate.
Tax Adjusted Income Before Income Taxes	\$4,846	
<i>Divided by Average Assets:</i>		
Total Assets at August 31, 2019	29,718	
Total Assets at August 31, 2018	24,449	
Average Assets	\$27,084	
Return on Assets	18%	

(1) May not total due to rounding

SHARES OUTSTANDING AND MARKET CAPITALIZATION
 Q4 FY19
 As of August 31, 2019
 (shares in millions and market capitalization in millions of U.S. dollars)

	As of August 31, 2019	Comments
Accenture plc Class A shares	654.7	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(19.0)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.8	
Total Shares Outstanding at 8/31/2019	636.6	
Share price - as of August 30, 2019 close	\$198.17	
Market Capitalization at 8/31/2019	\$126,153.9	

Note:
 (1) May not total due to rounding

IMPACTS OF THE NEW REVENUE AND PENSION ACCOUNTING STANDARDS

ADOPTED IN FY19



TIMING OF REVENUES

- **No material change** in the timing of recognizing overall revenue per quarter
 - For **certain variable fees** and **consulting contracts**, revenue is recognized earlier
 - On certain contracts, revenue related to **out of pocket expenses** is recognized later to align with services revenue, rather than when the expenses are incurred
- Adoption date balance sheet adjustment related to revenue was only **\$6M** due to these offsetting timing differences



PRESENTATION OF REVENUES

- We now report a **single revenue number** that includes reimbursements, and have thereby **eliminated the net revenue presentation**
 - Reimbursable revenues and expenses are no longer separately presented on the income statement
- This **change in presentation** does not impact operating income dollars; but does impact **gross and operating margin percentages**
- Prior period results have been revised to reflect the new presentation (see following pages)



BACKLOG DISCLOSURE

- We are required to disclose the portion of our **backlog that cannot be canceled** without penalty, and the estimated timing of revenue recognition
- This metric **does not represent our entire backlog** because, as disclosed previously, the majority of our contracts may be terminated on short notice with little or no penalty
- We will continue to report **New Bookings, which now include reimbursements** and are a **better indicator** of the demand for our services



RECLASSIFICATION OF RECEIVABLES

- Work completed but not billed was reclassified from **Unbilled services to Receivables**
- Unbilled amounts that are conditional on an event other than the passage of time (e.g. achievement of a milestone) were renamed "**Contract assets**"
- **No impact on DSO**



RECLASSIFICATION OF PENSION COSTS

- Certain pension costs were reclassified from **Operating expenses to Non-operating expenses**
- This slightly **increased Operating income dollars** and **Operating margin percentage**, but **did not impact EPS**

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are subject to known and unknown risks and uncertainties, including, but not limited to, those factors set forth in our annual report on Form 10-K and quarterly reports on Form 10-Q and other SEC filings.



ACCENTURE PLC
REVISION OF PRIOR PERIOD TO CONFORM WITH FY19 PRESENTATION
CONSOLIDATED INCOME STATEMENT
(in thousands of U.S. dollars)

Twelve Months Ended
August 31, 2018

	As Reported	% of Net	Revenue	Pension	Revised to	% of
	August 31, 2018	Revenues	Revision (2)	Revision (3)	Conform with FY19	Revenues
REVENUES:						
Revenues before reimbursements ("Net revenues") (1)	\$ 39,573,450	100.0%	\$	\$	\$	
Reimbursements (1)	2,029,978	5.1%				
Revenues (2)	41,603,428	105.1%	(610,894)		40,992,534	100.0%
OPERATING EXPENSES:						
Cost of services: (1)						
Cost of services before reimbursable expenses (1)	27,130,537	68.6%				
Reimbursable expenses (1)	2,029,978	5.1%				
Cost of services (2)	29,160,515	73.7%	(610,894)	(50,451)	28,499,170	69.5%
Sales and marketing	4,198,557	10.6%		(2,356)	4,196,201	10.2%
General and administrative costs	2,403,315	6.1%		(4,931)	2,398,384	5.9%
Total operating expenses	35,762,387	90.4%	(610,894)	(57,738)	35,093,755	85.6%
OPERATING INCOME	5,841,041	14.8%	—	57,738	5,898,779	14.4%
Non-operating income (expense)	(32,948)	-0.1%	—	(57,738)	(90,686)	-0.2%
INCOME BEFORE INCOME TAXES	\$ 5,808,093	14.7%	\$ -	\$ -	\$ 5,808,093	14.2%

Note: Certain line items have been combined or not shown for presentation purposes.

(1) Prior to FY19, we presented Revenues before reimbursements ("Net revenues") which excluded reimbursements for travel and other out-of-pocket expenses and hardware/software resale. In connection with the Q1 FY19 adoption of Financial Accounting Standards Board ("FASB") Accounting Standards Update ("ASU") No. 2014-09: "Revenue from Contracts with Customers" (Topic 606), the Net revenues and Reimbursements line items were eliminated. Prior period results have been revised as indicated to conform with the FY19 presentation.

(2) Revenues decreased due to the removal of hardware/software resale cost. There is a corresponding decrease in Cost of services. Revenues continue to include the margin earned on hardware/software resale.

(3) In Q1 FY19, we reclassified certain components of pension service costs from Operating expenses to Non-operating expenses upon adoption of FASB ASU No. 2017-07: "Compensation-Retirement Benefits" (Topic 715). Prior period results have been revised as indicated to conform with the FY19 presentation.



ACCENTURE PLC
REVISION OF PRIOR PERIOD TO CONFORM WITH FY19 PRESENTATION
CONSOLIDATED INCOME STATEMENT
(in thousands of U.S. dollars)

Twelve Months Ended
August 31, 2017

	As Reported	% of Net	Revenue	Pension	Revised to Conform	% of
	August 31, 2017	Revenues	Revision (2)	Revision (3)	with FY19	Revenues
REVENUES:						
Revenues before reimbursements ("Net revenues") (1)	\$ 34,850,182	100.0%	\$	\$	\$	
Reimbursements (1)	1,915,296	5.5%				
Revenues (2)	36,765,478	105.5%	(588,637)		36,176,841	100.0%
OPERATING EXPENSES:						
Cost of services: (1)						
Cost of services before reimbursable expenses (1)	23,819,690	68.3%				
Reimbursable expenses (1)	1,915,296	5.5%				
Cost of services (2)	25,734,986	73.8%	(588,637)	(41,000)	25,105,349	69.4%
Sales and marketing	3,754,313	10.8%		(2,000)	3,752,313	10.4%
General and administrative costs	2,133,777	6.1%		(6,000)	2,127,777	5.9%
Pension settlement charge	509,793	1.5%		(509,793)	—	0.0%
Total operating expenses	32,132,869	92.2%	(588,637)	(558,793)	30,985,439	85.6%
OPERATING INCOME	4,632,609	13.3%	—	558,793	5,191,402	14.4%
Non-operating income (expense)	(16,577)	0.0%	—	(558,793)	(575,370)	-1.6%
INCOME BEFORE INCOME TAXES	\$ 4,616,032	13.2%	\$ -	\$ -	\$ 4,616,032	12.8%

Note: Certain line items have been combined or not shown for presentation purposes.

(1) Prior to FY19, we presented Revenues before reimbursements ("Net revenues") which excluded reimbursements for travel and other out-of-pocket expenses and hardware/software resale. In connection with the Q1 FY19 adoption of Financial Accounting Standards Board ("FASB") Accounting Standards Update ("ASU") No. 2014-09: "Revenue from Contracts with Customers" (Topic 606), the Net revenues and Reimbursements line items were eliminated. Prior period results have been revised as indicated to conform with the FY19 presentation.

(2) Revenues decreased due to the removal of hardware/software resale cost. There is a corresponding decrease in Cost of services. Revenues continue to include the margin earned on hardware/software resale.

(3) In Q1 FY19, we reclassified certain components of pension service costs from Operating expenses to Non-operating expenses upon adoption of FASB ASU No. 2017-07: "Compensation-Retirement Benefits" (Topic 715). Prior period results have been revised as indicated to conform with the FY19 presentation.