

Results in line with expectations, reflecting the relevance of our services and resilience of our business

TOTAL REVENUES

\$11.0B

⬆️ increase of 1.3% in local currency and -1% 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

\$1.90

⬇️ 2% decrease

RETURNING CASH TO SHAREHOLDERS

Very strong free cash flow

\$2.6 B

Cash balance

\$6.4B

Increase of \$1.0B from the end of Q2

Share repurchases

\$627M

Dividends paid

\$509M

Quarterly cash dividend declared in June 2020

\$0.80 per share

Increase of \$0.07 per share or 10% over the equivalent quarterly rate of FY19 semi-annual dividends

OPERATING MARGIN

15.6%

⬆️ 10 bps increase

SERVICES

Revenue Growth in Local Currency

Strategy & Consulting

mid single-digit decline

Technology

mid single-digit growth

Operations

low single-digit growth

"THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES

Approximately 70%

of revenues high single-digit growth

NEW BOOKINGS

\$11.0B

6% increase in local currency

Strong financial results driving superior shareholder value

TOTAL REVENUES

\$33.5B

⬆️ increase of 6% in local currency and 4% 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

\$5.90 ⬆️ 5% increase

RETURNING CASH TO SHAREHOLDERS

Very strong free cash flow

\$4.6B

Cash balance

\$6.4B

Increase of \$300M from the end of FY19

Share repurchases

\$2.3B

Dividends paid

\$1.5B

Cash Dividends

\$2.40

per share

Increase of 10% over the equivalent rate of FY19 semi-annual dividends

OPERATING MARGIN

14.8% ⬆️ 10 bps increase

SERVICES

Revenue Growth in Local Currency

Strategy & Consulting

low single-digit growth

Technology

high single-digit growth

Operations

high single-digit growth

“THE NEW” – DIGITAL, CLOUD, SECURITY SERVICES

More than

65%

of revenues double-digit growth

NEW BOOKINGS

\$35.6B

11% increase in local currency

REVENUES TREND

Q3 FY20

Quarter Ending Revenue from November 30, 2018 to May 31, 2020

(in millions of U.S. dollars)

(Unaudited)

Geographic Markets	FY2019										FY2020					
	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	\$4,856	46%	\$4,754	45%	\$5,148	46%	\$5,228	47%	\$19,986	46%	\$5,288	47%	\$5,257	47%	\$5,239	48%
Europe	3,714	35%	3,638	35%	3,774	34%	3,570	32%	14,696	34%	3,790	33%	3,629	33%	3,575	32%
Growth Markets	2,035	19%	2,062	20%	2,178	20%	2,258	21%	8,533	20%	2,281	20%	2,255	20%	2,177	20%
Total ⁽¹⁾	\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	100%	\$11,142	100%	\$10,991	100%

Industry Groups	FY2019										FY2020					
	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	\$2,135	20%	\$2,146	20%	\$2,253	20%	\$2,224	20%	\$8,757	20%	\$2,245	20%	\$2,239	20%	\$2,197	20%
Financial Services	2,120	20%	2,053	20%	2,197	20%	2,124	19%	8,494	20%	2,190	19%	2,086	19%	2,138	20%
Health & Public Service	1,754	16%	1,709	16%	1,820	16%	1,877	17%	7,161	16%	1,969	18%	1,948	18%	2,016	18%
Products	2,929	28%	2,907	28%	3,077	28%	3,092	28%	12,005	28%	3,217	28%	3,161	28%	2,999	27%
Resources	1,652	16%	1,641	16%	1,748	16%	1,732	16%	6,772	16%	1,734	15%	1,701	15%	1,637	15%
Other	16	n/m	(1)	n/m	5	n/m	6	n/m	26	n/m	5	0%	5	n/m	5	n/m
Total ⁽¹⁾	\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	100%	\$11,142	100%	\$10,991	100%

Type of Work	FY2019										FY2020					
	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	\$5,967	56%	\$5,787	55%	\$6,237	56%	\$6,186	56%	\$24,177	56%	\$6,377	56%	\$6,171	55%	\$5,998	55%
Outsourcing	4,638	44%	4,667	45%	4,863	44%	4,869	44%	19,038	44%	4,982	44%	4,970	45%	4,993	45%
Total ⁽¹⁾	\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	100%	\$11,142	100%	\$10,991	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.

(3) Effective September 1, 2019 we revised the reporting of our geographic regions for the movement of one country from Growth Markets to Europe. Prior period amounts have been reclassified to conform with the current period presentation.

NEW BOOKINGS TREND

Q3 FY20

Quarter Ending New Bookings from November 30, 2018 to May 31, 2020

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2019										FY2020					
	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	\$5.92	58%	\$6.73	57%	\$6.01	57%	\$6.05	47%	\$24.71	54%	\$6.04	58%	\$7.15	50%	\$6.19	56%
Outsourcing	4.27	42%	5.05	43%	4.59	43%	6.84	53%	20.75	46%	4.30	42%	7.05	50%	4.84	44%
Total ⁽¹⁾	\$10.19	100%	\$11.78	100%	\$10.60	100%	\$12.89	100%	\$45.46	100%	\$10.34	100%	\$14.20	100%	\$11.03	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 FY20

Quarter Ending Metrics from August 31, 2018 to May 31, 2020

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

	<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>	<u>11/30/19</u>	<u>2/29/20</u>	<u>5/31/20</u>
Billable	431,140	440,554	447,572	451,911	461,985	473,319	476,869	480,031
Non-Billable	28,038	28,334	28,970	29,646	30,307	31,219	31,703	33,198
Total Accenture Employees	<u>459,178</u>	<u>468,888</u>	<u>476,542</u>	<u>481,557</u>	<u>492,292</u>	<u>504,538</u>	<u>508,572</u>	<u>513,229</u>
<i>Memo:</i>								
Accenture's Utilization	91%	92%	91%	91%	91%	91%	91%	88%
Accenture's Attrition	18%	15%	15%	18%	19%	14%	14%	11%

RECONCILIATION OF RETURN ON ASSETS (ROA)

Q3 FY20

For the Twelve Months Ended May 31, 2020

(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 5/31/20 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,950	
Noncontrolling interests	75	
Income tax expense	1,526	
Income Before Income Taxes	\$6,552	
Annual Effective Tax Rate	22.3%	The tax rate represents a weighted average of the FY19 full year tax rate of 22.5% and FY20 Q3 YTD tax rate of 22.3%
Tax Adjusted Income Before Income Taxes	\$5,090	
<i>Divided by Average Assets:</i>		
Total Assets at May 31, 2020	35,057	
Total Assets at May 31, 2019	28,156	
Average Assets	\$31,607	
Return on Assets	16%	

(1) May not total due to rounding

RETURN METRICS TREND

Q3 FY20

Quarter Ending Return Metrics from August 31, 2018 to May 31, 2020
(Unaudited)

	Twelve Months Ended							5/31/20
	8/31/18	11/30/18	2/28/19	5/31/19	8/31/19	11/30/19	2/29/20	
Return on Invested Capital	41%	39%	39%	39%	38%	35%	35%	33%
Return on Equity	41%	38%	39%	39%	38%	35%	35%	33%
Return on Assets	18%	18%	18%	18%	18%	17%	17%	16%

Notes: November 2018 to May 2020 results include the impacts of ASU 2016-16.
November 2019 to May 2020 include the impact of ASU 2016-02.

RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q3 FY20

For the Twelve Months Ended May 31, 2020

(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 5/31/20 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,950	
Noncontrolling interests	75	
Income tax expense	1,526	
Non-operating (income) expense	(11)	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	\$6,540	
Annual Effective Tax Rate	22.3%	The tax rate represents a weighted average of the FY19 full year tax rate of 22.5% and FY20 Q3 YTD tax rate of 22.3%
Tax Adjusted Operating Income	\$5,081	
Divided by Average Capital:		
Capital at May 31, 2020		
Noncontrolling interests	469	
Total Accenture plc shareholders' equity	16,015	
Short-term bank borrowings, Long-term debt	69	
	\$16,553	
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	
Average Capital	\$15,360	
Return on Invested Capital	33%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON EQUITY (ROE)
 Q3 FY20
 For the Twelve Months Ended May 31, 2020
 (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	
	5/31/20 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,950	
Noncontrolling interests	75	
Income tax expense	1,526	
Income Before Income Taxes	\$6,552	
Annual Effective Tax Rate	22.3%	The tax rate represents a weighted average of the FY19 full year tax rate of 22.5% and FY20 Q3 YTD tax rate of 22.3%
Tax Adjusted Income Before Income Taxes	\$5,090	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interests at May 31, 2020	469	
Total Accenture plc shareholders' equity at May 31, 2020	16,015	
	\$16,484	
Noncontrolling interests at May 31, 2019	406	
Total Accenture plc shareholders' equity at May 31, 2019	13,737	
	\$14,143	
Average Equity and Noncontrolling Interests	\$15,313	
Return on Equity	33%	

(1) May not total due to rounding

SHARES OUTSTANDING AND MARKET CAPITALIZATION
 Q3 FY20
 As of May 31, 2020
 (shares in millions and market capitalization in millions of U.S. dollars)

	As of May 31, 2020	Comments
Accenture plc Class A shares	663.5	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(27.6)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.8	
Total Shares Outstanding at 5/31/2020	636.8	
Share price - as of May 29, 2020 close	\$201.62	
Market Capitalization at 5/31/2020	\$128,381.7	

Note:
 (1) May not total due to rounding

OPERATING INCOME & OPERATING MARGIN
 Q3 FY20
 Quarter Ending OI and OM from August 31, 2018 to May 31, 2020
 (in millions of U.S. dollars)
 (Unaudited)

Geographic Markets	FY2018		FY2019										FY2020					
	Full Year		Q1		Q2		Q3		Q4		Full Year		Q1		Q2		Q3	
	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin	Operating Income	Operating Margin
North America	\$2,709	15%	\$778	16%	\$608	13%	\$882	17%	\$840	16%	\$3,107	16%	\$828	16%	\$732	14%	\$721	14%
Europe	2,167	15%	558	15%	487	13%	552	15%	416	12%	2,013	14%	559	15%	383	11%	535	15%
Growth Markets	1,023	13%	293	14%	292	14%	285	13%	315	14%	1,184	14%	380	17%	374	17%	456	21%
Total ⁽¹⁾	\$5,899	14.4%	\$1,629	15.4%	\$1,387	13.3%	\$1,718	15.5%	\$1,571	14.2%	\$6,305	14.6%	\$1,767	15.6%	\$1,489	13.4%	\$1,713	15.6%

Notes:
 (1) May not total due to rounding