

Very strong results with continued broad-based demand reflecting the relevance of our services

## TOTAL REVENUES

# \$16.2B

⬆️ increase of 27% in local currency and 22% 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

# \$2.79

⬆️ 16% increase

Including a \$0.15 or 6% negative impact related to the disposition of Russia business

## RETURNING CASH TO SHAREHOLDERS

Free cash flow

# \$2.9B

Share repurchases

# \$972M

Quarterly cash dividend declared in June 2022

# \$0.97 per share

Increase of \$0.09 per share or 10% over the quarterly dividend rate in FY21

Dividends paid

# \$614M

## OPERATING MARGIN

# 16.1%

⬆️ 10 bps increase

## SERVICES

Revenue Growth in Local Currency

Strategy & Consulting

very strong double-digit growth

Technology

very strong double-digit growth

Operations

strong double-digit growth

## HIGHLIGHTS OF STRATEGIC PRIORITIES

Revenue Growth in Local Currency (includes overlap)

Cloud

very strong double-digit growth

Song\*

strong double-digit growth

\*formerly Interactive

Industry X

very strong double-digit growth

Security

very strong double-digit growth

## NEW BOOKINGS

# \$17.0B

10% increase in USD and 15% increase in local currency

Outstanding financial performance with significant market share gains and continued successful execution of our growth strategy

## TOTAL REVENUES

# \$46.2B

⬆️ **increase of 27%**  
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

# \$8.11

⬆️ **23% increase**  
on an adjusted basis\*

\*After adjusting Q3 YTD FY21 GAAP EPS of \$6.96 to exclude gains on an investment of \$0.36 per share

## RETURNING CASH TO SHAREHOLDERS

Free  
cash flow

# \$5.2B

Share  
repurchases

# \$3.5B

Cash  
dividends

# \$2.91

  
per share

Increase of 10% over the  
dividend rate in FY21

Dividends paid

# \$1.8B

## OPERATING MARGIN

# 15.4%

⬆️ **10 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**  
very strong  
double-digit growth

**Song\***  
strong double-  
digit growth

\*formerly Interactive

**Industry X**  
very strong  
double-digit growth

**Security**  
very strong  
double-digit growth

## NEW BOOKINGS

# \$53.3B

**20% increase in USD  
book-to-bill 1.2**



### RETURN METRICS TREND

Q3 FY22

Quarter Ending Return Metrics from August 31, 2020 to May 31, 2022  
(Unaudited)

	Twelve Months Ended							
	8/31/20	11/30/20	2/28/21	5/31/21	8/31/21	11/30/21	2/28/22	5/31/22
Return on Invested Capital	31%	30%	30%	31%	31%	32%	33%	33%
Return on Equity	32%	31%	32%	33%	32%	32%	33%	32%
Return on Assets	16%	15%	15%	15%	15%	15%	16%	15%



## RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q3 FY22

For the Twelve Months Ended May 31, 2022

(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 5/31/22 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$6,628</b>	
Noncontrolling interests	106	
Income tax expense	2,135	
Non-operating (income) expense	189	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, and Other income/expense, net.
<b>Operating Income</b>	<b>\$9,058</b>	
Annual Effective Tax Rate	23.6%	The tax rate represents a weighted average of the FY21 full year tax rate of 22.8% and FY22 Q3 YTD tax rate of 23.8%
<b>Tax Adjusted Operating Income</b>	<b>\$6,924</b>	
<b>Divided by Average Capital:</b>		
<b>Capital at May 31, 2022</b>		
Noncontrolling interests	623	
Total Accenture plc shareholders' equity	21,389	
Short-term bank borrowings, Long-term debt	60	
	<b>\$22,072</b>	
<b>Capital at May 31, 2021</b>		
Noncontrolling interests	551	
Total Accenture plc shareholders' equity	19,343	
Short-term bank borrowings, Long-term debt	71	
	<b>\$19,965</b>	
<b>Average Capital</b>	<b>\$21,018</b>	
<b>Return on Invested Capital</b>	<b>33%</b>	

(1) May not total due to rounding



**RECONCILIATION OF RETURN ON EQUITY (ROE)**  
 Q3 FY22  
 For the Twelve Months Ended May 31, 2022  
 (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 5/31/22 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$6,628</b>	
Noncontrolling interests	106	
Income tax expense	2,135	
<b>Income Before Income Taxes</b>	<b>\$8,869</b>	
Annual Effective Tax Rate	23.6%	The tax rate represents a weighted average of the FY21 full year tax rate of 22.8% and FY22 Q3 YTD tax rate of 23.8%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$6,780</b>	
<b>Divided by Average Equity and Noncontrolling Interests:</b>		
Noncontrolling interests at May 31, 2022	623	
Total Accenture plc shareholders' equity at May 31, 2022	21,389	
	<b>\$22,012</b>	
Noncontrolling interests at May 31, 2021	551	
Total Accenture plc shareholders' equity at May 31, 2021	19,343	
	<b>\$19,894</b>	
<b>Average Equity and Noncontrolling Interests</b>	<b>\$20,953</b>	
<b>Return on Equity</b>	<b>32%</b>	

(1) May not total due to rounding



## RECONCILIATION OF RETURN ON ASSETS (ROA)

Q3 FY22

For the Twelve Months Ended May 31, 2022

(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 5/31/22 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$6,628</b>	
Noncontrolling interests	106	
Income tax expense	2,135	
<b>Income Before Income Taxes</b>	<b>\$8,869</b>	
Annual Effective Tax Rate	23.6%	The tax rate represents a weighted average of the FY21 full year tax rate of 22.8% and FY22 Q3 YTD tax rate of 23.8%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$6,780</b>	
<b>Divided by Average Assets:</b>		
Total Assets at May 31, 2022	46,095	
Total Assets at May 31, 2021	42,125	
<b>Average Assets</b>	<b>\$44,110</b>	
<b>Return on Assets</b>	<b>15%</b>	

(1) May not total due to rounding



## SHARES OUTSTANDING AND MARKET CAPITALIZATION

Q3 FY22

As of May 31, 2022

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

	<u>As of May 31, 2022</u>	<u>Comments</u>
Accenture plc Class A shares	664.0	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(31.5)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.7	
<b>Total Shares Outstanding at 5/31/2022</b>	<b>633.1</b>	
Share price - as of May 31, 2022 close	\$298.46	
<b>Market Capitalization at 5/31/2022</b>	<b>\$188,964.4</b>	

Note:

(1) May not total due to rounding



**NEW BOOKINGS TREND**

Q3 FY22

Quarter Ending from November 30, 2020 to May 31, 2022

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2021										FY2022					
	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	\$6.64	51%	\$8.02	50%	\$8.02	52%	\$7.97	53%	\$30.65	52%	\$9.39	56%	\$10.91	56%	\$9.11	54%
Outsourcing	6.29	49%	7.99	50%	7.35	48%	7.05	47%	28.68	48%	7.39	44%	8.67	44%	7.84	46%
<b>Total <sup>(1)</sup></b>	<b>\$12.93</b>	<b>100%</b>	<b>\$16.01</b>	<b>100%</b>	<b>\$15.37</b>	<b>100%</b>	<b>\$15.02</b>	<b>100%</b>	<b>\$59.33</b>	<b>100%</b>	<b>\$16.78</b>	<b>100%</b>	<b>\$19.58</b>	<b>100%</b>	<b>\$16.96</b>	<b>100%</b>

Note:

(1) May not total due to rounding



**REVENUES TREND**

Q3 FY22

Quarter Ending from November 30, 2020 to May 31, 2022

(in millions of U.S. dollars)

(Unaudited)

Geographic Markets	FY2021										FY2022					
	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	\$5,481	47%	\$5,632	47%	\$6,200	47%	\$6,389	48%	\$23,701	47%	\$6,907	46%	\$7,077	47%	\$7,614	47%
Europe	3,967	34%	4,030	33%	4,452	34%	4,300	32%	16,749	33%	5,100	34%	5,010	33%	5,350	33%
Growth Markets	2,314	20%	2,426	20%	2,612	20%	2,731	20%	10,083	20%	2,958	20%	2,960	20%	3,195	20%
<b>Total <sup>(1)</sup></b>	<b>\$11,762</b>	<b>100%</b>	<b>\$12,088</b>	<b>100%</b>	<b>\$13,264</b>	<b>100%</b>	<b>\$13,419</b>	<b>100%</b>	<b>\$50,533</b>	<b>100%</b>	<b>\$14,965</b>	<b>100%</b>	<b>\$15,047</b>	<b>100%</b>	<b>\$16,159</b>	<b>100%</b>

Industry Groups	FY2021										FY2022					
	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	\$2,334	20%	\$2,480	21%	\$2,704	20%	\$2,767	21%	\$10,286	20%	\$3,084	21%	\$3,193	21%	\$3,427	21%
Financial Services	2,346	20%	2,378	20%	2,598	20%	2,611	19%	9,933	20%	2,918	19%	2,872	19%	3,079	19%
Health & Public Service	2,212	19%	2,262	19%	2,520	19%	2,505	19%	9,498	19%	2,730	18%	2,687	18%	2,917	18%
Products	3,206	27%	3,341	28%	3,674	28%	3,733	28%	13,954	28%	4,282	29%	4,329	29%	4,601	28%
Resources	1,664	14%	1,628	13%	1,768	13%	1,802	13%	6,863	14%	1,952	13%	1,966	13%	2,134	13%
<b>Total <sup>(1)</sup></b>	<b>\$11,762</b>	<b>100%</b>	<b>\$12,088</b>	<b>100%</b>	<b>\$13,264</b>	<b>100%</b>	<b>\$13,419</b>	<b>100%</b>	<b>\$50,533</b>	<b>100%</b>	<b>\$14,965</b>	<b>100%</b>	<b>\$15,047</b>	<b>100%</b>	<b>\$16,159</b>	<b>100%</b>

Type of Work	FY2021										FY2022					
	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	\$6,333	54%	\$6,439	53%	\$7,260	55%	\$7,305	54%	\$27,338	54%	\$8,392	56%	\$8,322	55%	\$9,032	56%
Outsourcing	5,430	46%	5,649	47%	6,003	45%	6,114	46%	23,196	46%	6,573	44%	6,724	45%	7,126	44%
<b>Total <sup>(1)</sup></b>	<b>\$11,762</b>	<b>100%</b>	<b>\$12,088</b>	<b>100%</b>	<b>\$13,264</b>	<b>100%</b>	<b>\$13,419</b>	<b>100%</b>	<b>\$50,533</b>	<b>100%</b>	<b>\$14,965</b>	<b>100%</b>	<b>\$15,047</b>	<b>100%</b>	<b>\$16,159</b>	<b>100%</b>

**PEOPLE METRICS**

Q3 FY22

Quarter Ending Metrics from August 31, 2020 to May 31, 2022

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

	<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>	<u>11/30/21</u>	<u>2/28/22</u>	<u>5/31/22</u>
Billable	472,750	481,927	504,001	534,501	588,420	637,256	660,949	671,375
Non-Billable	32,983	32,361	32,652	34,226	35,848	37,069	37,555	39,057
<b>Total Accenture Employees</b>	<b><u>505,733</u></b>	<b><u>514,288</u></b>	<b><u>536,653</u></b>	<b><u>568,727</u></b>	<b><u>624,268</u></b>	<b><u>674,325</u></b>	<b><u>698,504</u></b>	<b><u>710,432</u></b>
<i>Memo:</i>								
<i>Utilization</i>	90%	93%	94%	93%	92%	92%	92%	91%
<i>Quarterly Voluntary Attrition - Annualized</i>	7%	9%	12%	17%	19%	17%	18%	20%
<i>Annual Voluntary Attrition</i>	12%				14%			

**Impact of Investment Gains on Diluted Earnings Per Share**  
Q3 FY22  
Quarter Ending May 31, 2022  
(Unaudited)

	FY20	FY21						FY22				Change from FY21			
	Total FY20	Q1	Q2	Q3	YTD	Q4	Total FY21	Q1	Q2	Q3	YTD	Q3		YTD	
As Reported (GAAP)	\$ 7.89	\$2.32	\$2.23	\$ 2.40	\$6.96	\$2.20	\$ 9.16	\$2.78	\$2.54	\$2.79	\$8.11	\$ 0.39	16%	\$ 1.15	17%
Investment Gains <sup>(1)</sup>	(0.43)	(0.15)	(0.21)	-	(0.36)	-	(0.36)	-	-	-	-	-		0.36	
Adjusted (Non-GAAP)	\$ 7.46	\$2.17	\$2.03	\$ 2.40	\$6.60	\$2.20	\$ 8.80	\$2.78	\$2.54	\$2.79	\$8.11	\$ 0.39	16%	\$ 1.51	23%

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