



Earnings Presentation

Q3 Fiscal 2026

June 18, 2026

Q3 FY26 Performance



Total Revenues

\$18.7B

Increase of **\$1.0 billion**

3% increase in local currency and 6% in USD

Geographic Markets

Revenues and Growth in Local Currency

↑1% **\$9.1B**
Americas
3% increase excluding AFS

↑4% **\$6.9B**
EMEA

↑8% **\$2.7B**
Asia Pacific

Industry Groups

Revenues and Growth in Local Currency

Communications, Media & Technology
↑9% **\$3.2B**

Financial Services
↑3% **\$3.5B**

Health & Public Service
→0% **\$3.8B**
4% increase excluding AFS

Products
↑3% **\$5.7B**

Resources
↑1% **\$2.5B**

Type of Work

Revenues and Growth in Local Currency

Consulting
↑1% **\$9.3B**

Managed Services
↑5% **\$9.4B**

New Bookings

\$19.3B

Book-to-bill of 1.0

Trailing 12-month **book-to-bill of 1.1**

Earnings per Share

\$3.80

9% increase

Operating Margin

17.0%

20 bps increase

Returning Cash to Shareholders

Total Cash Returned
\$2.2B

Dividends Paid
\$1.0B

Share Repurchases
\$1.2B

Free Cash Flow*
\$3.6B

Q4 FY26 Cash Dividend (Declared in June 2026)
\$1.63

Per share
Increase of \$0.15 per share or 10% over the quarterly dividend rate in fiscal year 2025

*Reconciliation of GAAP to Non-GAAP measures provided in appendix and in Q3 FY26 earnings release furnished on Form 8-K on June 18, 2026

Q3 YTD FY26 Performance



Total Revenues

\$55.5B

Increase of \$3.4 billion

4% increase in local currency and 7% in USD

Geographic Markets

Revenues and Growth in Local Currency

↑3% \$27.1B Americas
5% increase excluding AFS

↑3% \$20.4B EMEA

↑9% \$8.0B Asia Pacific

Industry Groups

Revenues and Growth in Local Currency

Communications, Media & Technology
↑9% \$9.4B

Financial Services
↑7% \$10.5B

Health & Public Service
↓1% \$11.3B
3% increase excluding AFS

Products
↑3% \$16.9B

Resources
↑2% \$7.4B

Type of Work

Revenues and Growth in Local Currency

Consulting
↑2% \$27.6B

Managed Services
↑6% \$27.9B

New Bookings

\$62.4B

Book-to-bill of 1.1

Trailing 12-month book-to-bill of 1.1

Earnings per Share*

Adjusted
\$10.67

8% increase

Excludes business optimization impact of \$0.40 per share. On a GAAP basis, earnings per share increased 4%.

Operating Margin*

Adjusted
15.9%

20 bps increase

Excludes business optimization impact of 60 bps. On a GAAP basis, operating margin decreased 30 bps.

Returning Cash to Shareholders

Total Cash Returned
\$8.2B

Dividends Paid
\$3.0B

Accelerated Share Repurchases
\$5.2B

Free Cash Flow*
\$8.8B

Cash Dividends Paid
\$4.89

Per share
Increase of 10% over the quarterly dividend rate in fiscal year 2025

*Reconciliation of GAAP to Non-GAAP measures provided in appendix and in Q3 FY26 earnings release furnished on Form 8-K on June 18, 2026

Q3 Fiscal 2026 - Key Takeaways and Recent Highlights



Reinvention Partner of Choice

104 quarterly client bookings of \$100M or more YTD, **13% more** than this time last year –

– one of our **best indicators** of the **depth** of our client relationships and **scale** of our reinvention programs



Cybersecurity

Agreed to acquire a majority stake in Dragos, and full ownership of runZero and NetRise, **creating a scaled xOT cybersecurity platform** that lets clients see threats, find vulnerabilities, and fix them before it becomes a crisis.



Return to Shareholders

Robust **free cash flow of \$3.6B**

Continued **share repurchases**, buying back \$1.2B in Q3, totaling **\$5.2B** YTD

Returned \$2.2B to shareholders through repurchases and dividends with total quarterly cash dividend payment of \$1.0B

Total YTD cash returned of \$8.2B



Financial Results

\$18.7B of total revenues, **growing \$1.0B**, or 3% in local currency, and once again taking market share

Strong profitability with 20 bps operating margin expansion and 9% EPS growth

Free cash flow of \$3.6B



Accenture Edge

A new business that will embed Accenture's large enterprise expertise and ecosystem relationships in business solutions **designed specifically for the mid-market**



Tech Ecosystem

Revenue from our top 10 ecosystem partners, continues to **outpace our overall growth**

On track in FY26 to **more than double bookings over FY25** from partnerships with our key emerging AI and Data ecosystem partners



FY26 Guidance

Revenue growth now 3% to 4% in local currency, or **4% to 5% excluding** the impact of **AFS**

Adjusted EPS now in range of **\$13.78 to \$13.90**

Free cash flow in range of **\$10.8B to \$11.5B**, increasing by \$1B over FY25, reflecting a **very strong free cash flow to net income ratio of 1.3**



Acquisitions

Raised acquisition target-spend to \$9B, reflecting robust pipeline in new high growth areas

Completed 4 strategic acquisitions, Cabel, Faculty, Verum and Keeper to fuel organic growth

Updates Fiscal Year 2026 Outlook



	FY25 Results	FY26 Outlook (As of 9/25/25)	FY26 Outlook (As of 6/18/26)	Q4 FY26 Outlook
Revenue Growth in Local Currency	7% 4% organic / 3% inorganic	2% – 5% ** Approx. 3% - 6% excluding impact of AFS***	3% – 4% ** Approx. 4% - 5% excluding impact of AFS****	1% – 5% **
Adjusted Operating Margin*	15.6% +10 bps over adjusted FY24	15.7% – 15.9% +10 bps to 30 bps over adjusted FY25	15.8% +20 bps over adjusted FY25	
Adjusted Earnings Per Share*	\$12.93 8% increase over adjusted FY24	\$13.52 – \$13.90 5% to 8% increase over adjusted FY25	\$13.78 – \$13.90 7% to 8% increase over adjusted FY25	
Free Cash Flow (FCF)*	\$10.9B FCF/Net Income Ratio 1.4	\$9.8B – \$10.5B FCF/Net Income Ratio 1.2	\$10.8B – \$11.5B FCF/Net Income Ratio 1.3	
Returned Cash to Shareholders	\$8.3B	At least \$9.3B	At least \$9.5B	

*Adjusted operating margin and adjusted EPS exclude the impact of business optimization costs for FY24, FY25 and FY26. Reconciliation of GAAP to Non-GAAP measures provided in Q4 FY25 earnings release furnished on Form 8-K on September 25, 2025, and Q3 FY26 earnings release furnished on Form 8-K on June 18, 2026.

**FY26 FX assumed at approximately positive 2%, Q4 FY26 assumed at approximately negative 0.5%.

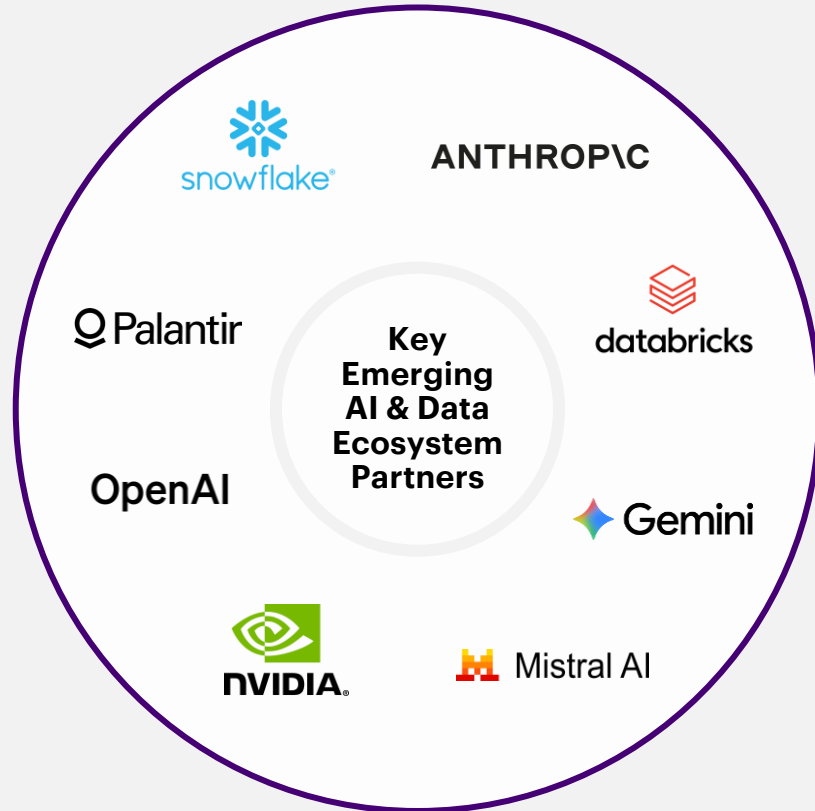
*** Assuming an estimated 1% to 1.5% negative impact from our federal business (AFS).

**** Assuming an estimated 1% negative impact from our federal business (AFS).

#1 Accenture Market Position with Top 10 Ecosystem Partners



Continued Expansion of 8 Key AI and Data Ecosystem Partners



On track in FY26 to **more than double bookings** over FY25 from partnerships with our key emerging AI and Data ecosystem partners

Significant Accenture Milestones



Awarded the first-ever **OpenAI AI Transformation Partner of the Year**



Accenture is **Anthropic's most-certified partner globally**

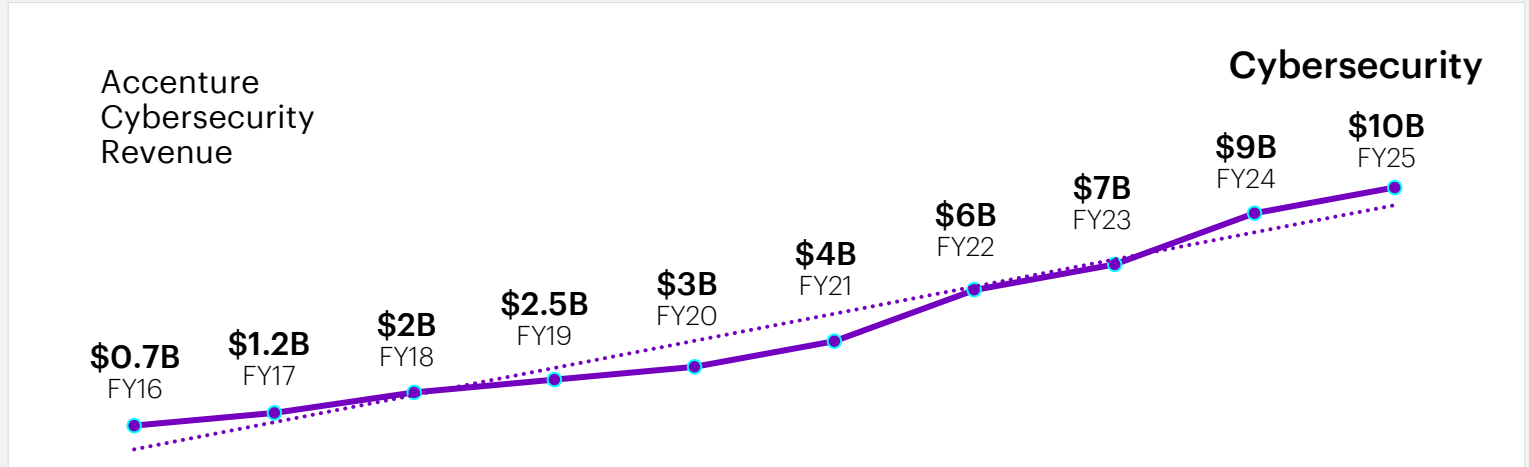
Accenture: A Powerhouse in Cybersecurity Services



A \$10B business built on almost a decade of organic and inorganic growth with 35% CAGR



Accenture maintained the highest revenue in both **Security Professional Services** and **Managed Security Services** in the **Gartner® Market Share: Security Services, Worldwide, 2025 report*****



35%

CAGR for Accenture Cybersecurity Services (FY16-FY25)

4x

Accenture's overall CAGR

24 Cybersecurity-related Acquisitions**		
String of Pearls FY15-FY17	Continue to Grow FY19-FY24	Invest to Capture AI Momentum FY25
8 acquisitions	14 acquisitions	2 acquisitions
(6 IT and 2 IT + OT)	(7 IT and 7 IT + OT)	(1 IT and 1 IT + OT)

*Security revenues and CAGR percentages are approximated and may be modified to reflect periodic changes in definitions

**Security-related acquisitions closed and announced through FY26

***Gartner, Market Share: Security Services, Worldwide, 2025, April 2026. GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved.

Accenture Expands into \$27B High-Growth OT Cybersecurity Market with End-to-End OT Cybersecurity Platform and Services



Acquires majority stake in Dragos, and all of runZero and NetRise, with enterprise valuation of ~\$4.175B



Advances Accenture's Strategy in Cybersecurity by Capitalizing on Growing Demand for Critical Infrastructure Protection in Age of AI

*Accenture commissioned study by a leading analyst firm.

**MarketsandMarkets™: Operational Technology (OT) Security Market Report 2026- 2031, By Solutions, Geo, Tech

1. Estimated as of June 2026, on a combined basis.

Accenture Edge



A new business that will embed Accenture's large enterprise expertise and ecosystem relationships in business solutions designed specifically for the mid-market

The opportunity

Mid-market companies are the engine of growth and jobs for economies around the world

Facing the same fundamental challenges as large enterprises:

- Legacy technology
- Rising cyber risks
- Imperative to adopt AI and capture its value before competitors

Need right-sized solutions, with AI and technology at the core, that deliver clear and measurable business outcomes

\$240B

Estimated TAM*

Growing high-single-digits

What it delivers

1



**Platforms,
Accelerators
and Assets**

Significant investments — right-sized and fit for purpose for this market

2



**Platform-Led,
Ready-to-Deploy
Solutions**

Modernize core systems, adopt AI, deepen customer relationships, drive sales, strengthen security and simplify operations

3



**Seamless
Integration
with Avanade**

Deep cloud, AI and security expertise to help companies adopt AI at speed and scale

*Accenture estimate based on IDC data, including Blackbook IT and Business Services

Strategic Acquisitions Closed in Q3



Closed in March

Italian technology company that provides specialized core banking and IT managed services to mid-size financial institutions that **enhances our portfolio of Financial Advanced Solutions**

→ [Accenture to Acquire Cabel Industry, Strengthening its Financial Services Capabilities in Italy](#)

FACULTY

Closed in March

Leading UK-based AI native services and a decision-intelligence product business, that provides a platform for us to **expand into high growth areas of unmet AI demand**, with non-FTE revenue

→ [Accenture Completes Acquisition of Faculty to Scale AI Capabilities](#)



Closed in May

Infrastructure and capital projects management firm with expertise in the mining, metals, transportation, logistics, chemicals and energy industries, **expanding our capabilities** in Latin America

→ [Accenture to Acquire Verum Partners, Expanding its Capital Projects Capabilities in Latin America](#)

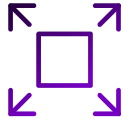
keeper

Announced/Closed in April

Spanish, cloud-native AI and data company with capabilities that define, build and deploy data advanced analytics, gen AI and agentic AI that **expand our growing AI capabilities**

→ [Accenture Acquires Keeper to Boost Its AI and Data Business in Spain](#)

Expect to Return at Least \$9.5B to Shareholders in FY26



Continued share repurchases in Q3, buying back \$1.2B



Paid \$1.0B in dividends in Q3, and declared \$1.63 cash dividend per share in June, an increase of 10% over FY25



Now expect to **return at least \$9.5B of cash to shareholders** this year, a 14% or \$1.2B increase over FY25



\$8.2B year-to-date in cash to shareholders – \$1.3B more than the same time last year – demonstrating our commitment to shareholder returns

Recent Client Announcements: Accenture as the Reinvention Partner >

- + [Accenture Federal Services to Deliver Early Operating Capability for DOE's Genesis Mission CM2US](#)
- + [Accenture Federal Services Wins NOAA Contract to Modernize National Weather Service Forecast Operations](#)
- + [Accenture Partners with the WTA to Help Build the Future of Women's Tennis](#)
- + [Accenture, Vodafone Procure & Connect and SAP Pilot Humanoid Robotics in Warehouse Operations](#)
- + [Airwallex has recorded significant brand gains following a multi format Out of Home campaign planned by Accenture Song and delivered through oOh!media's national network.](#)
- + [Amadeus Redefines Travel Advertising to Help Brands Capture Demand Earlier](#)
- + [Belfius takes next step in its digital development with a strategic European expansion](#)
- + [HUMAIN and Accenture Accelerate AI Adoption at Scale Across Public and Private Sectors in Saudi Arabia](#)
- + [METRO to Transform Fresh Food Supply Chain and Reduce Waste Worldwide with RELEX | RELEX Solutions](#)
- + [Mitsubishi Chemical and Accenture Establish Joint Venture to Drive AI-Enabled Business Reinvention and Operational Transformation](#)
- + [Mutual of America Financial Group Collaborates with Accenture and FIS to Transform Retirement Recordkeeping and Participant Services](#)
- + [NSK and Accenture Forge Strategic Collaboration to Drive Business Reinvention Through AI and Digital Technology](#)
- + [o9 Goes Live at Hormel Foods to Modernize Planning Across the Company's Global Supply Chain Network - o9 Solutions](#)
- + [Piraeus and Accenture Team to Launch AI Hub in the Greek Banking Sector Powered by Anthropic](#)
- + [Post Office partners with Accenture to modernise technology across branch network | Post Office Media](#)
- + [Procurement Leaders Now See More ROI from Supply Chain Innovation Than Compliance, EcoVadis and Accenture](#)
- + [RELEX Solutions Announces Expanded Partnership with Lowe's to Strengthen Their Supply Chain Agility | RELEX Solutions](#)
- + [Stellantis and Accenture Announce Plans for a Strategic Partnership to Advance AI-Driven Manufacturing with NVIDIA](#)
- + [TEPCO Solution Advance Teams with Accenture to Reinvent Operations with AI](#)

Recent Partnership Announcements



Top 10 Ecosystem Partnership Announcements

servicenow

- + ServiceNow and Accenture to Launch Forward Deployed Engineering Program to Scale Agentic AI Across the Enterprise

[Read more >](#)



- + Accenture and Google Cloud Expand Partnership to Scale Agentic Transformation for Global Enterprises with Gemini Enterprise

[Read more >](#)



- + SAP and Palantir Enhance Partnership with AI-Supported Data Migration Tooling to Accelerate Enterprise Cloud ERP Transformation for Autonomous Enterprises

[Read more >](#)



- + NTT DOCOMO GLOBAL Accelerates Trusted AI-Driven Development Through Enhanced Collaboration with Accenture and AWS

[Read more >](#)



- + Accenture Collaborates with Microsoft to Bring Agentic Security and Business Resilience to the Front Lines of Cyber Defense

[Read more >](#)

- + Accenture and Avanade Collaborate with Microsoft to Develop Agentic Factory to Help Reduce Manufacturing Downtime

[Read more >](#)

Emerging Data & AI Ecosystem Partnership Announcements

ANTHROPIC

- + Accenture and Anthropic Team to Help Organizations Secure, Scale AI-Driven Cybersecurity Operations

[Read more >](#)

OpenAI

- + Accenture Federal Services and OpenAI Partner to Accelerate Secure AI Adoption Across the Federal Government

[Read more >](#)



NVIDIA

- + Verifiable Knowledge: The Third Pillar of Trust for Agentic AI

[Read more >](#)

- + NVIDIA and Global Industrial Software Giants Bring Design, Engineering and Manufacturing Into the AI Era

[Read more >](#)

Additional Partnership Announcements

Carnegie Mellon University Software Engineering Institute

- + Accenture and the Carnegie Mellon University Software Engineering Institute Launch AI Adoption Maturity Model to Help Organizations Scale AI with Predictable Outcomes

[Read more >](#)

AlphaSense

- + Accenture and AlphaSense Announce Strategic Investment and Partnership to Bring Agentic Workflows for Market Intelligence to Enterprises

[Read more >](#)

WaveMaker

- + Accenture and WaveMaker Announce Strategic Intent to Help Growth-Focused Organizations Scale with Agentic AI Platform

[Read more >](#)

KION

- + KION brings physical AI into live warehouse operations at GTC 2026 in San José, California

[Read more >](#)

New Bookings Trend

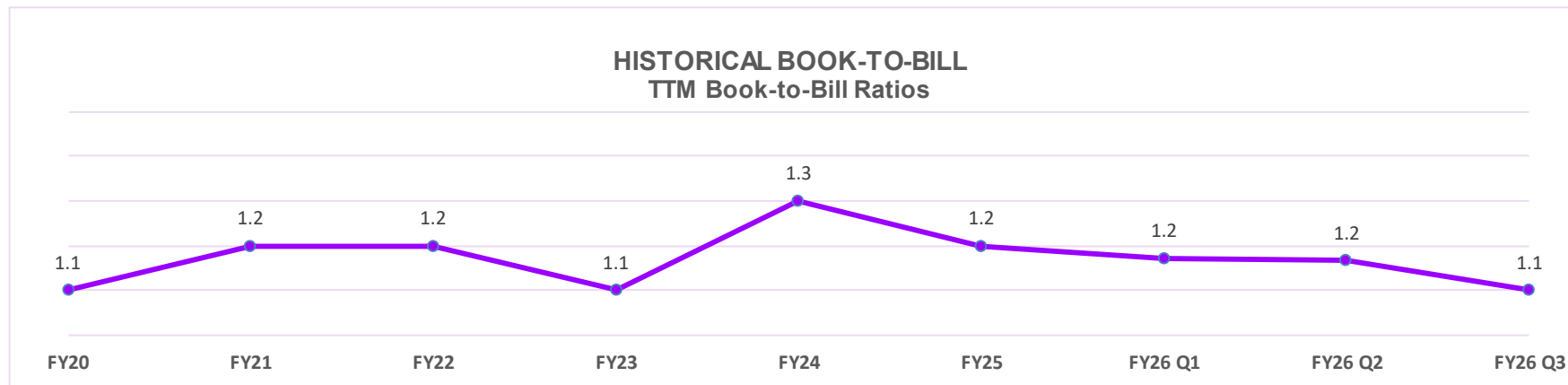


Q3 FY26
 Quarter Ending from November 30, 2024 to May 31, 2026
 (in billions of U.S. dollars)
 (Unaudited)

Type of Work	FY2025										FY2026					
	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	\$9.22	49%	\$10.47	50%	\$9.08	46%	\$8.87	42%	\$37.64	47%	\$9.88	47%	\$11.33	51%	\$10.26	53%
Managed Services	9.48	51%	10.44	50%	10.62	54%	12.44	58%	42.98	53%	11.06	53%	10.78	49%	9.06	47%
Total ⁽¹⁾	\$18.70	100%	\$20.91	100%	\$19.70	100%	\$21.31	100%	\$80.62	100%	\$20.94	100%	\$22.11	100%	\$19.32	100%

Note:

(1) May not total due to rounding



The percentage of our work which is fixed price continues to increase over the 60% it was in FY25

Revenues Trend



Q3 FY26
 Quarter Ending from November 30, 2024 to May 31, 2026
 (in millions of U.S. dollars)
 (Unaudited)

Geographic Markets	FY2025										FY2026					
	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
Americas	\$8,733	49%	\$8,553	51%	\$8,966	51%	\$8,804	50%	\$35,057	50%	\$9,080	48%	\$8,896	49%	\$9,138	49%
EMEA	6,412	36%	5,804	35%	6,232	35%	6,196	35%	24,644	35%	6,935	37%	6,569	36%	6,873	37%
Asia Pacific	2,544	14%	2,302	14%	2,530	14%	2,596	15%	9,972	14%	2,727	15%	2,578	14%	2,707	14%
Total ⁽¹⁾	\$17,690	100%	\$16,659	100%	\$17,728	100%	\$17,596	100%	\$69,673	100%	\$18,742	100%	\$18,044	100%	\$18,718	100%

Industry Groups	FY2025										FY2026					
	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	\$2,858	16%	\$2,730	16%	\$2,912	16%	\$2,954	17%	\$11,454	16%	\$3,102	17%	\$3,091	17%	\$3,218	17%
Financial Services	3,169	18%	3,010	18%	3,279	18%	3,316	19%	12,774	18%	3,602	19%	3,395	19%	3,489	19%
Health & Public Service	3,813	22%	3,609	22%	3,778	21%	3,564	20%	14,763	21%	3,797	20%	3,670	20%	3,845	21%
Products	5,425	31%	5,052	30%	5,344	30%	5,376	31%	21,197	30%	5,741	31%	5,477	30%	5,669	30%
Resources	2,425	14%	2,258	14%	2,415	14%	2,387	14%	9,485	14%	2,499	13%	2,411	13%	2,498	13%
Total ⁽¹⁾	\$17,690	100%	\$16,659	100%	\$17,728	100%	\$17,596	100%	\$69,673	100%	\$18,742	100%	\$18,044	100%	\$18,718	100%

Type of Work	FY2025										FY2026					
	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	\$9,045	51%	\$8,282	50%	\$9,007	51%	\$8,772	50%	\$35,107	50%	\$9,415	50%	\$8,860	49%	\$9,328	50%
Managed Services	8,644	49%	8,377	50%	8,721	49%	8,824	50%	34,566	50%	\$9,328	50%	\$9,184	51%	\$9,390	50%
Total ⁽¹⁾	\$17,690	100%	\$16,659	100%	\$17,728	100%	\$17,596	100%	\$69,673	100%	\$18,742	100%	\$18,044	100%	\$18,718	100%

Note:
 (1) May not total due to rounding



Q3 FY26
Quarter Ending Metrics from August 31, 2024 to May 31, 2026

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

	<u>8/31/24</u>	<u>11/30/24</u>	<u>2/28/25</u>	<u>5/31/25</u>	<u>8/31/25</u>	<u>11/30/25</u>	<u>2/28/26</u>	<u>5/31/26</u>
Total Accenture Employees	774,303	798,781	801,099	790,692	779,273	783,691	786,432	798,739
YoY Growth %	6%	8%	8%	5%	1%	-2%	-2%	1%
Sequential Growth %	3%	3%	0%	-1%	-1%	1%	0%	2%
Memo:								
Utilization	92%	91%	91%	92%	93%	93%	93%	93%
Quarterly Voluntary Attrition - Annualized	14%	12%	13%	16%	15%	13%	13%	14%
Annual Voluntary Attrition	13%				14%			

Appendix

Return Metrics Trend



Q3 FY26
Quarter Ending Return Metrics from August 31, 2024 to May 31, 2026
(Unaudited)

	Twelve Months Ended							
	8/31/24	11/30/24	2/28/25	5/31/25	8/31/25	11/30/25	2/28/26	5/31/26
Return on Invested Capital	26%	24%	25%	24%	23%	21%	22%	21%
Return on Equity	27%	27%	27%	27%	26%	25%	25%	25%
Return on Assets	14%	14%	14%	14%	13%	13%	13%	12%

Notes:

Q4 FY24 through Q3 FY26 results include the impact of business optimization costs

Reconciliation of Return on Investment Capital (ROIC)



Q3 FY26
For the Twelve Months Ended May 31, 2026
(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	
	5/31/26 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$7,790	
Noncontrolling interests	149	
Income tax expense	2,710	
Non-operating (income) expense	(57)	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, Gain/Loss on investments, net, and Other income/expense, net.
Operating Income	\$10,592	
Annual Effective Tax Rate	24.2%	The tax rate represents a weighted average of the FY25 full year tax rate of 23.7% and FY26 YTD tax rate of 24.3%
Tax Adjusted Operating Income	\$8,032	
Divided by Average Capital:		
Capital at May 31, 2026		
Noncontrolling interests	1,617	
Total Accenture plc shareholders' equity	31,891	
Short-term bank borrowings, Long-term debt	5,142	
Capital at May 31, 2025		
Noncontrolling interests	995	
Total Accenture plc shareholders' equity	30,555	
Short-term bank borrowings, Long-term debt	5,151	
	\$36,701	
Average Capital	\$37,675	
Return on Invested Capital	21%	

(1) May not total due to rounding

Reconciliation of Return on Equity (ROE)



Q3 FY26
For the Twelve Months Ended May 31, 2026
(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		Comments
	5/31/26	(1)	
Net Income Attributable to Accenture plc	\$7,790		
Noncontrolling interests	149		
Income tax expense	2,710		
Income Before Income Taxes	\$10,649		
Annual Effective Tax Rate	24.2%		The tax rate represents a weighted average of the FY25 full year tax rate of 23.7% and FY26 YTD tax rate of 24.3%
Tax Adjusted Income Before Income Taxes	\$8,075		
Divided by Average Equity and Noncontrolling Interests:			
Noncontrolling interests at May 31, 2026	1,617		
Total Accenture plc shareholders' equity at May 31, 2026	31,891		
	\$33,508		
Noncontrolling interests at May 31, 2025	995		
Total Accenture plc shareholders' equity at May 31, 2025	30,555		
	\$31,550		
Average Equity and Noncontrolling Interests	\$32,529		
Return on Equity	25%		

(1) May not total due to rounding

Reconciliation of Return on Assets (ROA)



Q3 FY26
For the Twelve Months Ended May 31, 2026
(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		Comments
	5/31/26	⁽¹⁾	
Net Income Attributable to Accenture plc	\$7,790		
Noncontrolling interests	149		
Income tax expense	2,710		
Income Before Income Taxes	\$10,649		
Annual Effective Tax Rate	24.2%		The tax rate represents a weighted average of the FY25 full year tax rate of 23.7% and FY26 YTD tax rate of 24.3%
Tax Adjusted Income Before Income Taxes	\$8,075		
<i>Divided by Average Assets:</i>			
Total Assets at May 31, 2026	68,807		
Total Assets at May 31, 2025	63,362		
Average Assets	\$66,084		
Return on Assets	12%		

(1) May not total due to rounding

Shares Outstanding and Market Capitalization



As of May 31, 2026
(shares in millions and market capitalization in millions of U.S. dollars)

	As of May 31, 2026	Comments
Accenture plc Class A shares	667.5	From Accenture plc statement of shareholders' equity
Accenture plc Class A treasury shares	(55.6)	From Accenture plc statement of shareholders' equity
Accenture Canada Holdings, Inc. shares	0.6	
Total Shares Outstanding	612.4	
Share price - as of May 29, 2026 close	\$187.07	
Market Capitalization	\$114,568.9	

Reconciliation Operating Income, Operating Margin



GAAP (As Reported) to Non-GAAP (As Adjusted) Reconciliation Operating Income, Operating Margin, Diluted Earnings per Share and Free Cash Flow Q3 FY26

(EPS in U.S. dollars and operating income and free cash flow in millions of U.S. dollars)
(Unaudited)

OPERATING INCOME	FY25				FY26				Increase (Decrease)			
	Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD
As Reported (GAAP)	\$ 2,948	\$ 2,245	\$ 2,983	\$ 8,176	\$ 2,874	\$ 2,494	\$ 3,175	\$ 8,543	\$ (74)	\$ 249	\$ 192	\$ 367
Operating Margin	16.7%	13.5%	16.8%	15.7%	15.3%	13.8%	17.0%	15.4%	-1.4%	0.3%	0.2%	-0.3%
Adjustments:												
Business Optimization Costs	\$ -	\$ -	\$ -	\$ -	\$ 308	\$ -	\$ -	\$ 308	\$ 308	\$ -	\$ -	\$ 308
Adjusted (Non-GAAP)	\$ 2,948	\$ 2,245	\$ 2,983	\$ 8,176	\$ 3,182	\$ 2,494	\$ 3,175	\$ 8,851	\$ 234	\$ 249	\$ 192	\$ 675
Adjusted Operating Margin	16.7%	13.5%	16.8%	15.7%	17.0%	13.8%	17.0%	15.9%	0.3%	0.3%	0.2%	0.2%

DILUTED EARNINGS PER SHARE	FY25				FY26				Increase (Decrease)			
	Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD
As Reported (GAAP)	\$ 3.59	\$ 2.82	\$ 3.49	\$ 9.90	\$ 3.54	\$ 2.93	\$ 3.80	\$ 10.27	\$ (0.05)	\$ 0.11	\$ 0.31	\$ 0.37
Business Optimization Costs	-	-	-	-	0.40	-	-	0.40	0.40	-	-	0.40
Adjusted (Non-GAAP)	\$ 3.59	\$ 2.82	\$ 3.49	\$ 9.90	\$ 3.94	\$ 2.93	\$ 3.80	\$ 10.67	\$ 0.35	\$ 0.11	\$ 0.31	\$ 0.77

FREE CASH FLOW	FY25				FY26				Increase (Decrease)			
	Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD
Net cash provided by operating activities	\$ 1,022	\$ 2,853	\$ 3,685	\$ 7,560	\$ 1,664	\$ 3,818	\$ 3,786	\$ 9,268	\$ 642	\$ 965	\$ 101	\$ 1,708
Less: Property and equipment additions	(152)	(171)	(169)	(492)	(157)	(150)	(186)	(492)	(5)	21	(17)	-
Free Cash Flow	\$ 870	\$ 2,683	\$ 3,516	\$ 7,068	\$ 1,507	\$ 3,668	\$ 3,600	\$ 8,775	\$ 637	\$ 985	\$ 84	\$ 1,708

Amounts in tables may not total due to rounding

During the first quarter of fiscal 2026 we completed our six-month business optimization program and recorded \$308 million of business optimization costs for a total of \$923 million under the program, primarily for severance.

The impact of the business optimization costs on diluted earnings per share are presented net of related taxes. The income tax effect was negative \$0.09 for the nine months ended May 31, 2026. This includes both the current and deferred income tax impact and was calculated by using the relevant tax rate of the country where the costs were recorded.

Forward-Looking Statements

Except for the historical information and discussions contained herein, statements in this presentation may constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements may relate to our operations, results of operations and other matters that are based on our current expectations, estimates, assumptions, forecasts, and projections. Words such as “may,” “will,” “should,” “likely,” “anticipates,” “expects,” “intends,” “plans,” “projects,” “believes,” “estimates,” “positioned,” “outlook,” “strategy” and similar expressions are used to identify these forward-looking statements. These statements are not guarantees of future performance nor promises that goals or targets will be met, and involve a number of risks, uncertainties and other factors that are difficult to predict and could cause actual results to differ materially from those expressed or implied. For details on the uncertainties and other factors that may cause our actual future results to be materially different than those expressed in our forward-looking statements, see the uncertainties and other factors discussed under the “Risk Factors” heading in our most recent annual report on Form 10-K, quarterly reports on Form 10-Q and other documents filed with or furnished to the Securities and Exchange Commission (the “SEC”). Statements in this presentation speak only as of the date they were made. We do not undertake to update our forward-looking statements.

Non-GAAP Financial Information

This presentation includes certain financial measures that are not calculated in accordance with generally accepted accounting principles in the United States (“GAAP”), which we use to measure the performance of our business, such as revenue growth as a percentage (YoY in local currency), Adjusted Operating Income, Adjusted Operating Margin, Adjusted Earnings Per Share and Free Cash Flow. Pursuant to the requirements of Regulation G, reconciliations of this non-GAAP financial information to our financial statements as prepared under GAAP are included in this presentation. Financial results “in local currency” are calculated by restating current-period activity into U.S. dollars using the comparable prior-year period’s foreign-currency exchange rates. Our management believes providing investors with this information gives additional insights into our results of operations. While our management believes that the non-GAAP financial measures herein are useful in evaluating Accenture’s operations, this information should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with GAAP. We provide revenue guidance on a local-currency basis and not in U.S. dollars because the impact of foreign exchange rate fluctuations could vary significantly from our stated assumptions.

Market, Industry and Other Data

This presentation contains data, estimates and forecasts that are based on independent industry publications or other publicly available information, as well as other information based on our internal sources. This information involves many assumptions and limitations, and you are cautioned not to give undue weight to these estimates. We have not independently verified the accuracy or completeness of the data contained in these industry publications and other publicly available information. We do not undertake to update such data after the date of this presentation.

Market Share

Market share growth is assessed against our investable basket, which is roughly two dozen of our closest global public competitors which represents about one-third of our addressable market and we use a consistent methodology to compare our financial results to theirs, adjusted to exclude the impact of significant acquisitions to the date of their last publicly available results on a rolling four-quarter basis.

