

Strong results, benefitting from our continued rotation to new, high-growth areas including digital-, cloud- and security-related services

## TOTAL NET REVENUES



# \$8.5B

⬆️ increase of 7% in local currency and 6% in USD

## GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency



North America

↑ **6%**  
\$4.0B

Europe

↑ **7%**  
\$2.9B

Growth Markets

↑ **10%**  
\$1.6B

## OPERATING GROUPS

Revenues and Growth in Local Currency



Communications, Media & Technology

↑ **4%**  
\$1.7B

Financial Services

↑ **6%**  
\$1.8B

Health & Public Service

↑ **5%**  
\$1.5B

Products

↑ **17%**  
\$2.3B

Resources

↓ **-2%**  
\$1.2B

## EPS

**\$1.58** ⬆️ 23% increase



includes \$0.18 positive impact from lower tax rate in the quarter

## RETURNING CASH TO SHAREHOLDERS



Strong free cash flow

**\$1.0B**

Share repurchases

**\$588M**

Semi-annual cash dividend paid Nov. 2016

**\$1.21 per share**

increase of \$0.11 per share or 10% over our semi-annual dividend paid in May 2016

## OPERATING MARGIN

**15.6%** ⬆️ 40 bps increase from Q1 FY16



## BUSINESS DIMENSIONS

Revenue Growth in Local Currency



Strategy/ Consulting

mid-single-digit growth

Application Services

mid-single-digit growth

Operations

double-digit growth

## "THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES



More than **40%**

of revenues strong double-digit growth

## NEW BOOKINGS



**\$8.3B**

⬆️ increase of 9% in local currency



## NET REVENUES TREND

Q1 FY17

Quarter Ending Net Revenue from November 30, 2015 to November 30, 2016

(in millions of U.S. dollars)

(Unaudited)

Operating Group	FY2016										FY2017	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Comm. Media & Tech	\$1,605	20%	\$1,607	20%	\$1,708	20%	\$1,697	20%	\$6,616	20%	\$1,686	20%
Financial Services	1,745	22%	1,685	21%	1,805	21%	1,796	21%	7,031	21%	1,810	21%
Health & Public Service	1,424	18%	1,482	19%	1,539	18%	1,541	18%	5,987	18%	1,501	18%
Products	1,990	25%	1,995	25%	2,158	26%	2,252	27%	8,395	26%	2,320	27%
Resources	1,245	15%	1,174	15%	1,221	15%	1,199	14%	4,839	15%	1,195	14%
Other	4	n/m	3	n/m	4	n/m	4	n/m	15	n/m	4	n/m
<b>Total <sup>(1)</sup></b>	<b>\$8,013</b>	<b>100%</b>	<b>\$7,946</b>	<b>100%</b>	<b>\$8,435</b>	<b>100%</b>	<b>\$8,489</b>	<b>100%</b>	<b>\$32,883</b>	<b>100%</b>	<b>\$8,516</b>	<b>100%</b>

Geographic Region	FY2016										FY2017	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
North America	\$3,763	47%	\$3,791	48%	\$4,017	48%	\$4,082	48%	\$15,653	48%	\$3,981	47%
Europe	2,885	36%	2,785	35%	2,946	35%	2,833	33%	11,448	35%	2,942	34%
Growth Markets	1,365	17%	1,370	17%	1,472	17%	1,574	19%	5,781	17%	1,593	19%
<b>Total <sup>(1)</sup></b>	<b>\$8,013</b>	<b>100%</b>	<b>\$7,946</b>	<b>100%</b>	<b>\$8,435</b>	<b>100%</b>	<b>\$8,489</b>	<b>100%</b>	<b>\$32,883</b>	<b>100%</b>	<b>\$8,516</b>	<b>99%</b>

Type of Work	FY2016										FY2017	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Consulting	\$4,346	54%	\$4,293	54%	\$4,621	55%	\$4,608	54%	\$17,868	54%	\$4,593	54%
Outsourcing	3,667	46%	3,653	46%	3,813	45%	3,882	46%	15,015	46%	3,922	46%
<b>Total <sup>(1)</sup></b>	<b>\$8,013</b>	<b>100%</b>	<b>\$7,946</b>	<b>100%</b>	<b>\$8,435</b>	<b>100%</b>	<b>\$8,489</b>	<b>100%</b>	<b>\$32,883</b>	<b>100%</b>	<b>\$8,516</b>	<b>100%</b>

Notes:

(1) May not total due to rounding

The company's geographic regions are as follows:

•**North America:** The United States and Canada    •**Europe**    •**Growth Markets:** Asia Pacific, Latin America, Africa, the Middle East, Russia a

**NEW BOOKINGS TREND**

Q1 FY17

Quarter Ending New Bookings from November 30, 2015 to November 30, 2016

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2016										FY2017	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Consulting	\$4.42	57%	\$5.01	52%	\$4.93	54%	\$4.81	53%	\$19.16	54%	\$4.88	59%
Outsourcing	3.32	43%	4.54	48%	4.19	46%	4.18	47%	16.23	46%	3.44	41%
<b>Total</b>	<b>\$7.74</b>	<b>100%</b>	<b>\$9.55</b>	<b>100%</b>	<b>\$9.12</b>	<b>100%</b>	<b>\$8.99</b>	<b>100%</b>	<b>\$35.39</b>	<b>100%</b>	<b>\$8.32</b>	<b>100%</b>

**PEOPLE METRICS**

Q1 FY17

Quarter Ending Headcount from February 28, 2015 to November 30, 2016

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

	<u>2/28/15</u>	<u>5/31/15</u>	<u>8/31/15</u>	<u>11/30/15</u>	<u>2/29/16</u>	<u>5/31/16</u>	<u>8/31/16</u>	<u>11/30/16</u>
<b>Headcount</b>								
Billable	300,246	312,414	334,074	347,268	347,074	349,615	357,516	367,305
Non-Billable	23,032	23,678	24,424	25,239	25,505	25,875	26,219	26,778
<b>Total Accenture Employees</b>	<u><b>323,278</b></u>	<u><b>336,092</b></u>	<u><b>358,498</b></u>	<u><b>372,507</b></u>	<u><b>372,579</b></u>	<u><b>375,490</b></u>	<u><b>383,735</b></u>	<u><b>394,083</b></u>
<i>Global Delivery Network</i>	225,878	237,149	256,846	270,271	272,745	276,363	285,240	295,381
<b>Other People Related Metrics</b>								
<i>Utilization</i>	91%	90%	90%	90%	90%	91%	92%	92%
<i>Attrition</i>	14%	15%	14%	13%	13%	15%	16%	12%

**Reclassification of Excess Tax Benefit Impact on Operating Cash Flow and Free Cash Flow**

FY16  
(In U.S. Dollars)  
(Unaudited)

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>FY16</u>
Operating Cash Flow as Reported	\$611,305	\$317,346	\$1,591,025	\$2,055,439	\$4,575,115
Add: Excess tax benefits from share-based payment arrangements	31,952	46,849	2,964	10,520	92,285
<b>Operating Cash Flow Adjusted</b>	<b><u>\$643,257</u></b>	<b><u>\$364,195</u></b>	<b><u>\$1,593,989</u></b>	<b><u>\$2,065,959</u></b>	<b><u>\$4,667,400</u></b>
Free Cash Flow as Reported	\$516,528	\$169,278	\$1,497,370	\$1,895,373	\$4,078,549
Add: Excess tax benefits from share-based payment arrangements	31,952	46,849	2,964	10,520	92,285
<b>Free Cash Flow Adjusted</b>	<b><u>\$548,480</u></b>	<b><u>\$216,127</u></b>	<b><u>\$1,500,334</u></b>	<b><u>\$1,905,893</u></b>	<b><u>\$4,170,834</u></b>

Note: Fiscal 2016 cash flows from excess tax benefits have been reclassified from financing activities to operating activities in connection with the Company's adoption on September 1, 2016, of FASB ASU No. 2016-09, "Improvements to Employee Share-Based Payment Accounting"

## RETURN METRICS TREND

Q1 FY17

Quarter Ending Return Metrics from February 28, 2015 to November 30, 2016  
(Unaudited)

	Twelve Months Ended							11/30/16
	2/28/15	5/31/15	8/31/15	11/30/15	2/29/16	5/31/16	8/31/16	
Return on Invested Capital	53%	52%	51%	53%	50%	51%	50%	53%
Return on Equity	54%	52%	51%	53%	56%	57%	59%	62%
Return on Assets	20%	19%	18%	18%	22%	22%	22%	23%

Note: February 2016 through November 2016 results include the gain on the sale of Navitaire  
August 2016 through November 2016 results include the gain on the sale of Duck Creek

## RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q1 FY17

For the Twelve Months Ended November 30, 2016

(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 11/30/16 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$4,297</b>	
Noncontrolling interests	243	
Provision related to income taxes	1,166	
Non-operating (income) expense	(785)	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, Other income/expense, net, and gain on sale of businesses.
	<u>\$4,921</u>	
<b>Operating Income</b>	<b>\$4,921</b>	
Annual Effective Tax Rate	21.9%	The tax rate represents a weighted average of the FY16 full year tax rate of 22.4% and FY17 Q1 tax rate of 20.4%
<b>Tax Adjusted Operating Income</b>	<b>\$3,844</b>	
<b>Divided by Average Capital:</b>		
<b>Capital at November 30, 2016</b>		
Noncontrolling interests	617	
Total Accenture plc shareholders' equity	7,417	
Short-term bank borrowings, Long-term debt	27	
	<u>\$8,061</u>	
<b>Capital at November 30, 2015</b>		
Noncontrolling interests	505	
Total Accenture plc shareholders' equity	5,900	
Short-term bank borrowings, Long-term debt	28	
	<u>\$6,433</u>	
<b>Average Capital</b>	<b>\$7,247</b>	
<b>Return on Invested Capital</b>	<b>53%</b>	

(1) May not total due to rounding

Note: Results include the gain on the sale of Navitaire and Duck Creek

## RECONCILIATION OF RETURN ON EQUITY (ROE)

Q1 FY17

For the Twelve Months Ended November 30, 2016

(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 11/30/16 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$4,297</b>	
Noncontrolling interests	243	
Provision related to income taxes	1,166	
<b>Income Before Income Taxes</b>	<b>\$5,706</b>	
Annual Effective Tax Rate	21.9%	The tax rate represents a weighted average of the FY16 full year tax rate of 22.4% and FY17 Q1 tax rate of 20.4%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$4,458</b>	
<b>Divided by Average Equity and Noncontrolling Interests:</b>		
Noncontrolling interests at November 30, 2016	617	
Total Accenture plc shareholders' equity at November 30, 2016	7,417	
	<b>\$8,034</b>	
Noncontrolling interests at November 30, 2015	505	
Total Accenture plc shareholders' equity at November 30, 2015	5,900	
	<b>\$6,405</b>	
<b>Average Equity and Noncontrolling Interests</b>	<b>\$7,220</b>	
<b>Return on Equity</b>	<b>62%</b>	

(1) May not total due to rounding

Note: Results include the gain on the sale of Navitaire and Duck Creek



## RECONCILIATION OF RETURN ON ASSETS (ROA)

Q1 FY17

For the Twelve Months Ended November 30, 2016

(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	
	11/30/16 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$4,297</b>	
Noncontrolling interests	243	
Provision related to income taxes	1,166	
<b>Income Before Income Taxes</b>	<b>\$5,706</b>	
Annual Effective Tax Rate	21.9%	The tax rate represents a weighted average of the FY16 full year tax rate of 22.4% and FY17 Q1 tax rate of 20.4%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$4,458</b>	
<b>Divided by Average Assets:</b>		
Total Assets at November 30, 2016	20,444	
Total Assets at November 30, 2015	17,994	
<b>Average Assets</b>	<b>\$19,219</b>	
<b>Return on Assets</b>	<b>23%</b>	

(1) May not total due to rounding

Note: Results include the gain on the sale of Navitaire and Duck Creek

**SHARES OUTSTANDING AND MARKET CAPITALIZATION**  
 Q1 FY17  
 As of November 30, 2016  
 (shares in millions and market capitalization in millions of U.S. dollars)

	<u>November 30, 2016</u>	<u>Comments</u>
Accenture plc Class A shares	657.7	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(36.8)	From Accenture plc statement of shareholders' equity.
Accenture Holdings plc ordinary shares	27.3	From Accenture Holdings plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	1.0	
<b>Total Shares Outstanding at 11/30/2016 <sup>(1)</sup></b>	<b>649.1</b>	Of these shares, approximately 6% are Founder shares issued in connection with Accenture's incorporation that are still held by active and former senior executives of Accenture. Accenture refers to the remaining 94% as our public float.
Share price - as of November 30, 2016 close	\$119.43	
<b>Market Capitalization at 11/30/2016</b>	<b>\$77,527</b>	

Notes:

(1) May not total due to rounding