

Strong results, reflecting broad-based growth ahead of the market and the continued successful execution of our growth strategy

TOTAL REVENUES

\$11.4B

⬆️ increase of 9% in local currency and 7% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency

North America

↑ **9%**
\$5.3B

Europe

↑ **7%**
\$3.8B

Growth Markets

↑ **13%**
\$2.3B

OPERATING GROUPS

Revenues and Growth in Local Currency

Communications,
Media & Technology



\$2.2B

Financial Services



\$2.2B

Health &
Public Service



\$2.0B

Products



\$3.2B

Resources



\$1.7B

EPS

\$2.09

⬆️ 7% increase

RETURNING CASH TO SHAREHOLDERS

Strong free cash flow

\$692M

Share repurchases

\$729M

Quarterly cash dividend declared in December 2019

\$0.80

per share

Dividends paid

\$508M

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

OPERATING MARGIN

15.6%

⬆️ 20 bps increase

BUSINESS DIMENSIONS

Revenue Growth in Local Currency

Strategy/
Consulting

high 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

\$10.3B

more than 65% in "the New"

REVENUES TREND

Q1 FY20

Quarter Ending Revenue from November 30, 2018 to November 30, 2019

(in millions of U.S. dollars)

(Unaudited)

Operating Group	FY2019										FY2020	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Comm. Media & Tech	\$2,135	20%	\$2,146	20%	\$2,253	20%	\$2,224	20%	\$8,757	20%	\$2,245	20%
Financial Services	2,120	20%	2,053	20%	2,197	20%	2,124	19%	8,494	20%	2,190	19%
Health & Public Service	1,754	16%	1,709	16%	1,820	16%	1,877	17%	7,161	16%	1,969	18%
Products	2,929	28%	2,907	28%	3,077	28%	3,092	28%	12,005	28%	3,217	28%
Resources	1,652	16%	1,641	16%	1,748	16%	1,732	16%	6,772	16%	1,734	15%
Other	16	n/m	(1)	n/m	5	n/m	6	n/m	26	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%

Geographic Region	FY2019										FY2020	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
North America	\$4,856	46%	\$4,754	45%	\$5,148	46%	\$5,228	47%	\$19,986	46%	\$5,288	47%
Europe	3,714	35%	3,638	35%	3,774	34%	3,570	32%	14,696	34%	3,790	33%
Growth Markets	2,035	19%	2,062	20%	2,178	20%	2,258	21%	8,533	20%	2,281	20%
Total ⁽¹⁾	\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	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
Consulting	\$5,967	56%	\$5,787	55%	\$6,237	56%	\$6,186	56%	\$24,177	56%	\$6,377	56%
Outsourcing	4,638	44%	4,667	45%	4,863	44%	4,869	44%	19,038	44%	4,982	44%
Total ⁽¹⁾	\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	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

Q1 FY20

Quarter Ending New Bookings from November 30, 2018 to November 30, 2019

(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
Consulting	\$5.92	58%	\$6.73	57%	\$6.01	57%	\$6.05	47%	\$24.71	54%	\$6.04	58%
Outsourcing	4.27	42%	5.05	43%	4.59	43%	6.84	53%	20.75	46%	4.30	42%
Total ⁽¹⁾	\$10.19	100%	\$11.78	100%	\$10.60	100%	\$12.89	100%	\$45.46	100%	\$10.34	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

Q1 FY20

Quarter Ending Metrics from February 28, 2018 to November 30, 2019

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

	<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>	<u>11/30/19</u>
Billable	413,810	421,042	431,140	440,554	447,572	451,911	461,985	473,319
Non-Billable	27,782	27,682	28,038	28,334	28,970	29,646	30,307	31,219
Total Accenture Employees	<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>	<u>504,538</u>
<i>Memo:</i>								
<i>Accenture's Utilization</i>	91%	91%	91%	92%	91%	91%	91%	91%
<i>Accenture's Attrition</i>	13%	17%	18%	15%	15%	18%	19%	14%

RECONCILIATION OF RETURN ON ASSETS (ROA)

Q1 FY20

For the Twelve Months Ended November 30, 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		
	11/30/19	⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,861		
Noncontrolling interests	69		
Income tax expense	1,512		
Income Before Income Taxes	\$6,442		
Annual Effective Tax Rate	22.8%		The tax rate represents a weighted average of the FY19 full year adjusted tax rate of 22.5% and FY20 Q1 tax rate of 23.6%
Tax Adjusted Income Before Income Taxes	\$4,975		
<i>Divided by Average Assets:</i>			
Total Assets at November 30, 2019	33,171		
Total Assets at November 30, 2018	26,706		
Average Assets	\$29,939		
Return on Assets	17%		

(1) May not total due to rounding

RETURN METRICS TREND

Q1 FY20

Quarter Ending Return Metrics from February 28, 2018 to November 30, 2019
(Unaudited)

	Twelve Months Ended							
	2/28/18	5/31/18	8/31/18	11/30/18	2/28/19	5/31/19	8/31/19	11/30/19
Return on Invested Capital	40%	44%	41%	39%	39%	39%	38%	35%
Return on Equity	40%	44%	41%	38%	39%	39%	38%	35%
Return on Assets	18%	19%	18%	18%	18%	18%	18%	17%

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

RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q1 FY20

For the Twelve Months Ended November 30, 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 11/30/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,861	
Noncontrolling interests	69	
Income tax expense	1,512	
Non-operating (income) expense	1	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	\$6,443	
Annual Effective Tax Rate	22.8%	The tax rate represents a weighted average of the FY19 full year adjusted tax rate of 22.5% and FY20 Q1 tax rate of 23.6%
Tax Adjusted Operating Income	\$4,976	
Divided by Average Capital:		
Capital at November 30, 2019		
Noncontrolling interests	434	
Total Accenture plc shareholders' equity	15,167	
Short-term bank borrowings, Long-term debt	20	
	\$15,621	
Capital at November 30, 2018		
Noncontrolling interests	377	
Total Accenture plc shareholders' equity	12,679	
Short-term bank borrowings, Long-term debt	25	
	\$13,080	
Average Capital	\$14,351	
Return on Invested Capital	35%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON EQUITY (ROE)
 Q1 FY20
 For the Twelve Months Ended November 30, 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 11/30/19 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,861	
Noncontrolling interests	69	
Income tax expense	1,512	
Income Before Income Taxes	\$6,442	
Annual Effective Tax Rate	22.8%	The tax rate represents a weighted average of the FY19 full year adjusted tax rate of 22.5% and FY20 Q1 tax rate of 23.6%
Tax Adjusted Income Before Income Taxes	\$4,975	
<i>Divided by Average Equity and Noncontrolling Interests:</i>		
Noncontrolling interests at November 30, 2019	434	
Total Accenture plc shareholders' equity at November 30, 2019	15,167	
	\$15,601	
Noncontrolling interests at November 30, 2018	377	
Total Accenture plc shareholders' equity at November 30, 2018	12,679	
	\$13,056	
Average Equity and Noncontrolling Interests	\$14,328	
Return on Equity	35%	

(1) May not total due to rounding

SHARES OUTSTANDING AND MARKET CAPITALIZATION
 Q1 FY20
 As of November 30, 2019
 (shares in millions and market capitalization in millions of U.S. dollars)

	As of November 30, 2019	Comments
Accenture plc Class A shares	656.9	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(22.0)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.8	
Total Shares Outstanding at 11/30/2019	635.8	
Share price - as of November 29, 2019 close	\$201.16	
Market Capitalization at 11/30/2019	\$127,895.9	

Note:
 (1) May not total due to rounding