

Excellent financial results, reflecting the relevance of our growth strategy and strong demand for our services

TOTAL REVENUES

\$11.8B

⬆️ increase of 2% 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 (GAAP)

\$2.32

⬆️ 11% increase

EPS (Adjusted)

\$2.17

⬆️ 8% increase

excluding gains on an investment of \$0.15 in Q1FY21 and \$0.08 in Q1FY20

RETURNING CASH TO SHAREHOLDERS

Very strong free cash flow

\$1.5B

Cash balance

\$8.6B

Share repurchases

\$769M

Dividends paid

\$558M

Quarterly cash dividend declared in Dec, 2020

\$0.88 per share

Increase of \$0.08 per share or 10% over the quarterly dividend rate in FY20

OPERATING MARGIN

16.1%

⬆️ 50 bps increase

SERVICES

Revenue Growth in Local Currency

Strategy & Consulting

low double-digit decline

Technology

mid single-digit growth

Operations

double-digit growth

HIGHLIGHTS OF STRATEGIC PRIORITIES

Revenue Growth in Local Currency
(includes overlap)

Cloud

strong double-digit growth

Industry X

low double-digit growth

Interactive*

mid single-digit growth

Security

low double-digit growth

NEW BOOKINGS

\$12.9B

25% increase

Accenture discloses information about its Services and Strategic Priorities to provide additional insights into the company's business. Revenues for Services and Strategic Priorities are approximate and may be modified to reflect periodic changes in definitions. Judgment is required to allocate revenues for client arrangements with multiple offerings into individual Services. Revenues for Strategic Priorities overlap so revenues for the same client arrangement may be included in multiple Strategic Priorities. For full financial data, non-GAAP financial disclosure and cautionary language regarding forward-looking statements, please refer to Accenture's fiscal year 2021 first quarter news release issued on December 17, 2020, which accompanies this presentation and is available at investor.accenture.com.
*Accenture Interactive revenue growth updated from low single-digit to mid single-digit.

RETURN METRICS TREND

Q1 FY21

Quarter Ending Return Metrics from February 28, 2019 to November 30, 2020
(Unaudited)

	Twelve Months Ended							
	2/28/19	5/31/19	8/31/19	11/30/19	2/29/20	5/31/20	8/31/20	11/30/20
Return on Invested Capital	39%	39%	38%	35%	35%	33%	31%	30%
Return on Equity	39%	39%	38%	35%	35%	33%	32%	31%
Return on Assets	18%	18%	18%	17%	17%	16%	16%	15%

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

RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q1 FY21

For the Twelve Months Ended November 30, 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		
	11/30/20	⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$5,251		
Noncontrolling interests	81		
Income tax expense	1,628		
Non-operating (income) expense	(324)		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	\$6,637		
Annual Effective Tax Rate	23.4%		The tax rate represents a weighted average of the FY20 full year tax rate of 23.5% and FY21 Q1 tax rate of 23.4%
Tax Adjusted Operating Income	\$5,081		
Divided by Average Capital:			
Capital at November 30, 2020			
Noncontrolling interests	520		
Total Accenture plc shareholders' equity	17,907		
Short-term bank borrowings, Long-term debt	69		
	\$18,495		
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		
Average Capital	\$17,058		
Return on Invested Capital	30%		

(1) May not total due to rounding

RECONCILIATION OF RETURN ON EQUITY (ROE)

Q1 FY21

For the Twelve Months Ended November 30, 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 11/30/20 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$5,251	
Noncontrolling interests	81	
Income tax expense	1,628	
Income Before Income Taxes	\$6,961	
Annual Effective Tax Rate	23.4%	The tax rate represents a weighted average of the FY20 full year tax rate of 23.5% and FY21 Q1 tax rate of 23.4%
Tax Adjusted Income Before Income Taxes	\$5,329	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interests at November 30, 2020	520	
Total Accenture plc shareholders' equity at November 30, 2020	17,907	
	\$18,426	
Noncontrolling interests at November 30, 2019	434	
Total Accenture plc shareholders' equity at November 30, 2019	15,167	
	\$15,601	
Average Equity and Noncontrolling Interests	\$17,014	
Return on Equity	31%	

(1) May not total due to rounding

RECONCILIATION OF RETURN ON ASSETS (ROA)

Q1 FY21

For the Twelve Months Ended November 30, 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 11/30/20 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$5,251	
Noncontrolling interests	81	
Income tax expense	1,628	
Income Before Income Taxes	\$6,961	
Annual Effective Tax Rate	23.4%	The tax rate represents a weighted average of the FY20 full year tax rate of 23.5% and FY21 Q1 tax rate of 23.4%
Tax Adjusted Income Before Income Taxes	\$5,329	
Divided by Average Assets:		
Total Assets at November 30, 2020	38,268	
Total Assets at November 30, 2019	33,171	
Average Assets	\$35,720	
Return on Assets	15%	

(1) May not total due to rounding



PEOPLE METRICS

Q1 FY21

Quarter Ending Metrics from February 28, 2019 to November 30, 2020

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

	<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>	<u>8/31/20</u>	<u>11/30/20</u>
Billable	447,572	451,911	461,985	473,319	476,869	480,031	472,750	481,927
Non-Billable	28,970	29,646	30,307	31,219	31,703	33,198	32,983	32,361
Total Accenture Employees	<u>476,542</u>	<u>481,557</u>	<u>492,292</u>	<u>504,538</u>	<u>508,572</u>	<u>513,229</u>	<u>505,733</u>	<u>514,288</u>
<i>Memo:</i>								
<i>Accenture's Utilization</i>	91%	91%	91%	91%	91%	88%	90%	93%
<i>Accenture's Attrition</i>	15%	18%	19%	14%	14%	11%	7%	9%



SHARES OUTSTANDING AND MARKET CAPITALIZATION
Q1 FY21
As of November 30, 2020
(shares in millions and market capitalization in millions of U.S. dollars)

	As of November 30, 2020	Comments
Accenture plc Class A shares	660.5	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(26.9)	From Accenture plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	0.7	
Total Shares Outstanding at 11/30/2020	634.3	
Share price - as of November 30, 2020 close	\$249.09	
Market Capitalization at 11/30/2020	\$158,007.1	

Note:

(1) May not total due to rounding

NEW BOOKINGS TREND

Q1 FY21

Quarter Ending from November 30, 2019 to November 30, 2020

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2020										FY2021	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Consulting	\$6.04	58%	\$7.15	50%	\$6.19	56%	\$6.46	46%	\$25.84	52%	\$6.64	51%
Outsourcing	4.30	42%	7.05	50%	4.84	44%	7.52	54%	23.71	48%	6.29	49%
Total ⁽¹⁾	\$10.34	100%	\$14.20	100%	\$11.03	100%	\$13.98	100%	\$49.55	100%	\$12.93	100%

Note:

(1) May not total due to rounding

REVENUES TREND

Q1 FY21

Quarter Ending from November 30, 2019 to November 30, 2020

(in millions of U.S. dollars)

(Unaudited)

	FY2020										FY2021	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Geographic Markets												
North America	\$5,288	47%	\$5,257	47%	\$5,239	48%	\$5,198	48%	\$20,982	47%	\$5,481	47%
Europe	3,790	33%	3,629	33%	3,575	32%	3,409	31%	14,402	33%	3,967	34%
Growth Markets	2,281	20%	2,255	20%	2,177	20%	2,229	21%	8,943	20%	2,314	20%
Total ⁽¹⁾	\$11,359	100%	\$11,142	100%	\$10,991	100%	\$10,835	100%	\$44,327	100%	\$11,762	100%
Industry Groups												
Comm. Media & Tech	\$2,245	20%	\$2,239	20%	\$2,197	20%	\$2,201	20%	\$8,883	20%	\$2,334	20%
Financial Services	2,190	19%	2,087	19%	2,138	20%	2,104	19%	8,519	19%	2,346	20%
Health & Public Service	1,969	17%	1,948	18%	2,016	18%	2,090	19%	8,024	18%	2,212	19%
Products	3,220	28%	3,165	28%	3,003	27%	2,899	27%	12,287	28%	3,206	27%
Resources	1,734	15%	1,702	15%	1,637	15%	1,541	14%	6,614	15%	1,664	14%
Total ⁽¹⁾	\$11,359	100%	\$11,142	100%	\$10,991	100%	\$10,835	100%	\$44,327	100%	\$11,762	100%
Type of Work												
Consulting	\$6,377	56%	\$6,171	55%	\$5,998	55%	\$5,681	52%	\$24,227	55%	\$6,333	54%
Outsourcing	4,982	44%	4,970	45%	4,993	45%	5,155	48%	20,100	45%	5,430	46%
Total ⁽¹⁾	\$11,359	100%	\$11,142	100%	\$10,991	100%	\$10,835	100%	\$44,327	100%	\$11,762	100%

Notes:

(1) May not total due to rounding

(2) Effective September 1, 2020, we revised the reporting of our industry groups to include amounts previously reported in Other. Prior period amounts have been reclassified to conform with the current period presentation.

Impact of Investment Gains on Diluted Earnings Per Share

Q1 FY21

Quarter Ending from November 30, 2019 to November 30, 2020

(Unaudited)

	FY20				Total	FY21	Change from	
	Q1	Q2	Q3	Q4		Q1	Q1 FY20	
As Reported (GAAP)	\$ 2.09	\$ 1.91	\$ 1.90	\$ 1.99	\$ 7.89	\$ 2.32	\$ 0.23	11%
Investment Gains (1)	(0.08)	(0.07)	-	(0.29)	(0.43)	(0.15)	(0.07)	
Adjusted (Non-GAAP)	\$ 2.01	\$ 1.84	\$ 1.90	\$ 1.70	\$ 7.46	\$ 2.17	\$ 0.16	8%

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