



# Earnings Presentation

**Q1 Fiscal 2026**







December 18, 2025

# Q1 FY26 Performance

<div><div>Total Revenues</div><div>\$18.7B</div><div>5% increase in local currency and 6% in USD</div></div> <div><div>Geographic Markets</div><div>Revenues and Growth in Local Currency</div><div><div>↑ 4%</div><div>\$9.1B Americas</div></div><div><div>↑ 4%</div><div>\$6.9B EMEA</div></div><div><div>↑ 9%</div><div>\$2.7B Asia Pacific</div></div></div>	<div><div>Industry Groups</div><div>Revenues and Growth in Local Currency</div><div><div>Communications, Media &amp; Technology</div><div>↑ 8%</div><div>\$3.1B</div></div><div><div>Financial Services</div><div>↑ 12%</div><div>\$3.6B</div></div><div><div>Health &amp; Public Service</div><div>↓ 1%</div><div>\$3.8B</div></div><div><div>Products</div><div>↑ 4%</div><div>\$5.7B</div></div><div><div>Resources</div><div>↑ 2%</div><div>\$2.5B</div></div></div>	<div><div>Type of Work</div><div>Revenues and Growth in Local Currency</div><div><div>Consulting</div><div>↑ 3%</div><div>\$9.4B</div></div><div><div>Managed Services</div><div>↑ 7%</div><div>\$9.3B</div></div></div> <div><div>New Bookings</div><div>\$20.9B</div><div>Book-to-bill of 1.1</div><div>10% increase in local currency and 12% in USD</div></div>	<div><div>Earnings per Share*</div><div>Adjusted</div><div>\$3.94</div><div>10% increase</div><div>Excludes business optimization impact of \$0.40 per share in Q1 FY26. On a GAAP basis, earnings per share decreased 1%.</div></div> <div><div>Operating Margin*</div><div>Adjusted</div><div>17.0%</div><div>30 bps increase</div><div>Excludes business optimization impact of 170 bps in Q1 FY26. On a GAAP basis, operating margin decreased 140 bps.</div></div>	<div><div>Returning Cash to Shareholders</div><div>Dividends Paid</div><div>\$1.0B</div><div>Share Repurchases</div><div>\$2.3B</div><div>Free Cash Flow *</div><div>\$1.5B</div></div> <div><div>\$1.63 Per share</div><div>Q2 FY26 cash dividend declared in December 2025:</div><div>Increase of \$0.15 per share or 10% over the quarterly dividend rate in fiscal year 2025</div></div>

\*Reconciliation of GAAP to Non-GAAP measures provided in appendix and in Q1 FY26 earnings release furnished on Form 8-K on December 18, 2025

# Q1 Fiscal 2026 Key Takeaways and Recent Highlights

 <p><b>\$21B in new bookings</b>, reflecting 10% local currency growth, including <b>33 clients with quarterly bookings over \$100M</b></p> <p><b>5% revenue growth in local currency</b>, at the top of our guided range</p>	 <p><b>Strong profitability</b> with 30 bps adjusted operating margin expansion and 10% adjusted EPS growth. Successfully completed 6-month <b>talent rotation</b>. <b>Strong free cash flow</b>, with <b>\$3B cash returned to shareholders</b>, up 83% YoY, driven by accelerated share repurchases</p>	 <p><b>Reconfirmed key elements of FY26 guidance</b> including revenue growth in local currency of 2% to 5%, or 3% to 6% excluding the impact of AFS which, along with our assumption of 1.5% inorganic growth, suggests organic growth of approximately 4.5% at the top end of the range</p>
 <p><b>Completed 6 strategic acquisitions</b> to expand into new growth areas, scale in key geographies, or deepen our industry, functional and technology expertise</p>	 <p>Agreed to acquire 65% majority stake of DLB Associates, <b>expanding our Capital Projects capabilities and presence in the high growth data center consulting market</b>, enhancing Accenture's positioning to capture growth from the building of AI infrastructure in addition to helping clients adopt AI</p>	 <p>Continued <b>leadership with Top 10 ecosystem partners, with growth outpacing</b> the Accenture average in Q1, while <b>further expanding AI &amp; Data partnerships</b></p>



# Confirms Fiscal Year 2026 Outlook

	FY25 Results	FY26 Outlook (As of 12/18/25)	Q2FY26 Outlook
<b>Revenue Growth in Local Currency*</b>	<b>7%</b> 4% organic / 3% inorganic	<b>2% - 5% **</b> <b>Approx. 3% - 6% excluding impact of AFS***</b> About 1.5% inorganic contribution	<b>1 - 5% **</b> <b>Approx. 2% - 6% excluding impact of AFS***</b>
<b>Adjusted Operating Margin*</b>	<b>15.6%</b> +10 bps over adjusted FY24	<b>15.7% - 15.9%</b> +10 bps to +30 bps over adjusted FY25	
<b>Adjusted Earnings Per Share*</b>	<b>\$12.93</b> 8% increase over adjusted FY24	<b>\$13.52 - \$13.90</b> 5% to 8% increase over adjusted FY25	
<b>Free Cash Flow (FCF)*</b>	<b>\$10.9B</b> FCF/Net Income Ratio 1.4	<b>\$9.8 – \$10.5B</b> FCF/Net Income Ratio 1.2	
<b>Returned Cash to Shareholders</b>	<b>\$8.3B</b>	<b>At least \$9.3B</b>	

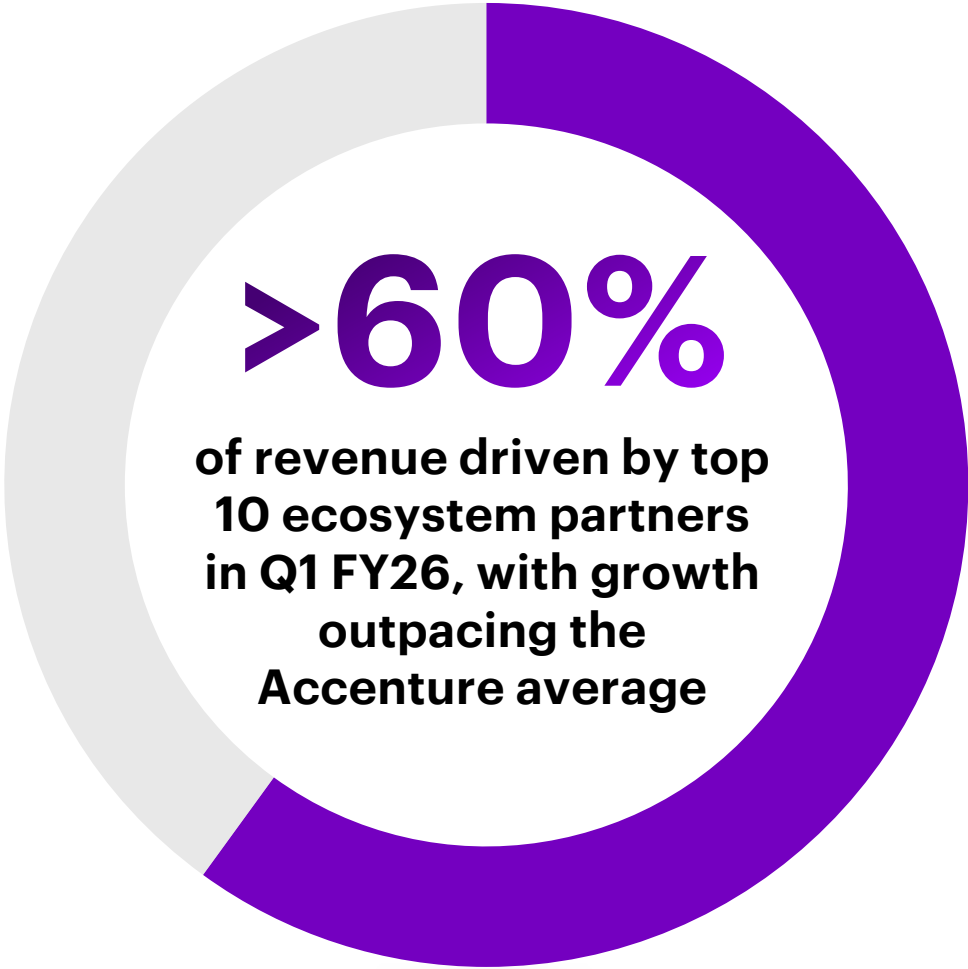
\*Adjusted operating margin and adjusted EPS exclude the impact of business optimization costs for FY24, FY25 and FY26. Reconciliation of GAAP to Non-GAAP measures provided in Q4 FY25 earnings release furnished on Form 8-K on September 25, 2025, and Q1 FY26 earnings release furnished on Form 8-K on December 18, 2025

\*\*FY26 FX assumed at about positive 2%, Q2 assumed at about positive 3.5%

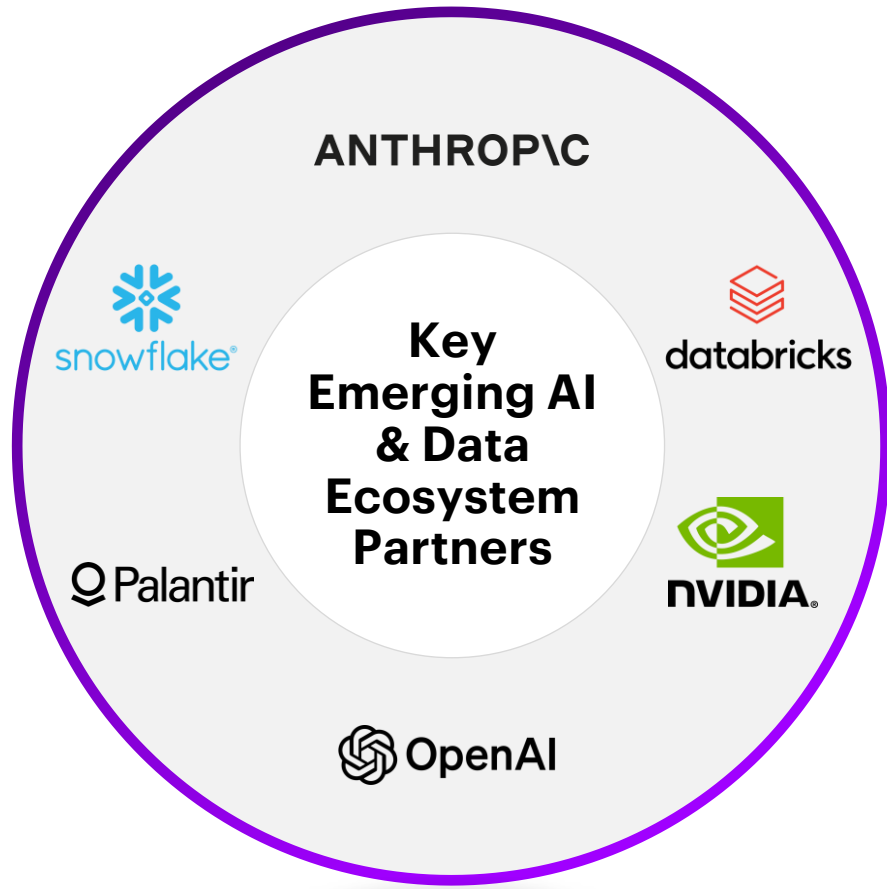
\*\*\* Assuming an estimated 1% negative impact from our federal business (AFS) for FY26 and Q2



# #1 Accenture market position with Top 10 ecosystem partners



# Continued expansion of partnerships with AI & Data technology companies



## Recent Announcements

✓ **OpenAI** [Read more](#)

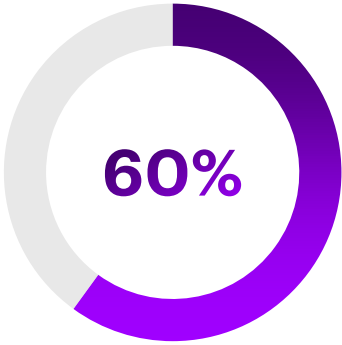
✓ **Anthropic** [Read more](#)

✓ **Snowflake** [Read more](#)

✓ **Palantir** [Read more](#)



# Evolving Commercial Model



**In FY25, roughly 60% of our work was fixed price — up about 10 points over the last three years, providing a strong foundation for how our commercial models will continue to evolve.**

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**We are also seeing rising client interest in commercial structures tied directly to realized outcomes, although this remains a very modest share of our work today.**

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# Reinventing Accenture for Advanced AI Opportunity

## Examples of our AI Powered Platforms and Solutions

### GenWizard

AI-driven automation platform to streamline, modernize, and transform complex IT delivery

### SynOps

AI-powered platform streamlining operations for efficiency, experience, and outcomes

### mySecurity

AI-driven cyber platform to cut costs, boost security, and accelerate outcomes

### AI Refinery

AI foundation platform to connect, scale, and orchestrate enterprise AI

### Proprietary Data sources and AI powered Assets

## People

Commenced company-wide agentic AI training during Q1 FY26

## Significant Data Pull Through

At least 1 of every 2 advanced AI projects leads to a data project





# Advanced AI Momentum Continues

Q1 Advanced AI bookings

**\$2.2B\***

+76% YoY in USD

Q1 Advanced AI revenues

**\$1.1B\***

+120% YoY in USD

Nearing goal of

**80,000**

AI & Data professionals

Over

**1,300**

Advanced AI clients  
to date

Over

**3,000**

Deployed reusable agents

**\$70B**

Total addressable market  
by 2029 – 40%+ growth  
per year\*\*

\*The demand for AI is both real and rapidly maturing. This will be the last quarter in which we share advanced AI bookings and revenues. We have now reached a point where advanced AI is being embedded in some way across nearly everything we do, and many of our clients are focusing on moving beyond standalone proofs of concept or initiatives. We are shifting to more scaled, end-to-end solutions that integrate multiple forms of AI, and it has become less meaningful to isolate the data specifically for advanced AI, as it does not reflect how the demand is evolving on the ground, the full scope of our AI work, or the value we are creating.

\*\*Total addressable market based on IDC's Worldwide AI and GenAI Spending Guide, Aug 2025.



## A Deeper Dive on

# Accenture Song

### Song at a glance

Song reinvents and operates the customer-facing parts of a business—from Design & Digital Products to Sales & Marketing, Commerce, and Customer Service—helping both B2B and B2C companies:

- + Drive higher levels of customer acquisition + retention
- + Deliver increased sales + marketing productivity
- + Lower cost-to-serve through AI + automation
- + Design and build experience platforms

**We help companies sell more and serve customers better**

### How we deliver

We bring deep industry expertise and combine creative, consulting, technology, and managed services in one integrated model to both design and run the customer engine:

- + Continuously innovate with the latest customer acquisition (e.g. social commerce)
- + Transform sales, marketing & service
- + AI-powered customer engagement
- + Scaled operations for content, marketing, and customer service

**We drive campaigns, modernize customer functions—and operate them at scale**

### Why we win

Pioneered over 15 years ago, we have the largest global footprint to bring creative with industry, tech, data and AI expertise to enable the CMO and broader C-Suite to:

- + Accelerate growth
- + Improve efficiency
- + Commit to measurable outcomes

**Creative is strategically critical to our model—though only a small portion of overall revenue**

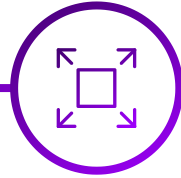


# Increasing Cash Return to Shareholders in FY26

Committed to returning a significant amount of cash to our shareholders



**Accelerated share repurchases** in Q1, buying back \$2.3B



**Paid \$1B in dividends** in Q1, and declared \$1.63 cash dividend per share in December, an increase of 10% over FY25



Continue to expect to **return at least \$9.3B of cash to shareholders** this year, a 12% or \$1B increase over FY25

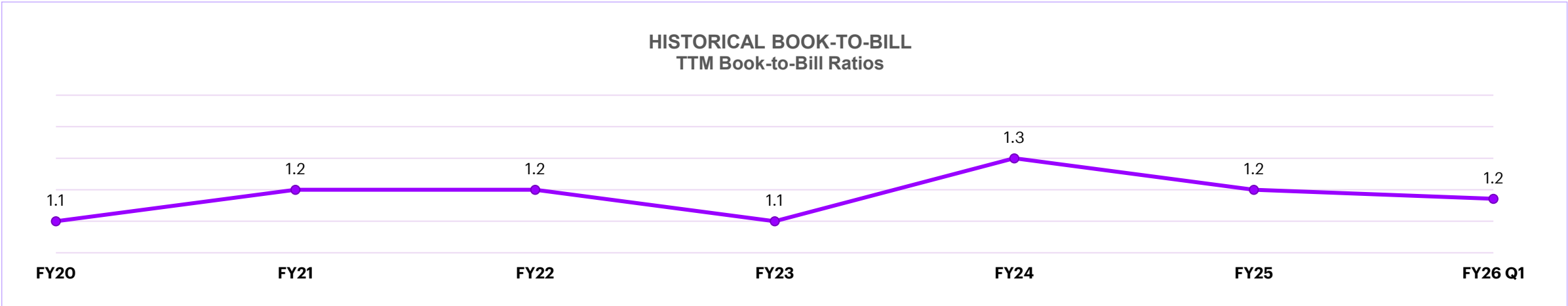


# New Bookings Trend

Q1 FY26  
Quarter Ending from November 30, 2024 to November 30, 2025  
(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
Consulting	\$9.22	49%	\$10.47	50%	\$9.08	46%	\$8.87	42%	\$37.64	47%	\$9.88	47%
Managed Services	9.48	51%	10.44	50%	10.62	54%	12.44	58%	42.98	53%	11.06	53%
Total <sup>(1)</sup>	<b>\$18.70</b>	<b>100%</b>	<b>\$20.91</b>	<b>100%</b>	<b>\$19.70</b>	<b>100%</b>	<b>\$21.31</b>	<b>100%</b>	<b>\$80.62</b>	<b>100%</b>	<b>\$20.94</b>	<b>100%</b>

(1) May not total due to rounding



# Revenue Trend

Q1 FY26  
Quarter Ending from November 30, 2024 to November 30, 2025  
(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
Americas	\$8,733	49%	\$8,553	51%	\$8,966	51%	\$8,804	50%	\$35,057	50%	\$9,080	48%
EMEA	6,412	36%	5,804	35%	6,232	35%	6,196	35%	24,644	35%	6,935	37%
Asia Pacific	2,544	14%	2,302	14%	2,530	14%	2,596	15%	9,972	14%	2,727	15%
<b>Total <sup>(1)</sup></b>	<b>\$17,690</b>	<b>100%</b>	<b>\$16,659</b>	<b>100%</b>	<b>\$17,728</b>	<b>100%</b>	<b>\$17,596</b>	<b>100%</b>	<b>\$69,673</b>	<b>100%</b>	<b>\$18,742</b>	<b>100%</b>

Industry Groups	FY2025										FY2026	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Comm. Media & Tech	\$2,858	16%	\$2,730	16%	\$2,912	16%	\$2,954	17%	\$11,454	16%	\$3,102	17%
Financial Services	3,169	18%	3,010	18%	3,279	18%	3,316	19%	12,774	18%	3,602	19%
Health & Public Service	3,813	22%	3,609	22%	3,778	21%	3,564	20%	14,763	21%	3,797	20%
Products	5,425	31%	5,052	30%	5,344	30%	5,376	31%	21,197	30%	5,741	31%
Resources	2,425	14%	2,258	14%	2,415	14%	2,387	14%	9,485	14%	2,499	13%
<b>Total <sup>(1)</sup></b>	<b>\$17,690</b>	<b>100%</b>	<b>\$16,659</b>	<b>100%</b>	<b>\$17,728</b>	<b>100%</b>	<b>\$17,596</b>	<b>100%</b>	<b>\$69,673</b>	<b>100%</b>	<b>\$18,742</b>	<b>100%</b>

Type of Work	FY2025										FY2026	
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total
Consulting	\$9,045	51%	\$8,282	50%	\$9,007	51%	\$8,772	50%	\$35,107	50%	\$9,415	50%
Managed Services	8,644	49%	8,377	50%	8,721	49%	8,824	50%	34,566	50%	\$9,328	50%
<b>Total <sup>(1)</sup></b>	<b>\$17,690</b>	<b>100%</b>	<b>\$16,659</b>	<b>100%</b>	<b>\$17,728</b>	<b>100%</b>	<b>\$17,596</b>	<b>100%</b>	<b>\$69,673</b>	<b>100%</b>	<b>\$18,742</b>	<b>100%</b>

(1) May not total due to rounding



# People Metrics

Q1 FY26  
Quarter Ending Metrics from February 29, 2024 to November 30, 2025

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

	2/29/24	5/31/24	8/31/24	11/30/24	2/28/25	5/31/25	8/31/25	11/30/25
<b>Total Accenture Employees</b>	<b>742,318</b>	<b>750,200</b>	<b>774,303</b>	<b>798,781</b>	<b>801,099</b>	<b>790,692</b>	<b>779,273</b>	<b>783,691</b>
YoY Growth %	1%	3%	6%	8%	8%	5%	1%	-2%
Sequential Growth %	0%	1%	3%	3%	0%	-1%	-1%	1%
Memo:								
Utilization	92%	92%	92%	91%	91%	92%	93%	93%
Quarterly Voluntary Attrition - Annualized	13%	14%	14%	12%	13%	16%	15%	13%
Annual Voluntary Attrition			13%				14%	



# Appendix

# Return Metrics Trend

Q1 FY26  
Quarter Ending Return Metrics from February 29, 2024 to November 30, 2025  
(Unaudited)

	Twelve Months Ended						
	2/29/24	5/31/24	8/31/24	11/30/24	2/28/25	5/31/25	8/31/25
Return on Invested Capital	26%	25%	26%	24%	25%	24%	23%
Return on Equity	28%	26%	27%	27%	27%	27%	26%
Return on Assets	15%	14%	14%	14%	14%	14%	13%

Note:  
Q2 FY24 through Q1 FY26 results include the impact of business optimization costs  
Q2 FY24 results include the gain on the sale of Duck Creek





# Reconciliation of Return on Investment Capital (ROIC)

Q1 FY26  
For the Twelve Months Ended November 30, 2025  
(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 11/30/25 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$7,611</b>	
Noncontrolling interests	147	
Income tax expense	2,525	
Non-operating (income) expense	-132	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.
<b>Operating Income</b>	<b>\$10,151</b>	
Annual Effective Tax Rate	23.9%	The tax rate represents a weighted average of the FY25 full year tax rate of 23.7% and FY26 YTD tax rate of 24.5%
<b>Tax Adjusted Operating Income</b>	<b>\$7,723</b>	
<b>Divided by Average Capital:</b>		
<b>Capital at November 30, 2025</b>		
Noncontrolling interests	1,055	
Total Accenture plc shareholders' equity	30,868	
Short-term bank borrowings, Long-term debt	5,145	
	<b>\$37,068</b>	
<b>Capital at November 30, 2024</b>		
Noncontrolling interests	912	
Total Accenture plc shareholders' equity	29,190	
Short-term bank borrowings, Long-term debt	5,154	
	<b>\$35,256</b>	
<b>Average Capital</b>	<b>\$36,162</b>	
<b>Return on Invested Capital</b>	<b>21%</b>	

(1) May not total due to rounding



# Reconciliation of Return on Equity (ROE)

Q1 FY26  
For the Twelve Months Ended November 30, 2025  
(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 11/30/25 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$7,611</b>	
Noncontrolling interests	147	
Income tax expense	2,525	
<b>Income Before Income Taxes</b>	<b>\$10,283</b>	
Annual Effective Tax Rate	23.9%	The tax rate represents a weighted average of the FY25 full year tax rate of 23.7% and FY26 YTD tax rate of 24.5%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$7,823</b>	
<b><i>Divided by Average Equity and Noncontrolling Interests:</i></b>		
Noncontrolling interests at November 30, 2025	1,055	
Total Accenture plc shareholders' equity at November 30, 2025	30,868	
	<b>\$31,922</b>	
Noncontrolling interests at November 30, 2024	912	
Total Accenture plc shareholders' equity at November 30, 2024	29,190	
	<b>\$30,102</b>	
<b>Average Equity and Noncontrolling Interests</b>	<b>\$31,012</b>	
<b>Return on Equity</b>	<b>25%</b>	

(1) May not total due to rounding



# Reconciliation of Return on Assets (ROA)

Q1 FY26  
For the Twelve Months Ended November 30, 2025  
(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	
	11/30/25 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$7,611</b>	
Noncontrolling interests	147	
Income tax expense	2,525	
<b>Income Before Income Taxes</b>	<b>\$10,283</b>	
Annual Effective Tax Rate	23.9%	The tax rate represents a weighted average of the FY25 full year tax rate of 23.7% and FY26 YTD tax rate of 24.5%
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$7,823</b>	
<b><i>Divided by Average Assets:</i></b>		
Total Assets at November 30, 2025	64,698	
Total Assets at November 30, 2024	59,868	
<b>Average Assets</b>	<b>\$62,283</b>	
<b>Return on Assets</b>	<b>13%</b>	

(1) May not total due to rounding



# Shares Outstanding and Market Capitalization

**As of November 30, 2025**  
 (shares in millions and market capitalization in millions of U.S. dollars)

	<b>As of November 30, 2025</b>	<b>Comments</b>
Accenture plc Class A shares	660.4	From Accenture plc statement of shareholders' equity
Accenture plc Class A treasury shares	(45.0)	From Accenture plc statement of shareholders' equity
Accenture Canada Holdings, Inc. shares	0.6	
<b>Total Shares Outstanding</b>	<b>615.9</b>	
Share price - as of November 28, 2025 close	\$250.00	
<b>Market Capitalization</b>	<b>\$153,984.0</b>	



# GAAP (As Reported) to Non-GAAP (As Adjusted) Reconciliation

## Operating Income, Operating Margin, Diluted Earnings per Share and Free Cash Flow

### Q1 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	Q1	Q1
As Reported (GAAP)	\$ 2,948	\$ 2,874	\$ (75)
Operating Margin	16.7%	15.3%	-1.4%
Adjustments:			
Business Optimization Costs	\$ -	\$ 308	\$ 308
Adjusted (Non-GAAP)	\$ 2,948	\$ 3,181	\$ 233
Adjusted Operating Margin	16.7%	17.0%	0.3%
DILUTED EARNINGS PER SHARE	FY25	FY26	Increase (Decrease)
	Q1	Q1	Q1
As Reported (GAAP)	\$ 3.59	\$ 3.54	\$ (0.05)
Business Optimization Costs	-	0.40	0.40
Adjusted (Non-GAAP)	\$ 3.59	\$ 3.94	\$ 0.35
FREE CASH FLOW	FY25	FY26	Increase (Decrease)
	Q1	Q1	Q1
Net cash provided by operating activities	\$ 1,022	\$ 1,664	\$ 642
Less: Property and equipment additions	(152)	(157)	(4)
Free Cash Flow	\$ 870	\$ 1,507	\$ 637

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 three months ended November 30, 2025. 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.



# Summary of Revenues

(in thousands of U.S. dollars)  
(Unaudited)

	Three Months Ended		Percent Increase (Decrease) U.S. Dollars	Percent Increase (Decrease) Local Currency
	November 30, 2025	November 30, 2024		
<b>GEOGRAPHIC MARKETS</b>				
Americas	\$ 9,080,059	\$ 8,733,095	4 %	4 %
EMEA	6,935,233	6,411,952	8 %	4 %
Asia Pacific	2,726,833	2,544,498	7 %	9 %
Total Revenues	<b>\$ 18,742,125</b>	<b>\$ 17,689,545</b>	<b>6 %</b>	<b>5 %</b>
<b>INDUSTRY GROUPS</b>				
Communications, Media & Technology	\$ 3,102,457	\$ 2,857,885	9%	8%
Financial Services	3,602,372	3,168,835	14 %	12 %
Health & Public Service	3,796,837	3,812,609	0 %	(1)%
Products	5,741,241	5,425,317	6 %	4 %
Resources	2,499,218	2,424,899	3 %	2 %
Total Revenues	<b>\$ 18,742,125</b>	<b>\$ 17,689,545</b>	<b>6 %</b>	<b>5 %</b>
<b>TYPE OF WORK</b>				
Consulting	\$ 9,414,567	\$ 9,045,228	4%	3 %
Managed Services	9,327,558	8,644,317	8 %	7 %
Total Revenues	<b>\$ 18,742,125</b>	<b>\$ 17,689,545</b>	<b>6 %</b>	<b>5 %</b>



## **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” 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.

