Capturing New Waves of Growth

High performance. Delivered.

Investor & Analyst Conference
October 8, 2013

David Rowland

accenture

Forward-looking Statements

- Except for the historical information and discussions contained herein, many of the statements contained in this presentation constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. We wish to caution investors not to place undue reliance on any such forward-looking statements. In some cases, you can identify these forward-looking statements by the use of words such as "outlook," "goals," "believes," "expects," "potential," "continues," "may," "will," "should," "seeks," "approximately," "predicts," "intends," "plans," "estimates," "anticipates," "target" or the negative version of these words or other comparable words.
- Any statements other than statements of historical fact may be forward-looking statements.
- All forward-looking statements contained herein involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied in this presentation. These include, without limitation, risks that: we may not be able to close the proposed transaction with Procurian in the time period anticipated, or at all, as the closing is dependent on the parties' ability to satisfy certain closing conditions; the proposed transaction with Procurian might not achieve the anticipated benefits for the company; our results of operations could be adversely affected by volatile, negative or uncertain economic conditions and the effects of these conditions on our clients' businesses and levels of business activity; our business depends on generating and maintaining ongoing, profitable client demand for our services and solutions, and a significant reduction in such demand could materially affect our results of operations; if we are unable to keep our supply of skills and resources in balance with client demand around the world and attract and retain professionals with strong leadership skills, our business, the utilization rate of our professionals and our results of operations may be materially adversely affected; the consulting and outsourcing markets are highly competitive, and we might not be able to compete effectively; our results of operations (including our net revenues and operating income) and the value of balance-sheet items originally denominated in other currencies could be materially adversely affected by unfavorable fluctuations in foreign currency exchange rates or changes to existing currencies; we could have liability or our reputation could be damaged if we fail to protect client and Accenture data or information systems as obligated by law or contract or if our information systems are breached; our Global Delivery Network is increasingly concentrated in India and the Philippines, which may expose us to operational risks; as a result of our geographically diverse operations and our growth strategy to continue geographic expansion, we are more susceptible to certain risks; our results of operations could materially suffer if we are not able to obtain sufficient pricing to enable us to meet our profitability expectations; if our pricing estimates do not accurately anticipate the cost, risk and complexity of performing our work or third parties upon which we rely do not meet their commitments, then our contracts could have delivery inefficiencies and be unprofitable; our work with government clients exposes us to additional risks inherent in the government contracting environment, including risks related to governmental budget and debt constraints; our business could be materially adversely affected if we incur legal liability in connection with providing our services and solutions; our results of operations and ability to grow could be materially negatively affected if we cannot adapt and expand our services and solutions in response to ongoing changes in technology and offerings by new entrants; outsourcing services subject us to different operational risks than our consulting and systems integration services; our services or solutions could infringe upon the intellectual property rights of others or we might lose our ability to utilize the intellectual property of others; we have only a limited ability to protect our intellectual property rights, which are important to our success; our ability to attract and retain business and employees may depend on our reputation in the marketplace; our alliance relationships may not be successful or may change, which could adversely affect our results of operations; we might not successfully manage the operational and other risks associated with acquiring or integrating businesses or entering into joint ventures; our profitability could suffer if our cost-management strategies are unsuccessful, and we may not be able to improve our profitability through improvements to cost-management to the degree we have done in the past; many of our contracts include performance payments that link some of our fees to the attainment of performance or business targets and/or require us to meet specific service levels, which could increase the variability of our revenues and impact our margins; changes in our level of taxes, and audits, investigations and tax proceedings, or changes in our treatment as an Irish company, could have a material adverse effect on our results of operations and financial condition; if we are unable to manage the organizational challenges associated with our size, we might be unable to achieve our business objectives; if we are unable to collect our receivables or unbilled services, our results of operations, financial condition and cash flows could be adversely affected; our share price and results of operations could fluctuate and be difficult to predict; our results of operations and share price could be adversely affected if we are unable to maintain effective internal controls; we may be subject to criticism and negative publicity related to our incorporation in Ireland; as well as the risks, uncertainties and other factors discussed under the "Risk Factors" heading in Accenture plc's most recent annual report on Form 10-K and other documents filed with or furnished to the Securities and Exchange Commission. Statements in this presentation speak only as of the date they were made, and Accenture undertakes no duty to update any forward-looking statements made in this presentation or to conform such statements to actual results or changes in Accenture's assumptions and expectations.

Fiscal Year 14 Business Outlook – Re-Cap

New Bookings	$32 B to $35 B
Net Revenue Growth	2% to 6% in Local Currency
Operating Margin	14.3% to 14.5%
Earnings Per Share	$4.42 to $4.54
Free Cash Flow	$3.2 B to $3.5 B

Alignment with Financial Goals

Revenue Growth (Local Currency):
Grow Faster than the Market
Fiscal 2014: 2% to 6% growth in local currency

Earnings Per Share Growth:
Achieve Double-Digit Growth
Fiscal 2014: 5% to 8% growth

Strong Balance Sheet and Cash Flow:
Continue to Return a Substantial Portion of our Cash to Shareholders through Buybacks and Dividends
Fiscal 2014: Return a Minimum of $3.7 B to Shareholders through Repurchases and Dividends

Rationale for Fiscal Year 14 Revenue Outlook

View of Market Growth

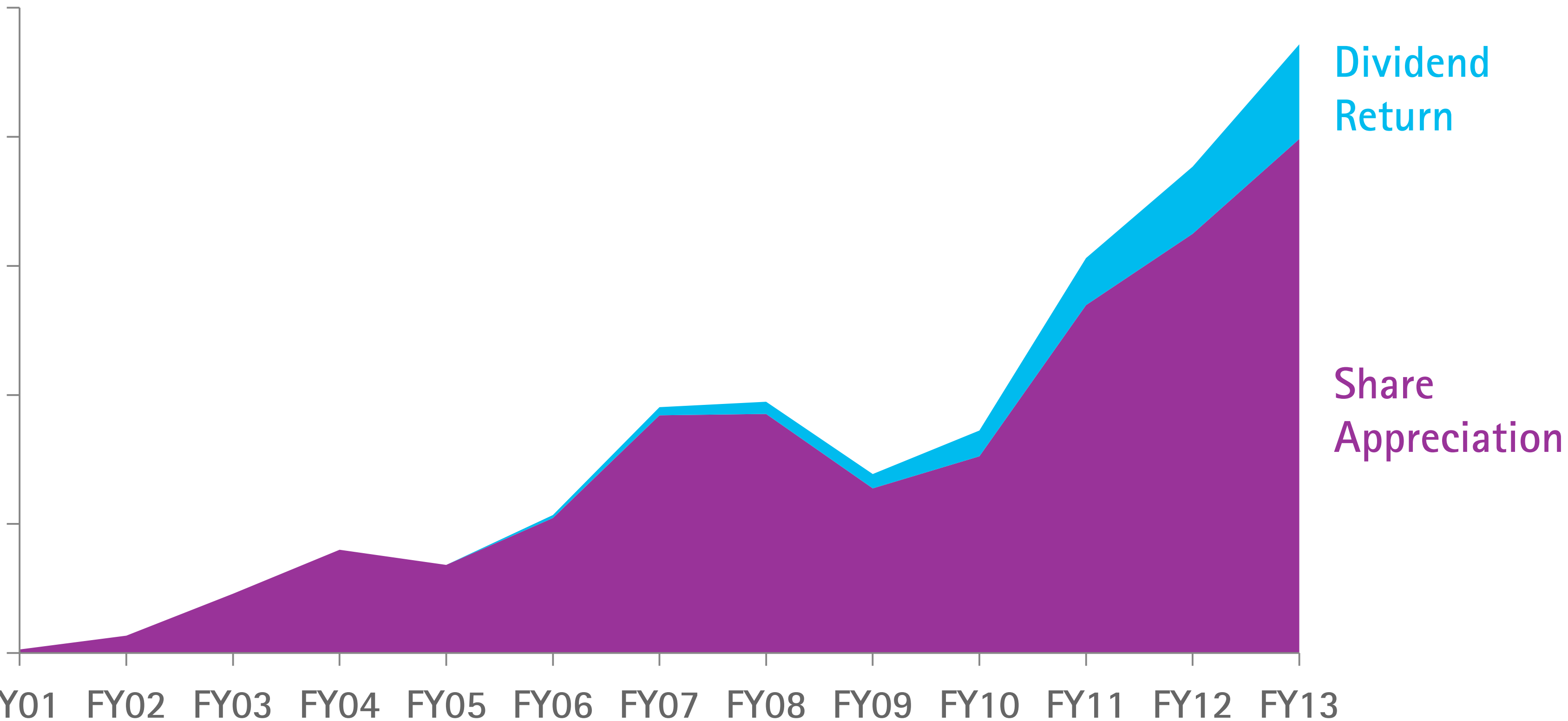
	Basket Growth	Accenture Growth	Basket Multiple
FY14	± 2.5%	2% to 6%	
FY13	2.5%	4%	1.7x
FY12	6.2%	11%	1.8x
FY11	6.7%	15%	2.3x

View of Fiscal Year 14

- Addressable market growth likely to continue at current levels with uneven growth pattern by geography and industry
- Continued focus on growing faster than market, leveraging strong market position
- Growth continues to vary by Operating Group
  - **Continued strong growth, building throughout the year**
    - Financial Services
    - Health & Public Service
    - Products
  - **Stabilizing and returning to full-year positive growth**
    - Resources
    - Communications, Media & Technology

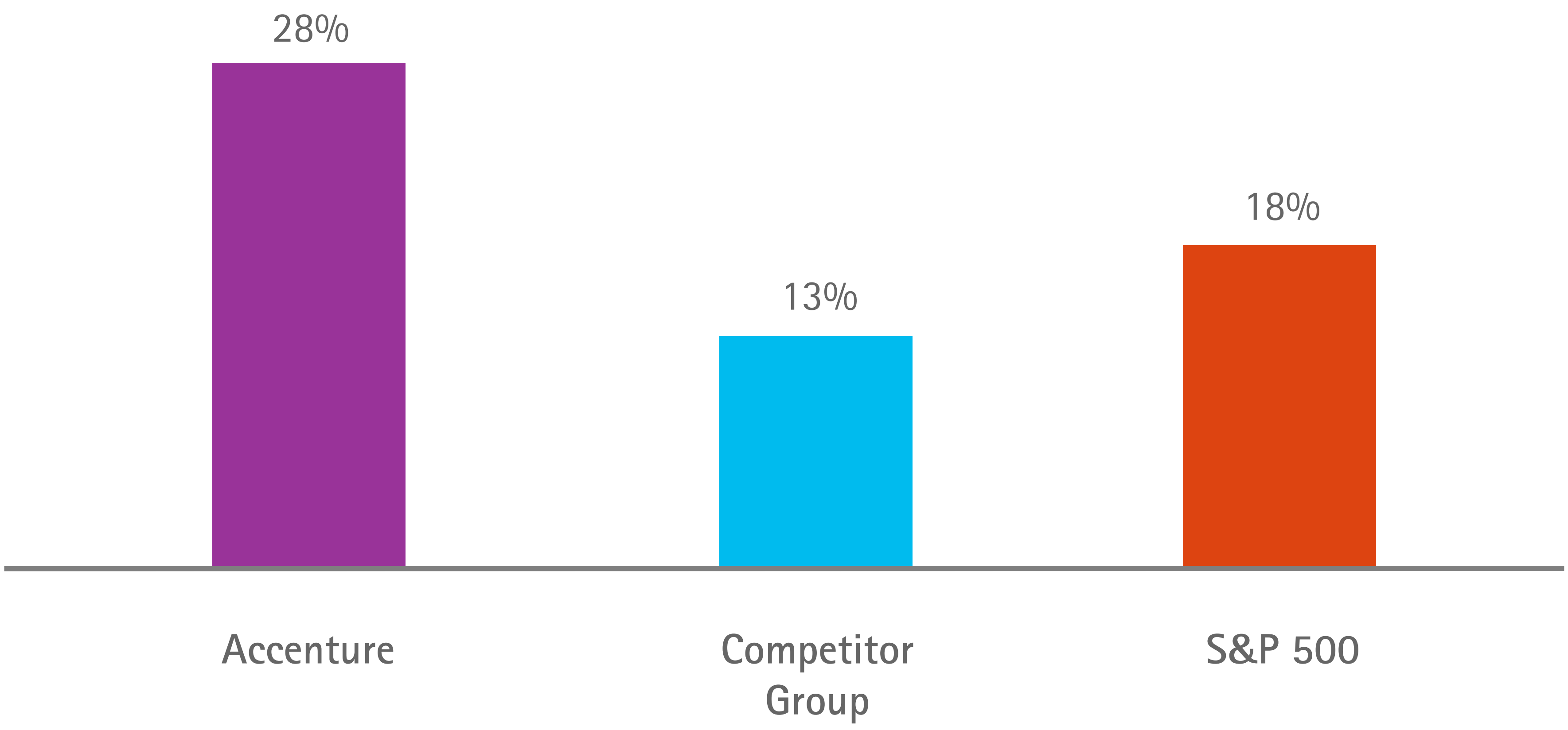
Shareholder Value Creation – A Balanced Approach

Total Shareholder Return: FY01 to FY13 – 15% CAGR



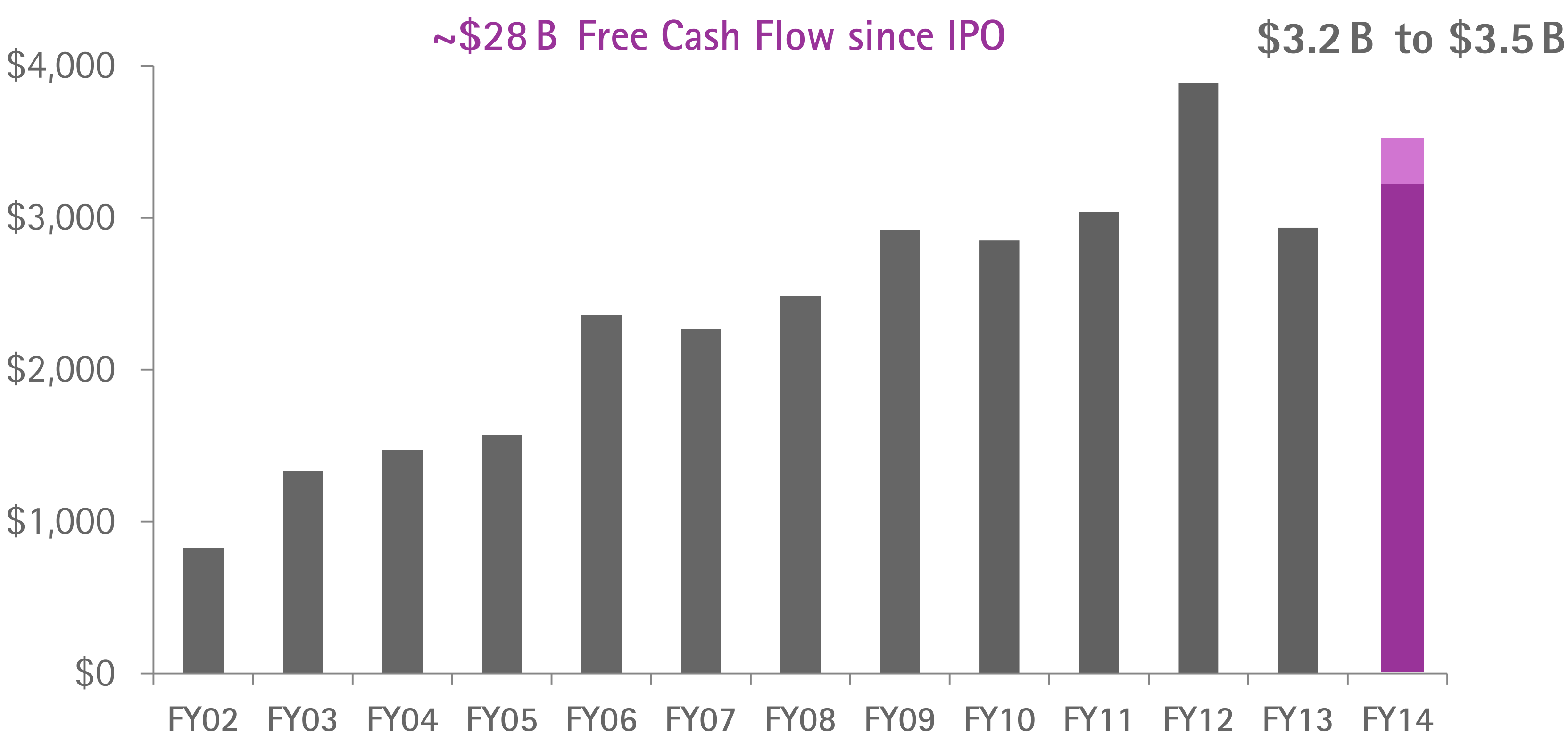
Strong Track Record for Value Creation

Total Shareholder Return CAGR: FY11 to FY13



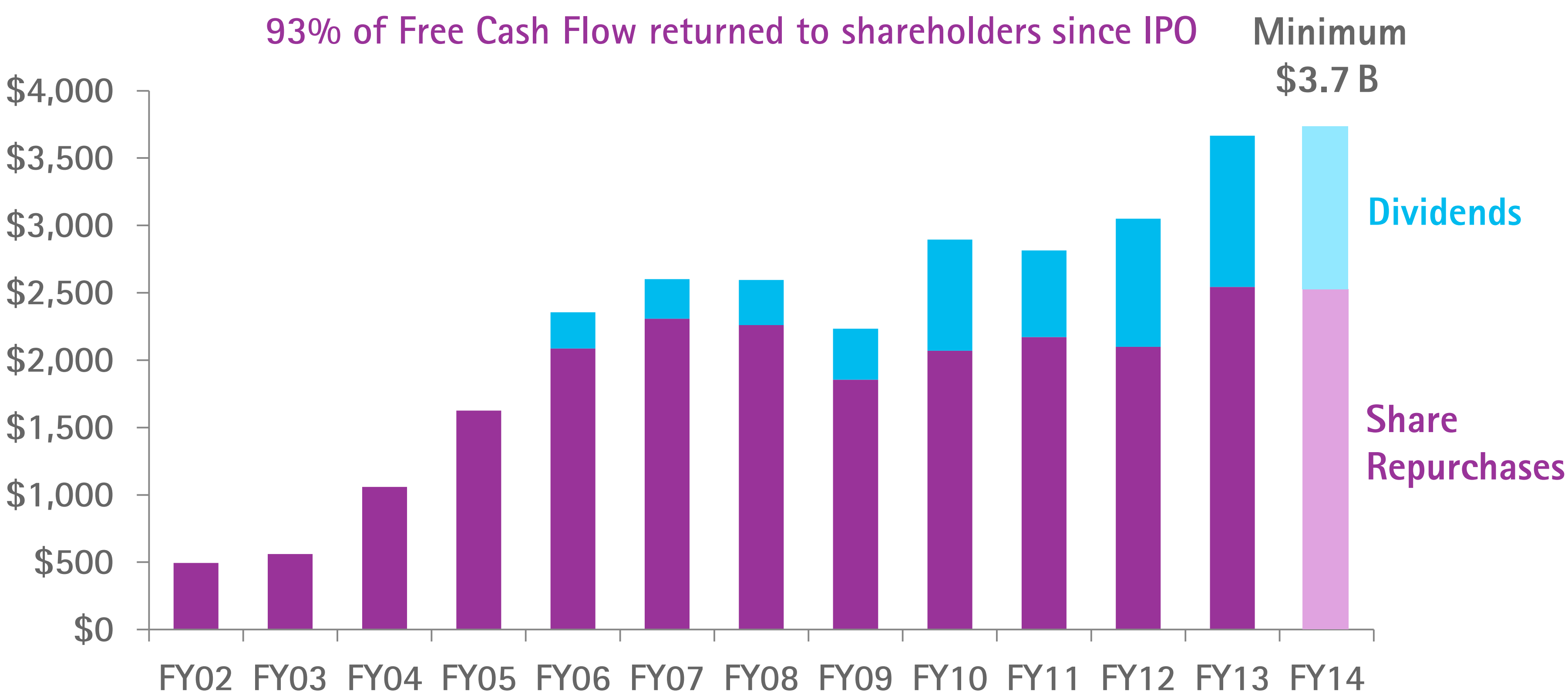
Proven Model for Generating Cash – A Key Element of Value Creation Model

Free Cash Flow: FY02 to FY14



Significant Return of Cash to Shareholders

Cash Returned to Shareholders: FY02 to FY14



Key Takeaways

- Continued focus on financial goals…outlook aligned with current economic and market reality
- Raising game on investing for growth and differentiation
- Balanced and industry-leading model for shareholder value creation
- Strong cash flow…substantially returned to shareholders

Appendix – *Historical Cash Flow Trend*

Accenture PLC Free Cash Flow Trend (in millions of U.S. dollars)

(Unaudited)

	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14 Outlook Range	
Operating Cash Flow	$1,090	$1,544	$1,756	$1,887	$2,668	$2,631	$2,803	$3,160	$3,092	$3,442	$4,257	$3,303	$3,600	$3,900
Property and Equipment Additions	(263)	(212)	(282)	(318)	(306)	(364)	(320)	(243)	(238)	(404)	(372)	(370)	(400)	(400)
Free Cash Flow	$827	$1,333	$1,474	$1,569	$2,362	$2,266	$2,483	$2,917	$2,853	$3,038	$3,885	$2,934	$3,200	$3,500