

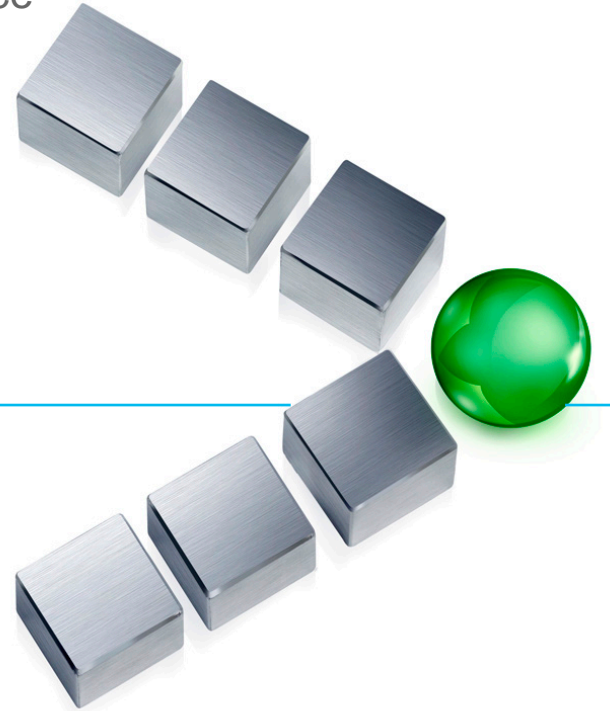
Driving Growth through Differentiation

Accenture Investor & Analyst Conference



High performance. Delivered.

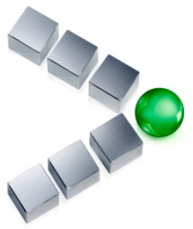
KC McClure
Managing Director,
Investor Relations





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.
- In particular, our financial goals concerning local-currency revenue growth, earnings-per-share growth and intent to return cash to shareholders through dividends and share buybacks, as well as our expectations with regard to our ability to grow faster than the market, expand operating margins, command pricing and manage our costs and our effective tax rate, are forward-looking statements and are not historical facts.
- 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: our results of operations could be adversely affected by negative or uncertain economic or geopolitical conditions and the effects of these conditions on our clients’ businesses and levels of business activity; 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 changes in technology and client demand; the consulting and outsourcing markets are highly competitive and we might not be able to compete effectively or grow faster than our addressable market; our effective tax rate could change; our work with government clients exposes us to additional risks inherent in the government contracting environment, including risks related to the U.S. Federal budget; clients may not be satisfied with our services; our results of operations could be materially adversely affected if clients terminate their contracts with us; outsourcing services are a significant part of our business and subject us to additional operational and financial risk; results of operations could materially suffer if we are not able to obtain favorable pricing; if we are unable to keep our supply of skills and resources in balance with client demand around the world, our business, the utilization rate of our professionals and our results of operations may be materially adversely affected; our business could be materially adversely affected if we incur legal liability in connection with providing our services and solutions; if our pricing estimates do not accurately anticipate the cost and complexity of performing work, then



Forward-looking Statements

our contracts could be unprofitable; many of our contracts include performance payments that link some of our fees to the attainment of performance or business targets and this could increase the variability of our revenues and margins; our ability to attract and retain business 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; 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; revenues, revenue growth and earnings in U.S. dollars may be lower if the U.S. dollar strengthens against other currencies, particularly the Euro and British pound; we could have liability or our reputation could be damaged if we fail to protect client data and company data or information systems as obligated by law or contract or if our information systems are breached; we could be subject to liabilities or damage to our relationships with clients if subcontractors or the third parties with whom we partner cannot meet their commitments on time or at all; 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; changes in our level of taxes, and audits, investigations and tax proceedings, could have a material adverse effect on our results of operations and financial condition; our profitability could suffer if our cost-management strategies are unsuccessful; if we are unable to collect our receivables or unbilled services, our results of operations, financial condition and cash flows could be adversely affected; we may be subject to criticism, negative publicity and legislative or regulatory action related to our incorporation in Ireland; if we are unable to manage the organizational challenges associated with our size, we might be unable to achieve our business objectives; we may not be successful at identifying, acquiring or integrating other businesses; consolidation in the industries we serve could adversely affect our business; our share price could fluctuate and be difficult to predict; 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.



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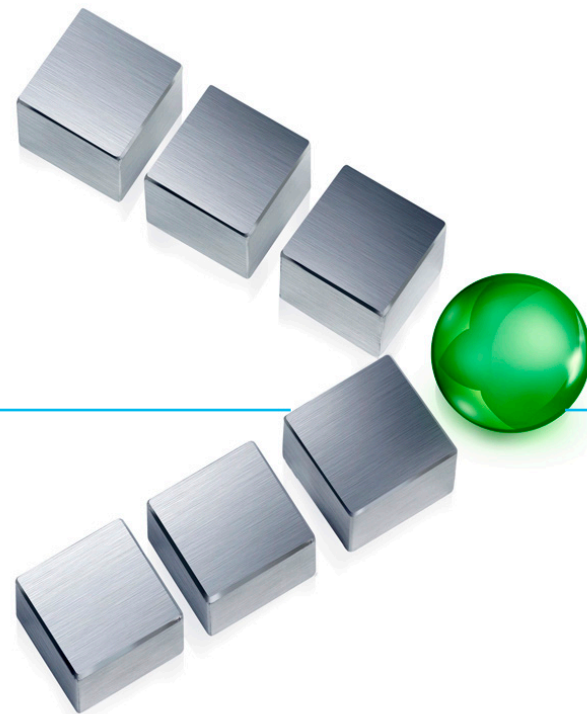
Forward-looking Statements

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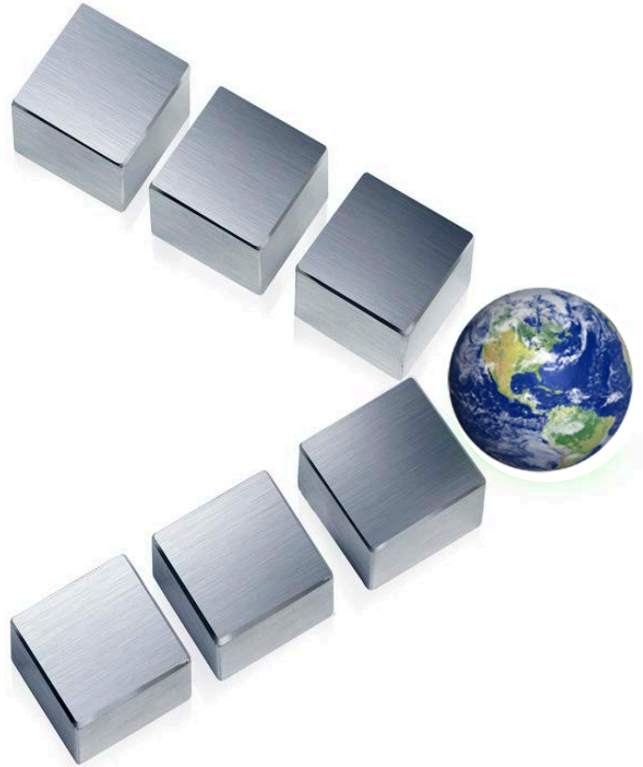


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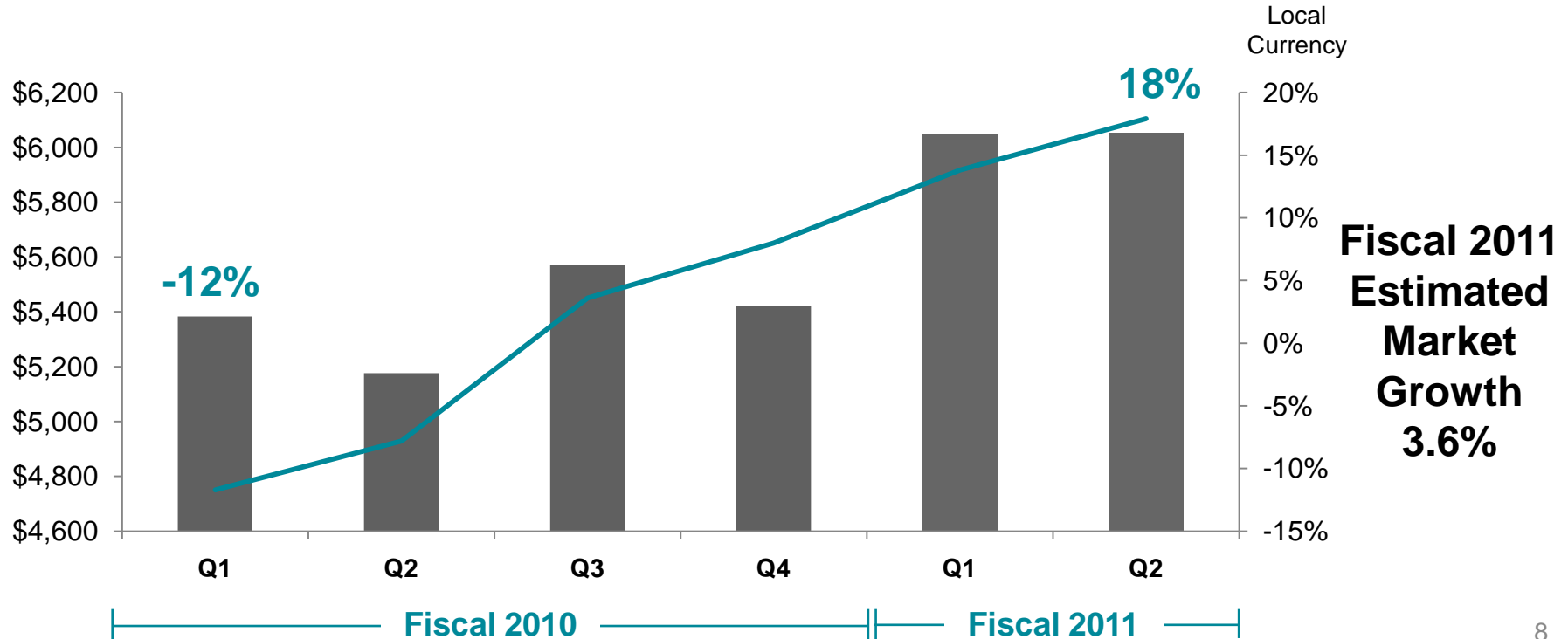
Pamela J. Craig
Chief Financial Officer



Accenture Growth & Profitability



Revenue Growth Last 6 Quarters





Then & Now



Revenue

2x



People

Almost 3x



Diamond Clients

3x

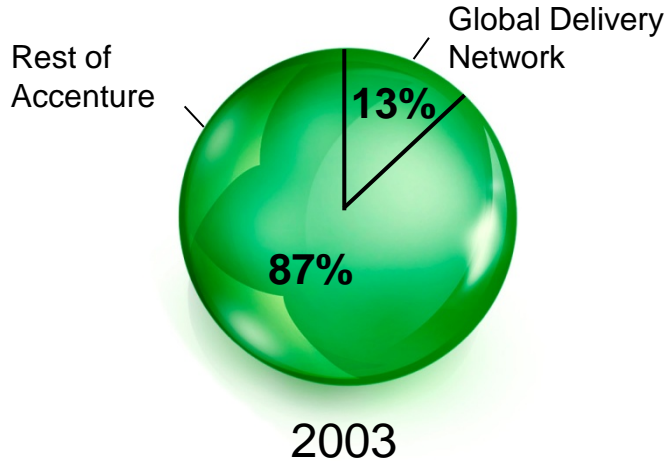


Outsourcing Mix

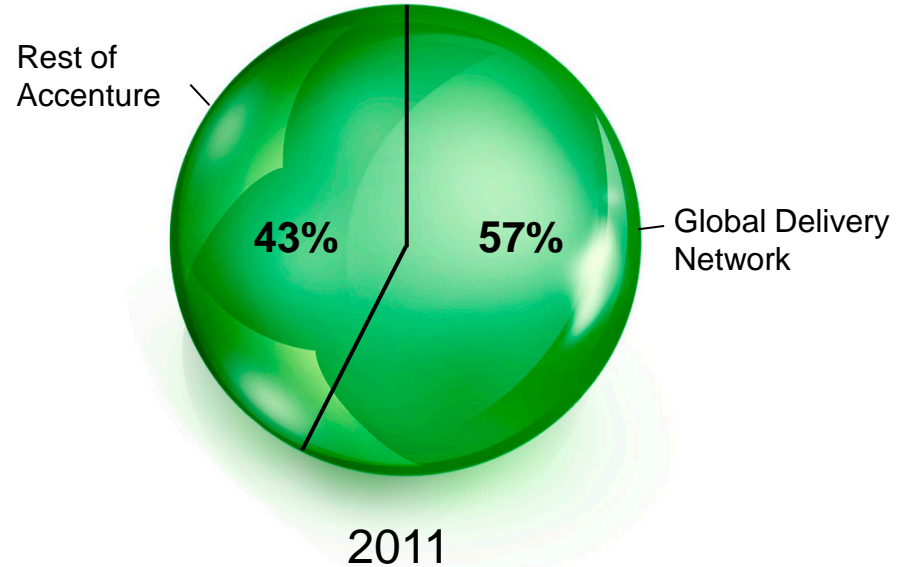
Up 33%

Where Are We Today?

Headcount: Global Delivery Network

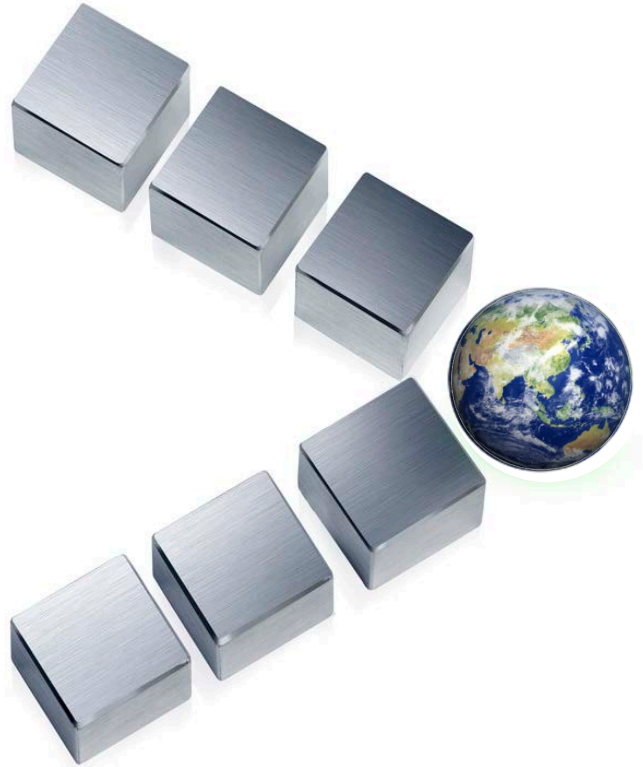


83,000 people



215,000 people

Accenture Growth & Profitability



Financial Goals



Revenue Growth (Local Currency):
Grow Faster than the Market






Earnings Per Share Growth:
Achieve Double-Digit Growth

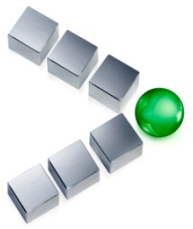


Strong Balance Sheet and Cash Flow:
Continue to Return a Substantial Portion of our Cash to Shareholders through Buybacks and Dividends

Estimated Market Growth Looking Forward



	Management Consulting	Technology	BPO	Total
 Fiscal 2012	6.2%	4.5%	5.8%	4.9%
 Fiscal 2013	7.1%	5.1%	6.4%	5.6%
 Fiscal 2014	7.5%	5.2%	6.8%	5.8%
Fiscal 2012–2014 CAGR	6.9%	4.9%	6.3%	5.4%



Financial Goals



Revenue Growth (Local Currency):

Grow Faster than the Market

Fiscal 2012 7 to 10% Growth in Local Currency



Earnings Per Share Growth:

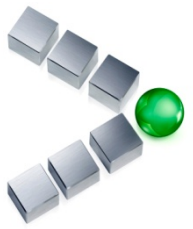
Achieve Double-Digit Growth



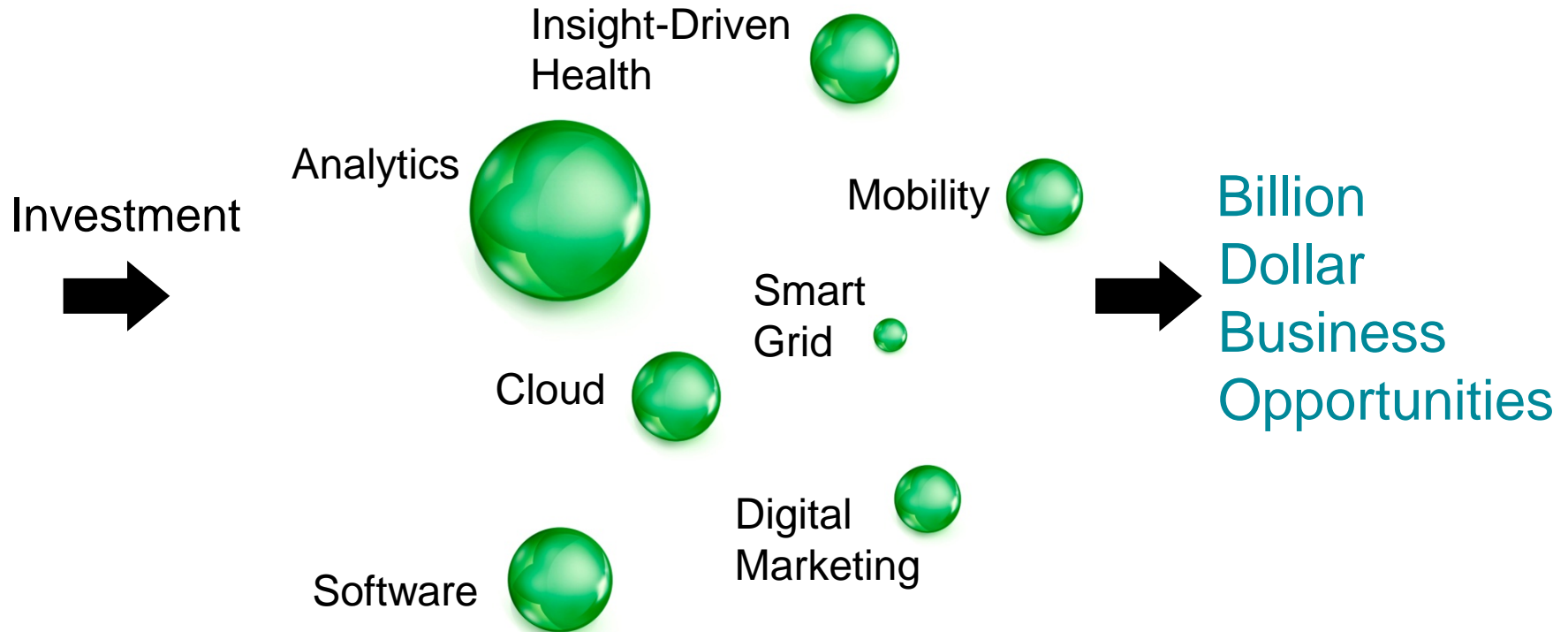
Strong Balance Sheet and Cash Flow:

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Revenue Growth Core Business



Revenue Growth Future Businesses



Revenue Growth The Avanade Story



Fiscal 2001–2010

- 35% CAGR
- #1 Integrator of Microsoft Products



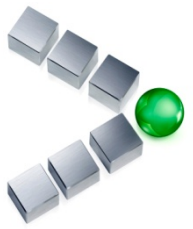
2000



Billion Dollar Business
in Fiscal 2011

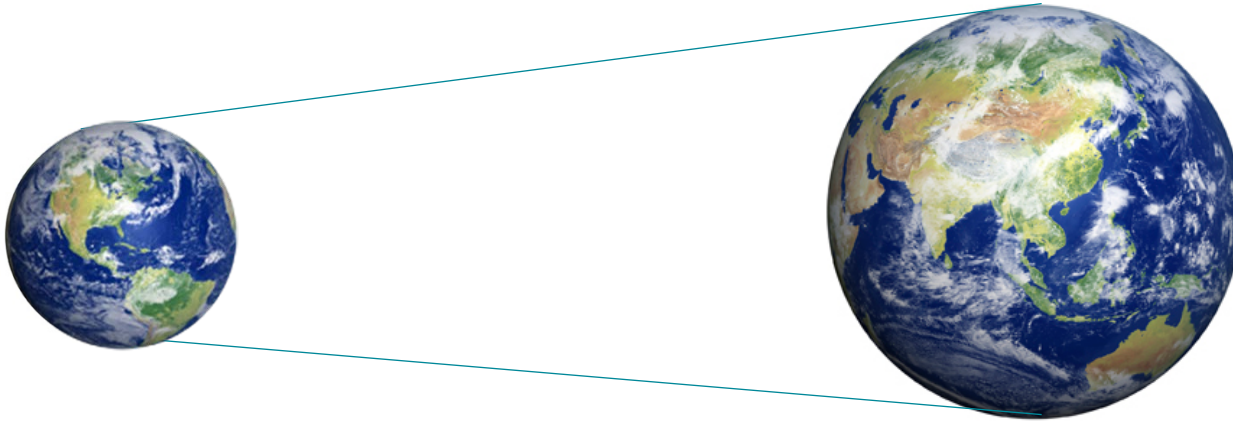
Revenue Growth

The Emerging Geographic Markets



Emerging Markets Today

Emerging Markets Tomorrow



Opportunity to Double in Size

- Brazil
- Greater China
- India
- Mexico
- Russia
- South Korea
- Africa
- ASEAN
- Middle East
- Turkey



Financial Goals



Revenue Growth (Local Currency):

Grow Faster than the Market

Fiscal 2012 7 to 10% Growth in Local Currency



Earnings Per Share Growth:

Achieve Double-Digit Growth

Fiscal 2012 Minimum of 12% EPS Growth



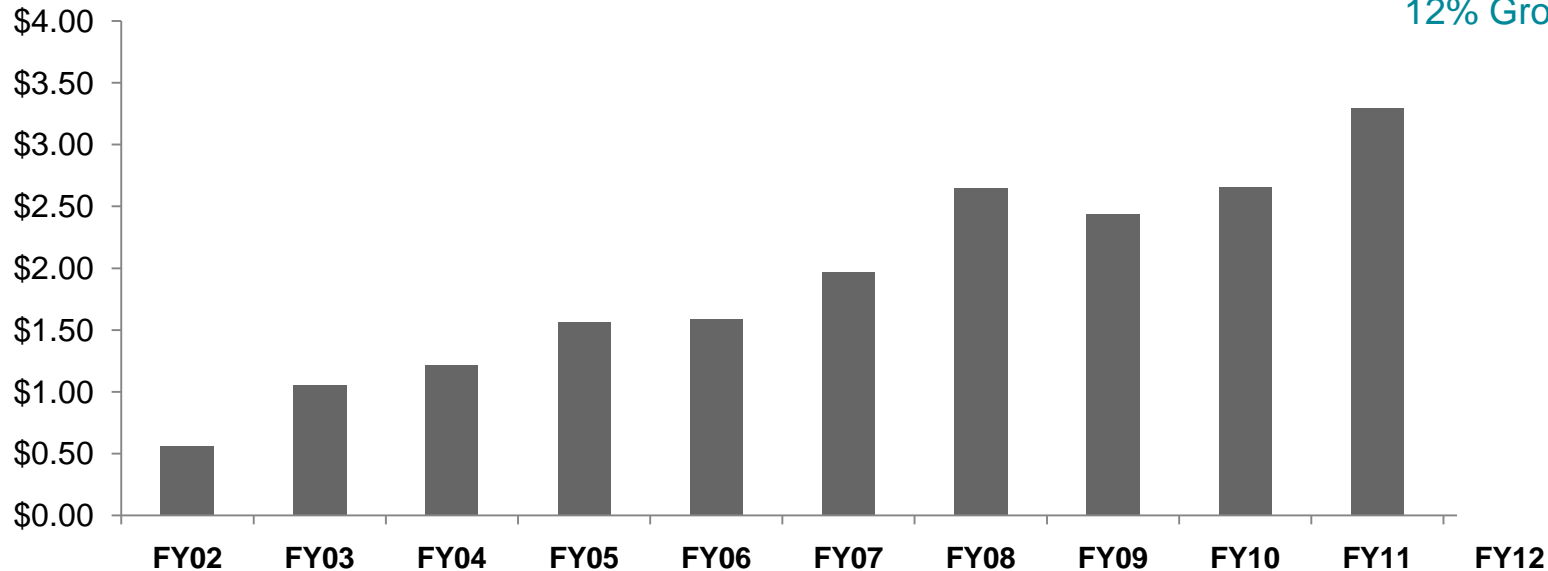
Strong Balance Sheet and Cash Flow:

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Earnings Per Share Growth Double-Digits



Fiscal 2012 Target: Minimum of 12% EPS Growth

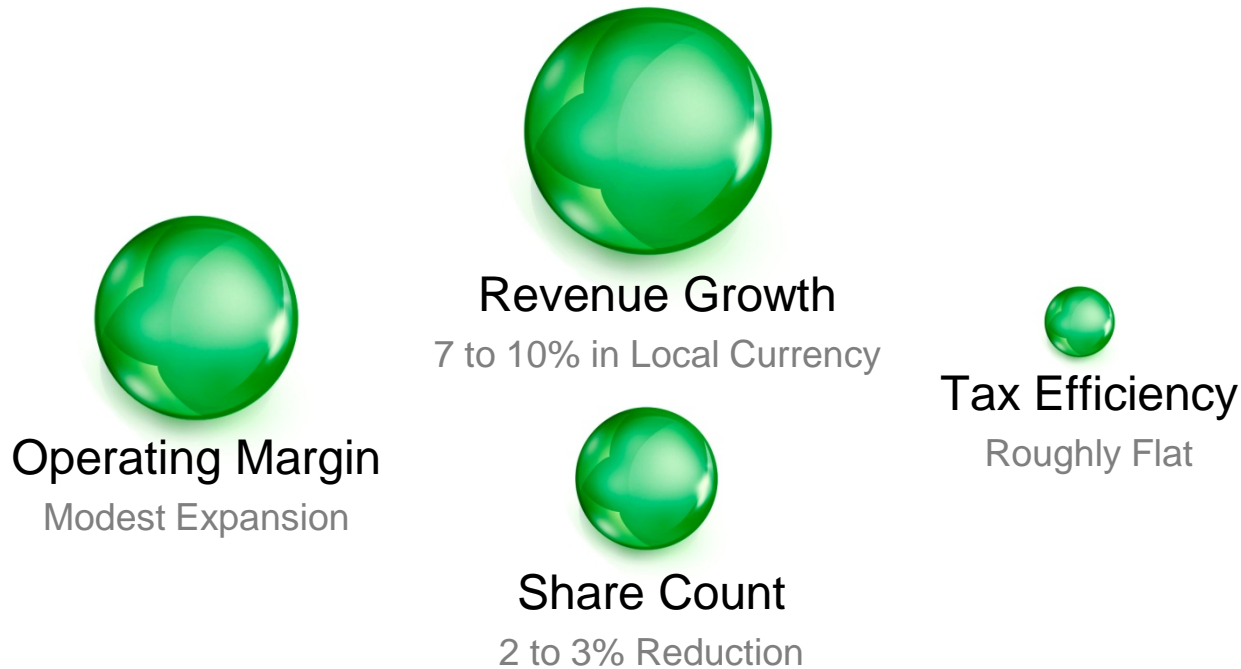


Fiscal 2002–2010 CAGR 21%

Earnings Per Share Growth Key Drivers



Fiscal 2012 Target: Minimum of 12% EPS Growth





Financial Goals



Revenue Growth (Local Currency):

Grow Faster than the Market

Fiscal 2012 7 to 10% Growth in Local Currency



Earnings Per Share Growth:

Achieve Double-Digit Growth

Fiscal 2012 Minimum of 12% EPS Growth



Strong Balance Sheet and Cash Flow:

Continue to Return a Substantial Portion of our Cash to Shareholders through Buybacks and Dividends

Fiscal 2012 Return a Minimum of \$2.8B to Shareholders through Repurchases and Dividends



Strong Balance Sheet and Cash Flow

Generate Strong Cash Flow

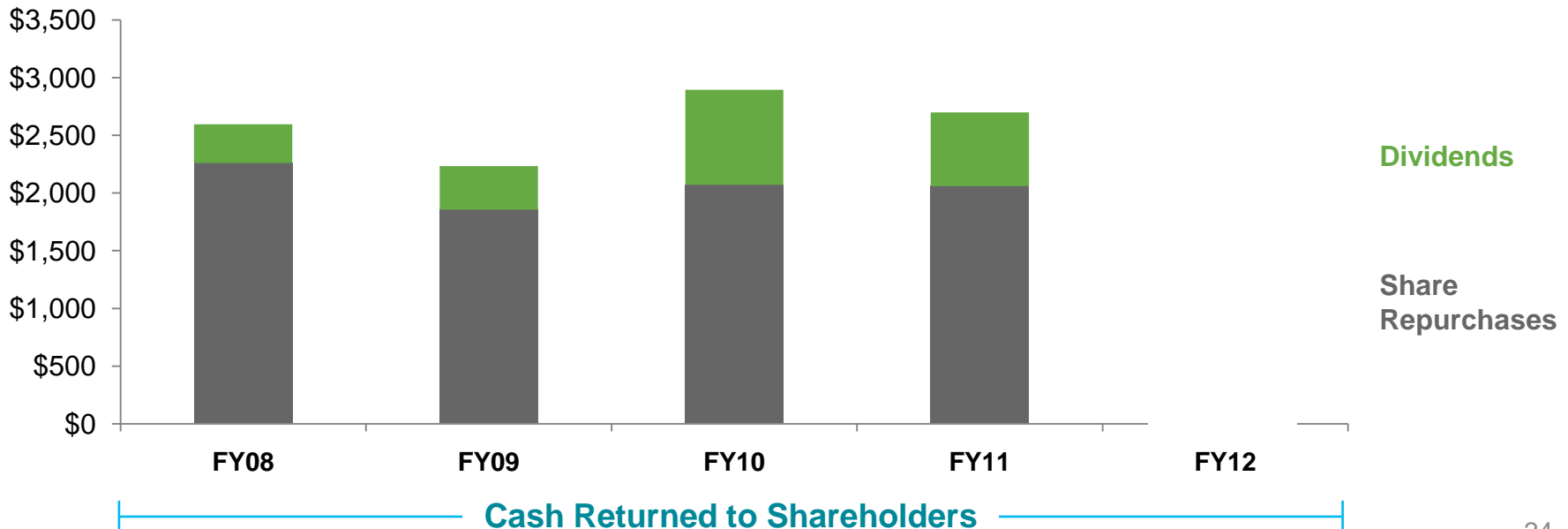


Strong Balance Sheet and Cash Flow

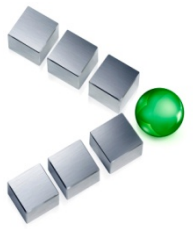
Cash Returned to Shareholders



Fiscal 2012 Return a Minimum of \$2.8B to Shareholders through Repurchases and Dividends



Financial Goals Summary



Revenue Growth (Local Currency):

Grow Faster than the Market

Fiscal 2012 7 to 10% Growth in Local Currency



Earnings Per Share Growth:

Achieve Double-Digit Growth

Fiscal 2012 Minimum of 12% EPS Growth



Strong Balance Sheet and Cash Flow:

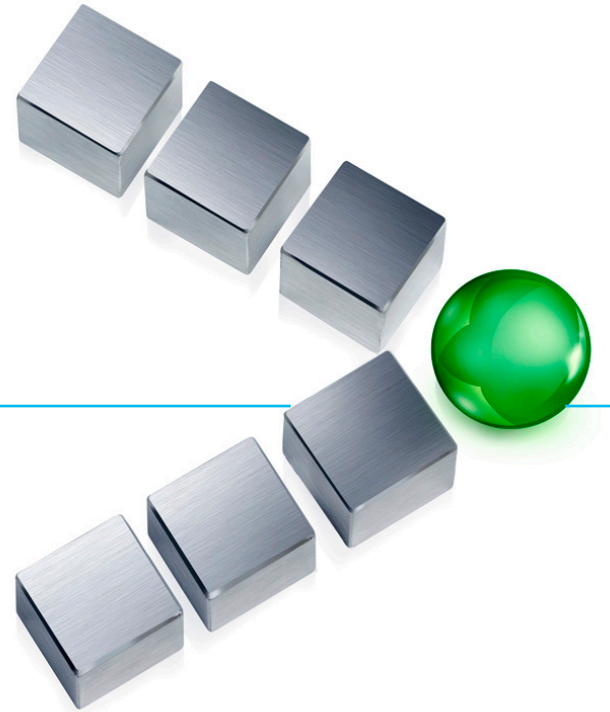
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Fiscal 2012 Return a Minimum of \$2.8B to Shareholders through Repurchases and Dividends



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Question & Answer Session





High performance. Delivered.

**Driving Growth
through Differentiation**

