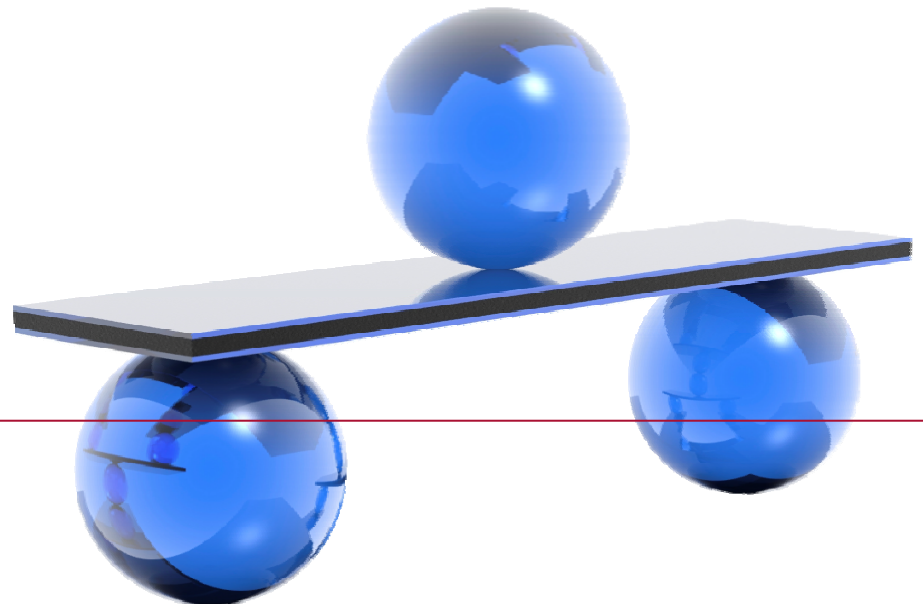




---

*High performance. Delivered.*



# **Driving Growth**

## **Accenture Investor & Analyst Conference**

April 8, 2010

## Driving Growth

Accenture Investor & Analyst Conference



*High performance. Delivered.*



**Richard Clark**  
**Senior 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 are forward-looking statements and are not historical facts.
- These forward-looking statements and objectives 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, including our ability to grow our revenue, could be adversely affected by economic and political conditions and the effects of these conditions on our clients’ businesses and levels of business activity; our results of operations could be negatively affected if we cannot expand and develop our services and solutions in response to changes in technology and client demand; the consulting, systems integration and technology 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 in the government contracting environment; clients may not be



# Forward-looking Statements

---

satisfied with our services; our results of operations could be adversely affected if our clients terminate their contracts with us; our outsourcing services subject us to operational and financial risk; our results of operations may be adversely affected by the type and level of technology spending by our clients; our profitability may suffer if we are not able to maintain favorable pricing rates and utilization rates; our business could be negatively affected by legal liability that results from our providing solutions or services; our profitability may suffer if we cannot anticipate the cost and complexity of performing our work or if we are not able to control our costs; our global operations are subject to complex risks, some of which might be beyond our control; our business and financial results may be adversely affected if we are unable to keep our supply of skills and resources in balance with client demand, including if we are unable to hire sufficient employees with the skills and background we require; liabilities could arise if our subcontractors or other third parties cannot deliver their project contributions on time or at all; legislative or regulatory action could materially and adversely affect us; we may be subject to criticism and negative publicity related to our incorporation in Ireland; we might be unable to achieve our business objectives if we are unable to manage the organizational challenges associated with our size; consolidation in the industries that we serve could adversely affect our business; our ability to attract and retain business may depend on our reputation in the marketplace; our share price could fluctuate due to numerous factors, including variability in revenues, operating results and profitability; as well as the risks, uncertainties and other factors discussed under the “Risk Factors” heading in our 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.

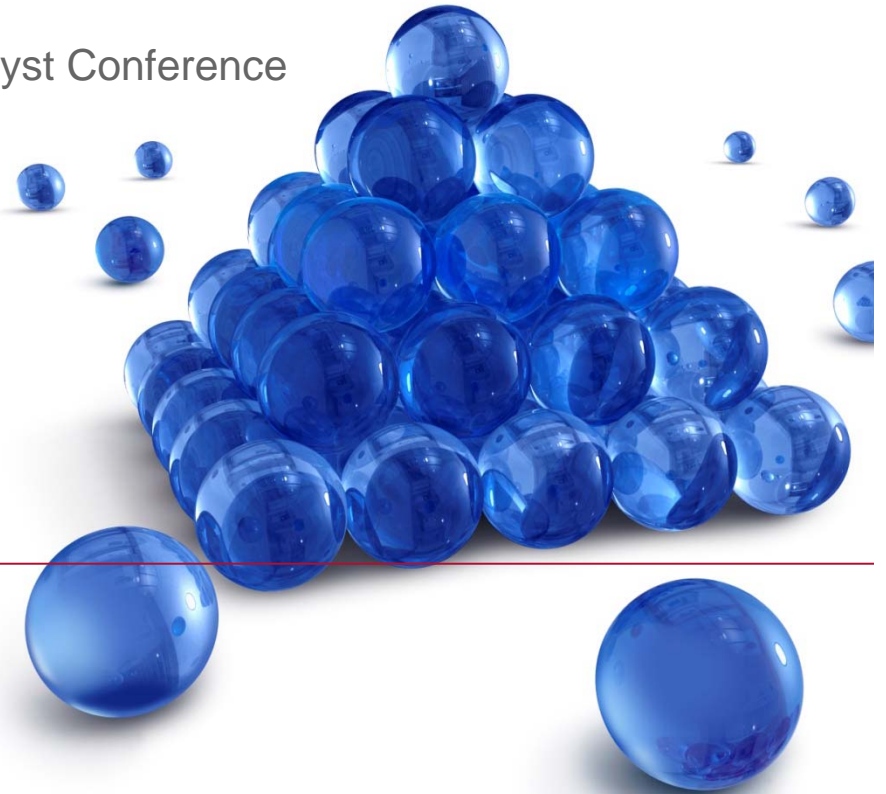
## Driving Growth

Accenture Investor & Analyst Conference



---

*High performance. Delivered.*



**Pamela Craig**  
**Chief Financial Officer**

# High Performance Delivered

(from FY02 through FY09 (IPO July 2001))

---



Revenue Growth:  
**9% CAGR**



Earnings Per Share Growth:  
**23% CAGR**



Cumulative Free Cash Flow:  
**\$15 Billion**

# Last Cycle of Six Years Market Growth\* and Accenture Growth

---



**FY03 – 09 CAGR  
(Local Currency)**



**Accenture  
Growth**

**9%**



**Estimated  
Market Growth**




**5%**

\*IDC and Accenture analysis



# Estimated Market Growth\* – Looking Forward



	Management Consulting	Technology	BPO	Total
 FY11	4.1%	3.3%	6.5%	<b>4.0%</b>
 FY12	5.9%	4.3%	6.9%	<b>5.0%</b>
 FY13	6.7%	4.9%	7.3%	<b>5.6%</b>
<b>FY10–FY13 CAGR</b>	<b>5.6%</b>	<b>4.2%</b>	<b>6.9%</b>	<b>4.9%</b>

\*IDC, Gartner and Accenture analysis



# Financial Goals – Revenue Growth

---



Revenue Growth:

**Grow faster than the market**

**FY11 7 to 10% growth in local currency**

# Core Business Revenue Growth

---



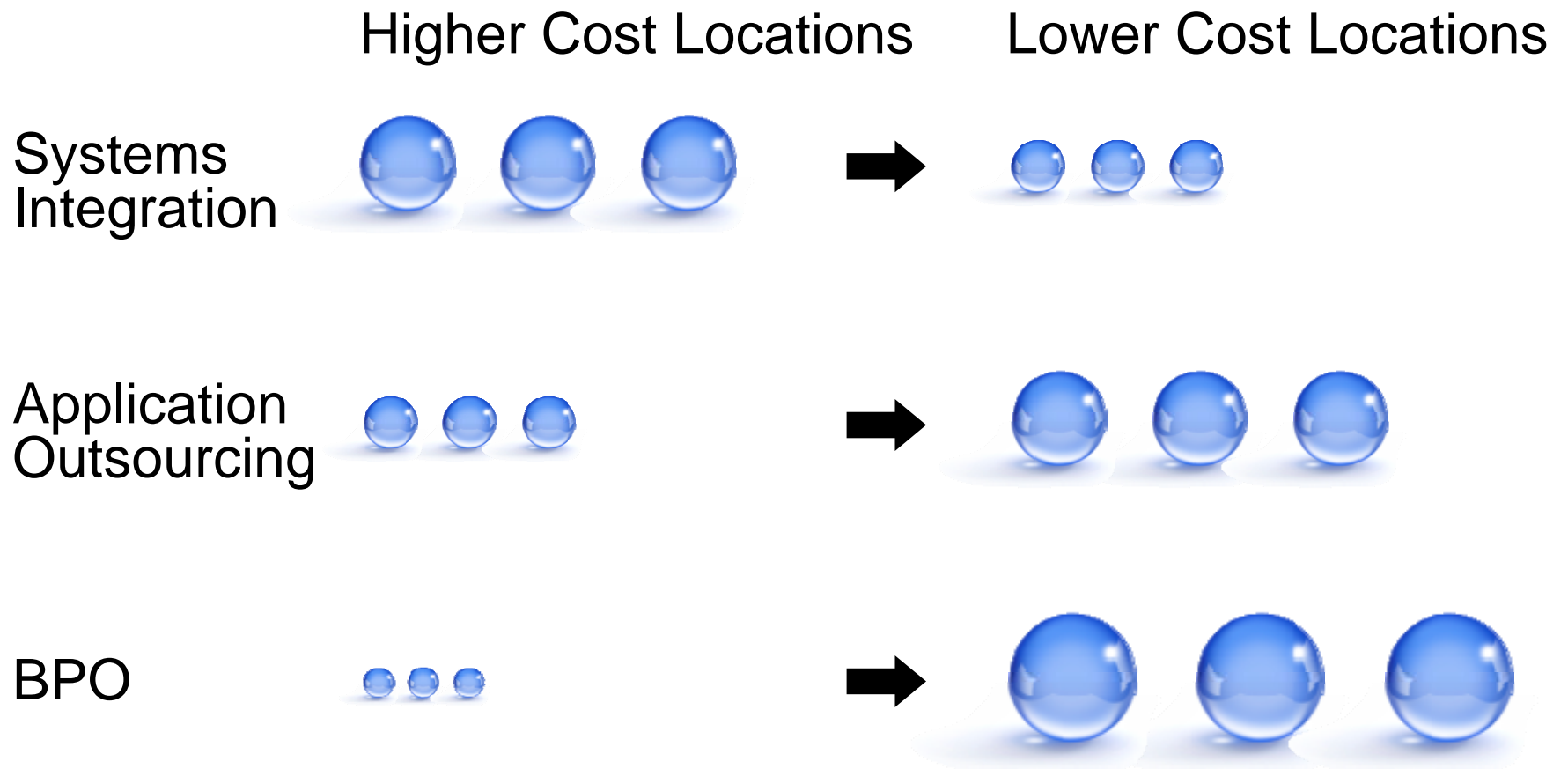
**Management  
Consulting**

**Technology**

**BPO**

# Revenue Growth: Offshore Shift

---



Leveraging our GDN we have transitioned...and we will continue to.

# Emerging Markets Revenue Growth: The Brazil Story

---



**FY03 – FY09**

Revenue increased more than  
five times

30% CAGR (Local Currency)



**IPO**



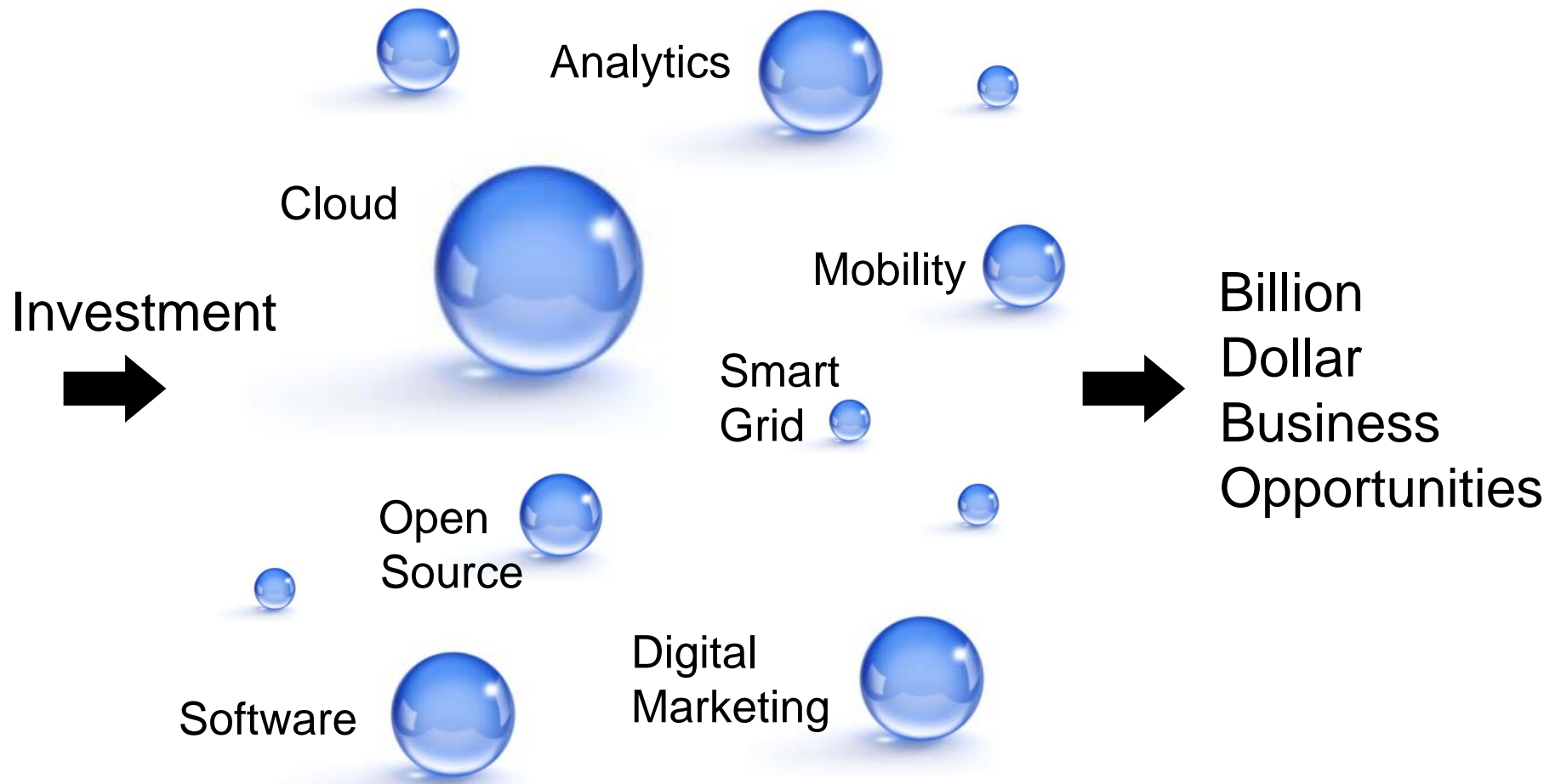
**2003 through 2009**



**Future Billion  
Dollar Business**

# Future Businesses Revenue Growth

---



# Financial Goals – Earnings Per Share

---



Revenue Growth (local currency):

Grow faster than the market

FY11 7 to 10% growth in local currency



Earnings Per Share Growth:

**Achieve double-digit growth**

**FY11 12 to 15% EPS Growth**

# EPS Drivers

---



## Growth in EPS



Revenue Growth



Operating  
Margin  
Expansion



Tax Efficiency



Share Count



# Financial Goals – Strong Balance Sheet and Cash Flow

---



Revenue Growth (local currency):

**Grow faster than the market**

FY11 7 to 10% growth in local currency



Earnings Per Share Growth:

**Achieve double-digit growth**

FY11 12 to 15% EPS Growth



Strong Balance Sheet and Cash Flow:

**Return a substantial portion of our cash to shareholders through buybacks and dividends**

**FY11 Minimum of \$2.2 billion to be returned to shareholders**

\* Assumes that we continue on a similar path with M&A and capital investment that we have in the past.

# Strong Balance Sheet and Cash Flow

---



Generate Strong Cash Flow





# Financial Goals – Summary

---



Revenue Growth (local currency):

**Grow faster than the market**

**FY11 7 to 10% growth in local currency**



Earnings Per Share Growth:

**Achieve double-digit growth**

**FY11 12 to 15% EPS Growth**



Strong Balance Sheet and Cash Flow:

**Return a substantial portion of our cash to shareholders through buybacks and dividends**

**FY11 Minimum of \$2.2 billion to be returned to shareholders**

\* Assumes that we continue on a similar path with M&A and capital investment that we have in the past.



---

*High performance. Delivered.*

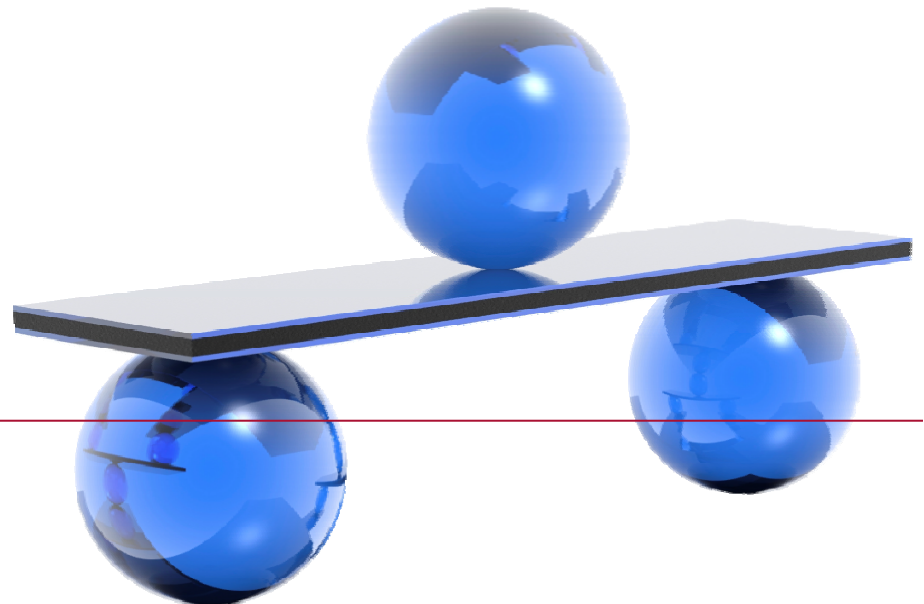


**Driving Growth**



---

*High performance. Delivered.*



# **Driving Growth**

## **Accenture Investor & Analyst Conference**

April 8, 2010