

ACCENTURE PLC
RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)
For the Twelve Months Ended November 30, 2011
(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 November 30, 2011 ^{1/}	Comments
Net Income Attributable to Accenture plc	\$2,385	
Noncontrolling interests	274	
Provision for income taxes	1,001	
Non-operating (income) expense	(36)	This represents the sum of the following line items on the Consolidated Income Statements: (Loss)/Gain on investments, net, Interest income, Interest expense, and Other income/expense, net.
Operating Income	\$3,625	
Annual Effective Tax Rate	27.6%	The tax rate represents a blended tax rate for the past twelve months using an annual effective rate of 27.3% for fiscal year 2011 and an annual effective rate of 28.3% for fiscal year 2012.
Tax Adjusted Operating Income	\$2,626	
Divided by Average Capital:		
Capital at November 30, 2011		
Noncontrolling interests	453	
Total Accenture plc shareholders' equity	3,766	
Short-term bank borrowings, Long-term debt	6	
	\$4,226	
Capital at November 30, 2010		
Noncontrolling interests	402	
Total Accenture plc shareholders' equity	2,909	
Short-term bank borrowings, Long-term debt	0	
	\$3,311	
Average Capital	\$3,769	
Return on Invested Capital	70%	

^{1/} May not total due to rounding

ACCENTURE PLC
RECONCILIATION OF RETURN ON EQUITY (ROE)
For the Twelve Months Ended November 30, 2011
(in millions of U.S. dollars)
(Unaudited)

Purpose

ROE represents Return on Equity and is equal to income before noncontrolling interest divided by average equity plus noncontrolling interest, as outlined below. Accenture believes reporting Return on Equity provides investors with a measure of the level of earnings generated in relation to total Shareholder's equity plus Noncontrolling interest. 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 November 30, 2011	^{1/}
Net Income Attributable to Accenture plc	\$2,385	
Noncontrolling interests	274	
Provision for income taxes	1,001	
Income Before Taxes	\$3,660	
Annual Effective Tax Rate	27.6%	The tax rate represents a blended tax rate for the past twelve months using an annual effective rate of 27.3% for fiscal year 2011 and an annual effective rate of 28.3% for fiscal year 2012.
Tax Adjusted Income Before Income Taxes	\$2,652	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interest at November 30, 2011	453	
Total Accenture plc shareholders' equity at November 30, 2011	3,766	
	4,219	
Noncontrolling interest at November 30, 2010	402	
Total Accenture plc shareholders' equity at November 30, 2010	2,909	
	3,311	
Average Equity and Noncontrolling Interests	3,765	
Return on Equity	70%	

^{1/} May not total due to rounding

ACCENTURE PLC
RECONCILIATION OF RETURN ON ASSETS (ROA)
For the Twelve Months Ended November 30, 2011
(in millions of U.S. dollars)
(Unaudited)

Purpose

ROA represents Return on Assets and is equal to income before noncontrolling interest 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 November 30, 2011 ^{1/}
Net Income Attributable to Accenture plc	\$2,385
Noncontrolling interests	274
Provision for income taxes	1,001
Income Before Taxes	\$3,660
Annual Effective Tax Rate	27.6%
Tax Adjusted Income Before Income Taxes	\$2,652
Divided by Average Assets:	
Total Assets at November 30, 2011	15,291
Total Assets at November 30, 2010	12,869
Average Assets	\$14,080
Return on Assets	19%

The tax rate represents a blended tax rate for the past twelve months using an annual effective rate of 27.3% for fiscal year 2011 and an annual effective rate of 28.3% for fiscal year 2012.

^{1/} May not total due to rounding

**ACCENTURE PLC
HEADCOUNT**

Purpose

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

	<u>2/28/2010</u>	<u>5/31/2010</u>	<u>8/31/2010</u>	<u>11/30/2010</u>	<u>2/28/2011</u>	<u>5/31/2011</u>	<u>8/31/2011</u>	<u>11/30/2011</u>
Consulting	46,149	48,415	50,181	51,955	53,636	55,210	56,328	57,170
Solutions	62,085	65,911	75,791	79,028	80,814	84,791	92,412	93,094
Total Consulting & Solutions	108,234	114,326	125,972	130,983	134,450	140,001	148,740	150,264
Services	59,804	62,384	63,734	65,626	66,454	68,562	72,097	78,838
Total Billable	168,038	176,710	189,706	196,609	200,904	208,563	220,837	229,102
Enterprise	13,398	13,732	14,154	14,342	14,484	14,742	15,038	15,353
Total Accenture Employees	181,436	190,442	203,860	210,951	215,388	223,305	235,875	244,455

ACCENTURE PLC
SHARES OUTSTANDING AND MARKET CAPITALIZATION
As of November 30, 2011
(shares in millions and market capitalization in millions of U.S. dollars)

	As of November 30, 2011	Comments
Accenture plc Class A shares	733.0	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(88.3)	From Accenture plc statement of shareholders' equity.
Accenture SCA Class I shares	59.6	From Accenture SCA statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	1.6	
Total Shares Outstanding at 11/30/2011	705.9	Of these shares, approximately 11% are Founder shares issued in connection with Accenture's incorporation that are still held by active and former senior executives of Accenture. Accenture refers to the remaining 89% as our public float.
Share price - as of November 30, 2011 close	\$57.93	
Market Capitalization at 11/30/2011	\$40,892.8	