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Investor & Analyst Conference

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Strategy | Consulting | Digital | Technology | Operations

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Fiscal Year 2015 – A Significant Step Forward

Reinforced revenue durability with broad-based growth of 11% in local currency

Grew revenues at approximately 35% in Digital – now a \$7 B business

Gained significant market share – outpacing market over 2x

Achieved record profitability of 14.5% while increasing investment

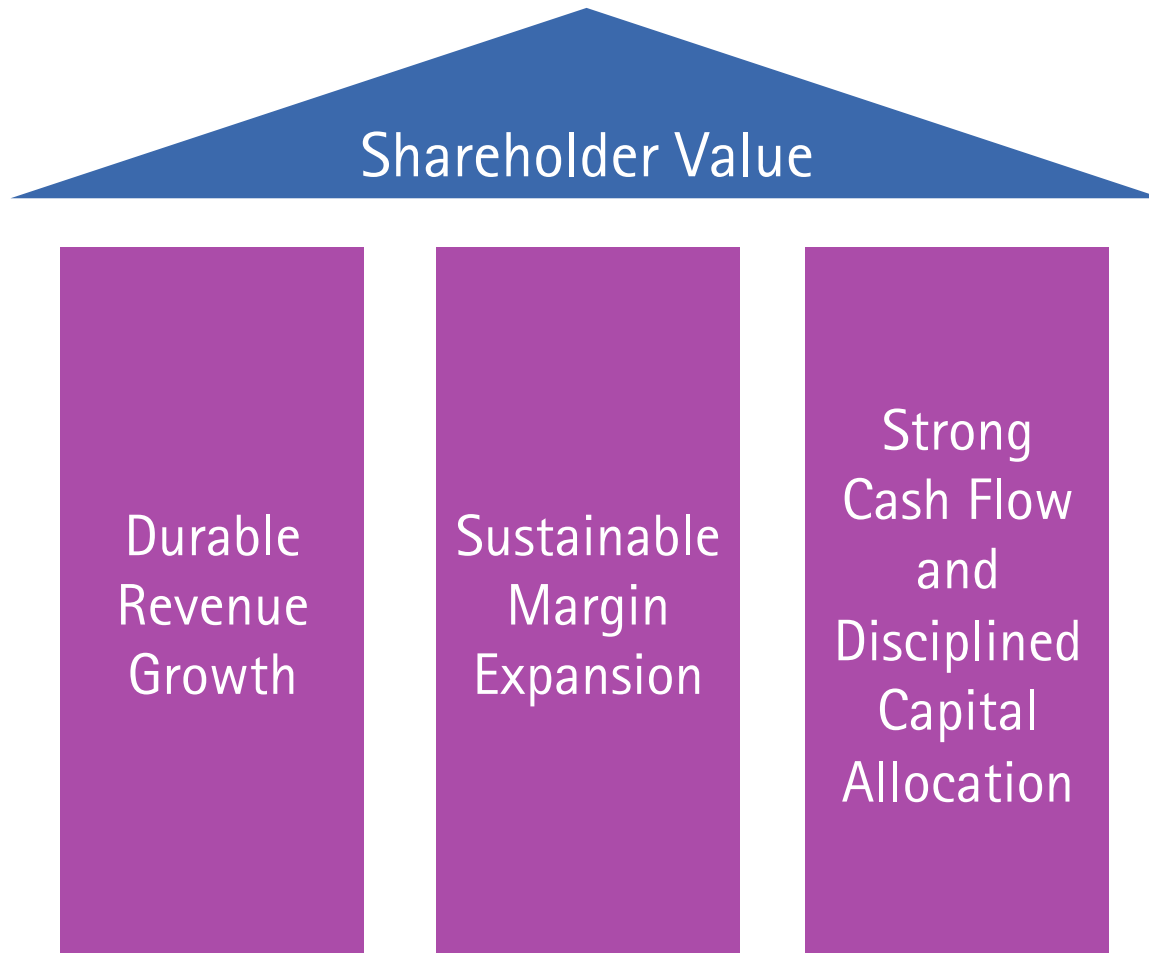
Closed 18 acquisitions, highest level ever

Returned cash to shareholders of \$3.8 B

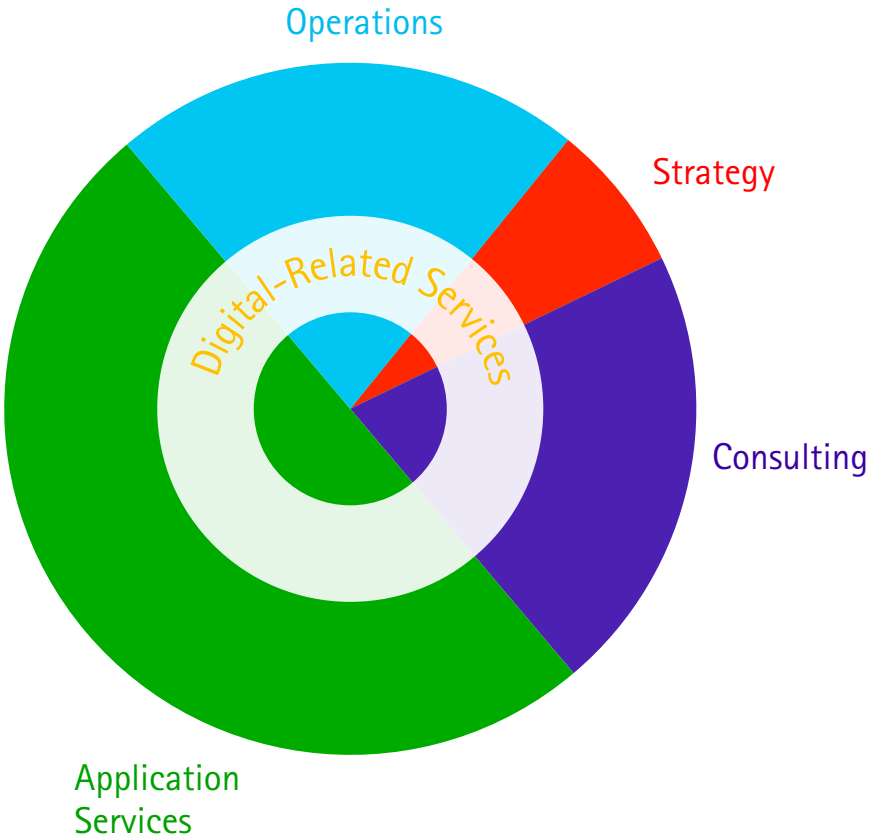
Fiscal Year 2016 – Continued Momentum

Net Revenue Growth	5% to 8% in Local Currency
Operating Margin	14.6% to 14.8% <i>10 bps to 30 bps expansion (adj.)</i>
Earnings Per Share	\$5.09 to \$5.24 <i>USD growth of 6% to 9% (adj.)</i>
Free Cash Flow	\$3.6 B to \$3.9 B
Return Cash to Shareholders	Minimum of \$4.0 B

An Enduring Model for Shareholder Value Creation



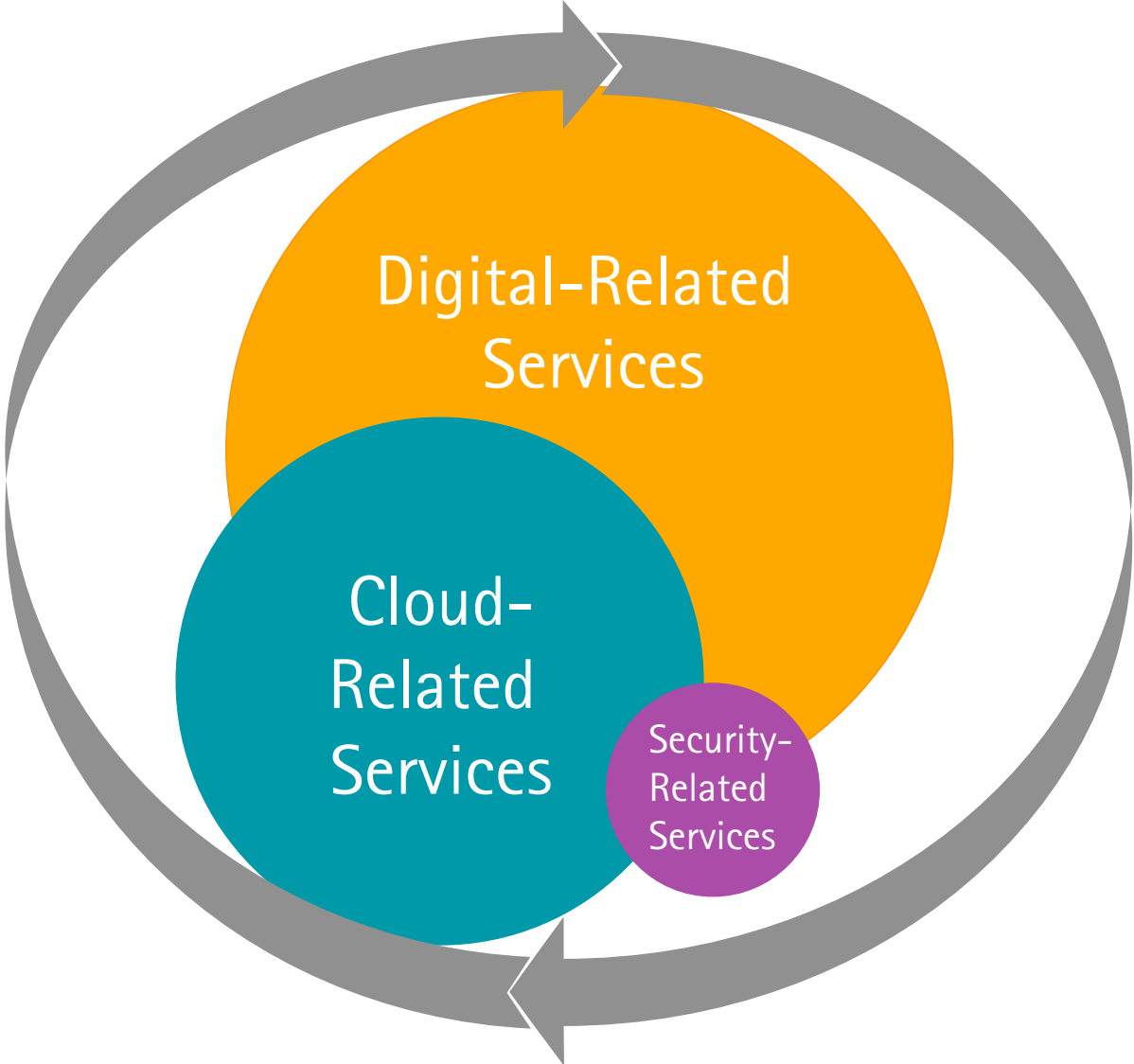
Durable Revenue Growth – Five Business Dimensions



Indicative Estimates

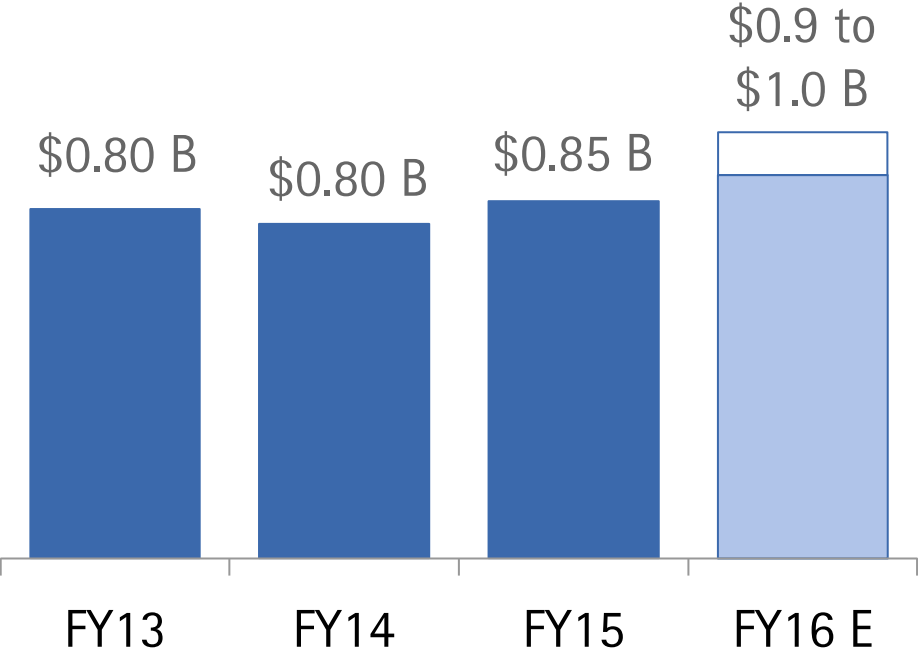
	FY15 Approximate Revenues (\$ USD)	% of FY15 Revenues	Growth in Local Currency
Strategy	\$9 B	29%	8%
Consulting	\$15 B	49%	9%
Operations	\$7 B	22%	20%
Total	\$31 B	100%	11%
Digital-Related Services	\$7 B	24%	~35% (approx.)

Durable Revenue Growth – Rapid Rotation to “The New”



Durable Revenue Growth – Inorganic as Engine for Growth

Investments in Businesses: FY13 to FY16*



38 acquisitions and
about **\$2.5 B** invested
in the past three years

In FY15, close to **70%**
of acquisition investments in
"The New"

* Inclusive of capital investment and acquisition-related retention payments

Durable Revenue Growth – Market Focus and Scale

FY15 Revenues

9 Industry Markets, about **80%** of revenues

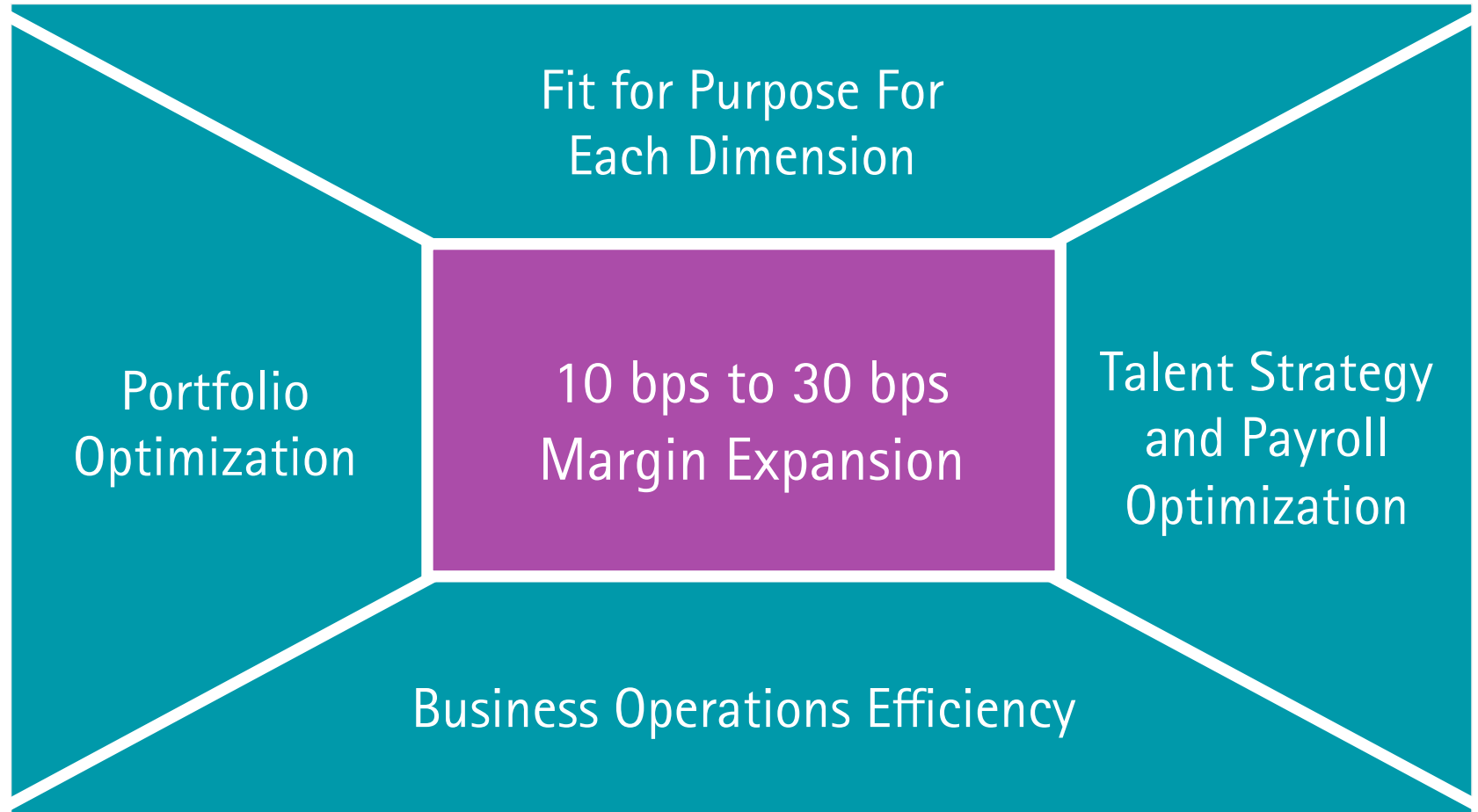
- Banking and Capital Markets (\$5 B)
- Health and Life Sciences (\$4 B)
- Retail and Consumer Goods (\$4 B)
- Public Service (\$3 B)
- Communications (\$3 B)
- Electronics & High Tech (\$2 B)
- Insurance (\$2 B)
- Utilities (\$2 B)
- Energy (\$2 B)

9 Countries, about **80%** of revenues

- U.S. (\$13 B)
- U.K. (\$3 B)
- Italy (\$1 B)
- France (\$1 B)
- Germany (\$1 B)
- Japan (\$1 B)
- Australia (\$1 B)
- Spain (\$1 B)
- Brazil (\$1 B)

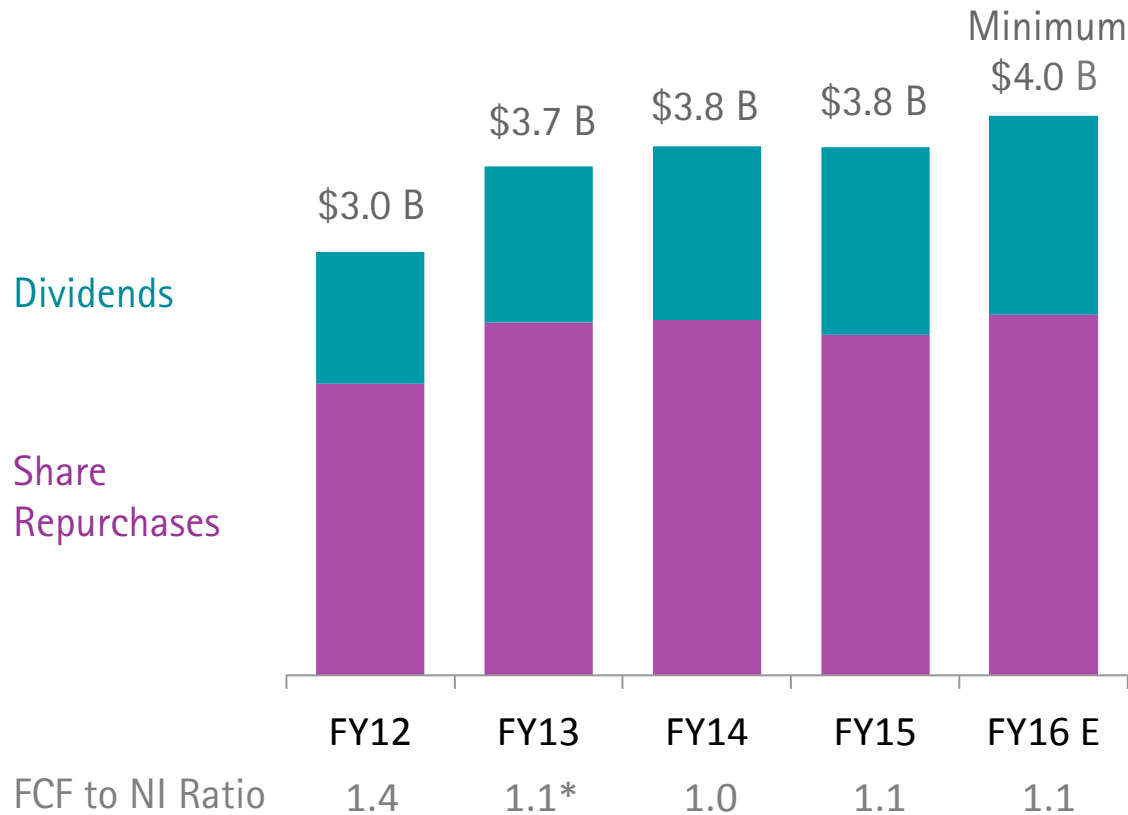
Approximately **150** Diamond Clients driving more than **50%** of total revenues

Sustainable Margin Expansion – Rigor & Discipline



Strong Cash Flow and Disciplined Capital Allocation

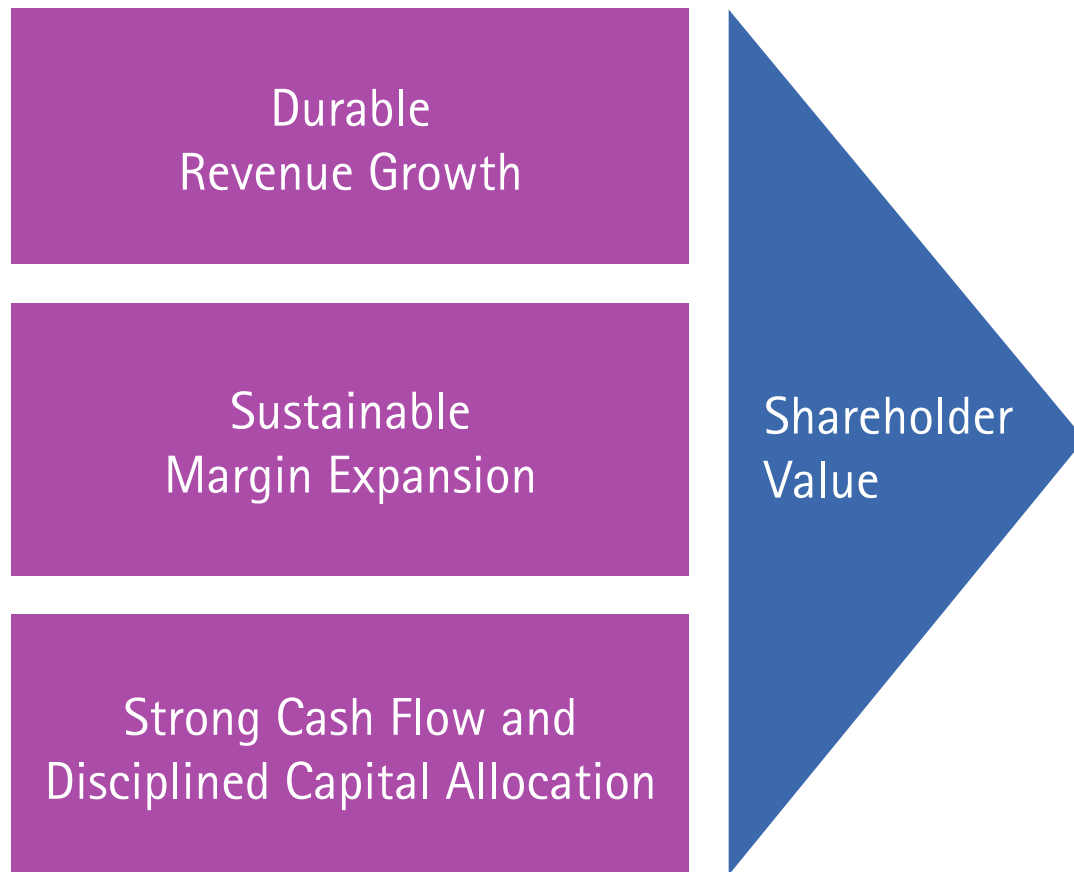
Cash Returned to Shareholders: FY12 to FY16



Cash Flow Drivers

- Capital-light model
- Efficient operating expense structure
- Disciplined DSO management
- Variability in timing of cash payments

An Enduring Model for Shareholder Value Creation



Total Shareholder Return Through 8/31/15

