

Strong finish to fiscal year 2016, as we continue to execute well against our growth strategy

TOTAL NET REVENUES



\$8.5B

⬆️ **increase of 9% in local currency** and 8% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency



North America

↑ **10%**
\$4.1B

Europe

↑ **8%**
\$2.8B

Growth Markets

↑ **9%**
\$1.6B

OPERATING GROUPS

Revenues and Growth in Local Currency



Communications,
Media & Technology



\$1.7B

Financial Services



\$1.8B

Health &
Public Service



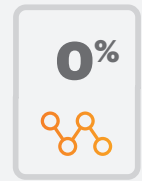
\$1.5B

Products



\$2.3B

Resources



\$1.2B

EPS (Adjusted)



\$1.31 ⬆️ **14% increase** on an adjusted basis*

* After adjusting Q4 FY16 GAAP EPS of \$1.68 to exclude gains on the sale of businesses of \$0.37 per share

RETURNING CASH TO SHAREHOLDERS



Strong free cash flow

\$1.9B

Share repurchases

\$640M
\$2.6B for full year 2016

Semi-annual cash dividend declared Sept. 2016

\$1.21
per share

increase of \$0.11 per share or 10% over our semi-annual dividend declared in March 2016.

OPERATING MARGIN



14.1% ⬆️ **20 bps increase** from Q4 FY15

BUSINESS DIMENSIONS



Revenue Growth in Local Currency

**Strategy/
Consulting**

double-digit growth

**Application
Services**

mid-single-digit growth

Operations

double-digit growth

"THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES



Approx. **40%**

of revenues
strong double-digit growth

NEW BOOKINGS



\$9.0B

solid new bookings



Strong, broad-based financial performance driving superior shareholder value

TOTAL NET REVENUES



\$32.9B

↑ increase of 10.5% in local currency and 6% in USD

GEOGRAPHIC REGIONS

Revenues and Growth in Local Currency



North America

↑ **11%**
\$15.7B

Europe

↑ **11%**
\$11.4B

Growth Markets

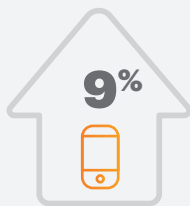
↑ **8%**
\$5.8B

OPERATING GROUPS

Revenues and Growth in Local Currency



Communications,
Media & Technology



\$6.6B

Financial Services



\$7.0B

Health &
Public Service



\$6.0B

Products



\$8.4B

Resources



\$4.8B

EPS (Adjusted)

\$5.34 ↑ 11% increase from adjusted FY15*



* After adjusting FY16 GAAP EPS of \$6.45 to exclude gains on the sale of businesses (\$1.11 per share), and adjusting FY15 GAAP EPS of \$4.76 to exclude a pension settlement charge (\$0.06 per share).

RETURNING CASH TO SHAREHOLDERS



Strong free cash flow

\$4.1B

reflects a free cash flow to adjusted net income ratio of 1.1 (after adjusting GAAP net income of \$4.35B to exclude \$745M in after-tax gains on the sale of businesses)

Share repurchases

\$2.6B

Cash dividends paid

\$1.4B

\$2.20 per share, an 8% increase over prior-year dividend

OPERATING MARGIN

14.6% ↑ 10 bps increase from adjusted FY15*



* FY15 adjusted operating margin of 14.5% excludes impact of pension settlement charge (20 basis points).

BUSINESS DIMENSIONS

Approx. FY16 revenues



	Revenues (\$ USD)	% of Revenues	Est'd % Growth in Local Currency
Strategy & Consulting	\$10B	31%	Double-digit
Application Services	\$16B	47%	Mid-single-digit
Operations	\$7B	22%	Double-digit
TOTAL	\$33B	100%	10.5%

"THE NEW" – DIGITAL, CLOUD, SECURITY SERVICES

Approx. FY16 revenues

\$13.5B* approx. 40% of total revenues

	Revenues (\$ USD)	% of Revenues	Est'd % Growth in Local Currency
Digital services	\$9.5B	30%	30%
Cloud services	\$4.5B		
Security services	\$0.7B		

* Revenues for "the New" include Digital-, Cloud- and Security-related services, net of estimated overlap

NEW BOOKINGS



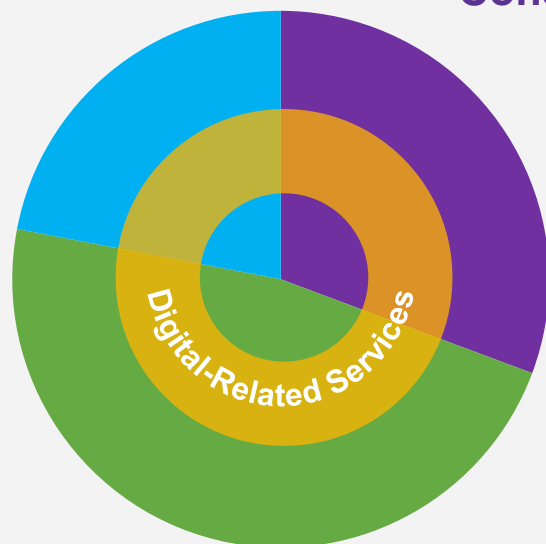
\$35.4B

strong new bookings increase of 7% in local currency

Business Dimension Growth

Operations

Strategy & Consulting



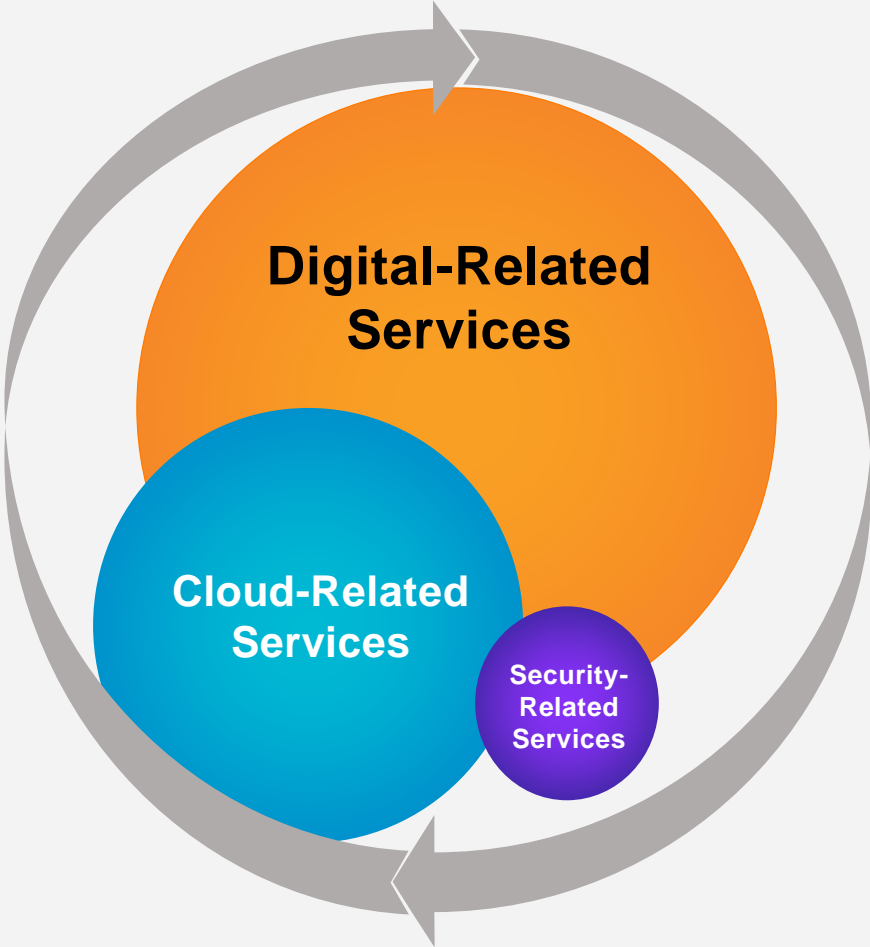
Application Services

FY16 Indicative Estimates

	Net Revenues (\$USD) (approx.)	% of Net Revenues (approx.)	Net Revenues Growth in Local Currency
Strategy & Consulting	\$10 B	31%	Double digit
Application Services	\$16 B	47%	Mid-single digit
Operations	\$7 B	22%	Double digit
Total	\$33 B	100%	10.5%
Digital-Related Services	\$9.5 B	30%	Estimated growth approx. 30%

Accenture discloses information about its business dimensions to provide additional insight into the company's business. Business dimension net revenues are approximate and may be modified to reflect periodic changes to the definitions of the business dimensions. Accenture's net revenue growth was 10.5% in local currency and 6% in U.S. dollars.

Rapid Rotation to “the New”



FY16 Indicative Estimates

Approximately **\$13.5 B** or **40%** of total Net Revenues in FY16, net of overlap

Digital-Related Services ~ **\$9.5 B**

Cloud-Related Services ~ **\$4.5 B**

Security-Related Services ~ **\$0.7 B**

Individual breakouts shown for Digital-, Cloud- and Security-related services include an element of overlap, whereas the total of “the New”, is net of any estimated overlap. Accenture discloses information about the components of “the New” to provide additional insight into the company’s business. “The New” net revenues are approximate and may be modified to reflect periodic changes to the definition of the components of “the New”.

RETURN METRICS TREND

Q4 FY16

Quarter Ending Return Metrics from November 30, 2014 to August 31, 2016

(Unaudited)

	Twelve Months Ended							
	<u>11/30/14</u>	<u>2/28/15</u>	<u>5/31/15</u>	<u>8/31/15</u>	<u>11/30/15</u>	<u>2/29/16</u>	<u>5/31/16</u>	<u>8/31/16</u>
Return on Invested Capital	57%	53%	52%	51%	53%	50%	51%	50%
Return on Equity	57%	54%	52%	51%	53%	56%	57%	59%
Return on Assets	19%	20%	19%	18%	18%	22%	22%	22%

Note: February 2016 through August 2016 results include the gain on the sale of Navitaire
August 2016 results include the gain on the sale of Duck Creek

RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q4 FY16

For the Twelve Months Ended August 31, 2016

(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 8/31/16 ⁽¹⁾	Comments	
Net Income Attributable to Accenture plc	\$4,112		
Noncontrolling interests	238		
Provision related to income taxes	1,254		
Non-operating (income) expense	(793)	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, Other income/expense, net, and gain on sale of businesses.	
Operating Income	\$4,810		
Annual Effective Tax Rate	22.4%		The tax rate represents a weighted average of the FY16 full year tax rate
Tax Adjusted Operating Income	\$3,734		
<i>Divided by Average Capital:</i>			
Capital at August 31, 2016			
Noncontrolling interests	634		
Total Accenture plc shareholders' equity	7,555		
Short-term bank borrowings, Long-term debt	27		
	\$8,217		
Capital at August 31, 2015			
Noncontrolling interests	514		
Total Accenture plc shareholders' equity	6,134		
Short-term bank borrowings, Long-term debt	27		
	\$6,675		
Average Capital	\$7,446		
Return on Invested Capital	50%		

(1) May not total due to rounding

Note: Results include the gain on the sale of Navitaire and Duck Creek

RECONCILIATION OF RETURN ON EQUITY (ROE)

Q4 FY16

For the Twelve Months Ended August 31, 2016

(in millions of U.S. dollars)

(Unaudited)

Purpose

ROE represents Return on Equity and is equal to the tax adjusted income before income taxes divided by average equity plus noncontrolling interests, as outlined below. Accenture believes reporting Return on Equity provides investors with a measure of the level of earnings generated in relation to total shareholders' equity plus noncontrolling interests. 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 8/31/16 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,112	
Noncontrolling interests	238	
Provision related to income taxes	1,254	
Income Before Income Taxes	\$5,604	
Annual Effective Tax Rate	22.4%	The tax rate represents a weighted average of the FY16 full year tax rate
Tax Adjusted Income Before Income Taxes	\$4,350	
<i>Divided by Average Equity and Noncontrolling Interests:</i>		
Noncontrolling interests at August 31, 2016	634	
Total Accenture plc shareholders' equity at August 31, 2016	7,555	
	\$8,189	
Noncontrolling interests at August 31, 2015	514	
Total Accenture plc shareholders' equity at August 31, 2015	6,134	
	\$6,648	
Average Equity and Noncontrolling Interests	\$7,418	
Return on Equity	59%	

(1) May not total due to rounding

Note: Results include the gain on the sale of Navitaire and Duck Creek

RECONCILIATION OF RETURN ON ASSETS (ROA)

Q4 FY16

For the Twelve Months Ended August 31, 2016

(in millions of U.S. dollars)

(Unaudited)

Purpose

ROA represents Return on Assets and is equal to the tax adjusted income before income taxes 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 8/31/16 ⁽¹⁾	Comments
Net Income Attributable to Accenture plc	\$4,112	
Noncontrolling interests	238	
Provision related to income taxes	1,254	
Income Before Income Taxes	\$5,604	
Annual Effective Tax Rate	22.4%	The tax rate represents a weighted average of the FY16 full year tax rate
Tax Adjusted Income Before Income Taxes	\$4,350	
Divided by Average Assets:		
Total Assets at August 31, 2016	20,609	
Total Assets at August 31, 2015	18,203	
Average Assets	\$19,406	
Return on Assets	22%	

(1) May not total due to rounding

Note: Results include the gain on the sale of Navitaire and Duck Creek

HEADCOUNT TREND

Q4 FY16

Quarter Ending Headcount from November 30, 2014 to August 31, 2016

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

	As of:							
	11/30/14	2/28/15	5/31/15	8/31/15	11/30/15	2/29/16	5/31/16	8/31/16
Billable	295,908	300,246	312,414	334,074	347,268	347,074	349,615	357,516
Non-Billable	22,792	23,032	23,678	24,424	25,239	25,505	25,875	26,219
Total Accenture Employees	318,700	323,278	336,092	358,498	372,507	372,579	375,490	383,735
<i>Memo:</i>								
<i>Accenture's Global Delivery Network</i>	218,188	225,878	237,149	256,846	270,271	272,745	276,363	285,240

Notes:

Beginning in fiscal year 2015 Accenture realigned a small number of employees (approximately 2%) to non-billable from billable based on their activities.

February 28, 2015 headcount reflects the reclassification of approximately 3,300 personnel from non-GDN to GDN. Prior periods have not been restated.

SHARES OUTSTANDING AND MARKET CAPITALIZATION

Q4 FY16

As of August 31, 2016

(shares in millions and market capitalization in millions of U.S. dollars)

	<u>August 31, 2016</u>	<u>Comments</u>
Accenture plc Class A shares	654.2	From Accenture plc statement of shareholders' equity.
Accenture plc Class A treasury shares	(33.5)	From Accenture plc statement of shareholders' equity.
Accenture Holdings plc ordinary shares	27.8	From Accenture Holdings plc statement of shareholders' equity.
Accenture Canada Holdings, Inc. shares	1.1	
Total Shares Outstanding at 8/31/2016 ⁽¹⁾	649.7	Of these shares, approximately 6% 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 94% as our public float.
Share price - as of August 31, 2016 close	\$115.00	
Market Capitalization at 8/31/2016	\$74,711	

Notes:

(1) May not total due to rounding

NET REVENUES TREND

Q4 FY16

Quarter Ending Net Revenue from November 30, 2014 to August 31, 2016

(in millions of U.S. dollars)

(Unaudited)

Operating Group	FY2015										FY2016									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Comm. Media & Tech	\$1,581	20%	\$1,517	20%	\$1,613	21%	\$1,638	21%	\$6,349	20%	\$1,605	20%	\$1,607	20%	\$1,708	20%	\$1,697	20%	\$6,616	20%
Financial Services	1,716	22%	1,590	21%	1,638	21%	1,691	21%	6,635	21%	1,745	22%	1,685	21%	1,805	21%	1,796	21%	7,031	21%
Health & Public Service	1,368	17%	1,320	18%	1,384	18%	1,391	18%	5,463	18%	1,424	18%	1,482	19%	1,539	18%	1,541	18%	5,987	18%
Products	1,930	25%	1,851	25%	1,883	24%	1,932	24%	7,596	25%	1,990	25%	1,995	25%	2,158	26%	2,252	27%	8,395	26%
Resources	1,295	16%	1,212	16%	1,248	16%	1,233	16%	4,989	16%	1,245	15%	1,174	15%	1,221	15%	1,199	14%	4,839	15%
Other	4	n/m	4	n/m	4	n/m	4	n/m	17	n/m	4	n/m	3	n/m	4	n/m	4	n/m	15	n/m
Total ⁽¹⁾	\$7,896	100%	\$7,493	100%	\$7,770	100%	\$7,889	100%	\$31,048	100%	\$8,013	100%	\$7,946	100%	\$8,435	100%	\$8,489	100%	\$32,883	100%

Geographic Region	FY2015										FY2016									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
North America	\$3,438	43%	\$3,412	46%	\$3,644	47%	\$3,715	47%	\$14,209	46%	\$3,763	47%	\$3,791	48%	\$4,017	48%	\$4,082	48%	\$15,653	48%
Europe	2,905	37%	2,660	35%	2,653	34%	2,712	34%	10,930	35%	2,885	36%	2,785	35%	2,946	35%	2,833	33%	11,448	35%
Growth Markets	1,552	20%	1,422	19%	1,473	19%	1,462	19%	5,909	19%	1,365	17%	1,370	17%	1,472	17%	1,574	19%	5,781	17%
Total ⁽¹⁾	\$7,896	100%	\$7,493	100%	\$7,770	100%	\$7,889	100%	\$31,048	100%	\$8,013	100%	\$7,946	100%	\$8,435	100%	\$8,489	100%	\$32,883	100%

Type of Work	FY2015										FY2016									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Consulting	\$4,093	52%	\$3,839	51%	\$4,112	53%	\$4,160	53%	\$16,204	52%	\$4,346	54%	\$4,293	54%	\$4,621	55%	\$4,608	54%	\$17,868	54%
Outsourcing	3,803	48%	3,654	49%	3,658	47%	3,729	47%	14,844	48%	3,667	46%	3,653	46%	3,813	45%	3,882	46%	15,015	46%
Total ⁽¹⁾	\$7,896	100%	\$7,493	100%	\$7,770	100%	\$7,889	100%	\$31,048	100%	\$8,013	100%	\$7,946	100%	\$8,435	100%	\$8,489	100%	\$32,883	100%

Notes:

(1) May not total due to rounding

The company's geographic regions are as follows:

•**North America:** The United States and Canada •**Europe** •**Growth Markets:** Asia Pacific, Latin America, Africa, the Middle East, Russia and Turkey

NEW BOOKINGS TREND

Q4 FY16

Quarter Ending New Bookings from November 30, 2014 to August 31, 2016

(in billions of U.S. dollars)

(Unaudited)

Type of Work	FY2015										FY2016									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Consulting	\$3.86	50%	\$4.25	45%	\$4.51	53%	\$4.08	46%	\$16.70	49%	\$4.42	57%	\$5.01	52%	\$4.93	54%	\$4.81	53%	\$19.16	54%
Outsourcing	3.80	50%	5.11	55%	4.02	47%	4.73	54%	17.66	51%	3.32	43%	4.54	48%	4.19	46%	4.18	47%	16.23	46%
Total	\$7.66	100%	\$9.36	100%	\$8.53	100%	\$8.81	100%	\$34.36	100%	\$7.74	100%	\$9.55	100%	\$9.12	100%	\$8.99	100%	\$35.39	100%