

To our shareholders



2009 Letter from Our Chairman & CEO

High performance. Delivered.

In what was clearly the most challenging global economic environment we ever faced, Accenture delivered solid results in fiscal 2009. We remained keenly focused on our clients and their needs, generating value for them and for our shareholders while positioning Accenture for the future.

• Consulting • Technology • Outsourcing



“In fiscal 2009 we took steps to position Accenture in important ways for the future by enhancing our core business and investing in new and emerging growth areas.”

Bill Green
Chairman & CEO

Delivering in challenging times

This past year was clearly an extraordinary time for businesses around the world, a year of incredible challenge and change. Virtually every company and industry was affected, and some have been altered forever. While Accenture was not immune to the effects of the global economic downturn, our disciplined management of the business enabled us to deliver strong profitability and cash flow in fiscal 2009.

Throughout the year, we stayed close to our clients, adapting to their changing needs in areas such as cost management, operational improvement and customer retention. We also continued to help clients with complex, industry-leading and transformational projects, which are right in our sweet spot.

Whether it was helping US utilities company **Xcel Energy** implement the world's first fully functional smart grid in Boulder, Colorado; working with Italian automotive group **Fiat** across Europe, the Americas and Asia Pacific on certain projects related to business growth, geographic expansion and internal transformation; or helping **Philips Healthcare** create a supply chain transformation and outsourcing program to increase productivity while lowering warehouse and freight costs, we remained focused in fiscal 2009 on doing what we do best—helping clients achieve high performance. And these efforts paid off—with solid new

bookings of \$23.9 billion, demonstrating the continued demand for our services and our ability to anticipate and adapt to our clients' changing needs.

In fiscal 2009, we also continued to return cash to shareholders through dividends and share repurchases, paying our fourth annual cash dividend and repurchasing \$1.9 billion of Accenture shares. More recently, we declared and paid our fifth annual cash dividend, of \$0.75 per share—a 50 percent increase over the prior dividend.

Positioning Accenture for the future

In addition to managing our business well through the global economic downturn, in fiscal 2009 we took steps to position Accenture in important ways for the future by enhancing our core business and investing in new and emerging growth areas.

In our core business, we revitalized our offerings and made great strides in reducing our delivery costs. To ensure that Accenture is properly aligned to capture growth opportunities, we made important organizational changes—combining our health and public service businesses to take advantage of the tremendous opportunities around health care information technology; integrating all technology capabilities into a new Technology growth platform to provide clients with fully integrated technology solutions; and creating a Business

Process Outsourcing (BPO) growth platform to better address the needs of buyers of BPO services and recognize the importance of BPO to Accenture's long-term growth.

We also continue to focus on growing market share and expanding our business in key geographic markets, with a special emphasis on Brazil, Russia, India, China, South Korea and Mexico.

At the same time, we are enhancing and expanding our capabilities around several defining areas that show potential for growth and profits, including analytics, digital services, sustainability and mobility. We launched several new businesses this past year, including Accenture Mobility Operated Services, which helps enterprises develop and deploy new revenue-generating mobile applications, and Accenture Interactive, which helps companies develop world-class digital marketing capabilities and optimize their marketing investments. We will continue to invest in assets and innovations that differentiate Accenture in the market.

These are just a few of the many actions we've taken to raise our game and position Accenture for the future.

Of course, clients remain the heart of our business, and we're proud that our clients include 96 of the *Fortune* Global 100 and three-quarters of the *Fortune* Global 500. Just as important is the longevity of these relationships: Of our top 100 clients in fiscal 2009, 91 have been clients for at least 10 years and more than two-thirds have been clients for at least 15 years.

Investing in our people... and our communities

To ensure that our people have the necessary skills to serve clients at the highest level, as well as to advance in their own careers, we invest significantly in their training and professional development—nearly US\$800 million in fiscal 2009 alone. Our corporate training also instills in our people our six core values of Client Value Creation, Integrity, Best People, One Global Network, Respect for the Individual and Stewardship, which complement our Code of Business Ethics and shape the culture and character of our company, guiding how we behave and make decisions.

Another fundamental part of Accenture's character is our belief that being a good corporate citizen is a hallmark of a high-performance business. In fiscal 2009, we took our consulting, pro bono and financial-giving

programs to a new level, aligning them around a single global theme, "Skills to Succeed," which is all about helping people develop skills that enable them to participate in and contribute to the economies of the world.

Through Skills to Succeed, we are applying Accenture's experience in talent management and skills development to make a significant and lasting impact on the economic well-being of individuals and their communities—whether it's small entrepreneurs in Brazil, migrant groups in Spain, farmers in India or "at-risk" youth in the United States, among others. Through these and other initiatives, in fiscal 2009 Accenture sponsored in excess of 330,000 hours of our people's time to support more than 1,000 nonprofit and charitable organizations globally.

Another part of our corporate citizenship agenda is a commitment to sustainability and the environment. In fact, we plan to reduce our per capita carbon emissions 40 percent from our fiscal 2007 baseline by 2012 by, among other things, continuing to reduce noncritical business travel, consolidating data centers and improving energy efficiency across our global office network, including sourcing energy from renewable sources.

Fiscal 2010 and beyond

As we move further into fiscal 2010, the economy is starting to show early signs of recovery in certain industries and markets, and we remain intently focused on our clients so that we can continue to generate value for them while ensuring that we are well-positioned to take advantage of growth opportunities.

I want to thank the 177,000 Accenture men and women around the world for their hard work and dedication throughout fiscal 2009, which enabled us to navigate a challenging environment, deliver to both our clients and our shareholders, and position Accenture for the future.

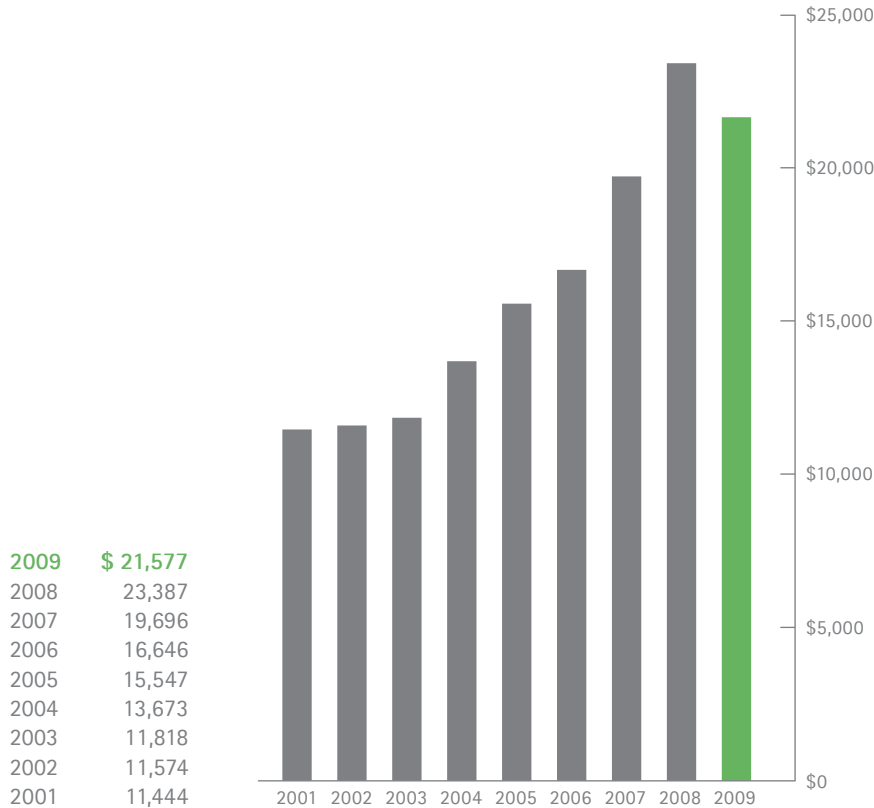
I'm proud of what we achieved in fiscal 2009—and even more excited about the opportunities that lie ahead.



William D. Green
Chairman & CEO
December 18, 2009

Revenues Before Reimbursements*

Years Ended August 31

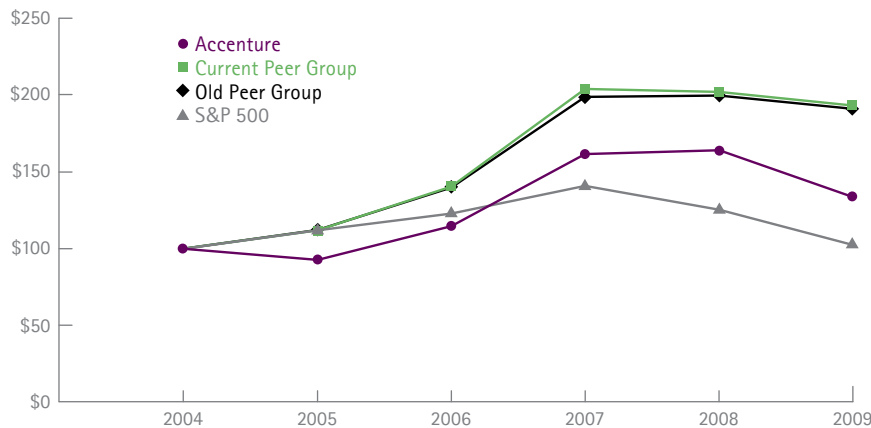


* This chart reflects revenues before reimbursements ("net revenues") for all years since Accenture's initial public offering. Reimbursements include travel and out-of-pocket expenses and third-party costs, such as the cost of hardware and software resales. Our revenues are denominated in multiple currencies and may be significantly affected by currency exchange-rate fluctuations. In fiscal 2009, these fluctuations resulted in a negative 8 percent foreign-exchange impact, which lowered our reported revenues in US dollars. In the prior fiscal year, these fluctuations resulted in a positive 8 percent foreign-exchange impact, which increased our reported revenues in US dollars.

US dollar amounts in millions.

Comparison of Cumulative Total Return

August 31, 2004, to August 31, 2009, Accenture vs. S&P 500 Stock Index and Peer Group Indices



	Indexed Prices as of August 31,					
	2004	2005	2006	2007	2008	2009
Accenture	\$100	\$ 93	\$115	\$162	\$164	\$133
Current Peer Group	\$100	\$112	\$141	\$204	\$202	\$193
Old Peer Group	\$100	\$113	\$140	\$199	\$199	\$191
S&P 500	\$100	\$113	\$123	\$141	\$125	\$102

The performance graph to the left shows the cumulative total shareholder return on our Class A shares for the period starting on August 31, 2004, and ending on August 31, 2009, which was the end of fiscal 2009. This is compared with the cumulative total returns over the same period of (1) the S&P 500 Index; (2) our current peer group index consisting of Cap Gemini SA, Computer Sciences Corporation, Hewlett-Packard Company ("HP") and International Business Machines Corporation; and (3) our old peer group index, which consisted of the companies in our current peer group index as well as BearingPoint, Inc. ("BearingPoint") and Electronic Data Systems Corporation ("EDS"). We have excluded BearingPoint and EDS from our current peer group because BearingPoint has announced that it expects to wind down its operations and cease to operate as a going concern and because EDS was acquired by HP in 2008 and its shares are no longer publicly traded. The graph assumes that on August 31, 2004, \$100 was invested in our Class A shares and \$100 was invested in each of the other three indices, with dividends reinvested on the date of payment without payment of any commissions. The performance shown in the graph represents past performance and should not be considered an indication of future performance.

In fiscal 2009, we managed our business well through
challenging economic conditions

Twelve months ended August 31, 2009

\$21.6B

Revenues before reimbursements ("net revenues")

\$2.44

Earnings per share

\$2.9B

Free cash flow

Defined as operating cash flow of \$3.16 billion net of property and equipment additions of \$243 million

\$23.9B

New bookings

Stock listing

Accenture plc Class A ordinary shares are traded on the New York Stock Exchange under the symbol ACN.

Certifications by Accenture's chief executive officer and chief financial officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 have been filed as exhibits to our most recent Annual Report on Form 10-K. The New York Stock Exchange requires that the chief executive officer of a listed company certify annually that he or she was not aware of any violation by the company of the New York Stock Exchange's corporate governance listing standards. Such certification was made on February 17, 2009.

Available information

Our website address is www.accenture.com. We use our website as a channel of distribution for company information. We make available free of charge on the Investor Relations section of our website (www.accenture.com/investor) our Annual Report on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and all amendments to those reports as soon as reasonably

practicable after such material is electronically filed with or furnished to the SEC pursuant to Section 13(a) or 15(d) of the Securities Exchange Act of 1934 (the "Exchange Act"). We also make available through our website other reports filed with or furnished to the SEC under the Exchange Act, including our proxy statements and reports filed by officers and directors under Section 16(a) of the Exchange Act, as well as our Code of Business Ethics. We do not intend for information contained in this letter or on our website to be part of the Annual Report on Form 10-K. This letter and our Annual Report on Form 10-K for the fiscal year ended August 31, 2009, together constitute Accenture's annual report to security holders for purposes of Rule 14a-3(b) of the Exchange Act.

Trademark references

This document makes descriptive reference to trademarks that may be owned by others. The use of such trademarks herein is not an assertion of ownership of such trademarks by Accenture and is not intended to represent or imply the existence of an association between Accenture and the lawful owners of such trademarks.

Forward-looking statements and certain factors that may affect our business

We have included in this letter "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Exchange Act relating to our operations and results of operations that are based on our current expectations, estimates, assumptions and projections. Words such as "may," "will," "should," "believe" and similar expressions are used to identify these forward-looking statements. These statements are not guarantees of future performance and involve risks, uncertainties and assumptions that are difficult to predict. Forward-looking statements are based upon assumptions as to future events that may not prove to be accurate. Actual outcomes and results could differ materially from what is expressed or forecast in these forward-looking statements. Risks, uncertainties and other factors that might cause such differences, some of which could be material, include,

but are not limited to, the factors discussed in our Annual Report on Form 10-K (available through the Investor Relations section of our website at www.accenture.com/investor) under the section titled "Risk Factors."

Reconciliation of non-GAAP measures

This letter contains certain non-GAAP (Generally Accepted Accounting Principles) measures that our management believes provide our shareholders with additional insights into Accenture's results of operations. The non-GAAP measures in this letter are supplemental in nature. They should not be considered in isolation or as alternatives to net income as indicators of company performance, cash flows from operating activities as measures of liquidity or other financial information prepared in accordance with GAAP. Reconciliations of this non-GAAP financial information to Accenture's financial statements as prepared under GAAP are included in this letter.

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All amounts throughout this letter are stated in US dollars, except where noted.

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