

The Accenture logo, featuring the word "accenture" in a lowercase, sans-serif font with a small chevron symbol above the letter "u".

accenture

# Driving reinvention, delivering 360° value

Annual Report

Fiscal 2023

We achieved another strong year of financial performance in fiscal 2023, with record new bookings, continued adjusted operating margin expansion and adjusted EPS growth, and very strong cash flow, driving shareholder value creation. These results continue to enable us to deliver 360° value for all our stakeholders.

### Revenues

**\$64.1B**

An increase of **8% in local currency** and **4%** in U.S. dollars

### New bookings

**\$72.2B**

A **5% increase in local currency** and **1%** in U.S. dollars, with a book-to-bill of 1.1

### Diluted earnings per share (Adjusted)

**\$11.67**

A **9% increase**, after adjusting fiscal 2023 GAAP EPS of \$10.77 to exclude the impact of business optimization costs of \$1.28 per share and an investment gain of \$0.38 per share. On a GAAP basis, full-year FY23 EPS increased 1%

### Operating margin (Adjusted)

**15.4%**

An **expansion of 20 basis points**, after adjusting fiscal 2023 GAAP operating margin of 13.7% to exclude business optimization costs of 170 basis points. On a GAAP basis, full-year FY23 operating margin decreased 150 bps

### Free cash flow

**\$9.0B**

Defined as operating cash flow of **\$9.5 billion** net of property and equipment additions of **\$528 million**

### Cash returned to shareholders

**\$7.2B**

Defined as cash dividends of **\$2.8 billion** plus share repurchases of **\$4.3 billion**

For 12 months ended August 31, 2023



# From our Chair and CEO

I am writing to share the 360° value we created in fiscal year 2023, our view on the reinvention landscape ahead and the power of AI in reinvention.

While the pace of spending has changed, the fundamentals have not. All strategies continue to lead to technology, and companies will need to reinvent every part of their enterprise using tech, data and AI to optimize operations and accelerate growth. Despite the cautious macroeconomic environment, we are well-positioned for the future.



# 360° Value in Fiscal Year 2023

**Our laser focus on creating 360° value for our clients and all our stakeholders is reflected in our overall strong results for the year. With record new bookings of \$72 billion, we had a record 106 clients with quarterly bookings greater than \$100 million in fiscal 2023, an increase from 100 last year.**

We now have 300 Diamond clients, our largest client relationships, an increase of 33 from last year, demonstrating yet again the depth and breadth of our capabilities and the trust our clients have in us. Our brand is strong—our ranking on BrandZ's Top 100 Most Valuable Global Brands list rose from No. 26 to No. 22, our highest to date, with a brand value of \$73.6 billion.

We delivered revenues of \$64 billion for the year, representing 8% growth in local currency while continuing to take market share. We expanded adjusted operating margin by 20 basis points and delivered adjusted EPS growth of 9% while continuing to significantly invest in our business and our people, with capital deployed of \$2.5 billion across 25 acquisitions; \$1.3 billion in R&D, assets, platforms and industry solutions; and \$1.1 billion invested in the learning and professional development of our people.

We generated free cash flow of \$9 billion, allowing us to return over \$7 billion of cash to shareholders. And we are delivering a little ahead of schedule on our business optimization actions we announced in March to reduce structural costs to create greater resilience.

We also continued to attract, retain and inspire outstanding people through our talent strategy. We are making progress toward our commitment to net zero by 2025, and we invested in our communities to help ensure we have vibrant places where we work and live. Read on for more detail.





**Our ongoing investments**

**\$2.5B**

Deployed across 25 strategic acquisitions to scale our business in high-growth areas, add skills and capabilities in new areas and deepen our industry and functional expertise

**\$1.3B**

Invested in research and development in our assets, platforms and industry and functional solutions

**\$1.1B**

Invested in learning and professional development

○ "Our strong results for fiscal 2023 reflect our constant focus on the needs of our clients, the uniqueness and breadth of our services and industry expertise, and the commitment and dedication of our 733,000 talented people."

Julie Sweet



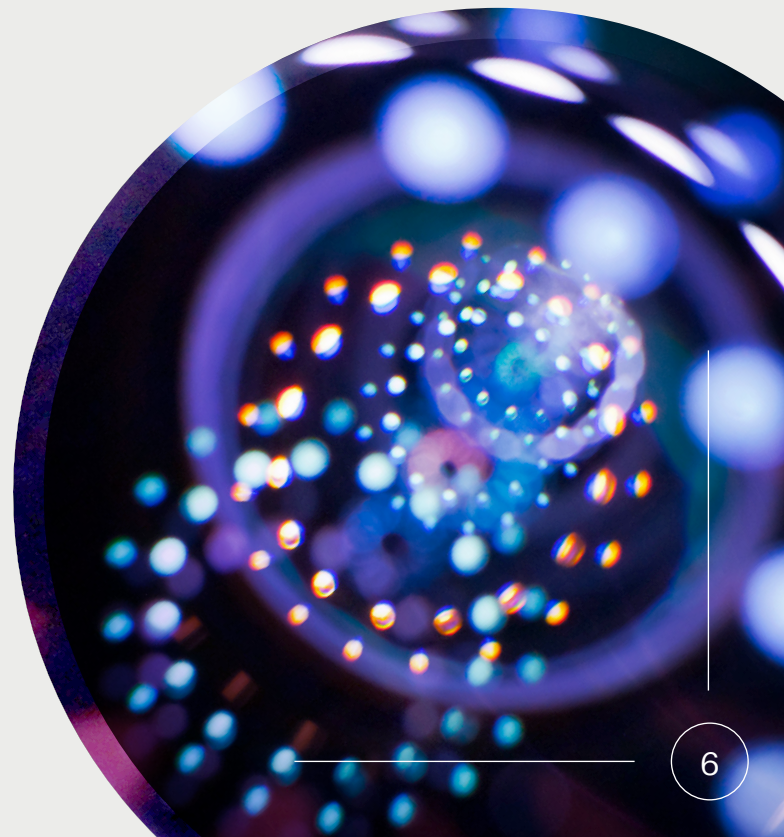


# The Reinvention Ahead

**As we enter FY24, we know that there is more reinvention ahead of us than behind us. Our clients have even greater opportunities to transform, and we continue to be their partner of choice.**

At the center of reinvention is the digital core. We continue to see significant demand in areas like cloud migration and modernization, modern ERP and data and AI, and the emergence of generative AI in particular, all of which represent areas of great opportunity. And it is still early. For example, we estimate that only 40% of workloads are in the cloud, only 1/3 of clients have modernized their ERP platforms, and less than 10% have what we define as mature data and AI capabilities.

We believe helping build a strong digital core and then using it to reinvent will be the drivers of our clients' reinvention and of our growth. Our ability to advise, shape and deliver value-led transformation—leveraging the breadth of our services from strategy and consulting to technology to our managed services across industries and geographic markets, along with our privileged position with our ecosystem partners—is what makes Accenture unique.



# 360° Value for Our People, Planet and Communities

## **Core to our success is our ability to attract, retain and inspire our outstanding talent.**

We continue to lead in our ability to attract people with different backgrounds, different perspectives, and different lived experiences.

These differences help ensure that we can attract the cognitive diversity to deliver a variety of perspectives, observations and insights that are critical to drive the innovation needed to reinvent. Our success is reflected in being the top-scoring company on the Bloomberg Gender-Equality Index for the second year in a row, and we also earned the #1 position on the Refinitiv Global Diversity & Inclusion Index for the fourth time in six years. This index ranks over 15,000 organizations globally and identifies the top 100 publicly traded companies with the most diverse and inclusive workplaces.

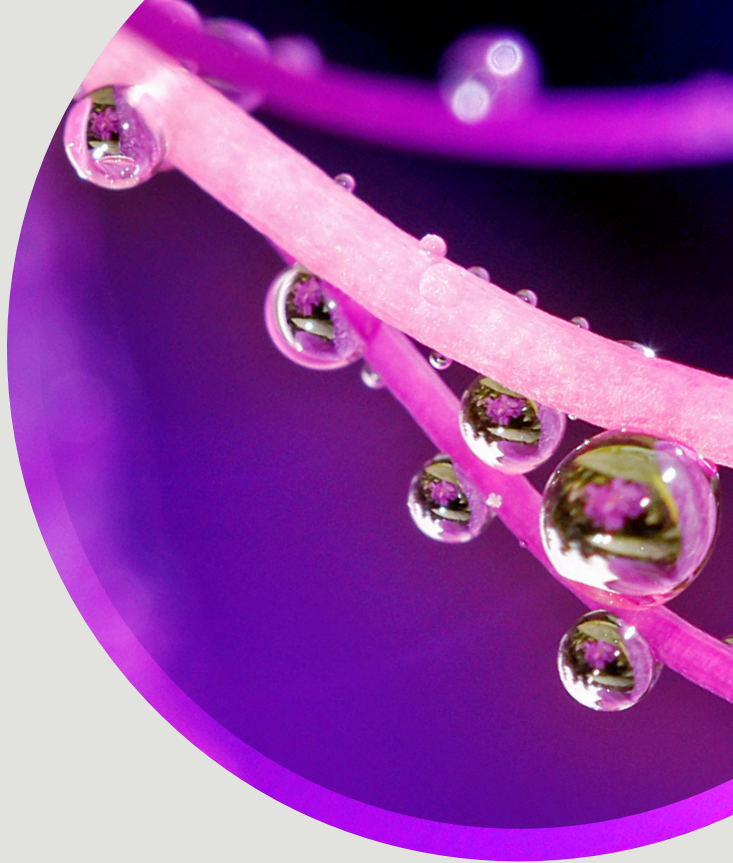
We want our people to feel they are Net Better Off for working at Accenture. This strategy has four dimensions—people feeling healthy and well, physically, emotionally and financially; feeling connected with a sense of belonging; feeling their work has purpose; and feeling they are continuing to build market-

relevant skills. This year, for example, our people participated in approximately 40 million training hours. We want all our people to believe that Accenture is the best place to achieve their aspirations, both personally and professionally. And this year we were a recipient of the Brandon Hall Gold Award for best benefits, wellness and well-being programs.

Building on our long-standing commitment to the environment, we are pleased to have hit a significant milestone on our path to net zero, achieving our goal of 100% renewable electricity across our Accenture offices. Additionally, we reused or recycled nearly 100% of our e-waste in fiscal 2023 and have eliminated single-use plastics in our office locations by purchasing reusable and plastic-free items.

Vibrant communities are also important for our business success, and we continue to prioritize creating value in these communities around the world. For example, Accenture is helping to welcome refugees, recognizing how they enrich our communities with their courage, strength and talent. On World Refugee Day in June 2023, we committed to partner with organizations to help skill and support an estimated 16,000 refugee job seekers and migrants and to hire 100 refugees in Europe over the next three years.





## Achieved our goal

# 100%

We reached our goal of 100% renewable electricity across our Accenture offices

## Promoted our people

# 123,000

We celebrated 123,000 promotions, demonstrating our continued commitment to creating vibrant careers and opportunities for our people

## Invested in our people

# 40M

training hours

We delivered approximately 40 million training hours

# AI and Reinvention

**We are entering the age of AI. AI will be a mega-trend, reinventing businesses, industries and the way we live and work.**

Our research shows that one form of AI, generative AI, has the potential to be a significant driver of reinvention.

Accenture has been working with AI for more than 15 years, and we believe that it is in a place similar to where cloud was over a decade ago—fundamental to the future, but still maturing. Just as we successfully did with SaaS and with cloud, we are investing to take an early lead and have positioned Accenture to help clients act on AI.

In June, we announced an industry-leading \$3 billion investment in our Data & AI practice over the next three years. We plan on doubling our AI talent to 80,000 people and expect to invest in assets, industry solutions, ventures and acquisitions. We appointed a Chief AI Officer, launched a global generative AI Center of Excellence, and created comprehensive AI training for our entire workforce. While still in the early stages, generative AI technology is maturing rapidly, and we believe it will be a significant source of value for us and our clients over time.

Some of the key ingredients of our success in generative AI are ecosystem partnerships, talent and responsible AI.



A glass sphere on a wet, reflective surface. The sphere reflects a cityscape with tall buildings and a blue sky with colorful, glowing spheres. The background is a blurred bokeh of warm, orange and yellow lights.

An industry-leading

**\$3 Billion**

investment in our Data & AI  
practice over the next three years



As always, we are starting with deep relationships and leadership in the ecosystem, from the hyperscalers to the model builders, to the startups and academics. It is important to emphasize that we are early in the maturity of generative AI for enterprise—and our depth, experience and insight on these platforms are essential to guiding our clients.

Second, talent. We start with a deep technical knowledge and understanding of AI and generative AI and blend that with our industry and functional expertise to reinvent across the enterprise, including processes and operating models, bringing together the depth and breadth of our expertise. And that is where Accenture is different, building the bridge from "as is" to the future. We have already trained approximately 600,000 of our people in the fundamentals of AI. Now with

generative AI, the pace and impact are growing rapidly. And we are now taking a further step to equip more than 250,000 people with skills to use new AI tools equitably, sustainably and without bias.

Responsible AI is essential. At Accenture, we have an industry-leading responsible AI compliance program that is embedded in how we use and deliver AI. And we are using our experience and lessons learned to help our clients build out their own responsible AI program, which is necessary to address the risks and get the full value from AI.

Finally, we are embracing generative AI across our services, developing new cutting-edge tools and solutions and embedding it in the way we work. Our approach takes into account where the technology is today, the need to deploy it responsibly, and the recognition that we do work in highly complex environments. The extent and pace of this generative AI progression will become clearer over the coming quarters as the technology and the market continue to mature and progress.



# Our Leadership Essentials

As we close, we want to remind you of our Leadership Essentials, which are critical to the trust we have with our clients and people and our ability to navigate tough macros as well as rapidly innovate as we have done in generative AI. We nurture and develop these leadership essentials at all levels of the organization, as this is critical to our long-term resilience and growth. Our Leadership Essentials set the standard for what we expect of each leader and enable us to successfully create 360° value.

- **Always do the right thing**, in every decision and action;
- **Lead with excellence, confidence and humility**, as demonstrated by being a learner, building great teams and being naturally collaborative;
- **Exemplify client-centricity** and a commitment to client value creation;
- **Act as a true partner**, to each other, our clients, our ecosystem and our communities—committed to shared success;
- **Care deeply for all our people** to help them achieve their aspirations professionally and personally;
- **Live our unwavering commitment to inclusion, diversity and equality**, as demonstrated by personal impact and overall results;
- **Have the courage to change** and the ability to bring our people along the journey; and
- **Actively innovate**—seeking new answers, applying a tech, AI and data first mindset, looking internally across Accenture and outside—to partners, competitors, start-ups, clients, academia and analysts—to learn, respectfully challenge our assumptions and apply the innovation, and cultivate and reward our people for doing the same.



# Thank You

**Delivering 360° value to all our stakeholders has never been more important as they embrace change in a fast-moving world.**

I want to thank each of our incredibly talented people around the world for their hard work and commitment to delivering this value every day. And to our clients, shareholders, partners and communities: your ongoing trust and support help us make Accenture the best it can be, every day. Thank you for the trust you place in Accenture. We look forward to the reinvention that is ahead for us all.

**Julie Sweet**

Chair and Chief Executive Officer  
October 12, 2023

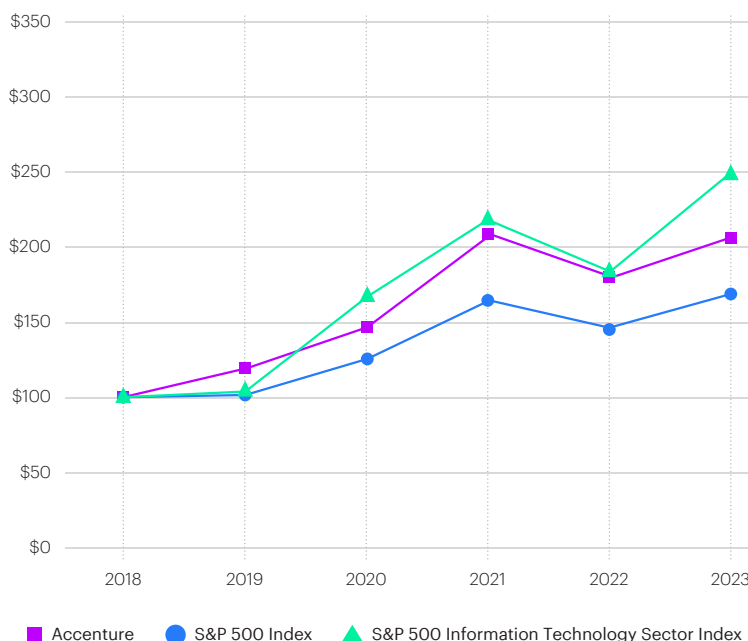


# Comparison of Cumulative Total Return

## August 31, 2018–August 31, 2023

Accenture vs. S&P 500 Stock Index and S&P 500 Information Technology Sector Index

The performance graph to the right shows the cumulative total shareholder return on our Class A shares for the period starting on August 31, 2018, and ending on August 31, 2023, which was the end of fiscal 2023. This is compared with the cumulative total returns over the same period of the S&P 500 Stock Index and the S&P 500 Information Technology Sector Index. The graph assumes that, on August 31, 2018, \$100 was invested in our Class A shares and \$100 was invested in each of the other two indices, with dividends reinvested on the ex-dividend date without payment of any commissions. The performance shown in the graph represents past performance and should not be considered an indication of future performance.



## Indexed Prices as of August 31

	2018	2019	2020	2021	2022	2023
<b>Accenture</b>	<b>\$100</b>	<b>\$119</b>	<b>\$147</b>	<b>\$209</b>	<b>\$181</b>	<b>\$206</b>
S&P 500 Index	\$100	\$103	\$125	\$165	\$146	\$169
S&P 500 IT Sector Index	\$100	\$107	\$168	\$218	\$187	\$249

**AVTAR & Seramount Best Companies for Women in India**

Top 10 for 8 consecutive years; Hall of Fame since 2020

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**AVTAR & Seramount Most Inclusive Companies Index in India**

“Champions of Inclusion” for 5 consecutive years

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**Bloomberg Gender-Equality Index**

Top scoring company for 2 consecutive years

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**Brandon Hall Group Excellence in Human Capital Management Awards**

Top winner for 8 consecutive years; recognized this year for DEI, Future of Work, HR, Leadership Development, Learning & Development, Sales Performance, Talent Acquisition and Talent Management

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**Cannes Lions**

Accenture Song won 9 Lions, including the prestigious Titanium Grand Prix

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**Disability:IN Disability Equality Index**

Among top-scoring companies for 7 consecutive years

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**Ethisphere World’s Most Ethical Companies**

16 consecutive years

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**Fair360 Top 50 Companies for Diversity in the U.S.**

Hall of Fame; No. 1 in 2022; 16 consecutive years on list

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**Forbes Global 2000**

No. 160, marking 20 consecutive years on list

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**Great Place to Work® Best Workplaces™**

No. 17 on World’s Best Workplaces™; No. 15 in Asia and Latin America; Top 10 in 7 countries: Argentina, Brazil, Chile, Indonesia, Mexico, Philippines, and U.S.

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**Human Rights Campaign Corporate Equality Index**

Among top-scoring companies in Argentina, Chile, Mexico and U.S.

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**JUST Capital America’s Most JUST Companies**

No. 1 in our industry, No. 4 overall, 7 consecutive years on list

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**LATINA Style 50 Best Companies for Latinas to Work for in the U.S.**

No. 1, marking 10 consecutive years on list

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# Awards & Recognition

**BrandZ Most Valuable Global Brands**

No. 22 with a brand value of \$73.6B; marking 18 consecutive years on list

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**Brand Finance Most Valuable IT Services Brands**

No. 1 for the 5th consecutive year with a brand value of \$39.9B

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**Business Today India’s Best Companies to Work For**

No. 2, marking 12 consecutive years among the Top 10

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**FORTUNE Global 500**

No. 220, marking 22 consecutive years on list

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**FORTUNE Most Powerful Women**

Chair and CEO Julie Sweet No. 2 for the 2nd consecutive year

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**FORTUNE World’s Most Admired Companies**

No. 1 in our industry for 10 years, No. 32 overall, marking 21 consecutive years on list

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**Minshu Top Employers in Japan**

No. 1 in our industry, No. 21 overall, 8 consecutive years on list

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**Refinitiv Global Diversity & Inclusion Index**

No. 1 for the 4th time in 6 years, 8 consecutive years on list

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**The Times Top 50 Employers for Gender Equality in the U.K.**

8 consecutive years

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**Workplace Pride Global Benchmark**

Among the highest-scoring companies for 7 consecutive years

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## Stock listing

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

## Available information

Our website address is [accenture.com](https://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 ([investor.accenture.com](https://investor.accenture.com)) 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 Securities and Exchange Commission (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. Financial and other material information regarding Accenture is routinely posted on and accessible at [investor.accenture.com](https://investor.accenture.com). 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, 2023 (including the sections of our definitive proxy statement relating to our 2024 Annual General Meeting of Shareholders incorporated by reference), together constitute Accenture’s annual report to security holders for purposes of Rule 14a-3(b) of the Exchange Act.

## Trademark references

Rights to trademarks referenced herein, other than Accenture trademarks, belong to their respective owners. We disclaim proprietary interest in the marks and names of others.

## 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, results of operations and other matters that are based on our

current expectations, estimates, assumptions and projections. Words such as “will,” “plan,” “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 may 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 and Quarterly Reports on Form 10-Q (available through the Investor Relations section of our website at [investor.accenture.com](https://investor.accenture.com)) under the sections entitled “Risk Factors.” Our forward-looking statements speak only as of the date of this letter or as of the date they are made, and we undertake no obligation to update them, notwithstanding any historical practice of doing so. Forward-looking and other statements in this document may also address our corporate responsibility progress, plans and goals (including environmental matters), and the inclusion of such statements is not an indication that these contents are necessarily material to investors or required to be disclosed in the Company’s filings with the SEC. In addition, historical, current and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future.

## 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, to cash flows from operating activities as measures of liquidity, or to 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 report.

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