



accenture



Creating value in all directions

Annual Report

Fiscal 2022

We delivered extraordinary financial results in fiscal 2022, with significant market share gains, strong profitability and earnings growth, and excellent free cash flow, driving superior shareholder value. These strong financial results allow us to deliver even more 360° value for all our stakeholders.

Revenues

\$61.6B

A record increase of **26% in local currency** and 22% in U.S. dollars from fiscal 2021

New bookings

\$71.7B

Record bookings, an increase of **25% in local currency** and 21% in U.S. dollars

Diluted earnings per share

\$10.71

A **22% increase** on an adjusted basis after adjusting fiscal 2021 GAAP EPS to exclude gains on an investment of \$0.36 per share

Operating margin

15.2%

An **expansion of 10 basis points** from fiscal 2021

Free cash flow

\$8.8B


Defined as operating cash flow of **\$9.5 billion** net of property and equipment additions of **\$718 million**

Cash returned to shareholders

\$6.6B

Defined as cash dividends of **\$2.5 billion** plus **share repurchases of \$4.1 billion**

For 12 months ended August 31, 2022



From our Chair and CEO

Fiscal 2022 was truly a remarkable year. We delivered extraordinary financial results while creating more 360° value for all of our stakeholders—our clients, people, shareholders, partners and communities.

With record bookings and record revenues, we continued to take market share, grow profitably and invest in our business and our incredible 721,000 people around the globe. We expanded our largest and longest client relationships, many of which include the world's leading companies and governments, while building new ones. We are proud to have achieved our highest brand value and rank to date on BrandZ's prestigious Top 100 Most Valuable Global Brands list, increasing 28% to over \$82 billion and ranking No. 26.

We promoted approximately 157,000 of our people, delivered more than 40 million training hours and added nearly 100,000 people to our global team. Today, we are 47% women with a goal of gender parity by 2025. We have set a goal to reach net-zero emissions by 2025, and now power our offices and centers worldwide with over 85% renewable electricity, on our way to our goal of 100% by 2023.

We create value for communities around the world, ranging from creating jobs to developing digital skills, supporting refugees and enabling young entrepreneurs. For example, we are leveraging our expertise in digital learning and collaboration, partnering with UNICEF's Generation Unlimited on the new Passport to Earning platform program to equip 10 million young people ages 15 to 24 across 10 countries with digital skills to prepare them for work.

We measure our success by both our financial results and the broader 360° value we create for our stakeholders. We believe transparency builds trust. To share our progress, we launched our digital 360° Value Reporting Experience last year with all of our expanded reporting and data in one place. For more information on the 360° value we are creating, please visit the Accenture 360° Value Reporting Experience, which reflects new information each quarter. In December 2022, we will also publish our progress and performance against our goals and the frameworks on which we report.

As we begin the new fiscal year, we believe the depth and breadth of our services have never been more relevant. We look forward to the future and will continue to pivot to capture new opportunities, create 360° value, operate our own business with operational excellence and deliver on the promise of technology and human ingenuity for all.



Our ongoing investments

\$3.4B

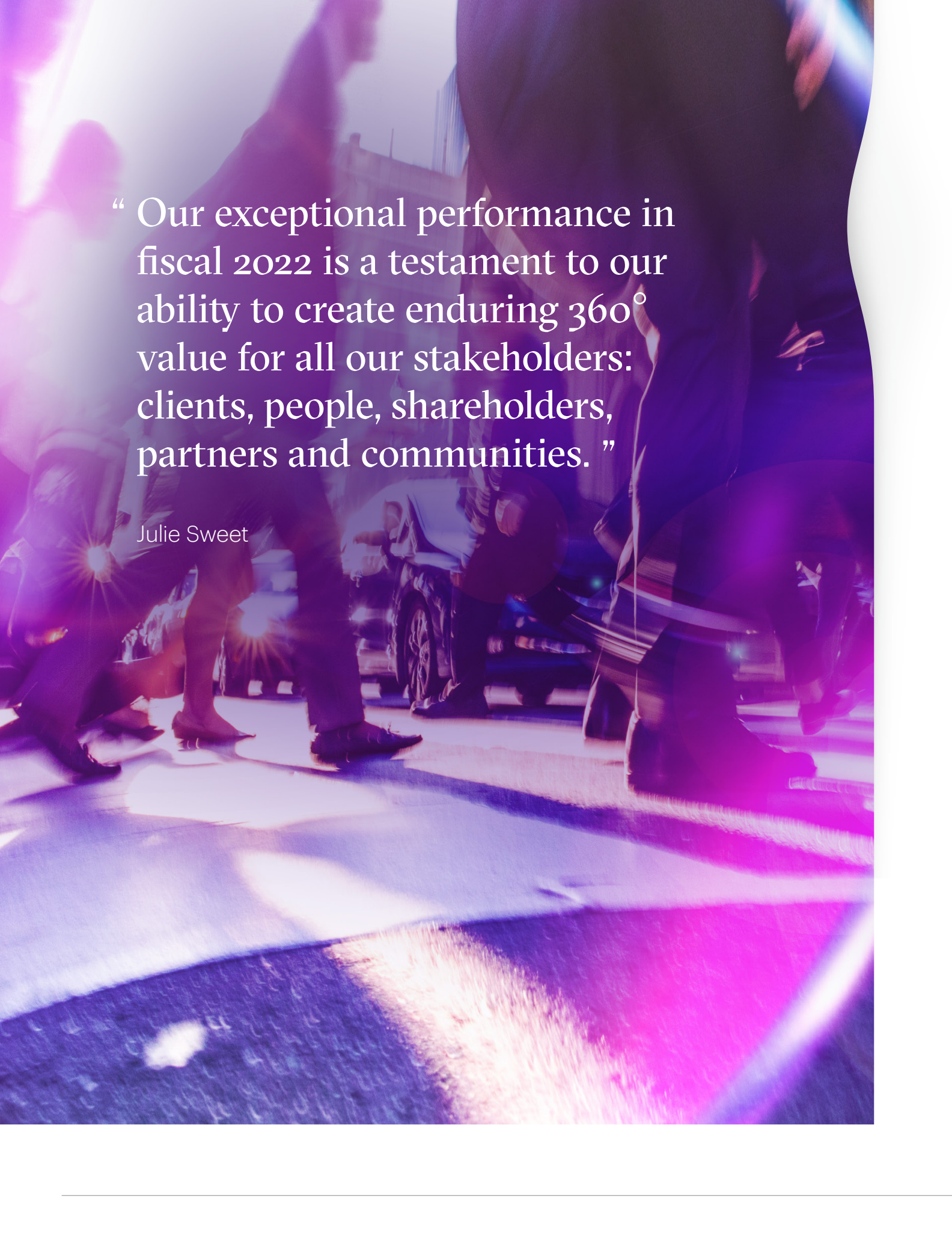
Deployed across 38 acquisitions that are well-balanced across markets, services and strategic priorities

\$1.1B

Invested in R&D in our assets, platforms, and industry and functional solutions

\$1.1B

Invested in training and development of our people



“ Our exceptional performance in fiscal 2022 is a testament to our ability to create enduring 360° value for all our stakeholders: clients, people, shareholders, partners and communities. ”

Julie Sweet

Creating 360° Value

Strong financial results allow us to deliver more 360° value for all our stakeholders. In fiscal 2022, we delivered revenues of \$62 billion, representing a record 26% growth in local currency, adding \$11 billion in revenues for the year. We again gained significant market share, expanded our operating margin by 10 basis points, increased earnings per share to \$10.71, a 22% increase over adjusted fiscal 2021 earnings per share, and returned \$6.6 billion to shareholders through dividends and share repurchases.

Our strong financial results reflect our unique ability to serve the needs of our clients across their enterprises and over time. Our clients include more than three-quarters of the FORTUNE Global 500. Of our top 100 clients, 99 have been with us for more than a decade. Our capabilities range from creative to consulting, strategy to systems integration to managed services, across functions from finance, HR and IT, to marketing, supply chain and manufacturing, across our five industry groups and all major markets. Our managed services have become increasingly strategic as companies seek to move faster and leverage our digital platforms and talent as well as reduce cost.

The range of these capabilities and accompanying insights have enabled us to help our clients achieve compressed transformations. Compressed transformations are bold programs on accelerated timeframes, often spanning multiple parts of the enterprise at the same time. In fiscal 2022, we had 100 clients with quarterly bookings greater than \$100 million compared to 72 last fiscal year. We ended the year with 267 Diamond clients, our largest client relationships, which is up significantly from 229 last fiscal year, demonstrating the trust and confidence our clients have in us.

By staying close to our clients, understanding and anticipating their needs, and investing in solutions to help them, we are able to create tangible value for our clients. In today's environment, industries, markets and companies are being affected differently—and whatever the opportunity or challenge, all strategies lead to technology. Our strong ecosystem relationships are critical to the value we create with our clients. We are proud to be the No. 1 partner for nine out of our top 10 ecosystem partners, all leaders in the technology industry.

Looking Ahead: Five Key Forces of Change

We believe that the companies that will lead in the next decade need to harness the five key forces of change we have identified—total enterprise reinvention, talent, sustainability, the metaverse continuum and the ongoing technology revolution. We are investing and co-creating with clients and partners to lead in helping our clients thrive across these forces, which we expect to have different time horizons. Today, the strong demand we continue to see across our geographic markets, services and industries is being primarily driven by the first two, as companies are in the early stages of harnessing these forces. We have summarized below each of the five key forces as we currently see them evolving.

- **Total enterprise reinvention**
as we believe every part of every business must be transformed by technology, data and AI, with new ways of working and engaging with customers, employees and partners, and new business models, products and services. We are helping clients build their digital core, optimize operations and accelerate growth.
- **Talent**
as companies must be able to access great talent, be talent creators not just

consumers, and unlock the potential of their people—from the ways they organize and work, to their culture, to their employee value proposition.

- **Sustainability**
as consumers, employees, business partners, regulators and investors are demanding companies move from commitment to action—we believe every business must be a sustainable business.
- **The metaverse continuum**
moving seamlessly between virtual and physical, which we believe will provide even greater possibilities in the next waves of digital transformation.
- **The ongoing technology revolution**
from the rich innovation to come in the powerful technologies being used to transform companies today, to the new fields of the future, from quantum computing to science and space technology.

We believe that helping clients navigate these five key forces of change will, in turn, drive our growth.

Our People, Our Leadership and Our Purpose

We are able to deliver value for our clients because of our people. One of our eight Leadership Essentials is to care deeply for our people personally and professionally. We want each of our people to believe they are net better off because they are a part of Accenture. This year, we were recognized as a top 10 Great Place to Work® in nine countries—Argentina, Brazil, France, India, Japan, Mexico, the Philippines, the United Kingdom and the United States, which jumped 38 spots to rank No. 6—which represent approximately 76% of our people. These recognitions reflect a tangible demonstration of our commitment to our people and help build our brand among potential recruits.

We seek to offer our people vibrant career paths, meaningful opportunities to grow and continuous learning. In fiscal 2022, we invested \$1.1 billion in training and development of our people. Our investment in learning and our people also helps us be more resilient, allowing us to more easily pivot to new areas of growth as markets and our clients change.

Promoting our people

157,000

We celebrated our promotions and added nearly **100,000 people** to our global workforce

We are now

47%

Women on track to achieve our goal of **50% by 2025**

We delivered over

40M

Training hours, **an increase of 27%** over fiscal 2021



Another leadership essential, which is also tied to caring for our people, is that we ask leaders to live our unwavering commitment to inclusion and diversity. Our commitment to inclusion and diversity unleashes innovation and we believe creates an environment where all of our people have an opportunity to feel they belong, advance and thrive. In connection with our priorities around inclusion and diversity, we set goals, share them publicly, collect data to continuously improve and hold our leaders accountable. We are proud that for the third time in five years, we ranked No. 1 on the Refinitiv Diversity & Inclusion Index of more than 12,000 publicly listed companies globally.

We believe our commitment to inclusion and diversity makes us more attractive to top talent. From innovation, to unlocking the potential of our people to giving us access to more great talent, this commitment and expectation of our leaders is critical to our ability to deliver strong financial results.

As part of our commitment to creating a place where people can be successful both professionally and personally, we take a holistic view of well-being. Well-being includes physical, mental, emotional and financial well-being—and we are providing specially defined programs and practices to meet our people's fundamental human needs.

For example, in fiscal 2022, we have continued to elevate our support for the well-being of our people, led by our Chief Health Officer and with digital tools and initiatives to help them cope and to strengthen their mental resilience.

Those programs include access to in-person and virtual counseling and support, to digital tools like Calm and Wysa, to our Mental Health Ally program and to our many Thrive Global programs, which collectively bring science-based solutions to lower stress, enhance well-being and productivity, and build resilience and belonging. Specifically relating to COVID-19, our people continue to benefit from the robust support established since the beginning of the pandemic.

We seek to build a culture of shared success—with our clients, each other, our shareholders, partners and communities. We have mentioned two of our eight Leadership Essentials. These eight set the standard for what we expect from all our people. They are core to our ability to lead across market environments and uncertainties and achieve shared success. They are so important that we wanted to summarize them this year.



Our Leadership Essentials are:

- **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**—looking across Accenture at what we are doing for clients and externally 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.



Our sustainability commitments in how we operate our own business, in addition to helping our clients, are an important part of our commitment to shared success. We hold ourselves accountable to clear and measurable objectives, including reaching net-zero emissions by 2025 with 100% renewable electricity by 2023, moving towards zero waste including reusing or recycling e-waste by 2025, and planning for water risk by 2025.

Our purpose is to deliver on the promise of technology and human ingenuity for all. And more than ever, we are committed to creating 360° value in the year ahead and in every direction for all our stakeholders.

In closing, thank you to our incredibly talented people around the world for their commitment and hard work to deliver value every day. And thank you to our clients, shareholders, partners and communities for your continued trust and support.

Julie Sweet

Chair & Chief Executive Officer

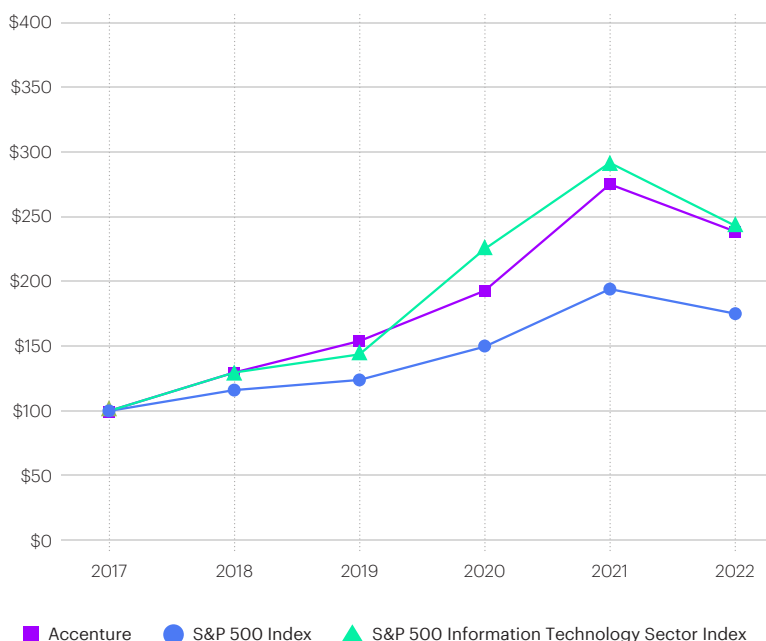
October 12, 2022

Comparison of Cumulative Total Return

August 31, 2017–August 31, 2022

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, 2017, and ending on August 31, 2022, which was the end of fiscal 2022. 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, 2017, \$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

	2017	2018	2019	2020	2021	2022
Accenture	\$100	\$132	\$157	\$193	\$275	\$238
S&P 500 Index	\$100	\$120	\$123	\$150	\$197	\$175
S&P 500 IT Sector Index	\$100	\$133	\$142	\$224	\$289	\$248

Ad Age A-List Awards

13 consecutive years on list;
Agency of the Year in 2021

Bloomberg Gender-Equality Index

Highest-scoring company in 2022, marking 5 consecutive years on list

BrandZ Most Valuable Global Brands

Increased brand value 28% to \$82.6B, ranked No. 26, marking 17 consecutive years on list

Business Today India's Best Companies to Work For

No. 4, among Top 10 for 11 consecutive years

Ethisphere World's Most Ethical Companies

15 consecutive years

Forbes Global 2000

No. 183, marking 19 consecutive years on list

FORTUNE Global 500

No. 268, marking 21 consecutive years on list

FORTUNE Most Powerful Women

Chair & CEO Julie Sweet No. 2 on first-ever global list

FORTUNE World's Most Admired Companies

No. 1 in our industry for 9 years, No. 33 overall, marking 20 consecutive years on list

JUST Capital America's Most JUST Companies

Top 20 for 3 years, marking 6 consecutive years on list

Minshu Top Employers in Japan

No. 1 in our industry, No. 13 overall marking 7 consecutive years on list

Nikkei Leading Management Consultants in Japan

Among highest rated, inaugural year

Refinitiv Diversity & Inclusion Index

No. 1 for 3 out of the last 5 years

The Times Top 50 Employers for Women in the U.K.

Recognized for 7 consecutive years

Awards & Recognition

CDP Climate Change Leader

8 years

Disability Equality Index

Among top-scoring companies for 6 consecutive years; Top Corporation for Disability-Owned Businesses in 2022

DiversityInc Top 50 Companies for Diversity in the U.S.

No. 1, marking 16 consecutive years on list; to be named to Hall of Fame in 2023

Dow Jones Sustainability Index North America

17 consecutive years

FTSE4Good Global Index

Since 2005

Great Place to Work Best Workplaces

Top 10 in Argentina, Asia, Brazil, France, India, Japan, Mexico, Philippines, U.K. and U.S.; also recognized in Greater China

Human Rights Campaign Corporate Equality Index

Received top score in Argentina, Brazil, Chile, Mexico and U.S.

Interbrand Best Global Brands

Increased brand value 7% to \$17.7B, ranked No. 32, marking 20 consecutive years on list

Wall Street Journal Management Top 250

No. 14, marking 5 consecutive years on list

Women's Career Index (FKi) in Germany

No. 1 for 4 consecutive years

Workplace Pride Global Benchmark

Received 100% score, marking 6 consecutive years on list

Recognized for

15

consecutive years as one
of World's Most Ethical
Companies by Ethisphere

Improved
brand value by

28%

in BrandZ's 100
Most Valuable
Global Brands

We
ranked

No. 1

on the Refinitiv
Diversity &
Inclusion Index



We power our
global offices and
centers with over

85%

renewable electricity,
on our way to our goal
of 100% by 2023



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) 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. 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, 2022, 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) 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 Securities and Exchange Commission. 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.

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