



FY27 Investor Day

Session Transcript: Financial Overview & Outlook

Wednesday, October 14, 2026 | 1:10 p.m. Eastern

CORPORATE PARTICIPANTS

Angie Park – Chief Financial Officer

Angie Park

Hi everyone. Angie Park, CFO of Accenture. We're going to bring it home. Ready?

It's a good day. All right. So you've heard today about our strategy where the growth is coming from and how we have positioned Accenture for sustained long term growth. My job is to show you the financial blueprint.

I'll walk you through three things today. What we've delivered. Second, where we are going. And third, how are we going to get there?

So, let me start with what we've delivered in '26. In FY26, we achieved or exceeded every measure of our guidance that we provided at the beginning of the year. Revenue was \$74.2 billion, up 5% in local currency, adding \$4.5 billion of incremental revenue. Our adjusted operating margin expanded 20 basis points.

Our EPs grew 8% to \$13.97. Free cash flow was \$11.6 billion, a 1.4 free cash flow to net income ratio. And we returned \$11.5 billion of cash to shareholders.

And at the same time, we deployed \$4.9 billion across 17 acquisitions, and we invested over \$3 billion in operating investments, R&D, learning and acquisition related costs. Now, taking a step back over the last four years, you heard Julie mentioned, we added \$12.6 billion of revenue. We expanded our operating margin 60 basis points. Our adjusted EPs grew at a 7% CGAR.

We invested \$13 billion in our business, and we deployed approximately \$19 billion in acquisitions, which includes the capital related to the cyber OT transactions that we closed in September. And we returned \$35 billion of cash to our shareholders. So, we grew the business, we expanded margins, we invested at scale, and we returned significant capital to our shareholders. This is the financial model that we have successfully executed over and over again.

So, turning to where we are going. As Julie mentioned, we have three financial ambitions.

First is growth. Our ambition is to deliver at least mid-single digit constant currency revenue growth in FY27 and in FY28. And to step up our growth trajectory to mid to high-single digits beginning in FY29. And remember, this ambition takes into account that we will be absorbing AI efficiencies while delivering that growth. At the midpoint of the range for FY27, our implied organic constant currency growth is approximately 2% to 2.5%, and at the top end of the range, it's 3.5% to 4%.

Second, sustainable margin expansion. So we expect to expand our operating margin 10 to 30 basis points per year in '27, '28 and '29, while absorbing significant investments in our business and our people. And over this time period, we will use our

efficiencies from AI enabled productivity in three ways: passing value to clients, reinvesting the majority of what we retain into growth, and continuing to expand operating margin every year. We believe that that is the right balance for long-term shareholder value creation.

Third, disciplined capital allocation. So our business consistently generates strong cash flow. This matters because it gives us the ability to significantly invest in our business and our people, both organically and inorganically, and return cash to shareholders. So through FY29, what we expect to do is to maintain a free cash flow to net income ratio of at least 1.1, grow our dividend with a payout ratio in the mid to high 40s as a percentage of prior year net income. We're going to repurchase more shares than we issue. And of course, we will invest in our business organically and through acquisitions that are ultimately to fuel organic growth.

So let's now talk about the financial model that gets us there. So, our financial model has three components. You know it: revenue growth, margin expansion, [and] disciplined investment and capital allocation.

So let's start with revenue growth. So you've heard today how our strategy positions us to capture the significant opportunities that we see ahead, and our path for stepping up growth in FY29. I do want to highlight one strength. As you think about our financial resilience over decades. We have a broad and diverse business. We operate at scale across three geographic markets and in 13 industries, and we have a balanced business across consulting and managed services.

You heard today about our new growth model, seven Reinvention Partners, our new network of businesses and the expansion into the mid-market: all strategic moves that both position us for more growth and strengthen our base. This diversity has allowed us to perform through different market cycles and gives us the confidence in our long-term growth ambition.

The next component of our financial model is margin expansion. So our model is designed to do two things: create investment capacity and expand margins at the same time. Four levers, four things that we look at.

First, pricing and contract profitability. We define pricing as the contract profitability or the margin on the work that we sell. Our focus is to maintain and improve pricing, and it can fluctuate based upon several factors: the competitive intensity, the mix of work that we sell, and the size of our deals. Our FY27 operating margin expansion, it reflects continued competitive intensity, and we work to maintain attractive contract economics.

Second, how we deliver. So, of course AI is making our delivery model more productive. In FY26, our revenue per person increased approximately 5%, which was in part due to the efficiencies in how we deliver our services. We measure this on a rolling four quarter basis, with revenue adjusted for FX, using our average quarterly headcount, and it excludes subcontractors whose contribution has been consistent. As Kate mentioned earlier, we don't expect to grow our revenue headcount at the same

pace as we have historically. And our goal is for revenue per person to improve again in FY27, growing our revenue faster than our headcount.

Third, how we run Accenture. So, over the last four years, we have reduced the cost of our corporate functions as a percentage of revenue by more than 200 basis points. And we've reinvested those savings. We will continue to deploy AI across our enterprise, reducing costs so that we can reinvest in the business. So, let me give you an example: contract to cash. This process spans legal, sales, and finance. And it touches 9,000 clients, 60,000 contracts, 900,000 invoices. We're reinventing this process end-to-end using an Agentic solution—from contract review to sales bookings, to billings and ultimately to collections. We expect it's going to create significant value over time, including freeing up capacity. And the financial point is simple: productivity creates capacity, capacity funds growth.

Fourth, supply and demand management. Julie and Kate talked about this earlier today, 93% utilization rates. It creates operating leverage. So we're deploying advanced AI and reinventing processes to both better match our skills and capacity with demand and to shorten recruiting times.

Together these four levers, they create the capacity to invest in our business and expand margins.

So let me turn to the last component of our financial model, which is disciplined capital allocation. As you know, it begins with strong cash flow.

For FY27, we expect our free cash flow of about \$11.0 to \$11.8 billion, representing a free cash flow to net income [ratio] of 1.2 to 1.3. And we expect to return \$9.5 billion to our shareholders, which represents 75% of our operating cash flow. This includes a 5% increase in our dividend per share and \$5.5 billion in share repurchases. We do expect that this will reduce our weighted average share count by approximately 3%, which is a meaningful driver of our EPS growth. And we are evolving our mix towards share repurchases because they support EPS, and they give us more flexibility in the context of the current valuation environment.

We'll also continue to operate within clear balance sheet guardrails. So we intend to maintain strong investment grade credit ratings and gross leverage below two times. In addition to the roughly \$3 billion for our cyber OT acquisitions, we do expect to deploy an additional \$5 billion in acquisitions in FY27. And at that level, we expect gross leverage to be about 1 turn well within our guardrails. And as always, if we see the opportunities to do more, we can. So our strong cash flow supports both parts of our capital allocation strategy, returning cash to shareholders and investing in future growth.

So I want to spend a moment on the second piece, because acquisitions are an important part of accelerating our strategy. As Julie mentioned earlier, we do acquisitions for three reasons. Many of you know this: to scale in high-growth areas, to deepen our industry and functional expertise, and to expand into new growth areas, into new growth areas. So our acquisition strategy is ultimately to fuel organic growth.

We use our strong balance sheet and our acquisition experience as competitive advantages to accelerate our strategy. And because of our strong cash flow and our strong balance sheet, we can flex it up and we can flex it down based upon what we see.

And we apply consistent financial discipline against the targets that we evaluate. We recognize that different types of acquisitions can have different return profiles. So for acquisitions that extend our core capabilities, our core services capabilities, we require returns meaningfully above our cost of capital and a path to accretion over a relatively near-term horizon. For investments that expand our addressable market into higher growth areas—which could be products, platforms or solutions—the growth opportunity is higher, the return threshold is higher, and the investment horizon can be longer. Where we pay a higher valuation, we expect a higher return over time. And our track record supports that discipline. Our current acquisition portfolio over the last three years is generating returns of more than 2 times our cost of capital. And the discipline continues after the deals close. For the first three years, our Capital Committee reviews acquisitions semi-annually against the original business case, including both financial performance and talent retention. And we applied this same discipline across our business, exiting businesses, offerings, countries, contracts that no longer meet our strategic or return thresholds.

So, how are we tracking our progress, and how should you measure whether the strategy that you've heard today is working?

Of course, we will measure ourselves against the financial ambitions that we've outlined today.

In addition, I want to share some of the other key metrics that we're tracking as key indicators of our progress against our long-term growth ambition. We look at the number of clients with quarterly bookings over \$100 million, and the creation of new Diamond clients. These metrics reflect the depth and durability of our trusted relationships and our ability to grow with the largest organizations in the world. We also look at the performance of our key 18 ecosystem partners. This is a direct measure of the technology and AI leadership, and our ability to capture growth with our ecosystems. And market share gains, clearest indicator of our competitiveness and whether or not we're winning in the marketplace. And finally, our Great Place to Work ranking. Shout out Kate! Our people remain fundamental to our success in attracting and retaining top talent is a critical competitive advantage. Our goal is to remain in the top five globally. And today you heard we're number four.

There is one additional metric that I want to highlight because it reflects how our business model is evolving. Revenue per person, which we expect to increase over time. As AI creates productivity and our business mix continues to evolve, this is the metric where you will be able to see how we are creating even more value and increasingly decoupling revenue growth from headcount growth. It is one of the clearest indicators of how AI is changing our business and strengthening the scalability of our business.

So, to wrap up: our financial model is designed to compound; the productivity we are

driving is creating that investment capacity; as we invest, it's going to create new growth opportunities; and our strong cash flow and balance sheet allow us to invest and return cash to shareholders. We have demonstrated this model and we will continue scaling it. This is what gives me confidence in what we've laid out today. And our commitment to you is that we will continue to create shareholder value. Thank you.