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Investor Day

October 14, 2026

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What we delivered in FY26

Full Year FY26	Original Guidance	FY26 Actual	
Revenue Growth (Local Currency)[1]	2% - 5%	5%	✓
Adjusted Operating Margin[2]	15.7% - 15.9%	15.8% +20 bps over adjusted FY25	✓
Adjusted EPS[2]	$13.52 - $13.90	$13.97 8% increase over adjusted FY25	✓
Free Cash Flow[2]	$9.8B - $10.5B	$11.6B FCF:NI 1.4X	✓
Cash Returned to Shareholders	At least $9.3B	$11.5B 38% increase over FY25	✓

$84.5B in bookings book to bill = 1.1

Added $4.5B in incremental revenue

1 Revenue YOY growth in local currency is calculated by restating current-period activity into U.S. dollars using the comparable prior-year period's foreign-currency exchange rates.

2 Reconciliation of GAAP to Non-GAAP measures provided in appendix.

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What we delivered

	FY22	FY26	Step Up
Revenue	$61.6B	$74.2B	$12.6B
Adjusted Operating Margin[1]	15.2%	15.8%	+60bps
Adjusted EPS[1]	$10.71	$13.97	$3.26 7% CAGR

	FY23	FY24	FY25	FY26	Cumulative
Key Operating Investments ($ Billions)	$3.3B	$3.4B	$3.0B	$3.3B	$13.0B
Acquisition Capital Deployed	$2.5B	$6.6B	$1.5B	$8.1B[2]	$18.7B
Cash Returned to Shareholders	$7.2B	$7.8B	$8.3B	$11.5B[3]	$34.8B

1 Reconciliation of GAAP to Non-GAAP measures provided in appendix. FY22 is GAAP Operating Margin and EPS.
2 Includes capital related to the CyberOT acquisitions including Dragos, announced in Q4 FY26, closed in Q1 FY27
3 Includes additional share repurchases of $2B in Q4 FY26

Growth ambition

Mid-single digit growth in FY27 and FY28

Mid to high-single digits in FY29

Continued market share gains

Expanded TAM to $3 trillion[1]

Sustainable margin expansion

10 – 30 bps margin expansion in FY27, FY28, and FY29

While investing at scale both organically and inorganically to drive long-term growth

Disciplined capital allocation

Strong cash flow with FCF:NI ≥ 1.1

Dividend growth with a payout ratio in the mid to high-40s as a percent of prior year net income

Share repurchases greater than issuances

Capital deployed to acquisitions to fuel organic growth

1 TAM estimates are based on custom research by leading industry analyst firms and reflect Accenture's scope and market definition

Our ambition

	FY27	FY28	FY29
Revenue Growth (local currency)	Mid-single digit growth	Mid-single digit growth	Mid to high-single digit growth
Operating Margin	10 – 30 bps expansion	10 – 30 bps expansion	10 – 30 bps expansion
Free Cash Flow	FCF to Net Income of 1.2 to 1.3	FCF to Net Income ≥ 1.1X	FCF to Net Income ≥ 1.1X
Cash Returned to Shareholders	At least $9.5B Dividend per share growth of 5%, payout ratio at high 40s of prior year net income $5.5B of Share repurchases	Dividend at high 40s payout ratio of prior year net income Repurchases greater than issuances	Dividend at mid 40s payout ratio of prior year net income Repurchases greater than issuances

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A diverse and resilient business built for long-term growth

FY26

Markets

Americas
$37B

EMEA
$27B

APAC
$11B

13 Industries

$10B	Public Service
$10B	Banking & Capital Markets
$10B	Consumer Goods, Retail, & Travel Services
$8B	Industrials
$5B	Software & Platforms
$5B	Utilities
$5B	Health
$5B	Communications & Media
$4B	Life Sciences
$4B	Insurance
$3B	Chemicals & Natural Resources
$2B	High Tech
$2B	Energy

Core: 94%

Network of Businesses: 6%

Type of work

50% Consulting

50% Managed Services

Reinvention Partners

Cybersecurity

Digital Core

Finance

Industry and Enterprise

Song

Supply Chain and Engineering

Talent

Creating investment capacity and expanding margins at the same time

Pricing and contract profitability

How we deliver for our clients

How we run Accenture

Supply and demand management

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Significant investments every year

	FY23	FY24	FY25	FY26	FY23-FY26
Key Operating Investments ($ Billions)	**$3.3B**	**$3.4B**	**$3.0B**	**$3.3B**	**$13.0B**
Learning & Professional Development	$1.1B	$1.1B	$1.0B	$1.0B	$4.2B
R&D	$1.3B	$1.2B	$0.8B	$1.0B	$4.3B
Acquisition Cost[1]	$0.9	$1.1B	$1.2B	$1.3B	$4.5B
Adjusted Operating Margin Expansion[2]	**20 bps**	**10 bps**	**10 bps**	**20 bps**	**+60 bps**
Adjusted EPS Growth[2]	**9%**	**2%**	**8%**	**8%**	**7% CAGR**

1 Acquisition costs are primarily performance and retention and intangible amortization
2 Reconciliation of GAAP to non-GAAP measured provided in appendix

Disciplined Capital Allocation

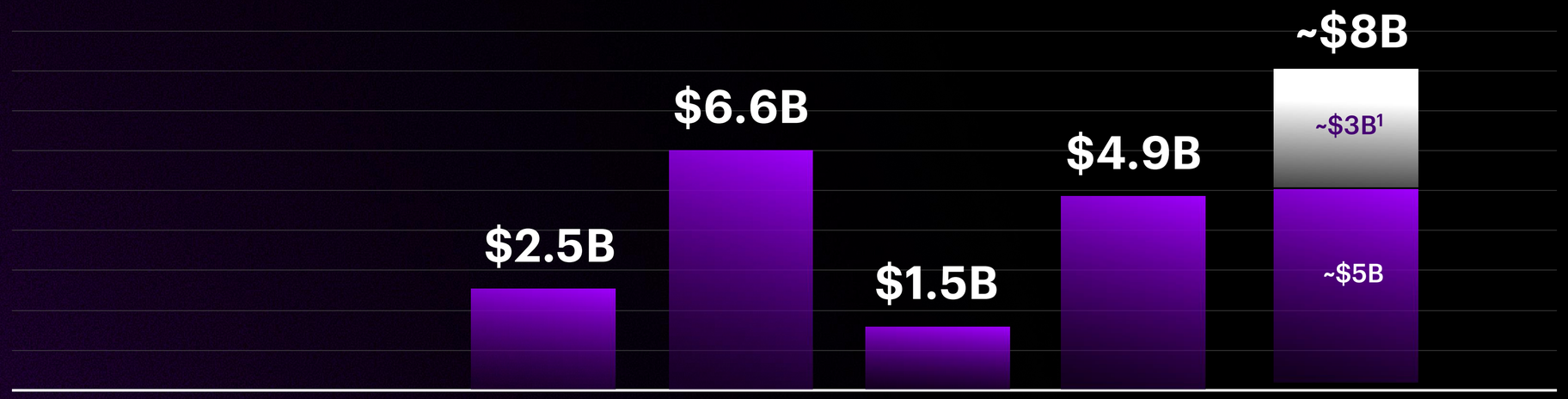
Strong cash flow

Invest in the business
organically and inorganically

Cash return to shareholders

Intend to maintain strong investment grade credit rating and low gross leverage

Acquisitions to fuel organic growth



	FY23	FY24	FY25	FY26	FY27 Estimate
Number of Acquisitions	25	46	23	17	
Approximate Inorganic Contribution[2]	2%	3%	3%	~1.5%	~2-2.5%

- Scale in high-growth areas
- Deepen industry and functional expertise
- Expand into new growth areas

1 Includes capital related to the Cyber OT acquisitions including Dragos, announced in Q4 FY26, closed in Q1 FY27
2 Inorganic contribution is based on the actual revenue recognized from an acquired business, measured on a rolling four-quarter basis following close of the acquisition.

Our Ambition

Growth

Sustainable margin expansion

Disciplined capital allocation

Long-Term Measures of Growth

Quarterly client bookings over $100 million

New diamond clients

Performance with our key 18 ecosystem partners

Market-share gains

Great Place to Work ranking

Revenue per person

Appendix

Reconciliation of GAAP Measures to Non-GAAP Measures

(in thousands of U.S. dollars, except per share amounts)

	Year ended August 31, 2023			
	As reported (GAAP)	Business optimization (1)	Investment gains (2)	Adjusted (Non-GAAP)
Operating income	$8,809,889	$1,063,146	—	$9,873,035
Operating margin	13.7%	1.7%	—	15.4%
Income before income taxes	9,139,332	1,063,146	(252,920)	9,949,558
Income tax expense	2,135,802	247,365	(8,840)	2,374,327
Net income	$7,003,530	$815,781	(244,080)	$7,575,231
Effective tax rate	23.4%	23.3%	3.5%	23.9%
Diluted earnings per share (3)	$10.77	$1.28	($0.38)	$11.67

1) Costs recorded in connection with business optimization actions.
2) Gain recognized related to our investment in Duck Creek Technologies.
3) The impact of business optimization costs on diluted earnings per share is presented net of related taxes.

Reconciliation of GAAP Measures to Non-GAAP Measures

(in thousands of U.S. dollars, except per share amounts)

	Year ended August 31, 2024		
	As reported (GAAP)	Business optimization (1)	Adjusted (Non-GAAP)
Operating income	$9,595,847	$438,440	$10,034,287
Operating margin	14.8%	0.7%	15.5%
Income before income taxes	9,699,323	438,440	10,137,763
Income tax expense	2,280,126	111,350	2,391,476
Net income	$7,419,197	$327,090	$7,746,287
Effective tax rate	23.5%	25.4%	23.6%
Diluted earnings per share (2)	$11.44	$0.51	$11.95

1) Costs recorded in connection with business optimization actions.
2) The impact of business optimization costs on diluted earnings per share is presented net of related taxes.

Reconciliation of GAAP Measures to Non-GAAP Measures

(in thousands of U.S. dollars, except per share amounts)

	Year ended August 31, 2025		
	As reported (GAAP)	Business optimization (1)	Adjusted (Non-GAAP)
Operating income	$10,225,664	$615,324	$10,840,988
Operating margin	14.7%	0.9%	15.6%
Income before income taxes	10,270,393	615,324	10,885,717
Income tax expense	2,437,993	125,913	2,563,906
Net income	$7,832,400	$489,411	$8,321,811
Effective tax rate	23.7%	20.5%	23.6%
Diluted earnings per share (2)	$12.15	$0.78	$12.93

1) Costs recorded in connection with business optimization actions.
2) The impact of business optimization costs on diluted earnings per share is presented net of related taxes.

Reconciliation of GAAP Measures to Non-GAAP Measures

(in thousands of U.S. dollars, except per share amounts)

	Year ended August 31, 2026		
	As reported (GAAP)	Business optimization (1)	Adjusted (Non-GAAP)
Operating income	$11,405,960	$307,541	$11,713,501
Operating margin	15.4%	0.4%	15.8%
Income before income taxes	11,372,215	307,541	11,679,756
Income tax expense	2,849,333	57,232	2,906,565
Net income	$8,522,882	$250,309	$8,773,191
Effective tax rate	25.1%	18.6%	24.9%
Diluted earnings per share (2)	$13.56	$0.41	$13.97

1) Costs recorded in connection with business optimization actions.
2) The impact of business optimization costs on diluted earnings per share is presented net of related taxes.

Free cash flow

(in thousands of U.S. dollars)

	Year ended August 31,2026
Net Cash Provided by Operating Activities	$12,363,346
Purchases of Property and Equipment	(742,748)
Free Cash Flow	11,620,598

People metrics

Revenue per person – YoY growth trend
Q4 FY26

Rolling four quarters metrics from November 30, 2024 to August 31, 2026 (Unaudited)

	11/30/24	2/28/25	5/31/25	8/31/25	11/30/25	2/28/26	5/31/26	8/31/26
Total Accenture Employees	**798,781**	**801,099**	**790,692**	**779,273**	**783,691**	**786,432**	**798,739**	**814,391**
YoY Growth %	8%	8%	5%	1%	-2%	-2%	1%	5%
Sequential Growth %	3%	0%	-1%	-1%	1%	0%	2%	2%
Rolling Four Quarters Metrics								
Avg Accenture Employees	**759,433**	**773,748**	**786,157**	**791,840**	**790,575**	**786,855**	**786,028**	**791,424**
Revenue Per Person – YoY Growth	**0%**	**1%**	**1%**	**1%**	**2%**	**3%**	**4%**	**5%**

Note: Revenue per person is calculated on a rolling four-quarter basis by dividing foreign exchange-adjusted revenue by average quarterly number of employees.

Forward-looking statements

Except for the historical information and discussions contained herein, statements in this presentation may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements may relate to our operations, results of operations and other matters that are based on our current expectations, estimates, assumptions, forecasts, and projections. Words such as "may," "will," "should," "likely," "anticipates," "expects," "intends," "plans," "projects," "believes," "estimates," "positioned," "outlook," "strategy" and similar expressions are used to identify these forward-looking statements. These statements are not guarantees of future performance nor promises that goals, projections, forecasts or targets will be met, and involve a number of risks, uncertainties and other factors that are difficult to predict and could cause actual results to differ materially from those expressed or implied. For details on the uncertainties and other factors that may cause our actual future results to be materially different than those expressed in our forward-looking statements, see the uncertainties and other factors discussed under the "Risk Factors" heading in our most recent annual report on Form 10-K, quarterly reports on Form 10-Q and other documents filed with or furnished to the Securities and Exchange Commission (the "SEC"). Statements in this presentation speak only as of the date they were made. We do not undertake to update our forward-looking statements

Non-GAAP financial information

This presentation includes certain financial measures that are not calculated in accordance with generally accepted accounting principles in the United States ("GAAP"), which we use to measure the performance of our business, such as revenue growth as a percentage (YoY in local currency), Adjusted Operating Income, Adjusted Operating Margin, Adjusted Earnings Per Share and Free Cash Flow. Pursuant to the requirements of Regulation G, reconciliations of this non-GAAP financial information to our financial statements as prepared under GAAP are included in this presentation. Financial results "in local currency" are calculated by restating current-period activity into U.S. dollars using the comparable prior-year period's foreign-currency exchange rates. Our management believes providing investors with this information gives additional insights into our results of operations. While our management believes that the non-GAAP financial measures herein are useful in evaluating Accenture's operations, this information should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with GAAP. We provide revenue guidance on a local-currency basis and not in U.S. dollars because the impact of foreign exchange rate fluctuations could vary significantly from our stated assumptions.

Market, industry and other data

This presentation contains data, estimates and forecasts that are based on independent industry publications or other publicly available information, as well as other information based on our internal sources and commissioned studies by analyst firms. This information involves many assumptions and limitations, and you are cautioned not to give undue weight to these estimates. We have not independently verified the accuracy or completeness of the data contained in these industry publications and other publicly available or commissioned information. We do not undertake to update such data after the date of this presentation.

Market share

Market share growth is assessed against our investable basket, which is roughly two dozen of our closest global public competitors and we use a consistent methodology to compare our financial results to theirs, adjusted to exclude the impact of significant acquisitions to the date of their last publicly available results on a rolling four-quarter basis.