



Accenture Annual Report

Fiscal Year 2026



In fiscal year 2026, Accenture delivered another year of broad-based growth across our business, with strong profitability and free cash flow and significant cash returned to shareholders.

Revenues

\$74.2B

Increase of **\$4.5 billion**

5% increase in local currency
and 6% in U.S. dollars

New Bookings

\$84.5B

Book-to-bill of **1.1**

Earnings per Share (adjusted)

\$13.97

8% increase, after adjusting FY26 GAAP EPS of \$13.56 and FY25 GAAP EPS of \$12.15 to exclude the impact of business optimization costs of \$0.41 and \$0.78 per share, respectively. On a GAAP basis, FY26 EPS increased 12%

Operating Margin (adjusted)

15.8%

An **increase of 20 basis points**, after adjusting FY26 GAAP operating margin of 15.4% and FY25 GAAP operating margin of 14.7% to exclude the impact of business optimization costs of 40 bps and 90 bps, respectively. On a GAAP basis, FY26 operating margin increased 70 bps

Free Cash Flow

\$11.6B

Defined as operating cash flow of **\$12.4 billion** net of property and equipment additions of **\$743 million**

Cash Returned to Shareholders

\$11.5B

Defined as share repurchases of **\$7.5 billion** plus cash dividends paid of **\$4.0 billion**

For 12 months ended August 31, 2026.



Julie Sweet
Chair and Chief Executive Officer

To our shareholders

Accenture delivered another strong year, advancing our competitive position as the partner our clients turn to as they reinvent their enterprises for the age of AI.

In a very dynamic macro environment, we drove profitable growth, took significant market share, returned record cash to shareholders, and invested at scale in our business to strengthen our near- and long-term growth. Large-scale reinventions, many driven by AI, fueled strong demand as clients sought to achieve more across the enterprise.

As a business reinvention and technology company, our ambition is to be the reinvention partner of choice for our clients and lead in the safe, widespread adoption of AI, and to be the most client-focused, AI-enabled, great place to work in the world. This continues to guide every decision and investment we make.



Delivering results

In fiscal year 2026, we delivered revenue of \$74 billion, growing approximately 5% in local currency and adding approximately \$4.5 billion of revenues over fiscal year 2025.

Growth was broad-based across our geographic markets, industries and both consulting and managed services, and we once again took significant market share.

Bookings were \$84.5 billion, including a record 141 quarterly client bookings of more than \$100 million, demonstrating the execution of our growth strategy. We also ended the year with 317 Diamond clients, our largest relationships.

We delivered strong profitability and cash flow in the year, with adjusted earnings per share of \$13.97, up 8%, and adjusted operating margin up 20 basis points to 15.8%, and we generated free cash flow of \$11.6 billion. We returned \$11.5 billion to shareholders in fiscal year 2026—38% over last fiscal year. This included total quarterly dividends paid of \$4.0 billion and total share repurchases of \$7.5 billion.

At the same time, we invested at scale in our business—\$4.9 billion in strategic acquisitions, \$1.0 billion in R&D and \$1.0 billion in learning and development—as we continue to upskill and reskill our people for the AI era.

Acquisitions continue to be an important part of our strategy. We use our acquisitions to scale in high-growth areas, deepen our industry and functional capabilities, and expand into new growth areas to fuel our organic growth.

A record
141 quarterly client
bookings of more
than \$100M



Leading in the age of AI

In fiscal year 2023, we announced a \$3 billion investment over three years in AI, and those investments have positioned us to lead in the age of AI. We now have nearly 110,000 AI and data professionals, exceeding our goal to double that number from 40,000 to 80,000 by the end of fiscal year 2026.

Our clients are all at different stages of their AI journeys. Some are beginning to move from using AI to running on AI with enterprise-wide programs. For most, it is still early, with some scaled adoption and many others just getting started.

In fiscal year 2026, more than 400 clients began advanced AI work with Accenture for the first time. At the same time, we are seeing more large-scale AI transformation programs take shape, particularly among clients that have already invested in modern digital cores.

Nearly

110,000

**AI and data professionals
serve our clients**

AI has created more new sources of revenue than any technology reset before, including new markets, new buyers and new kinds of work that did not exist four years ago. That is the evolution we see across our business today: from building the foundation for AI to using AI to reinvent the enterprise. AI is the breakthrough innovation, but only reinvention can unlock the value.



Our position

Today, with our global scale and breadth of capabilities, Accenture has a combination of strengths that is difficult to replicate.

We operate in every major market, serving more than 9,000 clients, including approximately three-quarters of the Fortune Global 100 and 500 and every G7 government. We have long-term relationships and have partnered with 85% of our top 200 commercial clients and all of the G7 for 20 years or more.

Our Reinventors bring deep insight across industries and functions, with capabilities that span strategy, process, operating model, change management, talent, data, technology and AI. We deliver this expertise through our consulting and managed services types of work, our proprietary platforms and, increasingly, software.

We have a broad and strategic technology ecosystem, from the world's largest technology companies to emerging AI and data players. Our full ecosystem network has over 230 partners, helping clients navigate continuous change in AI, bringing technologies together and turning them into business outcomes. In fiscal year 2026, our key 18 ecosystem partners represented approximately 65% of our revenue, with revenue from that work outpacing the growth of Accenture overall.

Together, these strengths help us create clients' trust in our expertise, our ability to deliver and our commitment to their business outcomes.

Our key 18 ecosystem partners represented approximately

65% of our fiscal 2026 revenue



Reinventing Accenture

To lead in the age of AI, we are continuously reinventing Accenture.

In fiscal year 2026, we made the biggest change in our history by creating Reinvention Services, which bring together our capabilities, our industry and functional expertise, and our technology ecosystem partnerships around the way clients make decisions and invest. The purpose is straightforward: to make it easier and faster for clients to access the full breadth of Accenture around their most important business priorities.

We are investing in a network of businesses focused on attractive growth areas, such as operational technology security, AI and decision intelligence, capital projects and data centers, education, data, health and mid-market solutions.

Each business benefits from Accenture's client relationships, industry expertise, relationships across the technology ecosystem, investment capacity and global scale.

We expect to continue investing in and scaling these businesses and may pursue additional areas where this model provides a competitive advantage.

We have made it faster and easier for clients to access the full breadth of Accenture



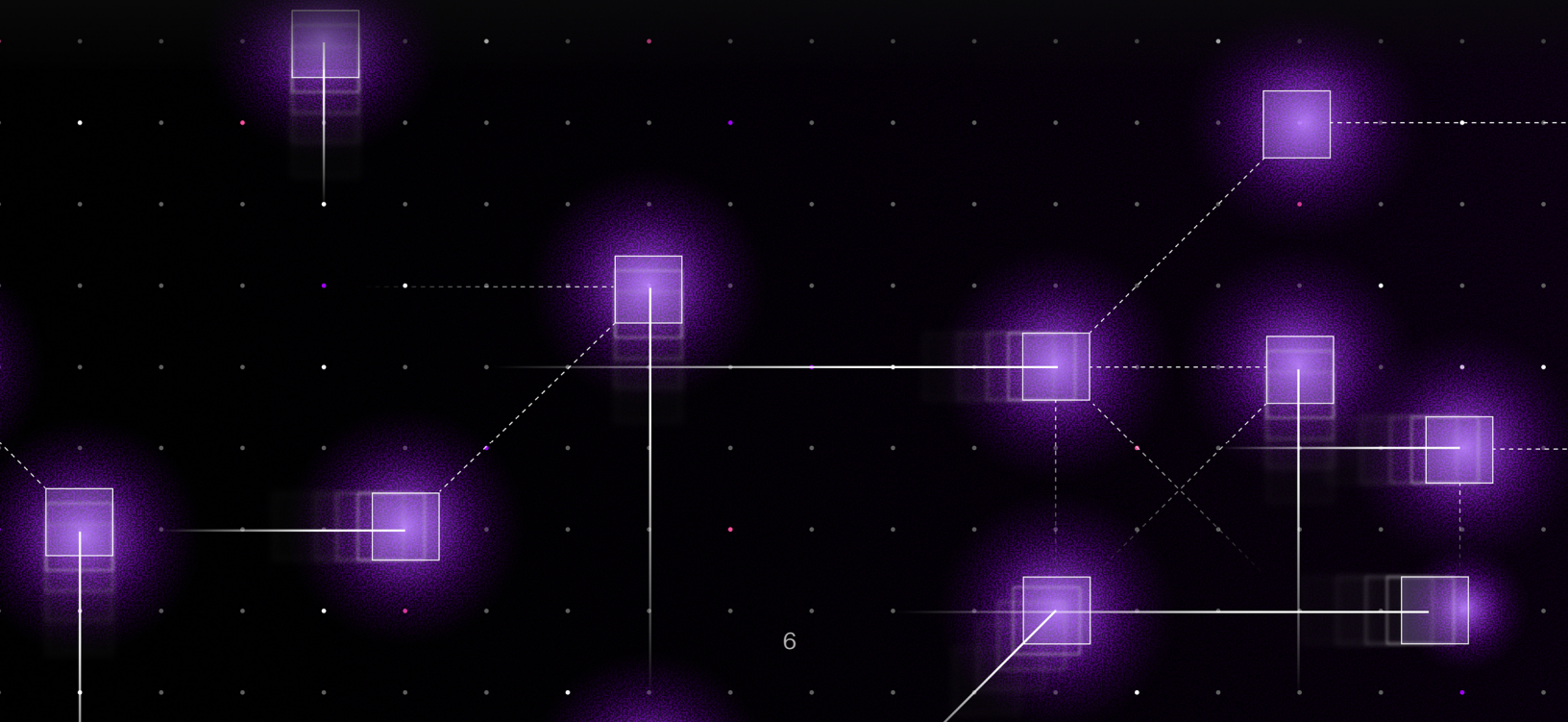
Our people and communities

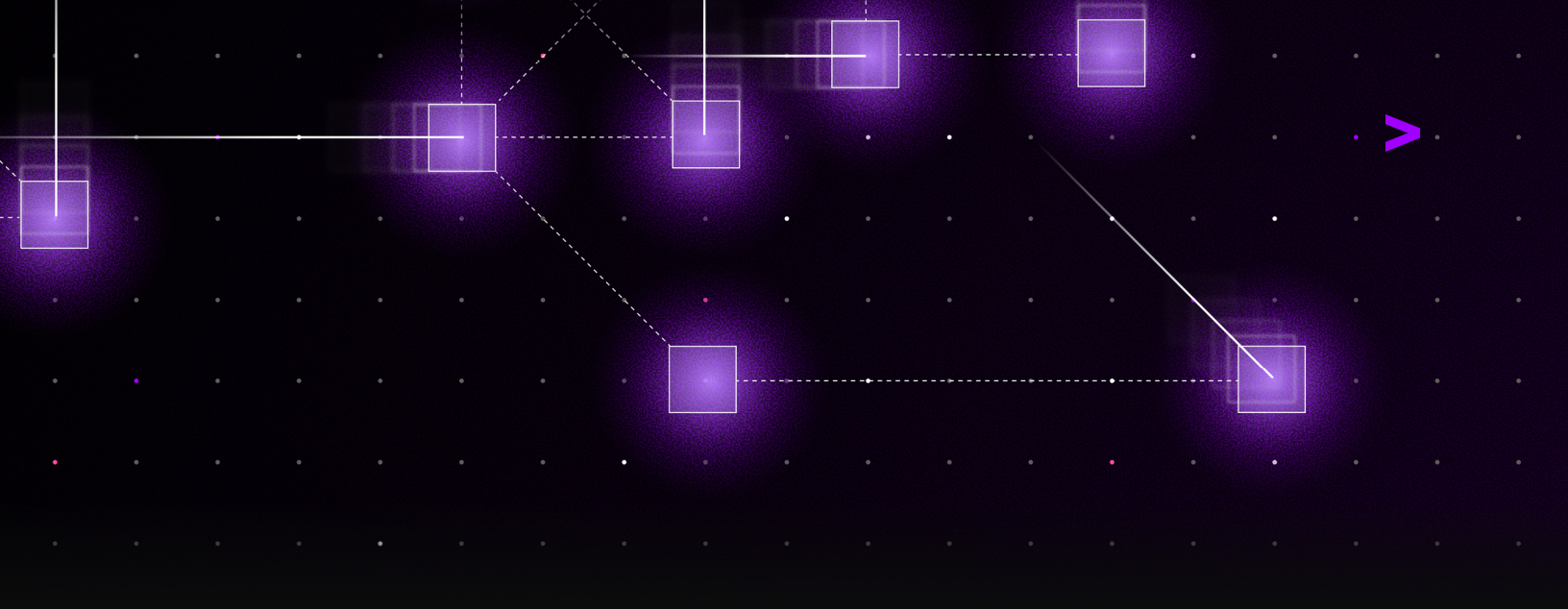
Talent remains a key differentiator and competitive advantage for Accenture. Our ability to attract, develop and retain talent—and to continuously build new skills at scale—gives us a meaningful advantage in periods of significant change.

In fiscal year 2026, we invested \$1 billion in learning and development, and our people completed 46 million hours of training. We continue to upskill and reskill our Reinventors for the AI era.

We promoted approximately 124,000 people around the world, reflecting our commitment to providing vibrant career paths.

We also achieved the No. 4 spot on the World's Best Workplaces™ 2025 list by Great Place To Work®—our highest ranking ever—based on feedback from our people.





We continue to help build thriving communities and create pipelines of talent for the skills we need to help our clients and Accenture thrive. For example, for the past 10 years our United States and Canada apprenticeship program has expanded access for talent, while strengthening our pipeline of skilled, motivated professionals, with a majority of apprentices staying at Accenture after completing the program.

Our Learning to Earning initiative continues to equip people with employment-relevant skills, with an emphasis on support in securing jobs or building businesses. In fiscal 2026, programs supported by Learning to Earning reported that approximately 2.4 million people worldwide gained skills, and approximately 360,000 people were supported in finding a job or building a business. For example, we collaborate with UNICEF's Generation Unlimited to empower underserved youth in India and Brazil with future-relevant skills; in fiscal 2026, the Passport to Earning program reported benefiting approximately 878,000 young people.

We invested
\$1B in learning and
development



Looking ahead

AI is creating a larger opportunity for Accenture, and we have spent the last four years building the foundation, with a strong core and a new network of businesses. The next chapter is about scaling it, which we believe will enable us to drive significant durable profitable growth and shareholder value.

The companies that will lead in the next decade are being shaped right now, through decisions about AI strategy, technology investment and operating model design. We are at the center of those conversations, with the capabilities, the relationships and the track record to help our clients succeed.

We are deeply grateful to our clients, shareholders, ecosystem partners and communities for your continued trust and support, and to our more than 814,000 Reinventors around the world for your extraordinary work and commitment to our clients.

Fiscal year 2026 demonstrated the strength of the foundation we have built. Our deep client relationships, ecosystem leadership, early lead in AI and talented Reinventors position us well to drive growth, profitability and shareholder value in the years ahead.

Thank you for being part of our journey.

Julie Sweet
Chair and Chief Executive Officer

Client impact

These recent examples illustrate how Accenture is helping our clients scale AI and build the technical and organizational readiness they need to unlock transformative business outcomes.



As more deliveries shifted to homes, FedEx launched One FedEx to create a more connected, flexible and efficient operation. Accenture is partnering with FedEx to help build the digital core behind One FedEx while supporting its investment in its people through enterprise-wide AI fluency programs. Together, this work is helping FedEx make supply chains smarter and embed AI more deeply into the way work gets done.



Accenture Song is helping bp, one of the world's largest energy and convenience businesses, build a global marketing engine that combines data, AI and marketing expertise to scale campaigns consistently across markets faster. We replaced hundreds of regional processes with a single, scalable model, and bp is now producing two-and-a-half times more content with 23% less effort, and customer engagement activity has grown three-fold in the last 12 months alone.



PPC Group, Greece's largest electricity utility, is transforming from a traditional utility into a powertech company by putting AI at the center of its next phase of growth and expanding into new businesses and markets. Working with Accenture, PPC is reinventing the entire enterprise with AI, infusing it across power generation and customer experience to renewables and corporate functions, bringing together larger volumes of data to rebuild how work gets done, faster—with people in the lead and agents on task.



Australia's leading telecommunications company, Telstra is using data, AI and human expertise to reinvent how it operates. Enabled by strong data foundations, Telstra is creating a faster and more agile organization that can continuously adapt to changing customer and market demands. Together with Accenture, it is responsibly scaling AI across the enterprise and has deployed more than 100 use cases, accelerating its AI roadmap and driving measurable improvements in customer experience, employee productivity and business performance.



Accenture's key 18 ecosystem partners

Partnerships with ecosystem leaders most relevant to how enterprises will build and use AI

Represented approximately
65% of our revenue, outpacing
the growth of Accenture overall

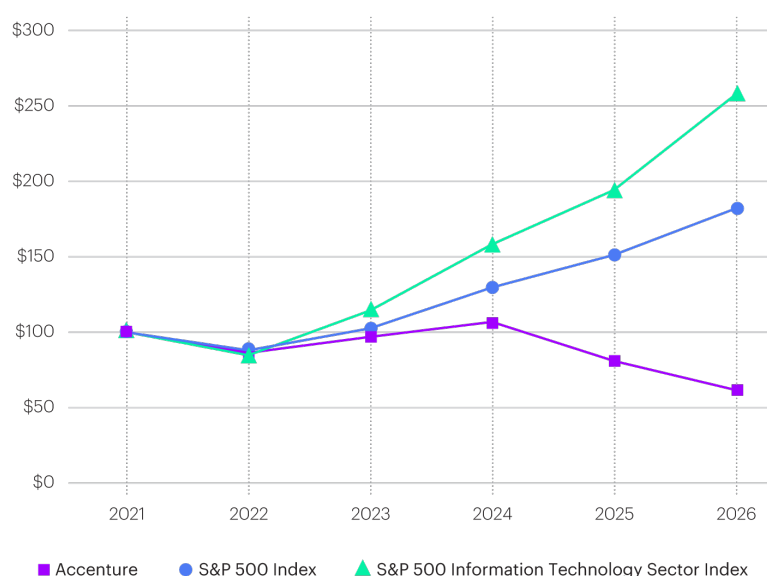


Comparison of Cumulative Total Return

August 31, 2021–August 31, 2026

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, 2021, and ending on August 31, 2026, which was the end of fiscal 2026. 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, 2021, \$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

	2021	2022	2023	2024	2025	2026
Accenture	\$100	\$87	\$99	\$106	\$82	\$62
S&P 500 Index	\$100	\$89	\$103	\$131	\$152	\$183
S&P 500 IT Sector Index	\$100	\$86	\$114	\$158	\$194	\$259

**Ad Age Agency Report**

Accenture Song ranked No. 2 among the world's biggest agency companies, marking 11 consecutive years on list

Avtar & Seramount Best Companies for Women in India

Among the top companies for 11 consecutive years; Hall of Honor member since 2020

Avtar & Seramount Most Inclusive Companies Index in India

Named "Exemplars of Inclusion," marking 8 consecutive years on list

Brand Finance Most Valuable Brands

No. 1 in our industry for 8 consecutive years and No. 44 overall, with a brand value of \$42.3B, marking 20 consecutive years on list

Disability:IN Disability Index

One of the World's Top Disability Inclusive Businesses, marking 10 consecutive years on list

Ethisphere World's Most Ethical Companies

Recognized for leading ethical business practices, marking 19 consecutive years on list

Financial Times UK's Leading Management Consultants

Named one of two top companies for 9 consecutive years

Forbes Global 2000

No. 193, marking 23 consecutive years on list

Forbes World's Best Management Consulting Firms

Named the top company, marking 5 consecutive years on list

Great Place To Work® Best Workplaces™

No. 4 on the World's Best Workplaces™ list, our highest ever, a record 42 countries certified, 16 country rankings

Just Capital

No. 3 in our industry and No. 9 overall, marking 10 consecutive years on list for leading on issues that matter most to Americans

Stonewall India Workplace Equality Index

A Top 10 Employer, marking 6 consecutive years on list for progress on LGBT+ inclusion

TIME World's Best Companies

No. 8, marking 4 consecutive years on list

Awards & Recognition

Cannes Lions

Accenture Song won 8 Lions, including a Gold in Brand Experience & Activation

CDP Climate Change A List

Among top-scoring companies for 10 years for environmental transparency, performance and practices

CDP Supplier Engagement Assessment A List

Among top-scoring companies for 8 consecutive years for driving environmental action across our value chain

CIO 100 Awards

Recognized for using IT innovatively to deliver business value, marking 17 years on list

Fortune 500 Europe

No. 54, marking 4 consecutive years on list

Fortune Global 500

No. 204, marking 25 consecutive years on list

Fortune India MNC 500

No. 11, marking 2 consecutive years on list of multinational corporations shaping India's economy

Fortune Most Powerful Women

Chair and CEO Julie Sweet ranked No. 4, marking 11 consecutive years on list

Fortune World's Most Admired Companies

No. 1 in our industry for 13 consecutive years and No. 33 overall, marking 24 consecutive years on list

Wall Street Journal Best Companies for the Future

No. 27 on inaugural list, reflecting performance across AI readiness, talent readiness, agility and more

Where You Work Matters

Platinum employer, the highest distinction, for leading the way among American businesses in creating high-quality jobs

Work with Pride – PRIDE Index

Gold-rated and Rainbow-certified for leading LGBTQ+ workplace initiatives in Japan, marking 10 consecutive years on list

Workplace Pride Global Benchmark

Recognized for our commitment to LGBTQ+ workplace inclusion for 11 consecutive years



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, 2026 (including the sections of our definitive proxy statement relating to our 2027 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,” “expect,” “goal,” “may,” “continue,” 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.

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.

Within our Learning to Earning Initiative, the same individual may be reported as receiving support in both learning and earning.