



# Earnings Presentation

**Q4 Fiscal 2025**

September 25, 2025

# Q4 FY25 Performance

## Total Revenues

\$17.6B

4.5% increase  
in local currency and  
7% in USD

## Geographic Markets\*

Revenues and Growth in Local Currency

↑5% \$8.8B  
Americas

↑3% \$6.2B  
EMEA

↑6% \$2.6B  
Asia Pacific

## Industry Groups

Revenues and Growth  
in Local Currency

Communications,  
Media & Technology

↑5% \$3.0B

Financial Services

↑12% \$3.3B

Health & Public Service

↓3% \$3.6B

Products

↑5% \$5.4B

Resources

↑5% \$2.4B

## Earnings per Share\*\*

Adjusted

\$3.03

9% increase

Excludes business optimization  
impact of \$0.78 and \$0.13 per  
share in Q4 FY25 and Q4 FY24,  
respectively. On a GAAP basis,  
EPS decreased 15%.

## Operating Margin\*\*

Adjusted

15.1%

10 bps increase

Excludes business  
optimization impact of 350  
bps and 70 bps in Q4 FY25  
and Q4 FY24, respectively.  
On a GAAP basis, operating  
margin decreased 270 bps.

## Returning Cash to Shareholders

Dividends Paid

\$922M

Share Repurchases

\$474M

Free Cash Flow \*\*

\$3.8B

\$1.63 Per  
share

Q1 FY26 cash dividend declared in September 2025:  
Increase of \$0.15 per share or 10% over the quarterly  
dividend rate in fiscal year 2025

## Type of Work

Revenues and Growth in Local Currency

Consulting

↑3%

\$8.8B

Managed Services

↑6%

\$8.8B

## Highlights of Strategic Priorities\*\*\*

Revenue Growth in Local Currency (includes overlap)

Cloud	double-digit growth
Industry X	high single-digit growth
Security	very strong double-digit growth
Song	mid single-digit growth

## New Bookings

\$21.3B

Book-to-bill of 1.2

3% increase in local currency  
and 6% in USD

\*During fiscal 2025, Latin America moved from Growth Markets to North America. With this change, North America became Americas and Growth Markets became Asia Pacific.

\*\*Reconciliation of GAAP to Non-GAAP measures provided in appendix and in Q4 FY25 earnings release furnished on Form 8-K on September 25, 2025.

\*\*\*Accenture discloses information about its Strategic Priorities to provide additional insights into the company's business. Revenues for Strategic Priorities are approximate and may be modified to reflect periodic changes in definitions. Revenues for Strategic Priorities overlap so revenues for the same client arrangement may be included in multiple Strategic Priorities.

# Full-Year FY25 Performance

## Total Revenues

\$69.7B

7% increase  
in both local currency  
and USD

## Industry Groups

Revenues and Growth  
in Local Currency

Communications,  
Media & Technology

↑ 6% \$11.5B

Financial Services

↑ 10% \$12.8B

## Earnings per Share\*\*

Adjusted

\$12.93

8% increase

Excludes business optimization  
impact of \$0.78 and \$0.51 per  
share in FY25 and FY24,  
respectively. On a GAAP basis,  
EPS increased 6%.

## Returning Cash to Shareholders

Dividends Paid

\$3.7B

Share Repurchases

\$4.6B

Total Cash Returned

\$8.3B

\$5.92 per share

Increase of 15% over the quarterly  
dividend rate in fiscal year 2024

Free Cash Flow \*\*

\$10.9B

## Geographic Markets\*

Revenues and Growth in Local Currency

↑ 9% \$35.1B  
Americas

↑ 6% \$24.6B  
EMEA

↑ 4% \$10.0B  
Asia Pacific

Health & Public Service

↑ 6% \$14.8B

Products

↑ 8% \$21.2B

Resources

↑ 5% \$9.5B

## Operating Margin\*\*

Adjusted

15.6%

10 bps increase

Excludes business  
optimization impact of 90 bps  
and 70 bps in FY25 and FY24,  
respectively. On a GAAP  
basis, operating margin  
decreased 10 bps.

## Type of Work

Revenues and Growth in Local Currency

Consulting

↑ 5% \$35.1B

Managed Services

↑ 9% \$34.6B

## Highlights of Strategic Priorities\*\*\*

Approximate FY25 Revenues (includes overlap)  
Estimated Growth in Local Currency

	Revenues	Growth
Cloud	\$39B	12%
Industry X	\$9B	10%
Security	\$10B	16%
Song	\$20B	8%

## New Bookings

\$80.6B

## Book-to-bill of 1.2

1% decrease in both local  
currency and USD

\*During fiscal 2025, Latin America moved from Growth Markets to North America. With this change, North America became Americas and Growth Markets became Asia Pacific.

\*\*Reconciliation of GAAP to Non-GAAP measures provided in appendix and in Q4 FY25 earnings release furnished on Form 8-K on September 25, 2025.

\*\*\*Accenture discloses information about its Strategic Priorities to provide additional insights into the company's business. Revenues for Strategic Priorities are approximate and may be modified to reflect periodic changes in definitions. Revenues for Strategic Priorities overlap so revenues for the same client arrangement may be included in multiple Strategic Priorities.

# FY25 Key Takeaways and Recent Business Highlights



**Met or beat all elements of our original guidance for the year on an adjusted basis**, with broad-based revenue growth of 7% and adjusted EPS of \$12.93, reflecting 8% YoY growth



Increased clients with quarterly **bookings greater than \$100 million, reaching 129 this year**



**More than 60% of revenue driven by top 10 ecosystem partners**, reflecting 9% growth in local currency



**Strong FY25 free cash flow**, up 26% YoY, with FCF to net income ratio of 1.4X. Enabling **\$8.3B cash returned to shareholders**, a 7% increase over FY24



**Leading in GenAI**, nearly doubling our bookings to \$5.9B compared to last year and tripling our revenues to \$2.7B



**Continued significant investments in our business and people** of \$3.3B in acquisitions, R&D, and learning & development

# Fiscal Year 2026 Outlook

	FY25 Results	FY26 Outlook (As of 9/25/25)
Revenue Growth in Local Currency	<b>7%</b> 4% organic / 3% inorganic	<b>2% - 5% **</b> <b>Approximately 3% to 6% excluding impact of AFS***</b> About 1.5% inorganic contribution
Adjusted Operating Margin*	<b>15.6%</b> +10 bps over adjusted FY24	<b>15.7% - 15.9%</b> +10 bps to +30 bps over FY25
Adjusted Earnings Per Share*	<b>\$12.93</b> 8% increase over adjusted FY24	<b>\$13.52 - \$13.90</b> 5% to 8% increase over FY25
Free Cash Flow (FCF)*	<b>\$10.9B</b> FCF/Net Income Ratio 1.4	<b>\$9.8 – \$10.5B</b> FCF/Net Income Ratio 1.2
Returned Cash to Shareholders	<b>\$8.3B</b>	<b>At least \$9.3B</b>

\*Adjusted financial measures exclude the impact of business optimization costs for FY24 and FY25. Reconciliation of GAAP to Non-GAAP measures provided in appendix and in Q4 FY25 earnings release furnished on Form 8-K on September 25, 2025.

\*\*FY26 FX assumed at about positive 2%

\*\*\* Assuming an approximate 1% to 1.5% negative impact from our federal business (AFS).

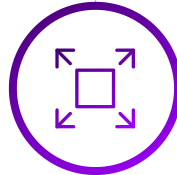


# Increasing Cash Return to Shareholders in FY26

Committed to returning a significant amount of cash to our shareholders



Expect to return at least \$9.3B of cash to shareholders, a 12% or \$1B increase compared to FY25



\$5B approved by the board in authorization; Plan to increase share repurchases to \$5.3B, or a 15% year-over-year increase



Plan to increase dividend by 10%

# Our Leading Ecosystem Partners



# #1

ACN Market Position

# >60%

**of revenue driven by top  
10 ecosystem partners,**  
reflecting 9% growth in  
local currency in FY25

# Examples of expanding AI & Data partnerships and creating new ones

## Expanding



## Creating New

ANTHROPIC





# Reinventing Accenture – Strong Momentum in Advanced AI Powered by \$3B Multi-Year Investment

At the start of FY2023

To where we are for FY2025

Skilled AI and Data  
professionals

~40,000

~77,000

Bookings

negligible

\$5.9B (almost doubled from  
fiscal 2024 to fiscal 2025)

Projects

a handful

6,000

Revenue

negligible

\$2.7B (tripled from fiscal  
2024 to fiscal 2025)



# Reinventing Accenture for Advanced AI Opportunity

## Examples of our AI Powered Platforms and Solutions

### GenWizard

AI-driven automation platform to streamline, modernize, and transform complex IT delivery

### SynOps

AI-powered platform streamlining operations for efficiency, experience, and outcomes

### mySecurity

AI-driven cyber platform to cut costs, boost security, and accelerate outcomes

### AI Refinery

AI foundation platform to connect, scale, and orchestrate enterprise AI.

### Proprietary Data sources and AI powered Assets

## People

We are rotating all of our talent with over 550,000 people trained on fundamentals of Gen AI

## Significant Data Pull Through

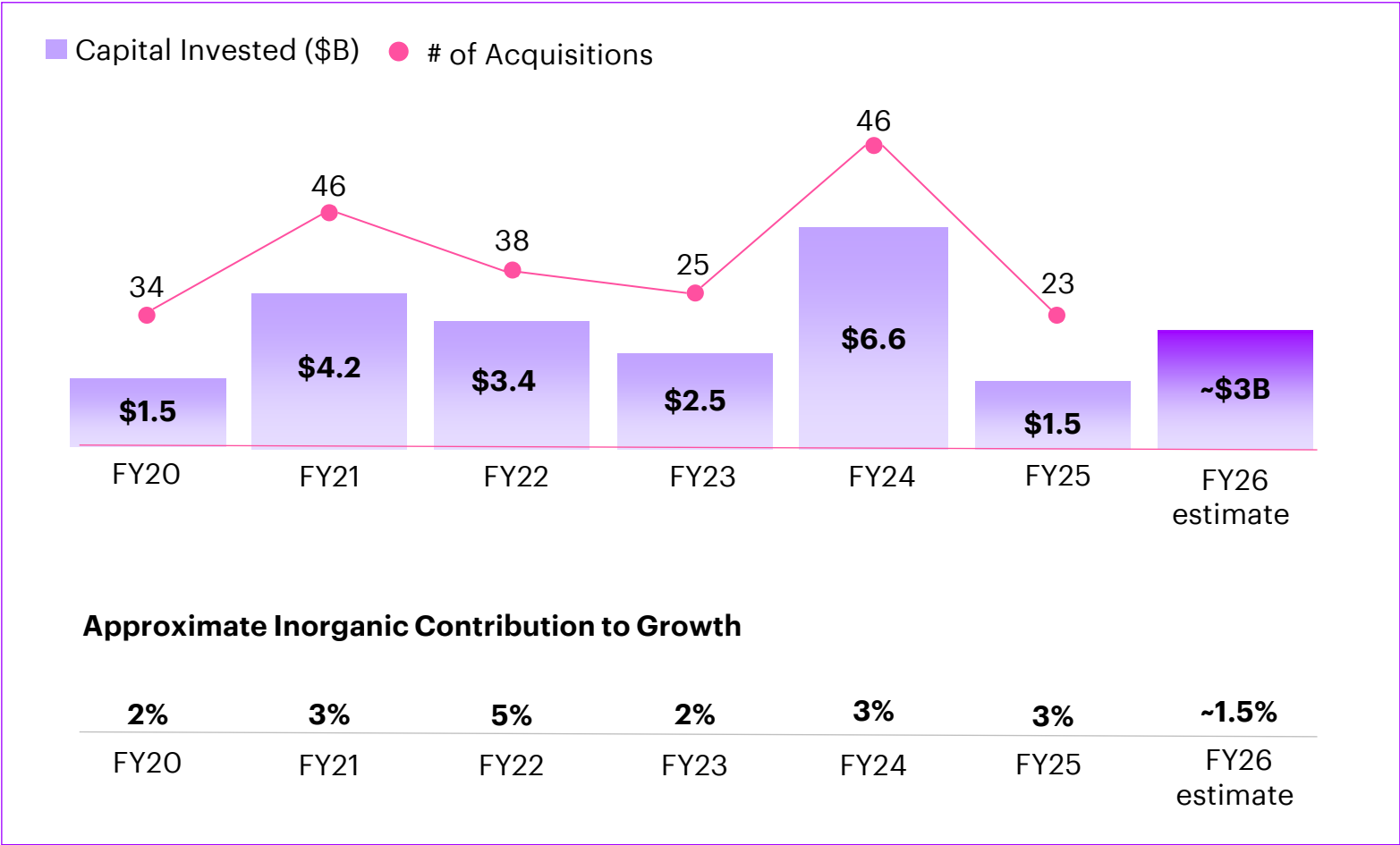
1 of every 2 GenAI projects leads to a data project



# Accenture's Ventures & Acquisitions

## Three key objectives

- 01 Expand into new growth areas
- 02 Scale in key areas and geographies
- 03 Strengthen industry and functional expertise



# Security

Accelerating organic growth through strategic acquisitions



Accenture has the **highest revenue for the Security Professional Services sub-segment in the Gartner® Market Share: Security Services, Worldwide, 2024 report\*\*\***



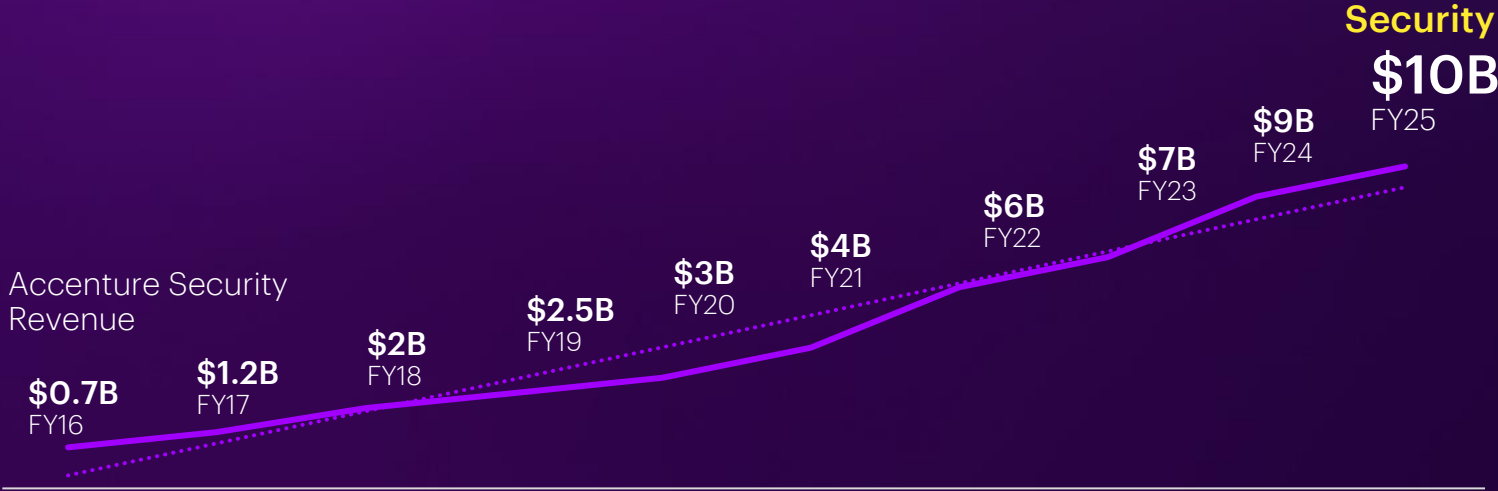
Accenture has the **highest revenue for the Managed Security Services market in the Gartner® Market Share: Security Services, Worldwide, 2024 report\*\*\***



**Bringing our assets, IP and platforms to the market through mySecurity platform**, which is powered by an Accenture Cyber Agentic library



**Recently announced our acquisition of CyberCX**, Accenture’s largest cybersecurity acquisition to date



**+\$9.3B Revenue**

35% CAGR (FY16-FY25, in Local Currency)  
approx. 4X Accenture CAGR (in Local Currency)\*

**~\$99B Total Addressable Market\*\*\*\***

Estimated 9% CAGR (CY25 – CY28)

## 24 Security-related acquisitions\*\*



\*Security revenues and CAGR percentages are approximated and may be modified to reflect periodic changes in definitions

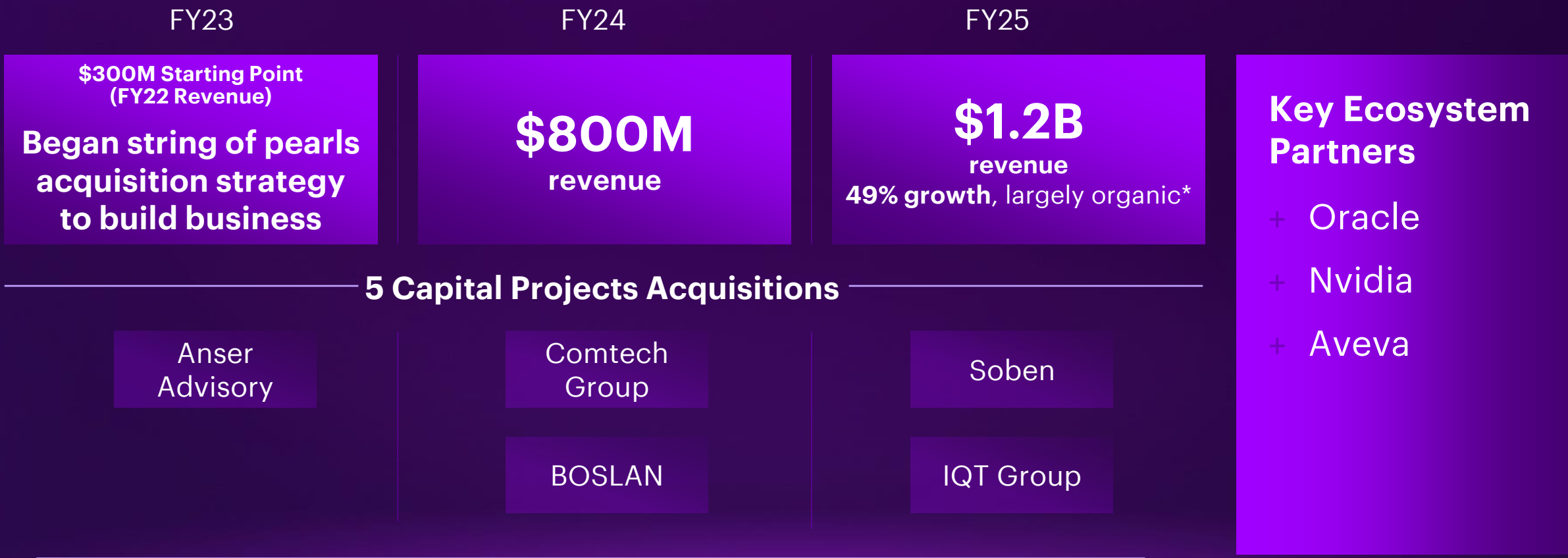
\*\*Security-related acquisitions closed and announced through FY25

\*\*\*Gartner, Market Share: Security Services, Worldwide, 2024, April 2025. GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved.

\*\*\*\*Source: IDC Worldwide Black Book Live edition (August 2025). CAGR is for Calendar year 2025 – 2028.

# Capital Projects

Reinventing AI driven capital project planning and execution combining deep industry expertise, global scale and digital solutions



\*Capital Projects revenue YOY growth in local currency; percentages are approximated and may be modified to reflect periodic changes in definitions

# NEW BOOKINGS TREND

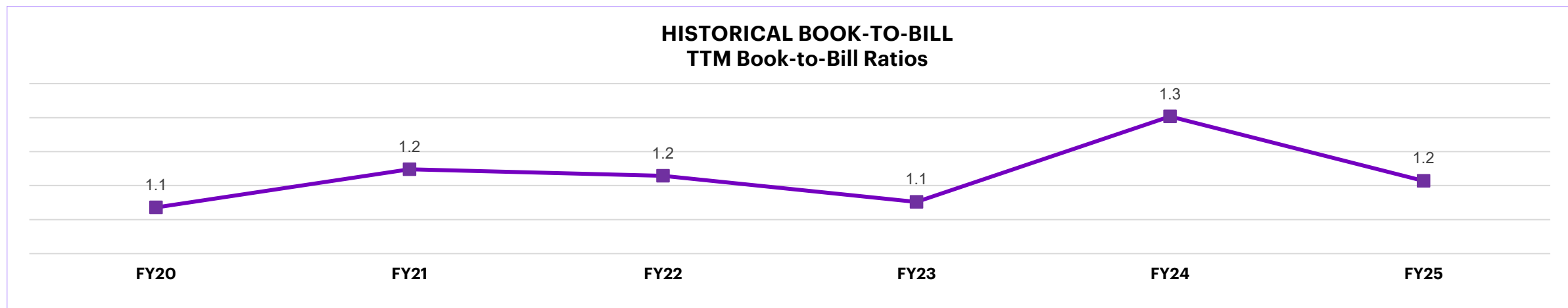
## Q4 FY25

(in billions of U.S. dollars)  
(Unaudited)

Type of Work	FY2024										FY2025									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Consulting	\$8.62	47%	\$10.52	49%	\$9.28	44%	\$8.59	43%	\$37.02	46%	\$9.22	49%	\$10.47	50%	\$9.08	46%	\$8.87	42%	\$37.64	47%
Managed Services	9.83	53%	11.06	51%	11.78	56%	11.55	57%	44.21	54%	9.48	51%	10.44	50%	10.62	54%	12.44	58%	42.98	53%
<b>Total <sup>(1)</sup></b>	<b>\$18.45</b>	<b>100%</b>	<b>\$21.58</b>	<b>100%</b>	<b>\$21.06</b>	<b>100%</b>	<b>\$20.15</b>	<b>100%</b>	<b>\$81.23</b>	<b>100%</b>	<b>\$18.70</b>	<b>100%</b>	<b>\$20.91</b>	<b>100%</b>	<b>\$19.70</b>	<b>100%</b>	<b>\$21.31</b>	<b>100%</b>	<b>\$80.62</b>	<b>100%</b>

Note:

(1) May not total due to rounding



# REVENUES TREND

## Q4 FY25

(in millions of U.S. dollars)  
(Unaudited)

Geographic Markets	FY2024										FY2025									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Americas <sup>(2)</sup>	\$8,027	49%	\$7,816	49%	\$8,287	50%	\$8,423	51%	\$32,552	50%	\$8,733	49%	\$8,553	51%	\$8,966	51%	\$8,804	50%	\$35,057	50%
EMEA	5,804	36%	5,599	35%	5,777	35%	5,639	34%	22,818	35%	6,412	36%	5,804	35%	6,232	35%	6,196	35%	24,644	35%
Asia Pacific <sup>(2)</sup>	2,394	15%	2,385	15%	2,404	15%	2,344	14%	9,526	15%	2,544	14%	2,302	14%	2,530	14%	2,596	15%	9,972	14%
Total <sup>(1)</sup>	<u>\$16,224</u>	<u>100%</u>	<u>\$15,800</u>	<u>100%</u>	<u>\$16,467</u>	<u>100%</u>	<u>\$16,406</u>	<u>100%</u>	<u>\$64,896</u>	<u>100%</u>	<u>\$17,690</u>	<u>100%</u>	<u>\$16,659</u>	<u>100%</u>	<u>\$17,728</u>	<u>100%</u>	<u>\$17,596</u>	<u>100%</u>	<u>\$69,673</u>	<u>100%</u>

Industry Groups	FY2024										FY2025									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Comm. Media & Tech	\$2,669	16%	\$2,654	17%	\$2,763	17%	\$2,751	17%	\$10,837	17%	\$2,858	16%	\$2,730	16%	\$2,912	16%	\$2,954	17%	\$11,454	16%
Financial Services	3,034	19%	2,809	18%	2,895	18%	2,873	18%	11,610	18%	3,169	18%	3,010	18%	3,279	18%	3,316	19%	12,774	18%
Health & Public Service	3,377	21%	3,334	21%	3,515	21%	3,614	22%	13,841	21%	3,813	22%	3,609	22%	3,778	21%	3,564	20%	14,763	21%
Products	4,860	30%	4,762	30%	4,983	30%	4,949	30%	19,554	30%	5,425	31%	5,052	30%	5,344	30%	5,376	31%	21,197	30%
Resources	2,284	14%	2,241	14%	2,310	14%	2,220	14%	9,054	14%	2,425	14%	2,258	14%	2,415	14%	2,387	14%	9,485	14%
Total <sup>(1)</sup>	<u>\$16,224</u>	<u>100%</u>	<u>\$15,800</u>	<u>100%</u>	<u>\$16,467</u>	<u>100%</u>	<u>\$16,406</u>	<u>100%</u>	<u>\$64,896</u>	<u>100%</u>	<u>\$17,690</u>	<u>100%</u>	<u>\$16,659</u>	<u>100%</u>	<u>\$17,728</u>	<u>100%</u>	<u>\$17,596</u>	<u>100%</u>	<u>\$69,673</u>	<u>100%</u>

Type of Work	FY2024										FY2025									
	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	Full Year	% of Total
Consulting	\$8,457	52%	\$8,021	51%	\$8,457	51%	\$8,260	50%	\$33,195	51%	\$9,045	51%	\$8,282	50%	\$9,007	51%	\$8,772	50%	\$35,107	50%
Managed Services	7,768	48%	7,778	49%	8,010	49%	8,145	50%	31,701	49%	8,644	49%	8,377	50%	8,721	49%	8,824	50%	34,566	50%
Total <sup>(1)</sup>	<u>\$16,224</u>	<u>100%</u>	<u>\$15,800</u>	<u>100%</u>	<u>\$16,467</u>	<u>100%</u>	<u>\$16,406</u>	<u>100%</u>	<u>\$64,896</u>	<u>100%</u>	<u>\$17,690</u>	<u>100%</u>	<u>\$16,659</u>	<u>100%</u>	<u>\$17,728</u>	<u>100%</u>	<u>\$17,596</u>	<u>100%</u>	<u>\$69,673</u>	<u>100%</u>

Note:

(1) May not total due to rounding

(2) During the first quarter of fiscal 2025, our Latin America market unit moved from Growth Markets to North America. With this change, North America became the Americas market, and Growth Markets became the Asia Pacific market. Prior period amounts have been reclassified to conform with the current period presentation.



# PEOPLE METRICS

## Q4 FY25

	Quarter Ended							
	11/30/23	2/29/24	5/31/24	8/31/24	11/30/24	2/28/25	5/31/25	8/31/25 *
<b>Total Accenture Employees</b>	<b>743,041</b>	<b>742,318</b>	<b>750,200</b>	<b>774,303</b>	<b>798,781</b>	<b>801,099</b>	<b>790,692</b>	<b>779,273</b>
YoY Growth %	1%	1%	3%	6%	8%	8%	5%	1%
Sequential Growth %	1%	0%	1%	3%	3%	0%	-1%	-1%
Memo:								
Utilization	91%	92%	92%	92%	91%	91%	92%	93%
Quarterly Voluntary Attrition - Annualized	11%	13%	14%	14%	12%	13%	16%	15%
Annual Voluntary Attrition				13%				14%

\*Includes the impact of exits as part of our business optimization program in FY25 Q4





# Appendix

# RETURN METRICS TREND

## Q4 FY25

(Unaudited)

	Twelve Months Ended						
	11/30/23	2/29/24	5/31/24	8/31/24	11/30/24	2/28/25	5/31/25
Return on Invested Capital	26%	26%	25%	26%	24%	25%	24%
Return on Equity	27%	28%	26%	27%	27%	27%	27%
Return on Assets	14%	15%	14%	14%	14%	14%	14%

Note:

February 2023 through August 2025 results include the impact of business optimization costs  
May 2023 through February 2024 results include the gain on the sale of Duck Creek.



# RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

## Q4 FY25

(in millions of U.S. dollars)

(Unaudited)

	Twelve Months Ended	
	8/31/25 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$7,678</b>	
Noncontrolling interests	154	
Income tax expense	2,438	
Non-operating (income) expense	(45)	Represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, Gain/Loss on investments, net, and Other income/expense, net.
<b>Operating Income</b>	<b>\$10,226</b>	
Annual Effective Tax Rate	23.7%	Represents the FY25 full year tax rate.
<b>Tax Adjusted Operating Income</b>	<b>\$7,798</b>	
<b>Divided by Average Capital:</b>		
<b>Capital at August 31, 2025</b>		
Noncontrolling interests	1,046	
Total Accenture plc shareholders' equity	31,195	
Short-term bank borrowings, Long-term debt	5,149	
	<b>\$37,390</b>	
<b>Capital at August 31, 2024</b>		
Noncontrolling interests	880	
Total Accenture plc shareholders' equity	28,289	
Short-term bank borrowings, Long-term debt	1,025	
	<b>\$30,193</b>	
<b>Average Capital</b>	<b>\$33,791</b>	
<b>Return on Invested Capital</b>	<b>23%</b> <sup>(2)</sup>	

Note:

(1) May not total due to rounding

(2) ROIC represents Return on Invested Capital and is equal to the tax adjusted operating income divided by total average capital. Accenture believes reporting ROIC provides investors with greater visibility of how effectively Accenture uses the capital invested in its operations. ROIC is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation or as an alternative to net income as an indicator of company performance, or as an alternative to cash flows from operating activities as a measure of liquidity.



# RECONCILIATION OF RETURN ON EQUITY (ROE)

## Q4 FY25

(in millions of U.S. dollars)  
(Unaudited)

	Twelve Months Ended 8/31/25 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$7,678</b>	
Noncontrolling interests	154	
Income tax expense	2,438	
<b>Income Before Income Taxes</b>	<b>\$10,270</b>	
Annual Effective Tax Rate	23.7%	Represents the FY25 full year tax rate.
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$7,832</b>	
<b>Divided by Average Equity and Noncontrolling Interests:</b>		
Noncontrolling interests at August 31, 2025	1,046	
Total Accenture plc shareholders' equity at August 31, 2025	31,195	
	<b>\$32,241</b>	
Noncontrolling interests at August 31, 2024	880	
Total Accenture plc shareholders' equity at August 31, 2024	28,289	
	<b>\$29,168</b>	
<b>Average Equity and Noncontrolling Interests</b>	<b>\$30,705</b>	
<b>Return on Equity</b>	<b>26%</b> <sup>(2)</sup>	

Note:

(1) May not total due to rounding

(2) ROE represents Return on Equity and is equal to the tax adjusted income before income taxes divided by average equity plus noncontrolling interests. Accenture believes reporting Return on Equity provides investors with a measure of the level of earnings generated in relation to total shareholders' equity plus noncontrolling interests. ROE is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation or as an alternative to net income as an indicator of company performance, or as an alternative to cash flows from operating activities as a measure of liquidity.



# RECONCILIATION OF RETURN ON ASSETS (ROA)

## Q4 FY25

(in millions of U.S. dollars)  
(Unaudited)

	Twelve Months Ended	
	8/31/25 <sup>(1)</sup>	Comments
<b>Net Income Attributable to Accenture plc</b>	<b>\$7,678</b>	
Noncontrolling interests	154	
Income tax expense	2,438	
<b>Income Before Income Taxes</b>	<b>\$10,270</b>	
Annual Effective Tax Rate	23.7%	Represents the FY25 full year tax rate.
<b>Tax Adjusted Income Before Income Taxes</b>	<b>\$7,832</b>	
<b><i>Divided by Average Assets:</i></b>		
Total Assets at August 31, 2025	65,395	
Total Assets at August 31, 2024	55,932	
<b>Average Assets</b>	<b>\$60,664</b>	
<b>Return on Assets</b>	<b>13%</b> <sup>(2)</sup>	

Note:

(1) May not total due to rounding

(2) ROA represents Return on Assets and is equal to the tax adjusted income before income taxes divided by average assets. Accenture believes reporting Return on Assets provides investors with a measure of the level of earnings generated in relation to total assets. ROA is not a measure of financial performance under generally accepted accounting principles and should not be considered in isolation or as an alternative to net income as an indicator of company performance, or as an alternative to cash flows from operating activities as a measure of liquidity.



# SHARES OUTSTANDING AND MARKET CAPITALIZATION

## Q4 FY25

(shares in millions and market capitalization in millions of U.S. dollars)

	As of August 31, 2025	Comments
Accenture plc Class A shares	658.0	From Accenture plc statement of shareholders' equity
Accenture plc Class A treasury shares	(36.1)	From Accenture plc statement of shareholders' equity
Accenture Canada Holdings, Inc. shares	0.6	From Accenture Certification letter (Computershare)
<b>Total Shares Outstanding</b>	<b>622.4</b>	
Share price - as of Aug 29, 2025 close	\$259.97	
<b>Market Capitalization</b>	<b>\$161,815.7</b>	



# GAAP (As Reported) to Non-GAAP (As Adjusted) Reconciliation

## Operating Income, Operating Margin, Diluted Earnings per Share and Free Cash Flow

### Q4 FY25

(EPS in U.S. dollars and operating income and free cash flow in millions of U.S. dollars)  
(Unaudited)

#### OPERATING INCOME

	FY2024		FY2025		Increase (Decrease)		FY26 Business Outlook
	Q4	Total FY24	Q4	Total FY25	Q4	YTD	Full Year
As Reported (GAAP)	\$ 2,354	\$ 9,596	\$ 2,050	\$ 10,226	\$ (304)	\$ 630	
Operating Margin	14.3%	14.8%	11.6%	14.7%	-2.7%	-0.1%	15.3 - 15.5%
Adjustments:							
Business Optimization Costs	\$ 106	\$ 438	\$ 615	\$ 615	\$ 509	\$ 177	\$250
Adjusted (Non-GAAP)	\$ 2,460	\$ 10,034	\$ 2,665	\$ 10,841	\$ 205	\$ 807	
Adjusted Operating Margin	15.0%	15.5%	15.1%	15.6%	0.1%	0.1%	15.7 - 15.9%

#### DILUTED EARNINGS PER SHARE

	FY24		FY25		Increase (Decrease)		FY26 Business Outlook
	Q4	Total FY24	Q4	Total FY25	Q4	YTD	Full Year
As Reported (GAAP)	\$ 2.66	\$ 11.44	\$ 2.25	\$ 12.15	\$ (0.41)	\$ 0.71	\$13.19 - \$13.57
Business Optimization Costs	0.13	0.51	0.78	0.78	0.65	0.14	0.33
Adjusted (Non-GAAP)	\$ 2.79	\$ 11.95	\$ 3.03	\$ 12.93	\$ 0.24	\$ 0.98	\$13.52 - \$13.90

#### FREE CASH FLOW

	FY24		FY25		Increase (Decrease)		FY26 Business Outlook
	Q4	Total FY24	Q4	Total FY25	Q4	YTD	Full Year
Net cash provided by operating activities	\$ 3,389	\$ 9,131	\$ 3,914	\$ 11,474	\$ 525	\$ 2,343	\$10.8B - \$11.5B
Less: Property and equipment additions	(214)	(517)	(108)	(600)	106	(83)	\$1.0B
Free Cash Flow	\$ 3,175	\$ 8,614	\$ 3,806	\$ 10,874	\$ 631	\$ 2,260	\$9.8B - \$10.5B

FY25 business optimization costs of \$615 million were recorded in connection with actions initiated during the fourth quarter of fiscal 2025 and include \$344 million of employee severance and \$271 million of asset impairments primarily related to the divestiture of two acquisitions. We expect to record an additional \$250 million in the first quarter of fiscal 2026, for a total of \$865 million over the six-month period.

FY24 business optimization costs were recorded in connection with business optimization actions initiated in fiscal 2023 and completed in fiscal 2024, primarily for employee severance.

The impact of business optimization costs on diluted earnings per share is presented net of related taxes. The income tax effect was negative \$0.20 and negative \$0.04 for the three months ended August 31, 2025 and August 31, 2024, respectively, and negative \$0.20 and negative \$0.18 for the fiscal year ended August 31, 2025 and August 31, 2024, respectively. This includes both the current and deferred income tax impact and was calculated by using the relevant tax rate of the country where the costs were recorded.

# SUMMARY OF REVENUES

(in thousands of U.S. dollars)  
(Unaudited)

	Three Months Ended		Percent Increase (Decrease)	Percent Increase (Decrease)	Year Ended		Percent Increase (Decrease)	Percent Increase (Decrease)
	August 31, 2025	August 31, 2024	U.S. Dollars	Local Currency	August 31, 2025	August 31, 2024	U.S. Dollars	Local Currency
<b>GEOGRAPHIC MARKETS</b>								
Americas (1)	\$ 8,804,391	\$ 8,423,447	5 %	5 %	\$ 35,056,715	\$ 32,552,489	8 %	9 %
EMEA	6,196,281	5,638,763	10 %	3 %	24,643,957	22,817,879	8 %	6 %
Asia Pacific (1)	2,595,588	2,343,609	11 %	6 %	9,972,305	9,526,096	5 %	4 %
Total Revenues	<b>\$ 17,596,260</b>	<b>\$ 16,405,819</b>	<b>7 %</b>	<b>4.5 %</b>	<b>\$ 69,672,977</b>	<b>\$ 64,896,464</b>	<b>7 %</b>	<b>7 %</b>
<b>INDUSTRY GROUPS</b>								
Communications, Media & Technology	\$ 2,953,957	\$ 2,750,513	7%	5%	\$ 11,453,982	\$ 10,837,174	6%	6%
Financial Services	3,315,700	2,872,964	15 %	12 %	12,773,856	11,610,225	10 %	10 %
Health & Public Service	3,563,632	3,613,865	(1)%	(3)%	14,762,837	13,840,634	7 %	6 %
Products	5,376,132	4,948,907	9 %	5 %	21,197,397	19,554,154	8 %	8 %
Resources	2,386,839	2,219,570	8 %	5 %	9,484,905	9,054,277	5 %	5 %
Total Revenues	<b>\$ 17,596,260</b>	<b>\$ 16,405,819</b>	<b>7 %</b>	<b>4.5 %</b>	<b>\$ 69,672,977</b>	<b>\$ 64,896,464</b>	<b>7 %</b>	<b>7 %</b>
<b>TYPE OF WORK</b>								
Consulting	\$ 8,772,265	\$ 8,260,395	6%	3 %	\$ 35,106,786	\$ 33,195,104	6%	5 %
Managed Services	8,823,995	8,145,424	8 %	6 %	34,566,191	31,701,360	9 %	9 %
Total Revenues	<b>\$ 17,596,260</b>	<b>\$ 16,405,819</b>	<b>7 %</b>	<b>4.5 %</b>	<b>\$ 69,672,977</b>	<b>\$ 64,896,464</b>	<b>7 %</b>	<b>7 %</b>

(1) During the first quarter of fiscal 2025, our Latin America market unit moved from Growth Markets to North America. With this change, North America became the Americas market and Growth Markets became the Asia Pacific market. Prior period amounts have been reclassified to conform with the current period presentation.





## **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” and similar expressions are used to identify these forward-looking statements. These statements are not guarantees of future performance nor promises that goals 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. 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 information. We do not undertake to update such data after the date of this presentation.

