



accenture

*High performance. Delivered.*

High Performance Starts Here  
Annual Report 2004

• Consulting • Technology • Outsourcing



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## Annual Report 2004

How is it that a select number of companies and government organizations consistently outperform their peers and deliver value to stakeholders, regardless of circumstances? Accenture's hypothesis is that these enterprises, seemingly so different in external detail, actually share common underlying behaviors and characteristics that can be identified, measured and replicated. Accenture's High Performance Business initiative is dedicated to investigating this premise and applying what we learn to help our clients become high-performance organizations.

When it comes to high performance, what we promise our clients is what we promise our shareholders. The Accenture Annual Report 2004 provides an overview of this High Performance Business story.

[www.accenture.com](http://www.accenture.com)

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### On the Cover

Collaboration among Accenture people from around the world helps drive high performance for our clients and accelerates Accenture's own journey to high performance. Pictured in discussion are, from the left, Jan Jochen, Frankfurt; Vanessa Monestel, Paris; Monica Kovach, New York; and Ned Nicol, London.

## Accenture—At a Glance

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. The company has more than 100,000 people in 48 countries.

## High Performance Starts Here

Accenture's success has been based on balanced, organic growth in a select number of markets. Each area of focus is chosen for expansion potential, for diversification of geographic and sector risk, and for complementary fit with the rest of our offerings.

Accenture's business includes:

- Five operating groups—Communications & High Tech, Financial Services, Government, Products and Resources—together comprising 18 industry groups.
- Five consulting service lines—Customer Relationship Management, Human Performance, Finance & Performance Management, Strategy and Supply Chain Management.
- A Global Delivery Network of more than 40 centers, providing technology and outsourcing services around the world.
- Outsourcing—including application outsourcing, infrastructure outsourcing and business process outsourcing (BPO). Our BPO businesses are organized by functional areas (human resources, finance and accounting, learning and procurement) and by industry (airline, utilities, insurance and government).
- Technology professionals who leverage leading-edge technologies, applications and our systems integration expertise to help clients identify new opportunities and drive business improvements.
- Accenture Technology Labs—a technology research and development organization combining deep technical and scientific expertise with business know-how.
- Alliances with established and early-stage technology companies whose offerings or capabilities complement our own.

**For more information on Accenture's organization and capabilities, go to [www.accenture.com/services](http://www.accenture.com/services).**

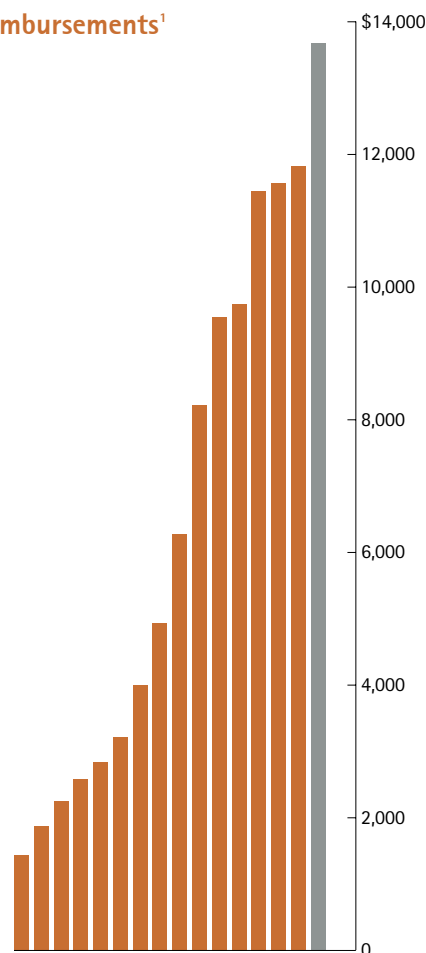
**Compound Annual Growth Rate**  
1989-2004

**16%**

**Revenues Before Reimbursements<sup>1</sup>**

US Dollars in Millions  
Years Ended August 31

2004	\$13,673
2003	11,818
2002	11,574
2001	11,444
2000	9,752
1999	9,550
1998	8,215
1997	6,275
1996	4,942
1995	4,001
1994	3,220
1993	2,833
1992	2,583
1991	2,256
1990	1,876
1989	\$ 1,433



**Revenues Before Reimbursements by Operating Group**

	2004	Percent Change	2003	Percent Change	2002 <sup>2</sup>	Percent Change	2001 <sup>2</sup>
Communications & High Tech	\$ 3,741	14%	\$ 3,290	3%	\$ 3,182	(2)%	\$ 3,238
Financial Services	2,771	18	2,355	0	2,366	(10)	2,627
Government	1,995	26	1,582	20	1,316	31	1,003
Products	2,979	14	2,613	(3)	2,696	3	2,624
Resources	2,178	11	1,966	(2)	2,005	4	1,933
Other	9	(20)	12	20	9	(51)	19
Total Revenues Before Reimbursements	\$ 13,673	16%	\$ 11,818	2%	\$ 11,574	1%	\$ 11,444

**Revenues Before Reimbursements by Geography**

	2004	Percent Change	2003	Percent Change	2002	Percent Change	2001
EMEA <sup>3</sup>	\$ 6,572	23%	\$ 5,353	8%	\$ 4,963	11%	\$ 4,484
Americas	6,133	8	5,671	(3)	5,836	(5)	6,113
Asia Pacific	968	22	794	2	775	(8)	847
Total Revenues Before Reimbursements	\$ 13,673	16%	\$ 11,818	2%	\$ 11,574	1%	\$ 11,444

<sup>1</sup> This chart reflects revenues before reimbursements ("net revenues"). Reimbursements include travel and out-of-pocket expenses and third-party costs, such as the cost of hardware and software resales. Reimbursements are included in revenues, and an equivalent amount of reimbursable expenses is included in cost of services. Reimbursements and reimbursable expenses are disclosed separately in our Consolidated Income Statements.

Data presented for the twelve months ended August 31, 1997, and prior periods are derived from unaudited financial information.

<sup>2</sup> 2002 and 2001 operating group revenues before reimbursements have been restated to conform with current-year presentation.

<sup>3</sup> EMEA includes Europe, Middle East and Africa.

US dollar amounts in millions.

# Accenture delivered strong results in fiscal 2004.

Twelve months ended August 31, 2004

# 16<sup>0</sup>%

Growth in revenues before reimbursements

# 12.9<sup>0</sup>%

Operating income as a percentage of revenues before reimbursements

# 16<sup>0</sup>%

Growth in diluted earnings per share

# \$1.5B

Free cash flow

Defined as operating cash flow of \$1.8 billion net of property and equipment additions of \$0.3 billion

# 74%

From our initial public offering in July 2001 until the end of fiscal 2004, Accenture delivered a 74 percent return to shareholders during a time when the S&P 100 index declined 14 percent.

Fiscal 2004 results would rank Accenture at the top relative to the S&P 100 companies:

**1st**

56% return on invested capital

**5th**

17% return on assets

**6th**

59% return on equity

See Financial Notes on page 38.

# From Our Chairman



Joe W. Forehand, Chairman

## To Our Stakeholders:

Accenture had a phenomenal year in fiscal 2004, exceeding most of our own goals and performing at the highest levels compared with the world's leading companies. We accomplished a lot in a challenging environment, and I'm extremely proud of all members of the Accenture team around the world. Their efforts give meaning to the words "High Performance Delivered."

Looking ahead, I am very pleased that Bill Green has succeeded me as Accenture's chief executive officer. His strong leadership, knowledge of our business and passion for our people and clients make him especially suited to lead our company. In the following pages, Bill will share with you what sets Accenture apart.

With Bill now our CEO, I continue to chair the board of directors. Our board has shown extraordinary leadership. Our directors have guided us as well as challenged management on the journey from our initial public offering to being a well-managed public company. Their focus on good governance and their continuous

probing on issues as diverse as financial controls, growth strategies, leadership development, risk management and ethics and compliance have made Accenture even stronger.

I am also excited about the opportunity to continue to work with our clients and client teams, as well as contribute to our business strategy. Bill and I are very pleased to be able to represent Accenture to our clients and the global community and to further strengthen our leadership position at this dynamic time for our business.

I am honored to be a member of this great team and look forward to working with Bill in continuing to build Accenture's legacy of success.

A handwritten signature in black ink, appearing to read "Joe W. Forehand". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Joe W. Forehand  
Chairman  
December 15, 2004



# From Our Chief Executive Officer



Bill Green, Chief Executive Officer

## To Our Stakeholders:

It is my pleasure to share this annual report with all of you. I'm honored to lead this great enterprise and proud of the entire Accenture team for the results we delivered in fiscal 2004. Despite the challenging economic environment we faced, especially early in the year, we executed our strategy and demonstrated our ability to help our clients in both the commercial and government sectors achieve high performance.

When we look at our own performance as a company, we are serious about driving it to the highest level within our industry. This is critical to being a credible partner with our clients in helping them achieve their desired business outcomes and realize their aspirations.

Over the past several years, we've set the bar high and delivered even more. In fact, we have the highest return on invested capital (ROIC) relative to the companies in the S&P 100. (See Financial Notes on page 38.) We have delivered higher total return to shareholders since going public in July 2001 compared to the S&P 100 and S&P 500 indices. In that same period, we've expanded our operating margins and grown earnings per share on average more than 10 percent per year.

We're proud of our results, yet we know from our own High Performance Business research that it is

challenging to stay on top year after year. As we continue on our own journey to high performance, we have several areas of focus: delivering exceptional results to our shareholders, helping our clients achieve high performance and maximizing the capabilities of our people.

## Delivering results to our shareholders

Let me share our fiscal 2004 results in detail. Revenues before reimbursements ("net revenues") were \$13.67 billion, an increase of 16 percent in US dollars and 9 percent in local currency. Our net revenue growth for fiscal 2004 would rank Accenture 25th relative to the companies in the S&P 100.

We had net revenue increases in each of our five operating groups and across all three geographic regions. Our consulting business grew 7 percent in US dollars and was flat in local currency.

Also, our outsourcing business continued to grow. Outsourcing net revenues increased 35 percent in US dollars and 28 percent in local currency, and outsourcing is now 37 percent of our total business.

Overall, we continue to stay on course with our four key financial objectives: growing revenue ahead of our industry; maintaining/enhancing operating margins; achieving double-digit growth in earnings per share (EPS); and maintaining a strong balance sheet and cash flow.

## Accenture is on its own exciting journey to achieving and sustaining high performance.

Our continued focus on driving efficiencies throughout our organization, improving our selling processes and increasing our utilization rates all contributed to our success. We have a healthy balance sheet, a strong cash position and a promising outlook for fiscal 2005.

### Helping our clients achieve high performance

A key factor to our success is our strategy to help our clients become high-performance businesses and governments. You'll read more about the concept of High Performance Business in this report, but essentially high performers consistently exceed their peers in revenue, profit growth and total return to shareholders.

The notion of achieving and sustaining high performance is a powerful concept. It resonates with our clients and the industry executives I meet with personally. They understand this outcomes-oriented approach and believe it dramatically differentiates Accenture from any of our competitors. Our success is measured by our clients' success.

We're confident we have the right strategy and have demonstrated that we can execute it fully. We bring the best of Accenture to our clients by collaborating with our alliance partners, leveraging our strengths in execution and delivery, and harnessing our expertise in the area of technology innovation.

An impressive example is our work with the US government on its United States Visitor and Immigrant Status Indicator Technology (US-VISIT) program, one of the largest technology programs ever undertaken by the US government. The Accenture-led "Smart Border Alliance" was selected in June 2004 by the **U.S. Department of Homeland Security** to develop and implement a new border management system to be deployed at the more than 300 air, land and sea ports of entry. (See the story at the top of page 7.)

Another example of our unique approach and differentiation is our Global Delivery Network. With more than 40 delivery centers, we're able to deliver a variety of technology services including applications development and maintenance, software reengineering, systems integration and business process outsourcing to clients around the world. Clients such as **DuPont, Providian, Royal & SunAlliance** and **XM Satellite Radio** leverage this network, which brings together the right mix of people, skills and capabilities working under industrialized processes and practices. The network enables Accenture to quickly meet clients' needs virtually anywhere in the world.

Accenture also remains a leader in the area of technology innovation, and we spent a total of \$272 million on R&D in fiscal 2004. Whether ideas or patented



innovations come from our capability groups, our work with clients or the Accenture Technology Labs (our dedicated technology R&D organization), Accenture people at all levels continually seek to understand new technologies and create innovative and practical industry applications for our clients.

For example, at **Galp Energia**, Portugal's leading energy company, we developed and implemented Galp BioPay, a payment system based on a customer's biometric identification—in this case, his or her fingerprint. Galp's gas station network is the first in the world to use this type of payment system, which is dramatically reducing customer transaction times, as well as preventing card identity theft and other costly forms of fraud.

Working with the **Dulles Greenway** in the United States, a privately owned toll road in northern Virginia, we have developed a solution to identify vehicles by taking digital photographs of something they already have—their license plates. Customers simply drive through "open" tollbooths without stopping. An account is created for each vehicle and the owner is billed at a later time, eliminating the need for tollbooths or transponder devices mounted inside the vehicle. This solution will help improve road networks and enable surrounding communities to decrease traffic congestion, reduce harmful vehicle emissions and reduce service costs.

### **Maximizing the capabilities of our people**

Accenture is a business that runs on the ideas, knowledge and know-how of the people who work here. And in a people-focused business, we have an obligation to ensure that every person at Accenture is educated, energized and inspired to drive our High Performance Business agenda forward.

We take professional development seriously, and in fiscal 2004 we invested more than \$400 million in developing what we believe are the best people on the planet in doing what we do. Our leadership development program, which builds on the idea of "leaders teaching leaders," continues to be successful. Also during the fiscal year, more than 10,000 people attended our core curricula training courses, which are individually tailored to the distinct needs of Accenture's workforces and the services our clients need.

We take growth and career opportunities seriously as well. To ensure that our people have clarity regarding their careers, we have a series of programs under way to better define career paths, professional growth opportunities and rewards for our people at all levels across all our workforces.

We also realize how important it is to foster an ethical work environment and relationships built on trust.

## US-VISIT: The U.S. Department of Homeland Security

Nothing but high performance is acceptable when it comes to one of the primary and most visible mandates of the U.S. Department of Homeland Security: border management. In June 2004, the department selected Accenture to lead an alliance to design and implement the United States Visitor and Immigrant Status Indicator Technology (US-VISIT) program, which will help manage the entries and exits of non-US citizens, verify visitor identities, and support visa and immigration compliance.

US-VISIT will help secure America's borders while facilitating trade and travel, as well as ensure the integrity of the immigration process while protecting individuals' privacy—all defined by jointly determined measures.

Together, U.S. Department of Homeland Security officials and the Accenture-led team, called the "Smart Border Alliance," will design a system that transforms border management through the integration of databases, streamlined procedures, international data-sharing efforts and biometric technologies that support the work of US officials at home and abroad. A signature feature is the "Integrated Travel Folder," a new type of person-centric, electronic profile that provides real-time information on the status of visitors to the United States.

Our core values, along with our Ethics and Compliance Program and Code of Business Ethics, are designed to help ensure that everyone at Accenture acts in the best interests of our clients and our company at all times.

Finally, we know how powerful and precious our brand is and how critical it is to live our brand each day. As a testament to our people "living the brand," we improved our ranking in *BusinessWeek's* "Best Global Brands" from No. 52 in 2003 to No. 50 in 2004. We will continue to strengthen our brand equity through our integrated marketing program featuring world-champion golfer Tiger Woods, which has been extremely successful in driving our "High Performance Delivered" brand positioning into the marketplace.

### **Taking Accenture to the next level**

Just like the clients we serve, Accenture is on its own exciting journey to achieving and sustaining high performance. We are defining what that means for us, not only relative to our industry, but also as one of the world's high-performing companies.

I want to express my thanks and appreciation for the 100,000-plus men and women of Accenture around the world. They are the true "heart and soul" of this enterprise, and we could not have achieved our results this year without their energy, passion and determination

to drive our strategy in the marketplace and do what is right for our clients and our business.

I also want to thank Steve James and Jack Wilson, two Accenture board members and executives on our leadership team who retired at the end of August. Steve will continue his relationship with Accenture in an advisory role as international chairman, focusing on key clients, external relations and coaching our operations management. Together, Steve and Jack served Accenture for more than six decades, playing key roles in helping Accenture become one of the world's leading companies, and they both served on our board of directors from its inception in 2001.

I believe we have an exciting year ahead, and I look forward to working with Joe Forehand, the board of directors and the entire leadership team to take Accenture to the next level of growth, innovation and high performance in fiscal 2005.



William D. Green  
Chief Executive Officer  
December 15, 2004



# High Performance Delivered

What we promise our clients is  

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what we promise our shareholders.

No single element creates a high-performance business. It takes a special mix of factors, which have to be discovered and harnessed, then maintained and renewed. As we investigate and capture the drivers of business excellence on behalf of clients, we also apply that insight to ourselves so that we can deliver high performance to our investors.



NEW YORK



LONDON

Accenture delivers high performance to the marketplace.



MUMBAI



TOKYO

High-performance businesses and governments around the world consistently outperform their peers, by quantifiable standards and through economic cycles as well as new generations of leadership. They create long-term value for all of their stakeholders—whether investors, customers, employees or citizens. We find that they see themselves not as being at an end point, but instead as being on a journey. The following pages present six examples of how Accenture is helping clients on their paths to high performance. For more client examples, go to [www.accenture.com/client\\_successes](http://www.accenture.com/client_successes).



We operate as a global partner with the world's leading companies.

Number of software applications migrated to Accenture from Barclays' UK retail bank

300+

Barclays



Barclays is one of the 10 largest banks in the world in terms of market capitalization, and operates in more than 60 countries. Barclays and Accenture have had a relationship for several decades.

Barclays' strategy to achieve high performance includes a number of current initiatives with Accenture across Europe and Africa. In the United Kingdom, the bank's strategy required improvement in the agility, efficiency and capability of its retail and commercial IT

environment, through selective outsourcing. To that end, in June 2004 Barclays signed a six-year contract for Accenture to manage its IT applications development function related to its commercial and retail banking systems. This is the largest outsourcing deal ever signed by the Accenture Financial Services operating group.

In Spain, Barclays selected Accenture to help it transform its customer relationship management function. The Accenture solution integrates all the sales management tools from various product channels into a single customer-centered system—the Multi-channel Delivery Platform.

It has led to major efficiencies in time spent by relationship managers—as much as 70 percent in commercial transactions.

Accenture also has a number of other engagements with Barclays, including the application development and infrastructure renewal for its next-generation branch network in the United Kingdom, as well as business integration work for Barclays Spain's recent acquisition of Banco Zaragozano.




Customer Sean Gallagher uses a Barclays ATM in London. Accenture is managing the development of Barclays' software applications to support state-of-the-industry retail banking services.

We help turn ideas into commercial reality.

Days to develop breakthrough  
railcar GPS business system  
from concept to prototype

152

## BP Petrochemicals

A photograph of a yellow railcar in a rail yard. A worker in a dark uniform and white hard hat is leaning over the side of the railcar. Another worker in a red shirt and white hard hat is standing on the ground next to the railcar. The background shows other railcars and industrial structures.

Accenture worked with BP Petrochemicals to deploy wireless two-way communications devices mounted on railcars that let BP Petrochemicals employees track the company's hazardous-chemicals shipments throughout North America.

BP Petrochemicals, a subsidiary of BP p.l.c., is one of the world's leading petrochemicals suppliers, operating large-scale manufacturing plants in the United States, Europe and Asia, and serving a global customer base. Accenture has worked with parent BP since 1989.

Accenture teamed with BP Petrochemicals North America to pioneer a custom-built global positioning and monitoring system for its hazardous-chemicals rail fleet. Believed to be a worldwide first in the chemicals industry, the solution relies upon the use of wireless two-way communications devices, solar panels and attached sensors on railcars.

Additional Web-based software lets the company access and monitor real-time information on the location, temperature, product conditions and status of any shipment.

BP Petrochemicals' high-performance objective was to unlock value from its rail operations, in terms of rail asset utilization, supply chain efficiencies and hazardous materials tracking. Working with BP, Accenture built the proof-of-concept in five months, using ideas from current prototype developments already under way at Accenture Technology Labs. The project also leveraged Accenture's network of technology partners and the deep chemicals industry supply chain knowledge of the Accenture Resources operating group.

The success of the concept project led to a subsequent seven-month pilot within one of the company's North American rail sub-fleets. Within parent BP, the project won the prestigious "Innovation Award" and "Human Energy Award" in the company's own Digital & Communications Technology Helios award program, which honors achievements that best support BP's brand values.





Accenture helped Telecom Italia transform service relationships with customers who together hold more than 20 million accounts. Customers such as Federica Foltran benefit from streamlined Telecom Italia service and the introduction of new services.

## Telecom Italia

We bring clients closer to their customers.

Percentage of Telecom Italia customer service inquiries now resolved in one call

80+



Telecom Italia is the largest telephony operator in Italy, with a wide range of services and products, and a growing presence in selected European and Latin American markets. Accenture has worked with Telecom Italia since 1993.

In 2002, a change in ownership at Telecom Italia was the catalyst for a major revamping of the company's business. One of the new management's first priorities was customer service, an area in which Telecom Italia faced a history of diminished satisfaction levels. Part of the challenge was outdated information technology: The organization's customer

relationship management (CRM) process alone used multiple systems, which were only partially integrated and required extensive navigation to resolve customer issues.

Under an aggressive two-year master plan, Telecom Italia and Accenture transformed the company's CRM operations. During that period, Accenture collaborated with Telecom Italia to redesign, integrate and upgrade processes, systems and infrastructure. End-to-end processes were simplified to meet the needs of more than 12,000 customer service representatives and 5,000 sales professionals. A single CRM platform has replaced legacy systems for managing approximately 20 million customer accounts.

The new CRM system is helping Telecom Italia on its journey to achieve high performance. With the support of the new system, Telecom Italia was able to launch more than 300 new products and services in a one-year period. With its current approach, more than 80 percent of customer inquiries are now resolved in a single telephone call.

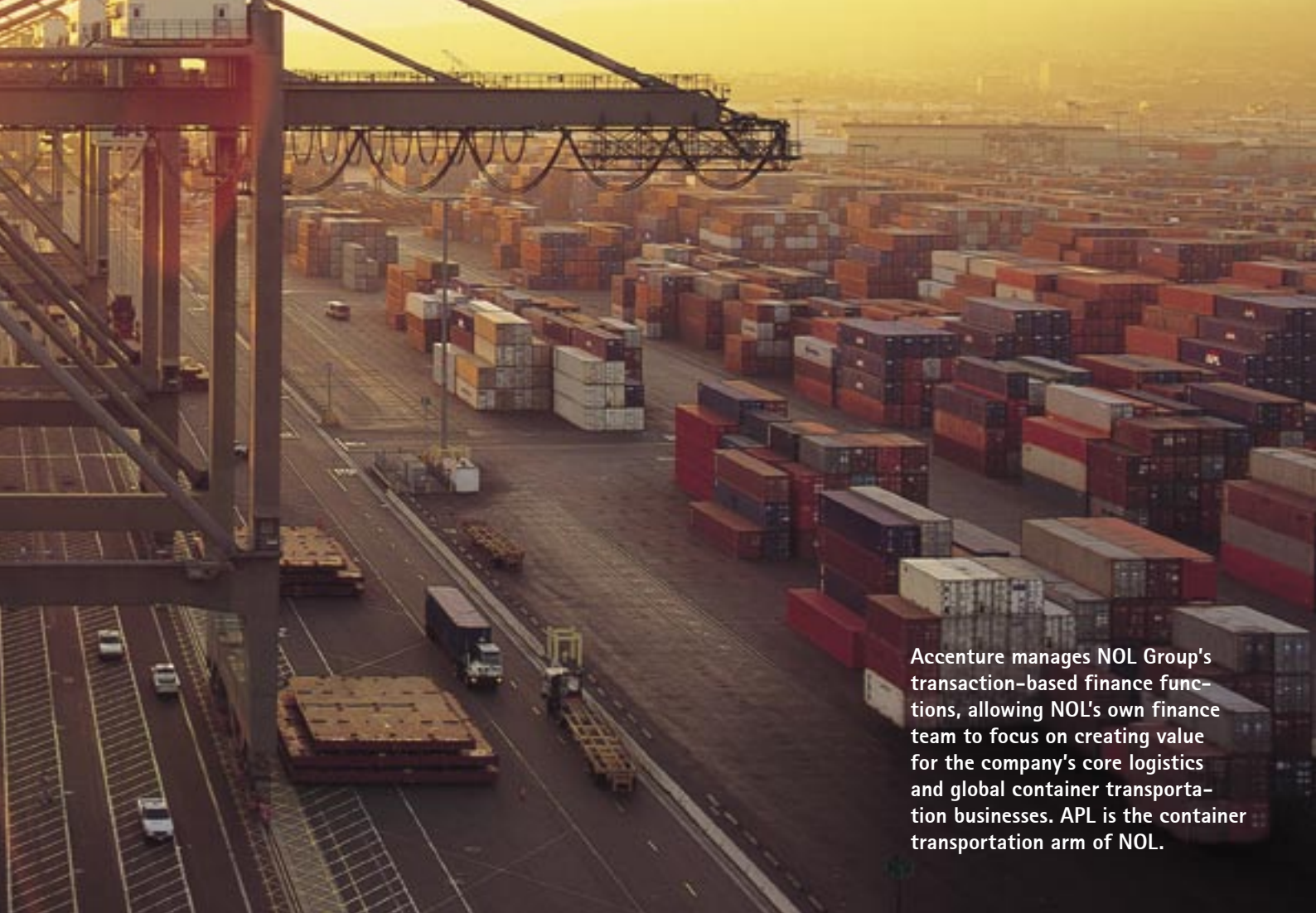


## Neptune Orient Lines

We help clients focus on their core capabilities.

Cost savings commitment to NOL Finance & Accounting over eight years

**30%**



Accenture manages NOL Group's transaction-based finance functions, allowing NOL's own finance team to focus on creating value for the company's core logistics and global container transportation businesses. APL is the container transportation arm of NOL.

Singapore-based Neptune Orient Lines (NOL) is an integrated transport solutions company providing its global customers with high-quality container shipping services as well as end-to-end supply chain management and logistics services. Accenture has worked with the company since 2002.

NOL's continued future as a high-performance business rests upon increased attention to its core capabilities of global transportation and supply chain management. In 2002, NOL signed an eight-year agreement with Accenture to consolidate

and manage its global accounts payable, accounts receivable and fixed assets functions. NOL's objectives are reduced non-core expenses and access to best-of-breed finance and accounting practices. Accenture has committed to and is delivering cost savings of 30 percent against previous levels over the contract period, as well as jointly defined service-level objectives.

More than 200 Accenture employees—chosen for language skills, multicultural experience and customer service orientation—support NOL around the clock and throughout the world, in 19 languages. These employees work directly with NOL's own clients daily, a demonstration

of the high degree of trust in the relationship.

The Accenture Shared Services Center in Shanghai is the physical hub of the work with NOL. But in partnering with Accenture, NOL also benefits from our long track record in finance and accounting, our outsourcing experience, and the geographic flexibility and scale offered by more than 40 delivery centers around the world.



We continue to expand long-standing client relationships.

Client cost savings from implementing HR shared services with Accenture

30%

Victoria State Government



The Victoria State Government in Australia provides an extensive range of services to more than 5 million citizens. Accenture has worked with Victoria since 1994.

In 1995, Victoria's two central government departments—Premier and Cabinet, and Treasury and Finance—identified an opportunity to establish a shared services capability to help them become high-performance enterprises. Human resources (HR) was selected as a target function for efficiency improvements along with finance and information technology. The goals were to provide access to high-quality

professional HR services, deliver specified cost efficiencies, and allow the departments' internal HR specialists to focus on their core responsibility of providing high-level strategy and policy advice.

In 1996, Accenture won the initial five-year contract to provide HR support services. Accenture's solution created a new, consolidated service delivery model that gives the two departments' 1,100 employees access to a single contact management center for all HR matters, including payroll and benefits, performance management and more. The model has enabled the departments to reduce transaction times significantly while maintaining high quality and consistency.

The contract, which has since been extended twice, is believed to be one of the world's longest-running HR outsourcing agreements. In 2004, the Victoria government expanded its relationship with Accenture by adding the Department for Victoria Communities to the agreement. In another demonstration of confidence, the departments have invited Accenture to participate more actively in services such as advising on complex industrial relations issues and measuring return-on-investment of training initiatives.



Victoria State Government employee Penni Fisher consults with Accenture's Leigh Maynes outside the Old Treasury Building in Melbourne. Accenture provides consolidated human resources services to several of the government's departments.

We deliver innovative solutions to enable clients to manage scale.

Efficiency improvements delivered to Pfizer through tax organization transformation

40%

Pfizer



Pfizer is one of the world's leading health care companies, and one of the five largest companies in the world in terms of total market capitalization in any industry. Accenture has teamed with Pfizer since 1992.

Pfizer's dedication to high performance is aptly contained in its mission to "become the world's most valued company." After Pfizer acquired Pharmacia in 2003, Accenture worked closely with Pfizer to help the company realize value from the resulting combined corporate tax division that had grown significantly in both global

responsibilities and complexity. Accenture's approach combined business solutions—for improved governance and transparency in process, data and knowledge management—with technology integration and organizational alignment.

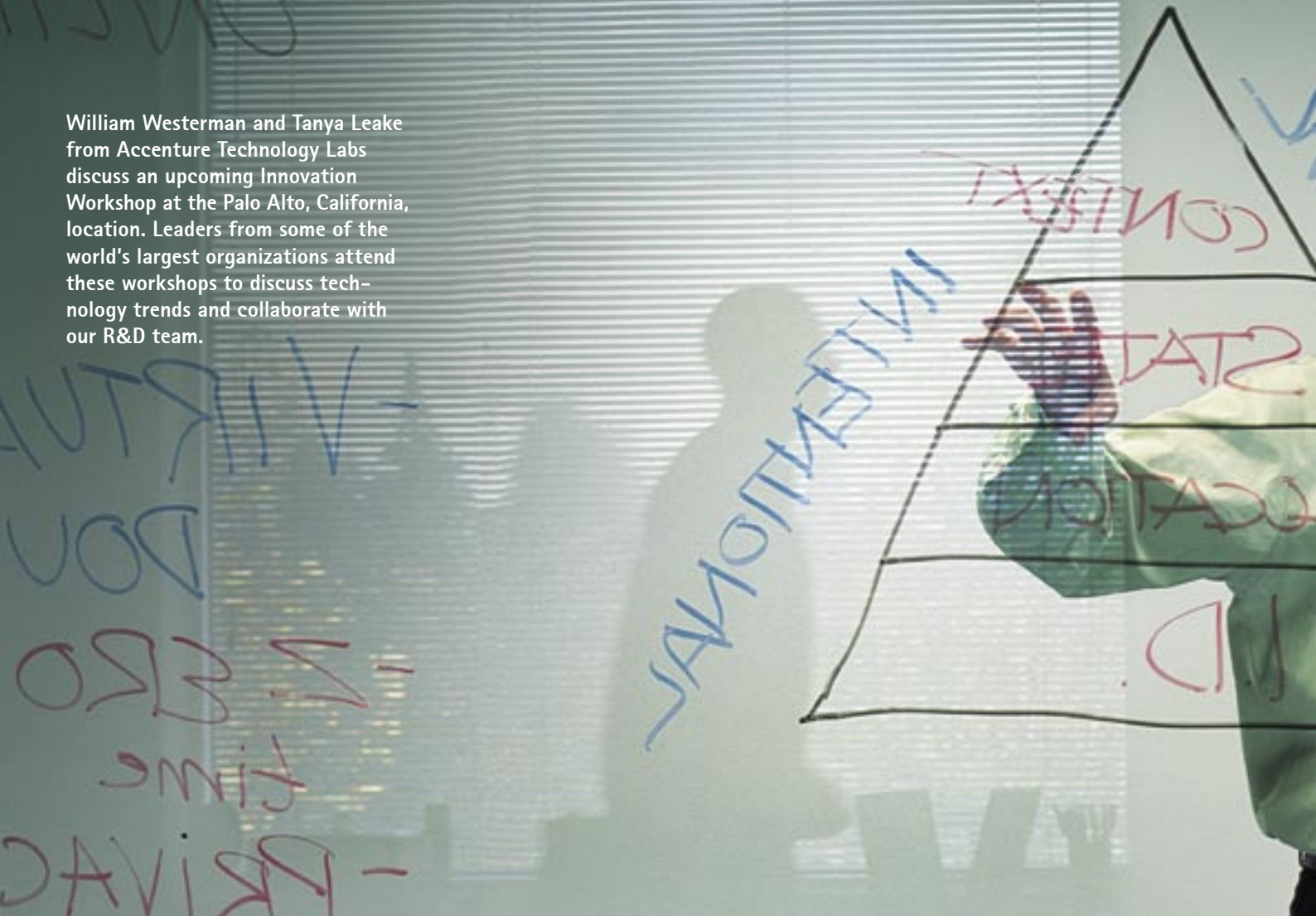
Within a year of engagement, Accenture had collaborated with Pfizer to complete the design and implementation of a new Pfizer tax service platform. Among other capabilities, the solution created a virtual work space by developing a user portal that integrates document management, reporting and analysis, process automation and "balanced scorecard" performance metrics.

The new capabilities are designed to enable Pfizer's tax division to better manage the increased scale of company operations spanning thousands of tax jurisdictions and hundreds of legal entities. Accenture's tax transformation work is part of a larger relationship with Pfizer that includes a number of post-merger integration projects in recent years. These projects range from IT infrastructure integration to accounting process and system harmonization.



Pfizer's tax division is responsible for collecting data around the world on dozens of best-selling Pfizer products—including Celebrex, Viagra and Lipitor. Accenture helped Pfizer efficiently manage the increased tax complexity created by Pfizer's acquisition of Pharmacia.

William Westerman and Tanya Leake from Accenture Technology Labs discuss an upcoming Innovation Workshop at the Palo Alto, California, location. Leaders from some of the world's largest organizations attend these workshops to discuss technology trends and collaborate with our R&D team.



Accenture brings  
high performance home.



The essential high-performance business challenge for any organization is learning how to balance today and tomorrow. Leading organizations not only meet their current commitments to clients and other stakeholders, they also anticipate tomorrow's developments—investing, testing and preparing for brand new markets to emerge. If necessary, they reinvent themselves entirely. How do we know? We've done it ourselves, as our financial performance demonstrates.

In fiscal 2004, our results affirmed the relevance of our High Performance Business approach.

In the marketplace, our objective is to help our clients achieve sustained improvement in business performance. Within Accenture, our goal is the same. We strive to apply what we learn from our work with clients to improve our performance and, in the process, put distance between ourselves and our competitors.

In fiscal 2004, our results affirmed the relevance of our High Performance Business approach. We increased revenues, new bookings and employee headcount. These accomplishments are due to the investments and difficult decisions we made in previous years, and in turn are the foundation for what we believe will be even more impressive performance ahead.

The balanced and widespread nature of our growth is just as important as the rates of increase. We achieved double-digit growth across all five of our operating

groups and have won several large, multiyear agreements. Further, our work with clients today often combines business consulting, systems integration and outsourcing.

#### **Our clients**

Accenture's high performance is based on strong client relationships—with leading companies and government entities. During fiscal 2004, a number of signature engagements—note-worthy for financial scale, global reach or pioneering nature—confirmed this approach.

Accenture secured two major contracts with the **UK National Health Service** to help the organization improve patient health care in northeast and eastern England. Also, we signed an IT outsourcing agreement with **Diageo**—one of the world's leading premium drinks businesses—to develop, implement and support its enterprise resource planning systems on a global basis. Further, Accenture achieved

Number of our top 100 clients  
in fiscal 2004 that have been  
clients for at least five years

93

record-breaking new bookings of \$20.1 billion during fiscal 2004, including agreements with clients such as Scandinavian telecom provider **Telenor**, consumer electronics retailer **Best Buy**, online Marketplace **eBay**, apparel icon **Levi Strauss & Co.** and Finland-based metals group **Outokumpu Oyj**. (See Financial Notes on page 38.)

We also continued our work to enable high performance among the world's most advanced technology organizations. In the United Kingdom, Accenture signed a technology outsourcing agreement to manage and upgrade the IT infrastructure of **QinetiQ**, the largest independent research and development organization in Europe. This agreement will allow recently privatized QinetiQ to focus on expanding the commercial opportunities of its extraordinary R&D legacy, which includes radar, carbon fiber and flat-panel display screens.

#### Cultivating distinctive capabilities

We are proud of these and all of our client relationships, but we are well aware of the potential risk posed by competitors. As they attempt to imitate or follow our direction, Accenture's continued high performance will come from the development of distinctive and not-easily-duplicated capabilities. These proprietary assets will not only propel increased revenues and margins, but also differentiate us from technology-centric rivals.

To give our clients access to innovative, patent-protected technology solutions and prototypes, we continued to invest in research and development during fiscal 2004, primarily through Accenture Technology Labs. Additionally, to create and disseminate innovative thinking, we increased the profile of our "think-and-act tank," the Institute for High Performance Business, which conducts rigorous

original research programs structured to deliver innovative and commercially compelling insight to senior executives.

#### At the forefront of outsourcing

Our client relationships require continuous investment. We have built a global network of more than 40 delivery centers serving hundreds of clients. This ready infrastructure offers multisite flexibility, standardized processes and tools, and consistent skills and reliability. Our most recently opened center in Mauritius adds an additional geographic option to a network designed to cover all markets.

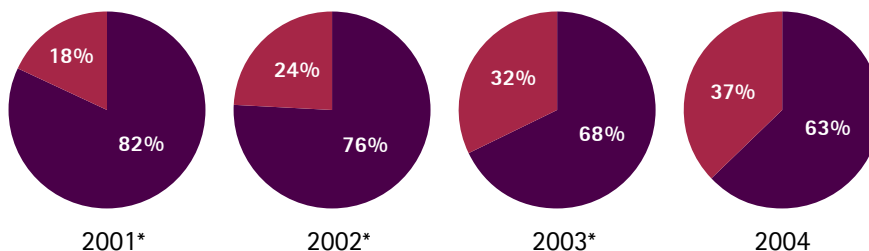
As outsourcing models have matured and proliferated, we have remained at the forefront. We have, for example, forged new ways of structuring outsourcing agreements, with innovative gain-sharing and self-funding features.



## Our changing business mix

Percent of Total Revenues Before Reimbursements  
Years Ended August 31

● Consulting ● Outsourcing



\*2001–2003 revenues before reimbursements by type of work have been restated to conform with current-year presentation.

Our BPO businesses continue to offer business solutions in selected functional disciplines and industries. Through business process outsourcing, we have helped our clients:

- Complete more than 10 million online human resources transactions.
- Provide training in nine languages to more than 1 million users in 143 countries.
- Perform revenue accounting for 32 airlines, including six of the world's 10 largest.
- Provide pension funds administration for 600,000 members and 20,000 employees.
- Process more than 1 million insurance policies.
- Provide finance and accounting services in 37 languages to client operations in more than 49 countries.

In all these cases, BPO clients have benefited from the advantages of standardization and economies of scale.

### Alliances and partnerships

Accenture extends its High Performance Business strategy through a powerful network of alliances and partners that includes both well-established and early-stage technology companies. We have actively built and managed this network to provide clients with sourcing choices, speed-to-market opportunities, preferred pricing and access to the very best specialized technology.

During fiscal 2004, we extended the benefits of our alliances. Our Avanade joint venture with Microsoft strengthened through a number of key client engagements. We pursued major initiatives with SAP, including the transition of our own global accounting and financial infrastructure to an SAP-based

While meeting our current commitments to stakeholders, we continue to build the Accenture of tomorrow.

system—one of the largest initiatives of its kind. We also continued to focus on information security through alliances with companies such as RSA Security.

**Building Accenture,  
today and tomorrow**

While meeting our current commitments to stakeholders, we continue to build the Accenture of tomorrow. We believe our results reflect our ability to optimize our core consulting business model and our expansion into high-growth areas such as business process outsourcing.

Today, clients are turning to Accenture to put major transformation initiatives in place and to help them concentrate on core activities through outsourcing of transformation initiatives, business processes, applications and infrastructure.

Accenture consistently has demonstrated the ability to grow through

difficult economic cycles, to reinvent our business when necessary, to make difficult decisions and to maintain fiscal discipline. From our roots in IT consulting, Accenture has become an organization with the depth and breadth to take on the most complex, long-term business challenges anywhere.

While we cannot know what the Accenture of five years from now will look like, we do know that we've structured our fast-paced business in a manner that enables us to continually redefine ourselves to be relevant to our clients and the challenges of a changing marketplace.



Accenture invests in its people to benefit clients, shareholders and communities.



At the Accenture Delivery Center in Prague, employees provide services to clients throughout Europe, often as part of a global outsourcing contract. Pictured here (from left to right) are Branislav Pazurik, Martina Opltova, Lydia Fichnova, Petra Casenska and Mihai Hleuca.

Our ability to deliver high performance to clients and apply its principles within Accenture rests directly on recruiting, training and retaining the very best employees. We consider ourselves an organization of motivated people doing extraordinary things. The pages that follow portray who we are and how we work together—in collaboration with clients, within Accenture and as citizens of the world around us.

While Accenture employees are diverse as individuals, they embody a remarkably global and uniform culture.

Leading enterprises are defined by the combined strengths of their people, and high performance is embedded in their organizations and cultures. While Accenture employees are diverse as individuals, as a collective organization they embody a remarkably global and uniform culture—innovative, collaborative, committed, flexible and smart. At Accenture, we consider our own journey to achieve high performance "living the brand."

Accenture strives to hire the best people, trains them well and rewards them for delivering high performance. At fiscal year end, the total number of our employees worldwide stood at more than 100,000, up from 83,000 the previous year. Our employees are deployed organizationally in a matrix structure, which balances the perspectives of global operating groups and specialized capability groups with the more local outlook of geographic-market teams.

#### **Training and development**

To enable and sustain the delivery of high performance to shareholders and clients, Accenture invests continuously in its people. In fiscal 2004, we invested more than \$400 million in formal professional development, leveraging that outlay through the increased use of computer-based training programs. The latest available peer comparison study told us that Accenture employees spend 50 percent more time in training than the industry average.

Accenture also invests heavily in technology and training across our locations to achieve the highest quality certification levels assigned by independent organizations. Within our Global Delivery Network, investment in Six Sigma certification drives continuous improvement, and this type of training is characteristic of the employee curriculum at Accenture. The Accenture eSourcing Capability Model, developed in

Number of Accenture employees  
as of August 2, 2004

# 100,000



Juan Manuel De La Torre Álvarez in our Mexico City office was among the 861 employees who joined Accenture on August 2, 2004, putting the company over the 100,000 mark. More than 30,000 people joined the company in fiscal 2004.

collaboration with Carnegie Mellon University, offers the world's first industrywide certification standards for outsourcing service providers.

Because the nature of Accenture's work requires a client-specific combination of consulting, systems integration and operational service skills, with every assignment our professionals are challenged to stretch and collaborate. Sometimes, this means geographic mobility, as new project teams are assembled from the best available professionals in our global network. In other cases, it means readiness to encounter a wide range of different project challenges. We believe this teamwork benefits our clients through the constant flow of new insight gained from Accenture colleagues and multiple client engagements.

### Market confirmation

Our achievements have been recognized by a number of third-party citations and awards. In the United

Kingdom, Accenture was named the No. 3 company on *The Times'* [London] "Top 100 Graduate Employers" list. That rank was based on a survey of 16,000 UK university students that assessed, among other factors, training and development opportunities as well as overall corporate reputation. In the United States, Accenture was named to *Working Mother* magazine's "100 Best Companies for Working Mothers" for the second straight year, in recognition of a number of initiatives, most notably a US policy upgrade of maternity leave from six weeks to eight. Accenture also was ranked 33rd in *Black Collegian* magazine's "Top 50 Diversity Employers" and ranked 27th in *Fortune's* "50 Most Desirable MBA Employers 2004."

### Corporate citizenship

For Accenture, corporate citizenship is about good business sense, enlightened employment practices

and a commitment to make a difference in the communities in which we operate. We consider our corporate community involvement an integral extension of our employee initiatives. To that end, Accenture directs a structured program to contribute to the world around us. During fiscal 2004, our approach became more focused on three areas of activity—educating people, alleviating poverty and crossing cultural divides—and on technology enablement in those areas.

In our corporate citizenship investment initiatives—as in our client work—we focus on projects that have measurable outcomes and sustainable benefits. We seek to support initiatives, either global or local, where our contributions will build sustainability rather than build dependency. Such projects may include elements that lead to either self-financing or the structural transfer of skills to an organization.

In our corporate citizenship investment initiatives—  
as in our client work—we focus on projects that have  
measurable outcomes and sustainable benefits.

#### **A portfolio of support**

Our global corporate citizenship investment initiatives focus on multicountry programs supported by funds from Accenture Foundations around the world. For example, a grant made in 2004 is enabling Aidmatrix to expand food relief efforts globally as well as enhance capacities for disaster relief and medical-supply aid. Other grants went to Learning@Europe for a program that uses innovative technology to teach children across cultures, and to Women's World Banking to support economic-participation workshops for female entrepreneurs in underdeveloped markets.

We encouraged and supported local programs that also have community volunteering components—including Junior Achievement in the United States, Canada and elsewhere, Enfants du Mekong in France, NPower in

the United States and the Prince's Trust in the United Kingdom.

#### **Non-monetary contributions**

Importantly, Accenture's corporate citizenship approach involves non-monetary contributions such as expertise, technology know-how and organizational capabilities. We often link grants or gifts to the involvement of Accenture people, in the belief that the greatest contributions we have to offer are the skills, experience and enthusiasm of our people. In Spain, for example, this approach has led to an extensive structured program in which employees can volunteer to participate in pro bono projects with leading international non-governmental organizations.

Another example is our involvement with a Voluntary Service Overseas (VSO) program. Through the VSO Business Partnerships Scheme, qualified Accenture employees have been taking unpaid leaves



Accenture employee Louise Mackeson-Sandbach is pictured with children in Phnom Penh as she studies the Khmer language. As part of the Voluntary Service Overseas Business Partnerships Scheme, Mackeson-Sandbach, based in the United Kingdom, went to Cambodia to help its Department of Fisheries create community fisheries that help support individual livelihoods.

of absence to bring business skills to specific projects in Africa, Asia and Eastern Europe. Accenture was the first corporate member of VSO and helped pioneer the Business Partnerships Scheme. A grant from the Accenture Foundations supports involvement of Accenture people from the United Kingdom, Netherlands, Germany, Italy and the United States.

Further, through Accenture Development Partnerships, Accenture makes high-quality consulting services available to organizations working in the development sector, on the basis of cost recovery against much-reduced fees. Qualified Accenture employees apply to participate and typically are assigned to a project in a developing country for a six-month assignment, making a personal contribution through a substantial reduction in salary. In Bangladesh, for example, Accenture employees from

South Africa and Ireland have teamed with the largest local affiliate of the humanitarian non-governmental organization CARE International to locally mobilize CARE's new, deeper approach to achieving sustainable development.

Many of our employees indicate that they come to Accenture to do interesting, challenging work that truly makes a difference. They want to tackle complex, business-critical problems and leave a lasting impact. Our volunteer corporate citizenship programs provide Accenture employees with the opportunity to fulfill these aspirations in non-traditional environments, using and strengthening the same skills and character traits they offer Accenture clients and colleagues.

For more information about our corporate citizenship initiatives, please go to [www.accenture.com/corporate\\_citizenship](http://www.accenture.com/corporate_citizenship).

### High performance starts with our people

For Accenture, high performance is more than an aspiration for our work with clients. It is the commitment of Accenture people to each other, to our neighbors in the communities where we live and work, to our shareholders and to all those with whom we interact. It's High Performance Delivered.



## Consolidated Income Statements

	Twelve Months Ended August 31, 2004	Percent of Revenues Before Reimbursements	Twelve Months Ended August 31, 2003	Percent of Revenues Before Reimbursements
<b>Revenues</b>				
Revenues before reimbursements	\$13,673	100%	\$11,818	100%
Reimbursements	1,440	11	1,579	13
Revenues	15,113	111	13,397	113
<b>Operating Expenses</b>				
Cost of services				
Cost of services before reimbursable expenses	9,057	66	7,508	64
Reimbursable expenses	1,440	11	1,579	13
Cost of services	10,497	77	9,087	77
Sales and marketing	1,488	11	1,459	12
General and administrative costs	1,340	10	1,319	11
Restructuring and reorganization costs (benefits)	29		(19)	
Total operating expenses	13,355	98	11,846	100
<b>Operating Income</b>	1,759	12.9	1,551	13.1
Gain on investments, net	3		10	
Interest, net	38		20	
Other income	—		32	
Equity in losses of affiliates	(2)		—	
<b>Income Before Income Taxes</b>	1,799	13	1,613	14
Provision for income taxes	576	4	566	5
<b>Income Before Minority Interest</b>	1,223	9	1,047	9
Minority interest	(532)	(4)	(549)	(5)
Net Income	\$ 691	5%	\$ 498	4%
<b>Earnings Per Share</b>				
Basic	\$ 1.25		\$ 1.06	
Diluted	\$ 1.22		\$ 1.05	
<b>Weighted Average Shares</b>				
Basic	553,298,104		468,592,110	
Diluted	1,002,813,443		996,754,596	

# Consolidated Balance Sheets

August 31, 2004 August 31, 2003

## Assets

### Current Assets

Cash and cash equivalents	\$2,553	\$2,332
Restricted cash	—	83
Short-term investments	285	—
Receivables from clients, net	1,662	1,416
Unbilled services	1,015	829
Other current assets	582	377
<b>Total current assets</b>	<b>6,097</b>	<b>5,037</b>

### Non-Current Assets

Investments	340	33
Property and equipment, net	644	650
Other non-current assets	907	739
<b>Total non-current assets</b>	<b>1,891</b>	<b>1,422</b>
<b>Total Assets</b>	<b>\$7,988</b>	<b>\$6,459</b>

## Liabilities and Shareholders' Equity

### Current Liabilities

Short-term debt	\$ 32	\$ 46
Accounts payable	524	573
Deferred revenues	980	677
Accrued payroll and related benefits	1,508	974
Other accrued liabilities	1,369	1,038
<b>Total current liabilities</b>	<b>4,413</b>	<b>3,308</b>

### Non-Current Liabilities

Long-term debt	2	14
Other non-current liabilities	1,160	1,381
<b>Total non-current liabilities</b>	<b>1,162</b>	<b>1,395</b>

Minority Interest	941	924
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Shareholders' Equity	1,472	832
<b>Total Liabilities and Shareholders' Equity</b>	<b>\$7,988</b>	<b>\$6,459</b>

US dollar amounts in millions, except share and per share data.

The complete text of Accenture's Annual Report on Form 10-K for the year ended August 31, 2004, including financial statements, footnotes and auditor's report, can be viewed via the Internet through the Investor Relations section of our website at [www.accenture.com/investor](http://www.accenture.com/investor).

## Financial Notes

All amounts throughout this annual report are stated in US dollars except where noted.

All references to years in this annual report, unless otherwise noted, refer to our fiscal years, which end on August 31.

### Reconciliations of non-GAAP measures

The Accenture Annual Report 2004 contains certain non-GAAP (Generally Accepted Accounting Principles) measures that our management believes provide our shareholders with additional useful information. The non-GAAP measures in this annual report should not be considered in isolation or as alternatives to net income as indicators of company performance or as alternatives to cash flows from operating activities as measures of liquidity.

### Notes concerning page 2 and 4

**Total Return to Shareholders**—Accenture's Total Return to Shareholders is calculated as the closing stock price on August 31, 2004, divided by the closing stock price on July 20, 2001, minus 1.

**Return on Invested Capital (ROIC)**—Accenture's Return on Invested Capital is equal to the tax-adjusted operating income divided by total average capital. Accenture believes that reporting ROIC provides investors with greater visibility of how effectively Accenture uses the capital invested in its operations. Note that ROIC is not a measure of financial performance under GAAP. Accenture's Return on Invested Capital for the fiscal year ended August 31, 2004, is defined as Operating Income of \$1.759 billion, adjusted by the annual effective tax rate of 32 percent, which equals \$1.196 billion, of which the product is then divided by the average capital of \$2.131 billion, yielding a 56 percent ROIC metric. Average capital is defined as the sum of Shareholders' Equity, Minority Interest, Short-Term Debt and Long-Term Debt from the Balance Sheets at August 31, 2003, and August 31, 2004, and that entire sum divided by 2 to obtain the average of \$2.131 billion.

**Return on Assets (ROA)**—Accenture's Return on Assets for the fiscal year ended August 31, 2004, is defined as Income Before Minority Interest of \$1.223 billion, divided by average assets of \$7.223 billion, yielding a 17 percent ROA metric. Average assets is defined as the sum of assets at August 31, 2003, and August 31, 2004, divided by 2 to obtain the average of \$7.223 billion.

**Return on Equity (ROE)**—Accenture's Return on Equity for the fiscal year ended August 31, 2004, is defined as Income Before Minority Interest of \$1.223 billion, divided by average Shareholders' Equity plus Minority Interest of \$2.084 billion, yielding a 59 percent ROE metric. Average Shareholders' Equity plus Minority Interest is defined as the sum of Shareholders' Equity plus Minority Interest at August 31, 2003, and August 31, 2004, and that entire sum divided by 2 to obtain the average of \$2.084 billion.

### Note concerning page 27

**New Bookings**—We provide information regarding our bookings because we believe doing so provides useful trend information regarding changes in the volume of our new business over time. Information regarding our new bookings is not comparable to, nor should it be substituted for, an analysis of our revenues over time.

### Forward-looking statements and certain factors that may affect our business

We have included in this report forward-looking statements within the meaning of Section 27A of the Securities Act and Section 21E of the Exchange Act relating to our operations and results of operations that are based on our current expectations, estimates and projections. 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.

### Trademark references

This document makes descriptive reference to trademarks that may be owned by others. The use of such trademarks herein is not an assertion of ownership of such trademarks by Accenture and is not intended to represent or imply the existence of an association between Accenture and the lawful owners of such trademarks.

## Board of Directors

### **Joe W. Forehand**

Chairman  
Accenture

### **William D. Green**

Chief Executive Officer  
Accenture

### **Steven A. Ballmer**

Chief Executive Officer  
Microsoft Corp.

### **Dina Dublon**<sup>2,4</sup>

Executive Vice President  
and Chief Financial Officer  
J.P. Morgan Chase & Co.

### **Joel P. Friedman**

President–BPO Businesses  
Accenture

### **Dennis F. Hightower**<sup>2,3</sup>

Former Chief Executive Officer  
Europe Online Networks S.A.

### **William L. Kimsey**<sup>1</sup>

Former Chief Executive Officer  
Ernst & Young Global, Ltd.

### **Robert I. Lipp**<sup>3,4</sup>

Executive Chairman  
The St. Paul Travelers Companies, Inc.

### **Blythe J. McGarvie**<sup>1</sup>

President  
Leadership for International  
Finance, LLC

### **Sir Mark Moody-Stuart**<sup>2,4</sup>

Chairman  
Anglo American plc

### **Masakatsu Mori**

Chairman–Accenture Japan Ltd.  
Accenture

### **Carlos Vidal**<sup>4</sup>

Managing Partner–Geographic  
Strategy & Operations  
Accenture

### **Wulf von Schimmelmann**<sup>1,3</sup>

Chief Executive Officer  
Deutsche Postbank AG

## Executive Leadership Team

### **R. Timothy Breene**

Chief Strategy Officer and Group Chief  
Executive–Business Consulting  
Boston

### **Martin I. Cole**

Group Chief Executive–Government  
Hartford

### **Joellin Comerford**

Group Chief Executive–  
Outsourcing & BPO Businesses  
New York

### **Pamela J. Craig**

Senior Vice President–Finance  
New York

### **Karl-Heinz Floether**

Group Chief Executive–  
Financial Services  
Frankfurt

### **Mark Foster**

Group Chief Executive–Products  
London

### **Robert N. Frerichs**

Chief Quality & Risk Officer  
Los Angeles

### **William D. Green**

Chief Executive Officer  
Boston

### **James Hall**

Managing Partner–  
Technology & Systems Integration  
London

### **Jane S. Hemstritch**

Managing Director–Asia Pacific  
Melbourne

### **David R. Hunter**

Senior Partner–Strategic Programs  
Sydney

### **Michael G. McGrath**

Chief Financial Officer  
Palo Alto

### **James E. Murphy**

Global Managing Director–  
Marketing & Communications  
New York

### **Gill Rider**

Chief Leadership Officer  
London

### **Stephen J. Rohleder**

Chief Operating Officer  
Washington, D.C.

### **Basilio Rueda**

Managing Partner–  
Global Delivery Network  
Madrid

### **Douglas G. Scrivner**

General Counsel and Secretary  
Palo Alto

### **Jill B. Smart**

Managing Partner–Human Resources  
Chicago

### **David C. Thomlinson**

Group Chief Executive–Resources  
London

### **Carlos Vidal**

Managing Partner–Geographic  
Strategy & Operations  
Madrid

### **Diego Visconti**

Group Chief Executive–  
Communications & High Tech  
Milan

<sup>1</sup> Audit Committee

<sup>2</sup> Compensation Committee

<sup>3</sup> Nominating & Governance Committee

<sup>4</sup> Finance Committee

## Shareholder Information

### Stock Listing

Accenture Ltd Class A common shares are traded on the New York Stock Exchange under the symbol ACN.

### Registrar and Transfer Agent

Branch Transfer Agent:

National City Bank  
Dept. 5352  
Corporate Trust Operations  
P.O. Box 92301  
Cleveland, OH 44193-0900  
www.nationalcitystocktransfer.com

Bermuda Transfer Agent:

Reid Management Ltd  
Hamilton, Bermuda

### Shareholder Services

Accenture's branch transfer agent, National City Bank, provides services to registered shareholders. National City Bank can be contacted in the following ways:

National City Bank  
Dept. 5352  
Corporate Trust Operations  
P.O. Box 92301  
Cleveland, OH 44193-0900  
Telephone: +1 800 622 6757  
Fax: +1 216 257 8508  
E-mail: [shareholder.inquiries@nationalcity.com](mailto:shareholder.inquiries@nationalcity.com)

Hearing-impaired shareholders with access to a telecommunication device (TDD) can communicate directly with National City Bank by calling +1 800 622 5571 (toll free) or +1 216 257 7354.

Shareholders residing outside the United States should call +1 216 257 8663.

### Investor Relations

Investors and securities analysts may contact:

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### Corporate Communications

News media and industry analysts may contact:

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E-mail: [roxanne.taylor@accenture.com](mailto:roxanne.taylor@accenture.com)

### Available Information

Our website address is [www.accenture.com](http://www.accenture.com). We make available free of charge on the Investor Relations section of our website ([www.accenture.com/investor](http://www.accenture.com/investor)) 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 U.S. Securities and Exchange Commission (the "SEC") pursuant to Section 13(a) or 15(d) of 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 that Act, as well as our Code of Business Ethics. We do not intend for information contained in this annual report or on our website to be part of the Annual Report on Form 10-K.



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