

Accenture plc  
Form DEFA14A  
December 07, 2012

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**SCHEDULE 14A**

**Proxy Statement Pursuant to Section 14(a) of the**

**Securities Exchange Act of 1934**

**(Amendment No. )**

Filed by the Registrant

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Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
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**Accenture plc**

**(Name of Registrant as Specified in its Charter)**

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*Beginning on December 10, 2012, Accenture plc will use the following presentation to provide additional information about the proposed amendment to the Accenture plc 2010 Share Incentive Plan that will be voted on at the 2013 Annual General Meeting of Shareholders.*

Accenture's Use of Equity  
in Employee Compensation

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Key Statistics  
Fiscal Year 2012  
54  
120+  
40+  
153,000+  
11% growth in local currency (9% U.S. dollars)  
257,000 employees  
Executive leadership team with an average of 26 years  
of Accenture experience  
Approximately 4,900 Senior Executives  
Geographies  
Offices and operations in 54 countries around the globe  
Serving clients in more than 120 countries  
Revenue breakdown: 45% Americas; 41% EMEA; 14% Asia Pacific  
A Strong Focus on Industry  
Serving clients in more than 40 industries

More than 153,000 industry-aligned professionals

257,000

26 years

4,900

Our People

\$27.9B

Revenue

Accenture's Equity Compensation Programs Are Based on Responsible Guiding Principles

Principle  
Strategy

1.  
Performance-Based

Awards are tied to company and individual performance  
Three Year Future Performance: Awarded to our most senior leadership and vests based on meeting future targets for operating income and relative total shareholder return

2.  
Attract & Retain Talent

Approximately 4,900 Senior Executives with an average of 15 years of Accenture experience  
Senior Executive compensation weighted toward equity that vests over a number of years

Our success is closely tied to

our  
ability  
to  
attract  
and  
retain  
the  
best  
talent  
to

serve our G2000 clients; need to stay market-relevant in order to do so  
Acts as a barrier to acquiring whole practice areas or key people from  
Accenture

3.

Align Compensation with  
Shareholder Interests

100% of Senior Executives granted equity have ownership requirements  
Senior Executives as shareholders are motivated to drive the business to  
maximize returns over the long term

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Accenture's Total Shareholder Returns  
Have Outperformed the Market  
Annualized Total Shareholder Return shown as of  
August 31, 2012  
Sustained profitable growth since the IPO:  
7% Revenue Growth in local currency, 9% in U.S. Dollars  
11% Operating Income Growth  
21% EPS Growth  
Source:  
Bloomberg.  
Market  
cap  
weighted  
Compensation  
Peer  
Group,  
S&P500  
Total  
Return

Index

Comparison of Total Shareholder Return

FY07      FY08      FY09      FY10      FY11      FY12

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4

\$164

\$133

\$107

\$0

\$50

\$100

\$150

\$200

Accenture

Compensation Peer Group

S&P 500 Total Return Index

10%

6%

1%

0%

2%

4%

6%

8%

10%

12%

Accenture

Compensation

Peer Group

S&P 500

Total Return Index

Past 5 Years

26%

14%

12%

0%

10%

20%

30%

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S&P 500

Total Return Index

Compensation

Peer Group

Past 3 Years

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Disciplined Approach to Share Management  
and Shareholder Returns Since IPO

Accenture has reduced weighted average diluted shares by more than 280 million,  
or 28% since IPO.

FY01

FY12

1,050

1,000

950

900

850

800

750

700

1,008

million

726

million

Accenture has a broad share  
repurchase program

Generated \$25 billion in free cash flow, returning \$22.3 billion, approximately 90% to shareholders

Repurchased 52 million shares on average each fiscal year

Free cash flow of \$25 billion was a result of cash generated by operating activities of \$28.3 billion, net of property and equipment

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How We Think About Responsible Capital Allocation  
Normalized Capital Generation  
Normalized Capital Allocation  
Operating Cash Flow  
Proceeds from Share Issuances to Employees  
Capital Expenditures  
Acquisitions  
Share Repurchases  
Dividends

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Responsible Capital Allocation Share Issuances  
and Repurchases

Repurchases

Issuances

Actual

Estimated\*

Impact on Weighted Average

Diluted Shares

\* Assumes current Capital Allocation strategy.

~2% Net

We expect that the net impact of both together will be about a 2%  
reduction in our share count per year

\*

Impact of Share Repurchases and Issuances on Weighted Average Diluted Shares

0

5

10  
15  
20  
25  
30  
35  
40  
45  
50  
FY10  
FY11  
FY12  
FY13

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We Do Not Foresee a Time When Share

Issuances Would Exceed Share Repurchases

Employee purchase programs have capped participation levels

Predominantly directed to Senior Executives, a slower growing  
population by design

Awards are discretionary and based on achieving financial goals

Awards are U.S. Dollar denominated, not driven by shares, and  
provide a natural hedge to repurchases

We proactively manage affordability to prevent dilution

Here's why



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Proxy Statement

Accenture plc ( Accenture ) filed a preliminary proxy statement in connection with its  
2013

Annual

General

Meeting

of

Shareholders

on

Friday,

December

7,

2012.

Accenture

shareholders are strongly advised to read the preliminary proxy statement as well as the  
definitive proxy statement when it becomes available, as each contains important  
information. Shareholders can obtain the preliminary proxy statement, and the definitive

proxy

statement

when

it

becomes

available,

and

any

amendments

or  
supplements  
to  
the  
proxy  
statements  
and  
other  
documents  
filed  
by  
Accenture  
with  
the  
U.S.  
Securities  
and

Exchange Commission (the SEC) for free at the Internet website maintained by the SEC at [www.sec.gov](http://www.sec.gov). Copies of the preliminary proxy statement, and the definitive proxy statement when it becomes available, and any amendments and supplements to the proxy statements are also available for free at Accenture's website at [www.accenture.com](http://www.accenture.com).

In addition, shareholders can obtain a copy of the definitive proxy statement when it becomes available, and any amendments and supplements to the definitive proxy statement, by contacting our Investor Relations Group at Accenture, Investor Relations, 1345 Avenue of the Americas, New York, New York 10105, USA.

Detailed information regarding the names, affiliations and interests of individuals who are participants in the solicitation of proxies of Accenture's shareholders is available in the preliminary proxy statement filed on Schedule 14A with the SEC on Friday, December 7, 2012.

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#### Forward-Looking Statements

Except for the historical information and discussions contained herein, statements in this presentation may constitute forward-looking statements under the Securities Act of 1933 and the Securities Exchange Act of 1934, as amended, and the Securities Litigation Reform Act of 1995. Words such as may, will, should, likely, anticipates, expects, intends, plan, or may be used to identify these forward-looking statements. These statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied. These include, without limitation, risks that: the company's results of operations could be adversely affected by changes in the global economy; the effects of these conditions on the company's clients' businesses and levels of business activity; the company's business dependence on a limited number of clients; the company's dependence on demand for the company's services and solutions, and a significant reduction in such demand could materially affect the company's ability to supply of skills and resources in balance with client demand around the world and attract and retain professionals with strong technical skills; the company's dependence on the company's professionals and the company's results of operations may be materially adversely affected; the markets in which the company operates may be volatile and the company might not be able to compete effectively; the company could have liability or the company's reputation could be damaged as a result of data breaches or information systems as obligated by law or contract or if the company's information systems are breached; as a result of the company's strategy to continue geographic expansion, the company is more susceptible to certain risks; the company's results of operations could be materially affected by fluctuations in foreign currency exchange rates; the company's Global Delivery Network is increasingly concentrated in India and the Philippines and the company's results of operations could materially suffer if the company is not able to obtain sufficient pricing to enable it to meet its profit targets; the company may not accurately anticipate the cost, risk and complexity of the company performing its work or third parties upon whom it relies do so; the company may have delivery inefficiencies and be unprofitable; the company's work with government clients exposes the company to additional risks; the company's business could be materially adversely affected if the company incurs legal liability in connection with providing services; the company's growth and ability to grow could be materially negatively affected if the company cannot adapt and expand its services and solutions in response to new entrants; the company's alliance relationships may not be successful or may change, which could adversely affect the company's continued expansion of the company's other services and solutions into new areas subject the company to different operational risks; the company's services or solutions could infringe upon the intellectual property rights of others or the company might lose its ability to protect its intellectual property rights, which are important to the company's success; the company's success is dependent on its reputation in the marketplace; the company might not be successful at identifying, acquiring or integrating businesses or might suffer if its cost-management strategies are unsuccessful, and the company may not be able to improve its profitability through cost management in the past; many of the company's contracts include payments that link some of its fees to the attainment of performance or business service levels, which could increase the variability of the company's revenues and impact its margins; changes in the company's legal proceedings, or changes in the company's treatment as an Irish company, could have a material adverse effect on the company's results of operations; if the company is unable to manage the organizational challenges associated with its size, the company might be unable to achieve its goals; if the company is unable to collect receivables or unbilled services, the company's results of operations, financial condition and cash flows could be adversely affected; the company's results could fluctuate and be difficult to predict; the company's results of operations and share price could be adversely affected if it is unable to attract and retain professionals; the company may be subject to criticism and negative publicity related to its incorporation in Ireland; as well as the risks, uncertainties and other factors discussed in Accenture plc's most recent annual report on Form 10-K and other documents filed with or furnished to the Securities and Exchange Commission as of the date they were made, and Accenture undertakes no duty to update any forward-looking statements made in this presentation if there are changes in Accenture's expectations.