

# GMI EXECUTIVE PAY SCORECARD<sup>SM</sup>

Data & analysis provided by GMI-The Independent Leader in Corporate Governance and ESG&A

18 Jan 2012



## Accenture plc

ACN NYSE

Business Support / Supplies

Market Capitalization USD: **\$37,290.72 mm**

### CONCERN LEVEL: AVERAGE

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap. 
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less. 
- 8 Unvested equity lapses when the CEO's employment is terminated.
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

**CEO: Pierre Nanterme**

**Age: 52**

**CEO Since: 2011**

|  | 2009                | 2010                | 2011               |
|--|---------------------|---------------------|--------------------|
| <b>Base Salary</b>   | \$1,237,500         | \$1,250,000         | \$1,155,018        |
| <b>Discretionary Bonus</b>   | \$0                 | \$0                 | \$0                |
| <b>Annual Cash Incentive</b>                                       | \$2,375,000         | \$3,040,000         | \$3,404,262        |
| <b>Benefits and Perquisites</b>                                    | \$12,821            | \$25,559            | \$0                |
| <b>TOTAL ANNUAL COMPENSATION</b>                                   | <b>\$3,625,321</b>  | <b>\$4,315,559</b>  | <b>\$4,559,280</b> |
| <b>Increase in Post-Retirement Benefits</b>                        | \$0                 | \$0                 | \$0                |
| <b>Stock Option Awards</b>   | \$0                 | \$0                 | \$0                |
| <b>Stock Awards</b>  | \$16,999,932        | \$10,999,987        | \$5,224,905        |
| <b>TOTAL COMPENSATION</b>  | <b>\$18,277,099</b> | <b>\$15,315,546</b> | <b>\$9,784,185</b> |
| <b>Median of Other Named Executive Officers Total Compensation</b> | \$6,199,768         | \$5,970,743         | \$8,631,704        |
| <b>Value Realized on Exercise of Stock Option</b>                  | \$0                 | \$0                 | \$0                |
| <b>Value Realized on Vesting of Stock</b>                          | \$7,702,795         | \$14,761,298        | \$2,076,198        |
| <b>TOTAL REALIZED EQUITY COMPENSATION</b>                          | <b>\$7,702,795</b>  | <b>\$14,761,298</b> | <b>\$2,076,198</b> |

Proxy Date: 19 Dec 2011

Annual Meeting Date: 9 Feb 2012

Equity Reserves: 17.13%

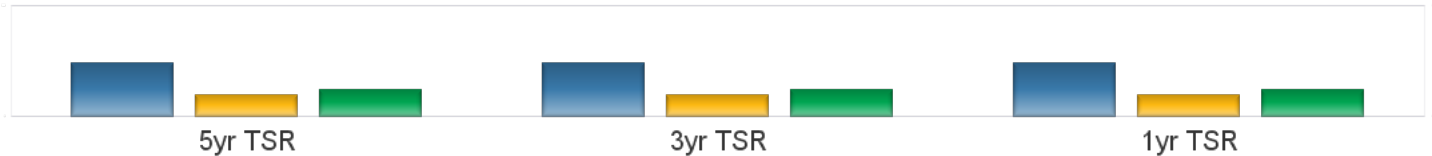
Stock Option Run Rate: 0.00%

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## Performance Comparison

■ vs S&P500   ■ vs Industry   ■ ACN



## Peer Comparisons (TRBC) = Industrials

### Total Summary CEO Compensation

| Ticker | Company Name                 | 2009         | 2010         | 2011        | Market Cap       |
|--------|------------------------------|--------------|--------------|-------------|------------------|
| ACN    | Accenture plc                | \$18,277,099 | \$15,315,546 | \$9,784,185 | \$37,290,719,349 |
| NSC    | Norfolk Southern Corporation | \$12,756,176 | \$10,962,546 |             | \$22,864,226,340 |
| NOC    | Northrop Grumman Corporation | \$17,937,340 | \$22,849,412 |             | \$14,506,217,204 |
| PSA    | Public Storage               | \$2,205,800  | \$2,009,800  |             | \$19,003,387,962 |
| RTN    | Raytheon Company             | \$18,636,872 | \$18,787,343 |             | \$14,452,163,309 |
| FDX    | FedEx Corporation            | \$8,479,584  | \$7,419,362  |             | \$21,469,295,695 |
| GD     | General Dynamics Corporation | \$22,022,139 | \$13,751,115 |             | \$21,240,354,255 |

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps. Missing peer pay figures for 2011 are due to differences in company filing schedules.

### Pay Peer Group

Automatic Data Processing, Inc., Cisco Systems, Inc., Computer Sciences Corporation, EMC Corporation, Hewlett-Packard Company, International Business Machines Corporation, Lockheed Martin Corporation, Marsh & McLennan Companies, Inc., Microsoft Corporation, Oracle Corporation, SAIC, Inc., Xerox Corporation

### Performance Peer Group

Automatic Data Processing, Inc., Cap Gemini S.A., Cisco Systems, Computer Sciences Corporation, EMC Corporation, Hewlett-Packard Company, International Business Machines Corporation, Lockheed Martin Corporation, Microsoft Corporation, Oracle Corporation, SAIC, Inc., Sapient Corporation, Xerox Corporation, S&P 500 Index

## COMPENSATION COMMITTEE MEMBERS

| Director            | Membership | Age | Gender | Tenure | Independence |
|---------------------|------------|-----|--------|--------|--------------|
| Mariorie Magner     | Chairman   | 62  | Female | 6      | Outside      |
| Dennis F. Hightower | Member     | 70  | Male   | 2      | Outside      |
| Mark Moodv-Stuart   | Member     | 71  | Male   | 11     | Outside      |
| William L. Kimsev   | Member     | 69  | Male   | 9      | Outside      |
|                     |            |     |        |        |              |
|                     |            |     |        |        |              |