# **Q3 FY20** PERFORMANCE

Results in line with expectations, reflecting the relevance of our services and resilience of our business

#### **TOTAL REVENUES**

**\$11.0**B

increase of 1.3% in local currency

and -1% in USD

#### **GEOGRAPHIC MARKETS** Revenues and Growth in Local Currency







#### **INDUSTRY GROUPS**

Revenues and Growth in Local Currency

Communications, Media & Technology

**0**% **\$2.2**B

**Financial Services** 

**O**% \$2.1E

Health & Public Service

12<sup>%</sup> \$2.0

**Products** 

-1<sup>%</sup> \$3.0 Resources

-3° \$1.6

#### **EPS**

\$1.90

2% decrease

#### **OPERATING MARGIN**

**15.6**%

• 10 bps increase

#### **RETURNING CASH TO SHAREHOLDERS**

Very strong free cash flow

**\$2.6** B

Cash balance

**\$6.4**B

Increase of \$1.0B from the end of Q2

Share repurchases

**\$627**M

Dividends paid

\$509M

Quarterly cash dividend declared in June 2020

**\$0.80** per share

Increase of \$0.07 per share or 10% over the equivalent quarterly rate of FY19 semi-annual dividends

## **SERVICES**

Revenue Growth in Local Currency

Strategy & Consulting	mid single-digit decline
Technology	mid single-digit growth
Operations	low single-digit growth

"THE NEW"-DIGITAL,
CLOUD, SECURITY SERVICES

## **Approximately**

**70**%

of revenues high single-digit growth

#### **NEW BOOKINGS**

**\$11.0**B

6% increase in local currency



# **Q3 YTD FY20 PERFORMANCE**

Strong financial results driving superior shareholder value

**TOTAL REVENUES** 

**\$33.5**B

 increase of 6% in local currency
 and 4% in USD **GEOGRAPHIC MARKETS** Revenues and Growth in Local Currency







**INDUSTRY GROUPS** 

Revenues and Growth in Local Currency

Communications, Media & Technology

4% \$6.7B **Financial Services** 

3% \$6.48 Health & Public Service

13% \$5.9 **Products** 

**7**% \$9.46

Resources

**3**% \$5.11

**EPS** 

\$5.90

• 5% increase

**OPERATING MARGIN** 

**14.8**%

• 10 bps increase

**RETURNING CASH TO SHAREHOLDERS** 

Very strong free cash flow

**\$4.6**B

Cash balance

**\$6.4**B

Increase of \$300M from the end of FY19

Share repurchases

\$2.3B

Dividends paid

**\$1.5**B

Cash Dividends

**\$2.40** per share

Increase of 10% over the equivalent rate of FY19 semi-annual dividends

**SERVICES** 

Revenue Growth in Local Currency

Strategy & Consulting

Technology high single-digit growth

Operations high single-digit growth

"THE NEW"- DIGITAL, CLOUD, SECURITY SERVICES

**More than** 

**65**%

of revenues double-digit growth

**NEW BOOKINGS** 

\$35.6B

11% increase in local currency



#### **REVENUES TREND**

Q3 FY20

Quarter Ending Revenue from November 30, 2018 to May 31, 2020 (in millions of U.S. dollars) (Unaudited)

FY2019											FY2020					
	% of		% of		% of		% of		% of		% of		% of		% of	
Q1	Total	Q2	Total	Q3	Total	Q4	Total	Full Year	Total	Q1	Total	Q2	Total	Q3	Total	
\$4,856	46%	\$4,754	45%	\$5,148	46%	\$5,228	47%	\$19,986	46%	\$5,288	47%	\$5,257	47%	\$5,239	48%	
3,714	35%	3,638	35%	3,774	34%	3,570	32%	14,696	34%	3,790	33%	3,629	33%	3,575	32%	
2,035	19%	2,062	20%	2,178	20%	2,258	21%	8,533	20%	2,281	20%	2,255	20%	2,177	20%	
\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	100%	\$11,142	100%	\$10,991	100%	
FY2019 FY2020																
	% of		% of		% of		% of		% of		% of		% of		% of	
Q1	Total	Q2	Total	Q3	Total	Q4	Total	Full Year	Total	Q1	Total	Q2	Total	Q3	Total	
\$2,135	20%	\$2,146	20%	\$2,253	20%	\$2,224	20%	\$8,757	20%	\$2,245	20%	\$2,239	20%	\$2,197	20%	
2,120	20%	2,053	20%	2,197	20%	2,124	19%	8,494	20%	2,190	19%	2,086	19%	2,138	20%	
1,754	16%	1,709	16%	1,820	16%	1,877	17%	7,161	16%	1,969	18%	1,948	18%	2,016	18%	
2,929	28%	2,907	28%	3,077	28%	3,092	28%	12,005	28%	3,217	28%	3,161	28%	2,999	27%	
1,652	16%	1,641	16%	1,748	16%	1,732	16%	6,772	16%	1,734	15%	1,701	15%	1,637	15%	
16	n/m	(1)	n/m	5	n/m	6	n/m	26	n/m	5	0%	5	n/m	5	n/m	
\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	100%	\$11,142	100%	\$10,991	100%	
FY2019											FY20	)20				
	% of		% of		% of		% of		% of		% of		% of		% of	
Q1	Total	Q2	Total	Q3	Total	Q4	Total	Full Year	Total	Q1	Total	Q2	Total	Q3	Total	
\$5,967	56%	\$5,787	55%	\$6,237	56%	\$6,186	56%	\$24,177	56%	\$6,377	56%	\$6,171	55%	\$5,998	55%	
4,638	44%	4,667	45%	4,863	44%	4,869	44%	19,038	44%	4,982	44%	4,970	45%	4,993	45%	
\$10,606	100%	\$10,454	100%	\$11,100	100%	\$11,056	100%	\$43,215	100%	\$11,359	100%	\$11,142	100%	\$10,991	100%	
	\$4,856 3,714 2,035 \$10,606 Q1 \$2,135 2,120 1,754 2,929 1,652 16 \$10,606 Q1 \$5,967 4,638	Q1         Total           \$4,856         46%           3,714         35%           2,035         19%           \$10,606         100%           Q1         Total           \$2,135         20%           2,120         20%           1,754         16%           2,929         28%           1,652         16%           16         n/m           \$10,606         100%           \$0 of         Total           \$5,967         56%           4,638         44%	Q1         Total         Q2           \$4,856         46%         \$4,754           3,714         35%         3,638           2,035         19%         2,062           \$10,606         100%         \$10,454           % of Total Q2           \$2,135         20%         \$2,146           2,120         20%         2,053           1,754         16%         1,709           2,929         28%         2,907           1,652         16%         1,641           16         n/m         (1)           \$10,606         100%         \$10,454           % of Q1         Total         Q2           \$5,967         56%         \$5,787           4,638         44%         4,667	Q1         Total         Q2         Total           \$4,856         46%         \$4,754         45%           3,714         35%         3,638         35%           2,035         19%         2,062         20%           \$10,606         100%         \$10,454         100%           \$2,135         20%         \$2,146         20%           2,120         20%         2,053         20%           1,754         16%         1,709         16%           2,929         28%         2,907         28%           1,652         16%         1,641         16%           16         n/m         (1)         n/m           \$10,606         100%         \$10,454         100%           \$10,606         100%         \$5,787         55%           4,638         44%         4,667         45%	Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148           3,714         35%         3,638         35%         3,774           2,035         19%         2,062         20%         2,178           FY20           \$10,606         100%         \$10,454         100%         \$11,100           FY20           Q1         Total         Q2         Total         Q3           \$2,135         20%         \$2,146         20%         \$2,253           2,120         20%         2,053         20%         2,197           1,754         16%         1,709         16%         1,820           2,929         28%         2,907         28%         3,077           1,652         16%         1,641         16%         1,748           16         n/m         (1)         n/m         5           \$10,606         100%         \$10,454         100%         \$11,100           FY20           Q1         Total         Q2         Total         Q3           \$5,967         56%	Q1         % of Total         Q2         Total         Q3         Total           \$4,856         46%         \$4,754         45%         \$5,148         46%           3,714         35%         3,638         35%         3,774         34%           2,035         19%         2,062         20%         2,178         20%           \$10,606         100%         \$10,454         100%         \$11,100         100%           FY2019           % of Q1         Total         Q2         Total         Q3         Total           \$2,135         20%         \$2,146         20%         \$2,253         20%           2,120         20%         2,053         20%         2,197         20%           1,754         16%         1,709         16%         1,820         16%           2,929         28%         2,907         28%         3,077         28%           1,652         16%         1,641         16%         1,748         16%           16         n/m         (1)         n/m         5         n/m           \$10,606         100%         \$10,454         100%         \$11,100         100% <tr< td=""><td>Q1         Total         Q2         Total         Q3         Total         Q4           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228           3,714         35%         3,638         35%         3,774         34%         3,570           2,035         19%         2,062         20%         2,178         20%         2,258           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056           FY2019           FY2019           FY2019           FY2019           FY2019           Total         Q3         Total         Q4           \$2,135         20%         \$2,146         20%         \$2,253         20%         \$2,224           2,120         20%         2,053         20%         2,197         20%         2,124           1,754         16%         1,709         16%         1,820         16%         1,877           2,929         28%         2,907         28%         3,077         28%         3,092           1,652         16%         1,641<!--</td--><td>Q1         % of Total         Q2         Total         Q3         Total Total         Q4         Total Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%           2,035         19%         2,062         20%         2,178         20%         2,258         21%           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%           FY2019           FY2019           FY2019           FY2019           FY2019           FY2019           FY2019           \$\$ of         \$0 of</td><td>Q1         % of Total         Q2         Total Total         Q3         Total Total Total         Q4         W of Total Total Total Total         Full Year           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215           FY2019           FY2019           FY2019           FY2019           FY2019           \$2,135         20%         \$2,146         20%         \$2,253         20%         \$2,224         20%         \$8,757           2,120         20%         2,053         20%         2,197         20%         2,124         19%         8,494           1,754         16%         1,709         16%         1,820         16%         1,877</td><td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%           FY2019           FY2019           FY2019           Total         Q         2,178         20%         2,258         21%         8,533         20%           FY2019           FY2019           FY2019           FY2019           FY2019           2,122         20%         \$2,146         20%         \$2,253         20%         \$2,224         20%         \$8,757         20%           2,120         20%         \$2,053         20%         \$2,137         20%         \$2,124<td>Q1         % of Total         Q2         Total Total         Q3         % of Total Total         Q4         % of Total Total Total         Full Year Total Q1           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359           FY2019         FY2019         FY2019           3         7 total         Q2         7 total         Q3         7 total         Q4         7 total         Full Year         7 total         Q1         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%</td><td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790         33%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%           FY2019           FY2019           TOtal         Q2         % of         Q3         Yof         Yof         \$43,215         100%         \$11,359         100%           FY2019           FY2019           TOTAL         Q2         Yof         Yof</td><td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year Total         Q1         % of Total         Q2           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257           3,714         35%         3,638         35%         3,774         34%         3,670         32%         14,696         34%         3,790         33%         3,629           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142           ***Of         ***FY2019**         ***FY2019**         ****FY2019**         ***TY2019**         ***FY2019**         ***TY2019**         ****FY2019**         ****TY2019**         ****TY2019**         ****TY2019**         <td rowspan<="" td=""><td>  No fact   No fact   Q2   No fact   Q3   No fact   Q4   No fact   Full Year   Total   Q4   No fact   No fact  </td><td>Q1         % of Total         Q2         % of Total         Q3         Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257         47%         \$5,239           3,714         35%         3,677         34%         3,570         32%         14,696         34%         3,790         33%         3,629         33%         3,575           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255         20%         2,177           \$10,606         100%         \$10,454         100%         \$11,000         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142         100%         \$10,991           FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         </td></td></td></td></td></tr<>	Q1         Total         Q2         Total         Q3         Total         Q4           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228           3,714         35%         3,638         35%         3,774         34%         3,570           2,035         19%         2,062         20%         2,178         20%         2,258           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056           FY2019           FY2019           FY2019           FY2019           FY2019           Total         Q3         Total         Q4           \$2,135         20%         \$2,146         20%         \$2,253         20%         \$2,224           2,120         20%         2,053         20%         2,197         20%         2,124           1,754         16%         1,709         16%         1,820         16%         1,877           2,929         28%         2,907         28%         3,077         28%         3,092           1,652         16%         1,641 </td <td>Q1         % of Total         Q2         Total         Q3         Total Total         Q4         Total Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%           2,035         19%         2,062         20%         2,178         20%         2,258         21%           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%           FY2019           FY2019           FY2019           FY2019           FY2019           FY2019           FY2019           \$\$ of         \$0 of</td> <td>Q1         % of Total         Q2         Total Total         Q3         Total Total Total         Q4         W of Total Total Total Total         Full Year           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215           FY2019           FY2019           FY2019           FY2019           FY2019           \$2,135         20%         \$2,146         20%         \$2,253         20%         \$2,224         20%         \$8,757           2,120         20%         2,053         20%         2,197         20%         2,124         19%         8,494           1,754         16%         1,709         16%         1,820         16%         1,877</td> <td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%           FY2019           FY2019           FY2019           Total         Q         2,178         20%         2,258         21%         8,533         20%           FY2019           FY2019           FY2019           FY2019           FY2019           2,122         20%         \$2,146         20%         \$2,253         20%         \$2,224         20%         \$8,757         20%           2,120         20%         \$2,053         20%         \$2,137         20%         \$2,124<td>Q1         % of Total         Q2         Total Total         Q3         % of Total Total         Q4         % of Total Total Total         Full Year Total Q1           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359           FY2019         FY2019         FY2019           3         7 total         Q2         7 total         Q3         7 total         Q4         7 total         Full Year         7 total         Q1         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%</td><td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790         33%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%           FY2019           FY2019           TOtal         Q2         % of         Q3         Yof         Yof         \$43,215         100%         \$11,359         100%           FY2019           FY2019           TOTAL         Q2         Yof         Yof</td><td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year Total         Q1         % of Total         Q2           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257           3,714         35%         3,638         35%         3,774         34%         3,670         32%         14,696         34%         3,790         33%         3,629           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142           ***Of         ***FY2019**         ***FY2019**         ****FY2019**         ***TY2019**         ***FY2019**         ***TY2019**         ****FY2019**         ****TY2019**         ****TY2019**         ****TY2019**         <td rowspan<="" td=""><td>  No fact   No fact   Q2   No fact   Q3   No fact   Q4   No fact   Full Year   Total   Q4   No fact   No fact  </td><td>Q1         % of Total         Q2         % of Total         Q3         Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257         47%         \$5,239           3,714         35%         3,677         34%         3,570         32%         14,696         34%         3,790         33%         3,629         33%         3,575           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255         20%         2,177           \$10,606         100%         \$10,454         100%         \$11,000         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142         100%         \$10,991           FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         </td></td></td></td>	Q1         % of Total         Q2         Total         Q3         Total Total         Q4         Total Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%           2,035         19%         2,062         20%         2,178         20%         2,258         21%           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%           FY2019           FY2019           FY2019           FY2019           FY2019           FY2019           FY2019           \$\$ of         \$0 of	Q1         % of Total         Q2         Total Total         Q3         Total Total Total         Q4         W of Total Total Total Total         Full Year           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215           FY2019           FY2019           FY2019           FY2019           FY2019           \$2,135         20%         \$2,146         20%         \$2,253         20%         \$2,224         20%         \$8,757           2,120         20%         2,053         20%         2,197         20%         2,124         19%         8,494           1,754         16%         1,709         16%         1,820         16%         1,877	Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%           FY2019           FY2019           FY2019           Total         Q         2,178         20%         2,258         21%         8,533         20%           FY2019           FY2019           FY2019           FY2019           FY2019           2,122         20%         \$2,146         20%         \$2,253         20%         \$2,224         20%         \$8,757         20%           2,120         20%         \$2,053         20%         \$2,137         20%         \$2,124 <td>Q1         % of Total         Q2         Total Total         Q3         % of Total Total         Q4         % of Total Total Total         Full Year Total Q1           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359           FY2019         FY2019         FY2019           3         7 total         Q2         7 total         Q3         7 total         Q4         7 total         Full Year         7 total         Q1         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%</td> <td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790         33%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%           FY2019           FY2019           TOtal         Q2         % of         Q3         Yof         Yof         \$43,215         100%         \$11,359         100%           FY2019           FY2019           TOTAL         Q2         Yof         Yof</td> <td>Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year Total         Q1         % of Total         Q2           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257           3,714         35%         3,638         35%         3,774         34%         3,670         32%         14,696         34%         3,790         33%         3,629           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142           ***Of         ***FY2019**         ***FY2019**         ****FY2019**         ***TY2019**         ***FY2019**         ***TY2019**         ****FY2019**         ****TY2019**         ****TY2019**         ****TY2019**         <td rowspan<="" td=""><td>  No fact   No fact   Q2   No fact   Q3   No fact   Q4   No fact   Full Year   Total   Q4   No fact   No fact  </td><td>Q1         % of Total         Q2         % of Total         Q3         Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257         47%         \$5,239           3,714         35%         3,677         34%         3,570         32%         14,696         34%         3,790         33%         3,629         33%         3,575           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255         20%         2,177           \$10,606         100%         \$10,454         100%         \$11,000         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142         100%         \$10,991           FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         </td></td></td>	Q1         % of Total         Q2         Total Total         Q3         % of Total Total         Q4         % of Total Total Total         Full Year Total Q1           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359           FY2019         FY2019         FY2019           3         7 total         Q2         7 total         Q3         7 total         Q4         7 total         Full Year         7 total         Q1         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%         \$2,245         20%	Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%           3,714         35%         3,638         35%         3,774         34%         3,570         32%         14,696         34%         3,790         33%           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%           FY2019           FY2019           TOtal         Q2         % of         Q3         Yof         Yof         \$43,215         100%         \$11,359         100%           FY2019           FY2019           TOTAL         Q2         Yof         Yof	Q1         % of Total         Q2         % of Total         Q3         % of Total         Q4         % of Total         Full Year Total         Q1         % of Total         Q2           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257           3,714         35%         3,638         35%         3,774         34%         3,670         32%         14,696         34%         3,790         33%         3,629           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255           \$10,606         100%         \$10,454         100%         \$11,100         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142           ***Of         ***FY2019**         ***FY2019**         ****FY2019**         ***TY2019**         ***FY2019**         ***TY2019**         ****FY2019**         ****TY2019**         ****TY2019**         ****TY2019** <td rowspan<="" td=""><td>  No fact   No fact   Q2   No fact   Q3   No fact   Q4   No fact   Full Year   Total   Q4   No fact   No fact  </td><td>Q1         % of Total         Q2         % of Total         Q3         Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257         47%         \$5,239           3,714         35%         3,677         34%         3,570         32%         14,696         34%         3,790         33%         3,629         33%         3,575           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255         20%         2,177           \$10,606         100%         \$10,454         100%         \$11,000         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142         100%         \$10,991           FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         </td></td>	<td>  No fact   No fact   Q2   No fact   Q3   No fact   Q4   No fact   Full Year   Total   Q4   No fact   No fact  </td> <td>Q1         % of Total         Q2         % of Total         Q3         Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257         47%         \$5,239           3,714         35%         3,677         34%         3,570         32%         14,696         34%         3,790         33%         3,629         33%         3,575           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255         20%         2,177           \$10,606         100%         \$10,454         100%         \$11,000         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142         100%         \$10,991           FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         </td>	No fact   No fact   Q2   No fact   Q3   No fact   Q4   No fact   Full Year   Total   Q4   No fact   No fact	Q1         % of Total         Q2         % of Total         Q3         Total         Q4         % of Total         Full Year         % of Total         Q1         % of Total         Q2         Total         Q3           \$4,856         46%         \$4,754         45%         \$5,148         46%         \$5,228         47%         \$19,986         46%         \$5,288         47%         \$5,257         47%         \$5,239           3,714         35%         3,677         34%         3,570         32%         14,696         34%         3,790         33%         3,629         33%         3,575           2,035         19%         2,062         20%         2,178         20%         2,258         21%         8,533         20%         2,281         20%         2,255         20%         2,177           \$10,606         100%         \$10,454         100%         \$11,000         100%         \$11,056         100%         \$43,215         100%         \$11,359         100%         \$11,142         100%         \$10,991           FY2019         FY2019         FY2019         FY2019         FY2019         FY2019         FY2019

#### Notes:

<sup>(1)</sup> May not total due to rounding

<sup>(2)</sup> Effective September 1, 2018, we adopted ASU No. 2014-09 and eliminated our net revenues presentation. In addition, we fully integrated previous acquisitions into operating group results. Prior period amounts have been revised to conform with the current period presentation.

<sup>(3)</sup> Effective September 1, 2019 we revised the reporting of our geographic regions for the movement of one country from Growth Markets to Europe. Prior period amounts have been reclassified to conform with the current period presentation.



#### **NEW BOOKINGS TREND**

Q3 FY20

Quarter Ending New Bookings from November 30, 2018 to May 31, 2020 (in billions of U.S. dollars) (Unaudited)

		FY2019										FY2020						
		% of		% of		% of		% of	Full	% of		% of		% of		% of		
Type of Work	Q1	Total	<b>Q2</b>	Total	<b>Q</b> 3	Total	Q4	Total	Year	Total	<b>Q</b> 1	Total	Q2	Total	Q3	Total		
Consulting	\$5.92	58%	\$6.73	57%	\$6.01	57%	\$6.05	47%	\$24.71	54%	\$6.04	58%	\$7.15	50%	\$6.19	56%		
Outsourcing	4.27	42%	5.05	43%	4.59	43%	6.84	53%	20.75	46%	4.30	42%	7.05	50%	4.84	44%		
Total (1)	\$10.19	100%	\$11.78	100%	\$10.60	100%	\$12.89	100%	\$45.46	100%	\$10.34	100%	\$14.20	100%	\$11.03	100%		

#### Note:

<sup>(1)</sup> May not total due to rounding

<sup>(2)</sup> Beginning in fiscal 2019, new bookings include reimbursements for travel and other out-of-pocket expenses. Prior periods have not been revised to include these amounts.



### PEOPLE METRICS

Q3 FY20

Quarter Ending Metrics from August 31, 2018 to May 31, 2020

Headcount represents the total number of Accenture employees at the quarter ended dates below.

	8/31/18	11/30/18	2/28/19	5/31/19	8/31/19	11/30/19	2/29/20	5/31/20
Billable	431,140	440,554	447,572	451,911	461,985	473,319	476,869	480,031
Non-Billable	28,038	28,334	28,970	29,646	30,307	31,219	31,703	33,198
Total Accenture Employees	459,178	468,888	476,542	481,557	492,292	504,538	508,572	513,229
Memo:								
Accenture's Utilization	91%	92%	91%	91%	91%	91%	91%	88%
Accenture's Attrition	18%	15%	15%	18%	19%	14%	14%	11%



#### **RECONCILIATION OF RETURN ON ASSETS (ROA)**

Q3 FY20 For the Twelve Months Ended May 31, 2020 (in millions of U.S. dollars) (Unaudited)

#### **Purpose**

ROA represents Return on Assets and is equal to the tax adjusted income before income taxes divided by average assets, as outlined below. 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.

	Twelve Months Ended	
	<b>5/31/20</b> (1	Comments Comments
Net Income Attributable to Accenture plc	\$4,950	
Noncontrolling interests	75	
Income tax expense	1,526	
Income Before Income Taxes	\$6,552	
Annual Effective Tax Rate	22.3%	The tax rate represents a weighted average of the FY19 full year tax rate of 22.5% and FY20 Q3 YTD tax rate of 22.3%
Tax Adjusted Income Before Income Taxes	\$5,090	
Divided by Average Assets:		
Total Assets at May 31, 2020	35,057	
Total Assets at May 31, 2019	28,156	
Average Assets	\$31,607	
Return on Assets	16%	



### **RETURN METRICS TREND**

Q3 FY20

Quarter Ending Return Metrics from August 31, 2018 to May 31, 2020 (Unaudited)

**Twelve Months Ended** 

	8/31/18 11/30/18 2/28/19 5/31/19 8/31/19 11/30/19 2/29/20 5/3									
	8/31/18	11/30/18	2/28/19	5/31/19	8/31/19	11/30/19	2/29/20	5/31/20		
Return on Invested Capital	41%	39%	39%	39%	38%	35%	35%	33%		
Return on Equity	41%	38%	39%	39%	38%	35%	35%	33%		
Return on Assets	18%	18%	18%	18%	18%	17%	17%	16%		

Notes: November 2018 to May 2020 results include the impacts of ASU 2016-16.

November 2019 to May 2020 include the impact of ASU 2016-02.



(1) May not total due to rounding

#### RECONCILIATION OF RETURN ON INVESTED CAPITAL (ROIC)

Q3 FY20

For the Twelve Months Ended May 31, 2020 (in millions of U.S. dollars) (Unaudited)

#### **Purpose**

ROIC represents Return on Invested Capital and is equal to the tax adjusted operating income divided by total average capital, as outlined below. 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.

	Twelve Months Ended 5/31/20 (1)	Comments
Net Income Attributable to Accenture plc	\$4,950	
Noncontrolling interests	75	
Income tax expense	1,526	
Non-operating (income) expense	(11)	This represents the sum of the following line items on the Consolidated Income Statements: Interest income, Interest expense, and Other income/expense, net.
Operating Income	\$6,540	
Annual Effective Tax Rate	22.3%	The tax rate represents a weighted average of the FY19 full year tax rate of 22.5% and FY20 Q3 YTD tax rate of 22.3%
Tax Adjusted Operating Income	\$5,081	
Divided by Average Capital:		
Capital at May 31, 2020		
Noncontrolling interests	469	
Total Accenture plc shareholders' equity	16,015	
Short-term bank borrowings, Long-term debt	69 <b>\$16,553</b>	
Capital at May 31, 2019		
Noncontrolling interests	406	
Total Accenture plc shareholders' equity	13,737	
Short-term bank borrowings, Long-term debt	24	
	\$14,167	
Average Capital	\$15,360	
Return on Invested Capital	33%	



### **RECONCILIATION OF RETURN ON EQUITY (ROE)**

Q3 FY20
For the Twelve Months Ended May 31, 2020
(in millions of U.S. dollars)
(Unaudited)

#### **Purpose**

ROE represents Return on Equity and is equal to the tax adjusted income before income taxes divided by average equity plus noncontrolling interests, as outlined below. 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.

	Twelve Months Ended	
	5/31/20 <sup>(1</sup>	1) Comments
Net Income Attributable to Accenture plc	\$4,950	
Noncontrolling interests	75	
Income tax expense	1,526	
Income Before Income Taxes	\$6,552	
Annual Effective Tax Rate	22.3%	The tax rate represents a weighted average of the FY19 full year tax rate of 22.5% and FY20 Q3 YTD tax rate of 22.3%
Tax Adjusted Income Before Income Taxes	\$5,090	
Divided by Average Equity and Noncontrolling Interests:		
Noncontrolling interests at May 31, 2020	469	
Total Accenture plc shareholders' equity at May 31, 2020	16,015	
	\$16,484	
Noncontrolling interests at May 31, 2019	406	
Total Accenture plc shareholders' equity at May 31, 2019	13,737	
	\$14,143	
Average Equity and Noncontrolling Interests	\$15,313	
Return on Equity	33%	

(1) May not total due to rounding



## SHARES OUTSTANDING AND MARKET CAPITALIZATION

Q3 FY20

As of May 31, 2020

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

	As of May 31, 2020	Comments						
Accenture plc Class A shares	663.5	From Accenture plc statement of shareholders' equity.						
Accenture plc Class A treasury shares	(27.6)	From Accenture plc statement of shareholders' equity.						
Accenture Canada Holdings, Inc. shares	0.8							
Total Shares Outstanding at 5/31/2020	636.8							
Share price - as of May 29, 2020 close	\$201.62							
Market Capitalization at 5/31/2020	\$128,381.7							

Note:

(1) May not total due to rounding



#### OPERATING INCOME & OPERATING MARGIN

Q3 FY20

Quarter Ending OI and OM from August 31, 2018 to May 31, 2020

(in millions of U.S. dollars)

(Unaudited)

	FY2	Y2018 FY2019											FY2020							
	Full Year		Full Year		C	Q1		Q2		Q3		Q4		Full Year		11	Q2		Q3	
	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating		
Geographic Markets	Income	Margin	Income	Margin	Income	Margin	Income	Margin	Income	Margin	Income	Margin	Income	Margin	Income	Margin	Income	Margin		
North America	\$2,709	15%	\$778	16%	\$608	13%	\$882	17%	\$840	16%	\$3,107	16%	\$828	16%	\$732	14%	\$721	14%		
Europe	2,167	15%	558	15%	487	13%	552	15%	416	12%	2,013	14%	559	15%	383	11%	535	15%		
Growth Markets	1,023	13%	293	14%	292	14%	285	13%	315	14%	1,184	14%	380	17%	374	17%	456	21%		
Total (1)	\$5,899	14.4%	\$1,629	15.4%	\$1,387	13.3%	\$1,718	15.5%	\$1,571	14.2%	\$6,305	14.6%	\$1,767	15.6%	\$1,489	13.4%	\$1,713	15.6%		

Notes:

(1) May not total due to rounding