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## PART I — FINANCIAL INFORMATION

## ITEM 1. FINANCIAL STATEMENTS

## ACCENTURE PLC

## CONSOLIDATED BALANCE SHEETS

November 30, 2016 and August 31, 2016

(In thousands of U.S. dollars, except share and per share amounts)

	November 30, 2016	August 31, 2016
	(Unaudited)	
<b>ASSETS</b>		
<b>CURRENT ASSETS:</b>		
Cash and cash equivalents	\$4,077,058	\$4,905,609
Short-term investments	2,511	2,875
Receivables from clients, net	4,298,605	4,072,180
Unbilled services, net	2,170,403	2,150,219
Other current assets	819,829	845,339
Total current assets	11,368,406	11,976,222
<b>NON-CURRENT ASSETS:</b>		
Unbilled services, net	51,370	68,145
Investments	239,470	198,633
Property and equipment, net	928,900	956,542
Goodwill	4,008,760	3,609,437
Deferred contract costs	725,717	733,219
Deferred income taxes, net	2,079,881	2,077,312
Other non-current assets	1,041,237	989,494
Total non-current assets	9,075,335	8,632,782
<b>TOTAL ASSETS</b>	<b>\$20,443,741</b>	<b>\$20,609,004</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
<b>CURRENT LIABILITIES:</b>		
Current portion of long-term debt and bank borrowings	\$2,773	\$2,773
Accounts payable	1,163,348	1,280,821
Deferred revenues	2,079,897	2,364,728
Accrued payroll and related benefits	4,461,239	4,040,751
Accrued consumption taxes	340,325	358,359
Income taxes payable	606,771	362,963
Other accrued liabilities	515,729	468,529
Total current liabilities	9,170,082	8,878,924
<b>NON-CURRENT LIABILITIES:</b>		
Long-term debt	24,562	24,457
Deferred revenues	734,465	754,812
Retirement obligation	1,467,268	1,494,789
Deferred income taxes, net	48,606	111,020
Income taxes payable	664,434	850,709
Other non-current liabilities	300,173	304,917
Total non-current liabilities	3,239,508	3,540,704
<b>COMMITMENTS AND CONTINGENCIES</b>		
<b>SHAREHOLDERS' EQUITY:</b>		
	57	57

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Ordinary shares, par value 1.00 euros per share, 40,000 shares authorized and issued as of November 30, 2016 and August 31, 2016

Class A ordinary shares, par value \$0.0000225 per share, 20,000,000,000 shares authorized, 657,676,526 and 654,202,813 shares issued as of November 30, 2016 and August 31, 2016, respectively	15	15
Class X ordinary shares, par value \$0.0000225 per share, 1,000,000,000 shares authorized, 21,320,949 and 21,917,155 shares issued and outstanding as of November 30, 2016 and August 31, 2016, respectively	—	—
Restricted share units	994,449	1,004,128
Additional paid-in capital	3,154,879	2,924,729
Treasury shares, at cost: Ordinary, 40,000 shares as of November 30, 2016 and August 31, 2016; Class A ordinary, 36,832,604 and 33,529,739 shares as of November 30, 2016 and August 31, 2016, respectively	(2,990,628 )	(2,591,907 )
Retained earnings	8,113,539	7,879,960
Accumulated other comprehensive loss	(1,855,218 )	(1,661,720 )
Total Accenture plc shareholders' equity	7,417,093	7,555,262
Noncontrolling interests	617,058	634,114
Total shareholders' equity	8,034,151	8,189,376
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>\$20,443,741</b>	<b>\$20,609,004</b>

The accompanying Notes are an integral part of these Consolidated Financial Statements.

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## ACCENTURE PLC

## CONSOLIDATED INCOME STATEMENTS

For the Three Months Ended November 30, 2016 and 2015

(In thousands of U.S. dollars, except share and per share amounts)

(Unaudited)

	2016	2015
REVENUES:		
Revenues before reimbursements (“Net revenues”)	\$8,515,517	\$8,013,163
Reimbursements	490,086	452,821
Revenues	9,005,603	8,465,984
OPERATING EXPENSES:		
Cost of services:		
Cost of services before reimbursable expenses	5,785,485	5,450,644
Reimbursable expenses	490,086	452,821
Cost of services	6,275,571	5,903,465
Sales and marketing	888,827	875,793
General and administrative costs	509,246	465,466
Total operating expenses	7,673,644	7,244,724
OPERATING INCOME	1,331,959	1,221,260
Interest income	8,297	7,126
Interest expense	(3,048	) (4,052
Other income (expense), net	(6,087	) 4,029
INCOME BEFORE INCOME TAXES	1,331,121	1,228,363
Provision for income taxes	271,372	359,682
NET INCOME	1,059,749	868,681
Net income attributable to noncontrolling interests in Accenture Holdings plc and Accenture Canada Holdings Inc.	(46,452	) (39,576
Net income attributable to noncontrolling interests – other	(8,821	) (10,206
NET INCOME ATTRIBUTABLE TO ACCENTURE PLC	\$1,004,476	\$818,899
Weighted average Class A ordinary shares:		
Basic	621,569,764	626,463,124
Diluted	663,752,830	671,300,744
Earnings per Class A ordinary share:		
Basic	\$1.62	\$1.31
Diluted	\$1.58	\$1.28
Cash dividends per share	\$1.21	\$1.10

The accompanying Notes are an integral part of these Consolidated Financial Statements.

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## ACCENTURE PLC

## CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

For the Three Months Ended November 30, 2016 and 2015

(In thousands of U.S. dollars)

(Unaudited)

	2016	2015
NET INCOME	\$1,059,749	\$868,681
OTHER COMPREHENSIVE INCOME (LOSS), NET OF TAX:		
Foreign currency translation	(190,691 )	(114,379 )
Defined benefit plans	11,432	4,101
Cash flow hedges	(14,503 )	32,777
Marketable securities	264	—
OTHER COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO ACCENTURE PLC	(193,498 )	(77,501 )
Other comprehensive income (loss) attributable to noncontrolling interests	(12,309 )	1,310
COMPREHENSIVE INCOME	\$853,942	\$792,490
COMPREHENSIVE INCOME ATTRIBUTABLE TO ACCENTURE PLC	\$810,978	\$741,398
Comprehensive income attributable to noncontrolling interests	42,964	51,092
COMPREHENSIVE INCOME	\$853,942	\$792,490

The accompanying Notes are an integral part of these Consolidated Financial Statements.

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ACCENTURE PLC  
CONSOLIDATED SHAREHOLDERS' EQUITY STATEMENT

For the Three Months Ended November 30, 2016

(In thousands of U.S. dollars and share amounts)

(Unaudited)

	Ordinary Shares	Class A Ordinary Shares	Class X Ordinary Shares	Restricted Share Units	Additional Paid-in Capital	Treasury Shares No. Shares	Retained Earnings	Accu Othe Com Loss
	\$ No. Shares	\$ No. Shares	\$ No. Shares			\$		
Balance as of August 31, 2016	\$57 40	\$15 654,203	\$-21,917	\$ 1,004,128	\$2,924,729	\$(2,591,907) (33,570)	\$7,879,960	\$(1,
Net income							1,004,476	
Other comprehensive income (loss)								(193
Purchases of Class A ordinary shares					21,989	(554,366 ) (4,764 )		
Share-based compensation expense				135,998	13,798			
Purchases/redemptions of Accenture Holdings plc ordinary shares, Accenture Canada Holdings Inc. exchangeable shares and Class X ordinary shares			(596 )		(32,809 )			
Issuances of Class A ordinary shares:								
Employee share programs		3,070		(169,873 )	218,620	155,645 1,461		
Upon redemption of Accenture Holdings plc ordinary shares		403			2,510			
Dividends				24,196			(774,333 )	
Other, net					6,042		3,436	
Balance as of November 30, 2016	\$57 40	\$15 657,676	\$-21,321	\$994,449	\$3,154,879	\$(2,990,628) (36,873)	\$8,113,539	\$(1,

The accompanying Notes are an integral part of these Consolidated Financial Statements.



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## ACCENTURE PLC

## CONSOLIDATED CASH FLOWS STATEMENTS

For the Three Months Ended November 30, 2016 and 2015

(In thousands of U.S. dollars)

(Unaudited)

	2016	2015
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net income	\$1,059,749	\$868,681
Adjustments to reconcile Net income to Net cash provided by operating activities —		
Depreciation, amortization and asset impairments	187,433	181,882
Share-based compensation expense	149,796	129,183
Deferred income taxes, net	(86,013)	(19,850)
Other, net	(141,184)	(78,868)
Change in assets and liabilities, net of acquisitions —		
Receivables from clients, net	(279,151)	(244,126)
Unbilled services, current and non-current, net	(64,113)	(135,917)
Other current and non-current assets	(71,564)	(224,933)
Accounts payable	(103,390)	(64,504)
Deferred revenues, current and non-current	(207,437)	(127,712)
Accrued payroll and related benefits	488,615	418,471
Income taxes payable, current and non-current	86,551	(122,926)
Other current and non-current liabilities	64,590	63,876
Net cash provided by (used in) operating activities	1,083,882	643,257
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Proceeds from sales of property and equipment	1,238	951
Purchases of property and equipment	(84,553)	(94,777)
Purchases of businesses and investments, net of cash acquired	(599,107)	(612,666)
Proceeds from the sale of businesses and investments, net of cash transferred	(7,200)	—
Net cash provided by (used in) investing activities	(689,622)	(706,492)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Proceeds from issuance of ordinary shares	212,711	182,285
Purchases of shares	(587,935)	(657,811)
Proceeds from (repayments of) long-term debt, net	138	219
Cash dividends paid	(785,127)	(720,676)
Other, net	(2,562)	(2)
Net cash provided by (used in) financing activities	(1,162,775)	(1,195,985)
Effect of exchange rate changes on cash and cash equivalents	(60,036)	(28,353)
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(828,551)</b>	<b>(1,287,573)</b>
<b>CASH AND CASH EQUIVALENTS, beginning of period</b>	<b>4,905,609</b>	<b>4,360,766</b>
<b>CASH AND CASH EQUIVALENTS, end of period</b>	<b>\$4,077,058</b>	<b>\$3,073,193</b>

The accompanying Notes are an integral part of these Consolidated Financial Statements.

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ACCENTURE PLC

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

1. BASIS OF PRESENTATION

The accompanying unaudited interim Consolidated Financial Statements of Accenture plc and its controlled subsidiary companies have been prepared pursuant to the rules and regulations of the Securities and Exchange Commission (“SEC”) for quarterly reports on Form 10-Q and do not include all of the information and note disclosures required by U.S. generally accepted accounting principles (“U.S. GAAP”) for complete financial statements. We use the terms “Accenture,” “we,” the “Company” and “our” in the Notes to Consolidated Financial Statements to refer to Accenture plc and its subsidiaries. These Consolidated Financial Statements should therefore be read in conjunction with the Consolidated Financial Statements and Notes thereto for the fiscal year ended August 31, 2016 included in the Company’s Annual Report on Form 10-K filed with the SEC on October 28, 2016.

The accompanying unaudited interim Consolidated Financial Statements have been prepared in accordance with U.S. GAAP, which requires management to make estimates and assumptions that affect amounts reported in the Consolidated Financial Statements and accompanying disclosures. Although these estimates are based on management’s best knowledge of current events and actions that the Company may undertake in the future, actual results may differ from those estimates. The Consolidated Financial Statements reflect all adjustments of a normal, recurring nature that are, in the opinion of management, necessary for a fair presentation of results for these interim periods. The results of operations for the three months ended November 30, 2016 are not necessarily indicative of the results that may be expected for the fiscal year ending August 31, 2017.

Allowances for Client Receivables and Unbilled Services

As of November 30, 2016 and August 31, 2016, total allowances recorded for client receivables and unbilled services were \$79,281 and \$79,440, respectively.

Accumulated Depreciation

As of November 30, 2016 and August 31, 2016, total accumulated depreciation was \$1,752,468 and \$1,730,025, respectively.

Recently Adopted Accounting Pronouncement

On September 1, 2016, the Company early adopted Financial Accounting Standards Board (“FASB”) Accounting Standards Update (“ASU”) No. 2016-09, Improvements to Employee Share-Based Payment Accounting, which simplifies the accounting for share-based payment transactions. The new guidance requires excess tax benefits and tax deficiencies to be recorded in the income statement when the awards vest or are settled. The standard clarifies that all cash payments made on an employee’s behalf for withheld shares should be presented as a financing activity on the Company’s cash flows statement and provides an accounting policy election to account for forfeitures as they occur. In addition, cash flows related to excess tax benefits will no longer be separately classified as a financing activity apart from other income tax cash flows.

The primary impact of the adoption of the ASU on the Company’s Consolidated Financial Statements was the recognition of excess tax benefits in the provision for income taxes rather than Additional paid-in capital, which reduced income tax expense by \$30,598 for the three months ended November 30, 2016. The Company elected to continue to estimate forfeitures expected to occur to determine the amount of compensation cost to be recognized in each period. The Company also elected to retrospectively apply the presentation requirements for cash flows related to excess tax benefits for all periods presented, which resulted in an increase to both net cash provided by operating activities and net cash used in financing activities of \$31,952 for the three months ended November 30, 2015. The presentation requirement for cash flows related to employee taxes paid for withheld shares had no impact to any of the periods presented in the Company’s consolidated cash flows statements since these cash flows have historically been presented as a financing activity.

New Accounting Pronouncements

On October 24, 2016, the FASB issued ASU No. 2016-16, Income Taxes: Intra-Entity Transfers of Assets Other Than Inventory, which requires an entity to recognize the income tax consequences of intra-entity transfers, other than inventory, when the transfer occurs. Under current guidance in U.S. GAAP, in the case of depreciable or amortizable assets, the income tax consequences are deferred at the time of the intra-entity transfer and recognized as the assets are depreciated or amortized. The ASU will be effective for the Company beginning September 1, 2018, including interim periods in its fiscal year 2019, and requires modified retrospective transition with a cumulative

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ACCENTURE PLC

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

catch-up adjustment to opening retained earnings in the period of adoption. The Company is assessing the impact of this ASU on its Consolidated Financial Statements.

On August 26, 2016, the FASB issued ASU No. 2016-15, Statement of Cash Flows (Topic 230): Classification of Certain Cash Receipts and Cash Payments, which addresses how cash receipts and cash payments are presented and classified in the statement of cash flows. The ASU will be effective for the Company beginning September 1, 2018, including interim periods in its fiscal year 2019, and requires the retrospective method of adoption unless it is impracticable to apply, in which case it would be required to apply the amendments prospectively as of the earliest date practicable. The Company is assessing the impact of this ASU on its Consolidated Financial Statements.

On March 15, 2016, the FASB issued ASU No. 2016-07, Simplifying the Transition to the Equity Method of Accounting, which eliminates the requirement to retrospectively apply equity method accounting when an entity increases ownership or influence in a previously held investment. The ASU will be effective for the Company beginning September 1, 2017, including interim periods in its fiscal year 2018. The Company does not expect the adoption of this ASU to have a material impact on its Consolidated Financial Statements.

On February 25, 2016, the FASB issued ASU No. 2016-02, Leases, which amends existing guidance to require lessees to recognize assets and liabilities on the balance sheet for the rights and obligations created by long-term leases and to disclose additional quantitative and qualitative information about leasing arrangements. The ASU will be effective for the Company beginning September 1, 2019, including interim periods in its fiscal year 2020, and allows for a modified retrospective method upon adoption. The Company is assessing the impact of this ASU on its Consolidated Financial Statements.

On January 5, 2016, the FASB issued ASU No. 2016-01, Recognition and Measurement of Financial Assets and Financial Liabilities, which amends certain aspects of recognition, measurement, presentation and disclosure of financial instruments. The ASU will be effective for the Company beginning September 1, 2018, including interim periods in its fiscal year 2019. The Company does not expect the adoption of this ASU to have a material impact on its Consolidated Financial Statements.

On May 28, 2014, the FASB issued ASU No. 2014-09 (Accounting Standard Codification 606), Revenue from Contracts with Customers, which will replace most existing revenue recognition guidance in U.S. GAAP. The core principle of the ASU is that an entity should recognize revenue for the transfer of goods or services equal to the amount that it expects to be entitled to receive for those goods or services. The ASU requires additional disclosure about the nature, amount, timing and uncertainty of revenue and cash flows arising from customer contracts, including significant judgments and changes in judgments. The ASU will be effective for the Company beginning September 1, 2018, including interim periods in its fiscal year 2019, and allows for both retrospective and modified retrospective methods of adoption. The Company will adopt the guidance on September 1, 2018 and apply the modified retrospective method. The Company is assessing the impact of this ASU on its Consolidated Financial Statements.

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## ACCENTURE PLC

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

## 2. EARNINGS PER SHARE

Basic and diluted earnings per share were calculated as follows:

	Three Months Ended	
	November 30,	November 30,
	2016	2015
Basic Earnings per share		
Net income attributable to Accenture plc	\$1,004,476	\$ 818,899
Basic weighted average Class A ordinary shares	621,569,764	626,463,124
Basic earnings per share	\$1.62	\$ 1.31
Diluted Earnings per share		
Net income attributable to Accenture plc	\$1,004,476	\$ 818,899
Net income attributable to noncontrolling interests in Accenture Holdings plc and Accenture Canada Holdings Inc. (1)	46,452	39,576
Net income for diluted earnings per share calculation	\$1,050,928	\$ 858,475
Basic weighted average Class A ordinary shares	621,569,764	626,463,124
Class A ordinary shares issuable upon redemption/exchange of noncontrolling interests (1)	28,718,885	30,251,110
Diluted effect of employee compensation related to Class A ordinary shares	13,224,914	14,367,590
Diluted effect of share purchase plans related to Class A ordinary shares	239,267	218,920
Diluted weighted average Class A ordinary shares	663,752,830	671,300,744
Diluted earnings per share	\$1.58	\$ 1.28

Diluted earnings per share assumes the redemption of all Accenture Holdings plc ordinary shares owned by holders of noncontrolling interests and the exchange of all Accenture Canada Holdings Inc. exchangeable shares for (1) Accenture plc Class A ordinary shares on a one-for-one basis. The income effect does not take into account "Net income attributable to noncontrolling interests — other," since those shares are not redeemable or exchangeable for Accenture plc Class A ordinary shares.

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## ACCENTURE PLC

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

## 3. ACCUMULATED OTHER COMPREHENSIVE LOSS

The following table summarizes the changes in the accumulated balances for each component of accumulated other comprehensive loss attributable to Accenture plc:

	Three Months Ended	
	November 30, 2016	November 30, 2015
Foreign currency translation		
Beginning balance	\$ (919,963 )	\$ (853,504 )
Foreign currency translation	(203,725 )	(113,463 )
Income tax benefit (expense)	852	(1,372 )
Portion attributable to noncontrolling interests	12,182	456
Foreign currency translation, net of tax	(190,691 )	(114,379 )
Ending balance	(1,110,654 )	(967,883 )
Defined benefit plans		
Beginning balance	(809,504 )	(523,619 )
Reclassifications into net periodic pension and post-retirement expense (1)	17,824	6,633
Income tax benefit (expense)	(5,863 )	(2,336 )
Portion attributable to noncontrolling interests	(529 )	(196 )
Defined benefit plans, net of tax	11,432	4,101
Ending balance	(798,072 )	(519,518 )
Cash flow hedges		
Beginning balance	68,011	(33,288 )
Unrealized (loss) gain	(6,106 )	48,347
Reclassification adjustments into Cost of services	(22,149 )	1,450
Income tax benefit (expense)	13,081	(15,450 )
Portion attributable to noncontrolling interests	671	(1,570 )
Cash flow hedges, net of tax	(14,503 )	32,777
Ending balance (2)	53,508	(511 )
Marketable securities		
Beginning balance	(264 )	(1,561 )
Unrealized gain	462	—
Income tax benefit (expense)	(183 )	—
Portion attributable to noncontrolling interests	(15 )	—
Marketable securities, net of tax	264	—
Ending balance	—	(1,561 )
Accumulated other comprehensive loss	\$ (1,855,218 )	\$ (1,489,473 )

(1) Reclassifications into net periodic pension and post-retirement expense are recognized in Cost of services, Sales and marketing and General and administrative costs.

(2) As of November 30, 2016, \$42,555 of net unrealized gains related to derivatives designated as cash flow hedges is expected to be reclassified into Cost of services in the next 12 months.

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## ACCENTURE PLC

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

## 4. BUSINESS COMBINATIONS

During the three months ended November 30, 2016, the Company completed several individually immaterial acquisitions for total consideration of \$540,219, net of cash acquired. The pro forma effects of these acquisitions on the Company's operations were not material.

## 5. GOODWILL AND INTANGIBLE ASSETS

## Goodwill

The changes in the carrying amount of goodwill by reportable operating segment were as follows:

	August 31, 2016	Additions/ Adjustments	Foreign Currency Translation	November 30, 2016
Communications, Media & Technology	\$546,566	\$ 62,433	\$ (15,526 )	\$ 593,473
Financial Services	854,376	66,771	(8,756 )	912,391
Health & Public Service	715,849	33,577	(2,119 )	747,307
Products	1,112,991	263,802	(22,649 )	1,354,144
Resources	379,655	28,987	(7,197 )	401,445
Total	\$3,609,437	\$ 455,570	\$ (56,247 )	\$ 4,008,760

Goodwill includes immaterial adjustments related to prior period acquisitions.

## Intangible Assets

The Company's definite-lived intangible assets by major asset class were as follows:

Intangible Asset Class	November 30, 2016			August 31, 2016		
	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Customer-related	\$586,852	\$ (173,160 )	\$413,692	\$532,753	\$ (159,774 )	\$372,979
Technology	98,949	(51,108 )	47,841	100,363	(48,270 )	52,093
Patents	120,335	(58,974 )	61,361	118,906	(57,951 )	60,955
Other	44,360	(15,962 )	28,398	43,804	(19,680 )	24,124
Total	\$850,496	\$ (299,204 )	\$551,292	\$795,826	\$ (285,675 )	\$510,151

Total amortization related to the Company's intangible assets was \$33,128 and \$27,724 for the three months ended November 30, 2016 and 2015, respectively. Estimated future amortization related to intangible assets held as of November 30, 2016 is as follows:

Fiscal Year	Estimated Amortization
Remainder of 2017	\$ 97,060
2018	102,146
2019	82,201
2020	72,253
2021	62,938
Thereafter	134,694
Total	\$ 551,292



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## ACCENTURE PLC

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

## 6. MATERIAL TRANSACTIONS AFFECTING SHAREHOLDERS' EQUITY

## Dividends

The Company's dividend activity during the three months ended November 30, 2016 was as follows:

Dividend Payment Date	Dividend Per Share	Accenture plc Class A Ordinary Shares Record Date	Cash Outlay	Accenture Holdings plc Ordinary Shares and Accenture Canada Holdings Inc. Exchangeable Shares Record Date	Cash Outlay	Total Cash Outlay
November 15, 2016	\$ 1.21	October 21, 2016	\$ 750,137	October 18, 2016	\$ 34,990	\$ 785,127

The payment of the cash dividends also resulted in the issuance of an immaterial number of additional restricted share units to holders of restricted share units.

## 7. DERIVATIVE FINANCIAL INSTRUMENTS

In the normal course of business, the Company uses derivative financial instruments to manage foreign currency exchange rate risk. The Company's derivative financial instruments consist of deliverable and non-deliverable foreign currency forward contracts.

## Cash Flow Hedges

For a cash flow hedge, the effective portion of the change in estimated fair value of a hedging instrument is recorded in Accumulated other comprehensive loss as a separate component of Shareholders' Equity and is reclassified into Cost of services in the Consolidated Income Statements during the period in which the hedged transaction is recognized. For information related to derivatives designated as cash flow hedges that were reclassified into Cost of services during the three months ended November 30, 2016 and 2015, as well as those expected to be reclassified into Cost of services in the next 12 months, see Note 3 (Accumulated Other Comprehensive Loss) to these Consolidated Financial Statements.

## Other Derivatives

Realized gains or losses and changes in the estimated fair value of foreign currency forward contracts that have not been designated as hedges were a net loss of \$138,094 and \$72,977 for the three months ended November 30, 2016 and 2015, respectively. Gains and losses on these contracts are recorded in Other income (expense), net in the Consolidated Income Statements and are offset by gains and losses on the related hedged items.

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## ACCENTURE PLC

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

## Fair Value of Derivative Instruments

The notional and fair values of all derivative instruments were as follows:

	November 30, 2016	August 31, 2016
Assets		
Cash Flow Hedges		
Other current assets	\$ 72,113	\$71,955
Other non-current assets	51,743	45,683
Other Derivatives		
Other current assets	7,385	11,965
Total assets	\$ 131,241	\$ 129,603
Liabilities		
Cash Flow Hedges		
Other accrued liabilities	\$ 29,558	\$ 10,820
Other non-current liabilities	20,996	5,547
Other Derivatives		
Other accrued liabilities	72,815	17,407
Total liabilities	\$ 123,369	\$33,774
Total fair value	\$ 7,872	\$95,829
Total notional value	\$ 7,629,568	\$7,604,486

The Company utilizes standard counterparty master agreements containing provisions for the netting of certain foreign currency transaction obligations and for the set-off of certain obligations in the event of an insolvency of one of the parties to the transaction. In the Consolidated Balance Sheets, the Company records derivative assets and liabilities at gross fair value. The potential effect of netting derivative assets against liabilities under the counterparty master agreements was as follows:

	November 30, 2016	August 31, 2016
Net derivative assets	\$ 103,039	\$ 114,785
Net derivative liabilities	95,167	18,956
Total fair value	\$ 7,872	\$ 95,829

**8. RETIREMENT AND PROFIT SHARING PLANS**

On March 18, 2016, Accenture plc's Board of Directors approved an amendment to terminate the Company's U.S. pension plan, effective May 30, 2016, for all active and former employees who are no longer accruing benefits in the pension plan (approximately 16,200 people). The amendment also provides for the creation of a separate defined benefit plan with substantially the same terms for approximately 600 active employees who are currently eligible to accrue benefits. The U.S. pension plan is expected to be settled in 12 to 18 months from the termination effective date, subject to receipt of customary regulatory approvals.

The Company's ultimate settlement obligation will depend upon both the nature and timing of participant settlements and prevailing market conditions. Upon settlement, the Company expects to recognize additional expense, consisting of unrecognized actuarial losses included in Accumulated other comprehensive loss that totaled approximately \$467,000 as of August 31, 2016, adjusted for the difference between the ultimate settlement obligation and the Company's accrued pension obligation. The Company does not expect the settlement of the U.S. pension plan obligations to have a material impact on its cash position.



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ACCENTURE PLC

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

9. INCOME TAXES

The Company applies an estimated annual effective tax rate to its year-to-date operating results to determine the interim provision for income tax expense. In addition, the Company recognizes taxes related to unusual or infrequent items or resulting from a change in judgment regarding a position taken in a prior year as discrete items in the interim period in which the event occurs.

The Company's effective tax rates for the three months ended November 30, 2016 and 2015 were 20.4% and 29.3%, respectively. The lower effective tax rate for the three months ended November 30, 2016 was primarily due to higher benefits from adjustments to prior year taxes and recognition of excess tax benefits from share based payments as a result of the adoption of FASB ASU No. 2016-09. For additional information, see Note 1 (Basis of Presentation) to these Consolidated Financial Statements under Item 1, "Financial Statements."

10. COMMITMENTS AND CONTINGENCIES

Commitments

The Company has the right to purchase or may also be required to purchase substantially all of the remaining outstanding shares of its Avanade Inc. subsidiary ("Avanade") not owned by the Company at fair value if certain events occur. As of November 30, 2016 and August 31, 2016, the Company has reflected the fair value of \$52,703 and \$54,221, respectively, related to Avanade's redeemable common stock and the intrinsic value of the options on redeemable common stock in Other accrued liabilities in the Consolidated Balance Sheets.

Indemnifications and Guarantees

In the normal course of business and in conjunction with certain client engagements, the Company has entered into contractual arrangements through which it may be obligated to indemnify clients with respect to certain matters. As of November 30, 2016 and August 31, 2016, the Company's aggregate potential liability to its clients for expressly limited guarantees involving the performance of third parties was approximately \$607,000 and \$749,000, respectively, of which all but approximately \$89,000 and \$113,000, respectively, may be recovered from the other third parties if the Company is obligated to make payments to the indemnified parties as a consequence of a performance default by the other third parties. For arrangements with unspecified limitations, the Company cannot reasonably estimate the aggregate maximum potential liability, as it is inherently difficult to predict the maximum potential amount of such payments, due to the conditional nature and unique facts of each particular arrangement.

To date, the Company has not been required to make any significant payment under any of the arrangements described above. The Company has assessed the current status of performance/payment risk related to arrangements with limited guarantees, warranty obligations, unspecified limitations and/or indemnification provisions and believes that any potential payments would be immaterial to the Consolidated Financial Statements, as a whole.

Legal Contingencies

As of November 30, 2016, the Company or its present personnel had been named as a defendant in various litigation matters. The Company and/or its personnel also from time to time are involved in investigations by various regulatory or legal authorities concerning matters arising in the course of its business around the world. Based on the present status of these matters, except as provided below, management believes the range of reasonably possible losses in addition to amounts accrued, net of insurance recoveries, will not have a material effect on the Company's results of operations or financial condition.

On December 8, 2016, the Swiss Federal Tax Administration notified a subsidiary of Accenture that it has opened an investigation to examine the tax treatment of an August 2010 intercompany transfer of certain intellectual property. The tax treatment used in connection with the transfer was based on tax rulings we obtained from the relevant Swiss tax authorities and upon which we relied. The Swiss tax authorities have asserted that in connection with the transfer of the intellectual property, we underpaid income and withholding taxes. If the Swiss tax authorities were to prevail in

this matter, taxes could be due, plus interest and possible penalties, which could be material. We strongly disagree with the assertions made and while we intend to cooperate with the Swiss tax authorities, we will vigorously defend our position.

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## ACCENTURE PLC

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS — (continued)

(In thousands of U.S. dollars, except share and per share amounts or as otherwise disclosed)

(Unaudited)

## 11. SEGMENT REPORTING

The Company's reportable operating segments are the five operating groups, which are Communications, Media & Technology; Financial Services; Health & Public Service; Products; and Resources. Information regarding the Company's reportable operating segments is as follows:

	Three Months Ended			
	November 30, 2016		November 30, 2015	
	Net Revenues	Operating Income	Net Revenues	Operating Income
Communications, Media & Technology	\$1,686,196	\$257,844	\$1,604,639	\$247,873
Financial Services	1,809,769	319,489	1,745,216	322,785
Health & Public Service	1,500,774	199,227	1,423,867	172,578
Products	2,320,169	408,699	1,990,123	291,223
Resources	1,194,858	146,700	1,245,084	186,801
Other	3,751	—	4,234	—
Total	\$8,515,517	\$1,331,959	\$8,013,163	\$1,221,260

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ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion and analysis should be read in conjunction with our Consolidated Financial Statements and related Notes included elsewhere in this Quarterly Report on Form 10-Q and in our Annual Report on Form 10-K for the year ended August 31, 2016, and with the information under the heading "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K for the year ended August 31, 2016.

We use the terms "Accenture," "we," the "Company," "our" and "us" in this report to refer to Accenture plc and its subsidiaries. All references to years, unless otherwise noted, refer to our fiscal year, which ends on August 31. For example, a reference to "fiscal 2017" means the 12-month period that will end on August 31, 2017. All references to quarters, unless otherwise noted, refer to the quarters of our fiscal year.

We use the term "in local currency" so that certain financial results may be viewed without the impact of foreign currency exchange rate fluctuations, thereby facilitating period-to-period comparisons of business performance. Financial results "in local currency" are calculated by restating current period activity into U.S. dollars using the comparable prior year period's foreign currency exchange rates. This approach is used for all results where the functional currency is not the U.S. dollar.

Disclosure Regarding Forward-Looking Statements

This Quarterly Report on Form 10-Q contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 (the "Exchange Act") relating to our operations, results of operations and other matters that are based on our current expectations, estimates, assumptions and projections. Words such as "may," "will," "should," "likely," "anticipates," "expects," "intends," "plans," "projects," "believes," "estimates," "positioned," "outlook" and similar expressions are used to identify these forward-looking statements. These statements are not guarantees of future performance 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. Risks, uncertainties and other factors that might cause such differences, some of which could be material, include, but are not limited to:

• Our results of operations could be adversely affected by volatile, negative or uncertain economic conditions and the effects of these conditions on our clients' businesses and levels of business activity.

• Our business depends on generating and maintaining ongoing, profitable client demand for our services and solutions, including through the adaptation and expansion of our services and solutions in response to ongoing changes in technology and offerings, and a significant reduction in such demand or an inability to respond to the evolving technological environment could materially affect our results of operations.

• If we are unable to keep our supply of skills and resources in balance with client demand around the world and attract and retain professionals with strong leadership skills, our business, the utilization rate of our professionals and our results of operations may be materially adversely affected.

• The markets in which we compete are highly competitive, and we might not be able to compete effectively.

• We could have liability or our reputation could be damaged if we fail to protect client and/or Accenture data from security breaches or cyberattacks.

• Our profitability could materially suffer if we are unable to obtain favorable pricing for our services and solutions, if we are unable to remain competitive, if our cost-management strategies are unsuccessful or if we experience delivery inefficiencies.

• Changes in our level of taxes, as well as audits, investigations and tax proceedings, or changes in tax laws or in their interpretation or enforcement, could have a material adverse effect on our effective tax rate, results of operations, cash flows and financial condition.

• Our results of operations could be materially adversely affected by fluctuations in foreign currency exchange rates.

• Our business could be materially adversely affected if we incur legal liability.





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Our work with government clients exposes us to additional risks inherent in the government contracting environment. We might not be successful at identifying, acquiring, investing in or integrating businesses, entering into joint ventures or divesting businesses.

Our Global Delivery Network is increasingly concentrated in India and the Philippines, which may expose us to operational risks.

As a result of our geographically diverse operations and our growth strategy to continue geographic expansion, we are more susceptible to certain risks.

Adverse changes to our relationships with key alliance partners or in the business of our key alliance partners could adversely affect our results of operations.

Our services or solutions could infringe upon the intellectual property rights of others or we might lose our ability to utilize the intellectual property of others.

If we are unable to protect our intellectual property rights from unauthorized use or infringement by third parties, our business could be adversely affected.

Our ability to attract and retain business and employees may depend on our reputation in the marketplace.

If we are unable to manage the organizational challenges associated with our size, we might be unable to achieve our business objectives.

We make estimates and assumptions in connection with the preparation of our consolidated financial statements, and any changes to those estimates and assumptions could adversely affect our financial results.

Many of our contracts include payments that link some of our fees to the attainment of performance or business targets and/or require us to meet specific service levels. This could increase the variability of our revenues and impact our margins.

Our results of operations and share price could be adversely affected if we are unable to maintain effective internal controls.

We are incorporated in Ireland and a significant portion of our assets are located outside the United States. As a result, it might not be possible for shareholders to enforce civil liability provisions of the federal or state securities laws of the United States. We may also be subject to criticism and negative publicity related to our incorporation in Ireland. Irish law differs from the laws in effect in the United States and might afford less protection to shareholders.

We might be unable to access additional capital on favorable terms or at all. If we raise equity capital, it may dilute our shareholders' ownership interest in us.

For a more detailed discussion of these factors, see the information under the heading "Risk Factors" in our Annual Report on Form 10-K for the year ended August 31, 2016. Our forward-looking statements speak only as of the date of this report or as of the date they are made, and we undertake no obligation to update any forward-looking statements.

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## Overview

Revenues are driven by the ability of our executives to secure new contracts and to deliver services and solutions that add value relevant to our clients' current needs and challenges. The level of revenues we achieve is based on our ability to deliver market-leading service offerings and to deploy skilled teams of professionals quickly and on a global basis. Our results of operations are affected by economic conditions, including macroeconomic conditions and levels of business confidence. There continues to be significant volatility and economic and geopolitical uncertainty in many markets around the world, which may impact our business. We continue to monitor the impact of this volatility and uncertainty and seek to manage our costs in order to respond to changing conditions. There also continues to be significant volatility in foreign currency exchange rates. The majority of our net revenues are denominated in currencies other than the U.S. dollar, including the Euro and the U.K. pound. Unfavorable fluctuations in foreign currency exchange rates have had and could have in the future a material effect on our financial results.

Revenues before reimbursements ("net revenues") for the first quarter of fiscal 2017 increased 6% in U.S. dollars and 7% in local currency compared to the first quarter of fiscal 2016. Demand for our services and solutions continued to be strong, resulting in growth across most areas of our business. During the first quarter of fiscal 2017, revenue growth in local currency was significant in Products and solid in Financial Services and Health & Public Service. Communications, Media & Technology revenue growth in local currency was modest, while Resources had a slight decline. Revenue growth in local currency was strong in both outsourcing and consulting during the first quarter of fiscal 2017. While the business environment remained competitive, we continued to experience pricing improvement in several areas of our business. We use the term "pricing" to mean the contract profitability or margin on the work that we sell.

In our consulting business, net revenues for the first quarter of fiscal 2017 increased 6% in U.S. dollars and 7% in local currency compared to the first quarter of fiscal 2016. Consulting revenue growth in local currency in the first quarter of fiscal 2017 was led by very significant growth in Products, as well as solid growth in Financial Services, partially offset by a decline in Resources. We continue to experience growing demand for digital-, cloud- and security-related services and assisting clients with the adoption of new technologies. In addition, clients continue to be focused on initiatives designed to deliver cost savings and operational efficiency, as well as projects to integrate their global operations and grow and transform their businesses.

In our outsourcing business, net revenues for the first quarter of fiscal 2017 increased 7% in both U.S. dollars and local currency compared to the first quarter of fiscal 2016. Outsourcing revenue growth in local currency in the first quarter of fiscal 2017 was driven by strong growth in Health & Public Service, Products, Financial Services and Communications, Media & Technology, as well as modest growth in Resources. We continue to experience growing demand to assist clients with cloud enablement and the operation and maintenance of digital-related services. In addition, clients continue to be focused on transforming their operations to improve effectiveness and cost efficiency. As we are a global company, our revenues are denominated in multiple currencies and may be significantly affected by currency exchange rate fluctuations. If the U.S. dollar strengthens against other currencies, resulting in unfavorable currency translation, our revenues, revenue growth and results of operations in U.S. dollars may be lower. If the U.S. dollar weakens against other currencies, resulting in favorable currency translation, our revenues, revenue growth and results of operations in U.S. dollars may be higher. The U.S. dollar strengthened against many currencies during the first quarter of fiscal 2017 compared to the first quarter of fiscal 2016, resulting in unfavorable currency translation and U.S. dollar revenue growth that was approximately 1% lower than our revenue growth in local currency.

Assuming that exchange rates stay within recent ranges for the remainder of fiscal 2017, we estimate that our full fiscal 2017 revenue growth will be approximately 2% lower in U.S. dollars than in local currency.

The primary categories of operating expenses include Cost of services, Sales and marketing and General and administrative costs. Cost of services is primarily driven by the cost of client-service personnel, which consists mainly of compensation, subcontractor and other personnel costs, and non-payroll costs on outsourcing contracts. Cost of services includes a variety of activities such as: contract delivery; recruiting and training; software development; and integration of acquisitions. Sales and marketing costs are driven primarily by: compensation costs for business development activities; marketing- and advertising-related activities; and certain acquisition-related costs. General and

administrative costs primarily include costs for non-client-facing personnel, information systems and office space. Utilization for the first quarter of fiscal 2017 was 92%, flat with the fourth quarter of fiscal 2016 and up from 90% in the first quarter of fiscal 2016. We continue to hire to meet current and projected future demand. We proactively plan and manage the size and composition of our workforce and take actions as needed to address changes in the anticipated demand for our services and solutions, given that compensation costs are the most significant portion of our operating expenses. Based on current and projected future demand, we have increased our headcount, the majority

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of which serve our clients, to approximately 394,000 as of November 30, 2016, compared to approximately 373,000 as of November 30, 2015. The year-over-year increase in our headcount reflects an overall increase in demand for our services and solutions, as well as headcount added in connection with acquisitions. Annualized attrition, excluding involuntary terminations, for the first quarter of fiscal 2017 was 12%, down from 16% in the fourth quarter of fiscal 2016 and 13% in the first quarter of fiscal 2016. We evaluate voluntary attrition, adjust levels of new hiring and use involuntary terminations as means to keep our supply of skills and resources in balance with changes in client demand. In addition, we adjust compensation in certain skill sets and geographies in order to attract and retain appropriate numbers of qualified employees. For the majority of our personnel, compensation increases become effective December 1st of each fiscal year. We strive to adjust pricing and/or the mix of resources to reduce the impact of compensation increases on our gross margin. Our ability to grow our revenues and maintain or increase our margin could be adversely affected if we are unable to: keep our supply of skills and resources in balance with changes in the types or amounts of services and solutions clients are demanding; recover increases in compensation; deploy our employees globally on a timely basis; manage attrition; and/or effectively assimilate and utilize new employees. Gross margin (Net revenues less Cost of services before reimbursable expenses as a percentage of Net revenues) for the first quarter of fiscal 2017 was 32.1%, compared with 32.0% for the first quarter of fiscal 2016.

Sales and marketing and General and administrative costs as a percentage of net revenues were 16.4% for the first quarter of fiscal 2017 compared with 16.7% for the first quarter of fiscal 2016. We continuously monitor these costs and implement cost-management actions, as appropriate. For the first quarter of fiscal 2017 compared to the first quarter of fiscal 2016, Sales and marketing costs as a percentage of net revenues decreased 50 basis points principally due to improved operational efficiency in our business development activities, and General and administrative costs as a percentage of net revenues increased 20 basis points.

Operating margin (Operating income as a percentage of Net revenues) for the first quarter of fiscal 2017 was 15.6%, compared with 15.2% for the first quarter of fiscal 2016.

**New Bookings**

New bookings for the first quarter of fiscal 2017 were \$8.32 billion, with consulting bookings of \$4.88 billion and outsourcing bookings of \$3.44 billion.

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Results of Operations for the Three Months Ended November 30, 2016 Compared to the Three Months Ended November 30, 2015

Our five reportable operating segments are our operating groups, which are Communications, Media & Technology; Financial Services; Health & Public Service; Products; and Resources. Net revenues (by operating group, geographic region and type of work) and reimbursements were as follows:

	Three Months Ended		Percent	Percent	Percent of Total Net Revenues		Percent of Total Net Revenues		
	November 30, 2016	November 30, 2015	Increase (Decrease) U.S. Dollars	Increase (Decrease) Local Currency	for the Three Months Ended November 30, 2016	for the Three Months Ended November 30, 2015	for the Three Months Ended November 30, 2016	for the Three Months Ended November 30, 2015	
(in millions of U.S. dollars)									
<b>OPERATING GROUPS</b>									
Communications, Media & Technology	\$1,686	\$ 1,605	5 %	4 %	20 %	20 %	20 %	20 %	
Financial Services	1,810	1,745	4	6	21	22	21	22	
Health & Public Service	1,501	1,424	5	5	18	18	18	18	
Products	2,320	1,990	17	17	27	25	27	25	
Resources	1,195	1,245	(4 )	(2 )	14	15	14	15	
Other	4	4	n/m	n/m	—	—	—	—	
<b>TOTAL NET REVENUES</b>	<b>8,516</b>	<b>8,013</b>	<b>6 %</b>	<b>7 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	
Reimbursements	490	453	8						
<b>TOTAL REVENUES</b>	<b>\$9,006</b>	<b>\$ 8,466</b>	<b>6 %</b>						
<b>GEOGRAPHIC REGIONS</b>									
North America	\$3,981	\$ 3,763	6 %	6 %	47 %	47 %	47 %	47 %	
Europe	2,942	2,885	2	7	34	36	34	36	
Growth Markets	1,593	1,365	17	10	19	17	19	17	
<b>TOTAL NET REVENUES</b>	<b>\$8,516</b>	<b>\$ 8,013</b>	<b>6 %</b>	<b>7 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	
<b>TYPE OF WORK</b>									
Consulting	\$4,593	\$ 4,346	6 %	7 %	54 %	54 %	54 %	54 %	
Outsourcing	3,922	3,667	7	7	46	46	46	46	
<b>TOTAL NET REVENUES</b>	<b>\$8,516</b>	<b>\$ 8,013</b>	<b>6 %</b>	<b>7 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	

n/m = not meaningful

Amounts in table may not total due to rounding.

#### Net Revenues

The following net revenues commentary discusses local currency net revenue changes for the first quarter of fiscal 2017 compared to the first quarter of fiscal 2016:

#### Operating Groups

Communications, Media & Technology net revenues increased 4% in local currency, driven by Media & Entertainment and Electronics & High Tech growth in both North America and Growth Markets. This growth was partially offset by a decline in Communications in Europe, as disruptions in the market continue to impact demand, and we expect this trend to continue in the near term.

Financial Services net revenues increased 6% in local currency, driven by growth in both industry groups in Europe. In Banking & Capital Markets, strong growth in Europe and Growth Markets was partially offset by a decline in North America.

Health & Public Service net revenues increased 5% in local currency, driven by Public Service in Growth Markets and Europe, as well as Health in North America.

Products net revenues increased 17% in local currency, driven by very strong growth across all industry groups and geographic regions, led by Consumer Goods, Retail & Travel Services, as well as Life Sciences in North America and Industrial in Europe.

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Resources net revenues decreased 2% in local currency, as significant growth in Utilities in Europe and Growth Markets was more than offset by declines in Chemicals & Natural Resources and Energy across all geographic regions. We have experienced negative revenue growth in Chemicals & Natural Resources and Energy, principally due to continued challenging market conditions in these industries, and we expect this trend to continue in the near term.

**Geographic Regions**

North America net revenues increased 6% in local currency, driven by the United States.

Europe net revenues increased 7% in local currency, driven by the United Kingdom, Germany, Switzerland, Spain and Belgium.

Growth Markets net revenues increased 10% in local currency, led by Japan, as well as China and Australia.

**Operating Expenses**

Operating expenses for the first quarter of fiscal 2017 increased \$429 million, or 6%, over the first quarter of fiscal 2016, and decreased as a percentage of revenues to 85.2% from 85.6% during this period. Operating expenses before reimbursable expenses for the first quarter of fiscal 2017 increased \$392 million, or 6%, over the first quarter of fiscal 2016, and decreased as a percentage of net revenues to 84.4% from 84.8% during this period.

**Cost of Services**

Cost of services for the first quarter of fiscal 2017 increased \$372 million, or 6%, over the first quarter of fiscal 2016, and remained flat as a percentage of revenues at 69.7% during this period. Cost of services before reimbursable expenses for the first quarter of fiscal 2017 increased \$335 million, or 6%, over the first quarter of fiscal 2016, and decreased as a percentage of net revenues to 67.9% from 68.0% during this period. Gross margin for the first quarter of fiscal 2017 increased to 32.1% from 32.0% during this period.

**Sales and Marketing**

Sales and marketing expense for the first quarter of fiscal 2017 increased \$13 million, or 1%, over the first quarter of fiscal 2016, and decreased as a percentage of net revenues to 10.4% from 10.9% during this period. The decrease as a percentage of net revenues was principally due to improved operational efficiency in our business development activities.

**General and Administrative Costs**

General and administrative costs for the first quarter of fiscal 2017 increased \$44 million, or 9%, from the first quarter of fiscal 2016, and increased as a percentage of net revenues to 6.0% from 5.8% during this period.

**Operating Income and Operating Margin**

Operating income for the first quarter of fiscal 2017 increased \$111 million, or 9%, over the first quarter of fiscal 2016. Operating income and operating margin for each of the operating groups were as follows:

	Three Months Ended					
	November 30, 2016		November 30, 2015		Increase (Decrease)	
	Operating Income	Operating Margin	Operating Income	Operating Margin		
	(in millions of U.S. dollars)					
Communications, Media & Technology	\$258	15 %	\$248	15 %	\$ 10	
Financial Services	319	18	323	18	\$ (3 )	
Health & Public Service	199	13	173	12	\$ 27	
Products	409	18	291	15	\$ 117	
Resources	147	12	187	15	\$ (40 )	
Total	\$1,332	15.6 %	\$1,221	15.2 %	\$ 111	

Amounts in table may not total due to rounding.





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We estimate that the aggregate percentage impact of foreign currency exchange rates on our Operating income during the first quarter of fiscal 2017 was similar to that disclosed for Net revenue. The commentary below provides insight into other factors affecting operating group performance and operating margin for the first quarter of fiscal 2017 compared with the first quarter of fiscal 2016:

• Communications, Media & Technology operating income increased primarily due to higher outsourcing revenue growth.

• Financial Services operating income decreased primarily due to lower outsourcing contract profitability.

• Health & Public Service operating income increased due to higher consulting contract profitability and outsourcing revenue growth.

• Products operating income increased due to significant revenue growth, higher consulting contract profitability and lower sales and marketing costs as a percentage of net revenues.

• Resources operating income decreased due to a decline in consulting revenue and lower contract profitability.

Provision for Income Taxes

The effective tax rate for the first quarter of fiscal 2017 was 20.4%, compared with 29.3% for the first quarter of fiscal 2016. The lower effective tax rate in the first quarter of fiscal 2017 was primarily due to higher benefits from adjustments to prior year taxes and recognition of excess tax benefits from share based payments as a result of the early adoption of ASU No. 2016-09. For more information, see Note 1 (Basis of Presentation) to our Consolidated Financial Statements under Item 1, "Financial Statements."

Our provision for income taxes is based on many factors and subject to volatility year to year. We expect the fiscal 2017 annual effective tax rate to be in the range of 22% to 24%. The effective tax rate for a quarter can vary outside of the range because of the timing of when certain events occur during the year.

Net Income Attributable to Noncontrolling Interests

Net income attributable to noncontrolling interests for the first quarter of fiscal 2017 increased \$5 million, or 11%, from the first quarter of fiscal 2016. The increase was due to higher Net income of \$191 million during the first quarter of fiscal 2017.

Earnings Per Share

Diluted earnings per share increased \$0.30 compared with the first quarter of fiscal 2016, due to increases of \$0.18 from a lower effective tax rate, \$0.11 from higher revenues and operating results and \$0.02 from lower weighted average shares outstanding. These increases were partially offset by a decrease of \$0.01 from higher non-operating expense. For information regarding our earnings per share calculations, see Note 2 (Earnings Per Share) to our Consolidated Financial Statements under Item 1, "Financial Statements."

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## Liquidity and Capital Resources

As of November 30, 2016, Cash and cash equivalents was \$4.1 billion, compared with \$4.9 billion as of August 31, 2016.

Cash flows from operating, investing and financing activities, as reflected in our Consolidated Cash Flows Statements, are summarized in the following table:

	Three Months Ended		
	November 30, 2016	November 30, 2015	Change
	(in millions of U.S. dollars)		
Net cash provided by (used in):			
Operating activities	\$1,084	\$ 643	\$ 441
Investing activities	(690 )	(706 )	17
Financing activities	(1,163 )	(1,196 )	33
Effect of exchange rate changes on cash and cash equivalents	(60 )	(28 )	(32 )
Net increase (decrease) in cash and cash equivalents	\$(829 )	\$ (1,288 )	\$ 459

Amounts in table may not total due to rounding.

**Operating activities:** The year-over-year increase in operating cash flow was due to higher net income and changes in operating assets and liabilities, including higher tax payments during the three months ended November 30, 2015 related to withholding taxes on undistributed earnings of the Company's U.S. subsidiaries.

**Investing activities:** The \$17 million decrease in cash used was due to decreased spending on business acquisitions and investments and property and equipment.

**Financing activities:** The \$33 million decrease in cash used was primarily due to a decrease in the net purchases of shares, partially offset by an increase in cash dividends paid. For additional information, see Note 6 (Material Transactions Affecting Shareholders' Equity) to our Consolidated Financial Statements under Item 1, "Financial Statements."

We believe that our available cash balances and the cash flows expected to be generated from operations will be sufficient to satisfy our current and planned working capital and investment needs for the next twelve months. We also believe that our longer-term working capital and other general corporate funding requirements will be satisfied through cash flows from operations and, to the extent necessary, from our borrowing facilities and future financial market activities.

Substantially all of our cash is held in jurisdictions where there are no regulatory restrictions or material tax effects on the free flow of funds. Domestic cash inflows for our Irish parent, principally dividend distributions from lower-tier subsidiaries, have been sufficient to meet our historic cash requirements, and we expect this to continue into the future.

**Borrowing Facilities**

As of November 30, 2016, we had the following borrowing facilities, including the issuance of letters of credit, to support general working capital purposes:

	Facility Amount	Borrowings Under Facilities
	(in millions of U.S. dollars)	
Syndicated loan facility	\$ 1,000	\$ —
Separate, uncommitted, unsecured multicurrency revolving credit facilities	501	—
Local guaranteed and non-guaranteed lines of credit	157	—
Total	\$ 1,658	\$ —

Under the borrowing facilities described above, we had an aggregate of \$168 million of letters of credit outstanding as of November 30, 2016.



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## Share Purchases and Redemptions

The Board of Directors of Accenture plc has authorized funding for our publicly announced open-market share purchase program for acquiring Accenture plc Class A ordinary shares and for purchases and redemptions of Accenture plc Class A ordinary shares, Accenture Holdings plc ordinary shares and Accenture Canada Holdings Inc. exchangeable shares held by current and former members of Accenture Leadership and their permitted transferees. Our share purchase activity during the three months ended November 30, 2016 was as follows:

	Accenture plc		Accenture Holdings plc	
	Class A		Ordinary Shares and Accenture	
	Ordinary Shares		Canada	
			Holdings Inc. Exchangeable	
	Shares	Amount	Shares	Amount
	(in millions of U.S. dollars, except share amounts)			
Open-market share purchases (1)	3,895,212	\$ 453	—	\$ —
Other share purchase programs	—	—	285,288	34
Other purchases (2)	868,630	101	—	—
Total	4,763,842	\$ 554	285,288	\$ 34

We conduct a publicly announced open-market share purchase program for Accenture plc Class A ordinary shares.

(1) These shares are held as treasury shares by Accenture plc and may be utilized to provide for select employee benefits, such as equity awards to our employees.

(2) During the three months ended November 30, 2016, as authorized under our various employee equity share plans, we acquired Accenture plc Class A ordinary shares primarily via share withholding for payroll tax obligations due from employees and former employees in connection with the delivery of Accenture plc Class A ordinary shares under those plans. These purchases of shares in connection with employee share plans do not affect our aggregate available authorization for our publicly announced open-market share purchase and the other share purchase programs.

We intend to continue to use a significant portion of cash generated from operations for share repurchases during the remainder of fiscal 2017. The number of shares ultimately repurchased under our open-market share purchase program may vary depending on numerous factors, including, without limitation, share price and other market conditions, our ongoing capital allocation planning, the levels of cash and debt balances, other demands for cash, such as acquisition activity, general economic and/or business conditions, and board and management discretion.

Additionally, as these factors may change over the course of the year, the amount of share repurchase activity during any particular period cannot be predicted and may fluctuate from time to time. Share repurchases may be made from time to time through open-market purchases, in respect of purchases and redemptions of Accenture Holdings plc ordinary shares and Accenture Canada Holdings Inc. exchangeable shares, through the use of Rule 10b5-1 plans and/or by other means. The repurchase program may be accelerated, suspended, delayed or discontinued at any time, without notice.

## Other Share Redemptions

During the three months ended November 30, 2016, we issued 403,340 Accenture plc Class A ordinary shares upon redemptions of an equivalent number of Accenture Holdings plc ordinary shares pursuant to our registration statement on Form S-3 (the “registration statement”). The registration statement allows us, at our option, to issue freely tradable Accenture plc Class A ordinary shares in lieu of cash upon redemptions of Accenture Holdings plc ordinary shares held by current and former members of Accenture Leadership and their permitted transferees.

For a complete description of all share purchase and redemption activity for the first quarter of fiscal 2017, see Part II, Item 2, “Unregistered Sales of Equity Securities and Use of Proceeds.”

## Off-Balance Sheet Arrangements

In the normal course of business and in conjunction with some client engagements, we have entered into contractual arrangements through which we may be obligated to indemnify clients with respect to certain matters. To date, we have not been required to make any significant payment under any of the arrangements described above. For further discussion of these transactions, see Note 10 (Commitments and Contingencies) to our Consolidated Financial Statements under Item 1, "Financial Statements."

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## Recently Adopted Accounting Pronouncement

On September 1, 2016, we early adopted Financial Accounting Standards Board (“FASB”) Accounting Standards Update (“ASU”) No. 2016-09, Improvements to Employee Share-Based Payment Accounting, which simplifies the accounting for share-based payment transactions. The new guidance requires excess tax benefits and tax deficiencies to be recorded in the income statement when the awards vest or are settled. The standard clarifies that all cash payments made on an employee’s behalf for withheld shares should be presented as a financing activity on our cash flows statement and provides an accounting policy election to account for forfeitures as they occur. In addition, cash flows related to excess tax benefits will no longer be separately classified as a financing activity apart from other income tax cash flows.

The primary impact of the adoption of the ASU on our Consolidated Financial Statements was the recognition of excess tax benefits in the provision for income taxes rather than Additional paid-in capital, which reduced income tax expense by \$31 million for the three months ended November 30, 2016. We elected to continue to estimate forfeitures expected to occur to determine the amount of compensation cost to be recognized in each period. We also elected to retrospectively apply the presentation requirements for cash flows related to excess tax benefits for all periods presented, which resulted in an increase to both net cash provided by operating activities and net cash used in financing activities of \$32 million for the three months ended November 30, 2015. The presentation requirement for cash flows related to employee taxes paid for withheld shares had no impact to any of the periods presented in our consolidated cash flows statements since these cash flows have historically been presented as a financing activity.

## New Accounting Pronouncements

On October 24, 2016, the FASB issued ASU No. 2016-16, Income Taxes: Intra-Entity Transfers of Assets Other Than Inventory, which requires an entity to recognize the income tax consequences of intra-entity transfers, other than inventory, when the transfer occurs. Under current guidance in U.S. GAAP, in the case of depreciable or amortizable assets, the income tax consequences are deferred at the time of the intra-entity transfer and recognized as the assets are depreciated or amortized. The ASU will be effective for us beginning September 1, 2018, including interim periods in our fiscal year 2019, and requires modified retrospective transition with a cumulative catch-up adjustment to opening retained earnings in the period of adoption. We are assessing the impact of this ASU on our Consolidated Financial Statements.

On August 26, 2016, the FASB issued ASU No. 2016-15, Statement of Cash Flows (Topic 230): Classification of Certain Cash Receipts and Cash Payments, which addresses how cash receipts and cash payments are presented and classified in the statement of cash flows. The ASU will be effective for us beginning September 1, 2018, including interim periods in our fiscal year 2019, and requires the retrospective method of adoption unless it is impracticable to apply, in which case it would be required to apply the amendments prospectively as of the earliest date practicable. We are assessing the impact of this ASU on our Consolidated Financial Statements.

On March 15, 2016, the FASB issued ASU No. 2016-07, Simplifying the Transition to the Equity Method of Accounting, which eliminates the requirement to retrospectively apply equity method accounting when an entity increases ownership or influence in a previously held investment. The ASU will be effective for us beginning September 1, 2017, including interim periods in our fiscal year 2018. We do not expect the adoption of this ASU to have a material impact on our Consolidated Financial Statements.

On February 25, 2016, the FASB issued ASU No. 2016-02, Leases, which amends existing guidance to require lessees to recognize assets and liabilities on the balance sheet for the rights and obligations created by long-term leases and to disclose additional quantitative and qualitative information about leasing arrangements. The ASU will be effective for us beginning September 1, 2019, including interim periods in our fiscal year 2020, and allows for a modified retrospective method upon adoption. We are assessing the impact of this ASU on our Consolidated Financial Statements.

On January 5, 2016, the FASB issued ASU No. 2016-01, Recognition and Measurement of Financial Assets and Financial Liabilities, which amends certain aspects of recognition, measurement, presentation and disclosure of financial instruments. The ASU will be effective for us beginning September 1, 2018, including interim periods in our fiscal year 2019. We do not expect the adoption of this ASU to have a material impact on our Consolidated Financial

Statements.

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On May 28, 2014, the FASB issued ASU No. 2014-09 (Accounting Standard Codification 606), Revenue from Contracts with Customers, which will replace most existing revenue recognition guidance in U.S. GAAP. The core principle of the ASU is that an entity should recognize revenue for the transfer of goods or services equal to the amount that it expects to be entitled to receive for those goods or services. The ASU requires additional disclosure about the nature, amount, timing and uncertainty of revenue and cash flows arising from customer contracts, including significant judgments and changes in judgments. The ASU will be effective for us beginning September 1, 2018, including interim periods in our fiscal year 2019, and allows for both retrospective and modified retrospective methods of adoption. We will adopt the guidance on September 1, 2018 and apply the modified retrospective method. We are assessing the impact of this ASU on our Consolidated Financial Statements.

**ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK**

During the three months ended November 30, 2016, there were no material changes to the information on market risk exposure disclosed in our Annual Report on Form 10-K for the year ended August 31, 2016. For a discussion of our market risk associated with foreign currency risk, interest rate risk and equity price risk as of August 31, 2016, see “Quantitative and Qualitative Disclosures About Market Risk” in Part II, Item 7A, of our Annual Report on Form 10-K for the year ended August 31, 2016.

**ITEM 4. CONTROLS AND PROCEDURES**

**Evaluation of Disclosure Controls and Procedures**

Our management, with the participation of our principal executive officer and our principal financial officer, has evaluated the effectiveness of our disclosure controls and procedures (as defined in Rule 13a-15(e) under the Exchange Act) as of the end of the period covered by this report. Any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives. Based on that evaluation, the principal executive officer and the principal financial officer of Accenture plc have concluded that, as of the end of the period covered by this report, our disclosure controls and procedures were effective at the reasonable assurance level.

**Changes in Internal Control Over Financial Reporting**

There has been no change in our internal control over financial reporting that occurred during the first quarter of fiscal 2017 that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

**PART II — OTHER INFORMATION**

**ITEM 1. LEGAL PROCEEDINGS**

The information set forth under “Legal Contingencies” in Note 10 (Commitments and Contingencies) to our Consolidated Financial Statements under Part I, Item 1, “Financial Statements,” is incorporated herein by reference.

**ITEM 1A. RISK FACTORS**

For a discussion of our potential risks and uncertainties, see the information under the heading “Risk Factors” in our Annual Report on Form 10-K for the year ended August 31, 2016. There have been no material changes to the risk factors disclosed in our Annual Report on Form 10-K for the year ended August 31, 2016.



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## ITEM 2. UNREGISTERED SALES OF EQUITY SECURITIES AND USE OF PROCEEDS

## Purchases and Redemptions of Accenture plc Class A Ordinary Shares and Class X Ordinary Shares

The following table provides information relating to our purchases of Accenture plc Class A ordinary shares and redemptions of Accenture plc Class X ordinary shares during the first quarter of fiscal 2017.

Period	Total Number of Shares Purchased	Average Price Paid per Share (1)	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs (2)	Approximate Dollar Value of Shares that May Yet Be Purchased Under the Plans or Programs (3)
(in millions of U.S. dollars)				
September 1, 2016 — September 30, 2016				
Class A ordinary shares	1,694,784	\$113.81	1,346,366	\$ 5,324
Class X ordinary shares	—	\$0.0000225	—	—
October 1, 2016 — October 31, 2016				
Class A ordinary shares	1,704,895	\$117.19	1,293,574	\$ 5,066
Class X ordinary shares	307,548	\$0.0000225	—	—
November 1, 2016 — November 30, 2016				
Class A ordinary shares	1,364,163	\$118.52	1,255,272	\$ 4,899
Class X ordinary shares	288,658	\$0.0000225	—	—
Total				
Class A ordinary shares (4)	4,763,842	\$116.37	3,895,212	
Class X ordinary shares (5)	596,206	\$0.0000225	—	

(1) Average price paid per share reflects the total cash outlay for the period, divided by the number of shares acquired, including those acquired by purchase or redemption for cash and any acquired by means of employee forfeiture.

(2) Since August 2001, the Board of Directors of Accenture plc has authorized and periodically confirmed a publicly announced open-market share purchase program for acquiring Accenture plc Class A ordinary shares. During the first quarter of fiscal 2017, we purchased 3,895,212 Accenture plc Class A ordinary shares under this program for an aggregate price of \$453 million. The open-market purchase program does not have an expiration date.

(3) As of November 30, 2016, our aggregate available authorization for share purchases and redemptions was \$4,899 million, which management has the discretion to use for either our publicly announced open-market share purchase program or the other share purchase programs. Since August 2001 and as of November 30, 2016, the Board of Directors of Accenture plc has authorized an aggregate of \$30,100 million for purchases and redemptions of Accenture plc Class A ordinary shares, Accenture Holdings plc ordinary shares or Accenture Canada Holdings Inc. exchangeable shares.

(4) During the first quarter of fiscal 2017, Accenture purchased 868,630 Accenture plc Class A ordinary shares in transactions unrelated to publicly announced share plans or programs. These transactions consisted of acquisitions of Accenture plc Class A ordinary shares primarily via share withholding for payroll tax obligations due from employees and former employees in connection with the delivery of Accenture plc Class A ordinary shares under our various employee equity share plans. These purchases of shares in connection with employee share plans do not affect our aggregate available authorization for our publicly announced open-market share purchase and the other share purchase programs.

(5) Accenture plc Class X ordinary shares are redeemable at their par value of \$0.0000225 per share.

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## Purchases and Redemptions of Accenture Holdings plc Ordinary Shares and Accenture Canada Holdings Inc. Exchangeable Shares

The following table provides additional information relating to our purchases and redemptions of Accenture Holdings plc ordinary shares and Accenture Canada Holdings Inc. exchangeable shares for cash during the first quarter of fiscal 2017. We believe that the following table and footnotes provide useful information regarding the share purchase and redemption activity of Accenture. Generally, purchases and redemptions of Accenture Holdings plc ordinary shares and Accenture Canada Holdings Inc. exchangeable shares for cash and employee forfeitures reduce shares outstanding for purposes of computing diluted earnings per share.

Period	Total Number of Shares Purchased (1)	Average Price Paid per Share (2)	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Approximate Dollar Value of Shares that May Yet Be Purchased Under the Plans or Programs (3)
Accenture Holdings plc				
September 1, 2016 — September 30, 2016	—	\$ —	—	—
October 1, 2016 — October 31, 2016	65,789	\$ 117.95	—	—
November 1, 2016 — November 30, 2016	79,464	\$ 119.20	—	—
Total	145,253	\$ 118.64	—	—
Accenture Canada Holdings Inc.				
September 1, 2016 — September 30, 2016	—	\$ —	—	—
October 1, 2016 — October 31, 2016	76,035	\$ 115.98	—	—
November 1, 2016 — November 30, 2016	64,000	\$ 117.47	—	—
Total	140,035	\$ 116.66	—	—

(1) During the first quarter of fiscal 2017, we acquired a total of 145,253 Accenture Holdings plc ordinary shares and 140,035 Accenture Canada Holdings Inc. exchangeable shares from current and former members of Accenture Leadership and their permitted transferees by means of purchase or redemption for cash, or employee forfeiture, as applicable. In addition, during the first quarter of fiscal 2017, we issued 403,340 Accenture plc Class A ordinary shares upon redemptions of an equivalent number of Accenture Holdings plc ordinary shares pursuant to a registration statement.

(2) Average price paid per share reflects the total cash outlay for the period, divided by the number of shares acquired, including those acquired by purchase or redemption for cash and any acquired by means of employee forfeiture.

(3) For a discussion of our aggregate available authorization for share purchases and redemptions through either our publicly announced open-market share purchase program or the other share purchase programs, see the “Approximate Dollar Value of Shares that May Yet Be Purchased Under the Plans or Programs” column of the “Purchases and Redemptions of Accenture plc Class A Ordinary Shares and Class X Ordinary Shares” table above and the applicable footnote.

## ITEM 3. DEFAULTS UPON SENIOR SECURITIES

None.

## ITEM 4. MINE SAFETY DISCLOSURES

Not applicable.

## ITEM 5. OTHER INFORMATION

(a) None.

(b) None.



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ITEM 6. EXHIBITS

Exhibit Index:

Exhibit Number	Exhibit
3.1	Amended and Restated Memorandum and Articles of Association of Accenture plc (incorporated by reference to Exhibit 3.1 to Accenture plc's 8-K filed on February 3, 2016)
10.1	Memorandum and Articles of Association and Deed Poll of Accenture Holdings plc (incorporated by reference to Exhibit 3.1 to Accenture Holdings plc's 8-K12G3 filed on August 26, 2015)
31.1	Certification of the Chief Executive Officer pursuant to Rule 13a-14(a) or 15d-14(a) of the Securities Exchange Act of 1934, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 (filed herewith)
31.2	Certification of the Chief Financial Officer pursuant to Rule 13a-14(a) or 15d-14(a) of the Securities Exchange Act of 1934, as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002 (filed herewith)
32.1	Certification of the Chief Executive Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (furnished herewith)
32.2	Certification of the Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 (furnished herewith)
101	The following financial information from Accenture plc's Quarterly Report on Form 10-Q for the quarterly period ended November 30, 2016, formatted in XBRL (eXtensible Business Reporting Language): (i) Consolidated Balance Sheets as of November 30, 2016 (Unaudited) and August 31, 2016, (ii) Consolidated Income Statements (Unaudited) for the three months ended November 30, 2016 and 2015, (iii) Consolidated Statements of Comprehensive Income (Unaudited) for the three months ended November 30, 2016 and 2015, (iv) Consolidated Shareholders' Equity Statement (Unaudited) for the three months ended November 30, 2016, (v) Consolidated Cash Flows Statements (Unaudited) for the three months ended November 30, 2016 and 2015 and (vi) the Notes to Consolidated Financial Statements (Unaudited)

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SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Date: December 21, 2016

ACCENTURE PLC

By: /s/ David P. Rowland

Name: David P. Rowland

Title: Chief Financial Officer

(Principal Financial Officer and Authorized Signatory)