

Adobe 2006 Financial Analyst Meeting



Adobe's Vision

Shantanu Narayen
President and COO



Financial Disclaimer

Some of the information discussed today contains forward looking statements that involve risk and uncertainty. Actual results may differ materially from those set forth in such statements.

For a discussion of the risks and uncertainties, you should review Adobe's SEC filings, including the annual report on Form 10-K for fiscal year 2004 and the quarterly reports on Form 10-Q filed by the company in 2005.

In our presentation, we will discuss non-GAAP financial measures. The GAAP financial measures that correspond to such non-GAAP measures, as well as the reconciliation between the two, are available on our website at <http://www.adobe.com/ADBE>.

Adobe does not undertake an obligation to update forward-looking statements.

Creating Engaging Experiences



The environment and **our combined strengths**
guide our vision for the future



We help our customers transform their
communications into **engaging experiences**

Creating Engaging Experiences



Adobe revolutionizes how the world
engages with **ideas and information**

Adobe's Customers

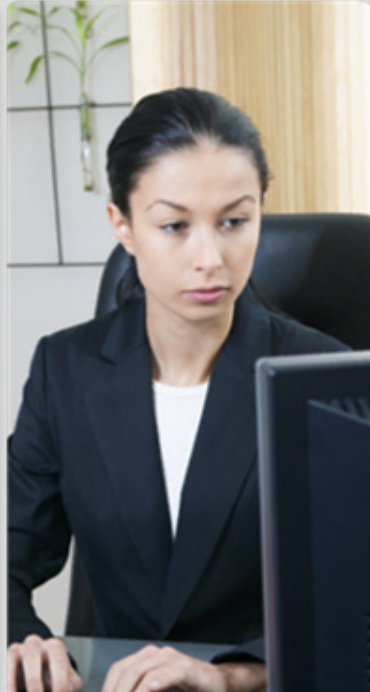
Creatives

**Knowledge
Workers**

Enterprises

Developers

Consumers



Go-to-Market Partners

Adobe Engagement Platform

The Adobe Engagement Platform



Universal Client



Servers



LiveCycle



Flex



ColdFusion



Flash Media Server

Creative Tools



Creative Suite

Developer Tools



Flex Builder

Enterprise Infrastructure and Web Services

Adobe Businesses Leveraging the Platform

**Creative
Solutions**

**Knowledge
Worker
Solutions**

**Enterprise and
Developer
Solutions**

**Mobile and
Device
Solutions**

**Print and
Classic
Publishing
Solutions**

Adobe Engagement Platform

