Adobe is committed to the highest level of innovation throughout our business. Our cutting edge technology is transforming the work of creatives and marketers, which in turn is altering the ways the world experiences virtually every type of content. At the same time, we are driving innovative business practices and programs designed to strengthen our commitment to our employees, customers, society and the environment.

Our most valuable asset is our talent. Adobe employees differentiate Adobe within our industry and are at the heart of the company’s iconic culture. In fiscal year (FY) 2014, we were proud to be named to Fortune’s Best Places to Work survey for the 14th year.

Our strong tradition of volunteerism and community involvement play an important role in employee satisfaction, and we are proud to provide generous individual and team matching grants, pro bono volunteer opportunities, and a board service training program that educates employees in being an effective board member at non-profit organizations.

During FY 2014, we completed our multi-year transition to a cloud-based services model, with 94 percent of our software distributed electronically. And although we’ve made great strides greening our internal operations, our long-term goal is to power our operations and digital delivery of products with 100 percent renewable energy.

Adobe Youth Voices, our flagship program for underserved youth, ignites their passion to create change in their communities while providing them with the technical and creative skills essential to success in the world today. Since 2006, Adobe and the Adobe Foundation have invested more than $50 million in the program through grants, partnerships and software donations.

I’m proud of the progress we’ve made in the past year, and look forward to what the future brings. We remain committed to our leadership in corporate responsibility and to the transparency of our reporting which, we believe, creates value for our company, our stockholders, and our society. This report provides a summary of our performance in FY 2014, and we welcome your feedback.

Sincerely,

Shantanu Narayen
President and Chief Executive Officer
**2014 KEY PERFORMANCE INDICATORS**

### COMMUNITY
- **$37M** total community investment
- **$3.63M** employee giving
- **$4.03M** company match of employee financial contributions & volunteer hours
- **100%** nonprofits and employees reporting positive outcomes from Adobe Pro Bono
- **$0** financial contributions to political parties, politicians, PACs
- **100%** significant suppliers have undergone human rights screenings

### ADOBE CORPORATE RESPONSIBILITY
- **454** new patents issued
- **86%** employee satisfaction
- **48%** employees in U.S.
- **52%** employees outside U.S.
- **100%** financial contributions to nonprofits and employees reporting positive outcomes from Adobe Pro Bono
- **$4.03M** company match of employee financial contributions & volunteer hours
- **52%** employees outside U.S.

### ENVIRONMENT
- **70%** employees in LEED workspaces
- **97%** waste diversion rate
- **94%** software distributed electronically
- **2M** Creative Cloud subscriptions reduced carbon footprint of boxed product by 70%
- **5B** hours of Adobe Connect meetings
- **31M** Adobe eSign transactions
- **5M tonnes** of CO₂ reduced due to avoided air travel
- **11.6M pounds** of wood saved
- **35M gallons** of water

### INNOVATION
- **86%** employee satisfaction
- **100%** new patents issued
- **97%** waste diversion rate
- **94%** software distributed electronically
- **2M** Creative Cloud subscriptions
- **5B** hours of Adobe Connect meetings
- **31M** Adobe eSign transactions
- **5M tonnes** of CO₂ reduced due to avoided air travel
- **11.6M pounds** of wood saved
- **35M gallons** of water

### EMPLOYEES
- **86%** employee satisfaction
- **48%** employees in U.S.
- **52%** employees outside U.S.
- **100%** financial contributions to nonprofits and employees reporting positive outcomes from Adobe Pro Bono
- **$4.03M** company match of employee financial contributions & volunteer hours
- **52%** employees outside U.S.

### ECO SYSTEMS
- **100%** financial contributions to nonprofits and employees reporting positive outcomes from Adobe Pro Bono
- **$4.03M** company match of employee financial contributions & volunteer hours
- **52%** employees outside U.S.

### SOFTWARE DISTRIBUTION
- **94%** software distributed electronically
- **2M** Creative Cloud subscriptions
- **5B** hours of Adobe Connect meetings
- **31M** Adobe eSign transactions
- **5M tonnes** of CO₂ reduced due to avoided air travel
- **11.6M pounds** of wood saved
- **35M gallons** of water
Governance

G4-3 Name of organization
Adobe Systems, Inc.

G4-5 Location of organization’s headquarters
San Jose, CA

G4-9 Total Revenue
$41.47B

G4-9 % of Total Revenue
Americas 56%
Europe, Middle East and Africa 28%
Asia and Pacific 16%

G4-38 % Independent Board Members
92%

G4-39 # of Executive and Non-Executive Members of Board of Directors
13

Sustainability

Climate

Total Space Worldwide [Sq. Ft.]
3,193,809

% LEED Certified Owned and Leased
71%

Owned and Managed
72%

% Inside U.S.
58%

% Rest of World
14%

Leased
28%

% Inside U.S.
11%

% Rest of World
31%

CDP Score
99 (2014)

Total Energy Consumption [MWh]
65,685

Global Grid Electricity purchased and consumed [MWh]
54,871

Global fuel purchased and consumed (natural gas and diesel/gas oil) [MWh]
47,831

Fuel cell electricity produced [MWh]
7,040

% Fuel Cell Electricity Produced On-Site
11%
Suppliers & Human Rights

- % Suppliers Required to Comply with EICC: 100%
- EICC Validation Audits of Turn-Key Suppliers: None required
- % significant suppliers that have undergone human rights screenings: 100%
- # incidents related to Freedom of Association: 0
- # Incidents related to Child Labor: 0
- # Incidents related to Forced Labor: 0

G4-HR1
G4-HR2
G4-HR3
G4-HR4
G4-HR5
G4-HR6

Society

Employees

- Global Employees: 12,499
- % Employees in U.S.: 48%
- % Employees outside U.S.: 52%
- % Female Employees: 28%
- % Male Employees: 72%
- % Female People Managers: 25%
- % Male People Managers: 75%
- % Female Leaders (Director +): 25%
- % Male Leaders (Director +): 75%
- % Females in Tech Roles: 19%
- % Males in Tech Roles: 81%
- % White: 70%
- % Asian or Pacific Islander: 24%
- % Hispanic: 4%
- % Black: 2%
- % Other/Not Disclosed: 0%

Ethnicity – U.S. Only

Talent Development

- Net Employment Creation as a % of Total Employees: 16%
- Satisfaction level of employees: 86%
- % Open positions filled by external candidates: 19%
- # of employee fatalities resulting from operational accidents per 100,000: 0
- # of incidents of non-compliance (health & safety of products & incidents resulting in a fine or penalty): 0

Public Policy

- Total financial contributions to political parties, politicians, and PACs: $0
- Lobbying and Political Expenses: $1.2M

Community

Total community investment (Cash & In-Kind): $37,009,490
Type of Philanthropic Activities
Community Investments: 89%, Charitable Donations: 11%
Value of Talent Contributions through Pro Bono projects (US$): $74,213
Employee benefits for Pro Bono Volunteering
75% reported new management responsibility, customer or stakeholder interaction, subject matter knowledge, or job-applicable skills
Professional development outcomes of Pro Bono volunteering for employees
100% listed Pro Bono as a positive component of job satisfaction
Nonprofit benefits of Adobe Pro Bono projects
100% of NPOs strongly agree that final deliverable has/will strengthen organizational infrastructure/resources and lead to positive changes within the organization
Employee giving (US$): $3,632,389
Company match of employee financial contributions & volunteer hours (US$): $4,030,370
Adobe Youth Voices program investment (US$): $8,041,592
Adobe Youth Voices reach
44,911 young people completed AYV, 1,427 educators completed training, resources and training were delivered to 847 sites, and the program was delivered in 60 countries
Youth Outcomes
97% of youth are confident in their ability to self-express, ideate, collaborate, be flexible and persist through challenges.
Educator Outcomes
92% of educators agree that AYV increased their ability to engage and inspire youth.
Governance

Evaluation of risks of taxation on future company value creation
Adobe Form 10-K

Statement on company's main challenges
Adobe Form 10-K

Tax Policy
Adobe Form 10-K

Shareholder Engagement Procedures
Adobe 2015 Proxy Statement

Restate Certificate of Incorporation
Certificate of Incorporation

Independent Audit Committee
Adobe 2015 Proxy Statement

Independent Compensation Committee
Adobe 2015 Proxy Statement

Independent Nomination Committee
Adobe 2015 Proxy Statement

Independent Corporate Governance Committee
Adobe 2015 Proxy Statement

Board Remuneration Disclosure
Adobe 2015 Proxy Statement

G4-1
External reporting of compensation of board of directors & senior executives
Adobe 2015 Proxy Statement

G4-1
CEO compensation linked to total shareholder return
Adobe 2015 Proxy Statement

G4-13
Shareholders have right to vote on the compensation of executives
Adobe 2015 Proxy Statement

% Average overall attendance of board meetings
All directors attended at least 75% of board and committee meetings

Audit, audit related and non-audited related fees paid
$5.04 Million USD

G4-32
Executive stock ownership guidelines promotes long-term performance perspective
Adobe Corporate Governance Guidelines

G4-51
Law Enforcement Requests
Law Enforcement Requests

Employees

Top Employer Recognition Lists
Adobe Awards

Benefits Programs
Health & Wellness, Life Insurance, Vacation & Sick, Sabbatical, Family-Friendly Benefits

Education Reimbursement Program
Adobe Benefits

Anti-Discrimination Policy
Adobe Code of Business Conduct

Employee Engagement activities
Adobe Benefits

G4-7
Adobe Help Line (confidential means of reporting internal & external concerns)
Adobe Help Line — Employees can call 6-HELP and all can email ERC@adobe.com

G4-18
Adobe Help Line (confidential means of escalation, whistleblowing mechanisms & hotline)
Compliance Office — email integrity@adobe.com or 1-800-300-1026

Public Policy

G4-56
Total financial contributions to political parties, politicians and political action committees
Adobe Integrity

G4-58
Political Involvement Policy
Public Policy & Government Relations Policy

G4-64
Privacy Policy
Adobe Privacy Policy

G4-64
Antitrust Policy
Adobe Code of Business Conduct

Community

Access for disabled persons
Adobe Accessibility

G4-56
Company philanthropic guidelines
CR Home Page

Education

G4-56
Digital inclusion initiatives
Adobe Youth Voices

Sustainability

Climate

CDP Report
CDP

G4-51
Incentives for the management of climate change issues
CDP

G4-62
Climate change risks & opportunities
CDP

G4-62
Company products that support climate change mitigation
CDP

Waste

G4-56
Adopted 3rd Party Supply Chain-Related codes
EICC Code of Conduct

G4-56
Enterprise-Wide Environmental Policy
Adobe Sustainability Policy

Suppliers & Human Rights

G4-14
EICC Signatory
Adobe Supply Chain

G4-56
Supply chain implementation standards
Adobe Supply Chain

G4-56
Scope of social supplier Standards
Adobe Supply Chain

G4-56
Supply chain monitoring practices
Adobe Supply Chain

G4-56
Tool to report human rights violations
Adobe Integrity

G4-56
Human rights criteria in selection of suppliers
Adobe Supply Chain