

Adobe Inc.
2026 Annual Meeting of Stockholders
April 15, 2026

RULES OF CONDUCT FOR MEETING

Welcome to the 2026 Annual Meeting of Stockholders (the “Annual Meeting”) of Adobe Inc. (the “Company”). In the interest of a productive and orderly Annual Meeting, we ask for your cooperation in observing the following rules and procedures:

1. The business of the Annual Meeting will be taken up as set forth in the Agenda.
2. The only business matters to be conducted at the Annual Meeting are the matters set forth in the Notice of 2026 Annual Meeting of Stockholders and Proxy Statement dated February 27, 2026.
3. Only stockholders as of the close of business on February 17, 2026 (the “Record Date”), or their duly authorized proxies, are entitled to submit questions and vote at the Annual Meeting. Stockholders may vote until the polls close. The polls will close immediately after the presentation of Proposal 8 - Stockholder Proposal. Please recognize that you will not be permitted to vote your shares at the Annual Meeting if you do not have the valid 16-digit control number included in your proxy materials or if you were not a stockholder as of the Record Date.
4. During the presentation of the stockholder proposals, each presenter will only have three minutes to present the proposal. Only one presenter per proposal is allowed. The presenter should restrict their comments to the stockholder proposal being presented. A stockholder should not address the meeting until recognized by the Chair or Secretary.
5. Nominations made during the Annual Meeting for membership on the Board will not be accepted unless the stockholder has previously notified the Secretary in writing of the intent to make the nomination (following all procedures set forth in the Company’s Bylaws), and the person nominated has given written consent to such nomination and agreed to serve if elected.
6. Following the formal portion of the Annual Meeting, an opportunity will be provided to present questions during the question-and-answer session, which will only include questions submitted on the Annual Meeting web portal as described below.

In order to give as many stockholders as possible the opportunity to ask questions, we ask that you please limit yourself to one question. Up to one minute will be allocated to read each question. Questions will be answered as the allotted Annual Meeting time permits.

Questions may be submitted online beginning 15 minutes prior to the start of the Annual Meeting through <http://www.virtualshareholdermeeting.com/ADBE2026>.

Questions applicable to Adobe's business that we do not have time to answer during the meeting will be posted on our Investor Relations website after the meeting. If multiple questions raise the same topic, we will provide representative examples. If a question violates these rules of conduct, it will not be summarized or answered.

7. Stockholders' views, constructive comments, and criticisms are welcome, but the Chair will not address questions and will stop discussions that are, among other things:
 - a. irrelevant to the business of the Company;
 - b. related to material non-public information of the Company;
 - c. repetitious of statements made by other persons;
 - d. derogatory references to individuals or that are otherwise in bad taste;
 - e. related to personal grievances; or
 - f. a matter of individual concern that is not a matter of interest to stockholders generally.

Additionally, the Chair will stop discussions relating to proposals that were not previously submitted properly under SEC Rule 14a-8 or in accordance with the Company's advance notice Bylaw provisions.

8. In the event of technical malfunction or other significant problem that disrupts the Annual Meeting, the Chair may adjourn, recess or expedite the Annual Meeting, or take such other action that the Chair determines is appropriate in light of the circumstances.

If you have difficulty accessing the Annual Meeting, please call 844-986-0822 (toll free) or 303-562-9288 (toll). Technicians will be available to assist you.

We appreciate your participation. Your fellow stockholders will appreciate your courtesy in observing these procedures.