Financial Disclaimer

Some of the information discussed in this presentation 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 2016 and the quarterly reports on Form 10-Q filed by the company in 2017. In our presentation, we may 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.
Adobe’s Vision

Changing the World
Through Digital Experiences
EXPERIENCES MATTER
MORE THAN EVER
Adobe’s Strategy

EMPOWERING PEOPLE TO CREATE

TRANSFORMING HOW BUSINESSES COMPETE
Key Market Trends

Beyond Mobility

Cloud Native

Intelligence Everywhere

Open Ecosystem
Adobe’s Strategy

Adobe Sensei
Powering experiences with intelligence

Massive volume of content and data assets at its core
Unified artificial intelligence/machine learning framework
Deep domain expertise in creative, documents and marketing
Digital Media

Adobe Creative Cloud

Adobe Document Cloud
Digital Media Customers
Creative Professionals

Students

Photo Enthusiasts

Knowledge Workers

CMOs & CIOs
Digital Media Market Trends

Creativity unleashed

Every story, every surface

Harness the collective IQ
Digital Media Products

Adobe Creative Cloud

Adobe Document Cloud
Digital Media Product Momentum

Product News in 2017

Adobe Creative Cloud

• New products including Adobe XD, Adobe Dimension and Adobe Lightroom Photography service plus hundreds of new features & enhancements
• Video advancements including HDR/4K/VR, animation, motion graphics capabilities
• New Adobe Stock editorial content and Adobe Sensei-powered search
• New Adobe Spark paid premium mobile offering

Adobe Document Cloud

• New Adobe Acrobat Pro desktop release
• New Adobe Scan mobile app ("PDF for mobile")
• Year-round Adobe Sign product updates, plus 15 new partner integrations and global expansion
• Adobe Sign partnership signed with Microsoft
• Launched digital signature open standards consortium with top digital identity providers
Creative Cloud

- Desktop apps, mobile apps and cloud-based services
- Subscription service with monthly pricing expands market opportunity
  - Lower entry price point
  - New customer acquisition
  - Combats piracy
  - ARPU growth potential through services such as Adobe Stock
- Subscribers get frequent delivery of new features and capabilities
Creative Cloud Business Momentum
Annualized Recurring Revenue (“ARR”) and Revenue

Source: Adobe
* Based on Q4 FY2017 financial targets; ARR based on December 2016 FX rates held constant through the year
Creative Cloud Business Momentum

Revenue Mix

FY2014 Revenue Mix

- Perpetual and OEM: $0.7B
- Subscription: $1.1B
- Service & Support: $1.8B

FY2017E* Revenue Mix

- Perpetual and OEM: $0.2B
- Subscription: $4.2B
- Service & Support: $4.0B

Source: Adobe

* Based on Q4 FY2017 financial targets
Creative Cloud Business Momentum

Metrics

>40% New to Creative Cloud franchise

~66% Creative Cloud Enterprise seats licensed with services

>10M Behance members

2X Y/Y growth in Adobe Stock ARR

>1M Adobe XD beta downloads

Source: Adobe, as of Q3 FY2017

1 Cumulative new subscriptions, excludes Enterprise and Acrobat Single App subscriptions

2 Compares Adobe Stock ARR exiting Q3 FY2017 and Q3 FY2016
Creative Cloud
2020 Total Addressable Market

$24.2B
Total Addressable Market

$11.4B
Core
Current Creative Cloud installed base and ARR, Creative Suite and Acrobat migration, new Creative user growth, education and enterprise user growth, new media authoring (3D/AR/VR), upsell and price optimization

$5.7B
Market Expansion
Photo hobbyist growth, Adobe Lightroom and Photoshop Elements migration, new paid mobile users, premium photo service, new creative offerings for consumers and creatives at work, online video creators

$7.1B
Value Expansion
Adobe Stock, training content and services, collaboration services, Creative Cloud enterprise services

Source: Adobe, October 2017
Adobe Document Cloud

- Desktop apps, mobile apps and cloud services deliver streamlined workflows and compelling document experiences that accelerate business transformation
- Leverages ubiquitous PDF format and ~1 billion Adobe Reader installed base on desktops and mobile devices
- Using Creative Cloud playbook and cloud strategy to reinvigorate growth
  - Lower entry price point with subscriptions
  - New customer acquisition
  - Combats piracy
  - GTM synergies
- Gradual transition to more recurring revenue
Adobe Document Cloud Business Momentum
Annualized Recurring Revenue ("ARR") and Revenue

$Millions

Revenue  ARR

Source: Adobe

* Based on Q4 FY2017 financial targets; ARR based on December 2016 FX rates held constant through the year
Adobe Document Cloud Business Momentum

Revenue Mix

FY2014 Revenue Mix

- Service & Support: ~$0.04B
- Subscription: ~$0.2B
- Perpetual and OEM: ~$0.6B

FY2017E* Revenue Mix

- Subscription: ~$0.8B
- Service & Support: ~$0.5B
- Perpetual and OEM: ~$0.3B

Source: Adobe

* Based on Q4 FY2017 financial targets
Adobe Document Cloud Business Momentum

Metrics

~200B
PDFs opened per year in Acrobat & Acrobat Reader

~19%
Y/Y Acrobat unit growth in Q3 FY17 *

~30%
Y/Y growth of documents signed on mobile devices with Adobe Sign

~33%
Of subscribers new to Acrobat franchise

>500M
Document Cloud mobile apps installs

Source: Adobe, as of Q3 FY2017

* Acrobat perpetual and subscription units licensed as Single App
Adobe Document Cloud
2020 Total Addressable Market

$5.3B
Total Addressable Market

$1.4B
Core
Current Acrobat subscription installed base and ARR, Acrobat migration to subscriptions, PDF creation market, electronic documents market

$3.9B
Value Expansion
Electronic signatures, document protection, form fill and sign, review and approve markets

Source: Adobe, October 2017
Digital Media
Growth Drivers in 2018

CORE
- Creative Suite & Acrobat migration to subscriptions
- New user growth & enterprise seat expansion
- New media authoring categories
- Upsell and price optimization

MARKET EXPANSION
- Photography
  - Photo hobbyist growth
  - New mobile paid offerings
  - Premium Cloud service
- Next generation apps
  - Adobe Spark
  - Adobe Scan
  - Adobe XD

VALUE EXPANSION
- Adobe Stock
- Adobe Sign
- Training, marketplace & collaboration services
- Creative Cloud enterprise services
- Document Cloud business automation
Digital Media

Summary

- Content explosion and mobility trends continue to be a tailwind
- Broader strategy creating larger TAM opportunity
- Multiple drivers continue to fuel ARR growth moving forward
  - New user acquisition
  - Creative Suite and Acrobat migration
  - Value expansion via services
  - Upsell and pricing optimization

2020 MARKET OPPORTUNITY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>$12.8B</td>
</tr>
<tr>
<td>Market Expansion</td>
<td>$5.7B</td>
</tr>
<tr>
<td>Value Expansion</td>
<td>$11.0B</td>
</tr>
</tbody>
</table>

~$30B
Addressable Market

Source: Adobe
Adobe Experience Cloud

A complete set of integrated, cloud-based solutions that enable marketers to gain deep customer insight, build personalized campaigns, and manage/deliver their content

- Data-driven marketing – organize and analyze large amounts of data to gain actionable marketing insight
- Mobile marketing – effectively make, manage, measure and monetize mobile apps
- Customer experiences – deliver personalized and relevant digital experiences across screens and devices
- Cross-channel marketing – deliver and measure campaigns that are consistent across all marketing channels
- Programmatic advertising – automate ad buying based on data
Adobe Experience Cloud Customers

CEOs & CROs

CMOs & CIOs

Heads of Digital

Marketers

Analytics Professionals

Partners

Agencies
People buy experiences, not products

Put art & science to work

Architect for action
Adobe Experience Cloud Products

**Adobe Marketing Cloud**

*Integrated marketing solutions*
Differentiate brand story, connect with customers on personal level, engage them in moments that matter

- Experience personalization & optimization
- Campaign orchestration & journey management
- Experience management & delivery
- Monetization of video experiences

**Adobe Analytics Cloud**

*Intelligence engine for the enterprise*
Combine digital and offline data to help brands move from insights to action, smarter and faster

- Customer journey context
- Meaningful measurement
- Automated audience creation
- Insights into action

**Adobe Advertising Cloud**

*Industry’s first end-to-end platform*
Manage advertising spanning traditional TV and all digital formats

- Automated media execution – plan, buy, measure, optimize ad buys
- Cross-channel
- Real-time bidding, private marketplace and curated inventory
- Dynamic creative optimization
Adobe Experience Cloud Business Momentum
Revenue and Subscription Revenue

Source: Adobe
* Based on Q4 FY2017 financial targets
** Includes revenue from SaaS, managed service and term offerings for Adobe Analytics Cloud and Adobe Marketing Cloud, as well as total revenue for Adobe Advertising Cloud
Adobe Experience Cloud Business Momentum

Revenue Mix

FY2014 Revenue Mix

- Perpetual and OEM: ~$0.2B
- Subscription**: ~$0.7B
- Service & Support: ~$0.3B
- Total: ~$1.2B

FY2017E* Revenue Mix

- Perpetual and OEM: ~$0.1B
- Subscription**: ~$1.5B
- Service & Support: ~$0.4B
- Total: ~$2.0B

Source: Adobe

* Based on Q4 FY2017 financial targets

** Includes revenue from SaaS, managed service and term offerings for Adobe Analytics Cloud and Adobe Marketing Cloud, as well as total revenue for Adobe Advertising Cloud
Adobe Experience Cloud Business Momentum

Metrics

155 Trillion
Annual customer data transactions

$4.9M
Average ARR of top 100 customers

57%
Of analytics transactions from mobile devices

Industry analyst leadership

~70%
Of top 500 customers have 3+ solutions

Source: Adobe

1 Transactions based on trailing 4 quarters as of Q3 FY2017
2 % of analytics server calls from mobile devices in Q3 FY2017
3 Based on Q3 FY2017 top 100 estimated ARR customers
4 Based on Q3 FY2017 top 500 estimated ARR customers
Adobe Experience Cloud
2020 Total Addressable Market

$53.1B
Total Addressable Market

$13.6B
Adobe Analytics Cloud
Adobe Analytics, Adobe Audience Manager

$31.5B
Adobe Marketing Cloud
Adobe Experience Manager, Adobe Target, Adobe Campaign, Adobe Primetime, Adobe Social

$8.0B
Adobe Advertising Cloud
Adobe Media Optimizer

Source: Adobe, October 2017
Architecting for the Experience Business

Unified Experiences

Adobe Cloud Platform

Front Office
- POS
- Merchandising
- Commerce
- CRM

Back Office
- Inventory Mgmt.
- Store Operations
- ERP
- Business Intelligence

Real-time Unified Profile
- Digital Behavior
- Transactions
- Location
- Service Tickets
- Last Purchase
- Demographics
- Subscriptions
- Content Preferences
- Product Use
- Preferred Device
- Orchestration

Mobile
Web
Online Ads
Social
Email
Mailer / Print
Call Center
Video / TV
In Store / Venue
IoT
Adobe Experience Cloud
Growth Drivers in 2018

CUSTOMER ENGAGEMENT

• Demand for omnichannel customer engagement & analytics
• Shift in ad spend to digital
• Account penetration (upsell, cross-sell)
• Geographic & vertical market expansion

PARTNER LEVERAGE

• Partner ecosystem for digital transformation implementation
• Microsoft partnership to broaden go-to-market reach and enterprise value proposition

PRODUCT DIFFERENTIATION

• Data & content platform as foundation for delivering customer experiences
• Adobe Sensei to provide new capabilities and increase competitive advantage
Adobe Experience Cloud

Summary

• Large and growing "Experience Business“ opportunity
• Market leader with most integrated offering for customers
• Content and data platform provides differentiation and competitive advantage
• Investments in innovation, go-to-market and partners fueling long-term growth potential

2020 MARKET OPPORTUNITY

<table>
<thead>
<tr>
<th>Cloud</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Cloud</td>
<td>$31.5B</td>
</tr>
<tr>
<td>Analytics Cloud</td>
<td>$13.6B</td>
</tr>
<tr>
<td>Advertising Cloud</td>
<td>$8.0B</td>
</tr>
<tr>
<td>~$53B Addressable Market</td>
<td></td>
</tr>
</tbody>
</table>

Source: Adobe
## FY2018 Preliminary Targets

**October 18, 2017**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Adobe revenue¹</td>
<td>~$8.7B (~20% Y/Y)</td>
</tr>
<tr>
<td>Digital Media segment revenue</td>
<td>~23% Y/Y</td>
</tr>
<tr>
<td>Experience Cloud subscription revenue²</td>
<td>~20% Y/Y</td>
</tr>
<tr>
<td>Experience Cloud total revenue</td>
<td>~15% Y/Y</td>
</tr>
<tr>
<td>GAAP EPS</td>
<td>~$4.40</td>
</tr>
<tr>
<td>Non-GAAP EPS</td>
<td>~$5.50</td>
</tr>
<tr>
<td>Digital Media ARR</td>
<td>~$1B of net new ARR</td>
</tr>
<tr>
<td>Experience Cloud bookings³</td>
<td>~20% Y/Y</td>
</tr>
</tbody>
</table>

¹ All revenue and EPS targets were set based on September 2017 foreign exchange ("FX") rates forward adjusted to mid-2018, which for current planning purposes are assumed to be constant during fiscal year 2018.

² Includes revenue from SaaS, managed service and term offerings for Adobe Analytics Cloud and Adobe Marketing Cloud, as well as total revenue for Adobe Advertising Cloud.

³ Includes annualized subscription value of SaaS, managed service and term offerings under contract for Adobe Analytics Cloud and Adobe Marketing Cloud.

The information presented on this slide contains forward looking statements that involve risk and uncertainty. Actual results may differ materially. For a discussion of these risks and uncertainties, you should review Adobe's SEC filings. Please see our investor relations website for a reconciliation between GAAP and non-GAAP targets.
The information presented on this slide contains forward looking statements that involve risk and uncertainty. Actual results may differ materially. For a discussion of these risks and uncertainties, you should review Adobe's SEC filings. Please see our investor relations website for a reconciliation between GAAP and non-GAAP targets.
Business Momentum
Total Revenue and Margin

Adobe Revenue & Non-GAAP Operating Margin

<table>
<thead>
<tr>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017E*</th>
<th>FY2018E**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue ($B)</td>
<td>21.8%</td>
<td>28.9%</td>
<td>33.8%</td>
<td>~$7.245</td>
</tr>
<tr>
<td>Non-GAAP Operating Margin %</td>
<td>$4.147</td>
<td>$4.796</td>
<td>$5.854</td>
<td>$8.7</td>
</tr>
</tbody>
</table>

Source: Adobe
* Based on Q4 FY2017 financial targets
** Based on FY18 financial targets

The information presented on this slide contains forward looking statements that involve risk and uncertainty. Actual results may differ materially. For a discussion of these risks and uncertainties, you should review Adobe’s SEC filings. Please see our investor relations website for a reconciliation between GAAP and non-GAAP targets.
Business Momentum
Deferred Revenue and Unbilled Backlog

The information presented on this slide contains forward looking information that involves risk and uncertainty. Actual results may differ materially. For a discussion of these risks and uncertainties, you should review Adobe’s SEC filings.
Business Momentum
Operating Cash Flow

The information presented on this slide contains forward looking information that involves risk and uncertainty. Actual results may differ materially. For a discussion of these risks and uncertainties, you should review Adobe’s SEC filings.
### ASC 606 Implementation Update

**October 18, 2017**

<table>
<thead>
<tr>
<th>Context</th>
<th>Expected Impact</th>
<th>Financial Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Effective for Adobe beginning in FY2019 (starting December 1, 2018)</td>
<td>• Negligible impact expected for Creative Cloud and Document Cloud services-enabled offerings</td>
<td>• Some contract types will change from ratable to upfront revenue recognition (e.g., non-services-enabled Creative Cloud and Document Cloud contracts, on-premise term licenses)</td>
</tr>
<tr>
<td>• Implementation on track</td>
<td>• Negligible impact expected for fully-hosted products (e.g., Adobe Analytics, Adobe Target, Adobe Sign and managed services offerings of Adobe Experience Manager and Adobe Campaign)</td>
<td>• One-time reduction expected for deferred revenue and unbilled backlog</td>
</tr>
<tr>
<td>• In process of assessing comprehensive adoption impacts</td>
<td>• Some impact expected with enterprises utilizing non-services enabled Creative Cloud and Document Cloud deployments and on-premise term licenses which are currently recognized as subscription revenue (e.g., some Adobe Experience Manager and Adobe Campaign, some Print &amp; Publishing products)</td>
<td>• Annual revenue expected to remain largely unchanged</td>
</tr>
</tbody>
</table>

The information presented on this slide contains forward looking information that involves risk and uncertainty. Actual results may differ materially. For a discussion of these risks and uncertainties, you should review Adobe’s SEC filings.
Capital Structure

• Strong liquidity position
  • $5.4B of cash and short-term investments
  • $1.0B unutilized credit facility, remains available until 2020

• Conservative leverage approach
  • $1.9B of public debt outstanding
  • Rated A by S&P
  • Rated A3 by Moody's

• Excess domestic cash returned to stockholders through stock repurchase

Source: Adobe, exiting Q3 FY2017
Growth and Margin at Scale

- Large, expanding opportunity
  - ~$83B TAM in 2020
- Strong business momentum and market leadership
- Significant top-line and bottom-line growth