



Adobe  
345 Park Avenue  
San Jose, CA 95110

A NOTICE AND INVITATION TO ALL EMPLOYEES AND APPLICANTS  
FROM SHANTANU NARAYEN, CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

**AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

Adobe has been and will continue to be an equal opportunity employer. To assure full implementation of this equal employment policy, we will take steps to assure that:

- a. Persons are recruited, hired, assigned and promoted without regard to race, religion, color, national origin, citizenship, sex, sexual orientation, gender identity, veteran's status, age or disability.
- b. All other personnel actions, such as compensation, benefits, transfers, layoffs and recall from layoffs, access to training, education, tuition assistance and social recreation programs are administered without regard to race, religion, color, national origin, citizenship, sex, sexual orientation, gender identity, veteran's status, age or disability.
- c. Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have: (1) filed a complaint; (2) assisted or participated in an investigation, compliance review hearing or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity or (4) exercised any other right protected by federal, state or local law requiring equal opportunity.

I have appointed Cam McCluskey to take on the responsibilities of EEO Coordinator. As EEO Coordinator, he will be responsible for the day to day implementation and monitoring of this Affirmative Action Plan. As part of that responsibility, he will periodically analyze the Company's personnel actions and their effects to insure compliance with our equal employment policy.

If you, as one of our employees or as an applicant for employment, have any questions about this policy or would like to be considered under our Affirmative Action Plan, please contact Cam McCluskey during regular business hours. This is also a reminder that employees may update their disability status at any time by contacting Cam McCluskey at [cmclusk@adobe.com](mailto:cmclusk@adobe.com).

I have reviewed and fully endorse our Affirmative Action and Equal Employment Opportunity program. In closing, I ask the continued assistance and support of all of the Company's personnel to attain our objective of equal employment opportunity for all.

Sincerely,

A handwritten signature in blue ink that reads 'Shantanu Narayen'. The signature is written in a cursive, flowing style.

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Shantanu Narayen  
Chairman, President and Chief Executive Officer