Welcome to your CDP Climate Change Questionnaire 2020

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Adobe is changing the world through digital experiences. Our digital transformation solutions empower everyone - from emerging artists to global brands – with everything they need to design and deliver exceptional digital experiences.

In 2019, Adobe grew annual revenues to over $11.17 billion (up 23.7% from FY2018), FTE to 22,634 employees (up 6% from FY2018), 373 new patents, in 77 locations around the world. Adobe integrates products from Digital Media and Digital Experience, to create a comprehensive suite of solutions and services to deliver innovation and productivity. Major acquisitions have grown the company and bolstered Adobe's leadership in digital experiences, including Macromedia (2005); Omniture (2009); Echosign (2012); Behance (2013); Neolane (2014); Fotolia, Maximo and Digital Analytix (2015); LiveFyre (2016); TubeMogul (2017); Marketo & Magento (2018); Allegorithmic (2019).

Now more than ever, Adobe enables customers to be more sustainable through their use of our products. Adobe Document, Creative, and Experience Clouds all help customers eliminate physical workflows and reduce resource consumption. For example, the environmental impact of Adobe Sign is remarkable: for every 1M transactions using Adobe Sign instead of traditional print, sign, or fax, over 27M gallons of water, 1.5M pounds of waste, and 23.4M pounds of CO2e is avoided. Adobe worked with EDF and the EPN to develop our Resource Saver Calculator (URL: https://acrobatusers.com/resource-saver-calculator/) so that customers understand how this product can help make any business more sustainable by saving time, resources, emissions, and costs. 100% of all Adobe solutions are delivered digitally -- with the commitment to power all of them with renewable energy -- moving our environmental impact to zero. Adobe Creative Cloud enables creative teams to collaborate virtually across geographies, reducing the need for business travel. Our 3D design and immersive technologies allow designers to replace resource-heavy photoshoots and wasteful physical prototypes and samples with photorealistic 3D designs and augmented reality experiences, further reducing resource consumption and carbon footprints.

From its inception, Adobe has been committed to responsibly managing our business. The company has a long history of energy efficiency leadership, resource conservation, waste reduction, and most recently to powering our operations and digital delivery of products with 100% renewable energy. Adobe was the first company to earn LEED certification through the U.S. Green Building Council (USGBC) at the Platinum level in June 2006, and today over 70% of Adobe employees work in LEED/Green-Certified workspaces -- for 7 years straight. We employ aggressive waste management in all of our controlled buildings resulting in a diversion

rate of over 90% globally. To the best of our abilities we attempt to apply best practices to our leased sites where we do not manage the utility bill but accept that energy efficiency, water conservation, waste diversion, and providing the best workspaces anywhere makes us desirable tenants, best-in-the-world employers, and responsible citizens in every community where we work and live.

In 2019, Adobe made significant progress toward achieving our 100% renewable energy (RE) goal and our commitment to a low-carbon economy. The four key elements to our strategy: 1. Energy Efficiency: the foundation of any renewable strategy and the hallmark of our operational leadership. 2. Advocacy: Adobe has a long history of policy advocacy, to partner, collaborate, and support policies that implement grid-scale RE deployment: Amicus Brief for the U.S. Clean Power Plan (2016), We Are Still In (2017-2019), Clean Power Virginia (2017), CA SB100, CA Cap & Trade, and VA RE IRP (2018). 3. On-site RE: when it makes business sense or when the technology implementation moves us and the market forward. Wind turbines at our San Jose headquarters (2010), Stem battery systems to reduce peak demand in our San Francisco campus (2014), onsite solar in Noida, India (2017). 4. Offsite RE: In 2017 Adobe signed an open-access solar PPA covering our Bangalore campus and in March 2018 we completed a 10MW wind virtual PPA, in partnership with Facebook, demonstrating that collaboration with customers, suppliers, and peers are the way forward.

Adobe is committed to reducing over 60% of our Scope 3 emissions by 2025 in 3 ways: collaborating with peers, suppliers, and customers to commit to RE100 and Science-Based Targets, encouraging our employees to eliminate their impacts at work and home through reduced business travel (by at least 30%), reduced commuting through wider use of digital remote work tools, EV adoption, as well as through participation in our Green Teams to move our entire employee population toward a zero-carbon economy.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	December 1, 2018	November 30, 2019	Yes	3 years

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

Australia
Belgium
Brazil
Bulgaria
Canada
China
Denmark

France
Germany
India
Ireland
Italy
Japan
Mexico
Netherlands
Republic of Korea
Republic of Moldova
Romania
Singapore
Spain
Sweden
Switzerland
United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain

Other C-Suite Officer	All major sustainability strategies and initiatives are reviewed annually (or as needed and/or appropriate) with three C-suite leaders: EVP, General Counsel and Secretary of the Board of Directors (Sustainability C-Suite lead and owner of Policy Advocacy); EVP and Chief Marketing Officer (CMO, C-Suite owner of the brand, reputation); and EVP, Chief People Officer (CPO), Employee Experience (C-Suite owner of operations). These 3 leaders have Board-level oversight as well as the highest level of sustainability and climate ownership, and they are the global leads for legal, corporate risk, policy advocacy and oversight; climate strategy, brand + reputation; and operations and employee experience – all owners of Adobe's global footprint, respectively. These 3 Adobe leaders are the perfect blend of highest-level oversight of climate-related risks and opportunities for Adobe, both in how they are the ultimate decision-makers in overall sustainability strategy but also the highest visibility to the Board, the CEO, employees, customers, investors, and the public in general. An example of how the executive-level oversight process and approval works is with our 2019 CEO Sign-on letter approval for "We Are Still In": the Sustainability Strategist received the sign-on from Ceres, vetted it and recommended our CEO sign it to our Government Affairs lead (VP), who passed it on to our General Counsel/EVP/Secretary of the Board (and, once approved, on to the CMO & EVP CPO), who approved, and then delivered to our CEO to sign-on.
Chief Financial Officer (CFO)	Adobe's CFO is designated budgetary responsibility for climate-related issues. This role has been the sustainability C-suite lead for initiatives on reducing business travel reduction, for example, since company-wide programs in this space have substantive ($0.01 EPS or greater) impact on cost as well as key emissions reductions (Adobe's major Scope 3) that affect a goal in our Science-Based Targets. Additionally, this role has visibility across all of the company's operations, meets with Adobe's board of directors regularly, and can address climate-related issues on an as-needed basis. We also have a non-independent internal Sustainability Steering Committee focused on scaling sustainability impact through strategic alignment. It includes senior executives from operations, treasury, marketing, and legal. This group meets typically on a quarterly basis to discuss, review, and approve climate-related initiatives, and to provide recommendations and guidance. The CFO was the board-level approval for our 2019 decision to make our new 18-story tower in San Jose CA all-electric.
Director on board	Our Lead Independent Director and certain board members review all of our risk factors in our 10-K and 10-Q filings, of which climate change is a risk, and approve other SEC documents such as the proxy that contain information and discussion about material ESG matters.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues	Governance mechanisms into which climate-related issues are integrated	Please explain

are a scheduled agenda item		
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Setting performance objectives Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues	The frequency of climate-related issues at this level depends heavily on if there are budget requirements for certain projects (ex. new office building built to sustainable standards, funding for data center expansion, etc.); communication of reports, ratings and rankings (sharing of the CSR Report, DJSI or CDP results, etc.); and in response to an array of queries from Board members. This can range from each/all quarterly meetings within a fiscal year or, with no immediate Adobe-wide, board-level oversight necessary, only as appropriate. In the past year, each of the above climate-related items has been a topic that emerged at the "Board-level committee", with the CSR Report being shared with all Board members by the General Counsel/EVP/Secretary, as a specific example. However, the vast majority of assessment, oversight, decisions, reporting, policy, and monitoring are owned and managed at the VP, Director, Manager, and contributor levels.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify Executive VP & General Counsel	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly
Sustainability committee	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

I. Adobe's Executive Vice President (EVP) & General Counsel (GC) serves as the executive-level lead for sustainability. This individual works as our Sustainability Sponsor for three main reasons: 1. Deep subject matter knowledge and high affinity for impact on climate, sustainability, resiliency, and social impact; 2. C-Suite and Board-level oversight; and 3. Governance and compliance expertise and ownership for all of Adobe. The GC/EVP reports directly to the CEO, serves as the Secretary of the Board of Directors, and is the executive/C-level point-person for all sustainability/climate strategy, including Sustainability policy approval, oversight of Climate Risk in our SEC 10-K and quarterly 10-Q reports, and CDP sign-off. The GC/EVP is the lead for Government Affairs and Public Policy, Real Estate, and Finance Legal, Compliance, Privacy, Employment Legal, Patents, and Product Legal – all sectors of Adobe business that are stakeholders in sustainability strategy and policy setting. In addition, this EVP is perfectly positioned, and tasked with a scope broad enough, to assess the overall risks, whether legal, reputational, community, or product-focused to the company. The GC/EVP also considers opportunities for the company to set a meaningful strategy that is in line with Adobe's core values, advocating policy that accelerates our 100% renewable energy goals for both Adobe and the communities where we work and live (this role approved Adobe's participation in further support of the US CPP, We Are Still In campaigns, Virginia/Dominion Clean Power Acts, CA SB100 and Cap-and-Trade, and other policies throughout the year), government affairs (ex. support of CA's Community Choice Energy (CCE), Bangalore open access for renewable energy, CA Direct Access, etc.), to define how Adobe products may serve as climate- and sustainability-related opportunities, and to provide highest-level visibility to the entire C-Suite, including CEO, the Board, employees, and community and government affairs. The process of monitoring of climate-related issues flows from the Sustainability Strategist to the General Counsel's VP of Government Affairs, Director of CSR, VP of Brand, and up to the EVP, as necessary (ex. 2018 emerging renewable energy policy in Virginia, as well as the CA SB 100, pushed up the chain to the EVP, advocacy approved for Adobe to support). Additionally, there are occasions when the EVP is directly approached externally (ex. 2017 and 2018 request from US Senators for information on renewable energy commitments), and the requests flow down through this group to take action, provide information, or monitor. Again, engagement with, and monitoring by, the EVP/GC on any one of these elements could take place weekly to monthly depending on need.

II. The Sustainability Committee is comprised of over 20 FTEs, including Sr. Dir., Operations, Global Operations Sustainability, Head of ESG Reporting, Dir., Workplace Solutions, Director of CSR, Sustainability Strategist, IT management, and product supply chain/procurement representatives . These roles were chosen to be on the sustainability committee because they oversee or influence business policy, practices, and programs at Adobe that directly and indirectly affect material and non-material climate issues. For example, our Scope 1 and 2 emissions come from two main sources: our owned, managed, and leased facilities, and our managed collocated data center footprint. Therefore, we have representatives and decision-makers on the committee who manage both our facilities as well as our COLOs because our Scope 1 and 2 emissions are an integral part of our climate risks and opportunities. The

Sustainability Committee assesses and manages risks and opportunities according to company commitments and goals, such as our 100% renewable energy goal, Science-Based Targets, and climate change-focused product development. Each team member works with key stakeholders within the business to promote environmental responsibility, including: Procurement & Digital Supply Chain, Data Center operations, Real Estate, Government Affairs, Investor Relations, Risk Management, Global Marketing, product teams and others. These activities may include educating business units on climate-related issues, making recommendations on initiatives or programs in order to address emerging risks and/or opportunities, and guidance on navigating the voluntary and required elements of climate-related corporate reporting/disclosures.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	See below.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity inventivized	Comment
Facilities manager	Monetary reward	Energy reduction target	Every site manager's key performance indicators (KPIs) are tied directly to specific Science-Based Targets (SBTs) for each site. This includes an average annual ~2% reduction in energy consumption and subsequent reduction in emissions. It also includes supply chain engagement with Procurement for including energy efficiency, resource reduction and other environmental criteria in purchases for operations, IT technology refreshes, and the built environment.
Environment/Sustainability manager	Monetary reward	Emissions reduction target	A number of positions throughout Global Employee and Workplace Solutions, as well as Corporate Responsibility (aka "Brand Purpose") and Procurement, IT, and Digital Supply Chain have sustainability performance built directly into their incentive structure, which can be monetary, recognition, or both, depending on the achievement. Similarly, our facility

			management team, as well as food service partners under the direction of Adobe, also have specific sustainability initiatives that tie to their performance. As with Adobe's Facilities Managers, it also includes supply chain engagement with Procurement for including energy efficiency, resource reduction and other environmental criteria in purchases for operations, IT technology refreshes, and the built environment.
Business unit manager	Monetary reward	Emissions reduction target	"Incentives" can be monetary (typically reflected in employee AIP (Annual Incentive Program), recognition, or both, depending on the achievement and impact of the team accomplishing sustainability goals and reporting KPIs. Leaders in this category are Directors in operations and corporate responsibility leadership. Performance indicators are reported KPIs, successful project/program implementation, thought leadership, and management of sustainability personnel. Also, as above, an annual increase in incremental sales of Document Cloud, Adobe Sign, or any other Adobe product based on customer affinity for environmental benefits or realized reduction in resource consumption or emissions, as well as pipeline development from product sustainability
Director on board	Non-monetary reward	Behavior change related indicator	"Incentives" can be recognition, monetary bonus or both, depending on the achievement, the ownership of the program lead, and the significance of the impact on the business. A typical example is positive media attention on the company's sustainability performance (CDP, DJSI, an operational leadership announcement, etc.) recognized at a Board meeting (non-monetary recognition). Another would be CFO promotion of an initiative to change employee travel behaviors (behavior change indicator), reduce emissions and

			OpEx, which may have a positive impact on EPS.
Corporate executive team	Monetary reward	Environmental criteria included in purchases	For Director level and above, "Incentives" can be recognition, monetary bonus or both, depending on the achievement. Non-monetary recognition is also an incentive. A typical example is a recognition for meeting sustainability goals, driving stakeholder awareness and affinity, and for team's accomplishments -- all can be rewarded monetarily or through recognition. An example, as above, would be a year-over-year (YOY) increase in incremental sales of Adobe Sign, as a result of the customer purchase coming from the positive environmental attributes (reduced paper and ink purchases, reduced waste and cost) and subsequent transactions / year (reported as resource reduction and cost savings for customers), from product sustainability.
Buyers/purchasers	Non-monetary reward	Supply chain engagement	Supplier engagement throughout Adobe is imperative, from partnering with suppliers to help them set RE100 and Science-Based Targets (SBTs - key to our 1.5C ambition Scope 3 target), collaborating with peers to move suppliers to eliminate their emissions, and with our customers who we expect to demand the same from us throughout our digital supply chain. A number of positions throughout Procurement / Digital Supply Chain, have sustainability performance requirements (ex. no red list chemicals, RE100 goals, energy data, etc.) built directly into their incentive structure, which can be monetary, recognition, or both, depending on the achievement. As with our facilities management partners, our food service partners/buyers are under the direction of Adobe and have specific sustainability initiatives that tie to their performance tied to procurement. This can be throughout Adobe Procurement, in 2018 from the head of Procurement, his managers, and their procurement teams; as well as

			procurement through our facilities management team and food service vendors -- basically, our suppliers doing sustainable purchasing on behalf of Adobe.
Environment/Sustainability manager	Monetary reward	Environmental criteria included in purchases	Employee bonus and related compensation are tied to identifying, validating, and creating communications tools on environmental attributes of Adobe products. Specifically, providing tools to sales leads, account executives, and directly to customers about how Adobe products can reduce waste, energy consumption, emissions, or resource consumption, as well as save customers potential costs by using our products.
Chief Procurement Officer (CPO)	Monetary reward	Environmental criteria included in purchases	Adobe does not have a CPO (by title) but identifies the Director of Procurement (Global Procurement Lead) who, for the past five years, has participated in the Sustainability Committee and worked directly with the Sustainability Strategist on supplier engagement throughout the digital supply chain and with built-environment purchasing. This person has assigned resources and direct reports' time in implementing sustainability projects and initiatives, such as our virtual PPA in 2018, renewable energy language in RFPs, HPD's, EPD's, etc.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment

Short-term	0	1	Depending on the KPI, target, or anticipated outcome, a short-term horizon would likely be something that would commence and be completed within a 1-year time horizon. Recent examples include LED swapouts, HVAC upgrades for energy efficiency, floor renovations, server room consolidations, and virtualizations, and technology refreshes at our data center or managed CoLos.
Medium-term	1	5	As above, depending on the KPI, target, or anticipated outcome, a medium-term horizon could be design and construction of a new building/workspace and/or setting and updating our Science-Based Targets (SBTs). Recent examples are the 2018 ideation, 2019 design and expected 2022 completion date of our all-electric 18-story tower in downtown San Jose; and our original SBTs set in 2016 and updating them in 2019-2020 with medium-term 2025 Science-Based Target (SBT) of reducing absolute Scope 1+2 emissions by 35%, 55% of suppliers (by spend) will set SBTs, and Scope 3 business travel by 30% from a 2018 baseline.
Long-term	5	20	As above, depending on the KPI, target, or anticipated outcome, a long-term horizon would be for projects (ex. electrification of older buildings or planned data center expansion (which could be 10 years for a life of 20-30 years) or purchases (ex. 20-year contract renewable energy PPAs) and/or any initiatives working toward fulfillment of our long-term 2035 100% renewable energy and 2035 Science-Based Targets of reducing absolute Scope 1+2 emissions reduction by 80%; and by 2050, by 100%, from 2018 base.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Substantive Financial and/or Strategic Impact on business

Adobe does not use a single definition of a substantive financial or strategic impact to the business but assesses and addresses thresholds, controls and governance that is appropriate for each event. For example, we state in our SEC 10-K report specific potential climate-related risks that could have substantive impact on our business: lack of clean water, disruption of our digital supply chain grids, and reputational damage from negative media, legal actions, or employee and community health impacts on continuity of business. We acknowledge that there are potential “substantive” financial and reputational risks to the business from severe/extreme events (ex. loss of life, destruction of a site or data center, severe compliance violation, etc.) that can exceed a defined threshold of a $0.01 US hit on EPS or 1% or greater impact on revenue (~$1B US). However, even a broad negative media campaign where even a $1M “clean-up” campaign presents a lower threshold but substantive reputational risk to the company.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

The Adobe Sustainability Committee reviews risks and opportunities twice per year and acts accordingly to the type of risk. Major risks are coordinated through Governance, Legal, and Enterprise Risk Management. For short-term risks and opportunities, depending on the KPI, target, or anticipated outcome, a short-term horizon would likely be something that would commence and be completed within a 1-year time horizon. The subcommittee or the point person takes the risks and opportunities identified and implements short term projects to address these on an ongoing basis. An example of a short-term physical risk would be the risk of increased electricity blackouts due to changing climate patterns causing increased wildfire activity and strain on power grids. This in turn could affect our own operations and supplier operations to be able to provide our software to our customers. Responding to the risk might include adjusting generator capacity in specific regions where this risk is more likely to occur such as Noida, Bangalore, and the California Bay Area, increasing disaster recovery requirements for suppliers, and comprehensive business continuity planning and adjustments. An example of a transitional risk would be energy policy changes that affect us negatively, such as policies that decrease the ability for us to procure renewable energy. We'd evaluate the risk and then adjust strategy as needed, such as increasing policy advocacy in that region. Depending on the KPI, target, or anticipated outcome, an operational medium-term horizon with a timeline of 1 (annual) to 10 years. An example of a medium-term physical risk would be increased frequency of extreme weather events due to climate change that stress building and community infrastructure systems, including flooding, drought, anomalous wind events, and expansion of natural disaster ranges to new geographical regions, therefore disrupting business operations and our ability to provide our software products to our customers. An example of responding to this risk is: through evaluation of this risks in future scenario planning, we determined that our planned 18-story North Tower in San Jose CA, and by ground-

breaking in June of 2019 our climate risk assessment helped the decision to make the building all-electric, the first of its kind at that scale, in order to make the building more resilient to these physical risks through on-site electricity storage. This can in the future mitigate the disruptions in operations by being able to power critical infrastructure through diasters. The North Tower is anticipated to be completed by 2022 -- a full 1-5 year medium-term time horizon. Other examples include setting (2019), verification (expected in 2020), and progress/fulfillment of our medium-term 2025 Science-Based Target (SBT) of reducing absolute Scope 1+2 emissions by 35% (w/Scope 3 business travel by 30%) from a 2018 baseline. An example of a transitional risk would be the impact of new local or regional energy policy, such as increased access to renewable energy from direct access expansion, or decreased access and subsequent adjustment to energy prices/opportunities. New energy policy is a risk because it could affect operational costs either significantly or not, and could inhibit our ability to procure renewable energy, which is increasingly demanded by customers who seek low-carbon products. While Adobe sees the likelihood of decreased revenue from an inability to procure renewable energy low, we still monitor these risks on an ongoing basis due to the impact potential. Depending on the KPI, target, or anticipated outcome, a long-term horizon would be for projects and/or initiatives that have a timeline from 5 to 20 years. An example on the long-term physical risk side would be rising sea levels and siting of facilities, suppliers, and impact on employees, and disruption to business operations due to flooding from sea level rise. Opportunities to address the risk are consideration of this risk in siting of new facilities and selection of data center supplier locations less affected by these risks. An example of a long-term transitional risk would be shifting market preferences and development of new technologies, such as investing or not in R&D that helps future customers adopt low carbon digital products -- if we do not invest now, we risk losing market share in the longer-term horizon as consumer and business preference shifts.

Value chain stage(s) covered

Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Medium-term

Description of process

Medium-term Upstream Value Chain risk and opportunity identification, assessment (twice per year at sustainability committee meetings), and response process to climate-related risks and opportunities would be within a 5-year timeline. A good example of this would be the identification of original need for Science-Based Targets (SBTs, 2016), with re-identification (2019), assessment (2019), and response in setting (2019 into 2020) of our new 1.5C ambition Science-Based Targets where Adobe commits reducing

our Scope 3 emissions from Purchased Goods and Services by 55% by supplier spend (equivalent to >66% of PG&S and Capital Goods emissions) by 2025-end.

Value chain stage(s) covered

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Medium-term

Description of process

Medium-term Downstream Value Chain risk and opportunity identification, assessment (twice per year at committee meetings), and response process to climate-related risks and opportunities would be within a 5-year timeline. Separate from Operations and specifically for our Digital Supply Chain, a good example of this would be the identification of original need for RE100 goals (2015), as well as Science-Based Targets (SBTs, 2016), with re-identification (2019), assessment (2019), and response in setting (2019 into 2020) of our new 1.5C ambition Science-Based Targets where Adobe originally commits supplying 100% of our Digital Supply Chain with renewable energy by 2035 and reducing our Scope 1 + 2 emissions from by 35% by 2025-end.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	A major component of our renewable energy strategy is the assessment of renewable energy policy (at the local, state, regional, national, etc. levels) by our Sustainability Strategist working closely with our VP of Government Affairs' team, and with external NGOs and stakeholders to stay current, guide recommendations, and justify policy advocacy up through our management chain (EVPs). Assessment is done monthly to six-monthly. Renewable energy policy advocacy is ongoing throughout the year and always part of Adobe's risk mitigation strategy, as well as assessing business opportunities for our clouded, low-carbon products. It not only has a significant bearing on our ability to budget energy costs, it deeply affects how we can achieve our RE100 goals and SBTs, as well as creating incremental sales based on the environmental benefit to our customers (ex. selling Adobe Connect or Sign to reduce customer waste and emissions). Because of this,

		renewable energy policy advocacy is at the heart of our renewable energy and sustainability strategy. As examples, we supported the US Clean Power Plan (CPC) through signing the Amicus Brief in favor of its widespread adoption in 2016, we reaffirmed our commitment to this by signing on the support of the Paris Climate Accords (2016), the We Are Still In campaigns (2017-2019), the Virginia Clean Energy policies to support our digital supply chain partners who have data centers there, to help them set and reach RE100 goals (2017-2019). Very importantly, voluntary compliance with standards developed by organizations such as Australia's NABERS, U.S. Environmental Protection Agency's Energy Star for Buildings, and the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) programs have been pivotal to shaping Adobe's emissions and energy reduction strategy.
Emerging regulation	Relevant, always included	As with current regulations, above, Adobe's ability to assess emerging regulation; develop a strategy around supporting, not supporting, or even staying away from upcoming policy; and then develop an internal strategy to manage long-term costs, mitigate potential risk, boost reputation with customers, employees, and the communities where we work and live; and reach our sustainability goals – especially RE100 goals and SBTs - depends heavily on staying out front of any emerging policy. Timelines for evaluation and action vary, from short-term (less than 1-year: ex. SB100 in CA, Cap-and-Trade we supported in 2018) to medium-term (5-years or less: decarbonization policy), to long-term (5+years, ex. RPS policy). Our NGO working groups (REBA+FoIP, USGBC, etc.) and partnerships (Ceres-BICEP, RMI, etc.) keep us informed so that we can identify specific climate-related risks and opportunities and act on them through the process described above. As a specific example, potential regulations that make renewable energy (RE) economically unfavorable for businesses to choose it over fossil fuel grid energy makes delivery of digital product subject to the risk of the grids our data center and CoLo partners are on. In a case such as this, working with our NGO partners and our peer companies, we can leverage the power of all our brands to affect policy change that impacts our long-term business success. As above, policy information would flow from NGOs and external stakeholders to the Sustainability Strategist and Government Affairs team, and, depending on impact and visibility, be reviewed and approved through our C-level (EVP/GC, CMO, EVP EX) Sustainability and Climate process. This is exactly how we attained approval to support the Virginia Clean Energy (2017-2019): emerging regulation/policy in VA was brought to Adobe's Sustainability Strategist by WWF, the strategist determined that support of this policy would help our digital suppliers (CoLo and Cloud) that have data centers in VA to implement renewable energy there (subsequently helping our overall RE100 objectives), the strategist presented this to Adobe's VP of GA, who then sought and obtained approval to support

		from the C-Suite leads for Sustainability and Climate. The process has become streamlined and the entire cycle has been reduced from weeks to less than one workweek. It works extremely well and we anticipate continued policy advocacy on meaningful emerging regulation in the coming years.
Technology	Relevant, always included	As a major technology company, Adobe is a leader in helping our customers make their digital transformation -- technology is the heart of our business. All technology-related risks and opportunities, including those caused by climate-related issues, are part of our six-monthly, at minimum, climate/environmental risk assessment process and included in company-wide risk assessment, as appropriate. This is conducted through the Sustainability Strategist and evaluated through the Sustainability Committee which reviews the potential impacts of technology risks, and reports findings to our 3 C-suite officers, as appropriate. By 2019, 100% of all Adobe products are developed, delivered, and used through a digital supply chain – over the past 7 years, we eliminated our physical supply chain (long-term 2020 goal reached). Because of this, we understand that our customers' transition to low-carbon "green" products and their adoption of new, efficient technologies not only mitigates risk and lowers costs associated with physical workflows, but also is a significant revenue generator for us (short-term, > 1-year revenue benefit). However, there are fully-assessed sustainability/climate risks all technology companies need to consider: unsuccessful investment in new technologies, acquisitions that are not fully integrated to succeed, costs to transition to lower emissions technology, costs for not transitioning to new technology (newer computing technology is more efficient and produces fewer emissions while generating more computing power), or even failing to manage climate-related customer expectations of technology/IT sector companies (all medium-range, 1-5 years). Moreover, technology is helping Adobe assess and address climate-related risks and/or leverage climate opportunities. For example, as integrated server, storage, and networking technologies progress according to Moore's Law, the computing power of our data center and CoLo and Cloud suppliers will increase with decreasing energy consumption and emissions per unit. As everyone in our value chain is transitioning to renewable energy, the impact will continue to decline. Our products, Document Cloud (PDF, Adobe Sign, Scan), Creative Cloud (3D/VR), and Experience Cloud (digital marketing) continue to reduce inefficient workflows, eliminate paper and printing waste, and conserve natural resources for our customers, we are well-positioned to benefit from the vast majority of technological advancements.
Legal	Relevant, always included	A core value of Adobe is running our business responsibly. Legal risks may be caused by climate-related issues, are part of our six-monthly, at minimum, climate/environmental risk assessment process, and included in company-wide risk assessment, as appropriate. An example of a

		likely non-material legal risk would be complying with local regulations surrounding e-waste from our operations. Another example of a possible material risk would be exposing ourselves to litigation surrounding the environmental attributes of our products such as Document Cloud. We assess these risks at the Sustainability Committee level and then work with Legal, Government Affairs, Procurement, IT, and TechOps and our stakeholders, as appropriate, on all these elements to ensure we are making our business resilient to any legal risks. And we report relevant findings to our 3 C-suite officers, as appropriate. Energy efficiency, waste diversion (in 2018 over 90% of our global waste was diverted from landfill), water conservation, proper disposal of IT equipment, and company-wide Code of Business Conduct is critical to every aspect of our business -- including all elements of our climate strategy -- to our suppliers, customers, and employees. Adobe has been very careful to mitigate risks associated with climate-related litigation by supporting policies that conserve natural resources, supports energy efficiency, and transitions the company and its surrounding communities to 100% renewable energy grids. While Adobe enjoyed 24% YOY revenue growth in 2019, we do not anticipate reduced demand for products and services resulting from fines or severe reputational loss due to lack of support in addressing climate-related issues -- in fact, we assess that demand for our digital products will only grow. We assess these risks at the Sustainability Committee level and then work with Procurement, IT, and TechOps and our stakeholders on all these elements to ensure we are making our business resilient to any risks.
Market	Relevant, always included	Market risk is also an important factor in Adobe's climate-risk assessment and it is in every part of our value chain, from customers to suppliers, to investors. An example of a market risk would be customers refusing to do business with us due to lack of sound environmental practices either by us or our suppliers. Therefore, "inbound," we work directly with our digital suppliers to set meaningful renewable energy and emissions reduction goals. For our digital suppliers to not have these goals in place, and make annual progress on them, compromises our RE100 goal of meeting our goal of having our digital supply chain run on renewable energy by 2035 (medium-term, 1-5 year goal). Inbound to our workplaces, we ask for information about the health and environmental impacts to make sure we are providing the best workspaces available. Without this risk assessment and action through our Sustainability Committee, we risk our ability to recruit and retain talent. For our customers, we need to be trusted partners (see "Reputation") not only in the sales cycle but in product stewardship -- many report to CDP and we need to provide them with accurate information about the impact of our products -- all of which is managed through our Sustainability Committee. Market risks may be caused by

		climate-related issues, are part of our six-monthly, at minimum, climate/environmental risk assessment process, and included in company-wide risk assessment, as appropriate. We assess these risks at the Sustainability Committee level and then work with Marketing/Brand, Product Teams, Legal, Government Affairs, Procurement, and other stakeholders, as appropriate, on all these elements to ensure we are making our business resilient to any market risks. And we report relevant findings to our 3 C-suite officers, as appropriate. The digital market is an ecosystem and we have risks and opportunities at every point that we need to assess and act on.
Reputation	Relevant, always included	Adobe continues to enjoy reputational benefits from its strong commitment to sustainability and climate impact reduction. We know this is an important element in every part of our value chain: from customers choosing Adobe as a trusted partner; to investors looking for the most responsible businesses for long-term profits; to our digital supply chain providing stable always-on business increasingly powered by renewable energy; and to our employees who expect Adobe to embrace their values. Sustainability, renewable energy, and climate strategy -- and our ability to successfully act on all these elements -- are all important factors for recruiting and retaining talent. How do we know this? Adobe is a digital marketing leader and assesses risks, opportunities, gaps, and successes through many surveys and market research outlets (Gartner, Edelman Trust Indices, etc.), from our customers, investors, and employees. For climate-related assessments we look to the process of compiling CDP data as an exercise, in itself, for understanding our sustainability and climate-related risks, opportunities, gaps, and successes. Our business continuity planning throughout all BUs (finance, product, engineering, etc.) and transparency in reporting (CDP, DJSI Leadership Index, etc.) help our reputational/brand value. Reputation is a result of performance in this space – and assessing and acting on reputational risk is key. Some reputational risks may be caused by climate-related issues, are part of our six-monthly, at minimum, climate/environmental risk assessment process and included in company-wide risk assessment, as appropriate. We assess these risks at the Sustainability Committee level and then work with Marketing/Brand, Product Teams, Legal, Government Affairs, Procurement, and other stakeholders, as appropriate, on all these elements to ensure we are making our business resilient to any reputational risks. And we report relevant findings to our 3 C-suite officers, as appropriate. As examples, each of which has been assessed as low risk, we review the reputational impact of our environmental initiatives and stance (ex. SBT's and a stance of no carbon offsets to reach goals), and stigmatization of the sector (ex. use of large clouds, CoLos, or data centers).

Acute physical	Relevant, always included	Some acute physical risks may be caused by climate-related issues and are part of our six-monthly, at minimum, climate/environmental risk assessment process and included in company-wide risk assessment, as appropriate. Examples include increased electricity blackouts due to changing climate patterns causing increased wildfire activity and strain on power grids, increased frequency of extreme weather events due to climate change that stress building and community infrastructure systems, such as flooding, drought, anomalous wind events, and expansion of natural disaster ranges to new geographical regions, and rising sea levels. We assess these at the Sustainability Committee level and then work with our stakeholders to ensure we are making our business resilient to any risks. Adobe is a highly automated, digital business that relies on our digital supply chains, technology, and system back-ups. With a digital supply chain, acute physical climate risks are assessed and heavily mitigated through the same processes as data security, supplier reliability, and 24/7 uptime planning. However, single grid disruptions at CoLo or Cloud sites or even Adobe sites can be problematic. Risks are mitigated through back-up processes, switching computing to other sites, or simply through back-up generators and UPS systems. Overall, this is a low assessed risk. Concurrent grid failures at multiple data center sites (Adobe's and suppliers) is an assessed risk with a very low probability occurrence but with considerable risk to normal business operations. Our Security team team has created the Adobe Common Controls Framework (CCF) that provides the steps necessary to protect Adobe infrastructure and services to protect from the physical layer up. We work with our digital supply chain and cloud providers on the CCF to ensure we are making our business resilient to any risks. For acute physical or chronic physical risk (below) the scope of the Sustainability Strategist, Council/Committee's ownership for assessment and planning is in the site selection phase for data centers (OR1, our data center in Oregon, is assessed as very low for climate-disruption), supplier selection for CoLo or Cloud operations (virtualized and/or distributed computing as primary or back-up), or in a location of physical workspaces at which point risks are assessed as part of the holistic site-management process which includes sustainability and climate assessment processes.
Chronic physical	Relevant, always included	Physical risks may be caused by climate-related issues and are part of our six-monthly, at minimum, climate/environmental risk assessment process and included in company-wide risk assessment, as appropriate. We assess these at the Sustainability Committee level and then work with TechOps, IT, Procurement and our stakeholders on all these elements to ensure we are making our business resilient to any risks. A chronic physical risk example would be continued water scarcity due to drought intensified by climate change in a region we have significant operations, such as California or India. As with acute

		risks, with a digital supply chain, chronic physical risks are much lower than they would be for any physical or heavy industrial operation. As above, our Security team team has created the Adobe Common Controls Framework (CCF) that provides the steps necessary to protect Adobe infrastructure and services from the physical layer up. We work with our digital supply chain and cloud providers on the CCF to ensure we are making our business resilient to any risks. Examples would be on the location of data centers that deliver our digital product to customers, or if suppliers do not set or report on renewable energy deployment. Example climate-related assessment questions are: is the data center site location by us or our suppliers at risk from climate change impacts? If so, what are they? And what specific, proactive measures could be taken – and at what estimated costs – that could mitigate each of these potential risks? Or, are we in a position of advantage by being in a low-risk area (as with our OR1 data center)? We also measure and monitor data points that inform potential chronic, physical risks, such as the amount of water use in high or extremely high baseline water stress areas. As with acute elements (above), we assess these risks at the Sustainability Committee level and then work with Procurement, IT, Security, and TechOps and our stakeholders on all these elements to ensure we are making our business resilient to any risks. To the extent that this process is well-defined, many of these questions are imbedded in our RFPs to existing suppliers at contract renewal or in evaluating new suppliers.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Current regulation

Mandates on and regulation of existing products and services

Primary potential financial impact

Increased direct costs

Company-specific description

Variable costs and increased taxes on fuel/energy necessary to run our operations imparts inherent risk to our business. For all owned and leased sites, as well as co-located data centers (CoLos) where Adobe pays the utility bill, electricity costs are a significant portion of total OpEx. With variable utility costs, increased taxes from regulations, and in some regions, potential lack or even loss of energy availability the risk grows. For example, our Bangalore and Noida, India sites are subject to scheduled brown-outs that require the use of backup diesel generators for business continuity. Any reliance on these generators, on a fossil-fuel dependent grid -- even though our Bangalore site is on an open-access solar array for 80% of its load -- carries significant emissions, costs and availability risk -- grid modernization and infrastructure resiliency are key. In California, reliance on a grid primarily powered by natural gas (NG) with single-option utilities that control pricing, is not sustainable: recent data reveals that the lifecycle of NG is not necessarily a “cleaner” option than coal, increased politicization of fossil fuel regulations carry risk, and exposes all businesses (and residences) in these regions to this risk. Adobe is actively engaged in policy advocacy in CA to open up direct access, to regionalize and modernize the grid, to support Community Choice Energy when it employs grid-scale RE PPAs (not offsets), and encourage energy storage and other new technologies. Additionally, Adobe is pushing for policies and technologies that will enable us to transition our existing buildings away from any/all natural gas use to all-electric infrastructure -- which will then be powered by renewable energy -- as part of our 2035 RE strategy. As an example, we anticipated local city policies would move toward no natural gas for new buildings in planning to make our all-new, all-electric 18-story tower in San Jose -- months ahead of the policy going into effect. We intend to be fossil fuel independent which will allow us to mitigate risks associated with dependence on these fuel sources.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

10,000

Potential financial impact figure – maximum (currency)

100,000

Explanation of financial impact figure

The $10K US minimum cost figure is typical of past consultancy costs on similar projects (ex. new initiatives to scope out PPAs, regulations, leases or agreements). The $100K US maximum amount is a calculation of potential "soft" (non-capital) costs that could be up to $100,000 per building/leased facility if external energy consultants, possible renewable energy developers, legal fees, or other service organizations are deployed to assess risks and make recommendations. In the event Adobe would need to sequester capital equipment costs to resolve this issue the costs would exceed this estimate -- but in Adobe's 30+ year history, this is extremely rare (very low risk). And even if inherent risks driven by climate change were to impact services, the resulting financial impact of this risk to the business would fall below the threshold that we consider substantive: a $0.01 US hit on EPS, or 1% or greater impact on revenue (or ~$1B US), or even a $1M “clean-up” campaign.

Cost of response to risk

100,000

Description of response and explanation of cost calculation

Adobe's management of this risk is to ensure energy efficiency excellence, FIRST: for over 7 years, 70+% of our global employees work in certified green buildings under Leadership in Energy and Environmental Design (LEED) under the United States Building Council (USGBC). This certification program offers a structured approach to ensuring that the facility maintains its sustainability, through a series of focused actions. The LEED program serves as both. Adobe has even certified its owned & managed data center to LEED-Gold standards. In 2014, as Adobe expanded its operations in India and realized the risks inherent in the unreliable grid, the company decided to invest in green building initiatives in the India facilities, as green buildings historically consume less energy and are robust. In mid-2017, Adobe signed an open-access, grid-scale (2MW) solar PPA for our Bangalore site, making this the first effort by a US-based tech company in India to be powered by renewable energy, and in 2018 (online 2019) we partnered with Facebook on a 300+MW grid-scale wind development that was the very first "Aggregation" deal of its kind. Projects like these have served as the first steps toward achieving our RE100 commitment -- without the use of offsets or unbundled RECs to reach our RE goals. These actions will stabilize long-term OpEx, reduce energy costs, minimize risk from grid dependence on fossil fuels, and reduce emissions owned by Adobe in the region.

By proactively mitigating risks in the beginning, we estimate costs would run about $75,000-$125,000 per building, based on known costs of consultants, legal and incidental "soft" costs. With solar running at least a true ~80% of the load at our Bangalore site at the end of 2019 at a savings of 30% off our utility bill, and our 2018 US-based virtual PPA (vPPA)/cost-for-differences (CFD) -- which proved to be revenue-positive for 2019 -- our push is for cost-parity as a minimum for entering into an agreement, ideally (and likely, only) if there is a cost-benefit.

Comment

Prices will depend on local utility costs now and predicted in the future and we will have progress to report in the 2020 reporting cycle.

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Current regulation

Mandates on and regulation of existing products and services

Primary potential financial impact

Increased direct costs

Company-specific description

As Adobe eliminated its physical supply chain and is now 100% digital delivery of products, access and availability of renewable power becomes highly important to maintain Adobe's climate action objectives as well as uninterruptible delivery of our product to our customers. Potential regulations that make renewable energy (RE) economically unfavorable for businesses to choose it over fossil fuel grid energy makes delivery of product subject to the risk of the grids our data center and CoLo partners are on. Both the risk of potential unavailability of RE and misunderstanding of regulations that either promote its proliferation, or deter it, can prevent sites from both financial and functional efficiency. As an example, Adobe has significant operations in California, where the cost of power is relatively higher than in other regions of the United States. Regulated utilities in California could make renewable power more expensive than existing grid power or conversely less expensive in order to compete with Community Choice Energy (CCE) programs, which affects our utility and operating costs as well as our ability to procure clean power as demanded by our customers and investors. That is the point of this risk: there are unknowns and we need to be informed and prepared to take appropriate action.

Time horizon

Short-term

Likelihood

Very likely

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

10,000

Potential financial impact figure – maximum (currency)

1,000,000

Explanation of financial impact figure

The $10K US minimum cost figure is the average of past typical consultancy costs on similar projects, such as a renewable energy cost analysis. The $1M US figure is calculated as a maximum possible cost for 1. Additional costs for RE in CA (ex. “deep green” CCE), 2. Maximum costs to install on-site storage or solar. But it could also account for $K’s US in savings, as with our Bangalore solar PPA implemented in 2017 where we immediately started realizing a 30% reduction in utility costs for this site. New initiatives involve soft costs: renewable energy consultants to scope out locations, CCEs, and research regulations; but also new technologies (battery/storage, etc.) with potential incentive programs ("SGIPs” in the US). The resulting financial impact of this risk to the business would fall below the threshold that we consider substantive: a $0.01 US hit on EPS, or 1% or greater impact on revenue (or ~$1B US), or even a $1M “clean-up” campaign.

Cost of response to risk

100,000

Description of response and explanation of cost calculation

In 2016, Adobe implemented our original verified and approved Science-Based Targets (SBTs) and in 2019 we began the process for upping our ambition to exceed the 1.5C guidance (verification in 2020). At the time of setting our first SBTs and RE100 goals, we finalized the plan to meet our aggressive renewable energy goals starting, first, with owned and managed sites. This involved focusing on energy efficiency and conservation methods in each of our sites, then setting functional KPIs, derived from the SBTs, for each site manager. Then, looking at on-site renewable energy opportunities, as appropriate, and RE PPAs while simultaneously working with NGOs, utilities, and other groups to advocate for local and regional renewable energy policy so that everyone on the grids where we work and live can have access to RE. For example, we took advantage of RE policies in place in the Indian state of Uttar Pradesh to begin the process of signing a solar, grid-scale PPA -- and save 30% off our utility bill. Additionally, we co-authored the "CoLo Buyers Principles" with our peers (who are all customers and many of which are suppliers) and worked with our co-located data centers to understand their baseline of renewable energy, how that affects our Scope 2 reporting, and how they could be setting SBTs and RE100 goals. Byu the end of 2019, the majority of our CoLo suppliers have set, or are in the process of setting, SBTs and RE100 goals. This has given us a very clear landscape of how to prioritize renewable energy implementation and deploy it in a clear and meaningful timeframe. We intend to meet the objectives of our medium-term SBT goal to reduce absolute Scope 1 + 2 emissions by 35% by 2025. Our cost estimates include looking at our current price of electricity at our major facilities, coupled with renewable energy (both onsite and offsite) cost modeling done by consultants -- and then looking at the price difference between the two to assess the overall maximum price of installation. The cost estimates also

include known costs of consultants plus legal and incidental "soft" costs such as staff time. External legal, an energy consultancy, membership costs to policy NGO working groups (ex. Ceres-BICEP, Renewable Energy Buyers Alliance (REBA, and REBA-FoIP, of which Adobe is a founding member of both), WRI-Clean Power Coalition, etc.), and other "soft" costs are nominal, budgeted annually, and are ongoing, not typically new or out of budgeting cycle.

Comment

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Technology

Transitioning to lower emissions technology

Primary potential financial impact

Increased direct costs

Company-specific description

Adobe has spent considerable amounts of time and funds in using predictive technology, both its own and that of consultants, to understand the purchasing behaviors of existing and potential customers to adopt new technologies that Adobe offers. Two very specific examples of this would be first, sets of large enterprise customers that delay in transitioning from slow, inefficient and wasteful paper workflows to Document Cloud for all contracts, procurement, RFPs, etc. Essentially, this large customer sees the costs to transition embedded in the digital subscription as a barrier to entry despite not calculating the life cycle costs of paper workflows -- so they do not purchase. Another Adobe product where this could be the case is with Adobe's Experience Cloud, specifically for digital marketing: if a large enterprise is performing blanketed, paper (print, mail, even junk) marketing campaigns versus digital ones they may see only the cost per campaign versus ongoing targeted (based on target customer data) digital processes. In both cases, if the enterprise customer(s) do not transition to these low-carbon, digital workflows revenue generation may be delayed (but not removed) for Adobe. However, our assessments see this as a short-term technology adoption challenge ("crossing the chasm") that can be overcome simply by highlighting lifecycle costs of both processes plus conversion rates increases, while demonstrating the environmental benefits of making the transition.

Time horizon

Short-term

Likelihood

About as likely as not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

50,000

Potential financial impact figure – maximum (currency)

1,170,000

Explanation of financial impact figure

The $50K minimum cost figure is an estimate of potential lost revenue from 1-3 SME customers per year that defer moving from a physical, paper workflow to a digital workflow subscription. $1.1M US is a maximum estimate of revenue that is pushed due to delayed adoption by a large enterprise customer, calculated as a potential 0.01% of Adobe revenue in 2019 ($11.17B), and also represents incremental revenue opportunities (not lost, but delayed) simply from adoption by enterprises that adopt Adobe products for their environmental attributes. The resulting financial impact of these risks to the business would fall below the threshold that we consider substantive: a $0.01 US hit on EPS, or 1% or greater impact on revenue (or ~$1B US), or even a $1M “clean-up” campaign.

Cost of response to risk

50,000

Description of response and explanation of cost calculation

While environmental product lifecycles may be only one of a myriad of reasons many companies consider as they make purchasing decisions, we have handled this risk of revenue deferment by seeking to understand all of the ways that customers may choose an Adobe product, including environmental and cost savings as a result of environmental attributes. In order to give customers environmental-specific information about our products, there are 3 specific tasks and actions Adobe has employed to reduce/eliminate this transition risk: 1. The Sustainability Strategist working with the product teams has developed tools using externally verified data to build tools to help customers understand their potential environmental and cost benefits. A specific example: for Adobe Sign (part of Document Cloud) we have developed a Resource Saver Calculator (on Adobe.com) to demonstrate how much paper/wood, waste, water, emissions, energy, and cost savings customers can realize by transitioning from a paper to a digital workflow. We did this by partnering with a highly-regarded environmental NGO in this space, the Environmental Paper Network (EPN), to build the calculator, using their verified data, and work with them to keep it up-to-date, 2. Customer meetings with the Sustainability Partnerships team and product team leads to create awareness around specific environmental product attributes, as well as the overall benefits of technology adoption, and 3. Partnering with customers on broader

environmental initiatives to share best practices and develop "Trusted Partner" relationships to adopt each others' products and services and work and collaborate on climate-related issues and how businesses can work together to solve these challenges. As a result of these actions, the environmental attributes of our products are highlighted to customers that may find both the cost savings and environmental benefits a compelling reason to adopt our products sooner rather than later.
The $50K is a high estimate based on the average annual costs we have paid in the past for consulting services and FTE time dedicated to this project. This cost includes the average external consulting costs for the annual update of the Resource Saver Calculator and average development of tools for customers to determine the total lifecycle costs of physical versus paper workflows. It also includes staff time, external design consultants (website), consultant fees, and membership dues with the EPN.

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Shift in consumer preferences

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

When Adobe moved from physical, boxed software to a 100% digital Document Cloud and Creative Cloud, the environmental impact of these products were reduced by more than 90%, and by more than 95% when used on a mobile device (confirmed by Lawrence Berkeley Laboratory's CLEER methodology). Even the cloud that has been digital through its lifecycle to date, Experience Cloud, has significant benefits in enabling

customers with a digital transformation away from slow, physical workflows. Additionally, we set RE100 and SBT goals early on which transition our products from low- to zero-carbon over time. We know through customer interactions, as well as investor feedback, that this presents Adobe as an end-to-end "trusted partner" and, on the margin, has the potential for annual incremental sales increases.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

1,000,000

Potential financial impact figure – maximum (currency)

100,000,000

Explanation of financial impact figure

Environmental lifecycles are one of a myriad of reasons many companies consider as they make purchasing decisions, but when coupled with cost considerations, can be persuasive and provide a competitive advantage. When customers seek to understand the environmental benefits of our products, we have developed resources for them that help them calculate the cost and environmental benefits of digital transformation as compared to physical workflows and these resources are integrated into our sales and ongoing customer success management processes. The $1M minimum impact figure is a conservative estimate of revenue opportunity for 1-3 SME customers adopting Adobe subscriptions for Document Cloud and/or Sign. The $100M maximum is estimated as potential incremental revenue from large enterprise customers adopting Adobe products. This is ongoing, and with short- to medium-term impact, for enterprises' and government directives to reduce waste, become more efficient, adopt technology, make a digital transformation, that would result in significant incremental sales of Adobe products -- all of which are "low carbon" moving to zero carbon with our RE100 goal underway. The environmental benefits of Adobe products could potentially contribute an additional $100M with this type of enterprise target and/or federal directive, derived as a 1-5% of $11.17B in revenue increase.

Cost to realize opportunity

100,000

Strategy to realize opportunity and explanation of cost calculation

Promoting Adobe's "green" product portfolio to all customers, including federal, state, city, and county agencies, is a key enabler. Creating awareness about the efficiency benefits of Document Cloud, integrating PDFs with Sign so no paper resources are used or wasted; or with Experience Cloud where a customer can realize remarkable efficiency benefits moving from, for example, "junk" mail advertising to directed digital advertising. And creating and promoting product tools that show customers actual savings. For example, Adobe's Resource Saver Calculator, which provides information on potential resource savings (wood, water, waste, emissions, energy) as well as costs, will help in this effort: http://blogs.adobe.com/documentcloud/resource-saver-calculator/. Adobe's cost impact is nominal (less than $100K per year) to take advantage of this opportunity. The technology exists and is doing very well so most would be from events, webinars, small web and app development, and partnerships. The cost calculation is derived from our average cost of sponsorships for sustainability events, past average consultant costs for web and app development, and ongoing membership forum costs.

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Move to more efficient buildings

Primary potential financial impact

Reduced direct costs

Company-specific description

At the end of 2019, and for 7 years in a row, more than 70% of all worldwide Adobe employees worked in LEED-certified workspaces. In a year where Adobe revenues grew 24% YoY, FTE grew 14% YOY, the stock price grew over 80%, but our Scope 1+2 emissions DECREASED by than 2% -- our company has effectively decoupled business growth and success from a growing negative environmental impact. How? Adobe has been committed to energy efficiency excellence and to LEED, BREEAM or other healthy, efficient and smart building certifications since 2002 and it has provided the company with an array of financial and reputational benefits: reduced operating costs (the company has saved millions of $US over the years), enhanced reputation (the 70% global LEED benchmark demonstrates Adobe's commitment to the environment, human health, and resilient business practices), and in recruiting and retaining talent (our employees love our workspaces and people want to work here). Additionally, Adobe anticipates increased regulations by cities and counties on "green" building standards,

chiefly, in building to the USGBC's LEED and/or BREAM standard and achieving ongoing certification. Even with new buildings coming online in late 2018 into 2021, the company is extremely well-positioned to continue to manage its business responsibly. To that point, Adobe advocates for policy that encourages these practices. Examples of such legislation are the EU Energy Performance of Buildings Directive, AB-32 in California where we are headquartered (campuses in San Jose and San Francisco, ~2M sq. ft., 7000 FTEs), and LEED commitment guidance for new buildings in San Francisco where we operate 3 buildings (~500K sq. ft. and 2500 FTEs). The company anticipates the net effect could potentially generate increased demand in Adobe’s products and services, as well as lower operational risk and costs. And, as part of our RE100 strategy, we intend to "fuel switch" or to decarbonize and "electrify everything", as technology and economics allow, in order to ultimately run our entire business on fossil-fuel-free renewable energy.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

100,000

Potential financial impact figure – maximum (currency)

1,000,000

Explanation of financial impact figure

Reputational opportunities contribute an estimated annual minimum financial impact of $100K US in cost savings, a savings value seen from past sustainability initiatives, such as a single-site battery storage installation. The maximum of $1M US is taken as a previously experienced value of savings from major initiatives, such as server room virtualization to the cloud. In addition to lowering long-term costs and risk with our owned and managed assets, Adobe's commitment to LEED and to “electrify everything” for our workplaces has helped in recruiting and retaining employee talent, as well as influencing a broader brand halo with customers, alongside its "green" products: our company develops sustainable products, out of responsibly run facilities, with plans for long-term, low-carbon economic resiliency. Reputational opportunities could potentially contribute an estimated 5-10% of the overall revenue of $11B US.

Cost to realize opportunity

100,000

Strategy to realize opportunity and explanation of cost calculation

To minimize our climate impact as we grow our business, operational excellence in energy and resource efficiency is critical. Adobe certifies its buildings under the U.S. Green Building Council's Leadership in Energy and Environmental Design program (USGBC-LEED), including its owned data center in Oregon, multiple sites in India, as well as Sydney, Australia (BREAM), and in Europe. Overall, Adobe will: 1. Seek to maintain and/or grow its existing global footprint of 70+% of employees working in LEED workspaces 2. Highlight the operational footprint alongside "green" products 3. Strive to exceed local, state, and federal government guidelines for green buildings 4. Focus on energy efficiency excellence for low-carbon digital delivery of Adobe products, moving toward zero-carbon delivery by 2035 when we intend for our data centers as well as our vendors to operate on 100% renewable energy. Every year we work towards LEED EBOM recertification of our Adobe Seattle, San Jose, San Francisco; Lehi, Utah; Bangalore and Noida, India,; our data center in Oregon, and with our landlords across our global portfolio. Costs associated with this are about $100,000 per building including consultants. We used the average sized building in our portfolio with an average sized renovation and certification process to estimate the cost of hiring consultants for these projects; however, major renovations, new equipment, and new buildings represent significantly higher cost activities than certification and/or recertification.

Comment

Identifier

Opp3

Where in the value chain does the opportunity occur?

Upstream

Opportunity type

Resilience

Primary climate-related opportunity driver

Participation in renewable energy programs and adoption of energy-efficiency measures

Primary potential financial impact

Other, please specify

Increased reliability of our supply chain and ability to operate under various conditions

Company-specific description

Partnering with our digital suppliers on long-term resiliency initiatives are already demonstrating significant value to both parties' businesses. Since 2016 we have worked with at least 5 digital suppliers (CoLo and Cloud) to develop RE100 commitments, review and commit to the principles in the "CoLo and Cloud Buyer's Principles" (which Adobe is a founding member of BSR-Future of Internet Power (FoIP), who launched this) and to begin the process of setting verified Science-Based Targets --

and to report to CDP. Adobe is already realizing reduced emissions and seeing incremental increases in renewable energy powering suppliers' data centers. We believe actions such as these will significantly increase the resiliency of our digital suppliers' businesses, lower risk to our business as a customer, drive higher reputational value for both and provide responsible financial growth for our businesses as well as everyone in the value chain.

Time horizon

Long-term

Likelihood

Very likely

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

50,000

Potential financial impact figure – maximum (currency)

1,000,000

Explanation of financial impact figure

While Adobe cannot give out specific spend costs for suppliers, we estimate that a minimum of $50K US, a conservative annual cost reduction based on a local energy efficiency and RE incentive program savings, and a maximum of $1M US ($50K per site per year) could be saved in utility costs over the next 10-20 years by both us and our suppliers from transitioning away from fossil-fuel-powered grids, to site new data centers based on availability of renewable energy (direct access, green tariffs, vPPAs, etc.), to work together on energy efficiency and resource conservation, to implement new technology, and to report on RE use. From a financial and impact perspective, we strongly encourage our digital suppliers to NOT sequester funds to purchase offsets or unbundled RECs. We see this as a low- to no-impact strategy that provides temporary marketing splashes, with no long-term benefit, at a business cost -- financially responsible companies should not engage in this practice.

Cost to realize opportunity

100,000

Strategy to realize opportunity and explanation of cost calculation

Collaboration on resiliency with our digital suppliers benefits both businesses in many ways. The vast majority of technology sector companies have worked together to set meaningful renewable energy goals, SBTs and even new technologies for energy efficiency and storage (ex. onsite and grid-scale batteries), and our peers have also

committed to working with digital suppliers to move the market forward. Adobe works with NGO working groups such as Ceres-BICEP, WRI-Clean Power Coalition, REBA, and the REBA-Future of Internet Power (FoIP). Through these working groups, we helped develop the "CoLo and Cloud Buyer's Principles", and these set of principles are what we use regularly to assess the benefits of transitioning to low- to no-carbon economies through the adoption of renewable energy and storage. As we do not have the scale of the very largest tech companies, collaboration with others is the only way forward due to cost constraints and purchasing power. The working groups provide opportunities to collaborate with specific digital suppliers as well as our internal data center teams and procurement to identify renewable energy opportunities and adopt them together; the digital supplier can then give us specific renewable energy usage data for our footprint which is then counted in our Scope 2 or Scope 3 emissions inventory. As an example -- two of our digital suppliers approached us through these working groups and asked us how they could participate -- using the CoLo and Cloud Buyer's Principles, we established protocols that would help both them and us achieve our renewable energy goals. From 2018 to 2019, these providers helped us double our renewable energy from our managed COLOs in our Scope 2 emissions from 35% to 70%. These types of outcomes demonstrate the specific value of collaboration.

The approach we used to estimate the costs are: average staff time and consultant time to evaluate ongoing renewable energy opportunities and/or specific collaboration deals -- we used our recent Rattlesnake Creek vPPA and Bangalore PPA to estimate the average staff and consultant time. External legal, energy consultancy, membership costs to policy NGO working groups (ex. Ceres-BICEP, WRI-Clean Power Coalition, REBA and the REBA-Future of Internet Power (FoIP), etc.), and other "soft" costs are nominal but also included in this figure -- we used a typical year to determine the costs we actually spend on these.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization’s strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, qualitative and quantitative

C3.1b

(C3.1b) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenarios and models applied	Details
Greenpeace	The Greenpeace Advanced Energy [R]evolution (5th Edition) scenario sets a specific, ambitious pathway toward a fully decarbonized energy system by 2050. Adobe uses the same short, medium and long-term time horizons as described in 2.2 to be consistent across our risk identification and scenario analysis for planning purposes. Since 2013, Adobe has reported information directly to Greenpeace using their guidance for their "Clicking Clean" report. This is a quantitative assessment of digital supply chain energy consumption and estimates of renewable energy. We look to the Greenpeace guidance specifically for three reasons: 1. It is very ambitious and advocates against the use of unbundled RECs and offsets to make renewable energy claims – Adobe eliminated this practice in 2013 and adopted this guideline in line with Greenpeace's recommendations, 2. Aligned with The Climate Group's "Smart2020" report from 2008, and Smarter2030 report (recent), technology companies need to completely decarbonize the grids where their businesses operate so that they can continue to operate without the direct effects of climate change – policy advocacy and collaboration are at the heart of Adobe's RE100 strategy, and 3. Greenpeace's reporting guidelines set the early push for owning and managing all emissions across the digital supply chain -- An important element of this reporting is that all owned and managed CoLo energy and emissions are reported as Scope 2 in order to work with suppliers to develop and achieve renewable energy goals and to work with us in meeting our verified Science-Based Targets and RE100 commitments. Adobe looks at the AER scenario to demonstrate the potential business opportunities Adobe would have by running our cloud on fully renewable energy and how these opportunities could impact our business and product revenue. Our analysis showed changing market preferences would lead to greater adoption of low carbon digital products on a medium and long-term time horizon, and so accordingly, we have adjusted our strategy to incorporate this analysis. As a result, Adobe's SBT emissions reduction targets have been raised in 2019 (verification in 2020) to: by 2025, absolute Scope 1+2 emissions reduction from 25% to 35%; from 5% per employee intensity reduction to 30% absolute reduction in business travel emissions; and new for Adobe, 55% of suppliers by spend will set SBTs (>66% by emissions); by 2035, Scope 1 + 2, by 80%; by 2050, by 100% from 2018 base. This aligns with the Greenpeace 2050 goal and scenario analysis.
IEA Sustainable development scenario	Adobe has adopted 12 Sustainable Development Goals (SDGs) and follows the IEA scenario analysis determining how our business will be impacted by following the SDGs and by global achievement of the SDGs. Our analysis showed that existing and future business strategies and operational focus

	would need to be implemented on different timeframes, short, medium, and long-term. Operational strategies include focusing on energy, water and climate, and business strategies incorporate product development for low carbon products. For climate-specific SDGs, we looked at SDG #3 (Good health and wellbeing – for Adobe, implementation means LEED certification, Building Health Initiative (BHI) procurement standards, local sourcing, employee health and climate education), SDG 6 (Clean water and sanitation – for Adobe, implementation means water conservation (60% reduction in 10 years), renewable energy and water strategy in drought regions/sites (CA, UT, Noida, Bangalore), SDG 7 (Affordable and Clean Energy – for Adobe, implementation means energy efficiency excellence (greater than 70% of global footprint is LEED certified) and RE100 goals), 9, 11 (Sustainable Cities and Communities – for Adobe, ex. SF and SJ Community Choice Energy, Sustainability Action Teams), 14 (Life below water – for Adobe, building and grid decarbonization, water conservation in drought areas strategies), 15 (Life on Land – SBTs, RE100, LEED commitments), and 17 (Sustainability Action Teams Green Teams). These are all listed in Adobe's 2019 CSR Report. The reason the IEA Sustainable Development Scenario is used as a guide is because, specifically, it integrates the objectives of the three Sustainable Development Goals (SDGs) that are most closely related to energy and we recognize that the link between energy sector activity and air pollution is key in developing our goals for our business from a product standpoint as well as a facilities and employee standpoint. As with our SBTs and RE100 goals, the timeline for our climate-related SDGs tracks to our short, medium (5-10 year) and long- (beyond 2025) milestones.
Other, please specify Science-Based Targets, SDA v7 IPCC, WRI Water Risk Atlas	Adobe has used the SDA v7 IPCC scenario analysis to look at the business impacts on our assets and supply chain in different temperature increase scenarios, including a 2 degree C change. Business risks include identifying office locations and critical data centers for business continuity, and an assessment of how operations would be affected by sea-level rise, extreme weather events caused by climate change, and drought. For example, we looked at when our San Francisco offices would be expected to be affected by sea-level rise, and how energy availability might affect our Oregon data center, and adjusted our risk models accordingly to plan for and develop business continuity plans for the timeframe. Although the scenarios were worked internally, Adobe has not released these externally. An example business continuity change would be determining which of our COLOs are most at risk for extreme weather events due to climate change and transitioning customer data to COLOs with less physical risk on an appropriate timeframe, or determining if existing customer SLAs match agreed-upon COLO recovery processes given physical risk at any given site. Adobe has also mapped our water usage against the WRI Water Risk Atlas in conjunction with SASB disclosures for regions with high and extremely high-water risk according to future climate scenarios. This allows us to incorporate

	these risks into our business strategy so we can mitigate and address operational issues associated with these risks similar to energy risk.

C3.1d

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Impact: significant/high, both short- and long-term opportunities. The increased demand for low-carbon products, which all Adobe products are, has a significant impact on medium-term revenue. Our scenario analysis looked at how shifting consumer preference would increase in demand for low carbon products. As customers look to procure products that are low- or zero-carbon or emissions-reducing, Adobe clouds have an opportunity to expand sales revenues for the climate-related benefits of Document Cloud (specific paper/wood, waste, energy, emissions reductions per transaction, demonstrated by our "Resource Saver Calculator"), Creative Cloud (which through our 3D/VR tools allows customers to transition from physical, wasteful, heavy emissions producing processes to virtual prototyping, photo shooting, and Design for Circularity) and Experience Cloud (elimination of waste, natural resources and inefficient processes) in addition to the “Trusted Partner” elements from setting ambitious SBT and RE goals, moving from low-carbon to zero-carbon over time. Accordingly, as we shape our R&D efforts, we look for sustainability impacts in new technologies and how customers could adopt new technologies to help meet environmental goals. One example in how we shifted our strategy accordingly to risks is in our Creative Cloud Suite and a decision to quantify and amplify environmental benefits of specific waste-saving design technologies.
Supply chain and/or value chain	Yes	Impact: significant/high, both short- and long-term opportunities. Digital suppliers have been encouraged and supported to make SBT and RE100 goals. There are almost immediate short-term reputational benefits in setting RE goals for our digital supplier from NGOs, peers, customers. When put in place there are typically followed by advancements in deploying energy efficiency technologies, and Adobe is already realizing reduced

		emissions from lower energy consumption as well as incremental increases in renewable energy powering suppliers' data centers. Because of this, our updated (2019/2020) SBTs now include our goal to have 55% of our suppliers commit to setting SBTs by 2025. Long-term (5-15 year time horizon) we anticipate transitioning over 55% to 100% of all suppliers to commit to SBTs and/ or zero emissions. Through this, there are resource efficiency benefits, energy source (reduced operational costs), and reputational benefits to setting ambitious climate-related goals, including the commitment to the “CoLo and Cloud Buyers Principles”, throughout the supply chain. Suppliers that do this have an advantage over competitors that do not since it directly impacts what energy source is powering end-users digital products and will likely increase business for these suppliers in the same way Adobe products have an advantage to customers wanting to partner with responsible businesses.
Investment in R&D	Yes	Impact: significant/high, both short- and long-term opportunities. As a major technology company, Adobe depends heavily on its ability to invest in R&D, both in its software engineering and across its operations and supply chain. As a short-term example, (over the next 5 years) investment in and development of Sensei, Adobe’s artificial intelligence platform, has created an array of efficiency gains for both Adobe and our customers across all platforms. We recognize that any automation of an inefficient process will save time, resources, and money. Long-term (5-20 years) we see investment in R&D and in deeper transition to cloud computing at scale -- run on renewable energy -- to enable us to become a zero-carbon business with our customers' ability to report zero emissions from across purchased Adobe products. Energy efficiency is a top priority across our owned data center (OR1), server rooms, and supplier data centers -- new technology adoption, as well as R&D investment, is key, especially when considering provisioning renewable energy -- no one wants to over-procure energy even if it is renewable. This is also true for all sites, managed or leased, for Adobe. This has an impact on our operations through our products and across the entire value chain for Adobe.
Operations	Yes	Impact: medium, both short- (1-5 years) and long-term (5-20 years) risk mitigation and climate-related opportunities. At the end of 2018, more than 70% of all global Adobe employees work in LEED-certified workspaces -- for 6 years straight. This is noted throughout the CDP submission, but

		it is important to point out that Adobe adopted the standard for its energy efficiency excellence, as well as for reducing natural resource consumption, well over ten years ago. Some of the energy efficiency projects are planned and completed in less than 2 years (renovations, LED swapouts) and others are longer-term (all-electric buildings and fossil-fuel-free equipment renovations). Over time, operational excellence through energy efficiency has saved the company millions $US in OpEx as well as provided an important climate-related reputational benefit in recruiting and retaining talent. Our employees see creative, beautiful, healthy, well-lit, and clean workspaces that serve as educational tools for applying sustainability and climate-related practices at home and in their communities. The workspaces are also a source of pride for our employees. We continue to embrace the standard to stay a leader in operational excellence and by doing so, it has allowed us to implement verified SBTs which now serve as our operational site-by-site annual KPIs.

C3.1e

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues	Impact: significant/high, both short- and long-term opportunities. As mentioned in C2.5, Adobe has already experienced increased revenues from digital technology adoption, demand for low-carbon products, and for products that decrease customer waste and emissions. Across all three Adobe clouds (Creative, Document, Experience), the low carbon attributes have proven to be attractive to customers and have the potential to serve as a differentiator to competitive physical products or processes. The fact that Adobe has adopted SBTs and set meaningful RE100 goals across the business is also a "trusted partner" benefit to customers, investors, and employees is also a competitive advantage compared to other digital competitors that have not implemented climate-related mitigation strategies. We know we can realize incremental sales from these benefits (as in C3.1d, 0.01% of revenue or $700K or greater per year), as well as positive engagement from investors such as BlackRock and Goldman Sachs, who we have partnered with on product events. Again, we assess customer demand for digital products to

		increase, not decrease, so the risk of this moving in the opposite direction is minimal.

C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

Operating Costs - Impact: medium, both short- and long-term opportunities and risks. We know energy efficiency saves OpEx – over the last 10+ years we have saved millions $US from over 200 sustainability/climate-related operational projects and initiatives, most with ROIs of less than 3 years. We believe renewable energy deployment, by Adobe and our digital suppliers, will save costs, preserve resources, create efficiencies, establish partnerships with utilities and policymakers, and benefit our reputation to our customers, employees, and in the communities where we work and live. For example, because of the state incentives on renewable energy PPAs in Karnataka, India, where our Bangalore site is located, we are already saving ~30% in costs on our utility bills from the time we signed our open-access PPA in March 2017 and we enjoy reputational benefits in the region as a sustainable business leader by being the first US-based tech company to do this. We assess low- to moderate-risk associated with current and emerging policy in many regions where we have owned & managed sites that may limit our ability to deploy RE. However, the vast majority of regions are setting RPSs to include more RE in the short- and long-term.

Capital Expenditures / Capital Allocation -- Impact: medium, both short- and long-term opportunities. Across the organization: financial, human, and social capital. As examples, expansion plans for Adobe sites in San Francisco, CA, Lehi, Utah, and San Jose, CA, prioritized LEED certification to include specific energy efficiency and sustainability projects that impact climate-related risk mitigation strategies (EV deployment, building decarbonization, etc.) and will save the company money (financial capital). Additionally, each site is working to procure healthy building materials and elements that provide the healthiest workspaces for our talent (employees, human capital). We use our sites as platforms for environmental education and stewardship (ex. our "Green Teams") (social capital). These projects mitigate climate risks and provide resilience to long-term drought, excessive heat, and shortages of resources (food, water, energy, etc.) which could impact normal business operations. Because of this, we anticipate continued investment in the capital budget specific to new buildings in SJ, UT, and Bangalore; expansion of our data center in OR – all LEED-certified, all with a goal of assessment of technologies that promote energy efficiency, building decarbonization, storage, and renewable energy deployment. But because of mitigation strategies and already in place we assess the risk of not doing these projects, and the long-term impact from any of these not helping us reach our RE100 and SBT goals, as this low.

Access to capital -- for some suppliers, facilities, or product lines. Impact: significant/high, both short- and long-term opportunities. As mentioned above in “Capital expenditures”, reduced operating costs from energy efficiency initiatives (ex. IT consolidation and virtualization, LED swap outs, etc.) have increased the "appetite" for upper management to approve access to capital for ongoing sustainability projects. As in the IT example, success in virtualizing and consolidating old server labs across our global sites has not only improved computing performance, it has been key in contributing to an overall REDUCTION in absolute emissions in

2019 even before we factor in RE purchases -- remarkable when we consider revenues grew 24% and full-time employment grew 19% in 2019. Transition strategies, such as technology adoption, are at the heart of what Adobe does and it has had a tremendous impact on mitigating climate-related risks through energy reduction, natural resource conservation, and cost savings – all benefits to Adobe's bottom-line and reputation. This is serving as justification to continue this initiative and for consolidating computing to digital suppliers, as well as investigating new sustainability/climate-related technologies. In addressing potential grid disruption, severe drought, and access to clean resources (food, water), we anticipate greater access to capital (thousands-millions $US) and we assess the risk of not doing this as minimal.

Assets -- for some suppliers, facilities, or product lines. Impact: significant/high, both short- and long-term opportunities. There are many examples of Adobe assets being upgraded, replaced, or retired due to their emissions profiles or environmental benefits. In 2017 we replaced our entire fleet of diesel vehicles in Bangalore with EVs, deployed onsite EV charging stations, and we completed an open-access solar PPA to power our Bangalore site so now the EVs are all being charged by solar energy. Our employees and local community view this as key in decarbonizing a coal-fired grid, as well as eliminating health problems from local pollution. Adobe has many proof points that climate mitigation activities such as these have reputational benefits, reasonable ROIs, and we will continue to invest in them. In high-risk drought regions where we assess the effects will worsen over the middle- to long-term horizon, we are already evaluating technologies to mitigate this risk (ex. Capture, water recycling) even though the cost ROI is challenging, we will continue to evaluate to mitigate disruption of normal business, as well as promote our standing as a steward of natural resources in the communities where we work and live.

Liabilities --Impacted for some suppliers, facilities, or product lines-- Impact: significant/high, both short- and long-term opportunities. In a business where uptime has to be 24/7/365, we have to be able to respond to customer needs around the clock. Because our systems rely on backup generation in case of grid disruption for any reason, we own and operate generators that run on diesel. We consider the emissions from these older technologies climate liabilities and are actively exploring alternative, renewable sources (ex. hydrogen fuel cell backup generators that could ultimately replace this older, likely to become obsolete, technology. The goal is to research, and adopt when appropriate, new technologies that do not rely on fossil fuels. Decarbonization of our assets (buildings, data centers) and our local grids are fundamental elements of our sustainability strategy – we consider any use of fossil fuels a liability, both in emissions and as sunsetting energy sources. As part of our RE100 strategy, we aim to remove anything onsite running on fossil fuels to electric and work with local policymakers to make our grids 100% renewable. On our local grids, we are seeing this transition slowly taking place so the assessed risk is in it not happening quickly enough to accelerate new technologies in-front of extreme climate disruption (drought, unreliable grids, resource scarcity, etc.).

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Both absolute and intensity targets

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

Base year

2015

Covered emissions in base year (metric tons CO2e)

64,736

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

Target year

2025

Targeted reduction from base year (%)

25

Covered emissions in target year (metric tons CO2e) [auto-calculated]

48,552

Covered emissions in reporting year (metric tons CO2e)

55,710

% of target achieved [auto-calculated]

55.7711319822

Target status in reporting year

Underway

Is this a science-based target?

Yes, this target has been approved as science-based by the Science-Based Targets initiative

Please explain (including target coverage)

Abs1 is the short- to mid-term goal with Abs2, below, being the long term goal. Both include renewable energy. It includes Adobe commits to reduce absolute global scope 1 and 2 emissions 25% by 2025 from 2015 levels. We have to point out that, Adobe has experienced substantial growth in business since 2015: +133% (revenues), FTE +64%; and in 2019 (w/ two multi-billion US$ acquisitions in 2018 (Magento & Marketo) and Allgorithmic SAS in 2019) we DECREASED our absolute emissions approximately -4% (location-based), -11% (market-based) and DECREASED our CO2e/FTE (carbon intensity) by -39% (location) and -48% (market) YoY from FY2018. Adobe achieved an absolute reduction of -1% (location) and -14% (market) of Scope 1+2 emissions from our 2015 baseline. This is not by luck or “happenstance”: Adobe is committed to operational excellence and a focus on energy efficiency throughout our workspaces as well as throughout our digital supply chain with progress on consolidation (ex. Moving server labs to CoLos that commit to run on RE), virtualization (ex. From many CoLos to clouds the commit to run on RE), and regular technology refreshes (entire supply chain). Additionally, through directly renewable energy and efficiency policy advocacy, with our NGO partners (ex. Ceres) and our peers, we are collaboratively working to decarbonize the grids we live and work on. Essentially, we are managing our carbon footprint despite major business growth and we anticipate progress on both short- and long-term SBTs and our ambitious RE100 goals that do not rely on offsets but instead depend on true renewable energy additionality. And, since we are ONLY using true grid-scale RE as an offset to absolute emissions, projects such as our open-access Bangalore solar PPA launched 2017, our aggregation with Facebook in a virtual PPA for 10MW of a wind farm in Nebraska in 2018, and Community Choice Aggregations (CCAs, "SJ Clean Energy" and "CleanPower SF"), 2019 green tariffs in Lehi, UT and Hillsboro, OR, 2019 on-site solar in Lehi, and other tools to deploy RE are up-and-running and are intended to meet our goals. It is important to note that in 2019 Adobe began the process of raising the ambition on our SBTs (Scope 1+2 from 25% to 35%) and this will be reported on in 2020.

Target reference number

Abs 2

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

Base year

2015

Covered emissions in base year (metric tons CO2e)

64,736

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

Target year

2035

Targeted reduction from base year (%)

80

Covered emissions in target year (metric tons CO2e) [auto-calculated]

12,947.2

Covered emissions in reporting year (metric tons CO2e)

55,710

% of target achieved [auto-calculated]

17.4284787444

Target status in reporting year

Underway

Is this a science-based target?

Yes, this target has been approved as science-based by the Science-Based Targets initiative

Please explain (including target coverage)

Abs2 is our long-term SBTi goal. Adobe commits to reduce absolute global scope 1 and 2 emissions by 80% by 2040 from 2015 levels. As above, in 2019, we DECREASED our absolute emissions approximately -4% (location-based), -11% (market-based) and DECREASED our CO2e/FTE (carbon intensity) by -39% (location) and -48% (market) YoY from FY2018. Adobe achieved an absolute reduction of -1% (location) and -14% (market) of Scope 1+2 emissions from our 2015 baseline. Essentially, we are managing our carbon footprint despite major business growth but we anticipate progress on both short- and long-term SBTs in the coming years. Important note: in 2019 Adobe raised the ambition on our SBTs from "greater than 2C ambition" to "greater than 1.5C ambition": Scope 1+2 from 25% to 35% by 2025. These new, raised ambition targets will be verified, and progress reported against it in CDP, in 2020. We will be reviewing this goal (Abs 2) in 2020 to determine if 80% by 2035 is at the right level of ambition given Adobe does not purchase offsets or unbundled RECs and our RE100 goal is set to 2035.

Target reference number

Abs 3

Year target was set

2014

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 3 (downstream)

Base year

2013

Covered emissions in base year (metric tons CO2e)

10,444

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

Target year

2020

Targeted reduction from base year (%)

100

Covered emissions in target year (metric tons CO2e) [auto-calculated]

0

Covered emissions in reporting year (metric tons CO2e)

0

% of target achieved [auto-calculated]

100

Target status in reporting year

Achieved

Is this a science-based target?

No, but we are reporting another target that is science-based

Please explain (including target coverage)

Abs3 is our target is SBTi goal 1 of 2 for Scope 3 emissions from downstream supply chain operations: elimination of emissions (and resource consumption) in moving from a physical to 100% digital supply chain. In 2012 Adobe adopted a cloud strategy for all products which not only made it easier and more efficient for customers to use Adobe products, but it also dematerialized our entire physical supply chain, eliminated all downstream waste and emissions from the businesses, all material waste and emissions from transportation and logistics throughout each product's lifecycle, and

decreased the environmental impact of the customers by a minimum of 70% (at that time), with an average greater than 90% reduction, and greater than 95% when customers use Adobe products from a mobile device. The goal has been to achieve 100% digital download of products by 2020 -- this goal was achieved in early 2019 with 100% of all Adobe products delivered digitally and zero emissions from all previous physical supply chains. An added benefit of putting this upstream purchased goods & services goal in place has been to engage with suppliers throughout the value chain to help them set and meet RE100 and SBT goals. Because of this, in 2019 Adobe set a brand new Scope 3 emissions SBT of committing that 55% of suppliers (by spend) will set SBTs by 2025 (this is equivalent to 66% of purchased goods & services and capital goods emissions for approximately 52 suppliers). This SBT was put into place in late 2019 and will be verified by the SBTi in 2020.

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 3: Business travel

Intensity metric

Metric tons CO2e per unit FTE employee

Base year

2015

Intensity figure in base year (metric tons CO2e per unit of activity)

4

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2025

Targeted reduction from base year (%)

5

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

3.8

% change anticipated in absolute Scope 1+2 emissions

0

% change anticipated in absolute Scope 3 emissions

16

Intensity figure in reporting year (metric tons CO2e per unit of activity)

3.9

% of target achieved [auto-calculated]

50

Target status in reporting year

Underway

Is this a science-based target?

Yes, this target has been approved as science-based by the Science Based Targets initiative

Please explain (including target coverage)

Int1 is our verified SBTi goal for reducing Scope 3 emissions business travel. Adobe will strive to reduce scope 3 business travel emissions per employee by 5% by 2025 from 2015 levels. Regarding our scope 3 business travel to reduce emissions per employee by 5% from 2015 to 2025, Adobe has experienced strong business growth since 2015 (+133% Revenues, +64% FTE) and therefore travel growth. As a result, our emissions per employee intensity goal would allow us to focus on reducing travel per employee while still allowing for business growth. Looking at our growth projection, we determined that a 5% reduction in normalized emissions per passenger was an aggressive target that over the long term would be challenging to achieve. Although IEA models predict that per-mile air travel emission factors will decrease due to reduced carbon intensity, we are not relying on emission factor reductions to achieve our goal. Rather, the way we worked to achieve this goal is to focus on reducing business travel and the resulting airline miles traveled per employee. Important to note: in 2019 we are using new methodologies for calculating our business air travel to account for "Radiative Forcing". In doing so, we believe we are much more accurately attempting to address true emissions from air travel, report it more transparently, and reduce it more aggressively. This has, however, raised our 2019 numbers to ~2.5x what they were 2015-2018, and given a "% of target" outcome this is a meaningful comparison.

For 2019, we met and exceeded our Scope 3 Science-Based Target but it is important to note that in 2019 we worked to raise the ambition and in 2020 our new goal will be an absolute 30% reduction in Business Travel emissions by 2025. Since the existing verified SBT is an intensity goal and the new one will be absolute and verified by the SBTi, this goal will be retired and replaced with the new verified target in 2020.

Target reference number

Int 2

Year target was set

2016

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

Intensity metric

Metric tons CO2e per square foot

Base year

2015

Intensity figure in base year (metric tons CO2e per unit of activity)

0.003574

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2025

Targeted reduction from base year (%)

15

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

0.0030379

% change anticipated in absolute Scope 1+2 emissions

0

% change anticipated in absolute Scope 3 emissions

3

Intensity figure in reporting year (metric tons CO2e per unit of activity)

0.003026

% of target achieved [auto-calculated]

102.219735124

Target status in reporting year

Underway

Is this a science-based target?

Yes, this target has been approved as science-based by the Science Based Targets initiative

Please explain (including target coverage)

Int2 is our verified SBTi goal for reducing Scope 3 emissions from FERA sources. Adobe's science-based target to reduce greenhouse gas emissions includes a goal to reduce our Scope 3 Fuel and Energy-Related Emissions per square foot by 15% by 2025 from our 2015 baseline: year-to-year change = (0.003026-0.003574)/0.003574 = .15, or 15%. During FY19, Adobe made significant progress against this goal as we have achieved 102% of our 15% targeted reduction. While this is an SBTi verified Scope 3 emissions goal, we do not believe it is a useful goal in addressing climate change, Adobe's commitment to becoming a zero-carbon business, or in pushing ourselves and others in taking meaningful action -- FERA emissions are approximately 3% of our total Scope 3 emissions. We chose this goal as we were an early adopter in addressing Science-Based Targets. In 2020 this goal will be retired and replaced with a Scope 3 Purchased Goods & Services (PG&S) goal that will better address over 66% of our Scope 3 emissions.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production
Other climate-related target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2019

Target coverage

Company-wide

Target type: absolute or intensity

Absolute

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)

Target denominator (intensity targets only)

Base year

2018

Figure or percentage in base year

59,990

Target year

2025

Figure or percentage in target year

38,994

Figure or percentage in reporting year

55,710

% of target achieved [auto-calculated]

20.3848352067

Target status in reporting year

Underway

Is this target part of an emissions target?

Yes, this is part of our Science-Based Target to reduce Scope 1 + 2 emissions by 35% from a 2018 baseline -- these are our new SBTS (old were 25% by 2025 from 2015 baseline). This refers specifically to our digital supply chain -- to have 100% of our digital suppliers to have RE100 goals (and push for 1.5C ambition SBTs).

Is this target part of an overarching initiative?

Science-based targets initiative

Please explain (including target coverage)

As part of our Science-Based Target to reduce Scope 1 + 2 emissions by 35% from a 2018 baseline -- these are our new SBTS (old were 25% by 2025 from 2015 baseline). This refers specifically to our digital supply chain -- to have 100% of our digital suppliers to have RE100 goals (and push for 1.5C ambition SBTs). While we have 55% of our suppliers by spend setting SBTs by 2025 as our Scope 3 SBT, this singles out the largest part of our digital supply chain so they, like us, have these targets in place and will help us make both SBTS by 2025.

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number
Oth 1

Year target was set
2019

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Target denominator (intensity targets only)

Base year
2018

Figure or percentage in base year
397,178

Target year
2025

Figure or percentage in target year
135,040

Figure or percentage in reporting year
397,178

% of target achieved [auto-calculated]
0

Target status in reporting year
New

Is this target part of an emissions target?
Yes, it is part of an emissions target. As developed in late 2019, and submitted for verification in 2020, the target is for 55% of Adobe suppliers by spend to set Science-Based Targets (SBTs) by 2025.

Is this target part of an overarching initiative?

Science Based Targets initiative

Please explain (including target coverage)

The goal of engaging suppliers to set SBTs and RE100 goals is equivalent to 66% of purchased goods & services (FY19 PG&S emissions (358,472 MT CO2e) and capital goods (CG emissions = 38,706 MT CO2e)) = 397178 MT CO2e emissions for approximately 52 suppliers. While Adobe recognizes CDP is a backward-looking report, this SBT was put into place in late 2019 and will be verified by the SBTi in 2020. The emissions figure in target year (2025), above, is 34% of the figure in the reporting year (2018) = 135,0404 MT CO2e, or a 66% reduction in emissions.

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	2	9,031.56
To be implemented*	1	23,000
Implementation commenced*	2	8,412.16
Implemented*	26	232.61
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings

Other, please specify

Adobe's energy efficiency conservation measures for office buildings span multiple project types ranging from lighting and HVAC upgrades/replacements to BMS controls refinements.

Estimated annual CO2e savings (metric tonnes CO2e)
126.45

Scope(s)
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
102,085

Investment required (unit currency – as specified in C0.4)
233,370

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment
As a part of Adobe's efforts towards achieving a science-based target for GHG reductions by 2025, the company's largest sites have each developed annual energy efficiency plans comprised of site-specific energy conservation measures (ECMs)and the associated costs and savings for each ECM. Operational excellence in terms of energy efficiency has been a part of Adobe's process for many years however, FY19 was the first year in which we implemented ECMs that map back to the company's multi-year science-based target for GHG emissions reductions. The site-specific roadmaps that we have created serve as iterative guides that we update on an annual basis as new project opportunities emerge.

Initiative category & Initiative type
Energy efficiency in production processes
Process optimization

Estimated annual CO2e savings (metric tonnes CO2e)
7.05

Scope(s)
Scope 2 (location-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
15,000

Investment required (unit currency – as specified in C0.4)

250,000

Payback period

<1 year

Estimated lifetime of the initiative

3-5 years

Comment

Adobe's largest sites typically have on-site server rooms that support internal business processes. In FY19, Adobe decommissioned two large server rooms and migrated their IT functions to virtual platforms. Additionally, in five server rooms, the company optimized the air temperature set points to reflect the latest ASHRAE standard which now allows for higher air temperatures than those that were in place prior at Adobe.

Initiative category & Initiative type

Low-carbon energy consumption
Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)

99.1

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

209,947

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

1-2 years

Comment

In FY19, Adobe enrolled in the City of San Jose's Community Choice Aggregation program, known as San Jose Clean Energy (SJCE). Through enrolling in this program, the electrical load for the company's corporate headquarters is now powered by roughly 15% more renewables content than what was previously provided by our otherwise applicable utility provider. Furthermore, our enrollment in SJCE provides a cost savings of 1% on our electricity supply charges.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	All construction projects follow efficiency and code requirements to achieve better energy efficiency. Adobe has publicly advocated for passing stricter code compliance and other related sustainability standards. In each project, Adobe management has always reached minimum compliance and in most projects goes well beyond mere compliance to achieve sustainability and efficiency-focused project. In 2019, Adobe broke ground on our new all-electric (no fossil fuels) 18-story tower in San Jose CA. This decision to commit funds to make this new tower all-electric was ahead of new REACH codes by the City of San Jose to eliminate natural gas from all new construction -- we became the very first company to lead with this.
Dedicated budget for energy efficiency	As part of its operational overhead structure, Adobe secures budgets annually for comprehensive energy efficiency programs. While Adobe does not use the terminology "Carbon Tax" simply because of the punitive overtone for business units that are doing exceptionally well with energy efficiency, the funds gained from this budget are used for an array of projects across operations, including all sustainability and energy efficiency projects. This budget is prepared by the facilities team and overseen by the Senior Director of Global Site Operations (GSO). GSO has a Sustainability Committee, comprised of cross-departmental members (Sustainability Strategist, Facilities Sustainability lead, Employee Workplace Solutions (EWS) lead, ESG Reporting Lead) that meet regularly (bimonthly) to discuss priorities, projects, and budgets. There is also a Sustainability Strategy Committee all of the above with the Directors of Brand Purpose (BP, or Corporate Responsibility), EWS, DWx, Product leads, Head of Procurement and others that will make recommendations, as appropriate for funds from VP of Operations (Employee & Workplace Solutions) and the CFO further reviews projects and sustainability initiatives, as needed.
Dedicated budget for low-carbon product R&D	All three of Adobe's Cloud offerings are low-carbon products. Specifically, products such as Adobe Document Cloud (PDF, Adobe Sign), Experience Cloud (digital marketing), Adobe Connect (TM), and LeanPrint allow users to operate more sustainably - virtually - using ICT in place of paper, ink and other resources; inefficient, physical workflows; and diminish business travel. These products enable resource use and emissions reduction and are major core deliverables for Adobe with dedicated budget for continued development. And as Adobe deploys renewable energy as part of our RE100 goal to all our operations, including our digital supply chain, the emissions move to zero. As a case study, Adobe Procurement adopted Adobe Sign and enjoyed a

	70% reduction in transaction time as well as an 80% decrease in printing purchases and subsequent paper and ink use and waste. See http://wwwimages.adobe.com/content/dam/Adobe/en/customer-success/pdfs/adobe-at-adobe-esign-procure-case-study.pdf
Employee engagement	Adobe fosters a culture of sustainability by encouraging employees to engage in the Green Teams. Currently, Green Teams make up over 10% of the total employee population. The Green Teams receive funding from Adobe to independently organize and run emission reduction activities to target emissions generated by Adobe as well as the community as a whole. These projects include planting on-site "edible gardens" for the cafeteria, organizing e-waste drives, employee discounts for living more sustainably (EVs, solar, etc.) and educational lunch-and-learn opportunities. Beyond the Green Teams, 63% of Adobe employees enjoy participation at an array of levels in voluntary community engagement.
Financial optimization calculations	All significant environmental initiatives are reviewed by the Vice President of Employee/Global Workplace Solutions and, for most large-scale projects or commitments, is reviewed by at least one member of the C-suite. All investment decisions in sustainability-related and emissions reduction projects involve careful financial analysis to assess the viability of each initiative. Market research, benchmarking, and investment modeling are employed to justify environmental projects.
Partnering with governments on technology development	Adobe has partnered with a number of government agencies including the Environmental Protection Agency (EPA, specifically on their Green Power Partnerships), General Services Administration (GSA), Lawrence Berkeley Labs (LBL) and Center for Built Environment (CBE), sharing best practices, including the development of Adobe's energy monitoring system, IBIS (Intelligent Building Interface System) which Adobe uses to monitor and manage carbon emissions, energy usage, water usage, and alternative energy production as well as potential renewable energy projects in the Bay Area.
Other	Voluntary compliance with standards developed by organizations such as Australia's NABERS, U.S. Environmental Protection Agency's Energy Star for Buildings, and the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) programs have been pivotal to shaping Adobe's emissions and energy reduction strategy. Adobe currently operates 70% LEED-certified facilities across the globe, with seven at the Platinum level, including our San Jose headquarters and major San Francisco sites. Adobe's San Jose buildings were the first buildings to be certified and re-certified at the Platinum level (the highest level possible) under the permanent LEED for Existing Buildings Program

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Level of aggregation

Product

Description of product/Group of products

Document Cloud. For Adobe, Digital Media, which is how this product is reported in our SEC 10-K report, contains all the elements of Document and Creative Clouds. Adobe reports revenue figures for Digital Media in our FY2019 10-K pages 39-40. For the purposes of CDP in this first section, because digital media is reported in the aggregate rather than by product, we attributed 50% of digital media revenue to Document Cloud and 50% of Digital Media revenue to Creative Cloud.

Document Cloud, including PDFs, Adobe Sign, and Adobe Scan: create, edit, share, sign, and store documents digitally versus any paper workflow. This also includes Adobe's Resource Saver Calculator, developed with the Environmental Paper Network, it shows customers exactly how much wood, water, waste, energy, and emissions are saved when using Document Cloud versus a paper workflow.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Evaluating the carbon-reducing impacts of ICT

% revenue from low carbon product(s) in the reporting year

34.5

Comment

Adobe recognizes that our business, and ICT as a whole, consume vast amounts of energy. Our supply chain is entirely digital -- we have no physical products -- so we have a responsibility to 1. Help our customers become more efficient, eliminate waste and resource consumption, and 2. To do that powering all our products with renewable energy. This is precisely why we consider all our products "low-carbon" -- and as we deploy renewable energy as part of our RE100 commitment, the climate impact should move to zero-carbon. As for customer benefits, for example, use of Adobe Sign (part of Adobe Document Cloud along with PDF, Acrobat, etc.), can eliminate paper workflows and substantially reduce paper and printing resource consumption (wood, water, waste, energy and emissions) from paper production, transportation, use, waste, and recycling processes. The impact reduction is so significant that Adobe, in partnership with the Environmental Defense Fund (EDF) and the Environmental Paper Network (EPN),

developed the Resource Saver Calculator specifically -- and conservatively -- estimate water, wood, waste, and cost avoidance simply by using Adobe's digital tools versus a paper workflow. For every 1M sheets of paper NOT used, customers can save ~400 MTCO2e, 106M liters of water, and over 4M kgs. of wood. See https://acrobatusers.com/resource-saver-calculator/

Level of aggregation

Product

Description of product/Group of products

Experience Cloud. Includes Adobe Digital Marketing, Analytics Cloud, Advertising Cloud. All digital, automated products versus physical workflows.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Evaluating the carbon-reducing impacts of ICT

% revenue from low carbon product(s) in the reporting year

29

Comment

IT is central to any digital transformation initiative and Adobe's Experience Cloud allows customers to make this transition while eliminating inefficient physical and wasteful process in moving to digital workflows. As just one example, imagine if all "junk" mail advertising transitioned to only specific, targeted digital branding -- the elimination of mailbox to recycling bin waste would be immense. Another would be customer analytics that allows providers to provision precisely for customers rather than "blanket" procurement. The result: less overpurchasing, less waste, more resource, energy and emissions reductions for customers.

Level of aggregation

Product

Description of product/Group of products

Creative Cloud. For Adobe, Digital Media, which is how this product is reported in our SEC 10-K report, contains all the elements of Document and Creative Clouds. Adobe reports revenue figures for Digital Media in our FY2019 10-K pages 39-40. For the purposes of CDP in this first section, because digital media is reported in the aggregate rather than by product, we attributed 50% of digital media revenue to Document Cloud and 50% of Digital Media revenue to Creative Cloud.

Creative Cloud: incorporating, Photoshop, InDesign, Premiere, After Effects, Behance, Spark, Stock, etc. all consolidated in a single cloud offering (with options) versus each

as a boxed, physical product (Creative Suite + individual products) and 3Di + Project Aero (virtual reality).

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Evaluating the carbon-reducing impacts of ICT

% revenue from low carbon product(s) in the reporting year

34.5

Comment

There are three important elements of Creative Cloud as a low carbon product: 1. The cloud offering versus Creative Suite and individual products (all boxed), 2. The use of Creative Cloud versus any physical workflow for creative design; and 3. The use of 3Di and virtual reality (Aero) in eliminating physical materials in the design, test, sample, and transport phase for any consumer product. 1. Independent analysis of the overall environmental impact of each product, and using the Lawerence Berkeley Labs (LBL) CLEER method for estimating data center consumption of a digitally delivered product, we estimate that the impact is at least 90% less than it was as a physical product, 95% when used with a mobile device. The advent of cloud storage for customer workproducts in Creative Cloud has removed the need to print or even store on a local device (PC, workstation, etc.). Overall, when a customer uses Creative Cloud where the majority of computing is done at the server versus desktop level ("virtualized") there are massive environmental benefits -- Adobe sees this even within our own operations when we move small, server stacks to efficient cloud (data center) providers. As these providers adopt and reach RE100 goals, the environmental impact moves to zero. Last, the use of Adobe's 3D products to design products and packaging digitally, drastically eliminates material waste -- and energy and emissions -- from our enterprise customers processes.

Level of aggregation

Product

Description of product/Group of products

Adobe Connect: our URL/web-based meeting platform.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Evaluating the carbon-reducing impacts of ICT

% revenue from low carbon product(s) in the reporting year

1

Comment

URL based meeting platform. Many offices in Government and large corporations use Connect to avoid employee travel and reduce emissions. We estimate with over 6 billion meeting minutes completed in 2019, and with only about 5% of these representing avoided business travel by using a virtual meeting (our travel reduction program "Skip a Trip: Connect instead"), a minimum of 6M tonnes CO2e were potentially avoided by Adobe customers and employees.

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

December 1, 2014

Base year end

November 30, 2015

Base year emissions (metric tons CO2e)

11,971.935

Comment

Scope 1 emissions include all Stationary Combustion from diesel generators, domestic natural gas, and fuel cell natural gas; from mobile sources (company vehicles); and from refrigerants.

Scope 2 (location-based)

Base year start

December 1, 2014

Base year end

November 30, 2015

Base year emissions (metric tons CO2e)

55,717.53

Comment

Adobe reports on both Location- and Market-based emissions here and in our annual CR Report. Adobe rebaselined our 2015 managed COLO emissions to be consistent with our current annual reporting of managed COLOs in Scope 2. This number reflects those updates and is listed publicly in our 2019 CR Report.

Scope 2 (market-based)

Base year start

December 1, 2014

Base year end

November 30, 2015

Base year emissions (metric tons CO2e)

53,744

Comment

Adobe reports on both Location- and Market-based emissions here and in our annual CR Report.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
US EPA Mandatory Greenhouse Gas Reporting Rule

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

11,816

Start date

December 1, 2018

End date

November 30, 2019

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)

12,119

Start date

December 1, 2017

End date

November 30, 2018

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)

11,361

Start date

December 1, 2016

End date

November 30, 2017

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)

11,082

Start date

December 1, 2015

End date

November 30, 2016

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

Adobe chooses to perform both reporting methodologies to evaluate priority areas and identify where strategy adjustments can have the most impact.

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

56,113

Scope 2, market-based (if applicable)

43,526

Start date

December 1, 2018

End date

November 30, 2019

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

Past year 1

Scope 2, location-based

58,874

Scope 2, market-based (if applicable)

47,871

Start date

December 1, 2017

End date

November 30, 2018

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

Past year 2

Scope 2, location-based

66,268

Scope 2, market-based (if applicable)

59,184

Start date

December 1, 2016

End date

November 30, 2017

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

Past year 3

Scope 2, location-based

61,876

Scope 2, market-based (if applicable)

58,474

Start date

December 1, 2015

End date

November 30, 2016

Comment

Adobe's Fiscal Year is December 1 - November 30. We use FY to be consistent with our SEC-10K data.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO2e

358,472

Emissions calculation methodology

In 2019, Emissions for the Scope 3 Purchased Goods and Services category were calculated through the use of the Environmentally extended input-output analysis (EEIOA) (previously we have been using the Quantis Scope 3 Evaluator tool) based on FY2019 OpEx spend across all Adobe purchases, including those from Adobe's

unmanaged colo data centers and cloud suppliers. All of this OpEx spend information is reported in Adobe's 2019 SEC 10-K report, page 45. All facility utility and fuel expenses (for Adobe, GSO (ops) and OR1 (our owned data center) are subtracted from this number to avoid double-counting, since these values are reported to CDP as Scope 2 and Scope 1, respectively. This provides what we believe to be the most accurate Scope 3 emissions inventory possible at this time.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

20

Please explain

20% above, are actual measured emissions (energy consumption and location-based emissions) provided by suppliers -- this is subtracted from the EEIOA number (based on spend) and compared against total supplier revenue % applied to total Scope 1+2 emissions (CDP Supply Chain Methodology). It is a very conservative inventory of emissions from all purchased goods and services. In 2019 all emissions from managed CoLos are reported as Scope 2 emissions. However, the number here represents both the estimated electricity emissions associated with our unmanaged COLOs, emissions estimated from cloud suppliers (from "services only", or SaaS, emissions), as well as a proportional share of our operational expenses. The goal is to capture and/or estimate everything and work with our major suppliers to obtain true emissions data.

Capital goods

Evaluation status

Relevant, calculated

Metric tonnes CO2e

39,706

Emissions calculation methodology

In 2019, Emissions for the Scope 3 Purchased Goods and Services category were calculated through the use of the Environmentally extended input-output analysis (EEIOA) (previously we have been using the Quantis Scope 3 Evaluator tool) based on FY2019 OpEx spend across all Adobe purchases, including those from Adobe's unmanaged colo data centers and cloud suppliers. All of this OpEx spend information is reported in Adobe's 2019 SEC 10-K report, page 45.
99+% of Adobe's supply chain is digital, the majority provided as a service by unmanaged Co-located data centers ("CoLos" where Adobe has no operational control, we purchase no capital goods, we simply pay the bill for services provided) and Cloud Suppliers (AWS, Microsoft Azure) who supply us with emissions data and/or we estimate MTCO2e. The GHG Protocol calculation guidance, states that this category can be difficult to separate from Category 1 (Purchased goods and services). Given that the entirety of our spend data (which includes purchases of capital goods) has been captured in category 1, the scope 3 emissions from capital goods are not reported out separately. The scope 3 emissions reported within category 1 includes purchased goods and services as well as purchases of capital goods.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

5

Please explain

20% above, are actual measured emissions (energy consumption and location-based emissions) provided by suppliers -- this is subtracted from the EEIOA number (based on spend) and compared against total supplier revenue % applied to total Scope 1+2 emissions (CDP Supply Chain Methodology).

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Metric tonnes CO2e

14,180

Emissions calculation methodology

The FY2019 FERA value was calculated using the Quantis Scope 3 Evaluator tool. To generate the FERA value, we entered our verified Scope 1 and Scope 2 values and the tool generated a FERA value through multiplying Scope 1 emissions by 0.25 and multiplying the Scope 2 emissions by 0.20. The tool can be found at https://quantis-suite.com/Scope-3-Evaluator/

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Note: Adobe has verified Science-Based Targets that include fuel-and-energy related activity goals: to reduce its scope 3 fuel-and-energy-related emissions per square foot by 15% by 2025 from 2015 levels for its owned and managed facilities.

Upstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Please explain

Not relevant since Adobe does not procure physical products (only digital) and does not require or own any upstream -- or downstream --transportation or distribution or emissions from these activities. 100% of Adobe's product is produced and distributed digitally, so there is no physical product to transport.

Waste generated in operations

Evaluation status

Relevant, calculated

Metric tonnes CO2e

57.87

Emissions calculation methodology

The EPA WARM model version 15 was used to calculate emissions from waste.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Adobe collects data on its owned and managed sites for landfilled waste, recycling, and compost and diverts 90+% global waste away from landfills. The data that this calculation is based on is landfilled waste only.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO2e

88,959

Emissions calculation methodology

Employee business travel was calculated for both car rental and air travel based on numbers from travel provider, Concur. Car rental estimates assumed an average mileage per day driven. Air travel included short, medium and long-haul flights with specific emissions factors for each length based on the most recent UK DEFRA factors. Important note for 2019: For FY18 and FY19 data, Adobe has begun using emissions calculations that include "Radiative Forcing". We do this to more accurately and more transparently report emissions from air travel and then actively seek to reduce it. In 2019 we raised the ambition of our Science-Based Targets (SBTs) to be a 30% reduction in business travel emissions by 2025.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

100% of all emissions data reported here is from Adobe suppliers.

Employee commuting

Evaluation status

Relevant, calculated

Metric tonnes CO2e

42,037

Emissions calculation methodology

Employee surveys are conducted at large sites and miles commuted are aggregated. Estimates of public/mass transportation are taken from employee counts at each site as

well as estimates from reimbursed commute expenses. Estimations of miles traveled are made for smaller sites. EPA emission factors were used to calculate carbon emissions from travel.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Adobe uses "0%" for emissions from suppliers or value chain simply because the 100% value is collected and extrapolated using employee data for completeness.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

All of our digital suppliers, unmanaged CoLos and Cloud suppliers, are included in "Purchased Goods and Services", not as leased assets. For this reason, we do not have any emissions from leased assets.

Downstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Please explain

Adobe does not transport any finished goods -- they are all digital. And we do not own any fleets.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

As above, Adobe's supply chain is digital so there is no physical processing of sold products.

Use of sold products

Evaluation status

Not relevant, explanation provided

Please explain

As above, Adobe's supply chain is digital so there is no physical processing of sold products.

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Please explain

As above, Adobe's supply chain is digital so there is no physical processing of sold products.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

As above, Adobe's supply chain is digital so there iare no downstream leased assets

Franchises

Evaluation status

Not relevant, explanation provided

Please explain

Adobe does not own any franchises.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

Adobe does not make any investments outside of its operations.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Please explain

There are no upstream emissions for Adobe.

Other (downstream)

Evaluation status

Not relevant, explanation provided

Please explain

There are no downstream emissions for Adobe.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000060821

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

67,945

Metric denominator

unit total revenue

Metric denominator: Unit total

11,171,297,000

Scope 2 figure used

Location-based

% change from previous year

23

Direction of change

Decreased

Reason for change

To calculate the -23% (DECREASE) change from the previous year, we used our FY2019 Scope 1+2 (location-based) emissions in metric tonnes per $US revenue at the end of FY2019. Adobe's Scope 1+2 absolute emissions decreased by 1% (location-based) and by -18% (market-based) in FY2019. This provided Adobe with an overall decrease in normalized carbon intensity. Despite a revenue increase of 24% and the FTE growth of 19%, we still managed to lower our absolute overall location- and market-based emissions. We can attribute the overall decrease to highly effective energy reduction projects (renovations, server lab virtualizations and consolidations, etc.) and we quadrupled our renewable purchases in 2019 which significantly reduced subsequent Scope 2 market-based emissions.

Intensity figure

3

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

67,945

Metric denominator

full time equivalent (FTE) employee

Metric denominator: Unit total

22,634

Scope 2 figure used

Location-based

% change from previous year

9

Direction of change

Decreased

Reason for change

MT CO2e per FTE: To calculate the -9% (DECREASE) change from the previous year, we used our FY2019 Scope 1+2 (location-based) emissions in metric tonnes per FTE at the end of FY2019. Adobe's Scope 1+2 emissions decreased by 1% (location-based) and by -18% (market-based) in FY2019. This provided Adobe with an overall decrease in normalized carbon intensity. Despite a revenue increase of 24% and the FTE growth of 19%, we still managed to lower our absolute overall location- and market-based emissions. We can attribute the overall decrease to highly effective energy reduction projects (renovations, server lab virtualizations and consolidations, etc.) and we quadrupled our renewable purchases in 2019 which significantly reduced subsequent Scope 2 emissions.

Intensity figure

0.0000049875

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

55,710

Metric denominator

unit total revenue

Metric denominator: Unit total

11,171,297,000

Scope 2 figure used

Market-based

% change from previous year

25

Direction of change

Decreased

Reason for change

To calculate the -25% (DECREASE) change from the previous year, we used our FY2019 Scope 1+2 (market-based) emissions in metric tonnes per $US revenue at the end of FY2019. Adobe's Scope 1+2 absolute emissions decreased by -4% (location-based) and by -7% (market-based) in FY2019. This provided Adobe with an overall decrease in normalized carbon intensity. Despite a revenue increase of 24% and the FTE growth of 19%, we still managed to lower our absolute overall location- and market-based emissions. We can attribute the overall decrease to highly effective energy reduction projects (renovations, server lab virtualizations and consolidations, etc.) and we quadrupled our renewable purchases in 2019 which significantly reduced subsequent Scope 2 market-based emissions.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	11,318.99	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	5.39	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	7.06	IPCC Fifth Assessment Report (AR5 – 100 year)
Other, please specify Includes all refrigerants, HFC-134a, HFC-404, R123 , R-22, R401a, R407c, R-410a.	484.14	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
United States of America	9,332
India	651
Other, please specify	1,833

Rest of the world	

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By activity

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Diesel: combustion in backup generators	530
Natural Gas: combustion in fuel cells	4,611
Natural gas: domestic use, cooking, heating	5,699
Gasoline	6.8
Refrigerants	484
Diesel vehicle	0.183
Jet Fuel	471
Liquified Petroleum Gas	14.2

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
United States of America	31,506	23,252	107,067	40,757
India	15,039	12,762	21,382	3,150
Other, please specify Rest of World	9,568	7,512	31,371	11,925

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Office/workspaces and internal data centers or server rooms	30,307	20,479
Managed Co-located data centers (CoLos)	10,516	4,040
Adobe's owned and managed data center (OR1)	15,368	19,127

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	8,387	Decreased	14	In FY19, Adobe achieved a reduction 8,387 MT CO2e through the procurement of renewable energy via the company's 1) virtual power purchase agreement for Nebraska wind energy, 2) power purchase agreement for solar power in Bangalore, India and 3) increased procurement of renewable energy at the company's managed colo data centers. As mentioned throughout CDP, Adobe does not purchase/use offsets or unbundled RECs to achieve any of our goals. We arrived at a 14% change through the following calculation: (8,387/59,990) x 100 = 14% in which 8,387 = MT CO2e change in Scope 1+2

				market-based emissions due to changes in renewable energy consumption and 59,990 = FY19 Scope 1+2 market-based emissions (MT CO2e).
Other emissions reduction activities	1,281	Decreased	2.14	In FY19, Adobe achieved a reduction 1,281 MT CO2e through successful energy efficiency measures at the company's two locations in Noida, India. We arrived at a 2% change through the following calculation: (1,281/59,990) x 100 = 2.14% in which 1,281 = MT CO2e change in Scope 1+2 market-based emissions due to emissions reductions activities at our Noida, India locations and 59,990 = FY19 Scope 1+2 market-based emissions (MT CO2e).
Divestment	0	No change	0	Adobe did not divest from anything in FY19.
Acquisitions	0	No change	0	In FY19, Adobe acquired Allegorithmic. However, the GHG impacts of this acquisition do not meet our materiality threshold and as such, those impacts are not included in our FY19 GHG inventory. Allegorithmic facilities came under formal management by Adobe in FY20 and as such, the Scope 1 and Scope 2 emissions from those facilities will be included in Adobe's FY20 GHG inventory.
Mergers	0	No change	0	Adobe did not incur any mergers in FY19.
Change in output	0	No change	0	Adobe's supply chain is digital and has no change in physical output.
Change in methodology	0	No change	0	Adobe did not change methodologies in FY19.
Change in boundary	0	No change	0	Adobe did not change our emissions reporting boundary in FY19.
Change in physical	0	No change	0	Adobe did not experience change in physical operation conditions in FY19.

operating conditions				
Unidentified	0	No change	0	Adobe does not have any unidentified emissions.
Other	0	No change	0	Adobe does not have any other emissions to report.

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	0	60,990	60,990
Consumption of purchased or acquired electricity		55,832	103,763	159,595
Consumption of self-generated non-fuel renewable energy		0		0
Total energy consumption		55,832	164,753	220,585

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Natural Gas

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

56,883

MWh fuel consumed for self-generation of electricity

25,440

MWh fuel consumed for self-generation of heat

0

Emission factor

0.00005

Unit

kg CO2e per GJ

Emissions factor source

https://www.epa.gov/sites/production/files/2015-12/documents/emission-factors_nov_2015.pdf

Comment

Natural gas consumption for self-generation of electricity is from onsite Bloom Fuel Cells in SF and SJ CA.

Fuels (excluding feedstocks)

Fuel Oil Number 2

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

2,095

MWh fuel consumed for self-generation of electricity

2,095

MWh fuel consumed for self-generation of heat

0

Emission factor

0.00007

Unit

kg CO2e per GJ

Emissions factor source

https://www.epa.gov/sites/production/files/2015-12/documents/emission-factors_nov_2015.pdf

Comment

Diesel used in back-up generators.

Fuels (excluding feedstocks)

Motor Gasoline

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

27

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

Emission factor

2,319.43062

Unit

kg CO2e per m3

Emissions factor source

https://www.epa.gov/sites/production/files/2015-12/documents/emission-factors_nov_2015.pdf, TABLE 2

Comment

Gasoline/petrol used in a few onsite cars that have not transitioned to EVs yet (most have and Adobe does not own or rent fleets).

Fuels (excluding feedstocks)

Jet Kerosene

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

1,761

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

Emission factor

2,575.67751

Unit

kg CO2e per m3

Emissions factor source

https://www.epa.gov/sites/production/files/2020-04/documents/ghg-emission-factors-hub.pdf

Comment

Used in Adobe's corporate jet.

Fuels (excluding feedstocks)

Liquefied Petroleum Gas (LPG)

Heating value

LHV (lower heating value)

Total fuel MWh consumed by the organization

67

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

Emission factor

0.00005

Unit

kg CO2e per GJ

Emissions factor source

https://www.epa.gov/sites/production/files/2020-04/documents/ghg-emission-factors-hub.pdf

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)

Electricity	11,809	11,809	0	0
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

Power purchase agreement (PPA) with a grid-connected generator with energy attribute certificates

Low-carbon technology type

Solar

Country/region of consumption of low-carbon electricity, heat, steam or cooling

India

MWh consumed accounted for at a zero emission factor

3,150

Comment

This number represents renewable energy purchases from a grid-scale solar farm located 141 kilometers from our Bangalore, India site. The PPA covers roughly 80% of our annual load on the site and is putting solar energy on this traditionally coal-powered grid. The 3,150 MWh represents the amount of renewable energy purchased and consumed in FY 2019. It is important to note that for this PPA, Adobe's contract is the sole party that can claim the environmental attributes of the electricity we offtake through the agreement. In other words, no physical RECs are produced but the vendor assures Adobe that we have the sole claim to the bundled energy attributes.

Sourcing method

Power purchase agreement (PPA) with a grid-connected generator with energy attribute certificates

Low-carbon technology type

Wind

Country/region of consumption of low-carbon electricity, heat, steam or cooling

United States of America

MWh consumed accounted for at a zero emission factor

29,669

Comment

This number represents renewable energy (wind) purchased through a virtual power purchase agreement that Adobe executed with Enel in collaboration with Facebook -- the very first collaboration deal of its kind. The generation facility is located in Nebraska, USA, and is known as the "Rattlesnake Creek" renewable energy development. Adobe's agreement with Enel encompasses the energy and the environmental attribute certificates of that energy. Adobe retains the RECs for all energy purchased via this agreement.

Sourcing method

Other, please specify

Renewable energy procured from our colocated data center suppliers to service our usage

Low-carbon technology type

Other, please specify

Combination of solar and wind

Country/region of consumption of low-carbon electricity, heat, steam or cooling

Other, please specify

USA, Australia, Asia and Europe

MWh consumed accounted for at a zero emission factor

23,013

Comment

The 23013 MWh represents the total consumption of renewable electricity provided to Adobe from our managed digital supply chain (Co-located (CoLo) data centers). We partner directly with our suppliers to provide all consumption data and we work with them to set and meet meaningful renewable energy goals, including RE100 and Science-Based Targets.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description

Energy usage

Metric value

2,888,754

Metric numerator

Change in total kBtu from FY18 to FY19.

Metric denominator (intensity metric only)

% change from previous year

1.95

Direction of change

Decreased

Please explain

Adobe has an SBTI approved science-based target to achieve a 15% reduction in our Scope 1 and Scope 2 GHG emissions by 2025 from a 2015 baseline. In 2019 we raised the ambition on our original "greater than 2C ambition" to "greater than 1.5C ambition" so that our new SBTs moving into 2020 are "Adobe commits to reduce scope 1 & 2 emissions by 35% by 2025 from a 2018 base-year". These will be verified by the SBTi in 2020. Our path to achieving this goal will be comprised of renewable energy procurement and operational excellence through energy efficiency measures. As such, we have designed site-specific energy efficiency targets for Adobe's largest owned sites where we can drive energy efficiency outcomes. Through setting these targets and focusing on achieving them, we saw good results in FY19. Across our target list of locations, we saw a 1.95% reduction in total kBtu in FY19. Our energy efficiency goals are mapped out year-over-year, providing a roadmap from 2018 through 2025. As such, we expect to continue our focused efforts on energy efficiency in years to come.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/ section reference
Page 1, Scope 1 emissions

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/ section reference
Page 1, Scope 2 location-based emissions

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 2 approach

Scope 2 market-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/ section reference

Page 1, Scope 2 market-based emissions

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category

Scope 3: Purchased goods and services

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/section reference

Page 1, Scope 3: Purchased Goods & Services

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Capital goods

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/section reference

Page 1, Scope 3: Capital Goods

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/section reference

Page 1, Scope 3: Fuel and Energy-Related Activities

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Upstream transportation and distribution

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/section reference

Page 1, Scope 3: Upstream transportation and distribution

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Business travel

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/section reference

Page 1, Scope 3: Business Travel

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

Scope 3 category

Scope 3: Employee commuting

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/section reference

Page 1, Scope 3: Employee Commuting

Relevant standard

ISO14064-3

Proportion of reported emissions verified (%)

100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C4. Targets and performance	Financial or other base year data points used to set a science-based target	Standards set for 1.5C ambition by the Science-Based Targets initiative	All scope 1 + 2, location- and market-based emissions, and Scope 3 business travel and FERA emissions (original, verified SBTs) and in 2019 we have also included Purchased Goods & Services (for our new SBTs in 2020 we intend to cover over 82% of our Scope 3 emissions), Capital Goods, Upstream Transportation and Distribution, and Employee Commuting have also been third-party verified. This is why we certify all three scopes.

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Objective for implementing an internal carbon price

Change internal behavior

Drive energy efficiency
Supplier engagement

GHG Scope

Scope 1
Scope 2

Application

Adobe charges each business unit for costs associated with resource consumption -- but we do not label it a "carbon tax". Rather, it is applied as overhead for global business units for projects at each site. The goal is to implement resource efficiency projects to reduce costs, mitigate business risk, and implement new technologies (like the Stem battery system) whenever possible. However, we believe the title "carbon tax" carries a potentially negative or punitive label that is not productive and not part of our culture. Every business unit has initiatives and the overhead is embedded in annual budgeting cycles relative to total energy spend. Because of our Science-Based Targets as KPIs at each site, sites that have the best opportunity with a certain project to reduce energy consumption and attain a reasonable (1-4 year) ROI may get higher priority for project funds versus a site that has recently completed a renovation.

Actual price(s) used (Currency /metric ton)

0

Variance of price(s) used

The price of "0" is listed here since overhead is a % of overall spend, based on energy costs per site. While Adobe does not release specific energy costs per site, the company generates approximately $99K US (market-based) and/or $91K US (location-based) revenue for each Mtonne CO2e emissions in 2019. Our internal carbon productivity metric is effective in delivering a budget for sustainability projects across the business.

Type of internal carbon price

Internal fee
Other, please specify
Applied as overhead relative to costs

Impact & implication

Objective: to extract overhead from every BU as part of overall operational spend and apply it to energy efficiency and/or resource consumption reduction projects. Examples of sustainability/climate-related projects derived from internal overhead funds include LED swap outs, EV charging stations for employees, etc. In 2019 we deployed 6% more EV charging stations over 2018 (from 18% of employees to 24%) using these overhead funds and continued renovations, LED swapouts, and other energy efficiency projects which reduced our Energy Use Intensity (EUI) across Adobe by 21% from 2017.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers
Yes, our customers
Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

70

% total procurement spend (direct and indirect)

55

% of supplier-related Scope 3 emissions as reported in C6.5

74

Rationale for the coverage of your engagement

70%, above, represents the number of suppliers in our digital and built environment supply chain with whom we engage on specific climate and sustainability-related elements such as setting renewable energy goals and working with them on grid decarbonization, grid-scale PPAs, energy efficiency, and policy advocacy.
Predominantly focused on our digital supply chain, we engage with ~70% of all major suppliers, or those that account for ~55% of our procurement spend. We estimate these suppliers account for over 66% of “Purchased goods and services” and "Capital Goods" Scope 3 emissions (C6.5) and (PG&S + CG (358,472 + 39,706 = 398,178 MT), Total Scope 3 = 542,874, so 3(98,178/542,874)*100 = 73.4%).
Engagement: quarterly meetings with our Technical Operations (data center) lead, who is on our Sustainability Steering Committee, quarterly to annual surveys to acquire sustainability data, through RE strategy updates in annual assessments, and through direct collaboration in working groups such as REBA and REBA's-Future of Internet Power (FoIP) subgroup, events (VERGE, Bloomberg Summits, etc.) and through the USGBC to name a few. Throughout the value chain, our goal is to obtain data on energy consumption, PUE, utilization rates, renewable energy goal progress, and any

information to assemble a complete assessment of our emissions, and act on reducing them. As part of our surveys, we include "green" preferences in our RFPs to specifically call out vendors to deliver on reporting transparency and renewable energy. For example, PUE is criteria for evaluating potential suppliers' operational efficiency, cost controls, risk mitigation, and commitment to addressing climate change. PUE, utilization rates, energy consumption per unit of computing (ex. kWh/byte) all weigh into evaluating suppliers. Last, the supplier setting of renewable energy goals carries significant weight since it directly affects our scope 2 emissions (managed CoLos, reported as Scope 2) as well as reaching our 2035 100% renewable energy goal. For digital supply chain vendors that offer cloud, or SaaS, only (no operational control), we work to collect and report our share of their emissions (similar methodologies as CDP Supply Chain) which go into our Scope 3 emissions -- we encourage all suppliers to report to CDP to gain a comprehensive emissions footprint.

Impact of engagement, including measures of success

Success is measured by the response time, completeness of data requested, willingness to continue or grow the partnership, and progress on 100% RE goals as well as emissions reductions that have a direct impact on Adobe's ability to meet its SBTs as well as 100% RE goal. The renewable energy % and energy and emissions data obtained from digital suppliers where we have operational control (managed CoLos) is part of our RE100 goal, our Scope 2 emissions reporting, and this progress is reported in CDP as well as our annual CR Report. For example, for our managed COLOs Scope 2 emissions, from 2018 to 2019, as a result of our collaboration on the CoLo and Cloud Buyer's Principles, we doubled the amount of renewable energy from all managed COLOs from 35% to 70%.

Comment

Our 2019 developed SBT for Scope 3 emissions is: "Adobe commits that 55% of suppliers (by spend) will set SBTs by 2025". This has been submitted for verification at the time of the CDP reporting cycle. Success will depend on the metric: x% of our suppliers by spend have set verified SBTs.

Type of engagement

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

30

% total procurement spend (direct and indirect)

25

% of supplier-related Scope 3 emissions as reported in C6.5

25

Rationale for the coverage of your engagement

Adobe engages with a minimum of 50% of our major enterprise customers (customers with over $1B in revenue) in many ways: directly 1:1, in NGO working groups (ex. REBA, Ceres), in executive networks (GreenBiz Executive Network (GBEN)), and in collaboration on SBT, RE100, TCFD assessment and in other goal-setting and risk assessment. As above, the vast majority of suppliers are also Adobe customers, which have direct impact on “Purchased goods and services” of Scope 3 emissions. We prioritize this group because the vast majority are the largest drivers of Adobe’s annual revenue, peers who also have to address and reduce energy consumption and emissions, and as opportunities to create the greatest impact (versus SMEs, small businesses, and individual consumers). Adobe engages with its customers on a quarterly to an annual basis in at least a few ways: 1. Upon customer request, Adobe can allocate an estimate of customer GHG emissions for use of products purchased in order to be transparent with data for our customers’ reporting; Climate change goals and environmental product benefits are regularly communicated in line with CDP Supply Chain reporting; 2. Via sales meetings where we demonstrate how our products will help them make a digital transformation in their business processes specifically to move away from inefficient, physical workflows to digital ones, with an emphasis on powering them with renewable energy. We provide them with tools to calculate their environmental impact reduction through the use of our products. For example, we provide the Adobe Resource Saver Calculator which measures wood, water, waste, and GHG reduction from paper avoidance through the use of Adobe Sign. 3. Through direct collaboration in working groups such as REBA and REBA-Future of Internet Power (FoIP), events (VERGE, Bloomberg Summit, etc.) and through the USGBC to name a few. We prioritize engagement with this priority group of customers based on their reporting needs and timeline, as well as the need for collaboration. In 2017 we began helping peer companies adopt verified Science-Based Targets and in 2018 to work on guidance for TCFD scenario analysis and reporting. This engagement with suppliers has grown in 2019 as part of direct and NGO working group collaboration -- we see the only way forward is to collaborate on things such as this to help everyone move forward.

Impact of engagement, including measures of success

Indicators of success for this strategy are shown in CDP Supply Chain responses and, hopefully, in their ability to score well. Our annual, ongoing goal for this is Adobe's 100% response for customers who request them (we are at 100% since inception). Additionally, we look to the number of companies we have helped adopt verified Science-Based Targets as well as in customer adoption of Adobe products due to their environmental benefits -- a standard KPI with our sales teams. In 2019 we confirmed that over 100 enterprise customers consider these environmental attributes in their purchasing decisions and that these benefits keep Adobe as a "trusted partner".

Comment

Adobe products are all digital, all moving to be delivered to customers with 100% renewable electricity -- without the use of offsets or unbundled RECs.

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement

Collaboration & innovation

Details of engagement

Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number

30

% of customer - related Scope 3 emissions as reported in C6.5

25

Please explain the rationale for selecting this group of customers and scope of engagement

Adobe engages with approximately 50% of our major enterprise customers (customers with over $1B in revenue) and approximately 30% in total. We estimate these customers account for over 60% of "Purchased goods and services" of Scope 3 emissions (C6.5). We prioritize this group because the vast majority are the largest drivers of Adobe's annual revenue, they are also peers who have to address and reduce energy consumption and emissions, most now report to CDP so they quantify their emissions, and because there are specific opportunities to collaborate and create the greatest impact (versus SMEs, small businesses, and individual consumers). Adobe engages with its customers on a quarterly to an annual basis in at least a few ways: 1. Upon customer request, Adobe can allocate an estimate of customer GHG emissions for use of products purchased in order to be transparent with data for our customers' reporting; Climate change goals and environmental product benefits are regularly communicated in line with CDP Supply Chain reporting; 2. Via sales meetings where we demonstrate how our products will help them make a digital transformation in their business processes specifically to move away from inefficient, physical workflows to digital ones, with an emphasis on powering them with renewable energy. We provide them with tools to calculate their environmental impact reduction through the use of our products. For example, we provide the Adobe Resource Saver Calculator which measures wood, water, waste, and GHG reduction from paper avoidance through the use of Adobe Sign. 3. Through direct collaboration in working groups such as REBA and BSR-Future of Internet Power (FoIP), events (VERGE, Bloomberg Summit, etc.) and through the USGBC to name a few. We prioritize engagement with this priority group of customers based on their reporting needs and timeline, as well as the need for collaboration. In 2017 we began helping peer companies adopt verified Science-Based Targets, in 2018 to work on guidance for TCFD scenario analysis and reporting, and in 2019 in providing tools (ex. Adobe's Resource Saver Calculator) and help in getting them to report emissions savings in their CDP C4.3 section. This was new for us and

them and we see the only way forward is not to go it alone but to collaborate on things such as this to help everyone move forward.

Impact of engagement, including measures of success

Indicators of success for this strategy are shown in CDP Supply Chain responses. We seek to understand the impact of our collaboration as a supplier to our customers and use the metric "% of requesting customers for supply chain information who are also on the Supplier Engagement Leaderboard". Our annual, ongoing goal for this is Adobe's 100% response for customers who request them (we are at 100% since inception). Additionally, we look to the number of companies we have helped adopt verified Science-Based Targets, RE100 goals, as well as in customer adoption of Adobe products due to their environmental benefits -- a standard KPI with our sales teams. In 2019 we once again confirmed that over 100 enterprise customers consider these environmental attributes in their purchasing decisions and that these benefits keep Adobe as a "trusted partner".

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Adobe engages with other partners throughout the value chain such as policymakers and our utility providers in the regions we operate to assess their renewable energy strategies and their effect on our market-based emissions. In California, both SF and SJ Community Choice Energy programs are, or will be, Adobe's energy suppliers. In 2016 we worked with San Francisco CleanPowerSF to gain a better understanding of where the renewable energy and environmental attributes are sourced and how to report it for Adobe and in 2017 Adobe signed a letter of support to the City of San Jose to implement Community Choice Energy with recommendations to procure true grid-scale renewable energy and/or local energy aggregation versus purchase of any unbundled RECs or offsets and passing the cost onto consumers -- both of which we oppose. In Oregon, we have worked with WRI, the Oregon Public Utility Commission, our utility (Portland General Electric) to develop tools, such as Green Tariffs, to get renewable energy to power our data center -- and ultimately put more RE on the local grid. In India, we have worked with the state government and utilities to sign an open-access PPA for our Bangalore operations and we are presently working on a similar project for our Noida operations. The strategy for prioritization is the level of impact for short-term and long-term Adobe operations. Indicators of success is based on our partners' in procuring or implementing their strategy with our support (i.e., CleanPowerSF and CCE San Jose (SJ) investing in PPAs and not unbundled RECs).

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Direct engagement with policy makers

Trade associations

C12.3a

(C12.3a) On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Clean energy generation	Support	As part of Adobe's ongoing commitment to purchasing renewable power, Adobe participated in early discussions of the first commercial Community Choice Aggregation (CCA) in Silicon Valley. The CCA was adopted in CA in 2002, but thus far no aggregation was implemented for companies. This act allows for entities in California to group together and effectively form their own utility company and dictate and purchase the power mixes required. In CA, the power will be 100% renewable. Adobe was invited to participate based on the company's implementation of many energy efficiency projects and general understanding and interest in the topic.	In 2019, Adobe participated in working groups with Cities around the Bay Area to understand how the Cities can implement renewable energy (CCA for one) and procure enough power for the companies that request renewable energy. As mentioned in C12.1 we signed a letter of support to the City of San Jose's CCE program (Clean Energy SJ) and we will continue to advocate for policy that delivers affordable renewable energy to the communities where we work and live. Adobe is on the Silicon Valley Leadership Group (SVLG) and Bay Area Council to push for true renewable "additionality" and resource reduction.
Clean energy generation	Support	Adobe is a founding member in BSR's (Business for Social Responsibility) and now REBA's (Renewable Energy Buyer's Alliance) -- Future of Internet Power Group to partner with other peer companies in a consortium to increase the	Since 2015 Adobe has actively engaged with all COLOs and cloud providers across the portfolio to 1) Quantify the types of power supplied to each site annually; and 2) Encourage and support setting 100% renewable energy goals. In 2019 we continued to work collaboratively with our digital suppliers to identify, vet, and support policy in the areas where they have

		renewable energy percentage in utility company's power mix. Additionally, Adobe was among the first companies to sign the "Renewable Energy Buyer's Principles", a commitment toward long-term deployment of renewable energy, sponsored by WRI, WWF, BSR, and RMI; and as a co-author of the "CoLo and Cloud Buyer's Principles". We engage with our cloud providers: Adobe and 18 other companies that are customers of Amazon Web Services sent a letter to AWS urging the company to adopt greater energy transparency and to increase its supply of renewable energy.	data centers (see the VA and OR/WA/CA legislation, below). By the end of 2019, all but one supplier were supplying sufficient data to report separate Scope 2 emissions from managed CoLos. We continue to work with these suppliers to streamline the process and attain 100% reporting compliance.
Other, please specify Building decarbonization, BHI purchases	Support	Adobe is a founding member of the USGBC's Building Health Initiative. The goal: to make all new construction, and renovation of older buildings, with less environmental impact and subsequently, have a positive effect on human health. Adobe is also among the first companies to commit to decarbonization at scale by breaking ground on a new 18-story fossil-fuel-free tower in downtown San Jose, home of our headquarters, in 2019.	As a founding member of the USGBC - BHI (Building Health Initiative) we advocate for implementation of Environmental and Health Product Disclosures (EPDs and HPDs), as part of LEED v4.1, for all new and existing building projects. In 2018 and 2019, we also advocated in CA to support legislation on "building decarbonization", to push for policy on energy efficiency, waste reduction, water conservation, EV proliferation, and elimination of fossil fuel consumption from the built environment. This was evident in our support of San Jose's new REACH codes (2019), making all new major building construction fossil-fuel-free.
Clean energy generation	Support	In 2019 we reaffirmed our commitment to the Paris	In 2015, Adobe was one of a handful of companies that supported the CPP

		Climate Accords by signing on to the "We Are Still In" campaign 4 years in a row, and as one of the first signatories as well as full-page ads pushing the present US administration to stay in the Paris Accords and the Clean Power Plan. We are still in since 2016 when Adobe signed the Amicus Brief in support of the Clean Power Plan. The company worked with the Environmental Defense Fund (EDF) to sign on to this proposal by the Obama Administration that supports the US commitments to the COP21 Paris accord.	because of the potential for delivering 100% renewable energy not just to our businesses in the US but to everyone in our communities at cost parity to the existing grid, or at a lower cost. This is the premise behind the We Are Still In campaign, which we once again signed support and had our CEO sign-on to, in December of 2019. The company stands by this support for lowering costs and operating expenses associated with grid-scale renewables versus price variability and resource dependence from fossil fuels. We will continue to support legislations/policies/initiatives like this because it is the guiding principle behind our Science-Based Targets which we put into place in 2016 and raised our ambition to 1.5C in 2019 (2020 verification).
Clean energy generation	Support	In 2016 Adobe signed the original letter of support for the Virginia Clean Energy proposal. The company worked with our partners at the World Wildlife Fund (WWF) and Ceres to demonstrate our support of this legislation. While Adobe only has a small office site in McLean, VA, the support was for our digital supply chain providers (ex. AWS, CoLos) to be able to power their data centers with 100% renewable energy.	Again in 2019, we re-upped our support of the Virginia Clean Power legislation (2017-2019). We believe this kind of corporate policy advocacy will remove barriers to adding grid-scale renewable energy to the PJM service area, allow large data center operators to have a low-cost choice to getting the renewable energy, and for increasing the amount of renewable energy available to all Virginia communities.
Cap and trade	Support	Driven by Ceres, In 2018 Adobe signed on letters of support for California's Cap and Trade legislation, to continue with the policy.	In 2019 we continued our support of CA Cap and Trade, and we extended our support to Oregon and Washington states with the Cap-and-Trade For The West policy support, which we believe will continue to help CA -- and now WA

			and OR -- lower emissions, set stronger RPS ambitions, create jobs, and modernize public transportation.
Clean energy generation	Support	Driven by Ceres, In 2018 Adobe signed on letters of support and wrote and op-ed in the San Francisco Chronicle for California's SB100, SB-100 California Renewables Portfolio Standard Program legislation, to continue with the policy.	SB100 put California on the path to 100% fossil-fuel-free electricity by the year 2045. The bill, which would require California to transition to a fully renewable energy grid devoid of fossil fuels by 2045, passed in August of 2018 and many NGOs and legislatures believe that it was corporate action like ours that helped get this climate legislation passed. We have continued to support this legislation in 2019 with outreach to peers and to state policymakers in developing well-designed carbon pricing mechanisms that push for a zero-carbon future, not just for our businesses but for the health and well-being of everyone in the communities where we work and live..

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

United States Green Building Council

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The United States Green Building Council proposed standards and supports legislation regarding green and sustainable building construction, practices and maintenance, including mitigation of energy and resource usage, resulting in lower carbon emissions. In 2017 the USGBC began supporting policy to decarbonize buildings in California, with true decarbonization policy (no natural gas for new construction, for example), for a

number of CA cities, including San Jose CA -- where our headquarters are located -- and Adobe supports this position.

How have you influenced, or are you attempting to influence their position?

Adobe's Director of "Brand Purpose" (Corporate Social Responsibility) has been a Board Member on the Northern California Chapter of the US Green Building Council and our Sustainability Strategist serves as an ongoing advisor to this chapter and on occasion for national organization initiatives. In this capacity, Adobe is at the forefront of any new regulation that is generated to mitigate carbon emissions via better building and energy practices. Additionally, Adobe is a founding member of the Building Health Initiative -- along with a handful of peer companies -- whose goal is to push policy toward the purchase of healthy building materials.

Trade association

REBA-Future of Internet Power (FoIP)

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

BSR-FoIP's goal from inception in 2013, with Adobe as one of the original 5 companies, has committed to working toward an internet powered by 100% renewable energy. In 2019 FoIP moved from BSR to REBA and our influence has risen as a result of REBA leading the renewable energy revolution.

How have you influenced, or are you attempting to influence their position?

Adobe's Sustainability Strategist is one of the group's 5 founding members of FoIP and has worked with peer/partner companies to collaborate with each other, with other NGOs, utilities, regulators and policymakers to move to a low-carbon economy. In 2016 Adobe helped create the "CoLo Buyer's Principles", much like the "Renewable Energy Buyer's Principles", to partner with cloud and CoLo suppliers to commit to powering their businesses with renewable energy. And in 2017, with other peer companies in the FoIP working group developed reporting methodologies for cloud and CoLo supplier energy consumption and emissions. In 2019 our Sustainability Strategist was selected to REBA's overall Advisory Board and as a lead for FoiP as part of REBA.

Trade association

Renewable Energy Buyers Alliance Advisory Board

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

REBA is an alliance of large clean energy buyers, energy providers, and service providers that, together with NGO partners, are unlocking the marketplace for all

nonresidential energy buyers to lead a rapid transition to a cleaner, prosperous, zero-carbon energy future.

How have you influenced, or are you attempting to influence their position?

Adobe's Sustainability Strategist is one of the group's founding members and now as the first Advisory Board member. He has worked with peer/partner companies to collaborate with each other, with other NGOs, utilities, regulators and policymakers to move to a low-carbon economy. He is on the Education & Enablement, Energy Policy, Landlord Buyers Principles, and Center of Excellence workstreams.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Adobe has established goals regarding the reduction of energy, water, solid waste, carbon emissions, and conservation of energy and natural resources. In our work with NGOs such as WRI, WWF, RMI, and BSR, we are kept up-to-date on new regulations, legislation, and standards. It is with these NGOs that Adobe meets with regulators, energy commissions, utility companies, sustainability groups, and other entities to understand these regulations and how they will affect Adobe's current climate policies. Adobe directly engages with these stakeholders to ensure that they have a voice in policy and regulation regardless of whether the company completely supports the new standards or has alternative viewpoints. In 2013, Adobe hired on its first Sustainability Strategist, or Head of Sustainability, to lead overall company climate change strategy; employee education of, and action on, climate change; and serve as point-person for collaboration and education with external peers, NGOs, and working groups. In this way, Adobe ensures that its overall sustainability and climate strategy are meeting these standards. The Sustainability Strategist meets at least quarterly with legal, government relations, and other internal teams to ensure that policy engagement is consistent with our overall climate change strategy. The Strategist also works closely with the operations teams to collaborate on climate change strategy programs and projects.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports, incorporating the TCFD recommendations

Status

Complete

Attach the document

2019 ADBE SEC-10K FY19.pdf

Page/Section reference

Pages 33-34

Content elements

Governance
Strategy
Risks & opportunities

Comment

Specifically calling out alignment to the TCFD guidelines.

Publication

In voluntary sustainability report

Status

Complete

Attach the document

2019 Adobe-CSR-Report-FY2019.pdf

Page/Section reference

Pages 2-5, 12-16 (energy, emissions, etc.), 19 (UN SDGs)

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

Adobe's CR Report covers all elements of Sustainability, as well as Social Impact, Policy, and Governance.

Publication

In voluntary communications

Status

Complete

Attach the document

2020 Adobe-GHG-Assurance-Review-Letter-2019.pdf

Page/Section reference

Pages 1-2

Content elements

Emissions figures
Emission targets

Comment

Adobe's GHG emissions inventory 3rd party verification assurance letter. This is publicly displayed in the "Reports" section of our Corporate Responsibility section

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Publication

In voluntary communications

Status

Complete

Attach the document

Adobe Sustainability Policy Statement.pdf

Page/Section reference

Pages 1-3

Content elements

Governance
Strategy
Risks & opportunities
Other metrics

Comment

Adobe's Sustainability Policy Statement specifically outlines our strategy and objectives for Sustainability, emissions, SBTs, RE100 goals and other elements and metrics.

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	General Counsel, Executive Vice President, Secretary to the Board of Directors	Board/Executive board

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

At Adobe, we're always finding new ways to conserve natural resources in everything we do — and we've seen big benefits for our business, our customers, and our communities. Adobe has committed to be powered by 100% renewable energy by 2035. We are actively working towards meeting this goal, with our Bangalore office powered by 100% solar electricity and our California operations in 2019 matched by wind power. More is yet to come as we expand our renewable energy footprint at our offices and work with our collocated data centers to provision with renewable energy. This is a win-win situation for Adobe, for our customers, and for the planet, as we all seek to reduce our footprint and alleviate the worst impacts of climate change through the adoption of renewable energy.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	11,171,297,000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Yes

SC0.2a

(SC0.2a) Please use the table below to share your ISIN.

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	US	US00724F10

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member

Accenture

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

430.5

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the

calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Amdocs Ltd

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

1.15

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Barclays

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

260.9

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

BT Group

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

253.5

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Caesars Entertainment

Scope of emissions

Scope 3

Allocation level
Company wide

Allocation level detail

Emissions in metric tonnes of CO2e
99.1

Uncertainty (±%)
15

Major sources of emissions
The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified
No

Allocation method
Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made
GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member
Deutsche Telekom AG

Scope of emissions
Scope 3

Allocation level
Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

1,263.2

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Diageo Plc

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

14.3

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

HSBC Holdings plc

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

1,002.6

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

L'Oréal

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

98.3

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Mastercard Incorporated

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

121.4

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate

office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Moody's Corporation

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

23.1

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Swisscom

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

113.4

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

TD Bank Group

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

61

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

The Allstate Corporation

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

100.6

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

U.S. General Services Administration - OMB ICR #3090-0319

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

33.8

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased

from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

Varian Medical Systems Inc

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

Emissions in metric tonnes of CO2e

33.2

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make

assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

Requesting member

VMware, Inc

Scope of emissions

Scope 3

Allocation level

Business unit (subsidiary company)

Allocation level detail

Total revenue attributed to VMWare as a subsidiary of Dell in FY19, not revenue from Dell as a whole

Emissions in metric tonnes of CO2e

463.9

Uncertainty (±%)

15

Major sources of emissions

The primary source of Adobe's Scope 1 and 2 emissions are derived from energy and fuel used to operate our R&D, sales, owned and managed data centers, and corporate office buildings. For Adobe's Scope 3, this includes emissions from: Purchased Goods and Services, Capital Goods, FERA, Upstream Transportation and Distribution, Employee Travel, and Employee Commuting.

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

GHG emissions for this customer are calculated using an economic allocation method. In 2019, Adobe significantly expanded the categories of our Scope 3 emissions that we calculate and verify, so customer emissions relative to our revenue may have increased from prior years. Since Adobe products sold are either software licenses in long-term contracts or software as a service (SaaS) based, emissions typically associated with the manufacture and distribution of a physical product are not applicable. One must make assumptions for the software use phase including device power usage and number of hours using the software in order to specifically calculate emissions. Therefore, the

calculation is limited to allocating a percentage of Adobe's annual emissions to our customers.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

Adobe has used our verified Scope 1, 2, and 3 emissions published in our annual CSR report: https://www.adobe.com/content/dam/cc/en/corporate-responsibility/pdfs/Adobe-CSR-Report-FY2019.pdf p. 13. FY 19 Adobe revenue can be found on p. 9 of the same report.

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Diversity of product lines makes accurately accounting for each product/product line cost ineffective	Better accounting of user based models how a "typical customer" uses a software product, how long, on what device, using what servers, in what geographies, etc. would help us overcome challenges in the future.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We developed an economic allocation of emissions to our customers based on the market value of each output/product. However, we are working towards determining how we could verify our Scope 3 unmanaged collocated data centers, as well as working with our collocated data center partners on the importance of verified renewable energy, which would better reflect our total of Scope 3 emissions that provide and house our data and product.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

Requesting member

Accenture

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Accenture with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Amdocs Ltd

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Amdocs with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Barclays

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Barclays with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

BT Group

Group type of project

Other, please specify

Type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Emissions targeted

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help BT Group with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Caesars Entertainment

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Caesars with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Deutsche Telekom AG

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Deutsche Telekom with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Diageo Plc

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Diageo with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

HSBC Holdings plc

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help HSBC with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

L'Oréal

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help L'Oréal with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Mastercard Incorporated

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Mastercard with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Moody's Corporation

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Moody's with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Swisscom

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Swisscom with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

TD Bank Group

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help TD Bank with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

The Allstate Corporation

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Allstate with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

U.S. General Services Administration - OMB ICR #3090-0319

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help GSA with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both organizations can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

Varian Medical Systems Inc

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help Varian with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

Requesting member

VMware, Inc

Group type of project

Other, please specify

Digital transformation, renewable energy, and Science-Based Targets

Type of project

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

3-5 years

Estimated lifetime CO2e savings

Estimated payback

Details of proposal

We intend to continue to help VMWare with their digital transformation through use of our products, such as Creative, Document, and Experience Clouds, and at the same time deploying renewable energy throughout our digital supply chain where both companies can enjoy moving digital processes into a low- to no-carbon economy. We would also be happy to engage on how to set meaningful Science-Based Targets, particularly on how to engage suppliers on setting their own SBTs and renewable energy targets if that would be of interest.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC3.1

(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?

No

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?

No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

No, I am not providing data

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Investors Customers	Public	

Please confirm below

I have read and accept the applicable Terms