

Table of Contents

Letter from the President and CEO	3
Corporate Social Responsibility at Adobe	4-5
Community Involvement	6-8
More about the Adobe Foundation	9
Committed to Our Communities	10-11
Product Use and Innovation	12
Commitment to Employees	13-15
Environmental Sustainability	16-18
Employees Embracing Sustainability	19
Supply Chain	20
Governance and Ethics	20
Conclusion	21

For more information about Adobe’s corporate social responsibility programs and initiatives, visit www.adobe.com/corporateresponsibility. You can also direct your questions or comments to CSR@adobe.com.





"Supporting the communities where we live and operate is part of our everyday work."

To our friends and partners in the community

For more than 25 years, Adobe has pushed the envelope of what can be accomplished with software and technology. We've revolutionized how people engage with ideas and information, enabling billions of people around the world to access information in ways never before possible.

But we believe there's more to being a leader than producing world-class tools and technology. Our commitment to changing the world through innovative solutions is matched only by our passion and dedication to improving the world through responsible, global corporate citizenship. A fundamental element of our culture is our commitment to operating in smart, sustainable, and compassionate ways to improve how we serve our customers, our employees, and communities worldwide. We believe that acting responsibly and giving back provides long-term, sustainable benefits to our communities worldwide, to our employees, and to our business.

We are proud of the progress and achievements of our CSR initiatives in 2009, and in the coming year we will be making a concerted effort to improve the depth and breadth of our reporting for a more comprehensive

picture of our operations. We will continue to expand, develop, and improve our programs that promote environmental sustainability, charitable giving, and responsible corporate citizenship.

To our partners, volunteers, and employees around the world, I extend my sincerest gratitude for all your contributions. Your selflessness and dedication to making a positive impact on our communities are truly inspirational, proving that when passionate, committed people lend their creative talents and time, the possibilities for positive change around the world are infinite.

A handwritten signature in black ink that reads "Shantanu Narayen". The signature is fluid and cursive.

Shantanu Narayen
President and Chief Executive Officer
Adobe Systems Incorporated

Corporate Social Responsibility at Adobe

Since its founding, Adobe has been committed to being a socially responsible company operating with honesty and integrity. We recognize that earning corporate profits while addressing the needs of people and the planet is not only feasible, it is essential. Adobe is dedicated to sound corporate governance, a focus on employee success, caring for the environment, sensible supply chain management, empowering our customers and partners, and active participation in the global community.

As a fundamental element of our culture, being the best corporate citizen possible drives our efforts to continuously evaluate our operations, be transparent with results, and improve our business to better serve our stakeholders, customers, and the global community.

Corporate social responsibility at Adobe centers around six pillars, or focus areas, represented in the chart below. In 2009, Adobe worked hard to improve in all of these

areas while executing initiatives that emphasized reaching more youth and educators through Adobe Youth Voices, engaging and inspiring global audiences to share and experience powerful youth-generated media about community issues, and furthering our commitment to building and maintaining sustainable, eco-friendly facilities.

ADOBE CSR HIGHLIGHTS

Community Involvement

- Adobe and the Adobe Foundation donated more than \$51.5 million in grants and software to schools and nonprofits
- Adobe Youth Voices continued to grow—now reaching more than 500 sites in 32 countries

Product Use and Innovation

- Convened the Sustainability Roundtable to foster dialogue among leading sustainable design industry experts
- Sponsored Designers Accord Global Summit on Design Education and Sustainability and published a digest of the day on Core 77

Commitment to Employees

- No. 2 in Fortune's Most Admired Companies in Software Industry
- 93% of employees said that they are proud to work for Adobe

Environmental Sustainability

- Recognized by *Newsweek* as one of the 20 greenest companies in the world
- First company in the world to achieve four Platinum LEED certifications; headquarters received highest score ever given by the U.S. Green Building Council

Supply Chain

- Began participating in the EU's Packaging Waste Directive and will be compliant in major markets by mid-2010
- Continued advocacy and engagement with the Electronic Industry Citizenship Coalition (EICC)

Corporate Governance

- Created Chief Privacy Officer position to ensure user privacy is protected.
- Expanded ethics and compliance resources for employees, including a new Code of Business Conduct

Adobe's Core Values

Genuine

We are sincere, trustworthy, and reliable.

Operating with integrity, being ethical, and treating others with respect is at the heart of Adobe's culture.

Exceptional

We are committed to creating exceptional experiences that delight our employees and customers.

At Adobe, good enough is not good enough.

Innovative

We are highly creative and strive to connect new ideas with business realities.

Ideas come from everywhere in the company.

Involved

We are inclusive, open, and actively engaged with our customers, partners, employees, and the communities we serve.

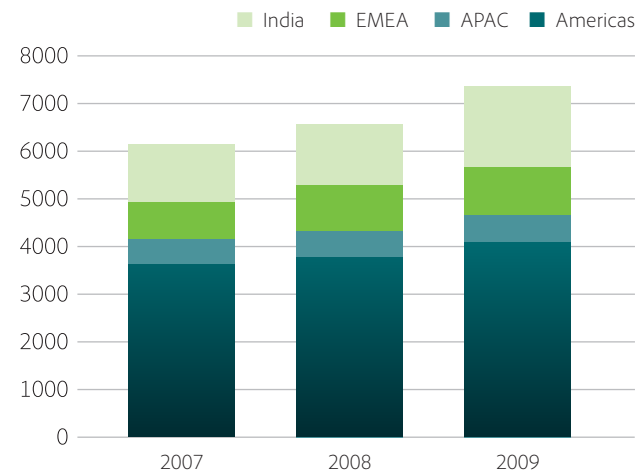
People are our greatest asset.

Our Corporate Social Responsibility Summary presents a richly detailed account of many of our key initiatives during 2009. This summary represents a new phase of engagement with our stakeholders and an increased level of communication around the corporate responsibility issues most relevant and important to our company.

Adobe at a Glance

For more than 25 years, Adobe has been a leader in developing and delivering software and technology solutions used by businesses and individuals worldwide. We revolutionize the way companies visually communicate their brands with an innovative line of creative programs. We enable billions of people around the globe to access and engage with rich content in ways never before imagined through easy-to-use, ubiquitous multimedia players. And we help companies and government organizations of all sizes streamline operations to be more efficient and to deliver superior services to their customers and citizens. Headquartered in San Jose, California, Adobe Systems Incorporated employs approximately 8,000 people worldwide.

In October 2009, Adobe completed its acquisition of Omniture, Inc. The acquisition—our largest since the 2005 purchase of Macromedia—expands Adobe's portfolio of solutions to include a full suite of web analytics, measurement, and optimization technologies. Over the course of the next year, we will be focused on integrating Omniture's employees into the Adobe culture, extending our environmental practices to the facilities, and applying the same stringent privacy standards to Omniture's customer information as we've applied to our own.



Number of employees as of December 31 of each year

As Adobe continues to grow through strategic acquisitions and organic growth, we remain steadfastly committed to our core values. We'll continue striving to be the best corporate citizen possible, and to make sure that our operations remain transparent and accessible to additional partners around the world. We hope to continue on the path that has garnered Adobe recognition as one of the best companies to work for by respected publications such as *FORTUNE*, *Maclean's*, *Financial Post*, and *Business World*.

Learn more about Adobe at www.adobe.com/aboutadobe/pressroom/pdfs/fastfacts.pdf.



Community Involvement

Adobe is committed to strengthening the communities in which we operate. We aim to make our communities better places to live and work through active participation and conversation with our partners around the globe. Our comprehensive approach to impacting social change involves sharing our technology through our software donation program, supporting nonprofit organizations through the philanthropic initiatives of the Adobe Foundation, and engaging employees through volunteerism.

We believe that young people are an important part of our communities. The signature program of the Adobe Foundation, Adobe Youth Voices (www.youthvoices.adobe.com), is a vehicle for young people to comment on the world around them. Adobe Youth Voices provides youth in underserved communities with the critical skills they need to become active and engaged members of their communities and the world at-large.

Adobe Youth Voices: Our Signature Global Philanthropic Program

Since 2006, Adobe Youth Voices has empowered young people to share their ideas, demonstrate their potential, and take action where they live through the use of cutting-edge multimedia tools. The Adobe Youth Voices global network currently includes more than 500 sites and a large, expanding number of grantees and organizations in 32 countries. Since its inception, Adobe Youth Voices has engaged over 27,000 youth and 1,500 educators in schools and programs.

The Adobe Foundation is committed to measuring the impact of Adobe Youth Voices in the lives of educators and youth. From the onset of the program, we engaged the Education Development Center, a third-party evaluator, to conduct annual program evaluations. Here are some highlights from our most recent year.*

Youth

93% reported interest in continuing their education after high school

93% said their media and technology skills improved

96% reported they enjoyed using technology

85% agree that their opinion matters

Educators

69% improved their own technology and media-making skills

70% improved their skills in facilitating youth media

78% reported on the positive value of youth using media to express themselves

Adobe
Foundation

Adobe
YOUTH
VOICES

* From Year 3 Program Evaluation, 10/1/09

Adobe Youth Voices partners with the Black Eyed Peas Peapod Foundation

In 2009, the Black Eyed Peas Peapod Foundation, the Adobe Foundation, and the Entertainment Industry Foundation unveiled a PSA campaign to encourage youth self-expression. In addition, the partnership opened two new, state-of-the-art music and multimedia academies for youth in the San Francisco Bay Area, with more sites to follow worldwide. The Adobe Foundation's commitment to the academies includes a cash donation and in-kind support, including a comprehensive training program designed for youth and educators, and volunteer support from Adobe employees. The Black Eyed Peas Peapod Foundation contributes a fully equipped recording studio at each site, along with expertise and mentoring.



"As a group, music has given us amazing opportunities. With the Peapod Foundation, we want to give back to inner-city kids so they can realize their potential through artistic and digital expression. Together with the Adobe Foundation, we are giving more kids a chance at a better future."

—Will.i.A.M of Black Eyed Peas



"It is my hope, and that of my crew, that through the exposure of *In My Shoes* at the Human Rights Watch International Film Festival, audiences will gain sensitivity and become aware of the growing issue of youth homelessness and be inspired to address the issue in their communities."

—Zanetta King, 17, New York

Sharing Youth Voices with Global Audiences

The Adobe Foundation is also committed to evangelizing youth voices. Through a global exhibition and outreach strategy, Adobe Youth Voices seeks opportunities via events, film festivals, exhibitions, web communities, and other partnerships to share their media and other youth-generated content with diverse audiences across the globe. Adobe Youth Voices also seeks opportunities to share the youth work with the education community. Some 2009 highlights include:

- Adobe co-created Youth Producing Change, a program of short films at the Human Rights Watch Film Festival. In addition to supporting the curation and touring of this program, the partnership assists select youth filmmakers with traveling expenses so that they can present their work as the festival tours globally.
- Adobe Youth Voices helped bring youth-produced film and video and well as filmmaking workshops to leading international film festivals, including San Francisco, Seattle, and Cinequest.
- The Adobe Foundation partnered with the WNET Channel 13 conference Celebration of Teaching and Learning in New York City. At this conference of more than 8,000

educators, youth media was a core part of select plenary sessions, bringing the youth voice to the dialogue around education.

Engaging Youth: More Highlights

- The Adobe Youth Voices 2009 Summit was a three-day digital media immersion event for educators and youth ages 14–19 that brought together youth from 15 countries for creative workshops focused on all aspects of digital media, including filmmaking, photography, animation, and design.
- Adobe Youth Voices co-founded Design Ignites Change with WorldStudio Foundation, bringing together high school and university design students to create and showcase design-oriented solutions to pressing social issues. Student teams created billboards around the theme of tolerance: Create! Don't Hate.



More about the Adobe Foundation

In addition to Adobe Youth Voices, the Adobe Foundation engages with the community through the financial support of its grants program. The Adobe Foundation directs its giving to two focus areas: arts and creativity and critical local needs.



Photo: Saul Bromberger & Sandra Hoover Photography

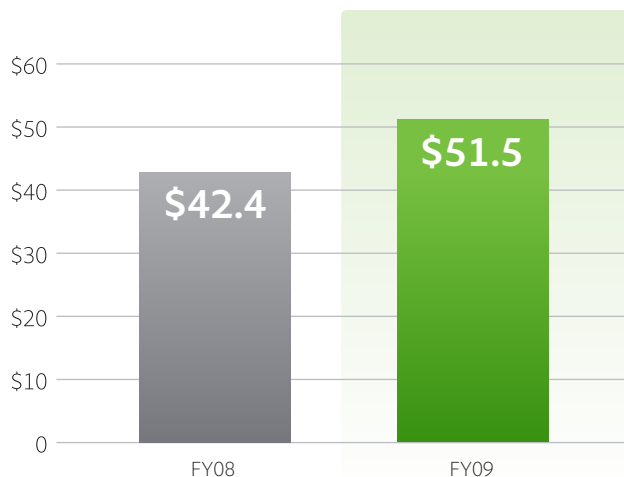
Arts and creativity: The Adobe Foundation believes that art and design are tools for addressing societal issues. At this intersection of social innovation and improving communities, the Adobe Foundation provides support to organizations that are fostering creative expression. Support from the Adobe Foundation spans the globe, with partnerships from Hamburg, Germany to San Francisco, California, including programs such as *Shooting on Pauli*, a youth film project through GWA St. Pauli and Zeum, a multimedia arts and technology museum for kids located in San Francisco.

Critical local needs: The Adobe Foundation supports organizations that alleviate poverty, hunger, homelessness, and water scarcity in communities where Adobe Systems Incorporated operates. In collaboration with local Adobe offices, the Adobe Foundation identifies nonprofits that are leading local relief efforts. The 2009 partnerships included a clean water project in China. Grant support was leveraged to fund the installation of a water purification system at the Xingzhi Migrant Children's School so that the 600 students would have access to potable water throughout the school year.

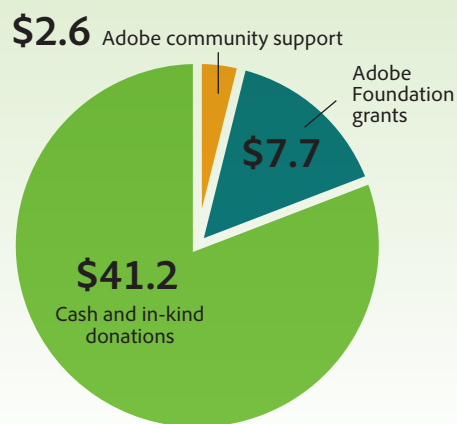


Committed to Our Communities

Adobe's commitment to the community grew substantially in 2009. Despite tough economic conditions, overall giving by Adobe increased from \$42.4 million in 2008 to over \$51.5 million in 2009. During the year, the Adobe Foundation expanded its signature Adobe Youth Voices program and other grants programs, contributing over \$7.7 million in grants to nonprofits around the world. Adobe's in-kind support of nonprofit organizations also increased in 2009, with global product donations totaling over \$41 million. Adobe continued its other community support programs in 2009, giving over \$2.6 million through its matching gift, Dollars for Doers, and sponsorship programs.



Total giving in millions, 2009



Breakdown of contributions in millions, 2009

Beyond Software

Recognizing that our software solutions are used by the community for creative expression and social advocacy, Adobe provides software donations to over 15,000 schools and nonprofits per year. The reach of



the software program continues to spread throughout the global community, with donations increasing by \$7 million in 2009. To encourage innovation and inspire others, Adobe and TechSoup Global established the Show Your Impact contest in 2008. This program provides a platform for organizations to demonstrate how using donated Adobe products can facilitate social change. The software donation program is a critical tool for Adobe Youth Voices educators and students to comment on the world around them. As the number of Adobe Youth Voices sites increased in 2009, the supporting software donation also grew by \$3 million.



In 2009, more than 1,300 employees participated in company-sponsored volunteer activities across the globe, accounting for nearly 3,500 hours.

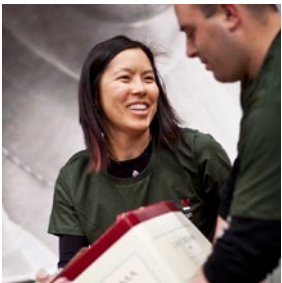
Employees Giving Back

A culture of giving and community involvement continues to thrive at Adobe. A core part of our values, community engagement is reinforced each day as our employees volunteer their time and expertise to nonprofit organizations. Every year, Adobe celebrates this commitment to community involvement during Community Action Week, a company-wide initiative to promote service. In 2009, more than 1,300 employees volunteered, contributing 3,500 hours to this global movement.

Adobe engages employees through local action committees that coordinate volunteer opportunities. As of 2010, action committees will be established at

all Adobe sites with more than 100 employees. We will also pilot an innovative CSR ambassadors program in 2010. Through this program, employees who are passionate about integrating responsibility into business learn to be advocates—empowered to take action, educated to teach others, and engaged to be a CSR ambassador both within Adobe and their community.

Adobe also values the contributions that Adobe employees make to charitable organizations through our generous matching gift program. In 2009, more than 1,600 employees participated by making donations to support the causes about which they are most passionate, and Adobe matched over \$2 million dollars of their donations to schools and nonprofits. Adobe employees were very generous during tough economic times—the number of participants in the program increased as well as the total contributions over the previous year. Adobe further supports Adobe employees' community involvement through its Dollars for Doers program, which donates \$125 to an organization for every 10 hours that an employee volunteers. Both of these programs support employees and the causes that are important to them.





Product Use and Innovation

Beyond our philanthropic efforts, Adobe seeks to empower people to use our innovative technologies and solutions in ways that have a positive impact on society. Since its inception, Adobe has helped revolutionize the way people engage with ideas and information. Our technologies have fostered creativity and collaboration, streamlined work processes, reduced paper use in the workplace, helped secure sensitive information, enabled high-impact online learning, and much more.

Our Digital Enterprise Solutions business helps minimize reliance on paper and manual workflows, reduce travel by leveraging interactive web conferencing, and expand access to services and information. Here are just a few examples:

- The United States Government Printing Office used Adobe® LiveCycle® and Adobe Acrobat® to generate, authenticate, and disseminate documents electronically, saving more than 20 tons of paper and \$1 million over five years.
- Bureau Veritas used Adobe Acrobat Pro to reduce review times of environmental construction projects by 95% and save more than \$200,000 per project.
- SAP used Adobe Acrobat Connect™ Pro to enable more than 50,000 employees to communicate globally in an instant and reduce the company's travel by as much as 90%.

In addition to enabling our customers through our solutions, we also feel it is important to support them as they come together to discuss and address issues and opportunities in their communities. We encourage collaboration and dialogue as well as identifying and promoting individuals who are having significant impact on their communities and inspiring others to get involved. Some examples of our activities in 2009 include:

- Hosting the Design for Sustainability Roundtable, which brought Adobe influencers and executives together with leaders from the sustainable design community. Adobe is a leading sponsor of the Designer's Accord—a coalition of design industry leaders committed to sustainable design practices.
- Sponsoring and presenting at the Designers Accord Sustainability & Education Summit. Held in October 2009, the Designer's Accord convened 100 individuals from the world's most distinguished academic and professional institutions for two days of highly participatory discussions, planning, and action around the topic of design education and sustainability.
- Sponsoring AIGA's Compostmodern 11. AIGA, the professional association for design, stimulates thinking about design, demonstrates the value of design, and empowers the success of designers at each stage of their careers. Compostmodern is an interdisciplinary design conference dedicated to sustainable design.
- Ongoing advocacy, community outreach, and education around sustainable and intentional design through Adobe Inspire (<http://xd.adobe.com>), a publication from Adobe's Experience Design Team. The publication regularly features leaders in sustainable design like Allan Chochinov, Brian Dougherty, and Jonah Sachs.
- Sponsoring Emily Pilloton of Project H Design and her new book, *Design Revolution: 100 Projects That Empower People*. Project H Design connects the power of design to the people who need it most and the places where it can make a real and lasting difference.



Commitment to Employees

Adobe is a recognized leader in providing employees with an outstanding work environment and opportunities for professional and personal growth. Year after year, we are selected as one of the top companies to work for in North America, Asia, and Europe. Our leadership team strives to ensure that Adobe is a place where great people want to work and grow.

To honor this commitment, Adobe actively engages with employees on various topics such as communication effectiveness, training and development offerings, satisfaction with site services, and more.

We go to great lengths to offer employees a comprehensive package of benefits and opportunities to achieve their goals. We encourage flexible hours, leadership opportunities, and community involvement. We believe that by promoting teamwork and publicly recognizing achievements, our employees will continue to find innovative ways to create a dynamic team environment.

Adobe employees receive highly competitive, market-driven benefits. Comprehensive, customizable benefits packages with options for medical, dental, vision, and prescription drug coverage, as well as company-sponsored life insurance coverage, help secure the

health and well-being of employees and their families. Meanwhile, paid time off, sabbaticals, adoption assistance, maternity leave, and subsidized fitness memberships provide easier ways for employees to address personal needs during their busy days.

Adobe also promotes and encourages our employees to exhibit and live the values of our company through the Founders' Award. This annual peer-nominated program honors up to eight employees per year who consistently exemplify Adobe's core values and beliefs. A

Founders' Award recipient is an employee who consistently demonstrates Adobe's values throughout the year while also making a significant impact on the business. Each recipient receives a \$5,000 travel certificate, a Founders' Award plaque, recognition on Adobe's intranet site, and an invitation to the Founders' Award dinner with Adobe's founders and key leaders.



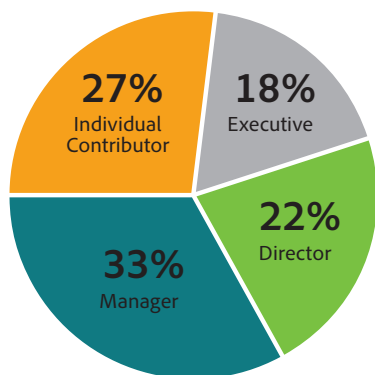
Recognition

Our employee-focused approach has earned Adobe some recognition in 2009. And none of them would have been possible without our valued team members from around the world.

LIST	RANKING
Fortune's Most Admired Company	#2 in software
Maclean's Canada's Top 100 Employers	Ranked
Fortune's 100 Best Companies to Work for in Germany	#9 ; #5 for companies with up to 500 employees
Hewitt Associates' Best Employers for Central and Eastern Europe	#1
Fortune's 100 Best Companies to Work for in America	#11 ; #2 for medium-sized companies

Promoting Diversity and Growth

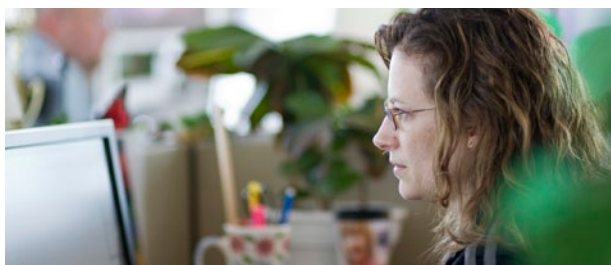
At Adobe, a diverse workforce is the key to innovation and the constant flow of ideas. We're committed to programs and activities that promote equality and offer leadership opportunities for all employees. Our Human Resources department is dedicated to providing employees at Adobe with the skills and tools to grow their careers.



Breakdown of women's roles, 2009

Women's Roles

The Human Resources department at Adobe is dedicated to the overall development of women throughout the organization and is the driving force behind some of our key 2009 women's initiatives. The programs are designed to engage and encourage female employees at all levels—from individual contributors to executive managers—to perform their best and achieve the career success at Adobe. The widespread support and developmental programs helped Adobe earn a place on *PINK* magazine's 2009 Top Companies for Women.



Highlights of women's programs in 2009 include:

As a way to retain, develop, and encourage women to continue to pursue technical positions internally as well as externally, we launched the Women in Technology Initiative in 2009. Throughout the year, we have held networking events and hosted speakers offering insights on a wide range of topics.



Women Unlimited is an external management and leadership development program helping high-achieving and high-potential women be successful in their careers and build skills. Adobe has over 100 alumni of this program have created their own support organization to network and continue their learning. This group has also started the monthly book club, bi-monthly networking lunches and meetings, and "just-in-time peer coaching," which provides quick and informal support.

Learning and Development

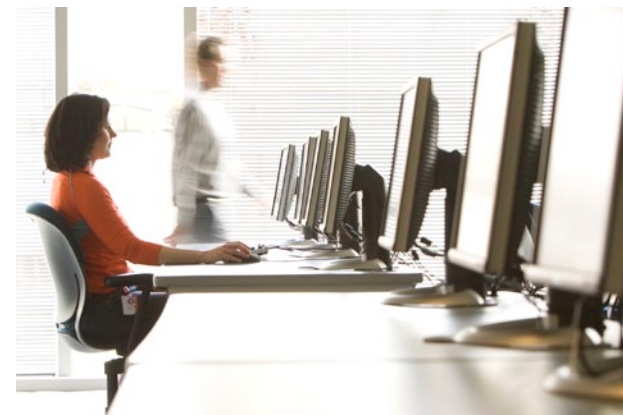
We believe there is a strong correlation between the growth of our employees and the growth of our business. Therefore, our goal is to hire smart, creative, self-motivated people and provide them with a dynamic work environment that fosters innovation and agility. One of the ways to foster growth is through learning and development opportunities—both in the classroom and on the job. Adobe recognizes that professional growth and development are essential for employee engagement, effectiveness, and retention.

In 2009, Adobe started transitioning from training courses in an “open enrollment” format to online, just-in-time resources more targeted solutions based on business need, differentiation strategy and more on-the-job development. Judging by the results of our 2009 Employee Engagement survey in which 86% of

respondents indicated that they had had a professional development discussion with their manager within the last 12 months, we believe this strategic shift will provide more effective development for both the individual and the business.

Educational Reimbursement Program

Adobe’s Educational Reimbursement program, which is available in many locations, helps employees improve their professional skills through formal education. For instance, the North America program reimburses 100% of tuition, test fees, and required books for approved and successfully completed business-related courses. The program will pay up to \$10,000 per participant each calendar year. In fiscal year 2009, Adobe invested \$870,000 in this program in the United States and \$59,000 in Canada.



Annual Employee Engagement Survey

Adobe sponsors a company-wide annual Employee Engagement survey to measure employees’ overall level of engagement, their leadership teams, and the company in general. The responses are confidential, and teams are created specifically to address the issues identified in the surveys. In the most recent survey, 89% of employees participated. We attribute this high response rate to the fact that employees feel that their voices count and that action will be taken based on their feedback.

Highlights from the 2009 Annual Employee Engagement Survey

93%

I am proud to work for Adobe

91%

Adobe adheres to strict ethical
guidelines in all business affairs

91%

I believe Adobe is a good
corporate citizen

87%

Senior leadership actions are
consistent with our values

87%

I would recommend Adobe
as a great place to work

Recognized by *Newsweek* as one of the 20 greenest companies in the world



Environmental Sustainability

Empowering our employees to make a difference is a core value at Adobe. In addition to becoming more involved in humanitarian efforts, we highly encourage and promote conscientious environmental stewardship among our employees and business partners. Adobe consistently has taken a strong, proactive approach to resource conservation, waste reduction, environmental protection, and sustainability with its use of state-of-the-art technology. In 2009, we continued our commitment to sustainable facilities and operations, expanded our carbon reporting, and extended our best practices at our offices around the world.



Each year, Adobe submits its facilities for LEED recertification. As in years past, Adobe's three headquarters buildings in San Jose, California achieved LEED Platinum certification in 2009. Our headquarters matched the highest score ever given by the U.S. Green Building Council (USGBC), ranking our offices among the most environmentally sound business facilities in the world and making our company among the 20 greenest in the United States according to *Newsweek*. Our corporate headquarters has become the standard by which all our facilities are measured, and our facilities and operations worldwide are adopting new programs to meet those expectations.

Our San Jose and San Francisco facilities account for 37% of Adobe's 3.1 million square feet of real estate. Our San Jose facility recently installed an enhanced building management system to reduce energy demand by approximately 25%. Our San Jose and San Francisco facilities divert 97% and 80% of waste, respectively, from landfill. Over the period from 2001 through 2009, Adobe invested a total of \$2.7 million in 70 separate energy and related conservation projects in its headquarters buildings alone.



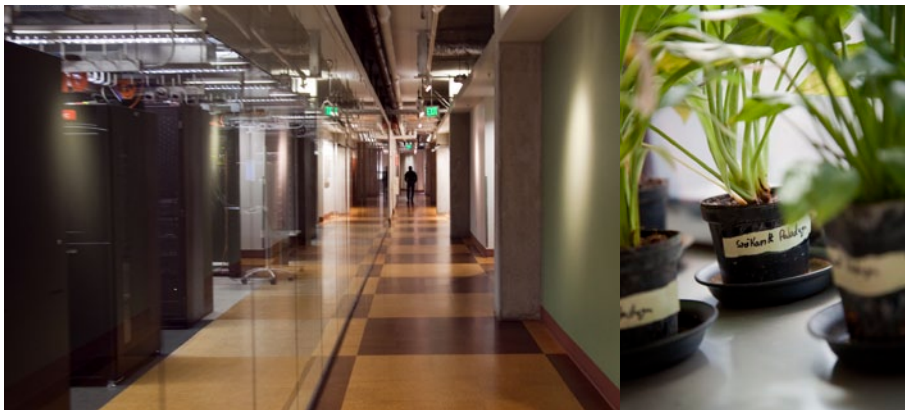
Expanding Our Programs and Extending Best Practices

While many programs have been initiated at our headquarters in San Jose, California, several others are being replicated—when feasible—in Adobe's facilities worldwide, and some have been initiated by Adobe's outlying offices. Among the many improvements to our facilities are LED lighting installed in parking garages, dual-flush and low-flow automated toilets, and daytime cleaning for the various U.S. facilities to reduce energy use at night. Meanwhile, Sydney and Noida are also undergoing NABERS and LEED certification respectively.

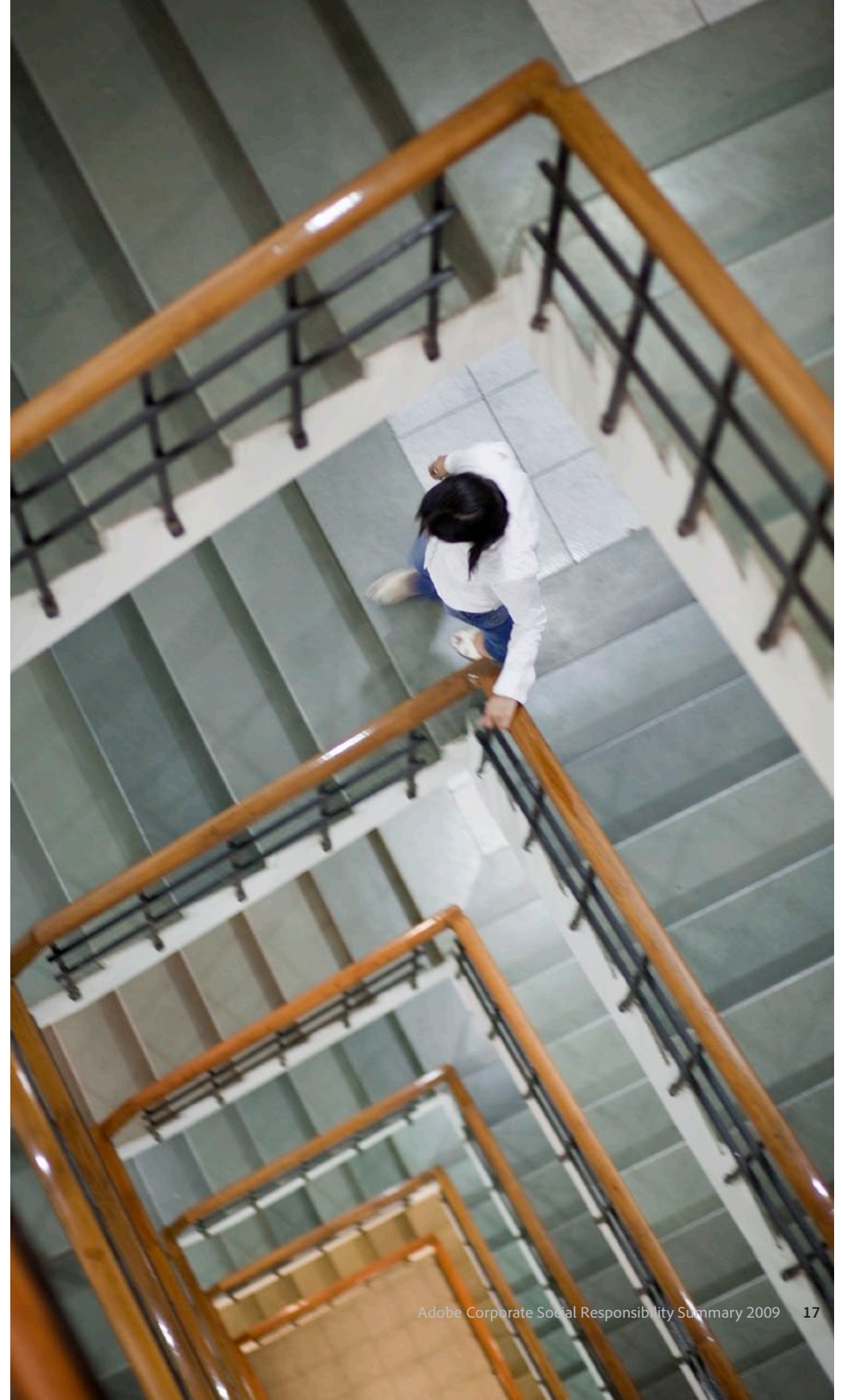
Our Noida, India facility undertook several steps aimed at improving water conservation and recycling, as well as reduce electricity consumption. The site installed "Blue Cube" waterless restroom systems that not only reduce water consumption rates but also enhance the cleanliness and hygiene of the facilities. Other efforts include replacing 250W light bulbs with 75W bulbs to maintain lighting efficiency while conserving energy and providing electrical outlets to power electric vehicles for employees and visitors who have adopted alternative fuel transportation.

Recognizing that the return on investment realized from more efficient operations makes these improvements worthwhile, Adobe has started to extend green planning and operations to our leased facilities as well. For example, in Seattle, Adobe has implemented programs heavily focused on improving the efficiency of water use and management of waste. To reduce wasteful water consumption, we've installed an evapotranspiration controller to automatically activate or deactivate irrigation systems based on weather conditions. Additionally, aerators have been installed to limit the flow of water to showers and faucets for more efficient use. To mitigate waste, compost and recycling bins have been placed in all conference rooms and gathering areas.

Additional and future projects are being evaluated for viability, supporting Adobe's ongoing commitment to improving operating efficiency and reducing Adobe's environmental footprint.



Seattle (above, left), Bangalore (above, right), and Noida (far right)



Reporting

As part of our commitment to transparency and honest business practices, Adobe measures and reports Scope 1 and 2 emissions, as well as employee business travel as part of Scope 3. We are currently not calculating employee commuting or any product-related or customer-related emissions as part of Scope 3. This information is in Sustainable Silicon Valley, Carbon Disclosure Project, EIRIS, Quantum, and Trucost reports.

The figures in the table show Adobe's Scope 1 and Scope 2 emissions figures for 2008 and 2009. The figures are derived from calculations using the World Resources Institute's GHG Protocol and the Climate Registry Protocol to compile information from the utility bills from each location owned or leased. Because many of Adobe's facilities are leased, we developed a methodology to estimate usage for those locations. ClimateCheck audited this calculation against those set by the best practices of the GHG Protocol and the Climate Registry Protocol.

In 2009, there was a slight increase in Scope 1 emissions in the US due to increased accuracy of our extrapolation method as well as the addition of facilities from our acquisitions. At the same time, our San Jose facilities reduced overall carbon emissions by 19% and our San Francisco facilities by 13%. The purchase of carbon credits in the form of renewable energy credits (REC) and verified

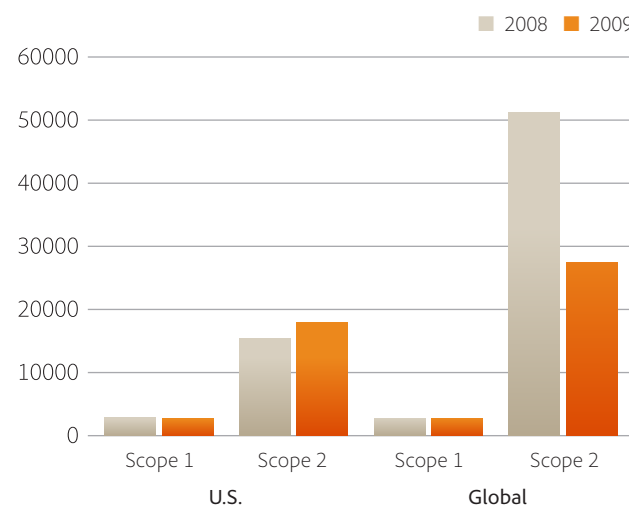
emission reductions (VERs) offset the total carbon emissions of these sites by 100%. Adobe purchased 30,000 RECs in 2008 and 35,000 in 2009. Adobe primarily uses RECs obtained from wind and landfills.

Adobe collects data on our emissions resulting from employee travel as part of the Scope 3 emissions reporting. In 2009, our company-wide gross emissions resulting from travel was 34,134 metric tonnes CO₂. Recognizing that employee travel is a significant contributor to GHG emissions, Adobe leverages its own Acrobat Connect Pro software for real-time web conferencing to minimize the impact. Use of Acrobat Connect Pro for sales calls, partner meetings, and internal collaboration has more than doubled in the past two years.

Adobe will continue and expand our efforts in 2010. We will be pioneering renewable energy technologies at our San Jose headquarters and expanding our data capture and reporting. New practices and technologies will be implemented at all Adobe's sites that have more than 100 employees.

In the next five years, Adobe expects a minimum of a 15% reduction in global carbon emissions to as much as a 45% reduction, depending on available renewable energies. Additionally, we're planning to offset 100% of our

Total Gross GHG emissions (metric tonnes CO₂-e)



carbon emissions by purchasing carbon credits. Adobe is constantly researching, testing, and implementing new methodologies for energy conservation, including initiatives like exploring energy-efficient equipment and installing monitors that instantly meter the usage around the globe.

We expect that if all initiatives are in place, energy usage will decrease by 30% in our major locations. This, in turn, will significantly reduce GHG emissions globally.



Employees Embracing Sustainability

In 2008, Adobe created the Green Team with a goal of educating and empowering Adobe employees to be greener and more environmentally aware at work and at home. Today, through the company-wide discussion list, *GoGreen*, employees can share news, articles, resources, and tips and ask questions. Members send emails about trends about alternative energy, articles from newspapers and websites, and the latest practices of corporations—including Adobe.

Green Team members organize events and educational campaigns throughout the year, partnering closely with other internal groups to promote involvement in volunteer opportunities. In 2009, the Green Team invited



employees to accept a challenge to get involved in activities during Environmental Awareness Month. Each week in April, the Green Team issued messages on a different theme (Reduce/Reuse/Recycle, Positive Energy, Getting Back to Nature, Giving Back, and Personal Health) with tips for things to do at work and at home during that week and beyond.

In 2010, the team will continue its educational messaging and is also planning to partner with the Facilities team to organize a personal e-waste pickup drive, host environmental "green bag" lunch discussions, and work with Adobe's action committees in different sites around the world to perform river clean-ups, native habitat restoration projects, and other volunteer activities.

Greening Our IT

Adobe does not own or operate any data centers, but rather utilizes multiple co-located or hosted data centers worldwide that support key business operations. With the acquisition of Omniture in October 2009, our number of data centers grew dramatically from 3 to 29 co-location or hosting facilities.

Adobe consumes 7.3 mW of power to feed over 1,300 racks of equipment. Currently, approximately 95% of the

facilities are in North America, but that is anticipated to change over the next 5 to 10 years. Most of the centers support Adobe's software-as-a-service (SaaS) offerings, with only three being used to support internal IT needs. Three of Omniture's co-located facilities provide 75% of the power consumed by Adobe.

Adobe recognizes that data centers are a significant contributor to our carbon emissions, and we regularly review our operations, searching for opportunities to improve our performance. For the centers that support our internal operations, our IT department launched a campaign in 2009 to deliver infrastructure as a service (IaaS), which will reduce the company's software and hardware requirements, as well as eliminate approximately 100 physical servers per month over the next three years. The impact: reduce by up to eight times the amount of energy required to power and cool our systems.

In addition, the newly acquired Omniture Business Unit is reviewing the operations of their co-located and hosted facilities to identify potential improvements that can be rolled out in 2010 and beyond. Adobe is also developing a data center strategy that considers the potential of operating our own data centers to reduce cost and energy consumption.



Supply Chain

Adobe is one of the largest providers of software in the world and, as such, employs global third-party turnkey companies to replicate, build, and assemble our products. Although we do not own these operations, we have a tremendous opportunity to positively impact sustainability efforts by encouraging adoption of eco-friendly practices that include recycling waste materials, increasing use of recycled materials, and complying with various environmental regulations such as RoHS in China and EU WEEE, among others.

A member since 2006 of the Electronic Industry Citizenship Coalition (EICC), Adobe joins with other major technology industry leaders in the advancement of corporate social responsibility by adopting EICC's code of conduct, which establishes guidelines for ensuring worker safety and ethical treatment, environmental responsibility, and business efficiency throughout the supply chain. In 2009, Adobe began to use the EICC member tools to have our first-line suppliers complete the self-assessment survey. We are just starting to collect recycling data and look forward to sharing that information in future CSR reporting.

In 2009, Adobe Supply Chain Operations began participating in the European Union's Packaging Waste Directive, initiating registration in 4 countries and due to be completed by mid-2010. This EU directive, also known as the Green Dot program, places the responsibility for the collection, sorting and recycling of packaging materials in each country of operation with the initiating manufacturer. By joining the Green Dot program, Adobe is moving toward the goal of satisfying the EU requirements of the directive through its fee-based reporting system which encourages businesses to reduce the amount of packaging before it enters the waste stream.

"Earning the trust of our customers and partners is central to our success as a company. Treating our users' personal information according to their desires and expectations will go a long way in establishing that trust."

—MeMe Jacobs Rasmussen, Chief Privacy Officer, Adobe

Governance and Ethics

At Adobe, good business begins with a commitment to the highest ethical standards and following the principles of integrity, respect, honesty, quality, responsibility, and fairness. Doing the right thing is in our DNA, and these guiding principles are the very foundation of our culture. By operating with integrity and transparency, we build and maintain credibility and trust with our employees, customers, vendors, partners, stockholders, and the community.

In 2009, we established expanded ethics and compliance resources to better support Adobe employees. The Adobe Code of Business Conduct provides employees throughout our organization with clear, concise descriptions of expected behaviors. In particular, the Code of Business Conduct highlights policies and procedures designed to enhance the privacy of sensitive information and to comply with ever-changing legal requirements.

We believe that customers should have visibility into and control over how their personal data is being used by Adobe. In 2009, Adobe established the role of Chief Privacy Officer to facilitate oversight of Adobe's privacy practices. The position is charged with devising internal policies and procedures for doing business as well as designing our products and services in a way that respects and protects user privacy.



Conclusion

At Adobe, corporate social responsibility is a fundamental element of our culture. Throughout our 27-year history, we have been committed to achieving a balance between advancing our corporate objectives and meeting the needs of the communities around the world in which we operate.

Our operations and partnerships around the world exemplify our steadfast commitment to our core values. In 2009, we paid especially close attention to expanding the reach of our signature philanthropy program, Adobe Youth Voices. Through donations and global partnerships, we provided youth and educators around the world with cutting-edge technologies to voice their opinions and bring to light their struggles and critical local needs through inspired creative media. This year, we extended our sustainable operation best practices at sites around the world, acknowledging our obligation to conduct business in an environmentally responsible manner.

Our pillars are the foundation upon which we build and organize our efforts. The Corporate Social Responsibility Summary is the first step among many in becoming a more open, more transparent organization, and is designed to provide a clear and detailed look at Adobe's philanthropic efforts, environmental programs, and business practices throughout the year. As we expand on our abilities to collect more complete and wide-ranging data about our operations, we're looking forward to sharing our progress and results from 2010.

For more information about Adobe's corporate social responsibility programs and initiatives, visit www.adobe.com/corporateresponsibility. You can also direct your questions or comments to CSR@adobe.com.



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