Adobe - Climate Change 2022

C0. Introduction

C0.1

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

Founded in 1982, Adobe is one of the largest and most diversified software companies in the world. We offer a line of products and services used by creative professionals, including photographers, video editors, graphic and experience designers and game developers; communicators, including content creators, students, marketers and knowledge workers; businesses of all sizes; and consumers for creating, managing, delivering, measuring, optimizing, engaging and transacting with compelling content and experiences across personal computers, smartphones, other electronic devices and digital media formats. In fiscal year 2021, Adobe grew annual revenue to $15.79 billion and completed the acquisition of Workfront (December 2020) and Frame.io (October 2021).

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: according to estimates generated using the Adobe Resource Saver Calculator, for every 1M pages signed digitally 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 are avoided. Adobe worked with the Environmental Defense Fund and the Environmental Paper Network 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. 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 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 aiming to power our operations and digital delivery of products with 100% renewable electricity. 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 more than 80% by square foot of our worldwide buildings are LEED/Green-Certified workspaces. We employ waste management in all of our controlled buildings resulting in a diversion rate of over 90% globally. Adobe attempts to apply best practices on energy efficiency, water conservation and waste diversion in our leased sites where we may not manage the utility bill or programs directly. We believe that by providing the best workspaces it makes us a desirable tenant, best-in-class employer, and responsible citizen in every community where we work and live.

Adobe first established greenhouse gas emission reduction targets in 2015. Since then, Adobe has continued to evolve our program and increase our ambition to align with industry best practices, including SBTi. Our overarching strategy for contributing to climate action remains steadfast, and Adobe plans to continue to focus on three priorities where we can influence and make a positive impact: (1) operational sustainability (2) product sustainability, and (3) policy advisory and thought leadership.

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 2020	November 30 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

Armenia
Australia
Belgium
Brazil
Canada
China
Denmark
France
Germany
Hong Kong SAR, China
India
Ireland
Italy
Japan
Netherlands
Poland
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

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a Ticker symbol	ADBE

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, Chief Trust Officer 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 executive-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 and 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 have significant input on Adobe's overall sustainability strategy and but also the highest visibility to the Board and committees of 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 2021 letter to the U.S. Securities and Exchange Commission (SEC) in response to the SEC's request for public input regarding climate change disclosures. After developing the comment letter with input from internal stakeholders, including members of the CSR, legal, public policy and financial reporting teams, our Government Affairs lead (VP) recommended that our General Counsel submit the letter on behalf of Adobe. Once our General Counsel approved, it was distributed to the EVP CMO and EVP CPO for approval. After our General Counsel, EVP CMO and EVP CPO approved, the letter was submitted to the SEC.
Board-level committee	In 2021, Adobe's Board of Directors renamed the Nominating and Governance committee to the Governance and Sustainability Committee. The Governance and Sustainability Committee has primary oversight responsibility for environmental, social and governance (ESG) matters, which includes periodic review of Company policies, initiatives, disclosures and engagement with investors and other key stakeholders related to ESG matters. Adobe's Executive Compensation Committee has primary oversight responsibility for human capital management. Adobe's Audit Committee reviews our annual and quarterly periodic filings with the SEC, which include climate-related risk factors. Climate change issues are included in the scope of Adobe's ESG program.

C1.1b

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

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Setting performance objectives Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Other, please specify (Review of SEC filings which incorporate ESG matters)	<Not Applicable>	The Governance and Sustainability Committee meets as frequently as it deems necessary in order to fulfill its responsibilities under the Committee Charter. During FY21, the Governance and Sustainability Committee held 4 meetings.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Adobe assessed the competence of board member(s) on climate-related issues based on board member experience or expertise relevant to climate. A member of Adobe's Board has climate-related expertise based on his work as Chief Executive Officer of a pharmaceutical company, where he led efforts to develop the company's climate goals. This included attending numerous board sessions on climate. Adobe is committed to aligning our business with a net zero carbon future and during the reporting year made important changes to its governance and accountability structures for sustainability, including at the Board level.	<Not Applicable>	<Not Applicable>

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)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify (Executive VP, General Counsel & Chief Trust Officer)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Not reported to the board

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).

Below Board level, Adobe's General Counsel is the Executive Sponsor for sustainability matters, including climate-related issues. The Executive Sponsor is responsible for setting company vision, approving funding and public commitments and engaging with the Board of Directors on sustainability related matters. The Executive Sponsor chairs an Executive Council which includes the Chief Marketing Officer and Chief People Officer and provides advice and executive oversight.

The Sustainability Leadership Council sets annual cross functional strategies and targets, acts as a decision-making body for working group issues and escalations, sponsors working groups and monitors progress against goals. The Council meets quarterly. A sub-group of the Council comprising leaders representing Social Impact, Employee Workplace Solutions, Government Affairs, Procurement and Product acts as the primary driving and decision-making body for strategies and tasks, and is supported by leaders representing additional functions including legal, investor relations, vendor management, data centers, ESG, and communications. These leaders act as contributors and are kept informed of decisions.

Working groups are responsible for the delivery of workstreams to support working group objectives and Adobe's sustainability goals. Working groups have been established for Business Travel & Aviation, Communications & Policy, Suppliers, Technology to Transform, Hardware, and Site Operations, Wellbeing & Data Center.

A dedicated program lead manages committee operations, facilitates committee meetings, participates in all working groups and is responsible for sustainability reporting.

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	

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 incentivized	Comment
Corporate executive team	Monetary reward	Company performance against a climate-related sustainability index	Our short-term bonus program for our executive team includes a number of individual goals that could impact Adobe's ESG performance. Environmental goals could include product-related goals as well as corporate reputation and policy advocacy goals, including performance on external assessments (e.g., MSCI, ISS) and indices (e.g. DJSI).
Facilities manager	Monetary reward	Energy reduction target	Every site operations manager's key performance indicators (KPIs) are tied directly to specific energy targets 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 considering 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	Several positions throughout Global Employee and Workplace Solutions, as well as Corporate Responsibility, Procurement, IT, and Digital Supply Chain have sustainability performance built directly into their incentive structure. These incentives may be monetary, in the form of recognition, or both, depending on the achievement, including supply chain engagement with Procurement for considering energy efficiency, resource reduction and other environmental criteria in purchases for operations, IT technology refreshes, the built environment, and identifying, validating, creating communications tools and collaborating with sales and customer success teams on environmental attributes of Adobe products.

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	
Medium-term	1	5	
Long-term	5	20	

C2.1b

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

Adobe does not use a single definition to determine what constitutes a “substantive” financial or strategic impact to the business, but rather assesses a range of qualitative and quantitative factors and addresses thresholds, controls and governance accordingly. Potential climate-related risks that could have substantive impact on our business include, but are not limited to, changes in legislative or regulatory requirements in areas where we conduct business, disruption of our digital supply chain grids, reputational damage from negative media, legal actions, and employee and community health impacts on business continuity.

Specifically for the purposes of CDP reporting, we deem an event or series of events with cumulative impacts of greater than $40 million in a given quarter (roughly 1% of quarterly revenue) to have substantive financial or strategic impact on our business and its operations.

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
Upstream
Downstream

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
Risk Identification and Assessment The process of identifying, assessing, and managing climate-related risk is integrated into the Enterprise Risk Management framework. The time horizons for climate-related risk and opportunities cover short-term, medium-term, and long-term with the frequency of assessment being twice per year. The Adobe Sustainability Committee identifies and reviews climate-related risks and opportunities relevant to our value chain, covering direct operations, supply chain and products. Physical risks such as extreme weather events, droughts, temperature increase, change in precipitation regime, as well as transitional risks (regulatory, market, brand, reputation, and compliance) are considered during this process. The process for identification and assessment of climate-related risks includes mapping for potential substantive climate impacts on business and impacts of our business on the climate using current and future climate trends, regulations, policies, international climate guidelines and frameworks (TCFD, SASB, GRI, CDP) as points of reference. Both quantitative and qualitative approaches/methods from the Enterprise Risk Management framework are used to assess climate risks and impacts by identifying the probability of occurrence and impact severity. The impacts are then estimated financially e.g., CAPEX, OPEX, revenue loss/gain and then prioritized/rank according to severity. Findings of the risk and opportunity assessment are reported to the C-suite officers with executive level oversight for climate related issues at Adobe. These are EVP, General Counsel, Chief Trust Officer 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). Management regularly reports to the Audit Committee and the Board of Directors, as appropriate, on Adobe's Enterprise Risk Management program. Risk Monitoring An important way in which we monitor and identify emerging risks and opportunities on an ongoing basis is through our active engagement with industry organizations, such as the Clean Energy Buyers Association (CEBA), through which we collaborate with NGOs, peers, customers and suppliers and are kept abreast of emerging policy, reputational, market and other risks and opportunities. We also engage in dialogue with individual customers and investors. This dialogue helps us monitor evolving stakeholder expectations, and related risks and opportunities. Risk Response The process used to respond to climate-related risks and opportunities includes integration of major climate risks and opportunities into multi-disciplinary company-wide risk management after being communicated to and coordinated with Legal and Risk Advisory & Assurance Services. These climate-related risks are also incorporated into individual business groups’ risk assessment processes where relevant. Risk mitigation and management measures are developed for each risk type to avoid, reduce and control risks to an acceptable level (transfer risk). This will help ensure business continuity and preparedness. For lower impact risks and opportunities, depending on the KPI, target, or anticipated outcome, a subcommittee or appropriate point person takes the lead to implement measures to address the risks and opportunities identified.

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	Current regulation of local, state, regional and national energy markets and carbon markets pose a risk to accessing affordable renewable energy or decarbonization efforts by making budgeting energy and capital costs more difficult and time consuming. For example, this has the potential to negatively impact how we can achieve our RE100 goals and SBTs because of limited renewable energy supply and high costs perpetuated by current regulations. Additionally, regulated states will still be heavily reliant on fossil fuel sources with no incentives to switch to renewables because of the lack in economically favorable conditions and low-cost effectiveness whereby further limiting the supply. Because of this risk, Adobe focuses on renewable energy policy advocacy; particularly, policies in key areas of operations to mitigate the risks associated with current regulations.
Emerging regulation	Relevant, always included	As with current regulations, above, Adobe's ability to assess emerging regulations inform its policy engagement and compliance strategies. The newly proposed SEC regulation to mandate climate-related disclosures for U.S listed company is a specific example of risks from emerging regulations such as increased scrutiny of the accuracy of disclosed data which can lead to legal challenges, and additional short-term expenses to comply with new legislations.
Technology	Relevant, always included	There are sustainability/climate risks all technology companies need to consider which include unsuccessful investment in new technologies, acquisitions that are not fully integrated to succeed, costs to transition to lower emissions technology or costs for not transitioning to new technology (newer computing technology is more efficient and produces fewer emissions while generating more computing power). As a major technology company, technology is considered a relevant risk and included in our climate-related risk assessment. Technology is considered a transition risk that could have impacts on the company's revenue, competitive advantage in the market, and the company's long-term business strategies, outcomes and prospects. For example, as the market for low carbon products and technology evolves and expands, it is important that Adobe continues our investments in sustainable product and service offerings. Otherwise, Adobe risks being at a competitive disadvantage if other companies introduce products and technologies that are more effective at enabling customers to realize sustainability benefits. Additionally, we face risks if technological innovation in clean technologies does not advance at a sufficient pace to enable Adobe to reach its long-term climate goals.
Legal	Relevant, sometimes included	A core value of Adobe is running our business responsibly, in accordance with laws and regulations. Potential legal risks are assessed by various stakeholders within the company, including Legal, Government Affairs, Procurement, IT, and TechOps, as necessary, to help ensure we are making our business resilient to any legal risks and seeking to follow all applicable laws and regulations. Currently, we consider risks from climate-related litigation claims, but consider it a low to non-applicable risk. Examples of relevant legal risks that we consider include litigation due to inaccurate data in our financial filings and public disclosures and breach of customer service level agreements due to climate-related physical impacts to our infrastructure. Given that our company is a technology company, with a small climate impact relative to companies in more carbon-intensive sectors (for example, energy or transportation), and with existing data controls and implemented mitigation efforts, we do not anticipate climate-related litigation as a significant risk to our business. We plan to continue to monitor the potential of climate-related litigation and any potential impact on our business.
Market	Relevant, always included	Market risk is an important factor in Adobe's climate-risk assessment. An example of a relevant market risk would be lost revenue if customers declined to do business with us due to lack of sound environmental practices either by us or our suppliers. Therefore, 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, our supplier engagement SBTi goal would be at risk (medium-term, 1-5 year goal).
Reputation	Relevant, always included	Adobe enjoys 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. As examples of relevant reputational risks, each of which has been assessed as low risk, we review the reputational impact of our environmental initiatives and stance including on Science Based Targets, as well as the reputational implications for Adobe of a broader stigmatization of the technology sector related to energy and carbon intensity of large cloud environments and data centers.
Acute physical	Relevant, always included	Examples of relevant acute risks 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. 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 colocated data centers, cloud, or Adobe sites can be problematic. Risks are mitigated through back-up processes, business continuity planning, switching computing to other sites, or simply through back-up generators and UPS systems.
Chronic physical	Relevant, always included	A relevant 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 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 help ensure we are making our business resilient to any risks. Examples include the location of data centers that deliver our digital product to customers, or if suppliers do not set or report on renewable energy deployment. We 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.

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

Reputation	Increased stakeholder concern or negative stakeholder feedback

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Adobe is a fast growing publicly listed Fortune 500 company which counts many of the world's largest and most sustainable corporations among our customers. Growing concern about the urgent need to tackle climate change combined with a focus on the important role the business community must play and the responsibility that companies now have for the emissions arising across their value chain, means that Adobe faces increasing interest in its climate-related impacts and actions from its stakeholders, including shareholders, customers and employees. We are experiencing more customers integrating sustainability reviews throughout the engagement lifecycle. For the 2021 CDP reporting season, 30 of Adobe's customers requested that Adobe respond to the CDP Supply Chain survey, compared to 51 customers for the 2022 CDP reporting season. Adobe also responds to the EcoVadis survey on request from customers. We currently have 152 connections with customers in the EcoVadis

platform, and our annual scorecard which includes our climate-related performance is shared with these customers. Over the past year, there has been a substantial shift in investor attitudes to climate change with large institutional investors announcing specific expectations for investee companies to decarbonize their value chains and to be transparent about their actions. Shareholders are also using proposals and voting powers to prompt companies to take more proactive steps. Adobe is experiencing increased direct engagement on our ESG performance from our investors. Over the past year, Adobe's climate change response has been one of the most frequently raised ESG questions during shareholder ESG-focused calls. In 2021, 47 of 68, or approximately 70% of Adobe's institutional investors with holdings of 1 million or more Adobe shares, requested that we respond to the CDP Climate Change survey. BlackRock is one of our top investors and has made substantial announcements regarding their expectations for investee companies to decarbonize their businesses in line with the goals of the Paris Agreement. If we were unable or unwilling to be responsive to our customers' or investors' requests for information or if we demonstrate a level of performance that is not aligned with their expectations, we risk losing new or existing sources of revenue to competitors, we may face shareholder activism or in a worst-case could experience reduced share value as a result of investors selling Adobe stock.

Time horizon
Short-term

Likelihood
Likely

Magnitude of impact
Medium-high

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
77000000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
If we are unresponsive to customer requests regarding our climate-related commitments and performance, and/or do not meet prospective customer expectations related to our commitments and performance, for example through our response to customer request for proposals, we risk losing or missing out on new sources of revenue. We have reported $77,000,000 in any given quarter as an illustrative potential revenue impact if Adobe was not responsive to customer interest. This is informed by our tracking of annual revenue associated with customers requesting CDP Supply Chain reporting.

Cost of response to risk
250000

Description of response and explanation of cost calculation
Our strategies to manage this risk are to make and deliver meaningful commitments to decarbonize our entire value chain and to proactively communicate our commitments and progress. We do this in various ways, including through our CSR Report, customer facing webpages, responses to request for proposals, and customer requested surveys such as EcoVadis and CDP Supply Chain, and by direct engagement with customers including during our sales and business development discussions. We also collaborate with our customers through our involvement in collaborative forums such as the Clean Energy Buyers Association. Case study: Adobe is experiencing increased pressure from our customers to reduce our products' carbon footprint and share data on our commitments. In response to this growing interest from our customers, Adobe recognized that we needed to educate and equip our staff who directly engage with our customers on our product sustainability, the progress we have made to date on our carbon commitments and the tools available to them and our customers to address the data need. For the first time, our CSR team led a session during our sales kick-off meeting in December 2021 presenting our Technology for Good priorities and the sustainability progress we made in Adobe Sign and Adobe Substance 3D, including presentation of the Adobe Document Cloud Resource Saver Calculator (RSC). These products are available to our customers to help advance their own sustainability goals. The Adobe Document Cloud RSC estimates the environmental savings by avoiding paper use (metrics include water, wood, waste, energy and GHG). The session included three calls to action for the field teams: (1) our message – Adobe products help customers to advance their sustainability efforts, (2) engage new stakeholders on sustainability, and (3) use the RSC to estimate environmental savings. As a result, the uptake and interest in the RSC by the field team and customers led to the proposal and funding of the expansion of our tool set to help customers understand their carbon footprint associated with the use of other Adobe products. We are engaging with a sustainability consulting firm to conduct life cycle and carbon footprint analysis on products and create an interactive footprint tool. The reported cost of $250,000 is our approximate annual cost to support customer inquiries and requirements. The costs include staff time, external consulting services, and memberships and subscriptions.

Comment

Identifier
Risk 2

Where in the value chain does the risk driver occur?
Direct operations

Risk type & Primary climate-related risk driver

Acute physical	Other, please specify (Increased severity and frequency of extreme weather events such as cyclones and floods)

Primary potential financial impact
Decreased revenues due to reduced production capacity

Climate risk type mapped to traditional financial services industry risk classification
<Not Applicable>

Company-specific description
Adobe is a highly automated, digital business that relies on uninterrupted data center operations, digital supply chains and system back-ups to be able to provide our software to customers. Climate-related events, including the increasing frequency of extreme weather events and their impact on certain regions' critical infrastructure, have the potential to disrupt our business, our third-party suppliers, and/or the business of our customers. Specifically, the locations where our data centers, workplaces, and employees reside may be vulnerable to the physical impacts of climate change. The Asia Pacific region for example is seeing increased cyclone severity, while California is experiencing increasing intensity of severe heat events, drought conditions and annual periods of wildfire danger. Approximately 22% of Adobe's workforce is in the California Bay Area, including our headquarters in San Jose and two additional offices in San Francisco and Emeryville. Record high temperatures coupled with dry winds and reduced precipitation have resulted in unprecedented wildfire conditions with 8 of the 10 largest fires in California history in the past decade. Wildfires can affect our employees directly. For example, if they live in areas that burn, due to reduced air quality, we had to modify our workplace operations during the past 3 years as a result of

safety and health concerns. Additionally, wildfire-related power outages have the potential to impact our employees, local communities, and business operations in our data centers and offices. Outages could impact our commitments to our customers and resulting revenue. For example, our customers expect that we adhere to our Service Level Agreements (SLAs) for uptime of our products and if we do not adhere to the provisions of the SLAs, we lose revenue. We rely on our own data center along with third party operated data centers through AWS, Azure, and colocation providers to provide our software to customers, and conduct business continuity planning so that we can adhere to our SLAs no matter who the provider. If we or our digital suppliers are not adequately provisioned with back-up generator capacity to ensure uninterrupted operation of the data centers upon which our business relies, particularly in the unlikely event of concurrent grid failures at multiple data center sites, this could present a considerable risk to normal business operations and lead to reduced revenues through not meeting SLAs.

Time horizon
Short-term

Likelihood
Very likely

Magnitude of impact
Medium-high

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
40000000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
If customers all required payment against an SLA, $40,000,000 is an illustrative potential impact to subscription revenue for one day of cascading data center outages that would result in a breach of our Service Level Agreements to our customers.

Cost of response to risk
52000000

Description of response and explanation of cost calculation
Adobe has comprehensive business continuity and disaster recovery plans across our business that aim to mitigate, reduce and recover from disruptions to our operations. We closely monitor situations at our sites globally, including utility notifications to understand if power shutdowns are forecasted and if so, for which areas. To mitigate the risk associated with cloud service unavailability, Adobe has employed resiliency strategies including the deployment of redundant services across multiple availability zones as well as backup of data in multiple data center locations. Our Enterprise Resilience Program operates continuously, and a Business Impact Analysis (BIA) is completed at least annually for each critical business function, as part of our ISO 22301, ISO 27001 and SOC 2 external audits. Each BIA yields the required recovery objectives for each critical business function. Plans are tested at least annually, and any issues are identified and tracked through remediation. Case Study: California is experiencing increasing severe heat, drought and annual periods of wildfire danger – often resulting in power outages that have the potential to impact our employees, communities, and operations. This potential vulnerability of customer workloads in the face of increasing extreme heat and wildfire events in Northern California led Adobe to find alternative solutions to help ensure resiliency and uninterrupted operations. In 2013, Adobe completed our first N+1, 89,015 sq ft data center (OR1) in Hillsboro, Oregon. This initial build included three separate data halls, DH1, DH2, and DH3 in one building. Adobe is now investing in an expansion of that building at OR1 that will be the 4th data hall at the Hillsboro location. Data Hall 4 (DH4) will increase the overall capacity by 27,000 sq ft. This expansion will allow Adobe to expand the hosting of critical compute services that are both customer-facing and internal mission critical corporate services. Unlike Adobe owned compute environments in San Jose and San Francisco, OR1 is a more secure environment with N+1 power and cooling redundancy. As a result, DH4 will reduce the risk of customer and corporate compute resources from being negatively impacted by increasing extreme weather, strengthening the resiliency of our operations. The approximate cost of response of $52,000,000 is the total design, construction and installation cost to complete the DH4 expansion.

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
Development and/or expansion of low emission goods and services

Primary potential financial impact
Increased revenues resulting from increased demand for products and services

Company-specific description
The digital acceleration due to COVID19 has companies investing in technologies to address sustainability challenges. Adobe's Sustainability Committee's monitoring of trends revealed our key stakeholders – employees, customers, investors, communities, & governmental & non-governmental groups - are increasingly interested in Adobe's sustainability progress & our role in the climate crisis. Adobe has opportunities to create new sustainability solutions in digital products & to help customers reduce emissions & environmental impacts across their value chains. For example, our 3D & Substance products foster circularity & sustainability during design, allow customers to express creativity, manage documents, deliver great customer experiences & conserve natural resources. Adobe Creative Cloud, Document Cloud, & Experience Cloud help eliminate the climate & resource impacts related to physical software manufacturing, packaging, & distribution. When Adobe moved to a 100% digital cloud solution, the environmental impacts of these products were reduced by more than 90% (confirmed by Lawrence Berkeley Laboratory's CLEER methodology). Adobe Document Cloud reduces the waste related to paper document processes. According to estimates generated using the Adobe Resource Saver Calculator, for every 1M printed pages avoided & transaction completed via Adobe Sign 23.4M pounds of CO_2e are avoided. Our products help customers yield other sustainability benefits, such as Adobe Creative Cloud allowing creative teams to collaborate virtually thus reducing travel. Our 3D design & immersive technologies can replace materials-intensive photoshoots with photorealistic 3D designs & augmented reality experiences, reducing carbon footprints. Substantial reputational & brand enhancement opportunities exist for Adobe in combatting climate change & delivering sustainable solutions. Adobe engages directly with customers & through thought leadership in the sustainability & product design space, which boosts brand reputation. With investors, climate change is frequently discussed during our ESG-focused investor calls. Positive feedback from stakeholder interactions & our inclusion in the leadership rankings of ESG ratings such as DJSI & CDP demonstrate the reputational benefits of our sustainability investments. We know through this feedback the sustainability benefits of our products present Adobe as end-to-end "trusted partner" & have the potential for annual incremental sales increases.

Time horizon
Medium-term

Likelihood
Likely

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
40000000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Product sustainability benefits increasingly are one of the considerations customers have when making purchasing decisions. When coupled with cost considerations and Adobe's reputational benefit from setting and delivering climate related commitments, they can be persuasive and provide Adobe with a competitive advantage and potential new additional sources of revenue. We have reported $40,000,000 in any given quarter as an illustrative potential revenue impact if Adobe were to gain additional customer business due to our offering of sustainable products and services. $40,000,000 in any quarter is equivalent to roughly 1% of Adobe's quarterly revenue.

Cost to realize opportunity
1500000

Strategy to realize opportunity and explanation of cost calculation
Our strategy includes: 1. Setting, delivering & communicating our SBTi approved targets aimed at decarbonizing our business and reducing reliance on carbon intensive activities in our operations & supply chain; 2. Promoting product sustainability benefits to existing and future customers including the use of calculation tools to enable customers to track environmental impact reductions delivered by use of our products; 3. Integrating product sustainability benefits in sales & ongoing customer success management discussions and processes; 4. Featuring case studies on our website as part of our communication & marketing strategy; 5. Investing in innovative products/tech for good to drive sustainability & shared value for us, customers, and society by identifying additional ESG impacts from our 3 clouds & amplifying existing ESG values from our products. Our roadmap includes prioritization for impact across all areas of sustainability & quantification of impact so we can continue to empower our customers to reach their sustainability goals. Case study: We rely on energy intensive data centers to deliver products & services. In 2015, we recognized the need to shift from fossil fuel-derived energy. We joined RE100 & committed to 100% renewable electricity by 2035. We're progressing towards our renewable energy commitment by procuring local renewables without the use of unbundled renewable energy credits. We have enabled new onsite solar & wind electricity generation, power purchase agreements in the US & India, & green utility tariffs in Utah & Oregon. We directly engage & collaborate with colocated data center vendors to procure & bring new renewable electricity online. Our participation in the Future of Internet Power Initiative helped to craft the Corporate Colocation & Cloud Buyers' Principles, which we are a signatory to. In FY21, approximately 60% of our electricity consumed was renewable. Reducing Adobe's scope 1 & 2 emissions resulting from activities supporting the development, sales, distribution & support of Adobe products positively impacts our customers' scope 3 emissions & their own climate commitments. The cost to realize the strategy is ~$1.5M. This includes an estimated annual cost of $1M for staff time, third-party consulting & membership costs to plan, deliver & communicate our sustainability program, & an estimated annual cost of $500,000 for consulting fees & staff time for employees to progress our product sustainability strategy.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan
Yes, we have a transition plan which aligns with a 1.5°C world

Publicly available transition plan
No

Mechanism by which feedback is collected from shareholders on your transition plan
We have a different feedback mechanism in place

Description of feedback mechanism
We hold 1:1 calls with our shareholders and this is the current forum for collecting feedback on our climate transition plan.

Frequency of feedback collection
More frequently than annually

Attach any relevant documents which detail your transition plan (optional)

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future
<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy
<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative and quantitative	<Not Applicable>	<Not Applicable>

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate-related scenario	Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Physical climate scenarios: Customized publicly available physical scenario	Company-wide	1.6ºC – 2ºC	Adobe used scenario analysis to look at the potential for business impacts on our assets and supply chain under different temperature increase scenarios, including a 2 degree C change. Additionally, 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 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.
Transition scenarios: Greenpeace	Company-wide	<Not Applicable>	The Greenpeace Advanced Energy [R]evolution (AER) (5th Edition) scenario sets a specific, ambitious pathway toward a fully decarbonized energy system by 2050. Adobe used 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.

C3.2b

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions

Physical risk scenario analysis – the focal questions were 'how vulnerable are our physical assets and supply chain to physical climate changes and in what ways do we need to revise our business continuity plans to mitigate related risks?' Greenpeace AER transition scenario - the focal question was 'what are the potential business opportunities for Adobe of running our cloud on 100% renewable energy?'

Results of the climate-related scenario analysis with respect to the focal questions

Physical risk scenario analysis – through the scenario analysis we were able to determine which data center facilities are most at risk for extreme weather events due to climate change and the need to transition customer data to data centers with less physical risk on an appropriate timeframe. We were also able to determine if existing customer SLAs match agreed-upon colocated data center recovery processes given physical risk at any given site. For example, we looked at 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. Adobe completed our Oregon data center in 2013, to improve the climate resiliency of our operations given the climate-related extreme heat and wildfire-related outage risk facing our California operations. Adobe is now investing in a 27,000 sqft expansion of this data center to create a 4th data hall (DH4) at the Hillsboro, Oregon location. This will allow Adobe to expand the hosting of critical compute services that are both customer-facing and internal mission critical corporate services, reducing the risk of being negatively impacted by increasing extreme weather and strengthening the resiliency of our operations. Greenpeace AER transition scenario - 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 accordingly, we have adjusted our strategy to incorporate this analysis. We increased our scope 1 and 2 emissions reduction target ambition level to 35% by 2025 (2018 baseline) and set a new target that 55% of suppliers by spend will set SBTs by 2025. To meet increasing customer demand for low-carbon digital products, Adobe has invested and actively engages customers on our products available to help advance their own sustainability goals. For example, the climate-related benefits of Document Cloud (demonstrated by our Resource Saver Calculator), Creative Cloud (which through our 3D/VR tools allow customers to transition from physical, heavy emissions producing processes to virtual prototyping and photo shooting) and Experience Cloud (elimination of waste, natural resources and inefficient processes) support customers in their climate commitments and a transition to a low-carbon economy.

C3.3

(C3.3) 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	Increasing customer demand for low-carbon products influences our strategy for medium-term revenue. Our scenario analysis looked at how shifting consumer preference would increase 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 due to 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 customer engagement strategy and how we position our products, we look for sustainability impacts in our technologies and how customers could adopt them to help meet environmental goals. An example of a significant decision taken is how we hosted a dedicated session at the annual sales kick-off meeting presenting our Technology for Good priorities and the sustainability progress we made in Adobe Sign and Adobe Substance 3D.
Supply chain and/or value chain	Yes	Our digital suppliers have been encouraged and supported to make SBT and RE100 goals. There are almost immediate short-term reputational benefits in setting SBTs and RE goals for our digital suppliers from NGOs, peers, customers. When put in place they 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 our colocated suppliers' data centers. Recognizing the risks and opportunities in our supply chain, we took the significant decision to expand our SBTs to include a goal that 55% of our suppliers by spend set their own SBTs by 2025. Suppliers that pursue emissions reductions will 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	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) our decision to invest in and develop Sensei, Adobe's artificial intelligence platform, is creating 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 on sustainability features 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 and to enable our customers to achieve their sustainability goals with new features as the result of R&D.
Operations	Yes	At the end of 2021, more than 80% by square foot of our worldwide buildings are LEED/Green-Certified workspaces. 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 and emission reduction projects are planned and completed in less than 2 years (renovations, LED swapouts) and others are longer-term (all-electric buildings, removal of fuel cells, 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. As a part of Adobe's efforts towards achieving a science-based target for GHG reductions by 2025, we decided to develop annual energy efficiency plans for the company's largest sites. These comprise 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, we are now formally aligning on energy project plans with our SBTs. The site-specific roadmaps that we have created serve as iterative guides that we update on an annual basis as new project opportunities emerge such as electrification retrofits to existing buildings as well as opportunities with leased buildings such as BiT certification and signing the REBA Future of Real Estate Power commitment to encourage landlords to procure renewable energy on behalf of their tenants.

C3.4

(C3.4) 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 Indirect costs	Revenues: Adobe has already experienced increased revenues from digital technology adoption, demand for low-carbon products, and for products that decrease customer waste and emissions, and this is factored into our financial planning processes. 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 and provides 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 well as positive engagement from investors such as BlackRock and Goldman Sachs, who we have partnered with on product events. Indirect Costs - Energy efficiency reduces operating costs– over the last 10+ years we have saved millions of USD from over 200 sustainability/climate-related operational projects and initiatives. We believe renewable energy deployment, by Adobe and our digital suppliers, is likely to 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 both Karnataka and Uttar Pradesh, India, where our Bangalore and Noida sites are located, we are saving ~30% in costs on our utility bills since our open-access PPAs went online. These cost savings are factored into our financial planning for renewable energy investments.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, but we plan to in the next two years

C4. Targets and performance

C4.1

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

Absolute target

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

2019

Target coverage

Company-wide

Scope(s)

Scope 1
Scope 2

Scope 2 accounting method

Market-based

Scope 3 category(ies)

<Not Applicable>

Base year

2018

Base year Scope 1 emissions covered by target (metric tons CO2e)

12119

Base year Scope 2 emissions covered by target (metric tons CO2e)

47871

Base year Scope 3 emissions covered by target (metric tons CO2e)

<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

59990

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2025

Targeted reduction from base year (%)
35

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
38993.5

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
4923

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
30460

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
35383

% of target achieved relative to base year [auto-calculated]
117.195723096707

Target status in reporting year
Underway

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain target coverage and identify any exclusions
This target covers 100% of scope 1 and 2 emissions arising from our workplaces and managed data centers. Primary emissions sources include stationary combustion of natural gas and diesel and purchased electricity. We are targeting a 35% reduction in emissions by FY2025 compared with FY2018.

Plan for achieving target, and progress made to the end of the reporting year
We saw a decrease in consumption due to COVID, but also made significant strides towards increasing renewable energy and removing natural gas fuel cells. We are still tracking this target going forward as we monitor increased consumption as offices reopen.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Abs 2

Year target was set
2019

Target coverage
Company-wide

Scope(s)
Scope 3

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
Category 6: Business travel

Base year
2018

Base year Scope 1 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 2 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3 emissions covered by target (metric tons CO2e)
84401

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
84401

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
<Not Applicable>

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
<Not Applicable>

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2025

Targeted reduction from base year (%)
30

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
59080.7

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
1187

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
1187

% of target achieved relative to base year [auto-calculated]
328.645395196739

Target status in reporting year
Underway

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain target coverage and identify any exclusions
This target covers business travel, with the primary contributor being air travel. We are targeting a 30% reduction in emissions by FY2025 compared with FY2018.

Plan for achieving target, and progress made to the end of the reporting year
COVID had a significant impact in reducing our business travel in FY20 and FY21. At the end of the reporting period, Adobe resumed some business travel, but far lower than pre-COVID levels. We will continue to monitor going forward as travel resumes and travel increases.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

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
2016

Target coverage
Company-wide

Target type: energy carrier
Electricity

Target type: activity
Consumption

Target type: energy source
Renewable energy source(s) only

Base year
2018

Consumption or production of selected energy carrier in base year (MWh)
157958

% share of low-carbon or renewable energy in base year
9.4

Target year
2035

% share of low-carbon or renewable energy in target year
100

% share of low-carbon or renewable energy in reporting year
60.3

% of target achieved relative to base year [auto-calculated]
56.1810154525386

Target status in reporting year
Underway

Is this target part of an emissions target?
No

Is this target part of an overarching initiative?
RE100

Please explain target coverage and identify any exclusions
This is our target to achieve 100% renewable electricity for our workplaces and managed data centers by FY2035.

Plan for achieving target, and progress made to the end of the reporting year
The Northern California sites for which we have direct agreements with the relevant utilities (Emeryville, 601/625 Townsend, Almaden/West/East Tower) switched to 100% renewable electricity via direct access in July 2021. GBR2 is a new managed data center in FY21 and is supplied with 100% renewable electricity, increasing our percent of COLO electricity that is renewable. We expect to have over 1/3 of our owned Oregon data center supplied with renewable electricity by the end of FY22 and plan to submit interest in expanding this in the next available round later this year.

List the actions which contributed most to achieving this target
<Not Applicable>

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)

Engagement with suppliers	Percentage of suppliers (by emissions) with a science-based target

Target denominator (intensity targets only)
<Not Applicable>

Base year
2018

Figure or percentage in base year
12

Target year
2025

Figure or percentage in target year
55

Figure or percentage in reporting year
30

% of target achieved relative to base year [auto-calculated]
41.8604651162791

Target status in reporting year
Underway

Is this target part of an emissions target?
Yes, it is part of an emissions target. As developed in late 2019, and approved by SBTi 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 – approved supplier engagement target

Please explain target coverage and identify any exclusions
The goal of engaging suppliers to set SBTs and RE100 goals is equivalent to 66% of purchased goods and services and capital goods emissions.

Plan for achieving target, and progress made to the end of the reporting year
Our plan to achieve the target is to engage with our suppliers, encouraging them to set SBTs at key milestones during the strategic sourcing process. These include the Formal Request (RFx) process, vendor onboarding, supplier business reviews and contract renewal. We are also promoting the adoption of SBTs by suppliers through our Business Partner Code of Conduct which all suppliers are required to review and confirm, or otherwise to submit alternative proposed language for Adobe's review. As of the end of the Reporting Year, 30% of suppliers by spend had either had their targets approved by SBTi or had committed to do so by formally submitting their letter of commitment to SBTi.

List the actions which contributed most to achieving this target
<Not Applicable>

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	0	0
To be implemented*	1	7360
Implementation commenced*	0	0
Implemented*	17	3037.4
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 buildings BMS controls refinements)

Estimated annual CO2e savings (metric tonnes CO2e)
416

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
92467

Investment required (unit currency – as specified in C0.4)
1159737

Payback period
11-15 years

Estimated lifetime of the initiative
6-10 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, we are now formally aligning on energy project plans with our SBT. 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

Low-carbon energy consumption	Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)
2621.4

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
1050000

Payback period
No payback

Estimated lifetime of the initiative
6-10 years

Comment
In FY21, Adobe began taking delivery of renewable electricity for our Northern California sites via direct access from wind and solar plants in California. The agreement assigns a premium per MWh delivered to ensure that 100% of Adobe's electrical usage is covered by renewable energy credits. The agreement lasts 6 years and investment will continue based on consumption each month.

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.
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.
Employee engagement	Adobe fosters a culture of sustainability by encouraging employees to engage in Green Teams. Currently, Green Teams make up over 10% of the total employee population. 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, implementing waste reduction initiatives, promoting employee discounts for living more sustainably (EVs, solar, etc.) and hosting educational lunch-and-learn opportunities. Beyond Green Teams, 69% of Adobe employees enjoy participation at an array of levels in voluntary community engagement.
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.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation

Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon

No taxonomy used to classify product(s) or service(s) as low carbon

Type of product(s) or service(s)

Other	Other, please specify (Electronic document management products and services)

Description of product(s) or service(s)

Adobe Document Cloud which includes the world's leading PDF and electronic signature solutions enables manual document processes to be transformed into efficient digital ones. Use of Adobe Document can eliminate paper workflows and substantially reduce environmental impacts associated with paper production, transportation, printing and waste. Adobe, in partnership with the Environmental Defense Fund and the Environmental Paper Network, developed the Resource Saver Calculator to calculate resource, emissions and cost avoidance by using Adobe's digital tools versus a paper workflow. Our product can be considered low-carbon because for every 1 million sheets of paper not used, customers can save an estimated 23.4 million pounds of GHG emissions.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Yes

Methodology used to calculate avoided emissions

Other, please specify (ISO 14044, the draft LEO-S-002 standard, the Pulp/Paper PCR, the Roundwood PCR and the LCIA Methodology for PCR Modules)

Life cycle stage(s) covered for the low-carbon product(s) or services(s)

Use stage

Functional unit used

The functional unit applied to compare the environmental impact avoided from using Adobe's Document Cloud solution vs. traditional paper-based work processes is 1-unit of paper.

Reference product/service or baseline scenario used

The baseline scenario used is the traditional paper-based work process. In the absence of Adobe's Document Cloud solution, for example enabling electronic signatures, use of paper is required to execute the task.

Life cycle stage(s) covered for the reference product/service or baseline scenario

Use stage

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

0.01

Explain your calculation of avoided emissions, including any assumptions

1 avoided printed page is equal to approximately 0.01 metric tonnes CO2e avoided. The avoided emissions estimates were made using the Environmental Paper Network Paper Calculator, version 3.2.1 developed by SCS Global Services. The latest methodology is detailed in Life Cycle Impact Assessment Methodology for Environmental Paper Network, available at https://c.environmentalpaper.org/pdf/SCS-EPN-PC-Methods.pdf.

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

12.5

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

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

Scope 1

Base year start

December 1 2017

Base year end

November 30 2018

Base year emissions (metric tons CO2e)

12119

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. 2018 is the baseline year for our current SBTs.

Scope 2 (location-based)

Base year start

December 1 2017

Base year end

November 30 2018

Base year emissions (metric tons CO2e)

58874

Comment

Adobe reports on both Location- and Market-based emissions here and in our annual Corporate Social Responsibility Report. 2018 is the baseline year for our current SBTs.

Scope 2 (market-based)

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
47871

Comment
Adobe reports on both Location- and Market-based emissions here and in our annual Corporate Social Responsibility Report. 2018 is the baseline year for our current SBTs.

Scope 3 category 1: Purchased goods and services

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
266720

Comment

Scope 3 category 2: Capital goods

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
24732

Comment

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

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
14805

Comment
Adobe calculates FERA using the Quantis Scope 3 evaluator based on total energy consumption and reports this in our inventory annually.

Scope 3 category 4: Upstream transportation and distribution

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
639

Comment
Adobe contracts with a service provider for employee transportation in India which we account for based on liters of diesel consumed by the transportation company for the use of Adobe employees.

Scope 3 category 5: Waste generated in operations

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. Waste generated does not result in material Scope 3 emissions, as the figure calculated results in approximately 0.01% of our total emissions. Adobe has established rigorous recycling, waste diversion, and composting programs, resulting in diversion of 90+% global waste away from landfills. Adobe collects data on its owned and managed sites for landfilled waste, recycling, and compost, and in 2021, diverted 1,082 metric tons of waste from landfills. Adobe also helps our customers reduce their waste and use of materials through our products - including Adobe Document Cloud solutions, which can eliminate paper workflows and substantially reduce paper and resources associated with paper production, transportation, printing and waste.

Scope 3 category 6: Business travel

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
84401

Comment
Adobe collects activity data in the form of passenger miles by mode, distance, and class.

Scope 3 category 7: Employee commuting

Base year start
December 1 2017

Base year end
November 30 2018

Base year emissions (metric tons CO2e)
22400

Comment
Adobe surveyed employees at major offices to inform average commute distance and percentages by mode.

Scope 3 category 8: Upstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. 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.

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. While we do sell physical products in the form of DVDs and CDs, these represent well under than 1% of our business activity (based on a review of our manufacturing spend relative to total spend) and downstream emissions are therefore considered to be negligible and not relevant to our scope 3 emissions footprint.

Scope 3 category 10: Processing of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. While we do sell physical products in the form of DVDs and CDs, these are not subject to any further processing following sale.

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. As we sell software products, the use of these products by our customers and consumers is considered an indirect energy use type which is considered optional for accounting per the WRI GHG Protocol.

Scope 3 category 12: End of life treatment of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. While we do sell physical products in the form of DVDs and CDs, these represent well under than 1% of our business activity (based on a review of our manufacturing spend relative to total spend) and downstream emissions are therefore considered to be negligible and not relevant to our scope 3 emissions footprint.

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. We do not have downstream leased assets.

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. Adobe does not own any franchises.

Scope 3 category 15: Investments

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. Adobe does not make any investments outside of its operations.

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. There are no other upstream emissions for Adobe.

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment
Not relevant. There are no other downstream emissions for Adobe.

C5.3

(C5.3) 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)

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)
4923

Start date
<Not Applicable>

End date
<Not Applicable>

Comment

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
58907

Scope 2, market-based (if applicable)
30460

Start date
<Not Applicable>

End date
<Not Applicable>

Comment

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

Emissions in reporting year (metric tons CO2e)
396221

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain

Capital goods

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
18340

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain

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

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
7323

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
The FY2021 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/.

Upstream transportation and distribution

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
6

Emissions calculation methodology
Fuel-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
Monthly, we record data of the volume of diesel fuel used in our transportation service to transport employees to and from our Bangalore and Noida locations. We apply the US EPA's emissions factor for mobile diesel to the fuel volumes in order to arrive at a final emissions value. In FY2021, this value dropped significantly due to reduced service during COVID and electrification of some of these vehicles.

Waste generated in operations

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Waste generated does not result in material Scope 3 emissions, as the figure calculated results in approximately 0.01% of our total emissions. Adobe has established rigorous recycling, waste diversion, and composting programs, resulting in diversion of 90+% global waste away from landfills. Adobe collects data on its owned and managed sites for landfilled waste, recycling, and compost, and in 2021, diverted 1,082 metric tons of waste from landfills. Adobe also helps our customers reduce their waste and use of materials through our products - including Adobe Document Cloud solutions, which can eliminate paper workflows and substantially reduce paper and resources associated with paper production, transportation, printing and waste.

Business travel

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
1187

Emissions calculation methodology
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
Emissions data reported here is from the Adobe suppliers that provide car rental and air travel services. The distance is collected by mode and class and an emission factor is applied accordingly.

Employee commuting

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
1267

Emissions calculation methodology
Hybrid method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Employee surveys are conducted at large sites and miles commuted are aggregated. For the FY21 GHG inventory, we took a new approach to calculating GHG emissions from employee commuting (Scope 3 Category 7) by collecting actual unique badge entry data globally and applying the previously collected average roundtrip commute distance to each badge entry. Once the commute data is gathered, we calculate emissions through the following methodology: • We total all badge entries per month and multiply by the average roundtrip distance 26.54 miles. • We assume that each trip is made under the worst-case scenario – Car: Solo. • We apply the 2021 EPA GHG emission factor hub for Scope 3 - Category 7 Passenger Car, which is converted to CO2e. • We assume that any employees that did not badge in on a given day were telecommuting and did not contribute to Scope 3 - Category 7. All of the data collected on employee commute modes and quantities is collected internally, directly from employees. All badge data is collected internally from Adobe databases.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

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

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
While we do sell physical products in the form of DVDs and CDs, these represent well under than 1% of our business activity (based on a review of our manufacturing spend relative to total spend) and downstream emissions are therefore considered to be negligible and not relevant to our scope 3 emissions footprint.

Processing of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
While we do sell physical products in the form of DVDs and CDs, these are not subject to any further processing following sale.

Use of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
As we sell software products, the use of these products by our customers and consumers is considered an indirect energy use type which is considered optional for accounting per the WRI GHG Protocol.

End of life treatment of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
While we do sell physical products in the form of DVDs and CDs, these represent well under than 1% of our business activity (based on a review of our manufacturing spend relative to total spend) and downstream emissions are therefore considered to be negligible and not relevant to our scope 3 emissions footprint.

Downstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
We do not have downstream leased assets.

Franchises

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Adobe does not own any franchises.

Investments

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Adobe does not make any investments outside of its operations.

Other (upstream)

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
There are no other upstream emissions for Adobe.

Other (downstream)

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
There are no other 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
0.0000022415

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
35383

Metric denominator
unit total revenue

Metric denominator: Unit total
15785000000

Scope 2 figure used
Market-based

% change from previous year
35

Direction of change
Decreased

Reason for change
Decreases in the reporting year were due to emission reduction activities including 1) continued increases in renewable electricity procurement such as the Northern California direct access agreement and an additional colocated data center supplied by renewable electricity and 2) a full year without natural gas fuel cells. Total revenue also increased by 23%.

Intensity figure
1.36

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
35383

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
25988

Scope 2 figure used
Market-based

% change from previous year
31

Direction of change
Decreased

Reason for change
Decreases in the reporting year were due to emissions reduction activities including 1) continued increases in renewable electricity procurement such as the Northern California direct access agreement and an additional colocated data center supplied by renewable electricity and 2) a full year without natural gas fuel cells. FTE also increased by 15%.

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	4618	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	2.437	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	2.31	IPCC Fourth Assessment Report (AR4 - 100 year)
Other, please specify (Includes all refrigerants, HFC-134a, HFC-404, R123, R-22, R401a, R407c, R-410a)	300	IPCC Fourth Assessment Report (AR4 - 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	2752.8
India	271.4
Other, please specify (Rest of the world)	1898.8

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	239
Natural gas: combustion in fuel cells	0
Natural gas: domestic use, cooking, heating	3241
Gasoline	2
Refrigerants	300
Diesel vehicle	0.24
Jet fuel	1140
Liquified petroleum gas	0

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)
United States of America	33802	18521
India	8568	5939
Other, please specify (Rest of World)	16537	6000

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	21137	9413
Managed Co-located data centers (CoLos)	22978	4109
Adobe's owned and managed data center (OR1)	17061	16838

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	2621.4	Decreased	5.9	In FY21, Adobe achieved a reduction 2,621.4 MT CO2e through the incremental procurement of renewable energy. We arrived at a 5.9% change through the following calculation: (2,621.4/44,382) x 100 = 5.9% in which 2.621.4 = MT CO2e change in Scope 1+2 market-based emissions due to changes in renewable energy consumption and 44,382 = FY20 Scope 1+2 market-based emissions (MT CO2e).
Other emissions reduction activities	416	Decreased	0.9	In FY21, Adobe achieved a reduction of 416 MT CO2e through successful energy efficiency measures implemented across the company's owned office locations. In terms of the impact of these projects, we have calculated a 0.9% decrease in total Scope 1 and 2 GHG emissions. We arrived at a 0.9% change through the following calculation: (416/44,382) x 100 = 0.9% in which 416 = MT CO2e change in Scope 1+2 market-based emissions due to emissions reductions activities and 44,382 = FY20 Scope 1+2 market-based emissions (MT CO2e).
Divestment	0	No change		
Acquisitions	0	No change		
Mergers	0	No change		
Change in output	0	No change		
Change in methodology	0	No change		
Change in boundary	0	No change		
Change in physical operating conditions	0	No change		
Unidentified	0	No change		
Other	0	No change		

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	23472	23472
Consumption of purchased or acquired electricity	<Not Applicable>	131739	86902	218641
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	0	<Not Applicable>	0
Total energy consumption	<Not Applicable>	131739	110374	242113

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	Yes
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.

Sustainable biomass

Heating value
Please select

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment

Other biomass

Heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment

Coal

Heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment

Oil

Heating value

Total fuel MWh consumed by the organization
0

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment

Gas

Heating value
LHV

Total fuel MWh consumed by the organization
17883

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
17883

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
Fuel consumed by Adobe in the reporting year from natural gas for the purposes of heating offices and domestic water.

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
LHV

Total fuel MWh consumed by the organization
5589

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
5589

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

Comment
This captures all mobile combustion within our Scope 1 boundary from diesel, gasoline, and jet fuel (kerosene).

Total fuel

Heating value
LHV

Total fuel MWh consumed by the organization
23472

MWh fuel consumed for self-generation of electricity
0

MWh fuel consumed for self-generation of heat
23472

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration
<Not Applicable>

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	179	179	99	99
Heat	23472	23472	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area
United States of America

Consumption of electricity (MWh)
129261

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
129261

Is this consumption excluded from your RE100 commitment?
No

Country/area
India

Consumption of electricity (MWh)
11800

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
11800

Is this consumption excluded from your RE100 commitment?
No

Country/area
Brazil

Consumption of electricity (MWh)
69

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
69

Is this consumption excluded from your RE100 commitment?
No

Country/area
Canada

Consumption of electricity (MWh)
482

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
482

Is this consumption excluded from your RE100 commitment?
No

Country/area
Australia

Consumption of electricity (MWh)
153

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
153

Is this consumption excluded from your RE100 commitment?
No

Country/area
China

Consumption of electricity (MWh)
66

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
66

Is this consumption excluded from your RE100 commitment?
No

Country/area
Hong Kong SAR, China

Consumption of electricity (MWh)
44

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
44

Is this consumption excluded from your RE100 commitment?
No

Country/area
Japan

Consumption of electricity (MWh)
196

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
196

Is this consumption excluded from your RE100 commitment?
No

Country/area
Republic of Korea

Consumption of electricity (MWh)
141

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
141

Is this consumption excluded from your RE100 commitment?
No

Country/area
Singapore

Consumption of electricity (MWh)
11051

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
11051

Is this consumption excluded from your RE100 commitment?
No

Country/area
Armenia

Consumption of electricity (MWh)
98

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
98

Is this consumption excluded from your RE100 commitment?
No

Country/area
Belgium

Consumption of electricity (MWh)
44

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
44

Is this consumption excluded from your RE100 commitment?
No

Country/area
Denmark

Consumption of electricity (MWh)
34

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
34

Is this consumption excluded from your RE100 commitment?
No

Country/area
United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)
59774

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
59774

Is this consumption excluded from your RE100 commitment?
No

Country/area
France

Consumption of electricity (MWh)
722

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
722

Is this consumption excluded from your RE100 commitment?
No

Country/area
Germany

Consumption of electricity (MWh)
676

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
676

Is this consumption excluded from your RE100 commitment?
No

Country/area
Ireland

Consumption of electricity (MWh)
1346

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1346

Is this consumption excluded from your RE100 commitment?
No

Country/area
Italy

Consumption of electricity (MWh)
30

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
30

Is this consumption excluded from your RE100 commitment?
No

Country/area
Republic of Moldova

Consumption of electricity (MWh)
37

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
37

Is this consumption excluded from your RE100 commitment?
No

Country/area
Netherlands

Consumption of electricity (MWh)
102

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
102

Is this consumption excluded from your RE100 commitment?
No

Country/area
Poland

Consumption of electricity (MWh)
43

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
43

Is this consumption excluded from your RE100 commitment?
No

Country/area
Romania

Consumption of electricity (MWh)
2105

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
2105

Is this consumption excluded from your RE100 commitment?
No

Country/area
Spain

Consumption of electricity (MWh)
101

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
101

Is this consumption excluded from your RE100 commitment?

No

Country/area
Sweden

Consumption of electricity (MWh)
36

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
36

Is this consumption excluded from your RE100 commitment?
No

Country/area
Switzerland

Consumption of electricity (MWh)
119

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
119

Is this consumption excluded from your RE100 commitment?
No

C8.2h

(C8.2h) Provide details of your organization's renewable electricity purchases in the reporting year by country

Country/area of renewable electricity consumption
United States of America

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
28293

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
28293

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2018

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
Green-e

Comment
This project is a virtual PPA in Iowa wherein Adobe purchases the energy produced and then sells it at the node, but retains the renewable energy attribute for our own consumption.

Country/area of renewable electricity consumption
United States of America

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Small hydropower (<25 MW)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
5652

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)

5652

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2008

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
Other, please specify (Low Impact Hydro Institute)

Comment
This project is comprised of small hydropower temporarily while a new solar farm is completed in Utah.

Country/area of renewable electricity consumption
United States of America

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
11210

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
11210

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2021

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
Other, please specify (California Portfolio Content Category 1 ("PCC 1") RECs)

Comment
This project is comprised of solar and wind for our Northern California offices.

Country/area of renewable electricity consumption
India

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
1844

Tracking instrument used
Contract

Total attribute instruments retained for consumption by your organization (MWh)
1844

Country/area of origin (generation) of the renewable electricity/attribute consumed
India

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2018

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
Other, please specify (Contract states that the developer does not own environmental attributes, but not explicit on label/registration/Adobe ownership.)

Comment
This project supplies our Bangalore office with nearly all of its electric needs and is located in a neighboring region.

Country/area of renewable electricity consumption
India

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type

Solar

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
1777

Tracking instrument used
Contract

Total attribute instruments retained for consumption by your organization (MWh)
1777

Country/area of origin (generation) of the renewable electricity/attribute consumed
India

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2021

Vintage of the renewable energy/attribute (i.e. year of generation)
2021

Brand, label, or certification of the renewable electricity purchase
Other, please specify (Contract states that the developer does not own environmental attributes, but not explicit on label/registration/Adobe ownership.)

Comment
This project supplies our two Noida offices with most of their electrical needs and is located in the same region.

Country/area of renewable electricity consumption
United States of America

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
9180

Tracking instrument used
Contract

Total attribute instruments retained for consumption by your organization (MWh)
9180

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
Green-e

Comment
This project is procured by our managed colocated data center provider Equinix for California locations through Green-e wind RECs.

Country/area of renewable electricity consumption
United States of America

Sourcing method
Direct procurement from an offsite grid-connected generator e.g. Power Purchase Agreement (PPA)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
14341

Tracking instrument used
US-REC

Total attribute instruments retained for consumption by your organization (MWh)
14341

Country/area of origin (generation) of the renewable electricity/attribute consumed
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
Green-e

Comment
This project is procured by our managed colocated data center provider Equinix for Virginia locations through Green-e wind RECs.

Country/area of renewable electricity consumption
Singapore

Sourcing method
Unbundled Energy Attribute Certificate (EAC) purchase

Renewable electricity technology type
Small hydropower (<25 MW)

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
327

Tracking instrument used
I-REC

Total attribute instruments retained for consumption by your organization (MWh)
327

Country/area of origin (generation) of the renewable electricity/attribute consumed
Viet Nam

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
Please select

Comment
This project is procured by our managed colocated data center provider Equinix for our Singapore location.

Country/area of renewable electricity consumption
United Kingdom of Great Britain and Northern Ireland

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Sustainable Biomass

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
57895

Tracking instrument used
REGO

Total attribute instruments retained for consumption by your organization (MWh)
57895

Country/area of origin (generation) of the renewable electricity/attribute consumed
United Kingdom of Great Britain and Northern Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase
Please select

Comment
This project is procured by our managed colocated data center providers NTT and Equinix for United Kingdom locations.

Country/area of renewable electricity consumption
Ireland

Sourcing method
Green electricity products from an energy supplier (e.g. Green Tariffs)

Renewable electricity technology type
Wind

Renewable electricity consumed via selected sourcing method in the reporting year (MWh)
1116

Tracking instrument used
GO

Total attribute instruments retained for consumption by your organization (MWh)
1116

Country/area of origin (generation) of the renewable electricity/attribute consumed
Ireland

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Vintage of the renewable energy/attribute (i.e. year of generation)
Please select

Brand, label, or certification of the renewable electricity purchase

Please select

Comment
This project is procured by our managed colocated data center provider Equinix for our Ireland location.

C8.2j

(C8.2j) Provide details of your organization's renewable electricity generation by country in the reporting year.

Country/area of generation
United States of America

Renewable electricity technology type
Solar

Facility capacity (MW)
0.42

Total renewable electricity generated by this facility in the reporting year (MWh)
99

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were not issued (MWh)
99

Renewable electricity directly consumed by your organization from this facility in the reporting year for which certificates were issued and retired (MWh)
0

Renewable electricity sold to the grid in the reporting year (MWh)
0

Certificates issued for the renewable electricity that was sold to the grid (MWh)
0

Certificates issued and retired for self-consumption for the renewable electricity that was sold to the grid (MWh)
0

Type of energy attribute certificate
<Not Applicable>

Total self-generation counted towards RE100 target (MWh) [Auto-calculated]
99

Comment
Our Lehi building contains rooftop solar that is behind the meter and directly reduces our consumption from the electrical grid. It came online in 2021.

C8.2k

(C8.2k) Describe how your organization's renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.

In general, Adobe invests and advocates for additive renewable electricity projects that are located in proximity to our facilities. We believe in creating more renewable energy on the grid than would have otherwise been the case without Adobe's investment and to directly create positive impact in the local communities where Adobe operates. For example, Adobe, headquartered in San Jose, advocated for the city to transition to 100% clean energy using renewables, as opposed to offsets or unbundled renewable energy certificates for clean energy generated in other locations.

C8.2l

(C8.2l) In the reporting year, has your organization faced any challenges to sourcing renewable electricity?

	Challenges to sourcing renewable electricity	Challenges faced by your organization which were not country-specific
Row 1	Yes, not specific to a country/area	Due to global supply chain shortages and pandemic labor issues, two of our expected solar fields have not yet been placed into service and are experiencing delays. Adobe has signed on for these as an additive project versus an existing project because we believe in creating more renewable energy on the grid than would have otherwise been the case without our investment.

C9. Additional metrics

C9.1

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

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
Adobe FY21 GHG Assurance Review Letter.pdf

Page/ section reference
Pages 1-2

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
Adobe FY21 GHG Assurance Review Letter.pdf

Page/ section reference
Pages 1-2

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
Adobe FY21 GHG Assurance Review Letter.pdf

Page/ section reference
Pages 1-2

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
Scope 3: Capital goods
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)
Scope 3: Upstream transportation and distribution
Scope 3: Business travel
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
Adobe FY21 GHG Assurance Review Letter.pdf

Page/section reference
Pages 1-2

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
C8. Energy	Emissions reduction activities	ISO14064-3	As part of our annual verification process, the verifier reviews our renewable energy procurement activities.

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?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

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

Yes, our suppliers

Yes, our customers/clients

C12.1a

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

Type of engagement
Engagement & incentivization (changing supplier behavior)

Details of engagement
Run an engagement campaign to educate suppliers about climate change

% of suppliers by number
2

% total procurement spend (direct and indirect)
55

% of supplier-related Scope 3 emissions as reported in C6.5
66

Rationale for the coverage of your engagement
Adobe is committed to reducing its carbon footprint and encouraging others to do so as well. As part of our SBTi approved targets, Adobe leadership has tasked its Global Procurement team with focusing on influencing Adobe's suppliers to adopt Science Based Targets. Our strategic sourcing professionals are tasked with this initiative because these individuals are in the best position to capture value due to their close relationships with vendors. To encourage vendors to adopt Science Based Targets, the strategic sourcing professionals on Adobe's Global Procurement team invite vendors to set Science Based Targets at four milestones during the vendor relationship. These milestones are during the Formal Request (RFx) process, vendor onboarding, supplier business reviews and contract renewal. Engagement is focused on strategic suppliers who are typically suppliers with contracts > $500,000 and are classified as strategically important to Adobe's business or otherwise 'preferred'. We focus on these suppliers because they are important contributors to our emissions footprint and we have the most influence over this group of suppliers. During all RFx processes, Adobe's strategic sourcing professionals include a prompt inviting vendors to evaluate what they are currently doing to reduce their carbon footprint and, if not already in place, set a Science Based Target. Based on the responses from vendors to this question during an RFx process, strategic sourcing professionals may invite the vendor to take further action, or point that vendor to internal consulting resources available to guide vendors in the creation of a Science Based Target. Strategic sourcing professionals periodically hold Supplier Business Reviews (SBRs) with key vendors to improve and promote the health of the relationship. During these SBRs, strategic sourcing professionals ask vendors about their current emissions footprint, what the vendor is doing to reduce that footprint, if the vendor has a Science Based Target in place, and if not, if the vendor would be willing to set a Science Based Target.

Impact of engagement, including measures of success
Negotiations to continue vendor relationships are relatively high-leverage situations. Vendors are beginning to recognize that reducing their emissions and setting a Science Based Target provides a competitive advantage because it signals that their goods and services are appropriately costed to include the true cost to both the customer, and the environment. This gives companies like Adobe confidence that the vendor is taking appropriate steps to contribute to climate change mitigation. During contract renewal, strategic sourcing professionals may use emissions and Science Based Targets as points of leverage during the negotiation for the continuation of services. This is appropriate because committing to reducing emissions means a vendor's goods and services are appropriately costed, reducing future pricing risk. It also allows Adobe to use its leverage as a large purchaser of goods and services to encourage vendors to take the necessary steps, like setting a Science Based Target. Successful negotiation of contract requirements linked to supplier SBTs is therefore one of our measures of success. As we have a goal with the Science Based Targets Initiative (SBTi) to place at least 55% of our spend with suppliers with Science Based Targets by 2025, the percentage of suppliers (by emissions) with SBTi approved SBTs is our key success measure. As of the end of fiscal year 2021, 16% of suppliers by spend had an approved SBT and an additional 14% of suppliers by spend had committed to submit targets to SBTi, bringing the total percentage of suppliers with SBTi commitments to 30% (by spend). Adobe plans to continue to work with vendors to encourage them to reduce their GHG emissions and set Science Based Targets.

Comment

C12.1b

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

Type of engagement & Details of engagement

Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
Under Adobe's Technology to Transform pillar of our social impact framework, Adobe is committed to bringing transformational technologies to market, innovating around the responsible use of technology for the good of society, and enabling our customers, creators and communities to drive impact that creates a better world for all. This includes engaging our customers on how our products will help them meet their sustainability goals, through making 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. To assist Adobe in our commitment to helping our customers adapt to a new era in digital experiences, in 2021 Adobe introduced the first Adobe International Advisory Board (IAB). The IAB is a team of highly respected industry leaders that will advise Adobe in our commitment to helping our customers adapt to a new era in digital experiences, and partner with Adobe's own leadership team to address the changes affecting each of the sectors and markets we serve. Each of our six IAB members brings with them a wealth of leadership experience developed at the highest levels of business, government, and policy – including a member with sustainability expertise. The IAB, alongside Adobe leadership, will continue to help our international customers take on new challenges, not just by providing the technologies they need to transform their businesses, but also by offering them guidance and insight to support them on their journey. Adobe also intentionally engages with and celebrates our customers who are using our products to address important social and environmental issues through our Changemakers initiative. Through the initiative, for example, we encourage all customers to use Adobe products to help further innovation and creativity to address and reduce climate change impacts. Adobe rationale for engagement with this group of customers is based on our interest in working with customers who are using our products to address important social and environmental issues. We want to work with customers who can help us scale, extend the reach of, and amplify positive impact. All customers are eligible to be Changemakers.

Impact of engagement, including measures of success
Adobe products and solutions help Adobe Changemakers address social and environmental issues. Indicators of success for this strategy are shown through our recognized Changemakers and how they utilize tech for good, which are captured in case studies to support field enablement. To be considered for recognition as a Changemaker organizations have to answer the following two questions: (1) How are you leveraging Adobe technology to drive social or environmental impact? (2) How are you measuring the social or environmental impact of your changemaking Adobe solution(s)? To measure the success of customer impact we use the metric "percentage of Changemaker case studies featuring an environmental or sustainability theme". In 2021, 25% of the Changemaker case studies included a sustainability or environmental savings theme. An example of a Changemaker case study is Planet Forward, an organization that empowers students to lead conversations on global environmental issues and create change through visual storytelling. Planet Forward has amplified the voices of student correspondents from 25 U.S. universities to teach and inspire. Students have published over 5,000 stories on environmental and sustainability issues to date, including capturing voices from the front lines of climate change.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?
Yes, suppliers have to meet climate-related requirements, but they are not included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement
Setting a science-based emissions reduction target

Description of this climate related requirement
Suppliers are encouraged to set SBTs during the Formal Request process, vendor onboarding, supplier business reviews and contract renewal. As an example of a climate-related requirement that is integrated to our strategic sourcing process, we require all suppliers to review and confirm acceptance of Adobe's Business Partner Code of Conduct (CoC) or otherwise propose an alternative for Adobe's consideration. The current CoC includes the following clause related to energy consumption and GHG emissions: "Business partners are to aim to track and document all relevant Scopes 1 and 2 greenhouse gas emissions, at the facility and/or corporate level, and to look for cost- effective methods to improve energy efficiency and to minimize their energy consumption and greenhouse gas emissions. And, as part of our SBTs, supplier business partners need to consider implementing their own SBTs as well as 100% renewable energy goals, due to their impact on Adobe's Scope 3 emissions." While all suppliers must confirm acceptance of the Business Partner CoC we have reported 55% as the percentage of suppliers by spend that must comply with this climate-related requirement because we are targeting 55% of our suppliers by spend to have an SBT by 2025. We have reported 30% of our suppliers by procurement spend in compliance with this climate-related requirement as this is the percentage of our suppliers by spend who are current SBTi participants (approved and committed).

% suppliers by procurement spend that have to comply with this climate-related requirement
55

% suppliers by procurement spend in compliance with this climate-related requirement
30

Mechanisms for monitoring compliance with this climate-related requirement
Certification

Response to supplier non-compliance with this climate-related requirement
Retain and engage

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage directly with policy makers

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

No, but we plan to have one in the next two years

Attach commitment or position statement(s)

<Not Applicable>

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

Adobe's climate strategy includes established goals regarding the reduction of energy and greenhouse gas emissions, increased use of renewable energy, and conservation of natural resources. Adobe recognizes the importance of ensuring our public policy engagement activities are aligned to our overall climate change strategy. Adobe has engaged in public policy advocacy when commitments Adobe has made are consistent with specific public policy initiatives (an example, because of our all-electric North Tower construction project, we advocated for building code initiatives and policies that prioritize all-electric buildings, optimize energy use and reduce emissions in the building sector). In our work with NGOs such as Ceres, the Renewable Energy Buyers Alliance, The Science Based Targets Initiative, World Resources Institute, World Wildlife Fund, Rocky Mountain Institute, and Business for Social Responsibility, we are kept up-to-date on new regulations, legislation, and standards. It is in partnership 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 influence Adobe's climate strategy. Adobe directly engages with these stakeholders to ensure that we have a voice in policy and regulation regardless of whether the company completely supports the new standards or has alternative viewpoints. Adobe's Sustainability Strategist, or Head of Sustainability, meets quarterly with the Sustainability Leadership Council to coordinate on our overall climate change strategy, with involvement from our General Counsel. The Sustainability Leadership Council consists of leaders representing Social Impact, Employee Workplace Solutions, Government Affairs, Procurement and Product, and is supported by leaders representing additional functions including legal, investor relations, vendor management, data centers, ESG, and communications.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.3a

(C12.3a) On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate
Renewable energy generation

Specify the policy, law, or regulation on which your organization is engaging with policy makers
Executive and congressional efforts to advance clean energy investments

Policy, law, or regulation geographic coverage
National

Country/region the policy, law, or regulation applies to
United States of America

Your organization's position on the policy, law, or regulation
Support with no exceptions

Description of engagement with policy makers
In October and December of 2021, Adobe signed letters urging U.S. lawmakers to advance strong climate and clean energy measures as part of their legislative efforts on infrastructure. This is consistent with other action we have taken in support of federal clean energy policies. For example, in April 2021, Adobe signed an open letter to President Biden in support of the administration's commitment to climate action and to support a federal climate target to reduce emissions. As follow on to the letter, Adobe's executives directly engaged with policy makers to stress our support and commitment.

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation
<Not Applicable>

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate
Renewable energy generation

Specify the policy, law, or regulation on which your organization is engaging with policy makers
Energy Buyer Federal Clean Energy Policy statement

Policy, law, or regulation geographic coverage
National

Country/region the policy, law, or regulation applies to
United States of America

Your organization's position on the policy, law, or regulation
Support with no exceptions

Description of engagement with policy makers
Organized by the Clean Energy Buyers Association (CEBA), in January 2021 Adobe signed on to support an Energy Buyer Federal Clean Energy Policy statement on grid decarbonization. The statement calls on the federal government to implement policies to accelerate the transition to a zero-carbon power sector and expand access to clean energy for customers.

Details of exceptions (if applicable) and your organization's proposed alternative approach to the policy, law or regulation
<Not Applicable>

Have you evaluated whether your organization's engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

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

Status
Complete

Attach the document
ADBE-10K-FY21-FINAL.pdf

Page/Section reference
28, 34

Content elements
Risks & opportunities

Comment

Publication
In mainstream reports

Status
Complete

Attach the document
ADBE-Proxy-2022.pdf

Page/Section reference
5 of document (Section: Environmental, Social and Governance) - 6 (Section: Governance & ESG Oversight)

Content elements
Governance
Strategy
Emission targets

Comment

Publication
In voluntary sustainability report

Status
Complete

Attach the document
Adobe-CSR-Report-2021.pdf

Page/Section reference
3, 4, 10, 13, 25-28

Content elements
Strategy
Emissions figures
Emission targets
Other metrics
Other, please specify (Sustainable Products)

Comment

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	No, and we do not plan to have both within the next two years	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	No, and we do not plan to do so within the next 2 years	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	No, and we do not plan to assess biodiversity-related impacts within the next two years	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	No, and we do not plan to undertake any biodiversity-related actions	<Not Applicable>

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
No publications	<Not Applicable>	<Not Applicable>

C16. 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.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Executive Vice President, General Counsel & Chief Trust Officer, and Secretary to the Board of Directors	Director on board

SC. Supply chain module

SC0.0

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

SC0.1