



JI



[About us](#) 

[Our work](#) 

[Why disclose?](#) 

[Become a member](#) 

[Data and insights](#) [Help Center](#)[Guidance & questionnaires](#)[Contact](#)[Language](#) [Location](#)

JI



Investor CDP 2014 - Adobe Systems, Inc.

Module: Introduction

Page: Introduction

CC0.1

Introduction

Please give a general description and introduction to your organization.

Adobe is changing the world through digital experiences. Our tools and services allow our customers to create ground-breaking digital content, deploy it across media and devices, measure and optimize it over time, and achieve greater business success. We help our customers make, manage, measure, and monetize their content across every channel and screen.

At Adobe, we believe a creative world sustains itself. We continue to strive to exceed industry certification standards and maximize efficiency with cutting-edge technology — all while empowering employees to create a culture of environmental sustainability.

Founded in 1982, Adobe has grown to more than 11,000 employees in 86 locations around the world and annual revenues in excess of \$4 billion. Adobe integrates products from both Digital Media and Digital Marketing, to create a comprehensive suite of solutions and services to deliver innovation and productivity. Major acquisitions, including Macromedia in 2005, Omniture in 2009, Echosign in 2012, and Behance in 2013 furthered the growth of the company and facilitated Adobe's entry into the world of on-line site

analytics. Adobe products are well known and include Digital Media (including Creative Cloud, Photoshop, Illustrator, and InDesign); Adobe Marketing Cloud Solutions (such as Adobe Analytics, Adobe Social, and Adobe Experience Manager); and other Digital Enterprise Solutions (i.e. Adobe Connect and LiveCycle). From its inception, Adobe is committed to responsibly managing the impact of our operations and has consistently taken a strong, pro-active approach to resource conservation, waste reduction, environmental protection, and sustainability, including the goal of achieving carbon neutrality. Adobe was the first company to earn LEED (Leadership in Energy and Environmental Design) Certification through the US Green Building Council at the Platinum level (the highest level possible) in June 2006. Today, Adobe has continued certification resulting in over 70% of its entire workspaces being LEED certified. Adobe has also directly reduced and/or avoided its Scope 1 and Scope 2 carbon emissions through sustainability initiatives for its owned and managed buildings in the United States by 51%, and through purchase of RECs and VERs, Adobe has offset its total Scope 1 and 2 emissions by 100%. Adobe employs an aggressive waste diversion policy in all of its owned and controlled buildings. Currently, this initiative has resulted in Adobe facilities diverting 97% of its waste overall within the US. For its leased suites, Adobe has a comprehensive sustainability checklist listing 100 energy conservation and sustainability measures which are reviewed quarterly to showcase each site's performance and to generate competition between Adobe's managers to undertake additional sustainable initiatives. Additionally, the company has installed wind energy turbines at its San Jose campus, and fuel cells at its San Jose and San Francisco campuses. Together, these alternative sources of energy provide approximately 28% of Adobe's total electricity demand for their San Jose headquarters buildings, and 50% for their San Francisco buildings, which together represent approximately 42% of Adobe's total global portfolio.

It is important to note that Adobe has taken steps to assess and reduce its Scope 3 emissions throughout 2013 by involving our own employees. We installed 16 multi-user charging stations so our employees have the incentive to purchase electric vehicles. We provide site-specific alternative commuting options so our employees can use no or low carbon ways to get to work each day. Our Green Teams are a key resource in launching meaningful environmental programs. And we measure all employee business travel with the goal of reducing it wherever possible.

Now more than ever, Adobe enables our customers to be more sustainable through their use of our products. Products such as Adobe Connect, EchoSign, LeanPrint and now Creative Cloud are designed to help our customers reduce their footprint. The company has worked to increase the percentage of its product sold digitally, thereby reducing product packaging, transportation logistics, and necessary recycling. In 2013, an estimated 76% of Adobe licensed products were delivered through an electronic channel. And for product still sold with any material packaging, Adobe has worked to reduce the amount, and to use as much recycled content in its packaging as possible.

CC0.2

Reporting Year

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year. Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Tue 01 Jan 2013 - Tue 31 Dec 2013

Sun 01 Jan 2012 - Mon 31 Dec 2012

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. This selection will be carried forward to assist you in completing your response.

Select country
United States of America
Rest of world
India

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

CC0.6

Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sectors, companies in the oil and gas industry, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco sectors should complete supplementary questions in addition to the main questionnaire.

If you are in these sectors (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page.

If you want to query your classification, please email respond@cdp.net.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see

<https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Individual/Sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

The name of the committee with responsibility for climate change in 2013 is the Management Review Committee headed by the CEO of the company. The Director of Corporate Social Responsibility, as well as the SVP of People and Places and the CMO are tasked with implementing the programs and initiatives and reporting back to the committee.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator
---	------------------------	------------------------------------

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator
Facility managers	Monetary reward	Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Achieving EPA Energy Star Certification Ratings; Achieve Annual Water Usage Reduction Goals; Achieve Annual Solid Waste Diversion Goals (diversion of solid waste from landfill through a combination of composting and recycling)
Energy managers	Monetary reward	Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Achieving EPA Energy Star Certification Ratings; Achieve Annual Water Usage Reduction Goals; Achieve Annual Solid Waste Diversion Goals (diversion of solid waste from landfill through a combination of composting and recycling)
Other: Environment/sustainability managers	Monetary reward	Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Achieving EPA Energy Star Certification Ratings; Achieve Annual Water Usage Reduction Goals; Achieve Annual Solid Waste Diversion Goals (diversion of solid waste from landfill through a combination of composting and recycling)
Business unit managers	Monetary reward	Meeting Annual Carbon Emissions Reduction Targets; Meeting Annual Energy Use Reduction Targets; Meeting Annual Water Reduction Targets.
Management group	Monetary reward	Sustainability and energy management performance is tied to bonus and promotion based on achieving energy and emission targets
Director on board	Monetary reward	Sustainability and energy management performance is tied to bonus and promotion based on achieving energy and emission targets.
Corporate executive team	Monetary reward	Sustainability and energy management performance is tied to bonus and promotion based on achieving energy and emission targets.

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported	Geographical areas considered	How far into the future are risks considered?	Comment

Frequency of monitoring	To whom are results reported	Geographical areas considered	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Individual/Sub-set of the Board or committee appointed by the Board	All global geographical areas where Adobe has facilities are considered.	3 to 6 years	In 2013, Adobe's Management Review Committee, which comprises of the CEO , SVP's and others including the director of Corporate Sustainability, meet quarterly to discuss current and future sustainability issues, trends and initiatives. Risks and mitigation initiatives, as well as opportunities are discussed, such as power mix issues in certain locations and the availability of renewable power in others demonstrating the need to move more data centric functions to the latter locations. Product opportunities, especially with the acquisition of Echosign (which allows online signatorial capabilities) and Connect (Adobe's teleconferencing software) are also discussed.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

Adobe's climate strategy is intertwined with its business strategy, both being intrinsic to Adobe's success. At the company level, Adobe's Management Review Committee (MRC), which includes the CEO, evaluates both enterprise wide and climate risks and opportunities. Members of different departmental groups including Global Workplace Solutions (GWS-Facilities and Real Estate Management), Supply Chain, Legal, Purchasing, Finance, and IT groups continuously report to the MRC Committee the status of different sustainability program and initiatives undertaken during the previous six months. The MRC reviews the material with an aim to both educate and set future goals. Departmental members read industry literature and attend workshops and seminars regularly in order to stay informed regarding climate related issues, changes in regulations, market structures, and other factors that could affect business, both locally and globally. In 2013 Adobe decided to expand its operations in India. To mitigate the risk of power shortages and diesel usage, the MRC decided to construct only green buildings in India to house the newly expanded operations, as green buildings are historically proven to curtail power usage and carbon emissions. At the asset level, site managers ensure that the site complies with local and federal regulations, prepare for energy costs and availability issues, as well as plan for any natural disaster that could disrupt business practices, including the potential effects of global warming. Each Adobe facility shares best practices with regard to energy and resource management and reduction of carbon emissions. Generally, best practices become standardized and are incorporated into Adobe's overall strategy.

CC2.1c

How do you prioritize the risks and opportunities identified?

Adobe prioritizes the risks and opportunities identified through a combination of regulatory requirements, life-cycle costs, and reputational factors. Both short term and long term risks are analyzed in this manner. Both are assessed every six months against existing company goals and investments. In 2013, the reputational risks and the life-cycle costs and emissions associated with creating physical product have driven the opportunity of the digital download program to become the dominant form of product availability. However, the related risk of power consumption and power mixes as well as the locale

of the COLOs and main data centers that support the program has caused Adobe to delve deep into the procurement of renewable power. Environmental considerations and workplace and planet health are also taken into account during the prioritization process. In India, for instance, although new green sites are being constructed, existing sites are also being retro-commissioned with low cost methods to assist in lower power consumption and reduced carbon emissions. In 2013, solar film was placed on the Bangalore facility as a way to reduce energy and carbon emissions.

Similarly, in 2013, when other companies' reputational risks presented a pressing need to digitally sign documents and reduce business travel, reducing Scope 3 emissions and reducing environmental impact, for Adobe it led to the advancement of Echosign and Adobe Connect.

CC2.2

Is climate change integrated into your business strategy?

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

i) How the business strategy has been influenced, i.e. the internal process for collecting and reporting information to influence the strategy; Adobe has always been a strong advocate for the conservation of natural resources, and therefore its business model and products are closely tied with its climate action plan. Adobe's climate change strategy is influenced by the attribute of climate change to develop a green business, and both short and long term goals are assessed. In 2013, Adobe's business strategy was influenced by departments with direct impact on Adobe's climate action plan, such as management, Global Workplace Solutions, Corporate Social Responsibility, Supply Chain, IT, and others to develop products and initiate product delivery methods that would curtail and mitigate not only Adobe's emissions, but those of other companies as well. These groups collected data for each facility based on country regulations, environmental criteria and previous goals set by the Management Review Committee (MRC). They reported this data and the status of sustainability programs, initiatives and trends to the MRC every quarter to six months, to further the business and climate strategies. The MRC is thus presented a climate action picture of each region allowing them to granularly affect Adobe's climate strategy. For instance, as a software provider, one of the most important aspects towards reduction in emissions and resource impact, is the procurement and availability of renewable power in all facilities, and reduction in use of existing non-renewable power. Therefore, due to lack of such renewable power for a majority of the COLOs, Adobe built its own state-of-the-art LEED Gold certified data center to ensure that less power will be used, resulting in reduced carbon emissions.

ii) Climate change aspects that have influenced this business strategy: Adobe's climate change strategy is linked to climate change risks and opportunities and is influenced by the aspect of climate change to develop a green business. Adobe wants to grow the company with minimal impact to natural resources. Hence, Adobe first targeted product delivery methods that would minimize need for virgin or recycled paper and water and other resources to develop packaging and emissions from fuels for transportation, as a direct result of consumer and reputational risk assessments. In addition, based on risk analysis of existing data centers and COLOs and their power utilization, Adobe decided to have a green data center that would utilize less power, and subsequently generate fewer emissions while efficiently delivering product digitally. Fuel taxes and regulations were analyzed in key locations. This study demonstrated that electricity requirements during peak demand times resulted in higher costs and electricity usage, resulting in greater carbon emissions. Adobe researched technologies that would curtail these demand spikes and began the process of implementing them. And the Stem batteries will be implemented at Adobe in 2014.

iii) Most important components of climate change that have influenced short term strategy: At Adobe, short term strategy are impacts that are felt over the course of one year. As such, the most important components of meeting the short term business strategy include reduction in operating costs by energy efficiency projects like retro commissioning the boilers and mitigating fuel and energy taxes and regulations, and the reputational effects of reduction of packaging, which improve Adobe's brand. These short term impacts are also mirrored in the long-term strategy. Adobe wanted to reduce energy consumption while increasing headcount in its owned facilities. Hence the SmartFloor concept was

introduced. An existing floor was opened up with an open floor plan integrated with Adobe's teleconferencing technology, Adobe Connect, and with a cohesive energy monitoring plan. The new floor housed 50% more employees and concurrently reduced energy and related carbon emissions by 60%. The success of the Smart Floor and the open floor concept with respect to reduction in energy usage and related carbon emissions and increased headcount on a floor was replicated in many locations.

iv) Most important components of climate change that have influenced long term strategy: Long term strategies, which are five years into the future, are also influenced by climate change aspects, specifically to Adobe's energy and emission reduction targets (20% Scopes 1 and 2 by 2014). With the advancement of the digital delivery system, the location of facilities with respect to availability of abundant, affordable and largely green energy and the development of sustainable data centers are critical to Adobe's long-term strategy. The new data center in Oregon was sited due to the abundance of clean energy in Oregon and the ability to utilize the cold temperatures of Oregon into the data center design using the natural cooling and thereby reducing energy and carbon emissions. Similarly in India, where retrofitting existing buildings with new energy initiatives was proving too costly, Adobe decided to construct green LEED-certified facilities that would ensure resource conservation, reduce energy usage, mitigate carbon emissions, and provide a healthy workplace for the employees. All these initiatives reduce operating costs, create a healthy work environment, and strengthen Adobe's image.

v) How is this gaining strategic advantage over competitors: Adobe differentiates itself from its competitors by developing tools and services that allow customers to create groundbreaking digital content, by running its operations sustainably, and by also developing products that reduce the need for printed paper and for physical travel. In this industry niche, Adobe has market share.

vi) Most substantial business decisions driven by climate change: The most substantial business decisions that have been made in 2013 that have been influenced by climate change aspects are those that develop green business, enhance reputation, and reduce emissions as listed in the previous paragraphs: the development of Adobe's Echosign technology that allows digital signatures eliminating the need for paper; the implementation of the Smart Floor and open floor concept to increase the headcount on a floor with integration with Adobe Connect while reducing energy and subsequent emissions; the increase in digital downloads to the now 77% of Adobe's overall sales; and the siting of Adobe's new data center in central Oregon with its abundance of clean energy in an area which is less susceptible to the impacts of climate change than other areas.

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

- Direct engagement with policy makers
- Trade associations

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
----------------------	--------------------	-----------------------	-------------------------------

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
Clean energy generation	Support	As part of Adobe's ongoing commitment to purchasing renewable power, Adobe participated in early discussions of the first commercial Community Choice Aggregation (CCA) in the Silicon Valley. The CCA was adopted in CA in 2002, but thus far no aggregation was implemented for companies. This act allows for entities in California to group together and effectively form their own utility company and dictate and purchase the power mixes required. In CA, the power will be 100% green. Adobe was invited to participate based on the company's implementation of many energy efficiency projects and general understanding and interest in the topic.	Adobe researched this initiative to see how it can benefit the company. In the Silicon Valley, and specifically for the San Jose and San Francisco campuses, this initiative (if viable) would provide 100% green power and would completely eliminate Adobe's Scope 2 emissions for these sites. Adobe finds merit in this solution and is currently researching along with other companies to see how to implement this solution.
Clean energy generation	Support	Adobe is a founding member in BSR's (Business for Social Responsibility) -- Future of Internet Power Group to work with other technology peer companies as a consortium to increase the renewable energy percentage in utility company's power mix.	In 2013, Adobe reached out to pertinent utilities, researched and quantified the types of power supplied to the sites, and requested information regarding purchasing renewable energy.
Other: Low carbon, low impact buildings and building materials	Support	Adobe is a founding member of the USGBC's Building Health Initiative. The goal: to make all new construction, and renovation of older buildings, with less environmental impact and subsequently, have a positive effect on human health	Implementation of Environmental and Health Product Disclosures (EPD's and HPD's), as part of LEED v4.0, for all new and existing building projects.

CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
United States Green Building Council	Consistent	The United States Green Building Council proposed standards and supports legislation regarding green and sustainable building construction, practices and maintenance, including mitigation of energy and resource usage, resulting in lower carbon emissions.	Adobe's Director of Corporate Social Responsibility is a Board Member of the Northern California Chapter. In this capacity, Adobe will be in the forefront and in front of any new regulation that is generated to mitigate carbon emissions via better building and energy practices.

CC2.3h

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

Adobe has established goals regarding reduction of energy, water, solid waste, carbon emissions and conservation of energy and natural resources. Upon learning of future new regulations and standards, Adobe meets with appropriate parties such as the regulators, energy commissions, utility companies, sustainability groups and other entities to understand these regulations and how they will affect Adobe's current climate policies. Adobe directly engages with the appropriate groups to ensure that they have a voice in the regulation regardless of whether the company completely supports the new standards or has alternative view points. In 2013, Adobe hired on its first Sustainability Strategist to further assist in the education of climate change. In this manner, Adobe ensures that its overall sustainability and climate strategy are meeting the standards.

Further Information

Adobe analyzed fuel taxes and regulations in key locations, and implemented workspace methodology to increase headcount in these locations while reducing energy and subsequent Scope1 and 2 emissions. Hence, the Smart Floor concept was introduced, where an existing floor would be remodelled allowing consistent natural light and integrating Adobe's teleconferencing technology, Adobe Connect, with a comprehensive energy management and monitoring plan. Adobe not only uses this system in its existing facilities, but also implements it in new ones. • In 2013, Adobe leased another facility on San Francisco and modified the site to Smart Floor standards, which resulted in an increased headcount in the facility, while reducing the energy and subsequent carbon emissions by 65% from previously measured values. Adobe's product that is sold in retail establishments were thought to have too much packaging, possibly giving an environmentally detrimental impression to Adobe's customers. As a direct result of consumer and reputational risk assessments, the Supply Chain group reduced the packaging by 80% in 2013, and thereby reduced Scope 3 emissions. And in our products and product delivery: • Adobe Connect, a web conferencing solution for web meetings, eLearning and webinars, creates an engaging virtual communication experience that is a viable substitute for most business travel. Since business travel makes up the majority of Scope 3 emissions, this product has immense potential to slash users' GHG emissions. With the Connect licenses that have been sold and assuming a moderate use rate (20 percent physical meetings replaced by virtual), we estimate that the GHG savings from Connect use range from 1000 to 1500 metric tons, based on calculations using the GHG Protocol for carbon emission factors and average travel distances taken from the EPA and other governmental agencies. • Adobe® EchoSign® is the electronic signature solution that allows our customers to securely sign any document, anywhere, digitally. The environmental impact of EchoSign is remarkable. For every 1 millions signatures using EchoSign instead of traditional print, sign, fax, close to 3 million gallons of water, 250,000 pounds of waste, and 1,000, 000 pounds of wood is saved. Because of this environmental savings, we created our own Green Meter so that our customers understand how this product is helping make them more sustainable by saving

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs1	Scope 1+2	51%	20%	2012	16590	2014	<p>Adobe voluntarily participated in the United States Green Building Council's Better Building Challenge and was tasked with reducing 20% of its energy, water, carbon emissions, and waste by 2015 for its large California facilities, which is comprised of the San Jose and San Francisco facilities. The base year was set to 2012 by the participants of the challenge which included many large tech companies. As part of the challenge, Adobe tracked its reduction in energy usage, reduction in water usage, subsequent carbon emission reduction, and waste minimization. Adobe has almost achieved its goals.</p>

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs2	Scope 3: Downstream transportation and distribution	10%	80%	2013	10444	2016	In order to reduce emissions from transportation and logistics of product and minimize resource impact of packaging, Adobe has voluntarily moved towards digital download of its product. The goal is to achieve 80% download of product by 2016. In 2013, 76% of the product was downloaded and only 24% was physical product.
Abs3	Scope 1+2	63%	100%	2012	25094	2015	In 2013, Adobe voluntarily set a goal to attain carbon neutrality not only in the owned and controlled facilities in North America. Our plan is to reduce, avoid or off-set through on-site generation, 100 % of Adobe's base year Scope 1 and Scope 2 emissions by 2015, in the owned and controlled sites in North America, and to off-set remaining Scope 1 and Scope 2 emissions through the purchase of carbon credits.

CC3.1d

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment

ID	% complete (time)	% complete (emissions)	Comment
Abs1	75%	80%	Due to implementation of sustainability initiatives such as retrocommissioning the existing boilers and through the Smart Floor concepts, Adobe has reduced overall energy usage and subsequent carbon emissions by 80%. The remaining projects which include other energy saving measures, such as LED lights will allow Adobe to achieve its goal by 2014.
Abs2	75%	80%	In 2013, Adobe's product was digitally downloaded by 76%, cutting downstream transportation emissions by 80%. Adobe is at 95% of its overall goal and will achieve its 80% commitment by 2016.
Abs3	75%	57%	In 2013, Adobe implemented energy efficiency measures for electricity conservation and purchased of RECs that offset 100% of Adobe's Scope 2 emissions. Adobe also conducted energy efficiency initiatives to reduce natural gas and diesel usage which mitigated Scope 1 emissions. Overall with these two measures, Adobe has reduced its overall Scopes 1 and 2 emissions by 57%. Adobe also purchased VERs to offset its Scope 1 emissions, and hence the company effectively has mitigated 100% of its Scope 1 and 2 emissions.

CC3.2

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

Yes

CC3.2a

Please provide details of how the use of your goods and/or services directly enable GHG emissions to be avoided by a third party

Although Adobe products do not affect direct Scope 1 and Scope 2 emissions, they do mitigate Scope 3 emissions. Adobe Connect, a web conferencing solution for web meetings, eLearning and webinars, creates an engaging virtual communication experience that is a viable substitute for most business travel. Since business travel makes up the majority of Scope 3 emissions, this product has immense potential to slash our customers' GHG emissions. Estimating about 25000 Connect licenses that have been sold in 2013 and calculating over 4 billion meeting minutes used, we can assume a moderate to heavy use rate (45% physical meetings replaced by virtual), we estimate that the annual GHG savings from Connect use range from 5000 to 7000 metric tons of CO₂e for a company, based on calculations using the GHG Protocol for carbon emission factors and average travel distances taken from the EPA and other governmental agencies, and GWP values of 1, 25, and 298 for CO₂, CH₄, and N₂O, respectively. The GWP values were obtained from IPCC Fourth Assessment. Our methodology was based on the GHG Protocol and the average travel distances taken from the guidance from EPA Climate Leaders, based on our assumptions are that there are 50% short haul, 30% medium haul, and 20% long haul flights per year for a given company and based on estimates from our travel provider. Adobe Echosign allows digital signatures thus mitigating the need for printing paper. In 2013, Echosign has saved over 1.3 million sheets of paper, that translates to roughly 1500 metric tons of carbon emissions from solid waste. The carbon values were calculated using carbon emission factors from the IPCC Fourth Assessment and the GHG Protocol. We are not considering originating these credits currently for any mechanism.

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO₂e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	11	64
To be implemented*	2	53
Implementation commenced*	2	540
Implemented*	6	42052
Not to be implemented	1	613

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative, years	Comment
Energy efficiency: Processes	All boilers in the San Jose campus of Adobe (3 buildings) were retro-commissioned resulting in higher efficiency, lower gas usage, and therefore lower Scope 1 emissions. This was a voluntary activity.	722	111205	173698	<1 year	Estimated lifespan of this project is about 5 years.	The boilers utilize natural gas and are used to heat the facility and the water.

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative, years	Comment
Energy efficiency: Building services	Occupancy controls and sensors for lighting and HVAC were placed in all the conference rooms and high utility rooms in the facility resulting in lower energy consumption and thus lower Scope 1 and Scope 2 carbon emissions. This was a voluntary activity.	46	15251	43430	1-3 years	Estimated life span is about 5 years.	If the sensors do not sense movement, bit HVAC and lighting turns off in the room.

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative, years	Comment
Energy efficiency: Building fabric	Four floors of two facilities were transformed utilizing the Smart Floor technology that uses an occupancy controlled day lighting system with integrated neighborhood type HVAC and lighting sensors with consistent monitoring of the floors' energy usage. This is a voluntary activity.	3058	62514	273910	1-3 years	Estimated life span is about 10 years based on the equipment.	Floors in both San Francisco and San Jose were modified.
Low carbon energy purchase	Adobe purchases Renewable Energy Credits (RECs) generated from wind and landfill gas capture for its sites in New York, Virginia, San Jose, San Francisco, and Lehi in the US; Maidenhead in the UK; and Ottawa in	40265	0	83614	1-3 years	RECs have a lifetime of 1 year.	

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative, years	Comment
	Canada. RECs were also purchased for the Hillsboro Data Center that Adobe built in Oregon to complete Adobe's goal of having all main owned and controlled sites in North America achieve carbon neutrality. These RECs offset 40265 metric tons of carbon and were purchased voluntarily.						

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Particularly in the San Francisco Bay Area in California, many sustainability measures have been mandated through legislation. In some cases, Adobe has even testified on behalf of passing this legislation. In every case, Adobe management strives to be at minimum compliance; in most cases going well beyond mere compliance.
Dedicated budget for energy efficiency	Adobe has a dedicated budget for its very comprehensive energy efficiency program, and has had for over ten years. This budget is prepared by the facilities group and overseen by the Head of Environmental Programs. The Management Review Committee, made up of the CEO, CFO, vice president of human resources, and the head of Corporate Social Responsibility, reviews and approves the final budget.

Method	Comment
Dedicated budget for low carbon product R&D	Many of Adobe products, such as Adobe Connect, Adobe Acrobat, and Adobe Connect (TM), LeanPrint, and EchoSign allow users to operate more sustainably - virtually - using electronic media in place of paper and ink or physical travel. These "green" products which enable resource use and emissions reduction, are major core deliverables for Adobe, with dedicated budget for continued development.
Employee engagement	Adobe employees are encouraged to engage in the sustainability decisions of the company and, in fact, play a major role in developing many of Adobe's sustainability programs. Adobe employees have formed a Green Team under the sponsorship of the company that is made up nominally of about 11% of the total employee population. The Green Team receives 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 and implementing SunShares, a program that allows employees to purchase photovoltaic solar systems for their homes at reduced rates with optimal financing.
Financial optimization calculations	As the CFO and Vice President of Operations review all investment decisions in sustainability-related and emissions reduction projects, careful financial analysis is completed to assess the viability of each initiative. Market research, benchmarking, and investment modeling are employed to justify environmental projects. Furthermore, original research into the relationship between return on equity and market value has been conducted.
Partnering with governments on technology development	Adobe has partnered with a number of government agencies including National Aeronautics and Space Administration (NASA), General Services Administration (GSA), Lawrence Berkeley Labs (LBL) and Center for Built Environment (CBE), making presentations, touring Adobe's facilities, and sharing best practices, including Adobe's state-of-the-art monitoring system, IBIS (Intelligent Building Interface System) which Adobe uses to monitor and strategize carbon emissions, energy usage, water usage, and alternative energy production.
Other	Voluntary compliance with standards developed by organizations such as Australia's NABERS, U.S. Environmental Protection Agency's Energy Star for Buildings, and the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) programs have been pivotal to shaping Adobe's emissions and energy reduction strategy. Adobe currently operates twelve LEED-certified facilities across the globe, with twenty-three LEED certifications between them. (Some buildings were certified both under new construction certification program as well as the on-going building operations program) Adobe's buildings were the first buildings to be certified at the Platinum level (the highest level possible) under the permanent LEED for Existing Buildings Program; Adobe has the oldest building certified at the Platinum level; and Adobe's buildings have been listed as the greenest buildings in the world.

Further Information

Page: CC4. Communication

CC4.1

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	Page/Section reference	Attach the document
In voluntary communications (underway) – previous year attached	1	cr-reports-2012.html
In voluntary communications (underway) – previous year attached	Sustainability - pg 6	cr-data-summary-2008-2012.pdf

Further Information

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Risks driven by changes in regulation

Risks driven by changes in physical climate parameters

Risks driven by changes in other climate-related developments

CC5.1a

Please describe your risks driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications
-------------	-------------	------------------	-----------	------------------	------------	---------------------	----------------------------------

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	
Carbon taxes	Conservation of natural resources and a reduction in those resources themselves, results in higher costs for fuel and energy, essential in effectively running a business. These costs translate into higher energy and lease fees and other subsequent costs for Adobe, which could dictate where facilities are located and what types of business units could exist. Adobe currently pays these taxes in certain countries where it has facilities, such as offices in Europe, India, China and potentially the US.	Increased operational cost	1 to 3 years	Direct	Likely	Medium-high	New rulings and initiatives may involve upfront costs, such as hiring consultants to assist the process of understanding new regulations and other impacts, and costs of meeting these requirements. For quantitative costs, including total electricity and carbon tax costs, along with the costs above for USA, Europe, China, and India can be around \$1.2 million. These costs are derived from the actual utility costs and estimation of the potential carbon taxes based on specific locations.	Ad en pro da \$ 2 inc Sr eq ret an ele co 17 pro in ele ov ga of wa fro thr co co rec the alc rec als Re Cr Sc in cer the
Product efficiency regulations and standards	Commercial buildings use the greatest amount of energy, and subsequently are directly responsible for increased carbon emissions due to the energy usage	Increased operational cost	3 to 6 years	Direct	Virtually certain	Medium-high	New initiatives involve consultants to scope out locations and research power mixes and regulations, leases and	Ad ma thi en fac cer bu Le En En

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Dependencies
	<p>and the building materials themselves. Regulations and standards have been instituted globally, such as the EU Energy Performance of Buildings Directive or AB-32 in California, that dictate the energy measures, efficiency initiatives, and reporting procedures that buildings need to take in order to cut down on emissions. With over 85 facilities globally, and as Adobe moves towards digital delivery, these initiatives and related costs translate into higher leasing fees, higher costs for fuel, and a general re-definition of the types of facilities that Adobe can lease globally. As the company grows and more commercial sites as well as data center locations are scoped, Adobe faces exposure to this risk if certain facilities are deemed</p>						<p>per building/leased facility.</p>	<p>De un Sta Co ce pr str ap en: fac its thr cre En Atr LE ser Ad ce da LE sta</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial impact
Product efficiency regulations and standards	<p>In the case of product efficiency regulations and standards, such as the EU Energy Performance of Buildings Directive or AB-32 in the US, Adobe can easily meet these initiatives. Through this strong environmental commitment, Adobe would meet and/or exceed these regulations and standards by certifying them via LEED or BREAM, and operating sustainably and thus be more desirable. This could generate an increased demand in Adobe's products and services.</p>	Increased demand for existing products/services	>6 years	Direct	Virtually certain	High	<p>Adobe products will be more attractive to the consumer. Adobe is not the standard and is unsustainable, resulting in a great reputational opportunity to generate an estimated 10% of total overall revenue of \$4.05 billion.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications
Emission reporting obligations	Reporting guidelines are becoming increasingly stringent and monitored. Adobe's products allow easy capture of the emissions and thus will be able to meet the standards easily. Adobe product will also be desirable for furthering these goals. Adobe's products can be used easily and can be downloaded digitally, reducing carbon emissions from transportation, having minimal impact on the environment, and thus reducing operational costs.	Reduced operational costs	1 to 3 years	Direct	Virtually certain	High	As emission reporting guidelines are made, Adobe will not only be able to capture emission data quickly but the emission reporting companies will come to Adobe to purchase software. In this case, Adobe will have an opportunity to generate more revenue, which may be about 10% of overall revenue, \$4.5 million.

CC6.1b

Please describe the opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management methods
--------------------	-------------	------------------	-----------	-----------------	------------	---------------------	----------------------------------	--------------------

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method
Induced changes in natural resources	Adobe's products and facilities minimize impact on natural resources. Therefore, the company's growth would continue offering jobs to the population. This would result in wider social benefits that would increase Adobe's brand value.	Wider social benefits	>6 years	Direct	Likely	Medium	Climate change will cause reduction in our natural resources. And as population increases more people will move to areas that are not affected drastically by climate change, causing further reduction. Companies will need to use products that conserve existing resources, such as Adobe products. Hence there will be an increased need for product. This need translates to about 20% of overall revenue.	Adobe is always developing technology that conserve resources and educating people on them. New product ideas are vetted by the employees and in many cases come from the employees themselves to mitigate further resource impact. Adobe markets their ideas by grouping their new products with old ones so that the benefits can be easily identified. Adobe products such as Echosign Connect help companies save natural resources

CC6.1c

Please describe the opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method
--------------------	-------------	------------------	-----------	------------------	------------	---------------------	----------------------------------	-------------------

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Managemet
Changing consumer behaviour	As climate change issues become more pronounced, customers will want products that have minimal impact on natural resources. Adobe's products are poised for that opportunity. This premium price opportunity will positively affect Adobe's bottom line and increase business.	Premium price opportunities	1 to 3 years	Direct	Virtually certain	High	More consumers will utilize Adobe's products as it has minimal impact on the environment. And that will result in Adobe being able to raise its process for its products. This will result in a 10% increase in revenue at \$405,000, as this is based on general growth.	Adobe constamonitor the corporate environment to analyze trends. Based on people awareness packages Adobe to digitize deliver products change all recycling packages. Similar developments have no impact on environment like Echos

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Base year	Scope 1 Base year emissions (metric tonnes CO2e)	Scope 2 Base year emissions (metric tonnes CO2e)
Sat 01 Jan 2000 - Sun 31 Dec 2000	4324	21866

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
The Climate Registry: General Reporting Protocol

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
Other: Carbon dioxide	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: Methane	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: Nitrous oxide	IPCC Fourth Assessment Report (AR4 - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
----------------------	-----------------	------	-----------

Further Information

As part of the verification process this year, the verification auditor, WSP, suggested both methodology and boundary changes to include our leased properties Scope 1 emissions (historically reported as Scope 3), as Scope 1. Hence there is an increase in emissions this year in our Base Year emission data. For Scope 2 emissions, we have already included the leased sites electricity emission data, and hence it remains the same.

Attachments

[Emission Factors and Origins 2013.xlsx](#)

Page: CC8. Emissions Data - (1 Jan 2012 - 31 Dec 2012)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO₂e

16761

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO₂e

22295

CC8.4

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

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
--------------------------------------	--	--	--------------------------------------	--	--

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
More than 5% but less than or equal to 10%	Assumptions Extrapolation Other: Operator Error	As part of the verification process this year, the verification auditor, WSP, suggested both methodology and boundary changes to include our leased properties Scope 1 emissions (historically reported as Scope 3), as Scope 1. Hence there is an increase in emissions this year in our Base Year emission data. For Scope 2 emissions, we have already included the leased sites electricity emission data, and hence it remains the same. WSP also requested that we calculate the Scope 1 emissions from the natural gas usage of the fuel cells. This was due a change in interpretation of accounting methodology.	More than 5% but less than or equal to 10%	Assumptions Extrapolation	The uncertainty here lies in the extrapolation of the data utilized for leased sites which do not have a managed measurement process.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance complete

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Limited assurance	Adobe 2012 CDP Verification Statement.pdf	1	ISO14064-3	75

CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

Third party verification or assurance complete

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 2 emissions verified (%)
Limited assurance	Adobe 2012 CDP Verification Statement.pdf	All pages	ISO14064-3	100

CC8.8

Please identify if any data points other than emissions figures have been verified as part of the third party verification work undertaken

Additional data points verified	Comment
No additional data verified	

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

Further Information

We have chosen to re-state our 2012 Scope 1 emissions due to better understanding of the GHG accounting methodologies. For the reporting year 2013, we are now reporting the Scope 1 emissions generated from the use of natural gas in our on-site fuel cells that generate electricity. In addition, we are also re-stating our 2012 Scope 1 emissions to capture our leased properties which were historically captured under Scope 3. We have also updated our baseline carbon emissions of 2000 to account for leased properties Scope 1 emissions. We did not re-calculate the baseline year fuel cell Scope 1 emissions, as the fuel cells were not implemented until 2010.

Page: CC8. Emissions Data - (1 Jan 2013 - 31 Dec 2013)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

10571

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

32486

CC8.4

Are there are 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

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
More than 5% but less than or equal to 10%	Assumptions Extrapolation Other: Operator error	As part of the verification process this year, the verification auditor, WSP, suggested both methodology and boundary changes to include our leased properties Scope 1 emissions (historically reported as Scope 3), as Scope 1. Hence there is an increase in emissions this year in our Base Year emission data. For Scope 2 emissions, we have already included the leased sites electricity emission data, and hence it remains the same. WSP also requested that we calculate the Scope 1 emissions from the natural gas usage of the fuel cells. This was due a change in interpretation of accounting methodology.	More than 5% but less than or equal to 10%	Extrapolation Other: Operator Error	Energy usages are taken from bills for known and controlled facilities and placed into a spreadsheet that then tabulates the Scope 2 emissions. For leased spaces, an extrapolation formula is used utilizing energy usage per square foot of area. Operator error in reading and tracking the usages could cause an error. Extrapolations may cause errors that are either higher or lower in estimations.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance complete

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Limited assurance	Adobe 2013 GHG Assurance Review Letter 6-26-14.pdf	All pages	ISO14064-3	100

CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

Third party verification or assurance complete

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 2 emissions verified (%)
Limited assurance	Adobe 2013 GHG Assurance Review Letter 6-26-14.pdf	All pages	ISO14064-3	100

CC8.8

Please identify if any data points other than emissions figures have been verified as part of the third party verification work undertaken

Additional data points verified	Comment
No additional data verified	

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

Further Information

Since we have a better understanding of GHG methodologies this year, for the reporting year 2013, we are now reporting the Scope 1 emissions generated from the use of natural gas in our on-site fuel cells that generate electricity. In addition, we are also re-stating our 2012 Scope 1 emissions to capture our leased properties which were historically captured under Scope 3. We have also updated our baseline carbon emissions of 2000 to account for leased properties Scope 1 emissions. We did not re-calculate the baseline year fuel cell Scope 1 emissions, as the fuel cells were not implemented until 2010.

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2012 - 31 Dec 2012)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
United States of America	11543
Rest of world	5114

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By GHG type

By activity

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
CO2	16760
N2O	0.32
N2O	0.04

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
Combustion of fuel in boilers, furnaces, or generators owned or controlled by reporting company (natural gas)	11656
Combustion of fuel in fuel cells (natural gas)	5001
Refrigerant	105

Further Information

We have chosen to re-state our 2012 Scope 1 emissions due to better understanding of the GHG accounting methodologies. For the reporting year 2013, we are now reporting the Scope 1 emissions generated from the use of natural gas in our on-site fuel cells that generate electricity. In addition, we are also re-stating our 2012 Scope 1 emissions to capture our leased properties which were historically captured under Scope 3. We have also updated our baseline carbon emissions of 2000 to account for leased properties Scope 1 emissions. We did not re-calculate the baseline year fuel cell Scope 1 emissions, as the fuel cells were not implemented until 2010.

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2013 - 31 Dec 2013)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
United States of America	7397
Rest of world	3175

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By GHG type

By activity

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
CO2	10561
CH4	0.19
N2O	0.04

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
Combustion of fuel in Boilers, furnaces, or generators (natural gas and diesel)	6076
Combustion of fuel in fuel cells (natural gas)	4302
Refrigerants	194

Further Information

Since we have a better understanding of GHG methodologies this year, for the reporting year 2013, we are now reporting the Scope 1 emissions generated from the use of natural gas in our on-site fuel cells that generate electricity. In addition, we are also re-stating our 2012 Scope 1 emissions to capture our leased properties which were historically captured under Scope 3. We have also updated our baseline carbon emissions of 2000 to account for leased properties Scope 1 emissions. We did not re-calculate the baseline year fuel cell Scope 1 emissions, as the fuel cells were not implemented until 2010.

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2012 - 31 Dec 2012)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for CC8.3 (MWh)
United States of America	12720	38183	
Rest of world	10275	16832	

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By activity

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)
Office and Data Center	22492

Further Information

Our verifier has not made any changes to the Scope 2 emissions in 2012.

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2013 - 31 Dec 2013)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for CC8.3 (MWh)
United States of America	13449	42183	
Rest of world	19038	32617	

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By activity

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)
Office and Data Center	32486

Further Information

Scope 2 emissions include both owned and leased spaces. Per the new methodology of the verifier, leased spaces' electricity usage was estimated at a conservative rate of 23 kWh/sq. ft. This change as well as the advent of the new green owned data center has resulted in an increased emission amount.

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 25% but less than or equal to 30%

CC11.2**Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year**

Energy type	MWh
Fuel	51611
Electricity	75000
Heat	0
Steam	0
Cooling	0

CC11.3**Please complete the table by breaking down the total "Fuel" figure entered above by fuel type**

Fuels	MWh
Diesel/Gas oil	2560
Natural gas	49051

CC11.4**Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the Scope 2 figure reported in CC8.3**

Basis for applying a low carbon emission factor	MWh associated with low carbon electricity, heat, steam or cooling	Comment
Tracking instruments, RECS (USA)	98697	Although we have purchased RECs, we are not netting it out of the Scope 2 value in Q8.3.

Further Information

Scope 2 emissions include both owned and leased spaces. Per the new methodology of the verifier, leased spaces' electricity usage was estimated at a conservative rate of 23 kWh/sq. ft. This change as well as the advent of the new green owned data center has resulted in an increased emission amount.

Page: CC12. Emissions Performance**CC12.1****How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?**

Decreased

CC12.1a**Please 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**

Reason	Emissions value (percentage)	Direction of change	Comment
--------	------------------------------	---------------------	---------

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities	8	Decrease	<p>In 2013, retro-commissioning of the boilers, building out floors using the Smart Floor technology, implementing load management technology, and other energy reducing initiatives reduced both Scope 1 and Scope 2 emissions. In 2013, based on changes in both the methodology and the boundary by the verifier, to include the leased space natural gas usage as well as the fuel cell usage in Scope 1, and 23 kWh per sq. ft. electricity estimation, the emissions had actually increased by 8% with the old methodology and with values of 39757 and 43058, for 2012 and 2013 respectively. But by changing to the new methodology of 23 kWh/sq ft, the total emission values come to 46891 and 43058, for 2012 and 2013, respectively, causing an 8% drop in emissions without the use of RECs. With the 40265 metric tons of carbon reduced through the use of RECs, this value would be 94%.</p>
Divestment			
Acquisitions			
Mergers			
Change in output			
Change in methodology	8	Increase	<p>In 2013, retro-commissioning of the boilers, building out floors using the Smart Floor technology, implementing load management technology, and other energy reducing initiatives reduced both Scope 1 and Scope 2 emissions. But, based on changes in both the methodology and the boundary by the verifier, to include the leased space natural gas usage as well as the fuel cell usage in Scope 1, and 23 kWh per sq. ft. electricity estimation, the emissions had actually increased by 8% with the old methodology and with values of 39757 and 43058, for 2012 and 2013 respectively. But by changing to the new methodology of 23 kWh/sq ft, the total emission values come to 46891 and 43058, for 2012 and 2013, respectively, causing an 8% drop in emissions. With the 40265 metric tons of carbon reduced through the use of RECs, however, this value would be 94%.</p>

Reason	Emissions value (percentage)	Direction of change	Comment
Change in boundary	8	Increase	In 2013, retro-commissioning of the boilers, building out floors using the Smart Floor technology, implementing load management technology, and other energy reducing initiatives reduced both Scope 1 and Scope 2 emissions. But, based on changes in both the methodology and the boundary by the verifier, to include the leased space natural gas usage as well as the fuel cell usage in Scope 1, and 23 kWh per sq. ft. electricity estimation, the emissions had actually increased by 8% with the old methodology and with values of 39757 and 43058, for 2012 and 2013 respectively. But by changing to the new methodology of 23 kWh/sq ft, the total emission values come to 46891 and 43058, for 2012 and 2013, respectively, causing an 8% drop in emissions. With the 40265 metric tons of carbon reduced through the use of RECs, however, this value would be 94%.
Change in physical operating conditions			
Unidentified			
Other			

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.00001060542	metric tonnes CO2e	unit total revenue	0.4	Decrease	Slight decrease was due partially to emission reduction activities. With old methodology and boundaries, for 39757 metric tonnes and \$4.4 billion revenue and 43058 metric tonnes and \$4.06 billion revenue in 2012 and 2013, respectively, there has been a 17% increase. But using the new methodology for Scope 2 with 23 kWh per square foot, it comes to 46891 metric tonnes and \$4.4 billion and 43058 metric tonnes and \$4.06 billion, which means that there is a 0.4% decrease in emissions. Scope 1 emissions were calculated with the new methodology of adding the leased spaces emissions in Scope 1, as well as the emissions from natural gas from the fuel cells.

CC12.3

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
------------------	------------------	--------------------	-----------------------------	--	-------------------

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
3.914007817	metric tonnes CO2e	FTE employee	2	Decrease	The decrease was due partially to emission reduction activities. With old methodology and boundaries, for 39757 metric tonnes and 11719 FTE and 43058 metric tonnes and 11001 FTE in 2012 and 2013, respectively, there has been a 15% increase. But using the new methodology for Scope 2 with 23 kWh per square foot, it comes to 46891 metric tonnes and 11719 FTE and 43058 metric tonnes and 11001 FTE, which means that there is a 2% decrease in emissions. Scope 1 emissions were calculated with the new methodology of adding the leased spaces emissions in Scope 1, as well as the emissions from natural gas from the fuel cells.

CC12.4

Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
------------------	------------------	--------------------	-----------------------------	--	-------------------

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.013826109	metric tonnes CO2e	square foot	4	Decrease	The decrease was due partially to emission reduction activities. With old methodology and boundaries, for 39757 metric tonnes and 3,255,953 square feet globally and 43058 metric tonnes and 3114253 square feet globally, in 2012 and 2013, respectively, there has been a 13% increase. But using the new methodology for Scope 2 with 23 kWh per square foot, it comes to 46891 metric tonnes and 3255953 square feet and 43058 metric tonnes and 3114253 square feet, which means that there is a 4% decrease in emissions. Scope 1 emissions were calculated with the new methodology of adding the leased spaces emissions in Scope 1, as well as the emissions from natural gas from the fuel cells.

Further Information

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, but we anticipate doing so in the next 2 years

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation
Purchased goods and services	Relevant, calculated	11090	This category includes upstream emissions from production of products purchased or acquired. Estimations were made based OpEx and extrapolations on emissions.	60.00%	
Capital goods	Relevant, calculated	3431	This category includes all upstream (cradle-to-gate) emissions from the production of capital goods purchased or acquired. Emissions from the use are accounted for either in Scope 1 or Scope 2, rather than Scope 3.	75.00%	
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, calculated	43058	This number is all of Adobe's 2013 Scope 1 and 2 emissions. All Adobe's fuel-and-energy-related activities for 2013 are included in Scopes 1 and 2.	100.00%	
Upstream transportation and distribution	Relevant, calculated	468000	Adobe uses the Electronics Industry Citizenship Coalition's environmental reporting tool to capture the GHG emissions, energy, waste and water data in its supply chain. Using this tool, suppliers self-report their data to share with Adobe and other customers annually.	100.00%	
Waste generated in operations	Relevant, calculated	700	Data obtained from waste logs is translated to carbon emissions using GHG Protocol Scope 3.	70.00%	
Business travel	Relevant, calculated	25584	Travel data is obtained from the travel provider and carbon emissions factors are attributed to specific travel lengths (short, medium, and long haul) based on GHG Protocol and EPA	100.00%	
Employee commuting	Relevant, calculated	7526	Employee surveys are conducted on large sites and miles commuted aggregated, with estimations made for some smaller sites. EPA emission factors were used to calculate carbon emissions from travel.	80.00%	

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation
Upstream leased assets	Relevant, calculated	3466	This number is included in the Scope 1 emissions.	100.00%	
Downstream transportation and distribution	Relevant, calculated	3917	All downstream freight was analyzed and mileage aggregated. Than total carbon emissions using emission factors from EPA were calculated.	100.00%	
Processing of sold products	Not relevant, explanation provided				Adobe's products are final products and are not processed by a third party.
Use of sold products	Relevant, calculated	1153	This calculation is based on the energy values of software use based on downloading the program to one computer and total subscriptions sold, which is about 3 million. Extrapolations are then used using the GHG protocol to account for all product.	50%	
End of life treatment of sold products	Relevant, calculated	1100	The packaged products which are accounted for in this section are disposed as solid waste. The calculations are based on a single product and extrapolated for the year using EPA's WARM calculations.	50%	
Downstream leased assets	Not relevant, explanation provided				Adobe leases office space to tenants in facilities within Adobe's operational boundaries. This value is already calculates and accounted for in our Scope 1 and 2 CO2e emissions.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation
Franchises	Not relevant, explanation provided				Adobe has no franchises.
Investments	Not relevant, explanation provided				Adobe does not make investments with the objective of making profit and does not provide financial services.
Other (upstream)					
Other (downstream)					

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

Third party verification or assurance complete

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 3 emissions verified (%)
Limited assurance	Adobe 2013 GHG Assurance Review Letter 6-26-14.pdf	All pages	ISO14064-3	35

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
------------------------------	-------------------	------------------------------	---------------------	---------

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Business travel	Emissions reduction activities	4	Decrease	Programs to limit business travel were implemented in 2013 to reduce the amount of business travel wherever possible, and use of Adobe Connect, Adobe's teleconferencing software was promoted. Incentives were also given to employees who reduced travel.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our suppliers

Yes, other partners in the value chain

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

Adobe engages with its suppliers and partners in the value chain by learning about their sustainability initiatives and goals, how those goals blend with Adobe's and how Adobe can further introduce and assist in their sustainability. Adobe utilizes the Electronic Industry Citizenship Coalition's environmental reporting tools to measure GHG emissions, energy, water, and waste data in its supply chain. Using this tool, suppliers self-report their emissions data to share with Adobe and other customers on an annual basis. A standardized questionnaire gathers quantitative carbon emissions and energy data, as well as qualitative information on energy and carbon management practices. Once the data is collected, Adobe summarizes the findings and encourages continuous improvement by providing on-line training resources to suppliers on sustainability initiatives and measures. Adobe also prioritizes its engagements by the costs, by the sustainability initiatives undertaken by the supply chain and the vendors, and measures its success by the reduction in emissions and by the cohesiveness with Adobe's own climate strategy.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Number of suppliers	% of total spend	Comment
30	25%	The Supply Chain is steadily capturing its suppliers and value chain partners and educating them on Adobe's own sustainability strategy and ensuring adherence. More suppliers, and subsequently more of the total spend are identified and added continuously.

CC14.4c

If you have data on your suppliers' GHG emissions and climate change strategies, please explain how you make use of that data

How you make use of the data	Please give details
Managing physical risks in the supply chain	Based on the EICC data, Adobe has chosen to limit engagement with certain suppliers. This strategy is important to further Adobe's own climate strategy, and ensure that the products have minimal carbon emissions associated with them.

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Chris Ross	Director, Global Site Operations	Business unit manager

Further Information

Module: ICT

Page: ICT1. Data center activities

ICT0.1a

Please identify whether "data centers" comprise a significant component of your business within your reporting boundary

Yes

ICT1.1

Please provide a description of the parts of your business that fall under "data centers"

Adobe has internal data centers within each major site that provide internal data processing and telecommunications functions. These large sites include San Jose (the headquarters), San Francisco, Boston, Lehi and Noida, India. Adobe provides Software-as-a-Service (SAAS) operations. Adobe is a leader in Software-as-a-Service (SAAS); its Digital Marketing business processes more than six trillion transactions per year for its clients. Therefore, Adobe's data centers are equipped to handle these heavy business transactions via its server rooms and racks. This year we have further refined our data collection for our data centers and have provided below.

ICT1.2

Please provide your absolute Scope 1 and 2 emissions and electricity consumption for the data centers component of your business

Business activity	Scope 1 emissions (metric tonnes CO2e)	Scope 2 emissions (metric tonnes CO2e)	Annual electricity consumption (MWh)	Electricity data collection method
Data centers	10571	32486	72000	Meter or submeter reading

ICT1.3

What percentage of your ICT population sits in data centers where Power Usage Effectiveness (PUE) is measured on a regular basis?

Percentage	Comment
75%	

ICT1.4

Please provide a Power Usage Effectiveness (PUE) value for your data center(s). You can provide this information as (a) an average, (b) a range or (c) by individual data center - please tick the data you wish to provide (tick all that apply)

Average

ICT1.4a

Please provide your average PUE across your data centers

Number of data centers	Average PUE	% change from previous year	Direction of change	Comment
------------------------	-------------	-----------------------------	---------------------	---------

Number of data centers	Average PUE	% change from previous year	Direction of change	Comment
6	1.4	16	Decrease	Data center efficiency projects have been completed in the data centers within owned sites. This allows Adobe to decrease energy usage and subsequent carbon emissions.

ICT1.5

Please provide details of how you have calculated your PUE value

Green Grid, or Total Facility Power divided by IT Equipment Power

ICT1.6

Do you use any alternative intensity metrics to assess the energy or emissions performance of your data center(s)?

No

ICT1.7

Please identify the measures you are planning or have undertaken in the reporting year to increase the energy efficiency of your data center(s)

Status in reporting year	Energy efficiency measure	Comment
Implemented	Cooling Efficiencies	Hot/Cold Aisle - Energy efficiency measures decrease energy usage and increase overall efficiency.

ICT1.8

Do you participate in any other data center efficiency schemes or have buildings that are sustainably certified or rated?

Yes

ICT1.8a

Please provide details on the data center efficiency schemes you participate in or the buildings that are sustainably certified or rated

Scheme name	Level/certification (or equivalent) achieved in the reporting year	Percentage of your overall facilities to which the scheme applies
-------------	--	---

ICT1.9

Do you measure the utilization rate of your data center(s)?

Yes

ICT1.9a

What methodology do you use to calculate the utilization rate of your data center(s)?

ICT1.10

Do you provide carbon emissions data to your clients regarding the data center services they procure?

No

ICT1.11

Please describe any efforts you have made to incorporate renewable energy into the electricity supply to your data center(s) or to re-use waste heat

Our data centers are currently placed in locations that have good sources of renewable power; have implemented energy efficiency initiatives or utilize natural cooling technique.

Further Information

ICT0.1b

Please identify whether "provision of network/connectivity services" comprises a significant component of your business within your reporting boundary

No

Further Information

Page: ICT3. Manufacture or assembly of hardware/components

ICT0.1c

Please identify whether "manufacture or assembly of hardware/components" comprises a significant part of your business within your reporting boundary

No

Further Information

Page: ICT4. Manufacture of software

ICT0.1d

Please identify whether "manufacture of software" comprises a significant component of your business within your reporting boundary

No

Further Information

Page: ICT5. Business services (office based activities)

ICT0.1e

Please identify whether "business services (office based activities)" comprise a significant component of your business within your reporting boundary

Yes

ICT5.1

Please provide a description of the parts of your business that fall under "business services (office based activities)"

- i. The types of activities at Adobe that fall under business services include software development, IT support, and research and development.
- ii. These are the main components of building Adobe's software suites, and are revenue generating activities.
- iii. The facilities are based globally, and include both purely office locations, as well as larger facilities that house data centers for research and development and software development.
- iv. Inaccuracies may have arisen in documenting these locations when they are mixed with other activities such as sales or finance.

ICT5.2

Please provide your absolute Scope 1 and 2 emissions and electricity consumption for the business services (office based activities) component of your business

Business activity	Scope 1 emissions (metric tonnes CO2e)	Scope 2 emissions (metric tonnes CO2e)	Annual electricity consumption (MWh)	Electricity data collection method
Business services (office based activities)	10571	32486	75000	Meter or submeter reading

ICT5.3

Please describe your gross combined Scope 1 and 2 emissions for the business services (office based activities) component of your business in metric tonnes per square meter

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.013826109	metric tonnes CO2e	Square meter	4	Decrease	Energy efficiency measures implemented.

ICT5.4

Please describe your electricity use for the provision of business services (office based activities) component of your business in MWh per square meter

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
	MWh	Square meter			

Further Information

Page: ICT6. Other activities

ICT0.1f

Please identify whether "other activities" comprise a significant component of your business within your reporting boundary

No

Further Information

CDP: [X][-,][P2]



Still need help? [Contact us.](#)

© 2022 CDP North America
 Inc.U.S. registered 501(c)3 with tax-exempt status
 127 West 26th Street, Suite 300, New York, NY 10001, U.S.

[Accredited solutions providers](#)

[Offices](#)

[Staff](#)

[Trustees, board and advisors](#)

[Cookies](#)

[Privacy](#)

[Terms & Conditions](#)

[Careers](#)

in [LinkedIn](#)

🐦 [Twitter](#)

📺 [YouTube](#)

f [Facebook](#)

v [Vimeo](#)