

Adobe Recent Journey

 Change to equity compensation structure

 Aggressive Investment in **University Hiring** 1st Annual Women's Summit

Creative & Marketing Cloud growth and expansion

• Omniture acquisition

Creative Cloud launch

Abolished

Document Cloud launch

Business model benefits

Eliminated profit sharing

BECOME A

- Business model changes
- Customer value creation

New time-off program

An In Co Wf Bd Rf

performance reviews **Diversity Strategy &** Launch of Parental Leave

Benefits

Organizational

Alignment of Customer

& Employee Experience

Recessionary pressures

Stagnating growth

Content/mobile explosion

2007 2008 2009 2010

2011

CO5

2012

2013

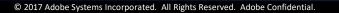
2014

2015

2016

2017

U.S. Pay Parity



Our Evolution

People Resources



Human Resources

Global Workplace Solutions



Facilities

People & Places



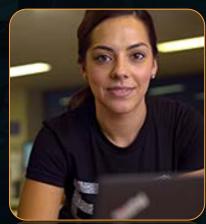
HR & Facilities

Customer Experience



Customer Support

Customer & Employee Experience



Customer Support & HR

2012

2013

2017



Customer and Employee Experience Purpose

Why

We deliver world- class experiences that fuel our customers' & employees' success

What We Do

Provide world class interactions & services at scale

Attract, grow and retain diverse and connected communities

Design how & where work gets done, for impact & growth

Evangelists and role models of Adobe values, driving a culture of customer success

Partner and consult with leadership on customer & employee health & engagement

What We're Great At

Unique & insightful internal & external view
Inspiring and influencing for business results
People-centered approach
Deep functional expertise and high EQ

Global mindset, local impact

How We Show Up

Authentic: Honest and straight forward

Approachable: In service of our people

Driven: Demand the best of ourselves

Passionate: Care about the success of our people

Common Focus

Diversity & Inclusion Mindset

Service Orientation

Data-Driven Decision Making

Why We Exist = Gets us out of bed each day

What We're Great At = Our secret sauce

How We Show Up = Guide to our behaviors

Common Focus= Our core focus as an org

What We Do = Simple speak, our Functional role









