Safe Harbor

Each of the presentations today will contain forward-looking statements about our strategies, products, future results, performance or achievements, financial, operational and otherwise, including statements about our strategic priorities, business model transition, and guidance for the first fiscal quarter and fiscal year 2019; our long term financial and operational goals; our M&A strategy; our capital allocation initiatives; and our stock repurchase program. These statements reflect management’s current expectations, estimates and assumptions based on the information currently available to us. These forward-looking statements are not guarantees of future performance and involve significant risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from results, performance or achievements expressed or implied by the forward-looking statements contained in these presentations, such as a failure to maintain ARR, ARPS, subscriptions, billings, revenue, deferred revenue, operating margins and cash flow growth; difficulty in predicting those financial and performance metrics; failure to maintain spend management; failure to successfully manage transitions to new business models and markets, including our efforts to expand in construction and manufacturing, convert customers to subscription plans, and attract customers to our cloud-based offerings; failure to successfully expand adoption of our products; and negative developments in worldwide economic or political conditions.

A discussion of factors that may affect future results is contained in our most recent Form 10-K and Form 10-Q filings available at www.sec.gov, including descriptions of the risk factors that may impact us and the forward-looking statements made in these presentations. The forward-looking statements made in these presentations are being made as of the time and date of their live presentation. If these presentations are reviewed after the time and date of their live presentation, even if subsequently made available by us, on our website or otherwise, these presentations may not contain current or accurate information. We disclaim any obligation to update or revise any forward-looking statement based on new information, future events or otherwise.

Non-GAAP Financial Measures
These presentations include certain non-GAAP financial measures. Please see the section entitled “Reconciliation of GAAP Financial Measures to non-GAAP Financial Measures” in the Appendices attached to the presentations for an explanation of management’s use of these measures and a reconciliation of the most directly comparable GAAP financial measures.
Delivering ARR Growth

Steve Blum
SVP, Worldwide Field Operations
Sales GTM & Customer Success Approach

Focusing on customer success across all segments

- **NAMED ACCOUNTS**
  - Direct Approach
  - Account-Based with Field Sales Resources

- **DIGITAL SALES** (including e-Commerce)
  - At Scale with Partners

- **MID-MARKET**
  - Direct Approach
  - Account-Based with Field Sales Resources

- **TERRITORY**
  - Geographical with Inside Sales Resources
Delivering Growth

Existing accounts

New customer acquisition

Adoption and renewal

Partner strategy
Delivering Growth

Existing accounts

New customer acquisition

Adoption and renewal

Partner strategy
Growth in Named Accounts

Leading with Enterprise Business Agreements (EBAs)

Enterprise Access to Autodesk Technology + Outcome-Based Customer Success and Adoption
Growth from EBAs
Consumption model with customer success

~2.5x Increase in subscriptions from maintenance or multi-flex to EBAs

~55% 3-Year (FY15–FY18) CAGR in ARR from EBAs

~45% Of Named Accounts on EBAs at end of FY18
Strategic Relationships
Joint work on multiple project proposals
Barclays Center
Helping AECOM improve project costs

- 30% reduction in time (designers and contractors)
- 70% reduction in file-sharing time
- ~$350M of project work installed in <8 months
Olderfleet Building
Helping AECOM improve collaboration

- 20% improvement in production time
- At least 8 hour reduction in turnaround time for design reviews
Expanding Account-Based Approach

Selling and marketing jointly with partners in the mid-market

ACCOUNT-BASED SALES
Field sales
Partners

ACCOUNT-BASED MARKETING
Customized content
Targeting & re-targeting
Account-Based Marketing
Engagement model between marketing and sales

REP SELF-SERVICE
with repeatable use of marketing content

PROGRAMMATIC
with target campaigns and plays

HIGH TOUCH
with in-person events and engagements
Growth from Existing Accounts
Upselling to Collection and moving mid-market and territory customers to subscription

>60% Growth in Collection subscriptions in FY18

>30% Maintenance renewals converted to subscriptions

~1/3 Of eligible to convert were upsold to Collections
Delivering Growth

Existing accounts

New customer acquisition

Adoption and renewal

Partner strategy
New Customer Acquisition
Finding and converting users into new subscribers

Digital sales
Legacy customers
Non-paying users
New Customer Acquisition
Finding and converting users into new subscribers

Digital sales

Legacy customers

Non-paying users
Digital Sales Approach
Engine of net-new and higher value sales

DIGITAL ENGINE
- e-Store
- Knowledge network
- Chat and info
- Webinars
- Trials

INSIDE TEAMS
- Sales
- Technical sales
- Marketing & nurturing
- Support
- Customer success

NAMED ACCOUNTS

DIGITAL SALES
(including e-Commerce)

MID-MARKET

TERRITORY
Growth from Digital Sales
Driver of ARR and subscription growth

>$140M
ARR in Q4 FY18

~65%
ARR growth in FY18
Acquiring Net-New Customers
Subscription additions driven by digital sales

~50%  ~50%

Total subscription growth in FY18
Of new subscription sold on e-store are net-new customers*

Internal estimates based on available customer data for Q4FY18
New Customer Acquisition
Finding and converting users into new subscribers

Digital sales

Legacy customers

Non-paying users
Estimated Total Active Non-Subscribers

Last five releases

2.6M Total non-subscribers

1.2M Active non-subscribers

*R2013–R2018*
Estimated Total Active Non-Subscribers

More than five releases back

5.0M 0.8M

Total non-subscribers Estimated active non-subscribers

*R14–R2012
Estimated Total Active Non-Subscribers

1.2M + 0.8M = 2.0M

- Active non-subscribers
- Estimated active non-subscribers
- Estimated active non-subscribers
Legacy Customer Approach
How and why to get current

Targeted promotions

Value of subscription
- Greater access to latest features, integrated collaboration
- Flexible control over users, products, and purchases
- Valuable insights into usage
- Support included

Up-to-date ecosystem
New Customer Acquisition
Finding and converting users into new subscribers

Digital sales
Legacy customers
Non-paying users
Converting Active Non-Paying Users
Opportunity for subscription acquisition

12M
Total non-paying users worldwide

4M
Total non-paying users in mature markets
Reaching Non-Paying Users

4M users in mature markets
License Compliance Approach

Detection of non-paying users
Audit and asset management
Telesales and offers
In-product messaging
In-Product Messaging

The Autodesk software you're using is not genuine.

We're here to help.
Unintentionally installing or using non-genuine software can happen to anyone. Click Help me fix this to learn how to resolve this issue.

AutoCAD 2018 from $123/mo

AEC Collection from $225/mo

Subscribe Now

THIS COPY OF AUTOCADE IS NOT PROPERLY LICENSED - HERE'S HOW WE CAN HELP

AutoCAD's AutoCAD recently ran a script to confirm that it is genuine and it did not pass. The software has been modified, or the serial number is not valid or both.

It can be easy to unknowingly buy counterfeit software

What you can do

Let's talk
You have questions. We have answers. Call 1-800-AUTOodesk to talk to a representative.

Get a genuine copy
Purchase a genuine copy at the Autodesk store or from an authorized reseller.
Delivering Growth

Existing accounts

New customer acquisition

Adoption and renewal

Partner strategy
Customer Success Approach

Focusing on customer business outcomes throughout customer success lifecycle

Land

Expand

Renew

Adopt
Customer Success Approach

**NAMED ACCOUNTS**

- Dedicated customer success resources
  - Customer success management
  - Adoption specialists
  - Strategic consulting

**ALL OTHER ACCOUNTS**

- Repeatable plays with digital and scalable resources
  - Partners and inside teams
  - Packaged offerings
  - Early warning systems
Increasing Self-Service with Scalable Help

Welcome to the Autodesk Knowledge Network

A rich repository of more than a million contributions from Autodesk, its community, and its partners

7M sessions per month
AKN

4M sessions per month
Forums

Support & learning
Find tutorials, documentation, downloads, & troubleshooting articles.

Customer service
Get help with accounts, installation, configuring a deployment, and more.

Community
Bringing together the collective wisdom of Autodesk customers and experts.
Increasing Self-Service with AI & Machine Learning

In most cases, you don't need an activation code for subscription. Typically, activation codes are required for one of the following reasons:

- Non-subscription license purchased in 2016 or earlier
- No internet access
- Upgraded or reinstalled operating system
- Changed request code
- Modified computer hardware
- Forced reactivation during troubleshooting

If you'd like to proceed, please complete the Request Activation Code form here.

I can fill in what I already know if you click Sign In at the top (or type "sign in").

For help locating your information, you can click on the icon "i" next to the form field.

Over 1000 customers helped every day

Requests resolved in <5 minutes on average
Increasing Self-Service

Median resolution time reduced from hours to minutes

---

**Median Resolution Time**

**Cases**

**Hours to Resolution**

*Based on Requests for Previous Version Serial Number*
Onboarding and Adoption

Using partners for early customer success at scale

FY19
Pay for actions taken in first 30 days (e.g. activation and onboarding)

FY20+
Pay for outcomes (e.g. usage and adoption)
Delivering Growth

Existing accounts

New customer acquisition

Adoption and renewal

Partner strategy
Scale and Coverage

Partners provide global scale, coverage and local expertise around the world

- **15:1**: Estimated ratio of partner to Autodesk quota-carrying sellers
- **~1,350**: Reseller businesses providing global scale and coverage
- **~170**: Number of countries in which we do business each year
Back-End, Performance-Based Incentives

Moving partner ecosystem dollars to actions and activities, not entitlements

- Simplified front-end discounts
- Target-based back-end tied to annual contract value
- Incentives for activities and outcomes

Worldwide Front-End / Back-End Mix
(Excluding LT Family)

FY18

- Front-End Discounts
- Back-End Incentives

FY19E
Direct vs. Indirect Net Billings

Mix is changing and growing in all channels

FY18  FY20  Future State

Direct  Indirect

Conceptual representation
Delivering ARR Growth

- Account-based sales and marketing
- Customer success focus
- Customer acquisitions
- Partner relationships
ENGINE TO DELIVER GROWTH THROUGH FY20 AND BEYOND