

# Safe Harbor Statement



Each of the presentations today will contain forward-looking statements about our strategies, products (including AI), future results, performance or achievements, financial, operational and otherwise, including: statements about our strategic priorities; guidance for the fiscal year 2026; total addressable market (TAM) and 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 subscriptions, billings, revenue, deferred revenue, margins and cash flow growth; difficulty in predicting those financial and performance metrics; failure to maintain disciplined and focused investment; failure to successfully integrate acquisitions and manage transitions to new business models and markets, including our new transaction model and our ability to monetize the platform and scale AI; uncertainties regarding AI technologies and its integration into our products, failure to successfully expand adoption of our products or our ability to successfully introduce new services and product features; our ability to implement our business plans and negative developments in worldwide economic, business 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](http://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.

# Closing remarks

**Andrew Anagnost**  
President & Chief Executive Officer



# Business transformation complete



## Consumption for EBAs

Pioneering consumption-based models for desktop software enabling long-term expansion in key accounts



## Billings transition

Multi-year up front to multi-year annual  
Smooths billings and FCF while modernizing business practices



## Self-service

Expand self-service to drive great efficiency



## Future: Outcome-based Pricing

Enhance blended subscription and consumption offerings with the ability to charge for broad outcomes



## Subscription model transition

Shifted to a flexible subscription model, fostering stronger customer relationships and predictable revenue streams.



## Flex consumption

Bringing consumption to the broader business to enable mid-market expansion and prepare for an AI Future



## New transaction model

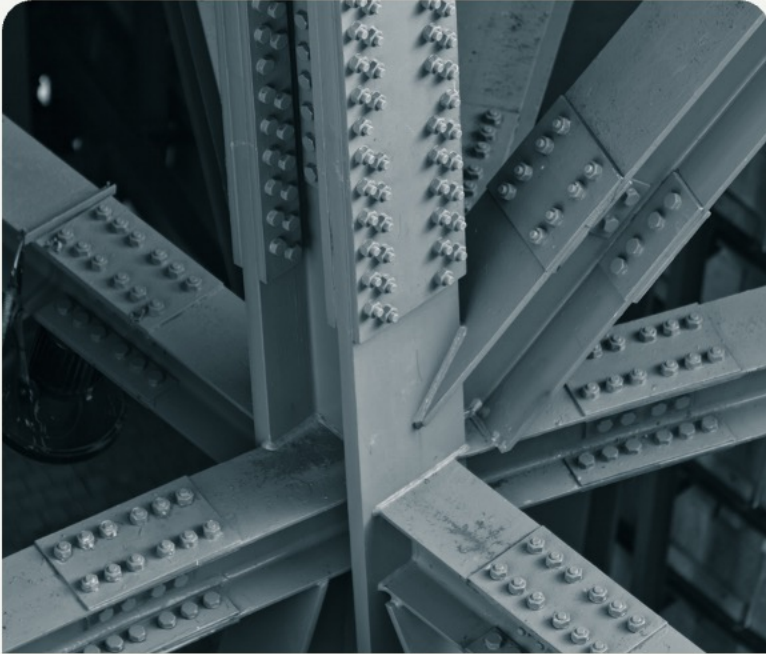
Shift away from buy-sell to direct customer relationships driving efficiency and cross/upsell impact



## Future: API/MCP monetization

Monetization AI automation across existing and new applications

# Sustainable growth unlocked



**Financial  
resilience**



**Industry  
transformation**

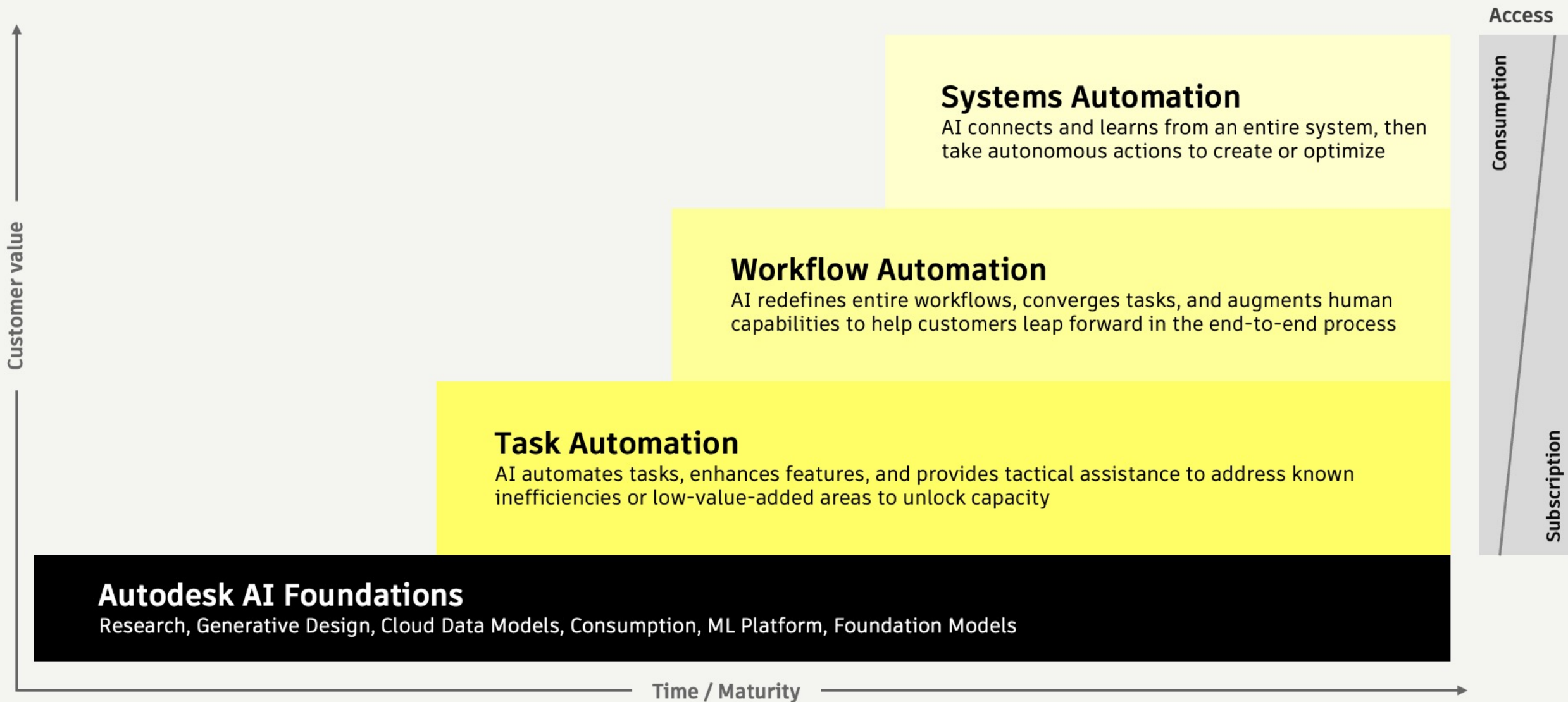


**Direct relationships  
with customers**

# Positioned to win in an AI-powered era



# Leading the AI revolution



# Accelerating industry convergence



## Design and Make on AI-powered clouds

Autodesk is transforming how industries design and make by unifying workflows in the cloud—augmented by AI. This shift accelerates innovation cycles, reduces costly errors, and enables more sustainable outcomes at scale.



## Construction and manufacturing

The distinction between jobsite and factory floor is disappearing. Buildings are now being designed and assembled like complex products—modular, prefabricated, and built with unprecedented precision.



## Digital and physical

We're moving beyond 2D and static 3D design—into immersive, interactive environments where customers can simulate, experience, and optimize before a single component is made. Autodesk's tools are bridging the digital and physical, helping customers reduce risk, improve quality, and better manage assets throughout their lifecycle.

# Unlocking new growth levers



**Infrastructure**

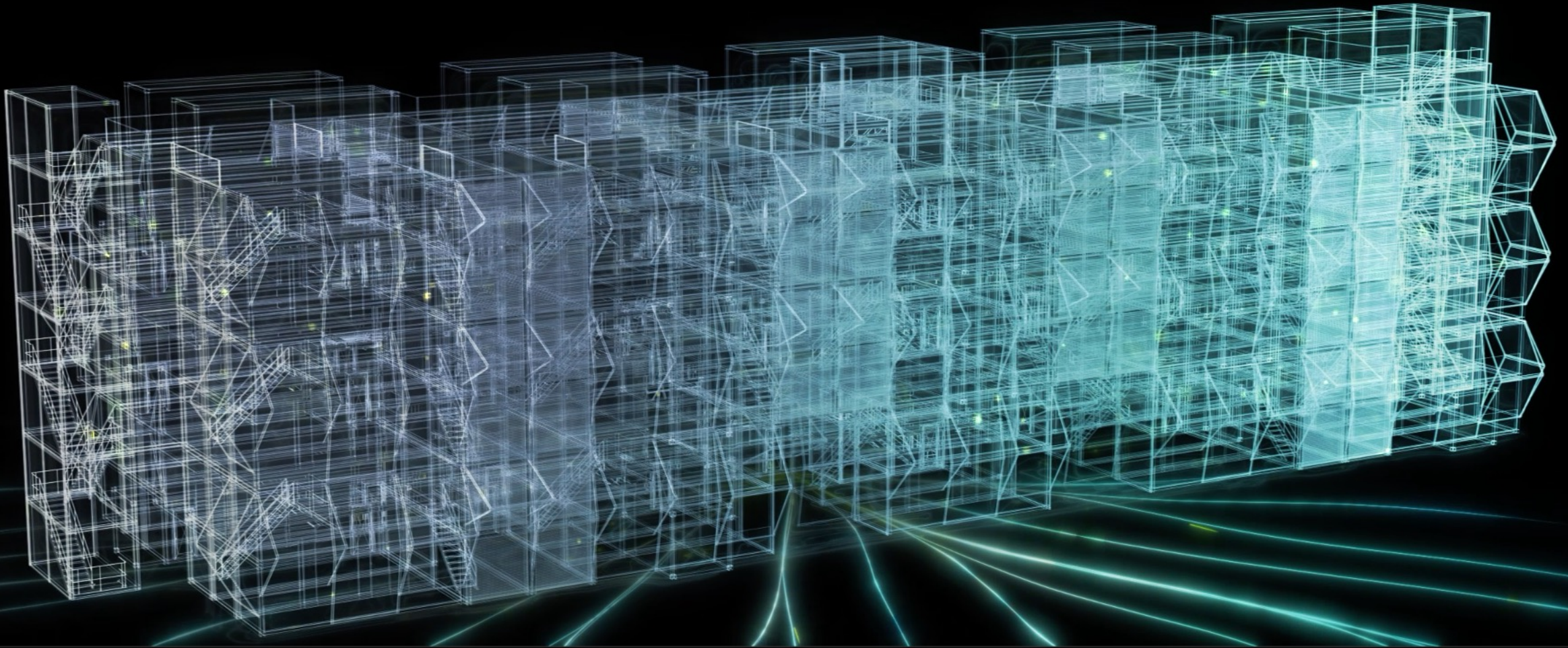


**Construction**



**Manufacturing**

# AI foundation models unlocking continuous value



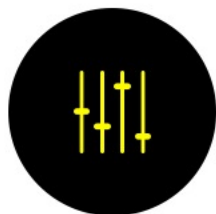
# Market expansion in Operations





## Maintaining momentum

Leading in AI and driving convergence of lifecycles in our industries



## Unlocking new growth levers

Capturing new opportunities in construction, manufacturing, and infrastructure with AI-driven innovation



## Long-term leverage

Monetizing the platform, expanding the ecosystem, and scaling AI into new opportunities

# Why we win



