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 quarter and fiscal year 2024; total addressable market (TAM), 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 efforts to expand in construction and manufacturing, and attract customers to our cloud-based offerings; failure to successfully expand adoption of our products; 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, 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.
From Products to Capabilities

Andrew Anagnost
President & Chief Executive Officer
From products to capabilities

Next generation technology & services

End-to-end digital transformation

Leveraging unique growth enablers
Next generation technology & services

- Connected data, teams and workflows
- Real time and immersive experiences
- Shared, extensible and trusted platform services
Connected everything for our customers and industries
Shared, extensible, and trusted platform services
End-to-end digital transformations

End-to-end convergence within industries

Highly interactive and concurrent environments which start in 3D and end in a Digital Twin

AI/ML generating more predictable, consistent, and sustainable outcomes
End-to-end convergence within industries

Driving data across the asset life cycle
Leveraging unique growth enablers

- Business model evolution
- Customer experience evolution
- Convergence between industries
Business model evolution enables more customers to access our ecosystems.

- **Perpetual**: Customers pay significant upfront price for license and maintenance.
- **Subscription**: Customers have flexibility with subscriptions to match their budget and needs.
- **Tiered plans**: Customers get further flexibility for support and administration.
- **Consumption**: Customers have pay-per-use model for occasional users for new customers trying Autodesk products.

---

**Retired**

**Core**
Evolving customer experiences

Outcomes & value
Improve the value we deliver through a focus on customer outcomes

Self service
Empower our customers to address their own needs

Data & insight
Leverage data and insight to optimize customer experiences
Convergence within and between industries
Convergence within and between industries
Combining civil engineering, building design, construction, and mechanical engineering
From products to capabilities

- Next generation technology & services
- End-to-end digital transformation
- Leveraging unique growth enablers
Expanding opportunities

Expanding TAM
Digital transformation drives TAM expansion

Growing ecosystems
Enabling growth for Autodesk by adding value to customers, third-party developers, and partners globally

Compounding growth
Balanced volume and pricing drive compounding growth
Autodesk Investor Day 2023

Raji Arasu
EVP & Chief Technology Officer

Jeff Kinder
EVP, Product Development & Manufacturing Solutions

Diana Colella
SVP, Media & Entertainment Solutions

Amy Bunszel
EVP, Architecture, Engineering and Construction Design Solutions

Jim Lynch
SVP & General Manager, Autodesk Construction Solutions

Steve Blum
EVP & Chief Operating Officer

Debbie Clifford
Chief Financial Officer