

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 third quarter and fiscal year 2022; 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 spend management; developments in the COVID-19 pandemic and the resulting impact on our business and operations, general market, political, economic, and business conditions, 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.



AUTODESK INVESTOR DAY

SEPTEMBER 1, 2021

Flexible Business Models

Jeff Kinder

Chief Digital Officer





OUTCOMES

FOUNDATIONS

OUTCOMES

Next steps in evolution

✓ NAMED USERS

✓ LEARNING

✓ FLEXIBLE BUSINESS MODELS

FOUNDATIONS

Investments to get there

✓ HARDENED SYSTEMS

✓ FINANCIAL AND DATA PLATFORMS

✓ SELF SERVICE

Outcomes



Integrate the benefits of **named users** into everything we do



Create dynamic **learning and credentialing** opportunities for our customers



Deliver **flexible business models** that provide customers with choice



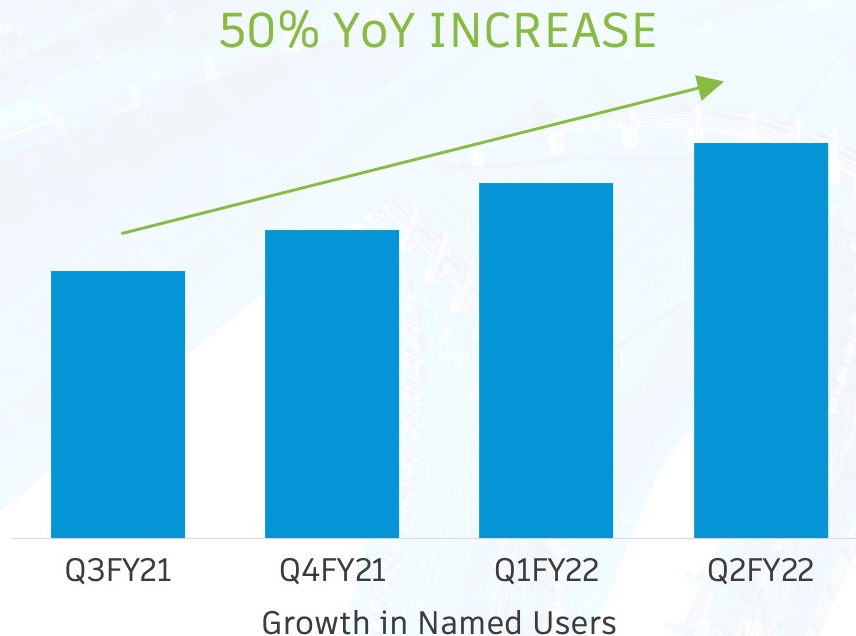
WHEN EVERYONE IS A NAMED USER,
EVERYONE BENEFITS

Named User Growth Continues

Benefits for users, business owners, partners and Autodesk

BENEFITS

- Collaboration
- Any device, any location
- Insights
- Security
- License Management
- Learning

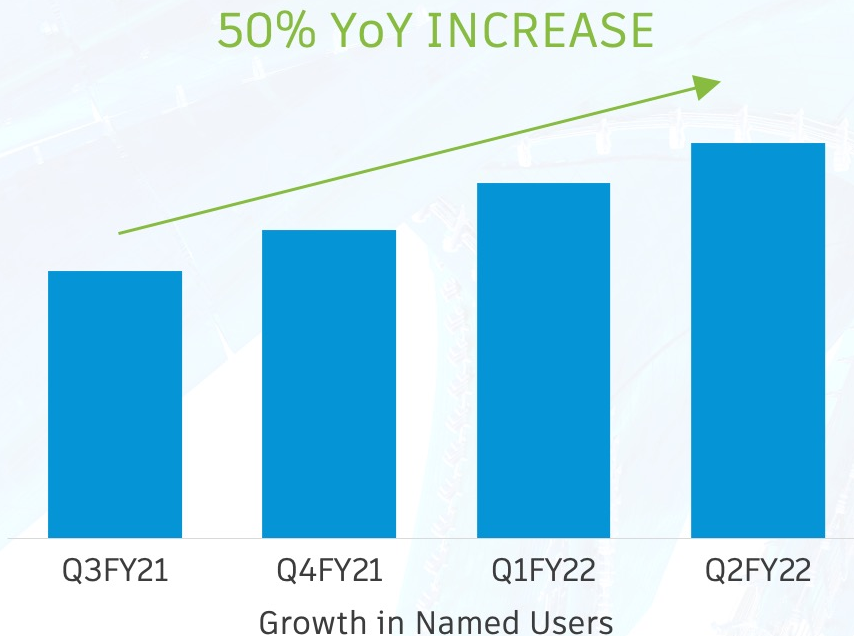


Named User Growth Continues

Benefits for users, business owners, partners and Autodesk

DRIVERS

- Organic growth
- Multi-user trade in
- Integrations

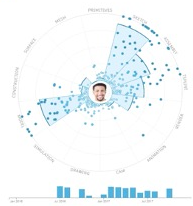
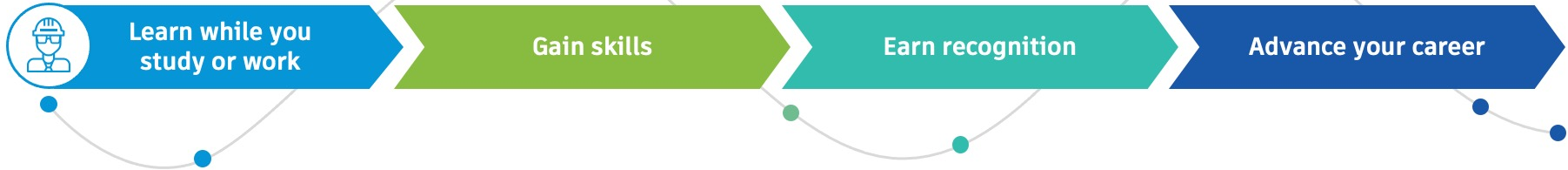
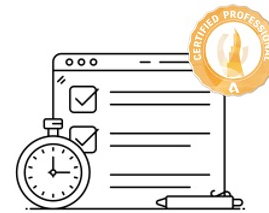
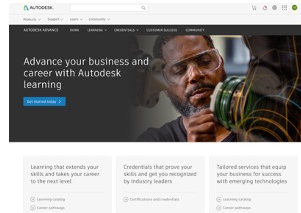
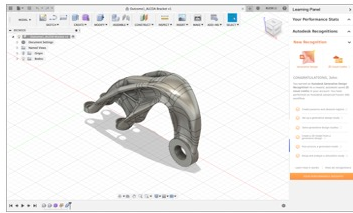




LEARNING OPPORTUNITY

Learning Is a Journey Over Customer Lifecycle

Creates lasting relationships with customers through in-product and credentialing



Skills

Your skills are at the top

Based on your product usage and performance, your top skills related to Autodesk Certified Expert in Generative Design with Fusion 360 are **Modeling, Surfacing** and **Generative Design**. Autodesk recommends you to further work on **Sculpt/Form**, as you are close to average on this skill.

Explore related courses

- Modeling
- Surfacing
- Generative Design
- Recommended: Sculpt/Form

John Smith
Autodesk Certified

University of Central Florida
University of Central Florida

See contact info
1 connection

My name is Alexander Davis. I'm a mechanical engineering student with an interest in robotics and 3D printing. For more great tips on Fusion and AutoCAD visit my blog at [fusion360.com](#)

A man and a woman in business attire are sitting at a table in a modern office setting. The man is on the left, wearing a light-colored shirt, and the woman is on the right, wearing a dark blazer. They are both looking at laptops on the table. A coffee cup is also on the table. The background shows large windows with a view of a city. The text "ALIGNING VALUE WITH USAGE" is overlaid on the image in blue and black.

ALIGNING VALUE WITH USAGE

Levers of a Flexible Business Model

Configurable for go-to-market



PRODUCT

SINGLE PRODUCT

COLLECTION

PORTFOLIO



TERM

DAY

MONTH

YEAR

MULTI-YEAR



ACCESS

ASSIGNED

FLEXIBLE



PLAN

STANDARD

PREMIUM

ENTERPRISE



ADD ONS

CAM

GENERATIVE

SIMULATION

CONSULTING



PAYMENT

CASH

TOKEN

Levers of a Flexible Business Model

Configurable for go-to-market: Flex



PRODUCT

SINGLE PRODUCT

COLLECTION

PORTFOLIO



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ACCESS

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PAYMENT

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TOKEN

What is Flex

Innovative new consumption model



Pay as you go
solution



Ideal for **occasional use** or **new users**



Gain access to Autodesk portfolio by purchasing token packs



Products have **unique daily rates**, same as enterprise business agreement



Can be purchased **directly** or **through partners**

Flex Aligns Value with Usage and Outcomes

Provides onramp for new and existing customers



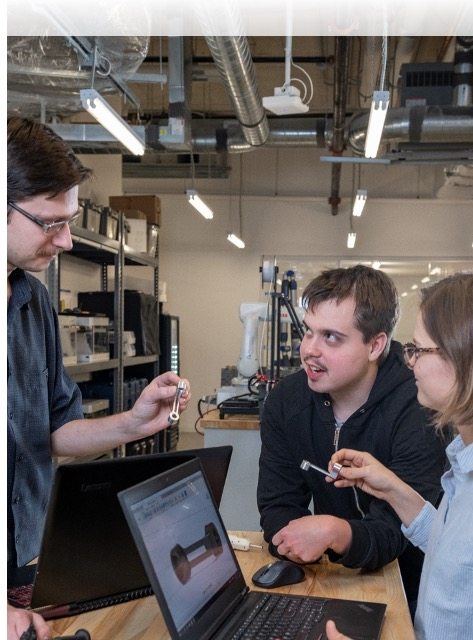
MAXIMIZE VALUE
FOR OCCASIONAL USERS
AND USAGE



LOWERS PRICE OF ENTRY TO
TRY PRODUCTS ACROSS
THE PORTFOLIO



EXPANDS
ECOSYSTEM TO
NEW CUSTOMERS



LENDING ITSELF TO PROJECT-
ORIENTED WORK

Flex is Easy to Use

Simple four step process



STEP 1

Buy tokens directly or through partners



STEP 2

Assign users to Flex who get access to the portfolio



STEP 3

Consume tokens from a shared pool when product is opened by Flex user



STEP 4

Track token use and spending, then buy more

Subscription and Consumption Work Together

Customers choose how flexible they want to be

SUBSCRIPTION

- ✓ Optimized for frequent use
- ✓ Access to individual titles or collections
- ✓ Standard pricing
- ✓ Sold direct on eStore or indirect via partners

CONSUMPTION

Enterprise Business Agreements

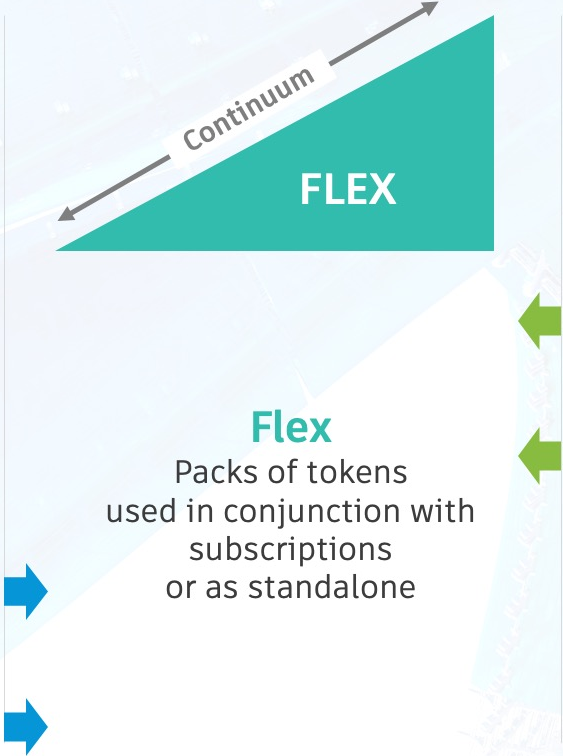
- ✓ Works for frequent or infrequent use
- ✓ Access to all individual titles in portfolio
- ✓ Negotiated token pricing
- ✓ Sold direct by named accounts

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Enterprise Business Agreements

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Foundations



Continue to **harden systems** and reduce non-compliant usage



Modernize **enabling systems** to unlock speed and growth



Offer **self service** to meet customers where they are

Continue to Harden Systems on Multiple Fronts



NAMED USERS,
NOT SERIAL
NUMBERS



NO OFFLINE
ACTIVATION



STUDENT
VERIFICATION



KNOWN TRIAL
CUSTOMERS

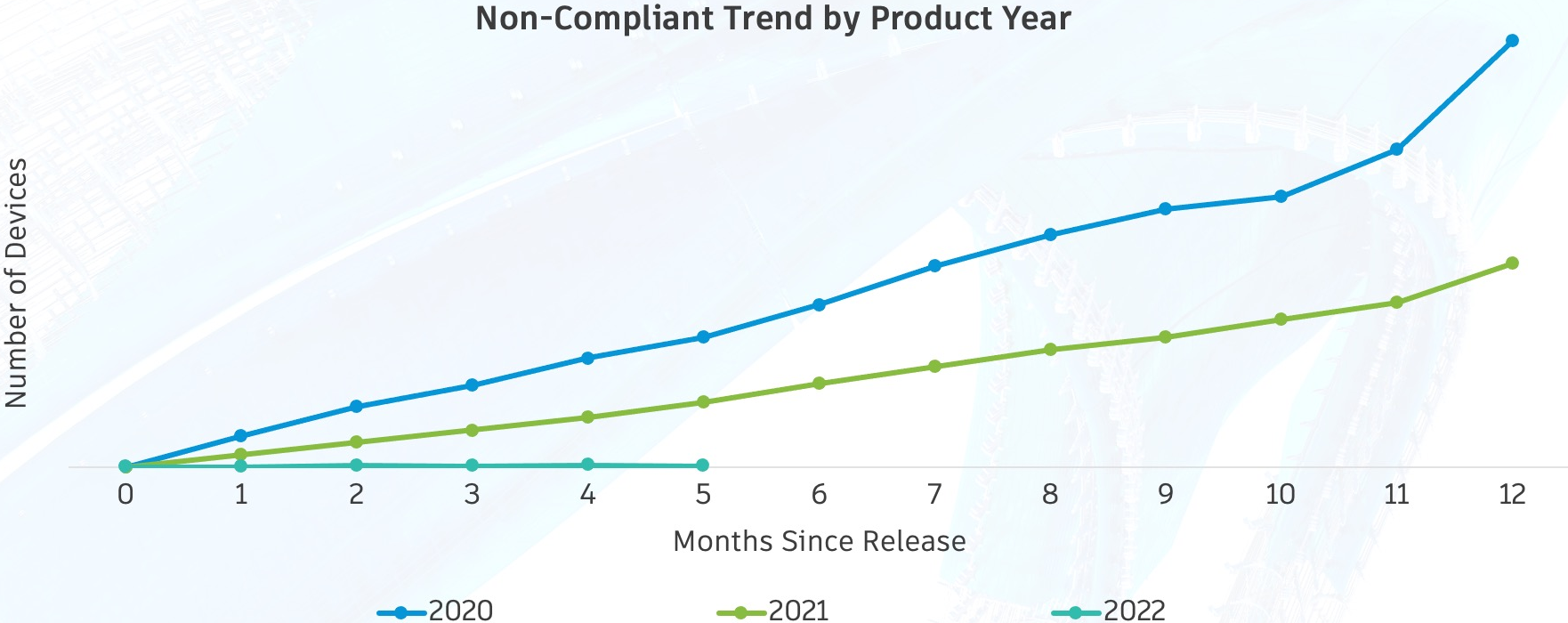


CONCURRENT
USER LIMITS



Continue to Harden Systems

Combination of efforts reducing noncompliant usage



Modernizing for Growth

Enabling our business models and collaboration



DATA PLATFORMS

- Holistic view of customers
- Collaboration across products
- Collaboration enables convergence



FINANCIAL AND ORDER SYSTEMS

- Subscription and consumption
- Faster to integrate acquisitions
- Leading go-to-market evolution

A photograph of two business professionals, a man and a woman, sitting at a table in a modern office setting. They are both looking at laptops. The man is on the left, and the woman is on the right. The image is overlaid with a semi-transparent white filter. The text 'SELF SERVICE' is written in large blue letters, and 'GROWTH AND INVESTMENT' is written in smaller black letters below it.

SELF SERVICE

GROWTH AND INVESTMENT

B2B Digital Inflection Point

Pre-pandemic strategy and investments validated

What We're Hearing

“Buyers no longer are willing to accept less from their professional experience as B2B purchasers than they are accustomed to getting from their personal experience as consumers.”

“...‘getting it right’ means delivering on the three things buyers value most: **speed, transparency, and expertise**”

“Faced with a sudden shift in market conditions and ... behaviors, including **a mass move to virtual channels**, companies are rewiring...”

“...those suppliers who provide outstanding digital experiences to their buyers are **more than twice as likely** to be chosen as a primary supplier than those who provide poor experiences...”

“To deliver outstanding digital experiences and encourage loyalty, B2B companies need... to address customers’ **most pressing pain points** and frustrations. Their top-three most frustrating issues...**length of the ordering process, difficulty of finding products, technical glitches** with ordering.”

Self Service Has Surged During Pandemic

Pre-pandemic strategy and investments validated

What We're Seeing



Digital remains our fastest growing channel



75% of new customers came direct during the pandemic



Self service scaling as customers and subscriptions grow



Positive customer scores as we streamline digital experiences

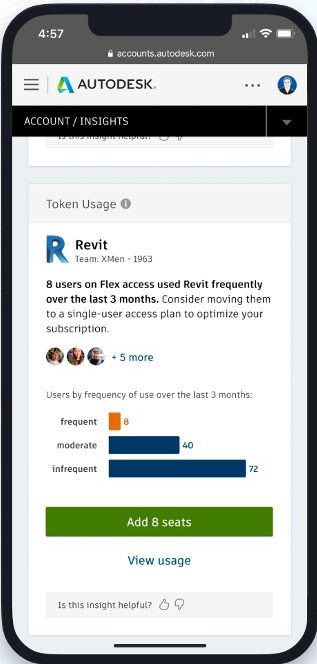


Digital direct share of billings has grown over 50% in two years

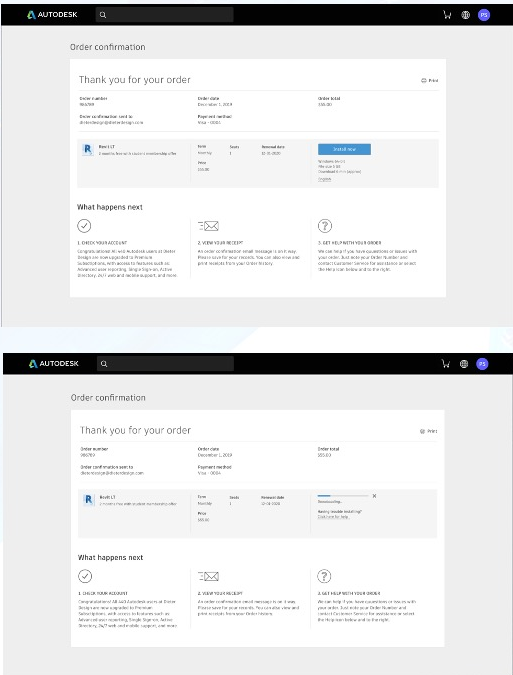
Meeting Customers Where They Are

Self service emphasizes customer empowerment

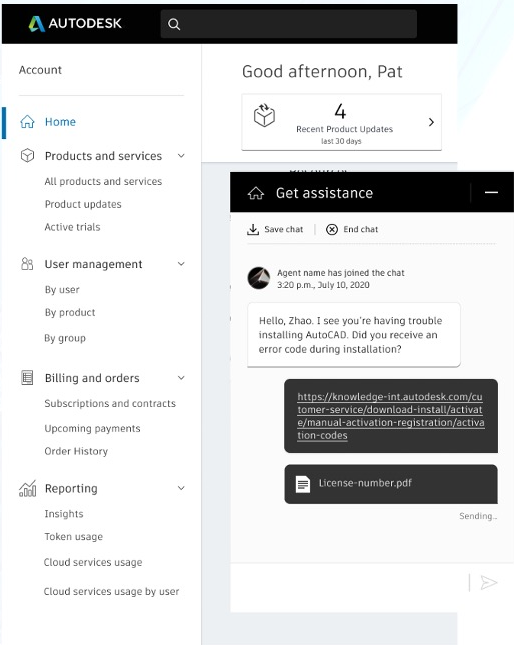
BUY ANYWHERE



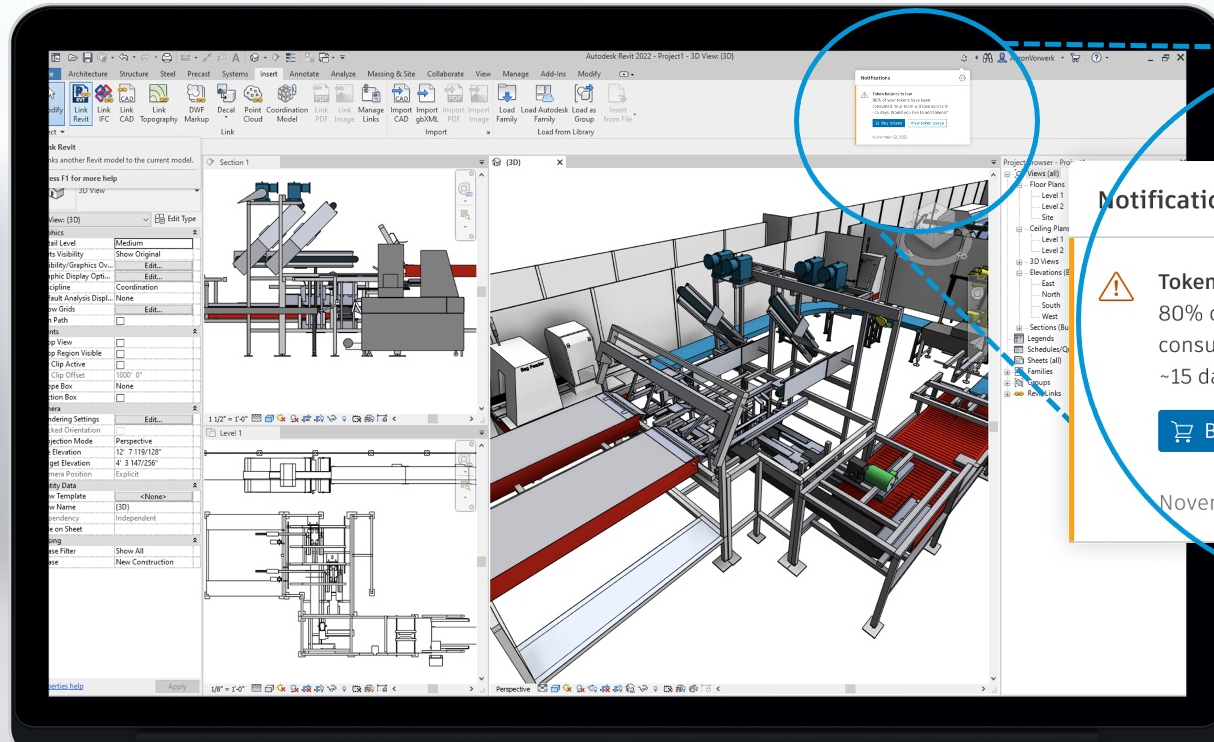
ACCESS ANYWHERE




HELP ANYWHERE



Making It Easy To Buy in Product



Notifications

 **Token balance is low**
80% of your tokens have been consumed. Your team will lose access in ~15 days. Would you like to add tokens?

[Buy tokens](#) [View token usage](#)

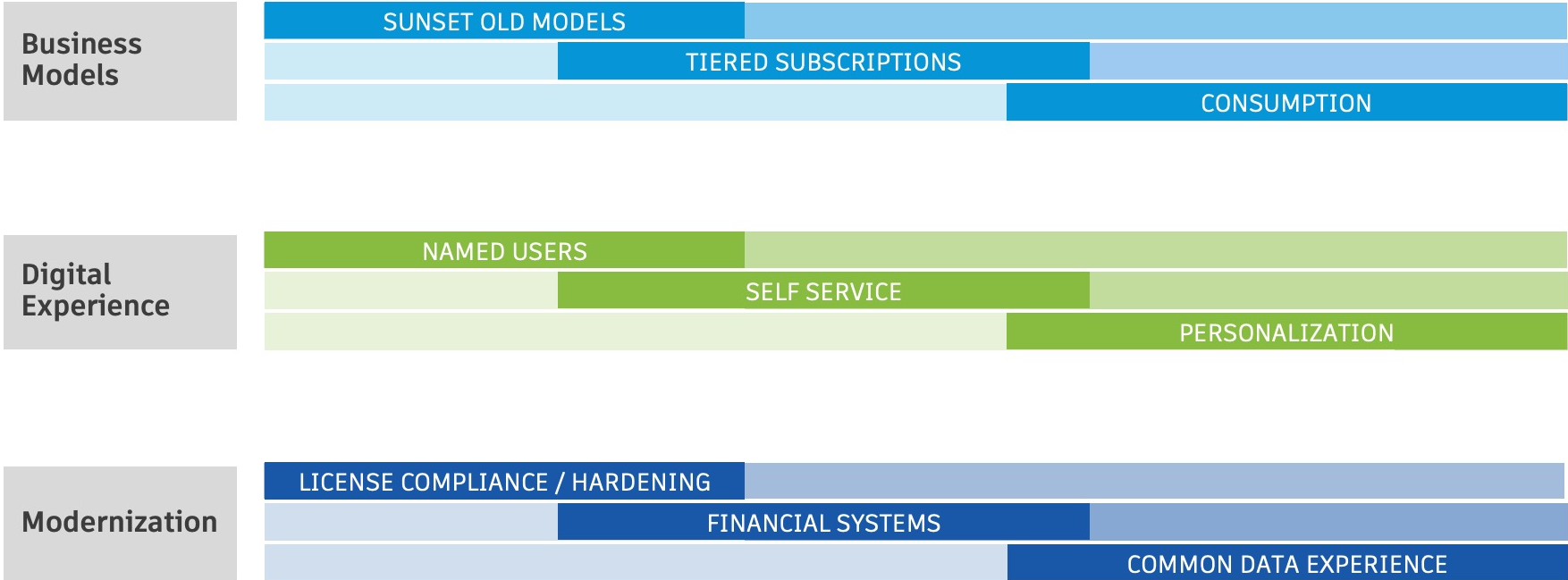
November 12, 2021



Looking Forward

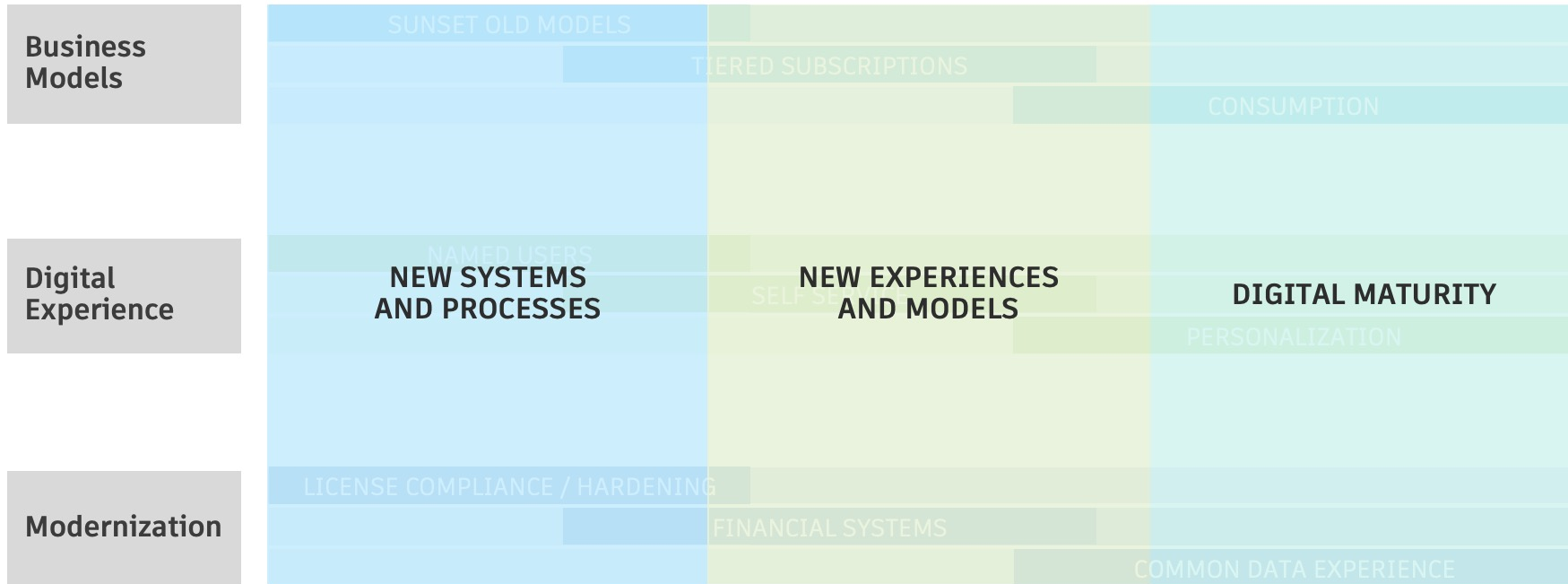
The Multi Year View

Methodical sequencing of efforts to drive foundations and outcomes



The Multi Year View

Methodical sequencing of efforts to drive foundations and outcomes



How We Win

NEW, FLEXIBLE
BUSINESS
MODELS EXPAND
THE ECOSYSTEM

DRIVING
OUTCOMES
FOR CUSTOMERS
INCLUDES
MEETING THEM
WHERE THEY ARE

FOUNDATIONAL
INVESTMENTS
EXTEND OUR
COMPETITIVE
SEPARATION

DRIVING CONTINUED GROWTH

