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.
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

50% YoY INCREASE

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

Growth in Named Users
Q3FY21  Q4FY21  Q1FY22  Q2FY22

*Data from September 2020 – July 2021*
Named User Growth Continues
Benefits for users, business owners, partners and Autodesk

DRIVERS
- Organic growth
- Multi-user trade in
- Integrations

50% YoY INCREASE

Q3FY21 Q4FY21 Q1FY22 Q2FY22
Growth in Named Users

*Data from September 2020 – July 2021*
Learning Is a Journey Over Customer Lifecycle

Creates lasting relationships with customers through in-product and credentialing

Learn while you study or work  Gain skills  Earn recognition  Advance your career

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, Surfaceing and Generative Design. Autodesk recommends you to further work on Sculpture, as you are close to average on this skill.

Explore related courses
ALIGNING VALUE
WITH USAGE
Levers of a Flexible Business Model
Configurable for go-to-market

- Single Product
- Collection
- Portfolio
- Day
- Month
- Year
- Multi-Year
- Assigned
- Flexible
- Standard
- Premium
- Enterprise
- Cam
- Generative
- Simulation
- Consulting
- Cash
- Token
Levers of a Flexible Business Model

Configurable for go-to-market: Flex

PRODUCT
- SINGLE PRODUCT
- COLLECTION
- PORTFOLIO

TERM
- DAY
- MONTH
- YEAR
- MULTI-YEAR

ACCESS
- ASSIGNED
- FLEXIBLE

PLAN
- STANDARD
- PREMIUM
- ENTERPRISE

ADD ONS
- CAM
- GENERATIVE
- SIMULATION

PAYMENT
- CASH
- TOKEN
- CONSULTING
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

LENDS 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**
- Works for frequent or infrequent use
- Access to all individual titles in portfolio
- Negotiated token pricing
- Sold direct by named accounts
Subscription and Consumption Work Together

Customers can 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

**Flex**
Packs of tokens used in conjunction with subscriptions or as standalone.
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

Non-Compliant Trend by Product Year

Number of Devices

Months Since Release

- 2020
- 2021
- 2022
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
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...

“We see 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
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

Business Models

- SUNSET OLD MODELS
- TIERED SUBSCRIPTIONS
- CONSUMPTION

Digital Experience

- NAMED USERS
- SELF SERVICE
- PERSONALIZATION

Modernization

- LICENSE COMPLIANCE / HARDENING
- FINANCIAL SYSTEMS
- COMMON DATA EXPERIENCE
# The Multi Year View

Methodical sequencing of efforts to drive foundations and outcomes

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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