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 second quarter and fiscal year 2021; 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
JUNE 3, 2020

Business Model Evolution
Names, Plans, Choice

Jeff Kinder
Chief Digital Officer
OUTCOMES

Next steps in evolution

- NAMES
- PLANS
- CHOICE

FOUNDATIONS

Investments to get there

- RETIRING LEGACY MODELS
- FINANCIAL AND DATA PLATFORMS
- HARDENED SYSTEMS
Names, Plans, Choice

NAMED USERS

TIERED PLANS

FLEXIBLE CHOICE
Names, Plans, Choice

NAMED USERS

- Serial numbers go away
- Cloud-based licensing
- Shared usage data to improve customers’ performance

TIERED PLANS

FLEXIBLE CHOICE
NAMES

NOT NUMBERS
WHEN EVERYONE IS A NAMED USER, EVERYONE BENEFITS
BENEFITS

- Work on any device, any location
- Personalized learning and recognition
- Customized workflows
- Collaborative creation and editing
BENEFITS

- Visibility into software usage
- License optimization
- Predictability of future needs and growth
- Easily add users to teams
- Tighter control over data and security
BENEFITS

- Knowing your customers
- Understanding usage
- Insights across customers and industries
- Hardened systems to combat non-compliant usage
AUTODESK & PARTNERS
Users, Plans, Choice

TIERED PLANS

- Tailored to size of business
- Tiers differentiated on administration, reporting, and support needs
- More capabilities over time

NAMED USERS

FLEXIBLE CHOICE
# Introducing Standard and Premium Plans

**Available June 2020**

<table>
<thead>
<tr>
<th><strong>AUTODESK PLANS</strong></th>
<th><strong>STANDARD</strong></th>
<th><strong>PREMIUM</strong></th>
</tr>
</thead>
</table>
| For individuals and small businesses who need the essential administrative tools | - View and export overall product usage  
- 2-factor authentication  
- 24x5 chat support | - View and export user-level product usage  
- Single Sign-On (SSO)  
- 24x7 voice support |

<table>
<thead>
<tr>
<th><strong>TOP FEATURES</strong></th>
<th><strong>PURCHASING OPTIONS</strong></th>
<th><strong>PREMIUM</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Access</td>
<td>✓ - Standard ✓ - Premium ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Flex Access</td>
<td>× - Standard × - Premium ✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>REPORTING</strong></th>
<th><strong>PURCHASING OPTIONS</strong></th>
<th><strong>PREMIUM</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>View and export product usage</td>
<td>✓ - Standard ✓ - Premium ✓</td>
<td>✓</td>
</tr>
<tr>
<td>View and export product usage with user details</td>
<td>× - Standard ✓ - Premium ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Add your own metadata</td>
<td>× - Standard × - Premium ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Connect to third party tools via API access</td>
<td>× - Standard × - Premium ✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Premium is an incremental $300/year per subscription.

---

*Standard replaces existing subscriptions.* Please note final plans and prices will be posted on the Autodesk website closer to the June 2020 launch.
Users, Plans, Choice

- Includes subscription and consumption
- Assigned user or flexible access options
- À la carte add-ons
Levers of a Flexible Business Model
The power of choice, without the paralysis

PRODUCT | TERM | ACCESS | PLAN | ADD ONS | PAYMENT
# Levers of a Flexible Business Model

Configurable for go-to-market

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SINGLE PRODUCT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COLLECTION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PORTFOLIO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TERM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DAY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MONTH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YEAR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MULTI-YEAR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACCESS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASSIGNED</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FLEX</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLAN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STANDARD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PREMIUM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENTERPRISE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADD ONS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GENERATIVE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SIMULATION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSULTING</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAYMENT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CASH</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOKEN</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Levers of a Flexible Business Model

Configurable for go-to-market: **Most Customers**

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>SINGLE PRODUCT</th>
<th>COLLECTION</th>
<th>PORTFOLIO</th>
</tr>
</thead>
<tbody>
<tr>
<td>TERM</td>
<td>DAY</td>
<td>MONTH</td>
<td>YEAR</td>
</tr>
<tr>
<td>ACCESS</td>
<td>ASSIGNED</td>
<td>FLEX</td>
<td></td>
</tr>
<tr>
<td>PLAN</td>
<td>STANDARD</td>
<td>PREMIUM</td>
<td>ENTERPRISE</td>
</tr>
<tr>
<td>ADD ONS</td>
<td>CAM</td>
<td>GENERATIVE</td>
<td>SIMULATION</td>
</tr>
<tr>
<td>PAYMENT</td>
<td>CASH</td>
<td>TOKEN</td>
<td></td>
</tr>
</tbody>
</table>
Levers of a Flexible Business Model

Configurable for go-to-market: Enterprise Business Agreement
Levers of a Flexible Business Model

Configurable for go-to-market: Pay Per Use
HOW WE GET THERE
How We Get There

- Retiring Legacy Models
- Financial and Data Platforms
- Hardened Systems
Product & Pricing Changes

Ended maintenance to subscription program (M2S) May 2020

Introduced a one-year trade-in program to convert remaining maintenance customers to subscription

Transitioning multi-user subscriptions to named user subscriptions

Introducing standard and premium plans for product subscriptions

Adjusting prices
How Have Customers Reacted?
More favorably than Maintenance to Subscription

TRUST EARNED
- Customers
- Partners
- Investors

LESSONS LEARNED
- Simple program
- Short time period
- Communications

FAMILIARITY
- Microsoft
- Salesforce
- Netflix
- Amazon
“Moving the install base to a named user model has not been a challenge. It was an opportunity to move our clients to a modern model with clear benefits.”

Mike Delacey, Microdesk
Autodesk Platinum Partner
How We Get There

RETIRING LEGACY MODELS

FINANCIAL AND DATA PLATFORMS

HARDENED SYSTEMS
Modernizing to Grow with Business Model

DATA PLATFORMS
- Identity-based
- Starting with customer
- Connecting users to products

FINANCIAL AND ORDER SYSTEMS
- Designed for subscription
- Moving beyond SKUs
- Supports flexible levers
How We Get There

- Retiring Legacy Models
- Financial and Data Platforms
- Hardened Systems
Hardening Systems on Multiple Fronts

- Named Users, Not Serial Numbers
- No Offline Activation
- Student Verification
- Known Trial Customers
- Concurrent User Limits
Student Verification

**STUDENTS SEE ALL AVAILABLE SOFTWARE**
Before logging in students can see all of our available products

**VERIFICATION**
Create an account and verify student status

**VERIFIED USER EXPERIENCE**
Verified students get immediate access to our products
Concurrent User Limits Example

- Block multiple session usage
- Users can purchase additional licenses
- Positive customer reaction
FOUNDATIONAL WORK TO SUPPORT GROWTH

- Sunsetting old business models
- Investing in data and financial platforms
- Hardening systems

MOVING TOWARD FUTURE STATE

- Everyone is a named user
- Tiered subscription plans tailored to customer size and needs
- Flexible business models to align value with usage
The Multi Year View | Digital
Methodical sequencing of efforts to drive foundations and outcomes