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 fiscal quarter and fiscal year 2020; 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 ARR, ARPS, subscriptions, billings, revenue, deferred revenue, margins and cash flow growth; difficulty in predicting those financial and performance metrics; failure to maintain spend management; 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 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.
Delivering ARR Growth

Steve Blum
SVP, Worldwide Field Operations
Sales GTM & Customer Success Approach

Focusing on customer engagement across all segments

- **Direct Approach**
  - **Named Accounts**
  - **Digital Sales**

- **At Scale with Partners**
  - **Mid-Market Accounts**
  - **Territory Accounts**

Account-Based with Field Sales Resources
Geographical with Inside Sales Resources
How We Engage with Customers

Reaching more customers through a combination of human and digital engagements.
Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy
Existing Accounts | Growth in Named Accounts

Leading with Enterprise Business Agreements (EBAs)
Existing Accounts | Growth from EBAs

Expansion and outcome selling approach with customer success

~2.6x
INCREASE IN SUBSCRIPTIONS

~40%
3-YEAR (FY16–FY19) CAGR IN ARR

~55%
OF NAMED ACCOUNTS ON EBAS
Building Strategic Relationships

- Japan’s largest home builder specializing in prefabricated houses
- Enabling Daiwa’s business growth
- Products used: AutoCAD, Revit, BIM 360, and Inventor
- Execution of customer success plan
- BIM standards established
- 16-fold increase in contract value
Existing Accounts | Growth in Mid-Market

Implemented account-based sales and marketing with partners

ACCOUNT-BASED SALES
Field Sales
Partners

ACCOUNT-BASED MARKETING
Customized Content
Targeting & Re-targeting
Existing Accounts | Targeted Campaigns

At scale for Mid-Market Accounts

**HUMAN ENGAGEMENT**

- Assigned account team
- Co-marketing with Named Accounts
- In-person events (e.g. briefings, AU)
- Hand-written notes and merchandise
- Lunch and learns

**DIGITAL ENGAGEMENT**

- Personalized email and web content
- Display advertising and re-targeting
- Social media targeting
- Paid and organic search optimization
Existing Accounts | Growth in Mid-Market

Built momentum in FY19

>90% OF MID-MARKET ACCOUNTS PURCHASED

>25% Y/Y GROWTH IN BILLINGS

~80% Y/Y GROWTH IN BILLINGS FROM INDUSTRY COLLECTIONS
Building Strategic Relationships

- Leading community development consultancy firm in Sweden
- Grew account >225% y/y in FY18
- Enabling digital workflows and innovation
- Focused on adoption through education, webcasts, and executive engagement
- Grew an additional >35% y/y in FY19
Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy
New Customer Acquisition

Digital Sales

Non-Compliant Users

Legacy
New Customer Acquisition | Digital Sales

Engine of net-new sales

DIGITAL ENGINE
- e-Store
- Knowledge Network
- Chat & Info
- Webinars
- Trials

INSIDE TEAMS
- Sales
- Technical Sales
- Marketing & Nurturing
- Support
- Customer Success
New Customer Acquisition | Digital Sales

Driver of ARR and subscription growth

>$230M

ARR IN FY19

~56%

ARR GROWTH IN FY19

~50%

OF CUSTOMERS
BUYING ON E-STORE
ARE NET-NEW
CUSTOMERS*

*Internal estimates based on available customer data for Q4FY19
New Customer Acquisition | Non-Compliant Users

HUMAN ENGAGEMENT
Global, Direct Sales Team

DIGITAL ENGAGEMENT
Usage Data
In-Product Messaging
Targeted Messaging
e-Store Referral

4M Mature
includes
1.8M identifiable

8M Emerging
includes
2.3M identifiable
Non-Compliant Users | In-Product Messaging

Encouraging use of genuine software

- Customized notifications
- Key products: AutoCAD, 3ds Max, Revit, Inventor, Civil 3D
- Focused on e-store and large opportunities
Non-Compliant Users | In-Product Messaging

Encouraging use of genuine software

BEFORE

No Messaging
Firm & Fair Notice

TODAY

In Product Messaging
Frequent Messaging
No Option to Ignore
Limited Product Functionality
Product Will Not Run

Inconvenience
New Customer Acquisition | Legacy Customers
How and why to get current

- Added value of subscription
  - More frequent releases
  - More value through the cloud
  - More administrative control and user insights
  - Better collaboration capabilities
  - Support included

- Targeted communications to upgrade to subscription
  - Time to move to subscription
  - Windows migration
Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy
Adoption & Renewal | Customer Success Cycle

Focusing on business outcomes throughout customer journey
Adoption & Renewal | Customer Success Approach

**HUMAN ENGAGEMENT**
- Premium Support
- Consulting Delivery
- Customer Success Managers
- Tech Support
- Customer Success Specialists
- Partners

**DIGITAL ENGAGEMENT**
- Digital Nurture
- Personalized Emails
- Services Marketplace
- Community Forums
- Knowledge Network
- Early Warning Systems
- Data Insights

Level:
- High
- Low
Adoption & Renewal | Monitoring Customer Health

Delivering personalized experiences to drive adoption

Early Warning System score for customer

Change in engagement to drive adoption

Change in engagement to drive adoption

MAR  APR  MAY  JUN

DISENGAGING...  HIGHLY ENGAGED
Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy
Partner Strategy | FY20 and Beyond

Partner Framework
Consistency & Stability
Adoption & Customer Success
Partner Services Enablement
Partner Strategy | Minimal Changes to Framework

Focus on execution

Maintenance-to-subscription opportunities

More to back-end attainment & quarterly targets

Adoption & renewals
Partner Strategy | Scale and Coverage

Partners provide global scale, coverage, and local expertise around the world

~180
NUMBER OF COUNTRIES IN WHICH WE DO BUSINESS EACH YEAR

~1,300
RESELLER BUSINESSES PROVIDING GLOBAL SCALE AND COVERAGE

14:1
ESTIMATED RATIO OF PARTNER TO AUTODESK QUOTA-CARRYING SELLERS
Partner Strategy | Growing the Business

Partner business will grow as mix of direct vs. indirect net billings changes
Delivering ARR Growth

- Account-based sales and marketing drives expansion
- New customer acquisition opportunities are significant
- Customer success fuels adoption and renewals
- Partners continue to deliver growth