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.
Delivering Growth

Steve Blum
Executive Vice President & Chief Operating Officer
Chief Operating Officer (COO) organization

Connecting all facets of our go-to-market into one organization to deliver a world-class customer experience
COO team mission

We deliver a world-class customer experience that differentiates Autodesk in the marketplace, drives brand loyalty, and delivers on our long-term financial results.
What we’ll cover today

1. Evolve the customer experience
2. Target segments with greatest potential
3. Continue our business model evolution
4. Convert non-compliant users
Evolve the customer experience
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
Leading with outcomes

Built the Autodesk outcomes framework

Uses a common language and supporting tools to enable customers to achieve better outcomes

Aligns customer needs with technical solutions that immediately prove value
A focus on customer outcomes

Intentional customer journeys
Include step-by-step, outcome-focused purchasing journey with human and digital touchpoints

Replicable solutions
Leverage learnings of best customer implementations and codify into repeatable recipes for customers and partners

Field & partner enablement
Provide training and enablement on outcome-focused conversations
Why is self-service important?

Meets customer demand to accomplish tasks digitally with limited human interaction

Allows us to scale our engagement with smaller customers giving them faster resolution times

Enables higher productivity

Provides access to 24/7 support

Empowers both our customers and go-to-market teams
Personalized self-service experiences

Adaptive purchase path
Make it easier for customers to find the solutions that help them achieve their outcomes

Personalized trials
Make it easier for customers to find trials and connect with Autodesk and the broader community to learn and make decisions

Onboarding
Tailor content and help new users find pathways to learning and enablement
“Digital-first” person-led experiences

More product integrations
Focus on integrations in high-volume products

Expansion of sales chat & conversational marketing
Identify customer intent in real-time and deliver relevant content

Optimized self-service resolution
Improve customer's ability to resolve issues/questions without human interaction
Voice of the customer

Ability to take insights to action
Close the loop with customers when feedback is provided

Advanced text analytics tools
Introduce analysis of unstructured data from chats, forums and other channels

Customer journey management tool & practice
Map micro and macro customer journeys
Target segments with greatest potential
Delivering account-based engagement

**Outcome-focused conversations**
Set right expectations and explore how to achieve desired outcomes

**Engagement across lifecycle**
Use outcome-focused content from marketing campaigns to sales conversations

**Value-based services**
Ensure value promised is delivered through onboarding, implementation and adoption services
Partnering on digital transformation initiative supported by Enterprise Business Agreement
Smaller customers: acquisition & expansion

Horizontal brand building
Build familiarity with Autodesk as Design & Make category leader

SEO-optimized content
Implement relevant SEO optimized content for customers to solve problems and achieve outcomes

Product-led growth pilot
Enable product usage to drive acquisition, retention and expansion
Smaller customers: retention

Digital-first engagement
Design and test ML-driven customer engagement and self service

Marketing journey orchestration
Create marketing cohorts for targeted and trigger-based campaigns

Human touchpoints
Implement human touchpoints for at-risk cohorts
Continue our business model evolution
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
Flex is helping us grow

- **Loyalty**: ~20% of customers are rebuying additional token packs
- **Value**: 88 different portfolio products used by Flex customers
- **Direct growth**: 70%+ of purchases originated via estore
- **Partners**: 80% of Flex tokens delivered via partners
Flex changes our relationship with customers

- Customer requests quote
- Direct relationship with Autodesk
- Pricing is consistent
- Everyone is connected
- Partner configures quote
- Autodesk sends quote
Channel evolution: continuing move to back-end

Performance incentives
Rewards growth and value-based activities on the back end
Scale and coverage

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

~1,200
Solution providers delivering global scale and coverage

~175
Number of countries in which we do business each year

~3.5x
Partners to every Autodesk sales and customer success person
Convert non-compliant users
Non-compliant user base

Usage, not versions, drives higher probability conversions
Continue to harden systems

- Named users, not serial numbers
- No offline activation
- Student verification
- Verifiable trial customers
- Concurrent user limits
Reduction in non-compliant usage

Non-compliant trend by product year

- **2020**
- **2021**
- **2022**
- **2023**

![Graph showing the non-compliant trend by product year over months since release.](image-url)
Expansion of in-product messaging

70
Number of countries where we are messaging users

9
Number of products where we are messaging users
~2M

Targetable non-compliant subscriptions within customer base
Engaging and converting known accounts

- Multinational with operations in China
- Proactive engagement with the customer
- Traditional audit with sales intervention
- 100% legalization target
- Sold 3-year subscriptions
- In billings ~$5M
Why we win

Evolve the customer experience

Target segments with greatest potential

Continue business model evolution

Convert non-compliant users