

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.



AUTODESK **INVESTOR DAY**

March 22, 2023

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

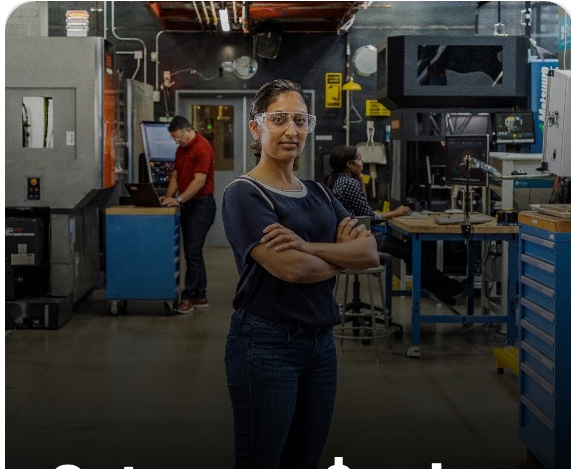
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Convert non-compliant users

A photograph of two women in a control room or server room. The woman on the left is standing and leaning forward, looking at a computer monitor. She is wearing glasses and a dark jacket over an orange shirt. The woman on the right is sitting and looking at the same monitor. She is also wearing glasses and a dark t-shirt. The background is filled with server racks and computer equipment. The lighting is dim, with the primary light source being the screens.

Evolve the customer experience

Evolving customer experiences



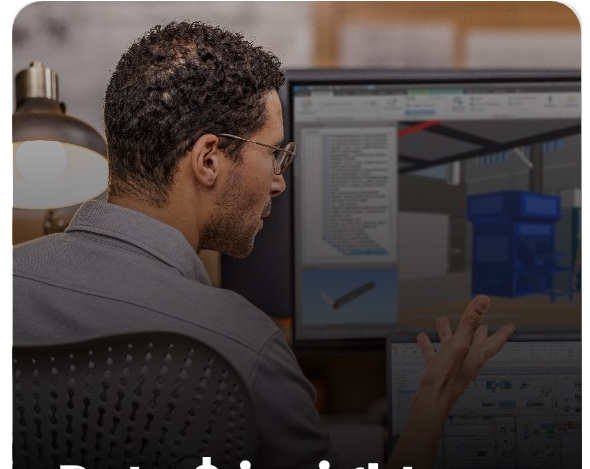
Outcomes & value

Improve the value we deliver through a focus on customer outcomes



Self service

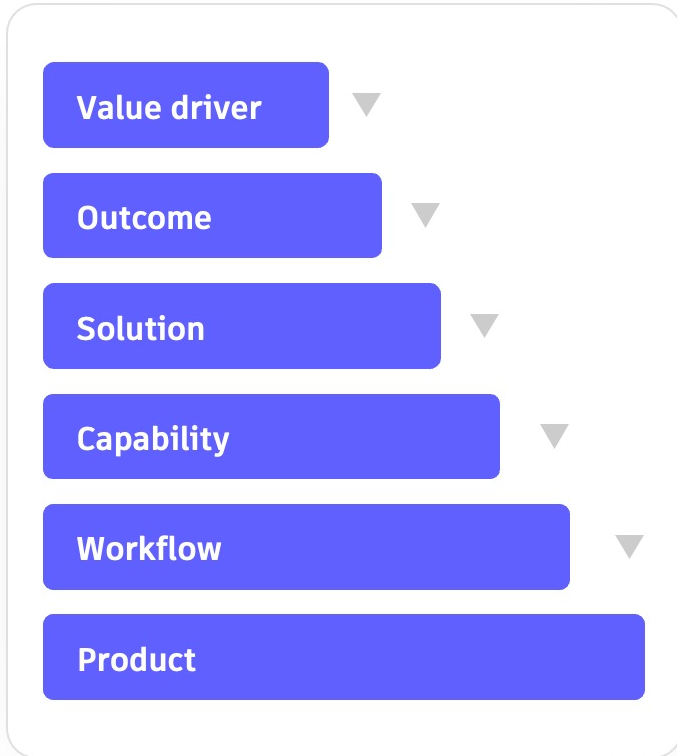
Empower our customers to address their own needs



Data & insight

Leverage data and insight to optimize customer experiences

Leading with outcomes

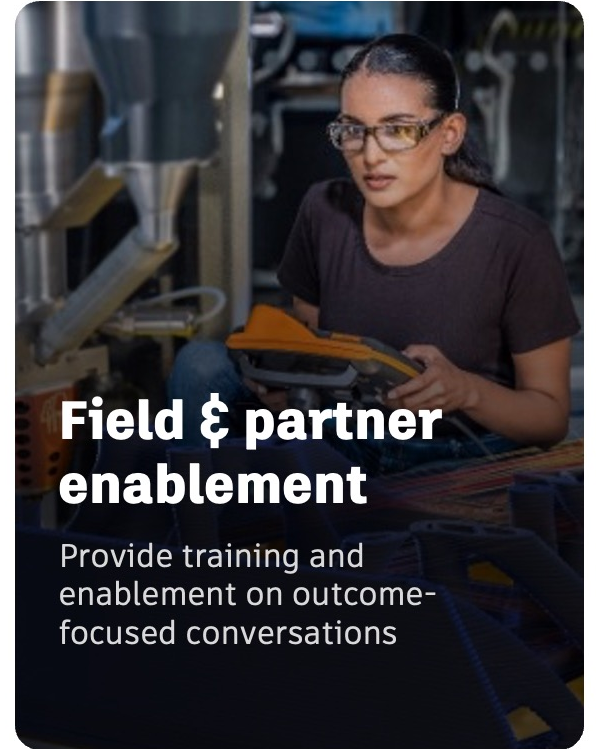
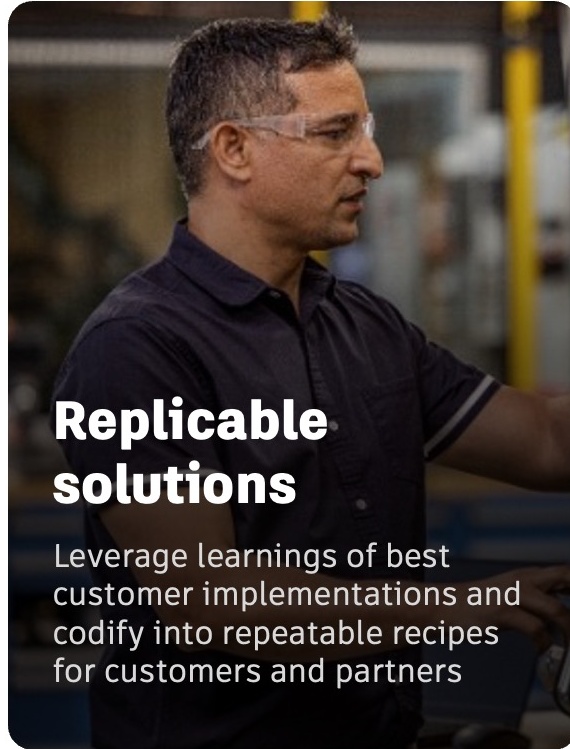
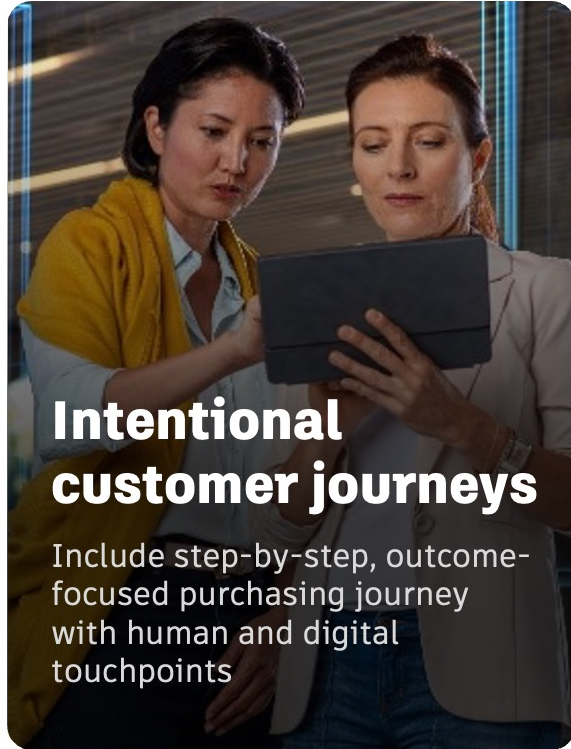


Built the Autodesk outcomes framework

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



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



A man with glasses and a white t-shirt is speaking at a conference table. He is gesturing with his hands. In the background, other people are visible, including a man in a blue suit and a woman in a white top. A sign on the table reads "Reserved Customer Briefing".

Target segments with greatest potential

Delivering account-based engagement



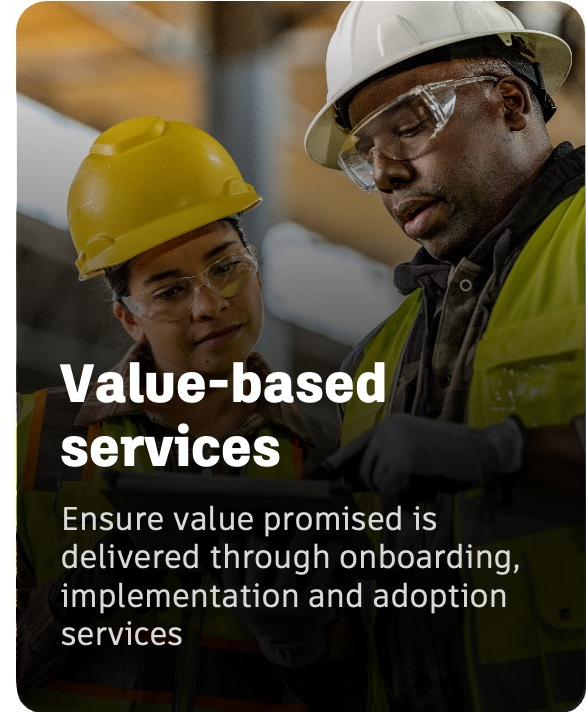
Outcome-focused conversations

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

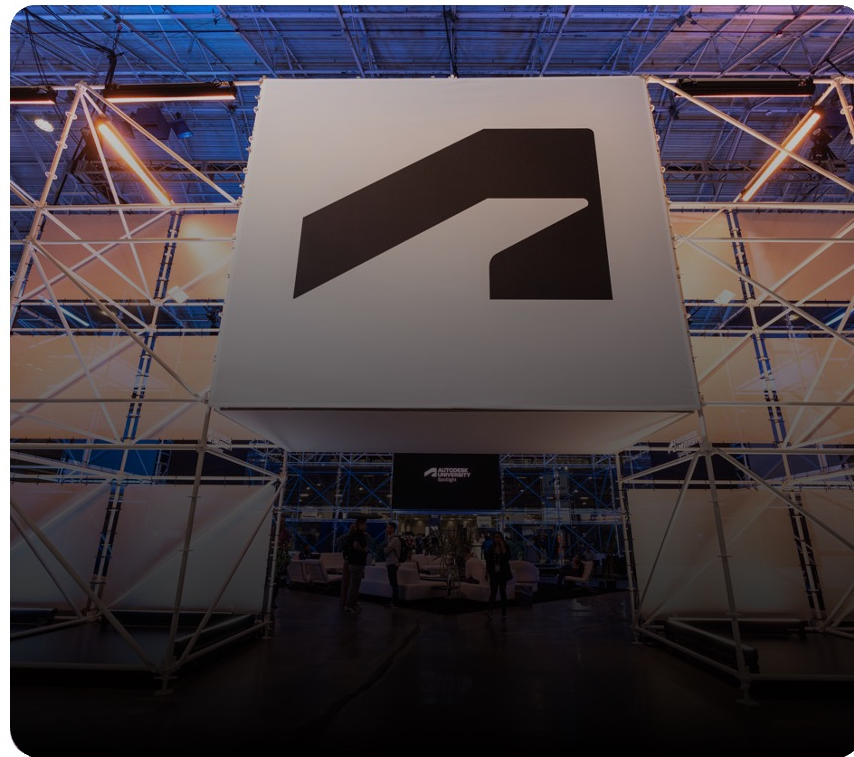
Build familiarity with Autodesk as Design & Make category leader

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



A man and a woman in business attire are looking at a tablet together in a modern office setting. The man is wearing a dark suit jacket over a light-colored shirt, and the woman is wearing a light-colored, patterned blouse. They are both looking down at the tablet, which is held by the woman. The background is a blurred office environment with a red railing and a window.

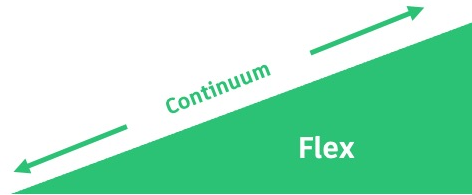
Continue our business model evolution

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



Flex

Packs of tokens used in conjunction with subscriptions or as standalone

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 is helping us grow



Loyalty

~20% of customers are rebuying additional token packs



Value

88 different portfolio products used by Flex customers



Direct growth

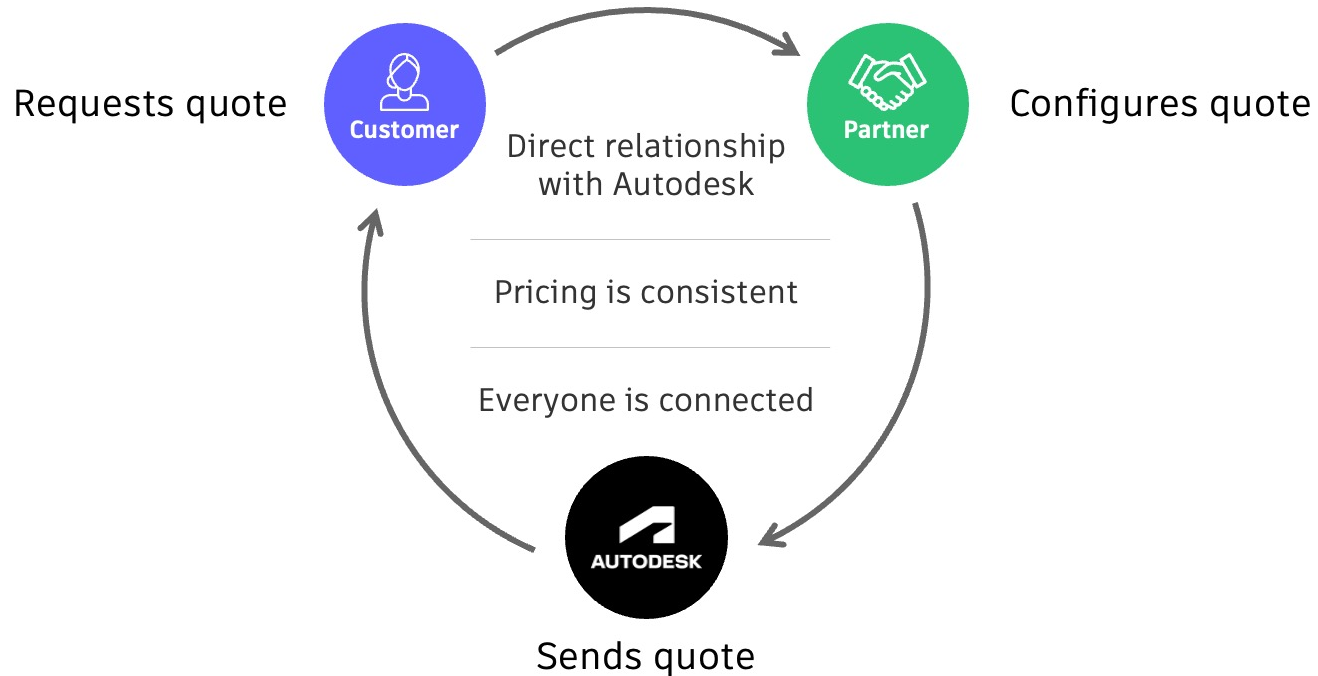
70%+ of purchases originated via estore



Partners

80% of Flex tokens delivered via partners

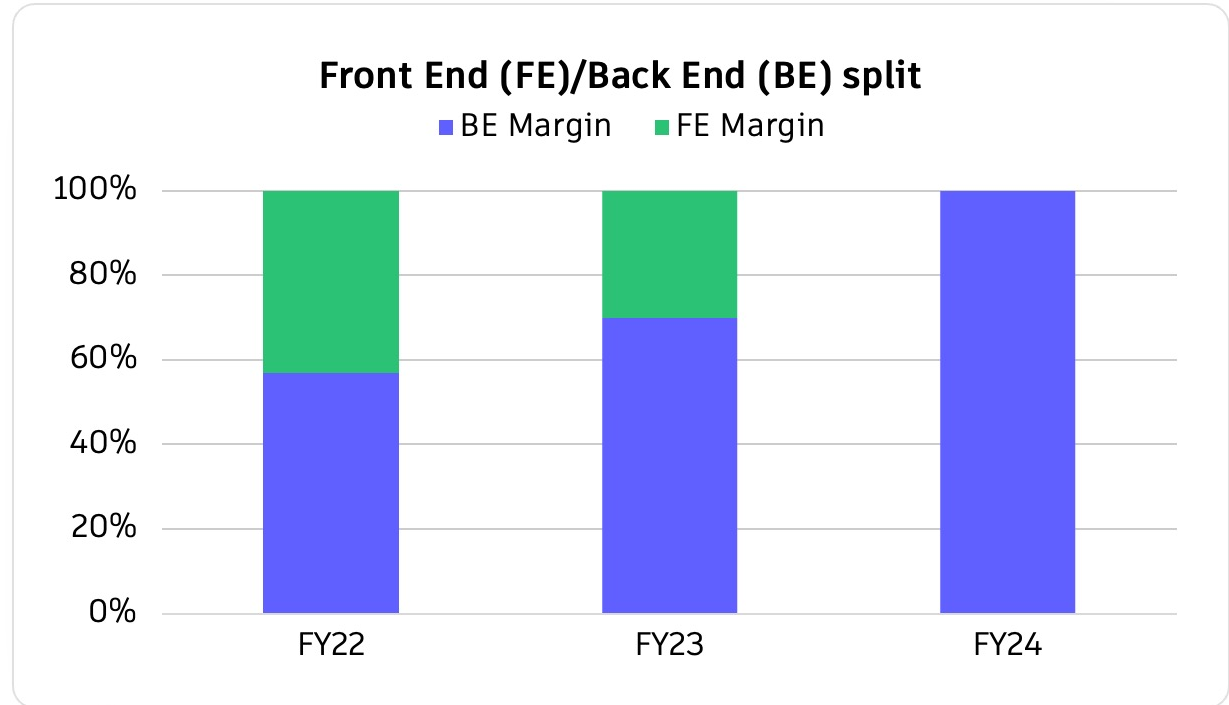
Flex changes our relationship with customers



Channel evolution: continuing move to back-end

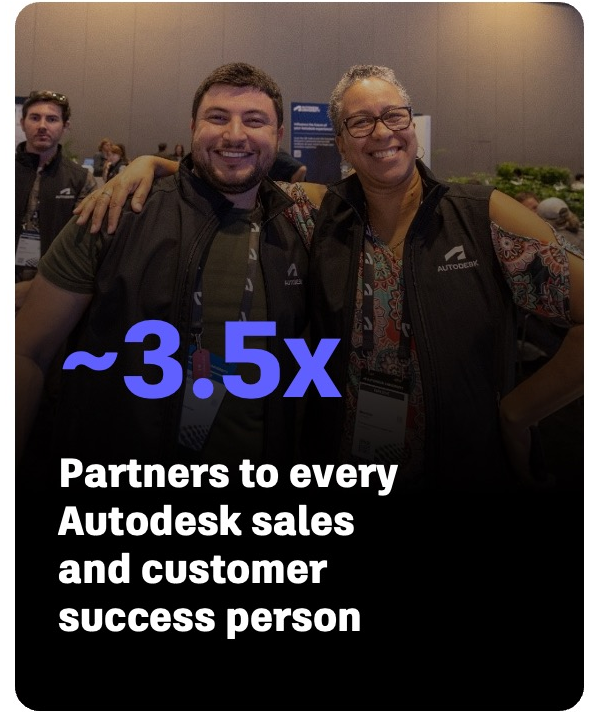
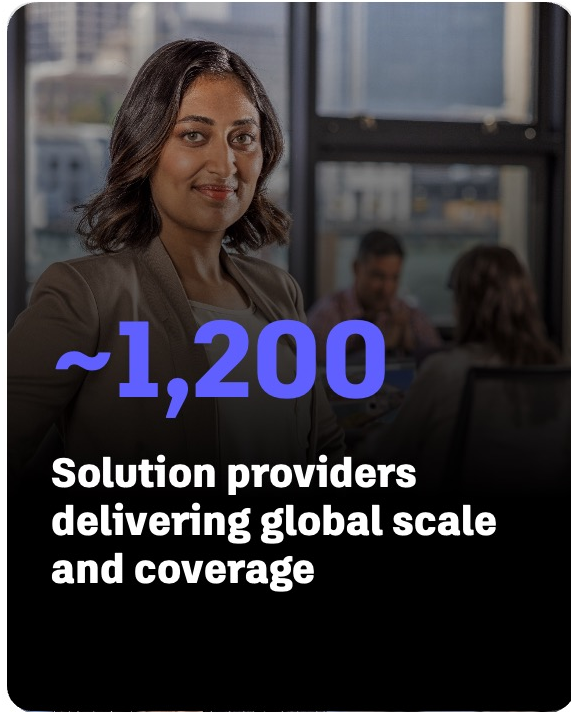
Performance incentives

Rewards growth and value-based activities on the back end



Scale and coverage

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



A photograph of two women sitting at a desk in a dimly lit office, looking at a laptop. The woman on the left is wearing a red top and has her hand on her chin, while the woman on the right is wearing a dark top. The background shows hanging light bulbs and a blurred office environment.

**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



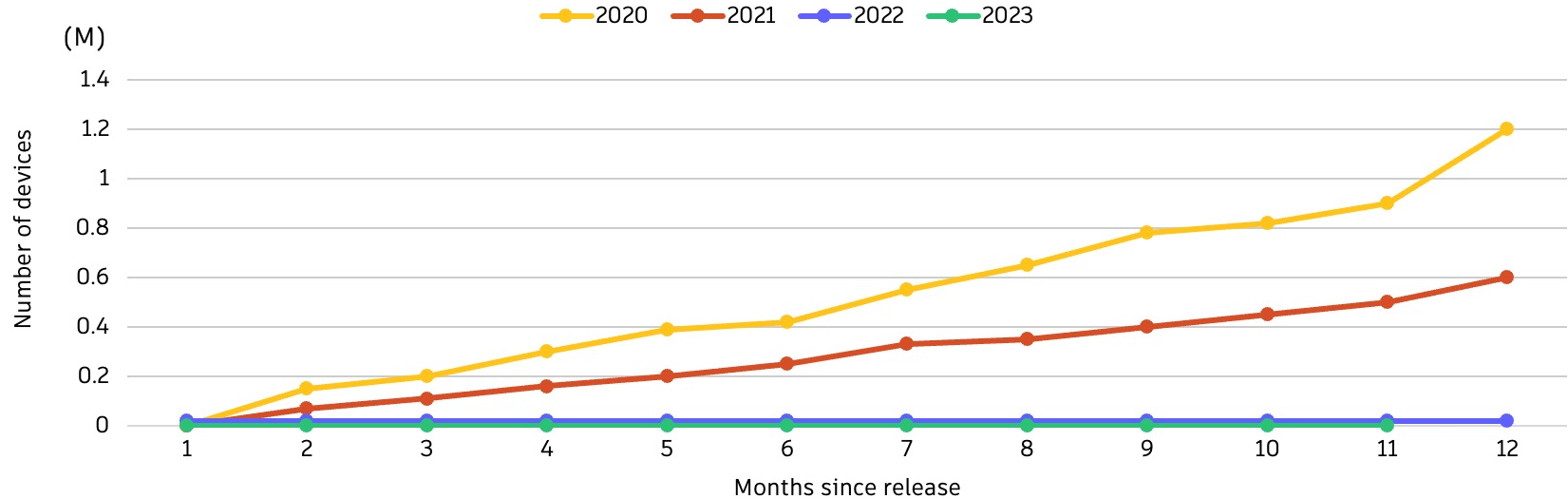
Verifiable trial
customers



Concurrent
user limits

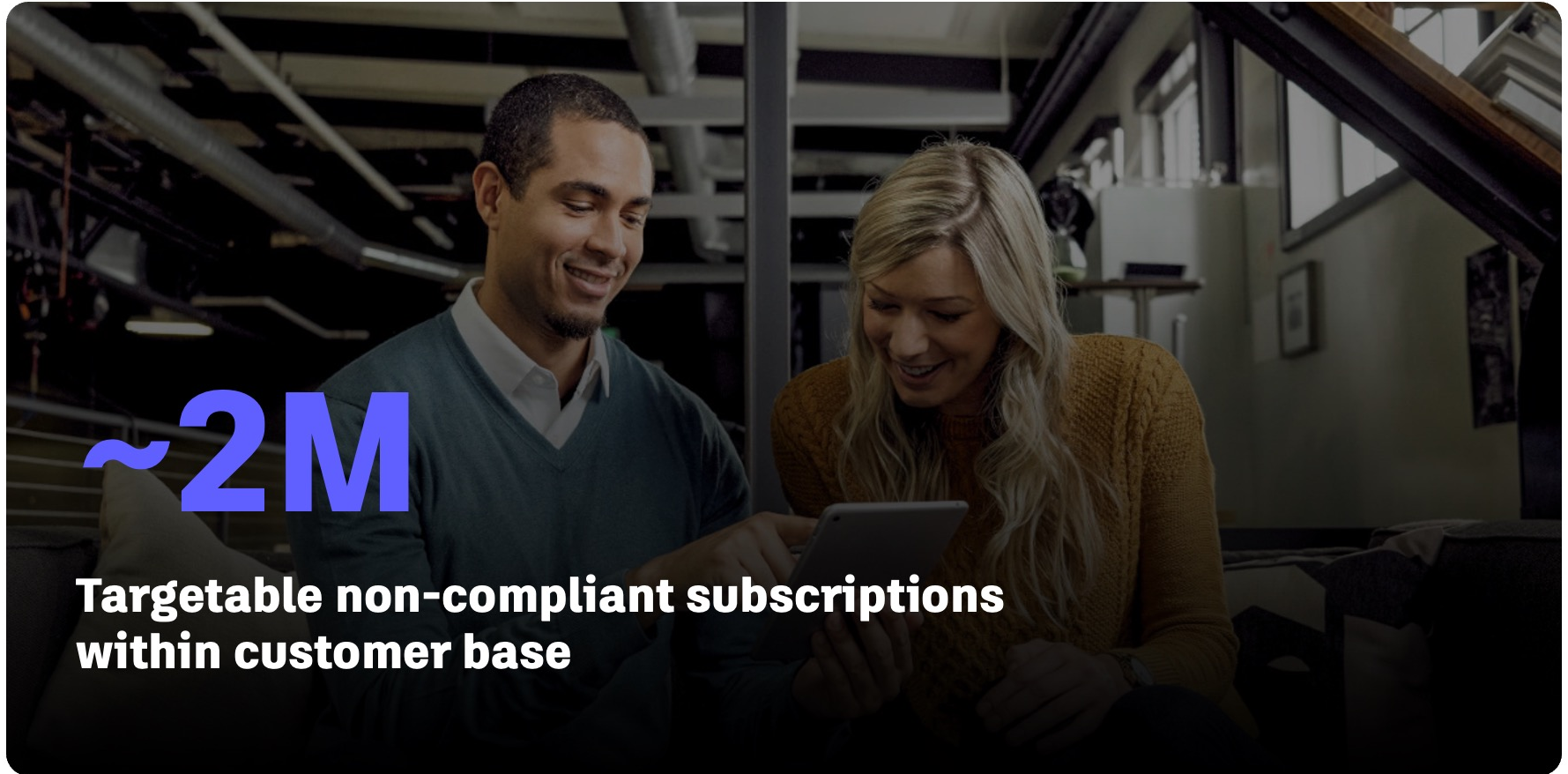
Reduction in non-compliant usage

Non-compliant trend by product year



Expansion of in-product messaging





~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

Why we win

