Safe Harbor Statement

Each of the presentations today will contain forward-looking statements about our strategies, products (including AI), future results, performance or achievements, financial, operational and otherwise, including: statements about our strategic priorities; guidance for the fiscal year 2026; total addressable market (TAM) and 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 new transaction model and our ability to monetize the platform and scale AI; uncertainties regarding AI technologies and its integration into our products, failure to successfully expand adoption of our products or our ability to successfully introduce new services and product features; our ability to implement our business plans 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.

Go-to-market evolution: Driving efficient, sustainable growth

Steve Blum

Executive Vice President & Chief Operating Officer

Autodesk is creating **smarter**, more **automated customer experiences** that drive **efficient** and **sustainable growth.**

Our focus today

Agenda

A planned journey
Our go-to-market system transformation

Transforming the customer experience
Our go-to-market model evolution

Efficiencies and growth levers
Our sustainable growth

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Delivering proven transformation results

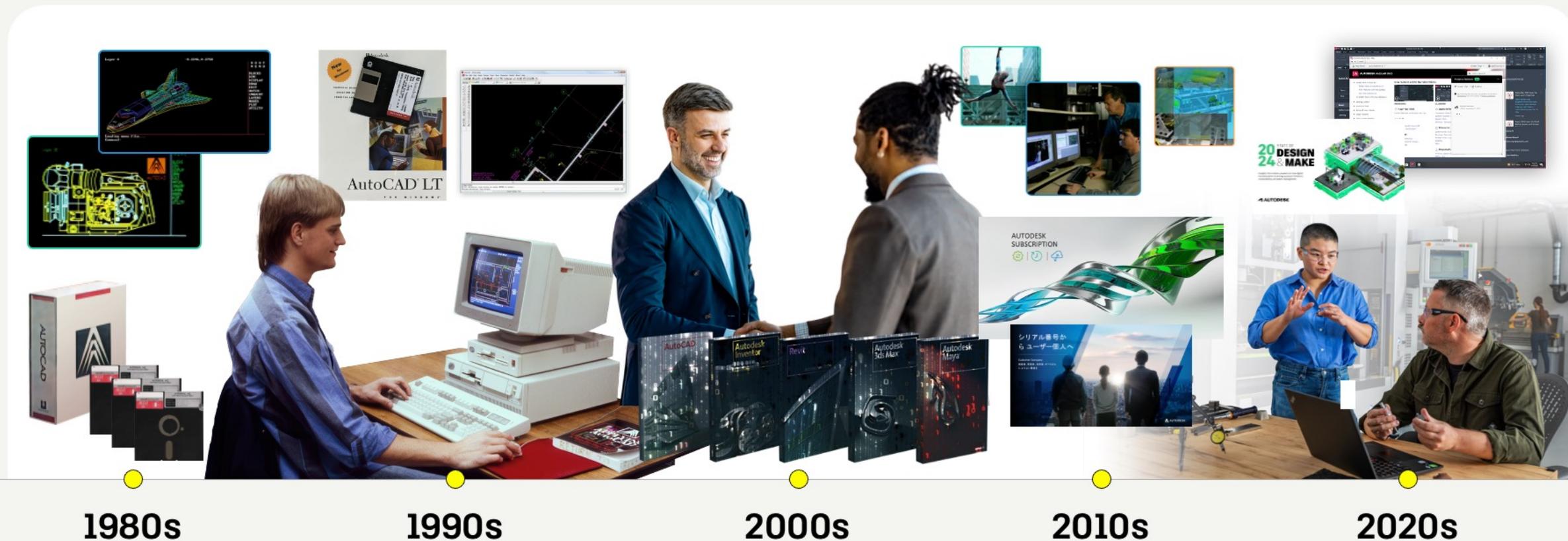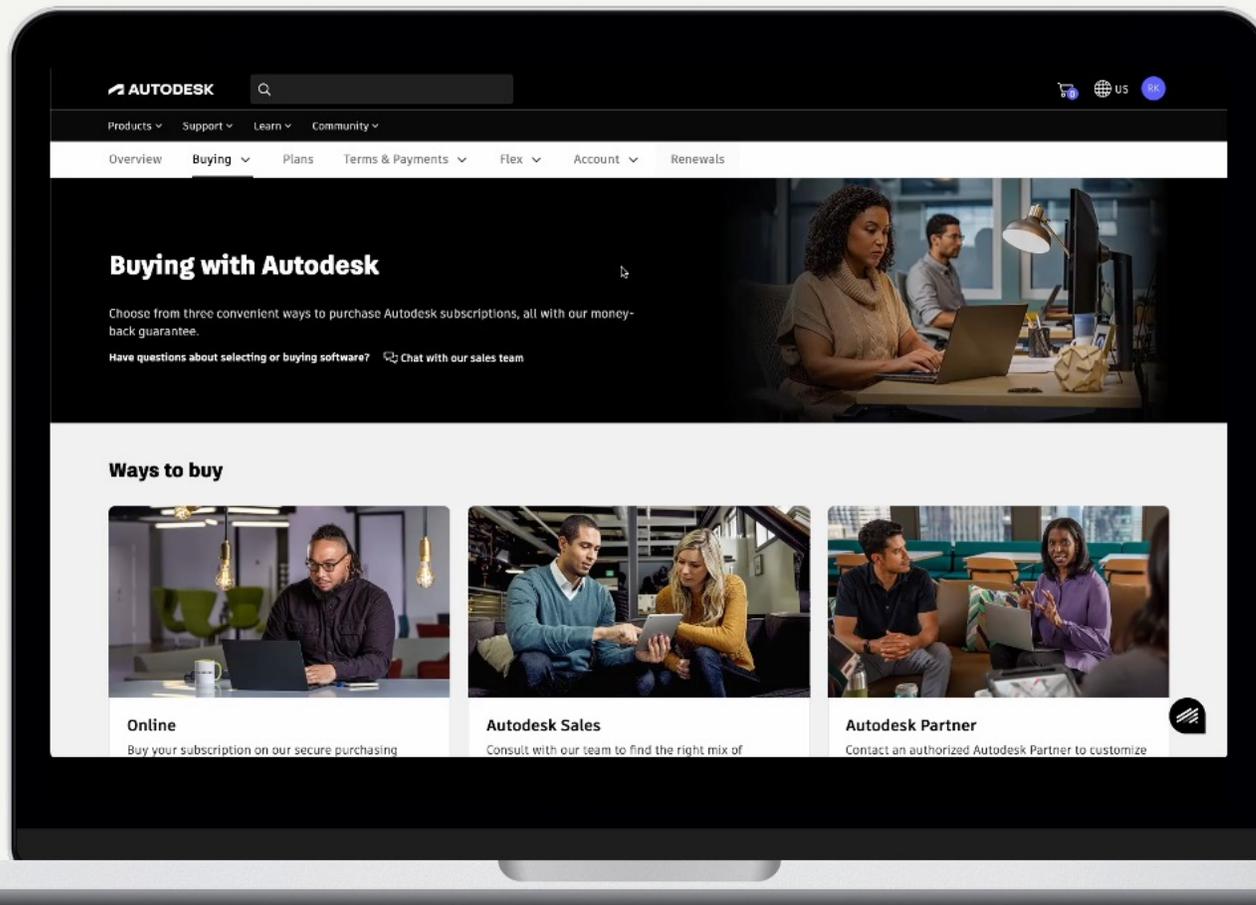| **Strategic evolutions** | ✓ Perpetual to subscription | ✓ Evolved license compliance | ✓ Introduced consumption at scale (flex) | ✓ Modernized partner framework (buy/sell to agency) |

1980s   **1990s**   **2000s**   **2010s**   **2020s**

Building our go-to-market (GTM) system capability by capability

User Experience as of Feb. 2025

01 Modern SaaS-based tech stack

02 Financial systems redesign

03 Customer-facing GTM systems

- Autodesk stores
- Flex consumption model
- Multi-year billed annual capabilities
- New transaction model rollout globally

Creating direct relationships with our customers through new transaction model

01 From two-tier distribution to direct transactions
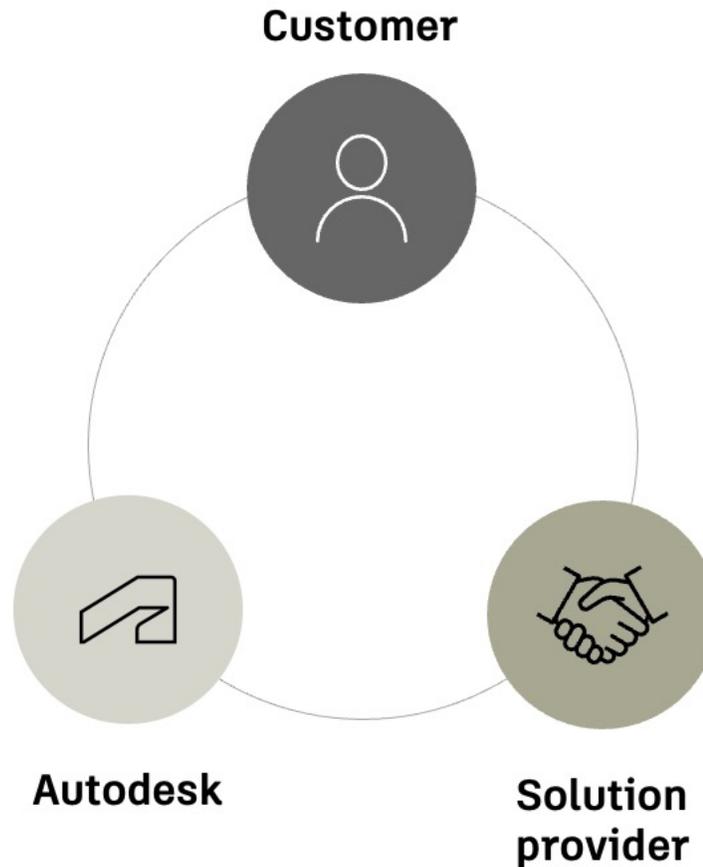
02 High-fidelity customer data

03 Complete visibility into customer engagement and usage

04 Local partner expertise

05 Agency-based partner compensation

Customer

Autodesk

Solution provider

Customer
Requests a quote from solution provider

Solution provider
Helps customer with solution design and configures quote

Autodesk
Sends the quote to customer

Customer
Accepts quote and pays Autodesk

Driving strategic benefits with new transaction model

- Self-service and automations

- Data-driven interactions and personalization

- Price predictability

- Higher renewal rates

- Data-driven expansion opportunities

Data-driven interactions
Customers have more personalized and relevant experiences with support and services tailored to their needs.

Self-service capabilities
Customers are empowered to manage their own transactions, and this allows partners to focus on providing value-added services.

Predictability
Customers receive consistent pricing regardless of how they buy, and partners benefit from a predictable financial model.

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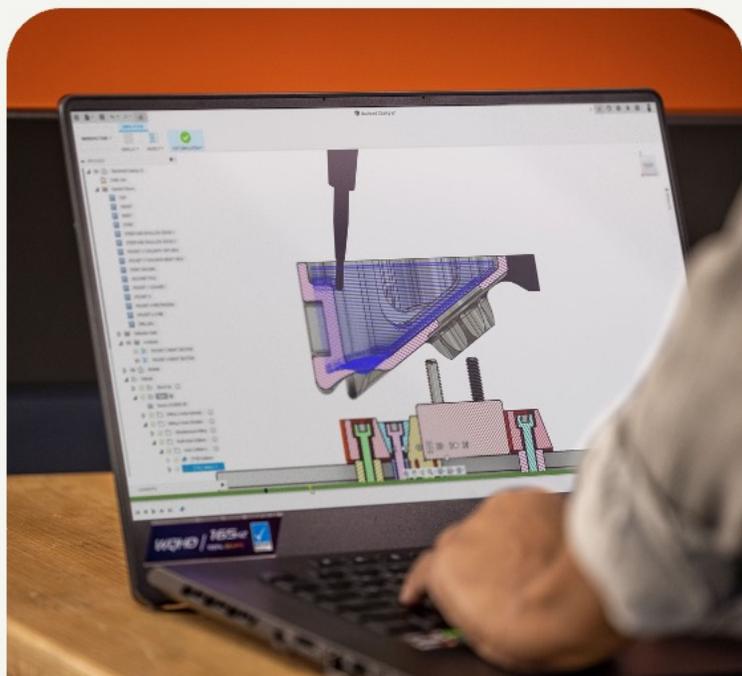
Transforming the customer experience
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Factors shaping our GTM model

Shift to platform

Customer value alignment

Artificial intelligence

Enhancing business models

Subscription model firmly established

Consumption model adds flexibility that customers demand
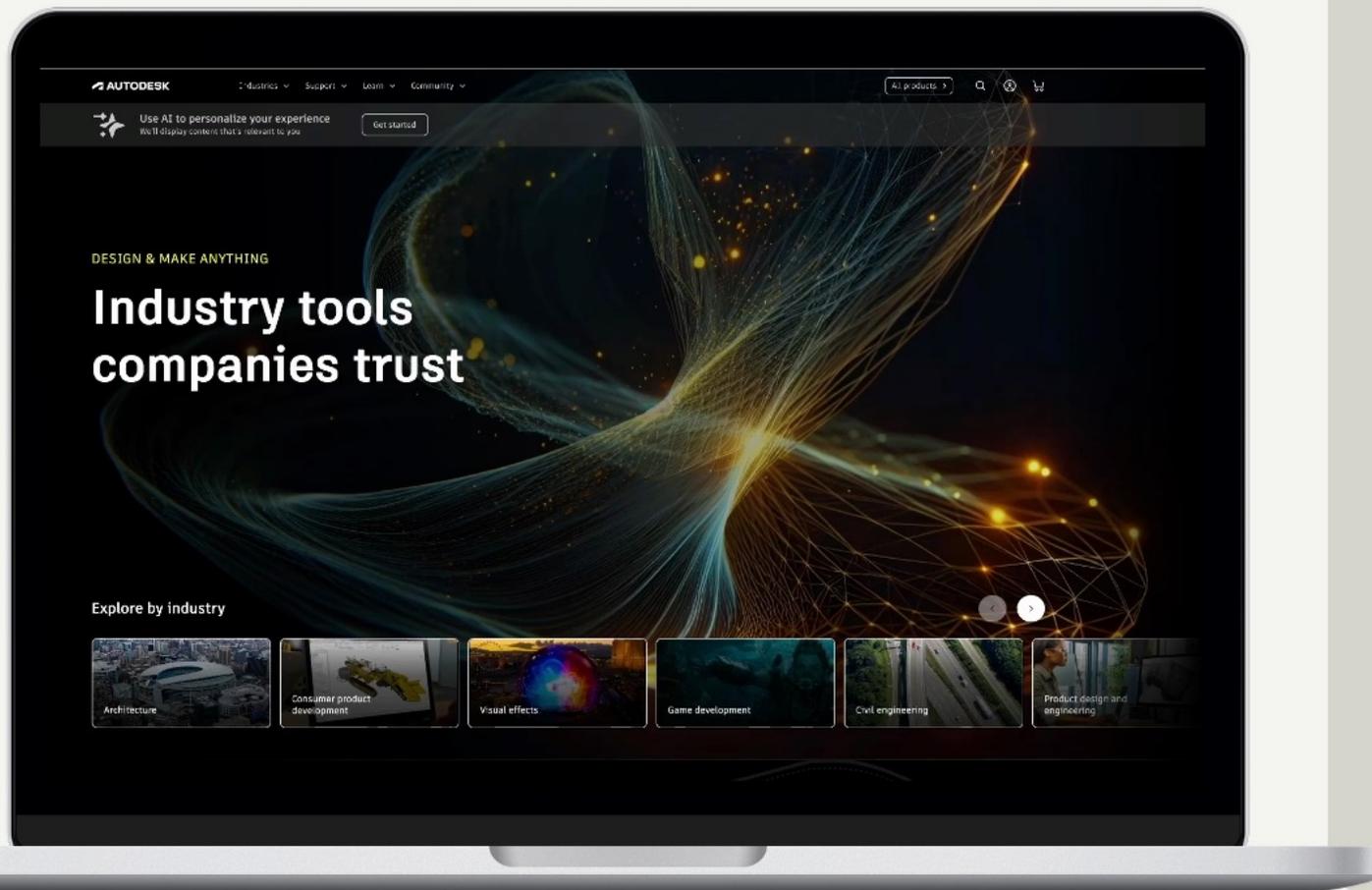
Enhanced consumption models
- API access
- Human and machine usage
- AI capabilities

Design & Make Marketplace

Transforming the customer experience

User Experience as of Feb. 2025

- Enhanced self-service capabilities
- AI integration and automation
- Segment-specific customer experiences
- Continued focus on building strategic, long-term relationships
- Focusing on customers with greatest growth potential

Driving strategic growth and partnership with Autodesk customer Mott MacDonald

Technology evolution

- Closer strategic alignment and simplified technology adoption landscape

- Removed barriers to adoption focused on collaboration, Autodesk Common Data Environment (CDE) and water

- Expanding from Autodesk Construction Cloud (ACC) deployment to next-gen solutions across major infrastructure projects: 180% increase in cloud monthly active users
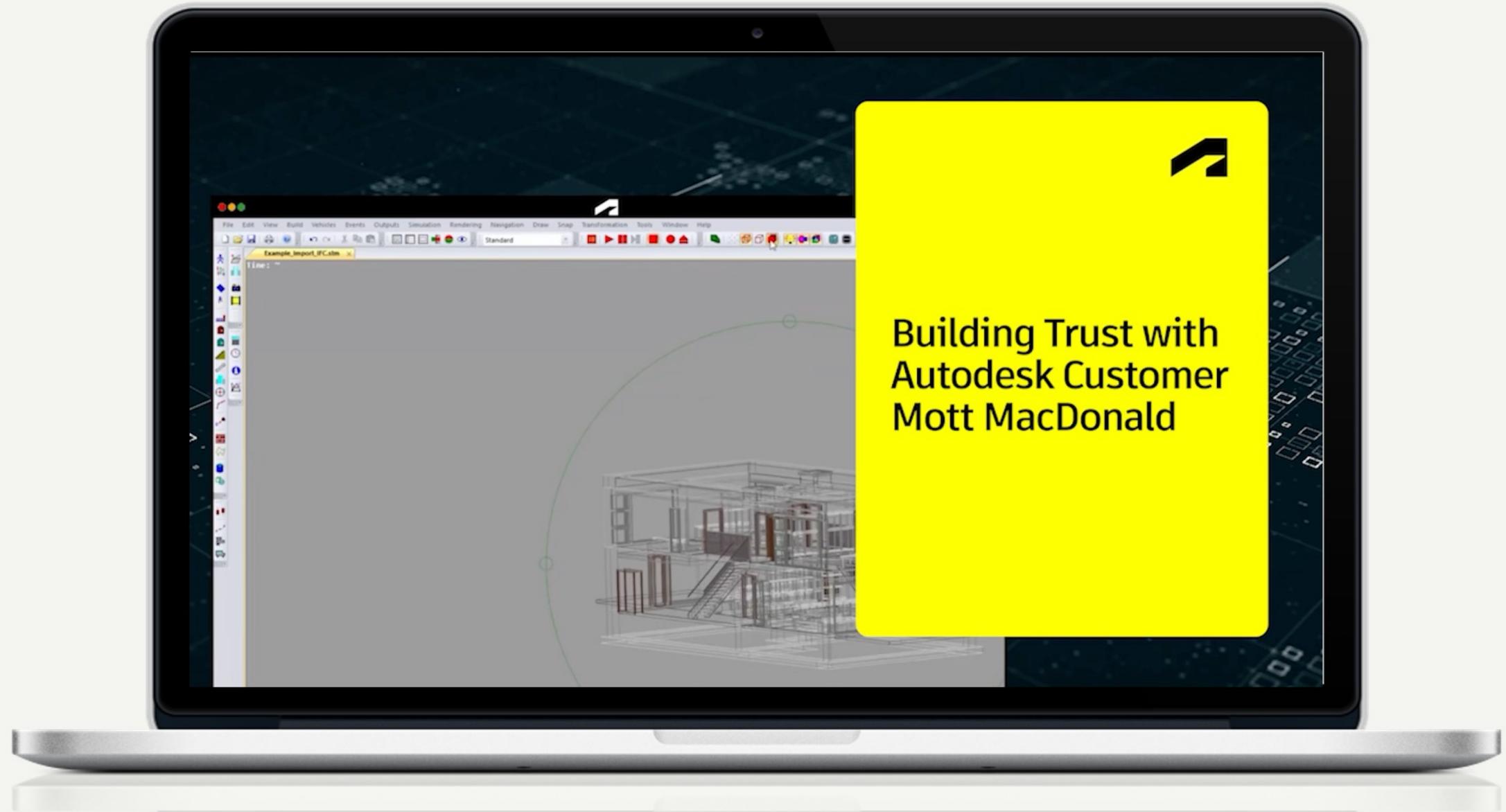
Deal expansion

- 60% increase in total deal value

Outcome-based impact

- World-class infrastructure projects

- Quantified productivity: 130,000 hours/year time savings through our customer success engagement

- Co-innovation platform for AI and automation

Building Trust with Autodesk Customer Mott MacDonald
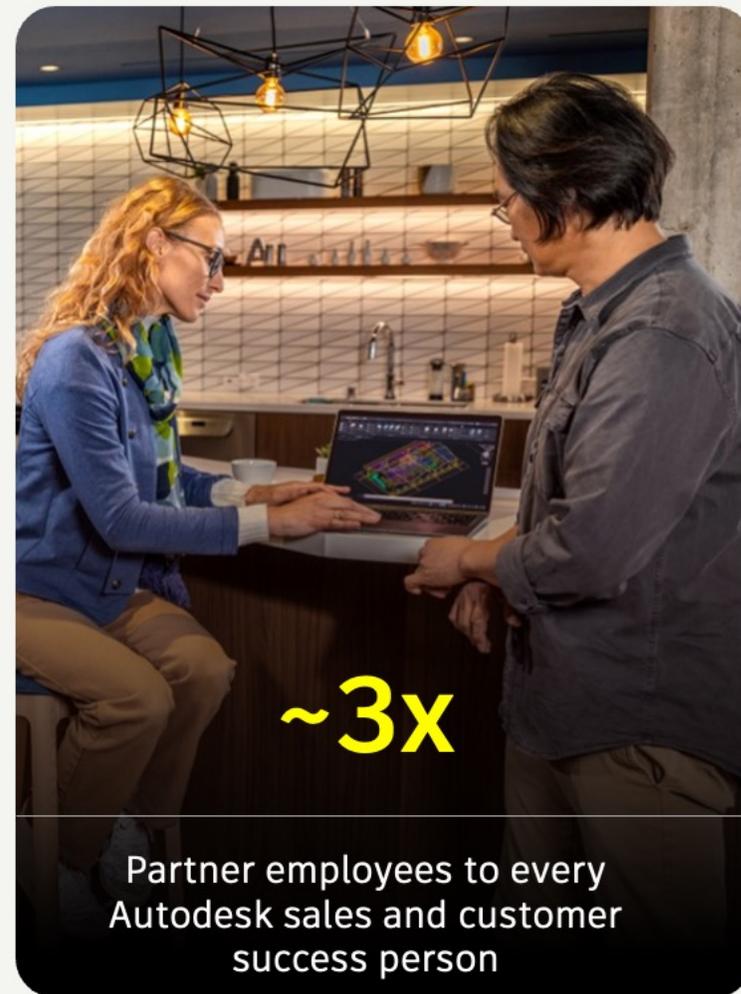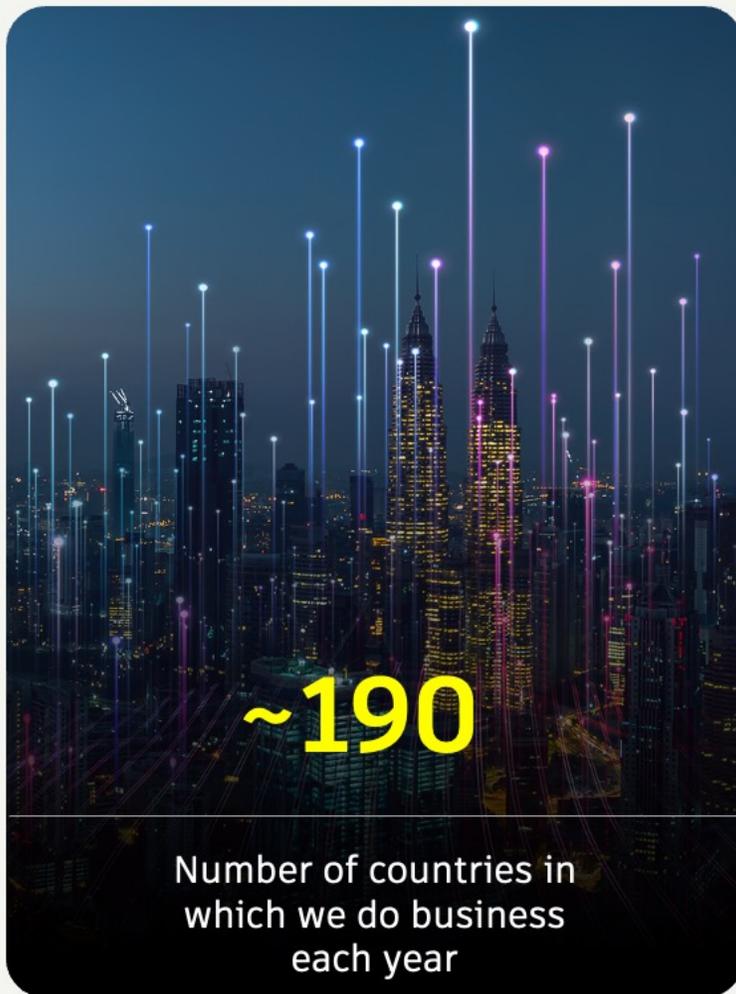
Empowering our partner ecosystem

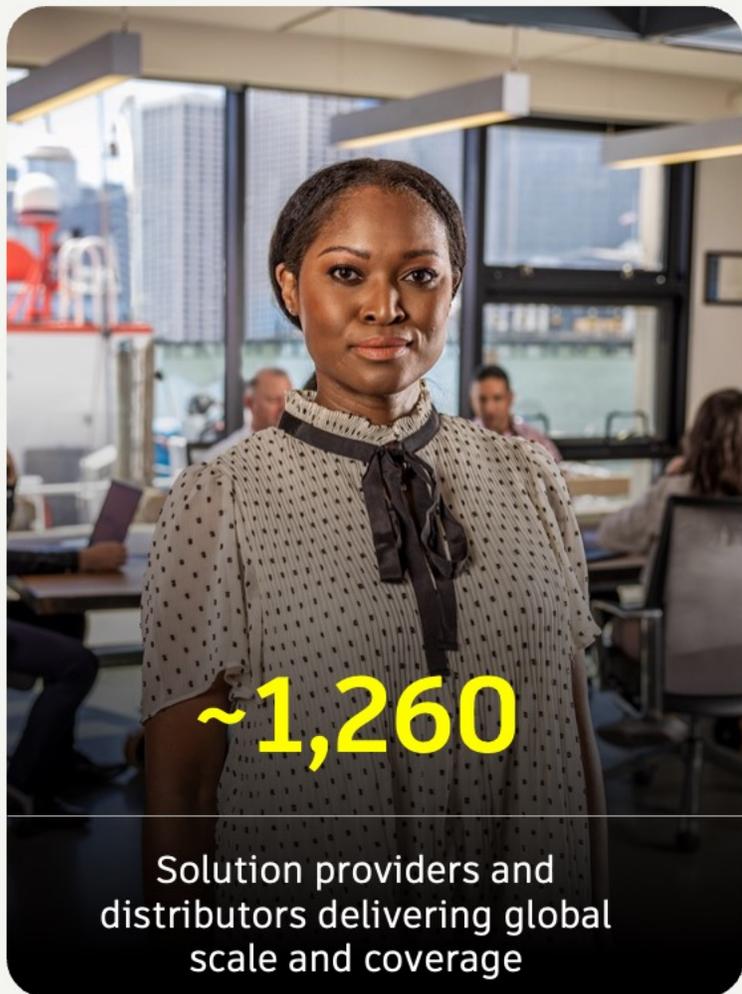## From transactional to strategic value creation

- Enhanced data sharing via new transaction model

- Complete customer visibility

- Focus beyond transactions
  - Value-added consulting services
  - IP development

- Platform integration

- Channel framework focused on new and expansion business

Autodesk

Solutions and services

Collaboration

Customer outcomes

Value-add services
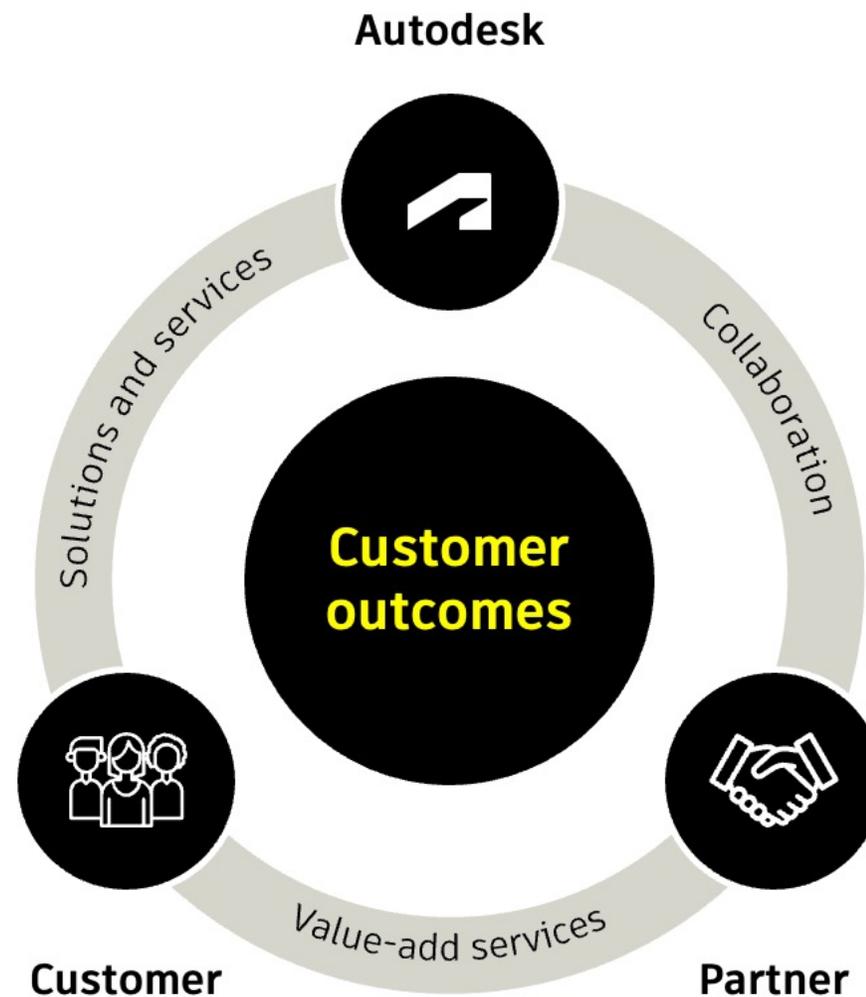
Customer

Partner

Scale and coverage

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

~1,260

Solution providers and distributors delivering global scale and coverage

~190

Number of countries in which we do business each year

~3x

Partner employees to every Autodesk sales and customer success person

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Our sustainable growth

Driving efficiencies and optimization

Continuing to remove friction from new transaction model

Self-service capabilities for renewals and account management

AI and automation for repeatable, scalable tasks

Eliminating duplicated tasks and responsibilities

Reducing operational complexity

Growth levers and opportunities

Increase new business via Autodesk Store

Higher renewal rates through new transaction model and automations

More effective account expansion through better data visibility

High-growth business - Construction, Infrastructure, Fusion

New monetization opportunities
- Modernized subscription success offers
- API and MCP server monetization
- Design & Make Marketplace

Positioned for the next chapter of Autodesk growth

Go-to-market system transformation

A foundation for sustainable growth while maintaining the flexibility to adapt

Go-to-market model evolution

Enhanced customer value through improved experiences, deeper integration, and ecosystem collaboration

Efficient, sustainable growth

Strategic investments and multiple growth levers

AUTODESK

Make Anything