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 third quarter and fiscal year 2022; 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.
Delivering Growth

Steve Blum
Chief Revenue Officer & Executive Vice President
Worldwide Field Operations
A Growth Engine

Autodesk and our partners have strengthened our capacity and capabilities

SUBSCRIPTION SELLING

INSIDE SALES

CUSTOMER SUCCESS

COMPLIANT USAGE

ACCOUNT-BASED EVERYTHING
Delivering Growth

CUSTOMER ENGAGEMENT STRATEGY

NON-COMPLIANT USER STRATEGY

PARTNER STRATEGY
Go-to-Market Approach

Expansion through account-based sales, marketing, and customer success

<table>
<thead>
<tr>
<th>ACCOUNT TYPE</th>
<th>NAMED</th>
<th>MID-MARKET</th>
<th>STRATEGIC TERRITORY</th>
<th>TERRITORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach</td>
<td>Account-Based</td>
<td></td>
<td></td>
<td>Geographic</td>
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<tr>
<td>Human Touch</td>
<td>Higher</td>
<td></td>
<td></td>
<td>Lower</td>
</tr>
<tr>
<td>Digital Touch</td>
<td></td>
<td>Everywhere</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Leads</td>
<td>Field Sales</td>
<td></td>
<td>Inside Sales</td>
<td></td>
</tr>
<tr>
<td>Partner Roles</td>
<td>Services</td>
<td></td>
<td>Sales &amp; Services at Scale</td>
<td></td>
</tr>
<tr>
<td>Digital Sales</td>
<td>Lower</td>
<td></td>
<td>Higher</td>
<td></td>
</tr>
</tbody>
</table>
“Account-Based Everything”
Delivering customer outcomes at scale through personalized journey orchestration

Marketing campaigns target decision makers with outcome-based content and success stories
Sales and discovery conversations set right expectations and explore how to achieve desired outcomes
Onboarding, implementation and adoption services ensure value promised is delivered to customer
Long-term Strategic Relationships

A focus on outcomes leads to measurable customer value
Long-term Strategic Relationships
A focus on outcomes leads to measurable customer value

Examples of business goals and initiatives we are driving through engagements

2x increase in EBA deal size

3rd EBA renewal

Construction added to EBA

4th EBA renewal

Digital Twin Lighthouse Program

Partner on energy renewables and storage

BIM expansion: general engineering, electrical transmission distribution, aviation and federal, and waste/wastewater

Accelerated and improved workflows by streamlining engineering-to-inhouse fabrication

Shift to cloud infrastructure for storage using BIM 360 as common data platform

2017

2018

2019

2020

2021

60K HOURS ($6.3M)

efficiency savings from engagements

5K HOURS ($662K)

in operational downtime avoided

*Customer Provided Data
Continue to Harden Systems on Multiple Fronts

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

Usage, not versions, drives higher probability conversions

15M
NON-COMPLIANT USERS

10M

18M
ALL VERSIONS 2013-2022
2M
TARGETABLE NON-COMPLIANT SUBSCRIPTIONS WITHIN CUSTOMER BASE
Multi-Year Strategy

Monetizing non-compliant users

**IDENTIFY**
Implement systems to detect and track noncompliant usage of our products

**TARGET**
Use data and analytics plus digital and human touch to drive conversions to genuine software

**SCALE**
Optimize programs and prevent misuse by hardening systems and educating users
In-Product Messaging
Country and product expansion

50
NUMBER OF COUNTRIES WHERE WE ARE MESSAGING USERS

9
NUMBER OF PRODUCTS WHERE WE ARE MESSAGING USERS
Engaging Unknown Non-Compliant Users

In-product messaging to unidentified users

1. Detect **UNKNOWN NON-COMPLIANT USER**
2. Deliver in-product messaging
3. Direct to e-store for purchase of genuine software
4. Engage partner for purchase of genuine software
# In-Product Messaging

Digital conversions across all products and geos

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COUNTRY</th>
<th>TOTAL LICENSES PURCHASED</th>
<th>PRODUCTS PURCHASED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company A</td>
<td>Malaysia</td>
<td>512</td>
<td>403 AutoCAD, 109 AutoCAD LT</td>
</tr>
<tr>
<td>Company B</td>
<td>Brazil</td>
<td>90</td>
<td>AEC Collections</td>
</tr>
<tr>
<td>Company C</td>
<td>Singapore</td>
<td>85</td>
<td>67 Maya, 18 3ds Max</td>
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<tr>
<td>Company D</td>
<td>Spain</td>
<td>37</td>
<td>Maya</td>
</tr>
<tr>
<td>Company E</td>
<td>USA</td>
<td>13</td>
<td>11 Civil3D, 2 AEC Collections</td>
</tr>
</tbody>
</table>
Engaging Identifiable Non-Compliant Accounts

Sales engagement for known accounts

Detect IDENTIFIABLE NON-COMPLIANT ACCOUNT

Deliver email with license usage information

- Educate customers on value of genuine software
- Engage in value selling for very large opportunities
- Direct small opportunities to e-store for genuine software purchase
- Provide onboard, adoption, renewal support from Customer Success Specialist and digital programs
Engaging Known Accounts | Conversion

Traditional audits and sales interventions have also yielded results

$3M+

IN BILLINGS

- Major company in Greater China Region
- Proactive engagement with the customer
- Helped improve and drive enterprise-wide adoption of Autodesk offerings
- Sold 3-year subscriptions of AEC products
Driving Growth
Conversion of non-compliant users

~40% GROWTH IN TOTAL BILLINGS FROM NON-COMPLIANT USERS

16x GROWTH IN NON-COMPLIANT BILLINGS FROM DIGITAL ENGAGEMENT

Year-to-date growth compared to FY20
INCREASED FOCUS ON CUSTOMER SUCCESS

PROGRAMS FOCUSED ON GROWTH AND INVESTMENTS

TRANSACTIONAL AND VALUE-BASED INCENTIVES
Performance Incentives
Rewarding new business growth and high revenue retention rates

☑ Total dollars in ecosystem continue to grow

☑ More to back-end incentives
  - Includes quarterly growth targets
  - Provides progressive payouts
  - Encourages value-added activities
  - Includes payments on Premium Plans

☑ Co-funding of strategic investments
Performance Incentives Move More to Back-End

Rewards growth and value-based activities

FY18

FY22E

Backend %  Frontend %
Partner Enablement
Building customer success capabilities through scalable programs

- 5000+ trainings for customer success staff

Enablement programs include:
- Consulting Skills workshops
- Accelerator Delivery training
- Accreditations
- Customer Success workshops
- 100+ digital, on-demand classes

Resources provided include:
- Services IP and content
- Best practices
Scale and Coverage

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

~1,300
RESELLER BUSINESSES PROVIDING GLOBAL SCALE AND COVERAGE

~175
NUMBER OF COUNTRIES IN WHICH WE DO BUSINESS EACH YEAR

~3.5x
PARTNER TO EVERY AUTODESK SALES AND CUSTOMER SUCCESS PERSON
Driving Growth

LEVERAGING ACCOUNT-BASED SALES, MARKETING, CUSTOMER SUCCESS

MONETIZING NON-COMPLIANT USERS AND ACCOUNTS

FOCUSING PARTNERS ON EXPANSION AND RETENTION