

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 second quarter and fiscal year 2021; 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.



AUTODESK INVESTOR DAY

JUNE 3, 2020

Business Model Evolution

Names, Plans, Choice

Jeff Kinder

Chief Digital Officer



OUTCOMES

Next steps in evolution

 NAMES


 PLANS

 CHOICE

FOUNDATIONS

Investments to get there

 RETIRING LEGACY MODELS

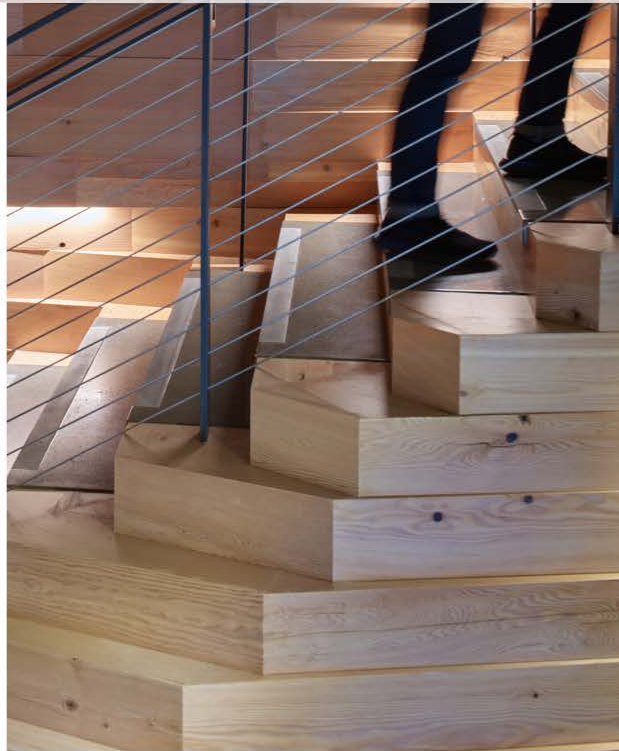
 FINANCIAL AND DATA PLATFORMS

 HARDENED SYSTEMS

Names, Plans, Choice



NAMED USERS



TIERED PLANS



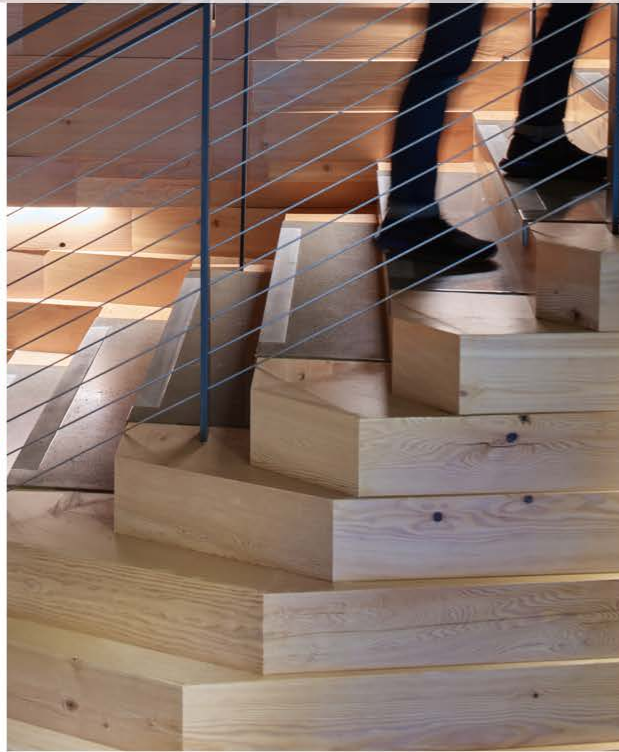
FLEXIBLE CHOICE

Names, Plans, Choice

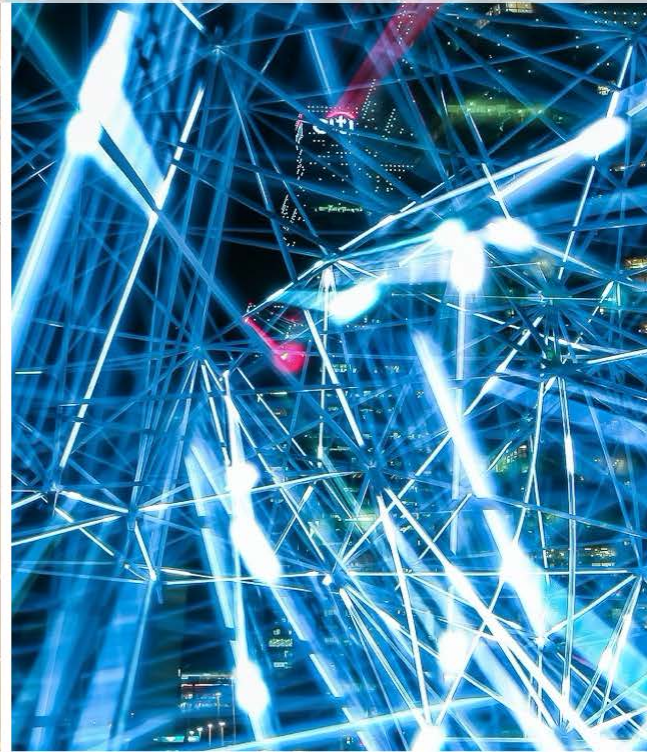


NAMED USERS

- Serial numbers go away
- Cloud-based licensing
- Shared usage data to improve customers' performance



TIERED PLANS



FLEXIBLE CHOICE

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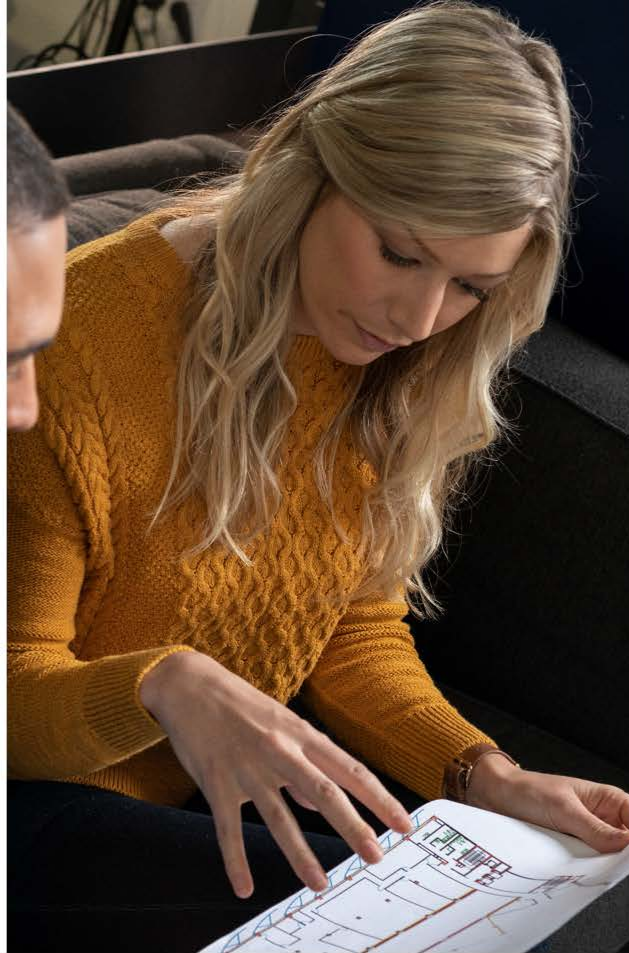
NAMES NOT NUMBERS

A grid of diverse people's faces in the background, representing a multicultural and inclusive workforce. The faces are arranged in a grid pattern, with some faces slightly more prominent than others. The overall tone is positive and professional.

WHEN EVERYONE IS A NAMED USER,
EVERYONE BENEFITS



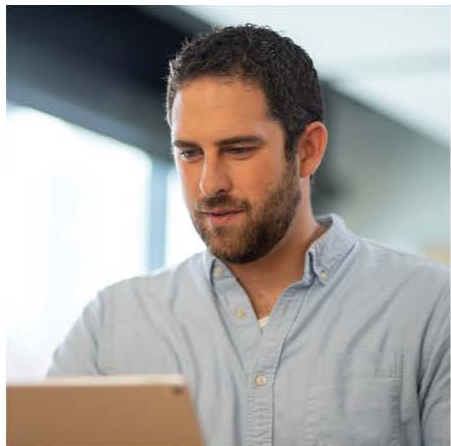
USERS



BUSINESS OWNERS



AUTODESK & PARTNERS



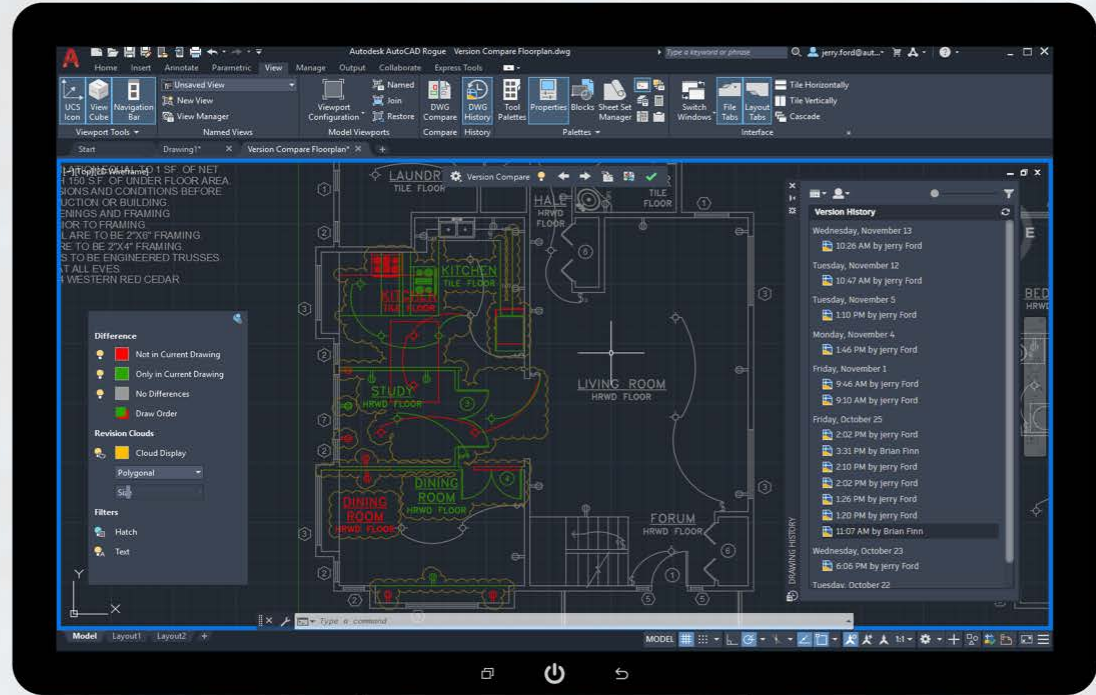
NAMED USER

BENEFITS

- Work on any device, any location
- Personalized learning and recognition
- Customized workflows
- Collaborative creation and editing



NAMED USER



SUSAN R. EDITS



PAT W. EDITS



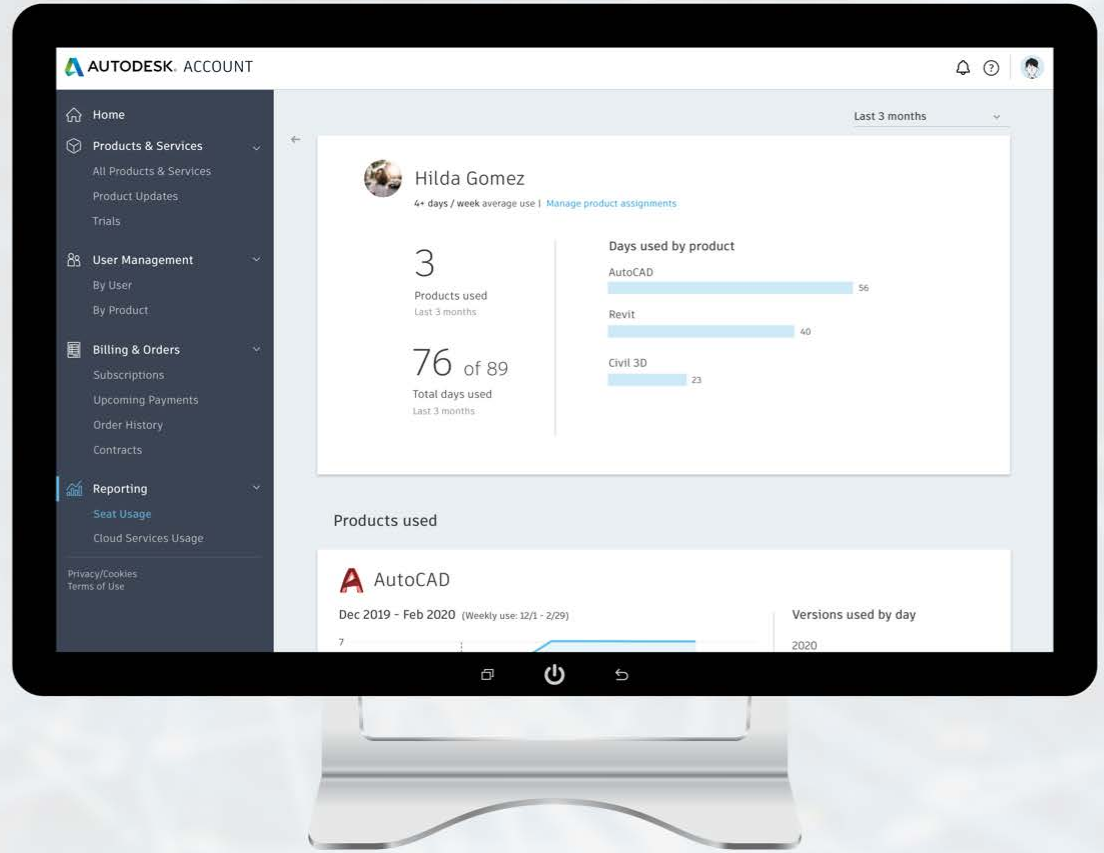
**BUSINESS
OWNERS**

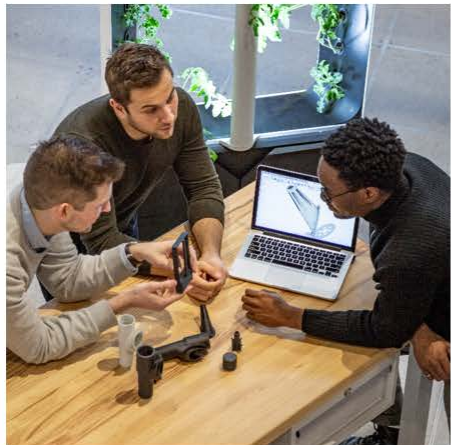
BENEFITS

- Visibility into software usage
- License optimization
- Predictability of future needs and growth
- Easily add users to teams
- Tighter control over data and security



BUSINESS OWNERS





AUTODESK & PARTNERS

BENEFITS

- Knowing your customers
- Understanding usage
- Insights across customers and industries
- Hardened systems to combat non-compliant usage



AUTODESK & PARTNERS

The screenshot shows the Autodesk Partner Center interface. At the top, it says "AUTODESK PARTNER CENTER" and "Partner Account Name: Partner: CSI - Reseller". The main section is titled "Lifecycle Dashboard" and is divided into five columns: FIND, LAND, ADOPT, EXPAND, and RENEW.

FIND	LAND	ADOPT	EXPAND	RENEW
Leads: 3	Orders: 1	EWS Adoption Alerts Coming Soon...	Cases: 5	Renewals: 121
Deal Transfers: 1	EWS Onboarding Alerts Coming Soon...			Renewals - 30 days: 7
Opportunities: 2				EWS Partition Alerts Coming Soon...
				Expired Renewals - 30 days: 8

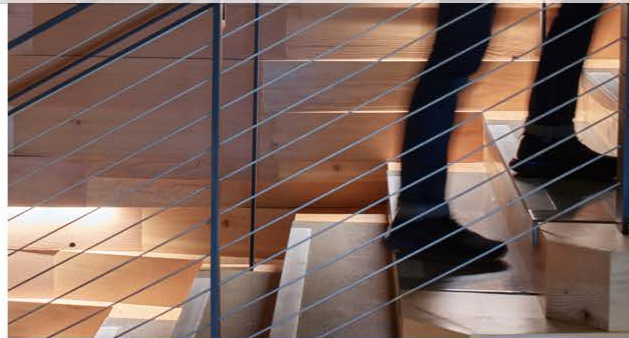
Below the dashboard, there are sections for "Recently Viewed" (Account Search, Contracts & Assets, Position Administration) and "Favorites" (Order Search, Transactions, Role and Industry Profile). There is also a "Reporting" section (Partner Data Gateway, Reports Beta, SIM Dashboard) and a "Help" section (Autodesk Learning Central, One Team Source, Autodesk Knowledge Network).

On the right side, there is an "Announcements" section with alerts for 12/06/2019 and 11/06/2019, and a "Webinars & Learning" section with a webinar sign-up for February 29. There are also expandable sections for "Tools & Features", "Operations", and "Sales & Marketing".

Users, Plans, Choice



NAMED USERS



TIERED PLANS

- Tailored to size of business
- Tiers differentiated on administration, reporting, and support needs
- More capabilities over time



FLEXIBLE CHOICE

Introducing Standard and Premium Plans

Available June 2020

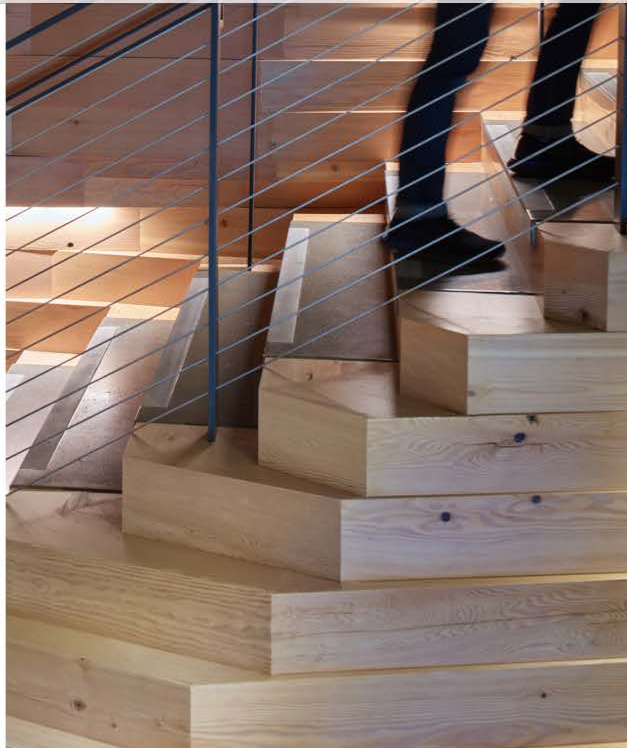
AUTODESK PLANS	STANDARD For individuals and small businesses who need the essential administrative tools	PREMIUM For larger businesses seeking advanced administrative tools, security, and detailed reporting	Premium is an incremental ~\$300/year per subscription
TOP FEATURES	<ul style="list-style-type: none"> View and export overall product usage 2-factor authentication 24x5 chat support 	<ul style="list-style-type: none"> View and export user-level product usage Single Sign-On (SSO) 24x7 voice support 	
PURCHASING OPTIONS			
Individual Access	✓	✓	✓
Flex Access	✗	✗	✓
REPORTING			
View and export product usage	✓	✓	✓
View and export product usage with user details	✗	✓	✓
Add your own metadata	✗	✗	✓
Connect to third party tools via API access	✗	✗	✓

Standard replaces existing subscriptions. Please note final plans and prices will be posted on the Autodesk website closer to the June 2020 launch.

Users, Plans, Choice



NAMED USERS



TIERED PLANS



FLEXIBLE CHOICE

- Includes subscription and consumption
- Assigned user or flexible access options
- À la carte add-ons

Levers of a Flexible Business Model

The power of choice, without the paralysis



PRODUCT



TERM



ACCESS



PLAN



ADD ONS



PAYMENT

Levers of a Flexible Business Model

Configurable for go-to-market



PRODUCT

SINGLE PRODUCT

COLLECTION

PORTFOLIO



TERM

DAY

MONTH

YEAR

MULTI-YEAR



ACCESS

ASSIGNED

FLEX



PLAN

STANDARD

PREMIUM

ENTERPRISE



ADD ONS

CAM

GENERATIVE

SIMULATION

CONSULTING



PAYMENT

CASH

TOKEN

Levers of a Flexible Business Model

Configurable for go-to-market: **Most Customers**



PRODUCT

SINGLE PRODUCT

COLLECTION

PORTFOLIO



TERM

DAY

MONTH

YEAR

MULTI-YEAR



ACCESS

ASSIGNED

FLEX



PLAN

STANDARD

PREMIUM

ENTERPRISE



ADD ONS

CAM

GENERATIVE

SIMULATION

CONSULTING



PAYMENT

CASH

TOKEN

Levers of a Flexible Business Model

Configurable for go-to-market: Enterprise Business Agreement



PRODUCT

SINGLE PRODUCT

COLLECTION

PORTFOLIO



TERM

DAY

MONTH

YEAR

MULTI-YEAR



ACCESS

ASSIGNED

FLEX



PLAN

STANDARD

PREMIUM

ENTERPRISE



ADD ONS

CAM

GENERATIVE

SIMULATION

CONSULTING



PAYMENT

CASH

TOKEN

Levers of a Flexible Business Model

Configurable for go-to-market: Pay Per Use



PRODUCT

SINGLE PRODUCT

COLLECTION

PORTFOLIO



TERM

DAY

MONTH

YEAR

MULTI-YEAR



ACCESS

ASSIGNED

FLEX



PLAN

STANDARD

PREMIUM

ENTERPRISE



ADD ONS

CAM

GENERATIVE

SIMULATION

CONSULTING



PAYMENT

CASH

TOKEN

HOW WE GET THERE



How We Get There



RETIRING LEGACY
MODELS

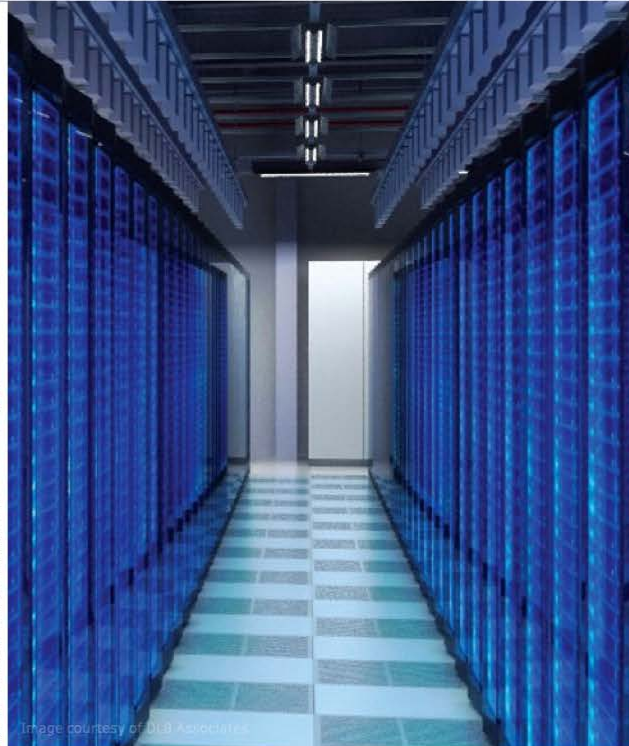
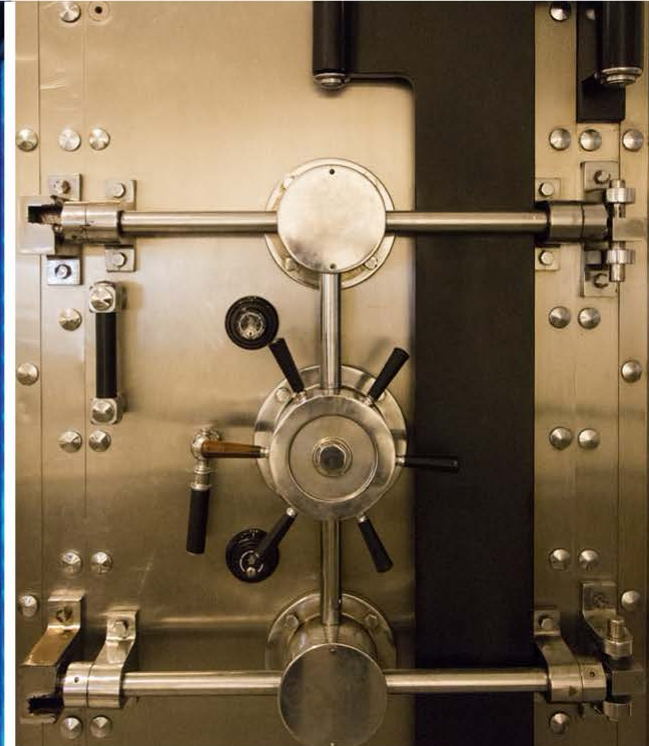
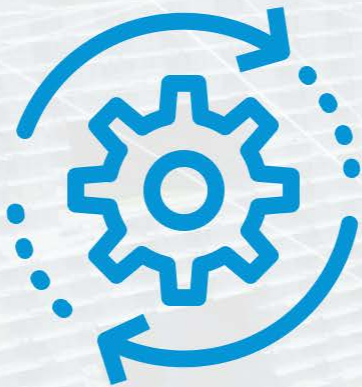


Image courtesy of DLB Associates

FINANCIAL AND DATA
PLATFORMS



HARDENED SYSTEMS



MAINTENANCE



MULTI-USER



MAINTENANCE



MULTI-USER



NAMED USER



ENTERPRISE



PREMIUM



STANDARD

Product & Pricing Changes

Ended maintenance to subscription program (M2S) May 2020

Introduced a one-year trade-in program to convert remaining maintenance customers to subscription

Transitioning multi-user subscriptions to named user subscriptions

Introducing standard and premium plans for product subscriptions

Adjusting prices



How Have Customers Reacted?

More favorably than Maintenance to Subscription



TRUST EARNED

- Customers
- Partners
- Investors



LESSONS LEARNED

- Simple program
- Short time period
- Communications



FAMILIARITY



NETFLIX

amazon

“Moving the install base to a named user model has not been a challenge. It was an opportunity to move our clients to a modern model with clear benefits.”

*Mike Delacey, Microdesk
Autodesk Platinum Partner*

How We Get There



RETIRING LEGACY
MODELS

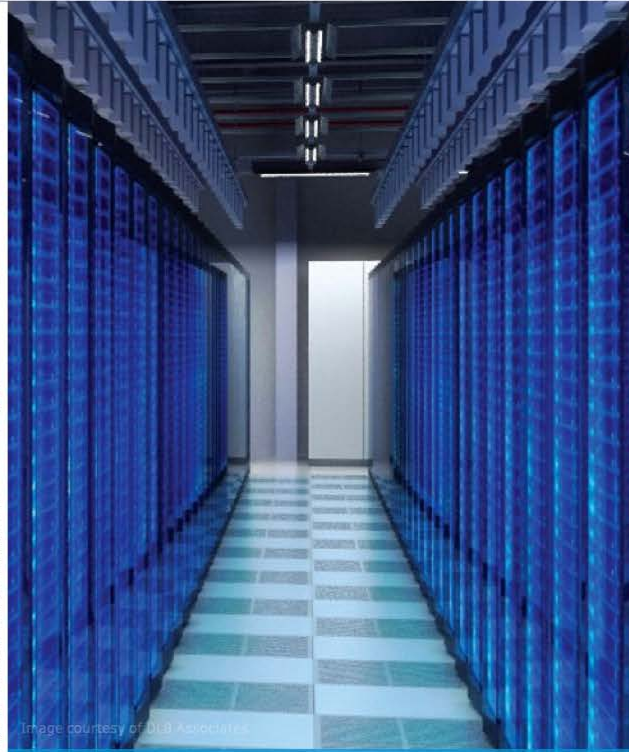
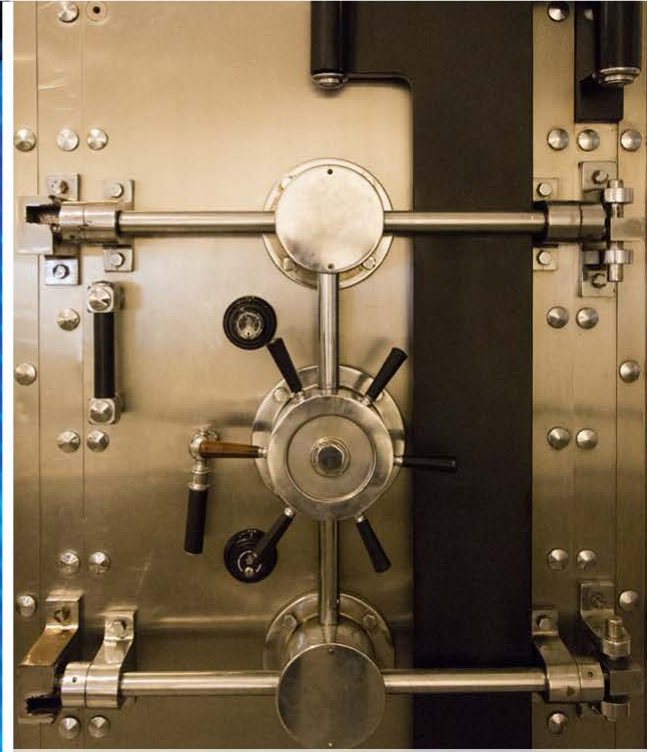


Image courtesy of DLB Associates

FINANCIAL AND DATA
PLATFORMS



HARDENED SYSTEMS

Modernizing to Grow with Business Model



DATA PLATFORMS

- Identity-based
- Starting with customer
- Connecting users to products



FINANCIAL AND ORDER SYSTEMS

- Designed for subscription
- Moving beyond SKUs
- Supports flexible levers

How We Get There



RETIRING LEGACY
MODELS

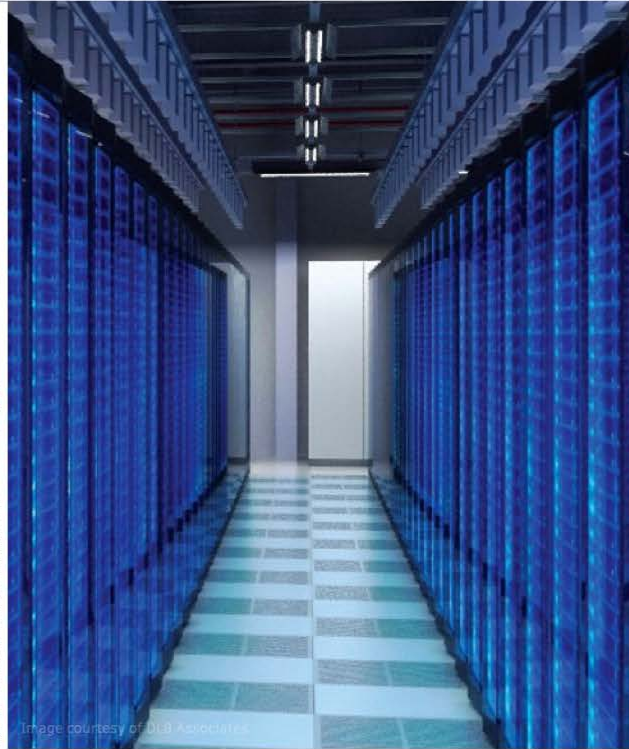
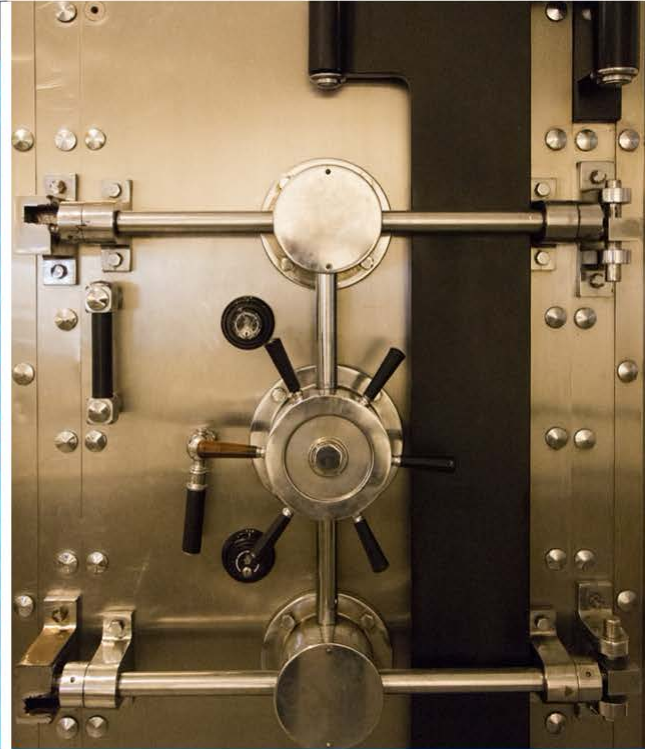


Image courtesy of DLB Associates

FINANCIAL AND DATA
PLATFORMS



HARDENED SYSTEMS

Hardening Systems on Multiple Fronts



NAMED USERS,
NOT SERIAL
NUMBERS



NO OFFLINE
ACTIVATION



STUDENT
VERIFICATION



KNOWN
TRIAL
CUSTOMERS

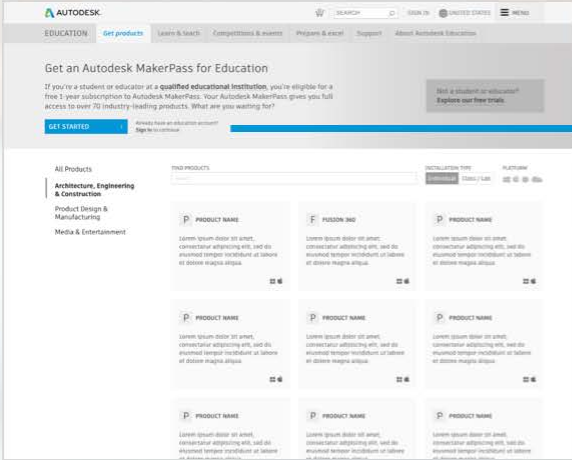


CONCURRENT
USER LIMITS

Student Verification

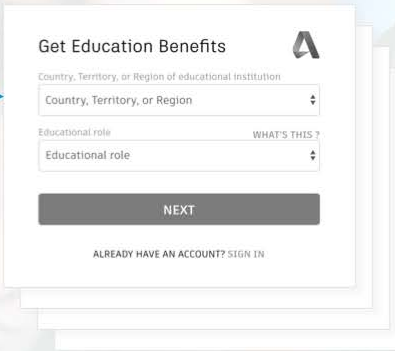
STUDENTS SEE ALL AVAILABLE SOFTWARE

Before logging in students can see all of our available products



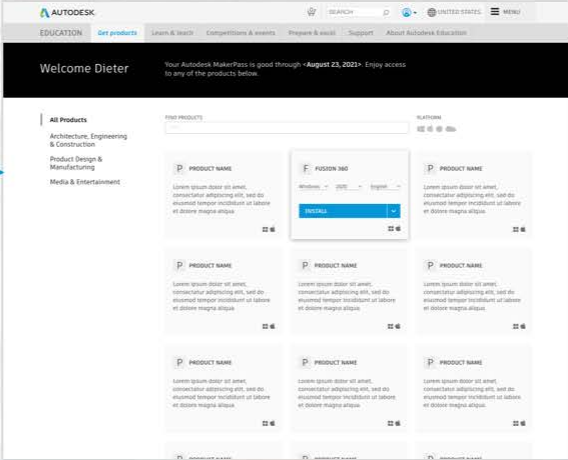
VERIFICATION

Create an account and verify student status



VERIFIED USER EXPERIENCE

Verified students get Immediate access to our products



Concurrent User Limits Example



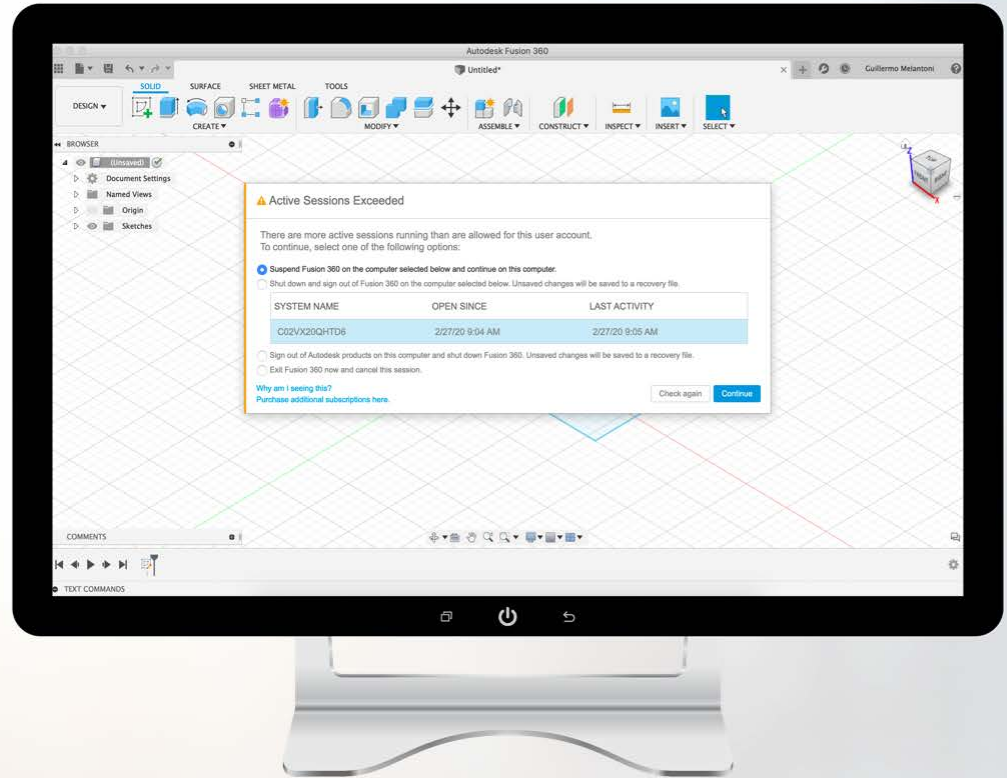
Block multiple session usage



Users can purchase additional licenses



Positive customer reaction





SUMMARY

FOUNDATIONAL WORK TO SUPPORT GROWTH

- Sunsetting old business models
 - Investing in data and financial platforms
 - Hardening systems
-

MOVING TOWARD FUTURE STATE

- Everyone is a named user
- Tiered subscription plans tailored to customer size and needs
- Flexible business models to align value with usage

The Multi Year View | Digital

Methodical sequencing of efforts to drive foundations and outcomes

