

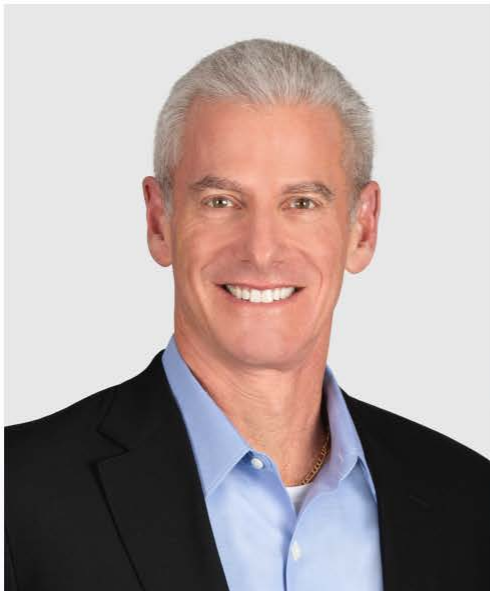
Safe Harbor

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

Delivering Growth

Steve Blum

Senior Vice President, Worldwide Field Operations



Delivering Growth



CUSTOMER
ENGAGEMENT STRATEGY



NON-COMPLIANT STRATEGY



PARTNER STRATEGY



CUSTOMER
ENGAGEMENT STRATEGY



NON-COMPLIANT STRATEGY



PARTNER STRATEGY

Go-to-Market Engagement

Driving expansion through account-based sales, marketing, and customer success

	NAMED ACCOUNT	MID-MARKET ACCOUNT	STRATEGIC TERRITORY ACCOUNT	TERRITORY ACCOUNT
Approach	Account-Based Sales & Marketing			Geographic
Human Touch	Higher	←		Lower
Digital Touch	Lower	→		Higher
Sales Leads	Field Sales		Inside Sales	
Partner Roles	Services	Sales & Services at Scale		
Digital Sales	Lower	→		Higher

Subscription Plans

Aligned to go-to-market segments and supported by customer success experts

	NAMED ACCOUNT	MID-MARKET ACCOUNT	STRATEGIC TERRITORY ACCOUNT	TERRITORY ACCOUNT
Enterprise Plan	Customer Success Manager & Designated Support Specialist			
Premium Plan		On-Boarding Specialist & Partner		
Standard Plan			At Scale with Partner & Customer Success Specialist	

Customer Success Engagement at Scale

Better, personalized outcome-based journeys throughout customer lifecycle



ONBOARDING

Up and Ready
How to Access
Subscription Benefits



ADOPTION

Learning Content designed
to increase user productivity
and proficiency



AT-RISK

Customer Success Specialists
engage proactively when
a customer has an
“at-risk” trigger

PERSONA-BASED EXPERIENCES

Driving Growth

Strategic relationships



- Leading global design and consultancy firm
- Provided insights on how to transition from 2D to 3D, generative design, and BIM
- Products include: Revit, Civil 3D, InfraWorks, BIM 360, and Generative Design with Fusion 360
- Digital transformation - pursuing their goal of being the digital frontrunner in their industry
- Grew billings >50% with Enterprise Plan renewal





CUSTOMER
ENGAGEMENT STRATEGY



NON-COMPLIANT STRATEGY



PARTNER STRATEGY

Multi-Year Strategy

Monetizing non-compliant users



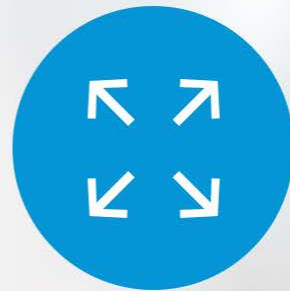
IDENTIFY (FY19)

Implemented systems to detect and track non-compliant usage of our products



TARGET (FY20)

Enhanced approach with data and analytics combined with digital and human touch



SCALE (FY21)

Increase and accelerate engagement through optimized programs

Engagement Methods

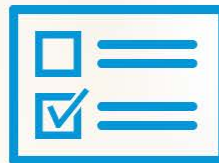
Multiples ways of engaging with users to drive conversions



In-product
messaging



E-mail with
usage data



Self audits



Sales
outreach

Engaging Unknown, Non-Compliant Users

Enhanced in-product messaging including blocked access



Detect
**NON-COMPLIANT
USER**



Deliver enhanced
in-product messaging



Direct to e-store for
purchase of genuine
software



Engage partner for
purchase and upsell
to genuine software

Driving Growth | Conversions

Digital approach is gaining momentum

40

NUMBER OF COUNTRIES
WHERE WE ARE
MESSAGING USERS

Messaging in 6 key products, covering
over 90% of non-valid licenses detected

Product mix for non-compliance sales
conversions is similar to product mix
for sales overall

Driving Growth | Conversions

Digital campaigns and engagements yielded results

COMPANY	COUNTRY	TOTAL LICENSES PURCHASED	PRODUCTS PURCHASED
Company A	Russia	100	AEC Collections
Company B	Mexico	50	AutoCAD LT
Company C	Australia	11	10 Revit; 1 Revit LT
Company D	United Kingdom	8	6 AutoCAD; 2 AEC Collections
Company E	United States	5	AutoCAD

Engaging Identifiable, Non-Compliant Accounts

More data, more insight and more leads have moved accounts to genuine software



Detect identifiable
NON-COMPLIANT
ACCOUNT



Subject: Action Required: Your Autodesk Software License Usage

Dear Jackie Heatt

During a routine review of your use of Autodesk software, we found a potential issue and we need your help to fix it.

According to our records, the following product(s) being used in your organization were activated with a nonvalid serial number.

Nonvalid Serial Number	Product	Version	No. Installations
000-000000000	Revit	2018	1
000-000000000	Revit	2018	2

To resolve this issue and ensure your account remains in good standing, you will need to purchase 1 year subscription license(s) to replace all nonvalid licenses. You may do this by purchasing via the [Autodesk Store](#). Once your purchase is complete, please email me your order confirmation or invoice as proof of purchase.

You must take action immediately. An issue as you have identified and destroyed the nonvalid license(s), replaced them with genuine Autodesk software and provided proof of purchase, we will consider this matter closed.

If you believe that a mistake has been made or have questions about how this may have happened please reply to this email.

You can also learn more by reviewing our [Support Label Summary](#) or visiting [apps.autodesk.com/revit](#).

Sincerely,
Autodesk

Deliver email with license
usage information



Engage in value
selling for very large
opportunities



Educate customers
on value of
genuine software



Direct small
opportunities to
e-store for genuine
software purchase

Driving Growth | Conversions

Increased investments in FY20 delivered results

~3x

Increase in
transactions over \$500K

~25%

Increase in sales
headcount focused on
non-compliant users

~30%

Reduction in average
sales cycle

Driving Growth | Conversions

Sales interventions yielded results

\$2.8M
IN BILLINGS

Major company in China

Collaboration with the customer

Protect customer IP by ensuring everyone is working on genuine software

Sold 3-year subscriptions to AutoCAD, 3ds Max, and Maya



CUSTOMER
ENGAGEMENT STRATEGY



NON-COMPLIANT



PARTNER STRATEGY

Partner Strategy | One Global Framework



PROGRAMS THAT
FOCUS ON GROWTH AND
INVESTMENTS



INCREASED FOCUS ON
CUSTOMER SUCCESS



TRANSACTIONAL AND
VALUE-BASED INCENTIVES

Performance Incentives

Rewarding new business growth
and high revenue retention rates

- More to back-end incentives
 - Includes quarterly growth targets
 - Encourages value-added activities
 - Provides progressive payouts
- No more back-end payment on maintenance
- Payments on premium plans
- Co-funding of strategic investments
- Total dollars in ecosystem continue to grow



Partner Enablement

Building capabilities to drive adoption and use

- Quarterly workshops on core consulting skills (e.g. discovery and BIM deployment)
- Partner services hub with downloadable consulting IP
- Skills training for specializations based on industry workflows

The screenshot displays the Autodesk Partner Services Hub interface. The main navigation bar includes 'PARTNER SUCCESS HUB / HOME', 'CUSTOMER SUCCESS TOOLBOX', 'SERVICES TOOLBOX', 'SUCCESS STORIES', and 'DISCUSSIONS'. The user 'Jodi Maupin' is logged in. The 'SERVICES TOOLBOX' section features a grid of service cards:

- BIM 360 Build Starter Pack**: Learn how to effectively manage construction data on the project site.
- Forge Starter Pack (AEC)**: Learn more about how to best use Forge to build applications for design and engineering.
- Quality Management Foundation**: Learn how to train users to perform a concise and relevant quality management process and assists with enterprise or project implementation.
- Document Management Foundation**: Learn how to perform a streamlined, digital document management process and assists with enterprise or project implementation.
- InfraWorks Starter Pack**: Learn how to employ a BIM approach in designing roads for conceptual and preliminary design phases.
- Revit Starter Pack (General)**: Common functions of model management in Revit for all projects and disciplines.
- Civil 3D Starter Pack**: Learn how to implement 3D on road and land development projects.
- Vault Technology Update**
- Project Monitoring Foundation (Construction)**: Learn how to better identify, evaluate and manage risk.
- Project Health Check**: Revit Project Health Check is a constructive review of one building that assesses your
- 3D Coordination Foundation (Buildings)**: Learn how to perform 3D coordination processes.

An inset window provides a detailed view of the 'BIM 360 Build Starter Pack':

- Overview**: The BIM 360 Build Starter Pack helps supervisors, project and field engineers, and quality managers manage fundamentals of the BIM and Build suite (Project Management, Field Management, BIM 360 Connect) and apply key site cases to effectively manage construction data on the project site.
- Files**: A table listing downloadable files with columns for File Name, Published Date, and Download.
- Offering Fundamentals**: A sidebar with icons for 'What is a Starter Pack', 'What is a Multi-user Meeting', 'Alignment and Review Meeting Standard Deployment Tools', 'Configuration and Training Standard Deployment Tools', 'Employment Support Standard Tools', and 'Close Out Meeting Standard Deployment Tools'.

File Name	Published Date	Download
BIM360.zip	October 11, 2019	Download
What_Exec_BIM_360_Build_Starter_Pack.pptx	September 11, 2019	Download
GD&E_Template_BIM_360_Build_Starter_Pack.docx	September 11, 2019	Download
Introduction_Meeting_BIM_360_Build_Starter_Pack.pptx	September 11, 2019	Download
Alignment and Review_BIM_360_Build_Starter_Pack.pptx	September 11, 2019	Download
Configuration_BIM_360_Build_Starter_Pack.pptx	September 11, 2019	Download
Training_BIM_360_Build_Starter_Pack.pptx	September 11, 2019	Download
Technology & Process Guide_BIM_360_Build_Starter_Pack.docx	September 11, 2019	Download
Project Close Out_Template_BIM_360_Build_Starter_Pack.pptx	September 11, 2019	Download

PARTNER SERVICES HUB

New Services Partners

Adding new types of partners to deliver high-value consulting capabilities

- Global systems integrator – services only partner
- Built a business on Forge-based solutions, system integrations, and digital transformations
- Includes their Reflect^{IoD} cloud-enabled platform for building and infrastructure operators
- Adding resources to grow their Autodesk business



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

