

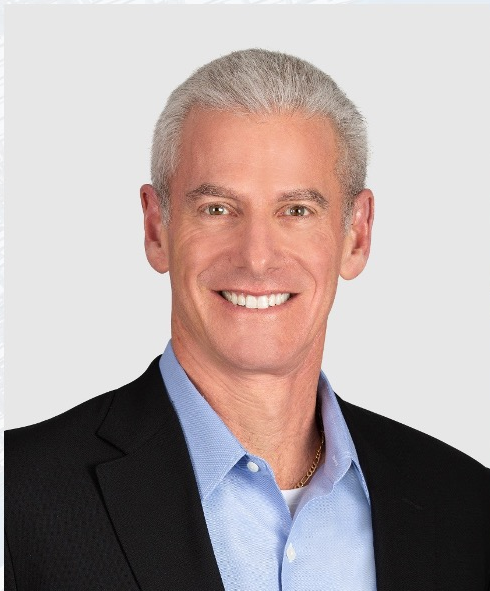
Safe Harbor

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.



AUTODESK INVESTOR DAY

SEPTEMBER 1, 2021

Delivering Growth

Steve Blum

Chief Revenue Officer & Executive Vice President
Worldwide Field Operations

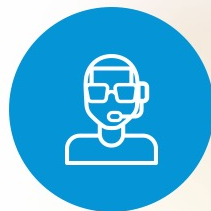


A Growth Engine

Autodesk and our partners have strengthened our capacity and capabilities



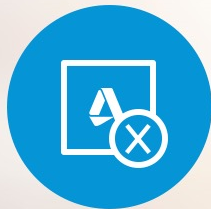
SUBSCRIPTION
SELLING



INSIDE
SALES



CUSTOMER
SUCCESS



COMPLIANT
USAGE



ACCOUNT-BASED
EVERYTHING

Delivering Growth



CUSTOMER ENGAGEMENT
STRATEGY



NON-COMPLIANT USER
STRATEGY



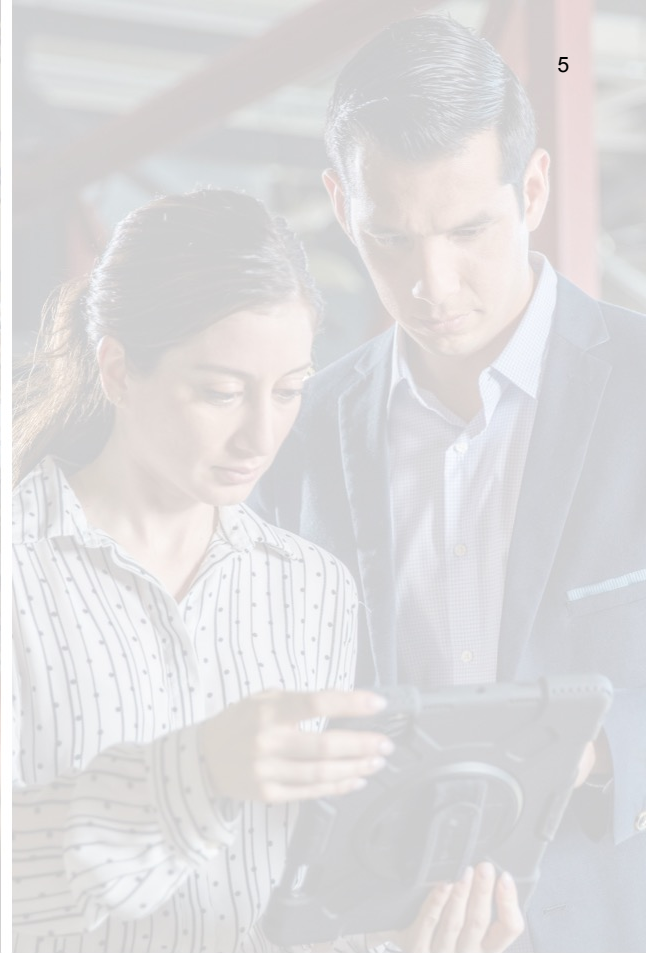
PARTNER
STRATEGY



CUSTOMER ENGAGEMENT
STRATEGY



NON-COMPLIANT USER
STRATEGY



PARTNER
STRATEGY

Go-to-Market Approach

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

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

“Account-Based Everything”

Delivering customer outcomes at scale through personalized journey orchestration

AUTODESK Make anything

WHAT IF YOU COULD MAKE 100% FIRST-OFF PARTS WITHIN TOLERANCE?

Need to reduce manufacturing defects and non-conformities? An industry leader automotive OEM automated machine setup to make 100% first-off production parts within tolerance. Speak to Autodesk today and find out how our technology can help improve operational efficiency in your business

[VIEW MORE DETAILS >](#)

Marketing campaigns target decision makers with outcome-based content and success stories

Conversation Starters

- DOES YOUR CUSTOMER:**
 - Want to reduce manufacturing defects and non-conformities?
 - Want to reduce manufacturing defects and non-conformities?
 - Want to reduce manufacturing defects and non-conformities?
 - Want to reduce manufacturing defects and non-conformities?
- DOES YOUR CUSTOMER:**
 - Want to reduce manufacturing defects and non-conformities?
 - Want to reduce manufacturing defects and non-conformities?
 - Want to reduce manufacturing defects and non-conformities?
 - Want to reduce manufacturing defects and non-conformities?

Objection Handling

- “We can’t afford this budget”**
- “We don’t have the budget”**
- “We don’t have the budget”**
- “We don’t have the budget”**

Outcomes

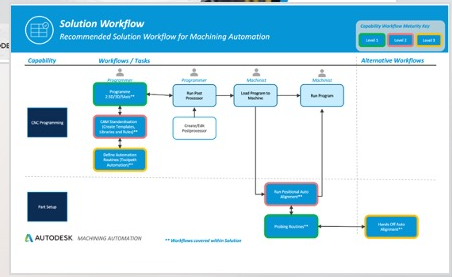
- Without:** Need to reduce manufacturing defects and non-conformities?
- With:** Need to reduce manufacturing defects and non-conformities?
- Manager:** Need to reduce manufacturing defects and non-conformities?

What to Look for

- TO ASK:**
 - Are you considering...?
 - Do you plan to...?
 - Do you have...?
 - Do you...?
- AUTODESK OBJECTIVES:**
 - Reduce manufacturing defects and non-conformities.
 - Reduce manufacturing defects and non-conformities.
 - Reduce manufacturing defects and non-conformities.
- ADDITIONAL INFO:**
 - The number of different...?
 - The number of different...?
 - The number of different...?
- KEYWORDS & METRICS:**
 - Manufacturing defects and non-conformities.
 - Manufacturing defects and non-conformities.
 - Manufacturing defects and non-conformities.
- Marketing Outcomes:**
 - Increased production from...?
 - Increased production from...?
 - Increased production from...?
- Production Issues:**
 - Production issues and...?
 - Production issues and...?
 - Production issues and...?
- Production Issues:**
 - Production issues and...?
 - Production issues and...?
 - Production issues and...?

Sales and discovery conversations set right expectations and explore how to achieve desired outcomes

SOLUTION OVERVIEW



Onboarding, implementation and adoption services ensure value promised is delivered to customer

Long-term Strategic Relationships

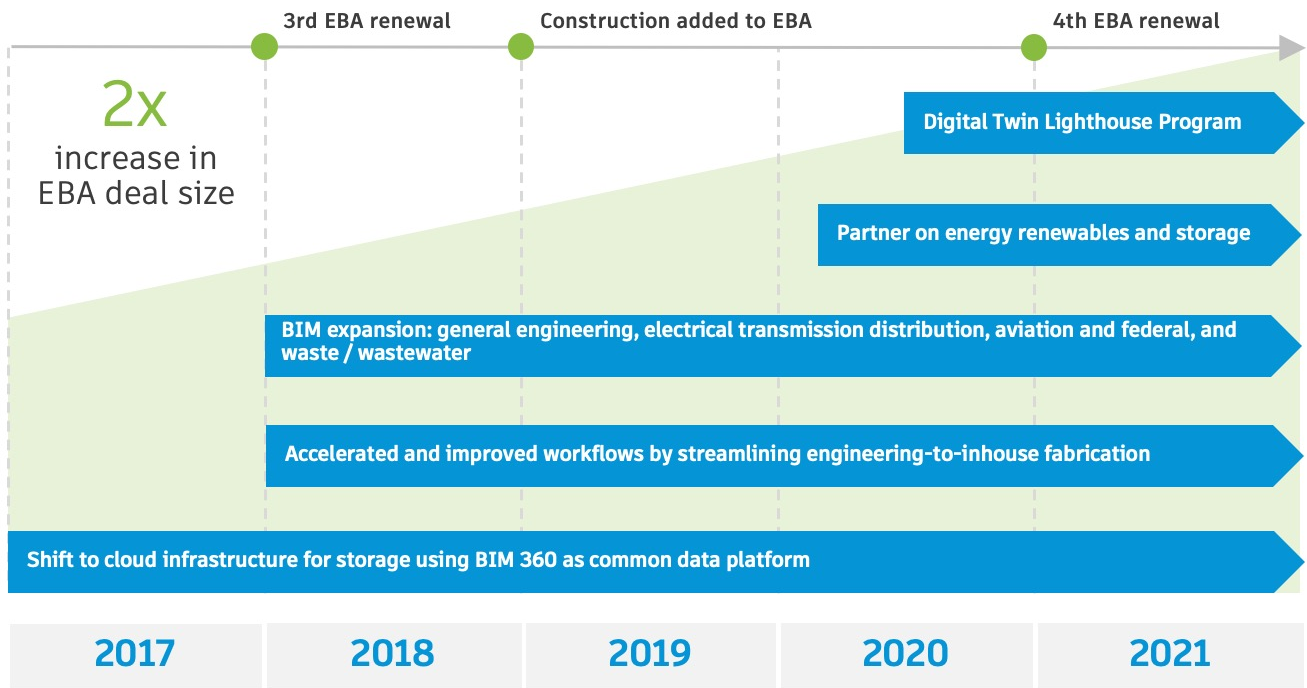
A focus on outcomes leads to measurable customer value



Long-term Strategic Relationships

A focus on outcomes leads to measurable customer value

Examples of business goals and initiatives we are driving through engagements



60K HOURS
(\$6.3M)
efficiency savings from engagements

5K HOURS
(\$662K)
in operational downtime avoided

*Customer Provided Data



CUSTOMER ENGAGEMENT
STRATEGY



NON-COMPLIANT USER
STRATEGY



PARTNER
STRATEGY

Continue to Harden Systems on Multiple Fronts



NAMED USERS,
NOT SERIAL
NUMBERS



NO OFFLINE
ACTIVATION



STUDENT
VERIFICATION



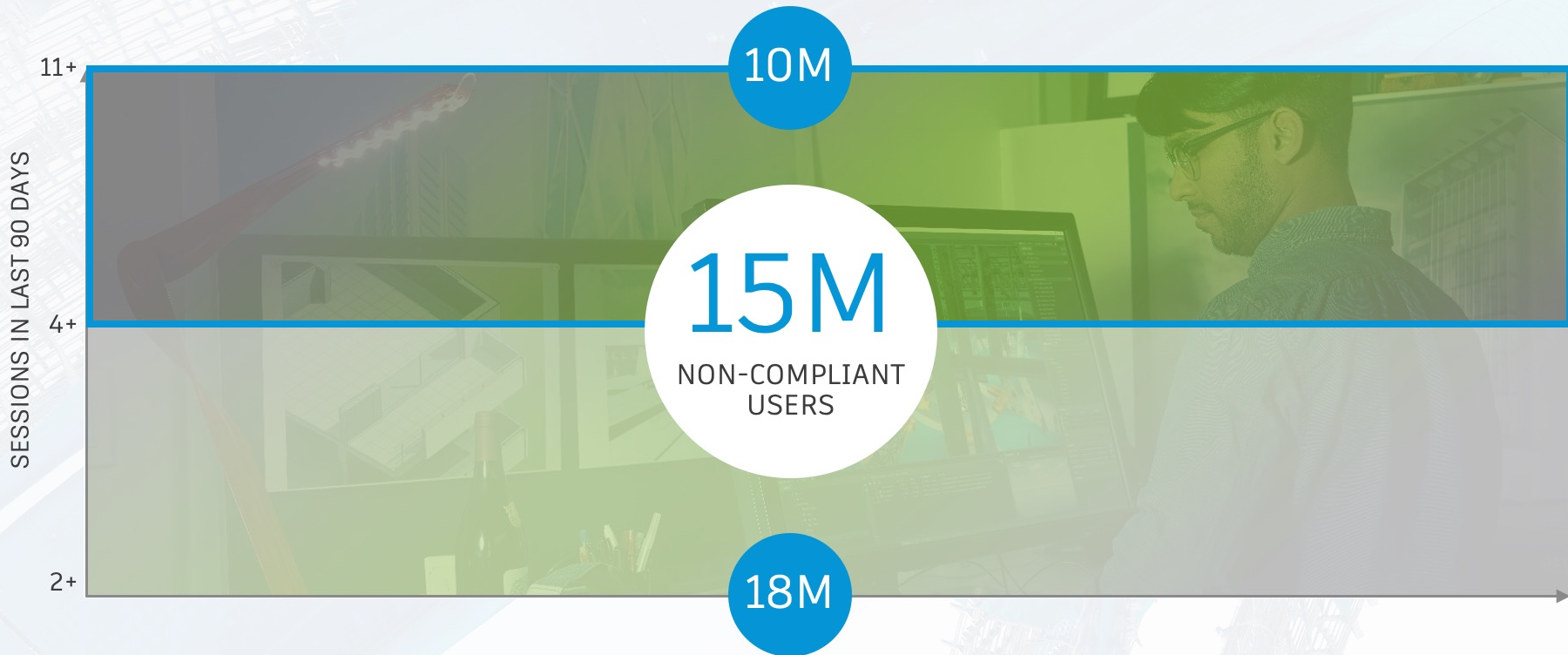
KNOWN TRIAL
CUSTOMERS



CONCURRENT
USER LIMITS

Non-Compliant User Base

Usage, not versions, drives higher probability conversions



ALL VERSIONS 2013-2022

A man and a woman are sitting on a grey couch in a modern office setting. They are both smiling and looking at a tablet computer held by the woman. The background shows office shelves, a staircase, and industrial-style lighting.

2M

TARGETABLE NON-COMPLIANT
SUBSCRIPTIONS
WITHIN CUSTOMER BASE

Multi-Year Strategy

Monetizing non-compliant users



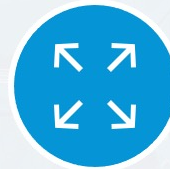
IDENTIFY

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



Detect
UNKNOWN
NON-COMPLIANT
USER



Deliver in-product messaging



Direct to e-store for purchase of genuine software

Engage partner for purchase of genuine software

In-Product Messaging

Digital conversions across all products and geos

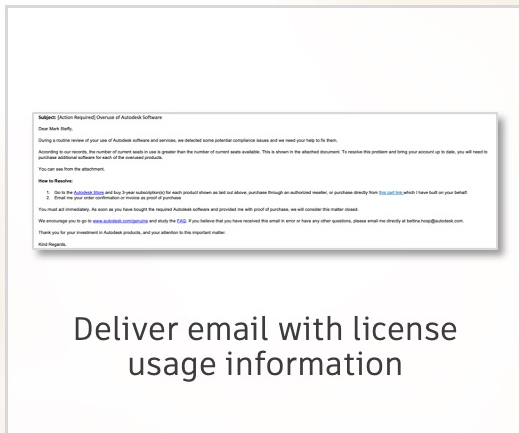
COMPANY	COUNTRY	TOTAL LICENSES PURCHASED	PRODUCTS PURCHASED
Company A	Malaysia	512	403 AutoCAD 109 AutoCAD LT
Company B	Brazil	90	AEC Collections
Company C	Singapore	85	67 Maya 18 3ds Max
Company D	Spain	37	Maya
Company E	USA	13	11 Civil3D 2 AEC Collections

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



CUSTOMER ENGAGEMENT
STRATEGY



NON-COMPLIANT USER
STRATEGY



PARTNER
STRATEGY

Partner Strategy | One Global Framework



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

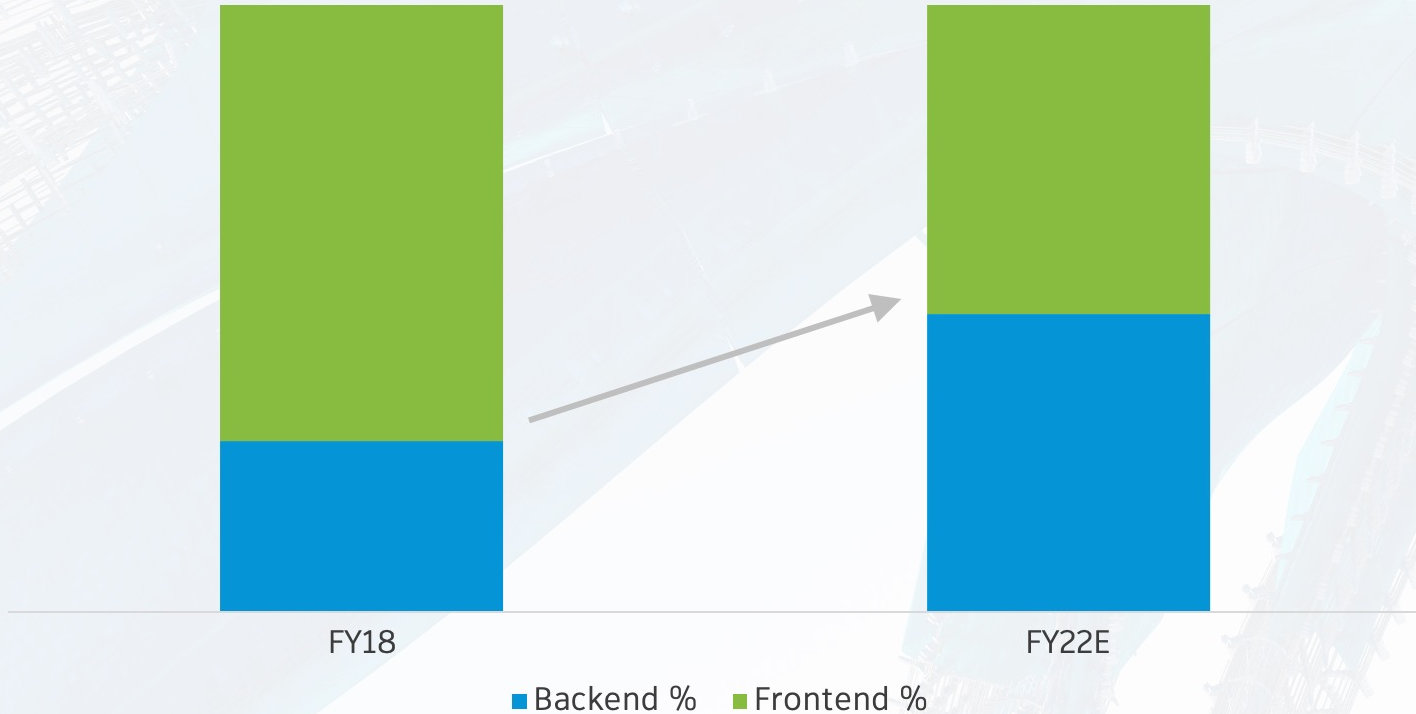
- ✓ More to back-end incentives
- Includes quarterly growth targets
 - Provides progressive payouts
 - Encourages value-added activities
 - Includes payments on Premium Plans
-

✓ Co-funding of strategic investments



Performance Incentives Move More to Back-End

Rewards growth and value-based activities



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

