

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

Driving Sustainable Growth

Lisa Campbell

Chief Marketing Officer



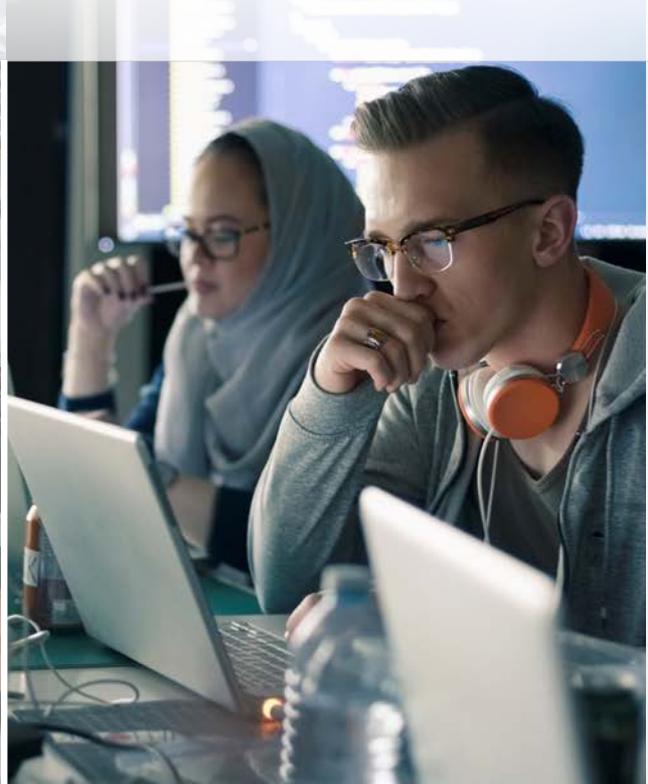
Today's Discussion



THE MARKET
OPPORTUNITY



DRIVING
INDUSTRY GROWTH



MONETIZING
NON-COMPLIANT USERS

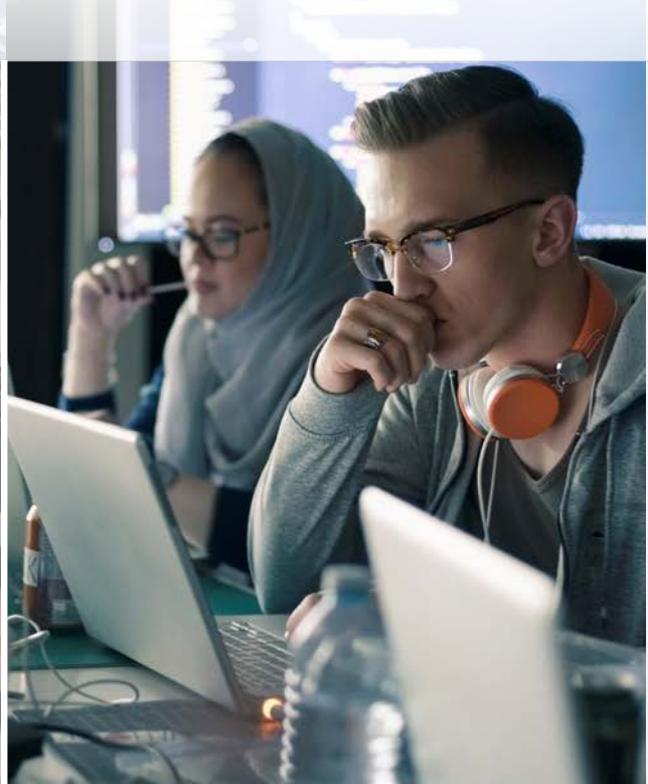
Today's Discussion



THE MARKET
OPPORTUNITY



DRIVING
INDUSTRY GROWTH



MONETIZING
NON-COMPLIANT USERS



Sustainability

Productivity

Supply chain reorganization

Mass production for customization

Streaming & subscriptions content

Increasing digital waste

INDUSTRY TRENDS

Suburbanization

Cloud collaboration

Process digitization

Automation

Real-time content

New online platforms

Asset performance

BIM mandates

Manufacturing x construction

Smart products

Cloud (production 3.0)

Globalization

ARCHITECTURE,
ENGINEERING &
CONSTRUCTION

DESIGN &
MANUFACTURING

MEDIA &
ENTERTAINMENT



Sustainability



Productivity



Supply chain reorganization



Mass production and customization



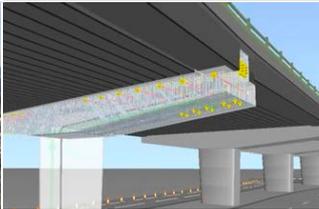
Streaming & subscription content



Increasing digital waste



Suburbanization



Cloud collaboration



Process digitization



Automation



Real-time content creation



New online platforms



Asset performance



BIM mandates



Manufacturing x construction



Smart products



Cloud (production 3.0)



Globalization

ARCHITECTURE,
ENGINEERING &
CONSTRUCTION

DESIGN &
MANUFACTURING

MEDIA &
ENTERTAINMENT



Sustainability



Productivity



Supply chain reorganization



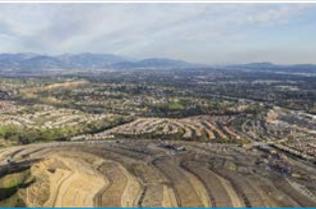
Mass production and customization



Streaming & subscription content



Increasing digital waste



Suburbanization



Cloud collaboration



Process digitization



Automation



Real-time content creation



New online platforms



Asset performance



BIM mandates



Manufacturing x construction



Smart products



Cloud (production 3.0)



Globalization

ARCHITECTURE, ENGINEERING & CONSTRUCTION

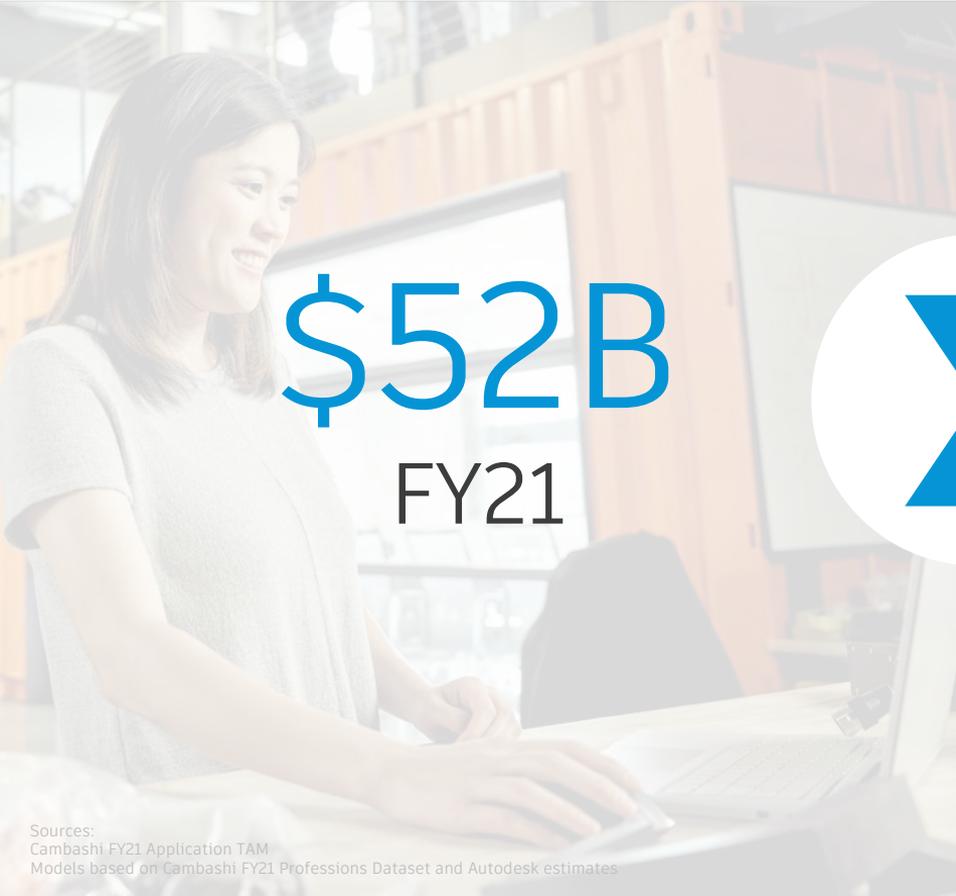
DESIGN & MANUFACTURING

MEDIA & ENTERTAINMENT

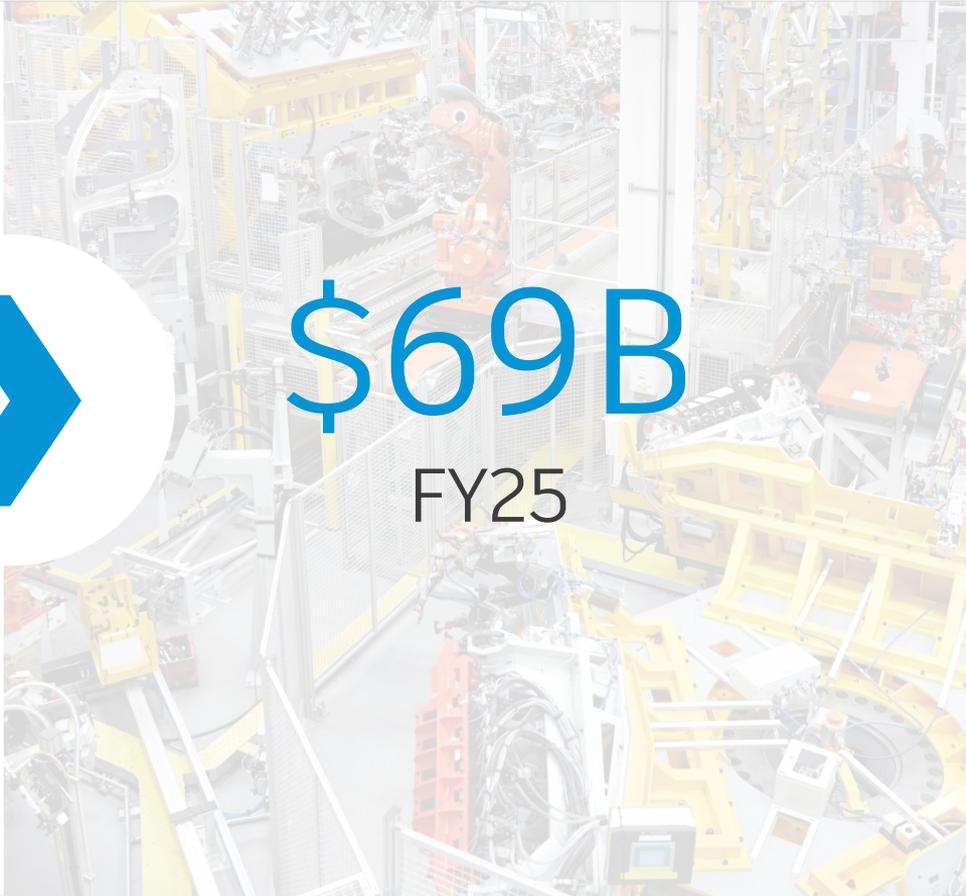
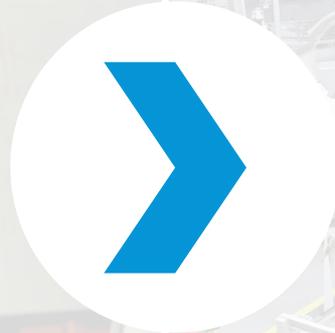
Multi-family-house with 2-4 room apartments



Total Addressable Market



\$52B
FY21



\$69B
FY25

Design & Make TAM (FY25)

\$40B

DESIGN TAM

+

\$29B

MAKE TAM

Monetizing Non-Paying Users Creates Opportunity¹¹

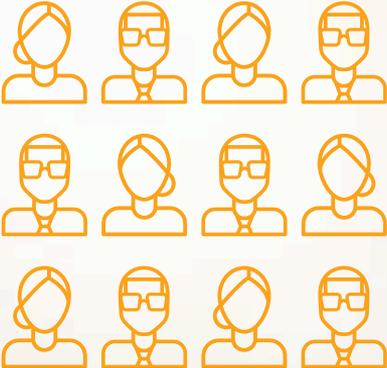
5M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



2M

LEGACY USERS



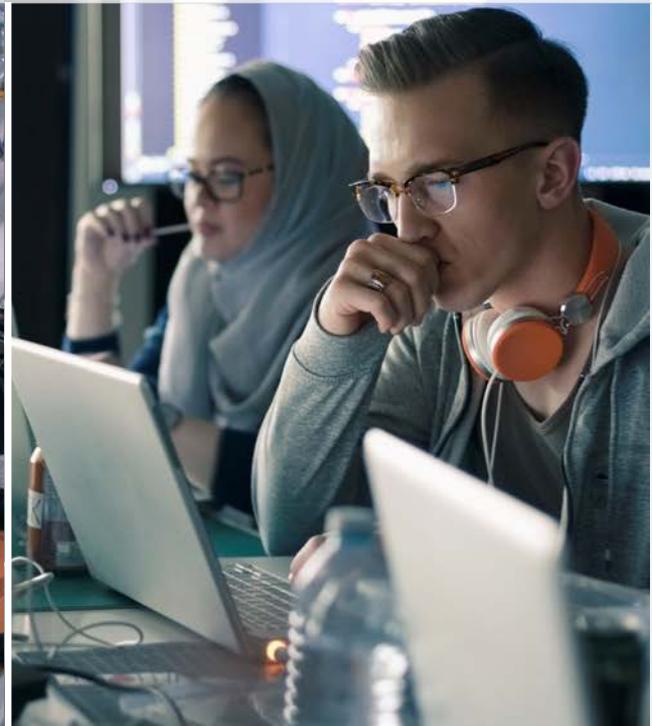
Today's Discussion



THE MARKET
OPPORTUNITY

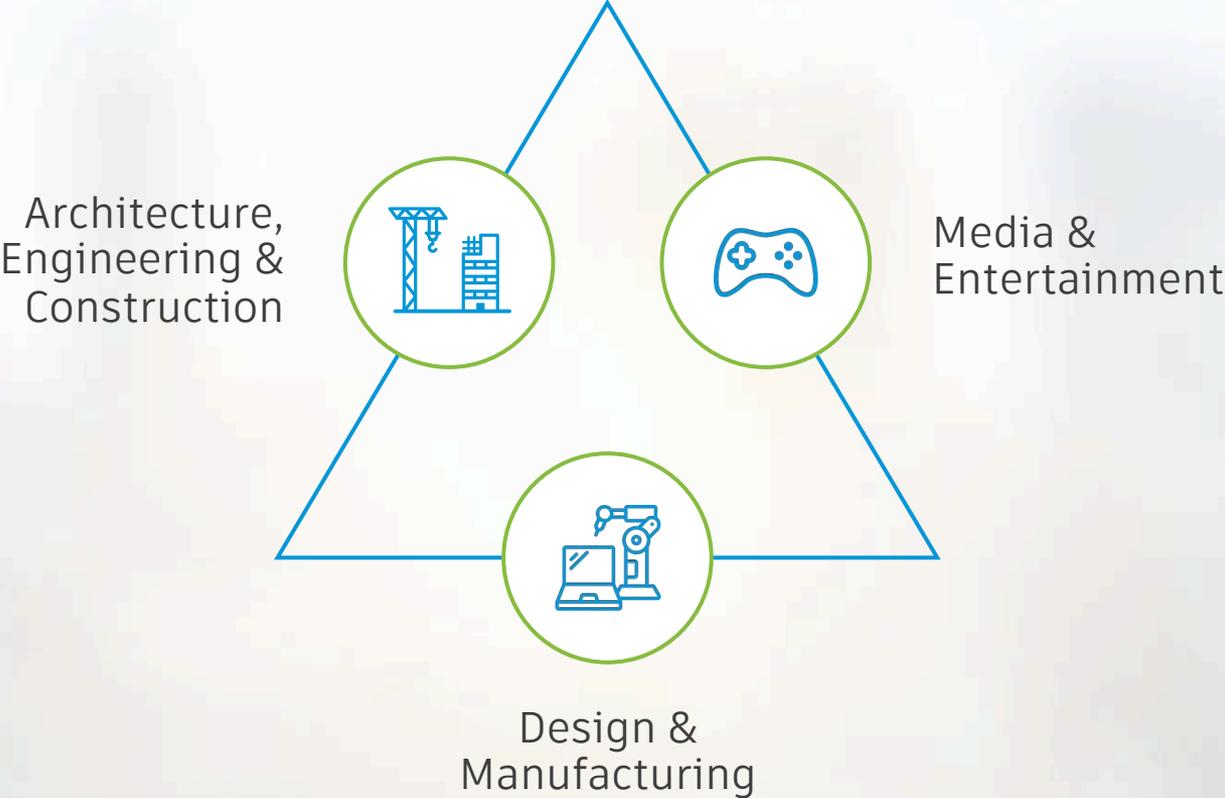


DRIVING
INDUSTRY GROWTH



MONETIZING
NON-COMPLIANT USERS

Exploring Our Industries



Exploring Our Industries

Market
Opportunity

Growth
Drivers

Autodesk
Differentiators

Architecture,
Engineering &
Construction



Media &
Entertainment



Design &
Manufacturing





ARCHITECTURE, ENGINEERING & CONSTRUCTION



\$31B

DESIGN AND CONSTRUCTION
TAM THROUGH FY25



31M

DESIGN AND CONSTRUCTION
PROFESSIONALS

Sources:
TAM Figures: "Cambashi FY21 Application TAM"
TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
Professions: "Cambashi FY21 Professions Dataset"

\$18B

Design TAM



- Architecture
- Building Engineering
- Civil/Infra Engineering
- Industrial/U&T/Other

\$13B

Make TAM



- Documentations
- Preconstruction
- Site Execution

Sources:
 TAM Figures: "Cambashi FY21 Application TAM"
 TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
 Professions: "Cambashi FY21 Professions Dataset"

SUSTAINABILITY



ASSET PERFORMANCE



PRODUCTIVITY

18

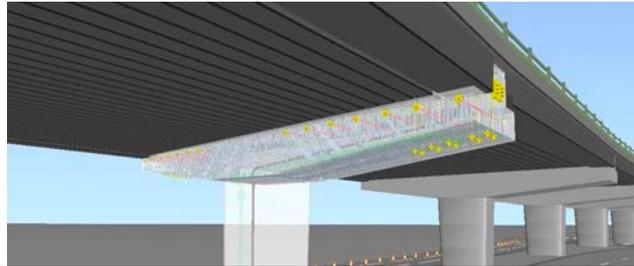


AEC INDUSTRY TRENDS

SUBURBANIZATION



CLOUD COLLABORATION



BIM MANDATES



SUSTAINABILITY



ASSET PERFORMANCE



PRODUCTIVITY

19

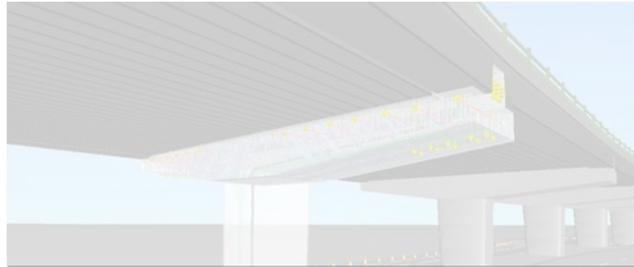


AEC INDUSTRY TRENDS

SUBURBANIZATION



CLOUD COLLABORATION



BIM MANDATES



30x

ROAD AND RAIL ROUND
THE EARTH PER YEAR

20K

MORE BRIDGES
PER YEAR

\$4T

ASSETS AT RISK

Sources:

- Roads and rail data sourced from Statista "Building the Future" report, March 2019
- Bridges data sourced from Statista, infrastructure projects 2018 - 2050
- Assets at risk data sourced from CDP

Momentum in Government BIM Initiatives

CURRENT



UNITED STATES



JAPAN



UNITED KINGDOM



AUSTRALIA



FINLAND



DENMARK



SINGAPORE



SOUTH KOREA



GERMANY



ITALY



CHILE



VIETNAM

UPCOMING



BRAZIL



COLOMBIA



FRANCE



SPAIN



NORWAY



CHINA



INDONESIA

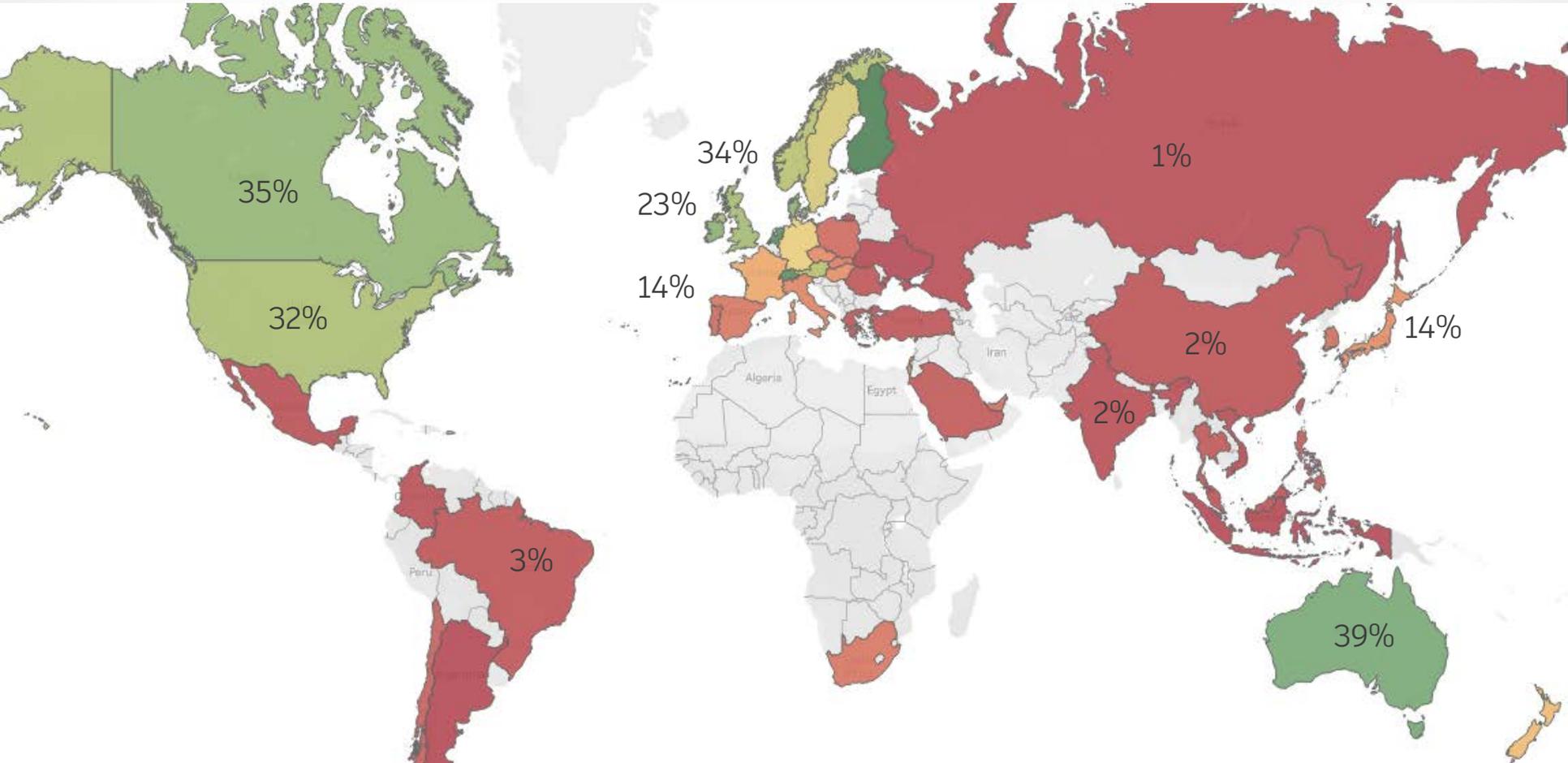
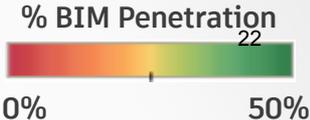


CZECH REPUBLIC



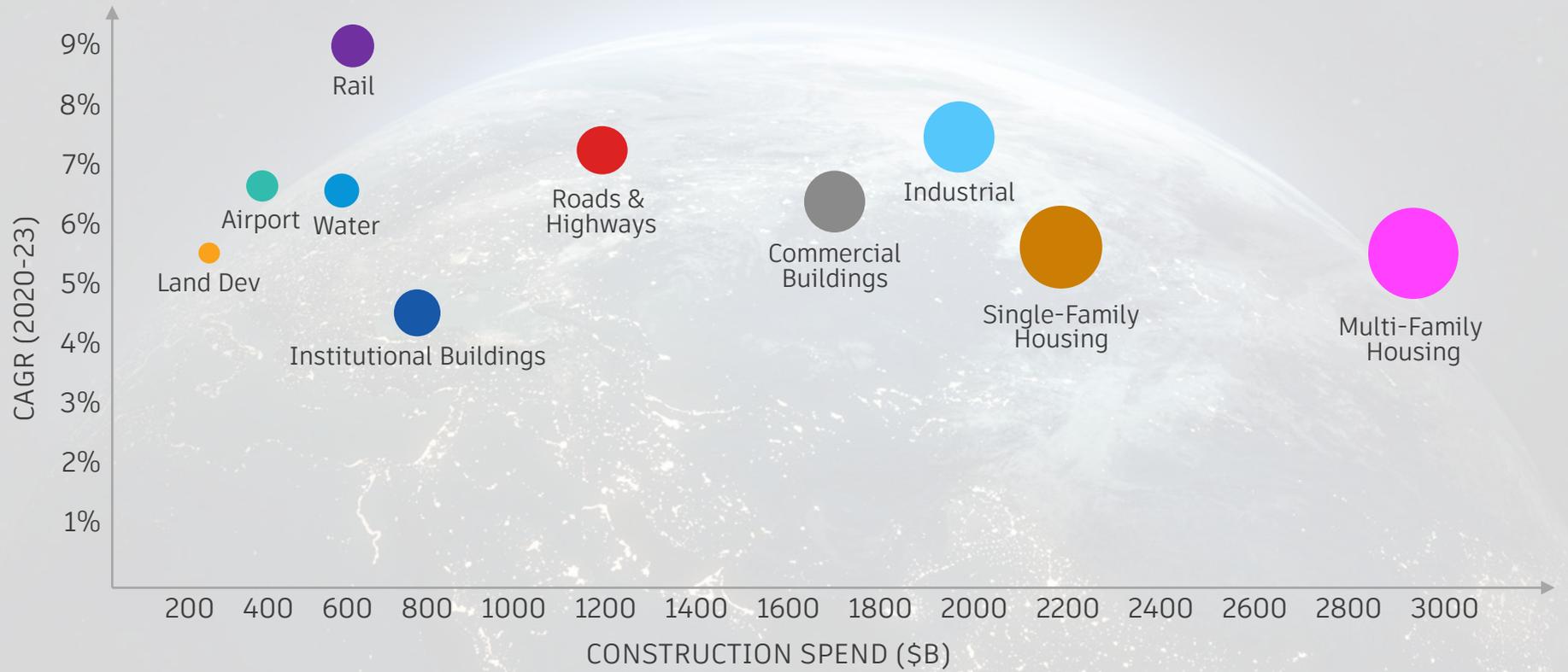
PERU

BIM Penetration





Global Construction Spend by Segment in 2020



Construction spend is the amount of spending toward new and existing construction.
Source: GlobalData Construction Intelligence Center (CIC) database



\$655 M

RAIL OPPORTUNITY

The Rail Opportunity

By FY24:

30%

INCREASE
IN PASSENGER KM

20%

INCREASE
IN FREIGHT TON KM

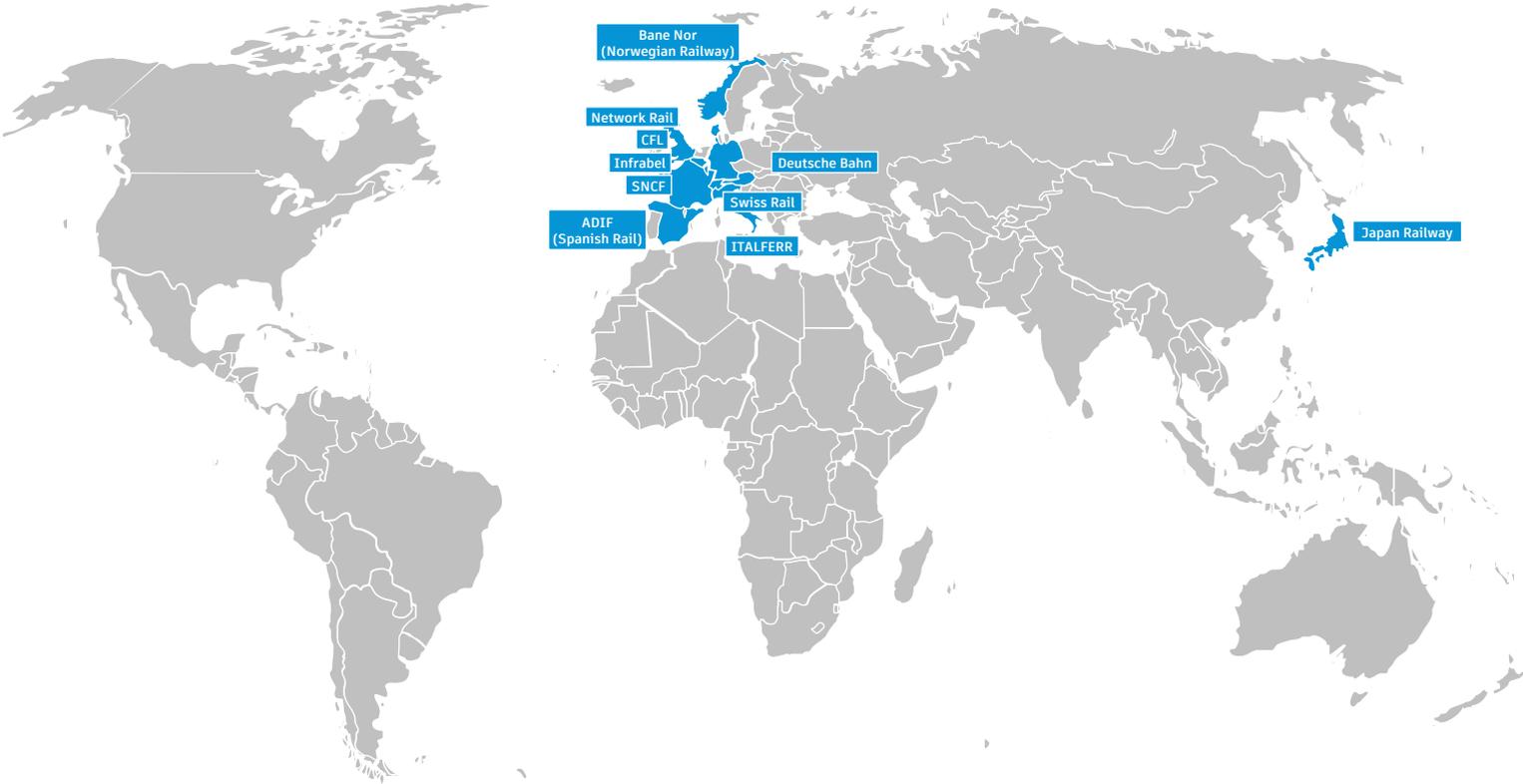
172K

KM OF NEW RAILWAY

Sources:

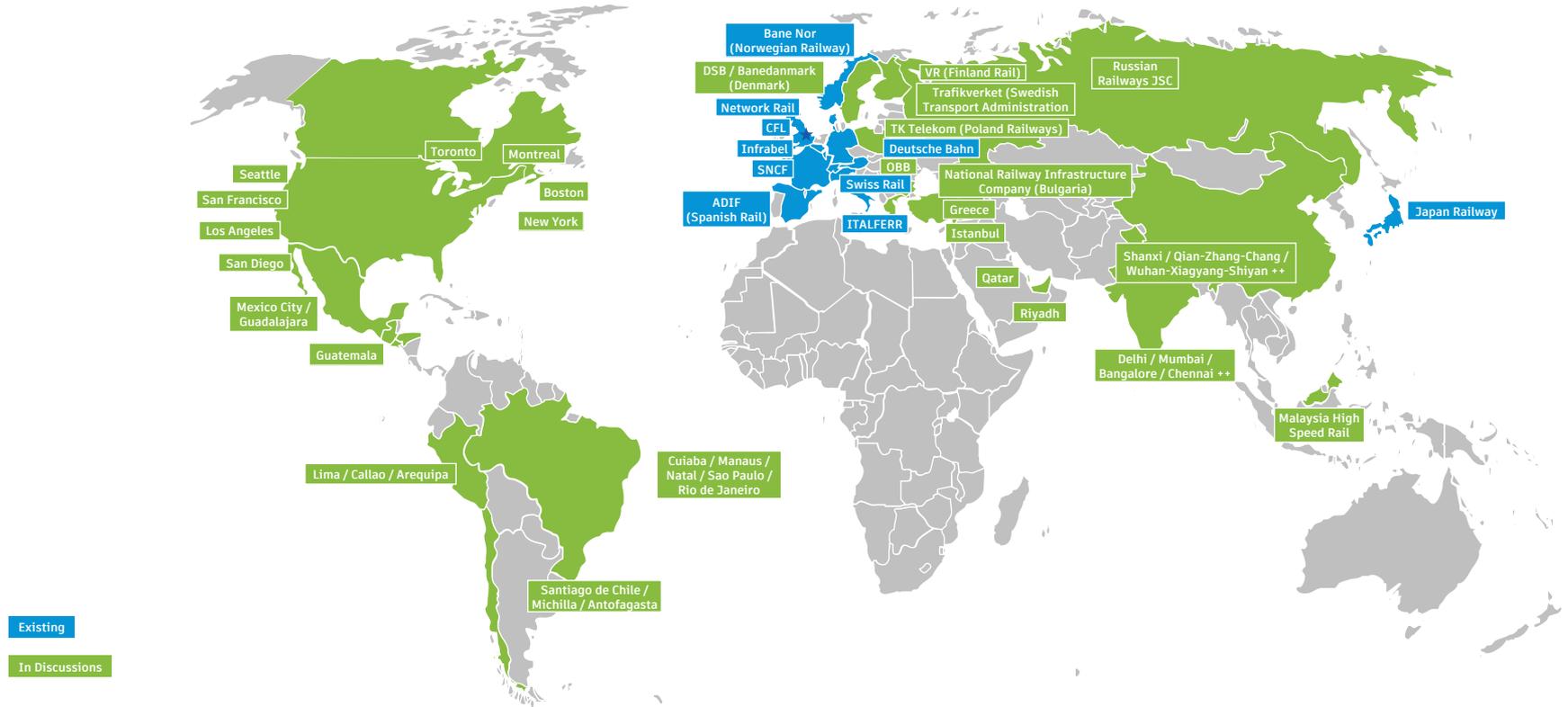
- Railisa UIC Statistics, railway statistics synopsis – 2019 edition
- Rail freight traffic - worldwide 2005-2025, Statista
- Rail passenger traffic - worldwide 2005-2025, Statista
- Project Insight - Global Railway Construction Projects, 2020, Globaldata

Rail Footprint



Existing

Rail Growth into FY21





OSLO

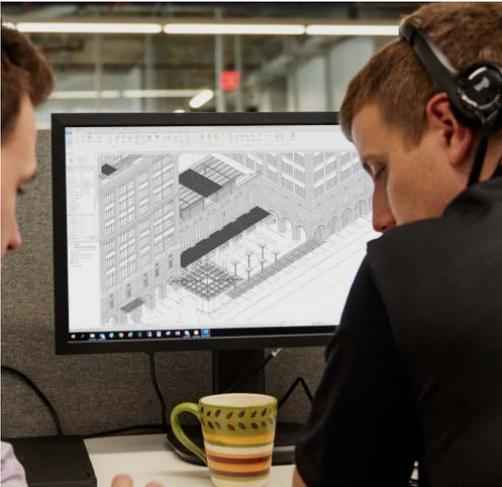
SKI

NOR

Poised to Win Rail



Convergence of Vertical and Horizontal BIM



ESRI Connection with Portfolio Strategy



Digital Project Delivery



DESIGN & MANUFACTURING

A background image of industrial machinery, possibly a CNC machine, with a yellow warning sign featuring a person falling. The image is faded and serves as a backdrop for the text.

\$33B

DESIGN & MANUFACTURING
TAM THROUGH FY25

A background image of a young man with dark hair, wearing a blue button-down shirt, smiling and holding a large, white, 3D printed part. The image is faded and serves as a backdrop for the text.

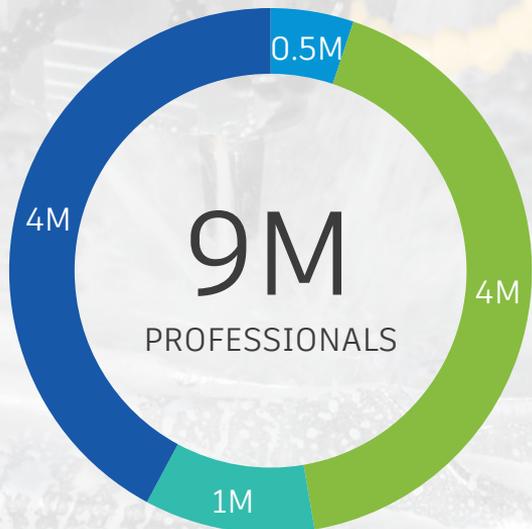
29M

DESIGN & MANUFACTURING
PROFESSIONALS

Sources:
TAM Figures: "Cambashi FY21 Application TAM"
TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
Professions: "Cambashi FY21 Professions Dataset"

\$19B

Design TAM



- Drafters
- Mechanical Engineers
- Electrical Engineers
- Other

\$14B

Make TAM



- Tool Makers, Setters, & Operators
- Production & Plant Operators
- Manufacturing Managers
- Manufacturing Supervisors

Sources:
 TAM Figures: "Cambashi FY21 Application TAM"
 TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
 Professions: "Cambashi FY21 Professions Dataset"

SUPPLY CHAIN
REORGANIZATION



MANUFACTURING
X CONSTRUCTION



AUTOMATION

34



DESIGN & MANUFACTURING INDUSTRY TRENDS

PROCESS DIGITIZATION



MASS PRODUCTION
AND CUSTOMIZATION



SMART PRODUCTS



SUPPLY CHAIN
REORGANIZATION



MANUFACTURING
X CONSTRUCTION

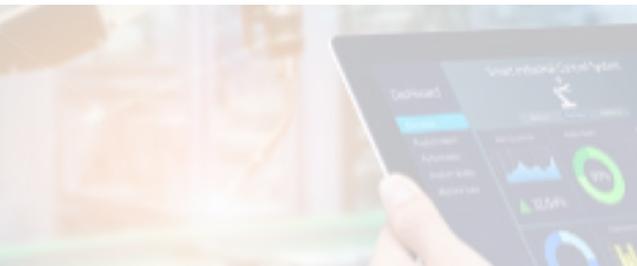


AUTOMATION

35



DESIGN & MANUFACTURING INDUSTRY TRENDS



PROCESS DIGITIZATION



MASS PRODUCTION
AND CUSTOMIZATION



SMART PRODUCTS

\$925M

OPPORTUNITY
IN BUILDING PRODUCTS
MANUFACTURERS & FABRICATORS

File Architecture Structure Steel Systems Insert Annotate Analyze Massing & Site Collaborate View Manage Add-Ins Vault Modify

Modify View Visibility/ Filters Thin Lines Show Hidden Lines Remove Hidden Lines Cut Render in Render in Cloud Render in Gallery 3D View Section Callout Plan Views Elevation Drafting View Duplicate View Legends Schedules Scope Box Sheet View Title Block Revisions Guide Matchline View Reference Viewports Switch Windows Close Inactive Views Views User Interface 37

Select View Templates Graphics Hidden Lines Presentation Create Sheet Composition Windows

Properties

3D View: 3D

3D View: 3D Edit Type

Graphics

Detail Level	Fine
Parts Visibility	Show Original
Visibility/Graphics...	Edit...
Graphic Display O...	Edit...
Discipline	Coordination
Default Analysis D...	None
Sun Path	<input type="checkbox"/>

Extents

Crop View	<input type="checkbox"/>
Crop Region Visible	<input type="checkbox"/>
Far Clip Active	<input type="checkbox"/>
Far Clip Offset	1000' 0"
Scope Box	None
Section Box	<input checked="" type="checkbox"/>

Camera

Rendering Settings Edit

Properties help Apply

Project Browser - AS-AK-00-ZZ-M3-A-0000...

- Views (all)
 - Floor Plans
 - Ceiling Plans
 - 3D Views
 - 3D
 - 3D Energy Model
 - 3D Exterior Perspective
 - 3D Exterior Solar Shading
 - 3D Exterior Solar Shading Coordi...
 - 3D Lighting Analysis
 - 3D Wall Position
 - Elevations (Standard Ansichtensymb...
 - Sections (Building Section)
 - Legends
 - Schedules/Quantities (all)
 - Sheets (all)
 - A.0.01 - Layouts
 - A.0.02 - Elevations
 - A.3.01 - Sections
 - C.0.01 - Inventory
 - Families
 - Annotation Symbols



Perspective

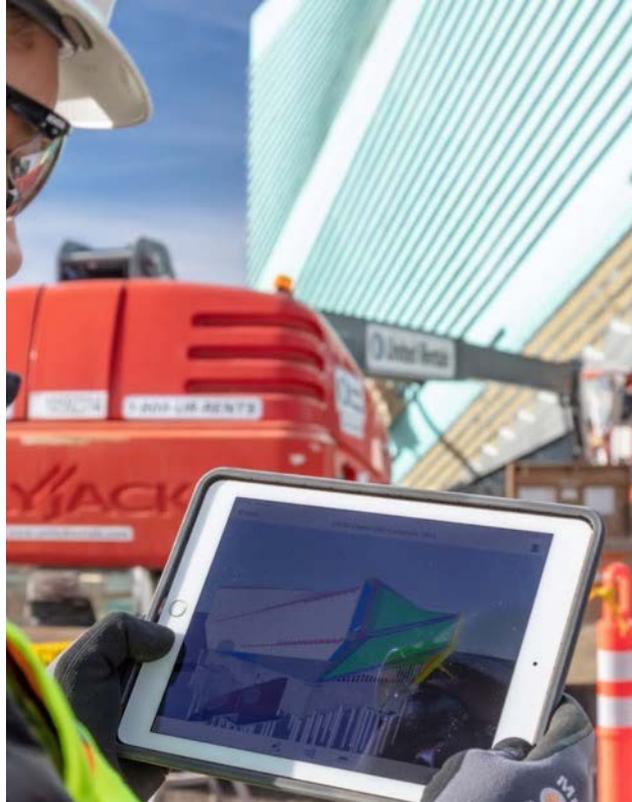


POSITIONED TO WIN

IN BUILDING PRODUCTS
MANUFACTURERS &
FABRICATORS



Integration of Products
to Drive Competitive
Differentiation



Cloud Automation Enables
Highly Customizable
Building Products

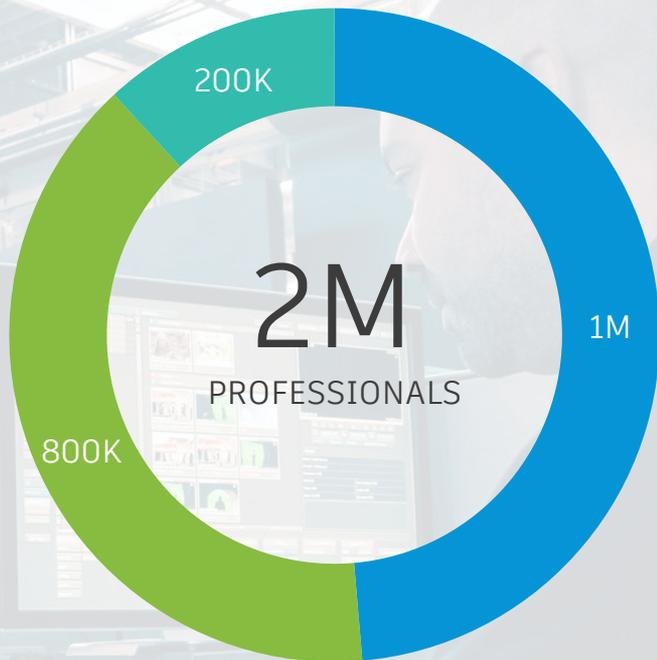


Leadership in
Manufacturing and
Construction



MEDIA & ENTERTAINMENT

\$5 B DESIGN TAM



- Adv Publ & Graphic Des
- Film & TV
- Games

Sources:
 TAM Figures: "Cambashi FY21 Application TAM"
 TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
 Professions: "Cambashi FY21 Professions Dataset"



STREAMING &
SUBSCRIPTION CONTENT



INCREASING DIGITAL WASTE



REAL-TIME CONTENT CREATION



CLOUD (PRODUCTION 3.0)



GLOBALIZATION



NEW ONLINE PLATFORMS



STREAMING &
SUBSCRIPTION CONTENT



INCREASING DIGITAL WASTE



REAL-TIME CONTENT CREATION



CLOUD (PRODUCTION 3.0)



GLOBALIZATION



NEW ONLINE PLATFORMS

Increasing complexity demands more sophisticated tools and workflows



Blender



PIXOMONDO



SHOTGUN Help studios deliver faster and reduce waste at scale

Today's Discussion



THE MARKET OPPORTUNITY



DRIVING INDUSTRY GROWTH

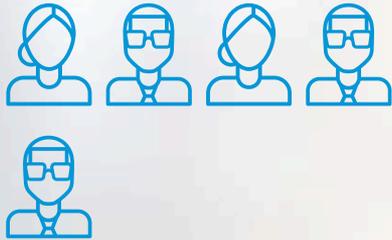


MONETIZING NON-COMPLIANT USERS

Monetizing Non-Paying Users Creates Opportunity⁴⁷

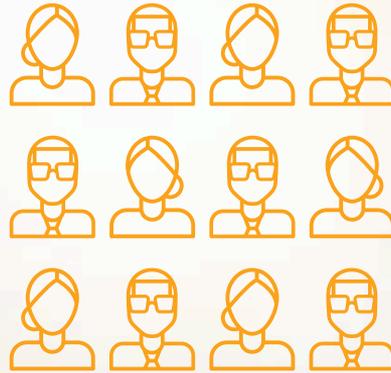
5M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



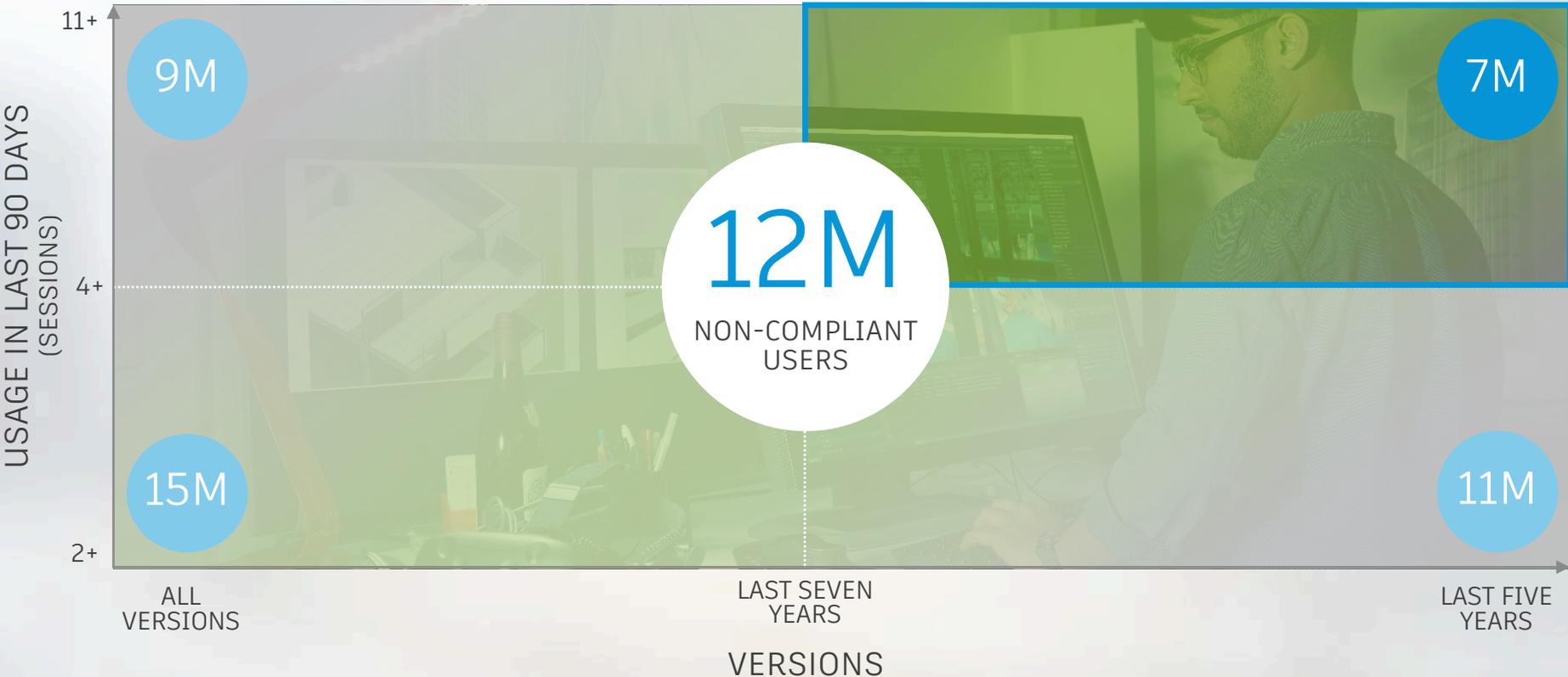
2M

LEGACY USERS



Non-Compliant User Base

Granular perspective



A man and a woman are sitting on a grey couch in a modern office environment. They are both smiling and looking at a smartphone held by the man. The office has a high ceiling with exposed pipes and a staircase in the background.

2M

NON-COMPLIANT USERS WITHIN
PAYING CUSTOMER BASE

Understanding More About Our Non-Compliant Base

DETECTED IN MORE THAN
100 COUNTRIES



6 KEY PRODUCTS ACCOUNT FOR
90%+ OF THE NONVALID
LICENSES DETECTED

BUYER PROFILE

Architect, Individual Business Owner



WORK RELATED

Industry	AEC Residential Buildings
Company Name	Customer X
URL	https://www.adskcustomerx.com
Company Size	Individual/business owner
Work Product	Design and construction of sustainable residential buildings

AUTODESK SOFTWARE

Installed	Revit 2020
Genuine Mix	100% non-valid
Purchased	Revit with 25% discount

Autodesk Growth Opportunity



\$69B

DESIGN & MAKE
TAM BY FY25



14M

MONETIZABLE
NON-PAYING USERS

