

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

Opening Remarks

Andrew Anagnost
Chief Executive Officer



THREE YEARS AGO...





COMPLETED THE
SUBSCRIPTION TRANSITION



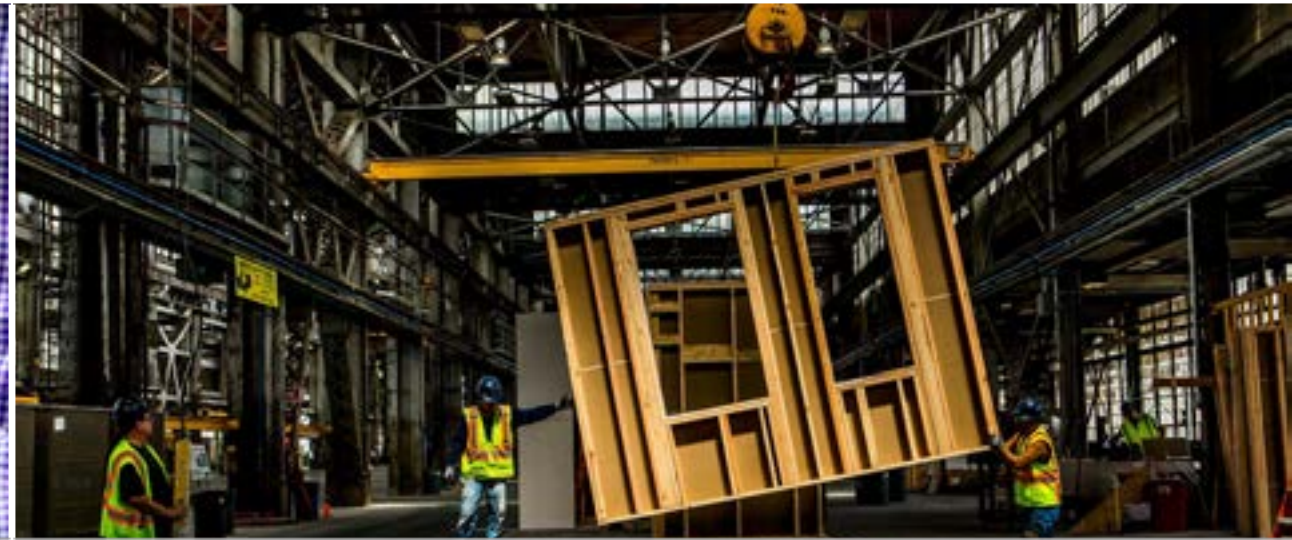
DIGITIZED
THE COMPANY



DRIVEN BIM THROUGH
THE ENTIRE DESIGN & MAKE
PROCESS FOR AEC



AUTOMATED THE PROCESS OF DESIGN
IN MANUFACTURING



CONVERGED CONSTRUCTION AND
MANUFACTURING TO A NEW PARADIGM



COMPLETED THE
SUBSCRIPTION TRANSITION



DIGITIZED
THE COMPANY



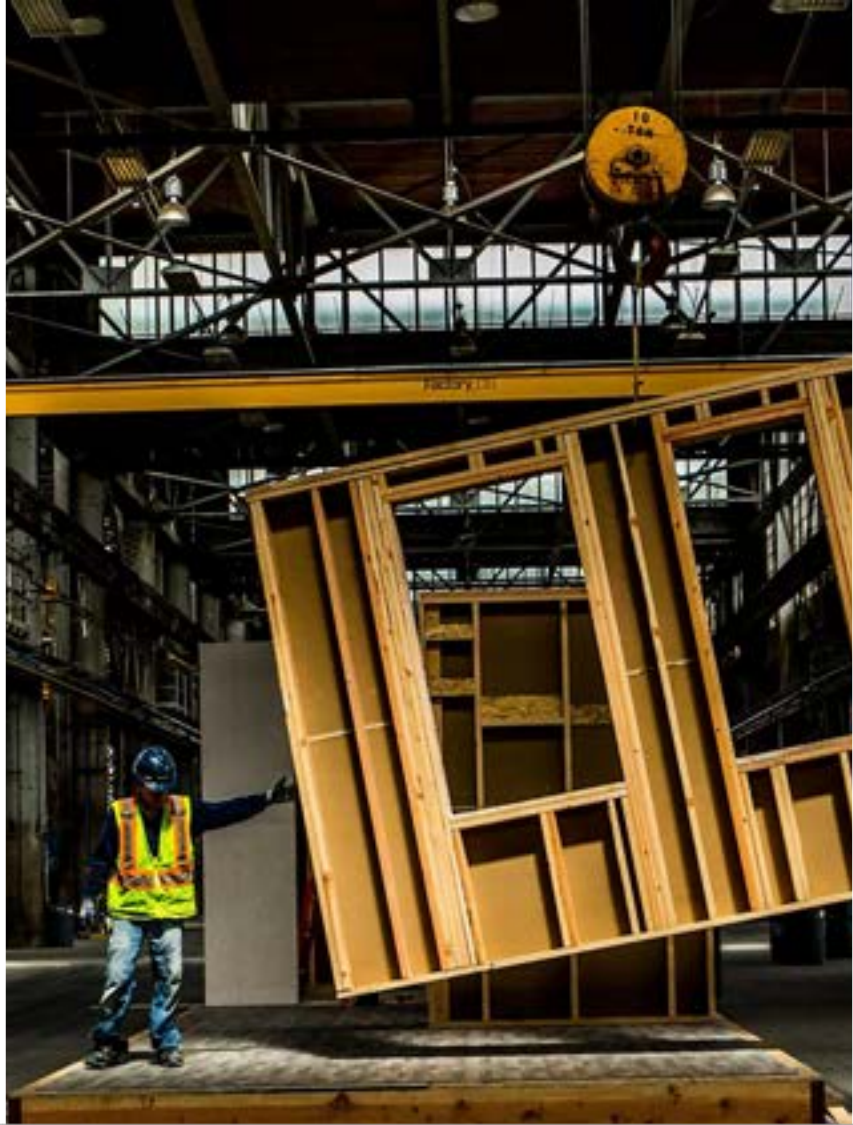
DRIVEN BIM THROUGH
THE ENTIRE DESIGN & MAKE
PROCESS FOR AEC



AUTOMATED THE PROCESS OF DESIGN
IN MANUFACTURING



CONVERGED CONSTRUCTION AND
MANUFACTURING TO A NEW PARADIGM



AUTOMATED THE PROCESS
OF DESIGN IN
MANUFACTURING

CONVERGED CONSTRUCTION
AND MANUFACTURING
TO A NEW PARADIGM

DRIVEN BIM THROUGH
THE ENTIRE DESIGN & MAKE
PROCESS FOR AEC

FY17 Investor Day Target

\$3.3B

TOTAL ARR

5.4M

TOTAL SUBSCRIPTIONS

3%

ARPS CAGR FY16-FY20

33%

NON-GAAP OPERATING MARGIN

\$1.40B

FREE CASH FLOW

CONSOLIDATION &
ELIMINATION OF LOW-COST
SUBSCRIPTIONS

REINVESTMENT IN
STRATEGIC PRIORITIES
& TARGETED
DIVESTMENTS

FY20 Execution

\$3.4B

TOTAL ARR

4.9M

TOTAL SUBSCRIPTIONS

6%

ARPS CAGR FY16-FY20

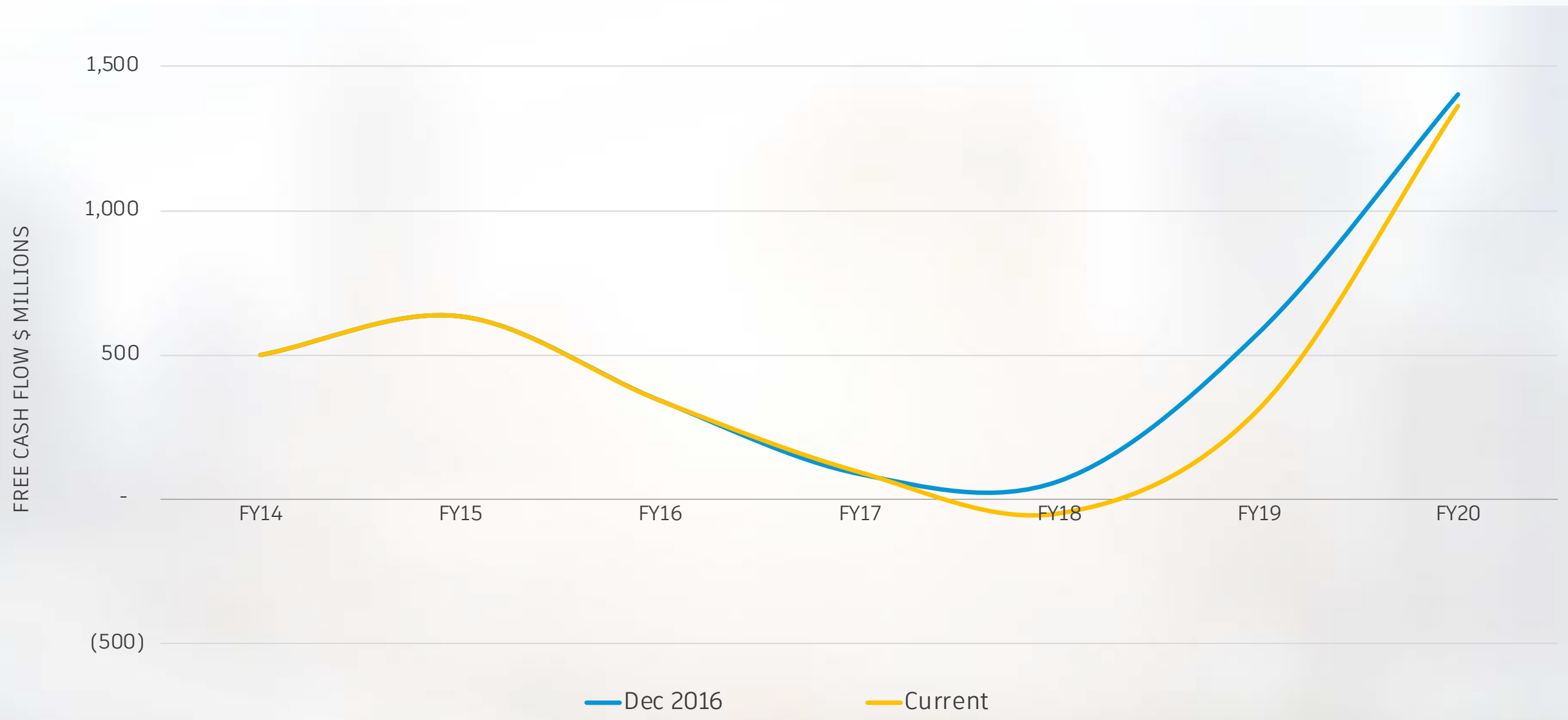
25%

NON-GAAP OPERATING MARGIN

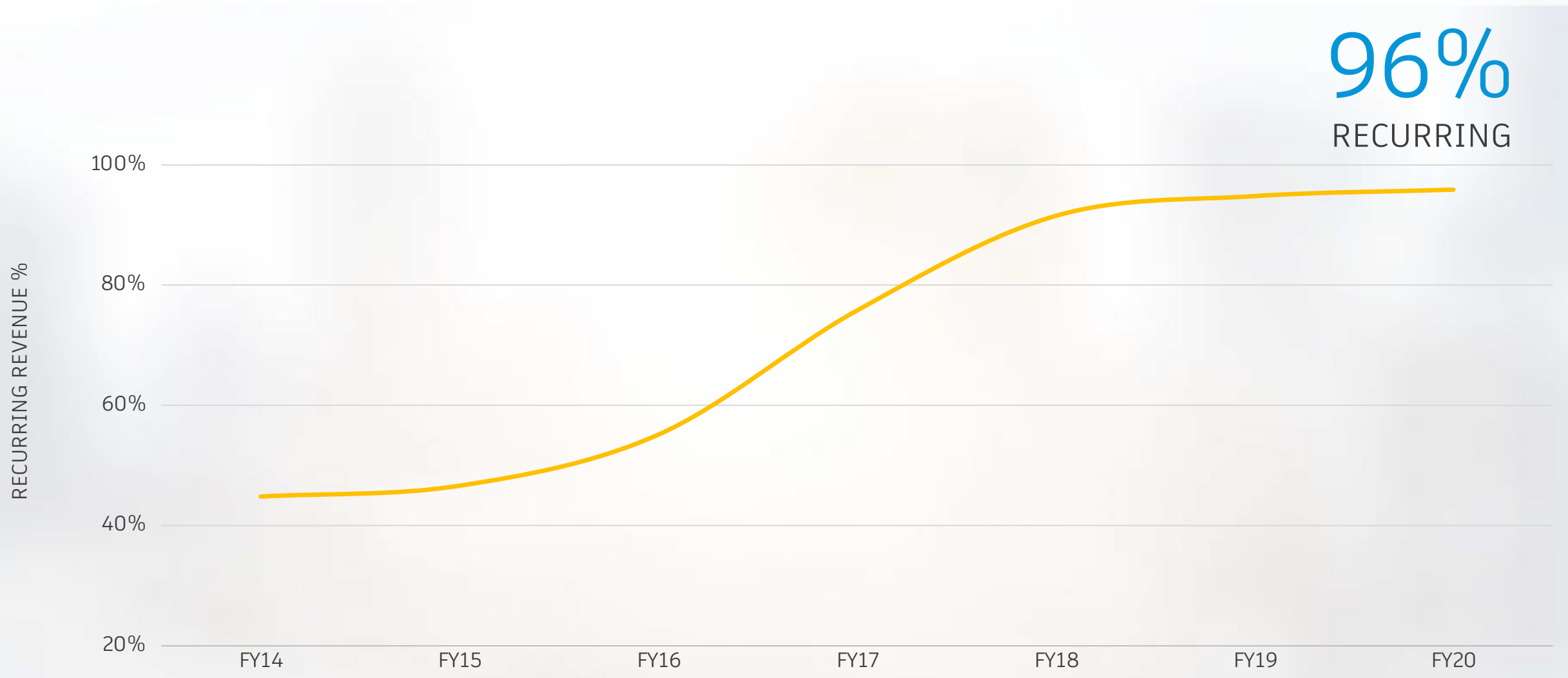
\$1.36B

FREE CASH FLOW

Delivered \$1.36 Billion of Free Cash Flow in FY20



Vast Majority of Autodesk Business is Recurring



A worker in a dark shirt and safety glasses is focused on assembling a white car chassis in a factory setting. The chassis is mounted on a metal frame. A semi-transparent blue wireframe model of the chassis is overlaid on the physical part, showing the internal structure and joints. The background is a blurred industrial environment with various mechanical parts and equipment.

THE TRANSITION IS OVER

The background features a low-angle shot of a skyscraper under construction against a clear blue sky. The building's concrete frame is visible, with a dense grid of windows on the lower levels. A yellow construction crane is positioned on the left side of the building. A semi-transparent blue grid pattern is overlaid on the entire scene, creating a technical or architectural aesthetic.

WHY WILL WE
DELIVER
IN FY23 & BEYOND?

Why We Will Deliver in FY23 and Beyond



Ability to forecast over multi-year time frame has increased



Ability to adapt and be agile



Confidence in our long-term growth drivers

Fiscal 2023 Targets

Results achievable with current product portfolio

16-18%

FY20-23 REVENUE CAGR

\$2.4B

FREE CASH FLOW

~40%

NON-GAAP OPERATING
MARGIN

55%-65%

REVENUE GROWTH +
FREE CASH FLOW MARGIN



WHERE WILL
GROWTH
COME FROM?

Long-Term Business Drivers



MONETIZING
NON-COMPLIANT
& LEGACY USERS



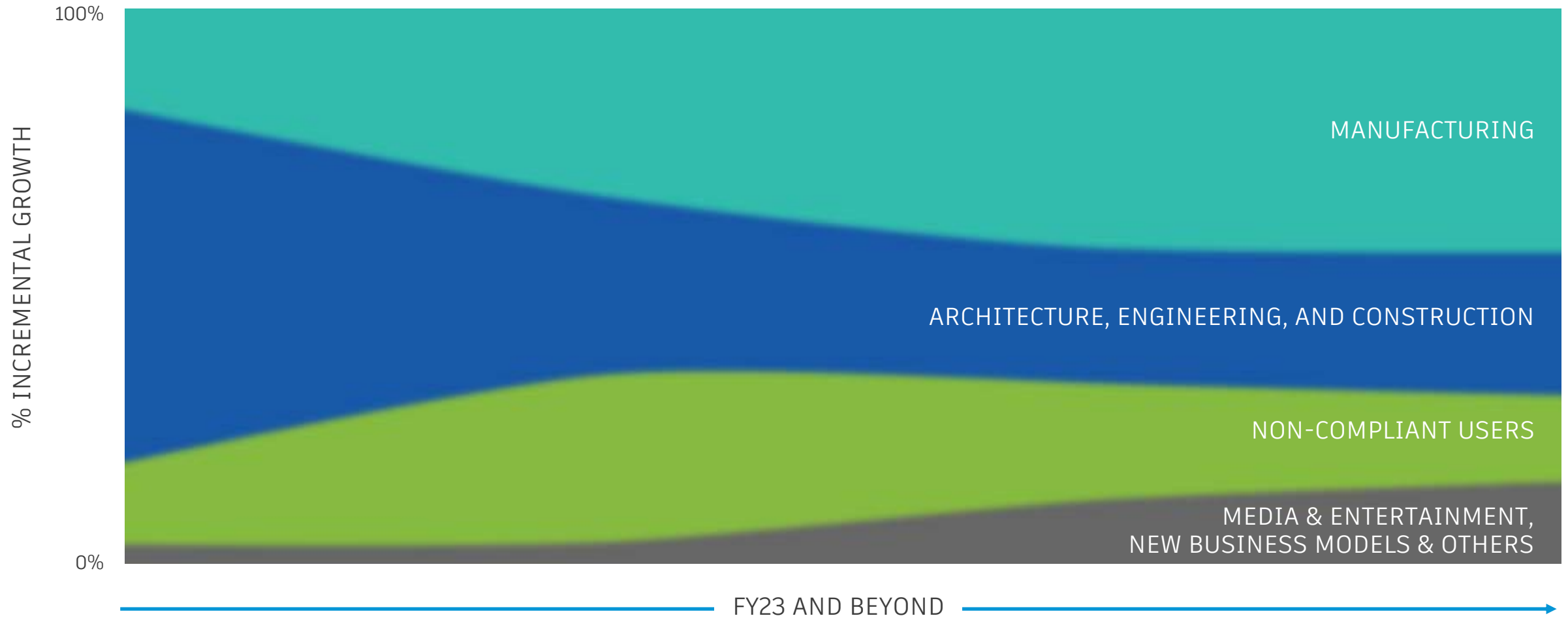
ACCELERATING
DIGITIZATION IN AEC



CONVERGENCE OF DESIGN &
MAKE IN MANUFACTURING

Future Incremental Revenue Contributors

Above overall market growth



Long-Term Business Drivers



MONETIZING
NON-COMPLIANT
& LEGACY USERS



ACCELERATING
DIGITIZATION IN AEC



CONVERGENCE OF DESIGN &
MAKE IN MANUFACTURING

Non-Compliant User Base

Granular perspective



2M

TARGETABLE SUBSCRIPTIONS
WITHIN CUSTOMER BASE

Converting the Pipeline



Harden systems
and transition to
named users



Deepen
understanding
and targeting



Build capabilities
to drive partner
enablement

Long-Term Business Drivers



MONETIZING
NON-COMPLIANT
& LEGACY USERS



ACCELERATING
DIGITIZATION IN AEC



CONVERGENCE OF DESIGN &
MAKE IN MANUFACTURING

SUSTAINABILITY



ASSET PERFORMANCE



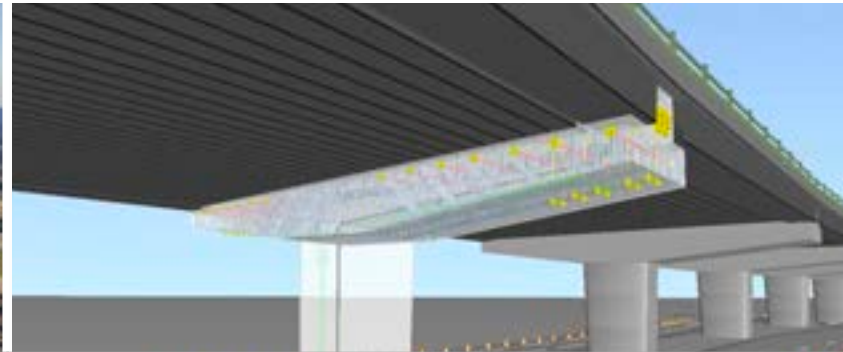
PRODUCTIVITY



LONG-TERM TRENDS IN ARCHITECTURE, ENGINEERING, CONSTRUCTION



SUBURBANIZATION

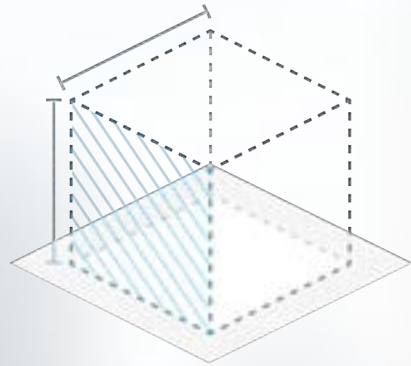


CLOUD COLLABORATION

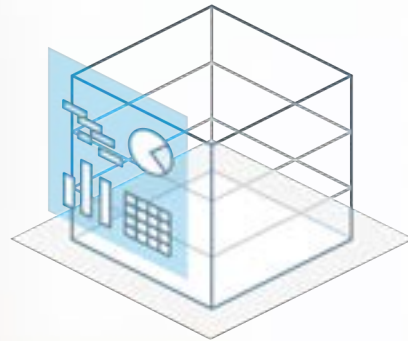


BIM MANDATES

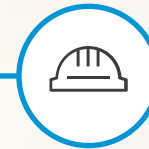
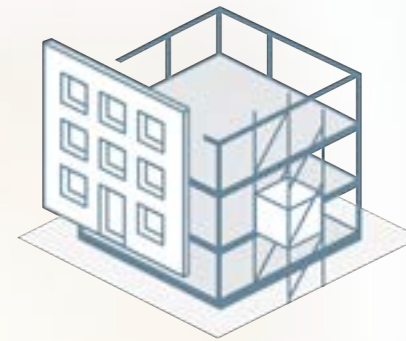
Positioned for Growth



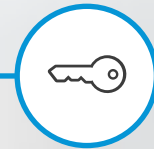
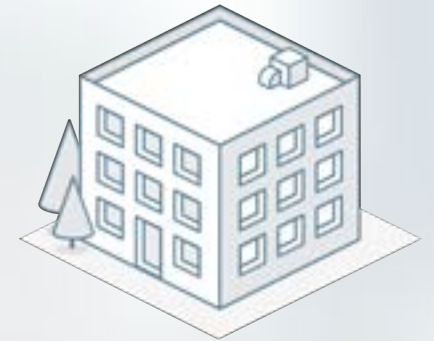
DESIGN



PLAN



BUILD



OPERATE

DESIGN

Increased adoption of BIM drives **2D** to **3D** conversion

MAKE

Increased adoption of Construction Cloud

BIM 360 Design

Revit Cloud Worksharing



MCCARTHY BUILDING COMPANIES SAVED MORE THAN \$250,000 ON A HOSPITAL UPGRADE USING BIM 360 AND REVIT.

Long-Term Business Drivers



MONETIZING
NON-COMPLIANT
& LEGACY USERS



ACCELERATING
DIGITIZATION IN AEC



CONVERGENCE OF DESIGN &
MAKE IN MANUFACTURING

SUPPLY CHAIN
REORGANIZATION



MANUFACTURING
X CONSTRUCTION



AUTOMATION



LONG-TERM TRENDS IN DESIGN & MANUFACTURING

PROCESS DIGITIZATION



MASS PRODUCTION
AND CUSTOMIZATION



SMART PRODUCTS





CONVERGENCE OF DESIGN & MANUFACTURING

DESIGN

Share shift from legacy solutions to cloud-based offerings

MAKE

Share shift from siloed legacy products to integrated design to manufacturing

Where We Will Lead



CLOUD DATA



INTEGRATED TOOLS



GENERATIVE DESIGN

Long-Term Business Drivers



MONETIZING
NON-COMPLIANT
& LEGACY USERS



ACCELERATING
DIGITIZATION IN AEC



CONVERGENCE OF DESIGN &
MAKE IN MANUFACTURING

RESILIENCE




IMPACT





ENABLING
CUSTOMERS
TO DESIGN
SUSTAINABLY



LEADING
BY EXAMPLE
IN ESG



WHERE WILL
GROWTH
COME FROM?

AUTODESK INVESTOR DAY 2020



Lisa Campbell, CMO
Driving Sustainable Growth
Growth Opportunities in
Construction and Manufacturing



Scott Reese, SVP
The Growth Opportunity
in Manufacturing
Future of Manufacturing
and Cloud



Jeff Kinder,
Chief Digital Officer
Business Model Evolution
Names, Plans, Choice



Steve Blum, SVP
Delivering Growth
Go-to-Market Strategy



Amy Bunszel, SVP
Innovation and Differentiation
Driving Growth in
the Design Portfolio



Scott Herren, CFO
Driving Growth at Scale
Building Sustainable Growth



Jim Lynch, VP & GM
Accelerating Our Momentum
Construction at Autodesk

