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 first fiscal quarter and fiscal year 2020; 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 ARR, ARPS, subscriptions, billings, revenue, deferred revenue, margins and cash flow growth; difficulty in predicting those financial and performance metrics; failure to maintain spend management; 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 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.
The Growth Opportunity
Design, Construction, Manufacturing and Beyond

Lisa Campbell
Chief Marketing Officer | @LHartCamp
Industry Trends

ARCHITECTURE, ENGINEERING & CONSTRUCTION
- Climate Change & Sustainability
- Productivity
- Asset Performance

MANUFACTURING
- Urbanization
- Globalization
- New Production Techniques
- Automation
- Distributed Manufacturing
- Immersive Environments
- Supply Shocks
- Mass Production & Customization
- Waste

MEDIA & ENTERTAINMENT
- Smartphones
- Subscription Content
- Streaming Content
- Accelerated Content Creation
- Visualization
- Digital Humans
- Globalization & Delocalization
Trends That Span Across Multiple End Markets

- Climate Change & Sustainability
- Productivity
- Asset Performance

ARCHITECTURE, ENGINEERING & CONSTRUCTION

- Urbanization
- Globalization
- Manufacturing in Construction
- BIM Mandates

MANUFACTURING

- New Production Techniques
- Distributed Manufacturing
- Immersive Environments
- Supply Shocks
- Mass Production & Customization
- Waste

SMARTPHONES

- Automation
- Streaming Content
- Visualization
- Globalization & Delocalization

MEDIA & ENTERTAINMENT

- Subscription Content
- Accelerated Content Creation
- Digital Humans
Daiwa House: Leveraging BIM

Prefabricated Homes
Total Autodesk Growth Opportunity

$48B
DESIGN & MAKE TAM
BY 2020

$59B
DESIGN & MAKE TAM
BY 2023

Sources:
- Cambashi FY20 Application TAM
- AEC data modelled from FY21 Cambashi Professions Dataset
The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.
Total Autodesk Growth Opportunity

$34B  +  $25B

DESIGN TAM  
BY 2023

MAKE TAM  
BY 2023

Sources:
- Cambashi FY20 Application TAM
- AEC data modelled from FY21 Cambashi Professions Dataset
The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.
Monetizing Non-Paying Users Creates Opportunity

4M
PAYING SUBSCRIPTIONS

12M
NON-COMPLIANT USERS

2M
LEGACY USERS

9
AEC TAM

$27B
DESIGN & CONSTRUCTION TAM BY 2023

29M
DESIGN & CONSTRUCTION PROFESSIONALS BY 2023

Source: Modeled from FY21 Cambashi Professions Dataset. The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.
AEC TAM

$15B
DESIGN TAM BY 2023

+$

$12B
CONSTRUCTION TAM BY 2023

Source: Modelled from FY21 Cambashi Professions Dataset. The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.
High Demand for Buildings and Roads

13,000
BUILDINGS A DAY

30x
ROADS & RAIL
AROUND THE EARTH PER YEAR
High Demand for Buildings and Roads

$4T
OF ASSETS AT RISK OF COLLAPSE

90%
OF LARGE CITIES AT RISK FROM FLOODING
Construction Spend Forecast to Increase 31%

$11.3T +31% $14.8T

Source: I.H.S Markit Forecast, Construction Output in US Dollars (nominal)
BIM Government Mandates and Policies
BIM Penetration

% BIM Penetration

0% 40%

22% 20%
22% 14%
20% 14%
20% 1%
2% 2%
1% 1%
1% 2%
9% 27%
27%
Industry Growth

- **6M** Professionals
  - Rail
  - Airport
  - Water
  - Infrastructure
  - Roads & Highways

- **5M** Professionals
  - Building Engineering
  - Emerging
  - Generative Design
  - Buildings
  - Architecture
  - Mature

- **18M** Professionals
  - Preconstruction
  - Site Execution
  - Trades
  - Construction
Industry Growth

~8B

PASSENGERS BY 2025 (2X)

$4677B

AVERAGE ANNUAL GLOBAL CONSTRUCTION SPEND
Airports Momentum: Beijing International Airport
Industry Growth

5M Professionals

6M Professionals

18M Professionals

Rail
Airport
Water

Preconstruction
Site Execution
Trades
Construction

Emerging
Building Engineering
Generative Design
Construction Technology Adoption: Why Now?

ANALOG

30%
GLOBAL WASTE

20%
WORKFORCE RETIRING

PRODUCTIVITY
Manufacturing
Total economy
Construction

Manufacturing TAM

$31B
DESIGN & MAKE TAM BY 2023

28M
DESIGN, ANALYST & PRODUCTION ENGINEERING PROFESSIONALS BY 2023

Source: Cambashi FY20 Application TAM. The TAM numbers presented are estimates and are slightly understated given the potential availability of free software, in-house developments, and other variables.
Manufacturing TAM

$18B
DESIGN TAM BY 2023

$13B
MAKE TAM BY 2023

Source: Cambashi FY20 Application TAM. The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.

WW Core Design & Analyst Professionals
9M

Industrial, Production & Plant Operators
1M

Manufacturing Managers
6M

Manufacturing Supervisors
3M

Other Engineers
4M

Drafters
0.5M

Tool Makers, Setters & Operators
9M

Mechanical Engineers
3.5M

WW* Production Engineer & Analyst Professionals
19M

*(Worldwide excluding China)
Industry Growth

4.2B CONSUMERS BY 2025
+1.8B SINCE 2010

MASS CUSTOMIZATION
Manufacturing Redefined

NEW PRODUCTION TECHNIQUES

AUTOMATION WITH AI/ML

SHOP FLOOR DIGITIZATION
Retooling of Shop Floor Opportunity

60%  
MACHINE SHOPS USE ANALOG PROCESSES & MICROSOFT OFFICE¹

30%  
MACHINE SHOP CAPACITY WASTED DUE TO POOR PRODUCTIVITY²

¹ Autodesk research to machine shops Feb 2017
Industry Growth

9M Professionals

Building Production
Manufacturing
Industrial Machinery
Connected Workflows

CORE Portfolio
(Collections)

19M Professionals

Integrated Product
Development Platform
New Manufacturing Techniques
Generative Design

Design & Make
Convergence
Industry Growth

9M Professionals

Building Production Manufacturing
Industrial Machinery
Connected Workflows

CORE Portfolio (Collections)

19M Professionals

Integrated Product Development Platform
New Manufacturing Techniques
Generative Design
Design & Make Convergence
Autodesk Delivering Connected Workflows
Autodesk Delivering Unprecedented Value

$2,500/year  $5,000-$50,000
Large End User Base

1.3 Million

BUILDING PRODUCT MANUFACTURING PROFESSIONALS
Greenheck: Adopting New Technology
Industry Growth

9M Professionals

19M Professionals

Integrated Product Development Platform
New Manufacturing Techniques
Generative Design
Design & Make Convergence

Building Production Manufacturing
Industrial Machinery
Connected Workflows
CORE Portfolio (Collections)
Claudius Peters: Adopting New Technology
Media & Entertainment Trends

Climate Change & Sustainability

Productivity

Asset Performance

Urbanization

Globalization

New Production Techniques

Automation

Rising Middle Class

Distributed Manufacturing

Immersive Environments

Manufacturing in Construction

Supply Shocks

Visualization

BIM Mandates

Mass Production & Customization

Digital Humans

Accelerated Content Creation

Globalization & Delocalization

Waste

Smartphones

Subscription Content

Streaming Content
Growth Opportunity in Media & Entertainment

MAYA® 3DS MAX® SHOTGUN
Benefits of Media & Entertainment

DRIVES BRAND VISIBILITY

AUTODESK

VISUALIZATION & IMMERSIVE ENVIRONMENTS
Monetizing Non-Paying Users Creates Opportunity

4M
PAYING SUBSCRIPTIONS

12M
NON-COMPLIANT USERS

2M
LEGACY USERS
Non-Paying: What We Know

12M
NON-COMPLIANT USERS

5 Products account for
98%
of non-compliant

China #1
US #2

2M
LEGACY USERS

41%
of legacy users use
versions more than
5 years old
Autodesk Growth Opportunity

**EXPAND IN INDUSTRIES**

$59B

**DESIGN & MAKE TAM BY 2023**

**MONETIZE NON-PAYING USERS**

14M

Sources:
- Cambashi FY20 Application TAM
- AEC data modelled from FY21 Cambashi Professions Dataset

The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.