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.
Driving Growth in FY23 and Beyond

Andrew Anagnost
President & Chief Executive Officer
@andrew_anagnost
FOUR YEARS AGO...
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
A More Resilient Company
The Great Financial Crisis versus The COVID-19 Pandemic

Revenue YY growth %

-40%
-30%
-20%
-10%
0%
10%
20%
30%
40%

Q108
Q119
Q411
Q422*

FY10 Revenue -26% YY
FY21 Revenue +16% YY
FY22* Revenue +15% YY

Revenue YY% (Q108-Q411)
Revenue YY% (Q119-Q422*)

Global financial crisis
Pandemic

*Q3, Q4 and FY22 Revenue represents mid-point of guidance
A More Robust Company
Acceleration and momentum in the first half of Fiscal 22

1H FISCAL 2022

$2.0B
BILLINGS
+19% YY

$0.5B
FREE CASH FLOW
+35% YY
## A More Predictable Company

**Evolution of fiscal 23 goals**

<table>
<thead>
<tr>
<th>2020 Investor Day</th>
<th>M&amp;A</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>16-18%</strong></td>
<td>~0.5 pt</td>
<td><strong>16-18%</strong></td>
</tr>
<tr>
<td>FISCAL 20 TO FISCAL 23 TOTAL REVENUE CAGR</td>
<td></td>
<td>FISCAL 20 TO FISCAL 23 TOTAL REVENUE CAGR</td>
</tr>
<tr>
<td><strong>$2.4B</strong></td>
<td>~</td>
<td><strong>$2.4B</strong></td>
</tr>
<tr>
<td>FREE CASH FLOW</td>
<td></td>
<td>FREE CASH FLOW</td>
</tr>
<tr>
<td><strong>~40%</strong></td>
<td>~(2) pts</td>
<td><strong>~38%</strong></td>
</tr>
<tr>
<td>NON-GAAP OPERATING MARGIN</td>
<td></td>
<td>NON-GAAP OPERATING MARGIN</td>
</tr>
<tr>
<td><strong>55-65%</strong></td>
<td></td>
<td><strong>64-68%</strong></td>
</tr>
<tr>
<td>REVENUE GROWTH + FCF MARGIN</td>
<td></td>
<td>REVENUE GROWTH + FCF MARGIN</td>
</tr>
</tbody>
</table>

Non-GAAP to GAAP reconciliations in Appendix.
How We Will Deliver on FY23 Goals and Beyond

DIGITAL TRANSFORMATION

LEVERAGING KEY GROWTH ENABLERS

MONETIZING THE LONG TAIL
DIGITAL TRANSFORMATION

- Convergence of design & build in AEC
- Convergence of design & make in manufacturing
- Integration of adjacent verticals

LEVERAGING KEY GROWTH ENABLERS

MONETIZING THE LONG TAIL
Convergence of Design and Build in AEC
Driving data through the construction lifecycle

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

BUILD
Integrate Construction Cloud Across the entire process
Digital Transformation: Design & Manufacturing

Driving data through the product lifecycle

DESIGN & MAKE CONVERGENCE
Share shift from siloed legacy solutions to an integrated cloud-based platform
Integration of Adjacent Verticals
End-to-end full lifecycle solutions

- Road
- Rail
- Water

- Electronics
- Simulation
- Production Management

- Production in the Cloud
- XR Experiences
- Next Gen Content Creation

OWNERS
Digital Transformation Creates a Better World

End-to-end digital solutions enable our customers to realize their sustainability goals

CARBON
- 40% of global emissions from buildings
- 19% of global emissions from manufacturing

WATER
- ~2 trillion gallons lost each year in the U.S.
- ~8 trillion gallons lost each year worldwide

WASTE
- 1/3 of waste in developed world from construction
- 10% of waste in Europe from manufacturing
Digital Transformation Drives TAM Expansion

$62B  FY22  $78B  FY26

Source:
Cambashi FY22 Application TAM
Models based on Cambashi FY22 Professions Dataset and Autodesk estimates
Global Water Intelligence 2021 figures in addition to internal estimates
Design & Make TAM (FY26)

$43B
DESIGN TAM

$35B
MAKE TAM

Source:
Cambashi FY22 Application TAM
Models based on Cambashi FY22 Professions Dataset and Autodesk estimates
Global Water Intelligence 2021 figures in addition to internal estimates
LEVERAGING KEY GROWTH ENABLERS

- Business model
- Convergence of industries
- License compliance
Our Business Model Progression

Business model evolution enables more customers to access our ecosystems

**PERPETUAL**
Customers pay significant upfront price for license and maintenance

**SUBSCRIPTION**
Customers have flexibility with subscriptions to match their budget and needs

**TIERED PLANS**
Customers get further flexibility for support and administration

**CONSUMPTION**
Customers have pay-per-use model for occasional users for new customers trying Autodesk products

**CORE**

**RETIRED**
Convergence of Industries

Enabling data to flow seamlessly across our applications to third party applications

- Forge
- Forge Portal
  - APIs | SDKs | App Store
- Forge Services
- Forge Data

D&M

AEC

M&E

3rd PARTY DEVELOPERS & PARTNERS ECOSYSTEM

Autodesk Platform - Forge

Autodesk Platform - Forge
Non-Compliant User Base

Usage, not versions, drives higher probability conversions
DIGITAL TRANSFORMATION

LEVERAGING KEY GROWTH ENABLERS

MONETIZING THE LONG TAIL

- Consumption
- Platform
- Ecosystem
Consumption

Flex is our innovative new model that changes how people get what they need.
Platform
Forge powers convergence and acceleration of digital transformation

EXTENDING MODERN CLOUD SERVICES
CONNECTING DATA EXPERIENCES
IGNITING DEVELOPER ECOSYSTEM
Ecosystem
The flywheel of data and platform creates a vibrant ecosystem of new capabilities
Amy Bunszel
Accelerating Digital Transformation in Architecture & Engineering

Jim Lynch
Winning in Construction

Scott Reese
The Growth Opportunity in Manufacturing

Diana Colella
Autodesk’s Media & Entertainment Strategy

Raji Arasu
Creating Customer Value at the Intersection of Products and Industries

Jeff Kinder
Flexible Business Models

Steve Blum
Delivering Growth

Debbie Clifford
Sustainable Growth at Scale
AUTODESK
Make anything™