

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

Driving Growth in FY23 and Beyond

Andrew Anagnost

President & Chief Executive Officer
@andrew_anagnost



FOUR YEARS AGO...





COMPLETED THE
SUBSCRIPTION TRANSITION



DIGITIZED
THE COMPANY



DRIVEN BIM THROUGH
THE ENTIRE DESIGN & MAKE
PROCESS FOR AEC



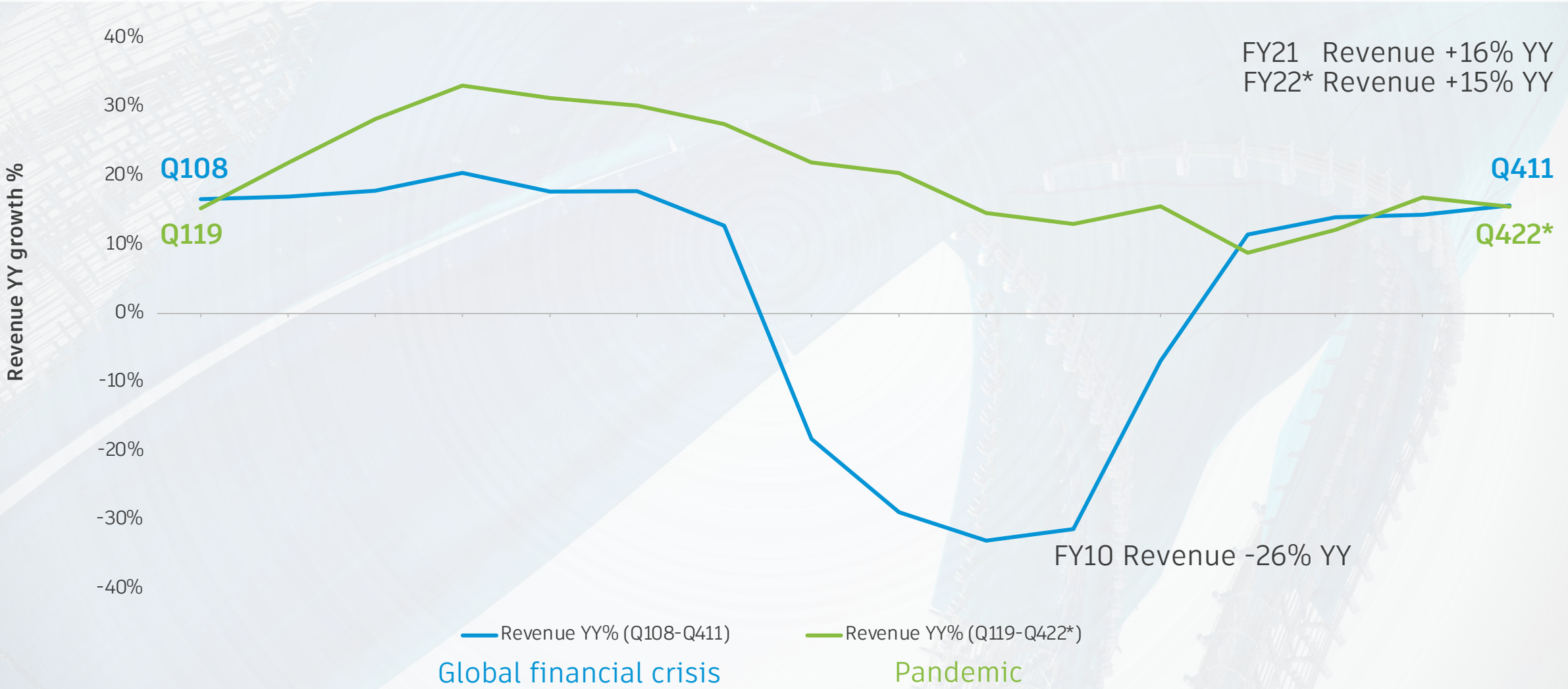
AUTOMATED THE PROCESS OF DESIGN
IN MANUFACTURING



CONVERGED CONSTRUCTION AND
MANUFACTURING TO A NEW PARADIGM

A More Resilient Company

The Great Financial Crisis versus The COVID-19 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



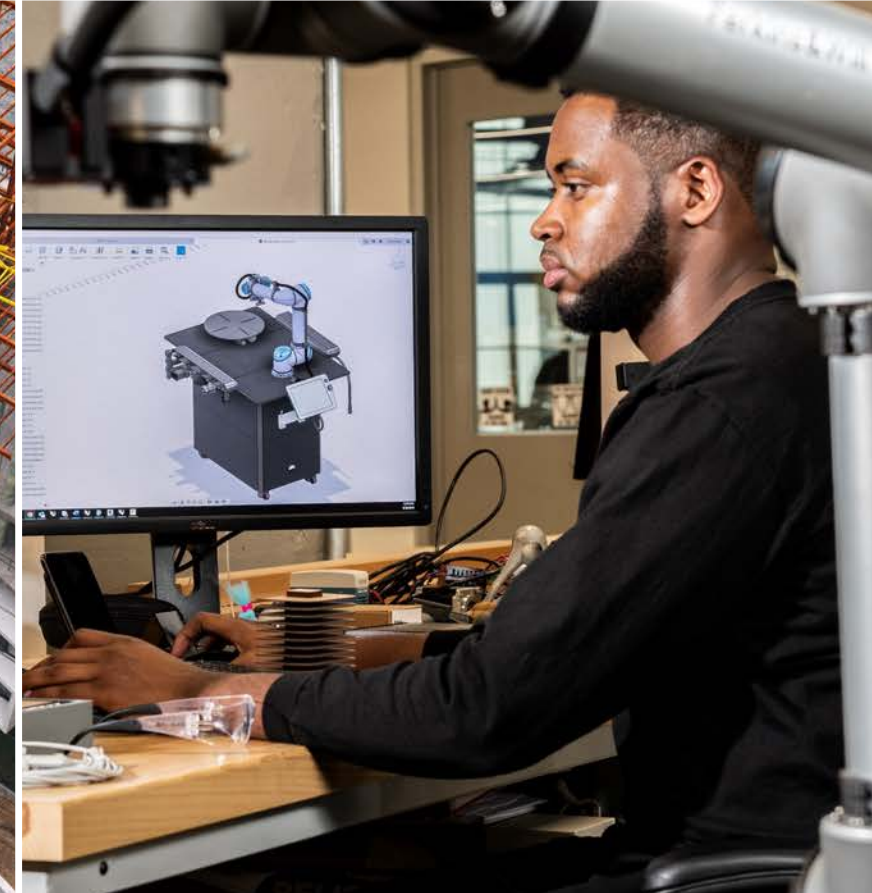
How We Will Deliver on FY23 Goals and Beyond



DIGITAL TRANSFORMATION



LEVERAGING KEY GROWTH ENABLERS



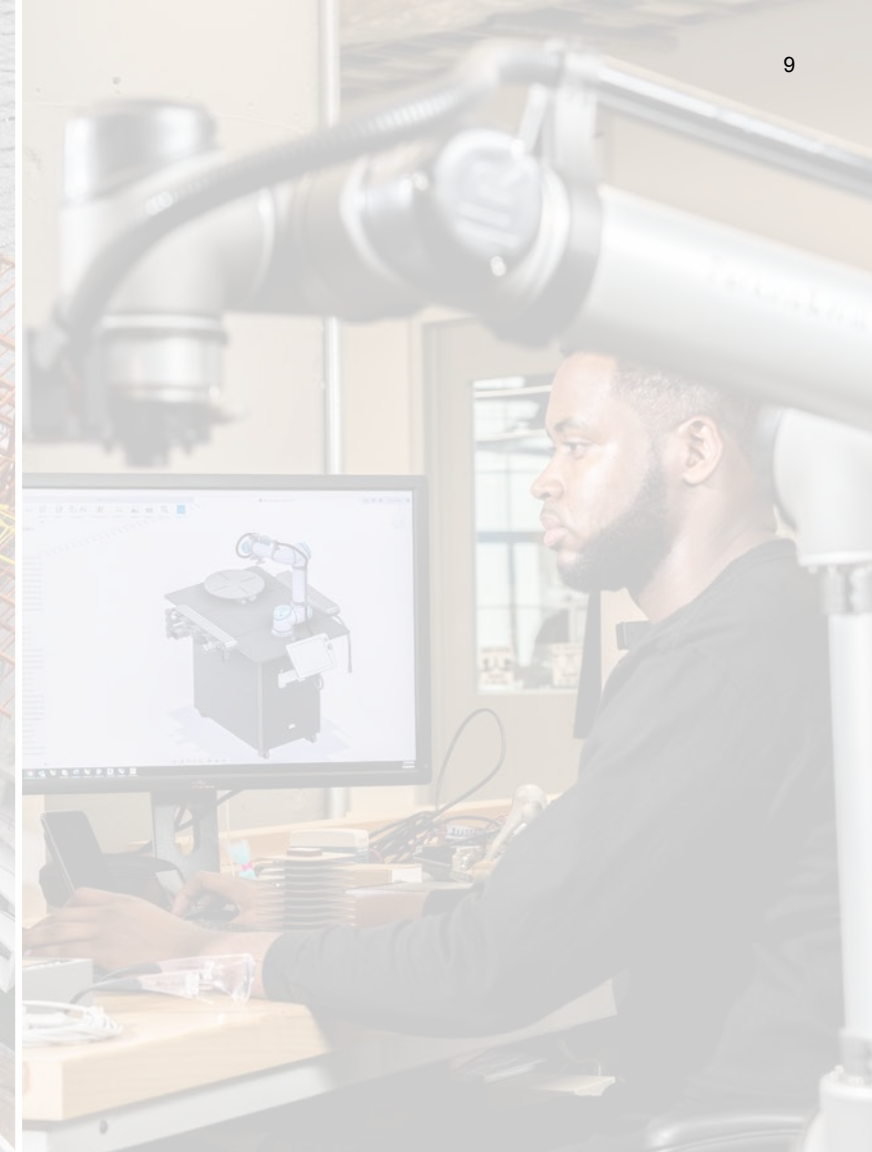
MONETIZING THE LONG TAIL

DIGITAL TRANSFORMATION

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



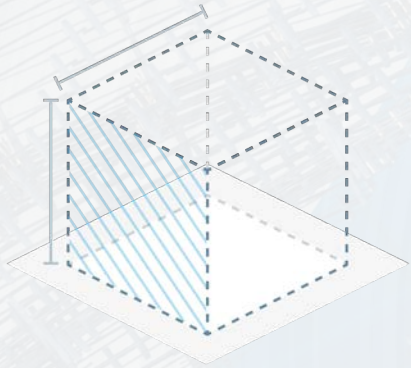
LEVERAGING KEY
GROWTH ENABLERS



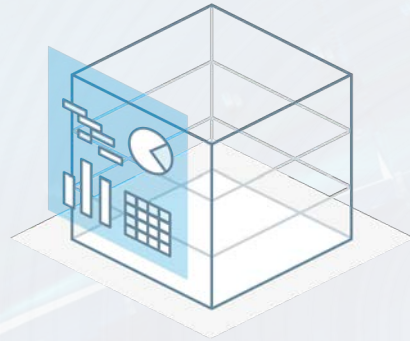
MONETIZING
THE LONG TAIL

Convergence of Design and Build in AEC

Driving data through the construction lifecycle



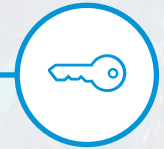
DESIGN



PLAN



BUILD



OPERATE

DESIGN

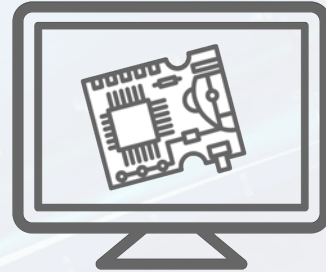
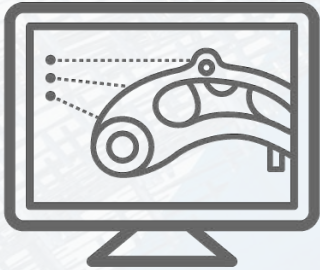
Increased adoption of BIM drives **2D** to **3D** conversion

BUILD

Integrate Construction Cloud
Across the entire process

Digital Transformation: Design & Manufacturing

Driving data through the product lifecycle



DESIGN



MAKE



USE

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

AEC

- Road
- Rail
- Water

MANUFACTURING

- Electronics
- Simulation
- Production Management

M&E

- 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

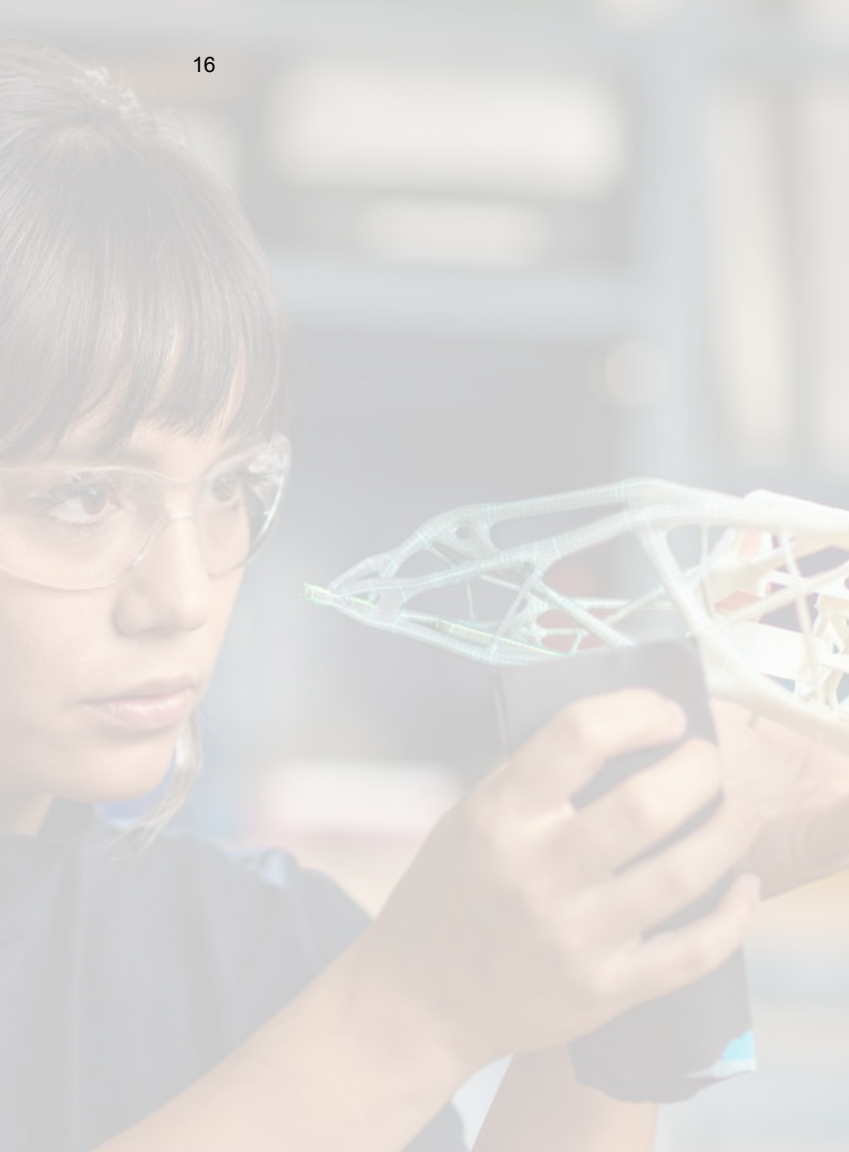
DESIGN TAM



\$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



DIGITAL
TRANSFORMATION

LEVERAGING KEY GROWTH ENABLERS

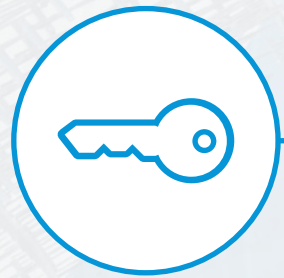
- Business model
- Convergence of industries
- License compliance



MONETIZING
THE LONG TAIL

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

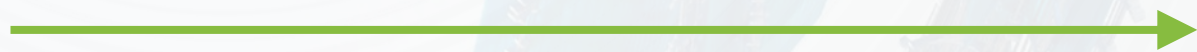


CONSUMPTION

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

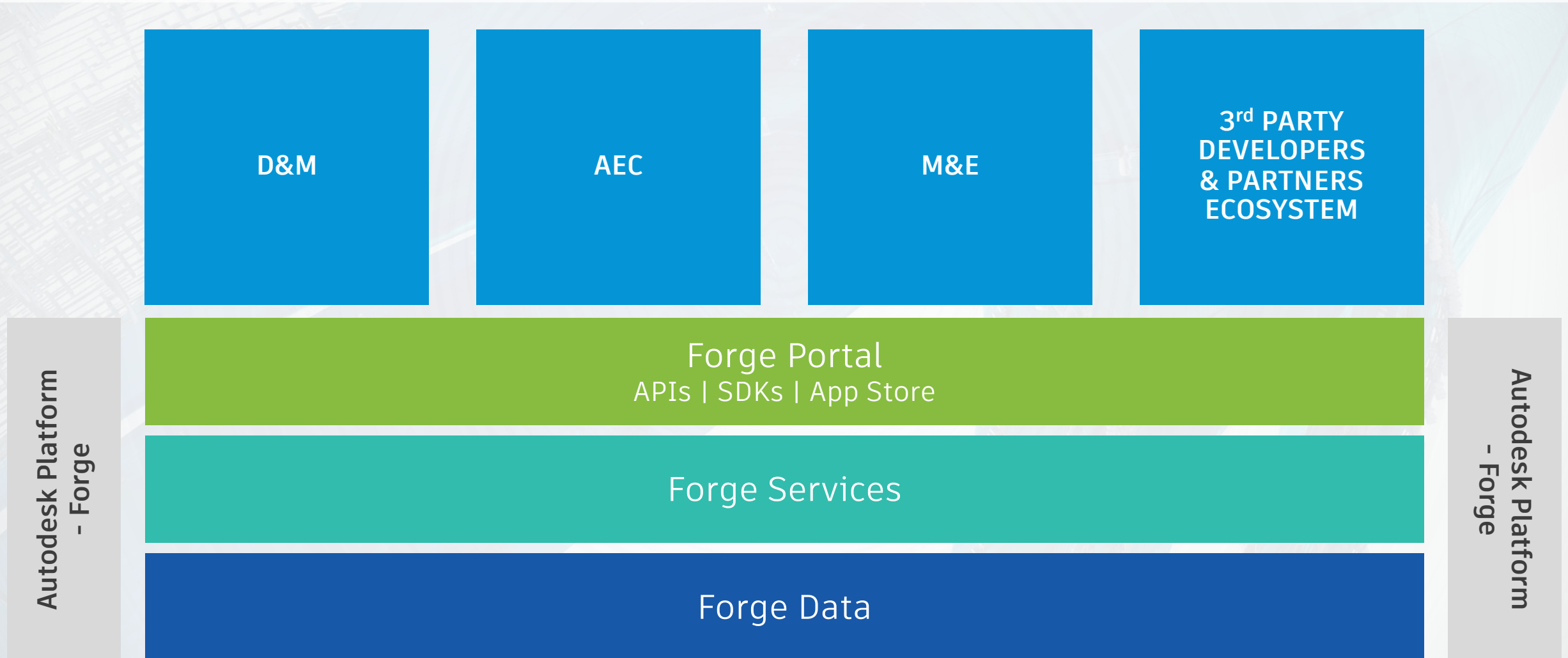
RETIRED

CORE



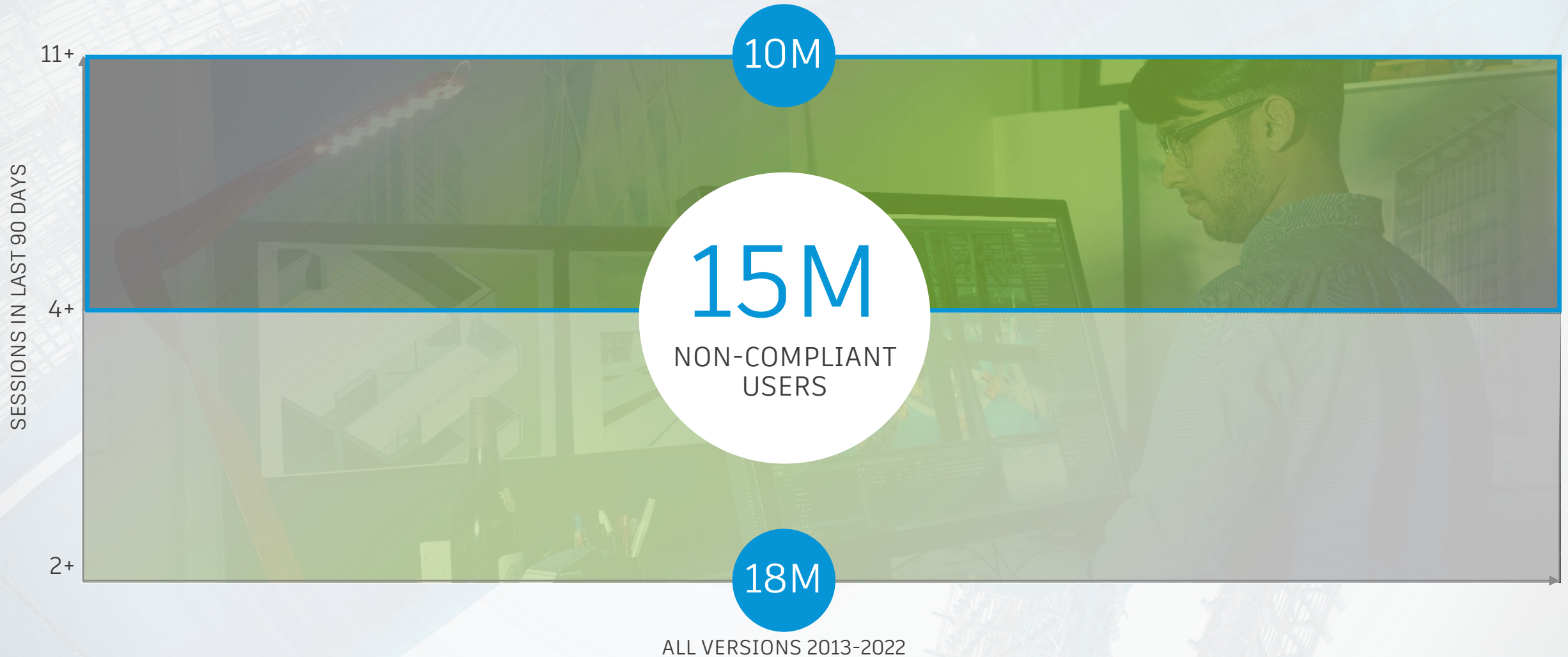
Convergence of Industries

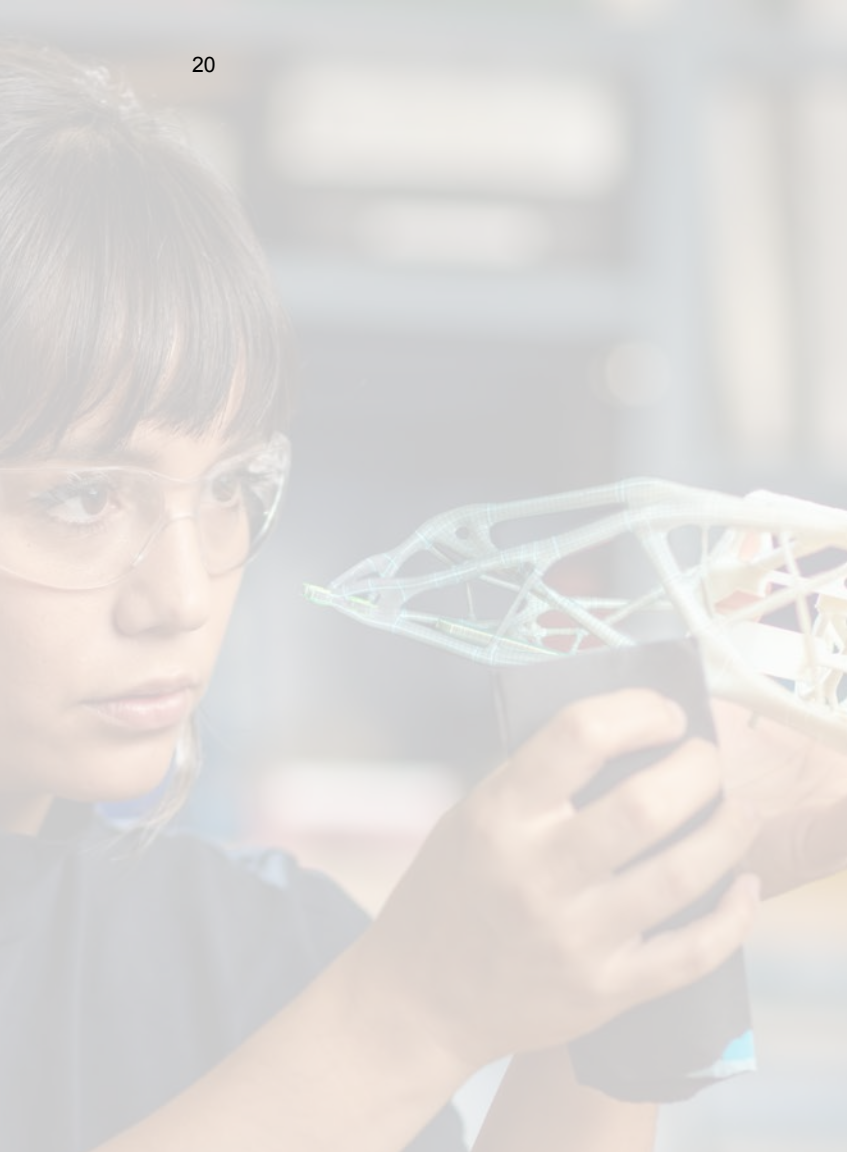
Enabling data to flow seamlessly across our applications to third party applications



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



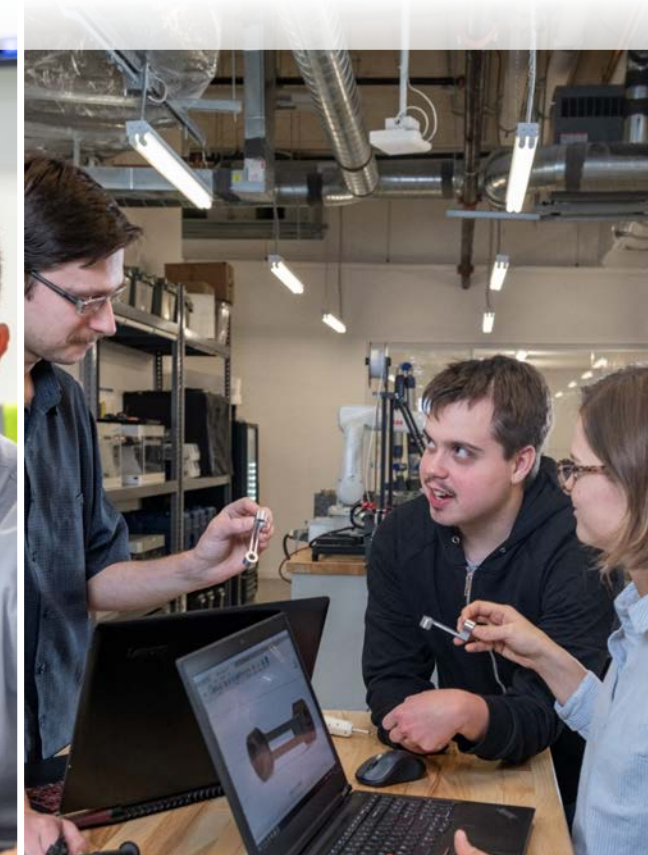
MAXIMIZE VALUE FOR
OCCASIONAL USERS
AND USAGE



LOWERS PRICE OF ENTRY
TO TRY PRODUCTS ACROSS
THE PORTFOLIO



EXPANDS ECOSYSTEM
TO NEW CUSTOMERS



LENDING ITSELF TO
PROJECT-ORIENTED WORK

Platform

Forge powers convergence and acceleration of digital transformation



**EXTENDING
MODERN
CLOUD SERVICES**



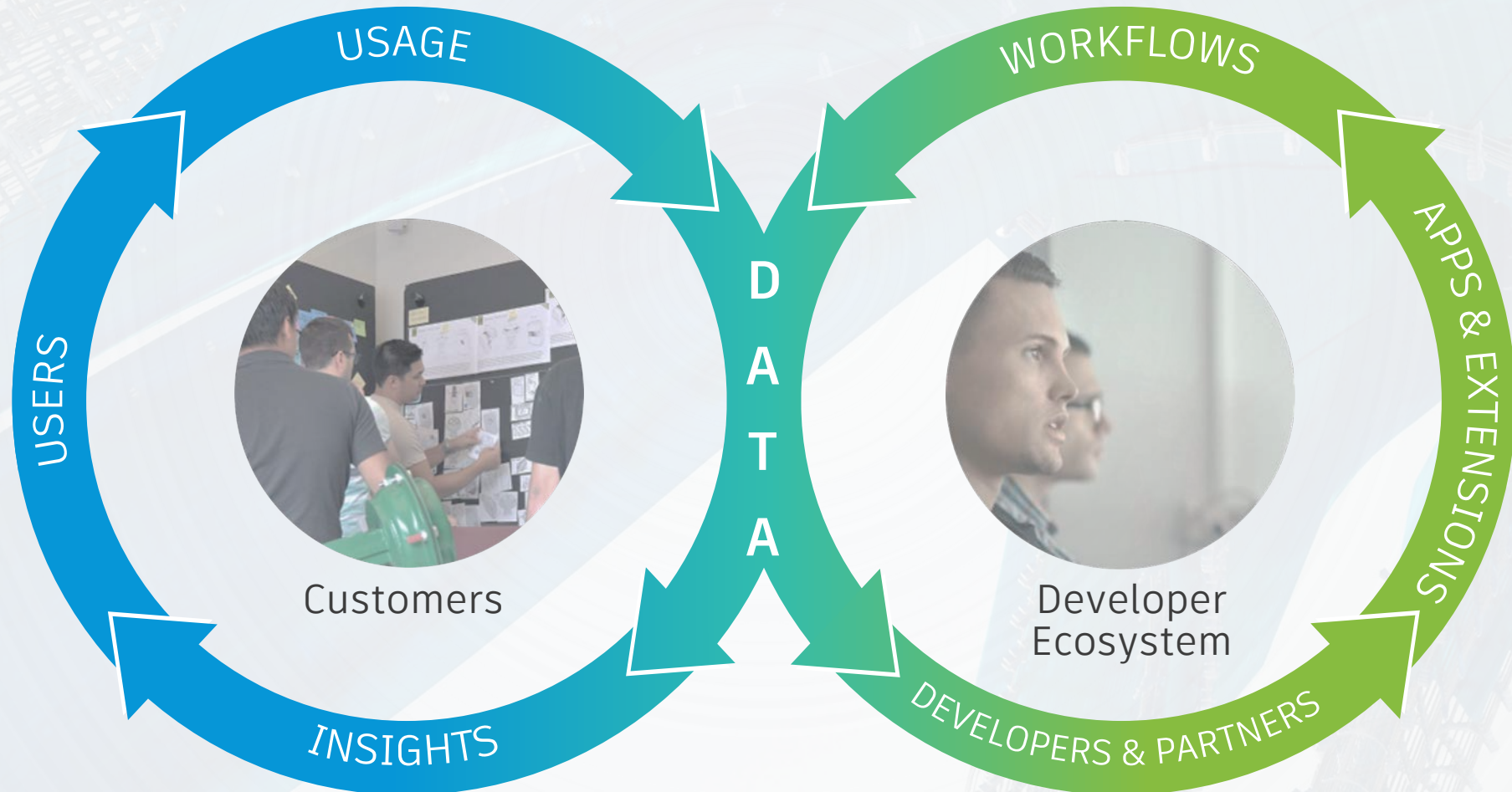
**CONNECTING
DATA
EXPERIENCES**



**IGNITING
DEVELOPER
ECOSYSTEM**

Ecosystem

The flywheel of data and platform creates a vibrant ecosystem of new capabilities



AUTODESK INVESTOR DAY 2021



Amy Bunszel

Accelerating Digital Transformation
in Architecture & Engineering



Raji Arasu

Creating Customer Value at
the Intersection of Products
and Industries



Jim Lynch

Winning in Construction



Jeff Kinder

Flexible Business Models



Scott Reese

The Growth Opportunity
in Manufacturing



Steve Blum

Delivering Growth



Diana Colella

Autodesk's Media &
Entertainment Strategy



Debbie Clifford

Sustainable Growth at Scale

