

Safe Harbor Statement



Each of the presentations today will contain forward-looking statements about our strategies, products (including AI), future results, performance or achievements, financial, operational and otherwise, including: statements about our strategic priorities; guidance for the fiscal year 2026; total addressable market (TAM) and 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 disciplined and focused investment; failure to successfully integrate acquisitions and manage transitions to new business models and markets, including our new transaction model and our ability to monetize the platform and scale AI; uncertainties regarding AI technologies and its integration into our products, failure to successfully expand adoption of our products or our ability to successfully introduce new services and product features; our ability to implement our business plans 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.

Shaping the future of Media & Entertainment

Diana Colella

EVP of Media and Entertainment



What's covered

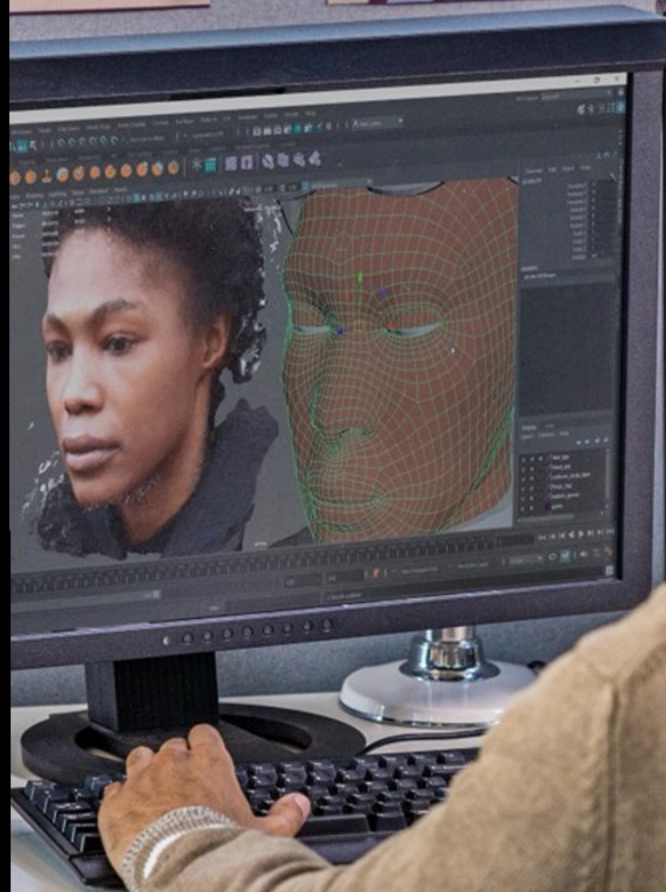
-
- 01** Industry context
- M&E challenges
 - Total addressable market
 - Industry trends
-
- 02** Expansion opportunities
- Adding value to current portfolio
 - Reaching new creator market
 - Expanding across the production pipeline
-
- 03** Why we win
- Owning Design and Make in M&E
-



Industry context

- M&E challenges
- Total addressable market
- Industry trends

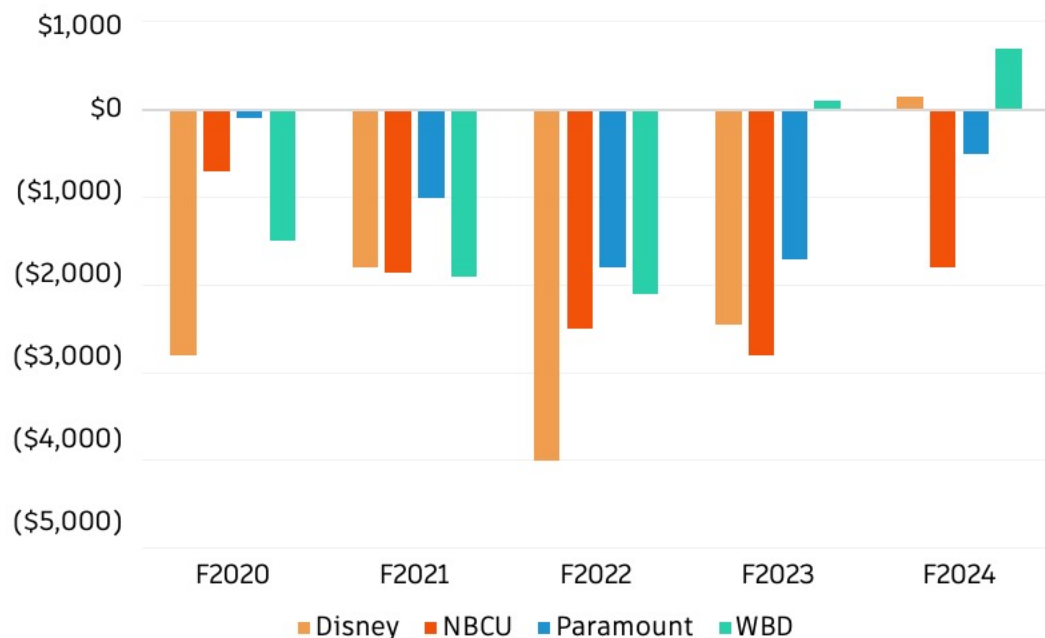
 AUTODESK



Getting to profitable content is the highest priority

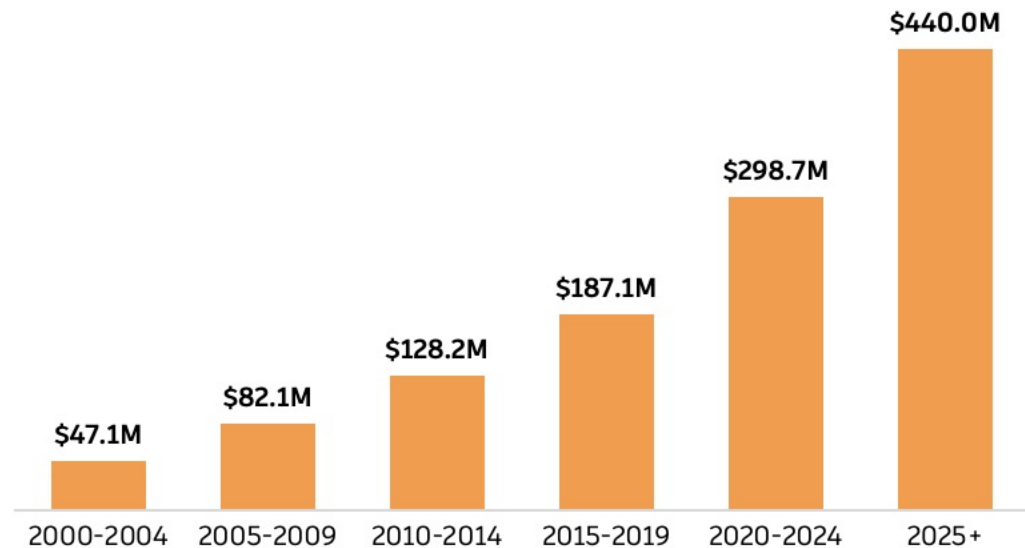
Media conglomerates lost ~\$30B on streaming from 2020-2024

Media conglomerates streaming profits



© Doug Shapiro

Average development budgets for selected AAA game productions since 2000



Source: Publicly reported figures, analyst estimates, Raph Koster, Matthew Ball. Excludes marketing spend and live-ops costs. All numbers, adjusted for inflation

Notes/Source: (1) Luminate, Variety VIP analysis. (2) Note: Disney is on a September fiscal year. Figures reflect results of streaming operations. Figures are operating income for Disney, OIBSDA/EBITDA for NBCU, Paramount and WBD. Source: Company reports, DSM estimates.



**AI will
accelerate
our software**





Autodesk has been leading the way with AI in media and entertainment

Autodesk adds machine learning to Flame

By Tim Dams | 8 April 2019



VFX and grading system now comes with a machine learning-powered feature



Media & Entertainment market opportunity



\$8.5B

Design & Make
TAM through FY29

Key trends in Media and Entertainment



01

Changing consumer expectations

Consumer entertainment expectations continue to rise causing M&E companies to rethink how they create and sell their content.



02

Increasing project complexity and cost

Studios are increasing budget pressure forcing them to figure out how to deliver more for less.



03

Rapid development of AI

AI innovation is accelerating fast, especially in media and entertainment where the need to reduce production costs is paramount.

Consumers expect high-quality experiences



Project complexity and cost steadily increasing in film, streaming, and video game production

Forbes


BUSINESS > HOLLYWOOD & ENTERTAINMENT

Disney Reveals \$645 Million Spending On Star Wars Show 'Andor'

By [Caroline Reid](#), Senior Contributor. © Caroline Reid covers the... [Follow Author](#)

Published Dec 22, 2024 at 12:44pm EST

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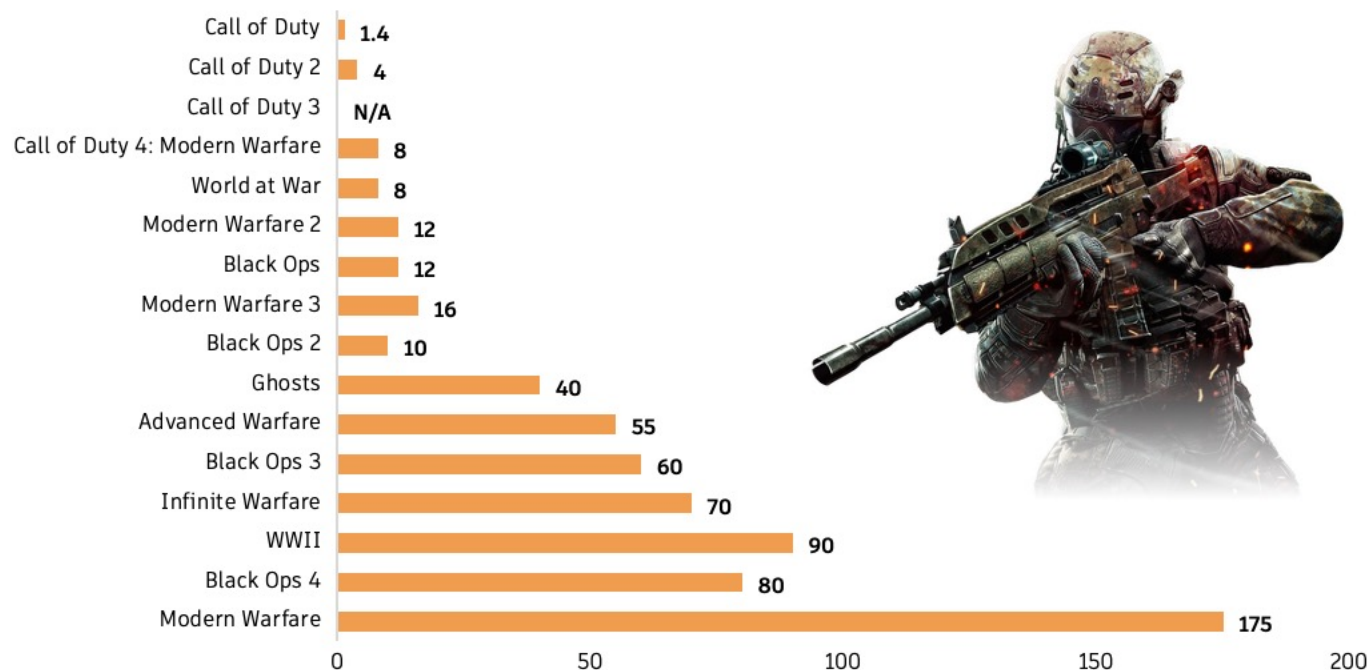


Disney's spending on 'Andor' has hit \$645 million ahead of the debut of Season 2
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Disney has revealed that the cost of making *Star Wars* streaming show *Andor* has surged to \$645 million (£504.8 million) after it spent a record \$290.9 million (£232.1 million) last year on filming its second season which will debut in April 2025.

Source: © 2024 Forbes Magazine | <https://tinyurl.com/yrfhdktD>
IGN | <https://tinyurl.com/swmzt3ar>

Every major Call of Duty installs size (PC)



Source: Publicly reported figures, analyst estimates, Raph Koster, Matthew Ball. Excludes marketing spend and live-ops costs. All numbers, adjusted for inflation

AI usage continues to expand among studios



Image courtesy of Boxel Studio



Previsualization



Motion capture

Concept work



Animation

Aging/De-aging



Digital doubles

Audio dubbing

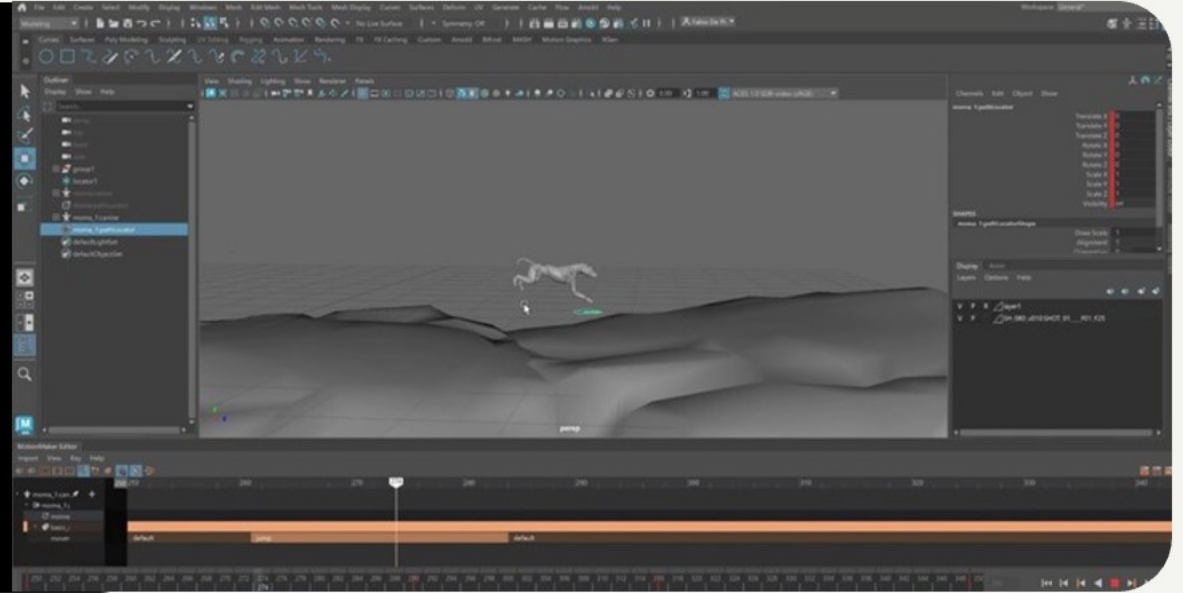


Voice cloning

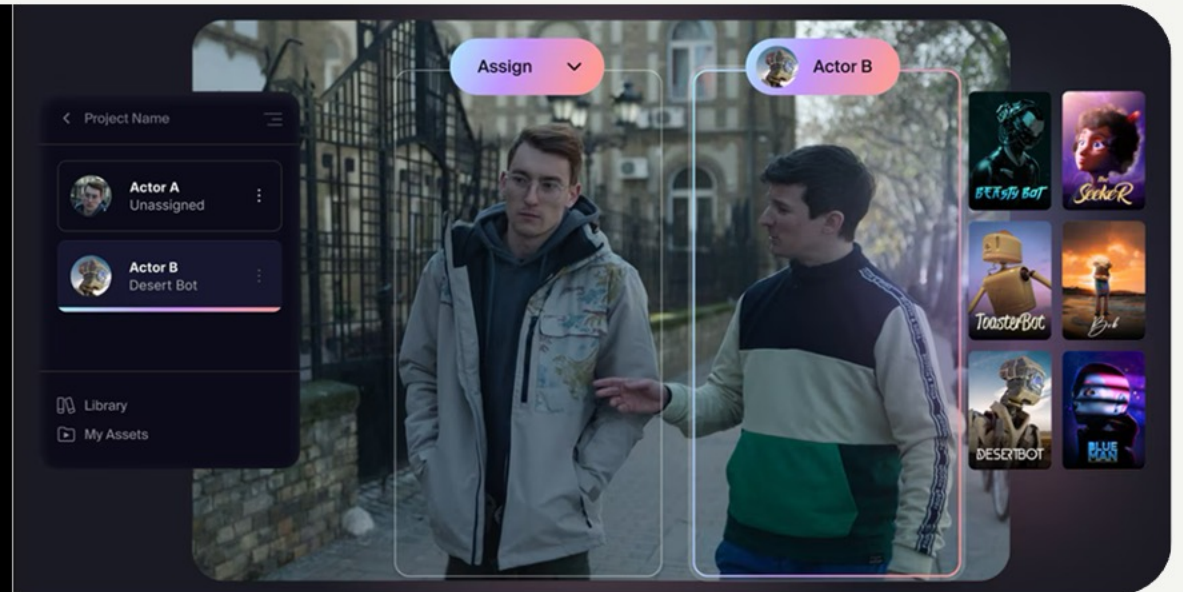


Autodesk is positioned to deliver the AI capabilities the industry needs

AI tools in Maya



Flow Studio AI



Expansion opportunities for M&E

- Current portfolio
- New creator market
- Production pipeline

 AUTODESK

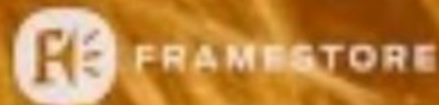




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Make Anything

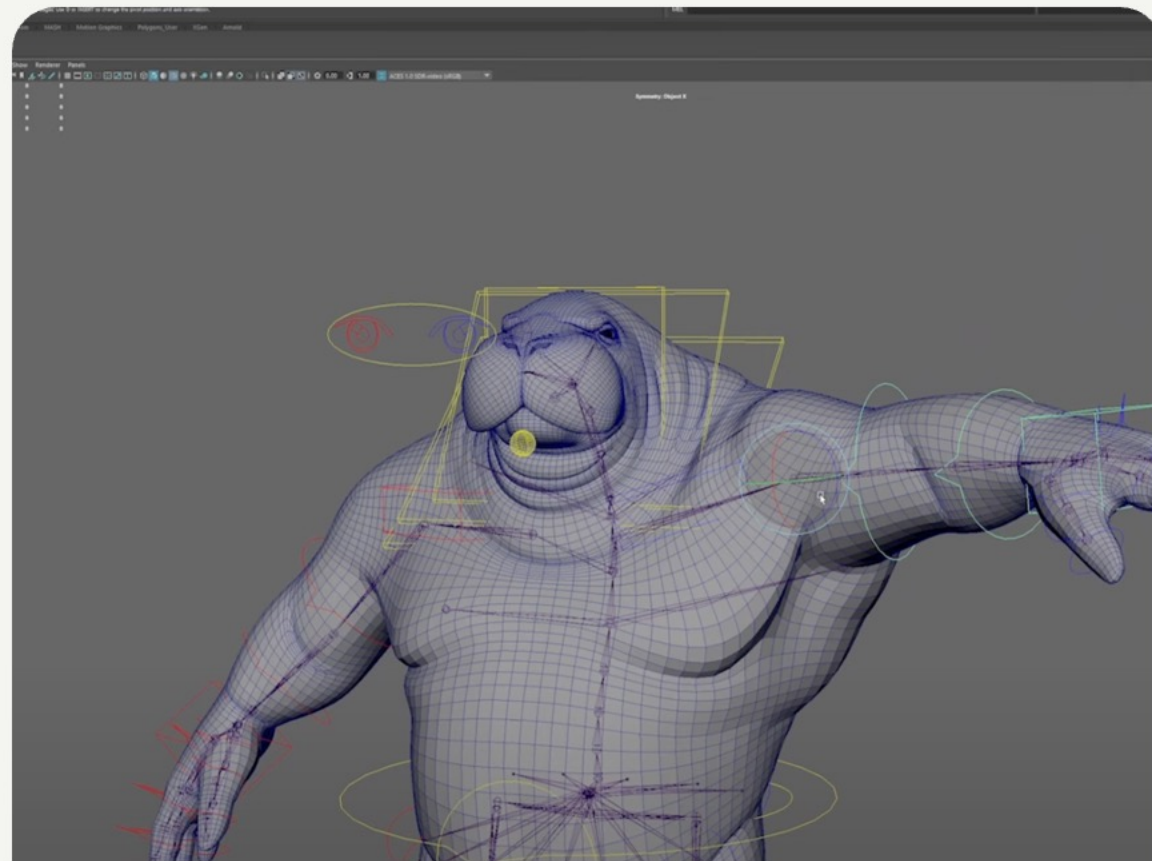
Disclaimer: Even professional drivers can't jump and drive safely. Do not attempt.



Add value to current portfolio



M&E Collection



AI-powered automation

Adding value to M&E collections with Golaem & Flow Studio



AUTODESK
Media & Entertainment
Collection

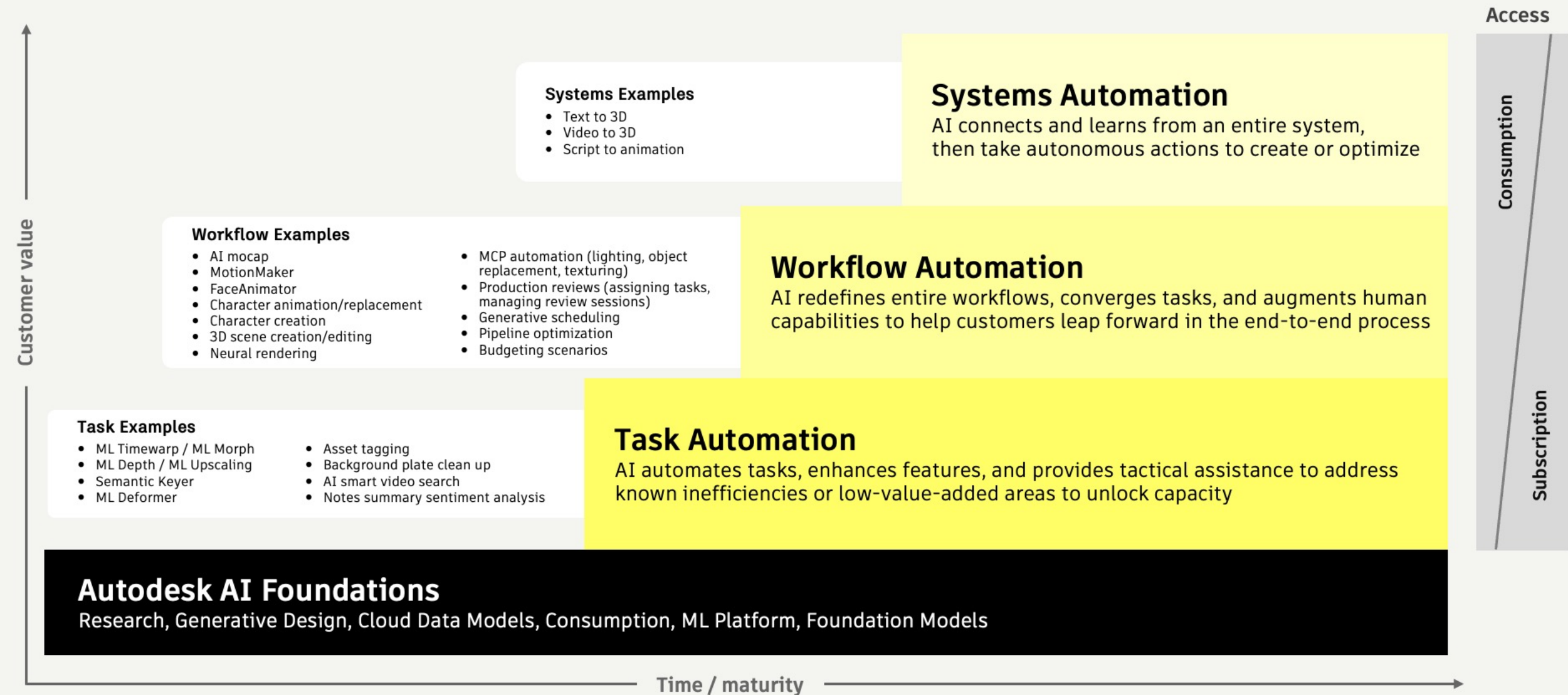


EST. **RODEO** 2008
CREATIVE COMPANY

AUTODESK

AI's value creation trajectory in M&E

Each phase, built on earlier foundations, continues to deliver value over time



Augmenting our desktop products with AI

[MOTIONMAKER]
ADDING BIPED + CANINE

Expansion opportunities for M&E

- Current portfolio
- **New creator market**
- Production pipeline

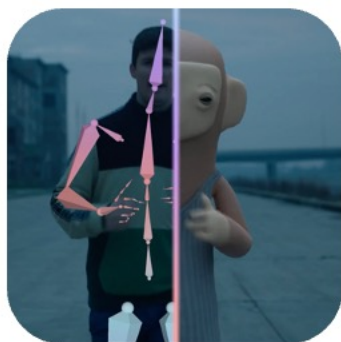
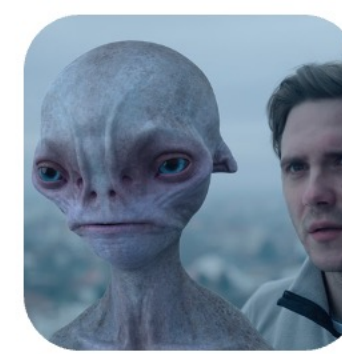
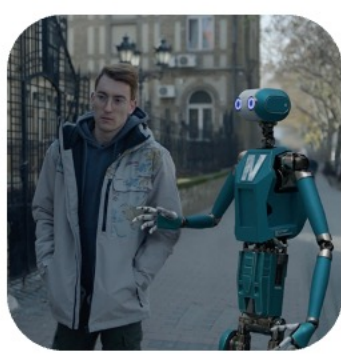
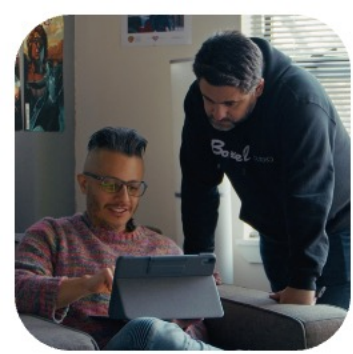
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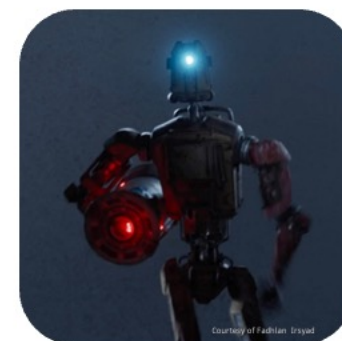
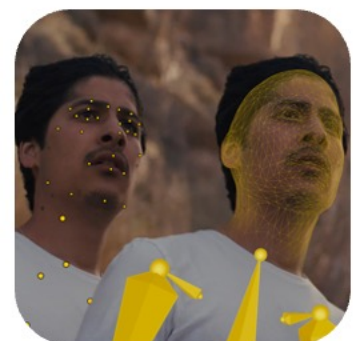
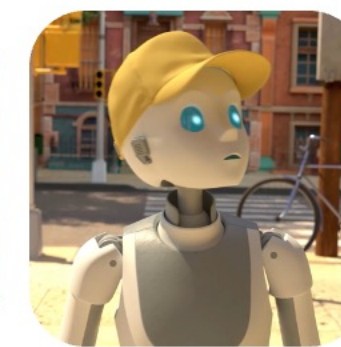
Flow Studio | Easy-to-use AI platform for VFX & animation



AUTODESK
Flow Studio




AUTODESK Flow Studio





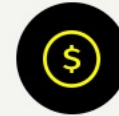
<https://joingenius.com/statistics/creator-economy-market-size>



As of 2024,
the global creator
economy is **currently**
worth **\$200 billion**



Over 165 million
new creators
have joined the creator
economy since 2020



Over 35%
of the global creator
economy market share is
from North America



The creator economy is
growing at **CAGR of 22.5%**
and is expected to hit
\$528.39 billion by 2030



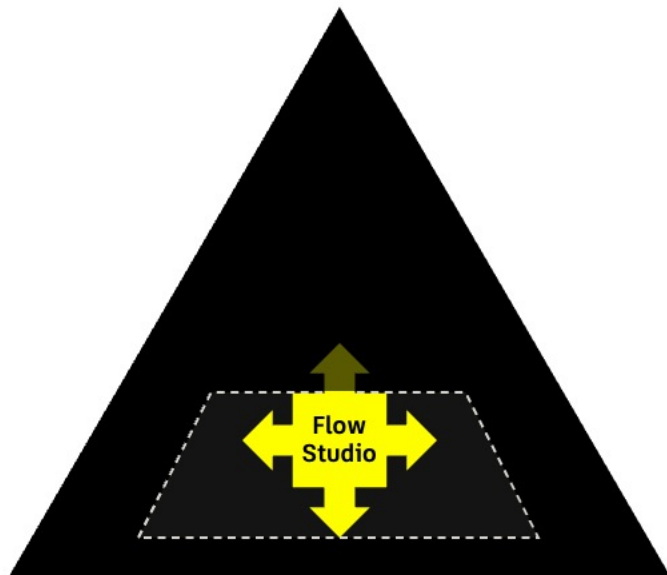
TikTok is the fastest-
growing platform with a
100% user growth rate
between 2020 and 2022



There are **over 207**
million content creators
in the world today

Owning more of the VFX and animation pipeline

Expand our user base by empowering more artists to do more, more easily



Additional capabilities will enable more artists to do more tasks with Flow Studio expanding its potential user base



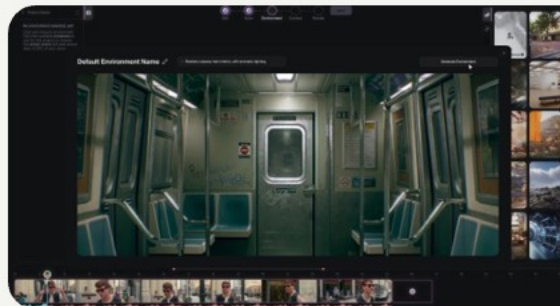
Create & animate CG characters

Automatically animate, light, and composite CG characters into a live-action and animation scene. Film an entire scene in your living room and replace both yourself and your environment, automatically creating a "Pixar-like" 3D animation.



3D scene building & editing

Create your 3D scene in a web-based 3D editor, and use GenAI models to create characters, environments, body animation, face animation, lighting and camera animation.



Neural scene rendering

Enable creators to take their stories from start to finish with Flow Studio. Convert scenes from 3D editor into final pixels, integrate and use other AI models, fine-tune and refine workflows and results, and integrate with traditional pipelines.

Flow Studio helped Boxel save time and money with machine learning and AI on Superman and Lois

Boxel Creative Studio took advantage of Flow Studio's new AI and machine-learning-based tools to create 134 creature shots in 6 weeks for the CW Network's "Superman & Lois".



With Flow Studio
Boxel was able to **reduce a three-week animation workflow to a couple of days** of mocap with Flow Studio.



Expansion opportunities for M&E

- Current portfolio
- New creator market
- **Production pipeline**

 AUTODESK



Autodesk is unlocking greater efficiencies in M&E

FROM



TO

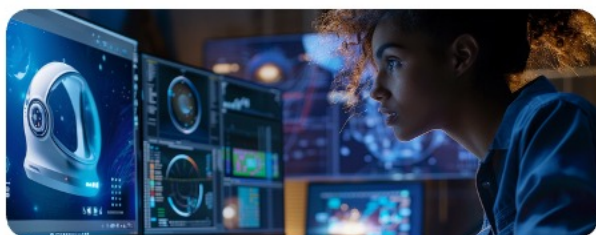
● Pre-production



● Production



● Post-production



DATA

DATA

Autodesk Flow

Pre-production

Production

Post-production

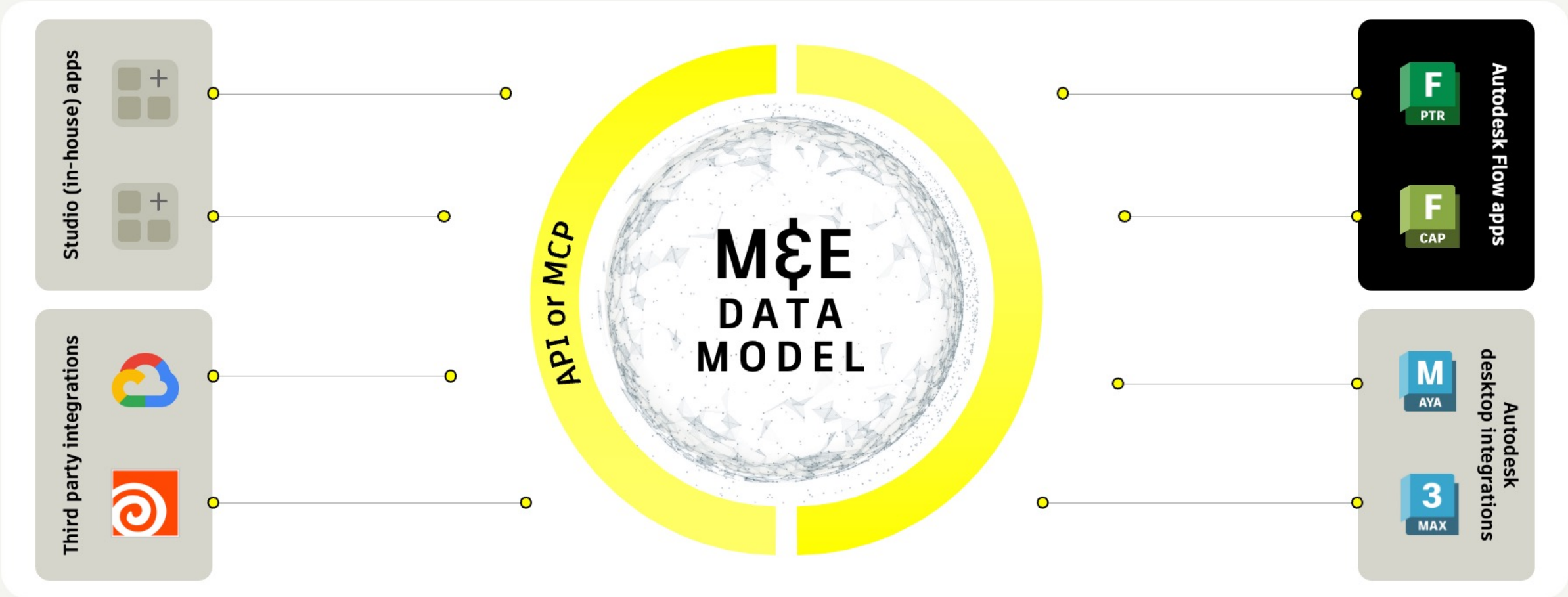
DATA

DATA

Break down silos, fuel collaboration, eliminate waste



Make Autodesk Flow the trusted data hub for M&E studios



Connecting production processes via the cloud



Animating in context



Channels Edit Object Show

mouse_002:position

Translate X	-143.961
Translate Y	34.323
Translate Z	-35.333
Rotate X	55.091
Rotate Y	56.346
Rotate Z	-0.29
Rotate Order	xyz
Draw Label	off
Parent Scale	on
Global Scale	1
Shading Variant	mouseBW
Hair Simulation	off

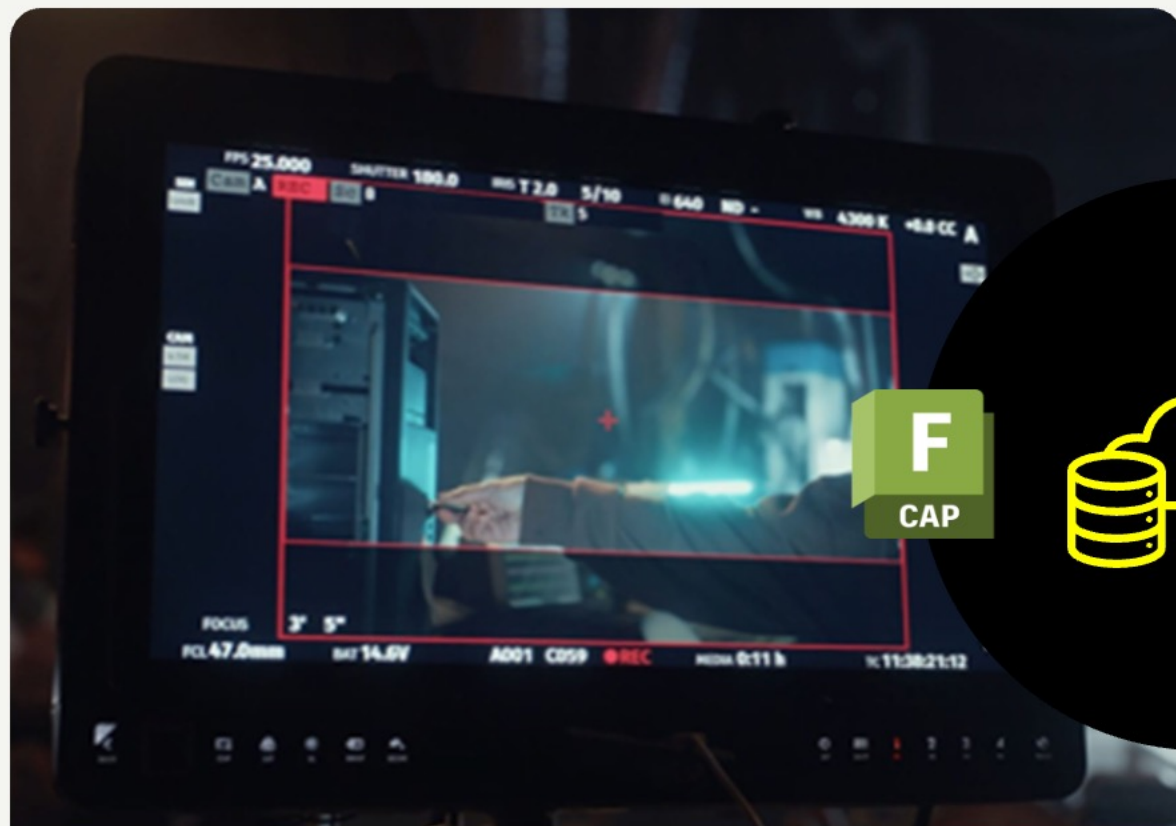
OUTPUTS

mouse_002:position_tag

- Display Anim
- Layers Options Help
- layer1
 - Trolley
 - Jacket
 - mouse_006:RIG_layer
 - mouse_006:HAIR_layer
 - mouse_006:GEO_layer
 - mouse_004:RIG_layer
 - mouse_004:HAIR_layer
 - mouse_004:GEO_layer
 - mouse_003:RIG_layer
 - mouse_003:HAIR_layer
 - mouse_003:GEO_layer
 - mouse_002:RIG_layer
 - mouse_002:HAIR_layer
 - mouse_002:GEO_layer
 - mouse_001:RIG_layer
 - mouse_001:HAIR_layer

Timeline and playback controls. The timeline shows a sequence of frames from 102 to 184. Playback controls include buttons for stop, play, and other animation functions. The current frame is 102.

Breaking down silos between production and post



Production

F
CAP



F
PTR



Post-production

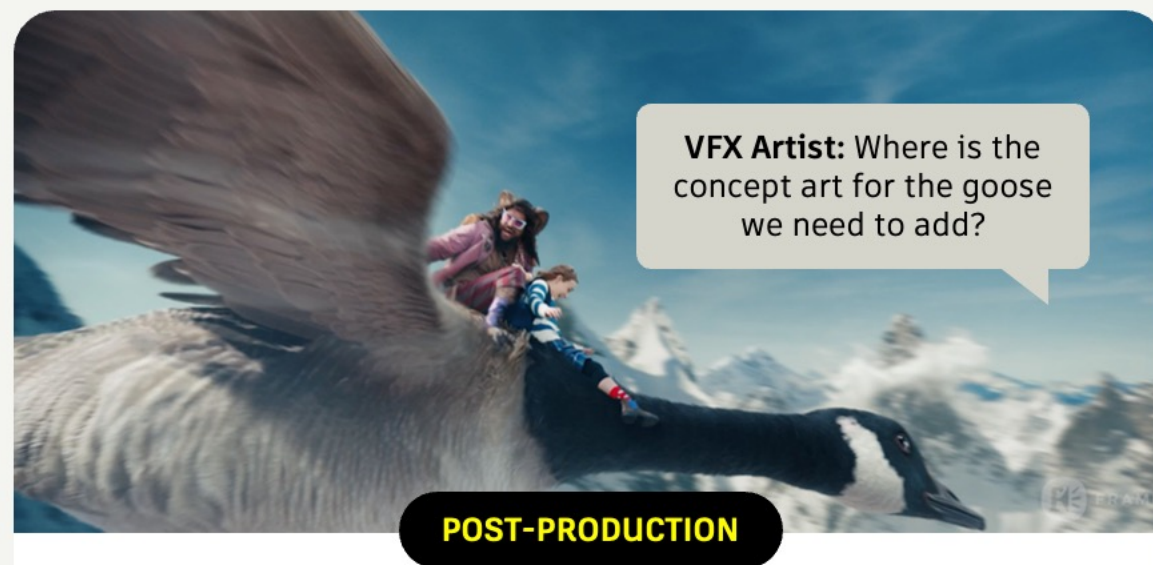
Drive greater collaboration & efficiency with Flow Capture

By connecting them with Flow, we not only get access to the data and key decision makers but eliminate data loss and redundancy



The bulk of production data is generated here

Key decisions are often made here



That data is then consumed and refined here

Those decisions impact the time and cost of post work

Protecting customer IP secure review

Enterprise-level data security



Flow Capture: we take content security as seriously as you do.

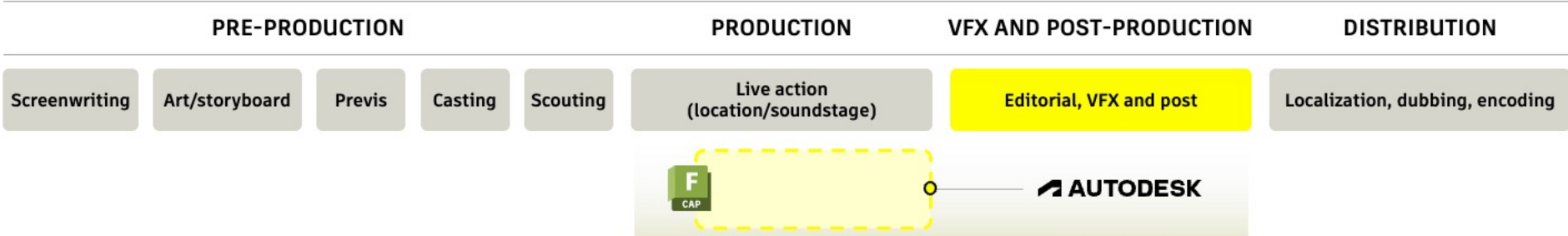
MPPA compliance, watermarking, multi-factor authentication and digital rights management provide a watertight, secure platform while users still enjoy the best experience available.



Expanding market and portfolio reach




**Film & TV
production
workflows**



NEW MARKET
Live action production crews on location and on-set: "anyone using a professional camera"

CURRENT MARKET
VFX studios and 3D animation companies



Why we win in Media & Entertainment

 **AUTODESK**



**Trusted
market leader**



**We set the industry standard
for professional productions**



We are leading the AI disruption



**We're building the future
of production for M&E**

