

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.

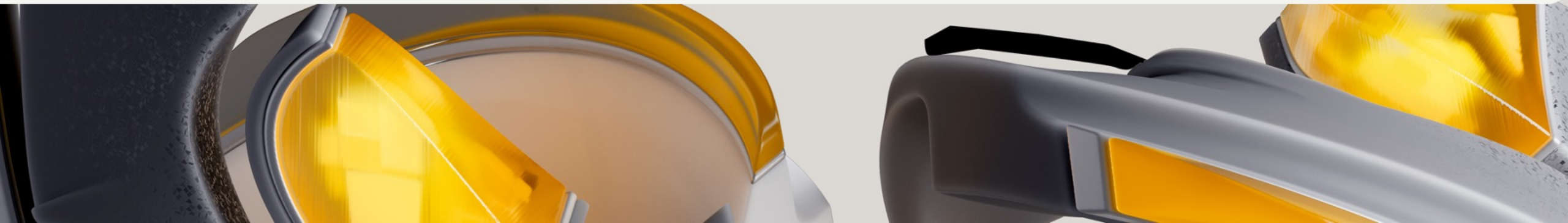
Non-GAAP financial measures

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.

Winning in Manufacturing

Jeff Kinder

EVP, Product Development & Manufacturing Solutions



What's covered

- | | | |
|----|--|---|
| 01 | Industry context | <ul style="list-style-type: none">→ D&M market opportunity→ Trends→ Competitive landscape→ Our vision |
| 02 | Continued growth in the portfolio | <ul style="list-style-type: none">→ Evolution of D&M→ Portfolio approach→ Driving growth in Fusion |
| 03 | Unlocking new growth in the near term | <ul style="list-style-type: none">→ Opportunity with AI→ AI capability framework→ Adoption |
| 04 | Long-term growth drivers in adjacent sectors | <ul style="list-style-type: none">→ Consumer products→ Factory |
| 05 | Why we win | <ul style="list-style-type: none">→ Design Make Operate in Fusion→ Flexible business models→ Driving paradigm shift with AI |



Industry context

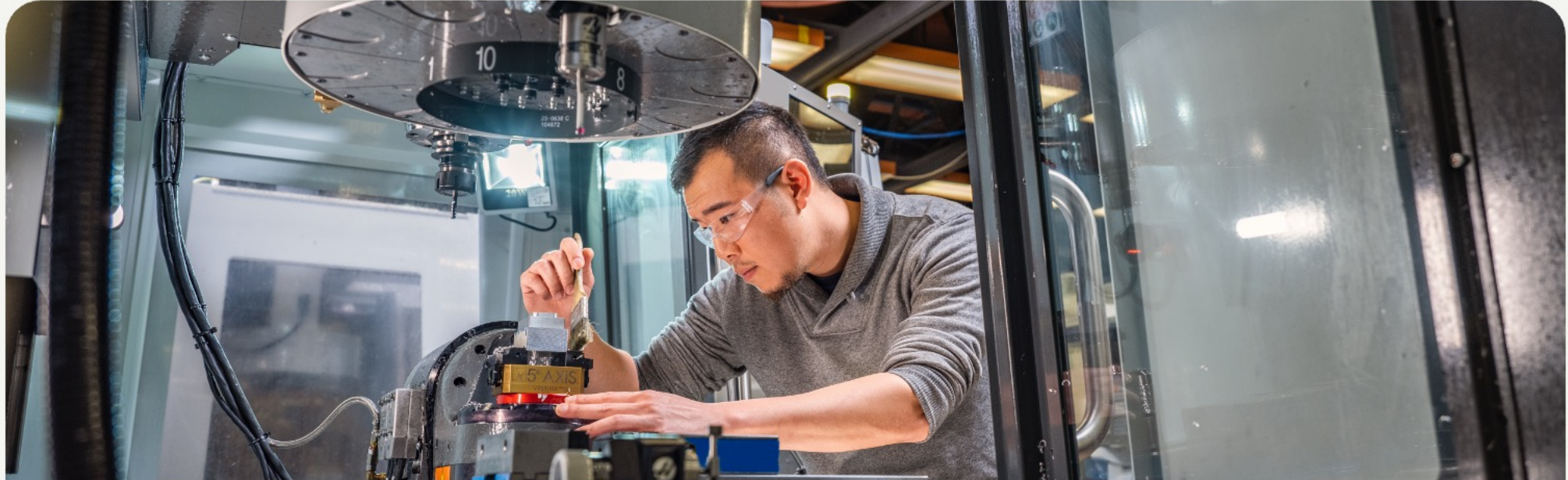


- Market opportunity
- Trends
- Competitive landscape
- Our vision

 **AUTODESK**



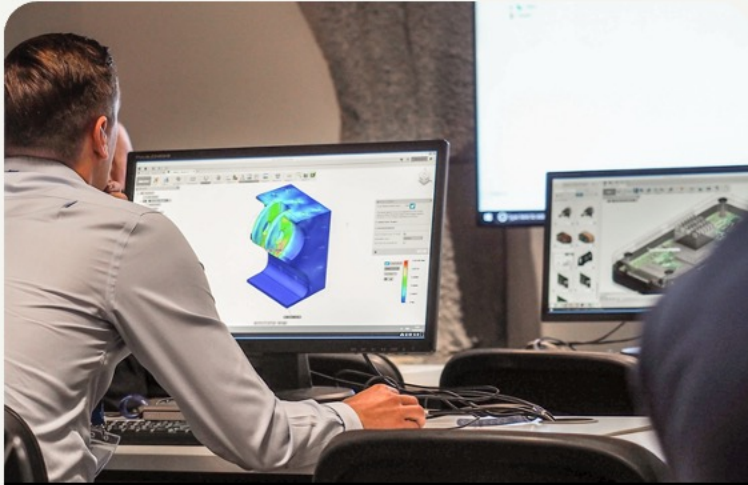
D&M market opportunity



\$58B

Design, Make & Operate
TAM through FY29

D&M is large and mature in technology adoption



\$30B

Design TAM



\$8B

Make TAM



\$20B

Operate TAM

Manufacturing industry trends



Market volatility

- Trade and geopolitical tensions **reshaping global manufacturing dynamics**
- **Trade wars** benefit some, hurt others, cause **uncertainty for all**
- **Flexible supply chains** become a critical necessity for resilient, **agile operations**



Skills & raw material scarcity

- **Skilled labor shortages** govern pace or ability to grow domestic manufacturing
- **Scarce raw materials and critical components** become a negotiating point in trade talks
- **Growing investments in factory modernization** to drive manufacturing efficiency and agility

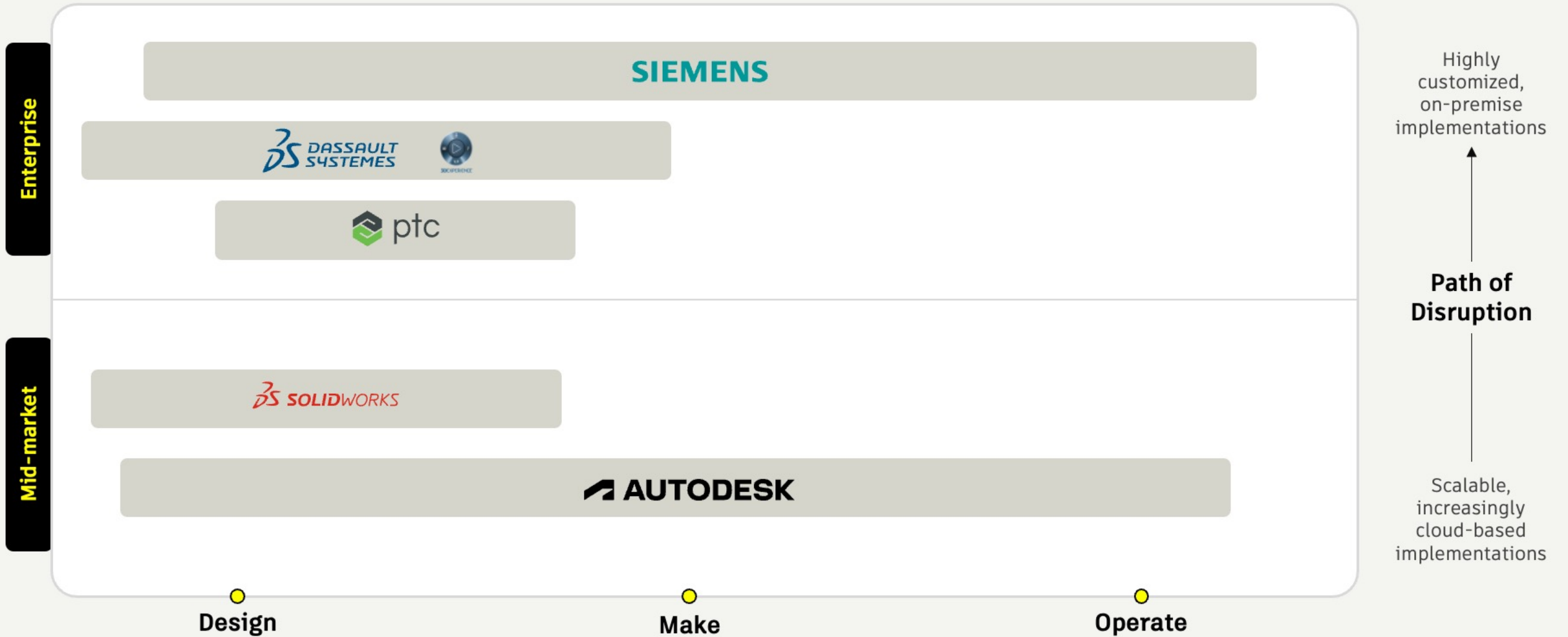


Accelerating AI adoption

- **Relevance and application of AI increasing** in Manufacturing promising to disrupt paradigms
- Top priorities for Manufacturing customers are **connected data/processes and automation/AI**
- **Hyperscalers** begin **pushing AI, cloud and data management** to manufacturing

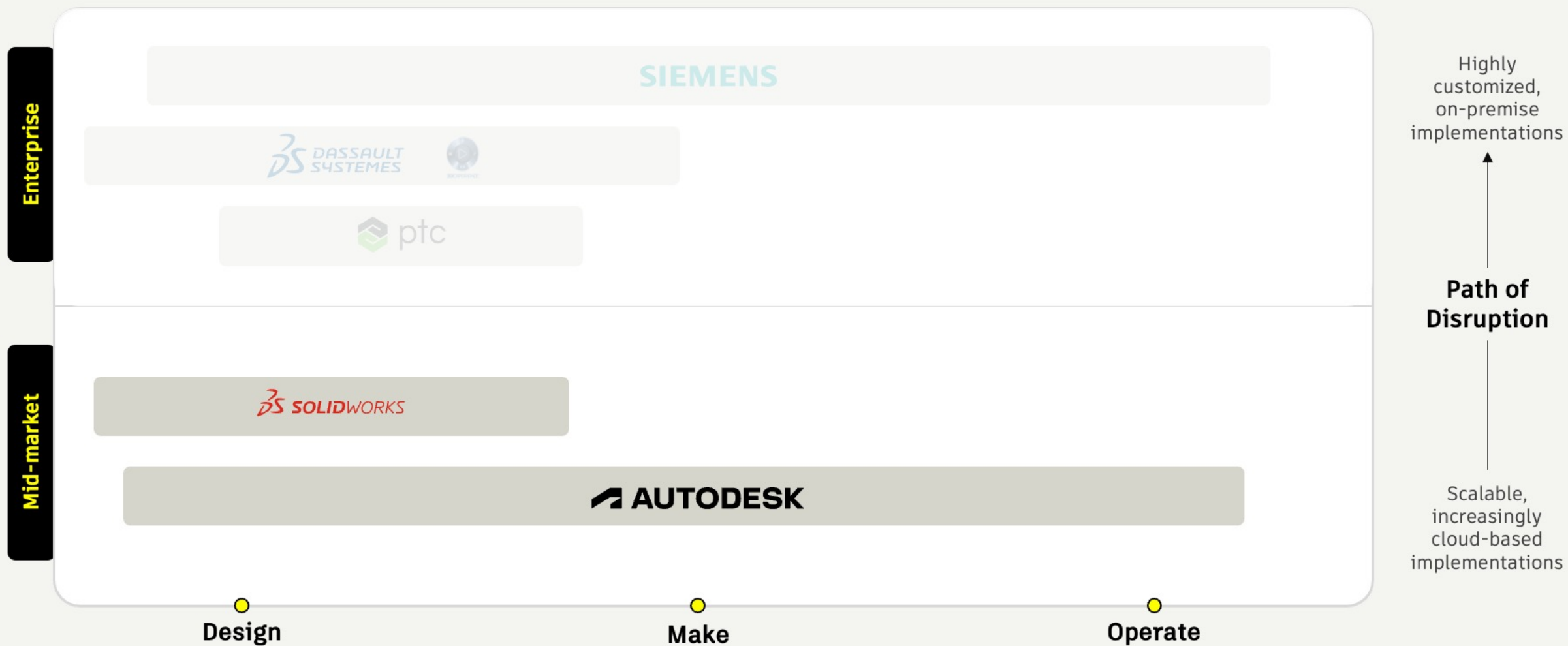
Our target is mid-market manufacturers

With scalable design, make, and operate processes in the cloud



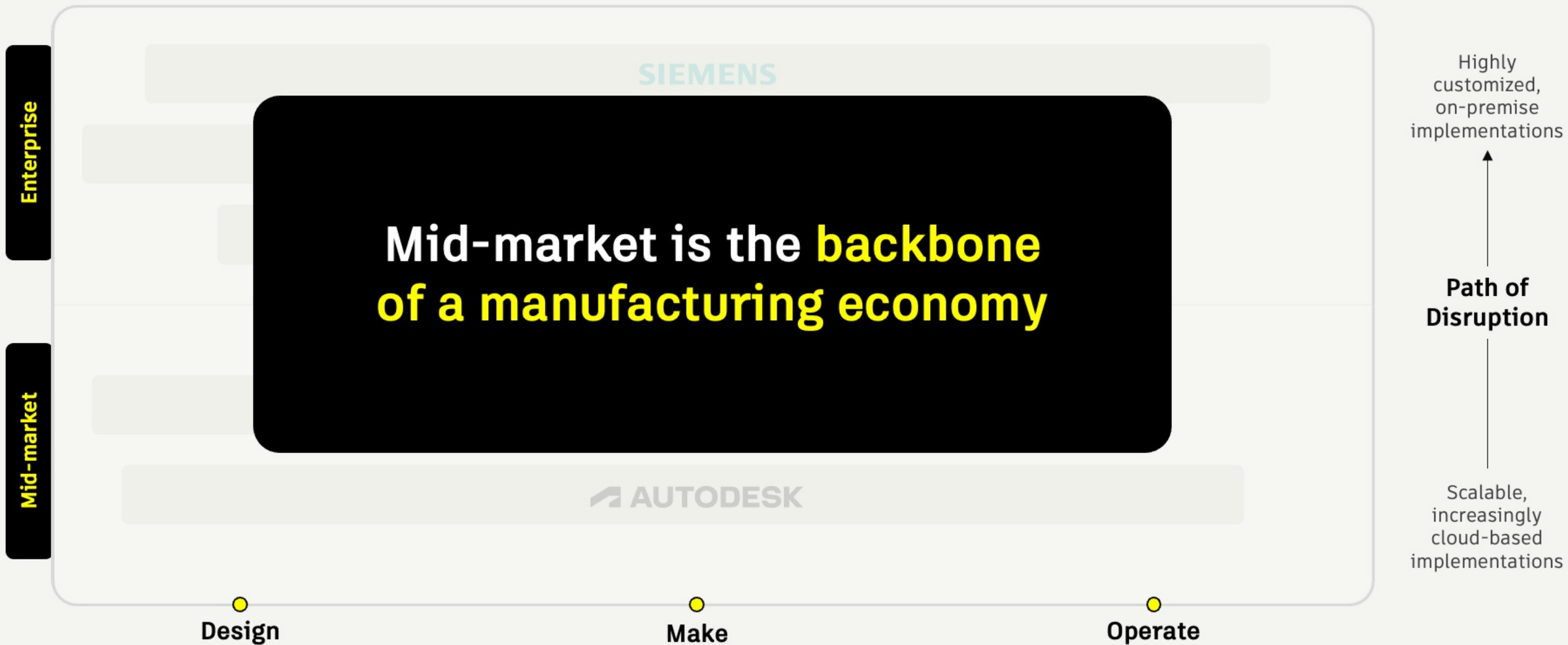
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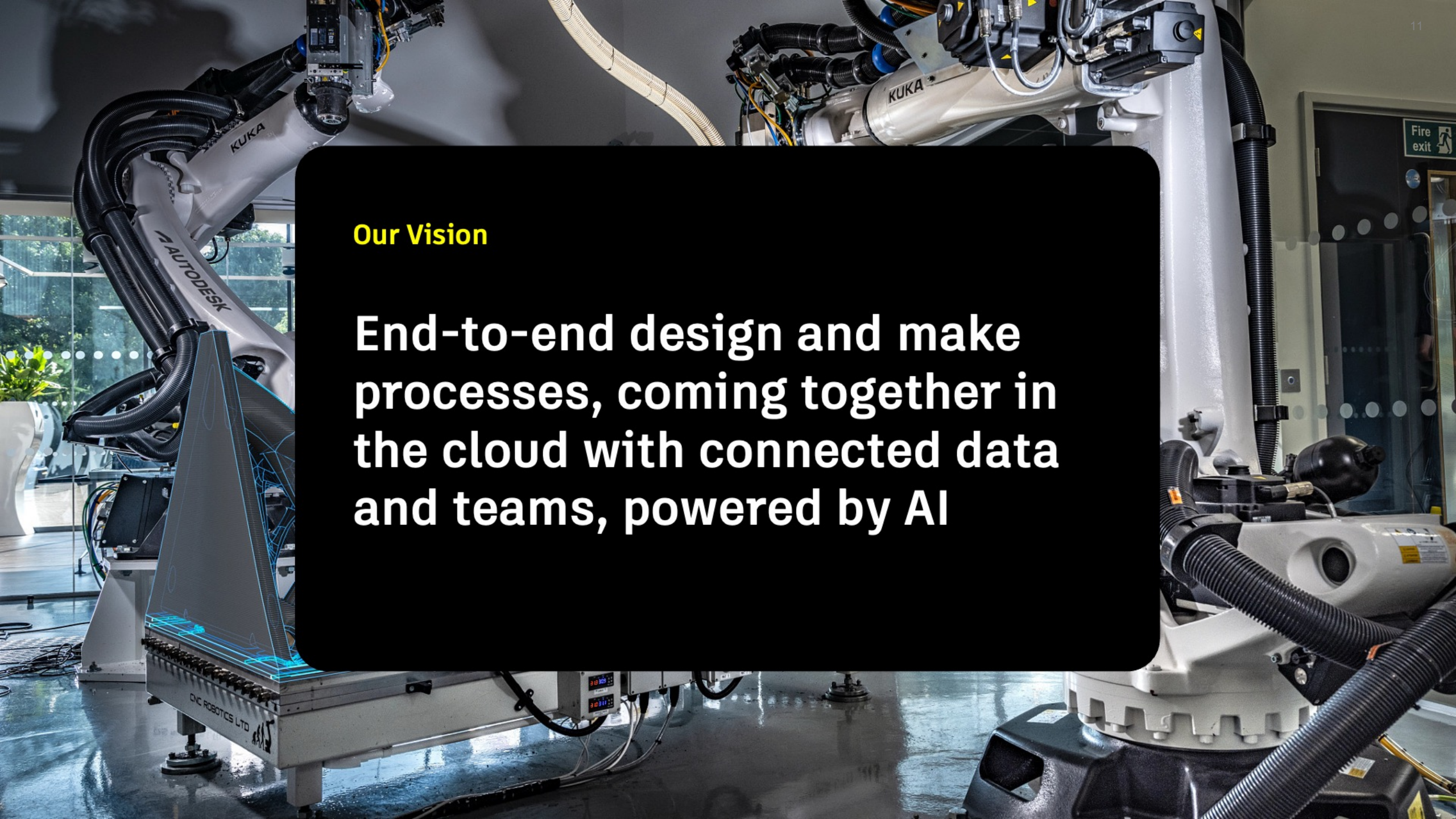
Our target is mid-market manufacturers

With scalable design, make, and operate processes in the cloud



Our Vision

End-to-end design and make processes, coming together in the cloud with connected data and teams, powered by AI



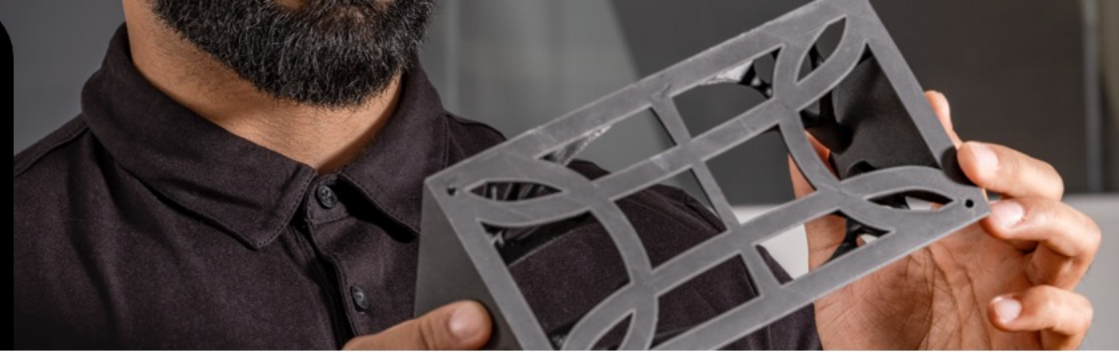
Continued growth in the portfolio

- Evolution of D&M
- Portfolio approach
- Driving growth in Fusion

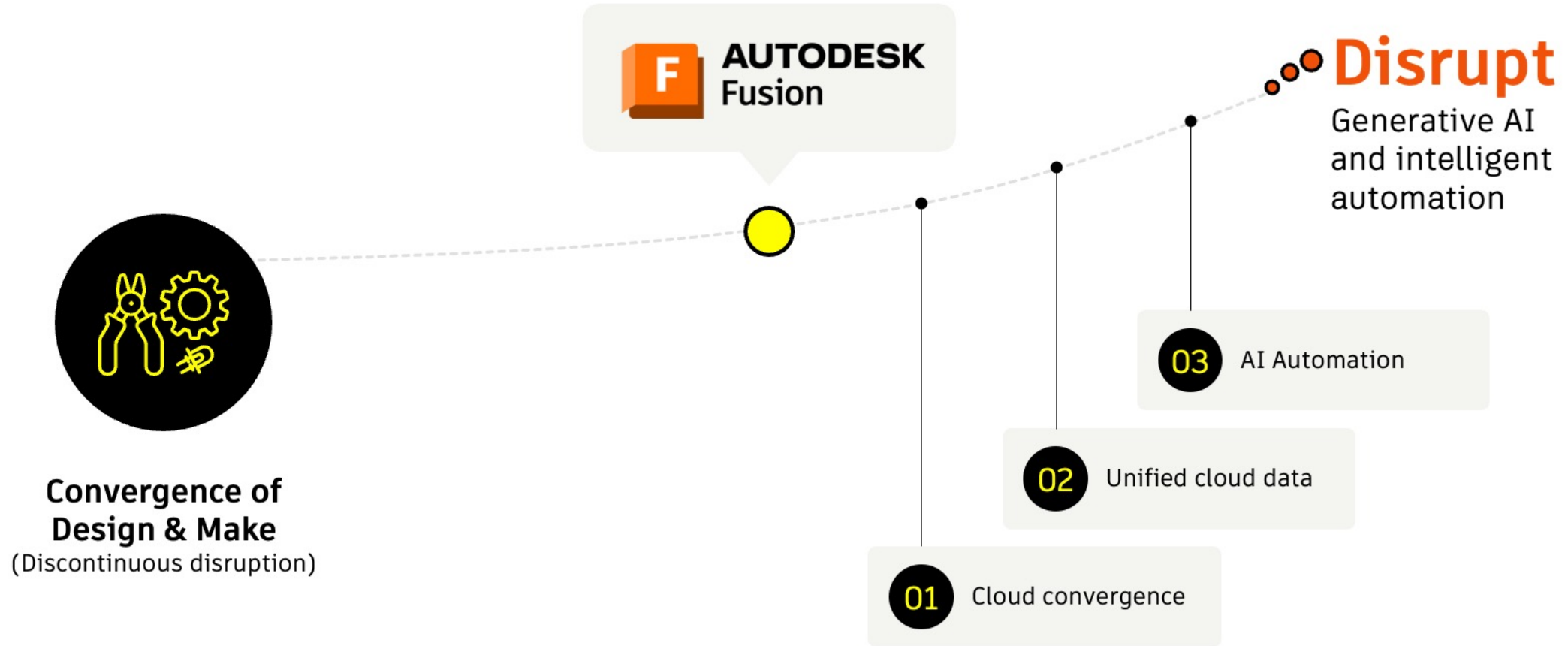
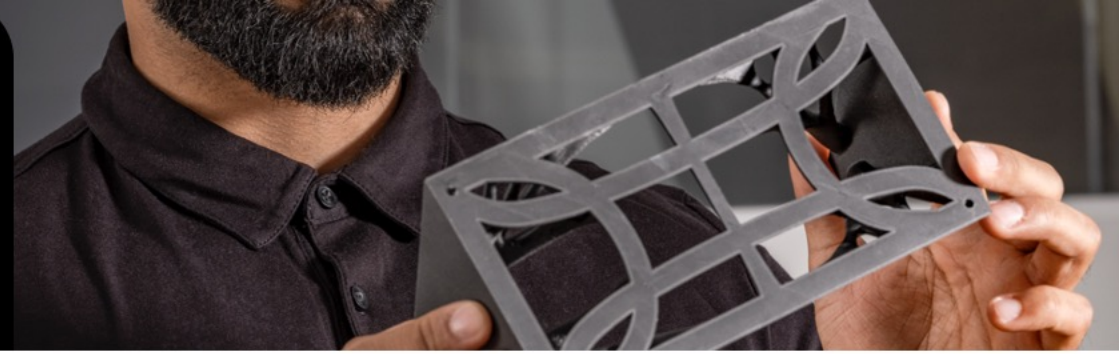
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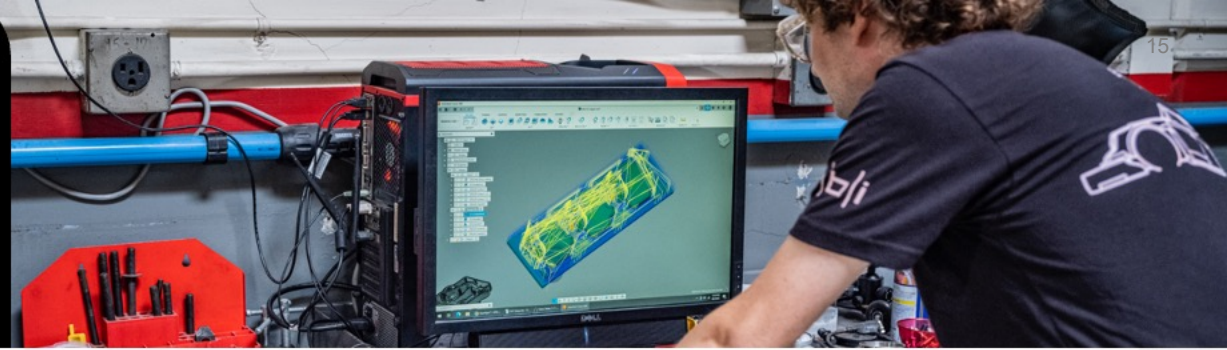
Evolution of Design & Manufacturing



Evolution of Design & Manufacturing

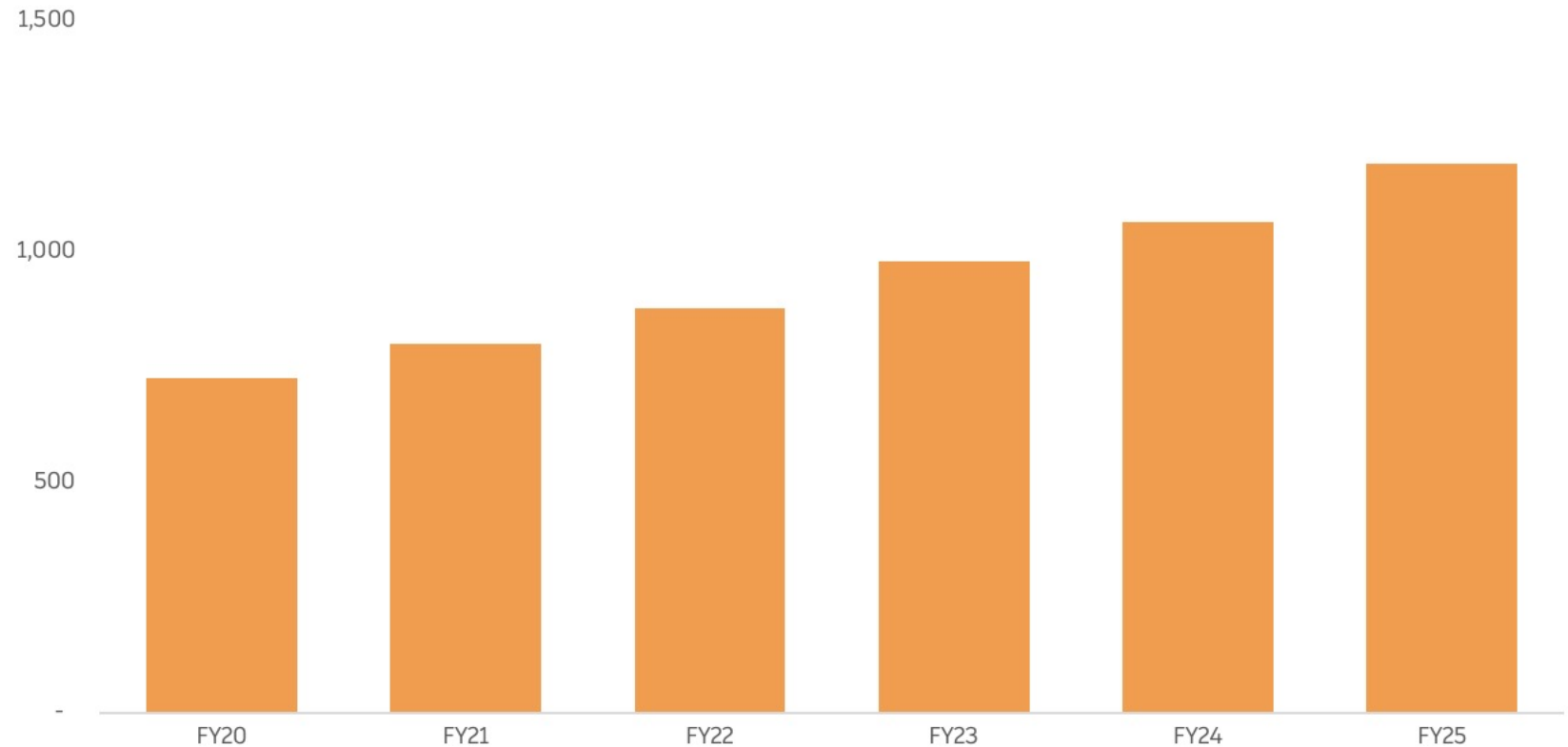


Sustained growth across D&M portfolio



10%
5-year CAGR

Design and Manufacturing Revenue



Historical segmentation for desktop & Fusion

Established segments with desktop products and emerging segments with Fusion

Desktop brands

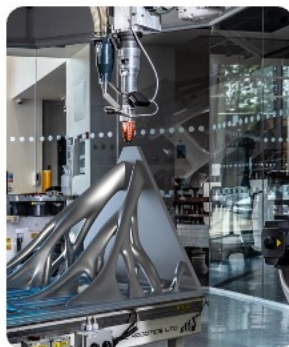
Industrial Machinery



Building Products



Mobility & Transportation



Fusion

Makers



Machine Shops

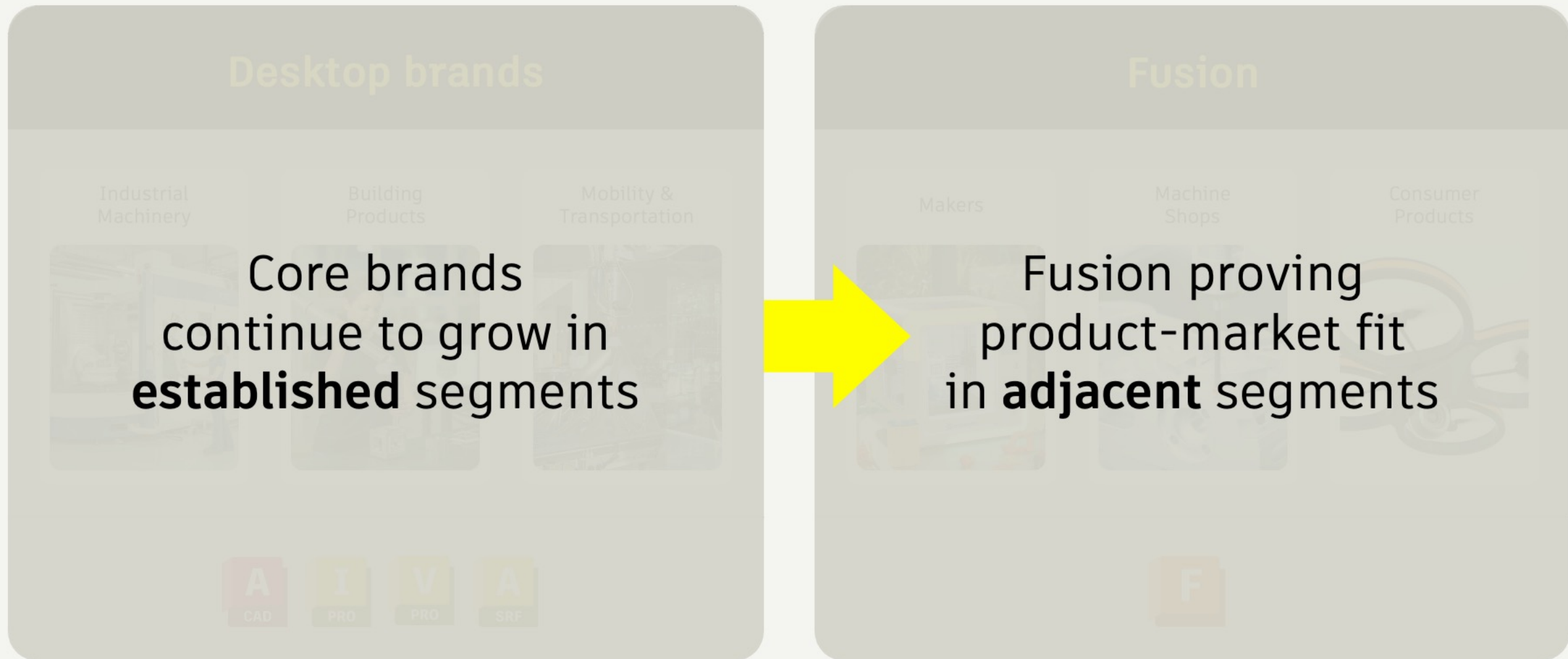


Consumer Products



Historical segmentation for desktop & Fusion

Established segments increasingly using Fusion





MOLTO LUCE®



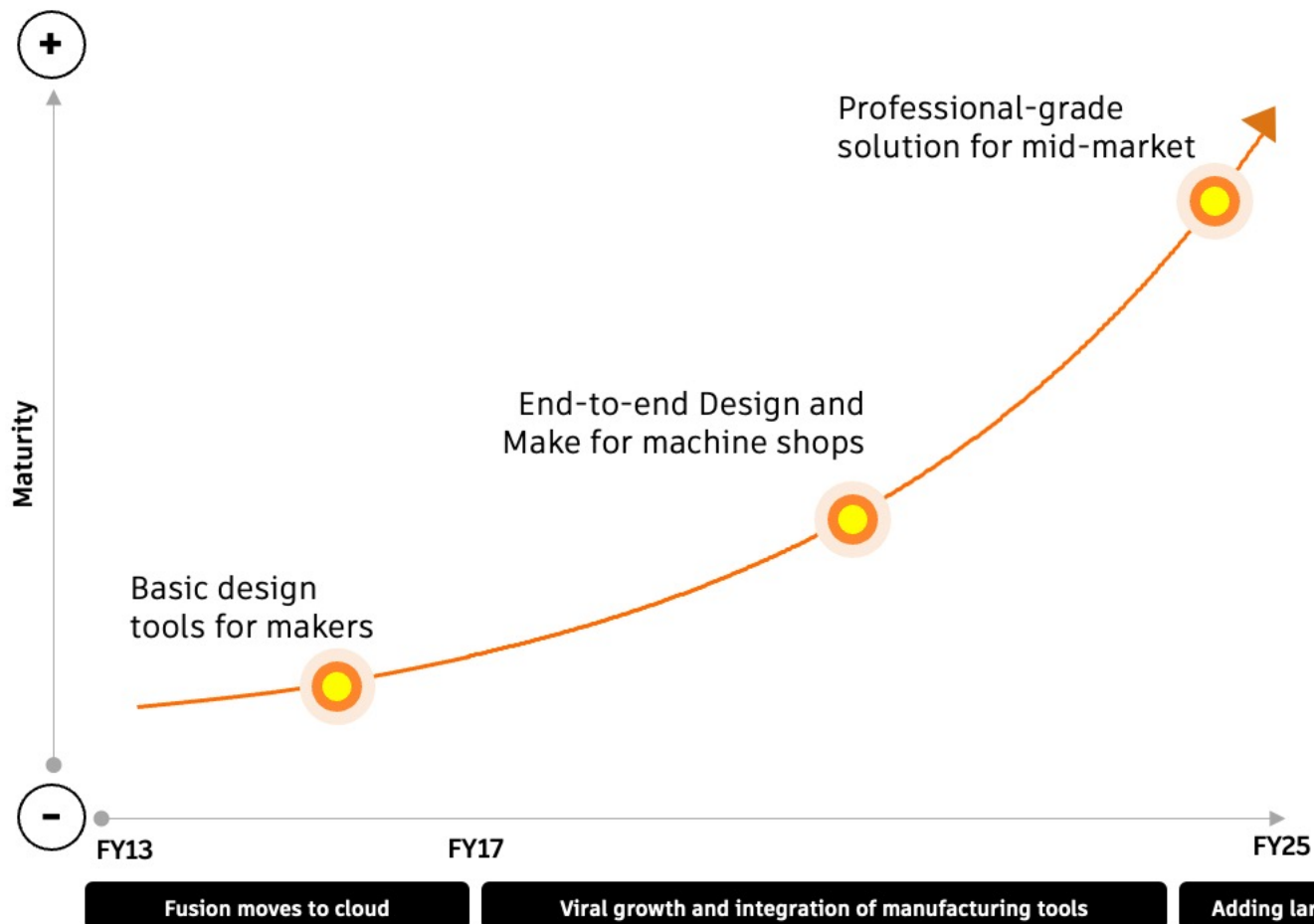
Molto Luce is a leading European manufacturer of innovative lighting solutions for unique spaces

Use Inventor for detailed design of LED luminous lights, and Fusion for thermal and cooling simulation

Seamless data transfer enables engineers to move quickly, detecting issues and adjusting designs early in the process

Continued momentum in Fusion

Building on early success with machine shops and adding capabilities for complex products & organizations



Forces propelling Fusion growth



Increased capabilities for new customers



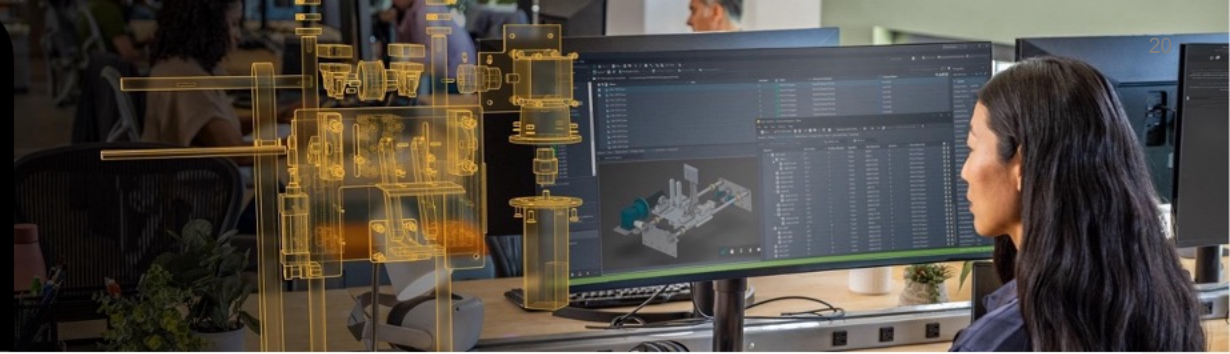
Flexible business model including extensions



Large, engaged community

Fusion business model is key to disruption

Has fueled significant commercial growth



Disruptive price point makes Fusion accessible

\$5,000 – \$50,000

vs

\$680 | Subscription
PER YEAR



Flexible choices based on need

Aligning value with customer usage and outcomes

\$680



Fusion Cloud

Meets end-to-end, design and make needs of machine shops and mid-market

\$680 + \$1,500



Fusion Extensions

Deeper capabilities for more sophisticated needs of users

\$2,000 - \$2,200



Fusion Offerings

Configured extensions for specific personas and industries

Fusion price realization is increasing

Multiple factors contributing to growth in average billings per transaction



**Increased attachment
of extensions**



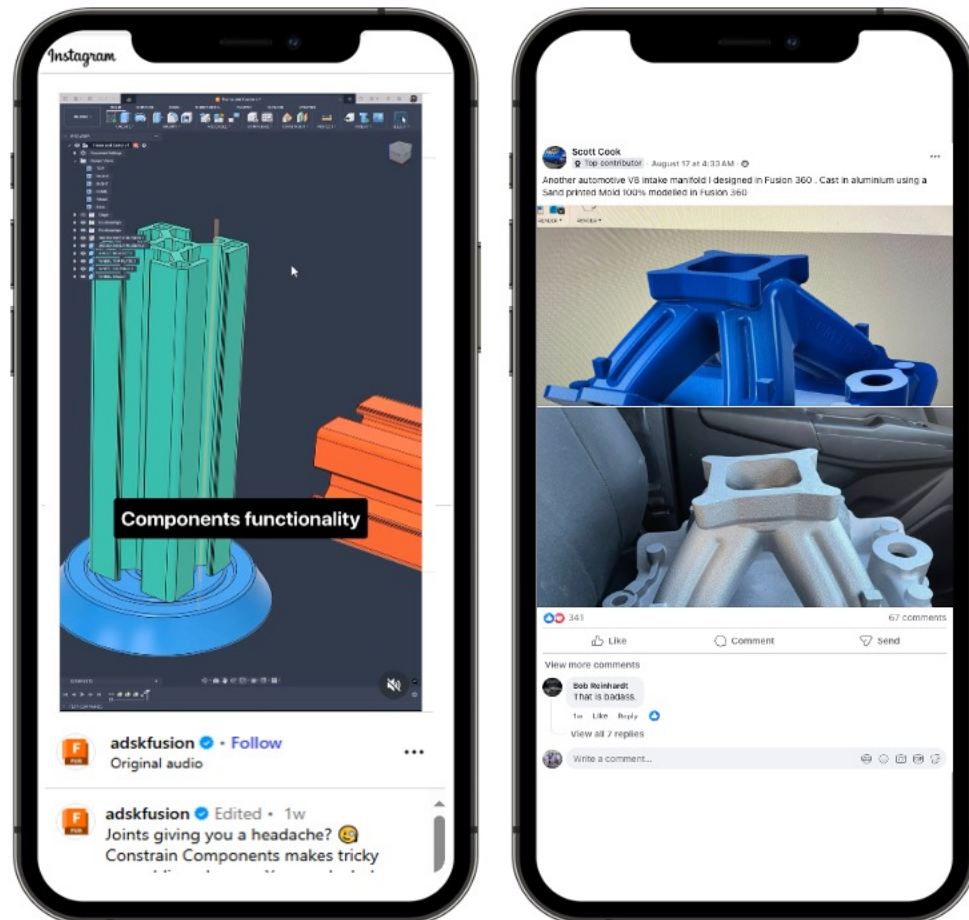
**Added capabilities
supporting a higher
price point**



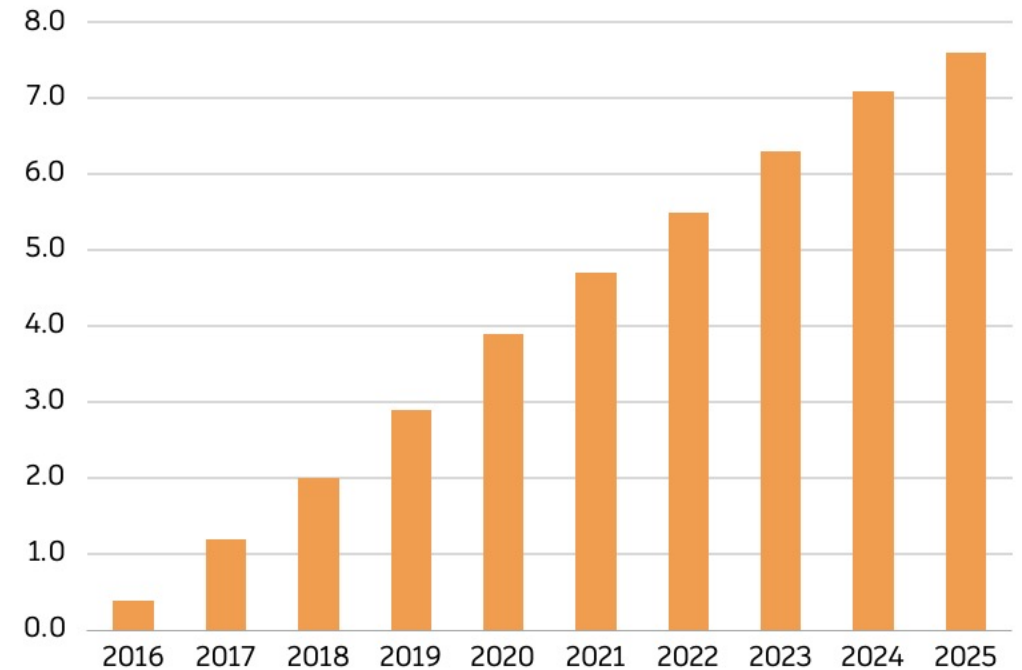
**Less discounting and
fewer promotions**

Strong community & education ties drive growth

Community members sharing designs and advice on social media



Fusion education users continue to grow, training the next generation



Millions of education users (cumulative)

Fusion: Notable win

SWISSDRONES 



Unlocking new growth levers

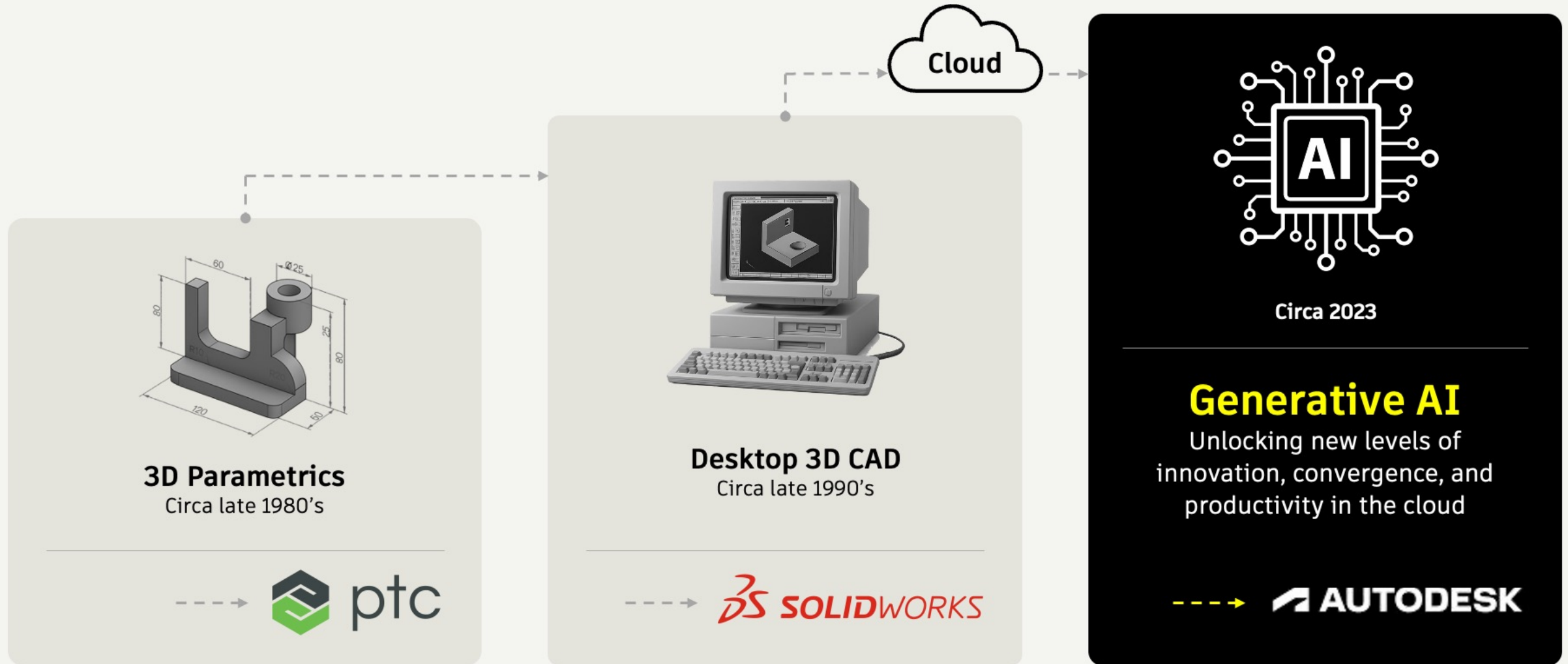
→ Opportunity with AI

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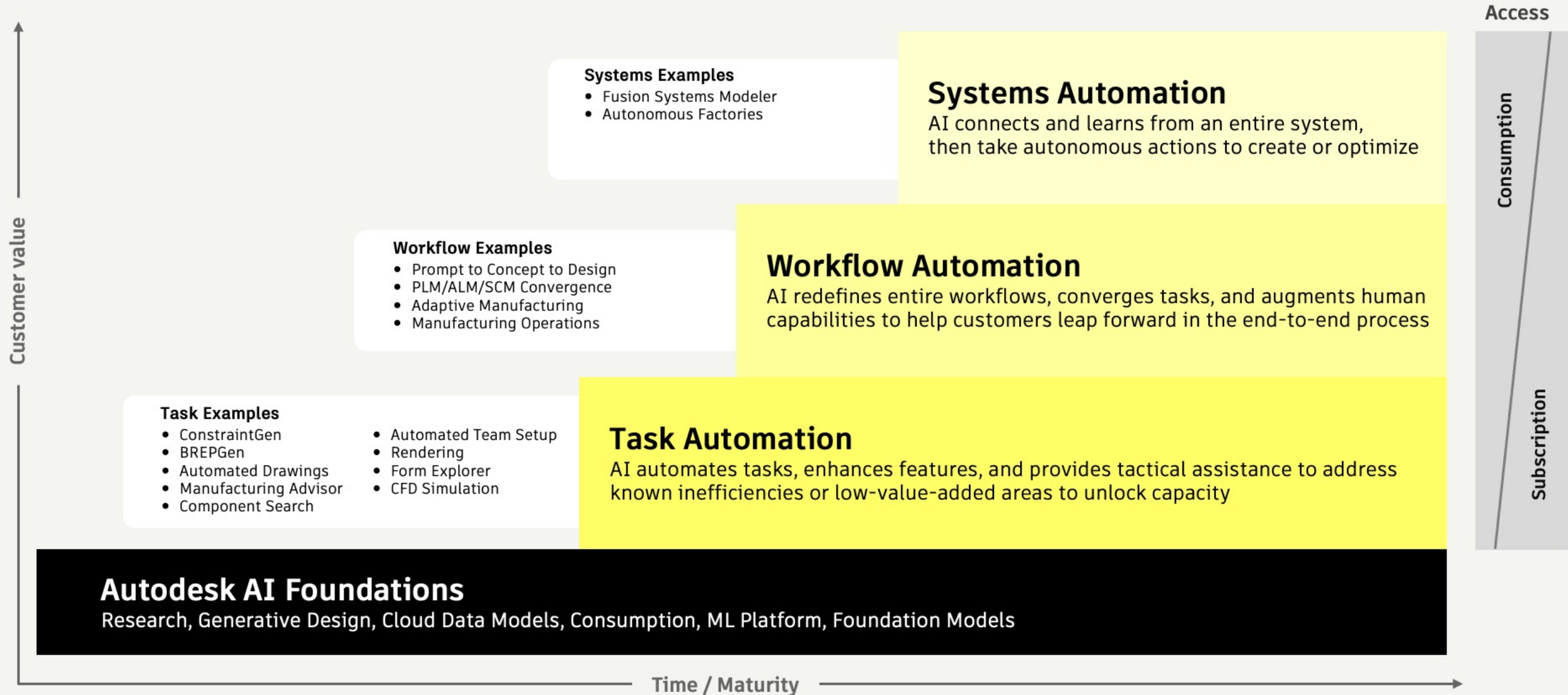
AI will be the next big paradigm shift

History of value creation and share shift opportunity for the leader



AI capability framework

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



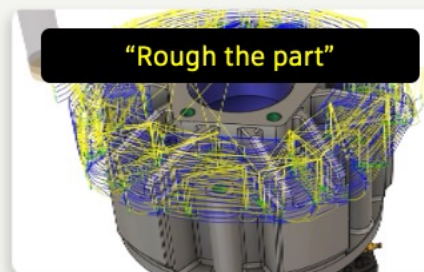
AI | Task Automation

Multiple capabilities in market or ready to deploy

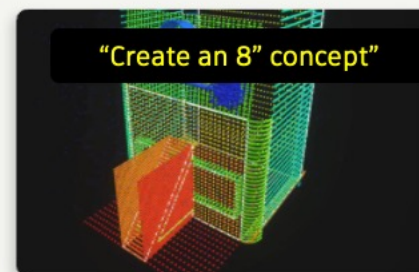
**Autodesk
Assistant**



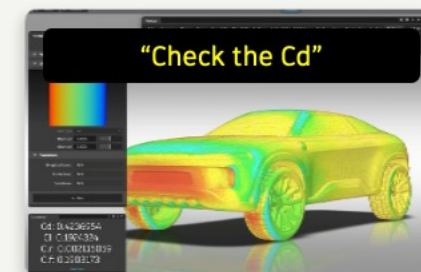
ConstraintGen



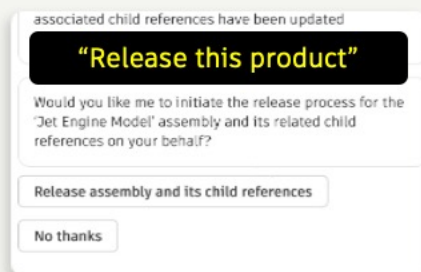
Manufacturing Advisor



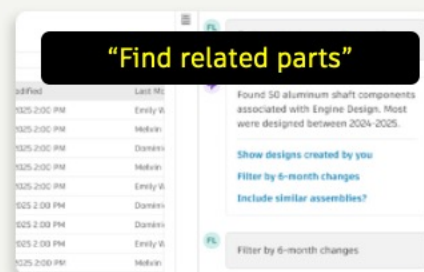
BREPGen



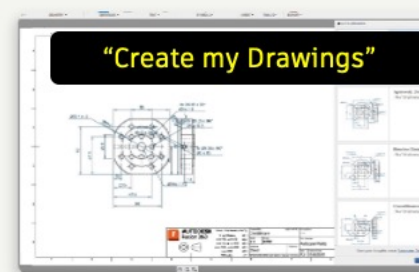
Navasto



Vault Automation



Component Search



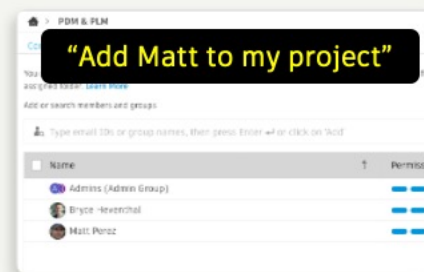
Automated Drawings



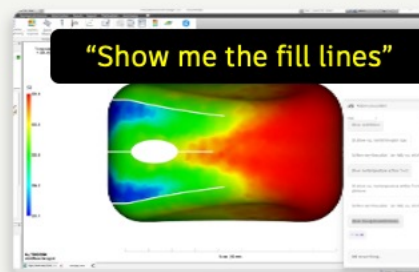
Text to CAD



Form Explorer



Invite and Collaborate



Moldflow Advisor



Microsoft Rendering

Strong adoption of AI capabilities

Every 11 seconds



AutoConstrain creates a geometric sketch constraint

Every 2 seconds



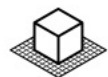
an automated dimension is created

More than 60% user acceptance



rate of AutoConstrain command

More than 17M



dimensions created via Drawing Automation



Fusion's automated drawing tools are letting us create drawings in 50% of the previous time.

Karl Heydenrych
Director,
Turnstone Guitar Company



AI | Workflow Automation



Prompt-to-Design

Prompt to Concept, Design, and Documentation

AI Connected Workflow:

- BREP Gen
- Text-to-CAD
- Drawing Automation

Benefits:

- Rapid Innovation
- Agile Product Development
- Integrated Engineering Knowledge



Data

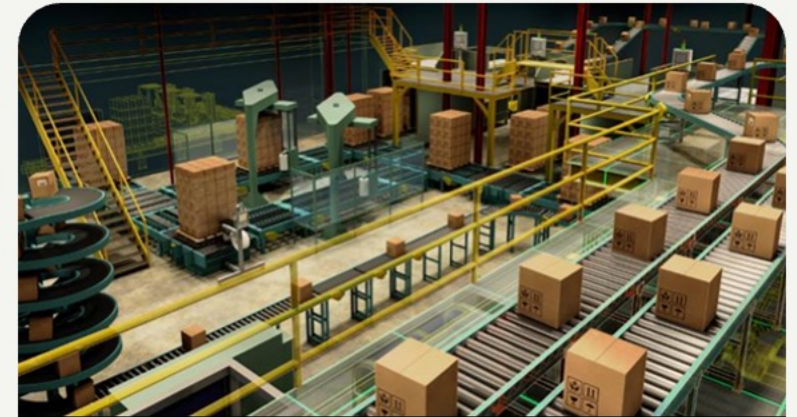
Converging old PLM/ALM/SCM Paradigms

AI Connected Workflow:

- Agentic BOM
- Agentic Workflow Processing
- Sourcing and Costing

Benefits:

- Live data adapting to market dynamics
- Provide cross-disciplinary knowledge
- Productivity increases with less bureaucracy



Manufacturing & Operations

Static Production to Continuous Improvement

AI Connected Workflow:

- Programming
- Generative Factory Planning
- Agentic Operations

Benefits:

- Line of sight for improved decision making
- Avoid costly mistakes with centralized control
- Constantly adapting for optimal performance

AI | Systems Automation

Fusion Systems Modeler



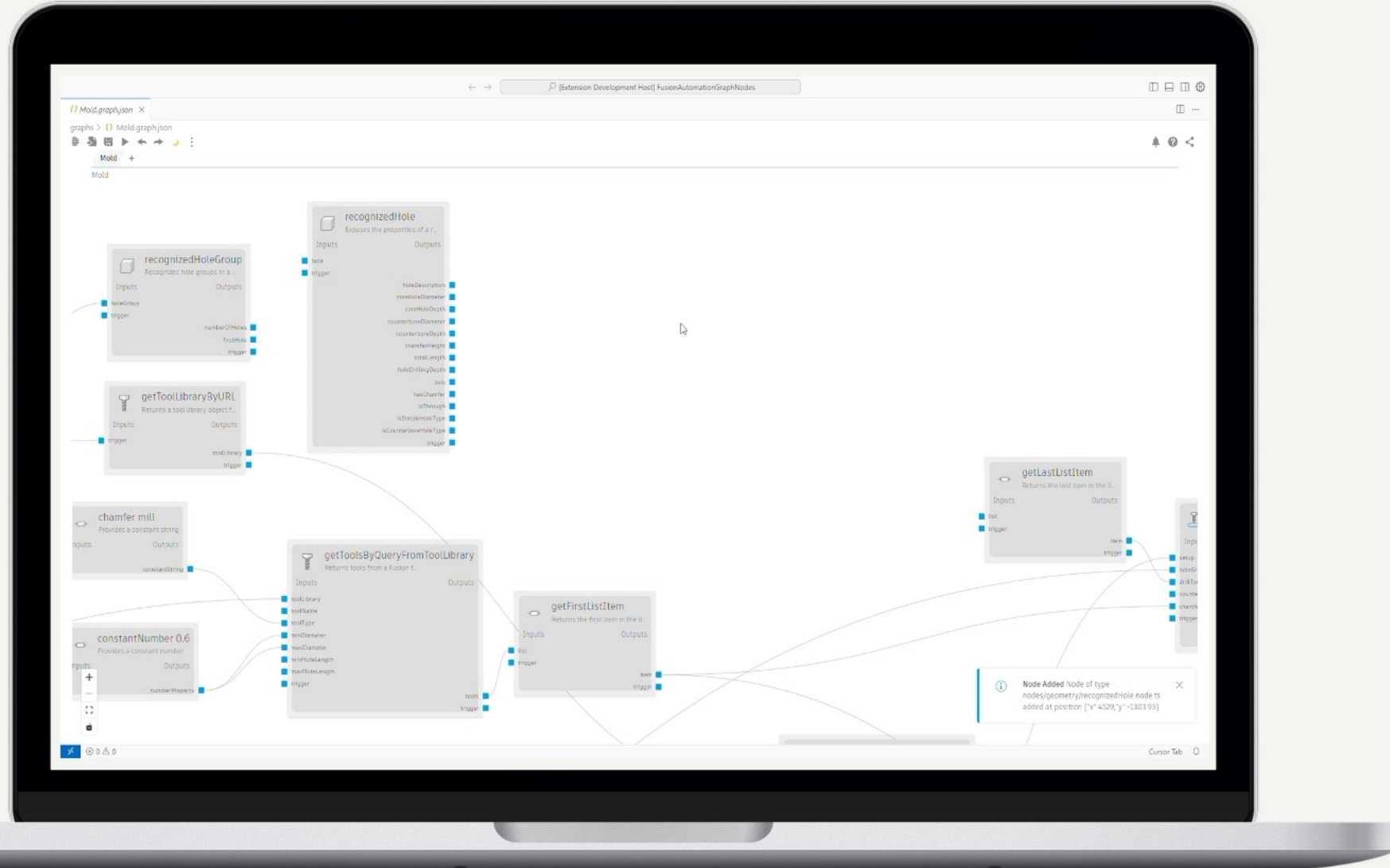
Node-based view of
entire product system



Edits made in any
node to update
system in real time



Ability to integrate third
party components



Long-term growth in adjacent sectors

- Consumer products
- Factory

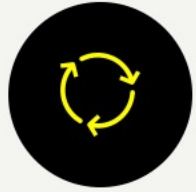
 AUTODESK



Fusion and consumer products



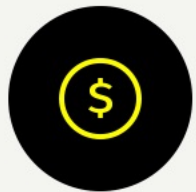
Market is vast



Served by mid-market manufacturers



Cost & time to market are critical



Fusion is cost-effective and brings design & make together, key for moving quickly





UK-based Felten converts classic cars into electric vehicles, preserving original structure while adding modern electric drivetrains

Use Fusion for mechanical and electronic design, prototyping, and stress analysis to bring electric battery systems to life in vehicles

Fusion “saves days, if not weeks of time”

FELTEN



Differentiated offering in factory

Bringing together Autodesk's strength in building design, construction, manufacturing, and operations

End-to-end

Close the loop between digital & physical across the value chain from design to make to operate



Cross discipline

Provide accurate planning and collaboration between building, production & facility teams





**Factory:
Notable win**

Atlas Copco

Why we win in D&M

 AUTODESK





**Recognized
market
innovator**



**Leading the industry, converging
design & make in the cloud,
powered by AI**



Disruptive, flexible business model



**Delivering the future for current
customers and new sectors**

