

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 second quarter and fiscal year 2021; 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

JUNE 3, 2020

Driving Sustainable Growth

Lisa Campbell

Chief Marketing Officer



Today's Discussion

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THE MARKET
OPPORTUNITY



DRIVING
INDUSTRY GROWTH



MONETIZING
NON-COMPLIANT USERS

Today's Discussion

4



THE MARKET
OPPORTUNITY



DRIVING
INDUSTRY GROWTH



MONETIZING
NON-COMPLIANT USERS

INDUSTRY TRENDS

Sustainability

Productivity

Supply chain
reorganization

Mass production
for customization

Streaming &
subscriptions content

Increasing digital
waste

Suburbanization

Cloud collaboration

Process digitization

Automation

Real-time content

New online platforms

Asset performance

BIM mandates

Manufacturing
x construction

Smart products

Cloud
(production 3.0)

Globalization

ARCHITECTURE,
ENGINEERING &
CONSTRUCTION

DESIGN &
MANUFACTURING

MEDIA &
ENTERTAINMENT



Sustainability



Productivity



Supply chain
reorganization



Mass production
and customization



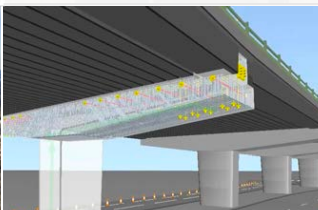
Streaming &
subscription content



Increasing digital
waste



Suburbanization



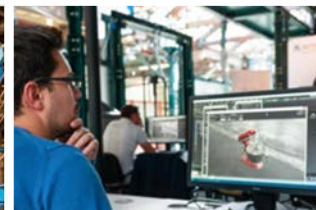
Cloud collaboration



Process digitization



Automation



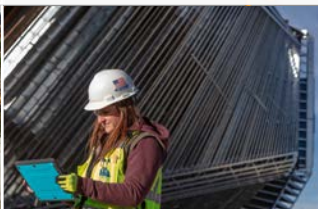
Real-time content
creation



New online platforms



Asset performance



BIM mandates



Manufacturing
x construction



Smart products



Cloud
(production 3.0)



Globalization

ARCHITECTURE,
ENGINEERING &
CONSTRUCTION

DESIGN &
MANUFACTURING

MEDIA &
ENTERTAINMENT



Sustainability



Productivity



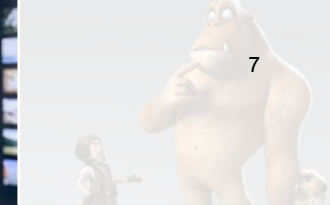
Supply chain
reorganization



Mass production
and customization



Streaming &
subscription content



Increasing digital
waste



Suburbanization



Cloud collaboration



Process digitization



Automation



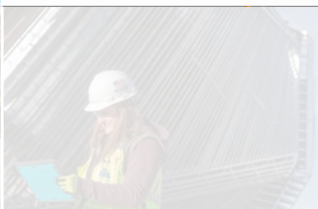
Real-time content
creation



New online platforms



Asset performance



BIM mandates



Manufacturing
x construction



Smart products



Cloud
(production 3.0)



Globalization

ARCHITECTURE,
ENGINEERING &
CONSTRUCTION

DESIGN &
MANUFACTURING

MEDIA &
ENTERTAINMENT

Multi-family-house with 2-4 room apartments



Total Addressable Market

\$52B

FY21



\$69B

FY25

Design & Make TAM (FY25)

\$40B

DESIGN TAM

+

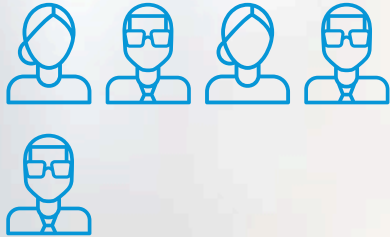
\$29B

MAKE TAM

Monetizing Non-Paying Users Creates Opportunity¹¹

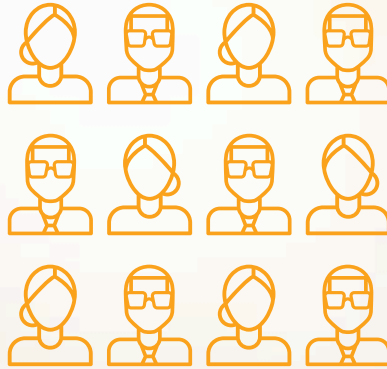
5M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



2M

LEGACY USERS



Today's Discussion



THE MARKET
OPPORTUNITY



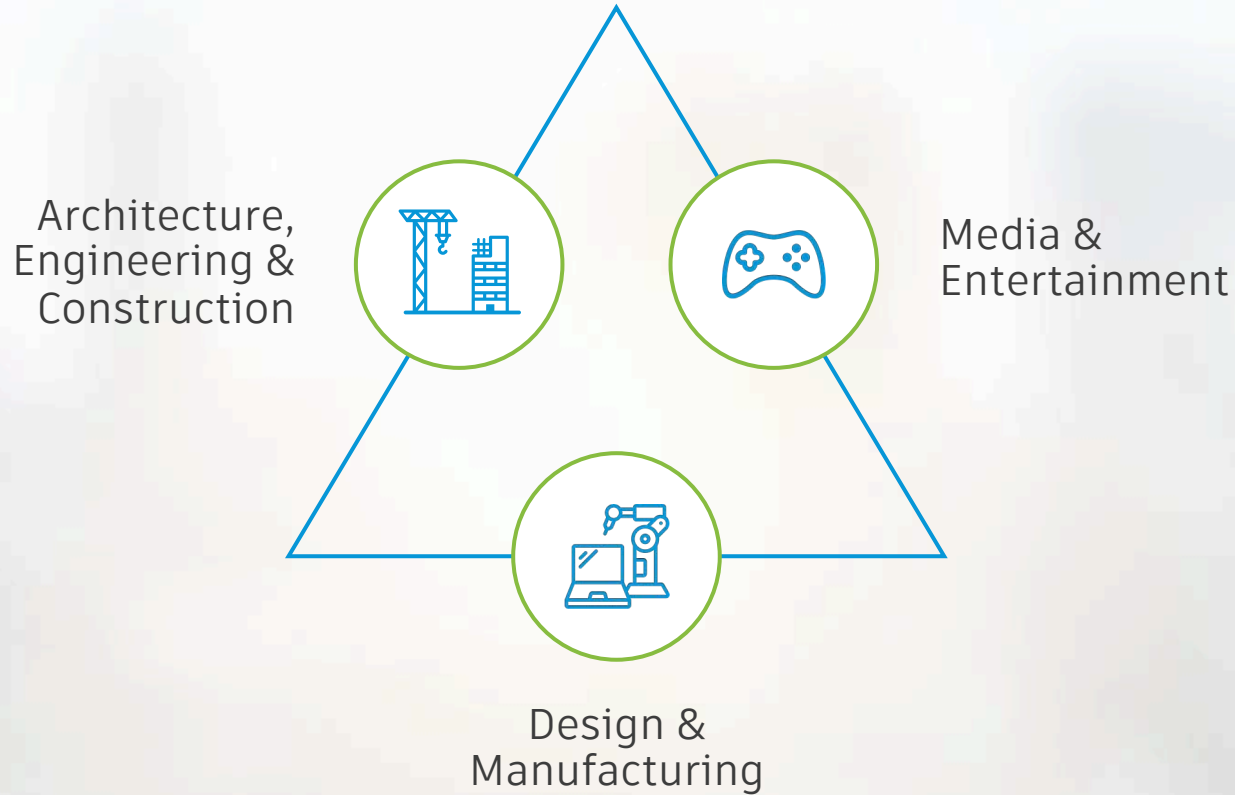
DRIVING
INDUSTRY GROWTH



MONETIZING
NON-COMPLIANT USERS

Exploring Our Industries

13



Exploring Our Industries

Market
Opportunity

Growth
Drivers

Autodesk
Differentiators

Architecture,
Engineering &
Construction



Media &
Entertainment



Design &
Manufacturing





ARCHITECTURE, ENGINEERING & CONSTRUCTION



\$31B

DESIGN AND CONSTRUCTION
TAM THROUGH FY25



31M

DESIGN AND CONSTRUCTION
PROFESSIONALS

\$18B

Design TAM



- Architecture
- Civil/Infra Engineering
- Building Engineering
- Industrial/U&T/Other

\$13B

Make TAM

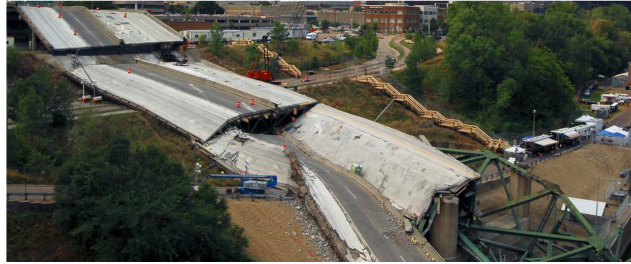


- Documentations
- Preconstruction
- Site Execution

SUSTAINABILITY



ASSET PERFORMANCE



PRODUCTIVITY

18

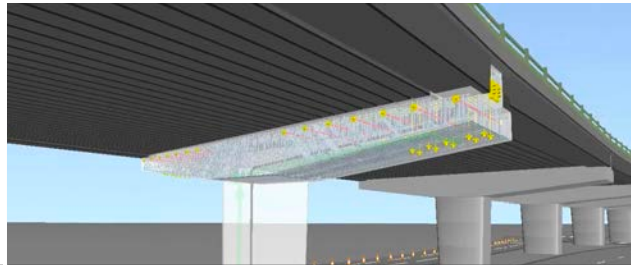


AEC INDUSTRY TRENDS

SUBURBANIZATION



CLOUD COLLABORATION



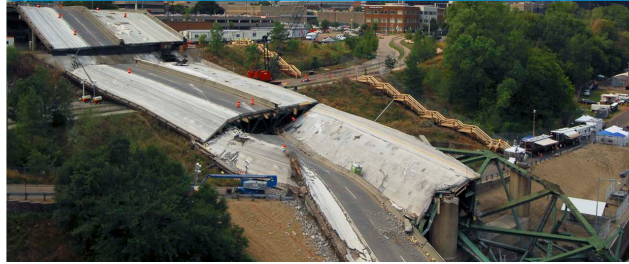
BIM MANDATES



SUSTAINABILITY



ASSET PERFORMANCE



PRODUCTIVITY

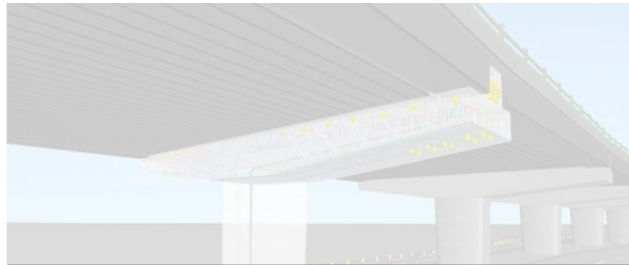
19



AEC INDUSTRY TRENDS



SUBURBANIZATION



CLOUD COLLABORATION



BIM MANDATES

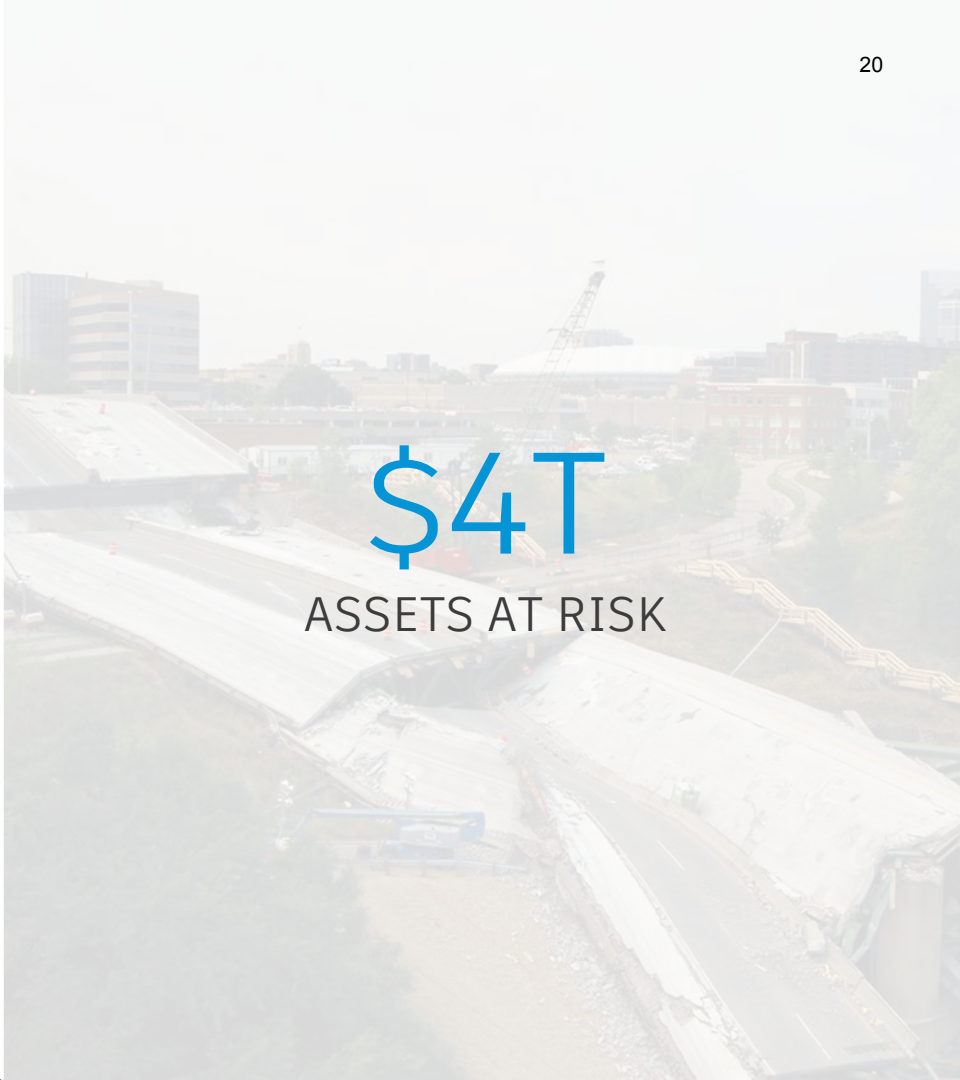
An aerial photograph of a landscape featuring several wind turbines on a grassy hill in the background. A road with a few cars curves through the middle ground. In the foreground, a high-speed train is traveling on a bridge over a valley.

30x

ROAD AND RAIL ROUND
THE EARTH PER YEAR

20K

MORE BRIDGES
PER YEAR

An aerial photograph of a city. A large, modern stadium with a white, curved roof is the central focus. A tall construction crane stands next to it. Surrounding the stadium are various city buildings, including a large multi-story office building. A highway with multiple lanes runs in the foreground.

\$4T

ASSETS AT RISK

Sources:

- Roads and rail data sourced from Statista "Building the Future" report, March 2019
- Bridges data sourced from Statista, infrastructure projects 2018 – 2050
- Assets at risk data sourced from CDP

Momentum in Government BIM Initiatives

CURRENT



UNITED STATES



JAPAN



UNITED KINGDOM



AUSTRALIA



FINLAND



DENMARK



SINGAPORE



SOUTH KOREA



GERMANY



ITALY



CHILE



VIETNAM

UPCOMING



BRAZIL



COLOMBIA



FRANCE



SPAIN



NORWAY



CHINA



INDONESIA

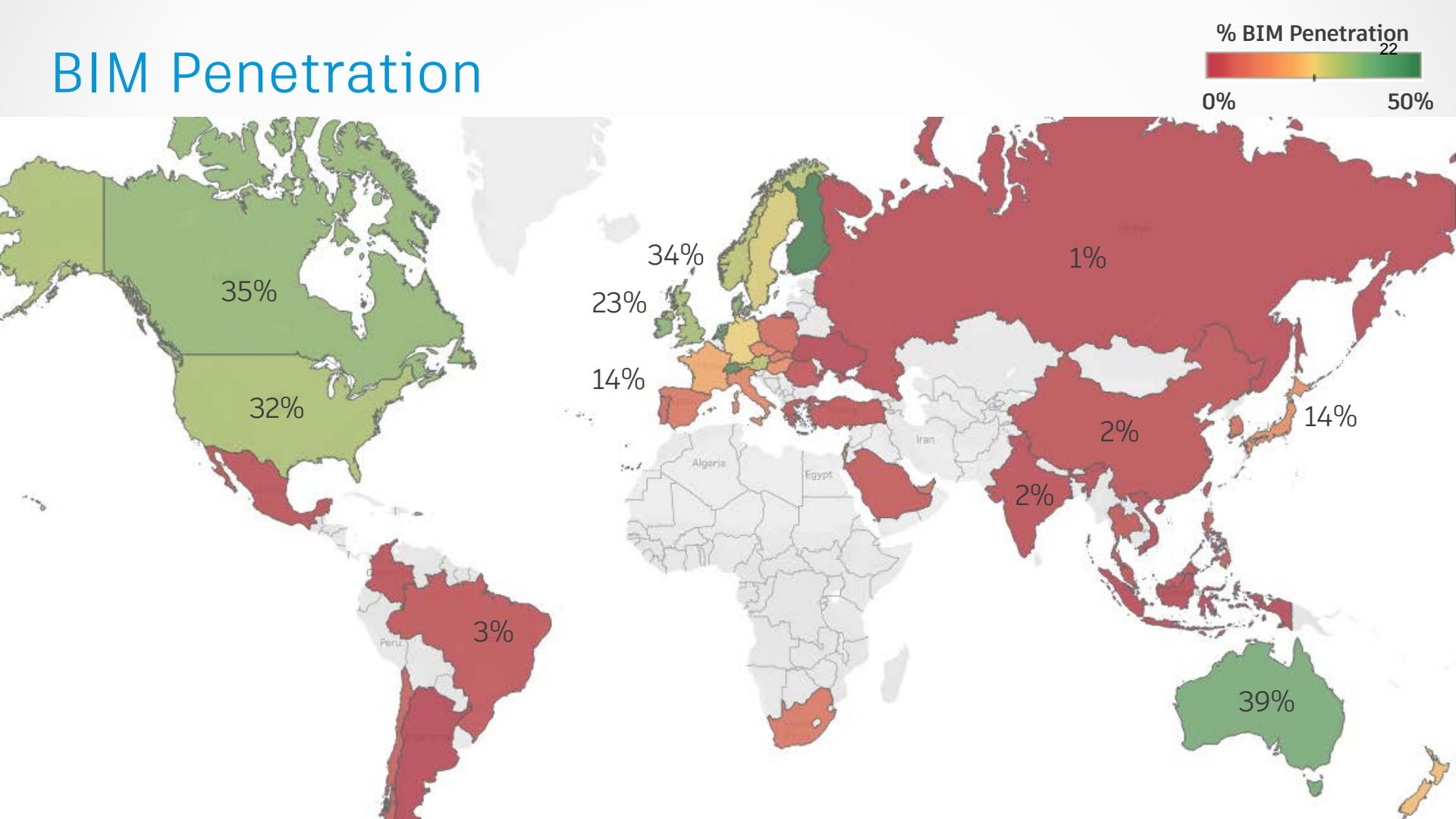


CZECH
REPUBLIC



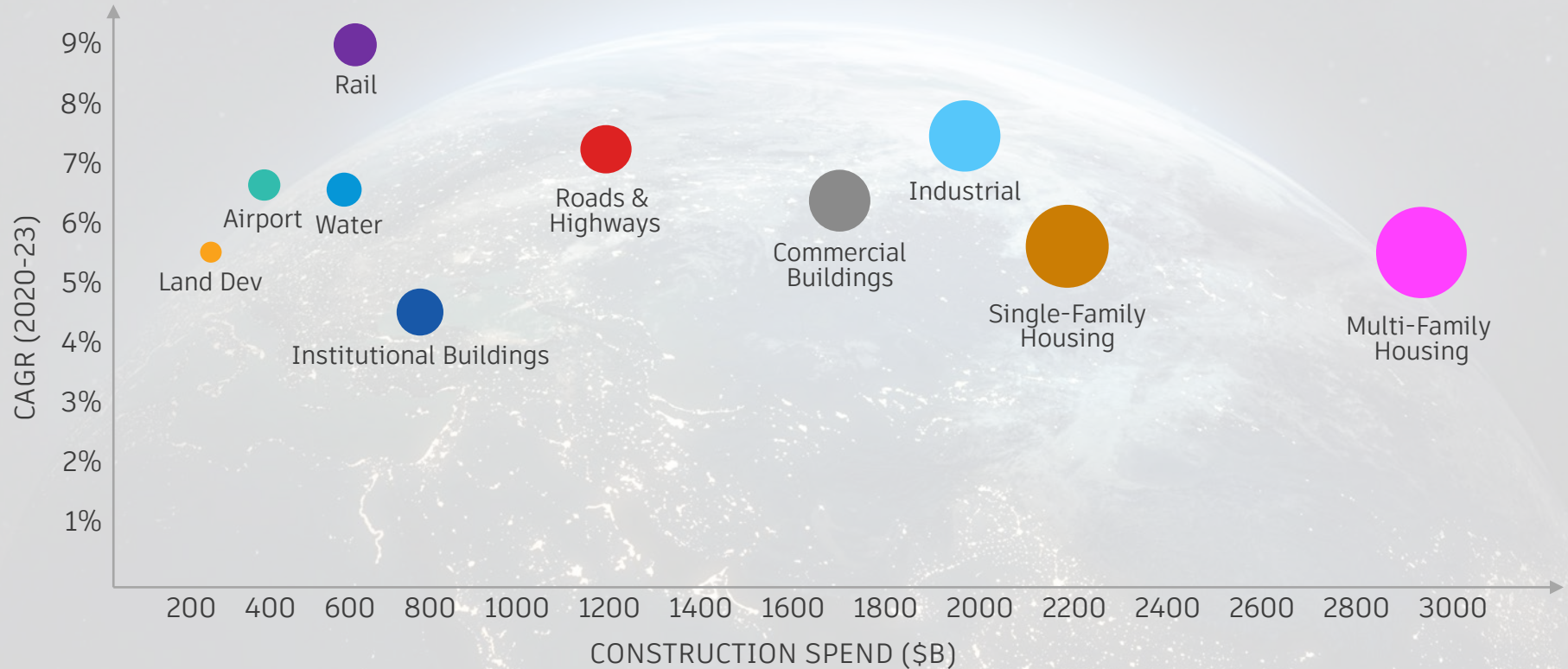
PERU

BIM Penetration





Global Construction Spend by Segment in 2020



Construction spend is the amount of spending toward new and existing construction.

Source: GlobalData Construction Intelligence Center (CIC) database

The background of the slide is a photograph of a railway track. In the foreground, several parallel tracks lead towards the horizon. In the middle ground, a train with a red locomotive and several freight cars is visible. Above the tracks, a large metal bridge structure spans across them. The sky is a pale, hazy blue.

\$655 M

RAIL OPPORTUNITY

The Rail Opportunity

By FY24:

30%

INCREASE
IN PASSENGER KM

20%

INCREASE
IN FREIGHT TON KM

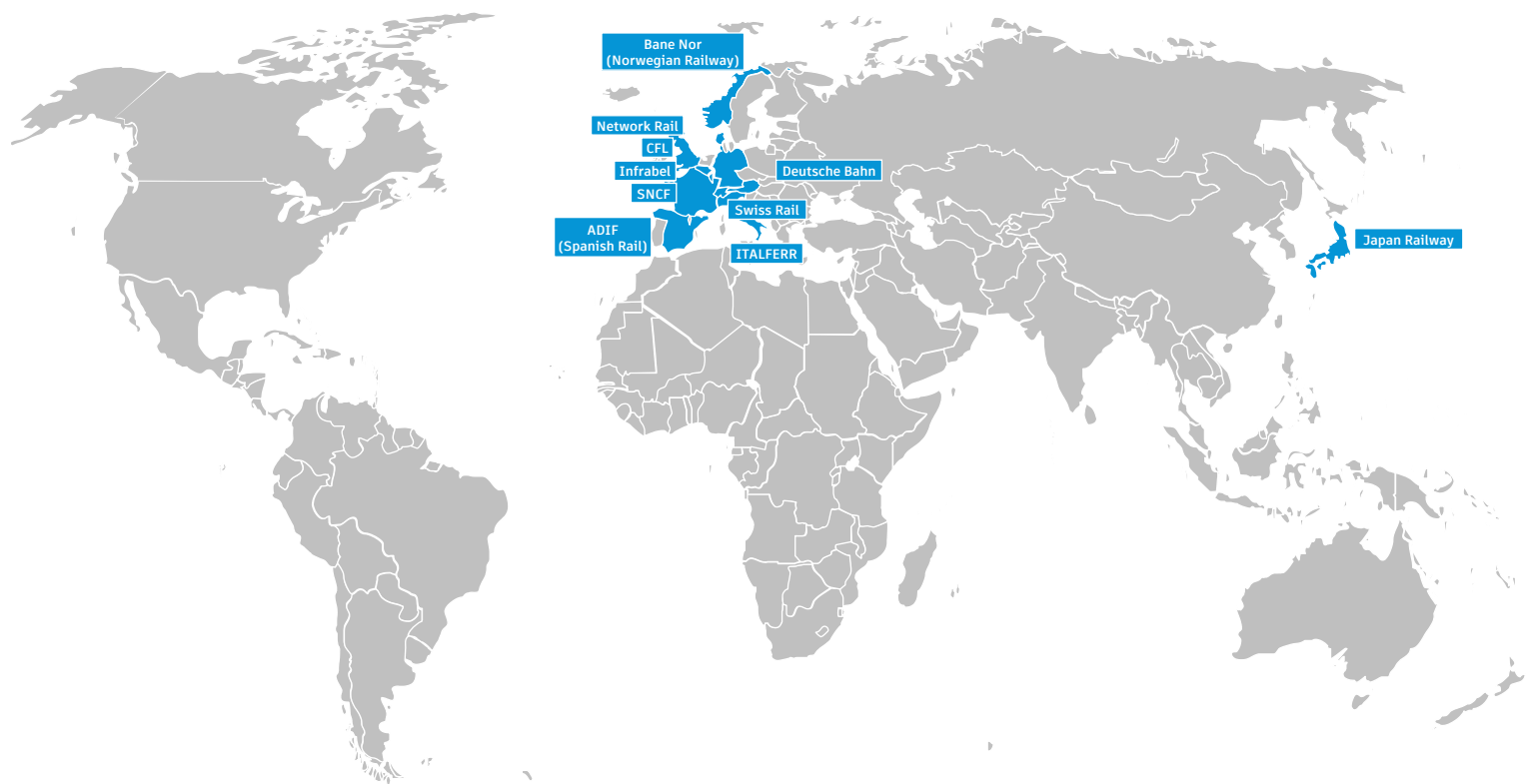
172K

KM OF NEW RAILWAY

Sources:

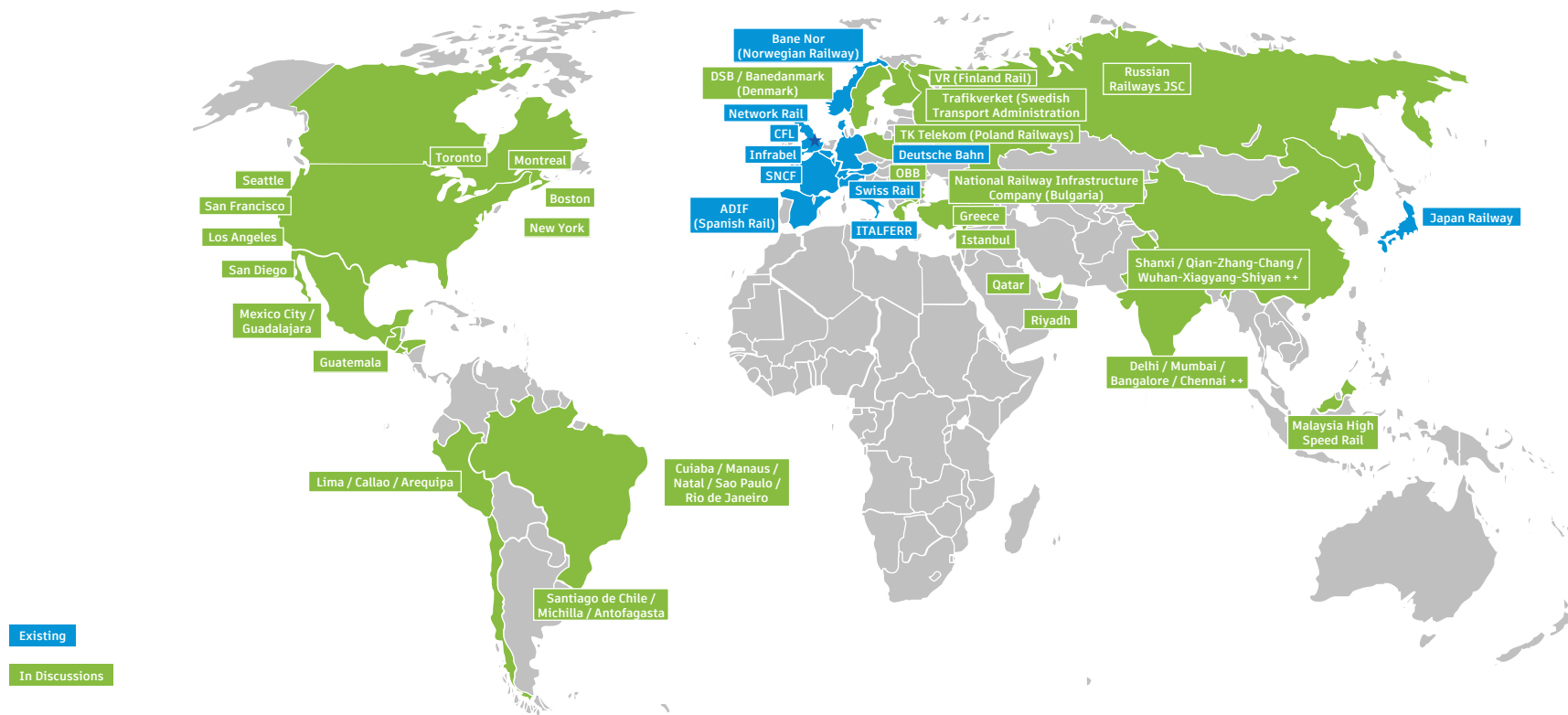
- Railisa UIC Statistics, railway statistics synopsis – 2019 edition
- Rail freight traffic - worldwide 2005-2025, Statista
- Rail passenger traffic - worldwide 2005-2025, Statista
- Project Insight - Global Railway Construction Projects, 2020, Globaldata

Rail Footprint



Existing

Rail Growth into FY21

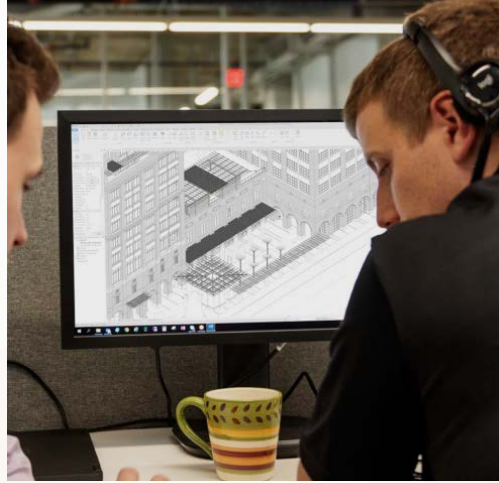




Poised to Win Rail



Convergence of Vertical
and Horizontal BIM



ESRI Connection with
Portfolio Strategy



Digital Project Delivery



DESIGN & MANUFACTURING

A background image of industrial machinery, possibly a robotic arm or a manufacturing process, with a yellow warning sign visible in the upper left corner.

\$33B

DESIGN & MANUFACTURING
TAM THROUGH FY25

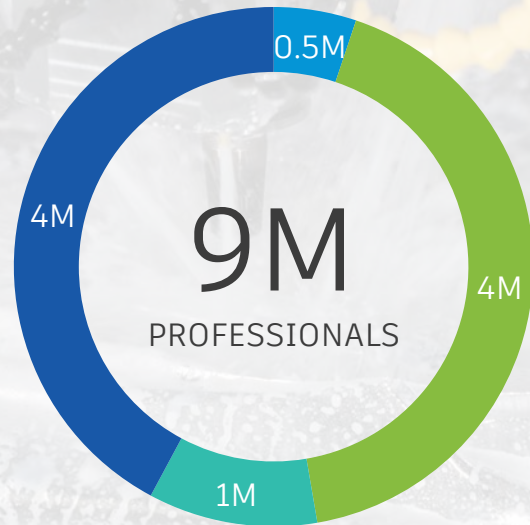
A background image of a man in a blue shirt holding a large, transparent 3D model of a mechanical part, smiling at the camera.

29M

DESIGN & MANUFACTURING
PROFESSIONALS

\$19B

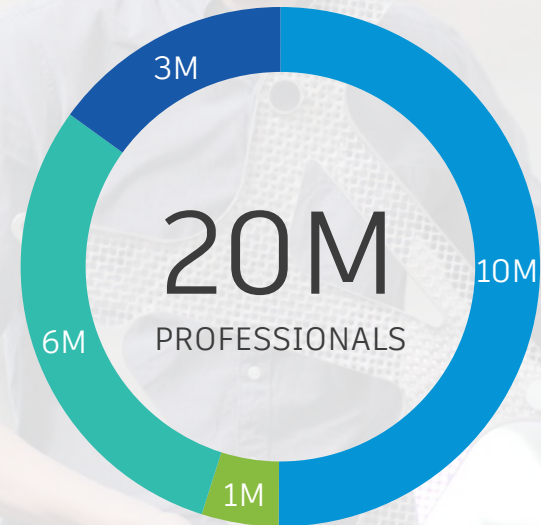
Design TAM



- Drafters
- Mechanical Engineers
- Electrical Engineers
- Other

\$14B

Make TAM



- Tool Makers, Setters, & Operators
- Production & Plant Operators
- Manufacturing Managers
- Manufacturing Supervisors

SUPPLY CHAIN
REORGANIZATION



MANUFACTURING
X CONSTRUCTION



AUTOMATION

34



DESIGN & MANUFACTURING INDUSTRY TRENDS

PROCESS DIGITIZATION



MASS PRODUCTION
AND CUSTOMIZATION



SMART PRODUCTS



SUPPLY CHAIN
REORGANIZATION



MANUFACTURING
X CONSTRUCTION



AUTOMATION

35



DESIGN & MANUFACTURING INDUSTRY TRENDS



PROCESS DIGITIZATION



MASS PRODUCTION
AND CUSTOMIZATION

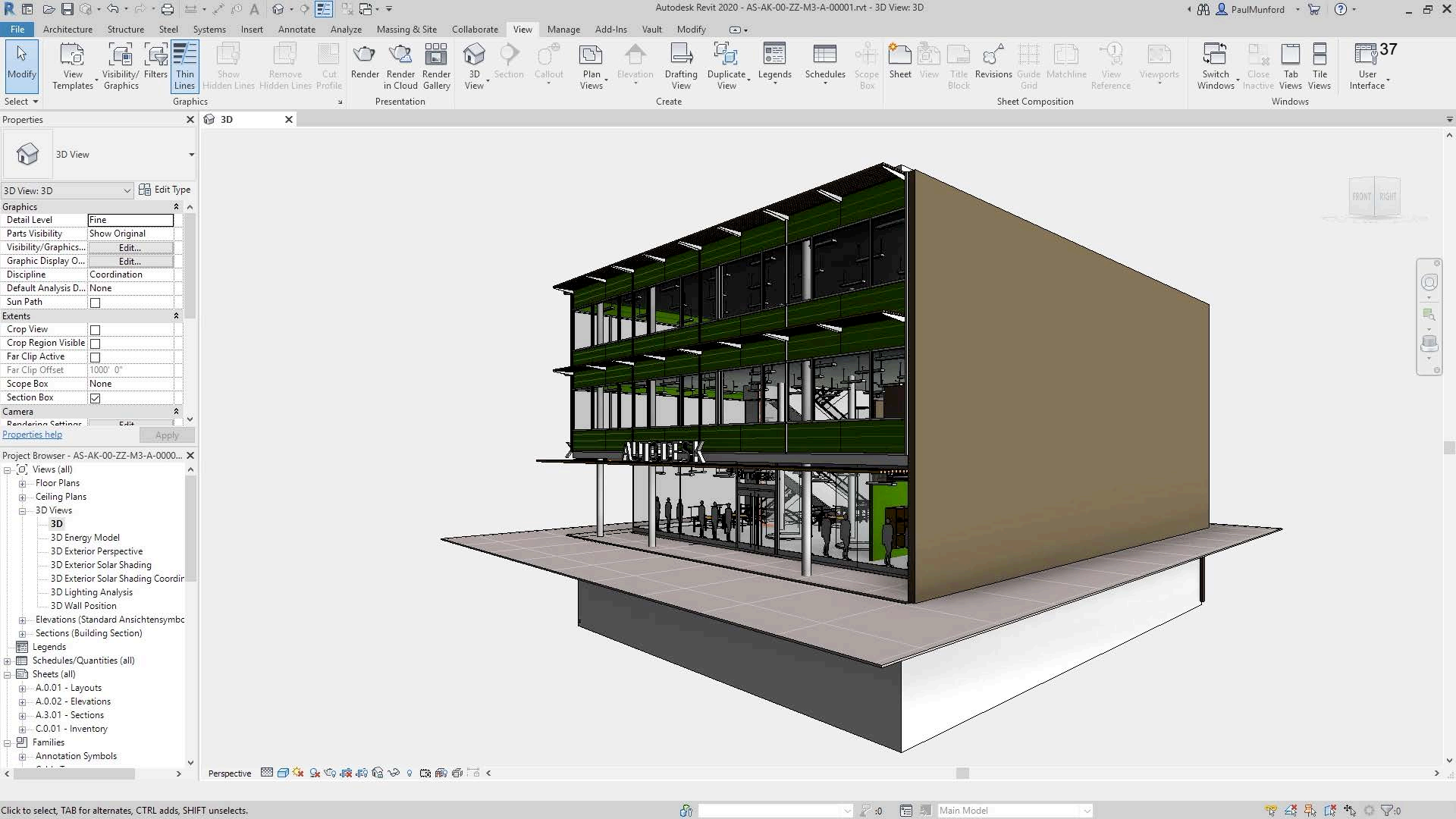


SMART PRODUCTS

A collage of industrial images including large wheels, a staircase, and structural beams, serving as a background for the text.

\$925M

OPPORTUNITY IN BUILDING PRODUCTS MANUFACTURERS & FABRICATORS





POSITIONED TO WIN

IN BUILDING PRODUCTS
MANUFACTURERS &
FABRICATORS



Integration of Products
to Drive Competitive
Differentiation



Cloud Automation Enables
Highly Customizable
Building Products

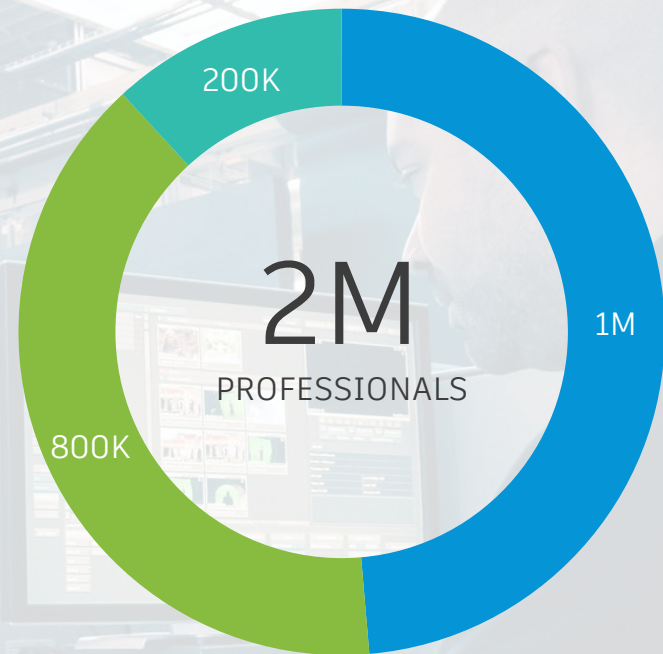


Leadership in
Manufacturing and
Construction



MEDIA & ENTERTAINMENT

\$5B
DESIGN TAM



■ Adv Publ & Graphic Des ■ Film & TV ■ Games

Sources:
TAM Figures: "Cambashi FY21 Application TAM"
TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
Professions: "Cambashi FY21 Professions Dataset"



STREAMING &
SUBSCRIPTION CONTENT



INCREASING DIGITAL WASTE



REAL-TIME CONTENT CREATION



CLOUD (PRODUCTION 3.0)



GLOBALIZATION



NEW ONLINE PLATFORMS



STREAMING &
SUBSCRIPTION CONTENT



INCREASING DIGITAL WASTE



REAL-TIME CONTENT CREATION



CLOUD (PRODUCTION 3.0)



GLOBALIZATION



NEW ONLINE PLATFORMS

Increasing complexity demands more sophisticated tools and workflows



PIXOMONDO



SHOTGUN Help studios deliver faster and reduce waste at scale

Today's Discussion



THE MARKET
OPPORTUNITY



DRIVING
INDUSTRY GROWTH

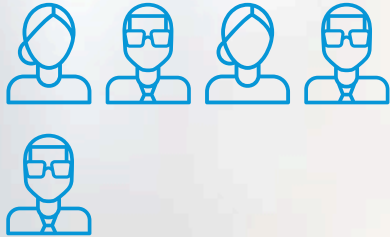


MONETIZING
NON-COMPLIANT USERS

Monetizing Non-Paying Users Creates Opportunity⁴⁷

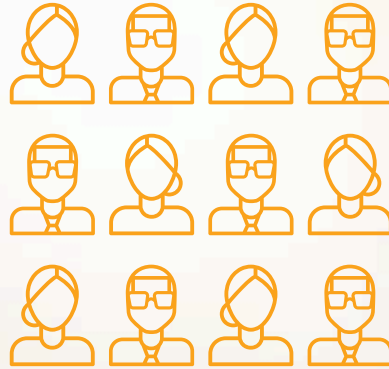
5M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



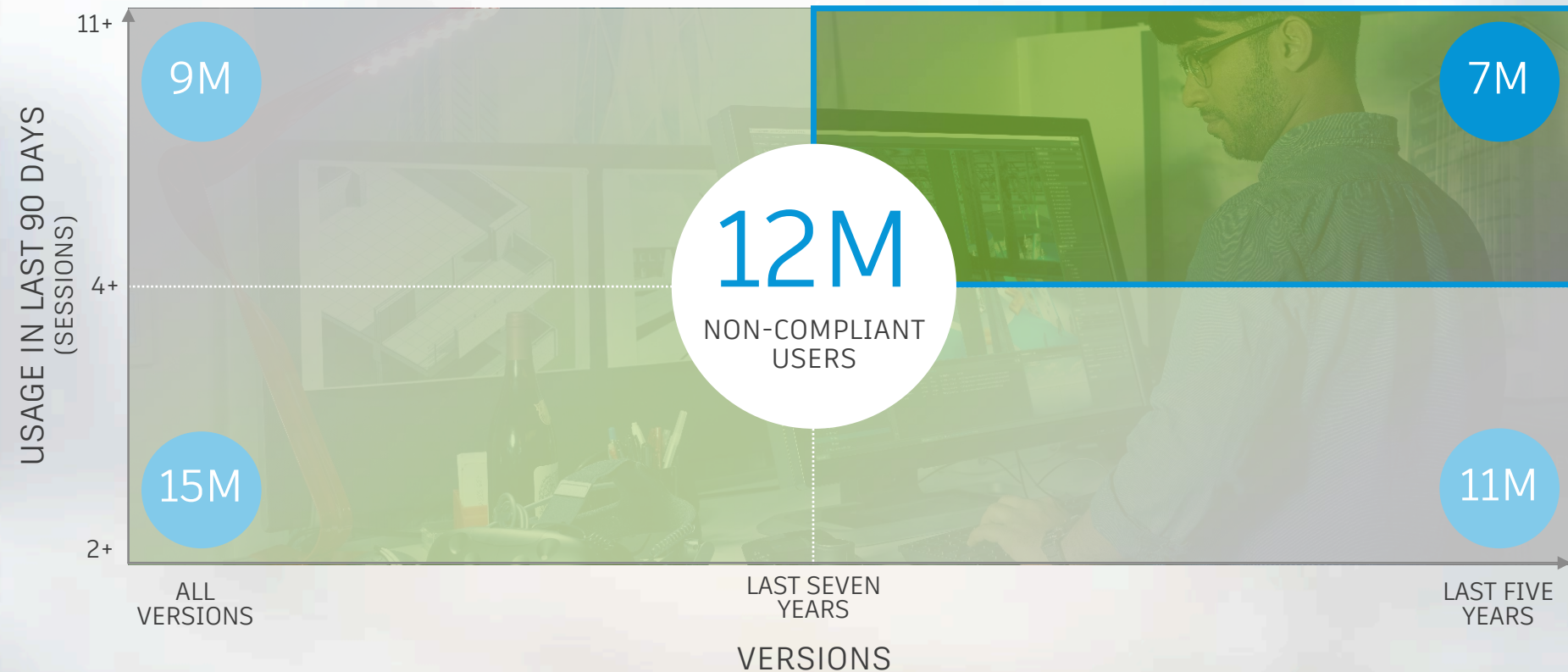
2M

LEGACY USERS



Non-Compliant User Base

Granular perspective



A man and a woman are sitting on a grey couch in a modern office environment. The man is wearing a blue sweater over a white collared shirt, and the woman is wearing a yellow sweater. They are both looking at a smartphone held by the man. The background shows office shelves with books and a staircase. The text '2M' is overlaid in large blue font.

2M

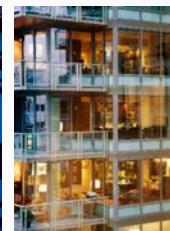
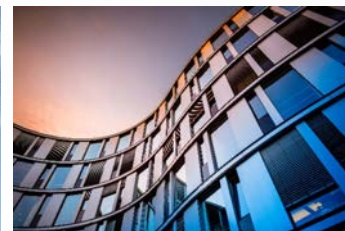
NON-COMPLIANT USERS WITHIN
PAYING CUSTOMER BASE

Understanding More About Our Non-Compliant Base

DETECTED IN MORE THAN
100 COUNTRIES

BUYER PROFILE

Architect, Individual Business Owner



6 KEY PRODUCTS ACCOUNT FOR
90%+ OF THE NONVALID
LICENSES DETECTED

WORK RELATED

Industry
Company Name
URL
Company Size
Work Product

AEC | Residential Buildings
Customer X
<https://www.adskcustomerx.com>
Individual/business owner
Design and construction of sustainable residential buildings

AUTODESK SOFTWARE

Installed
Genuine Mix
Purchased

Revit 2020
100% non-valid
Revit with 25% discount

Autodesk Growth Opportunity



\$69B

DESIGN & MAKE
TAM BY FY25



14M

MONETIZABLE
NON-PAYING USERS

