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.
Driving Sustainable Growth

Lisa Campbell
Chief Marketing Officer
Today’s Discussion

THE MARKET OPPORTUNITY

DRIVING INDUSTRY GROWTH

MONETIZING NON-COMPLIANT USERS
Today’s Discussion

THE MARKET OPPORTUNITY

DRIVING INDUSTRY GROWTH

MONETIZING NON-COMPLIANT USERS
INDUSTRY TRENDS
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

Sources:
Cambashi FY21 Application TAM
Models based on Cambashi FY21 Professions Dataset and Autodesk estimates
Design & Make TAM (FY25)

$40B  
DESIGN TAM  

+  

$29B  
MAKE TAM

Sources:
Cambashi FY21 Application TAM
Models based on Cambashi FY21 Professions Dataset and Autodesk estimates
Monetizing Non-Paying Users Creates Opportunity

- 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

Architecture, Engineering & Construction

Design & Manufacturing

Media & Entertainment
$31B
DESIGN AND CONSTRUCTION TAM THROUGH FY25

31M
DESIGN AND CONSTRUCTION PROFESSIONALS

Sources:
TAM Figures: “Cambashi FY21 Application TAM”
TMO Figures: “Models based on Cambashi FY21 Professions Dataset and Autodesk estimates”
Professions: “Cambashi FY21 Professions Dataset”
$18B
Design TAM

12M
PROFESSIONALS

$13B
Make TAM

19M
PROFESSIONALS

Sources:
TAM Figures: "Cambashi FY21 Application TAM"
TMO Figures: "Models derived from Cambashi FY21 Professions Dataset and Autodesk estimates"
Professions: "Cambashi FY21 Professions Dataset - Estimated"
AEC INDUSTRY TRENDS

SUSTAINABILITY

SUBURBANIZATION

ASSET PERFORMANCE

CLOUD COLLABORATION

PRODUCTIVITY

BIM MANDATES
30x
ROAD AND RAIL ROUND
THE EARTH PER YEAR

20K
MORE BRIDGES
PER YEAR

$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

% BIM Penetration

0% 50%

35%
32%
34%
23%
14%
23%
14%
3%
39%
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
$655M

RAIL OPPORTUNITY

Source: Cambashi EUE data sourced from Professions Dataset, Cambashi Employment Observatory, FY20
The Rail Opportunity

By FY24:

30% INCREASE IN PASSENGER KM

20% INCREASE IN FREIGHT TON KM

172K KM OF NEW RAILWAY

Sources:
- Rail freight traffic - worldwide 2005-2025, Statista
- Rail passenger traffic - worldwide 2005-2025, Statista
- Project Insight - Global Railway Construction Projects, 2020, Globaldata
Rail Footprint

Network Rail
Deutsche Bahn
Bane Nor (Norwegian Railway)
ITALEFFER
ADIF (Spanish Rail)
SNCF
CFL
Infrabel
Japan Railway

Existing

27
Rail Growth into FY21

Existing

In Discussions

Montreal
Toronto
Boston
Seattle

Lima / Callao / Arequipa

San Francisco

New York

Los Angeles

San Diego

Mexico City / Guadalajara

Guatemala

Santiago de Chile / Michilla / Antofagasta

Cuiaba / Manaus / Natal / Sao Paulo / Rio de Janeiro

Shanxi / Qian-Zhang-Chang / Wuhan-Xiaoyang-Chiyang ++

Delhi / Mumbai / Bangalore / Chennai ++

Malaysia High Speed Rail

Japan Railway

Deutsche Bahn

OBB

VR (Finland Rail)

Trafikverket (Swedish Transport Administration)

TC Telekom (Poland Railways)

National Railway Infrastructure Company (Bulgaria)

Russian Railways JSC

ITALFERR

SNCF

CFL

Infrabel

DB

DBS / Banedanmark (Denmark)

DSB / Banedanmark (Denmark)

ADIF (Spanish Rail)

Bane Nor (Norwegian Railway)

Network Rail

CSK

ITALEIRE

Greek National Railways

TK Telekom (Poland Railways)

Greece

Istanbul

Qatar

Riyadh

Moscow

Moscow

Delhi / Mumbai / Bangalore / Chennai ++
Poised to Win Rail

Convergence of Vertical and Horizontal BIM

ESRI Connection with Portfolio Strategy

Digital Project Delivery
$33B
DESIGN & MANUFACTURING TAM THROUGH FY25

29M
DESIGN & MANUFACTURING PROFESSIONALS

Sources:
TAM Figures: "Cambashi FY21 Application TAM"
TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
Professions: "Cambashi FY21 Professions Dataset"
$19B
Design TAM

$14B
Make TAM

9M
PROFESSIONALS

20M
PROFESSIONALS

Sources:
TAM Figures: "Cambashi FY21 Application TAM"
TMO Figures: "Models based on Cambashi FY21 Professions Dataset and Autodesk estimates"
Professions: "Cambashi FY21 Professions Dataset"
DESIGN & MANUFACTURING INDUSTRY TRENDS

- Supply Chain Reorganization
- Manufacturing X Construction
- Automation
- Process Digitization
- Mass Production and Customization
- Smart Products
DESIGN & MANUFACTURING INDUSTRY TRENDS
$925M OPPORTUNITY IN BUILDING PRODUCTS MANUFACTURERS & FABRICATORS

Sources: Cambashi industry data for EUE annual spend October 2019. Does not include ADSK.
Cloud Automation Enables Highly Customizable Building Products

Leadership in Manufacturing and Construction

Integration of Products to Drive Competitive Differentiation

POSITIONED TO WIN IN BUILDING PRODUCTS MANUFACTURERS & FABRICATORS
$5B
DESIGN TAM

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

CLOUD (PRODUCTION 3.0)

INCREASING DIGITAL WASTE

REAL-TIME CONTENT CREATION

GLOBALIZATION

NEW ONLINE PLATFORMS
STREAMING & SUBSCRIPTION CONTENT

INCIDENTIAL DIGITAL WASTE

REAL-TIME CONTENT CREATION

CLOUD (PRODUCTION 3.0)

GLOBALIZATION

NEW ONLINE PLATFORMS
Increasing complexity demands more sophisticated tools and workflows.
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 Opportunity
Non-Compliant User Base
Granular perspective

- **Last 90 Days (Sessions):** 2+
- **Last Five Years:** 11M
- **All Versions:** 15M
- **Last Seven Years:** 12M
- **Non-Compliant Users:** 48

**Usage in Last 90 Days:**
- **9M**
- **7M**

**Versions:**
- **12M**
- **7M**
2M NON-COMPLIANT USERS WITHIN PAYING CUSTOMER BASE
Understanding More About Our Non-Compliant Base

**BUYER PROFILE**
Architect, Individual Business Owner

**WORK RELATED**
- **Industry**: AEC | Residential Buildings
- **Company Name**: Customer X
- **URL**: https://www.adskcustomerx.com
- **Company Size**: Individual/business owner
- **Work Product**: Design and construction of sustainable residential buildings

**AUTODESK SOFTWARE**
- **Installed**: Revit 2020
- **Genuine Mix**: 100% non-valid
- **Purchased**: Revit with 25% discount

**DETECTED IN MORE THAN 100 COUNTRIES**

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

- AUTOCAD
- 3DS MAX
- INVENTOR
- REVIT
- CIVIL 3D
- MAYA
Autodesk Growth Opportunity

$69B
DESIGN & MAKE
TAM BY FY25

14M
MONETIZABLE
NON-PAYING USERS

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