

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 first fiscal quarter and fiscal year 2020; 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 ARR, ARPS, subscriptions, billings, revenue, deferred revenue, margins and cash flow growth; difficulty in predicting those financial and performance metrics; failure to maintain spend management; 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 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

MARCH 28, 2019

The Growth Opportunity

Design, Construction, Manufacturing and Beyond

Lisa Campbell

Chief Marketing Officer | @LHartCamp



Today's Discussion

The image is a vertical collage of three photographs. The top photo shows a factory interior with a robotic arm and various pipes and lights. The middle photo shows a construction site with a large crane and a building under construction. The bottom photo shows a person's hands holding a black game controller, with a computer monitor and keyboard visible in the background.

GLOBAL TRENDS
GROWTH OPPORTUNITY

INDUSTRY
OVERVIEW

MONETIZING
NON-PAYING USERS

Industry Trends

Urbanization

Climate Change & Sustainability

Globalization

New Production Techniques

Smartphones

Subscription Content

Productivity

Rising Middle Class

Automation

Streaming Content

Distributed Manufacturing

Accelerated Content Creation

Immersive Environments

Manufacturing in Construction

Supply Shocks

Visualization

Asset Performance

BIM Mandates

Mass Production & Customization

Digital Humans

Globalization & Delocalization

Waste

ARCHITECTURE, ENGINEERING & CONSTRUCTION

MANUFACTURING

MEDIA & ENTERTAINMENT

Trends That Span Across Multiple End Markets



Urbanization

Climate Change & Sustainability

Globalization

Productivity

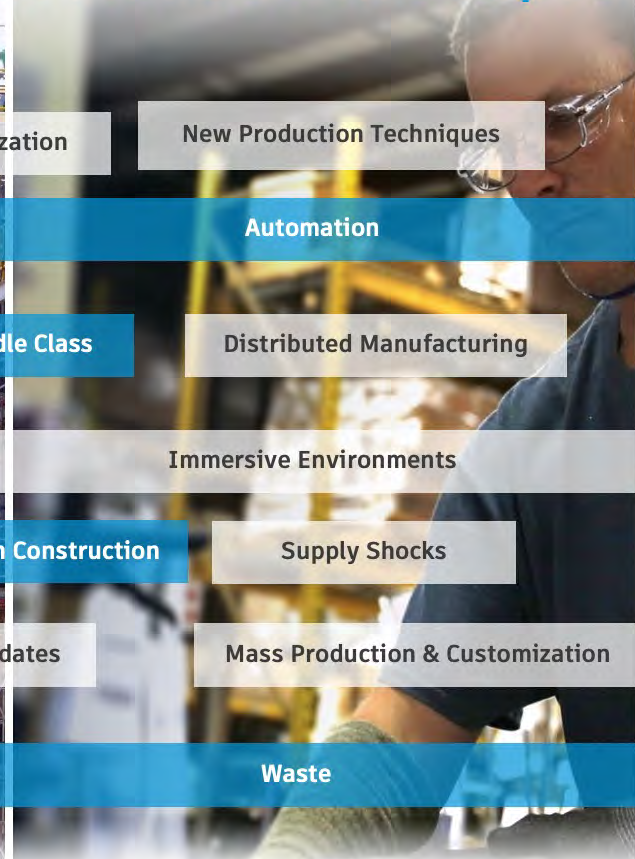
Rising Middle Class

Manufacturing in Construction

Asset Performance

BIM Mandates

ARCHITECTURE, ENGINEERING & CONSTRUCTION



New Production Techniques

Automation

Distributed Manufacturing

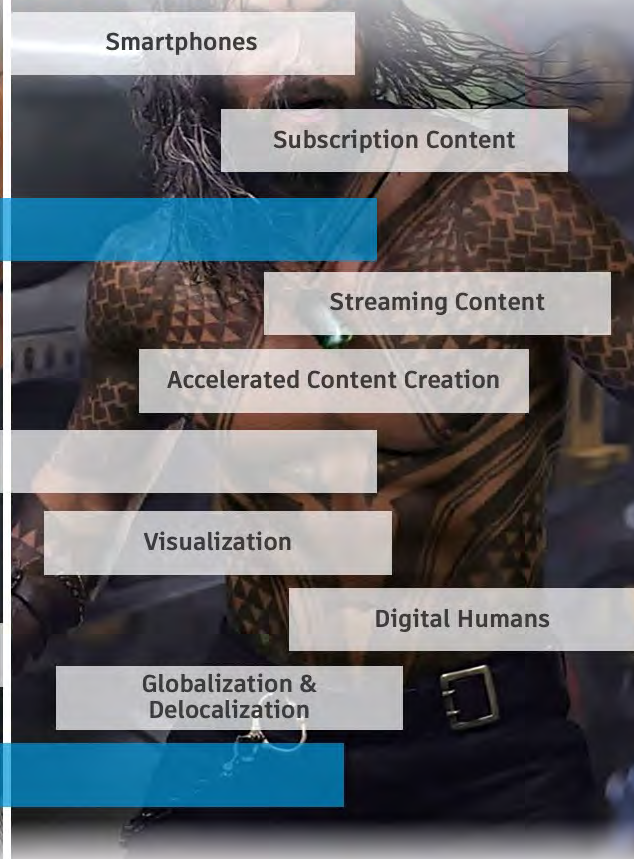
Immersive Environments

Supply Shocks

Mass Production & Customization

Waste

MANUFACTURING



Smartphones

Subscription Content

Streaming Content

Accelerated Content Creation

Visualization

Digital Humans

Globalization & Delocalization

MEDIA & ENTERTAINMENT

Daiwa House: Leveraging BIM



Daiwa House[®]
Group



Daiwa House
Prefabricated Homes



Total Autodesk Growth Opportunity

\$48B

DESIGN & MAKE TAM
BY 2020



\$59B

DESIGN & MAKE TAM
BY 2023

Sources:

- Cambashi FY20 Application TAM
- AEC data modelled from FY21 Cambashi Professions Dataset

The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.

Total Autodesk Growth Opportunity

\$34B

DESIGN TAM
BY 2023

+

\$25B

MAKE TAM
BY 2023

Sources:

- Cambashi FY20 Application TAM
- AEC data modelled from FY21 Cambashi Professions Dataset

The TAM numbers presented are estimates & are likely understated given the impact of piracy rates, availability of free software, in-house development & other variables.

Monetizing Non-Paying Users Creates Opportunity

4M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



2M

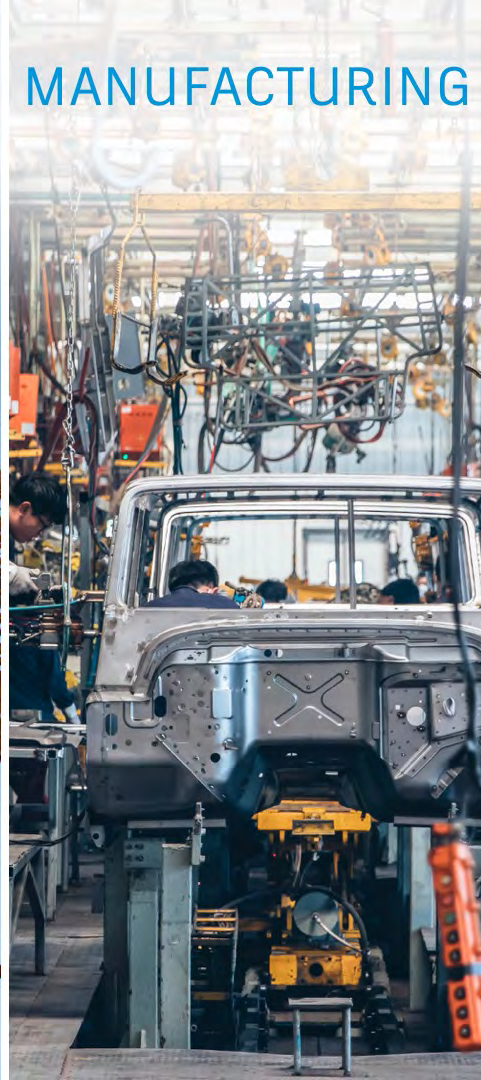
LEGACY USERS



AEC



MANUFACTURING



MEDIA &
ENTERTAINMENT



NON-PAYING
USERS



AEC



MANUFACTURING



MEDIA &
ENTERTAINMENT



NON-PAYING
USERS



AEC TAM

\$27B

DESIGN & CONSTRUCTION
TAM BY 2023

29M

DESIGN & CONSTRUCTION
PROFESSIONALS BY 2023

AEC TAM

\$15B

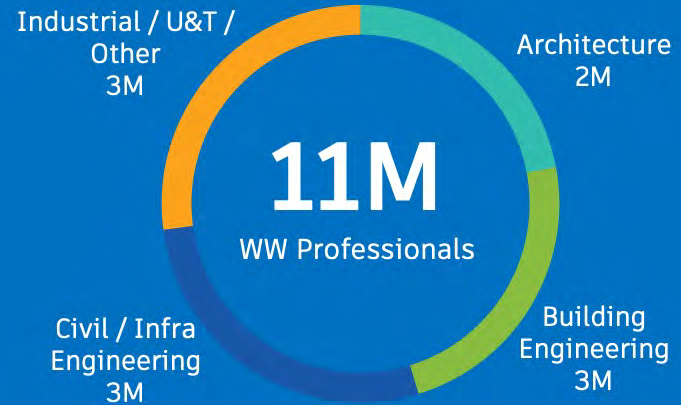
DESIGN TAM BY 2023

+

\$12B

CONSTRUCTION TAM BY 2023

DESIGN



CONSTRUCTION



AEC Trends

Urbanization

Climate Change & Sustainability

Globalization

New Production Techniques

Smartphones

Subscription Content

Automation

Productivity

Rising Middle Class

Distributed Manufacturing

Streaming Content

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Waste

ARCHITECTURE, ENGINEERING & CONSTRUCTION

MANUFACTURING

MEDIA & ENTERTAINMENT

High Demand for Buildings and Roads

13,000

BUILDINGS A DAY

30x

ROADS & RAIL
AROUND THE EARTH PER YEAR

High Demand for Buildings and Roads

\$4T

OF ASSETS AT
RISK OF COLLAPSE

90%

OF LARGE CITIES AT
RISK FROM FLOODING

Construction Spend Forecast to Increase 31%

\$11.3T

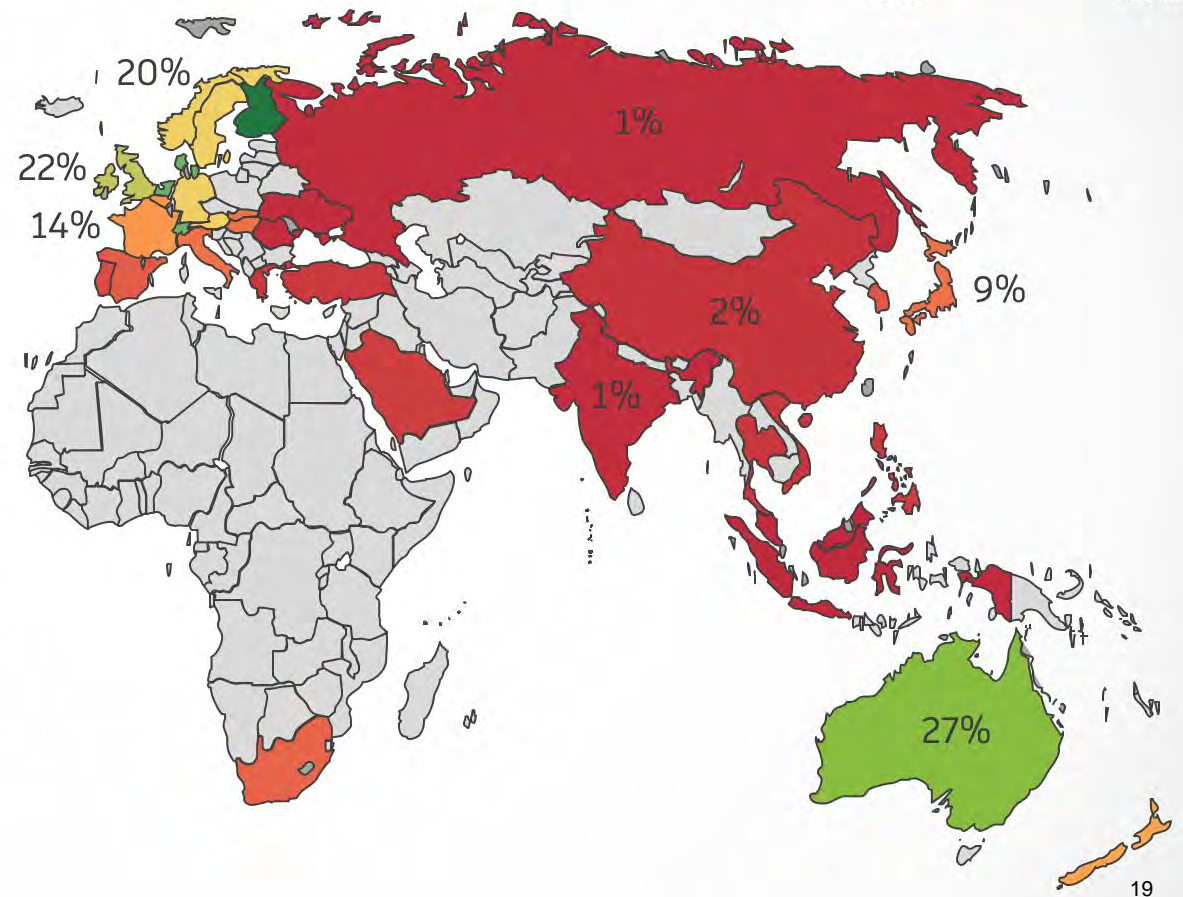
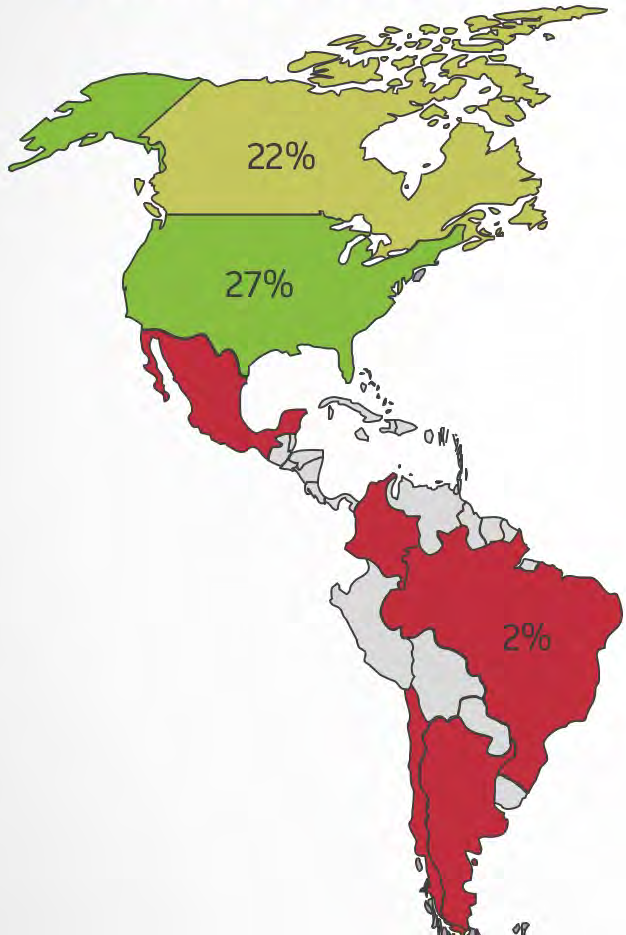
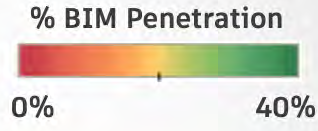
+31%

\$14.8T

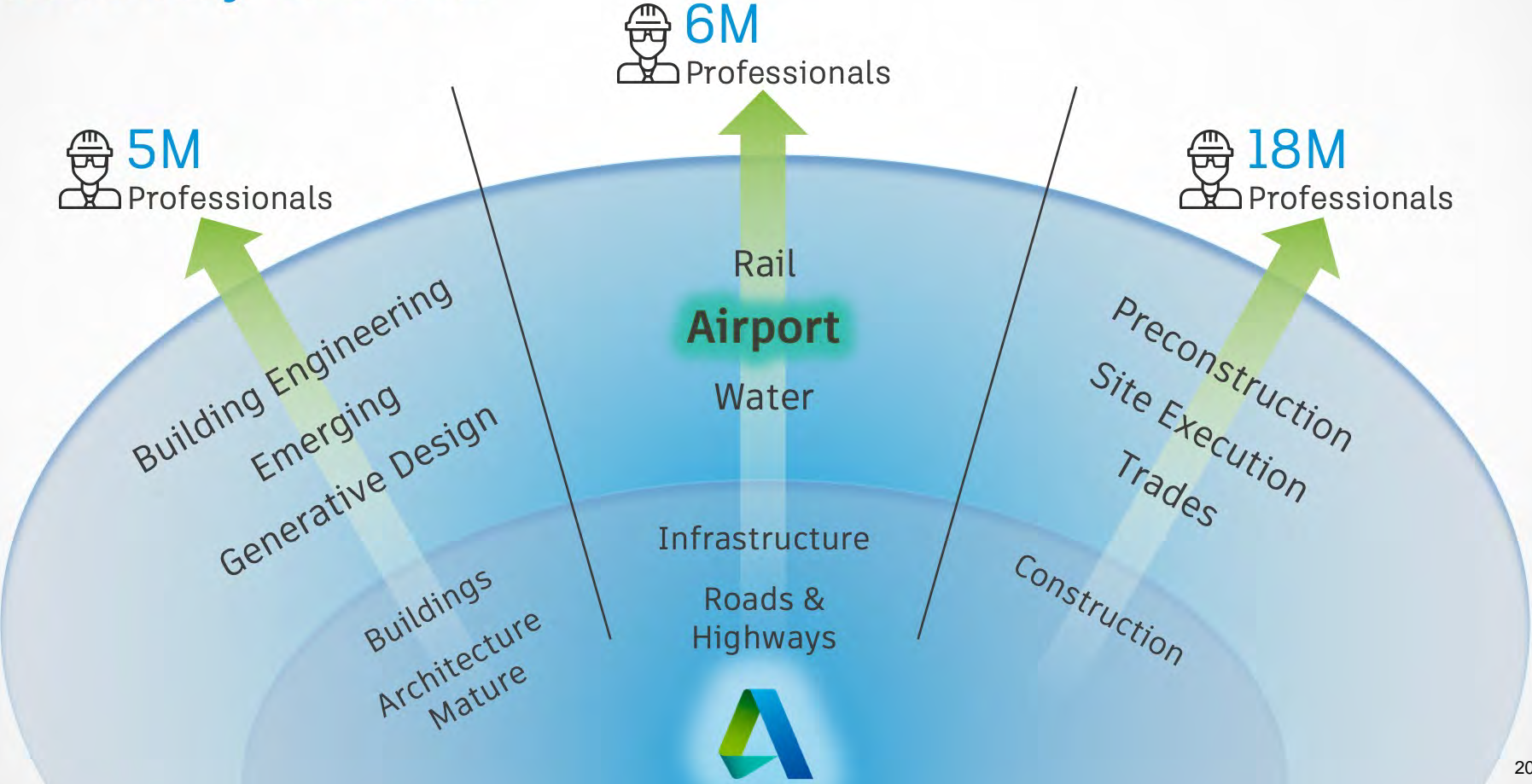
BIM Government Mandates and Policies



BIM Penetration



Industry Growth





Industry Growth

~ 8 B

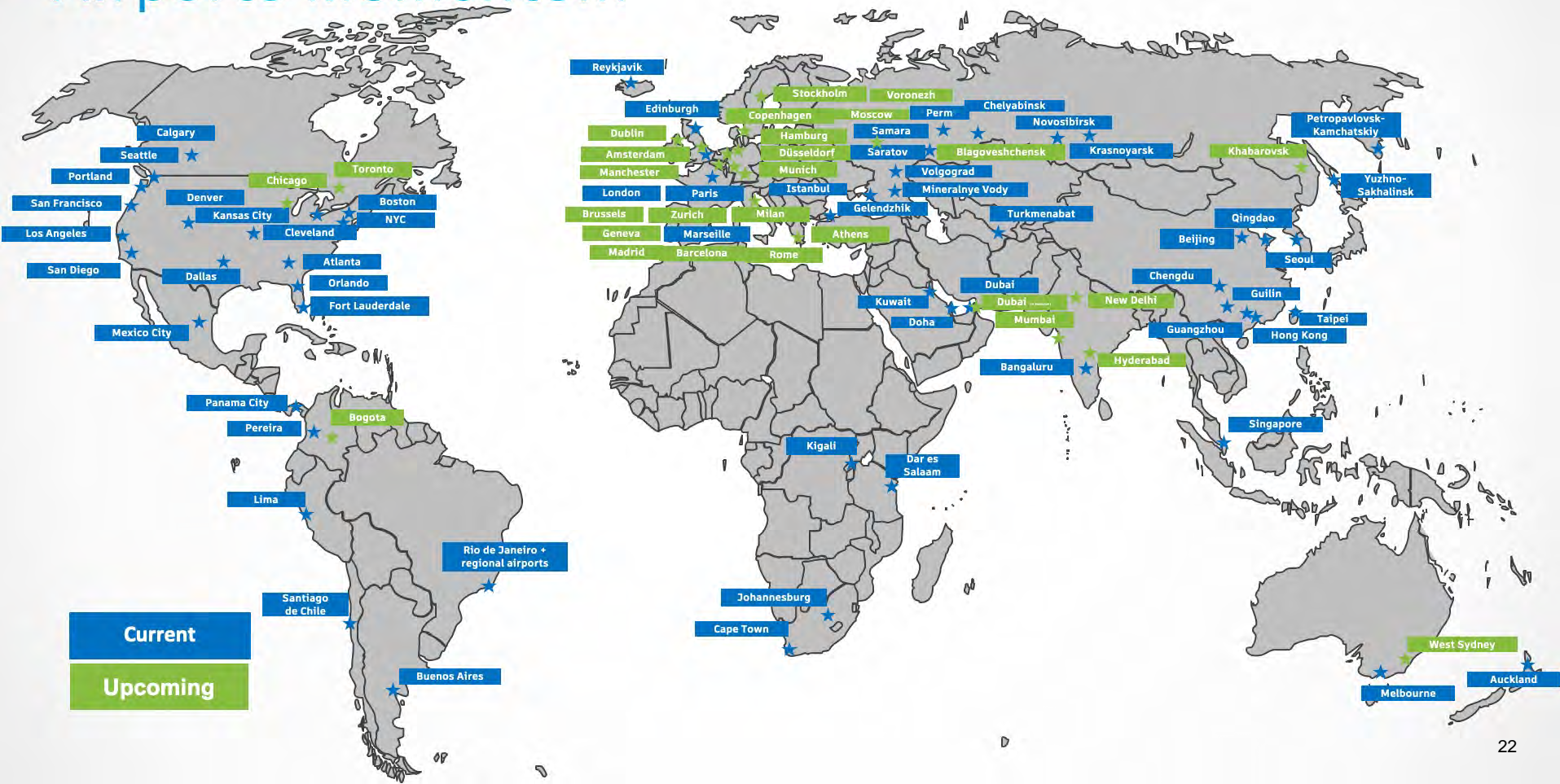
PASSENGERS BY
2025 (2X)



\$467 B

AVERAGE ANNUAL GLOBAL
CONSTRUCTION SPEND

Airports Momentum



Airports Momentum: Beijing International Airport



Industry Growth



Construction Technology Adoption: Why Now?

ANALOG

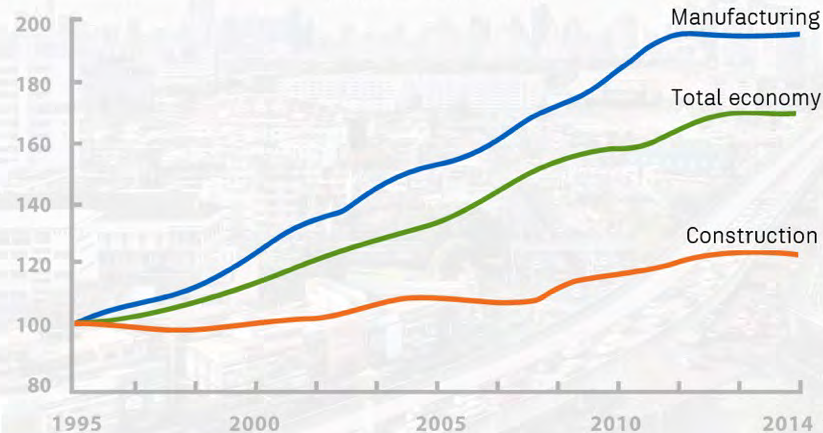
30%

GLOBAL WASTE

20%

WORKFORCE RETIRING

PRODUCTIVITY



AEC



MANUFACTURING



MEDIA &
ENTERTAINMENT



NON-PAYING
USERS



Manufacturing TAM

\$31B

DESIGN & MAKE
TAM BY 2023

28M

DESIGN, ANALYST &
PRODUCTION ENGINEERING
PROFESSIONALS BY 2023

Manufacturing TAM

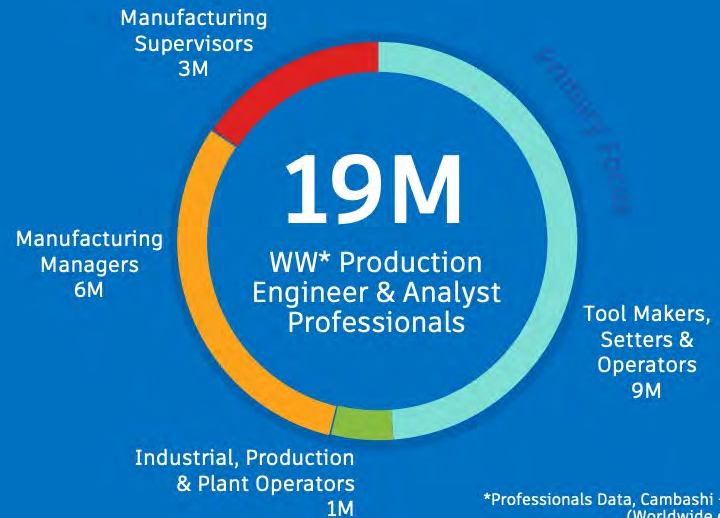
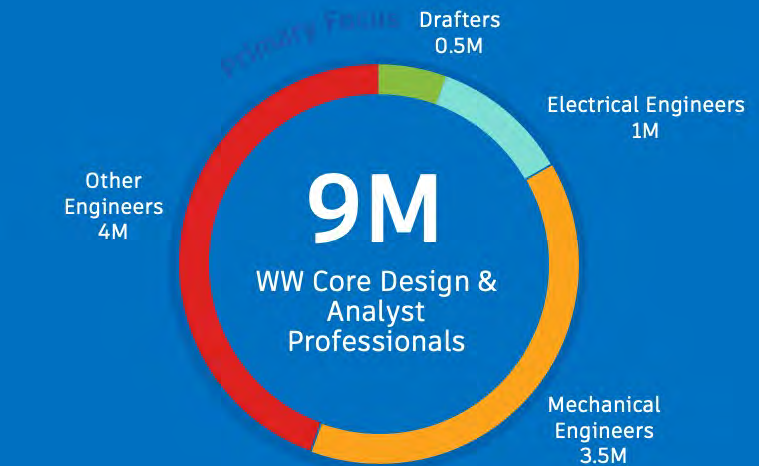
\$18B

DESIGN TAM BY 2023

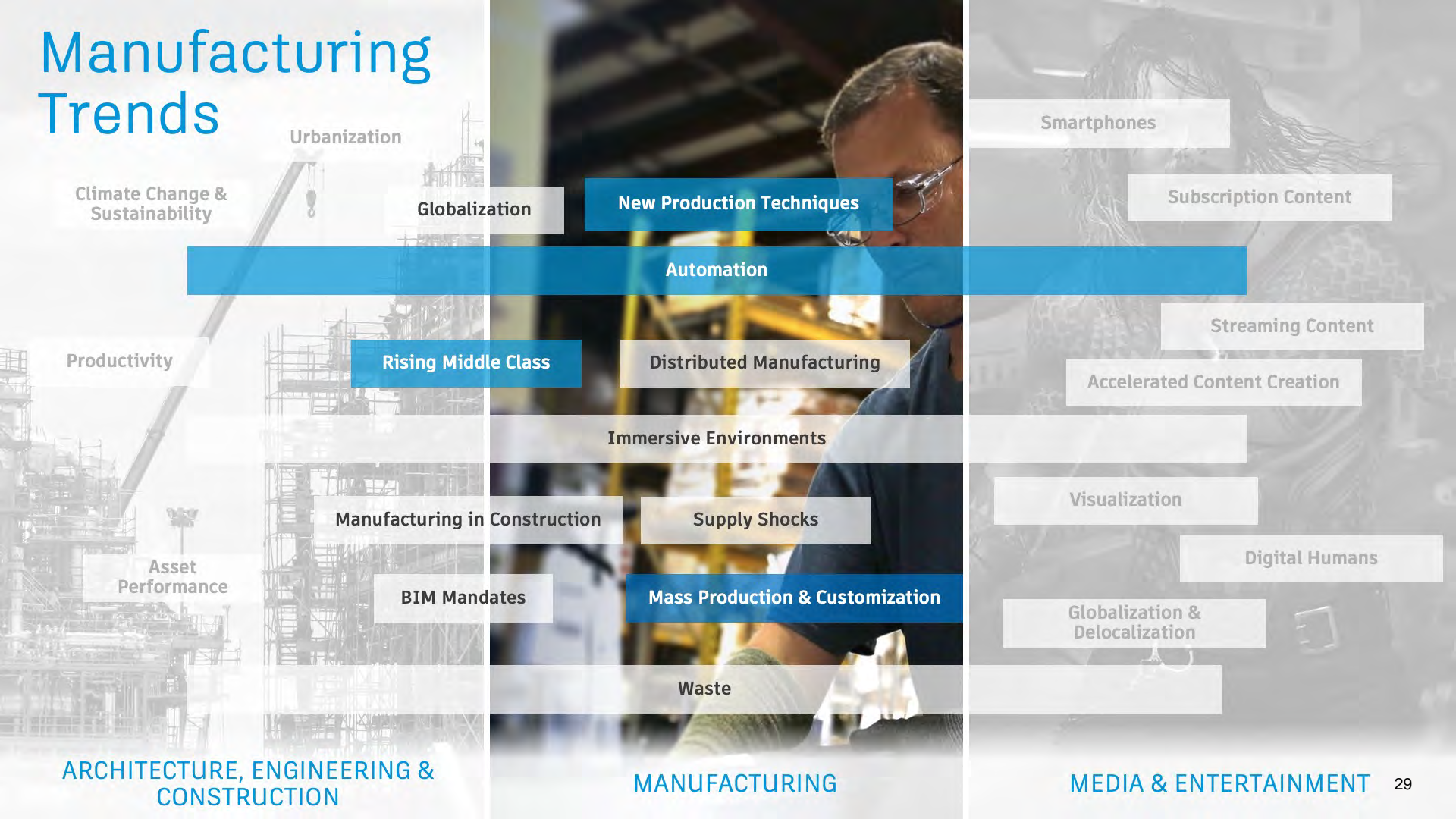


\$13B

MAKE TAM BY 2023



Manufacturing Trends



Climate Change & Sustainability

Urbanization

Globalization

New Production Techniques

Smartphones

Subscription Content

Automation

Streaming Content

Productivity

Rising Middle Class

Distributed Manufacturing

Accelerated Content Creation

Immersive Environments

Manufacturing in Construction

Supply Shocks

Visualization

Asset Performance

BIM Mandates

Mass Production & Customization

Digital Humans

Globalization & Delocalization

Waste

ARCHITECTURE, ENGINEERING & CONSTRUCTION

MANUFACTURING

MEDIA & ENTERTAINMENT

Industry Growth

4.2B

CONSUMERS BY 2025
+1.8B SINCE 2010

MASS CUSTOMIZATION

New Order

For Emilie Pelech,
Vintage Small Sweater
Cagliari, Sicily

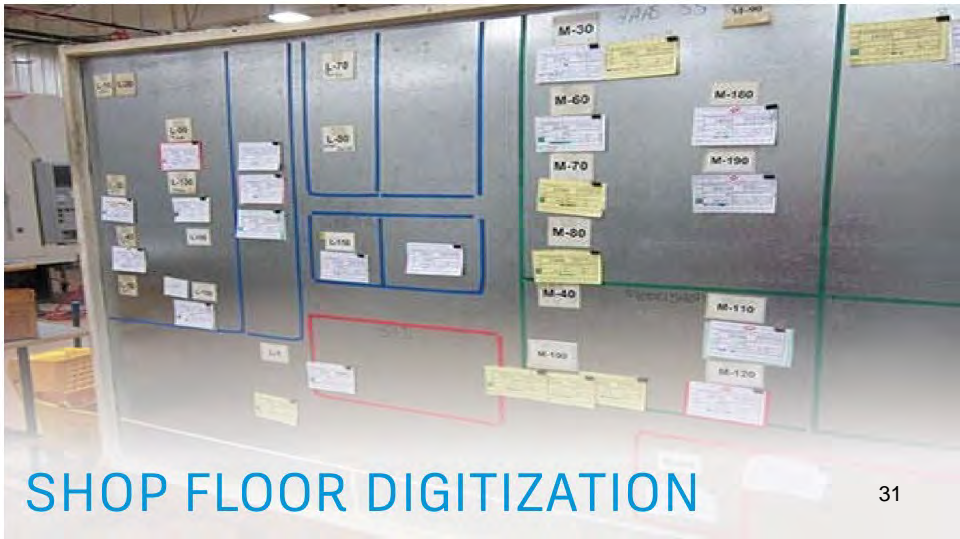


Queued

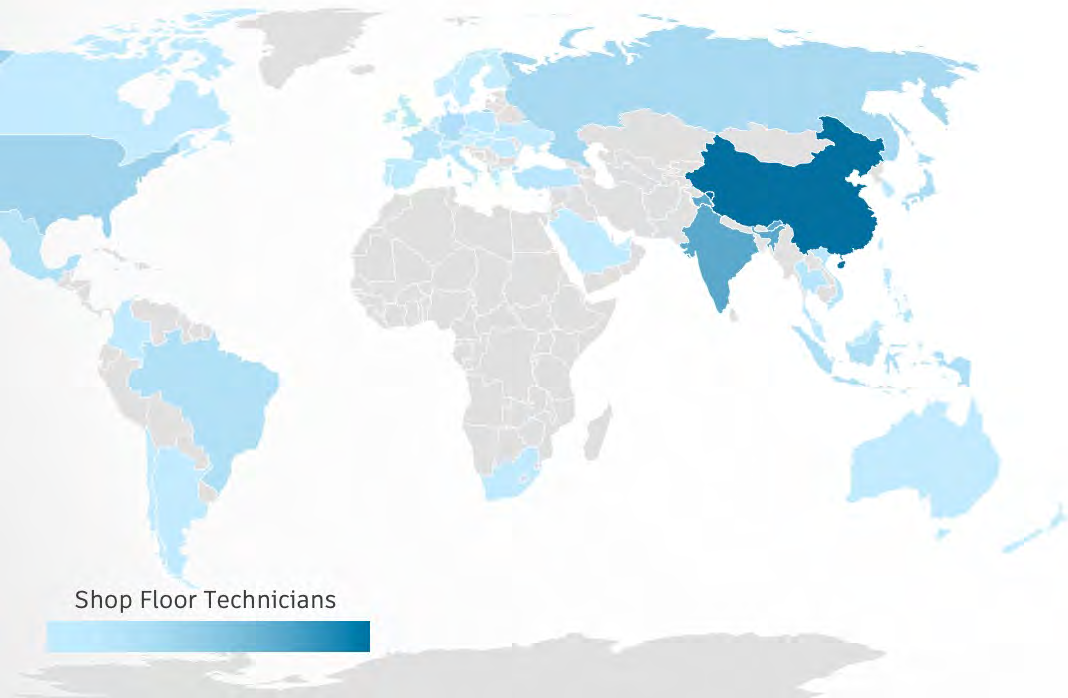
For Chris Proulx,
Vintage Small Sweater
London, UK



Manufacturing Redefined



Retooling of Shop Floor Opportunity



60%


MACHINE SHOPS USE ANALOG PROCESSES & MICROSOFT OFFICE¹

30%

MACHINE SHOP CAPACITY WASTED DUE TO POOR PRODUCTIVITY²

¹ Autodesk research to machine shops Feb 2017
² McKinsey Report: How to navigate digitization of the manufacturing 32 for Modern Machine Shop Report: Top Shops Benchmarking 2017

Industry Growth

 **9M**
Professionals

Building Production Manufacturing
Industrial Machinery
Connected Workflows

**CORE Portfolio
(Collections)**



 **19M**
Professionals

Integrated Product
Development Platform
New Manufacturing Techniques
Generative Design

**Design & Make
Convergence**


Industry Growth

 **9M**
Professionals

Building Production Manufacturing
Industrial Machinery
Connected Workflows

**CORE Portfolio
(Collections)**

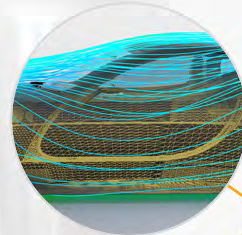


 **19M**
Professionals

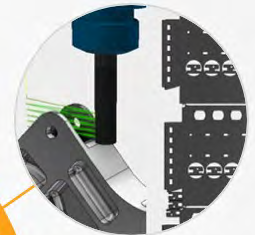
Integrated Product
Development Platform
New Manufacturing Techniques
Generative Design

Design & Make
Convergence

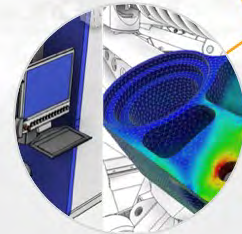
Autodesk Delivering Connected Workflows



SIMULATION



MANUFACTURING



DESIGN



GENERATIVE DESIGN



Autodesk Delivering Unprecedented Value



\$2,500/year



\$5,000-\$50,000

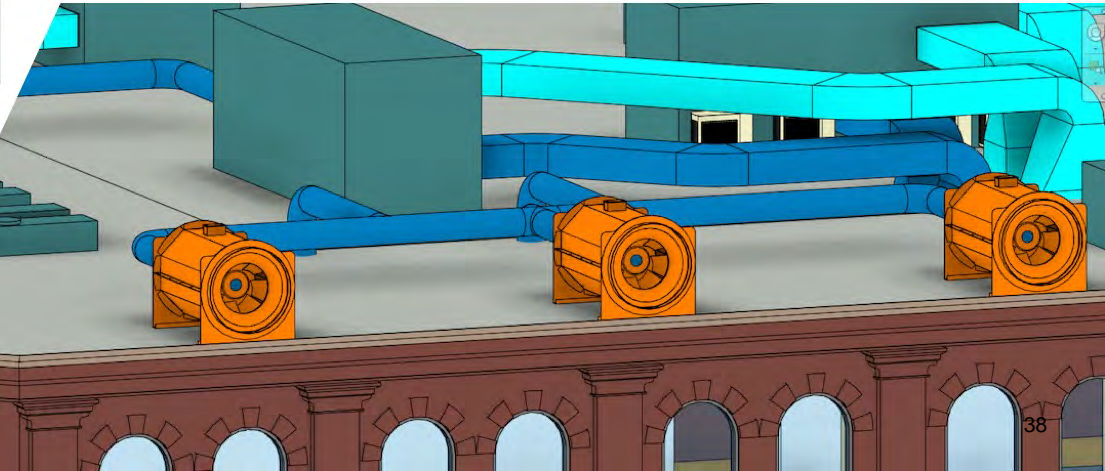
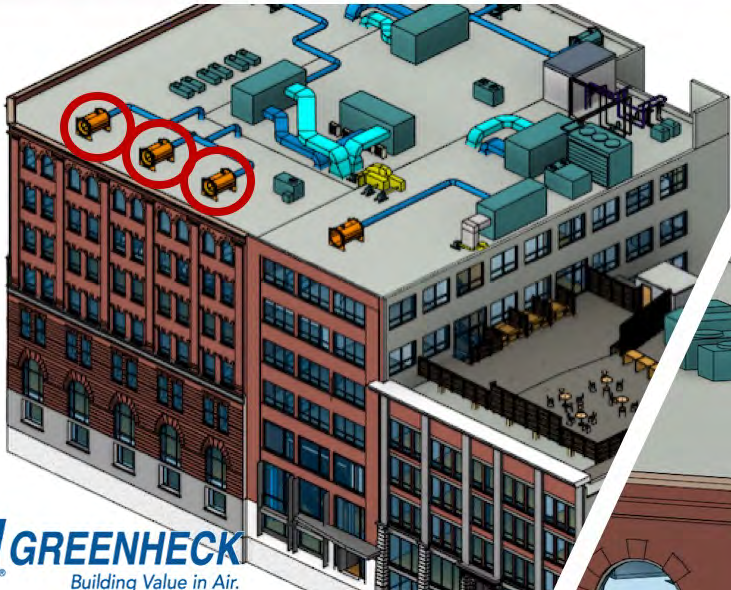
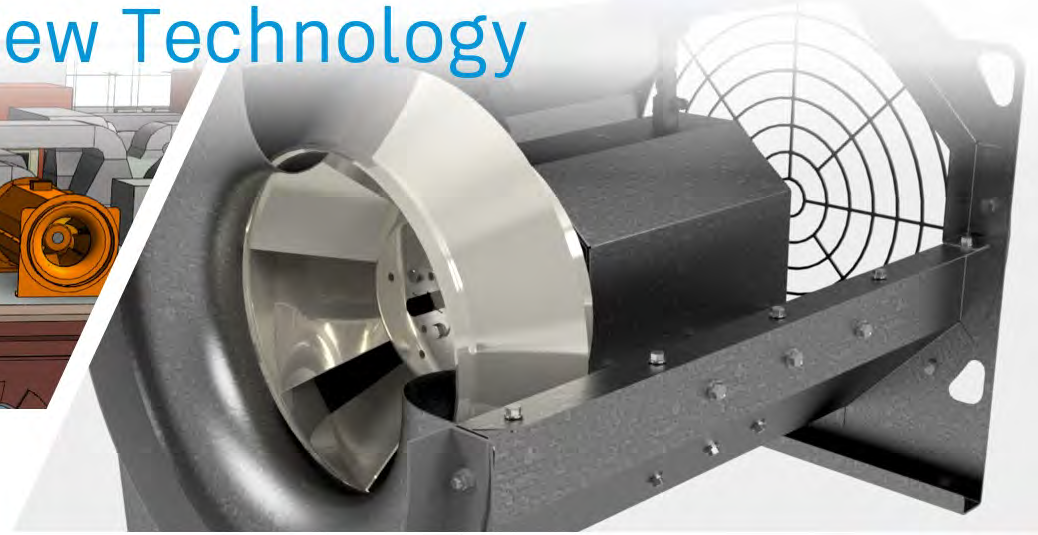
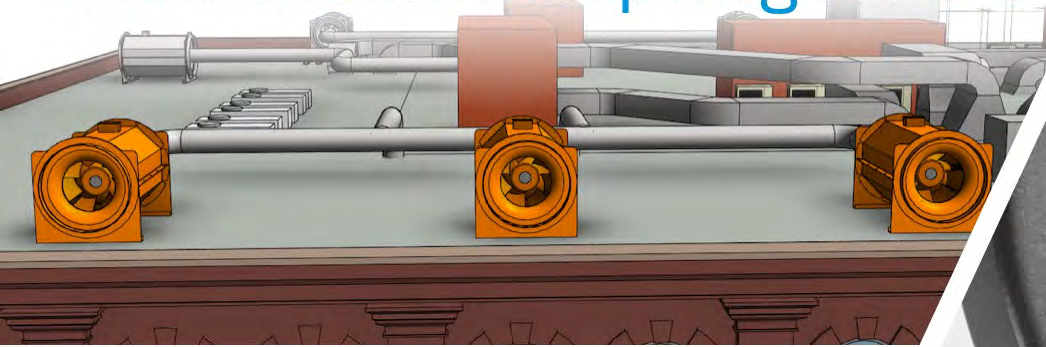


Large End User Base

1.3 Million

BUILDING PRODUCT MANUFACTURING
PROFESSIONALS

Greenheck: Adopting New Technology



Industry Growth

 9M Professionals

 19M Professionals

Building Production Manufacturing
Industrial Machinery
Connected Workflows

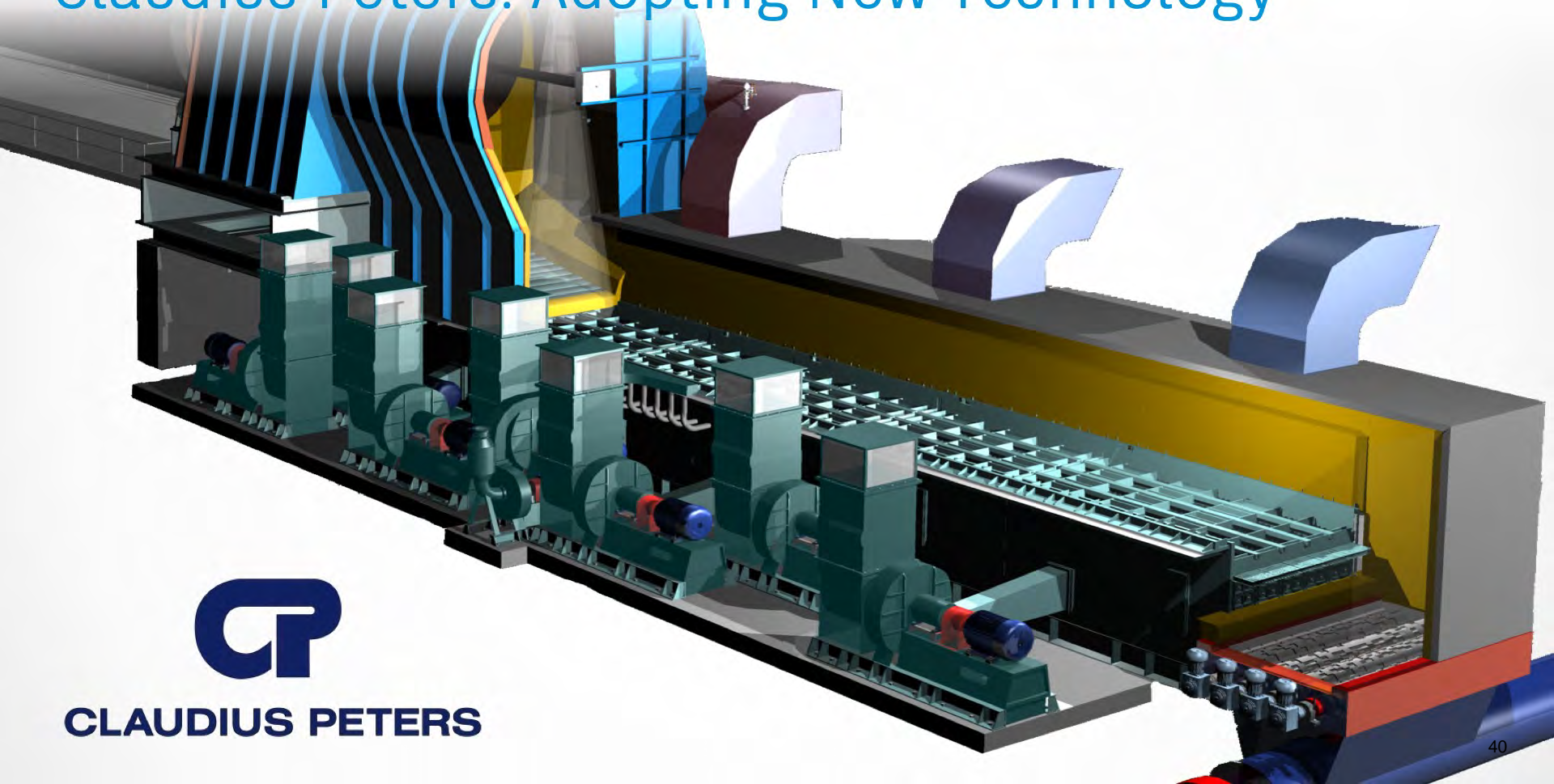
Integrated Product Development Platform
New Manufacturing Techniques
Generative Design

CORE Portfolio (Collections)

Design & Make Convergence



Claudius Peters: Adopting New Technology



CLAUDIUS PETERS

AEC



MANUFACTURING



MEDIA &
ENTERTAINMENT



NON-PAYING
USERS



Media & Entertainment Trends



Urbanization

Climate Change & Sustainability

Globalization

New Production Techniques

Automation

Productivity

Rising Middle Class

Distributed Manufacturing

Immersive Environments

Manufacturing in Construction

Supply Shocks

Asset Performance

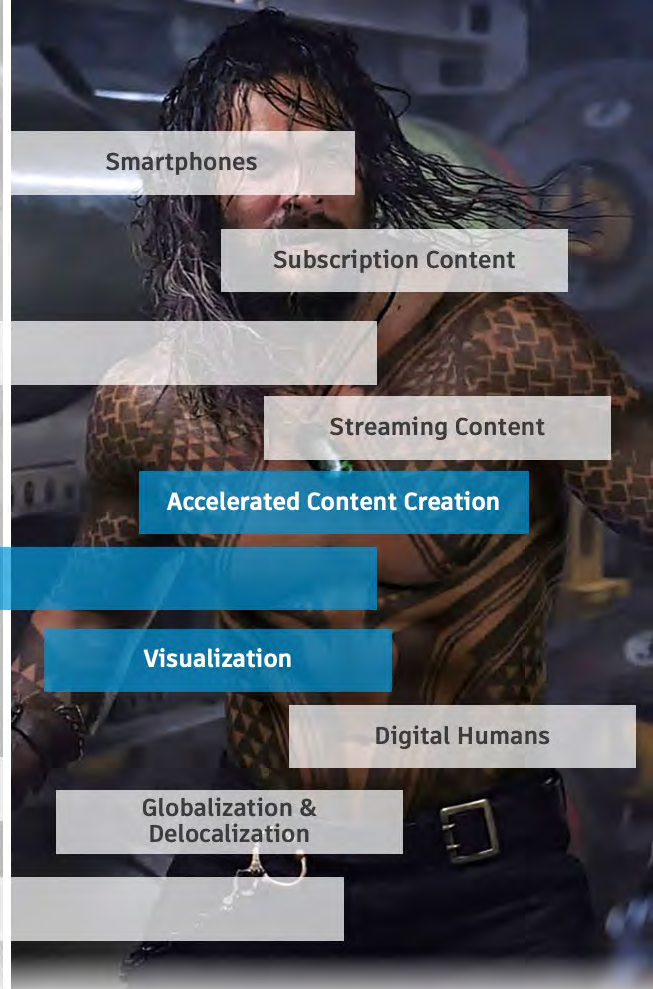
BIM Mandates

Mass Production & Customization

Waste

ARCHITECTURE, ENGINEERING & CONSTRUCTION

MANUFACTURING



Smartphones

Subscription Content

Streaming Content

Accelerated Content Creation

Visualization

Digital Humans

Globalization & Delocalization

MEDIA & ENTERTAINMENT

Growth Opportunity in Media & Entertainment



MAYA®



3DS MAX®

SHOTGUN

Benefits of Media & Entertainment

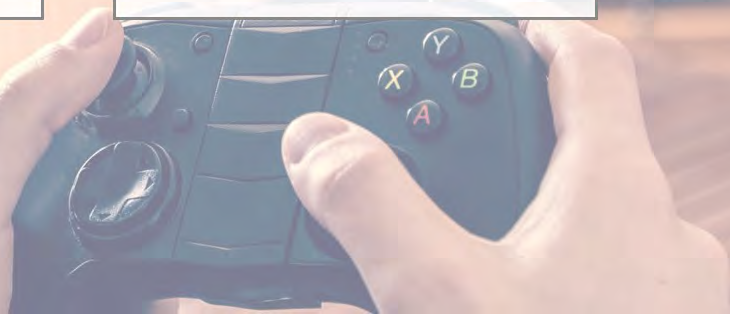


AUTODESK.

DRIVES BRAND
VISIBILITY



VISUALIZATION &
IMMERSIVE
ENVIRONMENTS



AEC



MANUFACTURING



MEDIA &
ENTERTAINMENT



NON-PAYING
USERS



Monetizing Non-Paying Users Creates Opportunity

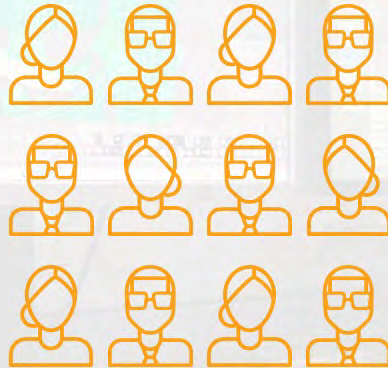
4M

PAYING
SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



2M

LEGACY USERS



Non-Paying: What We Know



12M

NON-COMPLIANT USERS



2M

LEGACY USERS



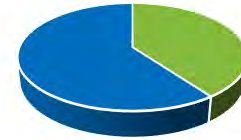
5 Products account for

98%

of non-compliant



China #1
US #2



41%

of legacy users use
versions more than
5 years old

Autodesk Growth Opportunity

EXPAND IN INDUSTRIES

\$59B

DESIGN & MAKE
TAM BY 2023

MONETIZE NON-PAYING USERS

14M

Sources:

- Cambashi FY20 Application TAM
- AEC data modelled from FY21 Cambashi Professions Dataset

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AUTODESK®

Make anything.