

# 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](http://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



THE MARKET  
OPPORTUNITY



DRIVING  
INDUSTRY GROWTH



MONETIZING  
NON-COMPLIANT USERS



# Today's Discussion



THE MARKET  
OPPORTUNITY



DRIVING  
INDUSTRY GROWTH



MONETIZING  
NON-COMPLIANT USERS





Sustainability

Productivity

Supply chain reorganization

Mass production for customization

Streaming & subscriptions content

Increasing digital waste

# INDUSTRY TRENDS

Suburbanization

Cloud collaboration

Process digitization

Automation

Real-time content

New online platforms

# TRENDS

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



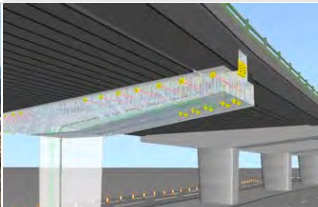
Streaming & subscription content



Increasing digital waste



Suburbanization



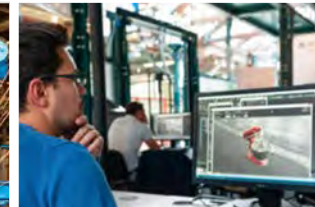
Cloud collaboration



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



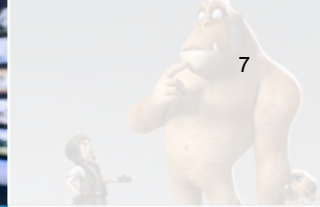
Supply chain reorganization



Mass production and customization



Streaming & subscription content



Increasing digital waste



Suburbanization



Cloud collaboration



Process digitization



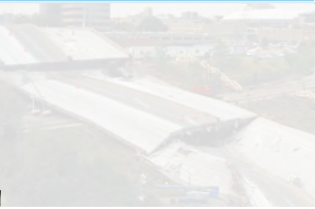
Automation



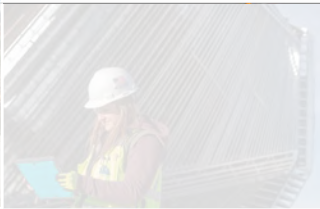
Real-time content creation



New online platforms



Asset performance



BIM mandates



Manufacturing x construction



Smart products



Cloud (production 3.0)



Globalization

# ARCHITECTURE, ENGINEERING & CONSTRUCTION

# DESIGN & MANUFACTURING

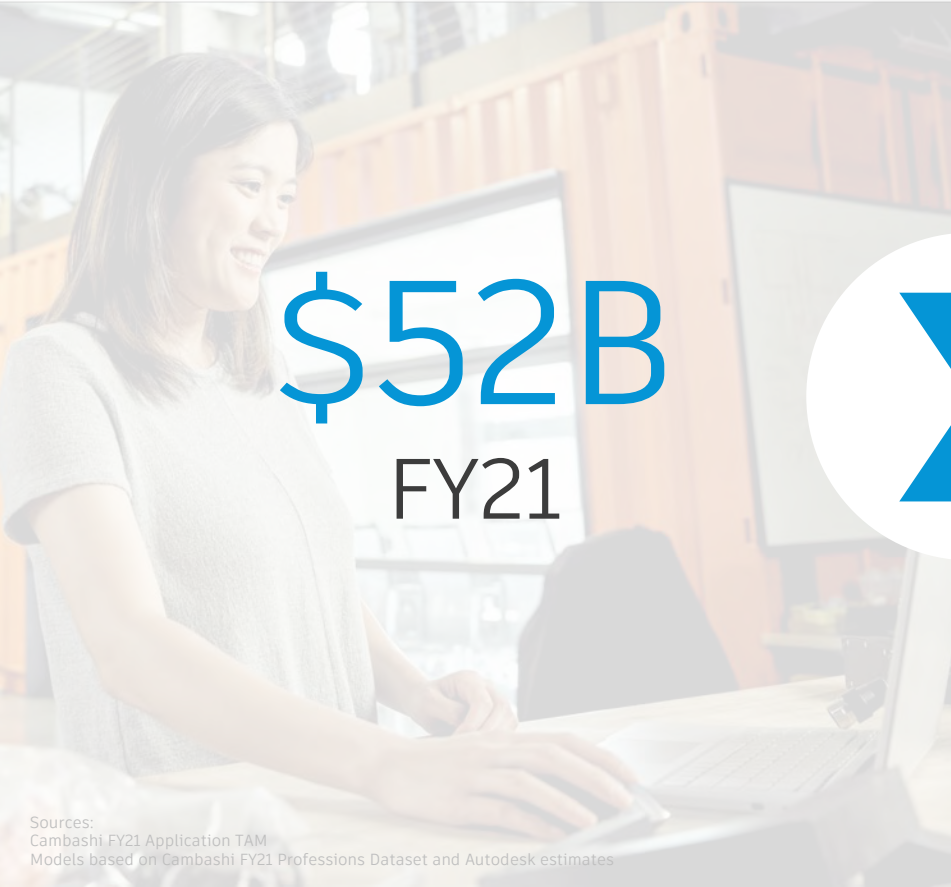
# MEDIA & ENTERTAINMENT

Multi-family-house with 2-4 room apartments

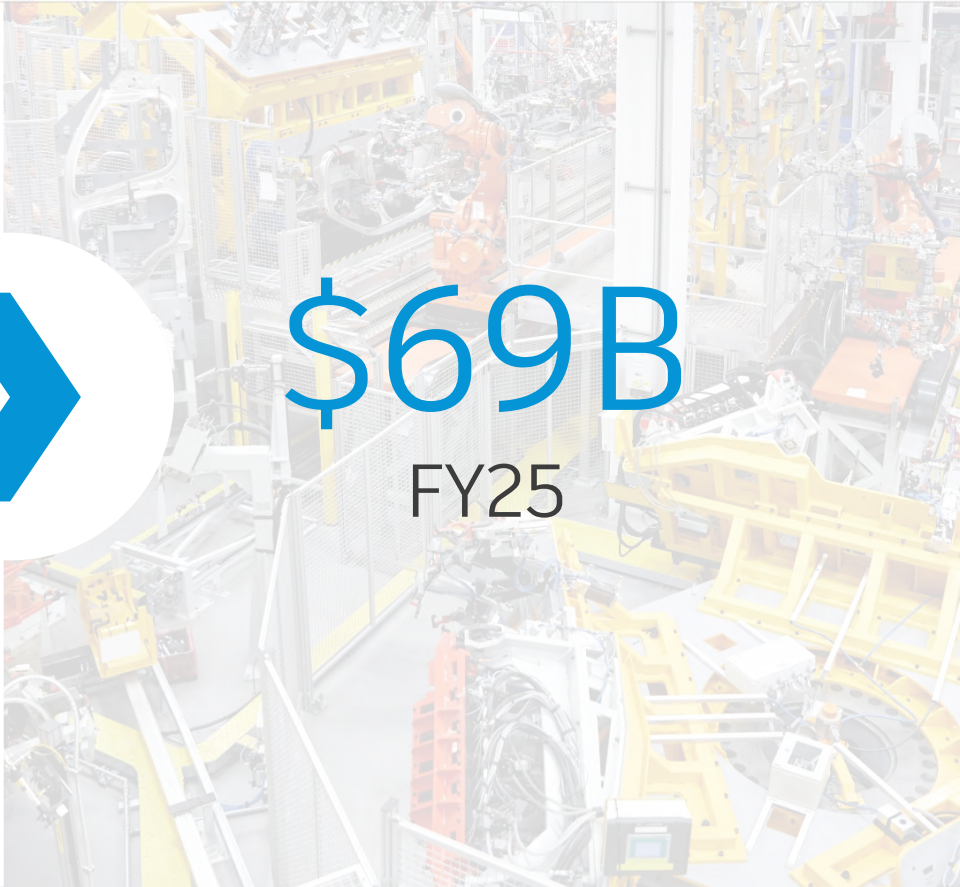
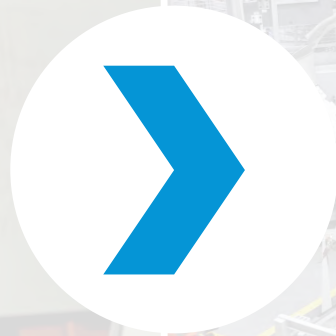




# Total Addressable Market



**\$52B**  
FY21



**\$69B**  
FY25

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



# Monetizing Non-Paying Users Creates Opportunity<sup>11</sup>

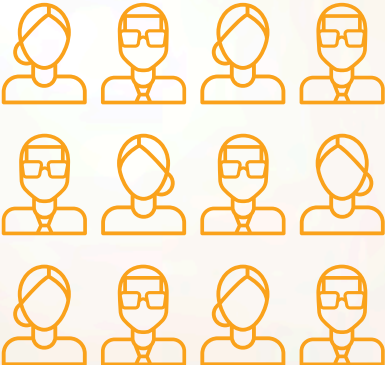
5M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



2M

LEGACY USERS



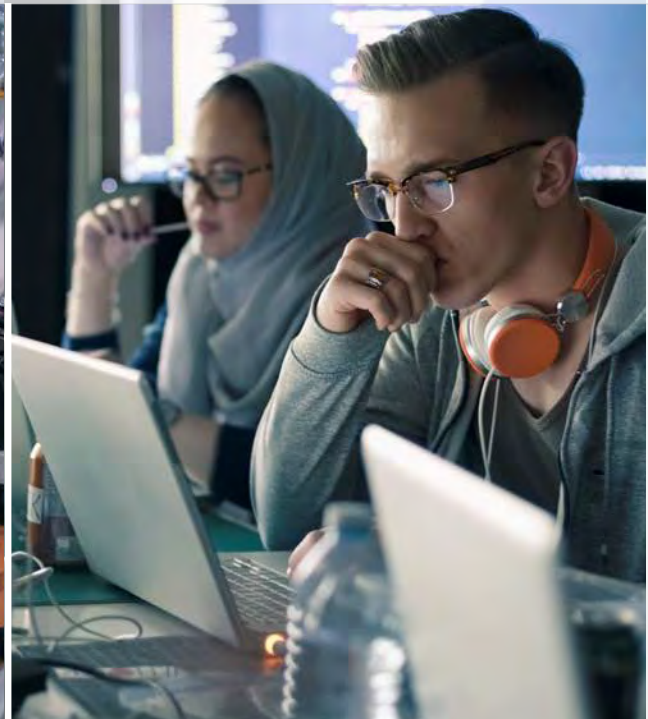
# Today's Discussion



THE MARKET  
OPPORTUNITY



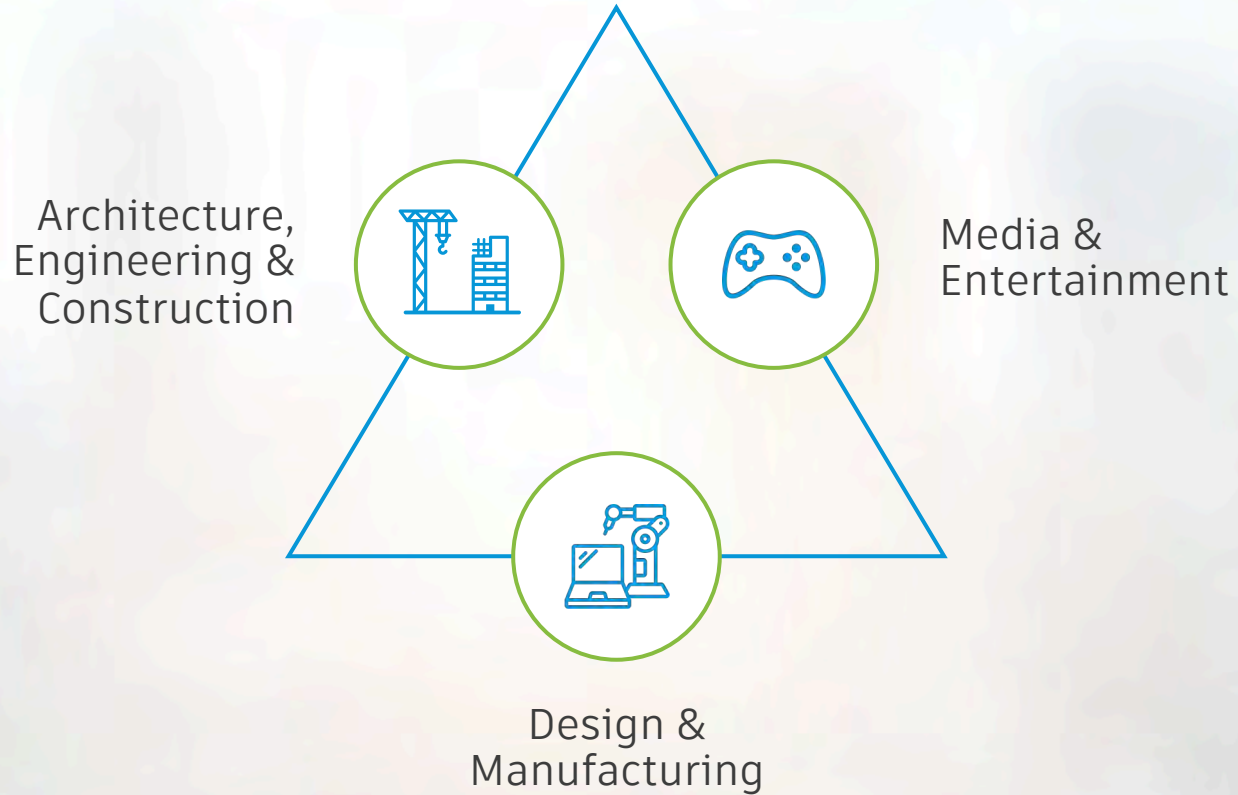
DRIVING  
INDUSTRY GROWTH



MONETIZING  
NON-COMPLIANT USERS



# Exploring Our Industries



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

# \$13B

## Make TAM



- Documentations
- Preconstruction
- Site Execution

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



SUSTAINABILITY



ASSET PERFORMANCE



PRODUCTIVITY

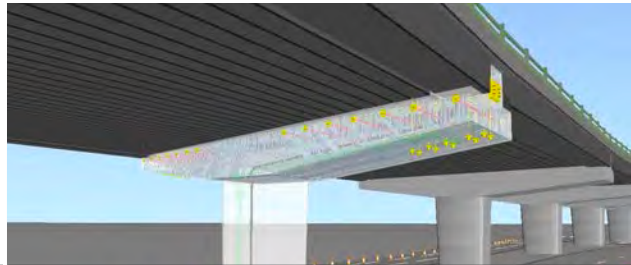


# AEC INDUSTRY TRENDS

SUBURBANIZATION



CLOUD COLLABORATION



BIM MANDATES

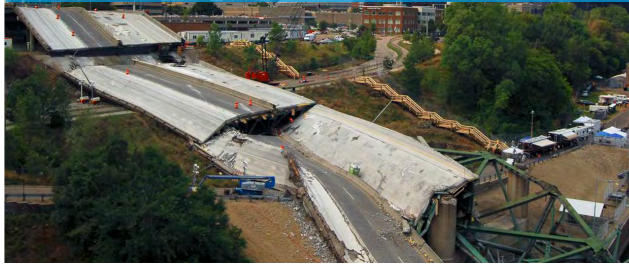




SUSTAINABILITY



ASSET PERFORMANCE



PRODUCTIVITY

19

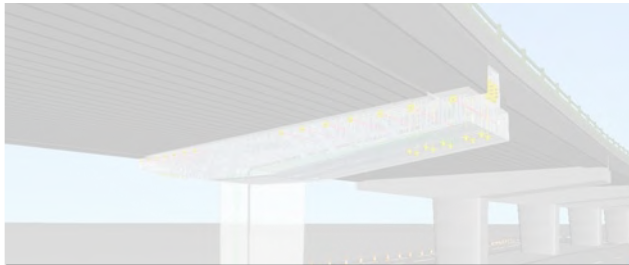


# AEC INDUSTRY TRENDS

SUBURBANIZATION



CLOUD COLLABORATION



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



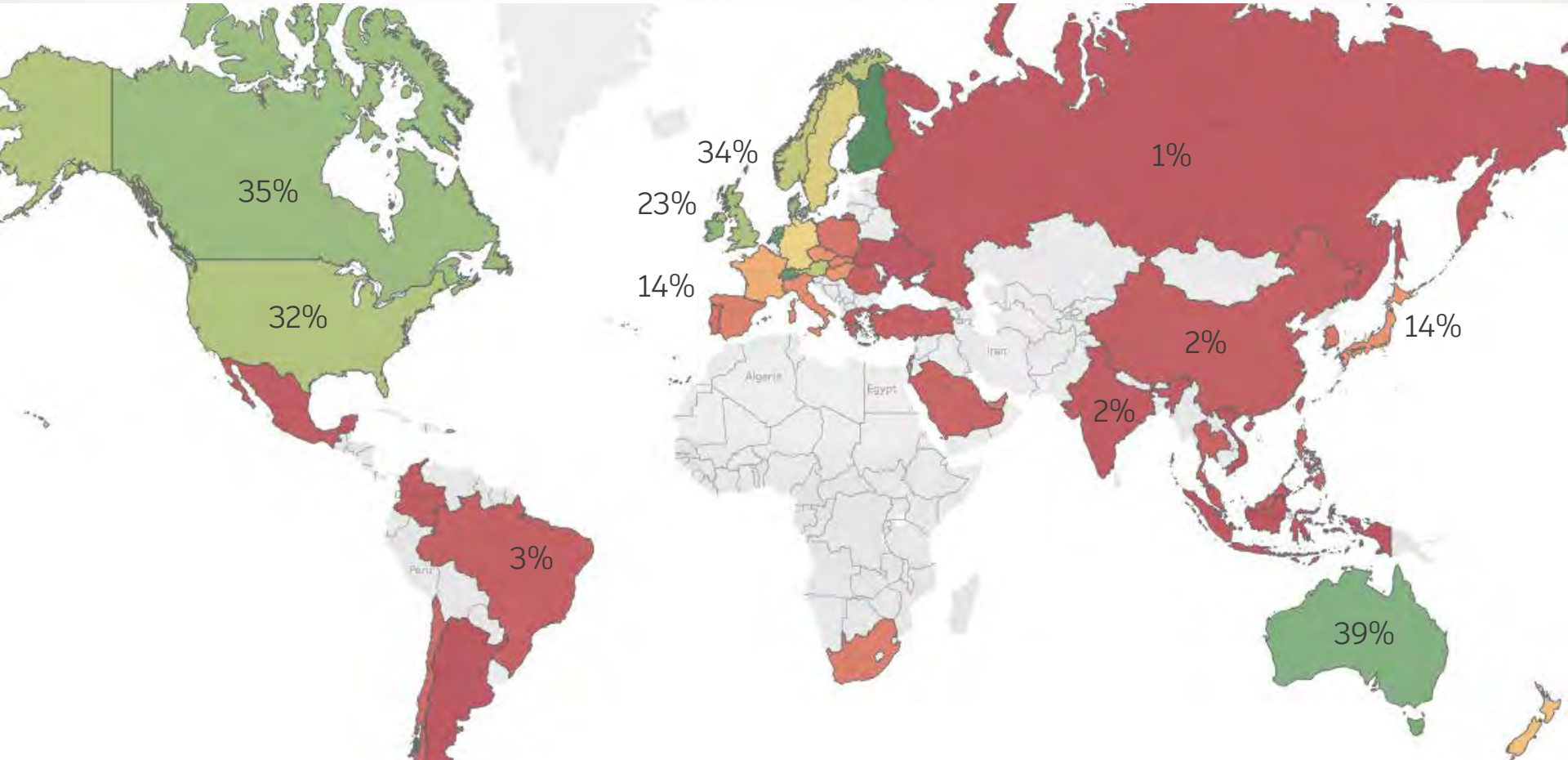
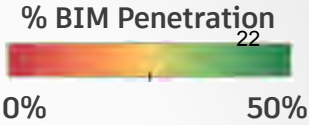
CZECH REPUBLIC



PERU



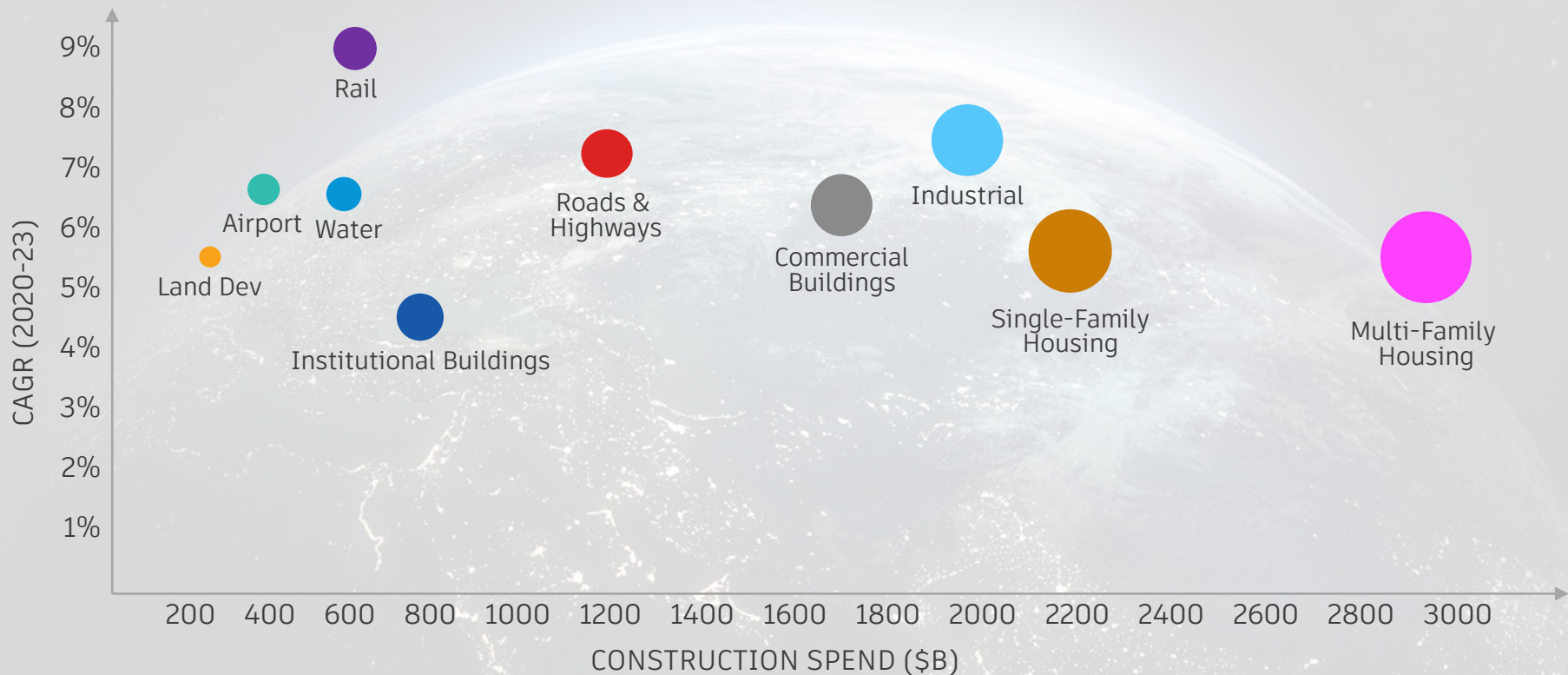
# BIM Penetration







# 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





# \$655 M

## RAIL OPPORTUNITY

# The Rail Opportunity

By FY24:

30%

INCREASE  
IN PASSENGER KM

20%

INCREASE  
IN FREIGHT TON KM

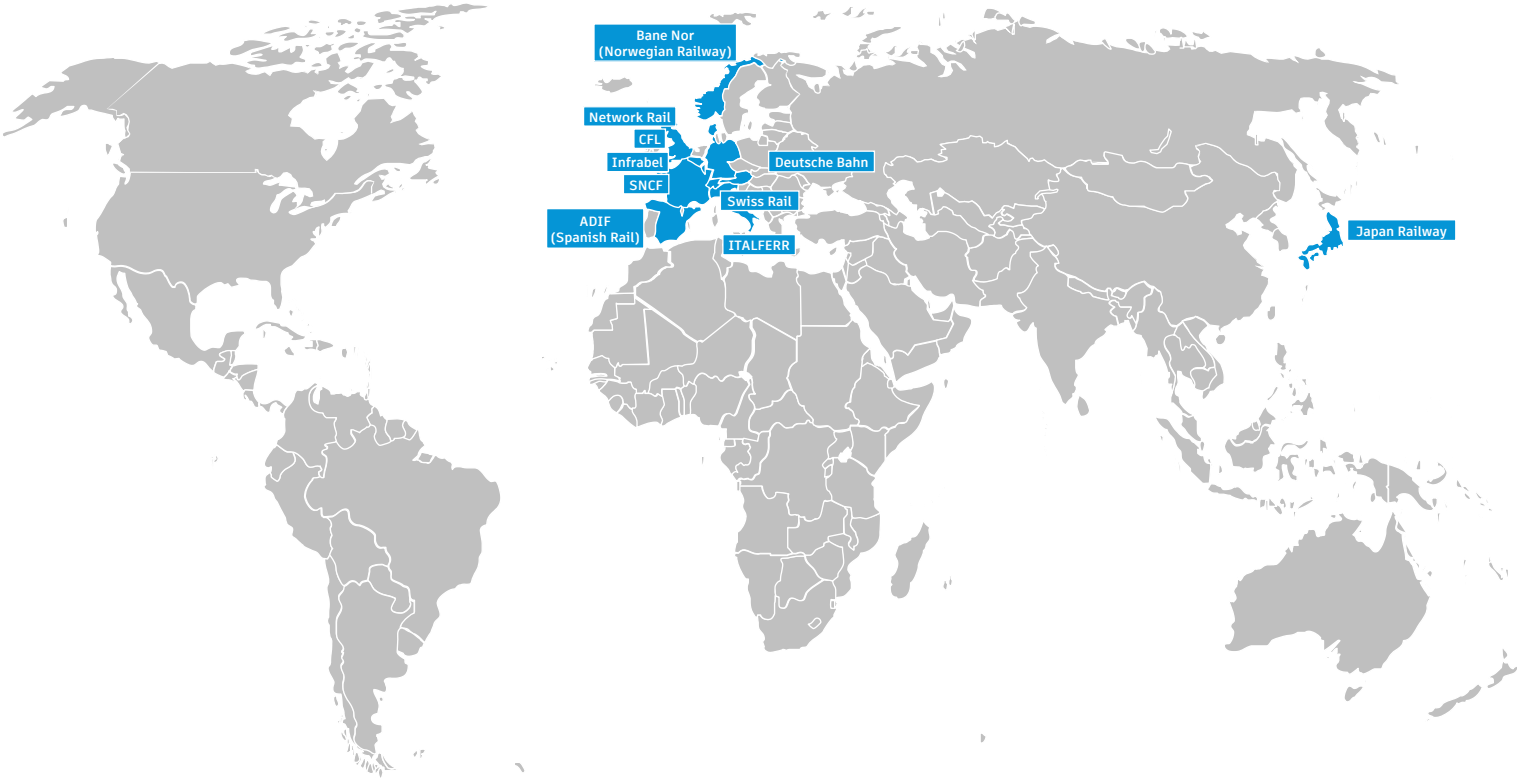
172K

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

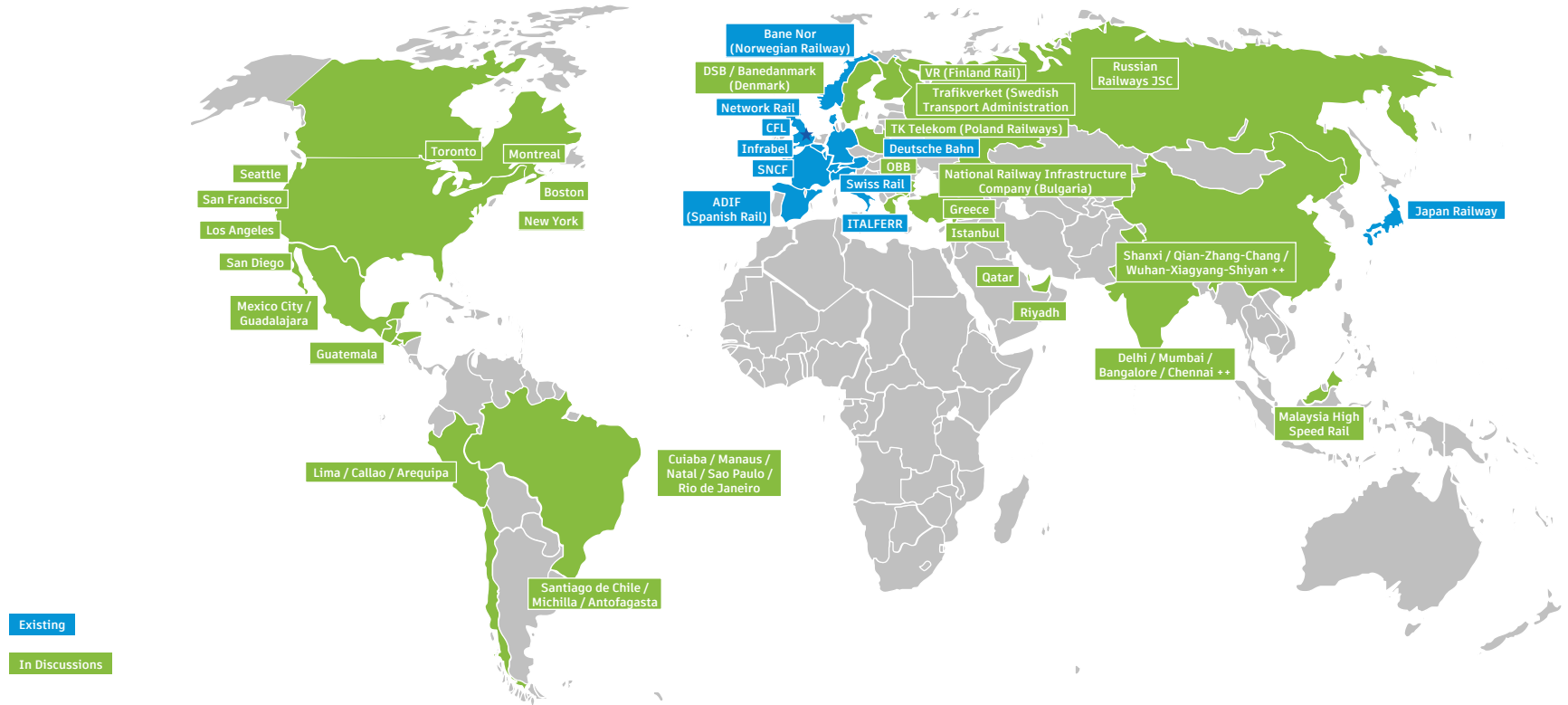
# Rail Footprint



Existing



# Rail Growth into FY21





**OSLO**

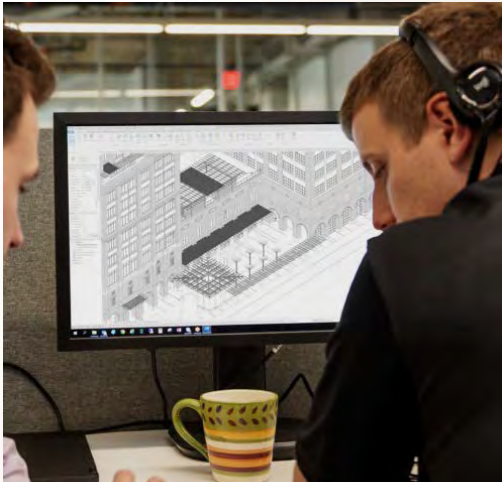
**SKI**

NOR

# 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 CNC machine, with a yellow warning sign featuring a person falling. The image is faded and serves as a backdrop for the text.

# \$33B

DESIGN & MANUFACTURING  
TAM THROUGH FY25

A background image of a man in a blue shirt smiling and holding a large, white, 3D printed part. The image is faded and serves as a backdrop for the text.

# 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

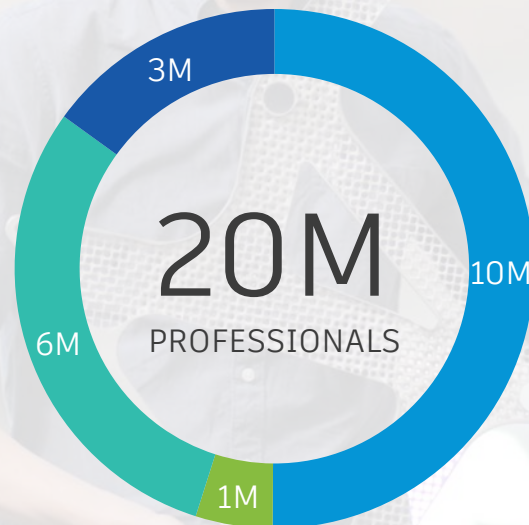
## Design TAM



- Drafters
- Mechanical Engineers
- Electrical Engineers
- Other

# \$14B

## Make TAM



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

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



SUPPLY CHAIN  
REORGANIZATION



MANUFACTURING  
X CONSTRUCTION



AUTOMATION

34



# DESIGN & MANUFACTURING INDUSTRY TRENDS

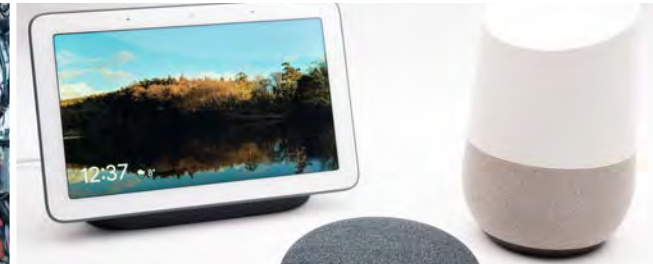
PROCESS DIGITIZATION



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

\$925M

OPPORTUNITY  
IN BUILDING PRODUCTS  
MANUFACTURERS & FABRICATORS



File Architecture Structure Steel Systems Insert Annotate Analyze Massing & Site Collaborate View Manage Add-Ins Vault Modify

Modify View Templates Visibility/Graphics Filters Thin Lines Show Hidden Lines Hidden Lines Profile Render in Cloud Render in Cloud Gallery 3D View Section Callout Plan Views Elevation Drafting View Duplicate View Legends Schedules Scope Box Sheet View Title Block Revisions Guide Matchlines View Reference Viewports Switch Windows Erase Inactive Tab Views Tile Views User Interface 37

Select Graphics Presentation Create Sheet Composition Windows

Properties 3D View

3D View: 3D Edit Type

Graphics

Detail Level	Fine
Parts Visibility	Show Original
Visibility/Graphics...	Edit...
Graphic Display O...	Edit...
Discipline	Coordination
Default Analysis D...	None
Sun Path	<input type="checkbox"/>

Extents

Crop View	<input type="checkbox"/>
Crop Region Visible	<input type="checkbox"/>
Far Clip Active	<input type="checkbox"/>
Far Clip Offset	1000 0"
Scope Box	None
Section Box	<input checked="" type="checkbox"/>

Camera

Rendering Settings Edit Apply

Project Browser - AS-AK-00-ZZ-M3-A-0000...

- Views (all)
  - Floor Plans
  - Ceiling Plans
  - 3D Views
    - 3D
    - 3D Energy Model
    - 3D Exterior Perspective
    - 3D Exterior Solar Shading
    - 3D Exterior Solar Shading Coordin
    - 3D Lighting Analysis
    - 3D Wall Position
  - Elevations (Standard Ansichtensymb
  - Sections (Building Section)
  - Legends
  - Schedules/Quantities (all)
  - Sheets (all)
    - A.0.01 - Layouts
    - A.0.02 - Elevations
    - A.3.01 - Sections
    - C.0.01 - Inventory
  - Families
  - Annotation Symbols





# POSITIONED TO WIN

IN BUILDING PRODUCTS  
MANUFACTURERS &  
FABRICATORS



Integration of Products  
to Drive Competitive  
Differentiation



Cloud Automation Enables  
Highly Customizable  
Building Products



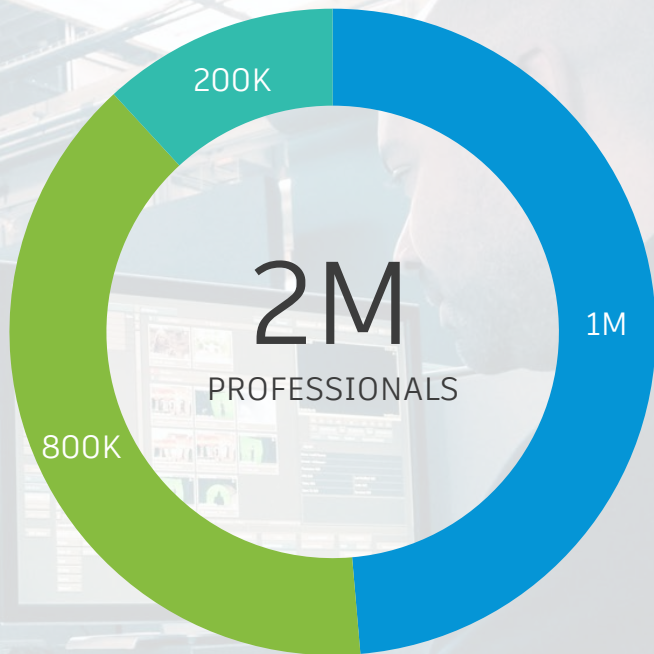
Leadership in  
Manufacturing and  
Construction





# MEDIA & ENTERTAINMENT

# \$5 B 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



Blitrost



**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 Opportunity <sup>47</sup>

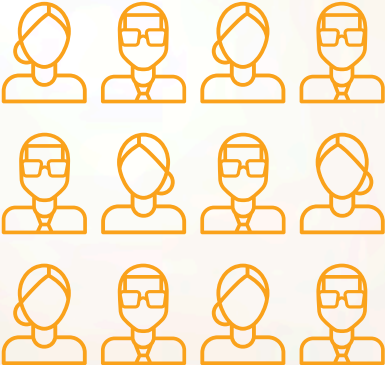
5M

PAYING SUBSCRIPTIONS



12M

NON-COMPLIANT USERS



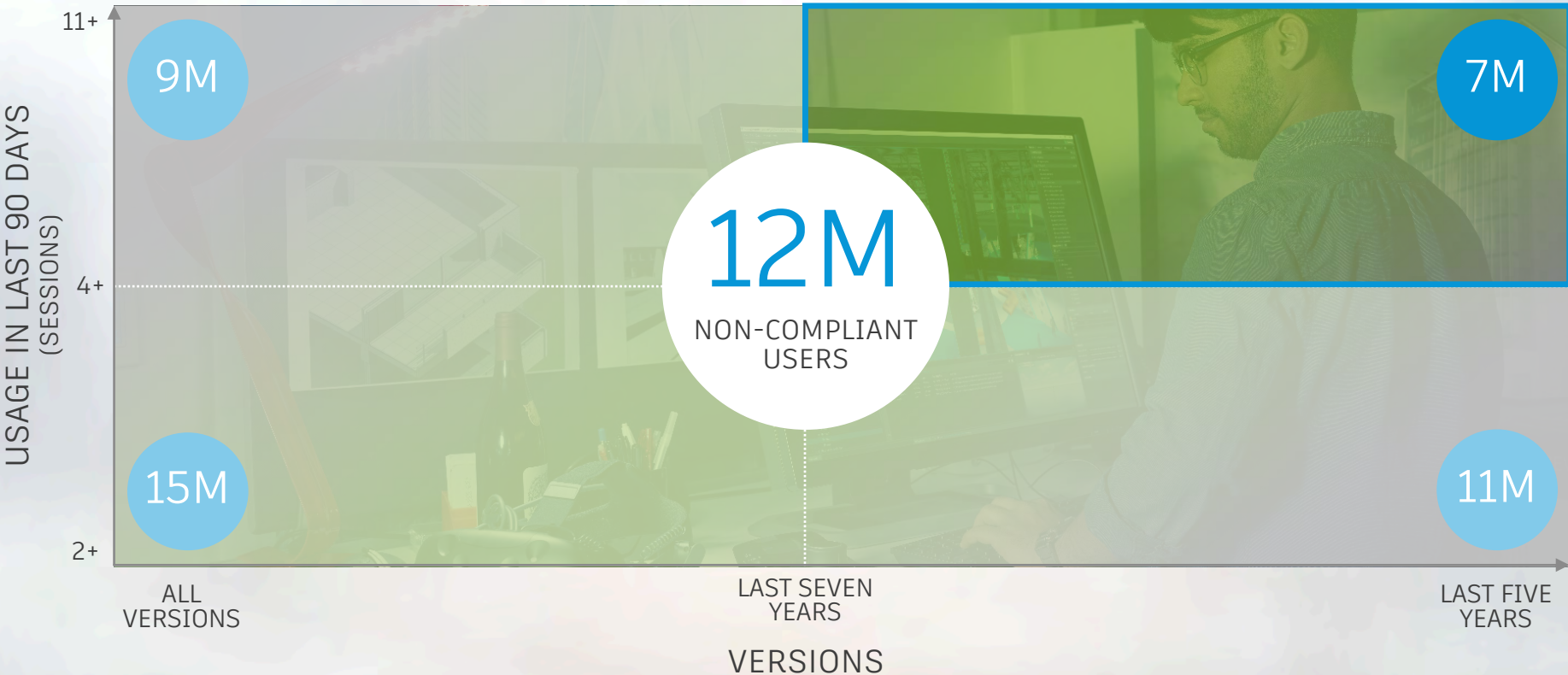
2M

LEGACY USERS



# Non-Compliant User Base

Granular perspective





A man and a woman are sitting on a grey couch in a modern office environment. They are both smiling and looking at a smartphone held by the woman. The office has a high ceiling with exposed pipes and a staircase in the background.

# 2M

NON-COMPLIANT USERS WITHIN  
PAYING CUSTOMER BASE

# Understanding More About Our Non-Compliant Base

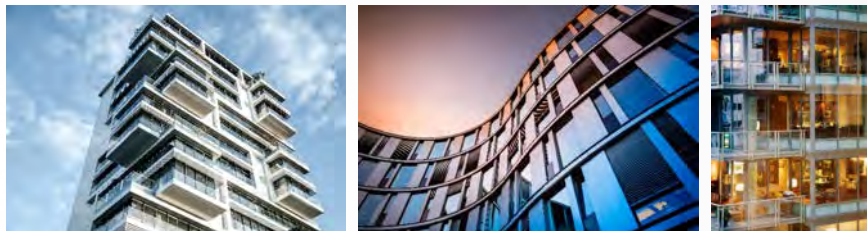
DETECTED IN MORE THAN  
**100 COUNTRIES**



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

## BUYER PROFILE

Architect, Individual Business Owner



### WORK RELATED

Industry	AEC   Residential Buildings
Company Name	Customer X
URL	<a href="https://www.adskcustomerx.com">https://www.adskcustomerx.com</a>
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

# Autodesk Growth Opportunity



\$69B

DESIGN & MAKE  
TAM BY FY25



14M

MONETIZABLE  
NON-PAYING USERS



