



Meeting with Autodesk Management

Carl Bass

Chief Executive Officer and President

June 29, 2011

Agenda

- FY11 review
- Customer segmentation
- Go-to-market opportunities
 - Channels
 - Emerging markets
 - Suites
- Key product initiatives
 - Consumer
 - Cloud

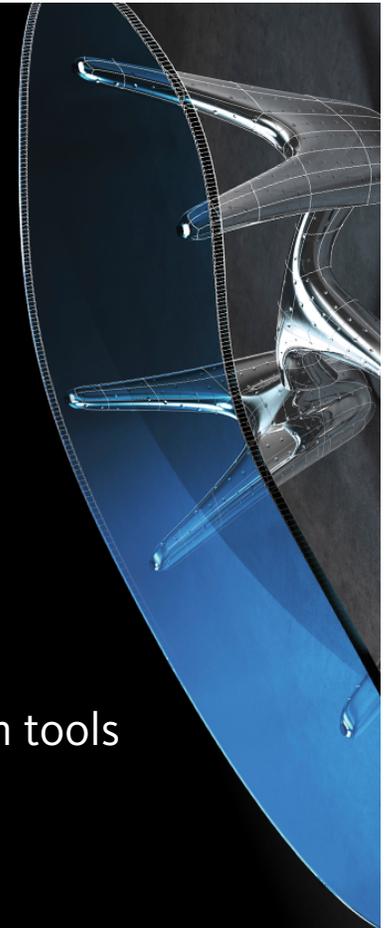


Solid Execution in FY11

- Strong revenue growth: 14%
- Improved profitability
 - Significant operating margin expansion: 480 bps
 - Strong earnings growth: 260% GAAP/33% non-GAAP
- Strong cash flow from operations growth: 119%
- Invested in future growth
- Continued focus on cost containment

Core Businesses Performing Well

- **Manufacturing has recovered**
 - Q4FY11 was record revenue
- **AEC continues to recover**
 - Recovering at a slower pace
- **Media and Entertainment**
 - Mobile, casual gaming, and advertising driving demand for 3D creation tools
- **Platform Solutions and Emerging Business**
 - Solid growth in FY11



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Leading Solutions in All of Our Industries

AEC



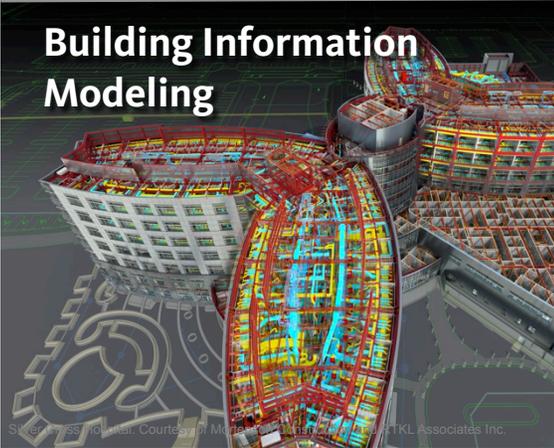
Manufacturing



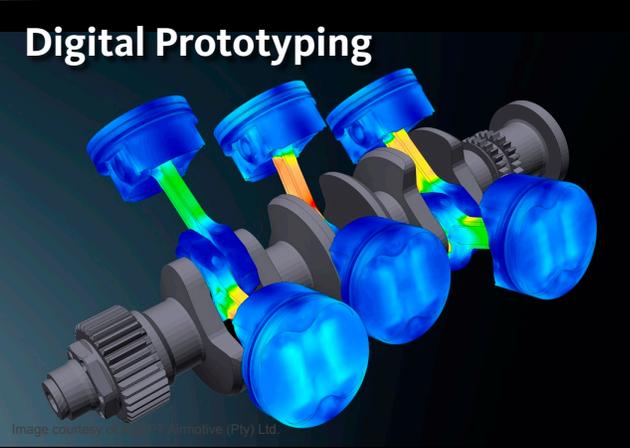
M&E



Building Information Modeling



Digital Prototyping



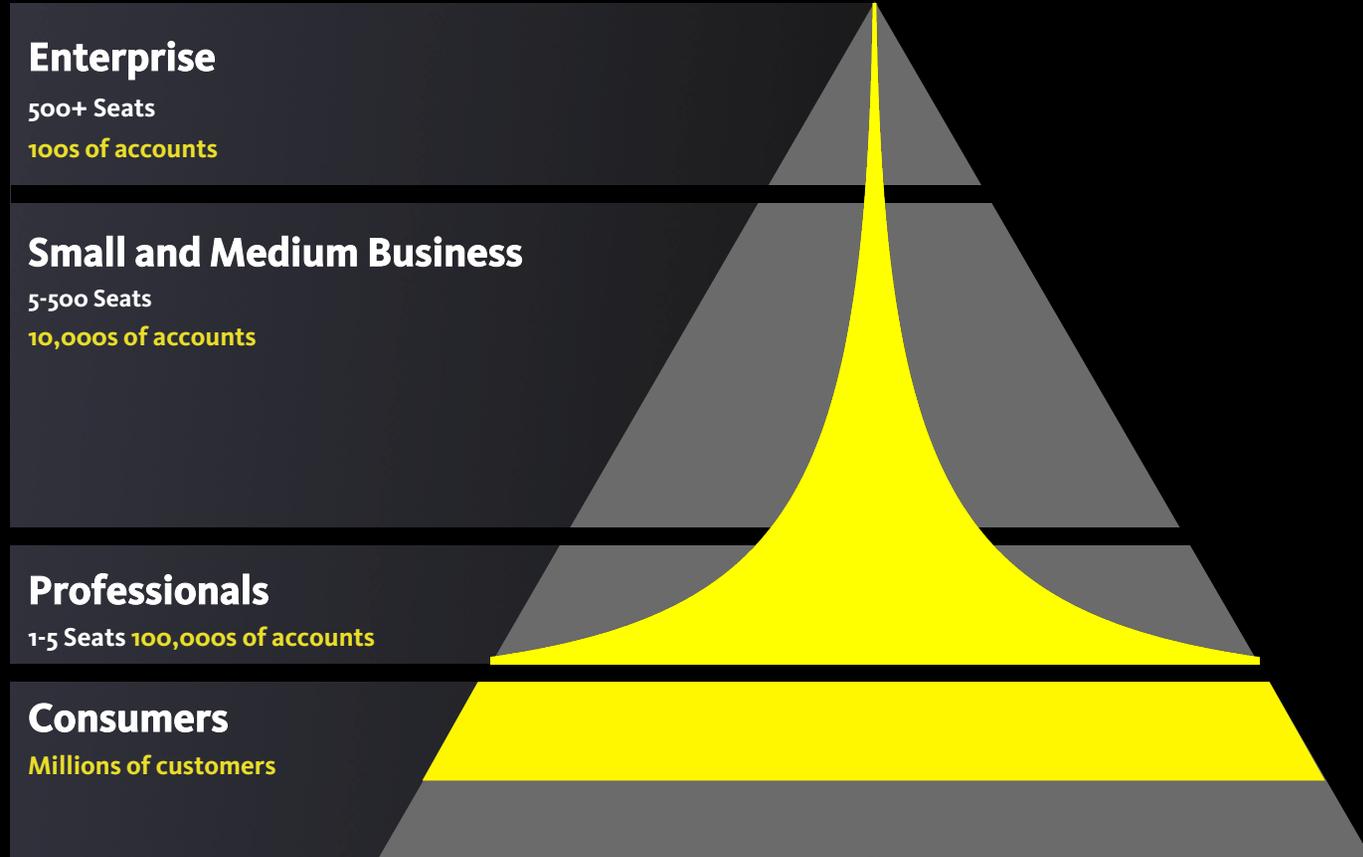
Digital Entertainment Creation



Total Addressable Market

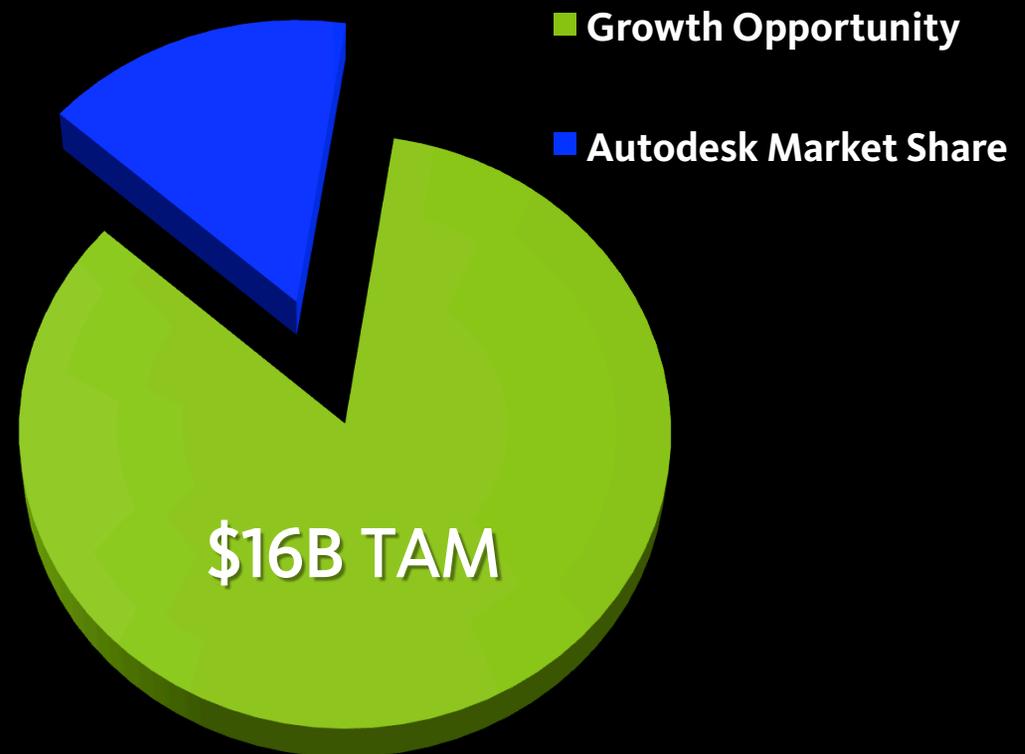
\$16 Billion

Autodesk Customers



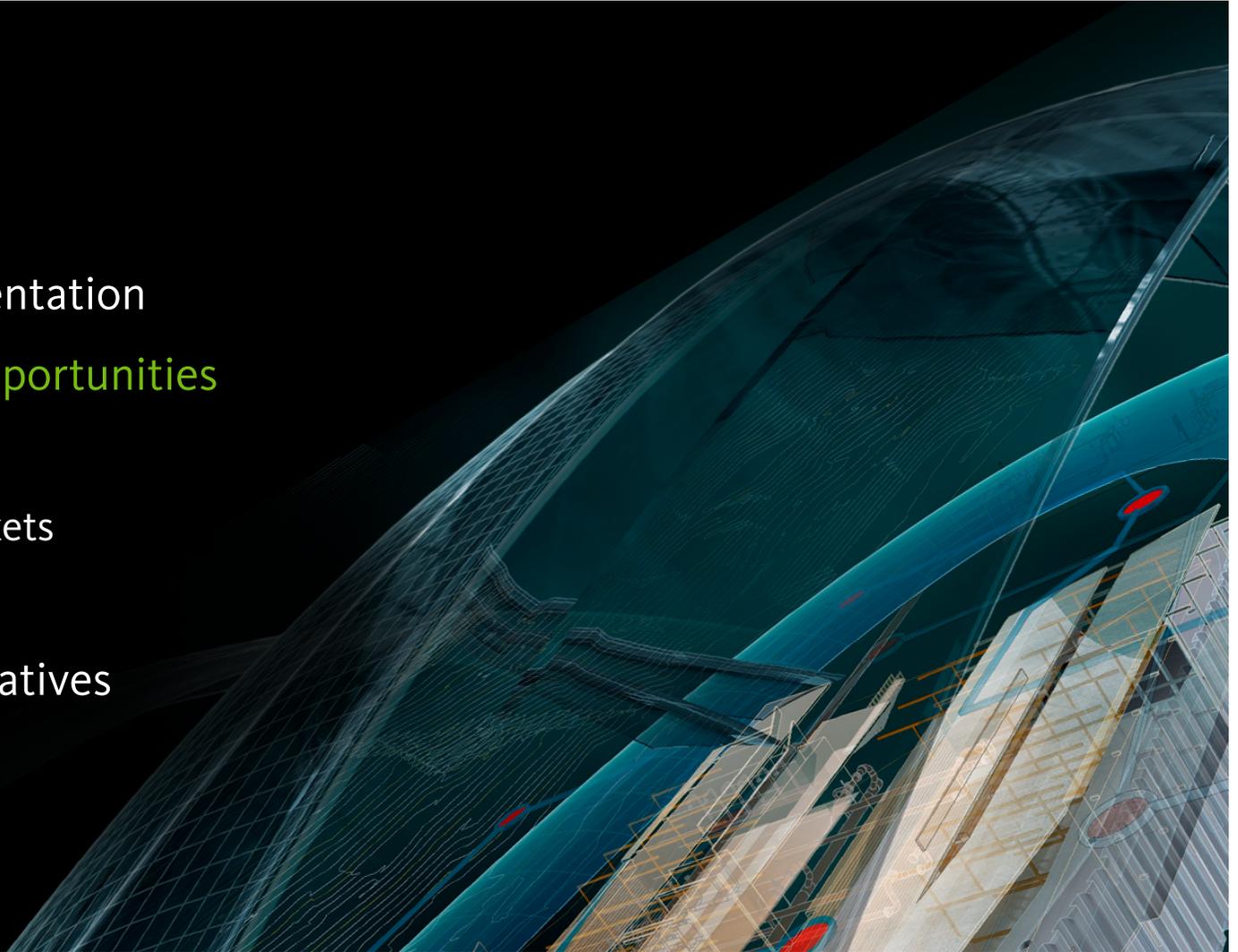
Growth Opportunities

- Suites
- Adjacent markets
 - Simulation
 - PLM
 - Construction
- Subscription and web services
- Emerging economies



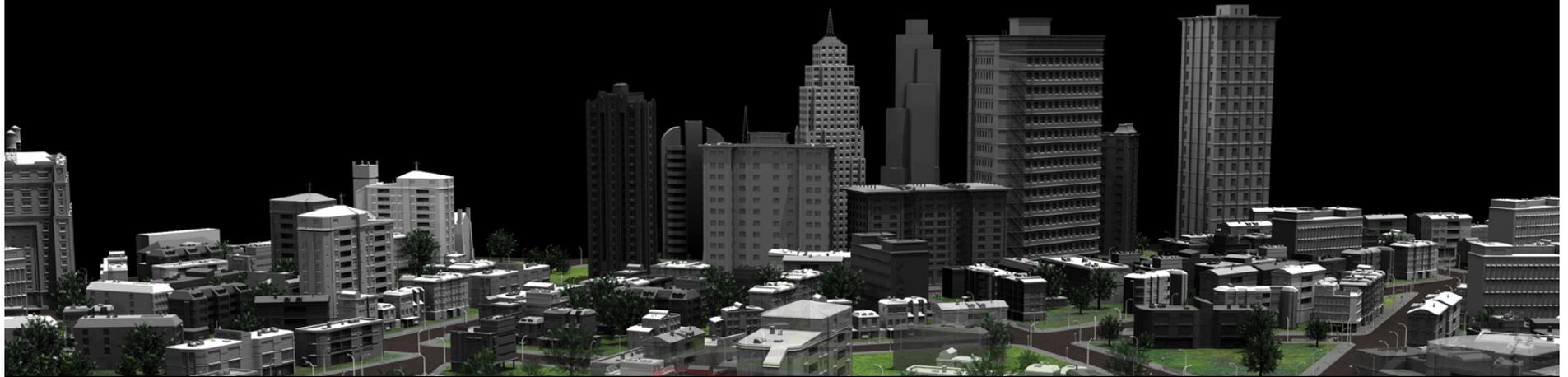
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Broad Global Business Network

- 2,000 Channel Partners
- 3,400 Development Partners
- 1,200 Authorized Training Centers



Optimized Channel Framework

Enterprise

500+ Seats

100s of accounts

Direct and
VAR

Small and Medium Business

5-500 Seats

10,000s of accounts

VAR

Professionals

1-5 Seats 100,000s of accounts

VAR, volume and e-business

Consumers

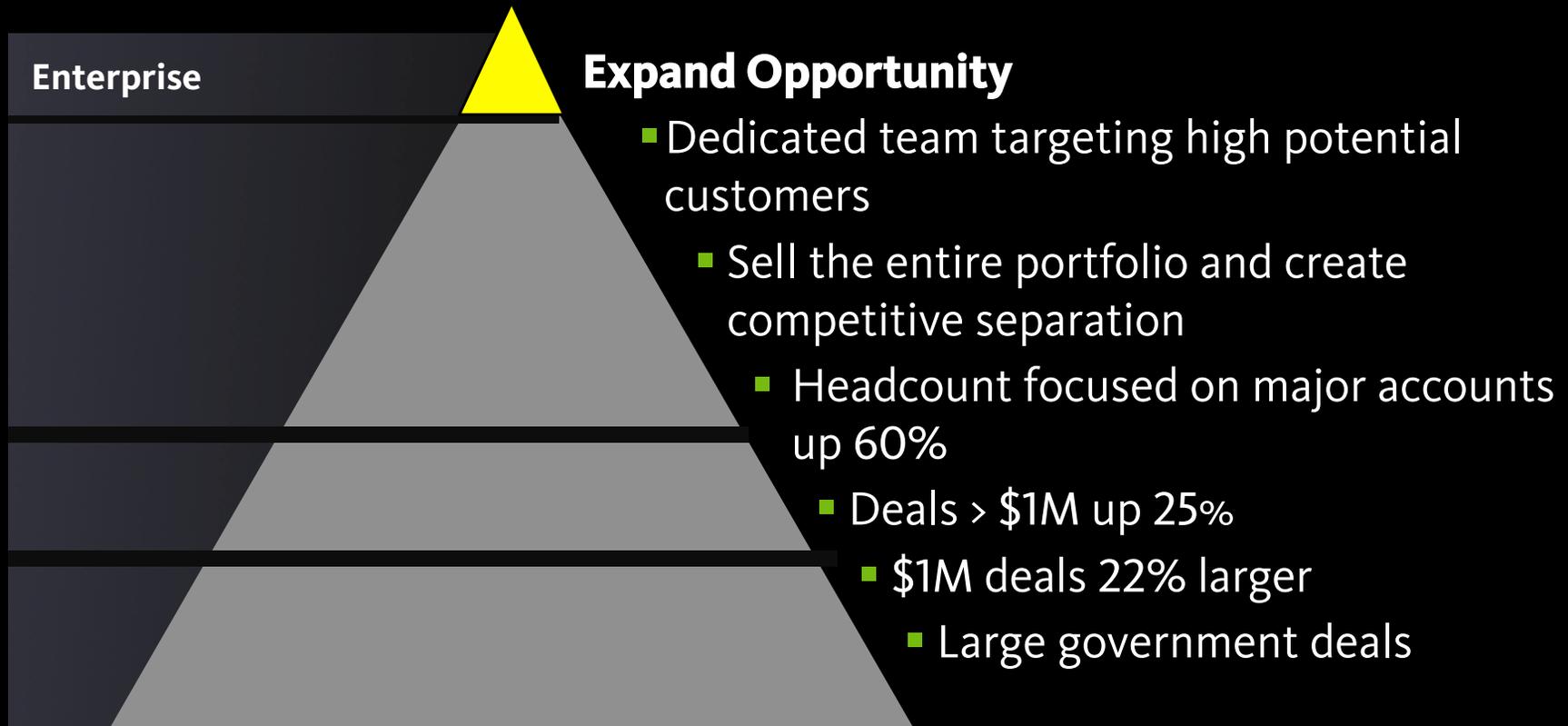
Millions of customers

App Store, Web

Channel Partner Strength

- **Resilient channel partner network**
 - Low attrition during recession
- **Value partner capacity**
 - Over 10,000 Feet on the Street in global partner network of VARs and VADs
 - Partners expect to expand Autodesk related FOTS by 27% this year
- **Value partner capability – aligning partner skills to customers**
 - Over 21,000 certification exams passed last year

Increasing Investment in Direct Sales



Growing Success in Government Channel



U.S. AIR FORCE

- **U.S. Air Force, Office of Civil Engineers**
 - Driven by adoption of BIM by GSA
 - Access to Autodesk's complete portfolio of software, services, and training
 - \$26M contract value over 5 years



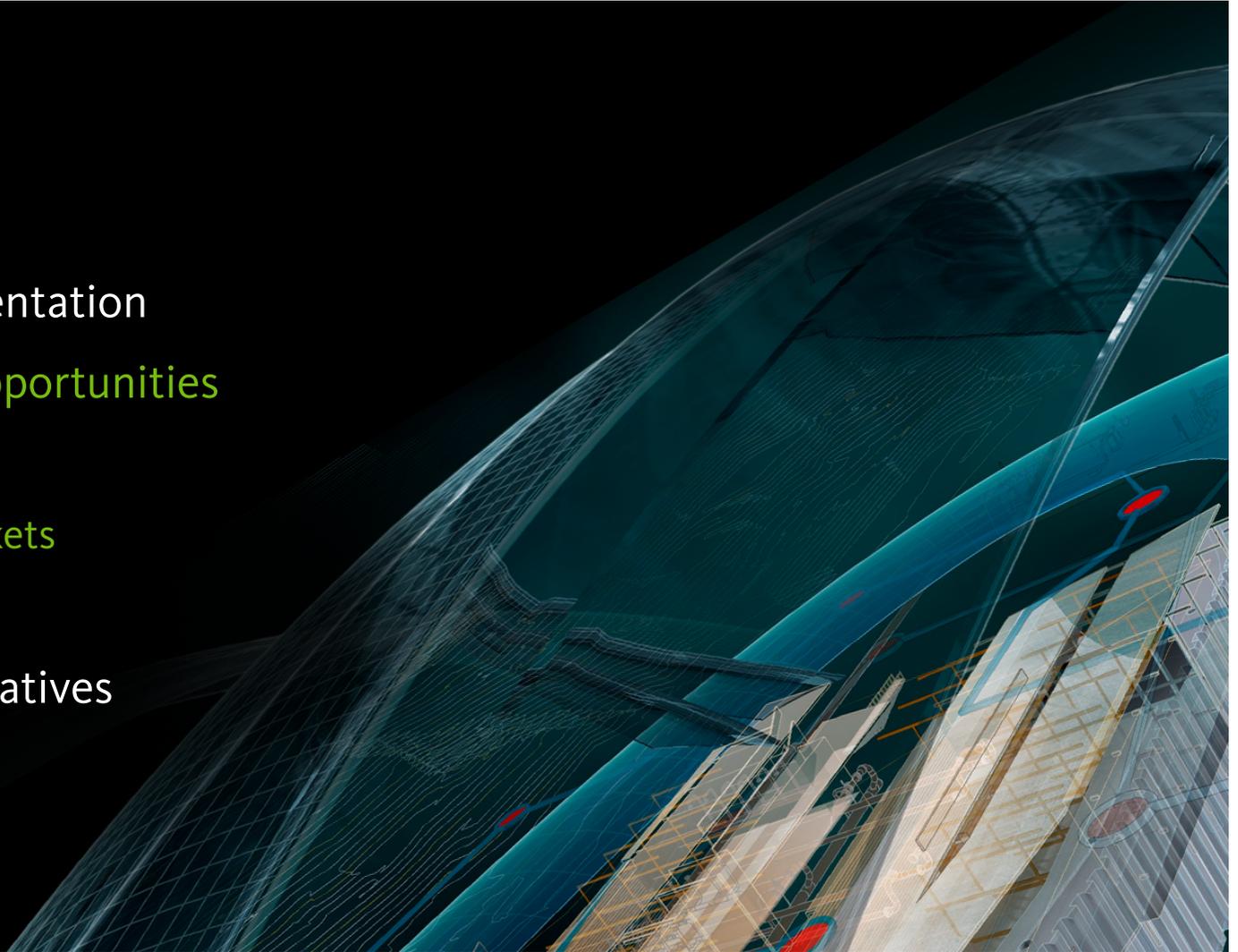
- **U.S. Army Corps of Engineers**
 - BIM tools including Revit, Civil 3D, and Navisworks
 - \$6M contract value over 3 years



- **Caltrans**
 - One of the largest state DOTs
 - Statewide deployment of Civil 3D for road and highway design

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Growth in Emerging Economies

- BRIC countries represent high growth opportunity
 - Urbanization
 - Massive infrastructure build-outs
 - Entire new cities being built
- GDP of emerging economies is expected to grow more than 2x faster than advanced countries
- In 5-10 years, 40-50% of TAM will be in emerging economies

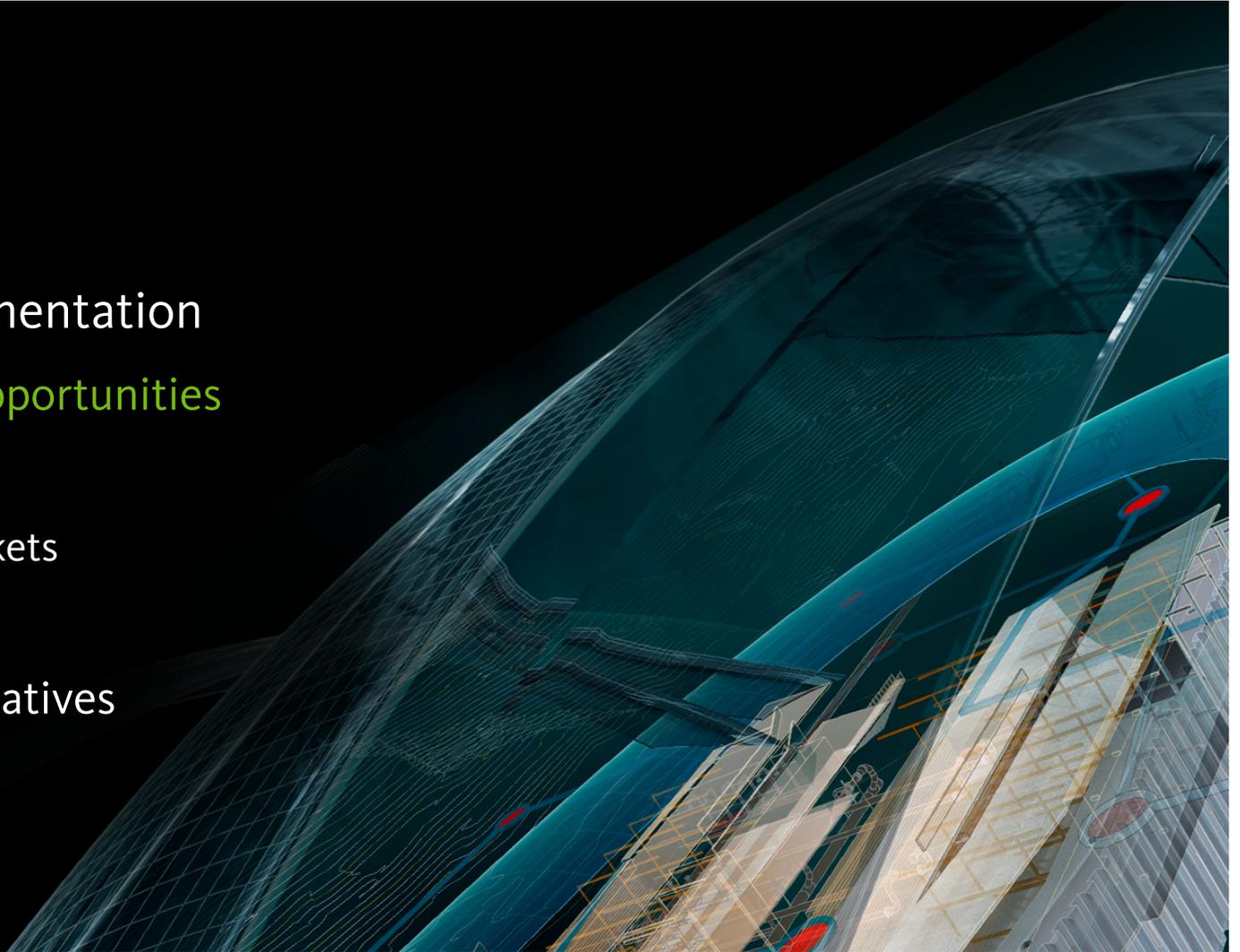
Capturing the Emerging Market Opportunity

Go-to-market playbook

- Focus on monetizing high-end segment (large enterprise)
- Volume strategy for rest of market
- Focus on education to seed future users
- Tailored products
 - Web services to combat piracy
- Tailored pricing

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Suites Facilitate 2D to 3D Migration

Eliminate

Purchasing complexity
for new point product
capabilities

Reduce

Cost to deploy
Total solution for
an individual user

Create

Increased interoperability
for an individual user

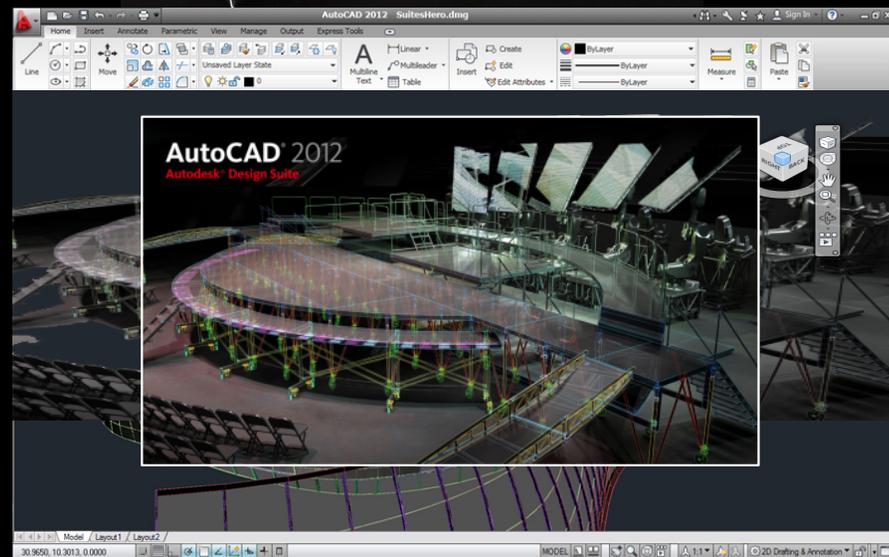
Raise

Value to customer

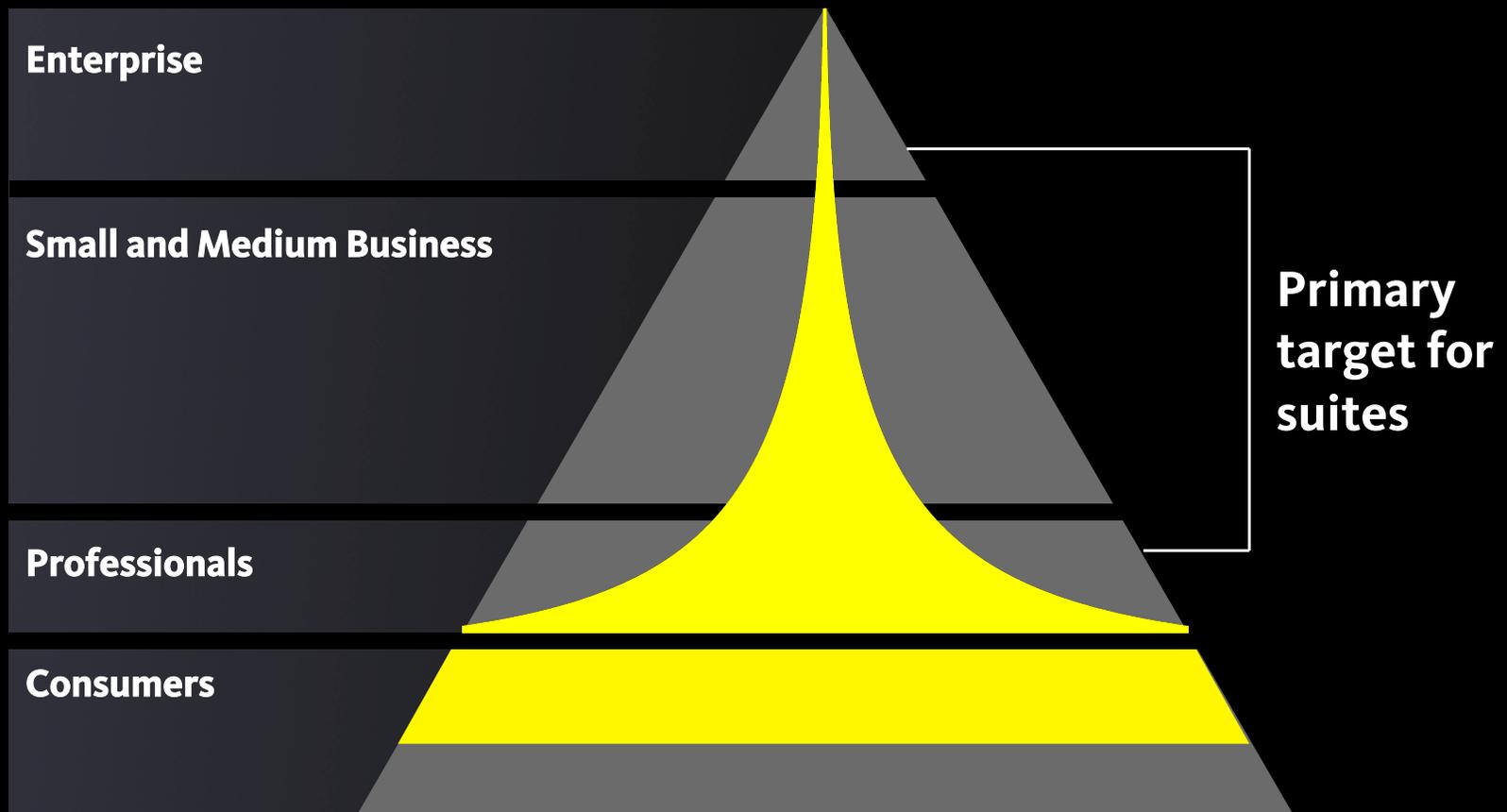


Suites Improve Customer Experience

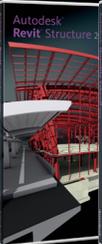
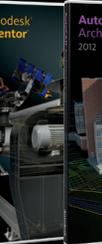
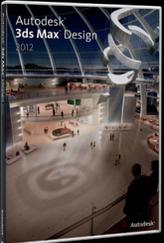
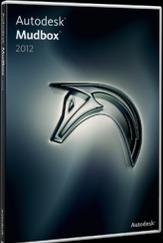
- Easy install with USB key
- Data interoperability
- Value and workflow



Autodesk Customers



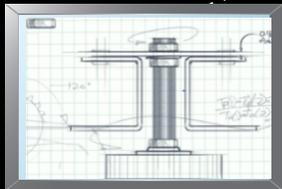
Suites: Many to Few



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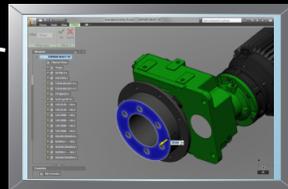
Autodesk

Product Design Suite



CONCEPTUALIZE & DESIGN

SketchBook Designer
Alias Design
Mudbox
AutoCAD
Mechanical



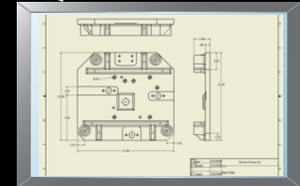
ENGINEER & VALIDATE

Inventor/Inventor Professional,
AutoCAD Mechanical



COLLABORATE & REVIEW

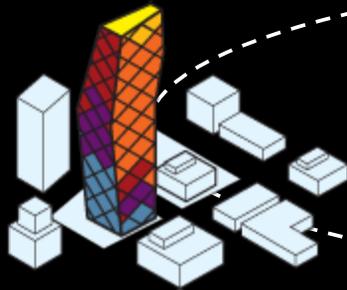
Showcase
3ds Max Design



DOCUMENT & MANAGE

Inventor
AutoCAD Mechanical
Vault

Building Design Suite



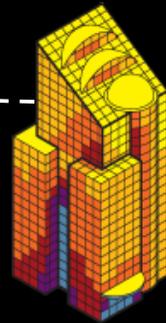
DESIGN

AutoCAD
AutoCAD Verticals
Revit Family
Inventor



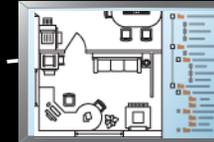
VISUALIZE

3ds Max Design
Showcase
Revit Family



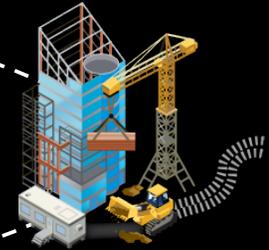
SIMULATE

Revit Family
Inventor
Navisworks



DOCUMENT

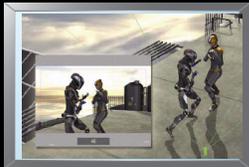
AutoCAD
AutoCAD Verticals
Revit Family



BUILD

Navisworks
Quantity Takeoff

Entertainment Creation Suite



PREVISUALIZATION

MotionBuilder
Maya



MODELING

3ds Max
Maya
Mudbox
Softimage



ANIMATION

Maya & 3ds Max
MotionBuilder
Softimage



SIMULATION & EFFECTS

Softimage
Maya & 3ds Max



RENDERING & COMPOSITING

3ds Max, Maya
& Softimage

FY12 Suites License and Subscription Pricing

\$US SRP

	Design	Product Design	Factory Design	Building Design	Infrastruc. Design	Plant Design	Ent. Creation
Ultimate	Lic:\$5,995 + SUB:\$895	\$9,995 + \$1,295	\$9,995 + \$1,495	\$11,495 + \$1,495	\$11,495 + \$1,495	\$12,995 + \$1,945	DELIVERY TBD
Premium	Lic:\$4,995 + SUB:\$745	\$6,495 + \$1,095	\$6,495 + \$1,095	\$6,495 + \$975	\$6,995 + \$1,045	\$9,495 + 1,425	\$6,495 + \$975
Standard	Lic:\$4,295 + SUB:\$545	\$5,495 + \$595	\$5,495 + \$695	\$5,495 + \$695	\$5,495 + \$695	\$5,995 + \$695	\$4,995 + \$745

Building Design Suite 2012

Standard

\$5,495 MSRP*

\$11,495 MSRP value**



Save
More
Than
60%

Premium

\$6,495 MSRP*

\$22,970 MSRP value**



Save
More
Than
60%

Ultimate

\$11,495 MSRP*

\$40,255 MSRP value**



Save
More
Than
60%

Monetizing the Suites Opportunity

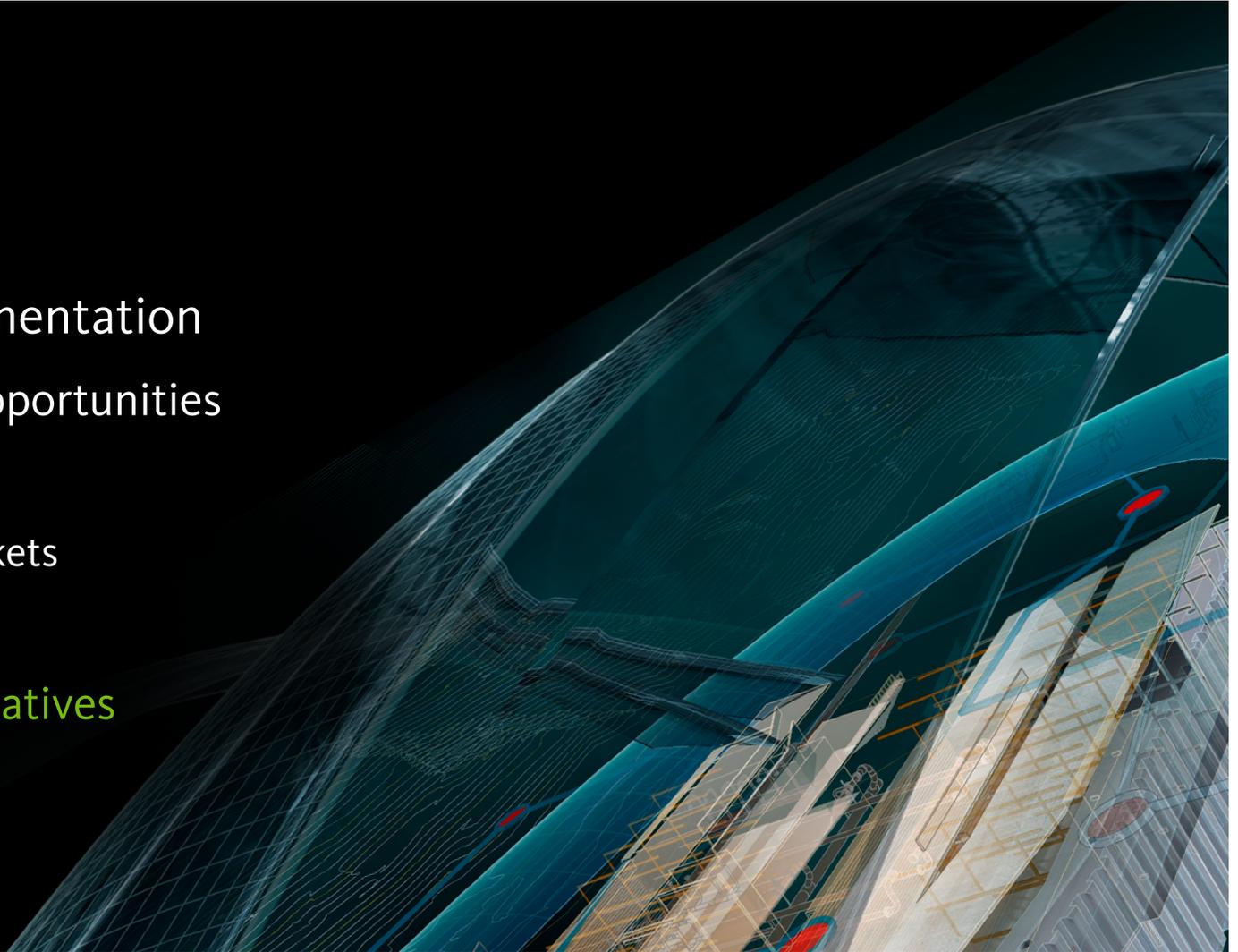
Building Design Suite

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Building Design Suite Vs. Revit
Ultimate	Lic:\$11,495 + SUB:\$1,495	\$1,495	\$1,495	\$1,495	\$1,495	\$18,970	+97%
Premium	Lic:\$6,495 + SUB:\$975	\$975	\$975	\$975	\$975	\$11,370	+18%
Standard	Lic:\$5,495 + SUB:\$695	\$695	\$695	\$695	\$695	\$8,970	+13%*

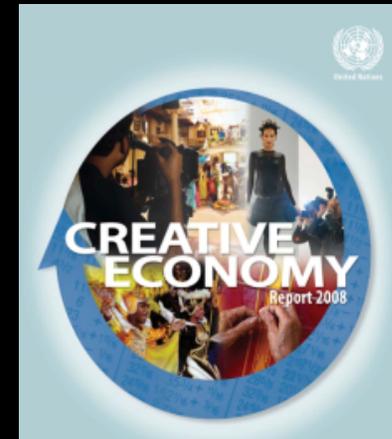
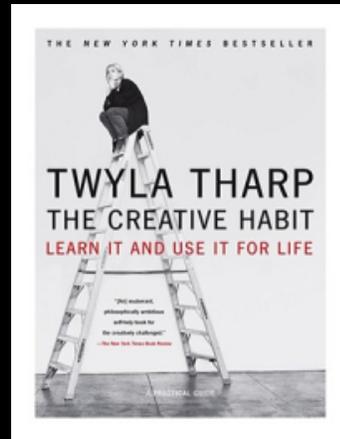
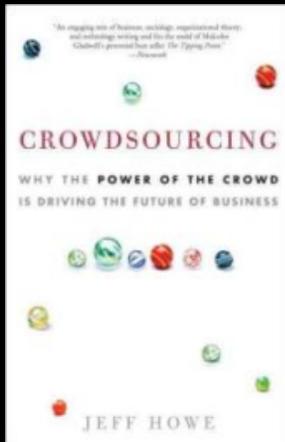
* vs. AUTOCAD ARCHITECTURE

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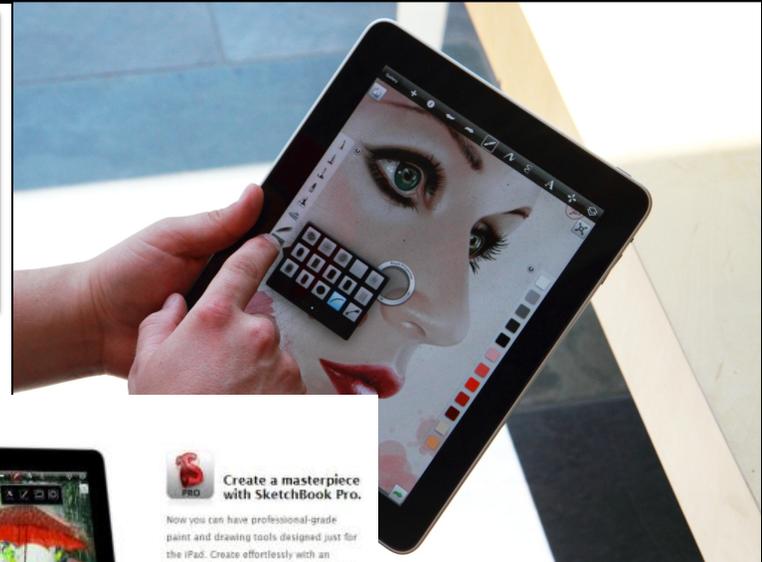
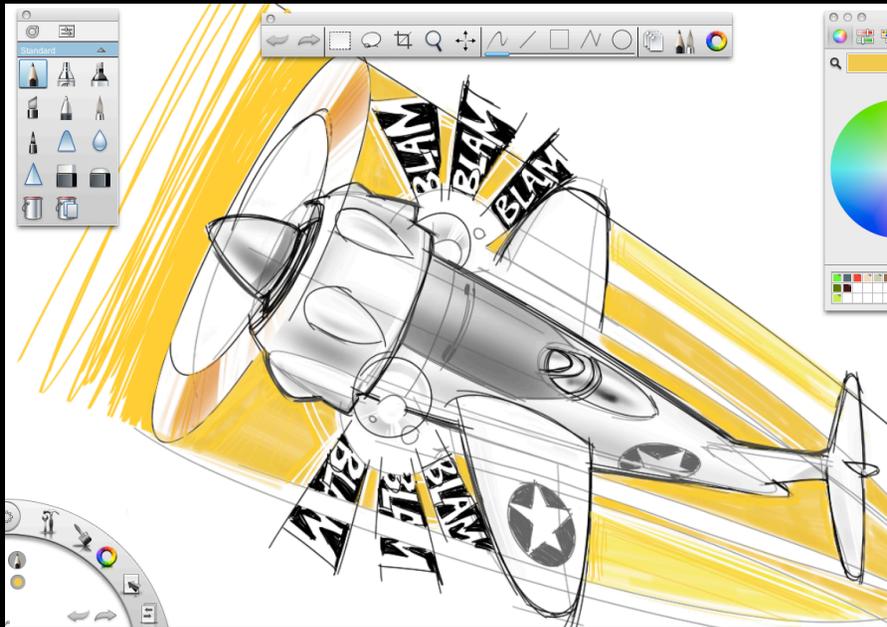


Everybody is Creative



More than 25 million users of Autodesk consumer products

Nearly 5 Million Downloads of SketchBook Mobile



Available on the iPhone
App Store

Over 1 Million Downloads of Tinkerbox



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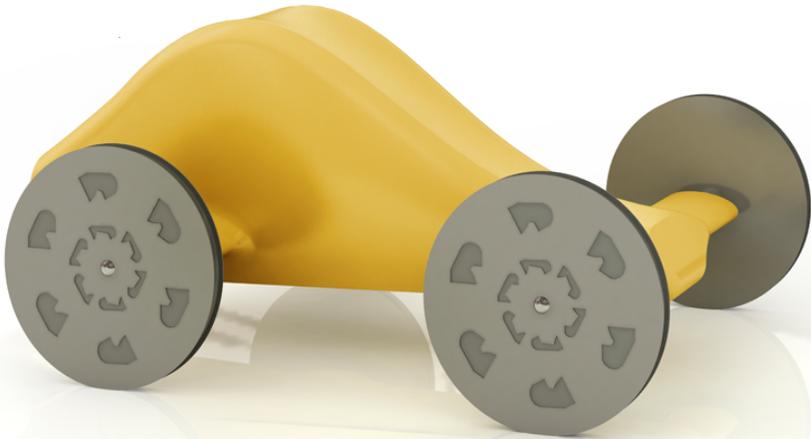
Autodesk

Autodesk
Homestyler™

Over 650,000 unique
visitors every quarter

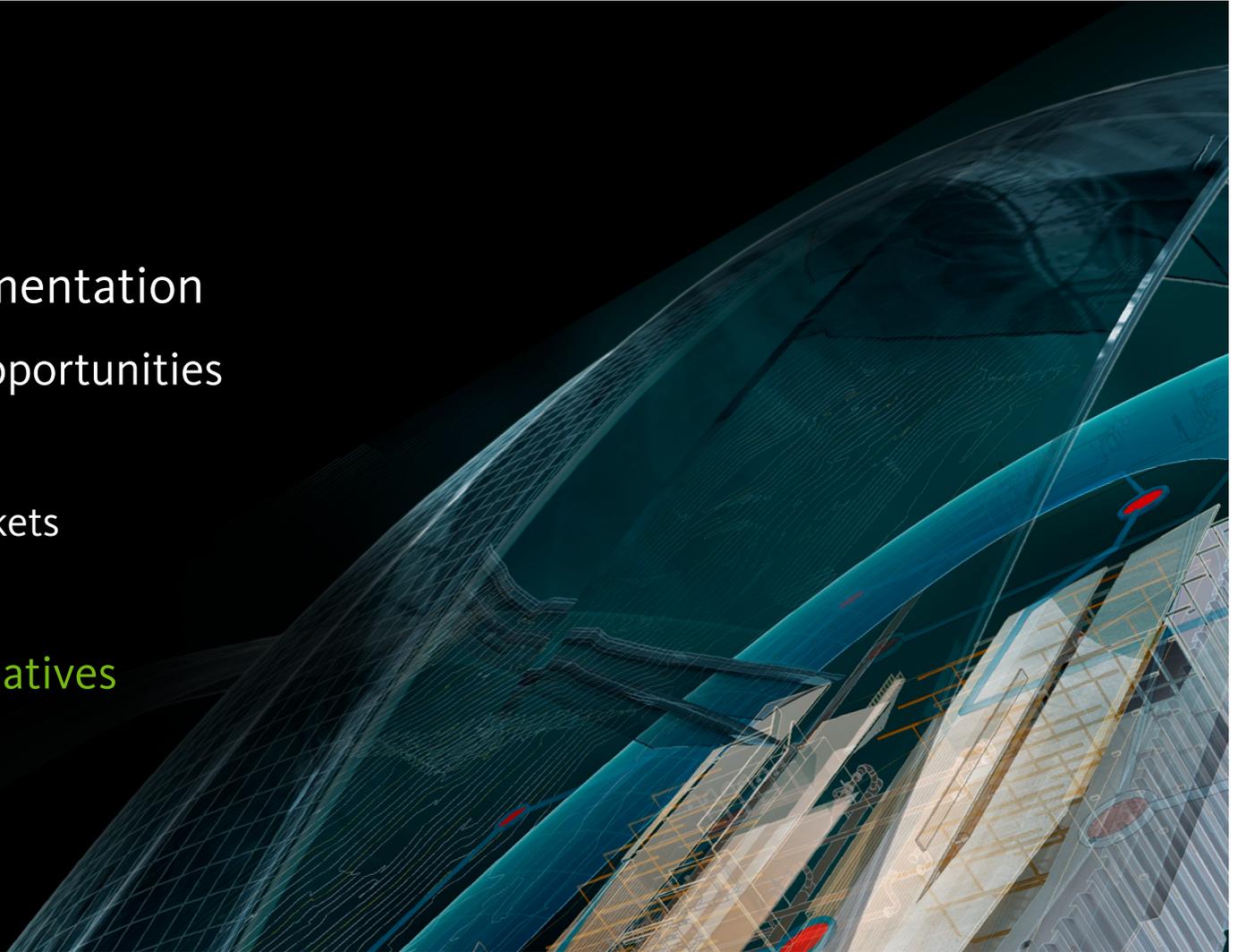


Autodesk®
123D™



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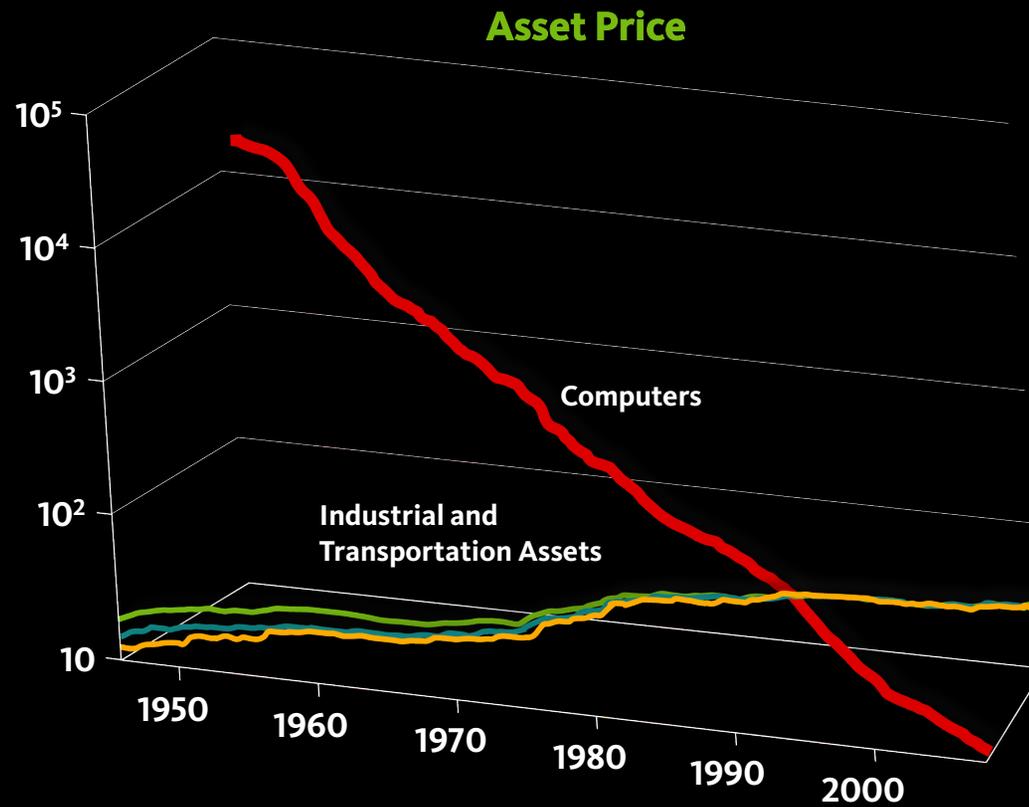
Infinite Computing

Infinite Computing

- Cheap, Scalable Computation
- Hyper-Connectivity
- Ubiquitous Access



Decreasing Cost of Computing Power



Traditional Computing Power

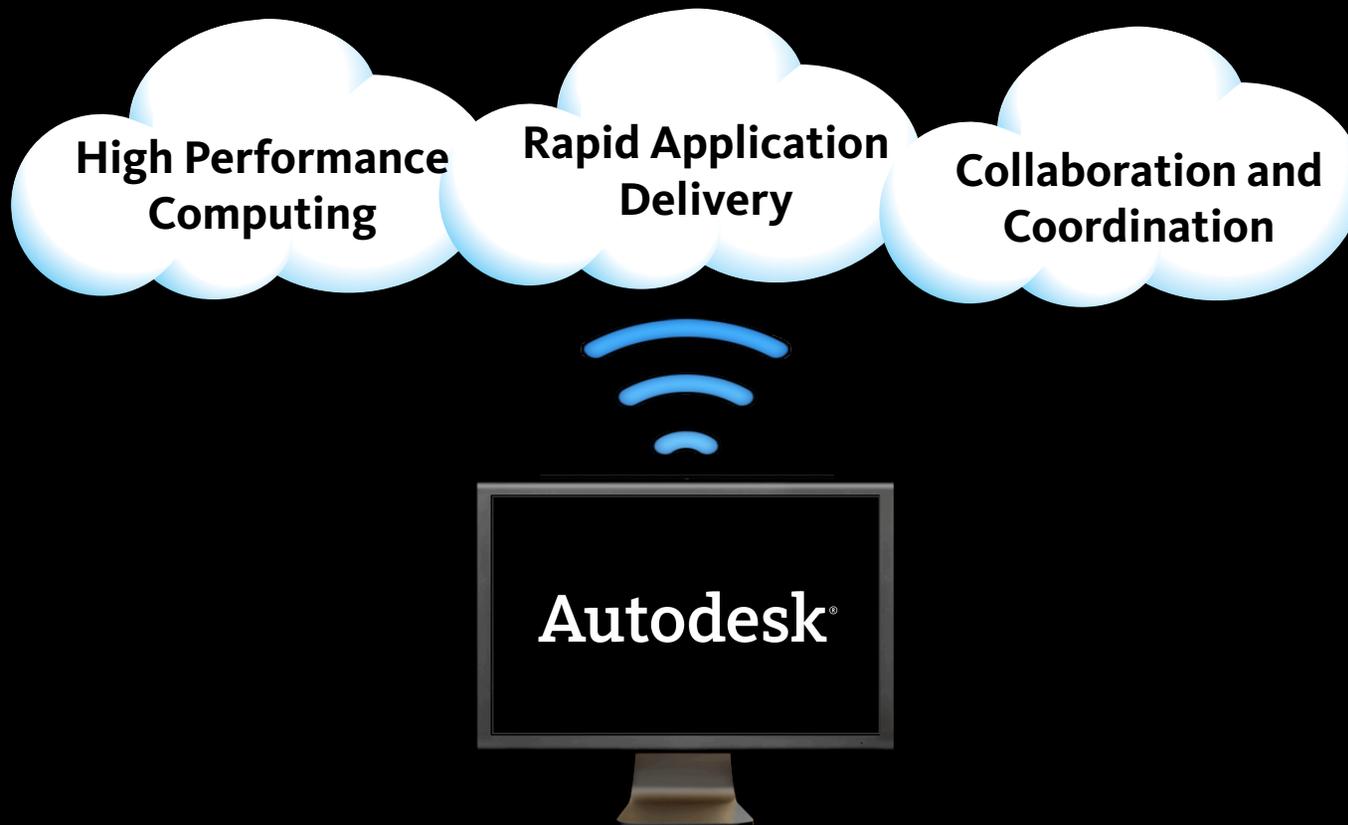
1 Computer x 10,000 seconds = \$0.10

The Power of Infinite Computing

1 Computer **x** 10,000 seconds = \$0.10

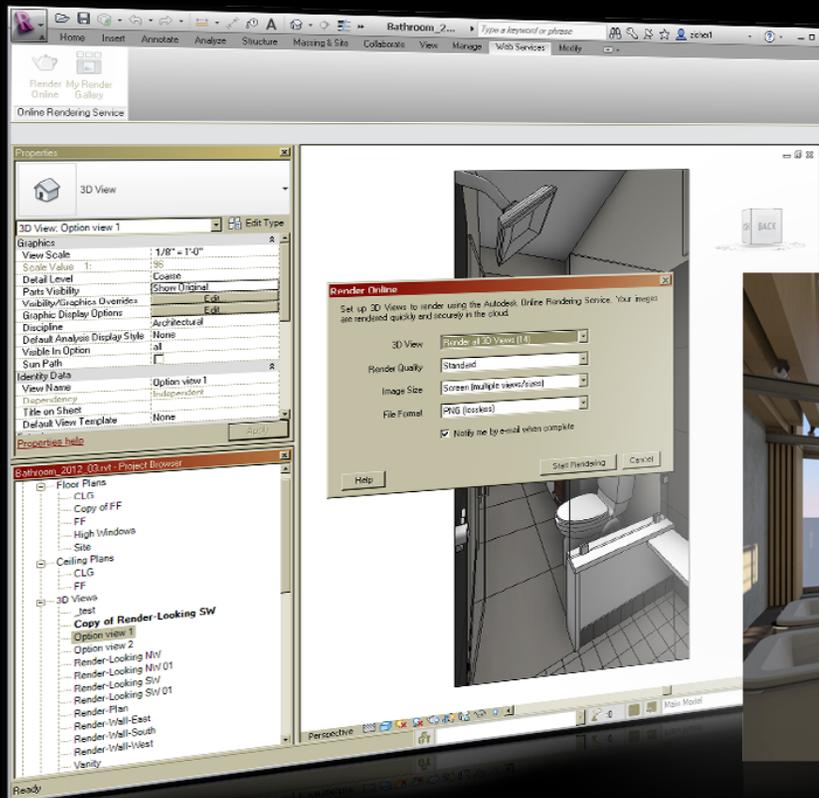
10,000 Computers **x** 1 second = \$0.10

Autodesk's Future in the Cloud

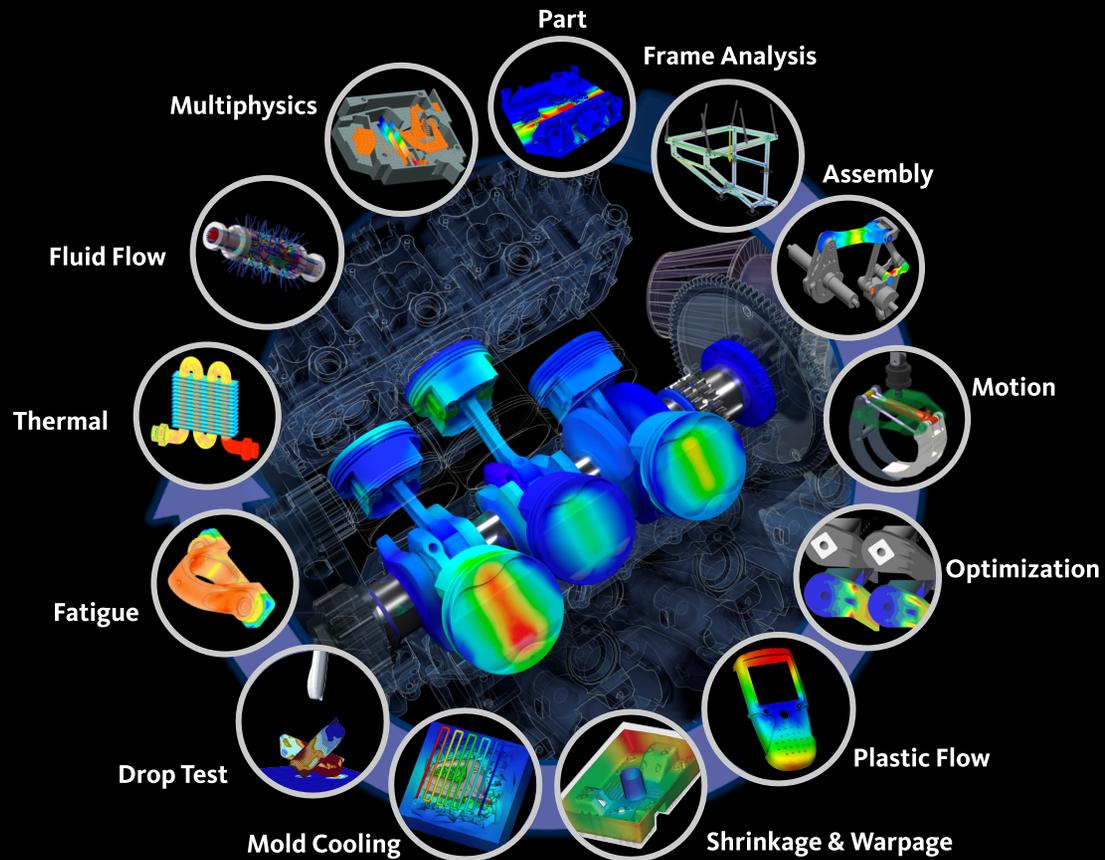


Cloud-based Visualization

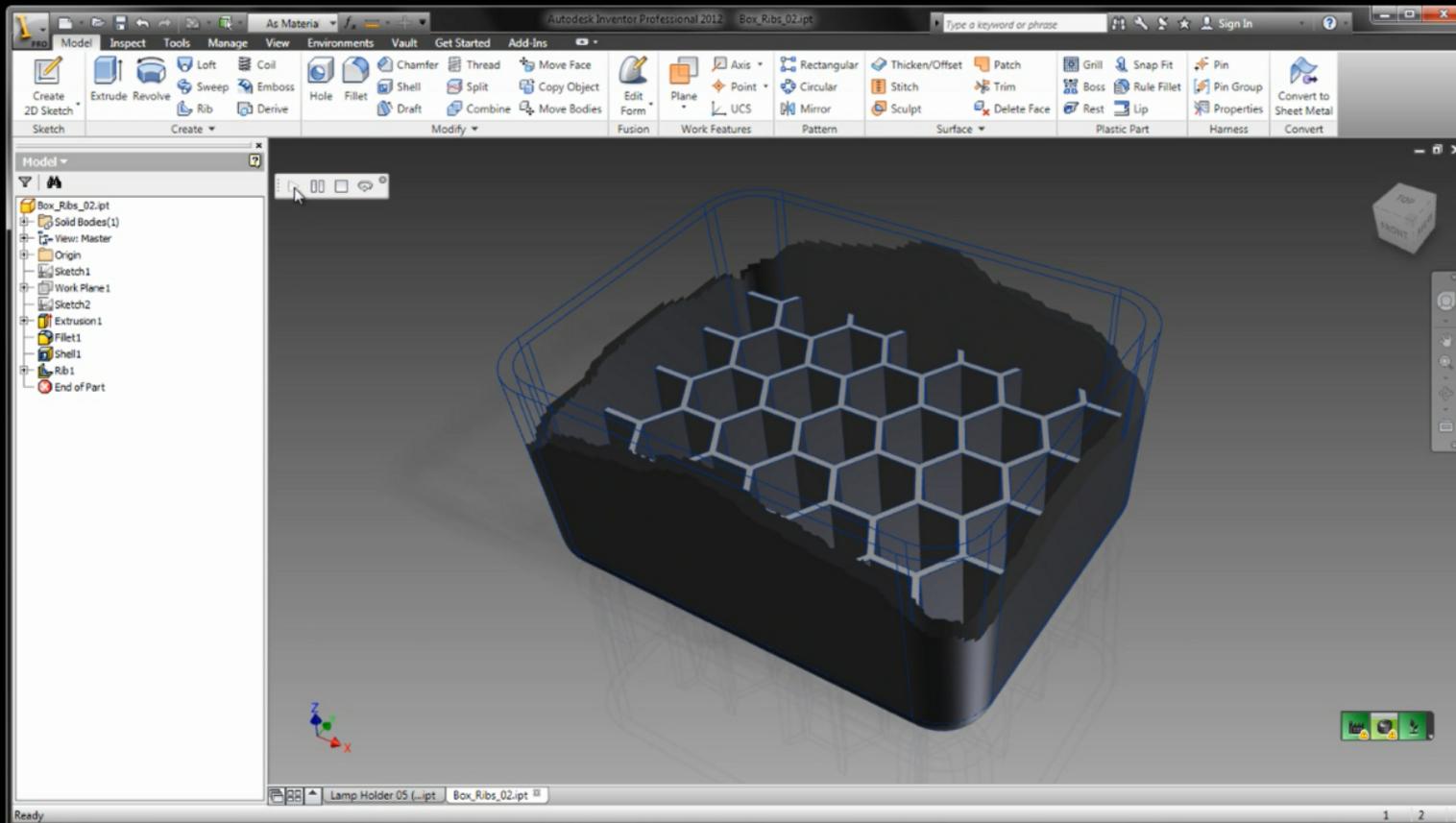
Project Neon



Manufacturing Simulation – A \$2.5B Market

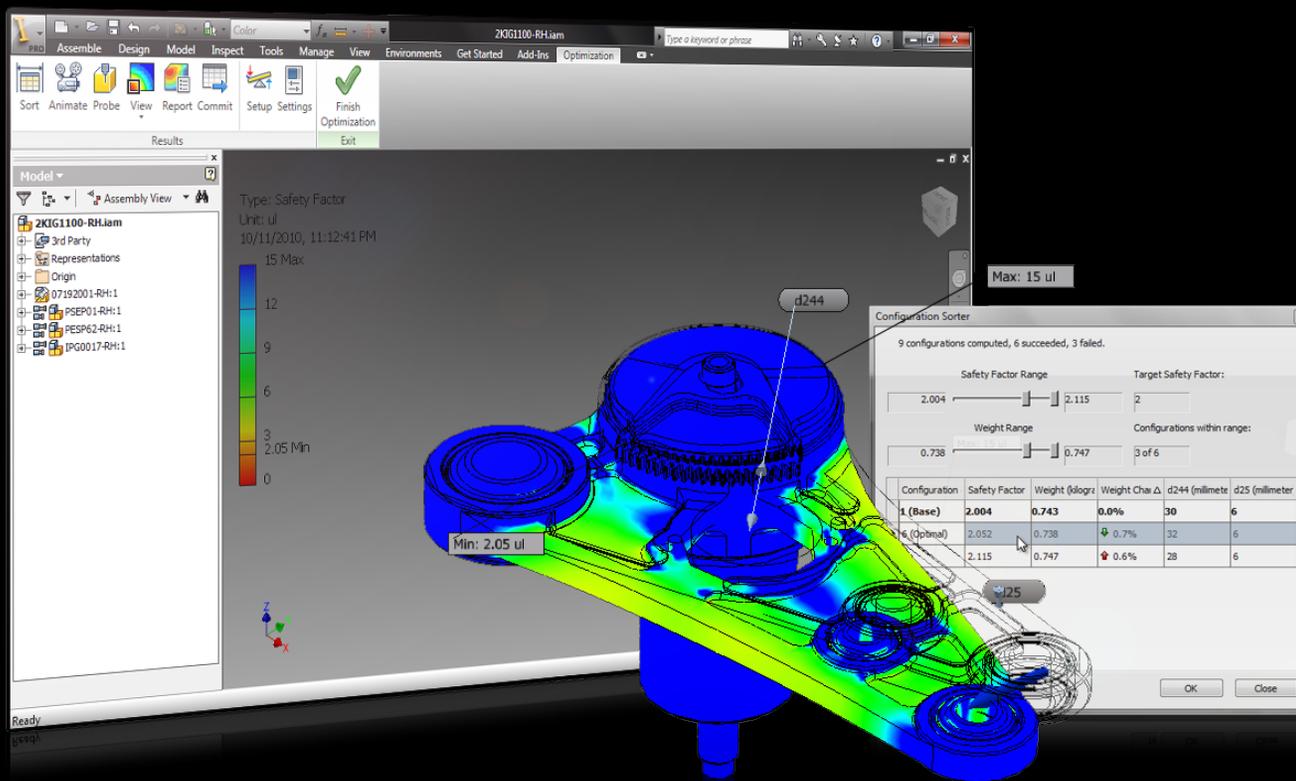


Always On Desktop Simulation

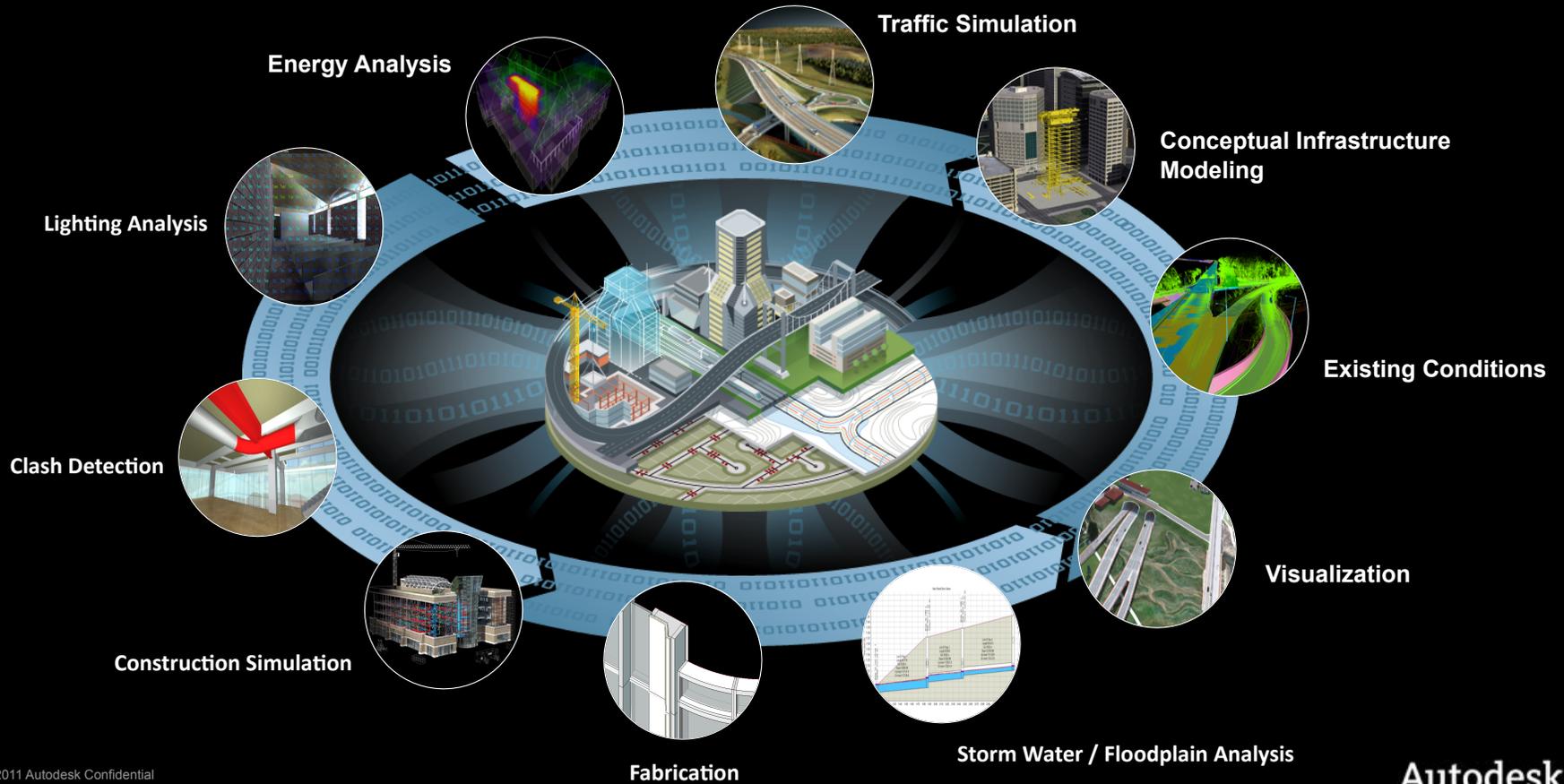


Cloud-based Simulation

Centaur



Opportunities in AEC Simulation



Simulation Utilizing High Performance Computing

Green Building Studio

Autodesk Green Building Studio Downloads | Help | Sign Out

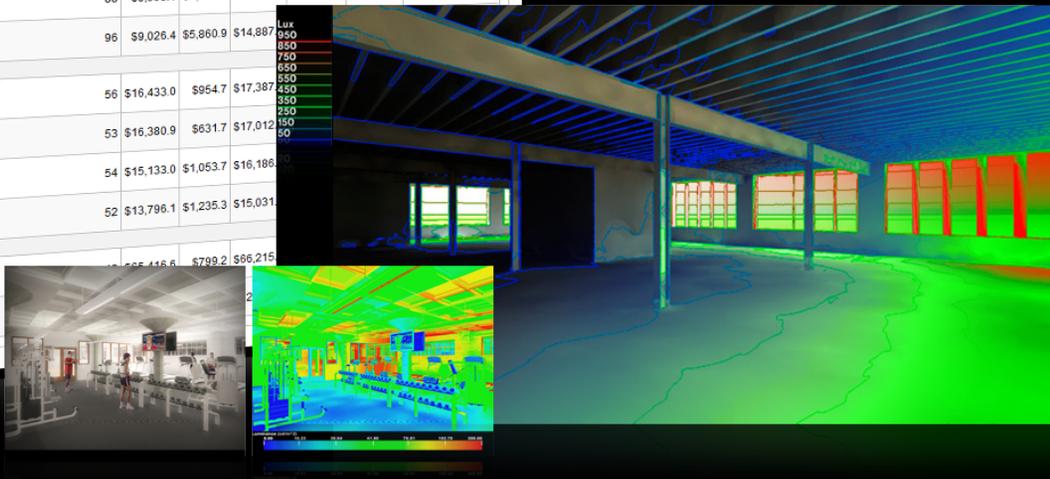
My Projects | **Dashboards** | My Profile | My Account

[Dashboards](#) > **Dashboard 1**

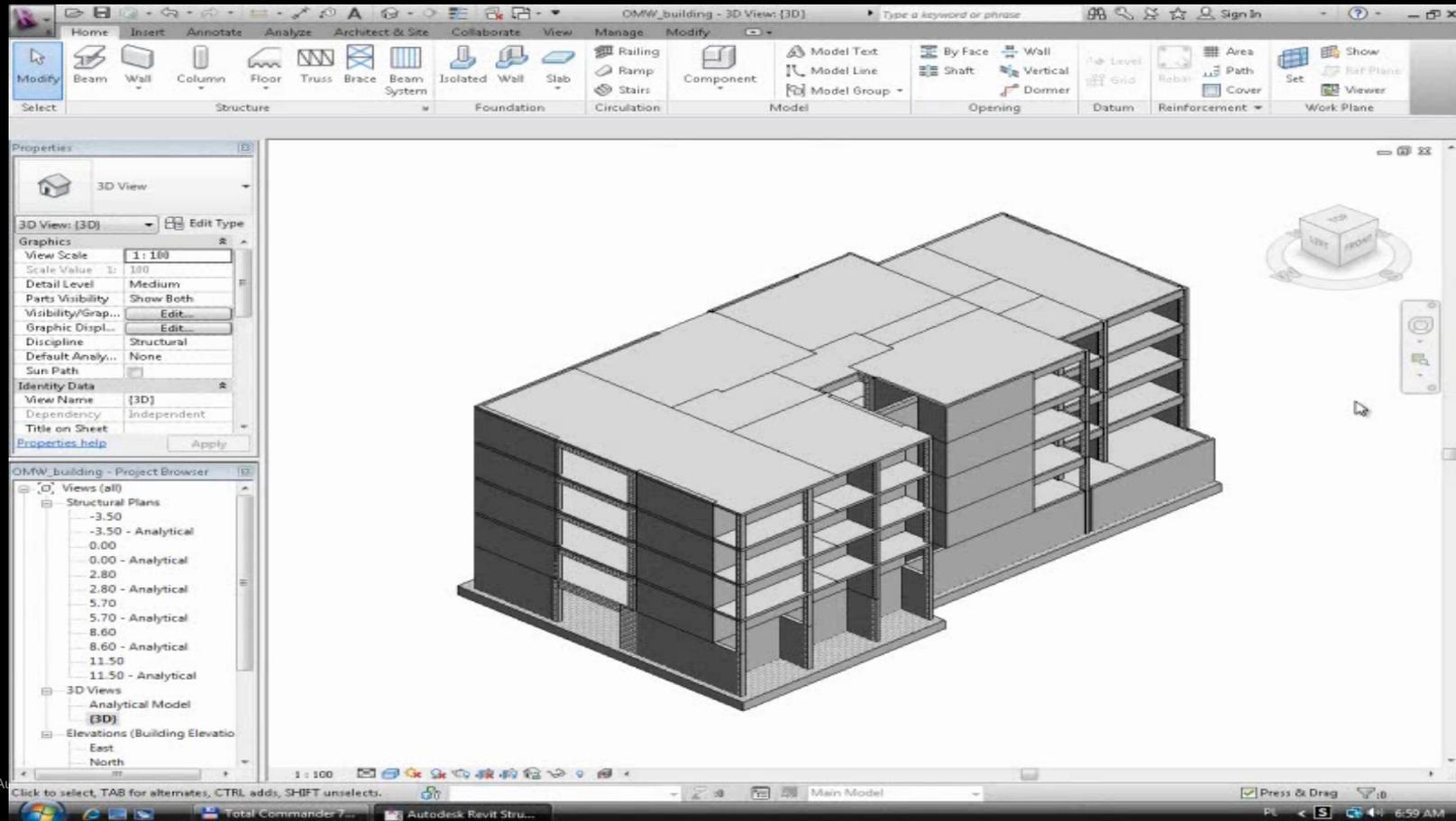
Created By: GBS User | Date Created: November 11, 2010
Sample office projects in 3 different locations.

Chart View | **List View**

Run Name	Data Type	Floor Area (ft²)	Energy Use Intensity (kBtu/ft²/year)	Total Annual Cost			Total Annual Energy		
				Electric	Fuel	Energy	Electric (kWh)	Fuel (Therm)	Carbon
Project 1									
High Insulation Walls	GBS Design Alternate Run	11,236	88	\$8,995.1	\$4,981.7	\$13,976.8	136,289	5,200	
Office1.xml	GBS Simulated Base Run	11,236	96	\$9,026.4	\$5,860.9	\$14,887.3			
Project 2									
2 story cantilevered.xml	GBS Simulated Base Run	12,776	56	\$16,433.0	\$954.7	\$17,387.7			
High Insulation Walls	GBS Design Alternate Run	12,776	53	\$16,380.9	\$631.7	\$17,012.6			
Improved Lighting	GBS Design Alternate Run	12,776	54	\$15,133.0	\$1,053.7	\$16,186.7			
Underfloor Air HVAC	GBS Design Alternate Run	12,776	52	\$13,796.1	\$1,235.3	\$15,031.4			
Project 3									
Improved Lighting	GBS Design Alternate Run	58,486							
Office 5-story.xml	GBS Simulated Base Run	58,486							



Cloud-Based Structural Analysis



Traditional Application Delivery



Rapid Application Delivery



Streaming



Run locally,
Demand-download components



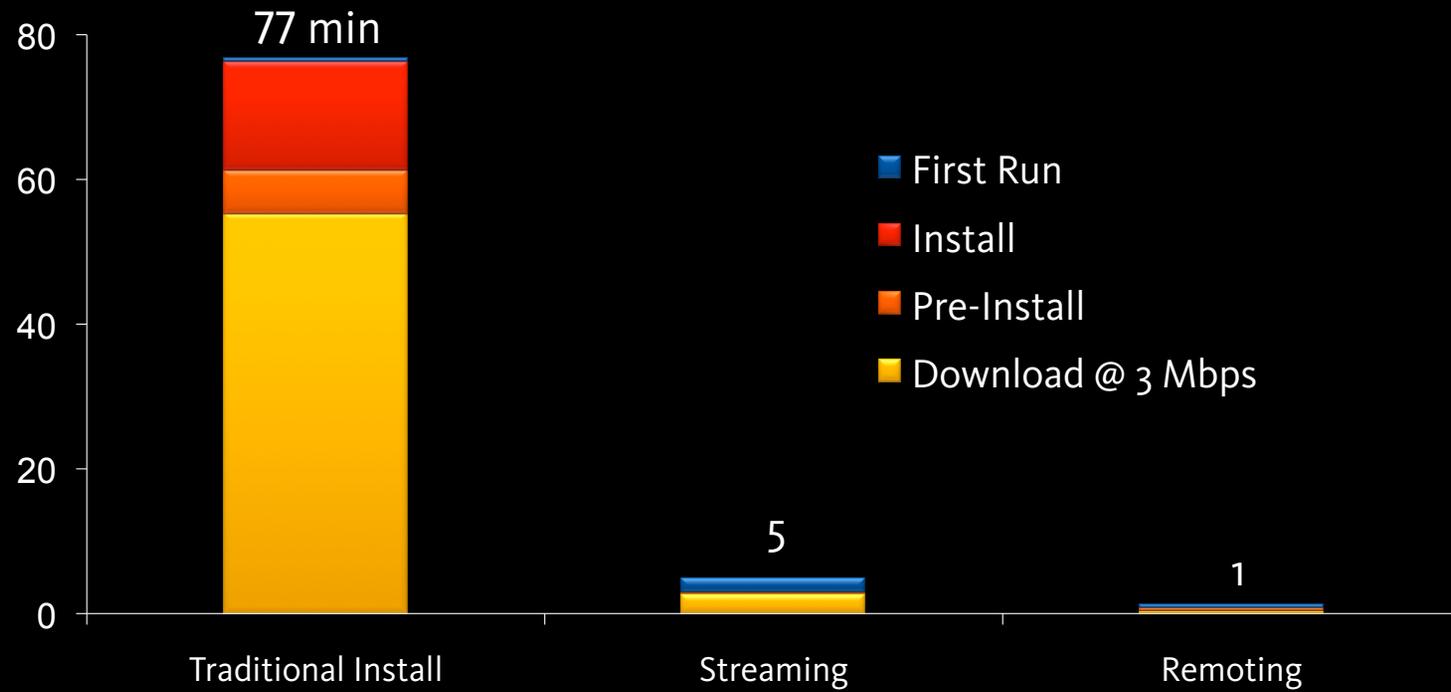
Remoting



Run in cloud,
Experience video locally

AutoCAD LT Startup Times

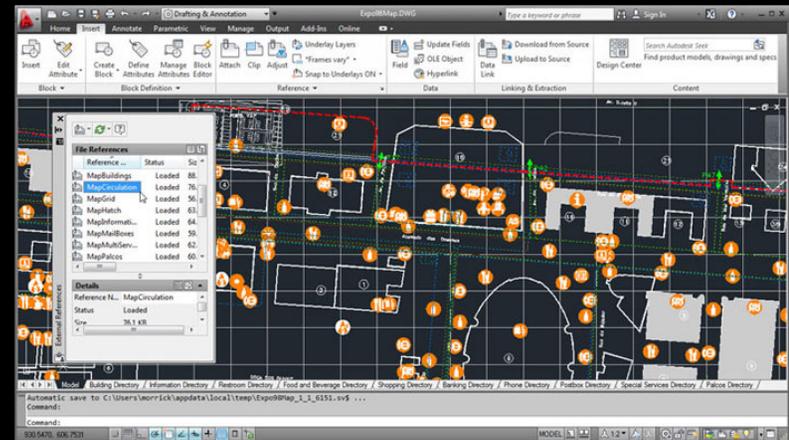
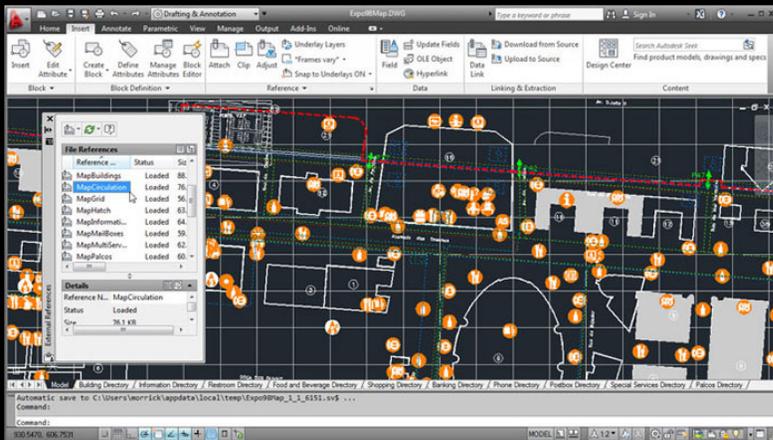
Minutes to open the first file



AutoCAD User Experience

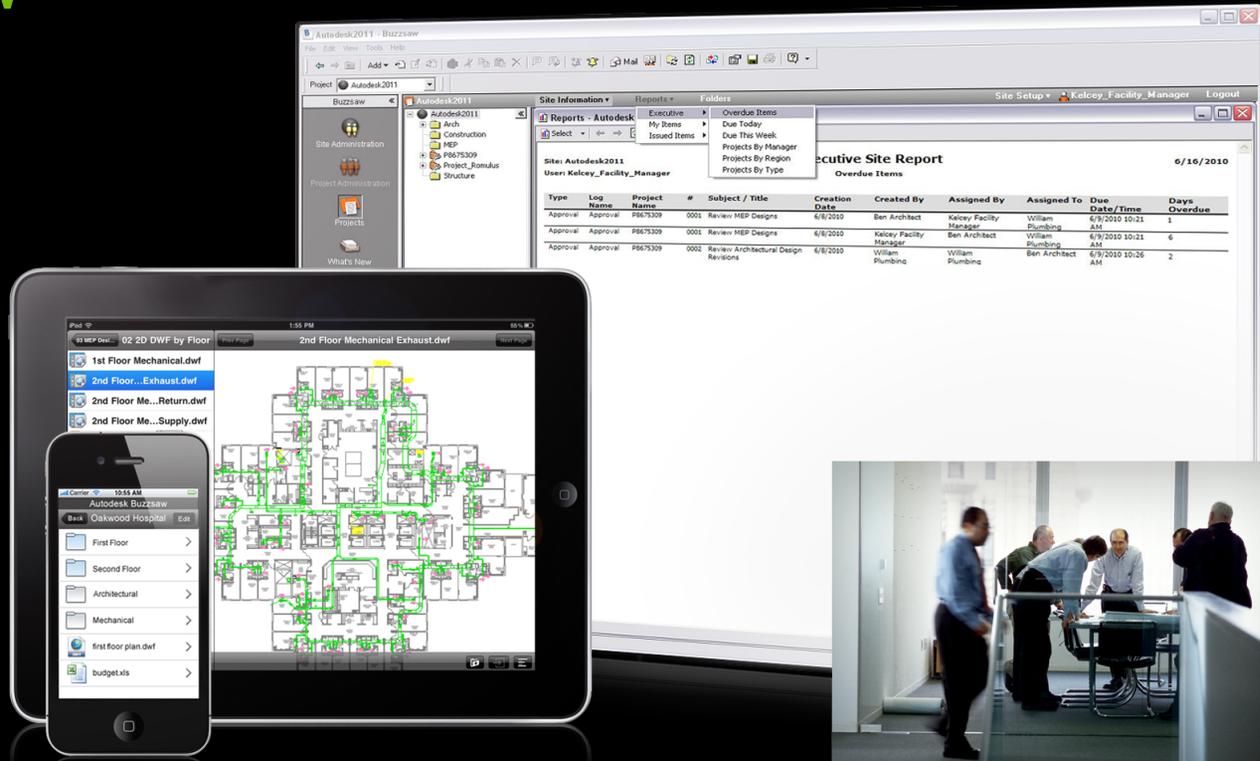
Traditional

Remoting from the Cloud



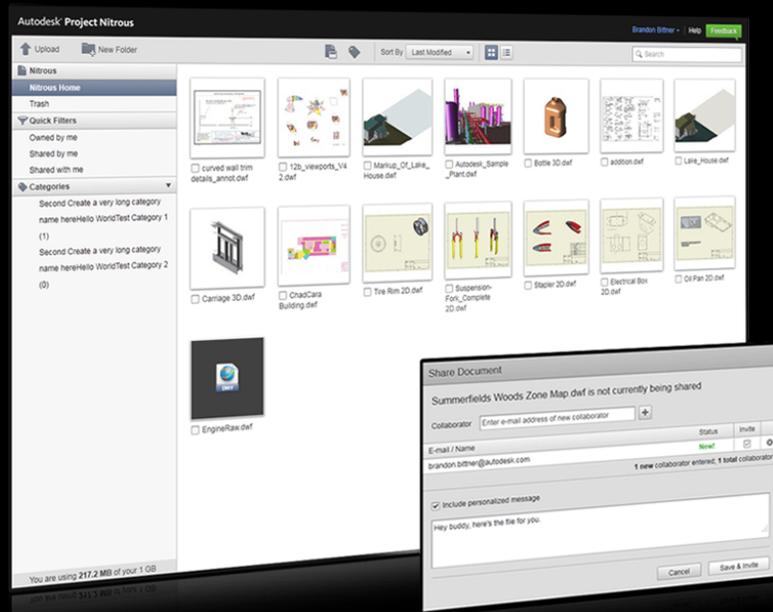
Collaboration and Coordination

Buzzsaw



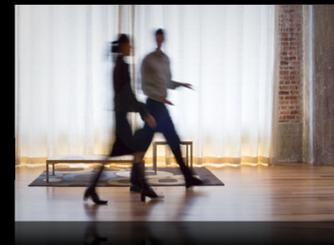
Collaboration and Coordination

Project Nitrous



Collaboration and Coordination

Design Review Mobile



Collaboration and Coordination

AutoCAD WS



Autodesk and PLM

YouTube

Carl Bass anti-PLM rap

[jbsu](#) 78 videos



Carl Bass, CEO at Autodesk

0:06 / 3:46 CC 240p

14,105

That conclusion was...

- PLM, as it exists today, is only applicable/valuable/appropriate, for a very narrow slice of customers



Realization...

- Customers really do have these problems, but existing vendors haven't solved them



Helping People Imagine, Design, and Create a Better World

- Market footprint
- Democratizing technology
- Global ecosystem
- Financial strength



Photographs by David Wakely

Autodesk®