

# 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](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

MARCH 28, 2019

# Delivering ARR Growth

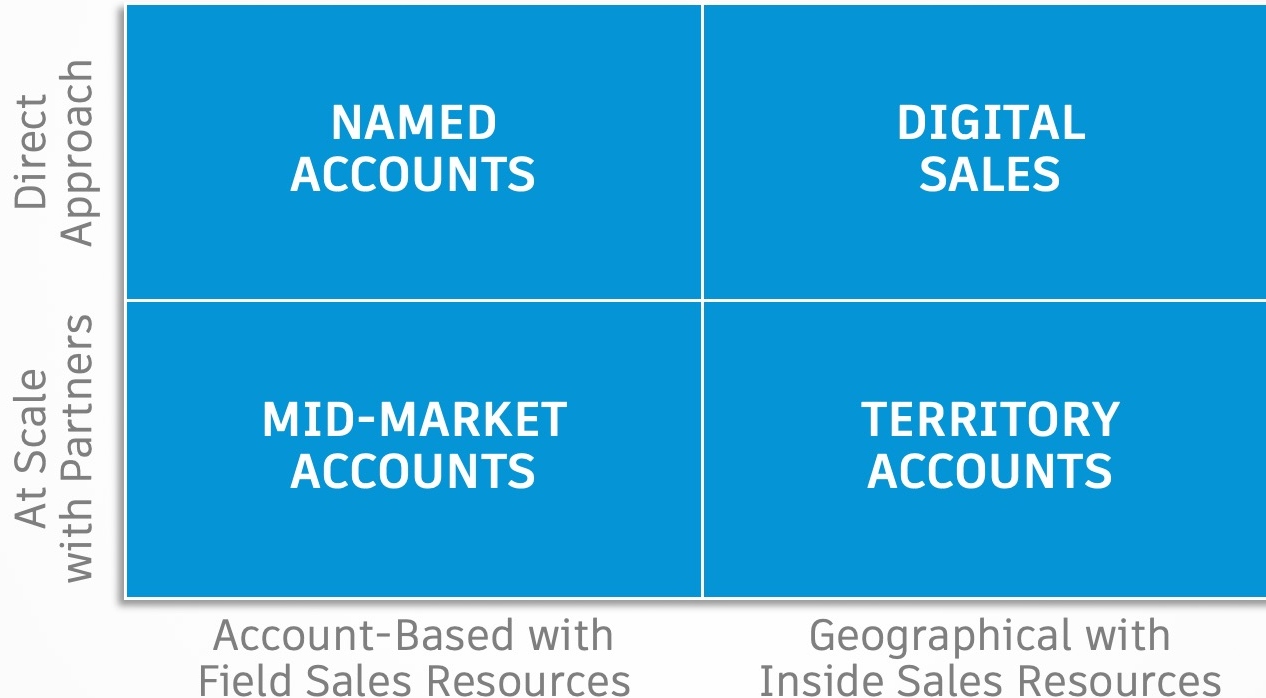
Steve Blum

SVP, Worldwide Field Operations



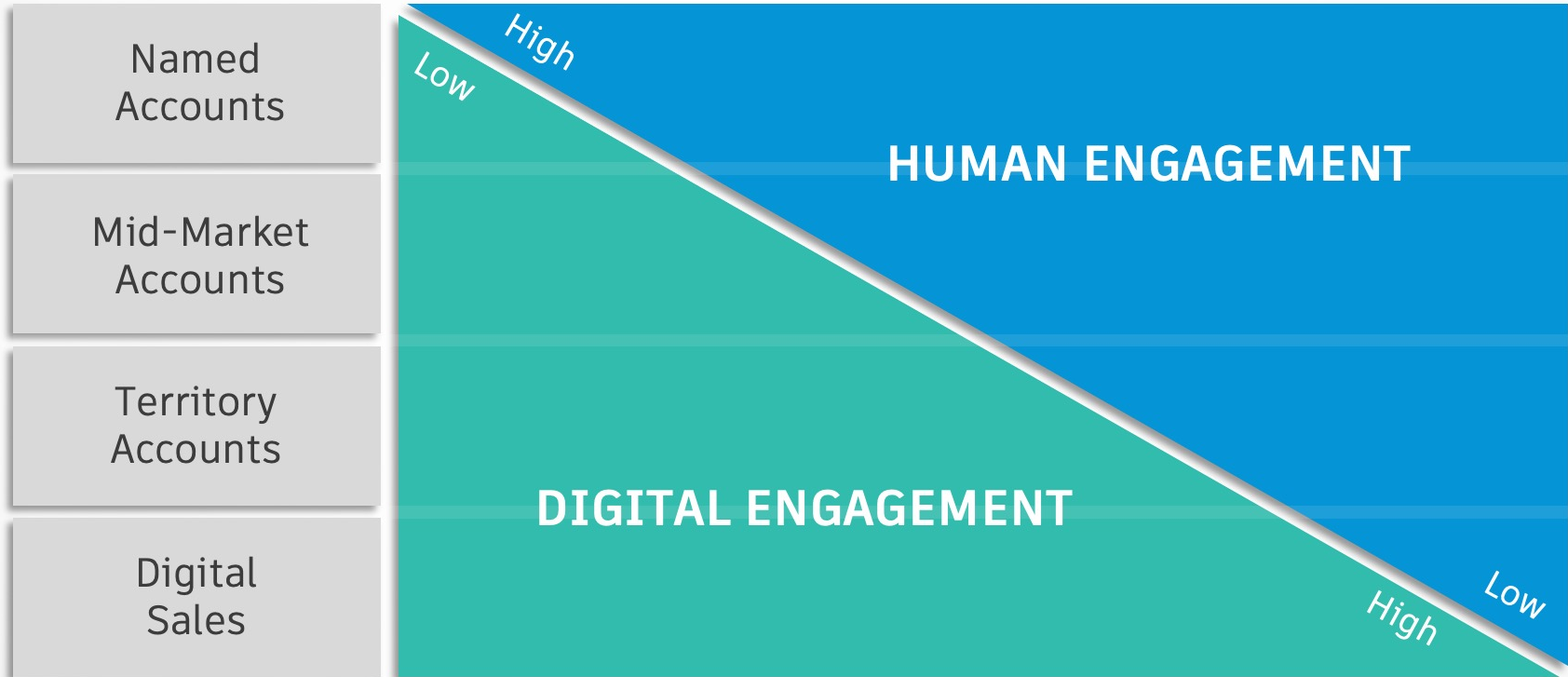
# Sales GTM & Customer Success Approach

Focusing on customer engagement across all segments



# How We Engage with Customers

Reaching more customers through a combination of human and digital engagements





# Delivering Growth

Existing Accounts

New Customer Acquisition

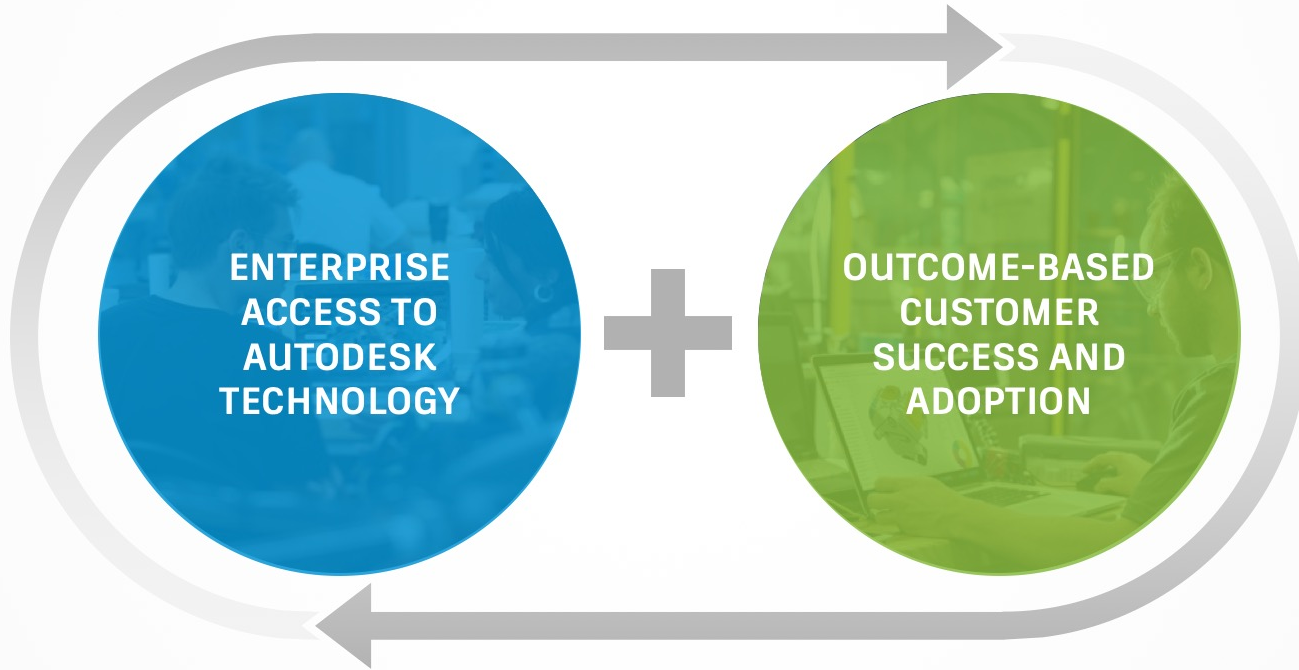
Adoption & Renewal

Partner Strategy



# Existing Accounts | Growth in Named Accounts

Leading with Enterprise Business Agreements (EBAs)



# Existing Accounts | Growth from EBAs

Expansion and outcome selling approach with customer success

~2.6x

INCREASE IN  
SUBSCRIPTIONS

~40%

3-YEAR (FY16–FY19)  
CAGR IN ARR

~55%

OF NAMED ACCOUNTS  
ON EBAS



# Building Strategic Relationships

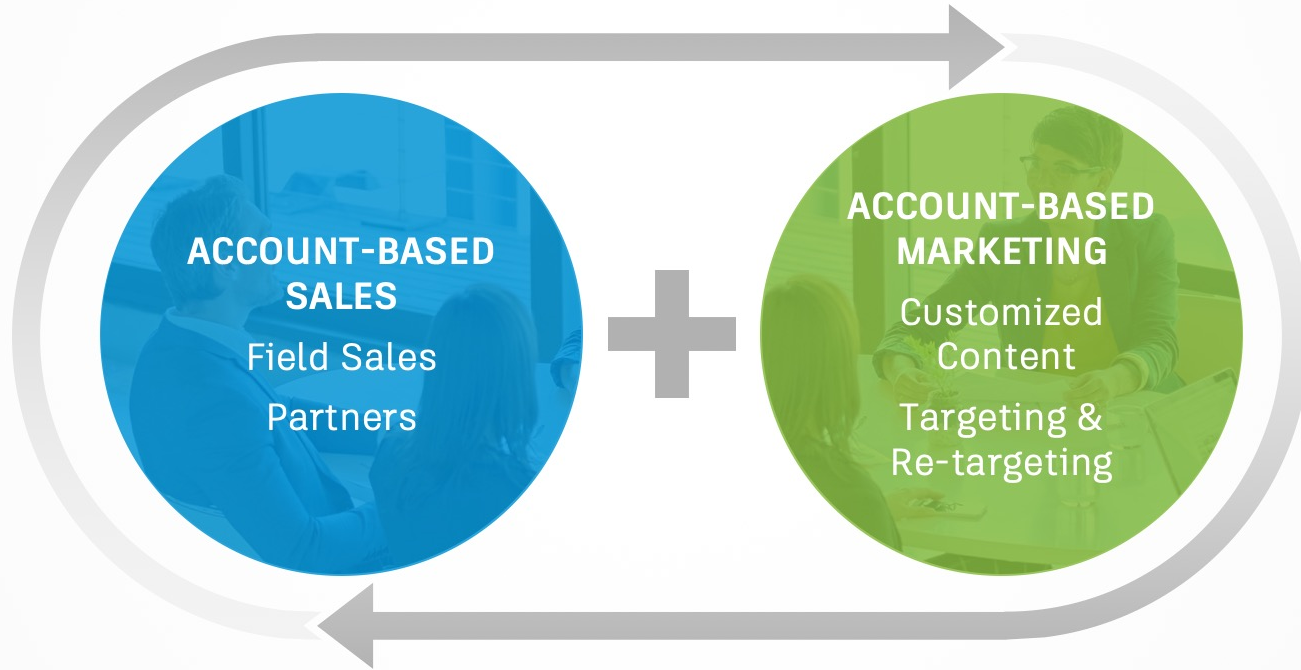
- Japan's largest home builder specializing in prefabricated houses
- Enabling Daiwa's business growth
- Products used: AutoCAD, Revit, BIM 360, and Inventor
- Execution of customer success plan
- BIM standards established
- 16-fold increase in contract value





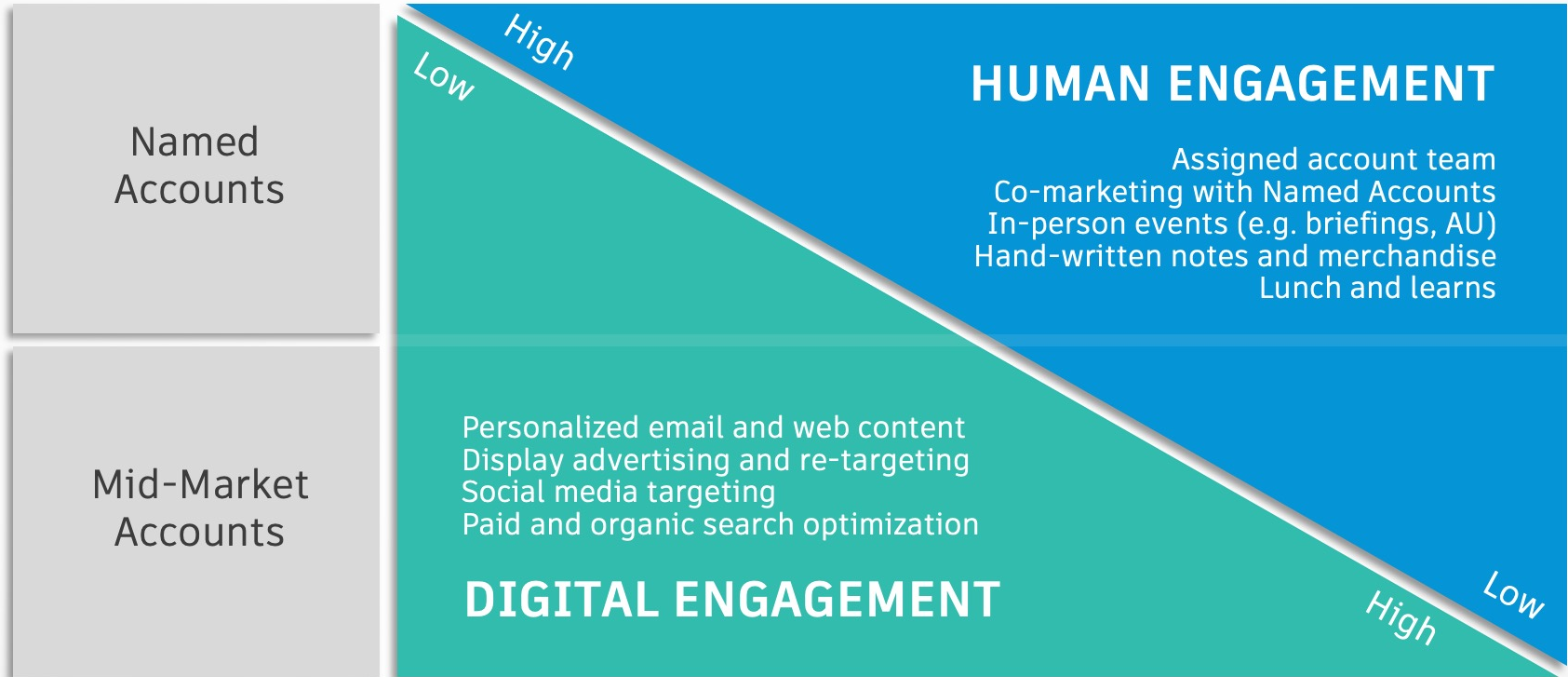
# Existing Accounts | Growth in Mid-Market

Implemented account-based sales and marketing with partners



# Existing Accounts | Targeted Campaigns

At scale for Mid-Market Accounts



# Existing Accounts | Growth in Mid-Market

Built momentum in FY19

>90%

OF MID-MARKET  
ACCOUNTS  
PURCHASED

>25%

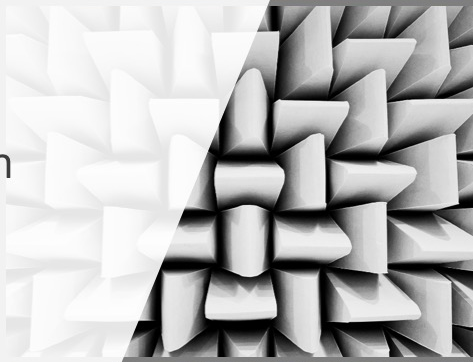
Y/Y GROWTH  
IN BILLINGS

~80%

Y/Y GROWTH  
IN BILLINGS FROM  
INDUSTRY COLLECTIONS

# Building Strategic Relationships

- Leading community development consultancy firm in Sweden
- Grew account >225% y/y in FY18
- Enabling digital workflows and innovation
- Focused on adoption through education, webcasts, and executive engagement
- Grew an additional >35% y/y in FY19





# Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy



# New Customer Acquisition

Digital Sales

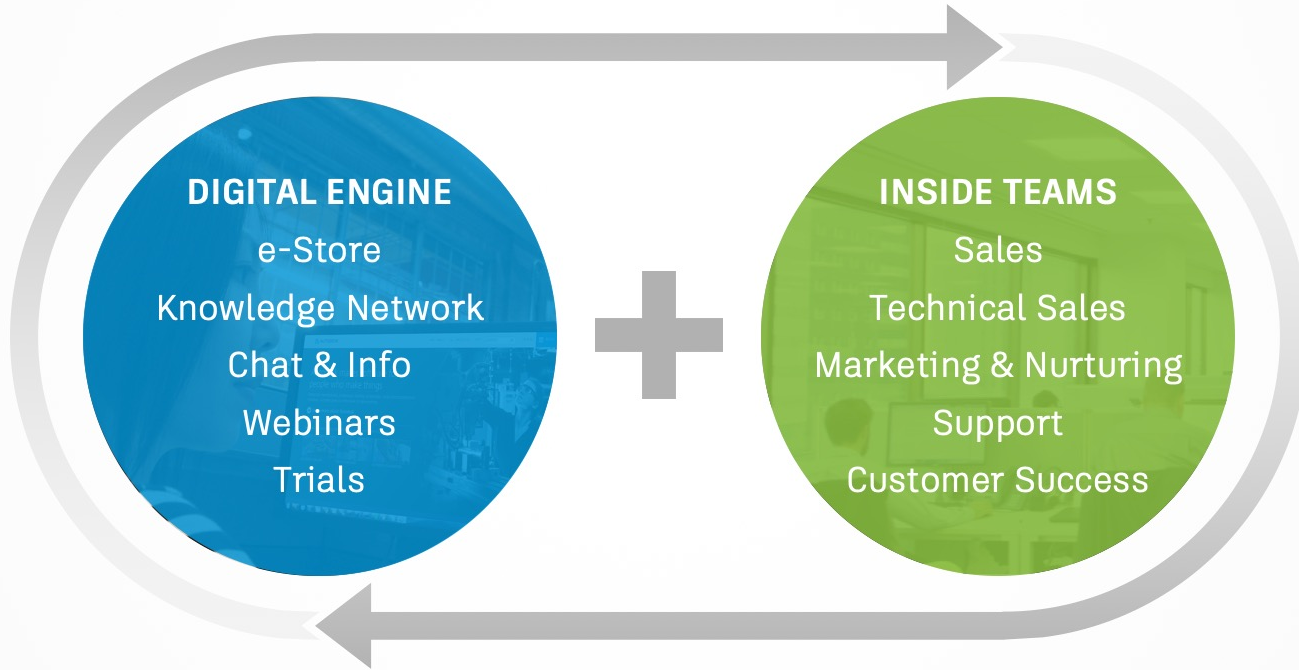
Non-Compliant Users

Legacy



# New Customer Acquisition | Digital Sales

Engine of net-new sales



# New Customer Acquisition | Digital Sales

Driver of ARR and subscription growth

>\$230M

ARR IN FY19

~56%

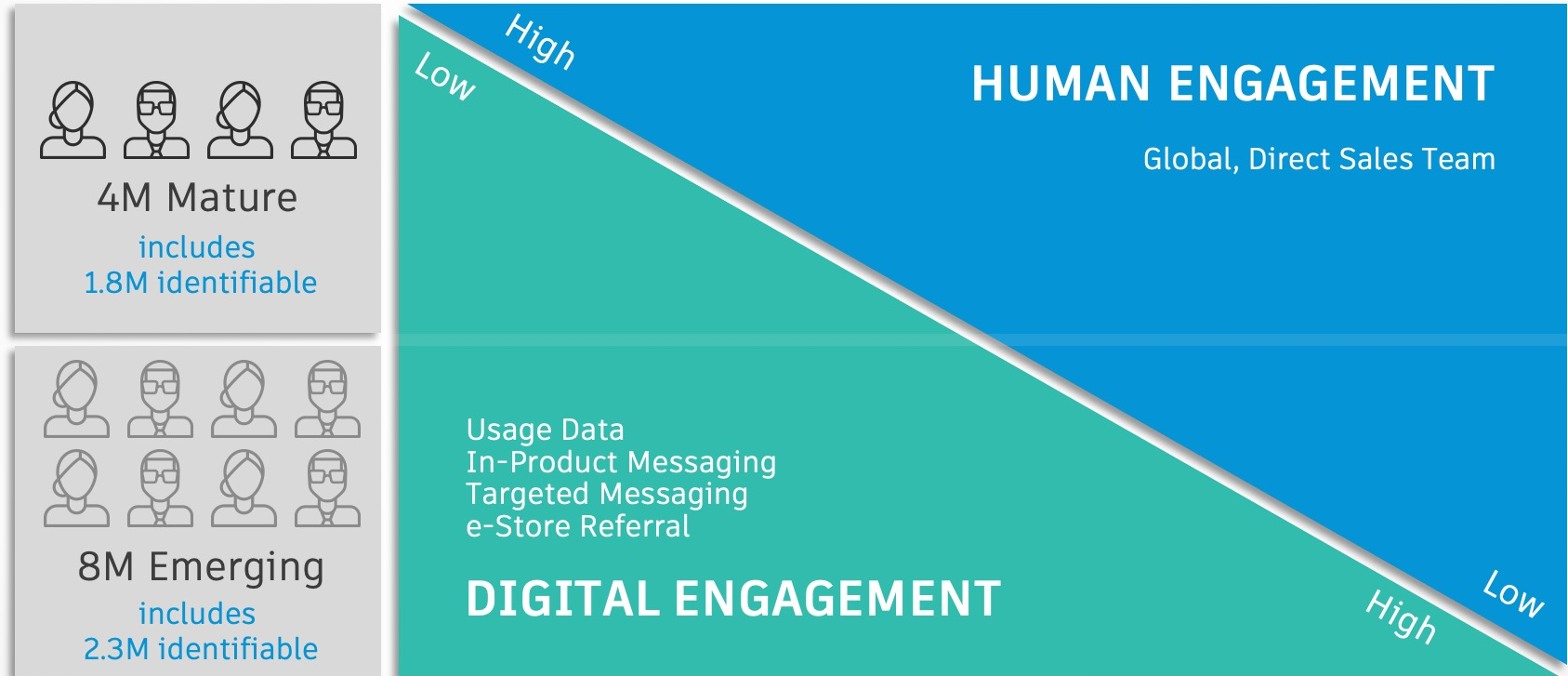
ARR GROWTH IN FY19

~50%

OF CUSTOMERS  
BUYING ON E-STORE  
ARE NET-NEW  
CUSTOMERS\*



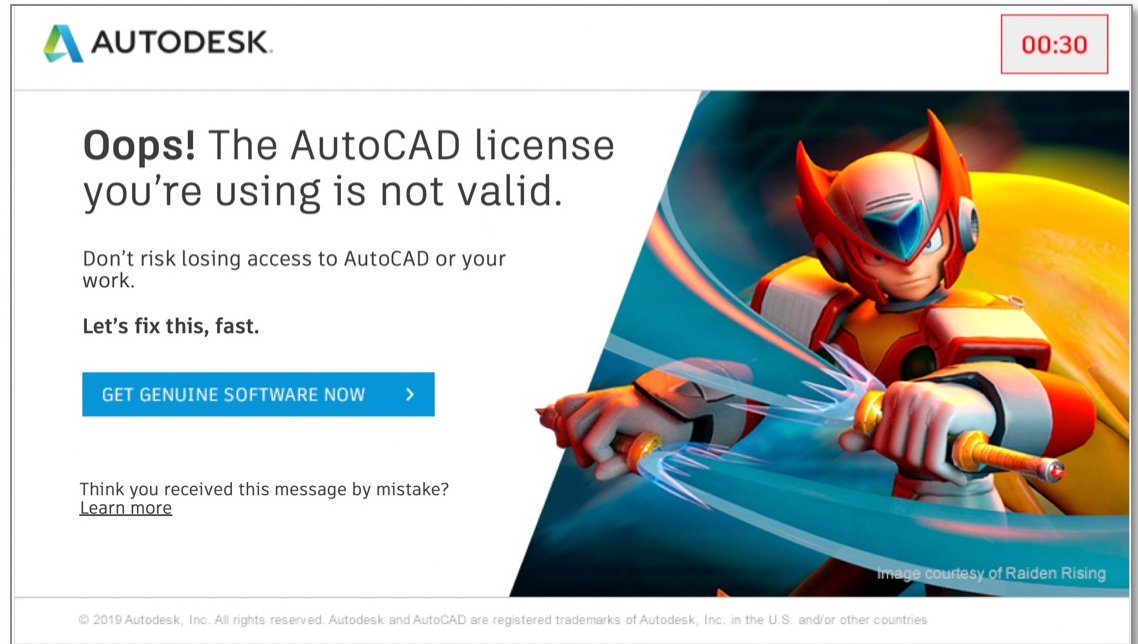
# New Customer Acquisition | Non-Compliant Users



# Non-Compliant Users | In-Product Messaging

Encouraging use of genuine software

- Customized notifications
- Key products: AutoCAD, 3ds Max, Revit, Inventor, Civil 3D
- Focused on e-store and large opportunities



The screenshot shows an in-product notification from Autodesk. At the top left is the Autodesk logo. At the top right is a red timer box showing '00:30'. The main message reads: 'Oops! The AutoCAD license you're using is not valid.' Below this, it says 'Don't risk losing access to AutoCAD or your work.' and 'Let's fix this, fast.' There is a blue button with the text 'GET GENUINE SOFTWARE NOW' and a right-pointing arrow. At the bottom left, it asks 'Think you received this message by mistake?' with a link to 'Learn more'. On the right side of the notification, there is a 3D illustration of a character in a red and yellow suit, holding a glowing blue energy weapon. At the bottom right of the illustration, it says 'Image courtesy of Raiden Rising'. At the very bottom of the notification, there is a small copyright notice: '© 2019 Autodesk, Inc. All rights reserved. Autodesk and AutoCAD are registered trademarks of Autodesk, Inc. in the U.S. and/or other countries.'

# Non-Compliant Users | In-Product Messaging

Encouraging use of genuine software



**BEFORE**



**TODAY**

No Messaging

In Product  
Messaging

Firm & Fair  
Notice

Frequent  
Messaging

Inconvenience

No Option  
to Ignore

Limited Product  
Functionality

Product Will Not Run

# New Customer Acquisition | Legacy Customers

How and why to get current

- Added value of subscription
  - More frequent releases
  - More value through the cloud
  - More administrative control and user insights
  - Better collaboration capabilities
  - Support included
- Targeted communications to upgrade to subscription
  - Time to move to subscription
  - Windows migration



# Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy



# Adoption & Renewal | Customer Success Cycle

Focusing on business outcomes throughout customer journey

LAND

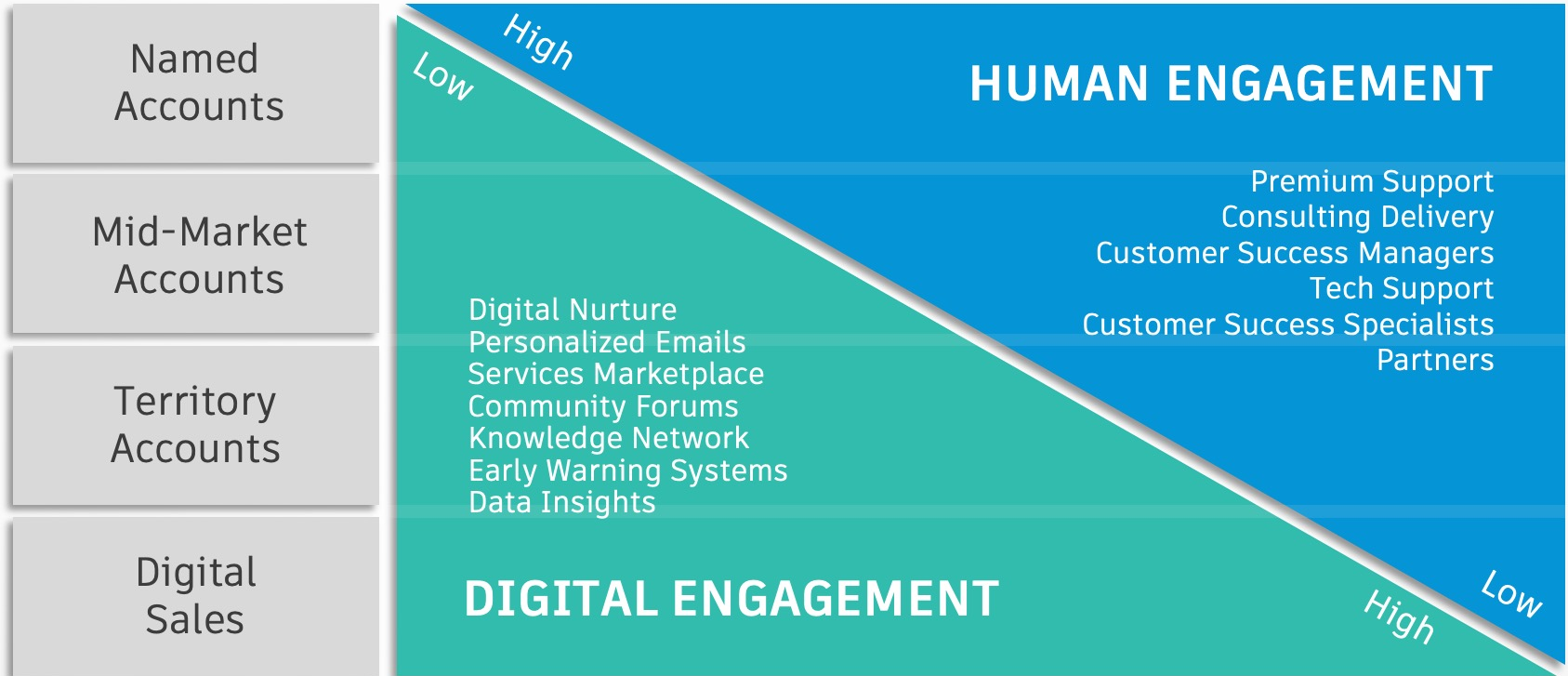
EXPAND



RENEW

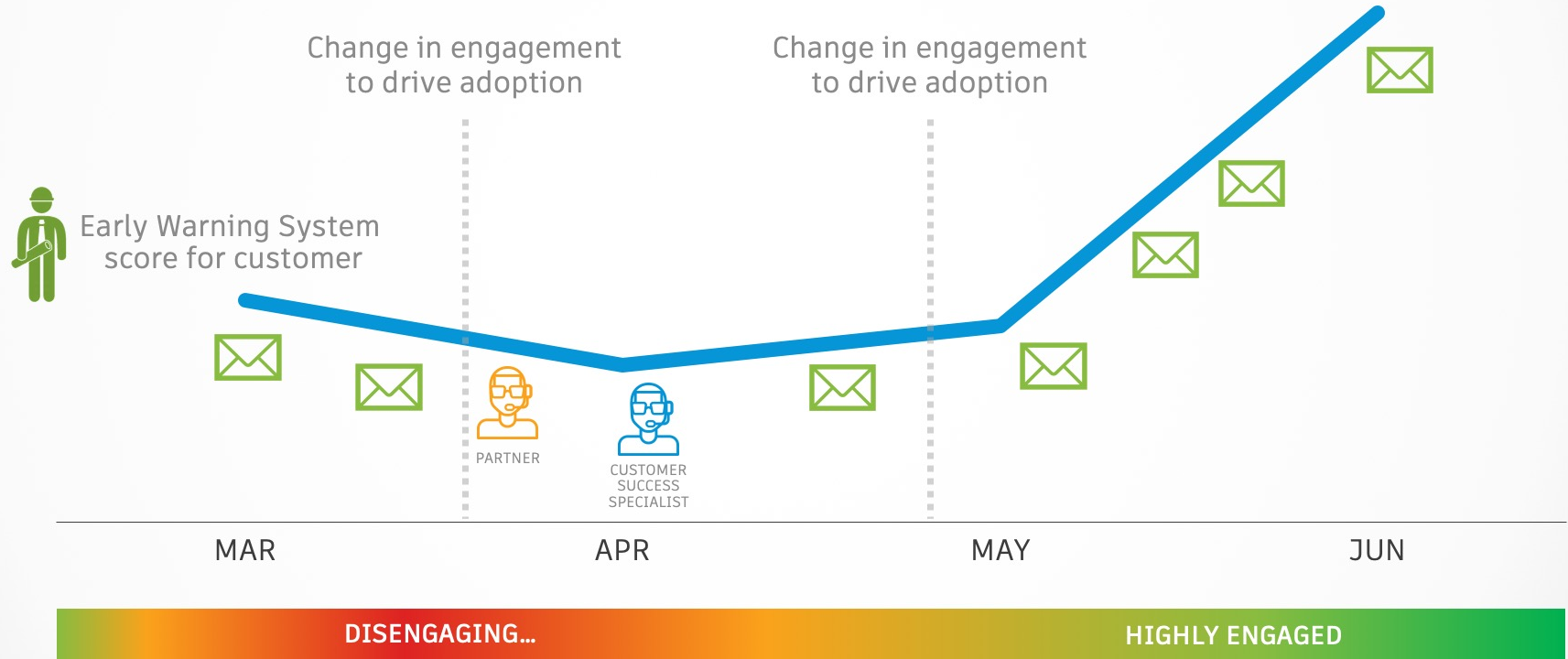
ADOPT

# Adoption & Renewal | Customer Success Approach



# Adoption & Renewal | Monitoring Customer Health

Delivering personalized experiences to drive adoption





# Delivering Growth

Existing Accounts

New Customer Acquisition

Adoption & Renewal

Partner Strategy



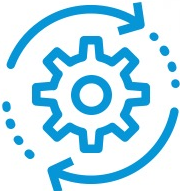
# Partner Strategy | FY20 and Beyond



Partner Framework



Consistency & Stability



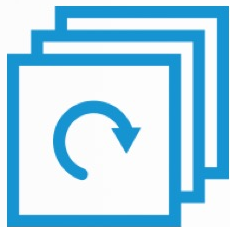
Adoption & Customer Success



Partner Services Enablement

# Partner Strategy | Minimal Changes to Framework

Focus on execution



Maintenance-to-subscription opportunities



More to back-end attainment & quarterly targets



Adoption & renewals

# Partner Strategy | Scale and Coverage

Partners provide global scale, coverage, and local expertise around the world

~180

NUMBER OF  
COUNTRIES IN WHICH  
WE DO BUSINESS  
EACH YEAR

~1,300

RESELLER  
BUSINESSES PROVIDING  
GLOBAL SCALE  
AND COVERAGE

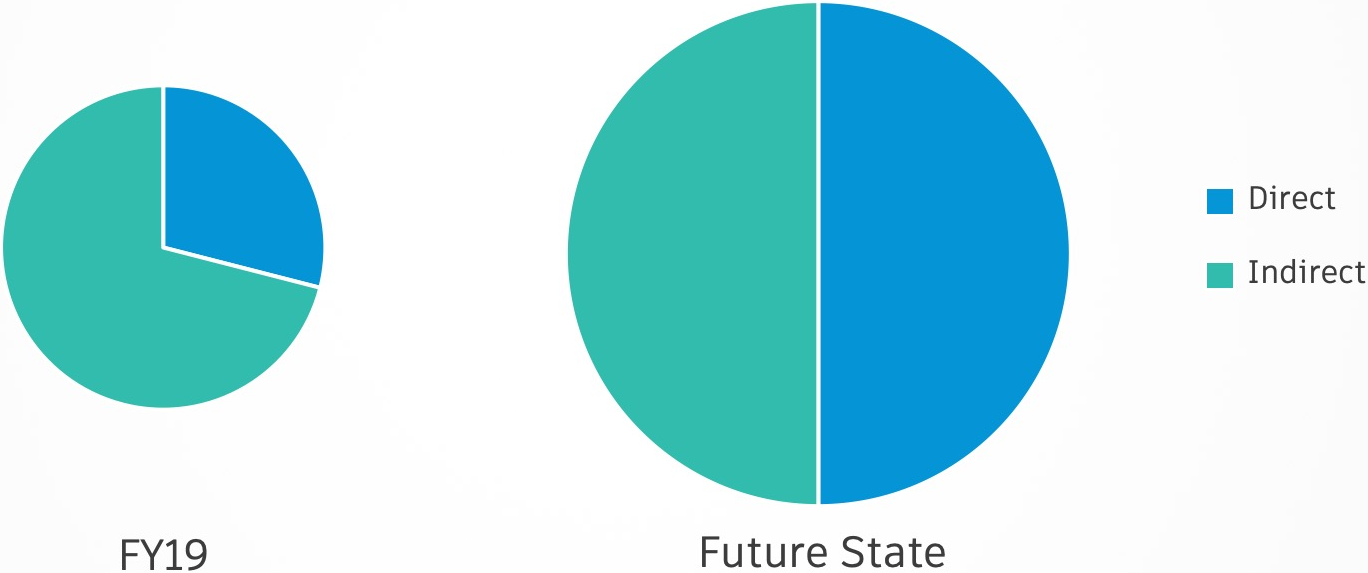
14:1

ESTIMATED RATIO  
OF PARTNER TO  
AUTODESK QUOTA-  
CARRYING SELLERS



# Partner Strategy | Growing the Business

Partner business will grow as mix of direct vs. indirect net billings changes



# Delivering ARR Growth

- Account-based sales and marketing drives expansion
- New customer acquisition opportunities are significant
- Customer success fuels adoption and renewals
- Partners continue to deliver growth



**AUTODESK®**

Make anything™