

Introducing Bentley Systems





BSY: The Infrastructure Engineering Software Company





¹ See Appendix, Footnote 1.

Note: All figures as of June 30, 2020 unless otherwise noted. All figures calculated using ASC 606 Recurring revenues consist of subscriptions revenues and certain professional services revenues that are recurring in nature.



² Figure as of December 31, 2019

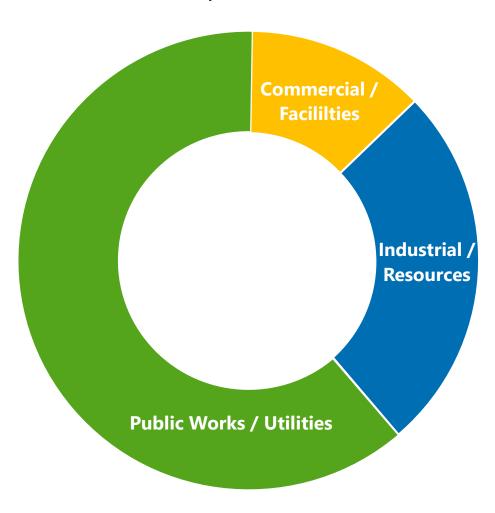
Revenues by Infrastructure Sector and Discipline

Oxford Economics Outlook **Global Infrastructure Spending** 2016 through 2040

- Roads 1.0% of GDP
- Electricity 1.0% of GDP
- Rail 0.4% of GDP
- Water 0.2% of GDP

Infrastructure Spending 2016-2040

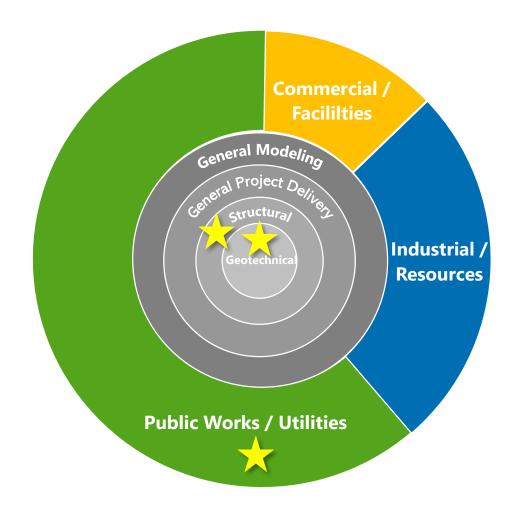
- 3.0% of GDP
- average/ year: \$3,200,000,000,000 \$3.2 T
- \$79 T!



Source: Oxford Economics Global Infrastructure Outlook, 2017



Revenues by Infrastructure Sector and Discipline



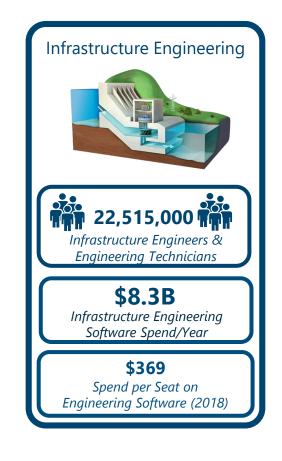


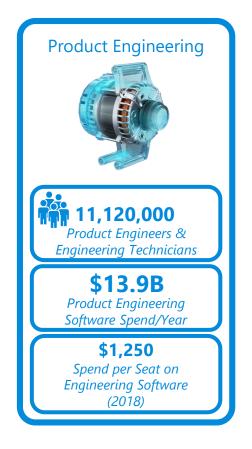
We believe we are the market leader in these sectors and disciplines of infrastructure engineering software



Total Addressable Market ("TAM")



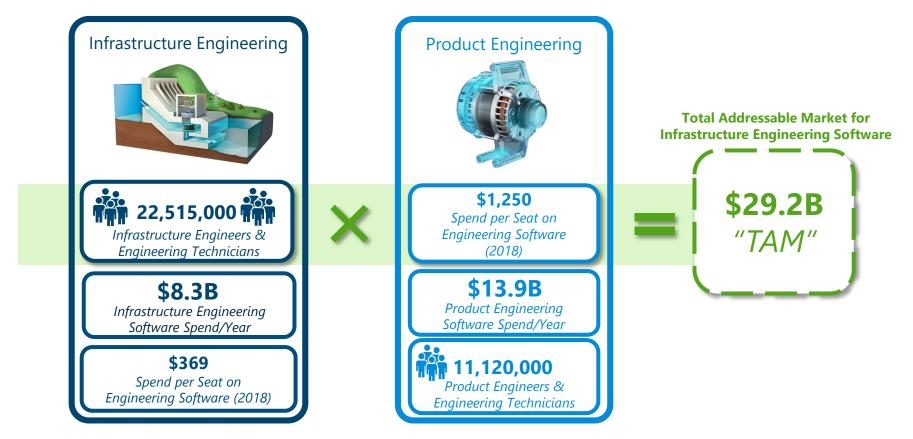




Source: Feb. 2020 Cambashi study commissioned by Company.

Total Addressable Market ("TAM")





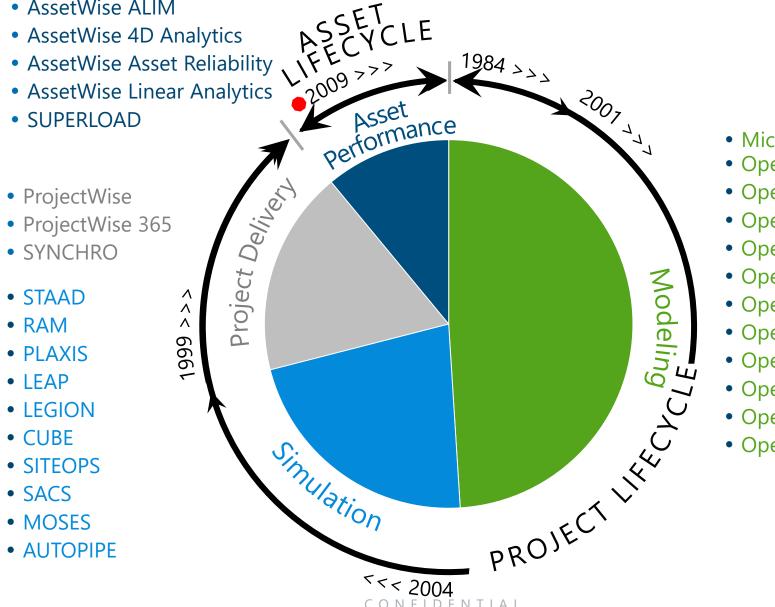
Source: Feb. 2020 Cambashi study commissioned by Company.



Revenues by Infrastructure Lifecycle



- SUPERLOAD
- ProjectWise
- ProjectWise 365
- SYNCHRO
- STAAD
- RAM
- PLAXIS
- LEAP
- LEGION
- CUBE
- SITEOPS
- SACS
- MOSES
- AUTOPIPE



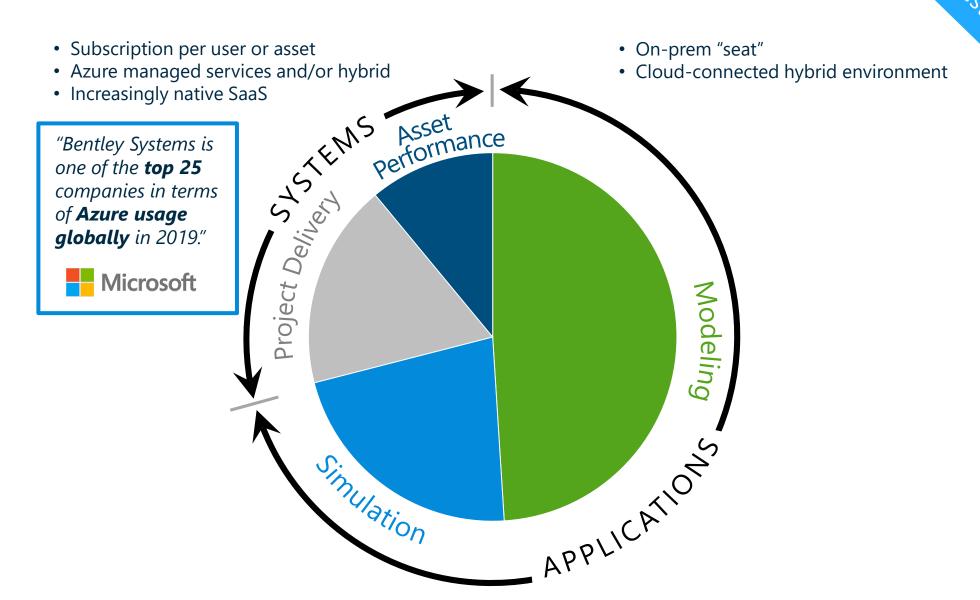
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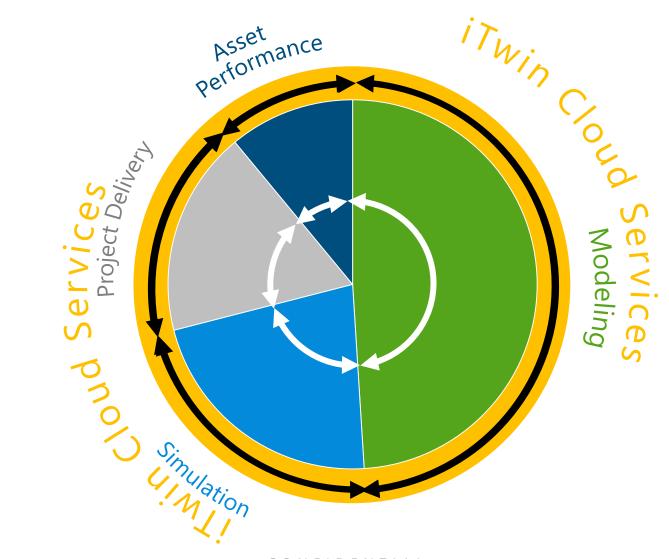
- MicroStation
- OpenPlant
- OpenBuildings
- OpenRoads
- OpenRail
- OpenSite
- OpenFlows
- OpenUtilities
- OpenCities
- OpenBridge
- OpenTower
- OpenWind Power



Lestor Roadshou

Revenues by Infrastructure Lifecycle





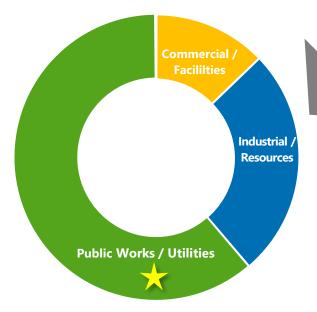
Comprehensiveness

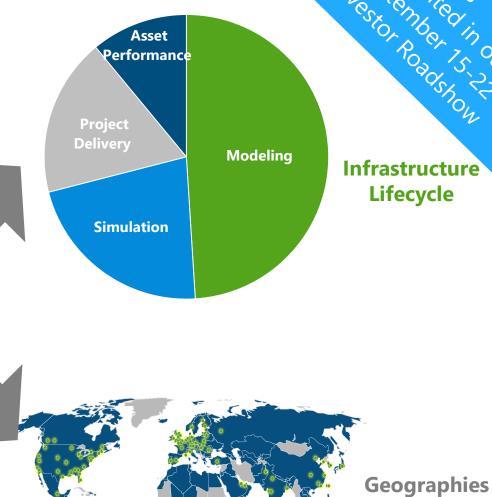
Rail and Transit T&D Utilities Roads and Bridges

Infrastructure Sectors

Infrastructure

Disciplines

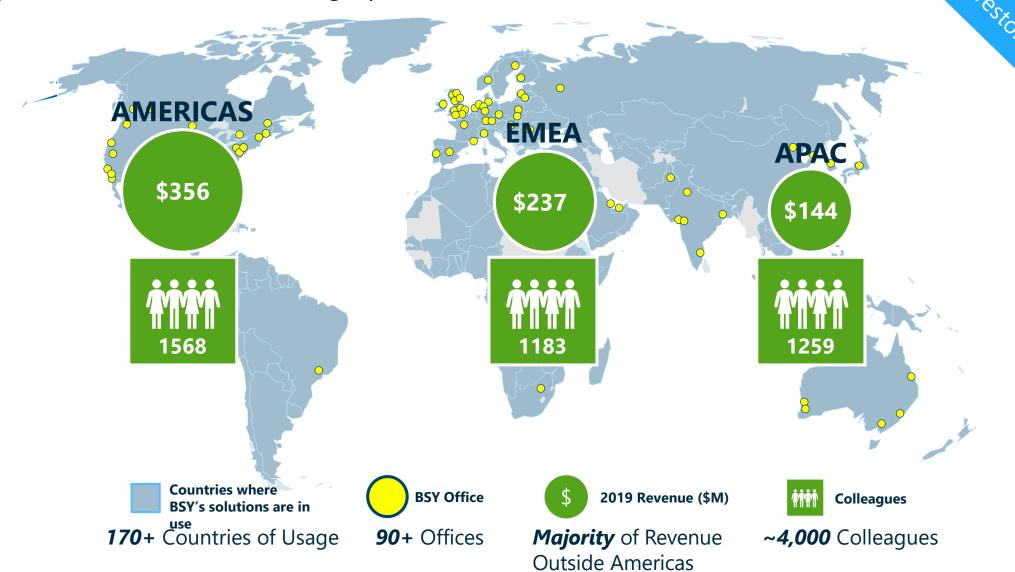






BSY

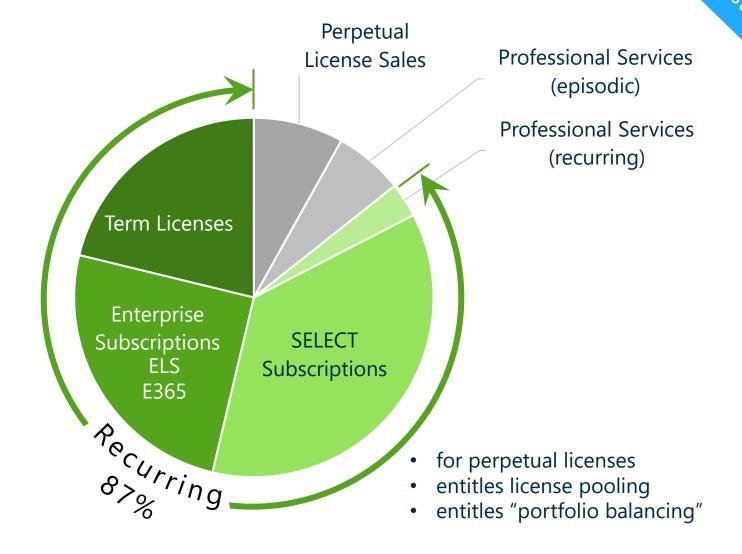
Comprehensiveness Across Geographies



Note: \$ Amounts are revenues in millions, based on 2019 ASC 606.



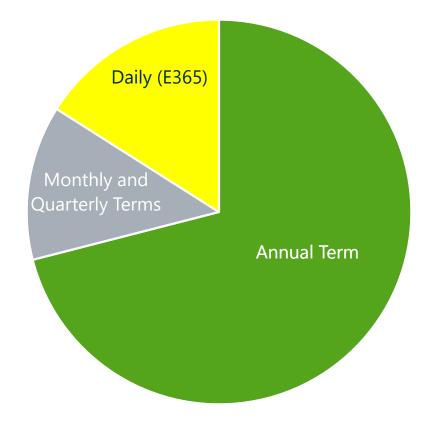
Revenues by Commercial Model



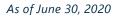
Note: Chart segment sizing corresponds to underlying % of 2019 ASC 606 Revenue.



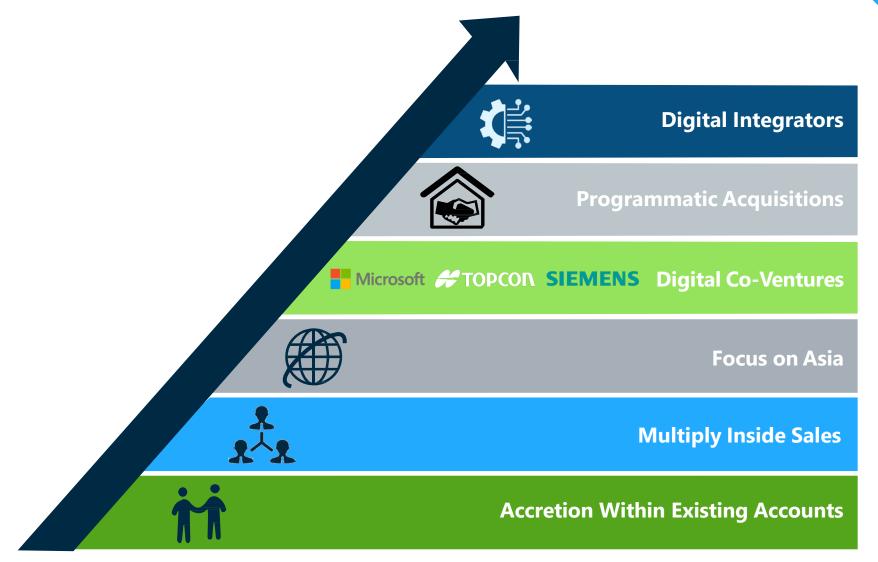
ARR by Consumption Model







Growth Strategies







Introducing "BSY":

The Infrastructure Engineering Software Company

Greg Bentley, CEO, and David Hollister, CFO Fall 2020



3rd Quarter 2020 Operating Results

David Hollister, CFO



Revenue Performance

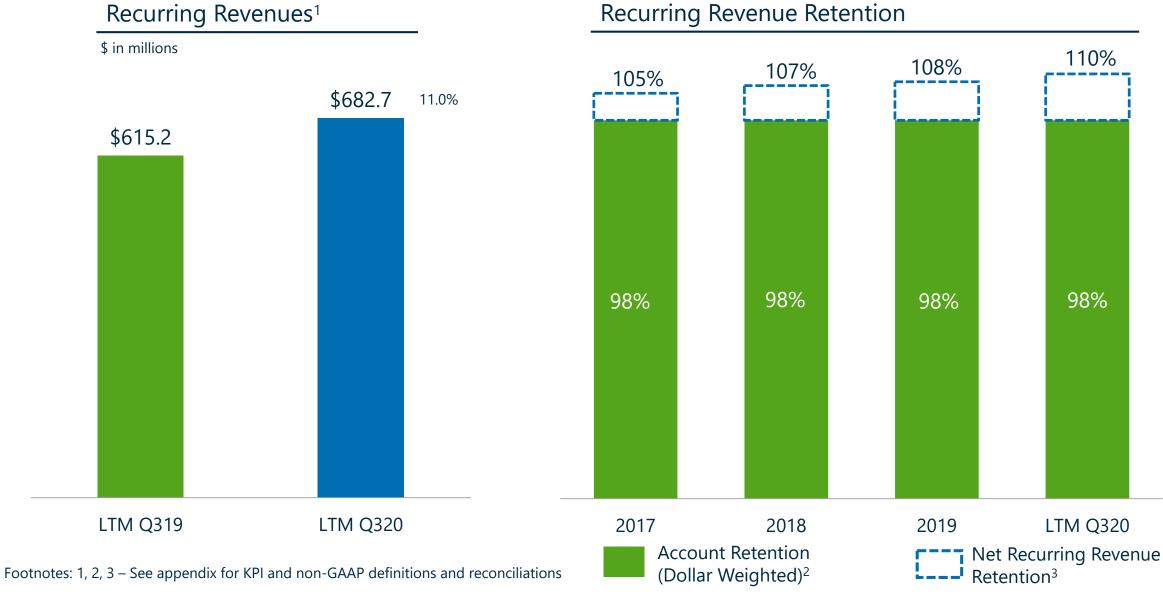




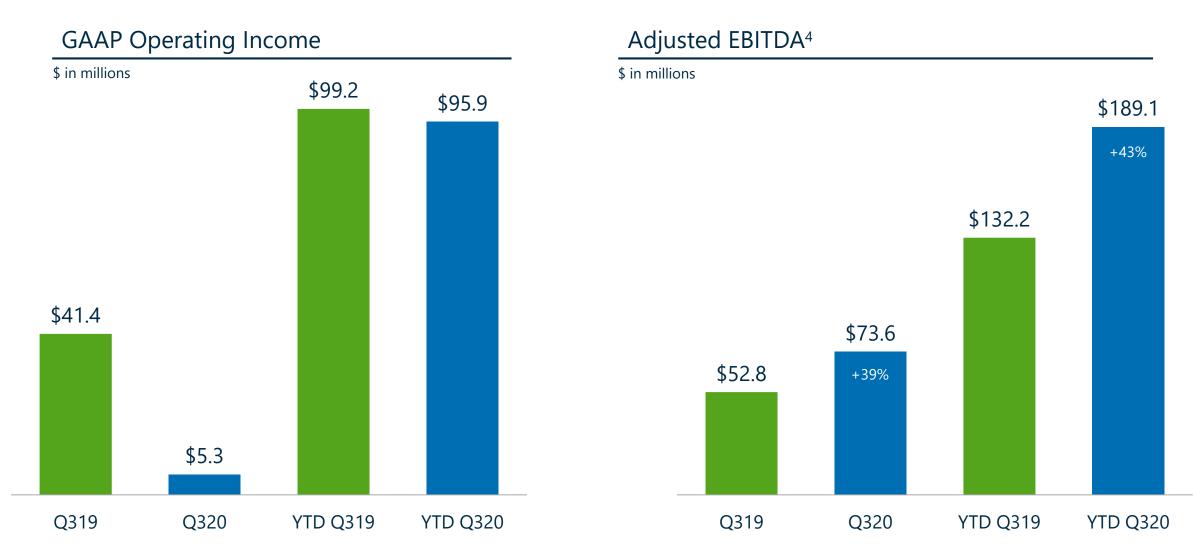




Recurring Revenue Performance



Profitability Performance







Debt Summary

September 30, 2020	(\$ in millions)	Maturity	Interest Rate
Cash	137.6		
Revolver (\$500.0)	465.0	2022	LIBOR + 175 bps
Term Loan	124.6	2022	LIBOR + 175 bps
Total long-term debt ⁵	589.6		
Net debt	452.0		
LTM Adjusted EBITDA ⁴	245.0		
Total debt / LTM Adjusted EBITDA ⁴	2.4x		
Net debt / LTM Adjusted EBITDA ⁴	1.8x		

Footnotes:



^{4 –} See appendix for KPI and non-GAAP definitions and reconciliations

^{5 –} Net of unamortized debt issuance costs

Full Year 2020 Financial Outlook

Financial Metrics	Guidance
Total Revenues	\$790 million to \$800 million increase of 7.2% to 8.6%
ARR Growth (constant currency)	7.5% to 9.0 %
Adjusted EBITDA	\$250 million to \$265 million increase of 33% to 41%

Additional expectations to support financial modeling

- Full year interest expense of approximately \$7.5 million
- Full year effective tax rate of 23% to 25% (20% normalized for non-deductible IPO-related expenses)
- Full year capital expenditures, including investments in capitalized software <2.5% of revenues
- Fully diluted weighted shares outstanding of 304.7 million for Q4 and 299.1 million for the full year



KPI and non-GAAP definitions and reconciliations

- 1. Recurring revenues. Last twelve-months recurring revenues is calculated as recurring revenues recognized over the preceding twelve-month period. We define recurring revenues as subscriptions revenues that recur monthly, quarterly, or annually with specific or automatic renewal clauses and professional services revenues in which the underlying contract is based on a fixed fee and contains automatic annual renewal provisions.
- 2. Account retention rate. Our account retention rate for any given twelve-month period is calculated using the average currency exchange rates for the prior period, as follows: the prior period recurring revenues from all accounts with recurring revenues in the current and prior period, divided by total recurring revenues from all accounts during the prior period.
- 3. Recurring revenues dollar-based net retention rate. Our recurring revenues dollar-based net retention rate is calculated using the average exchange rates for the prior period, as follows: the recurring revenues for the current period, including any growth or reductions from existing accounts, but excluding recurring revenues from any new accounts added during the current period, divided by the total recurring revenues from all accounts during the prior period. A period is defined as any trailing twelve months.
- 4. Adjusted EBITDA. Our Adjusted EBITDA is defined as net income adjusted for interest expense, net, provision for income taxes, depreciation and amortization, equity-based compensation, acquisition expenses, realignment expenses, expenses associated with IPO, other non-operating income and expense (primarily foreign exchange gain (loss)), net, and (income) loss from investments accounted for using the equity method, net of tax



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Non-GAAP Reconciliation: Adjusted EBITDA

	Year Ended December 31,	Three Months Ended September 30,		Nine Months Ended September 30,		As of Q3 2020
	2019	2020	2019	2020	2019	LTM
Net income	\$ 103,096	\$ 5,844	\$ 20,427	\$ 74,589	\$ 66,845	\$ 110,840
Interest expense, net	8,199	1,934	2,029	4,450	6,503	6,146
Provision for income taxes	23,738	10,705	6,640	22,145	11,759	34,124
Depreciation and amortization	32,160	9,172	7,968	25,836	23,334	34,662
Equity-based compensation	8,091	19,548	2,026	22,760	6,051	24,800
Acquisition expenses	6,597	3,489	1,425	8,498	4,103	10,992
Realignment expenses	(584)	9,943	(49)	10,012	(492)	9,920
Expenses associated with IPO	0	26,130	0	26,130	0	26,130
Other (income) expense, net	5,557	(13,741)	12,306	(6,756)	14,053	(15,252)
(Income) loss from investments accounted for using the equity method, net of tax	1,275	581	0	1,447	0	2,722
Adjusted EBITDA	\$ 188,129	\$ 73,605	\$ 52,772	\$ 189,111	\$ 132,156	\$ 245,084

Note: See further commentary on adjustments in MD&A section of the September 30, 2020 10-Q



3rd Quarter 2020 Operating Results

Greg Bentley, CEO

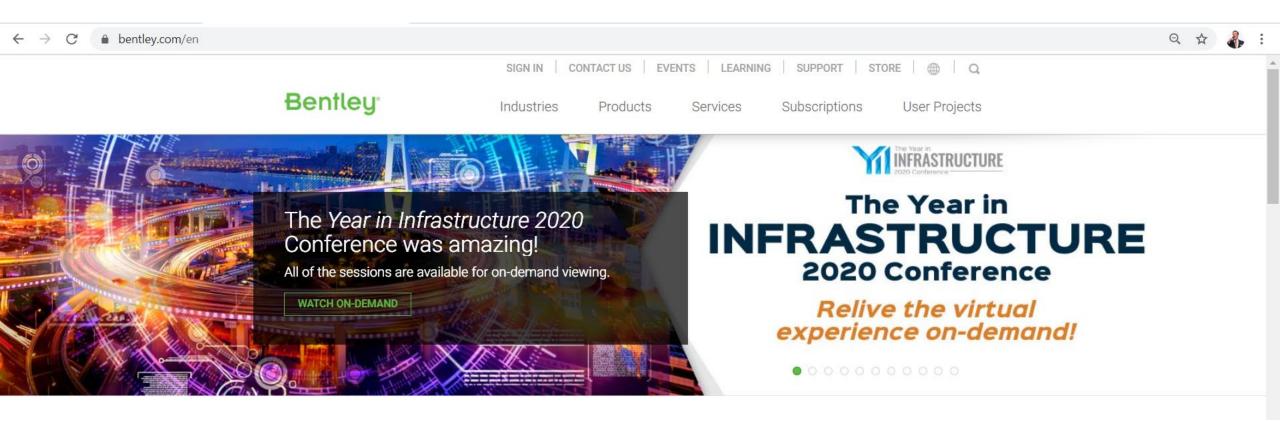




Corporate News

Greg Bentley, CEO





www.bentley.com





Press Release
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Bentley Systems Announces Winners of Year in Infrastructure 2020 Awards

EXTON, Pa. Coctober 21, 2020. Bentley Systems, Incorporated, (Nasdaq: BSY), the infrastructure engineering software company, has announced the winners of the Year in Infrastructure 2020 Awards. The annual awards program honors the extraordinary work of Bentley users advancing design, construction, and operations of infrastructure throughout the world.

Sixteen independent jury panels selected the 57 finalists from over 400 nominations submitted by more than 330 organizations from more than 60 countries.

Bentley Systems acknowledged 19 Year in Infrastructure 2020 Awards winners and 14 Special Recognition Awards on October 21 during the Year in Infrastructure 2020 Conference, held virtually for the first time. To see the Year in Infrastructure 2020 Awards finalists present their

The Year in Infrastructure 2020 Conference, Oct. 20, 2020: Executive Perspective

EXECUTIVE PERSPECTIVE Greg Bentley Satya Nadella CEO, Microsoft CEO, Bentley Systems INFRASTRUCTURE





Press Release
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Bentley Systems expands partnership with Microsoft to accelerate infrastructure digital twin innovations

Companies will deliver and scale advancements for urban planning and smart cities

REDMOND, Wash., and EXTON, Pa. October 19, 2020 Bentley Systems (Nasdaq: BSY) and Microsoft Corp. (Nasdaq: MSFT) today announced an expansion of a strategic partnership focused on advancing infrastructure for smart city urban planning and smart construction. The partnership will combine Microsoft's Azure IoT Digital Twins and Azure Maps with Bentley Systems' iTwins platform enabling engineers, architects, constructors and city planners to work within a comprehensive city-scale digital twin empowering better decision making, optimizing operational efficiency, reducing costs and improving collaboration.

Microsoft and Bentley Systems, a leader in engineering software for professionals to design, build,

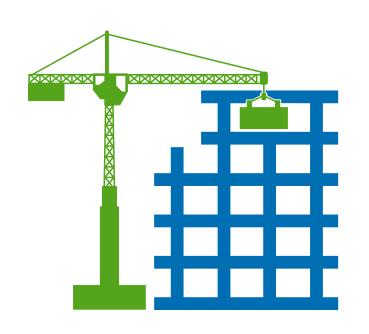
ACCELERATE Keynotes

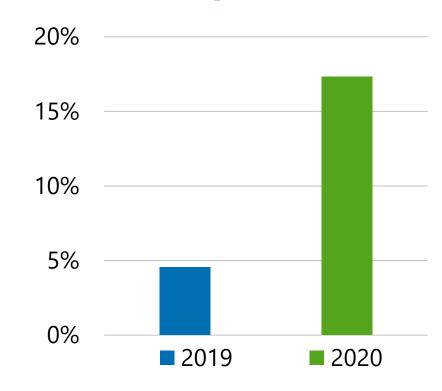
SESSION SESSION	User and digital twins project mentions
Project Delivery Accelerate	Videos - Andy Kaiya, VP, Bid development, Lane Construction and Dr.Sonia Zahiroddiny, Head of Digital Engg, HS2
Digital Cities	Videos of: Águas do Porto – Going Digital Video Project Overview; mentions of Helsinki, Dublin
Asset and Network Performance	Mentions of digital twin projects at Minnesota DOT; Schwäbisch Hall

TwinTalks Sessions

TwinTalks Sessions – Oct 20	Users		
Design & Construction Change the Game for Project Execution by Linking Design and Construction in Early Planning	Blaine Buenger, Senior Technology Manager, Foth Infrastructure and Environment Michal Wojtak, Director of Integrated Construction, Mortenson Construction		
Rail and Transit Digital Twins: Vision and Reality	David Kraft, Senior Director - Enterprise Asset Management Program Delivery, New York Metropolitan Transportation Authority (MTA) Videos of MTA, Skanska		
Roads and Bridges Digital Twins in Roads and Bridges	Kevin Cornish, SVP Design Consulting Services, Surface Transportation Alexa Mitchell, PE, Highways and Roads BIM Director HDR George Lukes, State Standards and Design Engineer, Utah Department of Transportation John Wilkerson, Transportation Engineer, Michigan Department of Transportation		
Digital Plant Think Big, Prove Small, Scale Fast! How Digital Twins Can Transform Operations for Whole Life Value	Josh Etkind, GOM Digital Transformation Manager, <mark>Shell Deepwater</mark> Shaun Barclay, Asset Information Manager <mark>, Shell QGC</mark>		
Digital Cities Innovate with Digital Twins at City Scale	Jamie Cudden, Smart City Program Manager, Chief Executive's Office, <mark>Dublin City Council</mark> Videos of <mark>Helsinki, Porto</mark>		
Energy Utilities Digital Twips: Why Every Utility Should Take Note	Scott Alford, Predictive Maintenance Supervisor and CRL Trainer, Arizona Public Service		

4D Construction Modeling

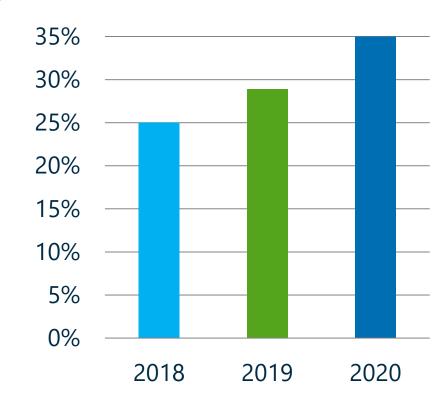






Reality Modeling

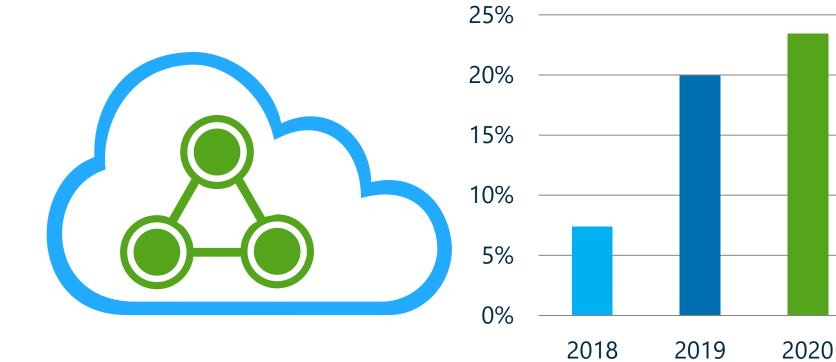








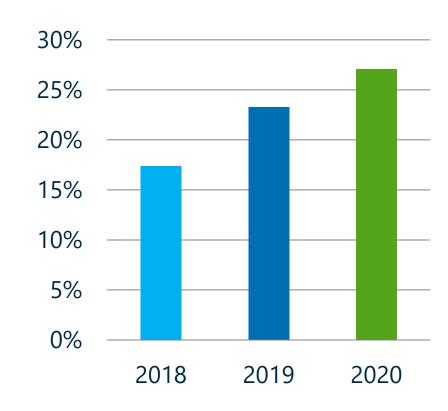
Connected Data Environment





iModels





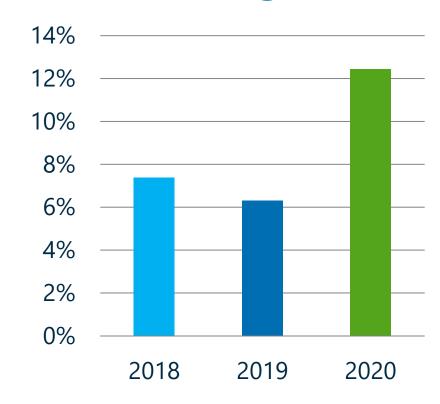
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Asset Performance Modeling



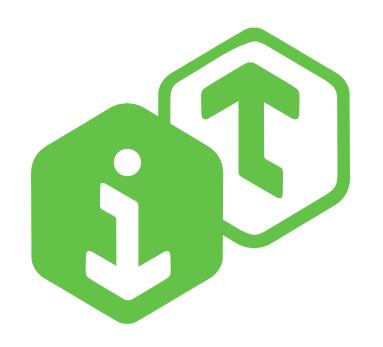


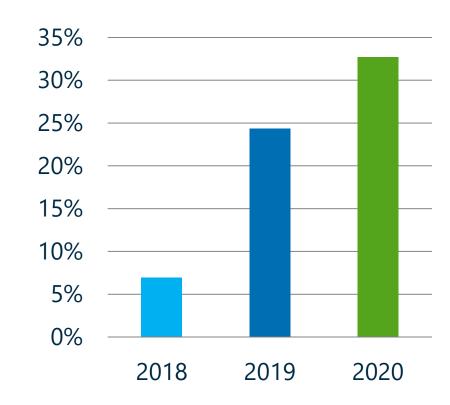




Going Digital Advancements Credited by YII Awards Nominees:

Digital Twins









Bentley

2020 Bentley Infrastructure 500 Top Owners Ranking



The Bentley Infrastructure 500 is a ranking of the top owners of infrastructure around the world from both the public and private sectors that is published annually. The rankings make it possible to readily compare investment levels across types of

Top 10 Owners in the *Bentley Infrastructure 500*

Rank	Company Name	Infrastructure Value* (millions USD)	Headquarters Country
1	UNITED STATES GOVERNMENT	\$528,900	United States
2	EXXONMOBIL	\$253,018	United States
3	ROYAL DUTCH SHELL	\$238,349	Netherlands
4	SURGUTGAZPROM	\$238,266	Russia
5	ELECTRICITE DE FRANCE	\$171,660	France
6	HIGHWAYS ENGLAND	\$164,303	United Kingdom
7	PETROBRAS	\$159,265	Brazil
8	CHEVRON	\$150,494	United States
9	STATE OF CALIFORNIA	\$144,635	United States
10	STATE OF TEXAS	\$144,400	United States

*As measured by reported net tangible fixed assets.

www.bentley.com/en/top-infrastructure-owners



2020 Year in Infrastructure Award Winner for Going Digital Advancements:

Utilities and Industrial Asset Performance





Project Playbook:

AssetWise ALIM, AssetWise Enterprise Interoperability, iModelHub, OpenPlant, ProjectWise

Evolution of Engineering Data, Documents and Information Management

Brisbane | Queensland | Australia

Shell's QGC Business

....Shell is at the forefront of using digital technologies to improve the efficiency and safety of its operations. At SHELL QGC, over the past years, using Bentley's connected data environment, we have enabled operations, maintenance and engineering to share accurate up to date engineering information and improve safety, reduce costs and increase our productivity. We are looking forward to the future and fully deploying digital twins, to achieve what I believe will be best practice digital transformation in the oil and gas industry...

-Shaun Barclay, Asset Information Manager, Shell QGC



Press Release
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Shell Deepwater Selects Bentley's iTwin Platform for Project Delivery

Bentley invests in FutureOn for subsea planning, engineering and visibility

EXTON, Pa. October 16, 2020 Bentley Systems, Incorporated, the leading global provider of comprehensive software and digital twin cloud services for advancing the design, construction, and operations of infrastructure today announced that Shell's Deepwater business has selected Bentley's digital twin approach to streamline its capital projects process and accelerate time to first oil.

With a plan to deliver several subsea tie-back projects over the next 10 years, Shell Deepwater Projects has recognized a significant opportunity to accelerate capital project delivery and cut

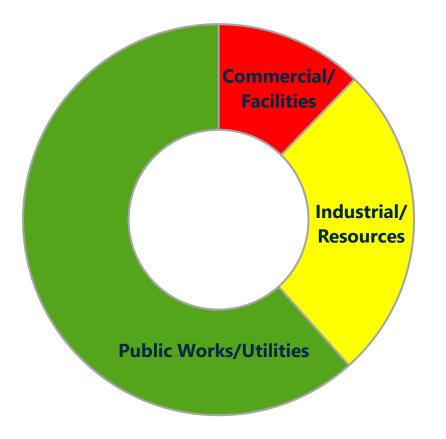


Tone of Business

Greg Bentley, CEO



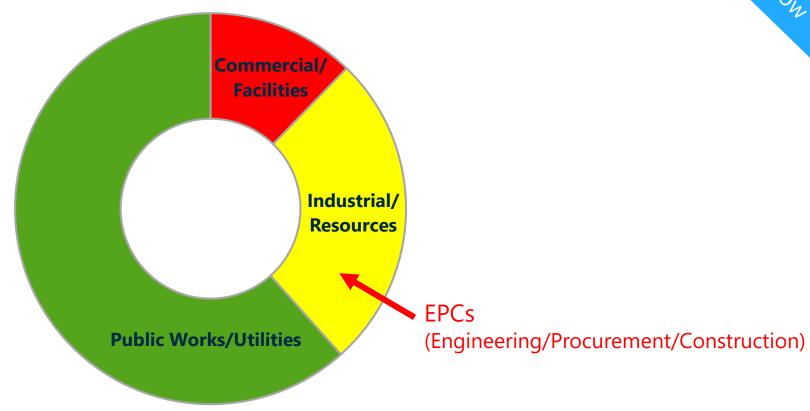




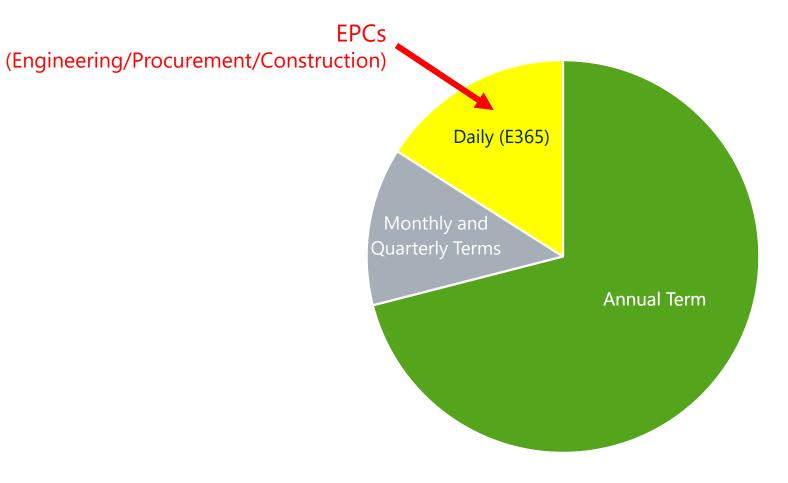






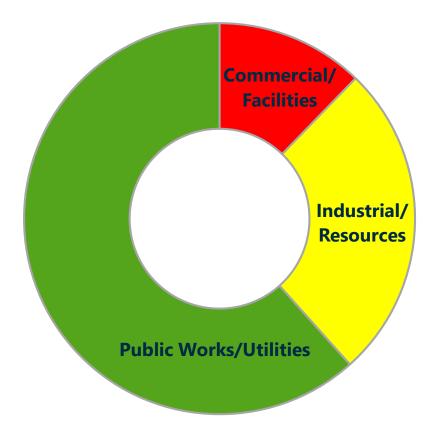


ARR by Consumption Model



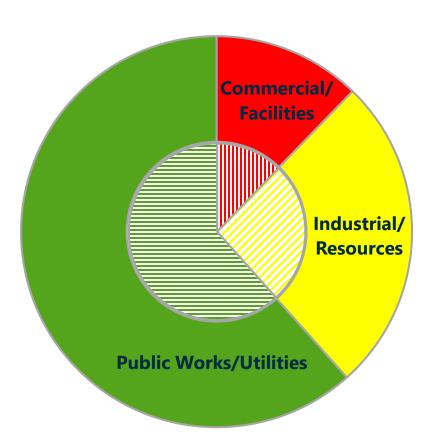






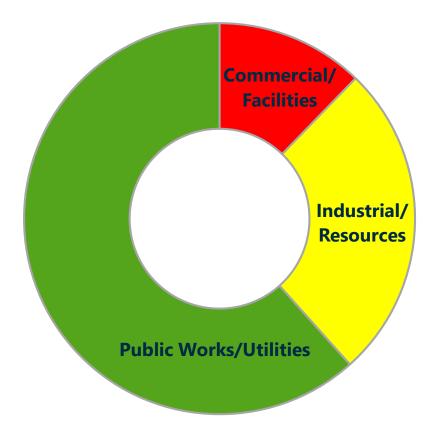








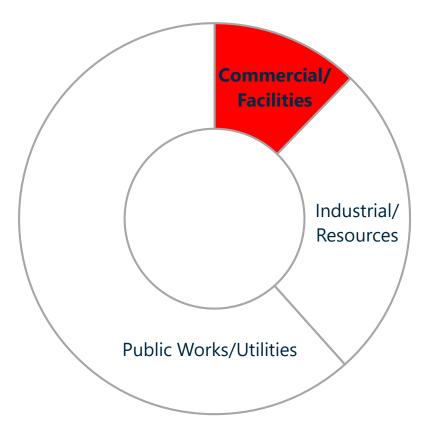




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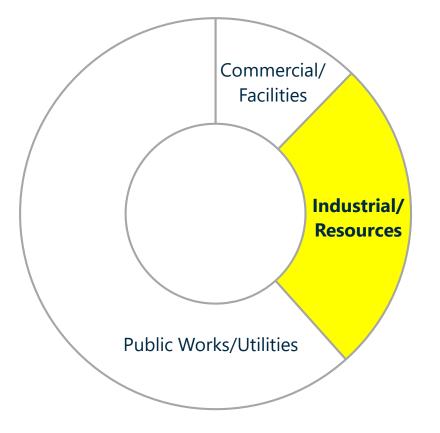






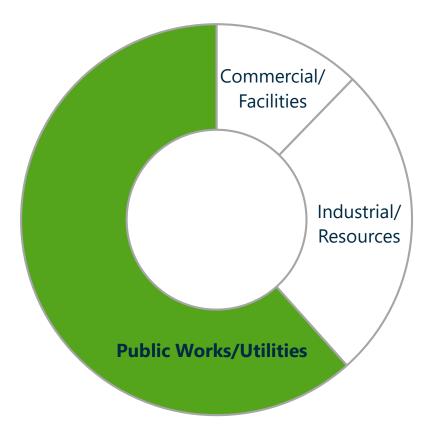








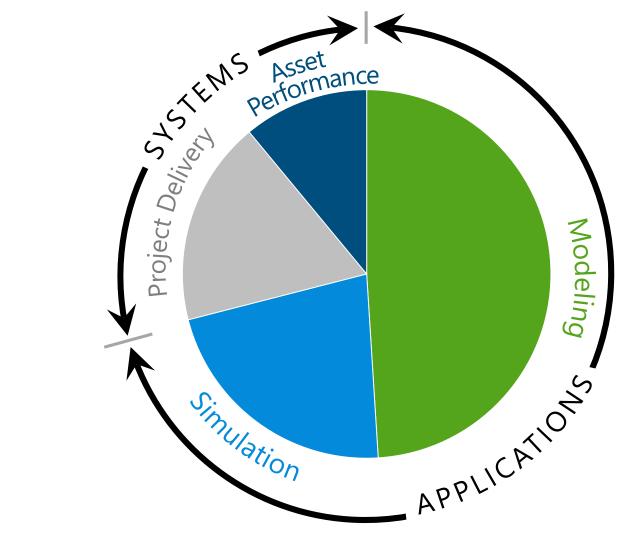


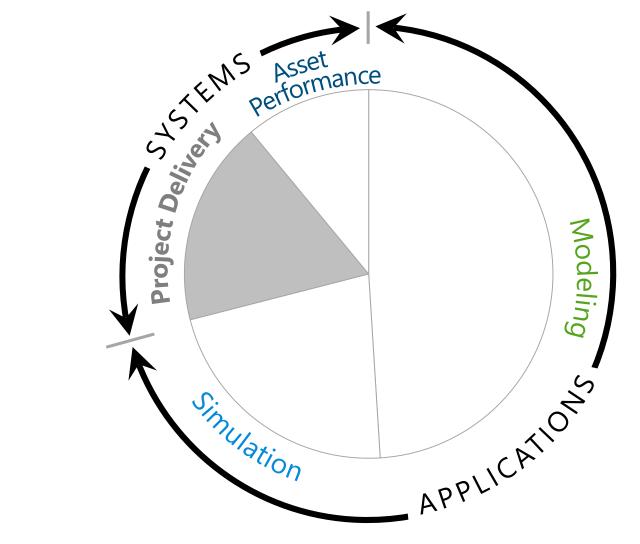


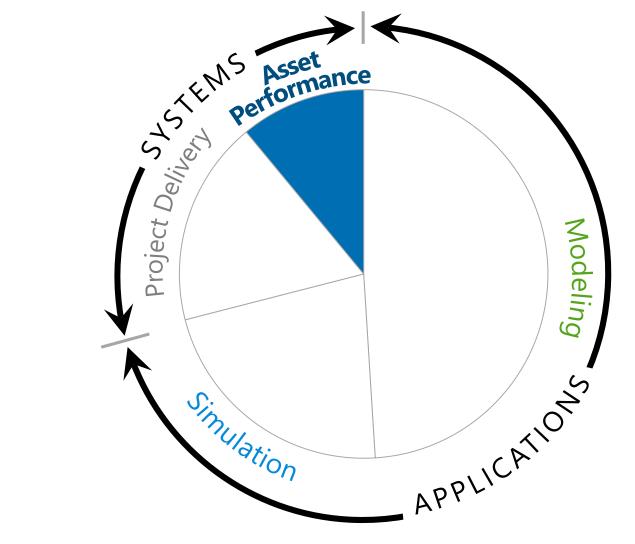
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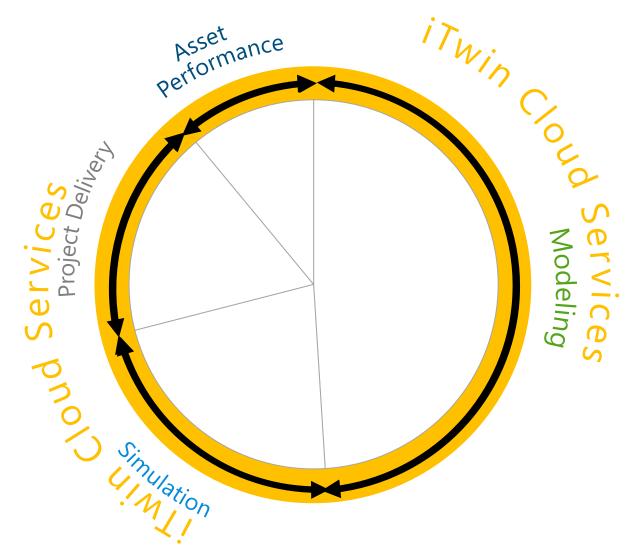




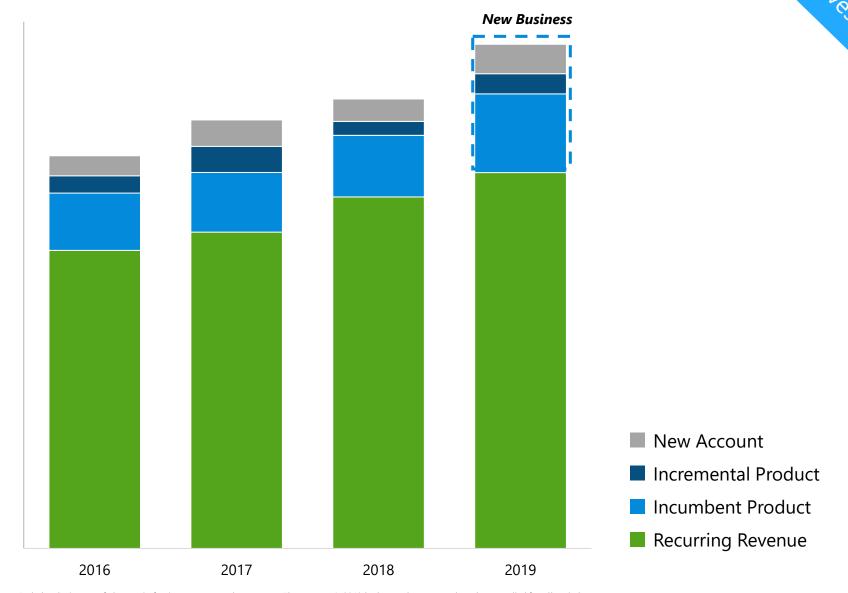








New Business Growth...



Note: Excludes the impact of changes in foreign currency exchange rates. The company's 2019 budget exchange rates have been applied for all periods.



Looking Forward

Greg Bentley, CEO





Press Release
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Bentley Systems announces Executive Appointments of Nicholas Cumins (Chief Product Officer), Katriona Lord-Levins (Chief Success Officer), and Chris Bradshaw (Chief Marketing Officer)

External Recruitment Adds Deep Public-company Experience

EXTON, Pa. – October 19, 2020 – B intley Systems, Incorporated (Nasdaq: BSY), the *infrastructure engineering refiware* company, announced today, following the initial public offering of its stock on September 23, the company's successful recruitment for three significant operating positions. All three new executives are presently in place.

Greg Bentley said, "While Bentley Systems accomplished much throughout our 36 years of growth as a privately-held company, and I am proud of our executive talent depth, we obviously could not internally develop public company experience. The principal purpose of our IPO last month was to assure market liquidity for our colleagues, and especially executive shareholders, in advance of many anticipated retirements. In turn, for the executive opportunities accordingly created, our new higher profile as a public company serves to help attract world-class talent from top public technology companies.

"I enthusiastically welcome Nicholas Cumins, Kat Lord-Levins, and Chris Bradshaw to share



EXECUTIVE PERSPECTIVE





Greg Bentley

CEO, Bentley Systems





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Nicholas Cumins

Chief Product Officer, Bentley Systems



EXECUTIVE PERSPECTIVE





Greg Bentley

CEO, Bentley Systems





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Katriona Lord-Levins

Chief Success Officer, Bentley Systems



EXECUTIVE PERSPECTIVE





Greg Bentley

CEO, Bentley Systems



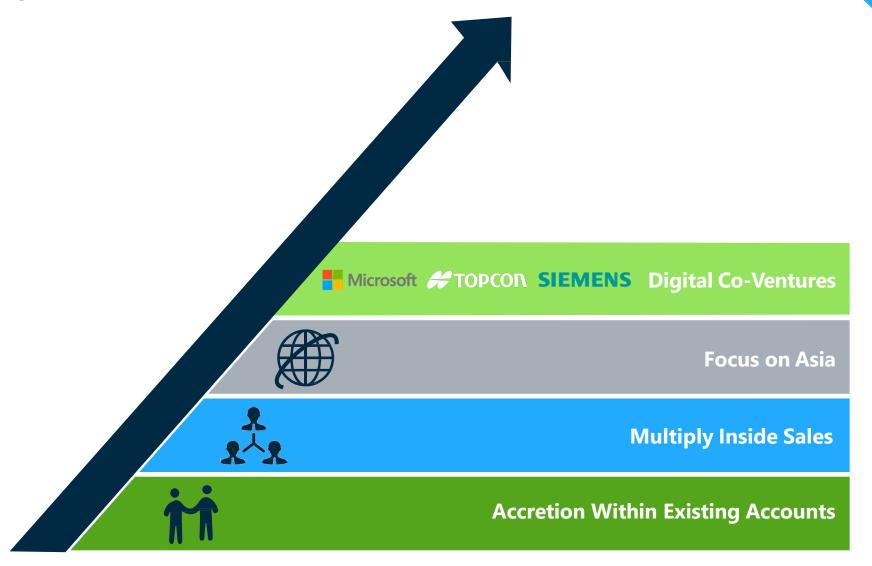


Chris Bradshaw

Chief Marketing Officer, Bentley Systems

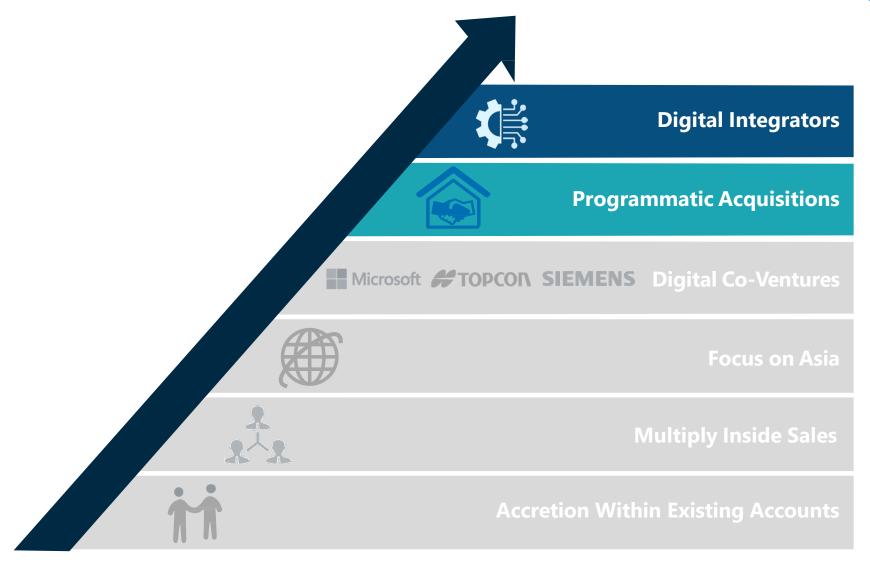


Growth Strategies





Growth Strategies







Press Release
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The Cohesive Companies Announces the Acquisition of Professional Construction Strategies Group Ltd. (PCSG)

Will expand digital twin advisory services globally and across infrastructure sectors

EXTON, Pa. October 19, 2020 The Cohesive Companies, a digital integrator investment of the Acceleration Fund of Bentley Systems, Incorporated (Nasdaq: BSY), the infrastructure engineering software company, today announced its acquisition of Professional Construction Strategies Group Ltd, (PCSG). Founded in 2000 by Katherine Bew, chaired by Dr. Mark Bew MBE, and headquartered in Croydon, UK, PCSG has developed world-leading methodologies, talent, and experience in advisory services to built-environment owners for transformative benefits in going digital, advancing BIM and GIS through infrastructure digital twins. Now





News Alert
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Bentley Systems Commits \$100 Million of Venture Funding to Accelerate *Infrastructure Digital Twins**

Launches Bentley iTwin Ventures to co-invest in digital twin ecosystem

EXTON, Pa. – **November 10, 2020** – Bentley Systems, Incorporated (Nasdaq: BSY), the infrastructure engineering software company, today announced the establishment of Bentley iTwin Ventures to invest in promising technology companies addressing the emerging opportunity for infrastructure digital twin solutions for roadways, railways, waterways, bridges, utilities, industrial facilities, and other infrastructure assets.

Bentley iTwin Ventures is a \$100 million corporate venture capital fund which fosters innovation by co-investing in startups and emerging companies that are strategically relevant to Bentley Systems' objective of advancing infrastructure through going digital. The fund will



Press Release
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Shell Deepwater Selects Bentley's iTwin Platform for Project Delivery

Bentley invests in FutureOn for subsea planning, engineering and visibility

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