

Bentley®

Introduction to Bentley Systems

THE Infrastructure Engineering
Software Company

May 2026



Disclaimer

This presentation includes forward-looking statements regarding the future results of operations and financial position, business strategy, and plans and objectives for future operations of Bentley Systems, Incorporated (the "Company," "we," "us," and words of similar import). All such statements contained in or made during this presentation, other than statements of historical facts, are forward-looking statements. The words "believe," "may," "will," "estimate," "continue," "anticipate," "intend," "expect" and similar expressions are intended to identify forward-looking statements. We have based these forward-looking statements largely on our current expectations, projections and assumptions about future events and financial trends that we believe may affect our financial condition, results of operations, business strategy, short-term and long-term business operations and objectives, and financial needs. These forward-looking statements are subject to a number of risks, uncertainties and assumptions, and there are a significant number of factors that could cause actual results to differ materially from statements made in or during this presentation including: adverse changes in global economic and/or political conditions; the impact of tariffs and related policies on our business and the businesses of the industries we serve; the impact of current and future sanctions, embargoes and other similar laws at the state and/or federal level that impose restrictions on our counterparties or upon our ability to operate our business within the subject jurisdictions; political, economic, regulatory and public health and safety risks and uncertainties in the countries and regions in which we operate; failure to retain personnel necessary for the operation of our business or those that we acquire; failure to effectively manage succession; changes in the industries in which our accounts operate; the competitive environment in which we operate; the quality of our products; our ability to develop and market new products to address our accounts' rapidly changing technological needs; changes in capital markets and our ability to access financing on terms satisfactory to us or at all; the impact of changing or uncertain interest rates on us and on the industries we serve; our ability to integrate acquired businesses successfully; and our ability to identify and consummate future investments and/or acquisitions on terms satisfactory to us or at all; and other risks and uncertainties described in our reports filed from time to time with the Securities and Exchange Commission, including our Annual Report on Form 10-K for the year ended December 31, 2025 and subsequent Form 10-Qs.

The forward-looking statements made in this presentation are made as of May 7, 2026. If this presentation is reviewed after May 7, 2026, even if made available by us, on our website or otherwise, it 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.

Please refer to the Appendix of this presentation for definitions of KPIs and non-GAAP financial measures, and where applicable, reconciliations to their nearest GAAP equivalents, included in this presentation.

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⁶ Refer to the appendix for KPI and non-GAAP definitions

BSY investment virtues...

A "classic compounder"

Long-established digital quartermaster for infrastructure engineering globally, with AI to accelerate application consumption and digital twins

Well-choreographed succession completed, with founding Bentley brothers still representing majority of ownership and of board

Strong visibility and consistency from a preponderance of direct recurring revenue base, low revenue concentration, and long-term account relationships

Operating leverage affords a long runway for ~100bps of annual margin expansion (Adj OI less operating SBC expense¹⁰)

Strong and transparent cash flow, and leverage at target range, amply provide for acquisitions, dividend, and buybacks

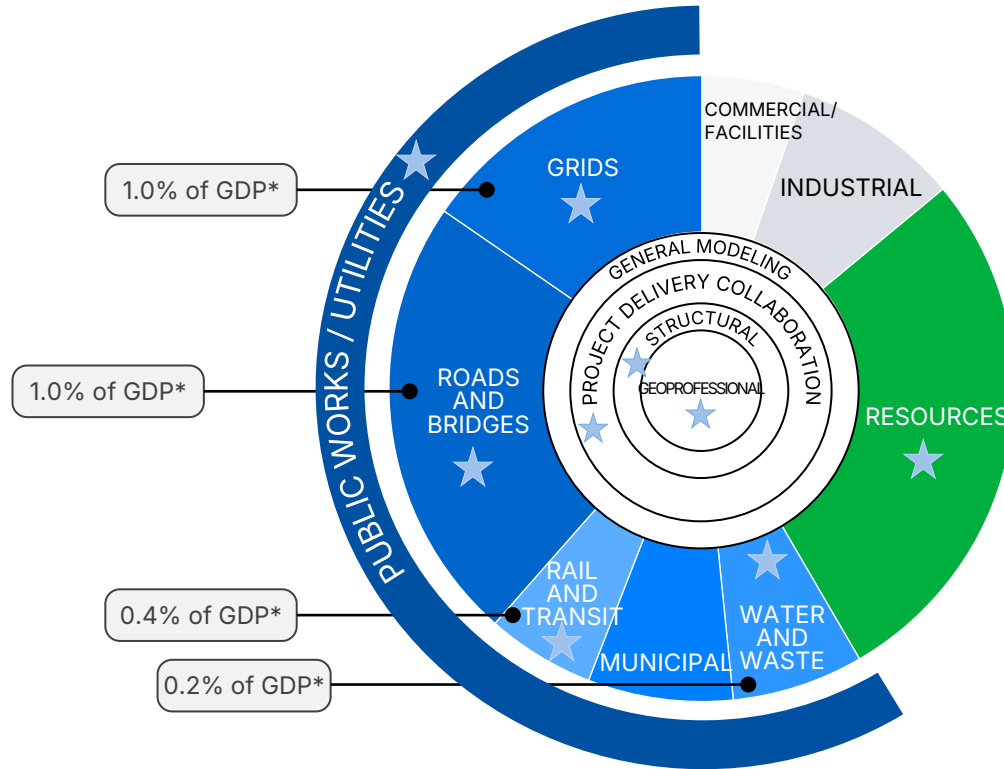
Sustained double-digit ARR⁶ growth driven by company-specific growth initiatives AND strong secular end market conditions



⁶⁻¹⁰ Refer to the appendix for KPI and non-GAAP definitions

Comprehensiveness across infrastructure sectors

(ARR⁶ by end markets)

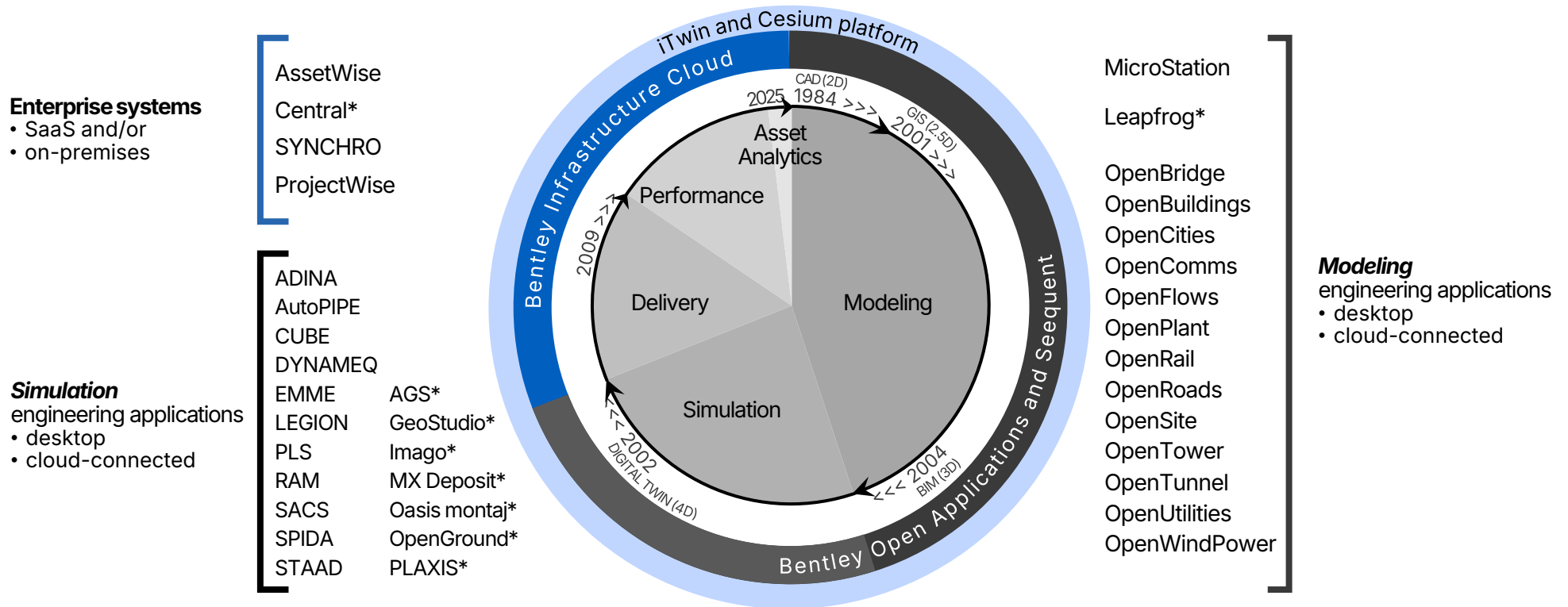


★ We believe we are the market leader

Note: Chart segment sizing corresponds to underlying % of 26Q1
⁶ Refer to the appendix for KPI and non-GAAP definitions
 * Oxford Economics Outlook Global Infrastructure Spending 2016 through 2040

Sector-attributable ARR⁶

Increasing comprehensiveness across lifecycle...



Note: Chart segment sizing corresponds to underlying % of 2025 revenues
*Seequent (Geoprofessional)

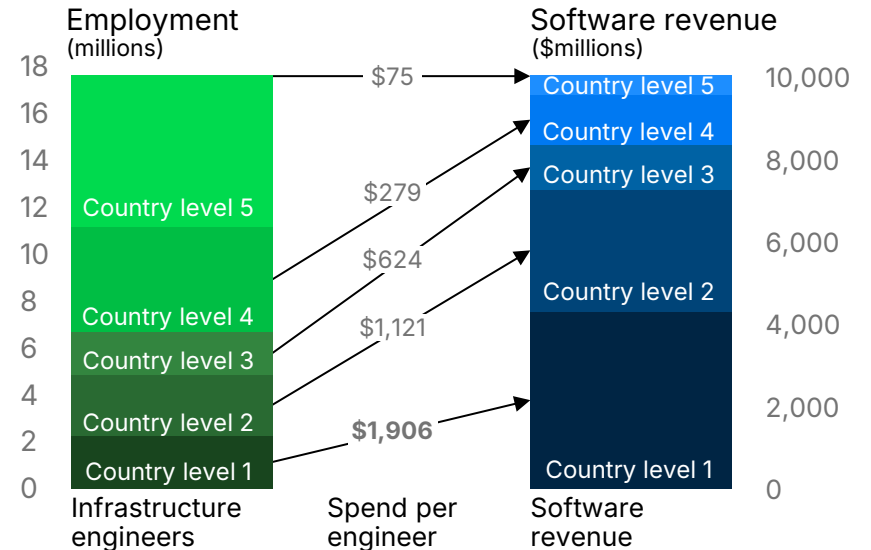
Large and growing market driven by increasing software spend intensity

2019	2023	CAGR
27,632,000 Infrastructure engineers & engineering technicians	28,696,000 Infrastructure engineers & engineering technicians	1%
\$10.2B Infrastructure engineering software spend/year	\$14.8B Infrastructure engineering software spend/year	10%
\$370 Spend per engineer/tech on engineering software	\$516 Spend per engineer/tech on engineering software	9%



Cambashi survey data based on 2023 Software Revenue (not constant currency)

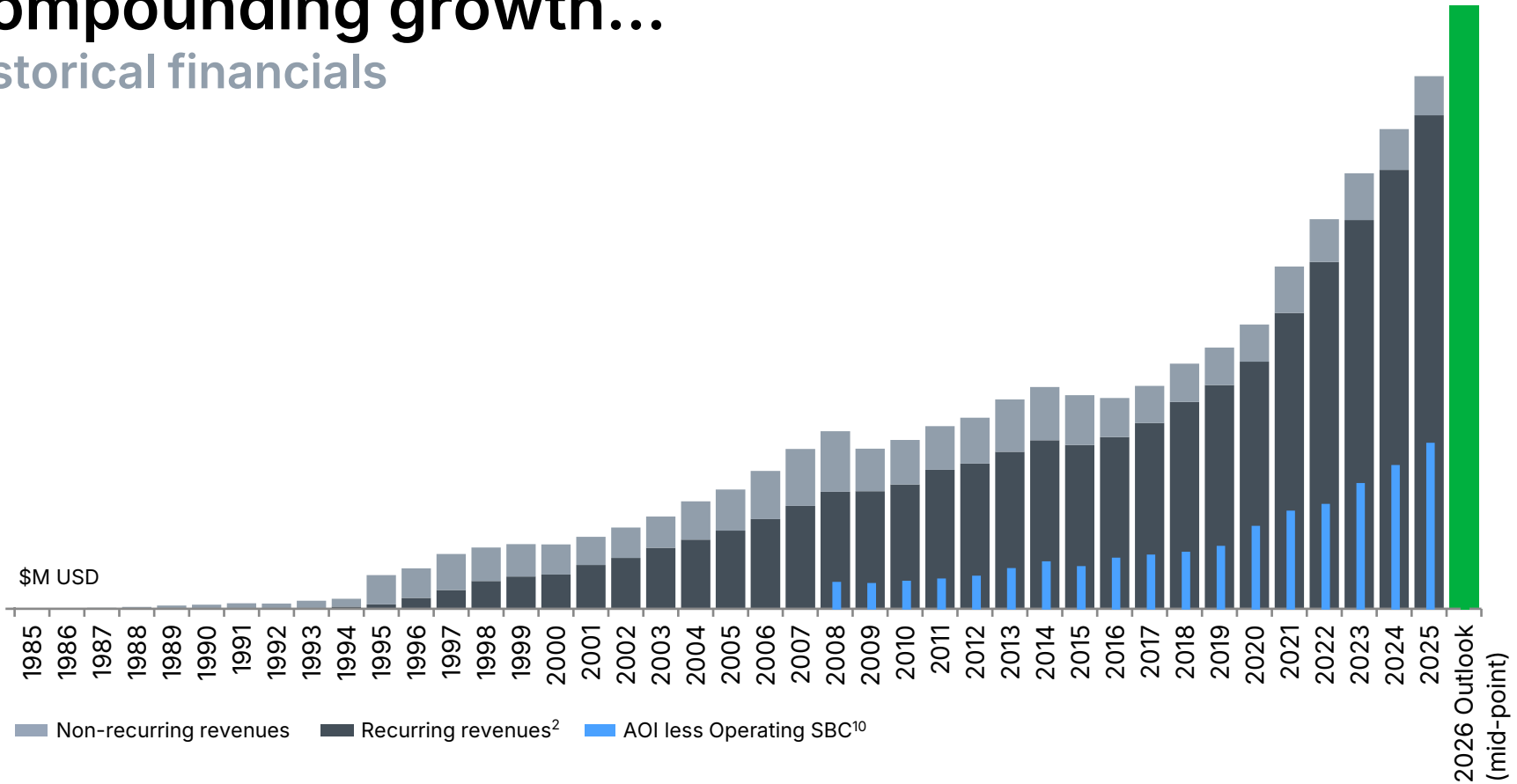
Spend per Engineer (2023) at each Country Level



Country level represents quintile of GDP per capita based on 2023 IMF data

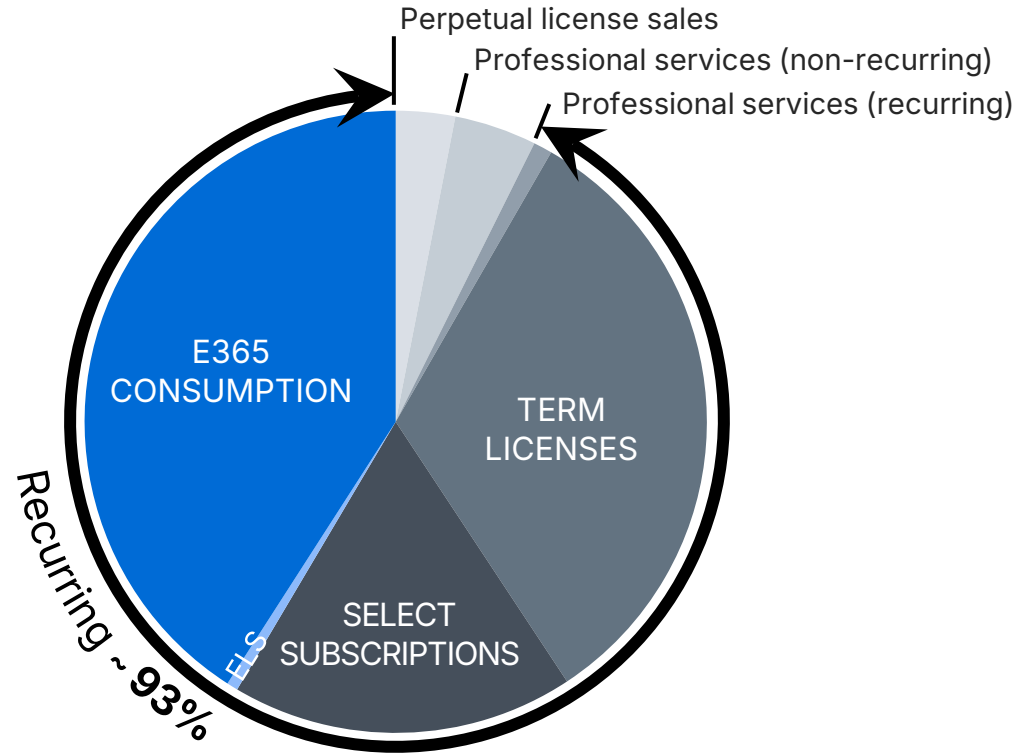
Compounding growth...

Historical financials



Notes: 1985–2018 revenues were calculated using ASC 605 / 2019–2025, and 2026 Outlook revenues were calculated using ASC 606; AOI less Operating SBC¹⁰ can't be reconciled for years prior to 2008; ²⁻¹⁰ Refer to the appendix for KPI and non-GAAP definitions

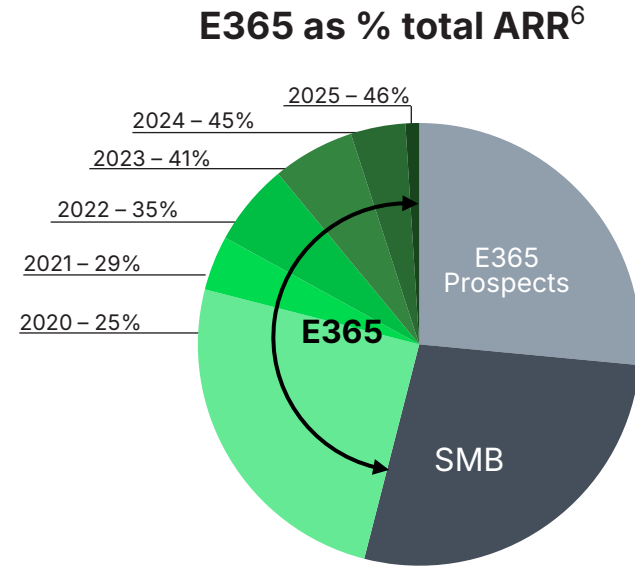
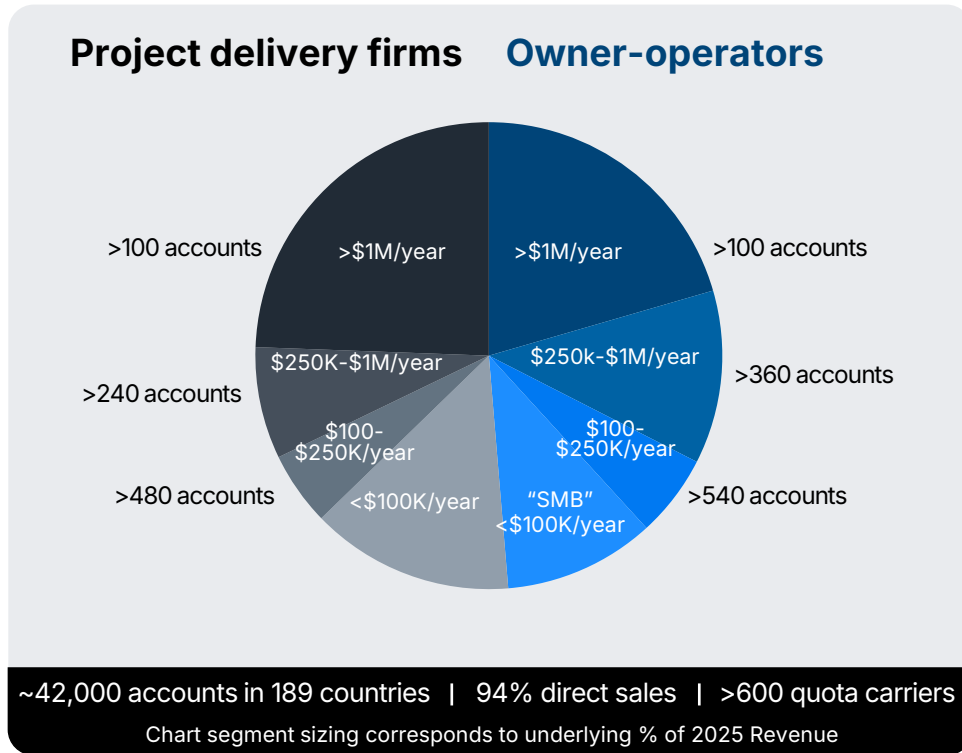
Revenues by commercial model



Note: Chart segment sizing corresponds to underlying % of 2025 revenues

Growth initiative #1 - E365 | Enterprise accounts

Accretion in enterprise accounts

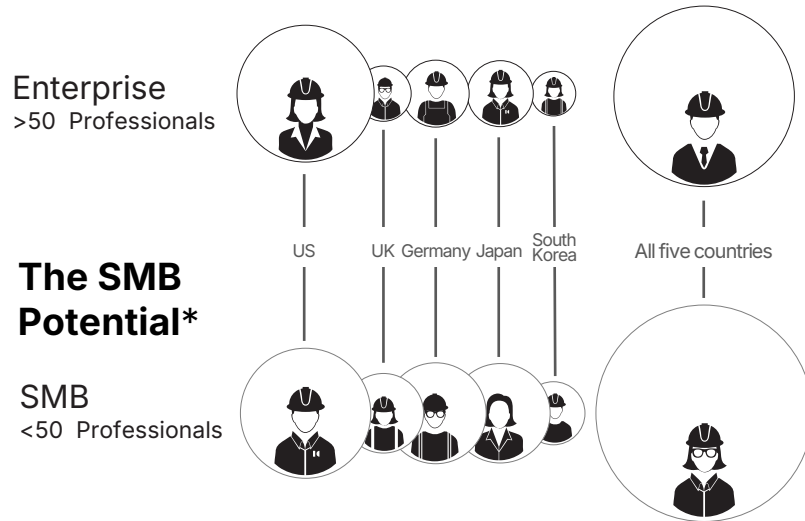


⁶ Refer to the appendix for KPI and non-GAAP definitions

Growth initiative #2 - *Virtuoso* | SMB

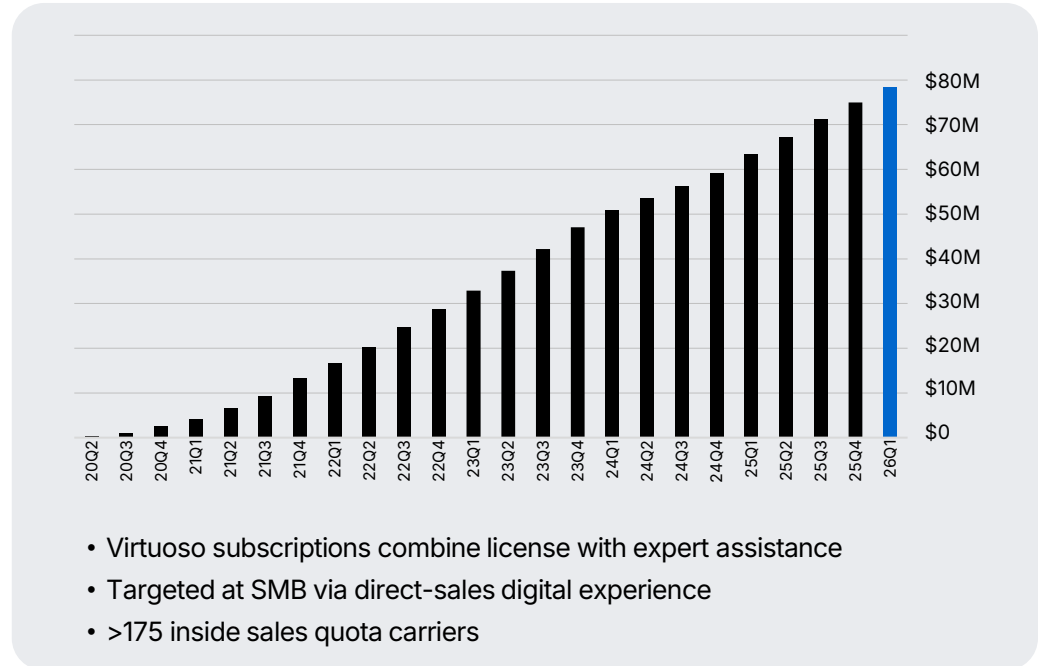
SMB contributing ~3-4% in ARR growth⁷, and 600+ new logos a quarter

Number of infrastructure engineers* By size of firm



*Oct. 2021 Cambashi study commissioned by Company
⁶⁻⁷ Refer to the appendix for KPI and non-GAAP definitions

Virtuoso ARR⁶



Growth initiative #3 - *Asset Analytics* | Digital twins

Cloud services leveraging AI and infrastructure engineering data across operating lifecycle

Asset analytics

Our unique process of connecting AI-driven data processing with proprietary engineering; we move beyond simple monitoring to deliver trusted, engineering-grade intelligence for critical decisions on asset performance and resilience.

The Growth Opportunity

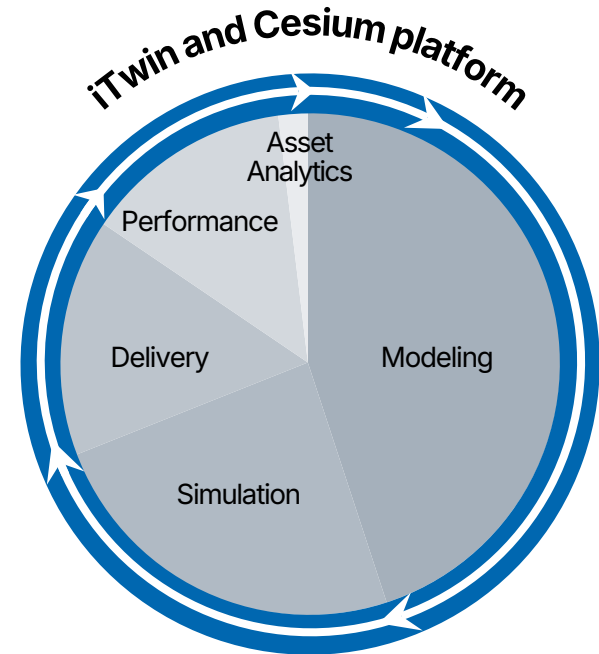
TAM Expansion: Unlocks the largest segment of the infrastructure lifecycle (Operations & Maintenance), a significant and untapped opportunity.

Targeted audience: Asset owners but also engineering firms who can leverage new offerings for their owner-operator clients.

Strong Traction: Achieved a **\$50m run rate**.

Asset Consumption Model: Consumption related to the asset, creating a net-new, recurring revenue stream beyond human-based usage, and independent of new capital project cycles.

Current Asset offerings: Cell towers, roads, and distribution poles



Note: Chart segment sizing corresponds to underlying % of 2025 revenues

Leading Infrastructure AI

Unparalleled BSY strengths

The foundation: 42 years of trust

Unmatched market penetration: 40,000+ accounts across the entire infrastructure lifecycle
Dedicated focus: Software portfolio dedicated exclusively to infrastructure
The partner for every paradigm: Leading users from CAD to BIM, to digital twins, and now into era of AI

The engineering standard

High-stakes decisions: Engineers stake their professional liability on our software's outputs
De facto mandate: Our applications are often mandated by asset owners and government agencies
AI proving ground: Our software is the essential environment to test, iterate, and optimize AI-driven designs, making it central to the AI workflow

The data platform

Unrivaled data repository: The largest source of infrastructure project and asset data in the world
AI-ready data: iTwin platform acts as a universal translator, mapping countless data formats into a single, AI-ready schema
Trusted data stewardship: We build trust by giving users explicit control over their data and its use in AI

AI enabled additive Growth Engines

API consumption

Asset consumption
(Asset Analytics / O&M)

Delivering AI capabilities across our portfolio

Bentley Open Applications

AI to optimize designs (e.g., OpenSite+)

AI to automate tedious tasks
(e.g., OpenRoads Label Optimizer)

AI to help better use our applications
(e.g., STAAD Assistant)

AI to help automate application interactions
(e.g., MicroStation Python Assistant)

AI to interact with applications via natural language
(e.g., Bentley Copilot)

Bentley Infrastructure Cloud

AI to search data across sources, including
engineering files (ProjectWise Enterprise Search)

AI to provide project insights and context (Bentley
Copilot)

AI to optimize complex construction schedules
(SYNCHRO+)

Bentley Asset Analytics

AI to automate inspections and structural analysis
of telecom towers and utility poles (OpenTower iQ
and Talon)

AI to monitor road networks and detect issues at
scale (Blyncsy)

Seequent

AI to identify features in drill core (Imago)

AI to detect geological structural trends
(Evo Driver)

Cesium and iTwin

AI to detect and classify reality data

AI to automatically detect changes on reality data
captures

Comprehensiveness across geographies

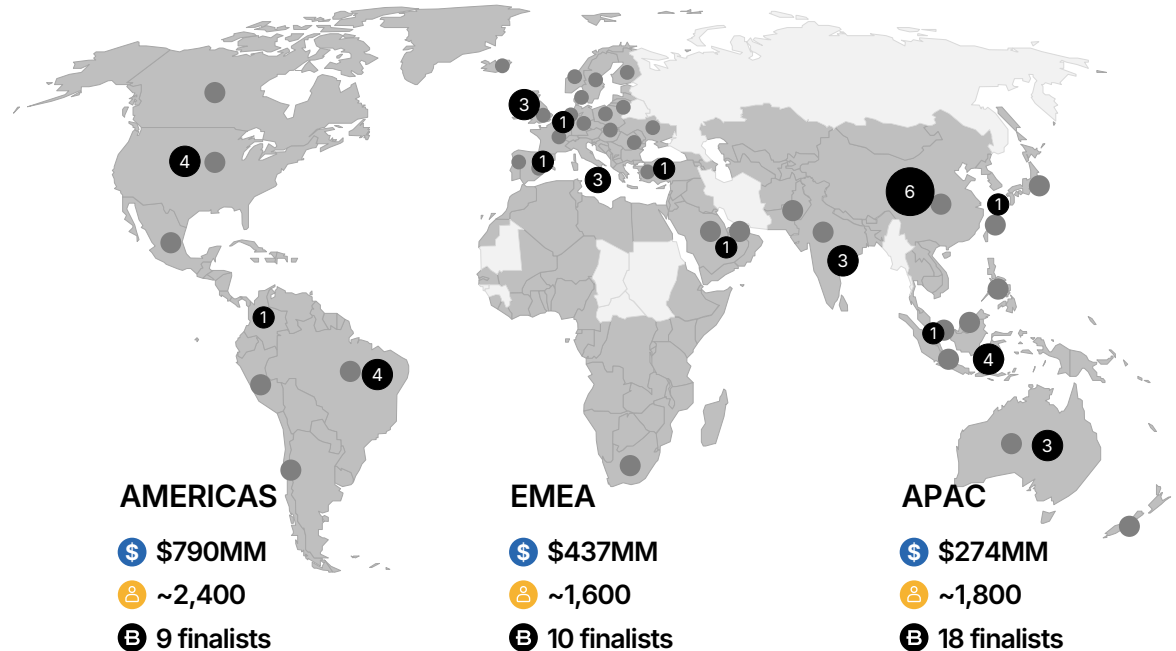
■ **~42,000**
accounts in 189 countries

💰 **\$1.5B+**
revenues

● **70+**
offices worldwide in 39 countries

👤 **~5,800**
colleagues

🏆 **37**
2025 Going Digital Award finalists

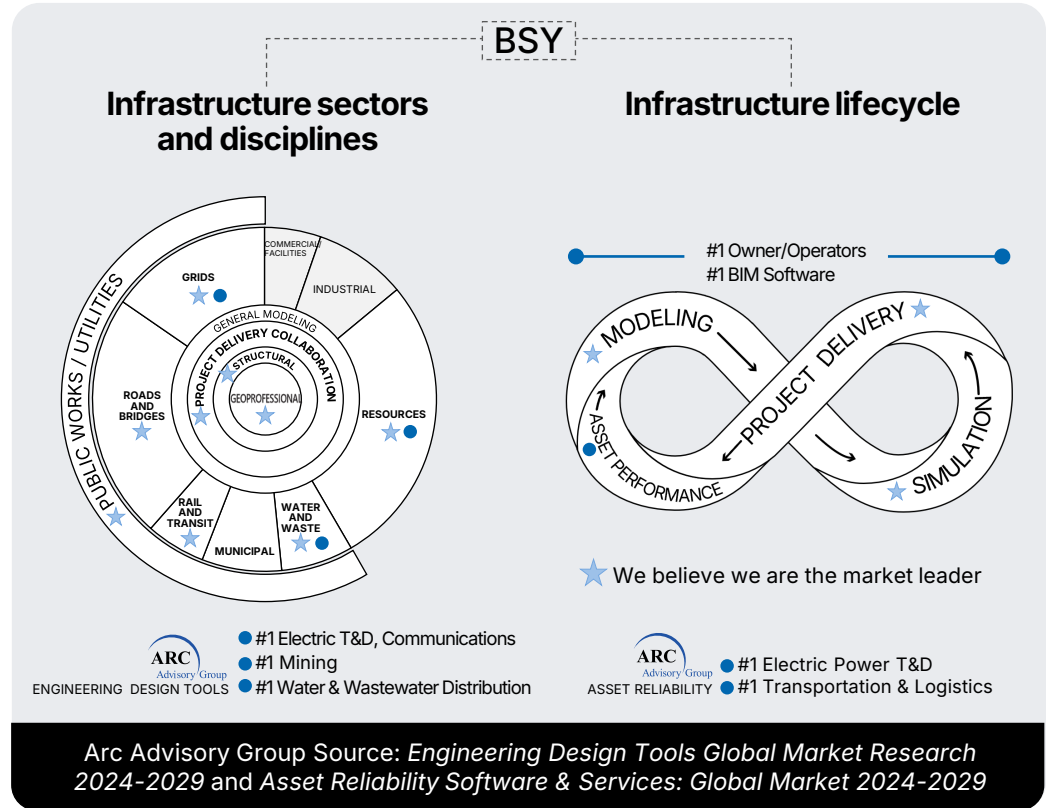


Notes: \$ amounts are revenues in millions for the year ended December 31, 2025, and colleague count numbers are as of December 31, 2025

Market leading positioning

	BSY	ADSK	TRMB	ESRI	HEX	AVV	NEM	DASTY	AZPN
PUBLIC WORKS / UTILITIES	★								
GRIDS	★								
ROADS AND BRIDGES	★								
RAIL AND TRANSIT	★								
MUNICIPAL				★					
WATER AND WASTE	★								
RESOURCES	★								
INDUSTRIAL					★	★			
COMMERCIAL / FACILITIES		★							
GEOPROFESSIONAL	★								
STRUCTURAL	★								
PROJECT DELIVERY	★								
GENERAL MODELING									
MODELING	★								
SIMULATION	★								
PROJECT DELIVERY	★								
ASSET PERFORMANCE				★					

Market Presence	<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>Strong</p> <p>Moderate</p> <p>Minor</p> <p>Low</p> </div> <div style="width: 20%;"> <p>ADSK - Autodesk</p> <p>TRMB - Trimble</p> <p>ESRI - Esri</p> <p>HEX - Hexagon(Octve)</p> </div> <div style="width: 20%;"> <p>AVV - Aveva (Schneider)</p> <p>NEM - Nemetschek</p> <p>DASTY - Dassault Systems</p> <p>AZPN - Emerson (AspenTech)</p> </div> </div>
★ Market Leader	



Acquisitions

Programmatic acquisitions

Cohesive acquisitions

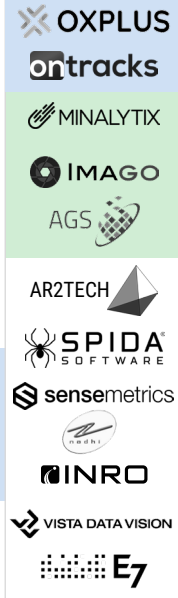
Seequent acquisitions



2010–2019



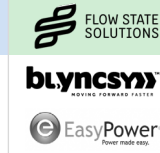
2020



2021



2022



2023



2024



2025

2026

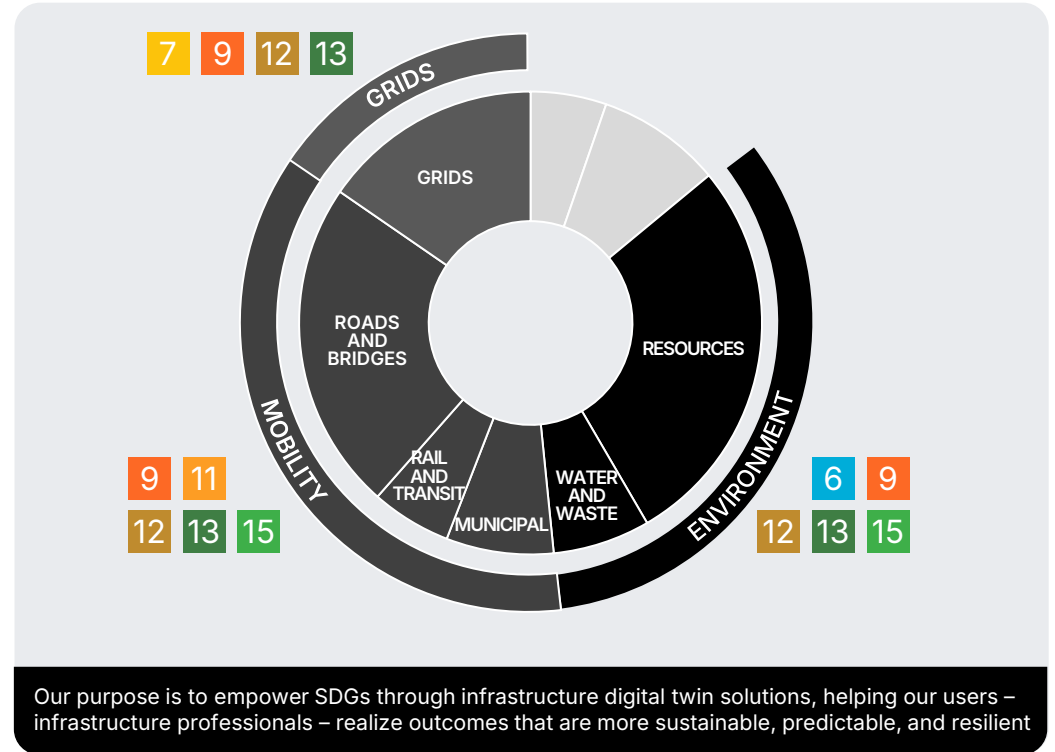
Platform acquisitions



Our impact: "ES(D)G"

Empowering Sustainable Development Goals

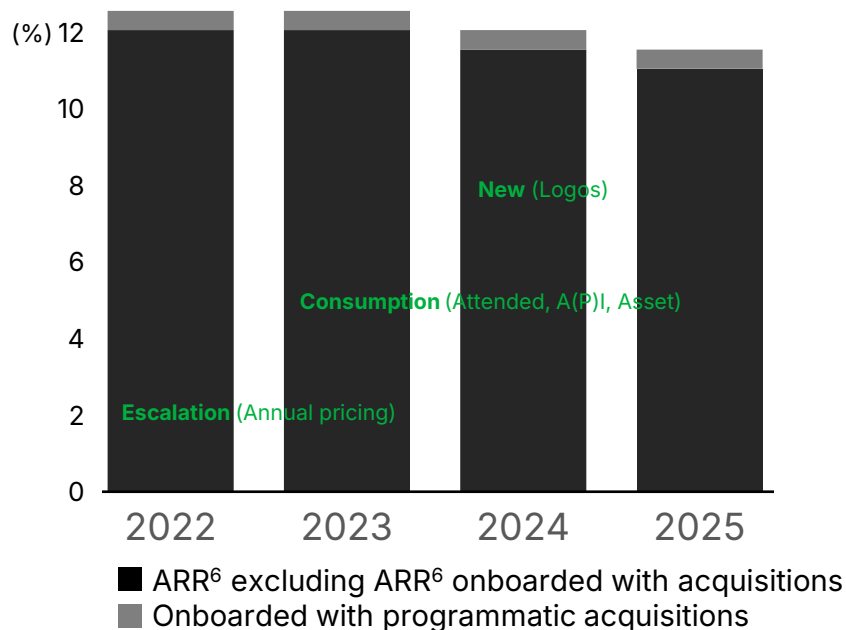
An ES(D)G initiative is a programmatic activity, engagement, or partnership with organizations or communities that deliver positive impacts (environmental handprints) to the United Nations Sustainable Development Goals (SDGs) through collective action or ecosystem collaboration. These initiatives mainly promote user empowerment, building capacity, pilot initiatives, technology innovation, and acceleration initiatives.



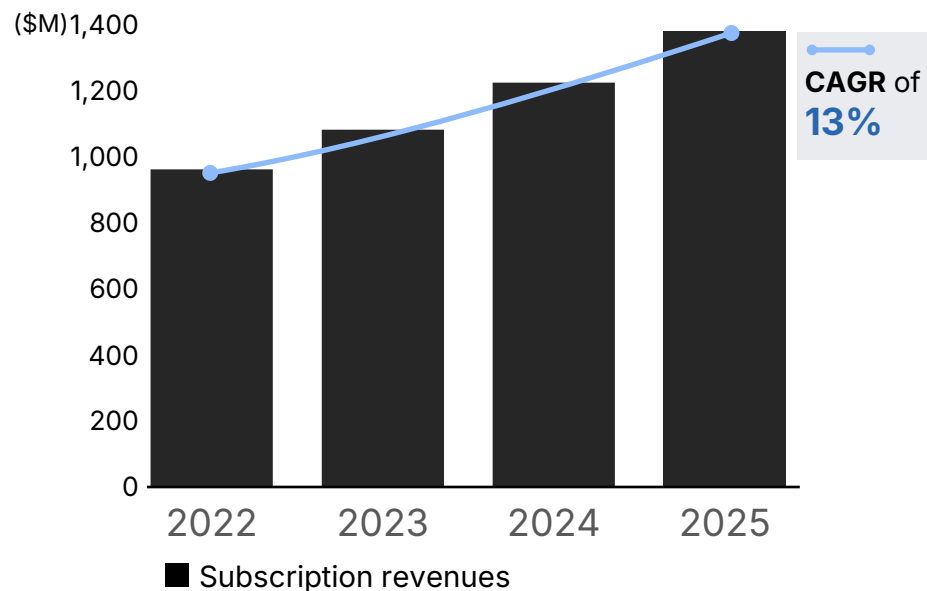
ARR⁶ and subscription revenue growth

Y/Y constant currency, business performance

ARR growth rate⁷



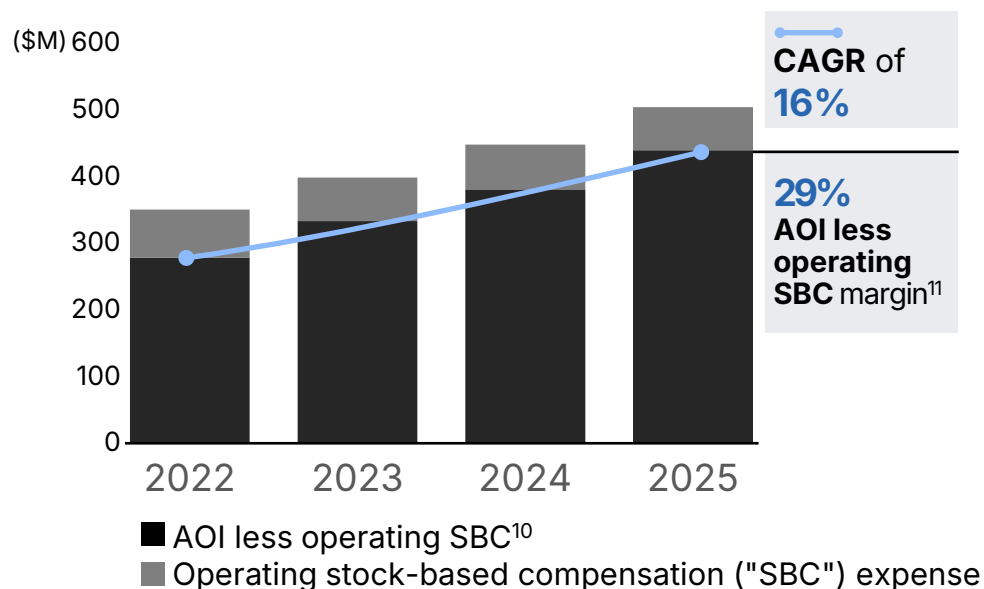
Subscription revenues



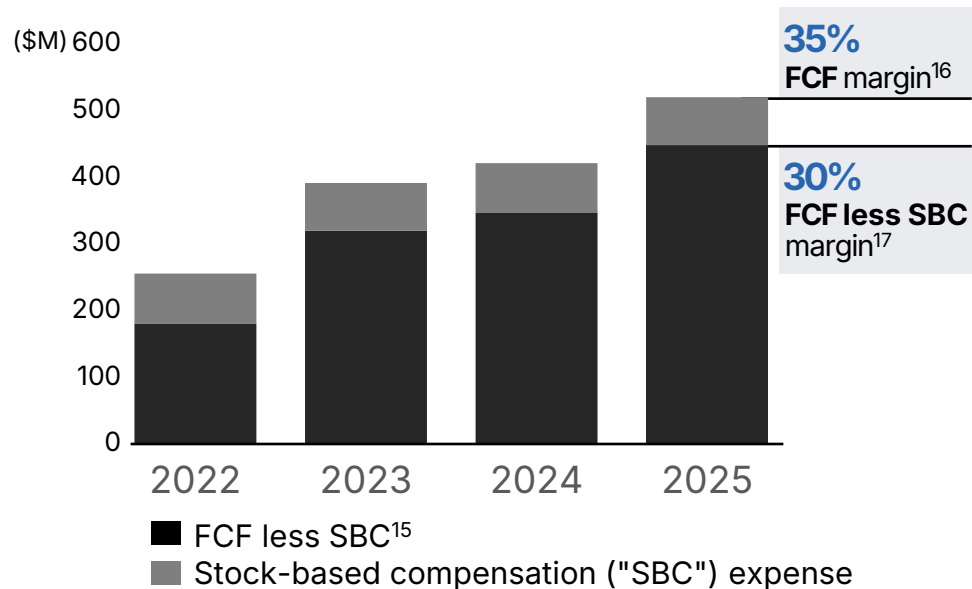
⁶⁻⁷ Refer to the appendix for KPI and non-GAAP definitions

Profit and cashflow margins

AOI less operating SBC¹⁰



Free cash flow¹⁴



2026 Capital allocation

Debt service

Bank line of credit with ~ \$0.8B capacity

\$200MM interest rate swap expiring 2030

- 2.61% all-in

\$575MM convertible debt expiring mid-2027

- 0.375% coupon

In April 2026, closed on a \$550M Term Loan, increasing total borrowing capacity to \$1.85B

Return of capital

Maintaining modest dividend

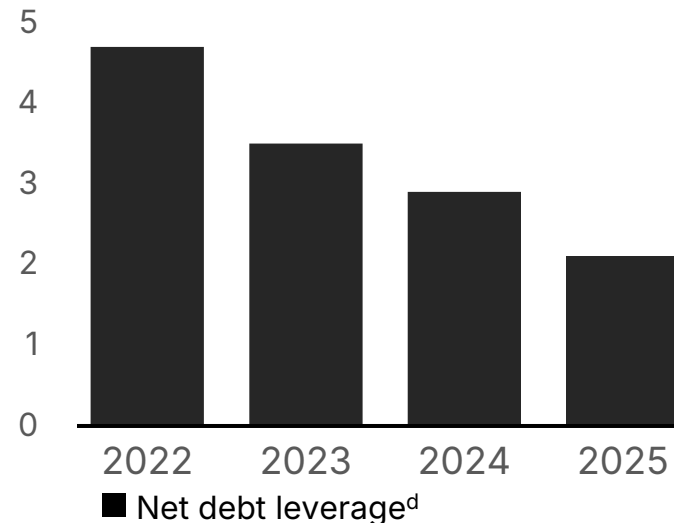
Stock repurchases to offset SBC and opportunistically

Programmatic acquisitions

Could invest up to ~\$400MM annually within existing leverage range

Notes: Data as of March 31, 2026

Net debt leverage



Notes: YTD net debt leverage including convertible notes as reported in the 10-K

^d Net debt leverage is net senior debt plus \$1,253M of convertible notes divided by LTM adjusted EBITDA¹¹

Liquidity and capital structure

26Q1 capital allocation

- \$134 million in net debt reduction, including repayment of 2026 Notes
- \$54 million in share repurchases, including \$14 million of de-facto share repurchases
- \$21 million in dividends

^a Senior debt gross of unamortized debt issuance costs

^b Net senior debt is senior debt minus cash

^c Net senior debt leverage is net senior debt divided by LTM adjusted EBITDA¹³

^d Net debt leverage is net senior debt plus \$575M of convertible notes divided by LTM adjusted EBITDA¹³

¹³ Refer to the appendix for KPI and non-GAAP definitions

26Q1 credit metrics

\$ in millions

Cash	\$	105
Senior debt ^a	\$	543
Net senior debt ^b	\$	438
<i>Net senior debt leverage^c</i>		0.8x
<i>Available revolver credit capacity</i>	\$	756
Convertible notes		
2026 notes	\$	-
2027 notes	\$	575
	\$	575

Net debt leverage including converts^d 1.9x

- We repaid the 2026 Notes at maturity on Jan 15, 2026, using borrowings under the Credit Facility and available cash on hand, reducing our dilutive share count by 10.6M shares, or 3%
- In April 2026, we closed on a new \$550 million Term Loan under the accordion feature of our Credit Facility, increasing total borrowing capacity to \$1.85 billion
- Cash interest exposure is mitigated through very low coupon on our convertible notes and very favorable terms of our \$200M interest rate swap expiring 2030

Financial drivers

Resilient ARR growth⁷

92% subscription revenues

Low-double-digit ARR growth

Commitment to robust R&D investment

~20% of 2025 revenue

Commitment to annual margin improvement

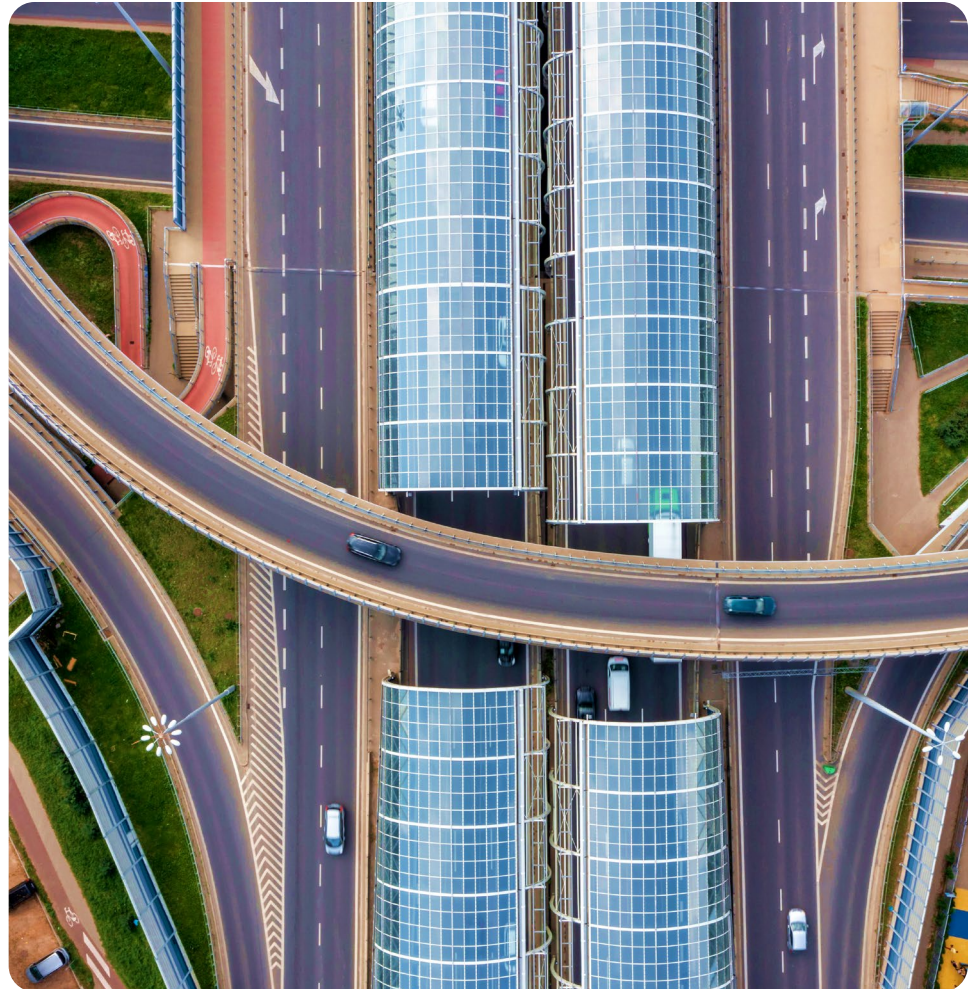
~100 bps in AOI less Operating SBC¹⁰

- largely enabled through (direct sales) operating leverage

Cashflow efficiency

~80% of revenue paid annually in advance

~21% effective tax rate



⁷⁻¹⁰ Refer to the appendix for KPI and non-GAAP definitions

Compounding predictability

Predictable governance

Farsighted founding family control (dual-class corresponds to majority economic ownership, sunseting otherwise)

Predictable performance

Operating management incentives based on ARR Growth⁷ (but conditioned on annual operating margin improvement)

Predictable resilience

Mainstay public works / utilities end market is effectively counter-cyclical

Impregnable "moat" due to comprehensive portfolio

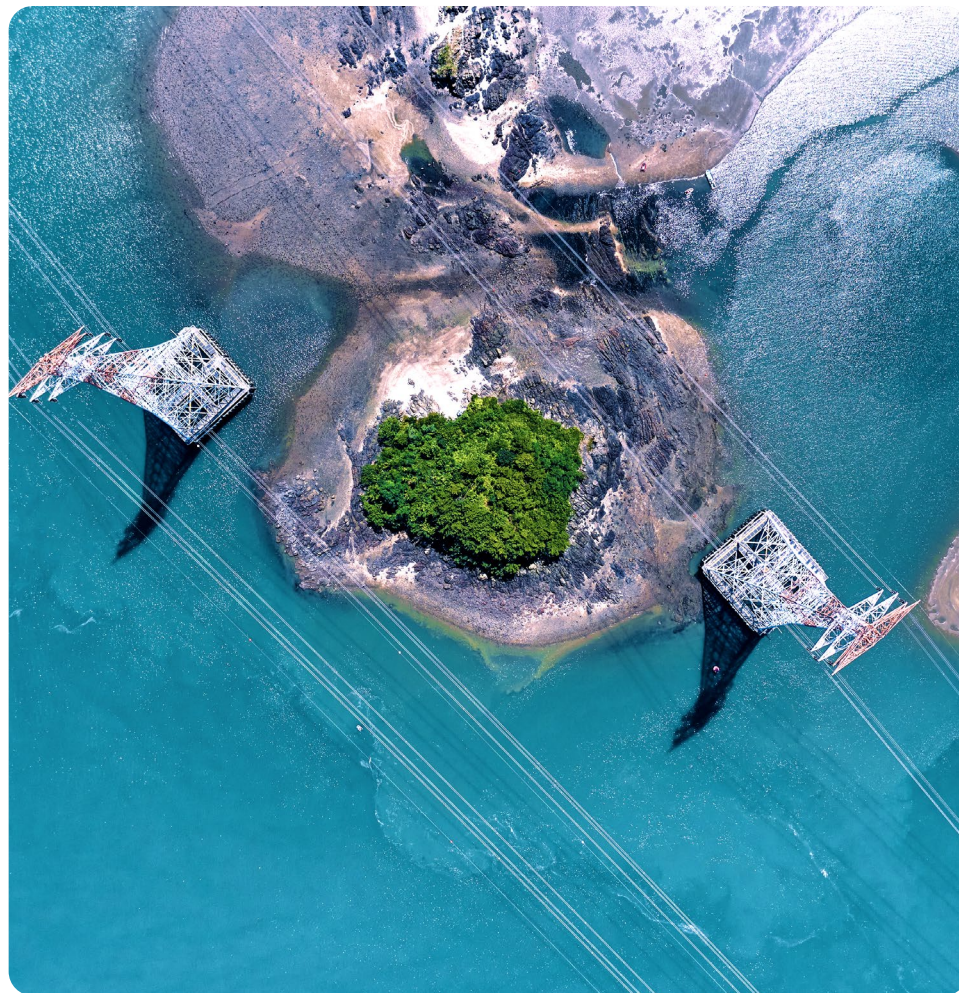
THE infrastructure engineering software company

Sustainable impact investment thesis:

Intersection of global priorities: going digital and infrastructure

Environmental resilience and adaptation (decarbonization, urbanization, resource imperatives)

Powering the world more efficiently (grid integration, rare earth minerals, renewables, nuclear, oil and gas)



⁷ Refer to the appendix for KPI and non-GAAP definitions

Full year 2026 financial outlook

As presented
at our 25Q4 and
full year 2025 Results call

Financial metrics	Outlook
Total Revenues	\$1,685 million to \$1,715 million ^a (+11% to 13% in constant currency)
Subscriptions Revenues	+11% to 13% in constant currency
Perpetual Licenses Revenues	Approximately flat in constant currency
Services Revenues	+15% to 20% in constant currency
ARR growth ⁸ (constant currency ¹)	10.5% to 12.5% ^b
AOI less Operating SBC ¹⁰	\$495 million to \$510 million (representing annual margin improvement of approximately 100bps in constant currency)
Effective tax rate	Approximately 21%
Free Cash Flows ¹⁴	\$500 million to \$570 million

Additional expectations to support financial modeling

- Full year interest expense of approximately \$40 million. Approximately \$30 million cash interest (net of the receipts from our interest rate swap);
- Full year cash taxes of approximately \$45 - 50 million;
- Capital expenditures of approximately \$30 million;
- Stock-based compensation of approximately 5% of revenues, with approximately 4.5% from Operating SBC;
- Operating depreciation and amortization of approximately 1.0% - 1.5% of revenues;
- Fully diluted weighted average shares outstanding between 320.8 and 322.4 million;
- Dividends of \$0.28 per share

^a Reflecting an approximate 1.3% tailwind to revenue growth in constant currency. We do not update our revenues outlook for subsequent changes in foreign exchange rates

^b Includes ARR⁶ acquired from programmatic acquisitions, which generally are immaterial, individually, and in the aggregate

¹⁻⁶⁻¹⁰⁻¹⁴ Refer to the appendix for KPI and non-GAAP definitions

Appendix

KPI and non-GAAP definitions

This presentation includes certain KPIs and non-GAAP financial measures, which are defined herein. Reconciliations of non-GAAP financial measures to their most directly comparable GAAP financial measures are included in our Form 8-K (Quarterly Earnings Release) announcing our quarterly financial results, which can be found on the SEC's website at www.sec.gov and on our website at www.bentley.com.

- 1. Constant currency ("CC").** In reporting period-over-period results, except for ARR as discussed further below, we calculate the effects of foreign currency fluctuations and constant currency information by translating current and prior period results on a transactional basis to our reporting currency using prior period average foreign currency exchange rates in which the transactions occurred.
- 2. Recurring revenues.** 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.
- 3. LTM Recurring revenues.** Our last twelve-months ("LTM") recurring revenues are calculated as recurring revenues recognized over the preceding twelve-month period.
- 4. 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.
- 5. LTM Recurring revenues dollar-based net retention rate.** Our LTM 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. Related to our platform acquisitions, recurring revenues into new accounts will be captured as existing accounts starting with the second anniversary of the acquisition when such data conforms to the calculation methodology. This may cause variability in the comparison.
- 6. Annualized Recurring Revenues ("ARR").** Our ARR is defined as the sum of the annualized value of our portfolio of contracts that produce recurring revenues as of the last day of the reporting period, and the annualized value of the last three months of recognized revenues for our contractually recurring consumption-based software subscriptions with consumption measurement durations of less than one year, calculated using the spot foreign exchange rates.
- 7. ARR growth rate.** Our constant currency ARR growth rate is the growth rate of ARR measured on a constant currency basis. In reporting period-over-period ARR growth rates in constant currency, we calculate constant currency growth rates by translating current and prior period ARR on a transactional basis to our reporting currency using current year budget exchange rates.

KPI and non-GAAP definitions

This presentation includes certain KPIs and non-GAAP financial measures, which are defined herein. Reconciliations of non-GAAP financial measures to their most directly comparable GAAP financial measures are included in our Form 8-K (Quarterly Earnings Release) announcing our quarterly financial results, which can be found on the SEC's website at www.sec.gov and on our website at www.bentley.com.

8. **ARR growth rate from business performance.** Our constant currency ARR growth rate from business performance excludes the ARR onboarding of our platform acquisitions and includes the impact from the ARR onboarding of programmatic acquisitions, which generally are immaterial, individually and in the aggregate.
9. **Organic ARR.** Organic ARR is defined as reported ARR less ARR onboarded from programmatic acquisitions.
10. **AOI less Operating SBC.** Our Adjusted operating income less operating stock-based compensation expense ("AOI less Operating SBC") is defined as operating income adjusted for the following: amortization of purchased intangibles, expense (income) relating to deferred compensation plan liabilities, acquisition expenses (inclusive of cash- and equity-settled retention incentives provided to key employees of acquired companies), and realignment expenses (income).
11. **AOI less Operating SBC margin.** Our AOI less Operating SBC margin is calculated by dividing AOI less Operating SBC by total revenues.
12. **AOI.** Adjusted operating income ("AOI") is defined as operating income adjusted for the following: amortization of purchased intangibles, expense (income) relating to deferred compensation plan liabilities, acquisition expenses (inclusive of cash- and equity-settled retention incentives provided to key employees of acquired companies), realignment expenses (income), and operating stock-based compensation expense (non-cash stock-based compensation expense less equity-settled retention incentives provided to key employees of acquired companies).
13. **Adjusted EBITDA.** Our Adjusted EBITDA is defined as cash flows from operating activities adjusted for the following: cash interest, cash taxes, cash deferred compensation plan distributions, cash acquisition expenses, cash realignment costs, changes in operating assets and liabilities, and other cash items (such as those related to our interest rate swap). From time to time, we may exclude from Adjusted EBITDA the impact of certain cash receipts or payments that affect period-to-period comparability.
14. **Free cash flow ("FCF").** FCF is defined as cash flows from operating activities ("OCF") less purchases of property and equipment and investment in capitalized software.
15. **FCF less stock-based compensation ("SBC").** FCF less SBC is defined as OCF less purchases of property and equipment and investment in capitalized software, and less SBC expense.
16. **FCF margin.** Our FCF margin is calculated by dividing FCF by total revenues.
17. **FCF less SBC margin.** Our FCF less SBC margin is calculated by dividing FCF less SBC by total revenues.

Reconciliation of GAAP to non-GAAP financial measures

Reconciliation of cash flow from operations to adjusted EBITDA

(\$ in millions)	LTM 26Q1
Cash flows from operating activities	\$ 512,457
Cash interest	13,061
Cash taxes	57,719
Cash deferred compensation plan distributions	3,827
Cash acquisition expenses	9,844
Change in operating assets and liabilities	(48,868)
Other ^a	(7,055)
Adjusted EBITDA	\$ 540,985

Historical OI to AOI less operating SBC

(\$ in thousands)	2018	2019	2020	2021	2022	2023	2024	2025
Operating income	\$ 121,391	\$ 141,865	\$ 150,150	\$ 94,589	\$ 208,612	\$ 230,542	\$ 302,150	\$ 362,621
Amortization of purchased intangibles	17,215	18,731	20,721	34,001	53,592	51,219	46,679	45,658
Deferred compensation plan	(75)	408	177	95,046	(15,782)	13,580	12,382	14,409
Acquisition expenses	6,410	6,597	11,666	35,695	27,938	24,209	16,752	13,767
Realignment expenses (income)	6,778	(584)	10,022	-	2,109	11,470	789	-
Expenses associated with IPO	-	-	26,130	-	-	-	-	-
AOI less operating SBC	\$ 151,719	\$ 167,017	\$ 218,866	\$ 259,331	\$ 276,469	\$ 331,020	\$ 378,752	\$ 436,455

* 2018 revenues were calculated using ASC 605 / 2019-2025 revenues were calculated using ASC 606

^a Includes receipts related to interest rate swap

Free Cash Flow¹⁴

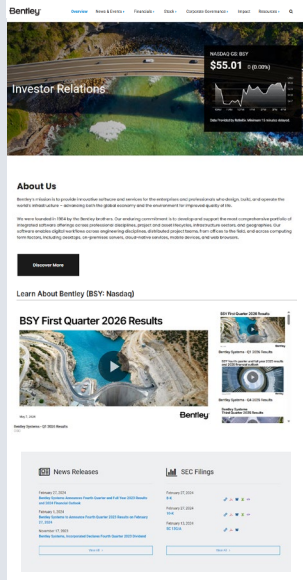
Reconciliation of cash flow from operations activities to free cash flow

(\$ in thousands)	2022	2023	2024	2025
Cash flows from operating activities	\$ 274,324	\$ 416,696	\$ 435,292	\$ 538,464
Less: Purchases of property and equipment and investment in capitalized software	(18,546)	(25,002)	(14,046)	(18,255)
Free cash flow¹⁴	\$ 255,778	\$ 391,694	\$ 421,246	\$ 520,209

¹⁴ See appendix for KPI and non-GAAP definitions

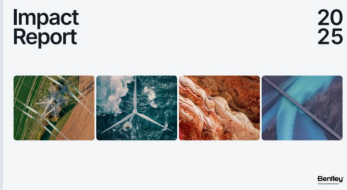
Learning about BSY

Investor relations



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2025 Impact Report



Bentley's Impact Report details how we are leading in more sustainable, ethical ways to influence our environmental, social, and governance impacts.

bentley.com/company/impact/

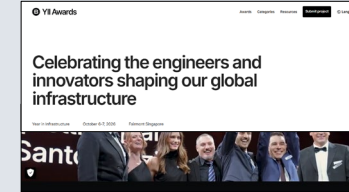
Sustainability



Our purpose is to empower SDGs through infrastructure digital twin solutions, helping our users – infrastructure professionals – realize outcomes that are more sustainable, predictable, and resilient

bentley.com/company/sustainability/

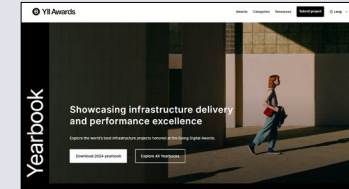
Going digital awards



Bentley's Going Digital Awards is an exciting and well-regarded global competition that recognizes the digital advancements in infrastructure.

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Infrastructure yearbook(s)



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