

Investor Overview

November 2020

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This presentation (and oral statements made regarding the subjects of this release) may contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, (each a “forward-looking statement”). The words “anticipate,” “believe,” “ensure,” “expect,” “if,” “intend,” “estimate,” “project,” “foresee,” “forecasts,” “predict,” “outlook,” “aim,” “will,” “could,” “should,” “potential,” “would,” “may,” “probable,” “likely,” and similar expressions, and the negative thereof, are intended to identify forward-looking statements. There are many risks and uncertainties that could cause actual results to differ materially from our forward-looking statements. These forward-looking statements are also affected by the risk factors described in the Company’s annual report on Form 10-K for the period ended December 31, 2019 and quarterly reports on Form 10-Q for the period ended March 31, 2020, June 30, 2020, and September 30, 2020 and those set forth from time to time in other filings with the Securities and Exchange Commission (“SEC”). The documents are available through the Company’s website at: www.investors.bakerhughes.com or through the SEC’s Electronic Data Gathering and Analysis Retrieval (“EDGAR”) system at: www.sec.gov. We undertake no obligation to publicly update or revise any forward-looking statement.

The Company presents its financial results in accordance with GAAP; however, management believes that using additional non-GAAP measures will enhance the evaluation of the profitability of the Company and its ongoing operations. See the Appendix of this presentation for a reconciliation of GAAP to non-GAAP financial measures.

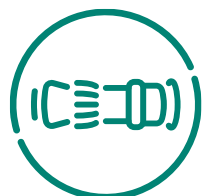
Baker Hughes is a differentiated energy technology company



A **diverse portfolio** across the energy landscape, industrials & new energy frontiers



Strategy focused on **leading the energy transition**



Leading **driver & compression technology** for LNG & new energy frontiers



~40% of revenue industrial in nature with strong aftermarket service entitlement



~\$15B aftermarket service backlog across TPS, OFE, DS



Strong balance sheet ... A3/A- rating, \$4.1B cash & additional liquidity, net capex 3.5% of revenue

Portfolio Overview

A unique portfolio serving the energy value chain



Oilfield Services

- Leader in drilling services & production
- Strong global presence
- Focus on execution, reliability & cost



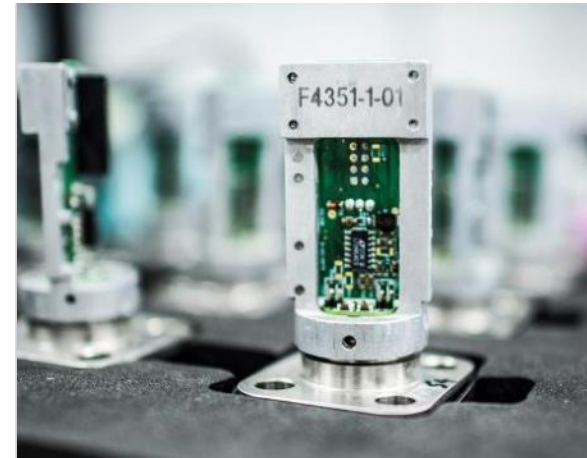
Oilfield Equipment

- Leading subsea production & flexibles portfolio
- Strong execution & technology pipeline
- Flexible partnerships & commercial models



Turbomachinery & Process Solutions

- Technology leader in LNG & upstream production
- Significant installed base
- Proven track record in the most critical projects



Digital Solutions

- Leader in critical inspection technology & condition monitoring
- Leading sensing & measurement technology
- Differentiated software offerings

Oilfield Services



~35%

Drilling



~30%

Completions



~35%

Production



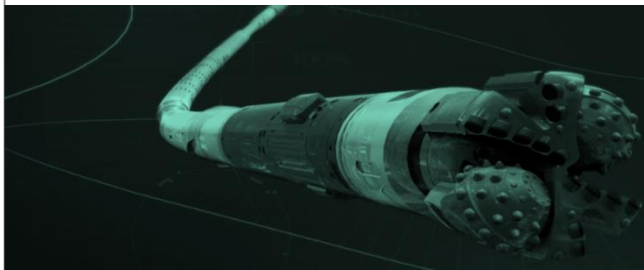
~72%

International

YTD 2020 revenue splits

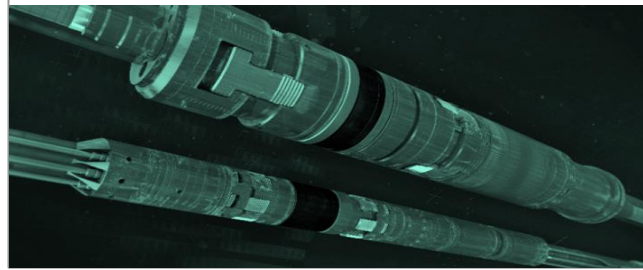
Drilling

- Drilling Services
- Drill Bits
- Drilling & Completion Fluids
- Wireline Services



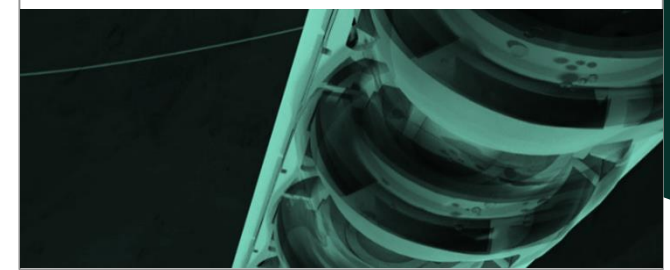
Completions

- Completions
- Well Intervention
- International Pressure Pumping



Production

- Artificial Lift Systems
- Oilfield & Industrial Chemicals



Integrated Well Services & Remote Operations

Oilfield Equipment



~45%
Subsea Production
Systems & Services



~20%
Flexible Pipe
Systems



~20%
Surface Pressure
Control

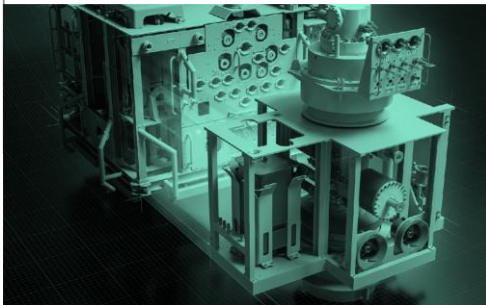


~15%
Subsea & Surface
Drilling Systems

Last 4-year equipment revenue splits

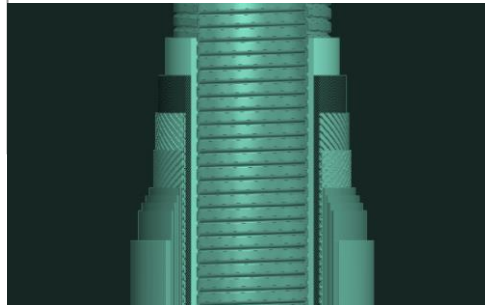
Subsea Production Systems & Services

- Subsea wellheads, trees, controls, manifolds
- Installation & commissioning
- Intervention & well access
- Asset integrity management



Flexible Pipe Systems

- Dynamic flexible pipes
- Static flexible pipes
- Flexible pipes integrity management systems
- Installation & commissioning
- Non-metallic materials



Surface Pressure Control

- Project-focused internationally
- Surface wellheads
- Flow control valves and actuators (surface trees)
- After-market services



Subsea & Surface Drilling Systems

- Equipment & services for floaters, jack-up & land rigs
- BOP control systems
- Marine risers, connectors, diverters, choke & valves
- Asset monitoring & analytics
- After-market services



Turbomachinery & Process Solutions



~35%
On & Offshore
Production



~30%
LNG /
Midstream



~15%
Refinery &
Petrochemical



~15%
Pipeline & Gas
Processing

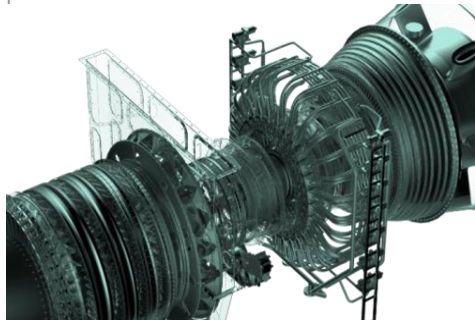


~5%
Industrial

Last 4-year equipment revenue splits

Drivers

- Aeroderivative gas turbines
- Heavy duty gas turbines
- NovalT gas turbines
- API steam turbines
- Hot gas and turbo expanders



Compressors & Pumps

- Centrifugal and axial compressors
- Integrated compressor line
- API reciprocating compressors
- Subsea compression
- Centrifugal pumps



Solutions

- Modules
- Waste heat recovery
- Small scale LNG & CNG
- Control systems
- Process, control and safety valves
- Air-cooled heat exchangers
- Gear solutions and bearings



Services

- Contractual service agreements
- Spares
- Field service engineers
- Repairs
- Upgrades
- Predictivity solutions
- Customer training
- Optimization apps



Digital Solutions



~50%
Oil and gas



~20%
Power



~20%
Automation,
electronics, &
other industrials



~10%
Transport &
Other

YTD 2020 revenue splits

Condition Monitoring & Protection

- Condition monitoring and protection devices
- Advanced machinery diagnostic software solutions
- Industry leading technical support



Control Solutions

- Controls and cybersecurity solutions to mitigate risk, boost safety, and improve equipment reliability, uptime, and efficiency



Inspection Technologies

- Ultrasonic
- Film, radiography remote visual
- Conventional/digital X-ray
- 3D computed tomography
- Software



Measurement & Sensing

- Pressure (Druck)
- Flow, gas, moisture (Panametrics)
- Nuclear instrumentation and downhole (Reuter-Stokes)



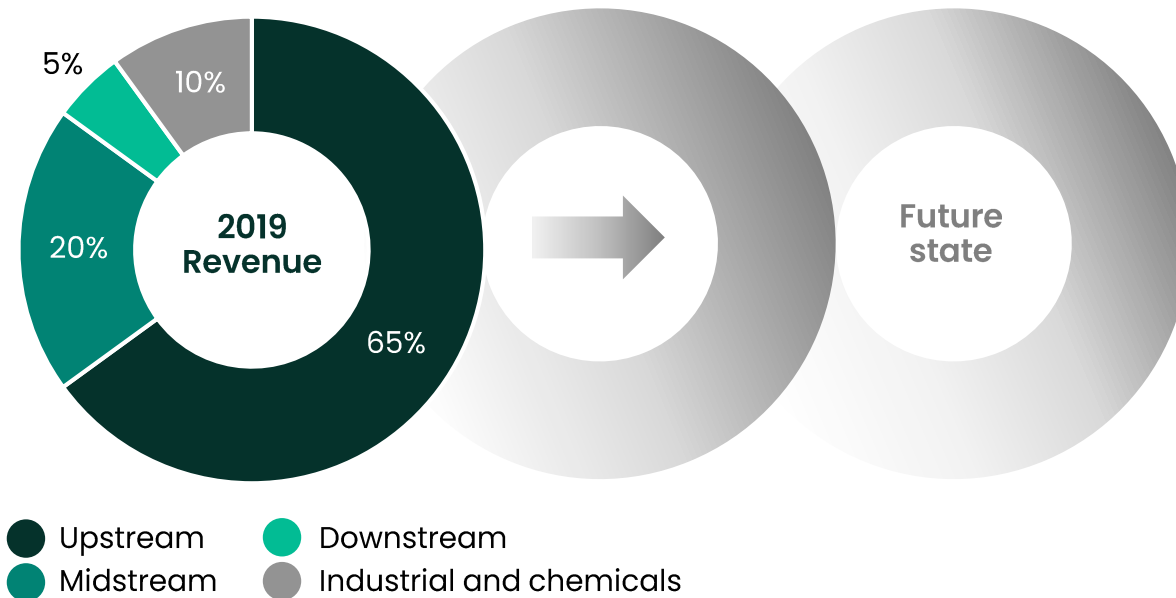
Process & Pipeline Services

- Inspection (ILI) pre-commissioning and maintenance services for oil and gas pipelines
- Defect data analysis
- Integrity engineering
- Software solutions
- Remote monitoring

Strategy Overview

Building an energy technology company

Transitioning our portfolio ...



... to evolve with the energy landscape

- Developing outcome-based solutions across broader energy value chain
- Decarbonizing existing infrastructure
- Export energy technology to industrial and chemicals markets
- Enabling growth of new low carbon solutions

Transform the core ... Invest for growth ... Position for new frontiers

Transform the core: portfolio & cost actions

Portfolio rationalization

- AC Compressors – 2Q'18
- Rotoflow – 3Q'18
- Natural Gas Solutions – 4Q'18
- Recip. Compressors – 3Q'19
- Meridium – 3Q'19
- Well Chemical Services – 3Q'19
- Rod Lift Solutions – 2Q'20
- Specialty Polymers – 3Q'20
- SPC Flow – 3Q'20*

~\$800M of proceeds
in ~2.5 years

Cost & margin optimization

- Right-sizing operations ... 15% headcount reduction, 206 facilities closed through 3Q'20
- Reducing management layers across product companies
- Selective exits in product line vs. geography matrix

\$700M+ annualized
cost savings

New business models

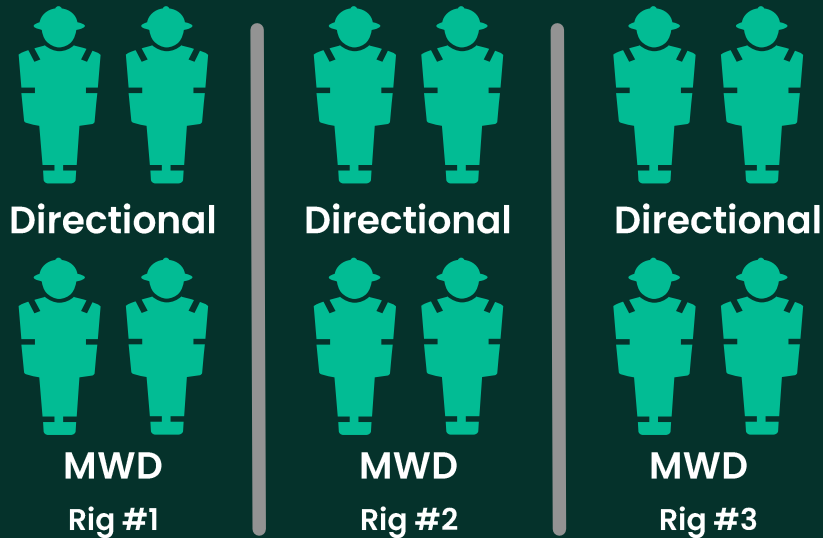
- Growing direct sales in OFS
- Exploring new channel partner models
- Forming localized alliances & partnerships in key countries

More efficient
go-to-market

Transform the core: remote ops and digital technology

Driving remote ops in OFS

Traditional model



3:1

Remote model

supporting the same 3 rigs



Executing remote services
in 30+ countries

83% of drilling jobs performed
remotely in 3Q'20

20+ centers and customer
hubs worldwide

Transform the core: remote ops and digital technology

TPS Services

iCenter
Additive manufacturing
Outcome based services
Technology injections / upgrades

Monitoring & diagnostics for 1,400 critical assets & 13,000+ assets across installed base

Bently Nevada

60 years of condition monitoring experience
6M+ sensors installed worldwide
Presence in O&G, renewables & chemicals sectors

Edge connectivity & condition monitoring for rotating equip

BHC3™ Reliability

Critical equipment monitoring
Entire system data analysis
Reduced downtime
Increased productivity

System-of-systems for Balance of Plant reliability

Digital infrastructure to support asset health & reliability

Digital Enablers



Digital infrastructure



Advanced analytics



Sensors & edge computing

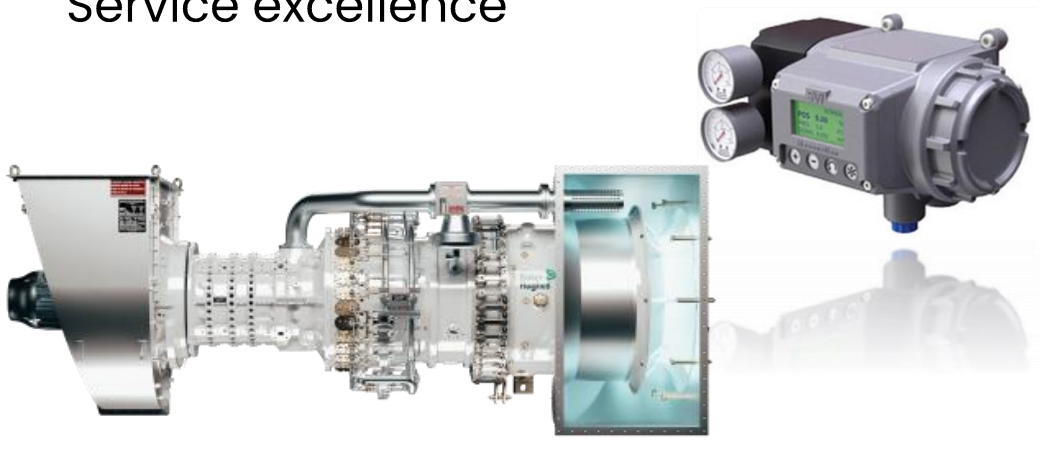


Additive manufacturing

Invest for growth: Build on industrial franchise in TPS & DS

Industrial power & process technology

Turbines, compressors, valves, gears, pumps
Integrated offerings and capabilities
Service excellence



Condition monitoring & asset management

Condition monitoring
Asset management
Controls and cybersecurity
Computer vision
Intelligent valves



Single industrial platform to deliver outcome-based solutions

Invest for growth: Grow in non-metallic & chemicals

Executing on non-metallic materials strategy

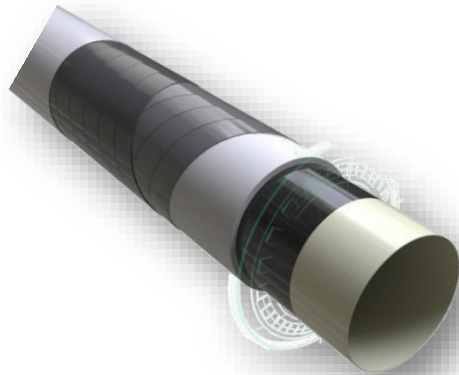
Targeting growth in adjacent and non-oil and gas industries
Expanding in Middle East with Saudi JV

أرامكو السعودية
saudi aramco



50/50 Non-Metallic JV


POLYFLOW



Broader chemicals market

Investing in E. Hemisphere growth
Opportunity in downstream chemicals
Increasing role of chemicals in energy transition
Decarbonization ... reuse, recycle, reduce, remove



Opportunity for diversification & growth outside of upstream O&G

Position for new frontiers

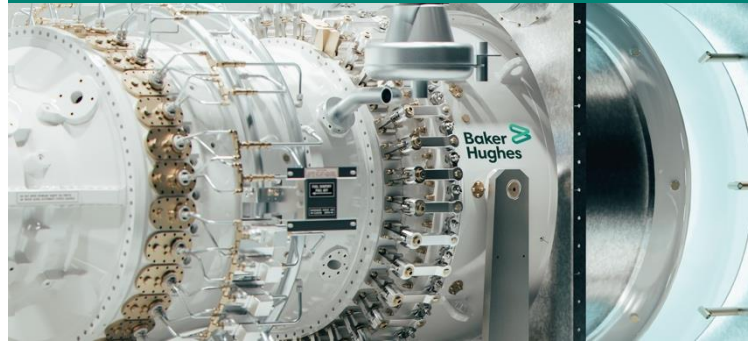
New frontiers enabled by growth in digital technology offerings

Carbon capture, utilization, and storage



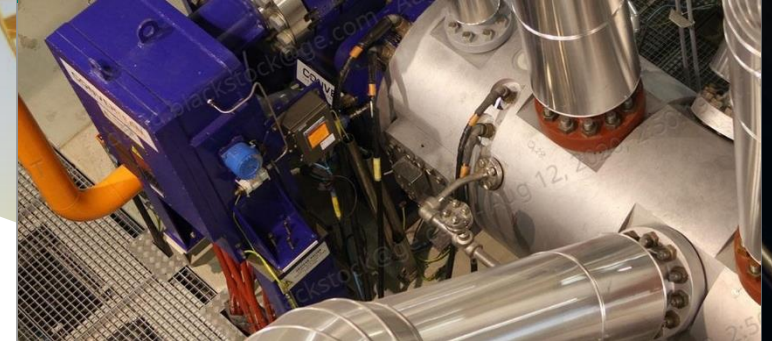
- Consultation and feasibility
- Capture and purification
- Compression and transportation
- Subsurface storage
- Integrity and monitoring

Hydrogen



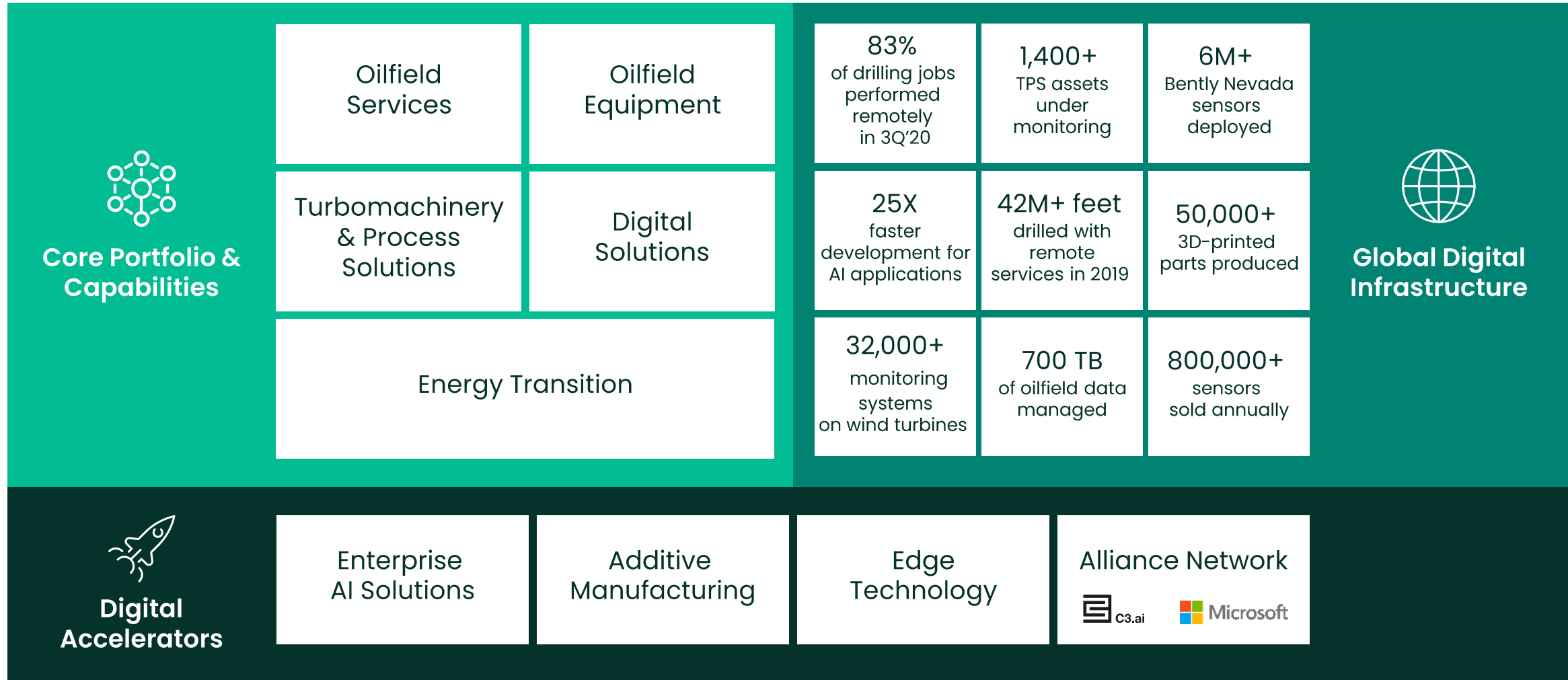
- Hydrogen-fueled gas turbines
- Play across blue, green, and grey/brown
- Broader project development
- Storage, liquefaction, and transportation

Energy storage



- Technology partner for oil and gas industry
- Focus on large-scale energy storage
- Energy storage operations
- Reliability and inspection solutions

Utilizing full Baker Hughes portfolio to drive digital acceleration



BakerHughesC3.ai ... an AI leader in energy

June 2019

Launched BakerHughesC3.ai



Sep. 2019

1st Joint AI Application Available



Nov. 2019

Microsoft Alliance Announced



Feb. 2020

2nd Joint AI Application Available



Accelerate Digital Transformation of the Energy Industry

Baker Hughes Internal Uses

Project	Value to Baker Hughes
<ul style="list-style-type: none"> Inventory Optimization Demand Planning Drilling Hazards Prevention 	<ul style="list-style-type: none"> Targeted reduction in inventory on hand Improve materials management and demand forecasting Optimize drilling plans to reduce NPT

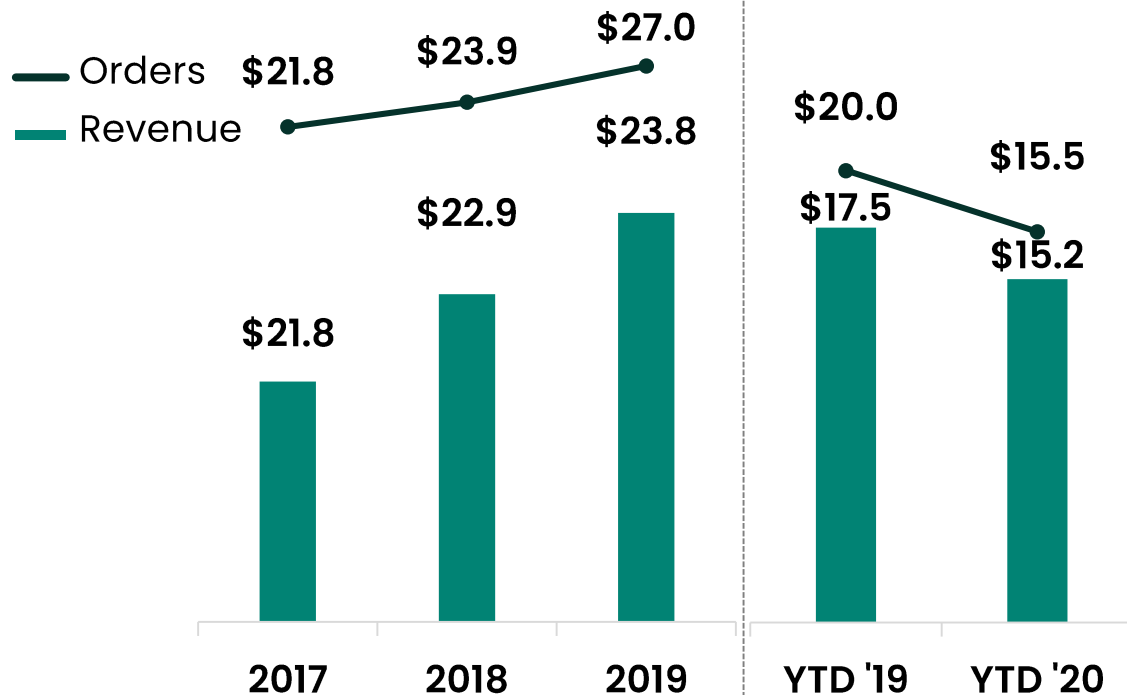
Energy Customers

Customer	Project	BHC3 AI Solution
<ul style="list-style-type: none"> Major Oil Company Canadian Oil Company Multi-national Chemical Company Independent North Sea E&P Company 	<ul style="list-style-type: none"> Rapid deployment of AI, predictive analytics & ML for energy applications Improve well production through ML, real-time alerts, and well targeting Improve ethylene plant efficiency through AI & anomaly detection Increased reliability of compression equipment on offshore platforms 	<ul style="list-style-type: none"> BHC3 AI Suite BHC3 Production Optimization BHC3 Reliability BHC3 Reliability

Financial Overview

Strong financial execution

Financials (\$ in billions)



	2017	2018	2019	YTD '19	YTD '20
Adj. Op Income (non-GAAP)	\$0.9	\$1.4	\$1.6	\$1.1	\$0.6
Adj. Op Inc. %	3.9%	6.1%	6.7%	6.0%	3.8%
D&A	\$1.5	\$1.5	\$1.4	\$1.1	\$1.0
Free Cash Flow	n/m	\$1.2	\$1.2	\$0.1	\$0.3

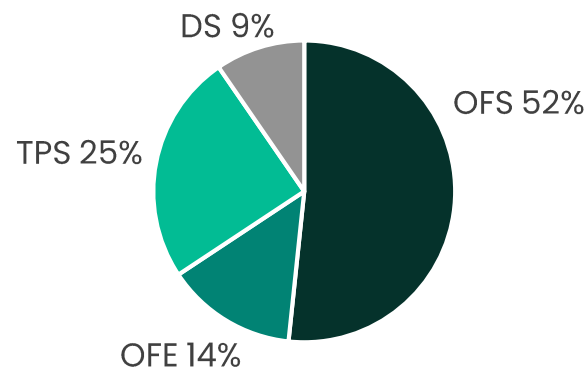
2017 financials are on a combined business basis (non-GAAP), Free Cash Flow is a non-GAAP measure – see appendix for non-GAAP to GAAP reconciliations

*Remaining Performance Obligations as of 9/30/20

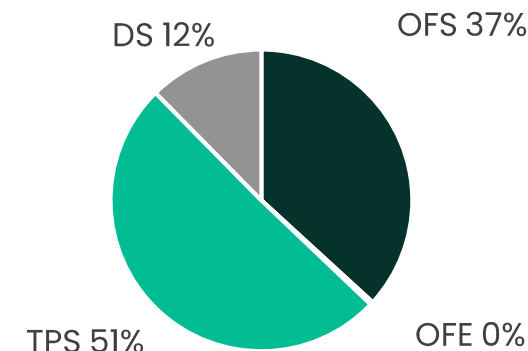
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Key highlights

2020 YTD Revenue



2020 YTD Segment operating Income



- 26% NAM; 74% International revenue in YTD 2020
- \$23.0B RPO* – \$8.3B Equipment RPO, \$14.7B Services RPO
- Solid Book-to-Bill despite broader macro uncertainty
- Driving \$700M+ of annualized cost-out across the business
- Generating free cash flow despite \$480M of cash restructuring and GE separation related payments YTD '20

Continued emphasis on free cash flow

Delivering on FCF potential, maintaining capital discipline

**\$1.2B /
\$1.3B**

FCF (non-GAAP)
generated
in '19/LTM*

~3.5%

CAPEX as % of
revenue since
merger

A3 / A-

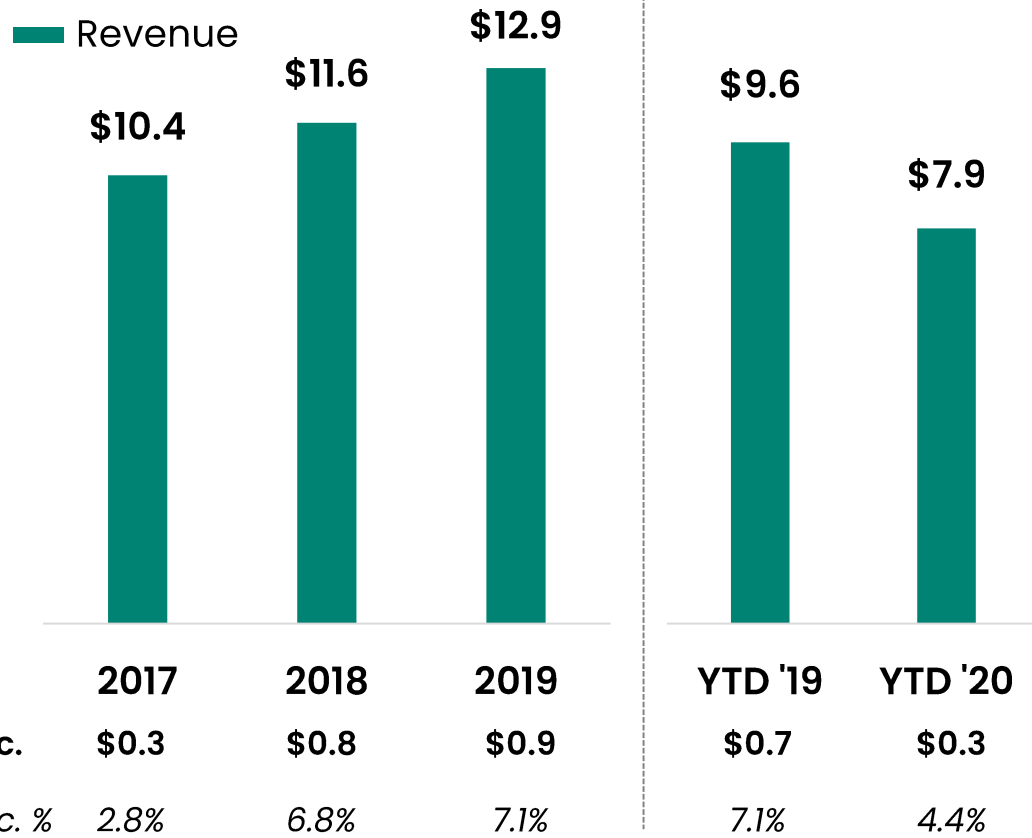
Investment
grade rating

Taking action to maintain financial strength

- Investing in restructuring to deliver \$700M+ in annual cost savings
- Reducing CAPEX by at least 20%
- Exiting underperforming product lines
- Strong liquidity position—\$4.1B cash, \$3B undrawn RCF, access to commercial paper, and uncommitted lines of credit
- Focused on maintaining investment grade rating

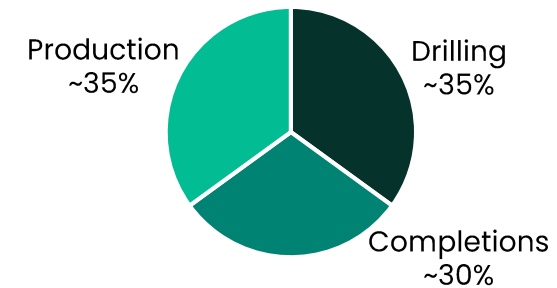
Oilfield Services

Financials (\$ in billions)



Business highlights

- ~100-year legacy, strong technology
- Core strengths around drilling services, artificial lift, chemicals, and select high-end completion tools
- ~28% North America / ~72% International revenues YTD
- ~35% production oriented ... Artificial Lift and Chemicals

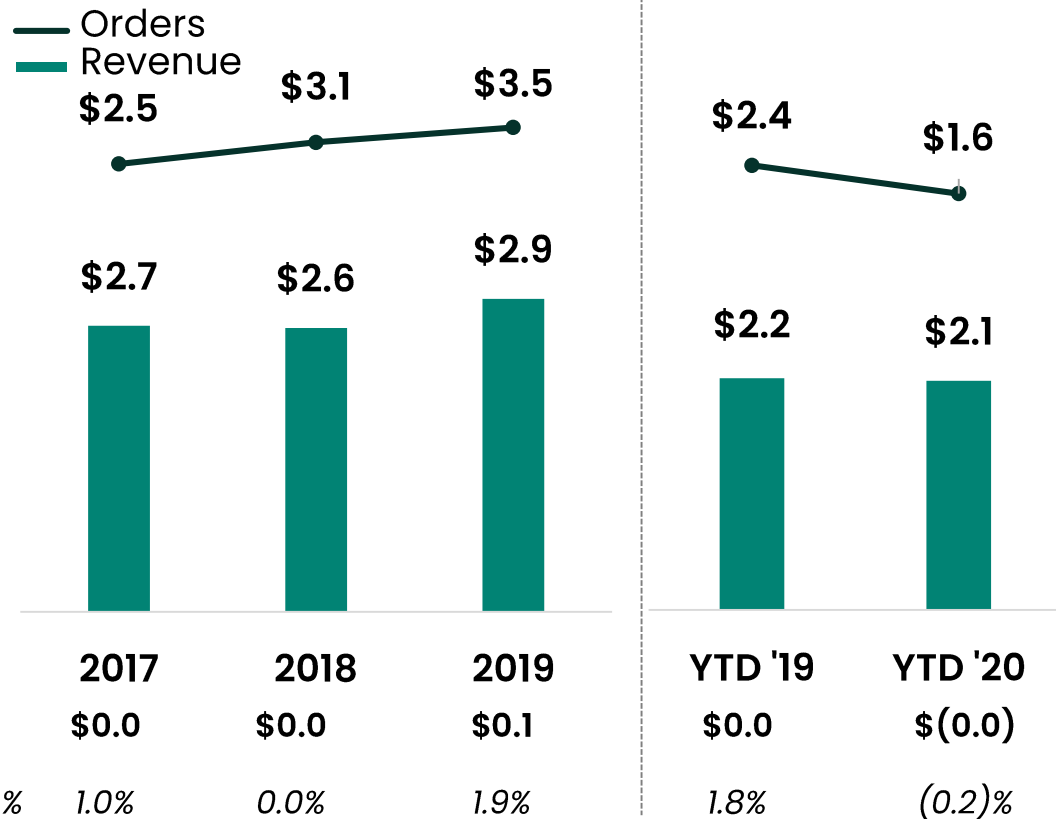


Taking action to address market challenges

- Right-sizing the business for expected lower activity
- Accelerating structural changes to operations
- Exiting underperforming product lines ... e.g. sale of RLS

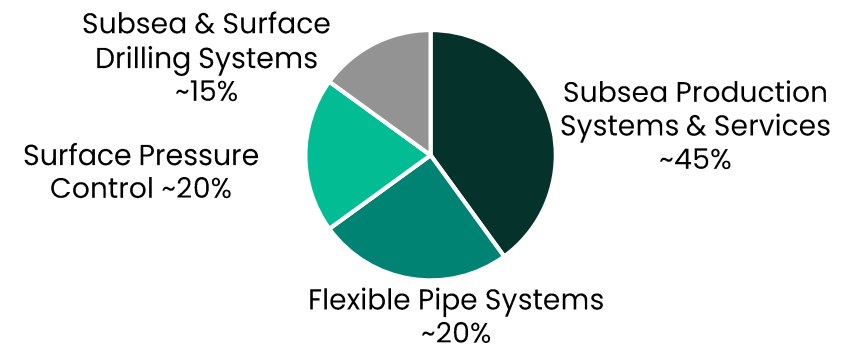
Oilfield Equipment

Financials (\$ in billions)



Business highlights

- Leading subsea production systems & flexible pipes
- Collaborative partnerships & new models
- New Subsea Connect & Aptara™ TOTEX-Lite Subsea System
- Expanding use of non-metallic flexibles
- Last 4-year revenue split:



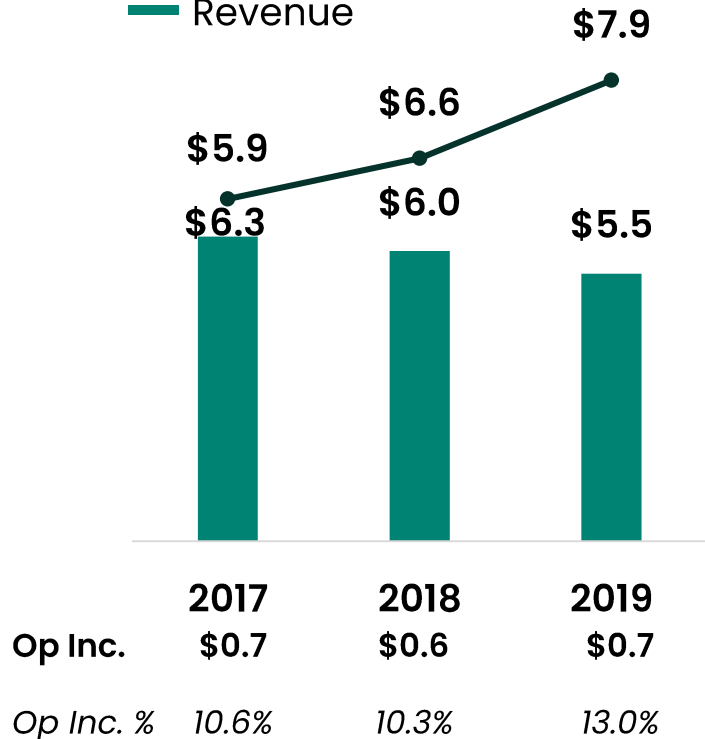
Taking action to address market challenges

- Right-sizing the business for expected lower activity
- Reducing structural cost

Turbomachinery & Process Solutions

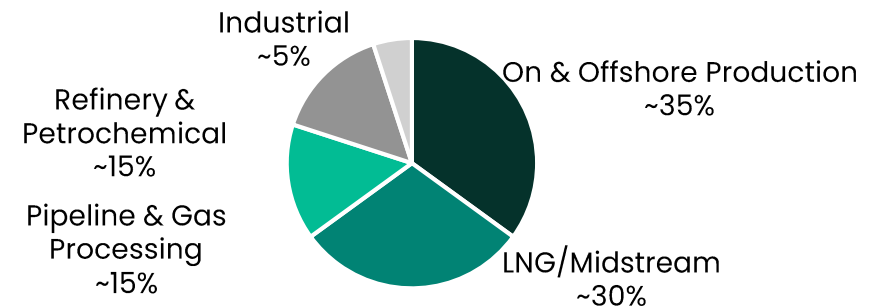
Financials (\$ in billions)

— Orders
— Revenue



Business highlights

- Technology leader in LNG & upstream production
- Proven track record in the most challenging projects
- Significant installed base ... \$13B service backlog (RPO)
- ~420 MTPA of global LNG capacity driven by TPS technology
- 39% Equipment / 61% After-market Services revenue YTD
- Last 4-year equipment revenue split:



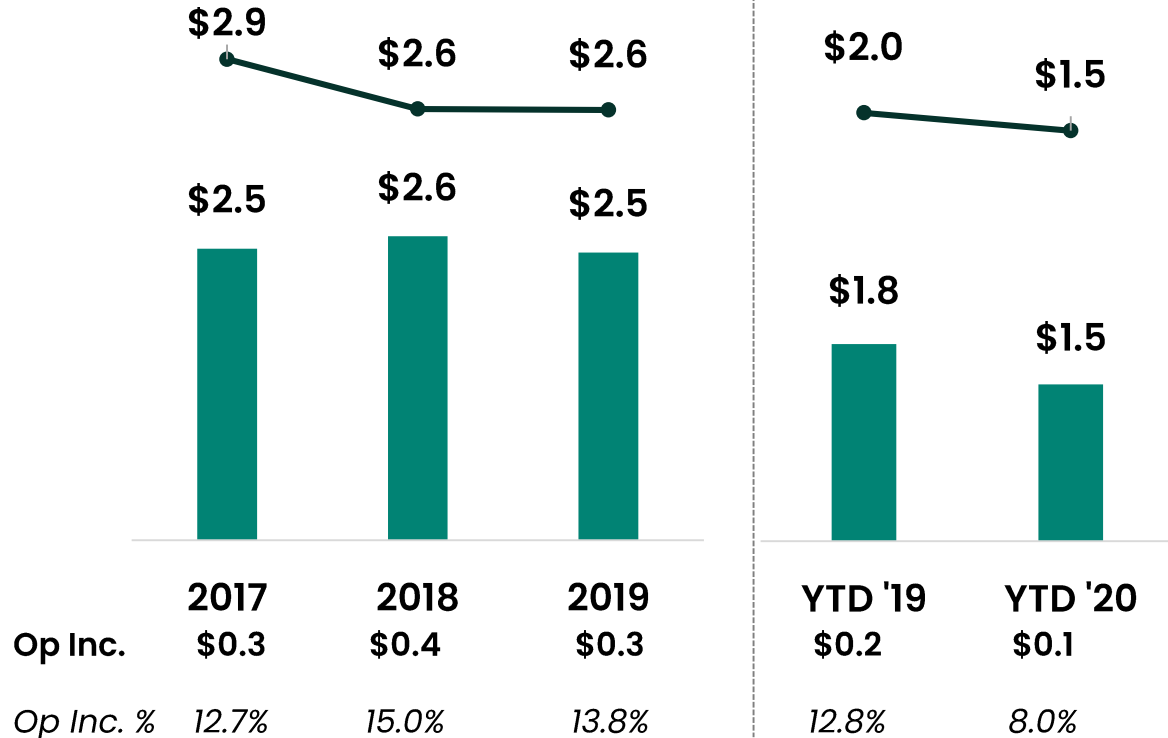
Taking action to address market challenges

- Expanding offerings for the energy transition
- Continuing growth in industrial end-markets
- Focus on executing on existing backlog

Digital Solutions

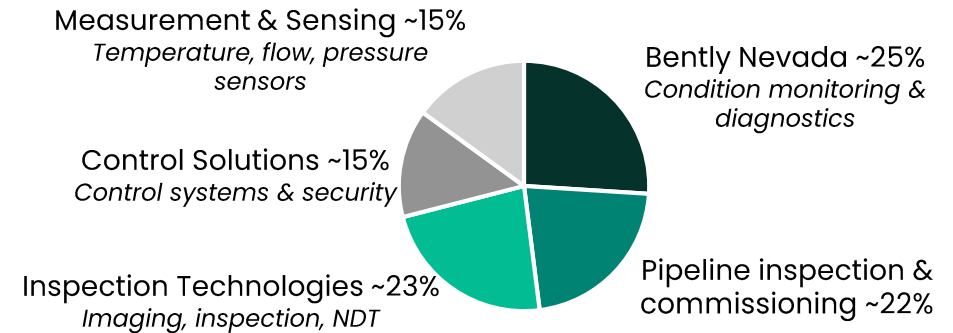
Financials (\$ in billions)

— Orders
— Revenue



Business highlights

- Market leader in condition monitoring for natural gas and wind turbines
- Best in class measurement & sensing technology
- Leader in critical inspection technology
- Last 4-year revenue split:



Taking action to address market challenges

- Simplifying & flattening organization structure
- Reducing structural cost
- Accelerating digitization efforts with BakerHughesC3.ai

Historical financials and non-GAAP reconciliation

(\$ in millions)

	TY2016	1Q'17	2Q'17	3Q'17	4Q'17	TY2017	1Q'18	2Q'18	3Q'18	4Q'18	TY2018	1Q'19	2Q'19	3Q'19	4Q'19	TY2019	1Q20	2Q20	3Q20	
Orders																				
Oilfield Services	10,242	2,397	2,530	2,734	2,765	10,426	2,640	2,866	3,011	3,051	11,569	2,997	3,266	3,354	3,284	12,902	3,147	2,411	2,296	
Oilfield Equipment	2,218	476	797	760	515	2,548	499	1,035	553	1,041	3,129	766	617	1,029	1,104	3,517	492	699	432	
Turbomachinery	5,851	1,314	1,556	1,334	1,728	5,932	1,450	1,498	1,552	2,123	6,624	1,271	1,983	2,784	1,910	7,947	1,394	1,313	1,885	
Digital Solutions	2,588	631	674	918	694	2,916	649	637	629	668	2,583	659	688	616	645	2,607	500	465	493	
Total Orders	20,899	4,817	5,557	5,745	5,701	21,821	5,238	6,036	5,746	6,884	23,904	5,693	6,554	7,783	6,945	26,974	5,532	4,888	5,106	
Revenue																				
Oilfield Services	10,181	2,390	2,529	2,661	2,781	10,361	2,678	2,884	2,993	3,062	11,617	2,986	3,263	3,348	3,292	12,889	3,139	2,411	2,308	
Oilfield Equipment	3,541	716	681	613	650	2,661	664	617	631	729	2,641	735	693	728	765	2,921	712	696	726	
Turbomachinery	6,668	1,644	1,586	1,414	1,651	6,295	1,460	1,385	1,389	1,782	6,015	1,302	1,405	1,197	1,632	5,536	1,085	1,161	1,513	
Digital Solutions	2,526	573	620	614	717	2,524	598	662	653	691	2,604	592	632	609	659	2,492	489	468	503	
Total Revenue	22,915	5,324	5,416	5,301	5,799	21,841	5,399	5,548	5,665	6,264	22,877	5,615	5,994	5,882	6,347	23,838	5,425	4,736	5,049	
Segment operating income (loss)																				
Oilfield Services	(765)	76	26	88	102	292	141	189	231	224	785	176	233	274	235	917	206	46	93	
Oilfield Equipment	305	50	17	(41)	(1)	26	(6)	(12)	6	12	0	12	14	14	16	55	(8)	(14)	19	
Turbomachinery	1,058	252	122	134	157	665	119	113	132	257	621	118	135	161	305	719	134	149	191	
Digital Solutions	325	63	62	77	118	320	73	96	106	115	390	68	84	82	109	343	29	41	46	
Total segment operating income (loss)	924	442	227	258	375	1,302	326	387	475	608	1,796	373	465	531	665	2,035	361	221	349	
Corporate	(515)	(158)	(107)	(89)	(92)	(446)	(98)	(98)	(98)	(110)	(405)	(100)	(105)	(109)	(118)	(433)	(122)	(117)	(115)	
Merger, impairment, restructuring & other	(1,876)	(244)	(264)	(363)	(395)	(1,266)	(269)	(211)	(95)	(116)	(691)	(97)	(90)	(125)	(216)	(528)	(16,299)	(156)	(283)	
Operating income (loss) (GAAP)	(1,467)	39	(145)	(193)	(111)	(409)	(41)	78	282	382	701	176	271	297	331	1,074	(16,059)	(52)	(49)	
Memo: Depreciation & Amortization	n/m	351	344	380	425	1,501	388	392	353	352	1,486	350	360	355	354	1,418	355	340	315	
Non-GAAP reconciliation																				
Operating income (loss) (GAAP)	(1,467)	39	(145)	(193)	(111)	(409)	(41)	78	282	382	701	176	271	297	331	1,074	(16,059)	(52)	(49)	
Less: Merger, impairment, restructuring & other	(1,876)	(244)	(264)	(363)	(395)	(1,266)	(269)	(211)	(95)	(116)	(691)	(97)	(90)	(125)	(216)	(528)	(16,299)	(156)	(283)	
Adjusted operating income (Non-GAAP)	409	283	120	169	284	856	228	289	377	498	1,391	273	361	422	546	1,602	240	104	234	

Non-GAAP reconciliations

(\$ in millions)

Reconciliation of Cash Flow From Operating Activities to Free Cash Flow

Non-GAAP reconciliation	<u>TY2018</u>	<u>1Q2019</u>	<u>2Q2019</u>	<u>3Q2019</u>	<u>4Q2019</u>	<u>TY2019</u>	<u>1Q2020</u>	<u>2Q2020</u>	<u>3Q2020</u>
Cash flow from operating activities (GAAP)	1,762	(184)	593	360	1,357	2,126	478	230	219
Add: cash used in capital expenditures, net of proceeds from disposal of assets	(537)	(235)	(238)	(199)	(304)	(976)	(325)	(167)	(167)
Free cash flow (Non-GAAP)	1,225	(419)	355	161	1,053	1,150	152	63	52

Environmental, Social & Governance

At Baker Hughes we are committed to social responsibility

Led by our purpose of making energy safer, cleaner and more efficient for people and the planet

Carbon footprint reduction

31%

Reduction in Baker Hughes carbon emissions since 2012

- While investing in our portfolio of advanced technologies to enable customer's reduction
- We remain committed to achieving net zero emissions from operations by 2050

Inclusion and diversity



Enacting new programs to promote inclusion and diversity

- Activating leadership accelerator and training programs
- 5,215 members of eight global employee resource groups to promote networking and mentorship

Health, safety & wellness



Providing a safe and healthy workplace for all

- Deploying remote operations, services, and testing to help our customers adapt to the changing workplace
- Donating 50,000 3D printed protective and medical parts to meet shortfalls at hospitals

Ethics, compliance, and transparency



Improving external reporting & internal processes

- Launched an updated Code of Conduct and supplier responsibility guidelines
- Enhanced ESG reporting in accordance with GRI standards and UN Sustainable Development Goals

Baker Hughes Corporate Responsibility framework

 **Planet**
The dual challenge of energy & climate



- Committed to net-zero emissions from operations by 2050
- **31%** reduction in Scope 1 and 2 emissions versus 2012 baseline
- **14.5%** of electricity from renewable sources

 **People**
Fostering inclusion and diversity



- **35%** of US employees in minority groups
- **17%** of workforce is women
- **21%** of senior leadership is women
- **\$132M** in spending with diverse suppliers and small businesses

 **Principles**
Doing the right thing, always



- **161** perfect HSE days
- **12%** improvement in total recordable incident rate
- **56,675** employees trained in ethics and compliance



Awarded AAA ESG rating by MSCI



Awarded B rating by CDP



Awarded A- ESG rating by Refinitiv



21/100 rating by Sustainalytics



2020 Award for Goal Setting

Incentive compensation metrics aligned to shareholder returns

Short-term

- 70% financial metrics
 - Free cash flow (35% weighted)
 - Operating income (25% weighted)
 - Revenue (10% weighted)
- 30% Strategic Blueprint priorities*

Long-term

- Relative total shareholder returns
- Relative return on invested capital



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