

Investor Overview

February 2023

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, 2022 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.

Overview & Strategy

We take energy forward— making it safer, cleaner, and more efficient for people and the planet

120+
Countries

~55,000
Employees

\$21.2B
Revenues 2022

217
Perfect HSE
days in 2022

\$556M
in R&D
development

>2,200
Patents
awarded



Sharpening our focus on building a differentiated Energy Technology Company

Committed to creating shareholder value

TOP PRIORITIES

- Capitalize on the growth opportunities across OFSE and IET, including LNG and New Energy
- Increasing R&D to developing New Energy technology portfolio in hydrogen, carbon capture and clean power
- Optimize corporate structure to enhance our margin and return profile
- Targeting EBITDA margins of 20% in OFSE & IET by 2025/2026, and increasing ROIC to 15% and 20% respectively
- Flexible capital allocation policy to balance returning cash to shareholders (60–80% of FCF) while investing for growth

World leading Energy Technology Company

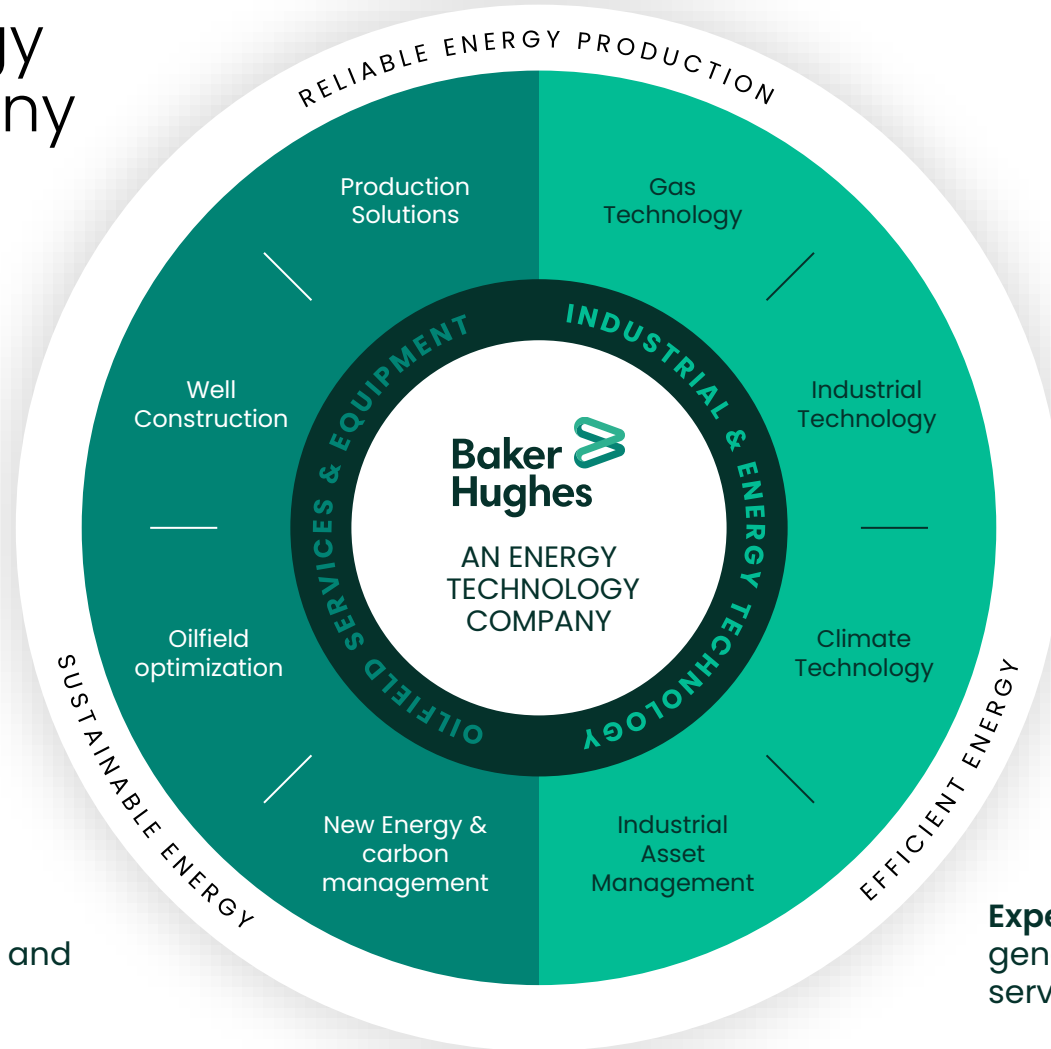
Baker Hughes has a diverse portfolio of technologies & services that play across the energy landscape

OFSE

OFSE technology leader ... ~70% international, ~40% offshore & ~35% production-weighted

Expertise in ... directional drilling ... well construction ... production maintenance and enhancement

New Energy ... leveraging subsurface to surface portfolio to provide long-term growth in geothermal & CO₂ storage



Providing solutions to help solve the world's greatest energy challenges

IET

Leading driver & compression technology for LNG, upstream & industrial applications

Expertise in compression & power generation equipment & aftermarket services ... condition monitoring & inspection

New Energy ... existing core technologies enable opportunities in carbon capture, hydrogen, clean power solutions and emissions management

Executing on our strategy

» Commercially execute on a strong energy cycle

- OFSE poised for double-digit growth in 2023 as part of a multi-year growth cycle
- Retain strong market position for wave of LNG project investment
- Capitalize on IET opportunities in Onshore/Offshore compression and New Energy

» Optimize organizational structure to enhance performance & returns

- At least \$150M cost out by the end of 2023
- Higher operational efficiency driving 20% EBITDA by 2025/2026 (OFSE & IET)
- Targeting 15% ROIC¹ for OFSE and 20% for IET

» Develop New Energy portfolio

- Incubate early-stage organic and inorganic investments in hydrogen, CCUS, clean power, and geothermal
- Increase R&D investment to capture opportunities ahead

» Generate strong free cash flow, and return cash to shareholders

- Convert 50+% of EBITDA to free cash flow through-cycle
- Return 60-80% of free cash flow to shareholders
- Continue to grow the dividend

Key Targets

\$150+M

Cost out by end of 2023

20%

EBITDA margins across OFSE & IET

15%

OFSE ROIC

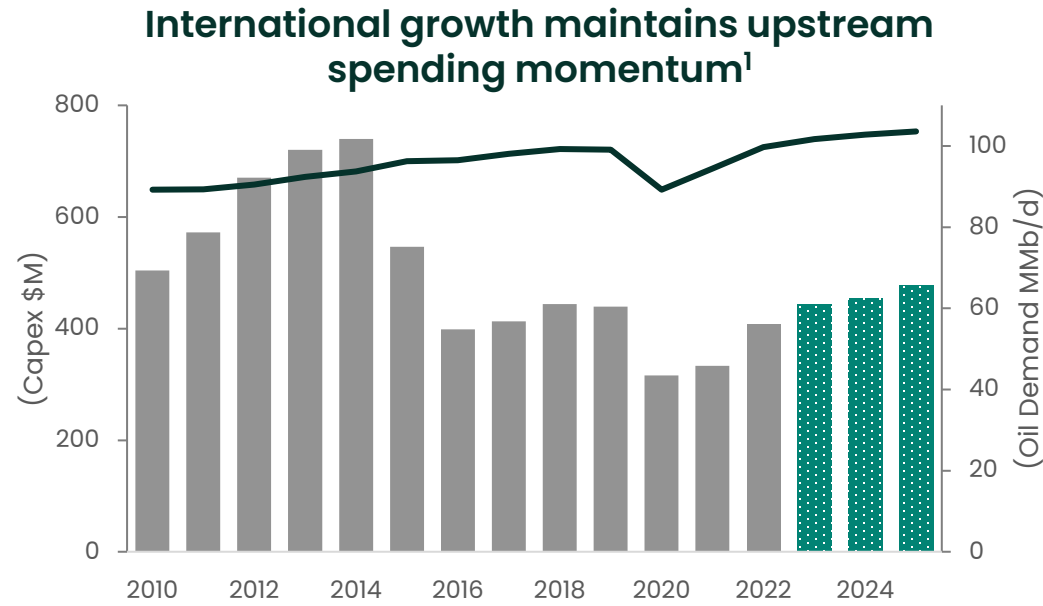
20%

IET ROIC

Tailwinds across both business segments

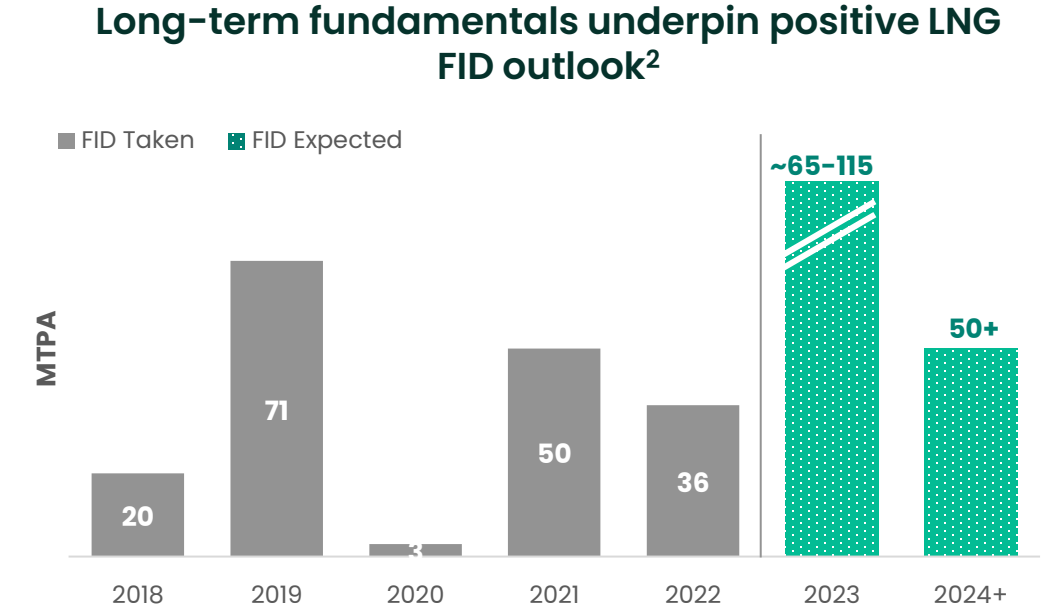
Oilfield Services & Equipment (OFSE)

- Growth trends shifting in favor of international and offshore markets
- Rising activity and pricing momentum spread across virtually all geographic regions led by the Middle East & Latin America
- North America visibility remains limited - generally expect range bound activity from current levels



Industrial & Energy Technology (IET)

- Positive near-term and long-term prospects for the natural gas and LNG investment cycle
- Growth in upstream spending driving opportunities in Onshore/Offshore Production segment
- Slowly improving supply chain dynamics for Industrial Technology - tempered by uncertain macro outlook



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 1. Source: Wood Mackenzie – Oil Demand: Energy Transition Tool . – Upstream Capex: Lens Direct
 2. Source: S&P Global Liquefaction Database & Baker Hughes company estimates

Strong balance sheet and solid cash flow

Strong Balance Sheet

Strong balance sheet enables financial flexibility

1.4X¹ Net debt / LTM Adj. EBITDA

A3/A- Credit Ratings from Moody's and S&P

\$5.5B² Total Liquidity

➤ **Committed to investment grade rating**

Prioritizing Free Cash Flow

Portfolio focused on maximizing free cash flow generation

\$1.1B³ FCF in 2022

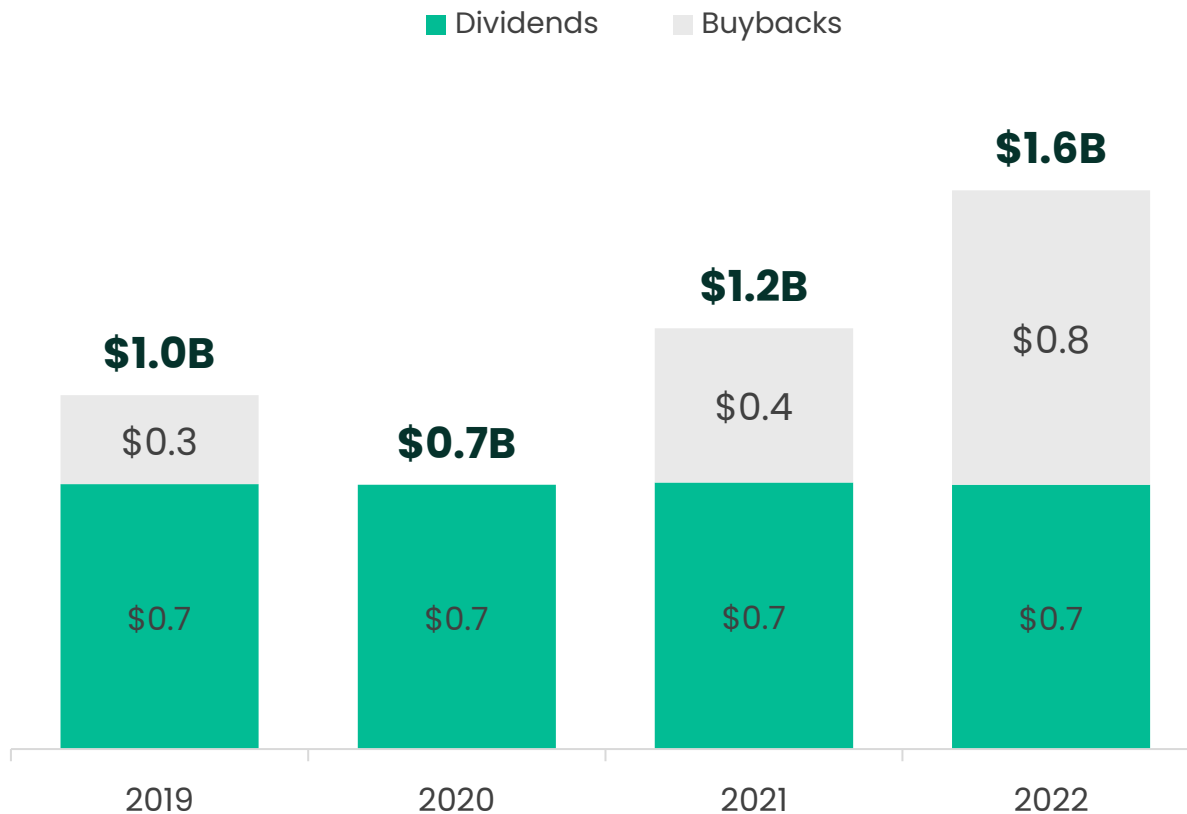
37%³ FCF conversion in 2022

3.6% net capex % of revenue in 2022

➤ **Targeting 50+% FCF conversion through-cycle**

Flexible capital allocation

Proven commitment to shareholder returns while investing in growth



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FCF is a non-GAAP measure - see earnings release and/or appendix for GAAP to non-GAAP reconciliations

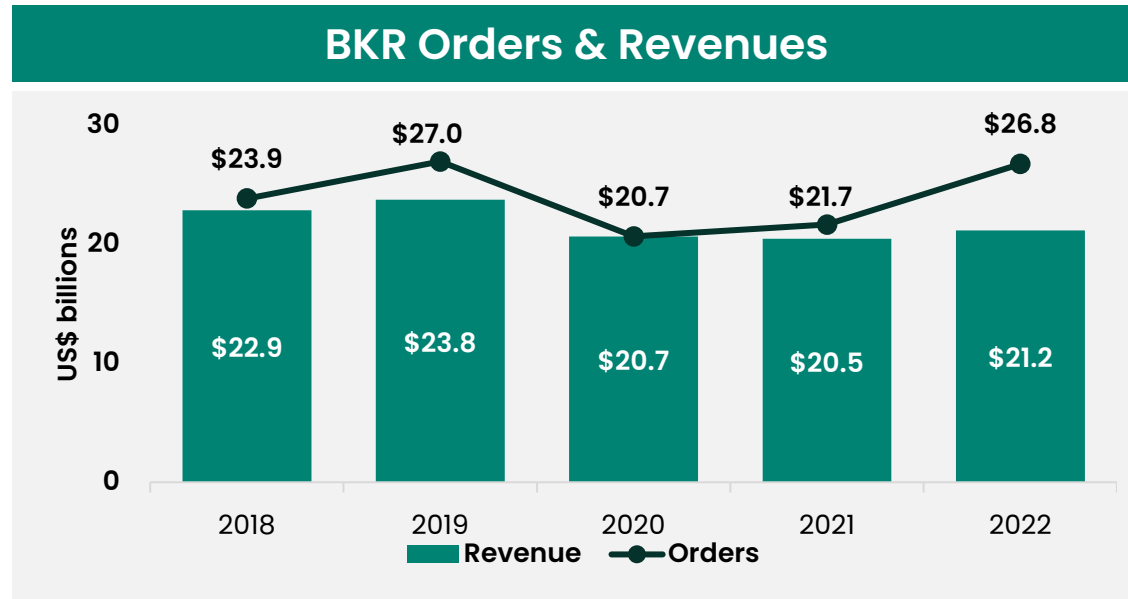
Strong balance sheet & free cash flow provides capital allocation flexibility

- **Returning capital to shareholders** – Continue strong track record of returning cash to shareholders, have returned \$7.8B over the last 5 years
- **Dividend growth a priority** – Increased dividend in 4Q22, will prioritize future increases as IET grows
- **Balance capital returns with investing in growth** – Continue to target bolt-on M&A and strategic technology investments

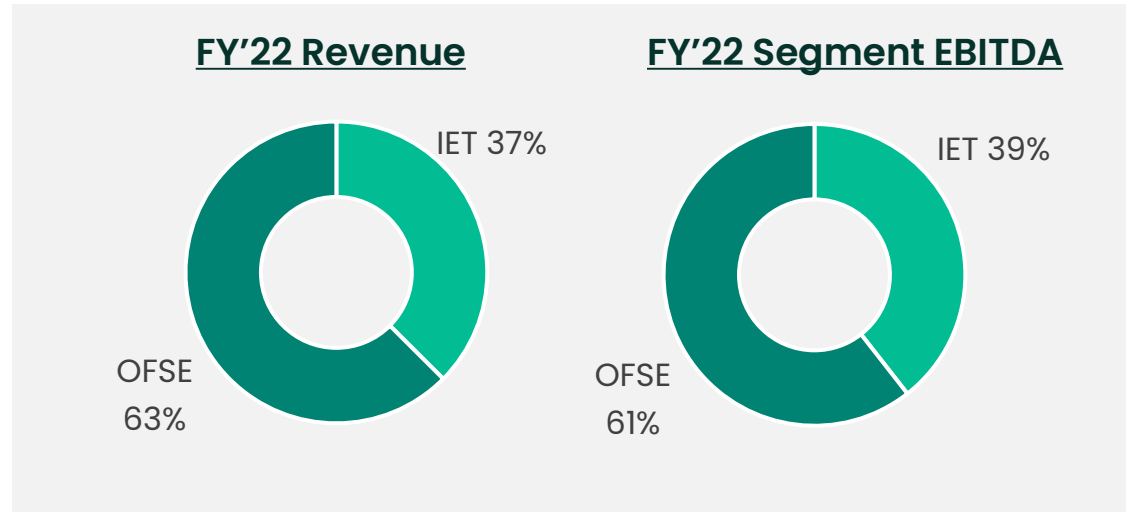
Targeting 60–80% of FCF returns to shareholders

Baker Hughes financial results

Strong financial execution



Segment Revenue & EBITDA



- \$27.8B RPO – \$9.5B Gas Tech Equipment RPO; \$13.6B Gas Tech Services RPO
- Booked \$3.4B of orders in Gas Technology in 4Q'22 – solid quarter supported by LNG & Onshore/Offshore production; \$0.7B of orders in S&SPS

Adj. Op Income (non-GAAP)	\$1.4	\$1.6	\$1.0	\$1.6	\$1.9
Adj. Op Inc. %	6.1%	6.7%	5.0%	7.7%	9.1%
D&A	\$1.5	\$1.4	\$1.3	\$1.1	\$1.1
Adj. EBITDA (non-GAAP)	\$2.9	\$3.0	\$2.4	\$2.7	\$3.0
Adj. EBITDA %	12.6%	12.7%	11.4%	13.1%	14.1%
Free Cash Flow	\$1.2	\$1.2	\$0.5	\$1.8	\$1.1
FCF Conv. %	43%	38%	22%	68%	37%

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FCF & EBITDA margin is a non-GAAP measure – see earnings release and/or appendix for GAAP to non-GAAP reconciliations

2023 Outlook

1Q'23 Outlook

BKR

Revenue	\$5.3 – \$5.7B
Adj. EBITDA	\$700 – \$760M

OFSE

Revenue	\$3.3 – \$3.5B
EBITDA	\$515 – \$585M

IET

Revenue	\$1.9 – \$2.4B
EBITDA	\$250 – \$300M

Other

Corporate costs	Approx. \$100M
D&A	Approx. \$255M

2023 Outlook

BKR

Revenue	\$24 – \$26B
Adj. EBITDA	\$3.6 – \$3.8B

OFSE

Revenue	\$14.5 – \$15.5B
EBITDA	\$2.4 – \$2.8B

IET

Orders	\$10.5 – \$11.5B
Revenue	\$9.5 – \$10.5B
EBITDA	\$1.35 – \$1.65B

Other

Corporate costs	\$370M – \$390M
D&A	\$1.0 – \$1.1B
Adj. Effective Tax Rate	35% – 40%

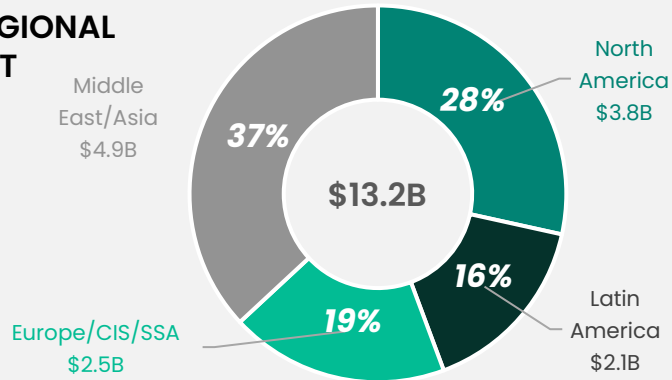
Oilfield Services & Equipment

Oilfield Services & Equipment (OFSE)

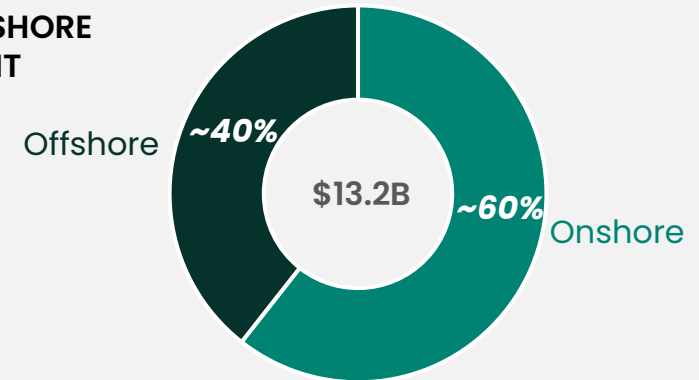
Oilfield Services & Equipment Reporting Segments – Revenue TY '22

Well Construction \$3.9B	Completions, Intervention & Measurements \$3.6B	Production Solutions \$3.6B	Subsea & Surface Pressure Systems \$2.2B
<ul style="list-style-type: none"> • Drilling Services • Drill Bits • Drilling & Completion Fluids 	<ul style="list-style-type: none"> • Completions & Well Intervention • Wireline Services • Cementing • International Pressure Pumping 	<ul style="list-style-type: none"> • Artificial Lift Systems • Oilfield & Industrial Chemicals 	<ul style="list-style-type: none"> • Subsea Projects & Services • Flexible Pipe Systems • Surface Pressure Control

OFSE 2022 REGIONAL REVENUE SPLIT

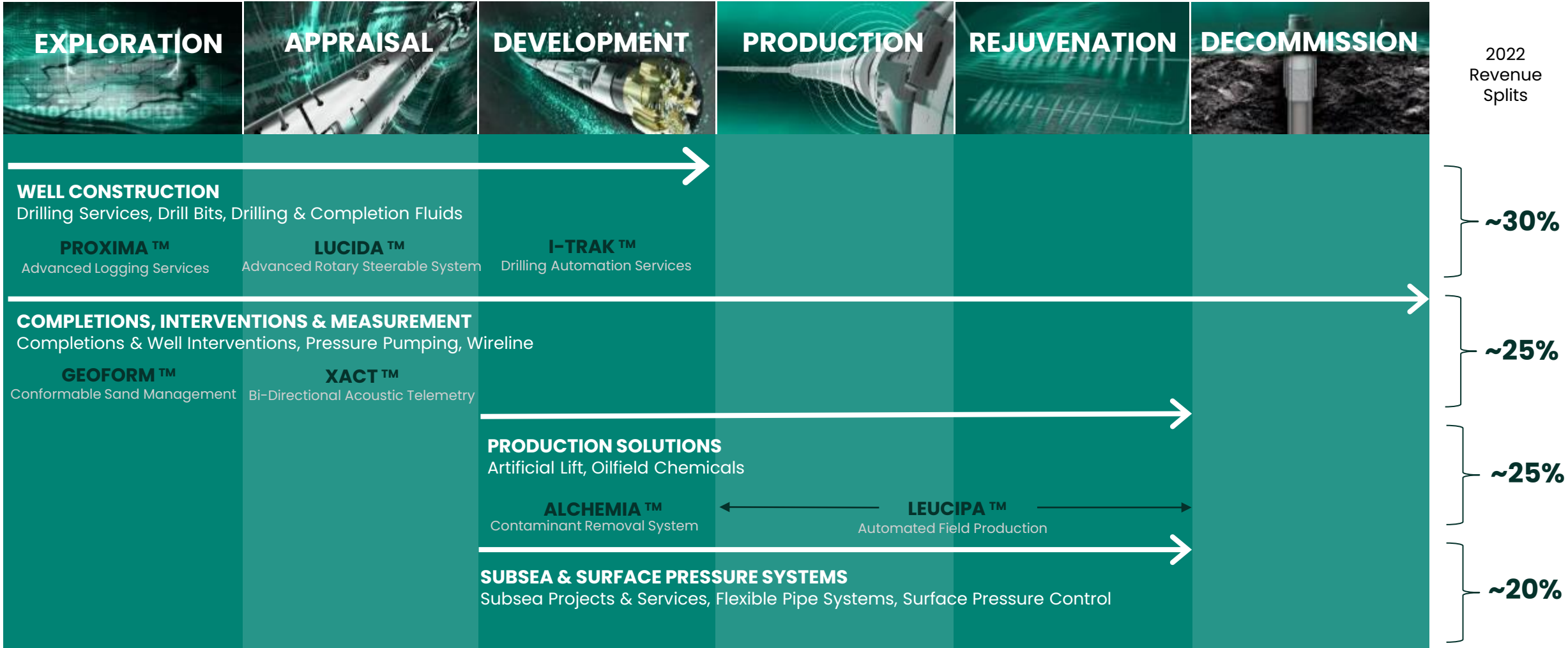


OFSE 2022 ONSHORE OFFSHORE SPLIT



OFSE expertise spans the lifecycle of the field

Production focused portfolio, positioned to enhance recovery and reduce emissions



Developing new solutions for current and evolving markets

Digital

Connecting our leading technology to digital applications that drive enhanced customer outcomes

Leucipa™ Production Automation “The shortest cycle barrel isn’t delivered by drilling new wells. It’s by optimizing the thousands of producing wells worldwide that are currently underperforming”

Leucipa™ is an agnostic, recommendation-led SaaS offering that will optimize customer’s fields through production automation across six disciplines:

-  Artificial lift
-  Power
-  Fluids handling
-  Chemicals
-  Field intelligence
-  Life of field activity scheduling

CORVA

Baker Hughes’ forms strategic digital collaboration to enhance customer well construction efficiency

New Energy

Leveraging subsurface to surface portfolio to provide long-term growth in New Energy markets

Geothermal **Uniquely positioned through subsurface and power generation expertise to be technology partner of choice**

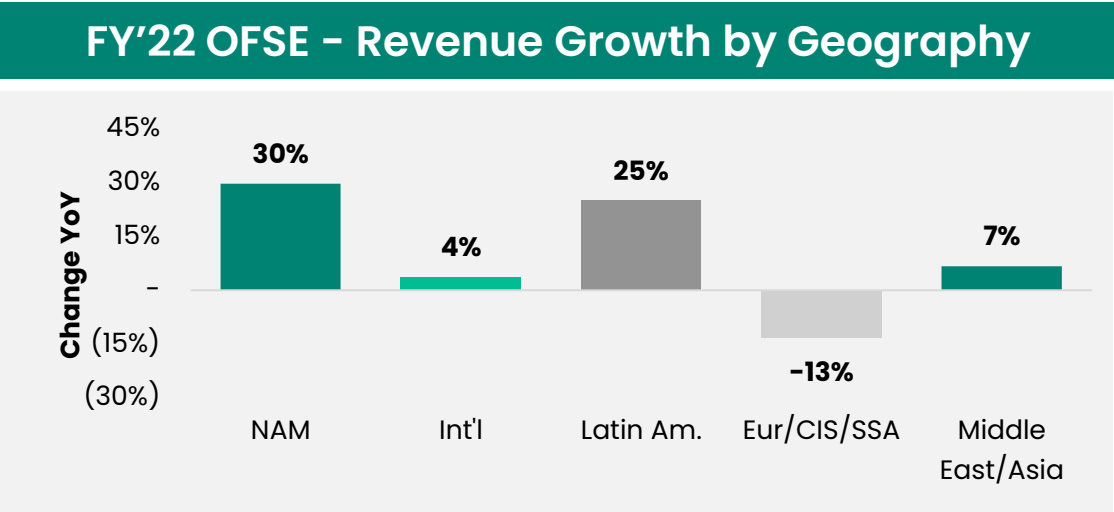
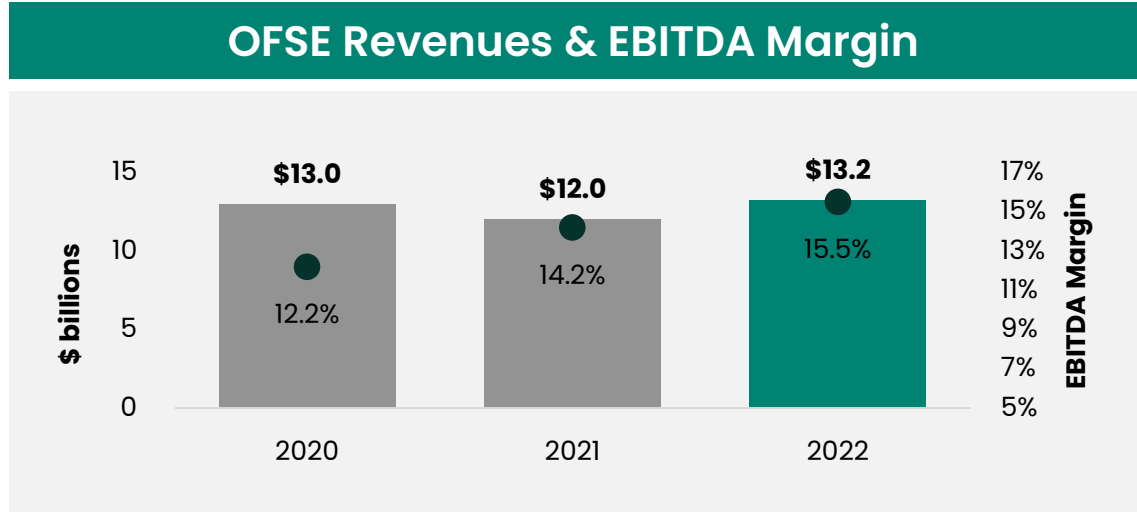


CCUS

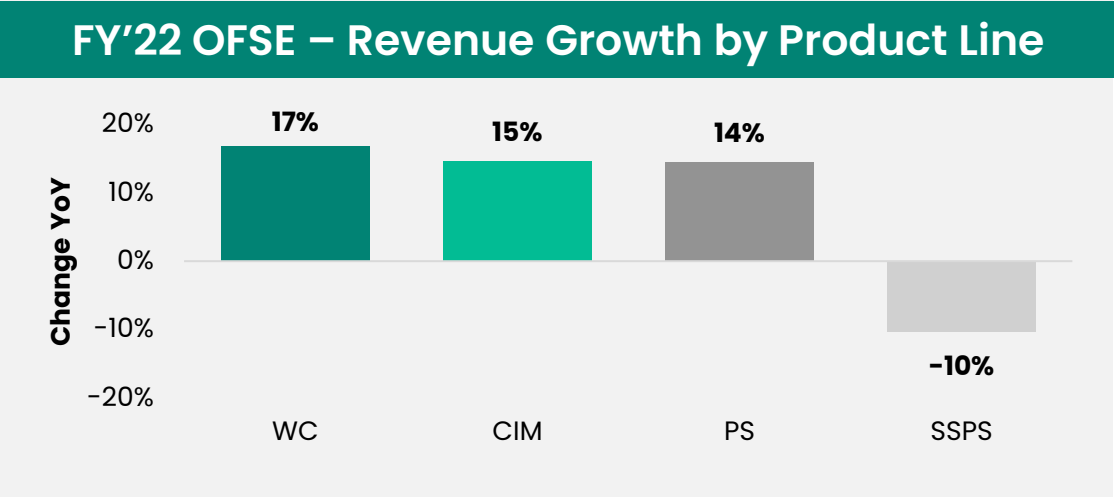
Leading CO₂ storage technology provider

Oilfield Services & Equipment (OFSE) results

Strong performance driven by higher volumes and pricing



- **Strong market tailwinds** helped offset disruption related to the withdrawal from Russia
- **Volume and net pricing growth** achieved in key NAM and International markets. Particular strength in Middle East and Latin America
- Progress made on repairing chemical margin rates and took action to address cost under absorption issues in SSPS



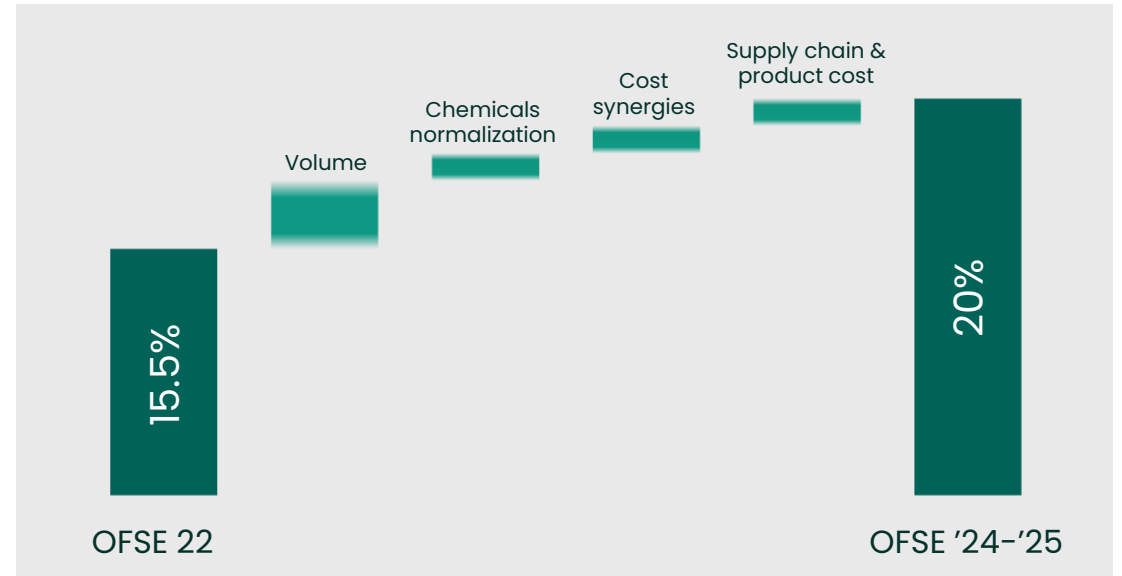
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OFSE strategy and execution

Positioned for cyclical upturn and preparing for new energy order

<p>Capitalize on macro tailwinds</p>	<ul style="list-style-type: none"> • Multiyear upstream cycle to bolster growth • Well positioned in key markets – Middle East, Latin America, NAM & offshore • Continue to high grade portfolio and geographic footprint, rationalize cost base
<p>Invest in new strategic initiatives</p>	<ul style="list-style-type: none"> • Build upon current portfolio to develop integrated production solutions • Develop geothermal and carbon storage technologies • Accelerate commercialization of key technologies • Invest and develop digital application focused business
<p>Portfolio integration & actions</p>	<ul style="list-style-type: none"> • Executing at least \$60 million in cost out by end 2023 through legacy OFS/OFE integration • Removed layers of legacy OFE management and integrated under OFS management team • Rationalizing 40–50% of subsea tree capacity in Latin America & Asia and outsourcing basic machining • Leverage combined engineering, supply chain & commercial resources

Pathway to 20% EBITDA margins



Financial targets



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 1. Note: ROIC is defined as NOPAT / (non-cash net working capital + PP&E+ Goodwill + Intangibles)
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Industrial & Energy Technology

Industrial & Energy Technology

Industrial & Energy Technology Reporting Segments – Revenue TY '22

Gas technology

Equipment
\$2.6B

Drivers

- Aeroderivative & heavy-duty gas turbines
- API steam turbines
- Electromechanical equipment

Compressors

- Centrifugal, axial compressors
- API reciprocating compressors

Modular Solutions

Services
\$2.4B

Services & Aftermarket

- Contractual Service Agreements
- Transactional
- Spares
- Repairs & Upgrades
- Customer training
- Field service engineers

63%
IET revenue 2022

Industrial technology

Condition Monitoring
\$0.5B

- Condition monitoring and protection devices
- Advanced machinery diagnostic software solutions

Inspection
\$1.0B

Sensing

- Ultrasonic
- Film, radiography remote visual, X-ray

Software & Services

- Pre-commissioning services (pipelines)
- Remote monitoring

Pumps, Valves & Gears
\$0.8B

- Centrifugal pumps
- Process, control & safety valves
- Gears and bearings

PSI & Controls
\$0.6B

- Flow, gas, moisture (Panametrics)
- Nuclear instrumentation and downhole (Reuter-Stokes)
- Pressure (Druck)
- Nexus Controls¹

37%
IET revenue 2022

Growth Areas

Climate Technology Solutions

- CCUS
- Hydrogen
- Clean Power Solutions
- Emissions Management
- CO₂ Abatement

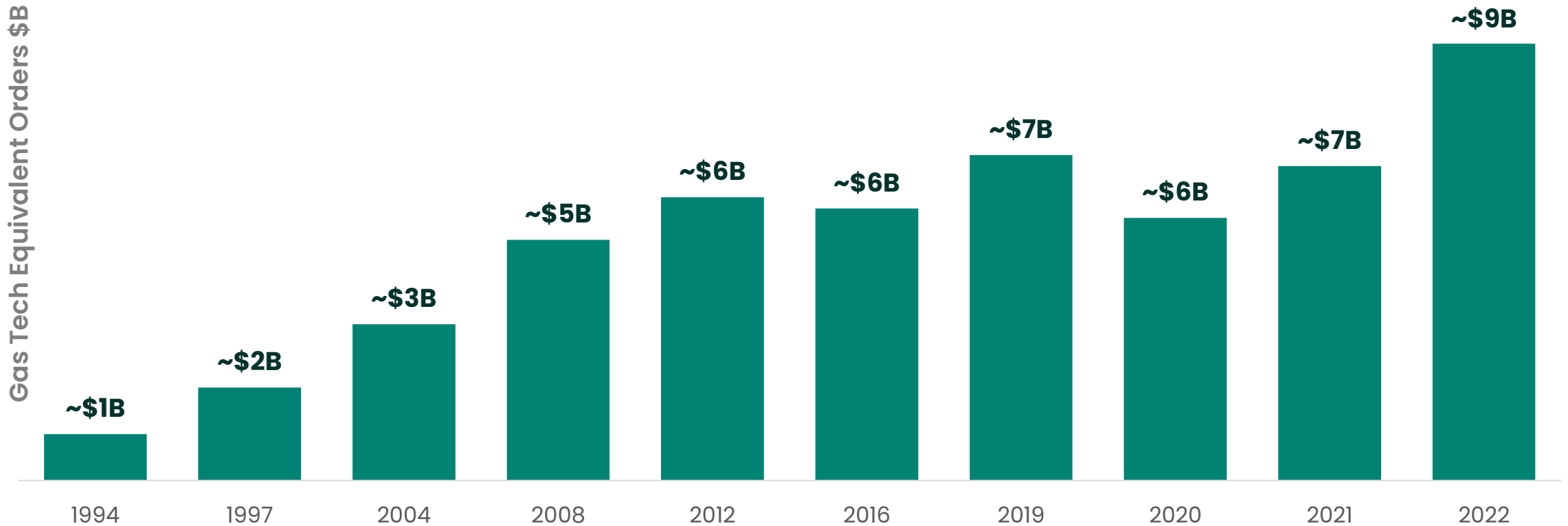
IET Digital

- Cordant – Integrated Suite of Solutions for:
 - Asset Performance Management Solutions
 - Process Optimization Solutions

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 1. Nexus Controls sale announced in July 2022, expected to close 1H 2023.
 Note: PSI – Precision Sensors & Instrumentation

Gas Technology - Structural growth through the cycles

Technology differentiation has allowed Gas Technology to continually capitalize on market trends



Resiliency through energy market downturns & COVID-19 pandemic
 ~8% compounded growth over almost three decades

Gas Technology

Supplier of critical liquefaction and power generation equipment & services

LNG Equipment

Full range of liquefaction & gasification technology solutions. Equipment and/or modules for refrigeration, power generation, flash gas/boil-off & gas compression

Power Generation + EM Compression + Packaging / Modular



Examples of equipment provided to LNG developments



LNG Modules



Modules under construction at Baker Hughes' Avenza facility in Italy



Illustrative LNG Project



Modular LNG project development – content can include turbomachinery, modules and power island



Services

Contractual Service Agreements – planned asset maintenance / risk sharing. **Upgrades** – rejuvenation, maintenance extension, performance improvement & decarbonization. **Transactional** – parts, services, repairs & training



iCenter 24/7 monitoring



24/7 remote monitoring and diagnostic (RM&D) support in Houston, Florence & Singapore



Gas Technology

Supplier of critical liquefaction and power generation equipment & services

Onshore & Offshore Production

Compression and power generation solutions for hydrocarbon production: extract, gather, treat, and process

LM2500+G4 Turbine



Type of turbomachinery utilized within modules for Onshore & Offshore Production applications



Industrial Module for an FPSO



Turbomachinery equipment packaged with electric generators, waste heat recovery system and auxiliaries into an industrial module ready to ship at Avenza, Italy



FPSO



Baker Hughes equipment being installed on an FPSO



Other Segments

Compression solutions for hydrocarbon transport from production to consumption. Key end markets include refining, petrochemical processes, industrial applications and industrial power generation



Centrifugal compressor



Large Scale Centrifugal Compressor



Compression train undergoing testing at our Le Creusot facility in France



Refining & Petrochemical facility



Baker Hughes turbomachinery is installed at many industrial complexes around the world

Industrial Technology

Ensuring safety, reliability and higher throughput yield with continuous monitoring

Refining & Petrochemical Complex

Inspection

Nondestructive Testing Equipment



Pipeline Inspection



Portfolio of equipment and services that plays across the industrial landscape

Pumps, Valves & Gears

Pumps



Valves



Gears



Flow and process technologies with applications across pipelines, refining, petrochemical and industrial applications

Condition Monitoring

Bentley Nevada Remote Monitoring



Bentley Nevada Hardware



Asset conditioning monitoring software, hardware, and services

PSI & Controls

Precision Sensors & Instrumentation



Measurement and sensing equipment for process, nuclear and transportation sectors

Nexus Controls



Secure and scalable system controls hardware and software, cybersecurity, and services

Leveraging core technology to drive New Energy opportunities

Uniquely placed to play a leading role in the decarbonization of the energy & industrial sectors

Baker Hughes Today

Future CTS

A sample of our success so far



- Green Hydrogen, NEOM, Saudi Arabia – Providing **advanced hydrogen compression** technology
- Blue Hydrogen, Edmonton, Alberta, Canada – Providing **100% hydrogen fueled NovalT 16** gas turbine technology to APD



- CCUS, Kasawari, Sarawak, Malaysia – Separate and compress **3.3 MTPA of CO2** at the offshore CCS platform, the **worlds largest offshore CCS** facility

~\$400M of New Energy orders expected in 2023

Deploying existing equipment and core technologies in **CCUS, H2, clean power & emissions management** applications

Leveraging relationships with energy companies to play a leading role in early-stage projects

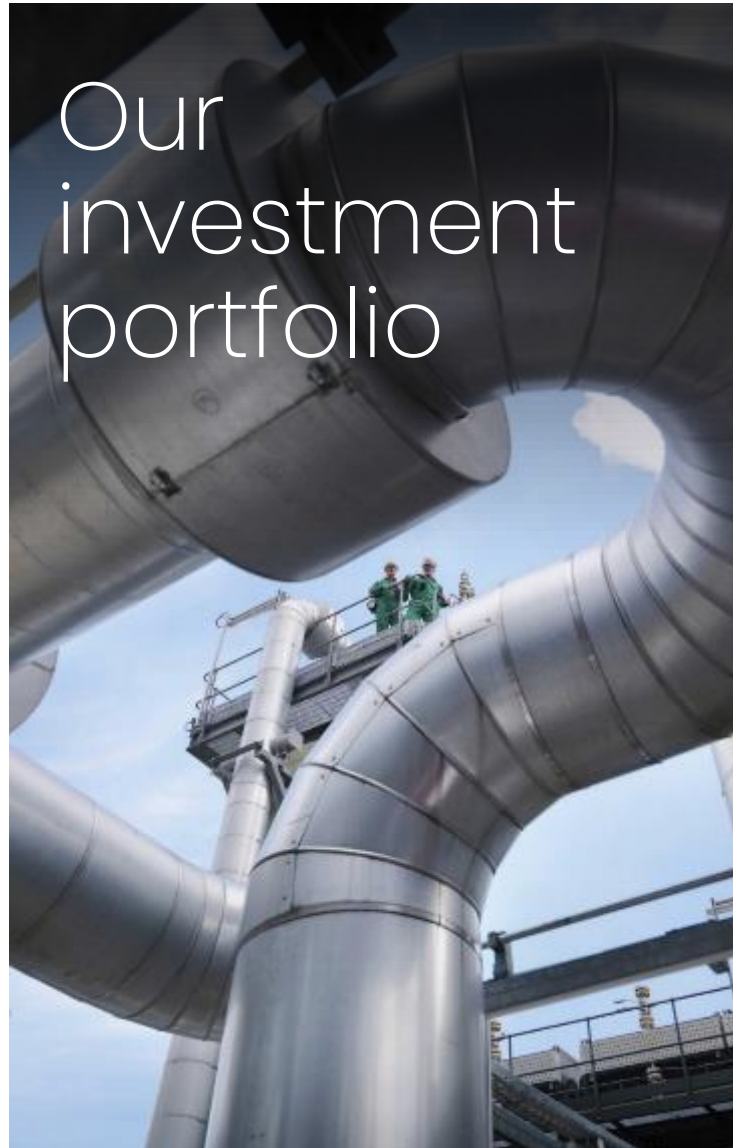
Utilizing world leading R&D capability, global network of test centers & supply chain to incubate & commercialize acquired technologies

\$6-7B New Energy orders opportunity by 2030

Global leader in energy efficiency and carbon abatement technologies

Successfully incubate and commercially deploy technology investments

Diverse customer base across energy & industrial sectors



Our investment portfolio

Carbon capture



Solvent-based post-combustion carbon capture technology



Carbon capture process intensification technology



Advanced next-gen CO₂ capture for low-purity streams



Exclusive license for mixed salt capture

Carbon utilization



Biomethanation technology to produce renewable methane, recycle of CO₂



Creating E-fuels – utilizing green H₂ & CO₂

Hydrogen



Methane pyrolysis technology to produce industrial scale clean and cost-efficient hydrogen



Several hydrogen technologies, including electrolyzer, fuel cell, metal hydrides, plasma SMR



Low-pressure, low-temperature, high-value graphene production system

Clean energy



Next-gen energy network delivering efficient, compact system



Converts natural and renewable gas into zero-emissions power

Energy storage



Highly-efficient long duration energy storage technology

Introducing

Cordant™

Cordant is an integrated suite of solutions that connects Baker Hughes critical capabilities for asset performance management and process optimization



Asset Performance Management

Process Optimization

Asset Health




9+ million sensors on industrial assets

Asset Strategy



20+ Years of flagship software capabilities

Asset Inspections




120+ Years of industrial inspection excellence

Yield




Best-in-class AI & Machine-learning models

Throughput



Energy & Emissions



Emissions management and advisory

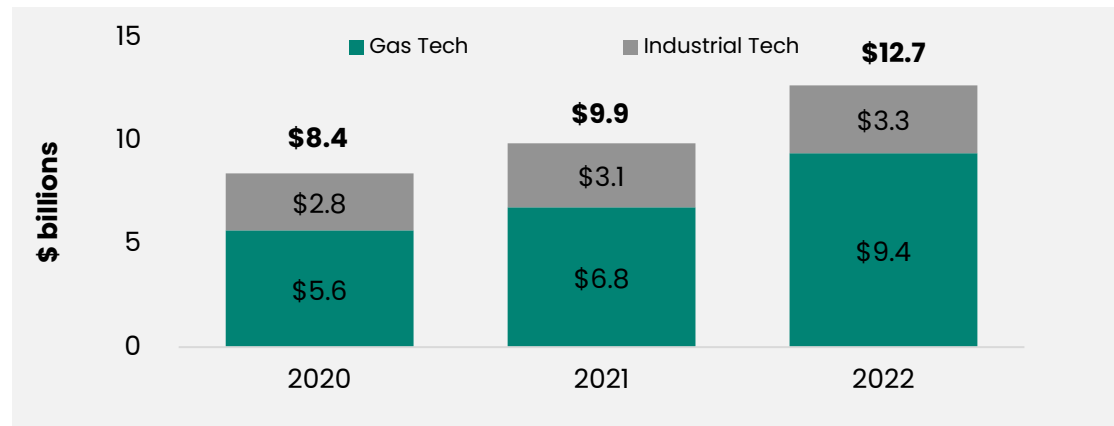
Baker Hughes' Holistic Industrial Asset Management Services



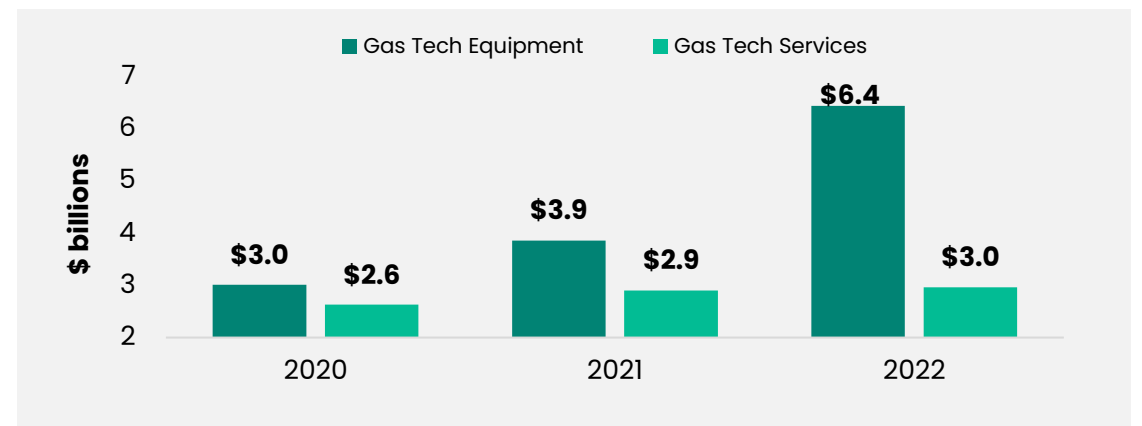
Industrial & Energy Technology (IET) orders

Record levels of orders driven by LNG & Onshore/Offshore Production

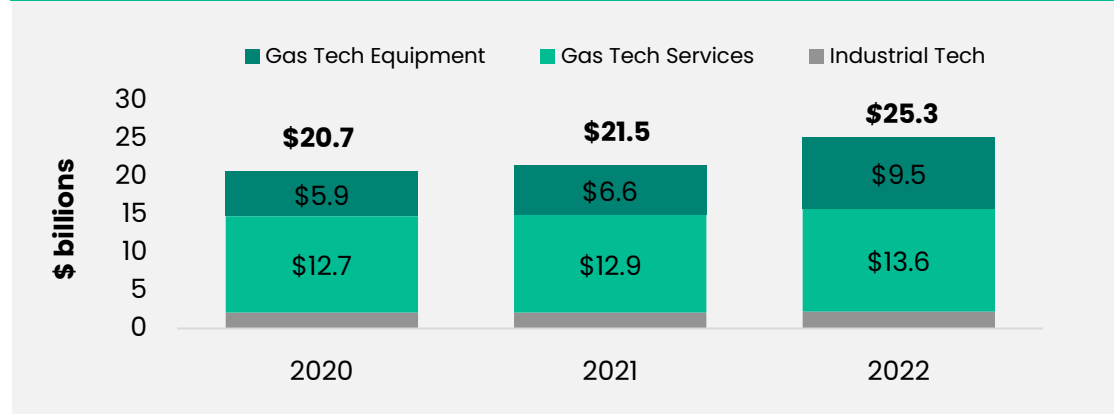
IET Orders



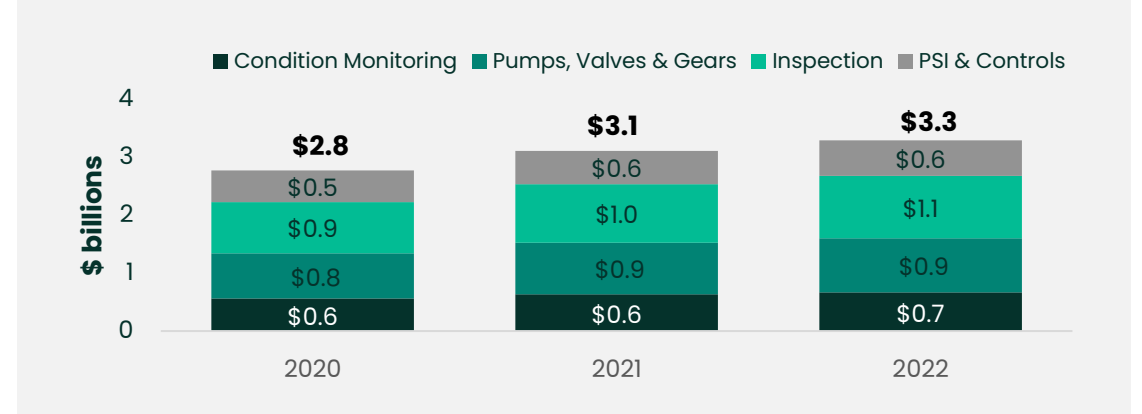
Gas Technology Orders



IET RPO

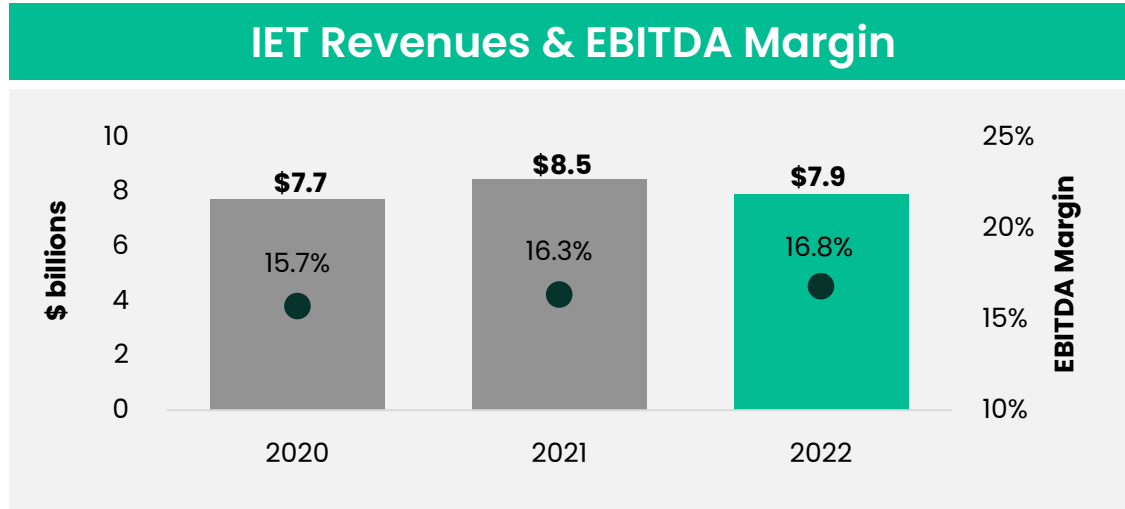


Industrial Technology Orders

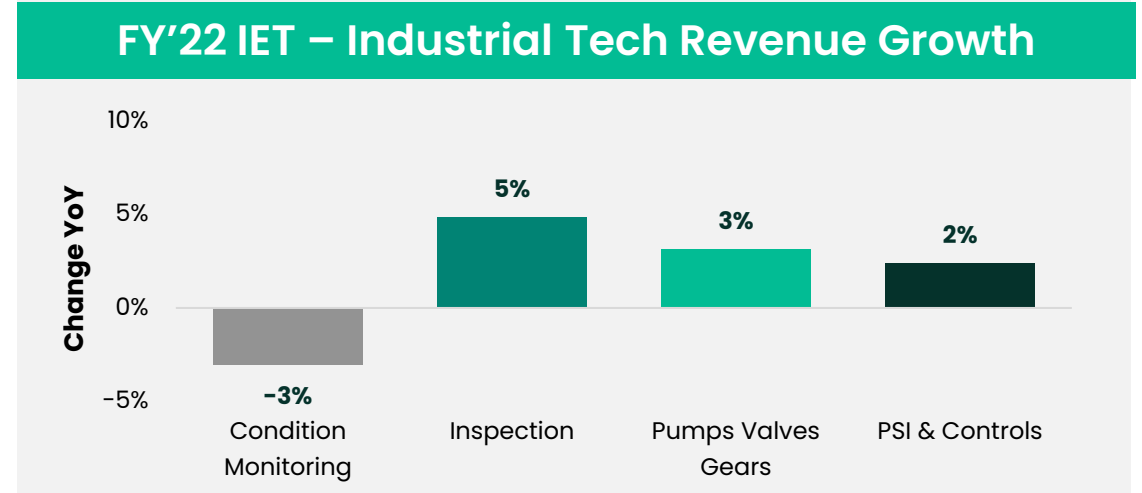
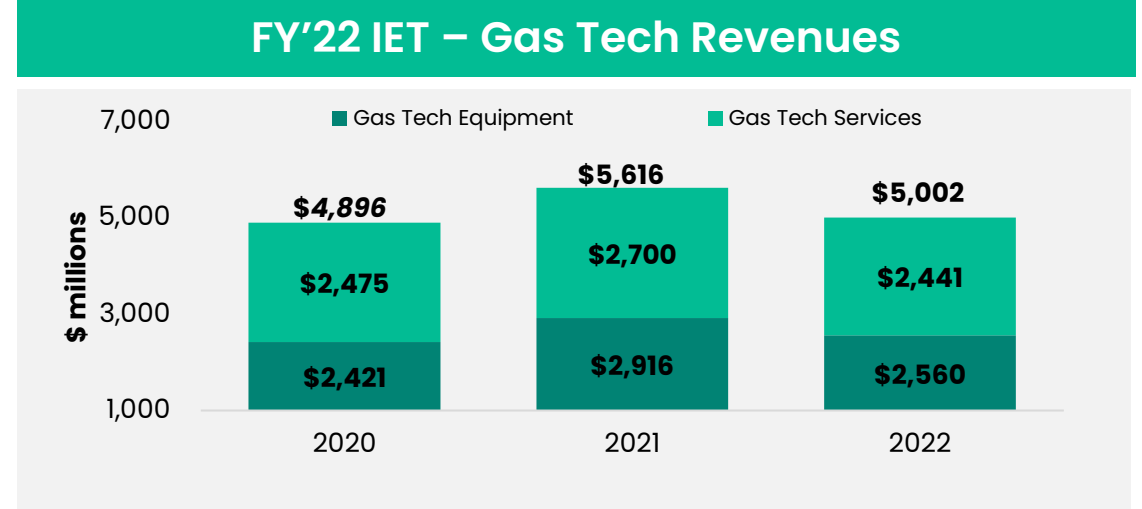


IET results

Record levels of orders driven by LNG & OOP



- **Gas Tech** revenue growth impacted by lumpy equipment backlog conversion and deferral of some services related activities due to record gas prices
- **New Energy** orders increased 50% with the lion's share related to CTS. Progress made on R&D and incubating technologies
- **Industrial Tech** continued to recover through the year as supply chain issues began to ease



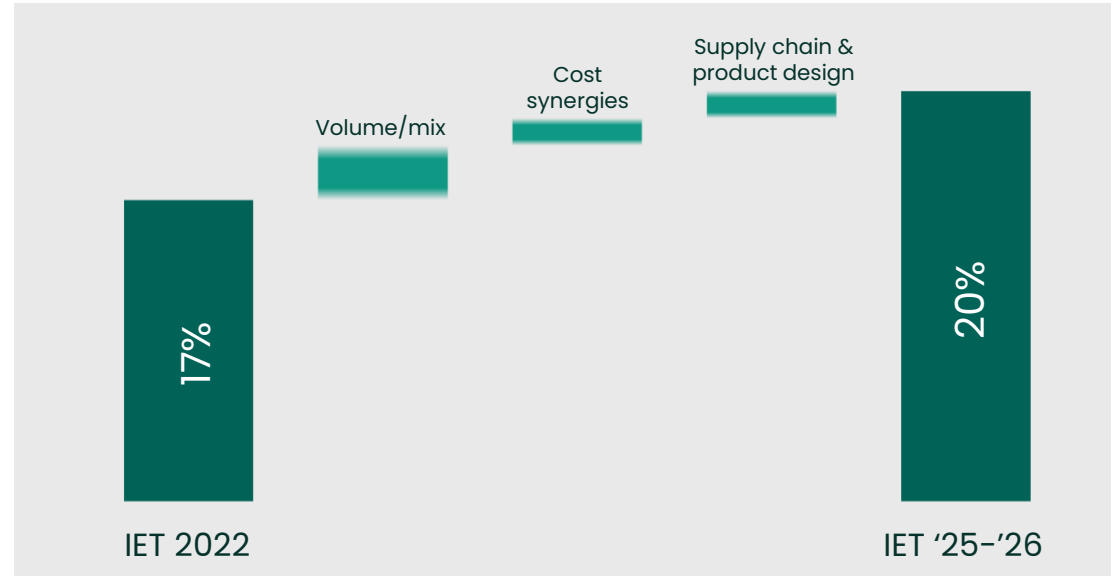
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IET strategy and execution

Creating a market leader for a net-zero economy

<p>Capitalize on macro tailwinds</p>	<ul style="list-style-type: none"> • Natural gas leader across value chain, with unrivalled LNG presence • Leading compression and gas turbine technology, driving differentiation across multiple markets • Growing installed base and service franchise
<p>Invest in new strategic initiatives</p>	<ul style="list-style-type: none"> • Growing in industrial markets, leveraging flow control and condition monitoring expertise • Grow CTS in CCUS, H2, clean power and emissions management • Develop IET Digital capabilities for energy and industrial customers
<p>Portfolio integration & actions</p>	<ul style="list-style-type: none"> • Appointed new head of IET – Ganesh Ramaswamy • Removing layers of legacy DS management and integrated under IET management team • In process of executing at least \$50 million in cost out • Streamlining and re-positioning supply chain • Integration of key technologies (Bently Nevada, Inspection) through IET Digital

Pathway to 20% EBITDA margins



Financial targets



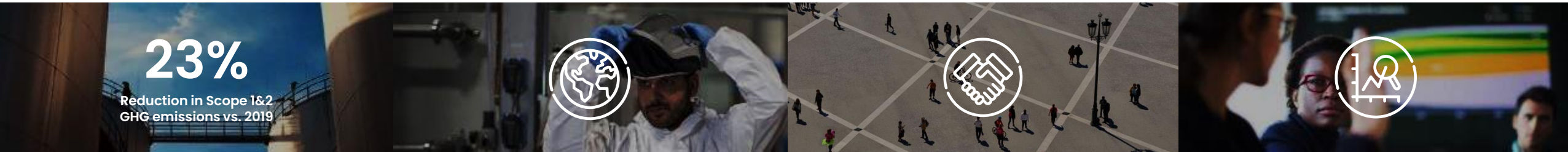
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Sustainability, Management & Board of Directors Overview

Committed to sustainability

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



DRIVING CARBON FOOTPRINT REDUCTION

Reduction in Baker Hughes Scope 1 and 2 GHG emissions compared to 2019 baseline

- Investing in low carbon energy technologies enabling customer's emissions reduction
- Four new (nine total) categories of Scope 3 emissions reported
- 24% of Baker Hughes electricity comes from renewables or zero-carbon sources
- Launched the "Carbon Out" Program

HEALTH, SAFETY & WELLNESS

Providing a safe and healthy workplace for all

- Our commitment to HSE starts at the highest levels of our company and is embedded throughout all layers of the organization.
- 99 sites certified to ISO 1400 and 270 to ISO 9001
- Increased focus on mental and emotional wellbeing
- Zero substantiated complaints concerning breaches of customer privacy and losses of customer data

COMMITTED TO DIVERSITY, EQUITY AND INCLUSION

Enacting new programs to promote inclusion and diversity

- Expanded reporting of workforce DEI metrics and published a public US EEO-1 report summary
- Updated process to evaluate and reconcile pay equity across the company
- Established Global DEI Council to increase accountability

ETHICS, COMPLIANCE, AND TRANSPARENCY

Improving external reporting & internal processes

- 92% of all employees completed annual Code of Conduct training
- 100% of governance-body members received training on anti-corruption

Baker Hughes Corporate Responsibility framework

 **People**
Fostering diversity, equity, and inclusion



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



 **Principles**
Doing the right thing, always



Baker Hughes ESG ratings and rankings



Awarded AA ESG rating by MSCI



Awarded B rating by CDP



Awarded A+ ESG rating by Refinitiv



#1 for customers in the energy equipment & services sector by JUST Capital



Awarded Silver Medal by ecovadis

Baker Hughes 

Industry Mover
S&P Global ESG Score 2022

57 /100

As of February 1, 2022. Position and Score are industry specific and reflect evaluation according criteria. Learn more at [spglobal.com/esg/stock](https://www.spglobal.com/esg/stock)
S&P Global 

Baker Hughes management team



Lorenzo Simonelli
Chairman & Chief Executive Officer



Maria Claudia Borrás
EVP OFSE



Ganesh Ramaswamy
EVP IET



Nancy Buese
Chief Financial Officer



Deanna Jones
EVP People, Communications
& Transformation



Jeff Fleece
Chief Information Officer



Regina Jones
Chief Legal Officer



Jim Apostolides
SVP Enterprise Operational
Excellence

Baker Hughes Board of Directors



- President & CEO of Baker Hughes since 2017
- Board member of Iveco Group N.V.

Lorenzo Simonelli
Chairman & CEO



- CEO of Generation Capital since 2013
- Board member of Maple Leaf Foods & Fiera Capital Corp.
- Audit, Governance & Corporate Responsibility committees

W. Geoffrey Beattie
Independent Lead Director



- Founder & CEO of Pine Grove Holdings, LLC, since 2011
- Board member of Boston Scientific, BorgWarner & Zebra Technologies Corporation
- Audit & Human Capital and Compensation committees

Nelda J. Connors



- CEO of Anglo American plc from 2007 to 2013
- Board member of Glencore, Pembina Pipeline Cor, and Hitachi, LTD.
- Audit & Human Capital and Compensation committees

Cynthia B. Carroll



- Executive Chairman of CCMP Capital Advisors, LLC, since 2016
- Board member of The Home Depot, Ecovyst Inc. & Hayward Holdings, Inc.
- Conflicts, Human Capital and Compensation, Governance & Corporate Responsibility committees

Gregory D. Brenneman



- President & CEO of Sunoco, Inc. from 2008 to 2012
- Board member of Saudi Aramco
- Audit, Conflicts, Governance & Corporate Responsibility committees

Lynn L. Elsenhans



- Chief Transformation officer at Raytheon Technologies
- Previously Executive Vice President of Operations & Strategy at United Technologies

Michael R. Dumais



- Chairman of GE Gas Power from 2018 to 2020
- CEO of GE Global Growth Organization from 2010 to 2017
- Board member of AIG, since 2022

John G. Rice



- CEO of Freudenberg & Co. since July 2012
- Board member of STERIS plc since 2005
- Human Capital and Compensation committee

Mohsen Sohi

Incentive compensation metrics aligned to shareholder returns

(2023 framework)

Short-term

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

Long-term

- Relative return on invested capital (50% weighted)
- Relative free cash flow conversion (50% weighted)
- Added multiplier for Total Shareholder Return performance



Appendix

GAAP to Non-GAAP reconciliations

Reconciliation of Cash Flow From Operating Activities to Free Cash Flow (\$ in millions)

Cash flow reconciliation

	TY2018	TY2019	1Q2020	2Q2020	3Q2020	4Q2020	TY2020	1Q2021	2Q2021	3Q2021	4Q2021	TY2021	1Q2022	2Q2022	3Q2022	4Q2022	TY2022
Cash flow from operating activities (GAAP)	1,762	2,126	478	230	219	378	1,304	678	506	416	773	2,374	72	321	597	898	1,888
Add: cash used in capital expenditures, net of proceeds from disposal of assets	(537)	(976)	(325)	(167)	(167)	(127)	(787)	(180)	(121)	(111)	(129)	(541)	(177)	(174)	(180)	(241)	(772)
Free cash flow (Non-GAAP)	1,225	1,150	152	63	52	250	518	498	385	305	645	1,832	(105)	147	417	657	1,116

Reconciliation of Operating Income to Adjusted EBITDA and Adjusted EBITDA Margin (\$ in millions)

Operating income (GAAP) to adjusted EBITDA reconciliation

	TY2018	TY2019	1Q2020	2Q2020	3Q2020	4Q2020	TY2020	1Q2021	2Q2021	3Q2021	4Q2021	TY2021	1Q2022	2Q2022	3Q2022	4Q2022	TY2022
Revenue	22,877	23,838	5,425	4,736	5,049	5,495	20,705	4,782	5,142	5,093	5,485	20,502	4,835	5,047	5,369	5,905	21,156
Operating Income (loss) (GAAP)	701	1,074	(16,059)	(52)	(49)	182	(15,978)	164	194	378	574	1,310	279	(25)	269	663	1,185
Less: Merger, Impairment, Restructuring & Other	(691)	(528)	(16,299)	(156)	(283)	(281)	(17,018)	(106)	(139)	(24)	3	(266)	(70)	(402)	(235)	(29)	(735)
Adjusted Operating Income (Non-GAAP)	1,391	1,602	240	104	234	462	1,040	270	333	402	571	1,576	348	376	503	692	1,920
Add: Depreciation & Amortization	1,486	1,418	355	340	315	307	1,317	292	278	262	273	1,105	277	275	254	255	1,061
Adjusted EBITDA (Non-GAAP)	2,877	3,020	594	444	549	770	2,357	562	611	664	844	2,681	625	651	758	947	2,981
Adjusted EBITDA Margin (Non-GAAP)¹	12.6%	12.7%	11.0%	9.4%	10.9%	14.0%	11.4%	11.7%	11.9%	13.0%	15.4%	13.1%	12.9%	12.9%	14.1%	16.0%	14.1%

Reconciliation of Net Debt to Last Twelve Months (LTM) Adjusted EBITDA (\$ in millions)

Net Debt to Last Twelve Months (LTM) Adjusted EBITDA

	TY2022
Short-term debt and current portion of long-term debt	677
Long-term debt	5,980
Total debt	6,657
Less: Cash and cash equivalents	2,488
Net Debt	4,169
LTM Adj. EBITDA*	2,981
Net debt / LTM Adj. EBITDA	1.4X

OFSE & IET reconciliations

Orders by Reporting Segment (\$ in millions)

	<u>FY 2019</u>	<u>1Q 2020</u>	<u>2Q 2020</u>	<u>3Q 2020</u>	<u>4Q 2020</u>	<u>FY 2020</u>	<u>1Q 2021</u>	<u>2Q 2021</u>	<u>3Q 2021</u>	<u>4Q 2021</u>	<u>FY 2021</u>	<u>1Q 2022</u>	<u>2Q 2022</u>	<u>3Q 2022</u>	<u>4Q 2022</u>	<u>FY 2022</u>
Oilfield Services & Equipment	16,419	3,639	3,110	2,728	2,827	12,304	2,544	3,040	3,136	3,077	11,798	3,270	3,392	3,707	3,721	14,089
Gas Technology - Equipment	4,179	478	534	1,145	857	3,014	622	561	765	1,912	3,860	2,086	864	882	2,601	6,432
Gas Technology - Services	2,821	711	590	546	784	2,631	607	733	742	821	2,903	671	788	713	791	2,962
Total Gas Technology	7,001	1,190	1,123	1,691	1,641	5,645	1,229	1,294	1,507	2,733	6,763	2,757	1,651	1,594	3,392	9,395
Total Industrial Technology	3,554	704	655	687	720	2,765	767	759	735	846	3,108	810	816	763	897	3,285
Industrial & Energy Technology	10,555	1,893	1,778	2,378	2,361	8,410	1,996	2,053	2,242	3,579	9,870	3,567	2,467	2,357	4,289	12,680
Total Orders	26,973	5,532	4,888	5,106	5,188	20,714	4,541	5,093	5,378	6,656	21,668	6,837	5,860	6,063	8,009	26,770

OFSE & IET reconciliations

Consolidated Revenue by Reporting Segment and Product Line (\$ in millions)

	FY 2019	1Q 2020	2Q 2020	3Q 2020	4Q 2020	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	TY 2022
Well Construction	4,222	1,023	767	731	736	3,257	743	800	844	914	3,301	883	936	991	1,043	3,854
Completions, Intervention & Measurements	4,491	1,112	882	832	788	3,614	716	782	791	817	3,106	781	886	920	972	3,559
Production Solutions	4,175	1,004	762	745	758	3,269	740	777	783	835	3,135	825	866	931	965	3,587
Subsea & Surface Pressure Systems	2,921	712	696	726	712	2,844	628	637	603	619	2,486	528	541	561	599	2,230
Oilfield Services & Equipment	15,809	3,851	3,106	3,034	2,993	12,984	2,827	2,995	3,021	3,185	12,028	3,017	3,230	3,403	3,579	13,229
Gas Technology - Equipment	1,958	328	402	663	1,028	2,421	733	795	703	686	2,916	543	556	610	851	2,560
Gas Technology - Services	2,710	557	588	625	704	2,475	573	636	661	829	2,700	581	542	629	690	2,441
Total Gas Technology	4,668	885	990	1,289	1,732	4,896	1,306	1,431	1,364	1,516	5,616	1,124	1,098	1,239	1,541	5,002
Condition Monitoring	647	136	141	141	163	581	136	147	129	149	562	126	133	131	155	545
Inspection	1,189	215	197	220	233	865	204	236	249	259	949	212	257	259	267	995
Pumps, Valves & Gears	868	200	172	224	214	809	179	197	198	226	801	221	194	199	212	826
PSI & Controls	656	138	130	142	160	570	130	136	131	149	546	136	135	138	150	559
Total Industrial Technology	3,360	689	640	727	769	2,824	648	717	708	784	2,857	694	718	728	784	2,925
Industrial & Energy Technology	8,028	1,574	1,629	2,016	2,501	7,721	1,954	2,148	2,072	2,300	8,473	1,818	1,816	1,967	2,325	7,926
Total Revenue	23,838	5,425	4,736	5,049	5,495	20,705	4,782	5,142	5,093	5,485	20,502	4,835	5,047	5,369	5,905	21,156

Oilfield Services & Equipment Geographic Revenue (\$ in millions)

	FY 2019	1Q 2020	2Q 2020	3Q 2020	4Q 2020	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	TY 2022
North America	5,095	1,139	706	637	625	3,107	681	719	753	751	2,904	823	925	986	1,030	3,764
Latin America	1,677	454	307	311	374	1,447	379	411	436	454	1,681	440	509	549	601	2,099
Europe/CIS/Sub-Saharan Africa	3,138	768	676	718	684	2,846	649	695	726	795	2,865	660	660	586	577	2,483
Middle East/Asia	5,900	1,489	1,417	1,368	1,310	5,584	1,118	1,170	1,106	1,185	4,579	1,094	1,136	1,282	1,371	4,883
Oilfield Services & Equipment	15,809	3,851	3,106	3,034	2,993	12,984	2,827	2,995	3,021	3,185	12,028	3,017	3,230	3,403	3,579	13,229
North America	5,095	1,139	706	637	625	3,107	681	719	753	751	2,904	823	925	986	1,030	3,764
International	10,714	2,712	2,400	2,397	2,369	9,877	2,146	2,275	2,269	2,434	9,124	2,194	2,305	2,417	2,549	9,465

OFSE & IET GAAP to Non-GAAP reconciliations

Reconciliation of Operating Income (Loss) by Segment (GAAP) to EBITDA (non-GAAP) (\$ in millions)

Operating Income (loss) by Segment (GAAP)	FY 2019	1Q 2020	2Q 2020	3Q 2020	4Q 2020	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	TY 2022
Oilfield Services & Equipment	972	198	31	112	165	506	147	199	204	280	830	213	249	324	416	1,201
Industrial & Energy Technology	1,062	163	190	237	408	998	231	245	304	397	1,177	241	236	282	377	1,135
Segment operating income	2,035	361	221	349	573	1,504	379	444	508	676	2,006	453	485	606	792	2,336
Corporate	(433)	(122)	(117)	(115)	(111)	(464)	(109)	(111)	(105)	(106)	(429)	(105)	(108)	(103)	(100)	(416)
Inventory impairment	–	(160)	(16)	(42)	(27)	(246)	–	–	–	–	–	–	(31)	–	–	(31)
Goodwill impairment	–	(14,773)	–	–	–	(14,773)	–	–	–	–	–	–	–	–	–	–
Restructuring, impairment and other	(342)	(1,325)	(103)	(209)	(229)	(1,866)	(80)	(125)	(14)	11	(209)	(61)	(362)	(230)	(29)	(682)
Separation related	(184)	(41)	(37)	(32)	(24)	(134)	(27)	(15)	(11)	(8)	(60)	(9)	(9)	(5)	–	(23)
Operating income (loss)	1,074	(16,059)	(52)	(49)	182	(15,978)	164	194	378	574	1,310	279	(25)	269	663	1,185
Add: Depreciation & Amortization																
Oilfield Services & Equipment	1,160	294	282	252	244	1,072	233	221	205	215	874	222	221	204	198	845
Industrial & Energy Technology	219	53	51	57	55	216	52	53	52	52	208	51	49	45	52	197
Segment depreciation and amortization	1,379	347	333	309	300	1,288	285	273	257	267	1,082	272	270	249	250	1,041
Corporate	39	8	7	6	7	29	7	5	5	6	23	4	5	5	5	19
Total depreciation and amortization	1,418	355	340	315	307	1,317	292	278	262	273	1,105	277	275	254	255	1,061
EBITDA by Segment (non-GAAP)																
Oilfield Services & Equipment	2,132	492	313	364	409	1,578	380	420	409	495	1,704	434	470	528	614	2,046
Industrial & Energy Technology	1,281	216	241	293	464	1,214	283	297	356	449	1,385	291	285	327	429	1,332
Segment EBITDA (non-GAAP)	3,413	708	554	657	873	2,792	664	717	765	944	3,088	725	755	855	1,042	3,377
Corporate	(394)	(114)	(110)	(109)	(104)	(435)	(102)	(106)	(100)	(100)	(407)	(101)	(103)	(98)	(95)	(397)
Inventory impairment	–	(160)	(16)	(42)	(27)	(246)	–	–	–	–	–	–	(31)	–	–	(31)
Goodwill impairment	–	(14,773)	–	–	–	(14,773)	–	–	–	–	–	–	–	–	–	–
Restructuring, impairment and other	(342)	(1,325)	(103)	(209)	(229)	(1,866)	(80)	(125)	(14)	11	(209)	(61)	(362)	(230)	(29)	(682)
Separation related	(184)	(41)	(37)	(32)	(24)	(134)	(27)	(15)	(11)	(8)	(60)	(9)	(9)	(5)	–	(23)
EBITDA (non-GAAP)	2,493	(15,705)	288	267	489	(14,661)	456	472	640	847	2,415	555	250	523	918	2,245

OFSE & IET GAAP to Non-GAAP reconciliations

Reconciliation of Operating Income (Loss) by Segment (GAAP) to EBITDA (non-GAAP) Outlook Framework (\$ in millions)

Oilfield Services & Equipment

	<u>1Q 2023 Outlook Range</u>	<u>2023 FY Outlook Range</u>
	<u>1Q 2023</u>	<u>FY 2023</u>
Operating Income (loss) by Segment (GAAP)	315 – 385	1,500 – 1,860
Add: Depreciation & Amortization	200	900 – 940
EBITDA by Segment (non-GAAP)	515 – 585	2,400 – 2,800

Industrial & Energy Technology

	<u>1Q 2023 Outlook Range</u>	<u>2023 FY Outlook Range</u>
	<u>1Q 2023</u>	<u>FY 2023</u>
Operating Income (loss) by Segment (GAAP)	195 – 245	1,150 – 1,430
Add: Depreciation & Amortization	55	200 – 220
EBITDA by Segment (non-GAAP)	250 – 300	1,350 – 1,650

Baker Hughes 