

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or 15(d) of
The Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): September 6, 2023

Baker Hughes Company

Baker Hughes Holdings LLC

(Exact name of registrant as specified in charter)

Delaware
(State of Incorporation)

1-38143
(Commission File No.)

81-4403168
(I.R.S. Employer
Identification No.)

Delaware
(State of Incorporation)

1-09397
(Commission File No.)

76-0207995
(I.R.S. Employer
Identification No.)

17021 Aldine Westfield
Houston, Texas
(Address of Principal Executive Offices)

77073-5101
(Zip Code)

Registrant's telephone number, including area code: (713) 439-8600
(former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
 Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
 Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
 Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol	Name of each exchange on which registered
Class A Common Stock, par value \$0.0001 per share	BKR	The Nasdaq Stock Market LLC
5.125% Senior Notes due 2040	-	The Nasdaq Stock Market LLC

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01 Regulation FD Disclosure.

On September 6, 2023, the Chairman, President and Chief Executive Officer of the Company, Lorenzo Simonelli, will participate in a fireside chat at the Barclays 2023 CEO Energy-Power Conference in New York at 11:30 a.m. Eastern Time. During the Q&A session, Mr. Simonelli will discuss the planned re-alignment of product lines within our Industrial & Energy Technology (IET) segment. The planned re-alignment is effective from October 1st and outlined in the Investor Overview Presentation furnished with this Form 8-K as Exhibit 99.1 and incorporated into this Item 7.01 by reference. In accordance with General Instructions B.2. of Form 8-K, the information shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, except as shall be expressly set forth by specific reference in such a filing.

In addition to financial results determined in accordance with generally accepted accounting principles ("GAAP") that are included in the presentation, certain information included therein could be considered non-GAAP financial measures (as defined under the SEC's Regulation G). Any non-GAAP financial measures should be considered in addition to, and not as an alternative for, or superior to, operating income (loss), cash flows or other measures of financial performance prepared in accordance with GAAP as more fully discussed in the Company's financial statements, including the notes thereto, and filings with the SEC.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

99.1*	Investor Overview Presentation of Baker Hughes Company dated September 6, 2023
101.SCH*	Inline XBRL Schema Document
101.CAL*	Inline XBRL Calculation Linkbase Document
101.LAB*	Inline XBRL Label Linkbase Document
101.PRE*	Inline XBRL Presentation Linkbase Document
101.DEF*	Inline XBRL Definition Linkbase Document
104*	Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101)

Signature

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

BAKER HUGHES COMPANY

Dated: September 6, 2023

By: /s/ Fernando Contreras
Fernando Contreras
Vice President, Legal Governance & Corporate Secretary

BAKER HUGHES HOLDINGS LLC

Dated: September 6, 2023

By: /s/ Fernando Contreras
Fernando Contreras
Vice President, Legal Governance & Corporate Secretary

Investor Overview

September 2023

Copyright 2023 Baker Hughes Company. All rights reserved. The information contained in this document is company confidential and proprietary property of Baker Hughes and its affiliates. It is to be used only for the benefit of Baker Hughes and may not be distributed, reprinted, altered, or used for any purpose without the express written consent of Baker Hughes.

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

3 Copyright 2023 Baker Hughes Company. All rights reserved.

Baker Hughes 

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

120+
Countries

~57,000
Employees*

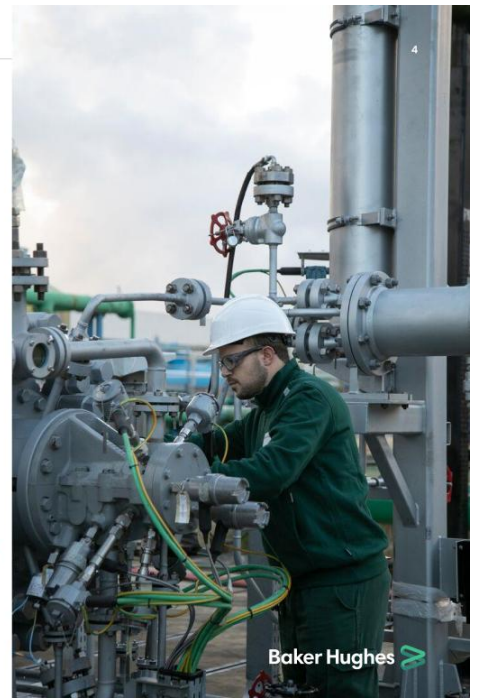
\$21.2B
Revenues 2022

217
Perfect HSE
days in 2022

\$556M
R&D spend in
2022

>2,200
Patents awarded
in 2022

Copyright 2023 Baker Hughes Company. All rights reserved.
Notes all dates as of December 31, 2022.
*Number of employees as of June 30, 2023.



Leading Energy Technology Company

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

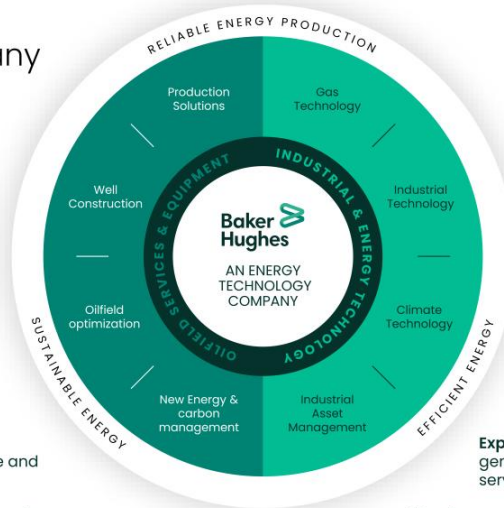
OFSE

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

Copyright 2023 Baker Hughes Company. All rights reserved.



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

IET

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

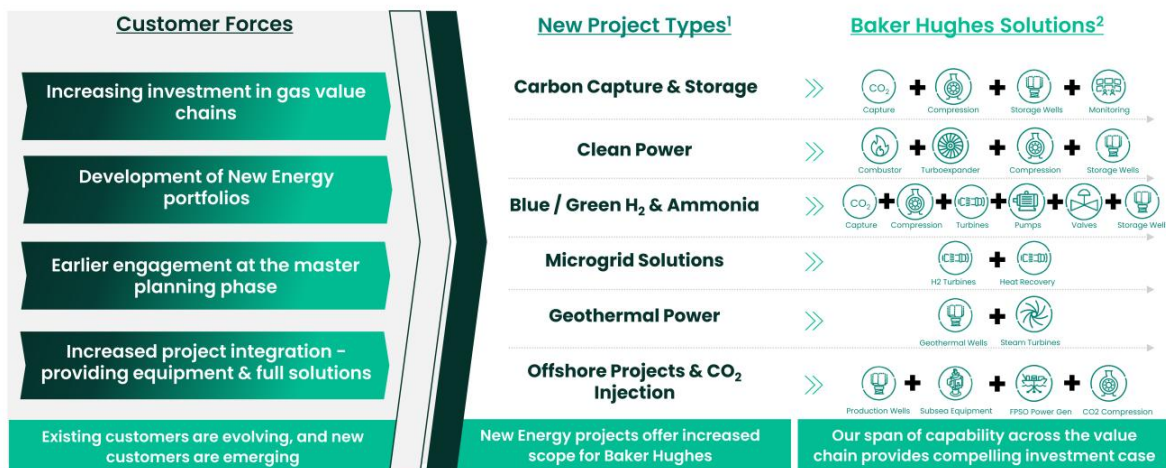
Expertise in compression & power generation equipment & aftermarket services ... condition monitoring & inspection

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

Baker Hughes

Baker Hughes portfolio aligning with customer needs

Solving the Energy Trilemma is driving increased collaboration, integration and connectivity

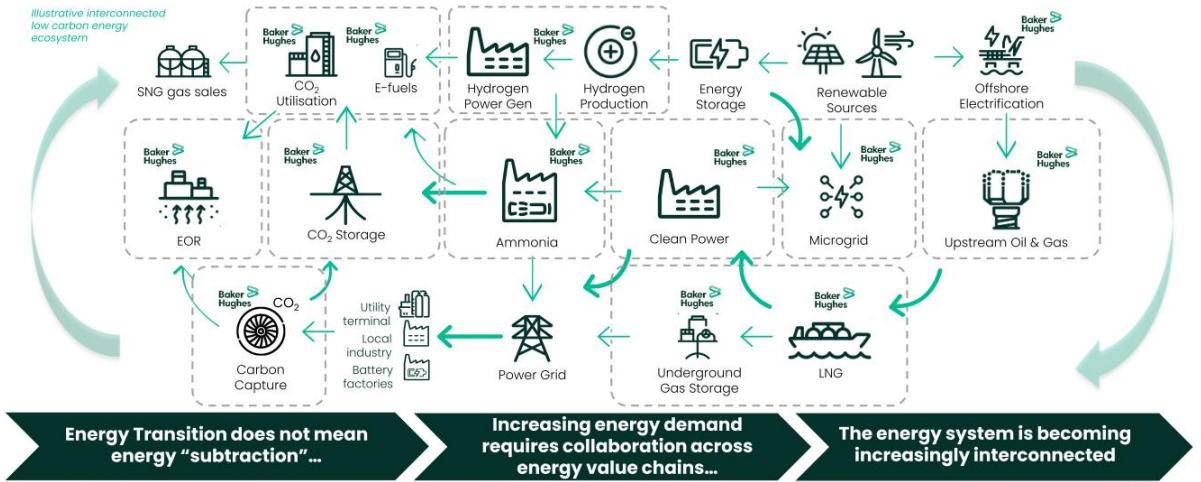


Copyright 2023 Baker Hughes Company. All rights reserved.
 Note: 1. select list of illustrative projects - not an exhaustive list. 2. illustrative examples of the types of equipment provided to projects - not an exhaustive list.

Baker Hughes ... enabling the circular energy economy

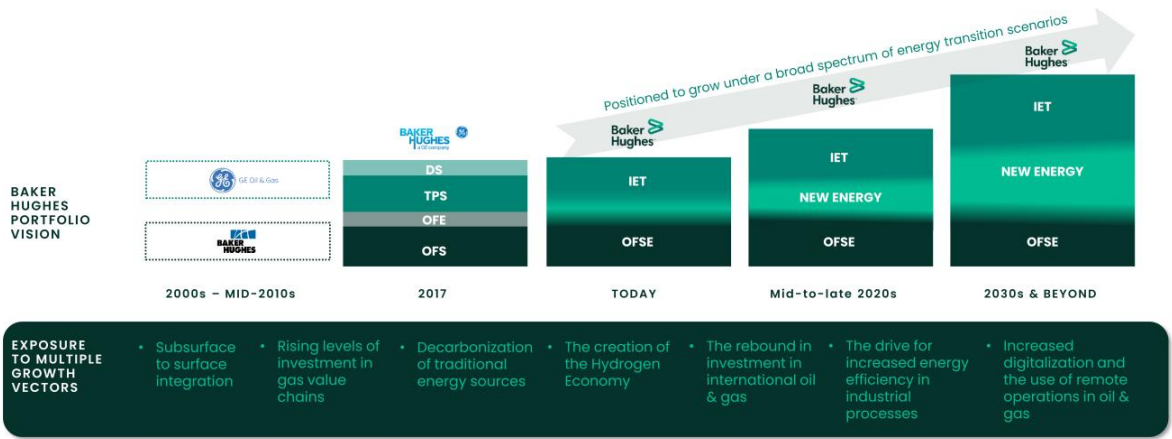
Leveraging our unique combination of capabilities to accelerate GHG emission reductions for customers

Illustrative interconnected low carbon energy ecosystem



Copyright 2023 Baker Hughes Company. All rights reserved.

Well positioned for oil & gas and New Energy growth opportunities Irrespective of the adoption, pace and the path of the Energy Transition



Copyright 2023 Baker Hughes Company. All rights reserved.

Sharpening our focus on building a differentiated Energy Technology Company

Committed to enhancing shareholder value

Copyright 2023 Baker Hughes Company. All rights reserved.
1 Free Cash Flow (FCF) is a non-GAAP measure – see appendix for GAAP to non-GAAP reconciliations.

TOP PRIORITIES

- Capitalize on the growth opportunities across OFSE and IET
- Increasing R&D to advance our 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 FCF¹) while investing for growth

Portfolio balances cyclical durability & leverage to multiple growth vectors

Focused on driving growth and optimizing organizational structure



1. Changing the way we operate

- Fundamentally re-wiring the organization
- Simplifying reporting lines and eliminating duplication
- Taking measured steps to upgrade our financial reporting systems

UPSIDE OPPORTUNITIES BEYOND INITIAL TARGETS



2. Capitalizing on growing energy needs

- Internationally focused OFSE portfolio (73% in 1H'23)¹
- Unique LNG liquefaction & modularization capability
- Commercial H₂ and CO₂ turbomachinery offering

COMPLEMENTED BY A DIVERSE PORTFOLIO OF DECARB & DIGITAL TECH



3. Investing for the future

- Focus OFSE organic & inorganic spending across brownfield oil & gas fields
- IET capital allocation towards developing New Energy & Digital offering
- Disciplined strategy targeting high return, bolt-on acquisitions

TARGETED INVESTMENTS TO GROW PORTFOLIO ACROSS OFS BROWNFIELD, DIGITAL & NEW ENERGY



Continuously striving to enhance returns across the organization

Copyright 2023 Baker Hughes Company. All rights reserved.
1. 73% of 1H'23 OFSE revenues were international.

1. Changing the way we operate

All actions executed to deliver \$150+M cost-out target by year end

	OILFIELD SERVICES & EQUIPMENT (OFSE)	INDUSTRIAL & ENERGY TECHNOLOGY (IET)	CORPORATE FUNCTIONS
COST OUT TARGET	\$60+M	\$50+M	\$40+M
ACTIONS TAKEN	Combination of legacy OFS and OFE businesses Streamlined functions and management layers	Combination of legacy TPS and DS businesses Key leadership changes	Simplified ELT structure Moved activities & resources into segments Simplified reporting lines and eliminated duplication

Focused on driving margins above targets

20+%
EBITDA margin target across OFSE & IET¹

15%
OFSE ROIC¹

20%
IET ROIC¹

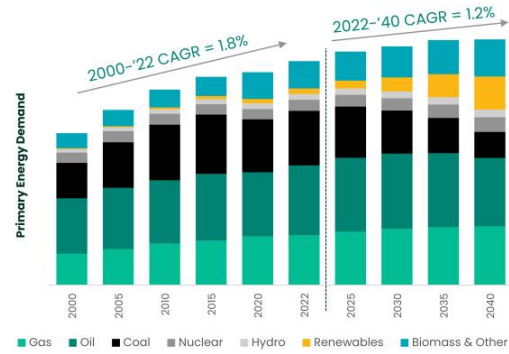
Taking first steps in multi-year operational and margin optimization process – additional cost reduction opportunities identified for 2024 and beyond

Copyright 2023 Baker Hughes Company. All rights reserved.
1. Target for 2025/2026

2. Capitalizing on growing energy needs

Significant near, medium & long-term tailwinds across our portfolio

PRIMARY GLOBAL ENERGY DEMAND¹:



KEY ENERGY THEMES:

- » Increasing energy demand through ~2040
- » Oil & Gas to maintain share of the energy mix
- » LNG demand growth to accelerate
- » Renewable energy gains material share in the 2030s
- » Increased energy efficiency driven by digitalization

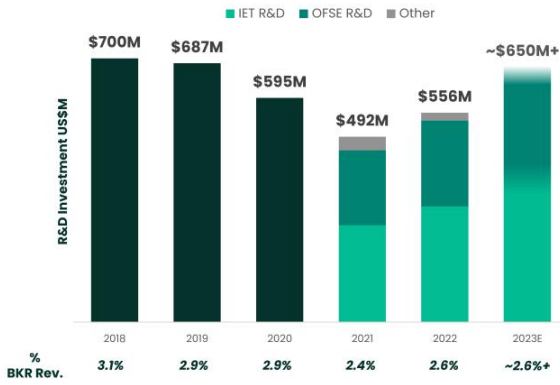
In order to reduce emissions and meet growing overall energy demand, increased investment is required in all forms of low-carbon energy sources

Copyright 2023 Baker Hughes Company. All rights reserved.
1. Source: S&P Global historical data & Baker Hughes company estimates.

3. Investing for the future

R&D and investments focused on highest return, highest impact & highest growth opportunities

Continuing to prioritize R&D investment across the portfolio ...



... while also deploying capital in early-stage technologies¹

\$0.2-0.3B
Investment in early-stage technologies past 2 years

Focused on adding capabilities in areas of CCUS, H2 & Clean Power

- NETPOWER** The future of gas fired power generation
- COMPACT CARBON CAPTURE** Low LCOC² for small emitters
- EKONA** Net-zero H2
- SRI** Gen II Solvent for large scale Carbon Capture
- mosaic** MOFs³ platform for Direct Air Capture

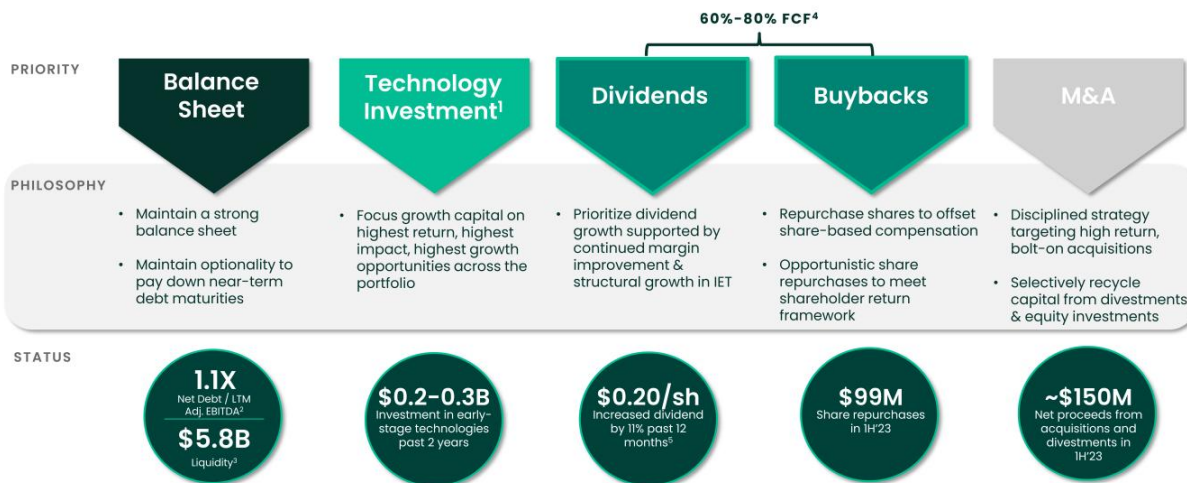
+ Additional 7 investments

Copyright 2023 Baker Hughes Company. All rights reserved.

1. Technology investment represents small acquisitions and equity investments in incubator stage technology companies focused in the areas of CCUS, H2, Geothermal, Clean Power and Industrial Asset Management.
 2. Levelized Cost of Capture
 3. Metal-organic Framework

Flexible capital allocation policy

Prioritizing a strong balance sheet and returning capital to shareholders



Copyright 2023 Baker Hughes Company. All rights reserved.
 1. Technology Investment represents small acquisitions and equity investments in incubator stage technology companies focused in the areas of CCUS, H2, Geothermal, Clean Power and Industrial Asset Management.
 2. Net Debt / LTM Adj. EBITDA is a non-GAAP measure - see appendix for GAAP to non-GAAP reconciliations.
 3. As of June 30, 2023, Cash and cash equivalents of \$2,655 million and a \$3 billion committed unsecured revolving credit facility.
 4. Free Cash Flow (FCF) is a non-GAAP measure - see appendix for GAAP to non-GAAP reconciliations.
 5. Increased dividend amount (\$0.20) was announced on July 27, 2023.

Outlook

3Q'23 Outlook

BKR

Revenue **\$6.4 – \$6.6B**
Adj. EBITDA **\$930 – \$990M**

OFSE

Revenue **\$3.8 – \$4.0B**
EBITDA **\$635 – \$695M**

IET

Revenue **\$2.45 – \$2.75B**
EBITDA **\$355 – \$415M**

Other

Corporate costs¹ **Approx. \$95M**
D&A **Approx. \$280M**

2023 Outlook

BKR

Revenue **\$24.8 – \$26B**
Adj. EBITDA **\$3.65 – \$3.8B**

OFSE

Revenue **\$15.1 – \$15.7B**
EBITDA **\$2.5 – \$2.7B**

IET

Orders **\$11.5 – \$12.5B**
Revenue **\$9.65 – \$10.35B**
EBITDA **\$1.4 – \$1.6B**

Other

Corporate costs **\$370M – \$390M**
D&A **Approx. \$1.1B**
Adj. Effective Tax Rate **32.5% – 37.5%**

Copyright 2023 Baker Hughes Company. All rights reserved.

Note: EBITDA, Adj. EBITDA and Adj. Effective Tax Rate are non-GAAP measures – see appendix for EBITDA reconciliation.
Adj. EBITDA and Adj. Effective Tax Rate are non-GAAP financial measures. Management cannot reliably predict or estimate, without unreasonable effort, the impact and timing on future operating results arising from items excluded from Adj. EBITDA or Adj. ETR. We therefore do not present a guidance range or reconciliation to the nearest GAAP financial measure.

¹ Corporate costs guidance is stated at the Operating Income level. Corporate costs guidance at the EBITDA level is Approx. \$90M.

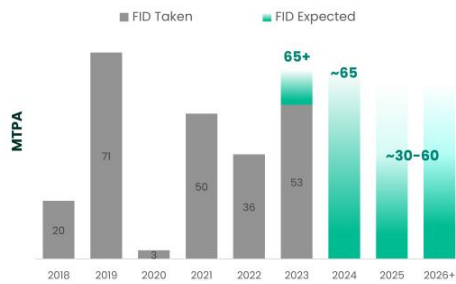
Industrial & Energy Technology

16 Copyright 2023 Baker Hughes Company. All rights reserved.

Baker Hughes 

Strong IET macro tailwinds in LNG & offshore oil & gas Supplemented by early Hydrogen & CCUS project development

LNG FIDs & Outlook¹:



KEY IET THEMES:

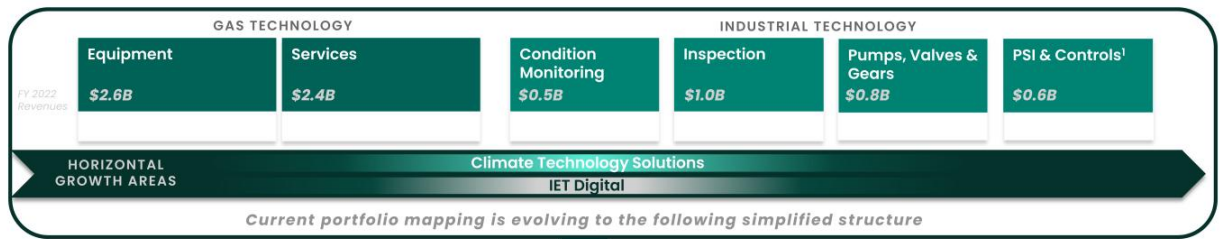
- » **Robust pipeline of LNG projects in line to take FID**
 Gulf Coast LNG dominating near-term FIDs
 International projects in Middle East, Africa & East Med gaining traction
 Almost \$6B of LNG orders over the past six quarters
- » **Offshore renaissance driving OOP opportunities**
 Healthy pipeline of FPSO projects as deepwater development recovers
 Latin America driving near-term orders, Africa & onshore Middle East show promise
 OOP orders approach \$3B over the past six quarters
- » **Encouraging levels of early New Energy activity**
 Majors, NOCs & Industrial Gas companies driving near-term activity
 Focus on carbon capture and offshore re-injection, Green & Blue H₂ production and ammonia plants
 Booked ~\$370M IET New Energy orders 1H'23 vs. ~\$350M all of '22

Uniquely positioned to capitalize on unfolding LNG & OOP cycles
Leveraging decades of experience in CO₂ & Hydrogen to participate in early projects

Copyright 2023 Baker Hughes Company. All rights reserved.
¹ Source: S&P Global Liquefaction Database & Baker Hughes company estimates

Setting up IET for the next phase of growth

Re-aligning product lines and simplifying the business to drive margin improvement – effective October 1st



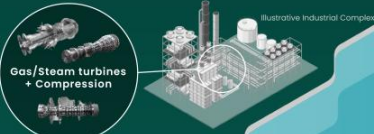
- KEY BENEFITS:**
- Increased transparency around CTS business
 - Integrating Asset Performance Management capabilities
 - Driving margin through simplification

Targeting 20+% EBITDA Margins by 2025/26

Copyright 2023 Baker Hughes Company. All rights reserved.
 1. Nexus Controls sold to GE in April 2023.
 Note: PSI - Precision Sensors & Instrumentation
 Note: FY 2022 Revenues

Gas Technology Equipment & Services

Supplemented by early Hydrogen & CCUS project development



Other product lines

Turbomachinery solutions for:

- Pipeline & Gas Processing
- Refinery & Petrochemical facilities
- Industrial Power Generation
- Other industrial applications



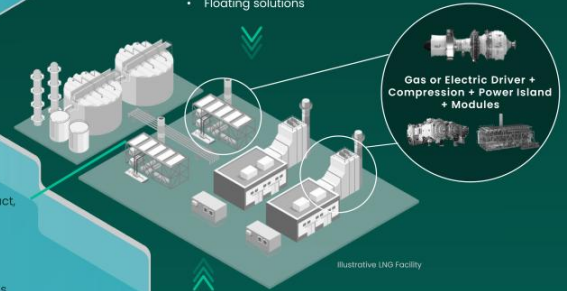
Onshore and Offshore Production (OOP)

- Compression and power generation solutions for hydrocarbon production: extract, gather, treat and process
- Electric solutions
- De-flaring solutions
- Pre-assembled modules
- Onshore, offshore and unconventional applications



LNG Equipment

- Liquefaction module solutions, from large to medium/small production size
- Turbo-compression trains
- Power Generation solutions
- Floating solutions



Services

- Transactional: spare parts, services, repairs & training
- CSAs: planned asset maintenance / risk sharing
- Upgrades: rejuvenation, maintenance extension, performance improvement & decarbonization
- Digital services and less-manned solutions: remote monitoring, maintenance optimizer, predictive maintenance

Copyright © 2023 Baker Hughes Company. All rights reserved.
Note: Re-alignment of product lines effective October 1st 2023

Climate Technology Solutions

CCUS, Hydrogen, Clean Power & Emissions Abatement Capabilities

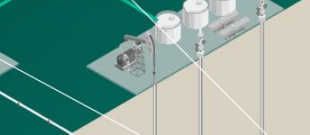
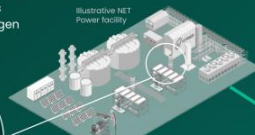
Hydrogen

- Turbines: 100% H₂-ready
- Compression: 2,000 installed
- Pumps: acid-gas removal
- Valves: for all H₂ applications



Clean Power

- NET Power: Developing turboexpander for Zero-Emissions Power Plants
- Microgrids: providing H₂ power gen and heat recovery systems



CCUS

- Capture: range of capture solutions
- Compression: portfolio of compression solutions
- Utilization: bio-methanation, E-fuels, Zero-emission power
- Storage: CO₂ storage, EOR, monitoring

Emissions Abatement

- flare.iQ: Monitor, reduce and control emissions



Copyright 2023 Baker Hughes Company. All rights reserved.
 Note: Re-alignment of product lines effective October 1st 2023

Enhanced Oil Recovery

Monitoring

Sequestration



Industrial Solutions & Products

Ensuring safety, reliability and higher throughput yield with continuous monitoring

Industrial Solutions

Precision Sensors & Instrumentation (PSI)

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

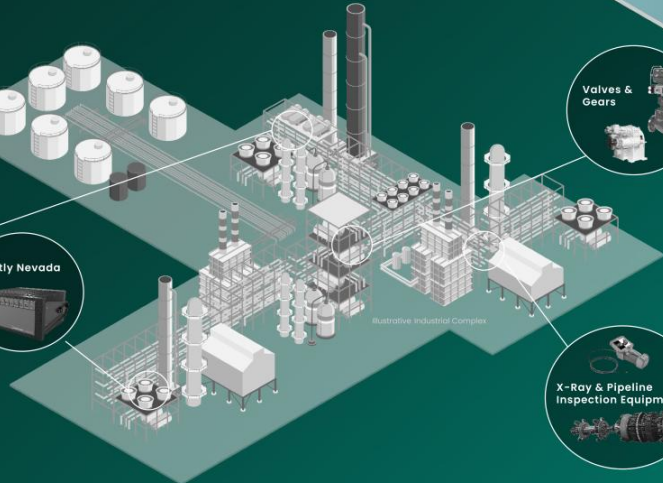


Bently Nevada



Condition Monitoring

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



Industrial Products

Valves & Gears

- Process, control & safety valves
- Gears and bearings

Inspection

- Ultrasonic
 - Film, radiography remote visual, X-ray
- Software & Services:**
- Pre-commissioning services (pipelines)
 - Remote monitoring



Copyright 2023 Baker Hughes Company. All rights reserved.
 Note: Re-arrangement of product lines effective October 1st 2023

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

Asset Health



9+ million sensors on industrial assets

Asset Strategy



20+ Years of flagship software capabilities

Asset Inspections



120+ Years of industrial inspection excellence

Process Optimization

Yield



Throughput



Best-in-class AI & Machine-learning models

Energy & Emissions



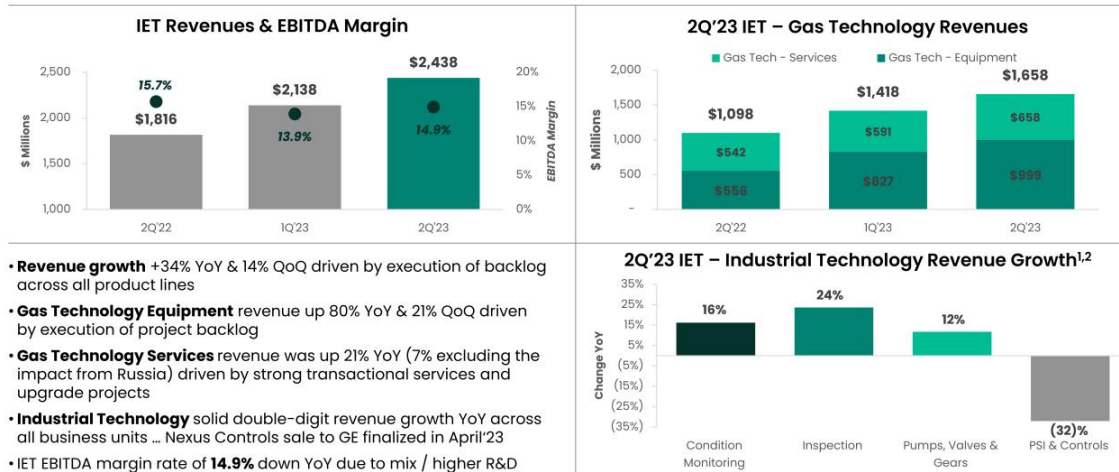
Emissions management and advisory

Baker Hughes' Holistic Industrial Asset Management Services



Industrial & Energy Technology (IET) Results

Strong revenue growth driven by Gas Tech Equipment backlog conversion



Copyright 2023 Baker Hughes Company. All rights reserved.

EBITDA margin is a non-GAAP measure – see appendix for GAAP to non-GAAP reconciliations

1. Excluding the sale of Nexus Controls, PSI revenue increased 22% YoY during the second quarter (Nexus 2Q'22 revenue of \$54M vs. 2Q'23 revenue of \$1M).

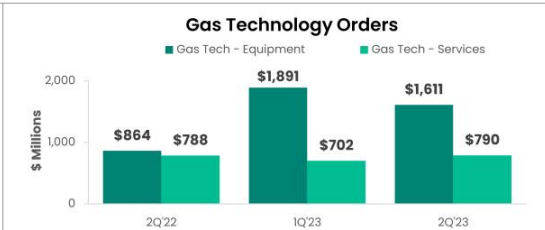
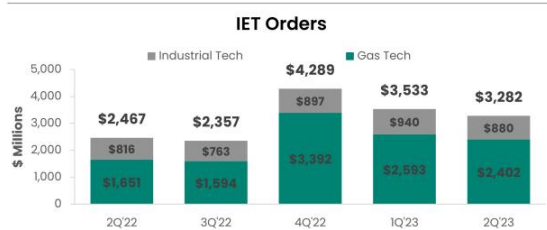
2. Excluding the acquisition of Quest Integrity, Inspection revenue increased 8% YoY during the second quarter (Quest Integrity 2Q'22 revenue of \$4M vs. 2Q'23 revenue of \$44M).

Note: Results for 2Q'23

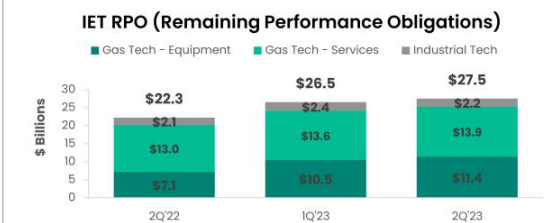
Baker Hughes

Industrial & Energy Technology (IET) Orders

Strong orders driven by continued strength in LNG & Onshore/Offshore Production



- **\$3.3B of orders** up 33% YoY driven by Gas Tech Equipment up 87% YoY due to award of Rio Grande LNG for 3 liquefaction trains
- **IET Book-to-bill of 1.3x; RPO of \$27.5** up 4% QoQ and 24% YoY
- **Industrial Tech orders up 8% YoY** up 10% excluding impacts from the Quest acquisition and the disposition of Nexus
- **>\$100M New Energy orders in 2Q**, mainly driven by Hydrogen
- **>\$80M IET Digital orders in 2Q**
- **Gas Tech Equipment RPO of \$11.4B**, up 9% QoQ and 60% YoY



Copyright 2023 Baker Hughes Company. All rights reserved.
See Appendix for additional time periods.
Note Results for 2Q23

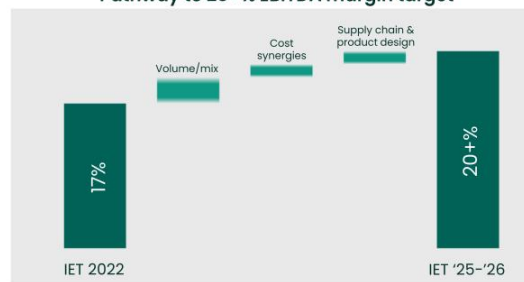
IET strategy and execution

Creating a market leader for a net-zero economy

Capitalize on macro tailwinds	<ul style="list-style-type: none"> Natural gas leader across value chain, with significant LNG presence Leading compression and gas turbine technology, driving differentiation across multiple markets Growing installed base and service franchise
Invest in new strategic initiatives	<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
Portfolio integration & actions	<ul style="list-style-type: none"> Appointed new head of IET – Ganesh Ramaswamy Removing layers of legacy DS management and integrating under IET management team In process of executing actions to achieve at least \$50 million in cost out Streamlining and re-positioning supply chain Integration of key technologies (Bently Nevada, Inspection) through IET Digital

Copyright 2023 Baker Hughes Company. All rights reserved.
 1. Target for 2025/2026.
 2. Target for 2025 / 2026. Note: ROIC is defined as NOPAT / (non-cash net working capital + PPE + Goodwill + Intangibles)
 EBITDA is a non-GAAP measure – see appendix for non-GAAP to GAAP reconciliations.

Pathway to 20+% EBITDA margin target



Financial targets



Oilfield Services & Equipment

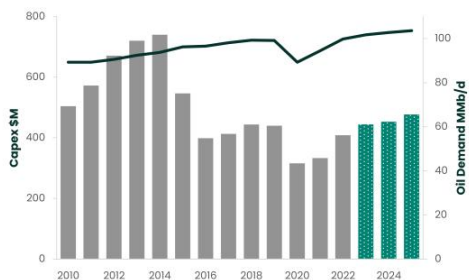
26 Copyright 2023 Baker Hughes Company. All rights reserved.

Baker Hughes 

Multi-year upstream spending cycle provide OFSE tailwinds

While North America spending is slowing, International momentum remains strong

UPSTREAM CAPEX VS. OIL DEMAND¹:



KEY OFSE THEMES:

- » **International is the primary growth driver**
Middle East & Latin America activity continues to grow
Increasing activity in SSA and emerging opportunities in SE Asia
Excluding Russia & Altus, Int'l OFS revenues up 20% YoY in 1H'23
- » **Offshore cycle remains robust**
On track to exceed 300 X-tree orders for the second consecutive year
Possible to see this level of activity maintained for the next 2-3 years
- » **NAM activity trending weaker**
Capital discipline coupled with price volatility has subdued activity
Peaking well productivity & basin consolidation could further dull growth prospects
- » **Favorable brownfield spending trends**
Increasing focus on brownfield vs. greenfield by upstream customers

Baker Hughes well positioned to capture strong international and offshore growth momentum. NAM exposure mitigated by portfolio and customer mix

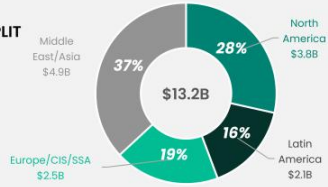
Copyright 2023 Baker Hughes Company. All rights reserved.
1. Source: Wood Mackenzie - Oil Demand; Energy Transition Tool - Upstream Capex; IHS Direct

Oilfield Services & Equipment (OFSE)

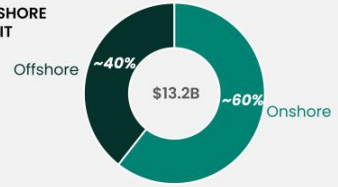
Oilfield Services & Equipment Reporting Segment – Revenue FY 2022

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 SPLIT



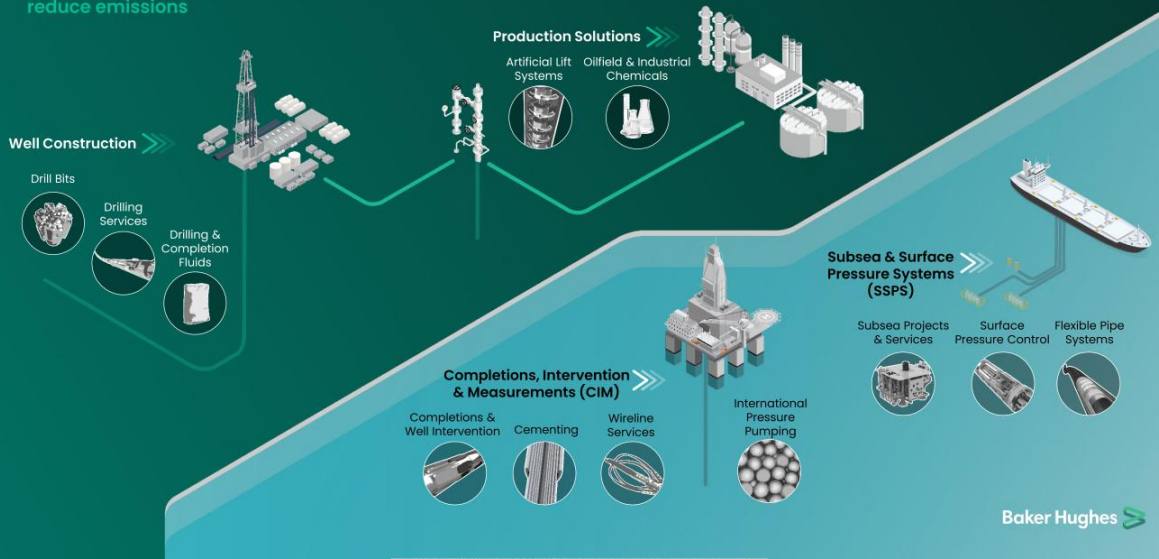
OFSE 2022 ONSHORE OFFSHORE SPLIT



Copyright 2023 Baker Hughes Company. All rights reserved.

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 Well positioned through subsurface and power generation expertise to be a technology partner of choice!



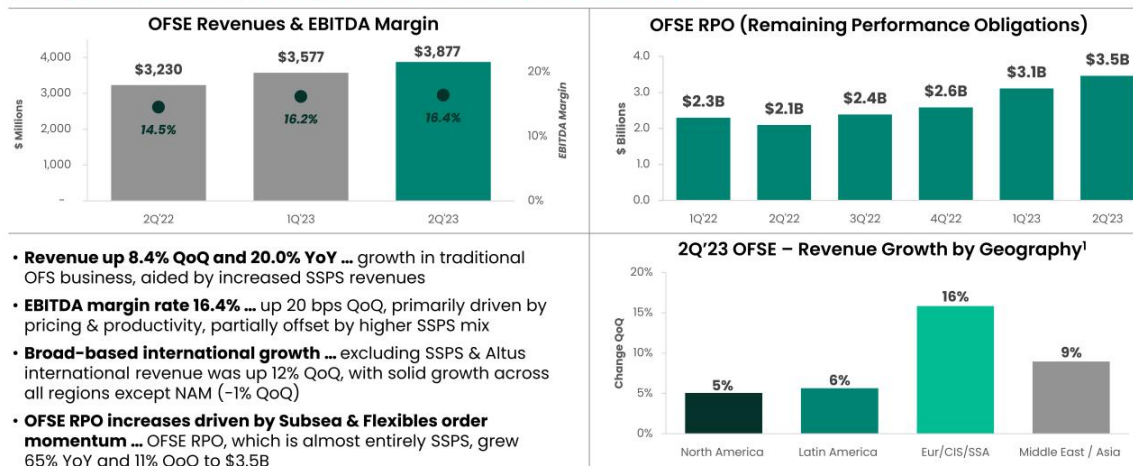
CCUS

Leading CO₂ storage technology provider

Copyright 2022 Baker Hughes Company. All rights reserved.
 1. Image of the Mahoningdong geothermal facility which utilizes Greenfield's technology - courtesy of the Energy Development Corporation - the Philippines' largest geothermal producer.

Oilfield Services & Equipment (OFSE) Results

Strong performance driven by international and offshore markets



Copyright 2023 Baker Hughes Company. All rights reserved.
 EBITDA margin is a non-GAAP measure - see appendix for GAAP to non-GAAP reconciliations.
¹ Note: Eur/CIS/SSA QoQ revenue growth of 6% excluding the acquisition of Altus Intervention (2Q'23 revenues of US\$17M).
² WC - Well Construction, CM - Completions, Intervention & Measurement, PS - Production Solutions, SSPS - Subsea & Surface Pressure Systems. Note CIM QoQ revenue growth of 13% excluding the acquisition of Altus Intervention (2Q'23 Revenues of US\$17M).
 Note: Results for 2Q'23.

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 margin target



Financial targets



Copyright 2023 Baker Hughes Company. All rights reserved.
 1. 2024 / 2025 target. Note: ROIC is defined as NOPAT / (non-cash net working capital + PPE + Goodwill + Intangibles)
 2. 2024 / 2025 target.
 EBITDA is a non-GAAP measure - see appendix for non-GAAP to GAAP reconciliations.

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
- We are now reporting on 10 categories of Scope 3 emissions
- 26% of Baker Hughes electricity comes from renewables or zero-carbon sources, up 2% YoY

HEALTH, SAFETY & WELLNESS

Providing a safe and healthy workplace for all

- Achieved 217 Perfect HSE days, up 6% from 2021
- We offer more than 230 unique HSE courses including foundational training required for all employees, workplace and job specific training, and human-performance leadership training for managers.

COMMITTED TO DIVERSITY, EQUITY AND INCLUSION

Enacting new programs to promote inclusion and diversity

- Recognized as "DEI best places to work for disability inclusion" by *Disability:IN* with score of 90% by participating in Disability Inclusion Index
- In May 2023, we published our 2022 Diversity, Equity, and Inclusion Annual Report
- Updated process to evaluate and reconcile pay equity across the company

ETHICS, COMPLIANCE, AND TRANSPARENCY

Improving external reporting & internal processes

- 97% of all employees completed annual Code of Conduct training, including training on ethics, compliance, and anti-corruption
- 100% of enterprise security personnel trained in human rights policies or procedures
- 99% of governance body members have received training on anti-corruption¹

Copyright 2023 Baker Hughes Company. All rights reserved.
Source: Baker Hughes Sustainability Report <https://www.bakerhughes.com/company/corporate-responsibility>
1. Governance body members include 16 senior executive board and above employees, which include the most senior-level managers and individual contributors, such as Vice Presidents and above.
Note: Results for 2023.

Baker Hughes Corporate Responsibility framework



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, Baker and Core are highly rated, with Baker receiving an A rating and Core receiving an A rating. S&P Global Sustainability

Baker Hughes

Copyright 2023 Baker Hughes Company. All rights reserved.
Note ratings as of Dec 31, 2022.

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



Jim Apostolides
SVP Enterprise Operational
Excellence

Baker Hughes Board of Directors



Lorenzo Simonelli
Chairman & CEO

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



W. Geoffrey Beattie
Lead Independent Director

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



Gregory D. Brenneman

- Executive Chairman of CCMP Capital Advisors, LLC, since 2016
- Board member of Hayward Holdings & The Home Depot
- Audit and Finance committees



Cynthia B. Carroll

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



Nelda J. Connors

- Founder & CEO of Pine Grove Holdings, LLC
- Board member of Otis Worldwide Corp., Zebra Technologies Corp., BorgWarner & Boston Scientific
- Governance & Corporate Responsibility and Human Capital & Compensation committees



Michael R. Dumais

- Former Chief Transformation Officer at Raytheon Technologies
- Previously EVP of Operations & Strategy at United Technologies
- Finance and Governance & Corporate Responsibility committees



Lynn L. Eisenhans

- President & CEO of Sunoco, Inc. from 2009 to 2012
- Board member of Saudi Aramco
- Governance & Corporate Responsibility and Human Capital & Compensation committees



John G. Rice

- Chairman of GE Gas Power from 2018 to 2020
- CEO of GE Global Growth Organization from 2010 to 2017
- Board member of AIG
- Audit and Finance committees



Mohsen Sohi

- CEO of Freudenberg & Co. since 2012
- Board member of STERIS plc
- Audit and Human Capital & Compensation committees

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

Copyright 2023 Baker Hughes Company. All rights reserved.
*The Strategic Blueprint priorities consist of the following performance objectives: (1) safety and compliance; (2) growth and capital allocation; (3) ESG and leadership; (4) shareholder returns



Appendix

Strong balance sheet and solid cash flow

STRONG BALANCE SHEET
Strong balance sheet enables financial flexibility

1.1X¹
Net debt / LTM Adj. EBITDA

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

\$5.8B²
Total Liquidity

Committed to investment grade rating

PRIORITIZING FREE CASH FLOW
Portfolio focused on maximizing free cash flow generation

\$0.6B³
FCF in 2Q'23

+\$0.5B
vs. 2Q'22

69%³
FCF conversion in 2Q'23

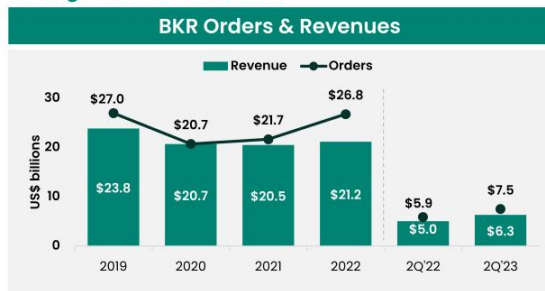
Targeting 50+% FCF conversion through-cycle

Copyright 2023 Baker Hughes Company. All rights reserved.

1. Net Debt / LTM Adj. EBITDA is a non-GAAP measure – see appendix for GAAP to non-GAAP reconciliations
2. As of June 30, 2023, cash and cash equivalents of \$2,850 million and a \$3 billion committed unsecured revolving credit facility
3. FCF Conversion = FCF / Adj. EBITDA, FCF & Adj. EBITDA are non-GAAP measures – see appendix for GAAP to non-GAAP reconciliations

Baker Hughes financial results

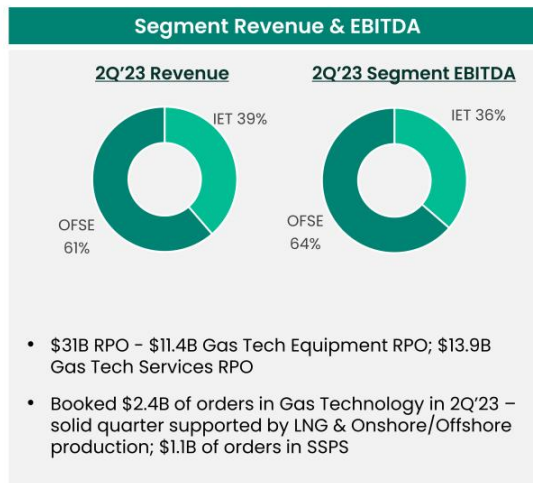
Strong financial execution



(US\$ billions)

Adj. Op Income (non-GAAP)	\$1.6	\$1.0	\$1.6	\$1.9	\$0.4	\$0.6
Adj. Op Inc. %	6.7%	5.0%	7.7%	9.1%	7.5%	10.0%
D&A	\$1.4	\$1.3	\$1.1	\$1.1	\$0.3	\$0.3
Adj. EBITDA (non-GAAP)	\$3.0	\$2.4	\$2.7	\$3.0	\$0.7	\$0.9
Adj. EBITDA %	12.7%	11.4%	13.1%	14.1%	12.9%	14.4%
Free Cash Flow	\$1.2	\$0.5	\$1.8	\$1.1	\$0.1	\$0.6
FCF Conv. %	38%	22%	68%	37%	23%	69%

Copyright 2022 Baker Hughes Company. All rights reserved.
Adj. Op Income, Adj. EBITDA and FCF are non-GAAP measures - see appendix for GAAP to non-GAAP reconciliations



- \$31B RPO - \$11.4B Gas Tech Equipment RPO; \$13.9B Gas Tech Services RPO
- Booked \$2.4B of orders in Gas Technology in 2Q'23 - solid quarter supported by LNG & Onshore/Offshore production; \$1.1B of orders in SSPS

GAAP to Non-GAAP reconciliations

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

Cash flow reconciliation	TY2018	TY2019	TY2020	1Q2021	2Q2021	3Q2021	4Q2021	TY2021	1Q2022	2Q2022	3Q2022	4Q2022	TY2022	1Q2023	2Q2023
Cash flow from operating activities (GAAP)	1,762	2,126	1,304	678	506	416	773	2,374	72	321	597	898	1,888	461	858
Add: cash used in capital expenditures, net of proceeds from disposal of assets	(537)	(976)	(787)	(180)	(121)	(111)	(129)	(541)	(177)	(174)	(180)	(241)	(772)	(264)	(235)
Free cash flow (Non-GAAP)	1,225	1,150	518	498	385	305	645	1,832	(105)	147	417	657	1,116	197	623

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

Operating income (GAAP) to adjusted EBITDA reconciliation	TY2018	TY2019	TY2020	1Q2021	2Q2021	3Q2021	4Q2021	TY2021	1Q2022	2Q2022	3Q2022	4Q2022	TY2022	1Q2023	2Q2023
Revenue	22,877	23,838	20,705	4,782	5,142	5,083	5,485	20,502	4,835	5,047	5,369	5,905	21,156	5,716	6,315
Operating income (loss) (GAAP)	701	1,074	(15,978)	164	194	378	574	1,310	279	(25)	269	663	1,185	438	514
Less: Merger, Impairment, Restructuring & Other	(691)	(528)	(17,018)	(106)	(139)	(24)	3	(266)	(70)	(402)	(235)	(29)	(735)	(74)	(117)
Adjusted Operating Income (Non-GAAP)	1,391	1,602	1,040	270	333	402	571	1,576	348	376	503	692	1,920	512	631
Add: Depreciation & Amortization	1,486	1,418	1,317	292	278	262	273	1,105	277	275	254	255	1,061	269	276
Adjusted EBITDA (Non-GAAP)	2,877	3,020	2,357	562	611	664	844	2,681	625	651	758	947	2,981	782	907
Adjusted EBITDA Margin (Non-GAAP)¹	12.6%	12.7%	11.4%	11.7%	11.9%	13.0%	15.4%	13.1%	12.9%	12.9%	14.1%	16.0%	14.1%	13.7%	14.4%

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

Net Debt to Last Twelve Months (LTM) Adjusted EBITDA	2Q2023
Short-term debt and current portion of long-term debt	797
Long-term debt	5,847
Total debt	6,644
Less: Cash and cash equivalents	2,805
Net Debt	3,839
LTM Adj. EBITDA	3,394
Net debt / LTM Adj. EBITDA	1.1X

Copyright 2023 Baker Hughes Company. All rights reserved.
 Note: certain columns and rows may not add up due to the use of rounded numbers.
¹ Adjusted EBITDA divided by Total Revenue

OFSE & IET reconciliations

Orders by Reporting Segment (in millions)

	FY 2019	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	FY 2022	1Q2023	2Q2023
Oilfield Services & Equipment	16,419	12,304	2,544	3,040	3,136	3,077	11,798	3,270	3,392	3,707	3,721	14,089	4,100	4,192
Gas Technology - Equipment	4,179	3,014	622	561	765	1,912	3,860	2,086	864	882	2,601	6,432	1,891	1,611
Gas Technology - Services	2,821	2,631	607	733	742	821	2,903	671	788	713	791	2,962	702	790
Total Gas Technology	7,001	5,645	1,229	1,294	1,507	2,733	6,763	2,757	1,651	1,594	3,392	9,395	2,593	2,402
Total Industrial Technology	3,554	2,765	767	759	735	846	3,108	810	816	763	897	3,285	940	880
Industrial & Energy Technology	10,555	8,410	1,996	2,053	2,242	3,579	9,870	3,567	2,467	2,357	4,289	12,680	3,533	3,282
Total Orders	26,973	20,714	4,541	5,093	5,378	6,656	21,668	6,837	5,860	6,063	8,009	26,770	7,632	7,474

Copyright 2023 Baker Hughes Company. All rights reserved.
Note: certain columns and rows may not add up due to the use of rounded numbers.

OFSE & IET reconciliations

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

	FY 2019	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	TY 2022	1Q2023	2Q2023
Well Construction	4,222	3,257	743	800	844	914	3,301	883	936	991	1,043	3,854	1,061	1,076
Completions, Intervention & Measurements	4,491	3,614	716	782	791	817	3,106	781	886	920	972	3,559	909	1,090
Production Solutions	4,175	3,269	740	777	783	835	3,135	825	866	931	965	3,587	938	959
Subsea & Surface Pressure Systems	2,921	2,844	628	637	603	619	2,486	528	541	561	599	2,230	670	752
Oilfield Services & Equipment	15,809	12,984	2,827	2,995	3,021	3,185	12,028	3,017	3,230	3,403	3,579	13,229	3,577	3,877
Gas Technology - Equipment	1,958	2,421	733	795	703	686	2,916	543	556	610	651	2,560	827	999
Gas Technology - Services	2,710	2,475	573	636	661	829	2,700	581	542	629	690	2,441	591	658
Total Gas Technology	4,668	4,896	1,306	1,431	1,364	1,516	5,616	1,124	1,098	1,239	1,541	5,002	1,418	1,658
Condition Monitoring	647	581	136	147	129	149	562	126	133	131	155	545	140	154
Inspection	1,189	865	204	236	249	259	949	212	257	259	267	995	254	318
Pumps, Valves & Gears	868	809	179	197	198	226	801	221	194	199	212	826	201	217
PSI & Controls	656	570	130	136	131	149	546	136	135	138	150	559	125	92
Total Industrial Technology	3,360	2,824	648	717	708	784	2,857	684	718	728	784	2,925	721	780
Industrial & Energy Technology	8,028	7,721	1,954	2,148	2,072	2,300	8,473	1,818	1,816	1,967	2,325	7,926	2,138	2,438
Total Revenue	23,838	20,705	4,782	5,142	5,093	5,485	20,502	4,835	5,047	5,369	5,805	21,156	5,716	6,315

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

	FY 2019	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	TY 2022	1Q2023	2Q2023
North America	5,095	3,107	681	719	753	751	2,904	823	925	986	1,030	3,764	992	1,042
Latin America	1,677	1,447	379	411	436	454	1,681	440	509	549	601	2,099	661	698
Europe/CIS/Sub-Saharan Africa	3,138	2,846	649	695	726	795	2,865	660	660	596	577	2,483	581	672
Middle East/Asia	5,900	5,584	1,118	1,170	1,106	1,185	4,579	1,094	1,136	1,282	1,371	4,883	1,345	1,465
Oilfield Services & Equipment	15,809	12,984	2,827	2,995	3,021	3,185	12,028	3,017	3,230	3,403	3,579	13,229	3,577	3,877
North America	5,095	3,107	681	719	753	751	2,904	823	925	986	1,030	3,764	992	1,042
International	10,714	9,877	2,146	2,275	2,269	2,434	9,124	2,194	2,305	2,417	2,549	9,465	2,586	2,835

Copyright 2023 Baker Hughes Company. All rights reserved.
Note: certain columns and rows may not add up due to the use of rounded numbers.

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	FY 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021	FY 2021	1Q 2022	2Q 2022	3Q 2022	4Q 2022	FY 2022	1Q2023	2Q2023
Oilfield Services & Equipment	972	506	147	199	204	280	830	213	249	334	416	1,201	371	417
Industrial & Energy Technology	1,062	998	231	245	304	397	1,177	241	236	282	377	1,135	241	311
Segment operating income	2,035	1,504	379	444	508	676	2,006	453	485	606	792	2,336	612	728
Corporate	(433)	(464)	(109)	(111)	(105)	(106)	(429)	(105)	(108)	(103)	(100)	(416)	(100)	(97)
Inventory impairment	—	(246)	—	—	—	—	—	—	(31)	—	—	(31)	(18)	(15)
Goodwill impairment	—	(14,773)	—	—	—	—	—	—	—	—	—	—	—	—
Restructuring, impairment and other	(342)	(1,866)	(80)	(125)	(14)	11	(209)	(61)	(362)	(230)	(29)	(682)	(56)	(102)
Separation related	(184)	(134)	(27)	(15)	(11)	(6)	(60)	(9)	(9)	(5)	—	(23)	—	—
Operating income (loss)	1,074	(15,976)	164	194	378	574	1,310	279	(25)	289	663	1,186	438	514
Add: Depreciation & Amortization														
Oilfield Services & Equipment	1,160	1,072	233	221	205	215	874	222	221	204	198	845	208	219
Industrial & Energy Technology	219	216	52	53	52	52	208	51	49	45	52	197	56	52
Segment depreciation and amortization	1,379	1,288	285	273	257	267	1,082	272	270	249	250	1,041	264	271
Corporate	39	29	7	5	5	6	23	4	5	5	5	19	5	5
Total depreciation and amortization	1,418	1,317	292	278	262	273	1,105	277	275	254	255	1,061	269	276
EBITDA by Segment (non-GAAP)														
Oilfield Services & Equipment	2,132	1,578	380	420	409	495	1,704	434	470	528	614	2,046	579	636
Industrial & Energy Technology	1,281	1,214	283	297	356	449	1,385	291	285	327	429	1,332	297	363
Segment EBITDA (non-GAAP)	3,413	2,792	664	717	765	944	3,088	725	755	855	1,042	3,377	876	999
Corporate	(394)	(435)	(102)	(106)	(100)	(100)	(407)	(101)	(103)	(98)	(95)	(397)	(95)	(92)
Inventory impairment	—	(246)	—	—	—	—	—	—	(31)	—	—	(31)	(18)	—
Goodwill impairment	—	(14,773)	—	—	—	—	—	—	—	—	—	—	—	(15)
Restructuring, impairment and other	(342)	(1,866)	(80)	(125)	(14)	11	(209)	(61)	(362)	(230)	(29)	(682)	(56)	(102)
Separation related	(184)	(134)	(27)	(15)	(11)	(6)	(60)	(9)	(9)	(5)	—	(23)	—	—
EBITDA (non-GAAP)	2,493	(14,681)	456	472	640	847	2,415	555	250	523	918	2,245	708	790

Copyright 2023 Baker Hughes Company. All rights reserved.
Note: certain columns and rows may not add up due to the use of rounded numbers.

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

	3Q 2023 Outlook Range	2023 FY Outlook Range
	3Q 2023	FY 2023
Operating Income (loss) by Segment (GAAP)	415 – 475	1,620 – 1,820
Add: Depreciation & Amortization	220	880
EBITDA by Segment (non-GAAP)	635 – 695	2,500 – 2,700

Industrial & Energy Technology

	3Q 2023 Outlook Range	2023 FY Outlook Range
	3Q 2023	FY 2023
Operating Income (loss) by Segment (GAAP)	300 – 360	1,180 – 1,380
Add: Depreciation & Amortization	55	220
EBITDA by Segment (non-GAAP)	355 – 415	1,400 – 1,600

Copyright 2023 Baker Hughes Company. All rights reserved.
Note: certain columns and rows may not add up due to the use of rounded numbers.

Baker Hughes 
