



Third Quarter 2024 – Earnings Conference Call Prepared Remarks

Chase Mulvehill *Baker Hughes – VP of Investor Relations*

Good morning, everyone, and welcome to the Baker Hughes Third-Quarter Earnings Conference Call. Here with me are our Chairman and CEO, Lorenzo Simonelli, and our CFO, Nancy Buese. The earnings release we issued yesterday evening can be found on our website at bakerhughes.com. We will also be using a presentation with our prepared remarks during this webcast, which can be found on our website.

As a reminder, during this conference call we will provide forward-looking statements. These statements are not guarantees of future performance and involve a number of risks and assumptions. Please review our SEC (Securities and Exchange Commission) filings and website for the factors that could cause actual results to differ materially.

Reconciliations of operating income and other GAAP (Generally Accepted Accounting Principles) to non-GAAP measures can be found in our earnings release.

With that I will turn the call over to Lorenzo.

Lorenzo Simonelli *Baker Hughes – Chairman & CEO*

Thank you, Chase. Good morning, everyone, and thanks for joining us.

Slide 4.

3Q 2024 RESULTS

Third-Quarter 2024 Highlights

- Record quarterly EBITDA
- Margin expansion accelerating
- Continued strength in IET orders
- Strong free cash flow

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Note: EBITDA and Free Cash Flow are non-GAAP measures - see appendix for GAAP to non-GAAP reconciliations

Starting on slide 4, we delivered strong third-quarter results, highlighted by another record quarterly EBITDA and the third consecutive quarter of at least 20% year-on-year EBITDA growth.

EBITDA margins continue to improve at an accelerated pace, increasing year-over-year by 2.7 percentage points to 17.5%, which marks the highest margin quarter since 2017¹. This strong performance is driven by significant margin expansion across both segments, with clear progress being made toward our 20% EBITDA margin targets.

Total company orders remained at solid levels during the quarter, including \$2.9 billion for IET (Industrial and Energy Technology). This marks the eighth consecutive quarter for IET orders at or above that level and highlights the end-market diversity and versatility of our technologies.

Our free cash flow performance was equally impressive during the quarter, coming in at \$754 million.

Our business continues to perform well, and we remain confident in achieving the midpoint of our full-year EBITDA guidance. Baker Hughes is becoming less cyclical and is demonstrating the capability to generate more durable earnings and free cash flow across cycles given our balanced portfolio, significant recurring IET service revenue, and improved cost structure – in addition to the Company's untapped market opportunities.

¹ In 2017, General Electric and Baker Hughes merged their oil and gas businesses to create a new company named Baker Hughes, a GE company, and the name was later changed to Baker Hughes Company in 2019.

Slide 5.

3Q 2024 RESULTS

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Key awards & technology developments

We remain on track for another solid year of orders



Onshore & Offshore Production

Barrell Compressor Line (BCL)

FPSO compression awards in Angola & key Latin American basin



Gas Infrastructure

Integrated Compressor Line (ICL)

Largest ever ICL compressor award for Margham Gas Storage facility in Dubai



SSPS'

Flexible Pipe Systems

Awarded multiple contracts for supply of flexible pipe systems in Brazil's Santos Basin



Production Solutions

Leucipa™

Agreement with a major operator in the Permian Basin & announced strategic collaboration with Repsol

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I, SSPS' = Subsea & Surface Pressure Systems

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Turning to slide 5, we want to highlight recent key awards and technology developments.

In Gas Technology Equipment, we secured two additional FPSO (floating production, storage, and offloading) orders, increasing the year-to-date total to four. Saipem awarded us a contract to supply BCL (barrel compressor line) BCL and ICL (integrated compressor line) centrifugal compressors for TotalEnergies' all-electric Kaminho FPSO project in Angola. Separately, IET was selected to provide electric motor-driven compressors for an FPSO project in a strategic Latin American basin.

In Gas Technology Services, we secured a multi-decade agreement for a LNG facility in the Middle East to provide extensive aftermarket services and digital solutions, leveraging IET's iCenter. Including this award, Gas Technology Services has booked into RPO (remaining performance obligation) over \$600 million of contractual service agreements year-to-date, highlighting the value of Gas Technology's life cycle offering.

In new energy, we continue to see solid order momentum. We booked \$287 million during the quarter, increasing year-to-date orders to \$971 million. We are on pace to exceed the high end of our \$800 million to \$1 billion order guidance, anticipating to book over \$1 billion for the first time.

In Climate Technology Solutions, we received the largest award to date for our zero-emissions ICL technology. As part of the UAE's decarbonization strategy, we will supply ten compressor units to Dubai Petroleum Enterprise for the Margham Gas storage facility, highlighting continued strong global demand for gas infrastructure.

In OFSE (Oilfield Services and Equipment), we continued to experience strong order momentum in Brazil, further strengthening our relationship with Petrobras. During the quarter, we received multiple contracts to supply flexible pipe systems in Brazil's Santos Basin. The contracts also include multi-year service agreements to support maintenance activities through the life cycle of the project.

We are also seeing increased brownfield activity as more customer spending is allocated to optimizing recovery from existing fields, an underlying trend that we expect to last many decades. This creates a strong backdrop for mature assets solutions, our integrated offering that leverages OFSE's full range of innovative technologies to enhance total field recovery. Aligned with this trend, we were awarded a sizable multi-year well intervention and completion contract in the Middle East.

We continue to make progress on the digital front. OFSE benefited from increased customer adoption of Leucipa™, our intelligent automated field production digital solution. A major global operator expanded the use of Leucipa across multiple wells in the Permian Basin, enabling optimized recovery rates through real-time field orchestration to produce lower-carbon, short-cycle barrels. Additionally, we announced earlier this month a new strategic collaboration with Repsol to develop and deploy next-generation AI (artificial intelligence) capabilities for Leucipa across its global upstream portfolio.

In addition, at the Gastech conference last month, we launched CarbonEdge™, powered by IET's Cordant™. This end-to-end, risk-based digital solution delivers precise, real-time data and alerts on CO₂(carbon dioxide) flows across CCUS (carbon capture, utilization, and storage) infrastructure from subsurface to surface. This connectivity enables OFSE and IET customers to mitigate risk, improve decision-making, enhance operational efficiency, and simplify regulatory reporting.

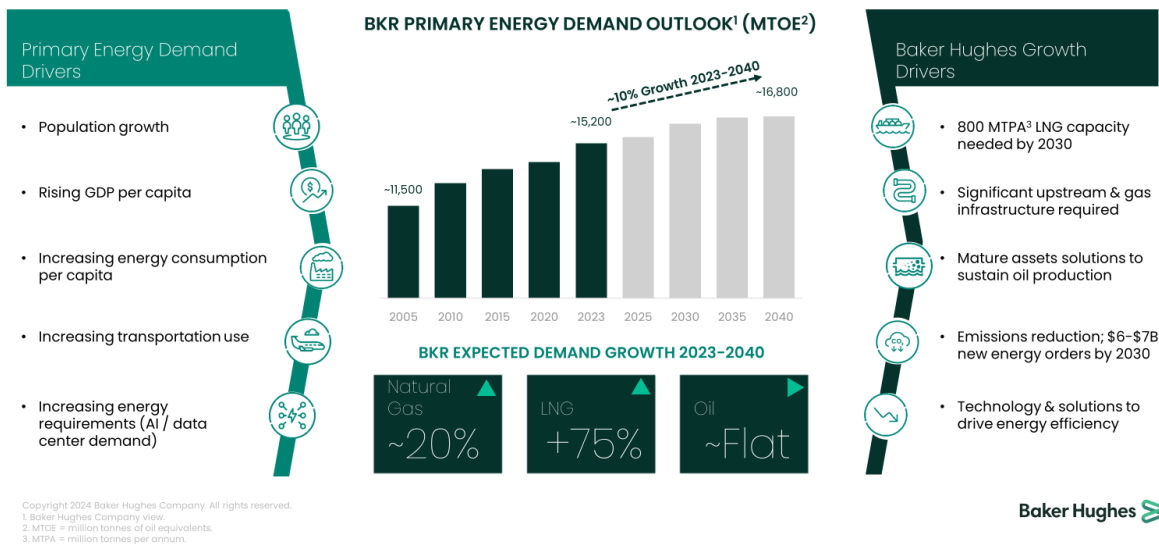
Slide 6.

LONG-TERM MACRO OUTLOOK

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The world needs more energy & less emissions

Underpinning Baker Hughes' long-term growth



Turning to the next slide, it is important to reiterate our long-held macro view of structurally growing energy demand, which underpins our strategy and remains the nucleus of our long-term growth potential. Between now and 2040, we expect global primary energy demand to grow by 10%, driven by population growth and increasing energy intensity across major developing countries.

To put this in perspective, there are roughly eight billion people in the world today. One billion live in OECD (Organization for Economic Co-operation and Development) countries, with the other seven billion living in emerging economies. According to the Energy Institute², a person in the developed world consumes, on average, three times the energy of a person who lives in emerging countries. Therefore, even a small increase in energy consumption per capita in the emerging world can have a sizeable impact on overall energy demand.

While we forecast significant growth in renewables, we believe this increase in primary energy demand will need to be met by multiple sources. Ultimately, we expect renewables to fall short of meeting both growing demand and replacing hydrocarbons to decarbonize the existing energy system. It will take an all-of-the-above strategy, focusing on the emissions and not the fuel source, to meet the increase in energy demand.

In our view, natural gas is a clear winner. It is abundant, low-cost, and has lower emissions. This is the Age of Gas.

² Source: Energy Institute's *Statistical Review of World Energy 2024*.

By 2040, we expect natural gas demand to grow by almost 20% and global LNG demand to increase at an even faster rate of 75%. This backdrop provides a very constructive environment in which Baker Hughes can flourish. We are experiencing a significant increase in gas infrastructure equipment orders and anticipate this trend will continue as many developing economies look to increase the use of natural gas within power generation and industrial applications.

In LNG, we continue to see a requirement for 800 MTPA (million metric tonnes per annum) of liquefaction capacity by 2030 to meet increasing global LNG demand. This view is supported by more than 200 MTPA of LNG capacity under construction today and a positive outlook for additional FIDs (final investment decisions).

Turning to oil, we anticipate moderating levels of demand growth through the end of the decade. In this environment, we expect OPEX (operating expenditure) spend to accelerate as the focus shifts from greenfield to brownfield developments. We have positioned our OFSE portfolio for differentiated growth in mature fields³, playing a leading role in helping customers optimize oil and gas production through our mature assets solutions.

With this energy mix backdrop, the focus must be on lowering emissions. We see energy efficiency and decarbonization technologies playing a critical role in achieving net-zero goals. We are focusing our efforts to enhance and develop new technologies in these areas and see this as a fundamental growth theme for our company.

On decarbonization, we continue to experience good traction across our new energy portfolio, which focuses on CCUS, hydrogen, geothermal, clean power, and emissions abatement. We expect deployment of decarbonization technologies will continue to gain momentum as policy support and technology advances drive improving project economics. With this anticipated strengthening demand backdrop, we remain confident in our ability to achieve our 2030 orders target of \$6-7 billion.

Across our industrial and energy installed base, we are also developing solutions to enhance efficiency and reduce emissions from our equipment. This can be in the form of upgrading turbines and compressors, installing electric motors or adding zero-leak valves. Beyond equipment, we are seeing increased levels of digital adoption for Cordant, which improves asset performance, optimizes processes, and reduces energy consumption.

³ Mature fields are defined as oil and gas producing fields that have been producing for more than two years.

Slide 7.

NEAR-TERM MACRO OUTLOOK

7

Customer spend shifting toward global gas & mature fields

Production-levered OFSE portfolio & unique IET franchise increasingly differentiate Baker Hughes

Mature assets² come into focus

KEY MARKET THEMES

- **Slowing economic growth**
Impacting oil demand, loosening global oil balances
- **International upstream spending growth slowing**
Continue to expect growth in '24
- **North America remains subdued**
Upstream spending to be down in '24
- **On track for a record year of LNG offtake**
~78 MTPA YTD of firm contracts, setting a strong backdrop for '25 FIDs¹
- **Gas infrastructure & new energy remain strong**
Investment remains strong as efforts to decarbonize the energy ecosystem intensify

By 2030, we estimate 80% of the world's oil & gas supply will be produced by mature fields.



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1. FID = Final Investment Decision.

2. Mature assets = Mature fields are defined as oil and gas fields that have been producing for more than two years.

Baker Hughes 

Turning to slide 7, I want to spend some time discussing near-term market dynamics, where we see customer spend shifting toward global gas and mature fields as oil demand fundamentals soften.

Oil markets have recently been impacted by both supply and demand factors, including slowing global economic growth, resilient North American production, weakening OPEC+ compliance, and geopolitical uncertainty in the Middle East.

Even with the uncertain oil macro backdrop, our global upstream spending outlook for this year remains unchanged. In North America, we continue to anticipate spending to decrease year-over-year in the mid-single digits range, and we expect to outperform given our production weighted portfolio mix. Across international markets, we maintain our outlook for high-single-digit growth this year.

Looking beyond 2024, there are many factors that we are monitoring that could drive further volatility in oil prices. On the supply side, we continue to see production increasing in North America, adding to the growth in deepwater production that is planned for next year. Combining these variables with planned OPEC+ production increases, projections point to relatively soft oil fundamentals in 2025. However, geopolitical uncertainty across the Middle East could create added volatility for oil prices.

We continue to evaluate our 2025 plans for the Company and will communicate guidance in January. Based on the current macro and geopolitical environment, we expect next year's global upstream spending to be similar to 2024 levels.

As the upstream cycle matures, we expect our customers to increasingly focus on optimizing production from existing assets, providing significant growth opportunities for our mature assets solutions. This leverages our decades of experience, deep domain knowledge, and industry-leading technologies by capitalizing on our expansive capabilities across the OFSE portfolio. By 2030, we estimate that 80% of the world's oil and gas supply will be produced by mature fields.

Turning to natural gas. We continue to see strong growth, which will drive demand for our gas-led products and solutions in both OFSE and IET. For LNG, year-to-date offtake contracting has totaled 78 MTPA, which is on pace to exceed the record 84 MTPA achieved in 2022. This contracting strength supports our outlook for 100 MTPA of FIDs between 2024 and 2026.

We also continue to see strong demand for gas infrastructure projects, with significant awards this year for MGS3 (Master Gas System Three) in Saudi Arabia, Hassi R'Mel in Algeria, and the Margham gas storage facility in Dubai. We expect non-LNG Gas Technology Equipment orders this year to more than double levels booked in 2023.

On the back of another strong year for new energy, we see several projects progressing toward FID in the U.S. and internationally in 2025, giving us confidence that our new energy orders will continue to grow.

To conclude on the market outlook, our production-levered OFSE portfolio will benefit from increasing levels of OPEX spending. In addition, our diversified IET portfolio and significant leverage to recurring revenue, position us well to drive more earnings and free cash flow stability, which will be supplemented by the structural growth drivers I outlined in our long-term energy outlook.

Slide 8.

EQUIPMENT & SERVICE LIFE CYCLE

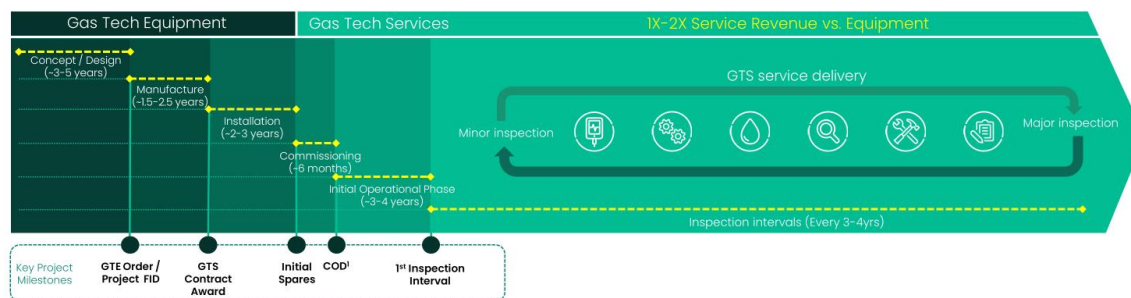
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Understanding the life cycle of our machines

From design to retirement, Baker Hughes partners with its customers across the entire product life cycle



Illustrative Baker Hughes equipment life cycle over 40 years



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 1. COD = Commercial Operation Date.



Turning to slide 8, I want to spend a few minutes discussing the full life cycle aspect of Gas Technology, where there is a strong linkage between equipment and services. This connectivity and associated recurring service revenue stream are valuable characteristics of our IET business that are more aligned with our high-quality industrial peers.

Starting from the design phase of the project, we work closely with our customers to select the right equipment to meet the desired operating conditions while also providing solutions that are safe, reliable, and efficient. This early engagement provides significant visibility into our future equipment orders.

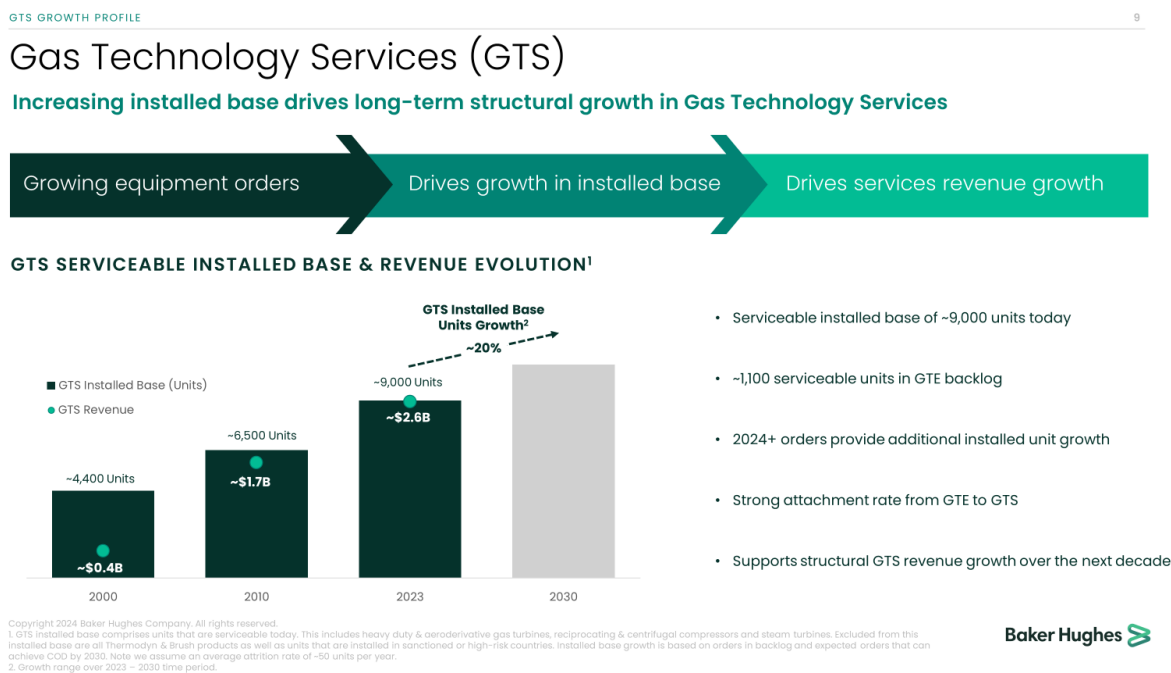
After receiving the equipment award, we work with the customer to design the appropriate maintenance plan to optimize their total cost of ownership. This typically includes preventive maintenance, the provision of spare parts, repairs, and field technical support.

Compared to the original equipment sale, these aftermarket service agreements provide recurring revenue streams that can generate one to two times the revenue over the life of the equipment. Commercial value of these long-term agreements is linked to performance, reliability, and availability guarantees. This, along with engineering support over the life of the contract, drives customer loyalty and, in turn, higher margins.

In many cases, this recurring service revenue is supplemented by upgrade opportunities on our installed equipment. As the original equipment manufacturer with decades of service experience, we have the best knowledge to assess the feasibility of various options. We have successfully executed over 2,000 upgrade projects around the world, optimizing upstream oil and gas production, LNG production, pipeline transport volumes, refinery and petrochemical output, and much more. To meet rising upgrade demand, we are investing in new technology that keeps equipment running beyond its original design life and improve the availability, reliability, emissions, productivity, and life cycle costs of our customers' installed equipment.

Our service capabilities will also continue to evolve and provide additional growth opportunities for our Advanced Service Solutions, leveraging the latest AI capabilities and over 20 years of monitoring and diagnostics data from our machines. Through our iCenter facilities, which specialize in edge-to-cloud applications and remote operations, we are able to improve operating performance, increase asset efficiency and reduce emissions throughout the life of the equipment. At every stage of this life cycle journey, we are closely aligned with our customers to ensure they extract the best value from our equipment. In return, we are rewarded with a recurring, higher-margin revenue stream that is reflective of the differentiated, industrial-like aftermarket services provided by Gas Technology.

Slide 9.



Looking at slide 9, our Gas Technology serviceable equipment base, which spans across LNG, onshore-offshore production, industrial, downstream, and gas-infrastructure markets, has doubled from 4,400 units in 2000 to about 9,000 units in 2023. Due to this significant growth and the introduction of service business models, like Contractual Service Agreements in the early 2000s, our Gas Technology Services revenues demonstrated a notable increase from about \$400 million in 2000 to \$2.6 billion in 2023.

Looking out to 2030, we expect our serviceable installed base to increase by 20% given our robust level of equipment backlog and positive outlook for orders. This significant installed base growth, and the multi-decade lifespan of our equipment, gives us confidence that we can structurally grow our Gas Technology Services revenue over the next decade.

Anchored by Gas Technology’s life cycle business model, our IET segment is truly differentiated and what sets us apart from our peer group.

Before turning the call over to Nancy, I would also like to take a moment to welcome Amerino Gatti to the company as our new executive vice president of OFSE. Amerino has an extensive background in both energy and industrial sectors. He will be pivotal in leading OFSE into the next horizons, building upon the strong foundations laid by Maria Claudia Borrás and her team to achieve our 2025 EBITDA margin targets.

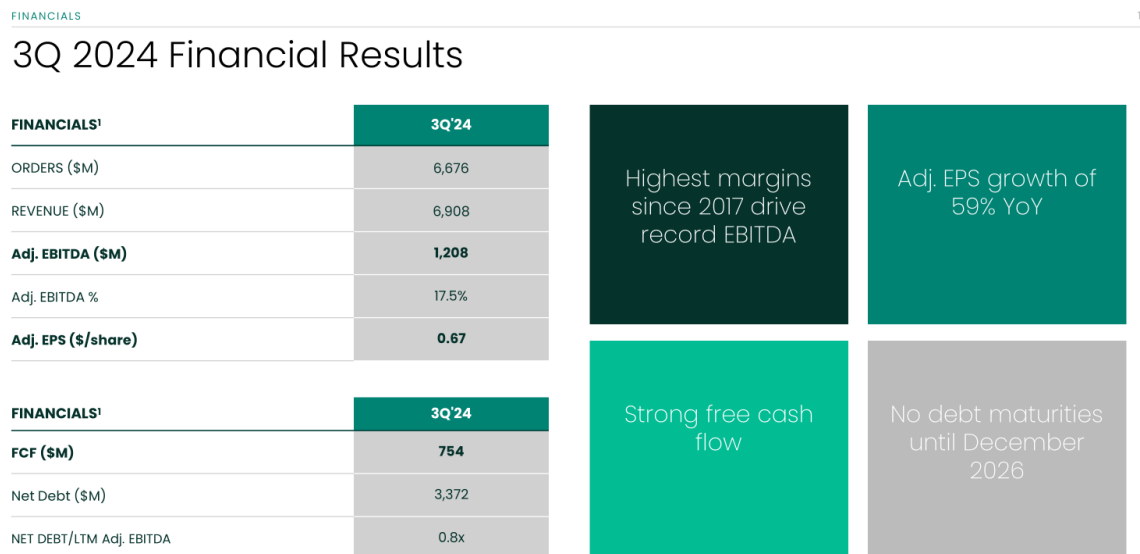
We are accelerating toward the next phase of our journey. Across our three horizons, we remain focused on executing our strategic pillars, which include transforming the core, driving profitable growth, and delivering for new energy. We are committed to driving margins and returns higher – and realizing the full potential of our diversified energy and industrial company.

With that, I will turn the call over to Nancy.

Nancy Buese Baker Hughes – CFO

Thanks, Lorenzo.

Slide 11.



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1. Adj. EBITDA margin, Adj. EBITDA, Free Cash Flow (FCF), Adj. EPS, Net Debt/LTM Adj. EBITDA are non-GAAP measures – see appendix for GAAP to non-GAAP reconciliations.



I will begin on slide 11 with an overview of our consolidated results and then speak to segment details before summarizing our outlook.

We have again delivered solidly with our third-quarter results, setting another record for quarterly EBITDA and generating the highest EBITDA margins for the company since 2017. It is clear that our focus on operational excellence and profitable growth is demonstrating results.

OFSE and IET both delivered exceptionally strong margin performance, helping to drive record Adjusted EBITDA of approximately \$1.21 billion – a 23% year-over-year increase and above our guidance midpoint. We have now met or exceeded the midpoint of our EBITDA guidance for all seven quarters that we have been providing guidance. We are delivering on our commitments, and we remain focused on meeting our targets.

GAAP operating income was \$930 million. There were no adjustments to operating income during the quarter.

GAAP diluted earnings per share were 77 cents. Excluding adjusting items, earnings per share were 67 cents, an increase of 59% when compared to the same quarter last year.

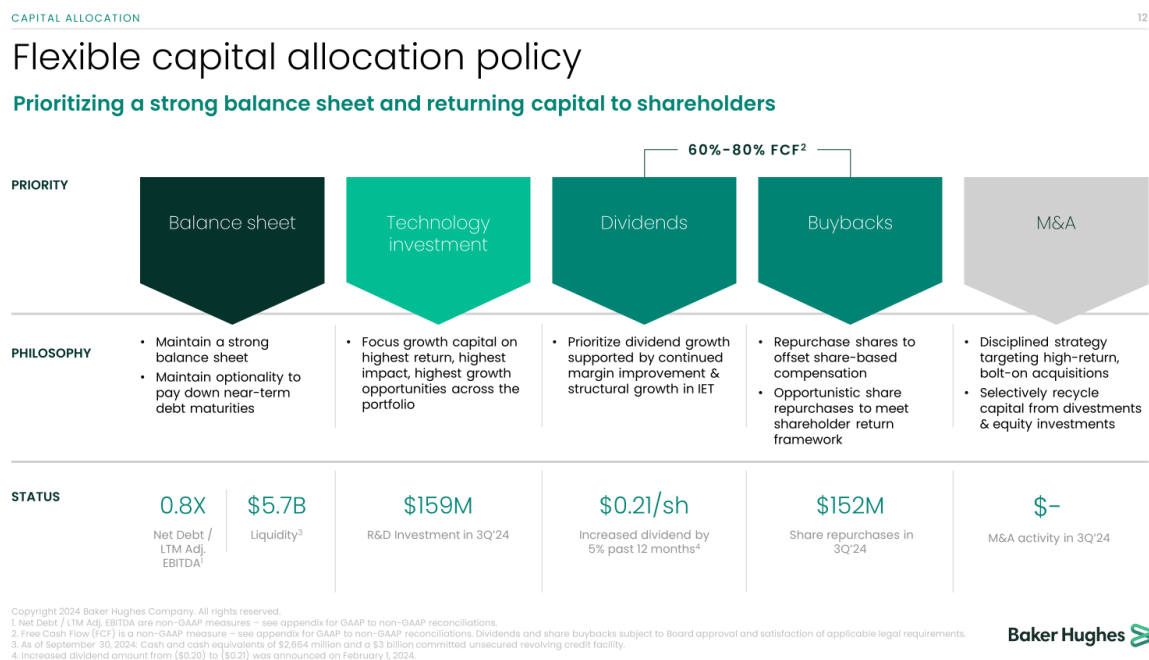
Our adjusted tax rate declined to 26% as we continue to execute our tax optimization program. We expect our year-end tax rate to be slightly below the midpoint of our full-year guidance range.

As Lorenzo mentioned, we delivered another quarter of solid orders, with total company orders of \$6.7 billion, including \$2.9 billion from IET. The diversity of IET’s end markets continue to support a healthy order book, strengthened by additional gas infrastructure projects and two FPSO awards.

We generated free cash flow of \$754 million for the quarter, bringing our year-to-date total to almost \$1.4 billion. For the full year, we are targeting free cash flow conversion of 45% to 50%.

Our balance sheet remains strong, ending the third quarter with cash of \$2.7 billion, net debt to EBITDA ratio of 0.8 times, and liquidity of \$5.7 billion.

Slide 12.



Turning to capital allocation on slide 12. In the third quarter, we returned \$361 million to shareholders. This includes \$209 million of dividends and \$152 million of shares repurchased during the third quarter. Year-to-date, we have returned \$1.1 billion to investors.

For the full year, we remain committed to returning 60% to 80% of free cash flow to shareholders. Our primary focus is to continue growing our dividend, with increases aligned with the structural growth of the business. We will continue to use share repurchases to reach the target range – and we remain opportunistic.

Slide 13.

IET SEGMENT RESULTS

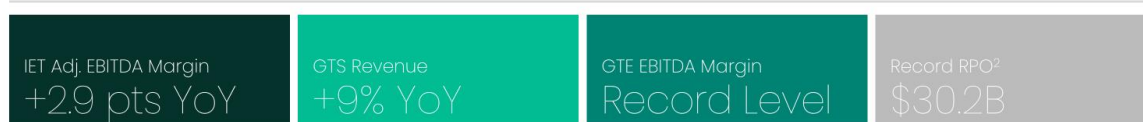
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Industrial & Energy Technology (IET)

Strong Gas Technology Equipment (GTE) orders provide visibility for Gas Technology Services (GTS) growth

FINANCIALS ¹	3Q'24
ORDERS (\$M)	2,868
REVENUE (\$M)	2,945
Adj. EBITDA (\$M)	528
Adj. EBITDA %	17.9%

- **Solid order momentum continues**
Another quarter of strong FPSO and gas infrastructure orders
- **Strong revenue growth**
Led by accelerated growth in CTS and GTS
- **Second consecutive quarter of record EBITDA**
Driven by strong GTE cost productivity
- **Significant EBITDA margin expansion**
Strongest year-over-year margin increase since 4Q19



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1. EBITDA, Adj. EBITDA margin are non-GAAP measures – see appendix for GAAP to non-GAAP reconciliations.
2. RPO = Remaining Performance Obligations.



Now I will walk you through the business segment results in more detail and provide our outlook, starting with **Industrial & Energy Technology** on slide 13.

IET EBITDA outperformed our guidance midpoint, entirely attributed to outstanding margin performance. As I will discuss later, the process mindset adopted by the team is driving a culture of improved efficiency and productivity, which is clearly reflected in the segment's margin performance.

IET orders remained strong at \$2.9 billion, driven by further FPSO and gas infrastructure orders. We are also seeing solid momentum for Cordant Solutions, which booked record orders.

Year-to-date, we have now booked \$9.2 billion of IET orders, and we remain on pace to achieve our full-year order guidance. The versatility and differentiation of the IET portfolio remain significant advantages for Baker Hughes, allowing us to profitably grow with new customers across both core energy and industrial end markets.

IET RPO ended the quarter at \$30.2 billion, an increase from prior quarter's record level and up 5% year-on-year. This level of RPO provides exceptional revenue and earnings visibility over the coming years. As we execute our robust equipment backlog, this will significantly increase our installed base, which will then drive structural growth in our aftermarket service business well beyond 2030.

IET revenue for the quarter was \$2.9 billion, up 9% versus the prior year, led by a 200% increase in Climate Technology Solutions and 9% growth in Gas Technology Services.

IET EBITDA was \$528 million, up 31% year-over-year. EBITDA margin increased 2.9 percentage points year-over-year to 17.9%.

I want to specifically highlight the progress in Gas Technology Equipment margins, which are up significantly due to conversion of higher margin backlog, cost efficiency improvement, and strong productivity gains. We also continued to see good margin expansion in a few of our more digital and industrial-levered businesses.

Slide 14.

OFSE SEGMENT RESULTS

14

Oilfield Services & Equipment (OFSE)

Strong EBITDA margin performance driven by cost-optimization initiatives

FINANCIALS ¹	3Q'24	
ORDERS (\$M)	3,807	• Resilient Subsea & Surface Pressure Systems (SSPS) orders Another quarter of robust flexible pipe system orders
REVENUE (\$M)	3,963	• Revenue remains at robust levels Growth in SSPS and Production Solutions, offset by Well Construction & CIM
Adj. EBITDA (\$M)	765	• International growth decelerates Middle East & Latin America main contributors of decelerated growth
Adj. EBITDA %	19.3%	• NAM outperforms on differentiated portfolio NAM Land mix weighted to production drives differentiated performance
		• EBITDA margin exceeds 19% Highest OFSE margin levels since merger



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¹ EBITDA margin and Adj. EBITDA are non-GAAP measures – see appendix for GAAP to non-GAAP reconciliations.



Turning to **Oilfield Services & Equipment** on slide 14. The segment maintained its strong margin trajectory, and we are on track to achieve our 20% margin target for next year. This is a testament to the work the OFSE team has done to drive cost efficiencies and maintain commercial discipline as they remain focused on profitable growth and driving toward stronger service delivery to customers.

Continued strength in flexibles helped to drive Subsea & Surface Pressure Systems (SSPS) orders of \$776 million. We expect offshore activity to remain at solid levels and anticipate increased order contribution from subsea tree awards in 2025.

OFSE revenue in the quarter was \$4 billion, led by sequential growth in flexible pipe systems, surface pressure control and artificial lift.

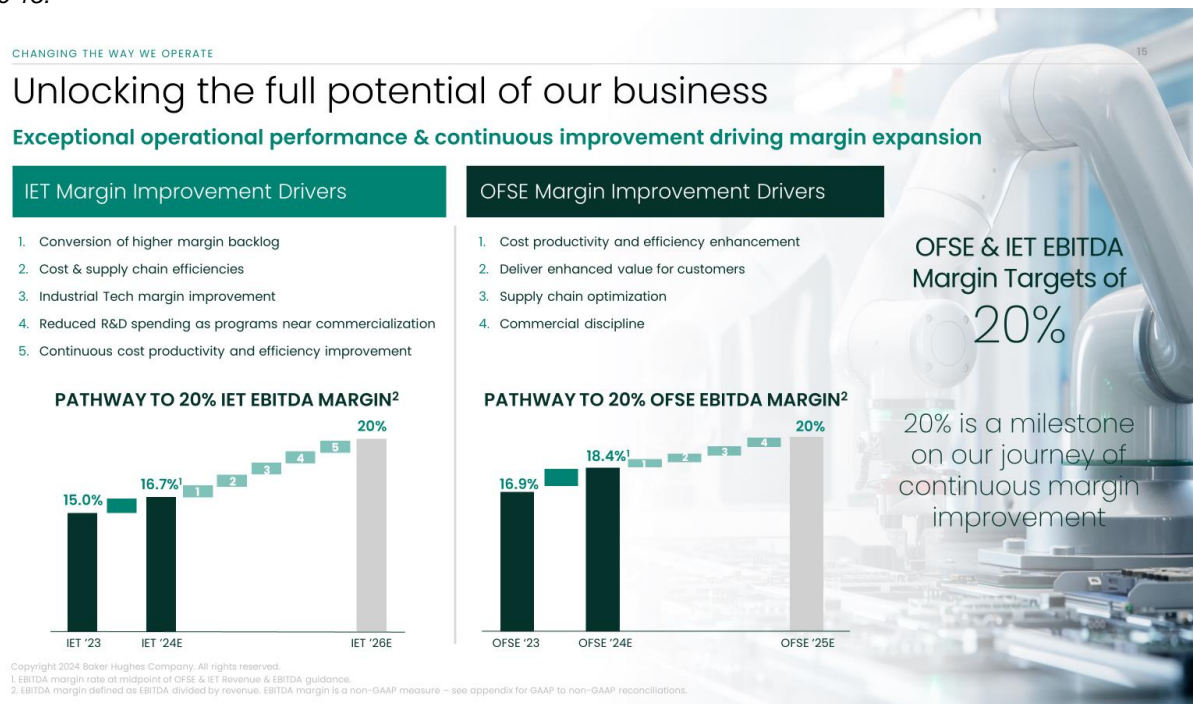
International revenue was flat sequentially. Growth continued in Europe and Sub-Saharan Africa, which was offset by lower revenue in the Middle East and Latin America.

In North America, revenues declined 5% sequentially, mostly due to the Gulf of Mexico. North America land revenues were flat sequentially, again outperforming rig activity due to our heavy weighting toward production-levered businesses.

OFSE EBITDA in the quarter was \$765 million, up 14% year-over-year.

OFSE EBITDA margin rate was 19.3%, increasing 2.3 percentage points year-over-year. This strong margin improvement was led by higher pricing, cost efficiency and productivity enhancements that we have been executing across the business. We are particularly pleased with the continued improvement in SSPS performance, where margins increased to record levels.

Slide 15.



Turning to slide 15, I want to take a moment to emphasize the strong progress we are making in driving structural margin improvement. This is clearly evident from our results. An important aspect to highlight is that more than half of this quarter's year-over-year margin improvement is attributed to the transformation actions the team has executed across the Company. This will continue to be a large contributor to our margin improvement as we progress through 2025.

We are executing several projects to streamline activities, remove duplication and modernize management systems. This is improving clarity, transparency and the pace of decision making, enabling our colleagues to work smarter and drive costs structurally lower.

We also continue to enhance our supply chain across the enterprise. Specifically, on our procurement strategy, we are focused on sourcing a larger volume of materials from best-cost countries by leveraging suppliers in India, Mexico and Eastern Europe.

In IET, we have demonstrated significant progress this year, highlighted by EBITDA margins reaching the high teens this quarter. We remain on track to achieve our 20% margin target in 2026, an important milestone in our journey toward high-quality, industrial-type margins.

The key drivers in achieving our margin target include: conversion of higher margin Gas Technology Equipment backlog, cost and supply chain efficiencies, higher Industrial Technology margins, and reduced R&D spending as revenues continue to grow.

We are demonstrating tremendous progress in IET. The team has adopted a process mindset that is driving a culture of improved efficiency and productivity, embracing industrial automation and deploying lean strategies across our operations. This is yielding higher throughput, lower manufacturing costs, and reduced lead times for our customers.

This year alone, IET has initiated over 100 Kaizen projects. To give you some perspective on targeted improvements from these Kaizens, the team has recently reduced the lead time of one of our X-ray industrial inspection machines by one-third and made significant improvements to product cost on multiple product lines.

In OFSE, we delivered an EBITDA margin rate of 19.3% in the quarter, which is approaching our 20% target. SSPS performance this year is a great example of the progress we have made in OFSE. SSPS EBITDA margins have increased significantly over the last two quarters and now are in line with our subsea equipment peers. This has been driven by refocusing our commercial model, rightsizing our capacity, and improving our execution.

There are still more opportunities across the broader OFSE portfolio to optimize our supply chain, improve service delivery and drive further cost productivity. We are focused on profitable growth over the coming years and remain confident in driving continuous margin improvement beyond our 20% target.

Overall, we are making significant progress in changing the way we operate and are excited by the many opportunities still available to drive margins even higher across Baker Hughes.

Slide 16.

GUIDANCE

16

4Q'24 & FY 2024 outlook

	4Q'24			2024	
	REVENUE (\$B)	Adj. EBITDA (\$B)		REVENUE (\$B)	Adj. EBITDA (\$B)
BKR¹	REVENUE (\$B)	6.85 – 7.35	OFSE	REVENUE (\$B)	15.45 – 15.75
	Adj. EBITDA (\$B)	1.18 – 1.34		EBITDA (\$B)	2.82 – 2.92
OFSE	REVENUE (\$B)	3.70 – 4.00	IET	ORDERS (\$B)	11.50 – 13.50
	EBITDA (\$M)	700 – 800		REVENUE (\$B)	11.90 – 12.10
IET	REVENUE (\$B)	3.15 – 3.35	EBITDA (\$B)	1.97 – 2.03	
	EBITDA (\$M)	560 – 620	OTHER	CORPORATE COSTS ² (\$M)	Approx. 340
OTHER	CORPORATE COSTS ² (\$M)	Approx. 85		D&A (\$B)	1.10 – 1.20
	D&A (\$M)	Approx. 290	Adj. Effective Tax Rate (%)	27% – 32%	

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¹ EBITDA, Adj. EBITDA and Adj. Effective Tax Rate (ETR) are non-GAAP measures – see appendix for GAAP to non-GAAP reconciliations. Outlook for Adj. EBITDA and Adj. ETR 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.
² Corporate costs guidance is stated at the EBITDA level which deducts \$5M of D&A from corporate costs on the operating income level in 3Q & -\$20M for FY24.
 Note: guidance numbers shown above in tables may not add exactly due to rounding differences.



Next, I would like to update you on our outlook. The details of our fourth-quarter and full-year 2024 guidance are found on slide 16. The ranges for revenue, EBITDA, and D&A (depreciation & amortization) are shown on this slide, and I will focus on the midpoint of our guidance. Overall, we maintain our outlook for the company. IET is benefiting from multiple cycles, including LNG, gas infrastructure, offshore and new energy. Our portfolio is well-suited to capitalize on the positive momentum in each of these areas.

Given these tailwinds and our continued operational improvement, we expect fourth-quarter total EBITDA of approximately \$1.26 billion at the midpoint of our guidance range.

For IET, we expect fourth-quarter results to benefit from continued productivity enhancements and process improvements, as well as strong revenue conversion of the segment's robust backlog. Overall, we expect fourth-quarter IET EBITDA of \$590 million at the midpoint of our guidance range.

The major factors driving this range will be the pace of backlog conversion in Gas Technology Equipment, the impact of any aeroderivative supply chain tightness in Gas Technology, and operational execution in Industrial Technology and Climate Technology Solutions.

For OFSE, we expect fourth-quarter EBITDA of \$750 million at the midpoint of our guidance range, impacted by activity uncertainty in Saudi Arabia, Mexico, and North America.

Factors impacting this range include the SSPS backlog conversion, realization of further cost-out initiatives, broader activity levels, and the amount of year-end product sales.

Now turning to our full-year guidance. We have narrowed the guidance range for total Company EBITDA and the midpoint remains unchanged.

We expect IET orders to remain at robust levels this year, driven by strong momentum across all aspects of the IET portfolio. We maintain our full-year guidance range of \$11.5 billion to \$13.5 billion, with expectations for orders to approach the midpoint.

As a result of robust backlog conversion and strong margin performance, we are increasing our full-year outlook for IET EBITDA to \$2 billion at the midpoint of our guidance range.

For OFSE, our updated EBITDA midpoint is \$2.87 billion, where margin strength is expected to be offset by lower second-half OFS (Oilfield Services) revenues.

In summary, we are extremely pleased with the operational performance of the Company. The third quarter marks the second consecutive quarter of record EBITDA, the highest EBITDA margin quarter since 2017 – and a near tripling of quarterly EPS (earnings per share) in just two years. These are clear indicators that our transformation is working.

The entire organization is committed to structurally improving margins and capitalizing on market opportunities with our differentiated portfolio of products and services – both of which are key drivers in our journey to further increase shareholder value. We are proud of the progress the Company is making, and we are excited about the future of Baker Hughes.

I'll turn the call back over to Lorenzo.

Lorenzo Simonelli Baker Hughes – Chairman & CEO

Thank you, Nancy.

Slide 18.

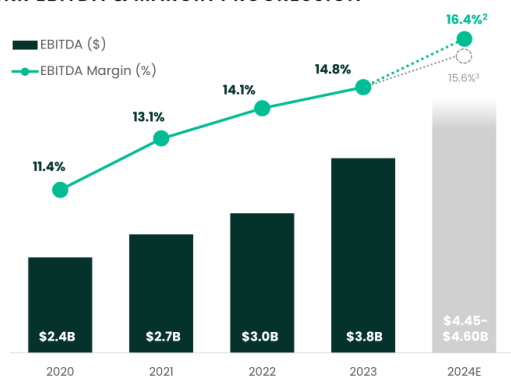
OUR STRATEGY

18

Our strategy is delivering success

Margins to increase 5 percentage points since 2020

BKR EBITDA & MARGIN PROGRESSION¹



Compelling Investment Thesis

- Differentiated growth opportunity
- Underappreciated industrial attributes
- Significant revenue visibility
- Substantial margin & return upside
- Strong shareholder returns

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1. EBITDA & EBITDA margin are non-GAAP measures – see appendix for GAAP to non-GAAP reconciliations.
2. Implied EBITDA margin rate midpoint of 3Q 2024 guidance range.
3. Implied EBITDA margin rate midpoint of 1Q 2024 guidance range.

Baker Hughes

Turning to slide 18. Our results are showing clear progress as the Company's strategy is delivering success. EBITDA has almost doubled in four years, and our margins are expected to be up 5 percentage points compared to 2020.

Looking forward, we see a differentiated growth opportunity for Baker Hughes, led by our strong market positioning across natural gas, LNG, new energy, industrial and mature fields. Recent growth cycles across multiple end markets have resulted in robust order levels that provide significant revenue visibility for IET's equipment and aftermarket service businesses.

In addition, we continue our journey of relentless margin improvement. Total EBITDA margins this quarter reached the highest level since 2017, with both segments achieving high-teen margins on a path to our 20% targets. Twenty percent is not a destination: It is only a milestone on our journey toward peer-leading margins across both segments.

To close, I'd like to thank the Baker Hughes team for yet again delivering very strong results. It is a testament to the strength of our people, the culture we are building, the portfolio we have created, and the value of the Baker Hughes enterprise.

With that, I will turn the call back over to Chase.

Chase Mulvehill *Baker Hughes – VP of Investor Relations*

Thanks, Lorenzo.

Operator, let's open the call for questions.