

# Barclays CEO Energy Power Conference

**Lorenzo Simonelli, Chairman & CEO**

September 6, 2022

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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.



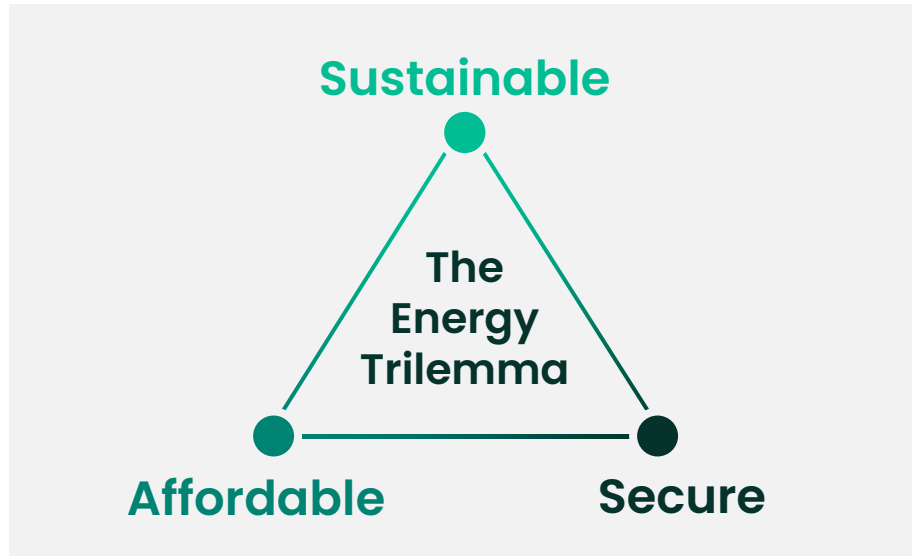
# Sharpening our focus on building a differentiated Energy Technology Company

## OUR PATH FORWARD

- Uniquely positioned to capitalize on cyclical commodity tailwinds and structural growth of energy transition
- Improving margins and investing in leading industrial and energy transition technologies
- Streamlining our corporate structure to deliver strategic and operational benefits
- Enhancing returns, generating strong free cash flow, delivering more value to shareholders

# Baker Hughes is positioned to capitalize on the evolving energy landscape

## ENERGY NEEDS TO BE:



## KEY MACRO THEMES

- Recent geopolitical events have **re-drawn the global energy map**, significantly changing the macro-outlook
- Governments are re-balancing their priorities between **sustainability, security, and affordability**
- “Net Zero” ambitions remain urgent ... energy crisis changing perceptions ... influencing a **more balanced approach**
- The need for **increased investment** in all forms of energy becoming more apparent to all parties

Well positioned to help address the Energy Trilemma ... key driver of near-term upstream & LNG spend, and growth in new energy technology investments

# Our strategy evolution continues

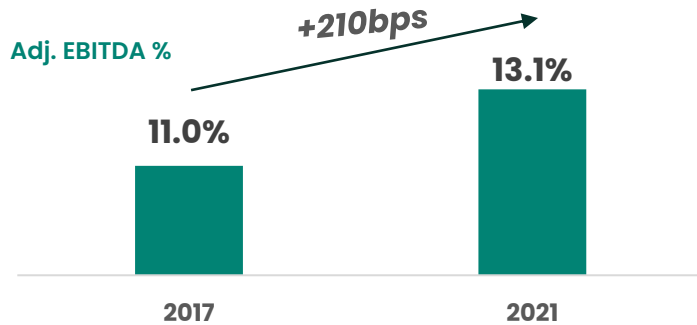
Successfully executing across all three pillars of our strategy to lead the energy transition

## Transform the core

**Margin expansion** – 210 bps margin expansion '17-'21 despite volume down 6%

**Enhanced FCF<sup>4</sup> conversion** – from 43% of adj. EBITDA<sup>5</sup> in '18 to 68% in '21

**Portfolio rationalization** – \$1.3B<sup>1</sup> of dispositions



## Invest for growth

**Tuck-in M&A** – \$2.1B<sup>2</sup> of strategic acquisitions & investments

**Disciplined approach** – Recycling disposal proceeds in acquisitions and investments

**Targeting select technologies** – Investing for growth across upstream & industrial sectors

<p>IAM</p>	<p>OFS</p>
<p>Inspection</p>	<p>Industrial</p>

## Position for new frontiers

**Clean technology acquisition** – Over 10 new technologies acquired

**Developing broad portfolio** – Deploying capital across CCUS, hydrogen, CPS<sup>3</sup> & geothermal

**Early commercial success** – \$350+M new energy orders over the last 18 months

<p>CCUS</p>	<p>Hydrogen</p>
<p>CPS</p>	<p>Geothermal</p>

Re-investing in growth opportunities while returning almost \$8B of capital since 2017

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1. Includes announced divestiture of Nexus Controls

2. Includes announced acquisitions of Altus Intervention, AccessESP, BRUSH Group Power Generation and Quest Integrity

3. CPS – Clean Power Solutions

4. Free Cash Flow is a non-GAAP measure – see appendix and latest financial disclosures for non-GAAP to GAAP reconciliations

5. Adj. EBITDA is a non-GAAP measure – see appendix and latest financial disclosures for non-GAAP to GAAP reconciliations

# Transforming the company to drive profitability & enhance optionality

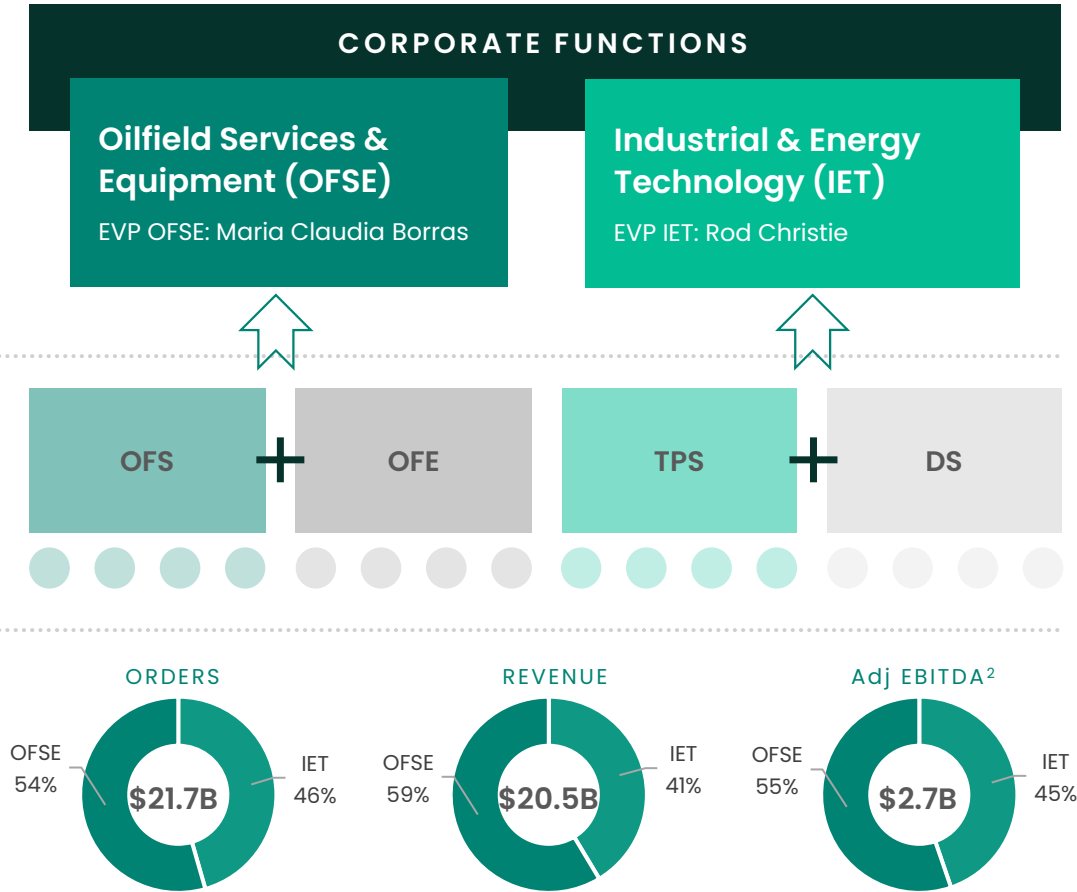


STREAMLINED HQ

TWO CORE BUSINESSES

ELIMINATION OF FOUR PRODUCT CO STRUCTURES

NEW REPORTING SEGMENTS<sup>1</sup>



## CHANGING THE WAY WE OPERATE

- ✓ Creating two business segments focused on different growth profiles
- ✓ Reducing Executive Leadership team
- ✓ Removing management layers
- ✓ Simplifying operations to enhance profitability
- ✓ Enhancing organizational vitality

**\$150M**

Cost out across HQ, OFSE & IET

**~25%**

Reduction in CEO direct reports

Maximizing returns while positioning for strategic optionality



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1. '21 Data

2. Adj. EBITDA is a non-GAAP measure – see appendix and latest financial disclosures for non-GAAP to GAAP reconciliations. Note % OFSE / IET calculated from segment EBITDA (ex Corporate)

# Strategic & operational advantages of new streamlined structure

Enhancing execution... capitalizing on different spending cycles across a shared customer base

## Oilfield Services & Equipment (OFSE)

### Maximizing value in a maturing industry

- Maturing industry fundamentals
- Leveraged to upstream spending cycles
- Focused on margin expansion
- Technology differentiation and capital light model
- Capital discipline and strong FCF generation

## Industrial & Energy Technology (IET)

### Maximizing long-term growth potential in an evolving market

- Long-term structural growth outlook
- Leveraged to LNG, industrial & New Energy
- Investing for long-term growth
- High impact solutions to facilitate Energy Transition

## Benefits and operational improvements of new structure

### ✓ Maintain Scale

- Global facilities & supply chain
- Leading engineering and R&D expertise

### ✓ Position for evolving customer needs

- Capitalize on IET and OFSE customer overlap
- Provide solutions across the energy value chain: CCUS, Geothermal, Emissions Mgmt & Digital

### ✓ Simplified Org & Flexibility

- Leaner cost structure, faster decision making
- Efficient capital allocation
- New operational roles for key talent

### ✓ Enhances strategic optionality

- Ability to rapidly execute a new corporate structure as priorities and market conditions evolve

**A3/A-**

Credit Rating

**~40%**

of 2021 revenue shared across top 25 customers<sup>1</sup>

**50+%**

Targeted FCF conversion

**60-80%**

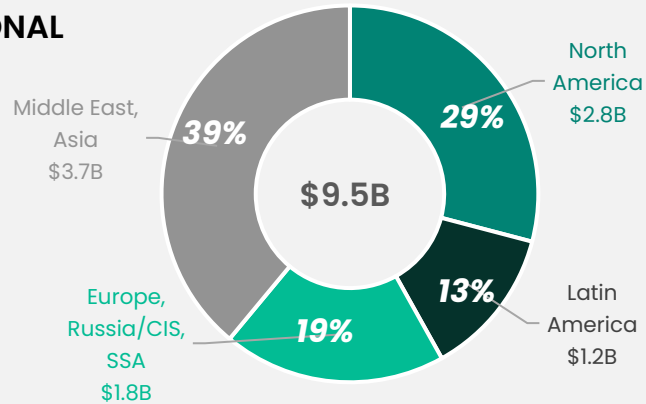
Targeted FCF returned to shareholders

# Production focused portfolio with strong international presence

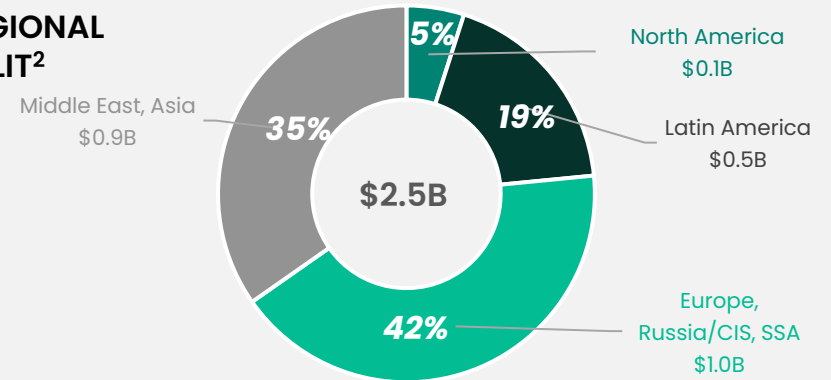
## Oilfield Services & Equipment Reporting Segments – Revenue TY '21

<b>Well Construction</b> <b>\$3.3B</b>	<b>Completions, Intervention &amp; Measurements</b> <b>\$3.1B</b>	<b>Production Solutions</b> <b>\$3.1B</b>	<b>Subsea &amp; Surface Pressure Systems</b> <b>\$2.5B</b>
<ul style="list-style-type: none"> <li>• Drilling Services</li> <li>• Drill Bits</li> <li>• Drilling &amp; Completion Fluids</li> </ul>	<ul style="list-style-type: none"> <li>• Completions &amp; Well Intervention</li> <li>• Wireline Services</li> <li>• Cementing</li> <li>• International Pressure Pumping</li> </ul>	<ul style="list-style-type: none"> <li>• Artificial Lift Systems</li> <li>• Oilfield &amp; Industrial Chemicals</li> </ul>	<ul style="list-style-type: none"> <li>• Subsea Production Systems</li> <li>• Flexible Pipe Systems</li> <li>• Surface Pressure Control</li> </ul>

**OFS 2021 REGIONAL REVENUE SPLIT<sup>1</sup>**



**OFE 2021 REGIONAL REVENUE SPLIT<sup>2</sup>**



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1. Note: OFS revenue splits for 2021. OFS Russia operations sale announced in August 2022, expected to close 2H 2022. OFS Russia revenue was \$0.5B in 2021.

2. Note: OFE revenue splits for 2021. OFE Russia revenue was \$0.2B in 2021.



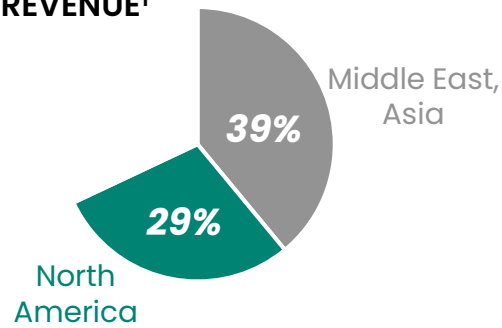
# Developing new solutions for current and evolving upstream market

## Capitalize on multi-year cycle

### Multiple initiatives to capitalize on growth cycle and position for the future:

- Strong upstream spending expected '21-'24
- Leverage strong presence in Middle East, NAM, and offshore
- Evaluate portfolio, rationalize non-strategic products and markets

### OFS 2021 REVENUE<sup>1</sup>



## Evolving our business models

Moving from selling products to more solutions-based offerings:

### Well Construction

- Leading technology integrated into automated and remote operations workflows

### Completions, Intervention, and Measurements

- Diverse portfolio of technology to evaluate, intervene and complete

### Production Solutions

- Full-scale solutions from Lift, Chemicals, and Surface Pressure Control to smart production integrated solutions



## Develop new energy portfolio

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

### Geothermal<sup>2</sup>

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



### CCUS

- Leading CO<sub>2</sub> storage technology provider

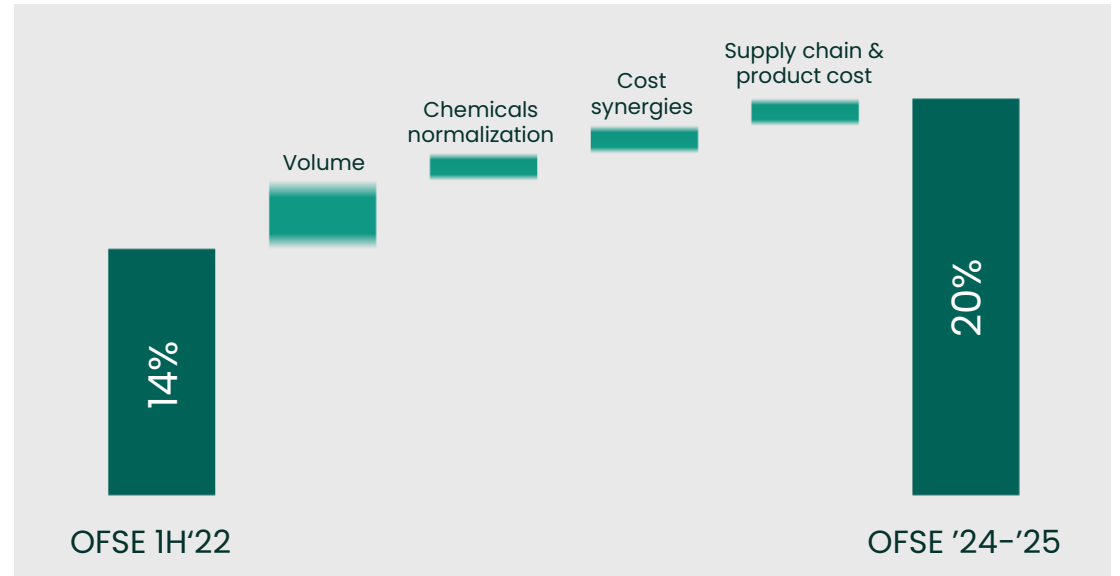


# OFSE strategy and execution

Positioned for cyclical upturn and preparing for new energy order

<p><b>Capitalize on macro tailwinds</b></p>	<ul style="list-style-type: none"> <li>• Multiyear upstream cycle to bolster growth</li> <li>• Well positioned in key markets – Middle East, NAM, offshore</li> <li>• Continue to high grade portfolio and geographic footprint, rationalize cost base</li> </ul>
<p><b>Invest in new strategic initiatives</b></p>	<ul style="list-style-type: none"> <li>• Build upon current portfolio to develop integrated production solutions</li> <li>• Develop geothermal and carbon storage technologies</li> <li>• Accelerate commercialization of key technologies</li> </ul>
<p><b>Portfolio integration &amp; actions</b></p>	<ul style="list-style-type: none"> <li>• Execute at least \$60 million in cost out through OFS/OFE integration</li> <li>• Right-size facilities footprint</li> <li>• Fix OFE supply chain</li> <li>• Leverage combined engineering resources</li> <li>• Leverage commercial relationships of OFS</li> <li>• Re-assess SPS strategy</li> </ul>

## 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)

# A broad industrial and energy portfolio

## Industrial & Energy Technology Reporting Segments – Revenue TY '21

### Gas technology

**Equipment**  
**\$2.9B**

**Gas Turbines**

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

**Compressors**

- Centrifugal, axial compressors
- API reciprocating compressors

**Services**  
**\$2.7B**

**Services & Aftermarket**

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

**~65%**  
 IET revenue 2021

### Industrial technology

**Condition Monitoring**  
**\$0.6B**

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

**Inspection**  
**\$0.9B**

**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 Controls<sup>1</sup>

**~35%**  
 IET revenue 2021

### Growth Areas

**Climate Technology Solutions**

- CCUS
- Hydrogen
- Clean Power Solutions
- Emissions Management
- CO<sub>2</sub> Abatement

**Industrial Asset Management**

- Industrial Equip. Health
- Asset Strategy Management
- Emissions
- Process Optimization

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

# Attractive near-term growth... Gas, Industrial & New Energy

## NEAR-TERM DRIVERS

- Services represent ~45% of total IET revenues
- Double digit top line growth from equipment orders '22-'25
- Building off a strong foundation in hydrogen & CCUS ... driving orders

**\$1.4B**  
Recurring in 2021

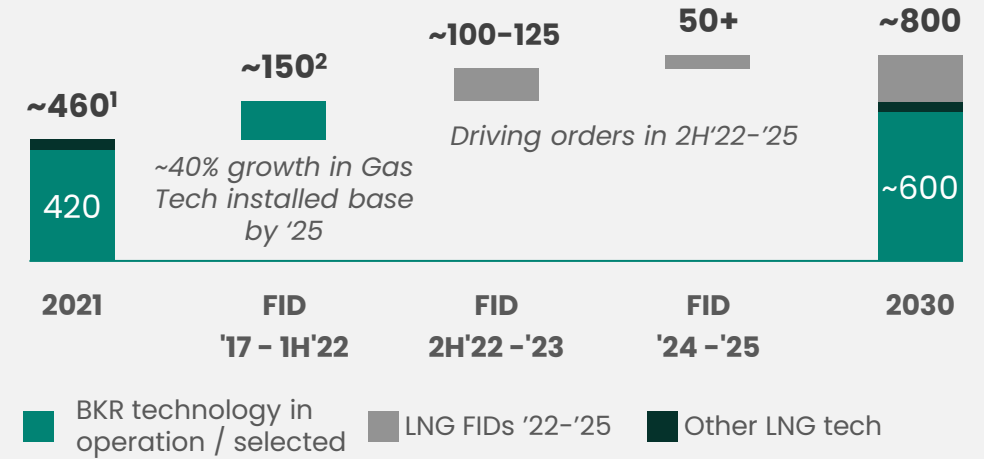
**\$10-11B**  
Expected orders in '22-'23

**~\$200M**  
New Energy orders in 2022

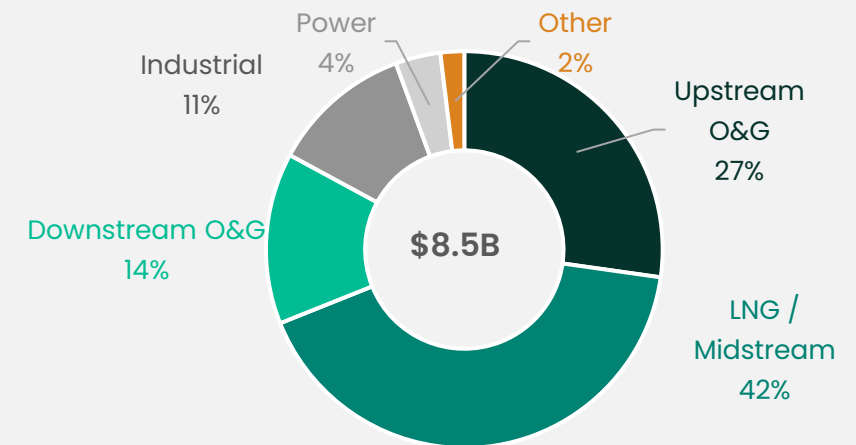
## STRATEGIC PRIORITIES

- Consolidate and operationally improve industrial businesses, focus on driving margin improvement
- Scale up research and investments in new energy portfolio ... R&D ~3-4% of revenue
- Develop and commercialize digital capabilities across IET... IAM, outcome based solutions

## LNG outlook... strong order growth near-term



## IET Diversified End Markets – 2021 revenues



# Energy Transition drives long-term growth

## KEY DRIVERS OF GROWTH OUTLOOK

- Significant growth in services revenue
- Commercialize H2 and CCUS investments, driving strong CTS revenue growth
- Leverage current technologies to drive efficiencies and decarbonize industrial sectors
- Leverage IAM investments to expand recurring revenue base

**70%+**  
est. growth in global LNG capacity by ~2030

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

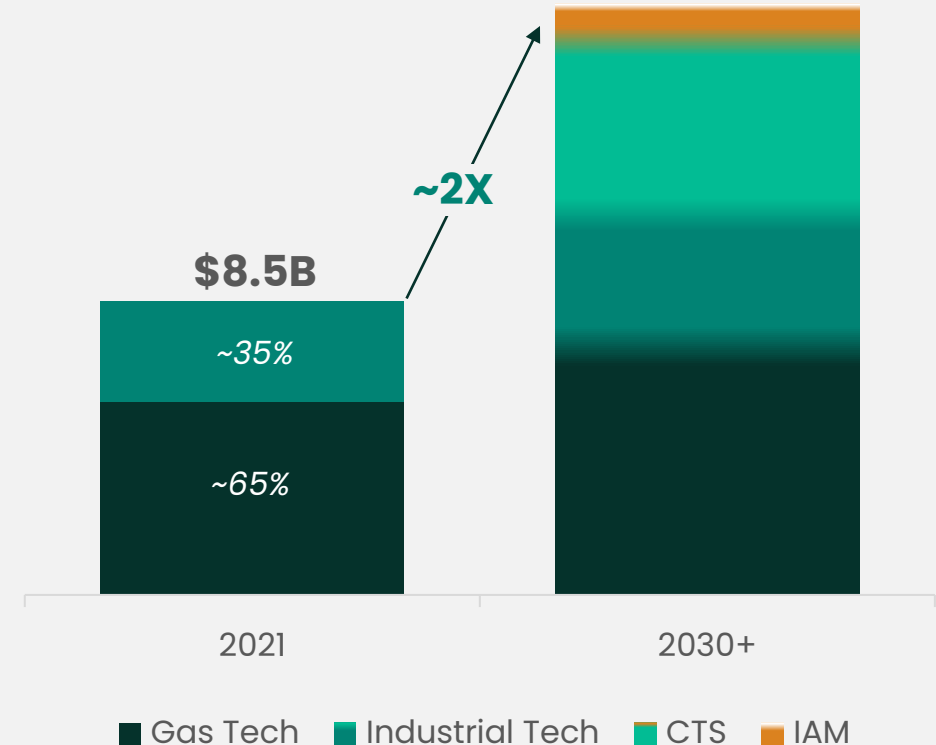
**~20%**  
of global emissions<sup>1</sup>

**3x**  
IAM orders by 2027

## INVESTMENT APPROACH FOR HIGH GROWTH AREAS

- Targeting CTS and IAM for long-term growth
- Targeting ~\$0.3B-\$0.4B of annual R&D across IET to drive new technology commercialization
- Foundational technology investments across existing IET portfolio ... efficiency improvements in gas turbine offerings to reduce emissions and target technology cost-out

## Driving to double revenues



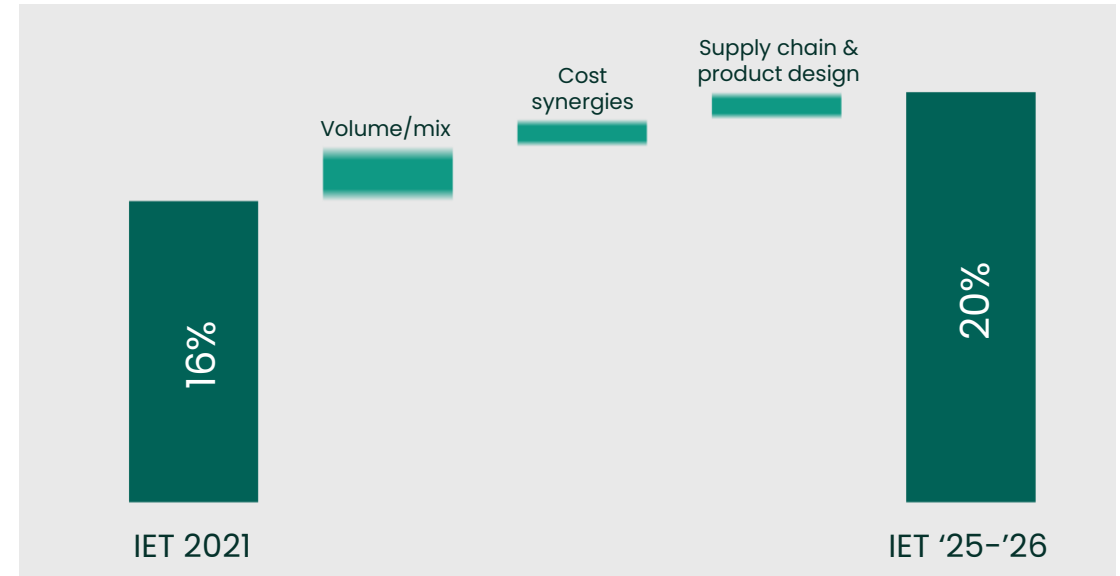


# IET strategy and execution

Creating a market leader for a net-zero economy

<p><b>Capitalize on macro tailwinds</b></p>	<ul style="list-style-type: none"> <li>• Natural gas leader across value chain, with unrivalled LNG presence</li> <li>• Leading compression and gas turbine technology, driving differentiation across multiple markets</li> <li>• Growing installed base and service franchise</li> </ul>
<p><b>Invest in new strategic initiatives</b></p>	<ul style="list-style-type: none"> <li>• Growing in industrial markets, leveraging flow control and condition monitoring expertise</li> <li>• Grow CTS in CCUS, H2, Clean Integrated Power Solutions and Emissions Management</li> <li>• Develop IAM capabilities for energy and industrial customers</li> </ul>
<p><b>Portfolio integration &amp; actions</b></p>	<ul style="list-style-type: none"> <li>• Execute at least \$50 million in cost out through TPS/DS integration</li> <li>• Streamline and re-position supply chain</li> <li>• Lower cost product design</li> <li>• Integration of key technologies (Bently Nevada, Inspection)</li> </ul>

## Pathway to 20% EBITDA margins

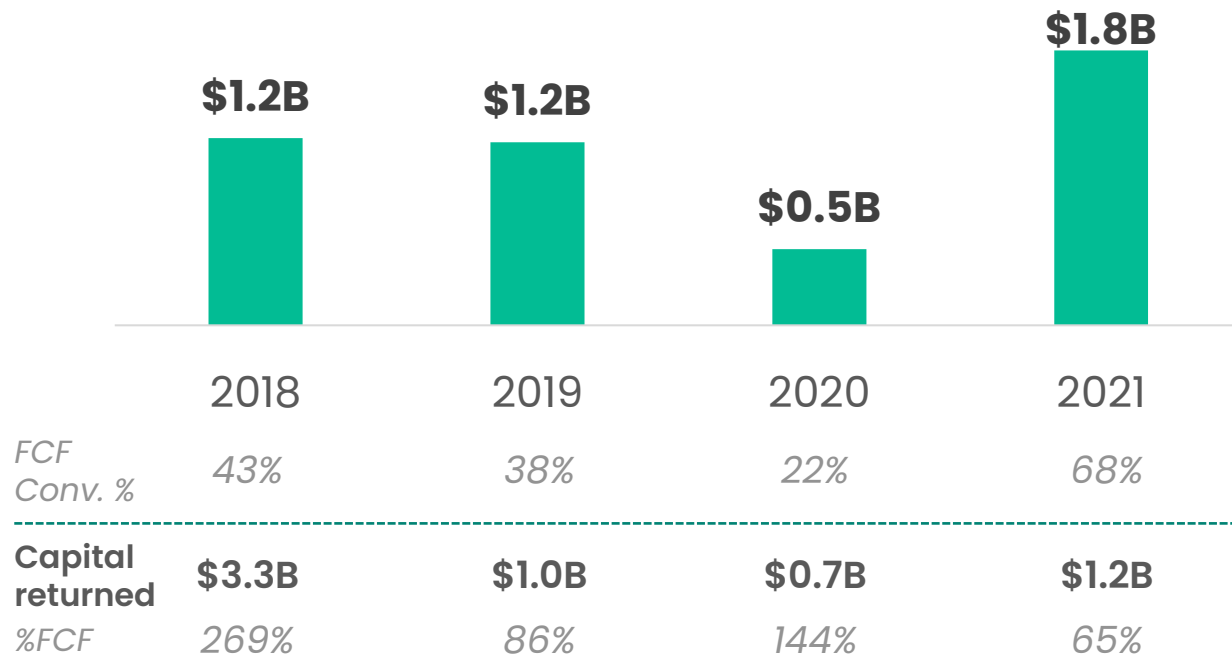


## Financial targets



# Continued emphasis on free cash flow & returns to shareholders

Delivering on FCF<sup>1</sup> potential >>



## Driving financial returns

- Disciplined investment combined with returning cash to shareholders
- ~\$2.1B inorganic investments<sup>1</sup> funded partially through ~\$1.3B of disposals<sup>2</sup> proceeds
- Targeting 60–80% of FCF returned to shareholders
- Returned \$8B back to shareholders since company formation
- On pace to return ~\$1.5B back to shareholders in 2022

# 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

# Committed to creating shareholder value

## ACTION PLAN TO DELIVER SHAREHOLDER VALUE

- Restructuring from four product companies into two business segments, improving operations and enhancing future optionality
- Capitalizing on the current multi-year upstream spending cycle and the next wave of LNG investment
- Create new operational roles for upcoming talent
- Disciplined investment in new energy and industrial technologies... Lead in climate change
- Prioritizing free cash flow and returning capital to our shareholders

# Appendix



# GAAP to Non-GAAP Reconciliations

(\$ in millions)

## Reconciliation of Cash Flow From Operating Activities to Free Cash Flow

### Non-GAAP reconciliation

	TY2017 <sup>2</sup>	TY2018	TY2019	1Q2020	2Q2020	3Q2020	4Q2020	TY2020	1Q2021	2Q2021	3Q2021	4Q2021	TY2021	1Q2022	2Q2022	1H2022
<b>Cash flow from operating activities (GAAP)</b>	<b>(1,028)</b>	<b>1,762</b>	<b>2,126</b>	<b>478</b>	<b>230</b>	<b>219</b>	<b>378</b>	<b>1,304</b>	<b>678</b>	<b>506</b>	<b>416</b>	<b>773</b>	<b>2,374</b>	<b>72</b>	<b>321</b>	<b>393</b>
Add: cash used in capital expenditures, net of proceeds from disposal of assets	(575)	(537)	(976)	(325)	(167)	(167)	(127)	(787)	(180)	(121)	(111)	(129)	(541)	(177)	(174)	(351)
<b>Free cash flow (Non-GAAP)</b>	<b>(1,602)</b>	<b>1,225</b>	<b>1,150</b>	<b>152</b>	<b>63</b>	<b>52</b>	<b>250</b>	<b>518</b>	<b>498</b>	<b>385</b>	<b>305</b>	<b>645</b>	<b>1,832</b>	<b>(105)</b>	<b>147</b>	<b>42</b>

## Reconciliation of Operating Income to Adjusted EBITDA and Adjusted EBITDA Margin

### Non-GAAP reconciliation

	TY2017 <sup>2</sup>	TY2018	TY2019	1Q2020	2Q2020	3Q2020	4Q2020	TY2020	1Q2021	2Q2021	3Q2021	4Q2021	TY2021	1Q2022	2Q2022	1H2022
<b>Revenue</b>	<b>21,841</b>	<b>22,877</b>	<b>23,838</b>	<b>5,425</b>	<b>4,736</b>	<b>5,049</b>	<b>5,495</b>	<b>20,705</b>	<b>4,782</b>	<b>5,142</b>	<b>5,093</b>	<b>5,485</b>	<b>20,502</b>	<b>4,835</b>	<b>5,047</b>	<b>9,882</b>
<b>Operating Income (loss) (GAAP)</b>	<b>(409)</b>	<b>701</b>	<b>1,074</b>	<b>(16,059)</b>	<b>(52)</b>	<b>(49)</b>	<b>182</b>	<b>(15,978)</b>	<b>164</b>	<b>194</b>	<b>378</b>	<b>574</b>	<b>1,310</b>	<b>279</b>	<b>(25)</b>	<b>253</b>
Less: Merger, Impairment, Restructuring & Other	(1,265)	(691)	(528)	(16,299)	(156)	(283)	(281)	(17,018)	(106)	(139)	(24)	3	(266)	(70)	(402)	(472)
<b>Adjusted Operating Income (Non-GAAP)</b>	<b>856</b>	<b>1,391</b>	<b>1,602</b>	<b>240</b>	<b>104</b>	<b>234</b>	<b>462</b>	<b>1,040</b>	<b>270</b>	<b>333</b>	<b>402</b>	<b>571</b>	<b>1,576</b>	<b>348</b>	<b>376</b>	<b>725</b>
Add: Depreciation & Amortization	1,537	1,486	1,418	355	340	315	307	1,317	292	278	262	273	1,105	277	275	551
<b>Adjusted EBITDA (Non-GAAP)</b>	<b>2,393</b>	<b>2,877</b>	<b>3,020</b>	<b>594</b>	<b>444</b>	<b>549</b>	<b>770</b>	<b>2,357</b>	<b>562</b>	<b>611</b>	<b>664</b>	<b>844</b>	<b>2,681</b>	<b>625</b>	<b>651</b>	<b>1,276</b>
<b>Adjusted EBITDA Margin (Non-GAAP)<sup>1</sup></b>	<b>11.0%</b>	<b>12.6%</b>	<b>12.7%</b>	<b>11.0%</b>	<b>9.4%</b>	<b>10.9%</b>	<b>14.0%</b>	<b>11.4%</b>	<b>11.7%</b>	<b>11.9%</b>	<b>13.0%</b>	<b>15.4%</b>	<b>13.1%</b>	<b>12.9%</b>	<b>12.9%</b>	<b>12.9%</b>

# OFSE and IET GAAP to Non-GAAP Reconciliations

(\$ in millions)

## Reconciliation of Operating Income to Adjusted EBITDA – OFSE

### Non-GAAP reconciliation

	<u>TY2017</u>	<u>TY2018</u>	<u>TY2019</u>	<u>1Q2020</u>	<u>2Q2020</u>	<u>3Q2020</u>	<u>4Q2020</u>	<u>TY2020</u>	<u>1Q2021</u>	<u>2Q2021</u>	<u>3Q2021</u>	<u>4Q2021</u>	<u>TY2021</u>	<u>1Q2022</u>	<u>2Q2022</u>	<u>1H2022</u>
<b>OFSE Revenue</b>	<b>13,022</b>	<b>14,258</b>	<b>15,809</b>	<b>3,851</b>	<b>3,106</b>	<b>3,034</b>	<b>2,993</b>	<b>12,984</b>	<b>2,827</b>	<b>2,995</b>	<b>3,021</b>	<b>3,185</b>	<b>12,028</b>	<b>3,017</b>	<b>3,230</b>	<b>6,247</b>
<i>OFS Revenue</i>	10,361	11,617	12,889	3,139	2,411	2,308	2,282	10,140	2,200	2,358	2,419	2,566	9,542	2,489	2,689	5,178
<i>OFE Revenue</i>	2,661	2,641	2,921	712	696	726	712	2,844	628	637	603	619	2,486	528	541	1,070
<b>OFSE Operating Income (loss) (GAAP)</b>	<b>317</b>	<b>785</b>	<b>972</b>	<b>198</b>	<b>31</b>	<b>112</b>	<b>165</b>	<b>506</b>	<b>147</b>	<b>199</b>	<b>204</b>	<b>280</b>	<b>830</b>	<b>213</b>	<b>249</b>	<b>461</b>
<i>OFS Operating Income</i>	292	785	917	206	46	93	142	487	143	171	190	256	761	221	261	482
<i>OFE Operating Income</i>	26	0	55	(8)	(14)	19	23	19	4	28	14	23	69	(8)	(12)	(20)
<b>Add: OFSE Depreciation &amp; Amortization</b>	<b>1,211</b>	<b>1,176</b>	<b>1,160</b>	<b>294</b>	<b>282</b>	<b>252</b>	<b>244</b>	<b>1,072</b>	<b>233</b>	<b>221</b>	<b>205</b>	<b>215</b>	<b>874</b>	<b>222</b>	<b>221</b>	<b>443</b>
<i>OFS Depreciation &amp; Amortization</i>	1,024	1,003	985	249	248	217	211	926	201	195	183	193	771	201	201	402
<i>OFE Depreciation &amp; Amortization</i>	187	173	175	44	34	35	33	146	32	26	22	22	103	21	20	41
<b>OFSE EBITDA (Non-GAAP)</b>	<b>1,528</b>	<b>1,957</b>	<b>2,132</b>	<b>492</b>	<b>313</b>	<b>364</b>	<b>409</b>	<b>1,578</b>	<b>380</b>	<b>420</b>	<b>409</b>	<b>495</b>	<b>1,704</b>	<b>434</b>	<b>470</b>	<b>904</b>
<i>OFS EBITDA</i>	1,316	1,785	1,902	456	293	310	353	1,412	344	366	373	449	1,532	422	462	884
<i>OFE EBITDA</i>	213	173	230	36	20	54	56	166	37	53	36	46	172	13	8	20

## Reconciliation of Operating Income to Adjusted EBITDA – IET

### Non-GAAP reconciliation

	<u>TY2017</u>	<u>TY2018</u>	<u>TY2019</u>	<u>1Q2020</u>	<u>2Q2020</u>	<u>3Q2020</u>	<u>4Q2020</u>	<u>TY2020</u>	<u>1Q2021</u>	<u>2Q2021</u>	<u>3Q2021</u>	<u>4Q2021</u>	<u>TY2021</u>	<u>1Q2022</u>	<u>2Q2022</u>	<u>1H2022</u>
<b>IET Revenue</b>	<b>8,819</b>	<b>8,619</b>	<b>8,028</b>	<b>1,574</b>	<b>1,629</b>	<b>2,016</b>	<b>2,501</b>	<b>7,721</b>	<b>1,954</b>	<b>2,148</b>	<b>2,072</b>	<b>2,300</b>	<b>8,473</b>	<b>1,818</b>	<b>1,816</b>	<b>3,635</b>
<i>TPS Revenue</i>	6,295	6,015	5,536	1,085	1,161	1,513	1,946	5,705	1,485	1,628	1,562	1,742	6,417	1,345	1,293	2,637
<i>DS Revenue</i>	2,524	2,604	2,492	489	468	503	556	2,015	470	520	510	558	2,057	474	524	997
<b>IET Operating Income (loss) (GAAP)</b>	<b>985</b>	<b>1,011</b>	<b>1,062</b>	<b>163</b>	<b>190</b>	<b>237</b>	<b>408</b>	<b>998</b>	<b>231</b>	<b>245</b>	<b>304</b>	<b>397</b>	<b>1,177</b>	<b>241</b>	<b>236</b>	<b>476</b>
<i>TPS Operating Income</i>	665	621	719	134	149	191	332	805	207	220	278	346	1,050	226	218	443
<i>DS Operating Income</i>	320	390	343	29	41	46	76	193	24	25	26	51	126	15	18	33
<b>Add: IET Depreciation &amp; Amortization</b>	<b>316</b>	<b>268</b>	<b>219</b>	<b>53</b>	<b>51</b>	<b>57</b>	<b>55</b>	<b>216</b>	<b>52</b>	<b>53</b>	<b>52</b>	<b>52</b>	<b>208</b>	<b>51</b>	<b>49</b>	<b>100</b>
<i>TPS Depreciation &amp; Amortization</i>	174	156	116	28	27	33	31	118	30	30	30	30	120	29	29	58
<i>DS Depreciation &amp; Amortization</i>	142	112	103	25	24	24	25	98	21	22	22	22	88	22	20	41
<b>IET EBITDA (Non-GAAP)</b>	<b>1,301</b>	<b>1,279</b>	<b>1,281</b>	<b>216</b>	<b>241</b>	<b>293</b>	<b>464</b>	<b>1,214</b>	<b>283</b>	<b>297</b>	<b>356</b>	<b>449</b>	<b>1,385</b>	<b>291</b>	<b>285</b>	<b>576</b>
<i>TPS EBITDA</i>	839	777	835	161	176	223	362	923	237	250	308	375	1,170	255	247	502
<i>DS EBITDA</i>	462	502	446	55	65	70	101	291	46	47	48	73	214	37	38	74

**Baker Hughes** 