

HALLIBURTON



1919
2019
100 YEARS

2019 Annual & Sustainability Report

100 Years

Celebrating a Century of Growth and Innovation

1919

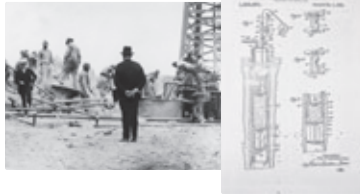
Erle P. Halliburton founded the New Method Oil Well Cementing Company.



1921

The U.S. Patent Office assigned patent to New Method for a "method and means of excluding water from oil wells."

New Method invented a revolutionary cement jet mixer to eliminate hand mixing of cement.



1924

The Company was incorporated in Delaware as the Halliburton Oil Well Company (HOWCO) with 56 people on its payroll.



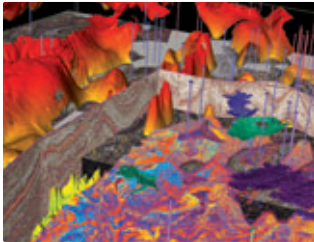
1932

The first Halliburton RedBook® of cementing tables was published. This field reference guide still provides cementing calculations needed for drilling, cementing and completing wells.



1996

Halliburton acquired Landmark Graphics in a stock-for-stock transaction.



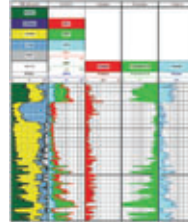
1993

Halliburton combined its 10 semi-autonomous energy services units into one united, global organization, Halliburton Energy Services.



1989

Halliburton acquired logging and perforating specialist company Gearhart Industries and combined it with its subsidiary Welex to form Halliburton Logging Services.



1980

The first Halliburton Research Center opened in Duncan, Oklahoma.



1998

Halliburton merged with Dresser Industries, bringing Baroid and Sperry into the Halliburton portfolio of products and services. This transaction also led to the merger of Brown & Root with M.W. Kellogg, creating a division known as KBR.



2003

Halliburton moved its headquarters from Dallas to Houston.



2006

Halliburton divested KBR.



2007

Halliburton opened an Eastern Hemisphere headquarters in Dubai, United Arab Emirates.



1938

HOWCO cemented its first offshore well, using a truck on a barge off the Louisiana coast.



1948

HOWCO stock was listed for the first time on the New York Stock Exchange.



1949

Halliburton performed its first commercial hydraulic fracturing job on an oil well near Duncan, Oklahoma.



1957

Erle P. Halliburton died in Los Angeles. HOWCO purchased Welex, a pioneer in jet performing.



1964

Halliburton opened a 500,000-square-foot manufacturing center in Duncan, Oklahoma.



1962

Halliburton acquired Brown & Root.



1961

HOWCO changed its company name to Halliburton Company.



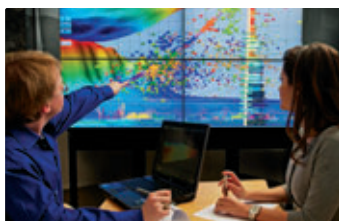
1959

HOWCO acquired Otis Engineering, which specialized in manufacturing pressure control equipment for producing wells.



2008

Halliburton acquired Pinnacle Technologies, whose surface and downhole microseismic monitoring provides customers with critical subsurface insights.



2011

Halliburton acquired Multi-Chem, a leading provider of oilfield production and completion chemicals and services. The redesigned Q10™ pump released with optional dual-power capability to run on natural gas, in addition to diesel.



2018

Halliburton acquired two companies: Summit ESP, which provides electric submersible pump (ESP) technology and services, and Athlon Solutions, a leading provider of specialty water and process treatment chemicals.



2019

Halliburton celebrates its 100-year anniversary. Halliburton President and CEO Jeff Miller appointed as chairman of the board.



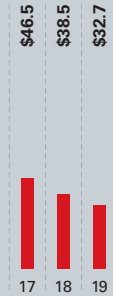
Environmental, Social and Governance Highlights

Environmental

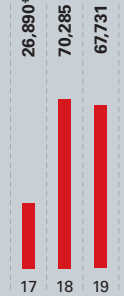
Recordable Environmental Incident Rate
per 200,000 hours worked



Health, Safety and Environment (HSE) Fines & Penalties
thousand USD



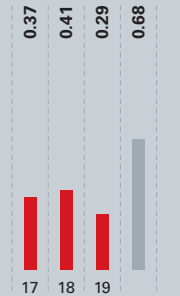
Energy Consumption
thousand gigajoule (GJ)



* 2018 and 2019 energy data was collected using a revised collection and analysis methodology. 2017 data was not updated per this revised methodology.

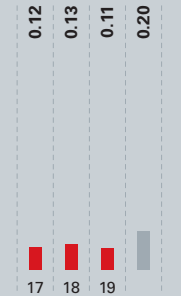
Safety

Total Recordable Incident Rate
per 200,000 hours worked



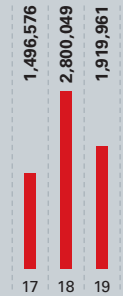
■ 2019 Q3 year-to-date (YTD) International Association of Drilling Contractors (IADC) industry average

Lost-Time Incident Rate
per 200,000 hours worked



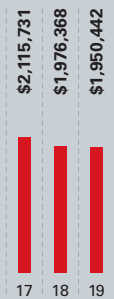
■ 2019 Q3 year-to-date (YTD) International Association of Drilling Contractors (IADC) industry average

Hours of HSE Training Completed

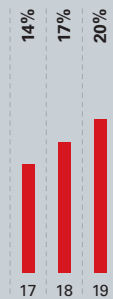


Social

Charitable Giving
USD



Female Directors/Senior Managers
percent of all Directors/Senior Management

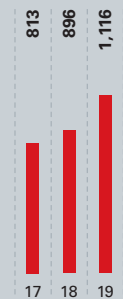


Spend with Small and Diverse Suppliers
million USD

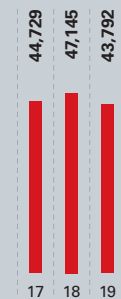


Governance

Patents Granted Per Year
U.S.



Code of Business Conduct Training
Employees who completed training



Advanced Anti-Corruption Training
Employees who completed training



27%

Total Recordable Incidents decreased by 27 percent from 2018

35%

Non-productive time (NPT) rate decreased 35 percent in the last five years

5%

Reduction in Scope 1 and 2 GHG emissions (TCO_{2e}) from 2018 to 2019

\$1.95^B_{USD}

USD spent on charitable giving

Financial Highlights

Millions of U.S. dollars (USD) and shares, except per share data	2017 ¹	2018 ¹	2019 ¹
Revenue	\$ 20,620	\$ 23,995	\$ 22,408
Total Operating Expenses	\$ (19,246)	\$ (21,528)	\$ (22,856)
Operating Income (Loss)	\$ 1,374	\$ 2,467	\$ (448)
Income (Loss) Before Taxes	\$ 682	\$ 1,814	\$ (1,122)
Amounts Attributable to Company Shareholders:			
Net Income (Loss) from Continuing Operations	\$ (444)	\$ 1,656	\$ (1,131)
Diluted Income Per Share from Continuing Operations	\$ (0.51)	\$ 1.89	\$ (1.29)
Cash Dividends Per Share	\$ 0.72	\$ 0.72	\$ 0.72
Diluted Common Shares Outstanding	870	877	875
Net Working Capital²	\$ 5,915	\$ 6,349	\$ 6,334
Total Assets	\$ 25,085	\$ 25,982	\$ 25,377
Total Debt	\$ 10,942	\$ 10,344	\$ 10,327
Total Shareholders' Equity	\$ 8,349	\$ 9,544	\$ 8,025
Cash Flows from Operating Activities	\$ 2,468	\$ 3,157	\$ 2,445
Capital Expenditures	\$ 1,373	\$ 2,026	\$ 1,530
Depreciation, Depletion and Amortization	\$ 1,556	\$ 1,606	\$ 1,625
Total Capitalization³	\$ 19,291	\$ 19,888	\$ 18,352
Debt to Total Capitalization⁴	57%	52%	56%

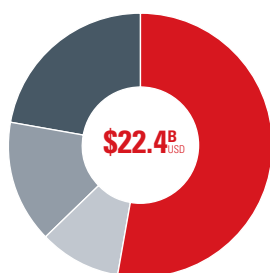
¹ Reported results during these periods include impairments and other charges of USD 2.5 billion for the year ended December 31, 2019; USD 265 million for the year ended December 31, 2018; and USD 647 million for the year ended December 31, 2017.

² Working capital is defined as total current assets less total current liabilities.

³ Total capitalization is defined as total debt plus total shareholders' equity.

⁴ Debt to total capitalization is defined as the total debt divided by the sum of total debt plus total shareholders' equity.

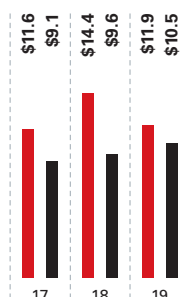
Total Revenue
billion USD



■ North America **53%**
 ■ Latin America **10%**
 ■ Europe/Africa/CIS **15%**
 ■ Middle East/Asia **22%**

Halliburton generated USD 22.4 billion of total Company revenue in 2019, with 53 percent attributable to North America and 47 percent attributable to our international operations.

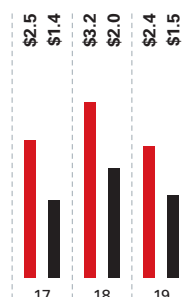
North America vs. International Revenue
billion USD



■ North America
 ■ International

Market dynamics were challenging in North America in 2019, but our international business continued steady revenue growth, outpacing the international rig count for the second year in a row.

Cash Flow Execution
billion USD

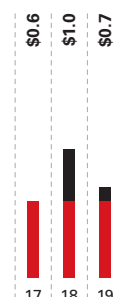


■ Operating Cash Flow
 ■ Capital Expenditures

Halliburton generated over USD 900 million of free cash flow* in 2019, demonstrating our ability to generate consistent free cash flow in different business environments.

* Management believes that free cash flow – defined as “operating cash flows” less “capital expenditures” – is an important liquidity measure, and that it is useful to investors and management for assessing the Company’s ability to generate cash.

Shareholder Returns
billion USD



■ Share Repurchases
 ■ Dividends

Halliburton continuously focuses on returning capital to shareholders. Over the past three years, we have returned approximately USD 2.4 billion to shareholders through share repurchases and dividends.

Contents

Inside Front Cover

Environmental, Social and Governance (ESG) Highlights

Gatefold

100-Year Timeline

1

Financial Highlights

3

Letter from Chairman, President and CEO

7

Company At A Glance

Our Business 7

Our Mission, Values and Guiding Principles for Sustainability 9



10

Financial Performance

North America 11
International 12



13

Transparency

Materiality 14
Governance 16
Ethics 19
Human Rights 20
Supply Chain 21



25

Technology & Innovation

Technology Management 26
2019 Highlights 27



31

Collaboration

Stakeholder Engagement 32



35

Health, Safety & Environment

Journey to ZERO 36
Leadership Commitments 36
Halliburton Management System 36
Training and Competency 37
Communicating and Addressing Risk 38
HSE and SQ Process Improvement 39
Verifying Performance 41
Environmental Stewardship 42
Climate Change 44
Chemical Services, Management and Transparency 46



47

Global Citizenship

Workforce Development 48
Community Engagement 51

56

Environmental, Social and Governance Data

61

United Nations Sustainable Development Goals Mapping

62

GRI Content Index

64

Sustainability Accounting Standards Board (SASB) Mapping

66

Task Force on Climate-Related Financial Disclosures (TCFD) Mapping

67

Awards & Recognitions

Inside Back Cover

About the Report

To Our Stakeholders

As we turn the page on the 100th year of Halliburton, we enter our next century with a clear sense of purpose – to help our customers satisfy the world’s need for the affordable and reliable energy provided by oil and gas – in a more effective, efficient, safe, and ethical manner – while minimizing environmental impact. Our purpose aligns with our core values and is fundamental to our strategy, value proposition and financial objectives. We will continue to do what we do best – collaborate and engineer solutions to maximize our customers’ asset value – while generating industry-leading returns and strong cash flow for our shareholders.

The year 2019 marks the end of the first full decade of the shale revolution that propelled the United States to become the world’s top hydrocarbon producer. Our Company was an early participant in this development, investing and innovating alongside our customers from the beginning. As unconventional entered the maturation phase, our North America customers shifted their focus from growth to capital discipline, which impacted our business through reduced customer activity and additional pricing pressure. In contrast, the recovery in international markets continued in 2019, and our international growth outpaced the market.

The Halliburton team continues to execute our value proposition, deliver exceptional safety and service quality, and stay focused on generating healthy returns and strong cash flow. Importantly, we are working more safely than ever, with key safety indicators for our Company at historic bests. Thanks to the exceptional performance and commitment of our Halliburton employees, we delivered over USD 900 million of free cash flow for the full year, demonstrating our ability to generate consistent free cash flow throughout different business environments. We exercised capital discipline, while also advancing our differentiating technologies and digital capabilities, and expanding our product and service offerings. We achieved over USD 300 million in savings from continuous improvement initiatives. We also returned over USD 700 million to our shareholders in the form of dividends and stock repurchases.

Our industry has experienced significant change over the last 100 years. Halliburton evolved and progressed throughout that time, tackling challenges and seizing opportunities, always emerging stronger than before. Technology has been instrumental in allowing us to succeed in this changing environment. Over the next several decades, technology and digitalization will produce substantial productivity gains – and also materially improve reservoir understanding, well construction and reservoir recovery. Halliburton will be at the forefront of this technology wave, and our shareholders will benefit from it. Three critical areas, together with our strategies around integrated services and digital, will lay the foundation for a prosperous and stable future for Halliburton.

Differentiated Hydraulic Fracturing

Halliburton is a market leader in hydraulic fracturing – both in the U.S. and globally. Our focus on systematically improving our service delivery and cost leadership, and on developing technology that benefits both Halliburton and our customers, provides clear market differentiation.

In 2019, we deployed the first Integrated Well Completions fleets that require less capital and deliver 31 percent reduction in stage transition times and 10 percent more pumping hours per month compared to a non-integrated fleet. We also continued to invest in disruptive technologies like Prodigy™, our automated fracturing service, which utilizes enhanced reservoir understanding through fiber optics and machine learning algorithms to control surface equipment and allow customers to maximize production for every dollar they spend on unconventional. The initial results of field tests show a 10–25 percent improvement in productivity on wells completed with our Prodigy™ intelligent fracturing service. We believe this is just the beginning.



Jeffrey A. Miller
Chairman of the Board,
President and Chief Executive Officer

“In 2019, we delivered over USD 900 million of free cash flow, demonstrating our ability to generate consistent free cash flow throughout different business environments.”

Stakeholder Letter *continued*

“For Halliburton, 2019 was an exceptional year for our safety and service quality performance. Our total recordable incident rate and non-productive time both improved by over 20 percent – historical bests across our business.”

Improved Drilling Competitiveness

Over the last few years, we have made substantial investments in our directional drilling and logging-while-drilling technologies. These offerings are key to driving our international margin expansion and successfully competing for integrated projects.

In 2019, we continued the successful deployment of our new iCruise® intelligent rotary steerable system. Currently, it has drilled over one million feet globally and delivered several records, including drilling an 18,000-foot lateral in one day in the Marcellus shale. We also introduced a unique 3D inversion capability of the EarthStar® ultra-deep resistivity service, which received a *World Oil* award as the best drilling technology of the year. Lastly, we launched our Motors Center of Excellence facilities in both the U.S. (Houston) and Saudi Arabia. This new approach combines specialized engineering and manufacturing capabilities to customize drilling motor designs for specific basin challenges, significantly improving our motor design and repair competitiveness.

Growing Production Group Businesses

Historically, Halliburton mostly participated in the drilling and completion stages of a well’s lifecycle. With our expansion into specialty chemicals, artificial lift, and well intervention solutions, we are tapping into a long-term, later-cycle market with significant growth potential.

In 2019, we broke ground in Saudi Arabia on the Company’s first chemical manufacturing plant in the Eastern Hemisphere. This plant will provide an advantaged location for Halliburton to deliver superior service and chemical applications expertise to our Eastern Hemisphere customers, and to manufacture chemicals for the Company’s internal consumption. Our North America-focused artificial lift business demonstrated strong double-digit growth in 2019. Going forward, we will work to replicate this success in the international markets, with the first Halliburton electric submersible pump (ESP) installations occurring in 2019 in Latin America and the Middle East. In the well interventions space, *World Oil* recognized our SPECTRUM® 360 multi-side view camera, which provides downhole visualization during intervention services, as the “best well intervention technology” in 2019.

Integrated Services

Many of our customers are evolving toward more integrated contracting models. We are seeing this internationally with national oil companies (NOCs), small independents and large international oil companies (IOCs). Over the past two years, our total revenue from integrated services has grown by more than 50 percent. Halliburton is uniquely capable to meet customer demand for integrated services. In 2019, we continued to strengthen our Project Management organization, and secured multiple integrated contract wins across the globe. One anticipated trend is the expansion of integrated services from well construction into well completion and well intervention services. Our broad products and services portfolio gives us a unique advantage in competing for these new opportunities.

Digital

Incorporating digital technology is not a separate strategy at Halliburton. Rather, it is an integral part of the Company’s value proposition. Our ability to collaborate, engineer solutions and maximize customers’ asset value is evolving through the seamless integration of digital technologies into our operations. Digital technology permeates everything we do, and has the same goal as our business strategy – to deliver value for our customers and returns for our shareholders.

We continue to bring to market practical, smart and interconnected products and services that help unlock value for Halliburton and our customers. Our Landmark product line is an established leader in petrotechnical software with a powerful, cloud-enabled DecisionSpace® 365 software platform. Landmark provides us a solid foundation – established through decades of investment in software development, people, domain expertise and processes – to create and scale digital solutions. This benefits all of our product lines. In 2019, customer and internal adoption of our digital solutions continued – from increased sales of cloud-enabled Landmark software, to addressing shale productivity challenges with automated fracturing, to implementing digital twins to reduce risk in our integrated operations.

Technological innovations are fundamentally altering the dynamics of business, economics, education, government and even our sense of community. In our industry, digital technologies are redrawing the map of exploration and production in ways unimaginable not long ago. Halliburton targets its digital initiatives at solving business challenges. From big data analytics that drive operational efficiency and accelerate cycle times, to the use of machine learning and artificial intelligence to provide real-time insights and enable automation across all stages of the well life cycle, Halliburton is able to automate both mechanical systems and processes, enabling people to focus on more advanced, value-adding tasks.

Sustainability

We imbed sustainability into our strategy; it is integral to our overall mission. The sustainability of our business, the reduction in environmental impacts and the enhancement of the economic and social well-being of our employees and the communities in which they live and work are critical to the success of our business. Throughout this report, you will find many examples of environmental, social and governance (ESG) initiatives and achievements from across our global footprint. We remain committed to our Guiding Principles for Sustainability, which serve as a framework for sustainable action and support our purpose and core values. Ethics and integrity are the foundation for our Guiding Principles, and are at the heart of the Halliburton corporate culture, our operations, and our future.

In 2019, we undertook a major engagement exercise with our key internal and external stakeholders. Going forward, we welcome the opportunity to engage further with our stakeholders regarding sustainability. We incorporate stakeholder feedback into our innovation process, our employee development programs, our supply chain partnerships, our environmental stewardship and our health and safety Journey to ZERO. We align our sustainability program with the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-Related Financial Disclosures (TCFD) frameworks.

We recognize the effects that climate change will have on our business, our stakeholders and the communities in which we operate, and believe that we are well positioned for the future transition where oil and gas, as well as low-carbon, renewable and sustainable sources of energy, all have a part to play in providing the world with access to affordable and reliable energy. In 2019, we published our Climate Change Position on our website, and we will continue to report on our climate change efforts through our Annual and Sustainability Report and other public disclosures.

Halliburton thrives on technical challenges; we are known for designing appropriate solutions. The challenges of the global move to a low-carbon economy provide us a novel and exciting opportunity – to produce oil and gas as efficiently as possible by reducing material usage and minimizing emissions. As a result, we systematically address sustainability principles and requirements such as emissions, water use, waste management, health and safety, increased production potential and cost reduction as part of our technology development process.



“Digital technology permeates everything we do, and has the same goal as our business strategy – to deliver value for our customers and returns for our shareholders.”

Stakeholder Letter *continued*

“The market will eventually recover. Until then, we will control what we can control, continue to deliver on our value proposition, stay focused on safety and service quality, exercise capital discipline and work diligently to drive margins, free cash flow and returns.”

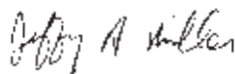
We remain committed to advancing our Journey to ZERO – striving to achieve zero safety incidents, environmental incidents and non-productive time (NPT) all day, every day. For Halliburton, 2019 was an exceptional year for our safety and service quality performance. Our total recordable incident rate and NPT both improved by over 20 percent – historical bests across our business. These results indicate that we reduced the number and severity of incidents, thus improving safety for our employees and decreasing delays to customers. We also continued to provide our customers with new technologies that enable them to reduce environmental impacts and to work more safely and efficiently in the field.

Turning to 2020, like other companies in the energy industry and beyond, our business will be impacted by the Coronavirus pandemic and the unprecedented decline in commodity prices. Halliburton has withstood many challenges in the past and grown stronger as a result; many times in fact over the last 100 years. I am confident that this time will be no different. Halliburton is a market leader in an industry that is essential to the entire world. We have an excellent business, great customers, an outstanding workforce and a strong balance sheet. The market will eventually recover. Until then, we will control what we can control, continue to deliver on our value proposition, stay focused on safety and service quality, exercise capital discipline and work diligently to drive margins, free cash flow and returns. We remain committed to preserving the long-term value of our company.

In Closing

As Halliburton enters its next century, disruptions to historical paradigms will present new opportunities and challenges for our business. Halliburton has embraced and successfully adapted to change throughout its history, and we are ready to thrive as the rate of change accelerates in the future.

Despite near-term headwinds, we are excited about what the next 100 years will bring for Halliburton. We thank our customers for their business and trust, our employees for their hard work and dedication, and our shareholders for their support. We are grateful to have all of you with us as we start the next century for Halliburton.



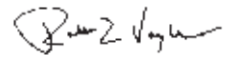
JEFFREY A. MILLER
Chairman of the Board,
President and
Chief Executive Officer



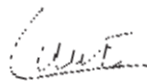
LANCE T. LOEFFLER
Executive Vice President
and Chief Financial Officer



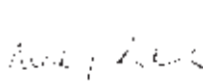
LAWRENCE J. POPE
Executive Vice President
of Administration and
Chief Human
Resources Officer



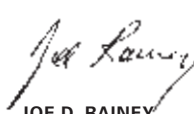
ROBB L. VOYLES
Executive Vice President,
Secretary and
Chief Legal Officer



ERIC J. CARRE
Executive Vice President,
President of Global Business
Lines, and Chief Health,
Safety and Environment Officer



MARK J. RICHARD
President,
Western Hemisphere

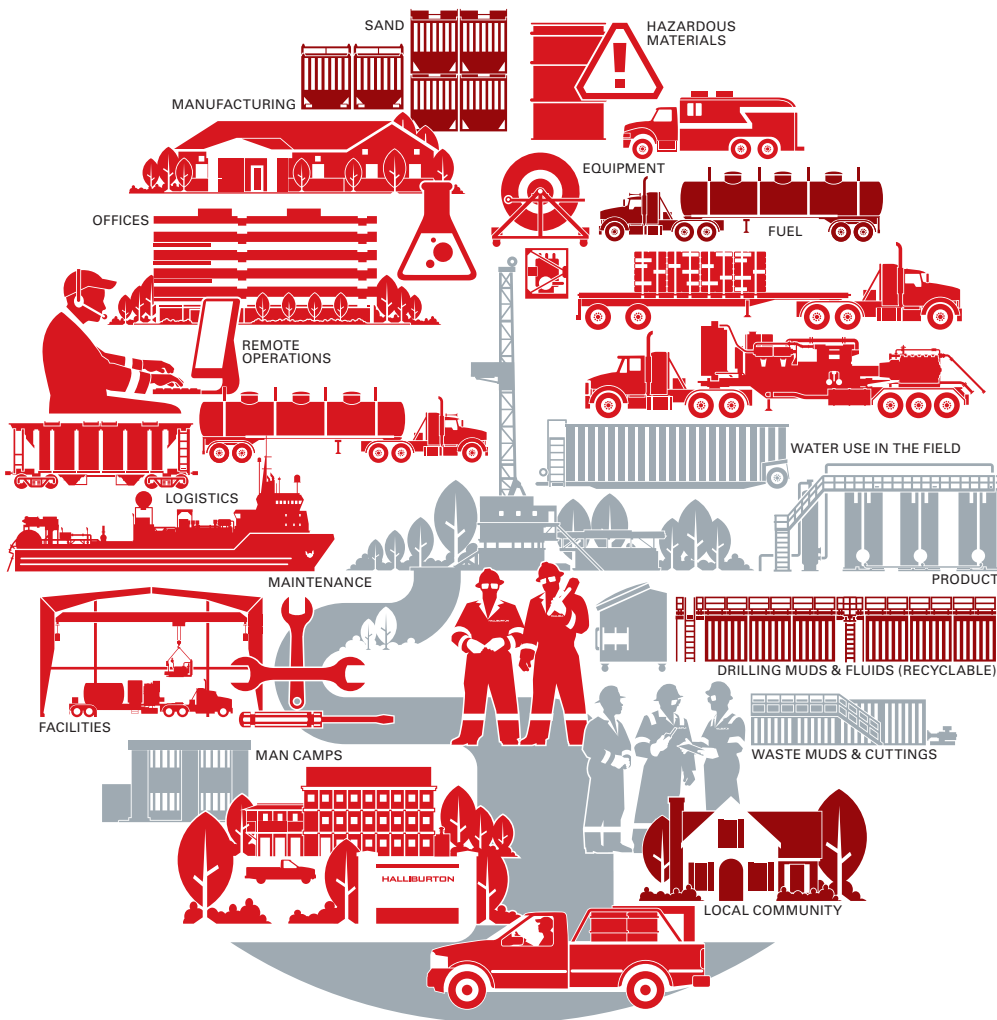


JOE D. RAINEY
President,
Eastern Hemisphere

Company At A Glance

Our Business

Halliburton is one of the world's leading oilfield service providers. From our beginnings as a cementing company 100 years ago, we have evolved into a global organization that helps our customers maximize value throughout their asset life cycles – from locating hydrocarbons and managing geological data, to drilling and formation evaluation, well construction, completion and production optimization.



- Halliburton responsibility
- Halliburton and customer company responsibility
- Customer company responsibility

As a service company to the oil and gas industry, our responsibilities for environmental, social and governance (ESG) issues are heavily integrated with those of our customers. This integration, which spans a wide range of activity types and locations, may result in ambiguous boundaries as they relate to reporting requirements. This illustration is designed to clarify the ESG disclosure and reporting responsibility boundaries for Halliburton.

57,024
Employees

80+
Countries

14
Product
Service Lines
(PSLs)*

2
Divisions

* PSLs are primarily responsible and accountable for strategy, technology development, process development, people development and capital allocation.

At A Glance *continued*



Halliburton Product Service Lines (PSLs)

Drilling and Evaluation Division

- Baroid
- Drill Bits & Services
- Landmark
- Sperry Drilling
- Testing & Subsea
- Wireline & Perforating

Completion and Production Division

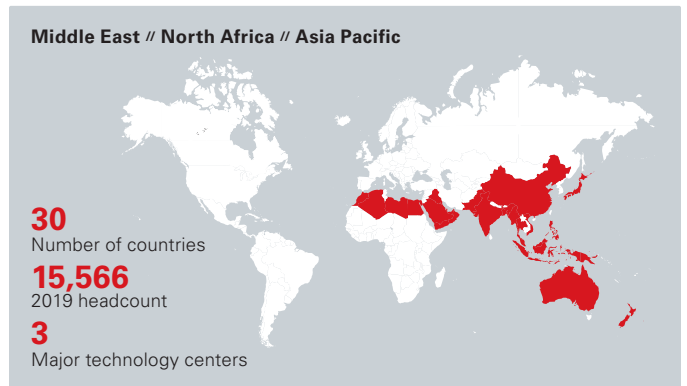
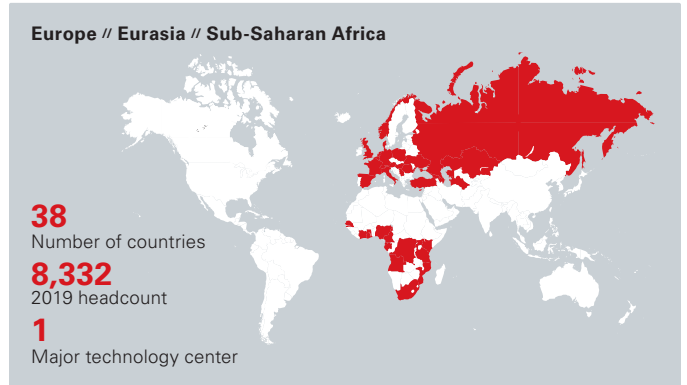
- Artificial Lift
- Cementing
- Completion Tools
- Multi-Chem
- Pipeline & Process Services
- Production Enhancement
- Production Solutions

Supporting Both Divisions:

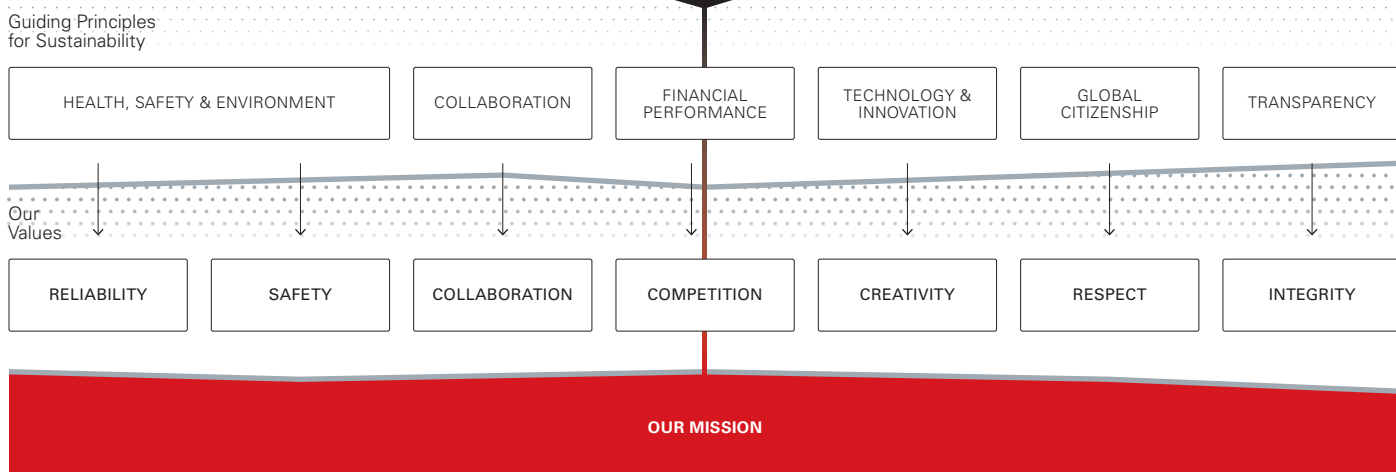
- Project Management

For more information on our operations and markets served, please refer to the Halliburton website and the Company's 2019 Form 10-K.

Global Locations



Our Mission, Values and Guiding Principles for Sustainability



Mission

Our mission is to achieve superior growth and returns for our shareholders by delivering technology and services that improve efficiency, increase recovery and maximize production for our customers. Further information on our Company can be found on our website, including detailed statements on our mission, vision and values, as well as on our sustainability guiding principles.

Values

Our values are our corporate DNA, the foundation for how we relate to each other and every individual and entity with whom we interact. These are the principles that every Halliburton employee is expected to use, live by and demonstrate on a daily basis.

Sustainability Guiding Principles

Built on a solid foundation of ethics and integrity, the Halliburton Guiding Principles for Sustainability provide the framework for our operations and our future.



Financial Performance

\$22.4^B
USD

We generated USD 22.4 billion in total Company revenue, with improvements across all of our international regions.



24.5%

24.5 percent reduction in capital expenditures from 2018

5.6%
Total debt reduction since 2017

\$200^M
USD

USD 200 million in annualized structural cost savings in 2019



North America

For North America in 2019, both operator capital discipline and slowing leading-edge efficiency gains weighed down activity and added pricing pressure.

In response, we started executing a different playbook than in the past. We are charting a pragmatic course to keep delivering industry-leading returns and strong cash flow to our shareholders throughout different business environments.

As a clear indication of our focus on returns over market share growth, we have rationalized our equipment supply to provide the capacity that maximizes the returns on our overall fleet. The size and scale of our business in North America give us the ability to right-size without sacrificing our market leadership position and the value that comes with it.

The year 2019 saw a divergence in spending patterns between the international oil companies (IOCs) and the rest of the market. We continued to high-grade our customer portfolio to ensure a more sustainable demand level, and a mix of pricing and volume that generates returns for Halliburton.

We continued to deploy technology that lowers our cost and accrues value to Halliburton. We launched our integrated completions offering, which combines wireline and fracturing services and lowers our cost profile through technological innovation and de-manning. For Halliburton, 2019 was the first full year of operation for the iCruise® intelligent rotary steerable system in the North American market. As it continues to achieve drilling records in unconventional, growing customer confidence in this new system will help its market penetration. These technologies should allow us to reduce our capital outlay and deliver better margins – all with the purpose of generating strong returns.

We are strategically growing our share of services per well by increasing the competitiveness of our non-hydraulic fracturing businesses in North America. Our Wireline and Perforating, Artificial Lift and Specialty Chemicals product lines all posted strong double-digit revenue growth in 2019, despite the overall market softness in U.S. Land.

Finally, we are redesigning the way we deliver our fracturing services in order to lower our unit cost and improve margins and returns. In 2020, we will continue the implementation of this service delivery improvement strategy.

As the market faces another significant challenge, Halliburton is taking appropriate actions in North America to navigate the current environment and thrive in the long run.

Introduced different playbook, emphasizing returns and cash flow over growth

Grew non-hydraulic fracturing revenue per rig by 15 percent year on year

Took actions to adjust to the current market environment, and delivered approximately USD 200 million in annualized structural cost savings



Grew revenue 10 percent
year over year

Delivered top line growth in
every international region

Outgrew international rig count
for the second year in a row

International

2019 saw a continued broad-based international recovery across multiple geographies, primarily driven by land and shallow-water operations. This was the second consecutive year of international rig count growth, and the second year in a row that Halliburton outperformed it.

This underscores the fact that Halliburton entered this international recovery as a much stronger competitor. We made substantial investments to grow our physical footprint in the international markets in the years prior to the downturn, and we are now reaping the benefits of being present to win where it matters. Additionally, we have increased the market opportunities in which we can compete by closing technology gaps in key services, such as directional drilling, logging while drilling, openhole wireline and testing.

Both of our divisions meaningfully contributed to our international growth in 2019. Completion and Production led the charge with a 13 percent expansion due to higher activity in mature fields in Europe and also in unconventional in Argentina, the United Arab Emirates, and Australia. Drilling and Evaluation grew international revenues 8 percent, as we increased activity levels in all markets – specifically in Norway, Mexico, China, and Nigeria.

In 2019, 35 percent of the Company's international revenue came from offshore projects. The offshore markets are seeing more integrated projects this cycle, and this makes our Project Management organization an important contributor to future international growth. Halliburton achieved large integrated offshore project wins in Brazil, Senegal and Kuwait in 2019 that will continue to support our international activity in 2020 and beyond.

In 2019, we took significant steps to grow the international presence of our artificial lift and specialty chemicals businesses. We started construction of a chemical manufacturing plant in Saudi Arabia, and opened an electric submersible pump (ESP) repair facility in the Middle East – all with a focus on increasing our share of services per well in the international mature fields markets.

In 2020, we will continue to drive returns in the international markets. We have a solid project portfolio that we are executing on today. As equipment supply tightens in certain markets, we are re-allocating tools to the best returning opportunities. Exercising capital and pricing discipline across all geographies, we believe, will allow Halliburton to deliver rational, returns-driven improvements in international markets.

Transparency



43,792

Employees completed Code of Business Conduct training

9,187

Employees completed advanced anti-corruption training



80%

Procurement spend with suppliers in the region where operational activity took place

1,433

Employees completed training on high-risk countries

74

Stakeholders identified for the 2019 ESG Materiality Update Survey



36

Topics covered by the survey

57

Local Ethics Officers

91

Internal assurance audits performed

Transparency *continued*



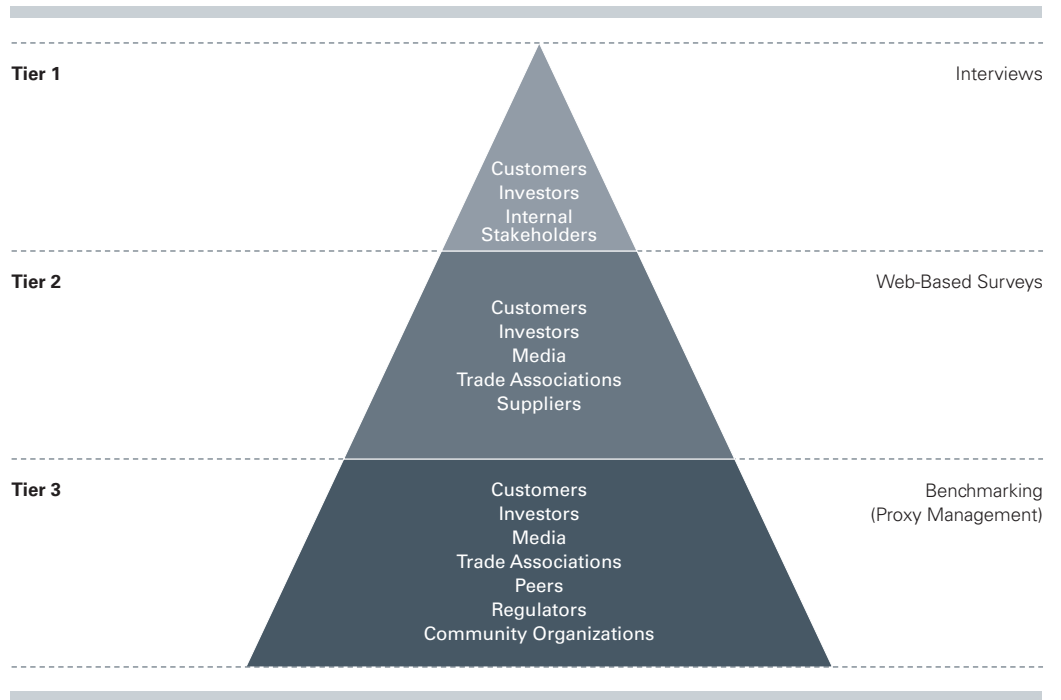
Materiality

Our sustainability strategy is built upon our material environmental, social and governance (ESG) issues. As such, part of our sustainability strategy includes conducting an ESG Materiality Assessment to prioritize issues for evaluation and integration into our business strategy, and to provide key focus areas for our actions and reporting. In 2019, we began a reevaluation of material ESG topics, combining inputs from over 74 stakeholders, including our employees, customers, shareholders, suppliers, government, trade associations and community organizations.

In defining material topics, various dimensions were considered:

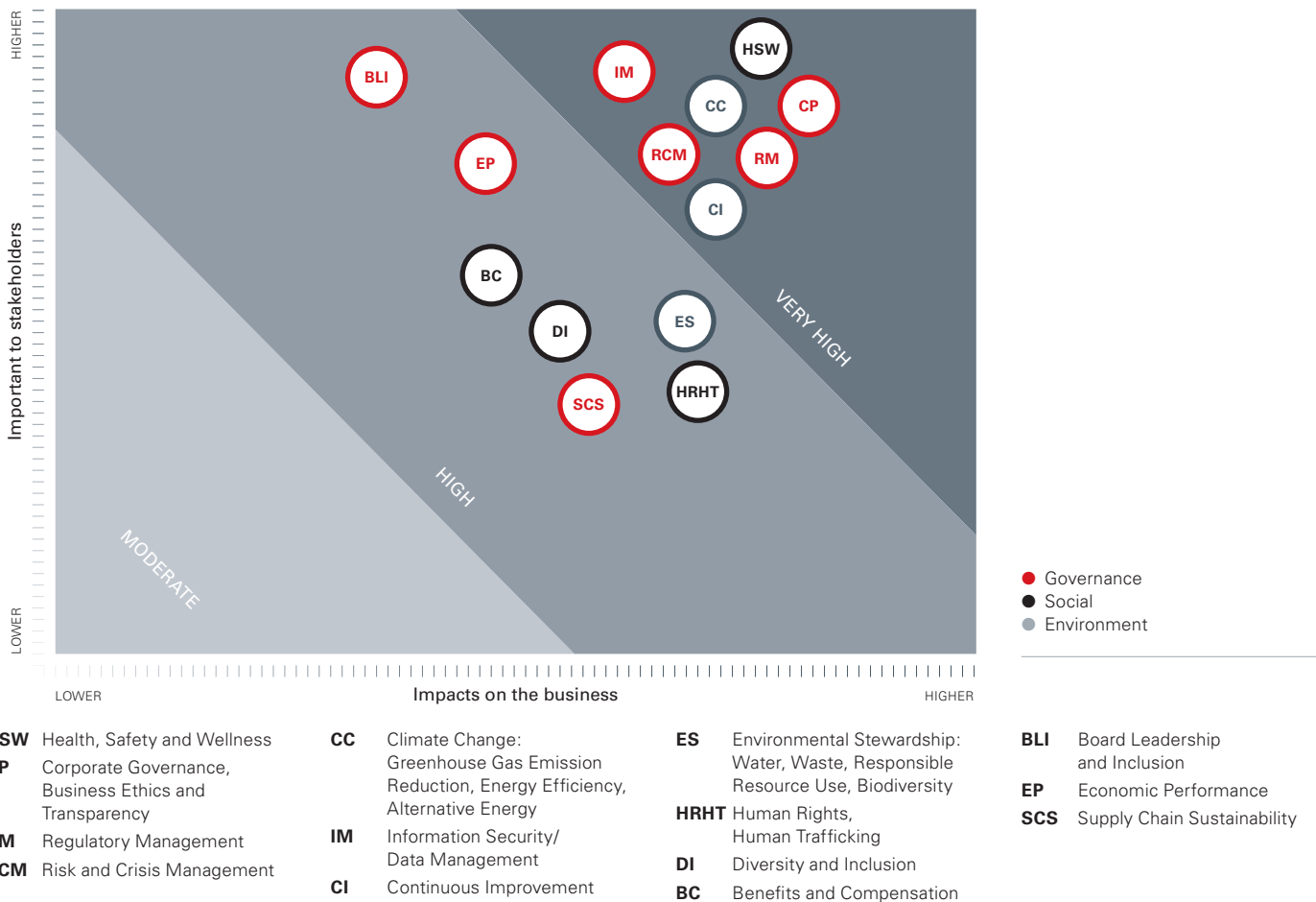
- Reasonably estimable sustainability impacts
- The interests and expectations of stakeholders invested in the organization
- The main ESG focuses/impacts and future challenges for our sector
- Key Halliburton organizational values, policies, strategies, operational management systems, goals and targets
- The core competencies of the organization and the way they contribute to sustainable development
- Consequences for the organization as related to their impact on the economy, the environment and/or society.

A three-tier approach was taken for the survey, with key stakeholders engaged across the process through different levels of engagement.



The outcome of the survey revealed little change in priorities showing that we are focused on the most relevant ESG topics for our business. However, even though climate change and the potential related risks have been included as one of our Material ESG topics for the last five years, and are addressed as part of our Enterprise Risk Management (ERM) program, there has been an obvious shift from solely greenhouse gas emission reduction to a broader look at climate change. In addition, environmental stewardship and human rights (namely, human trafficking) have risen in importance. These topics are being incorporated into our sustainability strategy for 2020.

2019 Materiality Matrix



Transparency *continued*

Governance

Board and Committees

Halliburton Guiding Principles for Sustainability are built on our core values of Ethics and Integrity, through oversight provided by our Board of Directors, our Code of Business Conduct (COBC), our employment practices and our internal assurance function.

The Halliburton Board of Directors (the Board) provides comprehensive oversight of the management and governance of the Company. The Board, along with all Halliburton senior management, encourages transparent and open communication with shareholders, employees and all interested parties.

The Board plays an integral role in our corporate governance processes by:

- Reviewing and monitoring the Company's Enterprise Risk Management Program (ERM)
- Addressing matters pertaining to corporate citizenship, governance and sustainability at Board and sub-committee meetings
- Reviewing the Annual and Sustainability Report prior to publication.

Board of Directors

Board of Directors' committees:

- ¹ Audit Committee
- ² Compensation Committee
- ³ Health, Safety and Environment (HSE) Committee
- ⁴ Nominating and Corporate Governance Committee

For additional details on our Board composition, committees and the qualifications for Board candidates, please refer to the Halliburton Corporate Governance Guidelines and Halliburton Investor Relations on the Halliburton website, as well as our 2020 Proxy Statement.



Abdulaziz F. Al Khayyal^{3,4}
Retired Senior Vice President of Industrial Relations, Saudi Aramco



William E. Albrecht^{2,3}
Non-Executive Chairman of the Board of California Resources Corp.



M. Katherine Banks^{1,3}
Vice Chancellor of Engineering and National Laboratories, The Texas A&M University System



Alan M. Bennett^{1,4}
Retired President and Chief Executive Officer, H&R Block, Inc.



Milton Carroll^{2,4}
Executive Chairman of the Board, CenterPoint Energy, Inc.



Nance K. Dicciani^{1,3}
Non-Executive Chair of the Board of AgroFresh Solutions, Inc.



Murry S. Gerber^{1,2}
Retired Executive Chairman of the Board, EQT Corporation



Patricia Hemingway Hall^{2,4}
Retired President and Chief Executive Officer of Health Care Services Corporation



Robert A. Malone^{2,4}
Executive Chairman, President and Chief Executive Officer, First Sonora Bancshares, Inc.



Jeffrey A. Miller
Chairman of the Board, President and Chief Executive Officer, Halliburton Company

Board Committees

HSE COMMITTEE	COMPENSATION COMMITTEE	NOMINATING AND CORPORATE GOVERNANCE COMMITTEE	AUDIT COMMITTEE
<p>The HSE Committee assists the Board in fulfilling its responsibilities to provide global oversight and support of the implementation and effectiveness of the Company's health, safety, environmental and sustainable development risk-management procedures, policies, programs and initiatives.</p>	<p>The Compensation Committee oversees the Halliburton executive compensation program. This program features market-driven compensation within a total-compensation framework, with flexibility to accommodate differences in business drivers and objectives throughout our business units. The program is regularly reviewed to ensure that it supports the Company's strategies and generates value for our shareholders.</p>	<p>The Nominating and Corporate Governance Committee performs the annual evaluation of Halliburton director criteria, Board diversity, skills and experience profiles, and proposes directors for the Company's annual Board elections. All directors stand for election at the annual meeting of shareholders.</p>	<p>The Audit Committee assists the Board's oversight of the integrity of the Company's financial statements and compliance with legal and regulatory requirements. The Chief Ethics and Compliance Officer (CECO) reports to the Audit Committee on investigations, COBC audits and other related topics each quarter, and provides the Audit Committee with a comprehensive annual report.</p>



Executive Compensation

Compensation programs are integrated with our business and human resources strategies and management processes in order to focus efforts, maximize returns and build shareholder value. We partner with consultants to benchmark our pay programs and ensure that we are offering a competitive remuneration package and maintaining governance for consistency and compliance.

Halliburton maintains open communication with the investment community, and seeks feedback from our shareholders on a regular basis as part of our approach to managing our executive compensation program. During 2019, we contacted shareholders representing more than 50 percent of our outstanding common stock and met with approximately 31 percent of those shareholders. We solicited shareholder feedback on Company strategy and performance, corporate governance, executive compensation, sustainability and other topics. Our senior management team participated in over 375 investor meetings and 16 conferences. We continue to hear from our shareholders that they support our overall compensation program design and are appreciative of our ongoing efforts to consider their feedback as our program evolves. Additional detail on remuneration policies is available in our 2020 Proxy Statement.

Management of Climate-Related Risks

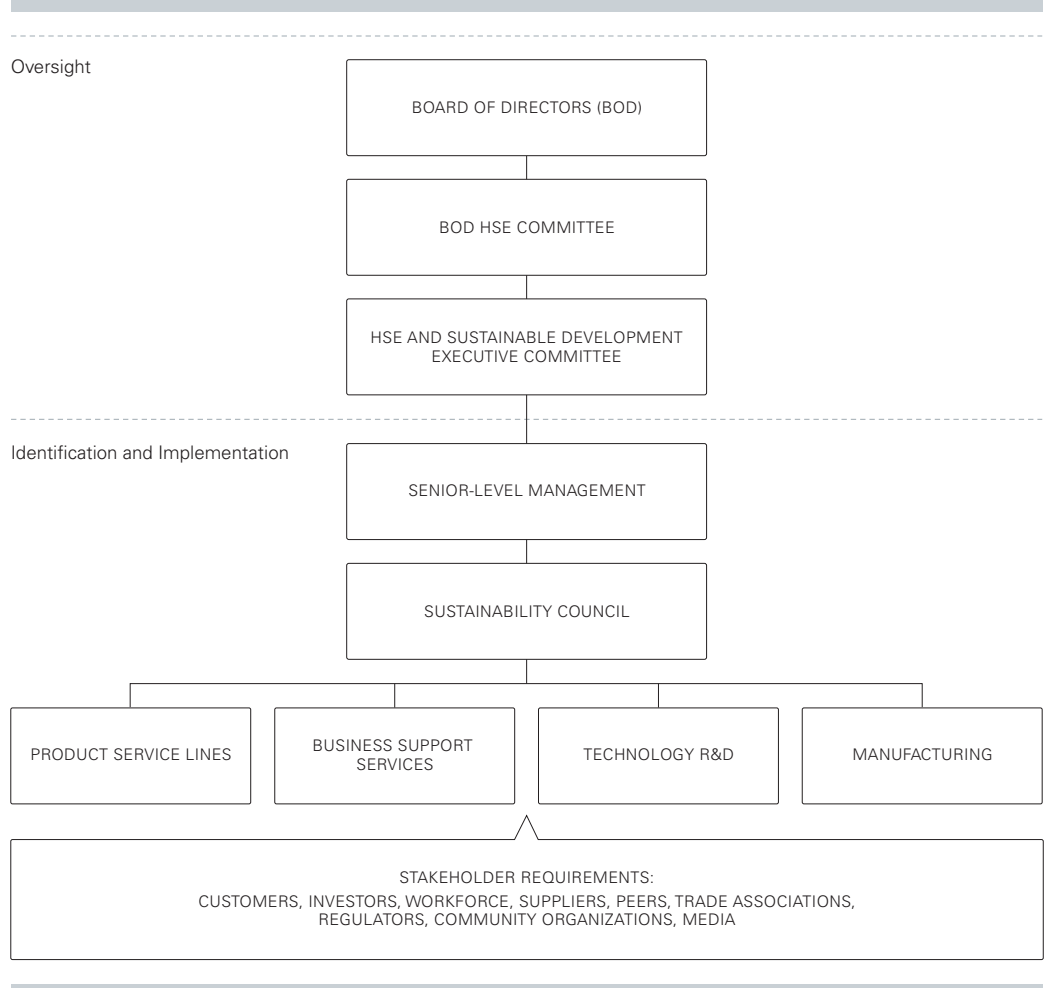
Halliburton has been incorporating review of climate-related risks and opportunities into our own operations, and into our growth strategy, for several years now. We believe continuously evaluating climate-related risks and opportunities is part of doing business and, therefore, have no need for a separate strategy. In line with our customers, we acknowledge that oil and gas will remain key fuels for the next several decades, and that we have a responsibility to advance our ability to access those fuels in the most efficient way possible through the use of low-carbon and zero-carbon technologies.

We consider that the climate-related scenarios developed by our customers are at the leading edge of scenario development. As a service company, our primary focus at this time is on assisting our customers in the implementation of their climate-related strategies. Our discussion with customers and our analyses of their existing and forward-looking climate-related strategies are, therefore, key to shaping our own business strategy.

Transparency *continued*



The Board has ultimate oversight of climate-related issues, and it reevaluates climate-related risks and opportunities on a regular basis alongside other key enterprise risks. Halliburton senior-level management is responsible for identifying climate-related risks and opportunities, assessing the potential level of impact to the business, and presenting recommendations to the Board for its consideration. Once integrated into the business strategy, the senior leadership is responsible for implementing the necessary climate-related actions as they relate to their particular areas of responsibility. In addition, our Sustainability Council, which comprises representatives from across all business areas, provides advice, counsel and recommendations to the Global Sustainability Manager for the preparation and implementation of the Halliburton Sustainability Program. For further information, refer to our Climate Change Position on our website.



Ethics

Global Ethics and Compliance

The Global Ethics and Compliance practice group is responsible for advancing the Company's commitment to its core value of integrity through the administration of its Global Compliance Program. The group supports ethical business conduct by directors, officers, employees, contractors, suppliers, agents, consultants and others acting on the Company's behalf.

Our Global Compliance Program is based on a robust compliance governance framework; well-defined and clearly communicated standards of compliance; open lines of communication; continuous compliance monitoring through internal assessments and audits; effective and timely responses to detected violations of the Code of Business Conduct (COBC) or the law, including disciplinary actions and remedial actions when appropriate; ongoing training and education; and proactive risk management.

Our Company has improvement programs and projects that ensure we remain current with changes in both the business environment and with the demands and expectations of our diverse stakeholders. We have comprehensive policies, procedures and required training that helps employees be aware of, and comply with, applicable laws and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act. The Halliburton Board of Directors, Section 16 officers and all manager-level employees are kept up to date regarding the organization's anti-corruption policies and procedures.

Global and regional resources are available to advise on issues and to conduct investigations regarding potential violations of the COBC or local laws and legislation, which may include:

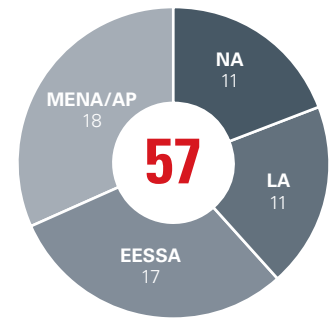
- Internal audits and compliance risk assessments for the analysis of compliance-related risks. In 2019, 28 countries were assessed as part of an audit or compliance risk assessment. Additionally, global audits were conducted on specific risk areas. Further details of our Global Compliance Program can be found in our COBC.
- The Company's Ethics Helpline enables Halliburton employees and external whistleblowers to report misconduct anywhere in the world. Reports can be submitted anonymously, and translators are available. Halliburton makes every effort to maintain the confidentiality of the reports. Potential violations of the COBC are investigated, and results are shared internally with executive management, Internal Assurance Services (IAS) and, as appropriate, the Audit Committee of the Board. With regard to substantiated reports, appropriate measures are decided in line with the principles of proportionality and fairness. Measures taken can include termination, written reprimand, coaching, restitution, suspension without pay, loss of stock/bonus and demotion.
- Local Ethics Officers (LEOs), designated in each of our operating regions, embody and model Halliburton values and ethical behavior. Serving three-year terms, LEOs are key liaisons between local employees and Global Ethics and Compliance. LEOs provide regular ethics training to Halliburton employees, through the use of quarterly Ethics Moments and biweekly Ethics Topics.

Security

The safety of our employees, contractors and facilities is paramount, and coincides with our respect for human rights and the security of local communities. Our high standards of safety require the use of third-party armed security in a small minority of the countries where we operate. Halliburton makes significant efforts to ensure that these security providers uphold our strong standards of ethics and integrity. All third-party security providers with access to the Company's internal systems are required to take formal training on the Halliburton COBC every two years.

Local Ethics Officers

LEO Program



LEOs serve as a local link for employees to Global Ethics and Compliance, and are the Company's ethics role models and compliance champions.

Ethics Training by Region Attendees

9,288

Latin America (LA)

25,079

Middle East, North Africa and Asia Pacific (MENA/AP)

10,985

Eurasia, Europe and Sub-Saharan Africa (EESSA)

12,696

North America (NA)

58,048

TOTAL

Transparency *continued*

|||||

Taxation

The Halliburton taxation strategy is consistent with our commitment to integrity and ethics, and with our Guiding Principle on Global Citizenship. We are committed to meeting our legal obligations in the payment of taxes and the disclosure of taxes paid and effective rates. This information is set out in the notes to our financial statements.



Internal Assurance Services

Our Internal Assurance Services (IAS) function conducts reviews on a global basis to assess adherence to the Halliburton Management System. IAS partners with Global Ethics and Compliance and other functions to conduct risk assessments that form the basis of the Audit Plan. Audit outcomes are finalized in a formal report, and actions are required to address reported audit observations. Audit findings, trends and insights are reported within the organization and to Board committees as applicable. In 2019, 91 audits were performed by our IAS group, which is in line with previous years.

Public Policy and Political Contributions

Halliburton keeps informed on significant domestic and foreign policy issues that affect the Company and its employees around the world. Halliburton may engage in public policy issues relevant to the Company's interests. Halliburton does not make political contributions to political candidates or political parties. Corporate political activities, including any contributions of Halliburton funds or use of Company facilities and resources, must comply with applicable laws. Halliburton may also provide administrative support for the operation of political action committees or provide support in informing the public on an issue of importance to the Company and its shareholders – always in compliance with applicable laws. Further information on the Company's contributions and public policy engagement can be found on the Public Policy page of the Halliburton website.

In 2019, the Halliburton risk management portfolio was expanded to include proactive monitoring of political risks. This addition brings an added focus to community relations and examines emerging legislation, such as on noise or emissions. The purpose is to find active solutions for Halliburton stakeholders.

Human Rights

Halliburton operates in more than 80 countries around the world. Our shareholders, customers, suppliers and employees represent virtually every race, nationality, religion, culture, political philosophy and language. This diversity supports our business excellence and embodies the Company's respect for human rights and the dignity of all people.

We support universal human rights, as defined by the United Nations Universal Declaration of Human Rights, and are committed to compliance with the requirements of all applicable employment, labor and human rights laws. Our IAS and Human Resources processes validate our human rights practices. Our Human Rights Statement is available under the Corporate Governance section of the Halliburton website.

Employee Training on Ethics and Human Rights

CODE OF BUSINESS CONDUCT (COBC) TRAINING

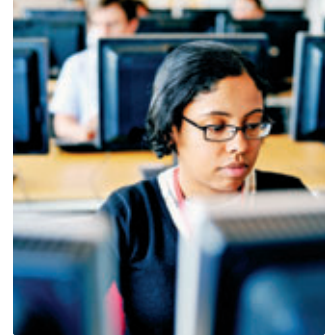
All Halliburton employees and certain categories of contract workers or consultants are required to complete COBC training every two years. Training courses cover all areas of the COBC, including anti-corruption and human rights. Global Ethics and Compliance conducts in-person training sessions to supplement the web-based COBC training courses.

ADVANCED ANTI-CORRUPTION TRAINING

All employees with relevant job functions and those working in high-risk countries complete additional anti-bribery and anti-corruption training. The training covers the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, other country-specific anti-corruption laws, hospitality, charitable contributions, donations, gifts and international business relationships. Global Ethics and Compliance conducts in-person training sessions to supplement the web-based anti-corruption training courses.

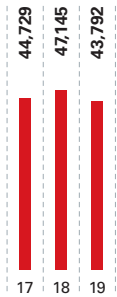
HIGH-RISK COUNTRY TRAINING

Employees working in countries that have been designated as high risk are required to take training which, in addition to touchpoints on COBC and anti-corruption, focuses on internal controls that must be followed in the procurement process.



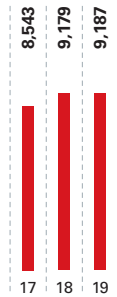
Code of Business Conduct Training

Employees who completed training



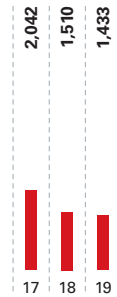
Advanced Anti-Corruption Training

Employees who completed training



High-Risk Country Training

Employees who completed training



Supply Chain

The Supply Chain division at Halliburton comprises procurement, manufacturing, materials and logistics, and manages a complex, global network of suppliers, warehouses, cross docks and manufacturing facilities. We require the same high standards of corporate citizenship throughout our supply chain as in our global operations by striving to maximize the positive economic and social impacts of our value chain while minimizing environmental impacts. This is exemplified by our high engagement rates of local and diverse suppliers in the countries where we operate. More information can be found on our Supplier Relations page of the Halliburton website.

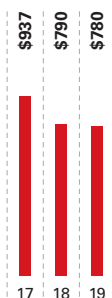
Transparency *continued*



Supply Chain Governance

Halliburton is committed to ensuring that our suppliers are in compliance with all applicable employment, labor and human rights laws to ensure fair and ethical employment practices, including non-discrimination, minimum age, and freedom of associations, as well as our fair compensation policies and our policies on health, safety and security. Our supplier expectations are clearly stated in our Supplier Ethics Letter. Training on topics including health, safety and environment (HSE) standards, human rights and conflict mineral compliance is also provided to our suppliers to ensure they meet the Company’s standards and gain information to improve the communities where we live and work. The Supplier Ethics Letter, along with more information on supply chain relations and our supplier due diligence checks, can be found on the Supplier Relations section of our website.

Spend with Small and Diverse Suppliers
million USD



	2018	2019
Percentage of new suppliers screened using environmental and social criteria	100%	100%
Number of suppliers assessed for environmental and social impacts	5,378	5,048

Local Content and Supplier Diversity

In 2019, more than 80 percent of the Company’s procurement spend was with suppliers located within the region where our operational activity took place. We establish and foster relationships with suppliers who can provide Halliburton with strategic and competitive advantages for our local operations, while expanding the capacity and competency of national and local industry suppliers. Halliburton shapes local sourcing efforts to the specific governmental, cultural and economic needs of each country. Additionally, Halliburton supports small, minority-owned and women-owned businesses throughout our U.S. supply chain.

Conflict Minerals

Suppliers are required to provide Democratic Republic of Congo (DRC) conflict-free materials to Halliburton, and to furnish information to assist in determining that work provided to Halliburton is DRC conflict-free and to respond to requests for information on sources of supply. These requirements support our commitment to the Responsible Minerals Initiative and our compliance with Section 1502 of the United States Dodd-Frank Act. In 2019, a total of 1,294 suppliers were identified as in-scope and contacted as part of the Conflict Minerals campaign. Halliburton removed suppliers from our approved supplier base who did not cooperate with our Dodd-Frank compliance requirements.

HSE and SQ in Latin America

In Brazil, Mexico, Argentina and other parts of Latin America, Halliburton worked with local suppliers to ensure they were following Halliburton HSE and Service Quality (SQ) Standards, suggest technological and operational improvements, and expand supplier portfolios. This was done through workshops and continuous meetings with suppliers, which, in turn, have helped create positive collaboration between Halliburton and the suppliers we work with.

Supporting Saudi Aramco’s ‘In-Kingdom Total Value Add’ Goals

In Saudi Arabia, we are supporting the “In-Kingdom Total Value Add” goals of Saudi Aramco, in alignment with the Kingdom’s Vision 2030. One element of our commitment was to reach a 70 percent nationalized workforce by the end of 2021. With our relentless drive to hire Saudi nationals, including providing opportunities to over 450 in 2019, we reached the 70 percent goal two years ahead of the target. We continue to hire, train and develop to drive further nationalization.

Global Supply Chain



SENEGAL

Halliburton has begun conducting a risk analysis of modern slavery of Senegal suppliers, along with how to mitigate those risks, to comply with the UK Modern Slavery Act. In addition, procurement personnel carried out Chartered Institute of Procurement and Supply (CIPS) ethics trainings and appointed a modern-day slavery lead for Senegal. In 2019, Halliburton committed to offering full, fair and reasonable access to tendering opportunities to local firms and individuals. We also conducted targeted supplier development activities and training programs to increase the ability of local suppliers to bid for available work, while working in collaboration with local government bodies to continuously develop effective local content plans.



CHINA

In March 2019, a Halliburton Certified Quality Representative training was conducted in China to communicate the importance of the Halliburton Code of Business Conduct requirements. All Tianjin Economic-Technological Development Area (TEDA) local suppliers and all procurement teams attended the training, which covered subjects such as understanding Halliburton documents, the raw material verification processes, parts manufacturing, process control requirements, and quality control requirements to align with "Halliburton receiving inspection quality" process. Following the training, Halliburton Supplier Quality Professionals also performed on-the-job training at supplier locations.



SAUDI ARABIA

To engage with our suppliers, the Saudi Arabia Supply Chain team conducted three workshops with 15 of our local suppliers in 2019, educating them on topics such as Halliburton supplier registration, customer expectations and contract manufacturing. In addition, the Halliburton supplier audit program was carried out, which includes frequency-based vendor process and product audits. We maintain a relationship with each supplier through onsite supplier inspection, first article release and supplier performance reviews.



UNITED ARAB EMIRATES

The United Arab Emirates Supply Chain team is continuously working with its suppliers to increase the country's value by verifying In-Country Value certifications; hiring local Emiratis, such as engineers, into Halliburton product services line (PSL) positions; and increasing Halliburton business with verified suppliers.



INDIA

Halliburton collaborates with local suppliers in India to drive improvements in quality, delivery, HSE, cost and the capacity of local suppliers. This enables suppliers to meet Halliburton requirements by promoting innovation through the sourcing of new products and services, developing alternative channels for procuring goods and services, and creating new business opportunities. Comprehensive audits of our critical suppliers are conducted to ensure that each quality and ethics component is met.



AUSTRALIA

The Australia procurement team worked with local suppliers on three initiatives to increase the number of local suppliers being used for Halliburton projects. In 2019, Halliburton onboarded four more local suppliers and held a local trade fair for local vendors each quarter. Once each supplier began work for Halliburton, supplier audits were done in conjunction with the Service Quality team.

Transparency
continued



Modern Slavery

Halliburton performs due diligence, in several ways, on suppliers with respect to modern slavery and human trafficking. We communicate our supplier expectations regarding human rights through the Supplier Ethics Letter and the Supplier Ethics Statement. We require suppliers to contractually commit to protect and uphold the fundamental human rights of their employees as stated in the Universal Declaration of Human Rights. To ensure compliance, we conduct an evaluation of our highest-spend suppliers on an annual basis. In 2019, we enhanced the supplier evaluation process to include an assessment of our suppliers' policies and procedures regarding forced labor and human trafficking, wage deductions, and timely and accurate payment of wages for all workers. Our goal is to conduct business with suppliers who share our commitment to ethical operations.

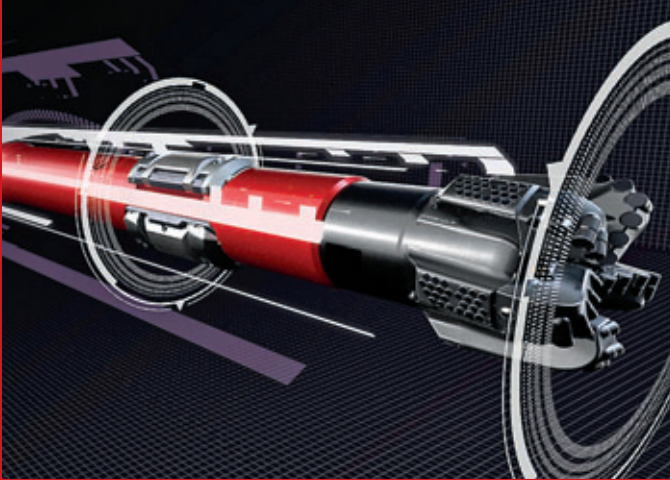
U.K.'s Modern Slavery Act 2015

Halliburton has issued questionnaires to over 1,100 suppliers, accounting for over 80 percent of all U.K. spend, and has assigned each supplier a risk level based on an evaluation of their questionnaire responses and other relevant data points. Additionally, over 90 percent of European Supply Chain employees have completed a training course that enhances their ability to identify signs of human trafficking and forced labor, and to prevent other issues related to human rights abuses. In the United Kingdom, as part of our implementation of compliance to the Modern Slavery Act 2015, our suppliers must complete a questionnaire to verify that adequate controls exist to prevent slavery and human trafficking. Specifically, suppliers must confirm their awareness of the Modern Slavery Act and describe the controls in place to comply with the Modern Slavery Act within their businesses and supply chains.

Oil and Gas Trafficking Awareness Group (OGTAG)

As members of the Oil and Gas Trafficking Awareness Group (OGTAG), and with our Global Sustainability Manager on OGTAG's Advisory Board, we are determined to strengthen our commitment to preventing human trafficking in our supply chain and in the communities in which we operate. We are enhancing our policies, processes and procedures to help educate our employees and suppliers on signs of human trafficking, so they can uphold our commitment to this cause. In 2019, we conducted trainings in Senegal and Ghana to educate our suppliers on slavery and to empower them to make ethical business decisions. We will also continue evaluating supplier risk levels in order to better educate our suppliers on their responsibilities based on the Company's expectations and legal requirements. Continuous assessment of high-risk, high-spend vendors will aid Halliburton in determining their compliance with anti-human trafficking and human rights requirements. We have conducted a Slavery Risk Analysis that takes several different risk factors into consideration, including percentage of slavery in the country, vulnerability to slavery and government response to slavery.

Technology & Innovation



1,116

U.S. patents granted in 2019

34th

Ranked in largest number of U.S. patent grants

Our reported number of patents granted in 2018 and 2019 includes Halliburton acquisitions, divestitures and grants that potentially were not reflected in public databases at year's end.

25%

Increase in patents granted

1st

Oil and gas industry leader in the number of U.S. patents granted

Increase in research and development (R&D) spend since 2018

3.6%



3.4

U.S. patents

for every

\$1^M_{USD}

R&D investment

Technology & Innovation *continued*

World Oil Technology Awards 2019

- Best Drilling Technology Award – EarthStar® 3D Inversions
- Best Exploration Technology Award – T1T2IFMI for Unconventionals with Halliburton XMR™ Service
- Best Health, Safety, Environment/Sustainable Development – Onshore Award – Tuned® Prime™ Cement Spacer
- Best Well Intervention Technology Award – SPECTRUM® 360

Technology Management

Halliburton is at the forefront of developing innovative solutions for our customers' business challenges in the midst of an energy and digital revolution. We are focused on the future and the exciting evolving energy transition, providing products, services and solutions to the oil and gas industry that support our customers in their low-carbon future. This development focus is continuously enhanced by our customer collaboration, advanced technology, continuous improvement, safety and service quality.

Technological innovations are fundamentally altering the dynamics of business, economics, education, governance and even our sense of community. In our industry, digital technologies are redrawing the map of exploration and production in ways unimaginable not long ago. Halliburton digital initiatives are integral to our business strategy and are targeted at solving business challenges. From big data analytics that drive operational efficiency and accelerate cycle times, to the use of machine learning and artificial intelligence to provide real-time insights and enable automation across all stages of the well life cycle, Halliburton is able to automate both mechanical systems and processes – enabling people to focus on more advanced, value-adding tasks.

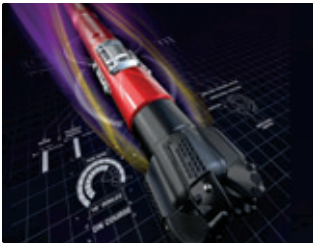
Innovation management at Halliburton begins with identifying the global priorities of our customers through the relationships forged by our 14 product services lines. Those priorities are distilled into potential innovations that are analyzed for business objectives, specific customer needs, Health, Safety and Environment (HSE) impacts and opportunities, and regulatory compliance. Our focus is on continuous improvement; therefore, our innovation objectives are modified regularly to mitigate design risks from the product or service.

Halliburton thrives on technical challenges; designing appropriate solutions are what we are renowned for achieving. The challenges of the global move to a low-carbon economy provide us a novel and exciting opportunity – to produce oil and gas as efficiently as possible with negligible material usage and zero emissions. As a result, sustainability principles and requirements such as emissions, water use, waste management, health and safety, increased production potential, and cost reduction are addressed as part of our technology development process.



2019 Highlights

This year, Halliburton engaged our global teams to develop innovative approaches to reduce the environmental footprint of our products and services. Whether it was hazardous waste reductions, water recovery, recycling initiatives or carbon dioxide (CO₂) reduction efforts, each of these projects created a more efficient and sustainable way to operate.



Our iCruise® intelligent rotary steerable system (RSS) has enabled the completion of jobs six days ahead of schedule, while keeping 100 percent accuracy in each respective zone. This technology helped save 7,200 gallons of diesel, which equates to 74 metric tons of carbon dioxide equivalent (CO₂e) over an equivalent job drilled with traditional methods. This technology also eliminated the need to use lithium batteries, thus removing any adverse environmental impacts of lithium battery production, storage, and recycling or disposal.



In the United Kingdom, our Wireline electro-mechanical downhole cutting tools and tubing punches can achieve single blade cuts in less than two minutes with real-time downhole data. This decreases time on site and eliminates the need for the transportation, storage and usage of explosive charges and chemicals. On a recent campaign in the North Sea, an operator utilized the electro-mechanical downhole cutting service for a well abandonment program. The technology successfully saved one-and-a-half days of rig time per well – a substantial reduction from the initial plan.



In Bolivia, all waste resulting from water-based mud operations were processed through a dewatering system and then processed through a reverse osmosis unit. The resulting water met strict environmental limits for disposal and had excellent properties to enable the reuse of 18,800 barrels of water on a well. In addition, this reduced the need for wastewater disposal, thus saving money on vessel rentals required for water disposal.



The Sperry Drilling QuickPulse™ automated directional gamma service enables a 70 percent faster rig-up time and results in a smaller surface footprint for the drilling equipment.



Our Tuned® Prime™ cement spacer has resulted in a greater than 93 percent reduction in crystalline silica content, which significantly improves the safety for personnel using cement spacers.



The Commander™ full-bore cement head has advanced our wireless functionality, resulting in an average rig-up time of 30 minutes. This saves a significant amount of time over a traditional job, which results in less time spent by personnel in the red zone.

Technology & Innovation

continued

2019 Products

	REDUCTION/ELIMINATION										IMPROVEMENT							
	DURATION OF JOB / NUMBER OF PEOPLE ON SITE	POTENTIAL FOR SAFETY INCIDENTS	EMISSIONS TO AIR / FUGITIVE EMISSIONS / GHG	FOSSIL FUEL USE	VOLUME OF WATER USED OR PRODUCED	VOLUME OF HAZARDOUS OR HARMFUL MATERIALS / CHEMICALS	SPACE / FOOTPRINT REQUIRED	NUISANCE: NOISE / ODORS / VISUAL INTRUSION	SPILLS OR LEAKS	VOLUME OF NON-HAZARDOUS WASTE PRODUCED	VOLUME OF HAZARDOUS WASTE PRODUCED	USES ELECTRICITY INSTEAD OF FOSSIL FUEL	HAS A LONGER LIFE SPAN / HIGHER DURABILITY	CONTAINS RECYCLED MATERIAL	INCREASES ABILITY TO REUSE / RECYCLE PRODUCT AT END OF LIFE	IMPROVES WELL INTEGRITY	ENABLES BETTER POSITIONING OF WELLS	IMPROVES RESERVOIR UNDERSTANDING
BAROID																		
BaraShale™ Lite 2															•	•		
Single-sack Drilling Fluid							•									•		•
CoFlo for Brine Treatment					•	•	•			•								
DRILL BITS & SERVICES																		
Bottomhole Assembly (BHA) Interaction Venus														•				•
SPERRY DRILLING																		
iCruise® intelligent RSS – 6.75 in., 4.75 in., 8 in., 9.5 in.	•		•	•		•				•								
PixStar™ High-Resolution Ultrasonic Imaging Service	•																	
QuickPulse™ Automated Directional Gamma Service	•	•						•										
GasFact™ 2.0	•							•				•				•		•
Radian® 6.75																•	•	•
TESTING & SUBSEA																		
Flex™ Managed Pressure Drilling (MPD)	•							•										•
Total High-Angle Disconnect Testing	•													•				•
WIRELINE & PERFORATING																		
RELAY™ Digital Stickline System – Downhole Power Unit (DPU®)	•			•		•	•			•		•		•		•		
RELAY™ Digital Stickline System – Elite Control Unit	•			•		•	•			•		•		•		•		
CEMENTING																		
Tuned® Defense™ cement spacer														•				•
Tuned® Prime™ cement spacer		•				•				•								•
HALADVANCE™ 344 cement additive	•									•								•
Commander™ Full Bore cement head	•	•																•
LiquiLite™ cement additive	•						•			•								•
PRODUCTION ENHANCEMENT																		
First-generation electric fracturing system (Zeus 1.0)			•									•						
Next-generation blending system (Janus)	•							•	•									
ExpressSand™ MAX	•																	
DryFR								•		•								
ExpressKinect™ Quick Latch system	•									•								
Project Gala – CECS/J 1939 controls and Allison 9832 transmission														•				
COMPLETION TOOLS																		
LinX® 200™ monitoring system						•												•
DataSphere® Opsis™ permanent downhole gauge						•							•					•
SmartWell® hydraulic disconnect tool		•																•
PRODUCTION SOLUTION																		
SafeGrip™	•																	

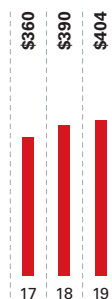
Many of the products and solutions released in 2019 provide our customers with the means to reduce or eliminate environmental and social impacts, and to improve the efficiency of accessing their assets.

REDUCTION/ELIMINATION

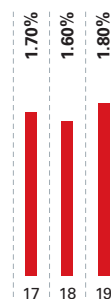
2019 Services/Projects

BAROID	DURATION OF JOB / NUMBER OF PEOPLE ON SITE	POTENTIAL FOR SAFETY INCIDENTS	EMISSIONS TO AIR / FUGITIVE EMISSIONS / GHG	FOSSIL FUEL USE	VOLUME OF WATER USED OR PRODUCED	VOLUME OF HAZARDOUS OR HARMFUL MATERIALS / CHEMICALS	SPACE/FOOTPRINT REQUIRED	NUISANCE: NOISE / ODORS / VISUAL INTRUSION	SPILLS OR LEAKS	VOLUME OF NON-HAZARDOUS WASTE PRODUCED	VOLUME OF HAZARDOUS WASTE PRODUCED
Baroid – Polymeric product					•						
Baroid – Water-based mud						•					
Non-damaging drill-in fluid for the drilling of the reservoir section of the KS formation and the aquifer, which has been selected as an injection reservoir to capture supercritical CO ₂ for long-term storage			•								
Use of highly refined mineral and synthetic Group III base fluids to replace diesel and Group 1 fluid						•					
Reinjection of cuttings											•
Dewatering and reverse osmosis for water treatment					•						•
Fluid recycling strategy						•					

Total Research & Development Spend
million USD



R&D Spend as a Percent of Revenue
percent

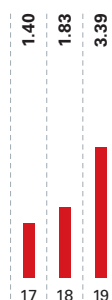


In Huyapari, Venezuela, Halliburton Baroid led a fluid recycling strategy, using 40 percent reused well fluid to reduce the total volume of processed fluid and to minimize waste. All the fluids' properties for reuse were verified in the Fluids Lab prior to use for the next well.

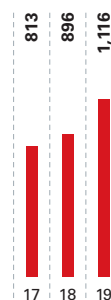


In Southeast Asia, Baroid used magnesium oxide whenever possible to decrease the amount of caustic soda used for pH control in water-based mud drilling fluids, which has helped decrease the amount of hazardous waste produced.

Patent Efficiency
U.S. Patents per USD 1M of R&D Spend



Patents Granted Per Year
U.S.



Technology & Innovation *continued*



In response to our purpose to assist in the reduction of the industry's environmental footprint as a component of being responsible stewards of the environment, Halliburton is testing new initiatives using electric pumps. This innovative service directly addresses ecological concerns by significantly reducing operational noise pollution, diesel emissions and atmospheric contaminants. The resulting benefits will empower our customers to improve their eco-footprints and to support sustainability easily, efficiently and cost-effectively, while also enabling us to deliver the same level of service that they have come to expect from Halliburton.

We have accomplished this vision by heavily investing in the research and development of a new way to power our already proven Q10™ pump. Our approach is a non-conventional, high-power density, natural-gas-turbine-driven mobile power plant. This is coupled with high duty-cycle-rated electrical systems and components to drive our world-class Q10 hydraulic fracturing pump. Our modular approach allows for minimized truck moves and right-sized power utilization for the most efficient power delivery. The continuous-duty components allow for higher asset utilization and an overall leaner operation.

The Halliburton electric solution can be run using highly abundant, 100 percent North American produced natural gas, or with flare gas harvested by third parties. This will deliver significantly lower combustion, resulting in a reduction in nitrogen oxides (NOx), carbon monoxide (CO), unburned hydrocarbon (UHC), particulate matter (PM) emissions and noise emissions than from our already ultra-low emissions North American Tier 4 fleet, which is the largest such fleet in the world.

Collaboration

375

One-on-one investor meetings



31%

Of shareholder base contacted during proxy season engagement

16 11

Sell-side hosted conferences

Industry-recognized trade association memberships



Of employees participated in employee engagement (Pulse) surveys

Collaboration *continued*



Stakeholder Engagement

A vital component of our approach to sustainability is cultivating and maintaining long-term relationships with stakeholders. As a global provider of oil and gas services, we engage with many people around the world, capitalizing on the opportunities we have to interact with stakeholders on a local and global scale. The viewpoints and actions of our stakeholders have a decisive impact on the success of our business. We are able to identify issues of top concern and priority through ongoing engagement with communities, individuals and organizations.

We value the feedback of stakeholders at all levels of our organization and communicate information to senior management and the Board. Our senior management, Investor Relations team and operational managers hold regular meetings and conference calls with analysts, institutional investors and others. Our business development teams and product service lines interact continuously with customers to understand their needs and concerns, including in the sustainability space.

By continuing dialogue with our stakeholders, we hope to better understand their positions, identify trends and build trust through partnerships – which all provides the opportunity to address key issues and meet expectations in sustainability management.

In determining stakeholders to engage, we consider a variety of factors, such as:

- Stakeholder interest and influence on Halliburton
- Possible alignment of our values with those of the stakeholder group
- Collaboration opportunities that will improve social or environmental outcomes.

Primary Areas of Collaboration and Engagement

STAKEHOLDER GROUP

	CORPORATE GOVERNANCE & BUSINESS ETHICS	OPERATIONAL EXCELLENCE	ECONOMIC PERFORMANCE	SUPPLY CHAIN SUSTAINABILITY	COMMUNITY ENGAGEMENT	HEALTH, SAFETY & WELLNESS	ENVIRONMENTAL STEWARDSHIP	WORKFORCE DEVELOPMENT & MANAGEMENT
Shareholders & Analysts	•	•	•	•		•	•	
Customers	•	•	•		•	•	•	•
Employees	•	•	•		•	•	•	•
Suppliers	•	•	•	•	•	•	•	
Government	•				•	•	•	•
Industry Associations	•				•	•	•	•
Communities & Non-Governmental Organizations (NGOs)				•	•	•	•	

STAKEHOLDER GROUP	STAKEHOLDER SIGNIFICANCE	HOW WE ENGAGE
SHAREHOLDERS & ANALYSTS	Regular dialogue with our shareholders has always been a high priority for Halliburton. When making investment decisions, shareholders are increasingly focused on how we can integrate important aspects of environmental, social and governance (ESG) issues into our business, products and services.	Through our annual reporting, shareholder meetings and quarterly conference calls, we can communicate on key topics of interest. Senior management and our Investor Relations team also hold regular meetings and conference calls with analysts, institutional investors and others.
CUSTOMERS	We continually engage with our key customers, in order to understand their priorities and requirements and have several significant joint ventures that result from ongoing engagements. Customers motivate Halliburton to continuously invest in research and development to improve products and services.	We ensure customer satisfaction by having continual engagement and collaborating directly on developing new technologies. We listen and respond to our customers' suggestions and recommendations to create value through our services and business practices.
EMPLOYEES	Our people are key to our success, so we want to attract, develop and retain employees. We also work with universities, and offer internships and entry-level positions to students and recent graduates to continually grow our talent.	Through training programs, our quarterly check-ins, semi-annual Pulse surveys, employee groups and regular development reviews, we are able to make sound talent decisions and increase overall workforce engagement.
SUPPLIERS	Suppliers are an extension of our business. Their involvement is important in our ability to manage our ESG risks, and they support the development of opportunities.	We work collaboratively with our suppliers on an ongoing basis through workshops and meetings. With this frequent engagement, we are able to suggest and develop technological and operational improvements, and to expand supplier portfolios.
GOVERNMENT	Government agencies are important stakeholders through their need to protect the environmental, economic and social fabric of the societies for which they are responsible.	The Halliburton Government Affairs function works with government officials to provide in-depth information on our operations, examine emerging technologies and contribute to the discussion on regulatory standards. For example, Company representatives have been involved in the policy discussions surrounding the development of shale oil and gas resources in the U.S., Canada, Mexico, Europe and Australia. We are also educating policy makers on our technology, products and services that result in lower emissions from our business activities and those services we provide at the customers' wellsite.
INDUSTRY ASSOCIATIONS	We work alongside customers and peers to address common challenges, share best practices and create new industry-wide standards, policies and practices, in the ESG space.	Across Halliburton, business groups engage with relevant associations in respect to ESG issues by participating in a wide variety of committees and working groups.
COMMUNITIES & NON-GOVERNMENTAL ORGANIZATIONS (NGOs)	Halliburton operations interact with local communities all over the world; our community and NGO engagement occurs well past the lifespan of a project.	We interact with communities and NGOs to understand how we can better align with their needs. We engage directly through volunteer activities, the Halliburton Foundation and donations, as well as ad hoc meetings with NGO groups to discuss key issues.

Collaboration *continued*

Trade Associations and Committees

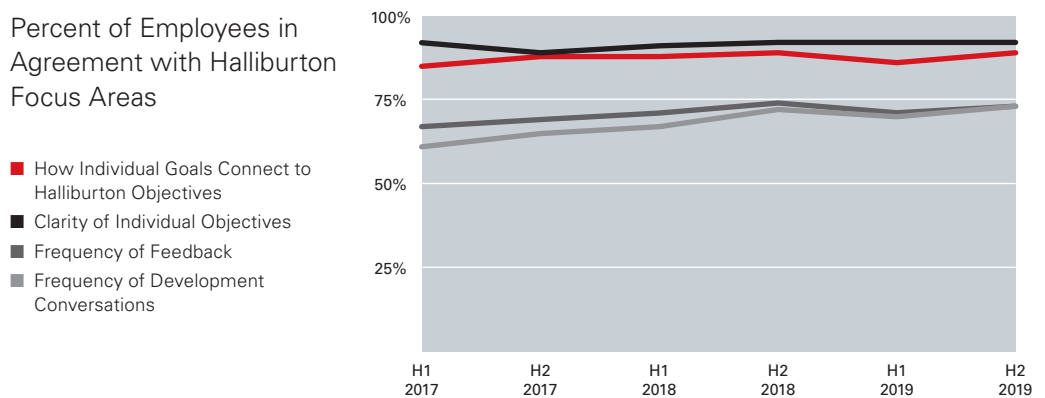
In 2019, Halliburton memberships and committee participation included:

- American Petroleum Institute – Members of numerous communities, including the Climate Change Working Group and CEO member of the Executive Committee of the Board of Directors
- Society of Petroleum Engineers (SPE) – Technical committees and HSE-SR committees, including memberships in the environmental and the social responsibility sub-committees
- International Petroleum Industry Environmental Conservation Association (IPIECA) – Reporting, Carbon Capture and Storage, Fuel, Human Rights, Supply Chain and Sustainable Development Goal (SDG) working groups
- Greater Houston Partnership – Board member
- National Petroleum Council – Supporting member and sponsor of the Carbon Capture, Use and Storage (CCUS) Feasibility Report
- Petroleum Equipment and Services Association – Board member, Chair of the Government Affairs Committee and an ESG Committee member
- National Ocean Industries Association
- World Affairs Council of Houston
- International Association of Drilling Contractors
- Independent Petroleum Association of America
- National Association of Manufacturers

Employee Engagement

We aim to continuously improve our workplace culture by listening to our employees through frequent engagement on work status and performance, as well as through semi-annual Employee Pulse Surveys. Understanding our employees’ perspectives by aggregating their direct feedback is one way we drive management accountability to listen, learn and communicate with employees for continuous improvement.

Percent of Employees in Agreement with Halliburton Focus Areas



Halliburton uses the data collected from the Employee Pulse Survey and the Talent Identification Survey for predictive analytics. There is a strong correlation of survey data related to feedback and development with attrition. Leaders are responsible for reviewing aggregated survey results, which get reported downline and communicated to direct reports as part of continuous coaching and development. In addition, our Human Resources team collaborates with managers to help interpret and advise on results.

Trade Associations and Speaking Engagements

Halliburton engages and contributes to organizations and industry trade associations whose objectives include education, enhancement of the industry’s public image and development of best practices related to our industry. Many of our engagements include collaborating on Environmental, Social and Governance (ESG) matters; this ensures our alignment with peers and customers, and that the associations and organizations align with our interests.

Engagement on Hydraulic Fracturing

As one of the largest global providers of hydraulic fracturing services, we believe that our technologies enable safer and more efficient delivery of natural gas. We frequently engage the public, trade associations and government agencies (such as the U.S. Environmental Protection Agency and U.S. state agencies) concerning hydraulic fracturing. Halliburton engagement also includes participation in technical roundtables; technical peer-reviewed publications; contributions to informational websites; and disclosures to customers, investors and the general public through our website.

Health, Safety & Environment



Health, Safety and Environment (HSE) and Service Quality (SQ) management are fundamental to Halliburton operations. Our ability to collaborate with our customers and engineer solutions to maximize asset value depends on industry-leading performance in each of these areas.



96%

Of employees completed Life Rules training

38

API Q2-certified facilities

0.29

Total Recordable Incident Rate

0.11

Lost-Time Incident Rate

0.38

Recordable Vehicle Incident Rate

Reduction in Scope 1 and 2 GHG emissions (TCO₂e) from 2018 in 2019

5%

1,400

Workforce ideas implemented in Manufacturing around safety improvements

23%

Decrease in NPT from 2018

1,078

HSE training courses offered

Health, Safety & Environment *continued*



Several years ago, the Company's manufacturing leadership set out to improve the safety culture at Halliburton manufacturing facilities by creating a more empowered work environment. Each facility began a self-assessment by utilizing the DuPont Bradley Curve, which is segregated into four states of culture maturity – Reactive, Dependent, Independent and Interdependent. Following that assessment, a global initiative was implemented that empowers small teams of employees, known as E4 teams (Every Employee Engaged Every day), to identify risks, brainstorm solutions and implement those solutions to make a safer workplace. This collaborative effort has allowed for a more interdependent workforce, allowing employees to engage in problem-solving efforts related to safety during the manufacturing process. In 2019, approximately 1,400 ideas were implemented.

Journey to ZERO

Journey to ZERO is the Company's vision to achieve ZERO safety incidents, ZERO environmental incidents and ZERO non-productive time. This vision articulates our priorities to set the highest standards, embrace the challenge and make no compromises in execution. Our leadership commitment, robust management system, and the competencies and commitment of our people are core elements of our success and provide the foundation for our Journey to ZERO.

Leadership Commitment

Our Journey to ZERO is owned by all our people, and is led by a senior-level team focused on improving individual safety, process safety and environmental performance in the delivery of all our services. The HSE and Sustainable Development (SD) Executive Committee is charged with oversight of HSE and SD matters including annual strategies, HSE statistics and the HSE audit program, and is accountable to the Board of Directors' HSE Committee. The chief HSE officer chairs the Committee, and reports to each meeting of the HSE Committee.

Halliburton Management System

The Halliburton Management System (HMS) supports the execution of programs and policies, and establishes standards, processes, guidelines and work methods that ensure our employees and contractors are equipped with the necessary knowledge to work safely, consistently and effectively. Control Points are used within the HMS to prevent and avoid HSE and SQ incidents by aligning roles and responsibilities so that everyone in the organization understands their part in the execution of our service delivery.

The Halliburton Management System is designed to meet or exceed expectations of regulators, customers and our own internal standards for HSE, while driving continuous improvement and operational efficiencies. Our operations are also conducted in conformance with industry-standard certification programs, including those for quality management (ISO 9001), environmental management (ISO 14001), and health and safety management (OHSAS 18001).

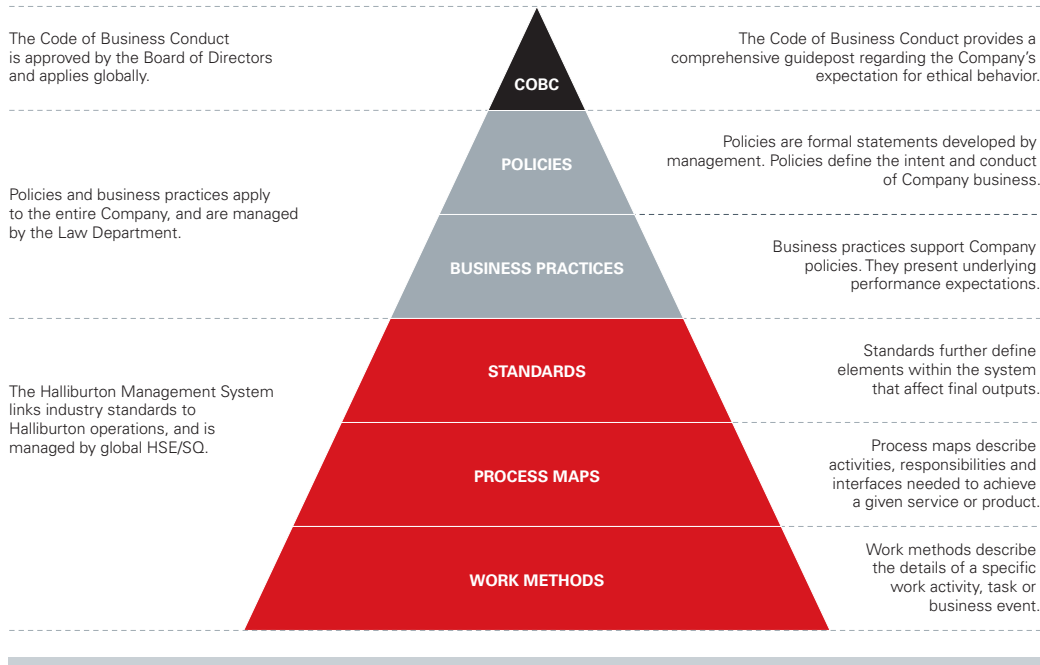
The Halliburton Management System also meets and exceeds the requirements of industry-specific American Petroleum Institute (API) standards for manufacturing and service quality (API Q1 and API Q2) and the API RP 75 standard for offshore safety and environmental management. Halliburton leads the industry with 38 API Q2-certified facilities, located in 12 countries.

In 2019, eight manufacturing facilities and one research facility were recommended for API Q1 recertification, and two facilities were acknowledged for having zero findings.

More details on our Halliburton Management System can be found on the Halliburton Management System section of our website.



Halliburton Management System

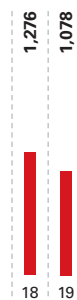


Training and Competency

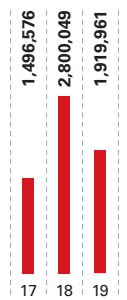
All employees are required to complete introductory HSE training to reinforce the Halliburton core value of safety in all that we do. Additional activity-specific employee training, administered through our HSE representatives in all regions, ensures that our employees are empowered with the knowledge necessary to execute their jobs safely and responsibly. For specialty job functions, specific training curricula are embedded in our automated learning management system and linked to individual employees by role to ensure that mandatory training is delivered and completed as required. Our hours of completed training decreased from 2018 for a number of reasons:

- The industry downturn in 2019 resulted in fewer new hires. Since new hires typically receive the largest number of HSE training hours assigned to them as part of their onboarding, overall training hours were significantly reduced.
- Personnel reductions over the year eliminated refresher training requirements.
- HSE training needs across the organization were revisited and we eliminated a number of duplicate or similar courses and over-assigned courses.

Number of Health, Safety and Environment (HSE) Training Courses Offered



Hours of HSE Training Completed



Health, Safety & Environment *continued*



Communicating and Addressing Risk

Commitment to Health, Safety and Environment (HSE) and Service Quality (SQ)

The SQ Minimums are the essential elements of how all of our operations across all product service lines do our work. They present four key practices that enable us to deliver excellence in execution, through process adherence and continuous improvement.



1. DESIGN OF SERVICE – HOW WE PLAN OUR WORK

Our Design of Service (DOS) process defines the documentation that captures the operational plan and outlines how we will execute to customer requirements.



2. CONTROL POINTS – HOW WE CONTROL OUR WORK

Control points are defined requirements or activities that provide assurance that the job purpose will be achieved. All PSLs consistently deliver and execute their control points as part of each job.



3. COMPETENCY – HOW WE ENSURE OUR PEOPLE HAVE THE SKILLS THEY NEED

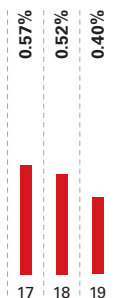
Our global competency program provides the knowledge, skills, behavior and experience that enable our people to do the job.



4. INCIDENT INVESTIGATION – HOW WE IMPROVE PERFORMANCE

Through our incident investigation process, all job-related and non-job-related incidents undergo thorough and timely investigations to identify root causes and prevent incidents from recurring.

Customer Non-Productive Time (NPT)
percent



Stop Work Authority

Our global Stop Work Authority (SWA) program plays a key role in preventing incidents. All employees and contractors have the authority – and the responsibility – to stop a task if they observe an unsafe action or condition at a worksite or have a concern regarding the control of an HSE or SQ risk.

In 2019, the number of SWA reports increased due to an improved understanding of the SWA process and the availability of the OneView program. For more information on our OneView program, see the 2018 Annual and Sustainability Report.

Management of Change

Our Management of Change (MOC) process is designed to control change-related risk when we identify new risks or adjust the operations plan. The process requires that all operational and process changes be planned, reviewed and approved before implementation to reduce the potential for service disruption or the creation of new hazards. Continuous improvement in the Halliburton Management System and execution of our SQ Minimums have enabled us to reduce our non-productive time (NPT) rate by 35 percent in the last five years.

Crisis Management and Emergency Response

Every Halliburton location has a local emergency response plan. These plans include detailed requirements for emergency response, including evacuation plans and medical response. Halliburton also provides access to medical care for all employees, no matter where they are working.

Our commitment to safety extends to our contractors. We require all contractors working at Halliburton sites to conform with Company standards as communicated through our contractual agreements, our “20 Contractor Rules,” site check-ins and safety briefings.

Incident Investigation and Causal Analysis

We have immediate visibility to high-risk incidents through our Significant Incident Review process, which entails rigorous incident investigation and prioritization, enabling timely and thorough assessments to determine root causes.

HSE and SQ Process Improvement

We are active participants in the development of industry-best HSE management practices that reflect the value of the Halliburton safety culture. In 2019, we refreshed our Halliburton Life Rules to align with the recommendations of the International Association of Oil and Gas Producers. From its launch in September 2019 to the end of the year, 96 percent of Halliburton staff had completed the training on the new Life Rules.

Halliburton is committed to the continuous improvement of our processes to ensure that we have the proper focus and are effectively managing change in the workplace. In recognition of this principle, Halliburton also refreshed communications around our Critical Focus Areas to better execute and serve our customers by continuing to achieve best-in-class HSE performance and service delivery.



Life Rules

The industry has collectively established a set of nine standard Life Rules to communicate universal health and safety priorities that apply to all job sites. The adoption of these nine Life Rules is in line with keeping our long-standing commitment to safety and ensuring that our safety program is aligned with those of our customers.



BYPASSING SAFETY CONTROLS

Obtain authorization before overriding or disabling safety controls



CONFINED SPACE

Obtain authorization before entering a confined space



DRIVING

Follow safe driving rules



ENERGY ISOLATION

Verify isolation and zero energy before work begins



HOT WORK

Control flammables and ignition sources



LINE OF FIRE

Keep yourself and others out of the line of fire



SAFE MECHANICAL LIFTING

Plan lifting and control the area



WORK AUTHORIZATION

Work with a valid permit when required



WORKING AT HEIGHT

Protect yourself against a fall when working at height

Critical Focus Areas



Barriers



Hydrocarbons to Surface



Trapped Pressure



Well Collision



Radiation & Explosives



Health, Safety & Environment *continued*

Examples of various initiatives across Halliburton that resulted in improved overall safety, efficiency, costs and environmental impacts are listed below.



Reducing Hand and Finger Injuries

In 2019, there was an emphasis on reducing hand and finger injuries across our global operations. This led to a 23 percent decrease from 2018 in hand and finger injuries company-wide.

Historically, hand and finger injuries accounted for 35 to 38 percent of all injuries in North America. In 2019, after a year of implementing a Hand and Finger Safety Program, we achieved a 38 percent reduction in recordable hand and finger injuries vs. 2018. The overall hand and finger injury rate (including first aid and recordables) in North America has decreased 11 percent year over year.

The Advanced Manufacturing team implemented a Hands Free initiative to decrease the amount of manual labor required for certain manufacturing processes by installing automated technologies on various machines. One successful upgrade was the elimination of hand deburring on certain machines. The addition of the deburring tool eliminated the need for the machine operator to reach into the machine with their hands and body, which often led to various risks involving sharp edges, pinch points, contact with chips and coolant, and repetitive strain. In addition to decreasing safety risks for the machine operator, improvements like this one increased accuracy, quality and efficiency. The need for manual intervention was decreased from 23 times to two times per part in 2019. Shifting to automated technologies also lowered costs for the manufacturing team at Halliburton – saving time, resources and the need for expensive machine send-out inspections.

Barite Operations



Latin America's Safety Behavior School was selected for sharing at the 2020 SPE International Conference and Exhibition on Health, Safety, Security, Environment and Social Responsibility.



The installation of a new form, fill and seal machine at the Lovell BPM facility in Wyoming helped increase plant production significantly, while reducing the safety risks of handling bentonite bags.



Colony BPM mining operations personnel in Wyoming designed and constructed a large soda ash storage building to increase capacity, reduce emissions, and improve operational efficiency and safety. The Soda Ash Building decreased air pollutant emissions by 3.57 tons of sulfur oxide, nitrogen oxide, volatile organic compounds and particulate matter as compared to the Mountain Mover® sand storage systems that were previously used. The process of unloading soda ash at the Colony facility has now been reduced by 3.5 hours per truck load, which, in return, increases efficiency and reduces employee downtime.



The Bahia Blanca barite grinding plant in Argentina is in the planning and development phase of implementing an electronic QR code on bulk barite bags. This new method will reduce paper usage by eliminating four pages of barite information on each bulk bag. This change has the potential to create a cost savings of approximately 30,000 paper pages per quarter and to also save on energy.

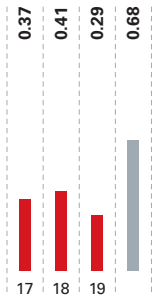
Verifying Performance

Tiered Assurance Program

Our tiered assurance program is a systematic self-verification process consisting of a job-site or location assessment, a management system assessment and global oversight through our Internal Assurance Services (IAS). Results are used to assess and verify that the Halliburton Management System and processes are being implemented in all work locations. In 2019, we performed 1,039 audits under the tiered assurance program.

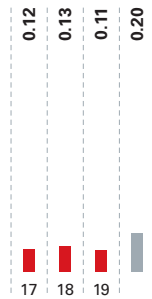
The continued reduction in our HSE and SQ statistics is due to the dedication of our workforce in implementing the requirements of our Halliburton Management System and in driving a culture of safety as our No. 1 priority. The four fatalities this year are a heavy burden and serve to drive us harder in our pursuit of our goal of zero safety incidents.

Total Recordable Incident Rate
per 200,000 hours worked



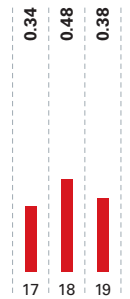
■ 2019 Q3 year-to-date (YTD) International Association of Drilling Contractors (IADC) industry average

Lost-Time Incident Rate
per 200,000 hours worked

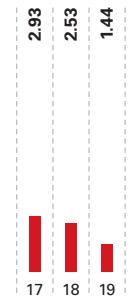


■ 2019 Q3 year-to-date (YTD) International Association of Drilling Contractors (IADC) industry average

Recordable Vehicle Incident Rate
per 1,000,000 miles traveled



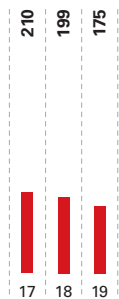
Near-Miss Incident Rate
per 200,000 hours worked



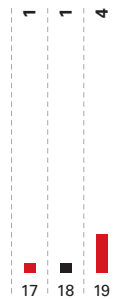
Near-Miss Incident Rate does not include Stop Work Authority reports

We track near misses as a predictive leading indicator, to compile trends on incidents where the potential for harm was present, even though nothing occurred. We classify a near miss as a high-potential incident if the conditions could potentially have resulted in serious personal injury, property damage or an adverse environmental impact.

High-Potential Incidents
per year

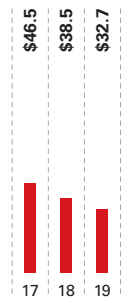


Fatalities
per year

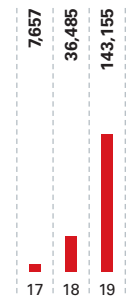


■ Employees
■ Contractors

Health, Safety and Environment (HSE) Fines & Penalties
thousand USD



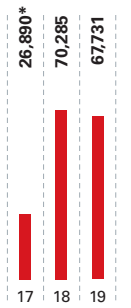
Stop Work Authority (SWA)
number of reports



In 2019, the number of SWA reports increased due to an improved understanding of the SWA process and the availability of the OneView program.

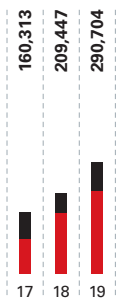
Health, Safety & Environment *continued*

Energy Consumption
thousand gigajoule (GJ)



* 2018 and 2019 energy data was collected using a revised collection and analysis methodology. 2017 data was not updated per this revised methodology.

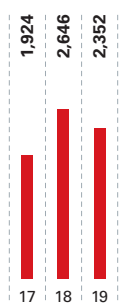
Waste Generated
metric tonnes



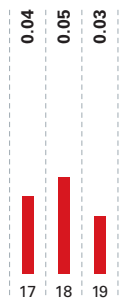
■ Hazardous Waste
■ Non-Hazardous Waste

In 2019, Halliburton enhanced the scope of our waste data management and improved our data collection process. During this process, the previous year's data was reviewed and updated as needed, which explains any revisions to historically provided data.

Water Consumption
thousand m³



Recordable Environmental Incident Rate
per 200,000 hours worked



Environmental Stewardship

At Halliburton, we are committed to mitigating the environmental impacts from our operations. Our vision is to deliver long-term financial value by managing risks and opportunities associated with environmental issues, and to have a positive impact on the communities in which we operate, now and for future generations.

ENERGY AND CLIMATE CHANGE

Our Scope 1 and 2 greenhouse gas (GHG) emissions data covers Company-owned or leased business operations at 100 percent of our U.S. facilities along with our larger global facilities.

We are committed to increasing transparency and to participating in industry dialogue about climate change. In 2019, we released our Climate Change Position that can be found on the Sustainability page of our website. At the same time, we revised our data collection and analysis methodologies, expanded the scope of data collection to encompass more facilities, and performed retrospective data evaluations for 2018 using our new data management approach. Please note, 2017 energy use and emissions data were not updated per this revised methodology. Though our emissions appear to have increased significantly over previous reports, they are actually in line for our level of activity. Now, we simply have a better understanding of our emissions due to heavy equipment use. This enables the creation of a robust and transparent baseline against which we will establish Science Based Targets.

Our commitment to reduce our GHG emissions is twofold:

- Seek reduction of direct and indirect GHG emissions from our business operations
- Assist our customers in effective utilization of our portfolio of products and services to help them reduce their GHG emissions in the development of their hydrocarbon resources.

WATER

Data on water consumption includes water used in our Company-owned or leased business operations at 100 percent of our U.S. facilities and our major global facilities. Water used at wellsites in activities such as cementing and drilling is purchased and controlled by our customers, and is, therefore, not included in our reporting scope.

Halliburton recognizes that water is one of the world's most valuable resources. We leverage our experience and technologies to help our customers reduce the volume of fresh water utilized in their operations, including hydraulic fracturing.

We also address water use at the facility level. Many of our locations are implementing water-reduction projects, such as: heating, ventilating and air-conditioning system optimization; and recycling or reusing water used for process cooling, vehicle washing, chemical blending and landscape irrigation.

WASTE

Our waste data covers our company-owned or leased business operations at 100 percent of our U.S. facilities and our major global facilities.

At Halliburton, we actively work to minimize waste. Our facilities have waste minimization and management plans that meet and generally exceed local regulations, where required. We audit waste service providers to ensure appropriate waste treatment and disposal. Waste minimization in all forms is fundamental to our research and development processes. Reuse of materials is an important component of asset management at Halliburton. As our equipment approaches end of life, there are several reclamation options. Each major component is investigated and dispositioned accordingly and can be returned to the field, sent to be rebuilt at an Original Equipment Manufacturer distributor and returned to stock, sold or recycled/scrapped. These options, along with rebuilding/reuse of major components, give us the ability to continuously renew our fleet.

The increase in the volume of waste generated in 2019 over 2018 is primarily due to facility consolidations, including a few Multi-chem facilities, which influenced the volume of hazardous waste, and better reporting of non-hazardous waste. A significant increase in waste sent for energy recovery and material recycling occurred which, along with reuse, resulted in almost 58 percent of waste being diverted from incineration or final disposal.

RELEASES TO THE ENVIRONMENT

Spills across all areas of our operations are included in our statistics. This includes spills that result due to Halliburton activities at our facilities and field locations across the globe.

When compared to 2017, the reported releases in 2018 are higher. This increase is likely attributed to continuous improvement of spill reporting, in alignment with improvements in other environmental data reporting.

As per our disclosure last year, we view 2018 spill data as an anomaly and, therefore, compare 2019 data to 2017 data instead.

BIODIVERSITY AND LAND DISTURBANCE IMPACT

As a service company, the impact of Halliburton on biodiversity and land disturbance is confined to the development of our offices, field camps, chemical facilities and service centers. Our customers are primarily responsible for developing well pads and lease roads and therefore have more control over subsequent impacts on biodiversity and disturbance of land. We take the limited areas of potential impact seriously and incorporate mechanisms to evaluate the potential for harm and implement solutions to minimize and/or offset impacts.

ENVIRONMENTAL STEWARDSHIP AND BIODIVERSITY

As a part of our biodiversity improvement and preservation goals, Halliburton converted 526 acres of one of our remediation projects to a preserved area that permanently protects a ridgeline corridor through the North Carolina Yellow Mountain State Natural Area. We are working with the Southern Appalachian Highlands Conservancy in this endeavor, which secures a 456-acre scenic and wildlife corridor that is critical for plants and migrating animals. Protecting this ridgeline aids climate resiliency in the southern Appalachian Mountains. In addition, we are pilot testing a pollinator habitat on a 2.5-acre area adjacent to a section of the current preservation area.

SINGAPORE SOLAR INSTALLATION

In April 2019, Halliburton and Sembcorp took part in building Singapore's largest rooftop solar farm on top of the Halliburton Completions Manufacturing and Technology Center (known as the Tuas South Campus) and the Halliburton Sperry Drilling and Wireline and Perforating Center (known as the Jalan Ahmad Ibrahim Campus). With more than 16,000 rooftop solar panels collectively installed, this marks a new milestone in the Halliburton commitment to act as a responsible corporate citizen and to minimize our environmental impact. Approximately 23 to 35 percent of the operations in each facility will be powered by this solar installation, which will reduce more than three million kilograms of carbon dioxide emissions a year. This is equivalent to taking 710 cars off the road or planting almost 40,000 new trees. The installation of the solar farms at these Halliburton facilities also contributes to Singapore's goal of deploying 350 megawatt-peak (MWp) of solar power capacity by 2020. This collaborative solar project aligns with the Halliburton waste reduction and cost-savings program by reducing the energy costs at each facility.

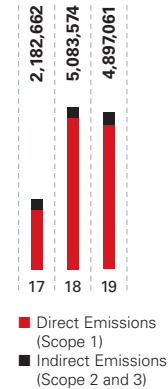


	TUAS SOUTH CAMPUS	JALAN AHMAD IBRAHIM CAMPUS
Capacity	4,723.42 kilowatt peak	1,495.5 kilowatt peak
Number of solar panels	12,766 panels	4,042 panels
Carbon dioxide emission reduction	2,481,012 Kg CO ₂ e	785,523 Kg CO ₂ e
Equivalent to taking how many cars off the road*	539 cars	171 cars
Equivalent to planting how many new trees*	29,942 new trees	9,480 new trees

*According to Sembcorp Solar, headquartered in Singapore

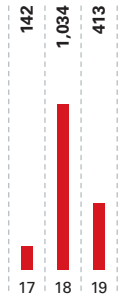
Absolute Emissions

metric tons CO₂e



Total Volume of Spills

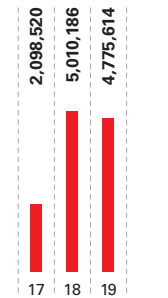
cubic meters



2018 volumes included 700 cubic meters attributable to a single fire-suppression system water leak

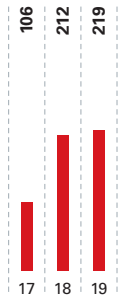
Scope 1 and 2 GHG Emissions

metric tons CO₂e



Emissions Intensity

metric tons CO₂e per million USD revenue



Please note, 2017 energy and emissions data have not been updated per the methods used for the 2018 and 2019 data at this time.

Health, Safety & Environment *continued*

ELECTRIC FLEET

In 2019, we continued the deployment of an electric fleet in our Fort Lupton, Colorado, operations with low-emission-footprint gas turbines. In 2020, we will continue to engage in research and development, and to work with our suppliers to improve the emissions profile of our hydraulic fracturing fleet.

Tier 4 Diesel Engine Penetration

	18	19
Hydraulic fracturing fleet Tier 4 engines	39%	47%
All non-road equipment Tier 4 engines	40%	52%

Climate Change

The challenges of climate change provide us a great opportunity to do what we do best: innovate, collaborate and execute to drive efficiencies and affect change.

Our goal is to mitigate climate change risks while continuing to help our customers provide global access to affordable and reliable energy that remains critical to continued economic growth, improvement in the quality of life, and the reduction of poverty in both mature and developing countries.

Key climate-related risks and opportunities for Halliburton can be categorized into the following areas: (1) physical, (2) regulatory, (3) business and (4) environmental. The specific risks and opportunities posed by climate change are identified through our Materiality Assessment; our work with environmental, social and governance (ESG) groups within trade associations; discussions with customers and investors; and our own business risk assessments.

1 PHYSICAL:

- Flooding potential
- Water sensitivity (availability and quality)
- Heat stress (on people, facilities and equipment)
- Cold stress (on people, facilities and equipment)

We are currently revising our exposure to water-related sensitivities and flood potential. Any updates will be evaluated and incorporated as required into our Enterprise Risk Management (ERM) program, as well as into facility and operational planning, risk assessments and crisis management plans.

2 REGULATORY:

- Carbon taxation
- Carbon caps
- Emissions reporting requirements
- Bans or moratoria on activities (such as local regulations that constrain or ban hydraulic fracturing)

Regulatory and policy requirements and changes are monitored by our legal and government affairs teams who communicate the information to senior leadership and the Board of Directors for incorporation into our ERM matrix and to the parts of the organization affected by the change. While we see carbon caps and emission reporting requirements being of low risk to service industries, these impact our customers. As a result, we focus our attention on providing innovative technologies and services that will minimize our customers' carbon emissions and provide support in reducing their burden from carbon caps and emissions reporting requirements. Carbon taxation and bans or moratoria on drilling activities have the potential to directly impact all service companies. With respect to carbon taxation, our focus is on minimizing or eliminating GHG emissions from our facilities and our fleet – thus reducing our exposure to carbon taxation. With respect to impacts from regulatory bans on hydraulic fracturing activities, we are involved in addressing government and community concerns through our seat on government-industry panels at the local and national government levels. In addition, we work with our customers to provide equipment and solutions that have less impacts on local communities – for example, electric fracking (known as E-Frac) fleets, which produce less noise, odors and fumes.

3 BUSINESS:

- Low-carbon-economy approach
- Increases in renewable/alternative energy
- Bans on hydraulic fracturing
- Customers facing public pressure

Our value proposition lies in collaborating and engineering solutions to maximize asset value for our customers, providing leading-edge technologies in the low-carbon space. Oil and gas will be necessary for the immediate future, despite the potential for longer-term volume reduction. The products and software we create support a reduction in emissions during the exploration and production of those fuels through reducing time, equipment and personnel on site, as well as eliminating emissions entirely through the use of renewable or alternate fuels and electric-powered driven equipment and fleet.

The close relationships we have with our customers enables us to understand their pressures, and to

collaborate with them to create the solutions necessary for minimizing the overall environmental footprint of a job. Risks and opportunities posed to the business are managed at all levels of the organization. For example, customer requirements around low-carbon approaches come through the business development team and are then relayed to the relevant Halliburton product service line, which then decides on the optimal solution.

4 ENVIRONMENTAL:

- Energy efficiency improvements
- Circular economy of waste
- Use of renewables (i.e. solar, wind, geothermal, etc.)
- Fleet emission reduction
- Frac fleet emission reduction/ E-Frac

Our Real Estate Services group is responsible for performing risk assessments of locations and developing mechanisms to reduce energy, water and produced waste. Our fleet group is responsible for identifying solutions to reduce emissions from the general fleet, while our hydraulic fracturing group is responsible for managing the use of our frac fleet, designing new energy-efficient engines, organizing equipment use, maintaining equipment, and working with customers to establish E-Frac activities.

We are implementing the use of renewable energy sources directly at our locations around the world through the placement of solar panels, as well as identifying where we can increase the use of renewably sourced electricity. We are also reducing our use of electricity through efficiencies in lighting and heating, and through the consolidation of smaller locations into larger hubs that are designed to be energy efficient. The use of an In-Vehicle Monitoring System (IVMS) allows us to manage our journeys more efficiently. Our focus has been on the creation of a low-emission fleet. We are the leaders in the design and use of Tier 4 and dual-fuel engines, and are expanding our electric frac (E-Frac) fleet. We are constantly studying our logistics operations to establish more efficient means of moving equipment and materials from site to site.

Climate Change: Our Short-Term and Long-Term Priorities

- Assist our customers through the development of products and services that reduce their greenhouse gas (GHG) emissions in the development of their hydrocarbon resources
- Support our customers in the effective utilization of our portfolio of products and services to help them reduce their GHG emissions
- Be involved in the development of effective public policies and regulations that are rational, market-based and efficiently addressing climate change priorities
- Work with suppliers to reduce the environmental impacts throughout our value chain
- Inform our employees on climate change issues and what actions they can take to reduce GHG emissions at and away from work
- Include climate strategy in our internal research and development (R&D) and product development processes
- Work with research bodies and educational institutions to further the development of sustainable solutions for the oil and gas industry
- Continue to report direct and certain indirect GHG emissions from our business operations through our combined Annual & Sustainability Report and frameworks like CDP (the Carbon Disclosure Project).



SUSTAINABLE TRANSPORTATION IN NORWAY

In 2019, Halliburton dedicated a supply vessel to the transportation of bulk goods, containers and tubulars across water bodies to Halliburton bases along the coast of Norway. This reduced road transport by the equivalent of 2,440 fully loaded delivery trucks, decreasing CO₂ emissions by 1,880 metric tons per year – a 52 percent reduction from the previous year.



100 Years: 100 Trees

In 2019, Halliburton Brazil and Macaé Environment Secretariat teamed up to plant 100 young trees to help celebrate our Company's 100th anniversary. Numerous employees and their families, along with members of the Macaé community, participated in this event to help spread awareness about the ways we can make our planet a better place to live for future generations.

Health, Safety & Environment *continued*

2019 Health, Safety and Environment (HSE) Awards and Recognitions

- Magmont Mine Reclamation Project Health and Safety Award
- ENI Well Services Safety Award – 2019
- Colombia 2019: Ecopetrol Recognition Award, Anadarko Recognition Award, EQUION Recognition Award, OXY Special Recognition Award
- The “Golden Tool Kit” Award in Trinidad
- Shell Trinidad “Best in Class” Award
- Chevron Recognition Award: Argentina
- Petrobras Performance Awards
- The Ministry of Social Protection of Guyana and National Advisory Council Annual Safety Award
- PEMEX Recognition for Five of Our HSE Field Supervisors
- Distinction of Merit Award from the Instituto de Seguridad del Trabajo in Chile
- EnQuest Malaysia Award – Five Years Free of Any Lost-Time Injury (LTI) Incidents
- PTTEP Myanmar Asset – Recognition of Excellent SSHE Performance
- Mahakam Award by PHM for Best Safety Performance for High Risk Contract
- Chevron Recognition for Safe, Incident-Free Operations
- Chevron’s Contractor Serious Injury and Fatality Prevention (SIF-P) award – Halliburton Duri Operations

Chemical Services, Management and Transparency

Chemical stewardship plays a key role at Halliburton in our overall commitment to sustainability through the responsible management of the products and services that we provide to our customers worldwide. As a sustainable service provider, Halliburton adheres to five basic chemical stewardship principles:

1. Accountability and Leadership
2. Stakeholder Communication and Engagement
3. Risk Management
4. Continuous Improvement
5. Chemical Stewardship Management System

These chemical stewardship principles ensure that the purchase, use, distribution and development of chemical products are accomplished in a manner that promotes social responsibility, safety and sustainability throughout their life cycle. Halliburton is recognized as an industry leader for the digitization of our Safety Data Sheet (SDS) data and its integration into our Chemical Stewardship Management System.

Our extensive range of chemical solutions combine specialty chemical products and services for maximum performance and efficiency in our customers’ upstream, midstream and downstream operations. Our products and solutions serve our customers in multiple ways:

- Industry-leading chemical solutions for optimum production
- Mitigation of risk and protection of pipeline integrity by using chemical inhibition programs that minimize internal corrosion
- Enhanced performance and safety in deepwater systems through customized chemical products and formulations
- Automated chemical injection and monitoring systems to monitor key performance indicators (KPIs)
- Comprehensive analysis at locations, using fully equipped Technical Service Response Units.

Multi-Chem

Our innovative solutions are designed to meet the complex chemical challenges associated with completion, production and pipeline transportation of oil and gas. These solutions are supported by local technical services through a network of warehouse/service centers, blending facilities and a fleet of mobile labs.

Multi-Chem’s Chemical Inventory Management System (CIMS) tracks chemicals, from monitoring inventories and usage, to remotely regulating chemical injection rates.

CIMS enables customers to remotely track chemical inventory and program well treatments and to confirm chemical delivery with pre-set alerts that provide notification of abnormally high or low chemical usage, so that timely action can be taken to keep treatment programs on track.

The result is greater control and better management of chemical programs from start to finish. This system:

- Improves chemical program management
- Reduces operating costs
- Increases program efficiency
- Reduces potential HSE incidents.

Multi-Chem has been a proactive leader in the use of safer chemicals for the environment, namely our environmentally conscious, high-performing frac additives that exceed industry standards for safety, toxicity, biodegradation and bioaccumulation. Multi-Chem’s NaturaLine® solutions, including our line of carefully selected environmentally conscious products, offer a unique opportunity to collaborate with customers and develop the most effective and environmentally responsible options to production challenges by:

- Satisfying local communities, regulators and partners relative to environmental requirements
- Maximizing water management efforts that can be used throughout the entire fracturing process
- Enhancing production operations
- Minimizing the potential for accidents
- Protecting wells and reservoirs through entire life cycles

Global Citizenship

55

Hours of training taken per employee

Overall Company female professional hiring rate for 2019

27%



OVER 800

Employees participated in unconscious bias and diversity workshops (Increase of nearly 300 percent over 2018)

29

Attendees for the Halliburton President's Leadership Excellence Program

57,024 employees
140 nationalities

\$8,759,574 USD

Provided through Halliburton Corporate Giving



\$4.5^M USD

\$1,381,790 USD

Given to non-profit organizations chosen globally by employees through our Giving Choices program

Given to 100 non-profit organizations supporting the U.S. communities where Halliburton employees live and work from the Halliburton Charity Golf Tournament

Global Citizenship *continued*

Company Workforce Awards

Forbes

- 2019 America's Best Employers for Diversity
- 2019 America's Best Employers by State
- 2019 Global 2000

Woman Engineer Magazine

- 2019 Top 50 Employer

Minority Engineer Magazine

- 2019 Top 50 Employer

Middle East Energy Awards

- Oilfield Services Company of the Year – 2019

Association of Corporate Counsel and the Texas Lawbook

- 2019 General Counsel of the Year – Robb Voyles, Halliburton Executive Vice President, Secretary & General Counsel

Pink Petro

- 2019 GRIT Award Winners – Professionals:
 - Kelly Fortner, Country PSL Operations Manager – India
 - Melissa Sowell, Manager, Community Relations
- Executive:
 - Johanna Haggstrom, Director of Technology

Workforce Development

Our workforce is our No. 1 asset. Halliburton is committed to compliance with all applicable employment, labor and human rights laws to ensure fair and ethical employment practices, including our non-discrimination, minimum age, freedom of association and fair compensation policies, as well as our policies on health, safety and security for our employees. Our requirements are also aligned with the Universal Declaration of Human Rights expressed by the United Nations.

Benefits and Well-Being

Halliburton offers comprehensive benefits and competitive salaries to meet the dynamic needs of employees and their families, in addition to retirement plans, health and wellness benefits, and career development opportunities. Halliburton offers a variety of tools and resources to help employees determine which programs are best suited for their personal situation.

In 2019, Halliburton continued to advance our employee health and wellness lifestyle management program, LiveWell, which provides employees and their spouses access to information and tools to help them achieve their personal health and wellness goals, including tobacco cessation, weight-loss programs, and financial planning and educational workshops.

The Halliburton Wellness Committee, under executive sponsorship, has a mission to increase awareness and create opportunities for employees and their families to take ownership of their health. The initiative focuses on five key elements: (1) nutrition, (2) physical health, (3) emotional health, (4) financial wellness and (5) community involvement.

We also offer programs that help employees constructively cope with well-being issues that may arise within and outside the workplace, including:

- The Halliburton Dispute Resolution Program, which provides independent ombudsman and mediator support for employees to resolve workplace issues
- The Employee Assistance Program, which offers confidential help and support for a range of personal and professional difficulties

In 2019, we introduced two new global programs intended to provide additional support and flexibility for our employees and their families, including:

- Work Location Flexibility, which allows employees to work from home or an alternate location, in addition to their assigned work location, under certain circumstances
- Dual Careers Program, which provides career support services to an employee's spouse when an employee relocates, either domestically or internationally, to work for Halliburton. These spousal support services include resume development, career planning, personal branding, networking and job skills information.

Family Care program offerings for our U.S. employees include dependent sick days, parental bonding leave, backup dependent care, adoption allowance, fertility treatment benefits and a family care program point of contact. More details on these offerings can be found in our 2018 Annual and Sustainability Report. In 2019, over 900 employees took advantage of the parental bonding leave.

All active U.S.-based employees are eligible to participate in the Halliburton Retirement and Savings Plan. In 2019, Halliburton matched up to five percent of income for a total contribution of USD 100 million. The Company gave an additional discretionary contribution of USD 41 million to eligible employees.

In 2019, for the seventh consecutive year, the International Association of Drilling Contractors granted our Global Competency Assurance Program full accreditation, with full competency accreditation for positions across all product service lines and support functions globally. **We remain the only full-spectrum oilfield services company to have global accreditation with no restrictions.**

Training and Development

At Halliburton, standards, processes and systems related to employee learning and development are established by a global team, followed by the creation of employee development plans at the business unit level, resulting in a tailored curriculum. Employees have access to a variety of learning and career resources via the Employee Development Hub, including Learning Central and Competency Central.

We also offer employees technical, professional and leadership training in classroom and workshop settings. Employees can independently register for training and other development activities. By identifying and addressing gaps in knowledge or skills, they can determine the development necessary to advance to the next career level. Managers assign, and employees are assessed on, their competencies for current roles and next roles of interest.

Learning Central manages and tracks over 2,700 courses used by our approximately 55,000 employees. HalVL, a virtual training platform, with social collaboration tools, is also extensively used by our employees. In 2019, we revised our approach to employee training to focus on effectiveness, rather than on the number of courses, through the modularization of training content, including shifting from formal classroom settings to informal video-based training, and providing more manageable amounts of content per training session. We also optimized Learning Central's online courses and eliminated training that was not adding value.

These program revisions, coupled with a shift in hiring profile (increased experienced and agency hires) has resulted in a 12 percent decrease in training hours compared to 2018. The decrease in training hours and North American headcount led to a global average of 55 hours of training per learner.

Instead of an annual, one-dimensional rating, Halliburton uses a semi-annual Talent Identification Survey that serves as a multi-dimensional snapshot of performance and potential. The Talent Identification Survey provides managers with better insights for making effective talent and pay decisions. It measures factors including performance, collaboration and potential. The Talent Identification Survey also provides managers with more specific insight that they can communicate with employees during their check-in conversations.

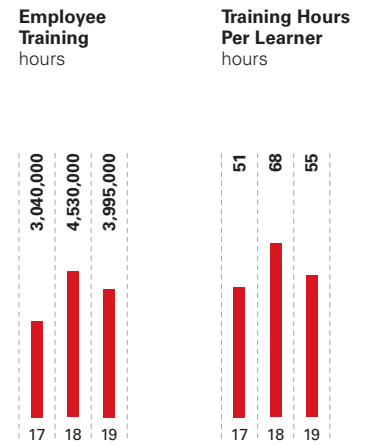
Talent Attraction and Management

Halliburton recognizes that a key to engaged employees is offering support in enhancing professional growth. Our initiatives focus on building careers with succession planning, leadership development plans and specialized leadership programs for high-potential employees.

Ongoing identification and development of leadership talent strengthens our competitive advantage. Career development frameworks that prepare qualified employees for leadership roles include the Supply Chain Management Program, the Technology Professional Development Program, the Human Resources Leadership Program, the Hire to Health, Safety and Environment (HSE) Manager, and the Hire to Country Manager processes. For employees currently in leadership positions, Halliburton offers stretch assignments, leadership development plans with coaching and training, and a robust succession management plan process, which was discussed in detail in our 2018 Annual and Sustainability Report.

Business Leadership Development Courses

YEAR	BUSINESS LEADERSHIP LEVEL I ATTENDEES	BUSINESS LEADERSHIP LEVEL II ATTENDEES	BUSINESS LEADERSHIP LEVEL III ATTENDEES	HALLIBURTON PRESIDENT'S LEADERSHIP EXCELLENCE PROGRAM
2017	457	135	57	23
2018	292	219	75	30
2019	280	312	112	29



All employees are eligible for regular performance and career development conversations.

Global Citizenship *continued*

2019 Average Employee Age

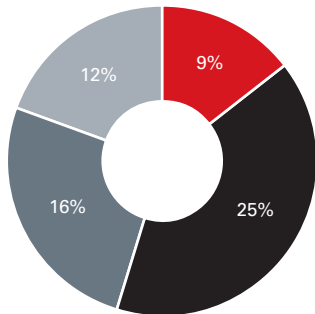
Western Hemisphere	37.5
Eastern Hemisphere	38.2
Global Support	43.9

2019 Employee Hiring

Total New Hires	9,432
New Hires Rate	16%

We pay over 200 percent of the federal minimum wage in the United States for all entry-level non-exempt employees.

Employees: Percentage of Female New Hires by Region



- North America
- Latin America
- Europe/Africa/CIS
- Middle East/Asia

Employees: Percent of Local Nationals in the Workforce

	17	18	19
North America	99%	100%	99%
Latin America	98%	94%	94%
Europe/Africa/CIS	93%	93%	93%
Middle East/Asia	75%	70%	81%

Hires from Completion & Production and Drilling & Evaluation divisions only

Diversity and Inclusion

Diversity in our workplace broadens thinking, stimulates innovation and generates unique solutions to the world’s energy challenges. A more diverse workplace impacts how we act and what we do, and opens our minds to be more creative, collaborative and competitive. Halliburton creates a positive work environment by maintaining a strong culture of diversity and inclusion, supported by our Code of Business Conduct and formal employment practices. This is reinforced through ongoing campaigns to highlight the value of diverse points of view.

The results of our efforts are visible in our Employee Resource Groups and in the diversity of our workforce. In 2019, Halliburton surpassed its Diversity Hiring Objectives, increasing our qualified female professional percent hiring into entry-level and experienced-level roles by 4 percent from 2018, reaching 27 percent overall.

In 2019, Halliburton expanded its unconscious bias and diversity workshops that were launched in 2018. These workshops are focused on creating an inclusive environment by embracing diversity in our workplace. Workshops, delivered in person or via webinars, occur predominantly at the leadership level, but are open to all employees. Over 800 employees participated in 2019, a significant increase from 207 attendees in 2018. In addition, we increased female candidates for key operational role readiness by 48 percent.

At the conclusion of an unconscious bias and diversity workshop, participants are better prepared as leaders to:

- Clearly articulate the business case for diversity and inclusion
- Create awareness, acceptance and attention of unconscious bias
- Describe how to develop a diverse workforce and take action to combat potential bias
- Share FAQs on diversity and inclusion
- Create a personal action plan

EMPLOYEE RESOURCE GROUPS

Halliburton Employee Resource Groups (ERGs) are created and formed by employees to foster engagement, networking and professional development. They are open to all employees and enable the creation of personal and professional connections across our global workforce. In 2019, we enhanced collaboration among ERGs such as Women Sharing Excellence, the Halliburton African American Network Forum, the Veterans Leadership Forum, iMPACT and PRIDE.

Women Sharing Excellence (WSE) strives to attract and retain female employees by providing opportunities for women to connect and support each other through targeted mentoring, professional development, networking and community service. WSE’s mission is to strengthen Halliburton as an employer of choice for women by understanding the challenges of our workforce and proposing solutions to maximize the Company’s goals for growth, profitability and leadership. It is open to all Halliburton employees, and has 10 chapters globally with more than 1,800 members.

Halliburton African American Network Forum (HAANF) supports the Company’s diverse workforce through networking, mentoring and promoting professional growth, with the mission to educate, motivate and empower its members. Participants engage in community service events and lead career development workshops. Although HAANF members are primarily African American employees, the organization is open to all employees who seek to cultivate a diverse environment that provides opportunities for advancement, success and growth.

Veterans Leadership Forum (VLF) provides tools and opportunities for professional development to members in order to help maximize their contributions to the Company’s success. Established by and for veterans in 2013, VLF membership is open to all Halliburton employees who seek to enhance their careers.

iMPACT is an organization of Halliburton professionals with the primary objective of providing a trusted community for employee engagement, collaboration and progression. Originally started in 2006 with a focus on young professionals, iMPACT has evolved to offer membership for all Halliburton employees, regardless of tenure, with over 2,300 members around the globe. The mission is to attract and retain employees through a collaborative environment that expands professional networks, enhances leadership skills and empowers career mobility within Halliburton.

PRIDE is dedicated to strengthening our business by creating a positive and inclusive work environment for people of all sexual orientations and gender identities. The organization is working to achieve its goal by growing the group in new locations; participating in cross-industry events and forums with customers and service partners; and facilitating dialogue and information sharing to ensure that we are recognizing and meeting the needs of all our employees. Through collaboration with functional groups and other ERGs, PRIDE is working to identify opportunities for improvement in areas such as employee benefits and the onboarding process, which can help support an inclusive environment for all. PRIDE membership is open to all Halliburton employees.

In 2019, a close relationship formed between Halliburton PRIDE and the equivalent employee groups of some of our largest customers. Halliburton PRIDE leadership and members joined the ExxonMobil PRIDE at its charity-benefiting Pride Run, and also joined Chevron’s PRIDE for its fourth annual Pride in the Park family event. Chevron has also invited the Halliburton PRIDE to annual networking events, where we have the opportunity to speak about how both organizations can continue to push for, and champion, diversity and inclusion in the workplace.

Community Engagement

At Halliburton, connecting with our community and external stakeholders is a key activity that we engage in every year. We believe that Global Citizenship and Collaboration, two of our Guiding Principles for Sustainability, help us improve as a Company, while enhancing the communities in which we operate. By dedicating our time and efforts to engaging with these communities through social service, volunteer efforts and charitable giving, Halliburton has contributed improvements to them on a social, environmental and educational level. Our employees have demonstrated the “Energy to Help™,” a strong desire to help others, and we are proud to support them in their philanthropic and volunteer efforts globally.



In 2019, we developed a “Creating an Inclusive Environment” toolkit that is available to all employees on our internal Leadership Compass website, which includes philosophy, articles, videos, training and self-assessments.



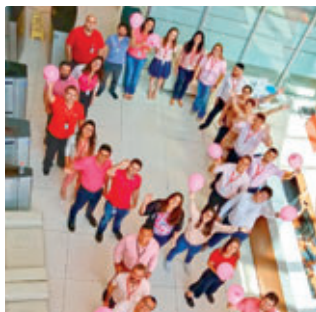
Global Citizenship *continued*

Halliburton centers our community work on our four Pillars of Giving: Education, Health and Safety, Environment, and Social Service



EDUCATION

The Saudi Technology Team at the Halliburton Technology Center in Dhahran hosted a group of students and faculty members from the College of Petroleum Engineering & Geosciences (CPG) of King Fahd University of Petroleum and Minerals. During the visit, employees led the 60 students and seven faculty members on a tour, and demonstrated various oilfield tools and equipment. The group also learned about the Company's day-to-day operations and attended workshops led by the Completion Tools, Wireline & Perforation, Testing & Subsea and Sperry Drilling groups.



HEALTH AND SAFETY

In honor of National Breast Cancer Awareness Month in October, Halliburton employees from around the world celebrated "Wear It Pink Day," sharing photos and stories of their support in the fight against breast cancer. Pictured are employees from Rio de Janeiro dressed in pink, in the shape of the Breast Cancer Awareness Ribbon.



ENVIRONMENT

A group of Halliburton employees in Colorado spent the day revitalizing trails at Grays and Torreys Peak outside of Denver. The event was organized by the National Forest Foundation and the Colorado Fourteeners Initiative, which encourages volunteers to help protect the natural integrity of the Fourteeners: 54 peaks reaching at least 14,000 feet high in Colorado. These peaks contain rare and fragile native alpine tundra ecosystems that are uniquely adapted to living in high terrain. Volunteers play an important role in preserving these tundra plants – some of which exist nowhere else on earth.



SOCIAL SERVICE

The hOUstOn Industry Mixer brought together PRIDE groups from oil and gas companies including BP, Shell, ConocoPhillips, ExxonMobil and Chevron. Interactions at this event led to a joint-Employee Resource Group food pantry drive benefiting Houston's Montrose LGBTQ Community Center in the winter of 2019.

In 2019, the Halliburton Foundation's Educational Advisory Board supported projects such as the University of Oklahoma's Halliburton Women's Welcome, which provides female freshmen and transfer students with an opportunity to connect with faculty, staff, alumnae and students from various engineering and science disciplines. We also supported the University of Houston's Girls Reaching and Demonstrating Excellence (G.R.A.D.E.) Camp, which is a week-long day program designed specifically for females entering 8th to 12th grade, who learn about engineering through "hands-on" experience.

Giving



In 2019, we matched all donations received at the Halliburton Charity Golf Tournament, resulting in USD 4.5 million raised for 100 nonprofits supporting U.S. communities where Halliburton employees live and work.



In 2019, Halliburton committed USD 1 million to the Houston Zoo, which will support guest animal encounters, community education, new exhibit construction and global conservation initiatives. This partnership not only supports the local Houston community with fun family experiences and student and adult education, but also enables collaboration with nearly 50 conservation organizations in 27 countries, protecting some of the world's most threatened species from extinction.



Every year, employees in the U.S., Canada, Mexico, the U.K., Australia, New Zealand, India, Indonesia, Singapore, Malaysia, Pakistan, Kuwait, Iraq, Oman, Egypt, UAE and Qatar proudly pledge money to their charities of choice through our annual workplace giving program, Giving Choices. In addition to providing a 10 percent matching gift, Halliburton also absorbs any administrative fees to support the campaign. During our October 2019 Giving Choices campaign, employees donated more than USD 1.3 million to non-profits globally.



In the Permian Basin, we hosted our annual Customer Clay Shoot fundraiser, raising nearly USD 200,000 over the past two years to benefit the West Texas Food Bank. Our partnering with the West Texas Food Bank, the largest collaborative non-profit agency in the Permian Basin, provides a solid connection to the community – supporting families in need over a 19-county area.



Each year, the Halliburton Foundation makes donations to U.S.-based colleges, universities and K-12 organizations through the Educational Advisory Board (EAB). We look at a variety of programs that demonstrate excellence in preparing students with advanced skills for the oil and gas industry, and consider things such as the opportunity for increased diversity within science, technology, engineering and mathematics (STEM) disciplines; global perspectives; and creativity. Halliburton best leverages Foundation grant awards through such programs that encourage youth to pursue STEM studies, and that boost retention in technical disciplines and develop technical, business or leadership skills. The Foundation also provides a limited number of grants to health and health-related charities. Halliburton reviews grant requests on a quarterly basis. Additionally, the Halliburton Foundation supports education and charitable organizations through employee matching gifts.



In honor of the Company's 100-Year Celebration, Halliburton gave regional community grants to non-profits globally. In Duncan, Oklahoma, where Halliburton began in 1919, Halliburton made a USD 500,000 contribution to support the Heritage Trails. The Heritage Trails will be a three-mile-long multi-use path winding through the city's landmarks and celebrating the city's history. Also, in Duncan, the Halliburton Foundation graciously sponsored Duncan High School's STEM Innovation Lab renovations to bring state-of-the-art technology and learning to students. Employees in Singapore celebrated the Company's 100 years by donating time and funds to the People's Association's (PA's) Project We Care, an initiative led by the private sector and PA to encourage corporate giving and volunteerism in Singapore. In addition to the financial support, more than a dozen employees volunteered at the fourth biennial Project We Care Garden Party at the Istana, which benefits the less-fortunate members of the community.



Global Citizenship
continued

Charitable Giving (USD)

\$8,759,574

Halliburton Corporate Giving

\$3,410,173

Halliburton Foundation

\$1,381,790

Employee Giving (Giving Choices)

\$1,936,890,351

Landmark In-Kind Donations

\$1,950,441,888

TOTAL CONTRIBUTIONS



Community Action

Halliburton is a member of the Corporate Community Relations Council of Greater Houston. The council is made up of member companies across industries for community relations professionals to network, gain professional development, access resources and share best practices.



INDIA

Halliburton sponsored an Underage Driving and Distraction program that is partnered with Maharashtra Police. The program is intended to raise awareness of the dangers of driving underage and the effects of distraction on driving safety. The program was conducted at the Social Service League Junior College, and Halliburton was invited to participate. Other students were also introduced to the program through an interactive session at the Byramjee Jeejeebhoy Parsee Charitable School. A total of 200 children were involved. Nassiba Toumert, Halliburton HSE/SQ Country Manager for India, participated in the program and interacted with the students and teachers of the college.



MALAYSIA

Halliburton supported Global Road Safety Week in Malaysia by passing out proper helmets to children who ride on motorbikes. In Malaysia, it is common to see children wearing ill-fitting helmets or, worse, toy or bicycle helmets when they are riding as passengers on motorbikes, according to Dr. Kulanthayan KC Mani, an associate professor at Universiti Putra Malaysia (UPM) and executive director of Safe Kids Malaysia UPM. This safety campaign was jointly organized by Safe Kids Malaysia UPM, the Road Safety Department, the police and the country's Civil Defence Force, and is supported by international partners Safe Kids Worldwide, the Global Alliance of NGOs for Road Safety, and the World Health Organization's Western Pacific Regional Office.



Encouraging Access to STEM

This year, Halliburton engaged with schools at the elementary and collegiate levels to provide access to STEM-related programs for all races, genders, and socioeconomic classes. We worked with seven schools across the U.S. and have successfully impacted over 4,000 students across all our programs and partnerships. We realize that science is not always accessible to every student nationwide, which is why we created programs like our Little Shop of Physics (LSOP) at Colorado State University to increase hands-on, interactive exposure to science and business operations. Our programs involve teaching students how to make and test robots, providing under-represented minority students with opportunities to improve their test-taking skills and to explore STEM-focused career paths, showing educators how to better instruct science, and building teamwork skills. These programs inspire students' interest and participation in science and technology, while teaching fundamental skillsets related to the fields of engineering and business and utilizing geological science applications for oil and gas.

We displayed our commitment to gender equality in the workplace in 2019 by achieving a 27 percent female new hires rate in our professional hiring, an increase of 17 percent from 2018. We are devoted to equalizing male and female representation in STEM-focused career paths, which is why we have partnered with two universities in the U.S. to introduce women to STEM majors in college, and to help them engage with other female students, faculty and Halliburton professionals. Our hope in creating these partnerships is to empower women to feel included in STEM programs at a collegiate level and to then pursue a career in a STEM-related field. So far, we have seen significant success rates recruiting women to the Colorado School of Mines and the University of Oklahoma in science and/or engineering programs. These partnerships also raise awareness of future career opportunities in the energy services industry, including careers at Halliburton.

Environmental, Social and Governance Data

¹ Sum of categories may differ from the total due to rounding.

² The GHG Protocol Corporate Accounting and Reporting Standard was used in the calculation of energy use and greenhouse gas (GHG) emissions. Energy sources include fuel, electricity, heating, cooling and steam. Electricity emission factors are obtained from the International Energy Agency's CO₂ Emissions from Fuel Combustion Report for 2019 and the U.S. Environmental Protection Agency's Emissions & Generation Resource Integrated Database (eGRID) publication.

³ In 2019, we revised our energy and GHG data collection and analysis methodologies; expanded the scope of data collection to encompass more facilities; and performed retrospective data evaluations for 2018 using our new data management approach. 2017 data was not updated per this revised methodology.

⁴ On-road renewable fuel consumption includes diesel, gasoline and compressed natural gas (CNG). This represents 1 percent of the fuel card volume purchases for 2019.

⁵ Gases covered in GHG emissions calculations include CO₂, CH₄ and N₂O. Global warming potentials are obtained from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. The chosen consolidation approach for emissions is operational control.

⁶ All rental vehicle emissions are calculated using the U.S. factors for "Passenger Car – Gasoline – Year 2005 – Present" due to lack of readily available data on vehicle miles by year of vehicle and location. Emissions from air fleet fuel usage has been calculated using U.S. jet fuel emissions factors.

⁷ Please note, 2017 energy and emissions data have not been updated per the methods used for the 2018 and 2019 data at this time.

	2017 ⁷	2018	2019
Environmental Data¹			
Energy Consumption (GJ)^{2,3}			
Fuel Consumption			
Diesel	23,249,327	62,305,063	60,102,066
Coal	1,088,192	565,546	757,836
Natural Gas	761,656	4,706,282	3,862,744
Other (Gasoline and Propane)	6,805	797,971	966,537
Electricity Consumption			
Total	1,784,500	1,910,708	2,041,655
Total	26,890,480	70,285,571	67,730,838
Fracturing Fluid			
Volume of Hydraulic Fracturing Fluid Used (m ³)	–	–	151,099,271
Percent of Hydraulic Fracturing Fluid Used (Down Well)	–	–	1.4%
U.S. Fuel Card Program (GJ)			
Off-Road Fuel Consumption	213,760	152,114	263,464
On-Road Non-Renewable Fuel Consumption	1,832,346	2,458,423	2,650,273
On-Road Renewable Fuel Consumption ⁴	26,406	34,923	34,003
Greenhouse Gas Emissions (TCO₂e)⁵			
Direct (Scope 1)	1,837,736	4,738,953	4,511,365
Indirect (Scope 2)	260,784	271,233	264,250
Indirect (Scope 3) ⁶	84,142	73,388	121,447
Total	2,182,662	5,083,574	4,897,061
Greenhouse Gas Emissions Intensity (TCO₂e/\$M Revenue)			
Scopes 1, 2 and 3	106	212	219
Waste Disposal (Metric Tonnes)			
Non-Hazardous	89,896	158,696	212,484
Hazardous	70,417	50,751	78,219
Total	160,313	209,447	290,704
Incineration	3,959	5,095	41,283
Total Landfill	57,315	88,205	76,577
Total Recycled	36,091	72,821	131,541
Total Reuse	6,106	7,388	2,824
Composting	3,532	7,366	–
Total Energy Recovery	50,291	8,236	32,761
Deep Well Injection	633	8,526	4,462
Other	2,386	11,811	1,256
Total	160,313	209,447	290,704
Water Consumption (m³)			
Water Consumption	1,924,248	2,646,230	2,351,678
Spills and Discharges			
Recordable Environmental Incident Rate (Incidents Per 200,000 Hours Worked)	0.04	0.05	0.03
Total Volume of Spills (m ³)	142	1,034	413
Health, Safety and Environment (HSE)			
Fines and Penalties (USD)			
HSE Fines and Penalties	46,500	38,500	32,664

	2017	2018	2019
Social Data			
Total Number of Hours Worked	163,054,003	181,330,469	181,774,208
Number of Fatalities			
Employee	1	0	4
Contractor	0	1	0
Total	1	1	4
Fatality Rate (Incidents Per 200,000 Hours Worked)			
Employee	0.001	0	0.004
Contractor	0	0.001	0
Total	0.001	0.001	0.004
Injuries and Process Safety Incidents			
Total Recordable Incidents	302	368	268
High-Potential Incidents	210	199	175
Lost-Time Incident Rate (Incidents Per 200,000 Hours Worked)	0.12	0.13	0.11
Total Recordable Incident Rate (Incidents Per 200,000 Hours Worked)	0.37	0.41	0.29
Recordable Vehicle Incident Rate (Incidents Per Million Miles Traveled)	0.34	0.48	0.38
Near-Miss Incident Rate (Incidents Per Million Miles Traveled)	2.93	2.53	1.44
Stop Work Authority	7,657	36,485	143,155
Employee Training			
Employee Training (Hours)	3,040,000	4,530,000	3,995,000
Breakdown of Employee Training (% Male)	–	–	87%
Breakdown of Employee Training (% Female)	–	–	13%
Training Hours Per Learner	51	68	55
Number of HSE Training Courses Offered	–	1,276	1,078
Hours of HSE Training Completed	1,496,576	2,800,049	1,919,961
Regular Employees	–	–	1,669,372
Temporary/Agency/Contract	–	–	250,589
Business Leadership Development Courses (Number of Attendees)			
Business Leadership Level I	457	292	280
Business Leadership Level II	135	219	312
Business Leadership Level III	57	75	112
President's Leadership	23	30	29

Environmental, Social and Governance Data *continued*

Dollar Amounts in Million USD	2017	2018	2019
Social Data <i>continued</i>			
Charitable Giving (Thousand USD)			
In-Kind Donations	\$ 2,107,489	\$ 1,968,721	\$ 1,936,890
Halliburton Foundation	\$ 5,826	\$ 4,137	\$ 3,410
Employee Giving	\$ 1,312	\$ 901	\$ 1,381
Corporate Giving	\$ 1,104	\$ 2,610	\$ 8,760
Total*	\$ 2,115,731	\$ 1,976,368	\$ 1,950,442
Procurement (Million USD)			
Spend with Small and Diverse Suppliers	\$ 937	\$ 790	\$ 780
Average Employee Age			
Western Hemisphere	37.5	37.5	37.5
Eastern Hemisphere	38.1	38.2	38.2
Other	43.9	43.8	43.9
Employee Hiring			
Total New Hires	13,625	12,564	9,432
New Hires Rate	26%	21%	16%
Employee Turnover Rate			
Total Employee Turnover Rate	19%	19%	21%
Voluntary Employee Turnover Rate	12%	14%	13%
Percent of Female New Hires by Region			
North America	8%	14%	9%
Latin America	15%	21%	25%
Europe/Africa/CIS	11%	35%	16%
Middle East/Asia	11%	19%	12%
Percent of Local Nationals in the Workforce			
North America	99%	100%	99%
Latin America	98%	94%	94%
Europe/Africa/CIS	93%	93%	93%
Middle East/Asia	75%	70%	81%
Diversity			
Number of Female Directors on the Board of Directors	2	3	3
Board Ethnic Diversity	5	5	2
Female Share of Total Workforce	12%	12%	13%
Females in All Management Positions, Including Junior, Middle and Senior Management (% of Total Management Workforce)	12%	12%	12%
Female Directors/Senior Managers (% of All Directors/Senior Management)	14%	17%	20%
Females in Junior Management Positions, i.e. First Level of Management (% of Total Junior Management Positions)	11%	12%	11%
Employee Engagement			
Halliburton Engagement Index (HEI) Rate	3.57	3.47	3.24
Leader Effectiveness Index (LEI) Rate	3.10	3.16	3.08

*The sum of Charitable Giving categories may differ from the total due to rounding.

Dollar Amounts in Million USD

2017

2018

2019

Governance and Business Data

Financial Performance

Revenue	\$	20,620	\$	23,995	\$	22,408
Total Operating Expenses	\$	(19,246)	\$	(21,528)	\$	(22,856)
Operating Income (Loss)	\$	1,374	\$	2,467	\$	(448)
Income (Loss) Before Taxes	\$	682	\$	1,814	\$	(1,122)
Amounts Attributable to Company Shareholders						
Net Income (Loss) from Continuing Operations	\$	(444)	\$	1,656	\$	(1,131)
Diluted Income Per Share from Continuing Operations	\$	(0.51)	\$	1.89	\$	(1.29)
Cash Dividends Per Share	\$	0.72	\$	0.72	\$	0.72
Diluted Common Shares Outstanding		870		877		875
Net Working Capital	\$	5,915	\$	6,349	\$	6,334
Total Assets	\$	25,085	\$	25,982	\$	25,377
Total Debt	\$	10,942	\$	10,344	\$	10,327
Total Shareholders' Equity	\$	8,349	\$	9,544	\$	8,025
Cash Flows from Operating Activities	\$	2,468	\$	3,157	\$	2,445
Capital Expenditures	\$	1,373	\$	2,026	\$	1,530
Depreciation, Depletion and Amortization	\$	1,556	\$	1,606	\$	1,625
Total Capitalization	\$	19,291	\$	19,888	\$	18,352
Debt to Total Capitalization		57%		52%		56%

In 2019, the amount of net revenue generated by Halliburton in countries that have the 20 lowest rankings on Transparency International's Corruption Perception Index comprises approximately 2 percent of the Company's total revenue.

Political Contributions

Annual Total Monetary Contributions to, and Spending for, Political Campaigns, Political Organizations, Lobbyists or Lobbying Organizations, Trade Associations and Other Tax-Exempt Groups	\$	330,000	\$	118,942	\$	332,053
---	----	---------	----	---------	----	---------

Board Information

Number of Independent Directors	10	9	9
Average Board Meeting Attendance	96%	96%	94%

Research and Development

Patents Granted Per Year	813	896	1,116
Total R&D Spend (million USD)	\$ 360	\$ 390	\$ 404
R&D Spend as a Percentage of Revenue	1.70%	1.60%	1.80%
Patent Efficiency (U.S. Patents Granted Per USD 1M of R&D Spend)	1.40	1.83	3.39
Ranking Among Largest U.S. Patents Granted (by IFI Claims)	44th	39th	34th
Ranking Among Largest U.S. Patents Granted to Oil & Gas Companies (by IFI Claims)	1st	1st	1st

Environmental, Social and Governance Data *continued*

	2017	2018	2019
Governance and Business Data <i>continued</i>			
Service Quality Metrics			
Customer Non-Productive Time (NPT)	0.57%	0.52%	0.40%
Customer Cost of Poor Quality (COPQ)	23%	21%	23%
Local Ethics Officer (LEO) Program			
Number of LEOs			
North America	10	12	11
Latin America	11	11	11
Eurasia, Europe and Sub-Saharan Africa	15	16	17
Middle East, North Africa and Asia Pacific	30	19	18
Total	66	58	57
In 2019, 57 Company leaders were drawn from across PSLs and support functions to serve as LEOs; these leaders are in 43 different countries, and serve as compliance champions.			
*2019 Number of Cases Closed is higher than Number of Reports with Potential Violations of Code of Business Conduct (COBC), as this accounts for matters received in 2018.			
Ethics Training by Region			
North America	–	12,307	12,696
Latin America	–	9,070	9,288
Eurasia, Europe and Sub-Saharan Africa	–	4,141	10,985
Middle East, North Africa and Asia Pacific	–	15,052	25,079
Global Ethics and Compliance Reports			
Number of Reports Received	–	669	772
Number of Reports Sent Directly to Global Ethics and Compliance	–	359	386
Number of Reports Received Through the Ethics Helpline	–	310	386
Percent of Anonymous Reports	–	33%	37%
Number of Cases Closed/Number of Reports with Potential Violations of COBC*	–	163/175	215/209
Ethics Training			
Number of Employees to Receive COBC Training	44,729	47,145	43,792
Number of Employees to Receive Anti-Corruption Training	8,543	9,179	9,187
Number of Employees to Receive High-Risk Country Training	2,042	1,510	1,433
Procurement			
Number of Tier 1 Suppliers	–	25,732	24,539
Tier 1 Supplier Share of Total Procurement Spend	–	100%	100%
Number of Critical Non-Tier 1 Suppliers	–	0	0
Critical Non-Tier 1 Suppliers Share of Total Procurement Spend	–	0%	0%
Number of Suppliers Assessed in the Last 3 Years for Sustainability Risks	–	25,604	25,154

United Nations Sustainable Development Goals Mapping

The United Nations Sustainable Development Goals (SDGs) were adopted by the global community in 2015. In 2018, Halliburton undertook an exercise to map our material sustainability topics and relevant metrics to the SDGs in order to assess our alignment with the priorities of policymakers and other stakeholders. Halliburton further evaluated our alignment to these topics in our 2019 Materiality Assessment refresh. The results of this exercise are shown in the table below.



HALLIBURTON MATERIAL TOPICS	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	HALLIBURTON KEY PERFORMANCE INDICATORS
Economic		
CORPORATE GOVERNANCE AND BUSINESS ETHICS	16. Peace, justice and strong institutions	<ul style="list-style-type: none"> Hours of training on anti-corruption and Code of Business Conduct
ECONOMIC PERFORMANCE	1. No poverty 4. Quality education 8. Decent work and economic growth	<ul style="list-style-type: none"> Percentage of spend with local suppliers Spend with small and diverse suppliers Training hours per learner Spend on educational support programs
SUPPLY CHAIN SUSTAINABILITY	4. Quality education 8. Decent work and economic growth 12. Responsible consumption and production	<ul style="list-style-type: none"> Percentage of spend with local suppliers Spend with small and diverse suppliers
Social		
HEALTH, SAFETY, WELLNESS	3. Good health and well-being	<ul style="list-style-type: none"> Total recordable incident rate Lost-time incident rate
DIVERSITY AND INCLUSION	5. Gender equality 8. Decent work and economic growth 10. Reduced inequalities	<ul style="list-style-type: none"> Female hire rates and other gender rates Percentage of localization of workforce Spend with small and diverse suppliers Global Ethics Helpline
COMMUNITY ENGAGEMENT	1. No poverty 2. Zero hunger 3. Good health and well-being 4. Quality education 16. Peace, justice and strong institutions	<ul style="list-style-type: none"> Charitable giving Percentage of localization of workforce
Environment		
ENERGY AND GREENHOUSE GASES	7. Affordable clean energy 13. Climate action	<ul style="list-style-type: none"> Energy consumption Greenhouse gas emissions intensity
ENVIRONMENTAL STEWARDSHIP	6. Clean water and sanitation 14. Life below water 15. Life on land	<ul style="list-style-type: none"> Water use Recordable environmental incident rate Spill volume Waste generation and recycling rate

GRI Content Index

General Disclosures

INDEX	DISCLOSURE TITLE	PAGE NUMBER
Organizational Profile		
102-1	Name of the organization	2019 Form 10-K
102-2	Activities, brands, products and services	P. 7-8; 27-29; 2019 Form 10-K
102-3	Location of headquarters	P. 69; 2019 Form 10-K
102-4	Location of operations	P. 8; 2019 Form 10-K
102-5	Organization and legal form	2019 Form 10-K
102-6	Markets served	P. 4-5; 8-9; 2019 Form 10-K
102-7	Scale of the organization	P. 7-8; 2019 Form 10-K
102-8	Information on employees and other workers	P. 47-51
102-9	Supply chain	P. 21-24
102-10	Significant changes to the organization and its supply chain	P. 22-23
102-11	Precautionary principle or approach	P. 26-29; 37-40
102-12	External initiatives	P. 32-33; 52-54
102-13	Membership of associations	P. 33-34
Strategy		
102-14	Statement from senior decision maker	P. 3-6
102-15	Description of key impacts, risks and opportunities	2019 Form 10-K
Ethics & Integrity		
102-16	Values, principles, standards and norms of behavior	P. 9
102-17	Mechanisms for advice and concerns about ethics	P. 16-21
Governance		
102-18	Governance structure	P. 16-18; 2019 Proxy Statement
102-19	Delegating authority	P. 16-20; 2019 Proxy Statement
102-20	Executive-level responsibility for economic, environmental and social topics	P. 16-20
102-21	Consulting stakeholders on economic, environmental and social topics	P. 16-20
102-22	Composition of the highest governance body and its committees	P. 16-18; 2019 Proxy Statement
102-23	Chair of the highest governance body	P. 16-18; 2019 Proxy Statement
102-24	Nominating and selecting the highest governance body	P. 17; 20; 2019 Proxy Statement
102-25	Conflicts of interest	P. 16-20
102-26	Role of the highest governance body in setting purpose, values and strategy	P. 16-20
102-27	Collective knowledge of highest governance body	P. 16-18
102-28	Evaluating the highest governance body's performance	P. 16-17; 20; 2019 Proxy Statement
102-29	Identifying and managing economic, environmental and social impacts	P. 14-15; 17-20
102-30	Effectiveness of risk management processes	P. 19-21; 37
102-31	Review of economic, environmental and social topics	P. 16-17
102-32	Highest governance body's role in sustainability reporting	P. 17-18
102-33	Communicating critical concerns	P. 16-18
102-34	Nature and total number of critical concerns	No critical concerns were communicated up to the highest governance body in the reporting year.
102-35	Remuneration policies	P. 17; 2019 Proxy Statement
102-36	Process for determining remuneration	P. 17; 2019 Proxy Statement
102-37	Stakeholders' involvement in remuneration	2019 Proxy Statement
102-38	Annual total compensation ratio	2019 Proxy Statement

General Disclosures *continued*

INDEX	DISCLOSURE TITLE	PAGE NUMBER
Stakeholder Engagement		
102-40	List of stakeholder groups	P. 32-34
102-41	Collective bargaining agreements	No employees are covered by collective bargaining agreements in the U.S.
102-42	Identifying and selecting stakeholders	P. 14-15; 32-33
102-43	Approach to stakeholder engagement	P. 14-15; 32-33
102-44	Key topics and concerns raised	P. 14-15; 33
Reporting Practice		
102-45	Entities included in the consolidated financial statements	P. 1; 2019 Form 10-K
102-46	Defining report content and topic boundaries	P. 14-15
102-47	List of material topics	P. 14-15
102-48	Restatements of information	P. 69
102-49	Changes in reporting	P. 14-15
102-50	Reporting period	P. 69
102-51	Date of most recent report	P. 69
102-52	Reporting cycle	P. 69
102-53	Contact point for questions regarding the report	P. 69
102-54	Claims of reporting in accordance with the GRI standards	P. 5; 62-63
102-55	GRI content index	P. 62-63
102-56	External assurance	P. 69
Management Approach		
103-1	Explanation of the material topic and its boundary	P. 14-15; 2019 Form 10-K
103-2	The management approach and its components	P. 14-15; 36-39
103-3	Evaluation of the management approach	P. 14-15; 36-39
Economic		
INDEX	DISCLOSURE TITLE	PAGE NUMBER
Economic Performance		
201-1	Direct economic value generated and distributed	P. 1; 2019 Form 10-K
201-3	Defined benefit plan obligations and other retirement plans	P. 48; 2019 Proxy Statement
Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	We pay over 200% of the federal minimum wage in the United States for all entry-level, non-exempt employees.
Procurement Practices		
204-1	Proportion of spending on local suppliers	P. 21-23
Anti-Corruption		
205-1	Operations assessed for risks related to corruption	P. 19-23
205-2	Communication and training about anti-corruption policies and procedures	P. 19-23
205-3	Confirmed incidents of corruption and actions taken	P. 19-23
Anti-Competitive Behavior		
206-1	Legal actions for anti-competitive behavior, and for anti-trust and monopoly practices	No legal actions are pending or monopoly practices completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.

Environmental

INDEX	DISCLOSURE TITLE	PAGE NUMBER
Energy		
302-1	Energy consumption within the organization	P. 42-46; 56
302-3	Energy intensity	P. 42-46; 56
302-4	Reduction of energy consumption	P. 42-46
302-5	Reductions in energy requirements of products and services	P. 28-29; 42-46
Water and Effluents		
303-3	Water withdrawal	P. 42; 56
Emissions		
305-1	Direct (Scope 1) GHG emissions	P. 42; 56; ESG Highlights
305-2	Energy indirect (Scope 2) GHG emissions	P. 42; 56; ESG Highlights
305-4	GHG emissions intensity	P. 43; 56
305-5	Reduction of GHG emissions	P. 56
Effluents and Waste		
306-2	Waste by type and disposal method	P. 42-43; 56
306-3	Significant spills	P. 43; 56
Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	No significant fines and non-monetary sanctions for non-compliance incurred in 2019.
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	P. 22-23
308-2	Negative environmental impacts in the supply chain and actions taken	P. 22-23

Social

INDEX	DISCLOSURE TITLE	PAGE NUMBER
Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	P. 48
401-3	Parental leave	P. 48
Occupational Health and Safety		
403-1	Occupational health and safety management system	P. 36-41
403-9	Work-related injuries	P. 36-41; 57
Training and Education		
404-1	Average hours of training per year per employee	P. 49-50; 57
404-2	Programs for upgrading employee skills and transition assistance programs	P. 37-39
404-3	Percentage of employees receiving regular performance and career development reviews	P. 48-49
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	P. 16; 50-51
Security Practices		
410-1	Security personnel trained in human rights policies or procedures	P. 19
Human Rights		
412-1	Operations subject to human rights assessments	P. 20-21
412-2	Employee training on human rights procedures	P. 20-21
412-3	Significant agreements or contracts with human rights clauses/screening	P. 20-21
Local Communities		
413-1	Operations with local community engagement, impact assessments and development programs	P. 51-55
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	P. 22
Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	P. 19-21

Sustainability Accounting Standards Board (SASB) Mapping

SASB TOPIC	ACCOUNTING METRIC	CODE	PAGE NUMBER	SECTION REFERENCE
EMISSIONS REDUCTION SERVICES & FUELS MANAGEMENT	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	EM-SV-110a.1	P. 56	Environmental, Social and Governance Data
	Discussion of strategy or plans to address air emissions-related risks, opportunities and impacts	EM-SV-110a.2	P. 44–46	Health, Safety & Environment: Climate Change
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	EM-SV-110a.3	P. 44	Health, Safety & Environment: Climate Change
WATER MANAGEMENT SERVICES	(1) Total volume of fresh water handled in operations, (2) percentage recycled	EM-SV-140a.1	P. 42	Health, Safety & Environment: Environmental Stewardship
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities and impacts	EM-SV-140a.2	P. 42	Health, Safety & Environment: Environmental Stewardship Halliburton 2019 Form 10-K
CHEMICALS MANAGEMENT*	Volume of hydraulic fracturing fluid used, percentage hazardous	EM-SV-150a.1	P. 56	Environmental, Social and Governance Data
	Discussion of strategy or plans to address chemical-related risks, opportunities and impacts	EM-SV-150a.2	P. 46	Health, Safety & Environment: Chemical Services, Management and Transparency Halliburton 2019 Form 10-K
ECOLOGICAL IMPACT MANAGEMENT*	Average disturbed acreage per (1) oil and (2) gas wellsite	EM-SV-160a.1	N/A	See footnote
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	EM-SV-160a.2		
WORKFORCE HEALTH & SAFETY	(1) Total recordable incident rate (TRIR); (2) fatality rate; (3) near-miss frequency rate (NMFR); (4) total vehicle incident rate (TVIR); and (5) average hours of health, safety and emergency response training for: (a) full-time employees, (b) contract employees, and (c) short-service employees	EM-SV-320a.1	P. 36–41	Health, Safety & Environment: Journey to ZERO Halliburton Management System Communicating and Addressing Risk HSE and SQ Process Improvement Verifying Performance
	Description of management systems used to integrate a culture of safety throughout the value chain and project life cycle	EM-SV-320a.2	P. 36–40	Health, Safety & Environment: Journey to ZERO Halliburton Management System Communicating and Addressing Risk HSE and SQ Process Improvement
BUSINESS ETHICS & PAYMENTS TRANSPARENCY	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	EM-SV-510a.1	2018 Annual & Sustainability Report	Environmental & Social Data
	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-SV-510a.2	P. 19–23	Transparency: Ethics Human Rights Supply Chain

SASB TOPIC	ACCOUNTING METRIC	CODE	PAGE NUMBER	SECTION REFERENCE
MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-SV-530a.1	P. 16–20	Transparency: Governance Ethics
CRITICAL INCIDENT RISK MANAGEMENT	Description of management systems used to identify and mitigate catastrophic and tail-end risks	EM-SV-540a.1	P. 36–39	Health, Safety & Environment: Journey to ZERO Halliburton Management System Communicating and Addressing Risk HSE and SQ Process Improvement

ACTIVITY METRICS ³	CODE	PAGE NUMBER	SECTION REFERENCE
NUMBER OF ACTIVE RIGSITES	EM-SV-000.A	N/A	N/A
NUMBER OF ACTIVE WELLSITES	EM-SV-000.B	N/A	N/A
TOTAL AMOUNT OF DRILLING PERFORMED	EM-SV-000.C	N/A	N/A
TOTAL NUMBER OF HOURS WORKED BY ALL EMPLOYEES	EM-SV-000.D	P. 57	Environmental, Social and Governance Data

¹ Usage of hydraulic fracturing fluid used to open and enlarge fractures within the rock formation is outside of the Company's operational control.

² Ecological Impact Management was deemed not applicable, as management of disturbed acreage per oil and gas wellsite is outside of the Company's operational control.

³ Number of active rigsites, number of active wellsites, and total amount of drilling performed are not relevant to the Company's operational control, and have therefore been omitted.

Task Force on Climate-Related Financial Disclosures (TCFD) Mapping

TCFD RECOMMENDED DISCLOSURES¹

PAGE NUMBER

Governance

Disclose the organization's governance around climate-related risks and opportunities.

- | TCFD RECOMMENDED DISCLOSURES ¹ | PAGE NUMBER |
|--|-----------------|
| a) Describe the board's oversight of climate-related risks and opportunities. | P. 16–20; 44–45 |
| b) Describe management's role in assessing and managing climate-related risks and opportunities. | P. 16–20 |

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.

- | | |
|--|-----------------|
| a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. | P. 14–15; 44–45 |
| b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning. | P. 14–15; 44–45 |
| c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | P. 17–18 |

Risk Management

Disclose how the organization identifies, assesses and manages climate-related risks.

- | | |
|---|-----------------|
| a) Describe the organization's processes for identifying and assessing climate-related risks. | P. 17–18; 44–45 |
| b) Describe the organization's process for managing climate-related risks. | P. 17–18; 44–45 |
| c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management. | P. 17–18; 44–45 |

Metrics & Targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

- | | |
|---|--------------|
| a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. | P. 42–46; 56 |
| b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks. | P. 42–46; 56 |
| c) Describe the targets used by the organization to manage climate-related risks, and opportunities and performance against targets. | P. 42–46 |

¹ Sourced from the TCFD Final Report: Recommendations of the Task Force on Climate-Related Financial Disclosures (2017).

Awards & Recognitions

World Oil Awards

- Best Drilling Technology Award – EarthStar™ 3D Inversions – 2019
- Best Exploration Technology Award – T1T2IFMI for Unconventionals with Halliburton XMR™ Service – 2019
- Best Health, Safety, Environment/Sustainable Development – Onshore Award – Tuned® Prime™ Cement Spacer – 2019
- Best Well Intervention Technology Award – SPECTRUM® 360 – 2019

HSE Awards and Recognitions

- Magmont Mine Reclamation Project Health and Safety Award
- ENI Well Services Safety Award – 2019
- The Ecopetrol Recognition Award in Colombia for high HSE/SQ performance levels during “Abandono Definitivo de 50 Pozos”
- Anadarko Recognition Award in Colombia for outstanding performance in HSE/SQ during the Encore mud transfer operations from Cartagena to the liquid mud plant in Barranquilla
- EQUION Recognition in Colombia for the Safety Mechanical Lifting Campaign
- OXY special recognition in Colombia for outstanding Halliburton HSE performance in the La Cira Project
- Shell’s 2018 Global Wells Supplier of the Year Award for outstanding service quality performance and safety leadership
- The “Golden Tool Kit” Award in Trinidad for the Best HSEQ Performance
- Shell Trinidad “Best in Class” for 2019
- Chevron Recognition Award in Argentina due to a successful collaboration and HSE performance during the El Trapial campaign
- Petrobras Performance Awards for drilling services equipment and gender equity promotion within that region
- The Ministry of Social Protection of Guyana and National Advisory Council on Occupational H&S (NACOSH) Annual Safety Award for Commitment in HSE & The Culture of Prevention
- PEMEX recognition for five of our HSE Field Supervisors
- Distinction of Merit in Prevention award from the Instituto de Seguridad del Trabajo in Chile
- EnQuest Malaysia Award – 5 years LTI free
- Recognition of Excellent SSHE performance and contribution to PTTEP Myanmar Asset in Year 2019 – Halliburton Myanmar Energy service Pte. Ltd
- Mahakam Award by PHM for Best Safety Performance for High Risk contract > 200.000 to 400.000 Man-Hours – Halliburton East Kalimantan
- Chevron Recognition for Safe Incident Free Operations for 1,400+ days (SIFO 1400) Halliburton Indonesia
- Chevron’s Contractor Serious Injury and Fatality Prevention (SIF-P) award – Halliburton Duri Operations

Company Workforce Awards

- Forbes
 - 2019 America’s Best Employers for Diversity
 - 2019 America’s Best Employers by State
 - 2019 Global 2000
- *Woman Engineer* Magazine
 - 2019 Top 50 Employer
- *Minority Engineer* Magazine
 - 2019 Top 50 Employer
- Middle East Energy Awards
 - Oilfield Services Company of the Year – 2019

Association of Corporate Counsel and the Texas Lawbook

- 2019 General Counsel of the Year – Robb Voyles, Halliburton Executive Vice President, Secretary & General Counsel

Pink Petro

- 2019 GRIT Award Winners – Professionals:
 - Kelly Fortner, Country PSL Operations Manager – India
 - Melissa Sowell, Manager, Community Relations Executive:
 - Johanna Haggstrom, Director of Technology



About the Report

This report covers the fiscal period from January 1, 2019, to December 31, 2019, for global Halliburton activities.

Halliburton is a publicly traded corporation registered in Delaware and headquartered in Houston, Texas.

There were no significant changes to the structure or ownership of the Company in 2019. In this report, the data encompasses all of our product service lines, countries, joint ventures and non-wholly-owned subsidiaries. This report contains descriptions of our 2019 sustainability initiatives. Wherever possible, assessments of performance trends from 2017 to 2019 are provided to better highlight the trends' significance over time. Topics covered in this report are those most pertinent to our business sector, and they arise from the context and expectations of the sector. The boundaries of this report correspond to those of the 2019 Form 10-K. The data included in this report come from the Company's official management and reporting systems for the various functions described in this document.

Halliburton used reporting guidelines and terminology developed by the Global Reporting Initiative, International Petroleum Industry Environmental Conservation Association and the Sustainability Accounting Standards Board to inform reporting. We are working toward alignment with The Task Force on Climate-Related Financial Disclosures Recommendations. We provide annual information to CDP (Carbon Disclosure Project) and Dow Jones Sustainability Index and other top organizations that assess companies for economic, social and environmental performance.

The 2019 Annual and Sustainability Report was written in accordance with the Core Requirements of the Reporting Guidelines of the Global Reporting Initiative Standards. Alignment with Global Reporting Initiative indicators, the United Nations Sustainable Development Goals, the Sustainability Accounting Standards Board, and the Task Force on Climate-Related Financial Disclosures can be found on pages 61 through 66.

Published date of previous report: April 2019.

Reporting cycle: Annual

Restatements of previously reported information are indicated where necessary throughout the report.

The Halliburton Annual & Sustainability Report has not been externally assured.

To request additional copies of the report, please go to:

www.ir.halliburton.com/shareholder-services/investor-toolkit

Your feedback is valued. Please send any comments, questions or suggestions about our 2019 Annual & Sustainability Report to sustainability@halliburton.com or investors@halliburton.com.

HALLIBURTON

www.halliburton.com

© 2020 Halliburton. All Rights Reserved.

Printed in the USA

H013502