



First Quarter 2021 Update

NYSE Stock Symbol: HAL

Common Dividend
\$0.045 in the first quarter 2021

Shares Outstanding
890 million as of 04/21/2021

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Safe Harbor

The statements in this presentation that are not historical statements, including statements regarding future financial performance, are forward-looking statements within the meaning of the federal securities laws. These statements are subject to numerous risks and uncertainties, many of which are beyond the company's control, which could cause actual results to differ materially from the results expressed or implied by the statements. These risks and uncertainties include, but are not limited to: the severity and duration of the COVID-19 pandemic, related economic repercussions and the resulting negative impact on demand for oil and gas; the current significant surplus in the supply of oil and the ability of the OPEC+ countries to agree on and comply with supply limitations; the duration and magnitude of the unprecedented disruption in the oil and gas industry currently resulting from the impact of the foregoing factors, which is negatively impacting our business; operational challenges relating to the COVID-19 pandemic and efforts to mitigate the spread of the virus, including logistical challenges, protecting the health and well-being of our employees, remote work arrangements, performance of contracts and supply chain disruptions; the continuation or suspension of our stock repurchase program, the amount, the timing and the trading prices of Halliburton common stock, and the availability and alternative uses of cash; changes in the demand for or price of oil and/or natural gas; potential catastrophic events related to our operations, and related indemnification and insurance matters; protection of intellectual property rights and against cyber-attacks; compliance with environmental laws; changes in government regulations and regulatory requirements, particularly those related to oil and natural gas exploration, radioactive sources, explosives, chemicals, hydraulic fracturing services, and climate-related initiatives; compliance with laws related to income taxes and assumptions regarding the generation of future taxable income; risks of international operations, including risks relating to unsettled political conditions, war, the effects of terrorism, foreign exchange rates and controls, international trade and regulatory controls and sanctions, and doing business with national oil companies; weather-related issues, including the effects of hurricanes and tropical storms; changes in capital spending by customers, delays or failures by customers to make payments owed to us and the resulting impact on our liquidity; execution of long-term, fixed-price contracts; structural changes and infrastructure issues in the oil and natural gas industry; maintaining a highly skilled workforce; availability and cost of raw materials; agreement with respect to and completion of potential dispositions, acquisitions and integration and success of acquired businesses and operations of joint ventures. Halliburton's Form 10-K for the year ended December 31, 2020, Form 10-Q for the quarter ended March 31, 2021, recent Current Reports on Form 8-K and other Securities and Exchange Commission filings discuss some of the important risk factors identified that may affect Halliburton's business, results of operations, and financial condition. Halliburton undertakes no obligation to revise or update publicly any forward-looking statements for any reason.



Agenda

Company Overview

Strategic Priorities

- International Strength
 - Lean North America
 - Halliburton 4.0
 - Capital Efficiency
 - Sustainable Energy Future
-

Financial Review

The background image shows an oilfield in a vast, open landscape. On the left, a tall drilling rig stands prominently. In the foreground, there are several white modular buildings and a parking lot with several vehicles. The middle ground is a flat, grassy plain, and the background features a range of blue mountains under a clear blue sky with a few wispy clouds.

Company Overview

Leading globally diversified oilfield services company

We collaborate and engineer solutions to maximize asset value for our customers

Halliburton Global Footprint



- Locations
- TC Technology Centers
- ★ Corporate Headquarters

Founded

1919

Employees

40,000*

130+ Nationalities

Operational Countries

70

Research Centers

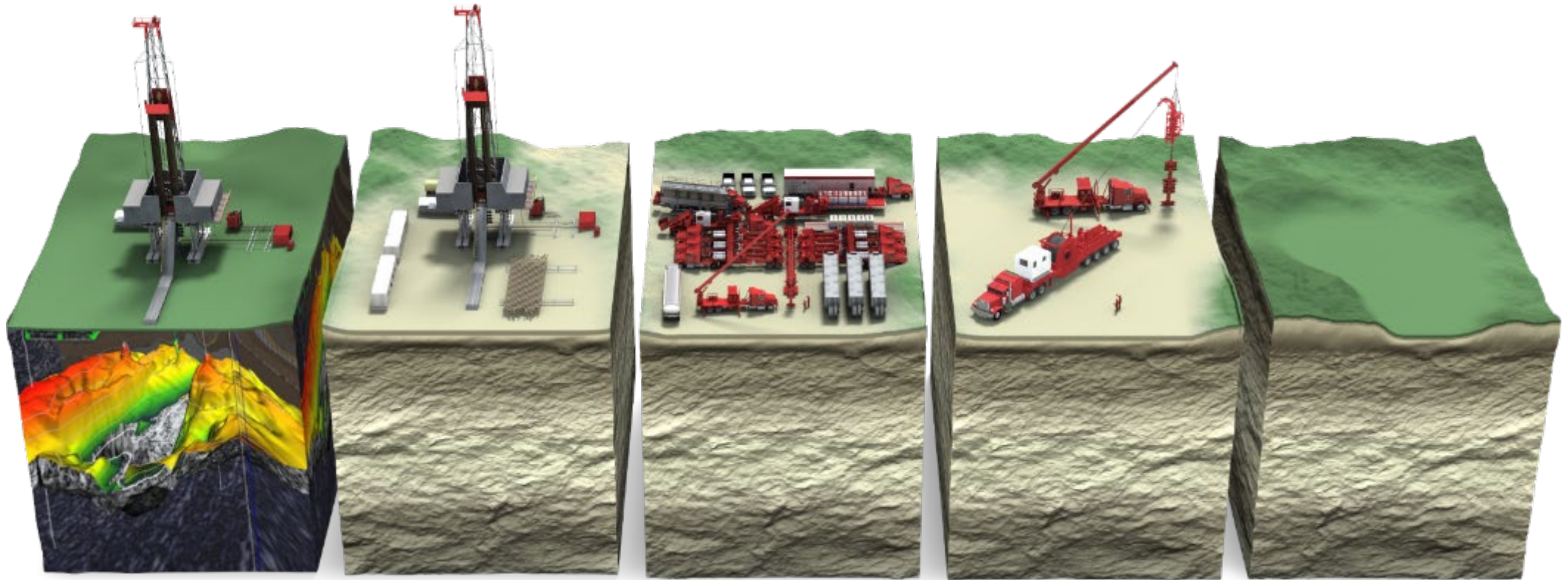
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Corporate Headquarters

Houston

**approximate estimate*

Halliburton Participates in Every Stage of Oilfield Life Cycle



Exploration

Well Construction

Completions

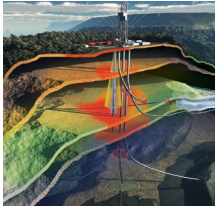
Production

Abandonment

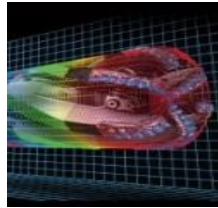
Halliburton Product Service Lines

HALLIBURTON

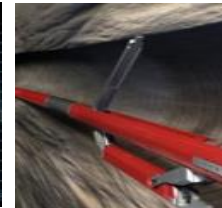
Drilling and Evaluation (D&E)



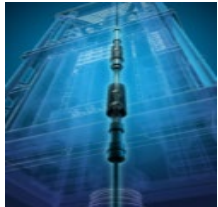
Sperry Drilling



Drill Bits & Services



Wireline & Perforating



Testing & Subsea

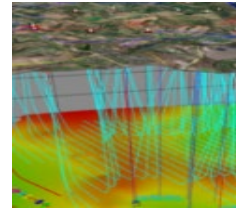


Baroid

Integrating All Product Service Lines



Project Management

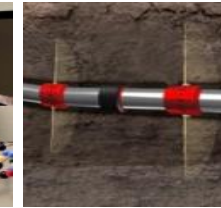


Landmark & Consulting

Completion and Production (C&P)



Cementing



Completion Tools



Production Enhancement



Artificial Lift



Production Solutions

Strategic Priorities at a Glance

Deliver industry-leading returns and strong free cash flow

International Strength

- » Substantial global footprint
- » Competitive technology portfolio
- » Grow Production businesses
- » Profitable growth

Lean North America

- » The leading position
- » Integrated premium provider
- » Efficient service delivery
- » Maximize free cash flow

Halliburton 4.0

- » Leading software provider
- » Digitalizing the value chain
- » Enhance business opportunities
- » Drive internal efficiencies

Capital Efficiency

- » Structurally lower capital intensity
- » Driven by advances in technology
- » Support stronger Free Cash Flow generation

Sustainable Energy Future

- » Lower emission solutions
- » Commitment to TCFD disclosure framework and SBTi targets
- » Advance clean energy solutions through Halliburton Labs



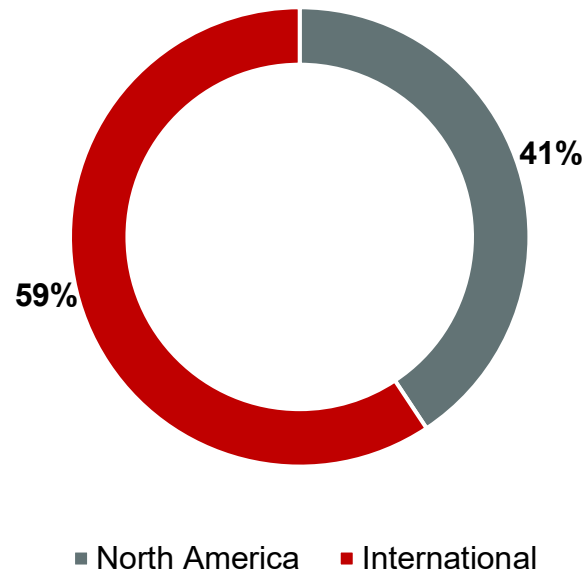
International Strength

Balance growth with improving margins and returns

International Strength

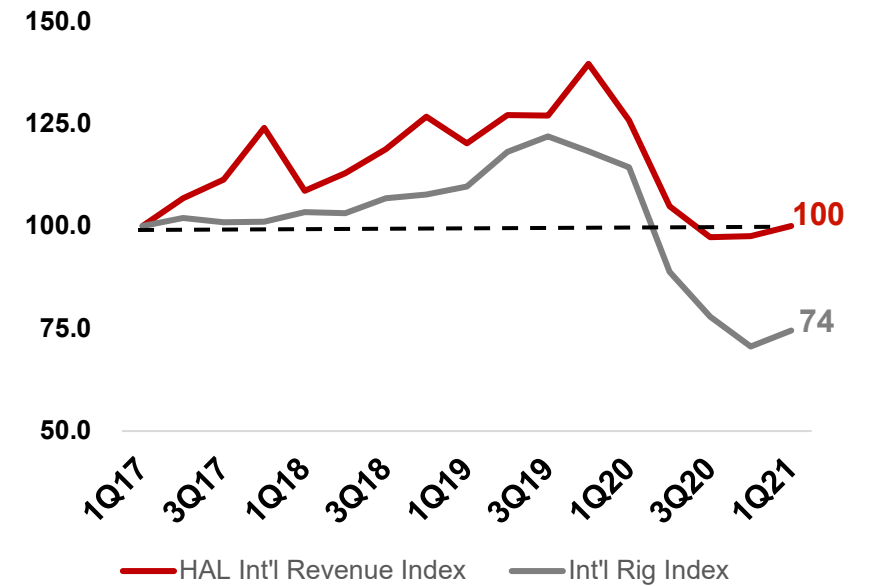
Portfolio strength drives market outperformance

1Q 2021 Revenue



- HAL earned **the majority of our revenue** internationally in 1Q21.

International Revenue Outperformance Compared to Rig Count



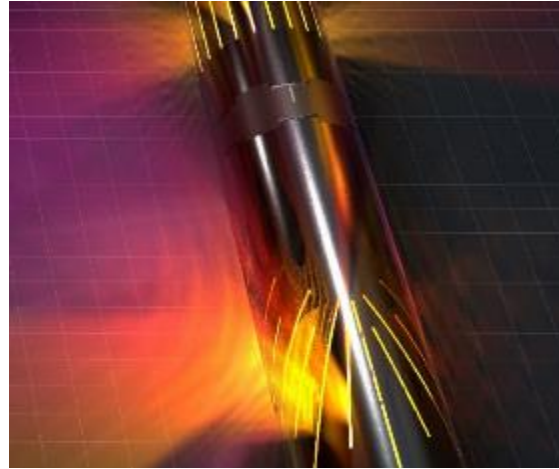
- International **margin recovery** underway

Competitive Technology Portfolio



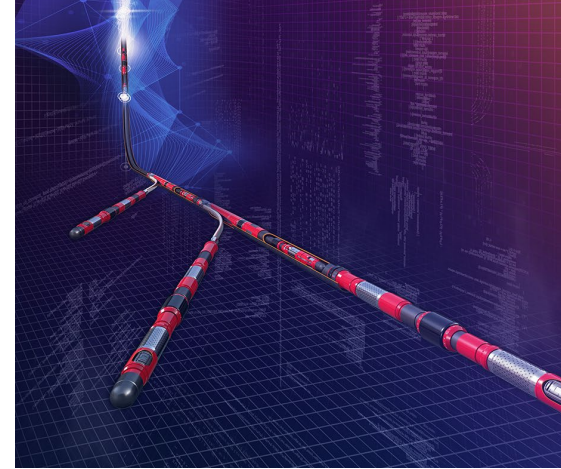
iCruise® Intelligent Drilling System

- Significant market penetration
- Fully automated – capability to reduce rig site personnel
- Modular design compresses R&M time/cost and increases asset velocity



EarthStar® Ultra-deep Resistivity Sensor

- Rapid international adoption
- Unique digital 3D inversion capabilities help discover more reserves
- Highest depth of investigation in the industry (captures 200 feet around the wellbore)



FlexRite® Multi-branch Completions System

- A clear leader in the offshore completions market
- 100+ systems installed to date with 100% reliability
- Integrates sand control and intelligent SmartWell® reservoir controls for increased production in new and existing wells



Artificial Lift and Specialty Chemicals

- Ongoing international expansion – Middle East, Latin America
- Specialty chemicals plant under construction in Saudi Arabia

Lean North America

Remain leader and increase profitability



Reducing Fixed Cost and Improving Contribution Margin

Focused on returns and efficient service delivery

Facilities



50% smaller real estate footprint

Headcount



50% less structural headcount in North America compared to 2019

Maintenance



30% reduction in unit maintenance cost year over year

SmartFleet™ Intelligent Fracturing System

Real-time fracture control while pumping

Connected to the Subsurface

Equipped with fiber optics to autonomously adapt and respond to real-time reservoir measurements

Live 3D Visualization

Real-time measurements and projections for a direct line of sight to fracture geometry and performance

Control While Pumping

Real-time decisions and commands to improve fracture placement and mitigate well interactions



Integrated Completions

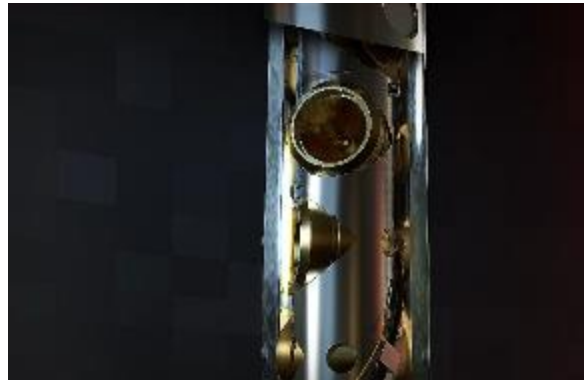
ExpressKinect™ Quick Latch

Faster and safer



Velocity™ Modular Perforating Gun System

Safer and more reliable



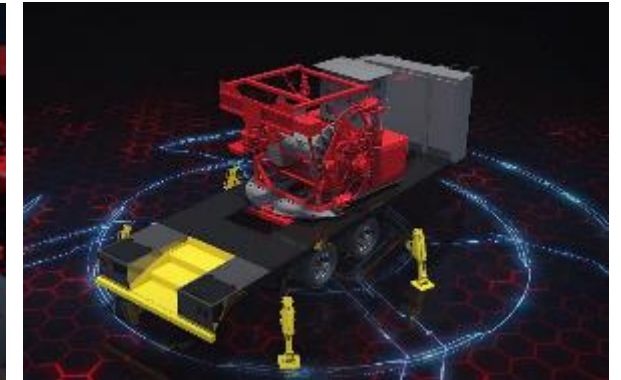
EcoSeal Greaseless Wireline

Faster, safer and reduces environmental impact

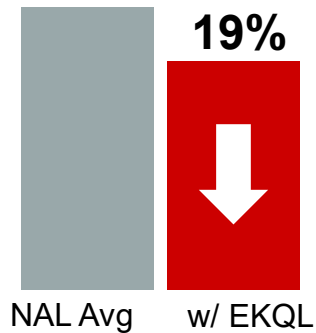


E-Winch

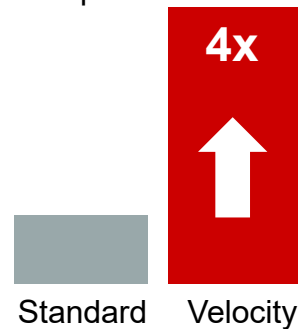
Faster, safer and improves reliability



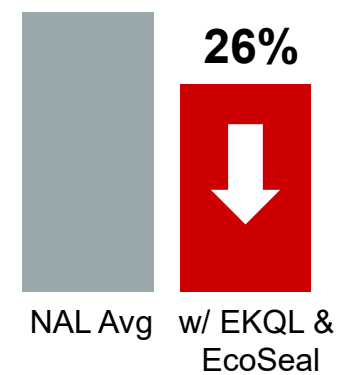
Stage Transition Time



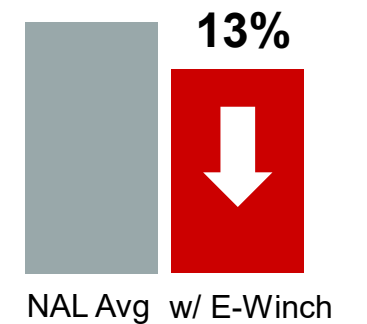
Perforating Runs
per Misrun



Stage Transition Time



Non-Productive Time



Halliburton 4.0

Transforming the way we work to make a quantum leap in productivity



HALLIBURTON 4.0



Subsurface 4.0

Evergreen subsurface at planet scale

Adaptive risk & uncertainty

Agile field development



Well Construction 4.0

Optimize well program

Automate drilling

Lean supply chain



Reservoir Recovery 4.0

Optimize capacity

Maximize uptime

Increase recovery



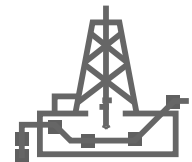
Enterprise 4.0

Process and workflows

Cloud

Data and analytics

Smart tools



Solutions Partners



Digital Partners

Capital Efficiency

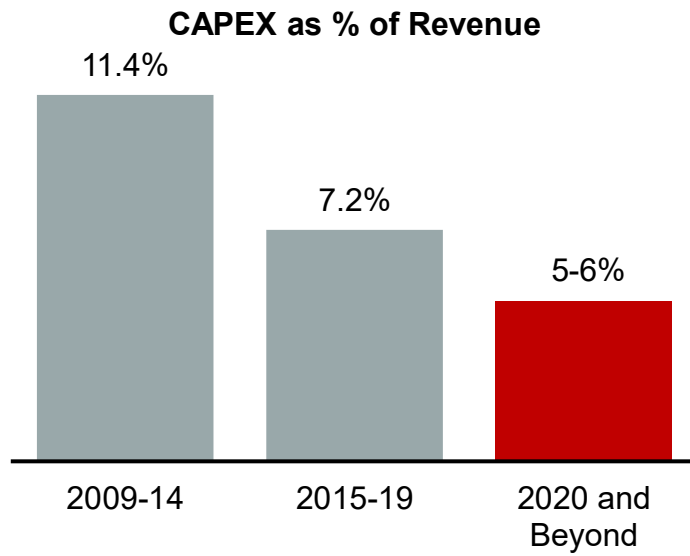
Structurally lower capital intensity and generate strong free cash flow

Capital Efficiency

Lower Capital Intensity

CAPEX at 5-6% of revenue

- Equipment design enhancements
- Higher asset velocity
- New materials
- Digital technologies
- Changing portfolio mix



Improves FCF Profile

~\$1.3B average annual FCF*
(2017-2020)



* See slide 28 for reconciliation of Cash Flows from Operating Activities to Free Cash Flow.

Sustainable Energy Future

Delivering affordable and reliable energy while lowering overall emissions



Sustainable Energy Future

Decarbonize Legacy Production Base



- Committed to provide technologies that reduce emissions / environmental footprint
- Collaborate with customers on environmental footprint tracking

Reduce Emissions



- Committed to reduce Scope 1 & 2 emissions 40% by 2035 from 2018 baseline
- Provide disclosures in the [Annual & Sustainability report](#)

Halliburton Labs



- A clean energy accelerator based at Halliburton Houston headquarters
- Access to knowledge and opportunity to develop sustainable, affordable energy – building optionality
- Utilize current invested capital and infrastructure

All-Electric

Fracturing Site

High Horsepower Solution

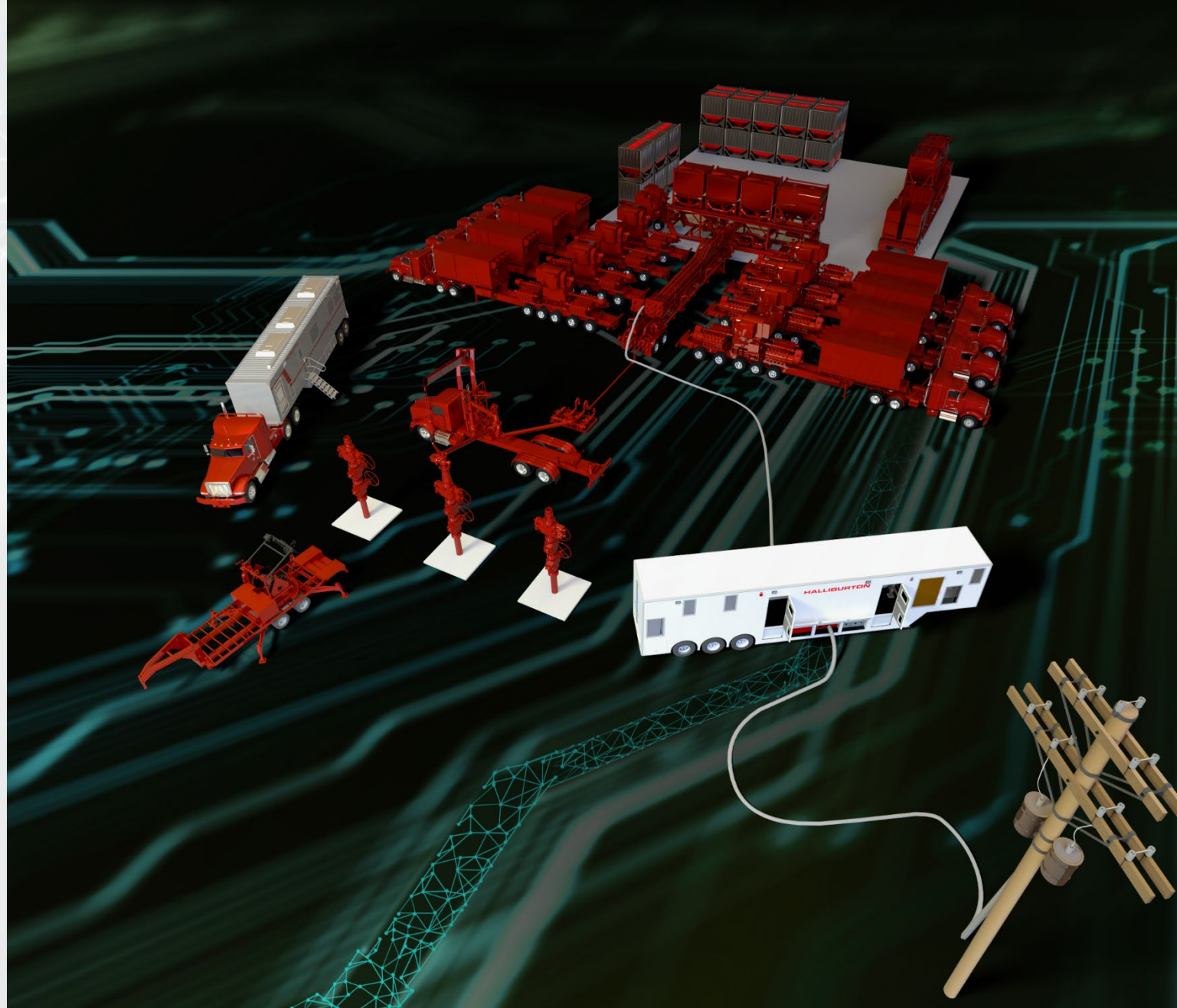
- First true 5,000HHP pump
- 8 pumps on the missile / 40,000HHP

All Electric Location

- Electric Wireline
- Electric Blender
- Electric Technical Command Center
- Electric Pumpdowns

Power Agnostic

- Grid / Reciprocal Engines (VoltaGrid) / Large Turbine

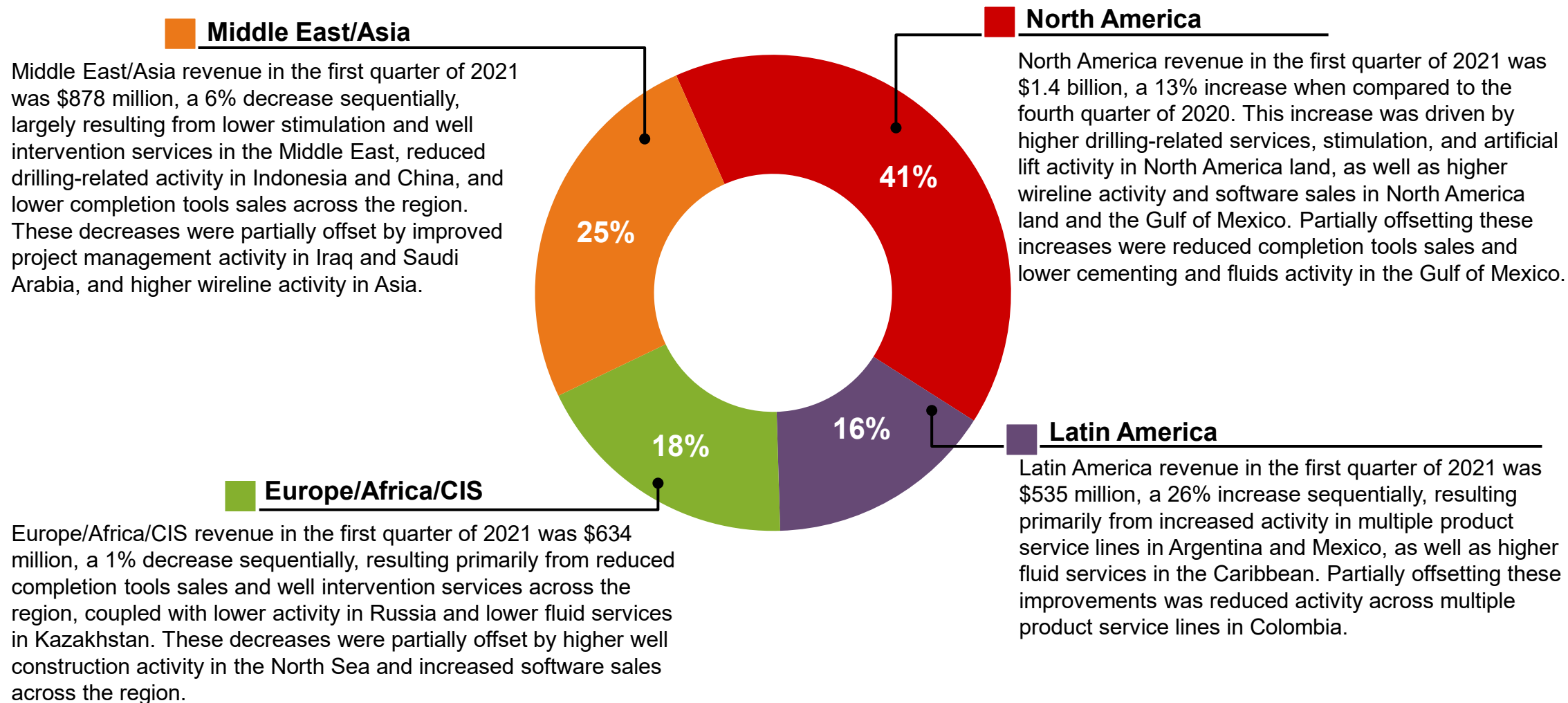


Financial Results

First Quarter 2021



1Q21 Revenue Breakdown



Segment and Geographic Results

Millions of dollars

Revenue	Q119	Q219	Q319	Q419	Q120	Q220	Q320	Q420	Q121	2019	2020	YTD 2021
<i>By segment results:</i>												
Completion and Production	\$ 3,662	\$ 3,805	\$ 3,506	\$ 3,058	\$ 2,962	\$ 1,672	\$ 1,574	\$ 1,810	\$ 1,870	\$ 14,031	\$ 7,839	\$ 1,870
Drilling and Evaluation	2,075	2,125	2,044	2,133	2,075	1,524	1,401	1,427	1,581	8,377	6,606	1,581
Total	\$ 5,737	\$ 5,930	\$ 5,550	\$ 5,191	\$ 5,037	\$ 3,196	\$ 2,975	\$ 3,237	\$ 3,451	\$ 22,408	\$ 14,445	\$ 3,451

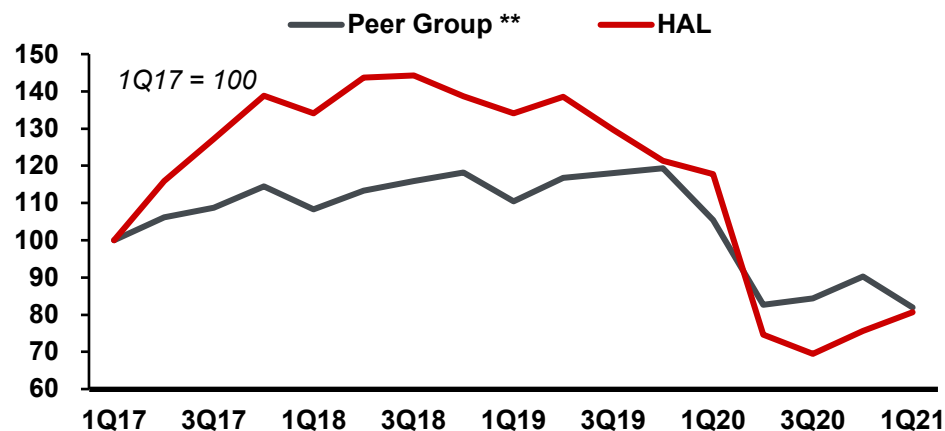
<i>By geographic region:</i>												
North America	\$ 3,275	\$ 3,327	\$ 2,949	\$ 2,333	\$ 2,460	\$ 1,049	\$ 984	\$ 1,238	\$ 1,404	\$ 11,884	\$ 5,731	\$ 1,404
Latin America	587	571	608	598	516	346	380	426	535	2,364	1,668	535
Europe / Africa / CIS	748	823	831	883	831	691	649	642	634	3,285	2,813	634
Middle East / Asia	1,127	1,209	1,162	1,377	1,230	1,110	962	931	878	4,875	4,233	878
Total	\$ 5,737	\$ 5,930	\$ 5,550	\$ 5,191	\$ 5,037	\$ 3,196	\$ 2,975	\$ 3,237	\$ 3,451	\$ 22,408	\$ 14,445	\$ 3,451

Operating Income/(Loss)	Q119	Q219	Q319	Q419	Q120	Q220	Q320	Q420	Q121	2019	2020	YTD 2021
Completion and Production	\$ 368	\$ 470	\$ 446	\$ 387	\$ 345	\$ 159	\$ 212	\$ 282	\$ 252	\$ 1,671	\$ 995	\$ 252
Drilling and Evaluation	123	145	150	224	217	127	105	117	171	642	569	171
Corporate and other	(65)	(65)	(60)	(65)	(60)	(50)	(42)	(49)	(53)	(255)	(201)	(53)
Impairments and other charges	(61)	(247)	-	(2,198)	(1,073)	(2,147)	(133)	(446)	-	(2,506)	(3,799)	-
Total	\$ 365	\$ 303	\$ 536	\$ (1,652)	\$ (571)	\$ (1,911)	\$ 142	\$ (96)	\$ 370	\$ (448)	\$ (2,436)	\$ 370

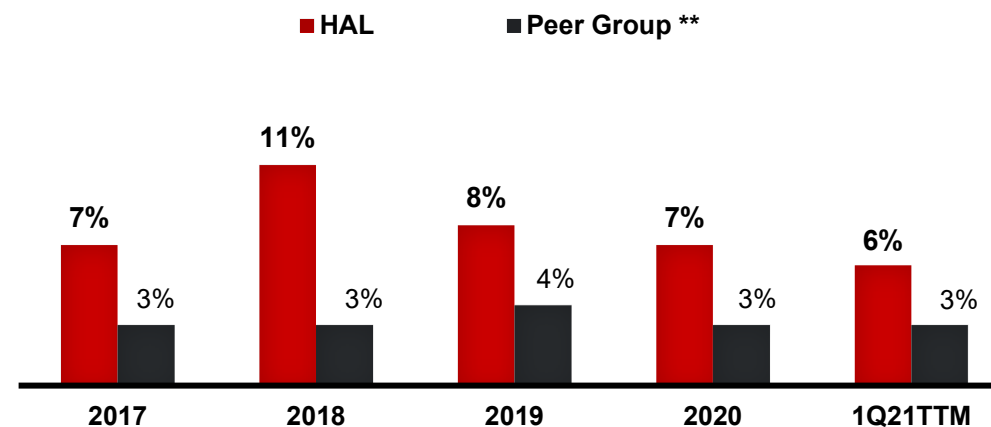
CAPEX	\$ 437	\$ 408	\$ 345	\$ 340	\$ 213	\$ 142	\$ 155	\$ 218	\$ 104	\$ 1,530	\$ 728	\$ 104
DDA	416	420	417	372	348	251	230	229	226	1,625	1,058	226

Financial Metrics

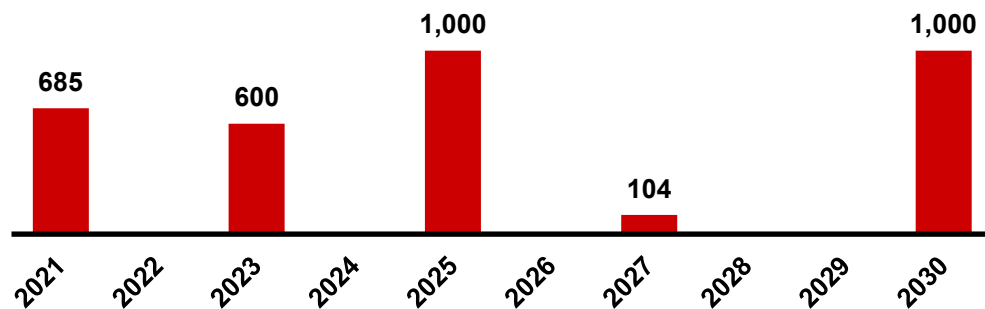
Total Revenue (Normalized)



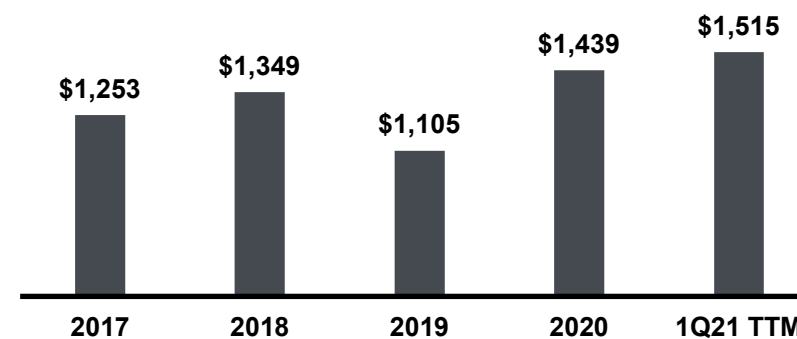
Return on Capital Employed*



Debt Maturity Profile (\$MM)



Adjusted Free Cash Flow* (\$MM)



* Excludes certain charges. See slide 27 for reconciliation of Return on Capital Employed to Adjusted Return on Capital Employed and slide 28 for reconciliation of Cash Flows from Operating Activities to Free Cash Flow.

** Peer Group includes Schlumberger and Baker Hughes Company

Reconciliation of As Reported ROCE to Adjusted ROCE

(\$millions)	2017	2018	2019	2020	1Q21 TTM
As reported net income attributable to company	\$(463)	\$1,655	\$(1,131)	\$(2,945)	\$(1,758)
Interest expense, after-tax	517	479	450	559	412
As reported operating profit, after-tax	\$54	\$2,134	\$(681)	\$(2,386)	\$(1,346)
Adjustments, after-tax	1,440	5	2,215	3,530	2,243
Adjusted operating profit, after-tax (a)	\$1,494	\$2,139	\$1,534	\$1,144	\$897
Average capital employed (b)	\$20,561	\$19,591	\$19,243	\$16,724	\$15,889
As reported ROCE (c)	0%	11%	(4%)	(14%)	(8%)
Adjusted ROCE (c)	7%	11%	8%	7%	6%

- (a) Management believes that operating income adjusted for certain charges is useful to investors to assess and understand operating performance, especially when comparing results with previous and subsequent periods or forecasting performance for future periods, primarily because management views the charges to be outside of the company's normal operating results. Management analyzes operating income without the impact of these charges as an indicator of performance, to identify underlying trends in the business, and to establish operational goals. See slide 26 for further details on these adjustments, pre-tax.
- (b) Average capital employed is a statistical mean of the combined values of debt and shareholders' equity for the beginning and end of the period.
- (c) As reported return on capital employed (ROCE) is calculated as: "As reported operating profit, after-tax" divided by "Average capital employed." Adjusted ROCE is calculated as: "Adjusted operating profit, after-tax" divided by "Average capital employed."

Reconciliation of Cash Flows from Operating Activities to Free Cash Flow

(\$millions)	2017	2018	2019	2020	1Q21 TTM
Total cash flows provided by (used in) operating activities	\$2,468	\$3,157	\$2,445	\$1,881	\$1,859
Capital expenditures	(1,373)	(2,026)	(1,530)	(728)	(619)
Proceeds from sales of property, plant, and equipment	158	218	190	286	275
Free cash flow (a)	\$1,253	\$1,349	\$1,105	\$1,439	\$1,515

- (a) Beginning in the first quarter of 2021, we are modifying the Free Cash Flow metric, a non-GAAP financial measure, to be calculated as “Total cash flows provided by (used in) operating activities” less “Capital expenditures” plus “Proceeds from sales of property, plant, and equipment.” Management believes that Free Cash Flow is a key measure to assess liquidity of the business, and this change improves the comparability of this metric, and is consistent with the disclosures of our direct, large-cap competitors. Prior periods have been updated in accordance with this change.

Why Invest in Halliburton?

Diversified oilfield services company with exposure to all stages of the oilfield life cycle

Strong international business and the leading position in North America

Driving new business opportunities and efficiencies through Halliburton 4.0 (“Digital”)

Advancing a sustainable energy future for our customers, our Company, and all our stakeholders

Delivering industry-leading returns and strong free cash flow

