BAKER HUGHES CO.

Company Overview

Baker Hughes Company (“Baker Hughes”, NASDAQ: BKR) is a global energy technology and industrial solutions provider operating across the entire energy value chain. The company provides critical equipment, software, and services for upstream oil & gas, LNG, industrial power generation, geothermal, carbon management, and emerging energy-transition applications.

Baker Hughes operates through two major segments:

Oilfield Services & Equipment (OFSE) — Provides drilling, completions, intervention, production solutions, subsea systems, and pressure-control equipment across onshore and offshore basins.

Industrial & Energy Technology (IET) — Provides advanced gas technology, compression systems, power-generation equipment, LNG solutions, turbomachinery, carbon capture systems, and new-energy technologies.

Baker Hughes is **headquartered in Houston, Texas**, and employs approximately **58,000 people worldwide**.

In Q3 2025, Baker Hughes delivered **$7.0 billion in revenue** and **$1.24 billion in adjusted EBITDA**, achieving a **17.7% EBITDA margin**, highlighting robust performance across IET and improved profitability in OFSE. Orders were exceptionally strong at **$8.2 billion**, supported by record LNG equipment demand, subsea awards in Brazil and Turkiye, and accelerating new-energy orders. Free cash flow rose to **$699 million**, driven by better working capital and margin expansion.

Management expects sustained demand from LNG, data centers, industrial energy systems, and international offshore development to support continued revenue and margin growth.

1. Top 5 Competitors

- **SLB (Schlumberger)** – Leading global oilfield-services provider
- **Halliburton (HAL)** – Major competitor in well construction, completions, and production services
- **TechnipFMC (FTI)** – Strong subsea and offshore engineering competitor
- **NOV Inc. (NOV)** – Equipment and technology provider for drilling and production systems
- **Emerson Electric (EMR)** – Competes across automation, industrial systems, and energy technology

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2. Largest Institutional Shareholders

(Approximate ownership based on most recently reported 13F filings; rounded.)

Shareholder	Approx. % Ownership	Shares (Millions)
Vanguard Group Inc.	~11.0%	~110M
BlackRock Inc.	~8.5%	~85M
State Street Corp.	~4.5%	~45M
Capital World Investors	~3.2%	~32M
T. Rowe Price Associates	~2.9%	~29M
Geode Capital Management	~2.1%	~21M
Wellington Management	~1.6%	~16M
Norges Bank Investment Management	~1.3%	~13M
Morgan Stanley Investment Management	~1.1%	~11M
Northern Trust Corp.	~1.0%	~10M

Top 10 Institutional Ownership: ~37–40%
Total Institutional Ownership: >100% (due to derivatives, synthetic exposure, and custodial double-counting)

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3. Management Team

- **Lorenzo Simonelli** — Chairman & Chief Executive Officer
- **Ahmed Moghal** — Executive Vice President & Chief Financial Officer
- **Maria Claudia Borras** — EVP, Oilfield Services & Equipment
- **Rod Christie** — EVP, Industrial & Energy Technology
- **Derek Mathieson** — Chief Strategy & Technology Officer
- **William Marsh** — Chief Legal Officer
- **Brian Worrell** — Chief Accounting Officer

4. Revenue

Q3 2025 Results:

- **Revenue:** $7.01 billion (+1% YoY)
- **Orders:** $8.21 billion (+23% YoY)
- **Adjusted EBITDA:** $1.238 billion (+2% YoY)
- **Adjusted EBITDA Margin:** 17.7%
- **Free Cash Flow:** $699 million

Segment Results:

Industrial & Energy Technology (IET)

- Revenue: $3.37B (+15% YoY)
- Orders: $4.14B (+44% YoY)
- EBITDA margin: 18.8%

Oilfield Services & Equipment (OFSE)

- • Revenue: $3.64B (-8% YoY)
- • Orders: $4.07B (+7% YoY)
- • EBITDA margin: 18.5%

Growth drivers include:

- Record LNG equipment shipments
- Strong subsea awards
- Expansion into data center power solutions
- Growth in gas infrastructure and industrial compression

5. Institutions with Buy Recommendations

A number of major research institutions maintain **Buy/Outperform/Overweight** ratings on Baker Hughes, supported by strong LNG momentum, expanding international offshore activity, and margin improvement:

- **Morgan Stanley** — Overweight
- **JPMorgan** — Overweight
- **Goldman Sachs** — Buy
- **UBS** — Buy
- **Citigroup** — Buy
- **Argus Research** — Buy
- **LSEG Consensus** — Buy (22 analysts)

Key themes:
• LNG cycle expected to remain strong into 2030
• Data center gas-turbine demand accelerating
• Subsea investment cycle strengthening
• High cash generation and dividend growth potential

6. Analyst Sentiment Summary

- **Consensus Rating**: Buy
- **Mean Analyst Target**: $52.60
- **High Target**: $59
- **Low Target**: $40
- **12-Month Implied Upside (Consensus)**: ~9%
- **BCG Target Price**: $58 (reflecting stronger LNG + IET execution)

Analyst viewpoints emphasize:

- Highly resilient backlog, led by LNG
- Double-digit EBITDA margins with room for expansion
- Improving cash conversion through working-capital discipline
- Exposure to global energy transition technologies

7. Insider Buying and Selling (Last 24 Months)

- Insider activity has been **predominantly scheduled selling** under 10b5-1 plans, mainly by senior executives receiving RSU or option vestings.
- **No material open-market insider buying** in the last 24 months.
- CEO and CFO reported multiple dispositions linked to tax-withholding events.
- No unusual or non-routine selling patterns detected.

Insider sentiment is **neutral**, consistent with performance-based equity compensation trends in the industrial/energy sector.