

# Barclay's CEO Energy-Power



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Adjusted Net Income, Adjusted EBITDA and Free Cash Flow are non-GAAP measures. Adjusted Net Income and Adjusted Diluted EPS are defined as net income (loss) and earnings per share, respectively, excluding the impact of foreign currency gains or losses as well as other significant non-cash items and certain charges and credits. Adjusted EBITDA is defined as net income excluding income taxes, interest income and expense, depreciation and amortization expense, stock-based compensation, non-cash gains or losses from foreign currency exchange rate changes as well as other significant non-cash items and items that can be considered non-recurring. Free Cash Flow is defined as cash provided by operating activities less cash used in the purchase of property, plant and equipment. We believe that these non-GAAP measures enable us to evaluate and compare more effectively the results of our operations period over period and identify operating trends by removing the effect of our capital structure from our operating structure and certain other items including those that affect the comparability of operating results. In addition, we believe that these measures are supplemental measurement tools used by analysts and investors to help evaluate overall operating performance, ability to pursue and service possible debt opportunities and make future capital expenditures. These measures do not represent funds available for our discretionary use and are not intended to represent or to be used as a substitute for, our financial results reported in accordance with GAAP. Because non-GAAP financial information is not standardized, it may not be possible to compare these financial measures with other companies' non-GAAP financial measures. Reconciliations of these non-GAAP measures to the most directly comparable GAAP measure can be found on the company's website.

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Leading Manufacturer of Highly Engineered Drilling & Production Equipment



Dril-Quip

Investment

Highlights

Technically Innovative, Environmentally Responsible Products & First-class Service



Strong Financial Position



Results Driven Management Team

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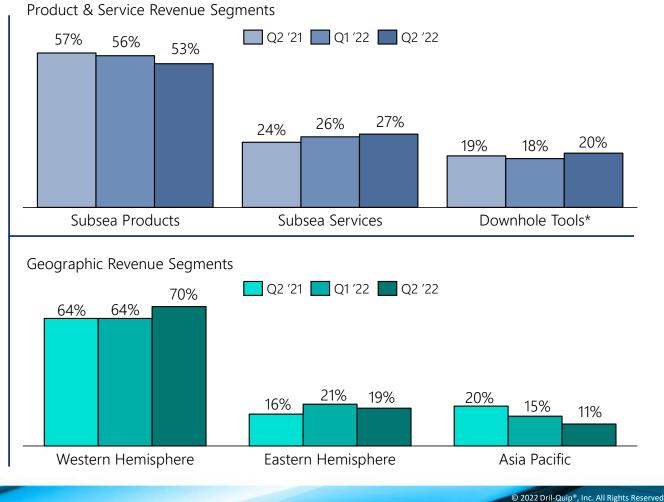
# Q2 2022 | Revenue Breakdown

Subsea Products

SUBSEA SERVICES

**DOWNHOLE TOOLS** 

\* Includes downhole tools products, leasing and services

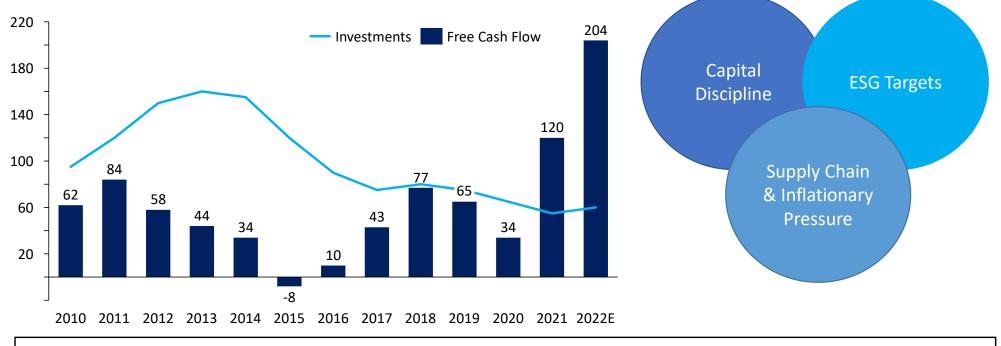




# Market Environment | Customer Sentiment Outlook

the power of Q

**Historical investments and free cash flow from upstream activity for the majors\*** Billion USD



Unprecedented confluence of events creating project delay risk despite increasing energy security needs. Redeployment of capital to shareholders and debt reduction were major operator focuses in 2021.

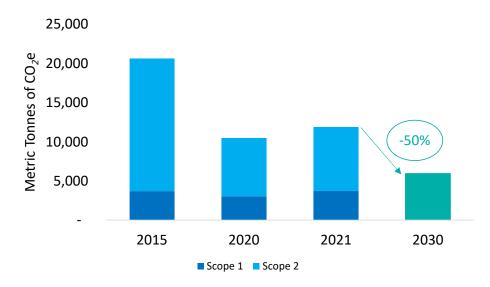
\*Includes BP, Chevron, Equinor, ExxonMobil, Shell and TotalEnergies. Source: Rystad Energy

# **ESG Update** | Decarbonization Targets

• Alignment with the ambitions of the Paris Accord which seeks to limit global warming

- Decarbonization actions include:
  - Switching to renewable electricity across major manufacturing sites
  - Rightsizing of facilities
  - Investing in infrastructure to reduce fugitive emissions
  - Downscaling and evaluating the electrification of our vehicle fleet
- Partnering with key suppliers and customers to find avenues to decarbonize their operations.

# Scopes 1 and 2 GHG Emissions & Target



Note: 2015 excludes the now outsourced "Forging Busines." Scope 2 emissions reduction between 2015 and 2020/2021 is primarily due to less overall business activity.

### Dril-Quip is targeting a > 50% reduction in Scope 1 and 2 emissions to align with the 1.5°C scenario by 2030.





Shifting markets driving change

# Positive reduction of carbon footprint

- Measurement/audit of carbon footprint across our product portfolio
- Next generation Power of E incorporating Green by Design<sup>™</sup>

# Carbon conscious R&D

- Measurement of carbon footprint reduction per project
- Carbon footprint decision metric incorporated across operations
- Green by Design<sup>™</sup> innovation philosophy

# Low Carbon Solutions

- Focus on CCUS markets
- Positive impact to carbon footprint through innovative

technology application

• Develop adjacent markets to derive value

- eVolving industry
  - Less steel/materials
  - Less transportation
  - Efficient operations
  - Effective manufacturing
  - Increased competitiveness
  - Lower carbon footprint

# Helping our customers adapt and adopt to the Energy Transition



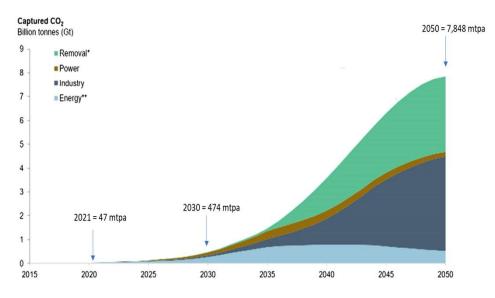
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# **Energy Transition** | CCUS Market opportunity



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# Market Sizing thru 2050

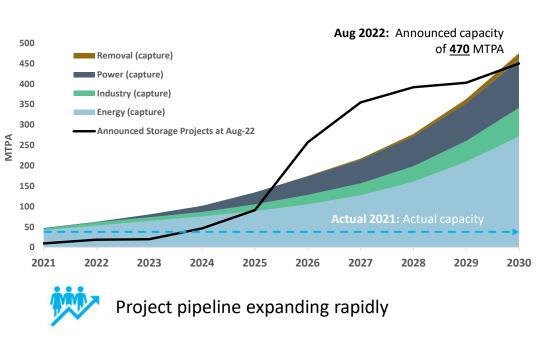




# Significant CO<sub>2</sub> storage capacity needed by 2050 to support 1.6<sup>o</sup>C pathway

~7,900 wells needed by 2050 to provide capacity (@1MTPA Average injection rate)

# Zoom in through 2030



~500 new wells needed by 2030 to keep pace

Data from Rystad Energy

# Strategy | 2022 Focus Areas





# Strategic Growth Pillars

 Continue to execute on collaboration agreements, downhole tools growth and e-Series technology expansion

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# **Organizational Alignment**

 Streamlined operations and leadership around more focused and integrated product and service lines



# **Optimized Footprint**

• Further transformation of our operational footprint to improve efficiency and reduce excess capacity



# Capital Allocation

Disciplined deployment of capital to generate attractive returns on capital employed

# **Organizational Alignment** | Updating Our Operating Structure

# **Subsea Products**

BBII*e* Wellhead

# Wellheads, Connectors & SPS

- Remain Tier 1 wellhead provider
- Execute collaboration & license agreements
- Increase shallow water tree share
- Grow deepwater presence through VXTe monetization

# **Downhole Tools**

**Liner Hangers and Services** 

- Continue share gains in key markets
- XPak De
- Convert from conventional to expandable liner hangers
- Expand through current and future collaborations
- Increase test & assembly in local markets

# Energy Transition

**Subsea Services** 

tooling

**Technical Service, Rentals and Rework** 

# **Expansion into Decarbonization Opportunities**

- Wellhead and tree injection offering for CCUS
- Collaborations with integrated providers (i.e. Aker Solutions)

Highly reactive support for equipment installation

Dedicated facilities for refurbishment and rework

Global network of trained technicians and specialized

• New technology introduction



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# **Strategy** | Gross Margin Improvement Targets





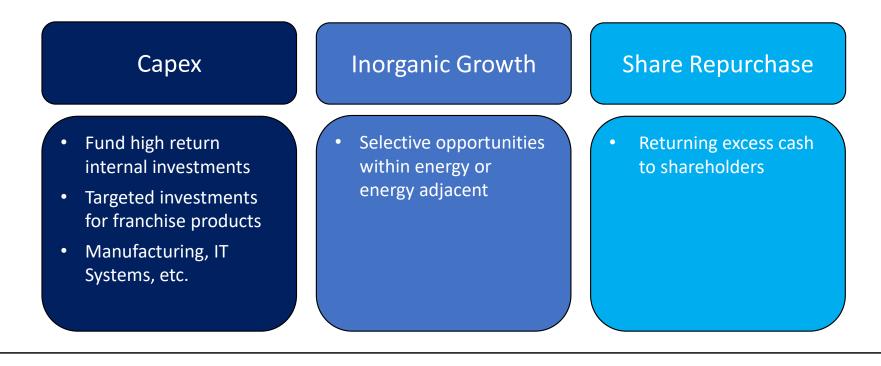
Transformation initiatives are expected to drive material gross margin improvements over next 24 months.

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# **Capital Allocation | Framework**





Priority to organic growth, then attractive acquisitions that drive size and scale while maintaining balance sheet strength.

# **2022 Outlook** | Financial Outlook



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2022 Estimated Capex of \$15M to \$17M

Targeting 2022 Free Cash Flow\* Margin of ~3 to 5%

\*Free Cash Flow = Operating Cash Flow less Capital Expenditures and does not include potential real estate divestures



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