



HELMERICH & PAYNE, INC.



Meetings with Investors

June 2020

Financial data as of 3/31/2020; other data as of 4/30/2020 unless otherwise noted.

Forward-Looking Statements



Forward Looking Statements

This presentation contains forward-looking statements within the meaning of securities laws. All statements other than statements of historical facts included in this presentation, including without limitation, statements regarding our future financial position, business strategy, budgets, projected costs and plans and objectives of management for future operations, are forward-looking statements. In addition, forward-looking statements generally can be identified by the use of forward-looking terminology such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “predict,” “project,” “target,” “continue,” or the negative thereof or similar terminology. Forward-looking statements are based upon current plans, estimates, and expectations that are subject to risks, uncertainties, and assumptions. Although we believe that the expectations reflected in such forward-looking statements are reasonable, we can give no assurance that such expectations will prove to be correct. Actual results may vary materially from those indicated or anticipated by such forward-looking statements. The inclusion of such statements should not be regarded as a representation that such plans, estimates, or expectations will be achieved. These forward-looking statements include, among others, such things as: estimates of revenues, market share, income, earnings per share, cost savings, returning cash to stockholders through dividends or share repurchases, or capital structure; our business strategy and underlying assumptions; the amount and nature of our future capital expenditures and how we expect to fund our capital expenditures, and the number of rigs we plan to construct or acquire; the volatility of future oil and natural gas prices; changes in future levels of drilling activity and capital expenditures by our customers, whether as a result of global capital markets and liquidity, changes in prices of oil and natural gas or otherwise, which may cause us to idle or stack additional rigs, or increase our capital expenditures and the construction or acquisition of rigs; the effect, impact, potential duration or other implications of the recent outbreak of a novel strain of coronavirus and the recent oil price collapse, and any expectations we may have with respect thereto; changes in worldwide rig supply and demand, competition, or technology; possible cancellation, suspension, renegotiation or termination (with or without cause) of our contracts as a result of general or industry-specific economic conditions, mechanical difficulties, performance or other reasons; expansion and growth of our business and operations; our belief that the final outcome of our legal proceedings will not materially affect our financial results; impact of federal and state legislative and regulatory actions affecting our costs and increasing operation restrictions or delay and other adverse impacts on our business; environmental or other liabilities, risks, damages or losses, whether related to storms or hurricanes (including wreckage or debris removal), collisions, grounding, blowouts, fires, explosions, other accidents, terrorism or otherwise, for which insurance coverage and contractual indemnities may be insufficient, unenforceable or otherwise unavailable; our financial condition and liquidity; tax matters, including our effective tax rates, tax positions, results of audits, changes in tax laws, treaties and regulations, tax assessments and liabilities for taxes; and potential long-lived asset impairments. Important factors that could cause actual results to differ materially from our expectations or results discussed in the forward-looking statements are disclosed in our 2019 Annual Report on Form 10-K under Item 1A— “Risk Factors,” as well as in Item 7— “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and additional factors we may described from time to time in other filings with the Securities and Exchange Commission. You may get such filings for free at our website at <https://www.hpinc.com/>. All subsequent written and oral forward-looking statements attributable to us, or persons acting on our behalf, are expressly qualified in their entirety by such cautionary statements. Because of the underlying risks and uncertainties, we caution you against placing undue reliance on these forward-looking statements. We assume no duty to update or revise these forward-looking statements based on changes in internal estimates, expectations or otherwise, except as required by law.

Market and Industry Data

The data included in this presentation regarding the oil field services industry, including trends in the market and the company's position and the position of its competitors within this industry, are based on the company's estimates, which have been derived from management's knowledge and experience in the industry, and information obtained from customers, trade and business organizations, internal research, publicly-available information, industry publications and surveys and other contacts in the industry. The company has also cited information compiled by industry publications, governmental agencies and publicly-available sources. Although the company believes these third-party sources to be reliable, it has not independently verified the data obtained from these sources and it cannot assure you of the accuracy or completeness of the data. Estimates of market size and relative positions in a market are difficult to develop and inherently uncertain and the company cannot assure you that it is accurate. Accordingly, you should not place undue weight on the industry and market share data presented in this presentation.

We use our Investor Relations website at <https://www.hpinc.com/> as a channel of distribution for material company information. Such information is routinely posted and accessible at such site.

The health and safety of all H&P stakeholders - our employees, customers, and vendors - remain a top priority

H&P has implemented additional policies and procedures designed to protect the well-being of our stakeholders and to minimize the impact of COVID-19 on our ongoing operations.

- Mobilized a global COVID-19 response team to manage the evolving situation
- Moved to a global "remote work" model for office personnel (beginning March 13, 2020)
- Suspended all non-essential travel
- Required H&P employees and third party personnel to complete a COVID-19 questionnaire prior to reporting on location in order to evaluate actual and potential COVID-19 exposures
- Placed into practice policies and procedures that comply local governmental regulations and adherence to CDC guidelines for evaluating actual and potential COVID-19 exposures
- Initiated daily temperature checks on operational personnel, including prior to entering a rig site
- Implemented enhanced sanitation and cleaning protocols

- Founded in 1920, **H&P** is the industry's most trusted drilling partner. Committed to operational excellence and conservative financial discipline, **H&P** is the recognized industry leader in drilling solutions as well as technological innovation.
- We are a global drilling solutions provider based in Tulsa, OK with operations in all major U.S. onshore basins as well as in South America and the Middle East.
- **H&P** operates in 4 segments (% of Revenue):
 - U.S. Land ~84%; market leader
 - International Land ~8%; opportunistic growth
 - Offshore ~5%; cash flow generator
 - H&P Technology ~3%; enhancing value proposition, early growth stage
- Our unique integrated business model (designing, building/upgrading, operating fleet and technology implementation) provides the best value solution for customers.
- Strategic software acquisitions and internal R&D efforts provide unmatched technological prowess focused on wellbore quality and accuracy.
- Debt-to-cap ~12%; Net debt-to-cap ~2%; Dividend yield ~6%

Why H&P in Current Market Conditions?



- U.S. Land industry leader with dominant position
- Important to be **adaptable** in volatile markets; **H&P** moved quickly to respond to these unprecedented market conditions
 - Intention to reduce annual dividends by approximately \$200 million
 - Reduction of planned capex spend by \$95 million in fiscal 2020
 - Implementation of measures projected to reduce fixed operating expense by \$50 million; G&A cost reductions expected to be roughly \$35 million on an annualized basis
- **Strong balance sheet and ability to return cash to shareholders**
 - Debt-to-cap is ~12% with no maturities until 2025
 - Investment grade credit rating – rare in the oil service industry
 - Over \$1 billion in liquidity - ~\$380 million of cash and short-term investments on hand at March 31, 2020; no amounts drawn on \$750 million credit facility
 - Expect annual dividend to be \$1/share
- Leading evolution of commercial model in order to receive fair compensation for value delivered
- Customer centric drilling solutions provider combining the operational excellence of our **FlexRig** fleet and the leading wellbore quality software

H&P's Winning Strategy

Today's Focus Points



- Execute as the dominant **U.S. land** drilling solutions provider
- Continue to lead industry in **digital technology and innovation** bringing value to customers
- Grow **international** business opportunistically
- Maintain and build upon a solid **financial foundation**
- Adapt to changing **market conditions** and make wise **investments** through the cycles

Differentiated from Land Drilling Peers



- Leading U.S. market share – ~**24%*** of U.S. land fleet, ~**37%*** of super-spec fleet
- Changing the commercial model – **H&P** provides distinctive value to customers
- Uniform design of **FlexRig** fleet
 - best and highly trained workforce
 - lower maintenance cost, higher performance & superior uptime
 - better reliability and consistency needed for a ‘manufacturing’ drilling environment
 - safety leadership
 - standardized **FlexRig** operating system provides a digital platform
- **Leading technology solutions** for wellbore quality and placement
- Investments made in people, rigs and technology create a business partner uniquely positioned to enable change and enhance customer returns

* Source: RigData, Company Filings

H&P Global Rig Fleet



	<u>Rigs Available</u>	<u>Rigs Contracted⁽¹⁾</u>	<u>% Contracted</u>
U.S. Land	262	86	33%
Super-Spec FlexRigs	234	83	35%
Upgradeable AC FlexRigs	8	1	13%
Other AC Style FlexRigs	20	2	10%
International Land	32	10	31%
Argentina ⁽²⁾	20	5	25%
Bahrain	3	3	100%
U.A.E	2	2	100%
Colombia	7	0	0%
Offshore	8	5	63%
Total Fleet	<u>302</u>	<u>101</u>	<u>33%</u>

(1) Rig count as of 4/30/2020

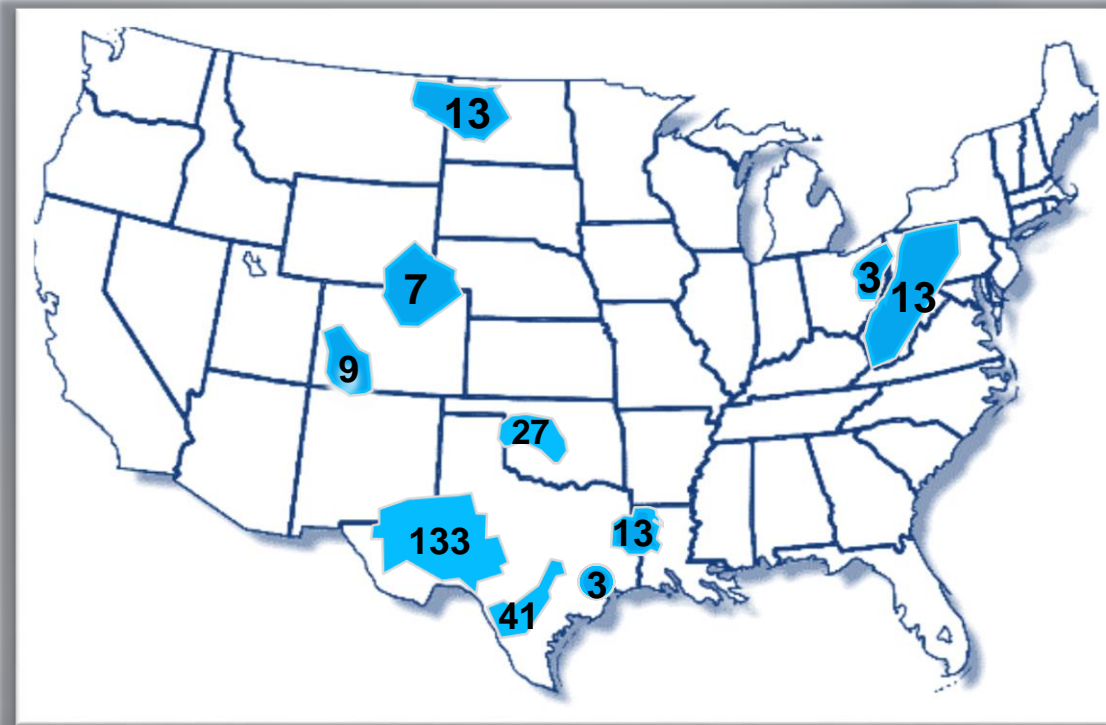
(2) Four of the 5 active rigs are being leased (i.e. H&P is not crewing and managing the rigs), and as such the average rig margin per day for those four rigs is lower than our average rig margin per day in the segment.

Leading U.S. Unconventional Driller

(Positioned To Respond To Customer Needs)

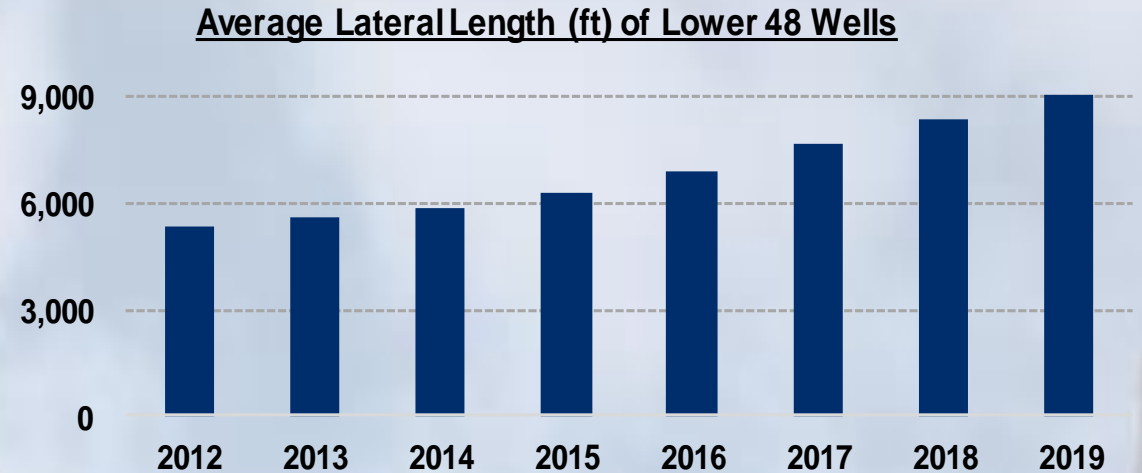


H&P Has 262 Total FlexRigs Across The U.S.
(~90% Of Which Are Super-Spec Rigs)



- **Broad exposure** to U.S. unconventional basins
- Well positioned and able to quickly respond to changes in basin demand

FlexRigs Are Uniquely Designed To Meet The Ever-Growing Complexities Of U.S. Land Drilling



- SCR, Mechanical, and less capable AC rigs will continue underperform as well complexity increases
- High-spec AC rigs expected to continue to be the **preferred choice for unconventional drilling**

Source: Company Filings and Coras Research

Evolving Commercial Model



- **H&P** has a long track record of providing value to customers, the contract model terms must evolve to ensure a reasonable rate of return
- Current dayrate model does not always adequately compensate for value being derived in well cost savings and productivity gains
- Under current industry norms, incorporating more services and solutions into a rig dayrate model is a losing proposition in the long-term for land drillers
- New pricing model partnerships being pursued by **H&P** – performance-based contracts, KPIs, revenue per foot, etc.

HPT – Helmerich & Payne Technologies

Adding Value Through Automation: Wellbore Quality, Accuracy & Efficiency



- Motive’s Bit Guidance System® helps to enable drilling of higher **quality** wellbores with a scalable, repeatable, data driven platform approach



- MagVAR solution improves surveying **accuracy** by 50-60%, contributes to increased horizontal well economics while reducing collision risk



- FlexApps are **H&P** developed software applications that provide for machine-human collaboration during the drilling process to improve **efficiency**



- AutoSlide powered by Motive’s Bit Guidance System utilizes **machine learning** and **automation** to interface with **FlexRig** control systems to perform slide drilling automatically via computer control

What’s next on H&P’s technology roadmap?

Autonomous Geosteering and AutoStandSM

H&P’s software technology offerings create compelling value opportunities for E&P companies

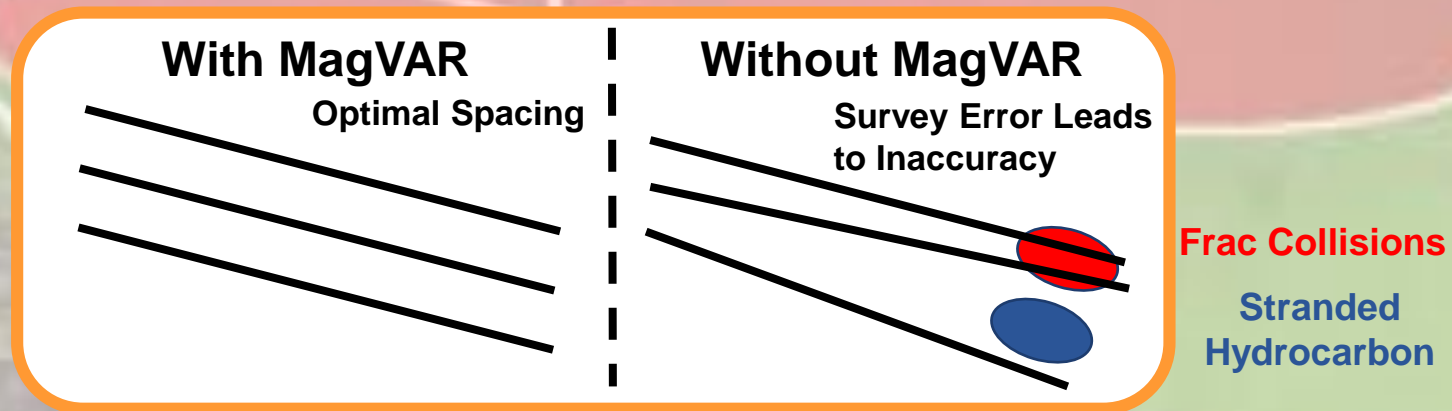
MagVAR Survey Correction

Wellbore Accuracy



Optimal Wellbore Placement

- Increases the reservoir volume exposed to stimulation
- Improves hydraulic communication, reducing parent/child interference
- Provides greater confidence wells are within boundaries
- Reduces collision risk for future in-fill drilling
- Improves performance at reduced risk (enhances returns)



Wellbore Quality Matters

Tortuosity Adversely Affects Overall Well Economics



Tortuosity is the amount of bends and twists in a well often referred to as doglegs; unwanted tortuosity leads to

- Detrimental Well Economics
- Increases Pipe Fatigue and Downhole Tool Wear and Failure
- Compromises Quality and Consistency

AutoSlideSM, powered by Motive's Bit Guidance System

- Reduces Wellbore Tortuosity
- Improves Accuracy & Consistency, Reducing Human Errors
- Decreases Lifting Costs and Tool Failures
- Leads to improved Well Returns



- Uses **machine learning** and **automation** to interface with **FlexRig** control systems to perform slide drilling automatically via computer control (vs. traditional human control)
- Single button execution - fully autonomous sliding with no human intervention
- Follows instructions provided by **Motive's Bit Guidance System®**, standardizing high quality well paths
- Searches for optimal parameters in real-time to help increase ROP and accuracy and adapts to different downhole formations and tools dynamically
- Designed to provide more consistent and higher quality wellbores
- Reduces number of personnel at the rig site; COVID-19 has accelerated the desire to de-man the rig site where possible

Value Driven Automation™

Converting Art to Science



- **H&P's Autonomous Drilling Platform™** optimizes and automates total well execution
- **H&P** leading industry's technological advancements
 - Uses machine learning to drive economic-based decision making in real time
 - **Automates** sliding with single button execution
 - Enables removal of third party directional drillers and other personnel from the rig site
 - Competing technologies provide advisory software output or limited automation while still requiring continuous human engagement either at rig site or remotely
 - Remote operations and communications are secured with built-in redundancies
- **H&P** changing the way the industry does business
 - Use of technology can reduce our customers' total cost of ownership and increase production results over the well's lifetime
 - **H&P** technologies are addressing the evolving challenges and mitigating risks within the E&P industry
 - Technology must be view as an investment in the well rather than just a cost

HPT Leading Automation

Recent Technical Papers at the IADC/SPE International Drilling Conference



Actual experiences regarding quality and placement and their effect on the total cost of ownership over the life of the well

SPE Paper #	Title	Subject Matter
SPE-199556-MS	Directional Drilling Automation: Human Factors and Automated Decision-Making	Focuses on directional drilling improvements gained through automation
SPE-199669-MS	Early Identification of Drilling Collision Risk Using MWD Survey Quality Data	Describes methods necessary to enable autonomous collision avoidance at the rig site
SPE-199632-MS	Automating Anti-Collision Calculations for Autonomous Drilling Systems	Addresses the automation required to avoid adjacent well collisions
SPE-199660-MS	Automated Geosteering with Fault Detection and Multi-Solution Tracking	Focuses on computer-based interpretations of rock formations
SPE-199644-MS	Automated Sliding: Efficiencies Achieved in the Next Stage of Drilling Automation	Describes the value created through automated well steering
SPE-199675-MS	Nonlinear Dynamics of a Drillstring Immersed in a 3D Curved Well, Simulations & Experiments	Describes creating simulations to improve performance in complex wells

Opportunistic International Growth



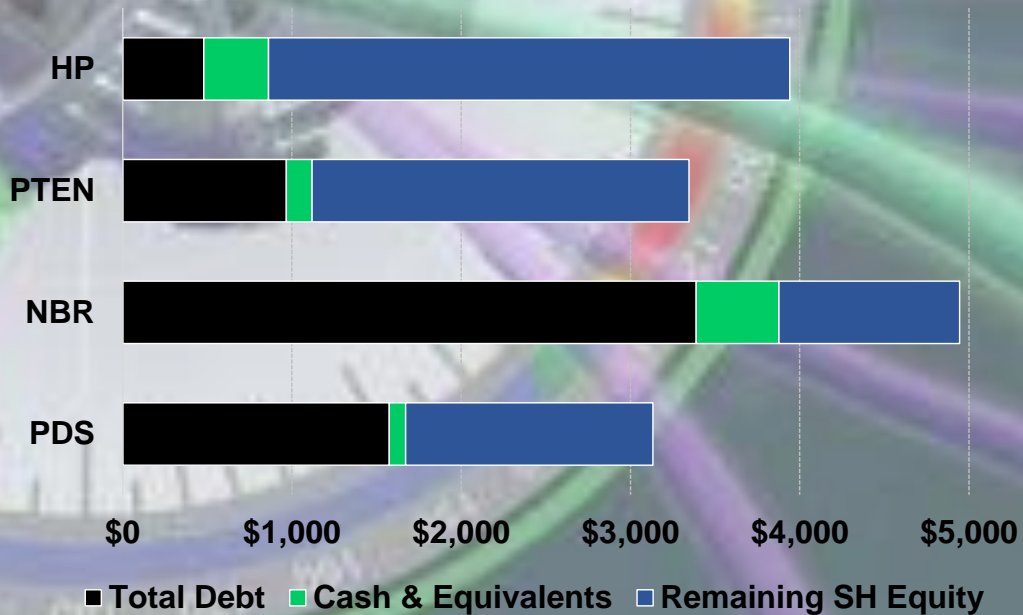
- Important line of business for **H&P**
 - ~12% of company's total active rig count
 - Adds diversification, long-term contracting and growth opportunities, especially with unconventional shale growth
 - Additional growth potential for **H&P's** digital technology offerings
- International business has historically had a different value proposition/contracting environment compared to U.S.
 - Activity tends to lag U.S. market
 - Maintain financial discipline in order to provide highest level of value to **H&P** shareholders
 - Expect long-term contracts with margins commensurate with costs/risks
- Unconventional drilling expansion – South America and Middle East focused

Conservative Capital Structure

(H&P Built to Withstand Volatile Markets)

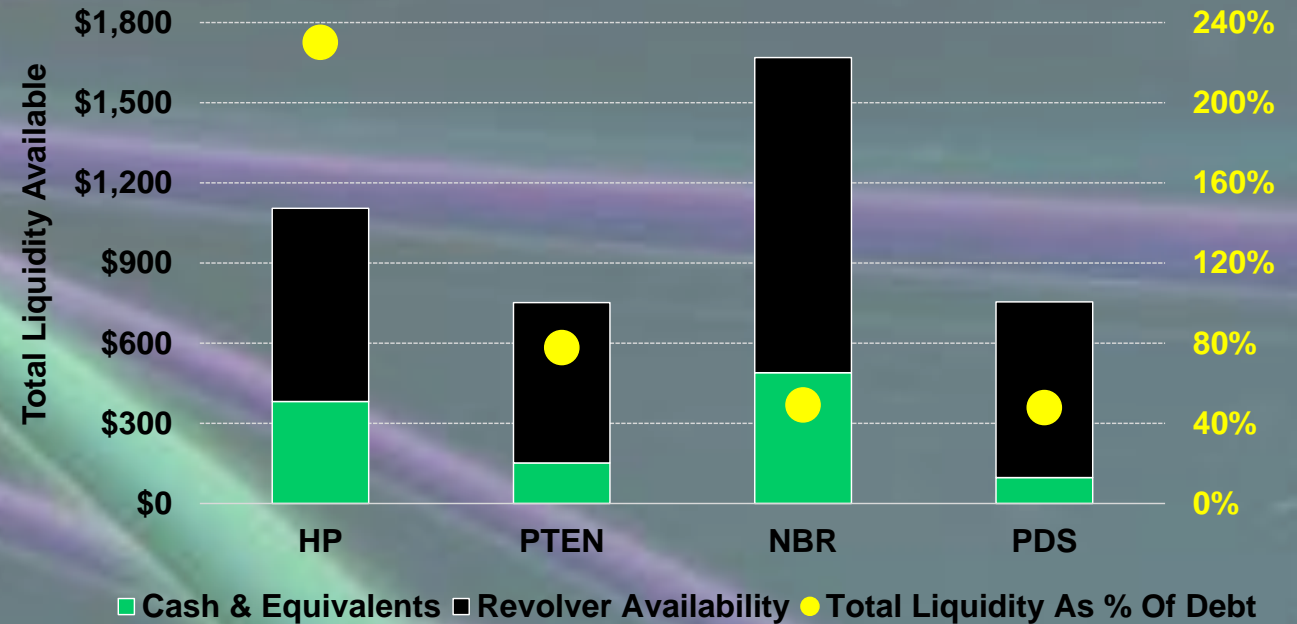


Capital Employed (\$MM)



- **H&P's** capital structure results from strong financial discipline
- Vast majority of **H&P's** enterprise value is comprised of its equity valuation

Liquidity Available (\$MM)



- **H&P** retains financial flexibility even in severe market conditions
- The only driller where available liquidity surpasses debt levels

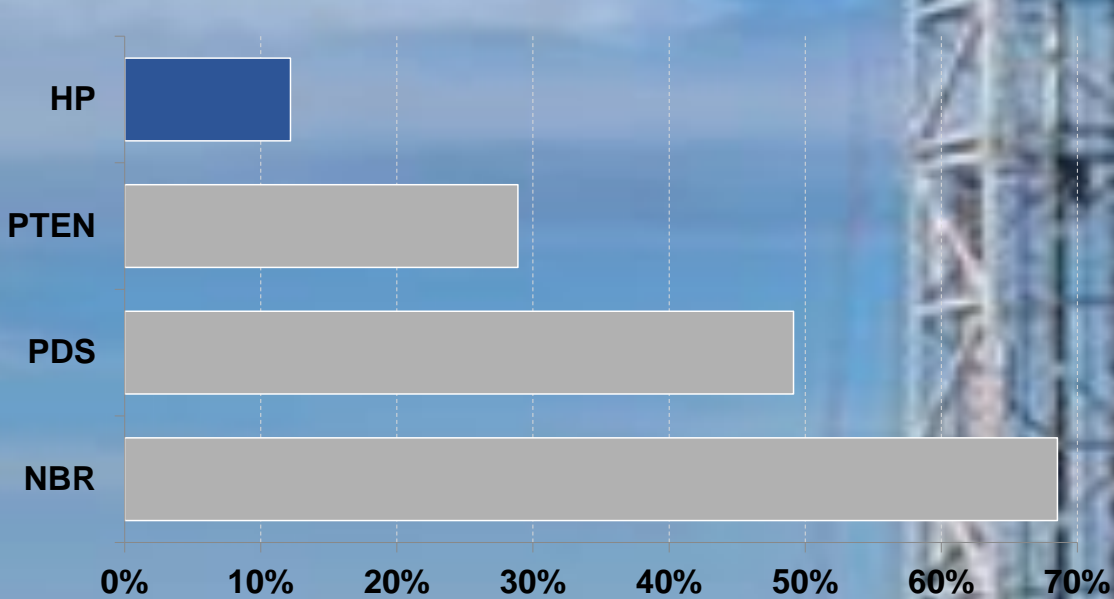
Source: Company Filings. Capital Employed and Liquidity Available as of March 31, 2020.

Solid Financial Foundation

(H&P Positioned to be Strong Through the Cycle)

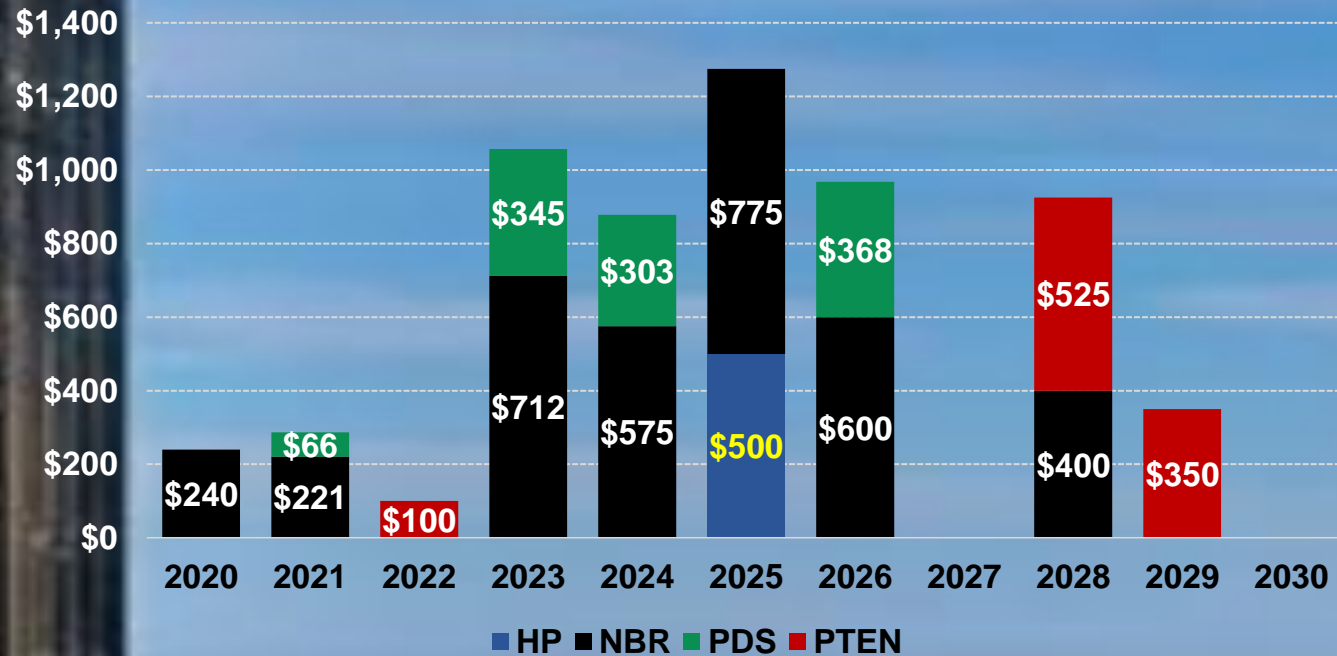


Total-Debt-to-Total-Capitalization Ratio¹



- Solid balance sheet stewardship with lowest debt load among peers
- Investment grade rating of BBB+/Baa1²

Debt Maturity Schedule



- Peer companies have maturity walls that may not be able to be refinanced with favorable terms and conditions given the current market environment

Source: Company Filings. Total-Debt-to-Total Capitalization and Debt Maturity Schedule as of March 31, 2020.
 1. Total Capitalization is defined as Total Debt plus Shareholders' Equity.
 2. Ratings by Standard & Poor's and Moody's, respectively, reaffirmed in February 2020 and December 2019.



Environment

Drilling Solutions:

- Utilizing walking/skidding rigs for multi-well programs (which minimizes the impact on the environment in which we operate)
- Conversion of H&P rigs to Bi-Fuel Systems (allowing partial substitution of cleaner burning natural gas as a fuel source)
- The H&P FlexRig fleet utilizes AC/VFD power and control systems (which are more energy efficient and have lower noise levels)

Technologies:

- Our technological expertise enables Customers to produce more energy per acre of land impacted

Social

Safety:

- Rig Managers receive in-field Coaching from Safety Leadership Coaches
- During 2019, H&P held 67 workshops as part of our Actively Controlling And Removing Exposures ("Actively C.A.R.E.") program

Diversity:

- We know diversity and inclusion not only benefits our customers, it also makes our Company stronger

Community:

- H&P and our people support several non-profit organizations to make a differences in the communities where we live and work

Governance

Governance Structure:

- H&P does not maintain a classified Board of Directors
- Recently amended the Company's Corporate Governance Guidelines to provide that in the event that the Chairman of the Board is not an independent director then the independent directors will annually elect an independent director to serve as lead director.
- H&P permits shareholder proxy access for director nomination

Risk Management:

- H&P's Board and its committees seek to monitor the various types of risk facing the Company.
- Our Board consists of individuals with diversity of perspectives and experiences intended to promote comprehensive consideration of issues facing the Company.



➤ Industry Leader as a Drilling Solutions Provider

- Largest, Uniform and Most Capable Fleet
- Consistent Operational Excellence (Safety, Customer Satisfaction, Reliability)
- Technology and Innovation Leader
- Financial Position and Strength
- Differentiated Business Partner

➤ Financial Discipline & Unique Profile

- Invest Capital Wisely
- Maintain Flexible Balance Sheet
- Return Cash to Shareholders; Above Average Yield
- Investment Grade Rating (Baa1/BBB+*; only drilling company)

* Moody's and S&P, respectively



Helmerich & Payne, Inc.

Thank you for your interest in H&P. Our stock is traded on the NYSE, ticker symbol - HP
For more information please visit our website at www.hpinc.com or contact:
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