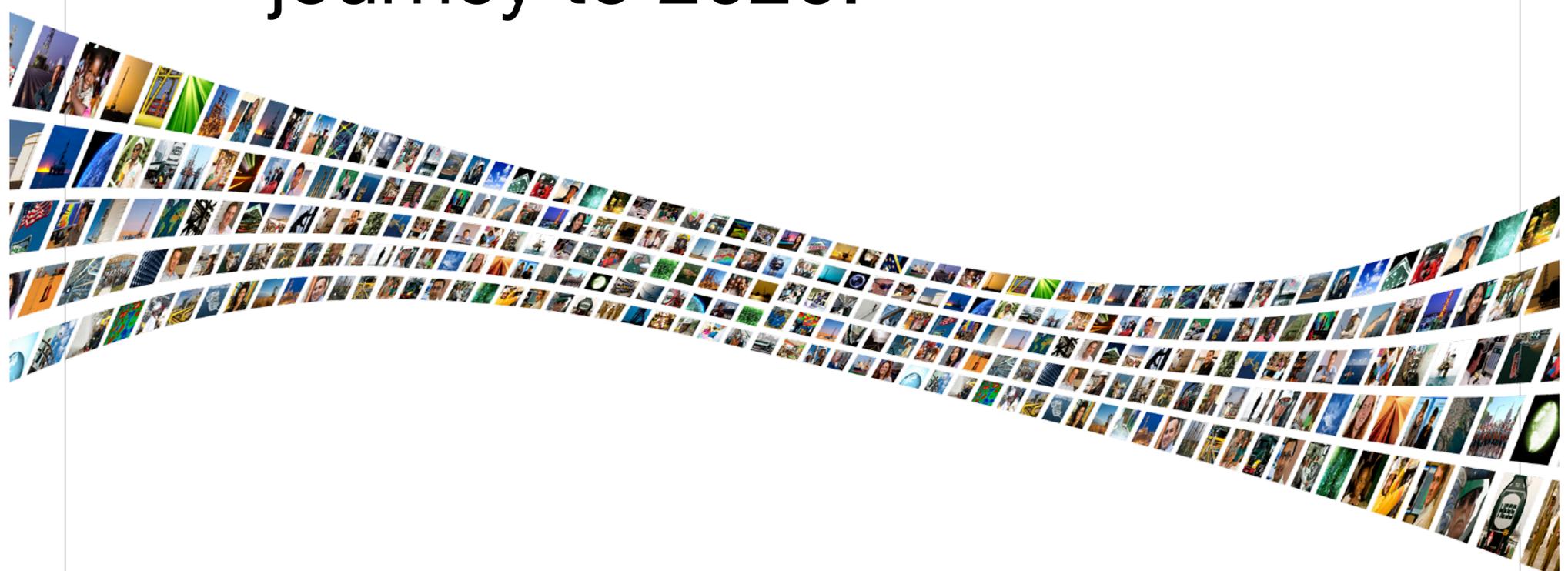




THE HESS GALLERY

Explore our company's proud history, pausing to reflect on what life was like in the '30s, '60s and '90s. Consider the magnitude of change successfully navigated as we look ahead to new challenges on the journey to 2020.



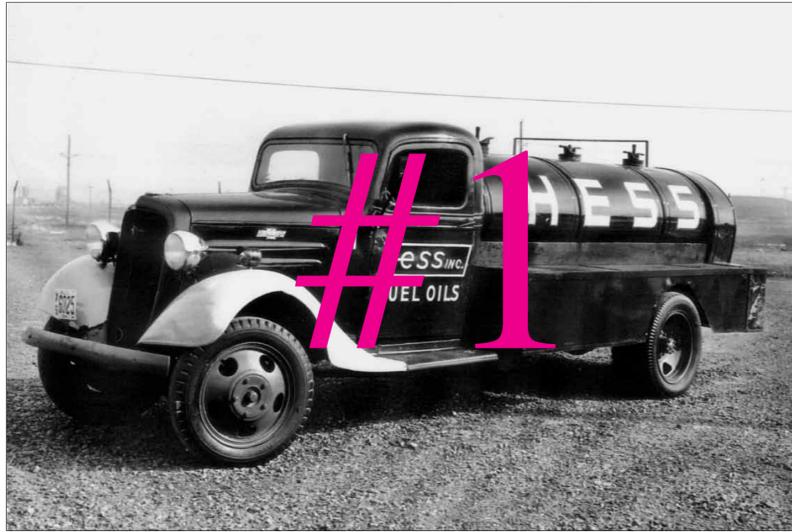
1930's

monitor - for position only

1930 UNITED STATES

Price of New Home	\$7,145
Average Annual Income	\$1,970
New Car	\$640
Gallon of Gas	10¢
Loaf of Bread	9¢
Barrel of Oil	\$9
Oil Production Leader	Shell

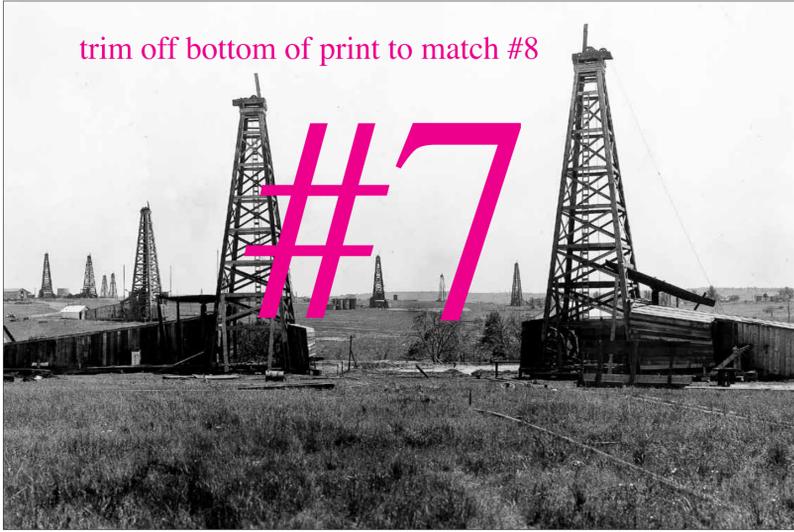
36"



30" x 20"

LEADERHIP CONFERENCE 2014
1930s Chevrolet, age 18, built in
Hollywood, California, a 1930s
model of a fuel oil delivery truck, and engine
model of a delivery truck, built in
the home in Hollywood, CA.

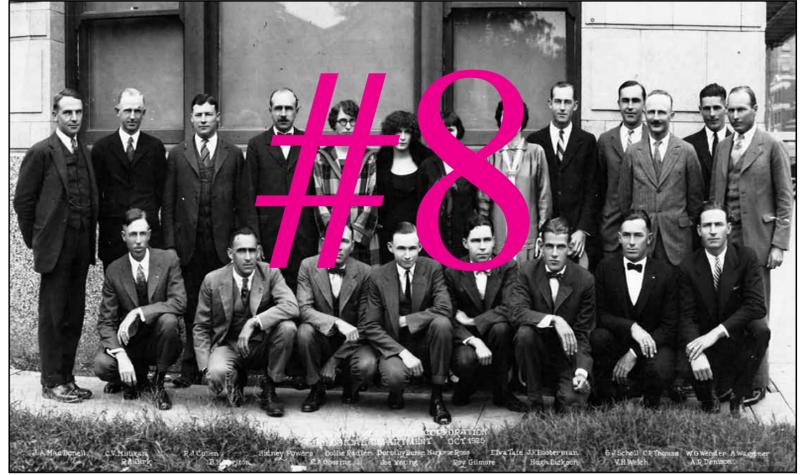
92"



30" x 20"

.....

The first well drilled by Amersbach in Oklahoma, in 1916. Subsequent wells are more successful and the company goes on to produce 107,000 barrels of oil in the first 14 years.



30" x 20"

.....

Much of Amersbach's exploration success was built on its pioneering use of new geophysical techniques, including early seismic surveying developed from Wood's first equipment.

1960's



1960 UNITED STATES

Price of New Home	\$12,700
Average Annual Income	\$5,315
New Car	\$2,600
Gallon of Gas	25¢
Loaf of Bread	22¢
Barrel of Oil	\$16
Leading Oil Producer	U.S.
Oil Production Leader	Standard Oil



30" x 20"

***** *****

1962 The first Hess brand retail station opens in
 Oakland, N.J., selling gasoline a few cents lower
 than competitors. As the number of stations
 grows, the brand becomes known for cleanliness
 and superior service.



30" x 20"

***** *****

1968 The company's first refinery is built in
 N.J., built four years earlier with a Ford Catalytic
 Converter (FCC) unit, giving the ability to produce
 medical fuel oil and various gas oil a variety
 of end-use products.



30" x 20"

.....
 1922 Hess Voyager, the world's largest oil tanker, is the company's first deepwater tanker.



30" x 20"

.....
 1922 Hess Voyager, the world's largest oil tanker, is the company's first deepwater tanker.



30" x 20"

LEADERSHIP SENTENCE 2011

Hess develops a reputation for excellent customer service, providing a reliable source of heating oil at a fair price.



30" x 20"

LEADERSHIP SENTENCE 2011

1984: The Hess Toy Truck - a tanker that can be filled with water and engine through its delivery hose - is offered exclusively at Hess gas stations. Hess begins an annual tradition of offering truck models to "provide a fun, high quality and affordable toy for families during the holiday season."



30" x 20"

.....

1987 Hess Oil & Chemical Corporation
 construction of a large refinery in St. Croix,
 U.S. Virgin Islands, strategically located to
 serve the Americas.



30" x 20"

.....

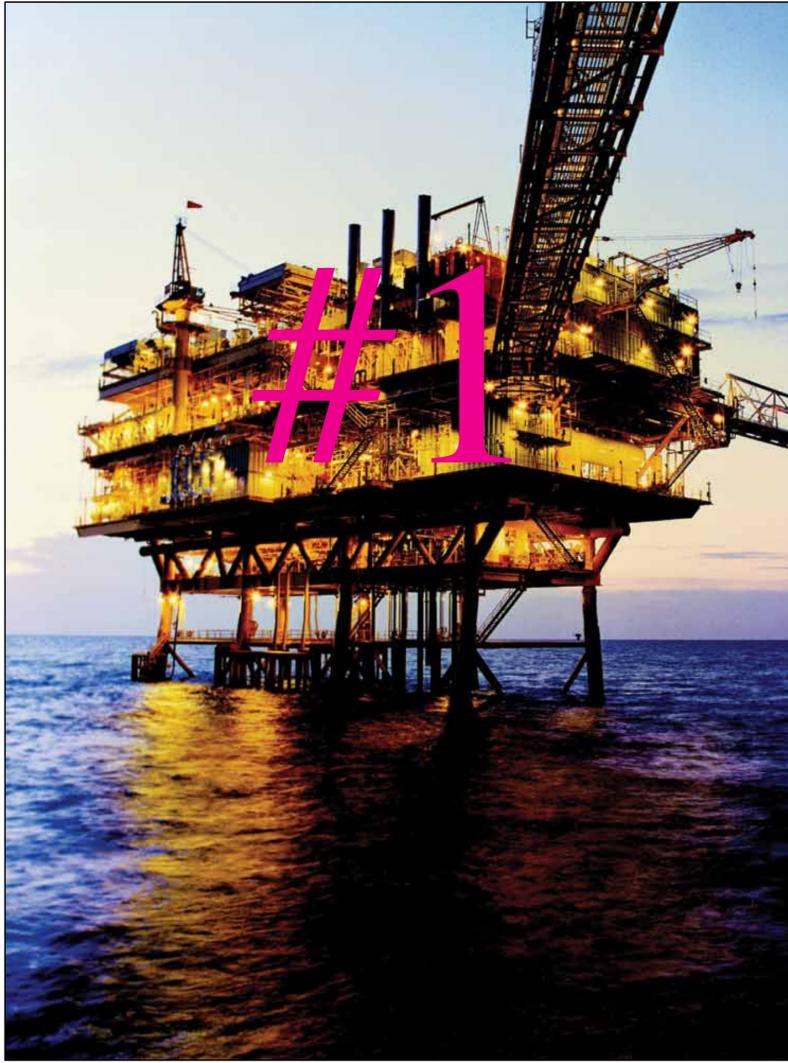
1988 Hess Oil & Chemical Corporation merges
 with American Petroleum Corporation to become
 American Hess. By the late 1990s, Hess Oil
 company shifts its focus to the Americas and
 produces Hess in America's North Slope.

1990's

monitor - for position only

1990 UNITED STATES

Price of New Home	\$123,000
Average Annual Income	\$28,970
New Car	\$16,000
Gallon of Gas	\$1.34
Loaf of Bread	70¢
Barrel of Oil	\$18
Leading Oil Producer	Saudi Arabia
Oil Production Leader	Exxon



30" x 40"

***** CONFIDENTIAL *****

1992 With the acquisition of an interest in the
 Fawcett Field offshore Platform, the company
 developed this.



30" x 40"

***** CONFIDENTIAL *****

1988 With the acquisition of an interest in the
 Fawcett Field offshore Platform, the company
 developed this.



30" x 40"

1965 South Area, located in the Danish sector of the North Sea, is a mature conventional. The field commenced production three years later following completion of the 200-ton concrete leg structure 18 meters (60 feet) in diameter and standing 60 meters (197 feet) above a challenging chalk formation.



30" x 40"

North Dakota, one of the first places the company discovered, is still an important producer. Over 20 years later despite the technical challenge of extracting oil trapped in shale rock miles below the surface.

36"



92"

30" x 40"

.....
1988 Linn-Hess Wins After an Interval of
Membership, John G. Heise is named Chairman
and Chief Executive Officer.

36"



92"

30" x 40"

.....
1988 Production commences on Sulphur,
the world's tallest free-standing structure, in
the deep Gulf of Mexico.



30" x 40"

LEADERSHIP EXPERIENCE 2011

1999 Petrosbras de Venezuela acquires a 50 percent interest in the Texas Oil & Chemical Refinery in St. Grove, U.S. Virgin Islands, which is renamed PANGLOSS LLC. The agreement drives the cost of capital investment and establishes a regular source of crude from Venezuela. The refinery is one of the 10 largest in the world.



30" x 40"

LEADERSHIP EXPERIENCE 2011

1999 First Energy Marketing begins supplying competing gas delivery to commercial and industrial customers in New York City and New Jersey.