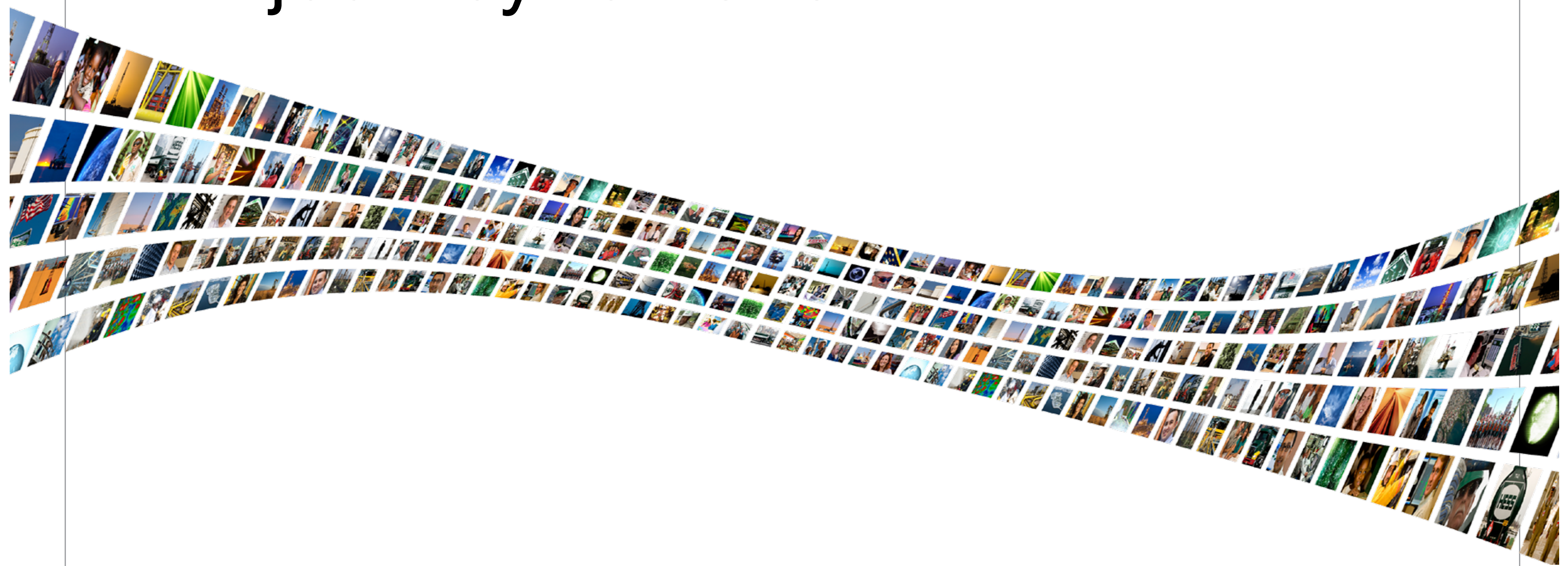




## THE HESS GALLERY

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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.



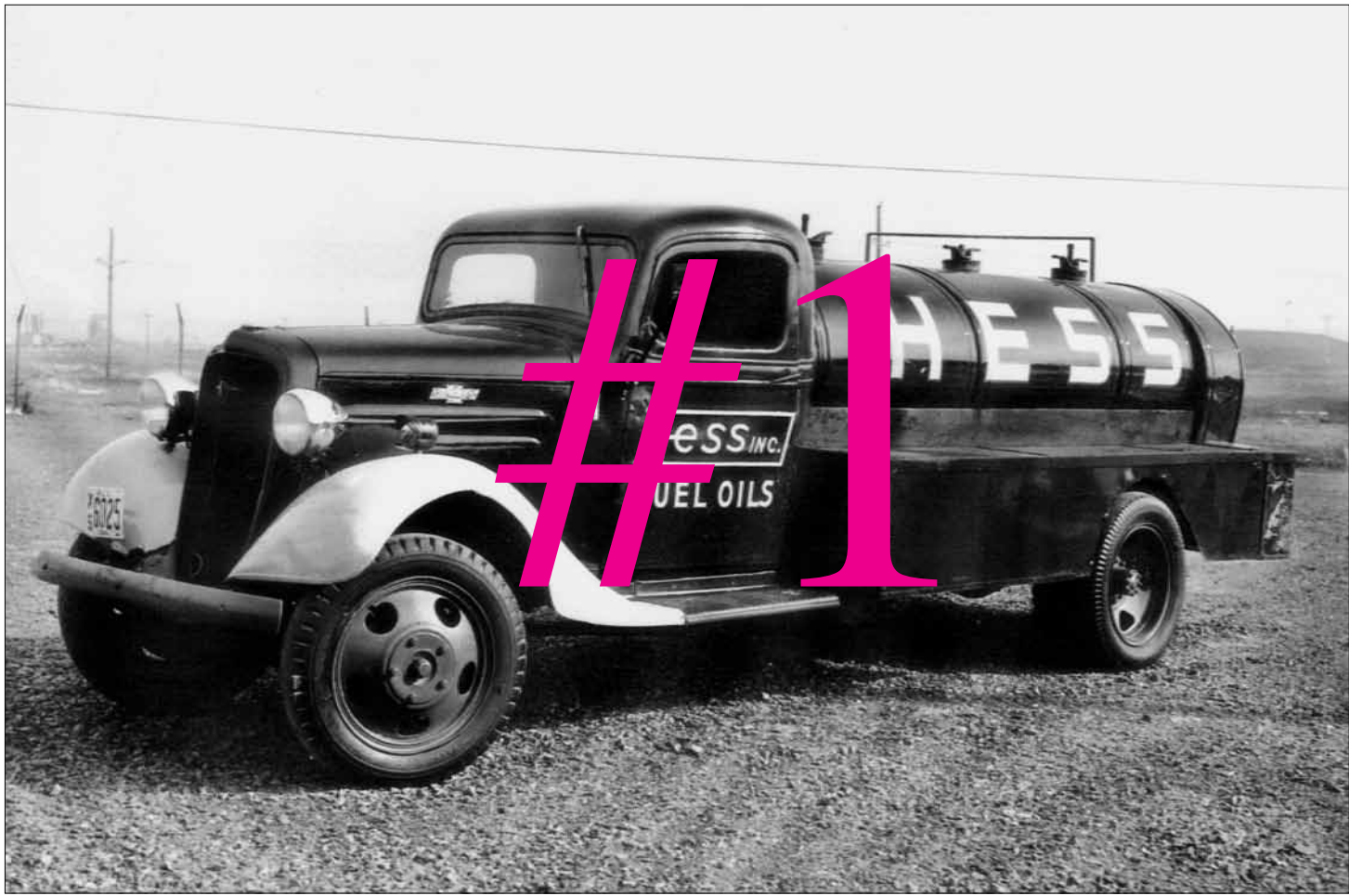
# 1930's

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   |



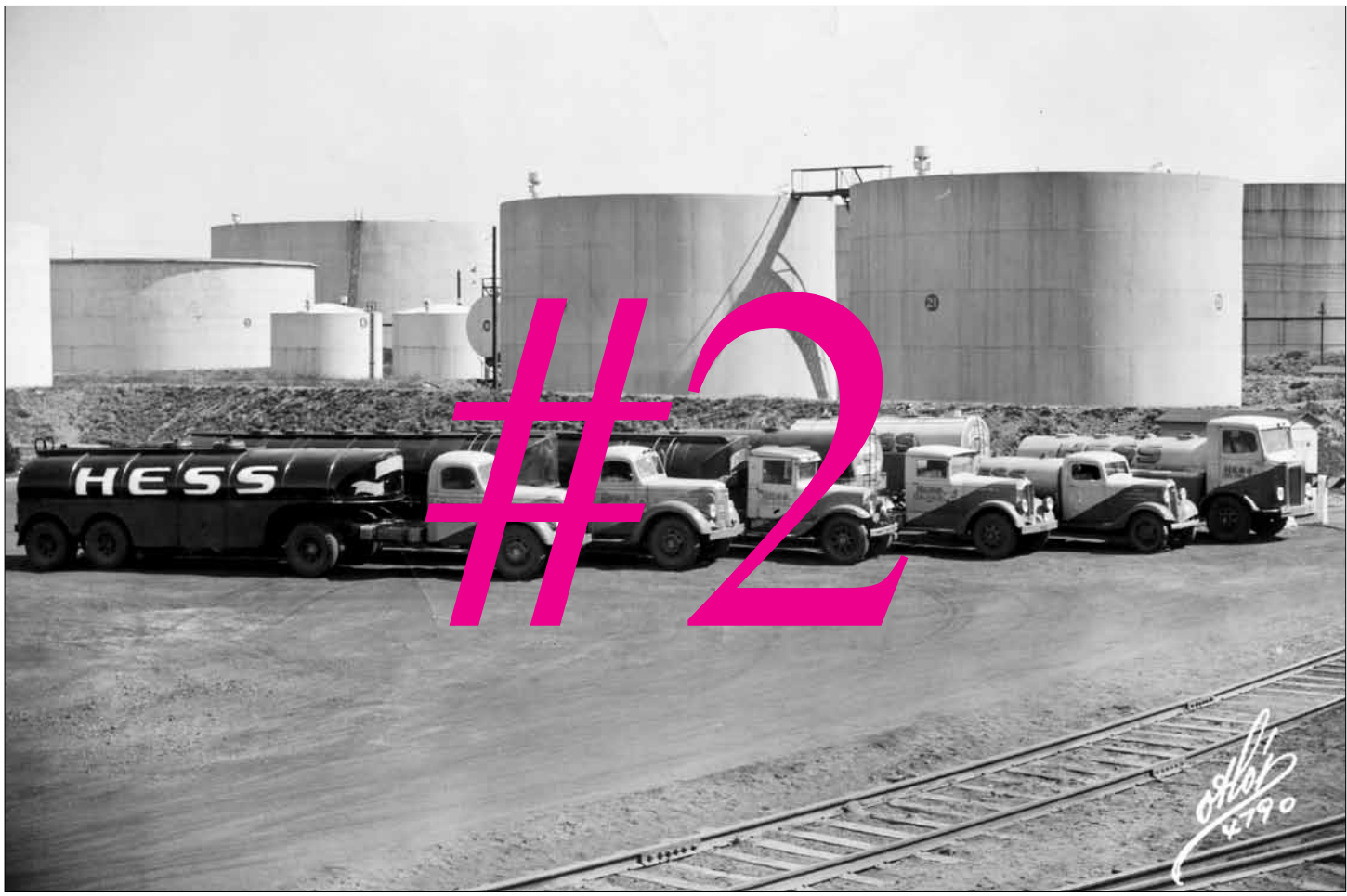
36"



30" x 20"

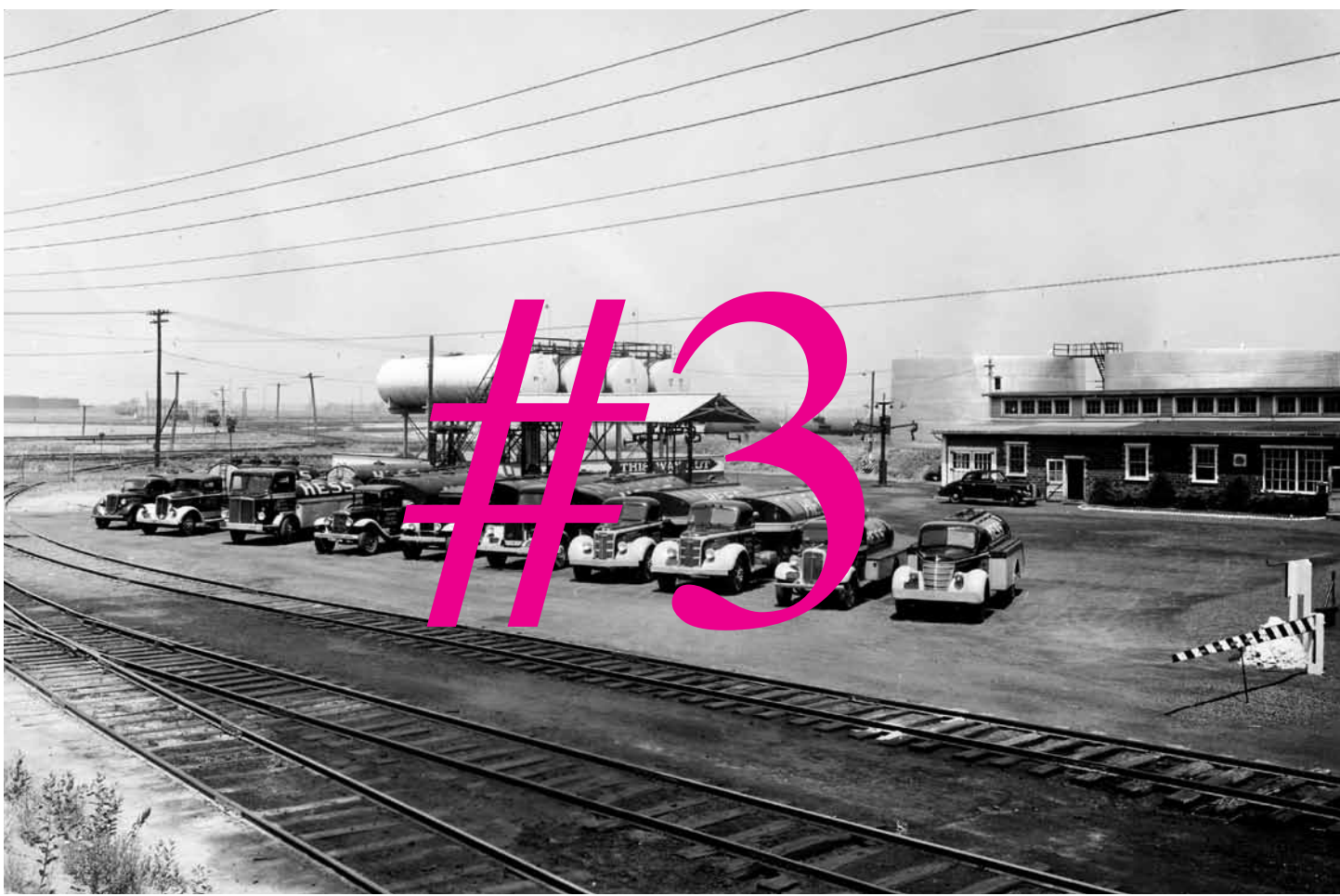
LEADERSHIP CONFERENCE 2010  
1932 Chevrolet, age 18, from Hess  
Incubated, purchased a 1932 second  
hand 60 gallon oil delivery truck, and began  
residential delivery, seven days a week, near  
his home in Hoboken, N.J.

92"



30" x 20"

LEADERSHIP CONFERENCE 2011  
1937 Recognizing that large oil companies are switching from coal to oil, L. Hess purchases the additional trucks and expands his business to include post-refinery residual fuel oil.



30" x 20"

LEADERSHIP CONFERENCE 2011  
1938 The company's first terminal site is purchased in Park Avenue, Ill., with facilities to refine kerosene. Facilities for producing tar-kerosene would be added three years later.





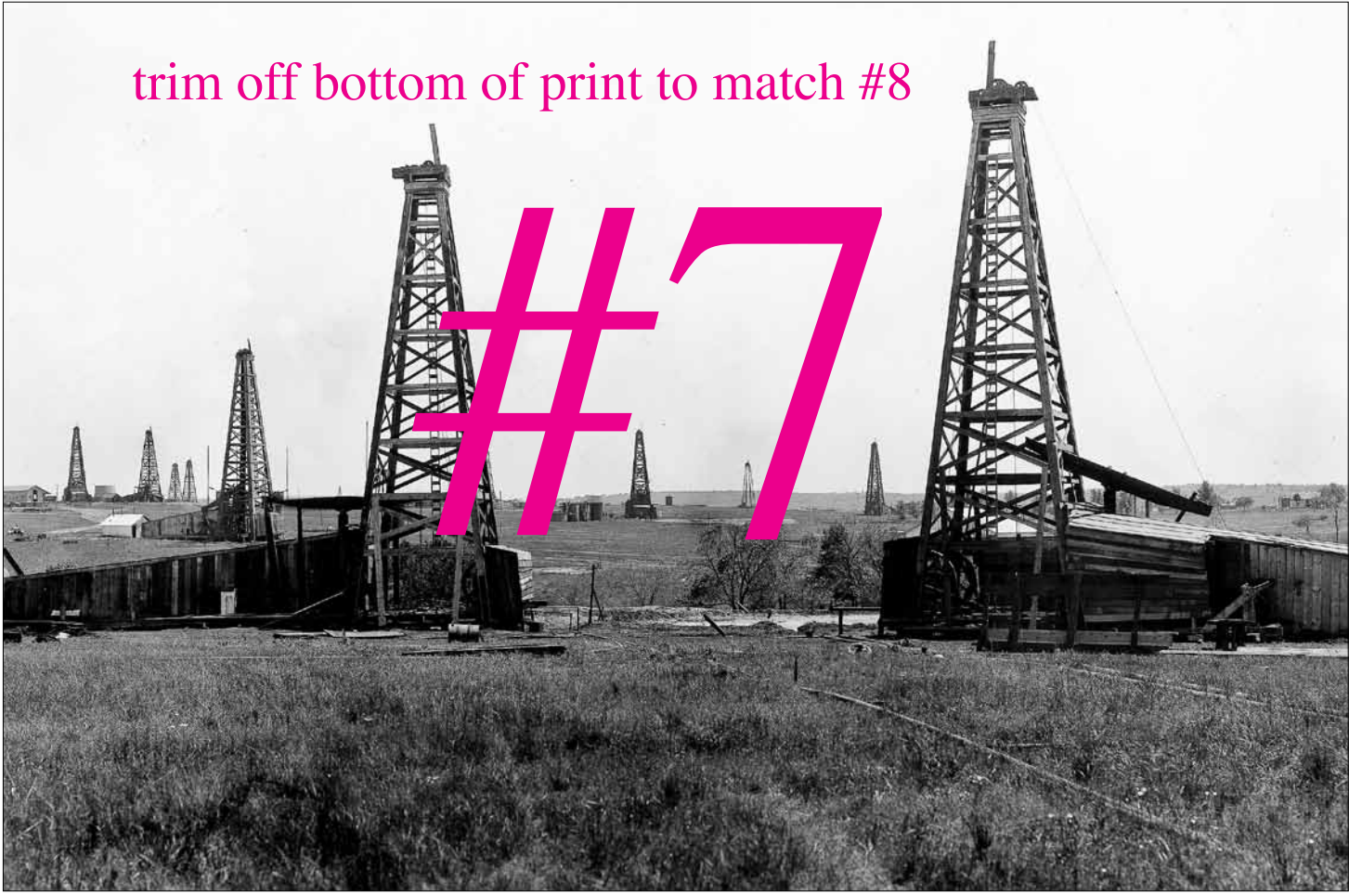
30" x 20"



30" x 20"

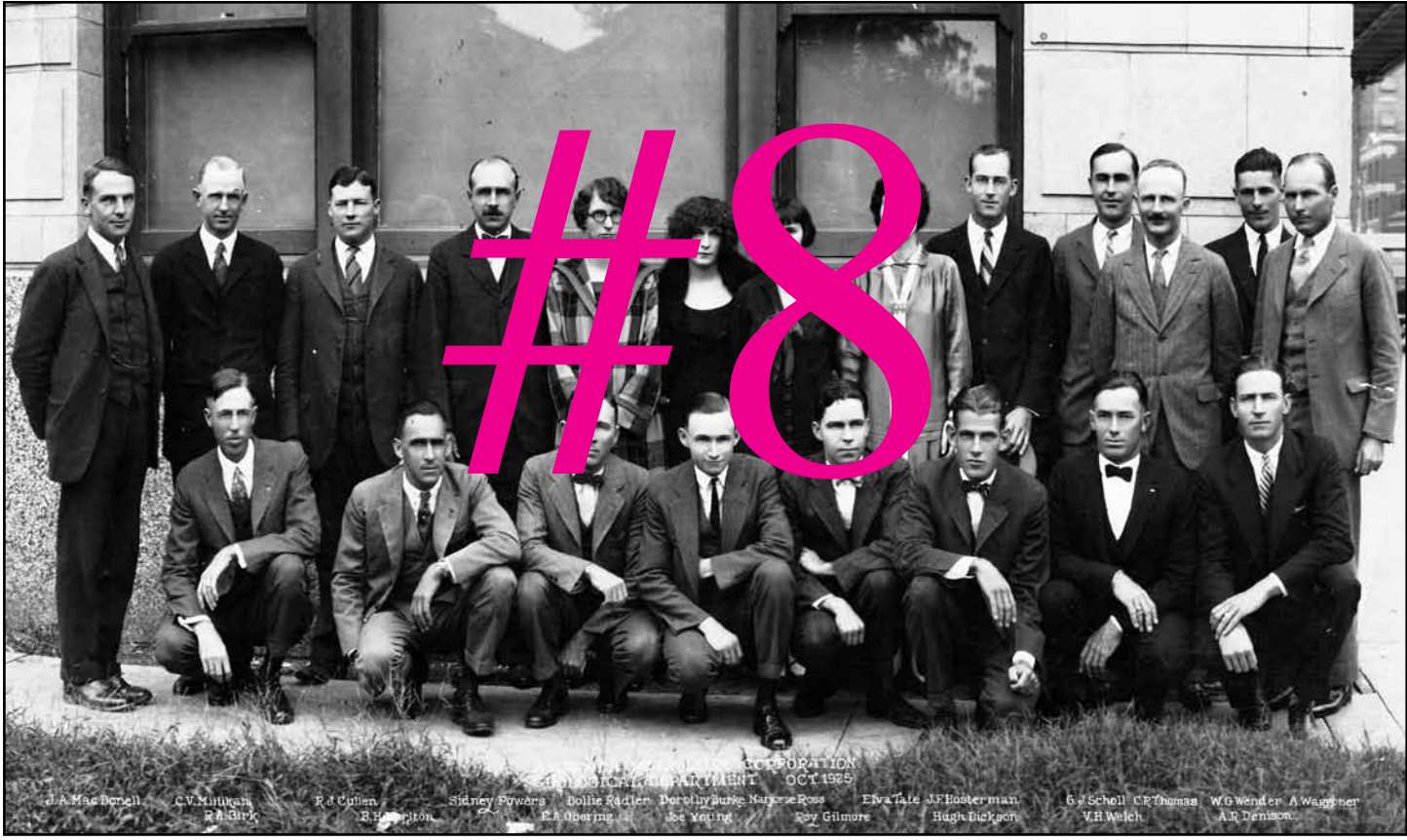
LEADERSHIP CONFERENCE 2011  
Photographer company America Petroleum,  
founded in 1916, whose early success thrived on oil.  
The name America was taken from the first part  
of "American" and the last part of "Canada" to  
reflect the business's expansion.





30" x 20"

LEADERSHIP CONFERENCE  
The first well drilled by Amersbach in Oklahoma, in 1919. Subsequent wells are more successful and the company goes on to produce 107,000 barrels of oil in its first full year.



30" x 20"

LEADERSHIP CONFERENCE  
Much of Amersbach's exploration success was built on its pioneering use of new geophysical techniques, including early seismic surveying developed from World War I 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"

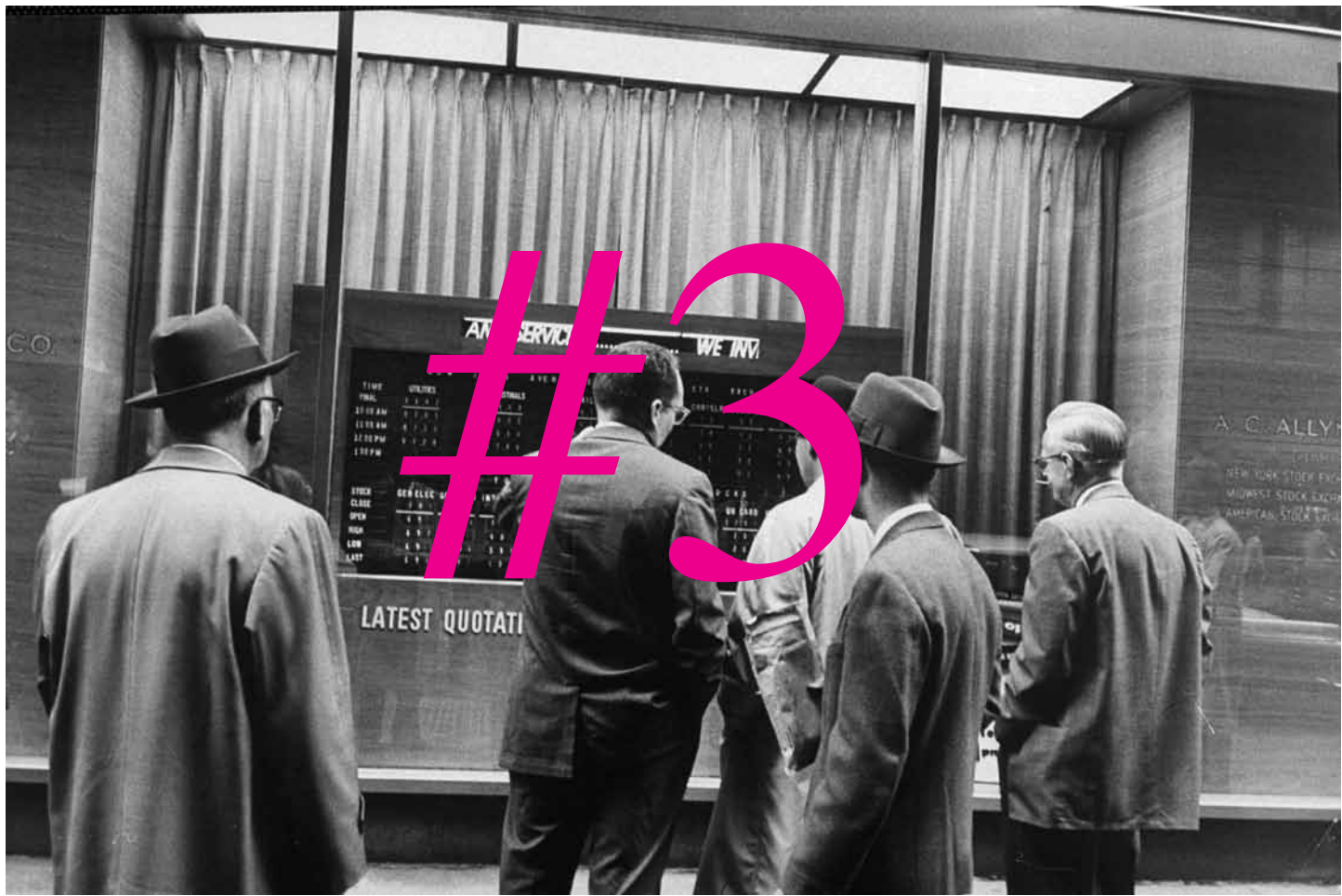
LEGENDARY EXPERIENCE  
1960 The first Hess service station opens in Oakland, N.J., selling gasoline a few cents lower than competitors. As the number of stations grows, the brand becomes known for cleanliness and superior service.



30" x 20"

LEGENDARY EXPERIENCE  
1965 The company's first refinery in Port Reading, N.J., built four years earlier, adds a Fluid Catalytic Cracking (FCC) unit, giving it the ability to process residual fuel oil and recover gas oil into a variety of useful end products.





30" x 20"

1902 Hess Voyager, the world's largest oil tanker, is the company's first deepwater tanker.



30" x 20"

1902 Hess Voyager, the world's largest oil tanker, is the company's first deepwater tanker.



30" x 20"

LEADERSHIP CONFERENCE 2014  
Hess develops a reputation for excellent customer service, providing a reliable supply of heating oil at a fair price.



30" x 20"

LEADERSHIP CONFERENCE 2014  
1964 The first 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 replicas 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"

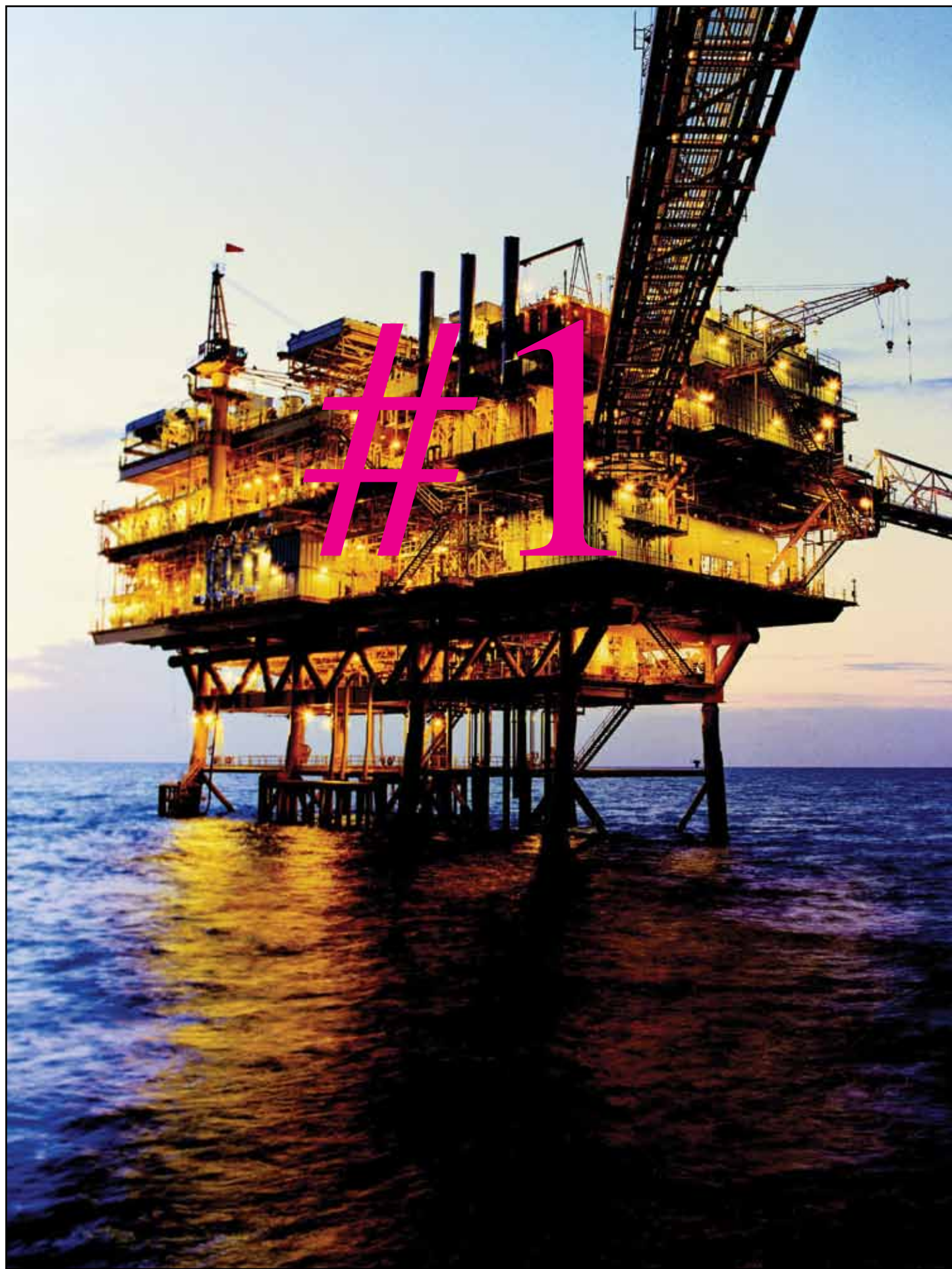
\*\*\*\*\*  
1989 Hess Oil & Chemical Corporation merges  
with American Petroleum Corporation to become  
American Hess. By May the following year the  
company drills its first successful oil and gas  
production well in Prudhoe Bay on Alaska's North Slope.

# 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”

LEARNERSHIP CONFERENCE 2011  
1982 With the acquisition of an interest in the  
Petro-Canada (Petro-Canada) (Petro-Canada)  
Oilfield, the



30” x 40”

LEARNERSHIP CONFERENCE 2011  
1982 With the acquisition of an interest in the  
Petro-Canada (Petro-Canada) (Petro-Canada)  
Oilfield, the





92”

30” x 40”

1995 South Air, located in the Danish sector of the North Sea, is a complex installation. The field commenced production three years later, following a period of intense drilling and exploration. The structure is 18 meters (60 feet) in diameter and stands 40 meters (130 feet) above a challenging shale formation.



30” x 40”

North Dakota, one of the first places the company discovered oil, is still an important producer today. 50 years later, despite the technical challenge of extracting oil trapped in shale rock miles below the surface.



36"



92"

30" x 40"

1988 Lavin Hays refers after an decade of leadership, John G. Hays is named Chairman and Chief Executive Officer.



72"



#6

30" x 40"



#7

30" x 40"

LEADERSHIP EXPERIENCE 2010  
1987 The first Hess Express is opened in Dayton, Ohio. By the end of the decade, many retail stations are transformed and re-branded from Hess Mini to Hess Express to offer a "Fast, Fun, and Family" experience - clean restrooms, quality at a good price, food and beverages. Hess Express is named Convenience Store of the Year in 2000.



36"



92"

30" x 40"

1956 Production commences on Balblaine, the world's tallest free-standing structure, in deepwater Gulf of Mexico.





92”

30” x 40”

LEADERSHIP EXPERIENCE 2011  
1998 Petróleos de Venezuela acquires a 50 percent interest in the Texas Oil & Chemical refinery in St. Croix, U.S. Vitol, which is involved in the refinery. The agreement allows 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 Hess Energy Marketing begins supplying competing gas-electricity to commercial and industrial customers in New York City and New Jersey.