

FRONT  
COVER

INSIDE  
FRONT  
COVER

INTRO

# All Hands One Deck



## Andrew Adams

Director, Onshore - Permian (Texas) Asset  
HOUSTON

### YEAR STARTED AT HESS

2007

### EDUCATION

BE, Mechanical Engineering,  
Memorial University of  
Newfoundland

### AREAS OF EXPERTISE

Asset Management, Production  
Operations, Planning

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Onshore - Permian (Texas) Asset

**2011-2013** JDA Production Operations Manager, Kuala Lumpur, Malaysia

**2010-2011** Production Excellence & Planning Manager, Houston, Texas

**2007-2010** Global Production Planning Manager, Houston, Texas

### PRIOR WORK HISTORY

**2006-2006** Syncrude Joint Interest Manager, ExxonMobil - Imperial Oil Canada, Calgary, Alberta

**2002-2006** Azerbaijan Joint Interest Manager, ExxonMobil, Houston, Texas

**1999-2002** Hibernia Operations Manager, ExxonMobil Canada, St. John's, Newfoundland, Canada

**1997-1999** Vice President, Newfoundland E&P, Mobil Oil Canada, Calgary, Alberta

**1980-1997** Various Roles, Mobil Canada and Mobil North Sea, Calgary and Aberdeen

**What do you see as the organization's greatest strength?**

Hess has some excellent people with a great deal of experience and expertise. We are now able to focus this resource on core assets. The asset based organization structure will help to ensure all functions are aligned and decisions are made by those who are accountable for results. In addition, OE programs are providing a framework for the organization to progress toward world class practices and flawless execution.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Being accountable for all aspects of asset performance is the key change. It will allow us to ensure alignment of all functions and

support better asset level decision making. It will also present a challenge to ensure that functional excellence is achieved and maintained. This will require personal sponsorship of all functional excellence efforts within the asset and networking with functional leads at the enterprize level.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We are on track to meet our 2013 plan. Looking longer term, the Permian asset has 16 vacancies. Operating staff are very experienced, however, the engineering talent pool is very young. We will need to recruit externally to find people with the necessary skills and experience who are willing to live in the Seminole area.

**FUN FACTS**

**FIRST JOB**

Fish Plant Worker (age 15)

**LAST BOOK READ**

Failure to Learn by Andrew Hopkins

**PRIZED POSSESSION**

Finishers Medals From 5 Marathons

**FAVORITE MOVIE**

A Christmas Carol with Albert Finney (a family must see during the holiday season)

**NEXT VACATION DESTINATION**

My Last Vacation was in Bali (have not yet planned the next)

**ONE ITEM FROM YOUR BUCKET LIST**

Continue to visit and explore different parts of the world

# All Hands One Deck



## Barry Anderson

Vice President,  
Commercial and Land  
HOUSTON

### **YEAR STARTED AT HESS**

2006

### **EDUCATION**

ME, Civil Engineering,  
Cardiff University

BE, Structural Engineering,  
Texas A&M University

### **AREAS OF EXPERTISE**

Economics, Planning, GNBD,  
Commercial

### **CERTIFICATIONS OR SPECIAL SKILLS**

AIPN

### **LANGUAGES SPOKEN**

English, French

### **HESS WORK HISTORY**

**2013-Present** Vice President, Commercial and  
Land, Houston, Texas

**2012-2013** Director, Global Negotiation and  
Land, London, UK

**2010-2012** Director, Commercial Asia Pacific,  
Kuala Lumpur, Malaysia

**2008-2010** Senior Business Development  
Advisor, London, UK

**2007-2007** Corporate Strategy Advisor, London,  
UK / New York, New York

**2006-2008** Commercial Advisor, London, UK

### **PRIOR WORK HISTORY**

**2003-2006** Senior Negotiator, Business  
Development, TOTAL SA, Paris, France

**2001-2003** Chief Economist and Planner, UK,  
TOTAL SA, Aberdeen, UK

**2000-2001** Negotiator, Frigg Transportation  
System, TOTAL SA, Aberdeen, UK

**1998-2000** Commercial Advisor, TOTAL SA,  
Aberdeen, UK

**1996-1998** Commercial Advisor, TOTAL SA,  
Aberdeen, UK

**What do you see as the organization's greatest strength?**

New lean agile organization - business units are to be effectively staffed with leadership and functional expertise, enabling a renewed focus on execution, these business units coupled with high quality assets position Hess extremely well for future profitable growth.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Having previously taken ownership of international commercial and land projects, I find myself sitting outside of the business units in a functional expertise role.

My number one priority is to learn the US onshore commercial and land business, and to ultimately ensure the performance of these activities are first quartile.

I trust the business unit leaders will continue to call for my involvement at the negotiating table for major commercial and land projects.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Primary need is people - critical vacancies still exist in the onshore land organization and need to be filled, this has proved a challenge in the past due to the ultra competitive market.

Secondary need is a fit for purpose commercial and land process - this process will be effective across business units and provide a common standard of excellence; enabling shared learning; and lays out measurable performance criteria.

**FUN FACTS**

**FIRST JOB**

Structural Engineer surveying London's underground Victorian brick arch sewer network

**LAST BOOK READ**

Pillars of the Earth by Ken Follett

**PRIZED POSSESSION**

My Wife

**FAVORITE MOVIE**

Who Dares Wins

**NEXT VACATION DESTINATION**

Houston!

**ONE ITEM FROM YOUR BUCKET LIST**

Buy and Restore a Vintage Tractor

# All Hands One Deck



## David Angelly

Director, Onshore -  
North Africa Asset

HOUSTON

### YEAR STARTED AT HESS

1977

### EDUCATION

BS, Petroleum Engineering,  
Montana Tech

### AREAS OF EXPERTISE

Operations, Production  
Engineering

### CERTIFICATIONS OR SPECIAL SKILLS

Operations Engineering

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Onshore -  
North Africa Asset, Houston, Texas

**2011-2013** Director, Operations, London, UK

**2007-2011** Director, Operations, Kuala  
Lumpur, Malaysia

**2006-2006** Manager, Operations, Kuala  
Lumpur, Malaysia

**2002-2006** Manager, Operations, EG,  
Malabo, Equatorial Guinea

**2001-2002** Operations Manager, International,  
Baku, Azerbaijan

### PRIOR WORK HISTORY

**1977-1978** Petroleum Engineer Associates,  
Amerada Hess, USA

**1976-1976** Production Technician,  
Amerada Hess

**1975-1975** Roustabout, Butte Oil & Gas, USA

**1974-1974** Roustabout, Getty Oil Company

**1973-1973** Field Worker, Getty Oil Company,  
USA



**What do you see as the organization's greatest strength?**

The ability to adapt, accept change and deliver Managements' performance expectations.

This can only be done with the talent pool that resides in the Company.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Focused asset management versus working multiple fronts and stages of life cycle development for operational support for several assets at the same time; i.e., new developments (Greenfield), Brownfield, Re-Developments, Harvest.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clear expectations for performance along with definition of Asset Directors responsibilities and accountability.

**FUN FACTS**

**FIRST JOB**

Pennzoil Warehouse  
Stocker

**LAST BOOK READ**

Bible

**PRIZED POSSESSION**

2006 Harley Davidson  
SoftTail

**FAVORITE MOVIE**

SNATCH with Brad Pitt and  
Jason Statham

**NEXT VACATION  
DESTINATION**

Italy

**ONE ITEM FROM  
YOUR BUCKET LIST**

Visit Peru, Machu Pichu

# All Hands One Deck



## Krishna Bala

Director, Environment,  
Health & Safety,  
Offshore - OAWA  
HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

PhD, Stress Analysis, Imperial  
College, London University

BE, Mechanical Engineering,  
University of Liverpool

### AREAS OF EXPERTISE

EHS Systems

### LANGUAGES SPOKEN

English, Bahasa Malaysia

### HESS WORK HISTORY

**2013-Present** Director, Environment, Health &  
Safety, Offshore - OAWA, Houston, Texas

**2011-2013** Senior Manager/Director EHS, AP,  
Kuala Lumpur, Malaysia

### PRIOR WORK HISTORY

**2006-2011** Regional Head, HSE Systems, Shell,  
Kuala Lumpur, Malaysia

**2001-2006** Regional Manager, HSE Systems,  
Americas, Shell, New Orleans, Louisiana

**1999-2001** Business Analyst, CORAL Malaysia,  
Petronas, Kuala Lumpur, Malaysia

**1996-1999** Capability Manager (Operations),  
Shell, Miri

**1993-1996** Plant Superintendent, Bintulu Plant,  
Shell, Bintulu

**1991-1993** OIM, F23 Platform, Shell, Offshore  
Sarawak

**What do you see as the organization's greatest strength?**

I am new to Hess - what I found most refreshing was the degree of empowerment 'available' to the leaders. In my little world this gave me opportunity to create value, and, as an individual derive great personal satisfaction from it. The organisational DNA that enables this 'independent' spirit is, I believe, it's greatest strength. There is a downside too... and in the new world, the challenge for us is to get the balance.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Even though I have preached it and proposed it, the organisations I had worked for never felt confident enough to put EHS in the Asset. It now is...it is THE change in my role. Making the 'Gray Man' work is the imperative.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

As I transition into OAWA, I need to quickly get to grips with the many facets of the Region to be able to play an effective part in the delivery.

**FUN FACTS**

**FIRST JOB**

Manning a ticket booth at a local motor racing circuit, free entry afterwards

**LAST BOOK READ**

Matlock, by Ludlum  
(a true 'opium for the mind')

**PRIZED POSSESSION**

A framed 10 Ringgit note  
- a bet won for giving up smoking 20+ years ago

**FAVORITE MOVIE**

None really. In terms of impressions left, 'Guns of Navarone'...probably the first movie is a proper cinema.

**NEXT VACATION DESTINATION**

New York for the US  
Tennis Open

**ONE ITEM FROM YOUR BUCKET LIST**

A seat at centre court on Wimbledon QF day for my wife

# All Hands One Deck



**Rick  
Beaubouef**

Chief Geologist  
HOUSTON

**YEAR STARTED  
AT HESS**

2008

**EDUCATION**

PhD, Geosciences,  
University of Houston

**AREAS OF EXPERTISE**

Geoscience

**HESS WORK HISTORY**

**2008-Present** Chief Geologist,  
Houston, Texas

**PRIOR WORK HISTORY**

**1992-2007** Various Positions, ExxonMobil,  
Houston, Texas

**What do you see as the organization's greatest strength?**

The ability to recognize the need for change and the willingness to do something about it.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Approaches required to:

1. Deliver technical excellence across the P&L - based organizations.
2. Address Health of Discipline and organizational capability issues.
3. Cultivate new technical partnerships and stakeholder engagements.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

To get past the re-organization/re-structuring and return focus to the business, technical and people issues and opportunities in front of us.

**FUN FACTS**

**FIRST JOB**

Telephone Lumber Co.

**LAST BOOK READ**

Moneyball

**PRIZED POSSESSION**

66 Mustang

**FAVORITE MOVIE**

It's a Wonderful Life

**NEXT VACATION DESTINATION**

Carpenteria, CA

**ONE ITEM FROM YOUR BUCKET LIST**

Toured Machu Pichu

# All Hands One Deck



## Barry Biggs

Director, Onshore -  
Utica (Ohio) Asset  
HOUSTON

### YEAR STARTED AT HESS

2010

### EDUCATION

MBA, Business & Management,  
UCLA

BS, Mechanical & Production  
Engineering, University of Illinois

### AREAS OF EXPERTISE

Ops / Petroleum Engineering

### CERTIFICATIONS OR SPECIAL SKILLS

PE - Petroleum Engineering

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Onshore - Utica (Ohio)  
Asset, Houston, Texas

**2010-2013** Director, Operations UBU,  
Houston, Texas

### PRIOR WORK HISTORY

**2009-2010** Senior Vice President, Exploration &  
Exploitation, Aera Energy, Bakersfield, California

**2006-2009** Senior Vice President, Belridge  
Asset, Aera Energy, Bakersfield, California

**2003-2006** Vice President, Operations,  
Aera Energy, Bakersfield, California

**2001-2003** Engineering Manager, Aera Energy,  
Bakersfield, California

**1997-2000** Strategy & Portfolio Analyst,  
Aera Energy, Bakersfield, California

**1982-1995** Various, Ops/Engineer, EHS Roles,  
Shell Oil, California

**What do you see as the organization's greatest strength?**

A paired down organization with the expertise to create significant value with good assets and a clear focus and accountability to drive success.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Moving from a pure operations focus across multiple assets to a much broader role across all functions in one asset will be a major challenge. I will need to focus on the upfront subsurface aspects of appraise while making sure we are developing the well factory and operational excellence to drive down costs. In addition, there will be some strategic aspects of dealing with a partner, commercial export agreements, and hopefully acquisition opportunities.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

1. Need short term well site export options to get current wells into production.
2. Stabilize and get ahead of the drilling rig in resolving land issues and lock drill order.
3. Create much better transparency on current costs and how we are working to drive them down.
4. Much better visible connection to drill order and technical appraisal plan.
5. Better working relationship with partner - more information sharing and solve land issue.

**FUN FACTS**

**FIRST JOB**

Had a Lawn Service in 6th Grade

**LAST BOOK READ**

Life of Pi

**PRIZED POSSESSION**

Rv/Boat

**FAVORITE MOVIE**

Caddy Shack

**NEXT VACATION DESTINATION**

Bare Boat Sailing in Carribean

**ONE ITEM FROM YOUR BUCKET LIST**

Spend a Summer in Alaska

# All Hands One Deck



## David Blackburn

Director, Offshore -  
Equitorial Guinea Asset

HOUSTON

### YEAR STARTED AT HESS

2010

### EDUCATION

DMS, Operations Management,  
Robert Gordon University

MBA, Business, Robert Gordon  
University

### AREAS OF EXPERTISE

Offshore Operations  
Management, Turnaround  
Management

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Offshore - Equitorial  
Guinea Asset, Houston, Texas

**2012-2013** Operations Manager, GOM,  
Houston, Texas

**2010-2012** Senior Project Advisor, Houston,  
Texas

### PRIOR WORK HISTORY

**2008-2010** Senior Operations Manager Central  
North Sea, Shell, Aberdeen

**2007-2008** Cost Transparency Project Manager,  
Shell, Europe

**2005-2007** North Sea Turnaround Manager,  
Shell, Aberdeen

**2001-2005** Offshore Installation Manager, Shell,  
Offshore North Sea



**What do you see as the organization's greatest strength?**

As an Organization we have some of the highest quality people who demonstrate a desire to deliver. We are nimble enough to react and change our position without carrying the bureaucracy of some of the Super Majors whilst maintaining the ownership as a family.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The new asset structure will allow real accountability in relation to P&L. To be successful we will need to further develop inclusiveness between line and function to truly deliver an integrated high performing team.

**FUN FACTS**

**FIRST JOB**

Trainee Operations Technician

**LAST BOOK READ**

Failure to Learn

**PRIZED POSSESSION**

Santa Suit

**FAVORITE MOVIE**

Saving Private Ryan

**NEXT VACATION DESTINATION**

Spain

**ONE ITEM FROM YOUR BUCKET LIST**

Visit Hawai

# All Hands One Deck



## Jean-Pierre Blangy

Chief Geophysicist  
HOUSTON

### YEAR STARTED AT HESS

2010

### EDUCATION

PhD, Geophysics, Stanford

MSc, Petr Engineering,  
University of Houston

BSc, Geophysics, CSM

### AREAS OF EXPERTISE

Subsurface

### CERTIFICATIONS OR SPECIAL SKILLS

Wharton EDP

### LANGUAGES SPOKEN

French, Spanish, English

### HESS WORK HISTORY

**2010-Present** Chief Geophysicist,  
Houston, Texas

### PRIOR WORK HISTORY

**2007-2010** Manager, Well Planning & Execution,  
BP, Houston, Texas

**2004-2006** Principal Geophysicist, BP,  
Houston, Texas

**2000-2003** Manager, Exploration & New  
Ventures, BP, London, UK

**1998-1999** Subsurface TL, Amoco-BP,  
Buenos Aires

**1997-1998** Planner, Amoco Southern Cone,  
Buenos Aires

**1992-1996** Geophysical Advisor, Amoco,  
Houston, Texas

**What do you see as the organization's greatest strength?**

Hess is a smaller and nimble Corporation, able to establish links and trust where Majors cannot.

Hess is recognized externally as having areas of expertise and strength.

Hess appears open to change.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Ability to leverage technical assurance/quality across the various P&L's.

Unknown nature/depth of the interaction between Chiefs and Directors.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Full alignment of Commercial and Technical drivers for key projects.

**FUN FACTS**

**FIRST JOB**

Minerals Exploration

**LAST BOOK READ**

Serial Innovators

**PRIZED POSSESSION**

An Amphora from Sicily (Punic Wars)

**FAVORITE MOVIE**

The English Patient

**NEXT VACATION DESTINATION**

Cancun

**ONE ITEM FROM YOUR BUCKET LIST**

Have a positive impact on the Corporation, as Chief

# All Hands One Deck



## Gabriela Boersner

Associate General Counsel, Corporate & COE

HOUSTON

### YEAR STARTED AT HESS

2012

### EDUCATION

JD, Universidad Central de Venezuela

Master of Laws, University of Texas

### AREAS OF EXPERTISE

Oil & Gas

### LANGUAGES SPOKEN

Spanish (native), English (fluent)

### HESS WORK HISTORY

**2012-Present** Associate General Counsel, Corporate & COE, Houston, Texas

### PRIOR WORK HISTORY

**2001-2012** Counsel, Exxon Mobil Corporation, Houston, Texas

**1999-2000** Associate, Norton Rose, Caracas, Venezuela

**1997-1998** Law Clerk, Rodriguez & Mendoza, Caracas, Venezuela

**1996-1997** Law Clerk, Petroleos de Venezuela, SA, Caracas, Venezuela

**1995-1996** Law Clerk, Baker & McKenzie, Caracas, Venezuela

**What do you see as the organization's greatest strength?**

People who want to do the right thing and work hard.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Figuring out the inner workings of a matrix organization at Hess.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

As we move away from the reorganization, more planning ahead and less reactive behavior.

**FUN FACTS**

**FIRST JOB**

Law Clerk, Baker & McKenzie

**LAST BOOK READ**

Lean In - Women, Work and the Will to Lead by Sheryl Sandberg

**PRIZED POSSESSION**

None

**FAVORITE MOVIE**

The Silence of the Lambs, As Good as it Gets, too many to list...

**NEXT VACATION DESTINATION**

Don't have a vacation planned yet - but I need one - Costa Rica, maybe?

**ONE ITEM FROM YOUR BUCKET LIST**

Swim with dolphins

# All Hands One Deck



## Stanley Bond

Vice President, Projects -  
OAWA  
HOUSTON

**YEAR STARTED  
AT HESS**  
2011

**EDUCATION**  
BS, Petroleum Engineering,  
Mississippi State

**AREAS OF EXPERTISE**  
Project Leadership/Management  
and DW Developments

**CERTIFICATIONS  
OR SPECIAL SKILLS**  
Registered Professional Engineer,  
Texas

**LANGUAGES SPOKEN**  
English

**HESS WORK HISTORY**  
**2011-Present** Vice President, Projects - OAWA,  
Houston, Texas

**PRIOR WORK HISTORY**  
**2009-2011** Program General Manager - GOM  
DW, BP, Houston, Texas

**1999-2009** PGM - Horn Mountain; Holstein;  
Thunder Horse Rebuild; Macondo, BP, Houston,  
Texas

**1996-1999** Manager of Projects and  
Engineering, Vastar, Houston, Texas

**1986-1996** Various Project Management Roles,  
ARCO/Vastar, Houston, Texas

**1986-1996** Various Project Management Roles,  
ARCO/Vastar, Houston, Texas

**1984-1986** Production Engineering Advisor,  
ARCO, Houston, Texas

**1981-1984** Various Production Engineering/D&C/  
Operations Roles, Gulf Oil E&P, Houston, Texas

**What do you see as the organization's greatest strength?**

The Matrix P&L Org Structure clarifies accountability; better alignment of Asset Strategy to deliver value (One Team – One Goal); simpler execution with no hand offs; is a better fit for the Hess culture; theoretically has a better balance of authority and accountability driven to the proper levels of the organization in order to deliver the Asset Strategy; should theoretically remove different processes that are bureaucratic for the company's size/value, e.g. we should (we will) become more efficient with less but more effective processes in both P&L and Safety Performance; and finally, will provide clarity on who the players are on the field and who the players are up in the stands.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Moving from a Developments Value chain where I had accountability to extract the highest life cycle value out of successful Exploration prospects in OAWA to an OAWA Regional Asset which has a singular P&L (boss 1) where I am now responsible for the DW Developments (in my heart I am

still accountable), and while maintaining Development Functional Excellence (boss 2). In addition, as part of the Regional OAWA LT, I am responsible/accountable to ensure boss 1 delivers the highest value from OAWA to the shareholders. And responsible/accountable to ensure boss 2 continues to deliver worldwide Developments functional excellence.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Mainly more focused time to support the TB Project Director and his Team to execute the project with as minimal disruption as possible and minimize the transition into the new organization, e.g. new P&L ownership of reserves handed off in the middle of a major DW execution. This will improve as we move forward and the accountability structure is warranted for additional reviews. However, this will put a burden on a highly motivated and executing team. I am confident this will get worked out but I need more support other than my rants to ensure it does. Similarity, for me and the entire organization, I look forward to getting a better understanding/clarity of accountability and authority.

**FUN FACTS**

**FIRST JOB**

Janitor

**LAST BOOK READ**

Disatrous Decisions

**PRIZED POSSESSION**

Father's Wedding Ring

**FAVORITE MOVIE**

Shawshank Redemption

**NEXT VACATION DESTINATION**

Austria

**ONE ITEM FROM YOUR BUCKET LIST**

Learn Spanish

# All Hands One Deck



## Gary Boubel

Senior Vice President,  
Developments

HOUSTON

### YEAR STARTED AT HESS

2009

### EDUCATION

MSCE, Civil Engineering,  
Texas Tech University

BS, Architectural Engineering,  
Texas Tech University

### AREAS OF EXPERTISE

Project Management, Structural  
Engineering

### HESS WORK HISTORY

**2009-Present** Senior Vice President,  
Developments, Houston, Texas

### PRIOR WORK HISTORY

**2001-2009** Various Positions, BP, Moscow,  
Houston, Anchorage

**1980-2001** Various Positions, ARCO Oil & Gas  
Co., Dallas, Houston, Los Angeles, Moscow



**What do you see as the organization's greatest strength?**

Hess has a lot of really good people who know what to do and how to do it without a lot of process rigor and reviews. Our minimal processes allow us to make decisions faster and with less wasted effort than larger companies that produce a lot of data for little value, e.g. just in case someone may ask a question about something of minor significance.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Maintaining the progress we have made through Developments Excellence and

Project Delivery processes to continue to improve project performance. Changes to the organization have brought a lot of new people into positions of decision and authority, and many of them are not aware what it takes to deliver good performance on some of the highly challenging projects underway.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Stakeholder alignment, internal and external. Competing priorities and agendas are getting in the way from delivering milestones for the projects on time, on budget and at the agreed commitments.

**FUN FACTS**

**FIRST JOB**

Mowing Yards

**LAST BOOK READ**

Private Empire, ExxonMobil and American Power, by Steve Coll

**PRIZED POSSESSION**

California Retirement Home

**FAVORITE MOVIE**

True Grit

**NEXT VACATION DESTINATION**

Alaska

**ONE ITEM FROM YOUR BUCKET LIST**

Israel and Holy Land Tour

# All Hands One Deck



**Sam  
Brown**

Director, Drilling &  
Completions, Offshore -  
OAWA  
HOUSTON

**YEAR STARTED  
AT HESS**

1998

**AREAS OF EXPERTISE**

Drilling & Completions, Project  
and Operations Management

**LANGUAGES SPOKEN**

English

**HESS WORK HISTORY**

**2013-Present** Director, Drilling & Completions,  
Offshore - OAWA, Houston, Texas

**2009-2013** Drilling & Completion Manager,  
Houston, Texas

**2008-2009** GDC Engineering Services Manager,  
Houston, Texas

**2007-2008** Drilling & Completion Manager,  
London, UK

**2004-2007** Global Completion Manager,  
Houston, Texas

**2002-2004** Completion Engineering Manager,  
Aberdeen

**PRIOR WORK HISTORY**

**1997-1998** Wells Project Manager, Schlumberger  
IPM, Aberdeen

**1996-1997** Senior Petroleum Engineer, Mobil Oil  
Canada, St Johns, NF

**1987-1996** Well Operations Superintendent,  
Mobil North Sea, Aberdeen

**1986-1987** Loss Prevention (EHS) Advisor, Mobil  
North Sea, Aberdeen

**1980-1986** Completion & Intervention  
Supervisor, Mobil North Sea, UK North Sea

**1978-1980** Well Testing Engineer, Flopetrol  
International, Europe, West Africa & Far East

**What do you see as the organization's greatest strength?**

I feel the organization has a number of strengths including its people, portfolio, technical capability and values, however if I had to pick one I'd pick people because people are the key to everything we do, particularly to the success and future of the company.

At Hess our people come from many different backgrounds, cultures, countries and companies, as a result we truly have a multi national and global workforce. This provides the organization with a breadth and depth of knowledge, experience and capability not normally seen in a company of Hess' size. It enables the company to work in and integrate into the different countries and cultures we work in.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I'm not sure because although I know my what my position is and what I'm accountable for at a high level at this time I don't have a full

understanding of my accountabilities or how the new organization will work. That said I don't expect significant change because while I have spent the majority of my career in a 'function', since I became a manager I've always had two bosses, my functional boss and the asset boss/budget holder for delivery of wells to the business. In the new organization the focus is on the asset who now have P&L accountability however functional excellence is still important and has to be maintained.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Stability and the resources required to do deliver the 2013 program safely and efficiently. The reorganization has been a distraction at all levels of the organization. With the changes, including people moving jobs etc., it will take time to transition from the old to the new organization and to get it working efficiently. As leadership we need to identify and focus on the key things required to make this happen as quickly as possible.

**FUN FACTS**

**FIRST JOB**

Lap Scorer at Stock Car Races

**LAST BOOK READ**

Disasterous Decisions

**PRIZED POSSESSION**

Porsche

**FAVORITE MOVIE**

Shawshank Redemption

**NEXT VACATION DESTINATION**

Scotland

**ONE ITEM FROM YOUR BUCKET LIST**

Being there when Manchester United win the Champions League

# All Hands One Deck



## George Canjar

Director, Capture,  
Onshore

HOUSTON

### YEAR STARTED AT HESS

2012

### EDUCATION

BS, Geological Engineering,  
Colorado School of Mines

### AREAS OF EXPERTISE

GG, PE, Commercial

### CERTIFICATIONS OR SPECIAL SKILLS

RG, PE

### LANGUAGES SPOKEN

English, Bad Italian

### HESS WORK HISTORY

**2013-Present** Director, Capture, Onshore,  
Houston, Texas

### PRIOR WORK HISTORY

**2009-2012** BOD/CEO, Chariot /CoMiCo, UK

**2002-2009** COO, Davis, Houston, Texas

**1996-2002** Executive Vice President,  
Exploration, Carrizo, Houston, Texas

**1980-1996** Various Roles, SHELL, California,  
Texas, Malaysia

**What do you see as the organization's greatest strength?**

Improved performance from the asset based organizational alignment along with a balanced exploration strategy will enable significantly improved returns. Hess exhibits broad technical expertise and capacity that can be brought to bear on specific challenges across the globe. Strongly believe that the new organization and BOD governance can allow these capabilities to be focused to expand current areas of business. This will require confidence and capital investment for attractive and correctly structured commercial opportunities to be secured. However, the elements are now in place for this to be achieved.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

More interaction and coordination with Exploration. Need to also ensure functional support on exploration processes for CA staff. Need to become more involved in existing production asset related commercial transactions. Need to work across commercial organization for prioritization and approval process for capture business.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Will need increased functional support across the organization to assemble the full evaluation of potential entries in North America and in focused, prioritized international locations. As high value opportunities are assembled and presented, the commitment from the Corporation to invest in robust value propositions will also be required.

**FUN FACTS**

**FIRST JOB**

Fry Cook at Fast Food Restaurant

**LAST BOOK READ**

Chaos

**PRIZED POSSESSION**

Sanity

**FAVORITE MOVIE**

Outlaw Josey Wales

**ONE ITEM FROM YOUR BUCKET LIST**

Northern Italy

# All Hands One Deck



## Ronald Chang

Director, Supply Chain -  
Asia Pacific

KUALA LUMPUR

### YEAR STARTED AT HESS

2011

### EDUCATION

MBA, Business, University  
of Phoenix

BA, Economics, University  
of North Carolina

### AREAS OF EXPERTISE

Supply Chain Management

### CERTIFICATIONS OR SPECIAL SKILLS

Project Management,  
International Trade

### LANGUAGES SPOKEN

English, Chinese (Mandarin,  
Cantonese)

### HESS WORK HISTORY

**2012-Present** Director, Supply Chain - Asia  
Pacific, Kuala Lumpur, Malaysia

**2012-2012** Interim Vice President, Global Supply  
Chain, Houston, Texas

**2011-2012** Director, Supply Chain  
Developments, Houston, Texas

### PRIOR WORK HISTORY

**2011-2011** Supply Manager, Vietnam, BHP  
Billiton, Ho Chi Minh City, Vietnam

**2007-2011** Supply Manager, Developments,  
BHP Billiton, Houston, Texas

**2004-2007** Supply Manager, Australia, BHP  
Billiton, Perth, Australia

**2002-2004** Supply Manager, Angostura, BHP  
Billiton, Houston, Texas

**1997-2002** Procurement Manager, Parsons  
Corp, Pasadena, California

**1993-1997** Procurement Manager, JSCA  
International, Beijing, China

**What do you see as the organization's greatest strength?**

I believe that Hess has a sound vision and strategy and the transformation to a pure play exploration and production organization will be key to its growth and success. The re-org to an asset based model will further drive accountability and delivery at the right place.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I do not anticipate a significant change in my role as I currently support an asset. I

believe the challenge will be for the service organizations to maintain strong ties to the functions and to ensure that standardization, learnings and functional expertise are leveraged across the assets.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Long term planning will be one of the keys to the successful delivery of our 2013 plan and beyond.

**FUN FACTS**

**FIRST JOB**

Worked as Games Attendent in an Amusement Park

**LAST BOOK READ**

Mao

**PRIZED POSSESSION**

My Wife and Kids

**FAVORITE MOVIE**

Iron Man Trilogy

**NEXT VACATION DESTINATION**

Shanghai, China

**ONE ITEM FROM YOUR BUCKET LIST**

Ride a lap on a motorcycle in the Isle of Mann

# All Hands One Deck



## Steven Checkles

Director, Seismic  
Acquisitions and  
Processing  
HOUSTON

### **YEAR STARTED AT HESS**

1991

### **EDUCATION**

MS, Geophysics, University  
of Houston

BS, Geology, The University  
of Texas

### **AREAS OF EXPERTISE**

Seismic Acquisition and  
Processing

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2009-Present** Director, Seismic Acquisitions  
and Processing, Houston, Texas

**2006-2009** Manager, Seismic Acquisition and  
Processing, Houston, Texas

**1998-2006** Manager, Seismic Processing,  
Houston, Texas

**1993-1998** Processing Geophysicist,  
Houston, Texas

**1991-1993** Processing Geophysicist,  
Tulsa, Oklahoma

### **PRIOR WORK HISTORY**

**1984-1991** Team Lead, Specialized Seismic  
Processing, Western Geophysical, Houston,  
Texas



**What do you see as the organization's greatest strength?**

People are every organizations greatest asset. Hess has a great wealth of talented individuals. For the enterprise to succeed we must get each person into a role consistent with their abilities so that they can succeed. The rationalization of assets will allow a narrowing of focus to the assets critical to our success. A redesigned organization structured to efficiently and effectively manage these assets should be a recipe for success.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The roles and responsibilities of my team will be relatively unchanged in the new organization. The first challenge will be to manage the transition period ensuring continuity of ongoing critical projects while at the same time capturing legacy data and Hess intellectual property that could be lost in the transition. The second challenge will be to build techniques to efficiently manage a world wide portfolio of seismic projects with a staff centralized

in Houston. This includes maintaining and building our trusted partnerships with both our internal business partners and our external vendors many of whom will not be co-located in Houston.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clear direction, clearly defined roles and responsibilities, continuity and removal of distractions. This time of organizational change brings obvious difficulties. While our overall strategy and plan has been clearly articulated over the past couple of years it will be important to reemphasize the strategy in a way that connects with the staff after the organization is in place. Clearly defined roles of each group in the new organization will be critical to create a smoothly running machine. Only time will completely solve the issues of continuity and removal of distractions but we must work to return the organization to a smooth operating rhythm as soon as possible after the reorganization.

**FUN FACTS**

**FIRST JOB**  
Landscaping

**LAST BOOK READ**  
Blink

**PRIZED POSSESSION**  
75 Vette

**NEXT VACATION DESTINATION**  
LA

**ONE ITEM FROM YOUR BUCKET LIST**  
The Great Wall

# All Hands One Deck



## Libby Cheney

Vice President,  
EHS & SR - Corporate  
NEW YORK

**YEAR STARTED  
AT HESS**  
2012

**EDUCATION**  
BE, Chemical Engineering,  
Vanderbilt University

**AREAS OF EXPERTISE**  
EHS & SR

**HESS WORK HISTORY**  
**2012-Present** Vice President, EHS & SR -  
Corporate, New York

**PRIOR WORK HISTORY**  
**2006-2011** Vice President Safety, Environment,  
Sustainable Development, Shell, Houston, Texas

**1982-2006** Various Roles, ExxonMobil, USA

**What do you see as the organization's greatest strength?**

Our talent - both technical and functional expertise is outstanding and sets us apart from our peers.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Consolidation of strategic and operational aspects of EHS&SR - embedding the strategic into the business. At the same time eliminating the divide between corporate and business endeavors - everyone working on one team to the same objectives.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Free-flow of information across units of the business and functions which will enable the teams to roll up their sleeves and dig in to better support the business strategies.

**FUN FACTS**

**FIRST JOB**

Lifeguard and Swim Teacher

**LAST BOOK READ**

Decisive

**PRIZED POSSESSION**

Books

**FAVORITE MOVIE**

The Diehard Movies

**NEXT VACATION DESTINATION**

Antarctica

**ONE ITEM FROM YOUR BUCKET LIST**

Become an Angel Flight Pilot

# All Hands One Deck



## John Christopher

Principal Advisor - Land  
HOUSTON

### **YEAR STARTED AT HESS**

1983

### **EDUCATION**

BS, Real Estate & Finance,  
University of Alabama University  
of Alabama

### **AREAS OF EXPERTISE**

Land and Negotiations

### **CERTIFICATIONS OR SPECIAL SKILLS**

CPL

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2013-Present** Principal Advisor - Land,  
Houston, Texas

**2003-2013** Vice President, Global Negotiations &  
Land, Houston, Texas

**1995-2003** Land Manager, United States,  
Houston, Texas

**1983-1995** Land Manager, Offshore & Alaska,  
Houston, Texas

### **PRIOR WORK HISTORY**

**1981-1983** Land Manager, United States  
Southern Region, Tomlinson Interests, Jackson,  
Mississippi & Houston, Texas

**1980-1981** District Manager, Exploration & Land,  
Placid Oil Company, Shreveport, Louisiana

**1978-1980** Executive Staff Assistant to S Vice  
President of Global Exploration, Placid Oil  
Company, Dallas, Texas

**1974-1978** Manager, Southern Africa Operation,  
Placid Oil Company, Johannesburg, South Africa

**1972-1974** Land Negotiator, Placid Oil  
Company, Jackson, Mississippi

**What do you see as the organization's greatest strength?**

The financial capability to execute a much leaner exploration, development and production program with less personnel who are more focused on financial return in line with an independent Exploration & Production company.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

A process to efficiently transfer knowledge and experience to lesser experienced professionals.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

A description and understanding of the working process in the new organization to enable the successful creation, development and accomplishment of priorities.

**FUN FACTS**

**FIRST JOB**

City Pool Life Guard

**LAST BOOK READ**

McCourt's History of Ireland

**PRIZED POSSESSION**

Family Photographs

**FAVORITE MOVIE**

The Sand Pebbles

**NEXT VACATION DESTINATION**

Sabi Sabi Reserve,  
South Africa

**ONE ITEM FROM YOUR BUCKET LIST**

Be a superior Salt Water Fisherman

# All Hands One Deck



**Tim  
Cordingley**

Vice President,  
Exploration - Mature  
HOUSTON

**YEAR STARTED  
AT HESS**

1989

**EDUCATION**

MSC, Petroleum Geology,  
Royal Holloway, London

BSC, Geology, Imperial, London

**AREAS OF EXPERTISE**

Seismic Interpretation

**LANGUAGES SPOKEN**

French

**HESS WORK HISTORY**

**2013-Present** Vice President, Exploration -  
Mature, Houston, Texas

**2012-2013** Director, C&A Strategy, Houston,  
Texas

**2010-2012** Exploration Manager, China,  
Beijing, China

**2005-2010** Exploration Manager, GOM &  
Planning Manager, Houston, Texas

**2003-2005** Geophysicist

**1989-2003** Geologist, Jakarta/London/  
Libreville/Oslo

**What do you see as the organization's greatest strength?**

It's people. Hess has the right people to execute it's program. If this workforce is applied to a focused strategy which plays to our strengths and understands our weaknesses and takes steps to mitigate these then Hess will be successful.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Taking on a new role so significant and exciting changes are occurring. Leading an operational team again rather than a strategy / planning team will be the most significant change.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clarity for the organization around our long term commitment to exploration. Concluding the re-org, advertising internally our anticipated exploration spend levels and ensuring the organization knows we are still seeking an Exploration S Vice President will help to move us in the right direction. However it will be our future actions rather than words that will ultimately be needed to convince both the workforce and the rest of industry that we are committed to exploration and an organic growth strategy.

**FUN FACTS**

**FIRST JOB**

Geologist for Gold Mining Company in Western Australia

**LAST BOOK READ**

Moonwalking with Einstein, Joshua Fuer

**PRIZED POSSESSION**

The yacht I dream about buying!

**NEXT VACATION DESTINATION**

Blue Mountains, Georgia

**ONE ITEM FROM YOUR BUCKET LIST**

Visit Galapagos Islands

# All Hands One Deck



## Dennis Creech

Vice President, Global  
Supply Chain  
HOUSTON

### YEAR STARTED AT HESS

2012

### EDUCATION

BS, Business Administration

### AREAS OF EXPERTISE

Purchasing; Materials; Logistics;  
Payables; Lean Business  
Improvement ; SAP; Well and  
Surface Abandonment

### CERTIFICATIONS OR SPECIAL SKILLS

Lean and SAP

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2011-Present** Vice President, Global Supply  
Chain, Houston, Texas

### PRIOR WORK HISTORY

**2008-2012** Regional Business Improvement  
Manager, Shell, Singapore

**2006-2008** SAP Program Manager, Aera Energy,  
Bakersfield, California

**2004-2008** President And CEO, Terrain  
Technology (Aera Subsidiary), Bakersfield,  
California

**1997-2008** Purchasing Manager (Procurement;  
Payables; Materials, Well and Surface  
Abandonments; Investment Recovery), Aera  
Energy, Bakersfield, California

**1980-1997** Various Roles (Purchasing, Logistics,  
Operations, IT, Construction), Shell, Various (US)



**What do you see as the organization's greatest strength?**

Hess has a robust portfolio with running room for profitable growth, a new leadership team aligned to deliver our commitments and a renewed governance structure that will enhance our position with investors. It is an exciting company to join – I am eager to help deliver our business plans and create a competitive advantage in the areas where we operate.

Hess is right sized to execute and have recently demonstrated that we are nimble and can adapt quickly (e.g., Becoming a pure play EP company, asset divestitures, governance changes with the board, ProjectOne sanction, etc.). We are big enough to do industry leading actions and right sized to get them done quickly. We need to continue to demonstrate this behavior throughout the organization.

We have strong leadership that is trusting (focus time and energy on important issues rather than politics). We engage in conflict and healthy debate (solve real problems quickly). Leadership commits and creates clarity on direction and priorities. We are a team that holds each other accountable with higher standards of performance and we are focused on results. These are hallmarks of a great team and we are poised to achieve our vision of becoming the best energy investment by 2020.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Change Management - We are migrating from a 'Functional Organization' to an 'Asset Based' organization and we will need to effectively manage the change with the leaders and staff who have strong personal ownership (and habits) in the old ways of working. We will need to clearly define how we will interact and sustain functional excellence while supporting the assets to deliver improved business results (i.e., what is the role of the central organization and what is the role of the assets) we don't want to duplicate efforts – or let necessary work fall through the cracks.

Customer Focused Behavior and Accountability - Our collective behavior has been inward focused on the function and we will need to help our teams focus on the business. Our teams need to spend more of their time in the field and with the customers to learn how work is done, and determine how it can be done safer and more efficiently. They need to 'Go See' how work is performed and help define improved ways of working (i.e., identifying and removing waste to lower cost).

We need to instill a greater sense of accountability and appetite for results throughout the organization. We need to help all staff understand how their work contributes to the business plan and encourage them to eliminate waste and reduce cycle time in an effort to 'Delight the Customer'

We also need to create a community with all the Supply Chain Leaders in the Assets, so they feel like they are part of the team even though they are serving and reporting to an Asset Leader. We will collectively define staff development for themselves and their teams across all of the Supply Chain Service Offerings.

Expectations Management - We also need to clearly manage expectations as we work through the transition. We have taken risks on staff and leadership appointments as well as a reduced overall headcount. It will take time to strengthen the skills and competencies of our line leaders and staff. The Assets clearly want enhanced contribution - we will need to work together to manage the change and build capacity.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Recruiting - We do not have all the key positions filled in the Asset or Central organization and we will need to externally recruit for these positions, which may remain vacant for some time because the market is very competitive. Similarly, we have lost a number of key staff over the past few weeks to competitors and other industries, often at much higher compensation than Hess. This simply exacerbates the challenge.

Deliver ProjectOne and Engage the EPLC to Reinforce Change - We must deliver the ProjectOne payables process improvement. This requires aligned and committed engagement from all my peers in the organization. We have to own and drive this throughout the organization – we cannot opt out. We have to opt in, starting now. The entire EPLC has to hold leaders at levels accountable to help make ProjectOne successful – we have to reinforce the new ways of working and ensure that we all use the new standard. This is not a Finance or IT system, it is a Hess system.

ProjectOne is more than just a new system; it is about a new way of working and a change in behavior. It represents an enabler – of Hess' journey to excellence. While we are simplifying and strengthening our processes together with the systems changes, this also requires changes in people's behavior – it is a 'People, Process and Technology' change.

**FUN FACTS**

**FIRST JOB**

Delivering Papers in Canada (Age 12)

**LAST BOOK READ**

Lean Logistics - The Nuts and Bolts of Delivering Materials (Michel Baudin); A Wanted Man (Lee Child)

**PRIZED POSSESSION**

Family

**FAVORITE MOVIE**

We Are Marshall (About Teamwork and Rebuilding). It depicts the aftermath of the 1970 plane crash that killed 37 football players, coaches and trainers on the Marshall University football team with the rebuilding of the program and the healing that the community undergoes.

**NEXT VACATION DESTINATION**

Scuba Diving in Belize

**ONE ITEM FROM YOUR BUCKET LIST**

Safari in South Africa

# All Hands One Deck



## Walt Davenport

Director, Drilling & Completions, Onshore New Ventures, Capture & Appraise  
HOUSTON

### YEAR STARTED AT HESS

2001

### EDUCATION

BB, Petroleum Engineering, Louisiana Tech University

### AREAS OF EXPERTISE

Drilling, Completions and Well Interventions, Offshore and Onshore

### CERTIFICATIONS OR SPECIAL SKILLS

Drilling Engineering

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Drilling & Completions, Onshore New Ventures, Capture & Appraise, Houston, Texas

**2010-2013** Manager, Drilling & Completions, Houston, Texas

**2007-2010** Drilling Engineering Manager, Houston, Texas

**2006-2006** Manager, Drilling Engineering, Houston, Texas

**2001-2006** Drilling Engineering Supervisor, Houston, Texas

### PRIOR WORK HISTORY

**1980-2001** Engineering Manager and Operations Support, Marathon Oil Co., Lafayette Louisiana, Bridgeport Illinois, Cody Wyoming

**What do you see as the organization's greatest strength?**

The collection of people at Hess, both staff and direct contractors, are our biggest strength. Specifically, the overwhelming majority of people have shown a strong desire to strive for and participate in the companies success, particularly in the face of significant change and uncertainty around their immediate future. The primary message through all of this change has been to stay focused on execution to deliver the company business commitments and for the most part I believe we are accomplishing that. I also believe the Hess Leadership has been understanding of this circumstance and shown the right amount of patience with the workforce.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My role has changed dramatically in look but not much in feel. Now that I have no direct reports, it will be more of an influencing role that will require more collaborative interaction with the asset team leadership and the D&C functional support to the asset teams. It was

very easy to drive functional excellence in the matrix organization but it will take a different approach in this organization, primarily in the Australia, China, France and Iraq, Regional Offices. In the past it was obvious that I would be part of the planning and decision making process. It is now less obvious and I may need to inject my participation intentionally.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Although this has not been an issue, what I will need most in the coming months is the Project Directors and leaders ensuring that their D&C support is vetting their engineering and major operational decisions with the D&C Vice President and Directors. We need to resist and prevent the tendency to work in isolation if we are going to maintain and continue to build D&C functional excellence. It will be very important to continue to accept the "enterprise first" mentality that allows opportunities for D&C personnel to develop and obtain job satisfaction. An environment that provides these career opportunities will allow us to retain and recruit the right people.

**FUN FACTS**

**FIRST JOB**

Flippin' Burgers at a Drive-In

**LAST BOOK READ**

Disastrous Decisions by Andrew Hopkins

**PRIZED POSSESSION**

Winchester Model 12 Pump Action Shotgun

**FAVORITE MOVIE**

The Longest Day

**NEXT VACATION DESTINATION**

New York City

**ONE ITEM FROM YOUR BUCKET LIST**

Pilot a Plane (this should probably be the last item on the list)

# All Hands One Deck



## Graham Davidson

Project Director,  
Offshore - North  
Malay Basin

KUALA LUMPUR

### YEAR STARTED AT HESS

2011

### EDUCATION

eMBA, Finance & Strategy,  
LSE (London) / Stern (NY)

BE, Chemical Engineering,  
Monash University Australia

### AREAS OF EXPERTISE

Facilities/Process & Engineering/  
Project Management

### LANGUAGES SPOKEN

English fluent (some French)

### HESS WORK HISTORY

**2013-Present** Project Director, Offshore - North  
Malay Basin, Kuala Lumpur, Malaysia

**2011-2012** Manager, Pre-Developments (Asia  
Pacific), Kuala Lumpur, Malaysia

### PRIOR WORK HISTORY

**2008-2010** Engineering Manager, SBM Offshore,  
Malaysia

**1999-2008** Head of Process Engineering,  
Carigali-Hess, Malaysia

**1998-1999** Lead Process Engineer, Ranhill  
Worley Sdn Bhd, Malaysia

**1995-1998** Senior Process Engineer (Dept Lead),  
Granherne / KBR, Malaysia

**1995-1995** Senior Process Engineer, Granherne,  
UK

**1994-1995** Oil & Gas Consultant, TM Services  
Limited, UK

**What do you see as the organization's greatest strength?**

Hess has some good assets that they should be able to exploit (Bakken, JDA, NMB). With the asset sales and divestments, Hess is now streamlined and should be able to better focus resources (people/funds). There should be less debt and more available funds to commit to projects.

There are some good people in Hess. Unfortunately the "realists" who don't have the "gift of the gab" are not taken seriously enough. Management is just as much about realism as it is about strategy and visions. The devil is always in the detail.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Trying to manage a project that has inherently weak fundamentals and is economically marginal. Trying to manage this in a PSC environment and also in the midst of a Company reorganisation is preventing me focus on a task that already requires 15 hrs a day. I do not need this distraction. In addition I don't believe the people now calling the shots on the reorganisation fully understand the requirements of running a project, and how critical it is to the success of a project to ensure continuity of key project team members.

Also trying to understand who actually is accountable for decisions and approves decisions now. Is it the Asset (Scott Heck/Sauu or Gary Boubel/Pascal)?

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

My project team ring-fenced from further reorganisations.

No more demands on my time to "go thru the process of playing with boxes".

Useless waste of my time over the past 4 weeks.

Clear decision making process from Board, JBH, Greg and Scott/Gary and Sauu/Pascal.

Better definition of the hurdle rate and key drivers for the NMB Project. Is it 12% IRR? If it is 15%, then we should stop now. This has never been properly communicated, so everyone in KL is confused over whether this project will happen anyway, (regardless of IRR) because of some undefined synergy or benefits to Hess thru Petronas partnership. Or maybe it just has to happen as too much has been promised to the analysts?

**FUN FACTS**

**FIRST JOB**

Bartender

**LAST BOOK READ**

Just Tell Me The Numbers

**PRIZED POSSESSION**

Motorbike

**FAVORITE MOVIE**

The Notebook

**NEXT VACATION DESTINATION**

San Francisco

**ONE ITEM FROM YOUR BUCKET LIST**

Play a Round of Golf at either The Masters or St. Andrews

# All Hands One Deck



## Colin Davies

Vice President,  
Corporate Strategy  
& Planning  
NEW YORK

### **YEAR STARTED AT HESS**

2006

### **EDUCATION**

ME, Chemical Engineering,  
Imperial College, University  
of London

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2006-Present** Vice President, Corporate  
Strategy & Planning, New York

### **PRIOR WORK HISTORY**

**2004-2006** Managing Principal - Business  
Consulting, Schlumberger

**2002-2004** Vice President, Charles River  
Associates, London, UK

**1995-2002** Associate Director (Partner),  
Arthur D Little, Houston, Texas

**1991-1995** Consultant, Arthur D Little,  
London, UK

**What do you see as the organization's greatest strength?**

Strong technical depth for the size of the company with an emerging competitive operational capability in the unconventional space. Opportunity to couple the technical and operational excellence with improved decision support to allocate capital and manage the portfolio for profitability and value creation.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Working closely with and supporting the new strategy, commercial and business

development team as it becomes established to improve the quality of portfolio and strategic decision making.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Most of the building blocks are in place (portfolio, strategy) but enabling the new organization to work as intended, and quickly, should not be underestimated. Getting the right metrics, scorecards and business rhythm/processes established quickly is essential - then culture, behaviors and an edgy "business attitude" will follow.

**FUN FACTS**

**FIRST JOB**

Process Engineer Intern,  
Shell Haven Refinery, UK

**LAST BOOK READ**

On China  
by Henry Kissinger

**PRIZED POSSESSION**

Piano

**FAVORITE MOVIE**

Forrest Gump

**NEXT VACATION DESTINATION**

Canadian Rockies

**ONE ITEM FROM YOUR BUCKET LIST**

Trekking in the Himalayas

# All Hands One Deck



## Helena Deal

Director, Human Resources, Onshore  
HOUSTON

**YEAR STARTED AT HESS**  
2000

**EDUCATION**  
MSC Econ, Industrial Relations & Personnel Management,  
London School of Economics,  
University of London

### **HESS WORK HISTORY**

**2013-Present** Director, Human Resources, Onshore, Houston, Texas

**2009-2013** Director HR - Global Production, Houston, Texas

**2005-2009** Senior HR Manager - Asia Pacific, Kuala Lumpur, Malaysia

**2000-2005** Senior Manager - International Practices, London, UK

### **PRIOR WORK HISTORY**

**1999-2000** HR Advisor, Koa Oil Co Ltd (Caltex), Hiroshima, Japan

**1995-1998** HR Advisor, Start Petroleum Refining Company (Caltex), Map Ta Phut, Thailand

**1993-1995** Compensation Specialist, Caltex Petroleum Corporation, Dallas, Texas



**What do you see as the organization's greatest strength?**

The people we have within our organization are our greatest asset. Our ability to pull together when there is a common goal, with clear objectives and deliverables demonstrates that we can deliver significant value to the enterprise in a timely and efficient way.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The most significant change will be moving from a functional reporting line to an asset

reporting line. Staying connected to the function and retaining functional excellence will be a challenge.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

There needs to be alignment between the asset and the functions as to prioritisation of work activities and how work will get done. The operating rhythm between asset and functions needs to be agreed upon so they don't clash, causing unnecessary duplication of work and effort.

**FUN FACTS**

**FIRST JOB**

Bar Maid

**LAST BOOK READ**

Salmon Fishing In  
The Yeman

**PRIZED POSSESSION**

Family

**FAVORITE MOVIE**

Pride & Prejudice

**NEXT VACATION  
DESTINATION**

Mexico

**ONE ITEM FROM  
YOUR BUCKET LIST**

Visit the Galapagos Islands

# All Hands One Deck



## Aya Deen

Senior Manager, HR -  
Strategy, Commercial,  
NBD and E&P  
Corporate Functions  
HOUSTON

### YEAR STARTED AT HESS

2012

### EDUCATION

BA, Russian Language &  
Literature, Azerbaijan State  
Pedagogical Institute

### AREAS OF EXPERTISE

Human Resources: Specialist  
Areas: Change Management,  
Employee Relations,  
Compensation and Generalist

### CERTIFICATIONS OR SPECIAL SKILLS

Philologist

### LANGUAGES SPOKEN

English, Russian, Azerbaijani

### HESS WORK HISTORY

**2013-Present** Senior Manager, HR - Strategy,  
Commercial, NBD and E&P Corporate  
Functions, Houston, Texas

**2012-2013** Senior Manager, HR - Global IT and  
Capture & Appraisal, Houston, Texas

### PRIOR WORK HISTORY

**2009-2012** HR Manager, North America Gas,  
BP, Houston, Texas

**2007-Oct** HR Manager, Central HR Service  
Delivery, BP, Houston, Texas

**2004-2007** HR Generalist, Global Businesses,  
BP, Houston, Texas

**2002-2003** Senior HR Generalist, BP,  
Moscow, Russia

**1997-2000** HR Generalist, BP, Baku, Azerbaijan

**What do you see as the organization's greatest strength?**

- Employees with diverse backgrounds: opportunity to tap into different experiences
- Long-term vision and great portfolio

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Partnering with functional leaders to drive functional excellence across assets, without adding another level of complexity.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

- Clarity across the organisation around governance (asset and functional leadership accountability)
- Simplification of processes
  - Employee engagement

**FUN FACTS**

**FIRST JOB**

Librarian

**LAST BOOK READ**

War and Peace by Tolstoy

**PRIZED POSSESSION**

Great-Grandmother's Gold Watch

**FAVORITE MOVIE**

The Godfather

**NEXT VACATION DESTINATION**

Washington, DC

**ONE ITEM FROM YOUR BUCKET LIST**

Participate in Ballroom Dancing Competition

# All Hands One Deck



## David DuBois

Director,  
Global Reserves

HOUSTON

### **YEAR STARTED AT HESS**

2004

### **EDUCATION**

BS, Petroleum Engineering,  
University Missouri - Rolla

### **AREAS OF EXPERTISE**

Reservoir Engineering,  
Economics, Decision Analysis

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2013-Present** Director, Global Reserves,  
Houston, Texas

**2010-2013** Manager, Value Processes,  
Houston, Texas

**2009-2010** Subsurface Manager, Pony,  
Houston, Texas

**2007-2009** Team Leader, Subsurface,  
Houston, Texas

**2004-2007** Reservoir Engineering Advisor, GOM,  
Houston, Texas

### **PRIOR WORK HISTORY**

**2000-2003** Senior Reservoir Engineer, BP,  
Houston, Texas

**1995-2000** Senior Reservoir Engineer, Vastar,  
Houston, Texas

**1982-1995** Reservoir Engineer, ARCO, Houston/  
Lafayette

**What do you see as the organization's greatest strength?**

The staff has a lot of passion about their work and are striving to do the best technical work possible. Their desire to improve and deliver a quality product is our greatest strength. The new organization will help focus this passion on delivering the P&L which will lead to step changes to profitability for Hess.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Global reserves did not have significant changes as a result of the new organization structure. The major change is a push for more accountability for the reserves with the asset teams. My role is to ensure the teams

understand the accountability and have the tools to deliver high quality assessments of reserves. Developing the accountability will also lead to the development of the next generation of reserves experts to lead the Global Reserves reporting role.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Delivering the 2013 plan looks reasonable given that there have been no changes to the core of the reserves group. The only potential challenge is my inexperience with the Hess system. Maintaining the current reserves staff through the end of 2013 while I gain that experience and knowledge is critical.

**FUN FACTS**

**FIRST JOB**

ServiceMaster Carpet Cleaner

**LAST BOOK READ**

Dead or Alive  
by Tom Clancy

**PRIZED POSSESSION**

Hole in One Golf Ball

**FAVORITE MOVIE**

Kelly's Heroes

**NEXT VACATION DESTINATION**

Maui

**ONE ITEM FROM YOUR BUCKET LIST**

Trip to Antarctica

# All Hands One Deck



## Kerry Eckstein

Director, Land,  
Onshore - U.S.

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

JD, University of Tulsa

BA, Texas Tech University

### AREAS OF EXPERTISE

US, International E&P

### CERTIFICATIONS OR SPECIAL SKILLS

Attorney, CPL

### HESS WORK HISTORY

**2013-Present** Director, Land, Onshore - U.S.,  
Houston, Texas

**2011-2013** Director, Land - North America,  
Houston, Texas

### PRIOR WORK HISTORY

**2009-2011** Vice President, Land and  
Negotiations, Rosewood Resources, Inc.,  
Dallas, Texas

**2005-2009** Principal, Amicus Oil and Gas, LLC,  
Dallas, Texas

**2000-2005** Senior Counsel, International, US  
Department of Commerce, Washington, DC

**1999-2000** Vice President and General Counsel  
Eastern States Oil & Gas, Statoil Subsidiary,  
Alexandria, Virginia

**1997-1999** Senior Counsel, E&P, Statoil Energy,  
Inc., Alexandria, Virginia

**1990-1996** Senior Attorney, International, Arco  
International Oil and Gas Company, Plano, Texas

**What do you see as the organization's greatest strength?**

The strength of the organization is in its people, including its leadership. The organization is full of innovative, hard-working people who are committed to creative ideas. But the challenge going forward will be keeping Hess as a "fun" place to work - new organizational structures can be temporarily disruptive, and we need to maintain the "culture" of the organization as one that creates a feeling of belonging and shares successes, particularly among the differing assets.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Maintaining the link between the needs of the business and the functional excellence

required to maintain Hess as a world-class leader now that individuals are embedded in the asset. An additional (change and) challenge will be developing talent and providing career opportunities outside of the individual business unit. Asset leaders throughout the organization will need to be receptive to allowing movement, a tough thing to do since the ones usually deserving of career development are the highest performers (and contributors to the business).

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

A few more folks to create complete - and effective - teams for all of the assets (but the post-reorganization model has largely addressed this need).

**FUN FACTS**

**FIRST JOB**

Delivering Newspapers

**LAST BOOK READ**

The Last Man

**PRIZED POSSESSION**

Talking Teddy Bear

**FAVORITE MOVIE**

A Beautiful Mind

**NEXT VACATION DESTINATION**

Puerta Vallarta

**ONE ITEM FROM YOUR BUCKET LIST**

Star Gazing at McDonald Observatory

# All Hands One Deck



**Doug  
Eisele**

Director, Early Appraise/  
Pre-Developments, Onshore

HOUSTON

**YEAR STARTED  
AT HESS**

2010

**EDUCATION**

BS, Mechanical Engineering,  
Texas A&M University

**AREAS OF EXPERTISE**

Projects/Operations

**LANGUAGES SPOKEN**

English, Spanish (some)

**HESS WORK HISTORY**

**2013-Present** Director, Early Appraise/Pre-Developments, Onshore, Houston, Texas

**2010-2013** Director, Unconventional Appraise, Houston, Texas

**PRIOR WORK HISTORY**

**2000-2010** Commercial Manager, Project/Operations, BP, Houston, Texas & Venezuela

**1997-2000** Asset/Country Manager, ARCO International, Brazil/Venezuela

**1994-1997** Engineering Manager, ARCO International, Plano, Texas

**1980-1994** Various Technical & Leadership Roles, ARCO Oil & Gas Co., Houston, Texas & Midland, Texas



**What do you see as the organization's greatest strength?**

The people are the top quality and want to make things happen. They adhere to the Hess Values because I believe they own them and it's why they came to work for this Company. They are energized by making a difference to the bottom line.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Maintaining functional excellence without becoming a Major-like bureaucracy. I believe we have a real danger of developing processes

that hinder us from being lean. We also seem to want to know everything about everything right now. We, as leaders, need to be better at prioritizing so the assets can deliver.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We still have critical technical vacancies that are needed to deliver. The biggest thing I need to do is give the organization the space to focus and deliver the must do's and avoid the nice to have's. The organization needs to focus.

**FUN FACTS**

**FIRST JOB**

Grocery Stock Boy

**LAST BOOK READ**

Victors by Stephen Ambrose

**PRIZED POSSESSION**

Grace

**FAVORITE MOVIE**

North by Northwest

**ONE ITEM FROM YOUR BUCKET LIST**

Uganda

# All Hands One Deck



## Rob Fast

Vice President,  
New Ventures,  
Capture & Appraise  
HOUSTON

### **YEAR STARTED AT HESS**

2009

### **EDUCATION**

BS, Petroleum Engineering,  
University of Tulsa

### **AREAS OF EXPERTISE**

Planning and Optimizing Field  
Development and Production

### **CERTIFICATIONS OR SPECIAL SKILLS**

Registered PE (Petroleum)

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2012-Present** Vice President, New Ventures,  
Capture & Appraise, Houston, Texas

**2009-2012** Vice President, E&P Strategy,  
Planning & Value Processes, New York, New  
York

### **PRIOR WORK HISTORY**

**2008-2009** Joint Venture Technical Manager,  
ExxonMobil, Qatar

**2005-2008** Operations Technical Manager,  
North Sea Production, ExxonMobil

**2002-2005** Regional Planning Advisor,  
ExxonMobil International Limited, Africa/  
Europe, CIS

**1999-2001** Project Technical Manager, Belridge  
Asset, Aera Energy, Belridge, California

**1997-1998** Manager of Technology, Aera Energy,  
ExxonMobil/Shell JV, Belridge, California

**1996-1997** Technical Supervisor, Mobil Oil  
Corporation, Belridge, California

**What do you see as the organization's greatest strength?**

People - We have great folks who chose to join based upon the desire to create something special. Coupled with a quality/re-shaped asset base and sound strategy, we have what it takes to become the BPEI.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

CA was formed before the re-org with most of the same fundamental principles as the re-org followed, so don't anticipate a big role change.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Missing a few specific people with skills (particularly land and engineering) that are needed to move fast/smart.

**FUN FACTS**

**FIRST JOB**

Mowing Yards

**LAST BOOK READ**

Process Safety Hazards and Preventing Them

**PRIZED POSSESSION**

Original Photo of the World's First Hydraulic Fracturing Job

**FAVORITE MOVIE**

No Storage Capacity

**NEXT VACATION DESTINATION**

Grand Lake, OK

**ONE ITEM FROM YOUR BUCKET LIST**

Heli-Boarding

# All Hands One Deck



**Brad  
Fowler**

Director,  
Logistics  
HOUSTON

**YEAR STARTED  
AT HESS**

1981

**EDUCATION**

BS, Mechanical Engineering,  
LSU

**AREAS OF EXPERTISE**

Operations, Production

**CERTIFICATIONS  
OR SPECIAL SKILLS**

Reg. Prof. Engr.

**LANGUAGES SPOKEN**

English

**HESS WORK HISTORY**

**2013-Present** Director, Logistics,  
Houston, Texas

**2010-2013** Project Operations Director,  
Unconventionals, Houston, Texas

**2008-2010** Chief Production Engineer,  
Houston, Texas

**2005-2008** Operations Manager, West Africa,  
Houston, Texas

**1997-2005** Operations Manager, GOM,  
Houston, Texas

**1989-1997** Production Superintendent,  
Houston, Texas

**1981-1989** Production Engineer/Foreman,  
Lafayette, LA

**What do you see as the organization's greatest strength?**

Leaders and employees committed to living the Hess values and doing the right thing to make this enterprise successful. I see the largest majority of people I deal with being strongly committed to doing whatever it takes and putting in a lot of effort to get the job done safely and deliver success. We have a great bunch of people who are working hard to achieve the goals as they understand them. As leaders, we need to ensure they have clearly defined goals and objectives, hold them accountable for delivering results and recognize their successes.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change will be to define the roles/responsibilities of this new role and how this new role will interface with the assets. In the new business model, the central Supply Chain organization will have to understand the business objectives and work side by side with

the asset leaders and embedded supply chain staff to implement cost effective, fit-for purpose solutions that meet the minimum standards, ensure necessary policies and standards are effectively implemented and utilized across the business and yet do not create bureaucratic processes that consume resources and provide little business value.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clear roles/responsibilities. We do not have the resources to have multiple efforts working the same thing because we are not sure who is responsible or creating duplicate or incomplete work because it isn't clear who has the ball. The teams have to engage with their peers and counterparts, be the problem solvers, and take accountability for the results. There is a lot of noise about 'how is the new organization going to work?' and we, as leaders, need to be able to clearly articulate how we are going to operationalize the new organization structure and not lose focus or momentum.

**FUN FACTS**

**FIRST JOB**

Worked at a Golf Course

**LAST BOOK READ**

Bleachers by John Grisham

**PRIZED POSSESSION**

My Workshop

**FAVORITE MOVIE**

The Hunt for Red October

**NEXT VACATION DESTINATION**

Hawaii

**ONE ITEM FROM YOUR BUCKET LIST**

Go to August and watch the Saturday and Sunday Masters

# All Hands One Deck



## Michael Frailey

Director, Negotiations  
Acquisitions and  
Divestitures  
HOUSTON

### **YEAR STARTED AT HESS**

2007

### **EDUCATION**

LLM, Tax, NYU Law School

JD, Law, Tulane Law School

BA, Classics, University  
of Oklahoma

### **AREAS OF EXPERTISE**

Transactional Work; Tax; Legal

### **CERTIFICATIONS OR SPECIAL SKILLS**

Texas Bar

### **LANGUAGES SPOKEN**

English; Spanish (non-fluent)

### **HESS WORK HISTORY**

**2013-Present** Director, Negotiations  
Acquisitions and Divestitures, Houston, Texas

**2011-2013** Senior Business Development  
Advisor, London, UK

**2007-2010** Senior Tax Counsel, London, UK

### **PRIOR WORK HISTORY**

**2007-2007** Associate, Gardere Wynn Sewell LLP,  
Houston, Texas

**2005-2007** Tax Manager, ConocoPhillips Alaska,  
Anchorage, Alaska

**2002-2005** Tax Counsel, ConocoPhillips,  
Houston, Texas

**2001-2002** Tax Counsel, Phillips Petroleum,  
Bartlesville, Oklahoma

**What do you see as the organization's greatest strength?**

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**What do you anticipate will be the biggest change to your role in the new organization structure?**

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**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

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**FUN FACTS**

**FIRST JOB**  
Waiter

**LAST BOOK READ**  
Crime & Punishment

**PRIZED POSSESSION**  
grandfathers pocket watch

**FAVORITE MOVIE**  
Star Wars

**NEXT VACATION DESTINATION**  
Hawaii

**ONE ITEM ON FROM BUCKET LIST**  
climb Mt Everest

# All Hands One Deck



## Indrani Franchini

VP, Chief Compliance  
Officer, Global  
Compliance  
NEW YORK

### YEAR STARTED AT HESS

2012

### EDUCATION

JD, Law, University of Michigan  
Law School

BA, Politics, Princeton University

### AREAS OF EXPERTISE

Compliance including Risk  
Assessments, Compliance  
Training, Internal Investigations  
and Compliance Programs

### LANGUAGES SPOKEN

English, Spanish, Japanese

### HESS WORK HISTORY

**2012-Present** VP, Chief Compliance  
Officer, Global Compliance, New York,  
New York

### PRIOR WORK HISTORY

**2003-2012** Chief Compliance Counsel, VP &  
Assistant General Counsel Global Pharma, Pfizer  
Inc., New York, New York

**1998-2003** Associate, Milbank, Tweed, Hadley  
& McCloy LLP, New York, New York and Tokyo,  
Japan



**What do you see as the organization's greatest strength?**

Hess is a company built on its core values. Given my role in compliance, the fact that integrity is one of those values is one of our greatest strengths. Conducting ourselves with integrity helps us to earn the trust and respect of the people we serve. Our commitment to doing the right thing, which means complying with both the spirit and the letter of the laws that govern our industry, gives us a competitive advantage.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

As a new function, we are continuing to develop our support for the new organization. Considering our size, we will not likely see

great change in our role specifically. We will continue to seek the best ways to support the business in navigating the compliance challenges that it faces in an effective and efficient manner.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The Global Compliance function, in order to be effective and efficient, will require the support and engagement of the business. I would ask that our business and other partners continue to follow four main tenants that will help us deliver on our plan (i) know the standards, and live by them; (ii) know the law and ask questions, (iii) raise concerns and (iv) always act with integrity.

**FUN FACTS**

**FIRST JOB**

Wendy's

**LAST BOOK READ**

Lean In

**PRIZED POSSESSION**

My Two Sons

**FAVORITE MOVIE**

When Harry Met Sally

**NEXT VACATION DESTINATION**

Bonaire

**ONE ITEM FROM YOUR BUCKET LIST**

Dive Great Barrier Reef

# All Hands One Deck



## John Gatling

Director, Business  
Planning/Finance,  
Onshore

HOUSTON

### **YEAR STARTED AT HESS**

2010

### **EDUCATION**

MBA, Finance, Duke University

BSc, Business Admin, CA State  
University

### **AREAS OF EXPERTISE**

Finance, Planning, Lean,  
Upstream Oil & Gas

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2013-Present** Director, Business Planning/  
Finance, Onshore, Houston, Texas

**2012-2013** Director, Global Production  
Excellence and Planning, Houston, Texas

**2010-2012** Manager, Global Production  
Planning, Houston, Texas

### **PRIOR WORK HISTORY**

**2008-2010** E&P Controller and Manager, Finance  
and Planning, Aera Energy LLC, Bakersfield,  
California

**2005-2008** E&P Controller and Manager,  
Financial Reporting and Analysis, Aera Energy  
LLC, Bakersfield, California

**2001-2005** Business Unit Controller and  
Planning Supervisor, Bakersfield, California

**1999-2001** Business Unit Finance Supervisor,  
Bakersfield, California

**1997-1999** Treasury Coordinator, Bakersfield,  
California

**1995-1997** Store Manager / Regional Trainer,  
Wal-Mart Stores, Inc., Central Coast, California

**What do you see as the organization's greatest strength?**

Hess' greatest strength is people. In my time with Hess I have met some very dedicated and intelligent individuals. With the reorganization we'll be able to better leverage people's strengths and empower them to improve operational and business performance. As leaders we need to put the right individuals (skilled) into the right positions and give them enough room to develop in their own way and enough guidance to keep them focused on the organizations goals. Motivated and empowered people with a common vision will allow us to extract the maximum value from our high quality assets.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest changes will be moving back into a direct / functional Finance role and leading Cost Management and Lean across the On/ Offshore business units.

I'm confident the transition back to finance and planning will be fine as I've spent most of my career in business partnering roles. Additionally, I am looking forward to leveraging the team's capabilities and developing strong business advisors.

Driving Cost Management and Continuous Improvement across On/Offshore will require careful coordination. Both will be coordinated through the central PE organization and responsibility for implementation will continue to be governed by cross-business unit LTs (PELT and Lean Council).

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

To deliver the 2013 plan time is what I need at the moment. Leading Project ONE is consuming the majority of my time and focus. I'm fortunate that in my new position I have very strong peers and managers. I will look to leverage them as much as I can to ensure Project ONE delivers as expected and we maintain functional excellence in Planning, Finance, and Production Excellence (Cost Management and Continuous Improvement).

**FUN FACTS**

**FIRST JOB**

Busboy in Family Restaurant

**LAST BOOK READ**

Wool

**PRIZED POSSESSION**

Great-Grandfathers Pocket Knife

**FAVORITE MOVIE**

The Shawshank Redemption

**NEXT VACATION DESTINATION**

Rome and Florence

**ONE ITEM FROM YOUR BUCKET LIST**

Learn to Scuba Dive

# All Hands One Deck



## Sandra Gentile

General Manager,  
Offshore - Ghana  
ACCRA, GHANA

### YEAR STARTED AT HESS

2001

### EDUCATION

BS, Civil Engineering, West  
Virginia University

### AREAS OF EXPERTISE

Relationship Building,  
Leadership, Ability to work with  
diverse workforce

### LANGUAGES SPOKEN

English, French (beginner)

### HESS WORK HISTORY

**2010-Present** General Manager, Offshore -  
Accra, Ghana

**2005-2010** Country Manager, Baku, Azerbaijan

**2003-2004** Outside Operated Manager,  
Aberdeen, Scotland

**2001-2003** Director, E&P Strategic Planning,  
London, UK

### PRIOR WORK HISTORY

**1999-2001** Advisor to President E&P, Texaco,  
White Plains, NY

**1997-1999** Business Manager Global  
Exploration, Texaco, Houston, Texas

**1996-1997** GOM Deepwater Economic Advisor,  
Texaco, New Orleans, Louisiana

**1992-1995** Asset Manager, Texaco,  
New Orleans, Louisiana

**1989-1991** Subsurface Manager, Texaco,  
New Orleans, Louisiana

**1981-1988** Reservoir/Production/Drilling  
Engineer, Texaco, Margan City, Louisiana

**What do you see as the organization's greatest strength?**

The re-structuring of the organisation brings a sense of a 'new beginning' which generates both excitement and uncertainty. I feel this mix of emotions can serve to motivate people which is much needed in the company.

Hopefully this motivation will be one of the strengths needed in helping us to overcome any 'new org hiccups' and set us on the right path for achieving our goals and objectives.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Being so remote from the rest of the Ghana Team it is unlikely my role will change much. I will continue to serve as the glue to keep in-

country functions running smoothly while being the primary Government contact. There will be many new faces on the extended Ghana Team and this will involve bringing everyone up to speed on the project.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I need to hire qualified Ghanaians to assist with HR, Commercial and other functions. I need people to listen to me when I advise them on how to do business in Ghana. I need to be kept informed on what is happening as I sometimes find out 'late in the game'. I need to be 'unleashed' to talk to the various Government entities about our business.

**FUN FACTS**

**FIRST JOB**

McDonalds

**LAST BOOK READ**

Quiet by Susan Cain  
(non-fiction)

**PRIZED POSSESSION**

I don't prize possessions

**FAVORITE MOVIE**

Casablanca

**NEXT VACATION DESTINATION**

A safari somewhere in Africa

**ONE ITEM FROM YOUR BUCKET LIST**

No bucket list

# All Hands One Deck



## Alan Gibbons

Director, Business Planning/Finance, Offshore

HOUSTON

### YEAR STARTED AT HESS

2005

### EDUCATION

B.Acc with Honours, Finance & Accounting, Glasgow University

### AREAS OF EXPERTISE

Finance and Accounting

### CERTIFICATIONS OR SPECIAL SKILLS

FCCA

### LANGUAGES SPOKEN

Italian, French

### HESS WORK HISTORY

**2013-Present** Director, Business Planning/Finance, Offshore, Houston, Texas

**2011-2013** Director, Finance, Exp, Dev, Services, GNBD, Houston, Texas

**2009-2011** Director, Finance, Europe & Eurasia, London, UK

**2007-2009** Director Finance, ENAA, Kuala Lumpur, Malaysia

### PRIOR WORK HISTORY

**1999-2005** Vice President Finance - Algeria, Anadarko, London, UK

**1995-1999** Head of Operations Finance, Enterprise, London, UK

**1991-1995** Finance and Admin Manager, Enterprise, Rome, Italy

**1985-1991** Various - Treasury/Business development/Accounting Roles, Enterprise, London, UK

**1984-1985** Accountant, Petrolex, London, UK

**1981-1984** Analyst, BP, London, UK

**What do you see as the organization's greatest strength?**

Our position in the Bakken - it's very material with a strong acreage base, a growing infrastructure and a workforce that is inexorably improving it's execution capability. It offers production and reserve growth and will be around for a long time. Added to this it's in one of the best fiscal regimes for oil and gas and offers the opportunity for profitable growth for many years. If we can be successful in the Bakken we can potentially leverage the skills and capability in others parts of North America and elsewhere.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change in my role is clearly the fact that I will now report directly to a business

head who will have clear accountability for the financial results and value of all parts of the offshore assets - until now I have always reported through the finance function. Working on the inside of the business and bringing increased focus to driving profitability and value will be a breath of fresh air and I am really looking forward to it.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The current reorganization has created significant uncertainty amongst staff and has absorbed huge amounts of management time. We have lost some key staff during this period that we have not been able to freely replace with the pending reorg. The sooner we can get through it and the subsequent transition to the new asset/function dynamic the better.

**FUN FACTS**

**FIRST JOB**

Caddie

**LAST BOOK READ**

Crown of Swords  
by Robert Jordan

**PRIZED POSSESSION**

Golf Clubs

**FAVORITE MOVIE**

Shawshank Redemption

**NEXT VACATION DESTINATION**

UK

**ONE ITEM FROM YOUR BUCKET LIST**

Walk the West Highland  
Way

# All Hands One Deck



## Pascal Girondon

Vice President, Projects -  
Asia Pacific

KUALA LUMPUR

### **YEAR STARTED AT HESS**

2008

### **EDUCATION**

MS, Ecole Nationale Supérieure  
des Arts et Métiers - Paris

PhD equivalent, Drilling and  
Petroleum Engineering,  
Reservoir Engineering,  
Production Facilities, Ecole  
Nationale Supérieure du Pétrole  
et des Moteurs - Paris

### **LANGUAGES SPOKEN**

English (bad), French, Spanish,  
German

### **HESS WORK HISTORY**

**2013-Present** Vice President, Projects - Asia  
Pacific, Kuala Lumpur, Malaysia

**2008-2013** Vice President, Developments, Kuala  
Lumpur, Malaysia

### **PRIOR WORK HISTORY**

**2006-2008** Pazflor Project Director, Total Angola  
(Total Group), Pau & Paris France and Luanda  
Angola

**2003-2006** Managing Director, Total South Pars,  
Total Group, Paris, France, Dubai, UAE and  
Tehran, Iran

**2000-2002** Project Director, Cepsa, Total Group,  
Madrid, Spain and Tehran, Iran

**1995-1999** Production Manager & Asset  
Director, Bloc 3, Elf Exploration Angola, Luanda,  
Angola

**1992-1995** Elf Exploration Production, France

**1989-1991** Senior Petroleum Engineer and  
Country Manager, Elf Aquitaine, Pau, France and  
Douala, Cameroon



**What do you see as the organization's greatest strength?**

Diversity of human resources bringing very diverse and powerful experiences, as well as robust execution capabilities.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Deliver projects for the Asia Pacific assets, with clear accountability on results in terms of costs and schedule

Will require new reporting lines with assets and good coordination on objectives and metrics.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clarity in the organization charts and efficiency in the decision making will be a must have to deliver difficult objectives in 2013.

Will require also capable and experienced staff, when dealing with multiple remote locations, difficult contractual environment and significant level of risks.

**FUN FACTS**

**FIRST JOB**

Movie Star

**LAST BOOK READ**

Freedom by  
Jonathan Frenzen

**PRIZED POSSESSION**

My Camera Collection

**FAVORITE MOVIE**

Lawrence of Arabia,  
David Lean

**NEXT VACATION  
DESTINATION**

China

**ONE ITEM FROM  
YOUR BUCKET LIST**

One Month in Mustang  
(Nepal Kingdom)

# All Hands One Deck



## Zhanna Golodryga

Vice President & CIO,  
Worldwide E&P

HOUSTON

### YEAR STARTED AT HESS

2012

### EDUCATION

MS, Engineering, Kiev  
Engineering and Construction  
Institute

### AREAS OF EXPERTISE

IT, Business Process  
Improvement, Operational  
Excellence

### LANGUAGES SPOKEN

Russian, Moldovan

### HESS WORK HISTORY

**2012-Present** Vice President & CIO, Worldwide  
E&P, Houston, Texas

### PRIOR WORK HISTORY

**2001-2012** Vice President & CIO, BHP Billiton,  
Houston, Texas

**1999-2001** Vice President, IT, First Data/  
TeleCheck, Houston, Texas

**1997-1999** Director, IT, Baker Hughes,  
Houston, Texas

**1982-1997** IT Manager, Marathon Oil,  
Houston, Texas

**What do you see as the organization's greatest strength?**

People. We have a lot of very talented and dedicated employees and contractors in the organization.

I have been impressed with the implementation and adoption of the Production Excellence initiatives.

Flexible and nimble organization with a history of excellence, innovation and success.

We make the most of our assets.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change for me and my team is to work even closer with the Assets on delivering standardized and centralized IT solutions.

Our focus is and will be to enable the "Best Performing Energy Investment".

My roles has not changed from the Functional Perspective. But what I will continue to drive is the delivery of high quality Technical solutions.

Rationalize, Standardize and Centralize IT solutions. Manage IT costs. Deliver ProjectOne on time and on budget as well as delivering the IT fundamental support services.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We all need to rise above the circumstances and demonstrate the ownership necessary for delivering our 2013 plan. We need to see problems quickly so they can be turned around.

We must own issues with clear accountabilities. If it's a company problem, it's my problem too.

We also have to solve issues by looking at what can we do together as a cross functional team to resolve them (Functional Excellence) . Need to be proactive and creative. Must drive to execution.

We need to focus on continuous improvement and commitment to doing the Right thing in the Right way across multi functional teams and assets.

**FUN FACTS**

**FIRST JOB**

Math Teacher

**LAST BOOK READ**

The Forgotten by David Baldacci

**PRIZED POSSESSION**

US Citizenship Document

**FAVORITE MOVIE**

The Godfather

**NEXT VACATION DESTINATION**

Aspen

**ONE ITEM ON YOUR BUCKET LIST**

Travel to Machu Picchu

# All Hands One Deck



## Ronald Gunawan

Director,  
Offshore - Indonesia

JAKARTA

### **YEAR STARTED AT HESS**

2012

### **EDUCATION**

MS, Petroleum Engineering,  
Texas A&M University

BS, Petroleum Engineering,  
Bandung Institute of Technology  
(ITB)

### **AREAS OF EXPERTISE**

Operations, Subsurface, Asset  
Management

### **CERTIFICATIONS OR SPECIAL SKILLS**

Managing Asset Based  
Company, Gas Master Class

### **LANGUAGES SPOKEN**

Indonesian, English

### **HESS WORK HISTORY**

**2013-Present** Director, Offshore -  
Jakarta, Indonesia

**2012-2013** General Manager, Jakarta, Indonesia

### **PRIOR WORK HISTORY**

**2011-2012** Asset Integrity Manager, Eni E&P,  
Milan, Italy

**2008-2011** Operations Manager, Eni Australia,  
Perth, Australia

**2007-2008** Project Operations Manager, Eni  
Australia, Perth, Australia

**2006-2007** Vice President Resource  
Management, VICO Indonesia, Indonesia

**2002-2006** Vice President Asset, Vico Indonesia,  
Jakarta, Indonesia

**2002-2006** Exploitation Manager, Vico  
Indonesia, Jakarta, Indonesia

**What do you see as the organization's greatest strength?**

I see three main greatest strengths in Hess organization:

**PEOPLE:** We have so many good people with variety of technical and organizational experiences from major oil companies. Hess needs to maximize utilization of this leverage for the benefits of the company.

**TOOLS:** We have excellent tools and processes in-place in the organization to operate business.

**NEW ORGANIZATION:** The new organization structure is expected to provide more efficient way in operating the business.

The key now is how to manage the transition between the previous and current organization and ensure that all of the organization is aligned with the new business process.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I anticipate that the biggest change to my role as Director of Asset in the new organization structure will be:

- Fully accountable for P&L of the asset
- Reporting line of the organization is more clear, so I anticipate to have more control on how we run the business

The key now is to ensure that the roles and responsibilities of Functional Directors and Asset Directors are clear to each individual in the organization.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I need most to deliver 2013 plan:

- Fully accountable to P&L of the asset
- Clear reporting line in the organization. This is to ensure that we will not waste our time to entertain the bureaucracy in the organization.

**FUN FACTS**

**FIRST JOB**

Field Service Engineer  
Trainee with Halliburton

**LAST BOOK READ**

Every Day a Friday  
by Joel Osteen

**PRIZED POSSESSION**

My Family

**FAVORITE MOVIE**

The Godfather

**NEXT VACATION DESTINATION**

New Zealand

**ONE ITEM FROM YOUR BUCKET LIST**

Spending 1 full month  
for holiday

# All Hands One Deck



## Brock Hajdik

Vice President,  
Operations - Asia Pacific  
KUALA LUMPUR

### **YEAR STARTED AT HESS**

2004

### **EDUCATION**

BSc, Chemical Engineering,  
Texas A&M University

### **AREAS OF EXPERTISE**

Developments/Production  
Operations

### **CERTIFICATIONS OR SPECIAL SKILLS**

Professional Engineer - Texas

### **LANGUAGES SPOKEN**

English, Spanish

### **HESS WORK HISTORY**

**2013-Present** Vice President, Operations - Asia  
Pacific, Kuala Lumpur, Malaysia

**2012-2013** Vice President, Production, Asia  
Pacific, Kuala Lumpur, Malaysia

**2009-2012** Director, Gas Plants/Bakken Major  
Projects, Houston, Texas

**2006-2009** Project Manager, ROZ/WBD  
Development, Houston, Texas

**2004-2006** Engineering Advisor, Elon  
Development, Houston, Texas

**What do you see as the organization's greatest strength?**

Hess Values and a belief amongst the workforce that they can make a tangible difference.

A defined vision, strategy, and tactics to align the organization.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Getting the team back into a mindset of continuous improvement using the tools of Production Excellence, the Operating Rhythm, and Lean Mental Models/Behaviors. With the divestments, reorganization, and proxy, we've become distracted and lost our focus over the last couple of months.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The elimination of uncertainty in the workforce. This will be sorted, in time, but it currently remains as a significant hurdle to both focus and dedication.

**FUN FACTS**

**FIRST JOB**

Hajdik's Lawn Mowing Service

**LAST BOOK READ**

Theory of Justice  
by J. Rawls

**PRIZED POSSESSION**

Wedding Ring

**FAVORITE MOVIE**

It's a Wonderful Life &  
The Searchers

**NEXT VACATION DESTINATION**

Beijing

**ONE ITEM FROM YOUR BUCKET LIST**

No Bucket List

# All Hands One Deck



## Claire Hand

Associate General Counsel, Onshore U.S.

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

JD, University of Houston

BA, English, University of Texas, Pan American

### AREAS OF EXPERTISE

Oil and Gas, Litigation

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2011-Present** Associate General Counsel, Onshore U.S., Houston, Texas

### PRIOR WORK HISTORY

**2010-2011** Senior Counsel, BHP Billiton, Houston, Texas

**2000-2010** Counsel, Exxon Mobil Corporation, Houston/Fairfax/Dallas/Anchorage



**What do you see as the organization's greatest strength?**

I believe the organization's greatest strength is its people. The people at Hess are committed to doing the work that is necessary to achieve the goals set forth by management. The amount of work that needs to be done can seem daunting at times, but everyone is committed to moving forward and reaching those goals as a team.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I don't know how or if the new organization will change how legal advice and services are provided to the company. However, one of the continuing challenges is to prioritize the work that needs to be accomplished based upon risk and resources.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The biggest challenge will be having enough of the right people to do all of the work that is a part of the 2013 plan. This is due to the additional workload associated with implementing fundamental changes to the business in 2013 and 2014 on top of the usual and customary work and issues that arise.

**FUN FACTS**

**FIRST JOB**

Answering Calls at QVC

**LAST BOOK READ**

Quiet, The Power of Introverts in a World that Can't Stop Talking  
by Susan Cain

**PRIZED POSSESSION**

I don't have a prized possession

**FAVORITE MOVIE**

Waiting for Guffman

**NEXT VACATION DESTINATION**

Just returned from Italy

**ONE ITEM FROM YOUR BUCKET LIST**

Machu Picchu

# All Hands One Deck



## Scott Heck

Senior Vice President,  
Offshore  
HOUSTON

### YEAR STARTED AT HESS

1989

### EDUCATION

BS, Petroleum Engineering,  
Marietta College

### HESS WORK HISTORY

**2013-Present** Senior Vice President,  
Offshore, Houston, Texas

**2007-2013** Senior Vice President, E&P  
Technology, Houston, Texas

**2006-2007** Senior Vice President, Global  
Production & Technology, Houston, Texas

**2005-2006** Senior Vice President, Global  
Production, Houston, Texas

**2003-2005** Vice President, West Africa  
Production,  
Houston, Texas

**2002-2003** Manager, West Africa Production,  
Houston, Texas

### PRIOR WORK HISTORY

**1989-1989** Senior O/A Engineer, ARCO Oil &  
Gas Co., Bakersfield, California

**1980-1989** Project Petroleum Engineer,  
Tenneco Oil, Bakersfield, California

**What do you see as the organization's greatest strength?**

Organizational capability and 'Can Do' spirit.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Balance between Value Stewardship and Functional Excellence.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

More time to 'Think/Plan' vs 'Do'.

**FUN FACTS**

**FIRST JOB**

Sludge Shoveler in a Sewage Plant

**LAST BOOK READ**

Drawing Near

**PRIZED POSSESSION**

My Family

**FAVORITE MOVIE**

Too Many To List

**NEXT VACATION DESTINATION**

Alaska Cruise

**ONE ITEM FROM YOUR BUCKET LIST**

Alaska Cruise

# All Hands One Deck



## Toni Hennike

Vice President & General Counsel, Worldwide E&P

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

JD, Law, Tulsa University

### AREAS OF EXPERTISE

Legal

### HESS WORK HISTORY

**2011-Present** Vice President & General Counsel, Worldwide E&P, Houston, Texas

### PRIOR WORK HISTORY

**2010-2011** Senior Counsel, International Disputes, ExxonMobil, Houston, Texas

**2008-2010** Coordinator International Investments & Arbitration, ExxonMobil, Houston, Texas

**2006-2008** Assistant Chief Attorney, Production, ExxonMobil, Houston, Texas

**2004-2006** Assistant Chief Attorney, E & D, ExxonMobil, Houston, Texas

**1999-2004** Assistant Chief Attorney, Exploration, ExxonMobil, Houston, Texas

**1997-1999** General Counsel Mobil E&P Australia, Mobil, Perth, Western Australia

**What do you see as the organization's greatest strength?**

Hess people want to do the "right thing". This is part of the DNA of the Hess organization and is a powerful strength. With P&L responsibilities shifting to the assets, "profitability" will be driving behaviors at multiple levels of the organization and, at the same time, Hess people can be counted on to continue to "do the right thing" - to maintain our commitment to the highest ethical standards, to observe applicable laws and regulations, and to continue to make the safety of every Hess employee, every Hess contractor and every community where we conduct operations, a priority.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

More direct engagement with the asset leaders and senior management in discussing the support Law provides, the legal issues and risks associated with the assets and E&P companies overall, and the cost of the law support at an asset level and at the E&P corporate level.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Having every E&P lawyer possess the right experience level and competencies needed for them to provide the best counsel to their clients, and having the right number of lawyers and staff (i) to support the business in delivering the 2013 plan and (ii) to reduce legal risks to Hess Corporation, its E&P affiliates and the officers, directors and managers thereof.

**FUN FACTS**

**FIRST JOB**

Clerked for Prosecuting Attorney (in High School)

**LAST BOOK READ**

Proof of Heaven

**PRIZED POSSESSION**

Don't have just one prized possession

**FAVORITE MOVIE**

Julia 1977 movie based on Lillian Hellman's book Pentimento, or Chinatown

**NEXT VACATION DESTINATION**

Yosemite National Park and San Francisco

**ONE ITEM FROM YOUR BUCKET LIST**

Visit Petra in Jordan

# All Hands One Deck



**Greg  
Hill**

President,  
Worldwide E&P  
NEW YORK

**YEAR STARTED  
AT HESS**  
2009

**EDUCATION**  
BS, Mechanical Engineering  
(with Honors), University  
of Wyoming

**AREAS OF EXPERTISE**  
Strategy, Operations,  
Development, Global Leadership

**HESS WORK HISTORY**  
**2009-Present** President, Worldwide E&P,  
New York

**PRIOR WORK HISTORY**  
**2007-2008** E Vice President & Global Production  
Coordinator, Shell EP International,  
Asia Pacific, Singapore

**2003-2006** Vice President, Production,  
Shell EP Europe, Aberdeen UK

**2002-2003** CEO, Enterprise Oil Integration,  
Shell International EP, London UK

**1999-2002** Senior Vice President,  
Aera Energy LLC, Bakersfield, California

**1998-1999** Vice President, Strategy,  
Shell International, London UK

**What do you see as the organization's greatest strength?**

The world-class team that we have!

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Getting an almost completely new Board of Directors up to speed with our strategy, portfolio, and business plan in a short period of time.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

100% top-to-bottom alignment of leadership on the strategy, plan, and key deliverables to guarantee flawless execution!

**FUN FACTS**

**FIRST JOB**

Cowboy/Ranch Hand

**LAST BOOK READ**

Younger Every Year

**PRIZED POSSESSION**

Gun Collection

**FAVORITE MOVIE**

Tombstone

**NEXT VACATION DESTINATION**

Africa Shooting Safari

**ONE ITEM FROM YOUR BUCKET LIST**

Climb one mountain over 20,000 feet

# All Hands One Deck



## Louis Huizenga

Director, Offshore -  
Norway Asset

STAVANGER

### YEAR STARTED AT HESS

2012

### EDUCATION

MSc Mining Engineering,  
Petroleum Engineering,  
Delft University, NL

### AREAS OF EXPERTISE

Reservoir Engineering, Field  
Development Planning,  
Reserves, Waterflooding,  
Front End Project Management

### LANGUAGES SPOKEN

Dutch, English

### HESS WORK HISTORY

**2013-Present** Director, Offshore - Norway Asset,  
Stavanger, Norway

**2012-2013** Sub-Surface Director ENA,  
London, UK

### PRIOR WORK HISTORY

**2011-2011** Senior Project Advisor, RDS, NL

**2008-2011** Water Flood Manager, RDS, Brunei

**2003-2008** Chief RE and Head of Development,  
RDS, Brunei

**1997-2003** Corporate Hd Petroleum  
Engineering, RDS, Assen, NL

**1996-1997** Manager Field Dev. Planning  
Support, RDS, Aberdeen, UK

**1978-1997** Sub-Surface TL, (Senior) RE, Drilling  
Operations Engineer, RDS, UK, Oman, Norway



**What do you see as the organization's greatest strength?**

I have been with Hess just one year now. During the interviews I noticed the Hess values displayed on the wall of the meeting room. They aligned with my own and were one of the deciding factors to join. During the year, and in particular during the last half year, I have seen strong confirmation of those values. Integrity, treating people with respect, valuing each others contributions and opinions, are well embedded in the organisation. A corporate culture like that takes many years to build and is easily destroyed. Key is the people that we have and keep on board and the people we bring into the company going forward. We need to consciously promote these values going forward.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

In the new organisation I move from Sub Surface Director to Asset Director with profit and loss accountability for our biggest NOV

and a major decommissioning project. Apart from the physical move from London to Stavanger, a major change in itself for my wife and me, the other big changes will be the bottom line accountability and the wider scope of the new role. Besides the annual balance, profit and loss for me is about longer term value creation. In asset management I want to balance short term optimisation needs against long term value delivery and growth.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We are facing major challenges in Valhall. Most at risk is reliable delivery of new wells, building and agreeing the decommissioning/ P&A strategy and plan for facilities and wells, robust mitigation of the growing shallow gas risk and associated well integrity risks. We cannot rely on BP delivering this on their own and in particular we need the best quality D&C resources to come into Hess Norge and be available in Hess worldwide. These are potential company performance wreckers.

**FUN FACTS**

- FIRST JOB**  
Tomato Picker
- LAST BOOK READ**  
Jo Nesbo - Kakerlakkene (The cockroaches)
- PRIZED POSSESSION**  
My garden back home
- FAVORITE MOVIE**  
Stieg Larsson, Millenium Trilogy
- NEXT VACATION DESTINATION**  
Home in Holland
- ONE ITEM FROM YOUR BUCKET LIST**  
Play Pebble Beach

# All Hands One Deck



## Mark Johnson

Vice President,  
Finance Shared Services

HOUSTON

### YEAR STARTED AT HESS

1981

### EDUCATION

MBA, Business, Stanford

BBA, Finance, Wichita State

### AREAS OF EXPERTISE

Accounting, Finance, Systems

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Vice President, Finance Shared Services, Houston, Texas

**2004-2013** Controller, E&P, Houston, Texas

**2003-2004** Assistant Controller, E&P, New York & Houston, Texas

**2003-2003** Head of ENAA Production Finance, Aberdeen, UK

**2002-2003** Controller, Americas, Houston, Texas

**1997-2002** Assistant Controller, Financial Services, Houston, Texas

**What do you see as the organization's greatest strength?**

This organization has tremendous breadth and depth of technical and business expertise that leadership recognizes and respects. It creates an atmosphere conducive to collaboration and consultation. It allows and supports leadership commitment to functional and process excellence.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

As head of the E&P accounting function, I will continue to provide a shared service to the business. Therefore, reporting lines in my departments will not change and the direct impact to my own role will be minimal. I do anticipate, however, more desire from the business to understand and influence the

services provided by accounting, our service delivery model, and the activities controlled by the business that drive our costs.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The accounting organization is currently two thirds employees and one third contractors. We chose to minimize hiring while undertaking outsourcing and have since staffed our major project initiatives (Project ONE, Cobra, and the resolution of ownership issues in our unconventional plays) by backfilling employees with contractors. Once clear line of sight is established after company-wide reorganizations are complete and the final impact of our major initiatives is known, it will be important to proceed with filling our long term critical skills positions with employees.

**FUN FACTS**

**FIRST JOB**

Grocery Store  
Shelf Stocker  
(through High School)

**LAST BOOK READ**

The Physics of Wall Street:  
A Brief History of Predicting  
the Unpredictable by  
James Weatherall

**PRIZED POSSESSION**

A pair of magnificently  
carved wooden snakes I  
found in Indonesia; I have  
an immense appreciation  
for the talent it took to do  
the intricate carving.

**FAVORITE MOVIE**

Die Hard  
(the original 1988 release)

**NEXT VACATION  
DESTINATION**

Oahu, Hawaii (two days  
after this conference ends)

**ONE ITEM FROM  
YOUR BUCKET LIST**

Travel to the great pyramids  
of Egypt (perhaps after the  
situation stabilizes)

# All Hands One Deck



## Randy Johnson

Vice President,  
E&P Technology

HOUSTON

### **YEAR STARTED AT HESS**

2005

### **EDUCATION**

MS, Petroleum Engineering,  
University of Houston

BS, Mechanical Engineering,  
Arizona State University

### **AREAS OF EXPERTISE**

Reservoir Engineering  
and Management

### **CERTIFICATIONS OR SPECIAL SKILLS**

PE, Texas

### **HESS WORK HISTORY**

**2013-Present** Vice President, E&P Technology,  
Houston, Texas

**2010-2013** Vice President, EPT Engineering  
Technology, Kuala Lumpur, Malaysia

**2008-2010** General Manager, Carigali Hess,  
Kuala Lumpur, Malaysia

**2007-2008** Subsurface Manager, Asia Pacific,  
Houston, Texas

**2005-2007** Subsurface Manager, Americas,  
Houston, Texas

### **PRIOR WORK HISTORY**

**1999-2005** Subsurface Team Leader/  
Project Manager, Chevron Texaco EPTC,  
Houston, Texas

**1996-1999** SW LA Asset Manager/Resource  
Advisor, Texaco, New Orleans, Louisiana

**1993-1996** RE Team Leader, Saudi Arabian  
Texaco, Wafra Field, Kuwait

**1989-1993** Senior Reservoir Engineer, Texaco  
E&P Technology Division, Houston, Texas

**1981-1984** Facilities Engineer, Getty,  
Bakersfield, California

**What do you see as the organization's greatest strength?**

The high quality of our staff is our greatest strength. We have strived to hire the best staff available in the oil industry from a diverse group of independent and major oil companies, and we complimented it with a strong university recruiting and training program. The experienced hires have brought successful practices from their prior employers. The Foundation staff provide an influx of high energy individuals with a fresh perspective and willingness to question the status quo.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My scope and sphere of influence has increased because the responsibilities of the prior Vice President of EPT Geosciences and some of the responsibilities of the prior S Vice

President of EPT have been consolidated under me. I need to effectively lead engineering technology, geoscience technology, global reserves and geoscience/engineering development. Frequent engagement and communication is required to ensure that EPT plays its role in maintaining functional excellence in an environment that will be more P&L focused.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Key vacancies in EPT need to be filled quickly, particularly the Chief RE position. In addition, the assets need to ensure that they have adequate staffing so that EPT is not being used as a body shop focused only on tactical operational work. EPT needs to lead in innovation and create space to pursue some strategic technology projects.

**FUN FACTS**

**FIRST JOB**

Stock Boy for an Electrician

**LAST BOOK READ**

Serial Innovators

**PRIZED POSSESSION**

First Edition Atlas  
Shrugged Book

**FAVORITE MOVIE**

The Shawshank  
Redemption

**NEXT VACATION DESTINATION**

Wisconsin and Upper  
Michigan

**ONE ITEM FROM YOUR BUCKET LIST**

Write a Novel

# All Hands One Deck



**Sauu  
Kakok**

Vice President,  
Asia Pacific

KUALA LUMPUR

**YEAR STARTED  
AT HESS**

2011

**EDUCATION**

B Eng (Hons), Civil Engineering,  
University Malaya

**AREAS OF EXPERTISE**

Production Technology,  
Commercial, E&P Contracts  
(PSCs), Negotiations

**LANGUAGES SPOKEN**

English, Bahasa Malaysia

**HESS WORK HISTORY**

**2013-Present** Vice President, Asia Pacific,  
Kuala Lumpur, Malaysia

**2011-2013** Vice President, New Business  
Development, Kuala Lumpur, Malaysia

**PRIOR WORK HISTORY**

**2007-2009** Vice President Corporate Support EP,  
Asia Pacific, Shell EP International, Singapore

**2005-2006** Senior Manager, Global New  
Business, Shell International, Rijswijk,  
Netherlands

**2001-2004** Senior Regional Advisor, Asia Pacific,  
Shell International, The Hague, Netherlands

**1998-2000** Regional EP Advisor, South America,  
Shell International, The Hague, Netherlands

**1996-1997** Head, New Business Development,  
Malaysia, Shell Sarawak, Miri, Malaysia

**1992-1995** Chief Petroleum Engineer, Shell  
Sarawak, Miri, Malaysia

**What do you see as the organization's greatest strength?**

Strong remaining portfolio. In SEA, Hess will continue to be well positioned to compete in the growing and increasingly attractive margin domestic gas market.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Managing a very diverse team who have been used to a certain way of working. My challenge will be to transform the team into a high performing team in a short space over

the next 6 months during which time there will be pressure to deliver on a number of key business decisions.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

An aligned leadership team that is focused on delivery. For this to happen, the team need to have a collective understanding of their individual accountability to be able to - i) drive execution jointly; ii) have the discipline to ensure that decision milestones are adhered to consistently.

**FUN FACTS**

**LAST BOOK READ**

Team of Rivals

# All Hands One Deck



## Les Kelso

Director, Drilling,  
Onshore - Bakken Asset  
HOUSTON

**YEAR STARTED  
AT HESS**  
2008

**EDUCATION**  
BS, Petroleum Engineering,  
Texas Tech University

**AREAS OF EXPERTISE**  
Drilling & Completions

**HESS WORK HISTORY**

**2013-Present** Director, Drilling, Onshore -  
Bakken Asset, Houston, Texas

**2011-2013** Director, Drilling & Completions,  
Global Unconventionals, Houston, Texas

**2010-2011** Manager, Drilling & Completions,  
Houston, Texas

**2008-2010** Manager, Drilling & Completions,  
London, UK

**PRIOR WORK HISTORY**

**2008-2008** Thunderhorse, Wells Team Leader,  
BP, Houston, Texas

**2006-2008** New Ventures Wells Superintendent,  
BP, Houston, Texas

**2004-2006** Spar Rig Delivery Manager, BP,  
Houston, Texas

**2001-2004** Spar Rig Contracting Manager, BP,  
Houston, Texas

**2000-2001** Drilling Operations Manager, BP,  
Cairo, Egypt

**1998-2000** Drilling Engineering Manager,  
Amoco, Cairo, Egypt



**What do you see as the organization's greatest strength?**

Great people willing to learn a different asset based structure as long and they are engaged productively.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Learning with the rest of the organization as to how best to serve in a functional capacity that best delivers the P&L accountability on an asset basis.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Well thought out simple and applicable communication tools, templates, handouts, go by's, analogues, video's, FAQ's etc.

There should be pathways and conduits for people to ask questions and express views on their observations and how they have resolved problems in the new organization. There needs to be a way to inject transparency into the current process for the entire organization that has been shrouded in extreme secrecy up to this point.

**FUN FACTS**

**FIRST JOB**

Roughneck in Libyan Desert

**LAST BOOK READ**

Legend of Colton Bryant

**PRIZED POSSESSION**

My House

**FAVORITE MOVIE**

Forrest Gump

**NEXT VACATION DESTINATION**

My Pool

**ONE ITEM FROM YOUR BUCKET LIST**

Learn how to play guitar

# All Hands One Deck



## Kelly Knight

Vice President,  
Human Resources,  
Strategic Staffing  
HOUSTON

**YEAR STARTED  
AT HESS**  
2011

**EDUCATION**  
MA, Georgetown University

BA, Political Science/ Russian,  
Trinity University

**AREAS OF EXPERTISE**  
Resourcing / HR

**CERTIFICATIONS  
OR SPECIAL SKILLS**  
Competency Based  
Assessment, Hogan/360 Coach,  
DDI Trainer, Crisis Management  
Emergency Response

**LANGUAGES SPOKEN**  
English, Russian

**HESS WORK HISTORY**  
**2011-Present** Vice President, Human Resources,  
Strategic Staffing, Houston, Texas

**PRIOR WORK HISTORY**  
**2008-2011** Executive Director, Russell Reynolds  
Associates, Houston, Texas

**2003-2008** Head of Energy Practice, Ward  
Howell International, Moscow, Russia

**2000-2003** Commercial Director, Eurasia,  
Cambridge Energy Research Associates,  
Moscow/Paris

**1996-2000** Head of Representation, Cambridge  
Energy Research Associates, Moscow, Russia

**1992-1996** International Trade Specialist, U.S.  
Department of Commerce, Washington, D.C.

**What do you see as the organization's greatest strength?**

Our culture - it is one of our greatest strengths and weaknesses.

Hess offers an ability to have an impact / to make a difference; it is an enormously caring organization; values-based; there is a focus on team vs. individual success; integrity / quality of the people.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Through 2014 we will be under immense pressure to deliver the business and focus on short term priorities. The challenge will be to do this without losing sight of longer term / strategic issues, while maintaining functional excellence.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Better understanding and alignment on resourcing / talent priorities across the business.

**FUN FACTS**

**FIRST JOB**

Doing Russian Statistics at the U.S. Department of Agriculture in Washington, D.C.

**LAST BOOK READ**

Swimming to Antarctica by Lynn Cox

**PRIZED POSSESSION**

Letter from my Father about leaders with integrity vs. "loser" leaders

**FAVORITE MOVIE**

White Christmas

**NEXT VACATION DESTINATION**

Aquaba, Jordan

**ONE ITEM FROM YOUR BUCKET LIST**

In this lifetime, I would like to see a live match featuring Roger Federer (before he retires) or Rafa Nadal at the US Open in New York.

# All Hands One Deck



## Ronnie Kurtin

Director, Human Resources, Exploration & Developments  
HOUSTON

### YEAR STARTED AT HESS

2005

### EDUCATION

MLIR, Labor and Industrial Relations, Michigan State University

MS, Education/Learning, Central Michigan University

BS, Education-Learning Disabilities, Eastern Kentucky University

### AREAS OF EXPERTISE

Talent Management/Staffing, Learning/Org Development

### HESS WORK HISTORY

**2013-Present** Director, Human Resources, Exploration and Developments, Houston, Texas

**2010-2013** Director, Human Resources, Developments and E&P Technology, Houston, Texas

**2005-2010** Director, Human Resources, E&P, Houston, Texas

### PRIOR WORK HISTORY

**2004-2005** Director, Human Resources, Corporate Center, Shell Oil Company, Houston, Texas

**2002-2004** Director, Attraction and Recruiting, Shell Oil Company, Houston, Texas

**1999-2002** Director, Compensation and Benefits, Shell, Texaco and Saudi Aramco Joint Venture, Downstream, Houston, Texas

**1997-1999** General Manager, Compensation and Benefits, Reliant Energy, Houston, Texas

**1996-1997** Director, Global Compensation and Benefits, Honeywell Corporate Headquarters, Morristown, New Jersey

**1994-1997** Director, Compensation and Benefits, Honeywell Aerospace, Phoenix, Arizona

**What do you see as the organization's greatest strength?**

Highly experienced skilled people.

Strong Company Values.

Evolving culture committed to: high performance, practical processes and financial discipline.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Decision Making Processes in the new organization will be different based on the asset model vs a functional model and working to get the best from both.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Shared agreement regarding the work required and the collective resources necessary to meet the business needs.

**FUN FACTS**

**FIRST JOB**

Playground Leader in Michigan Parks and Recreation Department

**LAST BOOK READ**

The Boy in the Girls Bathroom (read with my 12 year old son)

**PRIZED POSSESSION**

Family Videos

**FAVORITE MOVIE**

Star Wars

**NEXT VACATION DESTINATION**

Colorado

**ONE ITEM FROM YOUR BUCKET LIST**

African Safari

# All Hands One Deck



## Stuart Lake

Vice President,  
Exploration - Capture  
HOUSTON

### YEAR STARTED AT HESS

2009

### EDUCATION

PhD, Geology,  
Durham University

BSc, Geology,  
University of Wales

### AREAS OF EXPERTISE

Exploration

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Vice President, Exploration -  
Capture, Houston, Texas

**2012-2012** Vice President, Exploration, Europe,  
Africa, Middle East and South America,  
Houston, Texas

**2009-2012** Vice President, Exploration, Europe,  
Africa, Middle East & CIS, London, UK

### PRIOR WORK HISTORY

**2007-2009** Director Petrolera TDF & Apache  
Chile, Apache Corporation, Buenos Aires,  
Argentina

**2005-2007** Director International Exploration  
and New Ventures, Apache Corporation,  
Houston, Texas

**2004-2005** Vice President Exploration Shell  
Russia, Shell E&P BV, Moscow, Russia

**2003-2004** Deputy Vice President Shell Deep-  
Water & Exploration, Shell International, The  
Hague, Netherlands

**2001-2003** Exploration Manager Middle East  
& Africa, Shell International, The Hague,  
Netherlands

**2000-2001** JDA Exploitation Director and  
Manager Southern North Sea (Shell UK Expro &  
NAM, Nederlandse Aardolie Maatschappij BV),  
NAM (A Shell subsidiary), Assen, Netherlands

**What do you see as the organization's greatest strength?**

We are a Global E&P player, which is flexible, responsive and faster moving than our competitors.

We are able to make and implement decisions quickly and can execute and deliver on them.

Our culture and values are a critical strength, whilst the diversity and experience of our talented and engaged workforce with both strong technical and commercial capabilities remains a key differentiator.

Our reputation as a trusted partner with NOC's, Governments and partners alike and the excellent relationship we have within the communities where we work make us a unique company.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change will be aligning with unconventional and ensuring we capture the best opportunities given the limited funds for the company on the same technical and commercial metrics and that those new entries provide the pivotal growth mid and long term to the company.

Currently the Exploration portfolio is empty 2015 onwards, so need to instill a sense of urgency and get this right from the start.

I will, of course, miss being no longer involved with the daily operational aspects of the business (drilling wells, acquiring seismic) that require often instant and safe decisions especially in areas like Ghana and Kurdistan where this is very intensive and has been very rewarding.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We need the new BoD to align to the Focused High Impact Exploration Strategy and its execution specifically in the GoM, and West Africa/Conjugate Margin, given the portfolio is empty 2015+.

We require BoD support to funding Exploration and Unconventional Capture (excluding Expl. Mature) with both budget for the remaining part of 2013 and onwards at some 250MM USD/year and ensure Capture is fully staffed to deliver the growth portfolio for Hess Corporation.

We need a voice on the EPLT and to the Board of Directors that can speak to Exploration and Geoscience and that compliments the Engineering and Project Execution Leadership currently in place (we urgently need an Exploration S Vice President).

**FUN FACTS**

**FIRST JOB**

Milk Delivery (age 9)

**LAST BOOK READ**

Sun Zi's, Art of War

**PRIZED POSSESSION**

A castle built in 1066 in my UK garden and an original Picasso

**FAVORITE MOVIE**

Lord of the Rings

**NEXT VACATION DESTINATION**

Netherlands

**ONE ITEM FROM YOUR BUCKET LIST**

Be a Space Tourist

# All Hands One Deck



## Jamie Lane

Vice President, Talent and Organization Development  
NEW YORK

### YEAR STARTED AT HESS

2011

### EDUCATION

MS, Organization Behavior and International Management, Benedictine University

BS, Accounting, Western Illinois University

### AREAS OF EXPERTISE

Talent Management, Succession Planning, Learning and Leadership Development, Organization Development including Organization Design, Change Management and Team Effectiveness

### CERTIFICATIONS OR SPECIAL SKILLS

CPA

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2011-Present** Vice President, Talent and Organization Development, New York

### PRIOR WORK HISTORY

**2007-2011** Vice President Talent and Organization Development, Ingersoll Rand, Davidson, North Carolina

**2006-2007** Vice President Talent, Learning and Organization Development, Fifth Third, Cincinnati, Ohio

**1998-2005** Vice President Leadership, Learning and Organization Development, Motorola, Schaumburg, Illinois

**1996-1998** Director of Learning, McDonalds Corporation, Oak Brook, Illinois

**1978-1996** Progressive Titles of Staff, Senior, Manager, Director and Managing Director, Arthur Andersen, Milwaukee, WI/Denver CO/St. Charles, Illinois



**What do you see as the organization's greatest strength?**

The leaders of Hess take a long term perspective on the business and demonstrate a genuine commitment to stewardship. This, combined with the passion and commitment from so many of our people, create a unique strength.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Scope of the role - focus will be on exploration and production only vs. looking at the company as a portfolio of businesses and talent.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Patience

**FUN FACTS**

**FIRST JOB**

Waiting on Customers and making ice cream treats at Dairy Queen

**LAST BOOK READ**

Only Time will Tell  
by Jeffery Archer

**PRIZED POSSESSION**

Anything that came from my Mother

**FAVORITE MOVIE**

Gone with the Wind and the 3 original Star Wars movies

**NEXT VACATION DESTINATION**

Just got back from Spain, Portugal and France so I have not planned the next vacation yet

**ONE ITEM FROM YOUR BUCKET LIST**

I've never been to Hawaii and hope to go someday.

# All Hands One Deck



## Nicholas Larcombe

Director, Subsurface Computing

HOUSTON

### YEAR STARTED AT HESS

2013

### EDUCATION

Bsc (Honors), Geology, Royal Holloway, University of London

### AREAS OF EXPERTISE

Geoscience Computing, IT, Data Management, Applications Support, Contract Management, Project Management, Leadership, Records Management

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Subsurface Computing, Houston, Texas

### PRIOR WORK HISTORY

**2009-2013** Senior Manager, Subsurface Computing, BHP Billiton, Houston, Texas

**2006-2009** Global Manager - Knowledge Management, BHP Billiton, Houston, Texas

**2004-2006** IT AIM & Service Delivery Manager, BHP Billiton, London, UK

**2002-2004** Manager Applications & IM, BHP Billiton, London, UK

**2000-2002** Data Manager - DM Co-ordinator, BHP Billiton, London, UK

**1995-2000** Geoscience Computing Assistant, Venture Information Management Team Lead, UK

**What do you see as the organization's greatest strength?**

The people at Hess are its strongest asset. I have been at Hess for only 3 months now and have come to quickly understand that in general the staff are highly skilled and talented. As Hess moves forward in the coming year I believe that continued development of Hess staff will be a critical success factor. Another early observation is that the people at Hess, while committed and talented, need a stronger sense of direction and leadership, it's vital for Hess management to provide absolute clarity here. Another clear part of Hess strength is its commitment to its foundational values irrelevant of business strategy these values must be maintained and enforced by Hess employees.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

It's vital to enforce accountability and work processes to drive results with a focus on

cost management and efficient execution. The change to a stronger P&L model requires my team (IT Subsurface Computing) which remains largely centralized to work with a strong understanding of functional excellence i.e. the right people with the right expertise in the right place at the right time to ensure work is performed effectively and efficiently in all parts of the organization. It will be vital to develop strong business relationships to achieve this and an IT / Business partnership that respects the roles of IT and accountability for decisions and execution.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Strong business governance / networks in the area of Subsurface / Technical Computing and that the decisions made by these bodies are enforced throughout the Exploration, Production and Development Geoscience and Engineering organizations.

**FUN FACTS**

**FIRST JOB**

Newspaper Delivery Boy

**LAST BOOK READ**

Into Thin Air  
by Jon Krakauer

**PRIZED POSSESSION**

My Health

**FAVORITE MOVIE**

Star Wars

**NEXT VACATION DESTINATION**

Thailand / Japan

**ONE ITEM FROM YOUR BUCKET LIST**

Summit Aconcagua  
(22,837 ft) in Argentina

# All Hands One Deck



## Will Lehmann

Director, Geoscience &  
Engineering Development

HOUSTON

### YEAR STARTED AT HESS

1994

### EDUCATION

BS, Petroleum Engineering,  
Colorado School of Mines

### AREAS OF EXPERTISE

Petroleum Engineering,  
Planning, Career Development

### LANGUAGES SPOKEN

English, French (some)

### HESS WORK HISTORY

**2008-Present** Director, Geoscience and  
Engineering Development, Houston, Texas

**2006-2008** Chief Production Engineer,  
Houston, Texas

**1999-2008** Manager Planning, US E&P

**1997-1999** Manager, Business Development

**1996-1997** Manager, Technical Services

**1994-1996** Manager, US Onshore Joint  
Venture Production

### PRIOR WORK HISTORY

**1990-1994** General Manager, Tunisian British  
Services (British Gas)

**1988-1988** Project Production Engineer,  
Tenneco Oil Company, Denver/Houston

**What do you see as the organization's greatest strength?**

Maybe not the greatest strength, but something that's a competitive edge. The company's support of graduate and early career professionals. I've seen it throughout my 19 years with Hess, and certainly in my current role in technical staff development. It starts at the top with John Hess, and has consistently been demonstrated by the company's leadership. We still hear from students on campus about the time that John Hess and Greg Hill visited the Keystone class and spent more than 20 minutes talking to the students.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Providing our 'people' services to the new organizational structure, supporting an asset based organization while at the same time

maintaining functional excellence and not losing the benefit of optimization across the global enterprise. Essentially, adapting our programs and processes to align with an asset based structure.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Our key 'must have' is continued support from the business for these people related activities. More specifically this means (1) smooth intake of graduating Foundation members into asset teams, (2) support and recognition of mentorship activity, (3) support of asset team members participating in college recruiting and (4) support for technical training and the time required to attend courses. Actually, we have these now, but it will need to continue in the future in the new organization.

**FUN FACTS**

**FIRST JOB**

Sporting Goods Salesman, Denver, CO

**LAST BOOK READ**

jQuery Mobile, Up and Running

**PRIZED POSSESSION**

My Degree

**FAVORITE MOVIE**

For the Love of the Game

**NEXT VACATION DESTINATION**

Key West

**ONE ITEM FROM YOUR BUCKET LIST**

Sky Diving

# All Hands One Deck



## Brian Llewellyn

Chief Production Engineer

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

MS, Petroleum Engineering,  
University of Texas at Austin

### AREAS OF EXPERTISE

Production and Reservoir Engineering

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2011-Present** Chief Production Engineer,  
Houston, Texas

### PRIOR WORK HISTORY

**2006-2011** Manager, Production Engineering,  
Chevron Energy Technology Co., Houston, Texas

**1999-2005** Completion Engineering Team Lead,  
Chevron E&P Technology, Houston, Texas

**1995-1999** Manager, Petroleum Engineering,  
Chevron, Cabinda Gulf Oil Co., Cabinda, Angola

**1993-1994** Reservoir Engineering Supervisor,  
TengizChevroil, Tengiz, Kazakhstan

**1989-1992** Chief Petroleum Engineer, WAPET  
(Chevron Secondee), Perth, Australia

**1980-1989** Production & Reservoir Engineer,  
Chevron, Denver/London/San Ramon

**What do you see as the organization's greatest strength?**

Hess' greatest resource is our people. Everyone at Hess has a strong desire to contribute to the success of the company. The reshaping of the portfolio will provide the opportunity for the staff to better focus on the best value opportunities, and prioritize their efforts accordingly. In EPT, the subject matter experts relish the chance to make a difference and impact through provision of technical support, mentoring and knowledge sharing. The environment for doing this is very positive, as their efforts are strongly supported and sought after by asset management and individual contributors throughout the company.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I think the biggest change to my role, and the role of my group, will be the new asset management interfaces. We've already been actively engaged in supporting our global asset portfolio, so I don't anticipate a big change in our interaction with the team leads,

and individual contributors in the petrotech community. Engagement in the developing technical communities will change one of the ways we interact with both the individual contributors and the discipline leadership. After the re-org, we still have positions unfilled. A continued challenge will be to help find and place the right people in the right jobs, at the right time.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We have critical skill gaps that we need to fill in the reservoir engineering and production engineering areas. So far we've been unsuccessful in identifying internal candidates that possess the skills needed, so we need to externally recruit. The uncertainty surrounding the re-organization and the future of the company has adversely affected our ability to interest highly qualified candidates to consider joining the Hess team. With this all behind us now, the external view of Hess will stabilize, and we should be able to hire the people with the technical skills we need.

**FUN FACTS**

**FIRST JOB**

Gas Station Attendant

**LAST BOOK READ**

The Hobbit

**PRIZED POSSESSION**

A piece of the boulder that my wife was sitting on when I asked her to marry me. We keep it in our dining room hutch.

**FAVORITE MOVIE**

Lord of the Rings Trilogy, Return of the King

**NEXT VACATION DESTINATION**

Wamego, Kansas (best 4th of July parade and fireworks)

**ONE ITEM FROM YOUR BUCKET LIST**

Greek Island Cruise

# All Hands One Deck



## Homer Locke

Director, Onshore  
Projects, Australia

PERTH

### **YEAR STARTED AT HESS**

2010

### **EDUCATION**

BS, Chemical Engineering,  
University of Tennessee

### **AREAS OF EXPERTISE**

Project Mangement, Drilling  
& Completions

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2012-Present** Director, Onshore Projects,  
Australia, Perth, Australia

**2010-2012** Manager, GDC Engineering Services,  
Houston, Texas

### **PRIOR WORK HISTORY**

**2009-2010** Principal Consulting Engineer,  
Kituhwa International, Jakarta, Indonesia

**2008-2009** Vice President, Drilling and  
Completions, NFR Energy, Houston, Texas

**1998-2008** Drilling Manager, BP, Houston, Texas

**1981-1998** Drilling Superintendent, Amoco  
International, Various Worldwide Locations

**1980-1981** Operations Engineer, Washington  
Gas Light, Washington, DC



**What do you see as the organization's greatest strength?**

Our ability to attack a problem and fix it in a timely manner is the biggest strength I see in Hess. The new organization plan should enhance this ability as it gives individuals greater clarity as to how to deliver value.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I will need to understand the new connections and networks in order to deliver projects/value. The type of questions I shall be asking revolve around our standards and practices, along with who to go to for guidance.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I will need to ensure my new organization is clear on the objective of our team and how their piece of work fits into delivering on that objective.

**FUN FACTS**

**FIRST JOB**

Lifeguard

**LAST BOOK READ**

Operation Storm

**PRIZED POSSESSION**

Memories of Family Events

**FAVORITE MOVIE**

Tora Tora Tora

**NEXT VACATION DESTINATION**

Burma

**ONE ITEM FROM YOUR BUCKET LIST**

Dive the WWII wrecks around SE Asia

# All Hands One Deck



## Brent Lohnes

Director, Field &  
Plant Operations,  
Onshore - Bakken Asset  
HOUSTON

### **YEAR STARTED AT HESS**

2007

### **EDUCATION**

BS, Mechanical Engineer,  
University of Idaho

### **AREAS OF EXPERTISE**

Mechanical Reliability & Integrity,  
Gas Plant Operations

### **CERTIFICATIONS OR SPECIAL SKILLS**

Implementation of Various PM/  
PD Inspection Programs

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2013-Present** Director, Field & Plant  
Operations, Onshore - Bakken Asset,  
Houston, Texas

**2012-2013** Manager, Operations, Minot,  
North Dakota

**2011-2012** Manager, Operations,  
Seminole, Texas

**2007-2011** Manager, Gas Plants,  
Seminole, Texas

### **PRIOR WORK HISTORY**

**2002-2007** Manager, Gas Plants, Burlington  
Resources/COP, Lost Cabin, Wyoming

**1992-2002** Superintendent, Maintenance,  
Monsanto Chemical, Soda Springs, Idaho

**1990-1992** Design Engineer, EG&G,  
Idaho Falls, Idaho

**What do you see as the organization's greatest strength?**

The organization's greatest strength is people. Whether by accident or design, Hess has assembled a team of incredible talent; professional and technically skilled industry recognized experts who are aligned and working for a common cause. The demonstration of moral and ethical behavior is strong and evident in all we do. The culmination of our ability provides a team which is flexible enough to working within assignments of ambiguity and uncertainty yet disciplined enough to strive for continuous improvement.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change to my role will be working within a completely new organization from top

to bottom. My span of control becomes wider to include various support organizations. This restructuring will allow better focus on what is most important to the business and improve ability to prioritize and align the various support functions with improvement initiatives.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I feel I currently have what I need to deliver the 2013 plan. However, the reorganization will certainly introduce uncertainty, fear, anxiety and concern within the organization. In addition to the reorganization, we will have new business processes introduced by Project 1. The one thing I need which I don't have is simple work processes, systems and procedures. In time of uncertainty, the best thing we can do for the organization and front line is simplify, simplify, simplify...all we do.

**FUN FACTS**

**FIRST JOB**

Design Engineer (designing prototype nuclear waste remediation robots for DOE)

**LAST BOOK READ**

Winners Never Cheat  
by Jon Huntsman

**PRIZED POSSESSION**

Great Grandfather's  
Hunting Rifle (Adirondack  
Arms Co, 38 cal, 1872)

**FAVORITE MOVIE**

Iron Man 3

**NEXT VACATION  
DESTINATION**

Bear Lake, Idaho

**ONE ITEM FROM  
YOUR BUCKET LIST**

Live to be 100

# All Hands One Deck



## George Lumsden

General Manager,  
Australia

PERTH

### YEAR STARTED AT HESS

2006

### EDUCATION

BEng, Engineering Technology,  
Robert Gordon Institute  
of Technology

### AREAS OF EXPERTISE

D&C

### CERTIFICATIONS OR SPECIAL SKILLS

Member, Institute of Mechanical  
Engineers (CEng)

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** General Manager, Australia,  
Perth, Australia

**2011-2013** Drilling Manager, Perth, Australia

**2008-2010** Drilling Superintendent,  
Perth, Australia

**2007-2008** Advising Drilling Engineer,  
Perth, Australia

**2006-2007** Carigali-Hess Advising Drilling  
Engineer, Kuala Lumpur, Malaysia

### PRIOR WORK HISTORY

**2004-2006** Advising Drilling Engineer, Unocal  
Indonesia Company, Balikpapan, Indonesia

**2002-2004** Drilling Superintendent, Marathon  
Petroleum Company, Stavanger, Norway

**2000-2002** Senior Drilling Engineer, Marathon  
Oil, Aberdeen, UK

**1998-2000** Offshore Drilling Supervisor,  
Marathon Oil, Aberdeen, UK

**1995-1998** Drilling and Completions Engineer,  
Marathon Oil, Aberdeen, UK

**1991-1995** Reservoir Engineer, Marathon Oil,  
Aberdeen, UK

**What do you see as the organization's greatest strength?**

Without question the people. The commitment and enthusiasm to getting the job done the "Hess Way" is truly inspiring. Having worked at four E&P organizations I can honestly say the values culture in terms of an identity is unique. Whether it is stakeholders, contractors, partners, Government, NGO's and the communities where we operate, the feedback is overwhelmingly positive in the way the transactions are being conducted by the people who represent Hess. One of the enablers to being the best performing energy investment will be the people continuing to do the company's business practices the "Hess Way."

**What do you anticipate will be the biggest change to your role in the new organization structure?**

After assuming the position of General Manager, the biggest change to my role is associated with being the "face of Hess" in Australia. Maintaining the existing relationships with the Western Australian state for the

Canning project, Northern Territories for Beetaloo and the federal government for Equus, NGO's, aboriginal groups, pastoralists, potential partners, etc, will require a more diverse set of skills to the ones I've developed over the course of my career. Despite the role being outside my "comfort zone," it's an irresistible and tremendously exciting opportunity.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

With my new role I need to cultivate, develop and foster stronger relationships from the broader organization as opposed to the functional relationships I had within the D&C community. This conference will provide a springboard to able to develop a network of resources that will help me guide the Australia organization in adapting to the new structure and the accountabilities within it. It is critical for the staff to be aligned and have ownership of the plan and I'm expecting that the conference will be able to provide some tools to be achieve that.

**FUN FACTS**

**FIRST JOB**

Newspaper Delivery

**LAST BOOK READ**

At Home by Bill Bryson

**PRIZED POSSESSION**

A 1983 Volkswagen Golf GTI Mark1

**FAVORITE MOVIE**

Raiders of the Lost Ark

**NEXT VACATION DESTINATION**

Scotland

**ONE ITEM FROM YOUR BUCKET LIST**

Complete an Ironman Triathlon

# All Hands One Deck



## Michael Lutz

Vice President, Bakken  
Midstream Project  
HOUSTON

### YEAR STARTED AT HESS

2008

### EDUCATION

MBA, Finance, University  
of Michigan

### AREAS OF EXPERTISE

Commercial

### LANGUAGES SPOKEN

Spanish

### HESS WORK HISTORY

**2013-Present** Vice Preseident, Bakken  
Midstream Project, Houston, Texas

**2012-2013** Vice President, Global Commercial,  
Houston, Texas

**2008-2012** Commercial Director, Houston, Texas

### PRIOR WORK HISTORY

**2007-2008** Commercial Director North  
America Gas & Deepwater Gulf of Mexico,  
BP, Houston, Texas

**2004-2007** Commercial Director Shah Deniz, BP,  
Baku, Azerbaijan

**2002-2004** Plannning and Perfomance  
Consultant, BP, London, UK

**1997-2002** Prudhoe Bay Business Manager, BP/  
ARCO, Anchorage, Alaska

**1995-1997** Corporate Treasury Advisor, ARCO,  
Los Angeles, California

**1990-1995** Finance Anlayst, ARCO International,  
Plano, Texas/Guildford, UK

**What do you see as the organization's greatest strength?**

Patience and endurance.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Shifting from a global functional support role to an asset specific project role. New challenge of managing interfaces with external legal and financial advisors into Hess asset team and corporate functions.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Staffing - Shortage of experienced personnel in-house and in the external market. Potential to hire staff from related M&R roles but long transition out of old role, relocation to Houston, and orientation to E&P will strain 2013 effectiveness versus and ever accelerating project deadline. Red-hot external market means shortage of qualified personnel and reluctance to join Hess in midst of Bod despite and restructuring.

**FUN FACTS**

**FIRST JOB**

Swimming Instructor

**LAST BOOK READ**

Inferno by Dan Brown

**PRIZED POSSESSION**

'67 LeMans Convertible

**FAVORITE MOVIE**

The Bourne Identity

**NEXT VACATION DESTINATION**

Banff

**ONE ITEM FROM YOUR BUCKET LIST**

Hiking the Inca Trail to Machu Picchu

# All Hands One Deck



## Drew Maloney

Vice President,  
Government Affairs  
& Public Policy

WASHINGTON, DC

### **YEAR STARTED AT HESS**

2012

### **EDUCATION**

JD, Law, Catholic University  
of America

BA, Political Science,  
Randolph-Macon College

### **AREAS OF EXPERTISE**

Government Affairs

### **HESS WORK HISTORY**

**2012-Present** Vice President, Government  
Affairs & Public Policy, Washington, DC

### **PRIOR WORK HISTORY**

**2002-2012** CEO, Ogilvy Government Relations,  
Washington, DC

**1999-2002** AAI Legislative Director, Majority  
Whip Tom DeLay, Washington, DC



**What do you see as the organization's greatest strength?**

The people are the greatest strength to the organization. We have dedicated leaders who are fully capable of executing our growth strategies.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Integrating government affairs into decision making from new country entry to asset divestment.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Further integration of government affairs into the business units. As our department becomes more integrated, we will be able to better support and protect the assets.

**FUN FACTS**

**FIRST JOB**

Campaign Manager for State Senate Race in Virginia

**LAST BOOK READ**

The Pride of Politics  
by Bob Woodward

**PRIZED POSSESSION**

Antique Humidor Given to me by My Wife

**FAVORITE MOVIE**

The Godfather

**NEXT VACATION DESTINATION**

Montreal, Canada

**ONE ITEM FROM YOUR BUCKET LIST**

African Safari

# All Hands One Deck



## Michael McEvilly

Director, Offshore -  
Tubular Bells  
HOUSTON

### **YEAR STARTED AT HESS**

2011

### **EDUCATION**

MS, Engineering Management,  
University of Missouri-Rolla

### **AREAS OF EXPERTISE**

Offshore and Onshore Facilities,  
including Deep-Water

### **CERTIFICATIONS OR SPECIAL SKILLS**

Professional Engineer in the  
State of Texas

### **LANGUAGES SPOKEN**

English, Spanish (limited)

### **HESS WORK HISTORY**

**2013-Present** Director, Offshore - Tubular Bells,  
Houston, Texas

**2012-2013** Project Director, Tubular Bells,  
Houston, Texas

**2011-2012** Topsides/Interface Manager,  
Tubular Bells, Houston, Texas

### **PRIOR WORK HISTORY**

**2008-2011** Senior Executive Vice President,  
Operations, Spitzer Industries, Inc., Houston,  
Texas

**2007-2008** Vice President, Capital Projects,  
Helix Energy Solutions, Houston, Texas

**1985-2007** General Manager, Gulf of Mexico,  
Anadarko Petroleum Corporation,  
Houston, Texas

**1981-1985** Senior Construction Engineer,  
Cities Service Company, Houston, Texas

**What do you see as the organization's greatest strength?**

I would suggest that the organization's greatest strength is the experience of its personnel. Having the proper experience can assist during execution as challenges and obstacles are encountered. In addition, a company like Hess still formulating its processes and procedures, can successfully execute major projects with key leadership and decision making.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

In attempting to execute Tubular Bells, there will be an increase in functional groups requiring information. There will be duplication of effort initially and possibly mixed signals in

terms of direction. We need to allow project teams to execute their respective projects without an excessive amount of "interference" from "support groups".

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I feel that I have what I need to executive Tubular Bells and deliver the 2013 plan. My concern, as stated above, is what appears at times to be excessive information requirements from support teams that detracts from the execution of the project. There is certainly the necessary reporting structure, but a good portion of time is spent in response to information requests. In addition, I certainly need to continue to take courses to refine my technical skills and managerial prowess.

**FUN FACTS**

**FIRST JOB**

Newspaper Delivery

**LAST BOOK READ**

The Longest Day

**PRIZED POSSESSION**

Perazzi Sporting  
Clay Shotgun

**FAVORITE MOVIE**

West Side Story

**NEXT VACATION  
DESTINATION**

Gettysburg, PA

**ONE ITEM FROM  
YOUR BUCKET LIST**

Camera Safari in  
South Africa

# All Hands One Deck



**David  
McKay**

Director, Well Factory  
Execution, Onshore -  
Bakken Asset  
HOUSTON

**YEAR STARTED  
AT HESS**  
2010

**EDUCATION**  
BS, Mechanical Engineering,  
University of Colorado - Denver

**LANGUAGES SPOKEN**  
English

**HESS WORK HISTORY**

**2013-Present** Director, Well Factory Execution,  
Onshore - Bakken Asset, Houston, Texas

**2010-2013** Director, Bakken Project,  
Houston, Texas

**PRIOR WORK HISTORY**

**2006-2010** Vice President Operations, Belridge  
Asset,  
Aera Energy, LLC, Bakersfield, California

**2003-2006** Engineering Manager, Belridge  
Asset, Aera Energy, LLC, Bakersfield, California

**1997-2003** Development Manager, Belridge,  
Aera Energy, LLC, Bakersfield, California

**1994-1997** Development Manager, Belridge,  
Aera Energy, LLC, Bakersfield, California

**1989-1994** Field Foreman/Fac Engineer, Mobil  
E&P, US, California & Oklahoma

**1981-1989** Field Engineering/Foreman, Mobil  
E&P US, California & Oklahoma

**What do you see as the organization's greatest strength?**

I am very happy to see the move to an Asset based organization, and though I am very keen to maintain functional excellence, I believe the Bakken is poised to succeed in the Asset configuration. The speed at which Unconventionals move requires building strong cross-functional relationships and highly accountable teams, able to learn and collaborate and quickly implement new ideas. I also believe that it is important in unconventional to build "local knowledge" in order to compete with the small, nimble, highly specialized companies in the unconventional plays, and this is much easier to do as an Asset organization.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My authority is now much better matched with my accountability in the new organization, and I have much more real structure and support around me. Though I thoroughly enjoyed my previous assignment as "Bakken Director", it was in many ways a position with much to do but little authority to carry out the assignment.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

- Get my Business Plan/A3's modified for the new role
- Get the "governance" and "Operating Rhythm" aligned with the larger Bakken "OR"
- Help get my folks aligned in their new roles and get their plans established

**FUN FACTS**

**FIRST JOB**

Mowing Lawns

**LAST BOOK READ**

Crime & Punishment Six Frigates: The Epic History of the Founding of the US Navy by Ian Toll

**FAVORITE MOVIE**

Cinderella Man

**NEXT VACATION DESTINATION**

Florida (next week!)

**ONE ITEM FROM YOUR BUCKET LIST**

Heli Skiing

# All Hands One Deck



## Nigel McKim

Director,  
Pre-Developments  
HOUSTON

**YEAR STARTED  
AT HESS**  
2007

**EDUCATION**  
MSc/Dplm, Petroleum  
Engineering, Imperial College,  
London

BSc Hons, Civil Engineering,  
Bristol University

**AREAS OF EXPERTISE**  
Asset and Project Management,  
Development/Production  
Subsurface

**CERTIFICATIONS  
OR SPECIAL SKILLS**  
Chartered Engineer

**LANGUAGES SPOKEN**  
English, French

**HESS WORK HISTORY**

**2011-2013** Director, Pre-Developments,  
Houston, Texas

**2007-2010** Subsurface Manager, Developments,  
London, UK

**PRIOR WORK HISTORY**

**2007-2007** West Africa Asset Manager, Vitol,  
London, UK

**1997-2006** Subsurface Manager, BHPBilliton,  
London, UK

**1995-1997** Senior Reservoir Engineer, PDO,  
Muscat, Oman

**1991-1995** Reservoir Engineer, NAM, Velsen,  
The Netherlands

**1988-1991** Operations Engineer, Shell Gabon,  
Gamba, Gabon

**What do you see as the organization's greatest strength?**

This company has an extremely talented workforce, attracted by the multi-faceted and global nature of it's business.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

A functional role in the Developments group versus one with line responsibility for delivery. I will be remaining based in the UK during this period though travelling extensively to achieve my business objectives. I am hoping that the new organisation business calendars align effectively to enable me to contribute to all business lines as necessary.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The new organisation in a fully operational mode. We need to bed down the new organisation as soon as possible and move to execution mode in this new structure.

**FUN FACTS**

**FIRST JOB**

Waiter at The Castle and Ball Hotel, Marlborough UK

**LAST BOOK READ**

Bruce by Peter Carlin

**PRIZED POSSESSION**

Rusty 6'8" Square Tailed, Triple Concave Thruster

**FAVORITE MOVIE**

Touch of Evil

**NEXT VACATION DESTINATION**

California  
(starting in San Francisco)

**ONE ITEM FROM YOUR BUCKET LIST**

Sail Around the World

# All Hands One Deck



## Dogie McMichael

Director, Offshore -  
Ghana Asset  
HOUSTON

**YEAR STARTED  
AT HESS**  
2006

**EDUCATION**  
B Eng (Hons), Chemical  
Engineering, University  
of Strathclyde

**AREAS OF EXPERTISE**  
Reservoir Engineering, Field  
Development, Technical  
Management

**LANGUAGES SPOKEN**  
English

**HESS WORK HISTORY**

**2013-Present** Director, Offshore - Ghana Asset,  
Houston, Texas

**2012-2013** E&P Planning Manager, New York

**2008-2011** JDA Subsurface Manager, Kuala  
Lumpur, Malaysia

**2006-2008** Denmark Subsurface Team Leader,  
Copenhagen, Denmark

**PRIOR WORK HISTORY**

**1998-2008** Subsurface Team Leader,  
ExxonMobil, Aberdeen, UK/London, UK/  
Houston, Texas

**1996-1998** Petroleum Engineer, Edinburgh  
Petroleum Services, Aberdeen, UK

**1992-1998** Reservoir Engineer, Chevron,  
Aberdeen, UK/London, UK



**What do you see as the organization's greatest strength?**

Hess has a number of great strengths, but if I had to single out one it would be the commitment of the people throughout the business to deliver recently when times have been tough and uncertain. Tremendous resilience has been shown as we have moved on from a challenging year in 2012, and then really started to deliver in the first half of 2013. This had been done against a backdrop of external pressure and internal reorganization, which has made everyone's life that bit more difficult but from my view point, people have pulled together and risen to these challenges.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My role is changing hugely. The biggest adjustment will be the transition from managing a small planning team to taking on the most senior leadership position I have held in my career.

The new role includes P&L accountability for the Ghana asset, managing teams in multiple locations, building on the existing relationships the Ghanaian government, and making sure that we sustain strong functional relationships while adapting to the new asset organization.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We don't currently have the fully formed Ghana team that is equipped to take the project from the terrific exploration successes of 2012 through to appraisal in 2014.

Along with the other leaders of the Ghana asset, we need to get the new team established quickly after the reorganization to enable us to achieve our goals for the rest of this year. An important milestone in setting us for success is a framing session that is planned for July and I expect that to be a forum where we can have productive discussions, and also build the relationships within the team that we will need going forward. I also hope that we have some fun too!

**FUN FACTS**

**FIRST JOB**

Newspaper Delivery Boy

**LAST BOOK READ**

The Way Back Home, by Oliver Jeffers (read to my 4 and 5 year old daughters!)

**PRIZED POSSESSION**

Nothing in particular that I would single out

**FAVORITE MOVIE**

Star Wars - epic good versus evil. Plus light sabres...

**NEXT VACATION DESTINATION**

Vermont. We want to see some more of the North East USA before leaving for Houston.

**ONE ITEM FROM YOUR BUCKET LIST**

Learn how to scuba dive

# All Hands One Deck



**Stephen  
McNally**

General Manager,  
Onshore - North Dakota

MINOT

**YEAR STARTED  
AT HESS**

2005

**EDUCATION**

Bsc, Mechanical Engineering,  
University of New Brunswick

**AREAS OF EXPERTISE**

Management

**LANGUAGES SPOKEN**

English, French

**HESS WORK HISTORY**

**2012-Present** General Manager, Onshore -  
North Dakota, Minot, North Dakota

**2009-2012** Country Manager, Jakarta, Indonesia

**2006-2009** General Manager, Bome,  
Equitorial Guinea

**2005-2006** Country Manager, EG, Bome,  
Equitorial Guinea

**2005-2005** Country Manager, Houston, Texas

**PRIOR WORK HISTORY**

**2000-2005** COO, Sydney Gas, Sydney, Australia

**1993-2000** Business, Project, Asset and A&D  
Manager Roles, Pennzoil, Houston, Texas/  
Oklahoma City, Oklahoma

**1988-1993** Development Project Manager, BP,  
London, UK

**1982-1988** Prudhoe Bay Project Planning  
Manager, BP, San Francisco, California &  
Anchorage, Alaska

**1976-1982** Various Fields, Engineering & Project  
Manager Roles, Amoco, Alberta, Canada

**What do you see as the organization's greatest strength?**

The greatest strength of Hess, the company, is our behavior as a "trusted valued partner". Our willingness to listen to our stakeholders objectives and issues, while clearly articulating Hess objectives and issues in an environment of transparency and open dialogue with the intent of reaching compromise positions.

The greatest strength of the North Dakota asset organization is willingness to collaborate, prioritize, develop solid plans, execute efficiently overlain by an unceasing focus on improving the business processes...Plan...Do...Check...Adjust.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

I anticipate that I will have the ability to spend more time and energy on internal and external communication with stakeholders. The management processes and "operating rhythm" have continued to evolve to be more efficient; and responsibilities/accountabilities have been clarified such that the "execution

machine" will run more smoothly, which will allow the mind of the GM to turn outward to focus on other stakeholder issues, with a specific focus on working in partnership with the Government and Regulatory agencies to responsibly develop North Dakota's resources.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Two things: Communication process: A mechanism to reinforce the North Dakota specific messaging thru the Vice President (shaped by the EPLT) to all sectors of North Dakota staff. Gerbert is only one man, therefore we need to improve our ability to convey his messages to ensure that all staff are aligned towards achieving common objectives. An outside agency has been engaged to help us improve upon the process that is presently in place.

Role Clarity: Clear Responsibility and Accountability will focus the energy of the organization. The business management processes being implemented coupled with the ongoing re-org process when completed in July will fill that need.

**FUN FACTS**

**FIRST JOB**

Shoveling Snow From Driveways in Canada (10 years old)

**LAST BOOK READ**

A Brief History of Time/ Universe in a Nutshell by Stephen Hawking

**PRIZED POSSESSION**

47 ft Beneteau Sailboat

**FAVORITE MOVIE**

White Christmas with Bing Crosby & Danny Kaye

**NEXT VACATION DESTINATION**

Hawaii - Christmas with the family

**ONE ITEM FROM YOUR BUCKET LIST**

A Leisurely European Road Trip With My Wife, Fiona

# All Hands One Deck



## Ewen McRobbie

Director, Onshore IT  
& ProjectONE

HOUSTON

### YEAR STARTED AT HESS

2000

### EDUCATION

BSc, Mathematical Sciences,  
RGIT, Aberdeen

### AREAS OF EXPERTISE

IT, Upstream Oil & Gas

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Onshore IT &  
ProjectONE, Houston, Texas

**2012-2013** Director, IT Operations Systems,  
Houston, Texas

**2009-2012** Senior Manager, Engineering  
Systems, Houston, Texas

**2008-2009** Senior Manager, ERP/Business  
Systems, Houston, Texas

**2006-2008** Manager, Business Systems,  
Houston, Texas

**2004-2005** IT Business Specialist,  
Houston, Texas

**2000-2003** IT Business Specialist,  
Aberdeen

### PRIOR WORK HISTORY

**1997-2000** IT Consultant (Contractor),  
Hess, Aberdeen

**1995-1997** Senior Consultant, Oracle  
Consulting, Aberdeen

**1986-1995** Consultant, Scicon (acquired  
by EDS), Aberdeen

**What do you see as the organization's greatest strength?**

It's our people. We have a good foundation of established employees with experience of developing and operating Hess assets across the globe. This has been supplemented over recent years with people who have experience working elsewhere, who have seen things done differently with better outcomes, who raise the bar in terms of performance and expectations, who can improve how we find, develop and operate our assets, enhance our technology solutions and manage our services.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

In my prior role, I was responsible for the delivery of IT services to Global Production and Global Drilling & Completions. In the new structure, I have a more focused role, with specific responsibility for the Onshore business

and delivering Project ONE for Bakken. Having a more focused role will allow me to work more closely with the Onshore team, improve my understanding of the Onshore business, its goals and challenges, allowing me to engage the broader IT team to help deliver appropriate support and solutions.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

A fully resourced team. I need to start recruiting once the hiring freeze is lifted and fill key positions in my team as a priority quickly followed by our other vacant positions.

I'll also need some patience from the Onshore business as the majority of my time during 2013 is dedicated to delivering the first release of Project ONE and I will not be able to spend as much time as I would like working directly with them.

**FUN FACTS**

**FIRST JOB**

Bakery Machine Operator

**LAST BOOK READ**

Saturday, Ian McEwan

**PRIZED POSSESSION**

My son's first glass sculpture piece

**FAVORITE MOVIE**

Pulp Fiction

**NEXT VACATION DESTINATION**

Scotland

**ONE ITEM FROM YOUR BUCKET LIST**

Heli-skiing

# All Hands One Deck



## Christopher Morrison

Associate General  
Counsel, Asia Pacific,  
KUALA LUMPUR

### **YEAR STARTED AT HESS**

2013

### **EDUCATION**

LLB, Law, Aberdeen University

CAS (postgrad), Economics,  
Aberdeen University

### **AREAS OF EXPERTISE**

International E&P Law,  
Asian E&P, M&A, Gas/LNG  
Commercialisation

### **CERTIFICATIONS OR SPECIAL SKILLS**

Licensed Lawyer, Notary Public

### **LANGUAGES SPOKEN**

English, French (some)

### **HESS WORK HISTORY**

**2013-Present** Associate General Counsel, Asia  
Pacific, Kuala Lumpur, Malaysia

### **PRIOR WORK HISTORY**

**2009-2012** Director, MER Energy Consultancy,  
Singapore

**2001-2009** Director, MER Energy Consultancy,  
Singapore, Managing Attorney, Upstream, Gas  
& Alternative Energy (Asia), BP Exploration  
International, Singapore

**1995-2001** Legal Manager, Vietnam, BP  
Exploration International, Ho Chi Minh City

**1989-1994** Senior Legal Adviser, BP Exploration  
International, London, UK

**1984-1989** Legal Adviser, BP Exploration UK,  
Aberdeen/London

**1980-1984** Legal Associate, Private Practice,  
Edinburgh

**What do you see as the organization's greatest strength?**

A good reputation as a trustworthy company with a history of honouring its commitments, while treating its employees fairly and respectfully. This helps Hess to attract experienced staff with strong performance track records. The challenge is to harness their energy and enthusiasm and focus it on business delivery and execution within the framework of an E&P strategy which is right sized and focussed on areas where Hess can achieve genuine competitive advantage.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

As a recent joiner I find the new asset based structure more consistent with my experiences elsewhere than the technically driven functional model which it replaces. I believe that this will provide a better foundation for a value driven approach to business. Clear points of accountability will increase the focus on

business delivery and execution. Allied to good and open collegiate behaviour and appropriate checks and balances to assure long term sustainability, all of the ingredients should exist for improved value delivery. I expect the Legal Function to make an important contribution in all of these areas.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I'm confident that my legal team's contribution to 2013 plan delivery is on track. Early and consistent involvement in framing and resolving business issues is the key to maximising our contribution to securing value and managing risk effectively. It's also important to plan for the medium to long term where I see success factors as including (a) a clear and value driven business strategy, (b) reliable execution, and (c) re-filling the business opportunity hopper to paint a vision of the kind of interesting and challenging future which will enable Hess to attract, motivate and retain high quality staff.

**FUN FACTS**

**FIRST JOB**

Shoveling Animal Manure (from there, the only way is up!)

**LAST BOOK READ**

The Secret Race  
by Tyler Hamilton

**PRIZED POSSESSION**

Photographs & Memories

**FAVORITE MOVIE**

Drive

**NEXT VACATION DESTINATION**

Bordeaux

**ONE ITEM FROM YOUR BUCKET LIST**

Win international seniors tennis tournament (singles)

# All Hands One Deck



## Alan Mueller

Director, Well Factory Design/Planning,  
Onshore - Bakken Asset  
HOUSTON

### YEAR STARTED AT HESS

2012

### EDUCATION

BS, Chemical Engineering,  
University of Wisconsin

### AREAS OF EXPERTISE

Decision Analysis, Lean Manufacturing, Reservoir Engineering

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Well Factory Design/Planning, Onshore - Bakken Asset, Houston, Texas

**2012-2013** Director, Production Systems, Houston, Texas

### PRIOR WORK HISTORY

**2011-2012** Business Improvement Manager, Shell, Brisbane, Australia

**2009-2011** Vice President, Operating Services, Arrow Energy, Brisbane, Australia

**2000-2009** Vice President, Operations, Aera Energy, Ventura, California

**1999-2000** Engineering Manager, Aera Energy, Bakersfield, California

**1996-1999** Asset Manager, Aera Energy, Bakersfield, California

**1989-1996** Division Reservoir Engineer and Technical Manager, Shell, Bakersfield, California



**What do you see as the organization's greatest strength?**

I believe the organization's greatest strengths are rooted in cross functional collaboration, real time transparency of performance, and continual pursuit of improving the bottom line.

Tremendous improvements have been realized in safety, cost structure, well productivity, and on-time delivery over the last year. At the same time, all teams within the Bakken are energized by the fact that there are significant improvement opportunities ahead and are working to achieve the next level of performance. There is a growing sense of pride within the organization, coupled with a good dose of humility that we still have a lot to learn.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

In my current role, I have a small team primarily focused on looking at the opportunities and challenges facing the Bakken out into the future and the big levers that need to be pulled to maximize value. Leading a small group such as this is relatively easy as I am normally able to interact with every person, every day.

In my new role, I have a large cross-functional team, that must execute at a very high level every day to feed the well factory, improve the well factory results, and have excellent communication and alignment with our customer - the well factory execution team.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

With a large team led by seven managers reporting to me, I need to operate and lead at different level in order to be effective. I will need to clearly set expectations with my leadership team and ensure that we are all sending the same message to the entire team.

I will also need to stay in close contact with our customer, the well factory execution to team to ensure we are aligned and delivering what is needed and eliminate defects and waste that impact the bottom line results.

To be effective in these areas, I will need to build strong and trusted relationships with open and honest dialogue with my new team and my new customers.

**FUN FACTS**

**FIRST JOB**

Framing Houses

**LAST BOOK READ**

1Q84

**PRIZED POSSESSION**

Green Bay Packer's Stock Certificate

**FAVORITE MOVIE**

Papillon

**NEXT VACATION DESTINATION**

Cancun

**ONE ITEM FROM YOUR BUCKET LIST**

Attend the Masters Golf Tournament

# All Hands One Deck



## Anders Nymann

Director, Offshore -  
Denmark Asset  
COPENHAGEN

### YEAR STARTED AT HESS

1998

### EDUCATION

MS, Engineering, Technical  
University Denmark

BS, Engineering, Technical  
University Denmark

Diploma, Agricultural  
Economics, Royal Veterinary  
University

### AREAS OF EXPERTISE

Production Operations

### CERTIFICATIONS OR SPECIAL SKILLS

OIM, Management of Major  
Emergencies, OPITO Assessed

### LANGUAGES SPOKEN

Danish & English

### HESS WORK HISTORY

**2013-Present** Director, Offshore - Denmark  
Asset, Copenhagen, Denmark

**2011-2013** Country Manager, Copenhagen,  
Denmark

**2008-2011** Production Superintendent,  
Copenhagen, Denmark

**2004-2007** Operations Supervisor, South Arne,  
Denmark

**2000-2003** Improvement Supervisor, South  
Arne, Denmark

**1998-2000** Engineer, Copenhagen, Denmark

### PRIOR WORK HISTORY

**2007-2008** Offshore Installation Manager, Dong  
Energy E&P, Denmark

**1992-1993** Student Assistant, DONG, Denmark

**What do you see as the organization's greatest strength?**

A reshaped portfolio with a number of strong assets and growth opportunities. An agile, flexible and flat organisation with a size where employees have a high level of commitment, understanding of how things work and knowledge of who can do what. People development is highly prioritised with leadership skills in focus in addition to technical skills. Finally that P&L is now consolidated at asset level, whilst maintaining excellence programs/driving common standards via embedded functional roles.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Going from an influencing Country Manger role with responsibility for functional collaboration,

external relationships, but no direct accountability for EHS, production and cost to an Asset Director role with line accountability. The Asset Director role has a wider scope. EHS, production, cost, profit/loss will now be additional accountabilities.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I need clarity of the processes and operating rhythm of the new organisation. I need to set expectations of any new/changed roles in the local organisation and implement them effectively to not drop any items critical to 2013 plan delivery success. Likewise I need the support currently provided via the London organisation effectively transitioned. Effective central support for key business systems, eg. SAP.

**FUN FACTS**

**FIRST JOB**

Tractor Driver

**LAST BOOK READ**

Genfærd - Jo Næsbo

**PRIZED POSSESSION**

65 Corvette

**FAVORITE MOVIE**

World Fastest Indian

**NEXT VACATION DESTINATION**

Greece

**ONE ITEM FROM YOUR BUCKET LIST**

Visit the Galapagos Islands

# All Hands One Deck



## Jerry Osmond

Chief Drilling and Completions Engineer

HOUSTON

### YEAR STARTED AT HESS

2007

### EDUCATION

BSc (Hons), Mechanical Engineering, Cardiff, University of Wales

### AREAS OF EXPERTISE

D & C

### LANGUAGES SPOKEN

English, Spanish (rusty)

### HESS WORK HISTORY

**2013-Present** Chief Drilling and Completions Engineer, Houston, Texas

**2009-2013** GDC Manager, Houston, Texas

**2007-2009** GDC Manager, Houston, Texas

### PRIOR WORK HISTORY

**2000-2007** Drilling & Completions Manager, ChevronTexaco, USA Land, GoM, DeepWater

**1999-2000** Engineering Consultant, USA

**1982-1999** Drilling, BP, North Sea, Europe Land, South America

**What do you see as the organization's greatest strength?**

The shift from a central function is a big change for the D & C community. In order to integrate into an asset based organization many of the established tools and processes need to adapt. To be effective clarity around roles and ownership of these "tools", and expectations around functional excellence need to be established and implemented quickly and effectively.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The shift from a central function is a big change for the D & C community. In order to integrate into an asset based organization many of the established tools and processes need to adapt. To be effective clarity around roles and ownership of these "tools", and expectations around functional excellence need to be established and implemented quickly and effectively.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clarity of direction and a focused work team. The activities in 2013 have challenged both of these.

**FUN FACTS**

**FIRST JOB**

Money Changer at an Isle of Wight Holiday Camp

**LAST BOOK READ**

Steve Jobs Biography

**PRIZED POSSESSION**

An Heirloom

**FAVORITE MOVIE**

Ones Shared with my Kids

**NEXT VACATION DESTINATION**

The Beach

**ONE ITEM FROM YOUR BUCKET LIST**

Children's Achievements

# All Hands One Deck



## Gopalan-Krishnan Papachan

Director,  
Commercial and  
Land, Exploration  
and Offshore -  
Asia Pacific  
KUALA LUMPUR

### YEAR STARTED AT HESS

2012

### EDUCATION

BSc (Honors), Mechanical  
Engineering, Teesside University

Post-Graduate Diploma in  
Law & Barrister-at-Law, Law,  
City University & Inns of Court  
School of Law

MSc, Finance, Baruch College,  
CUNY

### AREAS OF EXPERTISE

Strategy, Commercial,  
New Business

### LANGUAGES SPOKEN

English, Malay, Tamil

### HESS WORK HISTORY

**2013-Present** Director, Commercial and Land,  
Exploration and Offshore - Asia Pacific, Kuala  
Lumpur, Malaysia

**2012-2013** Director, Commercial, Kuala Lumpur,  
Malaysia

### PRIOR WORK HISTORY

**2011-2012** Vice President, Commercial & Risk  
Management; Vice President, Oilfield Services,  
Bumi Armada Berhad, Kuala Lumpur, Malaysia

**1992-2011** Various, last: GM, New Business  
Development, Shell Upstream, Miri, The Hague,  
Warri, Nigeria, Kuala Lumpur

**1982-1988** Various, last: Senior Project Engineer,  
Esso Production Malaysia Inc., Kuala Lumpur,  
Japan, Terengganu

**What do you see as the organization's greatest strength?**

Leadership in unconventional; unbureaucratic processes; on-time & on-budget project execution; performance based culture.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Integrating the Land team with Commercial, & transitioning from a functional organisation to an asset-based organisation.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clarity of roles, reporting lines, accountabilities and an updated 2013 tasks & targets list.

**FUN FACTS**

**FIRST JOB**

Pumping Gas at a Shell Gas Station in KL  
(at about 17 years old)

**LAST BOOK READ**

Younger Next Year

**PRIZED POSSESSION**

My Giant Racing Bike

**FAVORITE MOVIE**

Birdman of Alcatraz

**NEXT VACATION DESTINATION**

London & Scotland

**ONE ITEM FROM YOUR BUCKET LIST**

Climb Kilimanjaro

# All Hands One Deck



## Howard Paver

Senior Vice President,  
Strategy, Commercial  
& New Business  
Development  
NEW YORK

### YEAR STARTED AT HESS

2001

### EDUCATION

MS, Petroleum Engineering,  
Imperial College

MA, Engineering, Cambridge  
University

BA, Chemical Engineering,  
Cambridge University

### AREAS OF EXPERTISE

Reservoir Engineering, Field  
Development, Portfolio  
Management, Buying, Selling,  
Swapping Oil & Gas Assets,  
Extensive International  
Experience

### LANGUAGES SPOKEN

French (fluent), German (basic)

### HESS WORK HISTORY

**2013-Present** Senior Vice President, Strategy,  
Commercial & New Business Development,  
New York

**2012-2013** President, Australia Business Unit,  
Perth, Australia

**2005-2012** S Vice President, Global New  
Business Development, London, UK

**2002-2005** S Vice President, Production &  
Development, ENAA, London, UK

**2000-2002** Managing Director, International,  
London, UK

### PRIOR WORK HISTORY

**1998-2000** President, Global Exploration &  
Alliance Development, BHP, Houston, Texas

**1995-1998** Regional President, BHP,  
London, UK

**1994-1995** General Manager, Rohol  
Aufsuchungs GmbH (RAG), Austria

**1992-1994** Producing Advisor, Mobil Oil,  
Fairfax, Virginia

**1990-1992** Technology & New Development  
Manager, Mobil North Sea Ltd., London, UK

**1987-1990** Reservoir Engineering Manager,  
Mobil North Sea Ltd., London, UK



**What do you see as the organization's greatest strength?**

Its can do attitude. This enables us to take on major new challenges and succeed, and is a strength we demonstrate over and over again. We can do it onshore, whether in the Bakken, in Russia, or the Sahara desert. We can do it offshore, be that in the Gulf of Mexico, the North Sea, West Africa, or South East Asia. It's a combination of technical expertise, cultural awareness and tenacity to see the job through. This track record of repeated success should give us the confidence to take on new challenges in the future, wherever they might be located and however daunting they may appear at first sight.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Compared to a prior role as head of GNBD, the new role is a natural transition and extension of that. Viewed from this perspective, the main change concerns Decision Excellence. We will be setting up a group totally dedicated to Value Assurance. This group will build on the existing Value Navigator process to rigorously

evaluate the entire risk spectrum of all major new investments. Allied to this is the portfolio model and portfolio funnel, through which all new investment proposals will pass. The combination of Value Assurance and portfolio assessment will ensure Hess invests its dollars in the best possible way.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

First of all, I need good people to staff my piece of the new organisation. Right now, there are a lot of vacancies which remain to be filled, particularly in the Portfolio and Planning group. We need bright, talented, ambitious people to fill a number of important and exciting roles. Secondly, I need help from leaders across E&P. The new Strategy, Commercial & GNBD organisation is set up by design to question and challenge every other part of our E&P organisation. Our joint success is heavily dependent on your help and encouragement to keep doors wide open and communications flowing freely.

**FUN FACTS**

**FIRST JOB**

Packer in a Woolen Mill

**LAST BOOK READ**

Who I Am, Pete Townshend

**PRIZED POSSESSION**

My Wine Cellar

**FAVORITE MOVIE**

Casablanca

**NEXT VACATION DESTINATION**

St Tropez, France

**ONE ITEM FROM YOUR BUCKET LIST**

Stay Happily Married

# All Hands One Deck



## David Peel

Director, Maturation,  
International

HOUSTON

### **YEAR STARTED AT HESS**

2001

### **EDUCATION**

MBA, Business Administration,  
Surrey University

Msc, Petroleum Geology,  
Imperial College

BS, Earth/Soil Science,  
Kingston Polytechnic

### **AREAS OF EXPERTISE**

Geoscience (Exploration and  
Development) Operations,  
Geology

### **CERTIFICATIONS OR SPECIAL SKILLS**

Level 2 Rugby Coach

### **LANGUAGES SPOKEN**

Basic French

### **HESS WORK HISTORY**

**2013-Present** Director, Maturation, International,  
Houston, Texas

**2012-2013** Director, Exploration - EMEA,  
London, UK

**2009-2012** Director, Exploration - ASPAC, Kuala  
Lumpur, Malaysia

**2005-2009** Exploration Manager, Europe & North  
Africa

**2001-2005** Team Leader, North Africa, Central  
Asia & London, UK

### **PRIOR WORK HISTORY**

**1997-2001** Staff Geologist, Anadarko,  
London, UK

**1986-1997** Senior Geologist, Fina, London, UK,  
Belgium and Tripoli

**What do you see as the organization's greatest strength?**

Hess' greatest strength is its people - who deliver our projects - without them we would have nothing. Hess' size and portfolio is also a key advantage.

Growth options and undeveloped discoveries at Equus, Ghana, Cambo Stampede, NMB, Belud and Libya. If we can translate contingent P4-6 reserves and resources into production we can hit our growth targets and possibly more in the medium term to 2020.

Hess is approaching Exploration Basin master status in GOM and West Africa - we have the potential to build a strong exploration portfolio given the support from the EPLT and the Board.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Moving the team to Houston. Leading the transition will be a challenge with many new

members coming into the team and many leaving. Adapting to new ways of working in an asset based environment while maintaining functional excellence will also be a change. Exploration/ Exploitation activities are spread across various Assets from Beetaloo in Australia to high impact exploration in NMB. Collaboration across groups will be key to success.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We are not drilling enough exploration wells and we are not replacing the portfolio. Generally Hess needs to drill 6-10 exploration wells per year at moderate equity and acquire more acreage through farming and licence rounds in best basins to provide long term growth beyond 2020.

The right skill sets. Hess has lost many very strong and experienced geoscientists and engineers at grade 4-5 with the closure of the London office.

**FUN FACTS**

**FIRST JOB**

Windsor Safari Park (looked after the killer whales)

**LAST BOOK READ**

Margret Thatcher Years

**PRIZED POSSESSION**

My Father's Gold Rolex (he taught me a lot)

**FAVORITE MOVIE**

Lock Stock and Two Smoking Barrels, A Guy Ritchie Film

**NEXT VACATION DESTINATION**

French Alps

**ONE ITEM FROM YOUR BUCKET LIST**

Get My Pilots Licence

# All Hands One Deck



## Jon Pepper

Vice President,  
Corporate  
Communications  
NEW YORK

### YEAR STARTED AT HESS

2007

### EDUCATION

BA, Communications,  
Michigan State University

### HESS WORK HISTORY

**2007-Present** Vice President, Corporate  
Communications, New York

### PRIOR WORK HISTORY

**2005-2007** Director, Global Corporate  
Communications, Ford Motor Company,  
Dearborn, Michigan

**2002-2004** Director, Integrated Communications,  
Ford Motor Company, Dearborn, Michigan

**2000-2002** President & CEO, Small Times  
Media, Ann Arbor, Michigan

**1987-2000** Business Columnist & Associate  
Business Editor, Detroit News, Detroit, Michigan

**1977-1987** Reporter, Detroit Free Press, Detroit,  
Michigan

**What do you see as the organization's greatest strength?**

It starts with the Hess Values, which provide a shared sense of purpose, expectations about behavior, standards for performance, a framework for how we treat one another, and a mission to create value. The Values provide a common starting point for all, regardless of asset, business function, country or native language. It's "the way we do things" at Hess, and that's a key reason why so many people have come here from other companies and bond with one another so quickly.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Our role is pretty much the same: 1) Provide discrete communications support for

specific parts of the E&P business, such as Unconventionals and Offshore; 2) Provide communications help for functions that cut across the enterprise, such as Services, HR, EHS and IT, 3) Create the digital media tools (e.g. internal and external websites, video, digital signage) needed to serve and engage our key stakeholders, including employees, recruits, business partners, communities and shareholders, and 4) Work with EHS, SR, GA and other functions to manage reputational risks and protect our license to operate.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Let me get back to you on that after the conference!

**FUN FACTS**

**FIRST JOB**

Mowing lawns and shoveling snow

**LAST BOOK READ**

Team of Rivals: The Political Genius of Abraham Lincoln

**PRIZED POSSESSION**

Photo of my father - Sgt. Pepper - at the Arc de Triomphe, 1945

**FAVORITE MOVIE**

North By Northwest

**NEXT VACATION DESTINATION**

Road Trip: New England

**ONE ITEM FROM YOUR BUCKET LIST**

See my children leading happy, healthy and productive lives

# All Hands One Deck



## Bobbi Petersen

Director, Commercial,  
Capture & Appraise,  
Onshore

HOUSTON

### YEAR STARTED AT HESS

2000

### EDUCATION

BS, Finance and Economics,  
Western Kentucky

### AREAS OF EXPERTISE

Commercial, Marketing and  
Trading

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Commercial, Capture &  
Appraise, Onshore, Houston, Texas

**2010-2013** Director, Commercial,  
Houston, Texas

**2009-2010** International Crude Oil Marketing,  
New York

**2002-2009** Natural Gas Operations, Deal  
Structure, Asset Acquisitions, Trading,  
Woodbridge, New Jersey

**2000-2002** Natural Gas and Electric Deal  
Structure, Alexandria, Virginia

### PRIOR WORK HISTORY

**1997-2000** Electric Operations and Trading,  
Statoil Energy, Alexandria, Virginia

**1994-1997** Gas Accounting, Statoil Energy,  
Alexandria, Virginia

**What do you see as the organization's greatest strength?**

There has been a significant emphasis in 2013 to communicate in detail the organization's 3 legged stool strategy and the reasoning for why this strategy was being implemented at Hess. I believe the people and the focused asset approach are the organization's greatest strengths. With the widespread understanding of the organization's strategy at all levels, each person can view how their role fits into the path to lead Hess to the best performing energy company.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change to my role in the new organization structure will be transitioning to an official two dimension matrix organization with direct reporting lines to the assets and indirectly to functional excellence. As we move

to the matrix organization, one of the keys to success will be an open dialogue between Project leaders and Functional leaders in order to provide the right level of service and expertise for the Project as well as continue the high level of functional excellence we've built at Hess.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The 2013 year to date has been filled with continual announcements of significant change to the Hess organization causing personnel to be distracted at times by the uncertainty. Once all the transitions have been completed with the new E&P organization, I believe personnel will understand where they fit in the organization and able to focus on executing our 2013 plan and setting up a long term plan for the future.

**FUN FACTS**

**FIRST JOB**

Accountant

**LAST BOOK READ**

The Black Swan

**PRIZED POSSESSION**

Volunteer of the Year Award, Junior League

**FAVORITE MOVIE**

Bridesmaids

**NEXT VACATION DESTINATION**

St. Maarten

**ONE ITEM FROM YOUR BUCKET LIST**

African Safari

# All Hands One Deck



## Floyd Peterson

Director, Offshore -  
Malaysia Asset  
KUALA LUMPUR

### YEAR STARTED AT HESS

1991

### EDUCATION

BS, Petroleum Engineering,  
North Dakota State University

### AREAS OF EXPERTISE

Production Operations

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Offshore - Malaysia  
Asset, Kuala Lumpur, Malaysia

**2010-2013** General Manager, Carigali Hess,  
Kuala Lumpur, Malaysia

**2008-2010** Operations Director, London, UK

**2006-2008** Operations Manager, Seminole,  
Texas

**2004-2006** Operations Manager, El Gassi,  
Algeria

**2000-2004** Field Operations Manager,  
El Gassi, Algeria

**1991-2000** Production Engineer, Seminole,  
Texas



**What do you see as the organization's greatest strength?**

Hess has an environment that is able to attract a workforce composed of people with experience from a number of different companies – they bring a broad knowledge base of best practices and a desire to build a stronger company using the most effective components from their past experience while guarding against the things that are not sufficiently value adding.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Focusing on integration between the functions to support development of an asset organization with a common vision and understanding of the organizational behaviors required to work most effectively in the asset

model. Establish communication habits and mature the asset operating rhythm to facilitate the execution of the asset strategy. Expand the emphasis from obtaining the optimum performance within specific functional areas to working across the organization for the best outcome of the asset.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

A change management and communication plan to enable the organization to quickly become effective and efficient in the transition from the functional to the asset based environment. It will be critical to provide clarity around the roles, responsibilities, communication, processes and operating rhythm necessary to excel under the asset model.

**FUN FACTS**

**FIRST JOB**

Life Guard

**LAST BOOK READ**

Collapse

**PRIZED POSSESSION**

Pilot SEL Certificate

**FAVORITE MOVIE**

Iron Man

**NEXT VACATION DESTINATION**

Austin, Texas

**ONE ITEM FROM YOUR BUCKET LIST**

IFR Certification

# All Hands One Deck



**David  
Randolph**

Director,  
Pre-Developments,  
Offshore - Ghana  
HOUSTON

**YEAR STARTED  
AT HESS**

2011

**EDUCATION**

BS, Mechanical Engineering,  
University of Texas

**AREAS OF EXPERTISE**

Project Management/Project  
Engineering

**LANGUAGES SPOKEN**

Spanish

**HESS WORK HISTORY**

**2013-Present** Director, Pre-Developments,  
Offshore - Ghana, Houston, Texas

**2011-2013** Director, Global Conceptual  
Engineering, Houston, Texas

**PRIOR WORK HISTORY**

**2008-2011** Project General Manager,  
BP, Trinidad

**2006-2008** Engineering Program Manager,  
Sakhalin, BP, Houston, Texas

**2002-2006** Project Development Manager,  
BP, Trinidad

**2000-2002** Project Services Manager GOM  
Deepwater, BP, Houston, Texas

**1998-2000** Development Planning Manager,  
ARCO, Venezuela

**What do you see as the organization's greatest strength?**

Currently it is Drilling Performance.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The challenge will be working for two different bosses and balancing short term delivery expectations with longer term business delivery.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

We need to finalize the reorganization, get all of the boxes filled and get the team aligned on what needs to be done in 2013 to set up for success in 2014 and beyond.

**FUN FACTS**

**FIRST JOB**

KFC

**LAST BOOK READ**

Safety 24-7

**PRIZED POSSESSION**

Arrowhead Collection

**FAVORITE MOVIE**

Top Gun

**NEXT VACATION DESTINATION**

California and Cabo

**ONE ITEM FROM YOUR BUCKET LIST**

Spend 2-3 Weeks at Lake Como

# All Hands One Deck



## Joe Ritchie

Director, Business  
Planning/Finance,  
Exploration  
HOUSTON

### YEAR STARTED AT HESS

1992

### EDUCATION

MBA, International Finance

### AREAS OF EXPERTISE

Accounting, Finance,  
Economics, Budget & Plan,  
PSC's, JV & Gov't Relations,  
University of St. Thomas

BBA, Accounting,  
Stephen F. Austin

### CERTIFICATIONS OR SPECIAL SKILLS

CPA

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Business  
Planning/Finance, Exploration Asia Pacific  
Finance, Kuala Lumpur, Malaysia

**2009-2013** Director, Asia Pacific Finance, Kuala  
Lumpur, Malaysia

**2006-2009** Director, Finance, Houston, Texas

**2005-2006** General Manager, Libreville, Gabon

**2003-2005** Planning Manager - West Africa,  
Houston, Texas

**2002-2003** Manager JV & Planning, Dallas,  
Texas

**1999-2002** Finance Manager, Libreville, Gabon

### PRIOR WORK HISTORY

**1989-2002** Accountant, TGS Geophysical,  
Houston, Texas

**1988-1989** Auditor, Deloitte Haskins & Sells,  
Houston, Texas

**What do you see as the organization's greatest strength?**

The willingness of folks to 'lean in' and collaborate towards achieving common objectives. Given the reorganization, changing roles for many, and new principles around accountability for performance, this will be even more important than before. Establishing new operating rhythms and networks as quickly as possible is just the sort of chance we need to demonstrate this.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Changing the time horizon and opportunity set I work with day to day.

For the last several years I have focused on month to month performance reporting, near term changes to the plan and identifying

upcoming quarterly accounting issues. The annual plan and budget cycle process has been a five year view of extending out the operations of captured opportunities.

From my brief exposure to the Exploration team and work flow, I can tell that the opportunity screening process and implications to the 5+ year plan is more constant.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Deeper understanding of expectations around P&L accountabilities and related performance reporting. Definitions of new roles in organization and who is in them. Schedule of weekly/monthly/etc. operating rhythms and attendees. Time to build new team and engage/explain above to them.

**FUN FACTS**

**FIRST JOB**

Grocery Sacker

**LAST BOOK READ**

Lone Star, The History of Texas and Texans

**PRIZED POSSESSION**

Some Coins My Grandfather Gave Me

**FAVORITE MOVIE**

Rain Man

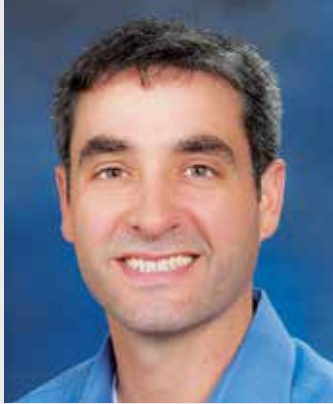
**NEXT VACATION DESTINATION**

Fishing in Matagorda Bay

**ONE ITEM FROM YOUR BUCKET LIST**

Build a Car With My Youngest Son

# All Hands One Deck



**Steve  
Roberts**

Director, Procurement  
HOUSTON

**YEAR STARTED  
AT HESS**

2005

**EDUCATION**

MBA, Rice University

BS, Industrial Distribution,  
Texas A&M University

**AREAS OF EXPERTISE**

Supply Chain Management

**LANGUAGES SPOKEN**

English

**HESS WORK HISTORY**

**2013-Present** Director, Procurement,  
Houston, Texas

**2012-2013** Senior Manager, GSC -  
Developments and New Business Ventures,  
Houston, Texas

**2010-2012** Senior Manager, GSC - Asia Pacific,  
Kuala Lumpur, Malaysia

**2008-2009** Senior Manager, GSC - Strategic  
Sourcing and Category Management,  
Houston, Texas

**2006-2008** Manager, GSC - Strategic Planning  
and Sourcing, Houston, Texas

**2005-2006** Specialist, GSC - Strategic Sourcing,  
Houston, Texas

**PRIOR WORK HISTORY**

**2002-2005** Manager, BearingPoint, Houston,  
Texas

**1998-2002** Manager, Arthur Andersen,  
Houston, Texas

**What do you see as the organization's greatest strength?**

Hess has a strong portfolio with several world class assets. We have a clear vision to be the Best Performing Energy Investment in the Industry by 2020, backed up by a sound strategy. People are the key to success. Hess has very talented people across all functions. It will be critical for all Hess personnel to work hard together to execute the E&P strategy and plan.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Under the new organization structure, the majority of the Global Supply Chain function will report into the assets. The central GSC function will be much smaller, focused on building minimum standards and functional excellence. Relationships and the ability to influence without authority will be critical to ensure GSC best practices are shared and adopted across regions. It will be important to work with Asset Teams to effectively build strategies, plan, execute work and manage supply chain activities.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The most important things needed to deliver our 2013 plan are:

- Clear direction from Senior Leaders for the new teams
- Effective cross functional communication
- Strong working relationship between the central function and asset teams
- Quick and effective transition to the new operating model
- Focus on only the critical 2013 plan activities and not over commi

**FUN FACTS**

**FIRST JOB**

Lawn Boy, "A Cut Above the Rest"

**LAST BOOK READ**

Strong Fathers Strong Daughters, I have 3 girls... and need all the help I can get!

**PRIZED POSSESSION**

My Grandfather's American Flag received from the US Military at his funeral for distinguished service to his country

**FAVORITE MOVIE**

Braveheart

**NEXT VACATION DESTINATION**

British Virgin Islands, Little Dix Bay

**ONE ITEM FROM YOUR BUCKET LIST**

Run with the Bulls in Pamplona, Spain

# All Hands One Deck



**Jim  
Robinson**

Vice President,  
Environment, Health  
& Safety  
HOUSTON

**YEAR STARTED  
AT HESS**

2010

**EDUCATION**

MS, Civil Engineering,  
Massachusetts Institute of  
Technology

BS, Engineering and Applied  
Science, Yale University

**AREAS OF EXPERTISE**

EHS, Producing Operations

**LANGUAGES SPOKEN**

English

**HESS WORK HISTORY**

**2010-Present** Vice President, Environment,  
Health & Safety, Houston, Texas

**PRIOR WORK HISTORY**

**2008-2010** Manager, HSE, Shell Development  
Kashagan, Shell International Exploration and  
Production B.V., Rijswijk, Netherlands

**2005-2008** Manager, HSE, Shell EP Europe,  
Shell UK Limited, Aberdeen, UK

**2001-2005** Manager, HSE Shell US (later Shell  
Americas Operations), Shell EP, Houston/New  
Orleans

**1988-2001** Various Leadership Roles in  
Producing Operations, Shell EP, New Orleans/  
Houston

**1977-1987** Civil Engineering Design and Project  
Management, Shell EP, New Orleans/Houston



**What do you see as the organization's greatest strength?**

Diversity of views and depth of experience.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Ensuring an appropriate level of functional excellence in a world built around assets and focused on P&L accountability.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clarity on how decisions will be taken in the most efficient and effective manner...efficient meaning with minimal waste and effective meaning reaching the the decision most likely to deliver results safely.

**FUN FACTS**

**FIRST JOB**

Window Washer

**LAST BOOK READ**

Phantom by Norwegian author Jo Nesbø

**PRIZED POSSESSION**

Hmmm...I don't really have a prized possession

**FAVORITE MOVIE**

The Big Chill

**NEXT VACATION DESTINATION**

Greece

**ONE ITEM FROM YOUR BUCKET LIST**

See the Philadelphia Eagles win the Super Bowl in person

# All Hands One Deck



**Mike  
Rosen**

Director,  
Value Assurance  
HOUSTON

**YEAR STARTED  
AT HESS**

2003

**EDUCATION**

MSc, Geology and Mineralogy,  
Ohio State Univeristy

BSc, Geology and Mineralogy,  
Ohio State Univeristy

**AREAS OF EXPERTISE**

Geology, Geophysics,  
New Ventures

**LANGUAGES SPOKEN**

English, Spanish

**HESS WORK HISTORY**

**2013-Present** Director, Value Assurance,  
Houston, Texas

**2011-2013** Director, Opportunities Generation,  
London, UK

**2005-2011** Subsurface Manager, GNBD,  
London, UK

**2003-2005** Exploration Manager, Americas,  
New Ventures, London, UK

**PRIOR WORK HISTORY**

**2002-2003** Consultant, Own Company,  
London/Houston

**2000-2002** Senior Director Business  
Development, Enron, London, UK

**1990-2000** Senior Geologist, EOG, Houston,  
Texas

**1982-1990** Geologist, Pecten International  
(Shell Oil), Houston, Texas

**What do you see as the organization's greatest strength?**

Widespread recognition and acceptance that change is required with greater focus on a) delivering expected value, b) balancing expected rewards with perceived risks, and c) making operations leaner and processes more fit-for-purpose.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My current role of Director - Opportunity Generation is likely to be the new, Director - Origination. Biggest change should be shifting from pursuit of large, portfolio-impacting projects to:

- projects that augment existing businesses, for example "Bolt Ons",
- and projects / tactics aimed to manage growth risks and increase return.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

For my new role, Director Value Assurance:

- it will be essential to have clear remit and resources as well as compete management and organizational support.

**FUN FACTS**

**FIRST JOB**

Auto Mechanic's Assistant, AMC dealership, Cherry Street, Canton, OH (1974)

**LAST BOOK READ**

The Swerve, Stephen Greenblatt

**PRIZED POSSESSION**

A Sense of Humor

**FAVORITE MOVIE**

Star Wars, Oh, Brother Where Art Thou or maybe The Big Lebowski

**NEXT VACATION DESTINATION**

Outer Banks, North Carolina

**ONE ITEM FROM YOUR BUCKET LIST**

Hike the Chinese Wall in the Lewis and Clark Wilderness, Montana

# All Hands One Deck



## Alex Sagebien

Director, Environment,  
Health & Safety - Bakken Asset

HOUSTON

### YEAR STARTED AT HESS

1996

### EDUCATION

BA, Geology, Colgate University

### LANGUAGES SPOKEN

English, Spanish

### HESS WORK HISTORY

**2011-Present** Director, Environment, Health & Safety - Bakken Asset, Houston, Texas

**2011-2013** Director, EHS Unconventionals, Houston, Texas

**2009-2011** Senior EHS Manager, Global Drilling, Houston, Texas

**2007-2009** EHS Manager, Africa, Houston, Texas

**2004-2007** EHS Manager, Americas, Houston, Texas

**2001-2004** Manager, Corporate Environmental Affairs, New York

**What do you see as the organization's greatest strength?**

We have a tremendous amount of experience and expertise and I believe that the reorganization has helped to put the right people in the right places to help deliver value. I also believe that although our organization is diverse, people at Hess do live the Hess Values.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change in my role will be to report into an asset instead of a function which is a good thing. I think this will help assets integrate objectives into a true asset plan.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I think that in an asset based structure, it is critical that we have minimum expectations or standards that define and promote operational excellence across all assets and become the "Hess Way" of doing things in our Company.

**FUN FACTS**

**FIRST JOB**

Gas Station Attendent  
(Texaco)

**LAST BOOK READ**

Inferno

**PRIZED POSSESSION**

Not a possession - but my kids keep me going

**FAVORITE MOVIE**

Indiana Jones

**NEXT VACATION DESTINATION**

Cleveland, Ohio

**ONE ITEM FROM YOUR BUCKET LIST**

Attend a surf camp in  
Costa Rica

# All Hands One Deck



**John  
Scelfo**

Senior Vice President,  
Finance & Corporate  
Development,  
NEW YORK

**YEAR STARTED  
AT HESS**

2003

**EDUCATION**

MBA with Distinction,  
Finance, Cornell University,  
Johnson Graduate School  
of Management

BS, Industrial Labor &  
Relations, Cornell University

**AREAS OF EXPERTISE**  
Finance

**LANGUAGES SPOKEN**  
Terrible Japanese and equally  
poor English

**HESS WORK HISTORY**

**2004-Present** Senior Vice President,  
Finance & Corporate Development, New York

**PRIOR WORK HISTORY**

**2001-2003** E Vice President & Global Production  
Coordinator, Sirius Satellite Radio, New York

**1999-2001** Corporate Vice President & CFO,  
Asia Operations, Dell, Tokyo, Japan

**1998-1999** Corporate Assistant Treasurer,  
Mobil Corporation, Fairfax, Virginia

**1996-1998** Vice President, Global Risk  
Management,  
Mobil Sales & Supply Corporation, Fairfax, VA

**1993-1996** Chief Financial Officer, Mobil Sekiyu,  
K.K., Tokyo, Japan

**1991-1993** Project Financing Officer,  
Mobil Oil Indonesia, Jakarta, Indonesia

**What do you see as the organization's greatest strength?**

The ability to act quickly...a team of leaders who want to work with each other and who are not back stabbing...a common goal to become great.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My previous key role was to question our capital spending ensuring we seek an appropriate return for the level of risk undertaken and if anything this role becomes more important.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Patience

**FUN FACTS**

**FIRST JOB**

Newspaper Delivery Boy

**LAST BOOK READ**

Defending Jacob

**PRIZED POSSESSION**

3 Remaining Hairs  
On My Head

**FAVORITE MOVIE**

My Cousin Vinny

**NEXT VACATION  
DESTINATION**

Alaska Cruise in August

**ONE ITEM FROM  
YOUR BUCKET LIST**

Having My Daughter Off  
The Payroll

# All Hands One Deck



## Paul Schofield

Director, Business Services - Carigali Hess Operating Company  
KUALA LUMPUR

### YEAR STARTED AT HESS

2006

### EDUCATION

BSC, Chemistry, Bristol University

### AREAS OF EXPERTISE

Petroleum/Operations Engineering

### CERTIFICATIONS OR SPECIAL SKILLS

Production Technology

### LANGUAGES SPOKEN

Dutch, Danish

### HESS WORK HISTORY

**2013-Present** Director, Business Services - Carigali Hess Operating Company, Kuala Lumpur, Malaysia

**2011-2013** Operations Director, Asia Pacific, Kuala Lumpur, Malaysia

**2010-2011** Operations Director, North Sea, Copenhagen, Denmark

**2006-2011** General Manager, Denmark, Copenhagen, Denmark

### PRIOR WORK HISTORY

**2000-2006** Subsurface Director, Tuscan Energy Limited, Aberdeen, UK

**1999-2000** Strategic Development Manager, PGS Atlantic Power Limited, Maidenhead/ Aberdeen, UK

**1998-1999** Asset Manager UK Central North Sea, Enterprise Oil plc, London, UK

**1994-1998** Asset Manager Black Sea and Kazakhstan, Enterprise Oil plc, London, UK

**1992-1994** Team Leader, Corporate Petroleum Engineering, Enterprise Oil plc, London, UK



**What do you see as the organization's greatest strength?**

The company has a relatively flat organisational structure, ensuring that lines of communication are short. This provides the opportunity for individuals to establish a large/broad network within the organisation, thus facilitating the sharing of knowledge and lessons learned, key to the continuous improvement of a learning organisation.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

This remains to be seen - as a secondee in a JV, so far I have experienced little evidence of change. I still report to the same person, who still has the same level of authority.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Confidence that the new organisational structure will be settled soon such that all personnel may focus on the task at hand rather than worry about their position within the company - delivering positive results must become the focus.

**FUN FACTS**

**FIRST JOB**

Shop assistant in iron-monger's store, including the role of paraffin delivery boy, my first taste of petroleum transportation!

**LAST BOOK READ**

The Tipping Point  
by Malcolm Gladwell

**PRIZED POSSESSION**

My Photo Albums

**FAVORITE MOVIE**

Family Man  
with Nicholas Cage

**NEXT VACATION DESTINATION**

Myanmar

**ONE ITEM FROM YOUR BUCKET LIST**

Dive Scapa Flow - scuttled German fleet after WW1

# All Hands One Deck



## Gerbert Schoonman

Vice President,  
Bakken  
HOUSTON

**YEAR STARTED  
AT HESS**  
2011

**EDUCATION**  
MS, Mechanical Engineering,  
Delft University of Technology

**AREAS OF EXPERTISE**  
Engineering/Management

**CERTIFICATIONS  
OR SPECIAL SKILLS**  
Engineering

**LANGUAGES SPOKEN**  
Dutch, English

### **HESS WORK HISTORY**

**2013-Present** Vice President, Bakken,  
Houston, Texas

**2011-2012** Vice President, Production,  
Unconventionals, Houston, Texas

**2010-2011** Vice President, Production - Asia  
Pacific, Kuala Lumpur, Malaysia

### **PRIOR WORK HISTORY**

**2008-2010** East Asset Manager, Brunei Shell  
Petroleum, Brunei

**2005-2008** Asset Development Manager,  
Northern Asset, Shell EP Europe, Europe

**2002-2005** Head of HSE Service Delivery EP  
Europe, Shell EP Europe, Europe

**1996-2002** Operations Manager, OIM &  
Development Team Leader, Shell Expro, UK

**1991-1996** Production Engineer, NAM,  
The Netherlands

**What do you see as the organization's greatest strength?**

I believe that Hess has three key strengths: our people, our Values and our resolve. We have some of the best people in the industry working for us who live our Values and share the Company's vision and the "Hess Way" of doing things. Most recently, we have seen the resolve and strength of our people shine in what has been a difficult and uncertain time. What has impressed me most is our ability to pull together and stay the course. Keeping our focus and performing strongly as an organization is the best example of our best and most important asset: our people.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The major difference in my new role is that I'll be focusing purely on our operations and future development in the Bakken. While all the assets in my previous role were important to our Unconventional portfolio, an asset on the size, scale and complexity of North Dakota that is so significant to the Company

demands a stand alone management team without the distraction of other assets. I'm excited by the fact that we can have a core team of experienced people dedicated fully to increasing our production and maturing our business even further in the Bakken.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

To develop a cohesive organization driving towards a single vision: "to be the Best in the Bakken". We need to create a "one team: one focus" approach that applies to each individual working on our North Dakota business an operating environment free from competing priorities and unnecessary distraction – in short, we need to focus on the big ticket items. Embedding our new "Bakken" organization and continuing to apply key operating disciplines like Continuous Improvement and Production Excellence will be critical to our success to ensure that we remain focused on delivering against our stated plans. Fundamental to our success for the remainder of 2013 will be the safe and seamless transition.x

**FUN FACTS**

**FIRST JOB**

Helping my Dad on the family farm in the Netherlands

**LAST BOOK READ**

No time to read!

**PRIZED POSSESSION**

My Family

**FAVORITE MOVIE**

Frack Nation

**NEXT VACATION DESTINATION**

Italy

**ONE ITEM FROM YOUR BUCKET LIST**

To Sail Across The Atlantic

# All Hands One Deck



## Brent Schwartz

Senior Manager,  
Human Resources -  
Offshore

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

BA, Speech Communications,  
Texas A&M University

### AREAS OF EXPERTISE

Human Resources

### CERTIFICATIONS OR SPECIAL SKILLS

CCP, SPHR

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Senior Manager, Human  
Resources - Offshore, Houston, Texas

**2011-2013** Senior Manager, HR - Compensation  
& Benefits, Houston, Texas

### PRIOR WORK HISTORY

**2011-2011** Senior Manager, Compensation  
and Benefits, BHP Billiton, Petroleum,  
Houston, Texas

**2007-2011** Director, Compensation,  
Schlumberger (M-I SWACO / Smith Intl), Dubai /  
Houston, Texas

**2004-2007** Human Resources Manager, Baker  
Hughes, Houston, Texas

**2001-2004** Employee Relations Specialist,  
Mercer / SynHRgy HR Technologies,  
Houston, Texas

**2000-2001** Client Service, SourceNet Solutions,  
Houston, Texas

**What do you see as the organization's greatest strength?**

- People
- Portfolio

**What do you anticipate will be the biggest change to your role in the new organization structure?**

- Understanding how work gets done in a new model.
- Gaining momentum.
- Defining who we are and who we want to be.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Right people in the right jobs with a clear understanding of their expectations and objective.

**FUN FACTS**

**FIRST JOB**

Mowing Lawns

**LAST BOOK READ**

The Passage

**PRIZED POSSESSION**

Family Photos

**FAVORITE MOVIE**

The Big Lebowski

**NEXT VACATION DESTINATION**

Colorado

**ONE ITEM FROM YOUR BUCKET LIST**

Travel

# All Hands One Deck



## Geoff Slater

Director, Operational Excellence, Exploration  
HOUSTON

### **YEAR STARTED AT HESS**

2007

**EDUCATION**  
MSc, Geochemistry, University of Birmingham, England

BA, Geology, University of New Hampshire

**AREAS OF EXPERTISE**  
Petroleum Systems, Basin Analysis, Integrated Interpretation, Strategic Planning,

**LANGUAGES SPOKEN**  
English, Russian, Turkish/Azeri

### **HESS WORK HISTORY**

**2013-Present** Director, Operational Excellence, Exploration, Houston, Texas

**2010-2013** Exploration Manager, Russia & CIS, Samara, Russia

**2009-2010** Team Lead, Exploration, Samara, Russia

**2007-2009** Geological Advisor, Samara, Russia

### **PRIOR WORK HISTORY**

**2003-2006** Business Development Advisor, Moncrief - Occidental JV, Azerbaijan, Baku

**1999-2003** President, Kura Valley OpCo, Baku

**1993-1998** Country Manager, Mobil Oil Corporation, Baku

**1991-1993** Exploration Superintendent, Middle East, Mobil Oil Corporation, Dallas

**1989-1991** Geological Manager, Turkey, Mobil Mediterranean Inc., Ankara

**1987-1989** Exploration Superintendent, DeepWater GOM, Mobil Oil Corp, New Orleans

**What do you see as the organization's greatest strength?**

The organization has excellent bench strength in the key areas that drive the business. This experience base coupled with the core asset base is the foundation for the future.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The organization must regroup and seize the moment, regain energy and focus on core business issues. The bottom line needs to be a focus on finding and producing oil and gas. All peripheral issues, initiatives and plans should be set aside to keep focused, engaged and energized.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I have been working in an asset that was basically outside much of Hess process and organization. The Asset based mentality we had in Samara is an excellent model for Hess going forward. I now need to network with the organization to understand better how I can best add value in my current role; how I can influence the organization to maintain focus and gain success.

**FUN FACTS**

**FIRST JOB**

Washing Windows

**LAST BOOK READ**

Killing Lincoln  
by Bill O'Reilly

**FAVORITE MOVIE**

Lord of the Rings Trilogy

**NEXT VACATION DESTINATION**

Verona, Italy

# All Hands One Deck



## Emerson Stine

Chief Petrophysicist  
HOUSTON

### YEAR STARTED AT HESS

1984

### EDUCATION

BS, Mechanical Engineering,  
University of MD

### AREAS OF EXPERTISE

Petrophysics

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Chief Petrophysicist,  
Houston, Texas

**2008-2013** Global Petrophysical Advisor,  
Houston, Texas

**2006-2008** Senior Petroleum Engineering  
Advisor, Houston, Texas

**1998-2006** Consultant Petroleum Engineer,  
Houston, Texas

**1990-1998** Professional Petroleum Engineer,  
Tulsa, Oklahoma

**1984-1990** Petroleum Engineer, Tulsa, Oklahoma

### PRIOR WORK HISTORY

**1980-1984** Senior Open Hole Logging Engineer,  
Dresser Atlas, Yukon, Oklahoma



**What do you see as the organization's greatest strength?**

The Corporation's greatest strength in my opinion has always been its people. Hess has historically employed talented, dedicated and loyal professionals with a strong work ethic.

Referring specifically to the technical disciplines, the overall technical capability of the individual contributors is strong.

In my experience, via exposure to the various asset and support teams, the desire to "do the right" thing and pride in a job well done is prevalent.

With the exception of several known gaps, with the right leadership, the current petro-tech work force is equipped to take on the technical challenges that face Hess in the journey to 2020.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change to my role in the new organization structure is largely a function of the newly created Petrophysics Chief position. This is a new role in the Corporation and is a new role for me.

Given the reality of the limited number of Petrophysicists at Hess, in addition to my new role as Chief, I also have the responsibility of being an individual contributor.

Effectively managing the sharing of expertise across the boundaries of asset teams is a significant and new focus of my new role.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The thing or commodity that I need most as a leader to ensure delivery of 2013 goals and "must dos" is people, coordination and cooperation.

The community of Petrophysicists at Hess, while talented is short on numbers. The number of assets, existing projects and future work that needs to be performed outweighs our ability to sufficiently support.

Universal support from the assets to allow coordination and management of the Petrophysical workforce is critical to ensure that the top priority/high yield projects are worked to achieve our 2013 goals.

**FUN FACTS**

**FIRST JOB**

Laborer with General Contractor

**LAST BOOK READ**

Killing Kennedy

**PRIZED POSSESSION**

1969 ZL1 Camaro

**FAVORITE MOVIE**

Pulp Fiction

**NEXT VACATION DESTINATION**

Vienna

**ONE ITEM FROM YOUR BUCKET LIST**

Track the ZL1 @ Circuit of the Americas

# All Hands One Deck



## Michael Strickler

Director, Maturation -  
Gulf of Mexico

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

MS, Director, Maturation, Gulf of  
Mexico, LSU

BS, Geology, Virginia Tech

### AREAS OF EXPERTISE

Deepwater Exploration,  
Provenance, Seismic  
Interpretation

### CERTIFICATIONS OR SPECIAL SKILLS

Licensed Texas Professional  
Geologist (#3843)

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Maturation -  
Gulf of Mexico, Houston, Texas

**2012-2013** Director, Exploration, Houston, Texas

**2009-2012** Manager, Exploration,  
Houston, Texas

**2009-2009** Senior Geological Advisor,  
Houston, Texas

**2007-2008** Team Lead, Houston, Texas

**2005-2007** Geological Advisor, Houston, Texas

### PRIOR WORK HISTORY

**2002-2005** Senior Geoscientist, Unocal/  
Chevron, Sugarland, Texas

**2001-2002** Advanced Geoscientist,  
ChevronTexaco, Bellaire, Texas

**1999-2001** Advanced Geoscientist, Texaco,  
Bellaire, Texas

**1997-1999** Advanced Geoscientist, Texaco,  
New Orleans, Louisiana

**1991-1997** Development/Exploration  
Geoscientist, Texaco, New Orleans, Louisiana

**1988-1991** Exploration Geologist, Texaco,  
New Orleans, Louisiana

**What do you see as the organization's greatest strength?**

The organization's greatest strengths are the people and the portfolio. Most of the individual contributors are hard working, honest people, that are trying to do their very best under what is often a difficult, confusing, and constantly changing work environment. I have a lot of respect for their abilities and professional attitudes. Hess also already has some excellent assets in our current portfolio that, at least in the Gulf of Mexico, are not realizing their full potential because of conflicting priorities within the company. I have worked the Gulf of Mexico for most of my career, and the current Hess portfolio is one of the better ones that I have been involved with.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Since I am continuing in the same role in the new organization, I do not anticipate significant change. The biggest change to my role in the new organization will be to work in a structure that is less functional and more asset-based. I like this type of structure and am more familiar with it since my previous employers

approached their work this way. I will have a larger staff under me, some of which have little Gulf of Mexico experience, that I will have to help jell into a well-run team. We will also be more active on the Gulf of Mexico capture side, so I will have to work closely with the GoM New Ventures team to add value to the company.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I am going to need a larger staff which is planned in the new organization, although there will be some senior-level vacancies that need to be filled quickly. We are going to need the support of other parts of the Hess organization, including EPT to mature the exist portfolio in a timely fashion. We are going to need a budget for seismic licensing and re-processing. In the past, these types of budget items were often cut. We are going to need the support of the company for conventional exploration and for Gulf of Mexico exploration. Hess has a lot of potential in the Gulf of Mexico, but we are not going to realize it unless the company does a better job of supporting our efforts.

**FUN FACTS**

**FIRST JOB**

Weeding Flower & Vegetable Gardens

**LAST BOOK READ**

The Advantage  
by Patrick Lincioni

**PRIZED POSSESSION**

Postage Stamp Collection

**FAVORITE MOVIE**

Bruce Almighty

**ONE ITEM FROM YOUR BUCKET LIST**

See the Grand Canyon

# All Hands One Deck



## Lee Tacon

Vice President,  
Global New Business  
Development  
HOUSTON

### **YEAR STARTED AT HESS**

1990

### **EDUCATION**

MBA, Business Administration,  
Houston Baptist

### **AREAS OF EXPERTISE**

Acquisitions, Divestments,  
Trades, Land, Commercial  
and Planning

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2013-Present** Vice President, Global New  
Business Development, Houston, Texas

**2012-2013** Vice President, Land & Commercial,  
Houston, Texas

**2010-2012** Vice President, Exploration, Houston,  
Texas

**2008-2010** Vice President, Global New Business  
Development, London, UK

**2005-2008** Director, Global New Business  
Development, London, UK

**2004-2005** Senior BD Advisor, London, UK

### **PRIOR WORK HISTORY**

**2011-2000** E Vice President & Global Production  
Coordinator, Shell EP International,  
Asia Pacific, Singapore

**What do you see as the organization's greatest strength?**

The organization's greatest strength is its people. We have hired and grown our own timber into a very competent and experienced workforce.

However, having said that, we still have vacancies that are critical to our business delivery.

Crucial to our success will also be what actions we take to retain our key staff given the hiring demands coming from our competition.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The first benefit I see from the change is that having business development, strategy,

planning, land and commercial report through the same S Vice President and an aligned management team, we now have a greater flexibility to place the right person on the job regardless of the functional role, cross train, provide greater career opportunities, and build on functional excellence.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

For delivery of 2013 divestments, continued management support to maintain key staff on the projects until completion.

Looking forward: filling vacancies in my Team and by early 2014, having the Team located in Houston.

**FUN FACTS**

**FIRST JOB**

Boat Yard Staff

**LAST BOOK READ**

Troubleshooting Marine Diesel Engines (4th Edition)

**PRIZED POSSESSION**

Boat(s)

**FAVORITE MOVIE**

The Bourne Supremacy

**NEXT VACATION DESTINATION**

Point Clear, Alabama

**ONE ITEM FROM YOUR BUCKET LIST**

Sail Across The Atlantic

# All Hands One Deck



## Joe Tolbert

Director, Human Resources, Policies & Practices  
HOUSTON

### YEAR STARTED AT HESS

2002

### EDUCATION

BS, Economics, Texas A&M University

### AREAS OF EXPERTISE

Industrial Relations, Benefits, M&A, Managing Difficult Conversations

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2010-Present** Director, Human Resources, Policies & Practices, Houston, Texas

**2007-2010** Director, Human Resources, Exploration & EPT, Houston, Texas

**2002-2007** Director, Human Resources E&P, Houston, Texas

### PRIOR WORK HISTORY

**2000-2002** Vice President, HR Global Business Partner, Fluor Corporation, Houston, Texas

**1995-2000** Vice President, Compensation & Benefits, Fluor Corporation, Irvine, California

**1992-1995** GM, Operations, Fluor Corporation, Chicago, Illinois

**1989-1992** Director, Human Resources, Fluor Corporation, Chicago, Illinois

**1981-1989** Human Resources & Industrial Relations, Fluor Corporation, Houston, Texas

**1979-1981** Labor Relations Specialist, CARGILL, Wichita, Kansas

**What do you see as the organization's greatest strength?**

I see two strengths: Hess people and Hess history. One strength is the experienced base of talent capable of facing problems and overcoming challenges. The other strength is the rich history of the company knowing, of course, we must pay close attention to how much and what should we hold onto and what must we begin to do differently for the new organization to be successful.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Understanding the roles and relationships between functional groups and operations in the new organization.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Leadership alignment is critical. It is essential we collectively take part in an operating philosophy and set of work standards and processes including people practices. That ownership must come from all of us in the room.

**FUN FACTS**

**FIRST JOB**

Repaired small engines and equipment

**LAST BOOK READ**

Empire of the Sun: Quannah Parker & the Rise and Fall of the Comanches by S.C. Gwynne

**PRIZED POSSESSION**

Major League Baseball Card Collection

**FAVORITE MOVIE**

Animal House

**NEXT VACATION DESTINATION**

Alaska

**ONE ITEM FROM YOUR BUCKET LIST**

Live long enough to see my grandchildren grow up to be good people

# All Hands One Deck



## Brian Truelove

Senior Vice President,  
Services

HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

BS, Chemical Engineering,  
Texas A&M University

### AREAS OF EXPERTISE

Drilling, Completions,  
Production, EHS

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Senior Vice President, Services,  
Houston, Texas

**2011-2013** Vice President, Global Drilling &  
Completions, Houston, Texas

### PRIOR WORK HISTORY

**2010-2011** Senior Vice President, ADNOC-NDC  
(Shell secondee), Abu Dhabi, UAE

**2008-2009** Global Unconventionals Wells  
Manager, Shell, Calgary, Canada

**2005-2007** Global Deepwater Wells Manager,  
Shell, Rijswijk, The Netherlands

**2000-2004** Global Wells R&D and UBD Manager,  
Shell, Rijswijk, The Netherlands

**1980-1999** Various Leadership Positions, Drilling  
& Completions, Production, HSE, Corporate  
Strategy & Project Management, Shell, Houston/  
New Orleans



**What do you see as the organization's greatest strength?**

The people of Hess. We have knowledgeable, experienced, dedicated, and motivated people that are the most important asset for building a strong performance culture. They are anxious to understand the role they can play in building that culture, but they need leadership to give them direction and support. They also need leaders that will engage with them on a regular basis - not just in "tell" mode, but to listen. We have people with great ideas and they are ready to help us build a culture with a performance edge.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Working in an influence role where I don't have direct control over the business is not new to me, but it will be a change that needs

to be managed for myself, my leadership team, and my organization. It is essential that I provide clarity to everyone on their roles and to emphasize there is no "A" team or "B" team, only one team.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I have been meeting with my new organization in small groups to discuss the new organization, the changes in Hess, and what is needed to build a culture with a performance edge. My leadership team and I need to keep those engagements going, particularly to provide direction, hit tough issues head-on, and to listen. So this is something I have, but I need to keep it up. Communications with staff are always important, but are most important in times of change.

**FUN FACTS**

**FIRST JOB**

Lifeguard

**LAST BOOK READ**

The Five Dysfunctions of a Team

**PRIZED POSSESSION**

My Snow Skis

**FAVORITE MOVIE**

Raiders of the Lost Ark

**NEXT VACATION DESTINATION**

Deep in the Mountains of British Columbia (again)

**ONE ITEM FROM YOUR BUCKET LIST**

Visit Antarctica

# All Hands One Deck



**Mike  
Turner**

Senior Vice President,  
Onshore

HOUSTON

**YEAR STARTED  
AT HESS**

2009

**EDUCATION**

BS, Chemical Engineering,  
Rensselaer Polytechnic Institute

**AREAS OF EXPERTISE**

Continuous improvement, safety,  
technical integrity and reliability,  
well and reservoir management  
and lean manufacturing  
techniques to deliver improved  
performance to oil field  
development and operations.

**HESS WORK HISTORY**

**2013-Present** Senior Vice President, Onshore,  
Houston, Texas

**2009-2013** Senior Vice President, Global  
Production, Houston

**PRIOR WORK HISTORY**

**2006-2009** General Manager, UK, Shell Europe,  
Aberdeen, UK

**2002-2006** Senior Vice President, Shell/  
ExxonMobil's California E&P Operations, Aera  
Energy, Bakersfield, California

**1999-2002** Vice President, Operations, Aera  
Energy, Bakersfield, California

**1998-1998** SAP Program Director, Aera Energy,  
Bakersfield, California

**1997-1998** Manager, Operations, Aera Energy,  
Bakersfield, California

**What do you see as the organization's greatest strength?**

Hess has grown and recruited many world class people. We now have an asset base that we can really get our hands around and add value to shareholders.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Leading this collection of world class people in the Hess Way, enabling them to perform collectively as a world class business unit. Making sure everyone knows what they need to do and who does it. Telling staff to make more oil or just execute is not leadership; we need to remove barriers for them.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Post Hess Board changes - more clarity on senior executive roles and responsibilities with an efficient senior level operating rhythm.

**FUN FACTS**

**FIRST JOB**

Picking cherries on farm in upstate New York (13 years old)

**LAST BOOK READ**

Sheltered by God's Own Hand, by William Winders, Book is about my wife's Uncle's life; Jim Stephenson who was a Navy Cross war hero in WWII at Iwo Jima

**PRIZED POSSESSION**

My Family (corny but very true)

**FAVORITE MOVIE**

Live and Die in LA (1985)

**NEXT VACATION DESTINATION**

Peru (Machu Picchu) at the end of July with the family

**ONE ITEM FROM YOUR BUCKET LIST**

Head Coach a College Football Team

# All Hands One Deck



## Doug Valleau

Director, Unconventional  
Technology, Onshore  
HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

MS, Geoscience, University  
of Florida

### AREAS OF EXPERTISE

Global Play & Risk,  
Unconventionals, Exploration,  
& Exploitation

### CERTIFICATIONS OR SPECIAL SKILLS

Certified Professional Geologist

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2011-Present** Director, Unconventional  
Technology, Onshore, Houston, Texas

### PRIOR WORK HISTORY

**2008-2011** Director, Global Unconventional  
Exploration, ConocoPhillips, Houston, Texas

**2004-2008** North America Operations Manager,  
Burlington / ConocoPhillips, Houston, Texas

**2001-2004** Global Exploration Director,  
Burlington, Houston, Texas

**1993-2001** Deepwater Exploration Advisor,  
Burlington, Houston, Texas

**1980-1993** Manager of Exploitation, BHP,  
Houston, Texas

**1977-1980** Development Geologist, Gulf Oil,  
Houston, Texas

**What do you see as the organization's greatest strength?**

Highly leveraged to liquids and focused portfolio.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Will be performing the same function but with closer ties to my asset customers.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Additional staff.

**FUN FACTS**

**FIRST JOB**

Sanding Cars in an Auto Body Shop (to prep for painting)

**LAST BOOK READ**

The Wheel of Time by Robert Jordan

**PRIZED POSSESSION**

My Wedding Ring

**FAVORITE MOVIE**

Blazing Saddles

**NEXT VACATION DESTINATION**

Taos New Mexico in September

**ONE ITEM FROM YOUR BUCKET LIST**

Vacation in New Zealand

# All Hands One Deck



## Chuck VanAllen

Vice President, Offshore Americas & West Africa (OAWA)

HOUSTON

### YEAR STARTED AT HESS

2013

### EDUCATION

BSc, Petroleum Engineering, Colorado School of Mines

### AREAS OF EXPERTISE

Jack of All Trades;  
Master of None

### CERTIFICATIONS OR SPECIAL SKILLS

Professional Engineering Registration - CA

### LANGUAGES SPOKEN

English plus 50 word vocabularies in Spanish; Bahasa Indonesia; and Arabic

### HESS WORK HISTORY

**2012-Present** Vice President, Offshore Americas & West Africa (OAWA), Houston, Texas

**2010-2012** Vice President, Unconventionals, Houston, Texas

**2005-2009** Vice President, Production, Americas, Houston, Texas

**2004-2005** Vice President, Production, West Africa, Houston, Texas

**2003-2004** Director, West Africa Operations, Houston, Texas

### PRIOR WORK HISTORY

**2000-2001** Vice President, Southeast Asia, Texaco, Houston, Texas

**1997-2000** Vice President, Operations, Texaco Middle East, Kuwait

**1992-1996** Manager, Middle East Assets, Texaco E&P Technology, Houston, Texas

**1988-1992** Senior Staff Engineer, Caltex Pacific Indonesia, Sumatra, Indonesia

**1981-1987** Engineer, Reservoir Production, Getty Oil/Texaco, Bakersfield & Taft, California

**What do you see as the organization's greatest strength?**

Without a doubt, our resilience! During my 10 years with Hess, we've been in a state of perpetual organizational transformation. We've been searching for the holy grail (the right combination of People, Portfolio, and Process). Some of our efforts have worked and some have not. Despite the constant state of change and the occasional mis-step, our people have remained incredibly resilient.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Integration and Alignment in the following areas:

1. Context setting:  
Helping everyone understand our global portfolio better so we can rally around Enterprise 1st; Asset 2nd; Me 3rd

2. Standardization:

- Defining what "pragmatic application of process" really means;
- Developing a common operating rhythm across Developments and Production; and
- Creating the right degree of visibility in all elements of our business.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Clarity of Roles and Responsibilities (What & How):

1. Set the Calendar - What is our new E&P Operating Rhythm?
2. How do we define P&L accountability for Senior Vice President's? for Vice President's? for Asset Directors?
3. What are the rules of engagement as we work through the transition for our Corporate staff?

**FUN FACTS**

**FIRST JOB**

Gardner

**LAST BOOK READ**

Disastrous Decisions

**PRIZED POSSESSION**

My Dog

**FAVORITE MOVIE**

Braveheart

**NEXT VACATION DESTINATION**

Wherever My Lovely Wife Wants To Go!

**ONE ITEM FROM YOUR BUCKET LIST**

RV Tour of the U.S.

# All Hands One Deck



**Steve  
Villas**

Vice President,  
Crude Oil Marketing  
NEW YORK

**YEAR STARTED  
AT HESS**

1991

**EDUCATION**

MBA, Finance, University  
of Pennsylvania

BS, Civil Engineering,  
Lehigh University

**AREAS OF EXPERTISE**

Crude Oil & NGL Marketing

**HESS WORK HISTORY**

**2013-Present** Vice President, Crude Oil  
Marketing, New York

**1991-2013** Vice President, Amerada Hess  
Trading Company & Successors, New York, New  
York

**PRIOR WORK HISTORY**

**1986-1991** Manager, Crude Oil Trading, BP,  
Cleveland, Ohio

**1978-1986** Various Roles, Standard Oil Co., Ohio

**1975-1978** Engineer, Exxon Corp., Florham Park



**What do you see as the organization's greatest strength?**

Becoming a business focused on making money instead of making oil.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Covering the international markets without a London office.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Filling open positions in my team.

**FUN FACTS**

**FIRST JOB**

Hardware Store Sales

**LAST BOOK READ**

One Dog Night  
by David Rosenfelt

**PRIZED POSSESSION**

I don't prize possessions,  
just relationships

**NEXT VACATION  
DESTINATION**

Hong Kong & Singapore

**ONE ITEM FROM  
YOUR BUCKET LIST**

A trip through the  
Panama Canal

# All Hands One Deck



## Warren Walhaug

Director, Infrastructure,  
Onshore - Bakken Asset  
NORTH DAKOTA

### YEAR STARTED AT HESS

2013

### EDUCATION

MBA, Business Administration,  
Tulane University

BS, Civil Engineering,  
ND State University

AS, Civil Engineering,  
ND State School of Science

### AREAS OF EXPERTISE

E&P Projects, Development,  
Operations, Reserch

### CERTIFICATIONS OR SPECIAL SKILLS

Project and Eningeering

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Infrastructure, Onshore -  
Bakken Asset, Tioga, North Dakota

### PRIOR WORK HISTORY

**2012-2013** Logistics Director / Transition  
Manager, NCPOC (Shell E&P), Kazakhstan

**2010-2012** DW Engineering & Asset Manager,  
NEPCo (Shell E&P), Nigeria

**2002-2010** Technical & Well Delivery Manager,  
Pecten (Shell E&P), Cameroon

**1999-2002** DW Development Corridor Lead,  
Shell E&P, New Orleans, Louisiana

**1995-1999** Engineering Manager, Pecten  
(Shell E&P), Cameroon

**1991-1995** Division Engineer, Shell E&P,  
New Orleans, Louisiana

**What do you see as the organization's greatest strength?**

Adaptive to big challenges. Seeking and realizing improvements to technical and business processes. Solid leadership to enable change and get the work done. Excellent portfolio of opportunities.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Develop and drive a vision to consolidate infrastructure projects under one umbrella. Creating a culture, which drives fiscal responsibility, maturation of project portfolio funnel, and on-time delivery. Implementation of

improved engineering and project management tools and processes to drive a project delivery culture. Solid line of responsibility for shared services to support project and operations.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Continued support of Hess Corporate Leadership to support vision. Solid communication pack for transition to the new organization, creating ownership at all levels for the objectives and how to achieve success. Development and implementation of business processes to continue to improve performance and ownership of assigned responsibilities.

**FUN FACTS**

**FIRST JOB**

Project Engineer

**LAST BOOK READ**

Killing Lincoln

**PRIZED POSSESSION**

Father's Homestead

**FAVORITE MOVIE**

English Patient

**NEXT VACATION DESTINATION**

Montana

**ONE ITEM FROM YOUR BUCKET LIST**

Yachting Corasia

# All Hands One Deck



## Eric Walker

Director, Human Resources, Services

HOUSTON

### YEAR STARTED AT HESS

2006

### EDUCATION

Master of Public Affairs, Human Resources, Indiana University

BS, History, University of Southern Indiana

### AREAS OF EXPERTISE

Change Management, Coaching, Project Management

### CERTIFICATIONS OR SPECIAL SKILLS

SHRP

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Director, Human Resources, Services, Houston, Texas

**2011-2013** Director, Human Resources, GENV, GEPS, UCCA, Global IT, Houston, Texas

**2010-2011** Director, Human Resources, Marketing & Refining, Global IT, Woodbridge, New Jersey

**2009-2010** Director, Human Resources, Developments, GEPS, Houston, Texas

**2006-2009** Director, Human Resources, ENAA & SEA, London, UK

### PRIOR WORK HISTORY

**2005-2006** GM, Human Resources, Global Refining & Pipelines, BP, London, UK

**2002-2005** GM, HR & Communications, Global Lubricants, BP, Swindon, UK

**2000-2002** Director, Human Resources, Consumer Lubricants Europe, BP, Swindon, UK

**1999-2000** Manager, Human Resources, Retail South Africa, BP, Cape Town, RSA

**1997-1999** HR Consultant, International Operations South America, Amoco, Houston, Texas

**1993-1997** Supervisor, Human Resources, Operations and Labor Relations, Amoco, Whiting, Indiana

**What do you see as the organization's greatest strength?**

Our greatest strength is our technical expertise and our experience base, i.e., our people.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Understanding and translating to action the role of the Functions and Services in the new organization, especially the central teams.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Collective leadership and alignment of messages from the people in this room. Global minimum standards and process from every Function and Service. An end to the 'opt-out' culture.

**FUN FACTS**

**FIRST JOB**

Lifeguard

**LAST BOOK READ**

Here is Where: Discovering America's Great Forgotten History by Andrew Carroll

**PRIZED POSSESSION**

1981 Ford F100  
(belonged to my Father)

**FAVORITE MOVIE**

The Wizard of Oz

**NEXT VACATION DESTINATION**

Traverse City, Michigan

**ONE ITEM FROM YOUR BUCKET LIST**

The Northern Lights in a Dogsled in Iceland

# All Hands One Deck



## Miles Warner

General Manager,  
Offshore -  
Equatorial Guinea

EQUATORIAL GUINEA

### YEAR STARTED AT HESS

2004

### EDUCATION

BSc, Civil Engineering,  
Bristol University

### AREAS OF EXPERTISE

Country Management,  
International & Government  
Partnerships

### LANGUAGES SPOKEN

English, French, Spanish

### HESS WORK HISTORY

**2012-Present** General Manager, Offshore -  
Equatorial Guinea, Bome, EG

**2010-2012** Country Manager, Libya,  
Tripoli, Libya

**2006-2010** Country Manager, Egypt,  
Cairo, Egypt

**2004-2006** Human Resources Manager, North  
Africa/Eurasia, El Gassi

### PRIOR WORK HISTORY

**2002-2004** Human Resources, Business  
Practice Director, Sema, London, UK

**2000-2002** Global Human Resources Director,  
WesternGeco, London, UK

**1997-2000** Worldwide Human Resources  
Director, Schlumberger Wireline & Testing, Paris,  
France

**1996-1997** General Manager, East  
Mediterranean, Schlumberger Wireline & Testing,  
Cairo, Egypt

**1994-1996** District Manager, Schlumberger  
Wireline & Testing, New Iberia, Louisiana

**1992-1994** Technical Manager, South America,  
Schlumberger Wireline & Testing, Caracas

**What do you see as the organization's greatest strength?**

We have many - the diverse nature of the experience and skillsets of our employees is a huge asset. We have people who can do the job and we need to draw on this expertise. Our size - it needs to allow us to be nimble and focussed in our decision making processes, an area we will further develop with the new asset based organisation. Our ability to build strong relationships with partners and Governments - these partnerships can continue to be the foundation of future success.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The biggest change will be in the accountability for the business at an EG level. We should also

expect to see more efficient use of resources and improved alignment within our leadership team to deliver our business objectives. We can expect the decision making process to be more EG based as this accountability is moved lower in the organisation.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

It is important that we complete the current re-organisation process quickly and efficiently. This way we will be able to enjoy its benefits as soon as can and maintain focus on EHS and Operational Excellence as we must. The new organisation will require adapted business tools, P&L reporting etc. These will need to continue to be progressed rapidly.

**FUN FACTS**

**FIRST JOB**

Hot Air Balloon Crew

**LAST BOOK READ**

Tropical Gangsters

**PRIZED POSSESSION**

Family photos from around the world

**FAVORITE MOVIE**

The Day of the Jackal

**NEXT VACATION DESTINATION**

Ethiopia

**ONE ITEM FROM YOUR BUCKET LIST**

To compete in the Paris/Dakar Rally

# All Hands One Deck



## Paul Welford

Vice President,  
Portfolio and Planning  
NEW YORK

### YEAR STARTED AT HESS

2010

### EDUCATION

BSC, Civil Engineering, Leeds

MBA, Strategy & Finance,  
Cranfield

### AREAS OF EXPERTISE

Asset & Corporate Transactions,  
Economics, Petroleum  
Engineering

### LANGUAGES SPOKEN

Modest French

### HESS WORK HISTORY

**2013-Present** Vice President, Portfolio and  
Planning, New York

**2011-2012** Vice President & a/ Vice President,  
Global New Business Development, London, UK

**2010-2011** Director, Global New Business  
Development, London, UK

### PRIOR WORK HISTORY

**2009-2010** Vice President, Upstream,  
BG Egypt, Cairo

**2007-2008** Vice President, Commercial, BG  
Middle East, Muscat

**1980-2006** Well Site Petroleum Engineer  
to Running Hague-based M&A Team, Shell  
International, Netherlands, Brunei, Argentina,  
Thailand, Malaysia, Oman, UK



**What do you see as the organization's greatest strength?**

Culture, raw capability, international footprint, out of the fire & chance to play for the upside.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Developing rather than executing strategy. A real role in creating a great future.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I have what I need.

**FUN FACTS**

**FIRST JOB**

Running Copy at a Newspaper

**LAST BOOK READ**

Game of Thrones

**PRIZED POSSESSION**

Dunhill Pen

**FAVORITE MOVIE**

Gladiator

**NEXT VACATION DESTINATION**

BVI

**ONE ITEM FROM YOUR BUCKET LIST**

Sail the Atlantic

# All Hands One Deck



## Joseph Wesley

Director, Commercial and Land, Exploration and Offshore  
HOUSTON

### **YEAR STARTED AT HESS**

1987

### **EDUCATION**

BS, Business Administration,  
University of Southern  
Mississippi

### **AREAS OF EXPERTISE**

Land Mgt, Negotiations,  
Govrenment & Partner Relations,  
and E&P Operations

### **CERTIFICATIONS OR SPECIAL SKILLS**

SMU - Cox School of Business  
- Executive Management  
Development

### **LANGUAGES SPOKEN**

English

### **HESS WORK HISTORY**

**2011-Present** Director, Commercial and Land, Exploration and Offshore, Houston, Texas

**2012-2013** Land Manager, International Unconventional Capture & Appraise, Houston, Texas

**2010-2012** Negotiations & Business Manager, New Ventures International, Houston, Texas

**2005-2010** Negotiations & Business Manager, South America & West Africa Exploration, Houston, Texas

**1987-2005** Senior Landman / Land Manager Gulf of Mexico E&P, Houston, Texas

### **PRIOR WORK HISTORY**

**1980-1987** Landman, Texaco Inc., New Orleans, Louisiana

**What do you see as the organization's greatest strength?**

Experienced and committed leadership that is taking a more focused approach to increasing success and profitability of the Exploration and Production business and increasing accountability throughout the organization. By combining the Land, Commercial, & Business Development groups into a more cohesive Strategy, Commercial and Land, and New Business Development organization, we will have the opportunity to develop, cross train and load balance the right personnel to key projects. This should provide Hess with a competitive advantage when reacting to new opportunities and will provide individuals the opportunity to continue improving and broadening their skill sets.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

The new role involves expanded areas of responsibility, a significantly larger staff to

manage, develop and motivate, as well as more accountability to different leadership and management roles across multiple business units. It will be important to understand the needs and drivers of each of the new business units and put together an effective team to timely deliver the 2013 objectives.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

In order to deliver our 2013 plan, it will be important to locate all key team members in Houston quickly, fill vacancies and retain key staff. I want to ensure that excellent working relationships are developed with the business units that we service while delivering high quality functional support. It will be important for the leadership to foster to our respective teams a sense of ownership and commitment by the company to its new organization and its goals.

**FUN FACTS**

**FIRST JOB**

Dairy Farm (feeding cows, cleaning barns, general farm chores)

**LAST BOOK READ**

Blindside

**PRIZED POSSESSION**

Family Daylilies & Baseball Autographed by Joe DiMaggio & Mickey Mantle

**FAVORITE MOVIE**

Top Gun

**NEXT VACATION DESTINATION**

Destin

**ONE ITEM FROM YOUR BUCKET LIST**

Play Augusta National

# All Hands One Deck



## Stephen Whitaker

Director, Offshore -  
Stampede  
HOUSTON

**YEAR STARTED  
AT HESS**  
2005

**EDUCATION**  
BSc, Marine Engineering,  
University of Wales

**AREAS OF EXPERTISE**  
Corporate Management,  
Project Management, Subsea  
and Offshore Pipelines

**LANGUAGES SPOKEN**  
English (version 1)

### **HESS WORK HISTORY**

**2013-Present** Director, Offshore - Stampede,  
Houston, Texas

**2011-2012** Director, Subsea Developments,  
Houston, Texas

**2007-2011** Senior Facilities Engineering Advisor,  
Houston, Texas

**2005-2007** Facilities Engineering Advisor,  
Houston, Texas

### **PRIOR WORK HISTORY**

**2004-2005** Project Manager, Technip USA,  
Houston, Texas

**2001-2004** Project Manager, Technip USA,  
Houston, Texas, Subsea and Pipeline Engineer,  
BP (contracted in), Houston, Texas

**1997-2001** Chief Executive Officer, J P Kenny  
Inc., Houston, Texas

**1995-1997** Engineering Manager, J P Kenny A/S,  
Stavanger

**1992-1995** Project Engineer, J P Kenny Inc.,  
Houston, Texas

**What do you see as the organization's greatest strength?**

The latent capability of the people in the organization.

I continue to be impressed by the quality of the people we have and their resolve to work hard through what has been an extremely difficult period in the history of the Enterprise. I chose the words "latent capability" deliberately to illustrate the fact that it is something that needs to be nurtured and grown. As leaders we have a responsibility to get the best out of each co-worker. I avoid the use of the word employee. We need give them space to develop and grow. As leaders they follow our behaviours and dwell on what we say and do. It is very easy for us to "snuff out" this latent capability through thoughtless words and deeds.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Working in an asset based organization.

At a personal level it's going to be interesting the change from being part of a functional organization to an asset based organization. I

have worked in both elsewhere and the change in mindset is something that takes everyone time to adjust to. Being the single point of accountability on a Project is something I thrive on. I'm looking forward to the opportunity to take what I have learnt elsewhere in running projects and enterprises to make the Project part of solid well run business unit underpinned by a well defined P&L.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

A stable organization and space/time to execute.

We can all relate to the fact that the re-organization has consumed much (all?) of our time for the last month or two. For many - it has been significantly longer. We've delegated much that we could - but now we need time to re-group & re-focus on delivery. Limit the "initatives" going forward - particularly this year. Recognize the organization isn't perfect - but live with it for a period of time. Let the ship stabilize and regain any forward momentum we may have lost in the last few months.

**FUN FACTS**

**FIRST JOB**

Picking strawberries as a teenager, \$40 for a week's work

**LAST BOOK READ**

A Whole New Mind  
by Daniel Pink

**PRIZED POSSESSION**

Grandfather's Pocket watch which he got for saving a boy's life back in 1916

**FAVORITE MOVIE**

The new Star Trek movies

**NEXT VACATION DESTINATION**

England and Switzerland (hopefully)

**ONE ITEM FROM YOUR BUCKET LIST**

Watching the horse race in Siena (Palio di Siena)

# All Hands One Deck



## Kevin Wilcox

Vice President &  
Controller  
NEW YORK

**YEAR STARTED  
AT HESS**  
2001

**EDUCATION**  
BBA, Accounting,  
University of Texas

**AREAS OF EXPERTISE**  
Accounting and Finance (E&P  
Industry and SEC Regulatory  
Compliance)

**CERTIFICATIONS  
OR SPECIAL SKILLS**  
CPA

**LANGUAGES SPOKEN**  
English

**HESS WORK HISTORY**  
**2004-Present** Vice President & Controller,  
New York

**2003-2004** Assistant Controller, New York

**2001-2003** Controller, West Africa, Dallas, Texas

**PRIOR WORK HISTORY**  
**1994-2001** Vice President Controller, Triton  
Energy, Dallas, Texas

**1986-1994** Audit Manager, Price Waterhouse,  
Dallas, Texas

**What do you see as the organization's greatest strength?**

A new beginning...the Leaders in this conference are creating a new pure play E&P company called Hess Corporation. The amount of change the company has taken upon itself in 2013 is a clear statement from senior management and the Board that we want to reinvent ourselves. As we emerge from this transition, it is crucial we recognize the collective challenge we face and instill a heightened expectation of delivering success given we now enjoy an even greater spotlight on our results from Wall Street. The lessons learned from this period of adversity should not be forgotten but rather need to become the catalyst that enables us to achieve our Hess 2020 BPEI objective. What a cool opportunity!

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Perspective...maximizing returns from an asset that is involved in multiple aspects of the E&P value chain is different than delivering excellence to each component value chain within an asset. Optimization of cross-functional activities is an opportunity to improve profitability through cost reduction

and improved decision making. One avenue to improved management of costs is linking more costs directly to activities, including those incurred beyond the operating field level. This will be an ongoing focus for my team as well as bringing business insights and appropriate challenge to the decision making process.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Space to adjust...there will likely be a significant check and adjust period following the implementation of the new organization before a smooth operating rhythm is established. We as leaders will need to trust one another, set the proper tone for the organization, and lead our teams successfully through the transition to create the culture we want.

Vigilance on what we choose NOT to do... we have been improving in this area recently and we need to continue to challenge all activities that are more appropriate for a large integrated oil and gas company versus what is appropriate for a more focused pure play E&P company.

**FUN FACTS**

**FIRST JOB**

Paper Boy

**LAST BOOK READ**

Performance Management, Integrated Strategy Execution, Methodologies, Risk, and Analytics  
by Gary Cokins

**PRIZED POSSESSION**

My Family

**FAVORITE MOVIE**

Remember the Titans

**NEXT VACATION DESTINATION**

Aruba

**ONE ITEM FROM YOUR BUCKET LIST**

Get a Hole in One

# All Hands One Deck



**Jay  
Wilson**

Vice President,  
Investor Relations

NEW YORK

**YEAR STARTED  
AT HESS**

2003

**EDUCATION**

BS, Finance, Drexel University  
of Pennsylvania

**AREAS OF EXPERTISE**

Investor Relations

**HESS WORK HISTORY**

**2003-Present** Vice President, Investor  
Relations, New York

**PRIOR WORK HISTORY**

**1994-2002** Vice President, Equity Research  
Department, North America, Integrated Oils &  
Refiners, JP Morgan, New York

**1990-1994** Associate, Equity Research  
Department, E&P Stocks, Salomon Brothers,  
New York

**1998-1990** Fund Accountant, Equity Risk,  
Arbitrage Trading Desk, Salomon Brothers,  
New York

**1986-1987** Fund Accountant, Money Markets,  
Smith Barney, New York



**What do you see as the organization's greatest strength?**

Our greatest strength is our people. It is our people who have built the portfolio, will execute the strategy and create the value for our shareholders. At the end of the day shareholders invest in management teams that they believe can create superior value over both the short and long term.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

As Hess transforms from an Integrated to a pure play E&P company so must our disclosure to the investment community. In addition our analyst coverage will change in some cases so new relationships will need to be built.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

The board and senior management need to provide the certainty and direction to the organization that will allow Hess to retain and attract the best talent, be an industry partner of choice and execute our plan to create short and long term value for our shareholders.

**FUN FACTS**

**FIRST JOB**

Paper Boy

**LAST BOOK READ**

Here is Where  
by Andrew Carroll

**PRIZED POSSESSION**

1919 Herreshoff  
S-Class Yacht

**FAVORITE MOVIE**

Thomas Crown Affair  
(the original)

**NEXT VACATION  
DESTINATION**

Normandy, France

**ONE ITEM FROM  
YOUR BUCKET LIST**

Compete in a Sydney,  
Hobart Race

# All Hands One Deck



## Jeff Wirth

Director, Offshore -  
Gulf of Mexico Asset  
HOUSTON

### YEAR STARTED AT HESS

1995

### EDUCATION

BS, Petroleum Engineering,  
Texas A&M University

### AREAS OF EXPERTISE

Reservoir Engineering

### CERTIFICATIONS OR SPECIAL SKILLS

Registered PE

### LANGUAGES SPOKEN

English, Aspirational Spanish

### HESS WORK HISTORY

**2013-Present** Director, Offshore - Gulf of Mexico Asset, Houston, Texas

**2012-2013** Director, OAWA Subsurface, Director, OAWA Subsurface

**2008-2012** Manager, ND Operations, Minot, North Dakota

**2007-2007** Team Lead, Global Production Planning, London, UK

**1999-2006** Reservoir Engineer, ND/GOM/EG, Houston, Texas

**1996-1998** Operations Engineer, North Dakota, Williston, North Dakota

**1995-1996** Early days of the Foundation Program, Houston, Texas

**What do you see as the organization's greatest strength?**

- 1) Blend of Cultures - Hess has a blend of cultures that I'd like to see continue. Getting that diversity of background can only help strengthen operational excellence. For instance, a North Sea influence on the GOM.
- 2) PDCA - This is the first time I have felt/seen a concerted effort to unify under a common management philosophy. If applied correctly, the concepts/tools in 'Getting the Right Things Done' such as A3's and operating rhythm will be powerful.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

- 1) Getting clear roles and responsibilities in the new world will be a challenge.
- 2) As an asset leaders, knowing if there is a 'Hess Way' for a process, and if so, understanding how to get it done.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

- 1) Technical resources (i.e. geomodeling) - Expect it will be addressed with reorg.
- 2) Headspace for critical thinking - Expect to address with operating rhythm.
- 3) Integrated data systems that can provide visibility - Project One!
- 4) Production - No major hurricanes.

**FUN FACTS**

**FIRST JOB**

Worked at a paint & hardware store near a bar (lesson in dealing with drunk customers)

**LAST BOOK READ**

Pinkalicious (young kids at home)

**PRIZED POSSESSION**

Big Green Egg

**FAVORITE MOVIE**

Big Lebowski

**NEXT VACATION DESTINATION**

Costa Rica (on the radar)

# All Hands One Deck



## Mike Zambonini

Vice President, Global  
Drilling and Completions

HOUSTON

### YEAR STARTED AT HESS

1998

### EDUCATION

M.S.c, Petroleum Engineering,  
University of Strathclyde

B.Sc., Mining Engineering,  
University of Strathclyde

### AREAS OF EXPERTISE

Drilling & Completions

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Vice President, Global Drilling and  
Completions, Houston, Texas

**2011-2013** Director, Drilling & Completions,  
GOM, Houston, Texas

**2006-2011** Manager, Drilling & Completions,  
Houston, Texas

**2005-2006** Drilling Manager, Houston, Texas

**2002-2004** Drilling Superintendent,  
Copenhagen, Denmark

**2001-2002** Assistant Well Superintendent,  
Aberdeen, UK

### PRIOR WORK HISTORY

**1993-1998** Drilling Engineer, Prodrill, UK,  
SEA & Australia

**1988-1993** Drilling Fluids Engineer / Researcher,  
IDF, UK

**1984-1988** Research Associate, Heriot-Watt  
University, UK

**What do you see as the organization's greatest strength?**

The biggest strength of the Hess organization is our people. We have people who know how to work together to get things done well. I think the hallmark of our organization has been that people, in general, have an enterprise view and try to do what is in the best interest of the company. We have been very successful in hiring some very technically competent engineers and I believe that this sets us apart.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

Clearly the biggest change to my role will be the change from a strong functional organization to a fully embedded asset organization with a small centralized functional group.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

I feel that what I need most right now is time and space to start figuring out the detail of how D&C will function in the new organization. Having had 2 directors depart from the group, I have found myself having to get more involved in the day-to-day functioning of the business and, as a result, have not had much time to start planning for what lies ahead. Post July 1st, when the new organization is in place, I will hopefully have more time to devote to the new D&C Function.

**FUN FACTS**

**FIRST JOB**

Coal Miner Trainee

**LAST BOOK READ**

Enduring Love  
by Iain McEwan

**PRIZED POSSESSION**

Rickenbacker 4001  
Bass Guitar

**FAVORITE MOVIE**

The Godfather

**NEXT VACATION DESTINATION**

Pacific Northwest

**ONE ITEM FROM YOUR BUCKET LIST**

Run 5 Marathons

# All Hands One Deck



## Zhiyong Zhao

Vice President,  
Hess China

BEIJING

### **YEAR STARTED AT HESS**

2009

### **EDUCATION**

BS, Geophysics, Jiangnan  
Petroleum University

MBA, Houston University

### **AREAS OF EXPERTISE**

Management and Geophysics

### **CERTIFICATIONS OR SPECIAL SKILLS**

Honor Professor and Academy  
Committee Member of China  
Unconventional Institute

### **LANGUAGES SPOKEN**

Chinese and English

### **HESS WORK HISTORY**

**2011-Present** Vice President, Hess China,  
Beijing

**2009-2011** GM, Hess China, Beijing

### **PRIOR WORK HISTORY**

**2005-2009** EP Director, Shell China, Beijing

**1990-2005** Global Account Director, Global  
Sales Manager, China Country Manager,  
Technical Advisor, SLB, Singapore, China &  
Houston, Texas

**What do you see as the organization's greatest strength?**

1. Enhances Profit and Loss (P&L) and value accountability
2. Gives P&L holder budget accountability for functions
3. Establishes clear ownership of external relationships
4. Requires functional contracting process (fit for purpose)
5. Cost saving

**What do you anticipate will be the biggest change to your role in the new organization structure?**

1. Not too much change in China organization itself because we set up Hess China in asset model from beginning.
2. Better link between China team with Houston team to ensure good alignment between local knowledge and global unconventional experience.

3. Onshore and UCA organization give better chance to allow China team to learn unconventional experience and technology from other assets and also good chance to introduce way to work with mega size NOCs like CNPC and Sinopec in China and globally.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

1. Quickly fit into new Onshore and UCA organization.
2. Better link with new organization leaders.
3. Clear accountabilities.
4. Good communication with team in China and our partner, CNPC and Sinopec.

**FUN FACTS**

**FIRST JOB**

Geophysicist in CNOOC Research Institute in 1983

**LAST BOOK READ**

Great People Decisions

**NEXT VACATION DESTINATION**

Hainan Island, China

# All Hands One Deck



## Mark Zitterich

Chief Facilities Engineer  
and Director, Subsea  
HOUSTON

### YEAR STARTED AT HESS

2011

### EDUCATION

BS, Engineering - Mechanical  
Specialty, Colorado School  
of Mines

### AREAS OF EXPERTISE

Facilities Engineering and  
Project Management

### CERTIFICATIONS OR SPECIAL SKILLS

Registered Professional  
Engineer (PE)

### LANGUAGES SPOKEN

English

### HESS WORK HISTORY

**2013-Present** Chief Facilities Engineer and  
Director, Subsea, Houston, Texas

**2012-2013** Director, Global Subsea  
Developments, Houston, Texas

**2011-2012** Chief Facilities Engineer,  
Houston, Texas

### PRIOR WORK HISTORY

**2009-2011** Deputy Engineering Manager, Shell  
International E&P, London, UK

**2006-2009** USA Onshore Projects Team Leader,  
Shell E&P, Denver, Colorado

**2003-2006** Topsides Delivery Manager, Shell  
International E&P, London, UK

**2002-2003** Staff Project Engineer, Shell  
International E&P, The Hague, NL

**1997-2002** Staff Project Engineer, Shell E&P,  
New Orleans, Louisiana

**1995-1997** Project Engineer, Koch Refining  
Company, Corpus Christi, Texas



**What do you see as the organization's greatest strength?**

Clear accountability for decision making. There also exists a strong technical expertise within the support functions to aid in technical risk evaluation and provide input into decision making.

**What do you anticipate will be the biggest change to your role in the new organization structure?**

My new role is a combination of two prior roles. The biggest challenge will be working with the various asset teams to prioritize the support

requests. Multiple requests for the same resource always seem to come at the same time. Teams will need to forecast their needs further in advance and be flexible when plans need to change for the good of the Enterprise.

**What do you need most as a leader to be able to deliver our 2013 plan that you don't currently have?**

Establishing new lines of communication with the asset leadership is critical to enabling my team to support the organization. Communication will be key to understanding what support is required, but also to building trust within the organization.

**FUN FACTS**

**FIRST JOB**

Fast Food Restaurant

**LAST BOOK READ**

Cosmic Banditos

**PRIZED POSSESSION**

House and Land in Colorado

**FAVORITE MOVIE**

Choose Me

**NEXT VACATION DESTINATION**

South America

**ONE ITEM FROM YOUR BUCKET LIST**

African Safari

HESS  
LOGO

INSIDE  
BACK  
COVER

BACK  
COVER