

FRONT
COVER

INSIDE
FRONT
COVER

INTRO

All Hands One Deck

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 enterprise 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



David Angelly

Director, Onshore -
North Africa Asset
LONDON

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, London, UK

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



**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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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
Caribbean

ONE ITEM FROM YOUR BUCKET LIST

Spend a Summer in Alaska

All Hands One Deck

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



David Blackburn

Director, Offshore -
Equatorial 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 - Equatorial
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 Hawaii

All Hands One Deck

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA

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

Disastrous 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 accountabilites 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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
Attendant 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 SVice
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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



**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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 safer and more efficient. 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Walt Davenport

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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, London, UK;
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?

Our greatest strength is our people. In my experience, Hess employees are intelligent, honest and dedicated people, especially when properly motivated. My job over the last few years has been selling most if not all of our assets in the UK, Azerbaijan, Russia and now Indonesia and Thailand. Despite the upheaval this has caused to people in not only their professional but also personal lives, I have been amazed by the dedication that our employees exhibit. Most employees want to work on important projects so that they feel as though they can make a difference and if you can get the team dynamics right then it is remarkable what can be accomplished.

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

My new role involves moving location and working for and with different people. The biggest change and opportunity will be to build an effective team that can not only efficiently execute complicated transactions but can also help identify, analyze and ultimately deliver new opportunities that will build a better performing company regardless of the economic environment.

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

A better understanding of the resources, mostly employee-related, that will be available in the second half of the year. In my role of managing the divestments in SE Asia, retaining key personnel in both SE Asia and London is essential for ensuring value is maximized.

FUN FACTS

FIRST JOB

Working for Dad's
Construction Company

LAST BOOK READ

Jerusalem

PRIZED POSSESSION

Travel Photos

FAVORITE MOVIE

Anchorman

NEXT VACATION DESTINATION

Normandy

ONE ITEM FROM YOUR BUCKET LIST

Kilimanjaro

All Hands One Deck

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Sandra Gentile

General Manager,
Offshore - Ghana
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 - 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 its 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 EVice 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 SVice

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



**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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 Univeristy

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 committed to its foundational values irrelevant of business strategy this 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 relationship 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Brent Lohnes

Director, Field & Plant Operations,
Onshore - Bakken Asset
MINOT

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, Minot, North Dakota

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 able to 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA

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 personel
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 personel 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Nigel McKim

Director,
Pre-Developments,
LONDON

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, London, UK

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Dougie 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Anders Nymann

Director, Offshore - Denmark Asset

DENMARK

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, 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 Manager 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Jeremy 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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, 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

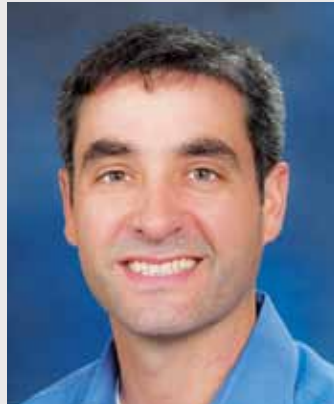
Fishing in Matagorda Bay

ONE ITEM FROM YOUR BUCKET LIST

Build a Car With My Youngest Son

All Hands One Deck

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Mike Rosen

Director,
Value Assurance
LONDON

YEAR STARTED AT HESS

2003

EDUCATION
MSc, Geology and Mineralogy, Ohio State University

BSc, Geology and Mineralogy, Ohio State University

AREAS OF EXPERTISE
Geology, Geophysics, New Ventures

LANGUAGES SPOKEN
English, Spanish

HESS WORK HISTORY

2013-Present Value Assurance, London, UK

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 complete 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 Attendant
(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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 EVice 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 SVice 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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: Quanah 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



Warren Walhaug

Director, Infrastructure,
Onshore - Baskken 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 -
Baskken Asset

PRIOR WORK HISTORY

2012-2013 Logistics Director / Transition
Manager, NCPOC (Shell E&P), Kasakhstan

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 implemenation 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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 Daylillies & 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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA

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

EPLC 2013 | JUNE 24-27 | HALF MOON BAY, CALIFORNIA



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