

CEO AWARD FOR SAFETY EXCELLENCE

INSERT THIS SCREEN IN BETWEEN FINALISTS AS NECESSARY FOR TIMING BREAKS. ADD SUBTLE MOTION EFFECT



CEO AWARD **WINNER** SAFETY EXCELLENCE

Winner Gulf of Mexico Production Team

BALDPATE, STAMPEDE AND TUBULAR BELLS

ZEROING IN ON RECORD-SETTING SAFETY PERFORMANCE

CEO AWARD **WINNER** SAFETY EXCELLENCE

Winner Gulf of Mexico Production Team

BALDPATE, STAMPEDE AND TUBULAR BELLS

ZEROING IN ON RECORD-SETTING SAFETY PERFORMANCE

KEY ACHIEVEMENTS

- ZERO Severe and Significant Safety incidents.
- ZERO Medical Treatment Cases.
- ZERO Tier 1 Process Safety Events.
- ZERO Severe Dropped Objects.
- 100% SAP Critical Maintenance on Safety Critical equipment.
- Step-change safety improvement.
- Delivered despite COVID-19 and busiest hurricane season in years.

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist North Malay Basin Production Team

GOLD MEDAL PERFORMANCE: LTI-FREE OPERATIONS

Jan Hoejer, Sui Kong Chen, Mohamad Asri Ibrahim, Mohd Faissal Md Salleh, Zakaria Bin Mohammad, Ravi Nachiappen, Mohd Iqbal Abd Manan, Wen Lien Chan, Stephenson Jong Howe Joo, Hisham Bin Adnan

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist North Malay Basin Production Team

GOLD MEDAL PERFORMANCE: LTI-FREE OPERATIONS

KEY ACHIEVEMENTS

- Zero LTI since start-up 3½ years ago despite 2 million+ manhours and extremely high level of activity.
- Recognized for safety performance in 2020 by Malaysia-Thailand Joint Authorities.
- Awarded OSR Excellence Gold Award for 2020 from Petronas and Department of Occupational Safety and Health Malaysia.

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist Dedy Ng

MIDSTREAM

THE CLOSER: PROCESS SAFETY LEADERSHIP

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist Dedy Ng

MIDSTREAM

THE CLOSER: PROCESS SAFETY LEADERSHIP

KEY ACHIEVEMENTS

- Closed 61 PSM actions.
- Facilitated Management of Change process for Reliability Ops.
- Developed procedures for Process Hazard Analysis, Process Safety Information, Car Seal Application, Pre-Startup Safety Review and Layers of Protection Analysis.
- Planned and coordinated implementation of new software (Enablon).

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist North Malay Basin Naga-8 Phase 2 D&C Team

FLAWLESS EXECUTION

Kenny Strickland, Thanabala Supramaniam, Arief Mohd Hussin, Khairil Faiz Abdul Aziz, Zahir Mahmud, Palvinder Hardev Singh, Ronnie Hiew, Khazimad Yusof

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist North Malay Basin Naga-8 Phase 2 D&C Team

FLAWLESS EXECUTION

KEY ACHIEVEMENTS

- Operated and released rig with no EHS incidents.
- Hooked and commissioned platform for timely first gas from Anggerik and Zetung wells.

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist Brandan Wallace

EHS

MR. OCC HEALTH: LEADING DURING THE PANDEMIC

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist Brandan Wallace

EHS

MR. OCC HEALTH: LEADING DURING THE PANDEMIC

KEY ACHIEVEMENTS

- Stepped-up to perform at high level when needed most.
- Made quality decisions, demonstrating courage to do the right thing.
- Direct actions mitigated risk of COVID-19 exposure to Hess employees and contractors.

CEO AWARD **FINALIST** SAFETY EXCELLENCE

Finalist Bakken D&C Field Operations

SAFETY #1 LEADERSHIP

Jim Stover, Alex Bolinger, Travis Marburger

CEO AWARD **FINALIST** SAFETY EXCELLENCE

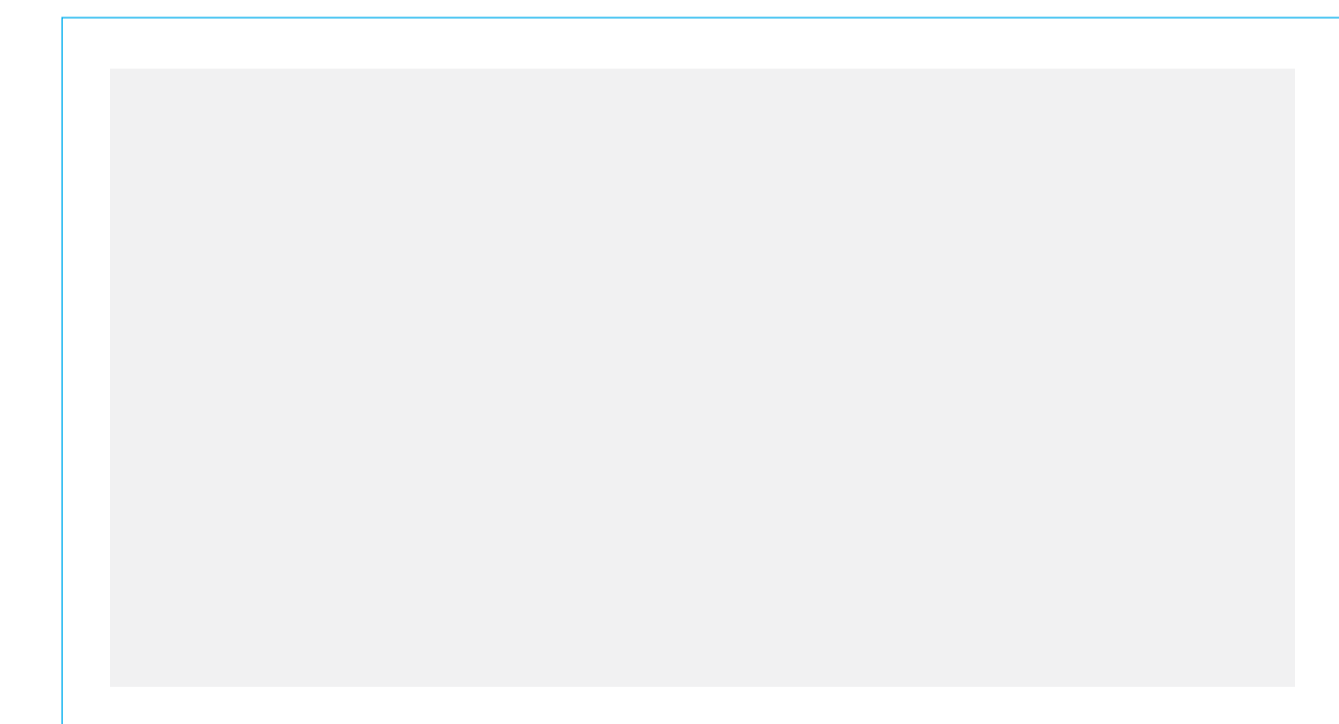
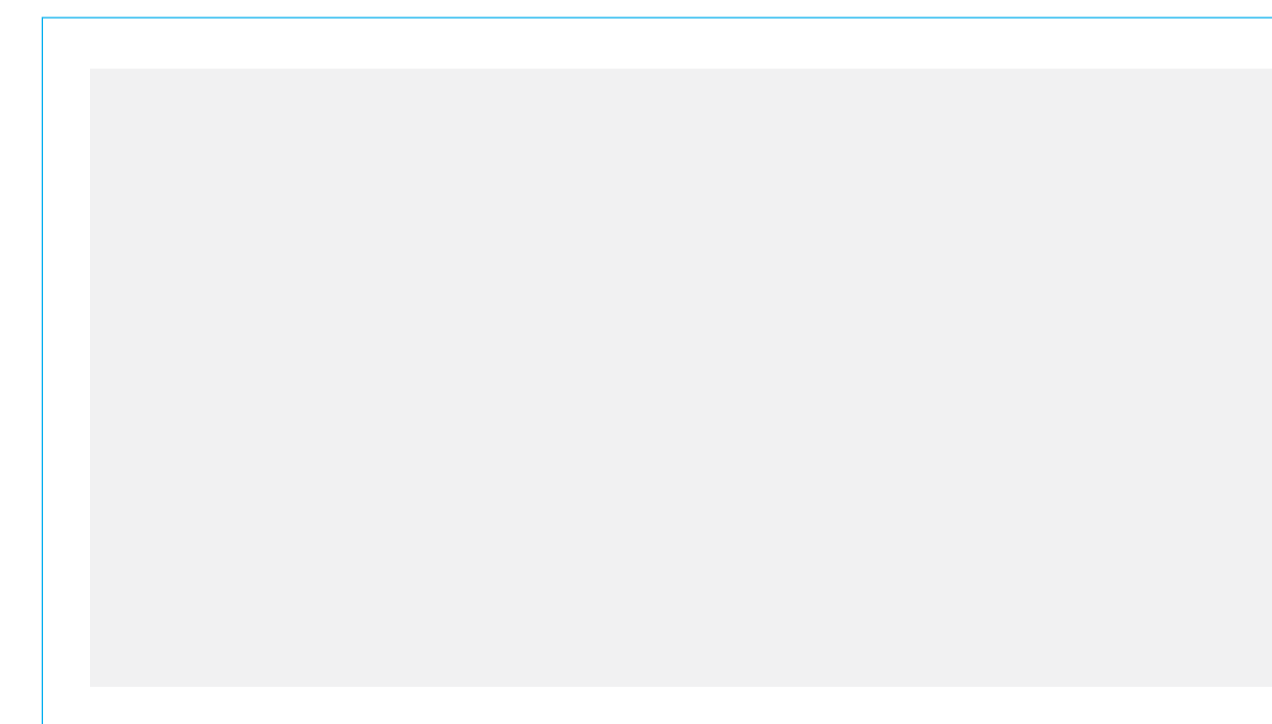
Finalist Bakken D&C Field Operations

SAFETY #1 LEADERSHIP

JIM STOVER, ALEX BOLINGER, TRAVIS MARBURGER

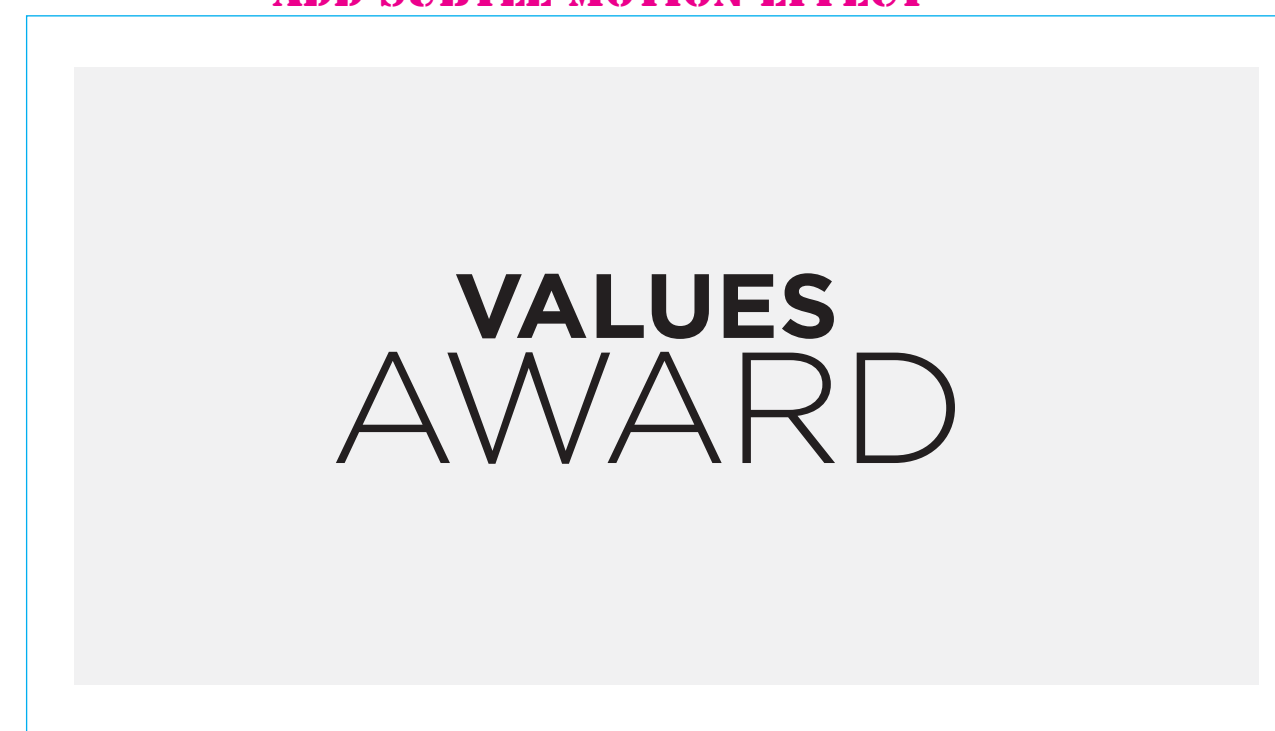
KEY ACHIEVEMENTS

- Ramped down 6 rigs and 4 frac fleets to one each.
- Reduced other operations to part-time work.
- Completed 1.45 million man-hours without a recordable incident or safety severe event.
- Worked with suppliers to instill safety culture amongst contractors and staff.



VALUES AWARDS 1

INSERT THIS SCREEN IN BETWEEN FINALISTS AS NECESSARY FOR TIMING BREAKS. ADD SUBTLE MOTION EFFECT



VALUES AWARD
INDEPENDENT SPIRIT

Winner

Oil & Gas Marketing Team

MARKETING

KEEPING PRODUCTION MOVING

Wynne Harvey Patrick Uhles Raelyn Solice Jennifer Walsh
Zeljko Petrovic Eric Vincent Sheryl Salch

VALUES AWARD
INDEPENDENT SPIRIT

Winner

Oil & Gas Marketing Team

MARKETING

KEEPING PRODUCTION MOVING

KEY ACHIEVEMENTS

- Developed innovative approach to keep domestic production moving despite economic, social and political crises globally.
- Seized opportunity to secure VLCCs to sell and store product until price of oil improved.

VALUES AWARD
INTEGRITY

Winner

Don Raborn

BALDPATE

SERVANT LEADERSHIP IN A DISASTER

VALUES AWARD
INTEGRITY

Winner

Don Raborn

BALDPATE

SERVANT LEADERSHIP IN A DISASTER

KEY ACHIEVEMENTS

- Despite severe storm damage to home, volunteered to assess and inspect facility and coordinate repairs.
- Team repaired all utility systems and made Baldpate platform habitable in just 7 days.
- Served as OIM for more than two weeks, including off time.

VALUES AWARD
PEOPLE

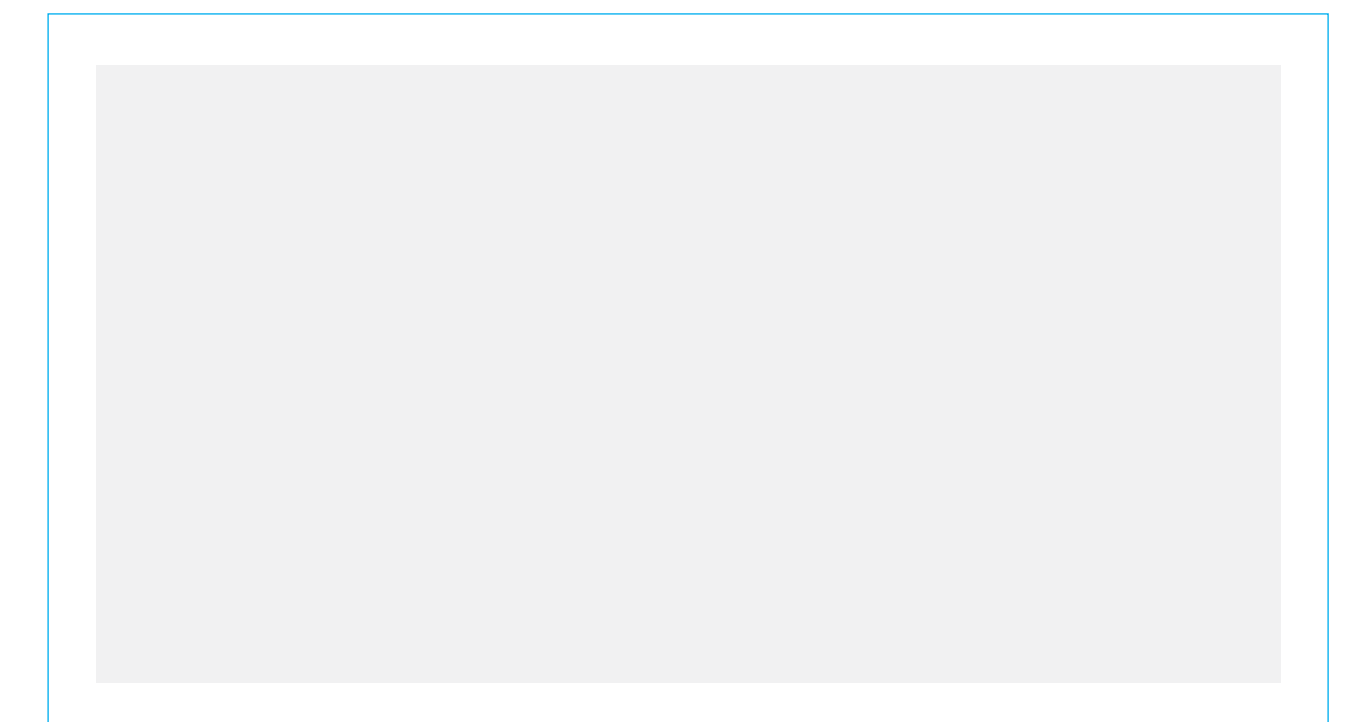
Winner

COVID-19 Response Teams

250 STRONG

Planning Team, IST, Task Forces, IMTs, De-Escalation Teams

SPECIAL VALUES AWARD



VALUES AWARD
PEOPLE

Winner

2020 Analytics Academy Team

IT

ANALYTICS ACADEMY - ENABLING OUR WORKFORCE TO EXPLOIT THE POWER OF DATA

Linda Sarmiento Nick Brooks Dryonis Pertuso Dandan Zheng
Hitesh Bhakta Adam Banh Khalid Shaarawi

VALUES AWARD
PEOPLE

Winner

2020 Analytics Academy Team

IT

ANALYTICS ACADEMY - ENABLING OUR WORKFORCE TO EXPLOIT THE POWER OF DATA

KEY ACHIEVEMENTS

- Enabled the broader use of data analytics principles across the organization.
- 187 Hess employees completed analytics training tailored to their job role.
- Enabled the workforce to better manipulate and present data, driving better decision making.
- Completed 10 Capstone projects allowing participants to develop and use their new skills on real business problems.

VALUES AWARD
PERFORMANCE

Winner

North Dakota Infrastructure and Midstream Reliability Ops Teams

MIDSTREAM

GOING GREEN - GAS CAPTURE IN THE BAKKEN

Clay Anderson Adam Fedler David Gilmer Peter Parks
Curtis Bugbee Benny Friessen Paul Loeffler Lance Williams
Alex Farfan Stephen Marchesi

VALUES AWARD
PERFORMANCE

Winner

North Dakota Infrastructure and Midstream Reliability Ops Teams

MIDSTREAM

GOING GREEN - GAS CAPTURE IN THE BAKKEN

KEY ACHIEVEMENTS

- Helped Bakken achieve gas capture targets.
- Reduced project delivery cycle time by 63%.
- Reduced installed compression cost by 42%.

VALUES AWARD
PERFORMANCE

Winner

Total Workforce Management Team

HUMAN RESOURCES

KNOW THY WORKFORCE

Mark Brannan Magda Kendrick Jayaprakash
Tracy Klein Jon Crucian Prathipati

VALUES AWARD
PERFORMANCE

Winner

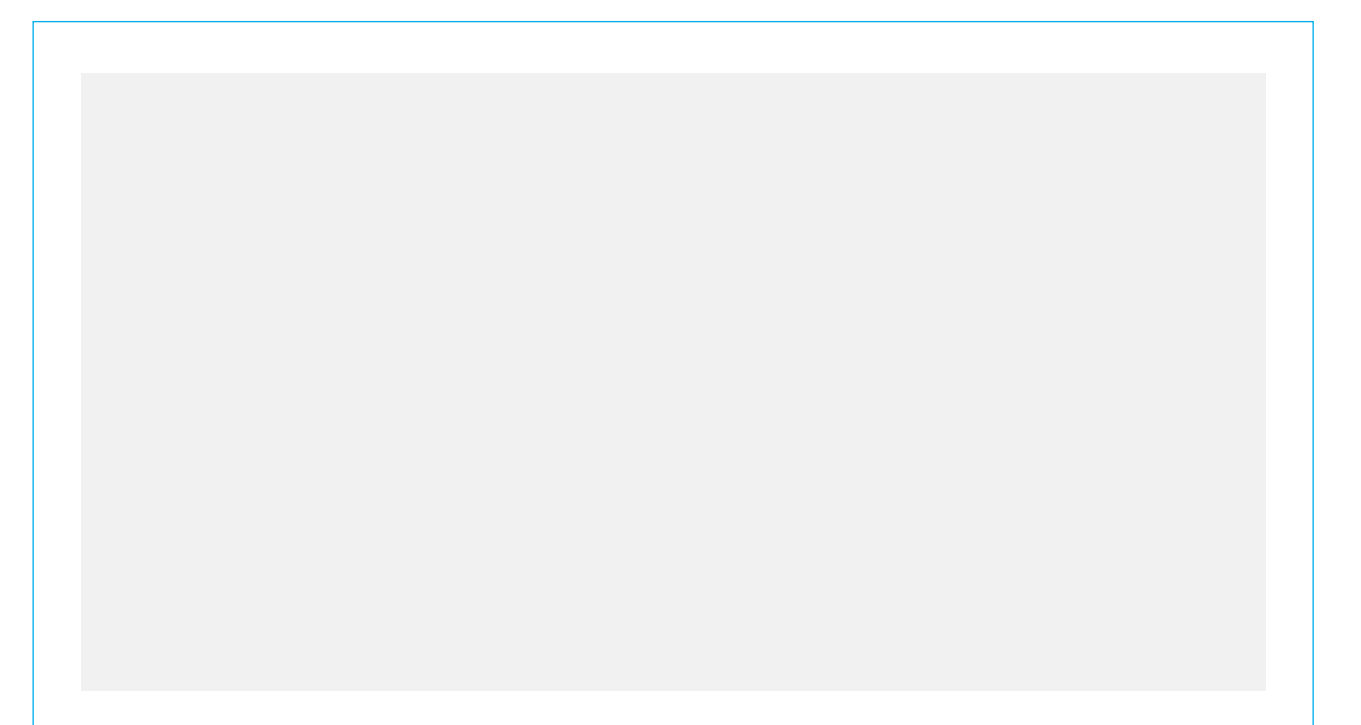
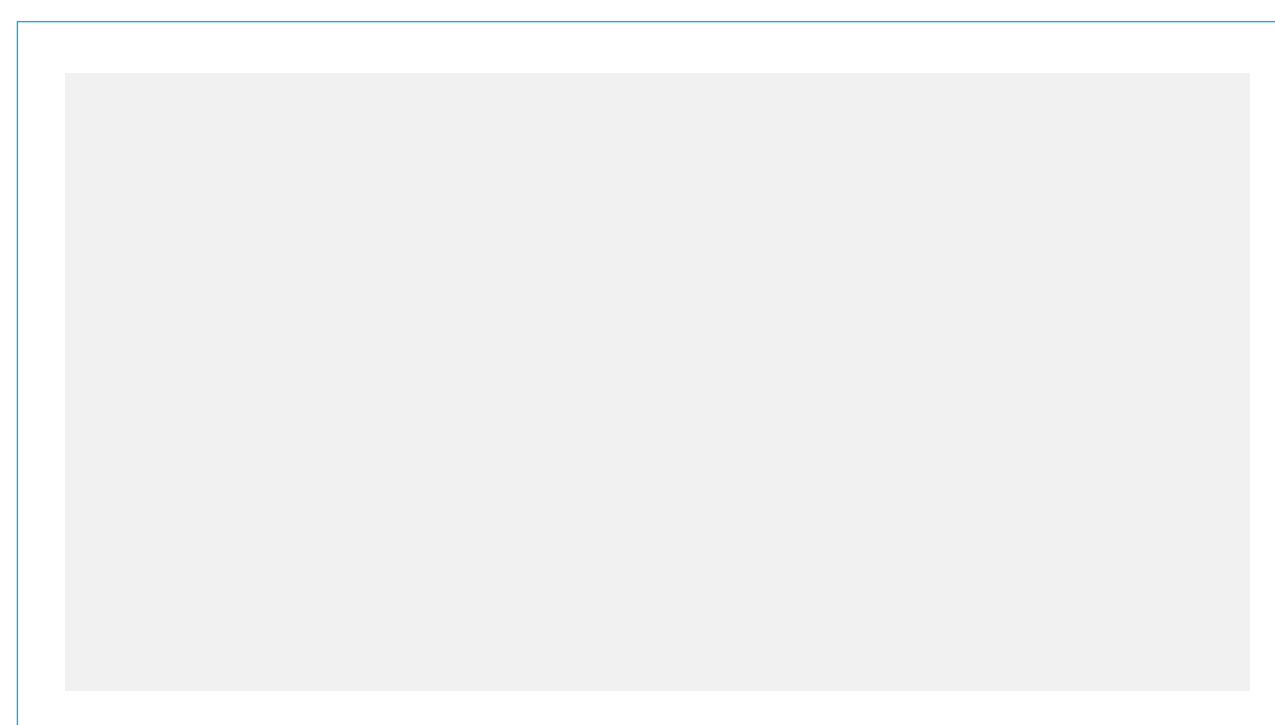
Total Workforce Management Team

HUMAN RESOURCES

KNOW THY WORKFORCE

KEY ACHIEVEMENTS

- Established interactive single source of truth for leadership with a Workforce Tracker.
- Implemented industry-leading Governance and Administration system.
- Enabled step-change in ability to manage and recover workforce costs.
- Increased accuracy and efficiency of the enterprise's budget and workforce process.



VALUES AWARD
SOCIAL RESPONSIBILITY

Winner

External Affairs, Communications and Office Management

A FORCE FOR GOOD IN HOUSTON DURING COVID-19

Rebecca Moran Will Rea Dylan Longaker Natalia Mondragon
Randy Fournier Sean Moore Cami Hardtmeler

VALUES AWARD
SOCIAL RESPONSIBILITY

Winner

External Affairs, Communications and Office Management

A FORCE FOR GOOD IN HOUSTON DURING COVID-19

KEY ACHIEVEMENTS

- More than 150,000+ meals prepared for those who were out of work.
- Assembled and distributed 12,000 Stay Well care packages for frontline healthcare workers.
- Distributed laptops for 300 underserved children to participate in online classes.
- Total effort helped more than 200,000 people in need.

VALUES AWARD
SOCIAL RESPONSIBILITY

Winner

Ivy Richards

LEGAL

SUSTAINABLE MENTORSHIP

Ivy Richards

VALUES AWARD
SOCIAL RESPONSIBILITY

Winner

Ivy Richards

LEGAL

SUSTAINABLE MENTORSHIP

KEY ACHIEVEMENTS

- Instrumental in Hess' partnership with BBBS.
- Her dedication has resulted in more 30+ student/employee matches at Edison Middle School.
- Edison named 2020 BBBS School of the Year.
- Leading program kick-off at an additional school in 2021 - Cullen Middle School.

VALUES AWARD
VALUE CREATION

Winner

Frac Strategy Team

BAKKEN

REDEFINING THE STANDARD IN FRACKING

Vicky Nielsen Bhushan Lalwani Michael McKimmy Willie Thompson
Victor Zavala Alex Bolinger

VALUES AWARD
VALUE CREATION

Winner

Frac Strategy Team

BAKKEN

REDEFINING THE STANDARD IN FRACKING

KEY ACHIEVEMENTS

- Frac Strategy delivers 23% well cost reduction (\$334K per well, \$60MM in Savings over 180 well program
- Through commitment to key suppliers, Hess retained 23% per well cost reduction and realized further \$10MM savings in 2020.
- Zero TRIR, -52% reduction in level 3 & 4 quality incidents and 62% reduction in NPT

VALUES AWARD
VALUE CREATION

Winner

Guyana Appraisal Team

EXPLORATION

ACCELERATING YELLOWTAIL

Clare Gardner Cory Clechenko Ad Byerly Phillip Scarborough
Ben Hansen Mark Nicholls Jacob Rosenzweig Ed Heiberger

VALUES AWARD
VALUE CREATION

Winner

Guyana Appraisal Team

EXPLORATION

ACCELERATING YELLOWTAIL

KEY ACHIEVEMENTS

- Moved quickly to describe, drill, appraise and ultimately capture the Yellowtail development opportunity.
- Successfully influenced the operator to accelerate exploration and appraisal activities at Yellowtail/Retal.
- Track record of technical excellence.
- Plan of development with multiple expected by the end of this year (2021), with sanction to follow.

VALUES AWARDS 2

VALUES AWARD
VALUE CREATION

Winner

Esox Integrated Project Team

GULF OF MEXICO

EXTENDING VALUE WITH ESOX

Miguel Jakymec	Carter Gehman	Tor Ellis	John Riches
Steve Mondziel	Haytham Bustami	Stephen Johnson	Terry Gatlin
John Layman			

VALUES AWARD
VALUE CREATION

Winner

Esox Integrated Project Team

GULF OF MEXICO

EXTENDING VALUE WITH ESOX

KEY ACHIEVEMENTS

- First Hess operated exploration well in GOM in 10+ years
- Generated significant cashflow to the Tubular Bells Asset.
- Exceptional planning resulted in a record 4 months from discovery to first oil under budget.
- No safety or environmental/severe incidents.
- Delivered value to the company of \$130+ million.

VALUES AWARD
VALUE CREATION

Winner

NMB Phase 4A Team

NORTH MALAY BASIN

PHASE 4A FIELD OPTIMIZATION

Pathman Arulampalam	Lim Peng Hong	Shaun Ow
Kuljinder Singh	Rick Beaubouef	Chuan Cheng Huat
	Dinesh Cheryan	Ning Chai

VALUES AWARD
VALUE CREATION

Winner

NMB Phase 4A Team

NORTH MALAY BASIN

PHASE 4A FIELD OPTIMIZATION

KEY ACHIEVEMENTS

- NPV \$408MM, IRR 72%, PV1 3.4
- Retained the CAPEX by \$10MM
- Seismic reprocessing adds incremental reserves and value
- NMB GSA commitment plateau (mid 2022) met with Phase 4A sanction
- Significant value generated in the investment stage – cashflow for 2021 and 2022 improved (despite lower price premise)
- In discovering Kangsar, new reserves have been added to the NMB development that will be sold at premium pricing under new GSA agreed with Petronas NPM

VALUES AWARD
PERFORMANCE

Finalist

Tioga Gas Plant Debottlenecking Project Team

MIDSTREAM

INNOVATIVE GAS PROCESSING DESIGN

Murray Jackson	David Gilmer	John Storslett
Hector Marin	Myles Dittus	Reid Jungling

VALUES AWARD
PERFORMANCE

Finalist

Tioga Gas Plant Debottlenecking Project Team

MIDSTREAM

INNOVATIVE GAS PROCESSING DESIGN

KEY ACHIEVEMENTS

- Increased plant capacity to 400 million cf/d.
- 90%+ of construction completed with minimal impact on plant operations.
- Recordable injury rate of 0.63 amidst COVID-19 pandemic.

VALUES AWARD
PERFORMANCE

Finalist

Penn State Deep-6 Project Team

GULF OF MEXICO

SUBSEA REMOTE INTERVENTION

Nick Gette	Travis Knippers	Stephen Fuchs	Neil Decker
Evan Oughton	Ronnie Burger	Stephen Jonson	Jason Sapp
Bryan Petrich	Alexa Tamborello		

VALUES AWARD
PERFORMANCE

Finalist

Penn State Deep-6 Project Team

GULF OF MEXICO

SUBSEA REMOTE INTERVENTION

KEY ACHIEVEMENTS

- Innovative tool design allowed tubing hanger to be honed and polished via ROV, preventing costlier major workover.
- Well failure diagnosis, project planning and execution completed safely and efficiently in 3½ months.

VALUES AWARD
PERFORMANCE

Finalist

Guyana Stratagem Team

EXPLORATION

LEAN IN TO CAPTURE QUALITY DATA

Martial Byrd	Colin Ocker	John House	Claudette Smith
Clare Gardner	Steve Brown	David Noble	Jason Olson
Joe Ritchie		Ryan Deal	

VALUES AWARD
PERFORMANCE

Finalist

Guyana Stratagem Team

EXPLORATION

LEAN IN TO CAPTURE QUALITY DATA

KEY ACHIEVEMENTS

- Used LEAN to develop new tools and processes for single source of truth for very complex development plan (multi-billion USD CAPEX).
- Standard input template capture quality and accurate data consistently across multiple PPSOs, plus domestic gas project (>2 billion bbls).
- Analytics dashboard enables analysis, interrogation and visualization data for sound decision making.
- Swiftly responding to queries by senior leadership, the Board and investors.

VALUES AWARD
PERFORMANCE

Finalist

Observation Lateral Project Team

BAKKEN

MAPPING THE OPTIMAL DEVELOPMENT

Jennifer Wolters	Mike McKimmy	Ryan Haddow	Abra Ziegler
Stephanie Hari-Roy	Carlos Miranda	Nupur Gupta	Craig Cipolla
	Mark Jerrard	Acha Kechemir	Khalid Shaarawi

VALUES AWARD
PERFORMANCE

Finalist

Observation Lateral Project Team

BAKKEN

MAPPING THE OPTIMAL DEVELOPMENT

KEY ACHIEVEMENTS

- Detailed drainage mapping to support optimized reservoir development with substantially (-20%) fewer wells.
- Measured communication between wells with wider spacing through initial completion and later production tests.
- Gathered specific detailed data to optimize future completions
- Developed new well design capable of conveying fiber optic cable and
- Drilled 2 wells with rotary steerable tech, with learnings being used to support future monobore well trials.

VALUES AWARD
PERFORMANCE

Finalist

Infrastructure Projects Execution team

MIDSTREAM

RE-VITALIZING BAKKEN PIPELINES

Ben Lauf	Murray Jackson	Michael Schrenk	Pat Berger
----------	----------------	-----------------	------------

VALUES AWARD
PERFORMANCE

Finalist

Infrastructure Projects Execution team

MIDSTREAM

RE-VITALIZING BAKKEN PIPELINES

KEY ACHIEVEMENTS

- 1785 tons of concrete mats installed, requiring 67 underwater dives over 15-week period.
- No significant safety incidents and no impact to the environment or habitat for endangered birds.
- Completed 14 days ahead of schedule and \$1.7 million below budget.
- Cited as exemplary project and site restoration by US Army Corps of Engineers.

VALUES AWARD
SOCIAL RESPONSIBILITY

Finalist

Greenhouse Gas Team

MIXED

DOING OUR PART TO MITIGATE CLIMATE CHANGE

Bobbi Petersen	David Lecky	Wim Vis	Charlie Bartram
Tony Webster		Mike Stratton	

VALUES AWARD
PERFORMANCE

Finalist

Greenhouse Gas Team

MIXED

DOING OUR PART TO MITIGATE CLIMATE CHANGE

KEY ACHIEVEMENTS

- Evaluated emission reduction opportunities.
- Direct impact on our scope 1 and 2 emissions
- Ideas endorsed and spawned working teams.
- Flaring and Venting (ND Focus)
- Energy Efficiency Technology and Methane
- Carbon Capture Utilization & Storage / Renewables / Offsets
- Foundation of company's new 5-year strategic EHS plan.

VALUES AWARD
SOCIAL RESPONSIBILITY

Finalist

Bakken Volunteer Team

BAKKEN

STEM EDUCATION IN ND SCHOOLS

Wole Omole	Andrew Eerdmans	Nathan Sutton	Kevin McGlaughlin
Matt Fossen		Rachel Allison	Michael Bast

VALUES AWARD
PERFORMANCE

Finalist

Bakken Volunteer Team

BAKKEN

STEM EDUCATION IN ND SCHOOLS

KEY ACHIEVEMENTS

- Established by Hess engineers and volunteers for 8th grade students at Ramstad Middle School (Minot).
- Facilitated History lessons about oilfield techniques such as well casing, refinement process and fracturing through hands-on experiments.
- 200+ students.

VALUES AWARD
SOCIAL RESPONSIBILITY

Finalist

North Malay Basin Logistics Team

NORTH MALAY BASIN

SUPPORTING VULNERABLE COMMUNITIES IN MALAYSIA

Capt. Affendy Abdul Rani	Hardiyanto	Ramli Mohd Khairi Abdullah	Rahmat Sulle
--------------------------	------------	----------------------------	--------------

VALUES AWARD
PERFORMANCE

Finalist

North Malay Basin Logistics Team

NORTH MALAY BASIN

SUPPORTING VULNERABLE COMMUNITIES IN MALAYSIA

KEY ACHIEVEMENTS

- Secured, packed and distributed 60,000+ units of masks, hand sanitizer and medical gloves to hospitals, health clinics and police.
- Procured and distributed 4,000 meals to frontline workers and underprivileged communities.
- Provided dry goods and necessities to Thai nationals unable to travel home due to travel restrictions.
- Volunteered to help relief efforts in flood-stricken Kelantan state.

VALUES AWARD
VALUE CREATION

Finalist

Bakken Production and Subsurface Reliability Teams

BAKKEN

ELECTRIC SUBMERSIBLE PUMPS PROGRAM CREATION

Chad Harbaugh	Logan Stoner	Keenan Foy	Duncan Browne
---------------	--------------	------------	---------------

VALUES AWARD
VALUE CREATION

Finalist

Bakken Production and Subsurface Reliability Teams

BAKKEN

ELECTRIC SUBMERSIBLE PUMPS PROGRAM CREATION

KEY ACHIEVEMENTS

- Introduced broad use of ESP technology to remove sucker rod capacity constraints, increase oil production (PI80) and drive higher value.
- Improved reliability and reduced deferred production.
- Safely installed 200+ electric submersible pumps since Q1 2019.

VALUES AWARD
VALUE CREATION

Finalist

Bakken Technology and Operations Teams

BAKKEN

BAKKEN AUTONOMOUS OPERATIONS USING AI

TayIn Maxwell	Chad Harbaugh	Robert Crawford	Dryonis Pertuso
Todd Keller	Erica Herring	Adam Pecharich	Khalid Shaarawi
Howard Fisher			

VALUES AWARD
VALUE CREATION

Finalist

Bakken Technology and Operations Teams

BAKKEN

BAKKEN AUTONOMOUS OPERATIONS USING AI

KEY ACHIEVEMENTS

- Fab 4 Technology Autonomous Field of the Future pilot to test new autonomous rod pump control and optimization system.
- Assessed and mitigated cybersecurity and later production risks.
- Project expanded to 600 wells by end Q2 2021
- Achieved net gain of 2 barrels of oil per day per well with 50% increase in downhole pumping efficiency.
- System optimizes autonomously, reducing manpower required by 9%.

VALUES AWARD
INTEGRITY

Finalist

UK Renee & Rubie Decommissioning Project

OPERATING AS A TRUSTED PARTNER AT ALL TIMES

Trey Cleveland	Andy Macleod	Lesley Ta
----------------	--------------	-----------

VALUES AWARD
INTEGRITY

Finalist

UK Renee & Rubie Decommissioning Project

OPERATING AS A TRUSTED PARTNER AT ALL TIMES

KEY ACHIEVEMENTS

- Delivered complex operations at short notice.
- Demonstrated with actions and not words that Hess is a trusted partner.
- Successfully completed the PSA of 4 wells in the Renee & Rubie fields

VALUES 2

VALUES AWARD
**INDEPENDENT
SPIRIT**

Move quickly to capture opportunities.

VALUES AWARD
INTEGRITY

Always do the right thing.

VALUES AWARD
PEOPLE

Attract and develop the very best.

VALUES AWARD
PERFORMANCE

Go the extra mile.

VALUES AWARD
**SOCIAL
RESPONSIBILITY**

Make a positive difference in
our communities.

VALUES AWARD
**VALUE
CREATION**

Sustain long term profitable growth.

VALUES FINALISTS

Oil & Gas
Marketing
Team

**VALUES
AWARD**
Finalists

Don
Raborn

North Dakota
Infrastructure
and Midstream
Reliability
Ops Teams

2020
Analytics
Academy
Team

Guyana
Appraisal
Team

Ivy
Richards

External
Affairs,
Communications
and Office
Management

Total
Workforce
Management
Team

Frac
Strategy
Team

Esox
Integrated
Project Team

Penn State
Deep-6
Project Team

Tioga
Gas Plant
Debottlenecking
Project Team

Observation
Lateral
Project Team

Greenhouse
Gas Team

NMB
Phase 4A
Team

Guyana
Stratagem
Team

Infrastructure
Projects
Execution
Team

Bakken
Production
and Subsurface
Reliability
Teams

Bakken
Technology
and Operations
Teams

Bakken
Volunteer
Team

North Malay
Basin Logistics
Team

CEO AWARD
FOR
SAFETY
EXCELLENCE

VALUES
AWARD

100 Nominations

CEO AWARD
FOR
SAFETY
EXCELLENCE

VALUES
AWARD

Best of the Best

CEO AWARD
FOR
SAFETY
EXCELLENCE

6 Finalists

VALUES
AWARD

22 Finalists

CEO AWARD
FOR
SAFETY
EXCELLENCE

VALUES
AWARD

Zero Severe
Environmental
Incidents

CEO AWARD
FOR
SAFETY
EXCELLENCE

VALUES
AWARD

0.35 Total Recordable
Incident Rate

CEO AWARD
FOR
SAFETY
EXCELLENCE

VALUES
AWARD

Zero Severe Environmental Incidents
0.35 Total Recordable Incident Rate