



Our Journey from Good to Great

"We have gone from not so good to good, over the last five years. We have a chance over the next five years to be a great company."

John B. Hess

CHIEF EXECUTIVE OFFICER

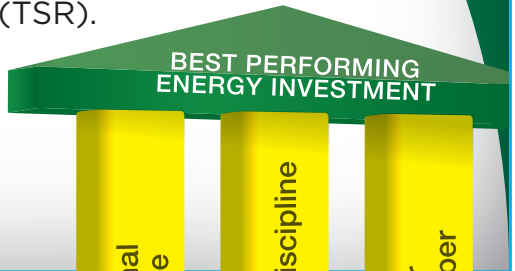




OUR OBJECTIVE

Best Performing Energy Investment

Create more value for shareholders than any other oil and gas company in the world by 2020. Total Shareholder Return (TSR).





HESS 2020

NAME THAT ELEMENT



HESS 2020



NAME THAT ELEMENT



HESS 2020



THAT ELEMENT IS:



VALUES

*Guide us in
everything we do.
Integrity. People.
Performance.
Value Creation.
Social Responsibility.
Independent Spirit.*



HESS 2020



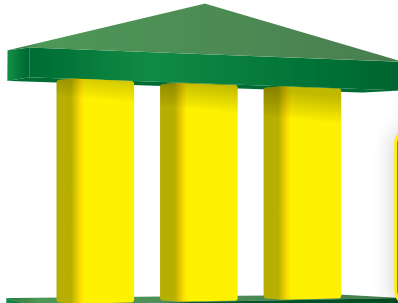
NAME THAT ELEMENT



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THAT ELEMENT IS:



**MOST TRUSTED
ENERGY PARTNER
IN THE WORLD**

*Passionate about
building an economic
and social legacy.*

MOST TRUSTED ENERGY PARTNER IN THE WORLD

HESS VALUES

HESS 2020



NAME THAT ELEMENT



HESS 2020



THAT ELEMENT IS:



SUSTAINED PROFITABLE RESOURCE GROWTH

*Extraordinary at capturing
resources at low FD&A
cost and bringing value
forward.*

HESS 2020



NAME THAT ELEMENT



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THAT ELEMENT IS:



DISTINCTIVE LEAN CULTURE

*Get more out of
resources than
anybody else
through Lean
continuous
improvement.*

HESS 2020



NAME THAT ELEMENT



DISTINCTIVE LEAN CULTURE

SUSTAIN PROFITABLE RESOURCE GROWTH

MOST TRUSTED ENERGY PARTNER IN THE WORLD

HESS VALUES

HESS 2020



THAT ELEMENT IS:



OPERATIONAL EXCELLENCE

Excellence in everything we do.

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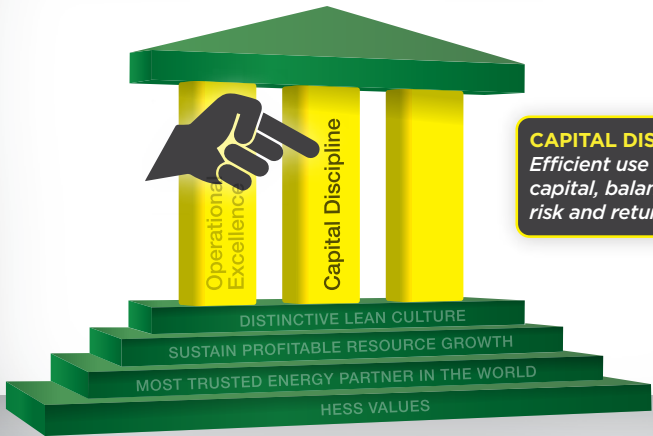
NAME THAT ELEMENT



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THAT ELEMENT IS:



CAPITAL DISCIPLINE

Efficient use of our capital, balancing risk and return.

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NAME THAT ELEMENT



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THAT ELEMENT IS:



GROW OUR OWN TIMBER

Continuous professional and personal development to build capability.

HESS 2020



NAME THAT ELEMENT



Operational
Excellence

Capital Discipline

Grow Our
Own Timber

DISTINCTIVE LEAN CULTURE

SUSTAIN PROFITABLE RESOURCE GROWTH

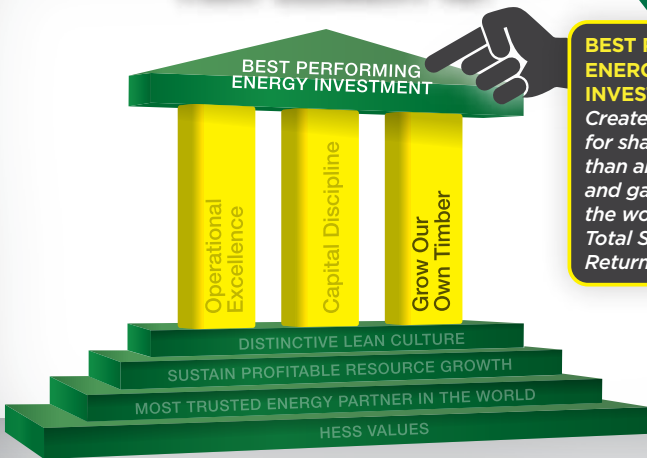
MOST TRUSTED ENERGY PARTNER IN THE WORLD

HESS VALUES

HESS 2020



THAT ELEMENT IS:



BEST PERFORMING ENERGY INVESTMENT

Create more value for shareholders than any other oil and gas company in the world by 2020. Total Shareholder Return (TSR).