



# 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.”*

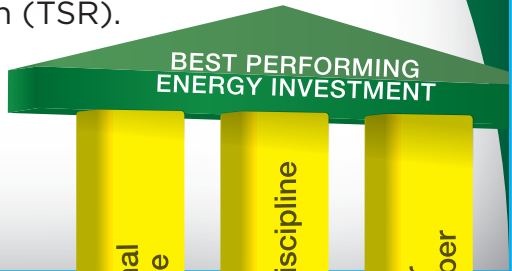
John B. Hess  
CHIEF EXECUTIVE OFFICER



**OUR VISION**

# 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



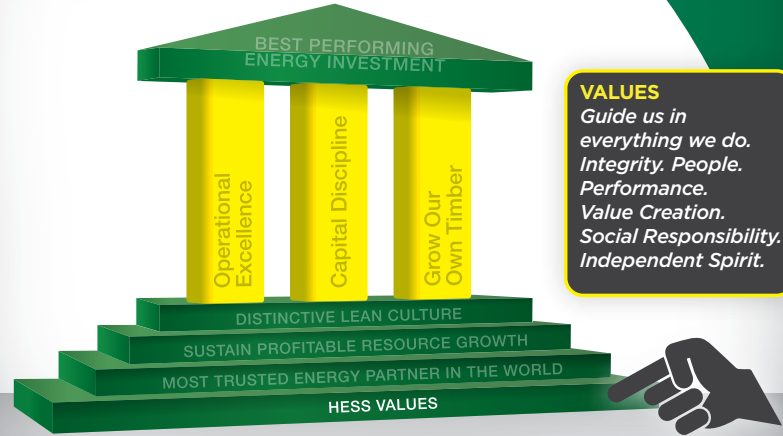
# NAME THAT ELEMENT



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# THAT ELEMENT IS:



## VALUES

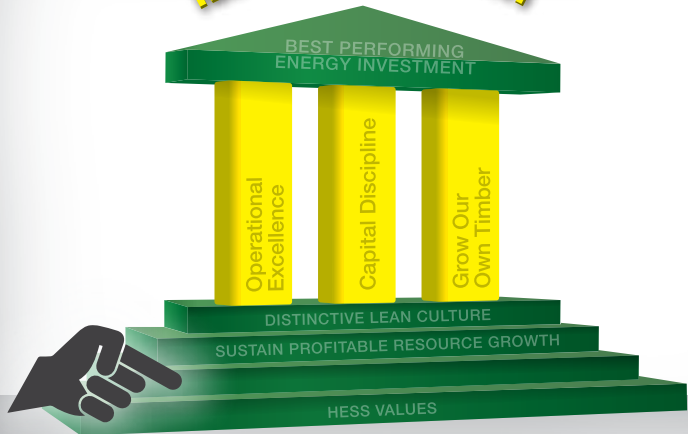
*Guide us in everything we do.  
Integrity. People.  
Performance.  
Value Creation.  
Social Responsibility.  
Independent Spirit.*

HESS VALUES

HESS 2020



# NAME THAT ELEMENT



HESS 2020



# THAT ELEMENT IS:



HESS 2020



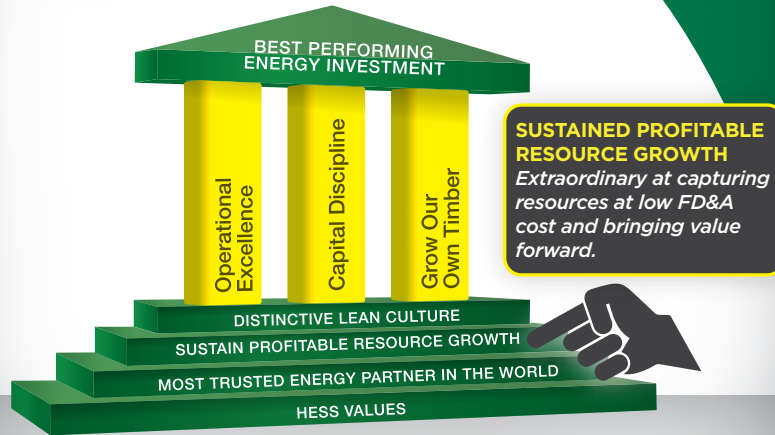
# NAME THAT ELEMENT



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# THAT ELEMENT IS:



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# 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



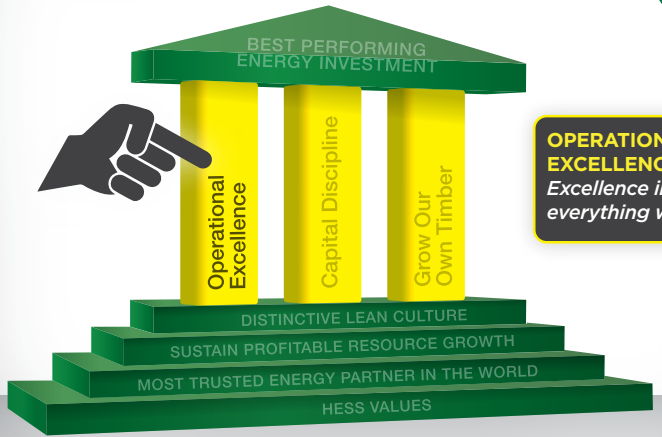
# NAME THAT ELEMENT



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# 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.*

HESS 2020



# NAME THAT ELEMENT



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# THAT ELEMENT IS:



**GROW OUR OWN TIMBER**  
*Continuous professional and personal development to build capability.*

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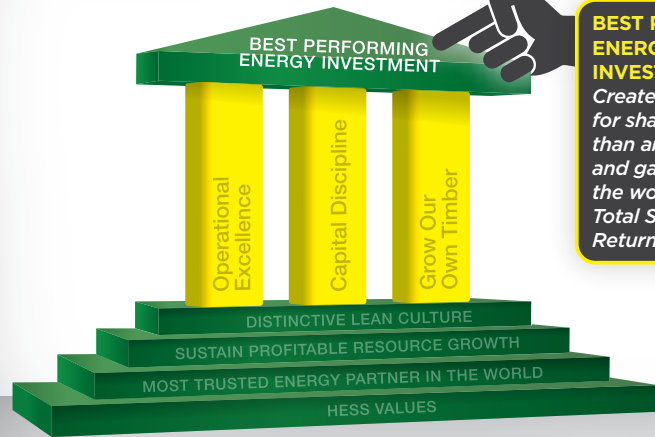
# NAME THAT ELEMENT



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# 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).*