

99 percentile

index

10,2528	65,1500	12,833
-10,5139	-16,3750	-15,300
-20,8944	-27,7361	-19,917
-31,4694	69,1750	25,750
-32,1972	70,6861	
-33,1167	-72,2250	

Sustained Drive

Striving to be the Best Performing Energy Investment

average profitability

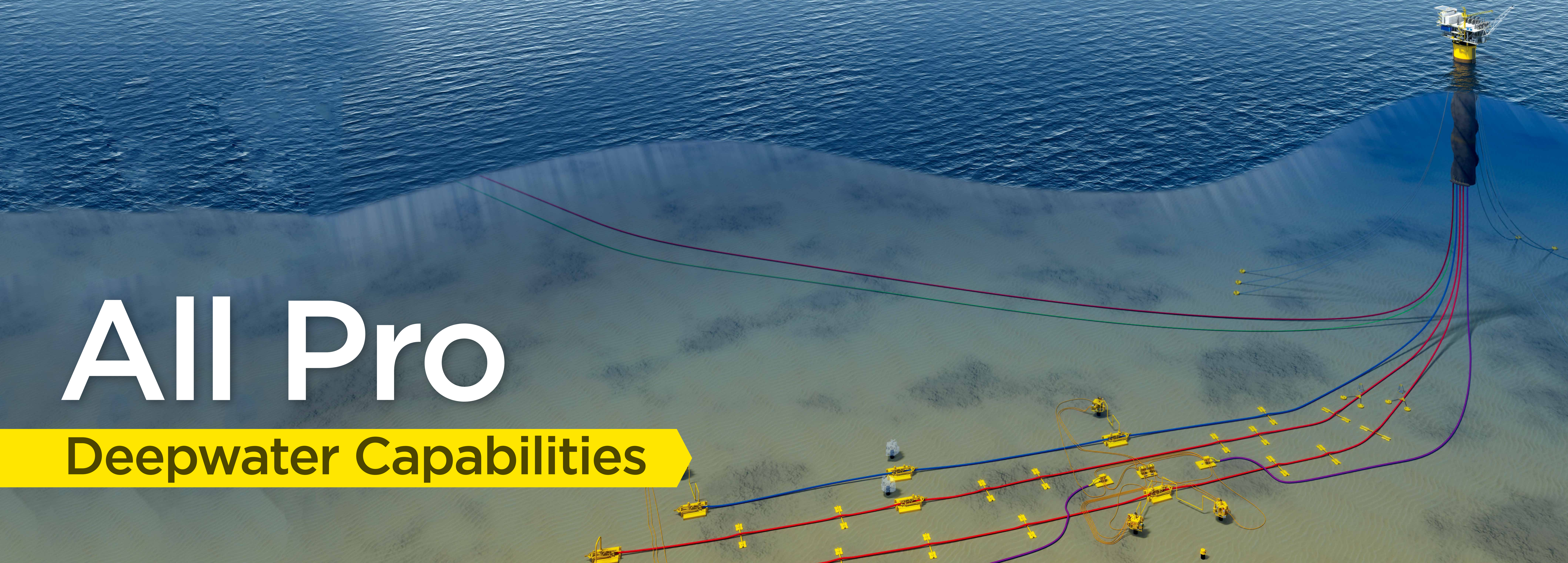
57,2%

56,4%



Red Zone Efficient

Improving Efficiency with Lean



All Pro

Deepwater Capabilities



Huddle for Safety

Nothing More Important



Scoring Play

North Malay Basin, 2017



Top Prospects

World-Class Oil Discovery, Guyana



Community Award

Making a Difference



Home Field Advantage

Best Acreage, Bakken and Utica



Legendary Franchise

Best Performing Energy Investment



Scoring Play

Stampede, Gulf of Mexico, 2018



MVPs

Hess Employees



All Pro

Project Delivery



All Pro

Drilling Performance



All Pro

Drilling Performance



All Pro

Well Cost and Productivity



1st and Big Goals

Investing in Long Term Growth



1st and Big Goals

Investing in Long Term Growth

Going Deep

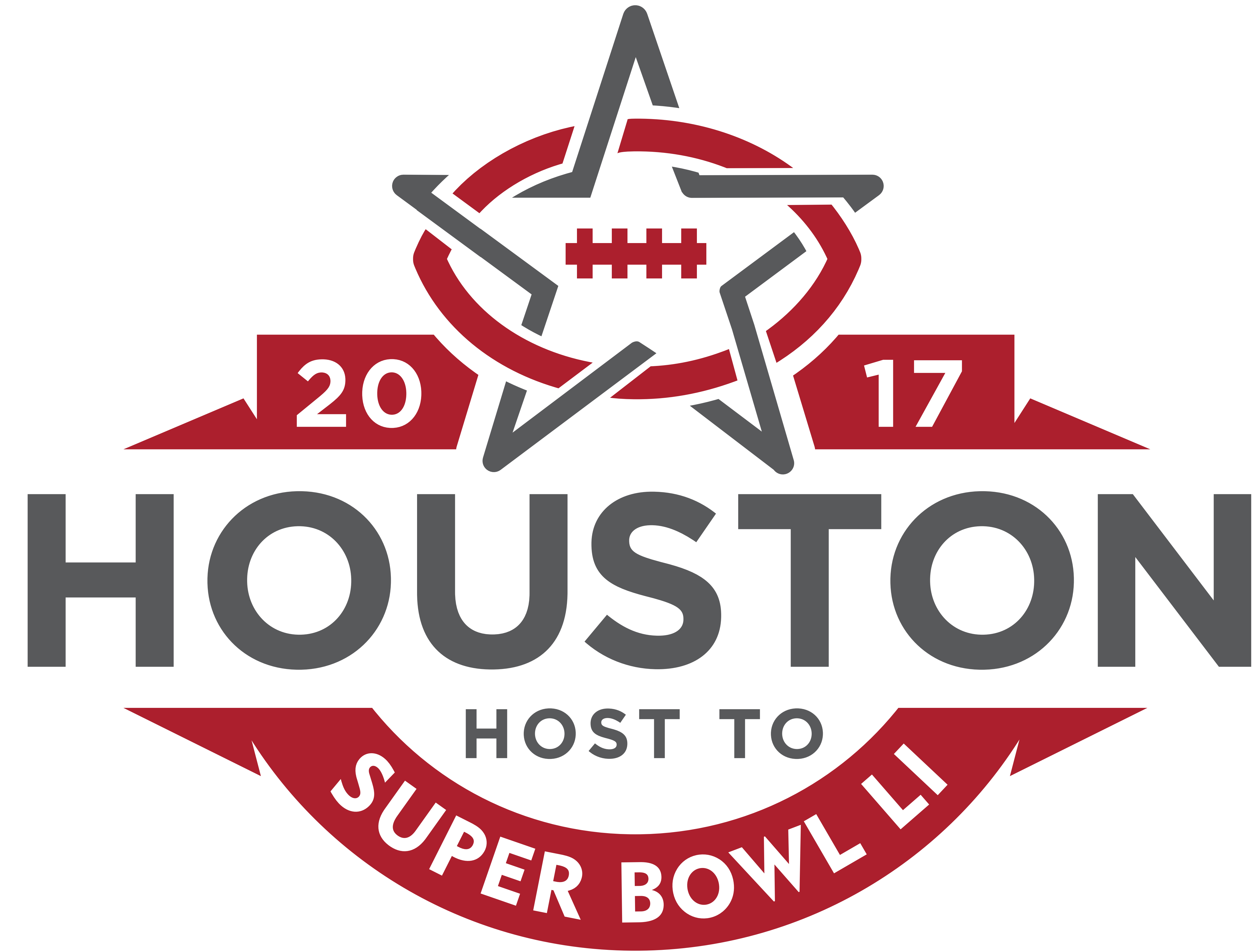
Exploration, Atlantic Margin

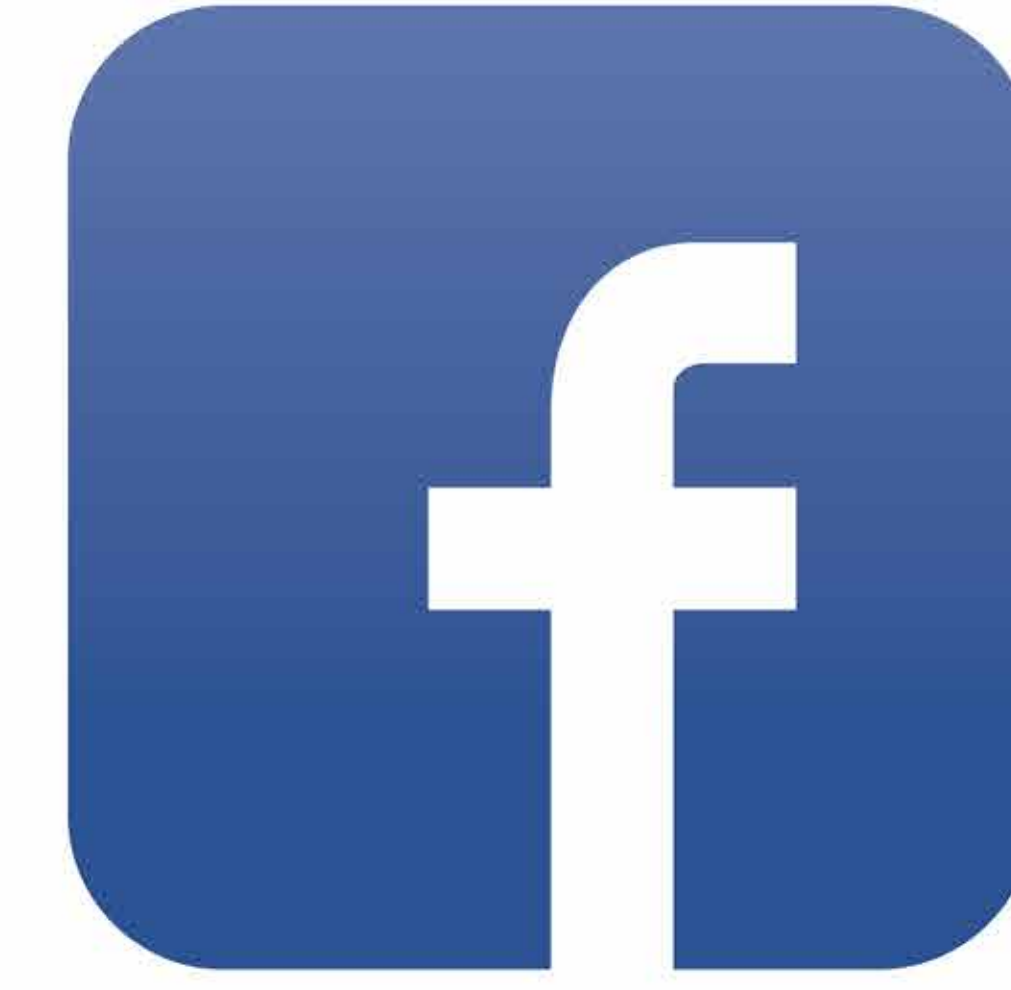


The image features three workers in the foreground, wearing white hard hats with the Hess logo and safety glasses. They are dressed in dark work shirts with Hess patches and name tags. One worker's name tag reads "Farris". They are looking down at a document or set of plans. The background shows an oil field with a tall derrick structure under a bright, yellowish sky. The overall color scheme is dominated by yellow and black.

Efficient Ground Game

Producing Wells, Bakken





Broadcasting Live

A Leading Global Independent Energy Company



Teamwork Award

Trusted Partnerships

Creative tbd

NYSE

HES