



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

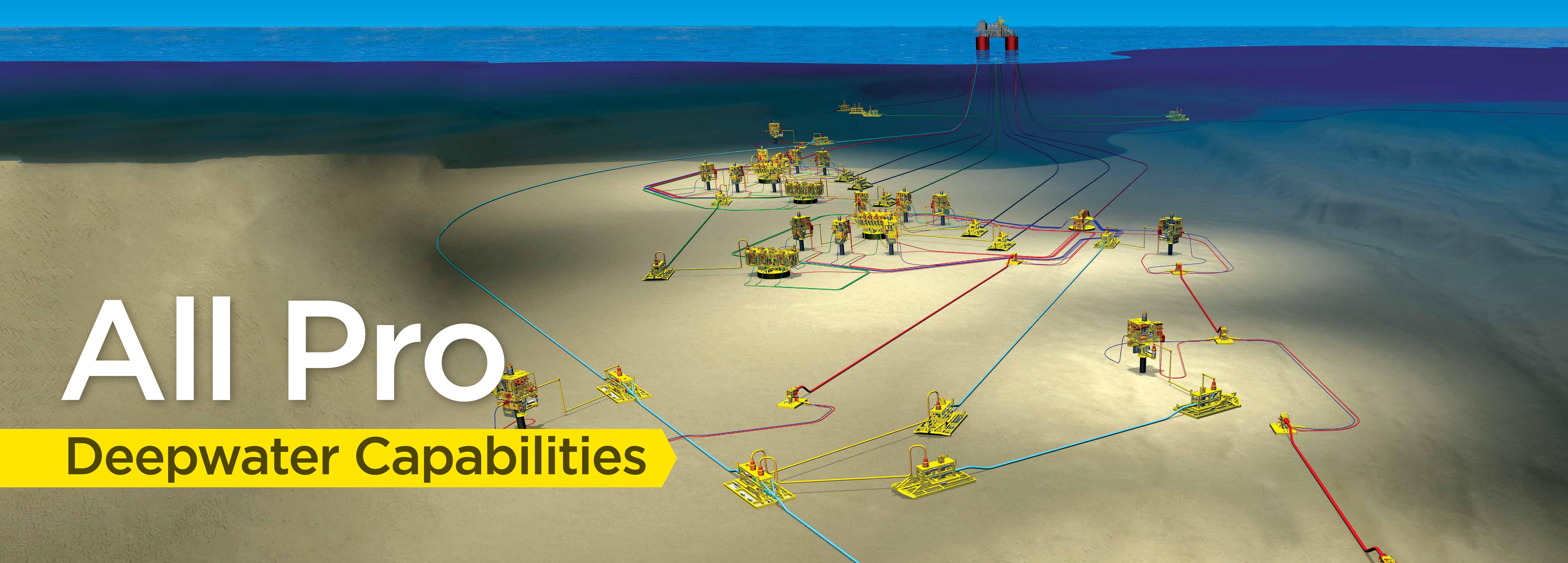
57,2%

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**



# Legendary Franchise

**A Values-Driven Company**





# Scoring Play

Stampede, Gulf of Mexico, 2018



# MVPs

Hess Employees



# All Pro

Project Delivery



# All Pro

**Drilling Performance**



# All Pro

Well Cost and Productivity



# 1st and Big Goals

Investing in Long Term Growth

# Going Deep

Exploration, Atlantic Margin

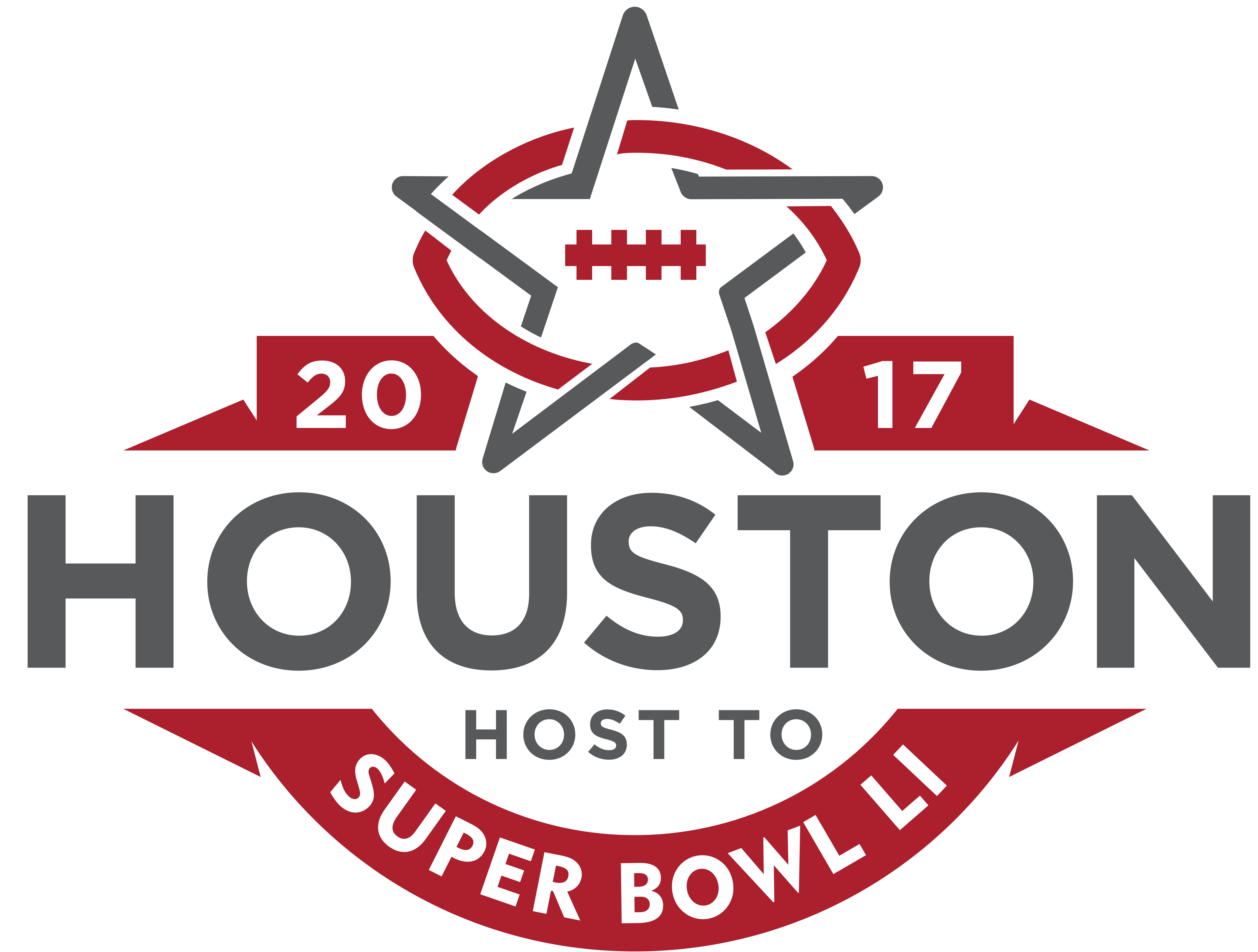


The image features three workers in the foreground, wearing white hard hats with the 'HESS' logo and safety glasses. They are dressed in dark work shirts, also with 'HESS' patches. They are looking down at a document or tablet they are holding together. The background shows an oil field with a tall derrick structure under a bright, yellowish sky. The entire image has a strong yellow color cast.

# Efficient Ground Game

Producing Wells, Bakken





20

17

HOUSTON

HOST TO

SUPER BOWL LI



# Broadcasting Live

**A Leading Global Independent Energy Company**



# Teamwork Award

Trusted Partnerships



**NYSE**

**HES**



# Home Field Advantage

**Best Acreage, Bakken and Utica**