

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

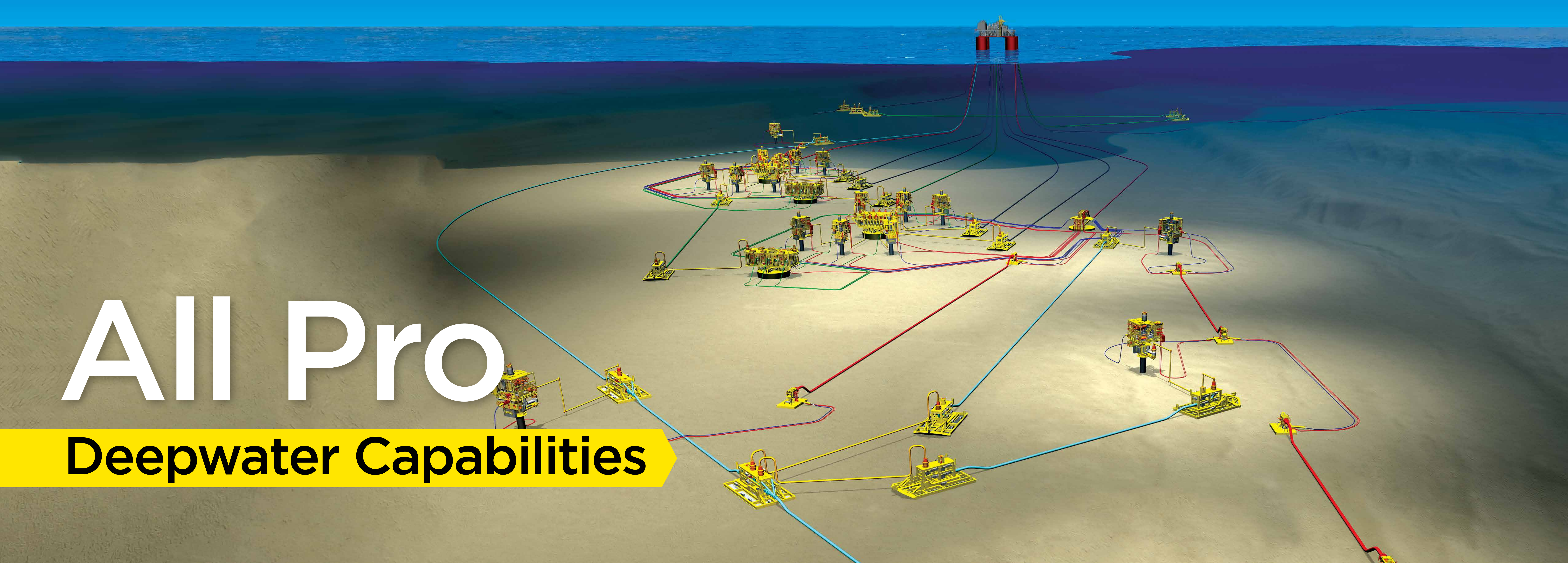
57,2%

56,4%



Red Zone Efficient

Continually Improving 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





Efficient Ground Game

Producing Wells, Bakken



Teamwork Award

Trusted Partnerships





NYSE

HES



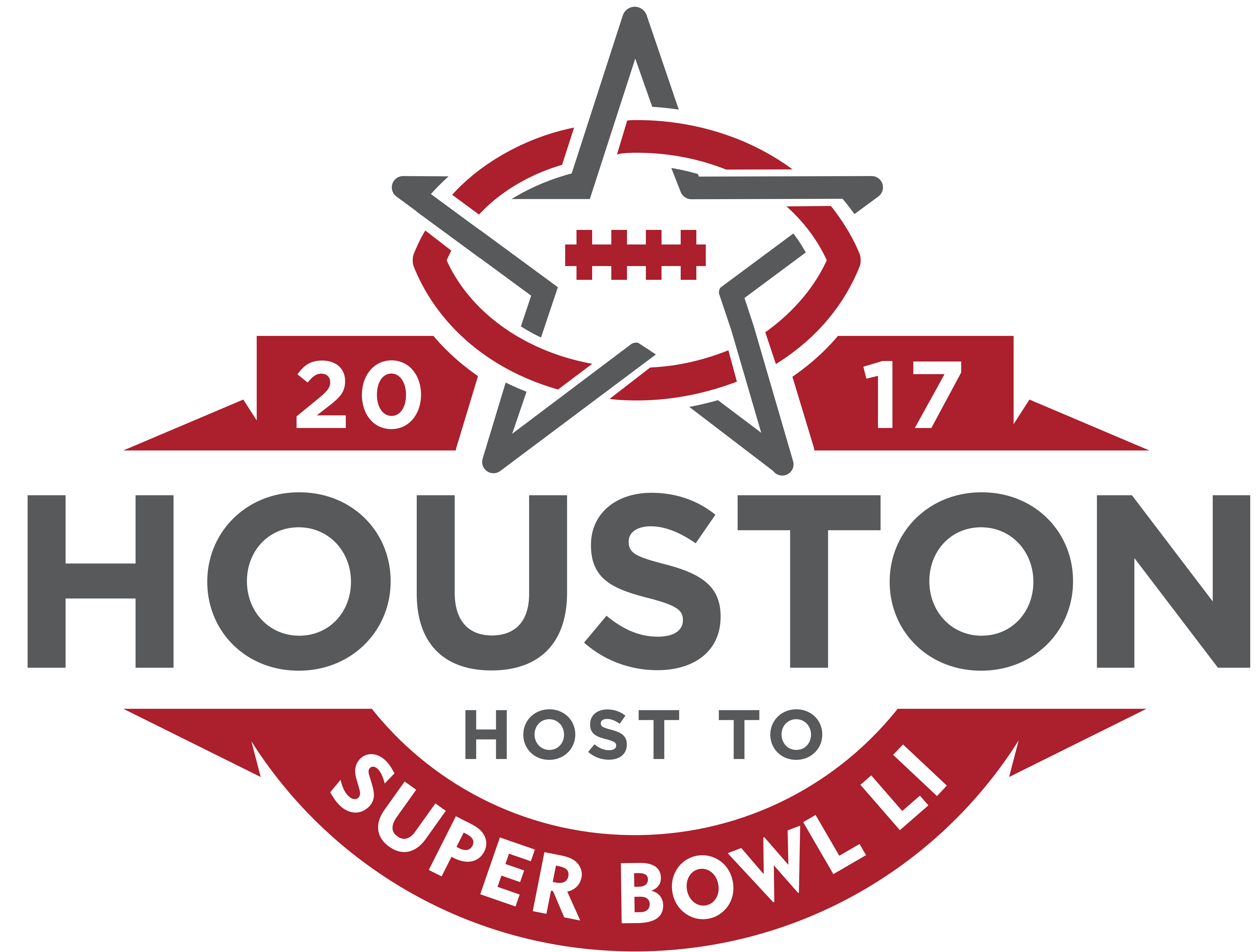
Home Field Advantage

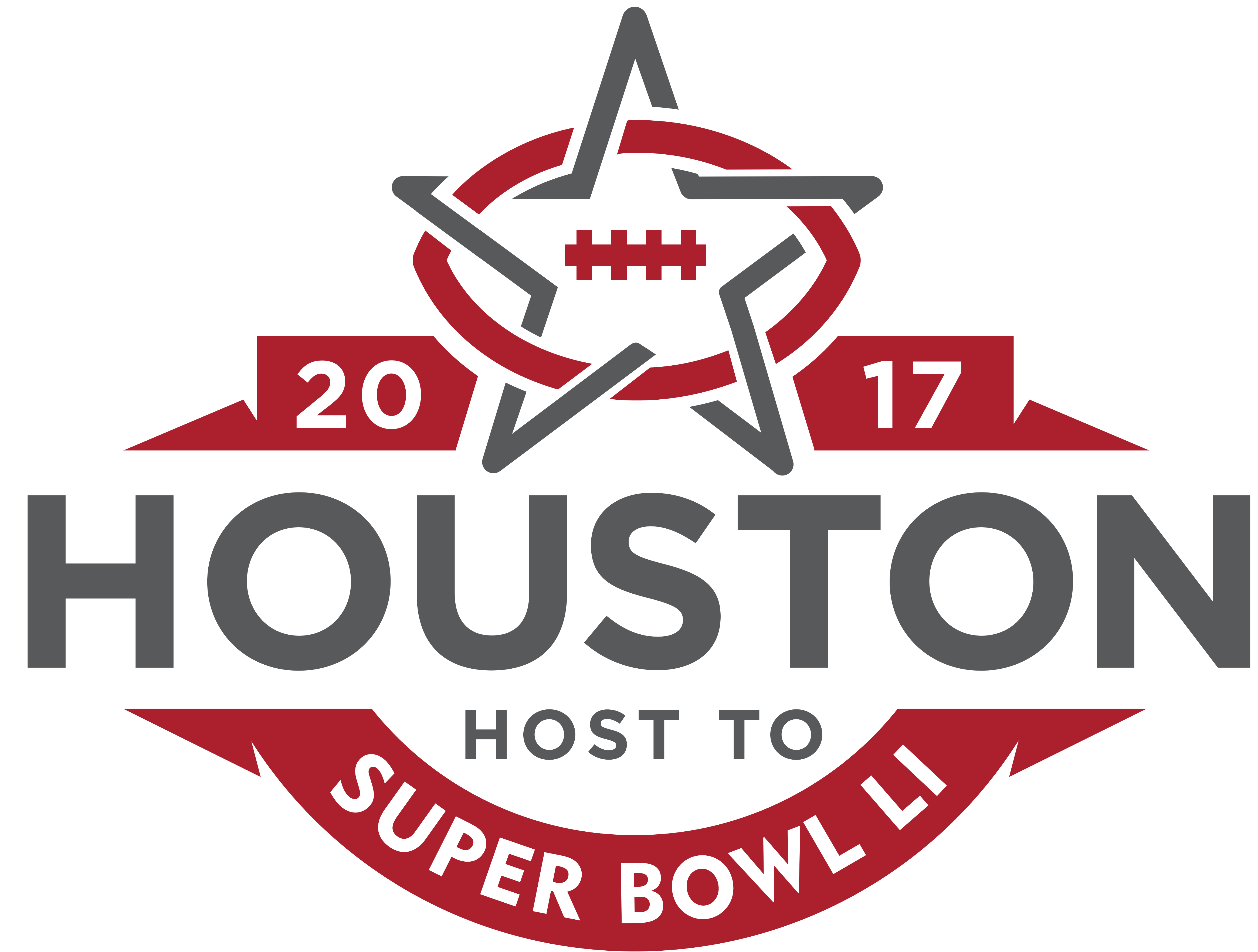
Best Acreage, Bakken and Utica



Broadcasting Live

A Leading Global Independent Energy Company





20

17

HOUSTON

HOST TO

SUPER BOWL LI