Hess Corporation





GOLDMAN SACHS GLOBAL ENERGY AND CLEAN TECHOLOGY CONFERENCE

January 5, 2023

Forward-Looking Statements & Other Information



This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Words such as "anticipate," "estimate," "expect," "forecast," "guidance," "could," "may," "should," "would," "would," "believe," "intend," "project," "plan," "predict," "will," "target" and similar expressions identify forward-looking statements, which are not historical in nature. Our forward-looking statements may include, without limitation: our future financial and operational results; our business strategy; estimates of our crude oil and natural gas reserves and levels of production; benchmark prices of crude oil, natural gas liquids (NGL) and natural gas and our associated realized price differentials; our projected budget and capital and exploratory expenditures; expected timing and completion of our development projects; and future economic and market conditions in the oil and gas industry.

Forward-looking statements are based on our current understanding, assessments, estimates and projections of relevant factors and reasonable assumptions about the future. Forward-looking statements are subject to certain known and unknown risks and uncertainties that could cause actual results to differ materially from our historical experience and our current projections or expectations of future results expressed or implied by these forward-looking statements. The following important factors could cause actual results to differ materially from those in our forward-looking statements; fluctuations in market prices of crude oil, natural gas liquids and natural gas and competition in the oil and gas exploration and production industry, including as a result of COVID-19; reduced demand for our products, including due to COVID-19, perceptions regarding the oil and gas industry, competing or alternative energy products and political conditions and events; potential failures or delays in increasing oil and gas reserves, including as a result of unsuccessful exploration activity, drilling risks and unforeseen reservoir conditions, and in achieving expected production levels; changes in tax, property, contract and other laws, regulations and governmental actions applicable to our business, including legislative and regulatory initiatives regarding environmental concerns, such as measures to limit greenhouse gas emissions and flaring, fracking bans as well as restrictions on oil and gas leases; operational changes and expenditures due to climate change and sustainability related initiatives; disruption or interruption of our operations due to catastrophic events, such as accidents, severe weather, geological events, shortages of skilled labor, cyber-attacks, health measures related to COVID-19, or climate change; the ability of our contractual counterparties to satisfy their obligations to us, including the operation of joint ventures under which we may not control and exposure to decommissioning liabilities for divested assets in the event the current or future owners are unable to perform; unexpected changes in technical requirements for constructing, modifying or operating exploration and production facilities and/or the inability to timely obtain or maintain necessary permits; availability and costs of employees and other personnel, drilling rigs, equipment, supplies and other required services; any limitations on our access to capital or increase in our cost of capital, including as a result of limitations on investment in oil and gas activities or negative outcomes within commodity and financial markets; liability resulting from environmental obligations and litigation, including heightened risks associated with being a general partner of Hess Midstream LP; and other factors described in Item 1A—Risk Factors in our Annual Report on Form 10-K and any additional risks described in our other filings with the Securities and Exchange Commission (SEC).

As and when made, we believe that our forward-looking statements are reasonable. However, given these risks and uncertainties, caution should be taken not to place undue reliance on any such forward-looking statements since such statements speak only as of the date when made and there can be no assurance that such forward-looking statements will occur, and actual results may differ materially from those contained in any forward-looking statement we make. Except as required by law, we undertake no obligation to publicly update or revise any forward-looking statements, whether because of new information, future events or otherwise.

We use certain terms in this presentation relating to resources other than proved reserves, such as unproved reserves or resources. Investors are urged to consider closely the oil and gas disclosures in Hess Corporation's Form 10-K for the year ended December 31, 2021, available from Hess Corporation, 1185 Avenue of the Americas, New York, New York 10036 c/o Corporate Secretary and on our website at www.hess.com. You can also obtain this form from the SEC on the EDGAR system.

This presentation includes certain non-GAAP financial measures, including free cash flow and E&P debt to Adjusted EBITDAX. These Non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. Please refer to the Appendix of this presentation for definitions and reconciliations, as applicable, of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.

Uniquely Positioned To Deliver Long Term Value



Deliver High Return Resource Growth

- Differentiated portfolio provides high financial returns and annualized production growth of >10% through 2026
- Guyana: Industry leading returns and line of sight on up to 10 FPSOs to develop ~11 BBOE of gross discovered recoverable resource
- Bakken program optimized for ongoing free cash flow generation;
 ~200 MBOED net production in 2024+

Deliver Low Cost of Supply

- Four sanctioned Guyana developments have breakeven price of \$25-\$35/BBL Brent
- Expanding cash margins; portfolio cash costs forecast to decline ~25% to ~\$9/BOE by 2026¹
- Portfolio breakeven of ~\$45/BBL Brent by 2026¹

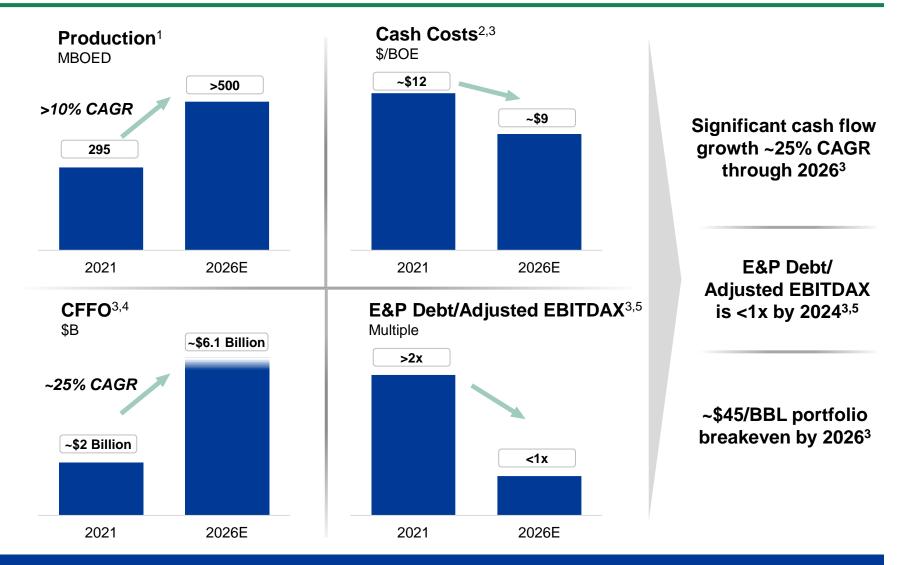
Deliver Industry Leading Cash Flow Growth

- 2021-26 cash flow CAGR of ~25%¹
- E&P Debt/EBITDAX <2x in 2022 and <1x in 2024
- Increased dividend by 50% in March 2022; plan to repurchase \$650 MM of common stock in 2022
- Up to 75% of annual free cash flow to be returned to shareholders through dividend increases and share repurchases²

Superior Operating & Financial Metrics







Significant cash flow growth enables debt reduction & increasing returns to shareholders

Increasing Financial Strength

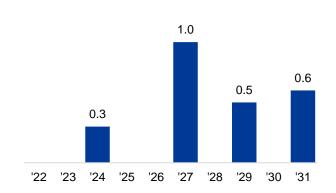




Increasing Financial Strength

- \$2.4 B cash at September 30, 2022
- 150 MBOD hedged with put options in 2022
 - 90 MBOD WTI put options at \$60/BBL
 - 60 MBOD Brent put options at \$65/BBL
- Improving credit metrics
 - E&P Debt / Adjusted EBITDAX forecast to be <2x in 2022 and <1x in 2024¹

Near Term Debt Maturities \$ billions

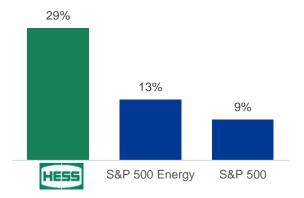


Strong Cash Flow Growth and Increasing Capital Returns

- Differentiated portfolio provides superior investment opportunities
- Cash flow from operations forecast to grow at 25% CAGR through 2026^{1, 2}
- Increased dividend by 50% in March; plan to repurchase \$650 MM of common stock in 2022
- Commitment to return up to 75% of annual free cash flow³ through dividend increases and share repurchases

Consensus CFFO CAGR²

2021 to 2024



Increasing financial strength and capacity for ongoing return of capital to shareholders

Return of Capital Framework

Commitment to increasing cash returns...



1

Growing Regular Dividend

- Increased dividend by 50% on March 1, 2022
- Planning for ongoing increases to dividend
- Sustainable in lower commodity price environment

2

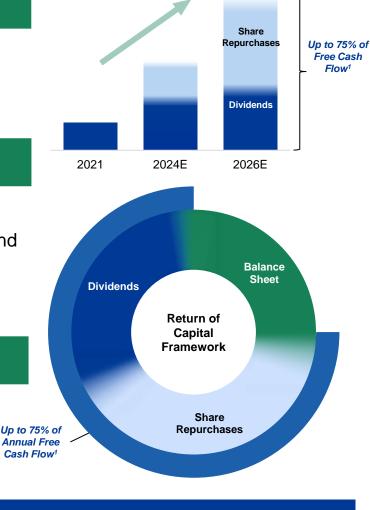
Accelerating Share Repurchases

- Capital return up to 75% of annual free cash flow¹
- Plan to repurchase \$650 MM of common stock in 2022 and accelerate share repurchases as free cash flow grows
- Flexibility for further returns subject to commodity price environment

3

Commitment to Strong Balance Sheet

- Repaid \$500MM term loan in February 2022
- Maintain >\$1B of cash
- Targeting E&P Debt / Adjusted EBITDAX <1x by 2024²



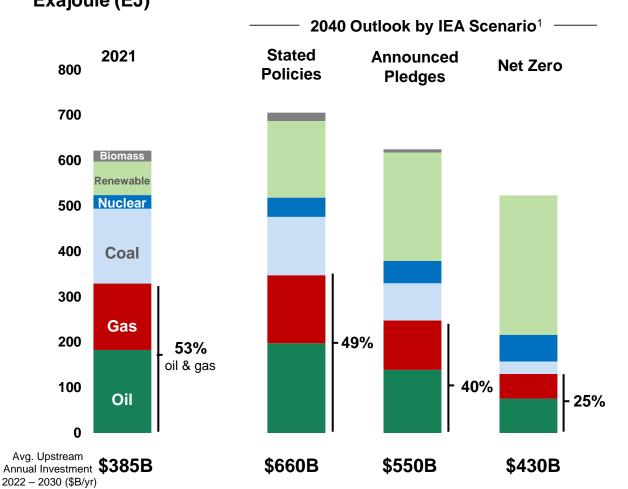
Growing dividend and ongoing commitment to increase return of capital to shareholders

Global Energy Demand









Energy demand led by population and GDP growth increases ~20% through 2050²

Developing economies – predominantly Asia – drive global growth

Oil demand driven by transportation and petrochemicals

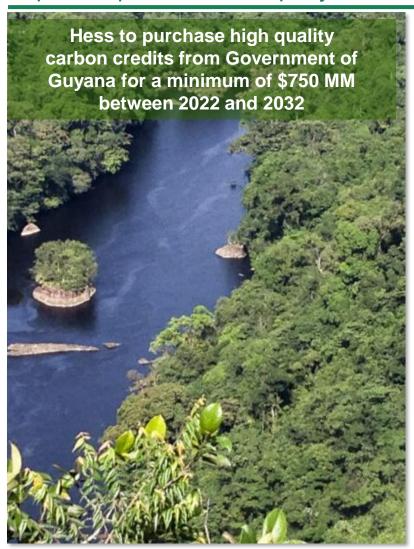
Potential of significant underinvestment

Hess favorably positioned with low breakeven as Guyana developments progress

Historic Carbon Credits Agreement



Important part of our company's commitment to achieve net zero emissions



Protecting the world's forests is key to achieving the Paris Agreement and the global ambition for net zero emissions by 2050

Deforestation and land degradation represent ~20% of the world's GHG emissions

>130 countries including Guyana pledged at COP26 to end deforestation by 2030

Guyana's 18 million hectares of forest store ~20 billion tonnes of carbon dioxide equivalent¹

Agreement is for 37.5 MM high quality ART TREEs carbon credits (current and future issuances)

Government plans to invest proceeds in sustainable development to improve the lives of the people of Guyana¹

15% of proceeds (~\$112 MM) will be directed to indigenous communities¹

One of the largest private sector forest preservation agreements in the world

Commitment to Sustainability

Taking action to reduce emissions...



Strategy and reporting aligned with TCFD¹ recommendations

Support aim of Paris
Agreement with company
commitment to achieve net
zero scope 1 and 2 GHG
emissions on a net equity basis
by 2050

Outperformed 5-year emission reduction targets for 2020

Reduced operated GHG² emissions intensity by **46% vs. 25% target** vs. 2014

Reduced flaring intensity by **59% vs. 50%** target vs. 2014

Set new 5-year emission reduction targets for 2025³

Reduce operated GHG² emissions intensity by ~50% vs. 2017

Reduce methane emissions intensity by ~50% vs. 2017

Zero routine flaring

Among the largest private sector funders of forest protection

Strategic agreement with Government of Guyana to purchase high quality carbon credits for minimum of \$750 MM over 11 years to help protect Guyana's vast forests

Contributing to groundbreaking R&D at Salk Institute

Research and development of plants capable of storing potentially billions of tons of atmospheric carbon per year

Executive compensation tied to EHS and climate change goals

Bakken flaring reduction target part of Annual Incentive Plan for all employees

For more information, please refer to our 2021 Sustainability Report on hess.com

Commitment to Sustainability

Values drive value for the benefit of all stakeholders...



Safety

- Commitment to safety embedded in Hess Values and organizational culture
- ✓ Emphasize contractor engagement in support of occupational and process safety goals – contractors represent ~65% of our total workforce hours
- ✓ Utilize Hess Operational Management System as an enterprisewide framework for continuous improvement in safety performance



14 consecutive years Leadership status Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

13 consecutive years on North America Index; added to DJSI World in 2022

Social Responsibility

- ✓ Guided by commitments to international voluntary initiatives including the U.N. Global Compact
- ✓ Invest in community programs that make a positive and lasting social impact with a focus on education, healthcare and workforce development
- Committed to fostering a diverse and inclusive work environment and promoting diversity and equity in our company, supply chain and industry as a whole



10 consecutive years with AA rating; upgraded to AAA rating in 2021



FTSE4Good
9 consecutive years
on U.S. Index



15 consecutive years on list; Only U.S. energy company in 2022



Only U.S. oil & gas producer



100% score on Corporate Equality Index Transition Pathway Initiative

Top (Level 4) ranking for climate leadership

Industry leader in ESG performance and disclosure

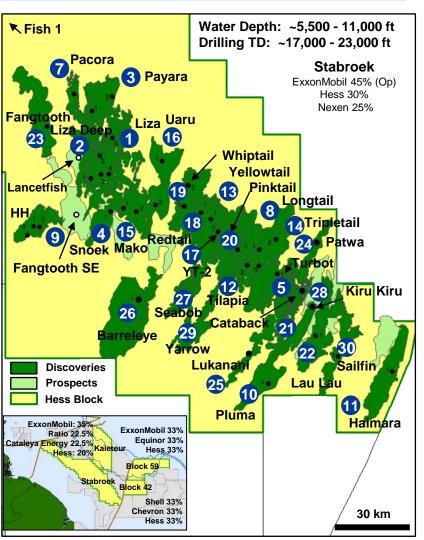
Guyana: Stabroek Block







program



~11 BBOE gross discovered recoverable resource with multi billion barrels exploration upside

Guyana: Stabroek Block

World class investment opportunity...



\checkmark

Industry's largest new oil province in the last decade

- ~11 BBOE gross discovered recoverable resource
- Multi billion barrels of remaining exploration upside



Exceptional reservoir quality / low development costs

- ~\$35/BBL Brent breakeven for Liza Phase 1
- ~\$25/BBL Brent breakeven for Liza Phase 2
- ~\$32/BBL Brent breakeven for Payara
- ~\$29/BBL Brent breakeven for Yellowtail

\checkmark

Shallow producing horizons

- Less than ½ drilling time and costs vs. typical offshore deepwater exploration

Strong execution

- Liza Phase 1 gross development costs reduced from \$4.4 billion to \$3.5 billion
- Liza Phase 2 development achieved first oil February 11th, 2022; on time and on budget
- Payara development accelerated with first oil now targeted in late 2023
- Yellowtail development on track to achieve first oil in 2025

\checkmark

Operated by ExxonMobil

- One of most experienced developers in the world

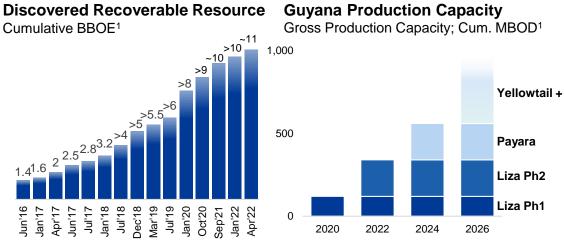
Truly transformational opportunity for Hess

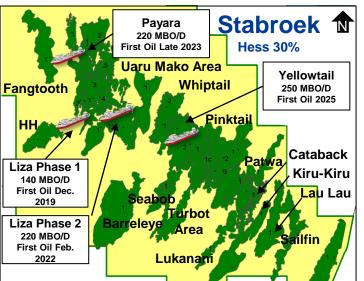
Guyana: Stabroek Block

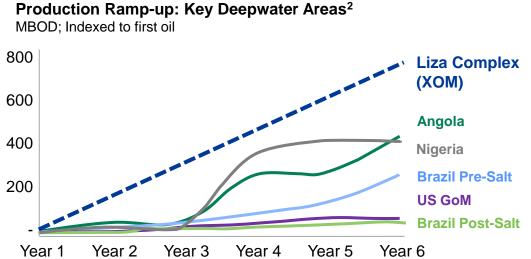
Guyana resources ~11 BBOE...











Potential for 6 FPSOs on the Stabroek Block in 2027

(1) XOM and Hess public disclosures. (2) Wood Mackenzie.

Guyana Developments

World class queue of projects ...



Liza Phase 1: Destiny

~\$35 Breakeven

Discovered in 2015 First oil achieved 2019



FPSO Oil Capacity ¹	140
Resources (MMBO)	500
Reservoirs Developed	1
Development Wells	17
Flowlines	30 Km
Risers	6
Umbilicals	1
UTIDIIICais	•

Liza Phase 2: Unity

~\$25 Breakeven

Discovered in 2015 First oil achieved 2022



FPSO Oil Capacity	220
Resources (MMBO)	600
Reservoirs Developed	5
Development Wells	30
Flowlines	80 Km
Risers	10
	_
Umbilicals	2

Payara: Prosperity

~\$32 Breakeven

Discovered in 2017 First oil anticipated late 2023



FPSO Oil Capacity	220
Resources (MMBO)	600
Reservoirs Developed	9
Development Wells	41
Flowlines	145 Km
Risers	11
Umbilicals	3
Installation Campaigns	3

Yellowtail: One Guyana

~\$29 Breakeven

Discovered in 2019 First oil anticipated 2025



FPSO Oil Capacity	250
Resources (MMBO)	925
Reservoirs Developed	7
Development Wells	51
Flowlines	72 Km
Risers	11
Umbilicals	3
Installation Campaigns	3

Discovered resources to date underpin up to 10 FPSOs

Guyana: Industry Leading Metrics

Global performance – Guyana in a league of its own...



2021-25 Production CAGR

Saudi Arabia

US Deep GOM

Operating Cash Margin vs. Scope 1+2 Emissions Intensity

(BOE) Top 15 Thailand Guyana Mozambique Canada Oil Sands Iraa Malavsia Brazil Intensity (Tonnes CO₂e/MBOE) Kazakhstan Nigeria Indonesia Papua New Guinea Russia **Equatorial Guinea US** Permian UAE Australia Canada Germany Azerbaijan Iraq Mozambique Kazakhstah Netherlands **US Permian** United Kingdom Azerbaijan Chad US Deep GOM Argentina Brazil Iran Iran Guyana China Canada Russian Federation Uni United Statesorway

Operating Cash Margin (US\$/BOE)

Saudi Arabia

Guyana positioned to be one of the highest margin, lowest carbon intensity, highest growth globally

United Arab Emirates

Southeast Asia: JDA and North Malay Basin

Stable long term free cash flow generation...



Strategic/ Portfolio Context

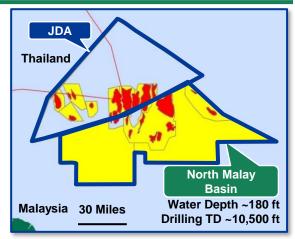
- 2022 net production of 60-65 MBOED
- 2022 net capex of \$315 MM
- Established operator, strong partnership with PETRONAS



- Long term Gas Sales Agreement with Take or Pay
- Production Sharing Contract provides downside protection in low oil price environment
- JDA PSC to 2029, NMB PSC to 2033









Stable long term cash generation... Production Sharing Contract provides low price resilience

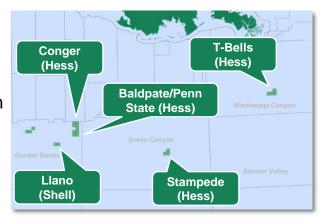
Gulf of Mexico

Significant free cash flow generation, high returns with upside...



Strategic/ Portfolio Context

- 2022 net production ~30 MBOED
- 2022 net capex of \$80 MM
- Plan a focused program of tie-backs and greenfield exploration in 2022 to maintain production and sustain strong cash flow generation



Asset Highlights

- Completed drilling operations at the Shell-operated Llano-6 well (Hess 50%); achieved first oil in 3Q
- Encouraging results at Hess-operated Huron exploration prospect (Hess 40%) on Green Canyon Block 69; oil discovery in high quality Miocene aged reservoirs under evaluation



>15 opportunities being matured >50% IRR at \$50/BBL WTI for tiebacks







Substantial cash engine and platform for future growth

Bakken

Cash engine generating significant free cash flow...



Strategic/ Portfolio Context

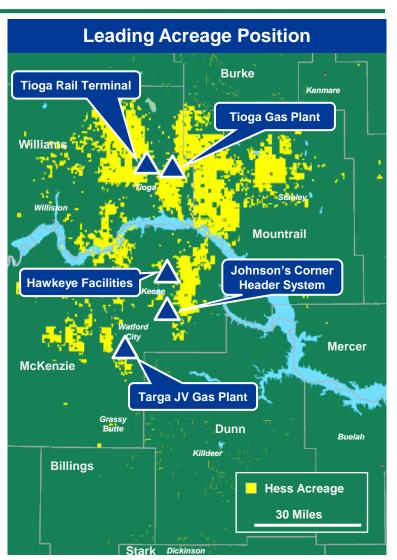
- Focus on efficiencies via Lean principles to maximize cash flow and enhance returns
- Advantaged infrastructure delivers transport and market optionality, incremental value and sustainability leadership

Current Metrics

- ~460,000 net acres (Hess ~75% WI, operator)
- ~155 MBOED in 2022
- 2022 capex set at \$855 MM
- D&C cost forecast to average ~\$6.3 MM per well in 2022

Resource Metrics

- Net EUR: ~2.2 BBOE
- ~1.8 BBOE yet to produce
- Average 2022 IP180: ~120 MBO



Focus on maximizing free cash flow and optimizing infrastructure

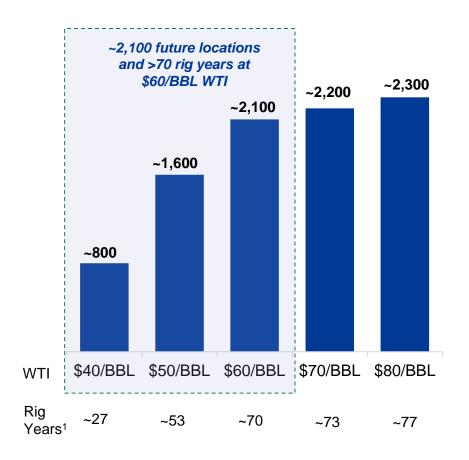
Bakken

Significant inventory of high return locations...

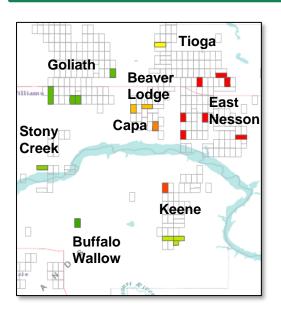


Future Locations with IRRs at 15% or Above

Gross number of economic locations at various WTI prices¹



2022 Bakken Development Well Plan



4 rig program beginning in 3Q

~80 new wells online in 2022

Continued focus on maximizing DSU value

	Keene	East Nesson	Beaver Lodge, Capa, Goliath, Buffalo Wallow, Tioga
EUR (MBOE)	~1,450	~1,200	~1,100
IP180 Oil (MBO)	~140	~120	~115
IRR @ \$60 WTI(%)	>100%	>100%	>100%
2022 wells online	~10	~35	~35

Table values approximate

Optimized well spacing and completions...higher DSU NPV... higher asset value

Bakken

Competitively advantaged infrastructure supports Bakken development...





Strategic infrastructure supporting Hess' development

- Export flexibility provides access to highest value markets
- 250 MBD crude oil gathering; 500 MMCFD gas processing capacity with recently completed expansion
- Integrated service offering crude oil gathering & terminaling, gas gathering & processing, water handling

Significant Midstream value

- Material ownership value with operational control to support upstream growth
- Differentiated financial metrics, scale and broad investor base support incremental valuation uplift potential
- Sustained financial flexibility to support future growth and incremental return of capital to shareholders including Hess

~\$4.3 billion

Cash proceeds from Hess Midstream transactions¹

~\$2.8 billion

Retained Hess Midstream equity value²

Strategic infrastructure supports production growth while generating significant proceeds & value

Summary



- All assets free cash flow positive beginning in 2022
- Recognized leader for our ESG performance and disclosures
- Multi phases of low-cost Guyana oil developments to drive industry leading cash flow growth and financial returns
- Uniquely positioned with low breakeven as Guyana developments progress
- Commitment to increasing cash returns through dividend increases and share repurchases

Appendix: Reconciliation of Non-GAAP Measures



Reconciliation of U.S. GAAP to Non-GAAP Measures

This presentation includes certain non-GAAP financial measures, including E&P Debt to Adjusted EBITDAX. This Non-GAAP financial measure should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP. "E&P Debt to Adjusted EBITDAX" is defined as the ratio of E&P Debt to Adjusted EBITDAX. "E&P Debt" is defined as total Hess consolidated debt including finance lease obligations less Midstream debt. "Adjusted EBITDAX" is defined as net income (loss) attributable to Hess Corporation adjusted for net income (loss) attributable to noncontrolling interests; provision (benefit) for income taxes; impairment and other; depreciation, depletion and amortization; interest expense; exploration expenses, including dry holes and lease impairment; (gains) losses on asset sales, net; noncash (gains) losses on commodity derivatives, net; and stock compensation expense, less items affecting comparability of EBITDAX between periods, less Midstream EBITDA (defined as Midstream segment results of operations before income taxes, plus interest expense and depreciation, depletion and amortization), plus HESM distributions to Hess Corporation. We are unable to reconcile E&P Debt to Adjusted EBITDAX projections with a reasonable degree of accuracy because this metric includes the impact of net income (loss), which requires a number of components, including certain items that are outside of our control and/or cannot be reasonably predicted. Therefore, Hess Corporation is unable to provide projected net income (loss), or the related reconciliation of projected E&P Debt to Adjusted EBITDAX for 2021. Management uses "E&P Debt to Adjusted EBITDAX" to evaluate operating performance and believes that investors' understanding of the Corporation's performance is enhanced by disclosing this measure, which excludes certain items that management believes are not directly related to ongoing operations and are not indicative of future business trends and operations.

Appendix: Reconciliation of Non-GAAP Measures



E&P Debt/Adjusted EBITDAX	December 31, 2021 Hess Consolidated	
(in millions)		
Net Income (Loss) Attributable to Hess Corporation (GAAP)	\$	559
+ Net income (loss) attributable to noncontrolling interests		331
+ Provision (benefit) for income taxes		600
+ Impairment and other		147
+ Depreciation, depletion and amortization		1,528
+ Interest expense		481
+ Exploration expenses, including dry holes and lease impairments		162
+ (Gains) losses on asset sales, net		(29)
+ Noncash (gains) losses on commodity derivatives, net		216
+ Stock compensation expense		77
Consolidated EBITDAX (Non-GAAP)		4,072
Less: Items affecting comparability of EBITDAX between periods ¹		864
Consolidated Adjusted EBITDAX (Non-GAAP)		3,208
Less: Midstream EBITDA		903
+ HESM distributions to Hess Corporation		241
Adjusted EBITDAX (Non-GAAP)	\$	2,546
Total Hess Consolidated Debt (GAAP)	\$	8,458
+ Long-term finance lease obligations		200
+ Current portion of finance lease obligations		19
Less: Midstream Debt		2,564
E&P Debt (Non-GAAP)	\$	6,113

E&P Debt to Adjusted EBITDAX (Non-GAAP)

2.4x

