## **Hess Corporation**





SCOTIA HOWARD WEIL ENERGY CONFERENCE

March 8, 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," "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, NGL and natural gas and competition in the oil and gas exploration and production industry; reduced demand for our products, including due to 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, public health measures 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, rising interest rates 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 2027
- 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; average ~200 MBOED net production in 2025+

## Deliver Low Cost of Supply

- Four sanctioned Guyana developments have breakeven price of \$25-\$35/BBL Brent; expect to sanction fifth development at Uaru in 1Q23
- Expanding cash margins; portfolio cash costs forecast to decline by ~25% to ~\$10/BOE by 2027<sup>1</sup>
- Portfolio breakeven of ~\$50/BBL Brent by 2027<sup>1</sup>

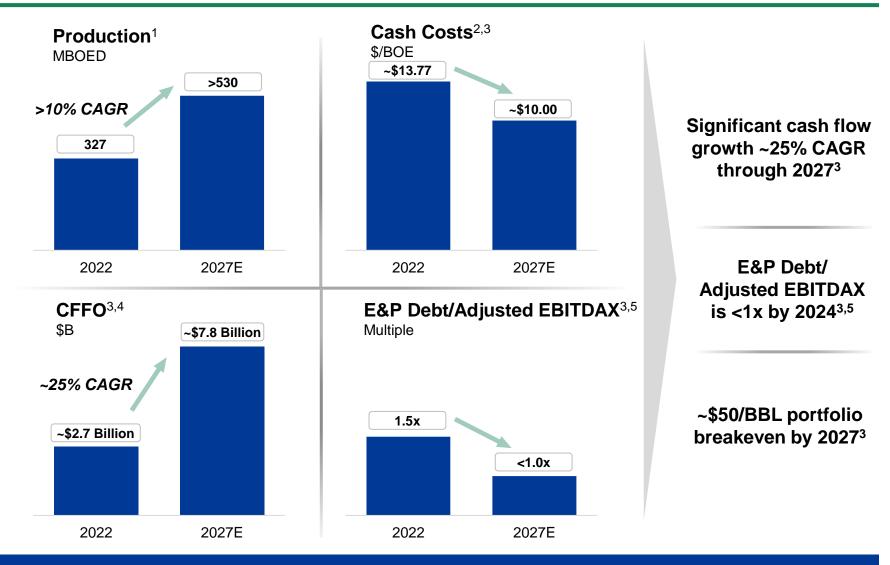
# Deliver Industry Leading Cash Flow Growth

- 2022-27 cash flow from operations CAGR of ~25%<sup>1</sup>
- E&P Debt/Adjusted EBITDAX 1.5x in 2022 and <1x in 2024</li>
- Up to 75% of annual free cash flow to be returned to shareholders through dividend increases and share repurchases<sup>2</sup>

## **Superior Operating & Financial Metrics**







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

## **Increasing Financial Strength**

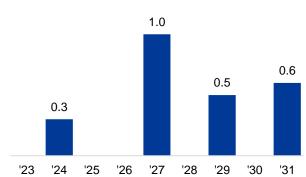




## Increasing Financial Strength

- \$2.5 B cash at December 31, 2022
- Currently have 130 MBOD hedged with put options in 2023
  - 80 MBOD WTI put options at \$70/BBL
  - 50 MBOD Brent put options at \$75/BBL
- Improving credit metrics
  - E&P Debt/Adjusted EBITDAX forecast to be
     <1x in 2024¹</li>



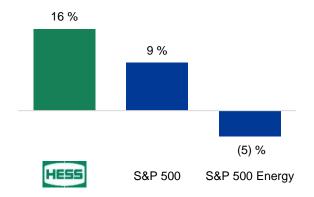


## Strong Cash Flow Growth and Increasing Capital Returns

- Differentiated portfolio provides superior investment opportunities
- Cash flow from operations forecast to grow at ~25% CAGR through 2027<sup>1, 2</sup>
- Commitment to return up to 75% of annual free cash flow<sup>3</sup> through dividend increases and share repurchases

#### Consensus CFFO CAGR<sup>2</sup>

2022 to 2025



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

## Return of Capital Framework

### Commitment to increasing cash returns...



#### **Growing Regular Dividend**

- Increased dividend by 17% on March 1, 2023
- Plan for ongoing increases to dividend
- Sustainable in lower commodity price environment

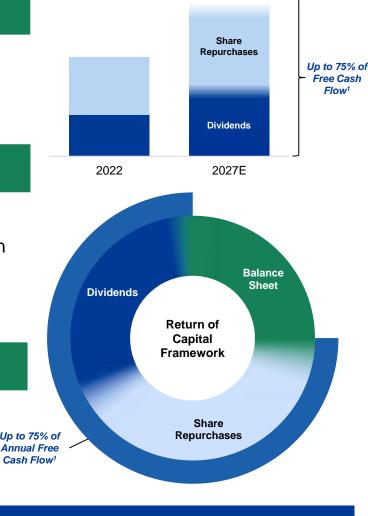
#### **Accelerating Share Repurchases**

- Capital return up to 75% of annual free cash flow<sup>1</sup>
- Repurchased \$650MM of common stock in 2022 and plan to 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 2024<sup>2</sup>



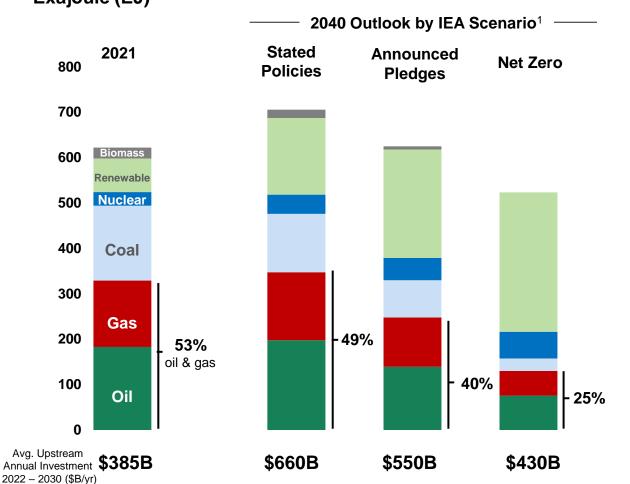
Growing dividend and ongoing commitment to increase return of capital to shareholders

## **Global Energy Demand**









Energy demand led by population and GDP growth increases ~20% through 2050<sup>2</sup>

Developing economies – predominantly Asia – drive global growth

Oil demand driven by transportation and petrochemicals

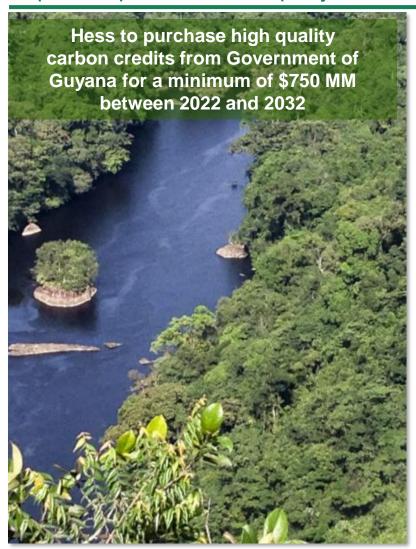
Potential of significant underinvestment

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 equivalent<sup>1</sup>

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 Guyana<sup>1</sup>

15% of proceeds (~\$112 MM) will be directed to indigenous communities<sup>1</sup>

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 TCFD<sup>1</sup> 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 GHG<sup>2</sup> 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 2025<sup>3</sup>

Reduce operated GHG<sup>2</sup> 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



Second year with AAA
rating after 10 consecutive
years with AA rating



9 consecutive years on U.S. Index



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



4 consecutive years on Index



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**



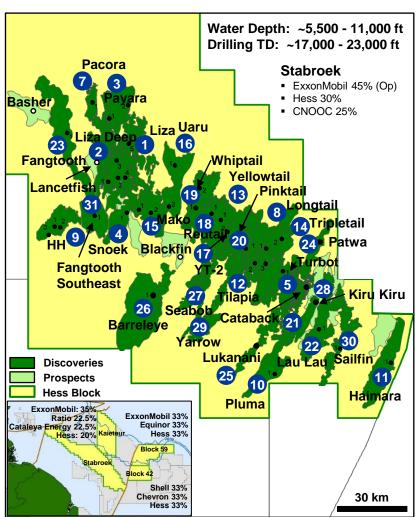




Progress Uaru to sanction in 1Q23

Continue exploration and appraisal program

Steps



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

## **Guyana: Stabroek Block**

## World class investment opportunity...



## √ 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

## ✓ 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 by the end of 2023
- Yellowtail development on track to achieve first oil in 2025
- Uaru development and Gas to Energy sanction anticipated in Q1 2023

## ✓ Operated by ExxonMobil

- One of most experienced developers in the world

## **Guyana: Stabroek Block**

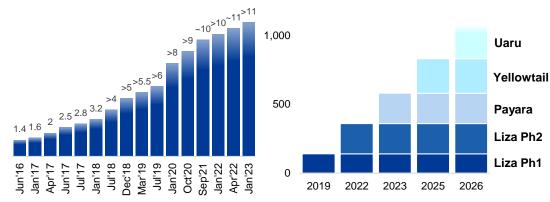
## Guyana resources >11 BBOE...





#### **Discovered Recoverable Resource** Cumulative BBOE<sup>1</sup>

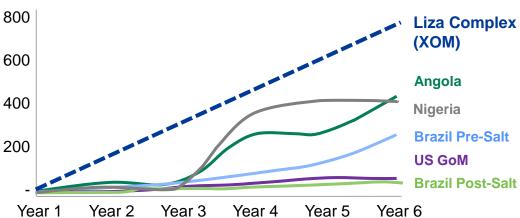
Guyana Production Capacity
Gross Production Capacity; MBOD<sup>1</sup>



#### Stabroek n Payara 220 MBOD **Hess 30%** Fangtoot First Oil Late 2023 Uaru<sup>3</sup> 250 MBOD Whiptail First Oil End 2026 Fangtooth Yellowtail 250 MBOD First Oil 2025 Na Cataback Liza Phase 1 Kiru-Kiru **140 MBOD** First Oil Dec. 2019 Liza Phase 2 **220 MBOD** First Oil Feb. 2022 Lukanan

#### **Production Ramp-up: Key Deepwater Areas<sup>2</sup>**





#### Potential for 6 FPSOs on the Stabroek block in 2027

## **Guyana Developments**

## World class queue of projects ...



#### Liza Phase 1: Destiny

#### ~\$35 Breakeven

Discovered in 2015 First oil achieved 2019



FPSO Oil Capacity <sup>1</sup>	140
Resources (MMBO)	500
Reservoirs Developed	1
Development Wells	17
Flowlines	30 km
Risers	6
Umbilicals	1
Installation Campaigns	

#### 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
Installation Campaigns	2

#### Payara: Prosperity

#### ~\$32 Breakeven

Discovered in 2017 First oil anticipated 2023



220
600
9
41
145 km
11
3
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
Filowillies	/ Z KIII
Risers	12 Kili

Discovered resources to date underpin up to 10 FPSOs

(1) After debottlenecking; Original capacity of 120 MBOPD

## **Guyana: Industry Leading Metrics**

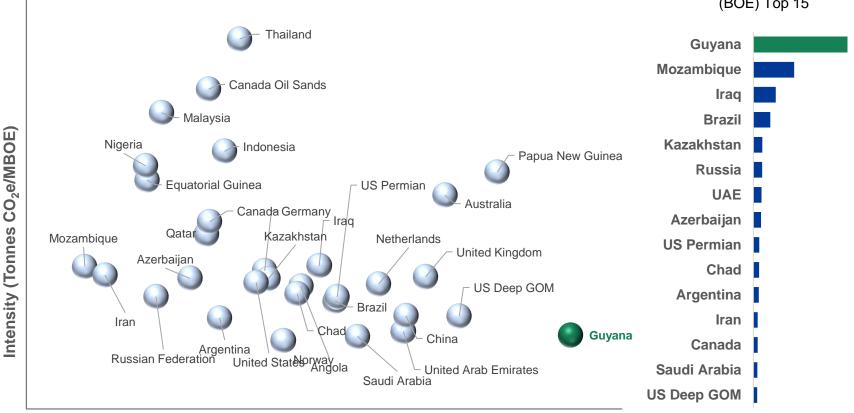
Global performance – Guyana in a league of its own...



#### Operating Cash Margin vs. Scope 1+2 Emissions Intensity

#### 2021-25 Production CAGR

(BOE) Top 15



**Operating Cash Margin (US\$/BOE)** 

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

## Southeast Asia: JDA and North Malay Basin

Stable long term free cash flow generation...



#### Strategic/ Portfolio Context

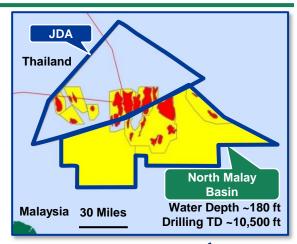
- 2023 net production of 60-65 MBOED
- 2023 net capex of \$225 MM
- Established operator, strong partnership with PETRONAS



- 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...

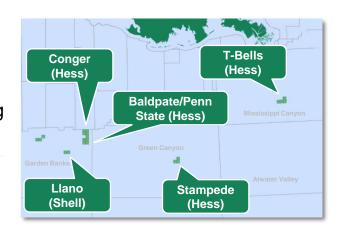


### Strategic/ Portfolio Context

- 2023 net production ~30 MBOED
- 2023 net capex of \$125 MM
- Plan a focused program of tie-backs and greenfield exploration to maintain production and sustain strong cash flow generation



- Completed drilling operations at the Shell-operated Llano-6 well (Hess 50%); achieved first oil in 3Q22
- Encouraging results at Hess-operated Huron exploration prospect (Hess 40%) on Green Canyon Block 69; plan to drill two exploration and two tieback wells in 2023





>15 opportunities being matured







Substantial cash engine and platform for future growth

### Bakken

### Cash engine generating significant free cash flow...



#### Strategic/ Portfolio Context

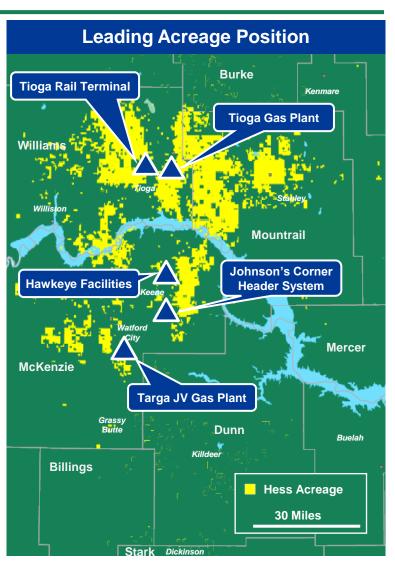
- Focus on efficiencies via Lean application to maximize cash flow and enhance returns
- Advantaged infrastructure delivers transport and market optionality, incremental value and sustainability leadership

## **Current Metrics**

- ~465,000 net acres (Hess ~75% WI, operator)
- ~165-170 MBOED in 2023
- 2023 capex \$1.1 Bn
- D&C cost forecast to average ~\$6.9 MM per well in 2023

### Resource Metrics

- Net EUR: ~2.2 BBOE
- ~1.7 BBOE yet to produce
- Average 2023 IP180: ~120 MBO



Focus on maximizing free cash flow and optimizing infrastructure

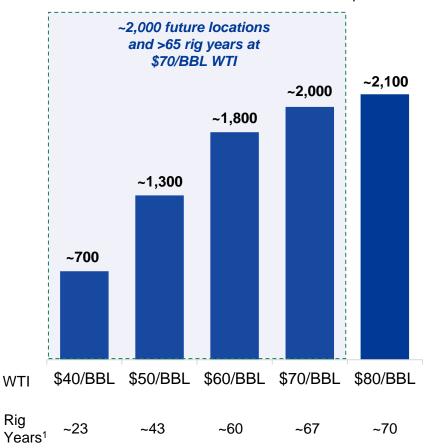
## Bakken

### Significant inventory of high return locations...

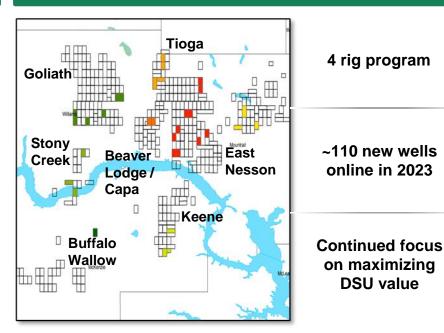


#### Future Locations with IRRs at 15% or Above

Gross number of economic locations at various WTI prices<sup>1</sup>



#### 2023 Bakken Development Well Plan



	Keene / Stony Creek / East Nesson	Beaver Lodge / Buffalo Wallow / Capa / Goliath / Tioga
EUR (MBOE)	~1,300	~1,150
IP180 Oil (MBO)	~130	~115
IRR @ \$72 WTI(%)	>100%	>100%
2023 wells online	~50	~60

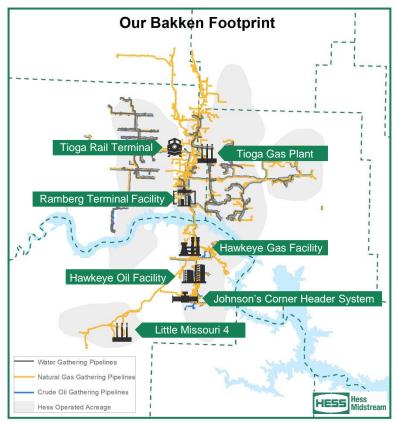
Table values approximate

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
- 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 transactions<sup>1</sup>

~\$3.1 billion

Retained Hess Midstream equity value<sup>2</sup>

Strategic infrastructure supports production growth while generating significant proceeds & value

## **Summary**



- Grow the resource base and move down the cost curve
- Recognized leader for our ESG performance and disclosure
- Differentiated portfolio to drive industry leading cash flow growth and financial returns
- Well positioned with low breakeven as Guyana developments progress
- Unique value proposition to grow intrinsic value and 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 to projected net income (loss) without unreasonable effort. Please see the following slide for a reconciliation of E&P Debt to Adjusted EBITDAX for 2022. 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 believ

## **Appendix: Reconciliation of Non-GAAP Measures**



E&P Debt/Adjusted EBITDAX	December 31, 2022		
(in millions)	Hess C	Consolidated	
Net Income (Loss) Attributable to Hess Corporation (GAAP)	\$	2,223	
+ Net income (loss) attributable to noncontrolling interests		351	
+ Provision (benefit) for income taxes		1,107	
+ Impairment and other		54	
+ Depreciation, depletion and amortization		1,703	
+ Interest expense		493	
+ Exploration expenses, including dry holes and lease impairments		174	
+ (Gains) losses on asset sales, net		(101)	
+ Noncash (gains) losses on commodity derivatives, net		548	
+ Stock compensation expense		83	
Consolidated EBITDAX (Non-GAAP)		6,635	
Less: Items affecting comparability of EBITDAX between periods <sup>1</sup>		2,225	
Consolidated Adjusted EBITDAX (Non-GAAP)		4,410	
Less: Midstream EBITDA		978	
+ HESM distributions to Hess Corporation		221	
Adjusted EBITDAX (Non-GAAP)	\$	3,653	
Total Hess Consolidated Debt (GAAP)	\$	8,281	
+ Long-term finance lease obligations		179	
+ Current portion of finance lease obligations		21	
Less: Midstream Debt		2,886	
E&P Debt (Non-GAAP)	\$	5,595	

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

1.5x

