





J.P. MORGAN ENERGY, POWER & RENEWABLES CONFERENCE

June 23, 2022

# 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, 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
- All assets generate sustainable free cash flow beginning in 2022
- 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 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 2026
- Portfolio breakeven of ~\$45/BBL Brent by 2026

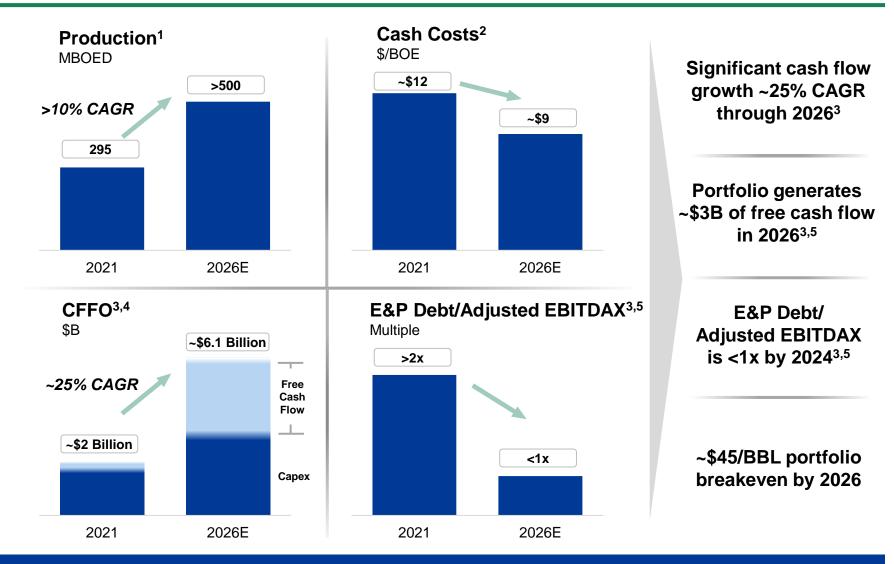
### Deliver Industry Leading Cash Flow Growth

- 2021-26 cash flow CAGR of ~25%<sup>1</sup>; annual free cash flow grows to ~\$3 billion by 2026<sup>1</sup>
- E&P Debt/EBITDAX <2x in 2022 and <1x in 2024</li>
- Increased regular dividend by 50% in March 2022; plan further increases in cash returns through dividend increases and share repurchases

# **Superior Operating & Financial Metrics**







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

### **Increasing Financial Strength**

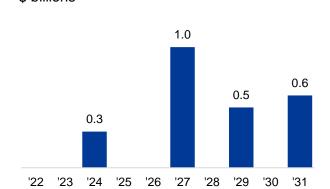




# Increasing Financial Strength

- \$1.4 B cash at Mar. 31, 2022
- Repaid remaining \$500 MM of term loan in Feb. 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</li>

# **Near Term Debt Maturities** \$ billions

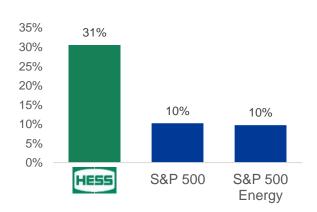


#### Strong Cash Flow Growth and Increasing Capital Returns

- Differentiated portfolio provides superior investment opportunities
- Cash flow from operations forecast to grow at 25% CAGR through 2026<sup>1, 2</sup>
- Commitment to return up to 75% of annual adjusted free cash flow<sup>3</sup> through dividend increases and share repurchases

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

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

2

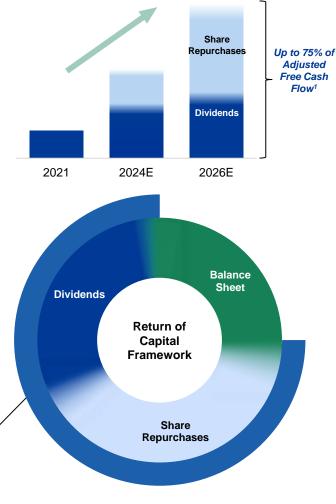
#### **Accelerating Share Repurchases**

- Capital return up to 75% of annual adjusted free cash flow<sup>1</sup>
- 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

Up to 75% of

Adjusted

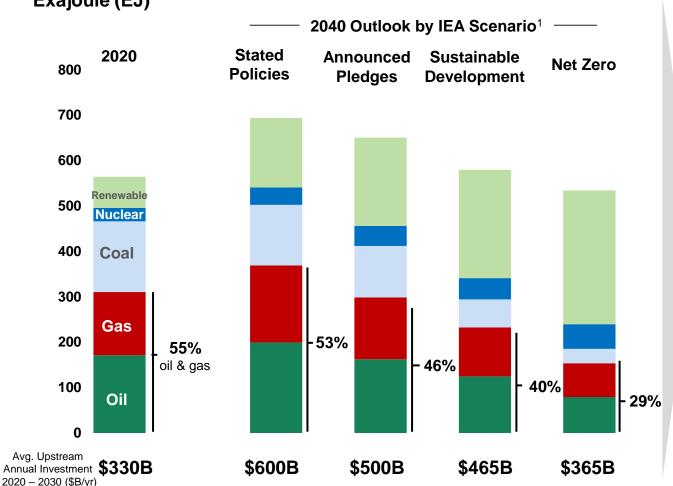
Free Cash Flow<sup>1</sup>

### **Global Energy Demand**









Energy demand led by population and GDP growth increases 20% through 2040<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

# **Commitment to Sustainability**

Taking action to reduce emissions...



# Strategy and reporting aligned with TCFD<sup>1</sup> recommendations

Support aim of Paris
Agreement and a global
ambition to achieve net zero
emissions 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

# Account for cost of carbon in capital investment decisions

Test resilience of portfolio under supply/demand scenarios including IEA's ambitious Sustainable Development and Net Zero Scenarios

# 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 2020 Sustainability Report on hess.com

# **Commitment to Sustainability**

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



#### **Safety**

- Multidisciplinary team overseeing Hess COVID-19 response; safety of workforce and local communities is our top priority
- ✓ Reduced our severe and significant safety incident rate by 45% since 2016
- ✓ Reduced Tier 1 process safety incidents by 60% since 2016
- ✓ Achieved 65% reduction in loss of primary containment rate since 2016



13 consecutive years Leadership status Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

12 consecutive years on North America Index

#### **Social Responsibility**

- ✓ Guided by commitments to international voluntary initiatives including the U.N. Global Compact
- Invest in community programs that address societal inequities with a focus on education and workforce development
- ✓ Committed to making a positive impact on communities where we operate and fostering a diverse and inclusive work environment



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



FTSE4Good 8 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**

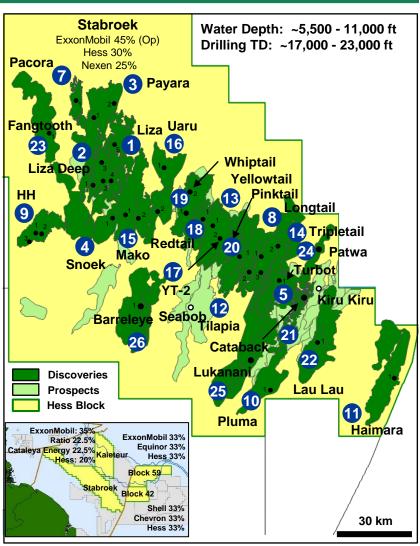






Next Steps

- Ramp up Liza Phase 2 production
- Execute Payara and Yellowtail developments
- Continue active exploration and appraisal 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

#### **\**

#### **Attractive development timing**

- Initial developments at attractive point in offshore services cost cycle
- 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 and Yellowtail developments progressing with first oil targeted in 2023 and 2025, respectively

#### $\checkmark$

#### Operated by ExxonMobil

- One of most experienced developers in the world

Truly transformational opportunity for Hess

### **Guyana: Stabroek Block**

Guyana resources ~11 BBOE...

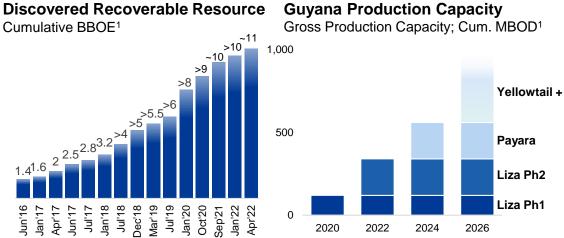


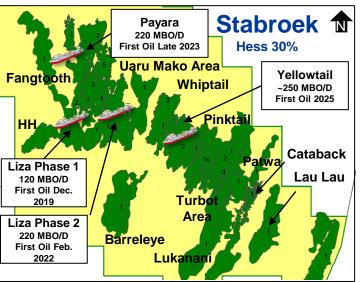
**US GoM** 

Year 6

**Brazil Post-Salt** 







# 800 600 Angola Nigeria Brazil Pre-Salt

Year 4

Year 5

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

Year 3

Potential for at least 6 FPSOs on the Stabroek Block in 2027

Year 1

Year 2

MBOD: Indexed to first oil

(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	120
Resources (MMBO)	500
Reservoirs Developed	1
Development Wells	17
Flowlines	30 Km
Risers	6
Risers Umbilicals	6 1

#### 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 late 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
Flowlines Risers	72 Km 11

# **Guyana: Industry Leading Metrics**

Intensity (Tonnes CO<sub>2</sub>e/MBOE)

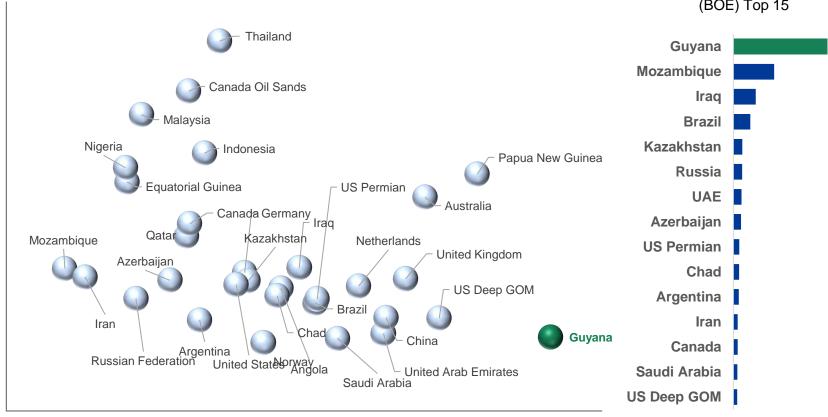
Global performance – Guyana in a league of its own...



#### 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

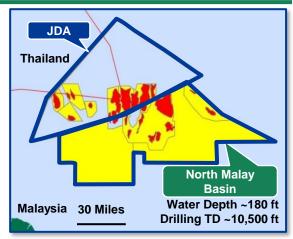
- 2022 net production of ~65 MBOED
- 2022 net capex of \$270 MM
- Established operator, strong partnership with PETRONAS



- 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

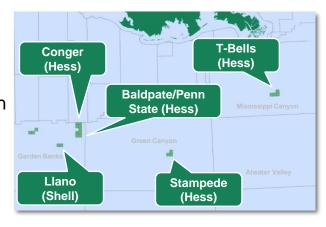
#### **Gulf of Mexico**

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



#### Strategic/ Portfolio Context

- 2022 net production 30-35 MBOED
- 2022 net capex of \$90 MM
- Plan a focused program of tie-backs and greenfield exploration in 2022 to maintain production and sustain strong cash flow generation



# Asset Highlights

- Resumed drilling operations, after a 2-year hiatus, with one tieback well at the Shell-operated Llano field (Hess 50%)
- Currently drilling Hess-operated Huron exploration prospect (Hess 40%) on Green Canyon Block 69 targeting Miocene aged reservoirs



>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

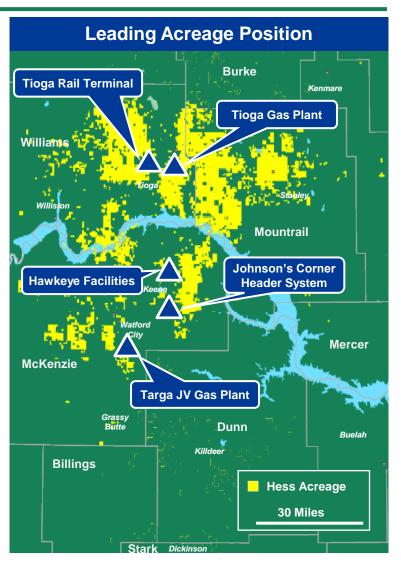
- Focus on efficiencies via Lean principles to maximize cash flow and enhance returns
- Advantaged infrastructure delivers transport and market optionality, incremental value and sustainability leadership

# **Current Metrics**

- ~460,000 net acres (Hess ~75% WI, operator)
- 160-165 MBOED in 2022
- 2022 capex set at \$790 MM
- D&C cost forecast to average ~\$6.2 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

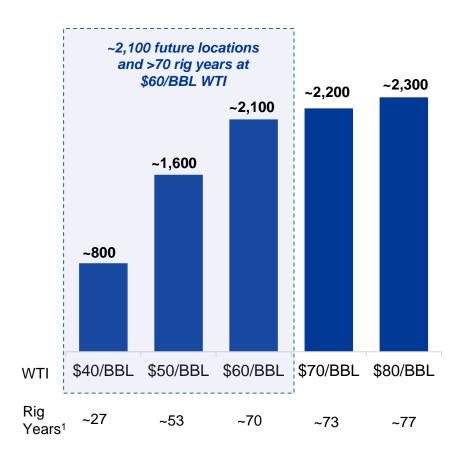
#### Bakken

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

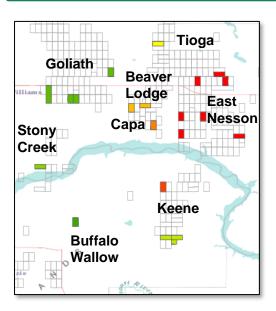


#### Future Locations with IRRs at 15% or Above

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



#### 2022 Bakken Development Well Plan



4 rig program beginning in 3Q

~85 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	~15	~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
- ~70% volume currently linked to Brent based pricing
- 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 transactions<sup>1</sup>

~\$3.0 billion

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

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 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. "Free cash flow" in this presentation is defined as cash flows from operating activities, including changes in working capital, as presented in the statement of cash flows under GAAP, less capital expenditures. Please see below for a reconciliation of free cash flow included in this presentation to cash flows from operating activities. Management uses "free cash flow" to evaluate its overall liquidity. "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 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.

#### Free Cash Flow<sup>1</sup>

Free Cash Flow	<b>\$162</b>	~\$2,800 - \$3,100
Less: Capital expenditures	\$1,866	~\$3,000 - \$3,300
Net cash provided by (used in) operating activities	\$2,028	~\$6,100
(in millions)	2021	2026 E

# **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 <sup>1</sup>		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

