Hess Corporation

SCOTIA HOWARD WEIL ENERGY CONFERENCE

March 23, 2021

Forward-Looking Statements & Other Information

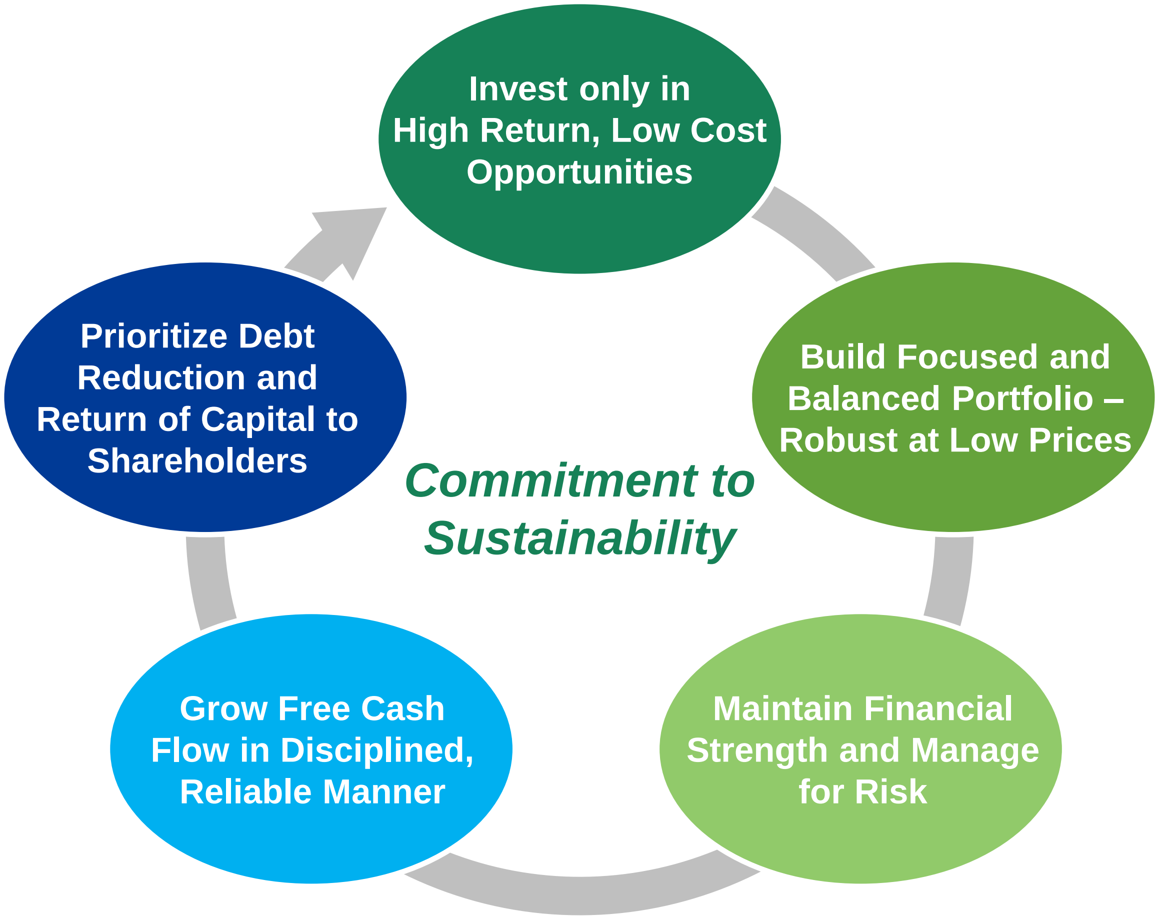
This presentation contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Words such as “anticipate,” “estimate,” “expect,” “forecast,” “guidance,” “could,” “may,” “should,” “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 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 the global COVID-19 pandemic; potential disruption or interruption of our operations due to catastrophic events, such as accidents, severe weather, geological events, shortages of skilled labor, cyber-attacks or health measures related to COVID-19; reduced demand for our products, including due to the global COVID-19 pandemic or the outbreak of any other public health threat or due to the impact of competing or alternative energy products and political conditions and events, such as instability, changes in governments, armed conflict, and economic sanctions; potential failures or delays in increasing oil and gas reserves, including as a result of unsuccessful exploration activity, drilling risks and unforeseen reservoir conditions; potential failures or delays in achieving expected production levels given inherent uncertainties in estimating quantities of proved reserves; 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 well fracking bans; the ability of our contractual counterparties to satisfy their obligations to us, including the operation of joint ventures under which we may not control; 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 as a result of weakness in the oil and gas industry or negative outcomes within commodity and financial markets; liability resulting from 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 reserves other than proved, such as unproved resources. Investors are urged to consider closely the disclosure relating to proved reserves our Annual Report on Form 10-K for the year ended December 31, 2020, 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.

Our Strategy



World class assets … focus on returns… capital discipline… significant free cash flow growth

Our Priorities in an Uncertain Environment

Preserve Cash

- $1.7 B cash – total liquidity of $5.2 B at December 31, 2020
- 150 MBOD hedged at $55/bbl WTI / $60/bbl Brent in 2021
- 2021 E&P capital and exploratory budget set at $1.9 B
  - More than 80% targeted to Guyana and the Bakken

Preserve Core Operating Capabilities

- Focused, resilient portfolio linked to our top quartile operating capabilities
- Top quartile execution in onshore unconventional and deepwater exploration
- Moved to two-rig program in Bakken to sustain production and cash flow
  - 2021 D&C costs forecast to average below $6 MM per well

Preserve Long Term Value of Assets

- Guyana positioned to generate material, long term cash flow growth
- Liza Phase 1, Liza Phase 2 and Payara developments breakeven at ~$35/bbl, ~$25/bbl and ~$32/bbl Brent, respectively
- 18 discoveries in Guyana have delivered gross recoverable resources of ~9 BBOE; with multi billion barrels of exploration potential remaining
- Line of sight on up to 10 FPSOs to develop discovered resources

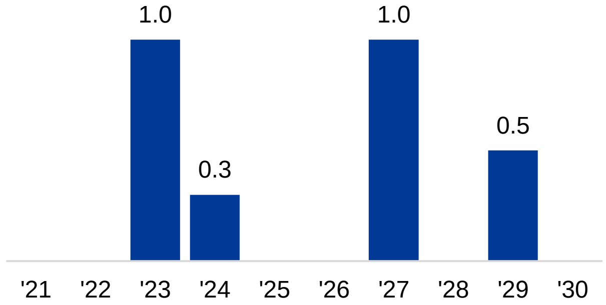
Maintaining Financial Strength

Strong cash position, hedges and industry leading cash flow growth…

Robust Liquidity Position

- $5.2 B of liquidity
  - $1.7 B cash at December 31, 2020
  - $3.5 B undrawn revolving credit facility
- No debt maturities until 2023
- 150 MBOD hedged in 2021
  - 120 MBOD with $55/bbl WTI put options
  - 30 MBOD with $60/bbl Brent put options

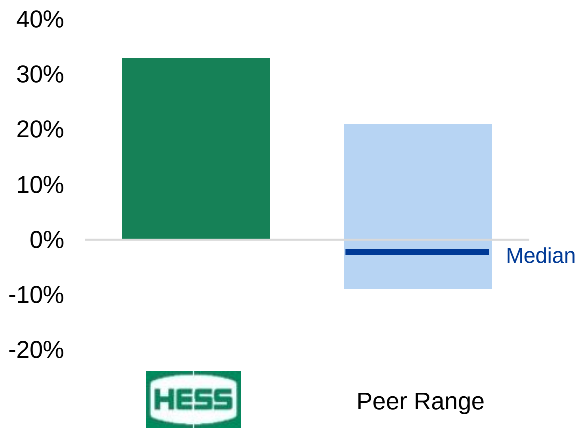
Near Term Debt Maturities
$ billions



Prioritize Debt Reduction and Return of Capital to Shareholders

- Disciplined capital allocation to high return investment opportunities driving industry leading cash flow growth
- Majority of future free cash flow to be allocated to debt reduction, dividend increases and opportunistic share repurchases

Consensus CFFO CAGR[1]
2020 to 2023



World class assets… focus on returns… capital discipline… significant free cash flow growth

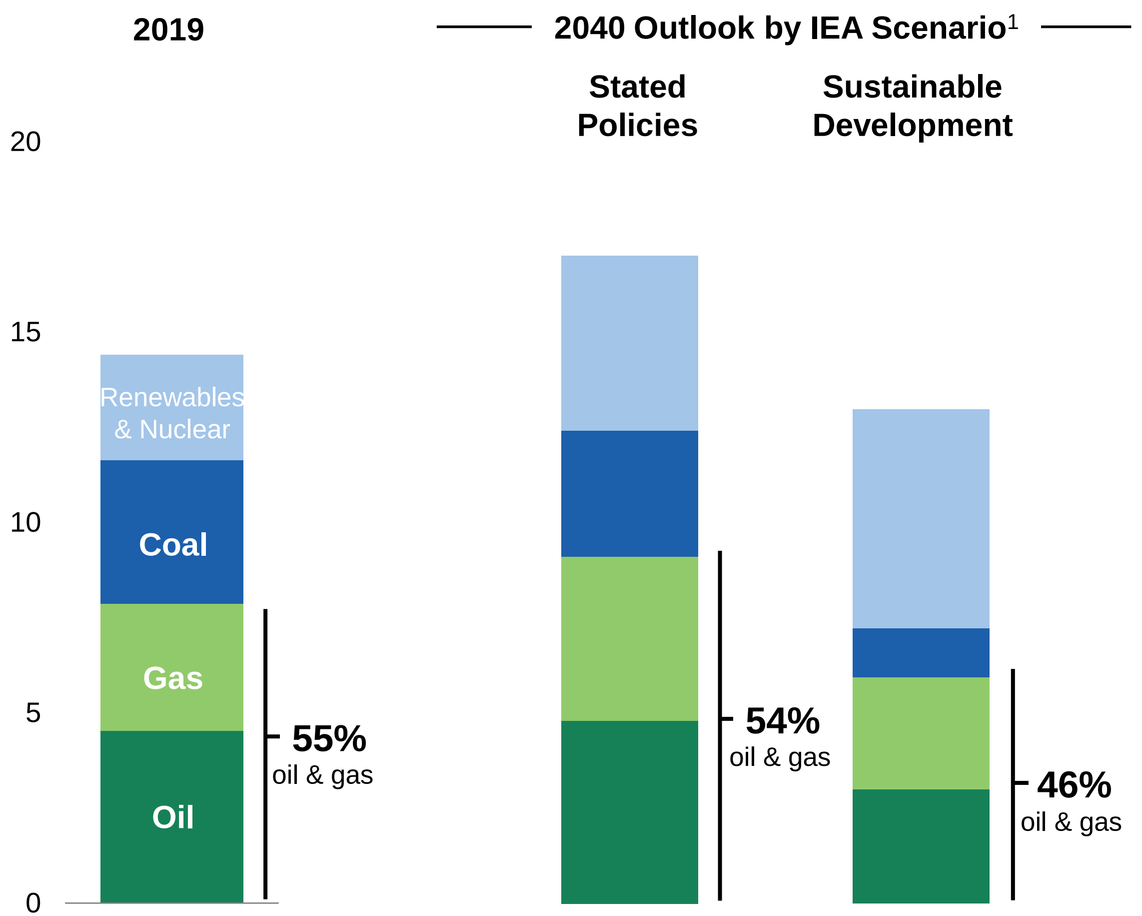
(1) CFFO: Cash Flow from Operations. CAGR: Compound Annual Growth Rate. Source: Capital IQ, Bloomberg, IBES; market data as of Feb 2, 2021. Peers include Apache Corporation, Cabot Oil & Gas, Continental Resources, ConocoPhillips, Devon Energy, EOG Resources, Marathon Oil, Murphy Oil, EQT Corporation, Occidental Petroleum and Pioneer Natural Resources. 2020 CFFO for PXD pro forma for PE acquisition, 2020 CFFO for DVN pro forma for WPX acquisition.

Global Energy Demand

Oil & gas essential to meeting global energy demand…

Primary Energy Demand Outlook (IEA)

BTOE



Energy demand led by population and GDP growth increases 20% through 2040[2]

Developing economies – predominantly Asia – drive global growth

Oil demand driven by transportation and petrochemicals

Oil & gas maintain meaningful share in all scenarios

Hess favorably positioned with low breakeven as Guyana developments progress

Source: IEA World Energy Outlook 2020. BTOE refers to billion tonnes of oil equivalent. (1) Stated Policies Scenario is the central scenario and represents the impact of announced policies. Sustainable Development Scenario reflects major changes that would be required to reach energy-related Sustainable Development Goals of the United Nations (including rapid reduction of emissions in line with Paris agreement) (2) Total primary energy demand growth from 2019 to 2040 in the Stated Policies Scenario.

Commitment to Sustainability

Taking action to reduce emissions…

Strategy and reporting aligned with TCFD recommendations[1]

Support aim of Paris Agreement and ambition to reduce global emissions to net zero by 2050

Outperformed 5-year emission reduction targets for 2020

Reduced operated GHG[2] emissions intensity by **~40% vs. 25% target** vs. 2014

Reduced flaring intensity by **~60% vs. 50%** target vs. 2014

Set new 5-year emission reduction targets for 2025

Reduce operated GHG[2] emissions intensity by **~44%** vs. 2017

Reduce methane emissions intensity by **~50%** vs. 2017

Account for cost of carbon in capital investment decisions

Test resilience of portfolio under supply/demand scenarios including IEA's ambitious Sustainable Development Scenario

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 added to 2021 Annual Incentive Plan for all employees

[1]Task Force on Climate Related Financial Disclosures

[2]Scope 1 and 2

For more information, please refer to our 2019 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 safety incident rate by 42%** since 2014
- ✓ Achieved **13% reduction in total recordable incident rate** since 2014
- ✓ **Reduced Tier 1 process safety incidents by 65%** (2014 to 2019), down to **zero incidents** in 2020

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**

CDP DISCLOSURE INSIGHT ACTION

12 consecutive years Leadership status

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

11 consecutive years on North America Index

MSCI

11 consecutive years on USA ESG Leaders Index

FTSE4Good

7 consecutive years on U.S. Index

3BL MEDIA 100 BEST CORPORATE CITIZENS 2020

No. 1 oil & gas; **No. 9** overall
13 consecutive years on list

Bloomberg Gender-Equality Index 2021

Only U.S. oil & gas producer

America's Most Responsible Companies 2021 Newsweek statista

No. 1 oil & gas producer

Transition Pathway Initiative

Only U.S. oil & gas company at 4-Star level

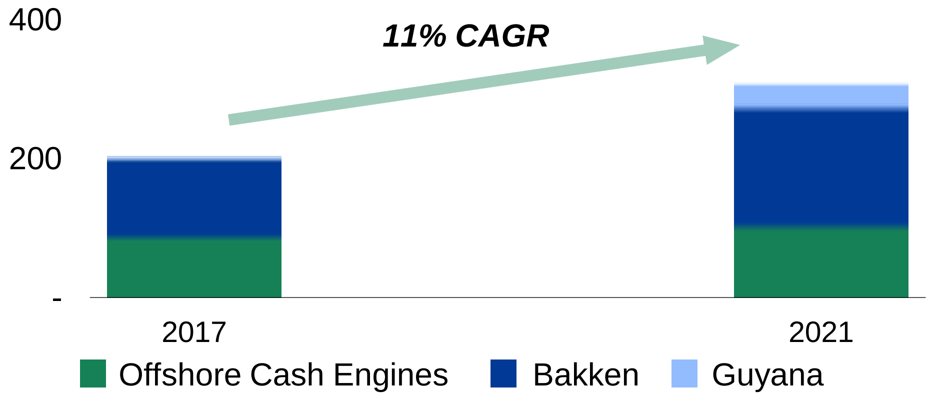
Industry leader in ESG performance and disclosure

For more information, please refer to our 2019 Sustainability Report: https://www.hess.com/sustainability/sustainability-reports

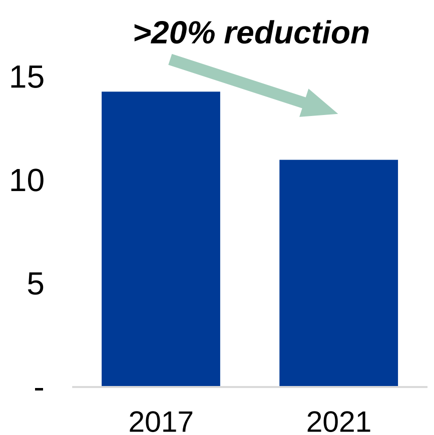
Production and Costs

Capital efficient production growth with significant cost reductions…

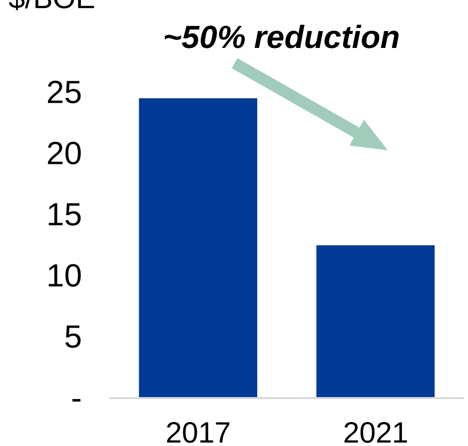
Production[1]
MBOED



Cash Costs[2]
$/BOE



DD&A
$/BOE



Guyana growing to >750 MBOD gross by 2026

Bakken ~170 MBOED in 2021

>20% Cash Cost reduction to ~$11/BOE

~50% DD&A reduction to ~$12.50/BOE

Production growth with lower unit costs drive margin expansion

(1) 2017 production pro forma for assets sales, excluding Libya. (2) Cash unit production costs exclude transportation costs included in realized hydrocarbon prices.

Guyana: Stabroek Block

World class petroleum province with potential for up to 10 FPSOs …

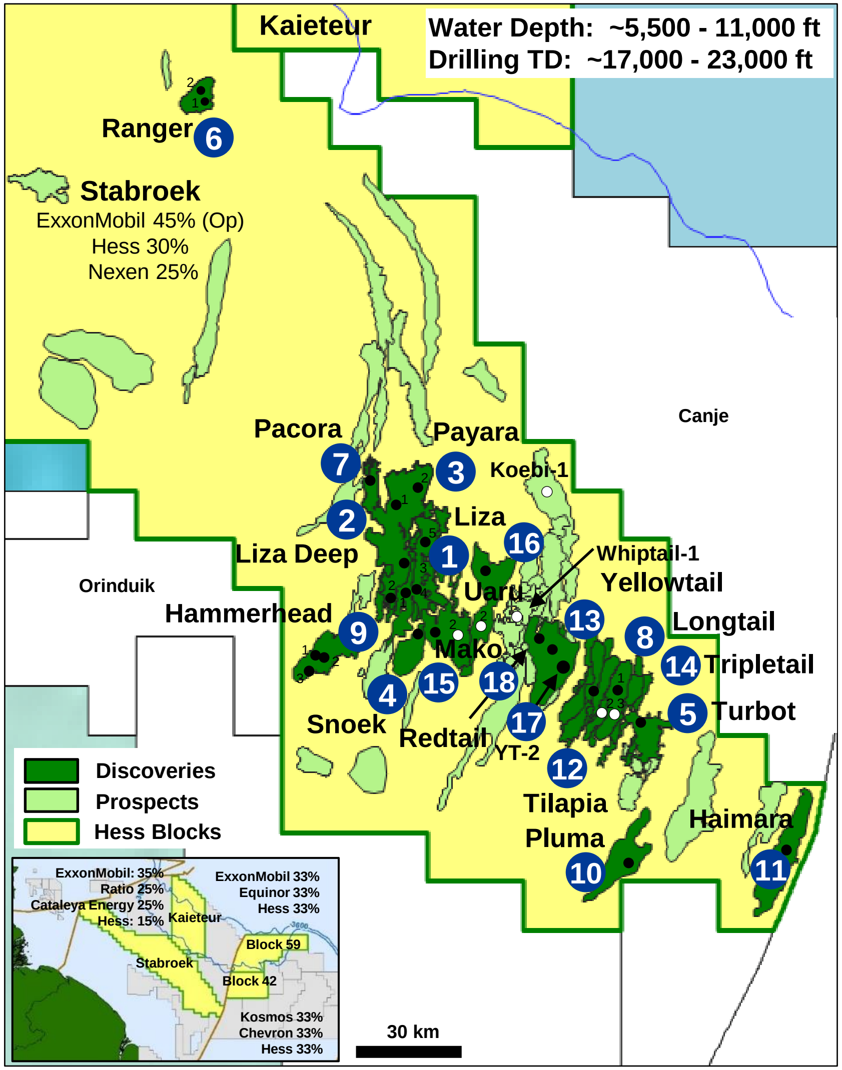
HESS

Asset Highlights

- Hess 30% interest; (Operator: ExxonMobil)
- 6.6 million acres (equal to 1,150 GoM blocks) and low entry cost
- 18 major discoveries to date:

1 Liza	6 Ranger	11 Haimara	16 Uaru
2 Liza Deep	7 Pacora	12 Tilapia	17 Yellowtail 2
3 Payara	8 Longtail	13 Yellowtail	18 Redtail
4 Snoek	9 Hammerhead	14 Tripletail	
5 Turbot	10 Pluma	15 Mako	

- Exceptional reservoir quality and low development costs
- Liza Phase 1 ~$35/bbl breakeven oil price
- Liza Phase 2 ~$25/bbl breakeven oil price
- Payara ~$32/bbl breakeven oil price



Next Steps

- Progress Liza Phase 2 and Payara developments
- Evaluation of Yellowtail area as potential fourth development
- Active Exploration and Appraisal program in 2021

~9 BBOE gross discovered recoverable resource with multi billion barrels exploration upside

Guyana: Stabroek Block

World class investment opportunity…

HESS

✓ Among industry's largest offshore oil discoveries in the past decade

- ~9 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

✓ Shallow producing horizons

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

✓ Attractive development timing

- Near bottom of offshore services cost cycle, 30% decrease in drilling costs
- Liza Phase 1 gross development costs reduced from $4.4 billion to $3.5 billion
- Liza Phase 2 and Payara developments on track to start up in early 2022 and 2024, respectively

✓ Operated by ExxonMobil

- One of most experienced developers in the world for this type of project

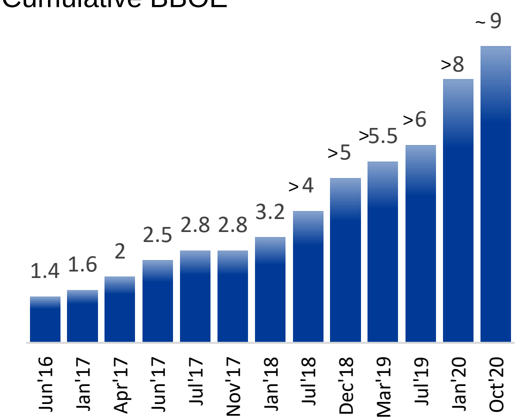
Truly transformational investment opportunity for Hess

Guyana: Stabroek Block

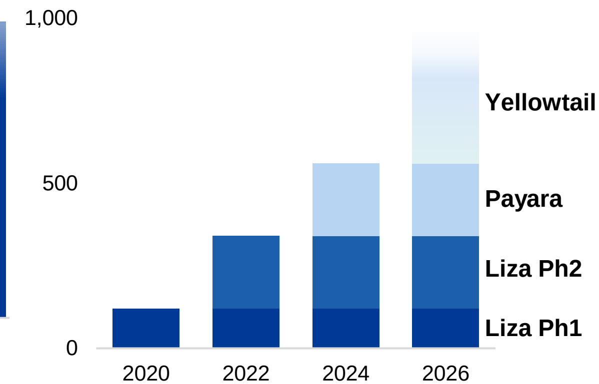
Guyana resources ~9 BBOE…Liza First Oil December 20, 2019

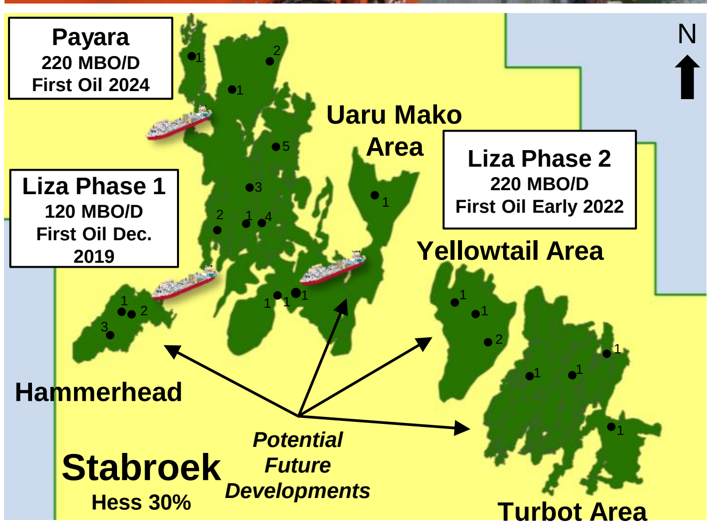
Liza Unity FPSO Under Construction

Discovered Recoverable Resource
Cumulative BBOE[1]

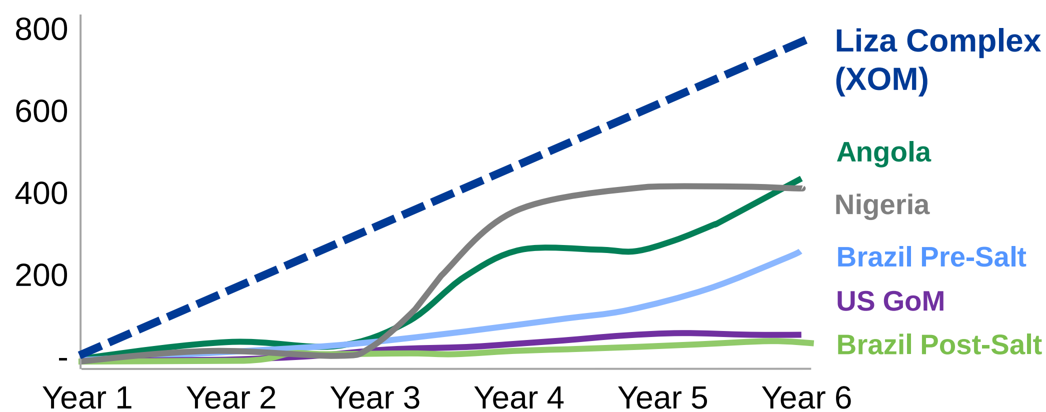


Guyana Production Capacity
Gross Production Capacity; Cum. MBOD[1]





Production Ramp-up: Key Deepwater Areas[2]
MBOD; Indexed to first oil



Gross production capacity to increase to >750 MBOD in 2026

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

Guyana Developments

Third development at Payara sanctioned in September 2020 …

Liza Phase 1: Destiny

Discovered in 2015
First oil achieved 2019

Phase 1 Project Overview	
FPSO Construction	**Conversion**
FPSO Oil Capacity	**120**
Resources (MMBO)	**500**
Reservoirs Developed	**1**
Development Wells	**17**
Flowlines	**30 Km**
Risers	**6**
Umbilicals	**1**
Installation Campaigns	**1**
Breakeven (Brent)	**~$35/bbl**

Liza Phase 2: Unity

Discovered in 2015
First oil anticipated early 2022

Phase 2 Project Overview	
FPSO Construction	**New Build**
FPSO Oil Capacity	**220**
Resources (MMBO)	**600**
Reservoirs Developed	**5**
Development Wells	**30**
Flowlines	**80 Km**
Risers	**10**
Umbilicals	**2**
Installation Campaigns	**2**
Breakeven (Brent)	**~$25/bbl**

Payara: Prosperity

Discovered in 2017
First oil anticipated 2024

Payara Project Overview	
FPSO Construction	**New Build**
FPSO Oil Capacity	**220**
Resources (MMBO)	**600**
Reservoirs Developed	**9**
Development Wells	**41**
Flowlines	**145 Km**
Risers	**11**
Umbilicals	**3**
Installation Campaigns	**3**
Breakeven (Brent)	**~$32/bbl**

Discovered resources to date underpin up to 10 FPSOs

South East Asia: JDA and North Malay Basin

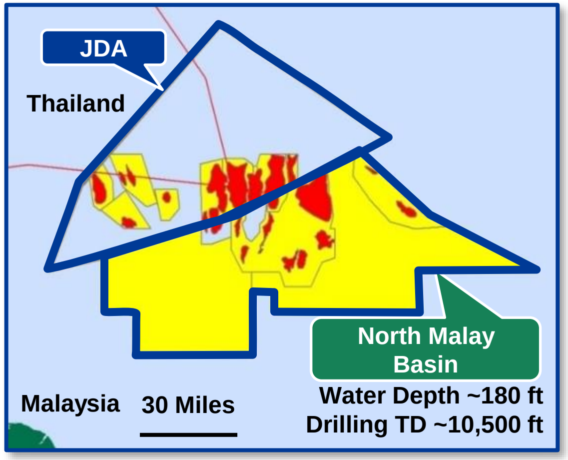
Stable long term free cash flow generation…

Strategic/ Portfolio Context

- 2021 net production of ~60 MBOED
- 2021 net capex of $165 MM
- Established operator, strong partnership with PETRONAS

Asset Highlights

- 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

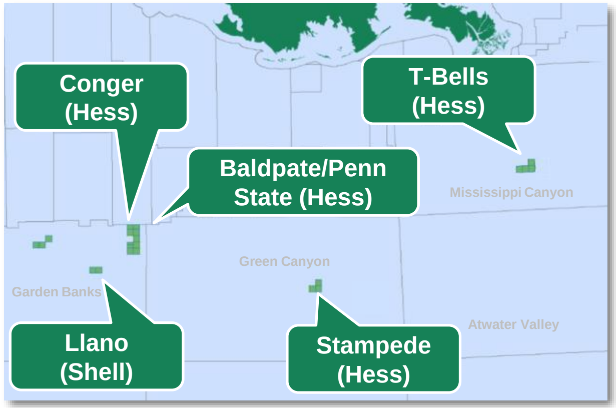
Significant free cash flow generation, high returns with upside…

Strategic/ Portfolio Context

- 2021 net production ~45 MBOED
- 2021 net capex of $35 MM
- Platform for future growth through tie-backs and greenfield exploration

Asset Highlights

- Shenzi asset sold in 4Q20 for $505 MM
- No wells planned in 2021
- Extensive inventory of high return infrastructure led opportunities



>90 leasehold blocks in the GoM

>15 opportunities being matured

>50% incremental rate of return at $50/bbl WTI

Substantial cash engine and platform for future growth

Bakken

Cash engine generating significant free cash flow 2021 onwards…

Strategic/ Portfolio Context

- Shift from growth engine to cash engine
- 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

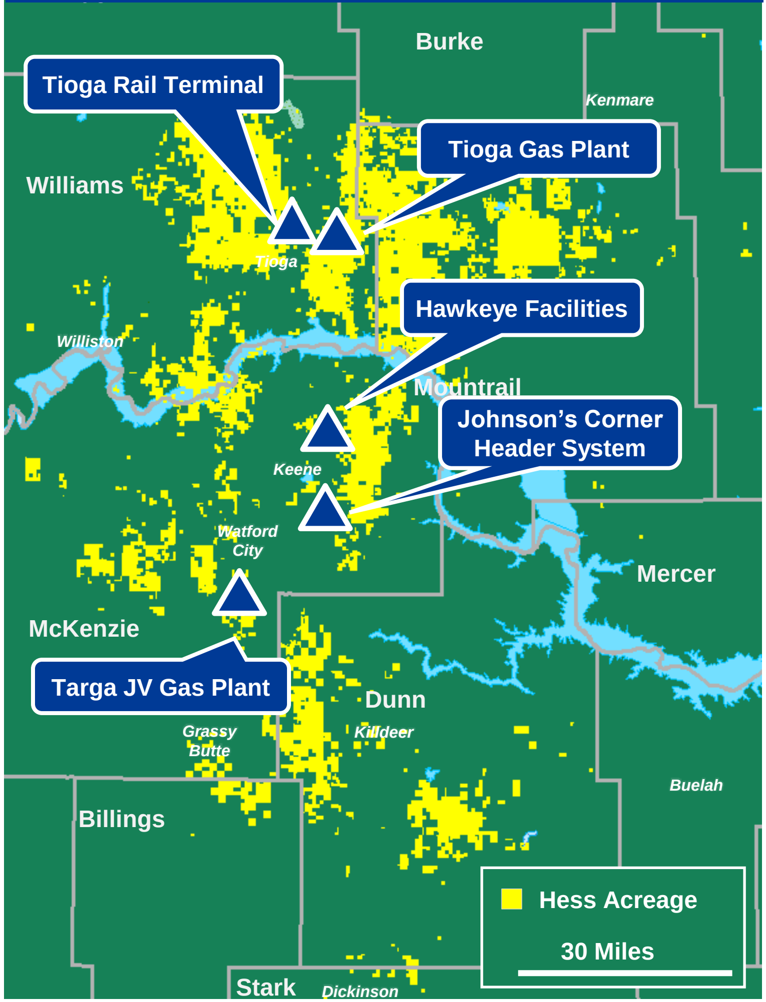
Current Metrics

- ~530,000 net acres (Hess ~75% WI, operator)
- ~170 MBOED in 2021
- 2021 capex set at $450 MM
- D&C cost forecast to average <$6 MM per well in 2021; pursuing further cost reductions and efficiency gains

Resource Metrics

- Net EUR: ~2.4 BBOE
- ~2.0 BBOE yet to produce
- Average 2021 IP180: ~120 MBO

Leading Acreage Position



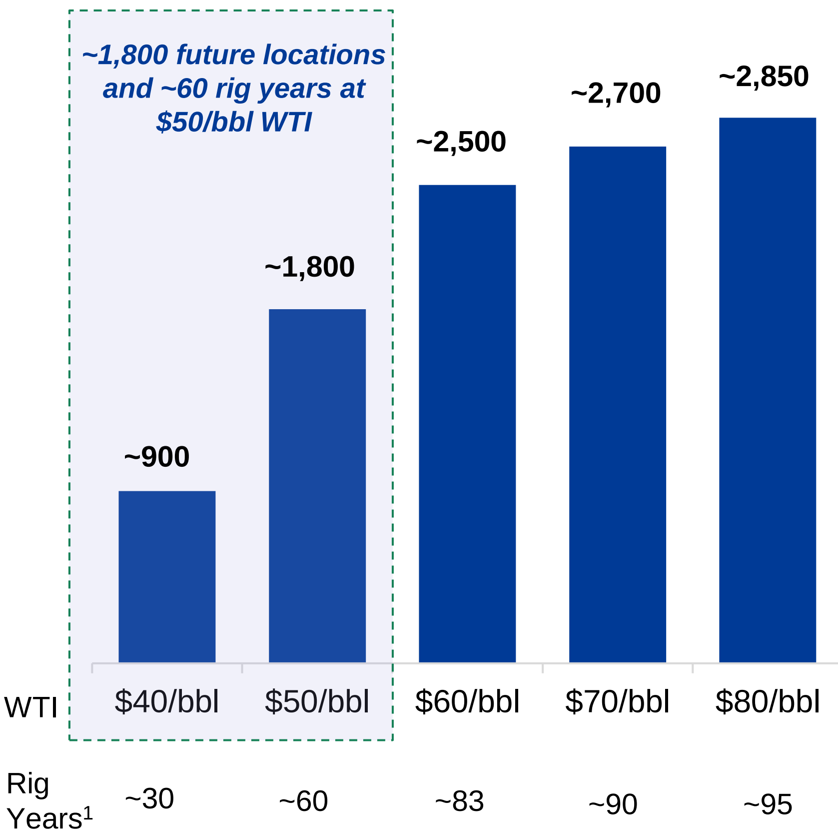
Focus on maximizing free cash flow and maintaining core capabilities

Bakken

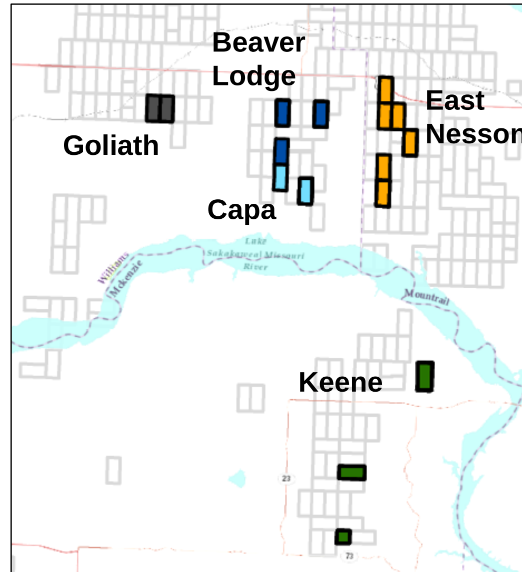
Significant inventory of high return locations…

Future Locations with IRRs at 15% or Above

Gross number of economic locations at various WTI prices[1]



2021 Bakken Development Well Plan



2nd rig Q1 2021

~45 wells online in 2021

Continued focus on maximizing DSU value

	Keene	East Nesson	Beaver Lodge / Capa / Goliath
EUR (MBOE)	~1,450	~1,200	~1,150
IP180 Oil (MBO)	~150	~125	~105
IRR (%)[2]	**>100%**	**~85%**	**~75%**
2021 wells online	~5	~20	~20

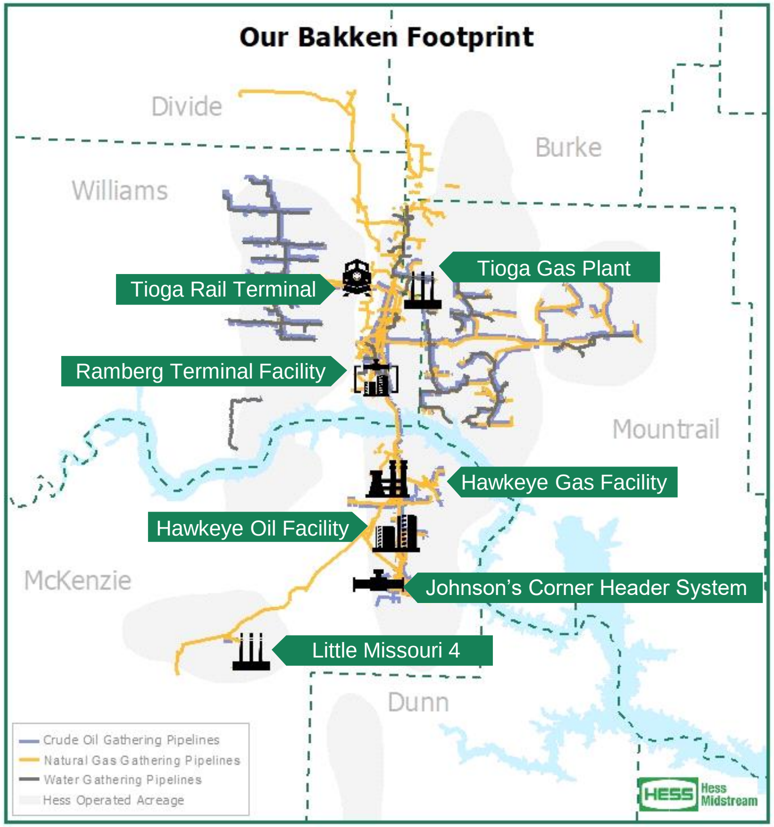
Table values approximate.

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

(1) Point forward January 2021, locations generating >15% after tax return. Assumes ~30 wells/rig/year. Operating cost assumptions include Hess net tariffs and field G&A.
(2) At $50/bbl WTI.

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; 350 MMCFD gas processing capacity (expansion to 500 MMCFD in 2021)
- Integrated service offering – crude oil gathering & terminaling, gas gathering & processing, water handling

Significant Midstream value

- Material ownership value
- Retain operational control to support upstream growth
- Differentiated financial metrics, scale and broad investor base support incremental valuation uplift potential
- Significant historical investment to support increased gas capture

~$3.5 billion Cash proceeds from Hess Midstream transactions(1)

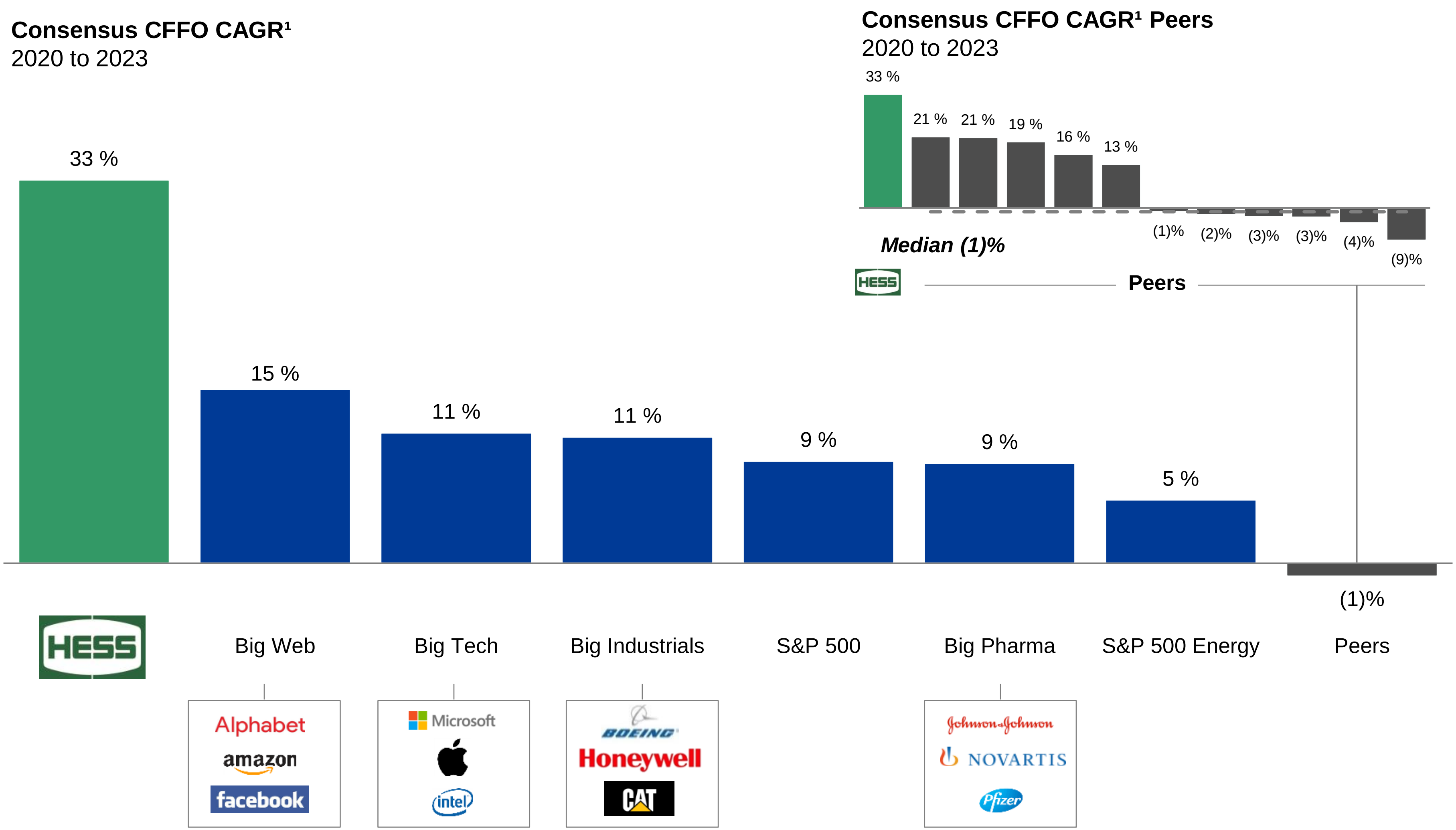
~$3.0 billion Retained Hess Midstream equity value(2)

Strategic infrastructure supports production growth while generating significant proceeds & value

(1) Includes cash proceeds received to date for HESM IPO, HIP joint venture, HESM "Up-C" transactions and secondary offering
(2) Based on Hess' 46% ownership of Hess Midstream on a consolidated basis at 3/17/2021.

Portfolio Delivers Industry Leading Cash Flow Growth

~33% CFFO CAGR to 2023 leads peers, and competitive with key sectors



Among the strongest cash flow growth in the market

(1) CFFO: Cash Flow from Operations CAGR: Compound Annual Growth Rate. Source: Capital IQ, Bloomberg, IBES; market data as of Feb 25, 2021. Industry and peer group median metrics shown. Peers include Apache Corporation, Cabot Oil & Gas, Continental Resources, ConocoPhillips, Devon Energy, EOG Resources, Marathon Oil, Murphy Oil, EQT Corporation, Occidental Petroleum and Pioneer Natural Resources. 2020 CFFO for PXD pro forma for PE acquisition, 2020 CFFO for DVN pro forma for WPX acquisition, 2020 CFFO for COP pro forma for CXO acquisition. Big Web includes Alphabet, Amazon and Facebook. Big Tech includes Apple, Intel and Microsoft. Big Industrials includes Boeing, Caterpillar and Honeywell. Big Pharma includes J&J, Novartis and Pfizer.

Summary

- **Priorities in current environment are to preserve cash, core capabilities and the long term value of our assets**
- **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**
- **Prioritize debt reduction and return of capital to shareholders as free cash flow grows**

Portfolio positioned to deliver strong financial returns, production growth and free cash flow

HESS