Hess Corporation





BARCLAYS CEO ENERGY-POWER CONFERENCE

September 8, 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," "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



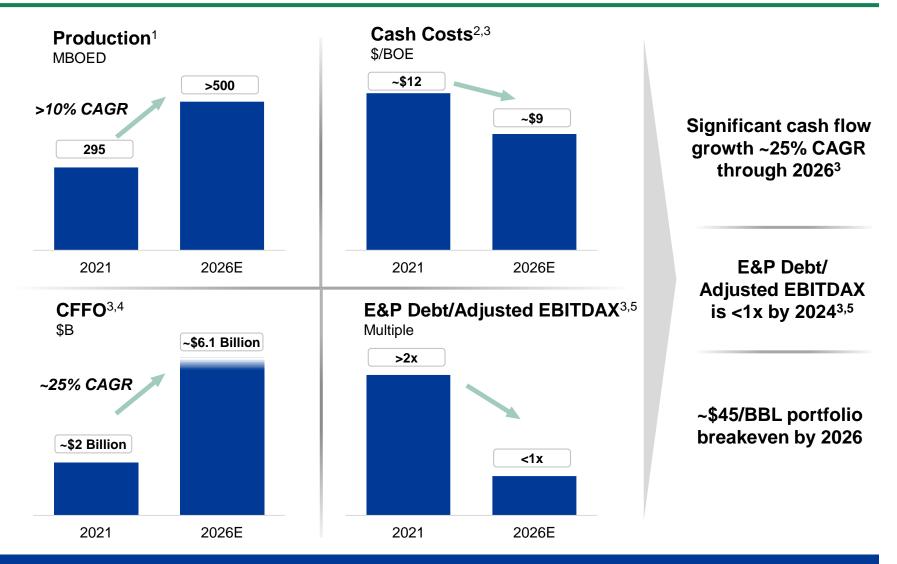
Deliver High Return Resource Growth	 Differentiated portfolio provides high financial returns and annualized production growth of >10% through 2026 Guyana: Industry leading returns and line of sight on up to 10 FPSOs to develop ~11 BBOE of gross discovered recoverable resource Bakken program optimized 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 2026
Deliver Industry Leading Cash Flow Growth	 2021-26 cash flow CAGR of ~25%¹ E&P Debt/EBITDAX <2x in 2022 and <1x in 2024¹ 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

(1) At \$65/BBL Brent, \$62/BBL WTI; excluding Libya. Adjusted free cash flow and E&P Debt / Adjusted EBITDAX and are non-GAAP financial measures. For a definition and reconciliation, as applicable, to the most directly comparable financial measure prepared in accordance with GAAP, please refer to the Appendix. (2) Free cash flow is defined as net cash provided by operating activities less capital expenditures and adjusted for debt repayments and net Midstream financing activities.

Superior Operating & Financial Metrics

Portfolio positioned to generate increasing cash flow...





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

(1) Production excluding Libya. (2) Cash unit production costs exclude transportation costs included in realized hydrocarbon prices. (3) At \$65/BBL Brent, \$62/BBL WTI; excluding Libya. (4) 2021 GAAP net cash provided by operating activities is \$2,890 million. (5) E&P Debt/Adjusted EBITDAX is a non-GAAP financial measures. For a definition and reconciliation, as applicable, to the most directly comparable financial measure prepared in accordance with GAAP, please refer to the Appendix.

Increasing Financial Strength

Portfolio to deliver strong cash flow growth and capital returns...



\$2.2 B cash at June 30, 2022 **Near Term Debt Maturities** \$ billions 150 MBOD hedged with put options in 2022 90 MBOD WTI put options at \$60/BBL 1.0 Increasing 60 MBOD Brent put options at \$65/BBL **Financial** 0.6 Improving credit metrics 0.5 Strength 0.3 E&P Debt / Adjusted EBITDAX forecast to be <2x in 2022 and <1x in 2024¹ '22 '23 '24 '25 '26 '27 '28 '29 '30 '31 Differentiated portfolio provides superior Consensus CFFO CAGR² investment opportunities 2021 to 2024 Strong Cash Cash flow from operations forecast to grow at 33% 35% 25% CAGR through 2026^{1, 2} **Flow Growth** 30% 25% and Increased dividend by 50% in March; plan to 20% repurchase \$650 MM of common stock in 2022 Increasing 15% 12% 10% Capital 10% Commitment to return up to 75% of annual free 5% Returns cash flow³ through dividend increases and share 0% repurchases

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

(1) At \$65/BBL Brent, \$62/BBL WTI; excluding Libya. (2) CFFO: Cash Flow from Operations. CAGR: Compound Annual Growth Rate. Source: Bloomberg; market data as of August 16, 2022. Median value for S&P 500, S&P 500 Energy sector reflected. (3) Free cash flow is defined as net cash provided by operating activities less capital expenditures and adjusted for debt repayments and net Midstream financing activities.

S&P 500

HESS

S&P 500

Energy

Return of Capital Framework

Commitment to increasing cash returns...

2

3



6

Growing Regular Dividend Share Repurchases Up to 75% of Increased dividend by 50% on March 1, 2022 Adjusted Free Cash Planning for ongoing increases to dividend Flow¹ Dividends Sustainable in lower commodity price environment **Accelerating Share Repurchases** 2021 2026E 2024E 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 Balance Sheet Dividends Flexibility for further returns subject to commodity price environment Return of Capital Framework **Commitment to Strong Balance Sheet** Repaid \$500MM term loan in February 2022 Share Up to 75% of Repurchases Maintain >\$1B of cash Adjusted Free Cash Targeting E&P Debt / Adjusted EBITDAX <1x by 2024² Flow¹

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

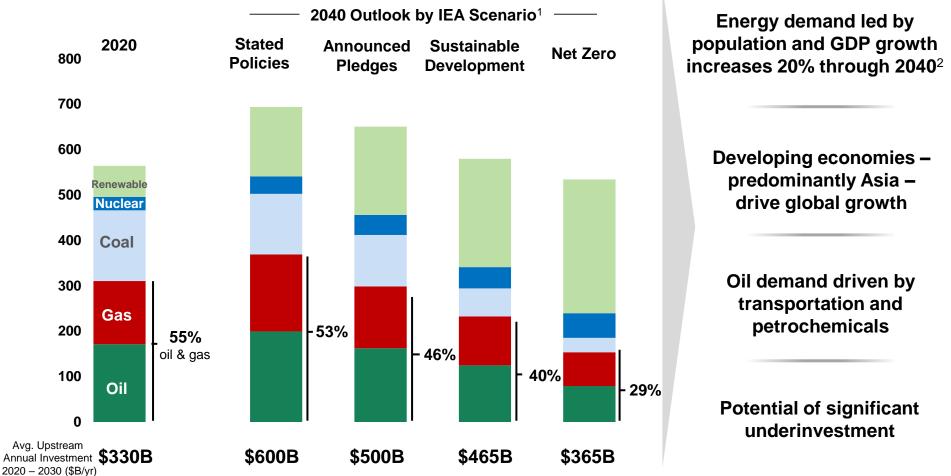
(1) Free cash flow is defined as net cash provided by operating activities less capital expenditures and adjusted for debt repayments and net Midstream financing activities. (2) Assumes \$65/BBL Brent, \$62/BBL WTI; excluding Libya.

Oil & gas essential to meeting global energy demand...



Primary Energy Demand Outlook (IEA)





Hess favorably positioned with low breakeven as Guyana developments progress

Source: IEA World Energy Outlook 2021, IEA Global Energy Review 2021 and Net Zero by 2050. (1) Stated Policies Scenario is the central scenario and represents the impact of announced policies. Announced Pledges takes into account the countries that have made pledges so far. Sustainable Development Scenario reflects major changes that would be required to reach energy-related Sustainable Development Goals of the United Nations. Net Zero Scenario represents a path to a net zero energy system by 2050. (2) Total primary energy demand growth from 2020 to 2040 in the Stated Policies Scenario.

Commitment to Sustainability

Taking action to reduce emissions...



Strategy and reporting	Outperformed 5-year	Set new 5-year
aligned with TCFD ¹	emission reduction	emission reduction
recommendations	targets for 2020	targets for 2025 ³
Support aim of Paris Agreement and a global ambition to achieve net zero emissions by 2050	Reduced operated GHG ² emissions intensity by 46% vs. 25% target vs. 2014 Reduced flaring intensity by 59% vs. 50% target vs. 2014	Reduce operated GHG ² emissions intensity by ~50% vs. 2017 Reduce methane emissions intensity by ~50% vs. 2017 Zero routine flaring
Provide comprehensive	Contributing to	Executive compensation
disclosure of climate	groundbreaking R&D	tied to EHS and
risks and actions	at Salk Institute	climate change goals
Introduced Low Carbon Transition Framework in latest Sustainability Report in line with revised TCFD guidance	Research and development of plants capable of storing potentially billions of tons of atmospheric carbon per year	Bakken flaring reduction target part of Annual Incentive Plan for all employees

For more information, please refer to our <u>2021 Sustainability Report</u> 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% (2016-2021)
- ✓ Reduced Tier 1 process safety incidents by 60% (2016-2021)
- ✓ Achieved 65% reduction in loss of primary containment rate (2016-2021)

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



13 consecutive years Leadership status



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

Member of Dow Jones Sustainability Indices

Powered by the S&P Global CSA

12 consecutive years on North America Index



Only U.S. oil & gas producer



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



FTSE4Good 9 consecutive years on U.S. Index



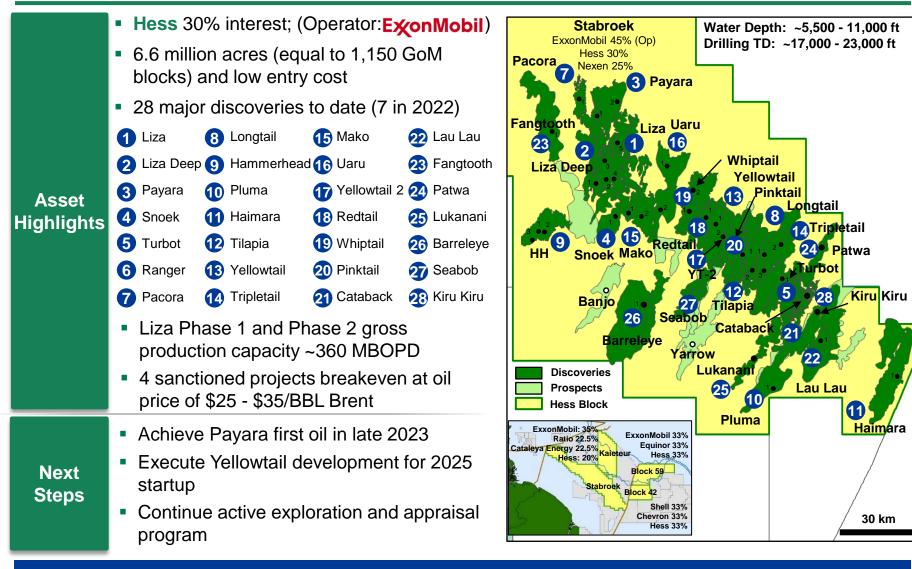
100% score on Corporate Equality Index Transition Pathway Initiative

Top (Level 4) ranking for climate leadership

Industry leader in ESG performance and disclosure

Guyana: Stabroek Block

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



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



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 1/2 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

Operated by ExxonMobil

- One of most experienced developers in the world

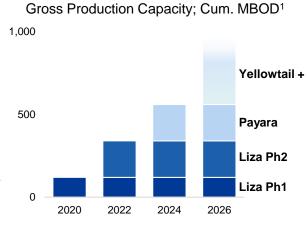
Truly transformational opportunity for Hess

Guyana: Stabroek Block Guyana resources ~11 BBOE...

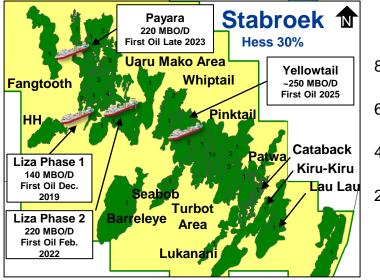




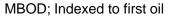
Discovered Recoverable Resource Cumulative BBOE1 Mar,13 Ma

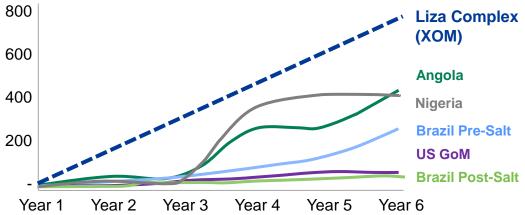


Guyana Production Capacity



Production Ramp-up: Key Deepwater Areas²





Potential for at least 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 ¹	140
Resources (MMBO)	500
Reservoirs Developed	1
Development Wells	17
Flowlines	30 Kn
Flowlines Risers	30 Kn 6

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

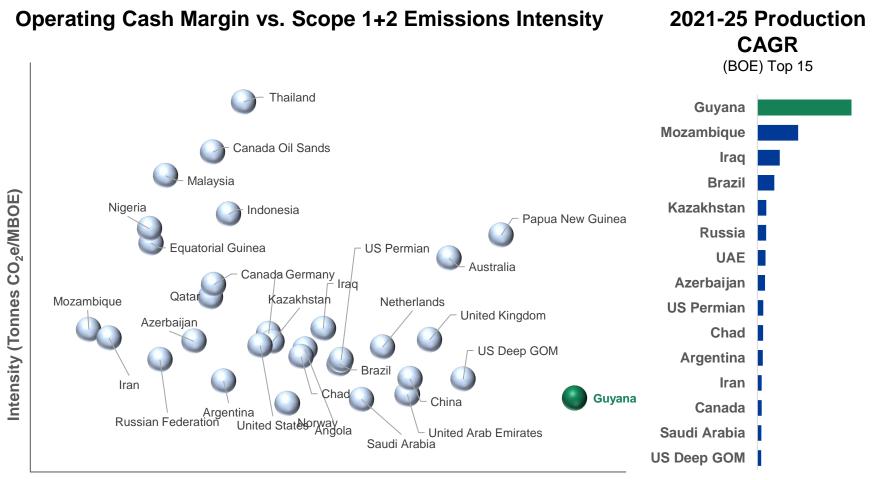
~**\$29 Breakeven** Discovered in 2019 First oil anticipated 2025



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

Discovered resources to date underpin up to 10 FPSOs





Operating Cash Margin (US\$/BOE)

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

Source: Wood Mackenzie Lens. Data shows relative positioning in 2025. Operating cash margin defined as post tax cash flow with capex added back, divided by production.

Southeast Asia: JDA and North Malay Basin

Stable long term free cash flow generation...





- 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

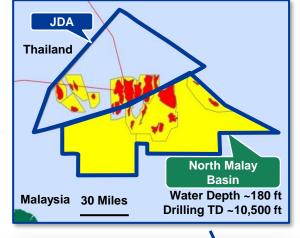
Asset Highlights

JDA

 Production Sharing Contract provides downside protection in low oil price environment

North Malay Basin

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...



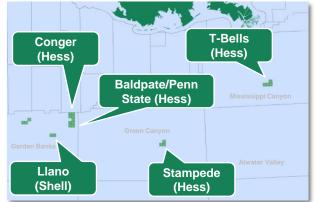
- 2022 net production ~30 MBOED
- 2022 net capex of \$80 MM
- Plan a focused program of tie-backs and greenfield exploration in 2022 to maintain production and sustain strong cash flow generation
- Completed drilling operations at the Shell-operated Llano-6 well (Hess 50%); achieved first oil in 3Q
- Asset Highlights

Strategic/

Portfolio

Context

 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





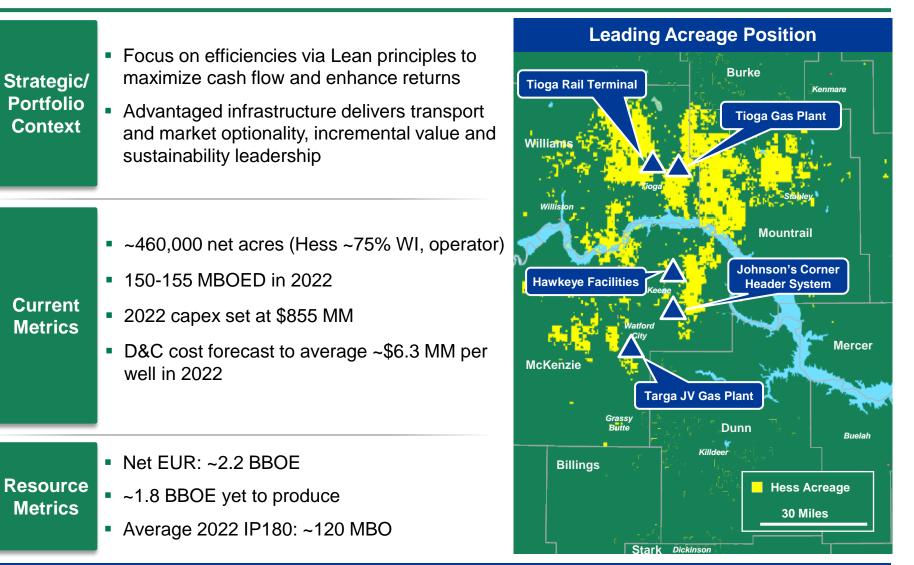


Substantial cash engine and platform for future growth

Bakken

Cash engine generating significant free cash flow...





Focus on maximizing free cash flow and optimizing infrastructure

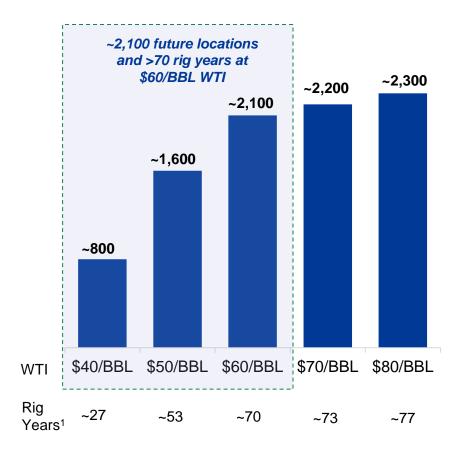
Bakken

Significant inventory of high return locations...

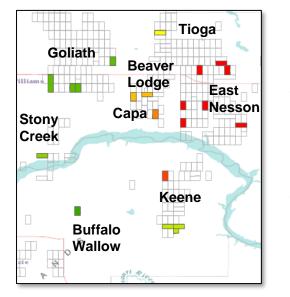


Future Locations with IRRs at 15% or Above

Gross number of economic locations at various WTI prices¹



2022 Bakken Development Well Plan



4 rig program beginning in 3Q

80-85 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	~10	~34	~38

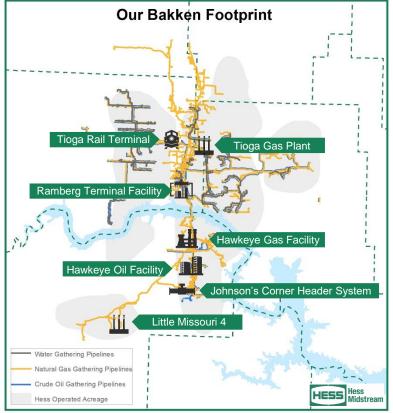
Table values approximate

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

~\$2.9 billion

Retained Hess Midstream equity value²

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, secondary offerings and share repurchases. (2) Based on Hess' ~41% ownership of Hess Midstream on a consolidated basis at August 16, 2022.



- 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



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 F&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 to projected net income (loss), 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



December 31, 2021

E&P Debt/Adjusted EBITDAX

		,	
(in millions)	Hess Co	Hess Consolidated	
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

(1) Adjusted for items affecting comparability of EBITDAX between periods and Libya and reflects \$65/BBL Brent, \$62/BBL WTI. Please refer to our supplemental earnings information for Q1 2022 on our website at www.hess.com for a historical calculation of E&P Debt to Adjusted EBITDAX for Q4 2021 through Q1 2022.

