





SCOTIA HOWARD WEIL ENERGY CONFERENCE

March 26, 2019

Forward-Looking Statements & Other Information



This presentation contains projections and other forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These projections and statements reflect the company's current views with respect to future events and financial performance.

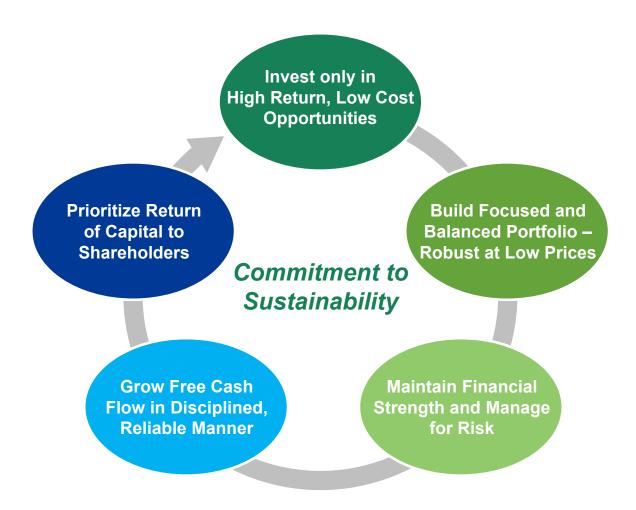
No assurances can be given, however, that these events will occur or that these projections will be achieved, and actual results could differ materially from those projected as a result of certain risk factors. A discussion of these risk factors is included in the company's periodic reports filed with the Securities and Exchange Commission.

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 in Hess' Form 10-K for the year ended December 31, 2018, 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 Net Debt and Cash Return on Capital Employed (CROCE), EBITDAX, and Debt to 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 a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.

Hess Strategic Priorities





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

Why Hess?



Focused, High Return Portfolio

- Balance between growth engines and cash engines leverage to Brent oil pricing
- ~20% cash flow CAGR, >10% production CAGR, through 2025¹
- Structurally lowering costs to <\$40/bbl Brent portfolio breakeven CROCE >30% by 2025

World Class Guyana Position

- >5.5 BBOE gross discovered resources multi billion barrels remaining exploration potential
- First oil early 2020 potential for at least 5 FPSOs and >750 MBOD gross by 2025
- Industry leading financial returns and cost metrics

Bakken Growth Engine & Major FCF Generator

- Top tier operator with average IRR >50% over the next 15 years of drilling inventory²
- Transition to high intensity plug and perf increases NPV by ~\$1 billion
- Net production grows to ~200 MBOED by 2021, generates >\$1 B annual FCF post 2020

Compelling Financial Returns

- Market leading EBITDA CAGR of 38% (2017-2020)³
- Cash flow and CROCE grow more than 250% through 2025¹
- Priority to increase returns to shareholders from growth in free cash flow

Portfolio delivers robust financial returns, production growth and free cash flow

Sustainability Focus Across Our Company

Values drive value...



Safety

Enterprise-wide focus on continuous improvement to ensure "everyone, everywhere, every day, home safe"

- ✓ Reduced workforce recordable incident rate by 38% in 2017 (vs 2016)
- ✓ Reduced workforce lost time incident rate by 38% in 2017 (vs 2016)
- ✓ Employees and contractors share common goal of zero safety incidents

Climate Change & Environment

Board evaluates sustainability risks and global scenarios in making strategic decisions

- ✓ Set 2020 targets to reduce flaring intensity by 50% and greenhouse gas (GHG) emissions intensity by 25% (vs 2014)
- ✓ Have reduced flaring and GHG emissions intensities through 2017 by 38% and 23%, respectively against 2020 targets (vs 2014)
- Account for cost of carbon in all significant new investments

Social Responsibility

Fundamental to the way we do business is to have a positive impact on the communities where we operate

- ✓ Guided by commitments to international voluntary initiatives including the U.N. Global Compact
- ✓ Took immediate steps to support Hurricane Harvey recovery and rebuilding efforts including a \$1 million donation
- ✓ Integrate social responsibility into enterprise business processes



10 consecutive years Leadership status



In 2018 ranked No. 1
oil & gas company
11 consecutive years on list



9 consecutive years on North America Index The Sustainability Yearbook 2019

Top performing oil & gas company



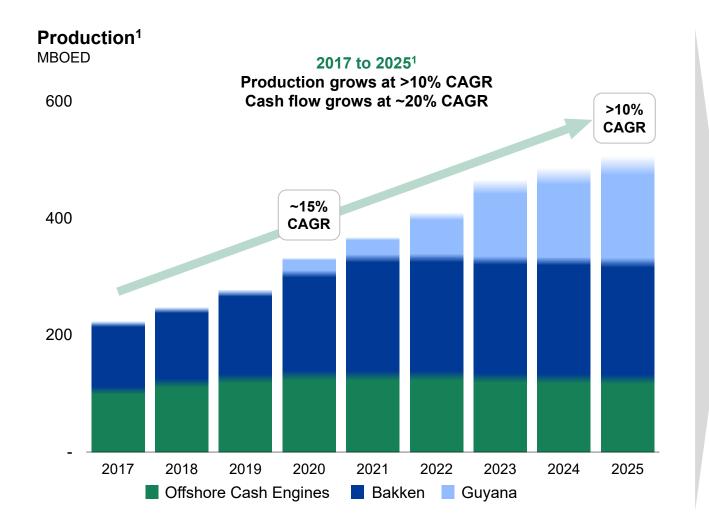
10 consecutive years

Industry leader in ESG performance and disclosure

Sustained Growth in Production & Cash Flow

~20% cash flow CAGR outpaces >10% production CAGR through 2025...





Guyana growing to >750 MBOD gross by 2025

Bakken growing to ~200 MBOED net by 2021

Oil production grows at ~14% CAGR through 2025¹

Offshore cash engines provide stable production to 2025 and beyond

High return investments driving material production growth and cash generation

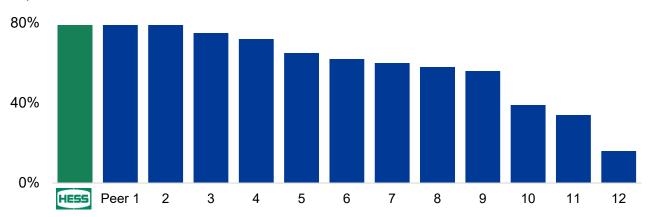
Leverage to High Value Brent Oil

Leading liquids weighted resource base...



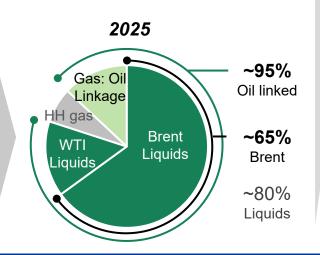
Leading Liquids Weighting Among Peers

Liquids % of Commercial Resources¹



Pricing Exposure

% of production 20172 ~90% Oil linked Gas: Oil Brent Linkage Liquids ~30% HH Brent Gas WTI ~70% Liquids Liquids



Liquids ~80% of production mix by 2025

Brent pricing exposure increasing to ~65% by 2025

Oil linked gas pricing in Asia

95 MBOD hedged with \$60/bbl WTI put options in 2019

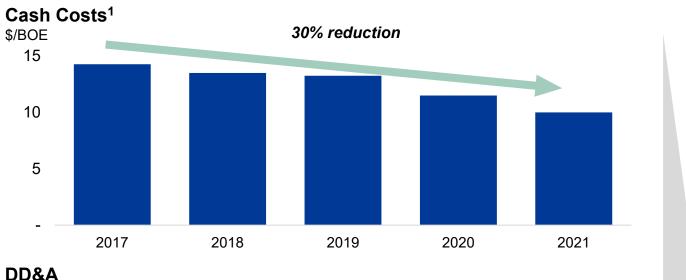
Well positioned for IMO 2020 - positive impact on light sweet crude

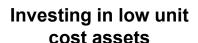
Leading liquids position to drive superior returns

Continuing Reduction in Unit Costs

Significant cost reductions, improved profitability...





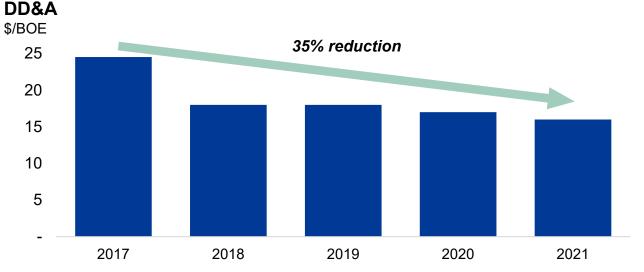


Divested higher cost assets

50% workforce reduction since 2014

30% Cash Cost reduction to < \$10/BOE

35% DD&A reduction to ~\$15/BOE

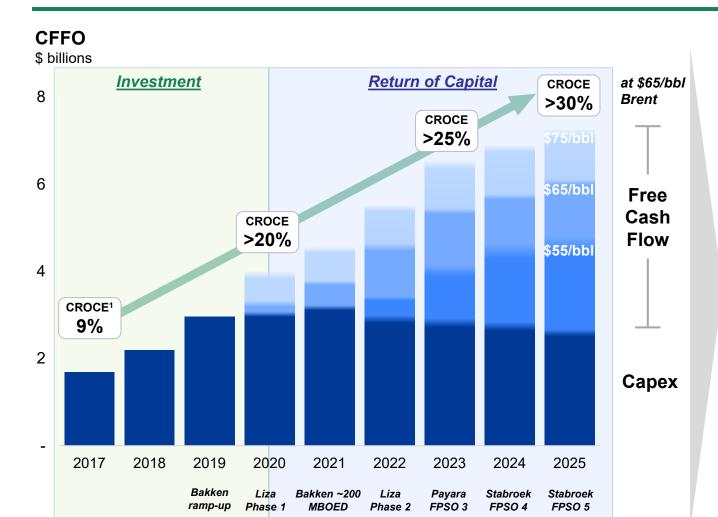


Lower unit costs drive margin expansion and improving profitability

Significant Free Cash Flow Growth

Cash returns increase more than 250% by 2025...





Significant cash flow growth ~20% CAGR through 2025²

E&P Capital averages ~\$3 billion from 2019-2025

CFFO >200% of capital by 2025³

<\$40/bbl Brent portfolio breakeven by 2025

Significant free cash flow growth enables increasing returns to shareholders

Focused, High Return Portfolio

Balance between cash engines and growth engines...



Cash Engines¹

2019 to 2025

- ~\$8 billion free cash flow
- ~10% of Capex

Lower Growth Higher Growth Cost **Deepwater** Bakken **Gulf of Mexico** Lower Malaysia/ Guyana **Thailand** Utica Higher Cost Norway Equatorial Guinea **Permian EOR**

Growth Engines

2019 to 2025

- ~\$9 billion free cash flow
- ~75% of Capex
- Cash Costs <\$10/BOE

Exploration & Appraisal

- F&D <\$15/BOE</p>
- ~15% of Capex 2019 to 2025

Divestitures

- High cost, low margin assets
- Cash Costs ~\$20/BOE
- Major decommissioning liabilities
- \$3.8 billion sales proceeds

Portfolio delivers accelerating FCF generation... enabling further cash returns to shareholders

>15% of Conventional Oil Discovered Globally Since 2015...



(Operator: ExonMobil) 6.6 million acres (equal to 1,150 GoM blocks) and low entry cost

Hess 30% interest:

Twelve major discoveries to date:

Liza

5 Turbot

9 Hammerhead

Liza Deep 6 Ranger 10 Pluma

3 Payara

7 Pacora 11 Haimara

A Snoek

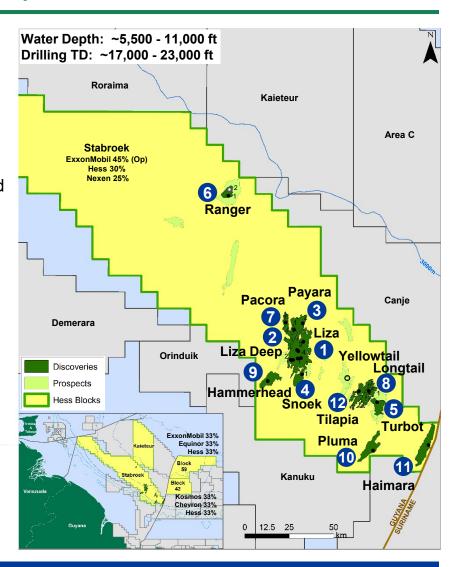
8 Longtail 12 Tilapia

- Exceptional reservoir quality and low development costs
- Phase 1 \$35/bbl breakeven oil price
- Phase 2 \$25/bbl breakeven oil price

Next Steps

Asset Highlights

- Drill Yellowtail prospect
- Conduct Longtail well test



>5.5 BBOE gross discovered recoverable resource with multi billion barrels exploration upside

World class investment opportunity...



\checkmark

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

- >5.5 BBOE gross discovered recoverable resource
- Multi billion barrels of unrisked exploration upside

\checkmark

Exceptional reservoir quality / low development costs

- ~\$35/bbl Brent breakeven for Liza Phase 1, ~\$6/BOE development costs
- ~\$25/bbl Brent breakeven for Liza Phase 2, ~\$7/BOE development costs

\checkmark

Shallow producing horizons

- Less than ½ drilling time and costs vs. Deepwater Gulf of Mexico

\checkmark

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 \$3.7 billion

\checkmark

Operated by ExxonMobil

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

Truly transformational investment opportunity for Hess

Low development costs and outstanding financial returns...



	Guyana Liza Phase 1 Development ¹	Delaware Basin Illustrative 50,000 Net Acre Development ²
Peak Production	120,000 BOED	120,000 BOED
Peak Production Oil	120,000 BOD	90,000 BOD
Initial Investment to Peak Production	3 years	10+ years
Reservoir Quality	Multi Darcy	Micro Darcy
Total Production Wells	8	1,500
Avg. EUR / Production Well	~63 MMBO	~1.1 MMBOE ~0.7 MMBO
Development Capex	\$3.7 Billion	\$12.8 Billion
Unit Development Costs	~\$7/BO ~\$6/BOE	~\$12/BO ~\$8/BOE
Cost Environment	Deflating/flat	Inflating
Required WTI price for 10% Cost of Supply ³	~\$30/bbl	~\$40/bbl

Liza Phase 1 - Cumulative Cash Flow



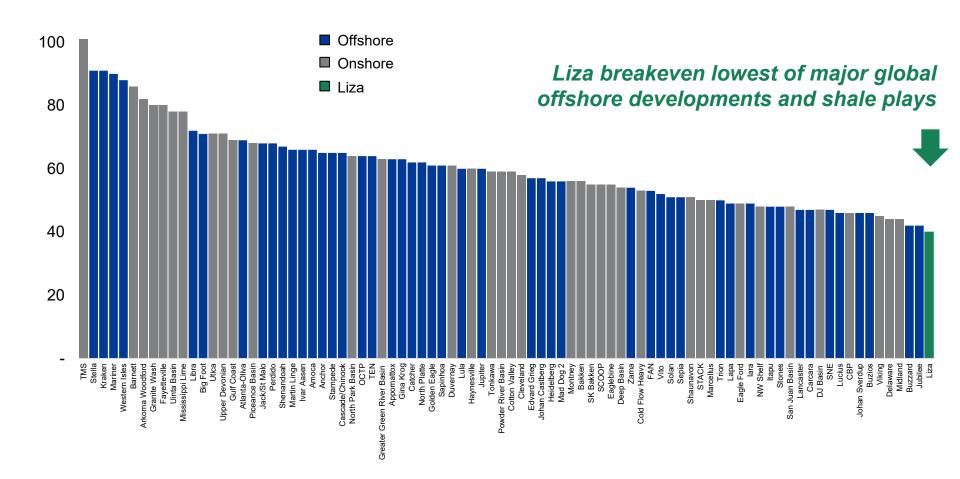
Liza Phase 1 offers breakevens superior to premier U.S. shale plays

Industry leading breakevens...



Project Breakevens: 50 Top Offshore Developments & Shale Plays¹

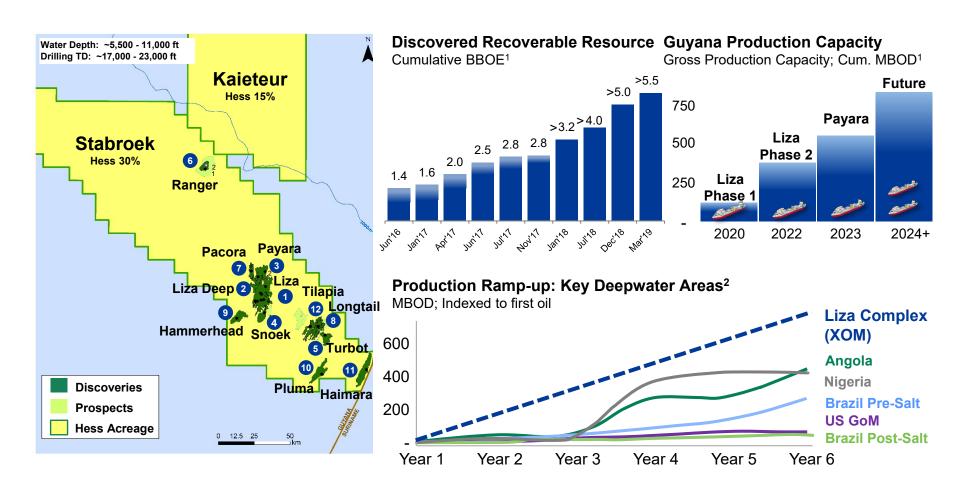
RS Energy Group; \$/bbl WTI



Liza breakeven lowest of global offshore developments and shale plays

Guyana resources >5.5 BBOE and growing rapidly...





Discovery to first oil in less than 5 years, continued success supports a minimum of 5 FPSOs

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

Gulf of Mexico

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



Strategic/ Portfolio Context

- Sustain net production ~65 MBOED through 2025 through infills & tiebacks
- Generates >\$5 billion FCF 2019 to 2025¹
- Platform for future growth through greenfield exploration
- Conger (Hess)

 Liano (Shell)

 Carden Barks

 Green Caryon

 Atwater Valley

 Ball dpate/Penn

 State (Hess)

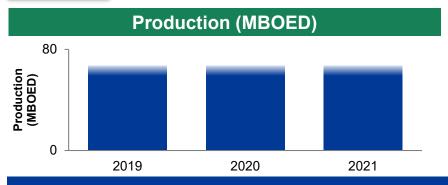
 Waker Ridge

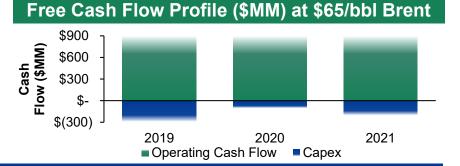
 Shenzi
 (BHP)

Asset Highlights

- 2019 Drilling Program:
 - Continued development of the Stampede Field
 - Tieback opportunities at the Llano and Tubular Bells Fields
- 2019 capex ~\$290MM







Sustaining existing levels of production and maintaining cash engine

(1) At \$65/bbl Brent / \$60/bbl WTI.

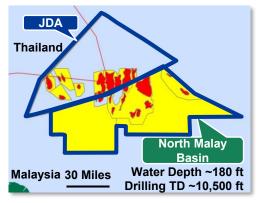
South East Asia: JDA and North Malay Basin

Stable long term free cash flow generation...



Strategic/ Portfolio Context

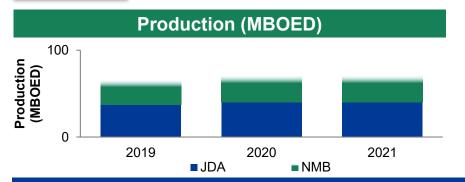
- Established operator, strong partnership with PETRONAS
- Premium gas market
- Generates >\$2 billion FCF 2019 to 2025¹

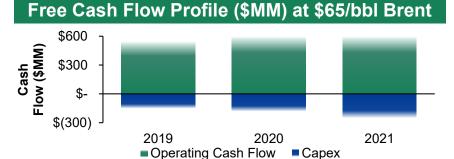


Highlights

- Stable production; free cash flow
- Production Sharing Contract provides downside protection in low oil price environment
- 2019 net production 60 65 MBOED
- 2019 capex ~\$150 MM







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

(1) At \$65/bbl Brent / \$60/bbl WTI.

Leading acreage position in the core of the play...



Strategic/ Portfolio Context

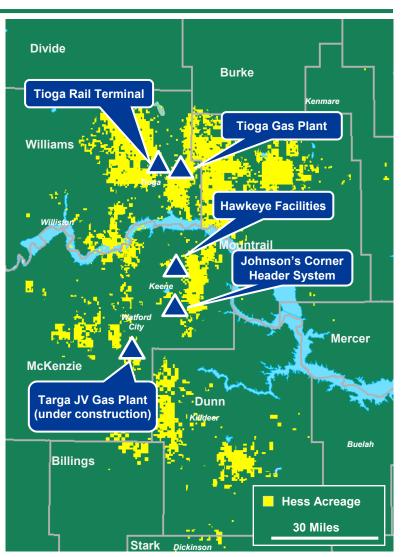
- Leading acreage position in core Middle Bakken and Three Forks
- Focus on efficiencies via Lean principles to enhance returns
- Advantaged infrastructure delivers incremental value on production

Current Metrics

- ~550,000 net acres (Hess ~75% WI, operator)
- 2019 net production: 135-145 MBOED
- Full transition to P&P with 6 rigs and 3 frac crews
- Capital efficient ~20% production CAGR; grows to ~200 MBOED by 2021
- Avg. 2019 IP180: >120 MBO
- 2019 Bakken E&P Capex: ~\$1.4 B

Resource Metrics

- Net EUR: ~2.3 BBOE
- ~2.0 BBOE yet to produce
- >3,000 future operated drilling locations



Large scale, advantaged position with low drilling costs

Competitively Advantaged Position





Top Tier
Operator
in the
Bakken

- Established track record of asset optimization, cost reductions and value creation
- Operational excellence & lean capabilities; reduced SS D&C costs ~60% from 2010-17
- Well spacing & P&P shift delivers DSU NPVs 20% above avg. competitor current designs¹

Extensive, Robust Drilling Inventory

- Average IRR >50% over the next 60+ rig years of drilling inventory²
- Over 3,000 gross operated locations remaining³ more than any other operator
- More than 100 rig years of drilling inventory

Significant Growth in Production & FCF

- P&P increases plateau production to ~200 MBOED and NPV by ~\$1 billion²
- Generates >\$1 billion annual FCF post 2020²
- Incremental P&P capital generates >100% IRR with 2 year payback period²

Competitively Advantaged Infrastructure

- Strategic investment in infrastructure network supports growth profile
- Provides for flexibility to access highest value markets
- Provides crude export optionality to quickly redirect volumes to maximize net backs

Operational excellence & extensive high return inventory drives growth in production and FCF

Type Curves

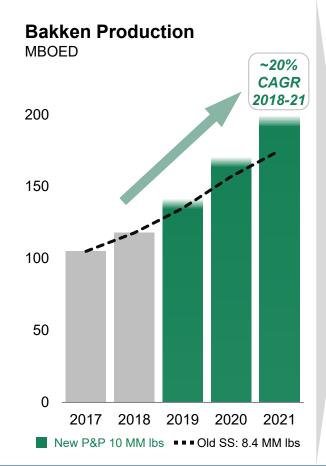
Competitively advantaged position in premium tight oil play...



Improving Type Curves in the Core

Average IP180 Cum. Oil Curve; MBO; Keene area 2019E P&P 150 ~15-20% increase with 2018 plug and perf 2016-17 2014-15 100 2012-13 50 180 **Producing Days**

Production Increases to ~200 MBOED by 2021



Premier Bakken Position

Average IRR >50% over the next 60+ rig years of drilling inventory¹

Production ramps to ~200 MBOED by 2021, ~20% CAGR

Shift to plug & perf increases NPV by ~\$1 billion1

Generates >\$1 billion of annual FCF post 2020¹

High return investment opportunity providing significant growth in production and free cash flow

20 (1) At \$65/bbl Brent / \$60/bbl WTI.

>50% average IRR over the next 60+ rig years of drilling inventory...

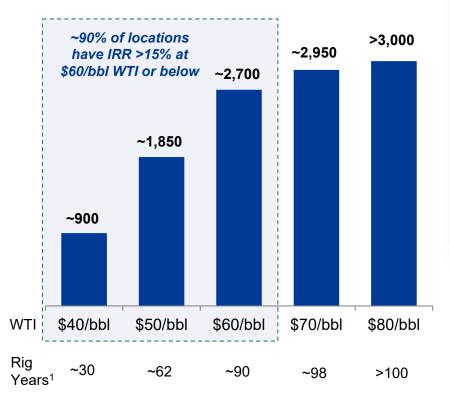


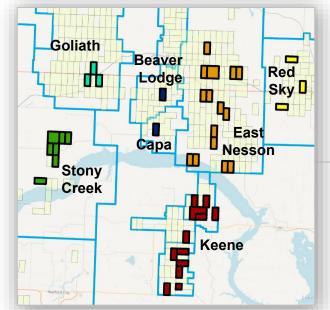
Significant Inventory of High Return Locations

Focused 2019 Bakken Development Well Plan

Number of Locations with IRRs at 15% or Above

Gross number of economic locations at various WTI prices¹





Full P&P shift with 6 rigs running in 2019

(up from ~4.8 rigs in 2018)

~160 wells online in 2019

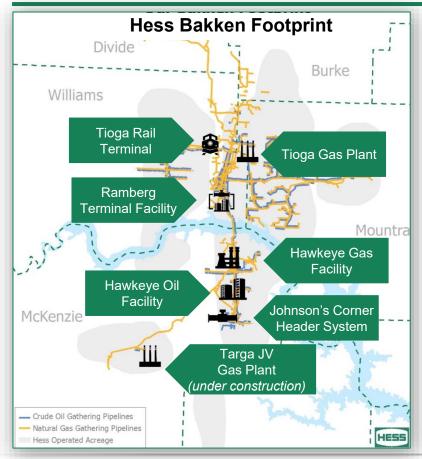
(+60% from ~100 wells in 2018)

	Keene	Stony Creek	East Nesson	Beaver Lodge/Capa	Other ²
EUR (MBOE)	~1,350	~1,300	~1,100	~1,100	~950
IP180 Oil (MBO)	~150	~135	~115	~100	~80
IRR (%) ³	>100%	~80%	~60%	~70%	~45%
2019 wells online	~45	~30	~40	~20	~25

Tighter well spacing... higher EUR recovery per DSU... higher DSU NPV... higher asset value

Competitively advantaged infrastructure supports Bakken development...





Strategic infrastructure supporting Hess' Bakken development

- Export flexibility provides access to highest value markets
- ~70% volume currently linked to Brent based pricing
- 350 MMCFD gas processing capacity¹, 380 MBD crude oil terminaling
- Integrated service offering crude oil gathering & terminaling, gas gathering & processing, water handling

Significant retained Midstream value

- Strong growth potential results in premium valuation
- Accelerating cash flows through HIP independent capital structure
- Further Hess assets available for potential sale to HIP / HESM

>\$3 billion Cash proceeds received to date from Hess Midstream transactions

~16-18x

Implied EBITDA multiple from cash proceeds received in HESM and HIP transactions²

>\$2 billion Combined equity value of HESM LP units & retained EBITDA (excl. GP interest)³

Strategic infrastructure supports production growth while generating significant proceeds & value

Hess Financial Priorities





Strategic Priorities



Financial Priorities

Disciplined Capital Allocation Strategy

- ~75% of capital to high return Guyana & Bakken
- Divested higher cost, lower return assets

Financial Strength and Flexibility

- Maintain investment grade credit rating
- 95 MBOD hedged with \$60/bbl WTI put options in 2019
- Guyana prefunded no need for equity or debt
- Flexibility to reduce capital in a low price environment

Focus on Cost Reduction & Profitability

- Reduced annual costs by \$150 MM
- 30% cash unit cost reduction through 2021

Prioritize Return of Capital to Shareholders

- Industry leading EBITDA growth
- FCF growth allows increasing shareholder returns
- Completed \$1.5 B of share repurchases

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

Financial Strength and Flexibility

Strong liquidity, balance sheet and flexibility...



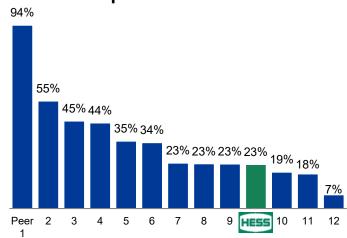
Robust Liquidity Position

- \$3.8 B of asset monetizations since 2017
- \$7.0 B of liquidity
 - \$2.6 B cash at December 31, 2018
 - \$4.0 B undrawn revolving credit facility
 - \$0.4 B committed lines

Strong Balance Sheet

- Among leading net debt to capitalization ratios
- No significant near-term debt maturities
- Maintain investment grade credit rating
 - S&P BBB-, Fitch BBB-, Moody's Ba1

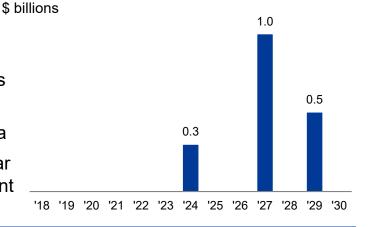
Net Debt / Capitalization¹



Debt Maturities

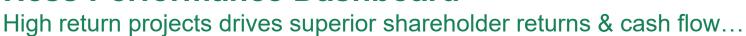


- Strong cash position
- 95 MBOD hedged with \$60/bbl WTI put options in 2019
- No need to issue equity or debt to fund Guyana
- Ability to reduce capital by up to ~\$1 billion/year to be FCF generative in lower price environment

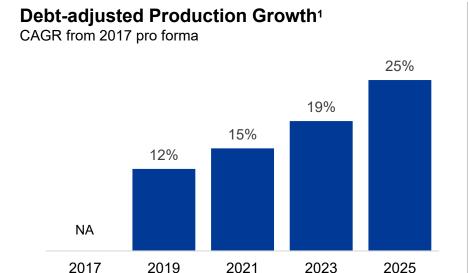


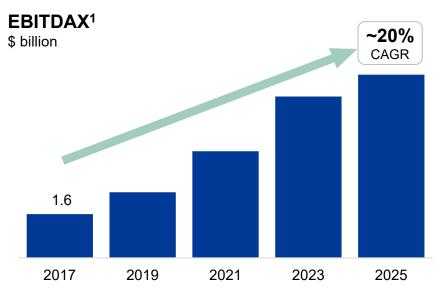
Strong cash position, 2019 hedges & capital flexibility provide low price robustness

Hess Performance Dashboard

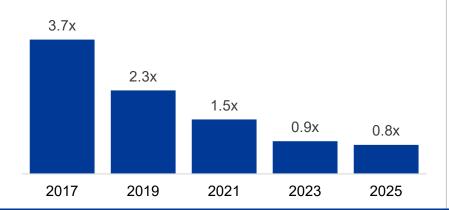




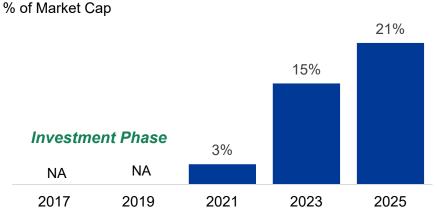




Debt/EBITDAX1



Free Cash Flow Yield²



Portfolio delivers growth and free cash flow with increasing returns to shareholders

Transformative Inflection Point



- Return on capital increases substantially CROCE by over 3.5x to >30% by 2025
- Industry leading cash flow growth through 2025 with low execution risk
- Portfolio breakeven decreases to <\$40/bbl Brent by 2025
- Guyana Liza Phases 1 & 2 prefunded no need for equity or debt
- Prioritize return of capital to shareholders from increasing free cash flow



Appendix: Reconciliations of Non-GAAP Measures



Net Debt to Capitalization Ratio

	December 31, 2018
(in millions)	Hess Consolidated
Total debt	\$6,672
Less: cash and cash equivalents	\$2,694
Net debt	\$3,978
Total debt	\$6,672
Add: Stockholders' Equity	\$10,888
Capitalization	\$17,560
Net Debt to Capitalization Ratio	23%

Appendix: Reconciliations of Non-GAAP Measures



Cash Return on Capital Employed Ratio

	December 31, 2017		
(in millions)	Hess Consolidated		
Net cash provided by (used in) operating activities	\$945		
Add: Changes in operating assets and liabilities	\$780		
Less: Pro forma adjustments ¹	\$(257)		
Add: Interest expense	\$325		
Cash Return	\$1,793		
2016 Total Debt & Total Equity	\$22,397		
2017 Total Debt & Total Equity	\$19,331		
Average Capital Employed	\$20,864		

Cash Return on Capital Employed

9%

Appendix: Reconciliations of Non-GAAP Measures



Debt/EBITDAX

	December 31, 2017
(in millions)	Hess Consolidated
Net income (loss)	\$(3,941)
Add: Provision (benefit) for income taxes	\$(1,837)
Add: Impairment	\$4,203
Add: Depreciation, depletion and amortization	\$2,883
Add: Interest expense	\$325
Add: Exploration expenses, including dry holes and lease impairments	\$507
Add: Non-cash (gains) losses on commodity derivatives, net	\$97
Less: Pro forma adjustments ¹	\$(596)
EBITDAX	\$1,641
Total Hess Consolidated Debt	\$6,977
Less: Midstream Debt	\$(980)
Hess Corporation Debt	\$5,997

Debt/EBITDAX 3.7x

