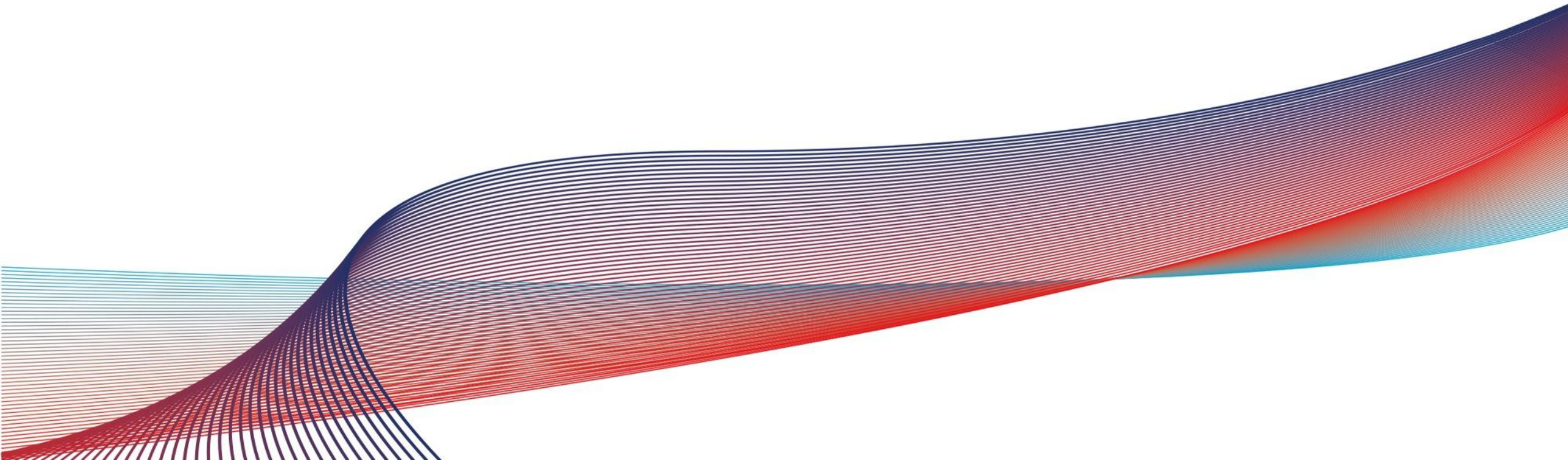
MOL GROUP

INVESTOR PRESENTATION

NOVEMBER 2025

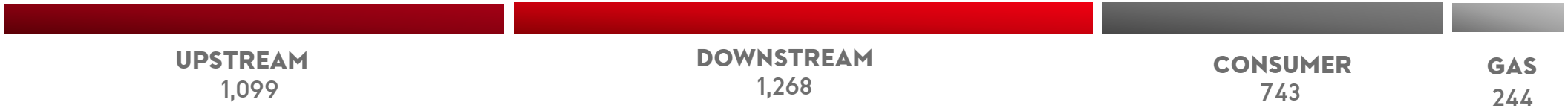


MOL GROUP IN BRIEF

INTEGRATED CENTRAL EUROPEAN MID-CAP OIL & GAS COMPANY

CORE ACTIVITIES

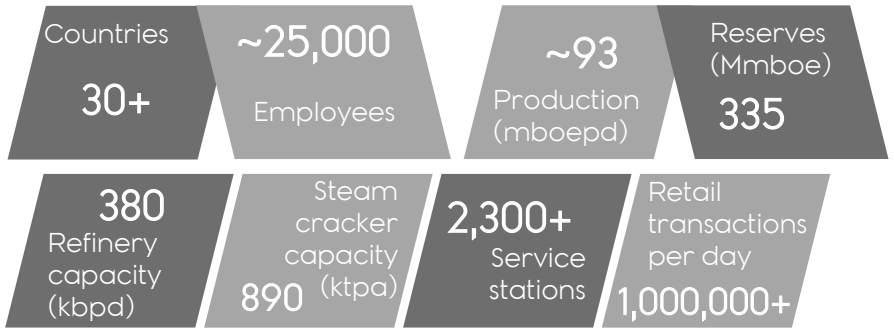
CLEAN CCS EBITDA BY SEGMENTS IN 2024 (USD MN)[1]



KEY FIGURES

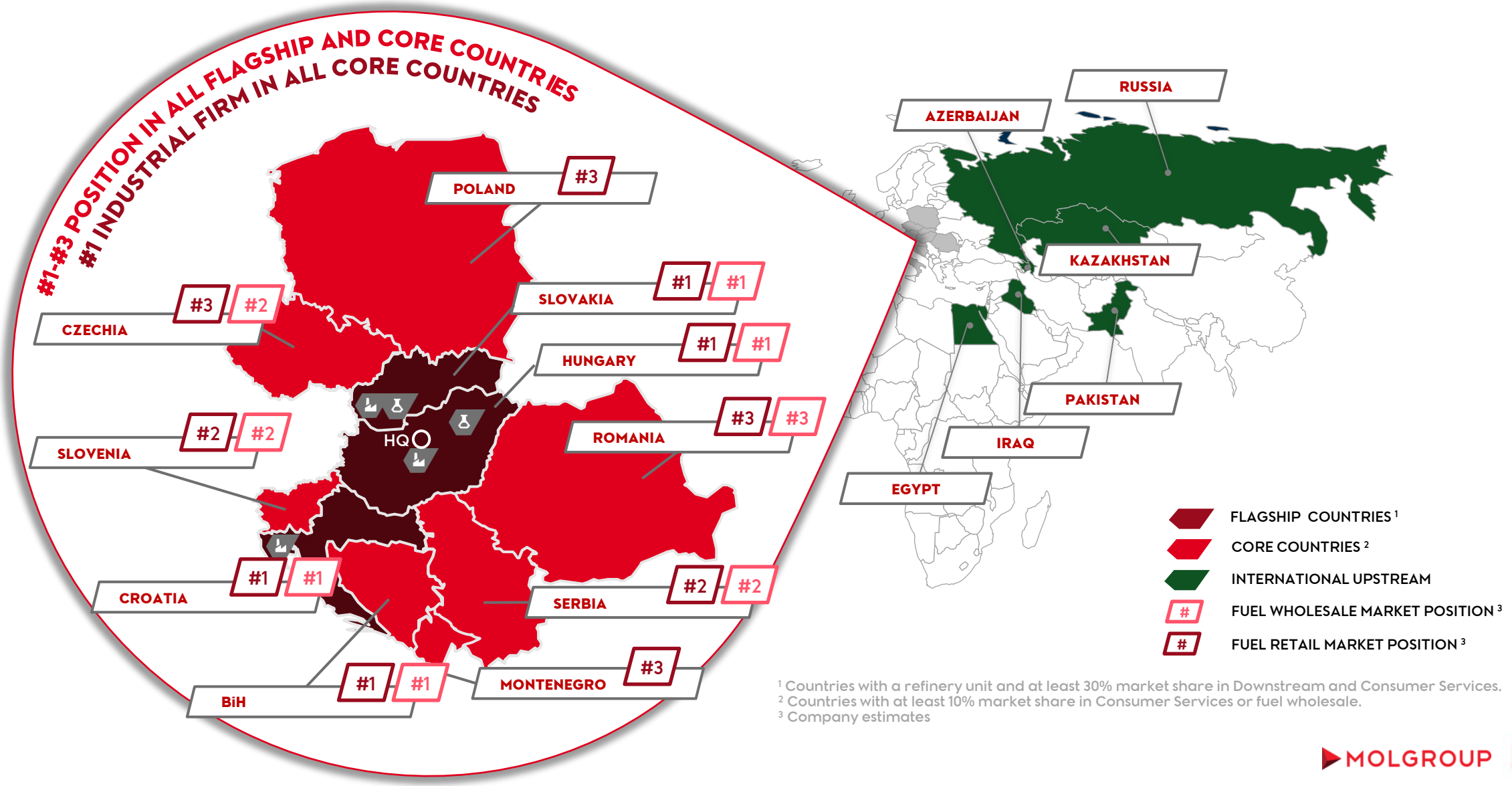
CAPITAL MARKETS

BUSINESS / ASSETS



(1) "Corporate and other" (USD -185 mn), "Circular Economy Services" (USD -52mn) segments and intersegment eliminations (USD -28mn) omitted.

MOL IS THE DOMINANT O&G PLAYER OF THE CEE REGION



[1] Countries with a refinery unit and at least 30% market share in Downstream and Consumer Services.
[2] Countries with at least 10% market share in Consumer Services or fuel wholesale.
[3] Company estimates

ESG: SECTOR-LEADING RATINGS AND DISCLOSURE

TOP POSITIONS ACROSS LEADING ESG RATINGS

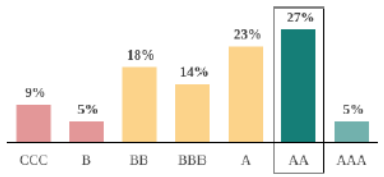
INDEXES AND RATINGS

MSCI ESG RATINGS — AA

CCC | B | BB | BBB | A | **AA** | AAA

"AA" rating 7th year in a row, staying at the top ~30% among integrated O&G peers

MSCI ACWI Index constituents
Integrated Oil & Gas, n=22



CDP Discloser 2024

Climate Change: C

Water Security: C

Full disclosure & *Awareness* level achieved (score C) in both Climate change & Water security

BRONZE | Top 35% ecovadis Sustainability Rating JUL 2025

EcoVadis Bronze Medal

Top 35% of all disclosers

SUSTAINALYTICS

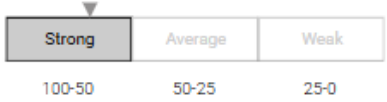
High Risk category paired with Strong ESG Risk Management in 2025

ESG Risk Rating:

32.9 High risk

ESG Risk Management:

66.4 Strong



DISCLOSURE

ESRS-compliant Sustainability Report

European Sustainability Reporting Standards

2024 Sustainability Report compliant & audited under the new EU ESG standard (ESRS) complemented by continued reference to other internationally recognised frameworks:

GRI

TCFD

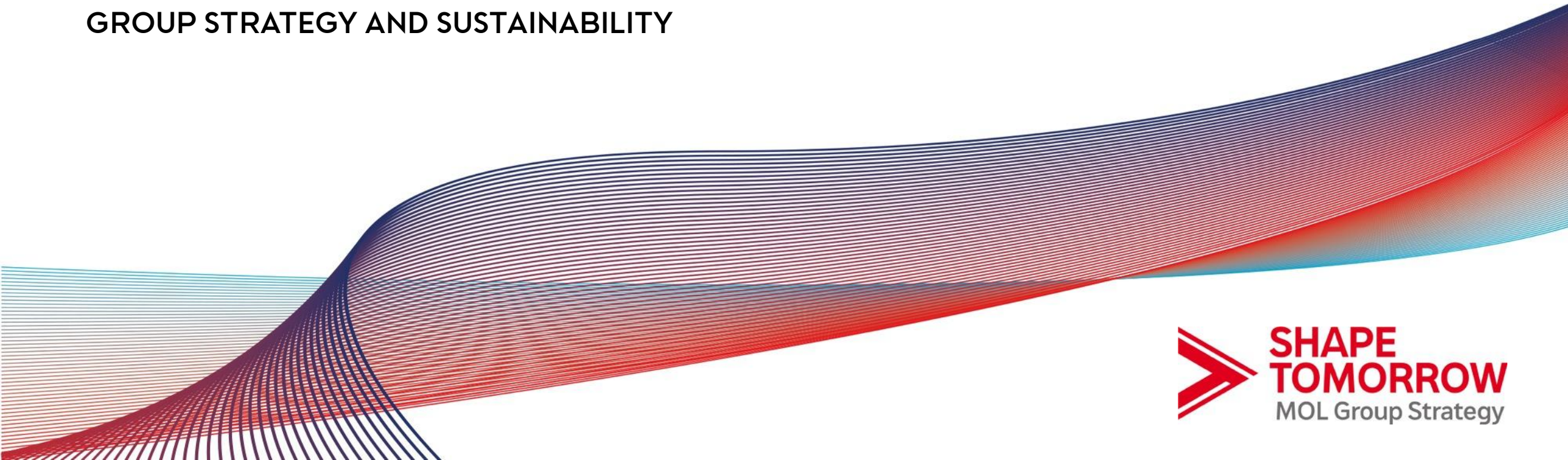
SASB STANDARDS

AGENDA

THE MOL GROUP EQUITY STORY	
GROUP STRATEGY AND SUSTAINABILITY	6
DOWNSTREAM	12
WASTE MANAGEMENT	24
CONSUMER SERVICES	31
EXPLORATION AND PRODUCTION	40
FINANCIALS	46
SUPPORTING SLIDES	55
Q2 2025 RECAP	65

THE MOL GROUP EQUITY STORY

GROUP STRATEGY AND SUSTAINABILITY



SHAPE TOMORROW
MOL Group Strategy

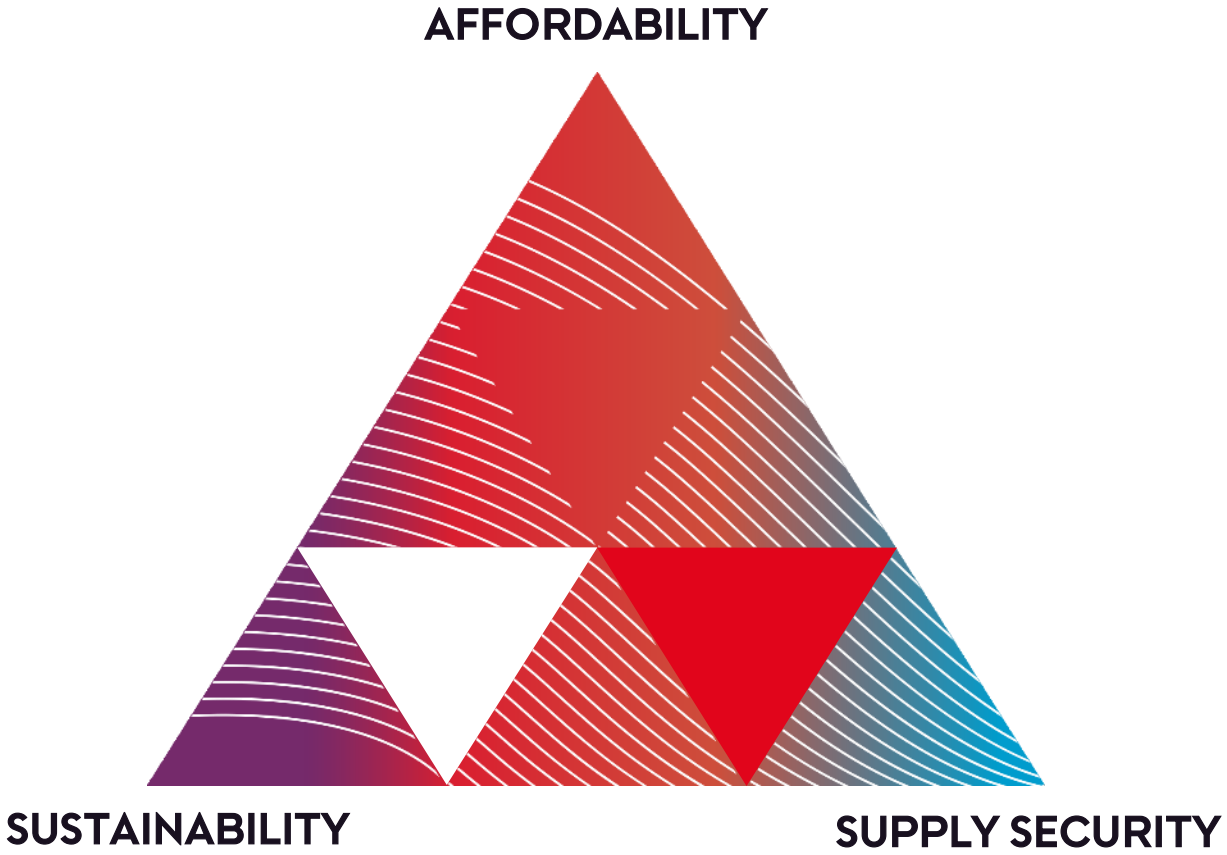
NAVIGATING THE COMPLEXITIES OF THE ENERGY TRANSITION

CHALLENGES AND OPPORTUNITIES IN A SHIFTING LANDSCAPE

Sustainability regulations: ambitious goals, but high uncertainty regarding markets & technologies

Geopolitical tensions: need for supply diversification & improved European competitiveness

Customer expectations: predictable & affordable energy supply



The energy transition poses both challenges and opportunities, requiring a nuanced approach to balance sustainability, energy security, and economic competitiveness.

TRANSITION PATH BASED ON RESILIENT MOL GROWTH MODEL

HIGH-GROWTH AND PROFITABLE CEE CORE OPERATIONS AND INTERNATIONAL E&P ENABLE SMOOTH DIVERSIFICATION AWAY FROM FOSSIL FUELS

UPSTREAM CEE

Partly satisfies the HC need for Downstream and/or generates stable cash flow for the Group

REFINING AND MARKETING

Significant value added with highly efficient units securing the fuel supply of CEE

CONSUMER SERVICES

Mobility provider with 2,400 service stations across CEE to capture the consumer end of the O&G value chain

GAS MIDSTREAM

Regulated business (asset base and return) generating cash for high-return investments in other segments

LOW CARBON CIRCULAR

Already started low-carbon circular projects to enter into waste management, biogas production, green hydrogen, solar and other means of energy production. Continued expansion brings efficiency, self-reliance, and compliance with EU sustainability-related regulations

DIGITISED RETAILER

Expansion in alternative fuel, car-sharing, non-fuel and highly digitised services allow for tackling transition

PETROCHEMICALS

Skewing downstream production towards petrochemicals also serves as a diversification from fossil fuels

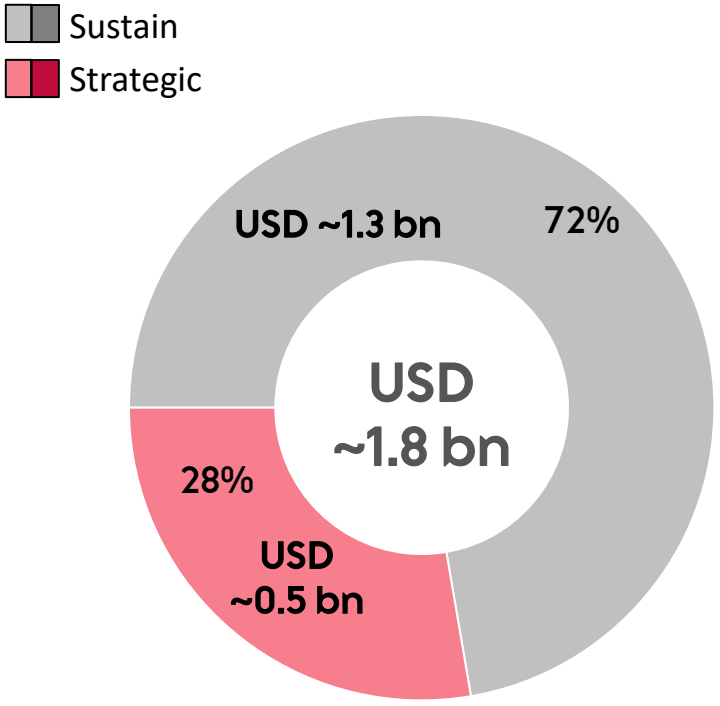
INTERNATIONAL UPSTREAM

Continued presence in Int'l upstream projects to generate cash and provide hedge for the other segments of the Group

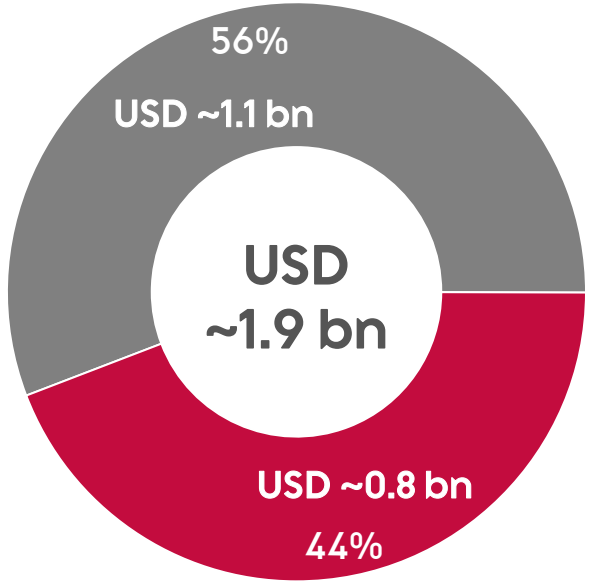
HIGHER INVESTMENT TO SHAPE A SUSTAINABLE TOMORROW

LOW-CARBON CAPEX TO ACCELERATE AND MOVE BETWEEN 30-40% OF TOTAL CAPEX TO REALISE TRANSITION IN NEXT DECADES

2018-23 Organic CAPEX distribution (Since Shape Tomorrow Strategy) (yearly avg., real 2024)



2025-30 Organic CAPEX distribution (yearly avg., real 2024)



- **2025-2030 Organic CAPEX spend to increase by 5%+** on average in real terms to accelerate transition
- **Keep sustain CAPEX low (close to previous year's average level)** thanks to efficiency gains resulting from past and ongoing projects
- **Increase share of transformational CAPEX with low-carbon share of total CAPEX targeted at 30-40%**
- Investments continue to be deployed selectively depending on risk-return profile

Low-carbon

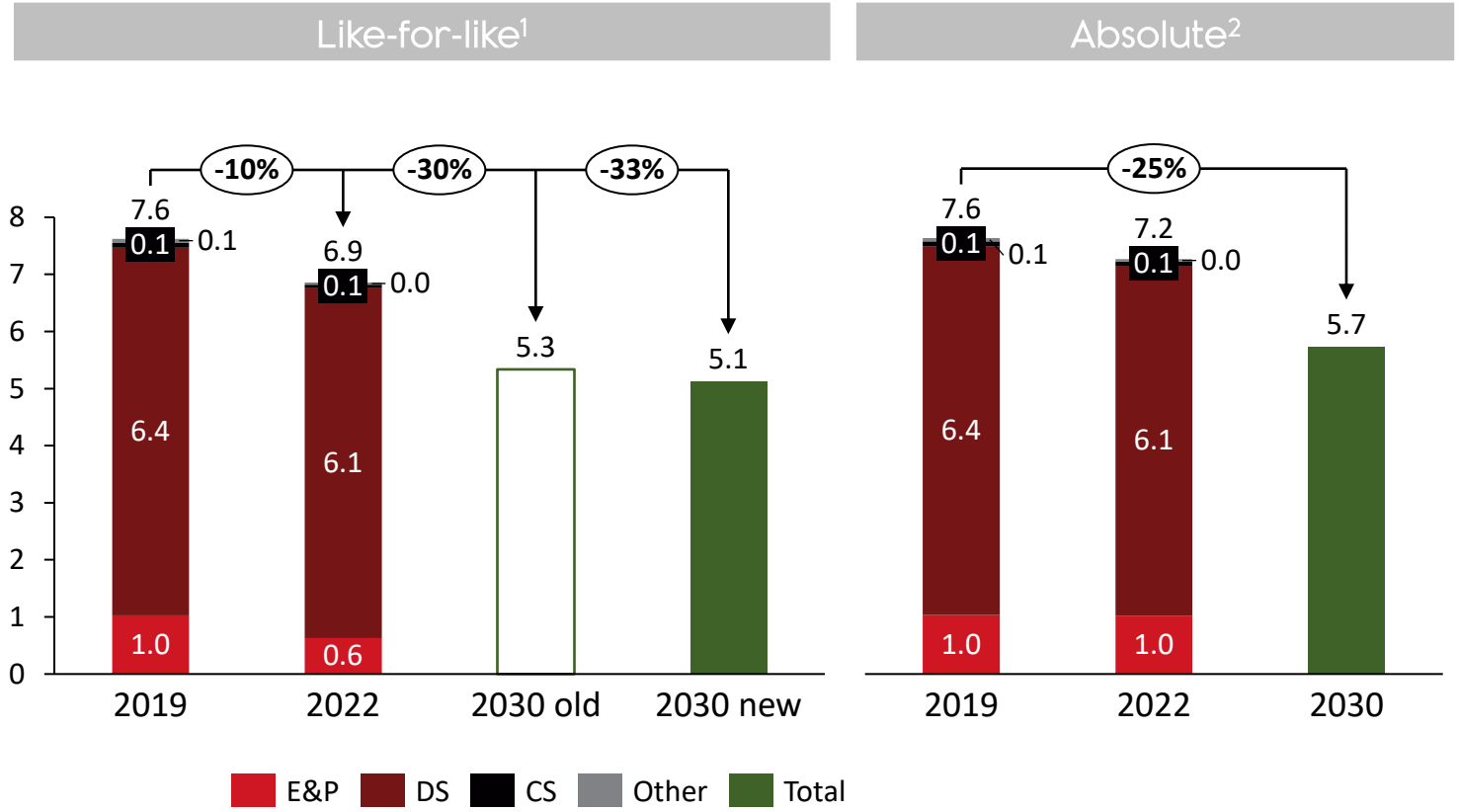
<10%

30-40%

2030 EMISSION REDUCTION TARGET RAISED

LIKE-FOR-LIKE SCOPE 1&2 GHG EMISSION REDUCTION EXPECTATION INCREASED TO 33% FROM PREVIOUS TARGET OF 30%; GHG EMISSION TO DECREASE BY 25% IN ABSOLUTE TERMS

SCOPE 1&2 GHG EMISSION (Mt)



REDUCTION AMBITION HIGHER

- MOL committed to achieve 2050 net climate neutrality
- Absolute GHG emission reduction[2] target for 2030 set at ca. 25% compared to 2019, equalling 33% on like-for like[1] terms, more ambitious than in 2021 strategy
- No segment-level targets set in order to allow capitalizing on integrated model and ensure flexibility
- Absolute Scope 3 emissions are targeted to decrease by 5% by 2030 (from 2019)
- From 2024 onwards, GHG and TRIR KPIs are also introduced in managerial short-term incentives

STRONGER SHORT-TERM COMMITMENT TO ACHIEVE CLIMATE GOALS

[1] Like-for-like emissions only include GHG emissions of 2019 asset base.
[2] Absolute target-setting methodology in line with requirements set by EU Directive 2022/2464 (CSRD) on corporate sustainability reporting.

MOL GROUP'S ESG TARGETS

CLIMATE/GHG TARGETS

Reducing Group-level Scope 1+2 GHG emission by 25% by 2030 (from 2019)

- Ambition to reach net carbon neutrality by 2050
- No segment-level targets set in order to allow capitalizing on integrated model and ensure flexibility
- Target is set in absolute terms to comply with EU reporting requirements

Share of low-carbon CAPEX between 30-40% for the period 2025-2030

- Carbon trajectory and EU taxonomy alignment are incorporated into investment decision processes
- MOL's low carbon definition covers every project which contributes to the Group's energy transition by lowering emissions (including energy efficiency, electrification) or stepping into new, low carbon businesses (renewable energy, circular economy).

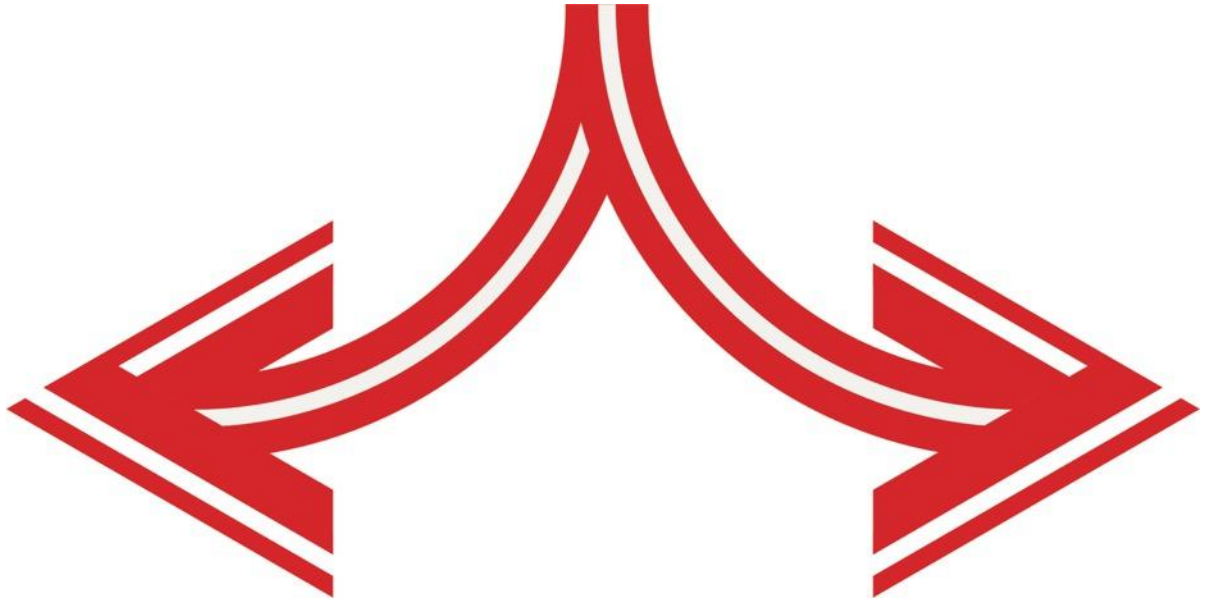
GHG emission reduction and TRIR targets are included in the short-term management incentive scheme from FY2024 onwards

OTHER

CLIMATE & ENVIRONMENT	Renewable electricity consumption up to 2,500 GWh per year by 2030 Scope 3 is targeted to decrease by 5% (from 2019) by 2030, depending on fossil fuel demand
HEALTH & SAFETY	Zero fatality TRIR below 1.1 for core activities by 2030 Eliminate significant API Tier 1 process safety events by 2030
PEOPLE & COMMUNITIES	Women in management: reach 30% target by 2030 Keep sustainable employee engagement level at min. 75% 50% of social investment spent on local communities by 2030
INTEGRITY & TRANSPARENCY	Annual ethics training for 100% of employees Procurement: Reduce non-hydrocarbon GHG emission by 30% in inbound supply chain by 2030

THE MOL GROUP EQUITY STORY

DOWNSTREAM



SHAPE TOMORROW

MOLGROUP

2050 VISION: HIGHLY EFFICIENT, SUSTAINABLE, CHEMICAL-FOCUSED

WE HAVE A LONG-TERM VISION TO BECOME A SUSTAINABLE CHEMICALS COMPANY AND POWERING MOBILITY WITH AN AMBITION TO REDUCE CARBON FOOTPRINT AND STRIVING TO REACH NET ZERO EMISSION

WE ARE THE (CENTRAL) EUROPEAN CHAMPION IN...

SUSTAINABLE CHEMICALS

POWERING MOBILITY

- DRIVEN BY HIGH EFFICIENCY & PRODUCTIVITY
- POWERED BY RENEWABLE ENERGY
- INTEGRATED CIRCULAR ECONOMY
- (TRADITIONAL) ASSETS WITH MINIMAL CARBON FOOTPRINT

KEY PILLARS OF OUR STRATEGY UNTIL 2030

BALANCED FOCUS ON SUPPLY SECURITY AND DIVERSIFICATION FROM FOSSIL

- Keep up **market share & profitability**
- **Scale up alternative fuels**, ensure compliance
- **Extend our captive markets** via improved fuel card offerings

- **Delivering Polyol**, our flagship project
- **Value chain extension** with mid-scale investments
- Continue transformation towards **circular chemicals**

- **Speed-up biogas and H2 value-chain development**
- Expand **recycling & compounding**
- Drive **GHG emission reduction** on Group level
- Prioritize **sustainability projects with favourable return** profile

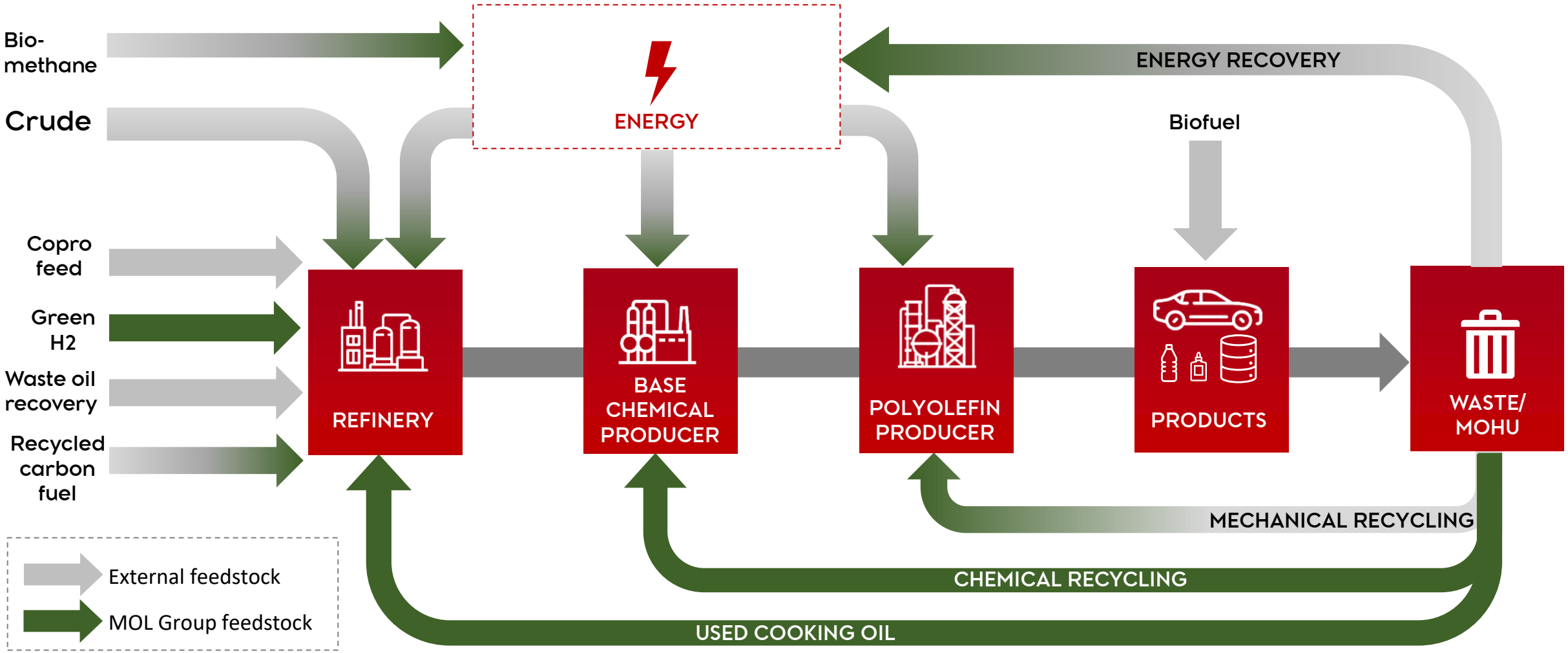
PRODUCTION AND EFFICIENCY

- **Profitability: keep EBITDA above USD 1.2 bn per annum (USD 1.4 bn beyond 2027)**[1] in mid cycle macro with the efficient combination of supply security, chemical & sustainability related transformational investments, GHG emission decrease and further operational efficiency improvement initiatives
- **Efficient assets**: High asset efficiency to secure additional cash flow for strategic investments, delivering USD 150mn savings by 2025 via energy efficiency, maintenance, and logistics on track
  - **Keep the 1st quartile position (top 25%) of the Duna Refinery and Slovnaft** in Net Cash Margin within Europe
- **Sustainable assets**: Asset energy efficiency improvement and operate new development solutions to reduce GHG
  - **Target 2nd quartile in Solomon Energy Intensity Index**

(1) In line with the Tomorrow Downstream program. See details on page 23.

MAXIMISING SYNERGIES WITH WASTE MANAGEMENT

DOWNSTREAM INCREASINGLY RELIES ON CIRCULAR SOLUTIONS BUT MARKET-BASED SOLUTIONS STILL NEEDED



CONTINUING RIJEKA REFINERY UPGRADE

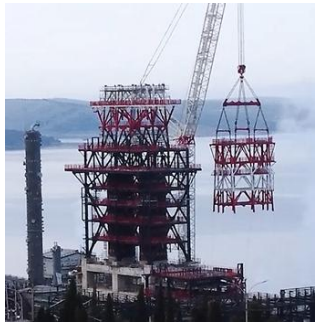
INSTALLATION OF A DELAYED COKER UNIT (DCU) ENABLING FULL CONVERSION AND UTILIZATION

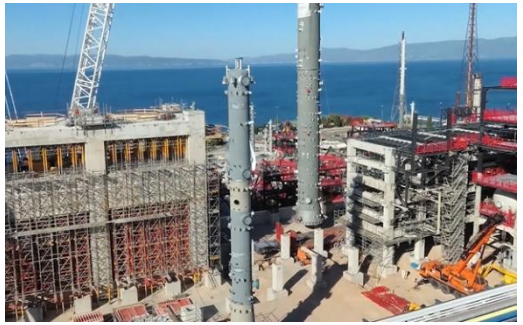
STATUS

98%

Overall project progress

- Rijeka Refinery Upgrade Project is the largest single investment project in INA's history
- Engineering and purchasing completed
- Port and related logistics enabling sale of new product (petroleum coke)
- Mechanical completion expected by Q4 2025

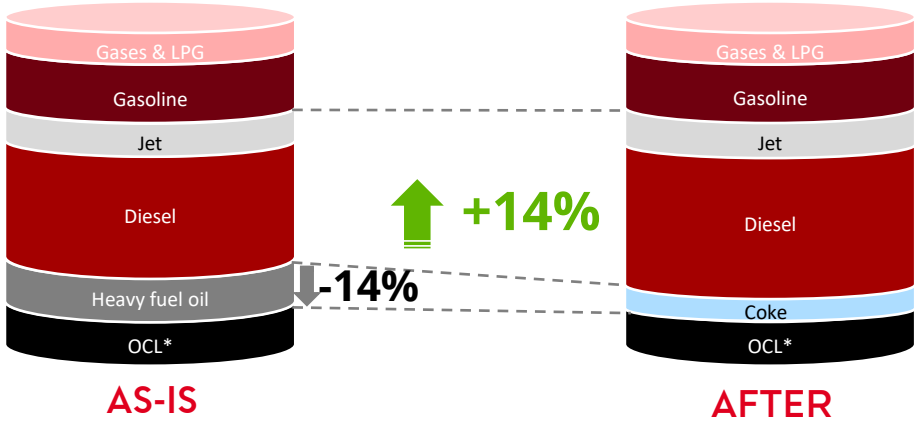




IMPROVED REFINERY MARGIN

+ 14%

more valuable product portfolio



(1) Own consumption and loss

THE POLYOL PROJECT REPRESENTS AN IMPORTANT MILESTONE FOR STEPPING FORWARD IN THE PROPYLENE VALUE CHAIN

LARGEST ORGANIC INVESTMENT IN MOL GROUP HISTORY

POLYOL PROJECT RATIONALE AND TIMELINE

DRIVER

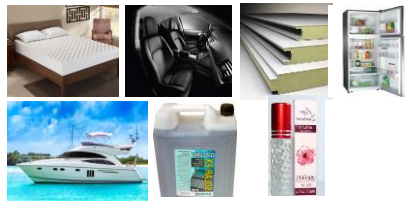
- Moving from commodity (polypropylene) to semi commodity

TARGET VOLUME

- 205 ktpa of polyol
- 60 ktpa propylene glycol (PG)

TARGET SEGMENTS

- Flexible and rigid foams
- Unsaturated polyester resin (UPR), functional fluids, personal care products



GRADUAL RAMP UP

- Technical constraint: Breeding period
- Market constraint: Quality customization period
- Timeline: 2025 - 2026

FINANCIAL AND OPERATIONAL EFFECTS

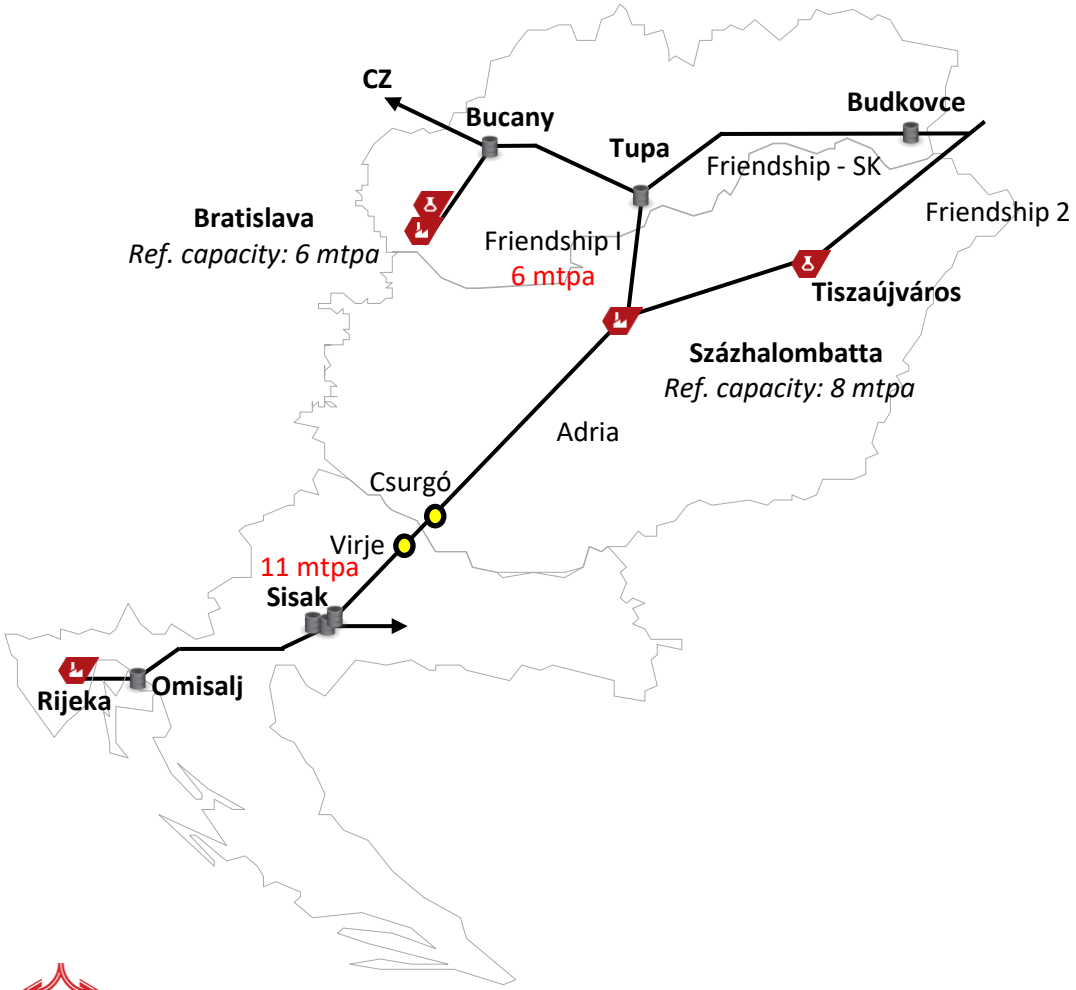
CAPEX ESTIMATE	~USD 1.5 Bn
FTE NEED	~200
EBITDA POTENTIAL[1]	~USD 150 mn p.a.
MARGIN	400-500 USD/t

(1) Under mid-cycle assumptions

ADRIA PIPELINE PROVIDES ALTERNATIVE CRUDE SUPPLY

AROUND USD 500MN INVESTMENT WOULD BE NEEDED FOR FULL DIVERSIFICATION

ALTERNATIVE CRUDE SUPPLY ROUTE THROUGH THE ADRIA



COMMENTS

- USD 170 mn spent on the development of the Danube Refinery already pre-war
- We have mapped what further investments are needed, and we are cautiously progressing with the transition of the refinery in Bratislava as well as in Százhalombatta
- Investments in the magnitude of USD 500 mn targeting crude blending, treatment and refinery debottlenecking would significantly increase MOL's ability to further diversify from Ural oil
- Should the crude flows via the Druzhba pipeline drop significantly, MOL can increase its utilization of the Adriatic pipeline.
  - Assuming appropriate transit capacities in Croatia, this would result in a drop in MOL's landlocked refineries' utilization to below 80%, and entailing higher technical risks and logistics costs
  - MOL's strong view is that transit infrastructure in Croatia is a bottleneck currently and would not allow MOL landlocked refineries to run at 80% capacity

CRUDE DIVERSITY PROJECTS TO INCREASE OUR FLEXIBILITY

CRUDE DIVERSIFICATION PROGRAM LAUNCHED TO EASE THE PRESSURE ON SUPPLY SECURITY CAUSED

WHY?

- Supply security became extremely important in the region due to the Russian – Ukraine war
- MOL Group must comply with EU sanctions
- Ensure continuous security of product supply in the region, and manage risks

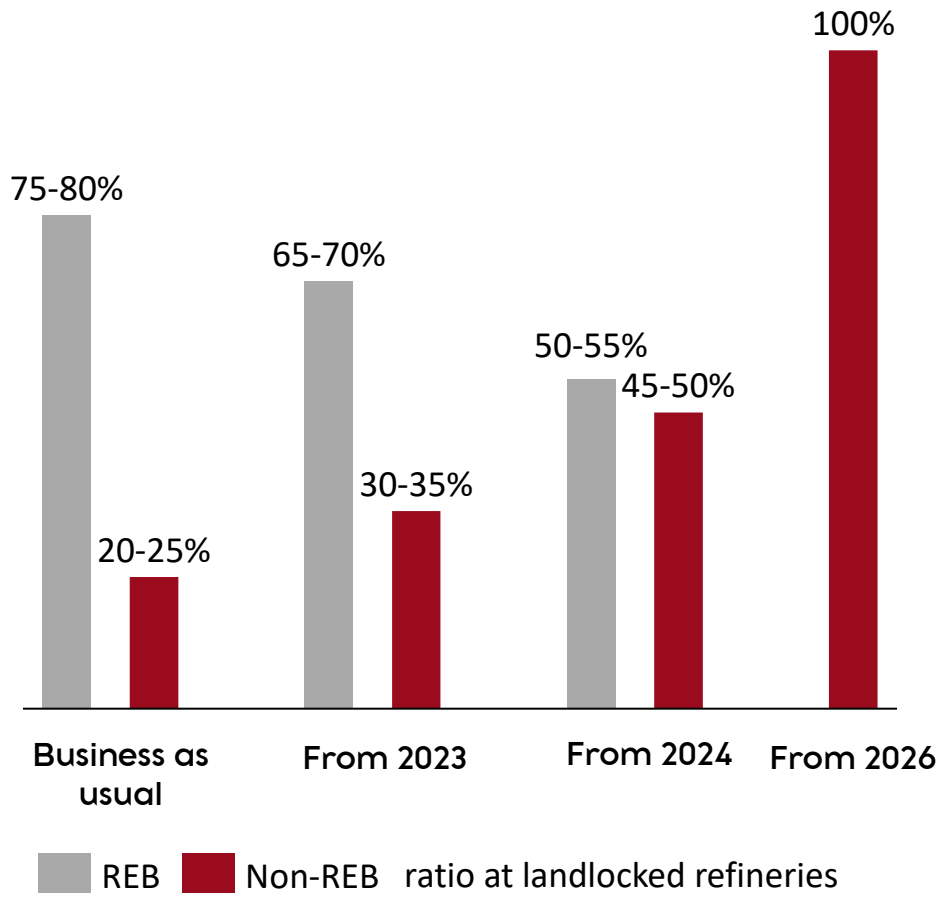
WHAT?

- Diversify source of crude oil supply
- Valuating options to reduce or eliminate dependence on Russian crude imports
- Non-Russian crude processing ratios according to EU sanctions

HOW?

- Maintain current capacities, with wider crude selection
- Since 2022 MOL Group tested 10+ different crude types, with over 1 mn ton alternatives processed in 2024 in HU and SK
- Staged execution
- Czech exemption prolonged until 5th of June 2025

DEVELOPING TECHNICAL CAPABILITIES TO INCREASE POTENTIAL NON-RUSSIAN CRUDE PROCESSING

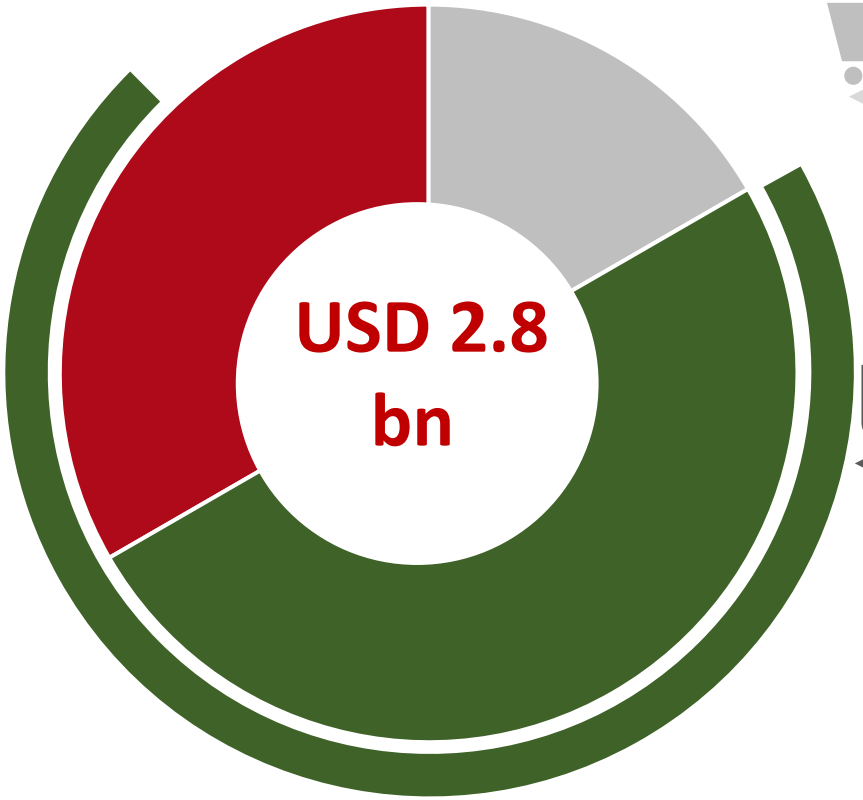


ORGANIC CAPEX ALLOCATION 2025-2030

TOTAL ORGANIC CAPEX OF USD 5.3 BN INCLUDING USD 2.5 BN (~ 400 MMUSD/Y) SUSTAIN & LTE[1] IN ADDITION TO STRATEGIC CAPEX OF USD 2.8 BN

Waste & chemicals

- Waste and recycling
- Chemicals mid-scale projects/scale-ups



Low-carbon CAPEX

Supply security & flexibility

- Crude diversity projects to replace Russian crude
- Logistic investments

Decarbonization[2]

- Energy efficiency, electrification
- Biomethane and green H2 value-chain developments
- Further decarbonization, coprocessing projects to drive sustainability

MAXIMISE PROFITABILITY WITH CAREFUL PROJECT SELECTION AND PRIORITIZATION

(1) Lifetime extension
(2) Partnerships and subsidies can further increase the headroom for sustainability related investments

SHARE OF RENEWABLES TO GROW IN MOL GROUP'S ELECTRICITY CONSUMPTION

A MIX OF OWN PRODUCTION AND MARKET-BASED SOLUTIONS NEEDED TO MAXIMIZE EBITDA POTENTIAL AND DEPLOY SYNERGIES WITH MOL GROUP'S OPERATION

Electricity demand of decarbonization of Downstream

Green H_2

- 10 MW electrolyser to come online in 2024 and to be supplied from renewables
- Green H2 production to scale up significantly over strategic horizon

De-carbonisation of DS

- DS CO2 roadmap / RES for Production & Electrification

- Current operation of 44 MW solar production is considered as the first step taken, scale-up of the portfolio is planned in synergy with current and future electricity consumers of MOL Group
- Renewable electricity to cover the consumption growth of green H2 and decarbonisation needs
- Solar projects are expected to give the majority of the production however complementing renewable sources and storage solutions are considered as well

By 2030 MOL Group expected to consume up to ~2 500 GWh renewable electricity

MOL GROUP HAS MADE FIRST STEPS IN THE HYDROGEN DEVELOPMENT ROADMAP

MOL GROUP HYDROGEN PRODUCTION HAS A SIGNIFICANT POTENTIAL TO CONTRIBUTE TO DS CO2 TARGETS

2022

ORGANIZATIONAL SETUP

- Dedicated H2 team and program management under the New and Sustainable Businesses

FIRST PILOT PROJECT

- First 10 MW electrolyzer at the Danube Refinery started production in 2024 with 1,600 tpa production

2023-25

LIGHTHOUSE PROJECTS

- Further lighthouse projects in green H2 production/logistics, 10 MW in Rijeka (CR) contracted in April 2024 with completion expected in 2026
- First HRS in the retail network in core countries (CR, HU, SK) *to gain experience, develop competence*

PARTNERSHIPS

- Establish partnerships with technological suppliers, mobility companies and professional associations

2026-30

WHOLE RENEWABLE H2 VALUE CHAIN

- MOL Group will establish its presence in the whole renewable hydrogen value chain: *from RE generation and storage, via green H2 production and distribution till the serving H2 mobility demands*

INDUSTRIAL SCALE-UP

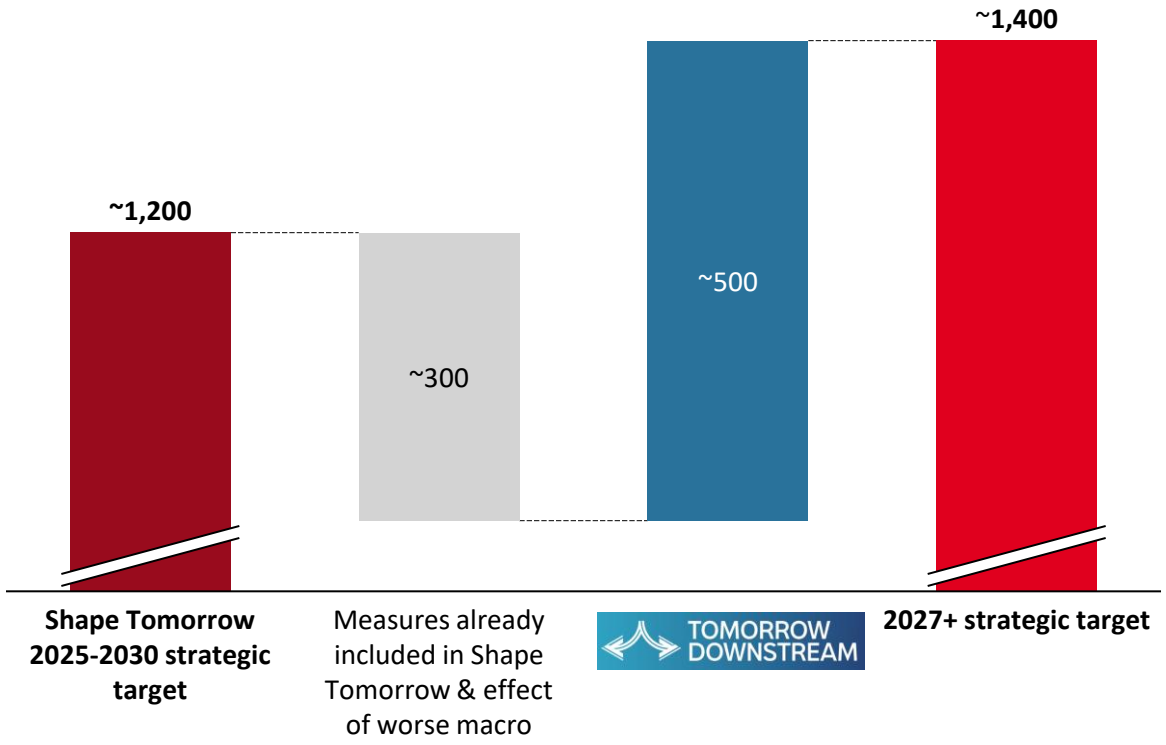
- Scale up of green H2 production in the second half of this decade, to reach EU compliance and serve increasing mobility needs

CONTRIBUTE SIGNIFICANTLY TO THE STRATEGIC CO2 REDUCTION TARGET BY 2030
ASSURE PRESENCE IN THE EMERGING CEE HYDROGEN ECOSYSTEM

USD 500 MN RESILIENCY PROGRAM INTRODUCED IN DOWNSTREAM

BEYOND 2027, „TOMORROW DOWNSTREAM" PROGRAM DELIVERS AN ADDITIONAL USD 200 MN TO USD 1.2 BN P.A. DOWNSTREAM STRATEGIC TARGET

EFFECTS ON DOWNSTREAM STRATEGIC EBITDA TARGET (USD MN)



COMMENTS

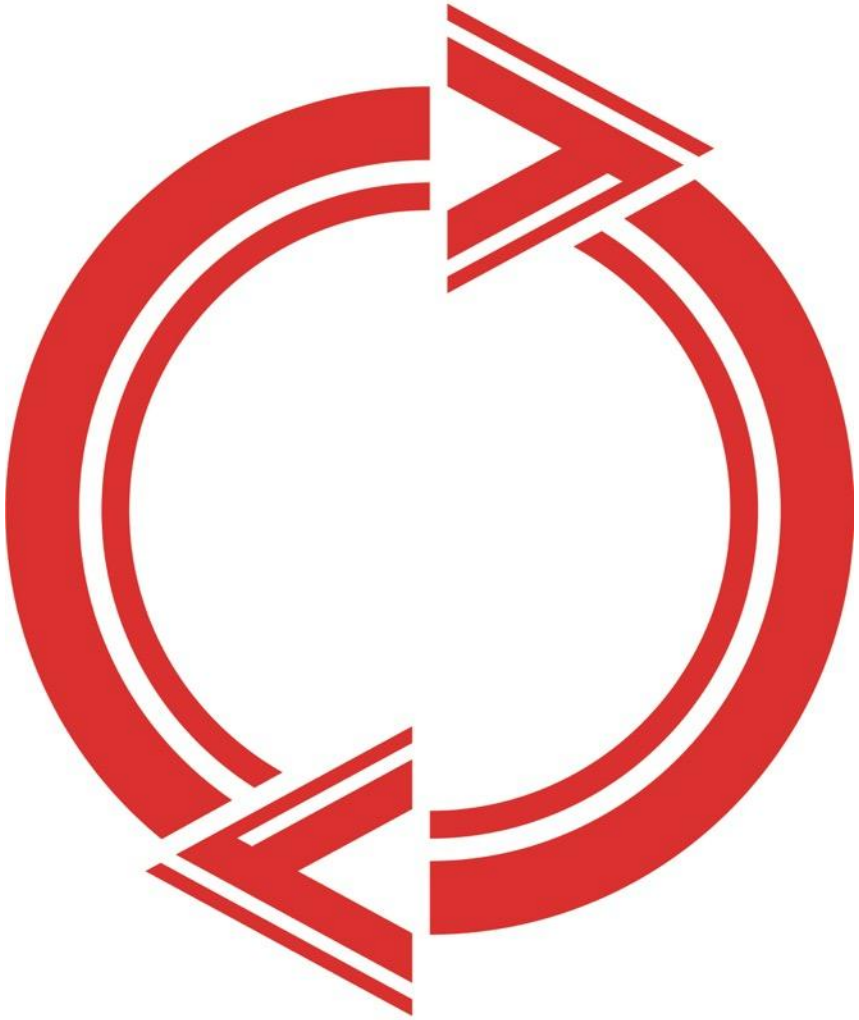
- Downstream reviewed its operations and outlook and identified USD ~500 mn worth of EBITDA improvement opportunities
- The chief aim of the Tomorrow Downstream („TODO") is to improve operational and financial resiliency in a more volatile external environment
- The program focuses on (i) improving refining availability, (ii) optimising margins, and (iii) cost savings
- TODO will be implemented in the next 2 years with full effects applicable beyond 2027
- The effect of the initiatives go beyond the assumptions laid out in the Shape Tomorrow strategy by USD ~200mn
- No material extra CAPEX need expected

MOL Group Downstream to deliver
USD 1.4 bn EBITDA 2027+

Notes: All EBITDA figures on this slide are Clean CCS EBITDA figures based on company-defined adjustments detailed in Annex I of the Company's Annual Reports. Apart from the general provisions of the Disclaimer statement included on slide 68 of this presentation, forward-looking statements on this slide are also subject to the assumption that there is no material change in the legal and operating environment of the Group and the Downstream segment.

THE MOL GROUP EQUITY STORY

WASTE MANAGEMENT



SHAPE TOMORROW

MOLGROUP

THE CONCESSION TO COVER ~5 MN TONNES OF WASTE

AND THE WHOLE TERRITORY OF HUNGARY

COMPOSITION OF WASTE BY SOURCE

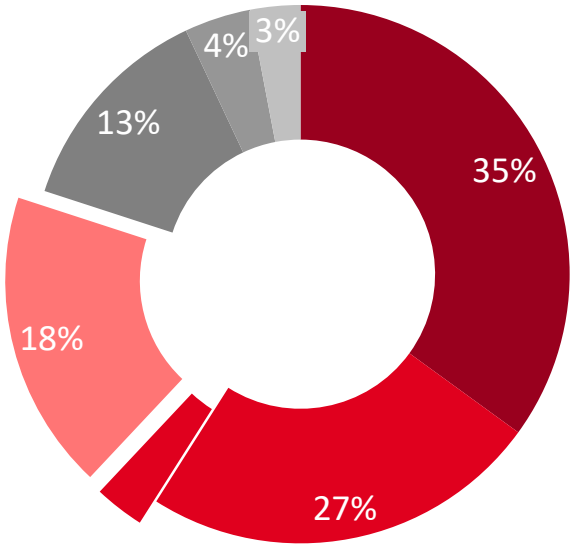
Total waste:

20 mn tons

MOL'S SCOPE :

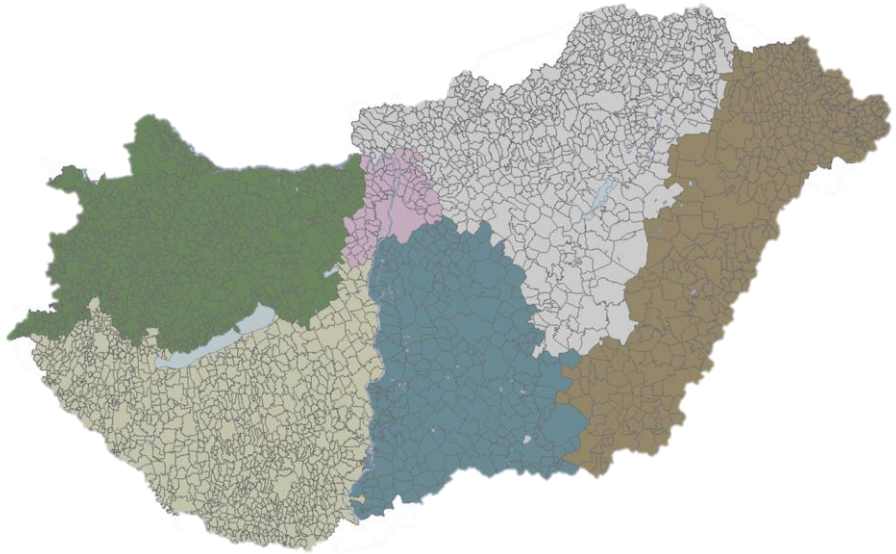
4.7 mn tons

(mainly municipal solid waste)



- Construction and demolition waste
- Industrial waste
- Municipal solid waste (MSW)
- Municipal liquid waste
- Hazardous waste
- Agricultural and food waste

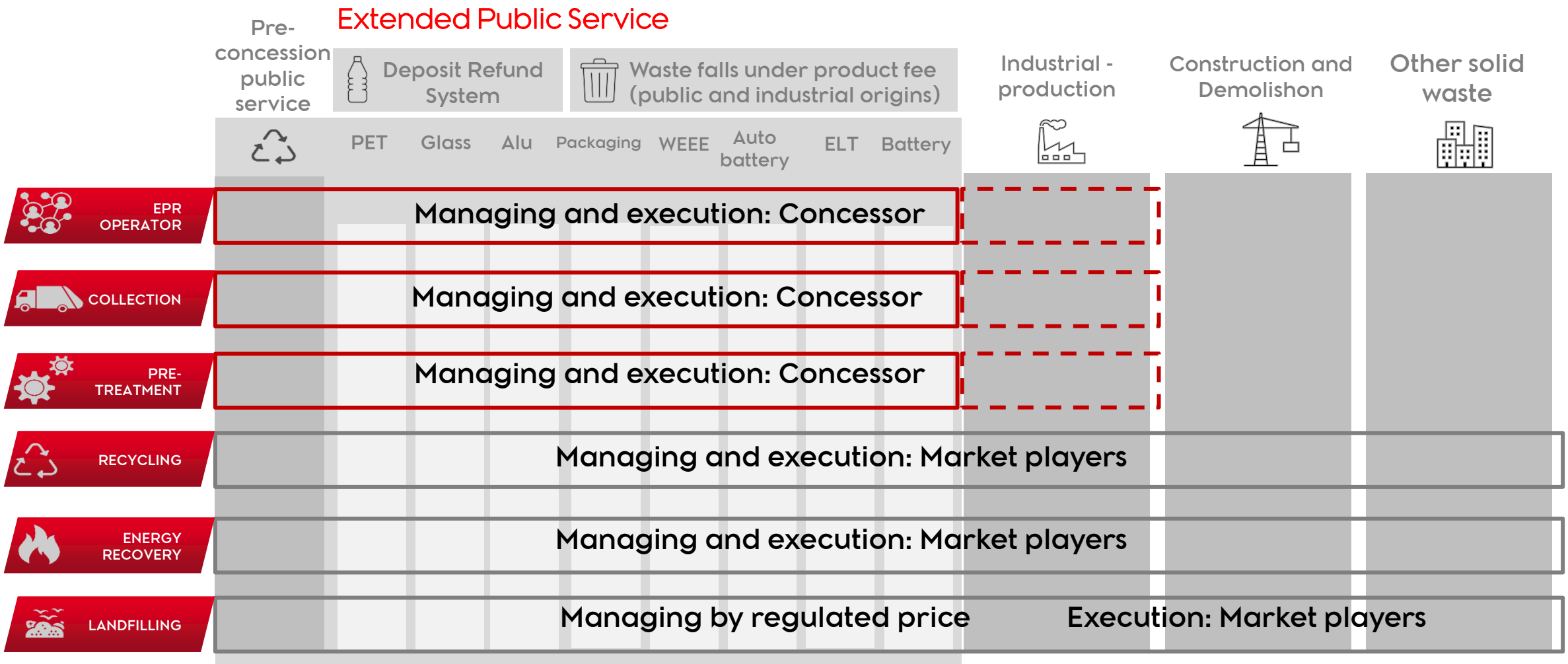
OPERATION WITH REDUCED NUMBER OF REGIONS



- From 26 service providers operating independently MOHU decreased to 6 regions for more efficient operation
- Starting utilization of synergies on country level as a result of optimization

INTEGRATED WASTE MANAGEMENT CONCESSION

EXTENDED SERVICE SCOPE WITH MANAGING ROLE IN THE WHOLE VALUE CHAIN

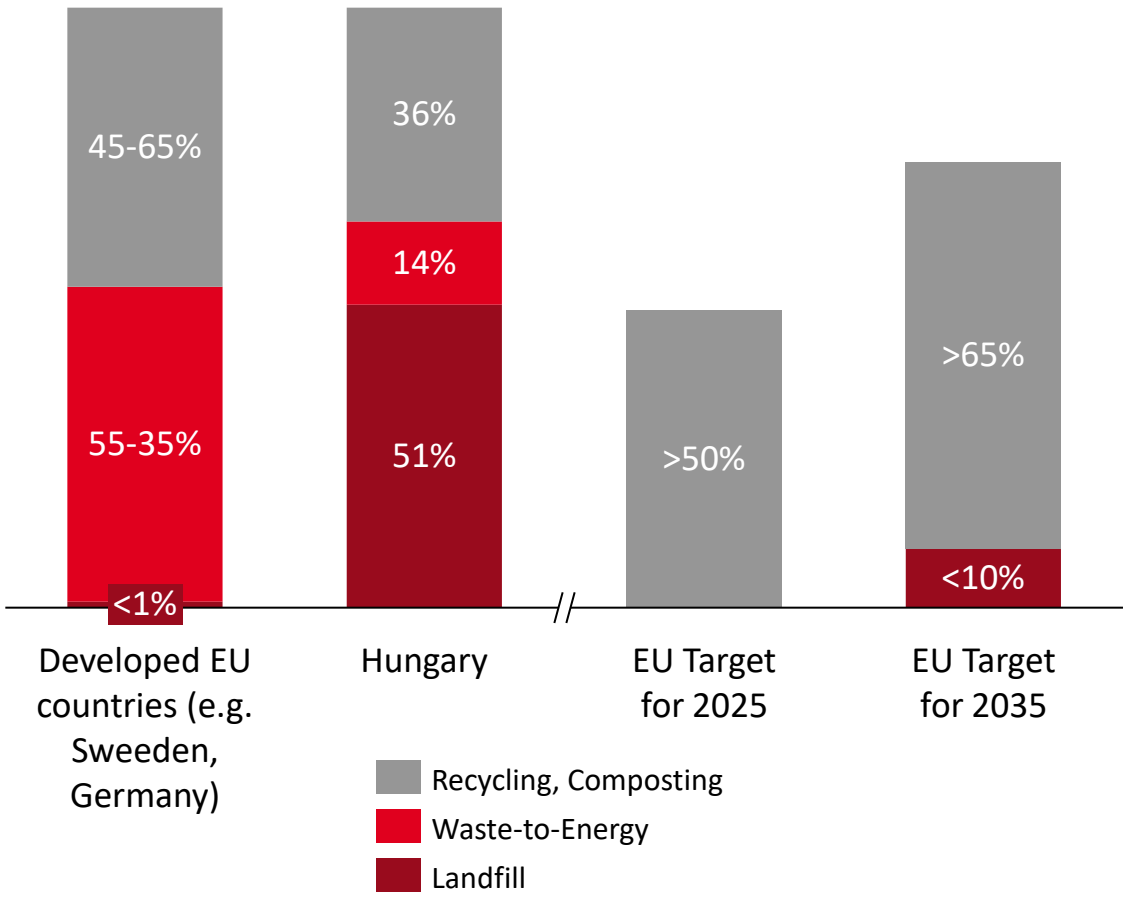


EFFICIENCY GAINS AND MINIMIZING LANDFILL PROVIDE SIGNIFICANT IMPROVEMENT POTENTIAL

CONCESSION TO IMPROVE EFFICIENCY

- Making waste collection and transportation tasks more efficient
- Optimizing the utilization of tasks of national waste treatment
- Introduction of the extended producer responsibility system
- Introduction of the deposit refund system
- Development of new separate collection of household waste streams
- Creation of new waste-to-energy plant of at least 100 kt capacity
- Implementation of investments in a minimum amount of USD ~0.5bn by 2033
- Creating a waste tracking IT system
- Promoting the improvement of consumer attitude and the increase of their participation
- Organizing waste recycling

MUNICIPAL WASTE HANDLING IN THE EU



UP TO 1.5 MN TONS OF FEEDSTOCK FOR ENERGY INDUSTRY BY 2030

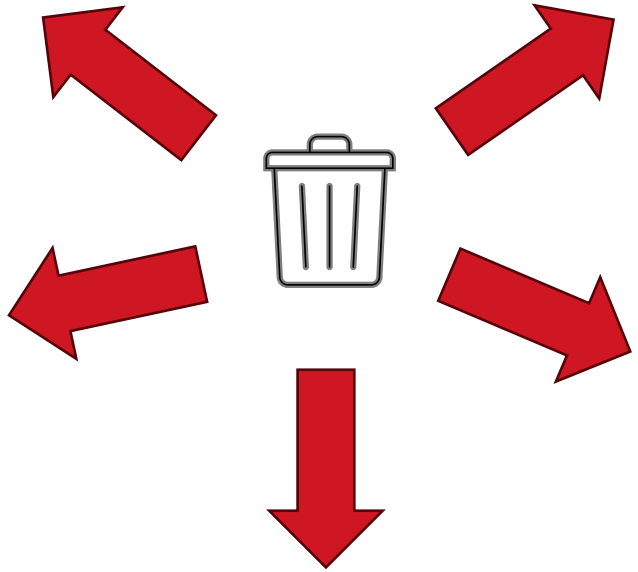
WASTE MANAGEMENT TO BECOME AN ENABLER OF FUTURE GROWTH

Plastic Recycling

Petchem feedstock from plastic recycling

Used Cooking Oil Collection

UCOME feedstock to produce biodiesel from used cooking oil recycling



Rubber Bitumen

Rubber compound feedstock from end-of-life tire utilization

Waste Utilization & Integration

Feedstock to produce energy from the utilization of mixed waste

Bio & Alternative Fuels

Bio & alternative fuel feedstock from the utilization of biodegradable waste

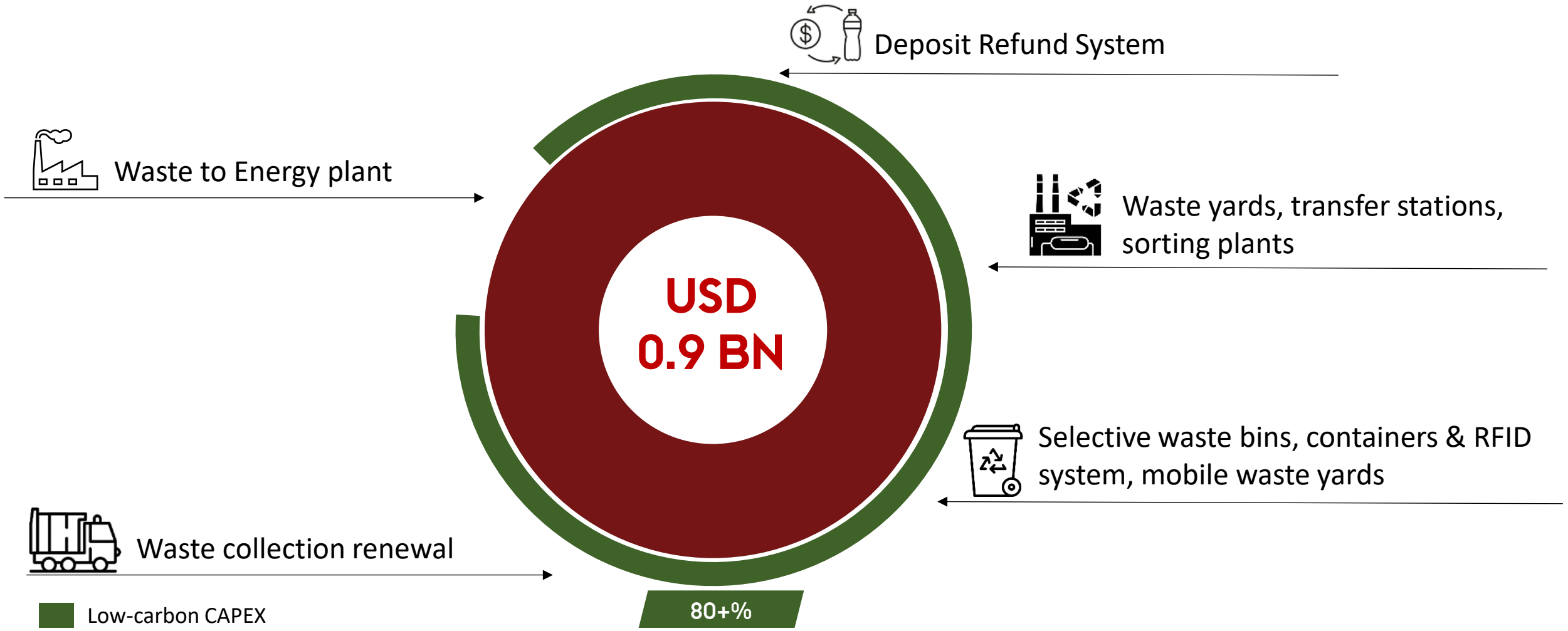
MAIN SUCCESS AND DEVELOPMENT AREAS OF WASTE MANAGEMENT

FOCUSING ON THE START OF THE CONCESSION AND THE MILESTONES AHEAD

	SETUP SUCCESSFUL	CHALLENGES AHEAD
CONCESSION	▶ The transition to the new system was successfully completed, and it is operating as intended ▶ The collection and treatment of waste is stable and continuous	▶ Stabilizing supply chain operation ▶ Starting to implement efficiency and cost reduction programs ▶ Increasing the yield of recovered material ▶ Implementing Deposit Refund System ▶ Ensuring smooth public invoicing ▶ Building brand awareness
REGULATORY ENVIRONMENT	▶ All relevant legislative acts and methodology were published ▶ The brand-new price regulation has been completed and EPR fees were announced	
OPERATION	▶ Seamless transition for the end-customers ▶ Deposit Refund System was launched on 1 January 2024 with ramp-up ongoing successfully	

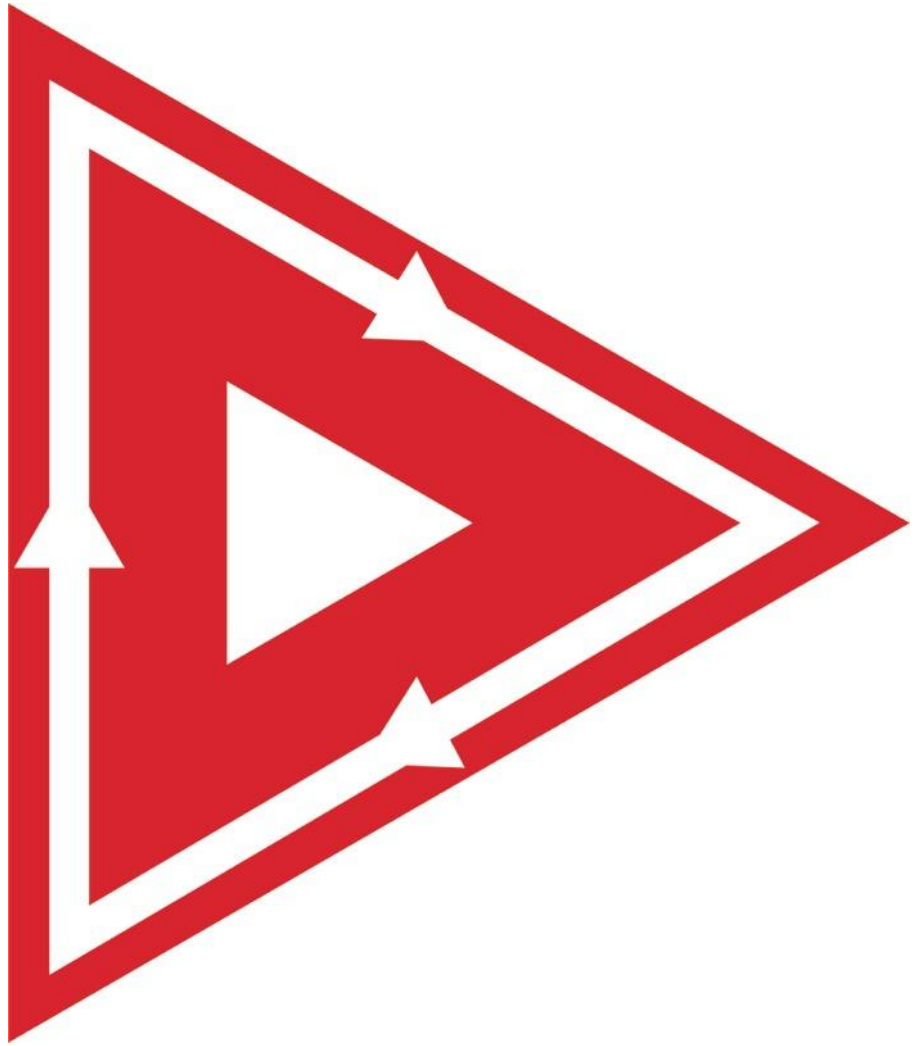
MAIN DEVELOPMENT PROJECTS OF WASTE MANAGEMENT

ORGANIC INVESTMENTS BETWEEN 2025-2030



THE MOL GROUP EQUITY STORY

CONSUMER SERVICES



SHAPE TOMORROW

MOLGROUP

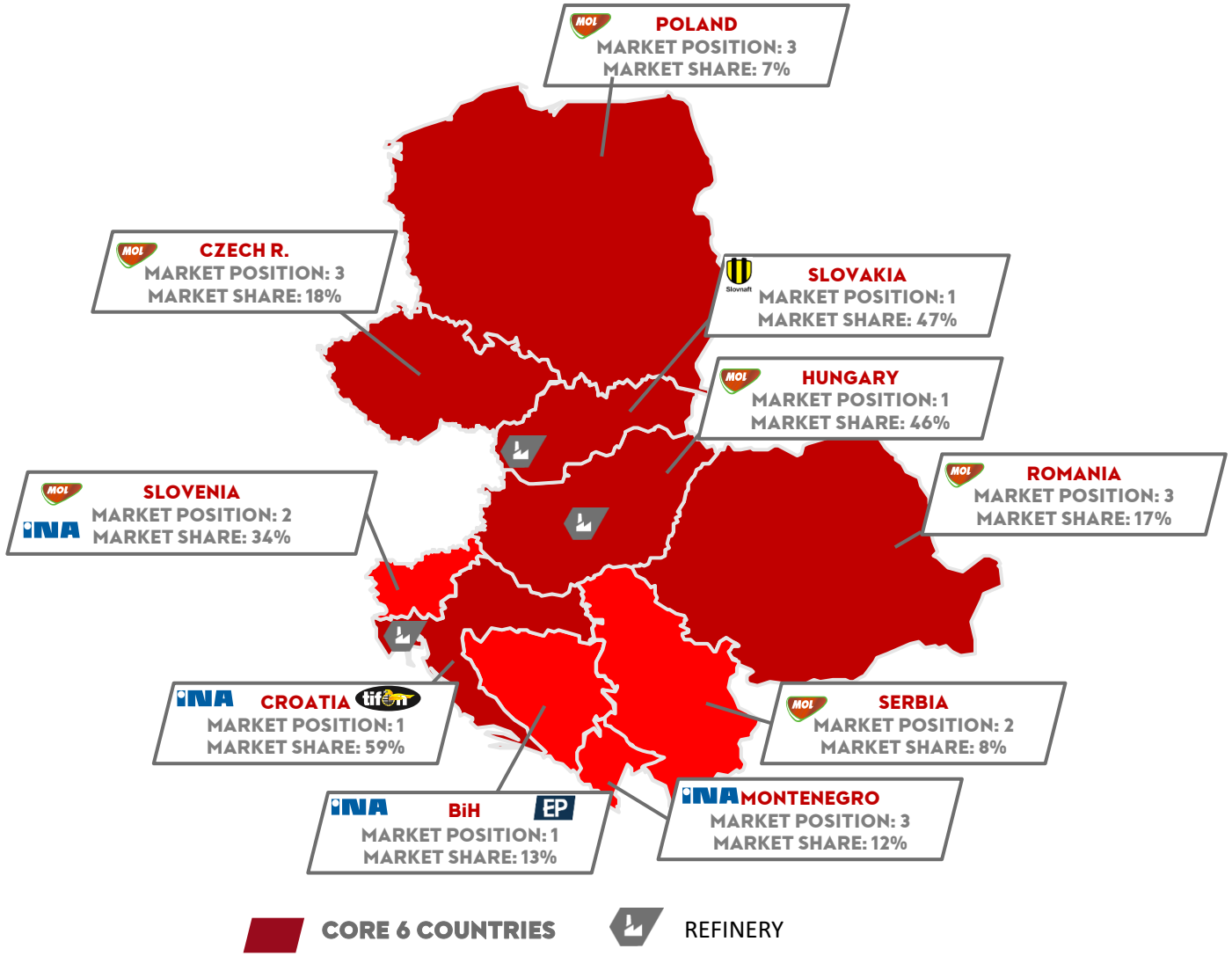
A LEADING REGIONAL NETWORK

TOP 3
IN 100 % OF THE NETWORK

10 COUNTRIES

6 WELL ESTABLISHED BRANDS

2,300+ MOSTLY COCO / COCA SERVICE STATIONS



*2024 YE data, including DODO and DOFO stations

Source of the market share data is local, internal estimation and represent FY 2024 averages.
For Slovenia, MOL SLO and MOL&INA sold volume is taken into consideration compared to Statistical Office data

BECOME A DIGITALLY-DRIVEN CONSUMER GOODS RETAILER AND INTEGRATED, COMPLEX MOBILITY SERVICE PROVIDER BY 2030

Regional leader in fuel and convenience retailing

- **Expansion and optimization of the network** in existing and entry into potential new markets in CEE
- **Increase premium fuel penetration** and maintain market share as appropriate for each market.
- **Serve the emerging alternative fuel** demand
- Broaden and **strengthen the gastro and convenience offerings** by building on our FMCG capabilities and differentiating offer

Continuous improvement of operational efficiency

- **Strong standardization** and digitalization of processes backed up by operational discipline
- **Optimization of OPEX**, supply chain and stock management
- Data-driven daily sales management and **digitally enhanced operation** execution

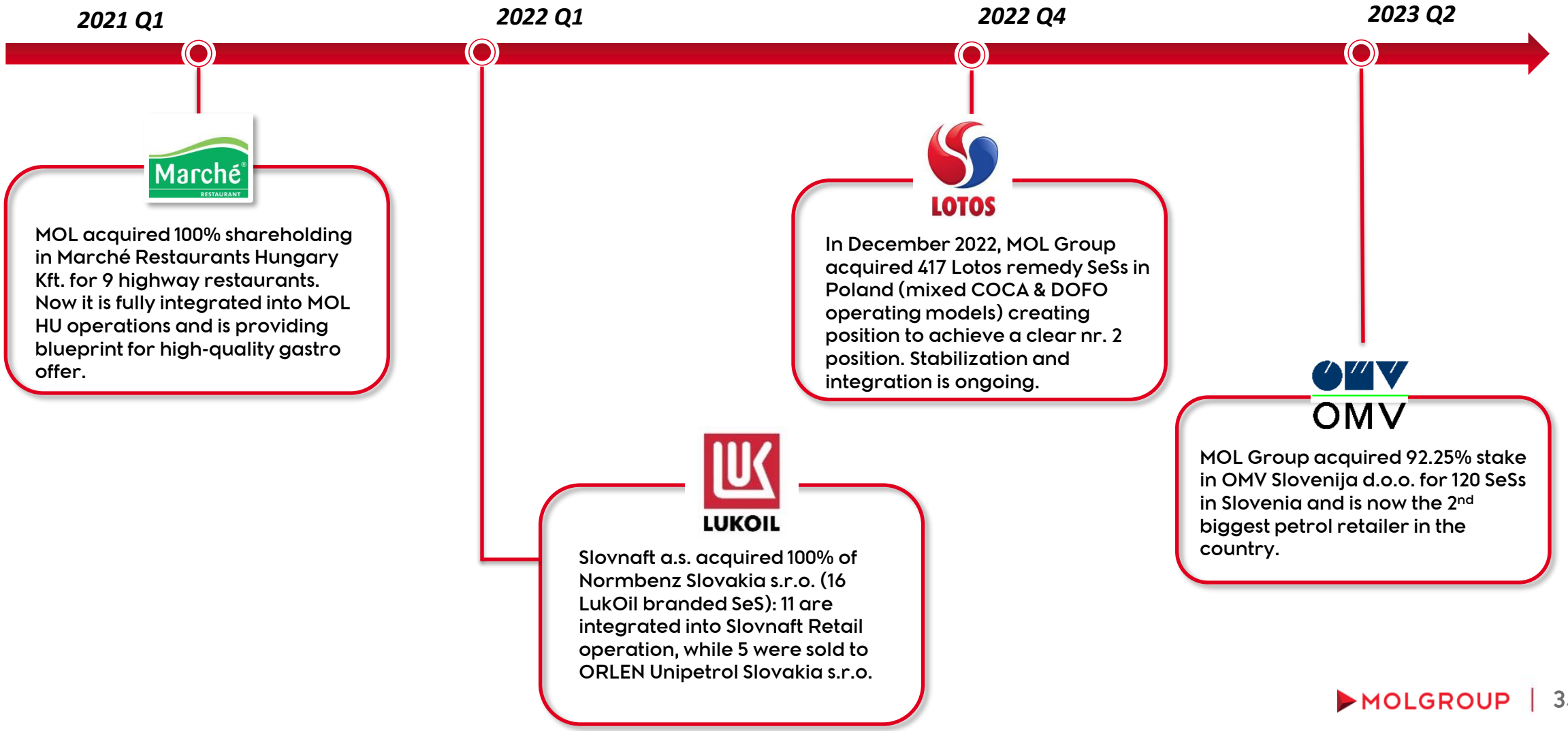
Diversification of sales channels

- **Customer activation and retention** via new digital loyalty rewards program
- **Focus on exploiting synergies** by bringing retail and mobility customers onto the same platform
- Leverage the scale of our digital loyalty platform to build a **digital ecosystem**
- Roll-out of standalone **Fresh Corner Café** concept and develop a franchise concept for market expansion

CONTINUOUS INTEGRATION OF SUSTAINABILITY OBJECTIVES

SIGNIFICANT PROGRESS MADE IN NETWORK EXPANSION SINCE 2021

ACQUIRING 500+ STATIONS IN THE REGION



CEE MARKET LEADER IN FUEL & CONVENIENCE RETAILING

EBITDA OF USD 1,000 MN TO BE DELIVERED BY 2030

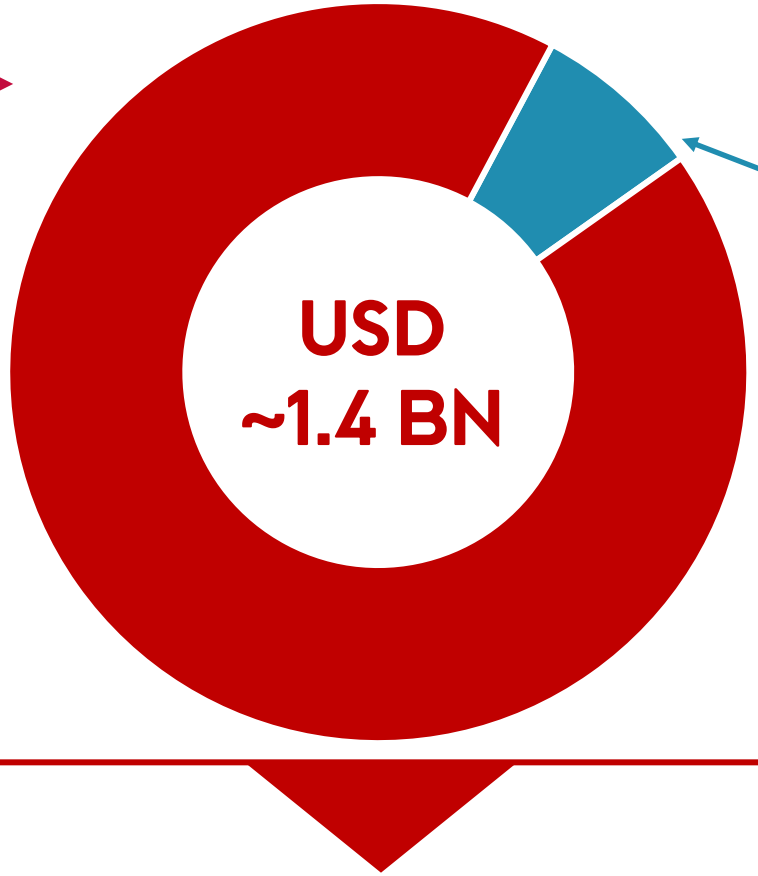
	2025 original goals	2025 revised goals	2030 goals
mn EBITDA	USD ~700	USD ~730	USD 1,000
mn FCF IN 5 YEARS	USD~1,800	USD~2,000	USD~2,900
CONVENIENCE SALES INCREASE	63%	92%	183%
FUEL VOLUME INCREASE	42%	40%	43%
INCREASE IN ACTIVE LOYALTY CUSTOMERS	50%	50%	100%

All % increase data are vs 2021A
Convenience sales category covers Gastro, Grocery and Forecourt non-fuel categories

ORGANIC CAPEX ALLOCATION 2025-2030

RETAIL

- Develop network further to keep and improve competitive position
- Integrate SeSs acquired in 2022-2023
- Continue rollout of Fresh Corner concept
- Further innovate with industry leading digital solutions
- Further standardize systems, operation processes



ALTERNATIVE FUEL & MOBILITY

- Expansion in EV-chargers, fleet and car-sharing services in line with market growth

CONTINUE PROFITABLE TRANSFORMATION TO BECOME A DIGITALLY DRIVEN CONSUMER RETAILER AND INTEGRATED MOBILITY PROVIDER

DIVERSIFICATION OF SALES CHANNELS

THROUGH DIGITAL TRANSFORMATION AND FRANCHISE OPERATION

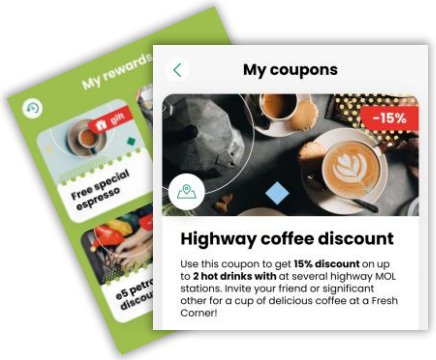
2016-2020

Digital and data-driven operation

- Supporting traditional loyalty programs with data analytics, improved campaign management and new digital channels (e.g. MOL Go app)
- Establishment of a new digital loyalty rewards program (already introduced in Croatia, Slovenia and Hungary)
- Strengthening digital execution with online, gamified learning and sales manager tool to boost sales

2021-2025

Synergies & platform building



- Start personalizing retail customers' journeys through the new Digital Loyalty program
- Focus on exploiting additional MOL Group synergies (e.g.: retail network and customers)
- New digital payment solutions to improve on-site customer experience

Beyond 2025

Step change

- Integrate retail and mobility to sell km instead of liters
- E-Commerce: new, convenient online sales channel & marketplace
- Roll-out of standalone Fresh Corner Café concept in a franchise model
- Become a multi-brand franchisor by entering different segments

SERVING THE EMERGING ALTERNATIVE FUEL NEED

TO COMPENSATE SHRINKING OPPORTUNITIES IN FOSSIL FUELS BEYOND 2030

2017-2024

Foundations in EV-charging

- Capability and knowledge building in the e-mobility sector
- Above 200 EV-chargers were installed in the region
- MOL Plugee brand and application were introduced for seamless customer experience

2025-2030

Tailored growth and service developments

- Improve services and business model, offer additional value-adding services
- Further grow customer base
- Reach new market and customer segments, test new concepts

Beyond 2030

Step change

- Significant investments in EV-chargers and connected services
- Pilot projects in advanced technologies (e.g: improved charger station layouts, hydrogen fuel-cell based transport)
- Expected uptake in hydrogen fuel-cell vehicles, mainly in public transport and long-haul freight

MOBILITY SERVICES TO GROW FURTHER

AND EXPLOIT SYNERGIES THROUGH DIGITAL PLATFORMS

2017-2022

Start and capability building

- Capabilities built in B2C and B2B customer brands
- Focus on increasing synergies among mobility businesses:

600 mn+ already sold kilometers

~6.000 fleet cars

~100.000 car sharing users

~2500+ shared bikes

2023-2025

Synergies & platform building

- Building synergies between existing mobility capabilities and introducing new services
- Lay the foundation of a digital ecosystem in which MOL Group's mobility services and additional solutions are interconnected

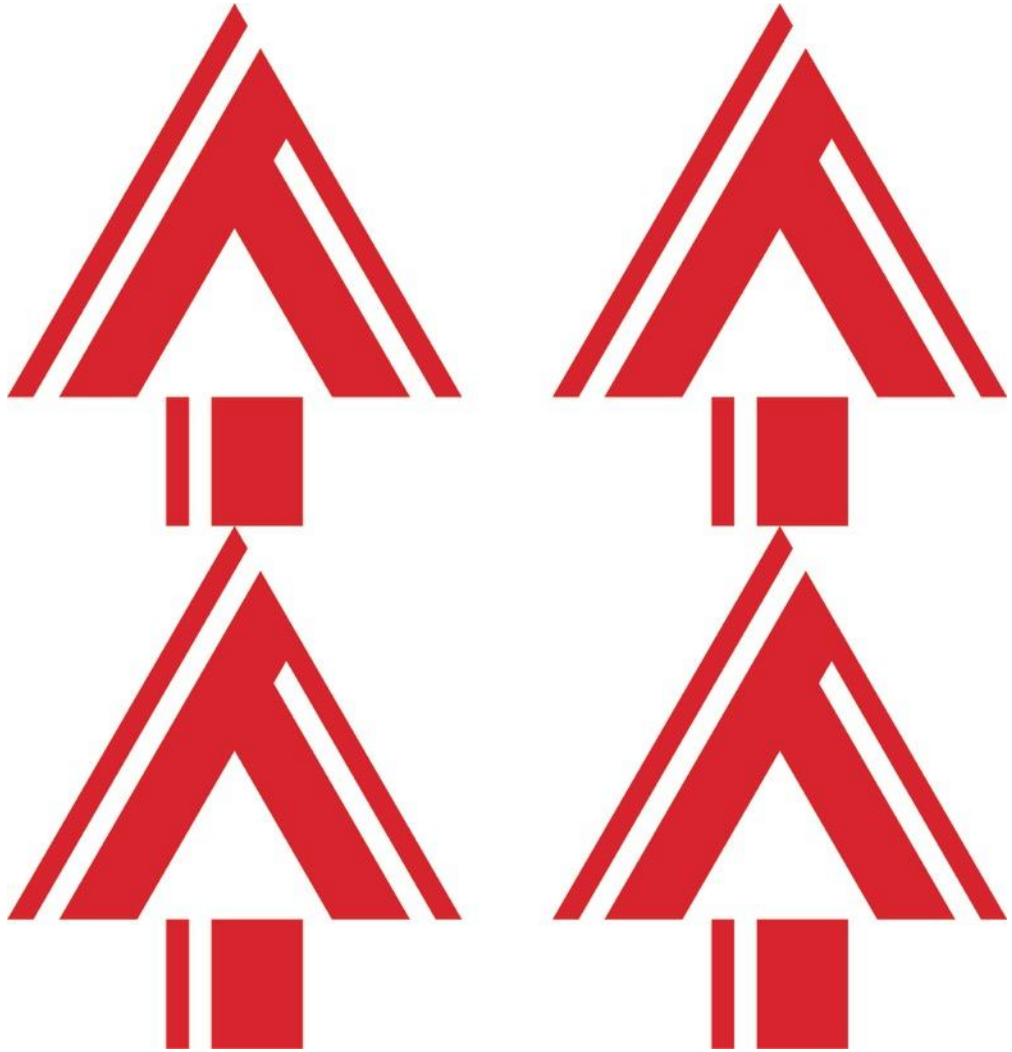
Beyond 2025

Step change

- Offering seamless, digitally integrated platform-based solutions for multimodal transportation
- Active tracking of potential businesses related to autonomous vehicles and transportation methods

THE MOL GROUP EQUITY STORY

EXPLORATION AND PRODUCTION



SHAPE TOMORROW

MOLGROUP

2P RESERVES AT 316 MMBOE WITH ~93 MBOEPD PRODUCTION

CEE

Reserves: 123.7 MMboe
Production: 57.0 mboepd

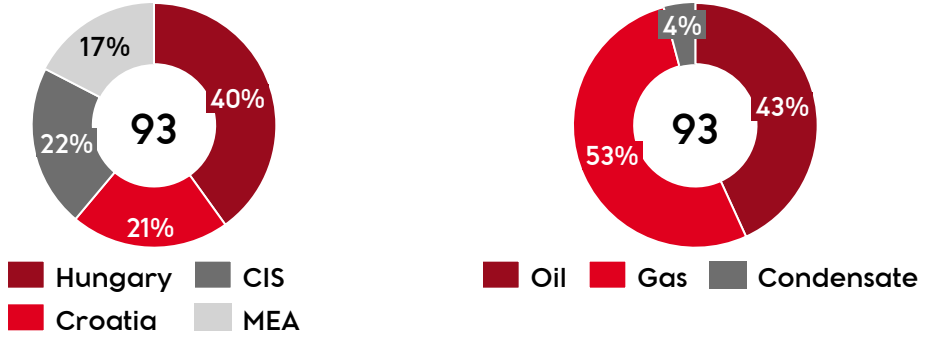
- **HUNGARY**
  Reserves: 60.9 MMboe
  Production: 37.4 mboepd
- **CROATIA**
  Reserves: 62.8 MMboe
  Production: 19.6 mboepd
  - o/w offshore
    Reserves: 6.7 MMboe
    Production: 2.3 mboepd

INTERNATIONAL

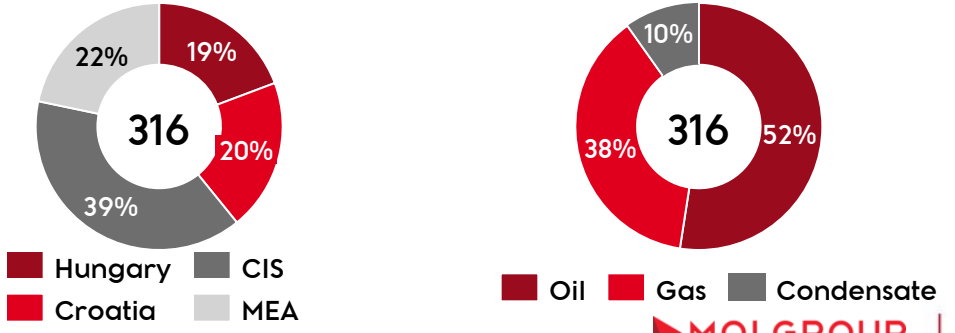
Reserves: 192.2 MMboe
Production: 36.3 mboepd

- **CIS**
  Reserves: 123.6 MMboe
  Production: 20.1 mboepd
- **MEA**
  Reserves: 68.6 MMboe
  Production: 16.2 mboepd

PRODUCTION BY COUNTRIES AND PRODUCTS (MBOEPD; Q1-Q3 2025)



RESERVES BREAKDOWN BY COUNTRIES AND PRODUCTS (MMBOE; YE 2024)



Notes: Group production figures include consolidated assets, JVs and associates and are of the latest quarter. Reserves data as of 31 December 2024.

THREE KEY PILLARS OF REVISED 2030 STRATEGY

1 CEE OPTIMIZATION & SYNERGIES

- **E&P to support energy supply security in the CEE region by optimization and smartly using synergies:**
  - Enhance the **cross-border cooperation** between MOL and INA
  - Optimizing **Infrastructure**
  - **Energy efficiency** improvement
  - **Wells and operation** cost optimization

2 INTERNATIONAL

- **E&P to strengthen its international portfolio:**
  - **Sustain & develop** our international portfolio
  - Establish **strategic partnerships**
  - Provide the **optimal resource and production level** & offset production decline
  - Utilize specific internal capabilities (mature field management, production optimization, cost efficient onshore drilling)

3 LOW CARBON

- E&P to **contribute** to MOL Group **decarbonization strategy:**
  - **Geothermal**: utilizing E&P competence
  - **Lithium**: launched pilot project in Hungary, looking for further targets
  - Complying with **methane** EU regulation and **Carbon Capture and Storage (CCS)**

COMPETITIVE OPERATION, DIVERSE PORTFOLIO & LAUNCHING OF LOW CARBON

GUIDANCE FOR 2025-2030

≥ 90 MBOEPD

Production guidance

USD~6-8/BOE

Unit direct production cost

USD 2bn

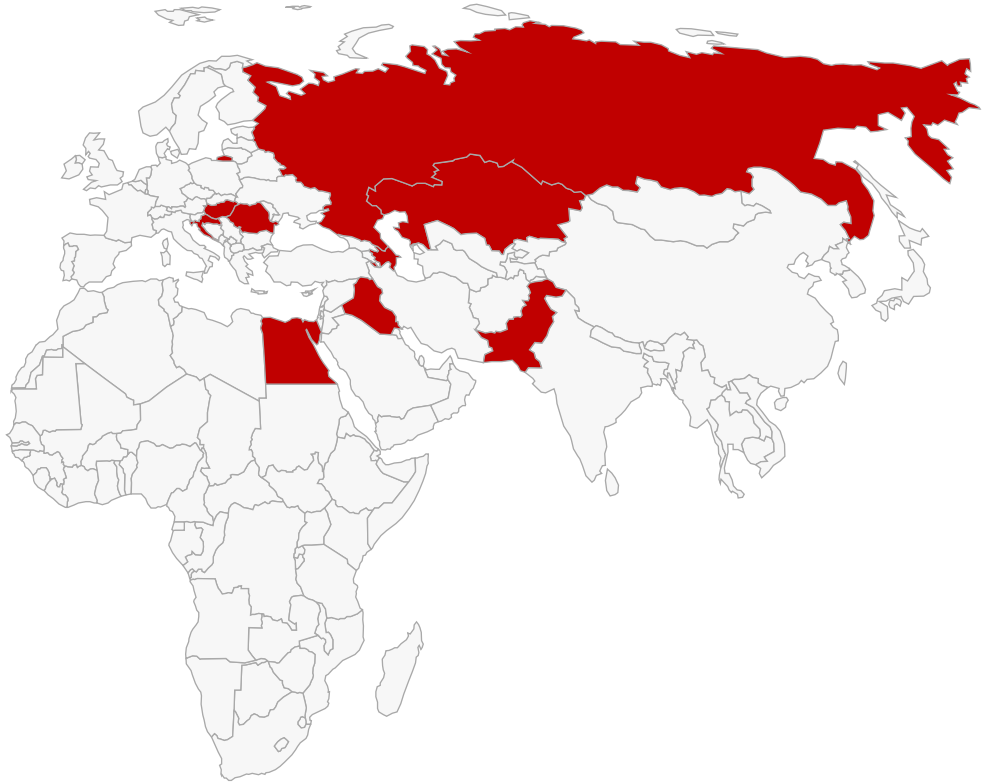
Organic CAPEX[1,2]

≥ 20 USD/BOE

Unit Simplified Free Cash Flow[1,2]

Low Carbon

Launching new projects



E&P 2030 PILLARS

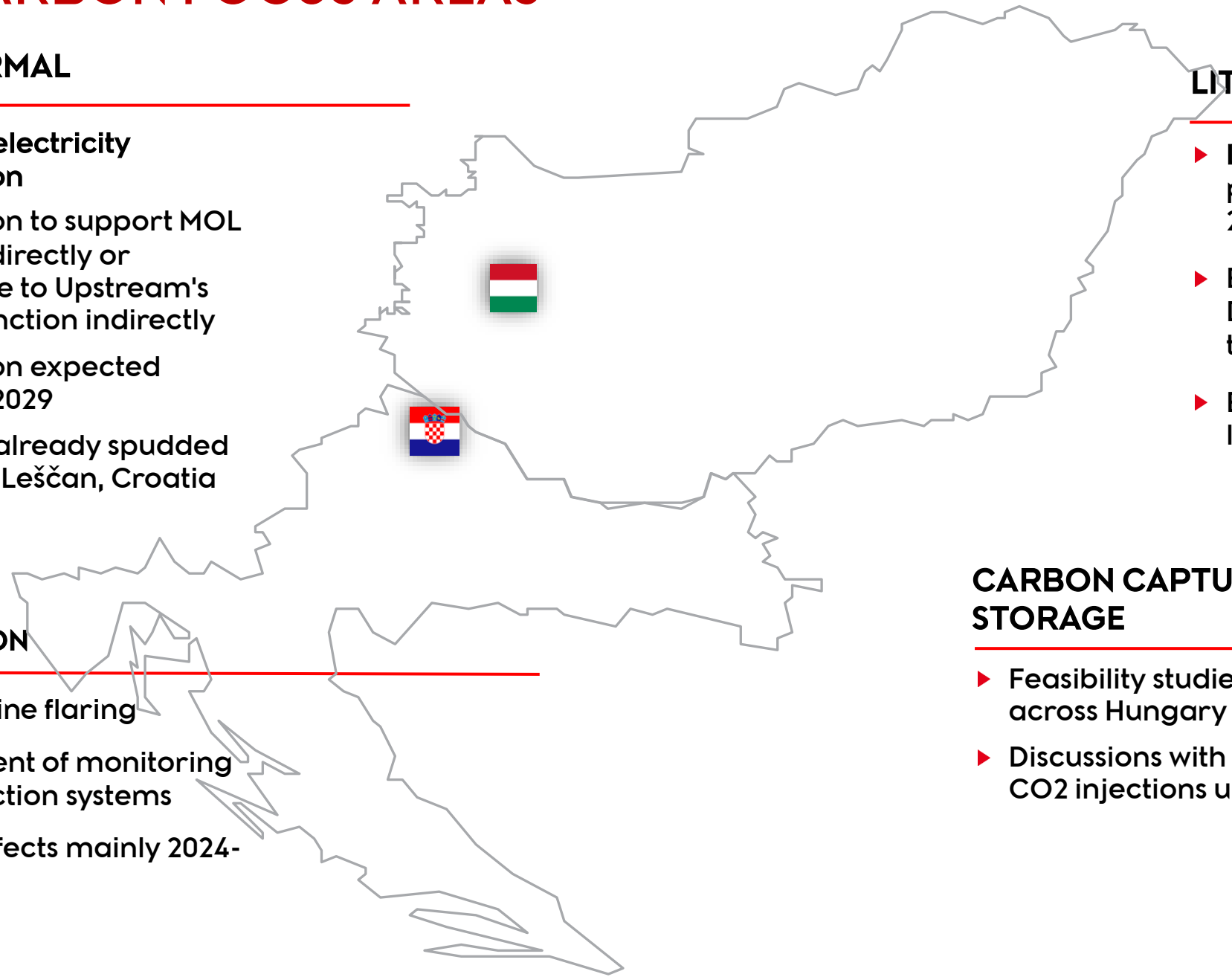
- **CEE Optimization & Synergies**
- **International**
- **Low Carbon**

(1) Excluding equity consolidated assets
(2) Excluding inorganic investments necessary for maintaining 90 MBOEPD production level

LOW CARBON FOCUS AREAS

GEOTHERMAL

- Material **electricity generation**
- Production to support MOL facilities directly or contribute to Upstream's hedge function indirectly
- Production expected to start ~2029
- First well already spudded in 2025 in Leščan, Croatia



LITHIUM

- **Lithium extraction** pilot project to be launched in 2024 in Pusztaföldvár
- Examination of novel Direct Lithium Extraction technologies
- Expected production launch date 2028

METHANE REGULATION

- Zero routine flaring
- Deployment of monitoring and detection systems
- CAPEX effects mainly 2024-2025

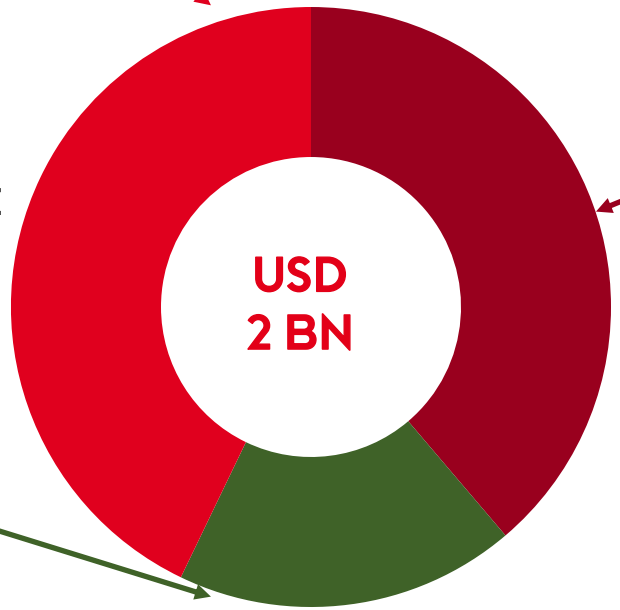
CARBON CAPTURE & STORAGE

- Feasibility studies for several locations across Hungary and Croatia ongoing
- Discussions with potential partners in CO2 injections underway

E&P CAPEX[(1)] ALLOCATION FOR 2025-2030

CEE OPTIMIZATION & SYNERGIES

- **Maximize the value** in operating mature fields
- Focus on **Production Optimization and Enhanced Oil/Gas Recovery** programs
- **Cost efficiency** and realize synergies in CEE



INTERNATIONAL

- **Maximize the value** of existing fields with stable profitability and production **as long as economically rationale**

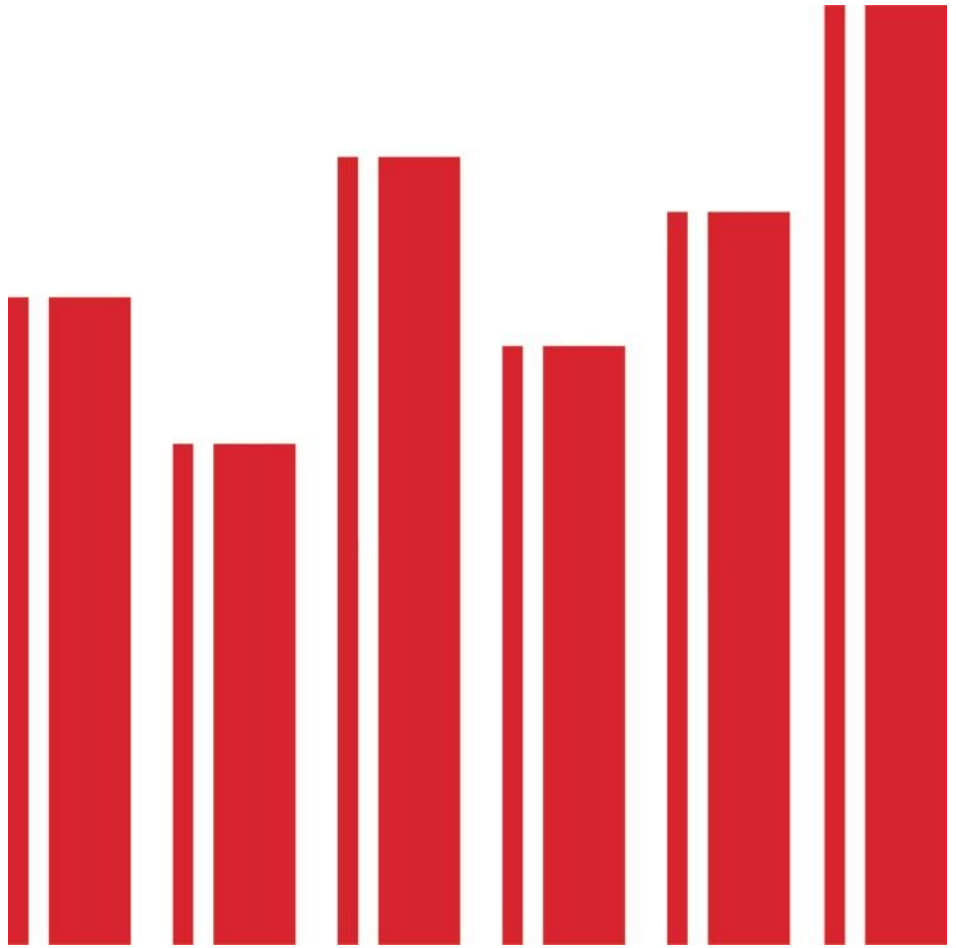
LOW CARBON

- **Contribute** to MOL Group **decarbonization strategy**
- **Create partnerships/JVs** to de-risk execution

PORTFOLIO DIVERSIFICATION AND HIGHGRADING

(1) Excluding equity consolidated assets

FINANCIALS



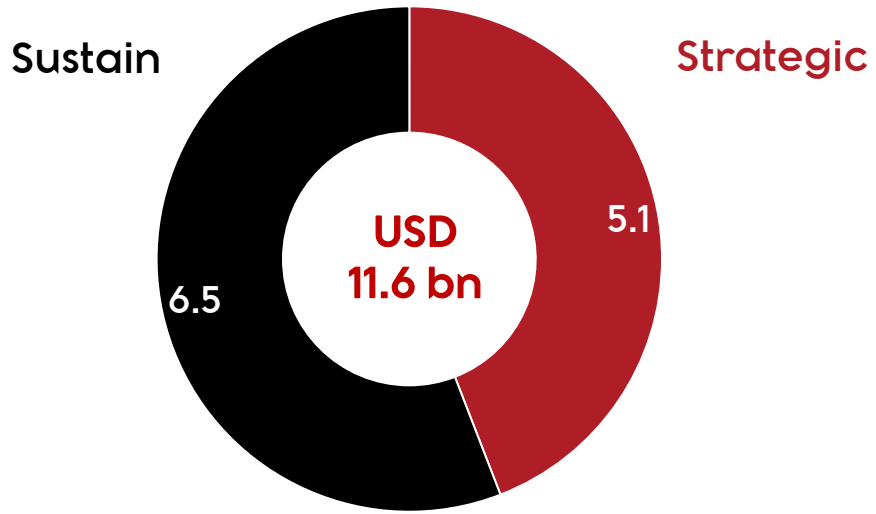
SHAPE TOMORROW

MOLGROUP

TOTAL ORGANIC CAPEX TO RISE TO USD ~12 BN IN 2025-2030

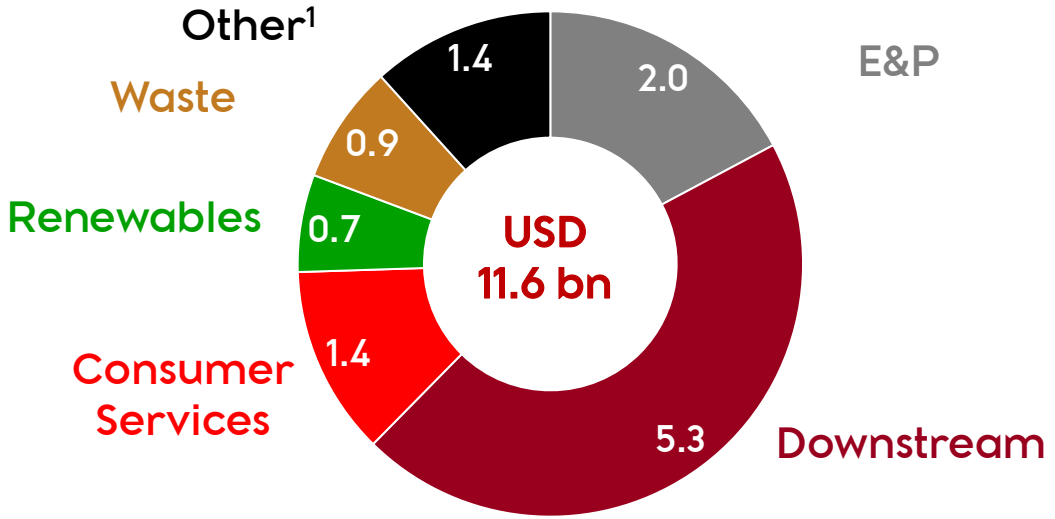
HIGH SHARE OF STRATEGIC INVESTMENTS WITHIN THE TOTAL BUDGET

ORGANIC CAPEX (2025-30)



- Sustain CAPEX roughly in line with 2018-2023 period as the effect of a growing asset base is offset by better sustain efficiency
- Strategic investments include supply security, petchemisation and low carbon initiatives facilitating MOL's green transition

ORGANIC CAPEX DISTRIBUTION (2025-30)



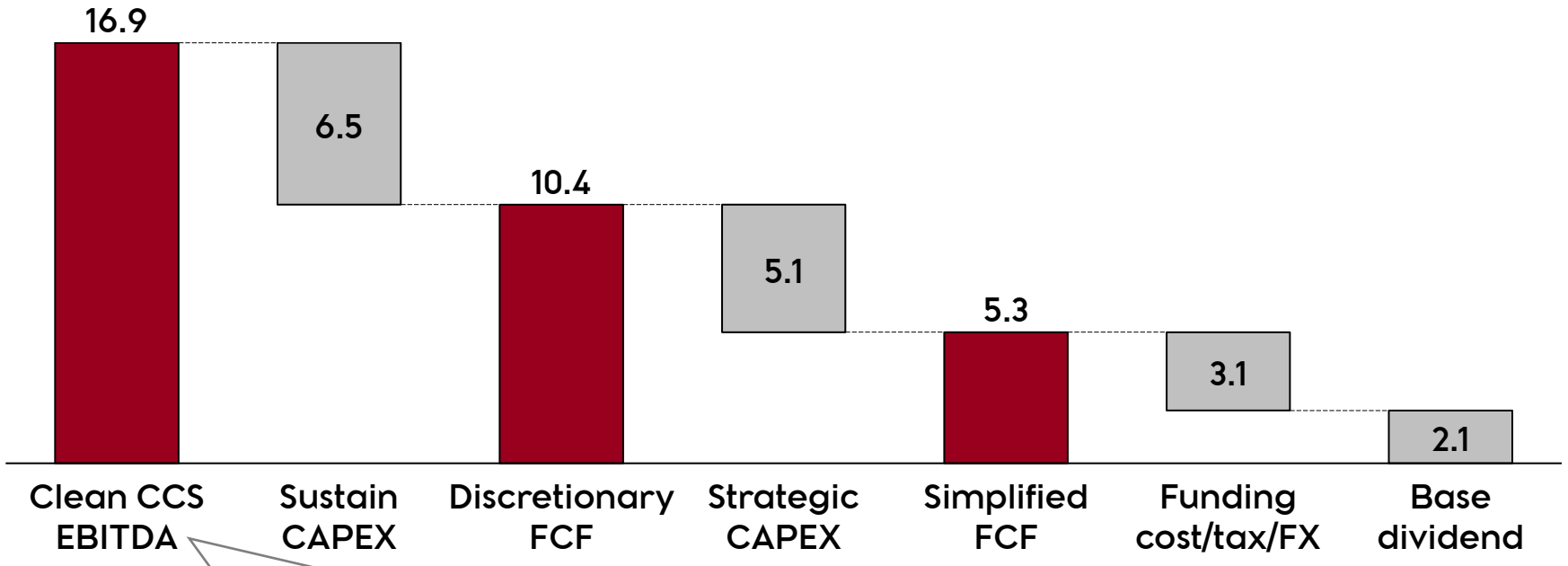
- Annual distribution of this CAPEX pool may fluctuate along with project timelines, approvals
- Additional CAPEX pool may be available to fund the low-carbon transition and/or M&A if 1) excess cash is generated due to a stronger-than-assumed macro environment and 2) financially attractive projects reach FID phase

(1) Other includes Midstream, Oil Field Services and Management & Services

FULLY FUNDED TRANSFORMATION AND BASE DIVIDENDS IN 2025-30

EVEN AT CONSERVATIVE MACRO ASSUMPTIONS

FINANCIAL FRAMEWORK ASSUMING CASH FLOW BREAKEVEN (2025-30, USD BN)[1,2]



Assumptions for breakeven:
40 USD/bbl Brent
15 EUR/MWh TTF
3 USD/bbl refinery margin
300 EUR/t integrated petchem margin

COMMENTS

Viable path towards full execution of organic investment plan on strategic horizon

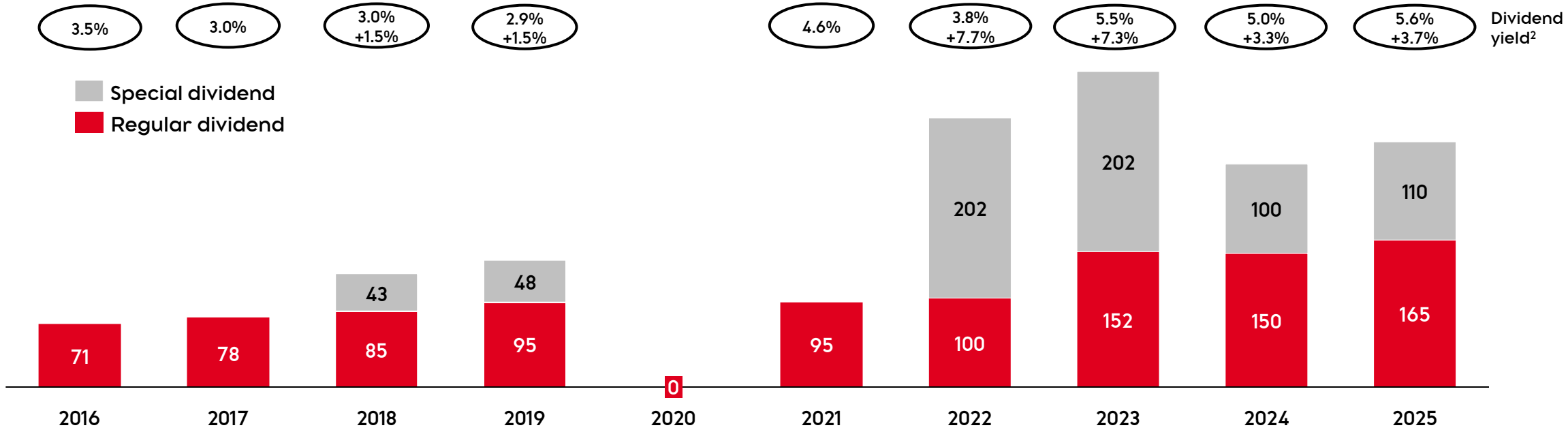
- EBITDA to cover must-pay capex, tax, and interest
- Full strategic CAPEX to be met from discretionary FCF without an increase in leverage
- 2023 Base DPS of HUF 152 comfortably met until 2030
- More favourable macro conditions would leave financial headroom for special dividends and acquisitions

(1) Excluding M&A, changes in working capital
(2) Excluding the impact of price caps and changes in the windfall taxation and regulatory environment

DIVIDEND REFLECTING OPERATIONAL PERFORMANCE

2025: BASE DIVIDEND AND EXTRA DIVIDEND RAISED BY 10% TO HUF 275 IN TOTAL

DIVIDEND PER SHARE (1) (HUF)



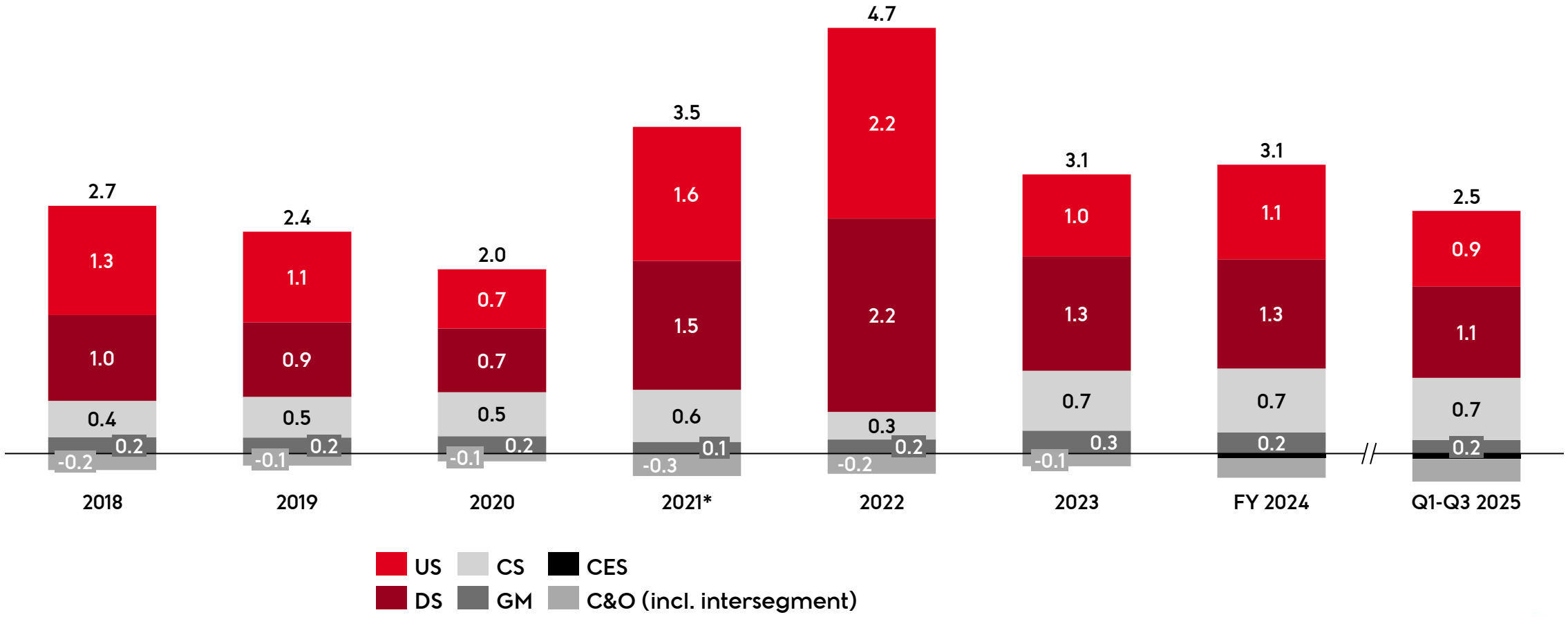
- Cash dividend remains the primary distribution channel
- Base dividend is expected to grow gradually
- Special dividend payments may continue if excess cash is generated, and transition-related capex need is covered
- Dividend proposal continues to be determined at the discretion of the Board

(1) Restated to reflect post share split values
(2) Calculated with publication date share prices

STRONG PERFORMANCE DESPITE MACRO HEADWINDS

UPSTREAM, DOWNSTREAM, AND CONSUMER SERVICES ALL CONTRIBUTE SIGNIFICANTLY

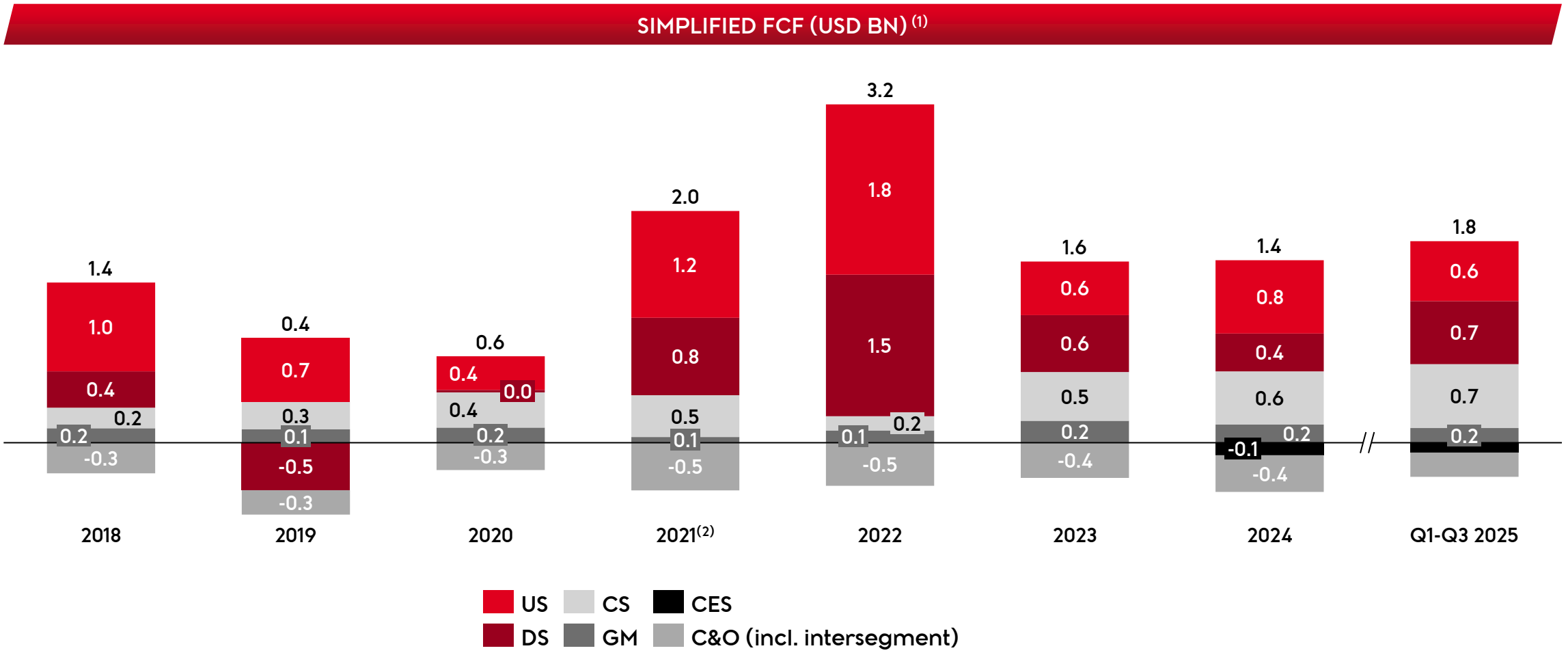
CLEAN CCS EBITDA (USD BN)



*2021 results include discontinued operation

CONSISTENT SIMPLIFIED FCF GENERATION

FUNDING SUSTAIN AND TRANSFORMATIONAL PROJECTS



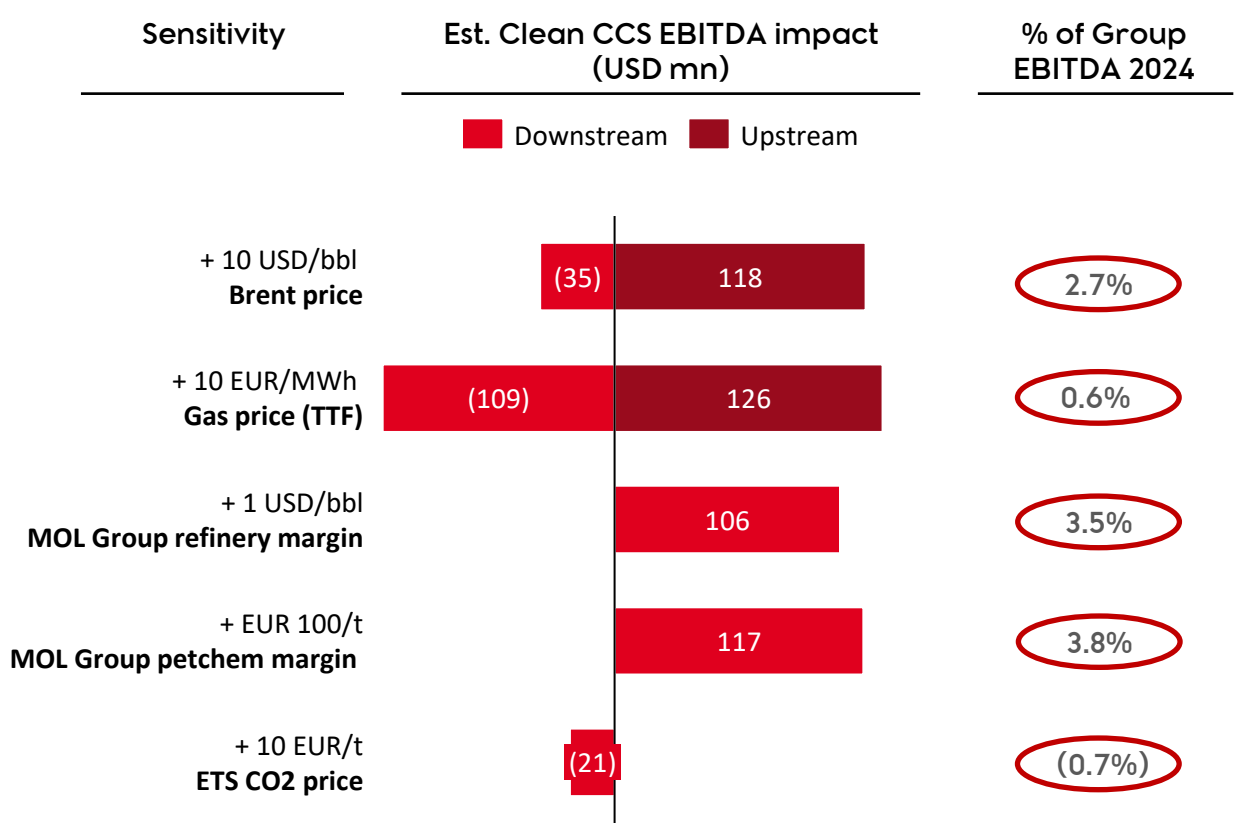
(1) Simplified Free Cash Flow = Clean CCS EBITDA – Organic CAPEX
(2) 2021 results include discontinued operation

EBITDA SENSITIVITIES VS 10 YEAR MACRO HISTORY

MACRO CONDITIONS

	2021	2022	2023	2024	10Y AVG
Brent crude (USD/bbl)	71	101	83	81	68
Natgas price (TTF 1M, EUR/MWh)	46	131	41	35	34
MOL Group refinery margin (Brent based, USD/bbl)	4.1	8.4	9.0	6.1	5.6
MOL Group petchem margin (EUR/t)	720	481	144	206	475
ETS carbon price (EUR/t)	53	81	90	65	31

CCS EBITDA SENSITIVITY TO KEY EXTERNAL DRIVERS

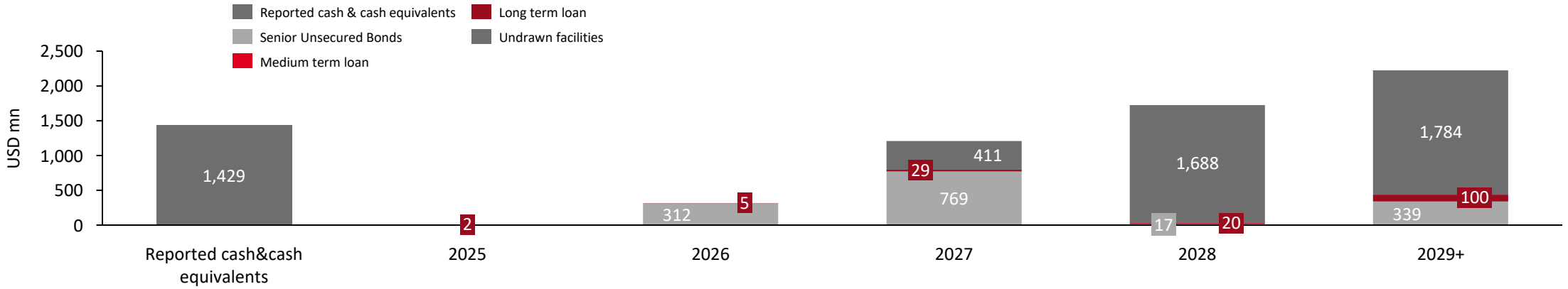


Notes:
- Sensitivity calculation; ceteris paribus for current assets assuming full re-pricing of the portfolio; all other premises and volumes remain unchanged
- Based on 2024 data and asset base
- E&P: gas price sensitivity refers to directly spot gas linked portfolio
- DS : Refinery margin refers to original methodology, CO2 sensitivity assumes unchanged ETS quota allocation

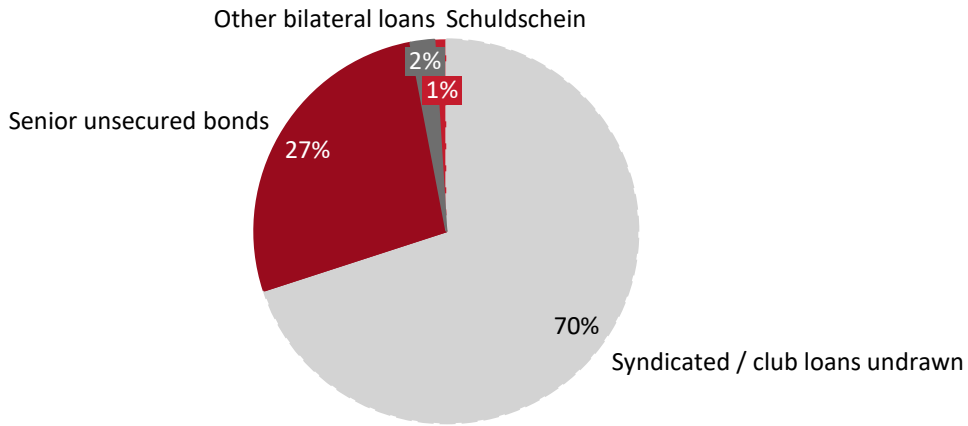
AMPLE FINANCIAL HEADROOM

FROM DIVERSIFIED FUNDING SOURCES

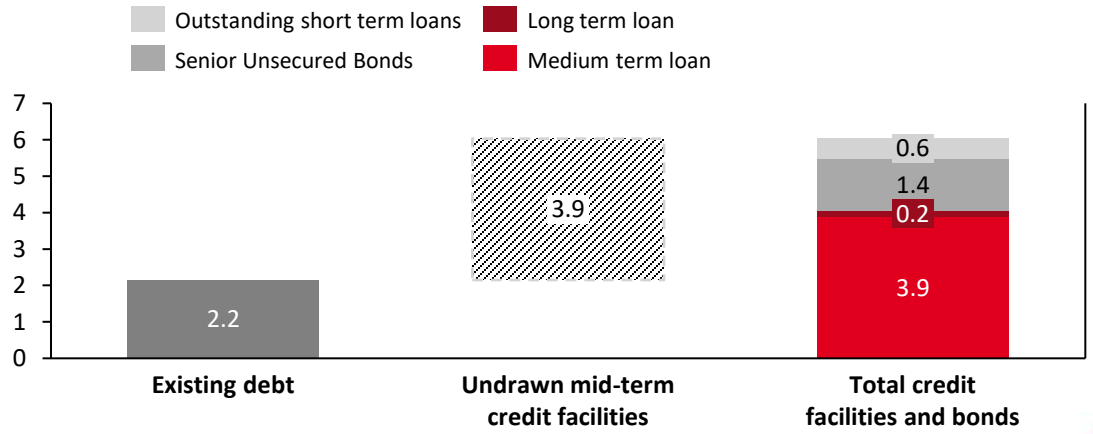
AVERAGE MATURITY OF 3.4 YEARS



MID- AND LONG-TERM COMMITTED FUNDING PORTFOLIO



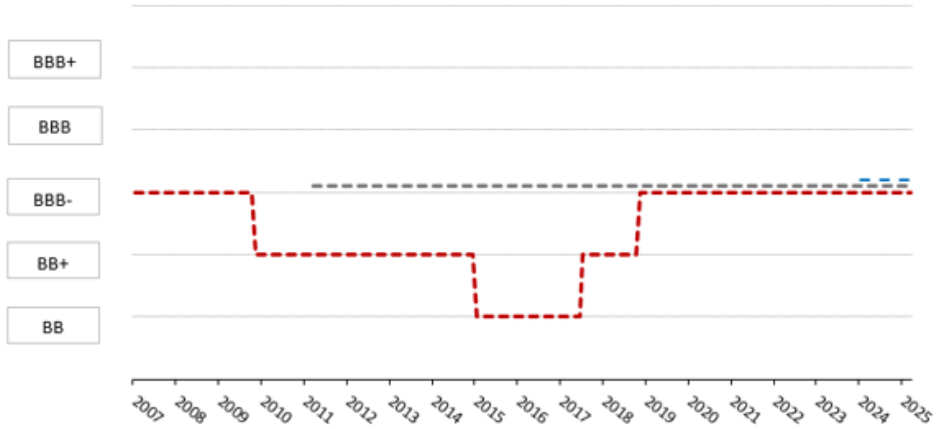
DRAWN VERSUS UNDRAWN FACILITIES (30 SEPTEMBER 2025)



FULL INVESTMENT GRADE RATING MAINTAINED

ROBUST BALANCE SHEET WITH AMPLE FINANCIAL HEADROOM

HISTORICAL FOREIGN LONG TERM RATINGS

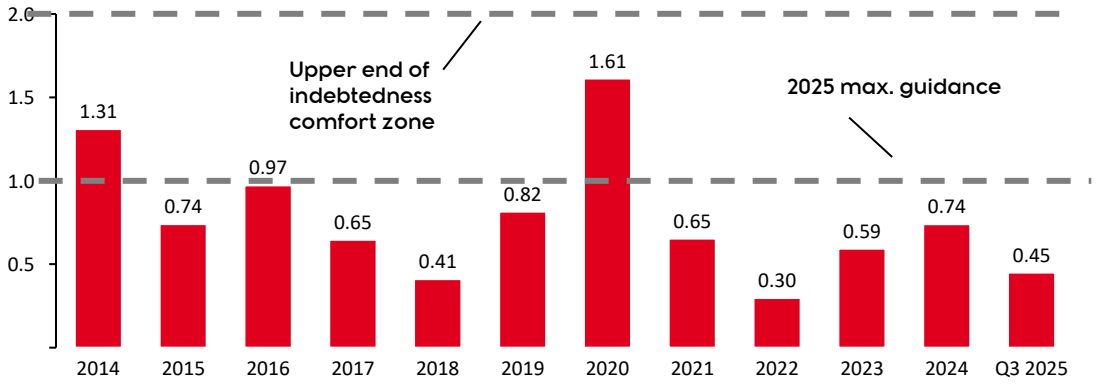


Note: S&P has been rating MOL since 2005, Fitch since 2010

COMMENTS

- In March 2025 Fitch reviewed MOL's 'BBB-' long-term investment grade credit rating and took no action, keeping the 'stable' outlook unchanged
- In November 2024, Standard & Poor performed annual review and made no changes to MOL's investment grade rating of BBB- with stable outlook
- In February 2025, Scope Ratings reviewed MOL's BBB- investment grade credit rating and took no action, maintaining the positive outlook

NET DEBT TO EBITDA (X)

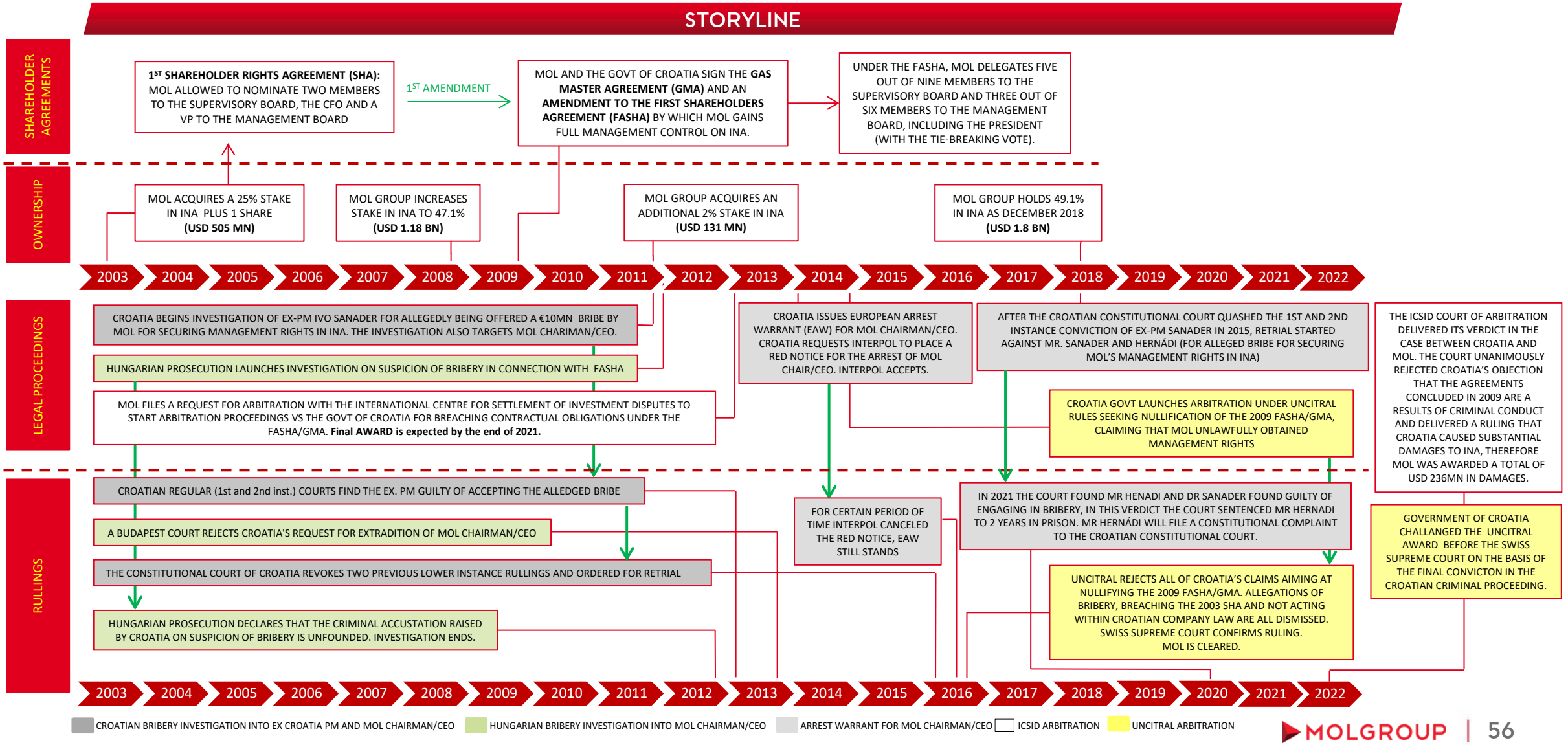


COMMENTS

- Credit metrics shall remain commensurate with investment grade credit rating
- Following a temporary jump in 2020 leverage fell below pre-ACG acquisition levels on the back of strong CF generation
- Balance sheet flexibility may in the future again be used to grab new business opportunities (including funding M&A in all businesses)

SUPPORTING SLIDES

THE HISTORY OF INA & MOL, 2003-



MOL-CROATIA ARBITRATIONS

	UNCITRAL ARBITRATION (CROATIA VS. MOL)	ICSID ARBITRATION (MOL VS. CROATIA)
INITIATED BY	GOVERNMENT OF CROATIA	MOL
WHEN	17 JANUARY 2014	26 NOVEMBER 2013
FORUM	PCA (PERMANENT COURT OF ARBITRATION), GENEVA UNDER UNCITRAL (UNITED NATIONS COMMISSION ON INTERNATIONAL TRADE LAW) RULES	ICSID (INTERNATIONAL SETTLEMENT OF INVESTMENT DISPUTES), WASHINGTON
THE CLAIM	THE MAIN ALLEGATION OF THE GoC[2] WAS THAT CHAIRMAN OF MOL HAD BRIBED CRO'S FORMER PM DR. IVO SANADER TO GAIN MANAGEMENT CONTROL OVER INA THROUGH AMENDING THE 2003 SHAREHOLDERS AGREEMENT AND SIGNING AN OTHER AGREEMENT RELATING TO INA'S GAS BUSINESS IN 2009. THEREFORE IT REQUESTED NULIFICATION OF THESE AGREEMENTS ON VARIOUS BASIS.	REMEDY FOR SUBSTIANTIAL LOSSES INA SUFFERED IN THE GAS BUSINESS AS A CONSEQUENCE OF THE BREACH OF THE 2009 AGREEMENTS[1] BY THE GoC[2]. THE PROCEEDING IS ALSO ABOUT ABUSE OF REGULATORY POWER AT THE EXPENSE OF A SINGLE ACTOR, INA, AND INDIRECTLY, MOL.
VERDICT	FINAL AWARD (IN MOL'S FAVOUR) ON 23 DECEMBER 2016, THE UNCITRAL TRIBUNAL REJECTED ALL OF CROATIA'S CLAIMS BASED ON BRIBERY, CORPORATE GOVERNANCE AND MOL'S ALLEGED BREACHES OF THE 2003 SHAREHOLDERS AGREEMENT.	THE ICSID COURT OF ARBITRATION DELIVERED ITS VERDICT IN THE CASE BETWEEN CROATIA AND MOL. THE COURT UNANIMOUSLY REJECTED CROATIA'S OBJECTION THAT THE AGREEMENTS CONCLUDED IN 2009 ARE A RESULTS OF CRIMINAL CONDUCT AND DELIVERED A RULING THAT CROATIA CAUSED SUBSTANTIAL DAMAGES TO INA, THEREFORE MOL WAS AWARDED A TOTAL OF USD 236MN IN DAMAGES.

(1) 2009 Agreements refers to FASHA (First Amendment to the Shareholders Agreement), GMA (Gas Master Agreement) and FAGMA (First Amendment to the Gas Master Agreement)
(2) The Government of Croatia

TOP MANAGEMENT INCENTIVE SCHEMES

FOR EXECUTIVE MEMBERS, AROUND 2/3 OF TOTAL REMUNERATION IS VARIABLE AND PERFORMANCE DRIVEN, WITH NON-FINANCIAL KPIS INCLUDING GHG GOAL ALSO INCLUDED

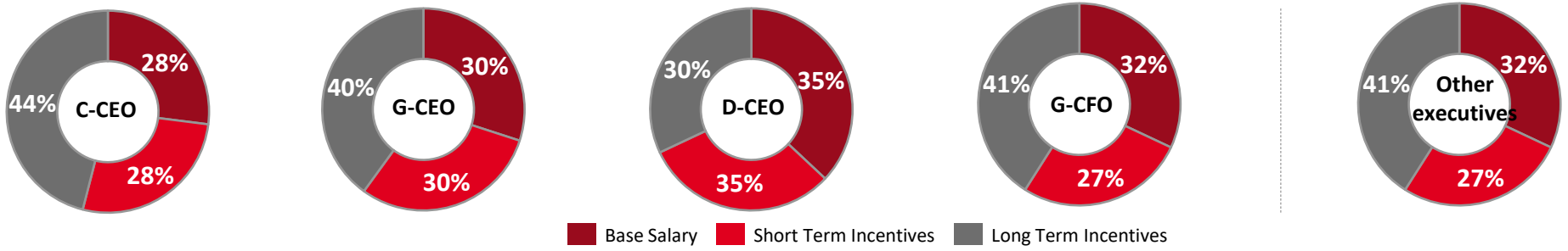
SHORT-TERM INCENTIVES

- Bonus opportunity between 0.70x and 1x of annual base salary, depending on the job level (Hay grades)
- Payout linked to yearly performance based on financial, operational and individual measures:
  - **Financial measures**: MOL Group level EBITDA and other relevant financial indicators such as efficiency, investment and cost-related indicators to achieve the 2030 strategic targets of MOL Group for Chief Executives' Committee members, on operative and financial measures reflecting annual priorities and the strategic direction of each business division within the framework of the Group's long-term strategy
  - **Non-financial measures**: Safety included as a number one Group priority (TRIR), GHG emission target is included as of 2024
- In MOL Hungary, managers can enter a voluntary short-term share ownership program instead of the regular performance management system (bonus scheme) to further strengthen the alignment between the interest of our shareholders

LONG-TERM INCENTIVE

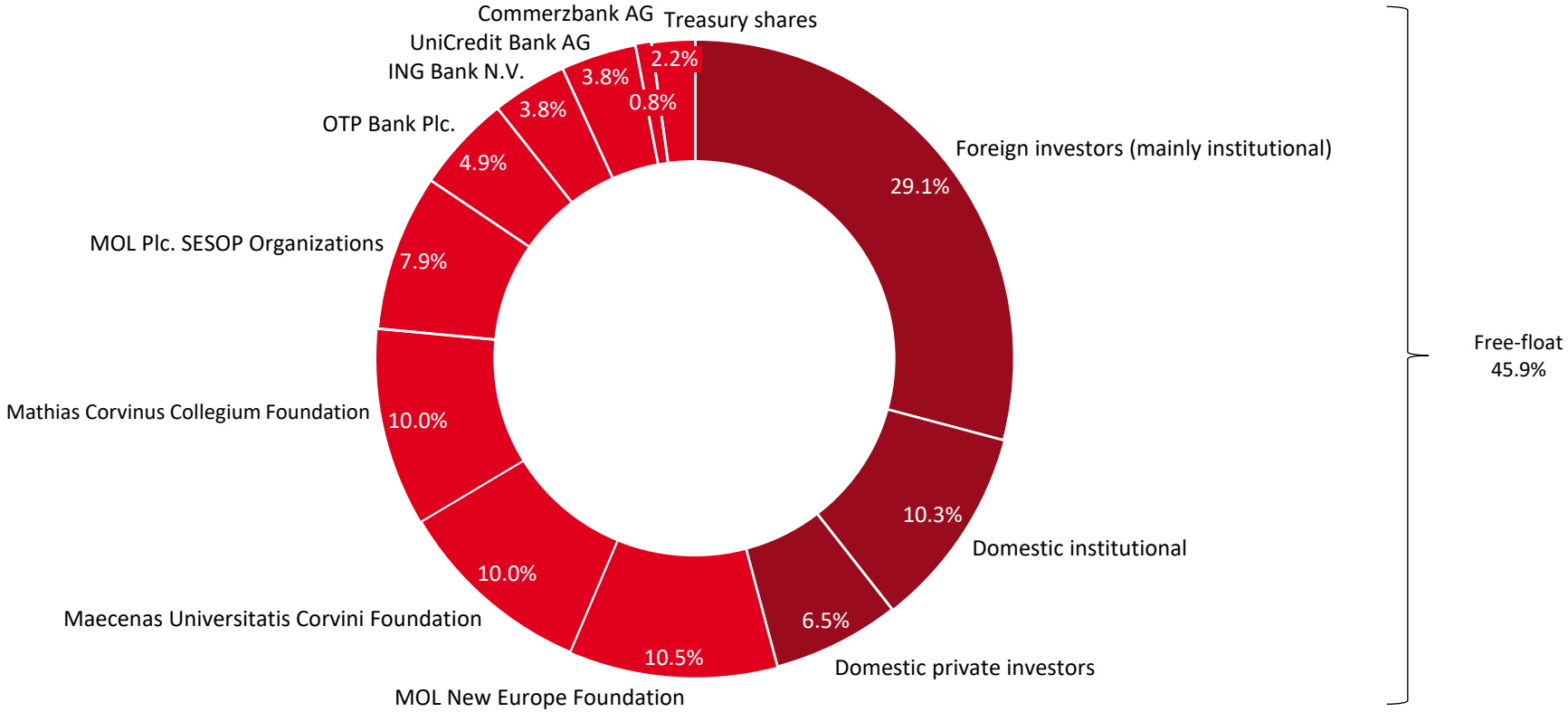
- As of 1 January, 2021 a new, simple long-term incentive program, the Restricted Share Plan was launched replacing the former Absolute Share Value Based and Relative Market Index Based Plans
- It's a 3-year long plan, payment is in the 4th year, starts each year
- Base entitlement is defined MOL shares in line with management level
- The program is performance driven: base entitlement is multiplied by company performance (MOL Clean CCS EBITDA without threshold) and individual performance up to 150%) of the 1st year of the program
- Dividend equivalent is also incorporated into the final remuneration taking closer the executives to the shareholders interests
- Generally, in MOL Hungary, payout of the incentive is due in MOL shares in order to further strengthen the alignment between the interest of our shareholders and MOL management.

REMUNERATION MIX



We refer to the members of the Chief Executives' Committee and Management Committee as Executive Members. In case of long-term incentive the ratio of this remuneration element is calculated with the average MOL share price of year 2024

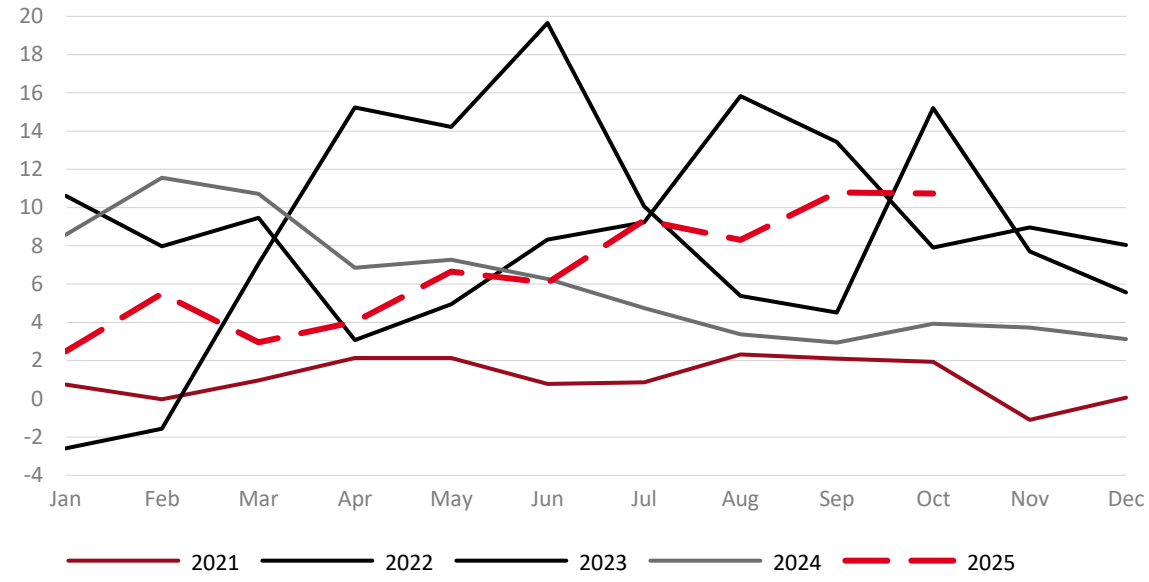
SHAREHOLDER STRUCTURE (1)



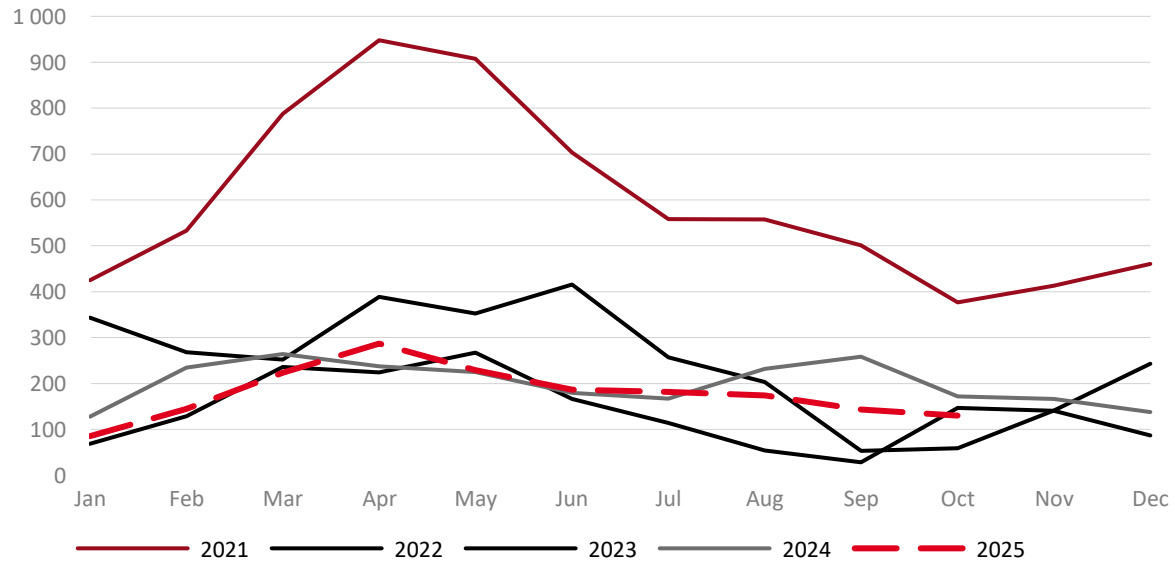
(1) Shareholder structure based on the share register as of 30 September 2025, and the shareholders notifications about changes in voting rights

MOL GROUP REFINERY AND PETCHEM MARGINS

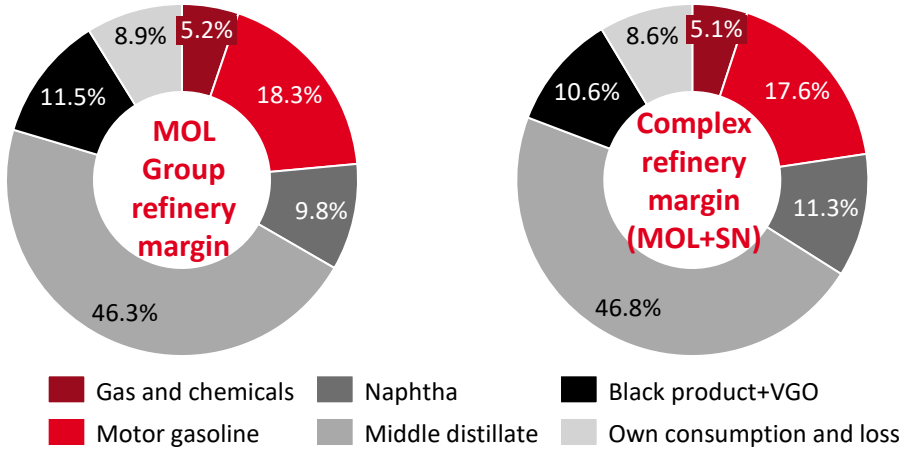
BRENT-BASED MOL GROUP REFINERY MARGIN[1] (USD/bbl)



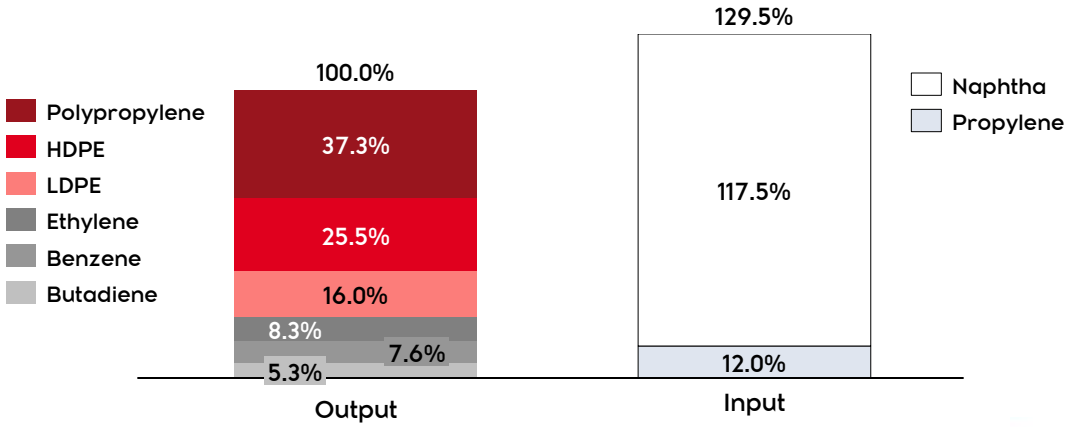
PETROCHEMICALS MARGIN (EUR/t)[2]



IMPLIED YIELDS



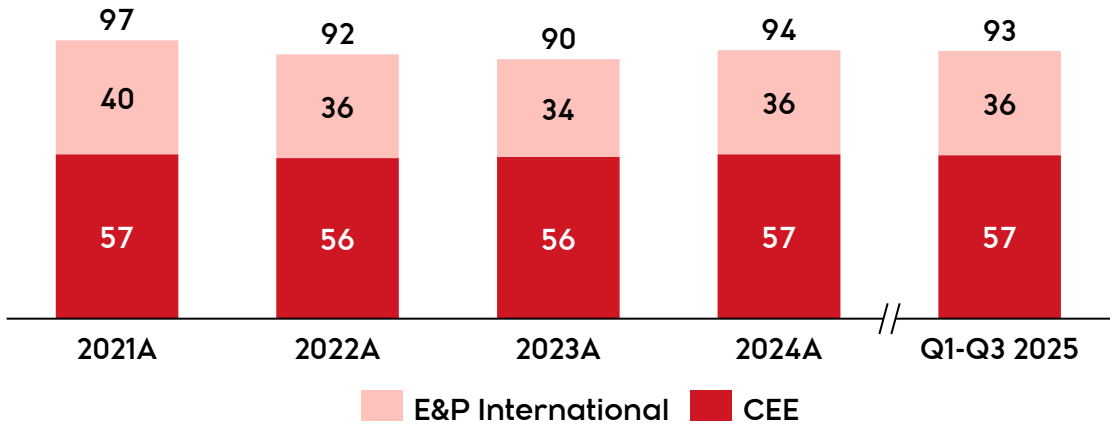
IMPLIED YIELDS AND FEEDSTOCK



(1) Based on weighted Solomon refinery yields, contains cost of purchased energy
(2) Variable MOL Group Petrochemical Margin which incorporates energy costs and CO2 quotas

ON TRACK TO DELIVER 92-94 MBOEPD GUIDANCE IN 2025

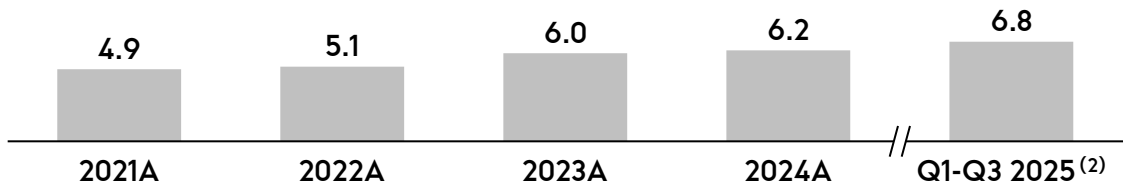
PRODUCTION[1] (MBOEPD)



COMMENT

- Q1-Q3 2025 production is ~93 mboepd, guidance 92-94 mboepd for FY 2025
- CEE Production decreased by -1.4 mboepd QoQ, due to temporary outages in HU
- Contribution from International assets improved, driven by higher entitlement share in ACG, eased curtailment in Pakistan and improving Kurdish production

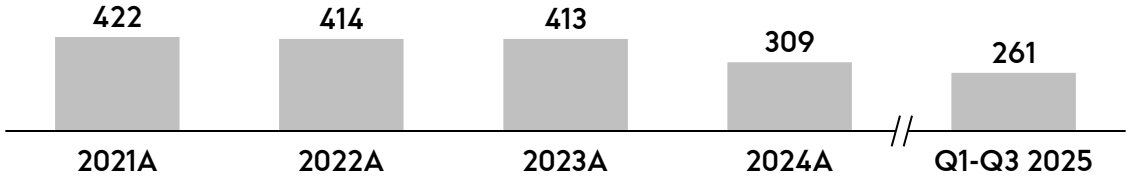
UNIT DIRECT PRODUCTION COST (1) (USD/BOE)



COMMENT

- Q1-Q3 2025 group unit OPEX showed a small increase mainly due to HUF strengthening and more scheduled maintenance works in Q3
- Costs on an underlying level remains under control thanks to strict cost control from management

CAPEX (1) (USD MN)

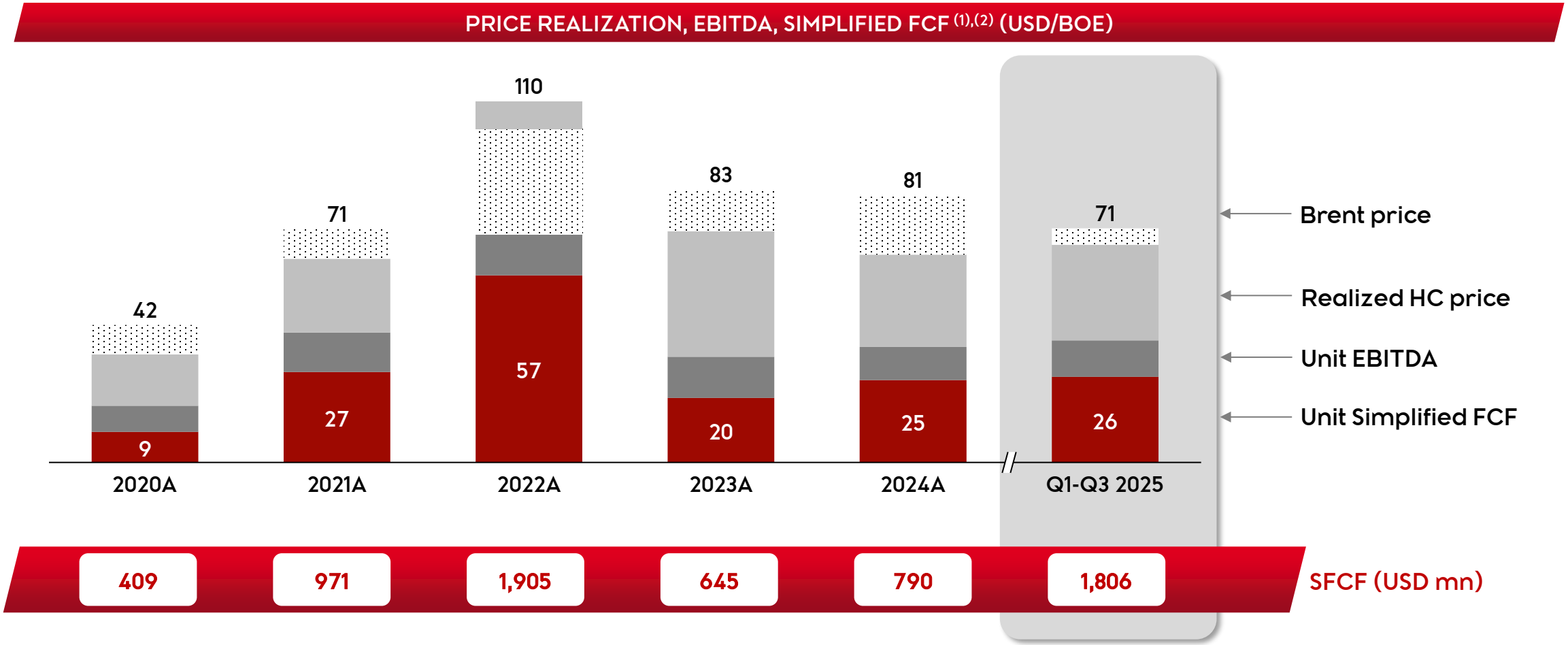


COMMENT

- Organic CAPEX flat and in line with work program plans at USD ~261MM, showing disciplined organic capex spending

(1) Figures include consolidated assets, JVs and associates (Baitex, Pearl, BTC, UOG, OGD)
(2) Pro forma figures adjusting for CAPEX-OPEX reclassification

UNIT FREE CASH FLOW AT 26 USD/BBL IN Q1-Q3 2025



(1) Simplified free cash flow = EBITDA less Organic CAPEX; Norway tax refund effect excluded; Entitlement production basis; figures include equity assets and ACG/BTC contribution from 16th April 2020
(2) Breakdown of price realization and SFCF figures exclude results of discontinued operations, as of 01.01.2021.

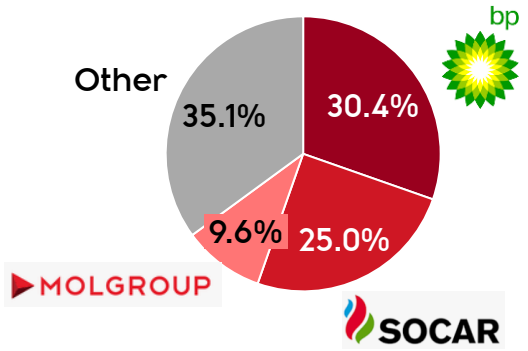
ACG: STRONG CONTRIBUTION CONTINUES IN 2024

PERFORMANCE AND ASSET SUMMARY

367 mboepd (gross) (3)

- Very strong cash generation on the back of high oil prices
- ACE project (7th production platform) achieved First Oil in April 2024 and started production
- Non-associated gas agreement signed in Sept 2024 to access ~4,000 bcf gas resource

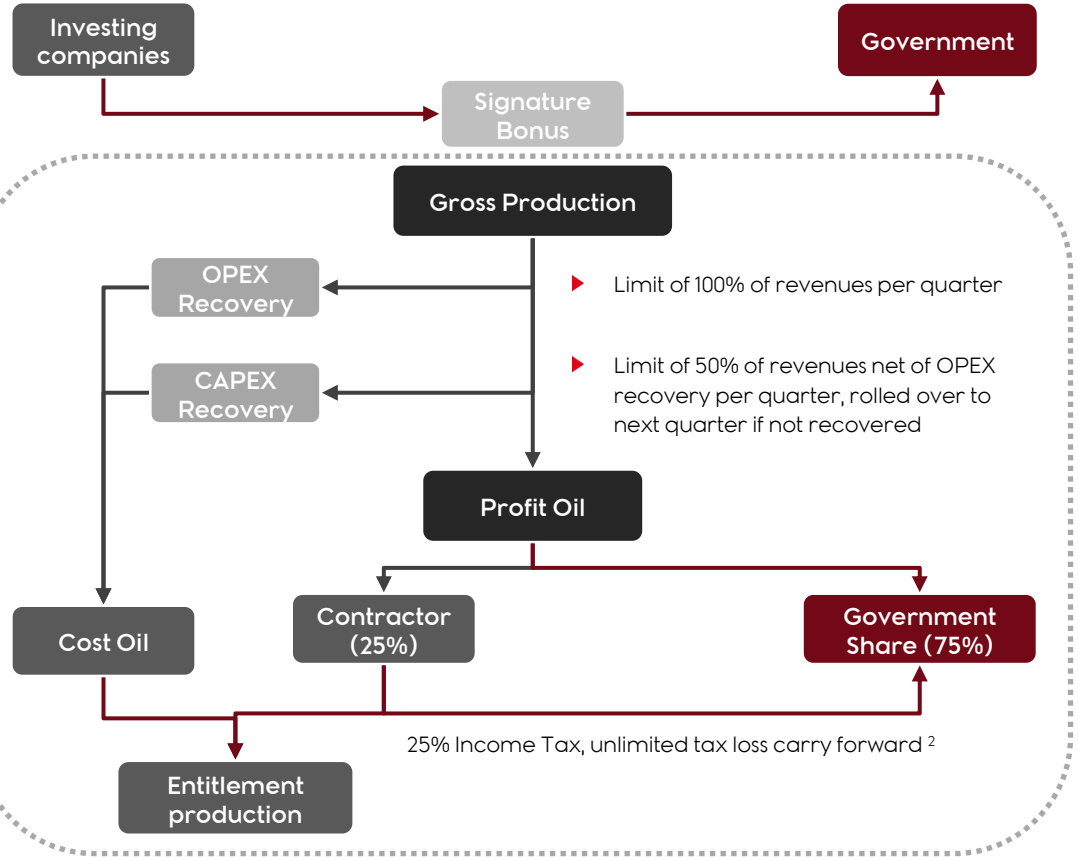
Ownership structure



- MOL net ent. production: ~12-15 mboepd (2023-2027)

ACG continues to deliver, and is a world class asset with high margin and low cost

OVERVIEW OF PSA REGIME[1]

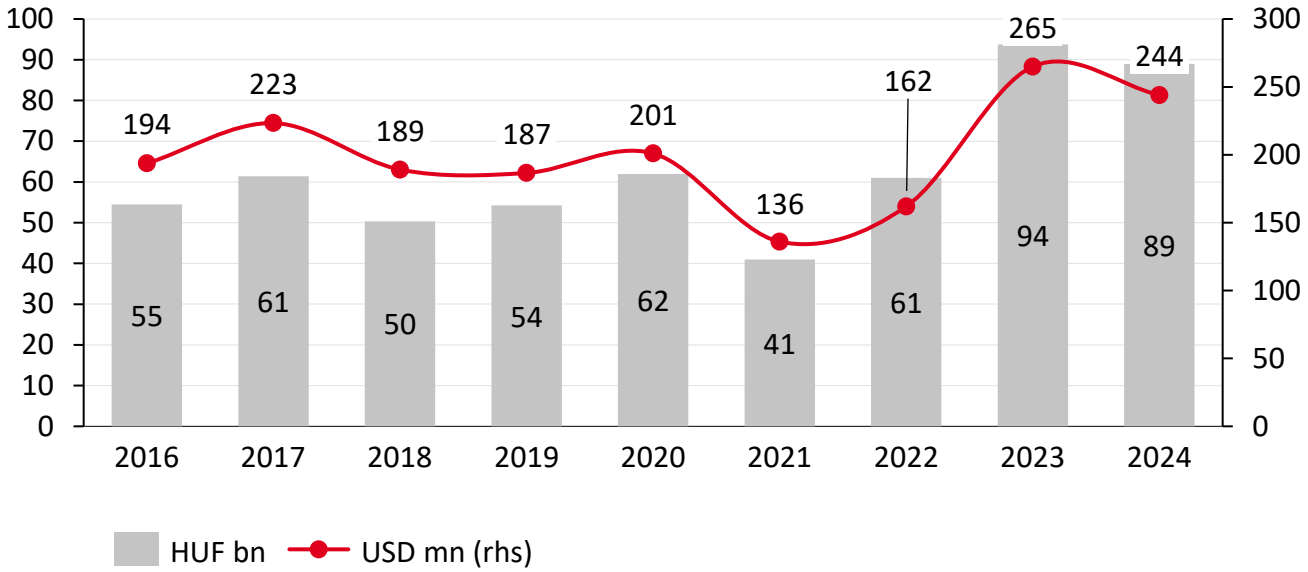


- PSA contract expiry: 2049

(1) Based on public sources (website of the project operator)
(2) Income tax is charged on cash- and PSA-based pre-tax profit
(3) 2023 data

GAS MIDSTREAM: STABLE CASH FLOW

GAS MIDSTREAM EBITDA (HUF BN, USD MN)



FACTS & FIGURES

- Domestic natural gas transmission system operator in Hungary
- Regulated business (asset base and return) with continuous regulatory scrutiny
- Nearly 6,000km pipeline system
- Interconnectors to Croatia, Romania, Slovakia, Ukraine, Serbia and Austria

Q3 2025 RECAP

SHAPE TOMORROW

MOLGROUP

2025 EBITDA SEEN AROUND USD 3BN

FIRE INCIDENT IN DANUBE REFINERY EXPECTED TO RESULT IN 500 KT LOWER CRUDE PROCESSING IN 2025; MORE CAUTION WITH CAPEX

	Q1-Q3 2024 RESULTS	Q1-Q3 2025 RESULTS	2025 GUIDANCE
GROUP PROFIT BEFORE TAX [1]	USD 1,419 MN	USD 1,285 MN	~USD 1.6 BN
GROUP CLEAN CCS EBITDA	USD 2,391 MN	USD 2,491 MN	~USD 3.0 BN MODIFIED
OIL & GAS PRODUCTION[1]	93.5 MBOEPD	93.3 MBOEPD	~92-94 MBOEPD
CRUDE PROCESSING[2]	8.25 MT	8.98 MT	~11.5 MT MODIFIED
GROUP CAPEX (ORGANIC)	USD 1,086 MN	USD 840 MN	~1.5 BN MODIFIED
NET DEBT/EBITDA	0.65X	0.45X	<1.0X
HSE – TRIR[3]	1.25	1.44	~1.3

(1) Continuing operations. i.e. excluding UK
(2) MOL Danube Refinery + Slovnaft refinery
(3) Total Recordable Injury Rate

CLEAN CCS EBITDA RISES IN Q3 ON THE BACK OF REFINING MARGINS

CONSUMER SERVICES REMAINS ON HIGH-GROWTH PATH, UPSTREAM DELIVERS STABLE RESULTS

FINANCIALS

- Profit before tax in the third quarter of 2025 reached USD 503 mn, flat year-on-year
- Third quarter Clean CCS EBITDA rose by 15% YoY to USD 974 mn; first nine months' operating cash flow before working capital above USD 1.8 bn
- Upstream EBITDA delivered stable results with 3% QoQ growth amidst a relatively stable external environment
- Downstream Clean CCS EBITDA marked a 51% increase YoY and reached USD 452 mn in the third quarter, mainly due to refining margins widening by close to 6 dollars
- Third quarter YoY EBITDA growth in Consumer Services amounted to 28% reaching USD 317 mn, supported by a strong driving season with better pricing environment in Romania and Croatia
- Seasonal factors weighed on Circular Economy Services EBITDA, amounting to USD -64 mn in the third quarter

OPERATIONAL AND OTHER DEVELOPMENTS

- Favorable developments in Kurdistan interests: (i) export line to Turkey reopened; (ii) KM250 facility completed on the Khor Mor gas field
- The Group's legal structure is to change to a holding structure, extraordinary general meeting is scheduled for 27 November 2025
- Incident in Danube Refinery in October
  - Damage assessment is ongoing after fire incident on 20 October
  - One of the three atmospheric vacuum distillation units of the Danube Refinery, AV3, was severely damaged in the fire, with other parts of the refinery unaffected
  - As units not affected in the fire have been successfully restarted, the Danube refinery is expected to run at ca. 50-55% capacity until the AV3 unit is repaired, equivalent to ca. 250-300 thousand tons of lost processing capacity per month

DISCLAIMER

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MORE INFO AT www.molgroup.info
CONTACT:
Phone: +36 1 464 1395
E-mail: investorrelations@mol.hu