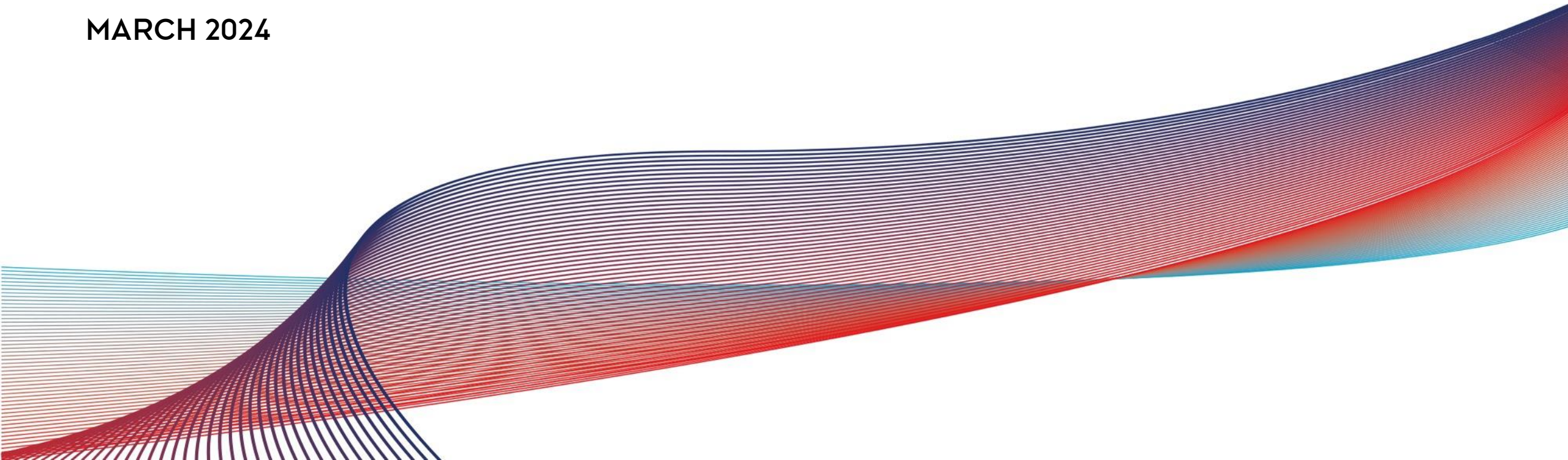


MOL GROUP

INVESTOR PRESENTATION

MARCH 2024



MOL GROUP IN BRIEF

INTEGRATED CENTRAL EUROPEAN MID-CAP OIL & GAS COMPANY

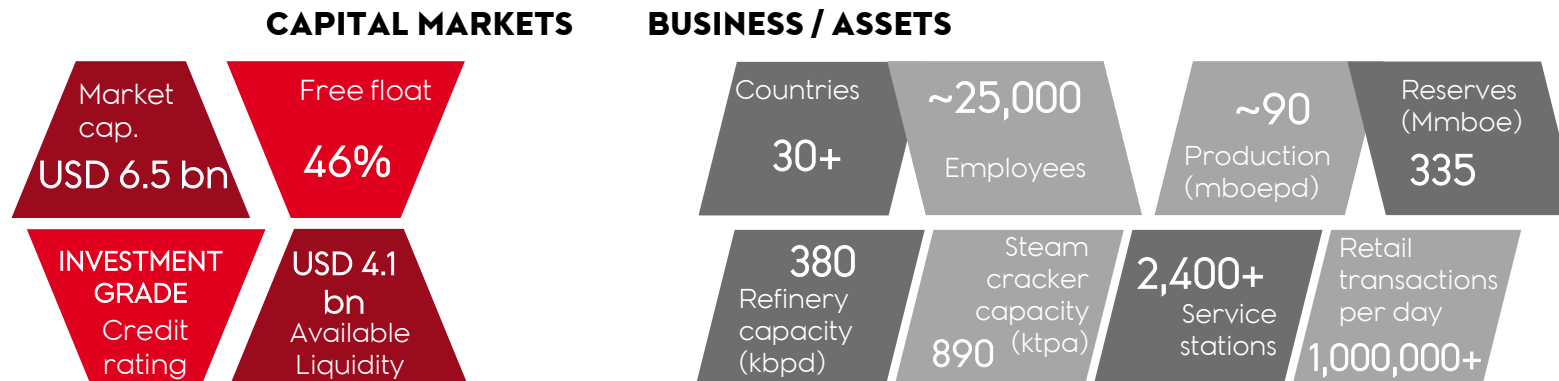
CORE ACTIVITIES



CLEAN CCS EBITDA BY SEGMENTS IN 2023 (USD MN)¹

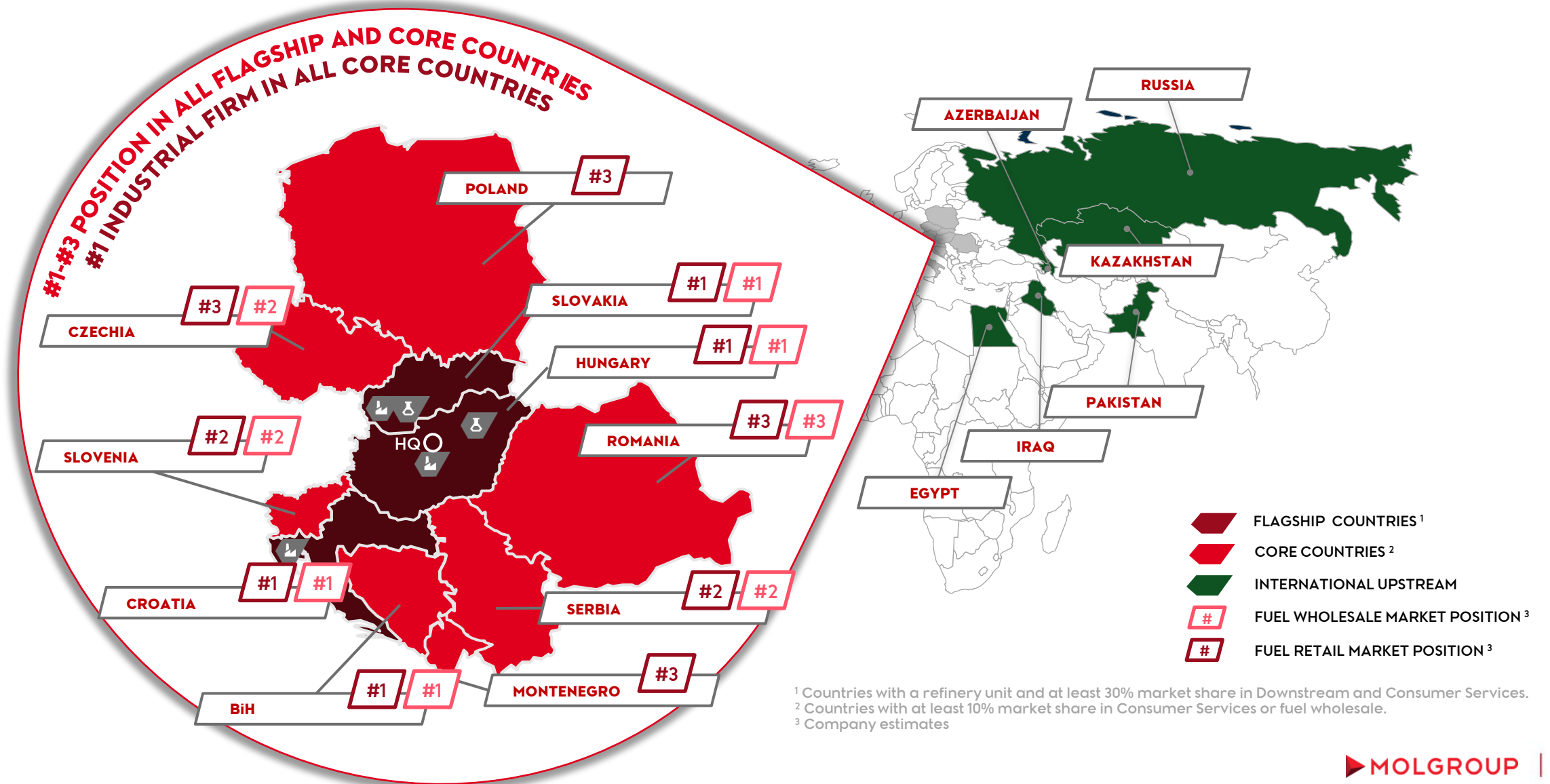


KEY FIGURES



(1) "Corporate and other" segment and intersegment eliminations omitted.

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



AGENDA

| THE MOL GROUP EQUITY STORY | | |
|-----------------------------------|---|----|
| GROUP STRATEGY AND SUSTAINABILITY | | 6 |
| DOWNSTREAM | | 12 |
| WASTE MANAGEMENT | | 20 |
| CONSUMER SERVICES | | 26 |
| EXPLORATION AND PRODUCTION | | 35 |
| FINANCIALS | | 42 |
| SUPPORTING SLIDES | | 50 |
| Q4 2023 RECAP | (LINK TO Q4 2023 RESULTS) | 59 |

THE MOL GROUP EQUITY STORY

GROUP STRATEGY AND SUSTAINABILITY



NAVIGATING THE COMPLEXITIES OF THE ENERGY TRANSITION

CHALLENGES AND OPPORTUNITIES IN A SHIFTING LANDSCAPE



Supply security
Sustainability
Affordability

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

E&P 



UPSTREAM CEE

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

ESG 

E&P 

DS 



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

DS 



REFINING AND MARKETING

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

CS 



CONSUMER SERVICES

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

GM 



GAS MIDSTREAM

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



CS 

ESG 



DIGITISED RETAILER

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

DS 



PETROCHEMICALS

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

E&P 



INTERNATIONAL UPSTREAM

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

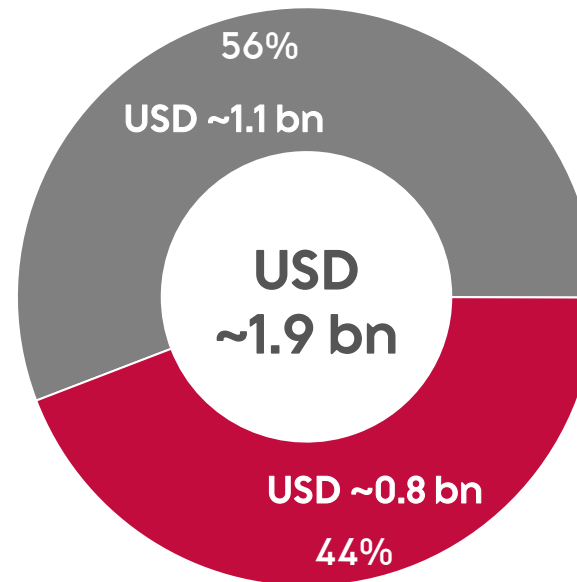
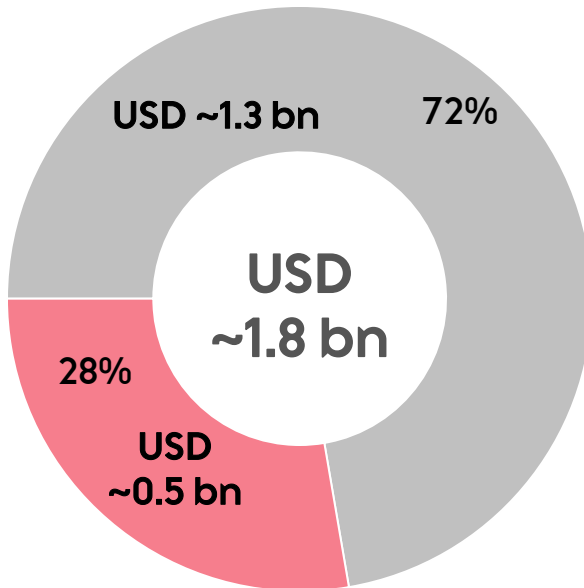
HIGHER INVESTMENT TO SHAPE A SUSTAINABLE TOMORROW

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)

Sustain
 Strategic



- ▶ 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%

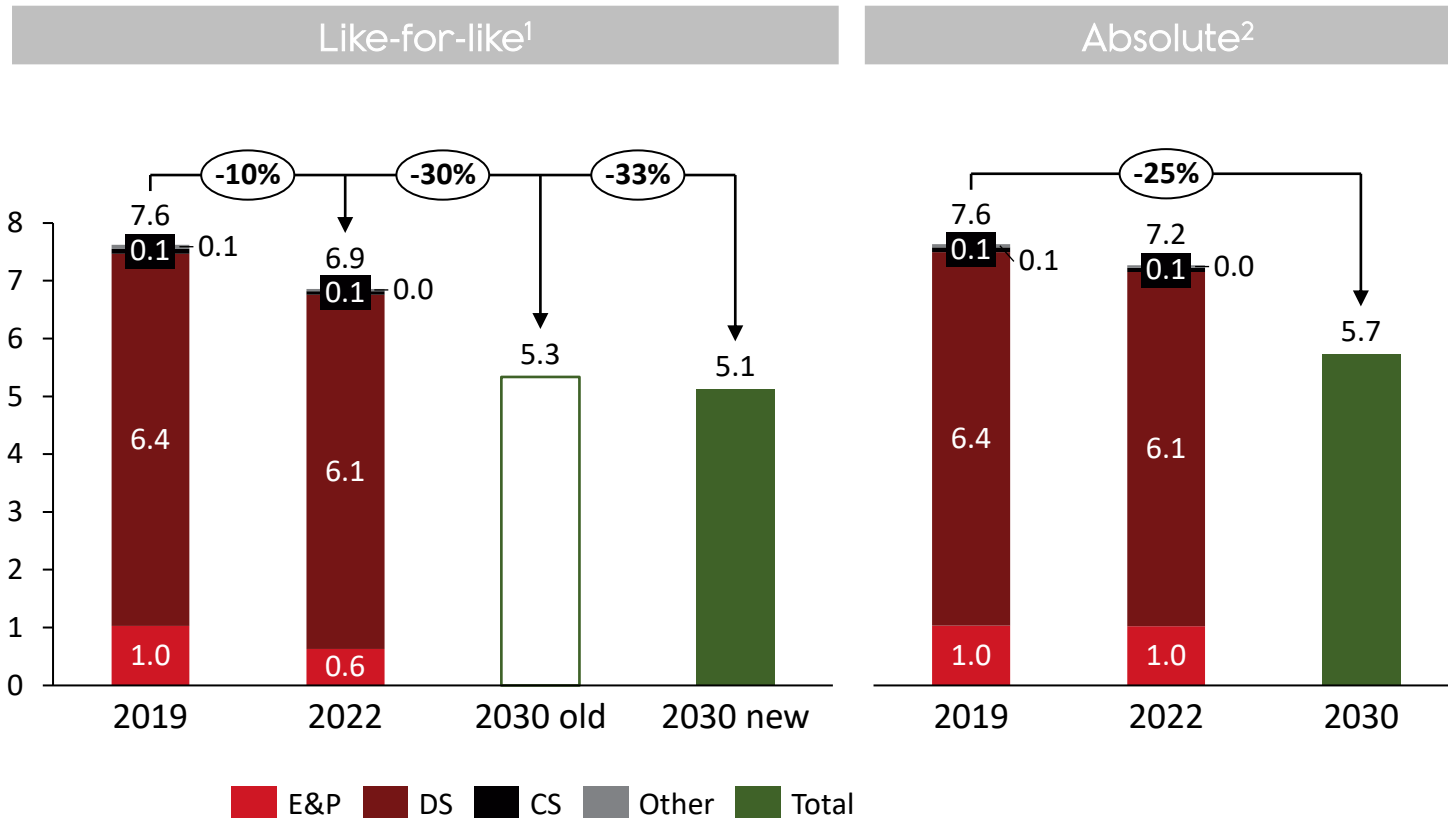
30-40%

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 reduction² target for 2030 set at ca. 25% compared to 2019, equalling 33% on like-for like¹ 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 expected to decrease by 5-10% 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 expected to decrease by 5-10% (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%

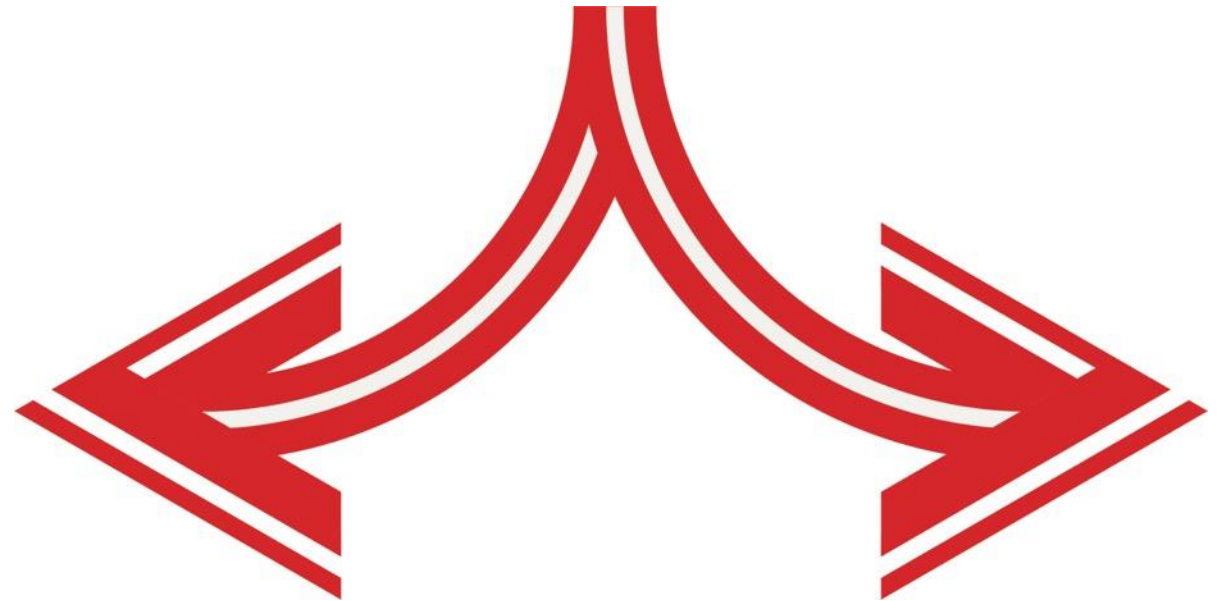
50% of social investment spent on local communities by 2030

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



2050 VISION: HIGHLY EFFICIENT, SUSTAINABLE, CHEMICAL-FOCUSED

KEY DIRECTIONS ARE STILL VALID

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



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

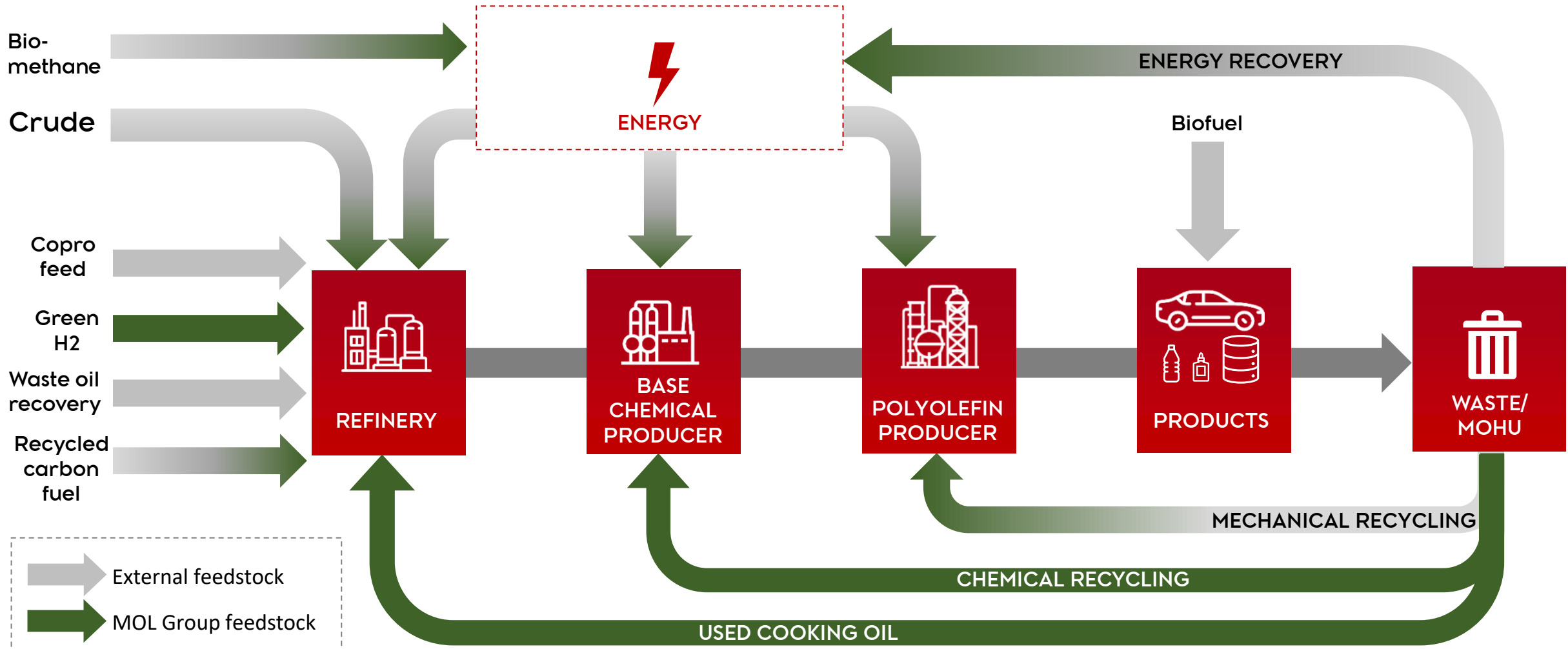
PRODUCTION AND EFFICIENCY

- ▶ **Profitability:** keep EBITDA above USD 1.2 bn per annum 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



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

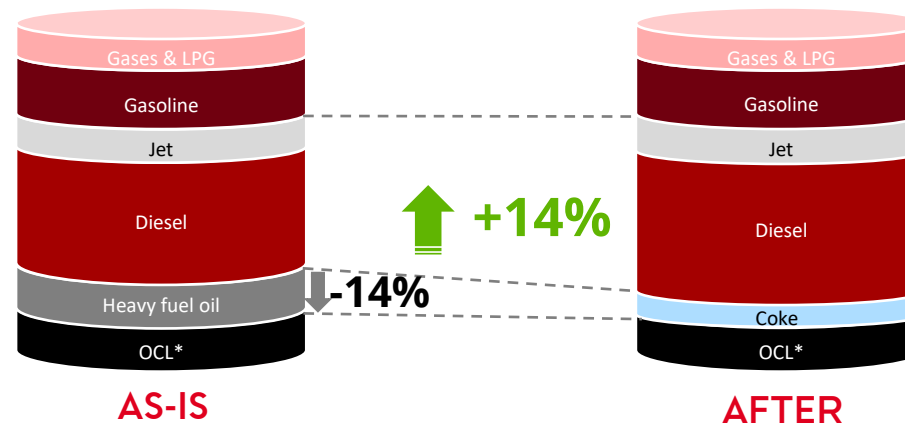
84%
Overall project progress

- ▶ 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 planned for 2024



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

FINANCIAL AND OPERATIONAL EFFECTS



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: 2024 - 2025



CAPEX ESTIMATE

~USD 1.5 Bn



FTE NEED

~200



EBITDA POTENTIAL¹

~USD 150 mn p.a.



MARGIN

400-500 USD/t

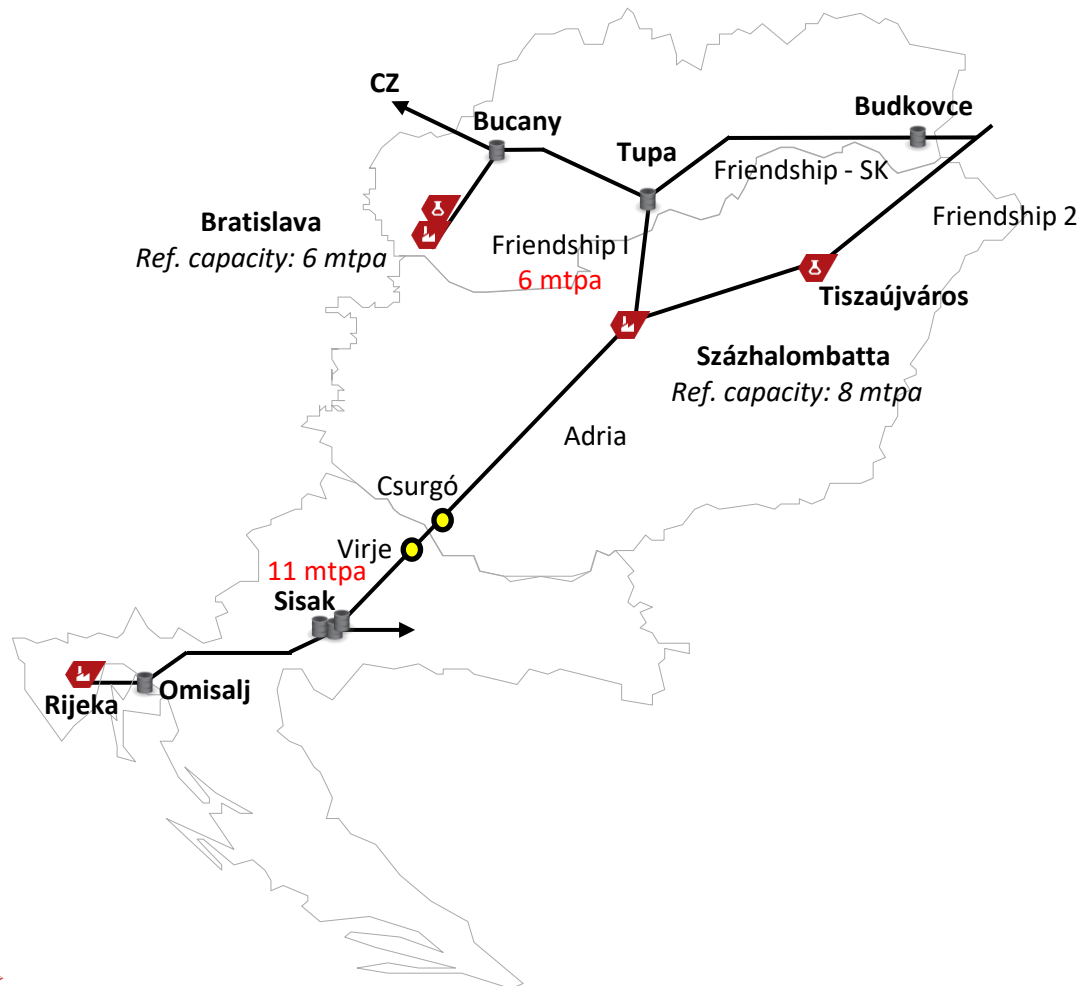
(1) Under mid-cycle assumptions



ADRIA PIPELINE PROVIDES ALTERNATIVE CRUDE SUPPLY

AROUND USD 500MN INVESTMENT WOULD BE NEEDED FOR FULL DIVERSIFICATION

ALTERNATIVE CRUDE SUPPLY ROUTE THROUGH THE ADRIA



COMMENTS

- ▶ We have spent USD 170 mn on the development of the Danube Refinery 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
- ▶ Adria pipeline technically capable of supplying ~80% of landlocked refineries' crude intake
- ▶ 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



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

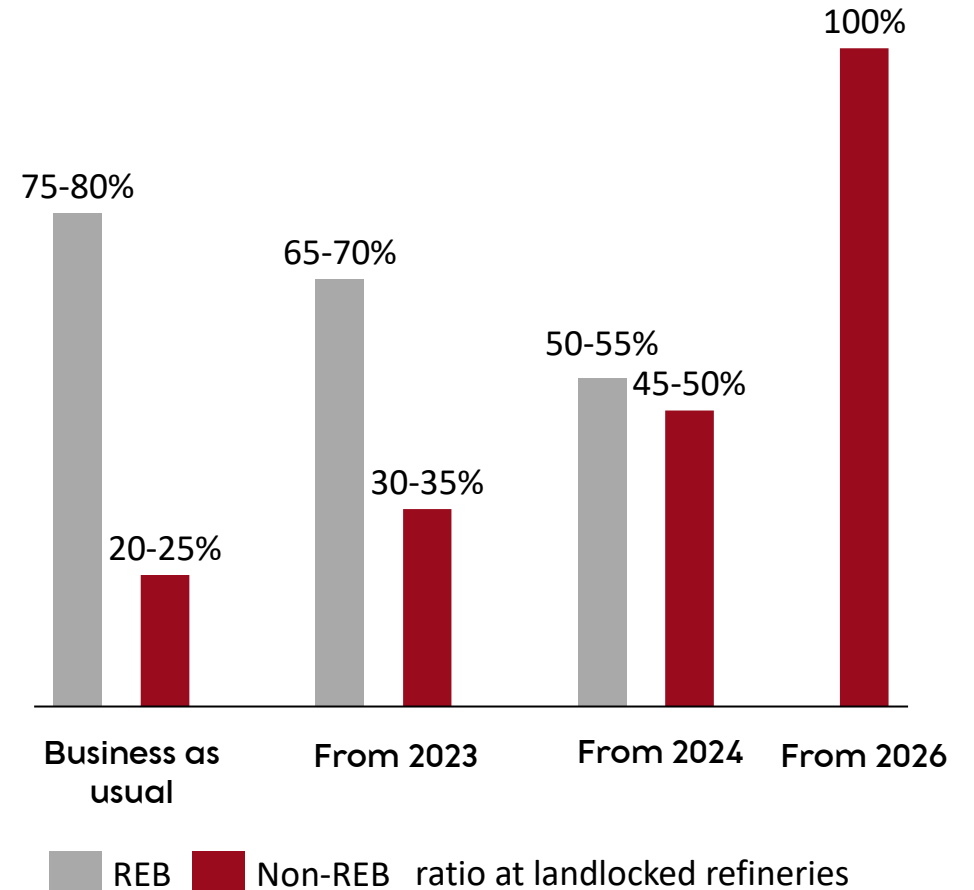
WHAT?

- ▶ 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?

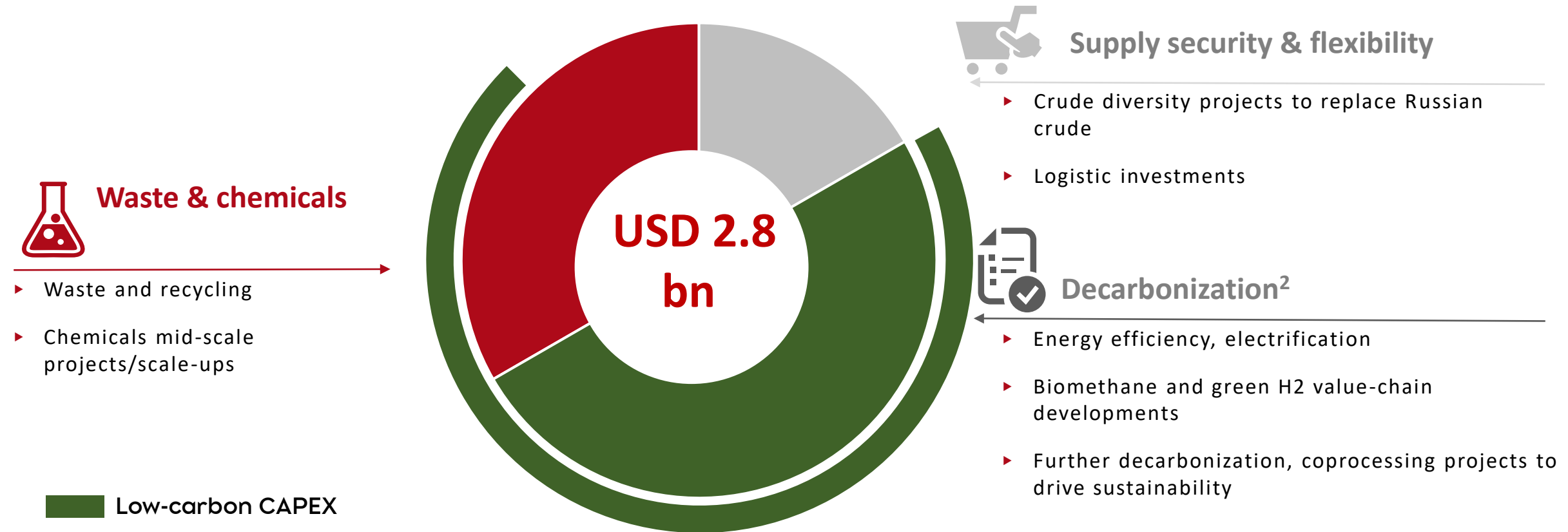
- ▶ Maintain current capacities, with wider crude selection
- ▶ Since 2022 MOL Group tested 8 different crude types, SN processed close to 1 mn ton alternatives in 2023
- ▶ Staged execution
- ▶ Czech exemption prolonged until end of 2024.

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 & LTE¹ IN ADDITION TO STRATEGIC CAPEX OF USD 2.8 BN



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 H₂

- ▶ 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**



THE MOL GROUP EQUITY STORY
WASTE MANAGEMENT

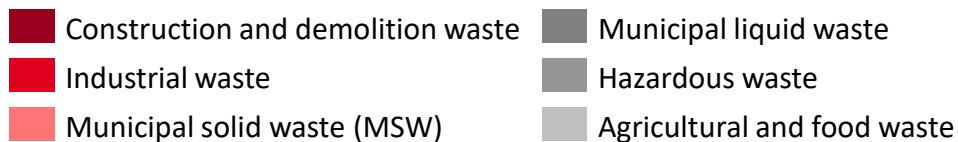
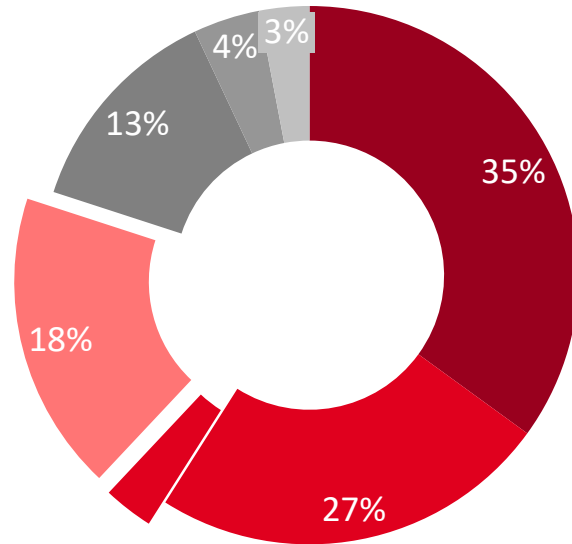


THE CONCESSION TO COVER ~5 MN TONNES OF WASTE AND THE WHOLE TERRITORY OF HUNGARY

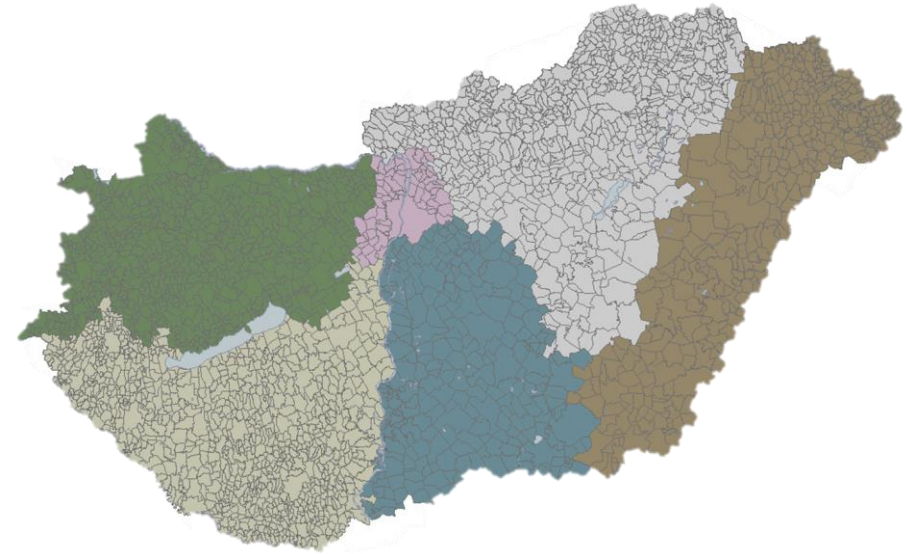
COMPOSITION OF WASTE BY SOURCE

Total waste:
20 mn tons

MOL'S SCOPE :
4.7 mn tons
(mainly
municipal solid
waste)



OPERATION WITH REDUCED NUMBER OF REGIONS

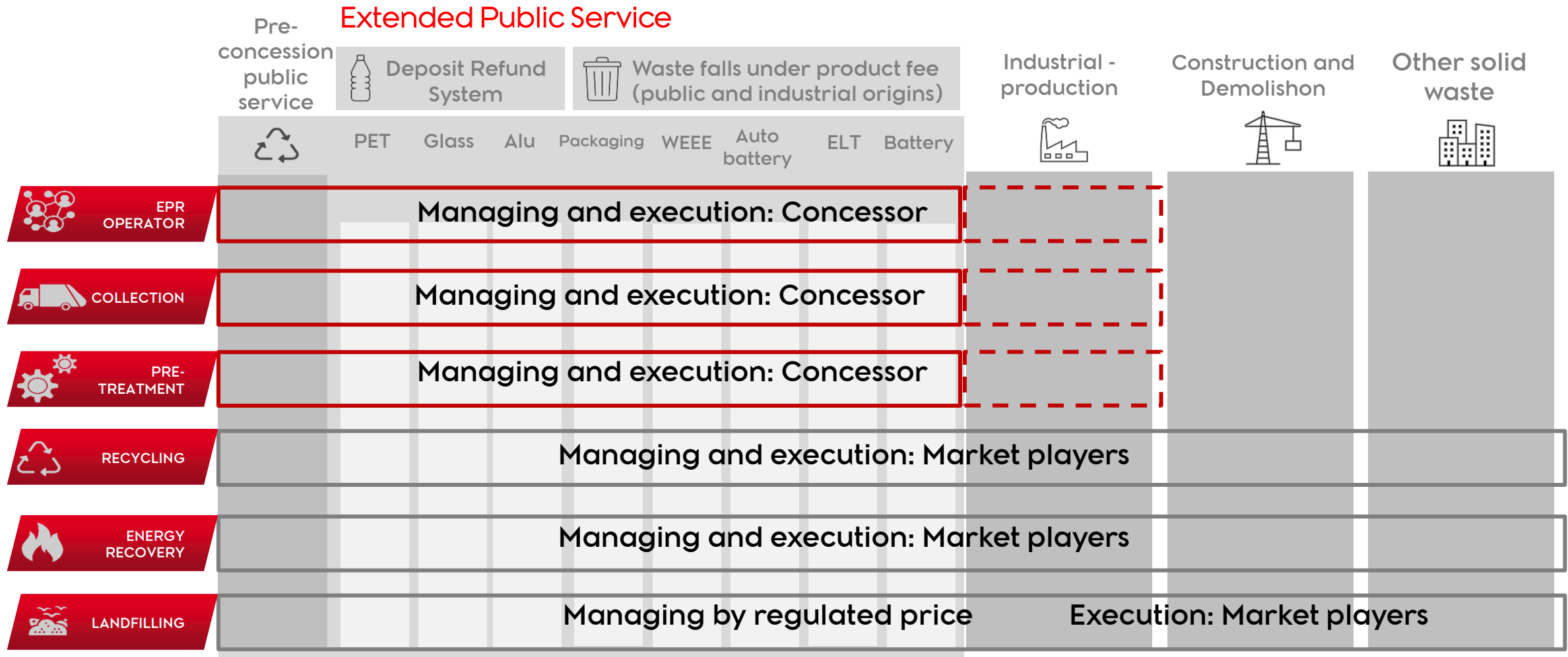


- ▶ From 26 service providers operating independently MOHU decreased to 6 regions for more efficient operation
- ▶ Starting utilization of synergies on country level as a result of optimization



INTEGRATED WASTE MANAGEMENT CONCESSION

EXTENDED SERVICE SCOPE WITH MANAGING ROLE IN THE WHOLE VALUE CHAIN

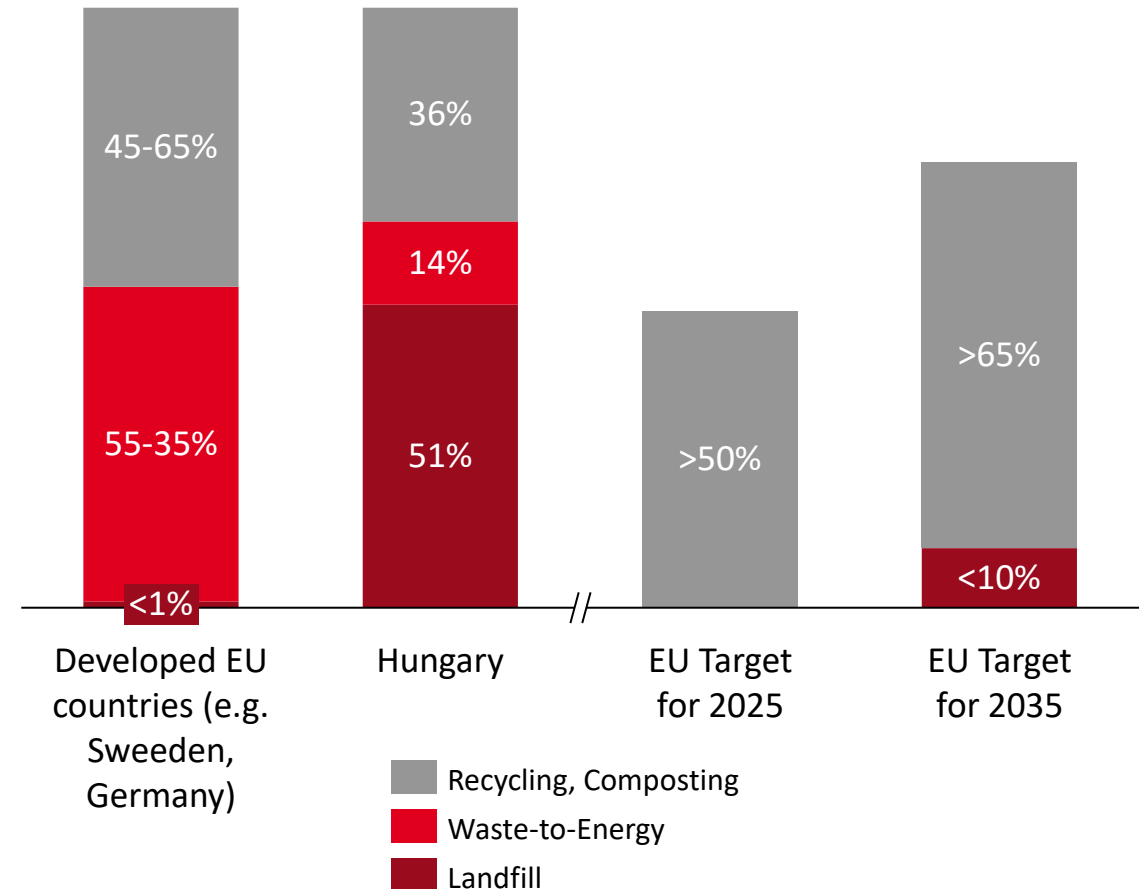


EFFICIENCY GAINS AND MINIMIZING LANDFILL PROVIDE SIGNIFICANT IMPROVEMENT POTENTIAL

CONCESSION TO IMPROVE EFFICIENCY

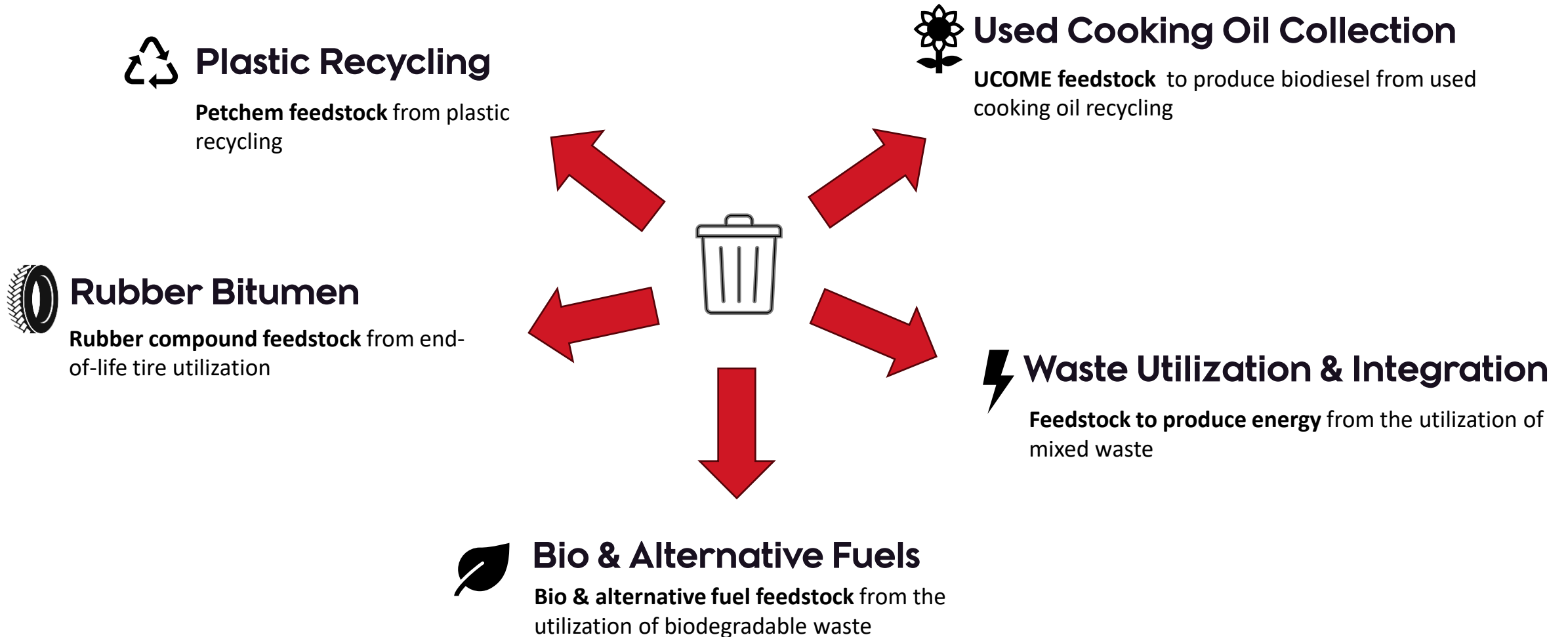
- ▶ Making waste collection and transportation tasks more efficient
- ▶ Optimizing the utilization of tasks of national waste treatment
- ▶ Introduction of the extended producer responsibility system
- ▶ Introduction of the deposit refund system
- ▶ Development of new separate collection of household 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



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

REGULATORY ENVIRONMENT

- ▶ All relevant legislative acts and methodology were published
- ▶ The brand-new price regulation has been completed and EPR fees were announced

OPERATION

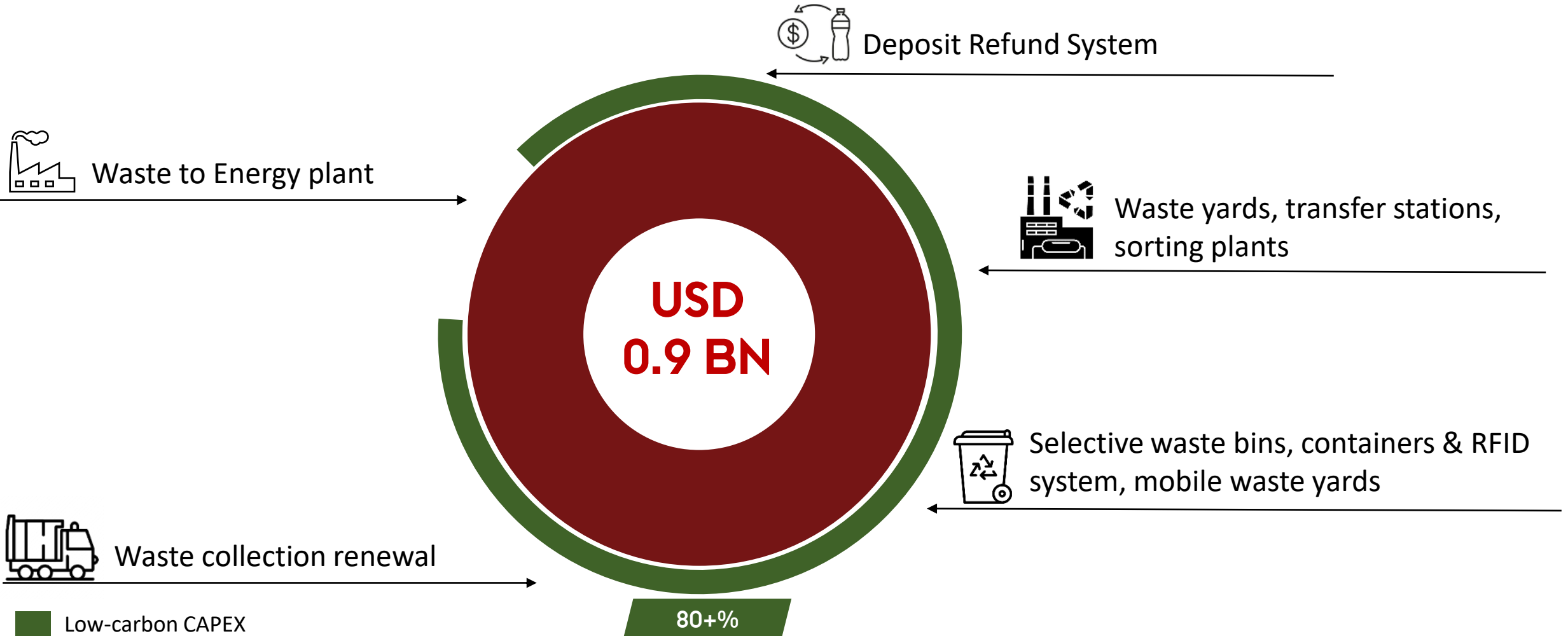
- ▶ Seamless transition for the end-customers
- ▶ Deposit Refund System was launched on 1 January 2024

- ▶ 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

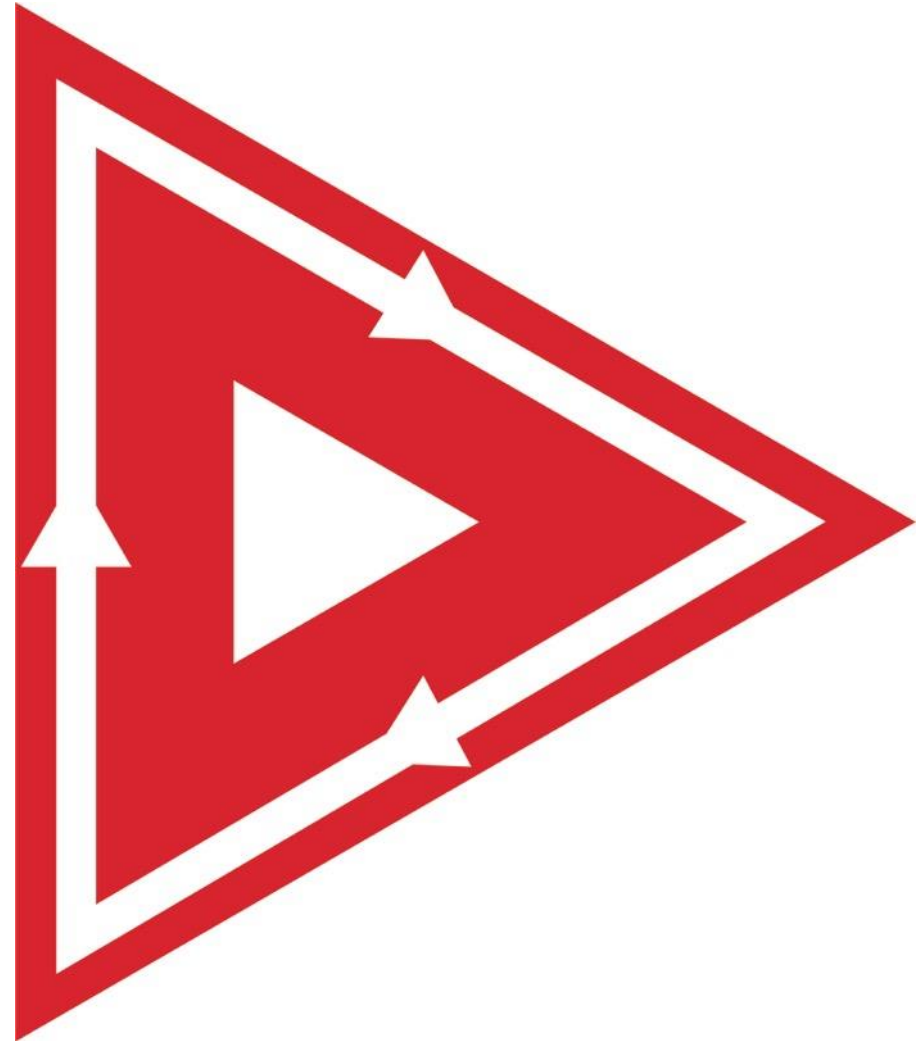


MAIN DEVELOPMENT PROJECTS OF WASTE MANAGEMENT

ORGANIC INVESTMENTS BETWEEN 2025-2030



THE MOL GROUP EQUITY STORY
CONSUMER SERVICES



A LEADING REGIONAL NETWORK

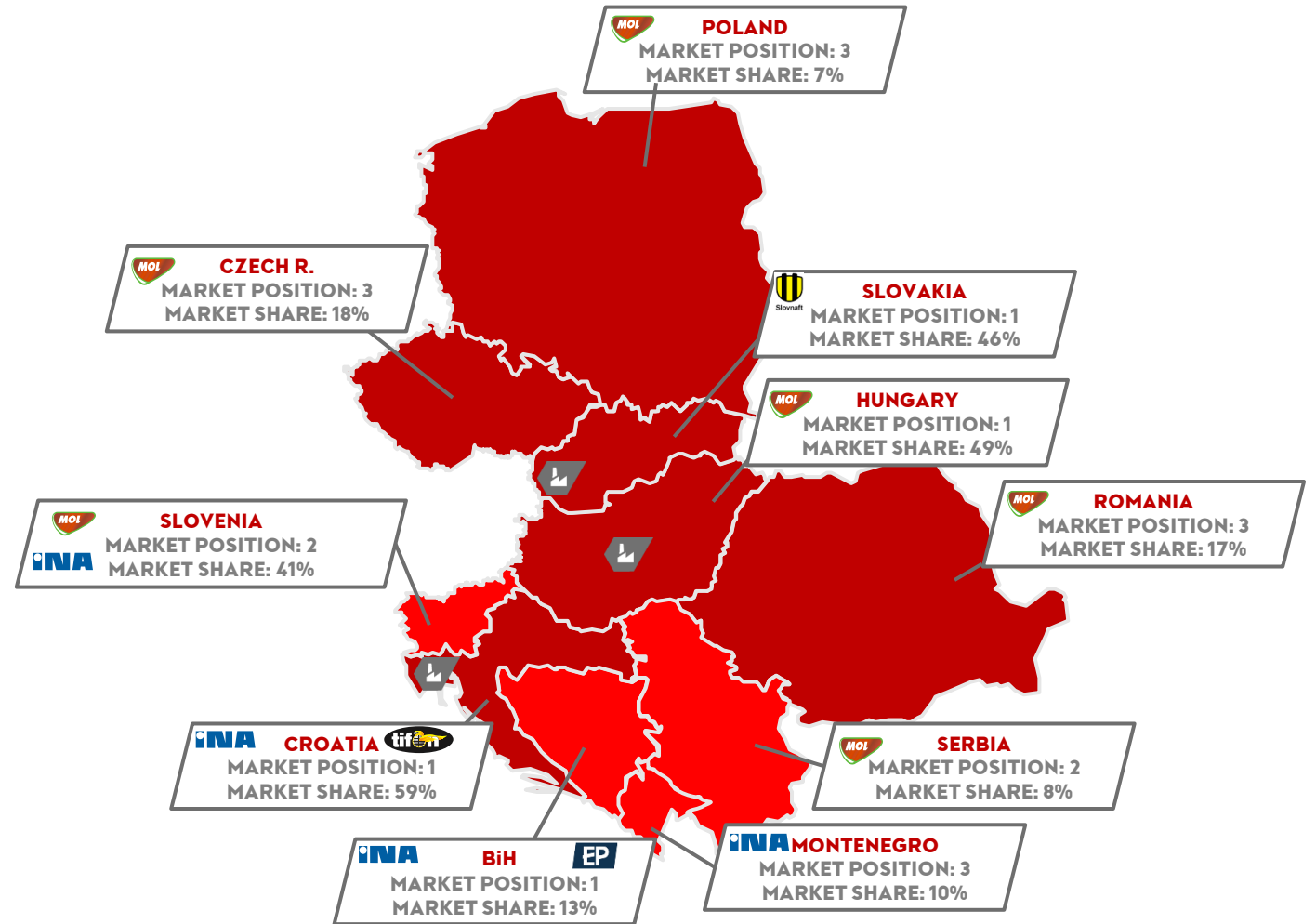


TOP 3
IN 100 % OF THE NETWORK

10 COUNTRIES

6 WELL ESTABLISHED BRANDS

2,400+ MOSTLY COCO / COCA
SERVICE STATIONS*



CORE 6 COUNTRIES REFINERY

*2023 YE data, including DODO and DOFO stations

Source of the market share data is local, internal estimation

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



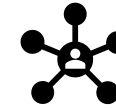
Regional leader in fuel and convenience retailing

- ▶ 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

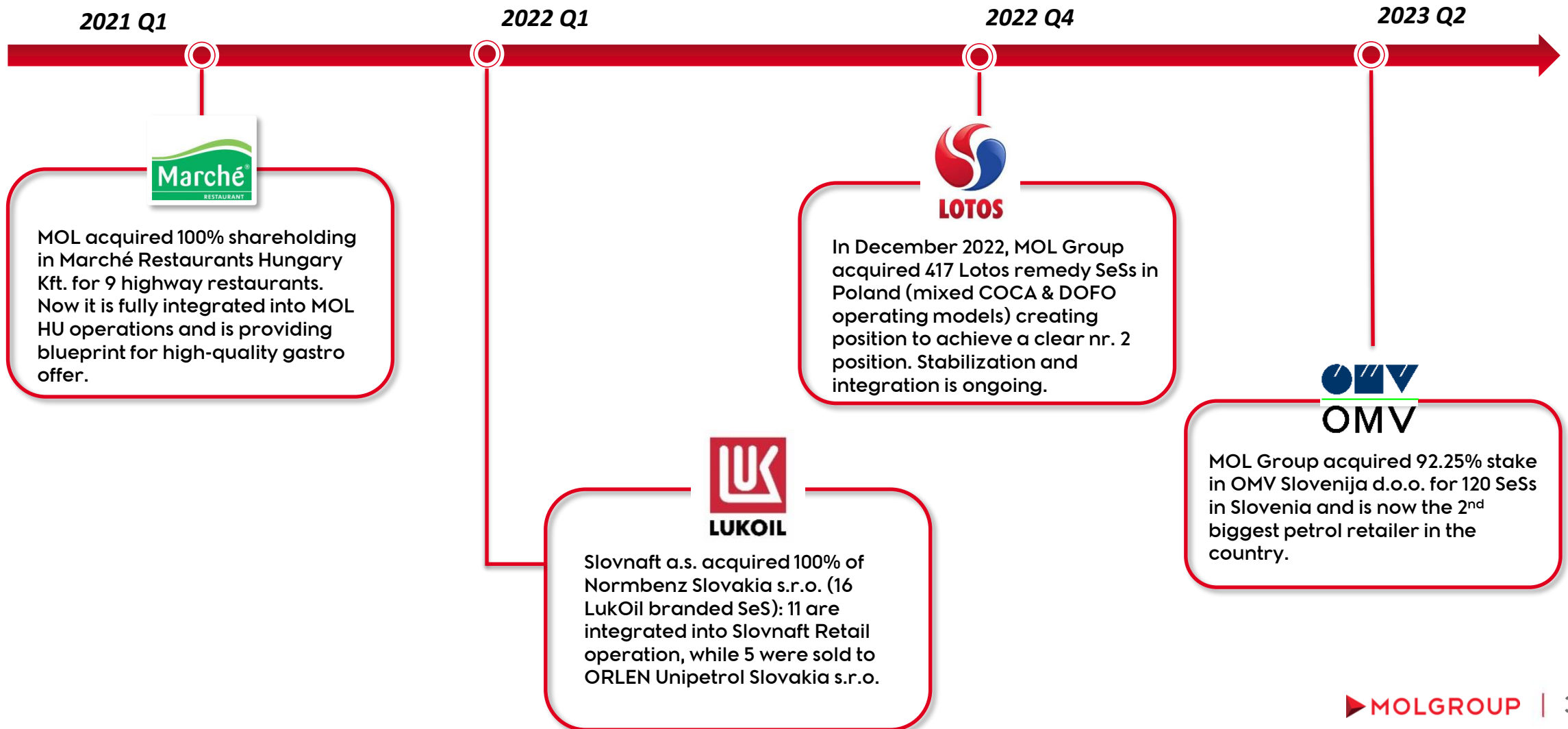
- ▶ Customer activation and retention via new digital loyalty rewards program
- ▶ Focus on exploiting synergies by bringing retail and mobility customers onto the same platform
- ▶ Leverage the scale of our digital loyalty platform to build a digital ecosystem
- ▶ Roll-out of standalone Fresh Corner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

CONTINUOUS INTEGRATION OF SUSTAINABILITY OBJECTIVES



SIGNIFICANT PROGRESS MADE IN NETWORK EXPANSION SINCE 2021

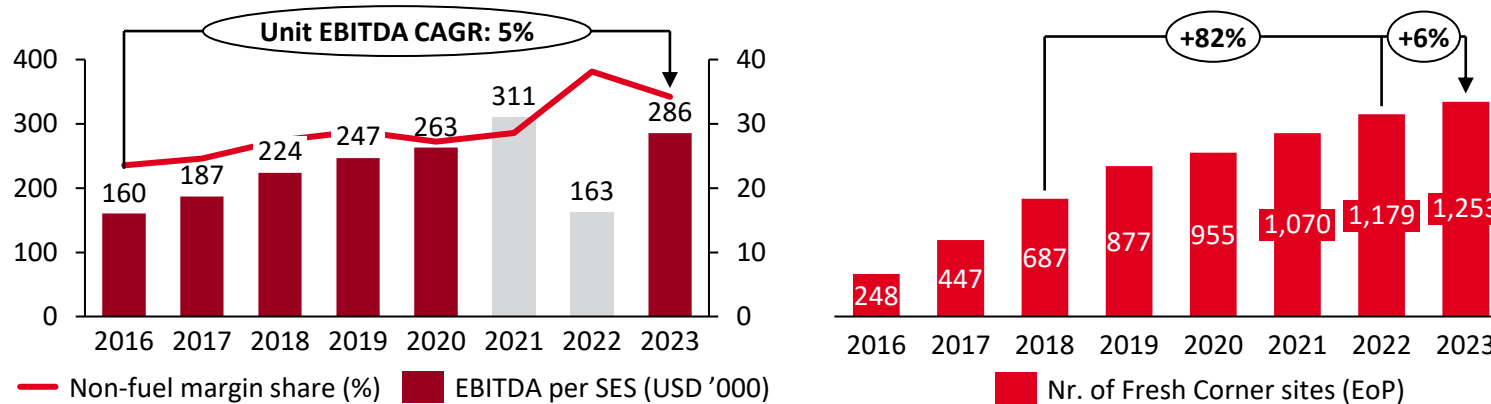
ACQUIRING 500+ STATIONS IN THE REGION



GASTRO & SHOP TO DRIVE GROWTH IN TRADITIONAL RETAIL

EXCELLENT TRACK RECORD IN DRIVING NON-FUEL SALES SET TO CONTINUE BASED ON DIGITAL AND BUSINESS MODEL TRANSFORMATION

UNIT EBITDA, NON-FUEL MARGIN SHARE¹ AND NETWORK DEVELOPMENT, 2016-2023

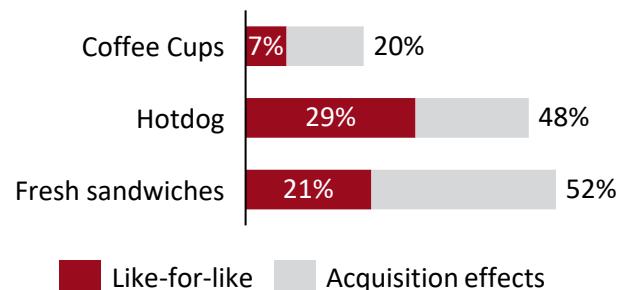


COMMENTS

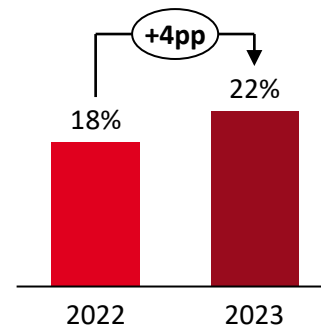
- ▶ First phase of digitalisation has been paying off with unit margins on an uptrend
- ▶ Non-fuel sales has been trending upwards thanks to a strong offer lineup and digital discount and loyalty schemes
- ▶ App-based loyalty system "MOL Move" gaining popularity with increasing penetration among transactions
- ▶ Positive network effects likely to support the trend with the ongoing integration of Polish and Slovenian acquisitions into the Fresh Corner and Gastro concept

2023 TRENDS CONFIRM STRATEGIC DIRECTIONS

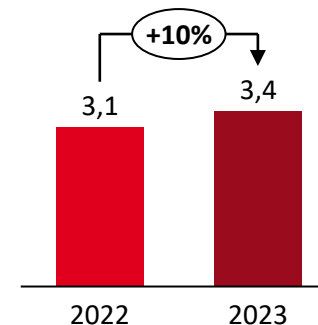
GROWTH IN NR. OF PRODUCTS SOLD, 2023 V 2022 (%)



LOYALTY PENETRATION² (%)



ACTIVE LOYALTY CUST.³ (MN)



(1) 2021-2022 EBITDA / SES and non-fuel margin share figures was distorted by COVID and price cap effects
 (2) Share of loyalty transactions within the total transactions over the selected period
 (3) At least 1 transaction on a registered loyalty ID within the given period, without acquisition effects

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% |



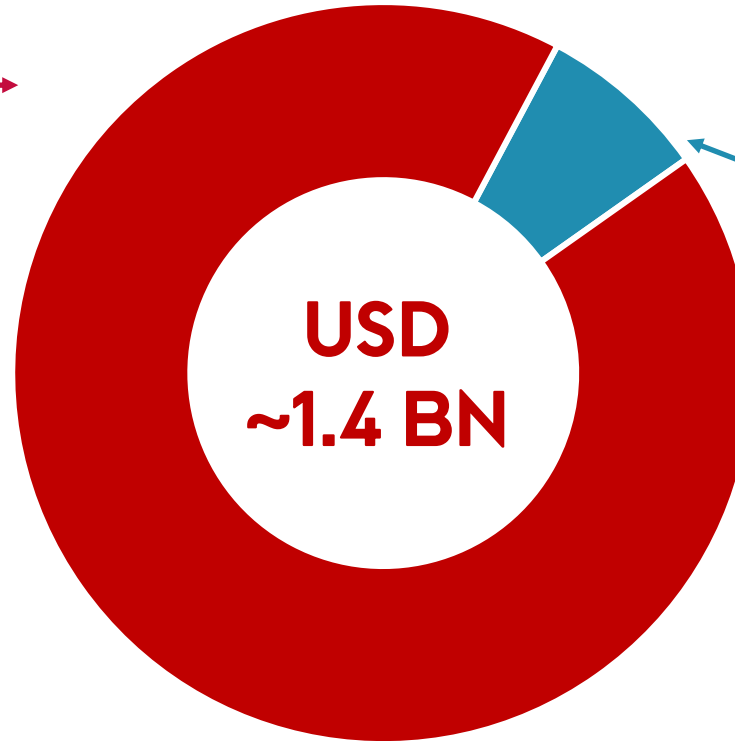
All % increase data are vs 2021A
Convenience sales category covers Gastro, Grocery and Forecourt non-fuel categories

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

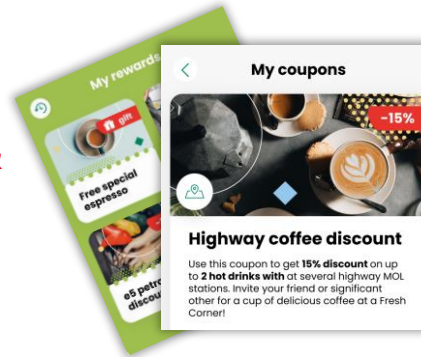
Digital and data-driven operation



- ▶ 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

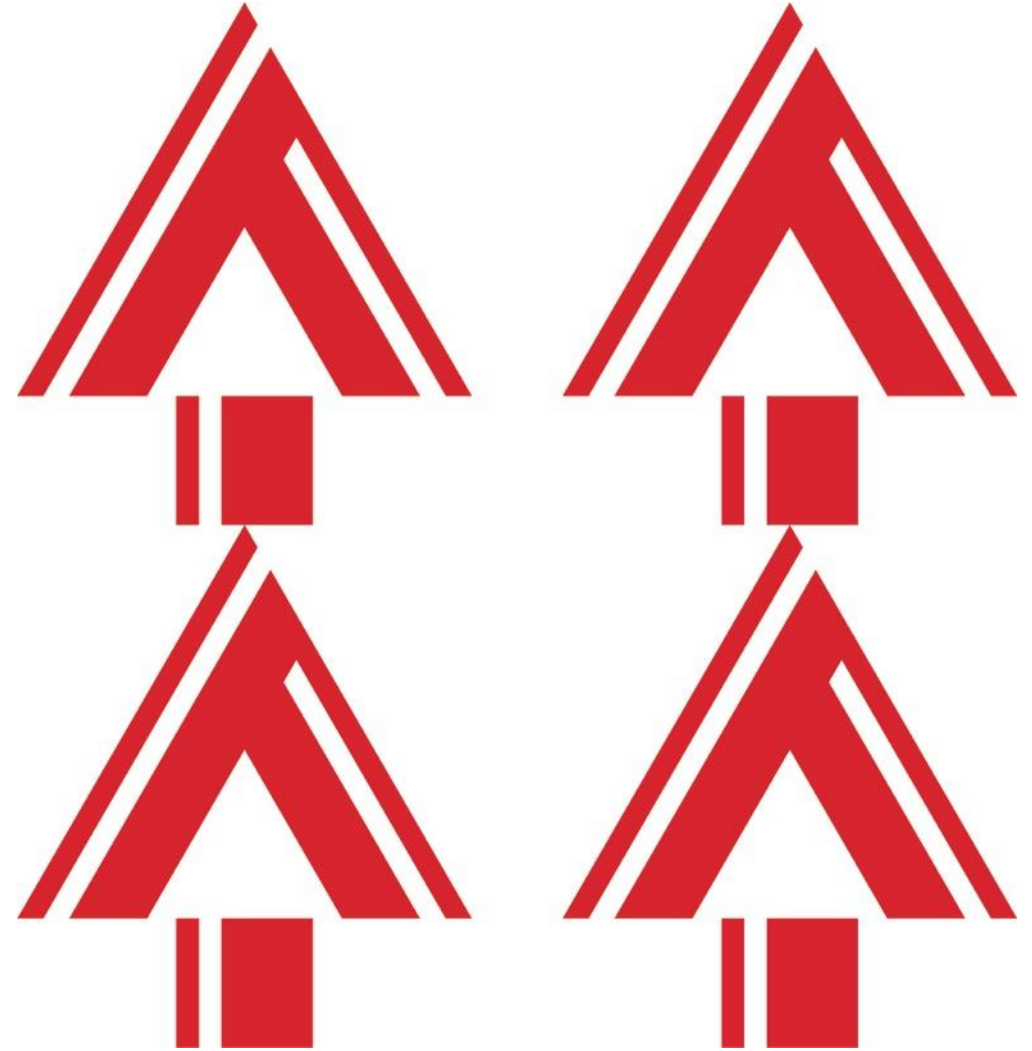
Step change



- ▶ 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



335 MMBOE 2P RESERVES AT 2023YE AND 90.4 MBOEPD 2023FY PRODUCTION

CEE

Reserves: 131 MMboe
Production: 56.3 mboepd

- ▶ **HUNGARY**
Reserves: 56.5 MMboe
Production: 33.9 mboepd
- ▶ **CROATIA**
Reserves: 74.4 MMboe
Production: 22.4 mboepd
- ▶ **o/w offshore**
Reserves: 6.7 MMboe
Production: 3.4 mboepd

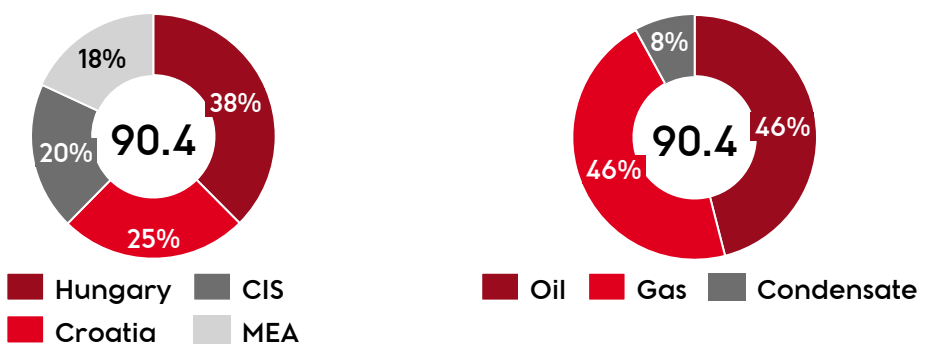


INTERNATIONAL

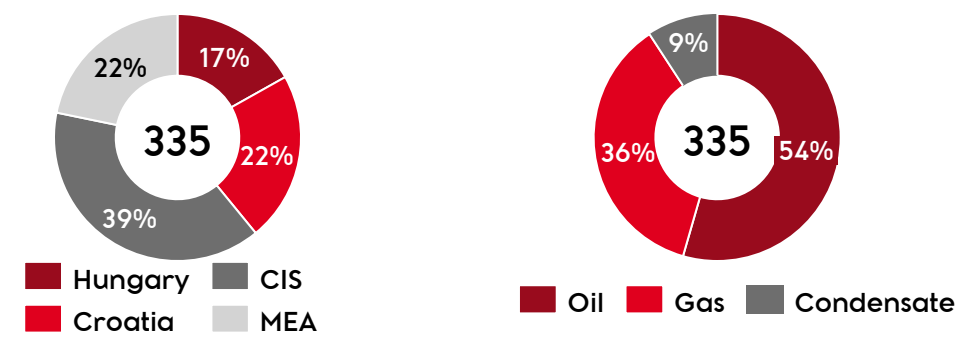
Reserves: 204.2 MMboe
Production: 34.0 mboepd

- ▶ **CIS**
Reserves: 131.2 MMboe
Production: 17.7 mboepd
- ▶ **MEA**
Reserves: 73 MMboe
Production: 16.3 mboepd

PRODUCTION BY COUNTRIES AND PRODUCTS (MBOEPD; YE 2023)



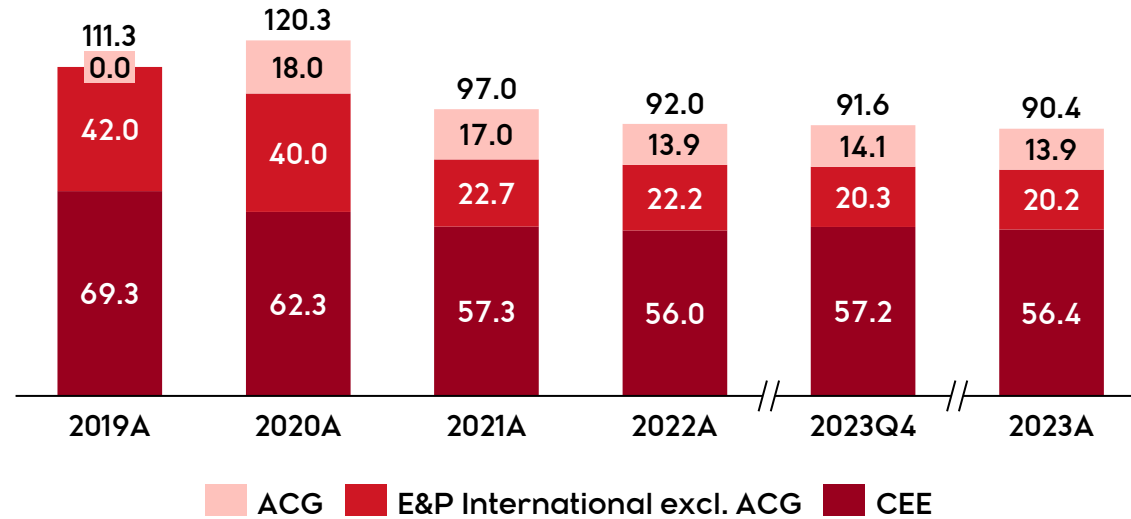
RESERVES BREAKDOWN BY COUNTRIES AND PRODUCTS (MMBOE; YE 2023)



Notes: Group production figures include consolidated assets, JVs (Baitex in Russia, 3.8 mboepd) and associates (Pearl in the KRI, 6.2 mboepd).

90.4 MBOEPD DELIVERED IN LINE WITH GUIDANCE FOR 2023

PRODUCTION¹ (MBOEPD)



COMMENT

2023 FY production guidance (~90mboepd) was achieved

Production was 91.6 mboepd in Q4 2023, up 4.8 mboepd QoQ

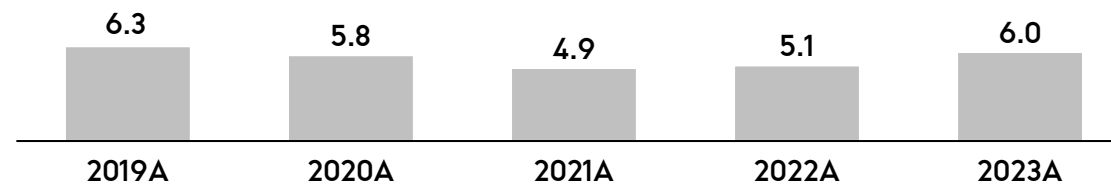
CEE: +2.7 mboepd

- ▶ Production commitment towards Hungarian authorities met; Contributions from cross-boarder production of HU-CRO

International: +2.0 mboepd

- ▶ Shaikan production for domestic sales, ACG entitlement increased due to PSA mechanism
- ▶ First gas reached in Kazakhstan in december 2023

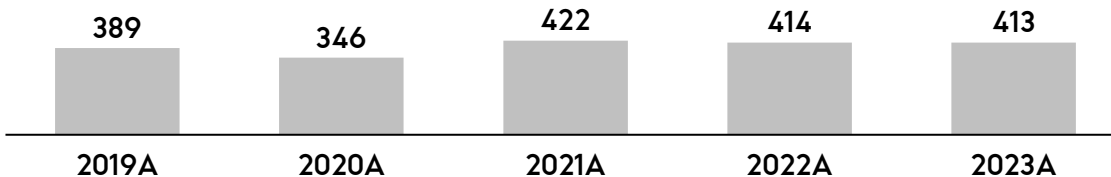
UNIT DIRECT PRODUCTION COST¹ (USD/BOE)



COMMENT

- ▶ Q4 group unit OPEX fell q-o-q to 6.0 USD/boe as one-off effects drove OPEX upwards in Q3
- ▶ Annual upward move of 18% reflects inflationary pressures and higher realized energy prices

CAPEX¹ (USD MN)



COMMENT

- ▶ Organic CAPEX showed a small decrease in 2023 reflecting lower exploration activity and the suspension of development projects in Kurdistan after export pipeline shutdown

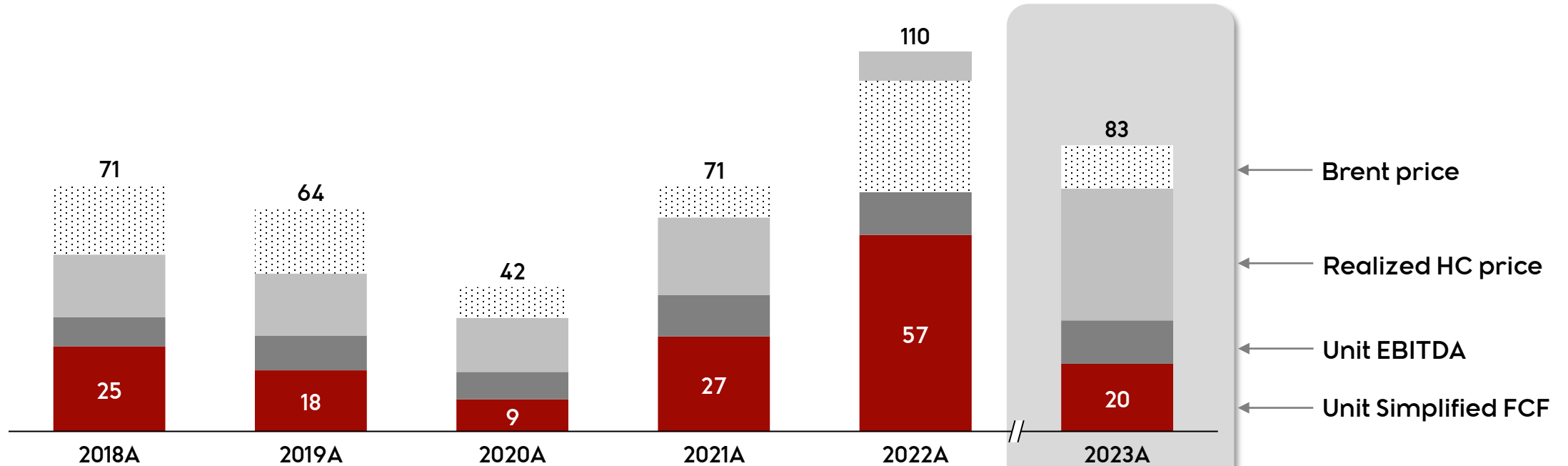


¹ Figures include consolidated assets, JVs (Baitex) and associates (Pearl, BTC), 2019 and 2020 figures are including UK production

UNIT FREE CASH FLOW AT 20 USD/BOE IN FY 2023

ANNUAL SFCF DECREASED TO USD 654 MN CAUSED BY LOWER HYDROCARBON PRICES

PRICE REALIZATION, EBITDA, SIMPLIFIED FCF USD/BOE)



992

747

409

971

1,905

654

SFCF (USD mn)



Note: Including JVs and associates.

** Based on: Simplified FCF = EBITDA Excl. Special Items – Organic CAPEX

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

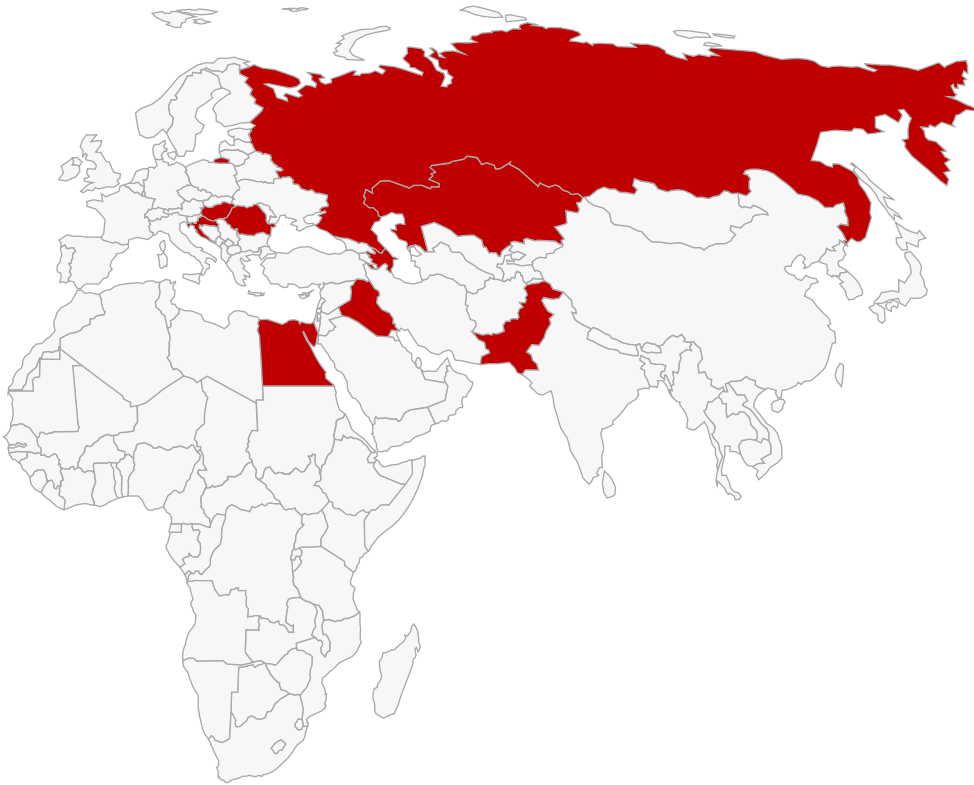
Organic CAPEX^{1,2}

≥ 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

GEOHERMAL

- ▶ Material electricity generation
- ▶ Production to support MOL facilities directly or contribute to Upstream's hedge function indirectly
- ▶ Production expected to start ~2029

METHANE REGULATION

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

LITHIUM

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

CARBON CAPTURE & STORAGE

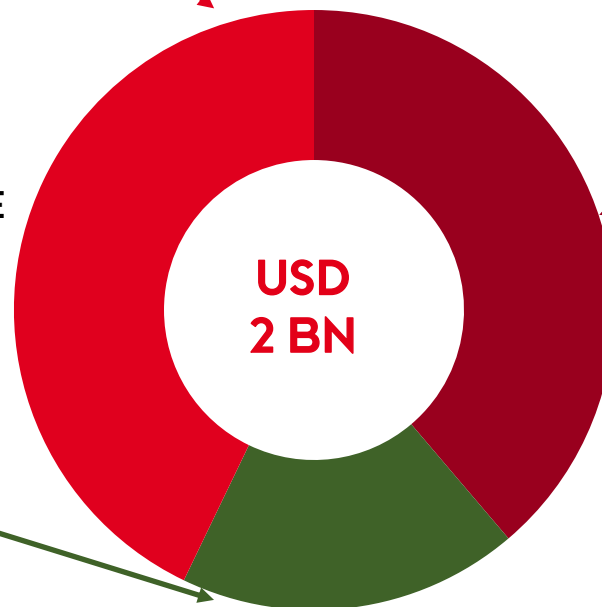
- ▶ Feasibility studies for several locations across Hungary and Croatia ongoing
- ▶ Discussions with potential partners in CO2 injections underway



E&P CAPEX¹ 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

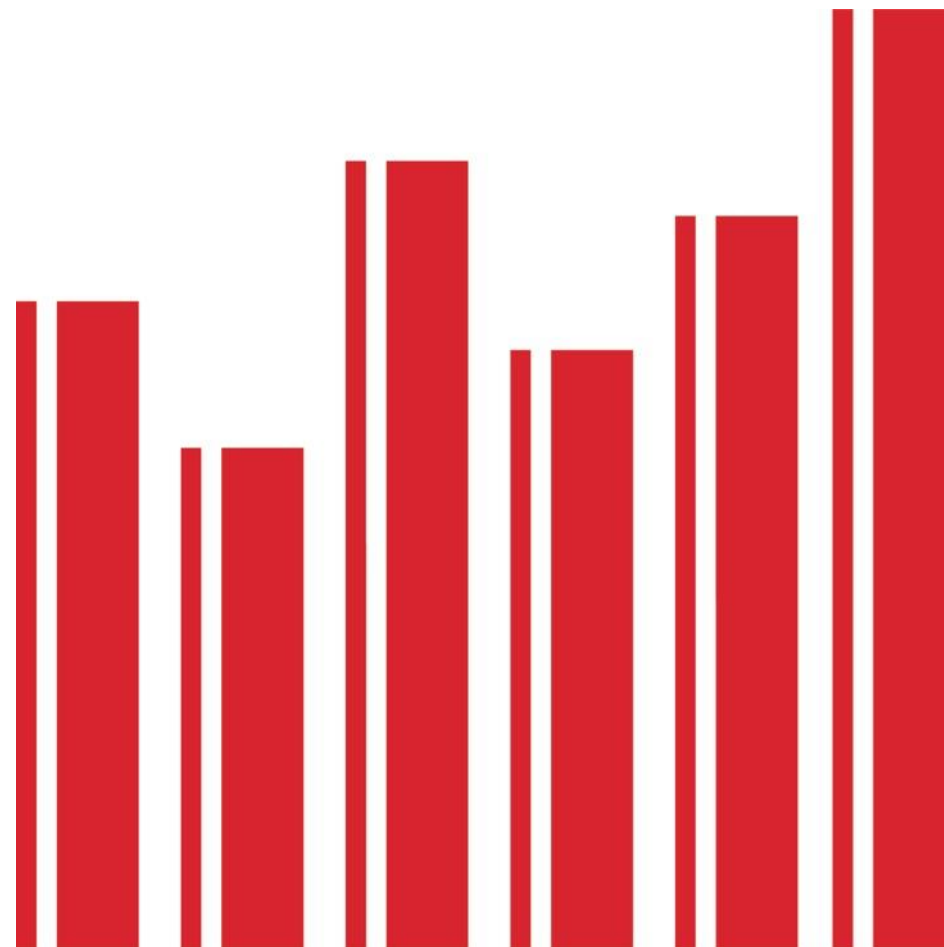
- ▶ Contribute to MOL Group decarbonization strategy
- ▶ Create partnerships/JVs to de-risk execution

PORTFOLIO DIVERSIFICATION AND HIGHGRADING



(1) Excluding equity consolidated assets

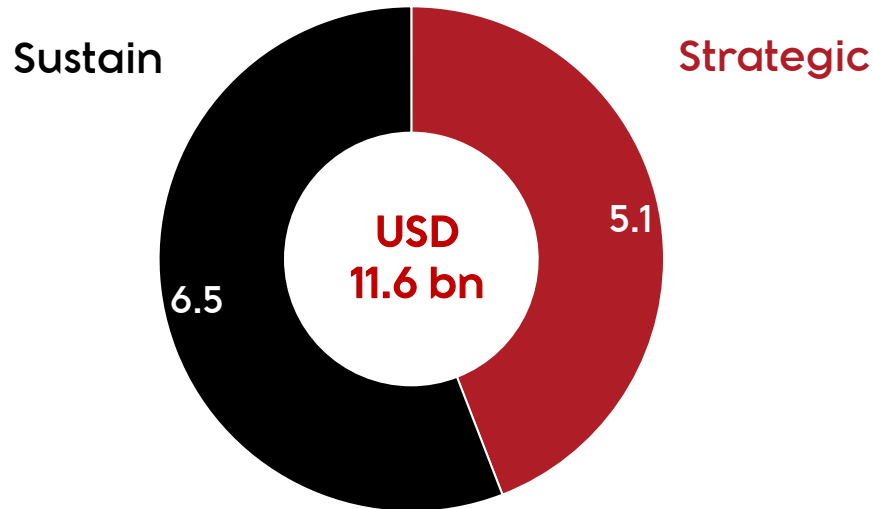
FINANCIALS



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

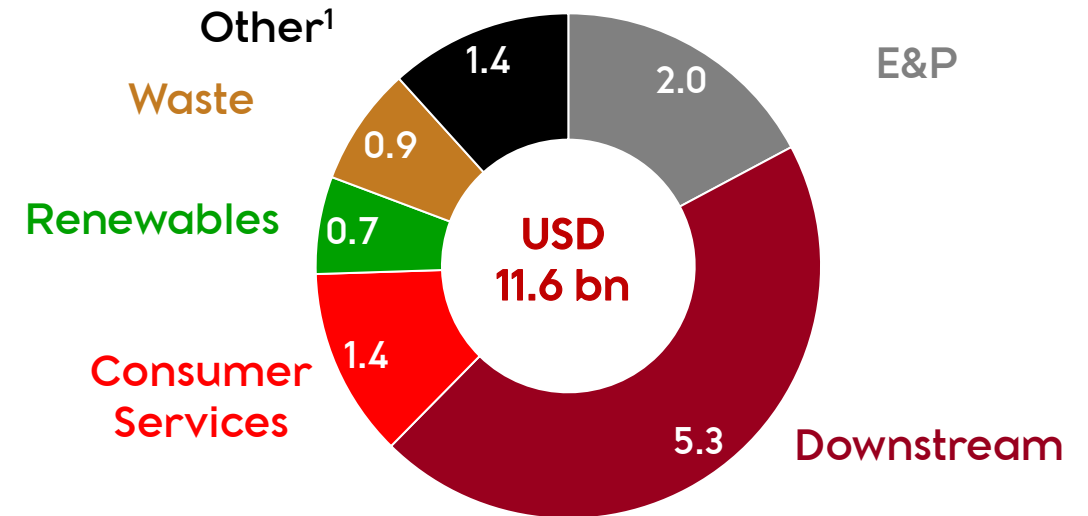
HIGH SHARE OF STRATEGIC INVESTMENTS WITHIN THE TOTAL BUDGET

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)



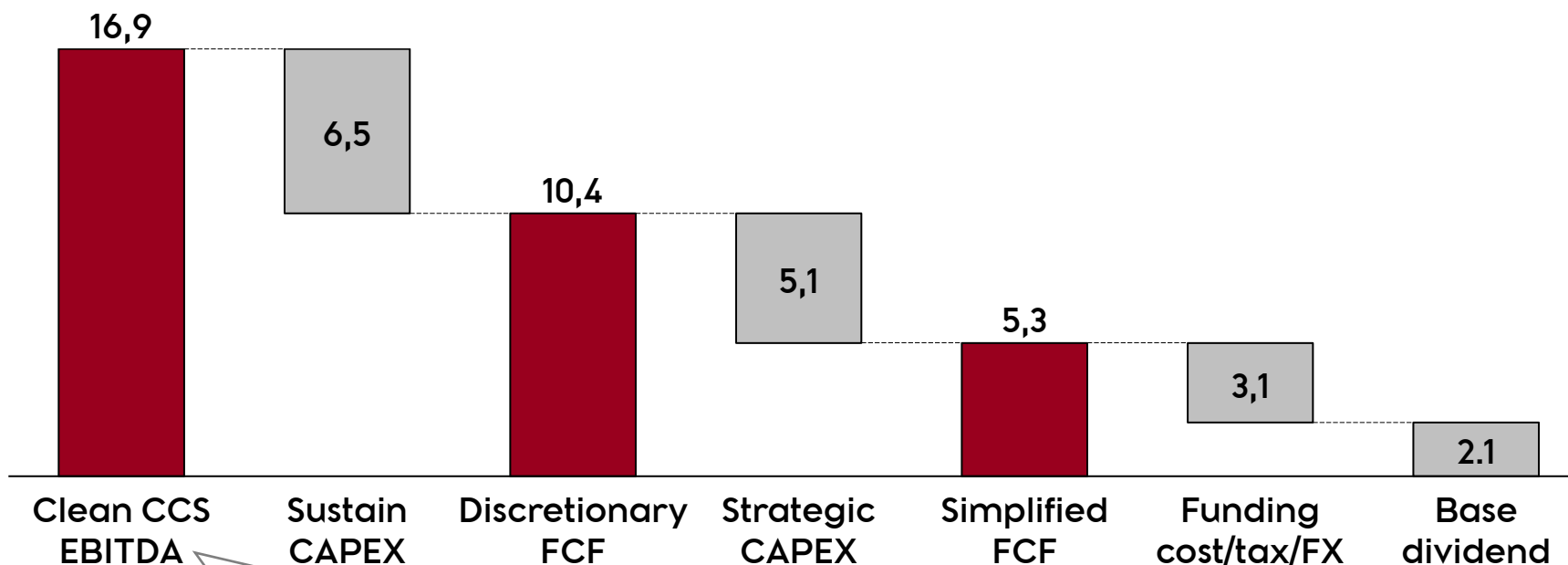
- ▶ Annual distribution of this CAPEX pool may fluctuate along with project timelines, approvals
- ▶ Additional CAPEX pool may be available to fund the low-carbon transition and/or M&A if 1) excess cash is generated due to a stronger-than-assumed macro environment and 2) financially attractive projects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

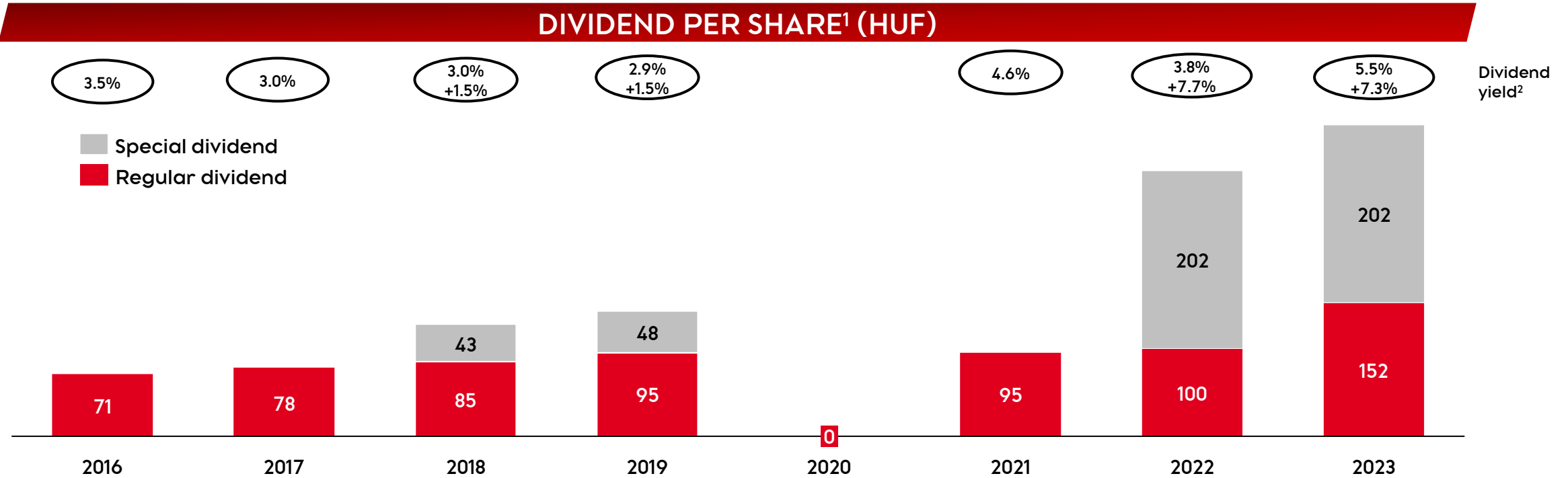
- ▶ EBITDA to cover must-pay capex, tax, and interest
- ▶ Full strategic CAPEX to be met from discretionary FCF without an increase in leverage
- ▶ 2023 Base DPS of HUF 152 comfortably met until 2030
- ▶ More favourable macro conditions would leave financial headroom for special dividends and acquisitions

(1) Excluding M&A, changes in working capital

(2) Excluding the impact of price caps and changes in the windfall taxation and regulatory environment

BASE DIVIDEND INCREASED BY 50% IN ONE STEP IN 2023

FOLLOWING SIZEABLE SPECIAL PAYOUTS IN 2018, 19, 22, 23



- ▶ 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

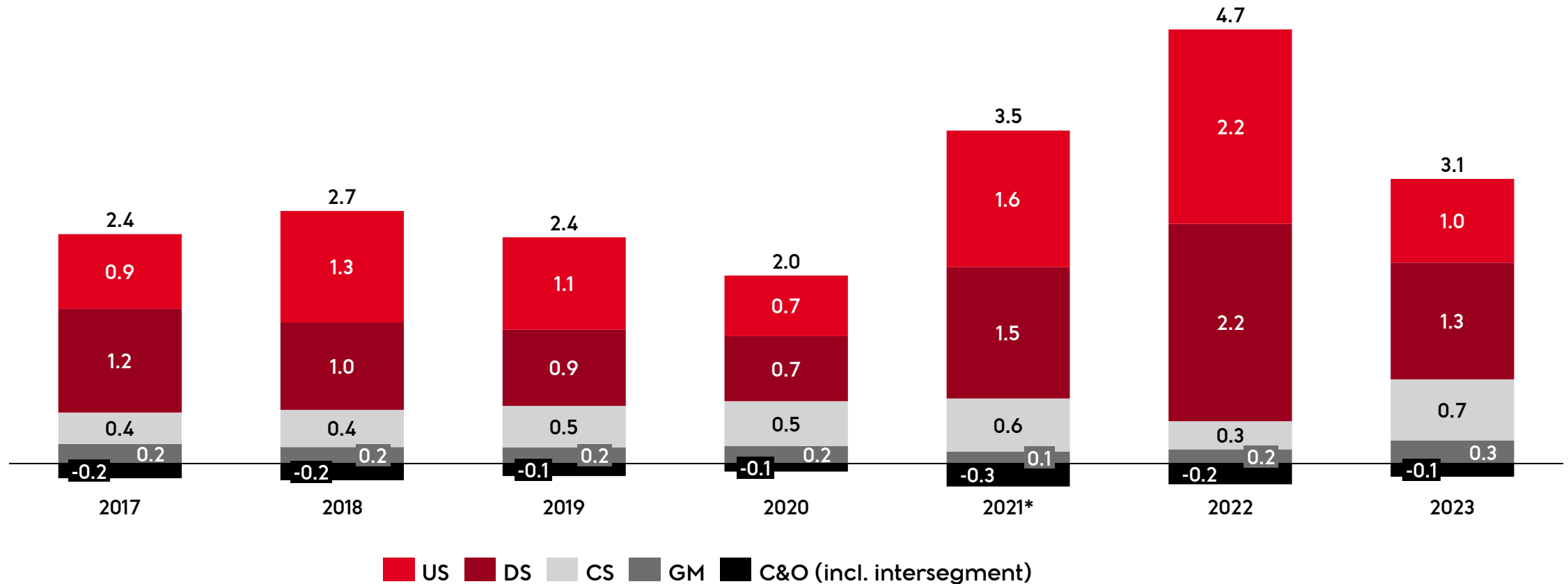
(1) Restated to reflect post share split values

(2) Calculated with publication date (AGM) share prices

STRONG PERFORMANCE DESPITE REGULATORY HEADWINDS

UPSTREAM, DOWNSTREAM, AND CONSUMER SERVICES ALL CONTRIBUTE SIGNIFICANTLY

CLEAN CCS EBITDA (USD BN)

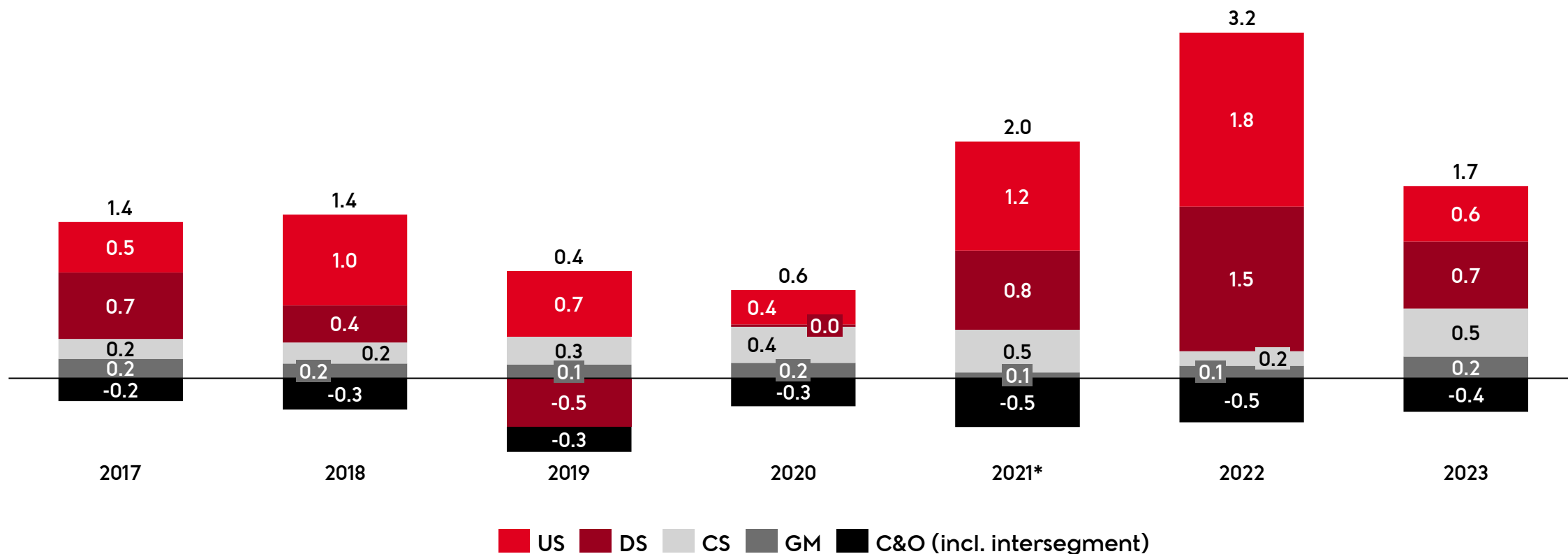


*2021 results include discontinued operation

CONSISTENT SIMPLIFIED FCF GENERATION

FUNDING SUSTAIN AND TRANSFORMATIONAL PROJECTS

SIMPLIFIED FCF (USD BN)



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

EBITDA SENSITIVITIES VS 10 YEAR MACRO HISTORY

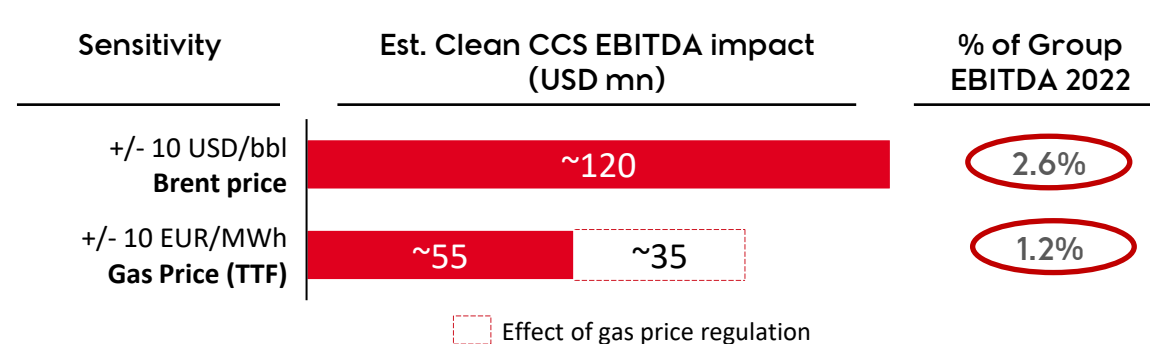
MACRO CONDITIONS

| | 2021 | 2022 | 2023 | 10Y AVG |
|--|------|------|------|---------|
| Brent crude (USD/bbl) | 71 | 101 | 83 | 68 |
| Natgas price (TTF 1M, EUR/MWh) | 46 | 131 | 41 | 34 |
| MOL Group refinery margin (Brent based, USD/bbl) | 4.1 | 8.4 | 9.0 | 5.6 |
| MOL Group petchem margin (EUR/t) | 720 | 481 | 286 | 475 |
| ETS carbon price (EUR/t) | 53 | 81 | 90 | 31 |

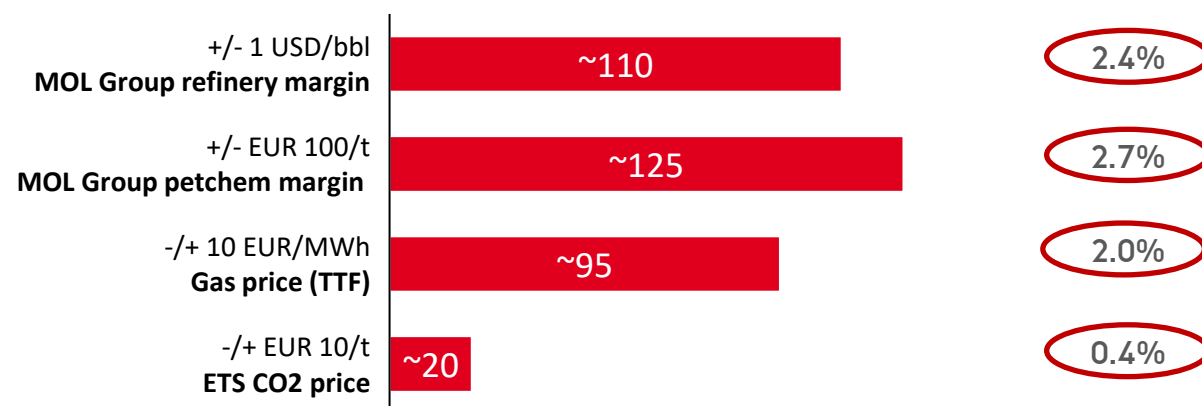
Notes:

- Sensitivity calculation; ceteris paribus for current assets assuming full re-pricing of the portfolio; all other premises and volumes remain unchanged
- 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

CCS EBITDA SENSITIVITY TO KEY EXTERNAL DRIVERS – E&P



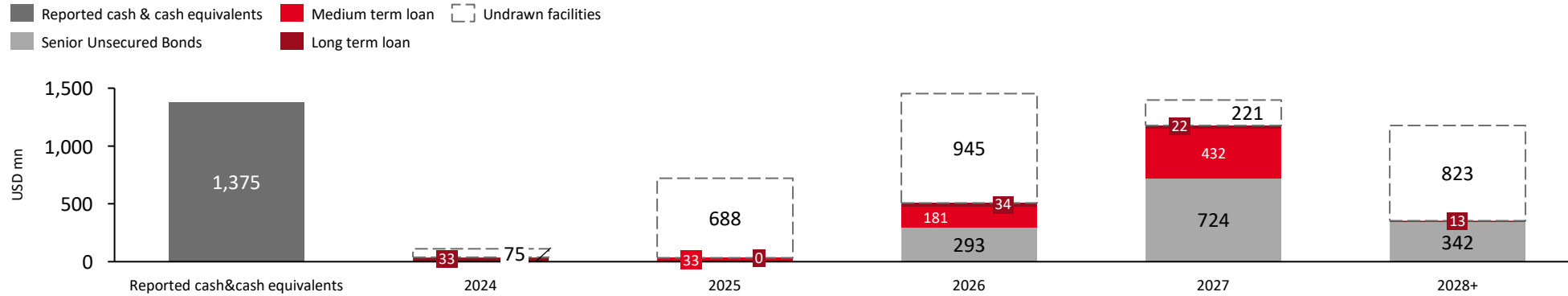
CCS EBITDA SENSITIVITY TO KEY EXTERNAL DRIVERS – DS



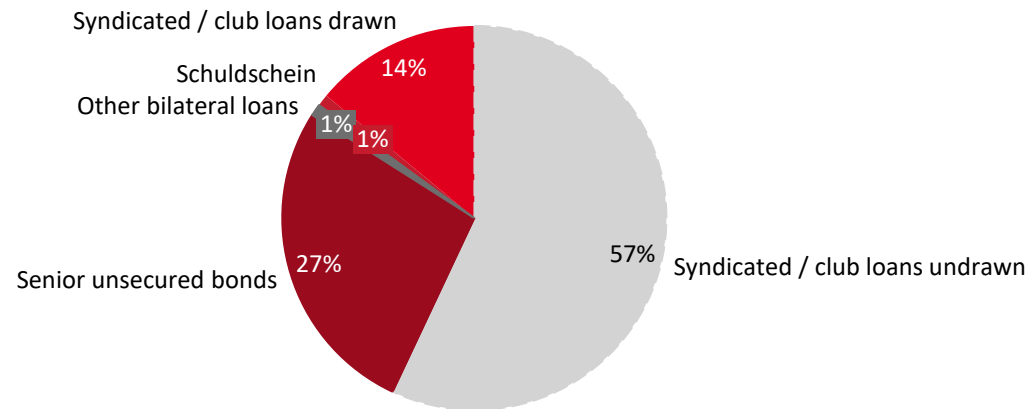
AMPLE FINANCIAL HEADROOM

FROM DIVERSIFIED FUNDING SOURCES

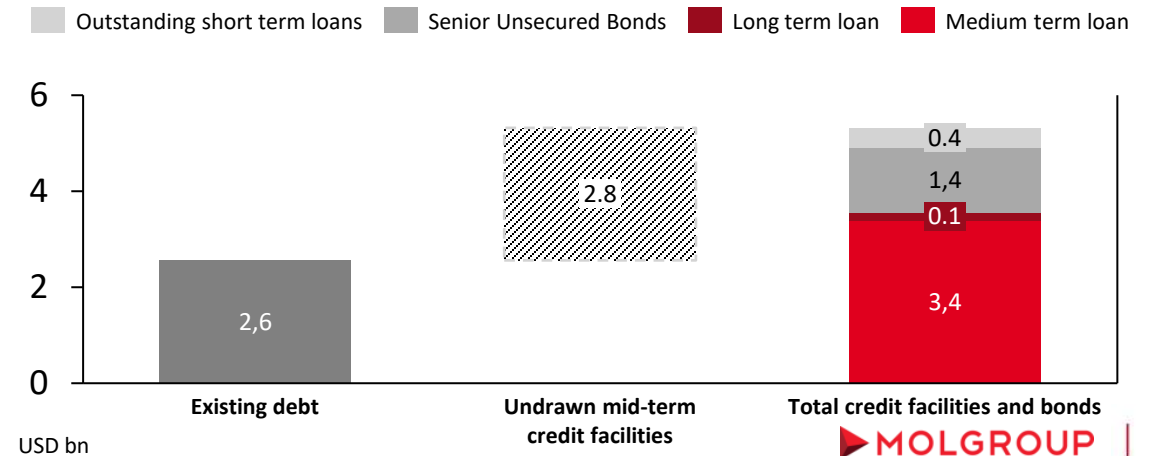
AVERAGE MATURITY OF 3.5 YEARS



MID- AND LONG-TERM COMMITTED FUNDING PORTFOLIO



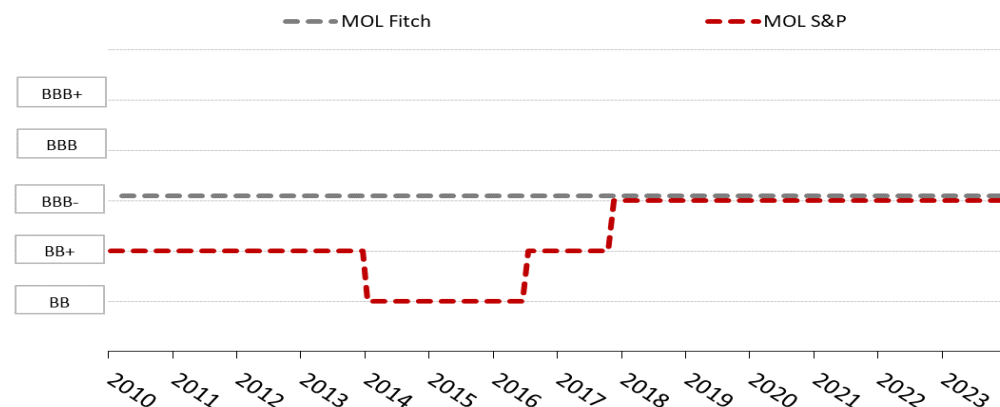
DRAWN VERSUS UNDRAWN FACILITIES (31 DECEMBER 2023)



FULL INVESTMENT GRADE RATING MAINTAINED

ROBUST BALANCE SHEET WITH AMPLE FINANCIAL HEADROOM

HISTORICAL FOREIGN LONG TERM RATINGS

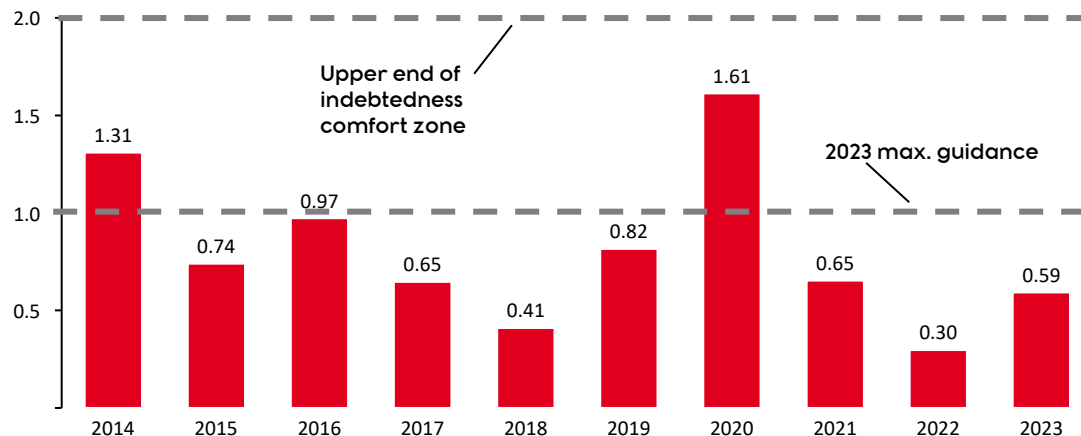


Note: S&P has been rating MOL since 2005, Fitch since 2010

COMMENTS

- ▶ In June 2023 Fitch revised outlook to stable from negative while reaffirming investment grade rating of BBB-
- ▶ In July 2023 Standard & Poor's performed annual review and made no changes to MOL's investment grade rating of BBB- with stable outlook

NET DEBT TO EBITDA (X)



COMMENTS

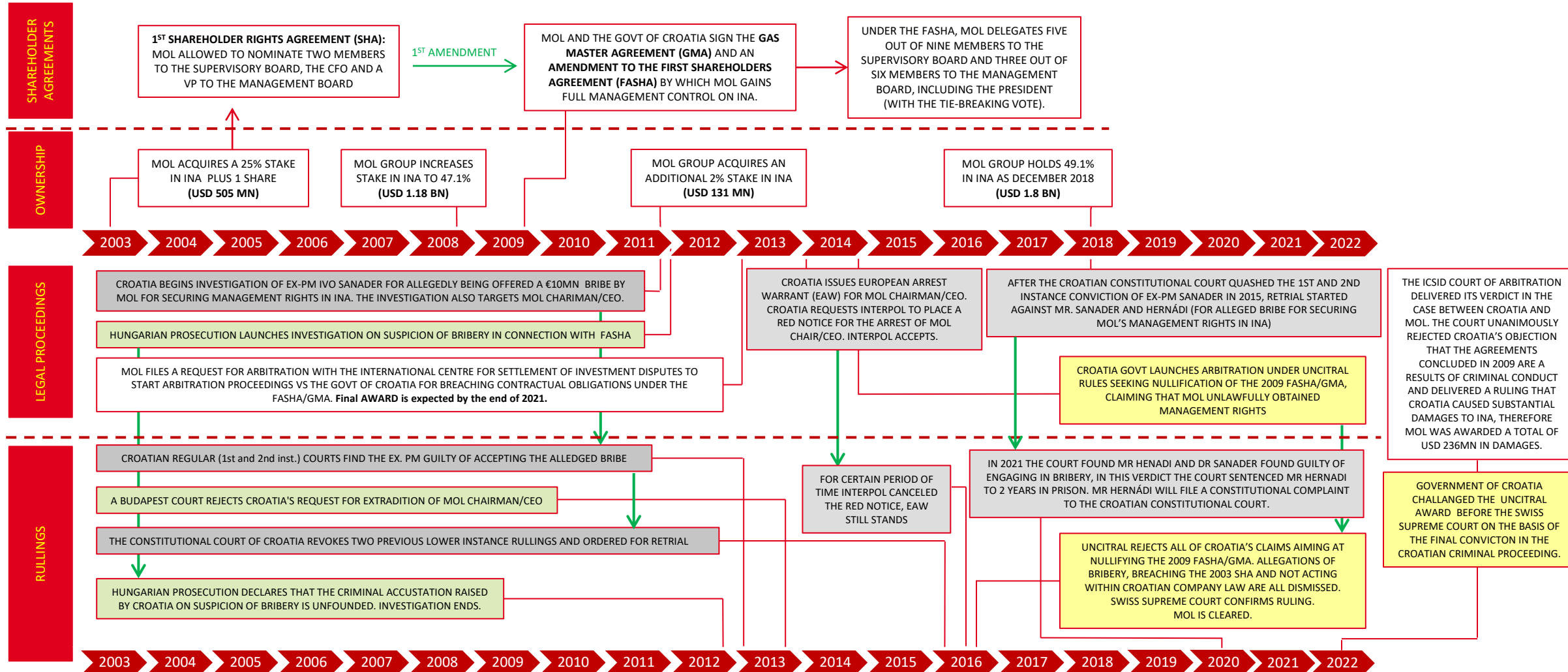
- ▶ Credit metrics shall remain commensurate with investment grade credit rating
- ▶ Following a temporary jump in 2020 leverage fell below pre-ACG acquisition levels on the back of strong CF generation
- ▶ Balance sheet flexibility may in the future again be used to grab new business opportunities (including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

SUPPORTING SLIDES



THE HISTORY OF INA & MOL, 2003-

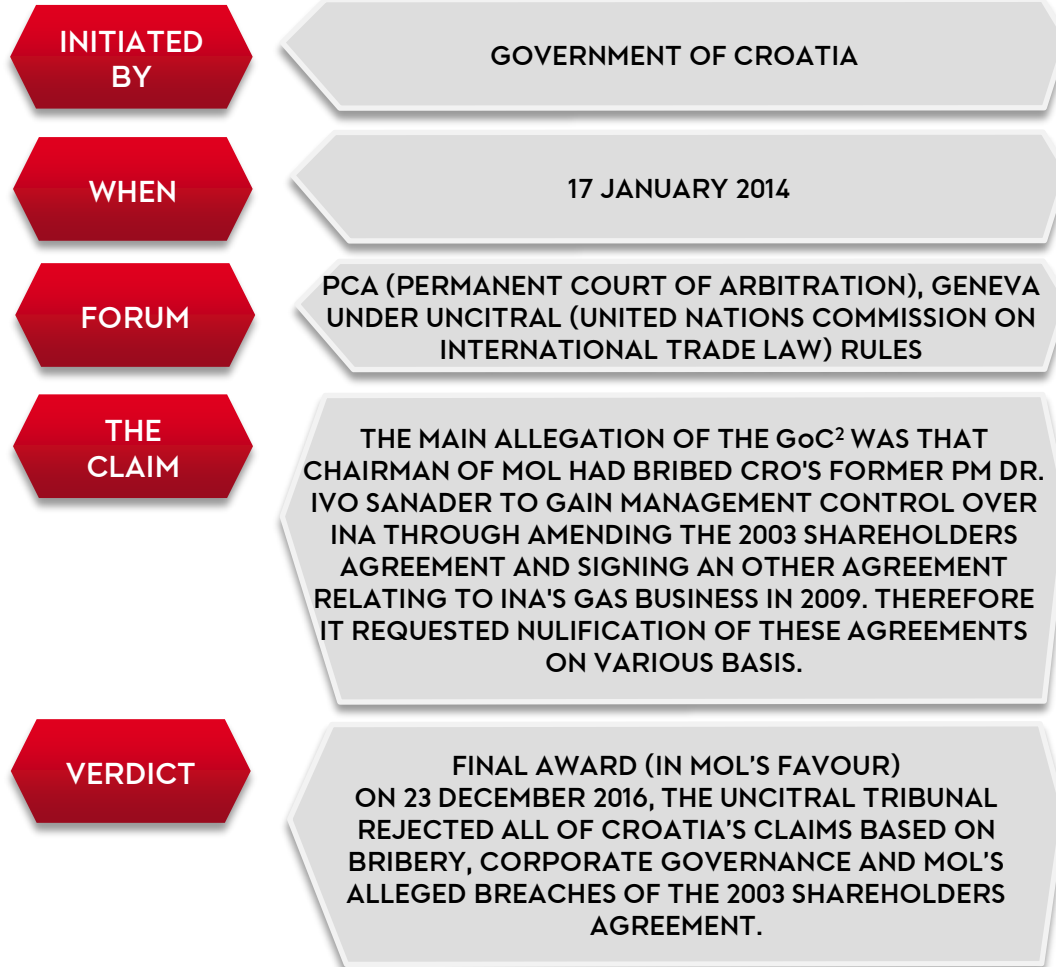
STORYLINE



CROATIAN BRIBERY INVESTIGATION INTO EX CROATIA PM AND MOL CHAIRMAN/CEO
HUNGARIAN BRIBERY INVESTIGATION INTO MOL CHAIRMAN/CEO
ARREST WARRANT FOR MOL CHAIRMAN/CEO
ICSID ARBITRATION
UNCITRAL ARBITRATION

MOL-CROATIA ARBITRATIONS

UNCITRAL ARBITRATION (CROATIA VS. MOL)



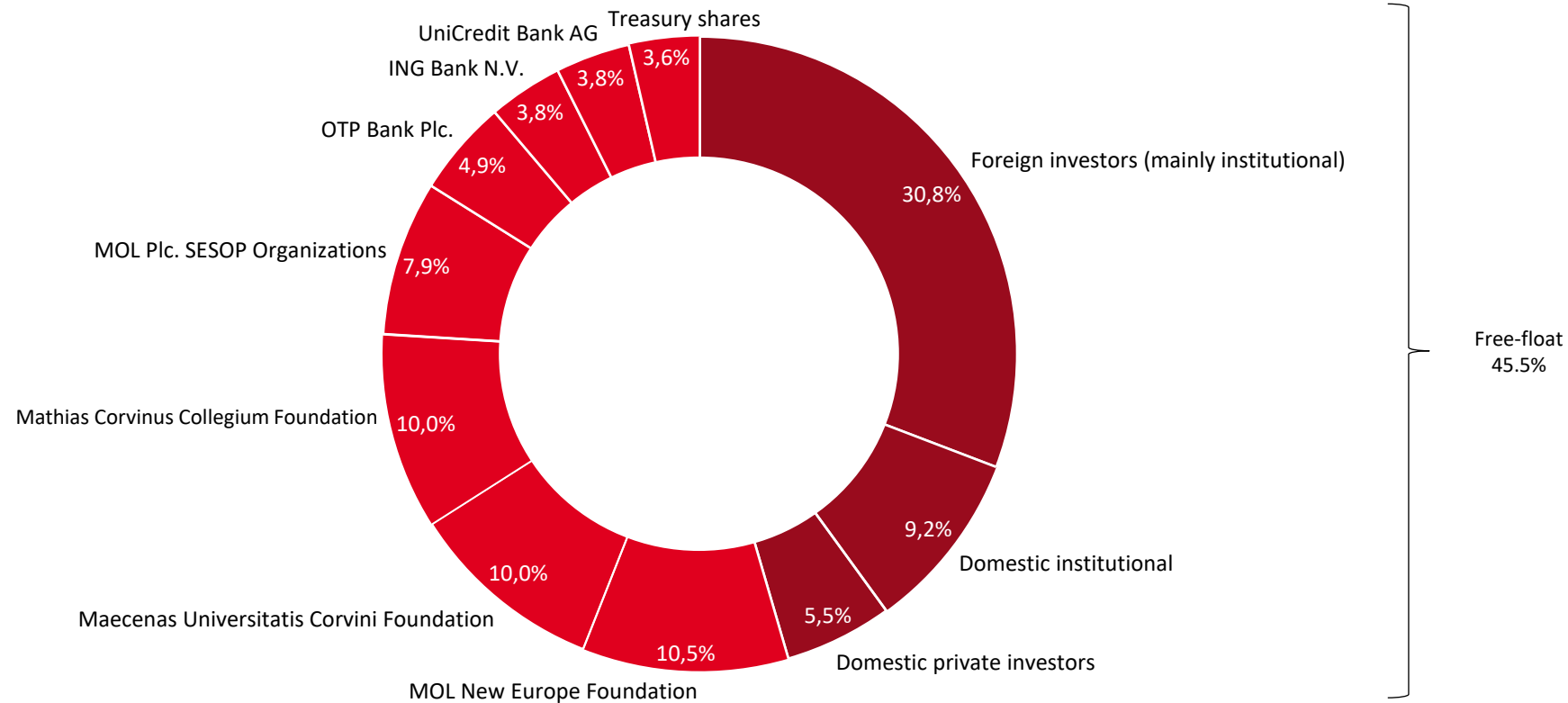
ICSID ARBITRATION (MOL VS. CROATIA)



(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

SHAREHOLDER STRUCTURE¹

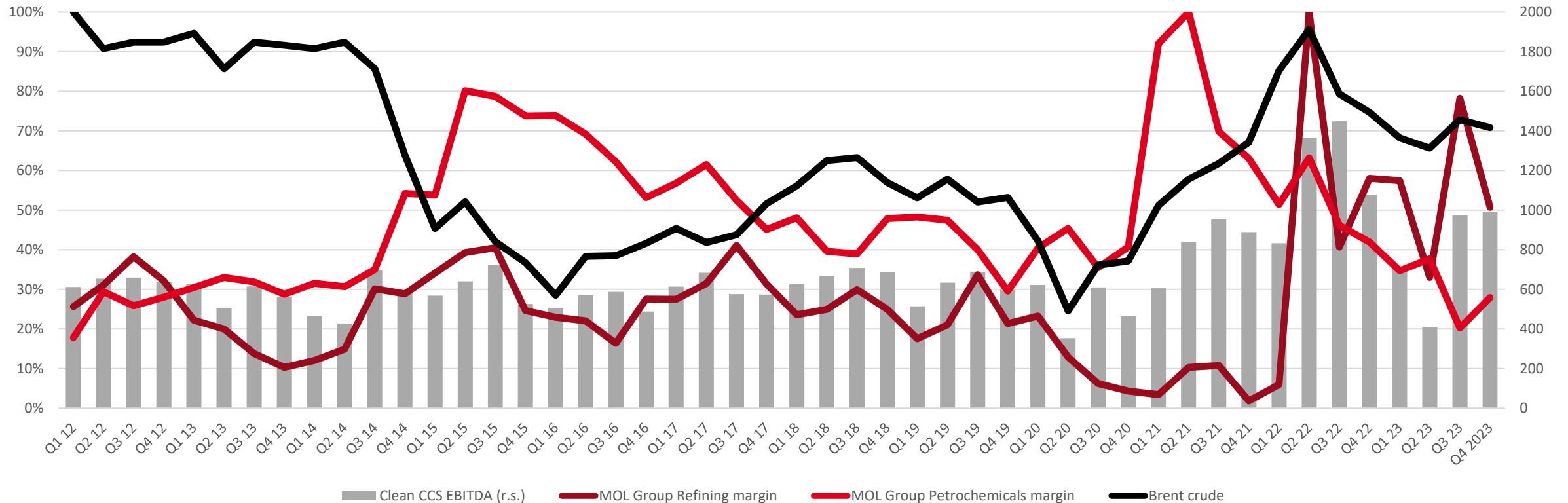


(1) Shareholder structure, based on the share register as of 31 December 2023, and the shareholders notifications about changes in voting rights

2023 STILL FAVOURABLE BUT NORMALIZATION STARTED

ADVERSE REGULATORY IMPACTS ARE NOT CAPTURED BY THE MACRO DRIVERS

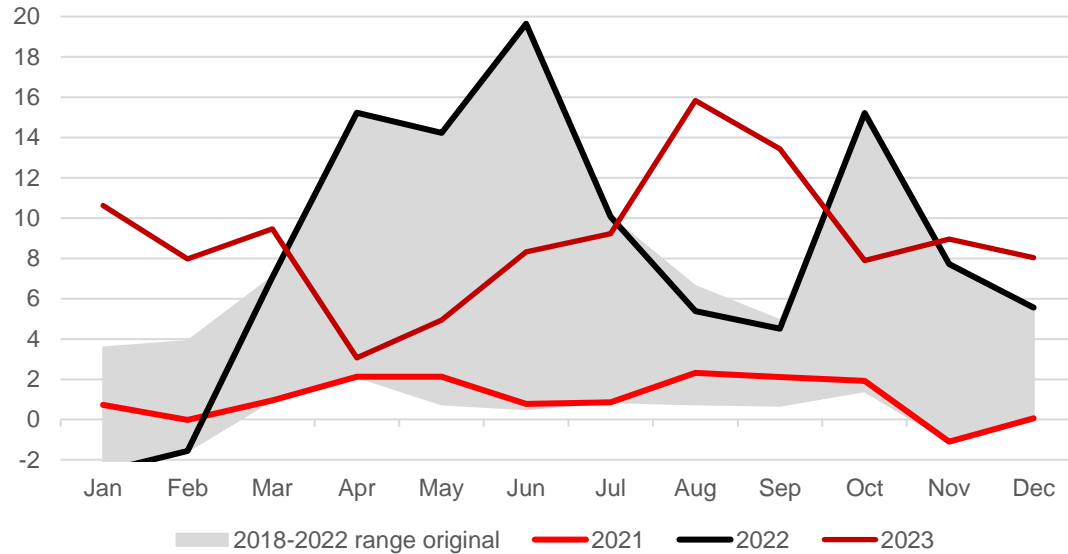
EXTERNAL ENVIRONMENT* VS MOL CLEAN CCS EBITDA (USD MN)



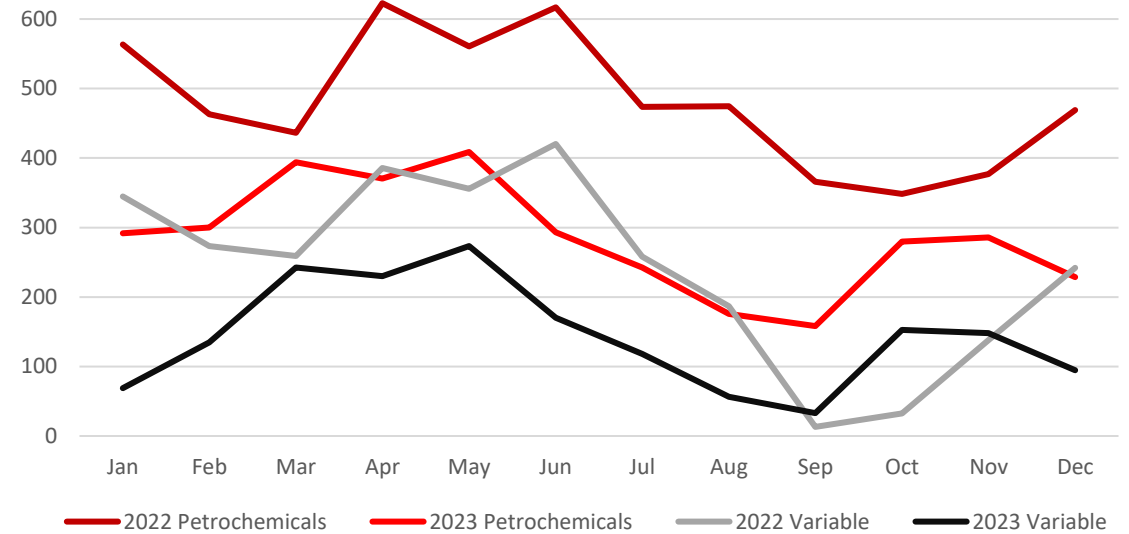
* The quarterly % values of the Refinery Margin, Petchem Margin and Brent price are measured against their respective maximum values (100%) in the period of Q1 2012 – Q4 2023
 100% equals to the following values:
 Brent-based Refining Margin: 16.4 USD/bbl; MOL Group Petrochemicals margin: 949.1 EUR/t; Brent crude: 119 USD/bbl
 Represented for continuing operations, i.e. excluding UK

MOL GROUP REFINERY AND PETCHEM MARGINS

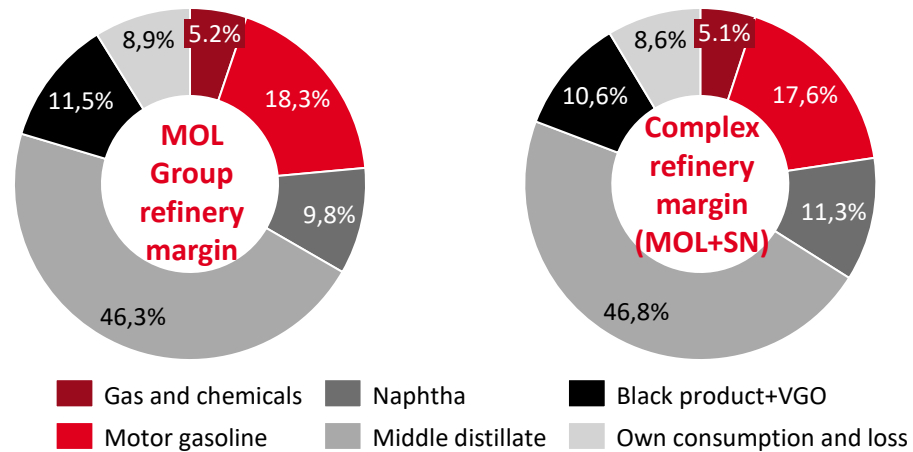
BRENT-BASED MOL GROUP REFINERY MARGIN¹ (USD/bbl)



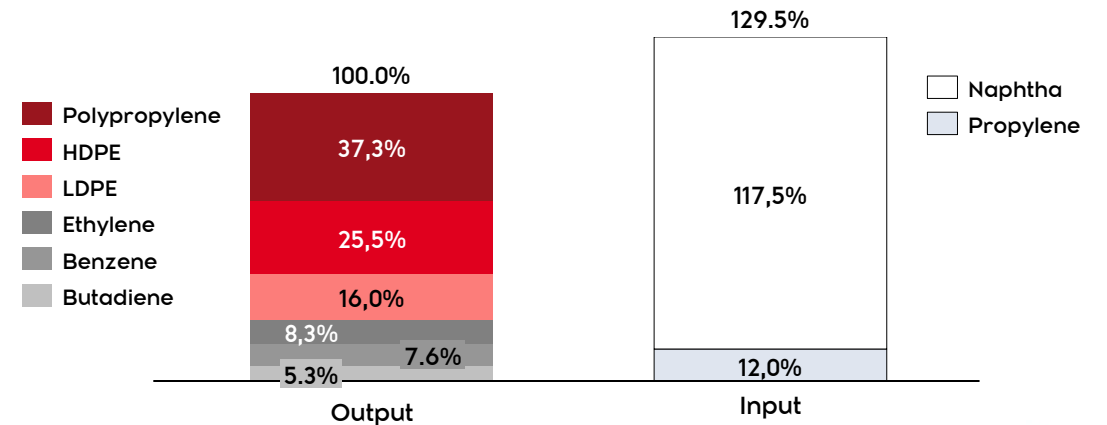
PETROCHEMICALS MARGIN (EUR/t)^{2,3}



IMPLIED YIELDS



IMPLIED YIELDS AND FEEDSTOCK



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

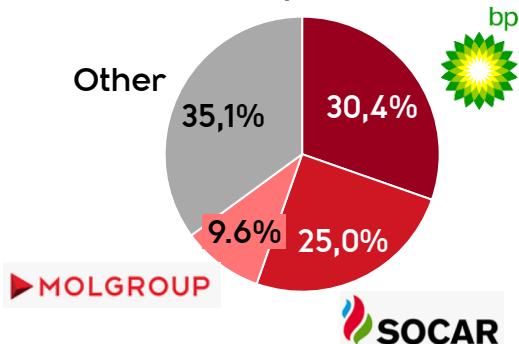
ACG: STRONG CONTRIBUTION CONTINUES IN 2023

2023 PERFORMANCE AND ASSET SUMMARY

367 mboepd (gross)

- ▶ Very strong cash generation on the back of high oil prices
- ▶ Major milestones on ACE project (7th production platform) achieved in progress towards First Oil beginning of 2024: ACE Topsides installed onto the jacket at its permanent location in August

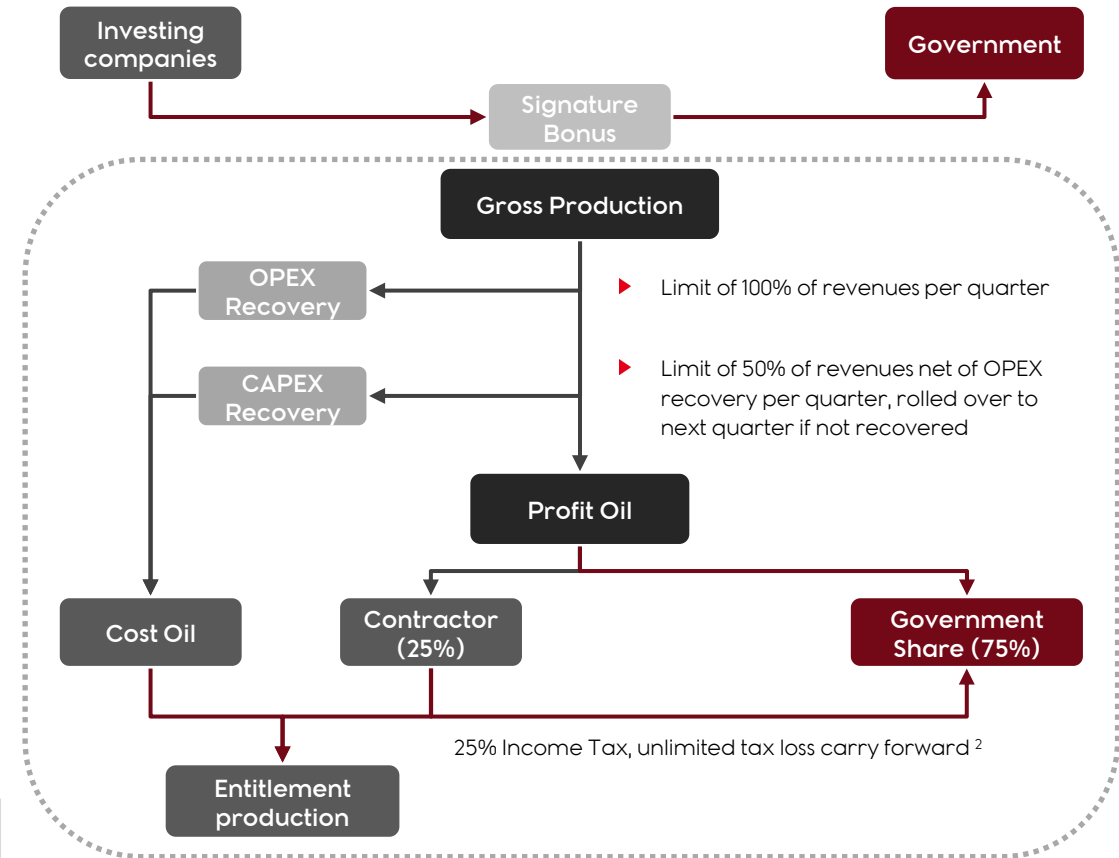
Ownership structure



▶ 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 REGIME¹



▶ PSA contract expiry: 2049

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

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

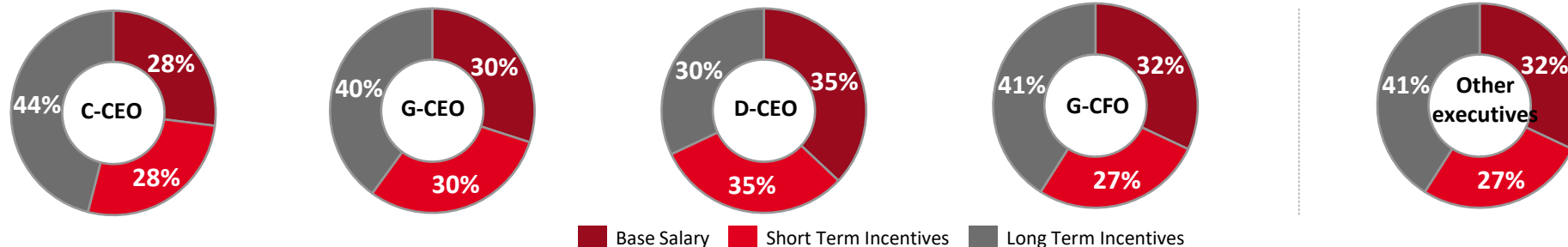
SHORT-TERM INCENTIVES

- ▶ 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

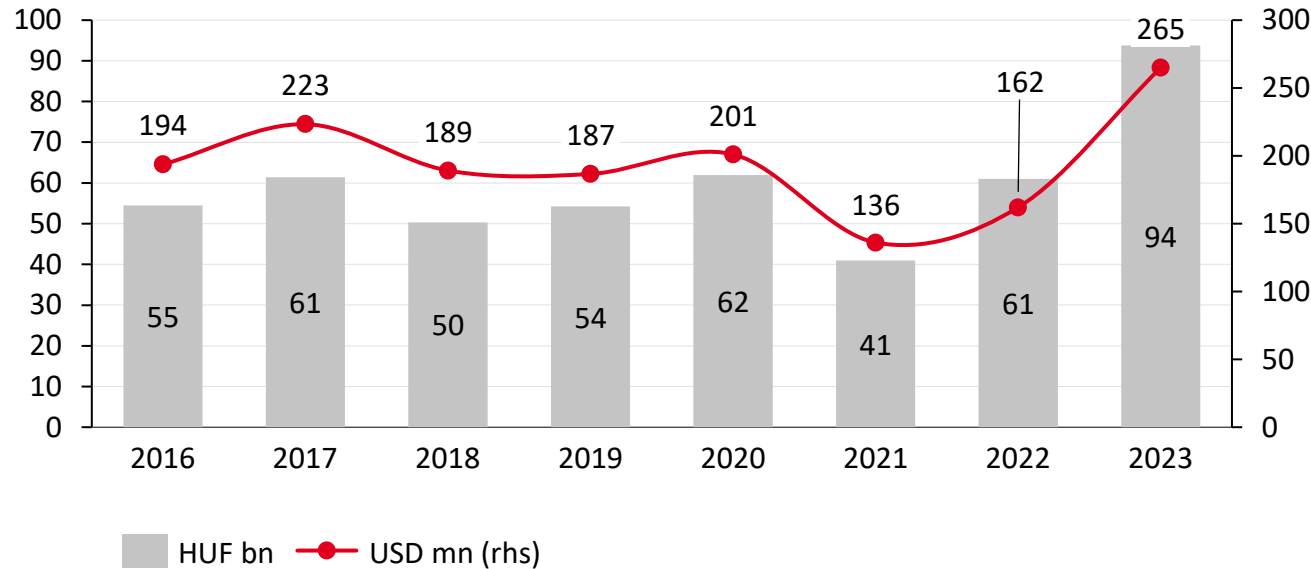
- ▶ As of 1 January, 2021 a new, simple long-term incentive program, the Restricted Share Plan was launched replacing the former Absolute Share Value Based and Relative Market Index Based Plans
- ▶ It's a 3-year long plan, payment is in the 4th year, starts each year
- ▶ Base entitlement is defined MOL 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



GAS MIDSTREAM: STABLE CASH FLOW

GAS MIDSTREAM EBITDA (HUF BN, USD MN)



FACTS & FIGURES

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

Q4 2023 RECAP



2024 GUIDANCE

| | 2022 RESULTS | | 2023 RESULTS | | 2024 GUIDANCE |
|-----------------------------------|--------------|---|--------------|---|---------------|
| GROUP PROFIT BEFORE TAX | USD 3.1 BN | ▶ | USD 1.9 BN | ▶ | ~USD 1.6 BN |
| GROUP CLEAN CCS EBITDA | USD 4.7 BN | ▶ | USD 3.1 BN | ▶ | ~USD 3.0 BN |
| OIL & GAS PRODUCTION ¹ | 92 MBOEPD | ▶ | 90.4 MBOEPD | ▶ | ~90 MBOEPD |
| CRUDE PROCESSING ² | 11.8 MT | ▶ | 12.1 MT | ▶ | ~12 MT |
| GROUP CAPEX (ORGANIC) | USD 1.52 BN | ▶ | USD 1.42 bn | ▶ | ~1.7 BN |
| NET DEBT/EBITDA | 0.3X | ▶ | 0.6X | ▶ | <1.0X |
| HSE – TRIR ³ | 1.4 | ▶ | 1.31 | ▶ | ~1.3 |

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

Q4 2023 CLEAN CCS EBITDA SLIGHTLY UP Q-O-Q

RESULTS HELPED BY RESILIENT UPSTREAM AND DOWNSTREAM PERFORMANCE AND CORE GROWTH IN CONSUMER SERVICES

FINANCIALS

- ▶ Clean CCS EBITDA decreased by 8% YoY and increased by 2% Q-o-Q to USD 992mn in Q4 2023, with 2023 FY operating CF after WC surpassing USD 2.1bn
- ▶ Upstream EBITDA excluding special items rose to USD 375mn in Q4 2023 due to a pick-up in production after Q3 hit by temporary effects and lower royalty rates applicable in Hungary
- ▶ Downstream Clean CCS EBITDA reached USD 456mn in Q4, translating to a 3% decrease q-o-q as a combination of a retreat in refining margins, seasonally lower volumes, and a change in taxation
- ▶ EBITDA of Consumer Services fell by 42% to USD 144mn in Q4, in line with seasonal effects
- ▶ Profit before tax amounted to USD 466mn in Q4 2023, marking a 5% increase from USD 442mn in Q4 2022 mainly as a result of lower impairments more than offsetting the effects of lower EBITDA

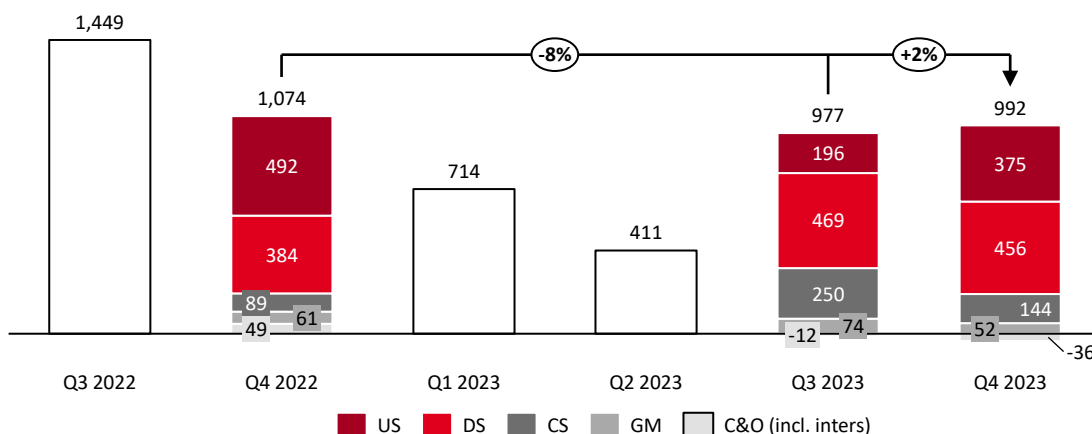
OPERATIONAL AND OTHER DEVELOPMENTS

- ▶ Geothermal potential furthered with 2 new licenses granted for MOL in Hungary
- ▶ Kazakhstan first gas reached in December with extension in production foreseen in H2 2024
- ▶ Moody's improved the outlook to positive from stable and affirmed MOL's investment grade credit rating at 'Baa3'

Q4 2023 EBITDA UP QUARTER-ON-QUARTER

ALL KEY SEGMENTS CONTRIBUTED TO THE OUTSTANDING RESULT

SEGMENT CLEAN CCS EBITDA (USD mn)



COMMENTS

Upstream

- ▶ Q4 2023 EBITDA close to doubled q-o-q due to the change of royalty regime and revamp in production

Downstream

- ▶ Downstream Clean CCS EBITDA slightly decreased in Q4 compared to Q3 due to lower refining margins, partly offset by milder loss in petchem and lower government take

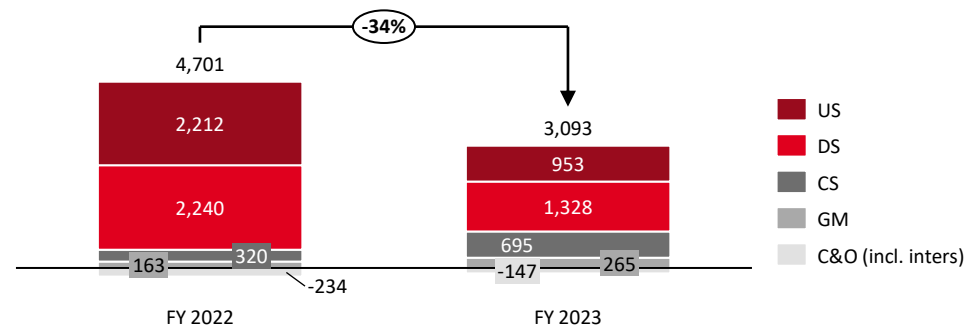
Consumer Services

- ▶ Consumer Services marked a 42% q-o-q decrease mainly due to seasonality

Gas Midstream

- ▶ EBITDA generation weaker than in previous quarters driven by lower domestic demand for transmission volumes and inflation pressure on costs

SEGMENT CLEAN CCS EBITDA YTD (USD mn)



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