MOLGROUP 2030

ENTER TOMORROW

MOL GROUP

INVESTOR PRESENTATION

February 2017

MOL GROUP IN BRIEF

INTEGRATED OIL & GAS COMPANY

- Upstream
  - CEE
  - International
- Downstream
  - R&M
  - Petchem
- Consumer Services
- Gas Midstream

CAPITAL MARKETS OVERVIEW

- Tickers: MOL HB; MOLB.BU
- Main listings: Budapest, Warsaw
- Number of shares: 102.4mn
- Free Float: 36%
- MCAP (24 Feb 2017): USD 7.3bn
- Liquidity (last 6M average): USD 6.1mn
- Corporate bonds outstanding:
  - MOLHB 5 7/8 04/20/17 EUR 750mn
  - MOLHB 6 1/4 09/26/19 USD 500mn
  - MOLHB 2 5/8 04/28/23 EUR 750mn
- Dividend yield (2015): 3.4%
- HSE - TRIR: 1.4

BUSINESS/ASSETS OVERVIEW

- Countries of operation: 33
- Number of employees: 25,000
- Production (mboepd): 112
- Reserves SPE 2P (MMboe): 459
- Refineries and Petrochemical facilities: 4+2
- Refinery capacity (mbpd): 417
- Steam cracker (ethylene) capacity (ktpa): 890
- No. of Service Stations: ~2,000
- Retail transactions per day: 1,000,000

MEMBERS OF MOLGROUP

AGENDA

MOLGROUP 2030

ENTER TOMORROW

INVESTMENT CASE & FINANCIAL FRAMEWORK

MOL GROUP 2030: A VISION, A STRATEGY AND ONE OVERRIDING OBJECTIVE

MOL 2030

BUILD ON EXISTING STRENGTHS	LEAD THE INDUSTRIAL TRANSFORMATION	LEVERAGE ON CEE LEADERSHIP
RESILIENT INTEGRATED BUSINESS MODEL HIGH-QUALITY LOW-COST ASSET BASE SYSTEMATIC SAFETY AND EFFICIENCY	DIVERSIFY AWAY FROM FUELS… …AND GROW (PETRO)CHEMICAL EXPOSURE TRANSFORM RETAIL INTO CONSUMER SERVICES	USE EXISTING MARKET PRESENCE AND CUSTOMER BASE BUILD A CRITICAL MARKET SHARE CONQUER TOMORROW'S MARKETS

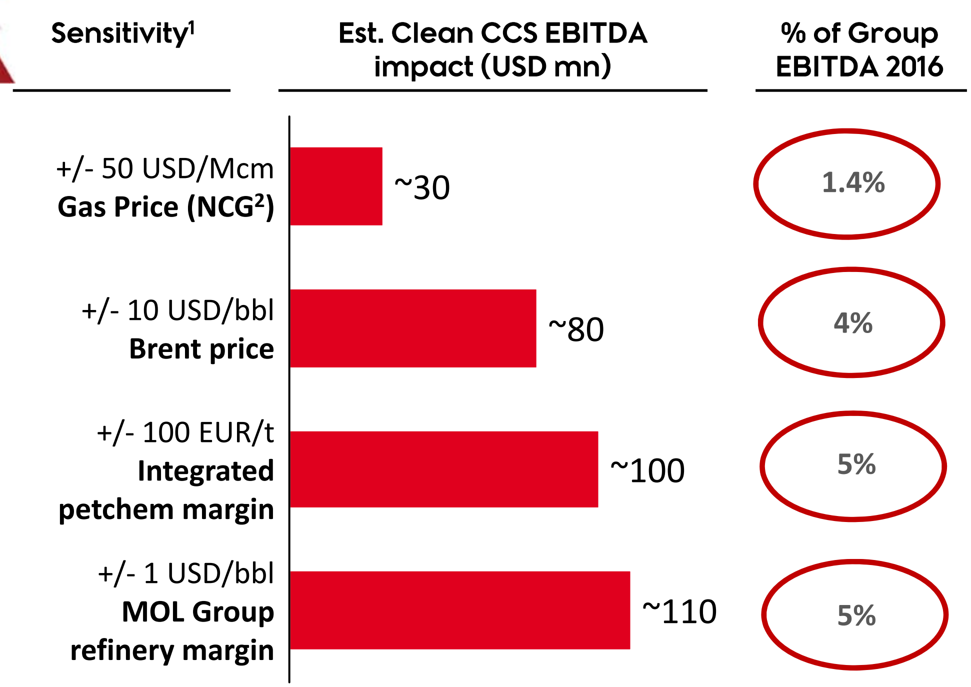
BEST-IN-CLASS INVESTMENT STORY

CONSERVATIVE MACRO ASSUMPTIONS FOR 2017-21

KEY MACRO ASSUMPTIONS

	2014	2015	2016	5Y AVG	2017-21E
Brent crude (USD/bbl)	99	52	44	83	40-60
MOL Group Refining Margin (USD/bbl)	3.4	6.1	5.7	4.4	4.0-5.0
Integrated Petchem margin (EUR/t)	360	680	613	437	400-500

EBITDA SENSITIVITY TO KEY EXTERNAL DRIVERS



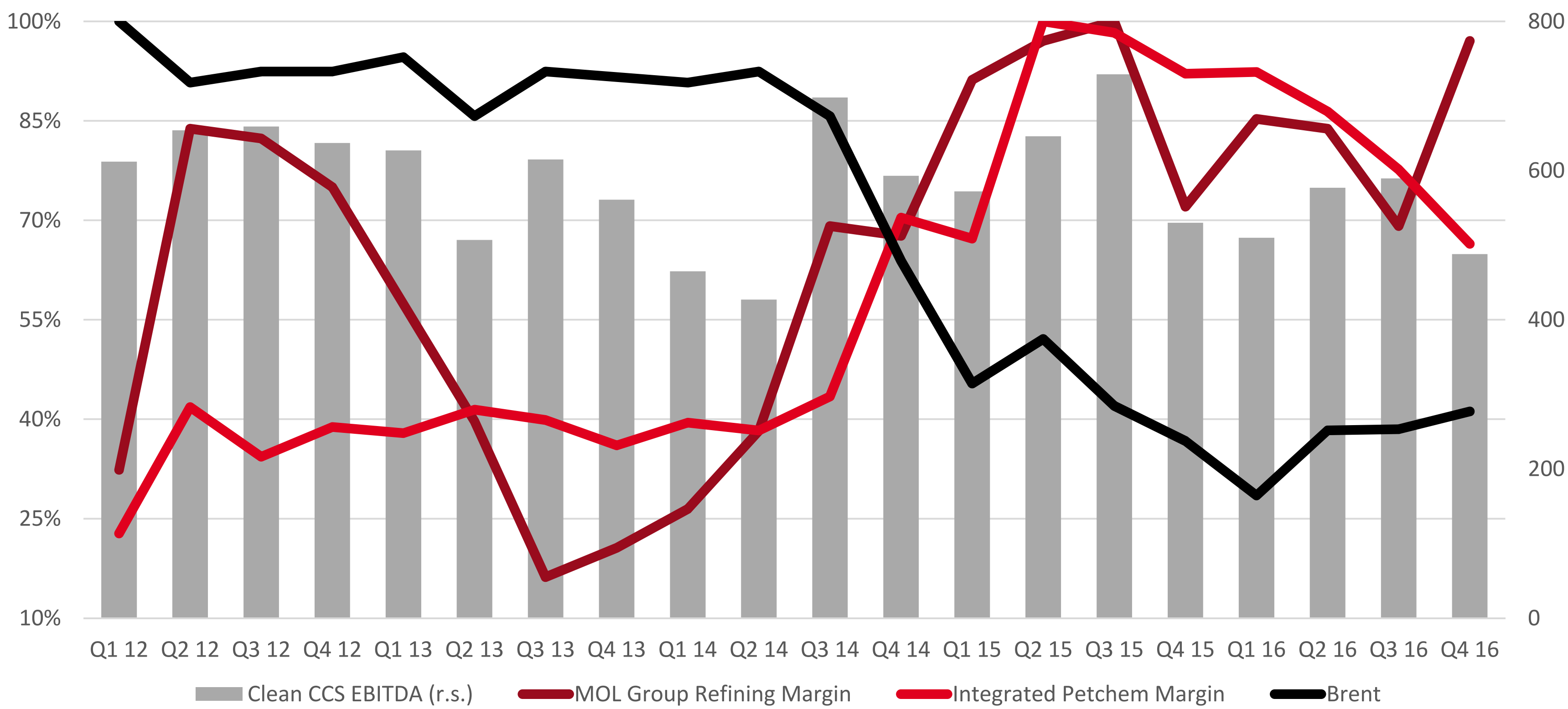
NB:
- Sensitivity calculated for the 2017-21 period on average
- Gas price sensitivity is the net impact of E&P sensitivity (around USD 50m) and an offsetting Downstream sensitivity
- Crude price sensitivity is the net impact of Upstream sensitivity (around USD 150m, including all liquids sensitivity and also the oil price-linked gas production sensitivity) and an offsetting Downstream sensitivity

[1] Ceteris paribus for current assets assuming full re-pricing of portfolio; all other premises and volumes remain unchanged
[2] Largest German trading point for natural gas (operated by NetConnect Germany)

RESILIENT INTEGRATED BUSINESS MODEL

SOLID, CONSISTENT EBITDA GENERATION IN A HIGHLY VOLATILE ENVIRONMENT

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

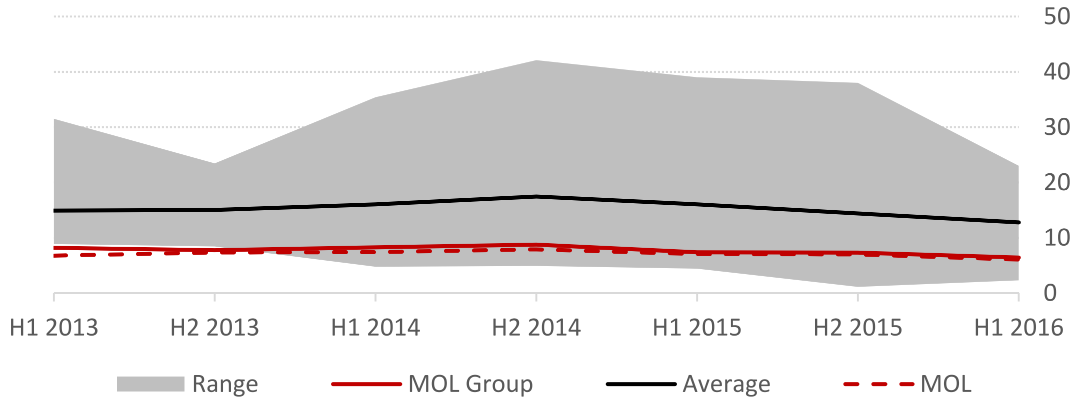


* The quarterly % values of the Refinery Margin, Petchem Margin and Brent price are measured against their respective maximum values (100%) in the period of Q1 2012 – Q4 2016
100% equals to the following values:
MOL Group Refining Margin: 6.8 USD/bbl; Integrated Petchem margin: 760 EUR/t; Brent crude : 119 USD/bbl

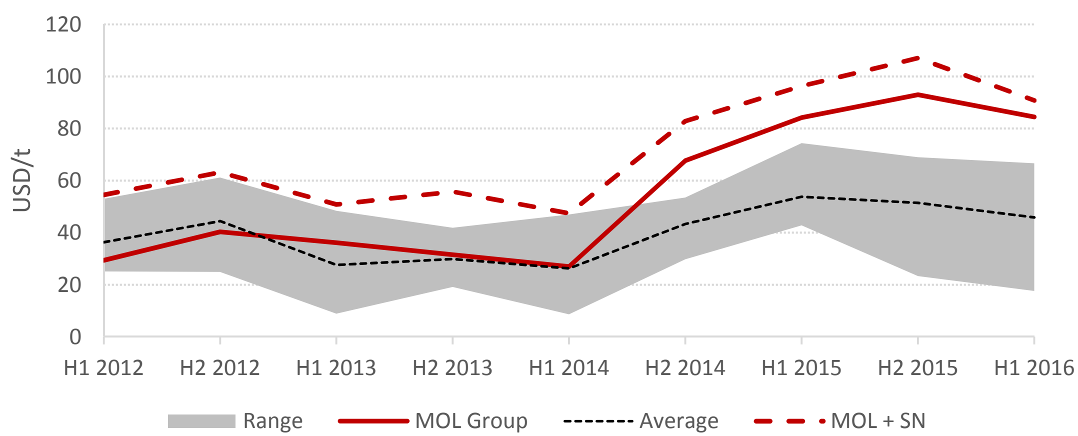
HIGH QUALITY, LOW COST ASSET BASE

VERY LOW BREAK-EVEN PRICES IN BOTH UPSTREAM AND DOWNSTREAM

E&P UNIT OPEX[1] (USD/BOE)



CLEAN CCS-BASED DS UNIT EBITDA[2] (USD/T)



MOL 2030

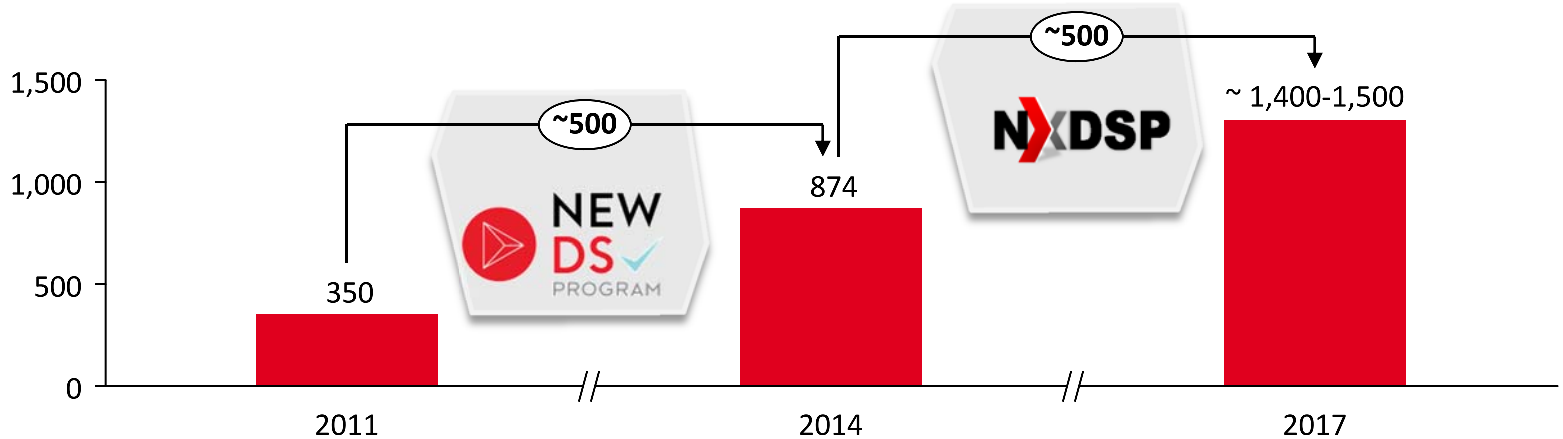
- MOL will build on existing strengths
- Continued relentless focus on efficiency…
- …to maintain competitive cost position…
- …and top-tier margins in the sector

(1) Range contains Enquest, Premier, Tullow, OMV, Lundin, Noble, Maurel et Prom, DNO; unit OPEX of Maurel et Prom for 2013 is not available
(2) Unit EBITDA range is based on volume sold and includes ELPE, Lotos, OMV, PKN, Tupras

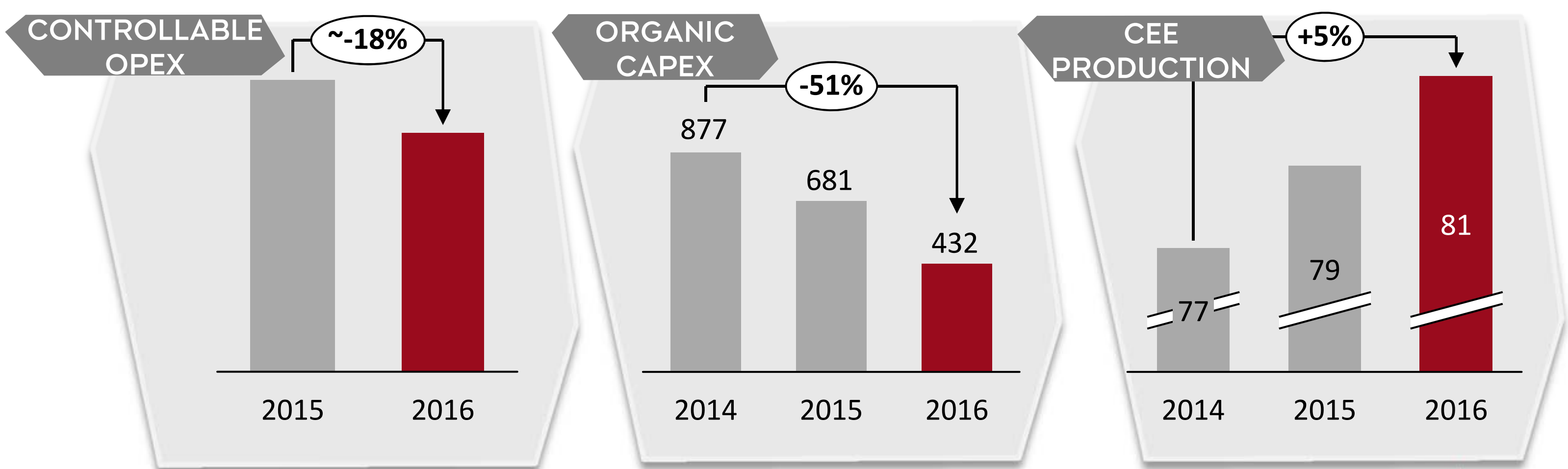
CONSTANT DRIVE FOR EFFICIENCY

SUCCESSFUL EFFICIENCY PROGRAMS WITH MAJOR EBITDA CONTRIBUTION

DOWNSTREAM EFFICIENCY PROGRAMS AND CLEAN CCS EBITDA (USD MN)



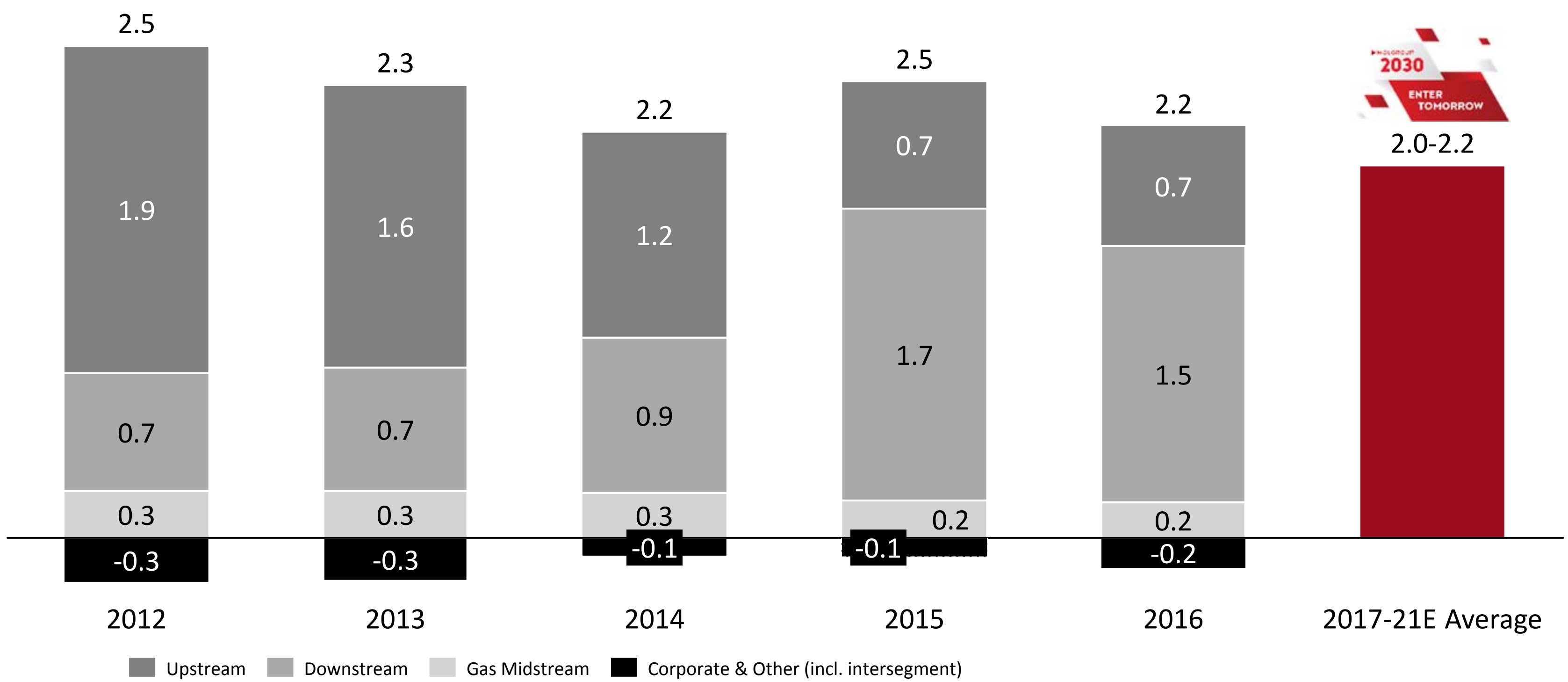
NEW UPSTREAM PROGRAM (USD MN, MBOEPD)



SUSTAINED CASH GENERATION

IN 2016 AND IN THE NEXT 5 YEARS

CLEAN-CCS EBITDA (USD BN)

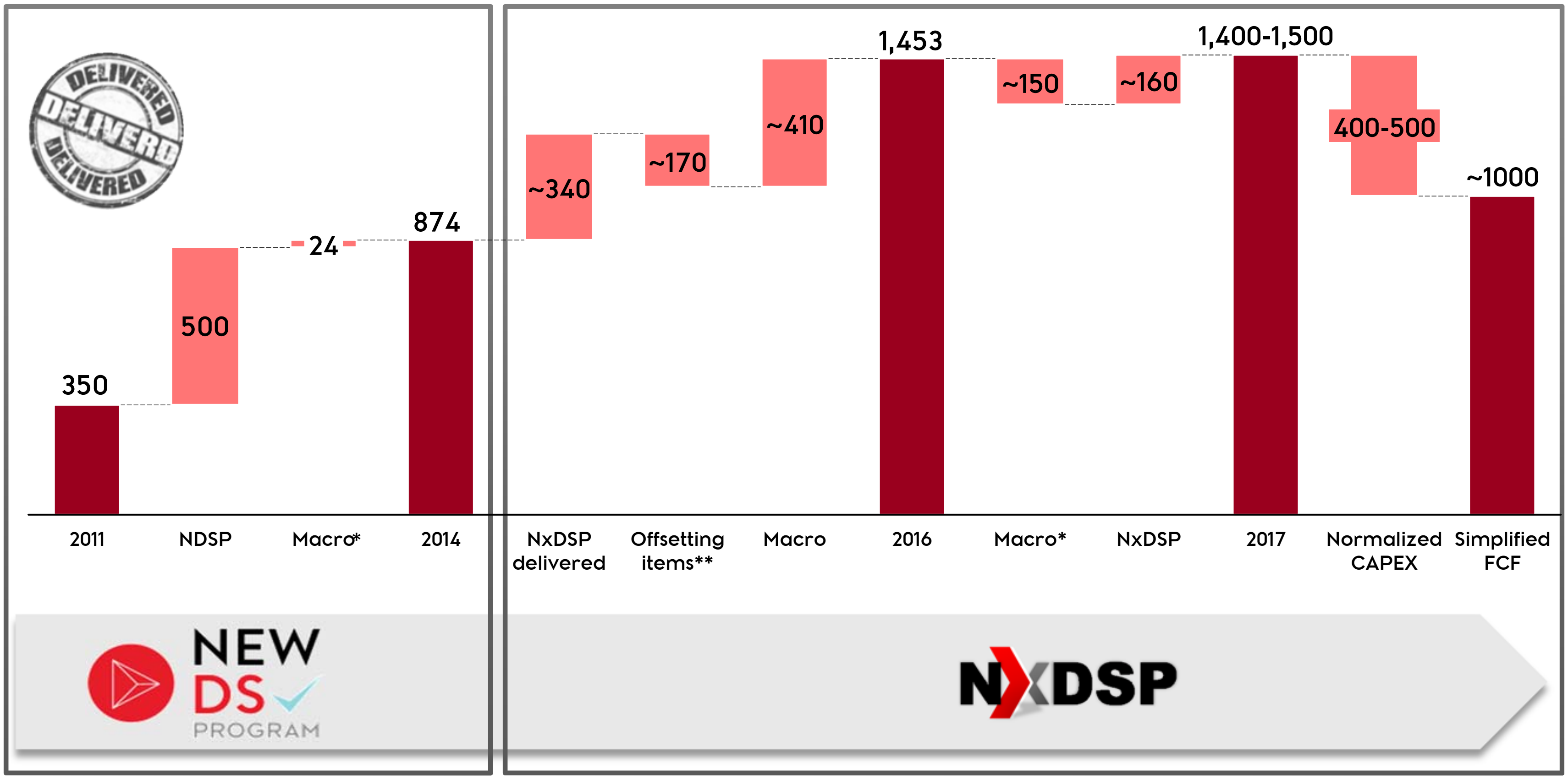


- Robust EBITDA and cash generation to sustain in 2017-21E on the back of the existing asset base

DS: OUTSTANDING „MID-CYCLE" FCF GENERATION

WITH CONTINUOUS FOCUS ON EFFICIENCY IMPROVEMENT

CLEAN CCS EBITDA (USD MN)

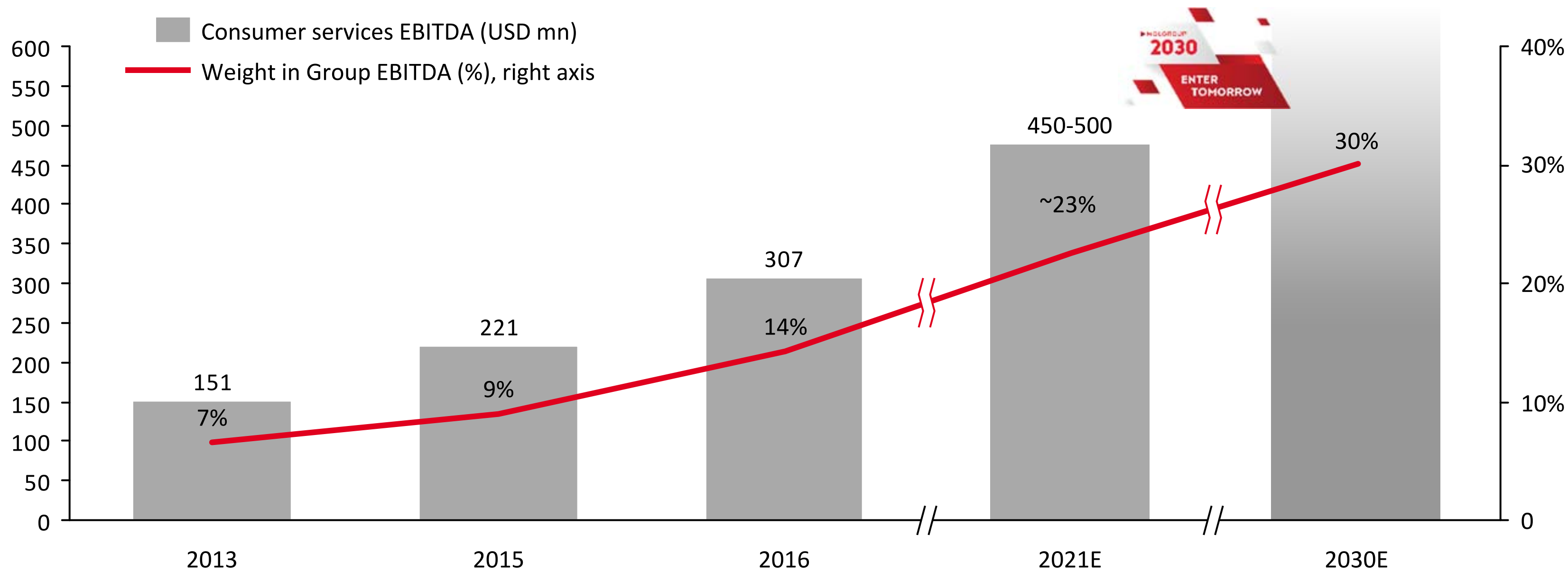


* Including offsetting items and the reversal of previous offsetting items
** Offsetting items were incurred in 2016 and were mostly related to availability issues (unplanned shutdowns) in both petchem and refining

GRADUAL EBITDA TRANSFORMATION

TOWARDS „HIGHER-VALUE", STABLE CONSUMER SERVICES CASH FLOW

EBITDA TRANSFORMATION IN 2013-2030 (USD MN)



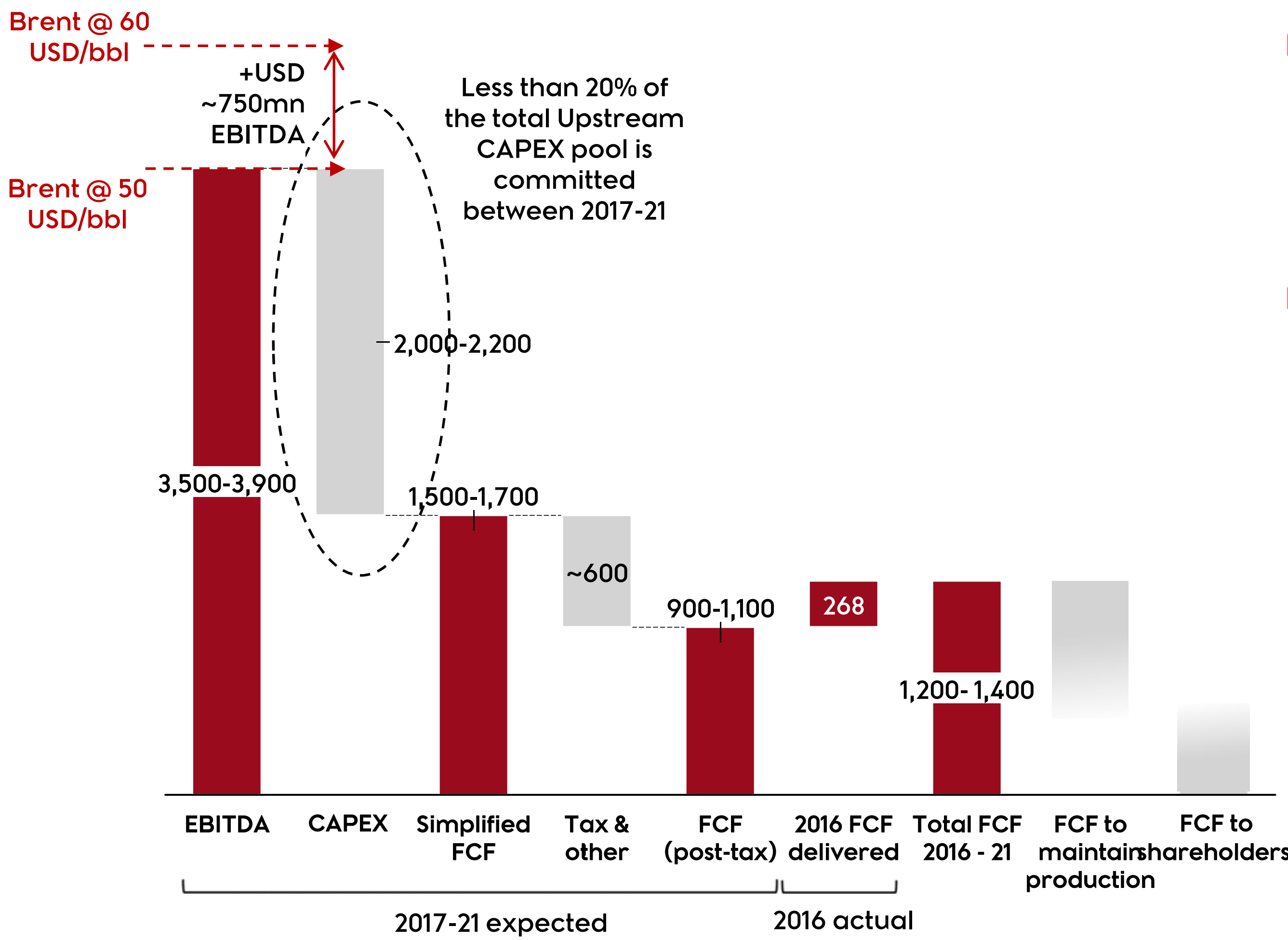
- Consumer Services EBITDA more than doubled in 4 years, to triple by 2021 (vs. 2013) and to grow further through 2030
- Consumer Services cash flows typically trade at materially higher multiples (~10x EV/EBITDA for listed peers[1] and ~11.5x implied EV/EBITDA in M&A[2]) vs. integrated oils (~5-6x EV/EBITDA) or downstream cash flows

(1) Peer group includes: Alimentation Couche-Tard, CST Brands, Casy General Stores, Sunoco, Cross America, Murphy USA, Petrol
(2) Retail/distribution M&A transactions in 2014-16; Source: Bank of America Merrill Lynch Research

E&P DELIVERS SUBSTANTIAL FCF IN 2016-21

WITH MATERIAL FLEXIBILITY ON THE CAPEX SIDE

EBITDA, CAPEX AND FCF EXPECTATIONS (2016-21, USD MN)

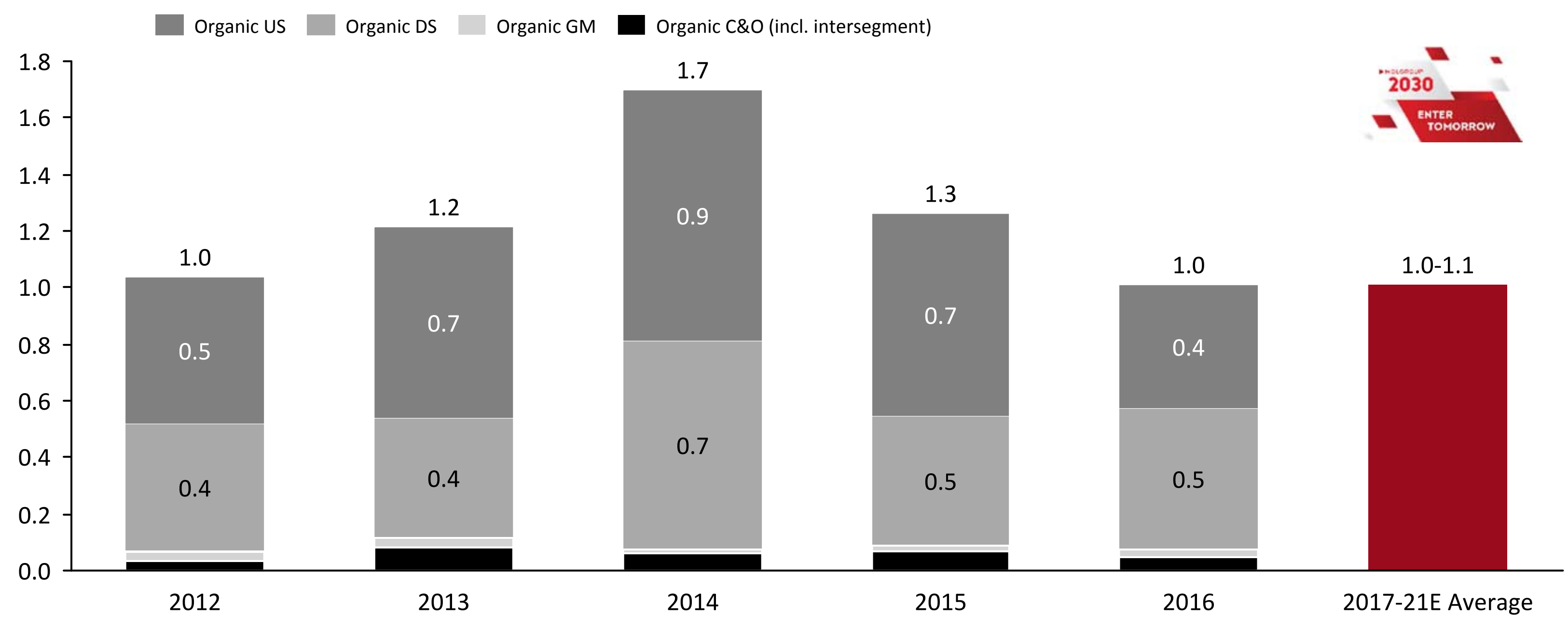


KEY MESSAGES

- Next 5Y post-tax free cash-flow shall cover reserve replacement necessary to maintain today's production @ 50 USD/bbl
- Next 5Y post-tax free cash-flow shall be sufficient for 100% reserve replacement @ 60 USD/bbl

STRONG „SUSTAIN" CAPEX DISCIPLINE

SUSTAIN CAPEX (USD BN)[1]



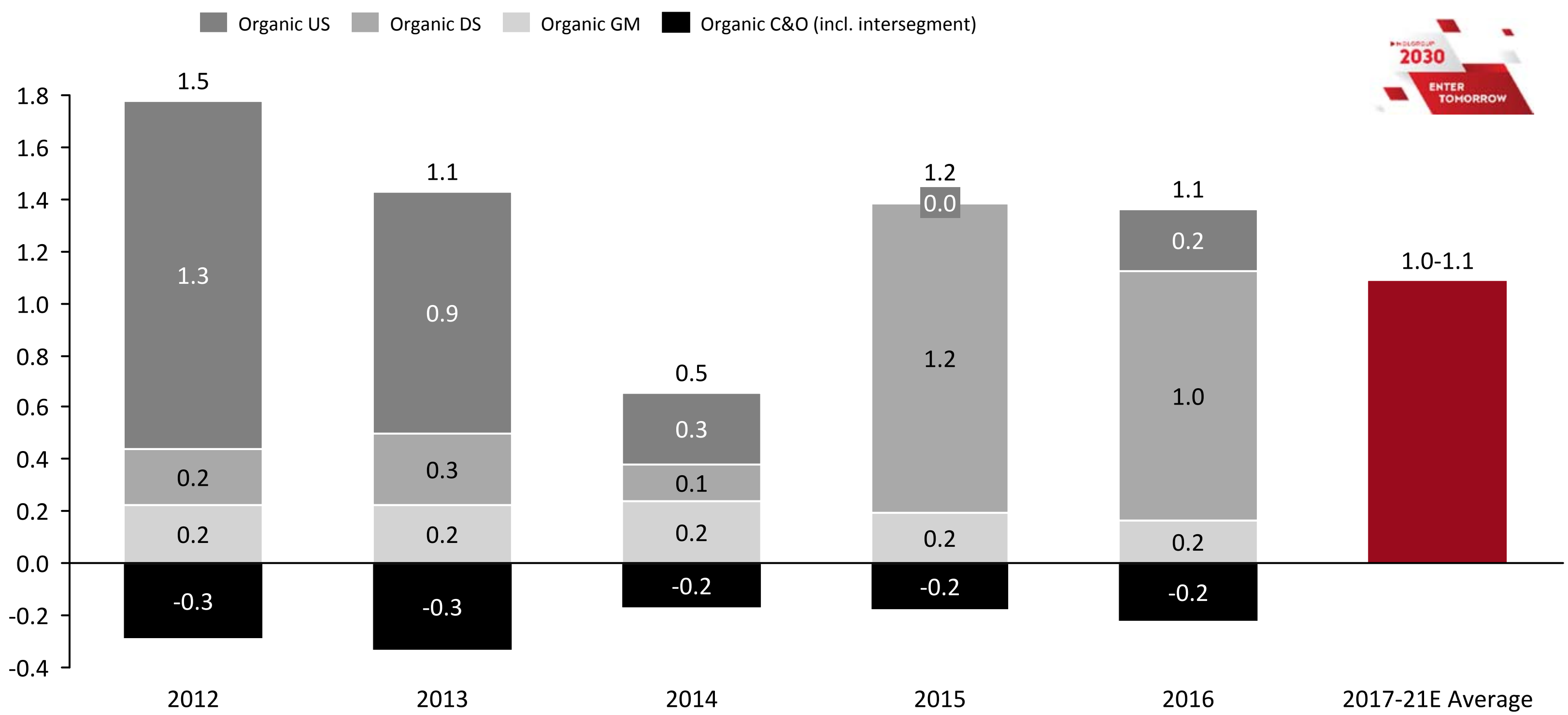
- USD 1.0-1.1bn sustain CAPEX annually on average in 2017-21 with continued strong discipline
- E&P spending plans realigned to reflect new oil price reality and the benefit of cost deflation

(1) Fact CAPEX figures represent total organic spending of MOL Group

ROBUST SIMPLIFIED FREE CASH FLOW

ACROSS THE CYCLE AND ACROSS ALL BUSINESS SEGMENTS

SIMPLIFIED FREE CASH FLOW[1] (USD BN)

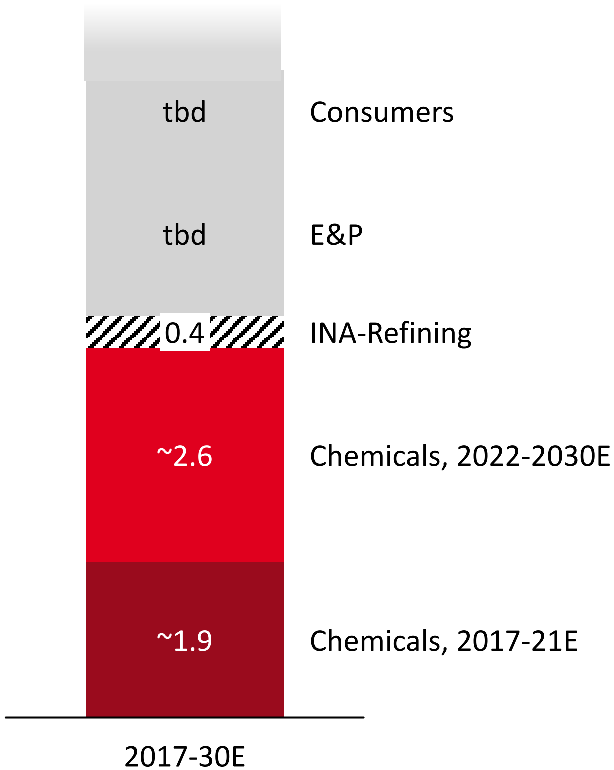


(1) Simplified Free Cash Flow = Clean CCS EBITDA – Organic CAPEX

TRANSFORMATIONAL CAPEX

MOL 2030 STRATEGY IMPLEMENTATION

TRANSFORMATIONAL CAPEX (USD BN)



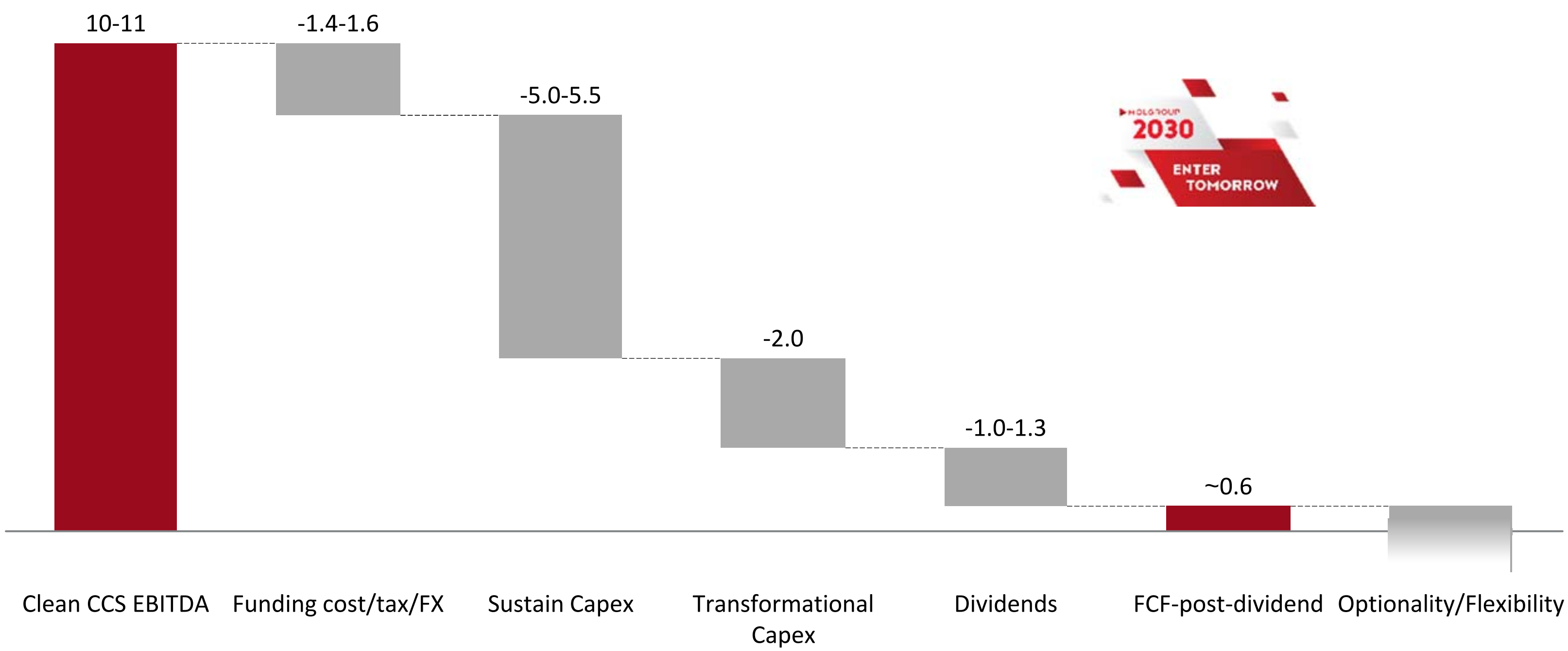
MOL 2030

- **Refining/Chemicals transformational capex: a total of ~USD 4.5bn until 2030**
  - Up to USD 1.9bn spending in petchem/chemicals in 2017-21
  - Steam cracker integration and debottlenecking and new product entries
  - 2017-2021 projects adding USD 250-300mn EBITDA at mid-cycle margins (10-15% targeted IRR)
- **Potential E&P reserves replacement (production stabilisation)**
- **Consumer services transformational spending**
- **Potential INA refining capex (Rijeka heavy residue upgrade) subject to fiscal/regulatory environment**

FCF TO COVER STRATEGIC CAPEX IN 2017-21

AND TO CREATE HEADROOM FOR ADDITIONAL TRANSFORMATIONAL SPENDING

NEXT 5-YEAR CASH FLOW GENERATION AMBITIONS, 2017-21 (USD BN)[1]



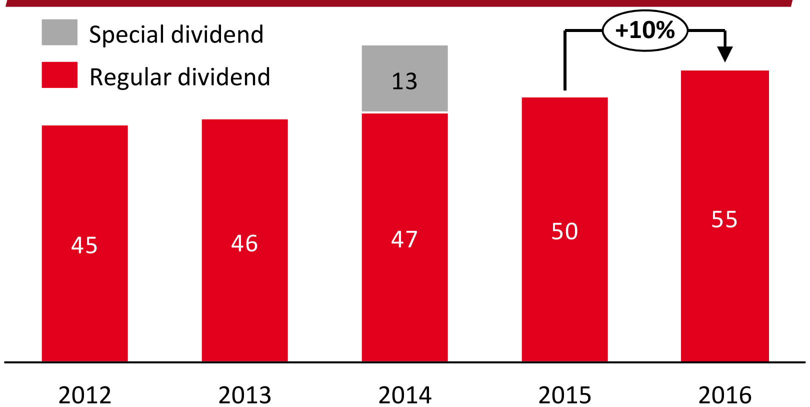
- Substantial FCF generation over sustain capex in the next 5 years...
- ...which may fully cover (phase-1) transformational capex, dividends, small M&A, and more

(1) Excluding changes in working capital

INCREASING DISTRIBUTION TO SHAREHOLDERS

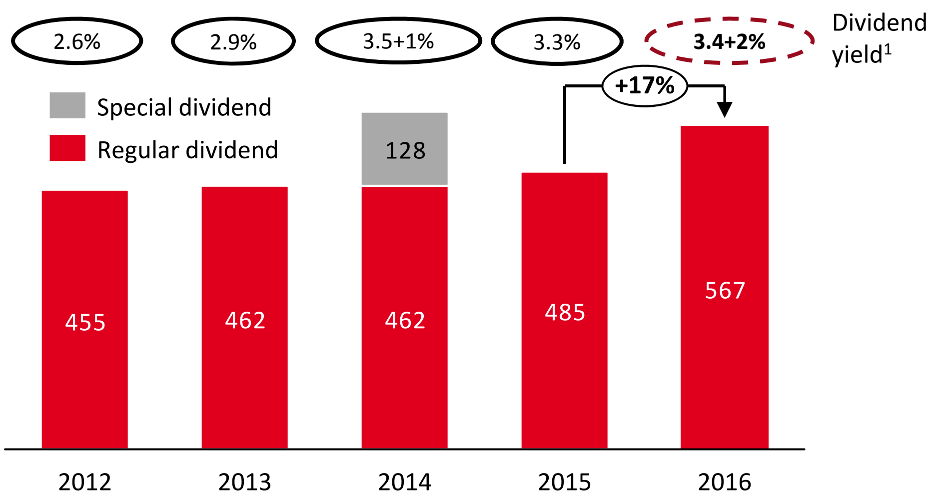
2% SHARE CANCELLATION IMPROVED SHAREHOLDERS' TOTAL RETURN IN 2016

DIVIDEND PAYMENTS (HUF BN)



- MOL was one of the very few integrateds who could increase DPS in 2016….
- …and can comfortably cover dividends and capex from cash flows even at USD 35/bbl oil price

DIVIDEND PER SHARE (HUF)



MOL 2030

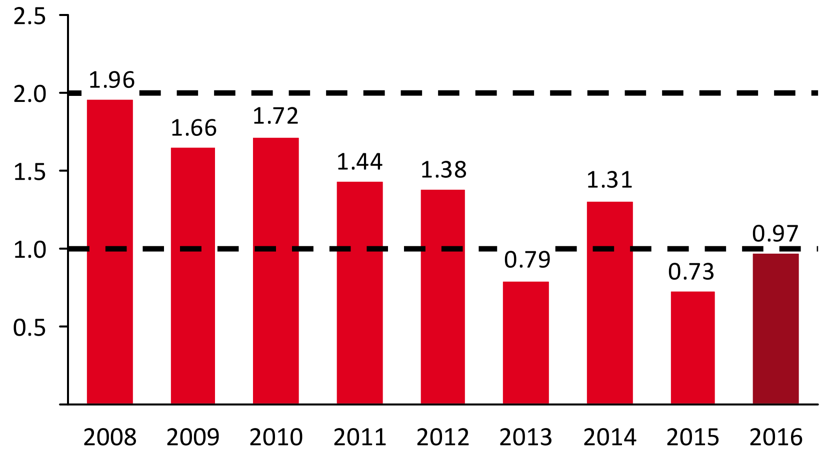
- Cash dividend is the primary distribution channel to shareholders
- Maintain rising trend in dividend stream and DPS
- Improving yields - growing importance in investment story

(1) Calculated with publication date share prices

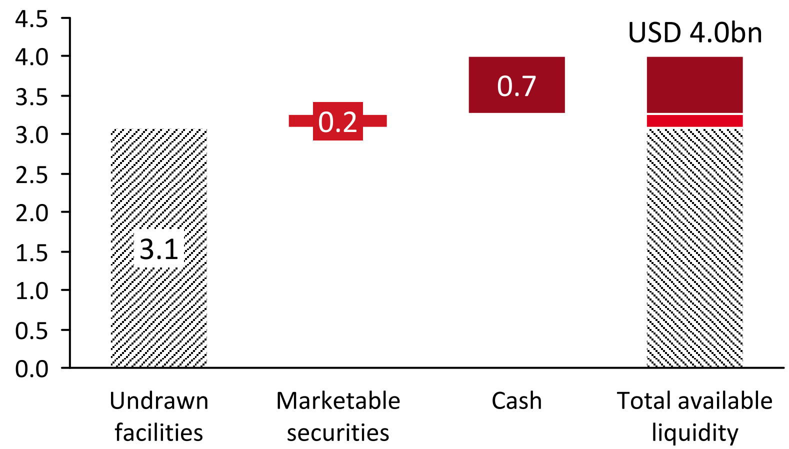
ROBUST BALANCE SHEET, AMPLE HEADROOM

REMAIN A PRIORITY IN „MOL 2030"

NET DEBT TO EBITDA (X)



AVAILABLE LIQUIDITY (31.12.2016)



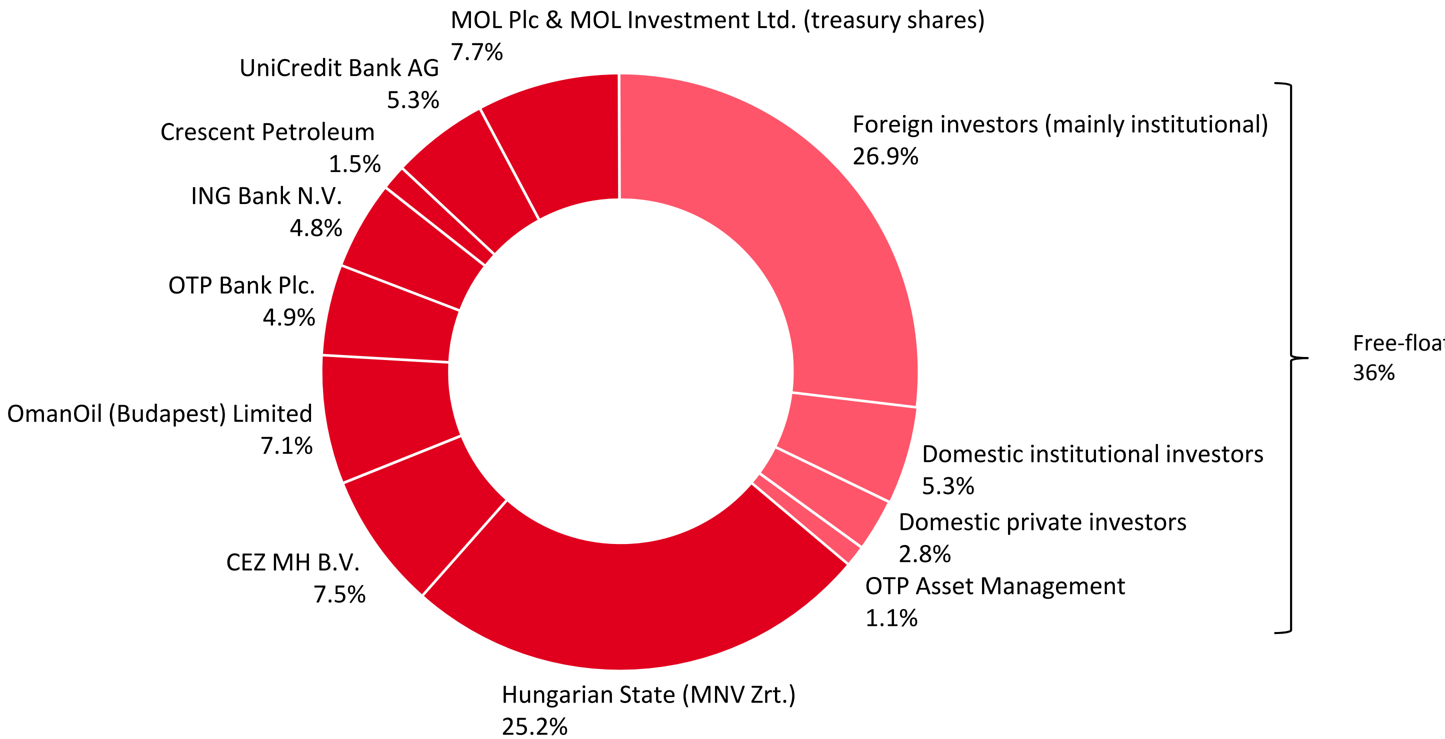
MOL 2030

- Net debt/EBITDA to be in 1.0-2.0x tolerance range on a forward-looking basis under „normal" circumstances (covenant threshold at significantly higher levels)
- Credit metrics to remain commensurate with investment grade credit rating
- Higher/lower leverage may be tolerated temporarily and/or for strategic reasons, but would trigger action plan to bring it back to target range
- Maintaining strong liquidity and comfortable financial headroom also remain priority

SIMPLER SHAREHOLDER STRUCTURE[1]

HIGHER FREE FLOAT AND LIQUIDITY DESIRABLE IN THE MEDIUM TERM

- Dana Gas sold its stake in 2015; Crescent sold further shares in 2016 (increasing free float)
- 6mn shares from Magnolia migrated to treasury shares in March 2016
- 2% share cancellation in 2016
- CEZ convertible expiry is potentially a material liquidity event in 2017

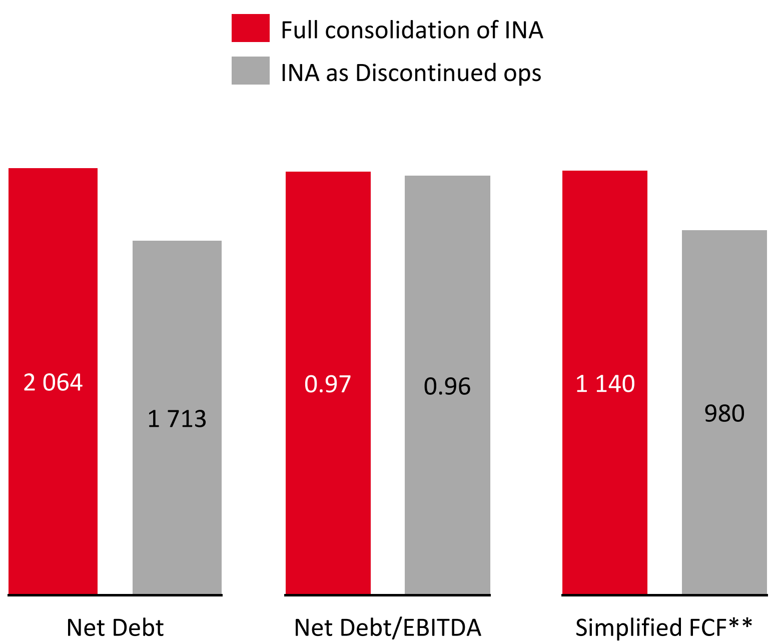


(1) Shareholders structure as of 31 December 2016

MOL 2030 WORKS WITH OR WITHOUT INA

FOCUS ON SECURING RETURN ON INVESTMENT

NET DEBT (USD MN), NET DEBT/EBITDA (X) AND FCF (USD MN) IN 2016*



INA: WHAT IS UNCHANGED?

- The priority is to maximise the value of the INA investment:
  - Keeping and operating INA (on fully market-based conditions and with a controlling position for MOL) or
  - Selling/monetizing the investment
- Legal proceedings continue

INA: WHAT HAS CHANGED?

- MOL 2030 strategy can be and will be implemented with or without INA
- Croatia is an EU member state since 2013, reducing the risk of any extreme, non-EU-conform scenario
- Decreasing relative importance of INA
- First arbitration completed; all Croatian claims rejected

* Pro-forma financials as of 31 December 2016 show INA as „discontinued operations", while all other P&L and Balance Sheet lines represent MOL Group excluding INA
** Simplified FCF = Clean CCS EBITDA less Organic CAPEX

SUNSTAINABLE DEVELOPMENT; HSE COMMITMENT

„SUSTAINABILITY PLAN 2020” AND RANKING INCLUSIONS

SD GOVERNANCE

- **Sustainable Development Committee** of Board of Directors since 2006; MOL Group CEO is a permanent member
- Executive level **Thematic Sustainability Committee** in place since 2013
- Highest ranking individual responsible for sustainability is **SD & HSE Senior VP,** directly reporting to the Group CEO

SD PLAN 2020

- **MAIN OBJECTIVE:** achieve and maintain an internationally acknowledged leading position (top 15%) in sustainability performance.
- **FOCUS AREAS:** Climate Change, Environment, Health & Safety, Communities, Human Capital and Ethics & Governance
- **ACTIONS:** 36 in total, of which 11 new actions defined solely to improve SD performance

SUSTAINABILITY INDICES AND RANKINGS

- In 2016 MOL became component of the **Dow Jones World Sustainability Index,** constituent of the **FTSE4Good Emerging Index,** and included in the **RobecoSAM Sustainability Yearbook** for the second consecutive year.
- MOL is a constituent of **MSCI ESG Emerging Market Index** since 2014 and the **Euronext Vigeo – Emerging 70' Index** since 2015.
- In 2016 MOL Group received a 94% percentile ranking (outperformer) by **Sustainalytics.**

The Sustainability Yearbook 2017

Dow Jones Sustainability Indexes

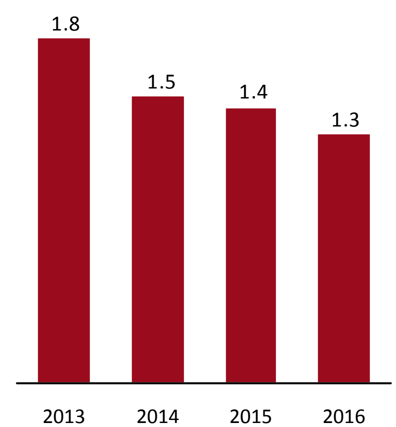
MSCI ESG Research

FTSE4Good

EURONEXT vigeo INDICES Emerging 70

SUSTAINALYTICS

TRIR*



* Total Recordable Injury Rate

This page was left blank intentionally

MOLGROUP 2030

ENTER TOMORROW

Q4 2016 AND FY 2016 RECAP

2016: ANOTHER YEAR OF STRONG DELIVERY

WITH THE ESSENTIAL FUNDAMENTAL BUILDING BLOCKS IN PLACE

RESILIENT INTEGRATED BUSINESS MODEL

FINANCIAL DISCIPLINE

SYSTEMATIC SAFETY & EFFICIENCY

HIGH-QUALITY LOW-COST ASSET BASE

MOL 2030: BUILD ON EXISTING STRENGTHS

	2016 TARGETS	2016 RESULTS		2017 TARGETS
GROUP CLEAN CCS EBITDA	Upgraded to ~USD 2.2 BN	USD 2.15 BN	✓	USD 2 BN+
GROUP CAPEX (ORGANIC)	Cut by USD 0.2BN to up to USD 1.1BN	USD 1.0 BN	✓	Up to USD 1.2 BN
FCF GENERATION*	POSITIVE	USD 937 MN	✓	POSITIVE
NXDSP	USD 150 MN	USD 130 MN	✗	USD 160 MN
OIL & GAS PRODUCTION	105-110 MBOEPD	112 MBOEPD***	✓	~ 110 MBOEPD
NET DEBT/EBITDA	<2X	0.97X	✓	<2X
HSE – TRIR**	<1.8	1.3	✓	<1.7

* Net Operating Cash Flow (before changes in net working capital) less organic capex

** Total Recordable Injury Rate

*** Including JVs and associates (2016 production was 110 mboepd on a like-for-like basis)

SUSTAINED FCF GENERATION IN 2016 AND 2017

FINANCIAL HIGHLIGHTS

- FY 2016 Clean CCS EBITDA at USD 2.15bn, in line with the upgraded guidance and only moderately down year-on-year; Q4 2016 Clean CCS EBITDA was HUF 140bn (USD 488mn)
- Upstream EBITDA continued to grow (+27% YoY) in Q4 2016 and the segment generated over USD 250mn (or ~USD 7/boe) free cash flow in 2016 at the bottom of the cycle
- Downstream EBITDA was affected by availability issues and a weaker macro in Q4 and declined 20% year-on-year; Consumer Services (retail) continued to post impressive year-on-year growth (+55%)
- MOL generated FCF of nearly USD 1bn in 2016, as net operating cash flow before working capital changes (USD 1.95bn) well exceeded organic CAPEX (USD 1bn)
- Credit metrics improved in Q4 on FCF generation; net debt/EBITDA fell to 0.97x at the end of 2016
- 2017 guidance in line with the 2017-21 financial framework: USD 2bn+ EBITDA, up to USD 1.2bn organic capex

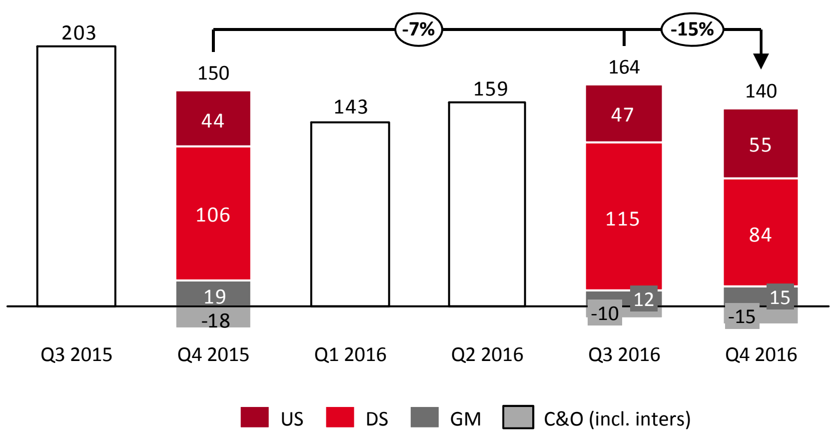
OPERATIONAL HIGHLIGHTS

- Oil and gas production was 112 mboepd (including JVs and associates) in 2016 up 6% year-on-year on a like-for-like basis, boosted by higher CEE onshore (the highest since 2012) and UK production
- 2P reserves stand at 459mn boe at the end of 2016
- NxDSP delivered USD 130mn bottom-up EBITDA improvement in 2016, which was, however, offset by other factors, most notably by reduced plant availability in both refining and petchem
- In addition to the DJSWI inclusion, MOL has become a constituent of the FTSE4Good Emerging Index; MOL has also qualified for inclusion in the RobecoSAM Sustainability Yearbook for the second consecutive year

FY 2016 EBITDA STRONG, MODESTLY LOWER YOY

Q4 2016 EBITDA AFFECTED BY WEAKER DOWNSTREAM CONTRIBUTION

SEGMENT CLEAN CCS EBITDA (HUF bn)



COMMENTS

Downstream

- Petchem suffered from availability issues (lower volumes, higher costs) and weaker margins
- Retail contribution jumped YoY, but was affected by normal seasonality in Q4

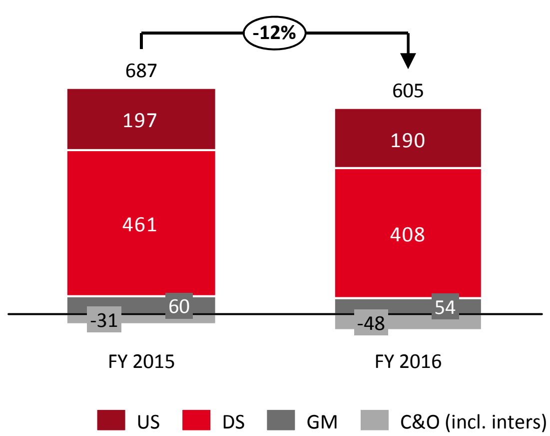
Upstream

- Stronger on higher oil prices and volumes and lower costs

Gas Midstream

- Lower capacity bookings weigh on results in Q4 YoY

SEGMENT CLEAN CCS EBITDA YTD (HUF bn)



COMMENTS

- Overall, strong EBITDA generation in 2016, yet off the 2015 highs

Upstream

- EBITDA was nearly flat in 2016, materially outperforming oil prices

Downstream

- Down in 2016 on the expected margin normalization (in both refining and petchem)

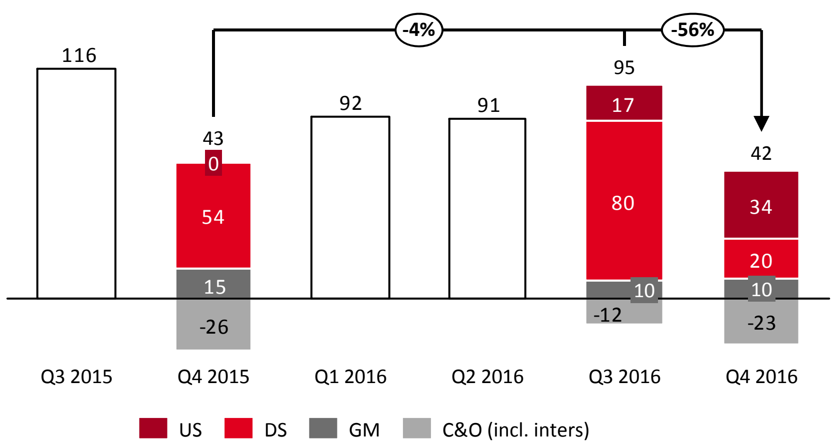
Gas Midstream was slightly weaker YoY

Corporate & Other segment was hit in 2016 by weak contribution from service companies

ROBUST SIMPLIFIED FCF MAINTAINED IN 2016

IMPROVING UPSTREAM FCF MOSTLY OFFSET WEAKER DOWNSTREAM

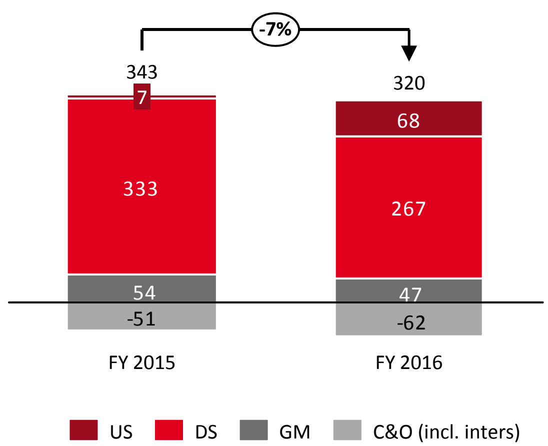
SIMPLIFIED FCF* (HUF bn)



COMMENTS

- Group-level simplified FCF (Clean CCS EBITDA less organic capex) was around flat in Q4 2016 YoY
- Significantly improving Upstream FCF offset weaker Downstream contribution, a testament to the resilience of the integrated business model
- Upstream FCF improvement in Q4 reflect success of NUP (including very strong capital discipline)
- Downstream FCF was hit by weaker EBITDA generation in Q4

SIMPLIFIED FCF* YTD (HUF bn)



COMMENTS

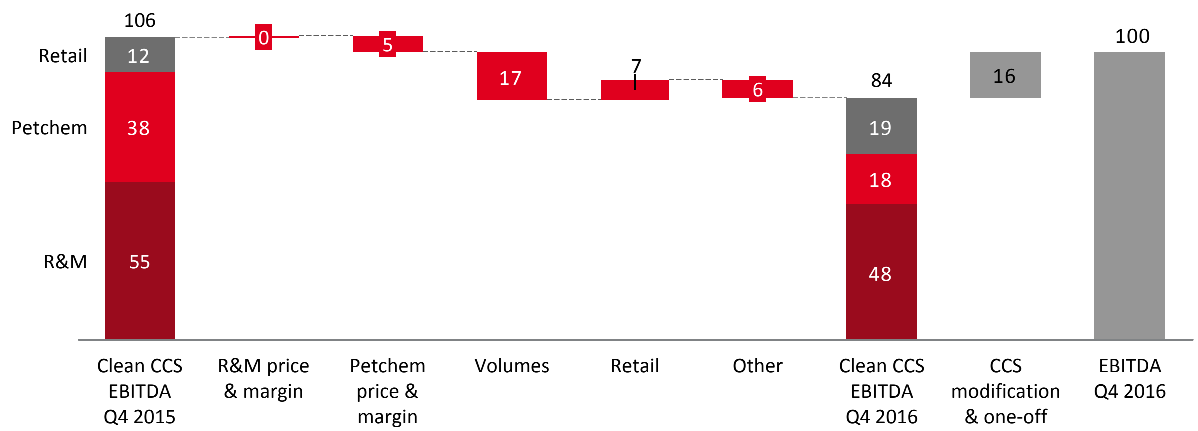
- Group-level simplified FCF generation remained robust in 2016 at HUF 320bn (USD 1.1bn), as lower EBITDA was mostly offset by reduced capex
- Upstream turned into a material FCF contributor despite lower oil and gas prices
- Downstream FCF fell 20% YoY from the record-high 2015 level on the back of lower margins

* Simplified Free Cash Flow = Clean CCS EBITDA – organic CAPEX

DS: HUF 22BN LOWER Q4 2016 CCS EBITDA YOY

AFFECTED BY LOWER PETCHEM CONTRIBUTION

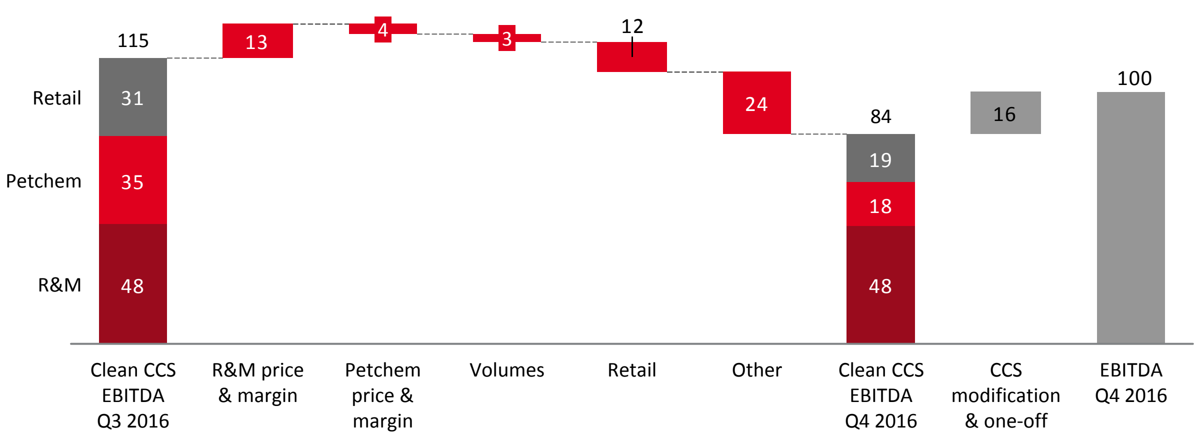
CLEAN CCS EBITDA YoY (HUF bn)



COMMENTS

- Lower volumes in petchem on planned T/A and unplanned outages
- Slightly higher refinery margins offset by lower price realization
- Weaker petchem margin partly offset by higher sales margins
- Additional maintenance/ shutdown-related costs
- HUF 16bn CCS modification

CLEAN CCS EBITDA QoQ (HUF bn)



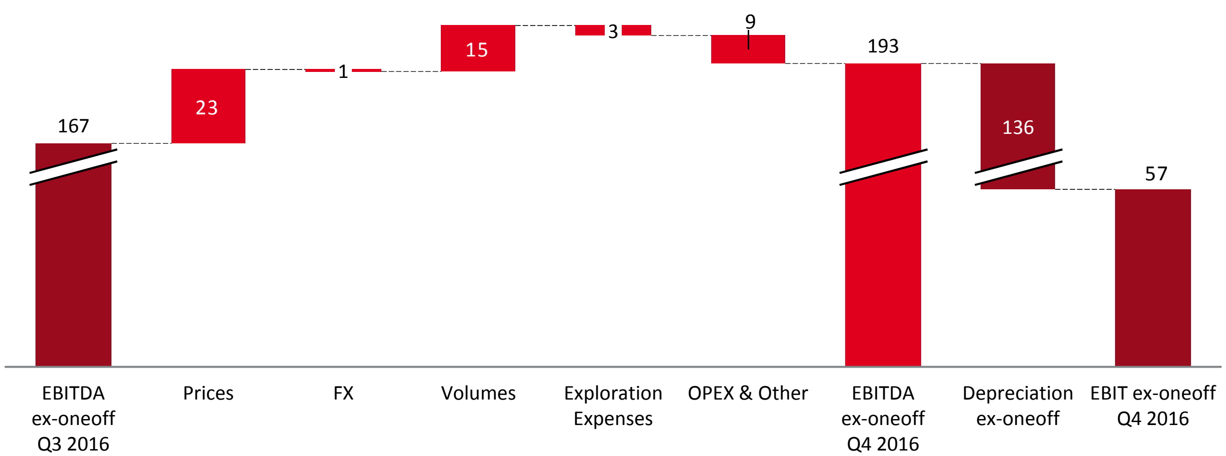
COMMENTS

- Temporary jump in OPEX (maintenance & energy)
- R&M supported by counter-seasonal refinery margin recovery (+1.8 USD/bbl)
- Petchem margins fell further QoQ
- Retail affected by usual seasonality

E&P: HIGHER EBITDA IN Q4, RESILIENT IN FY 2016

STRONG VOLUMES AND COST DISCIPLINE OFFSET WEAKER PRICES

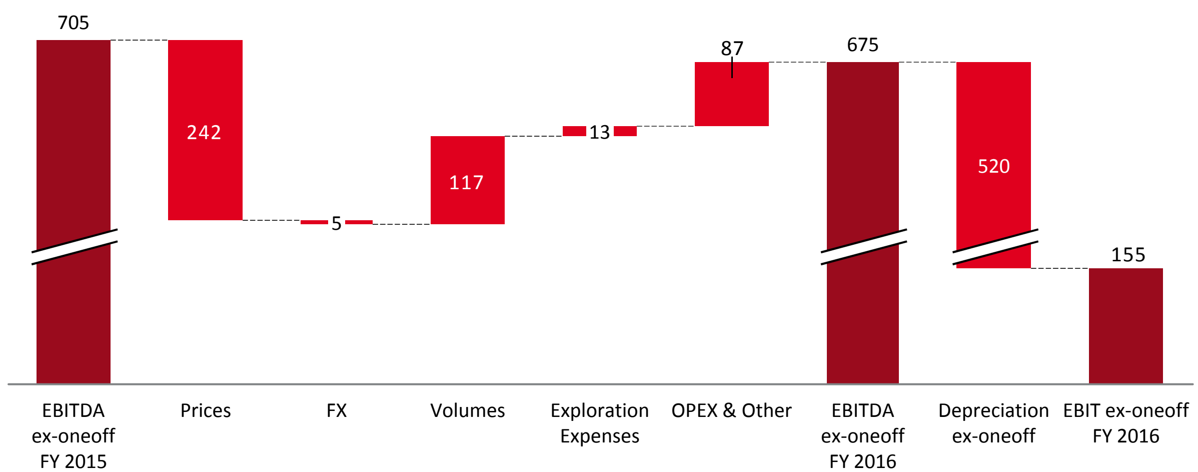
UPSTREAM EBITDA QoQ (USD mn)



COMMENTS

- Oil price continued to rise QoQ (+3.7 USD/bbl), while spot gas prices grew as well
- Higher consolidated production (mainly in Croatia & UK)

UPSTREAM EBITDA YTD (USD mn)



COMMENTS

Key drivers in 2016

- Materially lower Brent (-17% YoY) and realised gas (-23% YoY) prices
- 5% higher „consolidated" production
- Materially lower opex (NUP)
- Slightly lower exploration expenses

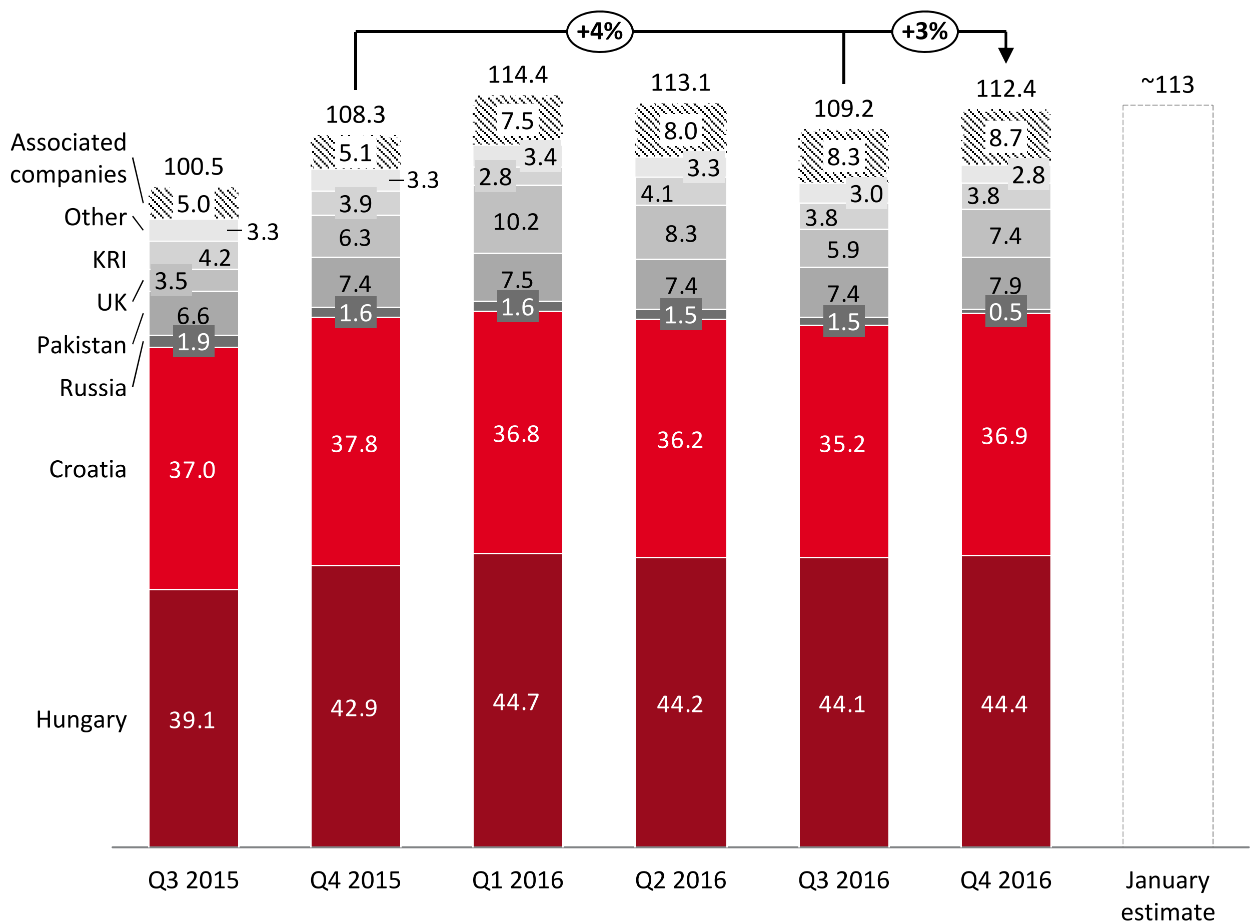
Depreciation: regular DD&A and smaller scale well write-offs

Notes: 1) Consolidated figures, unless otherwise indicated; 2) Historic numbers restated to reflect change in consolidation (Baitex, FED)

2016 PRODUCTION TARGET DELIVERED

CEE, PAKISTANI AND RUSSIAN DEVELOPMENT DRIVE YOY INCREASE

QUARTERLY PRODUCTION BY COUNTRY (mboepd)



COMMENTS

QoQ:

- UK: +1.5 mboepd QoQ mainly driven by Scolty & Crathes start-up
- Croatia: +1.7 mboepd in onshore gas, post Q3 maintenance

YoY:

- Growth fully liquids-driven
- CEE onshore: +3.8 mboepd on production optimization
- Croatia offshore: -3.1 mboepd (natural decline)
- Pakistan: +0.5 mboepd on TAL tie-ins
- UK: +1.1 boepd
- JVs/associates: +3.5 mboepd due to Baitugan production ramp-up (+1.1 mbpd) and inclusion of Pearl (2.4 mbpd)

MOLGROUP 2030

ENTER TOMORROW

DOWNSTREAM STRATEGY

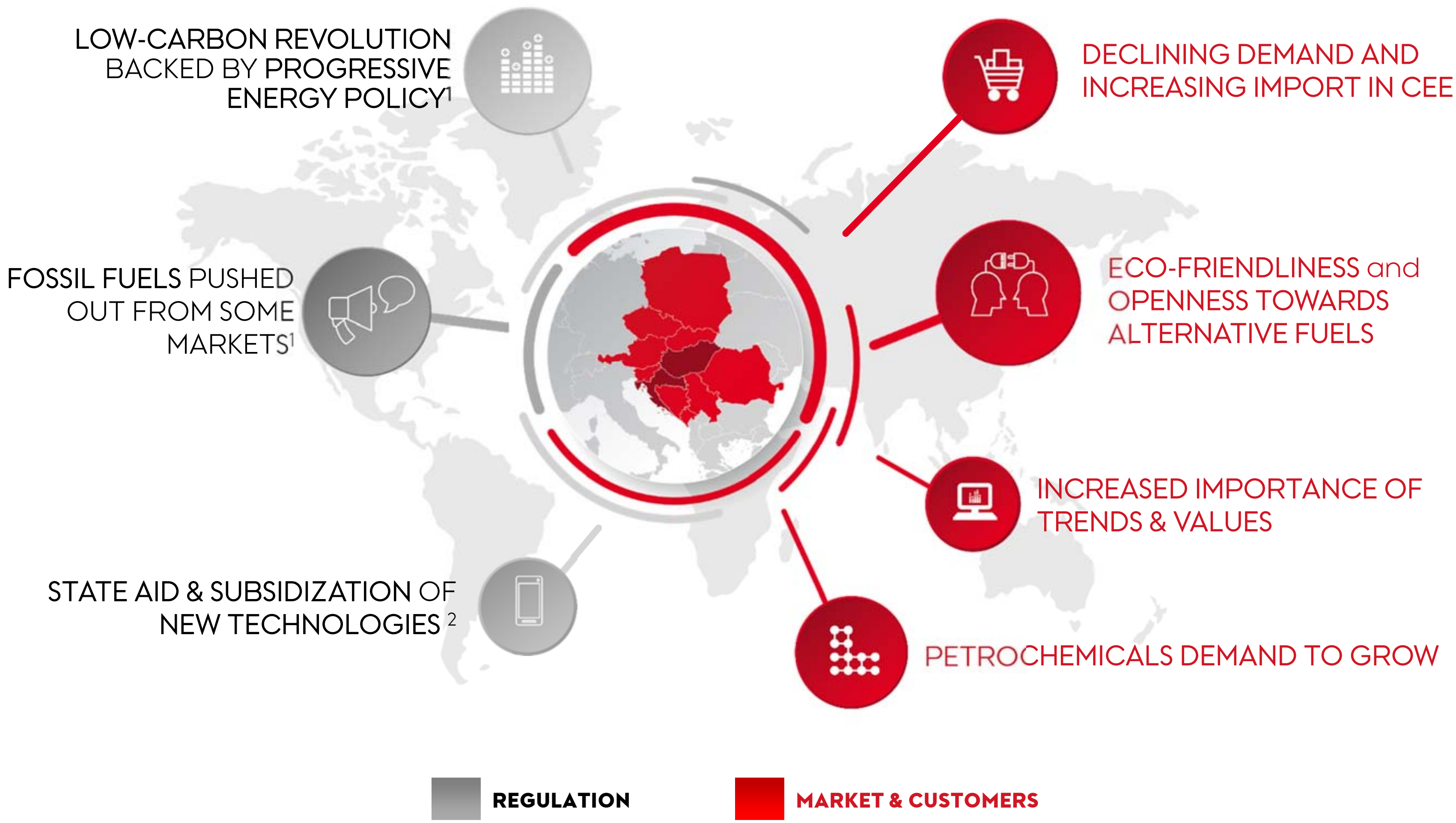
DOWNSTREAM: CEE STRONGHOLD

TRANSFORMATIONAL PROJECTS TO ADD USD 3/BBL BY 2022 TO THE ALREADY OUTSTANDING MARGIN CAPTURE

- MOL 2030 Downstream strategy prepares for peak fossil-fuel demand
  - R&M: raising the yield of high-value non-motor fuel product to at least 50% by 2030
  - Petchem: debottlenecking existing assets, increasing feedstock offtake from refining, extending the Downstream value chain by entering new products and markets
- USD 1.9bn transformational capex in petchem in 2017-21 including a new polyol plant and revamping two steam crackers
- Focus on the efficiency and flexibility of the existing high quality, deeply integrated, land-locked asset base
- Maintain outstanding „mid-cycle" cash generation (USD 12+/bbl margin in 2016, nearly USD 1bn simplified FCF)
- Add USD 3/bbl margin through transformational projects by 2022

DOWNSTREAM WORLD IS UNDER PRESSURE

REGULATORY ENVIRONMENT AND CHANGING CUSTOMER BEHAVIOUR CAN SERIOUSLY AFFECT CEE REFINERS



(1) e.g. ECA for Fuel Oil
(2) e.g.: effect of EV subsidy – share of EVs in new car sales in 2015: Norway – 20%; Netherlands – 10%; EU average: 1%

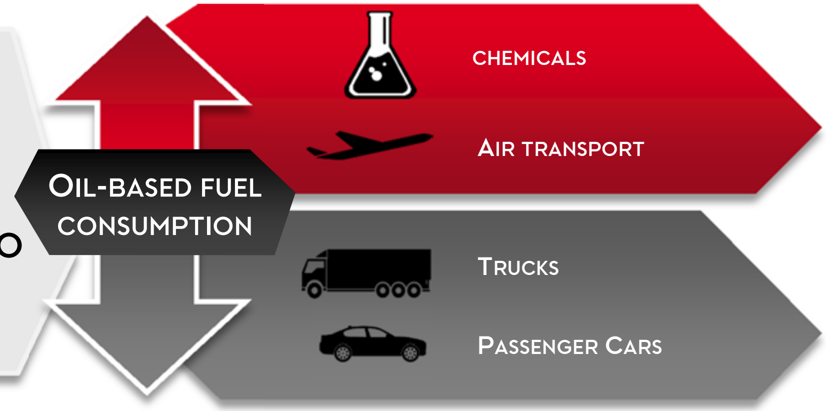
PREPARING FOR PEAK FUEL DEMAND

FOSSIL FUEL DOMINANCE TO DIMINISH BY 2030, BUT DEMAND STILL SUBSTANTIAL

WORLD TRENDS

FOSSIL FUEL DEMAND MAY DECLINE,
BUT STILL MATERIAL

ALTERNATIVE FUELS LIKELY TO GAIN SIGNIFICANT MARKET SHARE



MOLGROUP 2030
ENTER TOMORROW

INCREASE FLEXIBILITY

- PRODUCE 50% VALUABLE NON FUELS PRODUCTS

EXTEND THE VALUE CHAIN

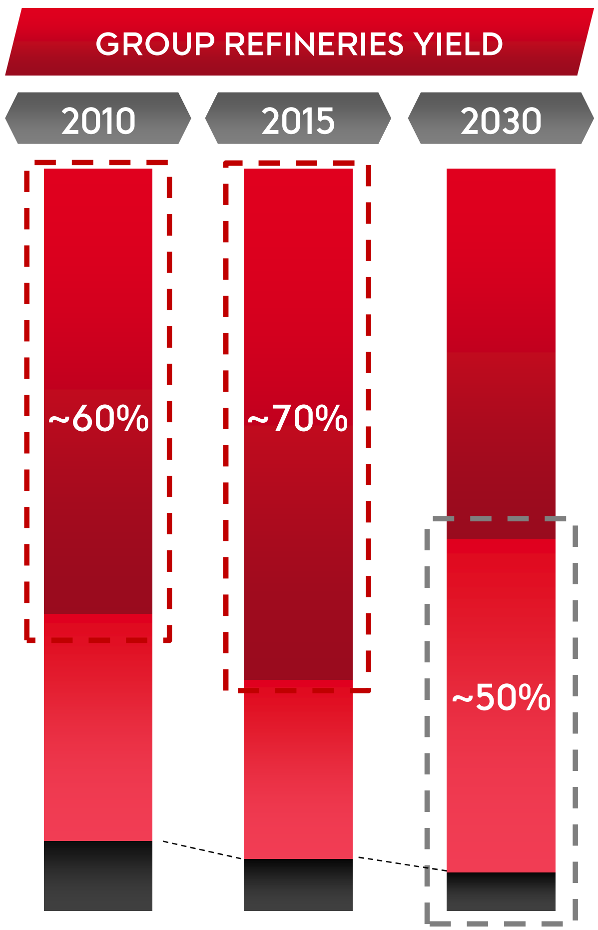
- INCREASE CHEMICAL AND PETROCHEMICAL PRESENCE

MOBILITY & SERVICES

- ESTABLISH A NEW BUSINESS LINE TO RESPOND TO CUSTOMERS' NEEDS IN MOBILITY

PRODUCTION: 50% NON-MOTOR FUEL PRODUCTS BY 2030

FROM THE CURRENT LESS THAN 30%



MOTOR FUEL PRODUCTS

- KEEP CURRENT LEADING POSITION
- BUILD ON CURRENT RETAIL NETWORK

VALUABLE NON-MOTOR FUEL PRODUCTS

- INCREASE PRODUCTION OF PETCHEM FEEDSTOCK UP TO 3 MTPA
- TAKE ADVANTAGE OF GROWING PROFITABLE PRODUCTS (JET, BASE OILS, LPG) MARKETS
- INCREASE OTHER CHEMICALS (E.G. AROMATICS)

OTHERS

- MINIMIZE THE PRODUCTION OF BLACK PRODUCTS

PETCHEM DEBOTTLENECKING TO INCREASE FLEXIBILITY

STEAM CRACKER INVESTMENTS TO INCREASE NAPHTHA INTAKE BY UP TO 800 KT/Y

	PROJECT	TARGET	CAPEX (USD mn)	EARLIEST START-UP	
NEXT FIVE YEARS PRIORITIES	MPC Steam Cracker Revamp - Phase 1.	• **Energy efficiency** and **propylene** yield **improvement** • **200kt additional naphtha off-take** • Additional **60 kt/y propylene and 70 kt/y C4 mix**	~300	2020-2021	400 kt/y additional naphtha processing
	MOL FCC Revamp	• Increase propylene yield • Additional **65 kt/y propylene**	80-100	2020-2021	
	Slovnaft Steam Cracker Revamp	• **Lifetime extension** and **debottlenecking** to improve ethylene and propylene volume • Targeted capacity is 280-300 kt/y ethylene • **200kt additional naphtha off-take**	~300	2021 -	
FUTURE POTENTIAL	MPC Steam Cracker Revamp - Phase 2.	• **Intensification** of MPC Steam Cracker-2 • Targets significant capacity extension and **400kt/y additional naphtha off-take**	Too early to define	2025	Up to 400 kt/y additional naphtha processing

PROPYLENE, BUTADIENE & AROMATICS ATTRACTIVE FOR EUROPEAN NAPHTHA-BASED PRODUCERS

NORTH-AMERICA

Shale gas developments – a potential challenge to the ethylene leg of the European petchem industry

EUROPE

Crackers will rely on more expensive naphtha feedstock, have to focus on efficiency improvement and higher value derivatives

CHINA

Economic slowdown in Asia turning PE exports towards Europe, yet limited impact on polypropylene

ETHYLENE

Oversupply of ethylene and its derivatives driven by cheap gas

PROPYLENE

Attractive due to supply constraints and do not suffer from cost disadvantage

BUTADIENE

High price volatility on supply-demand balance, profitable in the long-term

AROMATICS

Short in supply, challenging refiners to increase yield/ production

REMAIN DEFENSIVE

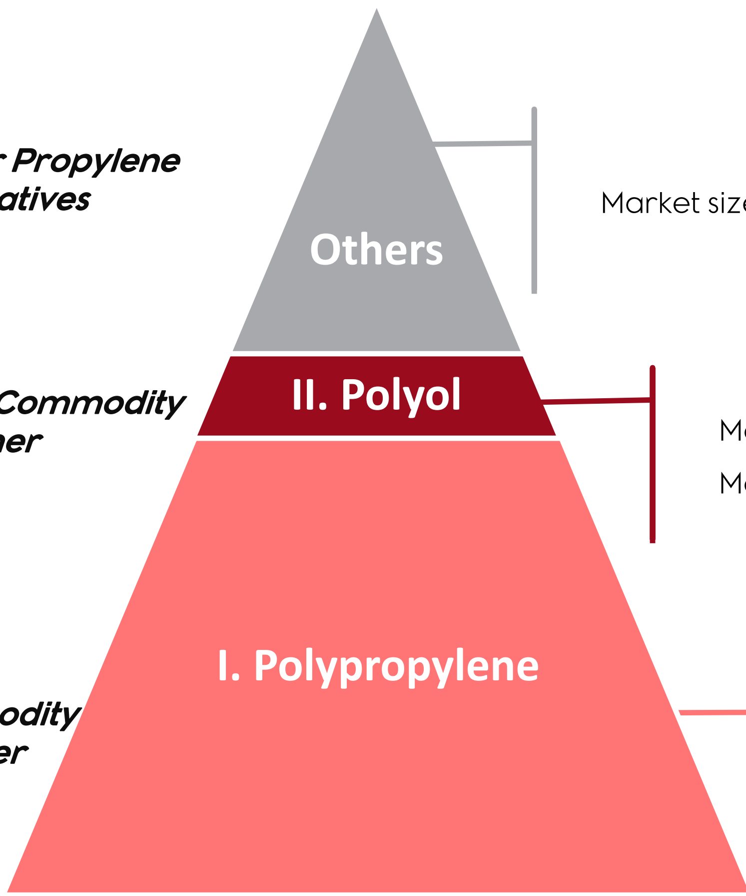
Primary focus

Further possibilities being explored

ATTRACTIVE DIRECTIONS TO BE EXPLOITED

POLYOL – AN ATTRACTIVE PROPYLENE DERIVATIVE

MOL LACKS SUFFICIENT AMOUNT OF OWN FEEDSTOCK TO EXPAND IN PP



FORWARD INTEGRATION OPTIONS ALONG THE PROPYLENE VALUE CHAIN			SELECTION CRITERIA
Other Propylene Derivatives	Others	Market size[1] WE/CE: 5/0.4 mt/y[2]	Further analysis is in progress to recognize other attractive specialties
Semi-Commodity Polymer	II. Polyol	Market size[1] WE/CE: 1.2/0.2 mt/y Market growth rate[3]: ~1%/3%	High degree of vertical integration Right size in terms of excess propylene High unit margins
Commodity Polymer	I. Polypropylene	Market size[1] WE/CE: 7.4/1.7 mt/y Market growth rate[3]: ~1%/~2.5%	An attractive market, but insufficient feedstock would not allow for economic plant size Exposed to very high price and margin volatility

(1) Market size as of 2014
(2) Propylene consumption other than I+II
(3) Market growth rate to 2030

WIDESPREAD APPLICATION OF POLYOL

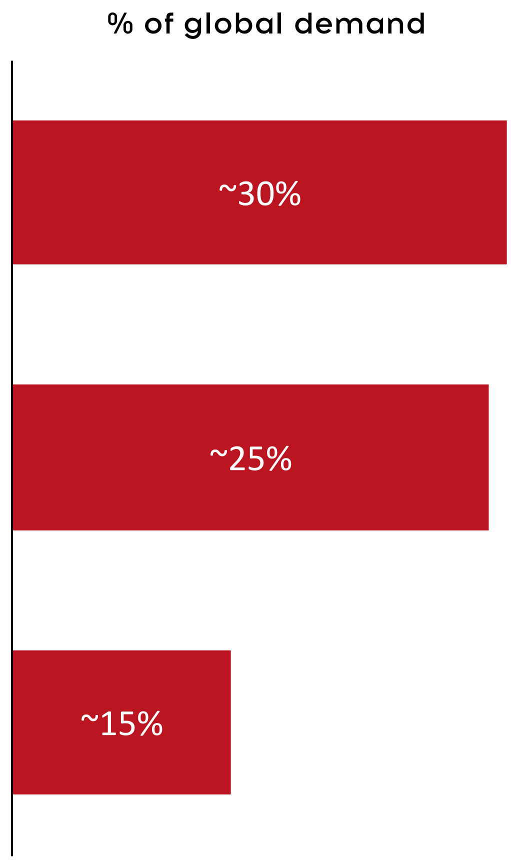
… AS AN ESSENTIAL POLYURETHANE COMPONENT

GLOBAL POLYURETHANE DEMAND BY INDUSTRY

FURNITURE & INTERIOR

CONSTRUCTION

AUTOMOTIVE



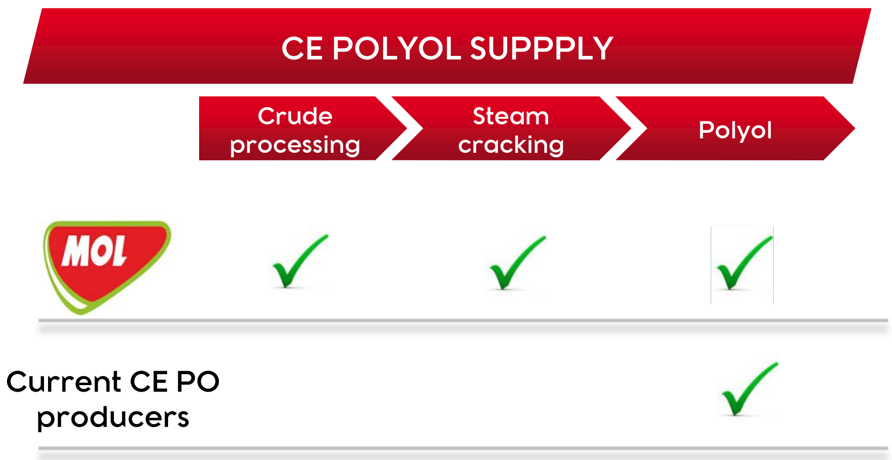
DRIVERS

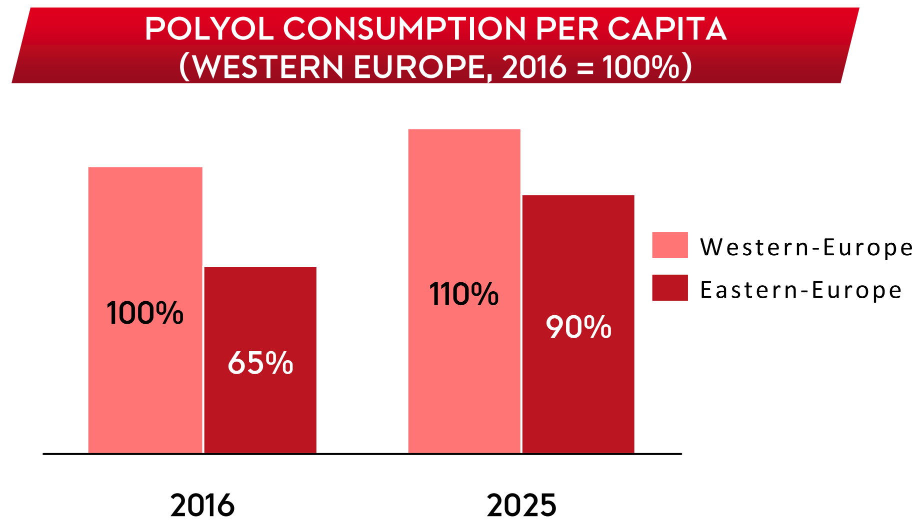
- Improving access to „essentials of life”, increasing comfort needs
- Improving life expectancy and population growth

- Improving energy efficiency in construction
- PU have outstanding insulation characteristics, 50 – 70% less material is required to reach same insulation value

- Light-weight vehicles to reduce fuel consumption
- PP / PU represents 50%+ of total plastic used in car manufacturing
- Average plastic content of a midrange car grew fivefold since the 1970s (to up to 200kg), including ca. 20-25kg polyol today

MOL TO BECOME THE SOLE INTEGRATED REGIONAL POLYOL PRODUCER





Supply:

- CE producers lack backward-integration…
- … and existing CE polyol capacity is chlorohydrin based – a declining technology due to its high cash cost and environmental issues
- No ongoing capacity addition project in Europe

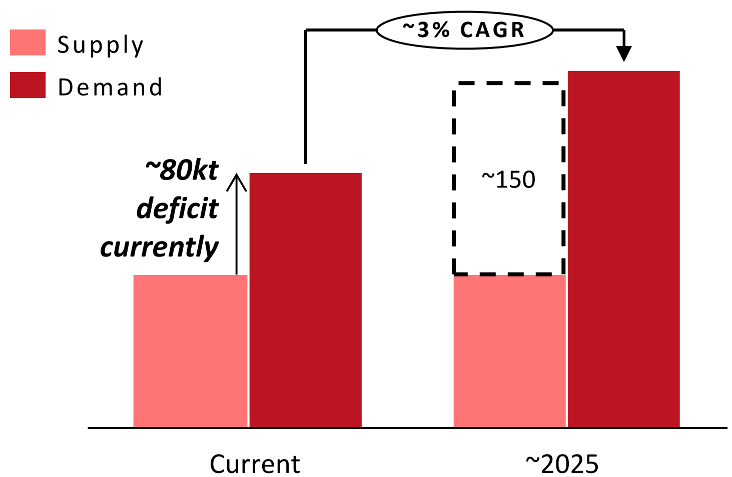
Demand:

- Central European demand is expected to grow ~3% vs ~1% in Western Europe…
- … yet there may still be a substantial per capita consumption gap by 2025

ATTRACTIVE VALUE CHAIN EXTENSION

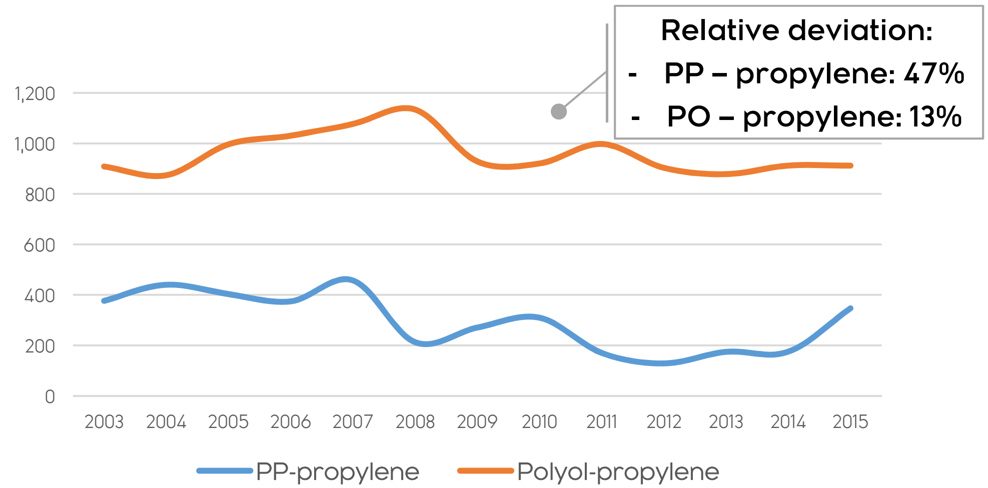
WITH 900-1,000 USD/T ADDITIONAL MARGIN CAPTURE OPPORTUNITY

CE POLYOL MARKET CHARACTERISTICS



source: MOL Group

PROPYLENE VS. POLYOL SPREADS (USD/T)



Supply–demand balance:

- Central Europe in net import position and drives European demand growth
- MOL Group is expected to be a front-runner on the Central European cost curve

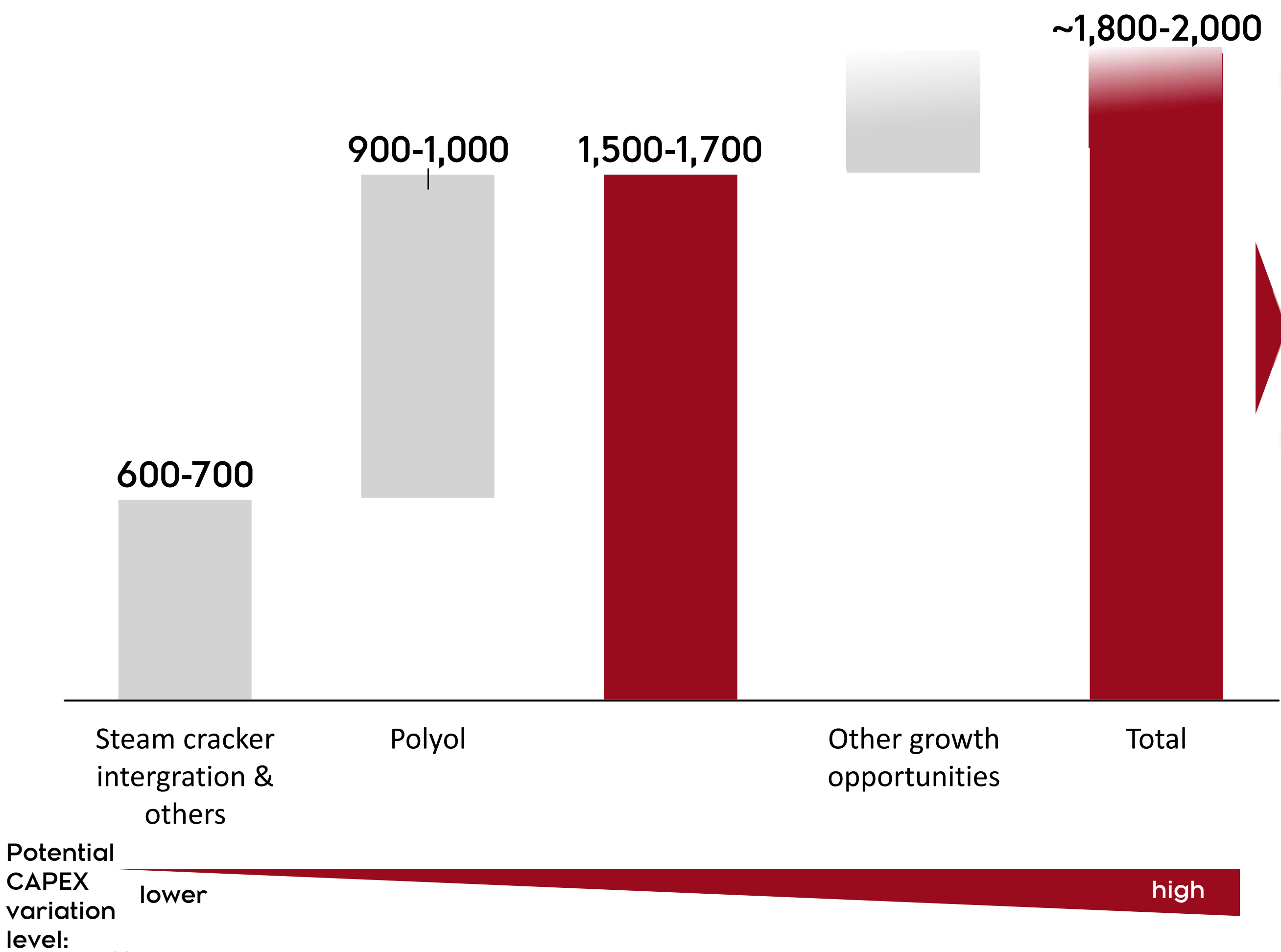
Margin exposure:

- Average historical PO–PP spread is 900-1,000 USD/t
- Polyol is cyclical, but profit generation (margin/spread) is significantly less volatile than that of polypropylene

~USD 1.9BN EARMARKED FOR PETCHEM UNTIL 2021

PROVIDING ~2 USD/BBL ADDITIONAL EBITDA CAPTURE IN DOWNSTREAM

EARMARKED CAPEX FOR PETROCHEMICAL GROWTH PROJECTS (2017-21, USD MN)



Annual incremental EBITDA[1] of USD 250-300mn from growth projects

- Growth CAPEX shall be covered from operating cash-flow
- Projects to be committed if meeting 10-15% IRR target

(1) Annual EBITDA contribution calculated based on average historic margin levels
(2) EBITDA uplift per barrel calculated over 19 mT p.a. processed volume

2030 STRATEGY AND 2030 CULTURE

VISION

VALUES

STANDARDS

CULTURE

COMPETENCY

BEHAVIOUR

MOLGROUP 2030 ENTER TOMORROW

STRATEGY

GOALS

STRATEGY

ACTIONS

PROCESSES

RESULT

This page was left blank intentionally

MOLGROUP 2030

ENTER TOMORROW

DOWNSTREAM OVERVIEW

INTEGRATED DOWNSTREAM MODEL IN CEE

12 COUNTRIES

PRODUCTION UNITS

6

SALES OF **18** mtpa REFINED PRODUCTS

AND **1.25** mtpa PETROCHEMICALS

TO OUR WHOLESALE CUSTOMERS WORLDWIDE ANNUALY

EMPLOYEES

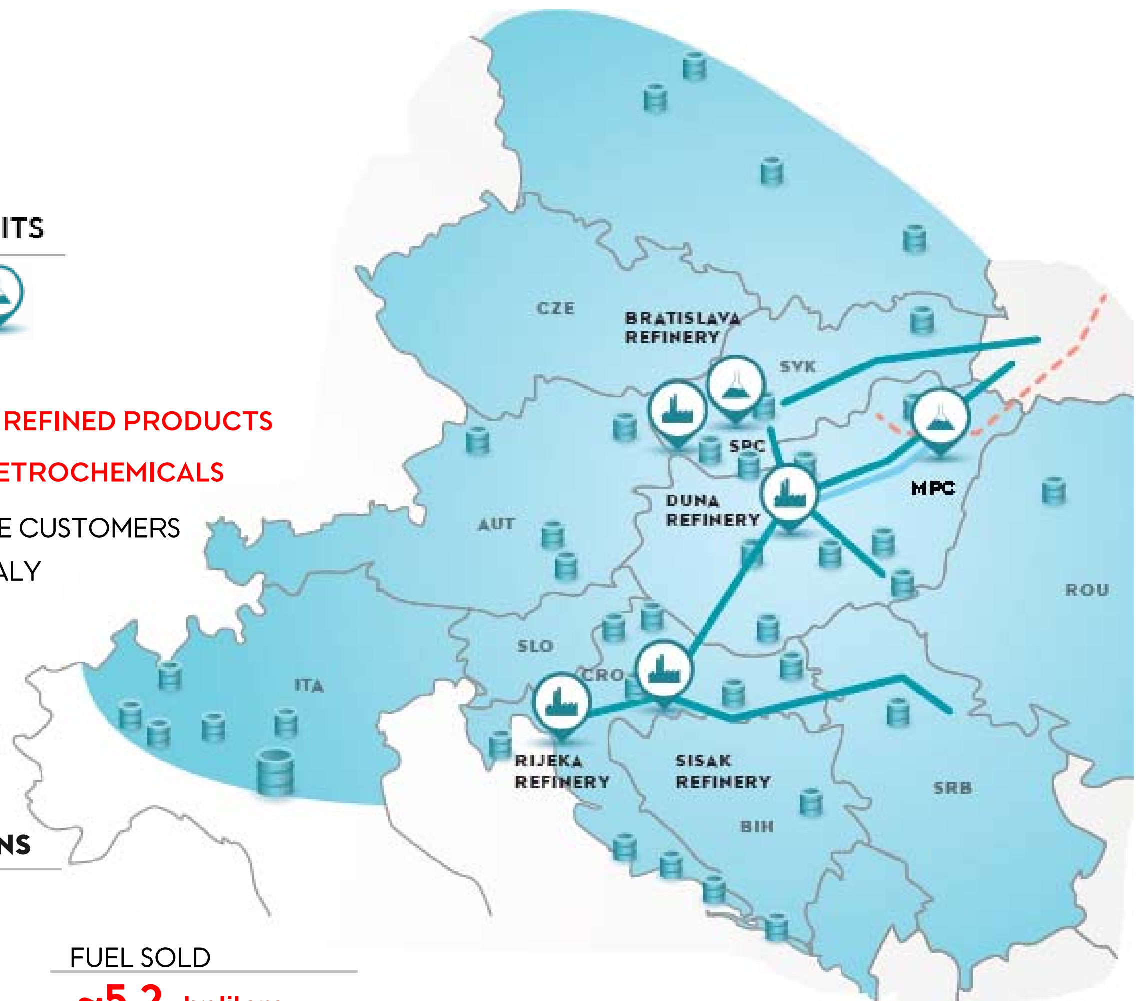
15.000

SERVICE STATIONS

2000+

FUEL SOLD

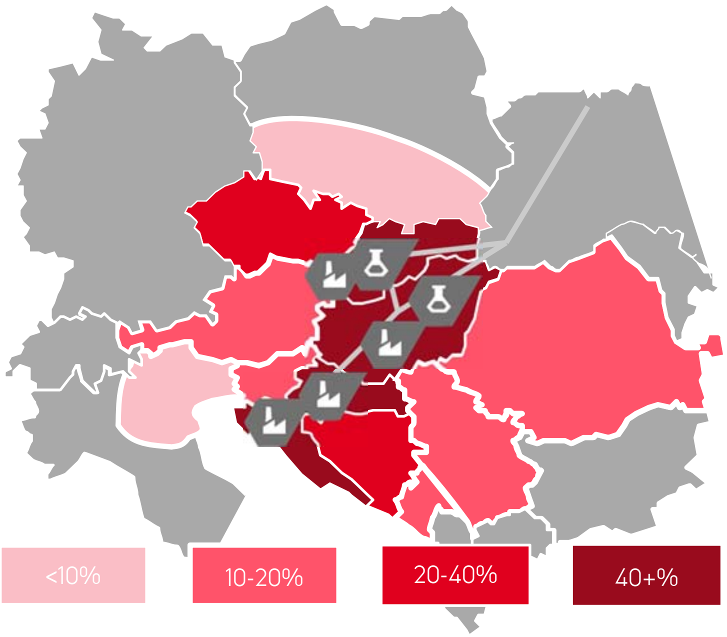
~5.2 bnliters



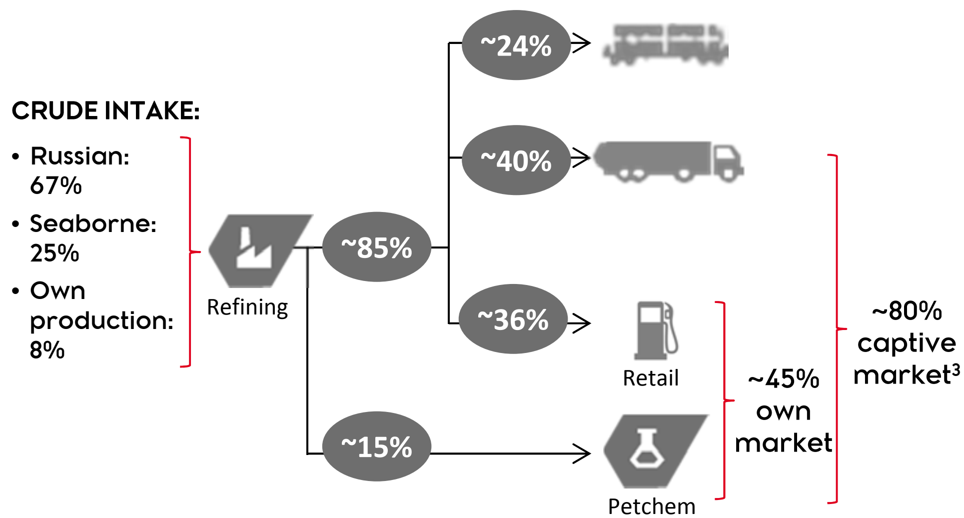
DEEP DOWNSTREAM INTEGRATION

HIGH-QUALITY LAND-LOCKED ASSETS WITH OUTSTANDING MARGIN CAPTURE

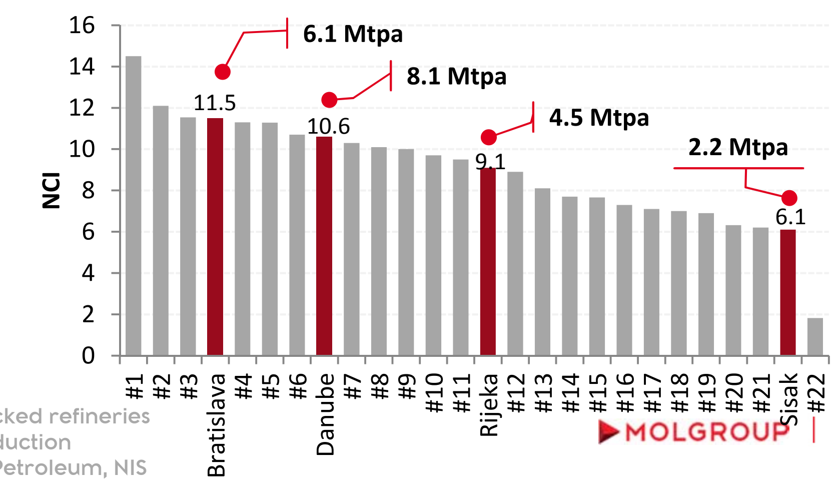
MARKET SHARE (%)[1]



DOWNSTREAM INTEGRATION (FUELS)[2]



REFINERY NELSON COMPLEXITY OF PEERS[4]

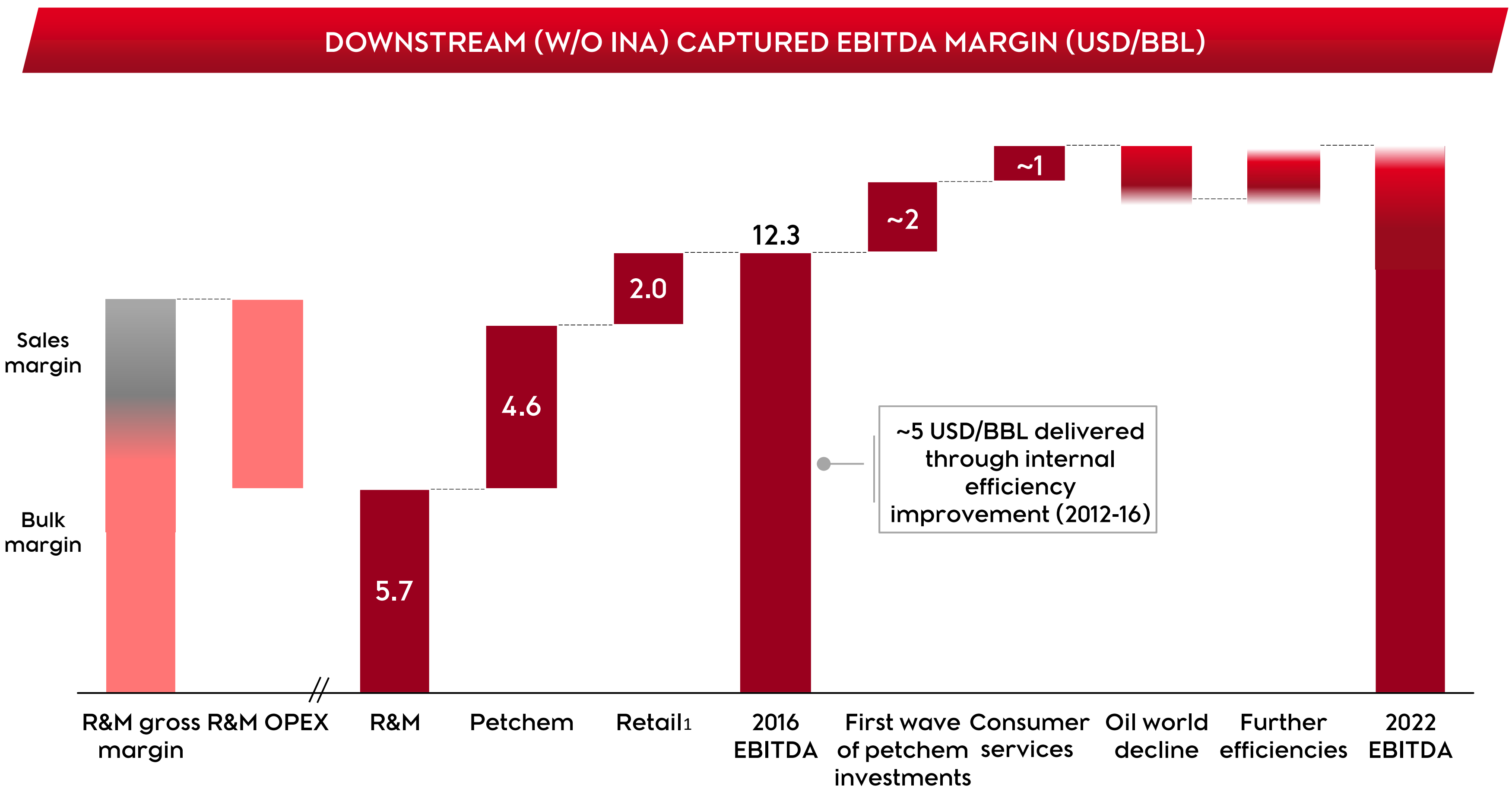


- Deeply integrated portfolio of downstream assets
- Complex and flexible core refineries
- Very strong land-locked market presence
- Retail network fully within refinery supply radius
- Enhanced access to alternative crude supply

(1) Estimation for 2016 FY; (2) Including motor fuels, heating oil & naphtha of landlocked refineries
(3) Own market is calculated as sales to own petchem and own retail over own production
(4) Peer group consists of OMV, PKN, Lotos, Neste, Tupras, Galp, Motor Oil, Hellenic Petroleum, NIS

OVER 12 USD/BBL MARGIN CAPTURE IN 2016

FURTHER ~3 USD/BBL UPLIFT POTENTIAL FROM PETCHEM & CONSUMERS

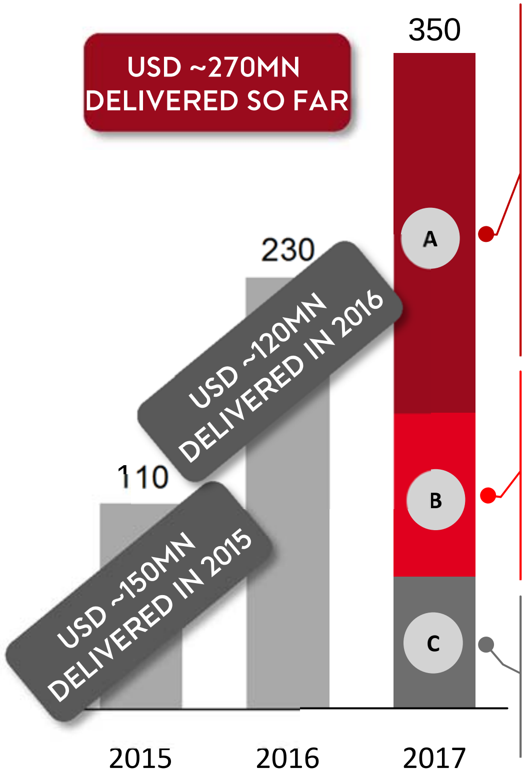


(1) Part of Consumer Services

NXDSP: USD 350MN ASSET&EFFICIENCY IMPROVEMENT

ADDITIONAL USD 150MN TARGETED FROM GROWTH PROJECTS

EFFICIENCY IMPROVEMENT (CUMULATIVE, MN USD) 1



Production

1. Availability & maintenance
2. Production flexibility and yield improvements
3. Energy management
4. Hydrocarbon loss management

Supply & sales

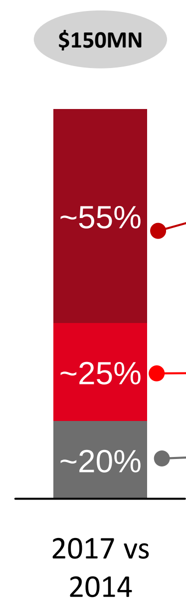
1. Develop market access
2. Develop market presence
3. Logistics

Retail

1. Step change in non-fuel
2. Solid fuel flow
3. Portfolio optimisation

GROWTH PROJECTS' CONTRIBUTION (MN USD) 2

USD ~70MN DELIVERED SO FAR (ONLY USD 10MN IN 2016), BELOW OUR TARGETS



Production

Butadiene: 130 ktpa capacity Butadiene Extraction Unit

LDPE: 220 ktpa capacity LDPE in Slovnaft

IES

IES refinery conversion completed

Retail

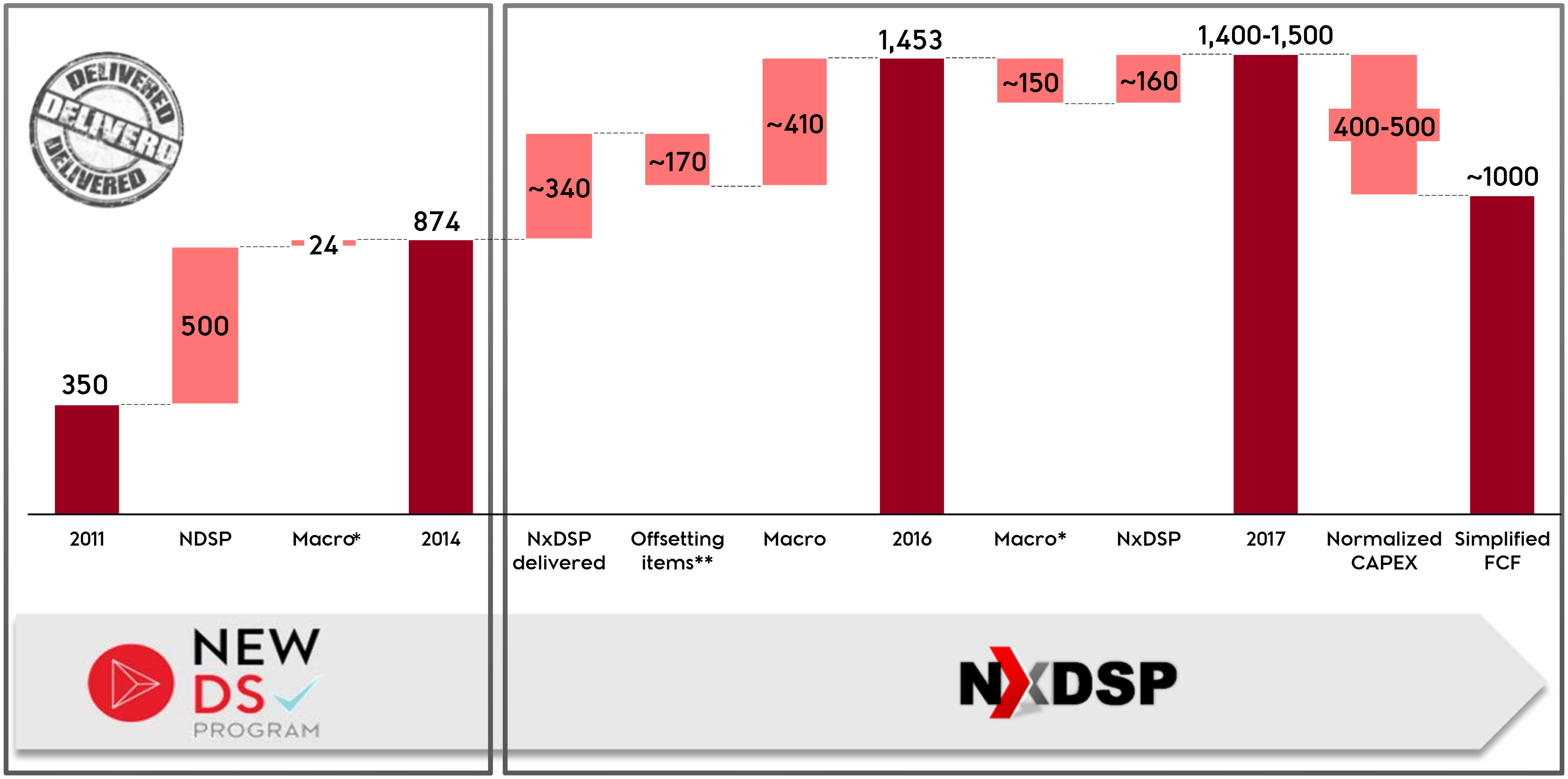
Over 250 service stations acquired in Czech Republic, Slovakia & Romania

NxDSP delivery figures exclude offsetting items

OUTSTANDING „MID-CYCLE" FCF GENERATION

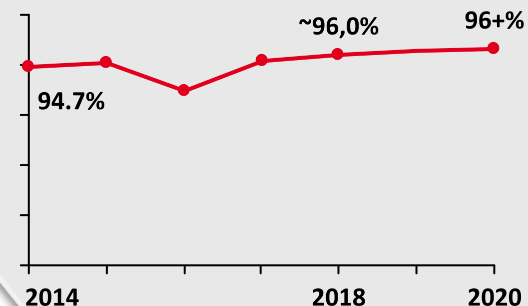
WITH CONTINUOUS FOCUS ON EFFICIENCY IMPROVEMENT

CLEAN CCS EBITDA (USD MN)



* Including offsetting items and the reversal of previous offsetting items
** Offsetting items were incurred in 2016 and were mostly related to availability issues (unplanned shutdowns) in both petchem and refining

CONSTANTLY IMPROVE EFFICIENCY AND AVAILABILITY



- EXTEND TURNAROUND CYCLES
- SYSTEMATIC IMPROVEMENT OF MECHANICAL INTEGRITY
- RELIABILITY AWARENESS MIND-SET AMONG WORKERS

2018	2018+	2030
REFINING OPERATIONAL AVAILABILITY TO ~96%	ONE-QUARTILE IMPROVEMENT IN COST EFFICIENCY[2]	50%+ OF NON MOTOR FUELS IN REFINERY YIELD
2ND QUARTILE IN ENERGY INTENSITY INDEX[1]	INCREASE ASSETS FLEXIBILITY	CRUDE FLEXIBILITY: 33% SEA BORNE 50+ QUALITIES

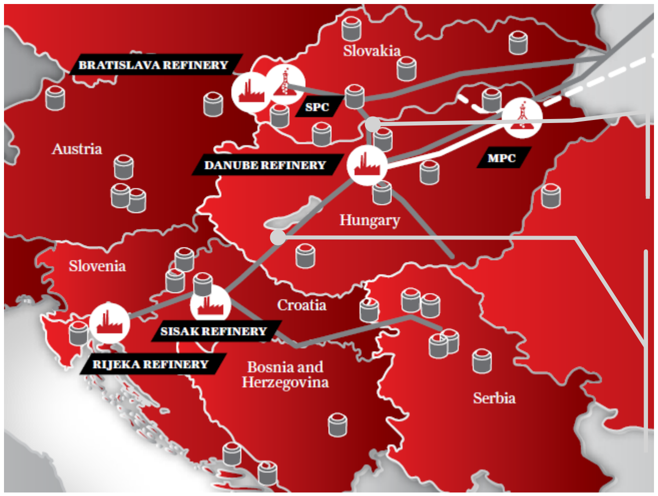
- 50+ INITIATIVES ALREADY IMPLEMENTED
- OPERATIONAL OPTIMIZATION
- SELECTED INVESTMENTS

(1) In the Western Europe Group of the Solomon Study, (2) In the Central and Southern Europe Group of the Solomon Study

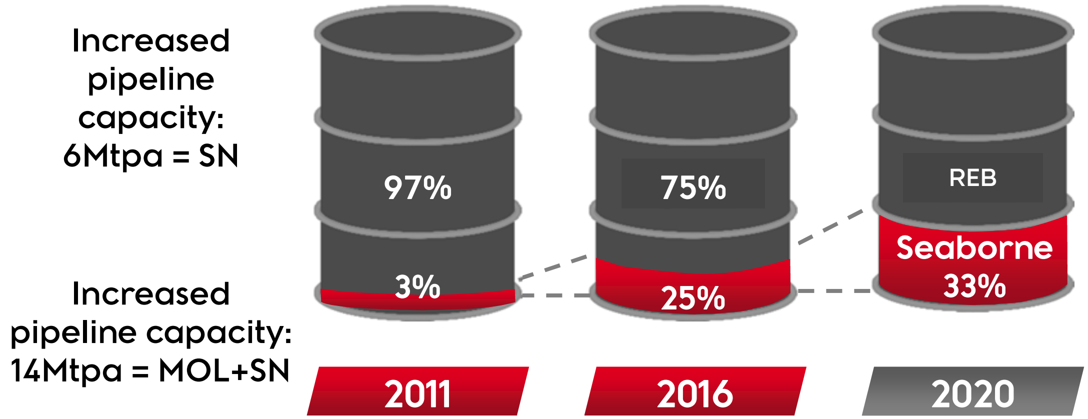
~19% SEABORNE CRUDE TO DANUBE REFINERY IN 2016

FIRST SEABORNE CARGO PROCESSED IN BRATISLAVA IN 2016

ADRIATIC PIPELINE ACCESS ESTABLISHED

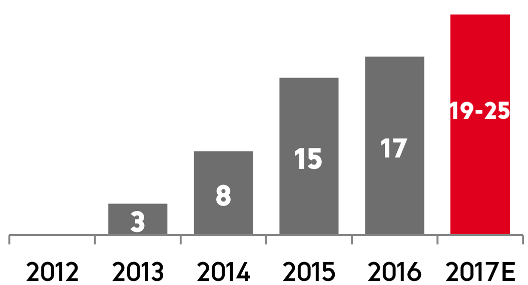


CRUDE DIVERSIFICATION[1]



ENHANCING FEEDSTOCK FLEXIBILITY

Number of purchased cargos* through Adria pipeline for landlocked refineries

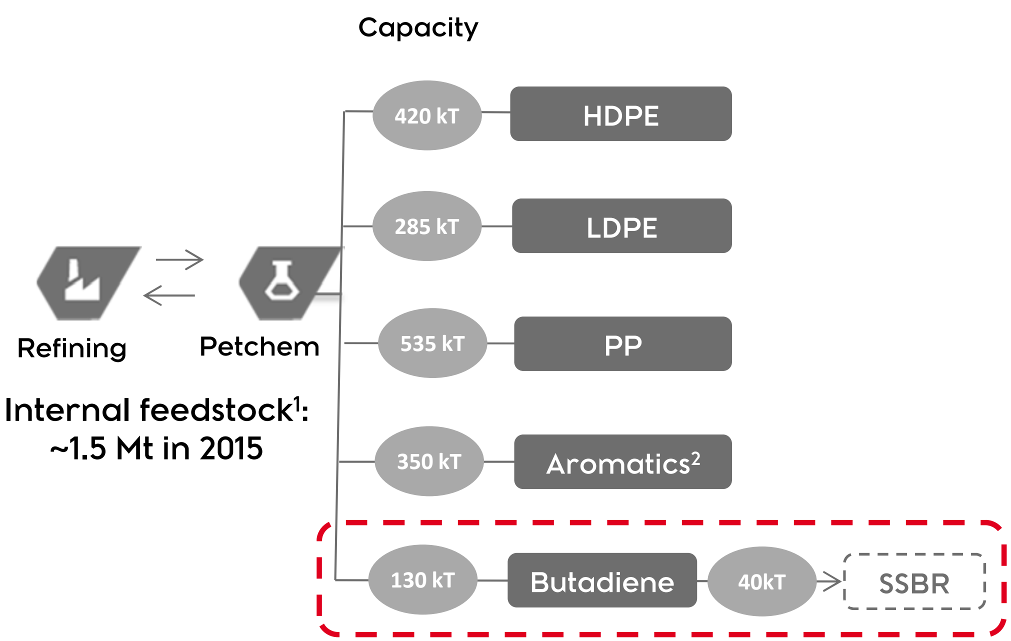


- Majority of the crude intake remains Ural, however, the number of tested crudes in the complex refineries is on the rise
- Targeting further increasing seaborne crude oil supply to 33% with widening crude basket to reach 50 types by 2020
- Following the successful rehabilitation and expansion of the Friendship 1 pipeline, seaborne crude oil delivery to Slovnaft was launched in 2016
- Opportunistic approach based on continuous optimization - capturing benefits of fluctuating crude spreads

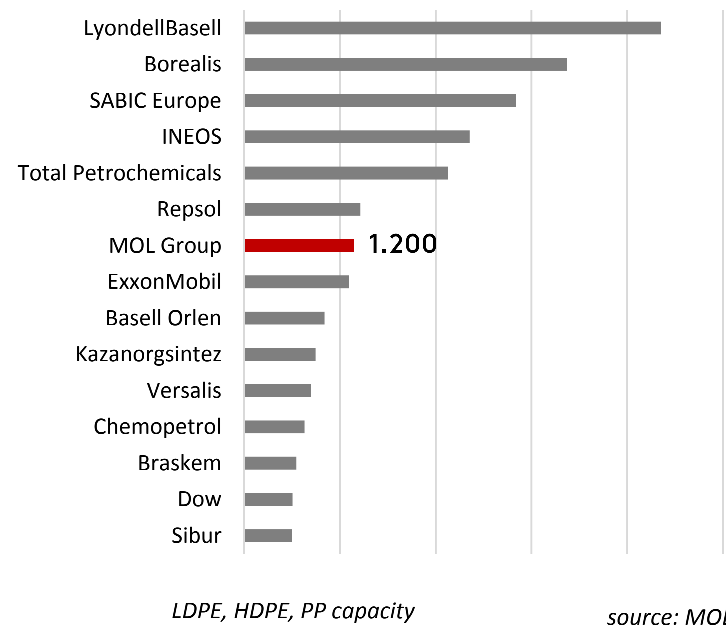
* One cargo is equivalent of 80kt crude; (1) Group level, including INA

PETROCHEMICALS IN MOL'S INTEGRATED DOWNSTREAM VALUE CHAIN

MOL'S PETROCHEMICALS VALUE CHAIN



RELEVANT POLYOLEFIN CAPACITY IN EUROPE (2015 KTPA)

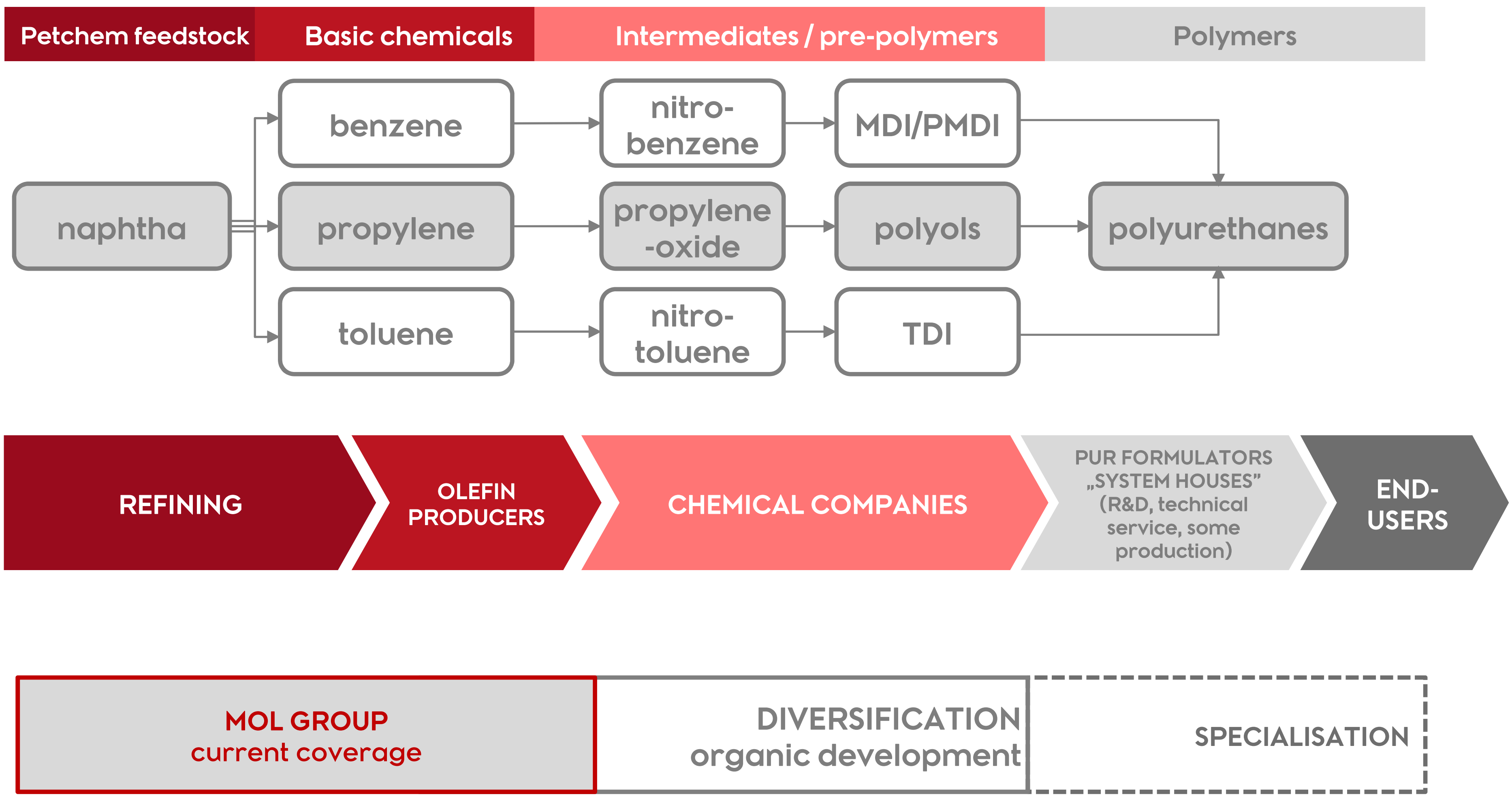


source: MOL Group

- LDPE4: 220 ktpa unit replaced three old ones in Bratislava in 2016
- Butadiene: 130 ktpa unit commissioned in 2016
- SSBR: 60 ktpa unit is under construction (49% MOL stake)

(1) Considering steam cracker feedstock (naphtha & LPG) from Danube & Bratislava refineries only
(2) Considering 2015 production

ENTERING THE POLYURETHANES VALUE CHAIN



MOLGROUP 2030

ENTER TOMORROW

CONSUMER SERVICES

A LEADING REGIONAL NETWORK

10 COUNTRIES

7 WELL ESTABLISHED BRANDS

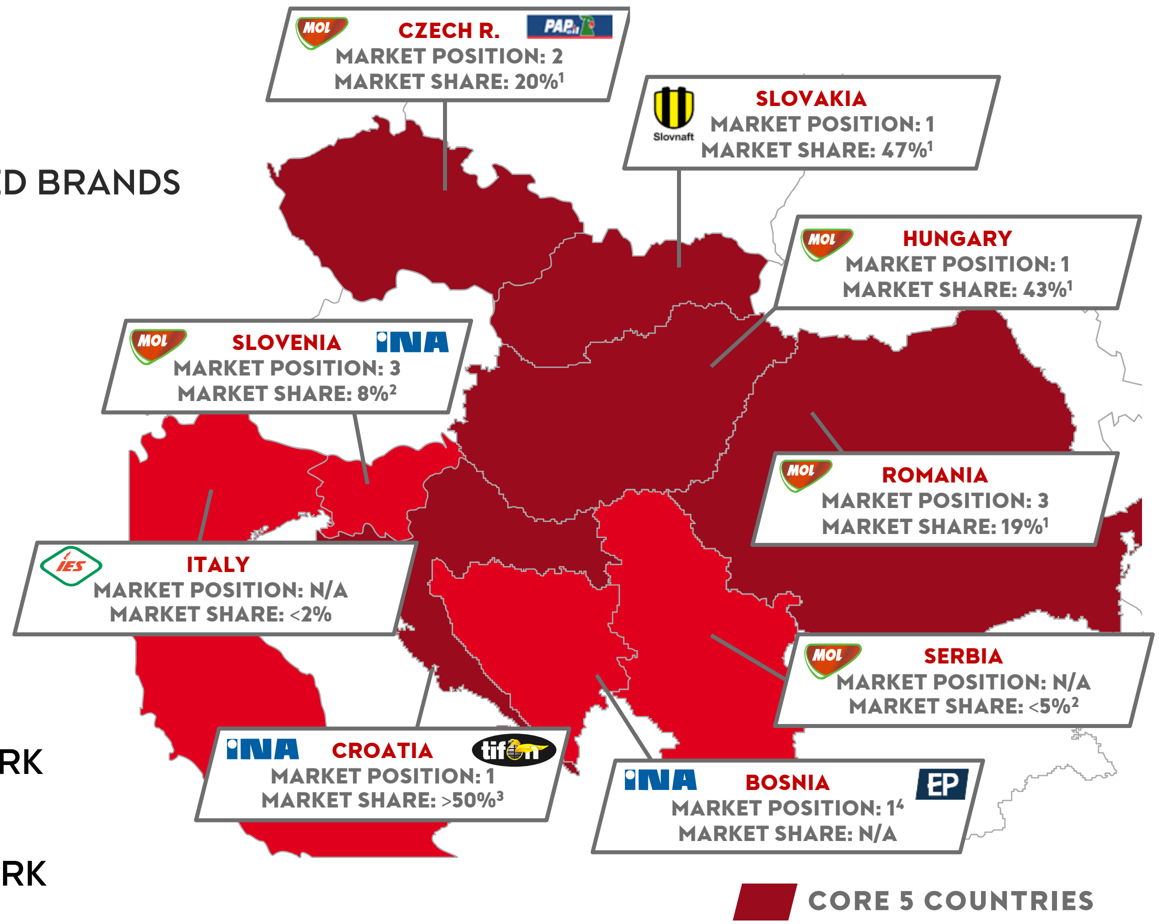
~2000

SERVICE STATIONS

ALL WITHIN THE SUPPLY RADIUS OF THE REFINERIES

TOP 1 IN 60% OF THE NETWORK

TOP 3 IN 90% OF THE NETWORK



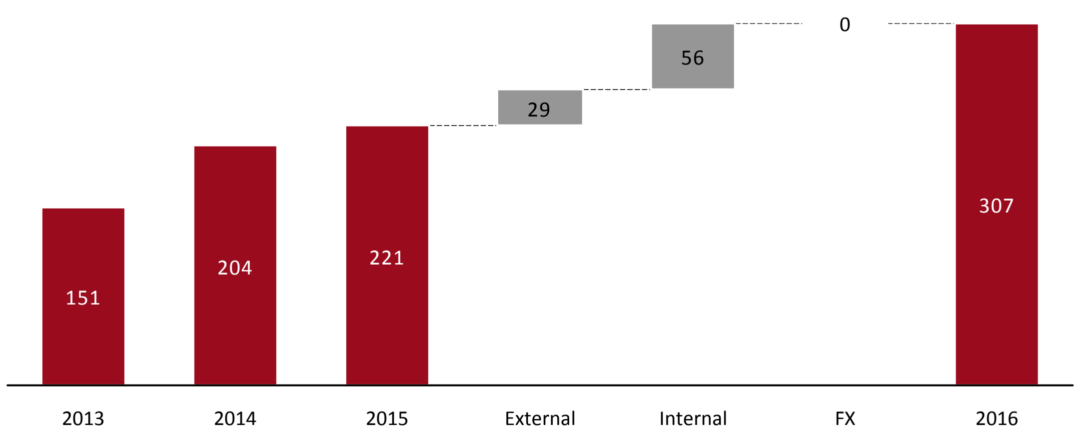
- WELL POSITIONED NETWORK TO CAPTURE FUEL CONSUMPTION GROWTH
- NON-FUEL CONTRIBUTION INCREASINGLY KEY

1) Based on Oil Association Figures; 2) Based on entire retail market data; 3) Oil Association figures not available, based MOL retail estimates; 4) Based on number of service stations

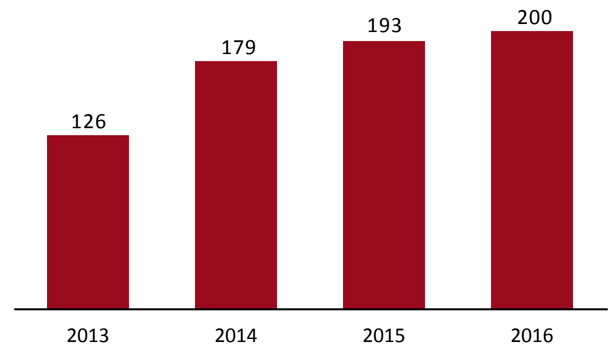
A VALUE GENERATING NETWORK…

…AS EBITDA PER SITE ALMOST DOUBLES

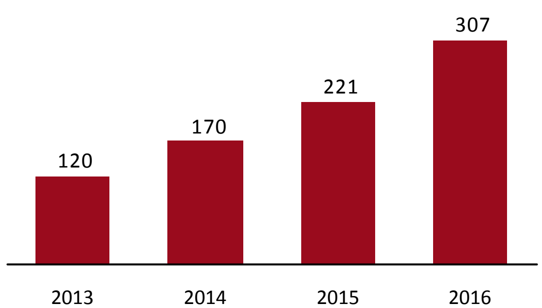
EBITDA (REPORTED, USD MN)



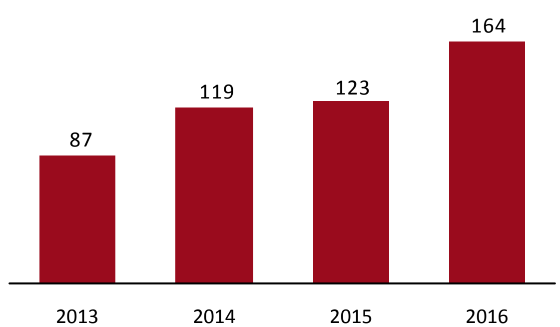
NORMALIZED FCF (USD MN[1])



EBITDA (CONSTANT, USD MN [2])



EBITDA PER SITE (USD TH[1])



COMMENTS

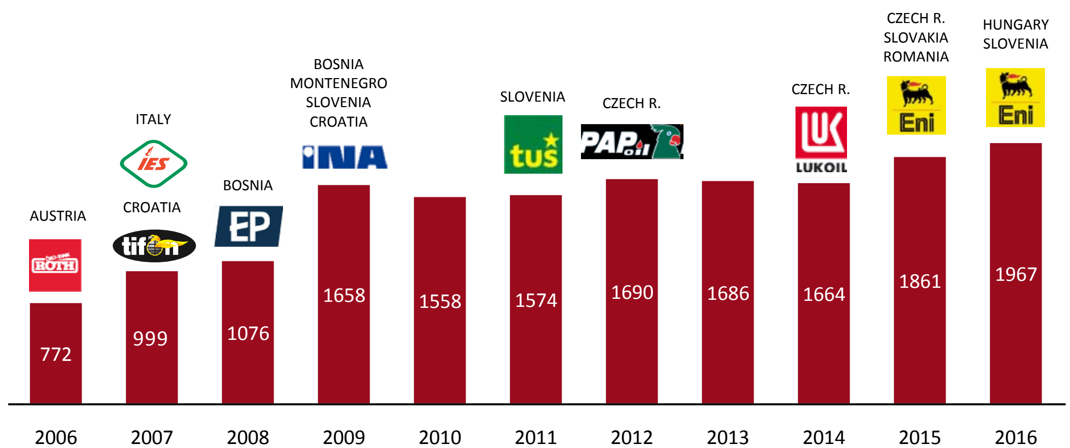
- Fuel is still the main EBITDA growth contributor:
  - Fuel margins, strong fuel consumption main drivers
  - Recent M&A contributes
- Contribution of non-fuel increasingly on the rise

(1) Based on Reported Figures
(2) Constant USD Figures at FX 2016

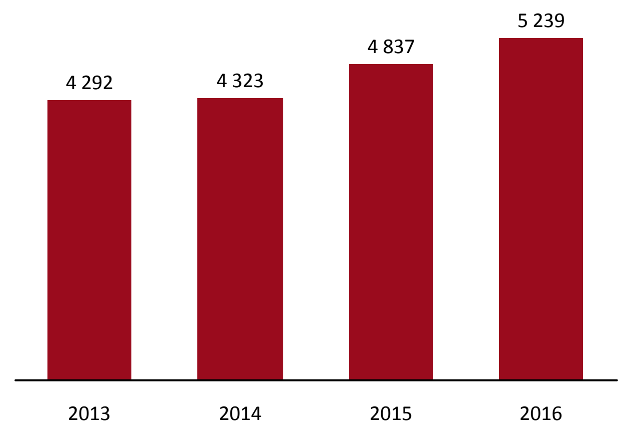
FUEL SALES ON THE RISE

GROWTH MOSTLY DRIVEN BY RISING CEE FUEL CONSUMPTION; M&A CONTRIBUTES

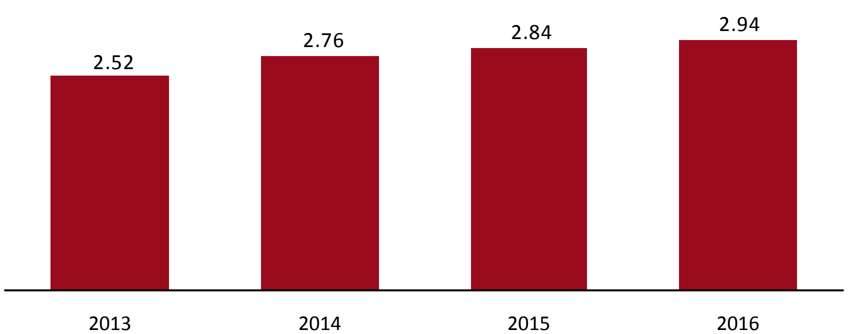
M&A DRIVEN NETWORK EXPANSION



FUEL SALES (MN LITERS)



FUEL THROUGHPUT PER SITE (MN L/SITE)



COMMENTS

- Network optimization: non-performing sites continually being divested and/or closed
- Rising fuel consumption and constantly optimized network drive rise in throughput
- Future M&A an option likely outside "domestic" markets (Slovakia, Hungary and Croatia), but always within the supply radius of refineries

NON-FUEL INCREASINGLY A GROWTH DRIVER

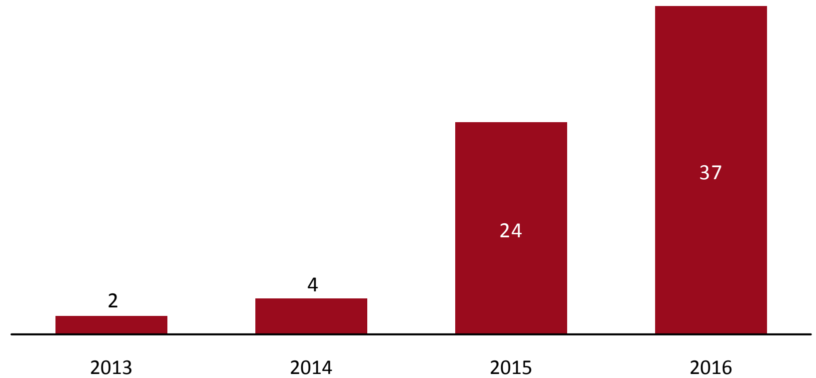
CONCEPTUAL CHANGE, COCO/A OPERATING MODEL SUPPORT GROWTH

NEW CONCEPT AND A COMPLETE REVAMP

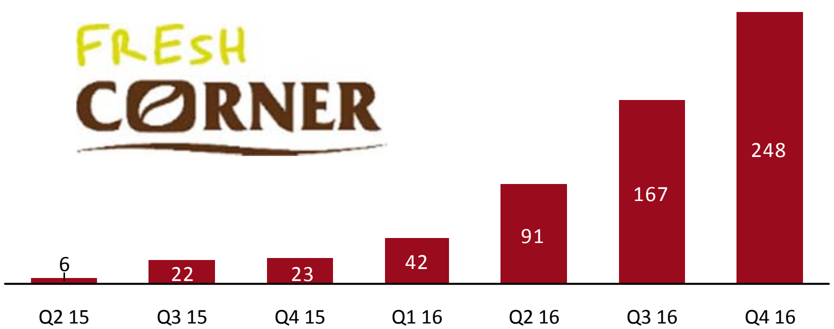
- Introducing a non-fuel concept: FRESH CORNER

- SKUs heavily reduced and optimized
- Focus on coffee, fresh food, everyday groceries
- Positive customer response

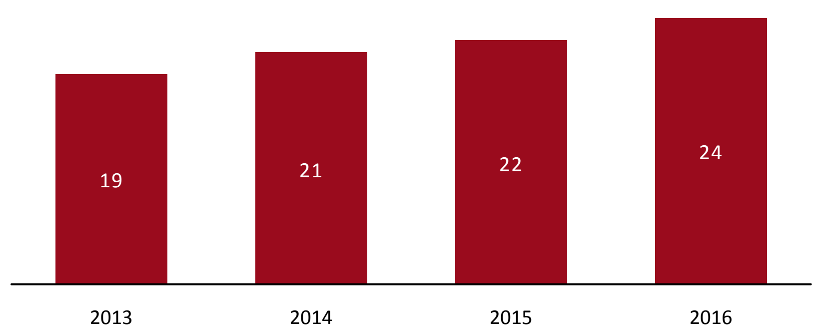
NON-FUEL SHARE OF TOTAL MARGIN GROWTH (%)



TOTAL NUMBER OF FRESH CORNERS



NON-FUEL AS % TOTAL MARGIN



2021 ORGANIC GROWTH TARGETS

TRANSFORMATION FROM TRADITIONAL RETAIL TO CONSUMER SERVICES

2021 EBITDA

MOL GROUP CONSUMER SERVICES 2030

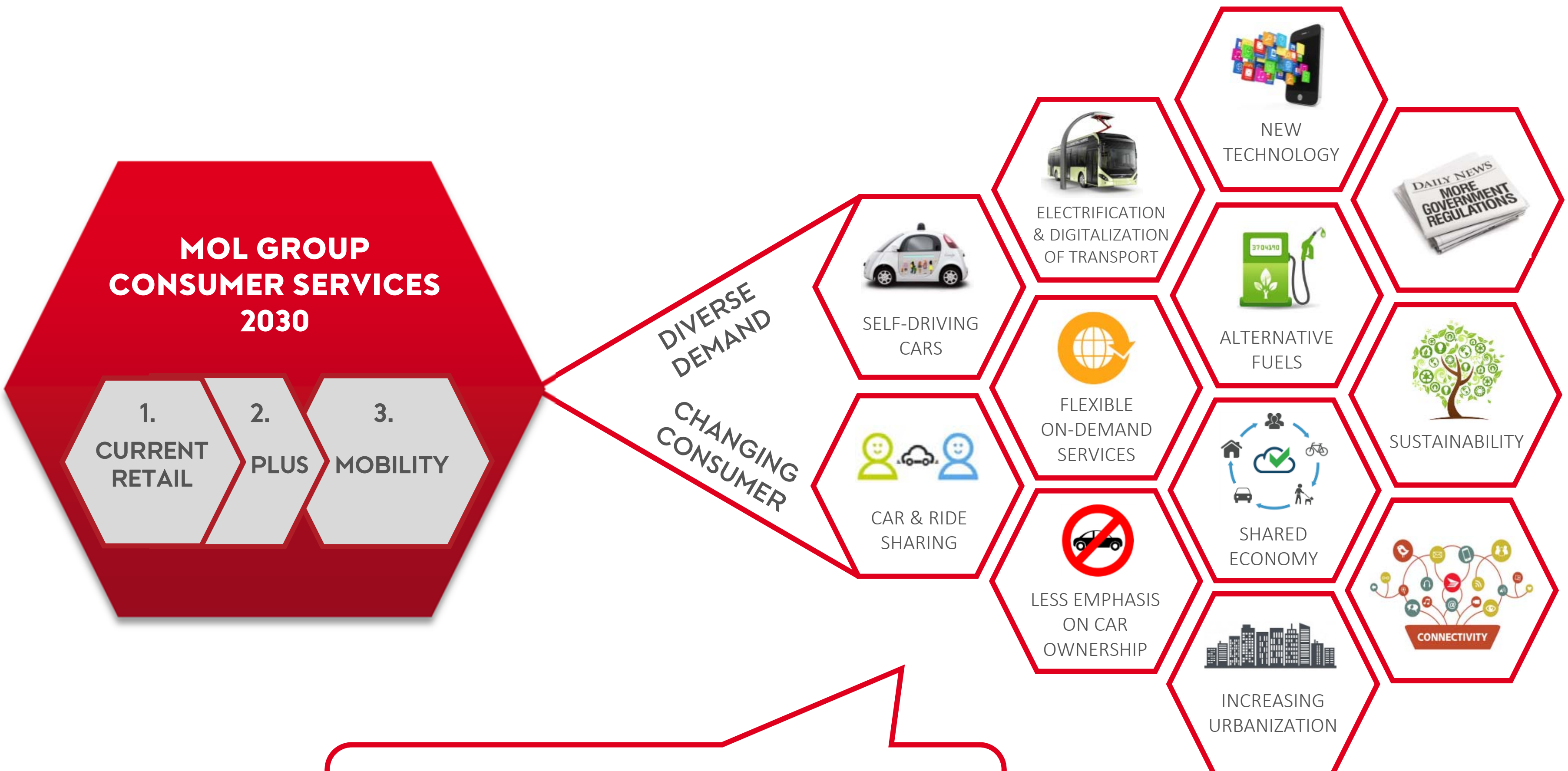
1. CURRENT RETAIL
2. PLUS
3. MOBILITY

450-500 USD MN

2000	NUMBER OF SERVICE STATIONS
750+	NUMBER OF FRESH CORNER SITES
5.8	LITERS SOLD (BN LITRES)
30%	NON-FUEL SHARE OF TOTAL MARGIN
80%+	NON-FUEL SHARE OF MARGIN GROWTH
30%+	CEE MARKET SHARE (%)

MOL GROUP CONSUMER SERVICES 2030

OUR RESPONSE TO A CHANGING MARKET PLACE



TAKEN SEPARATELY, THESE CHANGES ARE **EVOLUTIONARY**, BUT COMBINED THEY WILL BE **REVOLUTIONARY**!

This page was left blank intentionally

MOLGROUP 2030

ENTER TOMORROW

EXPLORATION AND PRODUCTION STRATEGY

E&P BUSINESS SUCCESSFULLY REBALANCED

CREATING VALUE AT ~50 USD/BBL OIL PRICE

- 7 USD/boe free cash-flow delivered in 2016 on the back of the successful New Upstream Program implementation
- Production to peak at ~115 mboepd in 2018/19
- E&P business shall seek for inorganic expansion possibilities to replace reserves
- 2016-21 post-tax free cash-flow:
  - shall cover reserve replacement necessary to maintain today's production @ 50 USD/bbl
  - shall be sufficient for 100% reserve replacement @ 60 USD/bbl

TOP 15% IN SUSTAINABILITY

A COMMITMENT TO THE INTEGRATION OF ECONOMIC, ENVIRONMENTAL AND SOCIAL FACTORS INTO EVERYDAY OPERATIONS

HEALTH & SAFETY

- WE OPERATE SAFELY OR WE DON'T OPERATE
- IMPLEMENTING ACTIONS AIMING AT ZERO INCIDENTS AND ZERO FATALITIES[1]

ENVIRONMENT

- REDUCE THE NUMBER OF SPILLS (OVER 1 CUBIC METER) BY 30%

CLIMATE CHANGE

- DECREASE GHG EMISSIONS FROM FLARING BY ~33%[2]

HUMAN CAPITAL

- INCREASE EMPLOYEE ENGAGEMENT LEVEL + FURTHER DEVELOP AND UTILIZE TECHNICAL CAREER LADDER IN UPSTREAM

(1) Lost-time injury frequency, own and on-site contractors

(2) Tons in CO2 equivalent

MEMBER OF Dow Jones Sustainability Indices In Collaboration with RobecoSAM

CDP DRIVING SUSTAINABLE ECONOMIES LEVEL B

MSCI 2016 Constituent MSCI Global SRI Indexes

PRODUCTION IN 8 COUNTRIES

▶ **CEE TOTAL**
Croatia, Hungary
Reserves: 262 MMboe
Production: 81 mboepd

o/w CEE offshore
Reserves: 10 MMboe
Production: 9 mboepd

▶ **UK, NORTH SEA**
Reserves: 23 MMboe
Production: 8 mboepd

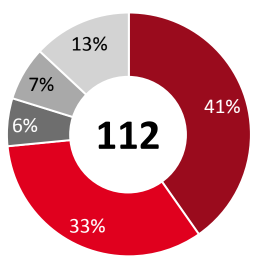
▶ **RUSSIA**
Reserves: 50 MMboe
Production: 7 mboepd

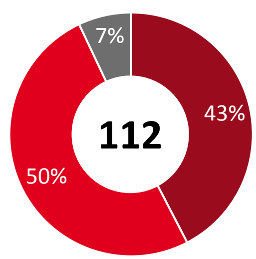
▶ **KAZAKHSTAN**
Reserves: 60 MMboe

▶ **PAKISTAN**
Reserves: 10 MMboe
Production: 8 mboepd

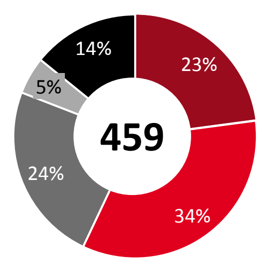
▶ **OTHER INTERNATIONAL**
Egypt, Angola, Kurdistan Region of Iraq, Syria
Reserves: 55 MMboe
Production: 7 mboepd

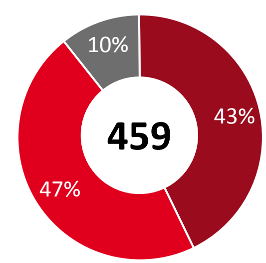
PRODUCTION BY COUNTRIES AND PRODUCTS (MBOEPD; FY 2016)





RESERVES BREAKDOWN BY COUNTRIES AND PRODUCTS (MMBOE; 2016 YEAR END)





Note: Group production figures include consolidated assets, JVs (Baitex in Russia, 6mboepd) and associates (Pearl in the KRI, 2mboepd)

7 USD/BOE FREE CASH-FLOW DELIVERED IN 2016

ON THE BACK OF SUCCESSFUL NEW UPSTREAM PROGRAM IMPLEMENTATION

NEW UPSTREAM PROGRAM

	2016 TARGET	2016 FACT	
PRODUCTION[1] Mboepd	105-110	112 (110) [1]	Material CEE onshore growth on Production Optimization; Higher UK volumes, growth in low-cost Russia, Pakistan; YoY production growth fully liquids-driven
UNIT OPEX USD/boe	6-7	6.6 (6.3)[2]	Around USD 90mn opex (incl. G&A) reduction delivered in 2016; Opex declined across the board
ORGANIC CAPEX	C. -15-30%	-36%	Exploration capex down by 70%+ in 2016
FREE CASH FLOW	POSITIVE	USD 268mn	Achieved at the bottom of the cycle (USD 44/bbl Brent in 2016)

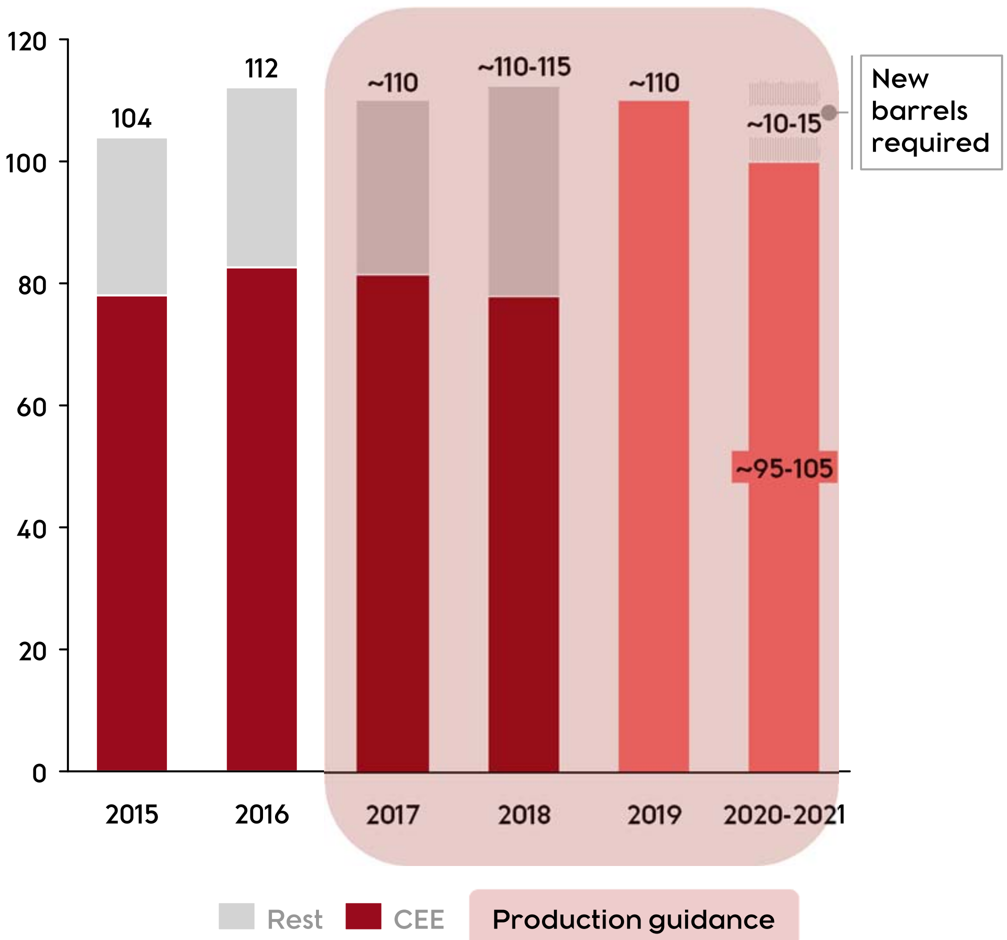
- Actively seeking to secure new, attractive and low-cost exploration acreages

- Notes: consolidated figures, unless otherwise indicated; FCF/boe is calculated as (EBITDA-CAPEX)/ Consolidated production
- Reported Group production now includes „JVs and associates" including ~2.4 mboepd from Pearl Petroleum, while the original 2016 target did not include production related to Pearl
- Reported Opex now includes only „Consolidated subsidiaries", while the original target was set including Baitex, FED too (now among „JVs and associates")

PRODUCTION TO STABILIZE AT ~110 MBOEPD UNTIL 2019

~10-15 MBOEPD NEEDED TO SUSTAIN PRODUCTION BEYOND 2020

MID-TERM PRODUCTION PROFILE (MBOEPD)



Note: figures include consolidated assets, JVs and associates

KEY MESSAGES

Stable contribution from CEE

- Impact of successful production optimization and EOR
- Pursue transfer of undeveloped reserves and EOR opportunities

Capturing value from international projects

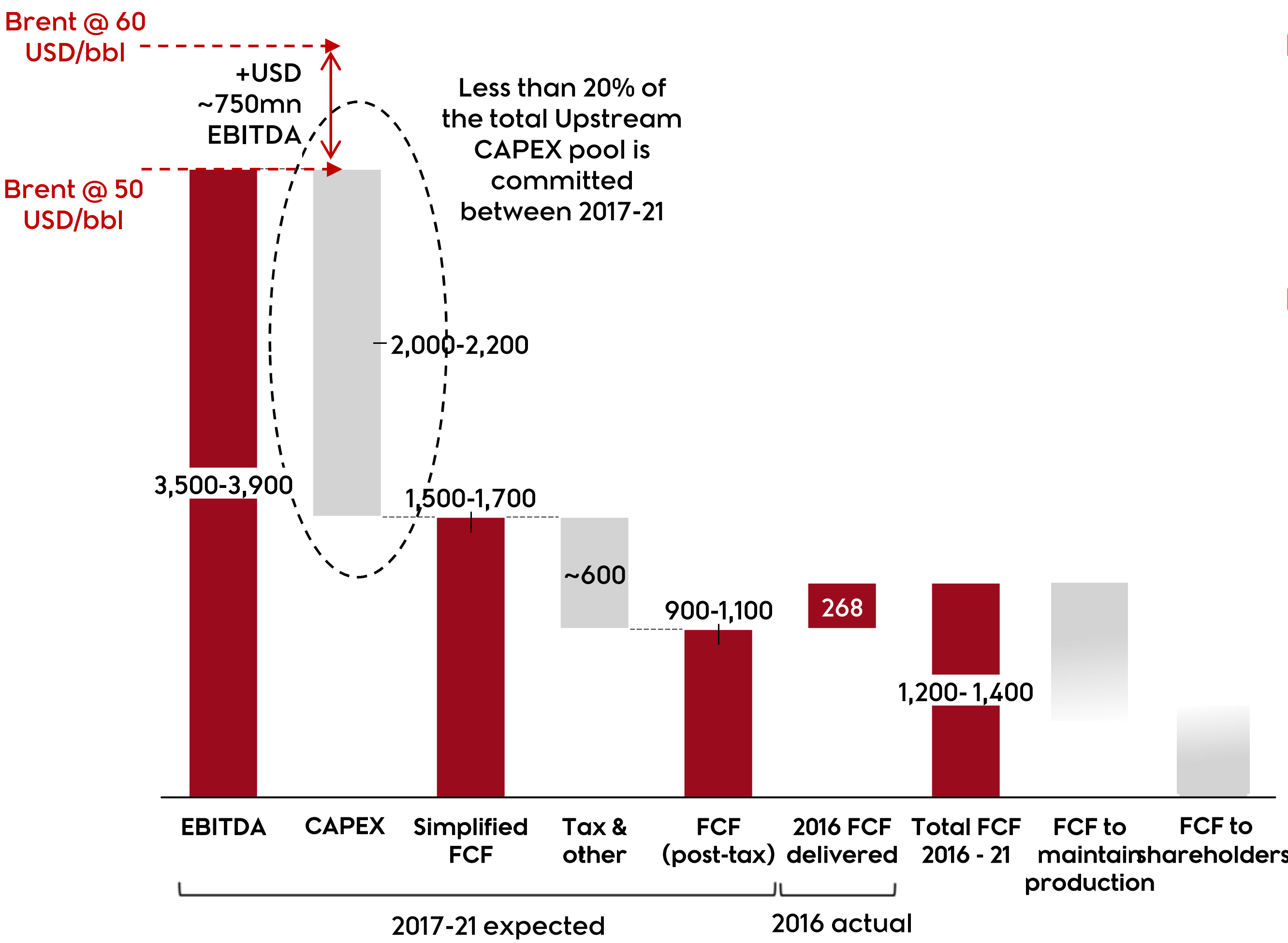
- Continue field development in TAL (PAK) and Baitugan (RUS)
- Development and infill projects to contribute to production growth in the UK

New barrels (~10-15 mboepd) will be required to at least sustain today's level of production

E&P DELIVERS SUBSTANTIAL FCF IN 2016-21

WITH MATERIAL FLEXIBILITY ON THE CAPEX SIDE

EBITDA, CAPEX AND FCF EXPECTATIONS (2016-21, USD MN)

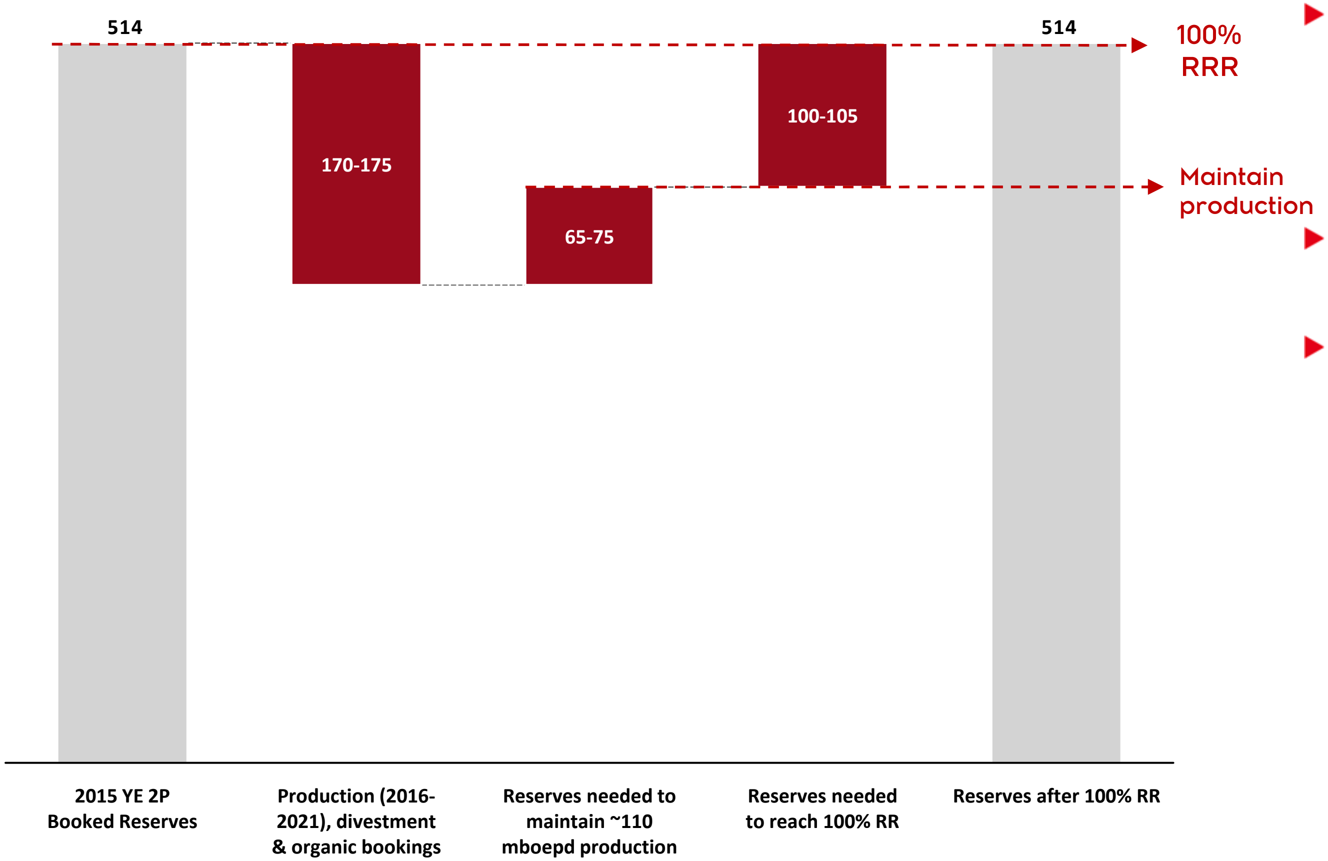


KEY MESSAGES

- Next 5Y post-tax free cash-flow shall cover reserve replacement necessary to maintain today's production @ 50 USD/bbl
- Next 5Y post-tax free cash-flow shall be sufficient for 100% reserve replacement @ 60 USD/bbl

THE MINIMUM ASPIRATION TO SUSTAIN PRODUCTION
BUT IT HAS TO MAKE ECONOMIC SENSE

PRO-FORMA 2016-21 2P RESERVES EVOLUTION (MMBOE)



KEY MESSAGES

- Sustain at least current level of production to maintain the integrated business model of MOL Group
- Organically this is not feasible…
- …although Norwegian exploration portfolio provides upside potential in the mid-term

MOLGROUP 2030

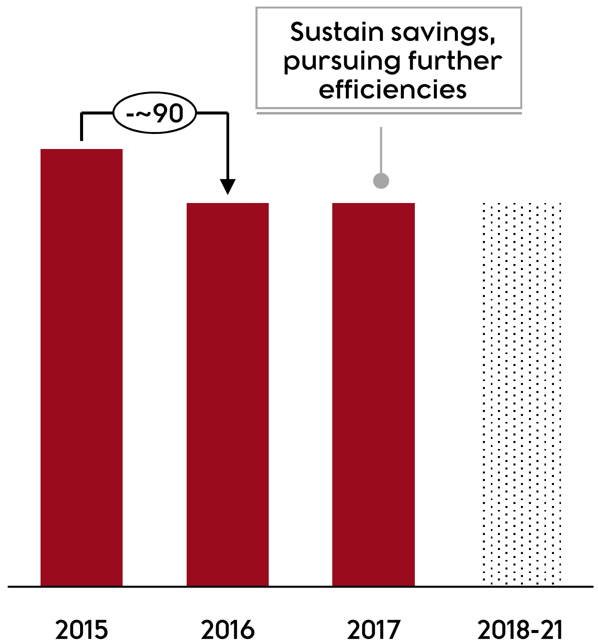
ENTER TOMORROW

EXPLORATION AND PRODUCTION OVERVIEW

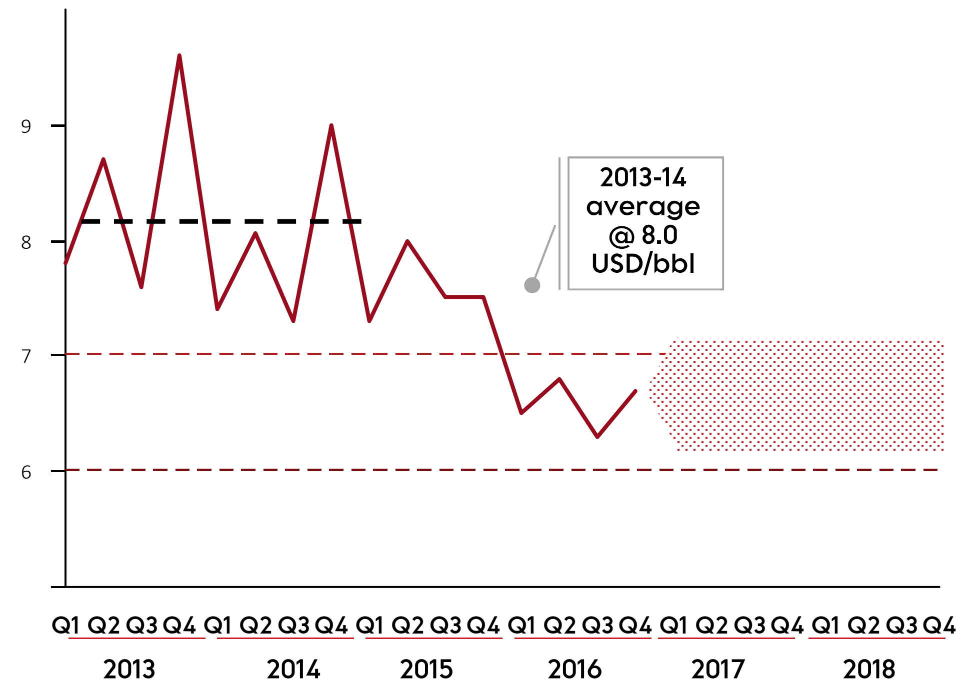
SUSTAINABLE CUT IN UNIT OPEX

NUP IMPLEMENTATION DELIVERED USD ~90MN OPEX SAVING

OPEX OVERVIEW (EXCL. ROYALTY, DD&A (USD MN)



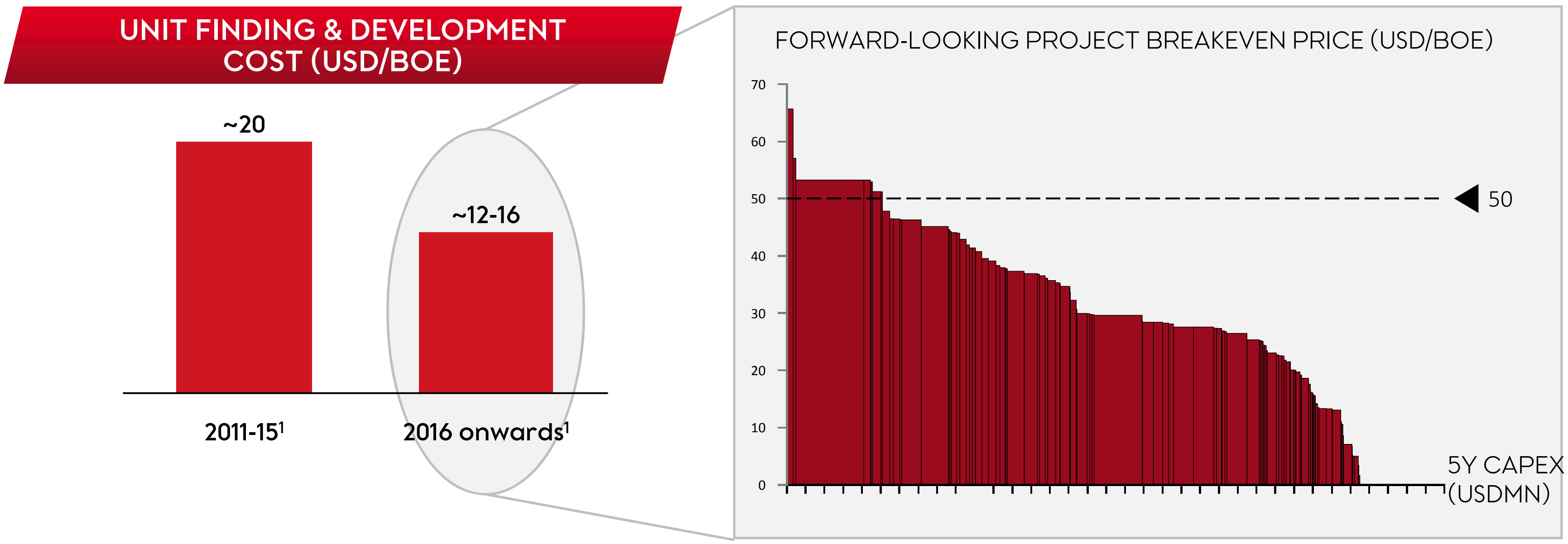
DIRECT UNIT OPEX (USD/BOE)



Long-term aspiration is to keep direct unit production OPEX competitively low in a single-digit area (@ USD 6.6/boe in 2016 on portfolio level)

Note: consolidated figures

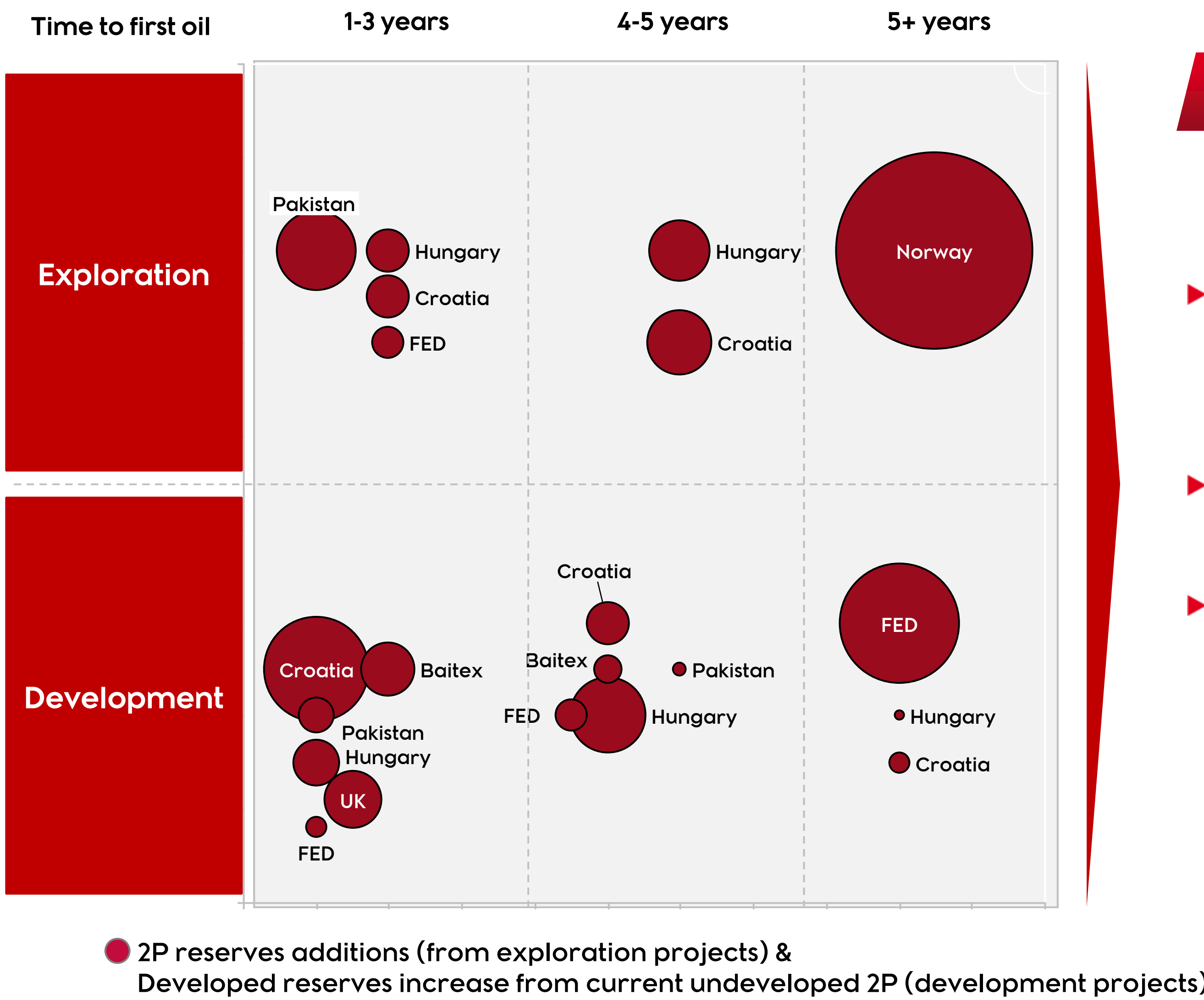
GREATER SCRUTINY TO LOWER F&D TO USD 12-16/BOE



- Exploration (in a low oil price environment):
  - Focus on near-field exploration and infrastructure led-exploration
  - No frontier exploration
- Development:
  - Reduce costs through supply chain improvements (cost deflation)
  - Deliver cost savings internally through scope revisions and efficiency improvement
  - Improve project delivery and execution

(1) 5-year average, defined as (ExpEx + DevEx)/new bookings of 2P reserves

BALANCING THE PORTFOLIO IN THE MID-TERM IS A CHALLENGE

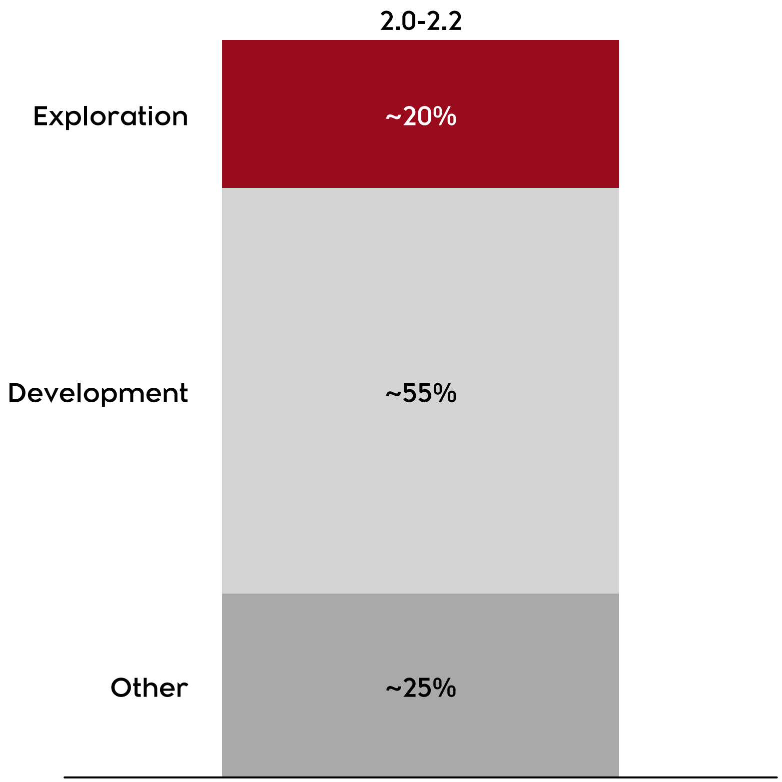


KEY MESSAGES

- Limit ExpEx to nearfield exploration in CEE and Pakistan as well as to high-impact Norway
- Limited development project pipeline
- New development projects are required

BALANCING CAPITAL ALLOCATION BETWEEN DEVELOPMENT AND EXPLORATION

CAPEX SPENDING IN THE NEXT 5 YEARS (USD BN) [1, 2]



KEY MESSAGES

- Scrutiny on all CAPEX, yet maintaining safe and secure operations
- Focus on near-field exploration (CEE and Pakistan)
- In CEE all undeveloped 2P reserves covered by the budget
- International field development to focus on UK, Pakistan, Baitex and Kazakhstan
- Additional USD 500mn pre-tax exploration CAPEX for Norway

(1) Incl. a total USD 800mn ABEX, sustain CAPEX and production intensification expenditures
(2) Exploration CAPEX excludes Norway

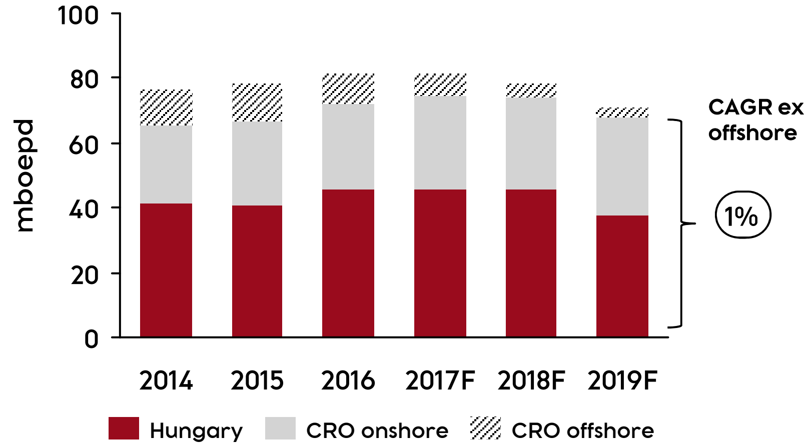
CEE: POSITIVE CASH FLOW, RISING ONSHORE PRODUCTION

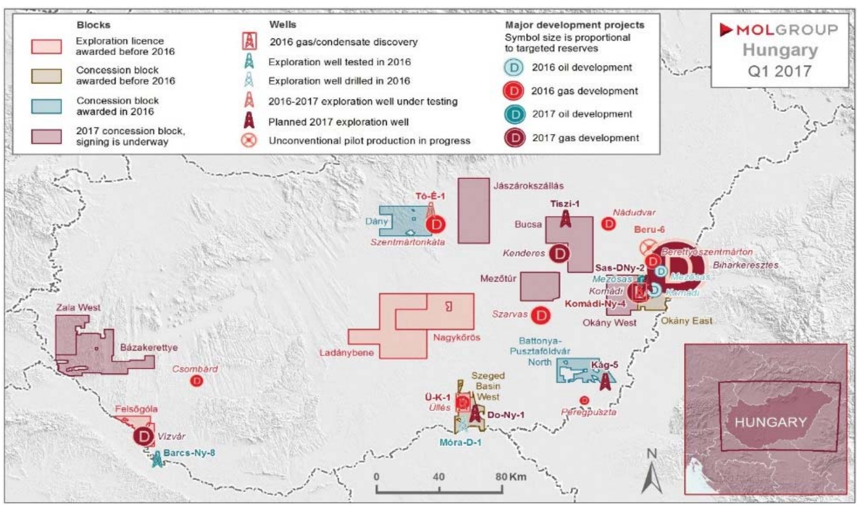
ON THE BACK OF COMPREHENSIVE PRODUCTION OPTIMIZATION PROGRAM

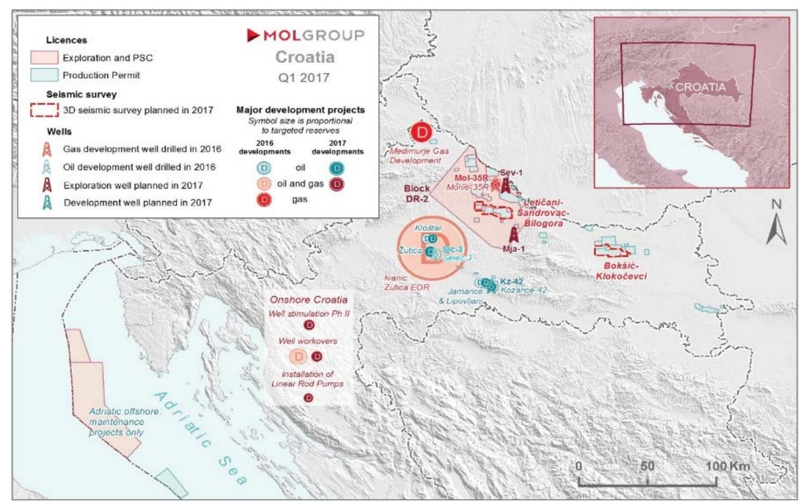
HUNGARY AND CROATIA (105+156 MMBOE)

- Employed a systematic approach to identify improvement potential in both surface and subsurface
- Production optimization through increased number of well workovers and well interventions
- Target maximum transfer of undeveloped reserves with scrutiny on breakeven prices
- Pursue further EOR opportunities
- Extension of exploration capacity in Hungary thanks to recently acquired new licences
- Continue nearfield exploration looking for new play concepts

Production







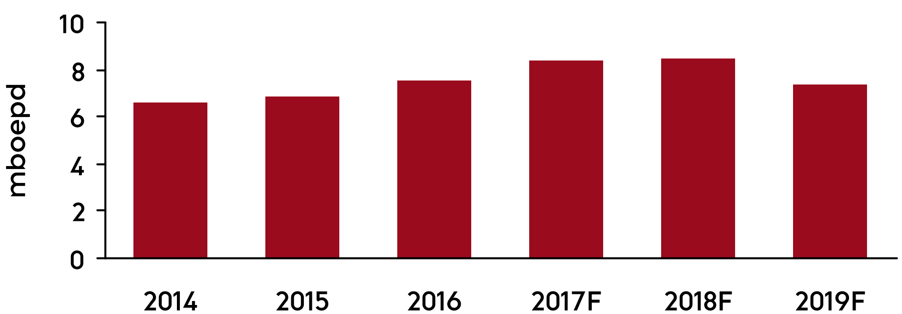
PAKISTAN: 15+ YEARS OF SUCCESSFUL OPERATION

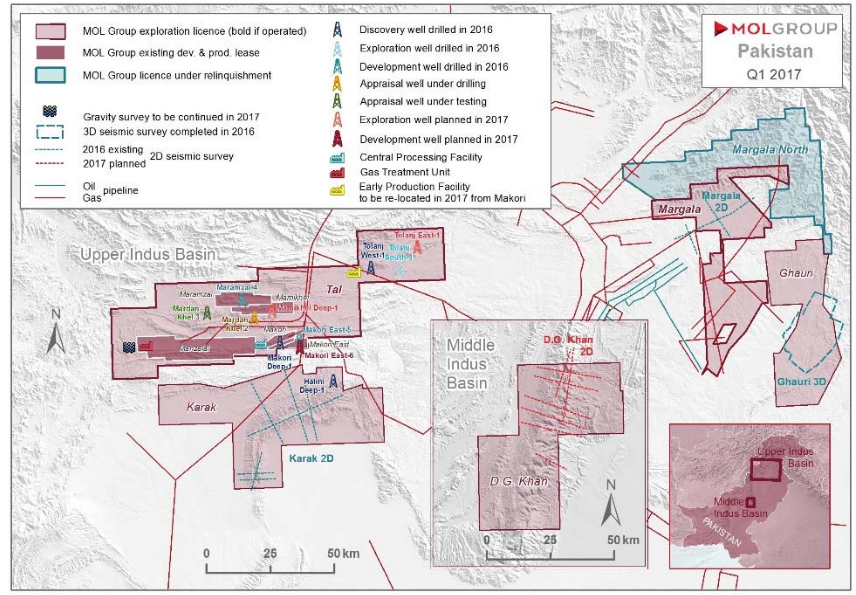
HIGHLY SUCCESSFUL TAL DEVELOPMENT WITH EXPLORATION IN NEARBY BLOCKS

HIGHLIGHTS AND KEY FOCUS AREAS (10 MMBOE)

- Operator of the TAL block 30 km from the border of Afghanistan, where production exceeded 80 mboepd on 100% basis in Q4 2016
- 13 discoveries (9 operated) since 2000, over 400 MMboe discovered (@ 100%)
- Nr. 1 LPG, Nr. 2 oil and condensate and Nr. 7 natural gas producer in Pakistan (TAL @ 100%)
- Present in 4 other blocks (Karak, Ghauri, Margala, DG Khan) near TAL block in the Upper and Middle Indus area Production in a growing trend following series of tie-ins from new discoveries
- Stable cash generation
- Pursue new licences

Production

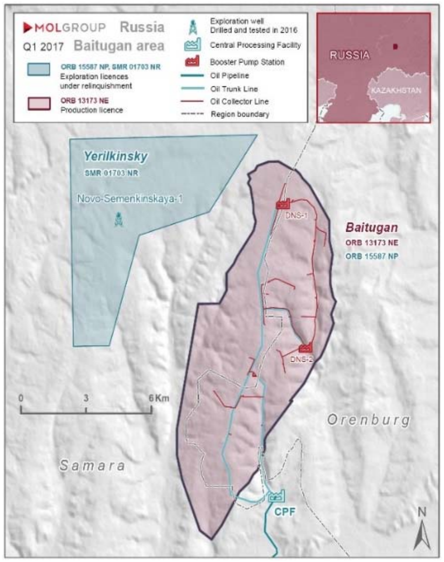




BLOCK	W.I.	OPERATOR	OTHER PARTNERS
Tal	10.53% (expl.) 8.42% (dev.)	MOL	PPL, OGDCL, POL, GHPL
Karak	40%	MPCL	
Margala	70%	MOL	POL (30%)
Ghauri	30%	MPCL	PPL (35%)
DG Khan	30%	POL	

CIS: FIELD DEVELOPMENT OF LOW-COST BAITUGAN

WITH STABLE CASH FLOW GENERATION EVEN AT CURRENT OIL PRICES

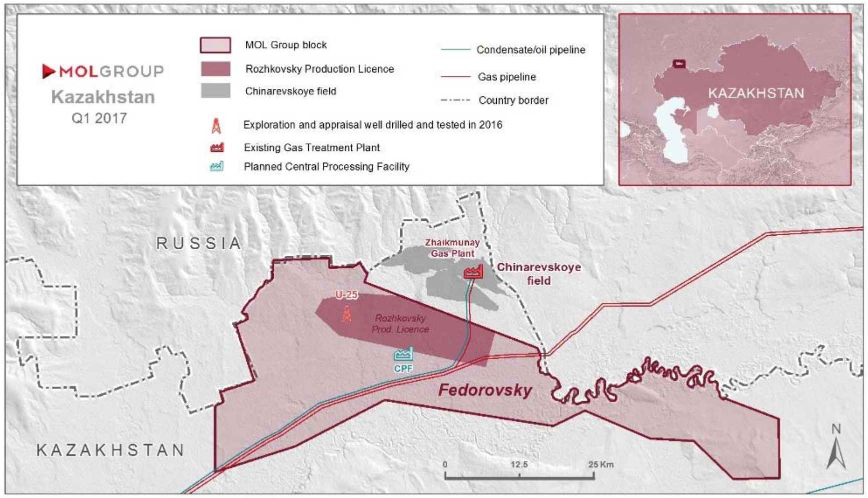


RUSSIA (50 MMBOE) - Baitugan

- A shallow, compact field with developed infrastructure ensures low unit costs thus stable cash-flow generation
- Ongoing intensive development program to be pursued in the future on Baitugan block to maintain production growth (~20% increase in 2016)
- Investigating options to improve the ultimate recovery factor
- Wide well-workover campaign and infrastructure development program started in 2016

KAZAKHSTAN (60 MMBOE)

- The drilling of the U-25 well was completed
- Lower Tournasian layer was tested for gas and condensate. Upper Tournasian was fracked and tested gas and condensate.
- Surface engineering works will be carried out at Rozhkovsky gas condensate discovery in the frame of Trial Production Project (TPP)



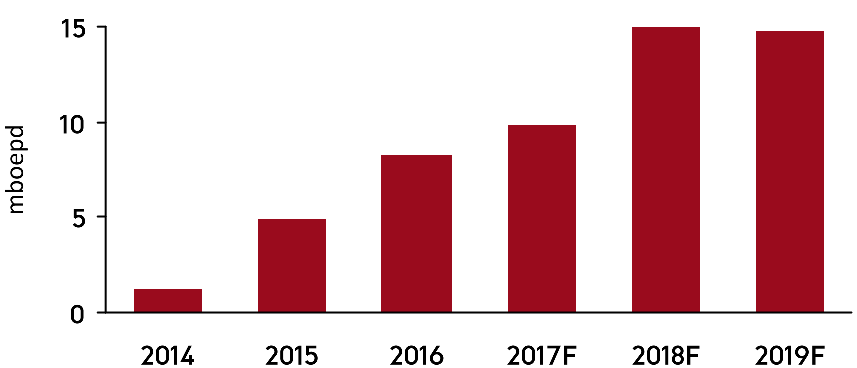
NORTH SEA, UK: VISIBLE CONTRIBUTION IN 2016

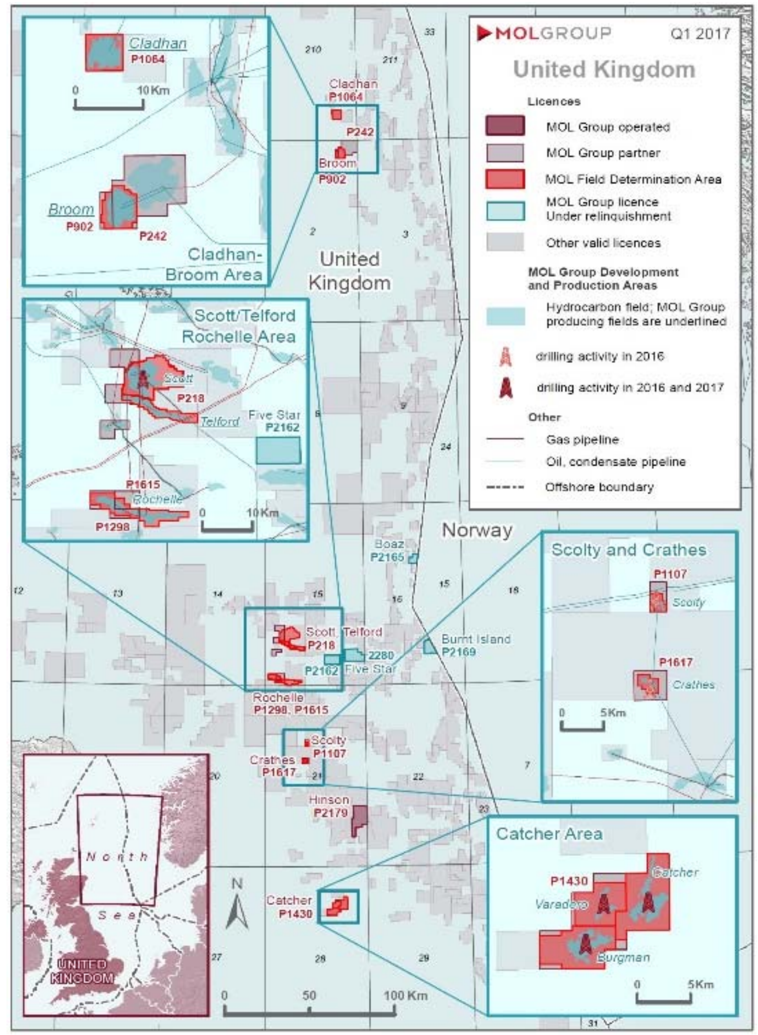
WITH AN ONGOING COMPREHENSIVE VALUE OPTIMIZATION PLAN

NORTH SEA, UK (23 MMBOE)

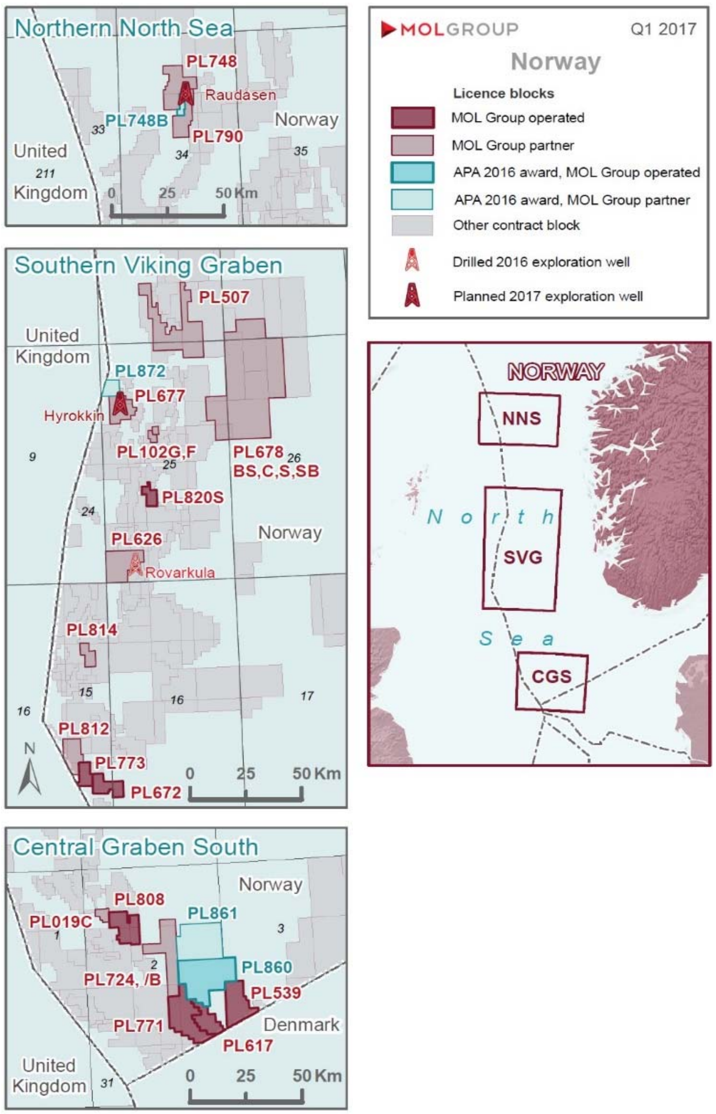
- First oil achieved on Scolty and Crathes in November 2016 ahead of schedule and significantly below budget
- Scott: infill drilling program continued by drilling 3 wells.
- Catcher:
  - The 2016 drilling program was successfully continued with six additional wells and good subsurface and operational results
  - The subsea works and FPSO construction continued, and all major subsea equipment was installed
  - In 2017 further five wells will be completed, FPSO construction and subsea work will be carried on

Production





NORWAY: A NEW EXPLORATION HUB



INCREASING FOOTHOLD IN THE NCS

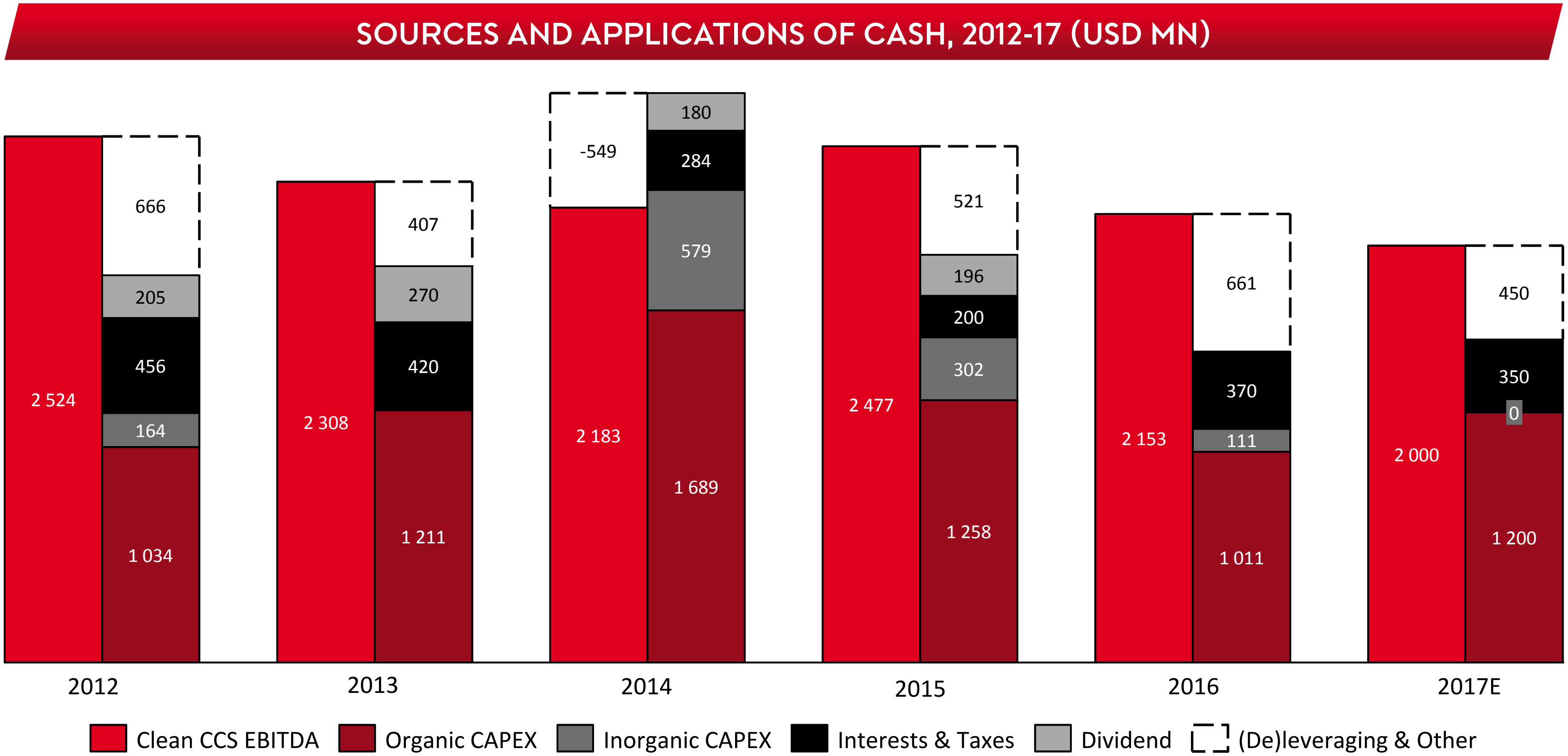
- Entered Norway in 2015, acquiring 100% ownership in Ithaca Petroleum Norge – a pre-qualified operator
- Successfully participated in the 2016 APA licensing round, and acquired further four licences (o/w one extension)
- Currently has 21 exploration blocks (8 operated,) in the Norwegian Continental Shelf (NCS)
- Key focus to mature prospectivity and high grade the prospect inventory within core areas of the North Sea
- Partnering strategy (sharing risk, financial exposure and experience with best in class North Sea explorers)
- Developing a new offshore exploration hub and centre of excellence for the Group, building on the experience of a strong exploration-focused team
- 3 Core areas are targeted (Central Graben South, South Viking Graben, Northern North Sea)

MOLGROUP 2030

ENTER TOMORROW

FINANCIALS, GOVERNANCE, OTHERS

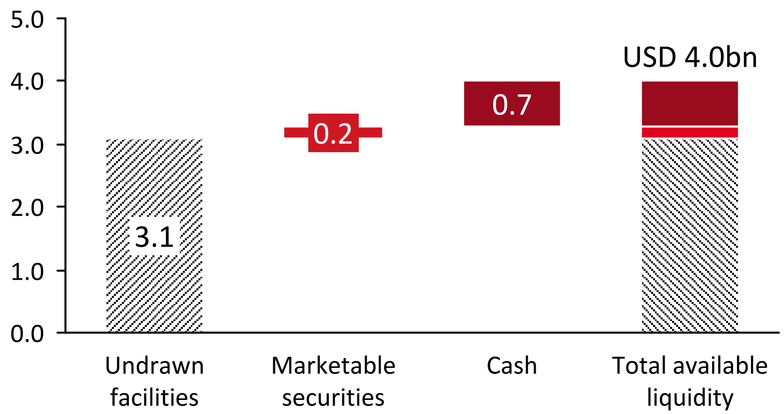
SOURCES AND APPLICATIONS OF CASH



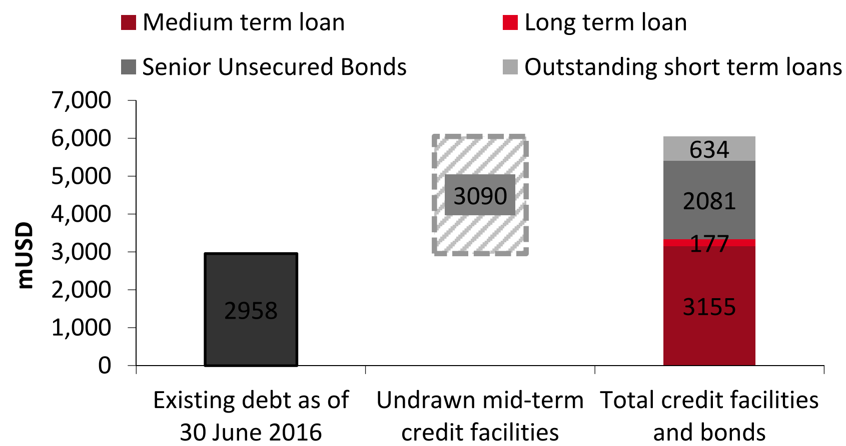
- EBITDA/CAPEX gap should comfortably cover taxes, cost of funding, rising dividends and small-size M&A…
- …and would also contribute to funding the upcoming transformational projects

STRONG BALANCE SHEET AND LIQUIDITY

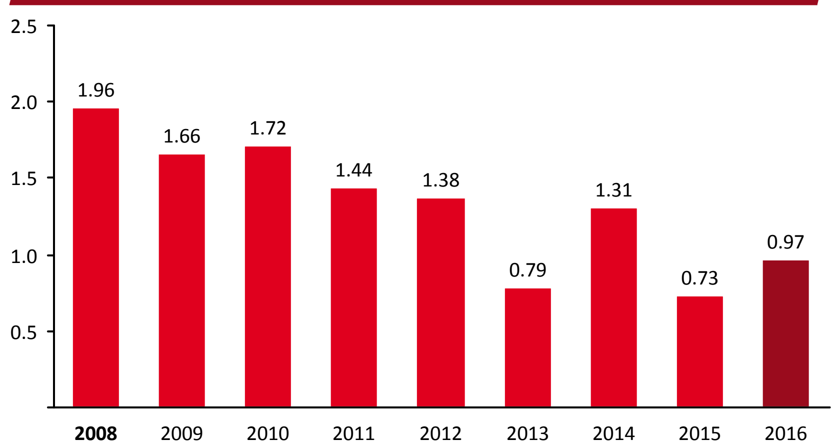
AVAILABLE LIQUIDITY (31.12.2016)



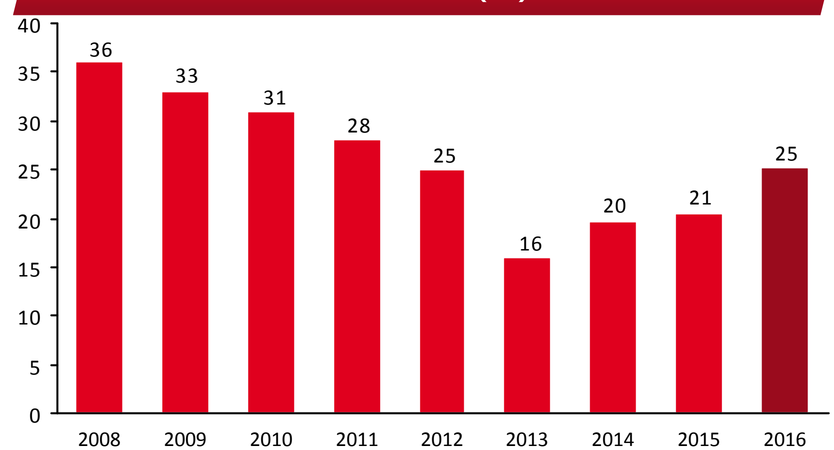
DRAWN VERSUS UNDRAWN FACILITIES (31.12.2016)



NET DEBT TO EBITDA



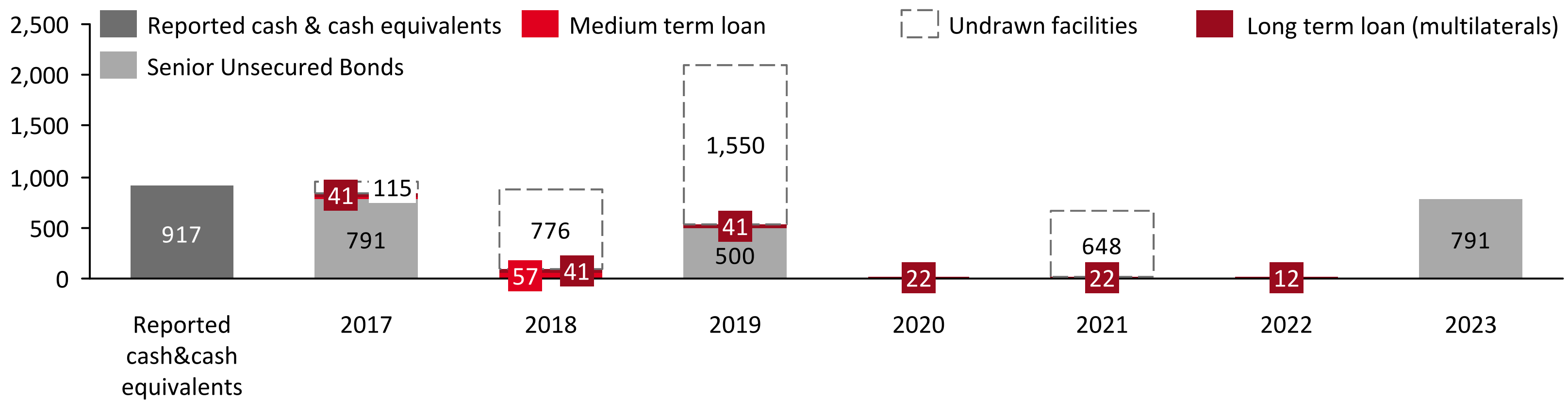
GEARING (%)



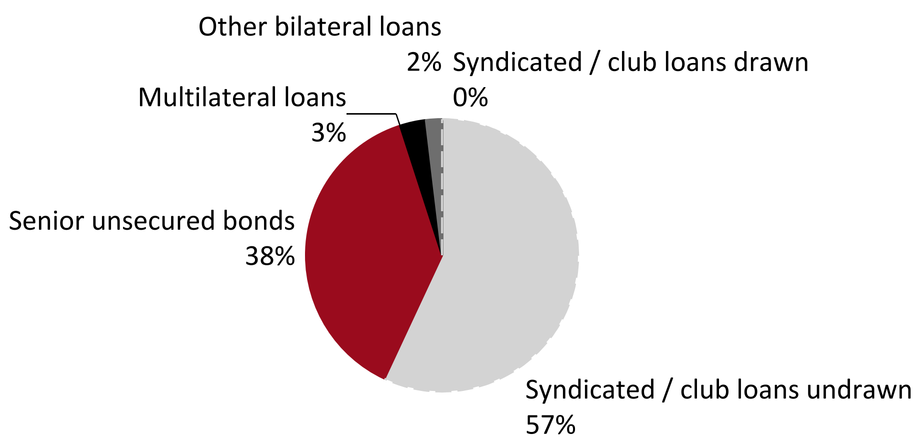
AMPLE FINANCIAL HEADROOM

FROM DIVERSIFIED FUNDING SOURCES

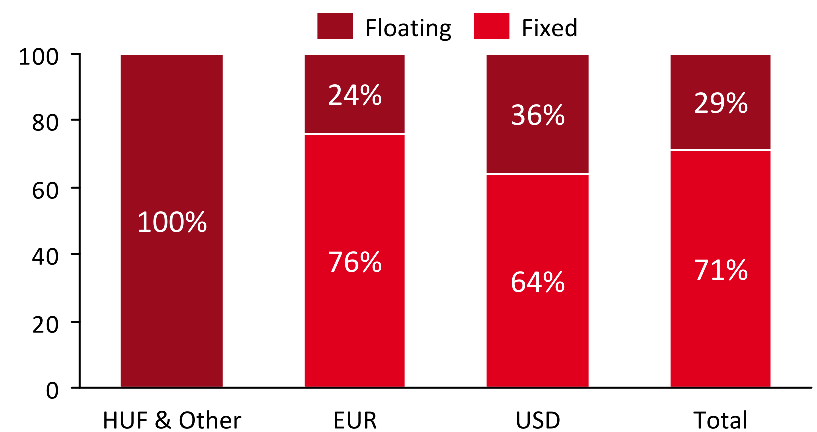
AVERAGE MATURITY OF 2.9 YEARS



MID- AND LONG-TERM COMMITTED FUNDING PORTFOLIO



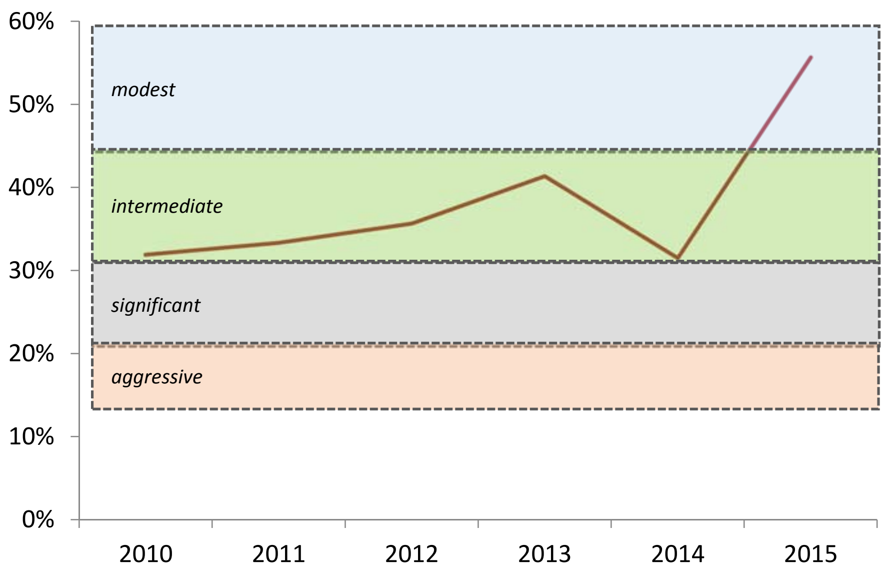
FIXED VS FLOATING INTEREST RATE PAYMENT OF TOTAL DEBT AS OF 31.12.2016



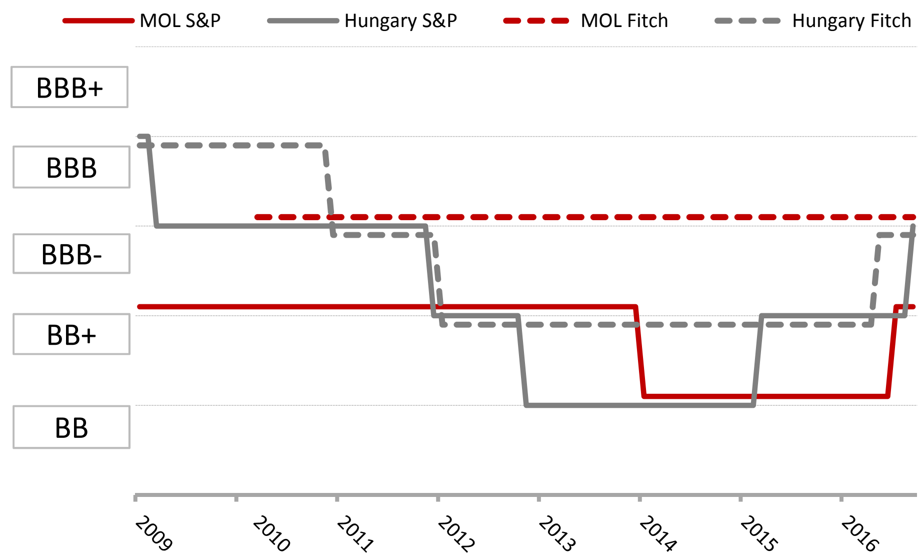
CREDIT RATING PROFILE

EQUAL RATING TO SOVEREIGN AT FITCH, ONE NOTCH BELOW AT S&P

FFO/DEBT



HISTORICAL FOREIGN LONG TERM RATINGS

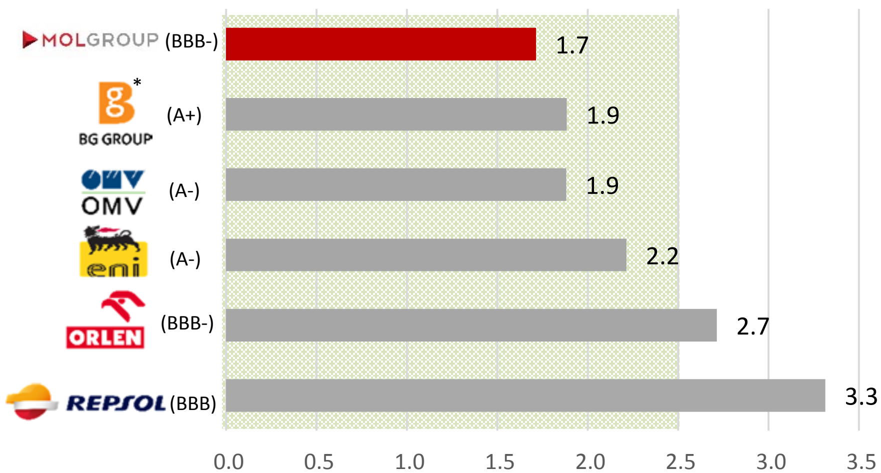


- Keep, FFO/DEBT ratio in the modest zone, much better than the treshhold of 30% indicated by S&P
- Maintain current investment grade rating at Fitch and aiming for an upgrade at S&P
- BBB- (Stable outlook) by Fitch Ratings
- BB+ (Stable outlook) by Standard & Poor's

CREDIT RATING COMPARISON

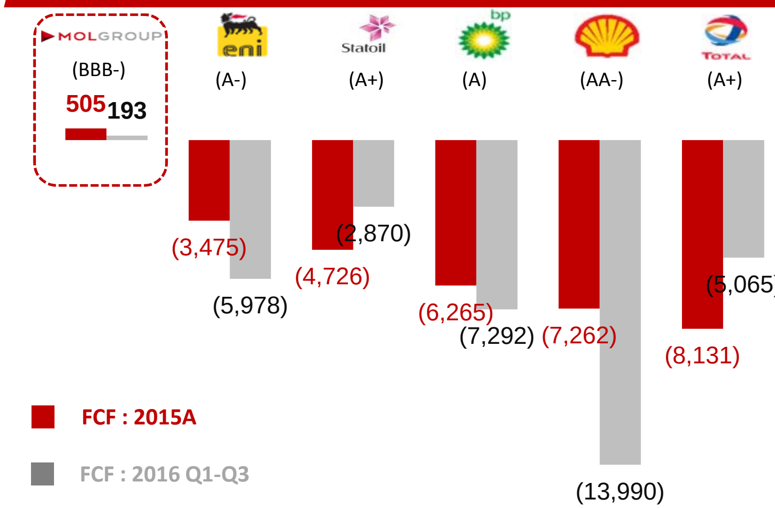
MOL'S STRONG FINANCIALS ARE VISIBLE EVEN AMONG BETTER RATED PEERS

FFO ADJUSTED NET LEVERAGE (3Y AVG. 2013-2015)



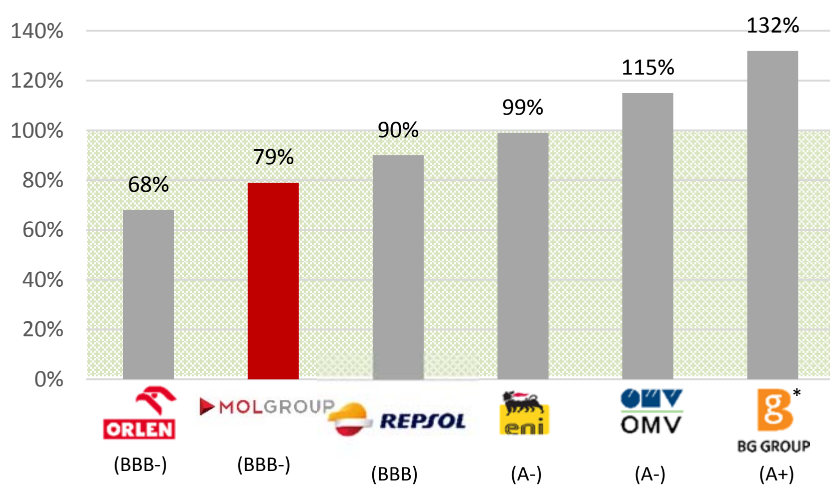
Source: www.fitchratings.com

FCF PROFILE 2015 & 2016Q1-Q3 (USD MN)



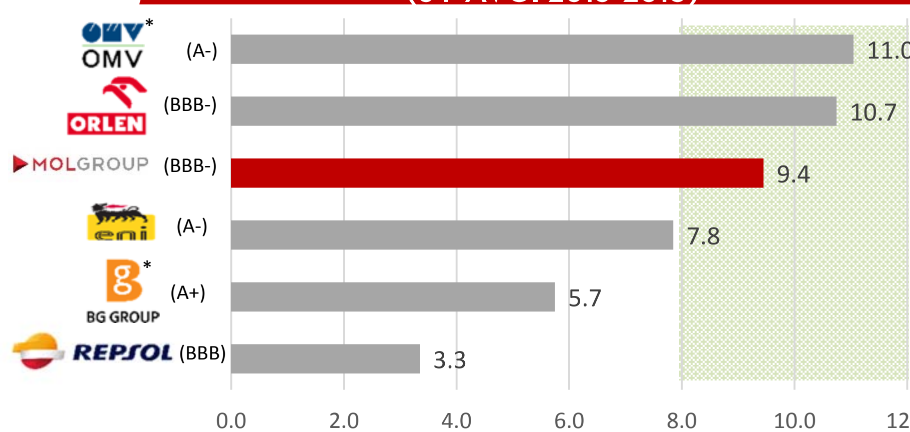
Source: Company financials. FCF is calculated as CFO (Post Interest & Div. Rec.) - Organic CAPEX (as reported in CF) - Dividends

CAPEX/CFO (%) (3Y AVERAGE 2013-2015)



Source: www.fitchratings.com *3Y avg 2012-2014 as 2015 data not available

FIXED CHARGE COVER (3Y AVG. 2013-2015)



FFO adjusted net leverage = Adjusted Net Debt divided by Funds from Operations
CAPEX/CFO (%) = CAPEX divided by Cash from Operations (FFO before working capital change)
FIXED CHARGE COVER = adjusted Funds from Operations divided by interest expense (plus rental expense of oper.lease due in 1yr)

Source: www.fitchratings.com

KEY ITEMS OF TAXATION

CORPORATE INCOME TAX (CIT) RATES CUT IN CORE OPERATING COUNTRIES

HUNGARY

- CIT TAX RATE CUT TO 9% AS OF 2017 FROM 19%
- PROFIT BASED 'ROBIN HOOD' WITH AN IMPLIED TAX RATE OF 21%
  - Only energy related part of the profit affected (~68%), nameplate tax rate is 31%
  - Only the Hungarian operation of certain companies are affected (i.e: MOL Plc., while gas transmission (FGSZ) or petrochemicals (MOL Petrochemicals) are not subject to the tax)
- GROSS MARGIN-BASED LOCAL TRADE TAX (2%) AND INNOVATION FEE (0.3%)

CROATIA & SLOVAKIA

- CIT CUT TO 18% FROM 20% IN CROATIA AND TO 21% FROM 22% IN SLOVAKIA FROM 2017

HUF bn	2012	2013	2014	2015	2016
Local Trade Tax and Innovation Fee	15	14	13	15	14
Special „ Crisis" Tax – CANCELLED end 2012 (HUN)	30	-	-	-	-
Robin Hood – (HUN)	1	0	0	0	0
Corporate Income Tax	17	20	17	23	37
Sum	63	34	30	38	51

TOP MANAGEMENT INCENTIVE SCHEMES

FOR MOL GROUP EB MEMBERS, MORE THAN 2/3 OF TOTAL REMUNERATION IS VARIABLE AND PERFORMANCE DRIVEN

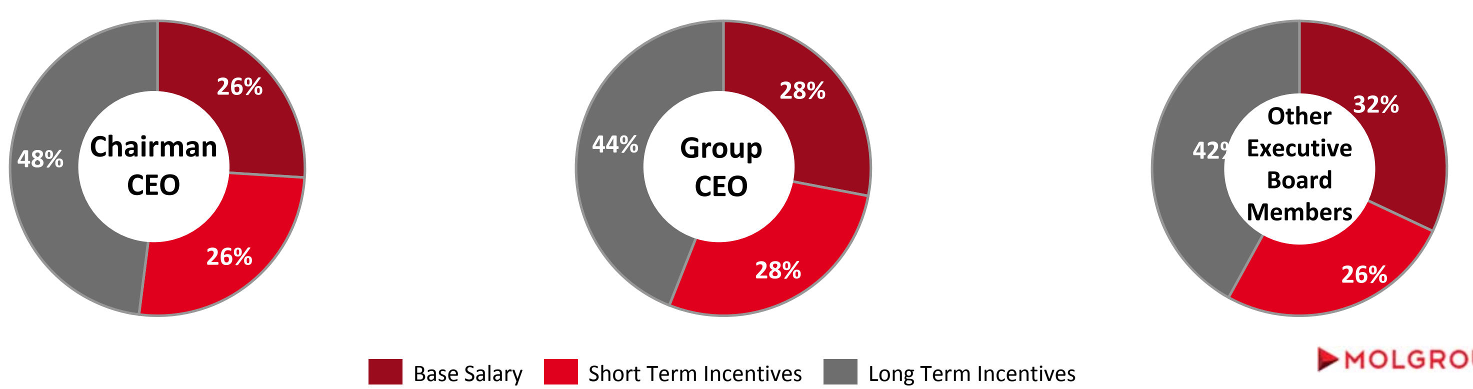
SHORT-TERM INCENTIVES

- Bonus opportunity between 0.85x and 1x of annual base salary, depending on the level
- Payout linked to yearly performance based on financial, operational and individual measures, including but not limited to:
  - Group Level target: CCS EBITDA
  - Divisional targets: EBITDA, CAPEX efficiency, OPEX etc.

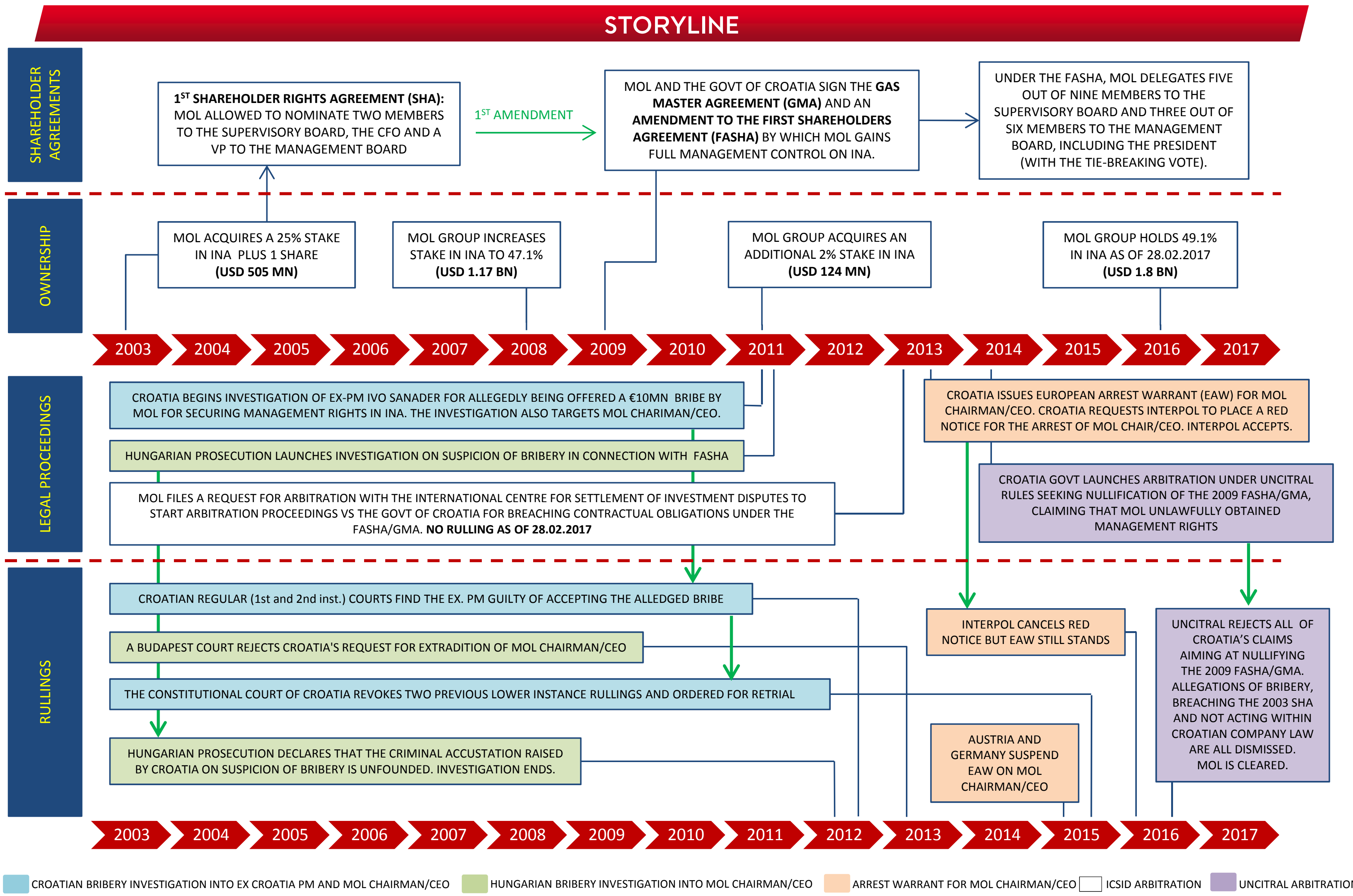
LONG-TERM INCENTIVES

- Long-term incentive (LTI) scheme consists of two elements: a stock option plan and a performance share plan (PSP)
- LTI payout is linked to long-term share price performance, both nominal and relative
- Nominal performance: Stock option plan with 2 year lock-up period in which shares are granted on a past strike price. Any payout being the difference between strike price and actual spot price
- Relative performance: PSP measures MOL share price vs CETOP and DJ Emerging Market Titans Oil & Gas 30 Index over 3 years
- Benchmark choice: MOL competes regionally (CEE) for investor flows, as well as with the global emerging market O&G sector
- Purpose: Incentivize and reward executives for providing competitive returns to shareholders relative to the regional and global O&G markets
- As of 2017, LTI schemes have been revised. Target amounts and actual payout for both LTI pillars will be based on physical MOL shares in order to further strengthen the alignment between the interest of our shareholders and MOL management.

REMUNERATION MIX



THE HISTORY OF INA & MOL, 2003-2017

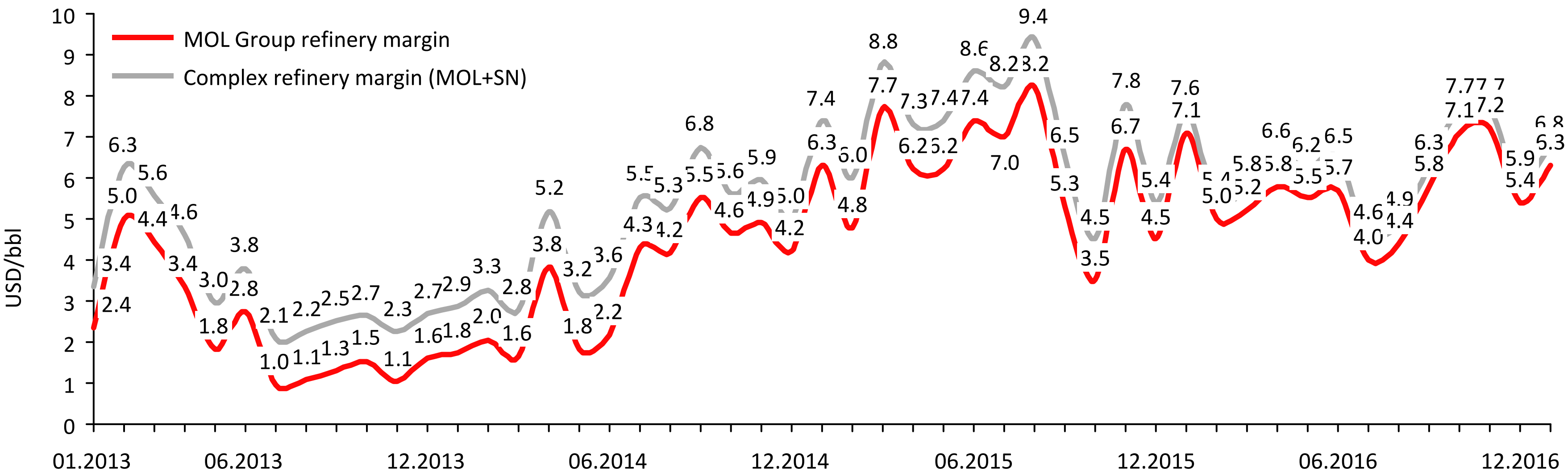


MOL-CROATIA ARBITRATION STATUS

	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 SUBSTANTIAL 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.
STATUS	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.	ONGOING

(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

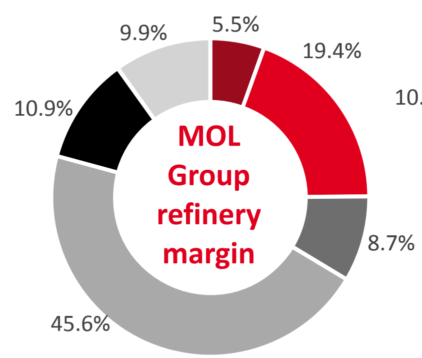
MOL GROUP SPECIFIC REFINERY MARGINS

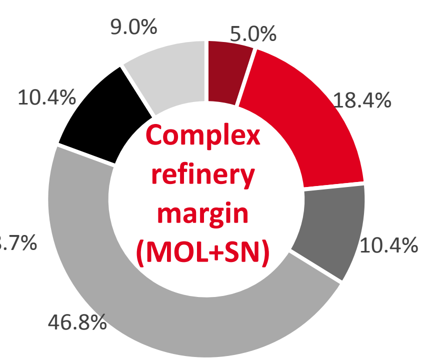


VARIABLE MARGINS WITH SIMPLE, CLEAR METHODOLOGY

- Based on weighted Solomon refinery yields
- Relevant international product and crude (Ural) quotations
- Contains cost of purchased energy
- Monthly publication on MOL's IR site (www.molgroup.info)

IMPLIED YIELDS OF REFINERY MARGINS





Gases and chemicals
Motor gasoline
Naphtha
Middle distillate
Black prod and VGO
Own cons and loss

DISCLAIMER

"This presentation and the associated slides and discussion contain forward-looking statements. These statements are naturally subject to uncertainty and changes in circumstances. Those forward-looking statements may include, but are not limited to, those regarding capital employed, capital expenditure, cash flows, costs, savings, debt, demand, depreciation, disposals, dividends, earnings, efficiency, gearing, growth, improvements, investments, margins, performance, prices, production, productivity, profits, reserves, returns, sales, share buy backs, special and exceptional items, strategy, synergies, tax rates, trends, value, volumes, and the effects of MOL merger and acquisition activities. These forward-looking statements are subject to risks, uncertainties and other factors, which could cause actual results to differ materially from those expressed or implied by these forward-looking statements. These risks, uncertainties and other factors include, but are not limited to developments in government regulations, foreign exchange rates, crude oil and gas prices, crack spreads, political stability, economic growth and the completion of ongoing transactions. Many of these factors are beyond the Company's ability to control or predict. Given these and other uncertainties, you are cautioned not to place undue reliance on any of the forward-looking statements contained herein or otherwise. The Company does not undertake any obligation to release publicly any revisions to these forward-looking statements (which speak only as of the date hereof) to reflect events or circumstances after the date hereof or to reflect the occurrence of unanticipated events, except as maybe required under applicable securities laws.

Statements and data contained in this presentation and the associated slides and discussions, which relate to the performance of MOL in this and future years, represent plans, targets or projections."

MORE INFO AT WWW.MOLGROUP.INFO

CONTACT:
PHONE: +36 1 464 1395
E-MAIL: INVESTORRELATIONS@MOL.HU

MOLGROUP