

# MOL GROUP

## INVESTOR PRESENTATION

August 2023



# MOL GROUP IN BRIEF

INTEGRATED CENTRAL EUROPEAN MID-CAP OIL & GAS COMPANY

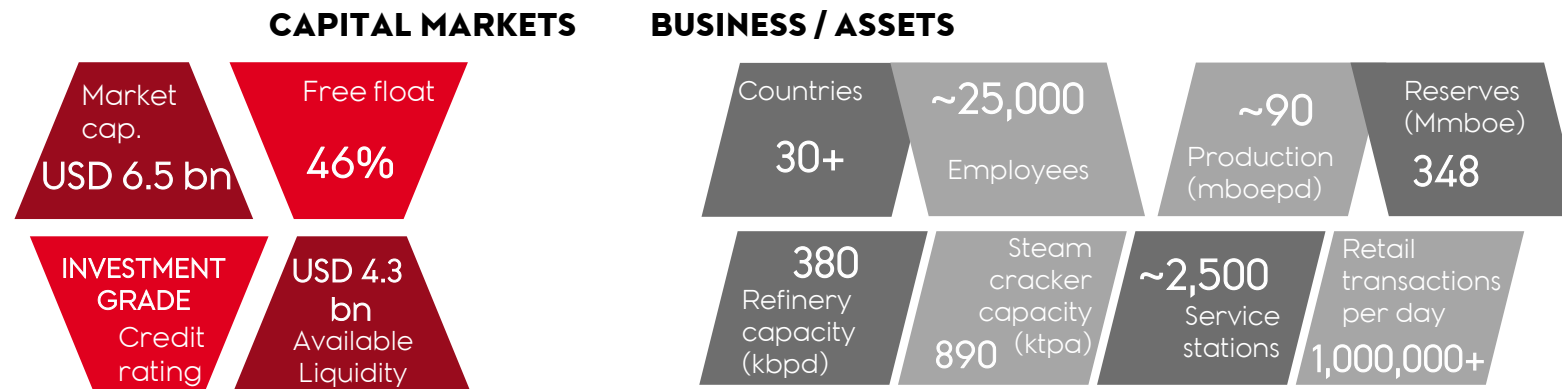
## CORE ACTIVITIES



## CLEAN CCS EBITDA BY SEGMENTS IN 2022 (USD MN)

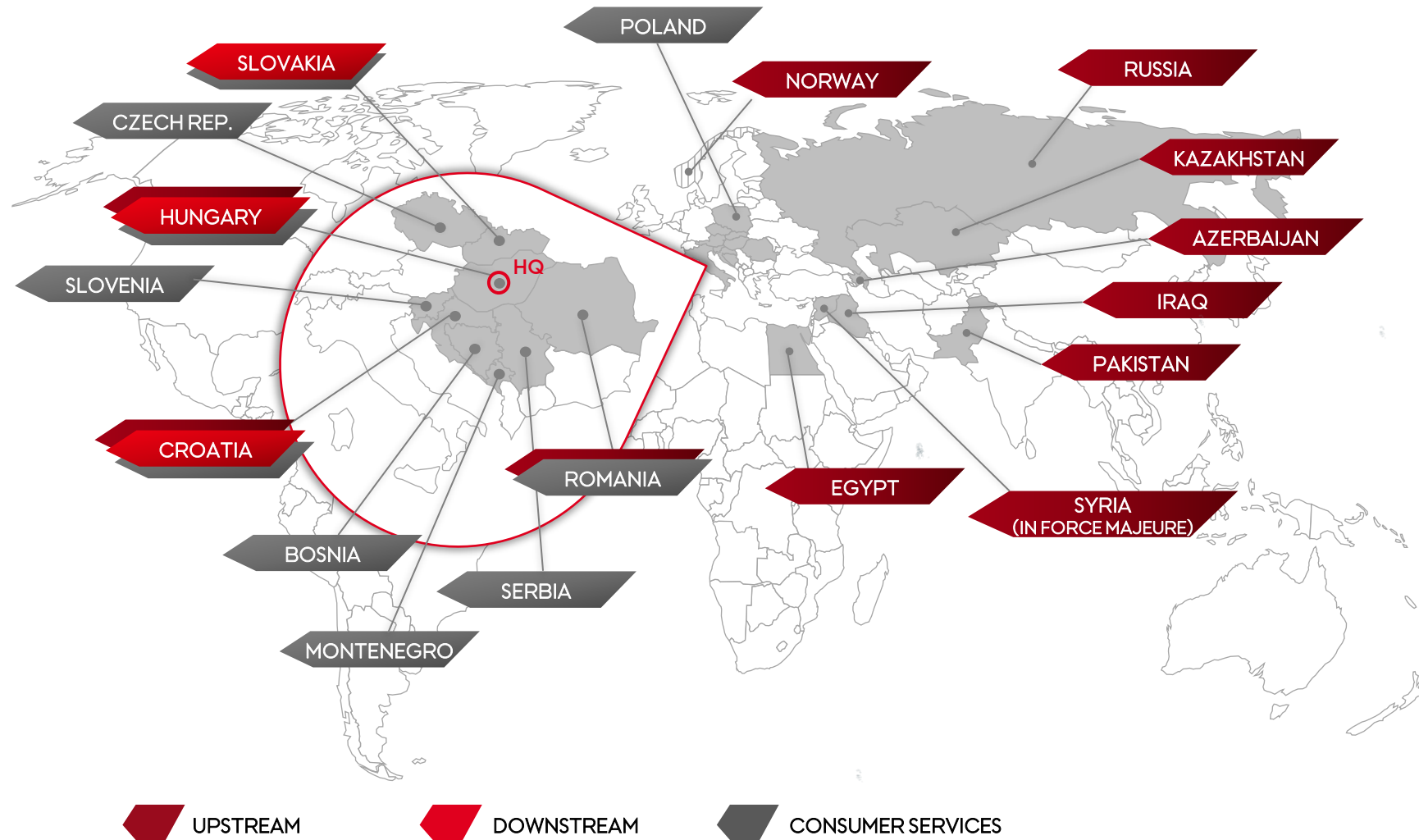


## KEY FIGURES



# MOL GROUP GEOGRAPHY

CEE-BASED INTEGRATED OPERATIONS AND INTERNATIONAL UPSTREAM



# AGENDA

THE MOL GROUP EQUITY STORY

5

SUPPORTING SLIDES

Q2 2023 RECAP [\(LINK TO Q2 2023 RESULTS\)](#)

DOWNSTREAM

12

CONSUMER SERVICES

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EXPLORATION AND PRODUCTION

45

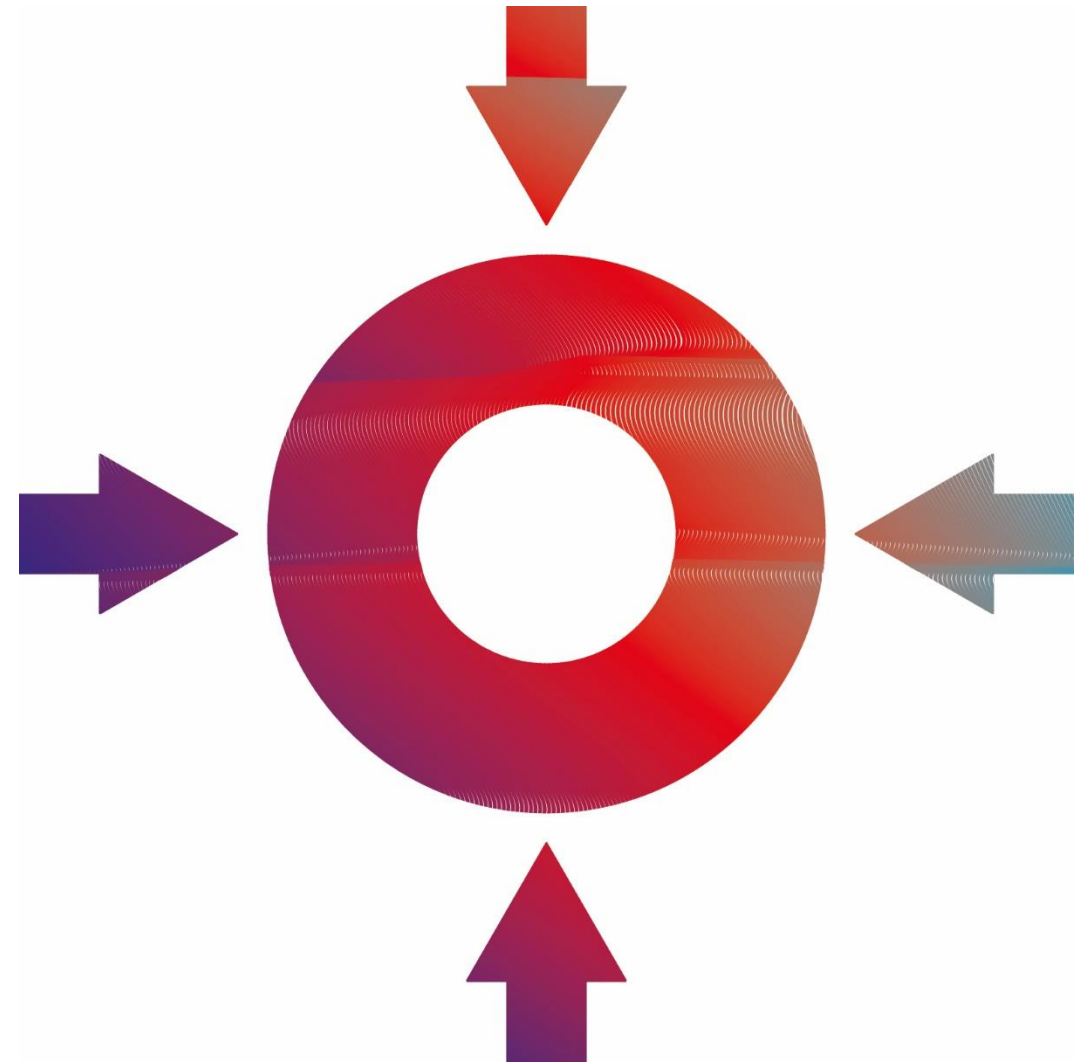
WASTE MANAGEMENT

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FINANCIALS, GOVERNANCE AND OTHERS

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# THE MOL GROUP EQUITY STORY

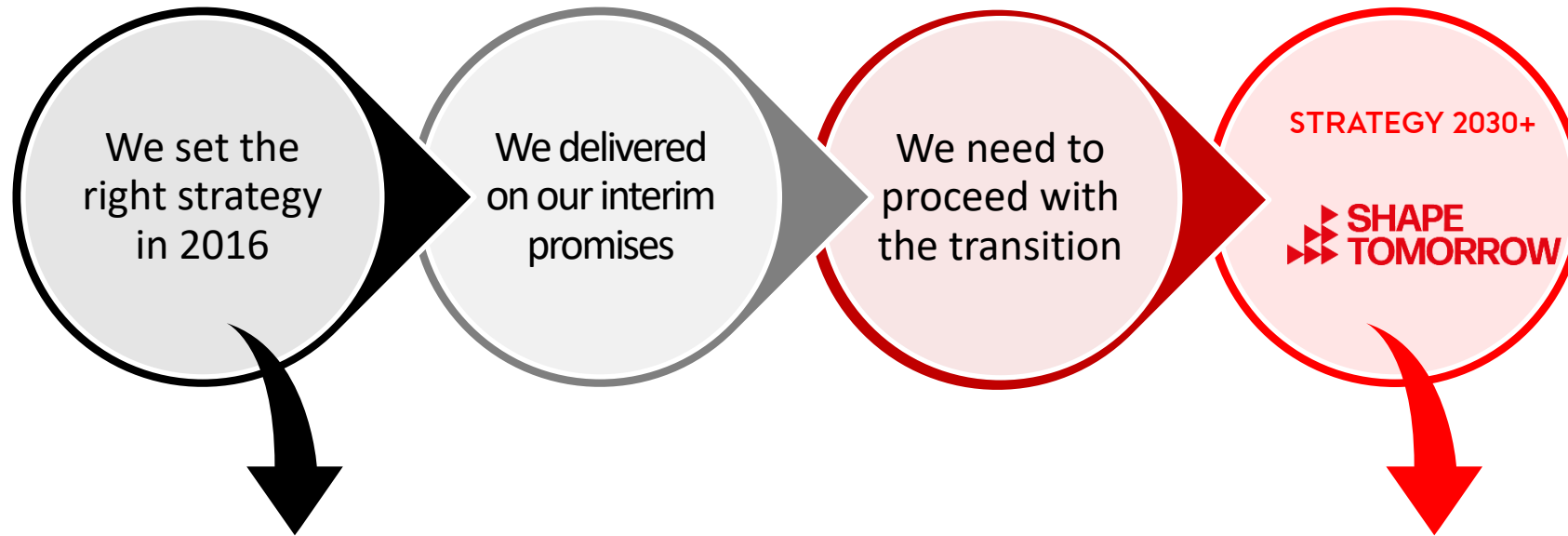


# DELIVER TODAY, SHAPE TOMORROW

- ▶ **MOL 2030+:** unchanged direction however security of supply plays a key role in the current environment
- ▶ **ESG:**
  - ▶ **Climate:** 30% reduction of Scope 1 and 2 emissions by 2030, net zero emissions by 2050
  - ▶ **EU taxonomy aligned CAPEX:** targeting 50% threshold by 2030
- ▶ **Downstream:** increasing EBITDA to cover „fuel to chemicals” transformation
- ▶ **E&P:** net zero by 2030, outstanding profitability funding the transformation
- ▶ **Consumer Services:** further improving profitability, whilst becoming a digitally-driven consumer goods retailer and complex mobility service provider
- ▶ **Gas Midstream:** stable, non-cyclical cash flows
- ▶ **Waste management:** efficiency improvement and expansion in circular economy by boosting recycling in municipal waste management
- ▶ **Financials:** fully funded investments (incl. transformation) and base dividend even against a ~50 USD/bbl oil price environment

# MOL 2030+: UNCHANGED DIRECTION, UNFOLDING TRANSITION

WHILST ALSO MAINTAINING SECURITY OF SUPPLY



## KEY DIRECTIONS UNCHANGED...

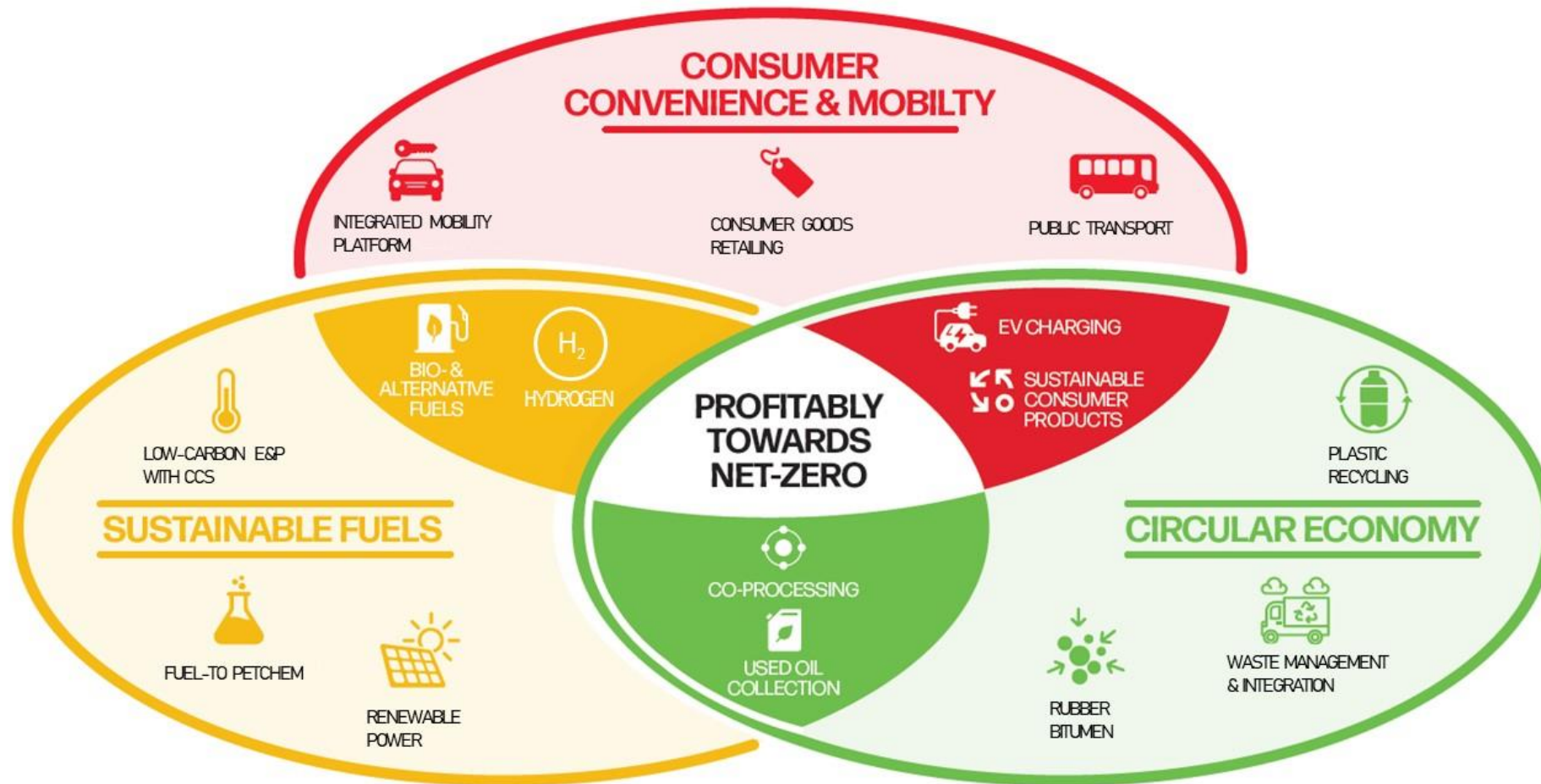
- ▶ Downstream transformation: Fuel-to-chemicals conversion to reduce motor fuel yields and output
- ▶ Consumer focus: to become a consumer goods retailer and mobility services provider
- ▶ Upstream: a key pillar to fund the transformation

## ...WITH ADDITIONAL FOCUS ON

- ▶ Transformation of the traditional oil & gas businesses
- ▶ Sustainability/CO2 reduction targets
- ▶ Investing in low-carbon, circular economy to become a key player in CEE

# MOL 2030+: PROFITABLY TOWARDS NET-ZERO

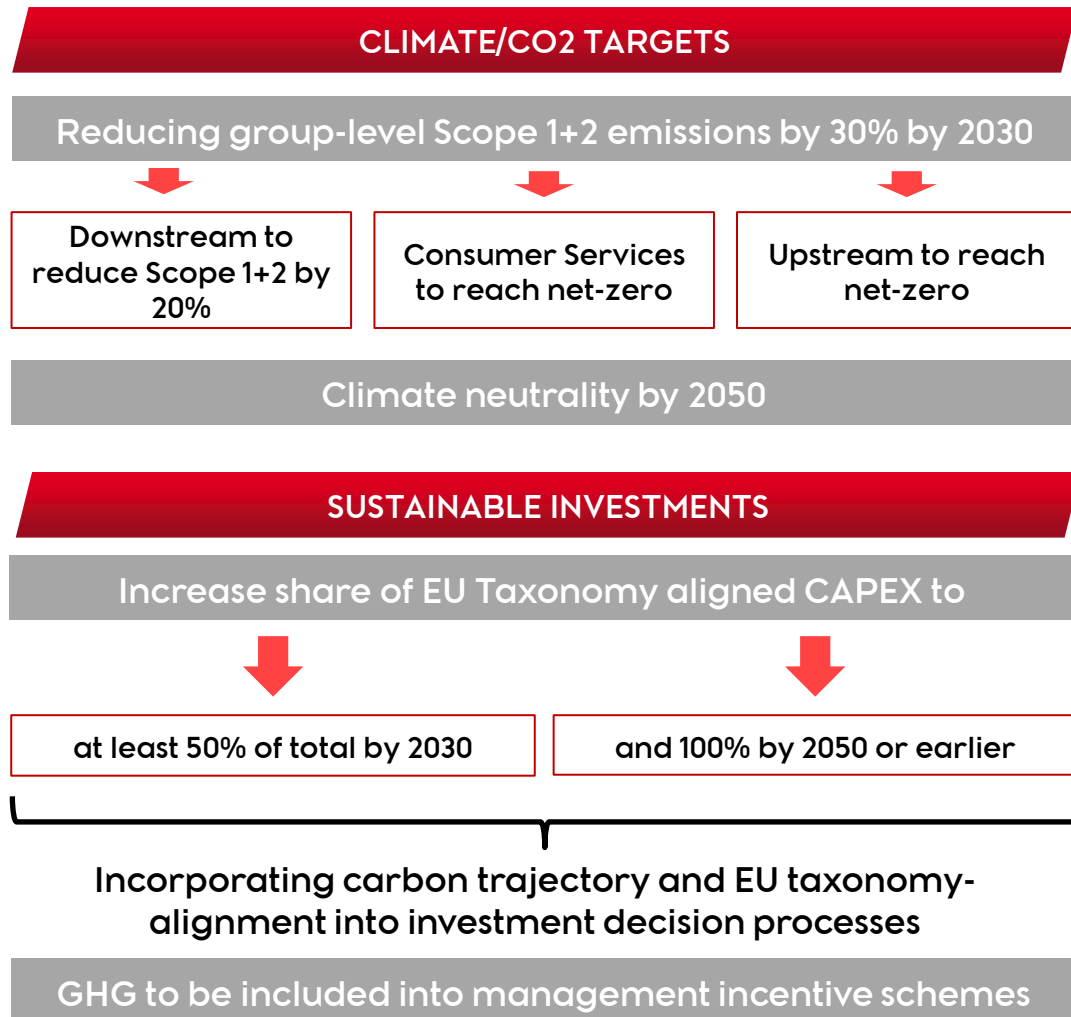
## ACCELERATED LOW-CARBON TRANSITION





# ESG: CLIMATE/CO2 IN FOCUS, BUT ALL STAKEHOLDERS MATTER

## AMBITIOUS TARGETS ON SUSTAINABLE INVESTMENTS



\* In addition to the CO2 targets

# GHG: DOWNSTREAM AND FUEL SALES BIGGEST CONTRIBUTORS

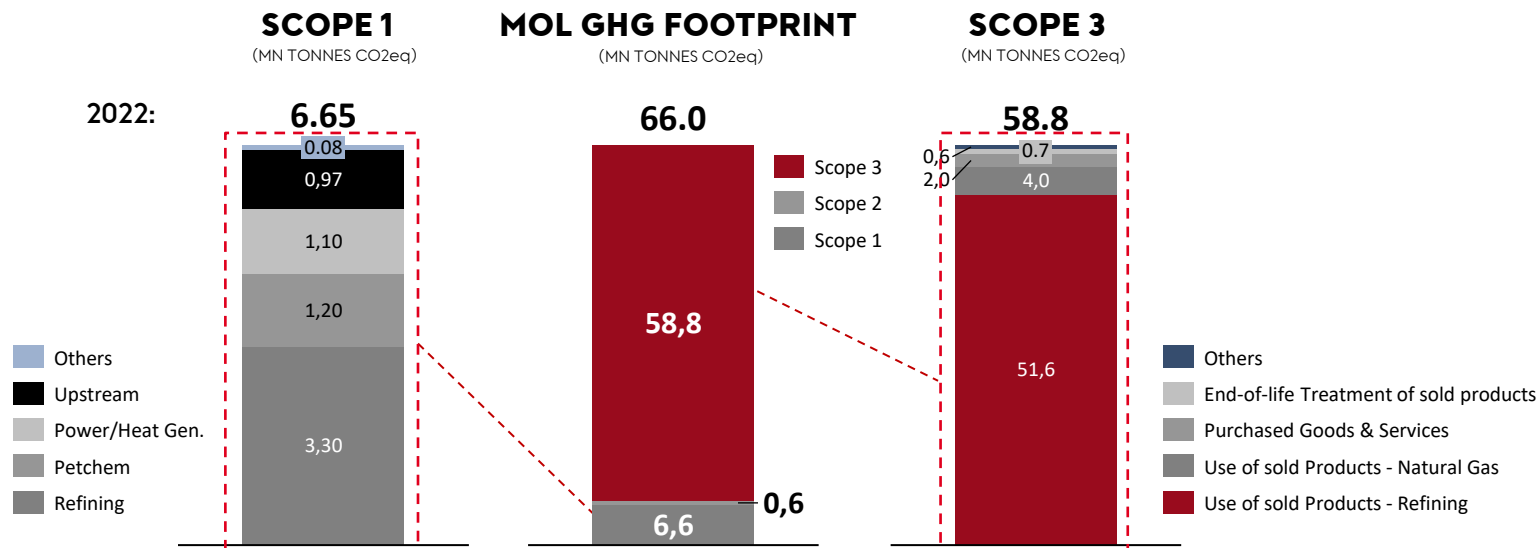
SCOPE 1+2 IS 11% OF MOL'S TOTAL GHG FOOTPRINT

## TOTAL GHG EMISSIONS SCOPE 1, 2 AND 3

- ▶ Scope 3 accounts for 89% of MOL Group's total GHG emission footprint
- ▶ Downstream accounts for 85% of MOL's Scope 1 emissions, Upstream for 15%
- ▶ Around 86% of all MOL Group Scope 1 falls under ETS (99% of DS under ETS)
- ▶ Use of sold products (mainly diesel, gasoline) accounts for 95% of reported Scope 3

## REPORTING AND DISCLOSURE

- ▶ Climate related disclosures produced in accordance with the core elements of the TCFD
- ▶ Full Scope 3 emissions breakdown of all 15 categories in Annual Report
- ▶ Calculation and reporting of GHG Emissions Scope 1, 2 and 3 consistent with the following standards:



# ESG: SECTOR-LEADING RATINGS AND DISCLOSURE

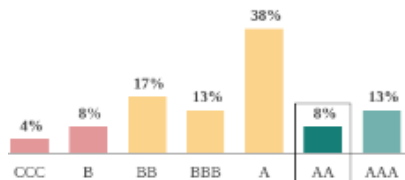
## TOP POSITIONS ACROSS LEADING ESG RATINGS

### INDEXES AND RATINGS

**MSCI**  
ESG RATINGS



CCC B BB BBB A AA AAA



"AA" rating fifth year in a row, staying at the top ~20% among integrated o&g peers



Climate Change: Management



Water Security: Management



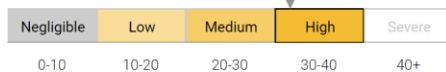
'B' rating in Climate Change for the 2<sup>nd</sup> year, overachieved regional peers in several subtopics

**ecovadis**

Gold Medal (top 5%)



**31.6** High Risk



### DISCLOSURE

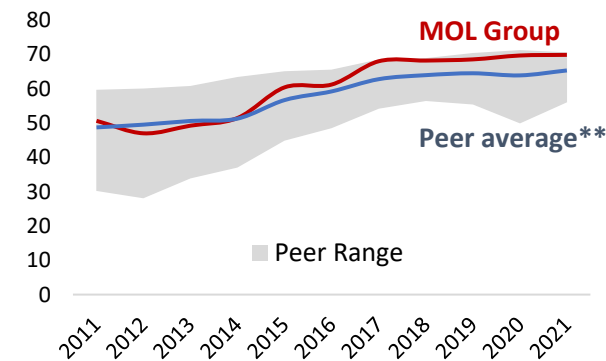
Leading ESG disclosure through Integrated Reporting using SASB, TCFD, and GRI for several years



**Bloomberg**

Bloomberg ESG Disclosure Score (2022)  
**69.78 (of 100)**

Peer Average 65.26



\* 10 integrated oil and gas peers involved in the assessment

# DOWNSTREAM



# INTEGRATED DOWNSTREAM MODEL IN CEE

## DOWNSTREAM IN NUMBERS

**11** COUNTRIES

PRODUCTION UNITS

**5**



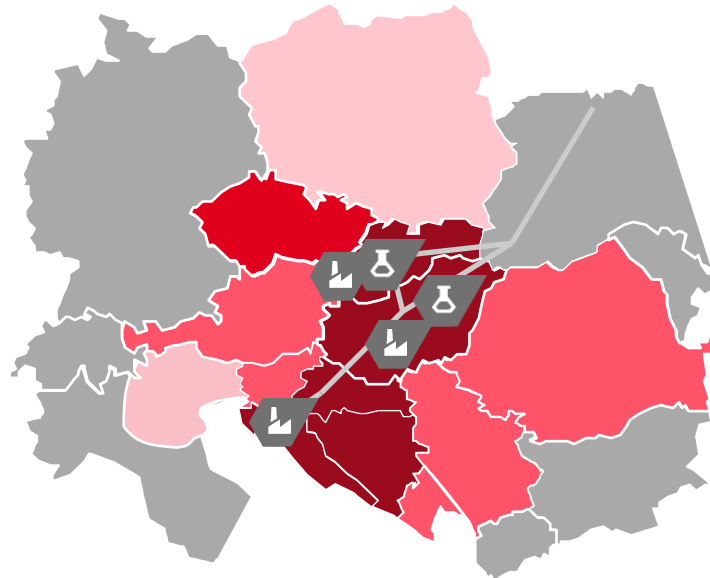
SALES OF **17.4 mtpa**  
REFINED PRODUCTS

AND **1.2 mtpa**  
PETROCHEMICALS

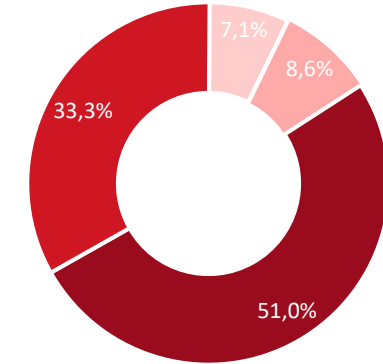
EMPLOYEES

**~9,300**

## MARKET SHARE (%)

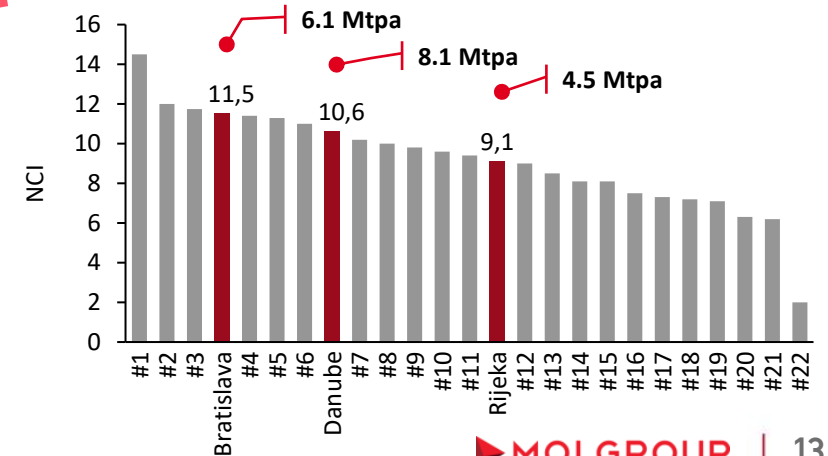


## GROUP REFINERY YIELD 2022 (%)



■ Middle distillates    ■ Other products  
■ Light-products    ■ Heavy-products

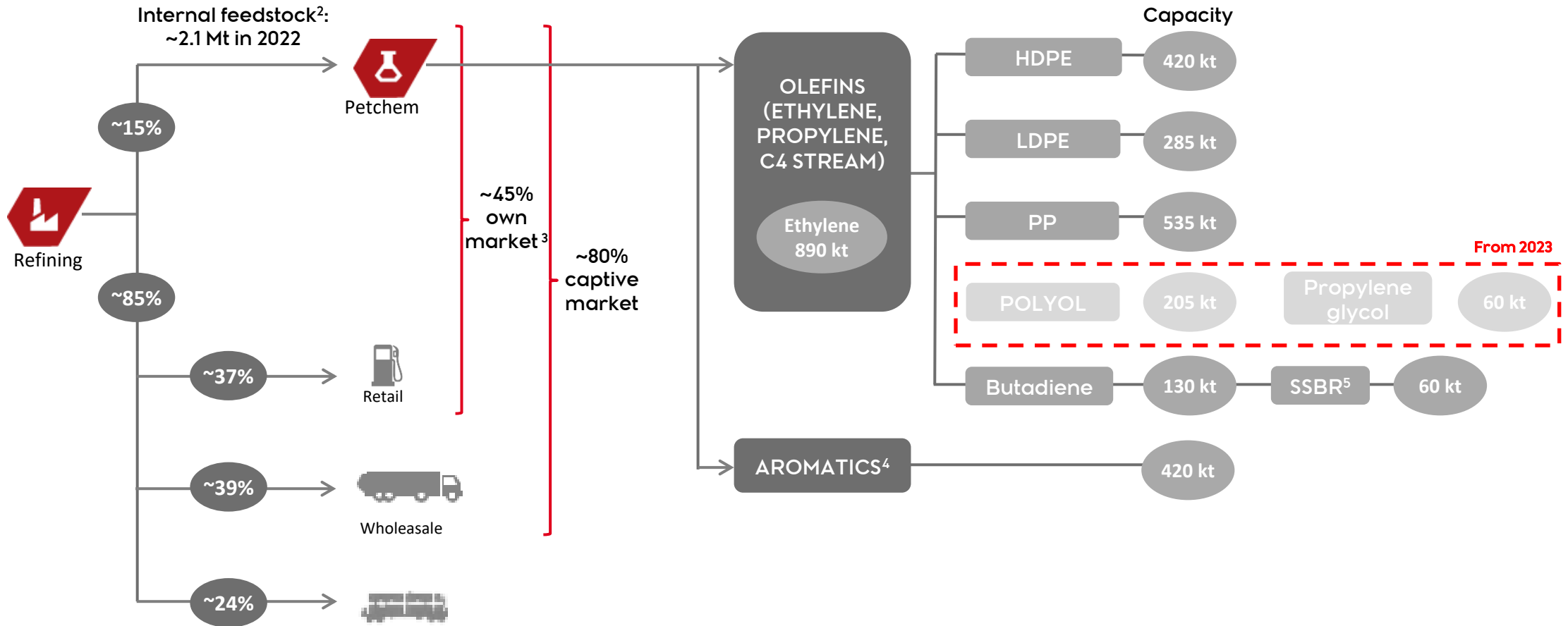
## REFINERY NELSON COMPLEXITY OF PEERS<sup>1</sup>



<sup>1</sup> Peer group consists of OMV, PKN, Lotos, Neste, Tupras, Galp, Motor Oil, Hellenic Petroleum, NIS based on 2019 data.

# DEEP DOWNSTREAM INTEGRATION

## FUEL AND PETROCHEMICAL VALUE CHAIN<sup>1</sup>



<sup>1</sup> Group level data

<sup>2</sup> Considering steam cracker feedstock (naphtha & LPG) from Danube & Bratislava refineries only

<sup>3</sup> Own market is calculated as sales to own petchem and own retail over own production

<sup>4</sup> Considering 2021 production

<sup>5</sup> SSBR: 49% MOL stake

# 2050 VISION: HIGHLY EFFICIENT, SUSTAINABLE, CHEMICAL-FOCUSED

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



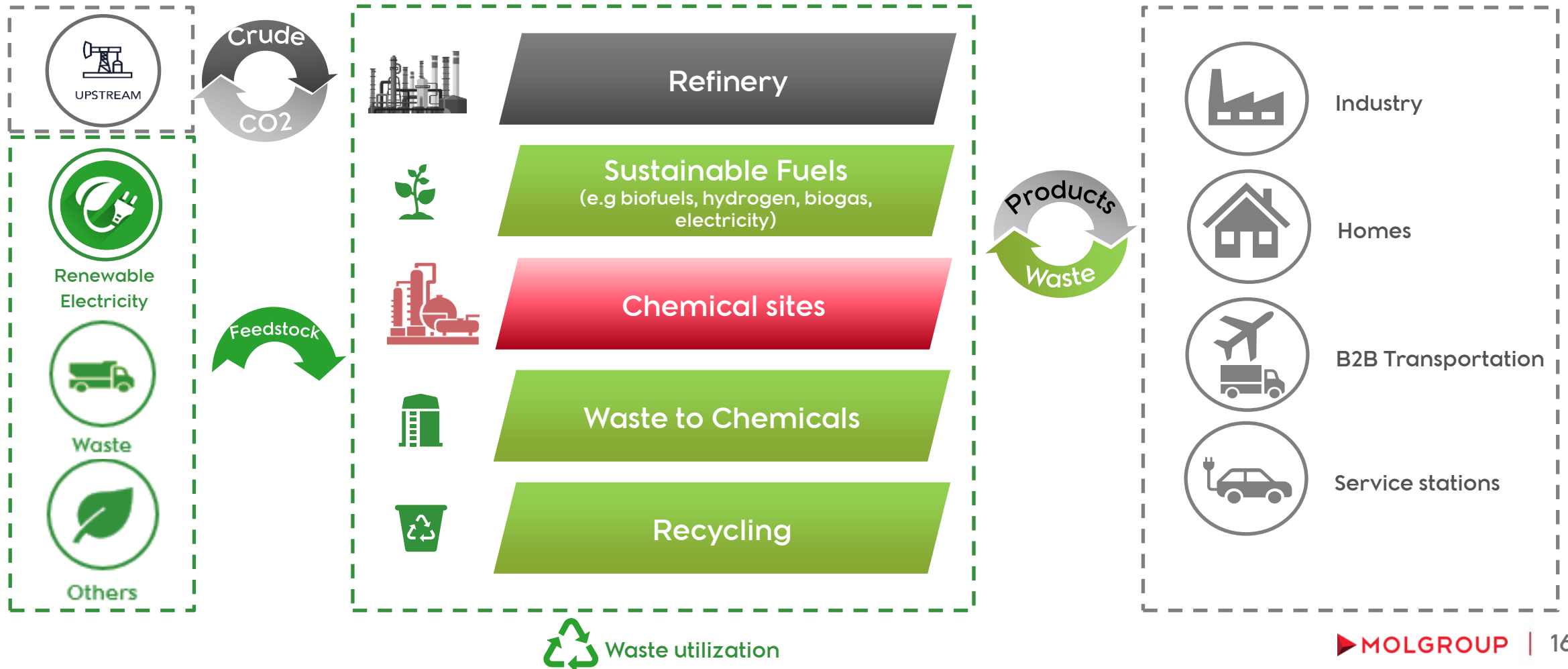
# INTEGRATING CIRCULAR ECONOMY INTO OUR CORE BUSINESS

INTEGRATING BIO- AND WASTE-BASED STREAMS IN PRODUCTION AND SCALING UP RECYCLING

IN OUR FEEDSTOCK...

... IN OUR OPERATIONS ...

... IN OUR PRODUCT PORTFOLIO





# 2030 DIRECTIONS STILL VALID, SUSTAINABILITY IN FOCUS

## KEY PILLARS OF THE 2030 STRATEGY REMAIN INTACT

### 2030 Target

#### EFFICIENCY & PROFITABILITY

Sufficient EBITDA generation to fund transition

- ▶ Keep market share across the 2020s and harvest existing position
- ▶ Push for efficiency: to be among the most efficient refiners in Europe
- ▶ Release additional resources for transformation

#### FUEL TRANSFORMATION

up to 2  
mtpa

- ▶ Modular approach, 1st step focuses on gasoline conversion
- ▶ Technological options are narrowed
- ▶ Decision on first step is expected in 2023

#### VALUE CHAIN EXTENSION

Mainly  
mid size

- ▶ Complete the Polyol project in 2023, deliver USD ~150 mn EBITDA/year
- ▶ Focus on small-to-mid-size projects (e.g. metathesis, maleic anhydride)

#### SUSTAINABILITY

-20%  
Scope 1+2

- ▶ Continuous implementation of efficiency projects, plus DS product portfolio development
- ▶ Scaling up our circular economy initiatives, integrating waste utilization into our value chain

# BOOSTING EFFICIENCY TO BE AMONG THE BEST REFINERS IN EUROPE

FOSSIL FUELS WILL REMAIN PROFITABLE IN THE 2020S

HARVEST MARKET

1<sup>st</sup> quartile in  
**NCM**<sup>1</sup>

- ▶ Fossil fuels to be dominant and profitable across the 2020s
- ▶ Defend market share and profitability on our core markets
- ▶ Maximize profitability of our refineries (e.g. Rijeka Refinery Upgrade project)

MINIMIZE ENERGY  
CONSUMPTION

2<sup>nd</sup> quartile in  
**EII**<sup>2</sup>

- ▶ Significant improvement vs current situation
- ▶ Identified several small-to-mid-size projects (USD ~50 mn/year<sup>3</sup>)
- ▶ Support the reduction of CO2 emission and energy costs

UNLOCK  
EFFICIENCY

8 mGJ energy  
saving by 2025

- ▶ Additional resources to further accelerate transformation
- ▶ Special focus on productivity improvement, maintenance, reliability, energy management and efficiency
- ▶ Enable and invest in cross-country, cross-site collaboration



<sup>1</sup> Net cash margin

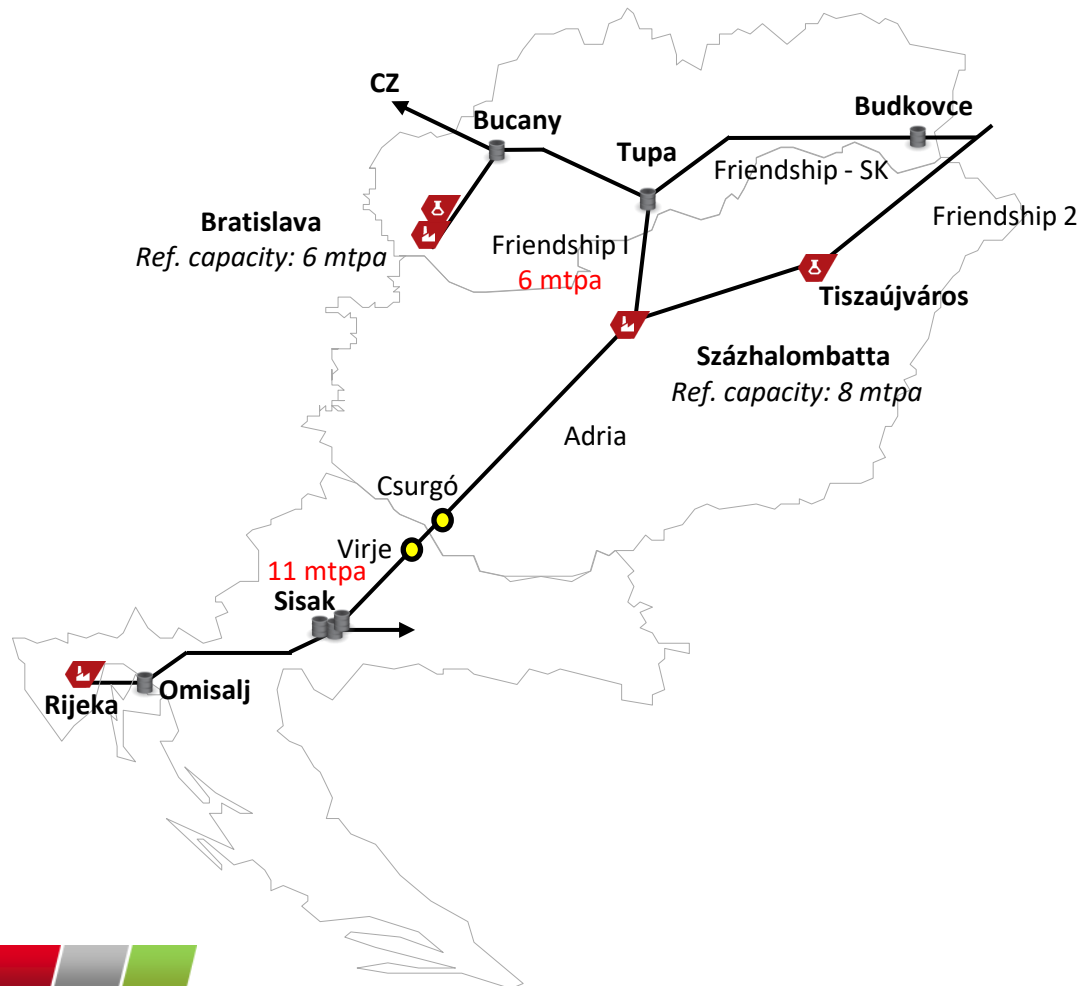
<sup>2</sup> Energy Intensity Index according to Solomon study

<sup>3</sup> Average CAPEX

# ADRIA PIPELINE PROVIDES ALTERNATIVE CRUDE SUPPLY

PRELIMINARY ESTIMATES SUGGEST UP TO USD 500-700MN INVESTMENT WOULD BE NEEDED FOR FULL DIVERSIFICATION

## ALTERNATIVE CRUDE SUPPLY ROUTE THROUGH THE ADRIA



## CURRENT CAPABILITIES

- ▶ We have spent USD 170 mn on crude supply diversification pre-war
- ▶ Ca. 30% non-REB intake capability built out already in landlocked refineries (Bratislava and Százhalombatta)
- ▶ Adria pipeline technically capable of supplying ~80% of landlocked refineries' crude intake

## INVESTMENTS

- ▶ We have mapped what further investments are needed, and we are progressing according to the schedule with the transition
- ▶ Investments up to USD 500-700mn targeting crude blending, treatment and refinery debottlenecking would significantly increase MOL's ability to further diversify from Ural oil
- ▶ Investment plan for 2024 and beyond to be finalised by the end of 2023



# TURNING THE CHANGING LANDSCAPE INTO AN OPPORTUNITY

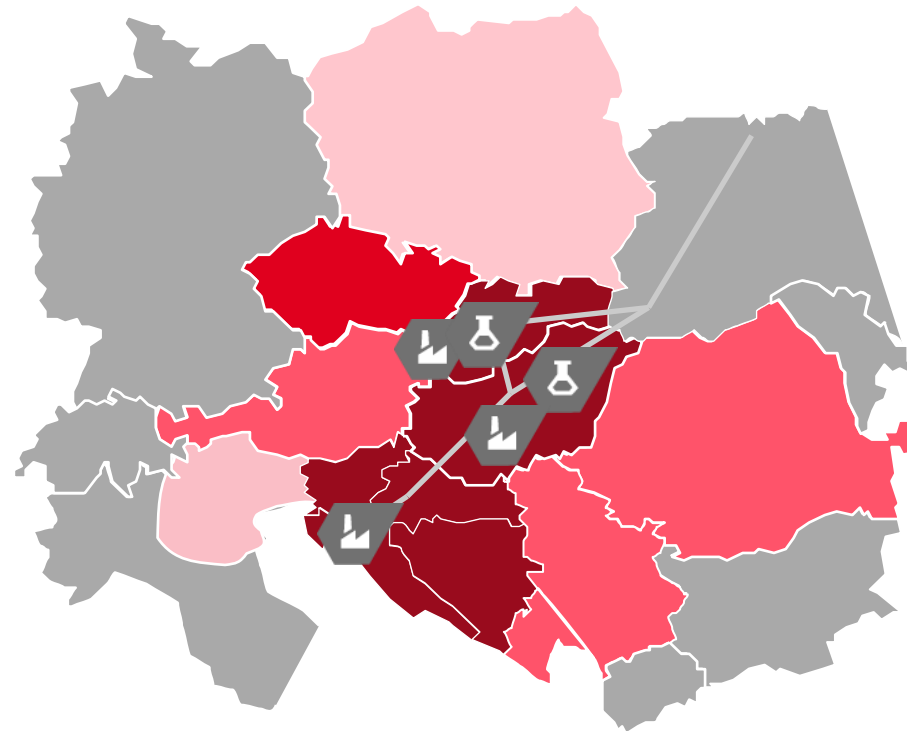
WHILST HARVEST MARKET POTENTIAL

## DEMAND INCREASE

- ▶ Regional fuel markets stagnating / slightly growing in the coming ~10 years
- ▶ Diesel peaking later than gasoline

## SUPPLY SECURITY

- ▶ Ensuring alternative crude routes via crude diversification program
- ▶ HC Logistics investment ideas: pipelines, depots



## SUPPLY DECREASE

- ▶ EU sanctions due to the Russian invasion of Ukraine
- ▶ EU ban on import of oil products of Russian origin, and export of products produced from Russian crude oil

## NEW OPPORTUNITIES AND CHALLENGES

- ▶ Market trends showing west to east push: Germany to CEE, CEE to Ukraine and Balkan region



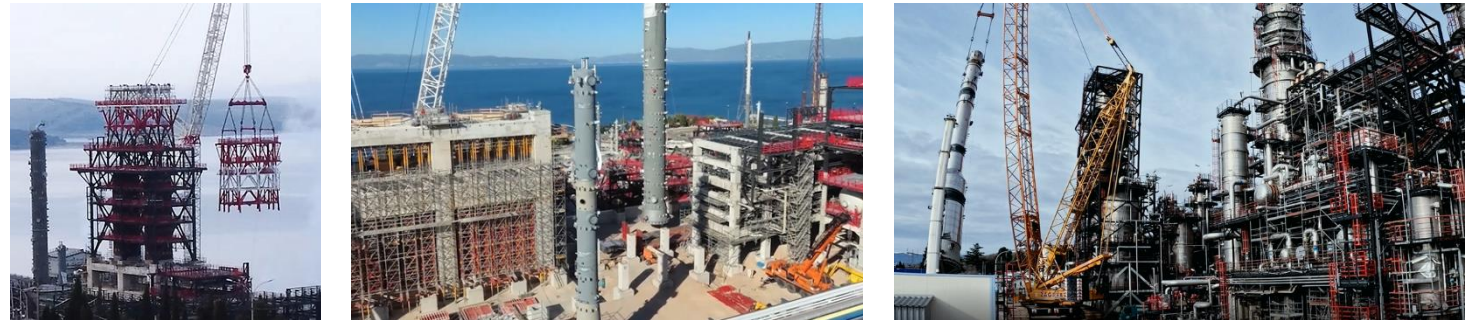
# CONTINUING RIJEKA REFINERY UPGRADE

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

STATUS

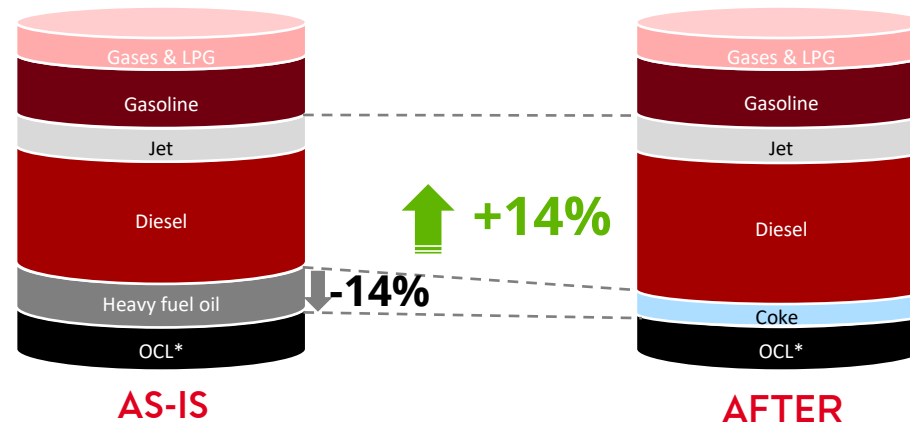
**70%**  
Overall project progress

- ▶ 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



<sup>1</sup> 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

### 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

- ▶ 1) Technical constraint: Breeding period
- ▶ 2) Market constraint: Quality customization period
- ▶ Timeline: 2023 - 2025

### EBITDA POTENTIAL

~USD 150 Mn/year

### MARGIN

400-500 USD/t

### CAPEX ESTIMATE

~USD 1.3 Bn

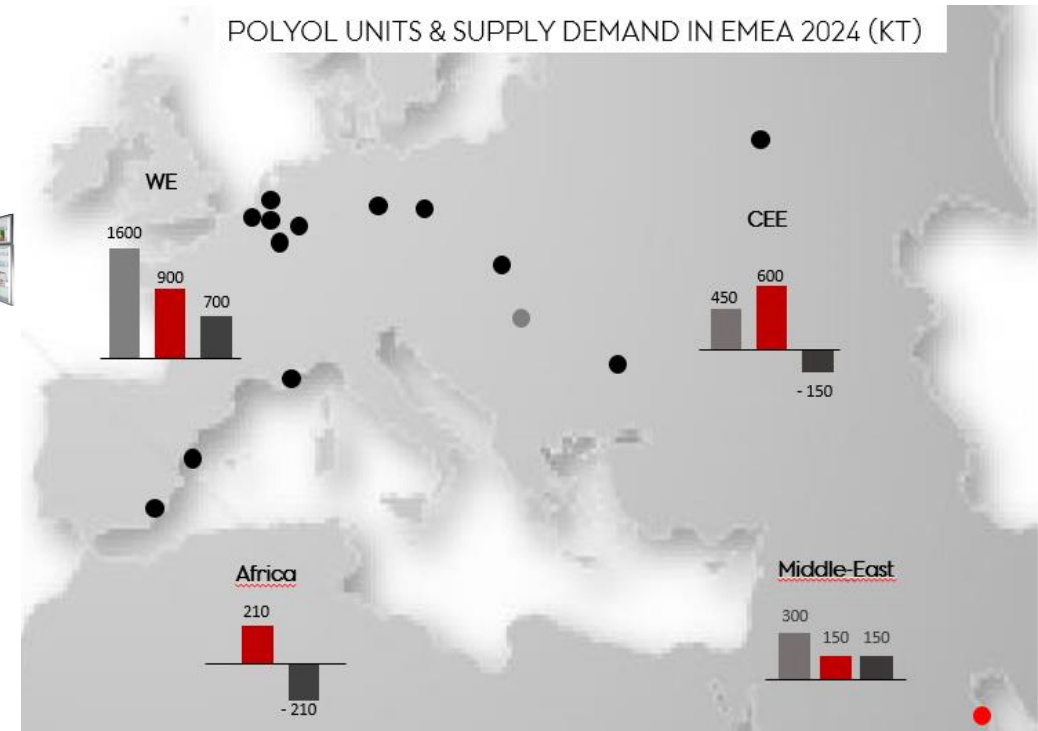
### FTE NEED

~200

## MARKET

- ▶ In CEE there is still gap in supply-demand

POLYOL UNITS & SUPPLY DEMAND IN EMEA 2024 (KT)



\*Full capacity

Source: IHS study, IAL 2018 study

- Polyol plants
- New Polyol Plant in 2017
- New Polyol Plant in 2022

- Supply in 2024
- Demand in 2024
- Balance in 2024

# BEYOND-POLYOL: SMALLER VALUE CHAIN EXTENSION PROJECTS BY 2030

2030 Target

LARGE-SCALE  
INVESTMENTS

Additional USD

**~150** mn  
EBITDA p.a.

- ▶ Polyol: 99.3% completion as of Dec 2022, start-up planned for 2023, gradual ramp-up



FOCUS ON SMALL-  
TO-MID-SIZE

USD **300** mn  
total CAPEX

- ▶ Implement metathesis project by 2024
  - ▶ Greenfield investment of MOL Petrochemicals will provide 100 kt of propylene for the polyol complex , it is under construction in Tiszaújváros
  - ▶ Investment size: USD ~200mn
- ▶ Implement new Maleic Anhydride unit by 2026
  - ▶ Building an additional Maleic Anhydride production line with a capacity of 23 ktpa
  - ▶ Investment size: USD ~100mn



# REDUCING CO<sub>2</sub> FOOTPRINT BY 20% AND INTEGRATING WASTE

FROM ADVANCED BIOFUEL PRODUCTION THROUGH WASTE-TO-CHEMICALS INTEGRATION TO CARBON CAPTURE

2030 Target

MINIMIZE  
FOOTPRINT

**-20%**

Scope 1+2  
emissions<sup>1</sup>

Reducing CO<sub>2</sub> emissions, striving for net zero by 2050:

- ▶ Energy Efficiency to contribute ~0.4 mtpa CO<sub>2</sub> reduction until 2030
- ▶ Further CO<sub>2</sub> reduction target up to 1.4 mtpa from other carbon reduction projects (electrification, H<sub>2</sub>, CCS etc.)
- ▶ EU funding opportunities to be fully utilized

BIO ALTERNATIVE  
& FUELS

**100+ kt**

Renewable fuels

To comply with Fit for 55 package & REPowerEU, including REDIII

- ▶ Hydrogen production
- ▶ Renewable fuels production
- ▶ Sustainable aviation fuels 2% replacement until 2025 and own production in 2030

SCALE-UP CIRCULAR  
ECONOMY

**100+ kt**

Polymer Recycling

- ▶ Waste-to-Chemicals integration and diverse presence in the field of polymer recycling



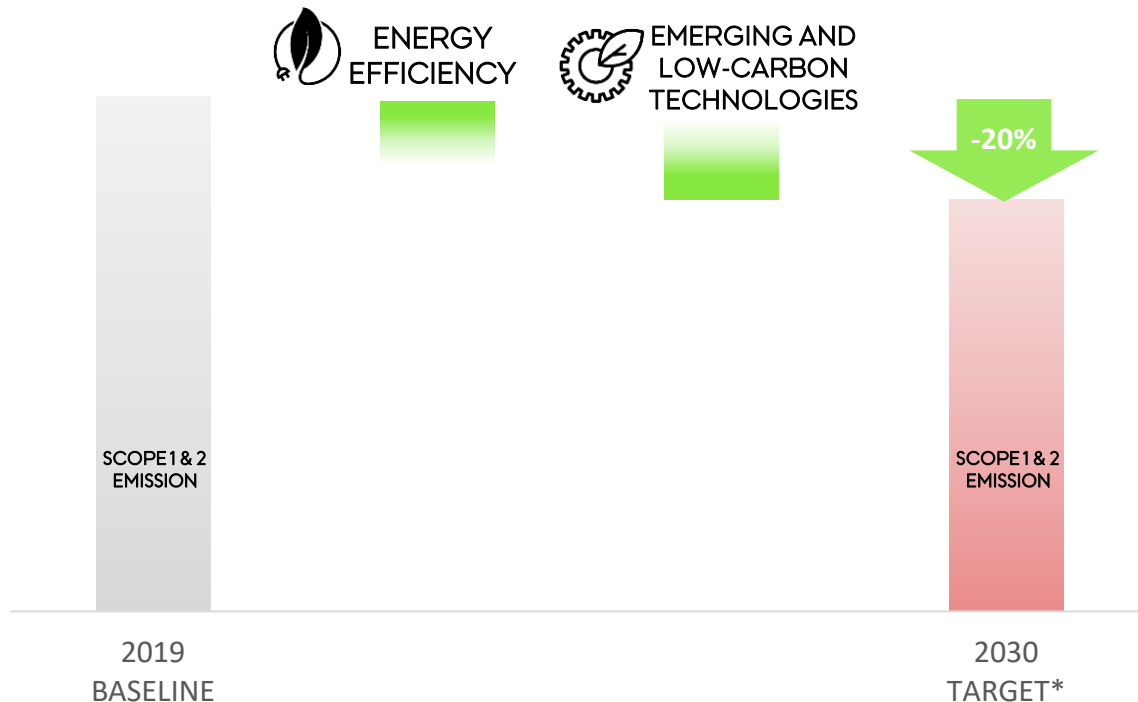
<sup>1</sup> Carbon Capture and Storage on current assets



# DOWNSTREAM HAS A CLEAR PATHWAY TO REACH ITS STRATEGIC CO<sub>2</sub> REDUCTION TARGETS

## DS CO<sub>2</sub> REDUCTION ROADMAP

## KEY ACTIONS



- ▶ Continuous implementation of efficiency projects



- ▶ Green hydrogen production
  - ▶ First pilot project with 10 MW electrolyzer capacity is under implementation in Danube refinery



- ▶ Utilizing potential CCS opportunities
- ▶ Developing our future product portfolio
- ▶ Developing LCA\*\* -based Product carbon footprint calculation



\* Target is set on like-for-like basis.  
 \*\* Life Cycle Assessment

# MOL GROUP HAS MADE FIRST STEPS IN THE HYDROGEN DEVELOPMENT ROADMAP

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

2022

## ORGANIZATIONAL SETUP

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



## FIRST PILOT PROJECT

- ▶ Implementation of the 1st 10 MW electrolyzer at the Danube Refinery starting operation in 2024 Q1



2023-25

## LIGHTHOUSE PROJECTS

- ▶ Small-scale initial investments - **lighthouse projects** - in H2 production, H2 logistics, first HRS in the retail network in core countries (CR, HU, SK) *to gain experience, develop competence*



## PARTNERSHIPS

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



2026-30

## WHOLE RENEWABLE H2 VALUE CHAIN

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



## INDUSTRIAL SCALE-UP

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



CONTRIBUTE TO THE SHAPE TOMORROW TARGET -20% CO2 REDUCTION BY 2030  
ASSURE PRESENCE IN THE EMERGING CEE HYDROGEN ECOSYSTEM

# RENEWABLES IN TRANSPORTATION FUELS INCREASING

## ADVANCED BIOFUELS ARE KEY ELEMENT OF FUTURE COMPLIANCE

2022

- ▶ Bio blending activity in 7 countries
- ▶ 600+ kt liquid biofuels blended worth 1+ bn USD
- ▶ Hydrotreated vegetable oil is also part of the mix
- ▶ Own production diversified in the last years (next to bio ETBE<sup>1</sup> bio MTBE<sup>2</sup> as well as co-processed biodiesel & bio LPG)
- ▶ Waste and advanced biofuels' share increasing

2030

- ▶ Renewables volume expected to reach almost 1 million tons (RED III before publication by EU)
- ▶ Conventional (1st generation) biofuels' share decreasing, focus on advanced bio
- ▶ 100+ kt own production in 3 refineries (co-processing, green hydrogen)
- ▶ Sustainable aviation fuel to decarbonize JET<sup>3</sup> fuel
- ▶ RFNBO<sup>4</sup> to be used for production of fuels
- ▶ Access to advanced biomethane sources by long-term agreements and/or M&A activity
- ▶ Green electricity to use for charging EVs



<sup>1</sup> Ethyl-tert-butyl-ether

<sup>2</sup> Methyl-tert-butyl-ether

<sup>3</sup> Aviation fuel

<sup>4</sup> Renewable liquid and gaseous fuels of non-biological origin

# FROM LINEAR TO CIRCULAR: GIVING PLASTIC WASTE A NEW LIFE THROUGH RECYCLING AND COMPOUNDING

## Current status

## Ongoing developments

### 40 KTPA CAPACITY

- ▶ With the acquisitions of German recycle-based compunder, AURORA and Hungary's leading plastic recycler, REMAT



### CAPACITY SCALE-UP

- ▶ Further organic and inorganic developments, including waste-to-chemicals integration to reach 100+ ktpa capacity target



### PRODUCT PORTFOLIO

- ▶ Engineering plastics recomponds
- ▶ PP recomponds
- ▶ LDPE/LLDPE recyclates
- ▶ Recyclate-based HDPE solutions for automotive, flexible- and rigid packaging, appliances & furniture sectors



### WASTE FEEDSTOCK

- ▶ Integration of Hungarian municipal solid waste into recycling operations



### STRATEGIC PARTNERSHIPS

- ▶ With APK for solvent-based recycling with Meraxis for recyclate-based polyolefin compounds



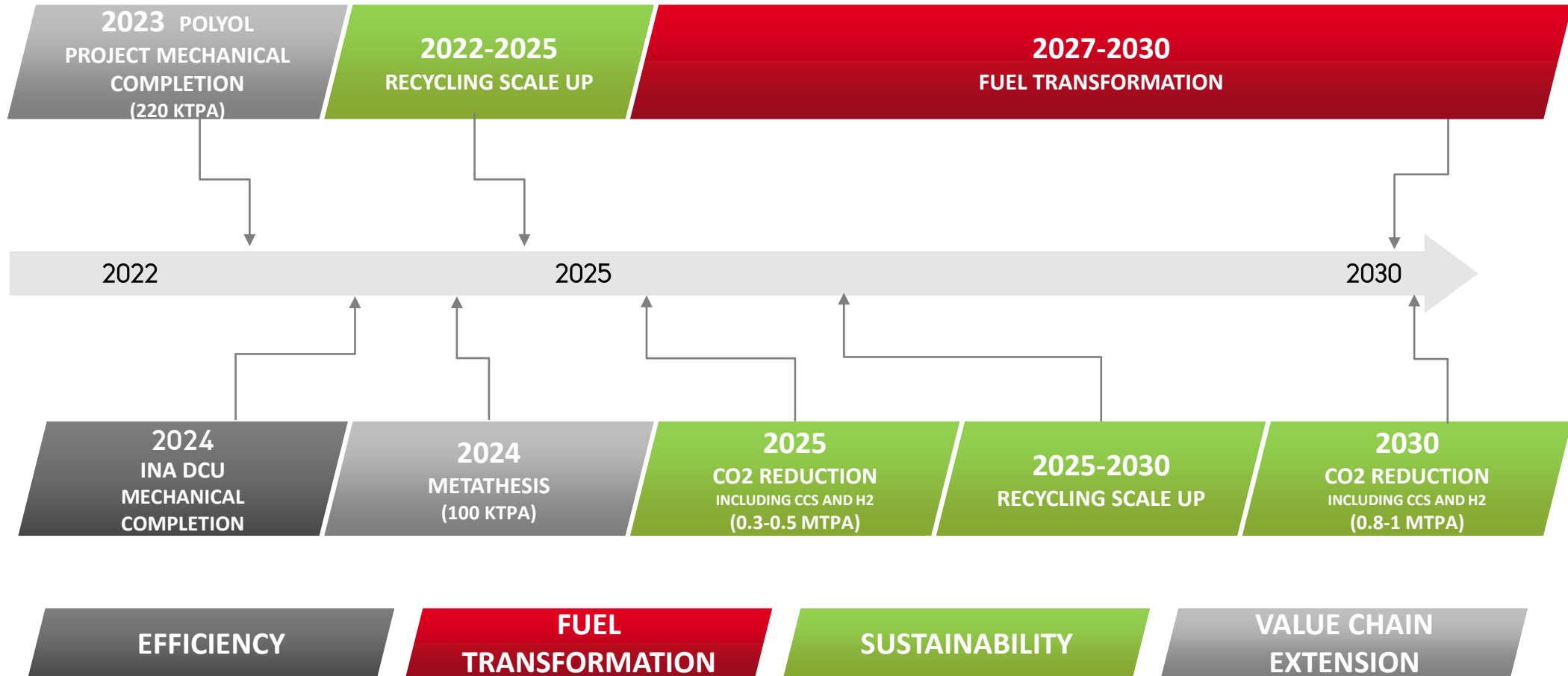
### PRODUCT DEVELOPMENT

- ▶ Customized solutions addressing our customers' new challenges, e.g. the Packaging and Packaging Waste Directive



# MODULAR TRANSFORMATION – INDICATIVE ROADMAP

RETAINING A LEADING POSITION AND GENERATE ATTRACTIVE RETURN IN THE 2020S WHILE TRANSFORMING



# CONSUMER SERVICES



# A LEADING REGIONAL NETWORK

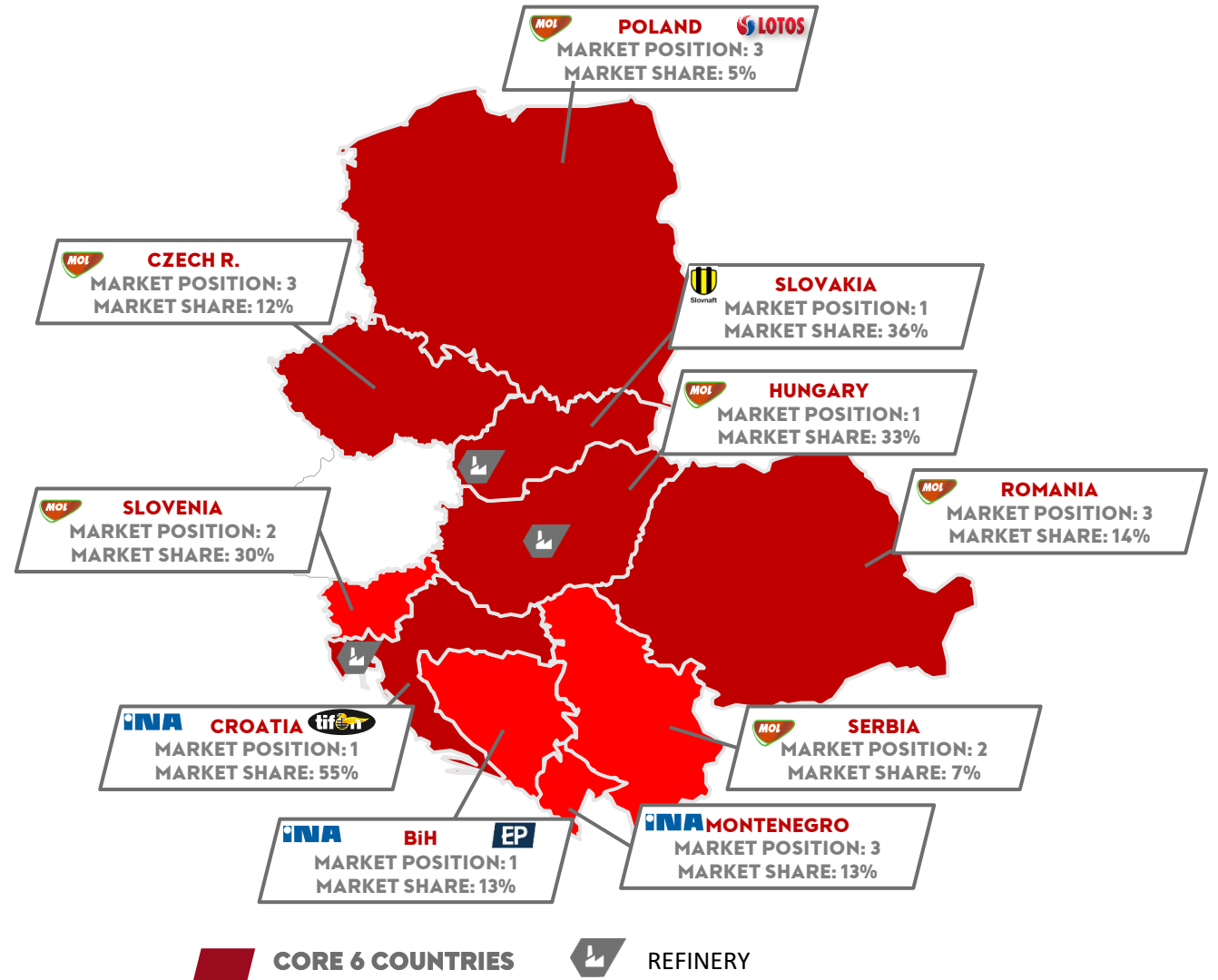


**TOP 3**  
IN 100 % OF THE NETWORK

**10** COUNTRIES

**6** WELL ESTABLISHED BRANDS

**~2,500** MOSTLY COCO / COCA  
SERVICE STATIONS\*



\*2022 YE data, including DODO and DOFO stations  
Source of the market share data is local, internal estimation.

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



## Regional leader in fuel and convenience retailing

- ▶ Organic expansion of the network in existing and potential new markets in CEE
- ▶ Increase premium fuel penetration and maintain market share
- ▶ Expand alternative fuel portfolio
- ▶ Strengthen the food and convenience offerings by building on our FMCG capabilities



## Continuous improvement of operational efficiency

- ▶ Strong standardization and digitalization of processes
- ▶ Optimization of OPEX, supply chain and stock management
- ▶ Data-driven operations and digital execution



## Diversification of sales channels

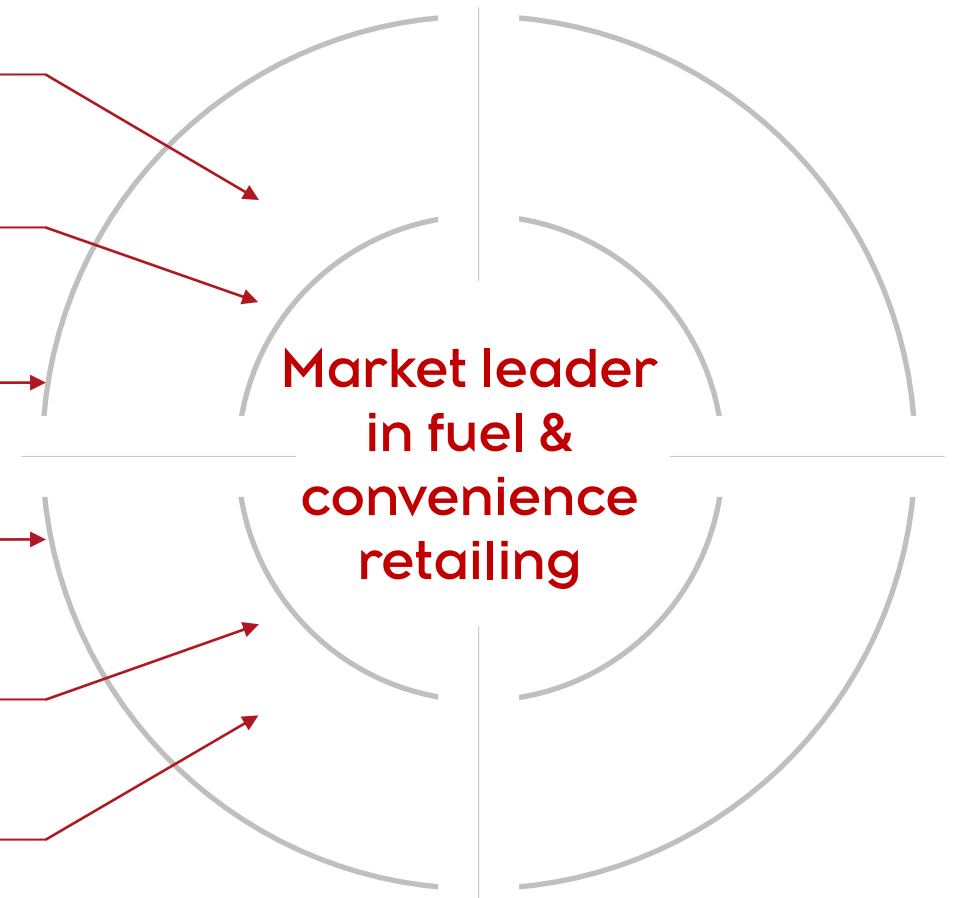
- ▶ Customer activation via new digital loyalty rewards program
- ▶ Focus on exploiting synergies by bringing retail and mobility customers onto the same platform
- ▶ Establishing an e-commerce platform
- ▶ Roll-out of standalone Fresh Corner Café concept and become a multi-brand franchisor

CONTINUOUS INTEGRATION OF SUSTAINABILITY OBJECTIVES TO BECOME CARBON NEUTRAL BY 2030



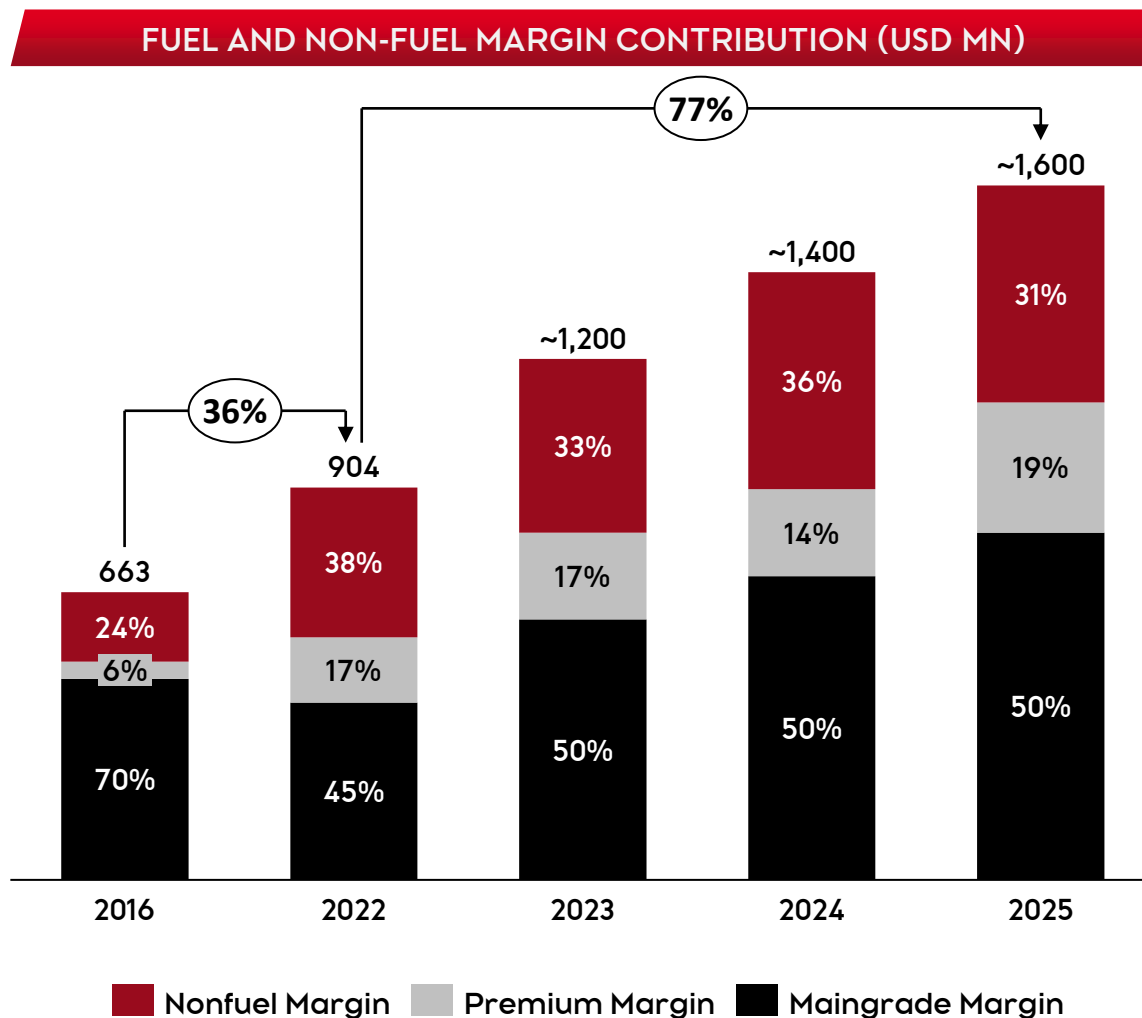
# CEE MARKET LEADER IN FUEL & CONVENIENCE RETAILING

- 1 **USD ~700** mn EBITDA
- 2 **USD~1,800** mn FCF in 5 years
- 3 **63%** convenience sales increase
- 4 **42%** fuel volume increase
- 5 **50%** increase in active loyalty customers
- 6 **Net zero** CO2 emission (Scope 1 and 2)



# CONSUMER SERVICES WILL REACH USD ~700 MN EBITDA BY 2025

TOTAL GROSS MARGIN TO GROW BY AROUND 75% FROM A 2022 BASE



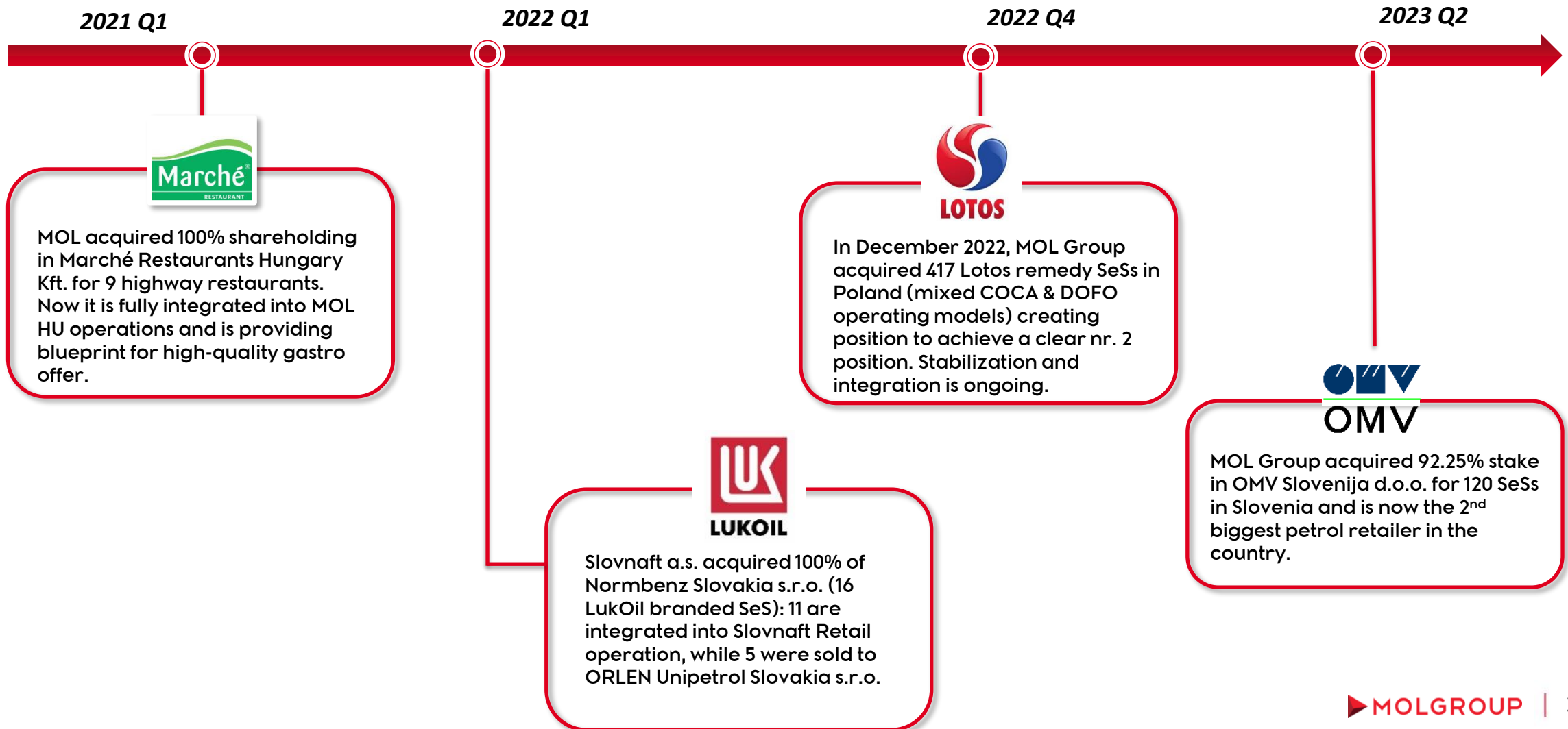
	2016	2022	2023	2025
EBITDA (USD)	307mn	320mn	~460mn	~700mn
CAPEX <sup>1</sup> (USD)	220mn	167mn	~190mn	~180+mn
SFCF <sup>2</sup> (USD)	87mn	153mn	~270mn	~500+mn
Point of Sales	1,967	1,992	~2,400	~2,400
Change in Fuel Margin (2022 base)	-	-	~40%	~90%
Change in Non-fuel Margin (2022 base)	-	-	~20%	~50%
Nr of EV chargers	2	161	~180	~500
Nr of active loyalty customers	2.4mn	3.0mn	~4mn	~4.5mn

<sup>1</sup> CAPEX without inorganic purchase prices

<sup>2</sup> Without below EBITDA items, asset sales and inorganic purchase prices

# SIGNIFICANT PROGRESS MADE IN NETWORK EXPANSION SINCE 2021

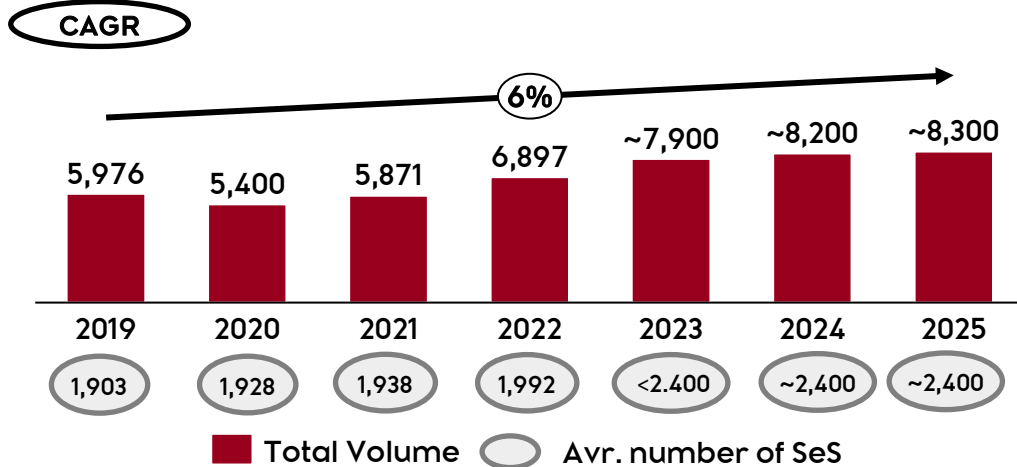
ACQUIRING 500+ STATIONS IN THE REGION



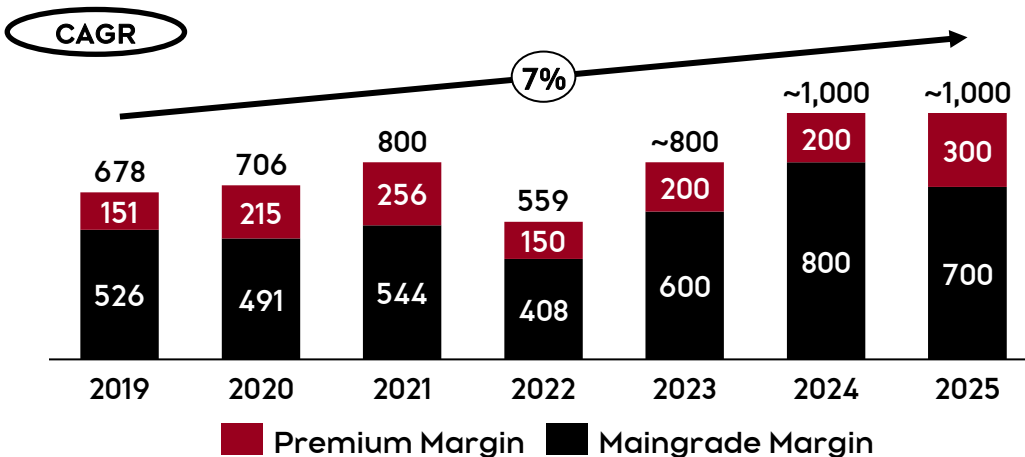
# STRENGTHENING CEE LEADERSHIP IN FOSSIL FUEL RETAILING

THROUGH EXPANDING NETWORK COVERAGE AND PORTFOLIO UPGRADE

## FUEL VOLUMES (BN LITERS)



## FUEL MARGIN (USD MN)\*



## STRENGTHENING LEADING POSITION IN CEE

- ▶ Strengthened regional market-leading position through maintaining market share
- ▶ Quality upgrade of main and premium grades and ensure the availability of the whole fuel portfolio in each country
- ▶ Expansion of service station network in existing and potential new markets in CEE (~2,400 by 2025)
- ▶ Strong marketing activities to boost premium penetration (volume) from 19% in 2020 to ~30% of the total by 2030
- ▶ Utilization of the strong B2B customer base to support future B2B2C integration

\*~ 30% margin loss in 2022 due to price regulation effect

# EXPANDING THE ALTERNATIVE FUEL PORTFOLIO

TO COMPENSATE THE SHRINKING OPPORTUNITIES IN FOSSIL FUELS BEYOND 2025



**2016-2020**

**Foundations  
in EV-  
charging**



- ▶ Capability and knowledge building in the e-mobility sector
- ▶ Close to 180 EV-chargers were installed in the region
- ▶ MOL Plugee brand and application were introduced for seamless customer experience



**2021-2025**

**Accelerating  
growth and  
pilots**



- ▶ Build additional presence in the region to increase network density
- ▶ Improve services and business model and grow customer base
- ▶ Pilot projects in the field of hydrogen fuel-cell based transport

**Beyond**

**2025**

**Step  
change**

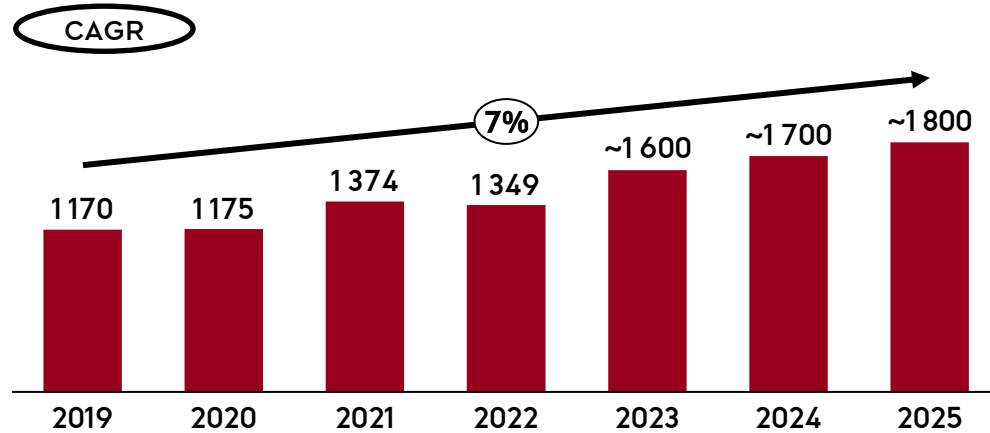


- ▶ Significant investments in EV-chargers and connected services to be the market leader
- ▶ Expected uptake in hydrogen fuel-cell vehicles, mainly in public transport and long-haul freight

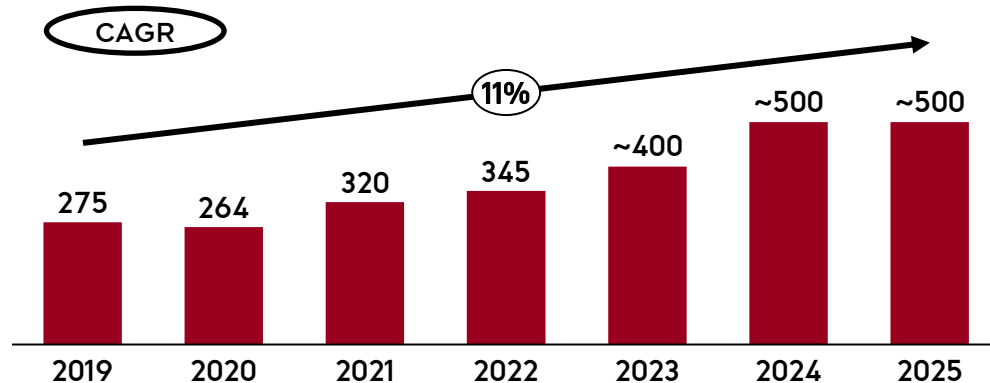
# FURTHER DEVELOPMENT IN FOOD AND CONVENIENCE OFFERINGS

BY BUILDING ON OUR OWN FMCG CAPABILITIES

## NON-FUEL SALES (USD MN)



## NON-FUEL MARGIN (USD MN)



## IMPROVING FMCG CAPABILITIES

- ▶ Increase gross margin contribution of consumer goods to 35% and improve unit margin to reach 25% by 2025 driven by finalizing the Fresh Corner roll-out
- ▶ Standardization of methods, processes and assets
- ▶ Optimization of OPEX, supply chain and stock management
- ▶ Strengthen and standardize the gastro and grocery portfolio
- ▶ Expand the own branded product range with high unit margin expectation
- ▶ Fresh Corner roll-out: about 2/3 of the SeSs will be Fresh Corner by 2025

# DIVERSIFICATION OF SALES CHANNELS

## THROUGH DIGITAL TRANSFORMATION AND FRANCHISE OPERATION

### 2016-2020

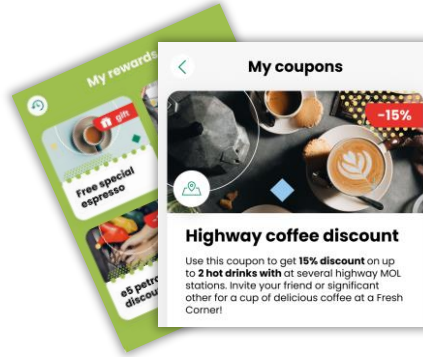
#### Digital and data-driven operation



- ▶ 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

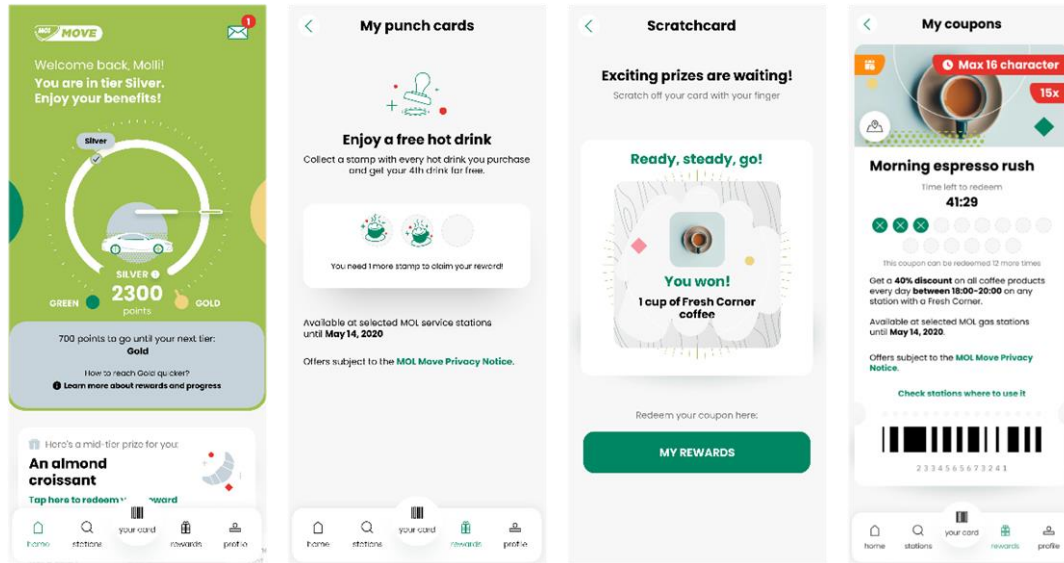


- ▶ Integrate retail and mobility to sell km instead of liters
- ▶ E-Commerce: new, convenient online sales channel & marketplace
- ▶ Roll-out of standalone Fresh Corner Café concept in a franchise model
- ▶ Become a multi-brand franchisor by entering different segments

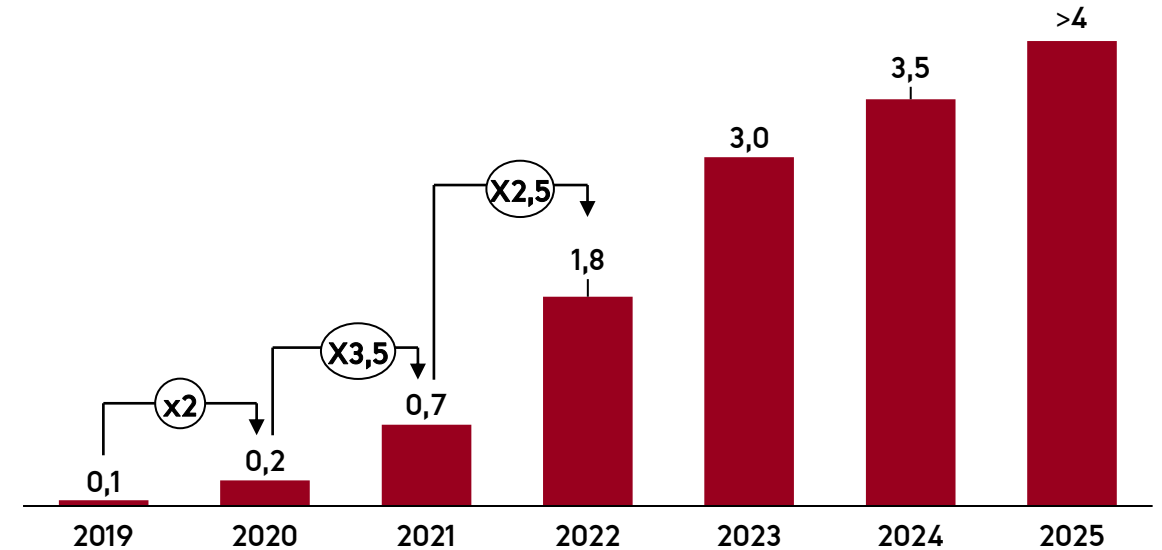
# NEW DIGITAL LOYALTY REWARDS PROGRAM EXPANSION

DRIVE TRANSFORMATION FROM PHYSICAL LOYALTY CARDS TO MOBILE APPS

## MOL MOVE



## MOBILE APP DOWNLOADS (MN, GROUP-LEVEL)



- ▶ Successful launches in Croatia (2020), Slovenia (2021) and Hungary (2022)
- ▶ MOL MOVE won Gold award at the global Loyalty360 Loyalty Expo in Incentive and Reward Design category
- ▶ Accelerated geographical expansion is under way

- ▶ 2022 target overdelivered due to higher performance of new loyalty program
- ▶ We expect to reach original 2025 target of 3mn mobile app downloads already in 2023
- ▶ By 2025, total non-fuel margin uplift to be generated: USD 50mn p.a. beside continuously reducing operating costs per user



# MOBILITY SERVICES TO GROW FURTHER

AND EXPLOIT SYNERGIES THROUGH DIGITAL PLATFORMS

**2016-2020**  
Start and capability building



- ▶ Capabilities built in B2C and B2B customer brands
- ▶ Focus on increasing synergies among mobility businesses:
  - 600 mn+ already sold kilometres
  - ~6.000 fleet cars
  - ~100.000 car sharing users
  - ~2500+ shared bikes



**2021-2025**  
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



# SUSTAINABILITY GOALS



Carbon neutrality by 2030: renewable energy to cover the consumption of the service station network, including the EV chargers



Conscious waste management

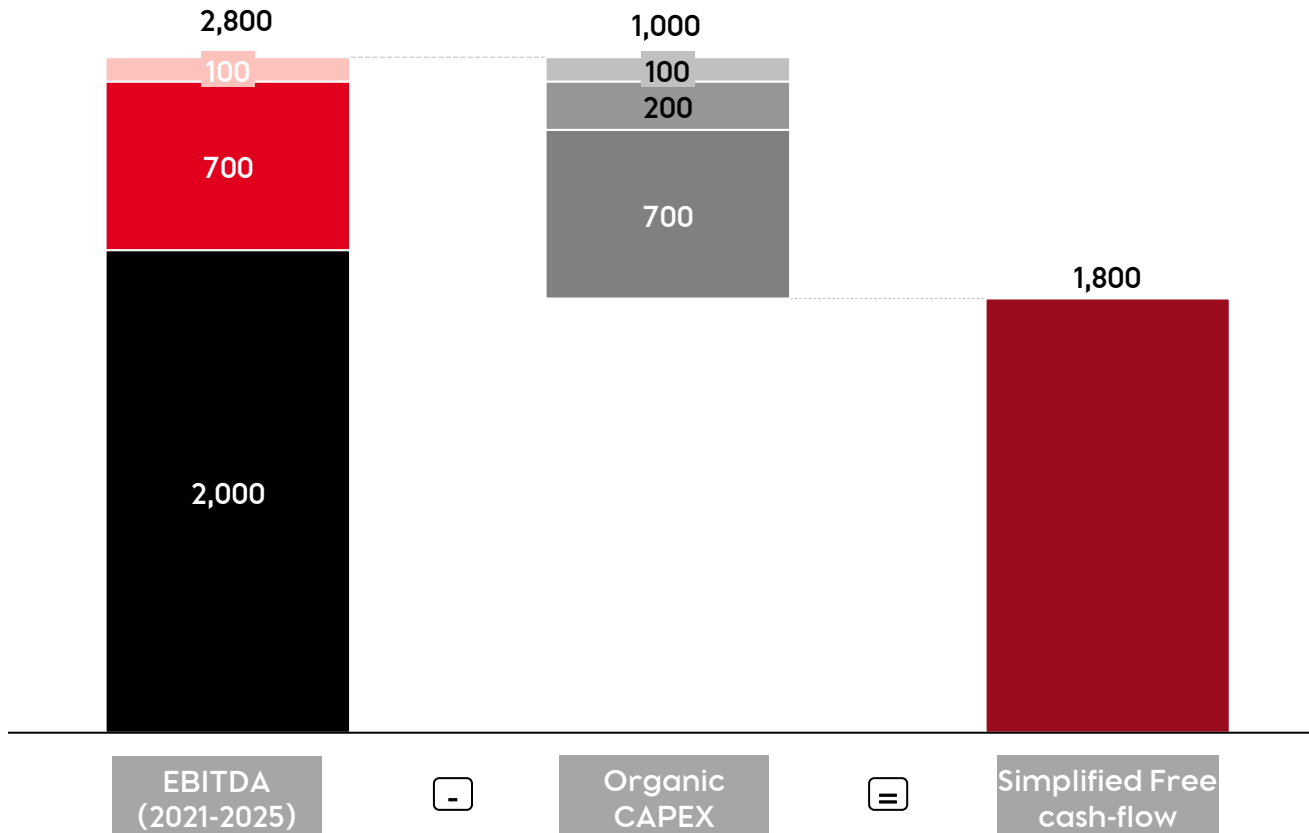


Extensive use of recyclable materials (e.g. coffee cups) at Service Stations

# ~USD 1.8BN SIMPLIFIED FCF IN 2021-25

RISING EBITDA TO YIELD HIGHER SIMPLIFIED FREE CASH FLOW IN 2021-2025

## EBITDA AND FCF IN 2021-2025 (MN USD)



- Mobility EBITDA
- Consumer Goods (Non-Fuel) EBITDA
- Mileage EBITDA
- Digital CAPEX
- Mobility CAPEX
- Retail CAPEX

## DRIVERS

- ▶ Increasing cash generation from non-fuel EBITDA through growing Retail EBITDA share from 21% in 2021 to 24% in 2025
- ▶ CAPEX distribution: ~64% on network construction and maintain assets; ~27% on mobility, ~9% on digital
- ▶ Fresh Corner payback period: 6-8 years
- ▶ Increasing annual FCF due to continued EBITDA growth and disciplined CAPEX spending

# EXPLORATION AND PRODUCTION



# 348 MMBOE 2P RESERVES AND ~90 MBOEPD PRODUCTION

**CEE**

Reserves: 139.7 MMboe  
Production: 57.0 mboepd

- ▶ **HUNGARY**  
Reserves: 57.1 MMboe  
Production: 33.8 mboepd
- ▶ **CROATIA**  
Reserves: 82.6 MMboe  
Production: 23.1 mboepd
- ▶ **o/w offshore**  
Reserves: 7.2 MMboe  
Production: 3.5 mboepd

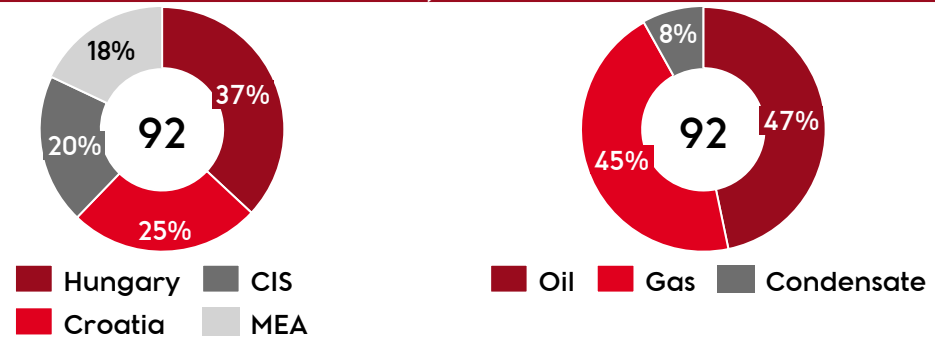


**INTERNATIONAL**

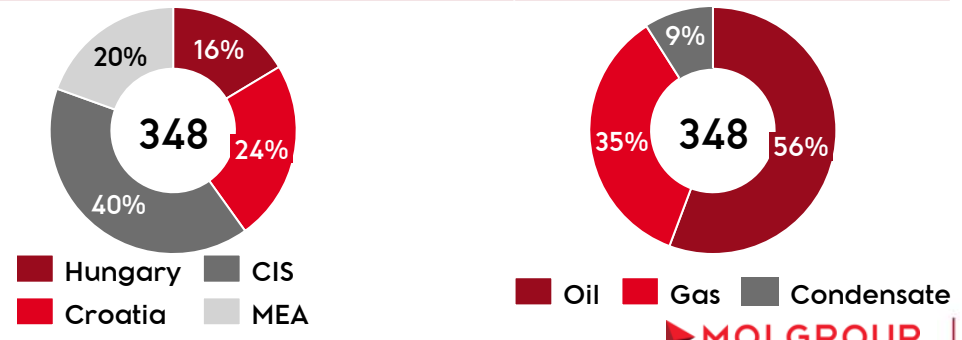
Reserves: 208.5 MMboe  
Production: 34.6 mboepd

- ▶ **CIS**  
Reserves: 140.7 MMboe  
Production: 18.2 mboepd
- ▶ **MEA**  
Reserves: 67.8 MMboe  
Production: 16.4 mboepd

**PRODUCTION BY COUNTRIES AND PRODUCTS (MBOEPD; H1 2023)**



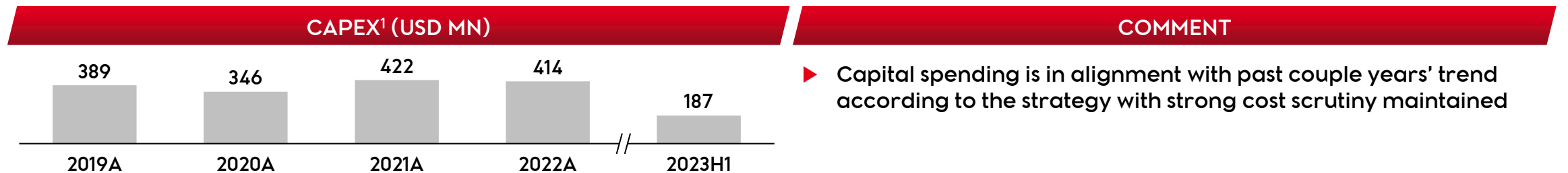
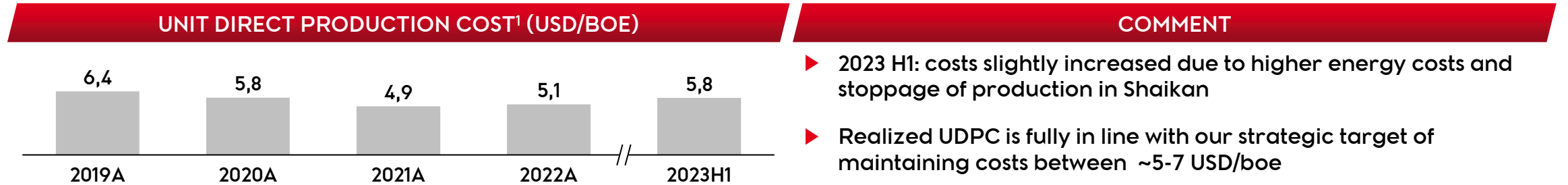
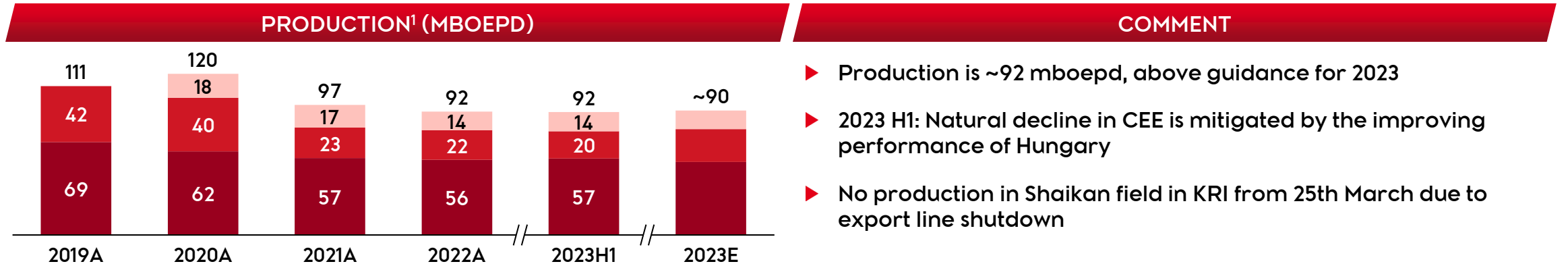
**RESERVES BREAKDOWN BY COUNTRIES AND PRODUCTS (MMBOE; FY 2022)**



Notes: Group production figures include consolidated assets, JVs (Baitex in Russia, 3.9 mboepd) and associates (Pearl in the KRI, 6.0 mboepd).

# ~92 MBOEPD, DELIVERED IN LINE WITH GUIDANCE FOR 2023

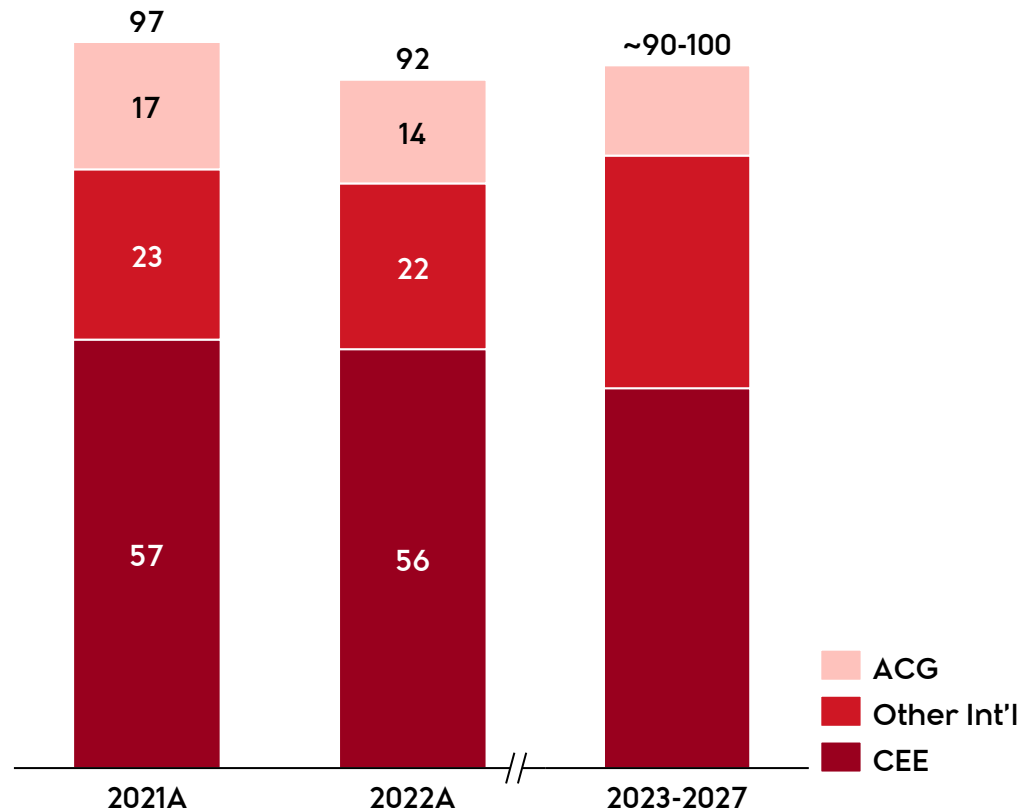
ACG E&P International excl. ACG CEE



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

# PRODUCTION GUIDANCE AT ~90-100 MBOEPD FOR 2023-2027

## 2023-2027 PRODUCTION GUIDANCE<sup>1</sup> (MBOEPD)



## CEE – WE HAVE TO RUN FAST TO STAND STILL

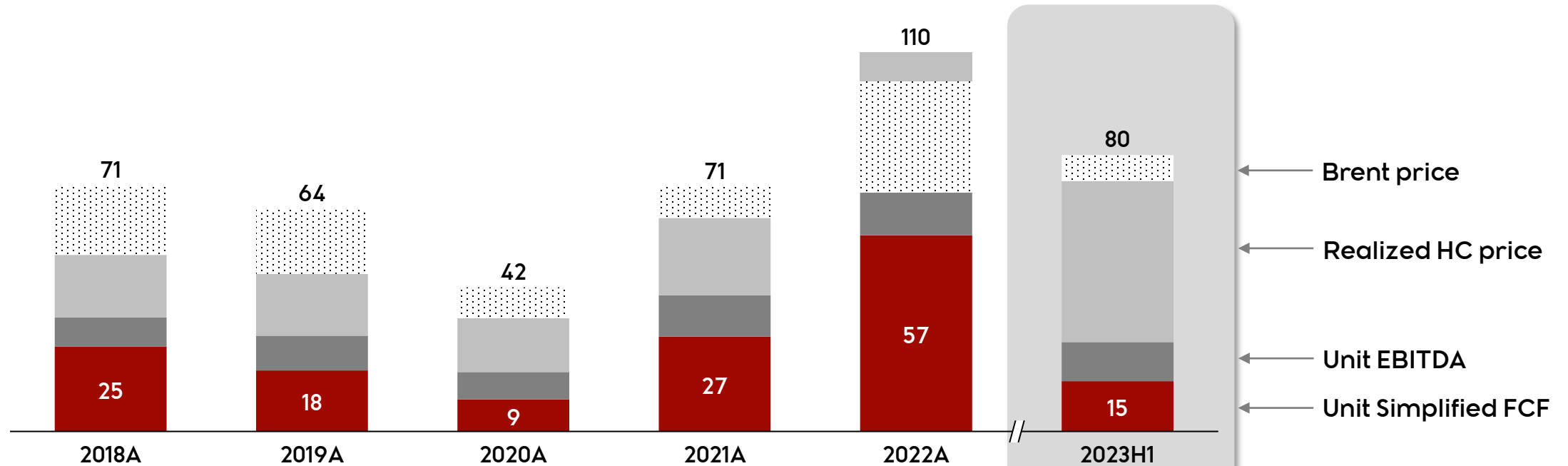
- ▶ Production Optimization and efficiency measures to mitigate baseline decline
- ▶ Focus on field development next to active exploration
- ▶ Surface facility simplification and cross-border projects
- ▶ Offshore development program in Croatia

## INTERNATIONAL E&P – IMPROVE QUALITY AND CASH GENERATION

- ▶ Opportunistic portfolio management persists
- ▶ Additional volumes to be realized from development programs in Kurdistan and Kazakhstan
- ▶ Deliver ACE project on time and within budget
- ▶ Strong and stable contribution beyond 2027 at very low unit cost

# UNIT FREE CASH FLOW AT 15 USD/BBL IN H1 2023

PRICE REALIZATION, EBITDA, SIMPLIFIED FCF<sup>1,2</sup> (USD/BOE)



992

747

409

971

1,905

241

SFCF (USD mn)

1 Simplified free cash flow = EBITDA less Organic CAPEX; Norway tax refund effect excluded; Entitlement production basis; figures include equity assets and ACG/BTC contribution from 16<sup>th</sup> April 2020

2 Breakdown of price realization and SFCF figures exclude results of discontinued operations, as of 01.01.2021.



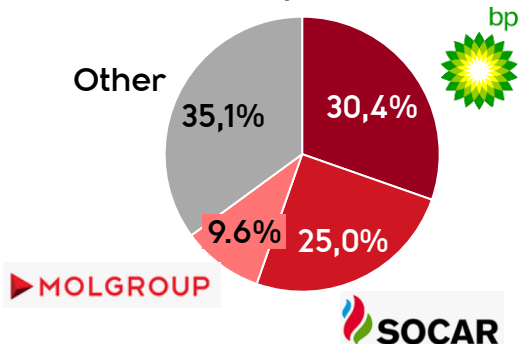
# ACG CONTRIBUTION IN 2022 EXCEEDING EXPECTATIONS

## 2022 PERFORMANCE AND ASSET SUMMARY

**415 mboepd** (gross)

- ▶ Very strong cash generation on the back of high oil prices
- ▶ As part of drilling program 15 new wells drilled
- ▶ Successful turnaround on East Azeri platform
- ▶ Major milestones on ACE project (7<sup>th</sup> production platform) achieved in progress towards First Oil beginning of 2024

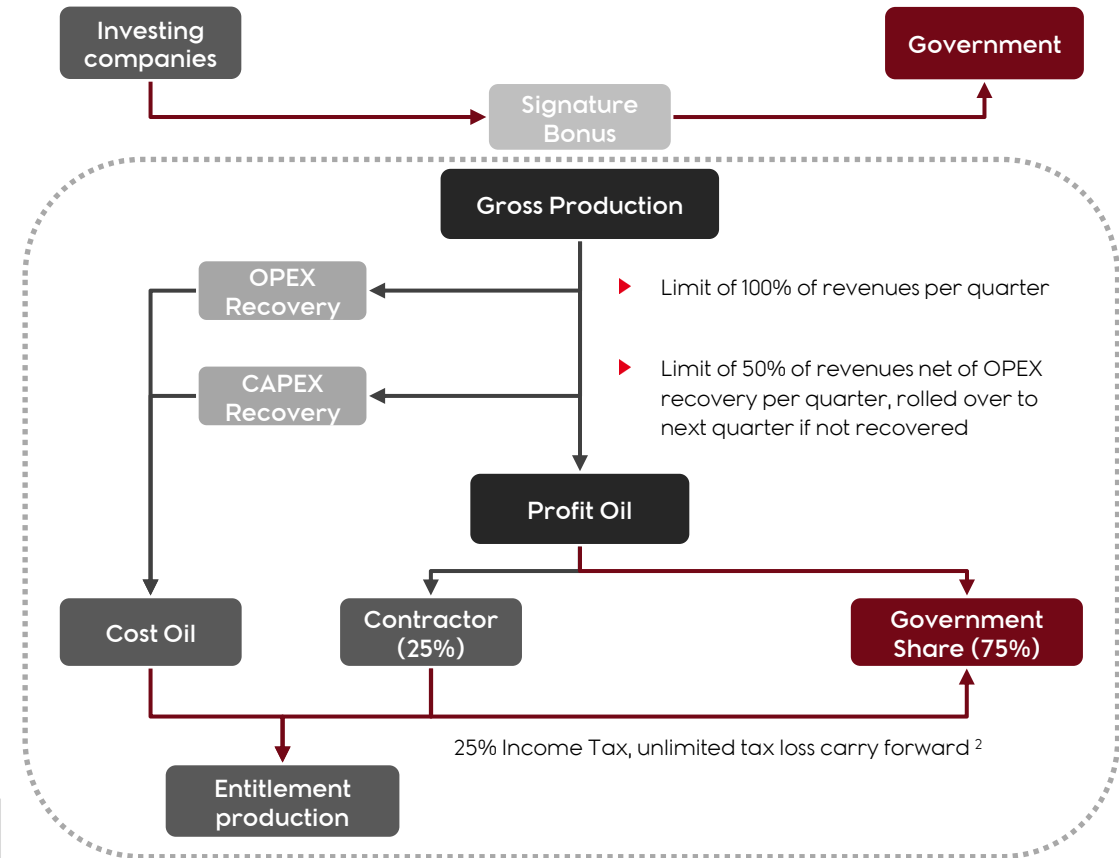
Ownership structure



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

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

## OVERVIEW OF PSA REGIME<sup>1</sup>



▶ 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

# E&P VISION: NET ZERO BY 2030, OPPORTUNISTIC APPROACH IN INTERNATIONAL E&P AND MANAGED DECLINE IN CEE

## CLIMATE STRATEGY



- ▶ Net-zero until 2030 (Scope 1 and Scope 2)
- ▶ EOR opportunities and CCUS pilot project

## CEE



- ▶ Transform the largest Pannonian oil and gas producer into the largest Pannonian player in CO<sub>2</sub> storage
- ▶ Operate CEE in the most efficient and productive way possible

## INTERNATIONAL (INCLUDING ACG)



- ▶ Further improve quality and cash-delivery of international E&P
- ▶ Limited inorganic M&A
- ▶ Selective approach to organic exploration & growth opportunities

# CCUS PROJECTS SUPPORTING OUR NET ZERO ASPIRATION

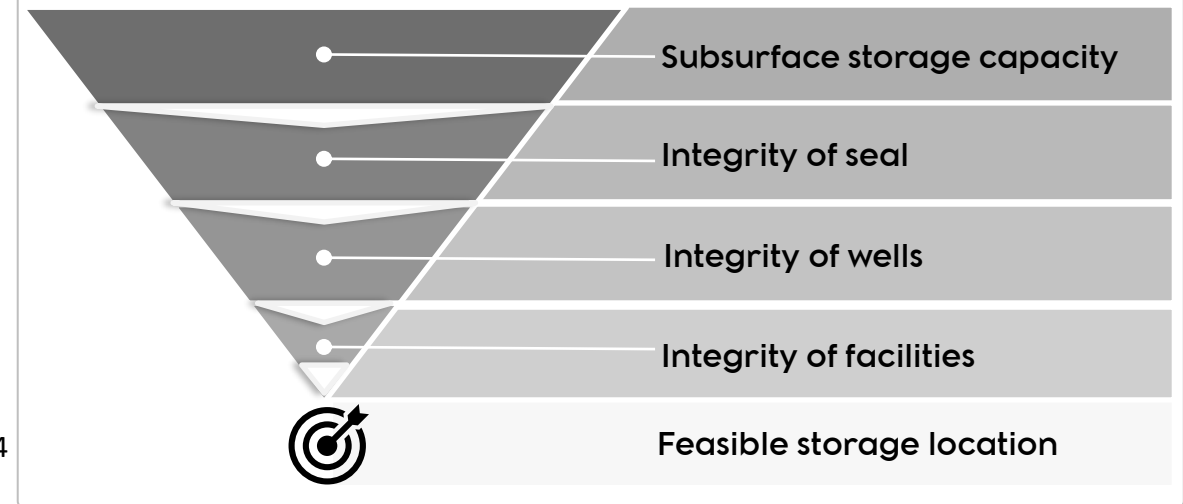
CO<sub>2</sub> PRICE (EUR/T)



WHERE ARE WE?

- ▶ Technically screened different CO<sub>2</sub> storage locations in Hungary and Croatia for permanent storage in depleted oil & gas fields
- ▶ To expand potential storage capacities technical screening of aquifers shall be performed

## FEASIBILITY CRITERIA ASSESSMENT STEPS



- ▶ Accelerated energy transition ambition steered by EU regulations
- ▶ EU CO<sub>2</sub> price volatile in the last 12 months; reaching 100 EUR/t in February 2023
- ▶ Energy market normalization

▶ Assessment of different options ongoing:

- ▶ East Hungary – feasibility assessment for MOL MPK
- ▶ South Hungary & Croatia – 3rd party<sup>1</sup> opportunities

Permanent CO<sub>2</sub> storage capacity becoming an asset in mid term

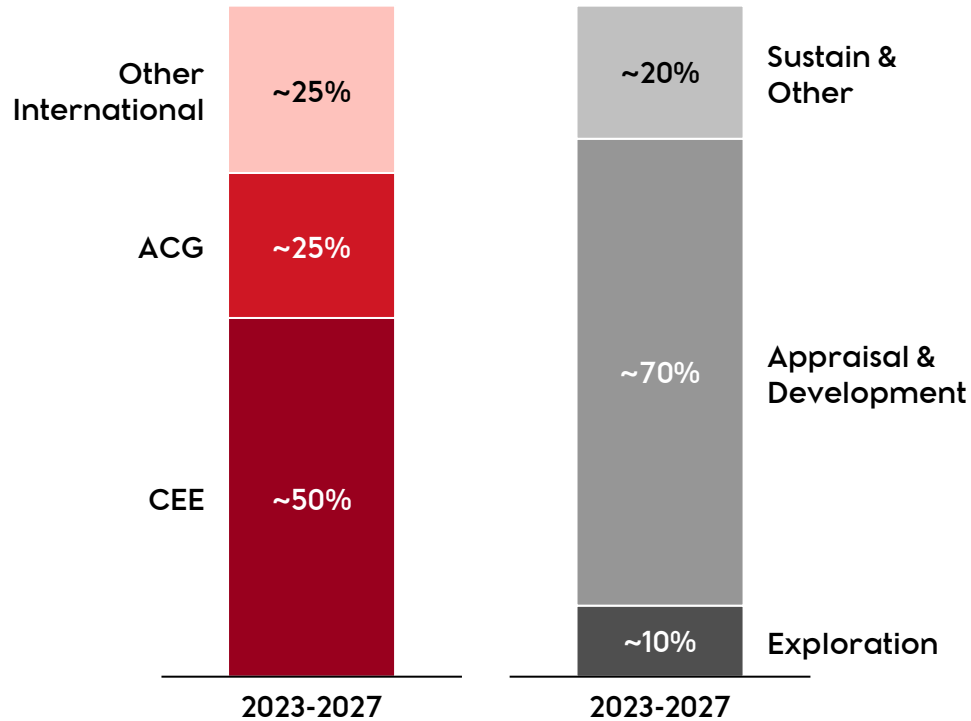
Leverage decades of expertise in injecting CO<sub>2</sub>, and create value through permanently storing CO<sub>2</sub>

<sup>1</sup> Biorefineries, fertilizer plants, cement factories.

# USD ~2.2BN CAPEX TO BE SPENT IN 2023-2027

## 2023-2027 CAPEX SPENDING<sup>1</sup>

USD ~2.2bn



## CEE

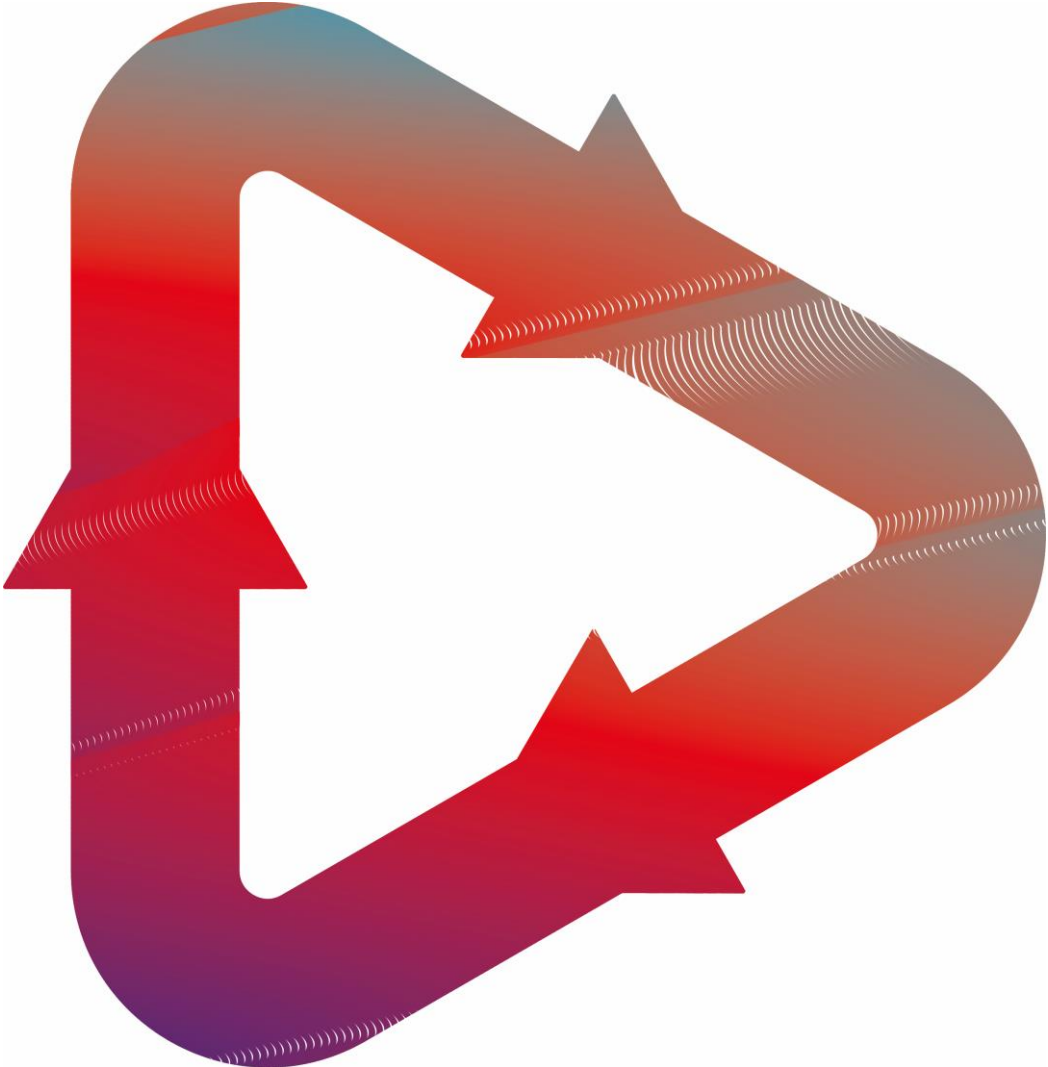
- ▶ Unlock more of the remaining potential in the region
- ▶ Major projects:
  - ▶ Ramp-up of Croatian offshore campaign
  - ▶ Shallow gas exploration in Hungary
  - ▶ Cross-border projects

## INTERNATIONAL

- ▶ Support cash generation and gain new barrels
- ▶ Deliver ACE, the 7<sup>th</sup> production platform at ACG
- ▶ Development and sustain programs of our existing assets in Kurdistan Region of Iraq to unlock additional production
- ▶ Bring Kazakhstan development project to first gas

<sup>1</sup> Excluding equity consolidated assets

# WASTE MANAGEMENT



# MOL TAKES SIGNIFICANT STEP TOWARDS EXPANDING IN CIRCULAR ECONOMY

## HIGHLIGHTS OF THE RECENTLY AWARDED WASTE MANAGEMENT CONCESSION



### CONCESSION FRAMEWORK

- ▶ MOL will be responsible as a single licensor for the collection of close to 5 mn tonnes of municipal solid waste and will also ensure waste pre-treatment
- ▶ Concession covers a period of 35 years in Hungary as of July 2023



### VALUE CREATION POTENTIAL

- ▶ Fragmented operations in ring-fenced regions provide efficiency improvement potential of the existing system
- ▶ Minimising landfill waste whilst increasing recycling and waste-to-energy



### FINANCIALS IMPLICATIONS

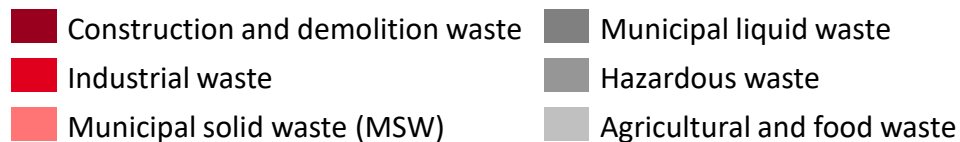
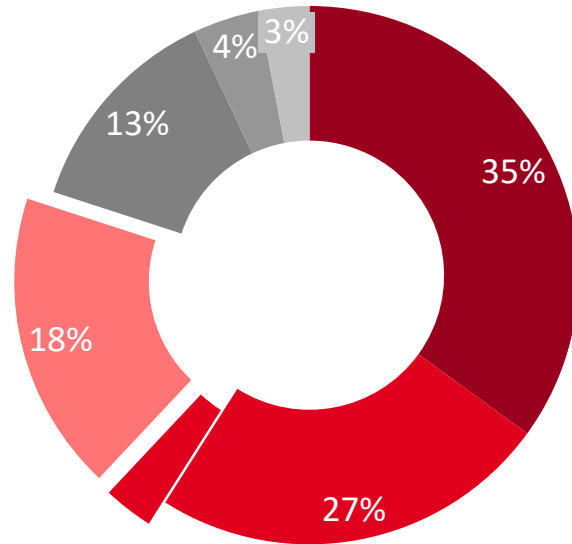
- ▶ Commitment to invest and develop the existing system and establish waste-to-energy generation capacities
- ▶ Scalable investment opportunity with the potential to contribute towards achieving USD 1bn CAPEX ambition into circular economy in the 2022-26 period in line MOL 2030+ strategy
- ▶ Cost based compensation to cover main expenses, sales from recyclable materials provides upside

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

## COMPOSITION OF WASTE BY SOURCE (HUNGARY, 2019)

Total waste:  
**20 mn tons**

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



## FRAGMENTED OPERATION IN RING-FENCED REGIONS



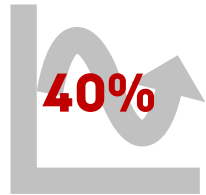
- ▶ 26 services providers operating independently
- ▶ Lack of synergies as a result of fragmented municipal waste management operations

# EFFICIENCY GAINS AND MINIMIZING LANDFILL PROVIDE SIGNIFICANT IMPROVEMENT POTENTIAL

## CURRENT WASTE MANAGEMENT SYSTEM



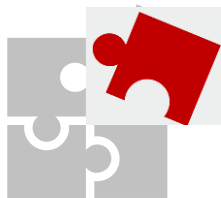
- ▶ Low coverage of waste transfer stations
  - ▶ Current utilization is cca. 50%



- ▶ Oversized capacities
  - ▶ Facility network operates at 40% utilization

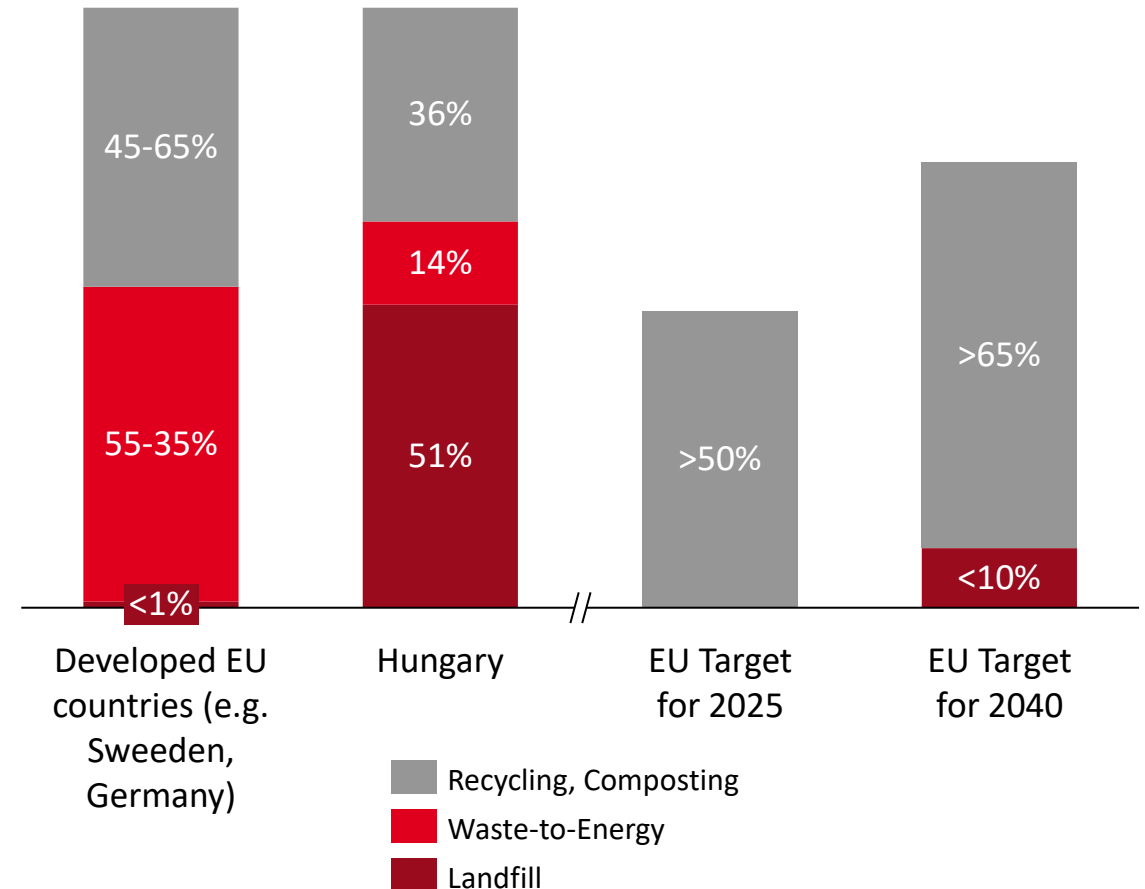


- ▶ Fleet utilization is suboptimal
  - ▶ 60% utilization



- ▶ Lack of funding, strategy and systematic approach
- ▶ Inconsistent incentives

## MUNICIPAL WASTE HANDLING IN THE EU

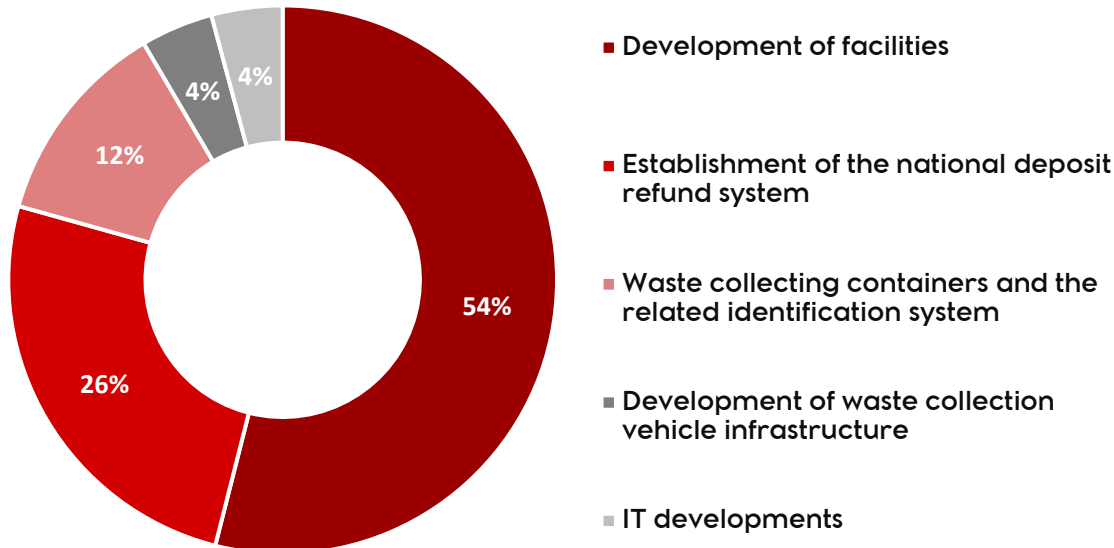




# 2023 WORK PLAN FOCUSES ON DEPOSIT REFUND SYSTEM ROLL-OUT

## 10 YEARS INVESTMENT PLAN

- ▶ In line with MOL group's strategy and concession requirement, significant, 600 - 800 million USD investment is expected in the following 10 years.



## 2023 FOCUS AREAS

- ▶ Main focus to prepare for starting deposit refund system (DRS) – discussion with 10 retail chains, install 3000+ machines
- ▶ DRS introduction is essential to meet 77% (2025), and later 90%-os (2029) PET recovery EU obligation



Essential to meet EU obligation

Cooperation with Hungarian Retails.



Development of a DRS operation system

Aim at efficient collection and better recovery



Purchase and installation of RVMs (Reverse Vending Machines)

Start-up on 1 January 2024



- ▶ Starting development of 10 waste yards, 3 transfer stations and 3 waste sorting plants
- ▶ Purchase and installation of 100 000+ separate collection containers

# UNIQUE CAPABILITIES TO SUPPORT SUCCESSFUL IMPLEMENTATION

## WASTE MANAGEMENT EXPERIENCE

- ▶ Waste handling of 100-120th tonnes p.a. within current operations
- ▶ Recycled material utilization and recycling technology development

## INTEGRATED VALUE CHAIN MANAGEMENT

- ▶ Value chain management and operational experience within the CEE (and beyond)

## COMPLEX BUSINESS OPERATIONS

- ▶ Integrated oil and gas company in transition

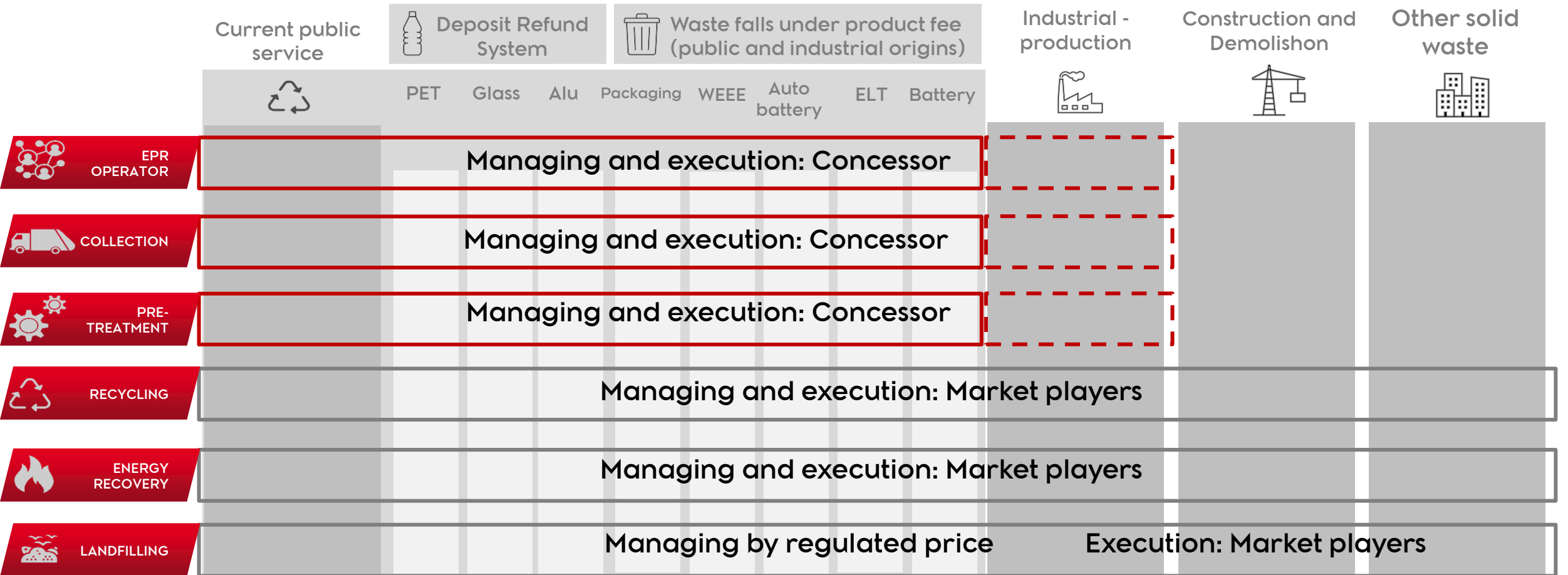
## INTERNAL CAPABILITIES

- ▶ Management experience: team composition strikes the right balance between experience in waste management and relevant in-house track record

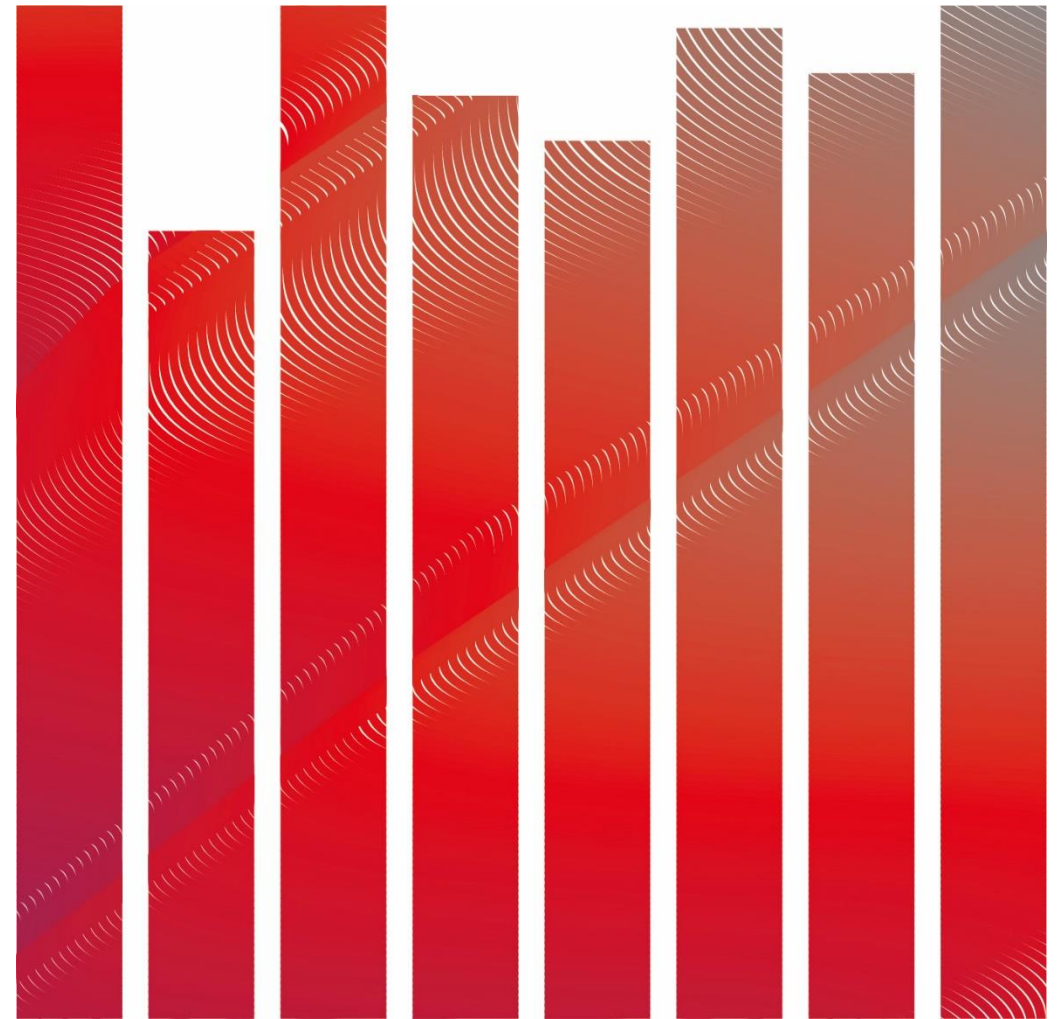
# INTEGRATED WASTE MANAGEMENT CONCESSION

## EXTENDED SERVICE SCOPE WITH MANAGING ROLE IN THE WHOLE VALUE CHAIN

### Extended Public Service



# FINANCIALS, GOVERNANCE AND OTHERS



# ON TRACK TO MEET 2023 GUIDANCE

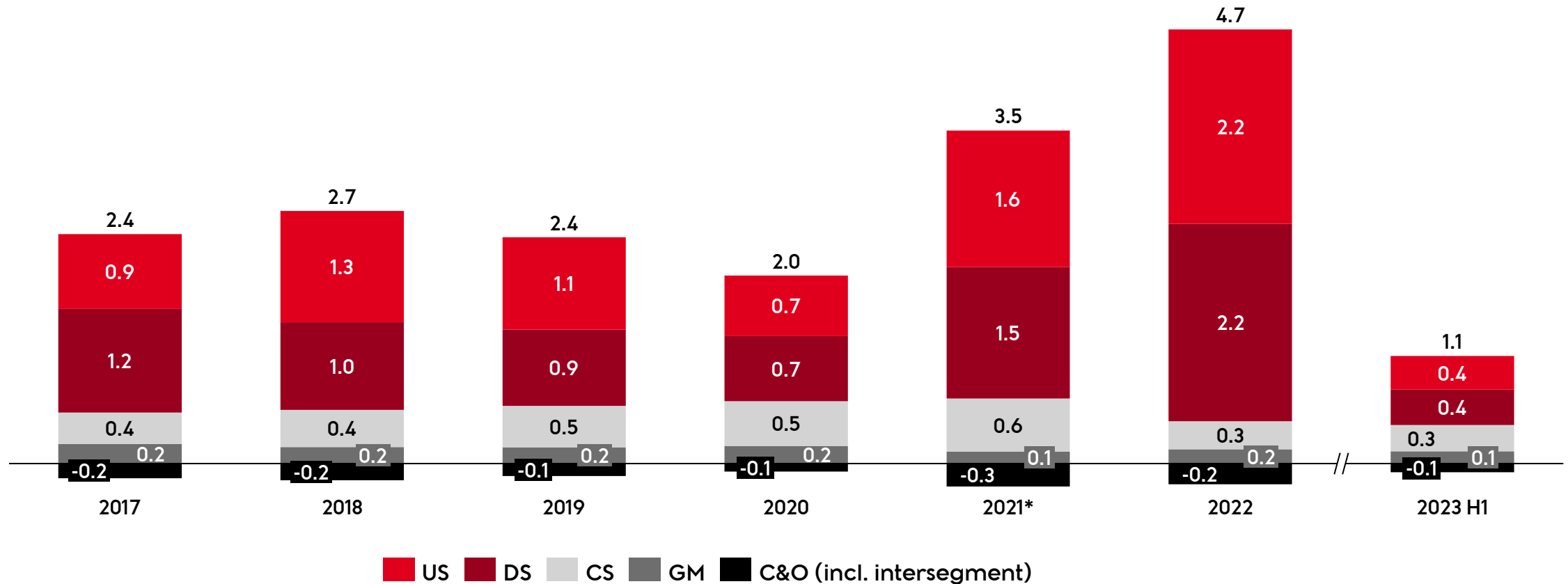
	2022 RESULTS <sup>4</sup>	H1 2023 RESULTS	2023 GUIDANCE
<b>NEW</b>			
GROUP CLEAN CCS EBITDA	USD 4.7 BN	USD 1.13 BN	~ USD 2.5 BN
OIL & GAS PRODUCTION <sup>1</sup>	92 MBOEPD	91.6 MBOEPD	~90 MBOEPD
CRUDE PROCESSING <sup>2</sup>	11.8 MT	5.9 MT	~12 MT
GROUP CAPEX (ORGANIC)	USD 1.52 BN	USD 473 MN	<1.7 BN
NET DEBT/EBITDA	0.3X	0.3X	<1.0X
			<b>MODIFIED</b>
HSE – TRIR <sup>3</sup>	1.4	1.3	<1.4

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

# STRONG PERFORMANCE DESPITE REGULATORY HEADWINDS IN 2022

MAINLY SUPPORTED BY UPSTREAM AND DOWNSTREAM CONTRIBUTION

CLEAN CCS EBITDA (USD BN)

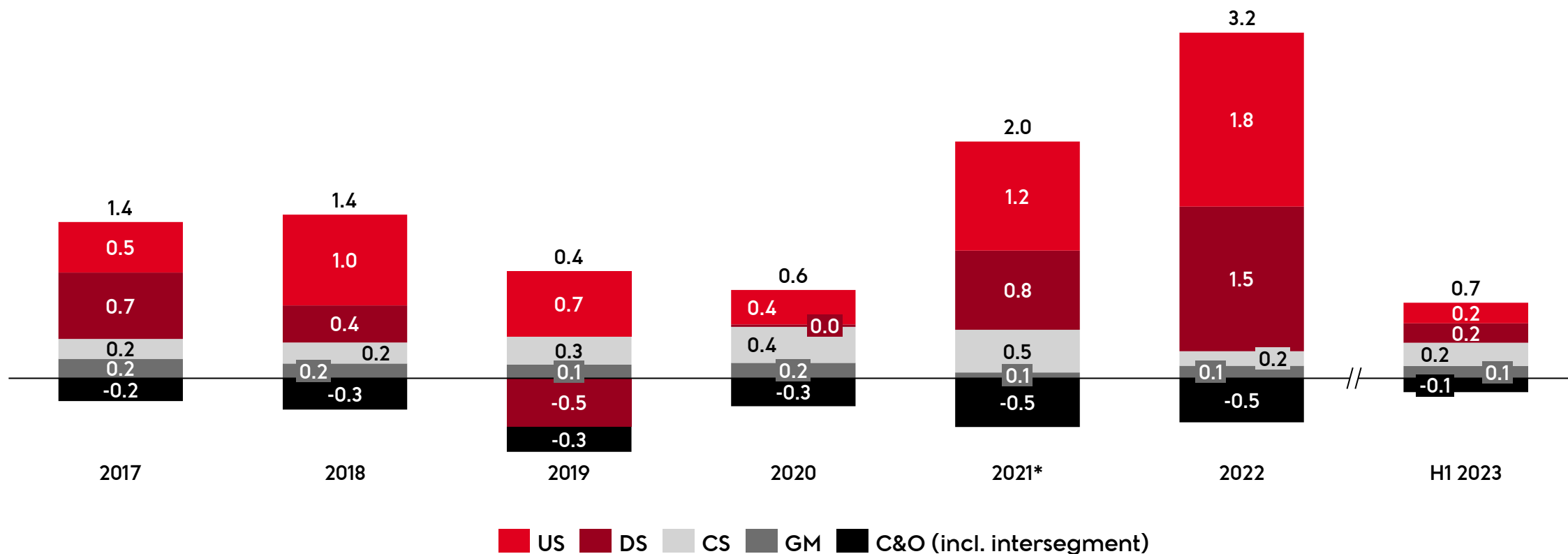


\*2021 results include discontinued operation

# CONSISTENT SIMPLIFIED FCF GENERATION

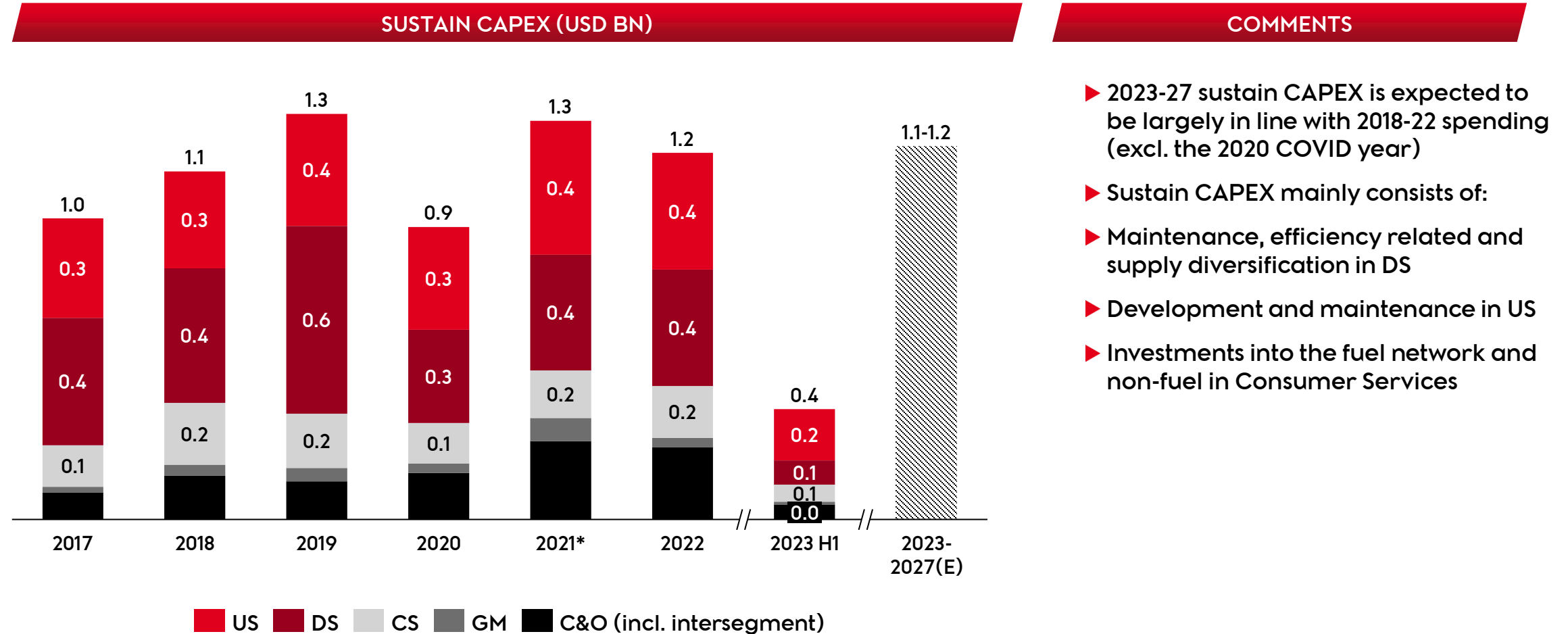
FUNDING SUSTAIN AND TRANSFORMATIONAL PROJECTS

SIMPLIFIED FCF (USD BN)



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

# SUSTAIN CAPEX EXPECTED TO FLUCTUATE BETWEEN USD 1.1-1.2BN IN 2023-27



- ▶ 2023-27 sustain CAPEX is expected to be largely in line with 2018-22 spending (excl. the 2020 COVID year)
- ▶ Sustain CAPEX mainly consists of:
  - ▶ Maintenance, efficiency related and supply diversification in DS
  - ▶ Development and maintenance in US
  - ▶ Investments into the fuel network and non-fuel in Consumer Services

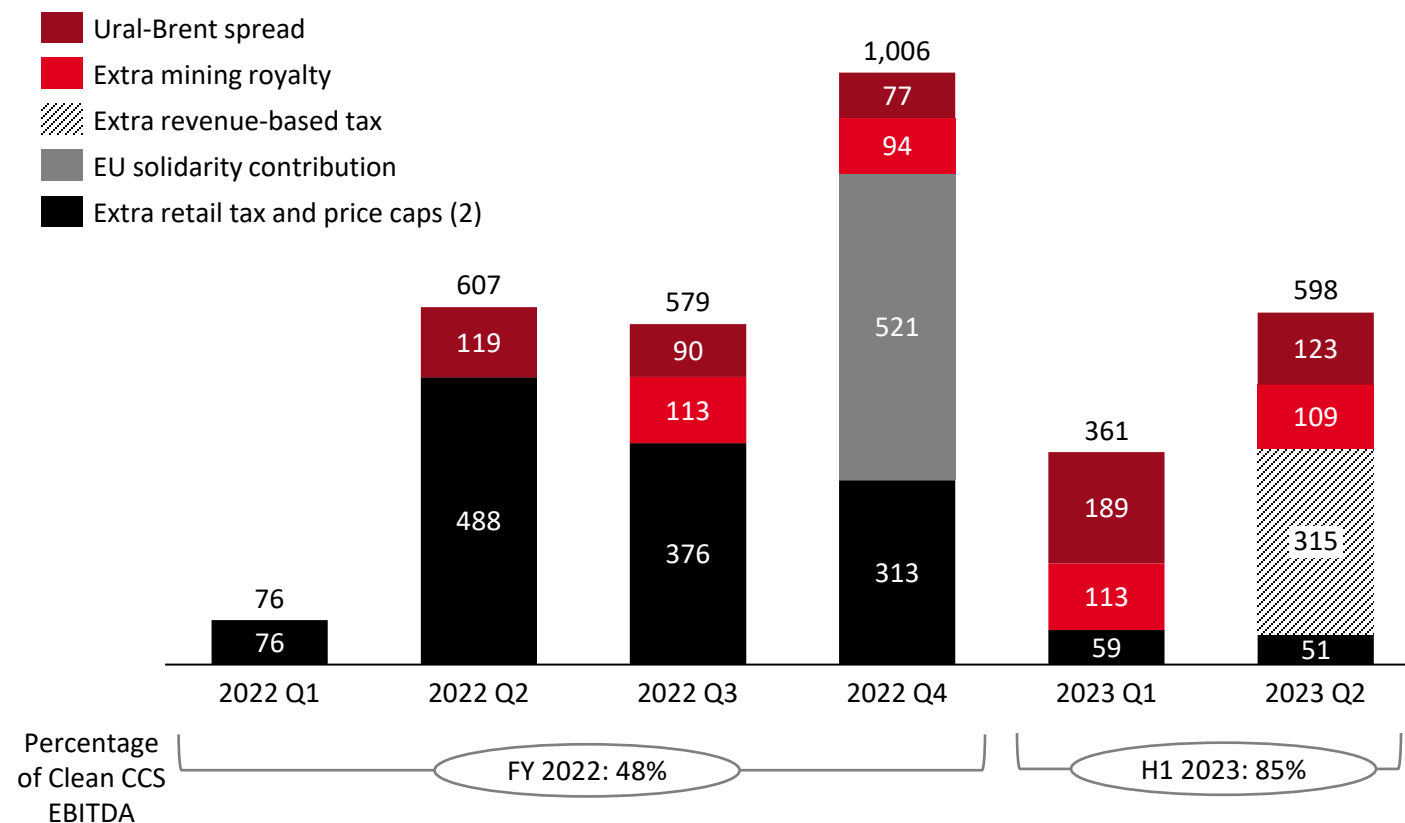
\*2021 results include discontinued operation



# GOVERNMENT TAKE CONTINUES TO HAVE SIGNIFICANT EFFECT

EXTRA BURDEN ON 2022 LEVELS IN 2023, IMPLYING HIGHER TAKE RELATIVE TO PROFITS

## EXTRA GOVERNMENT TAKE <sup>1</sup> (USD MN)



## COMMENTS

- ▶ Government take remains elevated in 2023 after USD 2.3bn effect in 2022
- ▶ Recent changes in regulation imply that the total burden could decrease
  - ▶ 7.5 USD/bbl of the Ural-Brent spread in HU is not taxed starting from Q2 2023
  - ▶ HU mining royalties ease starting from 1 Sept 2023
  - ▶ HU revenue-based tax rate lowered to 1% in 2024 from current 2.8% rate
  - ▶ The above favourable effects are mitigated by the HU introduction of the CO2 quota tax
- ▶ Caution is warranted as national budgets remain stretched

(1) The chart shows the extra tax burdens compared to 2021 regulatory regime.

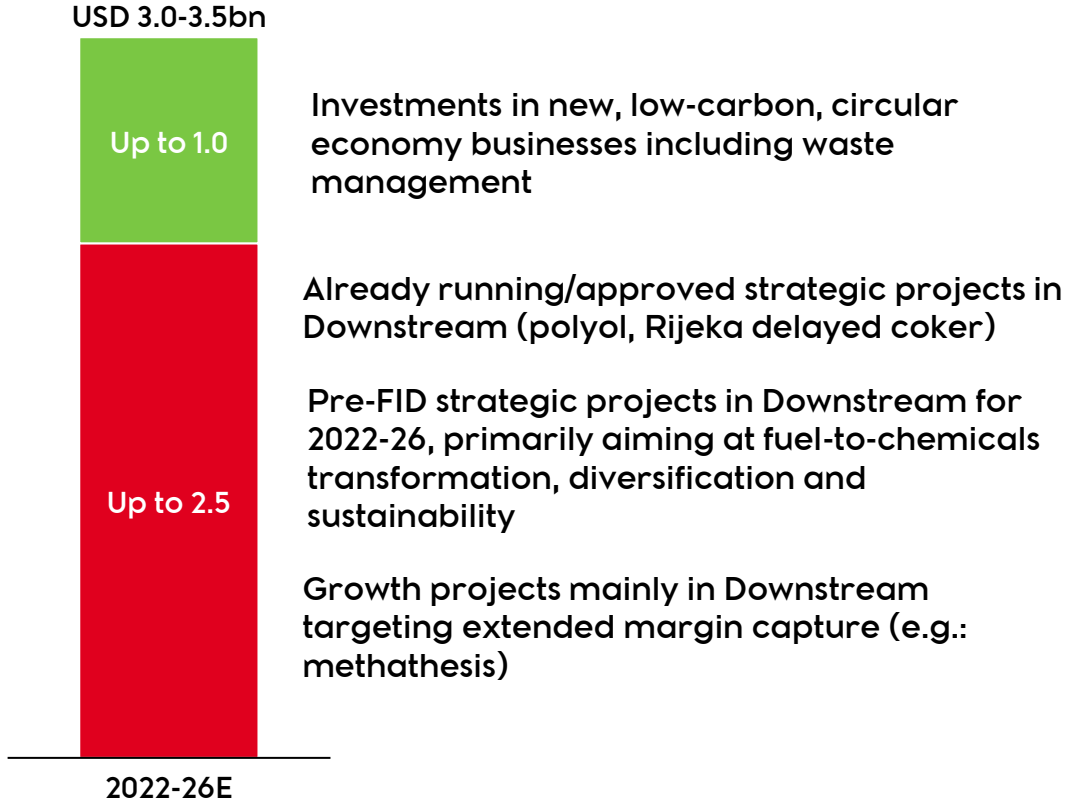
(2) Retail tax and price caps include the effects of: Hungarian retail tax, Hungarian wholesale & retail price cap, Croatian capped gas prices, Hungarian „Robin Hood” tax

# USD 3-3.5BN STRATEGIC CAPEX BUDGETED FOR THE 2023-27 PERIOD

## TO FUND TRANSFORMATION AND NEW, LOW-CARBON BUSINESSES

### STRATEGIC, GROWTH, TRANSFORMATIONAL CAPEX IN 2023-27

### COMMENTS



- ▶ 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 excess cash is generated due to a stronger-than-assumed macro and financially attractive projects reach FID phase

# FULLY FUNDED TRANSFORMATION AND BASE DIVIDENDS IN 2023-27

## EVEN BELOW MID-CYCLE MACRO ENVIRONMENT

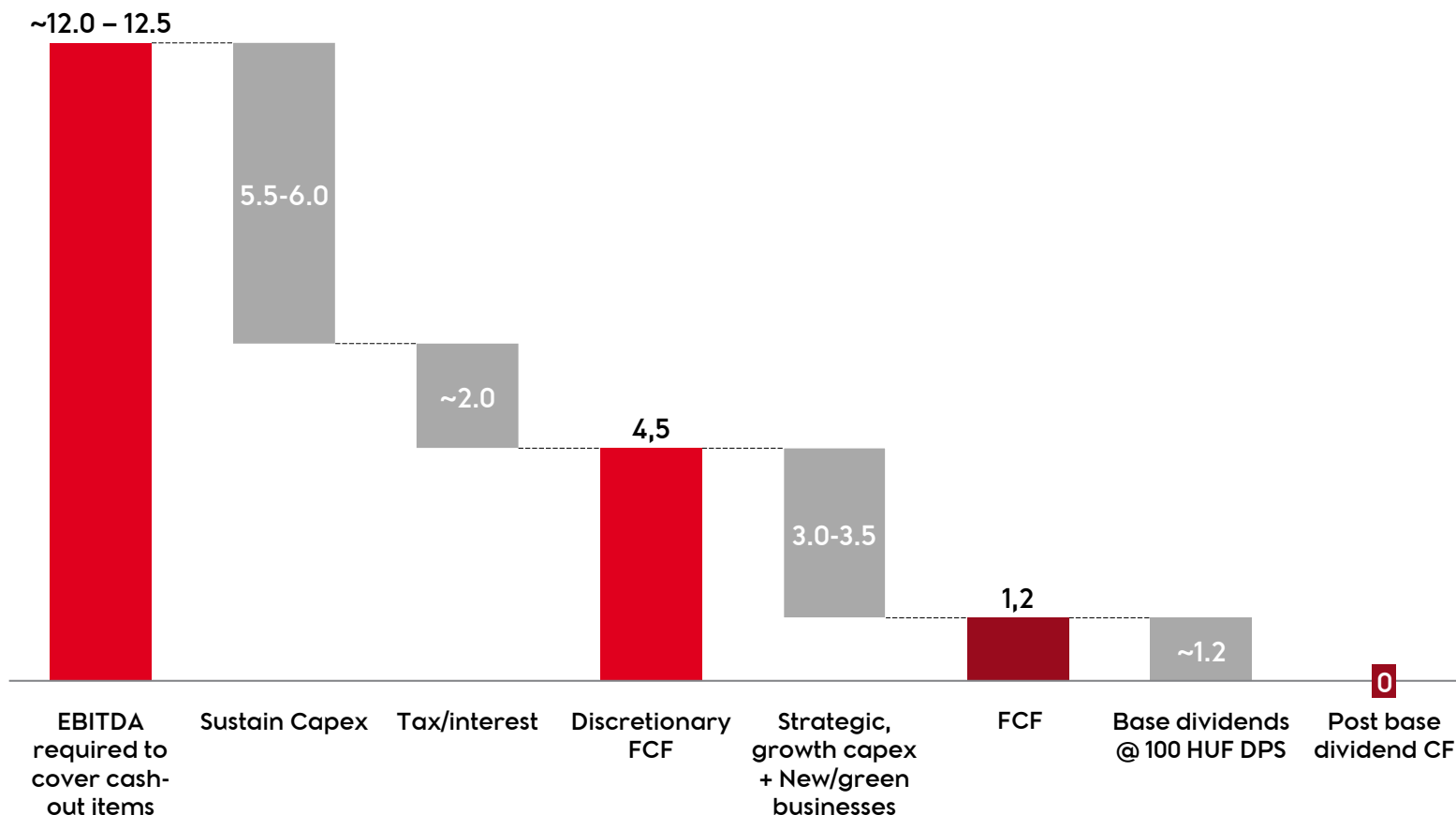
### MACRO DRIVERS REQUIRED TO REACH POST DIVIDEND CF BREAK-EVEN

Macro conditions required to generate CF neutrality:

- ▶ Oil: ~50 USD/bbl
- ▶ Natural gas: ~20 EUR/MWh
- ▶ Refining margin: 4 USD/bbl
- ▶ (Original) integrated petrochemical margin: 400 EUR/t

Representing values that would all be below 10-year averages

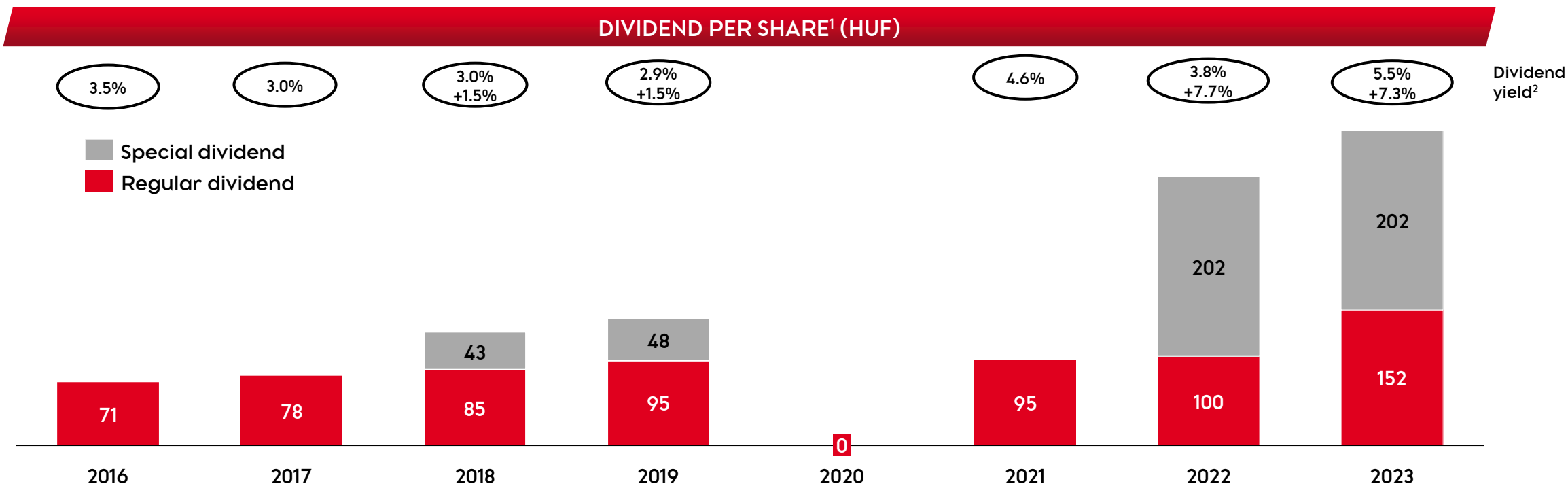
### FINANCIAL FRAMEWORK ASSUMING CF BREAK-EVEN (2023-27, USD BN)<sup>1,2</sup>



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

# BASE DIVIDEND INCREASED BY 50% IN ONE STEP IN 2023

COMPLEMENTED BY SIZEABLE SPECIAL PAYOUTS IN 2018, 19, 22, 23



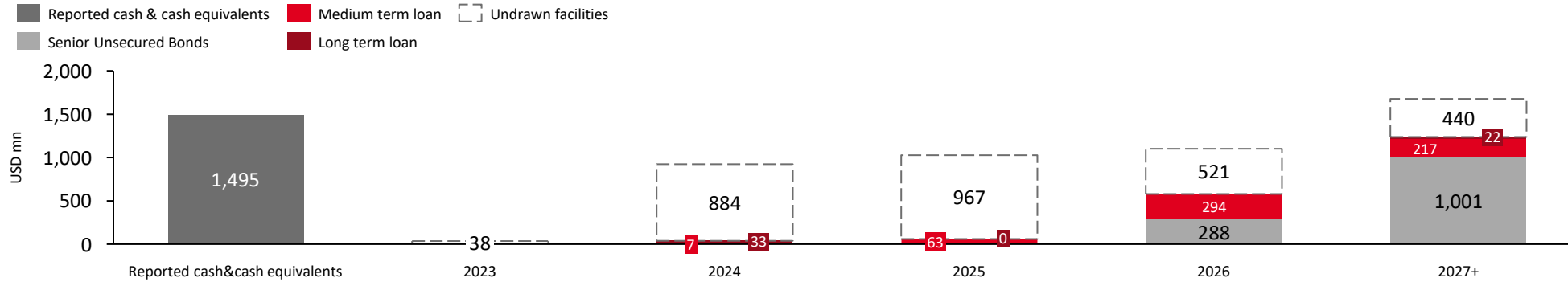
- ▶ Cash dividend remains the primary distribution channel
- ▶ Base dividend is expected to grow gradually
- ▶ Special dividend payments may continue if excess cash is generated and transition-related capex need is covered
- ▶ Special dividend in 2023: record high EBITDA and free cash flow in 2022 resulted in a special dividend pay-out of approximately HUF 200 per share

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

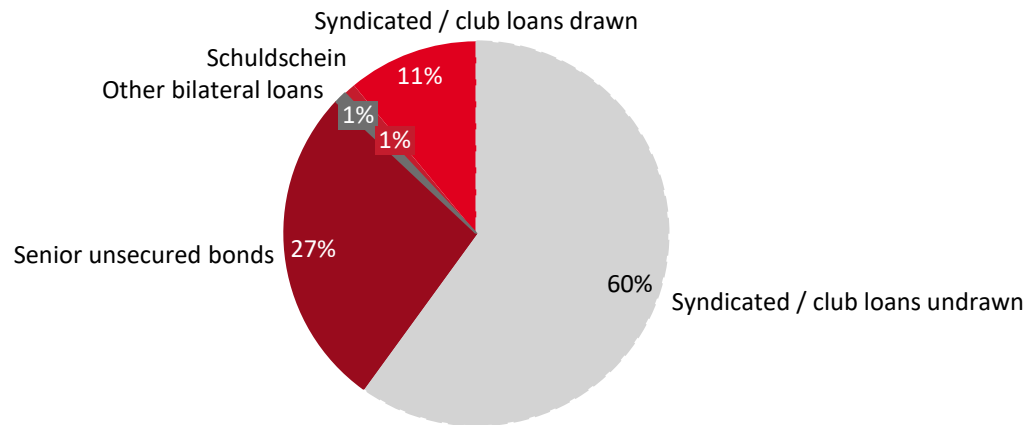
# AMPLE FINANCIAL HEADROOM

## FROM DIVERSIFIED FUNDING SOURCES

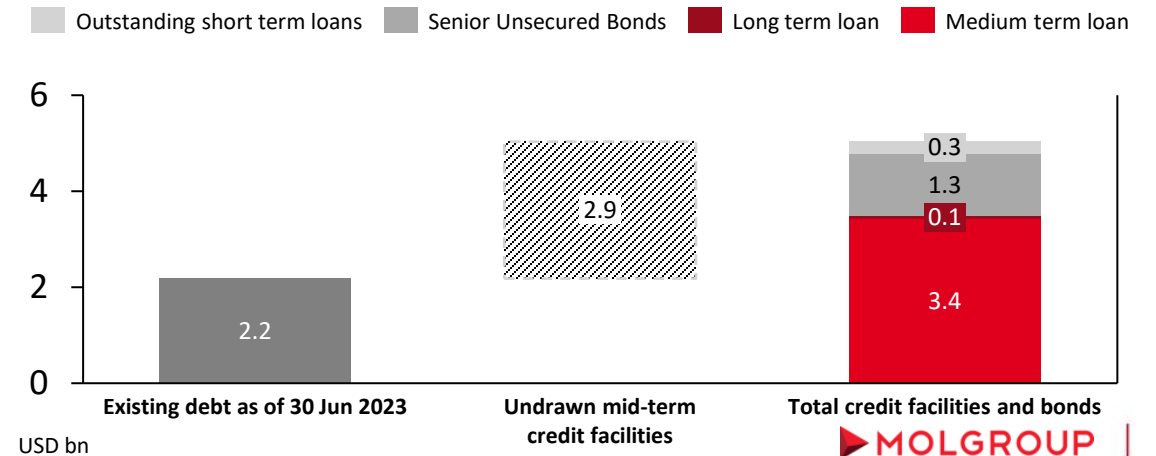
AVERAGE MATURITY OF 3.2 YEARS



### MID- AND LONG-TERM COMMITTED FUNDING PORTFOLIO



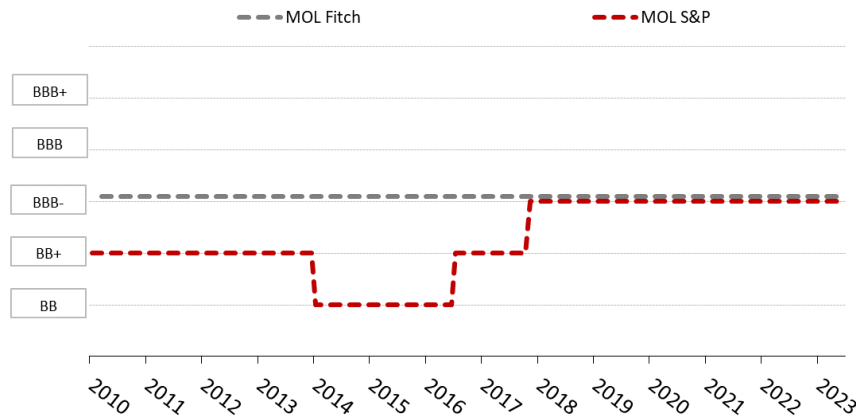
### DRAWN VERSUS UNDRAWN FACILITIES (30 JUNE 2023)



# FULL INVESTMENT GRADE RATING MAINTAINED

## ROBUST BALANCE SHEET WITH AMPLE FINANCIAL HEADROOM

### HISTORICAL FOREIGN LONG TERM RATINGS

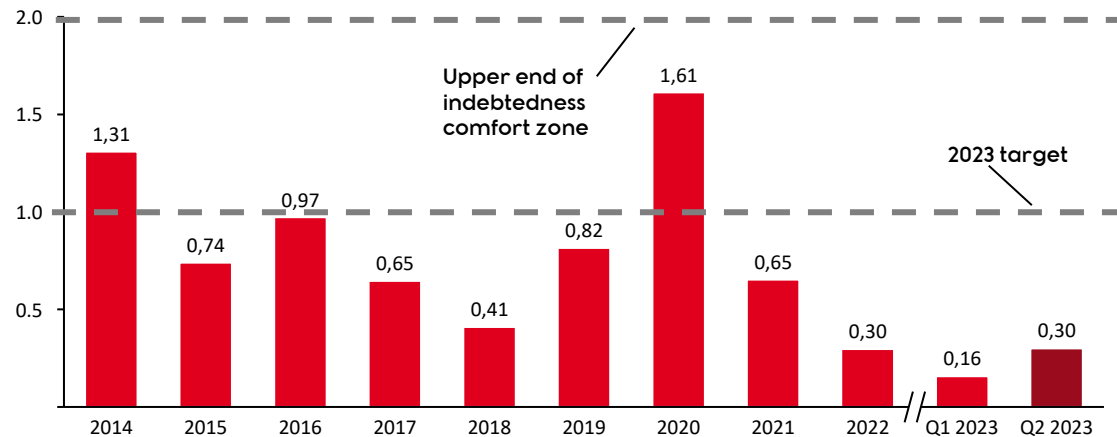


Note: S&P has been rating MOL since 2005, Fitch since 2010

### 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)

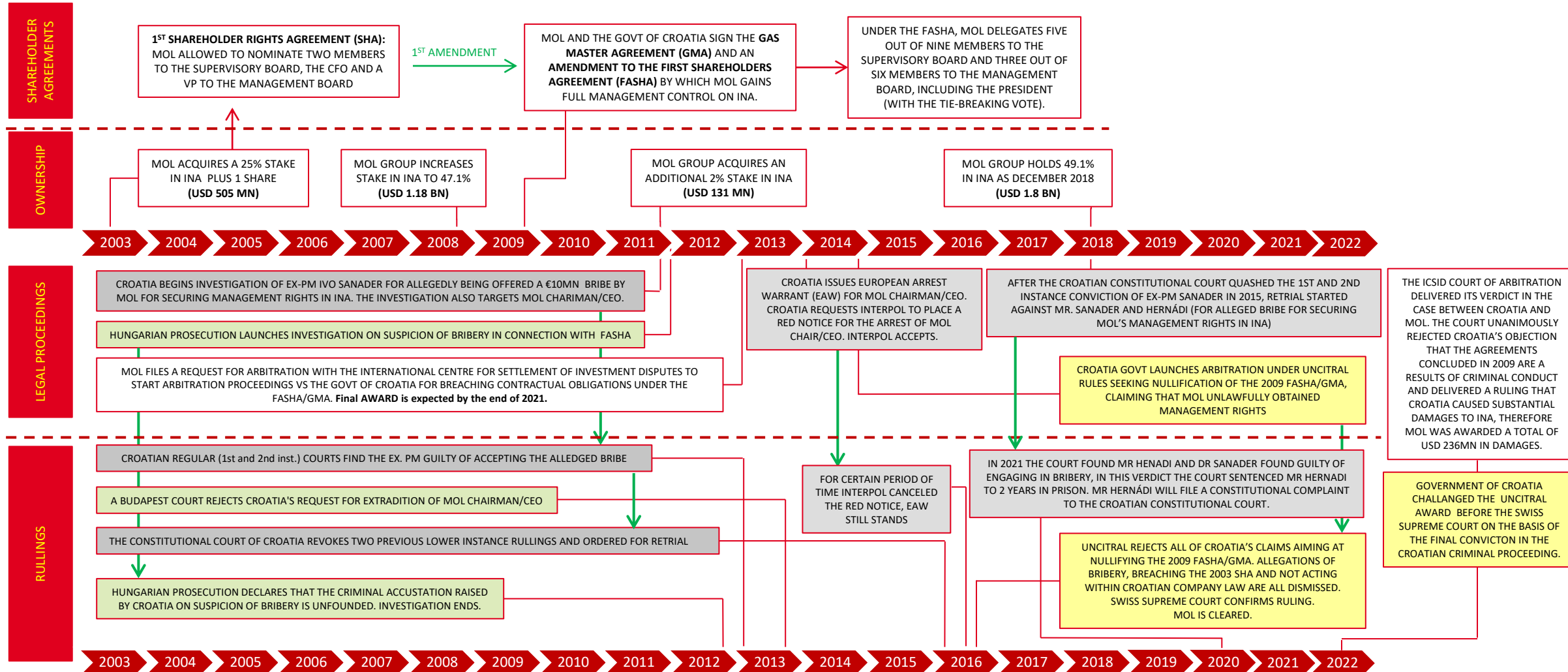


### COMMENTS

- ▶ Credit metrics shall remain commensurate with investment grade credit rating
- ▶ Following a temporary jump in 2021 leverage fell below pre-ACG acquisition levels on the back of strong 2021 CF generation
- ▶ Balance sheet flexibility may in the future again be used to grab new business opportunities (including funding M&A in all businesses)

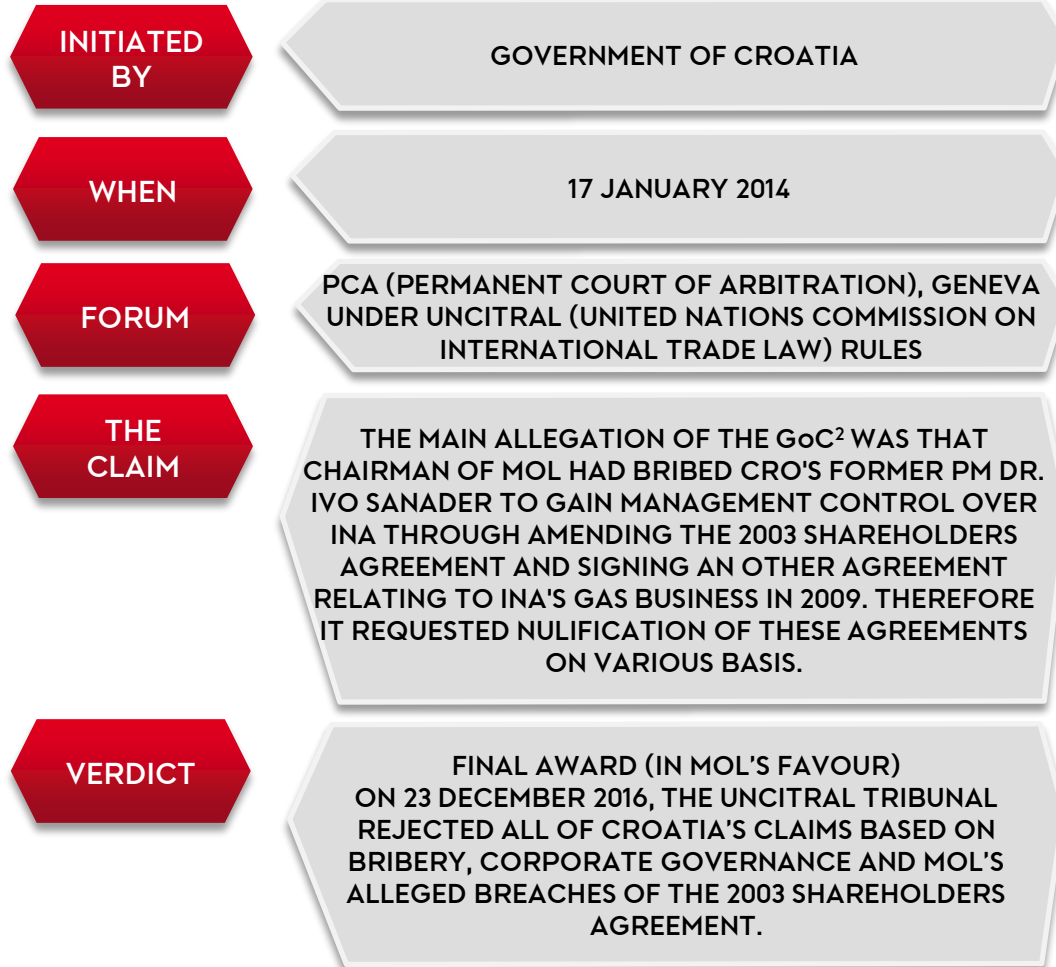
# THE HISTORY OF INA & MOL, 2003-2022

## STORYLINE



# MOL-CROATIA ARBITRATIONS

## UNCITRAL ARBITRATION (CROATIA VS. MOL)



## ICSID ARBITRATION (MOL VS. CROATIA)

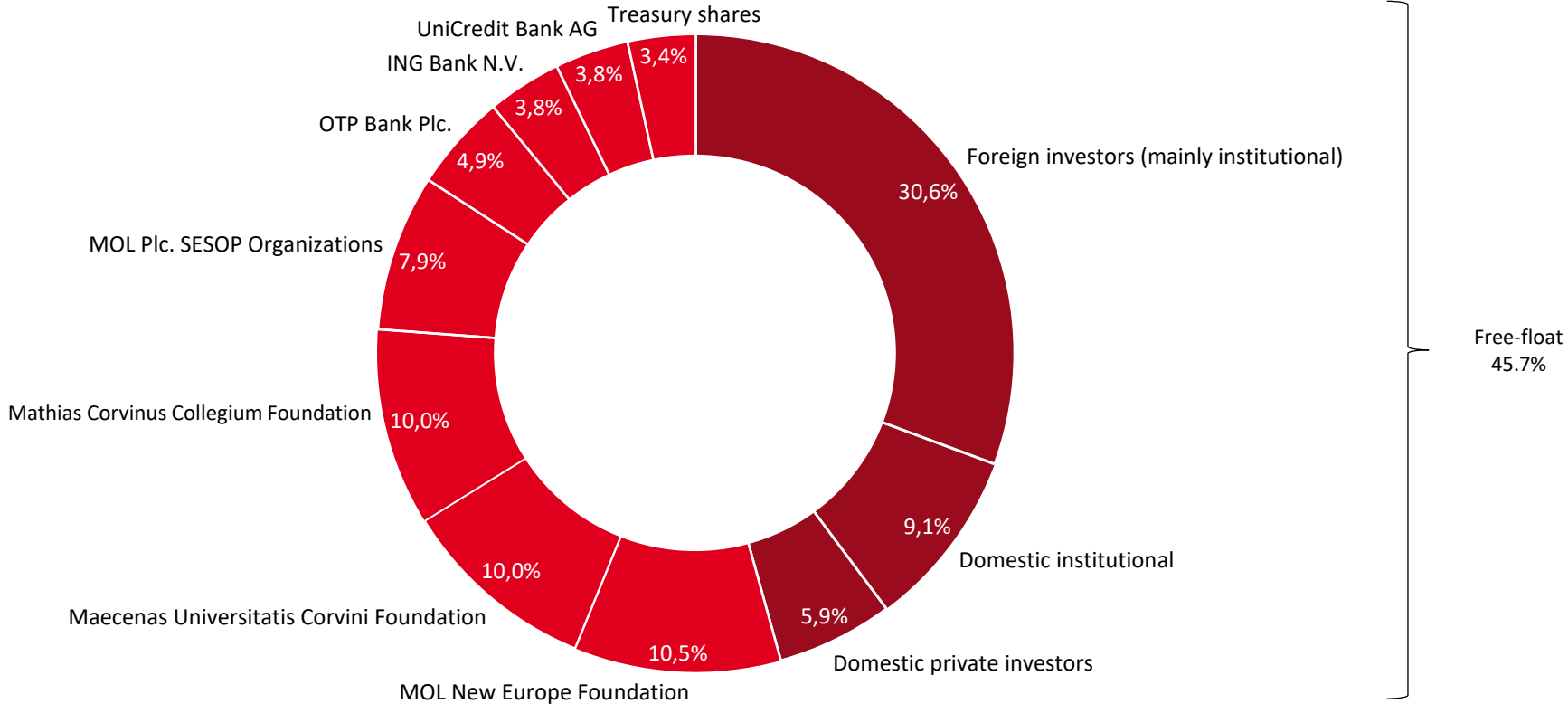


(1) 2009 Agreements refers to FASHA (First Amendment to the Shareholders Agreement), GMA (Gas Master Agreement) and FAGMA (First Amendment to the Gas Master Agreement)

(2) The Government of Croatia



# SHAREHOLDER STRUCTURE<sup>1</sup>

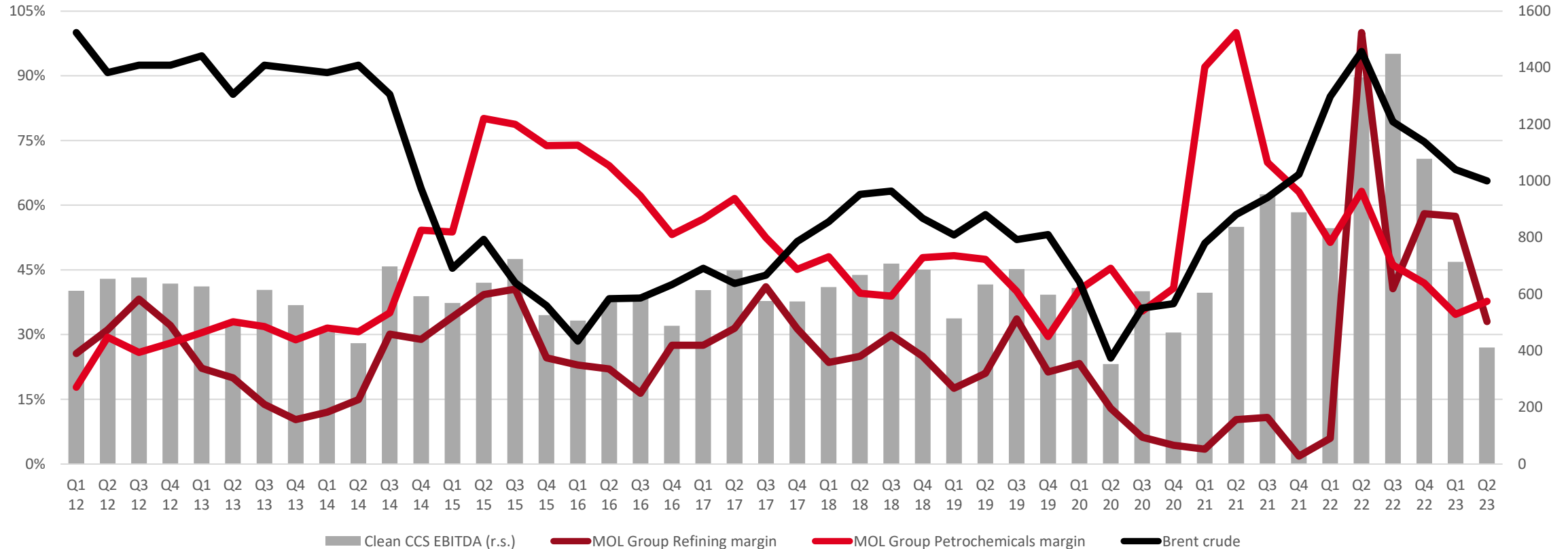


(1) Shareholder structure, based on the share register as of 30 June 2023, and the shareholders notifications about changes in voting rights

# FAVOURABLE MACRO CONDITIONS IN PLACE IN 2022

BUT ADVERSE REGULATORY IMPACTS ARE NOT CAPTURED BY THE MACRO DRIVERS

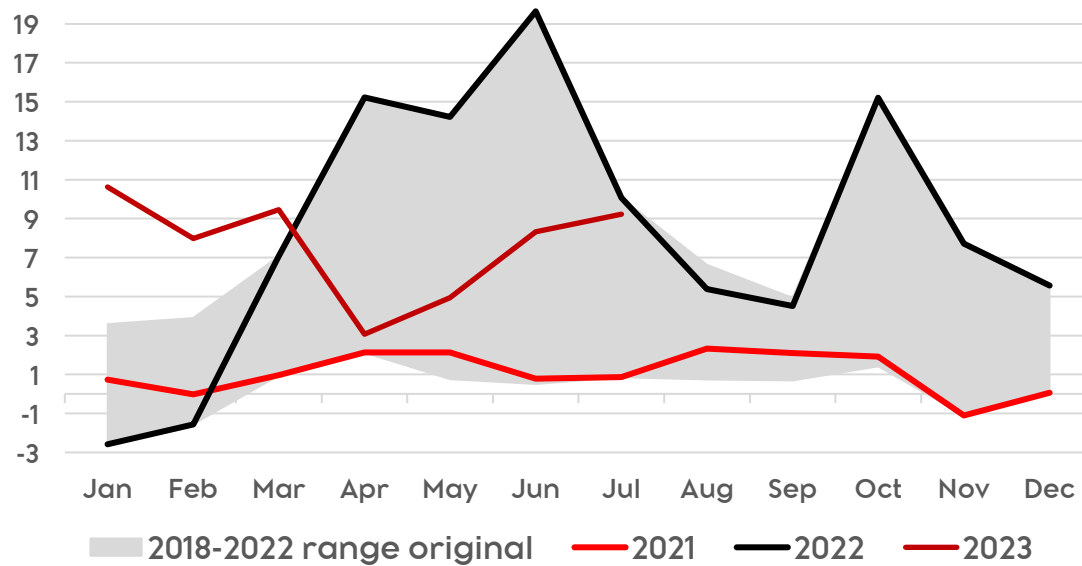
## EXTERNAL ENVIRONMENT\* VS MOL CLEAN CCS EBITDA (USD MN)



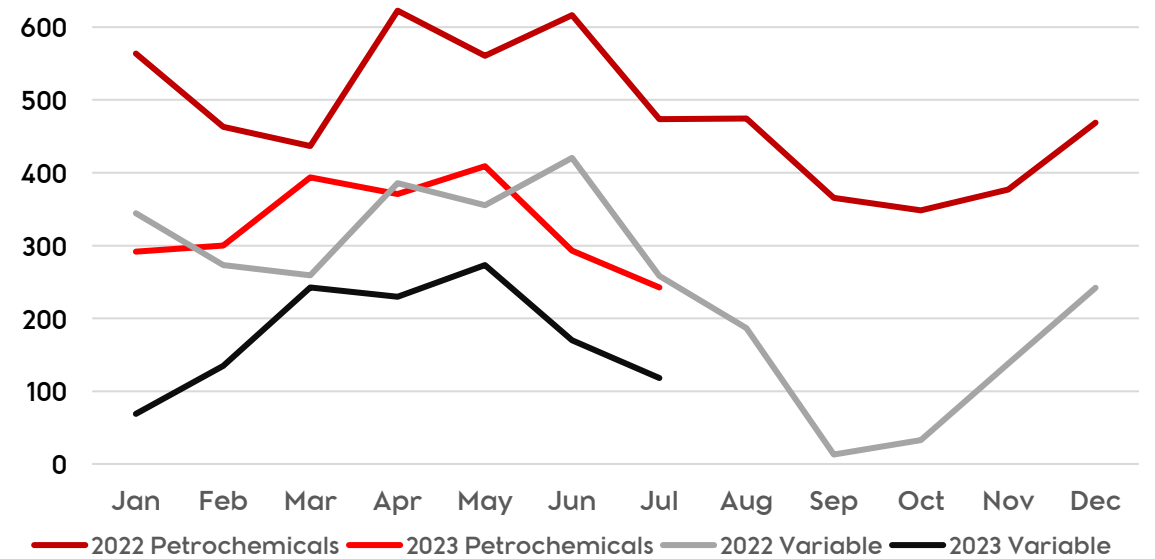
\* The quarterly % values of the Refinery Margin, Petchem Margin and Brent price are measured against their respective maximum values (100%) in the period of Q1 2012 – Q2 2023  
 100% equals to the following values:  
 Brent-based Refining Margin: 16.4 USD/bbl; MOL Group Petrochemicals margin: 949.1 EUR/t; Brent crude: 119 USD/bbl  
 Represented for continuing operations, i.e. excluding UK

# MOL GROUP REFINERY AND PETCHEM MARGINS

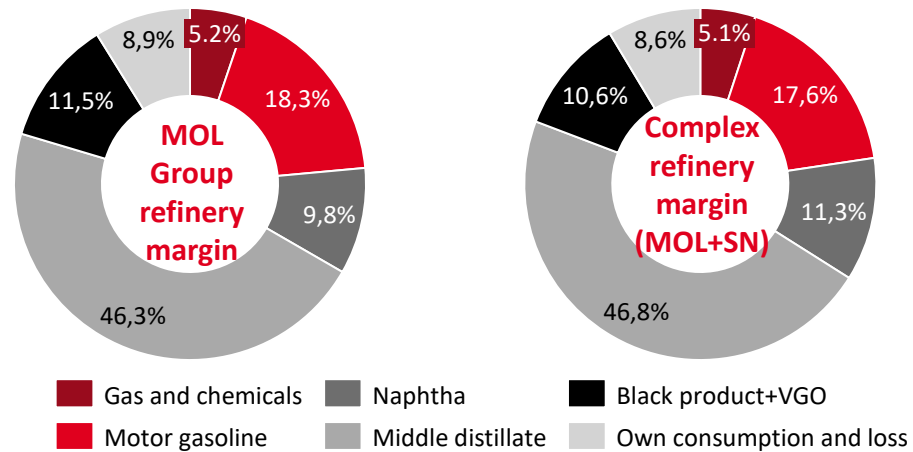
BRENT-BASED MOL GROUP REFINERY MARGIN<sup>(1)</sup> (USD/bbl)



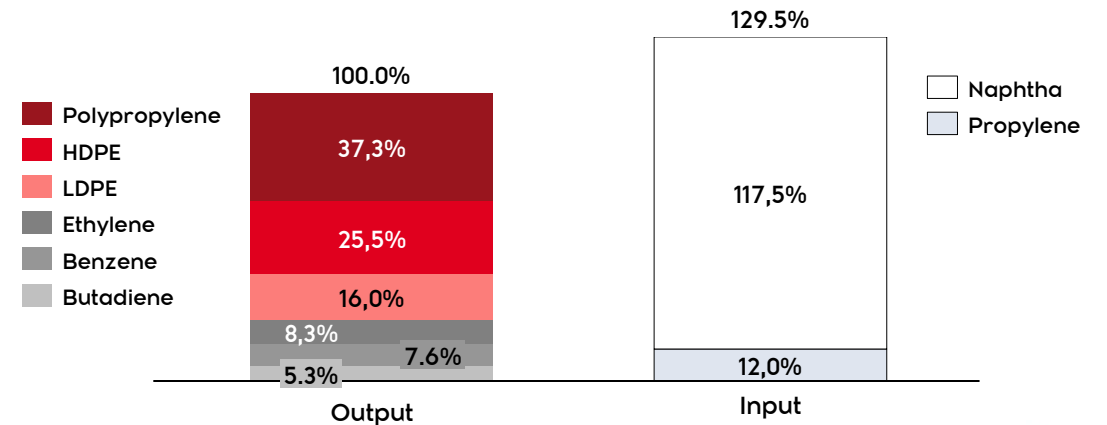
PETROCHEMICALS MARGIN (EUR/t)<sup>(2)(3)</sup>



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

# EBITDA SENSITIVITIES VS 10 YEAR MACRO HISTORY

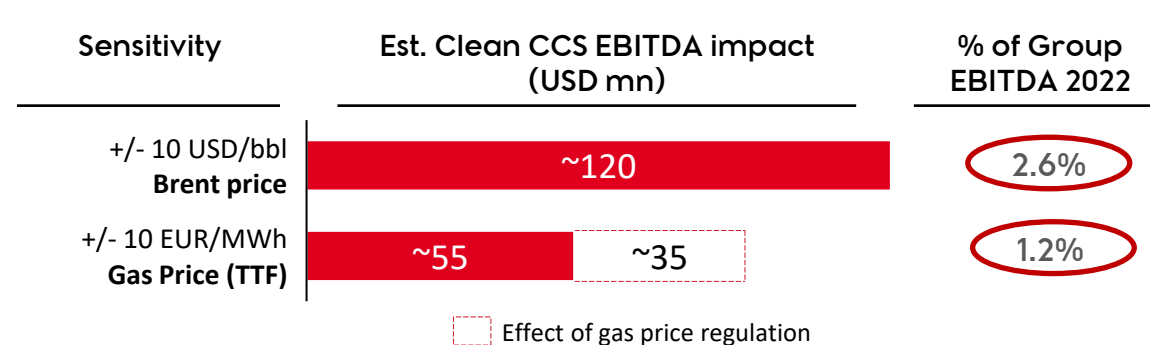
## MACRO CONDITIONS

	2020	2021	2022	10Y AVG
Brent crude (USD/bbl)	42	71	101	71
Natgas price (TTF 1M, EUR/MWh)	10	46	131	34
MOL Group refinery margin (Brent based, USD/bbl)	1.9	1.3	9.0	4.1
MOL Group petchem margin (EUR/t)	384	720	481	465
ETS carbon price (EUR/t)	25	53	81	23

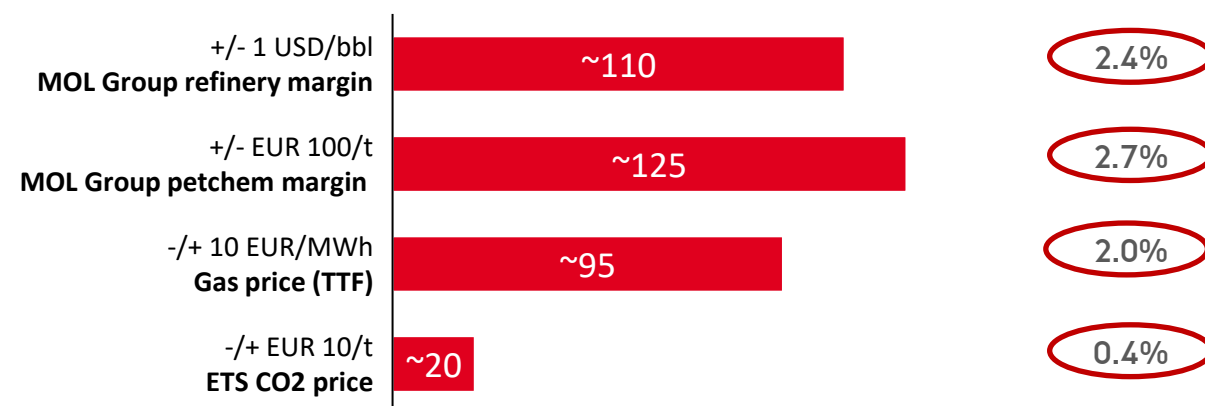
Notes:

- Sensitivity calculated for 2022; 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



# TOP MANAGEMENT INCENTIVE SCHEMES

FOR EXECUTIVE MEMBERS, AROUND 2/3 OF TOTAL REMUNERATION IS VARIABLE AND PERFORMANCE DRIVEN

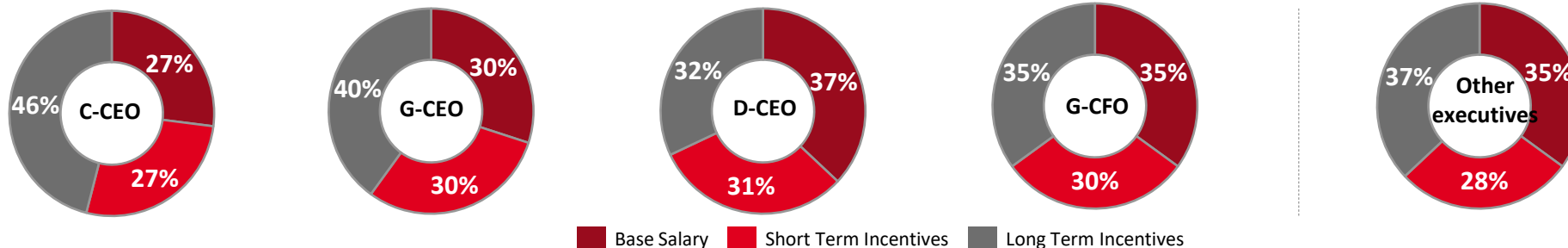
## SHORT-TERM INCENTIVES

- ▶ Bonus opportunity between 0.70x and 1x of annual base salary, depending on the level
- ▶ 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 as a number one Group priority, TRIR, other MOL Group 2030 strategy and people related targets
- ▶ 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

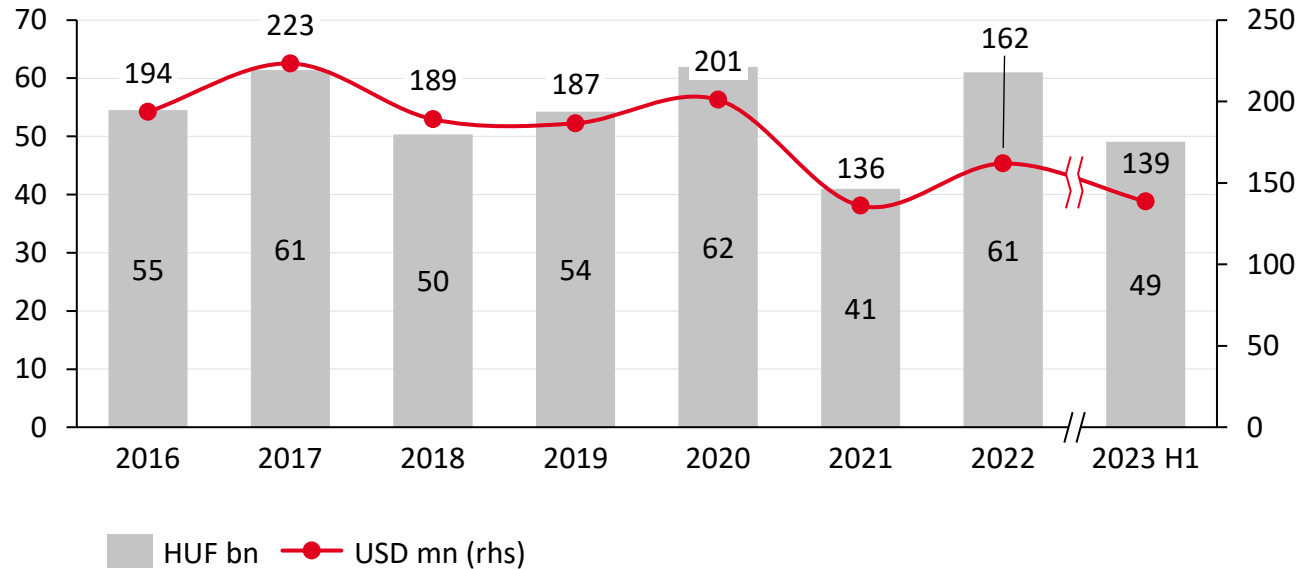
- ▶ As of 1 January, 2021 a new, simple long-term incentive program, the Restricted Share Plan was launched replacing the former Absolute share value based and Relative market index-based plans
- ▶ It's a 3-year long plan, payment is in the 4th year, starts each year
- ▶ Base entitlement is defined MOL 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 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
- ▶ Transit to Bosnia-Herzegovina
- ▶ Interconnectors to Croatia, Romania, Slovakia, Ukraine, Serbia and Austria

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MORE INFO AT [www.molgroup.info](http://www.molgroup.info)

CONTACT:

Phone: +36 1 464 1395

E-mail: [investorrelations@mol.hu](mailto:investorrelations@mol.hu)