MOLGROUP 2030

ENTER TOMORROW

MOL GROUP

INVESTOR PRESENTATION

November 2020

MOL GROUP IN BRIEF

INTEGRATED CENTRAL EUROPEAN MID-CAP OIL & GAS COMPANY

CORE ACTIVITIES

- UPSTREAM: Exploration, Production
- DOWNSTREAM: Petrochemicals, Refining
- CONSUMER SERVICES: Retail, Mobility
- GAS MIDSTREAM

CLEAN CCS EBITDA BY SEGMENTS IN 2019 (USD MN)

UPSTREAM	DOWNSTREAM	CONSUMER	GAS
1,052	866	471	187

KEY FIGURES

CAPITAL MARKETS

- Market cap. USD 4.4bn
- Free float 46%
- DJSI Constituent
- INVESTMENT GRADE Credit rating
- USD 5.7 mn Liquidity (last 6M avg.)

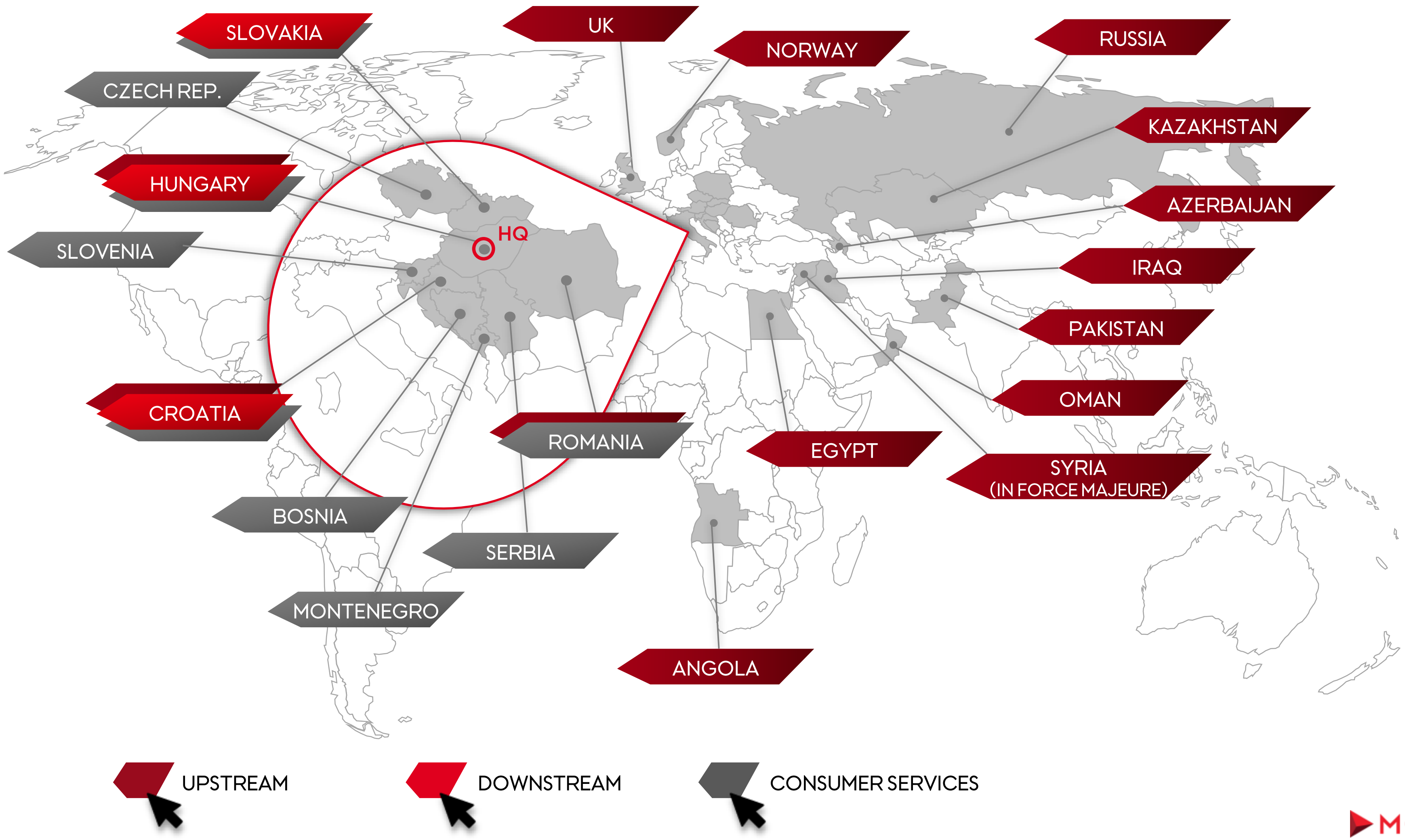
BUSINESS / ASSETS

- Countries 33
- 25,000 Employees
- 111 Production (mboepd)
- Reserves (Mmboe) 270
- 379 Refinery capacity (mbpd)
- Steam cracker[1] capacity (ktpa) 890
- ~1,900 Service stations
- Retail transactions per day 1,000,000

(1) Ethylene

MOL GROUP GEOGRAPHY

CEE-BASED INTEGRATED OPERATIONS AND INTERNATIONAL UPSTREAM



AGENDA

MOLGROUP 2030 ENTER TOMORROW

THE MOL GROUP EQUITY STORY

DELIVERING TODAY, READY TO DELIVER TOMORROW

- **Efficiency & Safety**: systematic focus on efficiency and safety in each business
- **Resilient**: high-quality, low-cost asset base, breaking even at the bottom of the cycle
- **Integrated**: deeply integrated business model provides remarkable cash flow stability
- **Sustainable**: transforming to low carbon world with sector-leading ESG ratings
- **MOL 2030:** transforming MOL for „beyond the fuel age"

- **Downstream**: cash engine to drive „fuel to chemicals" transformation
- **Consumer Services**: becoming a true consumer goods retailer and leading the revolution of transportation in CEE
- **E&P**: highly value accretive barrels fund inorganic reserve replacement
- **Gas Midstream**: stable, non-cyclical cash flows
- **Financials:** robust financial framework supports strategic transformation

DOWNSTREAM: CASH ENGINE TO DRIVE „FUEL TO CHEMICALS" TRANSFORMATION AND GROWTH

DELIVERING TODAY

- High-quality, low-cost asset base
- Market leading position in Central Europe with long-standing customer relations
- Strong captive markets and a deeply integrated refining-chemicals-distribution value chain
- Proven efficiency track record: almost USD 1bn EBITDA uplift since 2011
- Outstanding margin capture, capable of delivering double-digit unit EBITDA (USD/bbl)

READY TO DELIVER TOMORROW

- Enhancing flexibility in refining and substantially reducing motor fuel yield by 2030 mostly through increasing feedstock transfer to chemicals
- Investing USD 4.5bn by 2030 to grow in chemicals by moving deeper along the value chain
- Sustainability: aiming to become a recycling leader in CEE, investing in decarbonization and energy efficiency
- DS2022: delivering net efficiency gains and a visible EBITDA contribution from the transformational projects

CONSUMER SERVICES: BECOMING A TRUE CONSUMER GOODS RETAILER AND LEADING THE REVOLUTION OF TRANSPORTATION IN CEE

DELIVERING TODAY

- Leading CEE fuel retailer with ~1,900 sites, market leader in 4 countries
- Exploiting the fuel market potential in CEE
- Increasing Fresh Corner penetration (45%+), rising non-fuel contribution (at ~30%), searching for the „next coffee”

READY TO DELIVER TOMORROW

- USD 600mn+ EBITDA in 2023 from a more diverse portfolio
- Boosting Consumer Goods EBITDA with proficient FMCG capabilities
- Scaling up mobility services with car sharing, fleet management and public transport
- Digitalizing customer interactions and operations

E&P: HIGHLY VALUE ACCRETIVE BARRELS FUND INORGANIC RESERVE REPLACEMENT

DELIVERING TODAY

- Production to average at 115-120 mboepd in 2020, including the contribution from ACG from 16 April
- Strong cost discipline with an E&P cost base fit for the bottom of the cycle
- New measures adjusted capex and opex to bring down portfolio-level cash breakeven to around USD 25/boe
- Proven capabilities to operate mature, onshore assets in a cost-efficient way

READY TO DELIVER TOMORROW

- MOL 2030: transforming to a sustainable international Upstream portfolio

GAS MIDSTREAM: STABLE, NON-CYCLICAL CASH FLOW

DELIVERING TODAY

- Regulated domestic transmission business
- Profitable international transit business spanning 6 regional countries
- Recent years saw significant pipeline and trade infrastructure developments as well as efficiency improvements

READY TO DELIVER TOMORROW

- European gas market trends (increasing liquidity and interconnectedness) to bring opportunities and upside

ROBUST FINANCIAL FRAMEWORK SUPPORTS STRATEGIC TRANSFORMATION

DELIVERING TODAY

- Q3 2020: EBITDA strongly rebounded from the Q2 lows , all segments generated positive simplified FCF despite the pandemic and economic crisis
- FY 2020 EBITDA likely to be around USD 1.9bn, at the higher end of the new guidance range
- Strong commitment remains to continue with the 2030 strategic projects, including the USD 3bn+ investments earmarked for downstream transformational projects in 2019-23
- Robust balance sheet a priority; credit metrics to be commensurate with investment grade credit rating
- Steadily growing cash base dividend per share in 2014-2019, complemented by special dividends from macro upside in 2018-2019; in 2020 a share buyback was launched instead of a dividend payment

READY TO DELIVER TOMORROW

- MOL 2030 financial framework: existing assets shall generate sufficient free cash flow to fund strategic Downstream capex, Upstream reserve replacement and rising dividends
- MOL 2030 works with or without INA; good asset fit, but with declining importance

SUSTAINABLE: TRANSFORMING TO LOW CARBON WORLD WITH SECTOR-LEADING ESG RATINGS

DELIVERING TODAY

- Sustainable Development Committee integral part of the Board of Directors
- Minimize environmental footprint in line with climate change policy
- Only Emerging European corporation member of the Dow Jones Sustainability Index
- Sector-leading sustainability scores across leading ESG research/rating providers

TRANSFORMING FOR TOMORROW

- MOL 2030: transforming MOL to adapt to circular economy and a low carbon world
- MOL total carbon footprint to decline driven by fuel to chemicals transformation
- New integrated sustainability and climate strategy to address decarbonization

MEMBER OF:

RATED BY:

MOL 2030: TRANSFORMATION ON TRACK

TO A LOW-CARBON, „BEYOND THE FUEL" AGE

MOLGROUP 2030 ENTER TOMORROW

TODAY		TOMORROW
FROM FUELS	▶ Significantly reducing motor fuel yield ▶ Becoming the leading CEE chemicals company	TO CHEMICALS
FROM FUEL RETAILING	▶ Becoming a true consumer goods retailer ▶ Leading the revolution of transport in CEE	TO CONSUMER GOODS/MOBILITY
FROM CEE	▶ Maximizing cash generation of existing barrels ▶ Seeking for international reserve replacement	TO INTERNATIONAL UPSTREAM
FROM BACK OFFICE	▶ Digital transformation ▶ Making functional areas real strategy enablers	TO DIGITAL ORGANIZATION

MOL 2030: TRACKING PROGRESS IN 2017-19 – WE ARE DELIVERING

	INTERIM TARGETS	2017-2019 STATUS
DOWNSTREAM	EFFICIENCY	DS2022 EFFICIENCY DELIVERED USD 110MN IN 2018, ADDED USD 40MN IN 2019
	ENTER NEW CHEMICAL PRODUCT LINE(S)	POLYOL PROJECT ON SCHEDULE, ON BUDGET, REACHED 70% COMPLETION, CONSTRUCTION STARTED & MARKETING TEAM SET UP
CONSUMERS	EBITDA 2023: USD 600MN+	EBITDA: USD 471MN IN 2019 2023 TARGET UPGRADED TO USD 600MN
	RISING NON-FUEL CONTRIBUTION	29.8% SHARE IN Q4 2019 (OF TOTAL MARGIN); 30% TARGET REACHED MUCH EARLIER THAN EXPECTED
E&P	STABLE PRODUCTION, STRONG FCF IN 2017-19	2017-2019 PRODUCTION: 107-112 MBOEPD, 2017-2019 SIMPLIFIED FCF: USD 14-25/BOE
	START INORGANIC RESERVE REPLACEMENT	ACG/BTC ACQUISITION
FINANCIALS	USD 2.0-2.2BN EBITDA; USD 1.0-1.1BN SIMPLIFIED FCF (AVG.P.A.)	2017-2019: EBITDA USD 2.4-2.7BN, SIMPLIFIED FCF: USD 1.4BN IN 2017-18; USD 0.36 IN 2019
	RISING DIVIDEND PER SHARE	10% CAGR IN BASE DPS IN 2017-19 50% TOP-UP AS SPECIAL DIVIDEND IN BOTH 2018 AND 2019
SUSTAINABILITY	TOP 15% O&G INDUSTRY	DJSI INCLUSION IN EACH YEAR (TOP 10% IN 2019)

DOWNSTREAM

INTEGRATED DOWNSTREAM MODEL IN CEE

11 COUNTRIES

PRODUCTION UNITS

5

SALES OF **19 mtpa**
REFINED PRODUCTS

AND **1.11 mtpa**
PETROCHEMICALS

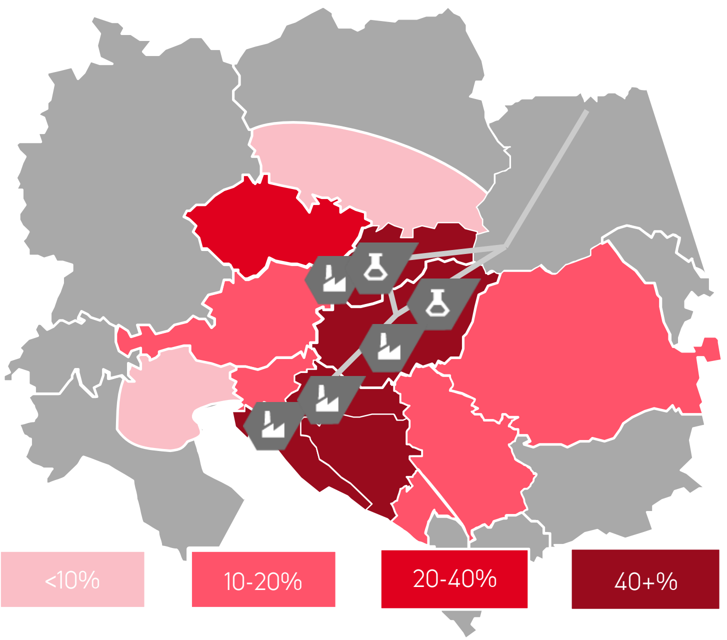
EMPLOYEES

9,400

HIGH QUALITY, HIGH COMPLEXITY CORE REFINING ASSETS

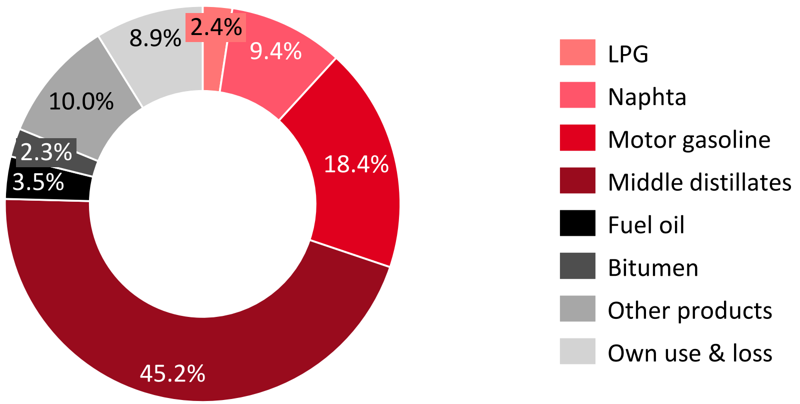
MARKET LEADING POSITION WITH STRONG CUSTOMER RELATIONS IN CEE

MARKET SHARE (%)[1]

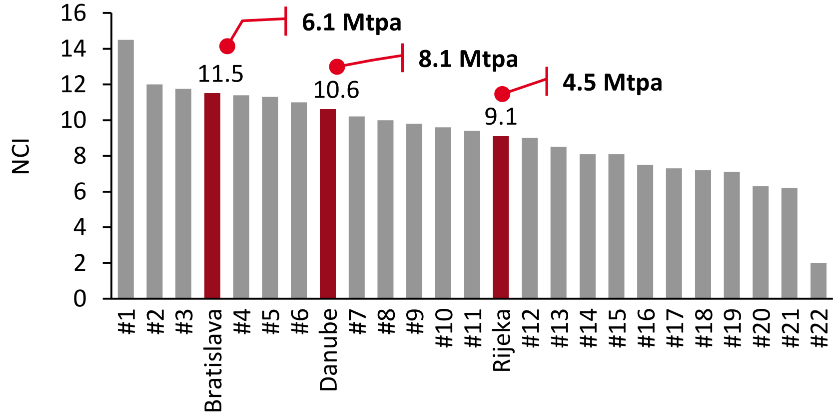


- Deeply integrated portfolio of downstream assets
- Complex and flexible core refineries
- Very strong land-locked market presence
- Retail network fully within refinery supply radius
- Enhanced access to alternative crude supply

GROUP REFINERY YIELD, 2019 (%)



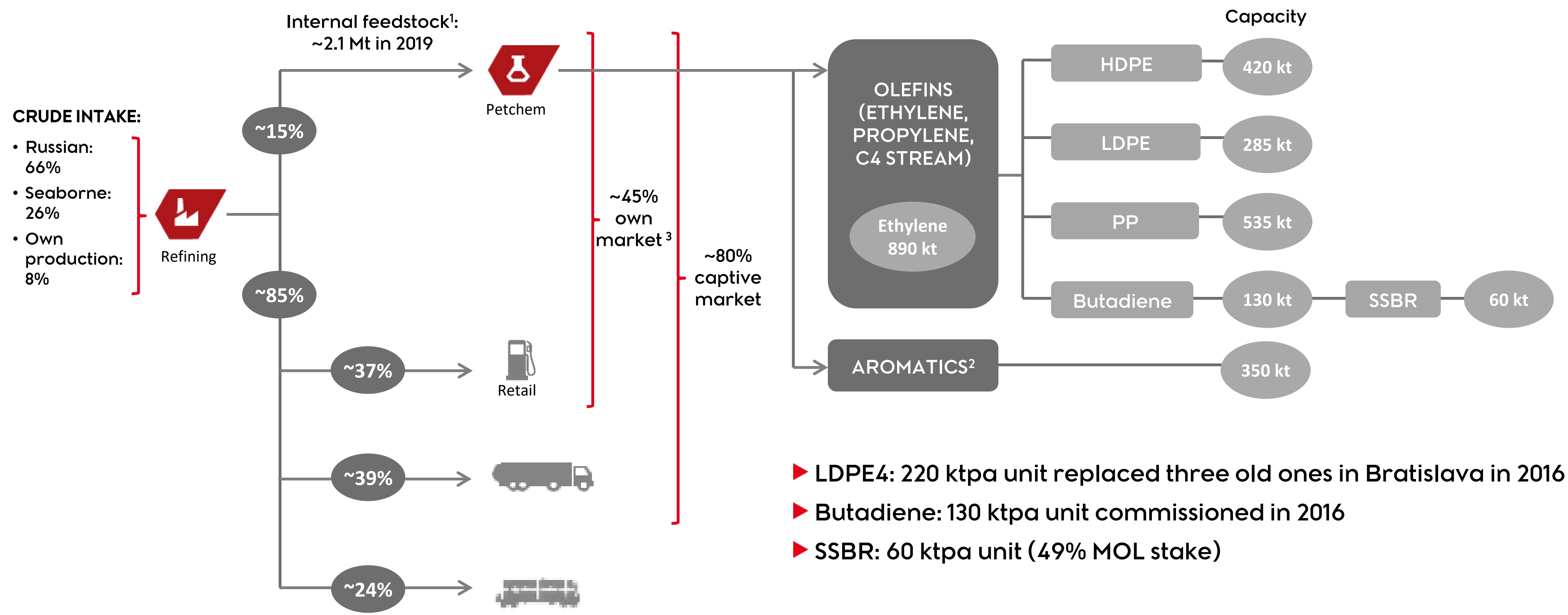
REFINERY NELSON COMPLEXITY OF PEERS[2]



(1) Estimate for 2019 FY; (2) peer group includes OMV, PKN, Lotos, Neste, Tupras, Galp, Motor Oil, Hellenic Petroleum, NIS – source: company data

DEEP DOWNSTREAM INTEGRATION

DOWNSTREAM INTEGRATION



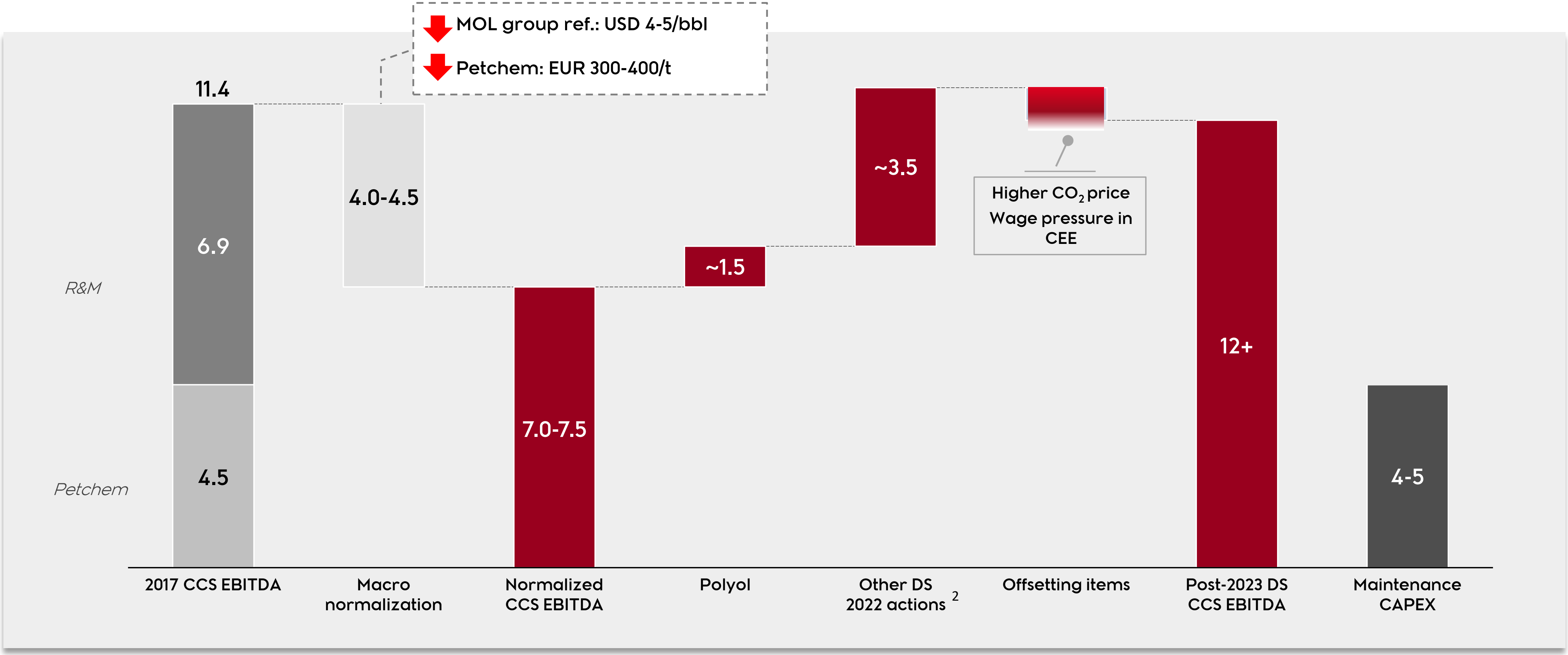
- LDPE4: 220 ktpa unit replaced three old ones in Bratislava in 2016
- Butadiene: 130 ktpa unit commissioned in 2016
- SSBR: 60 ktpa unit (49% MOL stake)

(1) Considering steam cracker feedstock (naphtha & LPG) from Danube & Bratislava refineries only
(2) Considering 2019 production
(3) Own market is calculated as sales to own petchem and own retail over own production

IMPROVING MARGIN CAPTURE BY 2023

DS 2022 PROGRAM TARGETS OFFSETTING POTENTIAL MACRO NORMALIZATION

DS EBITDA PROFITABILITY EVOLUTION (2017-23, USD/BBL)[1]



(1) Based on processed volumes w/o INA R&M (excl. raw water and reprocessed gasoil)
(2) DS 2022 program and additional benefits of 2023, excl. Rijeka DC

PROVEN EFFICIENCY TRACK RECORD

GRADUALLY INCREASING FOCUS ON GROWTH AND TRANSFORMATION

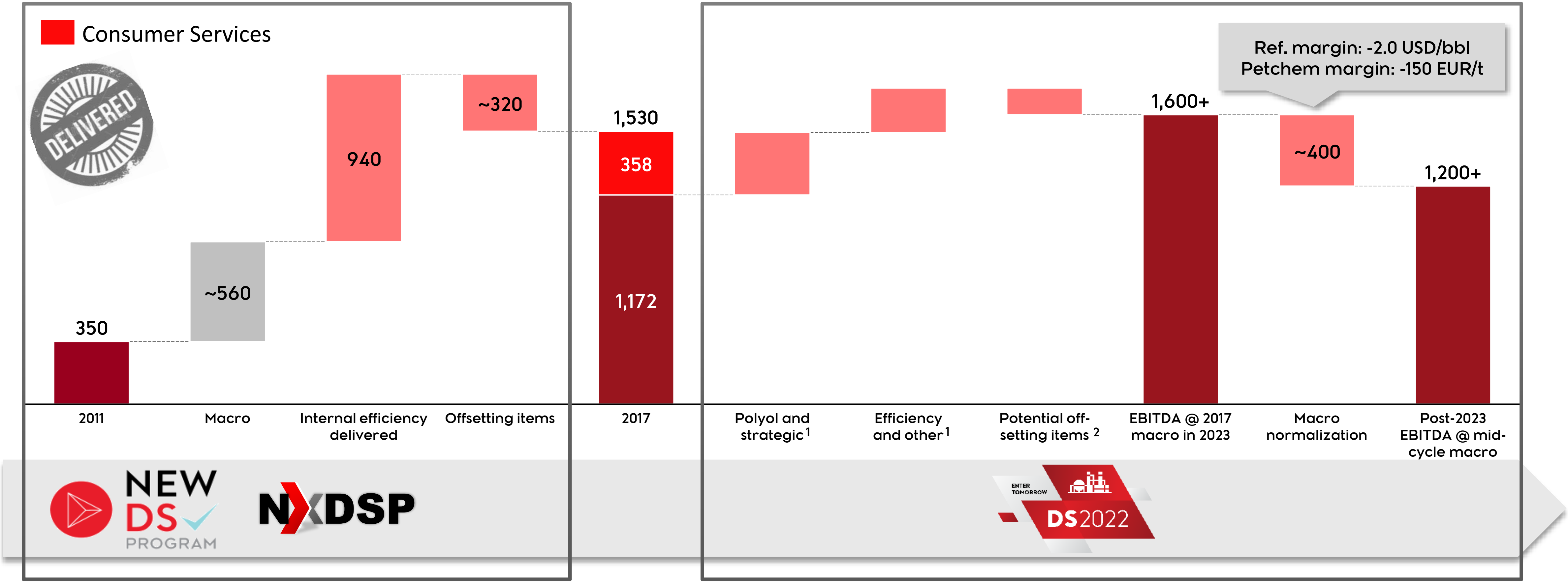
	PROGRAM SCOPE				FINANCIALS		
NEW DS PROGRAM	3 years program	200+ Actions	0 Enabler[1] actions	0 Operational[2] actions	0 Large projects[3]	500 USD mn EBITDA[4]	150 USD mn CAPEX
NXDSP	3 years program	300+ Actions	0 Enabler[1] actions	0 Operational[2] actions	8 Large projects[3]	500 USD mn EBITDA[4]	1,200 USD mn CAPEX
ENTER TOMORROW DS2022	6 years program	~450 Actions	190 Enabler[1] actions	140 Operational[2] actions	10+ Large projects[3]	600 USD mn EBITDA	3,200 USD mn CAPEX

(1) Soft actions or very early stage ideas with progress tracking
(2) Actions with measured hard operational KPIs , but non-quantified financial impact
(3) USD ›10 mn CAPEX
(4) Including Retail

DOWNSTREAM TO CONTINUE TO DELIVER NET EFFICIENCY GAIN

AND VISIBLE CONTRIBUTION FROM THE FIRST ROUND OF STRATEGIC, TRANSFORMATIONAL PROJECTS BY 2023

CLEAN CCS EBITDA EVOLUTION (USD MN)



(1) DS 2022 program and additional benefits of 2023
(2) Offsetting items: wage pressure, CO_2, etc.

DOWNSTREAM STRATEGY IS BUILT ON FOUR PILLARS

Drivers

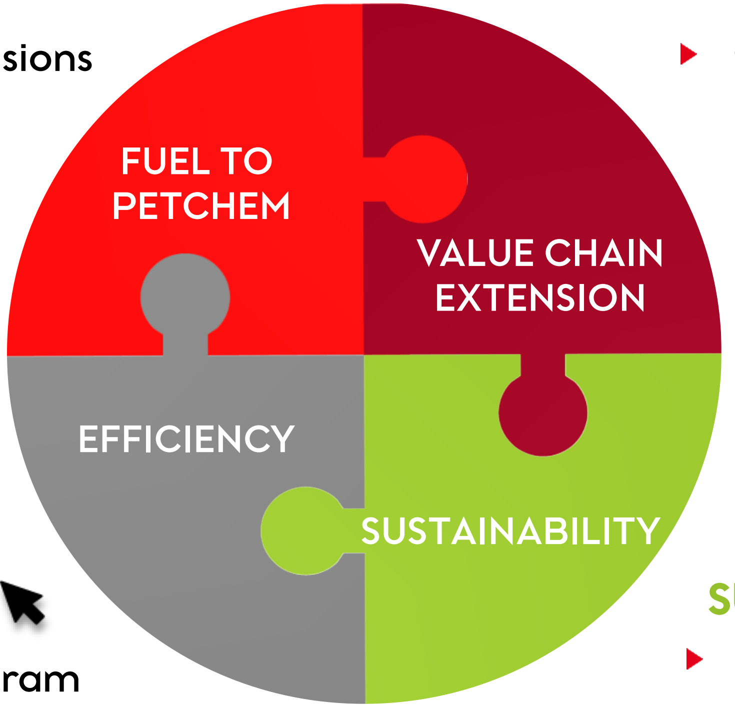
- Decreasing fuel demand
- Increasing competitiveness
- Increasing demand for sustainable plastics solutions in a circular economy

FUEL TO PETCHEM

- Fuel conversion options
- Steam cracker capacity expansions

VALUE CHAIN EXTENSION

- Polyol
- Diversification opportunities
- Compounding



EFFICIENCY

- Energy and residue program
- INA DCU
- DS 2022

SUSTAINABILITY

- Advanced Biofuel
- Recycling
- Rubber Bitumen

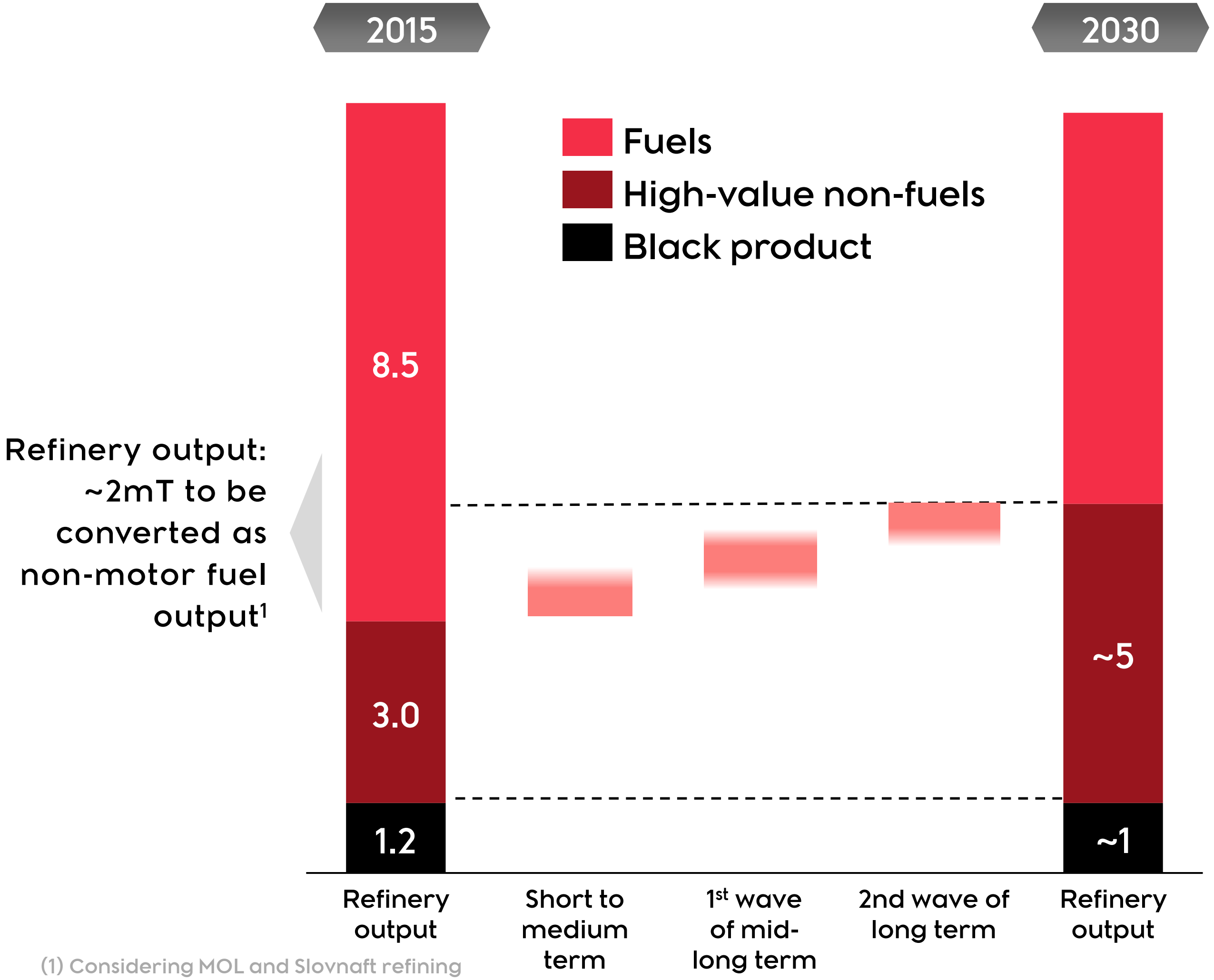
Results

- Resilient investment portfolio compiled into DS 2030 Roadmap

FUEL TO PETCHEM: SIGNIFICANT SHIFT IN YIELDS BY 2030 AND BEYOND

PETCHEM FEEDSTOCK, OTHER HIGH-VALUE PRODUCTS TO INCREASE BY 1-2 MN TONS

GROUP REFINERIES' YIELD (Mt)



(1) Considering MOL and Slovnaft refining

NON-FUEL YIELD INCREASE ROADMAP

Short-to-mid term opportunities, shifting 500-700kt:

- Utilizing existing flexibility to produce more naphtha, feeding the steam crackers
- MPC and SN steam crackers' lifetime extension, efficiency improvement or intensification
- FCC projects allow to increase propylene production at the expense of the gasoline pool
- Lubricants yield to increase due to the new base oil and wax strategy

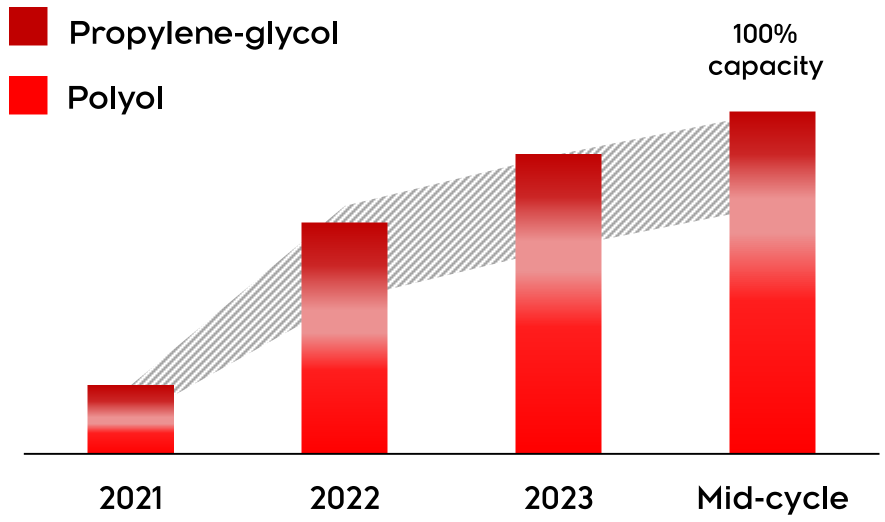
Mid-to-long term opportunities to shift up to 1.5mn tons:

- Multiple technologies assessed how to rebalance refineries towards petchem production
- Investigated opportunities concern both gasoline and diesel pools
- Changes to be implemented in a series of waves due to their size

VALUE CHAIN EXTENSION IN CHEMICALS: POLYOL

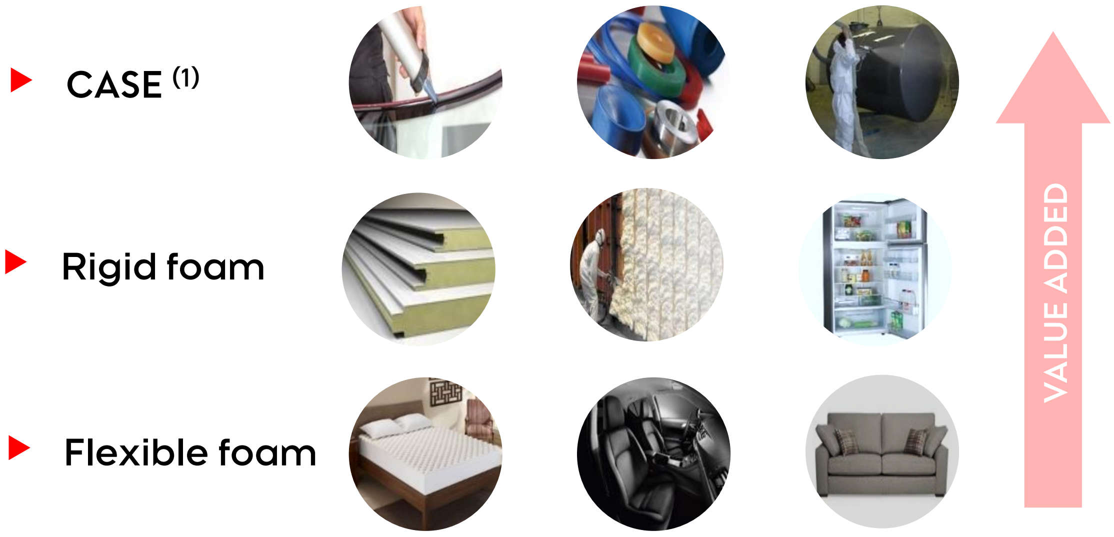
EARLY R&D, MARKETING EFFORTS TO SUPPORT GRADUAL PRODUCTION RAMP-UP

PRODUCTION RAMP-UP OF THE POLYOL PLANT



- USD 1.4bn investment for a 200kt p.a. polyol plant
- Location: Tiszaújváros, Hungary
- Original planned completion of H2 2021 may suffer some delay due to COVID-19
- Mid-cycle EBITDA generation potential: USD 170mn
- Progress: 70% overall project completion as of end of Q3 2020, construction works ongoing

MARKET OPPORUNITIES OF POLYETHER POLYOL



- Internal sales and R&D teams are already set up to formulate marketing strategy
- During the ramp-up period production to be gradually shifting towards polyol
- Ratio of high value-added products to increase with the development of R&D cooperation and commercial channels

(1) Coatings, Adhesives, Sealants, Elastomers

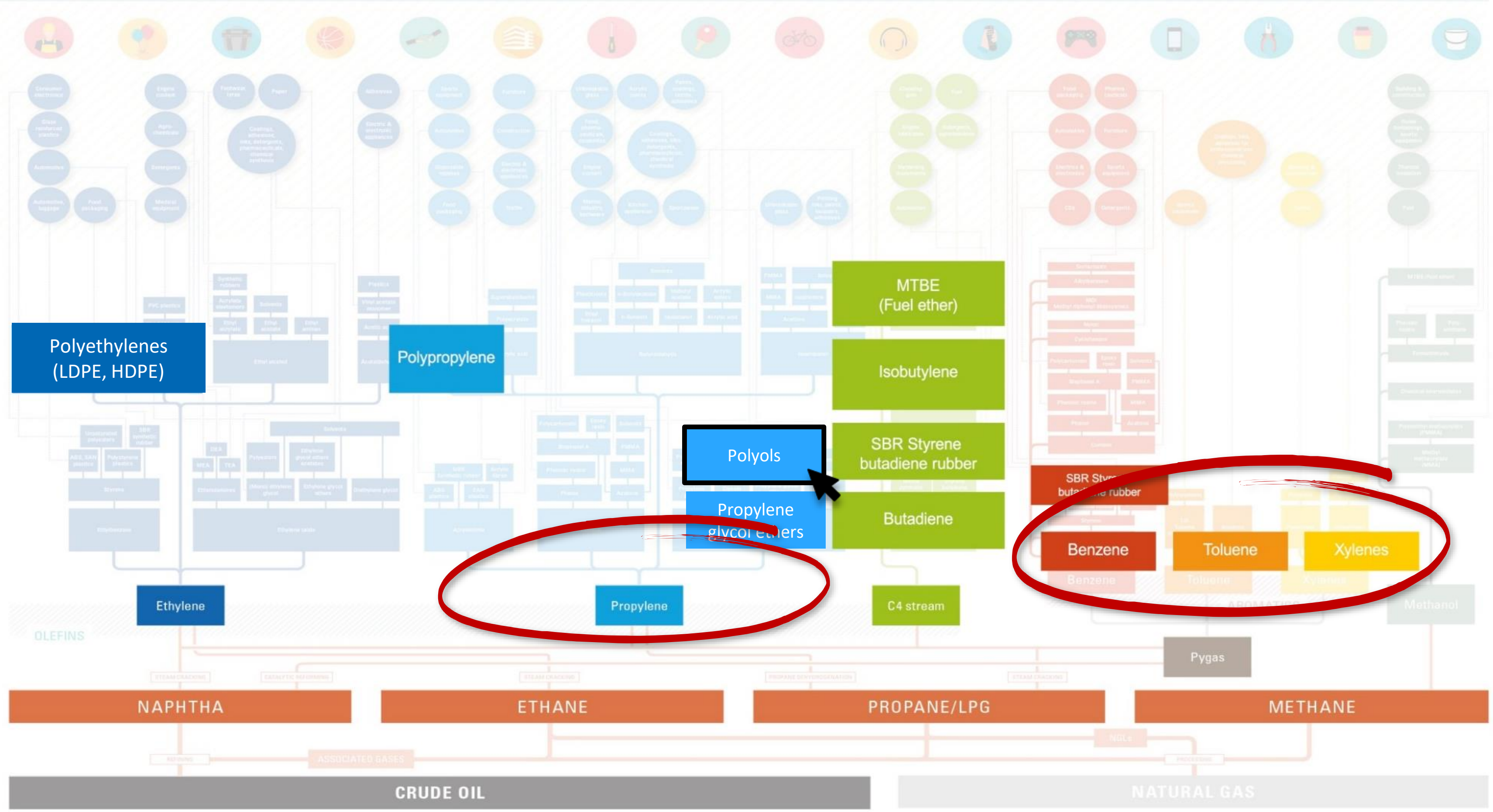
HOW TO PICK THE RIGHT PRODUCT/MARKET?

REPLICATING THE DOWNSTREAM SUCCESS STORY WITH STRONG CEE FOCUS

INVESTMENT LOGIC

- Crude oil (naphtha) based chemistry and feedstock integration
- Attractive end-user markets (Demand)
- Limited regional competition (Supply)
- Advanced technology, high entry barrier
- Leverage on well-established customer relationship in CEE (capture inland premium)

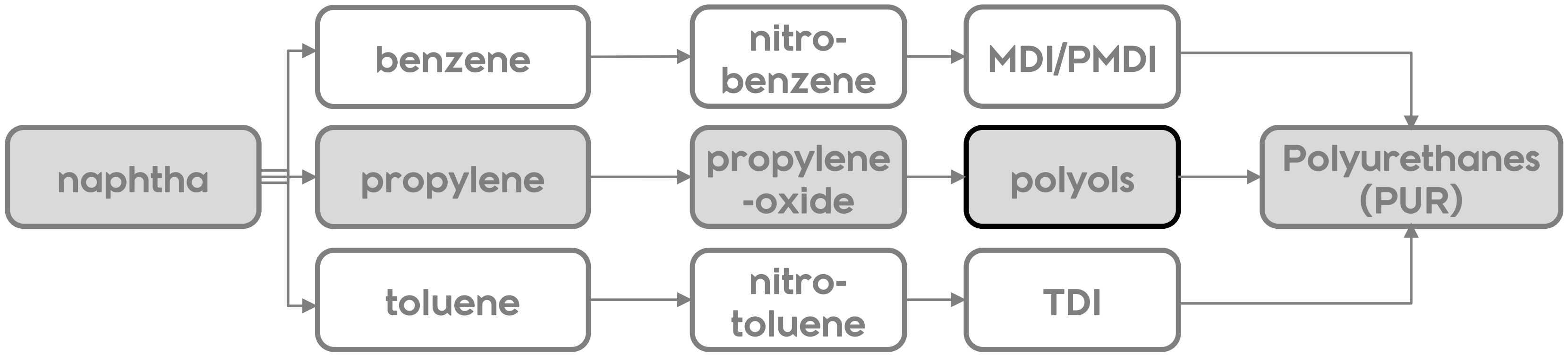
VAST OPPORTUNITIES TO EXPAND ALONG THE PETCHEM VALUE CHAIN



NAPHTHA-BASED PROPYLENE CHEMISTRY

ENTERING THE POLYURETHANES VALUE CHAIN

Petchem feedstock	Basic chemicals	Intermediates / pre-polymers	Polymers



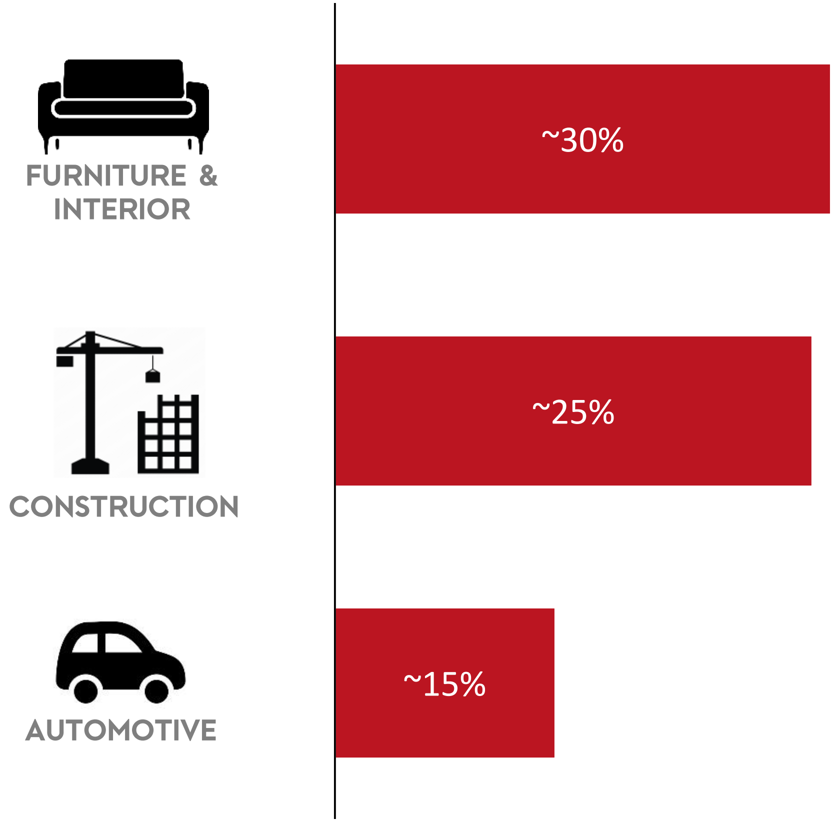
REFINING → OLEFIN PRODUCERS → CHEMICAL COMPANIES → PUR FORMULATORS „SYSTEM HOUSES" (R&D, technical service, some production) → END-USERS

MOL GROUP current coverage	DIVERSIFICATION organic development	SPECIALISATION

ATTRACTIVE END-USER MARKETS

WIDESPREAD APPLICATION OF POLYOL AS PUR COMPONENT DRIVES DEMAND

GLOBAL POLYURETHANE DEMAND BY INDUSTRY (% OF GLOBAL DEMAND



GROWTH DRIVERS

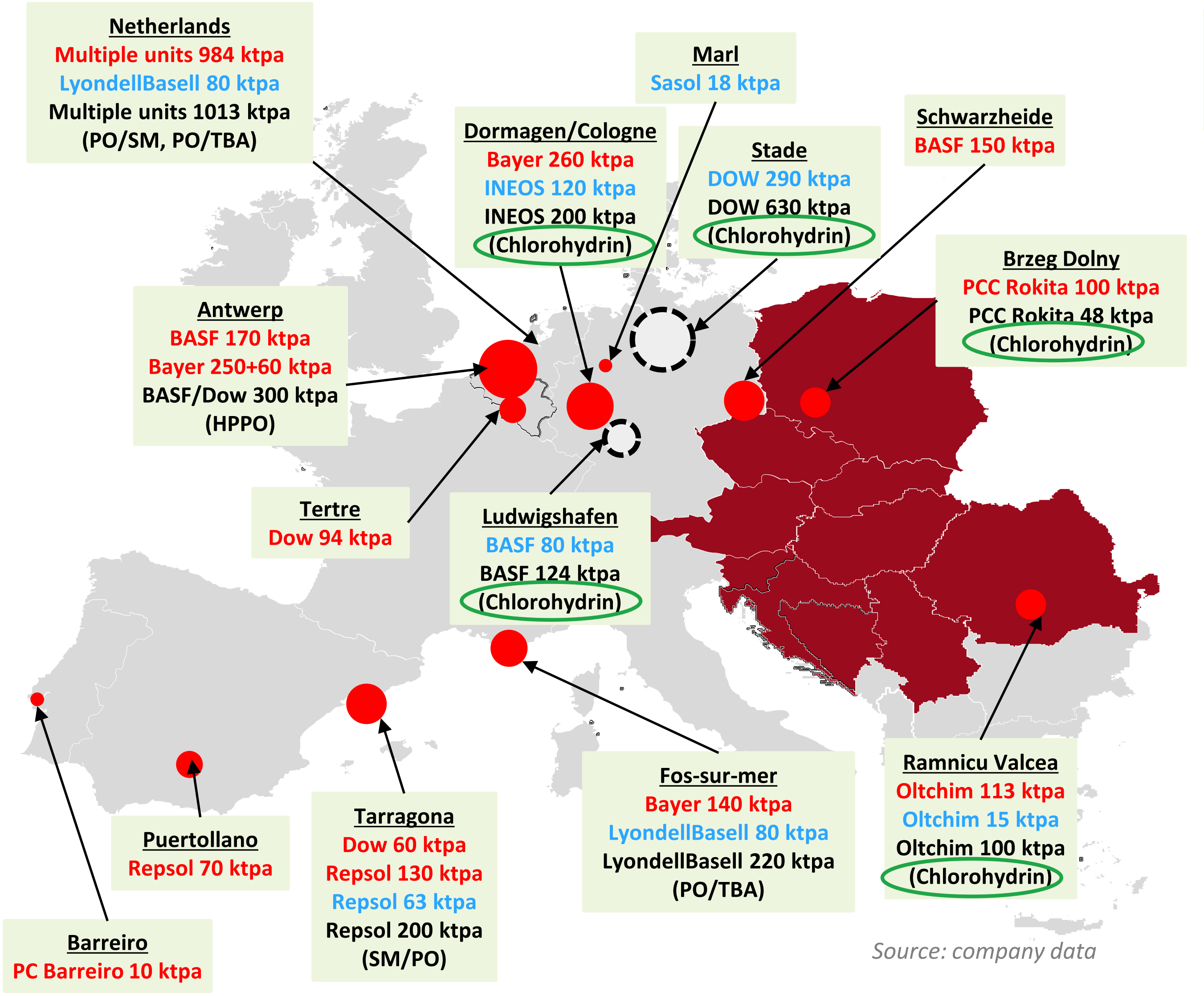
- Improving access to „essentials of life", increasing comfort needs
- Improving life expectancy and population growth

- Improving energy efficiency in construction
- Polyurethanes (PUR) have outstanding insulation characteristics, 50–70% less material required to reach same insulation value

- Lighter weight vehicles to reduce fuel consumption
- PP/PUR represent 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

LIMITED REGIONAL COMPETITION

MOL TO BECOME THE SOLE INTEGRATED REGIONAL POLYOL PRODUCER

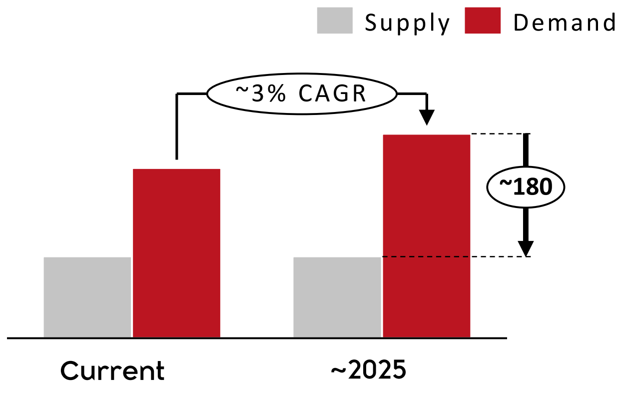


Legend:

LOCATION
POLYOL UNIT
PG UNIT
PO UNIT (TECHNOLOGY)

Bubble size shows the size of the plant

CE POLYOL MARKET



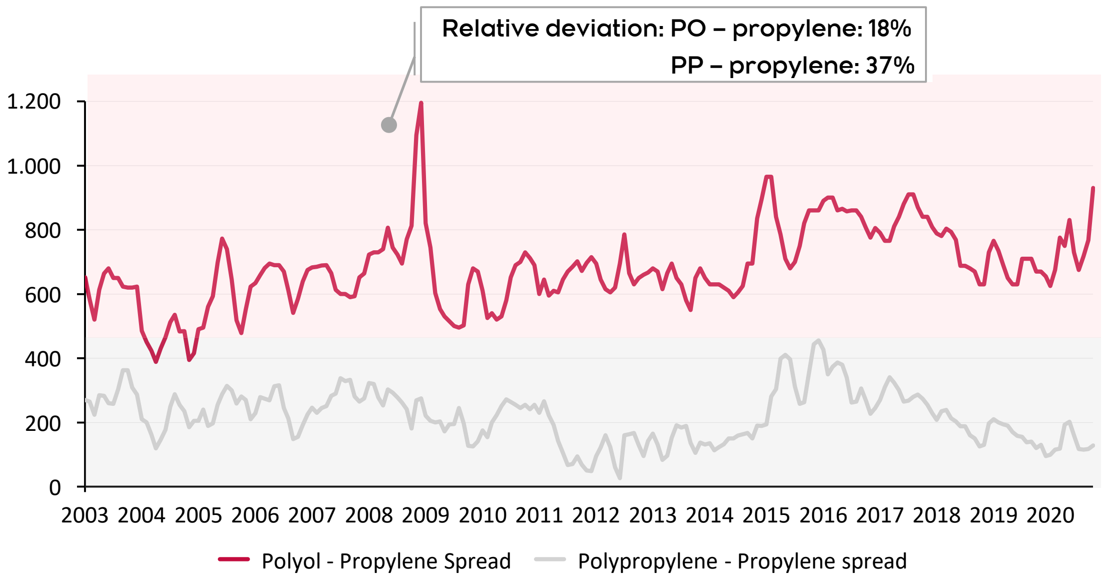
- ~250 kt CE consumption represent ~15% of total European demand
- No ongoing capacity addition project in Europe

Source: company data

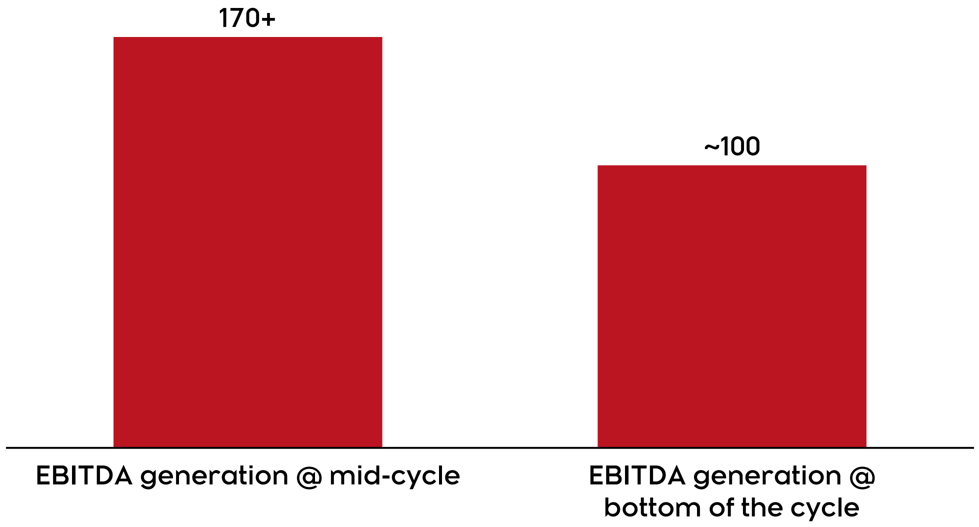
A HIGH MARGIN SEMI-COMMODITY PRODUCT

WITH AN EXPECTED USD 170MN+ MID-CYCLE EBITDA CONTRIBUTION

PROPYLENE VS. POLYOL SPREADS[1] (EUR/T)



POLYOL PLANT EBITDA & SENSITIVITY (USD MN)



- Moving from commodity (polypropylene) to semi-commodity (polyol): a 400-500 EUR/t step-up in average margin capture
- CE producers enjoy 50+ EUR/t transportation cost advantage vs coastal NW-European producers

- Nominal payback : <10 years assuming mid-cycle margin environment
- Propylene glycol production provides optionality in lower than mid-cycle margin environment

(1) Monthly nominal quotations

SUSTAINABILITY: FIRST STEPS TOWARDS DECARBONIZATION

MERAXIS

RECLYING

- Strategic partnership with Meraxis who will supply high-quality post-consumer recycled materials to be blended with MOL virgin polyolefin resin

APK newcycling

SOLVENT RECLYING

- Strategic partnership for solvent-based recycling.
- Cooperation started in 2018.

AURORA Kunststoffe

COMPOUNDING

- Acquisition of German recycled plastic compounder in 2019

RUBBER BITUMEN

- Proprietary technology to recycle used tires since 2013
- ~20kt expansion completed, allowing MOL to recycle c. 10% of used tires in Hungary

SOLAR POWER PLANT

- Utilization of unused own industrial sites for solar power plant installation
- Currently ~20+ MW installed

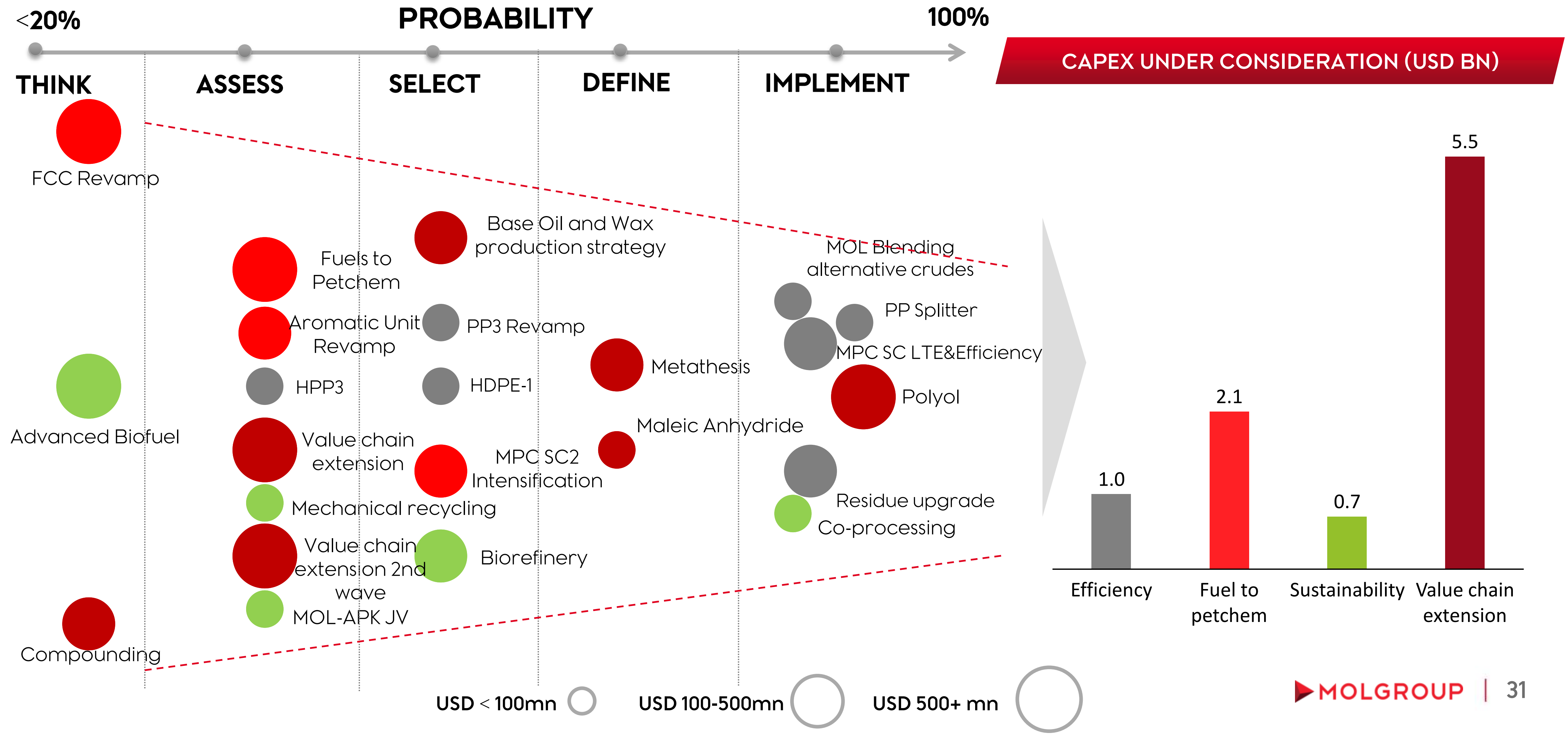
BIOREFINERY

- Investment in second generation biofuels

DECARBONIZATION

- Focus of energy consumption reduction
- Investigate other opportunities in recycling both as product design and technology

DIVERSIFIED PROJECT PIPELINE SUPPORTS TRANSFORMATION BY 2030



TRANSFORMATION PROGRAM OF INA R&M

DELAYED COKER RECEIVED FID IN Q4 2019

Average yearly EBITDA in the last 10 years

USD -90 mn

COMPLEX UPGRADE OF THE RIJEKA REFINERY

TRANSFORM SISAK INTO AN INDUSTRIAL SITE

STRONG REGIONAL MARKET POSITION

FIRST CHOICE OF CUSTOMERS & EMPLOYEES

USD 100+ mn

Average yearly EBITDA after 2023

RIJEKA REFINERY

Continuing the upgrade of the refinery via the installation of a Delayed Coker (DC) unit enabling full conversion and utilization

SISAK REFINERY

Discontinuation of crude processing and development of standalone alternative industrial activities

RIJEKA REFINERY

- Q4 2019: Final investment decision on Residue Upgrade project
- 2020: Propane-propylene splitter on-stream
- 2023: Residue Upgrade unit on-stream

Q4 2019 — 2020 — 2021 — 2022 — 2023

SISAK REFINERY

- Q4 2019: Discontinuation of Crude processing
- 2021 Start-up of Logistics Hub
- 2021 Start-up of Bitumen production unit
- 2021 Start-up of Lubricants production
- 2023+ Potential Bio refinery

CRUDE DIVERSIFICATION CONTINUES

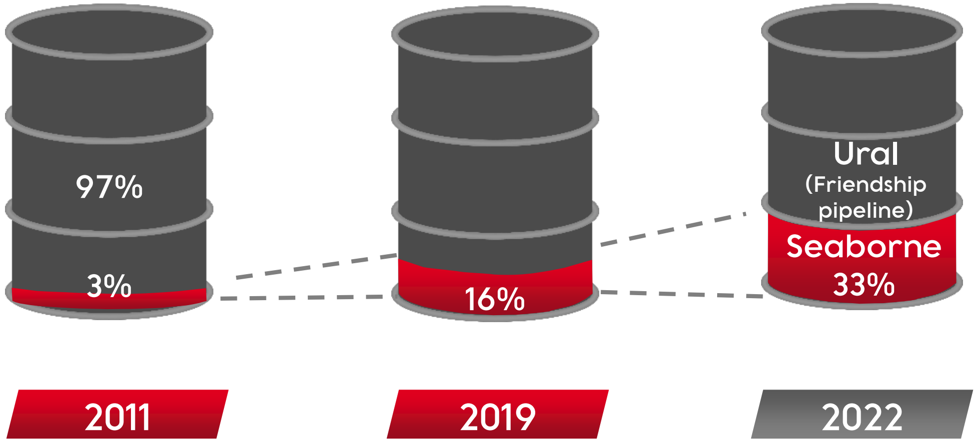
TARGETING 33% SEABORNE SUPPLY BY 2022

ADRIATIC PIPELINE ACCESS ESTABLISHED

Increased pipeline capacity: 6Mtpa = SN

Increased pipeline capacity: 14Mtpa = MOL+SN

CRUDE DIVERSIFICATION[1]



ENHANCING FEEDSTOCK FLEXIBILITY

- Majority of the crude intake to remain Ural, crude basket includes over 50 different types
- Crude blending system (in Hungary) and new crude oil tanks (in Slovakia) are under construction to further enhance supply capability
- Following the successful rehabilitation and expansion of the Friendship 1 pipeline, seaborne crude oil delivery to Slovnaft was launched in 2016

(1) MOL+Slovnaft

CONSUMER SERVICES

A LEADING REGIONAL NETWORK

MARKET LEADING
IN 60% OF THE NETWORK

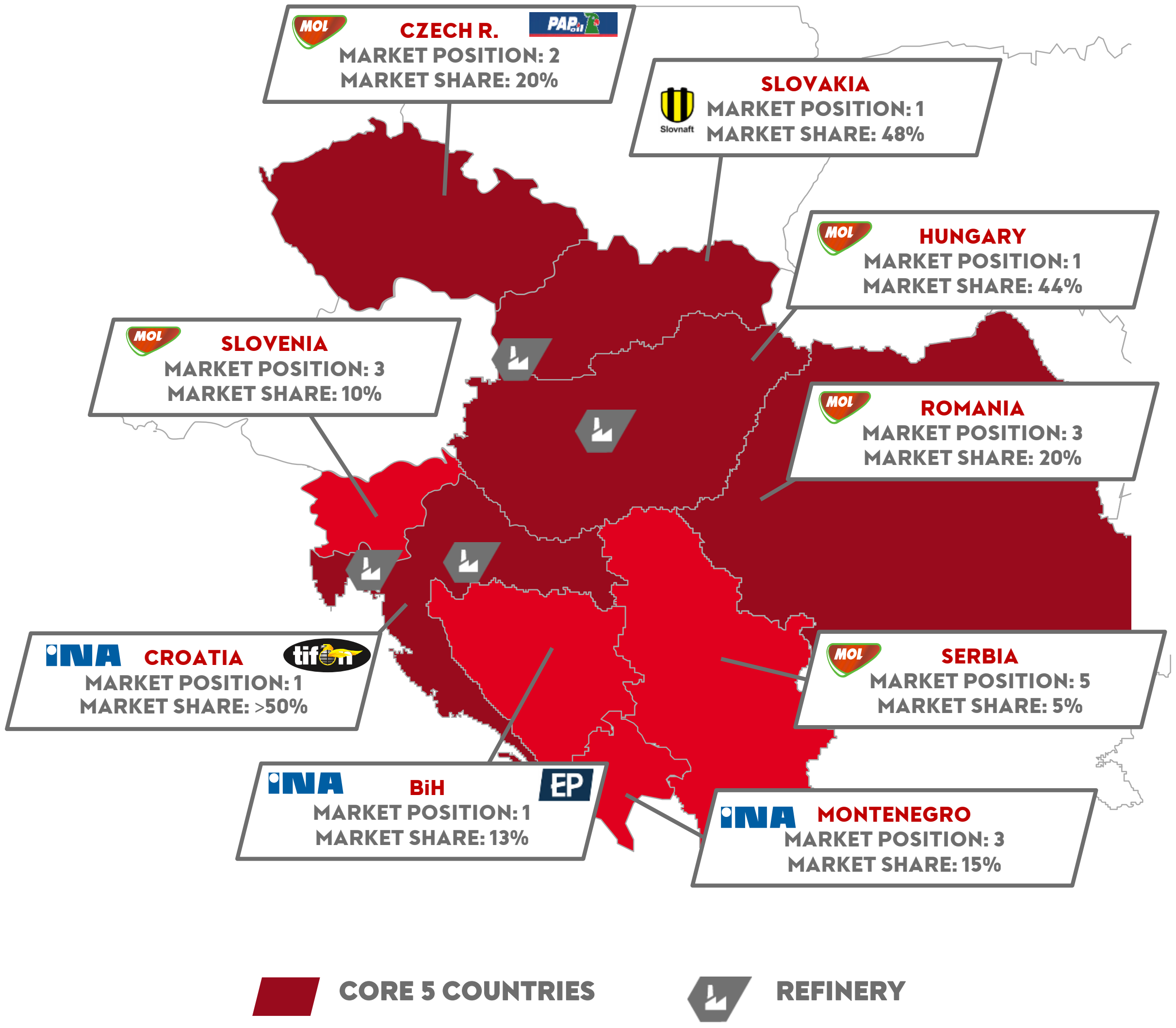
TOP 3
IN 90% OF THE NETWORK

9 COUNTRIES

6 WELL ESTABLISHED BRANDS

1,900+

MOSTLY COCO / COCA SERVICE STATIONS

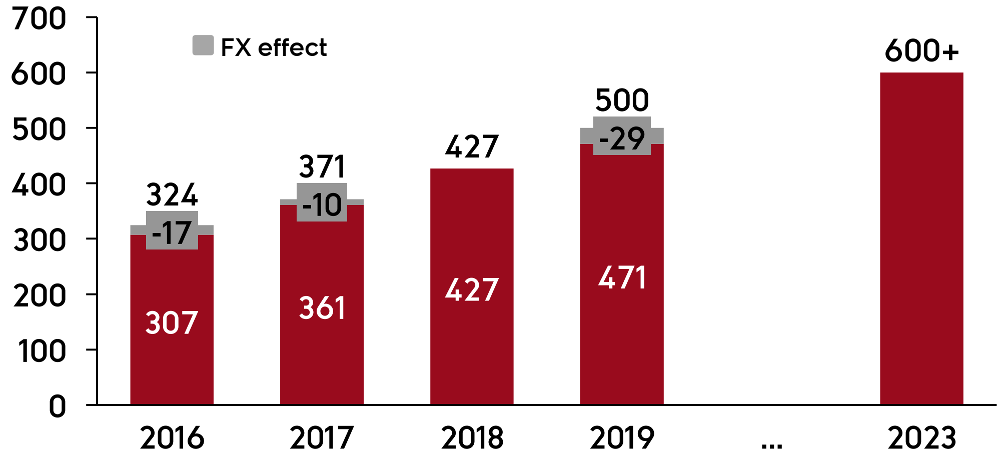


Market share sources: Hu, Ro, Sk, Cz – local oil associations, Slo, Cro, Srb, BiH, Me – own estimate

THREE STRATEGIC GOALS WITH UPGRADED TARGETS

	STRATEGIC GOALS	STATUS	STRATEGIC TARGETS
1. RETAIL	Becoming a true consumer goods retailer	▶ EBITDA: USD 471mn ▶ Non-fuel margin: 29% of total margin in 2019	▶ USD 600mn+ EBITDA target by 2023 ▶ Non-fuel margin contribution to reach 35% by 2023 ▶ Build proficient retailer capabilities
2. DIGITAL	Digitalizing customer interactions and operations	▶ Advanced analytics pilots in Hungary	▶ Digitalizing for more convenient and personalized offers ▶ Data-driven reward management
3. MOBILITY	Increasing our share in the consumers' spending for mobility services	▶ Car sharing in Budapest with 450 cars (increased EV fleet) ▶ ~4,000 cars in managed fleet (50%+ external)	▶ Gradual build-up of mobility services: building up EV chargers and fleet operations ▶ Continuing with car sharing, public transport

CONSUMER SERVICES EBITDA (USD MN)



2016-2019 CAGR

Fuel volume	+4.5%
Fuel unit margin	+4.6%
Non-fuel margin	+19.3%
OPEX	+7.4%

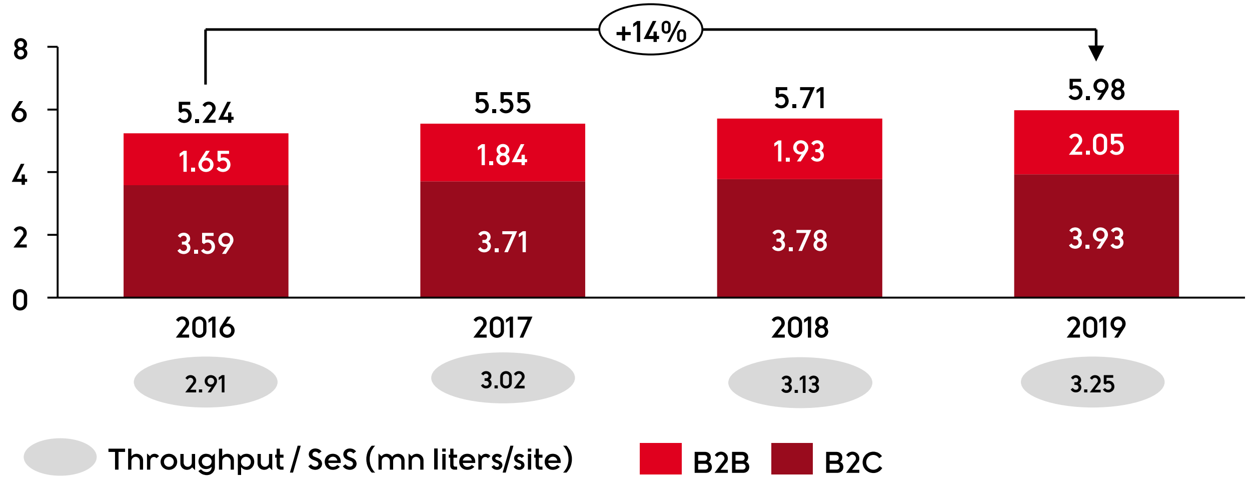
COMMENTS

- Volume growth slightly ahead of market implying market share growth
- Uplift driven by regional consolidation and improving demand
- Extending supply chain operations, focusing on coffee sales, optimizing number of SKUs
- Productivity Excellence program for managing operating costs and Head Office rightsizing to optimize personnel expenses

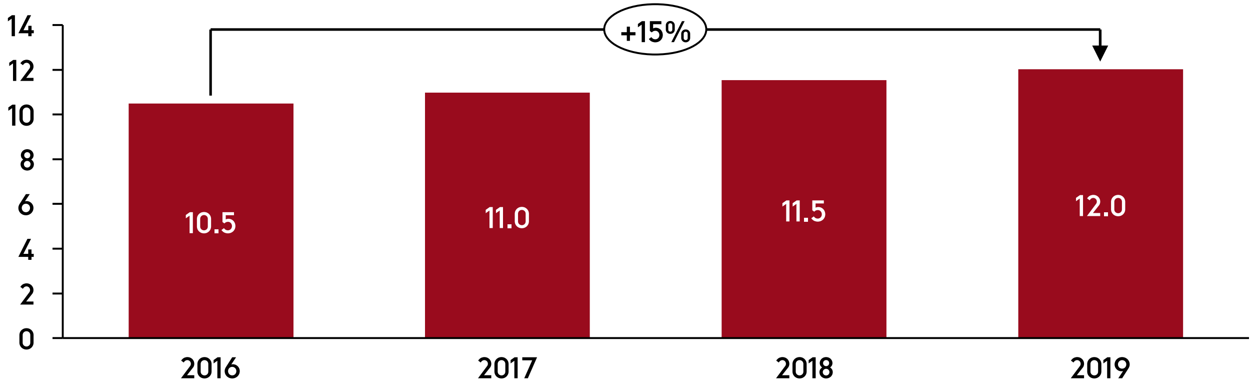
MARKET-DRIVEN TAILWIND LIKELY TO SLOW DOWN

INCREASING MARKET SHARE MAY DRIVE FURTHER GROWTH IN FUEL MARGIN

TOTAL MOL GROUP FUEL VOLUME (BN LITERS)



FUEL UNIT MARGIN (USD CENTS / LITERS)



Note: numbers are in USD mn (with 2018 constant FX base)

POSITIVE MID-TERM OUTLOOK

Volume

- CEE markets may grow further albeit at a lower pace than in the previous years
- CEE: Positive GDP/capita trend, increasing real wages and disposable income; low unemployment
- Low EV penetration (2-3% in new car sales)
- Non-cyclical business; possible recession will affect this segment with a few years lag

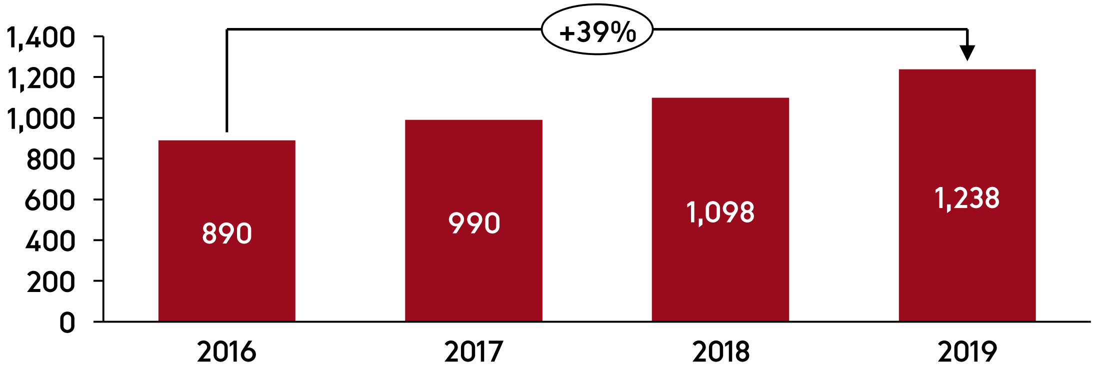
Unit margin

- Share of premium fuels increased from 5% to 8.5% in the last 4 years
- Stronger marketing activities to boost premium fuels to 10%+ in the coming years

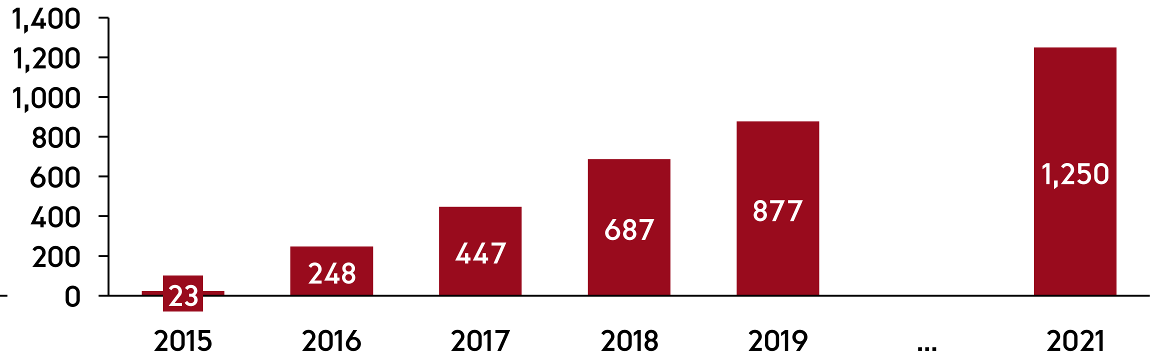
SIGNIFICANT UPSIDE REMAINS IN NON-FUEL MARGIN

NON-FUEL MARGIN CONTRIBUTION TO RISE CLOSE TO 35% BY 2023

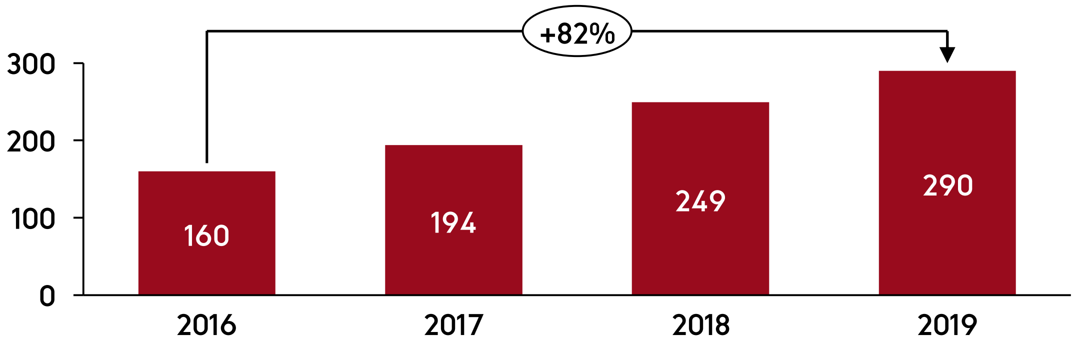
NON-FUEL SALES (MN USD)



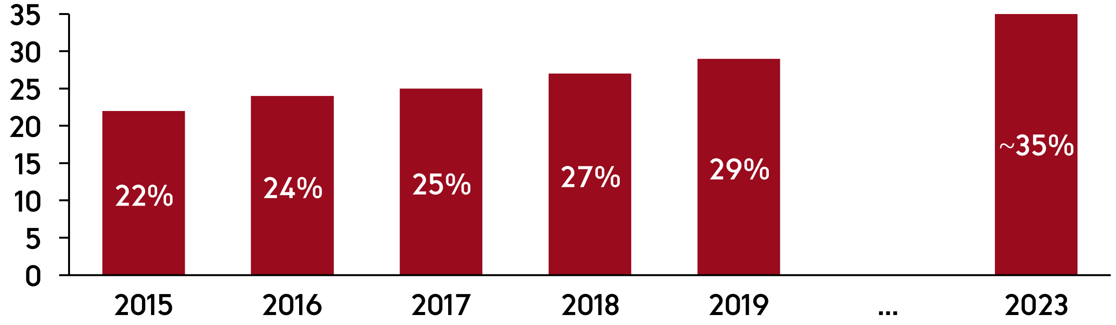
FRESH CORNER ROLLOUT (SITES)



NON-FUEL MARGIN (MN USD)



NON-FUEL MARGIN CONTRIBUTION

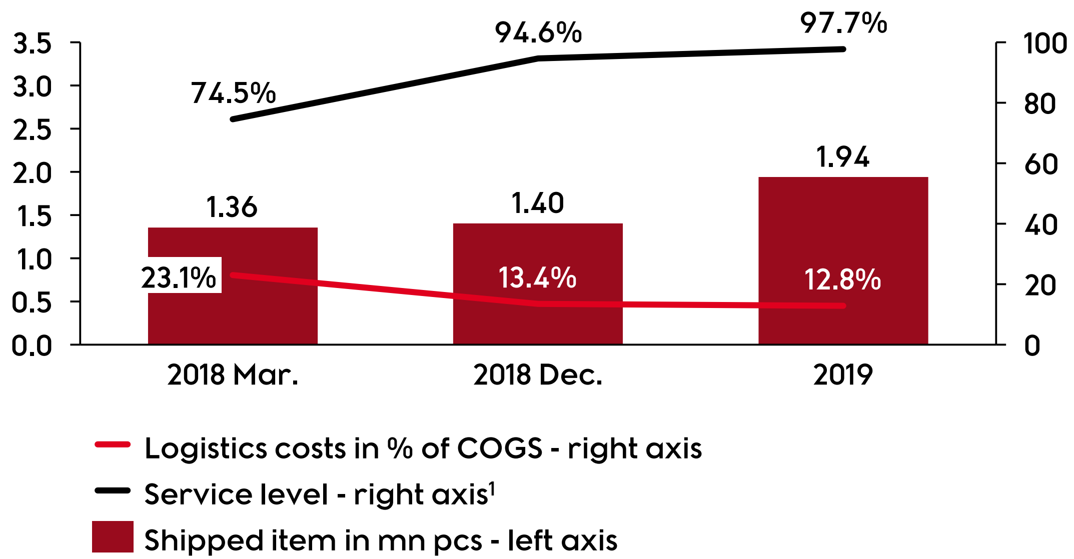


Note: numbers are in USD mn (with 2018 constant FX base)

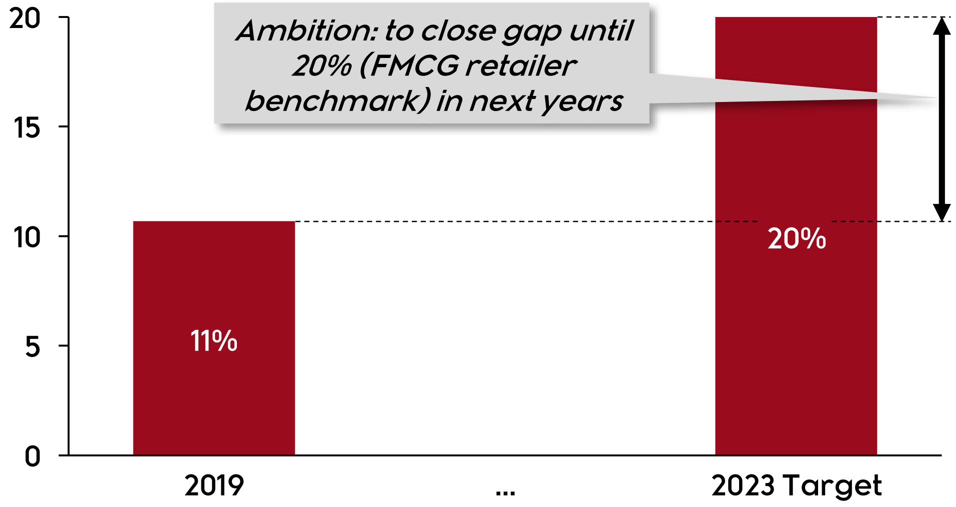
STRENGTHENING CONTROL OVER THE SUPPLY CHAIN

BUILDING UP OWN LOGISTICS AND FOCUSING ON ACTIVE SUPPLIER MANAGEMENT

RESULTS OF LOGISTICS OPERATIONS



SUPPLIER CONTRIBUTION OF NON-FUEL MARGIN (%)



- Backward logistics integration: targeted 95+% service level achieved in 1.5 years and logistics costs declined (from 23% of COGS to 13%)
- Similar results targeted on other operating markets as well
- Pilot logistics facility established in Hungary, where MOL is the owner of shop goods

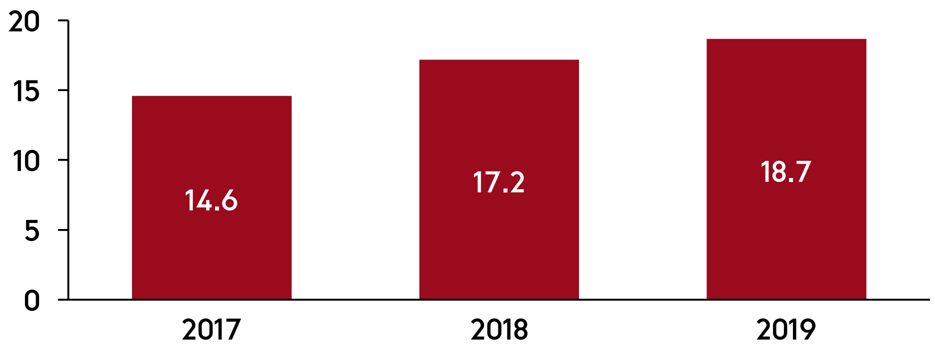
- Managing suppliers with more active negotiations to reach retailer benchmark
- Asking for higher price for valuable display, fridge and other promotion offers for suppliers
- Grow sales and supplier engagement by utilizing new marketing tools such as digital signage

1. Service level: difference between ordered and received goods in shop

COFFEE IS THE BIGGEST CONTRIBUTOR TO NON-FUEL MARGIN GROWTH

COFFEE HELPS TO BUILD THE FRESH CORNER BRAND AND EXPERIENCE IN DEVELOPING GASTRO OFFERS

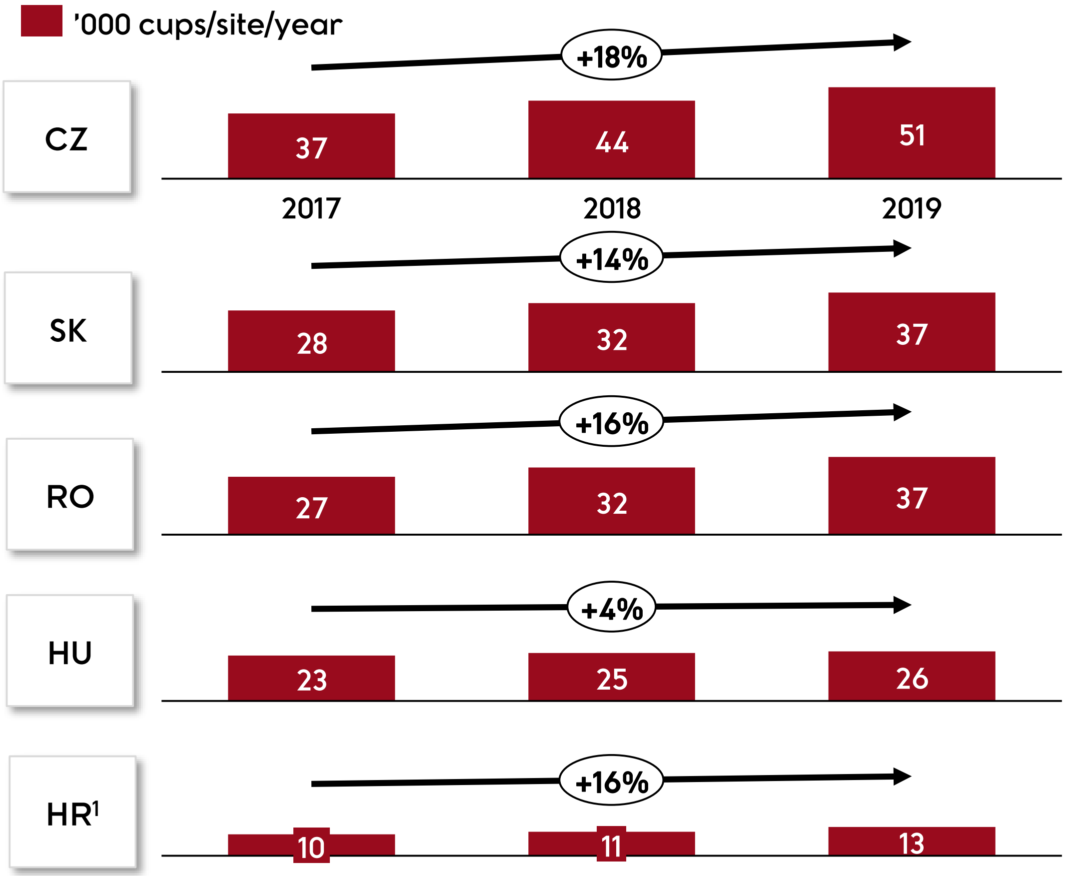
SHARE OF COFFEE OF TOTAL CONSUMER GOODS MARGIN (%)



Significant upside remains

- Promoting own coffee brand under the Fresh Corner umbrella
- Reducing the gap between top-seller and laggard countries
- Increasing coffee consumption in CEE
- Continued roll-out of Fresh Corner network

COFFEES SOLD/SITE IN TOP5 MARKETS

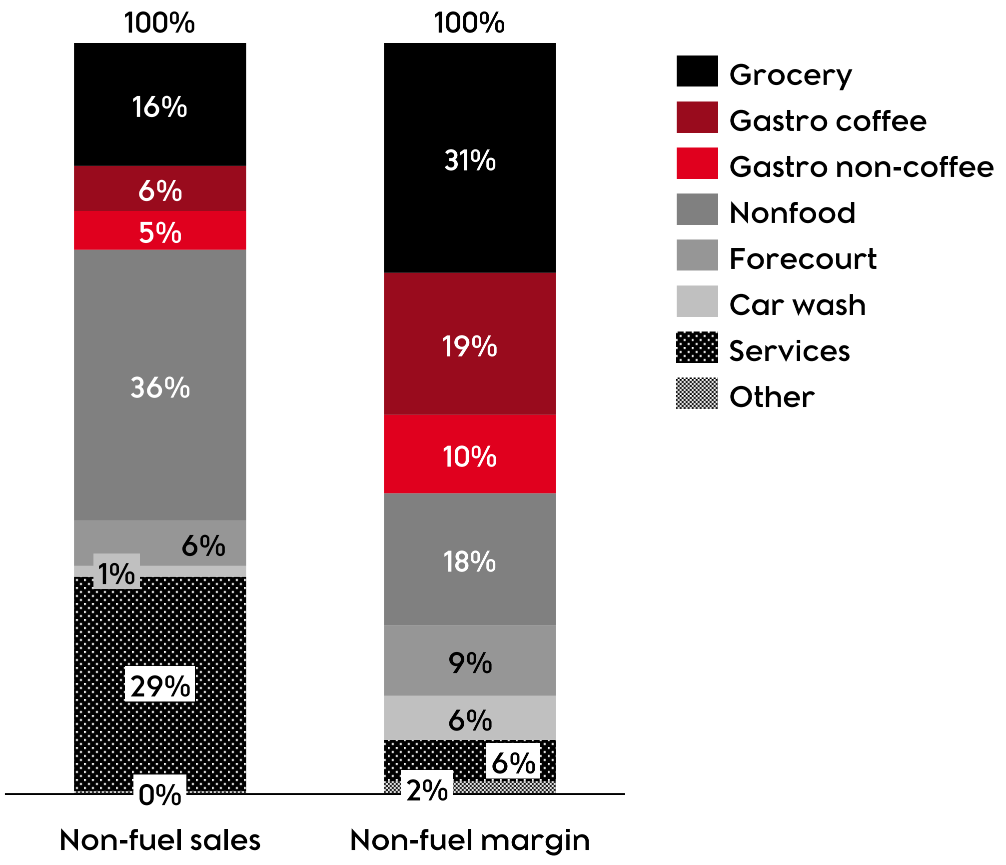


1. INA and Tifon brands

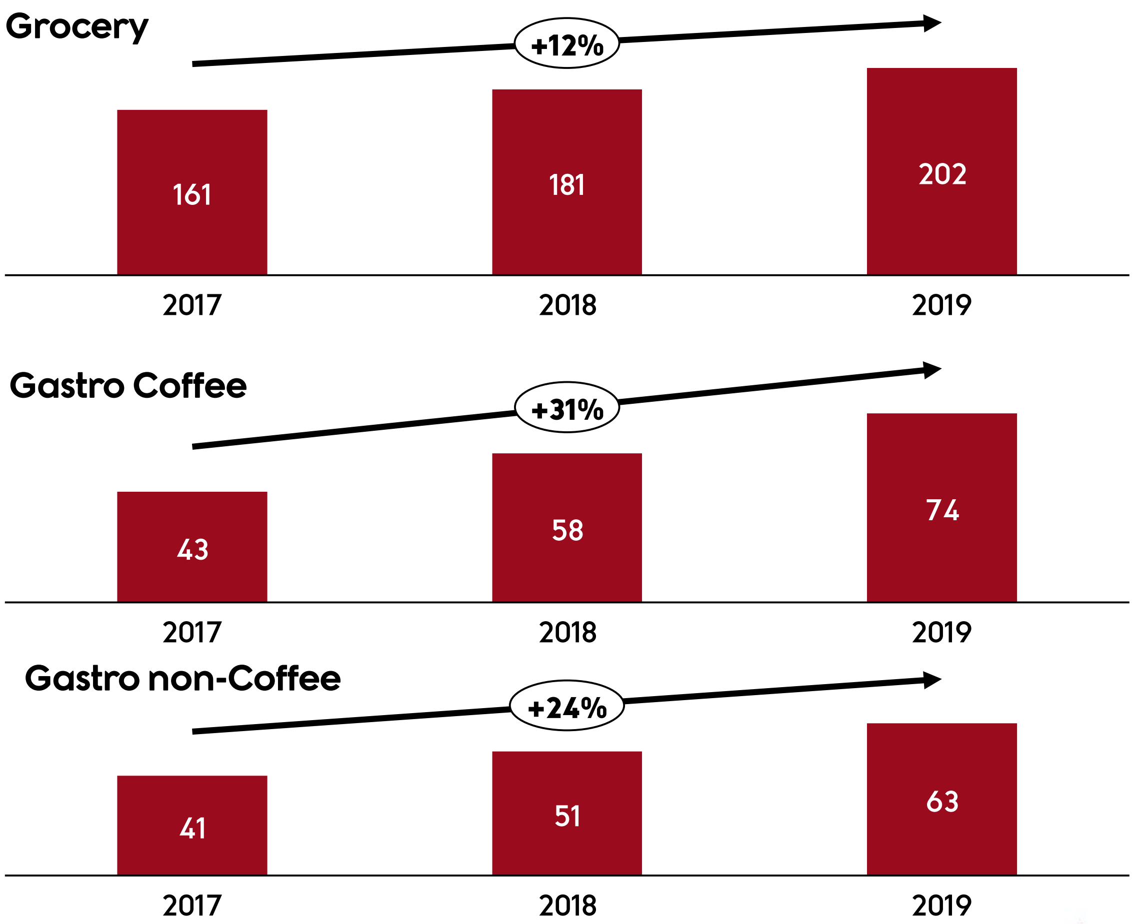
WHAT WILL BE THE NEXT COFFEE?

COFFEE WITH ~30% SALES CAGR; FURTHER POTENTIAL IN GROCERY AND NON-COFFEE GASTRO

2019 NON-FUEL SALES AND MARGIN BREAKDOWN (%)



2017-2019 SALES CAGR OF GROCERY AND GASTRO (USD MN)



GRADUAL BUILD-UP OF MOBILITY SERVICES GOES ACCORDING TO PLAN

Alternative fuels (EV charging)

Strategic aims are to develop only high performing infrastructure and be the leading provider by 2030

Status

Close to 200 chargers in operation in the group

Fleet management

Build capabilities to manage the future connected car ecosystem (purchasing, financing and operating vehicles, etc.)

Status

Managed fleet of close to 4,000 cars (50%+ are external)

Car sharing

Connect MOL brand and shared cars in customers' minds (building on MOL brand reputation)

Status

Operation in Budapest with ~450 cars and increased EV fleet

Public transport

Develop capabilities and test new business models in public transport and vehicle manufacturing

Status

Operation of bus fleets in several cities and scaled-up manufacturing

Future plans

- Exploring additional opportunities in CEE mobility
- Aiming profitability of existing businesses
- Continue investments in new capabilities

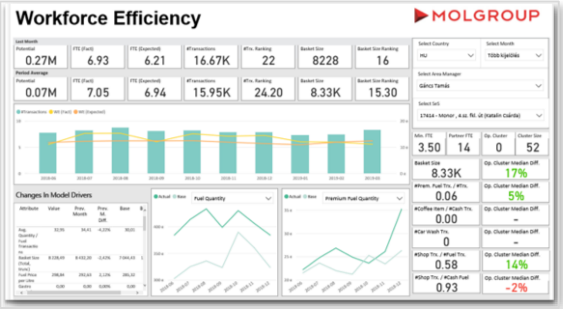
EARLY BENEFIT FROM ADVANCED ANALYTICS IN HUNGARY

IMPLEMENTATION ON OTHER MARKETS IS IN PROGRESS

Workforce Efficiency

Optimizing human resource need at service stations: 300 kUSD[1]

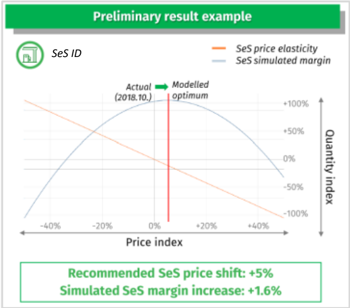
- Staff utilization is assessed on service station-level by machine-learning algorithm
- As a result, staff level can be increased to drive up sales or decreased to drive down cost



Grocery Pricing Optimization

Improving grocery margin through location-based pricing : 400 kUSD[1]

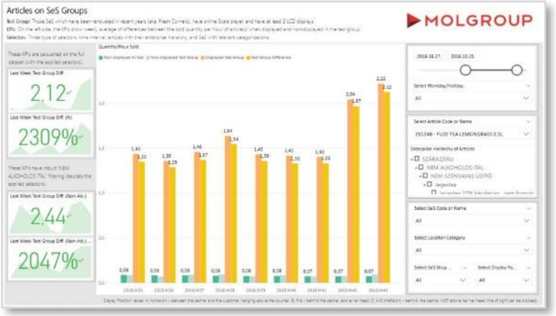
- Margin maximizing price adjustments for grocery products on service station level based on price elasticity
- Price changes both up and down depending on service station and product



Digital Signage Measurement

Margin increase through product display on Digital Signage: 100 kUSD[1]

- Early tests show that displaying products on Digital Signage increases sales by ~25% on average
- Additional benefits result from using screen time for suppliers' advertisements



1. Annual benefit in Hungary

EXPLORATION AND PRODUCTION

PRODUCTION IN 9 COUNTRIES

▶ CEE TOTAL
Croatia, Hungary
Reserves: 159.6 MMboe
Production: 62.9 mboepd

o/w CEE offshore
Reserves: 8.2 MMboe
Production: 4.9 mboepd

▶ UK, NORTH SEA
Reserves: 24.6 MMboe
Production: 17.9 mboepd

▶ AZERBAIJAN
Production: 15.4 mboepd

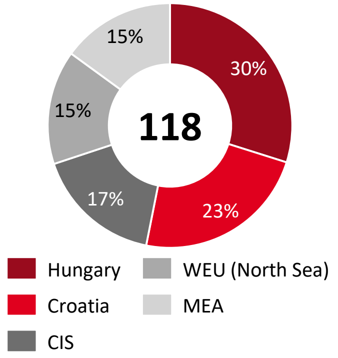
▶ RUSSIA
Reserves: 26.2 MMboe
Production: 4.4 mboepd

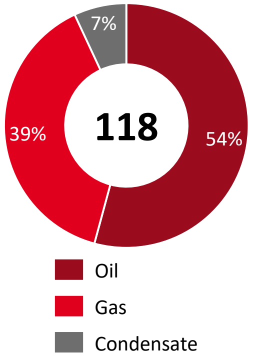
▶ KAZAKHSTAN
Reserves: 23.5 MMboe

▶ PAKISTAN
Reserves: 14.5 MMboe
Production: 7.3 mboepd

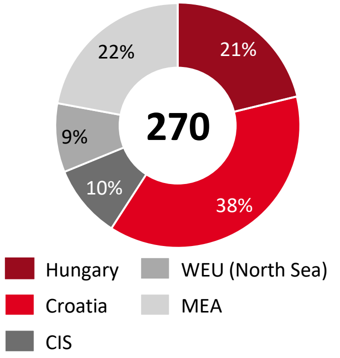
▶ OTHER INTERNATIONAL
Egypt, Angola, Kurdistan Region of Iraq
Reserves: 21.6 MMboe
Production: 10.4 mboepd

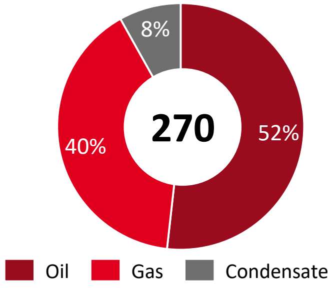
PRODUCTION BY COUNTRIES AND PRODUCTS (MBOEPD; Q1-Q3 2020)





RESERVES BREAKDOWN BY COUNTRIES AND PRODUCTS (MMBOE; YE 2019)



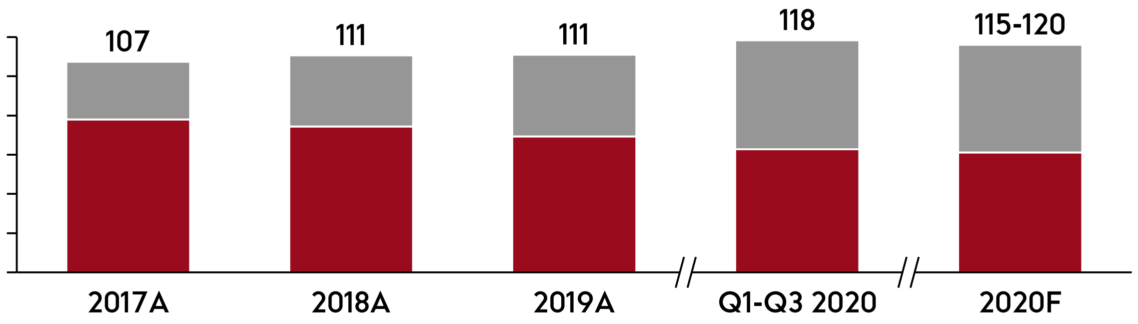


Notes: Group production figures include consolidated assets, JVs (Baitex in Russia, 4.4 mboepd) and associates (Pearl in the KRI, 4.4 mboepd). Azerbaijan Q1-Q3 production figure represents contribution from 16 April 2020. 2019YE reserves figures exclude Azerbaijan.

PRODUCTION GUIDANCE AT 115-120 MBOEPD FOR 2020

E&P International | CEE

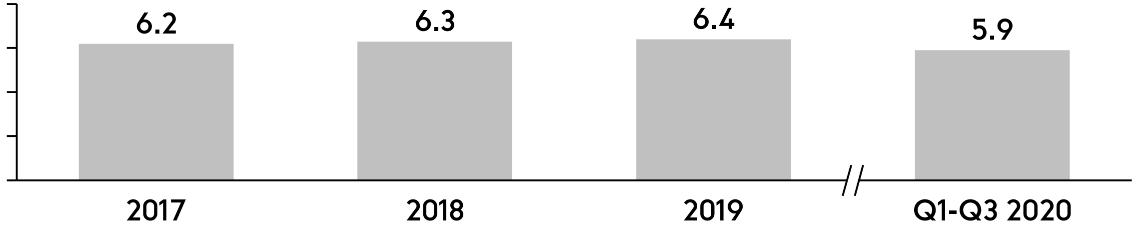
PRODUCTION (MBOEPD)



COMMENT

- 2020 Q3: ACG contribution and Pakistan recovery boosted production, more than offsetting lower UK production (planned Catcher shutdown) and the CEE decline
- ACG adds to production around 20 mboepd or more as entitlement production share is to increase in low oil price environment (PSA regime)

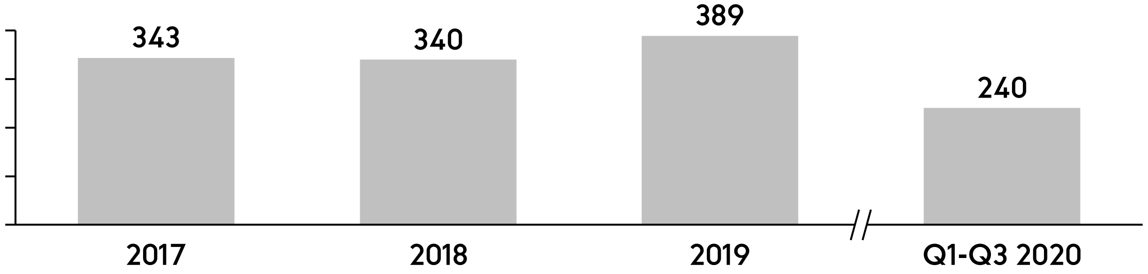
UNIT DIRECT PRODUCTION COST (USD/BOE)



COMMENT

- 2020 Q3: unit production cost decreased below the very competitive USD 6.0/boe level, driven mostly by the favourable effect of low unit cost ACG barrels

CAPEX (USD MN)



COMMENT

- Strong CAPEX scrutiny across the portfolio
- Planned CAPEX spending in 2020 reduced by USD ~100mn (without ACG)

KEY PROJECTS IN 2020-23: CAPEX ADJUSTED TO THE „NEW NORMAL"

CEE

HUNGARY

- Shallow gas exploration
- Production optimization

CROATIA

- Offshore development campaign
- Onshore exploration
- Production optimization

INTERNATIONAL

- PAKISTAN: Maintain and extend production plateau, exploration drillings
- UK: Catcher near-field development, Scott in-fill wells
- KURDISTAN: Shaikan field development project suspended by the Operator until circumstances turn more favourable
- KAZAKHSTAN: Rozhkovsky Trial Production Project

NORTH SEA EXPLORATION

NORWAY

- Oil and gas discovery announced on PL820 operated license, appraisal plans under discussion with partners
- One more committed operated drilling, further operated and non-operated options in the pipeline

ACG

AZERBAIJAN

- Significant 2P reserve addition in 2020 and ~20 mboepd (net) increase in Group production
- Next stage of ACG development commenced in 2019; new offshore platform and facilities designed to process up to additional 100 mboepd (gross)

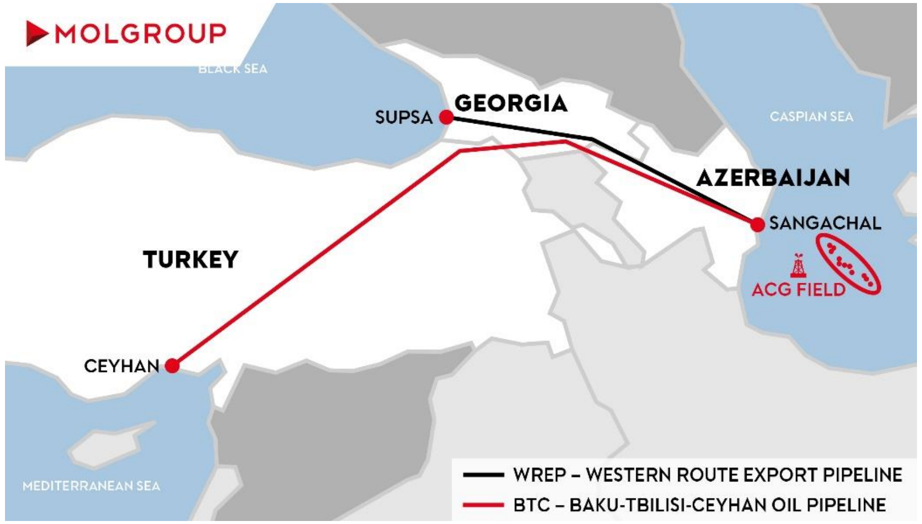
ACG: A SIGNIFICANT ADDITION TO INTERNATIONAL ASSETS

DEAL SUMMARY

- USD 1.5bn transaction value includes Chevron's 9.57% interest in ACG, 8.9% in the BTC pipeline and related midstream assets
- A major step towards the 2030 strategic target of transforming MOL E&P into an international platform; adds exposure to the key Russia/CIS region
- The deal is immediately EBITDA and EPS accretive

ASSET HIGHLIGHTS

- Portfolio consists of a stake in the ACG oil field, a super-giant offshore field in Azerbaijan, with 535 mboepd gross production in 2019
- ACG is operated by BP (30.37% stake) and state-owned SOCAR has a 25% stake; MOL is the third largest partner
- Export to international markets is secured through ownership in the Sangachal processing plant and in pipeline assets to the Mediterranean and Black Seas (BTC and WREP pipelines)
- Pro-forma group production would increase by around 20 mboepd (net)
- MOL's total 2P reserves are estimated to increase to ~360-380 mmboe by the end of 2020

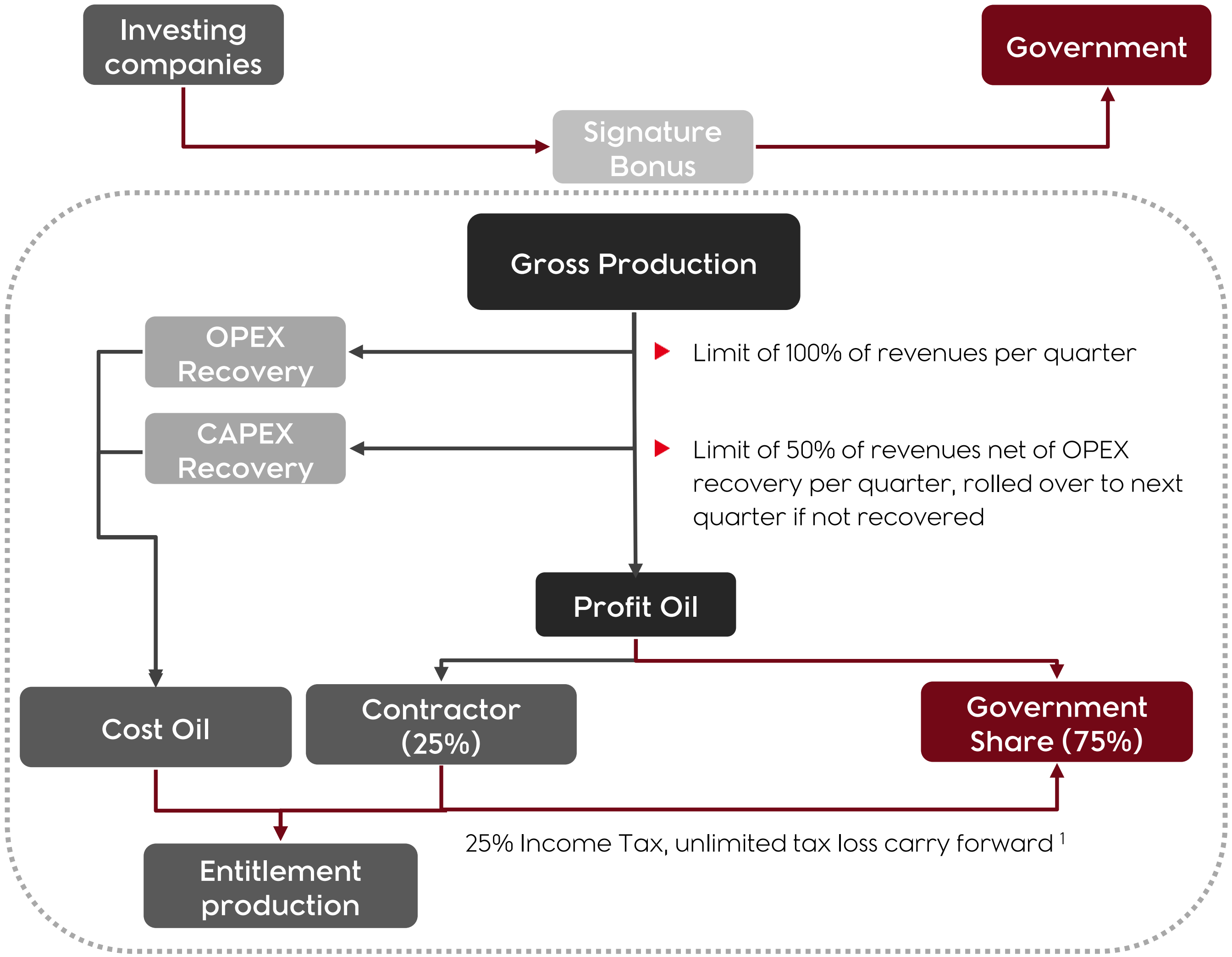


First oil	1997
PSA contract expiry	2049
Gross production[1] (2019)	535 mboepd
Chevron net entitlement production[1] (2019)	18 mboepd
Gross recoverable resources[1] (2018)	~3,000 MMBoe

Notes: (1) Based on public sources (the websites of the project partners)

ACG: PSA REGIME/PROFILE

ACG PSA SCHEME

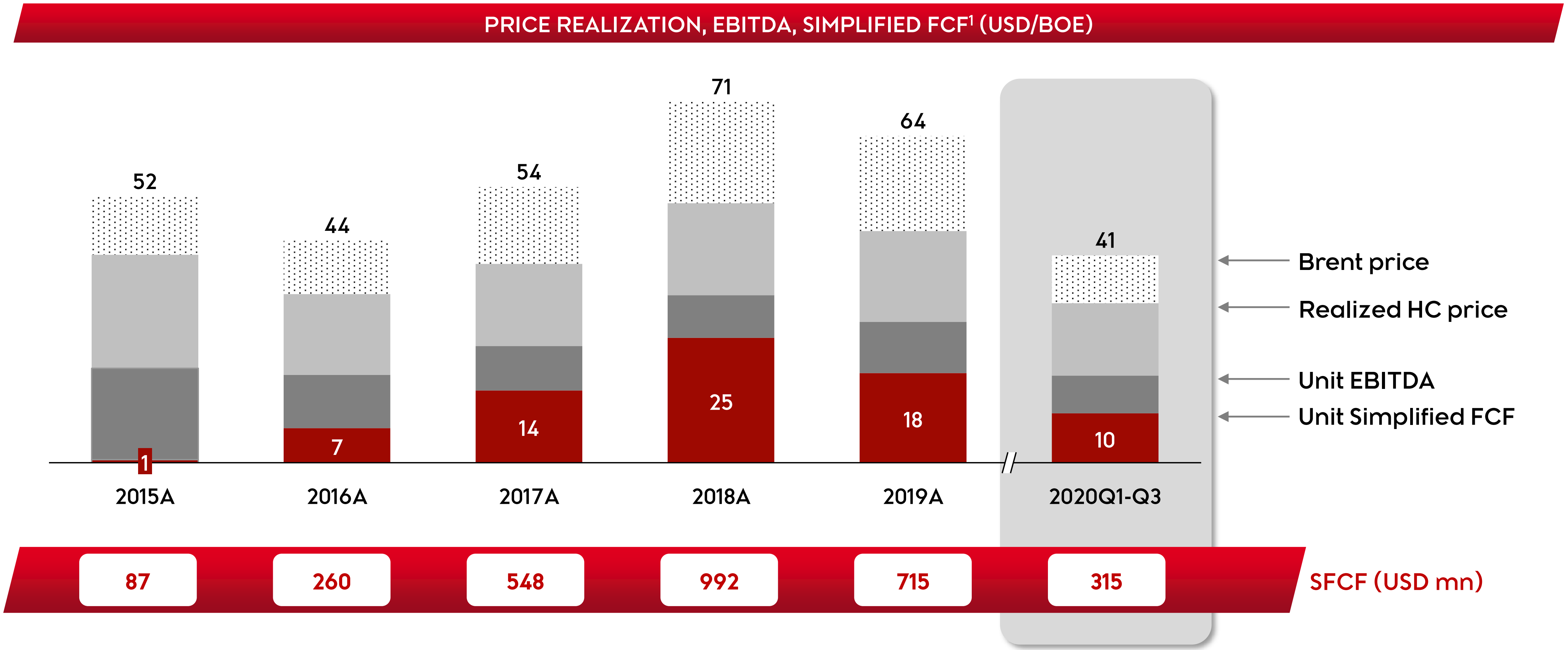


HIGHLIGHTS

- Original PSA signed in 1994
- Latest amendment in 2017 with the expiry date of 2049
- ACG shareholders have access to own entitlement production

Notes: (1) Income tax is charged on P&L-based pre-tax profit
Based on public sources (website of the project operator)

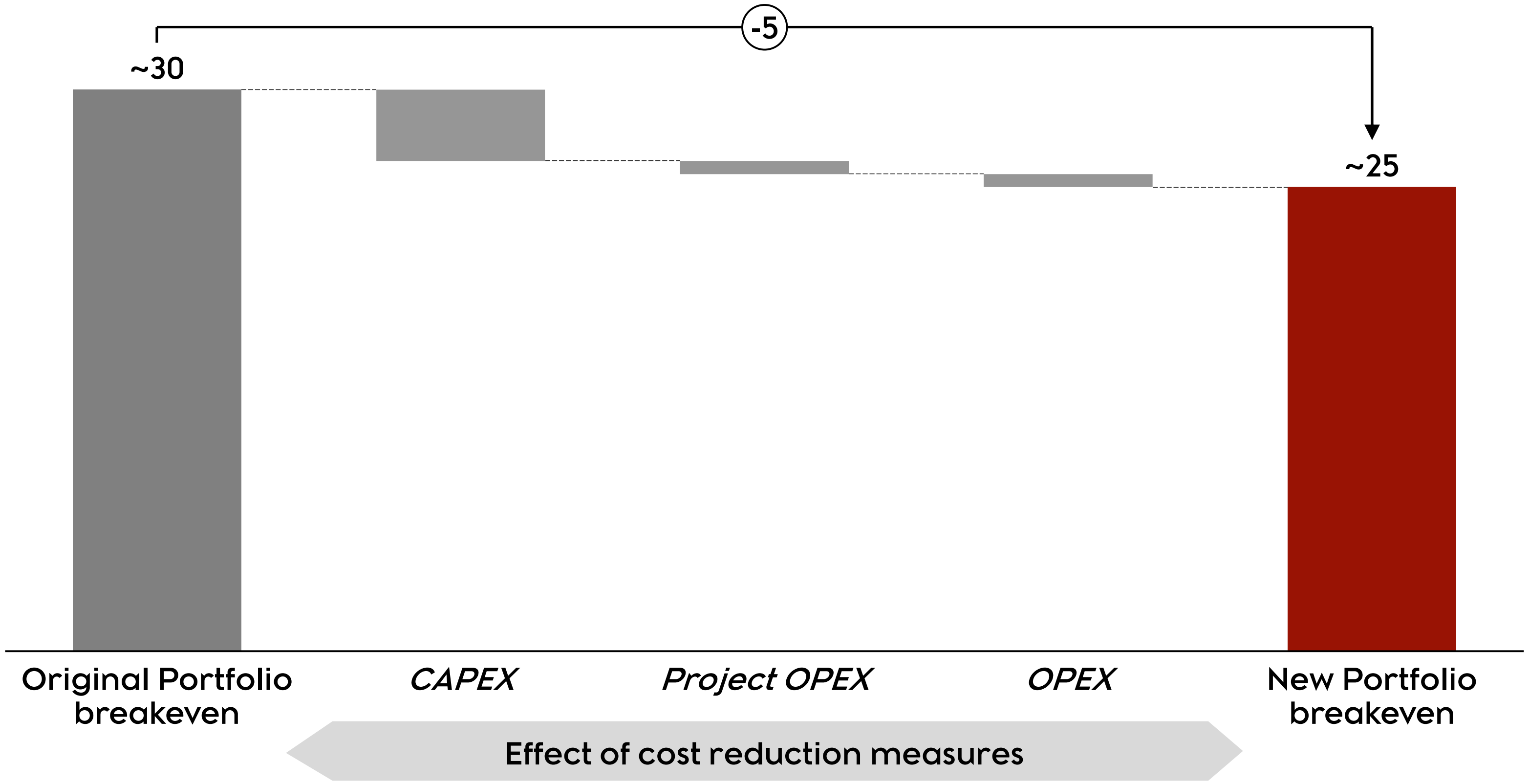
DOUBLE-DIGIT UNIT FREE CASH FLOW DESPITE DEPRESSED OIL PRICES



Notes: 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 April 2020.

2020 E&P PORTFOLIO BREAKEVEN REDUCED TO USD 25/BBL

2020 E&P PORTFOLIO CASH BREAKEVEN OIL PRICE (USD/BBL)



KEY MESSAGES

- Comprehensive set of measures put in place to adjust our operating and capital expenditure
- Portfolio break-even reduced by USD ~5/bbl to USD ~25/bbl oil price in 2020

FINANCIALS, GOVERNANCE AND OTHERS

DECENT EBITDA, CONTINUED CAPEX DISCIPLINE, STRONG FCF

FY 2020 EBITDA LIKELY TO BE AROUND THE UPPER END OF THE GUIDANCE RANGE (AROUND USD 1.9BN)

	2019	Q1-Q3 2020	2020 TARGETS
GROUP CLEAN CCS EBITDA	USD 2.44 BN	USD 1.59 BN	~USD 1.9 BN
GROUP CAPEX (ORGANIC)	USD 2.08 BN	USD 923 MN	UP TO USD 1.5 BN
SIMPLIFIED FCF*	USD 0.36 BN	USD 662 MN	~USD 0.4BN
OIL & GAS PRODUCTION**	111 MBOEPD	118 MBOEPD	115-120 MBOEPD
NET DEBT/EBITDA	0.81X	1.54X	<2.0X
HSE – TRIR***	1.43	1.02	<1.4

RESILIENT INTEGRATED BUSINESS MODEL

FINANCIAL DISCIPLINE

SYSTEMATIC SAFETY & EFFICIENCY

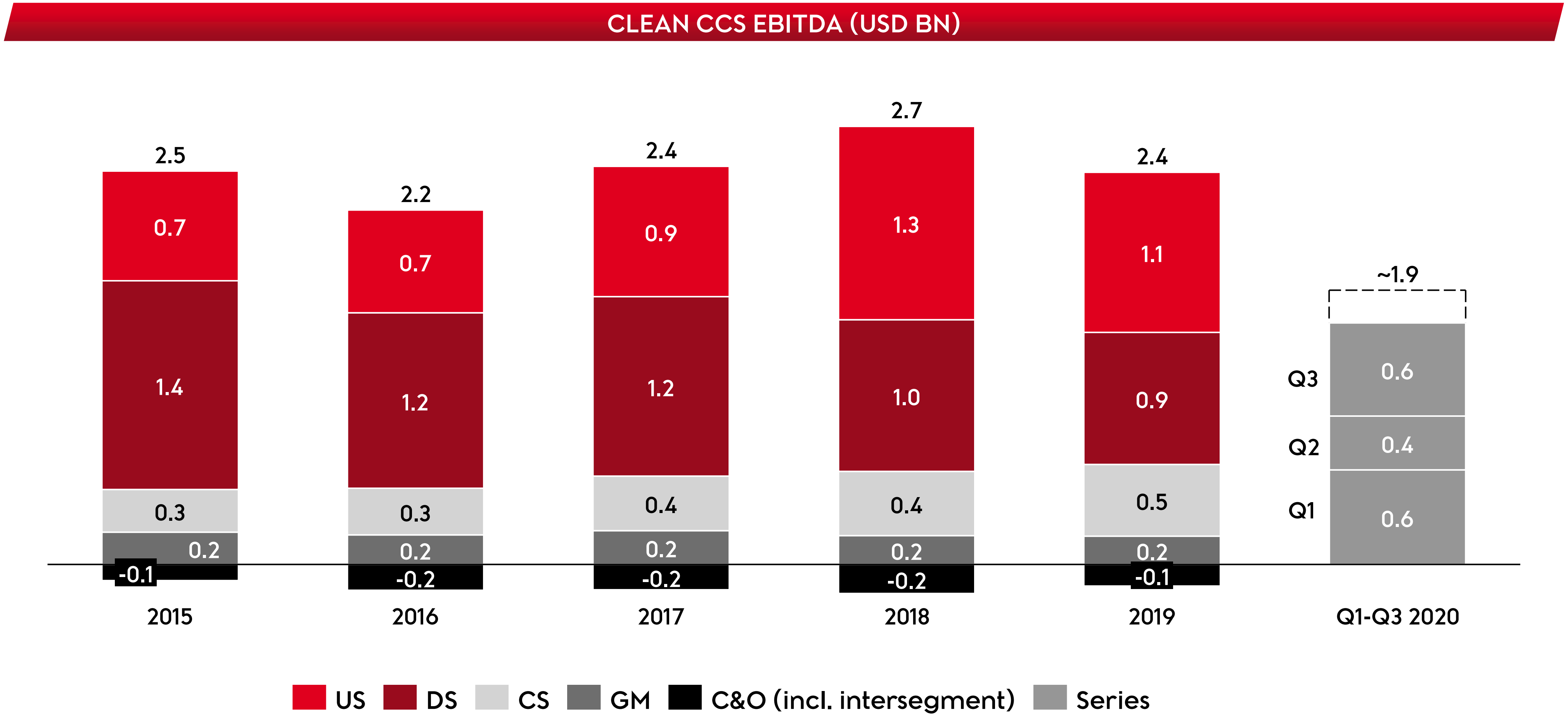
HIGH-QUALITY LOW-COST ASSET BASE

MOL 2030: BUILD ON EXISTING STRENGTHS

* Clean CCS EBITDA less Organic capex
** Including JVs and associates
*** Total Recordable Injury Rate

ROBUST EBITDA GENERATION

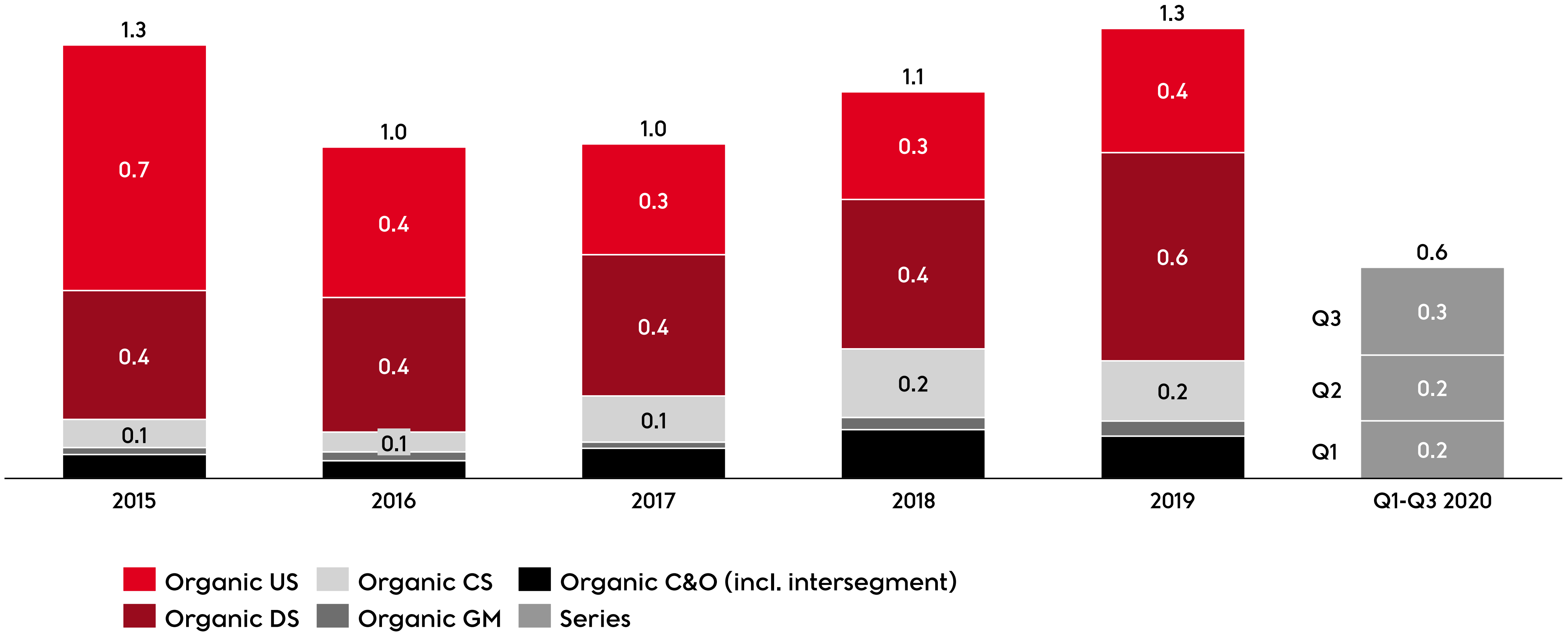
COVID-19, ECONOMIC CRISIS TO AFFECT 2020 EBITDA



„SUSTAIN" CAPEX AT AROUND USD 1.0-1.3BN

COVID/ECONOMIC CRISIS WILL SEE MORE CAPEX SCRUTINY AND DELAY; ACG WILL ADD TO SUSTAIN CAPEX

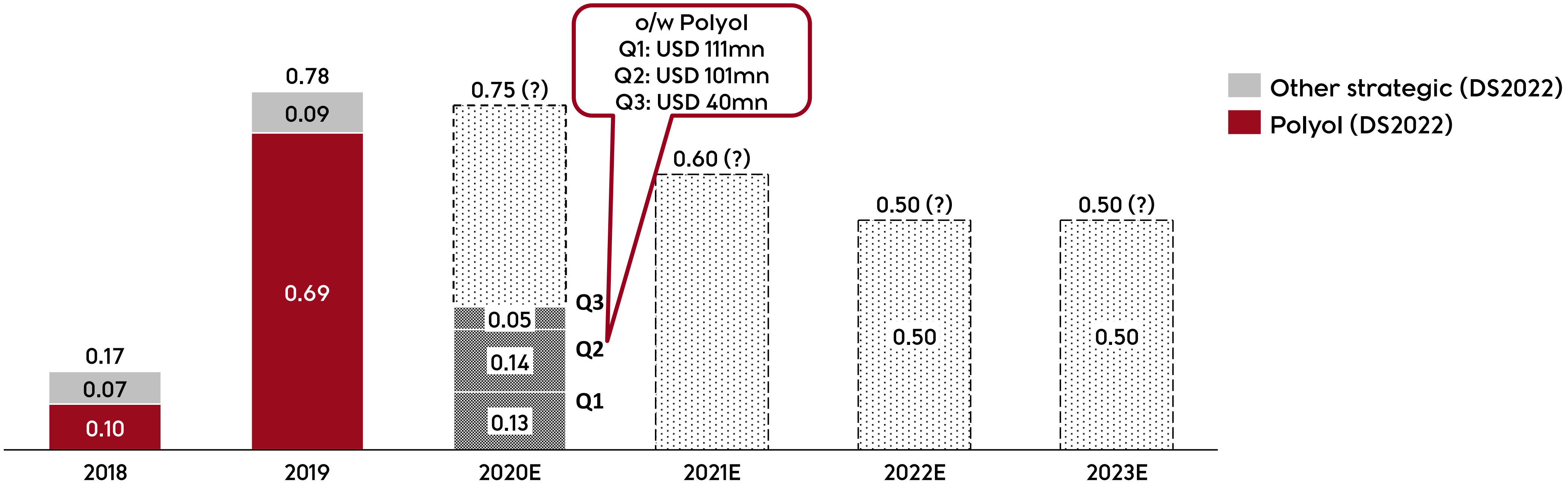
SUSTAIN CAPEX (USD BN)



USD 3BN+ DOWNSTREAM STRATEGIC CAPEX PLANNED FOR 2019-23

COVID-19 MAY AFFECT TIMING OF THE STRATEGIC PROJECTS

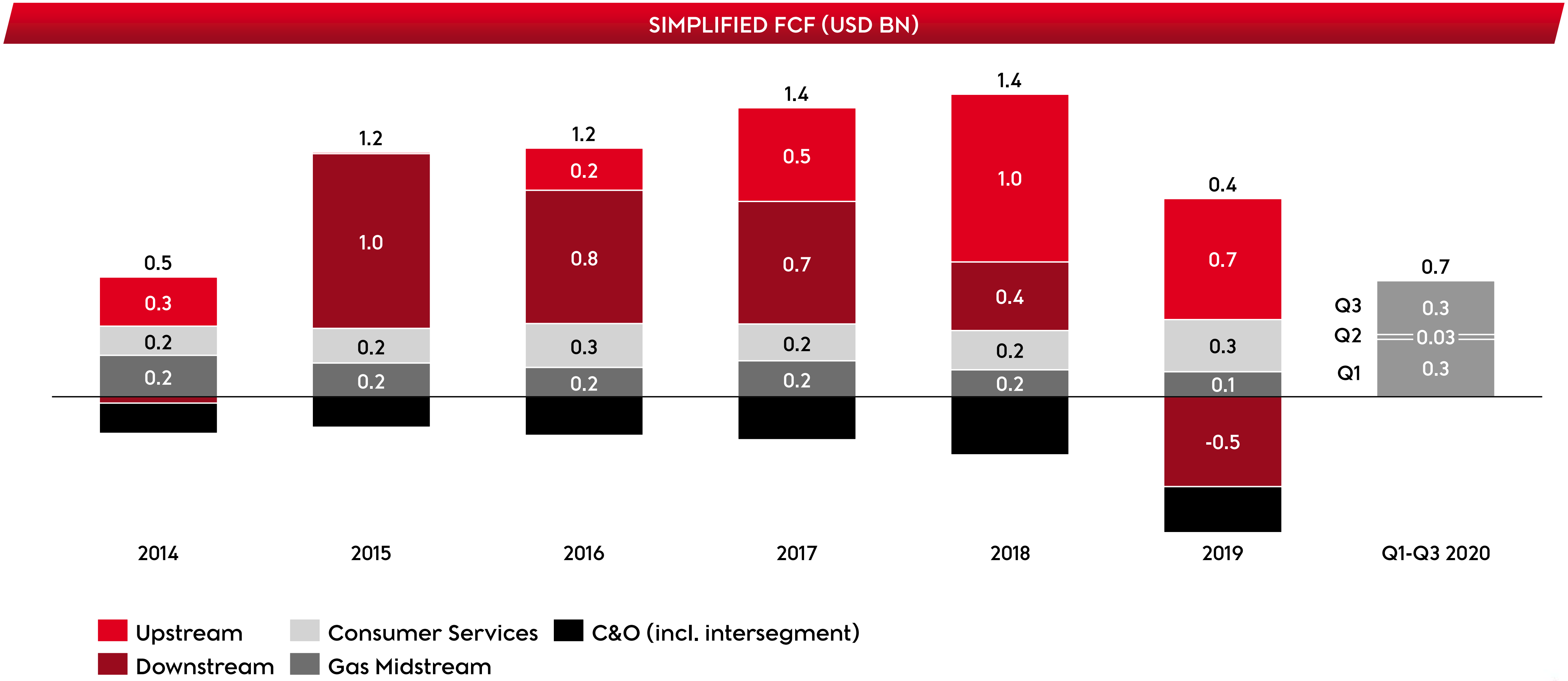
STRATEGIC/TRANSFORMATIONAL CAPEX (USD BN)



- Key strategic projects (e.g. polyol, delayed coker, alternative crude processing etc) are ongoing and are not affected by the 2020 capex revision
- COVID-19-related logistics and supply chain issues may, however, result in unintended delays to strategic projects as well

ROBUST SIMPLIFIED FREE CASH FLOW IN 2015-2019

TRANSFORMATIONAL CAPEX REDUCES FCF FROM 2019

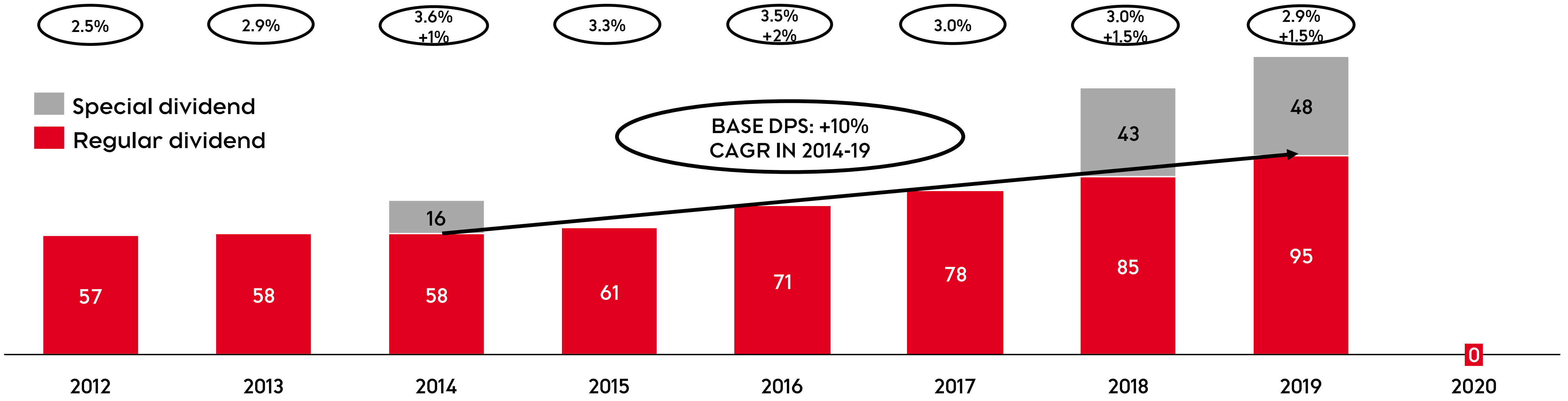


(1) Simplified Free Cash Flow = Clean CCS EBITDA – Organic CAPEX

SHARE BUYBACK LAUNCHED IN 2020; NO 2019 DIVIDEND PAYMENT

STEADILY RISING BASE DPS IN 2014-19, COMPLEMENTED BY SPECIAL DIVIDEND IN 2018 AND 2019

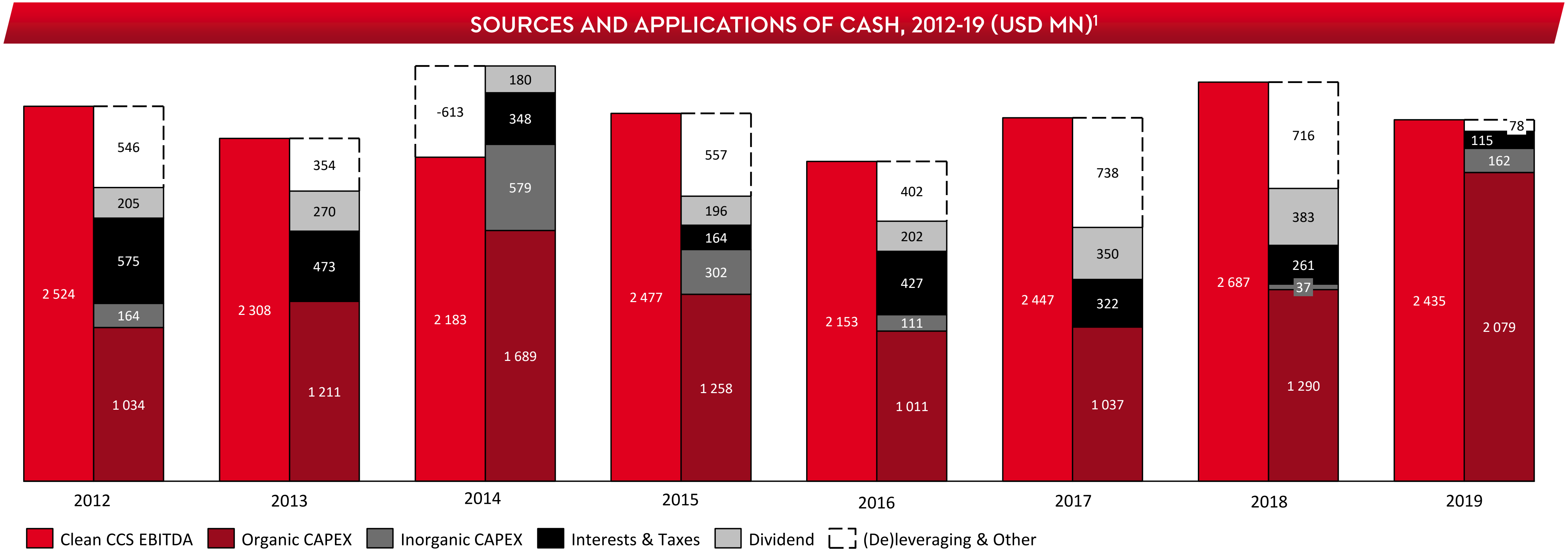
DIVIDEND PER SHARE[1] (HUF)



- Cash dividend is the primary distribution channel to shareholders
- The 2020 AGM decided in April 2020 not to pay 2019 dividend amidst the pandemic; an up to 5% 12-month share buyback was launched in September
- Special dividend is a tool to share excess free cash flow with shareholders when balance sheet, CAPEX plans allow it
- Annual review of the status and the potential use of treasury shares to continue

(1) Restated to reflect post share split values;
(2) Calculated with publication date (AGM) share prices
Disclaimer: dividend decisions are made by the AGMs, based on the proposal of the Board of Directors, or the shareholders, reflecting the prevailing business conditions

SOURCES AND APPLICATIONS OF CASH

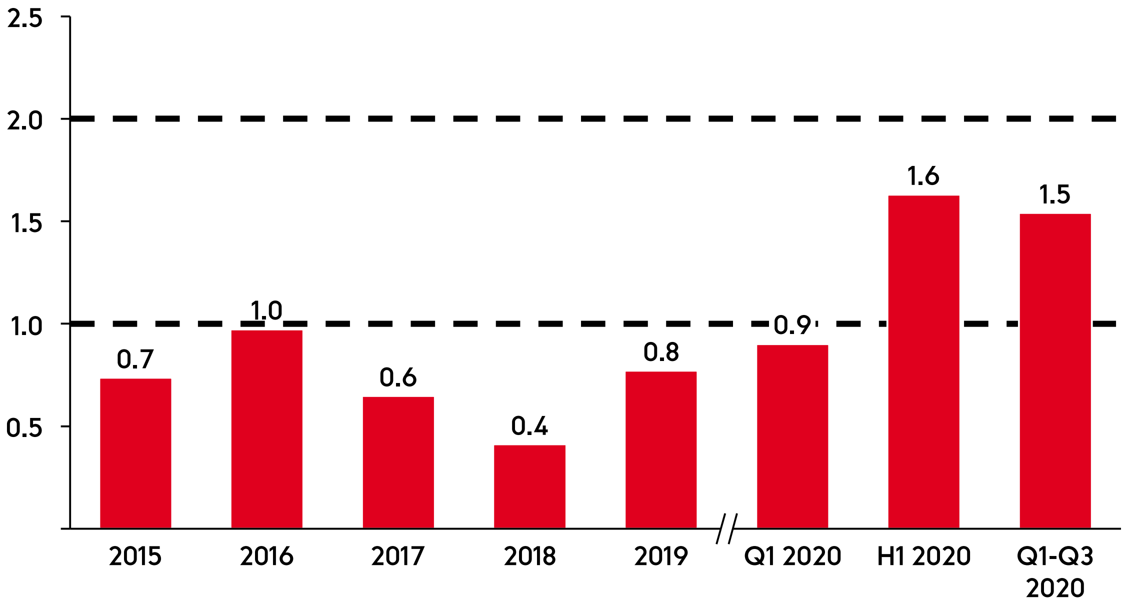


- EBITDA/CAPEX gap should cover taxes, cost of funding, dividends and small-size M&A…
- …and would also contribute to funding the upcoming transformational projects

(1) Dividends refer to the year when they were earned, rather than when they were paid out

BALANCE SHEET REMAINS ROBUST POST-ACG COMPLETION

NET DEBT TO EBITDA (X)



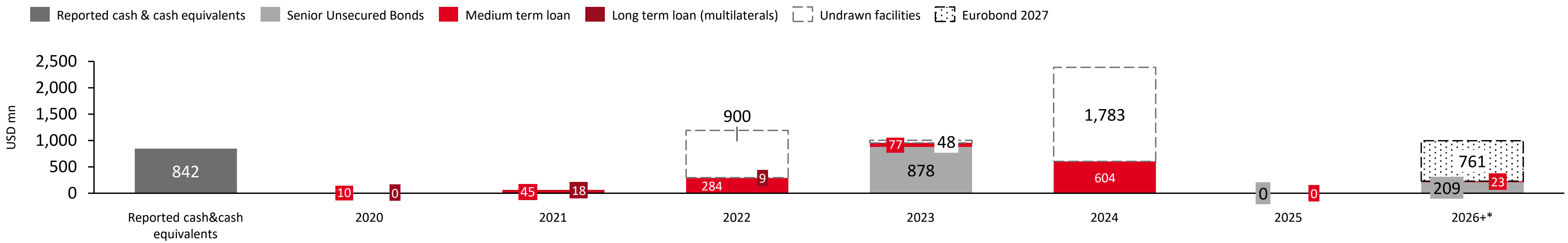
MOL 2030

- ACG transaction lifted leverage upon completion to around 1.6x, still well within our comfort zone
- ACG is immediately EBITDA accretive, hence will contribute to bringing down leverage from day 1
- ACG was funded from available liquidity and the transaction required no material adjustment in our funding strategy
- EUR 650mn 7-year Eurobonds were issued in October 2020 with 1.64% yield, the lowest in MOL's history
- HUF 36.6bn 10-year local bonds were also issued (1.697% yield)
- Credit metrics shall remain commensurate with investment grade credit rating

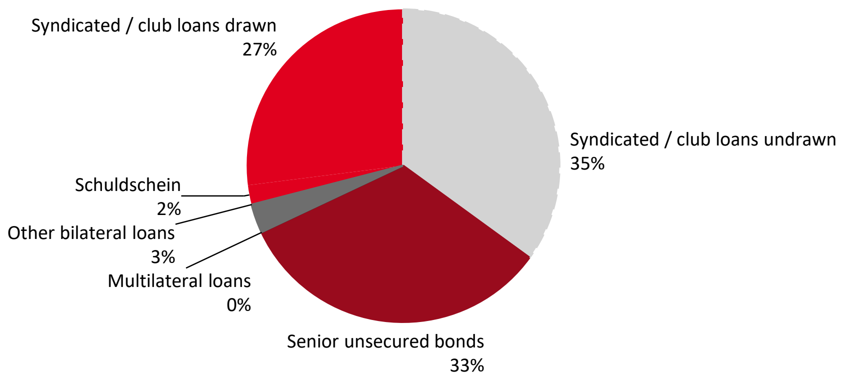
AMPLE FINANCIAL HEADROOM*

FROM DIVERSIFIED FUNDING SOURCES

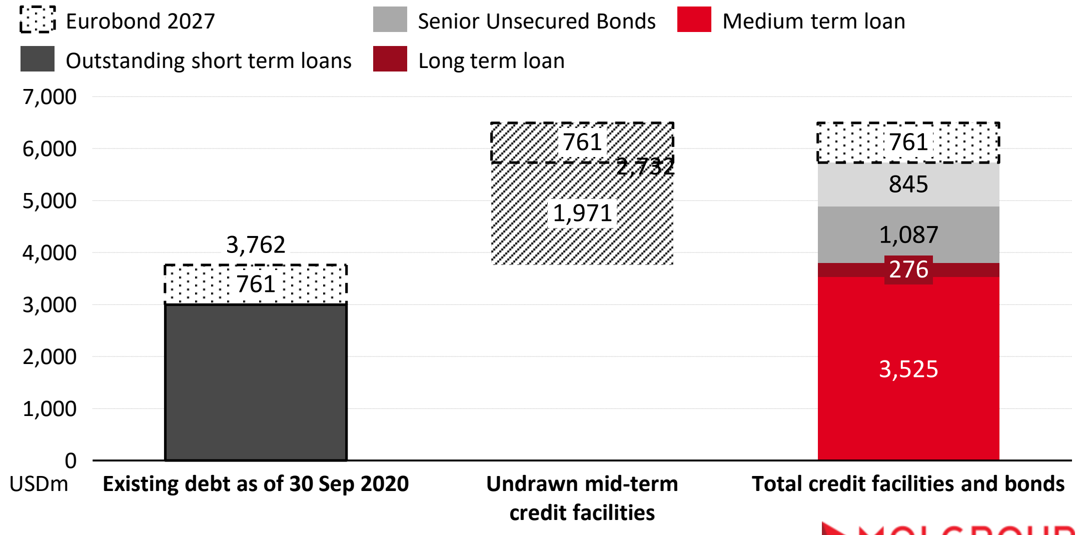
AVERAGE MATURITY OF 3.9 YEARS**



MID- AND LONG-TERM COMMITTED FUNDING PORTFOLIO



DRAWN VERSUS UNDRAWN FACILITIES (30.09.2020)***

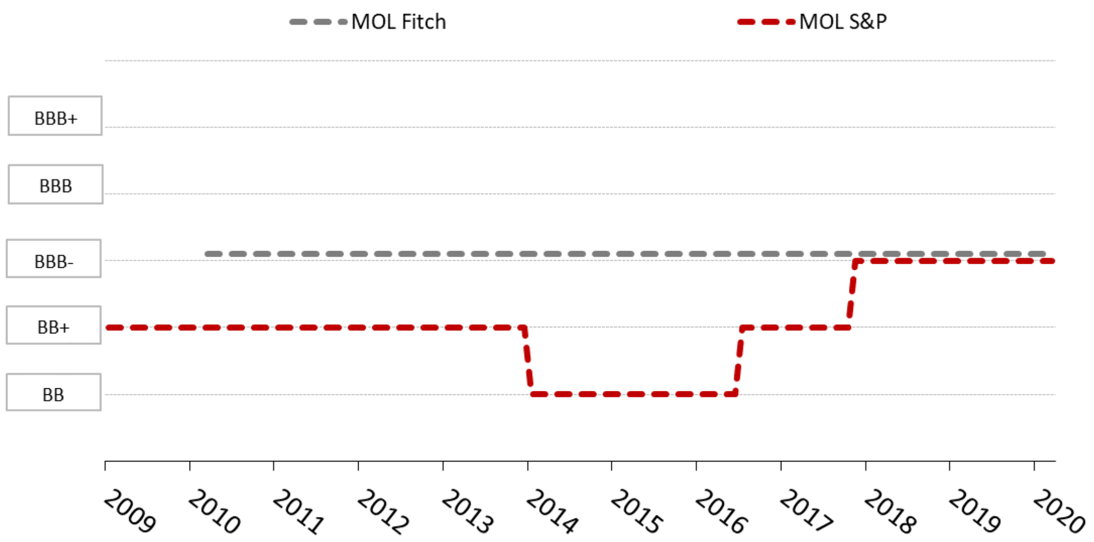


* Includes Eurobond 2027 (a 7-year bond EUR 650m (~USD 761m) issued in early October 2020).
** If Eurobond 2027 is excluded average maturity is 3.4 years.
*** Proceeds from Eurobond 2027 used to repay medium term loans which freed up Undrawn mid-term credit facilities by same amount while keeping debt at pre-Eurobond level.

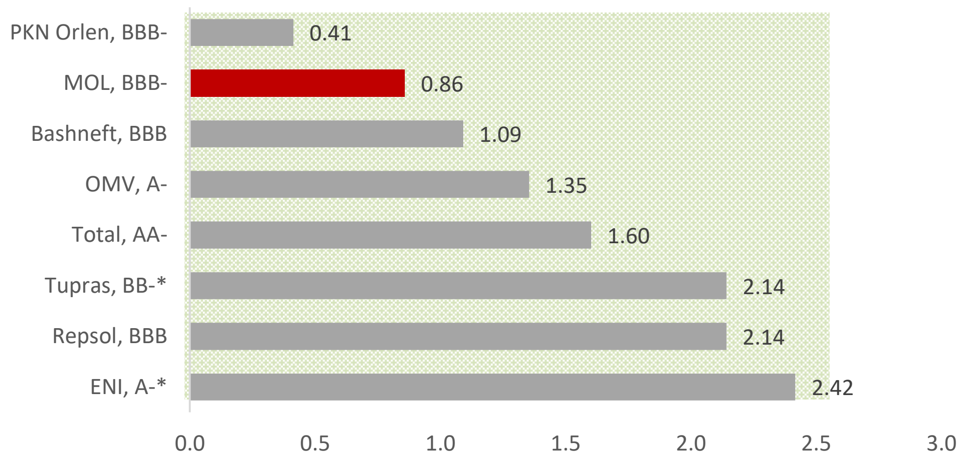
FULL INVESTMENT GRADE RATING PRESERVED

EVEN UNDER CURRENT UNPRECEDENTED AND CHALLENGING MARKET CONDITIONS

HISTORICAL FOREIGN LONG TERM RATINGS



FFO ADJUSTED NET LEVERAGE (4Y AVG. 2016-2019)



Source: www.fitchratings.com
*FY2019 figures not included in average

- Standard & Poor's confirmed BBB- investment grade rating, with revised outlook (from positive to stable) in March 2020
- BBB- (stable outlook) affirmed by Fitch Ratings in June 2020
- MOL's strong financials are visible even among better-rated peers and kept stable even under harsh downturn following the oil price collapse and coronavirus outbreak in the first months of 2020

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

MOL 2030 WORKS WITH OR WITHOUT INA

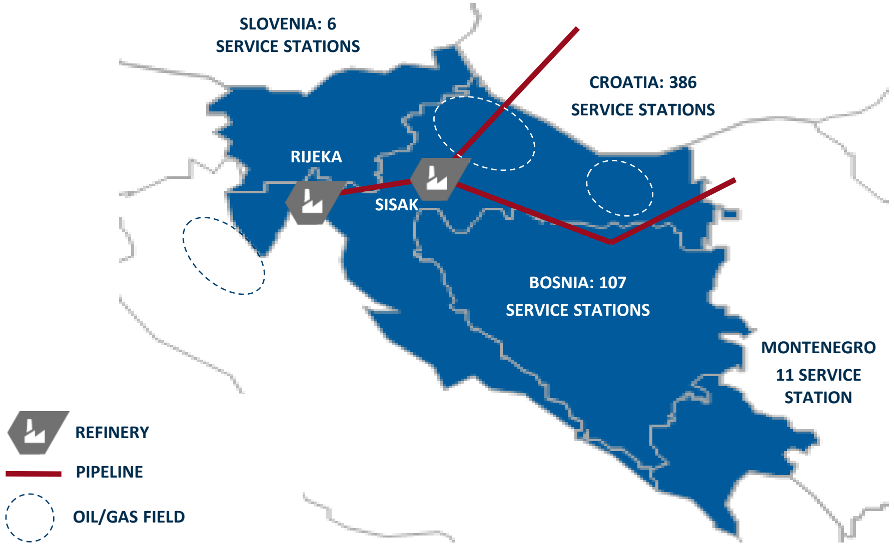
FOCUS ON SECURING RETURN ON INVESTMENT

REALITIES AND PRIORITIES

- MOL 2030 strategy can be and will be executed with or without INA
- Good geographical fit and untapped efficiency upside in downstream
  - Construction of Rijeka Delayed Coker
  - Conversion of Sisak site to various industrial activities
- Yet, the relative importance of INA has declined within MOL Group
- Priority: to maximise the value of MOL's investment in INA:
  - Keeping/operating INA on market-based terms and with a MOL-controlling position or
  - Selling/monetizing the investment
- Legal proceedings continue; first arbitration in favour of MOL (all Croatian claims rejected)

STRONG REGIONAL ASSET BASE

- Low-cost E&P in Croatia* (both onshore and off-shore)
- Coastal refinery (Rijeka)
- Extensive retail network



More information on the history of MOL & INA

*E&P activities primarily within Croatia, with international activities in Angola/Egypt (*activities in Syria are currently suspended due to force majeure proclaimed in Feb 2012*)

THE HISTORY OF INA & MOL, 2003-2019

STORYLINE

SHAREHOLDER AGREEMENTS

1ST SHAREHOLDER RIGHTS AGREEMENT (SHA): MOL ALLOWED TO NOMINATE TWO MEMBERS TO THE SUPERVISORY BOARD, THE CFO AND A VP TO THE MANAGEMENT BOARD

1ST AMENDMENT

MOL AND THE GOVT OF CROATIA SIGN THE **GAS MASTER AGREEMENT (GMA)** AND AN **AMENDMENT TO THE FIRST SHAREHOLDERS AGREEMENT (FASHA)** BY WHICH MOL GAINS FULL MANAGEMENT CONTROL ON INA.

UNDER THE FASHA, MOL DELEGATES FIVE OUT OF NINE MEMBERS TO THE SUPERVISORY BOARD AND THREE OUT OF SIX MEMBERS TO THE MANAGEMENT BOARD, INCLUDING THE PRESIDENT (WITH THE TIE-BREAKING VOTE).

OWNERSHIP

MOL ACQUIRES A 25% STAKE IN INA PLUS 1 SHARE **(USD 505 MN)**

MOL GROUP INCREASES STAKE IN INA TO 47.1% **(USD 1.18 BN)**

MOL GROUP ACQUIRES AN ADDITIONAL 2% STAKE IN INA **(USD 131 MN)**

MOL GROUP HOLDS 49.1% IN INA AS DECEMBER 2018 **(USD 1.8 BN)**

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

LEGAL PROCEEDINGS

CROATIA BEGINS INVESTIGATION OF EX-PM IVO SANADER FOR ALLEGEDLY BEING OFFERED A €10MN BRIBE BY MOL FOR SECURING MANAGEMENT RIGHTS IN INA. THE INVESTIGATION ALSO TARGETS MOL CHAIRMAN/CEO.

HUNGARIAN PROSECUTION LAUNCHES INVESTIGATION ON SUSPICION OF BRIBERY IN CONNECTION WITH FASHA

MOL FILES A REQUEST FOR ARBITRATION WITH THE INTERNATIONAL CENTRE FOR SETTLEMENT OF INVESTMENT DISPUTES TO START ARBITRATION PROCEEDINGS VS THE GOVT OF CROATIA FOR BREACHING CONTRACTUAL OBLIGATIONS UNDER THE FASHA/GMA. **NO RULING AS OF 30.04.2018**

CROATIA ISSUES EUROPEAN ARREST WARRANT (EAW) FOR MOL CHAIRMAN/CEO. CROATIA REQUESTS INTERPOL TO PLACE A RED NOTICE FOR THE ARREST OF MOL CHAIR/CEO. INTERPOL ACCEPTS.

AFTER THE CROATIAN CONSTITUTIONAL COURT QUASHED THE 1ST AND 2ND INSTANCE CONVICTION OF EX-PM SANADER IN 2015, ON-GOING RETRIAL AGAINST MR. SANADER AND HERNÁDI (FOR ALLEGED BRIBE FOR SECURING MOL'S MANAGEMENT RIGHTS IN INA) FOLLOWING SEVERAL SUSPENSIONS OVER THE PAST FEW YEARS DUE TO PROCEDURAL REASONS.

THE ZAGREB COUNTY COURT FOUND MOL CHAIRMAN ZSOLT HERNADI GUILTY OF BRIBING FORMER CROATIAN PRIME MINISTER IVO SANADER TO ALLOW MOL TO TAKE CONTROL OF INA.

CROATIA GOVT LAUNCHES ARBITRATION UNDER UNCITRAL RULES SEEKING NULLIFICATION OF THE 2009 FASHA/GMA, CLAIMING THAT MOL UNLAWFULLY OBTAINED MANAGEMENT RIGHTS

ZAGREB COURT OVERTURNS THE DETENTION ORDER AGAINST ZSOLT HERNADI WHICH COULD RESULT IN THE CANCELLATION OF THE EUROPEAN ARREST WARRANT AND THE REMOVAL OF HIS NAME FROM THE INTERPOL WANTED LIST.

RULINGS

CROATIAN REGULAR (1st and 2nd inst.) COURTS FIND THE EX. PM GUILTY OF ACCEPTING THE ALLEDGED BRIBE

A BUDAPEST COURT REJECTS CROATIA'S REQUEST FOR EXTRADITION OF MOL CHAIRMAN/CEO

THE CONSTITUTIONAL COURT OF CROATIA REVOKES TWO PREVIOUS LOWER INSTANCE RULLINGS AND ORDERED FOR RETRIAL

HUNGARIAN PROSECUTION DECLARES THAT THE CRIMINAL ACCUSTATION RAISED BY CROATIA ON SUSPICION OF BRIBERY IS UNFOUNDED. INVESTIGATION ENDS.

INTERPOL CANCELS RED NOTICE BUT EAW STILL STANDS

AUSTRIA AND GERMANY SUSPEND EAW ON MOL CHAIRMAN/CEO

UNCITRAL REJECTS ALL OF CROATIA'S CLAIMS AIMING AT NULLIFYING THE 2009 FASHA/GMA. ALLEGATIONS OF BRIBERY, BREACHING THE 2003 SHA AND NOT ACTING WITHIN CROATIAN COMPANY LAW ARE ALL DISMISSED. SWISS SUPREME COURT CONFIRMS RULING. MOL IS CLEARED.

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

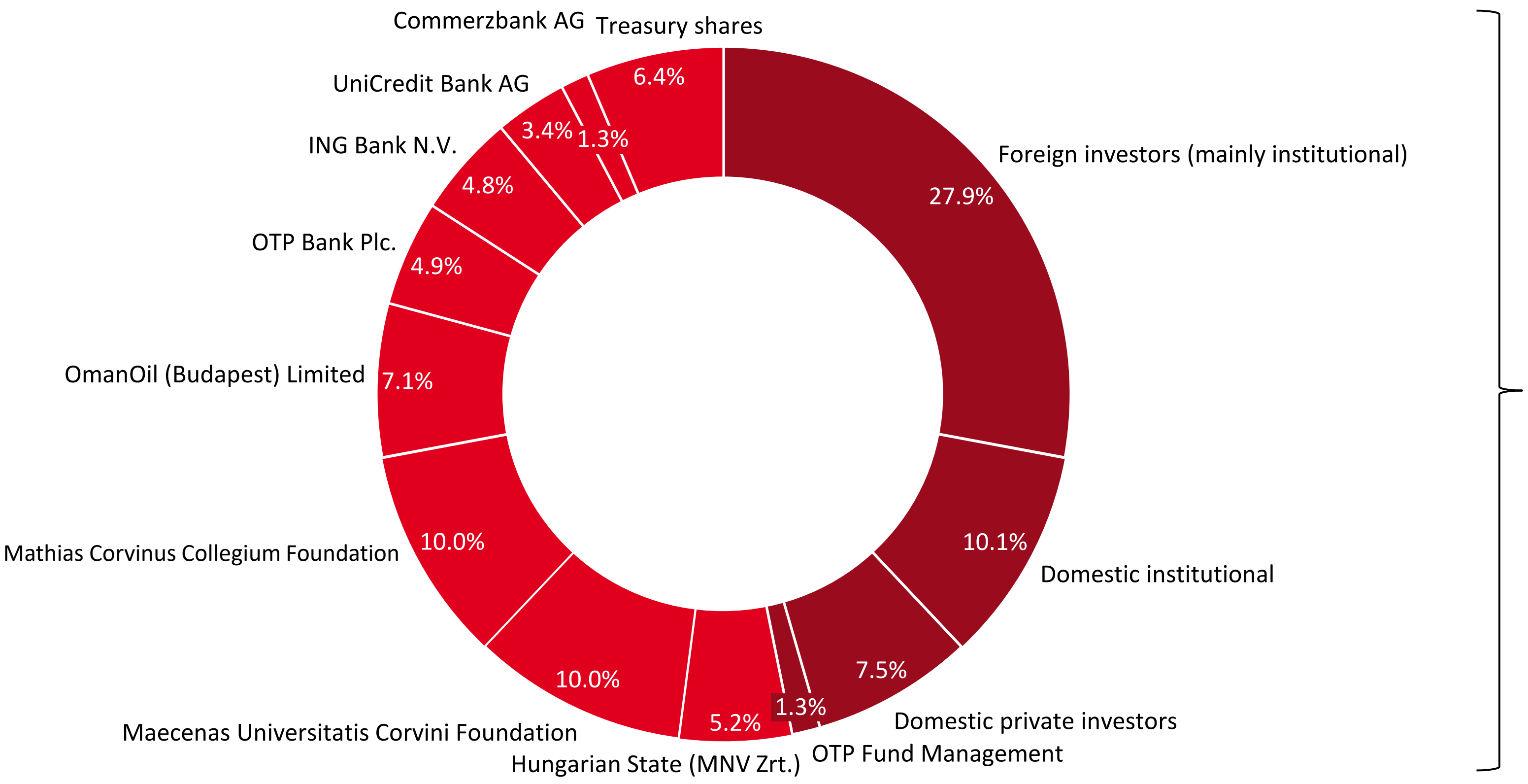
CROATIAN BRIBERY INVESTIGATION INTO EX CROATIA PM AND MOL CHAIRMAN/CEO | HUNGARIAN BRIBERY INVESTIGATION INTO MOL CHAIRMAN/CEO | ARREST WARRANT FOR MOL CHAIRMAN/CEO | ICSID ARBITRATION | UNCITRAL ARBITRATION

MOL-CROATIA 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

SHAREHOLDER STRUCTURE[1]

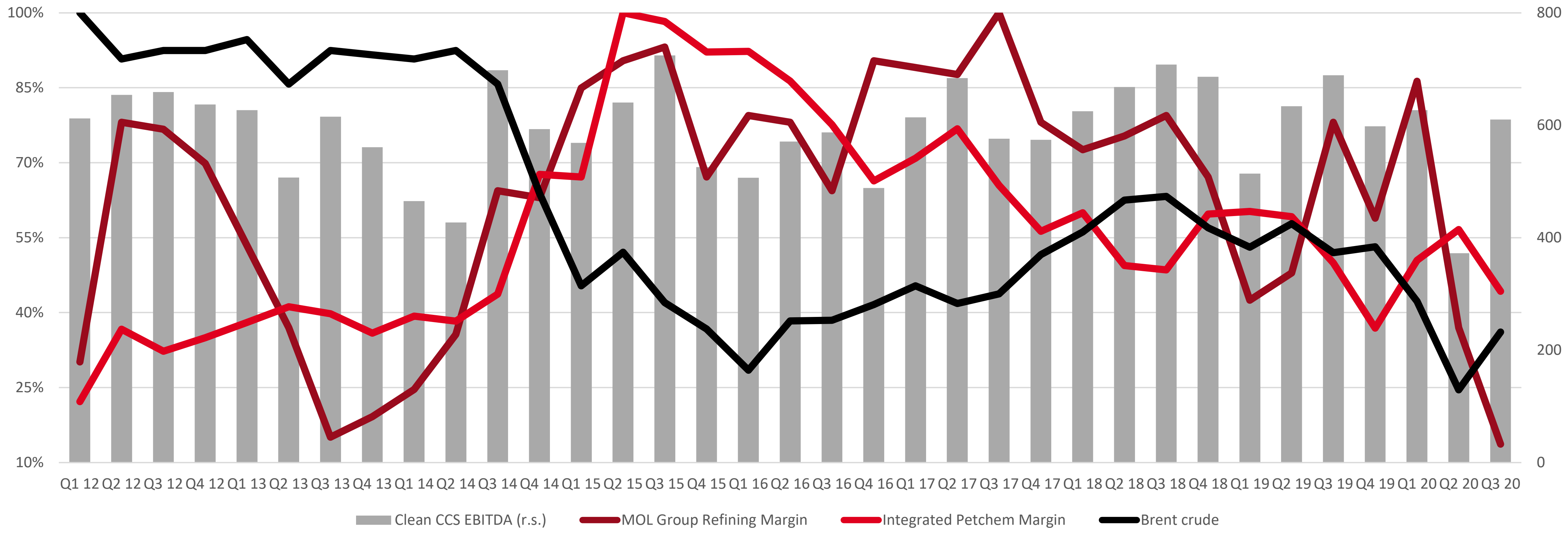


(1) Shareholders structure as of 30 September, 2020

COMMODITY DRIVERS REMAIN UNDER PRESSURE

EBITDA DEFIES MACRO IN Q3, HELPED BY SEASONALITY AND GROWING SHARE OF NON-COMMODITY BUSINESSES

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 – Q3 2020
100% equals to the following values:
MOL Group Refining Margin: 7.3 USD/bbl; MOL Group Petrochemicals margin: 654 EUR/t; Brent crude: 119 USD/bbl

KEY ITEMS OF TAXATION

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

HUNGARY

- CIT tax remains at 9%
- Profit based 'Robin Hood' with an implied tax rate of 21%
  - Only energy related part of the profit affected (~66%), 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 rate at 18% in Croatia and 21% in Slovakia

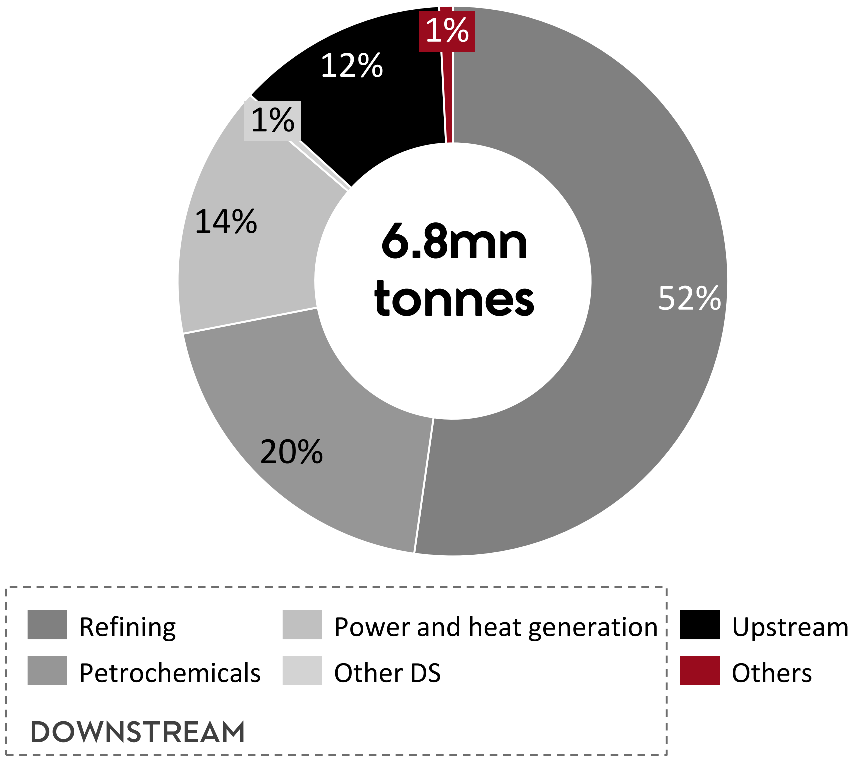
HUF bn	2015	2016	2017	2018	2019
Local Trade Tax and Innovation Fee	15	14	15	16	16
Corporate Income Tax (incl. RH tax)	23	37	29	24	17
Total cash taxes	38	51	44	40	33

GHG: DOWNSTREAM AND FUEL SALES BIGGEST GHG CONTRIBUTORS

SCOPE 2 IS MINIMAL

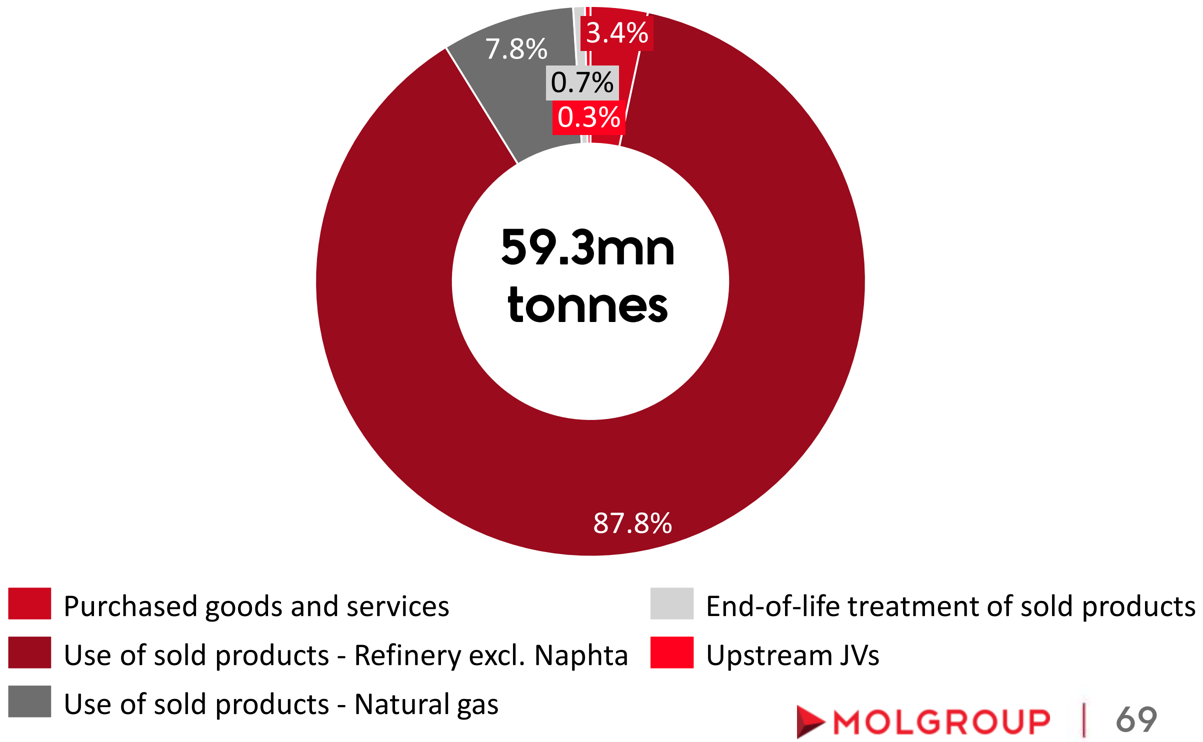
TOTAL GHG EMISSIONS SCOPE 1

- Downstream accounts for 90% of MOL's own GHG emissions
- Around 90% of all Scope 1 falls under ETS
- Scope 2 emissions are typically around 1 million tonnes pa.



TOTAL GHG EMISSIONS SCOPE 3

- Use of sold products, incl. refinery products (diesel, gasoline) and natural gas accounts for 95% of all Scope 3 emissions
- Purchased goods include purchased crude oil and bio-fuel



NEXT STEPS TOWARDS ADAPTING TO A LOW(ER) CARBON WORLD

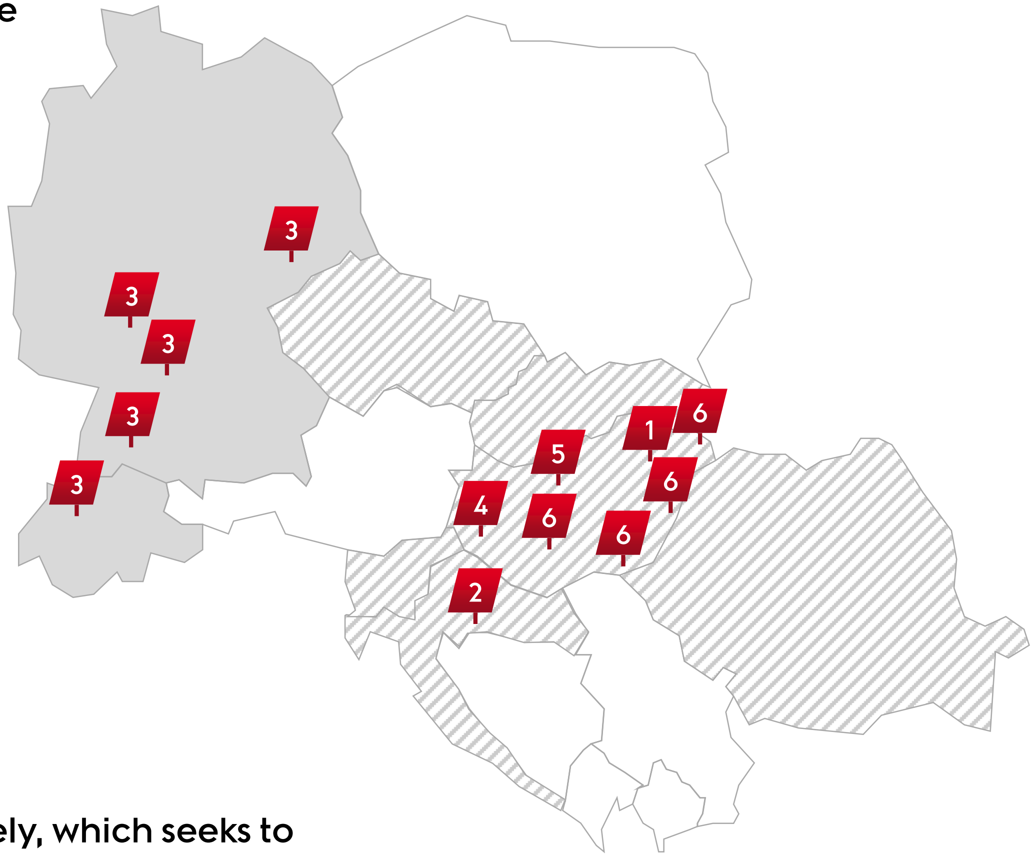
A NEW COMPREHENSIVE CARBON/SUSTAINABILITY STRATEGY TO BE INTEGRATED INTO MOL 2030

CLIMATE CHANGE, 2030 STRATEGY AND MOL'S FUTURE PRODUCT PORTFOLIO

- Several initiatives and projects are already in progress to help mitigate transition risk caused by climate change and also contribute to make MOL „greener"

1. Extension of the chemical value chain
2. Feasibility of bio-refinery
3. Integration of plastics recycling/compounding
4. Expansion of tire recycling
5. Launch of car sharing
6. Development of renewable energy

- (hatched) Deployment of EV charging infrastructure



- A comprehensive „carbon strategy" initiative has been launched lately, which seeks to address all climate change-related concerns, targets and actions in the mid-to-long-term and will be an integral part of MOL's sustainability and general corporate strategy

ESG: STRONG RATINGS, LEADING IN TRANSPARENCY

TOP POSITIONS ACROSS LEADING ESG[1] RESEARCH, RATING AND INDEX HOUSES

ESG INDEXES AND RATINGS

- Monitoring of and response to all ESG rating/index houses
- Engagement with ESG analysts to ensure understanding of MOL
- Consistently strong(er) E&S scores across all players, while somewhat weaker, but improving corporate governance scores

MEMBER OF Dow Jones Sustainability Indices In Collaboration with RobecoSAM

MSCI

RELATIVE RATING[2] VS INDUSTRY PEERS	TOP 10%	TOP 20%
MOL SCORE	70	AA
ENVIRONMENTAL	75	7.6
SOCIAL	68	8.3
GOVERNANCE	69[4]	4.7

SUSTAINALYTICS

- 6th lowest risk among 284 global O&G peers (top 2%); and 2nd lowest risk among 45 global integrated O&G peers (top 3%)

ESG REPORTING AND DISCLOSURE

SASB GRI STANDARDS

- MOL reports using both SASB and GRI Standards
- Integrated Reporting combined with Data Library
- Data Library contains over 650 ESG data points
- Pre-empt, address rising ESG disclosure expectations
- Target: leader in industry disclosure practices

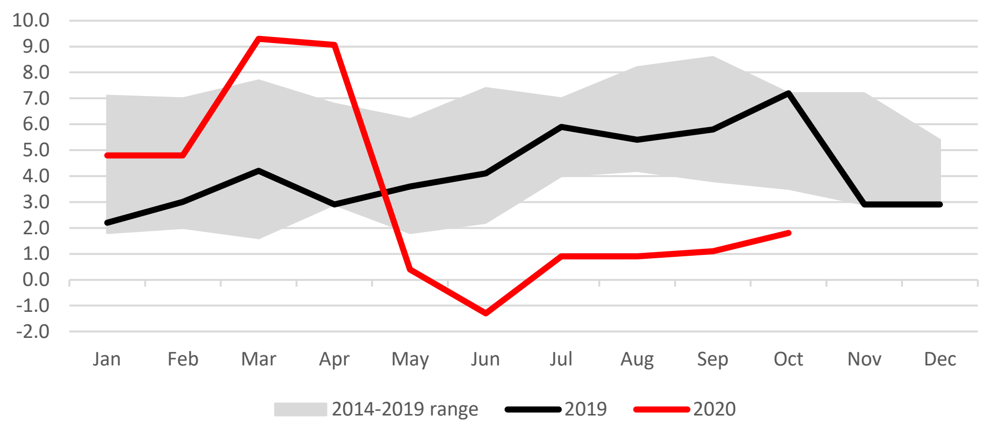
Bloomberg

- MOL #1 in the Bloomberg ESG Disclosure Score for its sub-industry with a total of 69 points (out of 100)

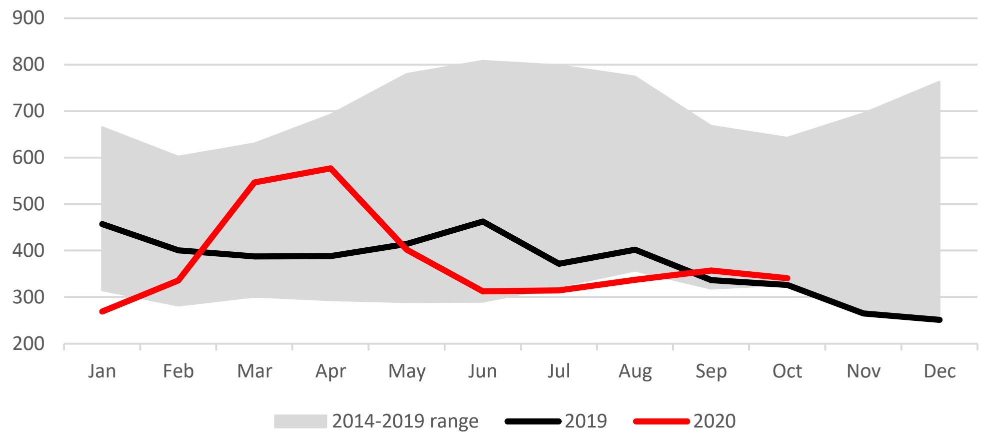
(1) ESG = Environmental, Social and Governance (2) Latest Available Score (3) As of May 7th 2020. (4) DJSI has a separate G *(Governance)* score but it is called *"Economic"*

MOL GROUP REFINERY AND PETCHEM MARGINS

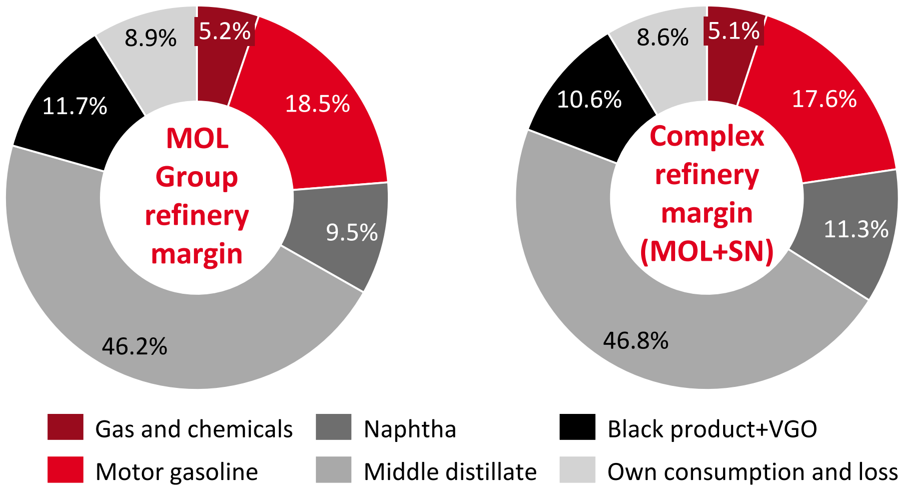
MOL GROUP REFINERY MARGIN[1] (USD/bbl)



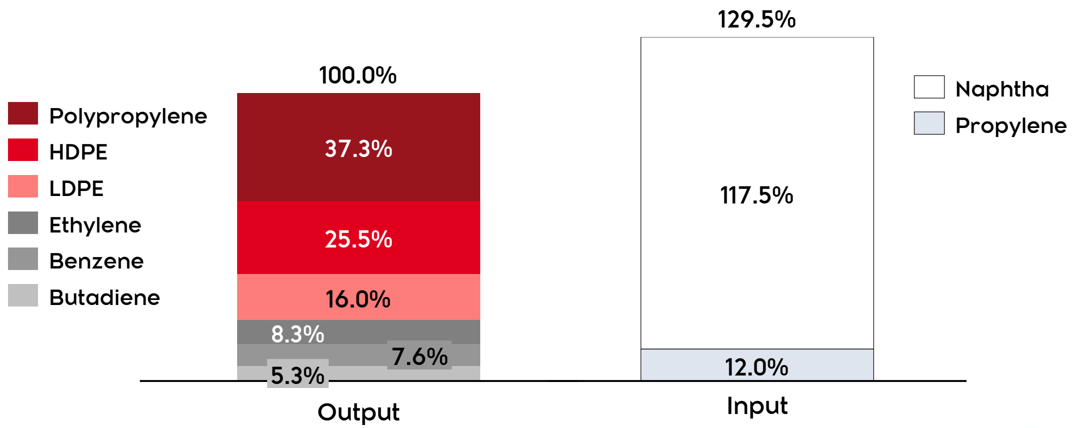
PETROCHEMICALS MARGIN (EUR/t)[2]



IMPLIED YIELDS



IMPLIED YIELDS AND FEEDSTOCK



(1) Based on weighted Solomon refinery yields, contains cost of purchased energy
(2) From January 2016 we use MOL Group Petrochemical Margin figures instead of Integrated Petrochemical Margin

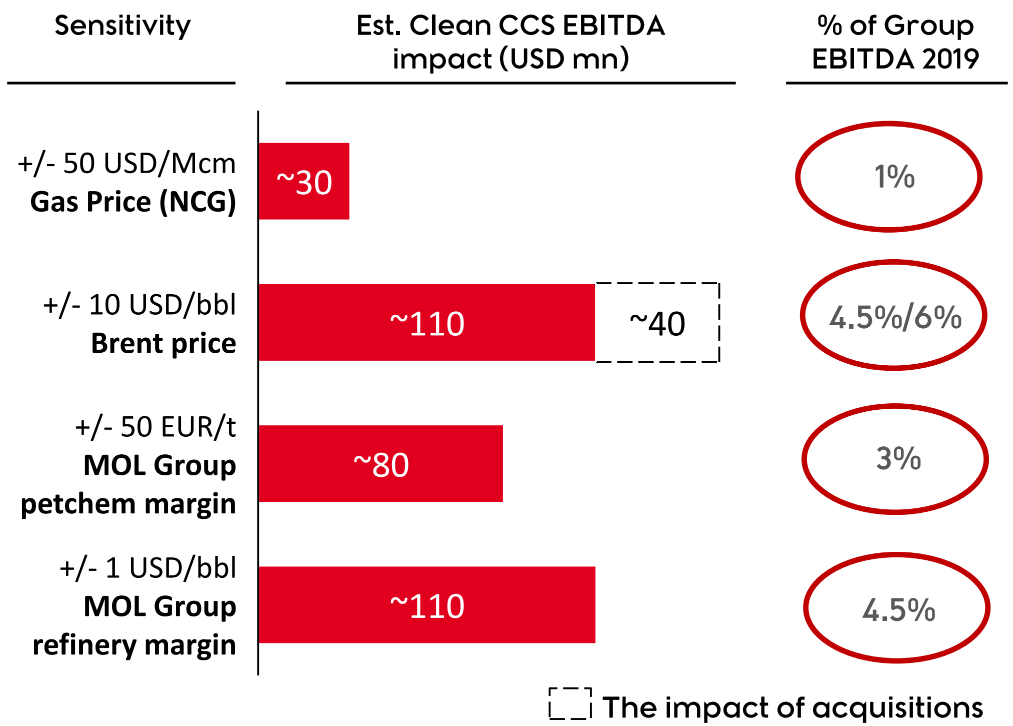
RESILIENT, INTEGRATED BUSINESS MODEL STRENGHTENED

NO CHANGE IN MOL'S MID-TERM BASE MACRO FRAMEWORK AND ASSUMPTIONS

KEY MACRO ASSUMPTIONS

	2016	2017	2018	2019	2020 YTD	8Y AVG
Brent crude (USD/bbl)	44	54	71	64	40.1	76
MOL Group refinery margin (USD/bbl)	5.7	6.5	5.4	4.3	3.3	4.9
MOL Group petchem margin (EUR/t)	543	504	399	372	429	423

EBITDA SENSITIVITY TO KEY EXTERNAL DRIVERS



Notes:
-Sensitivity calculated for 2020; ceteric paribus for current assets assuming full re-pricing of the portfolio; all other premises and volumes remain unchanged
-Gas price sensitivity is the net impact of E&P sensitivity (around USD 50m) and an offsetting Downstream sensitivity; NCG: Largest German trading point for natural gas (operated by NetConnect Germany)
-Crude price sensitivity is the net impact of Upstream sensitivity (including all liquids sensitivity and also the oil price-linked gas production sensitivity) and an offsetting Downstream sensitivity

TOP MANAGEMENT INCENTIVE SCHEMES

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

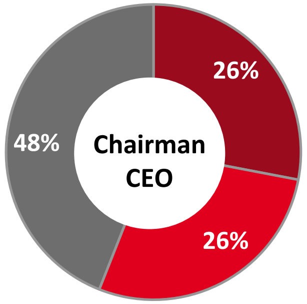
SHORT-TERM INCENTIVES

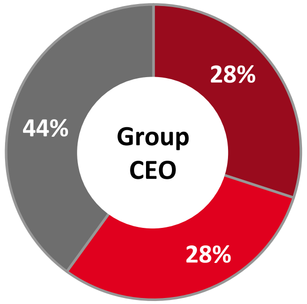
- Bonus opportunity between 0.85x and 1x of annual base salary, depending on the level
- Payout linked to yearly performance based on financial, operational and individual measures, including but not limited to:
  - Group Level target: Clean CCS EBITDA*, CAPEX utilization, TRIR
  - Divisional targets: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

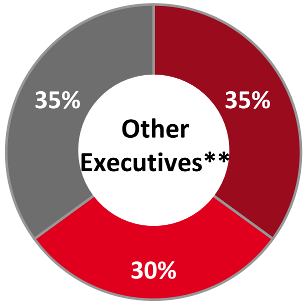
LONG-TERM INCENTIVES

- Long-term incentive (LTI) scheme consists of two elements: Absolute share value based (previous stock option plan) and Relative market index based (previously Performance Share Plan) plans
- LTI payout is linked to long-term share price performance, both nominal and relative
- Absolute share value plan: a 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 index-based plan: measures MOL share price vs regional (CETOP) and industry specific indices (DJ Emerging Market Titans Oil&Gas 30 and MSCI Energy Industry Group 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
- From 2017, target amounts and actual payout for both LTI pillars are based on physical MOL shares in order to further strengthen the alignment between the interest of our shareholders and MOL management.

REMUNERATION MIX







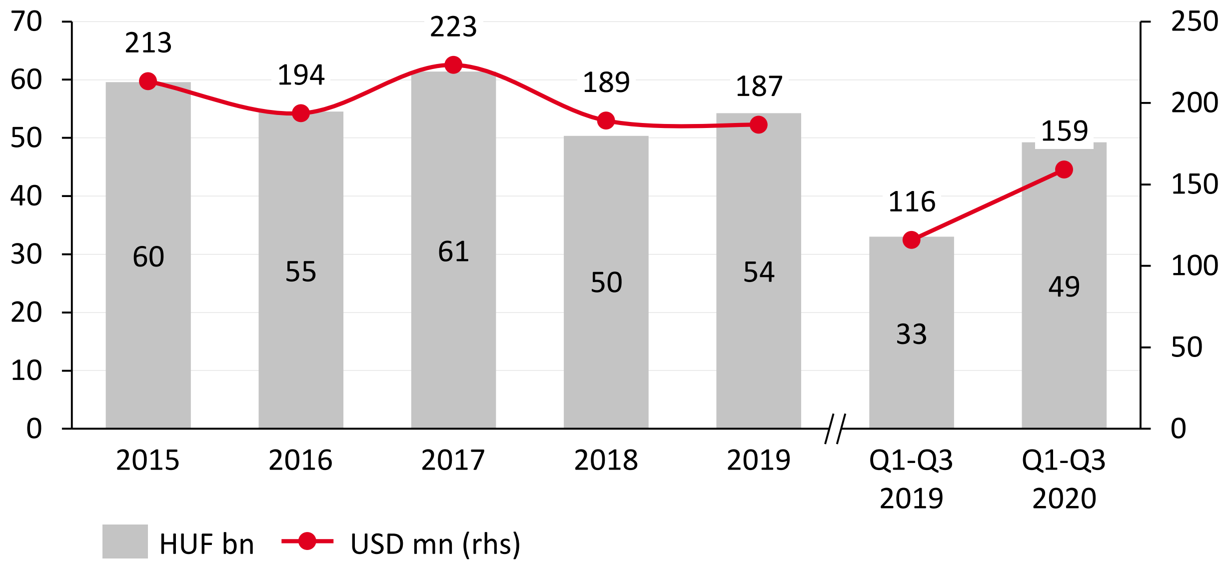
Base Salary | Short Term Incentives | Long Term Incentives

*2019 target for the CEO was set at USD 2.69bn. FY19 Clean CCS EBITDA for the Group reached USD 2,435mn. For 2019, the BoD set the corporate factor at 0.91 for the CEO reflecting external effects and internal impacts.

** We refer to the members of the Management Committee as Executive Members. These newly formed governing bodies together with the Chief Executive Committee took over the role of the formal Executive Board from 1st February 2019.

GAS MIDSTREAM: NON-CYCLICAL 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 Serbia, Bosnia-Herzegovina
- Interconnectors to Croatia, Romania, Slovakia, Ukraine

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

PRESENTATION MANUAL

LINKS ( )ARE AVAILABLE THROUGHOUT THE PRESENTATION THAT DIRECT YOU TO MORE INFORMATION ON THE SELECTED TOPIC.

A NAVIGATION BAR ON THE TOP OF EACH SLIDE IS ALSO AVAILABLE, WITH THE FOLLOWING BUTTONS:

HOME: GO TO THE SUMMARY SLIDE

HELP: GO TO PRESENTATION MANUAL

BACK: GO TO PREVIOUS SLIDE

FORWARD: GO TO THE NEXT SLIDE

RETURN: GO TO LAST SLIDE VIEWED