MOL GROUP 2030+
SHAPE TOMORROW
STRATEGY

Viktor Sverla
Group Strategy Director
“MOL HAS A TRANSFORMATION PLAN THAT IS AMONG THE MOST EXPLICIT RESPONSES…” (WSJ, NOVEMBER 28, 2016)
CHANGES OF THE EXTERNAL ENVIRONMENT
DIRECTIONS REMAIN THE SAME, BUT THE STORY IS ACCELERATING

**CLIMATE CHALLENGE**
Climate change is a widely accepted challenge, and it requires immediate mitigation.

**ESG REVOLUTION**
Investors increasingly integrate non-financial risk in decisions.
- Climate/CO2 is a number one concern.
- The concept of "stakeholder capitalism" is also gaining traction.
- Oil & gas is a net loser of ESG-driven capital flows.

**EU GREEN DEAL**
Net zero ambitions require dramatic policy change and an aggressive transition trajectory.

**COVID-19**
Unprecedented challenges caused by world-wide pandemic.

**MACRO CRISIS**
Oil & gas was amongst the strongest hit sectors.
The EU is to support the recovery via green investments.

**TECHNOLOGY**
No breakthrough in EV penetration yet...
- ...but renewable energy has become a real hot spot...
- ...and new tech is now firmly on the agenda (H2, CCUS)
MOL 2030+: UNCHANGED DIRECTION, ACCELERATED TRANSITION

We need to speed up transition

We set the right strategy in 2016

We delivered on our interim promises

STRAATEGY 2030+

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

...WITH ADDITIONAL FOCUS ON

- Accelerating the transformation of the traditional oil & gas businesses
- New sustainability/CO2 reduction targets
- Investing in low-carbon, circular economy to become a key player in CEE
WE WILL BE A KEY PLAYER OF THE LOW CARBON CIRCULAR ECONOMY IN CENTRAL AND EASTERN EUROPE.
A HIGHLY EFFICIENT COMPANY, PROVIDING SUSTAINABLE MATERIALS FOR THE ECONOMY, LOW CARBON FUELS FOR MOBILITY AND CONVENIENT PRODUCTS AND SERVICES FOR THE PEOPLE ON THE MOVE.

By following this vision, **we start shaping tomorrow.**
MOL 2030+: ACCELERATED LOW-CARBON TRANSITION

Profitably towards net-zero
Key directions of MOL 2030 strategy are reiterated; business transformation to further accelerate
Reducing CO2 emissions by 30% by 2030 with net zero ambition on all scopes by 2050
At least 50% of CAPEX will be EU taxonomy aligned by 2030, increasing to 100% by 2050 or earlier
MOL will invest significantly in new, low carbon and sustainable businesses to become a key player in CEE in circular economy
- Waste integration and utilisation
- Carbon capture, utilisation and storage
- Low carbon energy for own consumption
- Advanced biofuel production
- Hydrogen-related opportunities
Diversity and Inclusion remains a core strategy enabler, while additional focus will be on employee and community engagement, employee wellbeing and health and safety
SUSTAINABILITY GOALS

- Carbon neutrality by 2030: renewable energy to cover the consumption of the service station network, including the EV chargers
- Carbon offsetting initiatives
- Conscious waste management
- Extensive use of recyclable materials (e.g. coffee cups) at Service Stations
E&P 2030 VISION: STRONG INTERNATIONAL CASH GENERATION AND MANAGED DECLINE IN CEE

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

CEE
- Transform into the largest Pannonian player in CO₂ storage
- Operate CEE in the most efficient and productive way possible

INTERNATIONAL (INCL. ACG)
- Further improve quality and cash-delivery of international E&P
- Selective approach in organic opportunities and limited inorganic M&A
INTEGRATING CIRCULAR ECONOMY INTO OUR CORE BUSINESS

DS TO EVOLVE TILL 2050, INTEGRATING BIO & WASTE-BASED STREAMS IN PRODUCTION AND SCALING UP RECYCLING

In our feedstock...

- Renewable Electricity
- Waste
- Others

...in our operations...

- Sustainable Fuels (e.g., biofuels, hydrogen, biogas, electricity)
- Chemical sites
- Waste to Chemicals
- Recycling

...in our product portfolio

- Industry
- Homes
- B2B Transportation
- Service stations