SETTING THE PACE FROM "NEW EUROPE"

A FOCUSED STRATEGY TO PRODUCE QUALITY GROWTH AND SUPERIOR RETURNS

strategy 2006-2010

MOL GROUP

Disclaimer

- "This strategy 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.

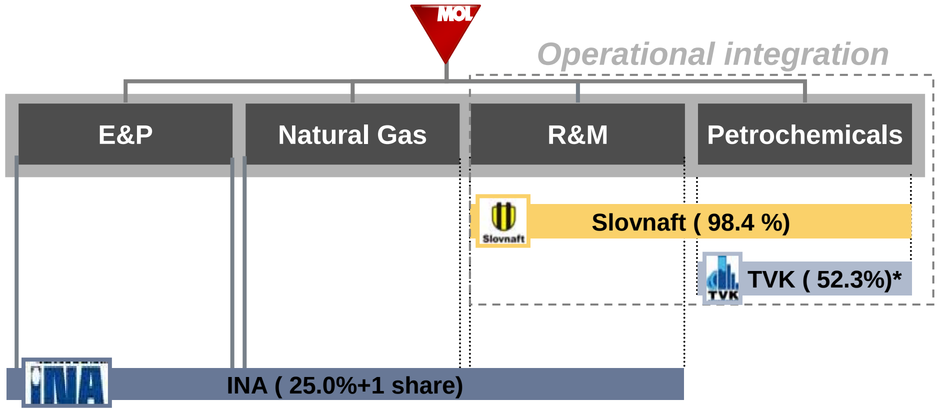
- Statements and data contained in this presentation and the associated slides and discussions, which relate to the performance of MOL in this and future years, represent plans, targets or projections.„

Agenda

SUMMARY

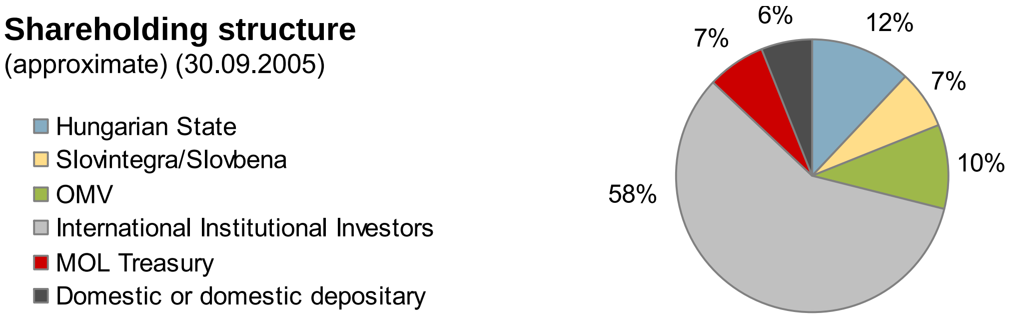
A Leading European Integrated Oil and Gas Company

- One of the best performing integrated energy companies in the world
- Leader in core markets of Hungary, Slovakia and in Croatia via INA
- State of the art asset base serving a high growth downstream region
- Highly successful regional partnerships: Slovnaft, TVK, INA
- Management with outstanding track record in operational integration and efficiency improvement



*direct and indirect influence

Shareholding structure
(approximate) (30.09.2005)



MOL's 2006-2010 strategy is to maximise the potential from growth in „New Europe" while providing superior returns

Capabilities

- Based on our disciplined transaction track record and proven transformation and integration skills we will continue to develop the group with a focus on Growth and Efficiency while closely managing risk at group level
- Furthermore we intend to remain a pace setter in Corporate Governance and Sustainable Development in „New Europe"

Growth

Triple hydrocarbon production

Double refined product sales

Efficiency

Strong efficiency improvement in all businesses

Maximise potential from integration

Targets for 2010

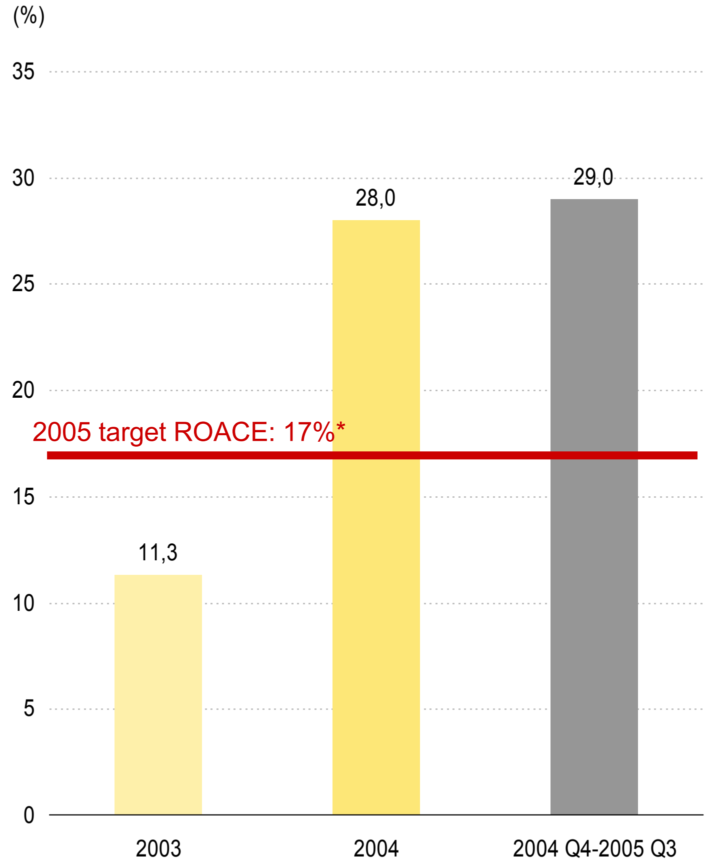
EBITDA	USD bn	**3.5**
ROACE *	%	**15**
EFFICIENCY IMPROVEMENT	USD m	**285**

*** NOPLAT based ROACE**

KEY 2005 TARGETS MET AHEAD OF SCHEDULE

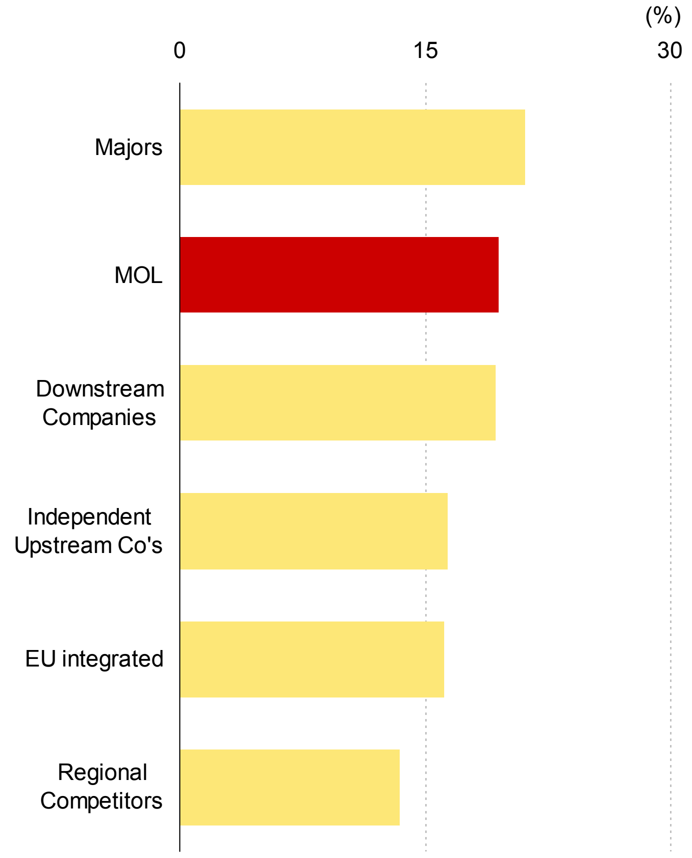
Superior performance: Key Corporate Targets achieved ahead of time schedule

EBIT based ROACE



*Pretax based ROACE

A leader in profitability



Source: Morgan Stanley
(2004 post tax ROACE excl. exceptional items)

We have delivered the results we promised

MOL was able to reach its 2003-2005 strategic targets by

- Well timed investments in high quality refining assets
- Significant increase of international crude production
- Consequent implementation of supply chain philosophy
- Successful integration
- Exceeding efficiency & synergy targets

TARGET		Expected status by end of Year 2005
CORPORATE ROACE	17%	
EBITDA	> USD 1.0 bn	
EFFICIENCY IMPROVEMENT	USD 175 m	
SLOVNAFT INTEGRATION SYNERGIES	USD 50 m	
GEARING TARGET OF 40% MAINTAINED	Max. 40%	
DOUBLE CRUDE PRODUCTION	50,000 bbl/day	
NEW RETAIL STATIONS IN THE REGION	200	
EXPLOIT LEADING REGIONAL PETCHEM POSITION	7 % CAGR	

THE EXTERNAL ENVIRONMENT TO 2010

Positive outlook for the macro environment to 2010

Upstream and Gas

- The oil price is expected to remain above 30 USD/bbl for the next five years
- Europe is expected to be short of gas from 2008 onward, and the supply gap will be filled with multiple sources of gas, including Caspian gas

Downstream and Petrochemicals

- Shortage in upgrading capacity and quality focus in EU expected to support continued strength in refining margins
- The eastern frontier of the EU will remain a fast growth region with reasonable political stability, due to continuing convergence

Favourable market environment expected to continue to 2010	2005 Q1-3	2010
Brent dated crude price (USD/bbl)	53.7	**34**
Reference refining margin * (USD/bbl)	5.9	**4.0**
Brent Ural Spread (USD/bbl)	3.9	**2.8**
Integrated petrochemical margin (EUR/t)	404	**475**
HUF/USD	195.7	**217**
EUR/USD	1.26	**1.15**

** Reuters Rotterdam Brent Crack Reference Refinery Margin*

DIFFERENTIATED STRATEGIES FOR EACH BUSINESS UNIT

Differentiated strategies for each business unit

- ***Upstream***
  Build a focused but robust portfolio based on a small number of key production centres in core markets
- ***Downstream***
  Develop a competitive quality refinery pool with optimised supply chain management and product slate to satisfy growing demand for high quality products
- ***Retail***
  Develop an efficient network within our refineries' supply radius
- ***Petrochemicals***
  Leverage the investments of the past three years
- ***Gas transmission***
  Utilise unique geographical location to generate additional non-regulated income

UPSTREAM BUSINESSES

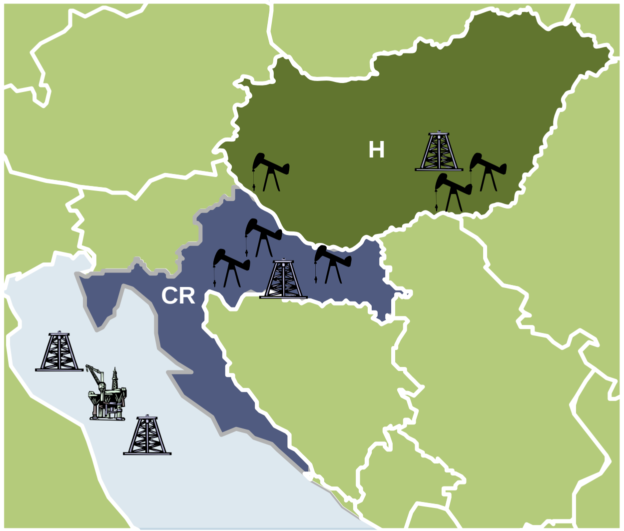
E & P strategy focuses on exploiting niche markets

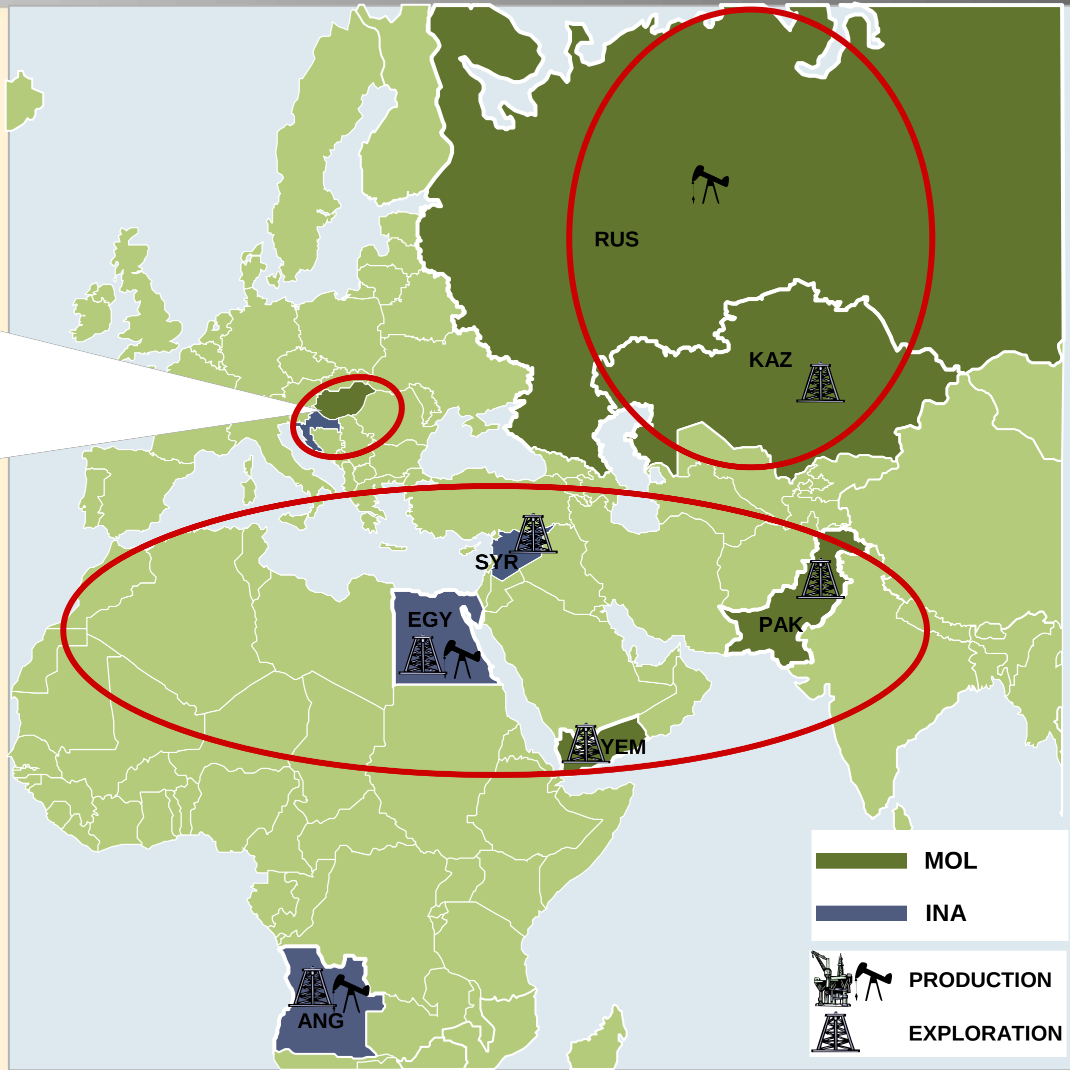
- ***In the CEE region: E&P activity to be expanded jointly with INA and through new corporate acquisitions***
  - Further efficiency improvement in production and further application of modern recovery methods
  - Active management of field portfolio
  - Possible partnerships with other companies operating in the region

- ***International activities: building a focused but robust core portfolio based on a small number of key production centres***
  - Maintain balance between development & production and exploration projects in order to secure medium and long term reserve growth
  - Capitalise on existing skill base and MOL's status as a financially strong, independent, medium-sized operator
  - Increase exposure to Russian production based on proven ability to work in CIS environment with local partners
  - Leverage low cost on-shore production experience in asset management
  - Apply rigorous evaluation and portfolio management methodologies

- ***Key target: to contribute over 40% of Group EBITDA with adequate reserve and production levels in reference environment***

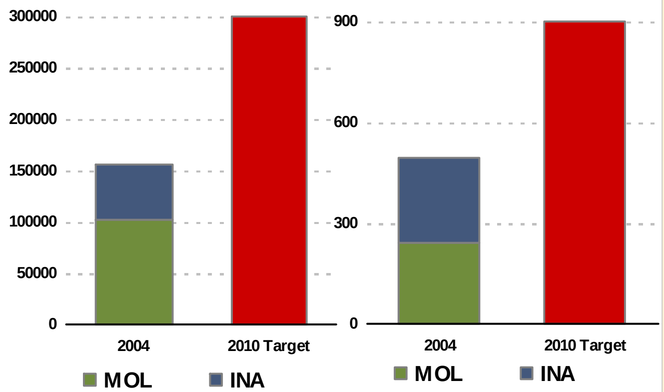
Focused upstream portfolio with potential for significant growth





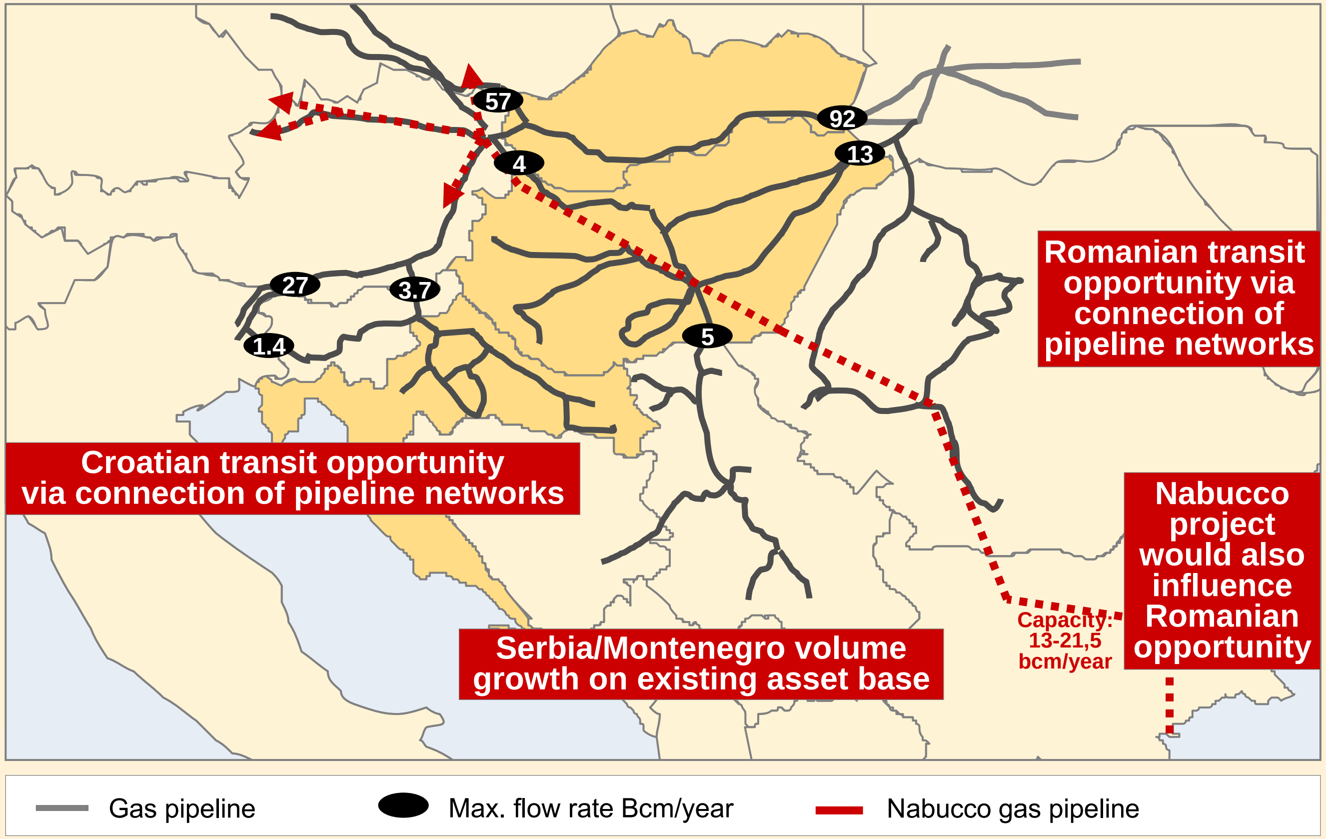
Production
boepd

Reserve
mboe



Maintain position in gas transmission

- Stable cash generation from domestic utility activity
- Utilise unique geographical location to generate additional non-regulated transmission income



The main objective is to significantly increase the EBITDA contribution of the E&P Business

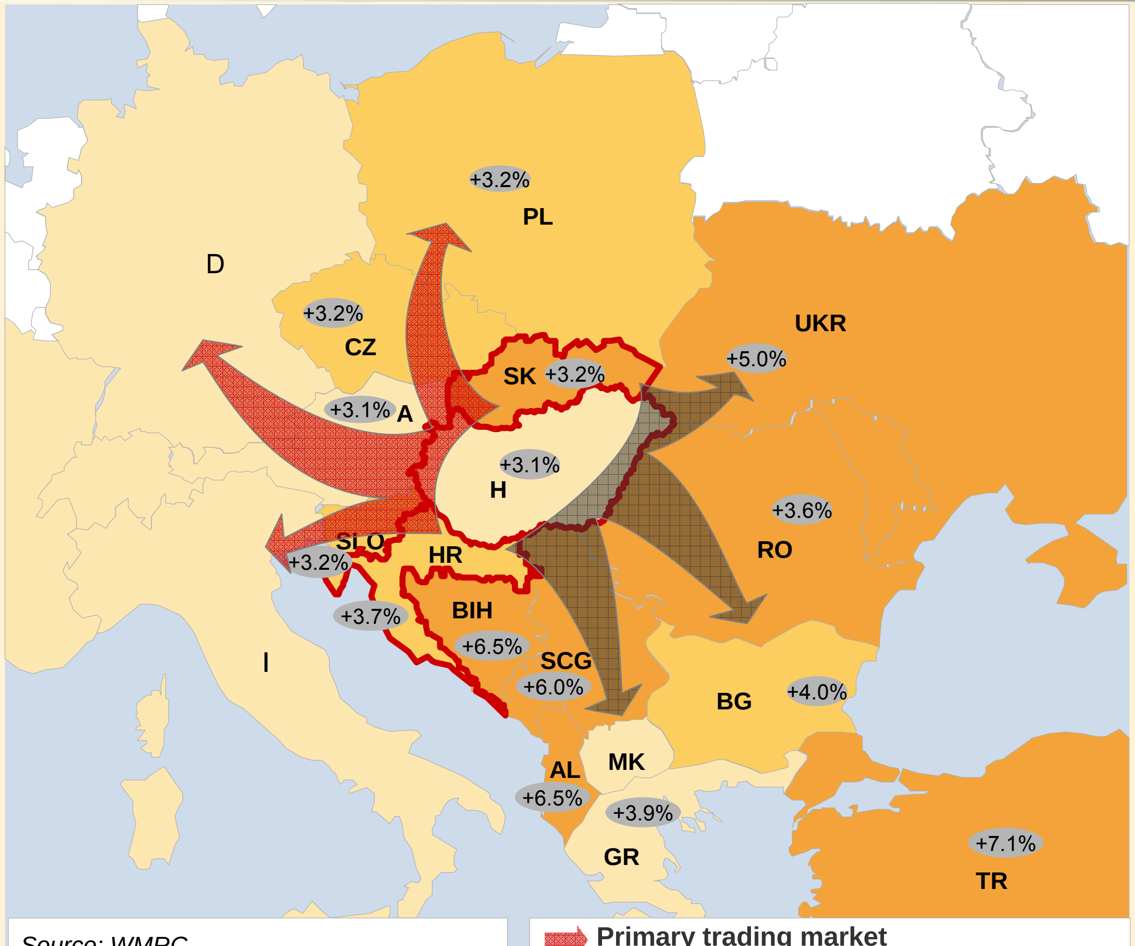
Financial objectives *		
EBITDA	USD m	**1,750**
ROACE	%	**20**
2006-2010 CAPEX (excl. corporate acquisitions and Nabucco)	USD m	**2,550**

Non-financial objectives *		
Total oil and gas reserves (proven)	m boe	**900**
Production rate	thboepd	**300**
Reserve replacement costs	USD/boe	**6.5**
Transit volume (excl. Nabucco)	bcm	**5**

** Includes both E&P and Gas Transmission*

DOWNSTREAM BUSINESSES

Develop a quality refinery pool with optimised supply chain management and product slate to satisfy growing demand for quality products



Source: WMRC

- GDP growth 2006-10 average < 4%
- GDP growth 2006-10 average 4-5%
- GDP growth 2006-10 average > 5%

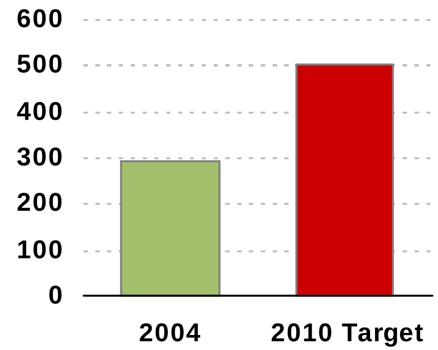
Primary trading market

Primary investment market

Expected motor fuel demand CAGR 2006 - 2010

- GDP growth well above European average
- Region converging to EU (expected diesel and gasoline CAGR 4.0% and 2.7% respectively)
- Car penetration well below average of EU
- Growing infrastructure investment

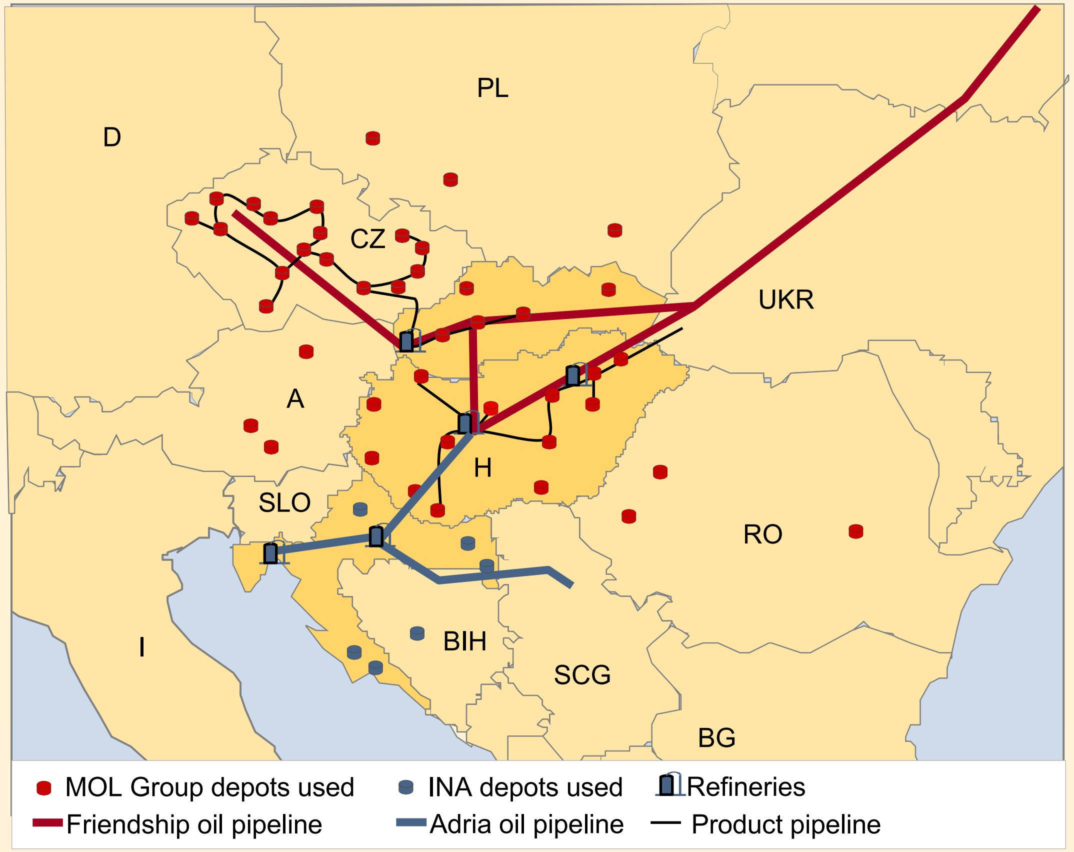
Sale of refined products (thbpd)



Including sales to Petchem business

High quality refining assets combined with unique logistics in a favourable geographic location

- *Pipeline based crude supply*
- *Alternative crude oil import route*
- *High complexity refineries with quality product slates*
- *Extensive proprietary product pipeline logistics*
- *Efficient regional depot system*



Friendship oil pipeline

Friendship I
Capacity: 20 mtpa

Friendship II
Capacity: 7.9 mtpa

Adria JANAF
Capacity: 10 mtpa

Refineries

BRATISLAVA
Capacity: 6.1 mtpa
NCI: 11.5

DUNA
Capacity: 8.1 mtpa
NCI: 10.6

SISAK
Capacity: 2.2 mtpa
NCI: 6.1

RIJEKA
Capacity: 4.5 mtpa
NCI: 5.8

In R&M we will focus on maintaining quality leadership and leveraging it to new growth markets

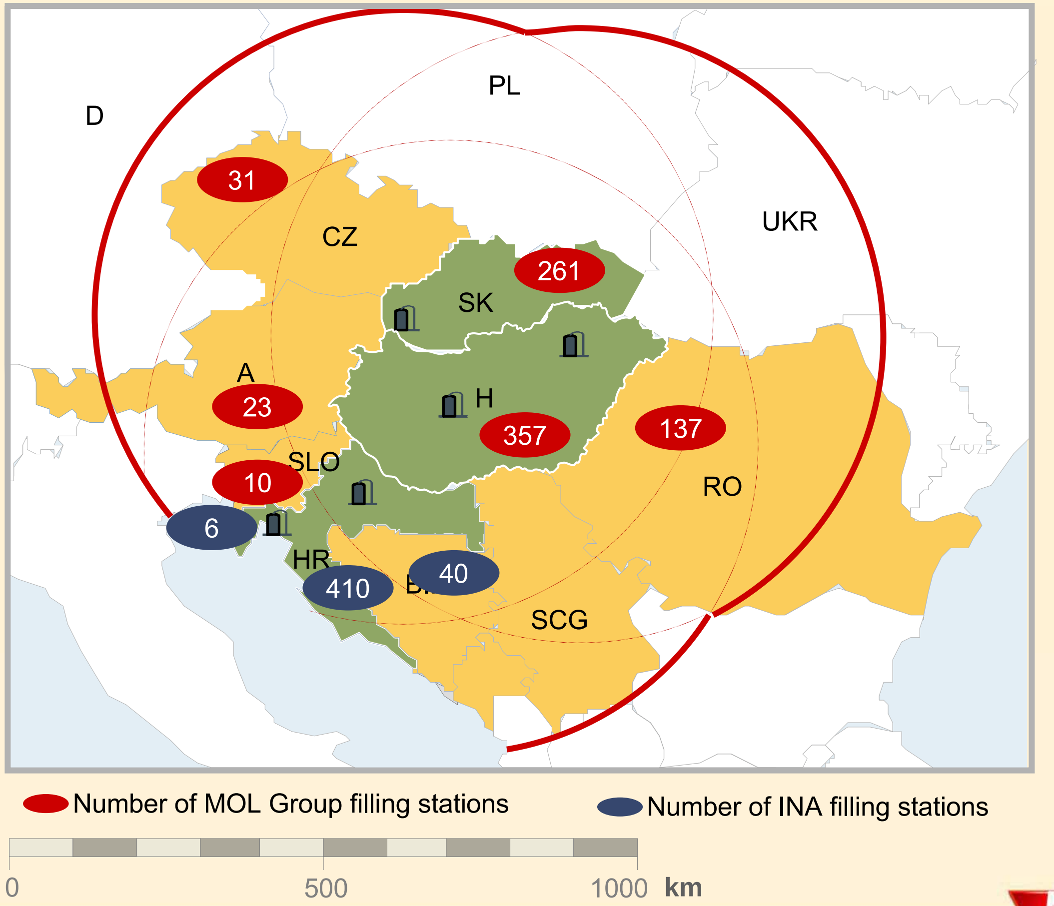
- ***Maintain quality leadership***
  - Top refiner capable of producing quality light products from heavy, sour crude oil
  - Keep quality leader role: support USD 900 m INA refinery upgrade program to bring complexity up to group level
  - Increase product slate flexibility
  - Increase share of diesel production
- ***Extend supply chain management***
  - Demand driven optimisation of the whole downstream value chain to maximise profit
  - Extension of supply chain philosophy within a growing Group
- ***Disciplined capture of inorganic growth opportunities***
- ***Key target: maintain leading position in quality, supply chain management and cash generation, while growing capacity***

Retail: Develop an efficient network within our refineries' supply radius

- ***Retail is strongly integrated with our refining and wholesale activities, enabling the capture of synergies***
- ***Key target: develop an efficient retail network of 1500 filling stations***

Optimisation of existing network

Potential growth through greenfield or acquisition



Maintain outstanding profitability of current core position while expanding from „New Europe”

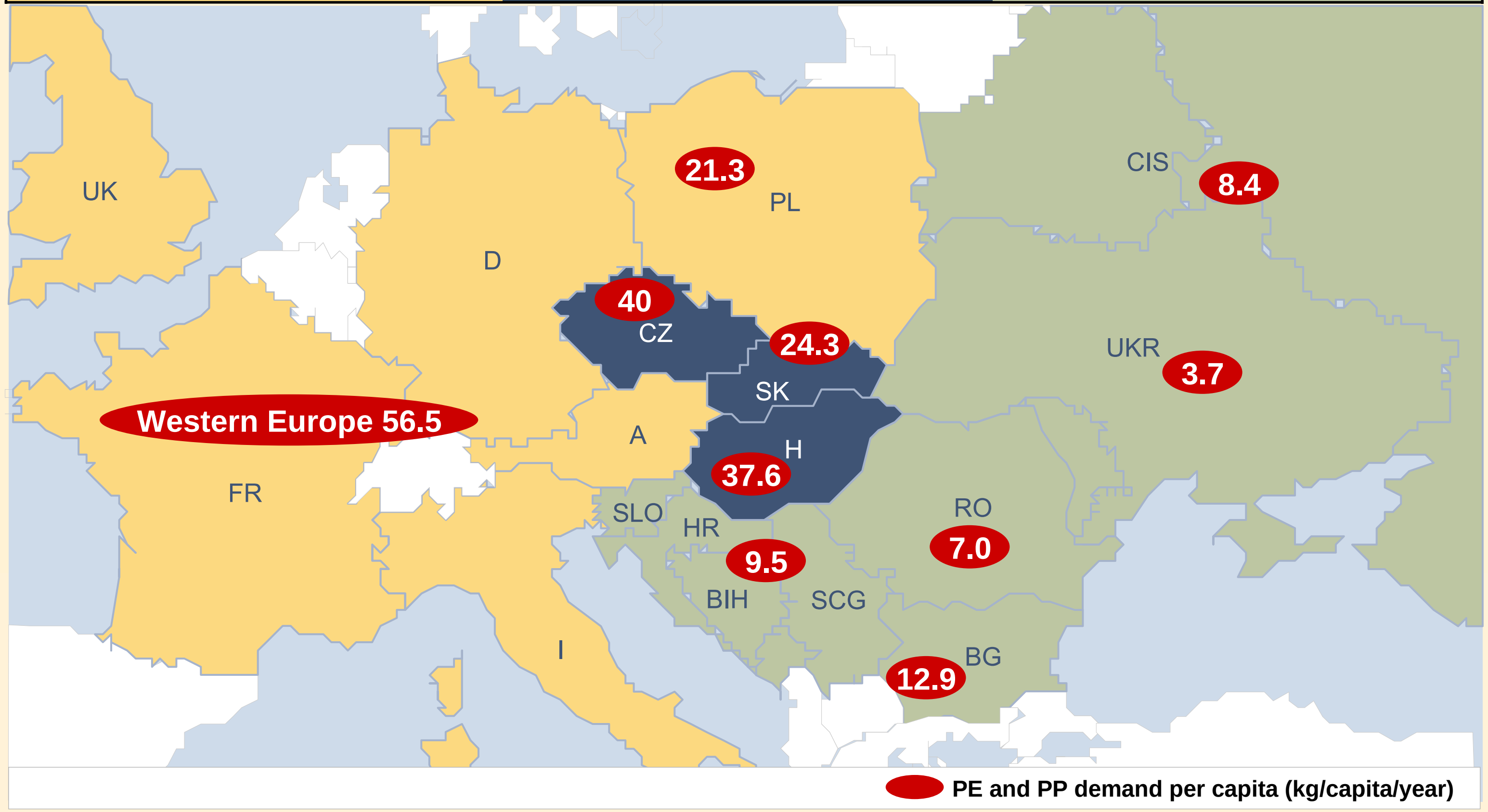
Financial objectives		
EBITDA	USD m	**1,720**
ROACE	%	**16**
2006-2010 CAPEX (excl corporate acquisitions)	USD m	**2,345**

Non-financial objectives		
Refinery mechanical availability	%	**98**
Sales of refined products	thbpd	**> 500**
Number of filling stations		**1500**

PETROCHEMICALS

Focus on increasing profitability in existing markets and development in new target markets

Strategic for volume	Domestic	Strategic for growth
Customer portfolio optimisation	**Customer portfolio optimisation and price level increase**	**New customer acquisition**



Leverage the investments of the past three years

The petrochemical business provides flexibility to our refineries as an important element of the downstream value chain

Our key objectives are to:

- ***Utilise the top quality, well-positioned asset base by***
  - Strengthening traditional niche market position on Western markets, while developing presence in strategic eastern growth markets
  - Improving pricing position via portfolio optimisation and increasing focus on targeted customer segments
  - Optimising product portfolio via means of product customisation and product modernisation
  - Maintaining competitive cost position through benchmarking, outsourcing and yield optimisation
- ***Explore strategic options to maximise shareholder value***

Focus on efficiency, profitability and marketing of new capacity

Financial objectives		
EBITDA	USD m	**280**
ROACE	%	**14**
2006-2010 CAPEX (excl corporate acquisitions)	USD m	**250**

Non-financial objectives		
Volume of polymer sold	kt	**1,190**
Capacity utilisation	%	**91**

CORPORATE FINANCIAL PERFORMANCE AND TARGET SETTING

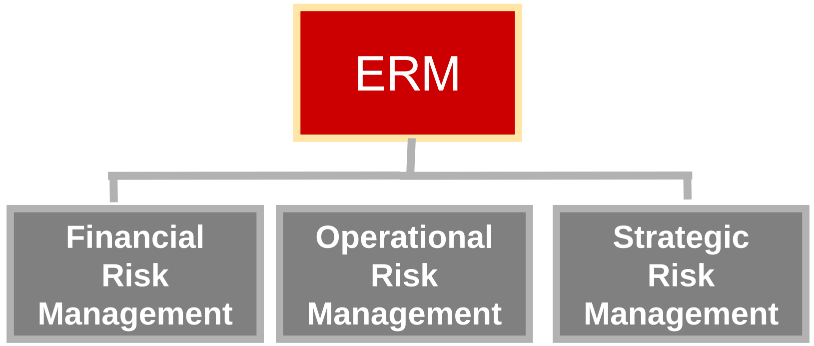
Summary of key business objectives

	E&P	R&M	Retail	Gas	Petchem
	GROW INTERNATIONALLY	CAPTURE REGIONAL GROWTH	IMPROVE EFFICIENCY AND GROW	FOCUS ON TRANSMISSION	MONETISE INVESTMENTS
Sustaining business	Maintain profit contribution of the CEE region	Maintain quality leadership	Significant structural cost reduction in HU and SK	Complete sales of UGS and WMT	Improve pricing positions
Growth related objectives	Maximise INA E&P partnership potential	Increase share of diesel production	Optimise network in SLO and CZ	Maintain safe distribution network in Hungary	Maximise plant availability
	Add at least one core area/country	Major investment in INA R&M operations	Upgrade INA retail operations	Build third import route	Streamline Petchem business division
	Proven oil and gas reserves above 900 m boe	Develop growth markets in SE and NE Europe	Establish market presence in Serbia & Montenegro and Bosnia & Herzegovina	Transit 5 bcm gas to existing and new markets, including Romania and Croatia	Optimise customer portfolio in Western volume markets
	Production above 300,000 boepd	Sales volume above 500,000 bpd	1,500 stations in core markets	Support Nabucco project	Develop Eastern growth markets

MOL among the first oil companies to implement Enterprise Risk Management Concept across the Group

SCOPE OF ENTERPRISE RISK MANAGEMENT

- All risks (strategic, financial, and operational) measured and aggregated with a standard approach
- Risk awareness culture enhanced in MOL management
- Ongoing risk reporting and controlling tools using risk quantification as the basis



KEY OBJECTIVES OF ENTERPRISE RISK MANAGEMENT

- Assessing and managing the strategic, financial and operational risks
- Roll-out of ERM to each business unit next year
- ERM is a key strategic planning tool
- Risk return considerations linked to key decision making processes

Further annual USD 285 m efficiency improvement by 2010

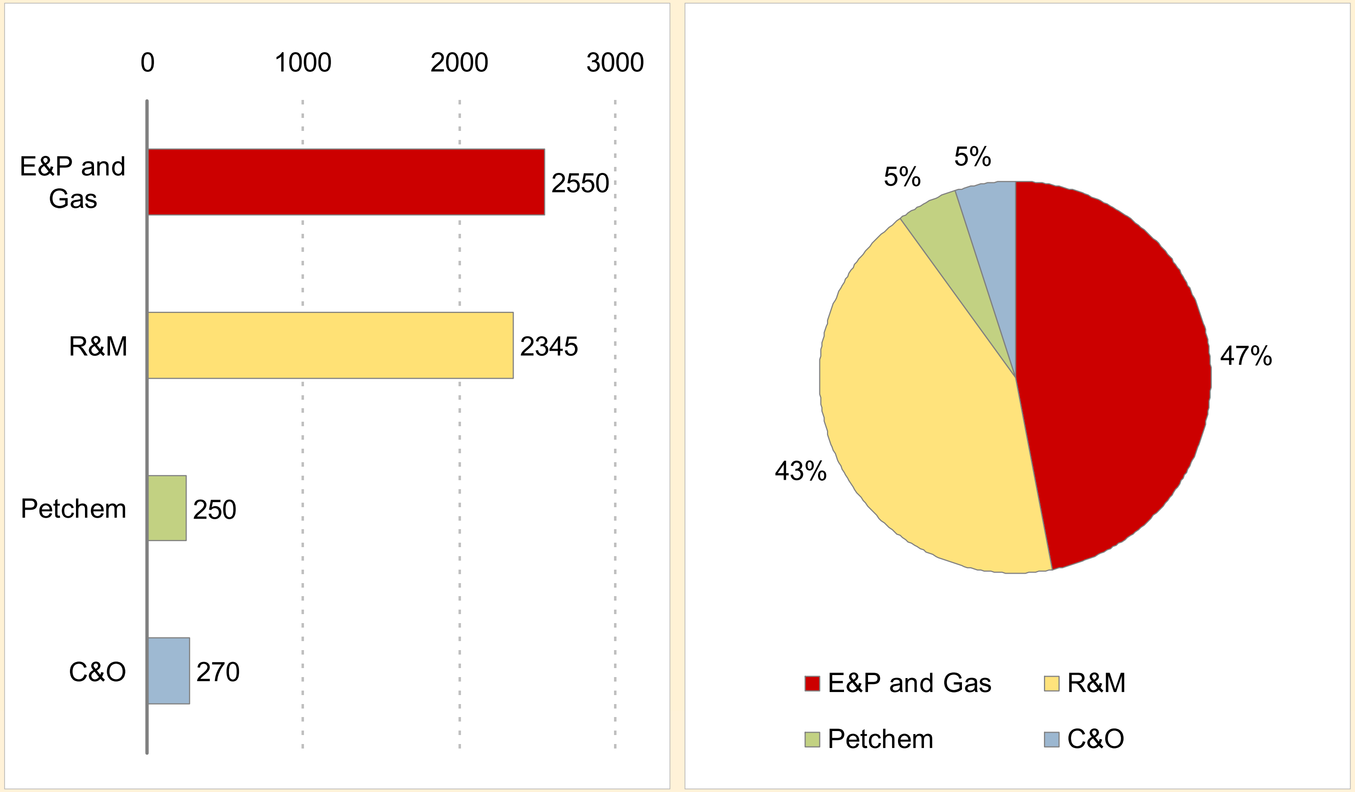
Division	*EBIT improvement (USD m)*
E&P and Gas	50
R&M	75
Petchem	60
Corporate & Other*	100
MOL Group total	285

***including Group savings from Procurement Optimisation Program**

Maintain capital discipline while investing USD 5.4 bn in 5 Years for organic growth

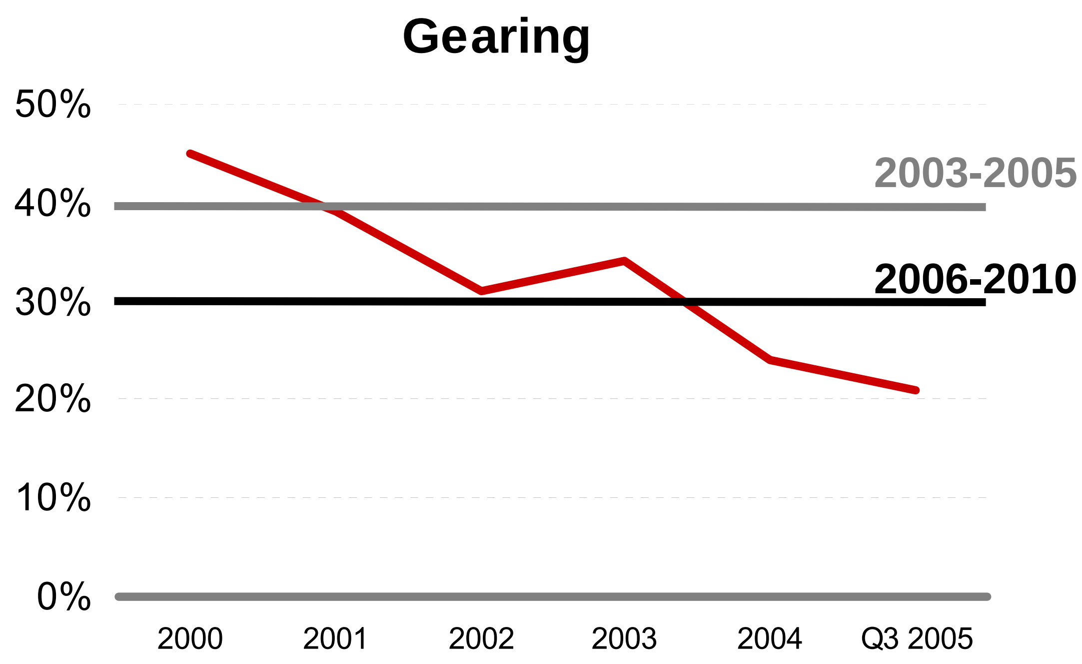
Majority of capital investment allocated to high return businesses

2006-2010 Total organic CAPEX by segments (USD m)



Maintain financial flexibility while increasing dividend

- *Gearing ratio to remain below 30%*
- *Strong commitment to maintain investment grade credit rating*
- *MOL intends to increase the absolute level of dividend to reach the dividend payout ratio of peers (currently 30% of normalised earnings) by 2010*



2010 financial targets

TARGETS FOR 2010		
EBITDA*	USD bn	**3.5**
ROACE	%	**15**
E&P and Gas transmission	%	**20**
R&M and Retail	%	**16**
Petchem	%	**14**
EFFICIENCY IMPROVEMENT	USD m	**285**

**Including a negative USD 250 m EBITDA result at Corporate & Other*

KEY ASSUMPTIONS 2010		
BRENT CRUDE PRICE	USD/bbl	34
URAL / BRENT DISCOUNT	USD/bbl	2.8
HUF/USD		217
EUR/USD		1.15
GASOLINE CRACK SPREAD*		99
DIESEL CRACK SPREAD**		94
REFERENCE REFINING MARGIN***	USD/bbl	4.0
INTEGRATED PETCHEM MARGIN	EUR/t	475

** Prem. Unl. FOB Rott. 10ppm ** ULSD FOB Rott. 10ppm ***Reuters Rotterdam Brent Crack Reference Refinery Margin*

THE COMPANY OF CHOICE FOR VALUE-CREATING PARTNERSHIPS IN „NEW EUROPE” AND BEYOND

Objective

SETTING THE PACE FROM NEW EUROPE

•Outstanding growth rate (EBITDA >10% CAGR)
•Profitability above peers
•Maximising return of the portfolio with quantified and managed risks

Pillars

EFFICIENCY

- USD 285 m improvement
- Maximise integration potential
- High utilisation of good quality assets
- Outstanding returns

GROWTH

- Triple hydrocarbon production
- Double refined product sales
- Become key player in Balkans
- Retail network of 1500

CAPABILITIES

- Leverage transformation and integration experience
- Maintain Quality leadership
- Capital discipline
- Commitment to Sustainable Development and Corporate Governance

Fundamentals

Stable high oil price and refining margins

Continuing convergence of „New Europe” frontier