



Alexander  
Rubin



Ben  
Weaver



Ruby  
Blunt



Otto  
Berckmueller



Green Mountain Consulting

# Overview



Addressing current market dynamics to modernize MOL

## Goal

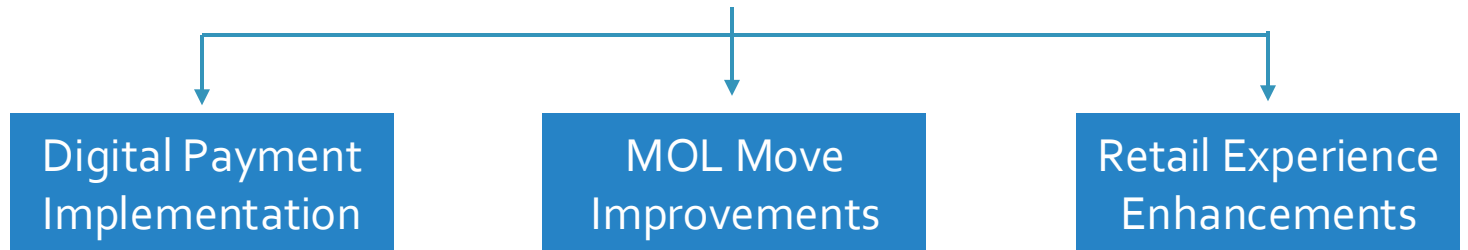
Strengthen **customer loyalty** and **increase competitiveness** with value proposition and customer experience enhancements

## Challenges

MOL competes in a highly competitive environment **subject to price volatility** due to the macroeconomic environment

How do we accomplish the goal?

## Modernize MOL



## Impacts

**2 strategic partnerships, 81% ROI**

# Macro-Environment Analysis



Threats inherent in the Macro environment are driving MOL to shift sales strategy



## Price and Tax Changes

- Romania recently forced to uncap wholesale gas prices
- Increase in both petroleum excise duties- **10% increase** & value added tax (**19->21%**)



## Inflation Risks

- Gas prices **increased 3.3%** in July 2025
- **Electricity** prices rose **61%** in the same time frame



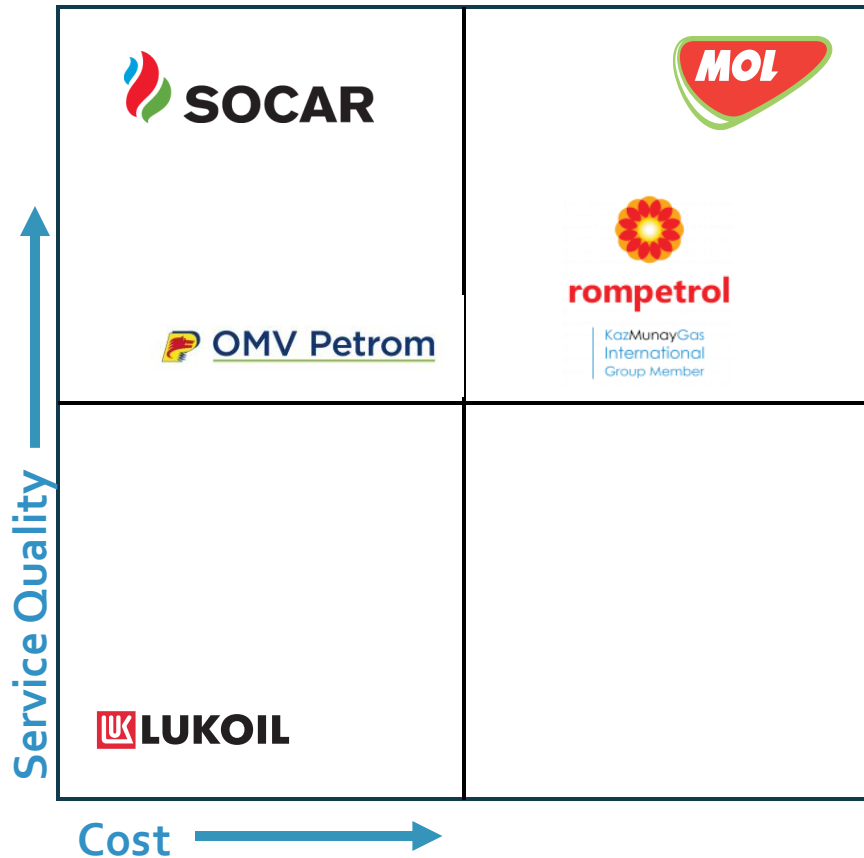
## Supply Chain Risks

- Sourcing for Crude Oil from Russia and **Friendship Pipeline** (Sanction Potential)
- **EU Green Deal** implements a tax on imported Crude Oil (CABM)

Macroeconomic pressures in the CEE gas sector push a shift from fuel sales to retail

# Competitive Perceptual Map

MOL Romania differentiates itself with a service quality focus



Azeri State-Owned Firm  
Net Profit **more than doubled** from 2023-2024

Vertically-Integrated  
Regional Giant  
**Largest** EV Charging Platform in Romania

Flagship Brand of KMG International  
Net Profit: **RON 136 Million**

Currently Planning Market Exit  
Operates **315 Stations** in Romania

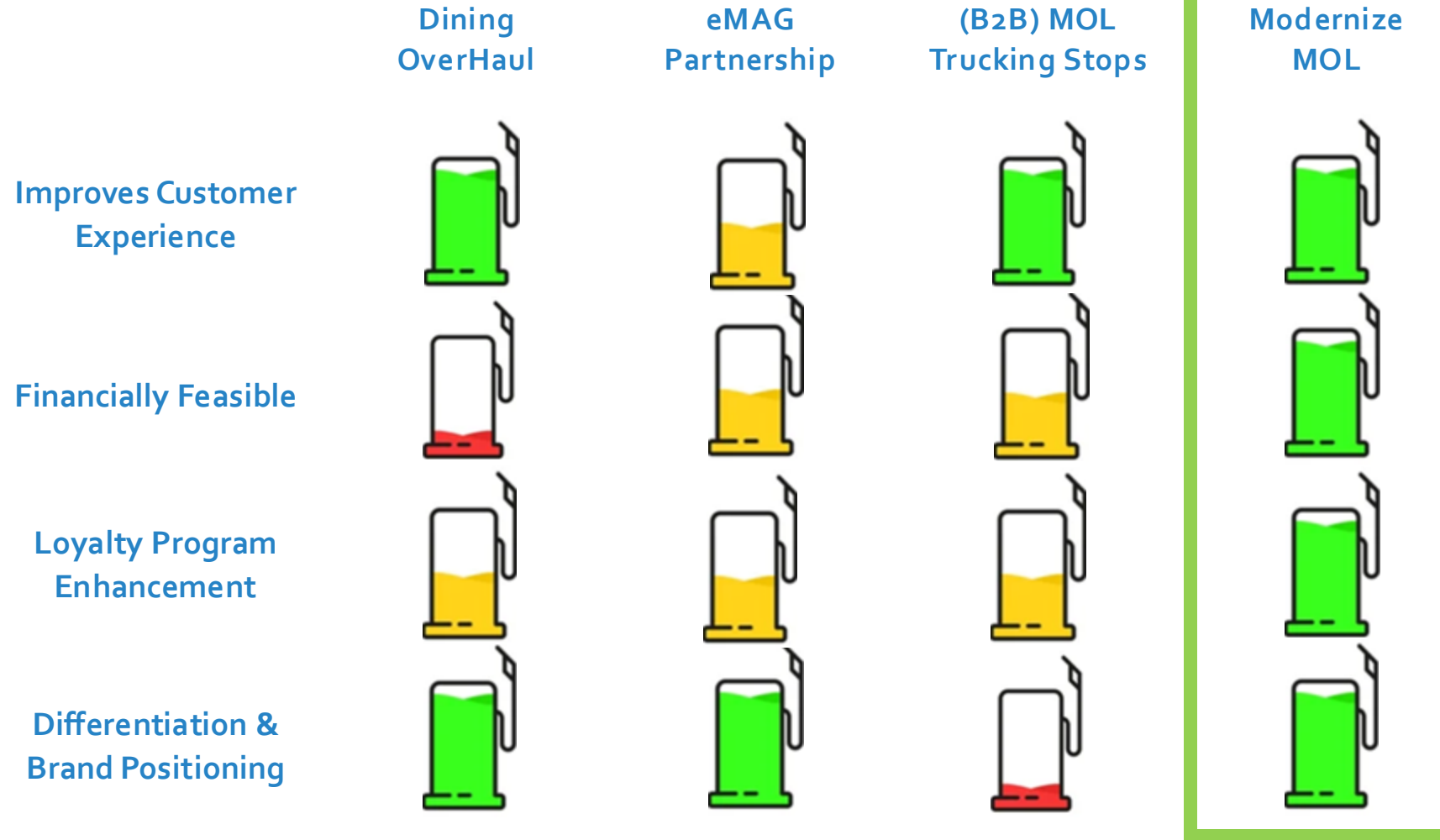
**Market Dynamic Insight:**

Volatile Retail Gas Market is driving firms to a **service orientation**; meaning customer loyalty comes from service improvements

# Alternatives Matrix



Measure each alternative against criteria to determine best mode of action



# Modernize MOL

---

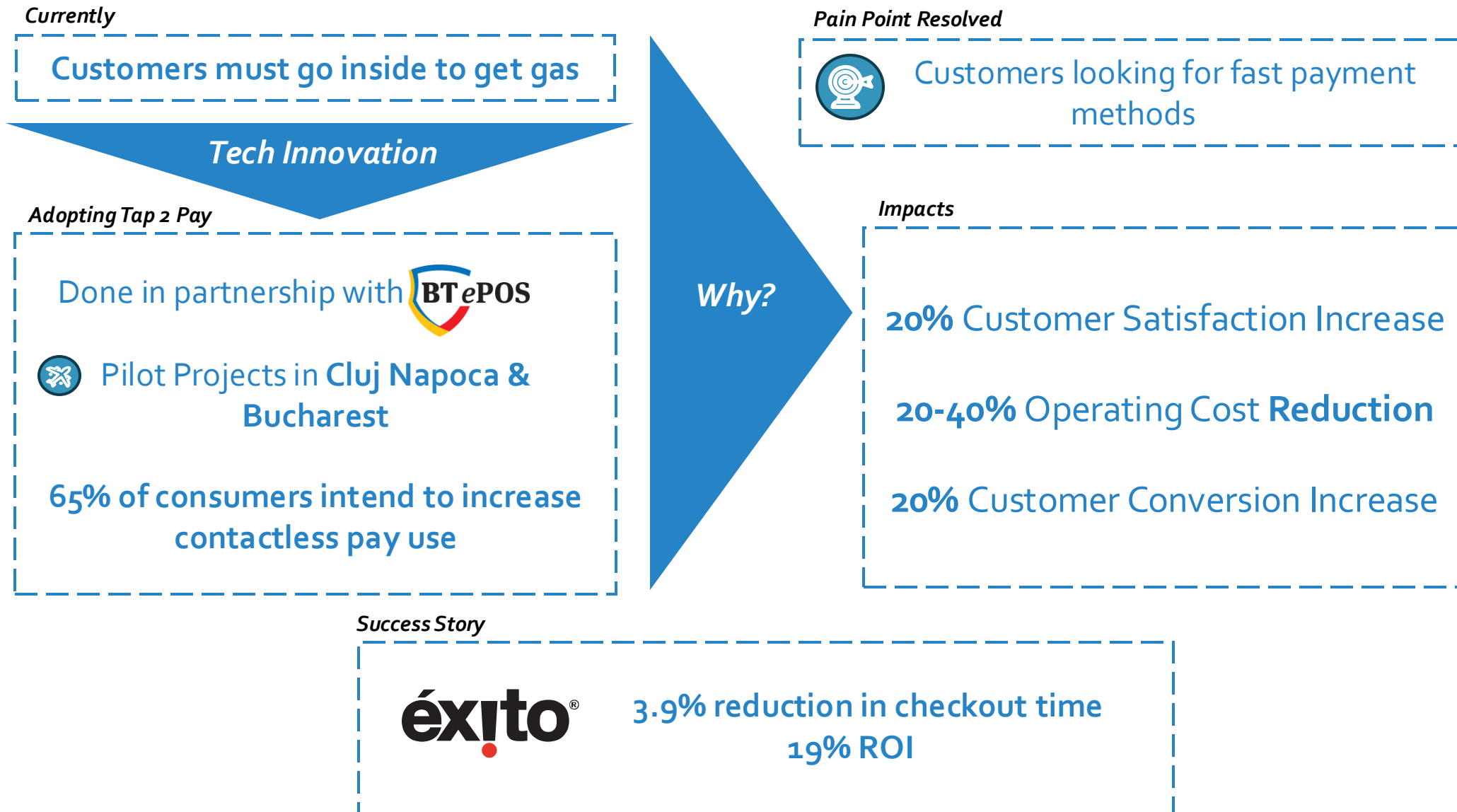
Enhance   Improve   Transform



# Introducing Tap to Pay at Pump



Tech adoption increases customer conversion and satisfaction



# MOL Move Upgrade

Updating the MOL Move app for new services and markets



## Mobile Ordering

Ordering Fresh Corner Goods for Pickup & Paying for Gas in App

41% of Consumers want a mobile order option

Implementation Process:

Project being led by MOL Move Team

Development Expertise

Shorter Retail Queue Times

Total Upfront Cost:

RON 590,000

Impact Metric:

12% Increase CLTV

Success Story:



20% of revenues from in-app purchases

## New MOL Move Features

## Lime E-scooter Partnership

Set-Up Lime Scooter Docking Area at MOL EV Station

Opens MOL up to non-vehicle owners



Source: Raphael AI - FreeAllImageGenerator

Mutual Benefit

Grows MOL's consumer base and boosts Lime's user traffic

Impact Metric:

9% population captured (Non-fuel purchasers)

Success Story:



Seattle transit program Link rewards proper parking with points

# MOL Move Upgrade

Updating the MOL Move app for new services and markets



## Mobile Ordering

## New MOL Move Features

## Lime E-scooter Partnership

Ordering Fresh Corner Goods for Pickup & Paying for Gas in App

41% of Consumers want a mobile order option

Implementation Process:

Project being led by MOL Move Team

Development Expertise

Shorter Retail Queue Times

Total Upfront Cost:

235,700 RON

Impact Metric:

12% Increase CLTV

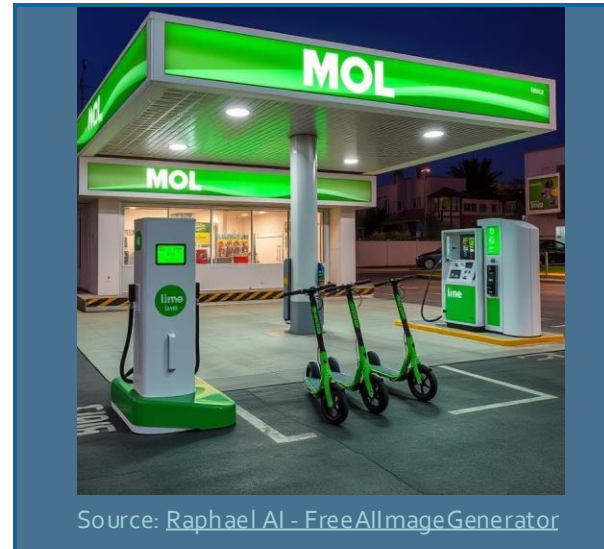
Success Story:



20% of revenues from in-app purchases

Set-Up Lime Scooter Docking Area at MOL EV Station

Opens MOL up to non-vehicle owners



Source: Raphael AI - FreeAllImageGenerator

Mutual Benefit

Grows MOL's consumer base and boosts Lime's user traffic

Impact Metric:

9% population captured (Non-fuel purchasers)

Success Story:



Seattle transit program Link rewards proper parking with points

# Optimization of MOL Move App

Enhancing user experience and driving engagement through innovative app features



## Fuel Price Alerts & Deal Notification's

Helps customer save money at the pump and in the store



## Fuel Tracker Tool

Shows savings and tracks sustainability with the MOL app



## Impact

Demonstrates commitment to customers while also optimizing business efficiency

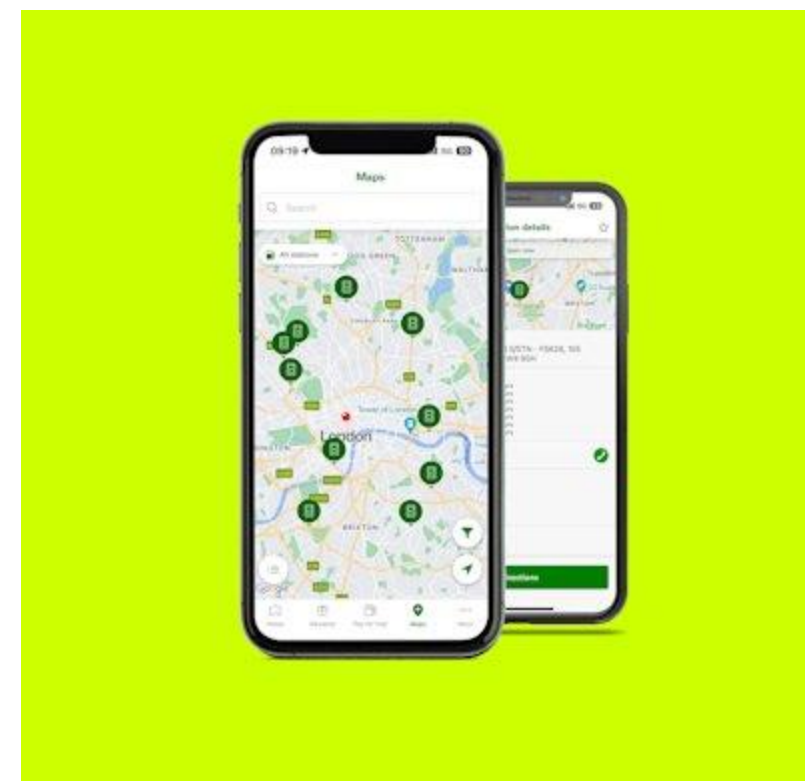
## Success Story



Boosted loyalty program enrolment by **15-20%**

With the eco-friendly feature BP saw a **25% increase** in user-engagement

## App Interface



# Modernize MOL

---

Enhance   Improve   Transform



# Delivering Experiential Retail

Enhancing the B2C MOL Customer Experience through in-store improvements



## Salesforce Customer Insight

88%

of customers say the **experience** provided by a company is as important as products or services

## Improving Customer Experience

6

Focus Areas

Lighting      Floor tiling  
Seating      Restrooms  
Natural elements      Feedback terminals

## Measuring Success



Track KPIs with in-store **HappyOrNot terminals** and dashboards

## Implementing Changes

1

MOL area managers send recommended improvements

2

Franchisees submit spending proposal up to **150k RON**

3

Area managers approve proposals based on station needs

4

Local contractors are hired by franchisees for installations

5

Managers complete **on-site inspections** after 6 months

## KPIs



**80% customer satisfaction target**



**5% increase in footfall**



**Staff engagement insights**

## Success Story



**LIDL Finland**

- **13M** feedback responses in Y1
- **17%** decrease in customer dissatisfaction

# Modernized CSR Initiatives



Corporate Social Responsibility overview for MOL

**Main Idea:** Continuing MOL's legacy of community engagement and social responsibility

## Planned Initiatives

Ambassador CSR Initiative  
Promotion

MOL Move Fuel Tracking

Green Roofs on MOL stations

## Initial Investment

1. RON 29,000
2. RON 620,000
3. RON 1,950,000 (26 Locations-Major 2 Cities)

## Impact

*EU Green Deal*

**EU Green Deal**  
✓ Supports sustainable infrastructure, climate-friendly mobility, and community engagement for the green transition

**UN ESG /SDG Impact**



## Success Story



# Modernize MOL

---

Enhance   Improve   Transform



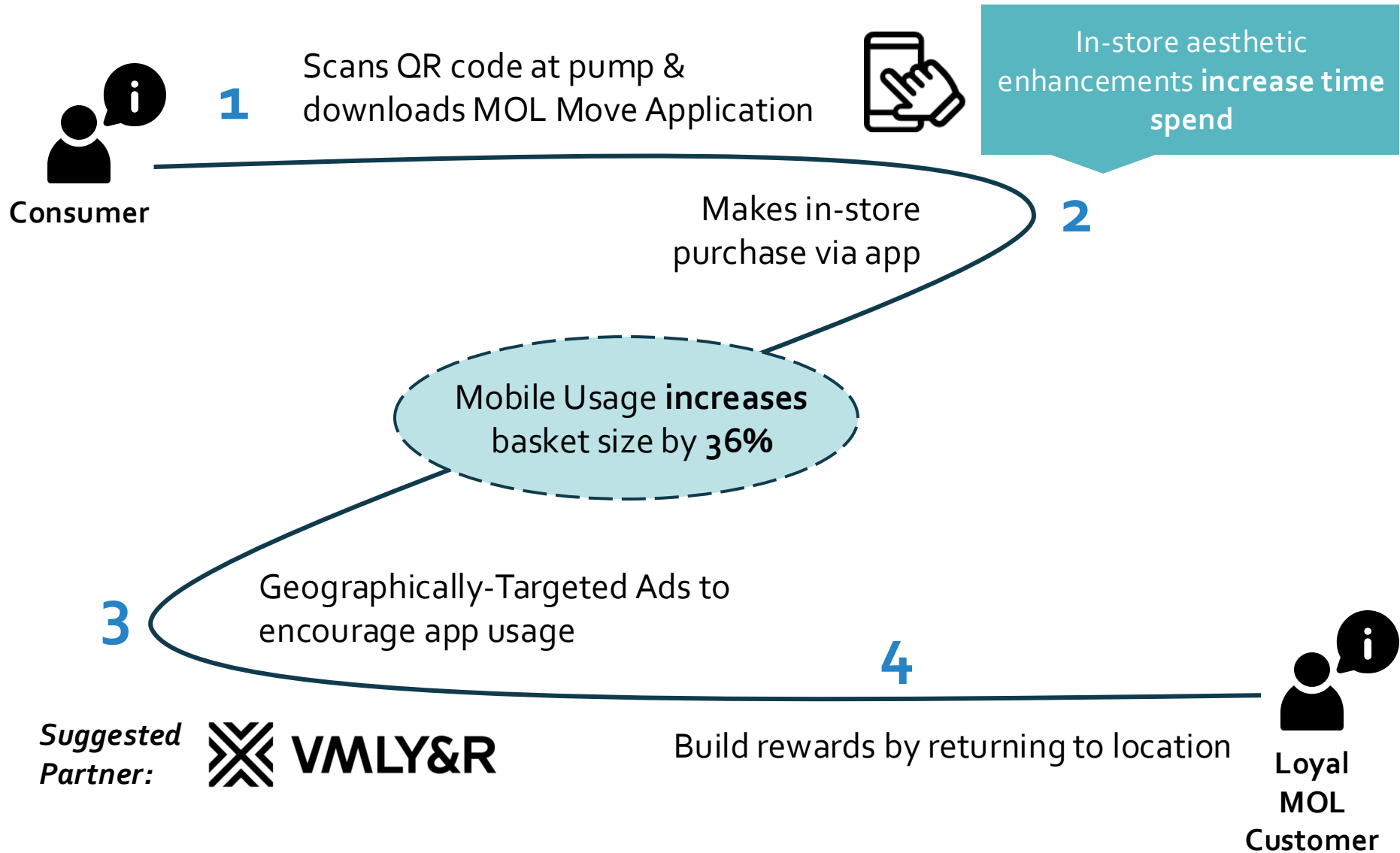
# Fueling Loyalty: MOL Customer Journey

Mapping the modernized MOL experience: start to finish



## Consumer Journey for MOL Move

Pump Signage Mockup



Suggested Partner:



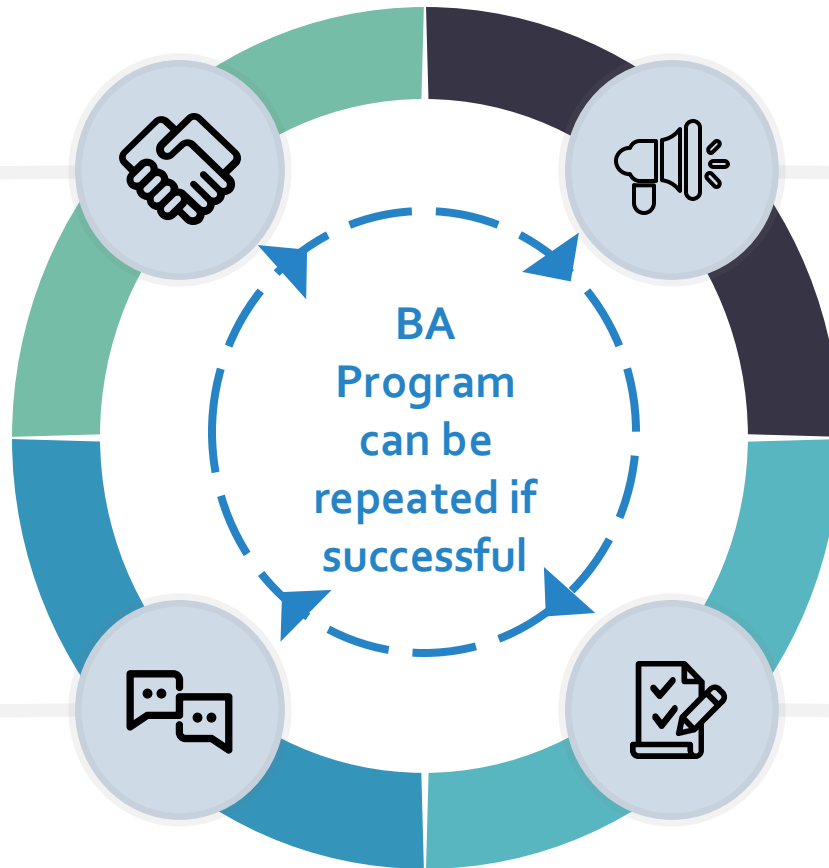
# Brand Ambassador Program

Introducing #MOLMovers to increase awareness of strategic initiatives



## Recruitment and Hiring

Marketing team posts job listing for **3-month** #MOLMovers program



## BA Onboarding

MOLMovers receive **ambassador code** and content branding guidelines

## BA Content Cycle

**4 required posts:**  
- CSR initiative review  
- Lime travel safety  
- In-app purchase demo  
- Retail enhancement overview

## Data Collection

BAs submit final reports with **engagement metrics** and customer feedback

## #MOLMovers Compensation



**35 RON/hour**, up to 6 hours per week



**Gold tier status** on MOL Move app



**Additional loyalty points** based on engagement metrics

## KPIs



**320k total impressions**



**1500 MAUs** at 9.60 RON/MAU

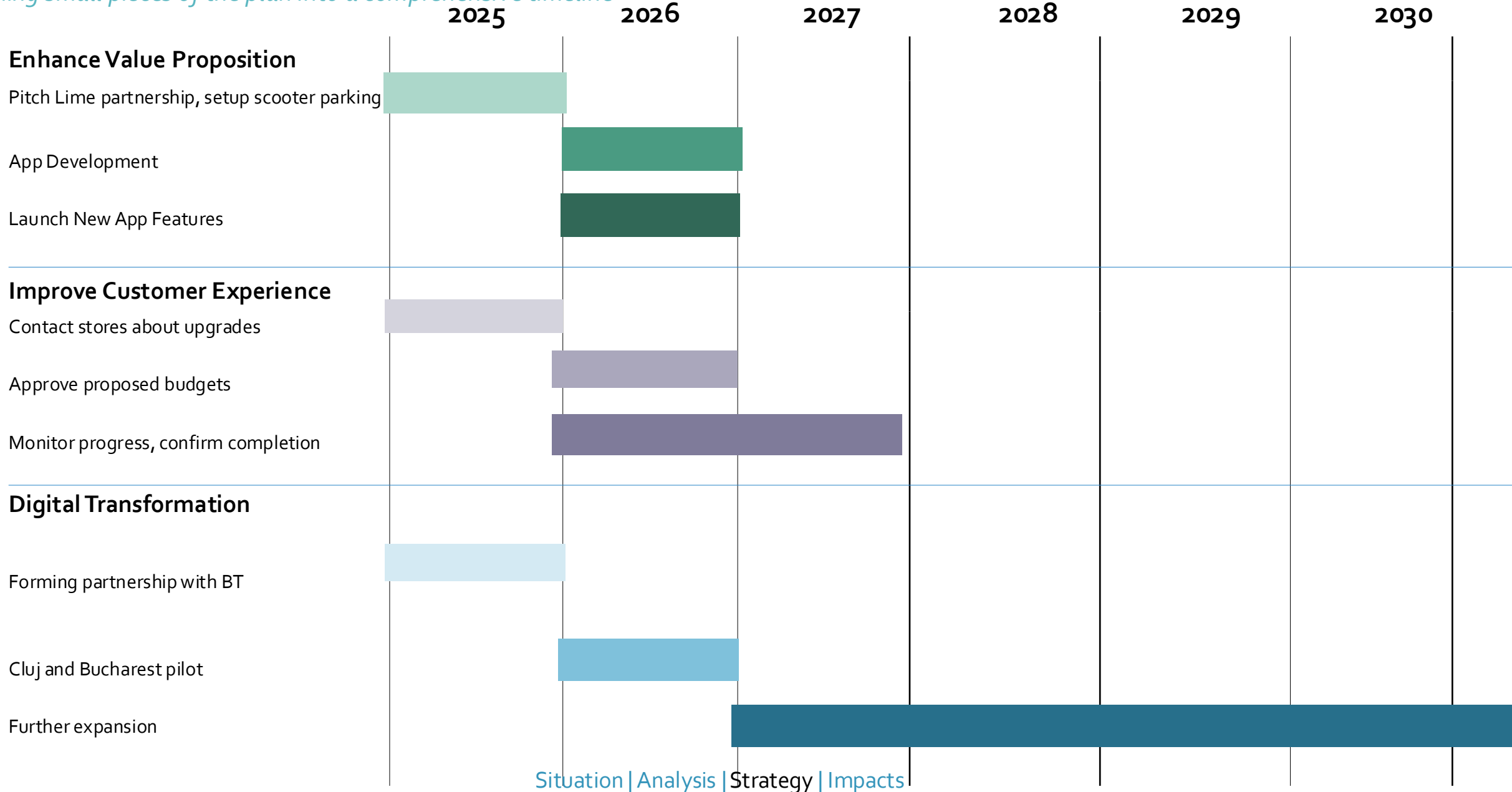


**Long-term benefit** from content reuse

# Implementation of Modernize MOL



Turning small pieces of the plan into a comprehensive timeline



# Modernize MOL Impacts Overview



Goal/intended takeaway of the slide in context of presentation

## Key Highlights:

6-year time horizon

12% increase in customer lifetime value (mobile pay)

36% increase in basket size (store upgrades and mobile pay)

20% customer conversions (marketing)

9% new market penetration (Lime partnership)

## Financial Overview

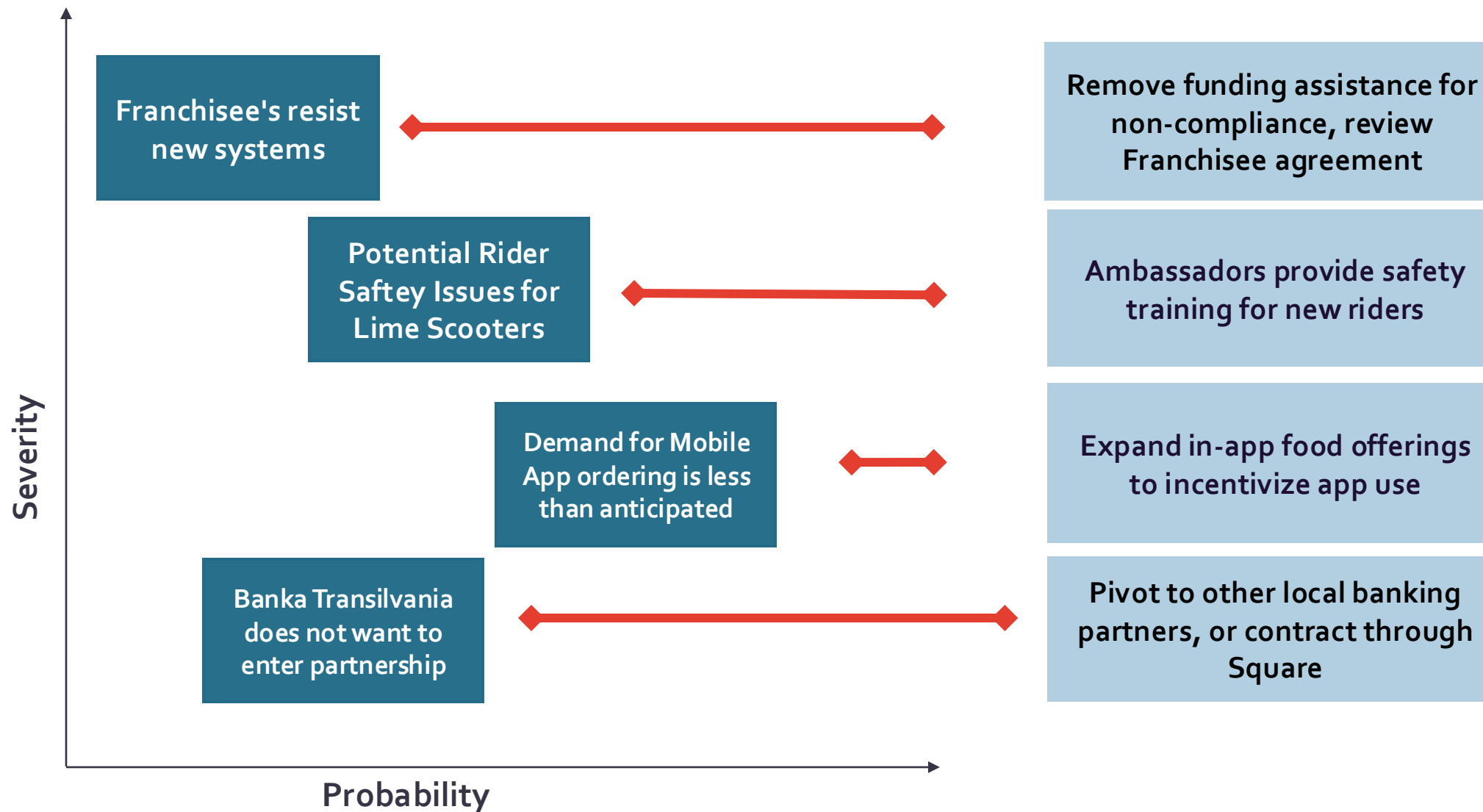
### Totals

Revenues	RON 136,643,448
Expenses	RON 75,298,000
NPV	RON 6,700,000
IRR	19%
ROI	81%

# Risks and Mitigation



How will MOL be able to protect themselves if things do not go to plan





Alexander  
Rubin



Ben  
Weaver



Ruby  
Blunt



Otto  
Berckmueller



Green Mountain Consulting

# Presentation Index

---



## *Overview of all additional information*

- [Overview](#)
- [Macro-Environment Analysis](#)
- [Competitive Perceptual Map](#)
- [Alternatives Matrix](#)
- [Introducing Tap to Pay at Pump](#)
- [MOL Move Upgrade](#)
- [Optimization of MOL Move App](#)
- [Delivering Experiential Retail](#)
- [Modernized CSR Initiatives](#)
- [Fueling Loyalty: Customer Journey](#)
- [Brand Ambassador Program](#)
- [Implementation Timeline](#)
- [Impacts Overview](#)
- [Risks and Mitigation](#)
- [Appendix A: Tap to Pay Cost](#)
- [Appendix B: In-Store Upgrades](#)
- [Appendix C: Mobile Ordering App Development Costs](#)
- [Appendix D: In-Store Spending Increase](#)
- [Appendix E: Marketing Costs](#)
- [Appendix F: Change in MAU](#)
- [Appendix G: Lime Partnership Cost](#)
- [Appendix H: Rewards Costs](#)
- [Appendix I: Green Roof Costs](#)
- [Appendix J: Loyalty Program Comparison](#)
- [Appendix K: Added Revenues and Expenses](#)
- [Appendix L: Financial Return](#)
- [Appendix M: PESTEL Analysis](#)
- [Appendix N: Competitive Gap Analysis](#)
- [Appendix O: Joint Venture with eMag](#)
- [Appendix P: Subscription-Based Car Wash](#)
- [Appendix Q: Food Enhancement](#)
- [Appendix R: Invest in MOL Truck Stops](#)
- [Appendix S: In-Store Aesthetic Enhancements](#)
- [Appendix T: Partnership with Lime](#)
- [Appendix U: #MOLMovers Details](#)
- [Appendix V: What a VMLY&R-MOL Geo-Marketing Partnership Might Enable](#)
- [Appendix W: Partnership with Banca Transilvania ePOS](#)
- [Appendix X: Pilot Project in Cluj and Budapest](#)

# Appendix A: Tap to Pay Cost



Rolling out Tap to Pay in Bucharest and Cluj-Napoca, followed by remaining stations

Tap to Pay Cost (2026)					
	# of Stations	Pumps/station	Cost/terminal	Cost/station	Cost/city
<b>Bucharest</b>	19	4	RON 7,000	RON 28,000	RON 532,000
<b>Cluj-Napoca</b>	7	4	RON 7,000	RON 28,000	RON 196,000
<b>Total</b>	<b>26</b>		<b>RON 14,000</b>	<b>RON 56,000</b>	<b>RON 728,000*</b>

\* Tap to Pay reduces related operating costs by 20-40% (Source: Gas Station Merchant Services)

Tap to Pay Cost (2027-2030)					
	2027	2028	2029	2030	Total (including 2026)
<b># of stations</b>	60	60	60	31	237
<b>Cost/station</b>	RON 28,000	RON 28,000	RON 28,000	RON 28,000	
<b>Total cost</b>	<b>RON 1,680,000</b>	<b>RON 1,680,000</b>	<b>RON 1,680,000</b>	<b>RON 868,000</b>	<b>RON 6,636,000</b>

# Appendix B: In-Store Upgrades



Enhancing the customer experience through in-store aesthetic upgrades

Store Upgrade Costs	
Upgrade	Cost
Lighting	RON 30,000
Furniture	RON 40,000
Flooring	RON 40,000
Greenery & stone beds	RON 15,150
Restroom upgrades	RON 30,300
Happy or not terminals	RON 5,500
<b>Total</b>	<b>RON 160,950</b>

Store Upgrade Funding		
Budget/store	# of stores	Total Cost
RON 150,000	237	RON 35,550,000

Franchises would have the option to choose which of the 6 upgrades they'd like to allocate their 150k budget towards

# Appendix C: Mobile Ordering App Development Costs



*Costs of adding Fresh Corner mobile ordering and in-app gas payment*

In-App Mobile Ordering Development	
Upgrade	Cost
QR Code Implementation	RON 30,000
App Development	RON 280,000
Gas Pump Integration	RON 200,000
Backend Integration	RON 100,000
Training SOPs	RON 10,000
<b>Total</b>	<b>RON 590,000</b>

*Mobile order baskets are 36% larger than in-store ordering (source: UK Convenience Report)  
In-app gas payment makes consumers 73% more likely to make an in-store purchase*

# Appendix D: In-Store Spending Increase

Analyzing the effect of increased footfall and basket size



In-Store Spending (Increased Basket Size)					
	Average footfall per day	Average basket size	Average revenue per day	Average revenue per year	Average revenue all stores
<b>Before solution</b>	115	RON 15	RON 1,725	RON 629,625	RON 149,221,125 **
<b>After store upgrades and mobile pay*</b>	115	RON 18	RON 2,070	RON 755,550	RON 179,065,350
<b>Increase in revenue</b>		RON 3	RON 345	RON 125,925	<b>RON 29,844,225</b>

\*Mobile order baskets are 36% larger than in-store ordering (source: UK Convenience Report). Store upgrades lead to more time spent in stores leading to increased basket size

\*\*Current in-store revenue is RON 152,796,000

In-Store Spending (Increased Footfall)					
	Average footfall per day	Average basket size (RON)	Average revenue per day (RON)	Average revenue per year	Average revenue all stores
<b>Before solution</b>	115	15	RON 1,725	RON 629,625	RON 149,221,125
<b>After Lime partnership*</b>	120	15	RON 1,800	RON 657,000	RON 155,709,000
<b>Increase in revenue</b>		0	RON 75	RON 27,375	<b>RON 6,487,875</b>

\*Lime partnership will reach additional 9% of Romanian population (Source: McKenzie & NABS Association)

**In-store spending will rise by RON 108,131,250 with combined footfall and basket size increase**

# Appendix E: Marketing Costs



How much will Modernize MOL marketin cost?

Brand Ambassador Costs				
Total Ambassadors	Hourly Rate	Hours/week	Weeks/year	Total Cost/year
4	35	5	24	RON 16,800

Geotargeted ads		
Item	Monthly Cost	Yearly Cost
Paid Media Spend	RON 50,000	RON 600,000
Creative Design	RON 9,000	RON 108,000
Media Management	RON 6,000	RON 72,000
Tracking Integration	RON 2,000	RON 24,000
<b>Total</b>	<b>RON 67,000</b>	<b>RON 804,000</b>

Brand Ambassador Program	
Item	Cost/year
Ambassador salary	RON 16,800
Loyalty incentives	RON 7,200
Branded kits & onboarding	RON 2,000
Top post boost	RON 3,000
<b>Total</b>	<b>RON 29,000</b>

# Appendix F: Change in MAU



*What is the result of the brand ambassador program?*

## Expected Monthly Active User (MAU) Increase from Brand Ambassador Program

	Brand Ambassador Cost		MAU growth per program cycle	Annual MAU growth (2 cycles)	Annual cost/MAU	
Conservative	RON	29,000	840	1680	RON	17.26
Midpoint	RON	29,000	1500	3000	RON	9.96
Optimistic	RON	29,000	2100	4200	RON	6.90

# Appendix G: Lime Partnership Cost



*How much will our lime partnership cost?*

Lime Partnership Cost	
Item	Cost (26 stations in Bucharest and Cluj-Napoca)
Installation of parking areas, signage, and QR codes	RON 180,000
App integration	RON 100,000
Annual maintenance and monitoring	RON 50,000
<b>Total</b>	<b>RON 330,000</b>

# Appendix H: Rewards Costs



How much will MOL's rewards program cost?

## Estimated Rewards Costs

Reward Tier	Users	Cost per User	Total Monthly Cost (RON)	Total Yearly Cost
Free Drink (0-999 points)	200,000	5 RON	1,000,000 RON	RON 12,000,000.00
Free Drink + Meal (1,000-2,999 points)	20,000 (10%)	25 RON	500,000 RON	RON 6,000,000.00
Free Drink + Meal + Car Wash (3,000-6,000 points)	10,000 (5%)	55 RON	550,000 RON	RON 6,600,000.00
VIP (6,000+ points)	2,000 (1%)	20 RON	40,000 RON	RON 480,000.00
<b>Total</b>	<b>200,000</b>		<b>2,090,000 RON</b>	<b>RON 25,080,000.00</b>

# Appendix I: Green Roof Costs



*How much will the green roofs cost?*

Green Roof Costs				
Cost	Average roof area per station	# of stations	Cost per station	Total cost
250/m <sup>2</sup>	300m <sup>2</sup>	26	RON 75,000	RON 1,950,000

*Based on MOL Hungary's green roof development*

# Appendix J: Loyalty Program Comparison



Comparing the value of each loyalty program for base tier and premium customers

## Base Tier Loyalty Program Average Savings

Program	Avg fuel spending/month*	Avg shop spending/month	Fuel points	Shop points	Avg monthly savings
LUKOIL	600	200	1800	1000	28
Petrom App	600	200			20**
OMV MyStation	600	200	600	100	17.5
MOL Move	600	200	600	600	16.4
SOCAR Fuel Up	600	200	600	400	10
Rompetro Go	600	200	40	60	10

\*Assuming 40-liter tank filled twice per month

\*\*20 RON fuel discount for every 600 RON spent

## Premium Loyalty Program Average Savings

Program	Avg fuel spending/month*	Avg shop spending/month	Fuel points	Shop points	Avg monthly savings
MOL Move	600	200	600	600	58
LUKOIL	600	200	1800	1000	50
Petrom App	600	200			30
OMV MyStation	600	200	600	100	20
Rompetro Go	600	200	40	60	20
SOCAR Fuel Up	600	200	600	400	10

\*Assuming 40-liter tank filled twice per month

# Appendix K: Added Revenues and Expense



*How will the proposed solutions impact revenue and expenses?*

Added In-Store Revenue Per Year							
	2025	2026	2027	2028	2029	2030	Total
<b>Increase in Average Footfall</b>	RON 3,243,938	RON 3,633,210	RON 3,996,531	RON 4,396,184	RON 4,835,803	RON 5,319,383	
<b>Increase in Average Basket Size</b>	RON 14,922,113	RON 16,414,324	RON 17,727,470	RON 19,145,667	RON 20,677,321	RON 22,331,506	
<b>Total</b>	<b>RON 18,166,050</b>	<b>RON 20,047,534</b>	<b>RON 21,724,001</b>	<b>RON 23,541,851</b>	<b>RON 25,513,123</b>	<b>RON 27,650,889</b>	<b>RON 136,643,448</b>

Added Cost Per Year							
	2025	2026	2027	2028	2029	2030	Total
<b>App Development</b>	RON 310,000	RON 310,000					RON 620,000
<b>Scooter Parking</b>	RON 330,000	RON 50,000	RON 50,000	RON 50,000	RON 50,000	RON 50,000	RON 580,000
<b>Store Upgrades</b>		RON 17,775,000	RON 17,775,000				RON 35,550,000
<b>Tap to Pay</b>		RON 728,000	RON 1,680,000	RON 1,680,000	RON 1,680,000	RON 868,000	RON 6,636,000
<b>Marketing Costs</b>	RON 804,000	RON 833,000	RON 833,000	RON 804,000	RON 804,000	RON 804,000	RON 4,882,000
<b>Incentive Costs</b>	RON 16,803,600	RON 8,276,400					
<b>Green Roof Installation</b>		RON 1,950,000					
<b>Total</b>	<b>RON 18,247,600</b>	<b>RON 29,922,400</b>	<b>RON 20,338,000</b>	<b>RON 2,534,000</b>	<b>RON 2,534,000</b>	<b>RON 1,722,000</b>	<b>RON 75,298,000</b>

# Appendix L: Financial Return



What is the financial return of Modernize MOL

NPV Analysis			
	Aggressive	Base-Case	Conservative
<b>Discount Rate</b>	8%	10%	11%
<b>Initial Investment</b>	RON (75,298,000)	RON (75,298,000)	RON (75,298,000)
<b>2025</b>	RON 18,166,050	RON 18,166,050	RON 18,166,050
<b>2026</b>	RON 20,047,534	RON 20,047,534	RON 20,047,534
<b>2027</b>	RON 21,724,001	RON 21,724,001	RON 21,724,001
<b>2028</b>	RON 23,541,851	RON 23,541,851	RON 23,541,851
<b>2029</b>	RON 25,513,123	RON 25,513,123	RON 25,513,123
<b>2030</b>	RON 27,650,889	RON 27,650,889	RON 27,650,889
<b>NPV</b>	<b>RON 10,622,924</b>	<b>RON 6,027,407</b>	<b>RON 3,871,784</b>
		<b>Avg NPV</b>	<b>6,840,705</b>

ROI Analysis	
<b>Increased revenues</b>	RON 136,643,448
<b>Total costs</b>	RON 75,298,000
<b>ROI</b>	<b>81.47</b>

IRR	
<b>Investment</b>	RON (75,298,000)
<b>2025</b>	RON 18,166,050
<b>2026</b>	RON 20,047,534
<b>2027</b>	RON 21,724,001
<b>2028</b>	RON 23,541,851
<b>2029</b>	RON 25,513,123
<b>2030</b>	RON 27,650,889
<b>IRR</b>	<b>19%</b>

# Appendix M: PESTEL Analysis



Full breakdown of each sector

## Political

Government controls fuel prices during crises.

Biofuel blending and EV targets rising.

Food and fuel laws strictly enforced

## Economic

Romanian inflation hit 7.6% (2024).

Wages and electricity costs rising fast.

Fuel demand stable, margins under pressure.

## Social

250+ Fresh Corner stores across CEE

35,000+ EVs registered by 2024.

24/7 convenience now standard expectation.

## Technological

Contactless & app-based payments are rising

Digital kiosks & food pre-order becoming popular

EV charging infrastructure is expanding

## Environmental

EU Green Deal pressure

Biofuels: 8% ethanol, 7% biodiesel.

Carbon goals: 13% transport CO<sub>2</sub> by 2030.

Strict rules on waste and emissions

## Legal

400+ fuel station checks in 2023.

Fresh food laws regulate preparation/storage.

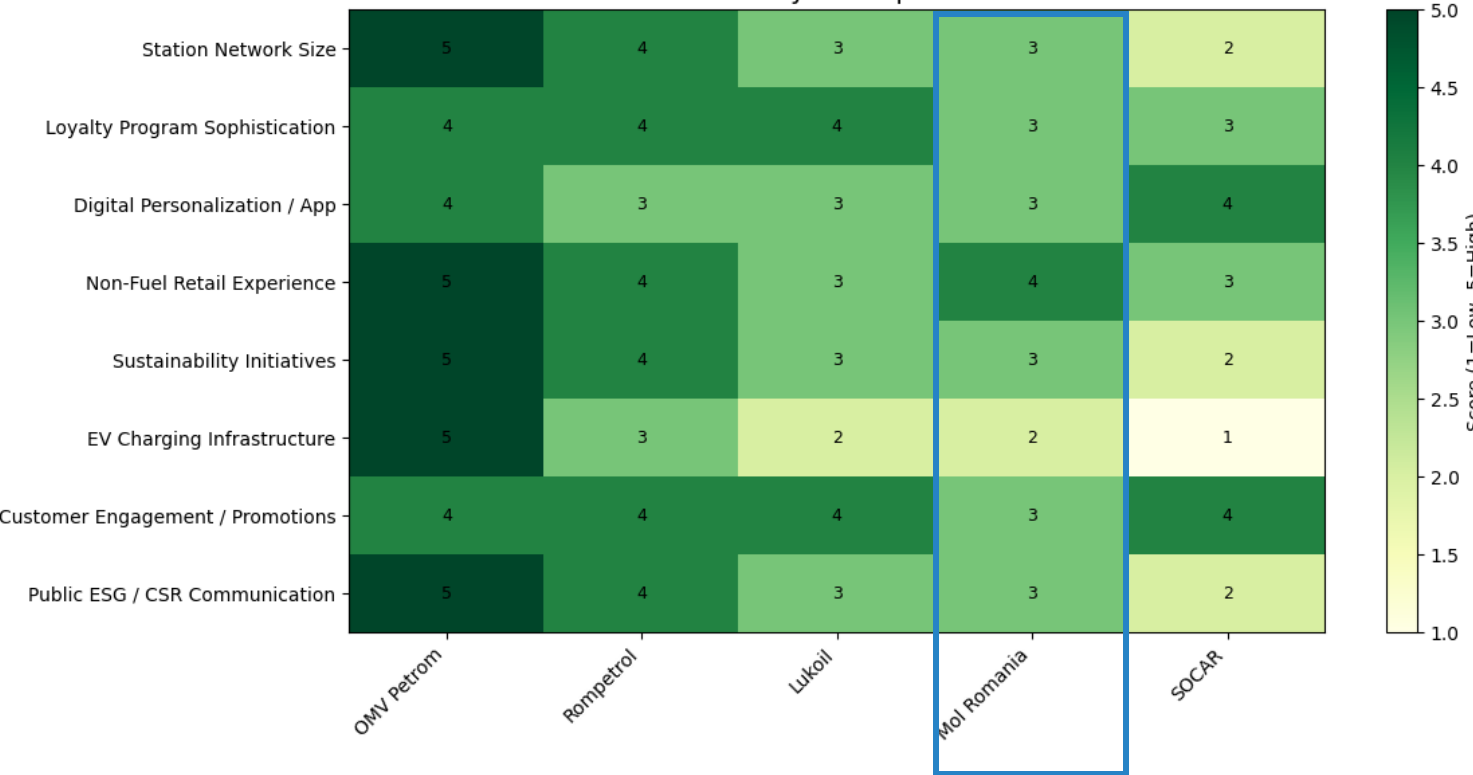
Consumer protection mandates price transparency

# Appendix N: Competitive Gap Analysis



Looking at multiple elements of the Romanian fuel industry to identify Mol's market position

Romania Fuel Retail Industry – Competitive Benchmark Matrix



Metric	Definition & High Score Description
<b>1. Station Network Size</b>	Large, nationwide network with strong urban, rural, and highway coverage.
<b>2. Loyalty Program Sophistication</b>	Multi-tier program with flexible rewards, app integration, and personalization.
<b>3. Digital Personalization / App</b>	Mobile app with tailored offers, payments, usage tracking, and real-time updates.
<b>4. Non-Fuel Retail Experience</b>	Modern, branded retail (e.g. café, food) with clean, consistent service.
<b>5. Sustainability Initiatives</b>	Public green targets, biofuel investment, waste reduction, and carbon strategy.
<b>6. EV Charging Infrastructure</b>	Fast chargers available nationwide; strategic partnerships and growing footprint.
<b>7. Customer Engagement / Promotions</b>	Frequent, relevant campaigns with discounts, rewards, and multi-channel visibility.
<b>8. Public ESG / CSR Communication</b>	Transparent ESG reporting and visible local community or environmental projects.

Sources: Company websites and press releases

# Appendix O: Joint Venture with EMag

---



*Reviewing alternative strategies that we considered*

- 1.Partnership with eMag:** Establish a collaboration with eMag to create secure, self-service parcel pickup/drop-off stations at gas stations, similar to Amazon Locker, offering customers convenient access to their online orders.
- 2.Strategic Placement:** Position parcel lockers at high-traffic gas stations in urban and suburban areas, making them accessible to customers who need to pick up or drop off packages while refueling or using convenience store services.
- 3.Seamless Integration:** Implement an easy-to-use mobile app or kiosk system for customers to track their packages, receive notifications, and pick up/drop off parcels quickly, enhancing the overall customer experience.
- 4.Boost Foot Traffic:** Promote the service to eMag customers with discounts or loyalty points for using the locker system, encouraging frequent visits to the gas station and increasing purchases at the station.
- 5.Marketing & Cross-Promotion:** Use targeted marketing campaigns to highlight the partnership with eMag, emphasizing convenience, speed, and accessibility, while cross-promoting fuel discounts or food items for locker users.

# Appendix P: Subscription-Based Car Wash

*Using a service-based revenue model for high margin procedure*

- Profit Margins on Car Washes are upwards of **60%**
- Car Washes also satisfy our goals for **customer satisfaction and engagement**
- However, there are **struggles with retrofitting** current lots to be able to include car washes
- These endeavors also would generate a high initial capital expenditure
- Different car wash experiences for different tiers of MOL Move user
- Unfortunately, MOL is already using these car washes in certain locations



# Appendix Q: Food Enhancement

*Reviewing alternative strategies that we considered*

**Expand Made-to-Order Menu:** Introduce a variety of fresh, customizable made-to-order food options (e.g., sandwiches, salads, wraps) to cater to evolving customer preferences for fresh, personalized meals.

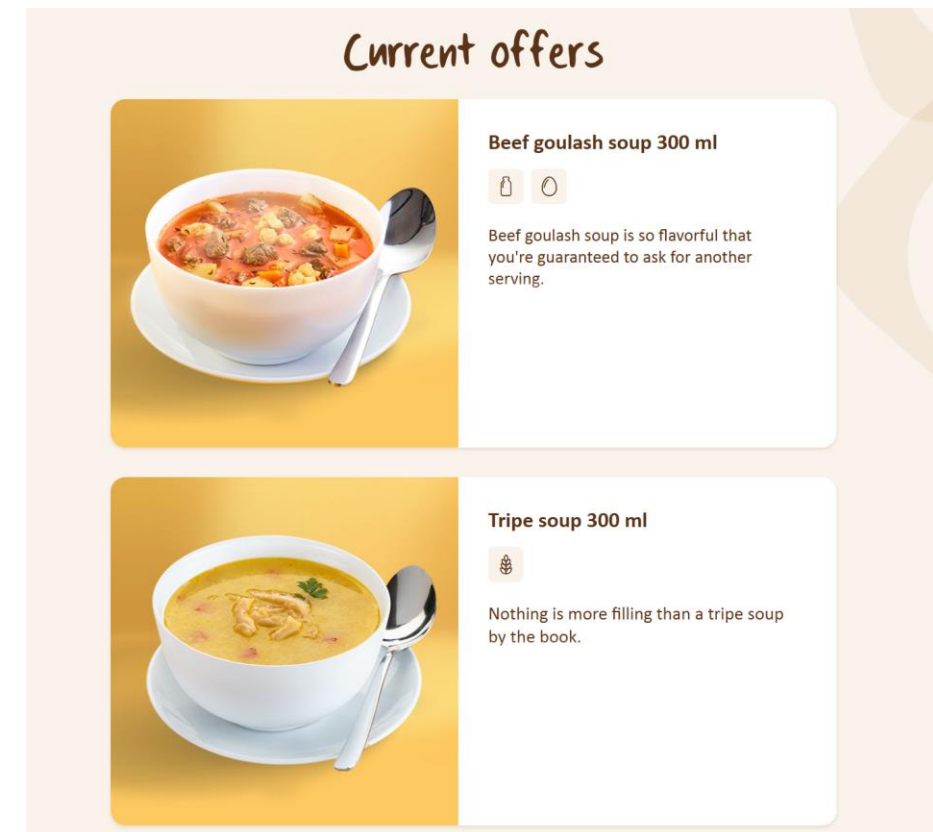
**Elevate Food Quality:** Invest in premium ingredients, focus on healthier options, and emphasize local sourcing to differentiate from competitors and appeal to health-conscious consumers.

**Speed & Convenience:** Enhance food preparation efficiency with improved kitchen workflows or automation, ensuring quick service without compromising quality.

**Technology Integration:** Implement digital ordering platforms (in-app or kiosks) for easy menu navigation, customization, and contactless payments, boosting convenience for customers.

**Marketing & Promotion:** Launch targeted campaigns promoting new offerings, highlighting quality improvements, and offering limited-time discounts to drive initial trials and build customer loyalty.

**MOL** is already expanding their restaurant offerings





# Appendix R: Alternative: Invest in MOL Truck

---

*What would investment in MOL Trucking stops look like?*

**Turn new MOL Truck line into a hybrid system of the follow:**

**Fresh Corner Integration:** Introduce lightly manned Fresh Corners offering coffee, light meals, and snacks, focusing on speed, quality, and convenience for truck drivers.

**Efficient Operations:** Use automated order systems, self-service kiosks, and mobile app integration to minimize staffing and ensure fast service.

**B2B Partnerships:** Collaborate with logistics companies to offer bulk discounts, tailored services, and loyalty programs for frequent visits and personalized benefits.

**KPIs & Growth:** Focus on increasing truck stop utilization, food & beverage sales, fuel volume, customer retention, and operational efficiency, with targeted growth in each area.

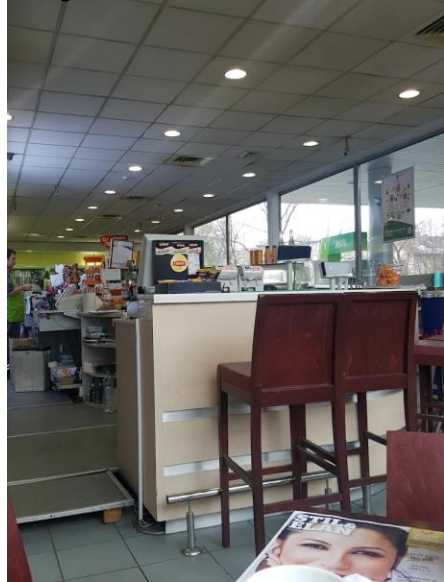
Grow on the MOL Saint Gellert Hybrid Model.

# Appendix S: In-Store Aesthetic Enhancements



*Improving the physical appearance of shopping areas and Fresh Corner stations*

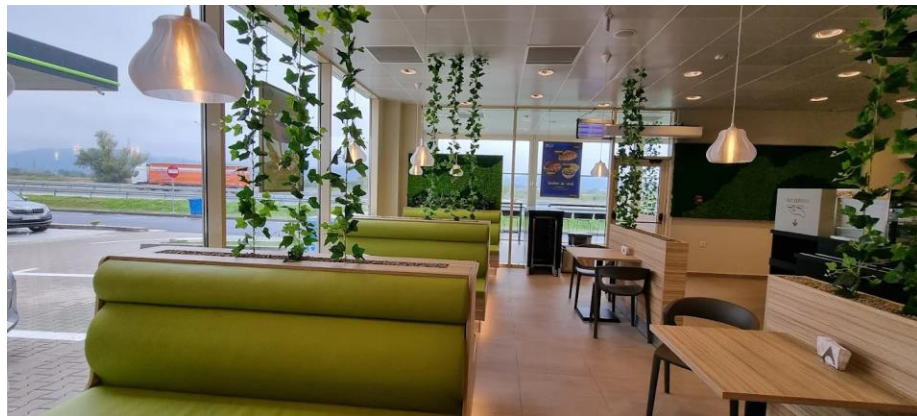
**Before:**



## Key Changes:

- Gentle overhead and floor lighting
- Comfortable booths and ergonomic seating
- Smooth stone beds and hanging greenery
- Warm color floor tiles
- Sparkling clean bathrooms
- Soothing music

**After:**



## Implementation Process Details:

1. Area manager distributes recommended improvements with branding guidebook and standardized materials list
2. Franchisees construct spending proposals based on individual store needs (up to 150k RON)
3. Area manager approves proposal – includes reimbursement clause in case of uncompliant franchisees
4. Franchisees hire local contractors to complete installations – must provide proof of progress photos to area manager
5. 6-month inspection done by area manager to ensure proper spending of funds (if failed, reimbursement clause takes effect)
6. HappyOrNot terminals collect feedback, and dashboard provides insights for further improvements

**Risk:** Non-compliance from franchisees (improper use of funds, refusal to implement enhancements)

**Mitigation:** Review franchisee agreement to assess risk – lack of compliance may lead to loss of future funding

# Appendix T: Partnership with Lime

How will MOL and lime mutually benefit



## Partner Summary

### Lime Scooter Hubs at MOL Stations

MOL stations host **Lime scooter/bike parking + charging docks**

Especially near city centers, universities, and high-footfall areas

Leverages MOL's existing **energy and grid infrastructure**

*Example: "Grab a scooter at MOL, leave your car at home."*

## Pros for Each

### For MOL

Diversifies energy offering

Enhances ESG impact

Attracts younger, eco-conscious users

Supports mobility-as-a-service (MaaS) vision

### For Lime

Expands dockless fleet range

Access to real estate & energy

Brand boost via CSR alignment

Better charging logistics via MOL's grid

Costs: RON 580,000

# Appendix U: #MOLMovers Details



## Mock agreement and job posting for brand ambassadors

### Mock Ambassador Agreement:

This Agreement is between **MOL Romania** and **[Ambassador Name]**, effective from **[Start Date]** for **12 weeks**.

#### Ambassador Responsibilities:

Create **4 social media posts** featuring the MOL Move app, in-store enhancements, and Lime e-scooters.  
Participate in monthly content activities (e.g. app demos, Lime rides, CSR initiatives).  
Follow brand guidelines, use hashtags, and tag @molromania.

#### Compensation:

Paid **35 RON/hour**, up to **5 hours/week** (max 2,100 RON).  
Granted **Gold Tier** status in the MOL Move app.  
Eligible for **loyalty points** based on engagement (likes, shares, views, referral code uses, additional content).

#### Content Use:

MOL may repost ambassador content with credit.

#### Termination:

MOL may end agreement for non-compliance or misconduct.

By signing, the ambassador agrees to uphold MOL's brand image and deliver quality content.

### Mock Ambassador Job Posting (also post in Romanian and Hungarian):

#### We're Looking for Brand Ambassadors! | #MOLMovers

Are you passionate about tech, urban mobility, and sharing your lifestyle on social media? Can you speak multiple languages? **MOL Romania** is launching a new **3-month brand ambassador program** — and we want *you* to be part of it!

As a **#MOLMover**, you'll:

- ✓ Promote the improved **MOL Move app**
- ✓ Highlight **in-store upgrades and offers**
- ✓ Ride and review **Lime e-scooters** at MOL stations
- ✓ Earn **35 RON/hour**, **Gold Tier MOL Move** status & rewards

#### We're looking for:

Creators aged **20–35**, based in **urban Romania**  
Active on **Instagram** and/or **TikTok**  
Interested in **sustainability, convenience, and digital lifestyle**

Program Duration: **October–December 2025**

Applications open now! Limited spots available.

Apply here: [www.molmovers.ro/apply](http://www.molmovers.ro/apply)

#BrandAmbassador #MOLRomania #MobilityMatters

#FuelUpWithMOL #RideWithLime

# Appendix V: What a VMLY&R-MOL Geo-Marketing Partnership Might Enable



*Putting all that together, here are ways MOL could leverage VMLY&R (now VML) for geo-marketing.*

VMLY&R



**Costs to Implement:  
RON 620,000**

Potential Geo-Marketing Capability	How MOL Could Use It
Location-based mobile app alerts	Use VML's tech / CX team to build/apply push notifications for fuel-price alerts localized by station / area; integrating mapping, user location, etc.
Localized campaigns & promotions	Regional promotions (e.g. discounts, events) tailored by city/neighborhood depending on station density, traffic patterns, competitor presence.
Geo-targeted digital advertising	Ads that show up only in certain cities or zones near MOL stations; using mapping & ad tech to optimize ad spend.
Mapping & data analysis of station performance	Analytics over traffic, fuel volumes etc. by location; use geographic data to decide where to pilot green roofs, app features, or ambassador programs.
Local ambassador programs	Use regional offices to roll out community-based ambassadors, with messaging specific to local environmental challenges / norms.

# Appendix W: Partnership with Banca Transilvania ePOS



*Why are we testing this all here?*

- Largest Bank in Romania with 21% Market Share
- Developed interconnected financial products with business units such as:
  - BT Pay
  - BT Go
  - BT Economic Insights



# Appendix X: Pilot Project in Cluj and Budapest



*Why are we testing this all here?*

## Pilot in Cluj Napoca:

- Youngest City in Romania
- 220,000 Cars Registered
- 2<sup>nd</sup> wealthiest city in Romania (20,610 RON median income)
- 68 Km of motorway currently constructed

## Pilot in Bucharest

- Largest, wealthiest city in Romania
- 1.3 million registered vehicles
- Wealthiest City in Romania

