The Mota-Engil Group has a business record marked by a culture of entrepreneurship and innovation in a constant search for new horizons.

Founded in 1946, today the Mota-Engil Group is a multinational with operations focused on construction and infrastructure management in the segments of Engineering and Construction, Environment and Services, Transport Concessions, Energy and Mining.

As a leader in Portugal with a consolidated position in the ranks of the 30 largest European construction groups, Mota-Engil is making its mark on 3 continents and in 28 countries, in 3 distinct geographical areas – Europe, Africa and Latin America, maintaining the same standards of strict compliance, quality and capacity for execution in each market that allowed Mota-Engil to assert itself internationally.

With holdings in approximately 280 companies, Mota-Engil assumes a market positioning aligned with the best practices and in a business conduct based on ethical principles and sustained on a unique and integrated strategic vision for the Mota-Engil of the future: a more international, innovative and competitive Group on a global scale.
Mota-Engil SGPS is a company listed on the Euronext Lisbon, being part of the main index of the Portuguese stock exchange (PSI 20) with a share capital of 237,505,141 Euros.

With a long tradition of presence in the capital markets, Mota-Engil has its own history of constitution associated with operations on the securities exchange that resulted in a merger between Mota & Companhia and Engil, from which came Mota-Engil, leader of the sector in Portugal.

Mota-Engil was recognized by the magazine “Institutional Investor” within the scope of the survey “All-Europe Executive Team 2018”, in the category of Best Investor Relations Professional, ranking third position among the European companies in the sector for the third year in a row.

The major part of the shareholders structure of the Mota-Engil Group is made up of the Mota Family through FM- Sociedade de Controlo with a 65% stake, holding a benchmark position ever since the Group’s creation in 1946.
The Mota-Engil Group

António Manuel Queirós Vasconcelos da Mota
Gonçalo Nuno Gomes de Andrade Moura Martins

Gonçalo Nuno Gomes de Andrade Moura Martins
Jorge Paulo Sacadura Almeida Coelho
Arnaldo José Nunes da Costa Figueiredo

Maria Manuela Queirós Vasconcelos Mota dos Santos
Maria Teresa Queirós Vasconcelos Mota Neves da Costa
Maria Paula Queirós Vasconcelos Mota de Meireles
Carlos António Vasconcelos Mota dos Santos
Ismael Antunes Hernandez Gaspar
José Pedro Matos Marques Sampaio de Freitas
Manuel António Fonseca Vasconcelos Mota
João Pedro dos Santos Dinis Parreira
Eduardo João Frade Sobral Pimentel
Luís Filipe Cardoso da Silva
The Mota-Engil Group

3 continents
28 countries

LATIN AMERICA
MEXICO
PERU
BRAZIL
COLOMBIA
CHILE
DOMINICAN REPUBLIC
ARUBA

AFRICA
ANGOLA
MOZAMBIQUE
MALAWI
SOUTH AFRICA
CAPE VERDE
SÃO TOMÉ AND PRÍNCIPE
ZAMBIA
ZIMBABWE
UGANDA
RWANDA
TANZANIA
GUINEA CONAKRY
CAMEROON
IVORY COAST
NIGERIA
KENYA

EUROPE
PORTUGAL
SPAIN
POLAND
IRELAND
UNITED KINGDOM

Mota-Engil
### Main Indicators

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover</th>
<th>EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>338</td>
<td>400</td>
</tr>
<tr>
<td>2017</td>
<td>450</td>
<td>350</td>
</tr>
<tr>
<td>2018</td>
<td>2,597</td>
<td>2,210</td>
</tr>
</tbody>
</table>

### 2018 Order Book

- **LATIN AMERICA**: 27% (1,481 M€)
- **EUROPE**: 51% (2,758 M€)
- **AFRICA**: 22% (1,226 M€)
- **TOTAL**: 5,465 M€

### Turnover 2018

- **LATIN AMERICA**: 32% (905 M€)
- **EUROPE**: 38% (1,069 M€)
- **AFRICA**: 30% (859 M€)
- **TOTAL**: 2,802 M€
Mota-Engil is engaged in a wide range of activities associated with the design, construction, management and operation of infrastructures, and boasts a long and recognised experience, accompanied by a high level of technical know-how in the development of various areas such as:

- Engineering and Construction
  - Infrastructures
  - Civil construction
  - Real estate
  - Other business areas
- Waste management
  - Collection
  - Processing
  - Recovery
  - Waste-to-Energy
- Energy
  - Production
  - Management
  - Trading
- Transport Concessions
  - Highways
  - Motorways
  - Bridges
  - Railways
  - Underground
- Mining
  - Prospecting
  - Extracting
- Logistics
  - Rail freight

Leader in Portugal and with a prominent position in various markets in Europe, Africa and Latin America, the Group carried out construction projects in more than 40 countries, affirming the technical skill demonstrated in each project and building an excellent reputation in the technical areas of civil construction and public works, distinguishing itself in the construction of various infrastructures such as roads, highways, airports, ports, dams, buildings, railways, electromechanical works, foundations, and geotechnical projects, among other specialties.
With a majority holding in SUMA, a company incorporated in 1995 for waste collection and management in Portugal, Mota-Engil is fulfilling its ambition to lead this sector, operating increasingly in Angola, Mozambique, Cape Verde, Mexico, Brazil, Oman and Ivory Coast.

The Mota-Engil Group operates, through EGF, in the treatment and recovery of waste, ensuring the ability to operate the entire value chain of integrated waste management with state of the art technology in the treatment and organic recovery of waste as well as an energy recovery plant.

The Mota-Engil Group was the first private operator in the energy production sector in Mexico, holding a set of assets in exploration by Generadora Fénilx with a production capacity of 288 Mw that can reach 2,000 Mw.

As a complement to its activities in the area of the construction and management of infrastructures, Mota-Engil is working in the PDLOWHQDJQFHDWJURXJQDQYLDYRMURFRPODQQLQWK in Portugal with operations in Africa and Northern Europe, as well.

Additionally, the Group is involved in landscaping, through Vibeiras, DOHGDHLQ3RUWJDLQWKLIVHJPHQWZKLFKDVOVRGRG works in Africa.

Mota-Engil takes on an important role in the management of a road infrastructure concessionaire, with its stake in Lusoponte, the concessionaire of the two bridges in Lisbon (Portugal), and with concessions in Latin American markets.

experience gained in the development of civil construction and earthmoving works which carries out for some of the world’s biggest mining companies, highlighting operations in Peru, Malawi, Mozambique, Zimbabwe and Guinea Conakry.

Mota-Engil Mining is working in Africa benefiting from its experience gained in the development of civil construction and earthmoving works for some of the world’s biggest mining companies, highlighting operations in Peru, Malawi, Mozambique, Zimbabwe and Guinea Conakry.

Takargo was the first private operator in Portugal in rail freight, focusing on logistic efficiency and service quality to offer integrated and competitive logistic solutions in the Iberian market.
1. BRAÇO DE PRATA – PORTUGAL
2. S8 WROCLAW EXPRESSWAY – POLAND
3. LUZ HOSPITAL – PORTUGAL
4. ENERGY RECOVERY PLANT – PORTUGAL
5. KERRY WATER TREATMENT PLANT – IRELAND
Mota-Engil holds a prominent position in Europe, being currently among the 30 most important European business groups in the construction industry.

In addition to its leadership in Portugal, Mota-Engil positions itself in other European markets as a reliable partner for the development of infrastructure projects, in the Central European regions, where it has been operating for over 20 years.

In Ireland, Mota-Engil has a prominent position, through MEIC and Glan Agua, in the construction and management of WTP and WWTP, in addition to a growing position in the public works market and to a presence in the United Kingdom.

The Group is a market leader in waste management, being present in the entire value chain, from urban cleaning to waste collection, treatment and recovery, with technology developed in the generation of power (waste-to-energy), through SUMA and EGF.

Through Manvia, the Group operates in the Industrial Maintenance sector, Buildings and Environment.
1. CALUEQUE DAM – ANGOLA
2. INTERNATIONAL AIRPORT – RWANDA
3. VISTA WASTE – ANGOLA
4. NACALA CORRIDOR MAINTENANCE – MOZAMBIQUE
5. GREAT EAST ROAD – ZAMBIA

ANGOLA
MOZAMBIQUE
MALAWI
SOUTH AFRICA
CAPE VERDE
SÃO TOME AND PRÍNCIPE
ZAMBIA
ZIMBABWE
UGANDA
RWANDA
TANZANIA
GUINEA CONAKRY
CAMEROON
IVORY COAST
NIGERIA
KENYA
Africa is a natural market for the Mota-Engil Group due to its long-standing and acknowledged experience which began in Angola in 1946.

With an unrivalled position in Africa thanks to an ongoing investment in its capacity for the mobilisation of resources for the completion of large-scale projects, Mota-Engil Africa has a strategic perspective in the long term and a broad horizon of action while it endeavours to establish ever closer partnerships in infrastructure projects in areas as varied as Transport and Logistics, Energy, Oil & Gas, Mining and the Environment.

By expanding into new markets of the SADC space, capacity to develop projects tailored to its customers’ needs, bringing the African continent into line with its potentialities.
1. TUXPAN TAMPICO – MEXICO
2. ANTAMINA – PERU
3. CONOCOCHA ROAD – PERU
4. PLATFORM MAINTENANCE – BRAZIL
5. LAS BAMBAS – PERU
Mota-Engil has been present in Latin America since 1998, having started its operations through Peru, a market where it holds a prominent position in the mining sector, operating as a reference company for some of the world’s largest mining companies and also operating in the entire value chain of Infrastructure and Construction.

In Mexico, over the past ten years, Mota-Engil has been on a trajectory of constant investment, executing some of the country’s most relevant infrastructure works, through GISA and in the energy production sector through Generadora Fénix, the first private operator in this market.

In Brazil, through ECB, based off Belo Horizonte, the Group is expanding its activity in the fields of road and railway infrastructure, and is also operating in the environmental sector through Consita, as well as in the Oil & Gas sector with platform maintenance.

In Colombia, Mota-Engil operates in the construction and maintenance of roads and buildings, having underway an important project for the expansion and upgrade of schools.

As a reference regional operator in terms of infrastructures, Mota-Engil, in 2016, has expanded its presence towards markets such as Chile, Dominican Republic and Aruba.
Mota-Engil is present in the Concessions of Transport infrastructure in seven countries on three continents, in a global group of 11 concessions.

Since 2015, Generadora Fénix holds the exploration for 30 years of a set of energy production assets, among hydroelectric plants and small hydraulic plants totalling 288 Mw, with possibility of expansion up to 2,000 Mw.

In Malawi and through the Malawi Shipping Company, the Group has operated four port complexes since 2013 under a 35 year concession.

Mota-Engil holds two concessions that include the design, construction, management and maintenance of the Beatriz Ângelo Hospital (Loures) and the Santo Espírito Hospital of Terceira island (Azores).
Oman
Lusoponte
Portugal
EGF
SUMA
Angola
Vista Waste
Cape Verde
AGIR
Ivory Coast
ECO Eburnie
Malawi
Malawi Shipping Company
Mozambique
Roads of Zambeze-Tete: 700 km
Ecolife
We believe in the benefits of a management model that is ethically, socially and environmentally responsible. For that reason we share a responsible attitude of sustainable growth, respecting the well-being of future generations, implementing standards of eco-efficiency and contributing to the development of the community that surrounds us. This is our strength.

Creation of value based on the best international practices
Eco-efficiency and innovation
Protection of the environment
Entrepreneurial ethics in the values, culture and management model
Dialogue based on transparency and openness in relationships
Management of human capital and respect for persons
Support to social development
The Foundation that honours the name of the Group’s founder and whose sole sponsor is Mota-Engil

An important instrument of the policy of social responsibility, as an organized and systematized expression of an ethical and socially committed management, the Foundation operates on behalf of an active and participatory business citizenship, through which the Mota-Engil Group seeks to contribute in the communities where it carries out its activities, especially in the social, cultural, educational, training and environmental fields.

Contribute to the social development of the communities where it carries out its activities.

Social solidarity
Social and family support to employees of the Mota-Engil Group
Volunteer work
International solidarity

Present the Manuel António da Mota Award annually to recognise organisations and personalities who have distinguished themselves in the various areas of the Foundation’s activities.

Promote culture, enhance its value and access to the enjoyment of the cultural performing arts, music, humanities, science and technology.

Cultural programming
Support to cultural agents