TOP 100 IN THE WORLD
#74 Global Powers of Construction 2019

TOP 30 IN EUROPE
#24 in the Top Global Contractors

TOP 10 IN LATIN AMERICA
#5 in the region

LEADER IN PORTUGAL
#1 Portuguese Company in the Top Global Contractors
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 25 largest European construction groups, Mota-Engil is making its mark on 3 continents and in 23 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.
The Capital Market and Shareholders

Mota-Engil SGPS

Mota-Engil on the Stock Market
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.

Shareholders
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.

<table>
<thead>
<tr>
<th>% OF CAPITAL ATTRIBUTABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FM-SOC. CONTROLO 64,68%</td>
</tr>
<tr>
<td>MUTIMA CAPITAL 3,15%</td>
</tr>
<tr>
<td>NORGES BANK 2,34%</td>
</tr>
<tr>
<td>COBAS 1,99%</td>
</tr>
<tr>
<td>AZVALOR 1,97%</td>
</tr>
<tr>
<td>TREASURY STOCKS 2,56%</td>
</tr>
<tr>
<td>FREE-FLOAT 23,3%</td>
</tr>
</tbody>
</table>

Source: Bloomberg, CMVM and Mota-Engil SGPS
Date: 31/12/2019
The Mota-Engil Group

Corporate Bodies

Board of Directors

CHAIRMAN
António Manuel Queirós Vasconcelos da Mota

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

MEMBERS
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

Executive Committee

CHAIRMAN
Gonçalo Nuno Gomes de Andrade Moura Martins

MEMBERS
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

The Mota-Engil World

3 continents
23 countries

Europe
- PORTUGAL
- SPAIN
- UNITED KINGDOM
- POLAND
- IRELAND

Latin America
- MEXICO
- PERU
- BRAZIL
- COLOMBIA
- DOMINICAN REPUBLIC
- ARUBA
- PANAMA

Africa
- ANGOLA
- MOZAMBIQUE
- MALAWI
- SOUTH AFRICA
- ZIMBABWE
- UGANDA
- RWANDA
- GUINEA CONAKRY
- CAMEROON
- IVORY COAST
- KENYA
Main Indicators

**Turnover**

(MILLION EUROS)

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2,597</td>
</tr>
<tr>
<td>2018</td>
<td>2,802</td>
</tr>
<tr>
<td>2019</td>
<td>2,827</td>
</tr>
</tbody>
</table>

**EBITDA**

(MILLION EUROS)

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>405</td>
</tr>
<tr>
<td>2018</td>
<td>407</td>
</tr>
<tr>
<td>2019</td>
<td>417</td>
</tr>
</tbody>
</table>

**2019 Order Book**

(MILLION EUROS)

- **Europe**: 1.206, 22%
- **Latin America**: 1.448, 27%
- **Africa**: 2.711, 51%
- **Total**: 5,365 M€

**Turnover 2019**

(MILLION EUROS)

- **Europe**: 858, 31%
- **Latin America**: 949, 33%
- **Africa**: 1.007, 36%
- **Total**: 2,827 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**

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.
**Waste Management**

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 energy production by capturing biogas and landfills and by an energy recovery plant.

**Energy**

The Mota-Engil Group is the leading private operator in the power generation sector in Mexico, with an asset portfolio operated by Generadora Fénix with an output capacity of 288 MW, which can be expanded to 2,000 MW, and has strengthened its presence in the Energy Generalisation sector in 2018.

**Multiservices**

As a complement to its activities in the area of the construction and management of infrastructures, Mota-Engil is working in the maintenance area through Manvia, a major company in this field in Portugal with operations in Africa and Northern Europe, as well.

Additionally, the Group is involved in landscaping, through Vibeiras, a leader in Portugal in this segment, which has also done significant works in Africa.

**Transport Concessions**

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.

**Mining**

Mota-Engil is working in Africa and Latin America, benefiting from its 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 and Guinea Conakry.

**Logistics**

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.
Business Areas

Engineering and Construction

- Infrastructures
- Civil construction
- Real estate
- Other business areas

The Mota-Engil Group has developed construction projects in over 40 countries, asserting its technical skills and building a reputation of excellence, standing out in the construction of different infrastructures, such as roads, highways, airports, ports, dams, buildings, railway, electromechanics, foundations and geotechnics, mining services, as well as in the construction and maintenance of support platforms to the Oil & Gas segment, among other areas of expertise.

Main Indicators 2019

4,598 M€

million euros
ORDER BOOK
2019

2,211 M€

million euros
TURNOVER
2019

265 M€

million euros
EBITDA
2019

TURNOVER

(MILLION EUROS)

2017 2018 2019

2,046 2,298 2,211

(MILLION EUROS)
1. FOZ TUA DAM – PORTUGAL
2. DOURO INTERIOR – PORTUGAL
3. WIELICKA-LIPSKA RAILWAY – POLAND
4. TUXPAN TAMPICO – MEXICO
5. GUADALAJARA LIGHT RAILWAY SYSTEM – MEXICO
6. ANTAMINA – PERU
7. LUZ HOSPITAL – PORTUGAL
8. IMOB BUSINESS TOWER LUANDA – ANGOLA
The Mota-Engil Group started operating in the Environment sector in 1995 in Portugal through SUMA in the segment of management and waste collection, aggregating competences with EGF, leading company in the waste treatment and recovery, having European cutting-edge technology in waste treatment and recovery, as well as in energy production through biogas capture in landfill and energy recovery plant.

At an international level, Mota-Engil has increasingly expanded its activity in this sector for markets such as Angola (Vista Waste), Mozambique (Eco Life), Cape Verde (Agir), Mexico (Gisa), Brazil (Consita), Oman (Eco Vision) and Côte d’Ivoire (Eco Eburnie and Clean Eburnie).

(*) Total amount of the Order Book among the waste collection subsidiaries, adding the estimate turnover up to the end of EGF’s concession (ends in 2034).
1. ENERGY RECOVERY PLANT – PORTUGAL
2. SUMA - PORTUGAL
3. VISTA WASTE – ANGOLA
4. ECOVISION - OMÃ
5. ECOLIFE - MOZAMBIQUE
6. AGIR - CAPE VERDE
7. ECO EBURNIE – IVORY COAST
8. CLEAN EBURNIE – IVORY COAST
9. CONSITA - BRAZIL
10. GISA - MEXICO
Energy

- Hydric Production
- Waste-to-Energy
- Trading

**Energy Generation**
1st private operator in Mexico
Started in October 2015

**Installed capacity**

<table>
<thead>
<tr>
<th>Technology</th>
<th>Installed capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 hydropower plants</td>
<td>277 MW</td>
</tr>
<tr>
<td>10 mini-hydropowers</td>
<td></td>
</tr>
<tr>
<td>Jorge Luque Thermal</td>
<td>+100 MW in 2020</td>
</tr>
<tr>
<td>power plant (Gas)</td>
<td>Long-term goal:</td>
</tr>
<tr>
<td></td>
<td>1700 MW</td>
</tr>
</tbody>
</table>

**Commercialisation**
Started in March 2018
Currently with 3 PPA’s operating for 148 MW (658 GWh/year), and the most relevant is the PPA of 20 years contracted with Mexico City (provision of c. 550 GWh/year).

**Main indicators 2019**

- **197 M€** million euros
  TURNOVER
  2019
- **23 M€** milhões de euros
  EBITDA
  2019

**Turnover**
(MILLION EUROS)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>197</td>
<td>102</td>
</tr>
</tbody>
</table>

*Business Areas*
1. PLATFORM MAINTENANCE – BRAZIL
2 AND 3. GENERADORA FÉNIX - MEXICO

Sales in spot market and Fenix commercialization activity

<table>
<thead>
<tr>
<th>Year</th>
<th>Generation</th>
<th>Trading</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>23</td>
<td></td>
</tr>
</tbody>
</table>

EBITDA (MILLION EUROS)

- **Generation**: 44 (2018), 23 (2019)
- **Trading**: 44 (2018), 23 (2019)

1. PLATFORM MAINTENANCE – BRAZIL
2 AND 3. GENERADORA FÉNIX - MEXICO
Through Lineas and its subsidiaries, the Mota-Engil Group operates a network of 2,500 km of roads and motorways, including the two Lisbon bridges.

<table>
<thead>
<tr>
<th>Concession</th>
<th>Country</th>
<th>Km</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lusponte*</td>
<td>Portugal</td>
<td>19.5</td>
</tr>
<tr>
<td>Douro Interior*</td>
<td>Portugal</td>
<td>242.3</td>
</tr>
<tr>
<td>Perote - Xalapa*</td>
<td>Mexico</td>
<td>60</td>
</tr>
<tr>
<td>APP Coatzacoalcos - Villahermosa</td>
<td>Mexico</td>
<td>105</td>
</tr>
<tr>
<td>APP Tamaulipas</td>
<td>Mexico</td>
<td>279</td>
</tr>
<tr>
<td>Cardel - Poza Rica</td>
<td>Mexico</td>
<td>128</td>
</tr>
<tr>
<td>Tuxpan - Tampico</td>
<td>Mexico</td>
<td>105</td>
</tr>
<tr>
<td>Cuapiaxtla-Cuacnopalan</td>
<td>Mexico</td>
<td>63</td>
</tr>
<tr>
<td>Perote – Xalapa</td>
<td>Mexico</td>
<td>60</td>
</tr>
<tr>
<td>Autopista Urbana Siervo de la Nación</td>
<td>Mexico</td>
<td>14</td>
</tr>
<tr>
<td>Watty Vos Boulevard</td>
<td>Aruba</td>
<td>24</td>
</tr>
<tr>
<td>Rodovias do Tiete</td>
<td>Brazil</td>
<td>415</td>
</tr>
<tr>
<td>Cambao - Manizales</td>
<td>Colombia</td>
<td>279</td>
</tr>
<tr>
<td>Mozambique – Zambeze Roads</td>
<td>Mozambique</td>
<td>701</td>
</tr>
</tbody>
</table>

* Concessions operated by Lineas in which Mota-Engil SGPS holds a 60% stake.

Total Km: 2495
<table>
<thead>
<tr>
<th>Mota-Engil</th>
<th>End of the concession</th>
</tr>
</thead>
<tbody>
<tr>
<td>41,80%</td>
<td>2030</td>
</tr>
<tr>
<td>80,75%</td>
<td>2038</td>
</tr>
<tr>
<td>50,00%</td>
<td>2053</td>
</tr>
<tr>
<td>74,00%</td>
<td>2026</td>
</tr>
<tr>
<td>47,00%</td>
<td>2028</td>
</tr>
<tr>
<td>40,00%</td>
<td>2045</td>
</tr>
<tr>
<td>33,40%</td>
<td>2045</td>
</tr>
<tr>
<td>100,00%</td>
<td>2048</td>
</tr>
<tr>
<td>50,00%</td>
<td>2053</td>
</tr>
<tr>
<td>33,30%</td>
<td>2059</td>
</tr>
<tr>
<td>15,00%</td>
<td>2038</td>
</tr>
<tr>
<td>50,00%</td>
<td>2039</td>
</tr>
<tr>
<td>45,60%</td>
<td>2049</td>
</tr>
<tr>
<td>40,00%</td>
<td>2039</td>
</tr>
</tbody>
</table>

1. LUSOPONTE – PORTUGAL
2. PEROTE-XALAPA - MEXICO
3. TUXPAN TAMPICO – MEXICO
1. INFINITY TOWER – PORTUGAL
2. S5 EXPRESSWAY – POLAND
3. SUMA – PORTUGAL
4. ENERGY RECOVERY PLANT – PORTUGAL
5. KERRY WATER TREATMENT PLANT – IRELAND
Mota-Engil holds a prominent position in Europe, being currently among the 25 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, more specifically 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. VALE MINING MOATIZE – MOZAMBIQUE
2. CALUEQUE DAM – ANGOLA
3. KAMPALA NORTHERN BYPASS – UGANDA
4. VISTA WASTE – ANGOLA
5. ECO EBURNIE – IVORY COAST

COUNTRIES
- ANGOLA
- MOZAMBIQUE
- MALAWI
- SOUTH AFRICA
- ZIMBABWE
- UGANDA
- RWANDA
- GUINEA CONAKRY
- CAMEROON
- IVORY COAST
- KENYA
Africa

We Move Worlds

Africa

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 (Southern African Development Community) space, Mota-Engil Africa holds the technical and financial capacity to develop projects tailored to its customers’ needs, bringing the African continent into line with its potentialities.

To this end, and seeking to contribute to raising environmental quality standards across the African continent, Mota-Engil has strengthened its investment in waste management, and currently runs important operations in Angola (Vista Waste), Mozambique (Ecolife) and Côte d’Ivoire (Eco Eburnie and Clean Eburnie).
1. TUXPAN TAMPICO – MEXICO
2. FÉNIX GENERATOR – MEXICO
3. ANTAMINA – 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, having also been involved in the environmental field 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 road and building construction and maintenance industry.

As a regional key infrastructure operator, Mota-Engil has most recently extended its presence to the Dominican Republic, Aruba and Panama.
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.

**Strategic objectives**

- 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
See, Hear, Act

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.

**Social development**

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

**Manuel António da Mota Award**

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.

**Culture**

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

- Cultural programming
- Support to cultural agents

[www.fmam.pt](http://www.fmam.pt)
Europe
- Portugal
- Spain
- United Kingdom
- Poland
- Ireland

Africa
- Angola
- Mozambique
- Malawi
- South Africa
- Zimbabwe
- Uganda
- Rwanda
- Guinea Conakry
- Cameroon
- Ivory Coast
- Kenya

Latin America
- Mexico
- Peru
- Brazil
- Colombia
- Dominican Republic
- Aruba
- Panama