

MOTÆENGIL
Building with Purpose

Corporate
Presentation
2025

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The
Mota-Engil
Group₀₁



Profile

An *international journey*

supported by **78 years** of **experience, knowledge** and constant **inovation**

Leader

in Portugal

Top 15

In Europe

Top 10

In Africa

Top 3

In Latin America

Founded in 1946 by Manuel António da Mota, the company began its activity in Angola, later expanding across the African continent;

The company won its first contract in Portugal in 1975, carrying out one of the works of the 20th century in Portugal between 1977-1983, the Regularization of the Mondego Riverbed;

In 1987 Mota & Cia was listed on the Portuguese stock exchange;

In 1994, the company took part in the first PPP project in Portugal and currently has a vast track-record in infrastructure concessions developed internationally in Europe, Africa and Latin America.

In 2000, the Mota family acquired Engil, thus forming Mota-Engil and since then becoming the leader in Portugal in the construction and waste management sector;

In 2009, the Manuel António da Mota Foundation was created, deepening the corporate social responsibility strategy developed since the Group's foundation, with the communities in which it is present;

Over the last 15 years, Mota-Engil has defined Africa and Latin America as the main focus of its internationalization strategy;

In 2024, the Group reached record levels in terms of its order book and activity, which allowed it, for the first time, to achieve a place among the 10 largest construction companies in Latin America (#2) and Africa (#8), placing it in the European Top 15 (#14);

The Group currently has 55,000 employees in 21 countries.

Business Areas

Engineering and construction



Industrial Engineering Services



Environment



Mota-Engil Capital



Energy



Concessions



Mota-Engil Next



Where we Are

3 continents

21 countries



MOTA-ENGIL AWARDS

TOP 100 IN THE WORLD
#56 Global Powers of Construction 2023
Deloitte.

TOP 15 IN EUROPE
#14 in the region
THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

TOP 10 IN AFRICA
#8 in the region
THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

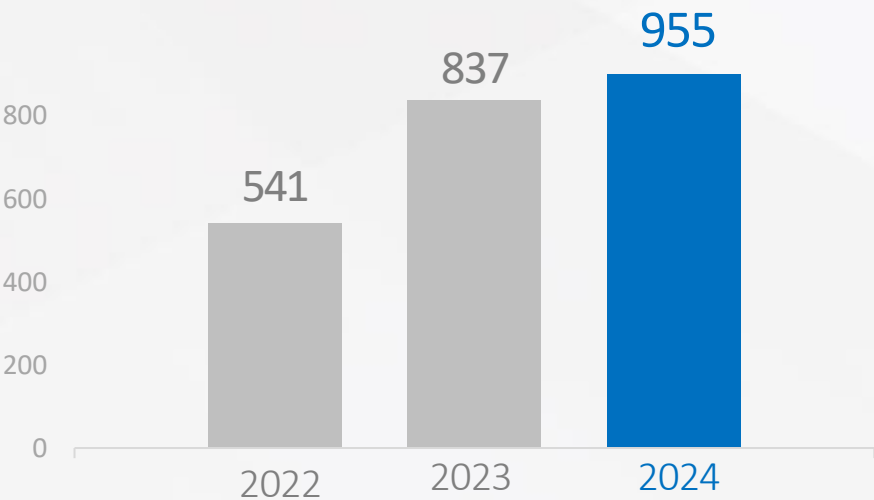
TOP 3 IN LATIN AMERICA
#2 in the region
THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD

Main Indicators

Financial Information 2024

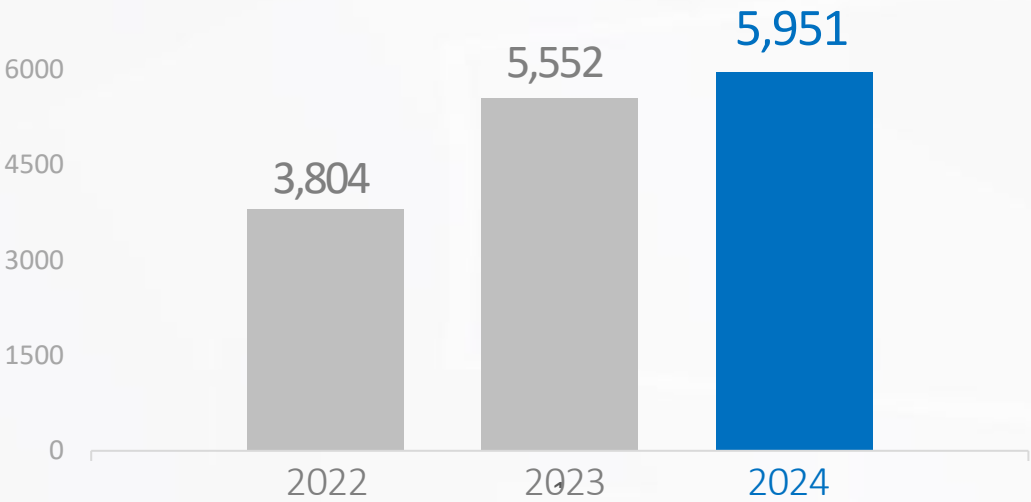
EBITDA

MILLION EUROS

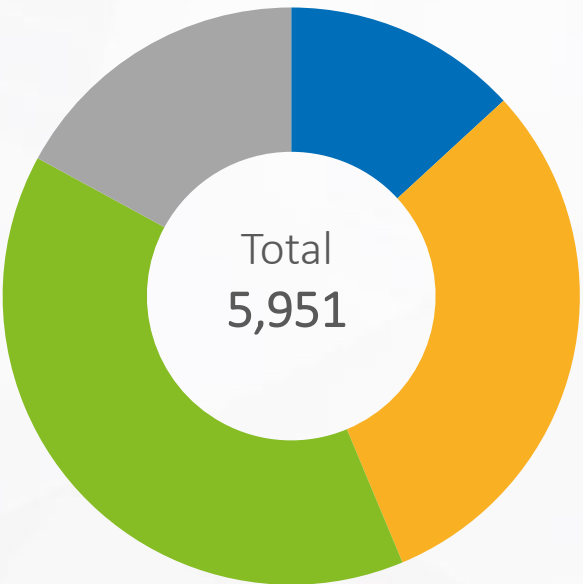


Turnover

MILLION EUROS



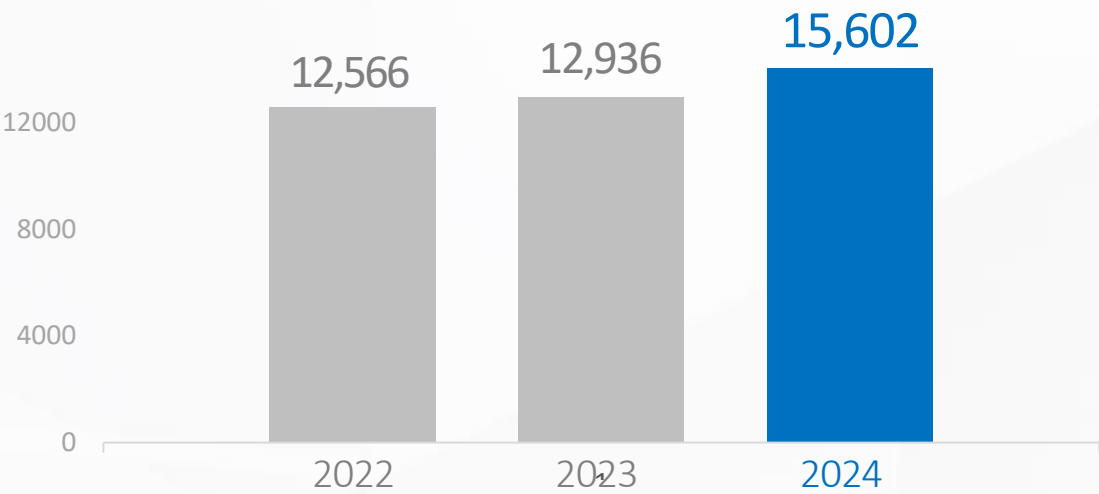
50%
2,976
E&C
LATIN AMERICA
12%
708
ENVIRONMENT
+ CAPITAL



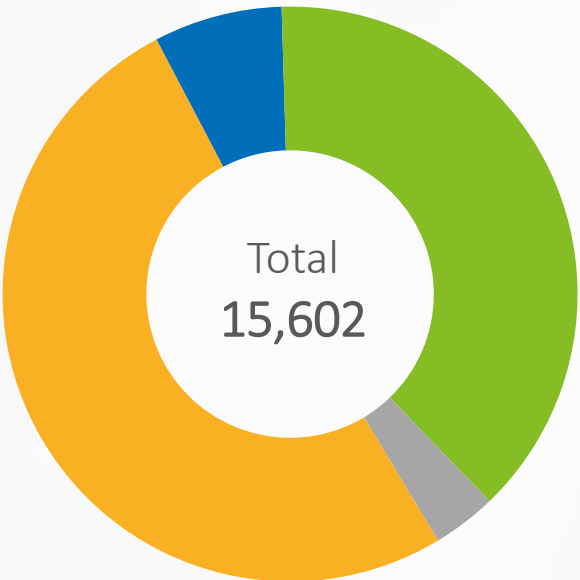
9%
519
E&C
EUROPE*
29%
1,748
E&C
AFRICA

Backlog

MILLION EUROS



6%
928
E&C
EUROPE
65%
10,122
E&C
AFRICA

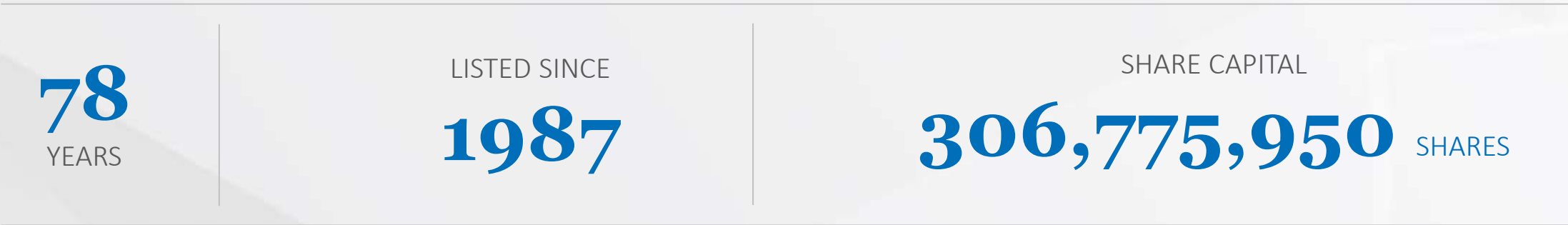


27%
4,227
E&C
LATIN AMERICA
2%
324
ENVIRONNEMENTE
+ CAPITAL

* Includes others, eliminations and intra-group.

Mota-Engil SGPS

Capital Market and Shareholders



Stock Market Presence

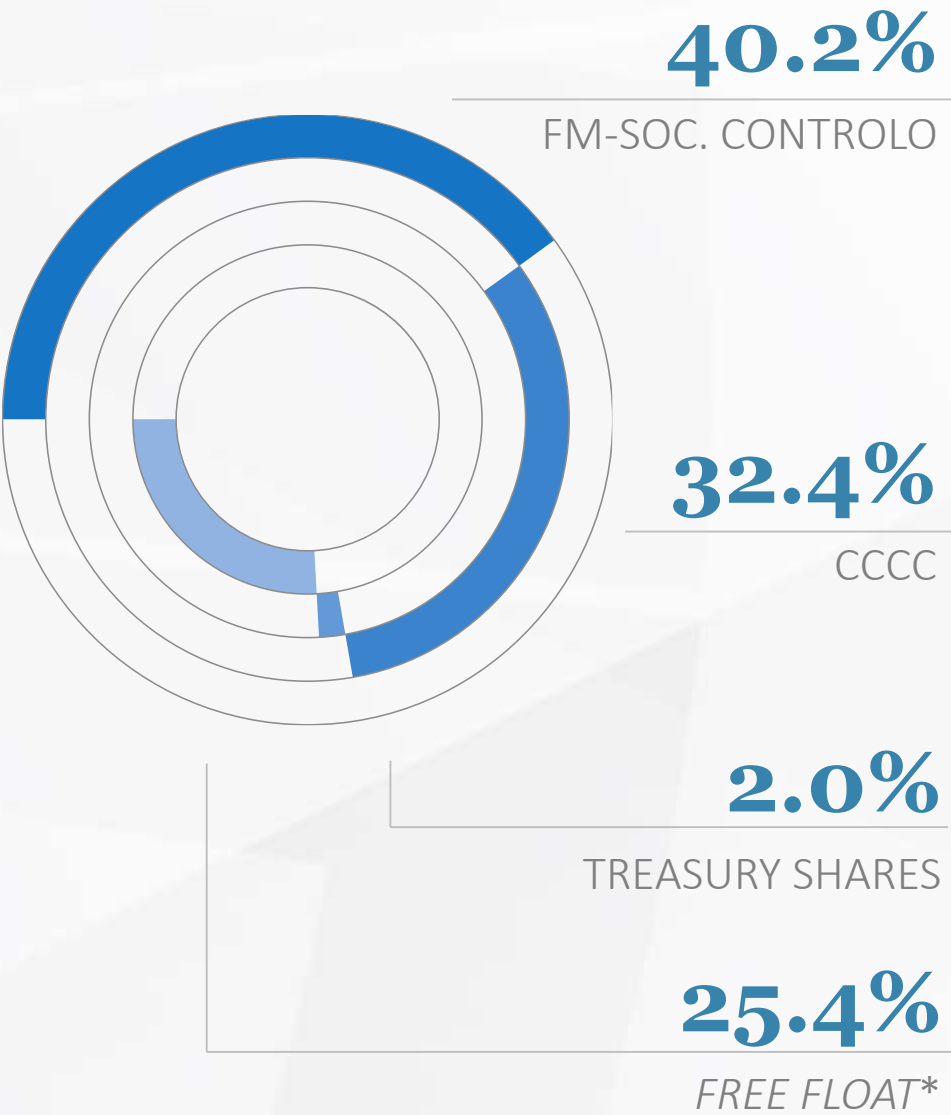
The company Mota-Engil SGPS is listed on Euronext Lisbon, and belongs to the main index of the Portuguese stock exchange (PSI-20), with share capital of €306,775,950.

With a long tradition of belonging to the capital markets, the story of Mota-Engil’s own incorporation is tied to exchange transactions resulting in a merger between Mota & Companhia and Engil, which gave rise to Mota-Engil, an industry leader in Portugal and benchmark on a European scale.

Shareholders

The Mota-Engil Group was established in 1946 by the Mota family, which remains its largest shareholder to this day through FM-Sociedade de Controlo, with a long-term commitment to the company.

In 2021, the Chinese group CCCC, one of the biggest construction companies in the world, joined the shareholder structure with a 32.4% stake, reinforcing the Group’s ability to operate on a global scale.



* Of which Mutima Capital has a holding of 1.9%.
Source: CMVM and Mota-Engil SGPS
Date: 31/12/2024

Corporate Bodies

Mota-Engil Group

Board of Directors

Chairman

Carlos António Vasconcelos Mota dos Santos

Deputy-Chairmen

Manuel António da Fonseca Vasconcelos da Mota
Gonçalo Nuno Gomes de Andrade Moura Martins
Jingchun Wang

Members

José Carlos Barroso Pereira Pinto Nogueira
Maria Paula Queirós Vasconcelos Mota de Meireles
Ping Ping
Xiao Di
Li Guangming
Clare Akamanzi
Francisco Manuel Seixas da Costa
Guangsheng Peng
Isabel Maria Pereira Aníbal Vaz
Paulo Sacadura Cabral Portas
Sofia Salgado Cerveira Pinto

Executive Committee

Chairman

Carlos António Vasconcelos Mota dos Santos

Deputy-Chairman

Manuel António da Fonseca Vasconcelos da Mota

Members

José Carlos Barroso Pereira Pinto Nogueira (CFO)
Xiao Di

Business Units

(Sub-Holding)

E&C Europe

Horácio Sá

E&C Africa

Aníbal Leite

E&C South America

Manuel Mota

Environment

Emídio Pinheiro

Capital

José Pedro Freitas

MEXT

Sílvia Mota

Martifer

Arnaldo Figueiredo

Business

Areas

02



Business Areas

Engineering and Construction

The Mota-Engil Group has carried out construction projects in around 50 countries, asserting its technical skills and building a reputation of excellence, standing out in the construction of different infrastructures such as roads, motorways, airports, ports, dams, buildings, railway, electromechanics, foundations and geotechnics, mining services, as well as in the construction and maintenance of support platforms for the Oil and Gas segment, among other areas of expertise.

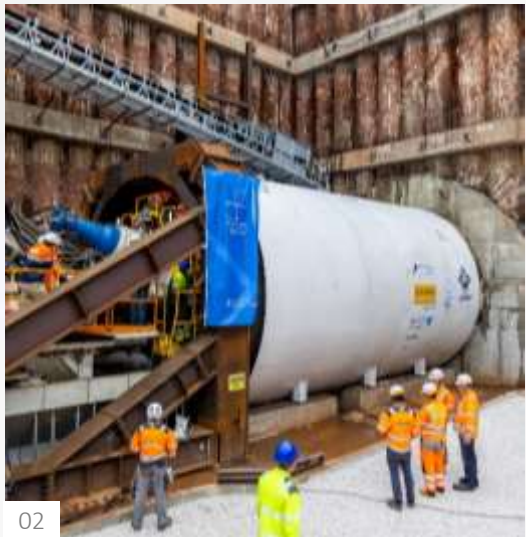
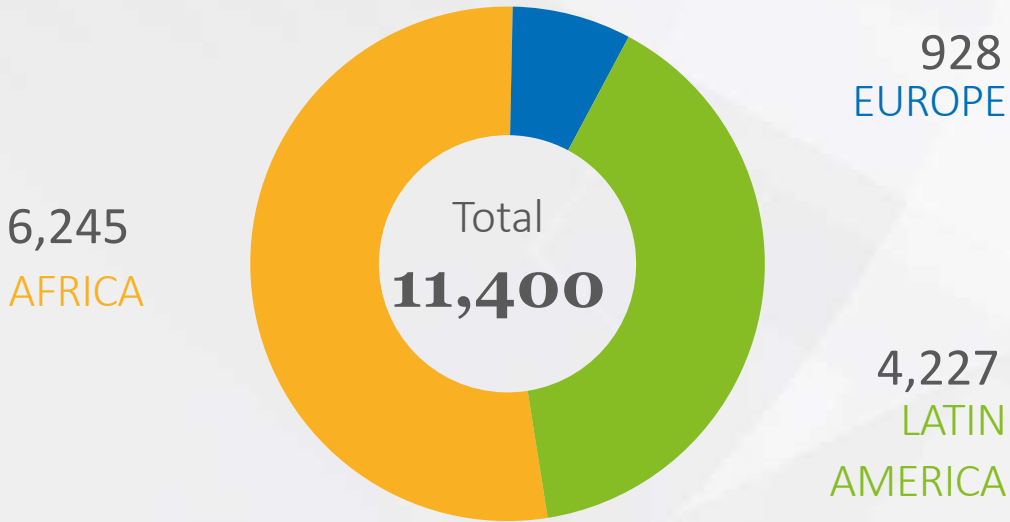
2024 Main Indicators

MILLION EUROS

5,300 M€
Turnover

820 M€
EBITDA

Backlog



- 1- LUANDA AIRPORT – ANGOLA
- 2 – LISBON METRO TUNNELS – PORTUGAL
- 3 – TREN MAYA RAILWAY – MEXICO
- 4 – BOUAKÉ STADIUM – IVORY COAST
- 5 – CABINDA GENNERAL HOSPITAL – ANGOLA
- 6 – LAS BAMBAS TAILINGS DAM – PERU
- 7 – NANAY BRIDGE – MEXICO

Business Areas

Industrial Engineering Services

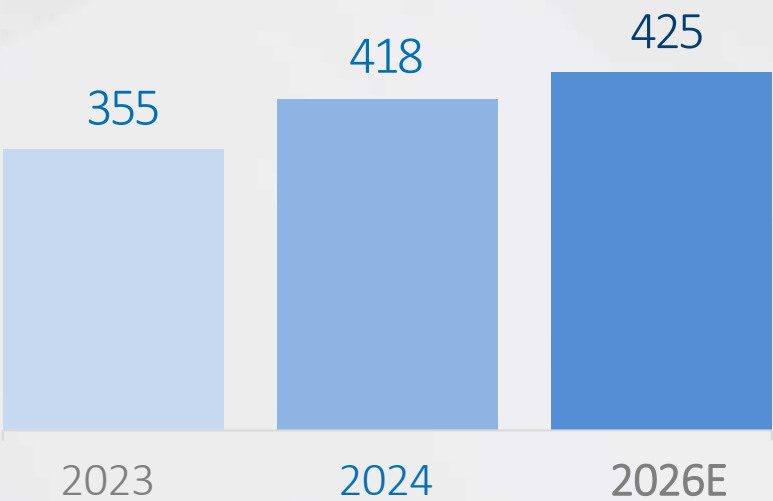
Industrial Services are one of the main growth drivers of Mota-Engil, by capitalizing on group’s footprint and track-record since 1998.

Continental footprint and recognized experience in Industrial Services with proven capacity to operate in multiple markets as a competitive advantage, is Mota-Engil’s value proposition to its clients in a reliable and long-term partnership with some of the most recognized multinational investors, materialized with contracts with an average extension between 3 – 8 years.

2024 Main Indicators

MILLION EUROS

Turnover



- One of Mota-Engil’s main growth drivers
- Long-term contacts with long-cash generation cycles
- Benefits from Mota-Engil’s footprint and track record since 1998



1 & 2 – MOATIZE – MOZAMBIQUE
3 – TRI K –GUINEA-CONAKRY
4 – MOQUITA – ANGOLA

	Country	Feedstock
Moatize	Mozambique	Coal
Gamsberg	South Africa	Zinc
Tri-K	Guinea-Conakry	Gold
Luarica	Angola	Diamonds
Moquita	Angola	Diamonds
Seguela	Ivory Coast	Gold
Lafigué	Ivory Coast	Gold
Boto	Senegal	Gold
Bonikro	Ivory Coast	Gold
Agbaou	Ivory Coast	Gold
Sadiola	Mali	Gold
Kurmuk	Ethiopia	Gold

Business Areas

Environment

The Mota-Engil Group started operating in the environmental sector in 1995 in Portugal through SUMA in the segment of urban waste collection and management, later leveraging synergies with EGF, a leading company in waste treatment and recovery, with cutting-edge european technology in this area and in energy production through biogas capture in landfills and from its energy recovery plant.

At an international level, Mota-Engil has increasingly expanded its business in this sector to markets such as Angola (Vista Waste), Mozambique (Eco Life), Cape Verde (Agir), Brazil (Suma Brasil), Oman (Eco Vision), and Côte d’Ivoire (Eco Eburnie and Clean Eburnie), with the goal of continuing to build on its business, thereby contributing towards a better world prepared for the next generations.

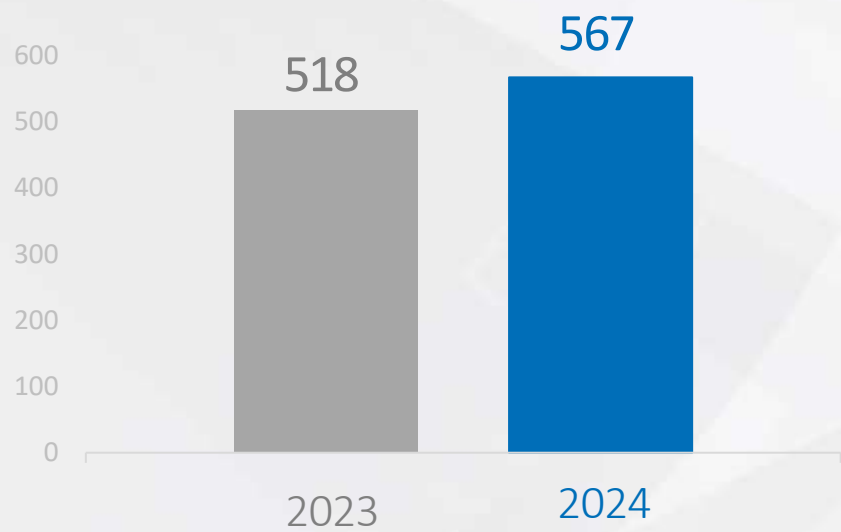
2024 Main Indicators

MILLION EUROS

235 M€*
Backlog

122 M€
EBITDA

Turnover



* Additional amount of c.€2.7 bn that corresponds to EGF’s turnover estimate until the end of EGF’s concession period (ends in 2034).



01



02



03



04



05



06



07



08

- 1 - ENERGY RECOVERY PLANT – PORTUGAL
- 2 - VISTA WASTE – ANGOLA
- 3 - ECOVISION – OMAN
- 4 - ECOLIFE – MOZAMBIQUE
- 5 - ECO EBURNIE – CÔTE D’IVOIRE
- 6 - SUMA – PORTUGAL
- 7 – SUMA BRASIL – BRAZIL
- 8 - CLEAN EBURNIE – CÔTE D’IVOIRE

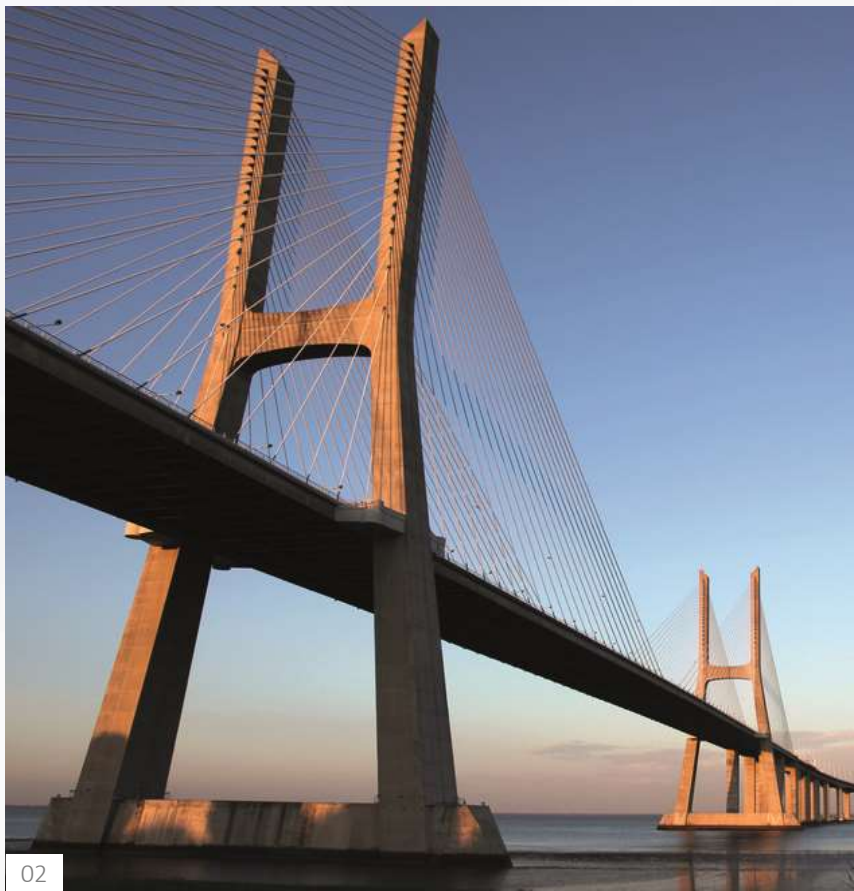
Business Areas

Mota-Engil Capital

Mota-Engil Capital is the business unit with the goal of leveraging the value creation for the Group through a diversification of investments supported by an integrated management of a set of assets and projects complementary to the Engineering and Construction or Environment segments, working closely with the Group’s core businesses.

*With this strategic vision,
Mota-Engil Capital focuses on its portfolio:*

- The management of **Transport Concessions**, as well as their operation and maintenance (through Mota-Engil Concessões as well as Lineas), continuing a 25-year track record in the concessions management;
- Innovative business areas associated with **Energy and Mobility** (through Mota-Engil Renewing), as well as in **Asset Management** (through Mota-Engil ATIV), which focuses on the provision of specialized technical services, namely through the maintenance in buildings, industry and water infrastructures, as well as in the design, management, construction and maintenance of outdoor spaces, and whose sustained growth has led to its recognition in the creation of value in the landscape industry.



- 1 - ESTRADAS DO ZAMBEZE CONCESSIONAIRE – MOZAMBIQUE
- 2 - LUSOPONTE CONCESSIONAIRE – PORTUGAL
- 3 - MOTA-ENGIL RENEWING CHARGING STATION - PORTUGAL
- 4 - ME ATIV MAINTENANCE – PORTUGAL
- 5 - ME ATIV LANDSCAPE – PORTUGAL

Business Areas

Mota-Engil Next

Mota-Engil Next (MEXT) was set up with the aim of reinforcing investment in **Innovation** and being an accelerator of the Group's global **Transformation**. It aims to strengthen and acquire new long-term competitive advantages, paving the way for a prosperous and sustainable future for Mota-Engil, for the planet and for future generations.

As a sub-holding company, MEXT has executive responsibility for a number of subsidiaries that operate in different areas, such as:

- Real Estate, through **Emerge**;
- Agroforestry production, through **Mamaland**;
- Mining, through **LGM**; and
- Energy, through **Mewton**.

To achieve these goals:

MEXT leverages collaboration within the group, between companies and employees, and with external entities, universities, clusters or start-ups, with the purpose of "Inspiring, challenging and empowering everyone, through collaboration, to commit their creativity and knowledge to building the Mota-Engil of the Future and a Better World."

Aimed at fulfilling its purpose, MEXT's organization takes form on the following corporate areas: Transformation Workshop, Innovation Lab, Investment Workshop, Communication (Creative Lab) and Business.



- 1 - AURIOS – PORTUGAL
- 2 - VARANDAS DO PARQUE – PORTUGAL
- 3 - OPO CITY - PORTUGAL
- 4 – INNOVATION OFFICE EVENT – PORTUGAL
- 5 – MAMALAND - ANGOLA
- 6 - SAND CLIFFS - PORTUGAL

Business Areas

Energy

Generation

Started in
October 2015



Waste-to-Energy,
Incineration, Biogas and
Organic recovery

100 MW

Market Sales with
feed-in tariff



4 hidropower plants
10 mini-hidropowers

279 MW

Sales in spot market and
to Generadora Fenix
trading activity
(supplier)

Jorge Luque Thermal
Power Plant (Gas)

Underdevelopment
towards 1660MW

Trading

Started in March 2018



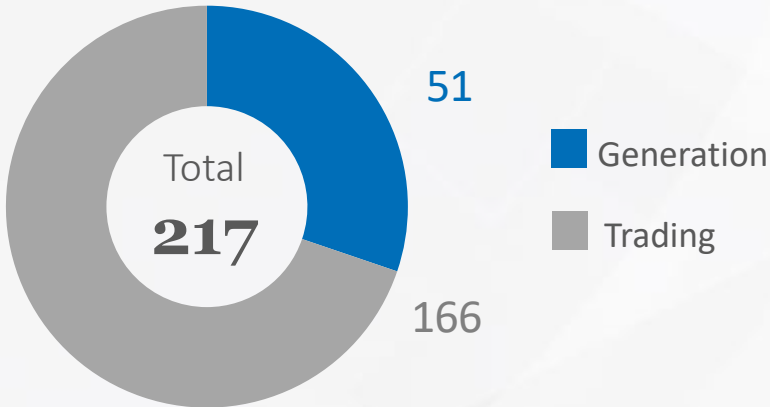
Energy Supply/Capacity/Cell/iRec1 in Mexico's Electricity Market

Currently with 3 PPAs operating for 150 MW (965 GWh/year). The most relevant is the PPA of 20 years contracted with Mexico City (provision of c. 400 GWh/year).

2024
Main
Indicators

MILLION EUROS

Turnover



EBITDA

Total
11



01



02



03

- 1 - CENTRAL NECAXA, FÉNIX – MEXICO
- 2 - CENTRAL LERMA, FÉNIX – MEXICO
- 3 - CENTRAL LERMA, FÉNIX – MEXICO

Concessions Portfolio

Mota-Engil has historical experience supported by the specialized knowledge it has acquired since 1994 in Portugal, which has been extended to international markets and different segments such as Highways, Bridges, Airports, Railway, Hospitals and Landfills.

	Country	Km	% Mota-Engil	Conclusion
Lusoponte*	Portugal	20	30.3 %	2030
Douro Interior*	Portugal	242	48.5 %	2037
Zambeze Roads	Mozambique	701	95.0 %	2041
Lisboa Oriental Hospital	Portugal	-	50,0%	2054
Lobito Railway Corridor + Mineral Port	Angola	1.300	50,0%	2052
Kenya Annuity Roads Lot 15	Kenya	45	18.2 %	2032
Kenya Annuity Roads Lot 18	Kenya	35	18.2 %	2032
Autopista Urbana Siervo de la Nación	Mexico	15	14.8 %	2072
Cambao – Manizales	Colombia	256	45.6 %	2049
APP Coatzacoalcos – Villahermosa	Mexico	134	19.4 %	2027
APP Tamaulipas – Tampico	Mexico	226	24.0 %	2029
Autopista Cuapixtla – Cuacnopalan	Mexico	64	33.9 %	2051
Autopista Tultepec – Pirámides	Mexico	27	51.0 %	2050
Autopista Urbana Conexión Oriente	Mexico	7	25.5 %	2052
CMRO Nayarit	Mexico	55	51.0 %	2032
Mota-Engil Aeropuertos	Mexico	-	51.0 %	2070
Azpau Entretenimiento	Mexico	-	50.8 %	2052
Bordo Poniente	Mexico	-	25.5 %	2041
Jorge Luque	Mexico	-	46.4 %	2042

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



1 - LUSOPONTE – PORTUGAL
2 - AUTOESTRADA SIERVO DE LA NACIÓN - MEXICO
3 – LOBITO CORRIDOR – ANGOLA

MOTÆNGIL

BUILDING
26 *For a sustainable
future*

Building 26
Strategic Plan
03

Strategic Plan

Our Ambition

A global player focused on delivering value for all in a sustainable way

Integrated Group

with significant contribution from long-cycle businesses
% of Group’s EBITDA:
60% E&C | 40% NON-E&C

Balanced footprint

and increase of markets scale
% of turnover: >25% each Region
> 250M€ turnover per core market

Creating Value

for all stakeholders of the Group
Attain top position in ESG ratings.

Focus on cash generation

across the businesses
16% Group’s EBITDA mg with improved cash conversion

Accountability and profitability

of each business
3% Group’s Net Profit

Strengthened balance sheet

committed towards maintaining a sustainable leverage
< 2x Group Net Debt/EBITDA
< 4x Group Gross Debt4/EBITDA
Solvency ratio > 15%

Our Strategy

5 strategic axes aiming for a superior performance and reinforcing the business portfolio



Greater focus on Profitability in Engineering and Construction

Increasing concentration of resources on core markets (larger scale) to achieve higher leves of profitability.



Stepped-Up Growth in Environment, Infra Concessions and Industrial Services

Increasing relevance of long-term cash generating businesses with accelerated growth in international development.



Cross-group Efficiency Program

Reinforcing synergies and efficiency enabled by global operating platforms.



New path towards Sustainability and Innovation

Increasing efforts towards sustainability and innovation across all businesses



Debt optimization and diversification

Improving financial sustainability and aligning debt levels with businesses profiles.

Strategic Plan

New path towards
Sustainability and Innovation


Based on our Material Topics...

 **LOCAL EMPLOYMENT** creation and SKILLS development

 **HEALTH** and **SAFETY** at work

 **ENERGY** and **CLIMATE CHANGE**

 **QUALITY** and **SAFETY** of the products/ services and **CRITICAL INCIDENT** management

 **DIVERSITY, EQUITY** and **INCLUSION**

 **INNOVATION**
CIRCULARITY
SOCIAL IMPACT

... we are fully committed to improve on SDGs, with robust ESG targets...

	75%	Local talent in management/technical roles	2026
	50%	Reduction in accident with lost time vs 2020	2026
	40%	Reduction of GHG emissions (scope 1, 2 and 3) vs 2021	2030
	100%	Global Certification (9001,14001, 45001)	2026
	30%	Women recruited or promoted as managers vs 2021	2026
	25M€	Cumulative Investment in Innovation 22-26 vs 2020	2026
	80%	Recovery Waste	2030
	10%	GME entities measuring social impact aligned with SDGs	2026



...strengthening the Sustainability main Pillars.

Leadership And Accountability
ensuring a positive leadership and engaging all stakeholders

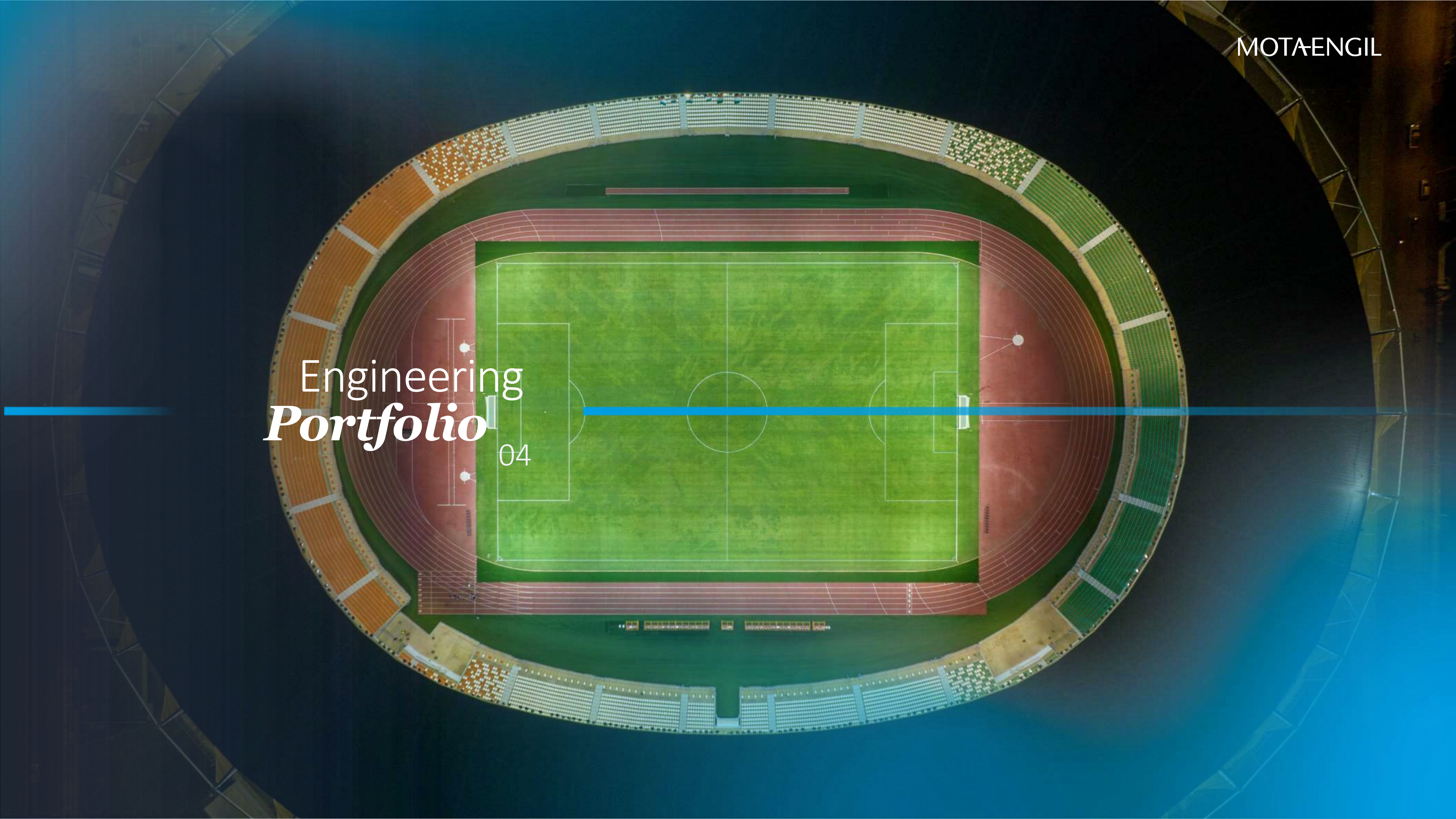
Actions And Impact Analysis
empowering actions with positive impact

Partnerships
fostering solutions

Communication
(internally and externally), promoting awareness, engaging and transparency

Engineering *Portfolio*

04



Engineering Portfolio

Our Works



Toromocho Tailings Dam | PE



Platinum Building | MZ



Vasco da Gama Bridge | PT



Tren Maya | MX



Nacala Corridor | MW



Alto Lindoso Dam | PT

Engineering Portfolio

Our Works



Infinity Tower | PT



Nanay Bridge | PE



Perote – Xalapa Motorway | MX



Cabinda General Hospital | AO



Cardel – Posa Rica Motorway | MX

Engineering Portfolio

Our Works



Ceira Bridge | PT



A42 Motorway | PT



Oceanário de Lisboa | PT



Tuxpan-Tampico Motorway | MX



4 de Abril Bridge | AO

Engineering Portfolio

Our Works



Luanda Bay | AO



Eixo Viário Hotel | AO



Champalimaud Center | PT



EDP Headquarters | PT



Catumbela Dam | AO



Bouaké Stadium | CI

*Manuel António
Da Mota*
Foundation

05

Mota-Engil Group

Manuel António da Mota Foundation

Sustainable Development
Social Responsibility

In each attitude, *a shared future*

We believe in the benefits of a management model that is ethically, socially and environmentally responsible. For this reason, we share a responsible attitude of sustainable growth, respecting the well-being of future generations, implementing standards of eco-efficiency and contributing towards the development of the community that surrounds us.

This is our strength.

The Foundation honours the name of the Group’s founder and its sole sponsor is Mota-Engil

An important instrument of the policy of social responsibility, as an organised and systematised 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 to the communities where it does business, especially in the social, cultural, educational, training and environmental fields.



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

Dialog based on transparency and openness in relationships

Management of human capital and respect for people

Support for social development

Social Development

- Contribute towards the social development of the communities where it does business
- Social solidarity
- Social and family support to employees of the Mota-Engil Group
- Volunteer work
- International solidarity

Social Development

- 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 cultural assets in the fields of fine arts, the performing arts, music, humanities, science, and technology
- Cultural programming
- Support to cultural agents

MOTA-ENGIL

Building with Purpose

Europe

Portugal
Spain

África

Angola	Guinea-Conakry
Mozambique	Cameroon
Malawi	Côte d'Ivoire
South Africa	Kenya
Zimbabwe	Nigeria
Uganda	Senegal
Rwanda	

América Latina

Mexico	Colombia
Peru	Panama
Brazil	

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