MOTA-ENGIL

Investor Presentation

July 2025

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MOTA-ENGIL

What we do

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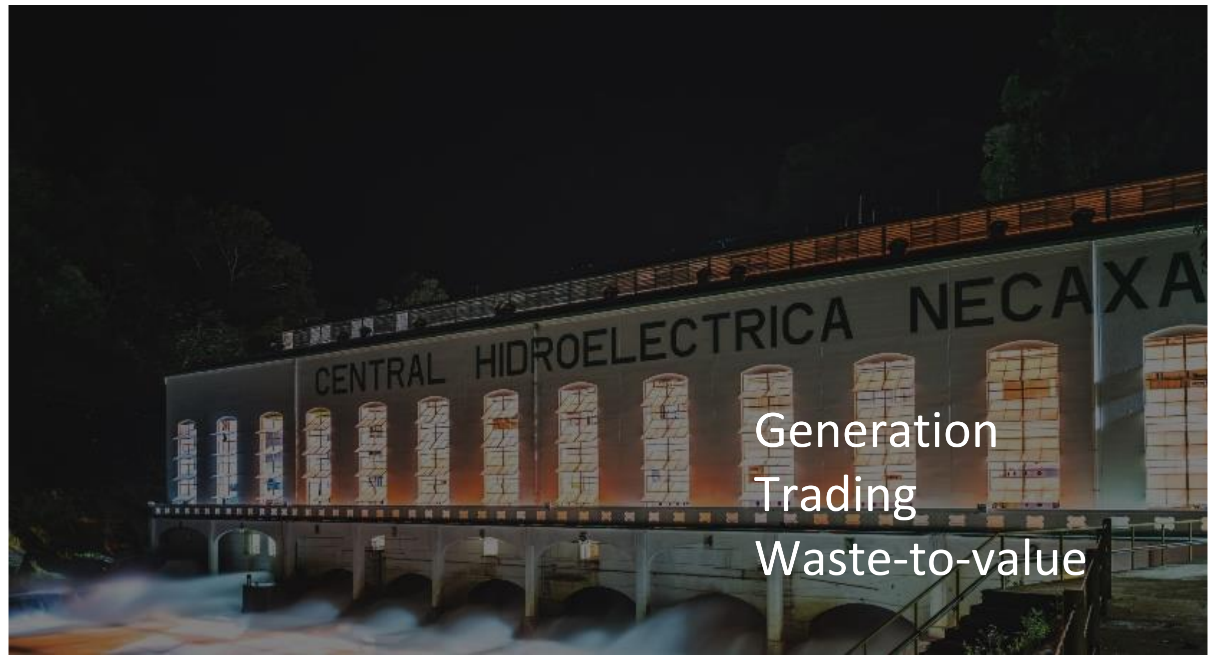
Industrial Engineering

Environment

Mota-Engil Capital and Mext

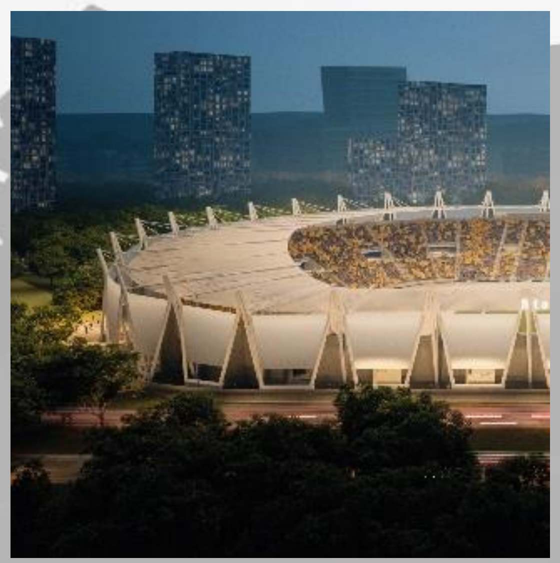
Energy



Concessions

Our World

3 continents | 21 countries



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Ethiopia

MOTA-ENGIL RECOGNITIONS

TOP 100 IN THE WORLD
#71 Global Powers of Construction 2022
Deloitte.

TOP 15 IN EUROPE
#14 in the Top Global Contractors
THE TOP 250

TOP 10 IN LATIN AMERICA
#2 in the region
THE TOP 250

TOP 10 IN AFRICA
#8 in the region
THE TOP 250

MOTA-ENGIL

Past milestones

- Mota & Cia was founded in 1946 by Manuel António da Mota in Portugal but with operations only in Angola
- The first 30 years, the Company worked only in Africa (First Contract in Portugal in 1975)
- In 1987, The Company become listed in the Lisbon Stock Exchange Market
- At the end of 90´s, Mota-Engil expand its footprint in Central Europe (based in Poland) and Latam (Peru)
- In 2000, the Mota Family acquired Engil (a Portuguese construction company), merged with Mota & Cia and becomes leader in Portugal
- Diversification Strategy: Reinforcement in Waste Management (presence since 1995) with the acquisition in Portugal of EGF, the leader in Waste Treatment (2014) and the entrance in the Power Generation in Mexico with FÉNIX (2015) and Oil&Gas Maintenance Services in Brazil (2018)
- In May 2021 CCCC became a reference shareholder of the Company with a 32.4% stake
- In 2024 Mota-Engil achieved its highest rank position in the Industry: Europe (#14), Africa (#8) and Latam (#2)

MOTA-ENGIL

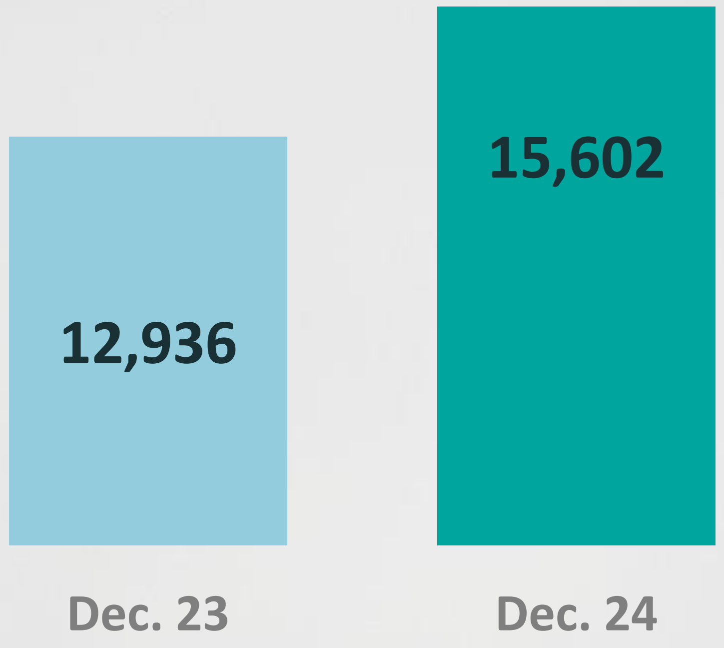
02

FY2025 Results **Overview**

BACKLOG

€15.6bn

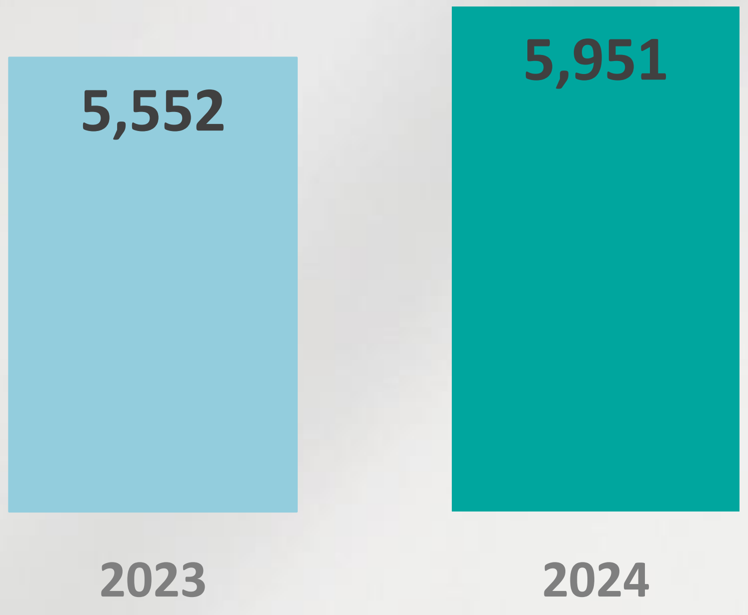
(+21% YTD)



TURNOVER

€5,951mn

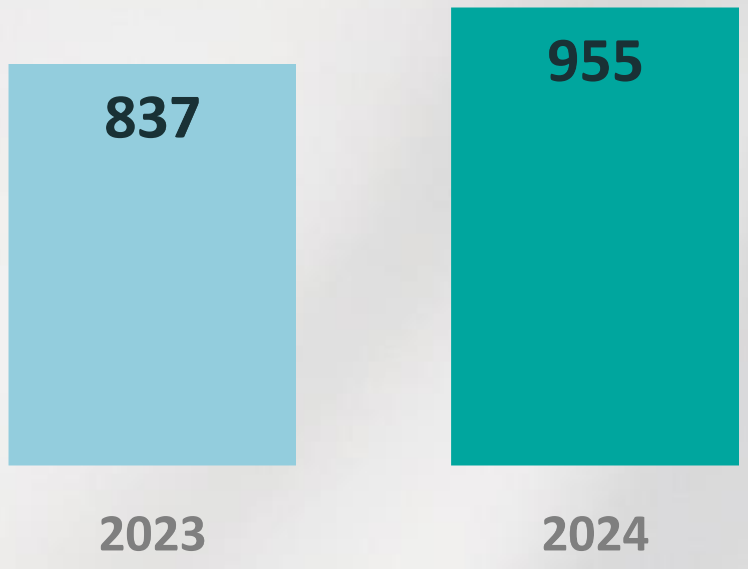
(+7% YoY)



EBITDA

€955mn

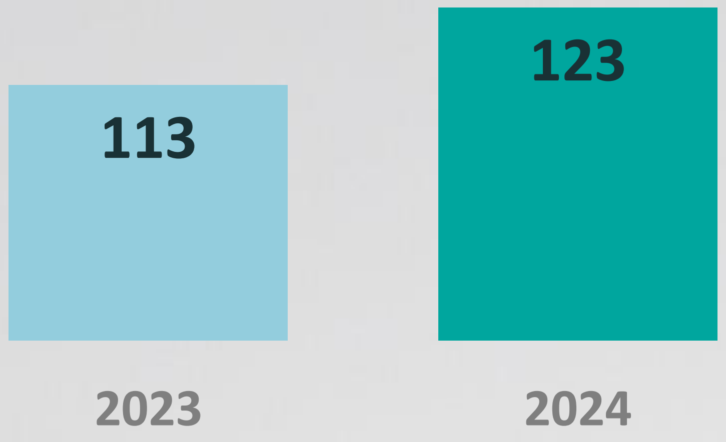
(+14% YoY; 16% margin)



NET PROFIT[1]

€123mn

(+8% YoY; 2.1% margin)



NET DEBT

€1,732mn

(ND/EBITDA 1.81x)

CAPEX

€511mn

(o.w. 76% IE[3], EGF and growth)

CFO

€716mn

(+€28 mn YoY)

EQUITY

€849mn

(Equity/Assets 11%)

[1] After non-controlling interests.
[2] Includes leasing, factoring and confirming.
[3] IE - Industrial Engineering.

Building '26 strategy execution throughout 2024
Delivering two years ahead and looking beyond 2026

Strategic actions	Delivery	2026 goals
Focus on core markets and large size contracts Follow the client strategy	2024: €5,951 mn (2022: €3,804 mn 2023: €5,552 mn)	Turnover €6 bn ✓
Strict commercial selection criteria Cross-group efficiency program	EBITDA mg 2024: 16% (2022: 14% 2023: 15%)	16% EBITDA margin ✓
Exit of non-performing markets and businesses Asset rotation in line with strategic guidelines	Net margin 2024: 2.1% (2022: 1.4% 2023: 2.0%)	Net margin 3%
Focus on cash conversion Maintaining a sustainable leverage	Net debt/EBITDA 2024: 1.81x	Net debt/EBITDA <2x ✓
Increasing efforts towards Sustainability ESG top rating focus	Best Ranking ever in S&P Global Rating B- (CDP) on first questionnaire 3rd bond issue of sustainability-linked bonds	Attain top position in recognised ESG ratings

The foundation is set to begin working on an updated Strategic Plan in 2025, with new goals and ambitions through 2030

MOTA-ENGIL

Group net profit reached an all-time high of €123 mn

P&L (€ mn)	2024	2023	YoY	2H24	YoY
Turnover	**5,951**	**5,552**	***7%***	**3,219**	***7%***
EBITDA	**955**	**837**	***14%***	**558**	***15%***
Margin	*16%*	*15%*	*1 p.p.*	*17%*	*1.1 p.p.*
EBIT	**586**	**516**	***14%***	**349**	***15%***
Margin	*10%*	*9%*	*1 p.p.*	*11%*	*1 p.p.*
Net financial results and others	(182)	(136)	*(34%)*	(110)	*(94%)*
Net financial interests and others	(240)	(176)	*(37%)*	(145)	*(50%)*
Capital gains	58	40	*44%*	36	*(11%)*
Associates	8	15	*(51%)*	5	*(42%)*
EBT	**411**	**396**	***4%***	**244**	***(4%)***
Net profit	**273**	**266**	***3%***	**155**	***(13%)***
Attributable to:					
Non-controlling interests	151	153	*(1%)*	82	*(14%)*
Group Net profit	123	113	*8%*	73	*(12%)*
Margin	*2.1%*	*2.0%*	*0.1 p.p.*	*2.28%*	*(0.5 p.p.)*

- **Turnover reached €5,951 mn, marking a 7% YoY increase and setting a new record**, with the growth driven by all business units, achieving the 2026 strategic goal two years ahead of schedule
- **Profitability was outstanding** with EBITDA increasing 14% YoY to €955 mn and a margin of 16% mainly fuelled by the E&C segment
- Net financial interests and others were negatively impacted by the **trend of the interest rates curve in the 1H24**, and the interest rates basket of local currency debt in Africa and in Latin America
- **Capital gains follow the strategic focus on core markets** (sale of the Polish assets) and **ongoing asset rotation policy** (monetisation of two road concessions in Mexico)
- **Associates** performance related with early stage of operations in some concessions in Africa and in Latin America and the positive impact of Lineas and Martifer
- Non-controlling interests are **mainly related to the operations in Mexico, Nigeria and Angola**
- **Group net profit of €123 mn**, up 8% YoY reflects a net margin of 2.1%

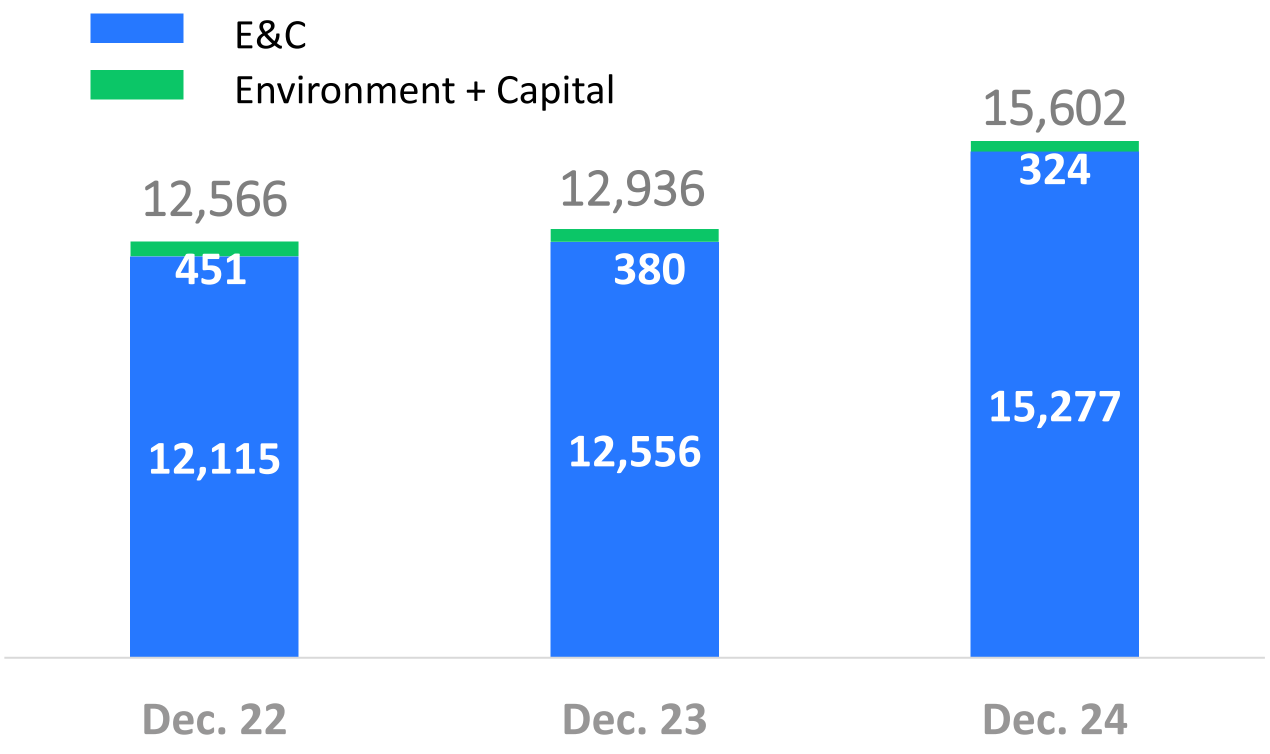
Increased profitability with EBITDA margin of 16%

P&L breakdown (€ mn)	2024	%T	2023	%T	YoY	2H24	%T	YoY
Turnover (T)	**5,951**		**5,552**		*7%*	**3,219**		*7%*
Engineering&Construction	5,300		4,922		*8%*	2,861		*9%*
Europe	583		666		*(12%)*	286		*(24%)*
Africa	1,748		1,518		*15%*	1,089		*29%*
E&C	1,330		1,163		*14%*	862		*30%*
Industrial Engineering	418		355		*18%*	227		*26%*
Latin America	2,976		2,750		*8%*	1,489		*5%*
E&C	2,550		2,288		*11%*	1,346		*13%*
Energy and Concessions	426		461		*(8%)*	144		*(38%)*
Other and intercompany	(7)		(12)		*40%*	(4)		*59%*
Environment	567		518		*10%*	303		*15%*
Capital and MEXT	141		134		*6%*	78		*13%*
Other and intercompany	(57)		(22)		*(162%)*	(23)		*183%*
EBITDA	**955**	*16%*	**837**	*15%*	***14%***	**558**	*17%*	***15%***
Engineering&Construction	820	*15%*	714	*15%*	*15%*	485	*17%*	*16%*
Europe	45	*8%*	54	*8%*	*(16%)*	23	*8%*	*(40%)*
Africa	453	*26%*	321	*21%*	*41%*	308	*28%*	*77%*
E&C	328	*25%*	233	*20%*	*41%*	237	*27%*	*77%*
Industrial Engineering	125	*30%*	88	*25%*	*42%*	72	*32%*	*75%*
Latin America	322	*11%*	340	*12%*	*(5%)*	154	*10%*	*(25%)*
E&C	287	*11%*	315	*14%*	*(9%)*	148	*11%*	*(21%)*
Energy and Concessions	35	*8%*	25	*5%*	*42%*	6	*4%*	*(64%)*
Other and intercompany	0		0		*n.m.*	(0)		*n.m.*
Environment	122	*22%*	110	*21%*	*11%*	68	*22%*	*17%*
Capital and MEXT	13	*9%*	12	*9%*	*11%*	9	*11%*	*18%*
Other and intercompany	(1)		1		*n.m.*	(4)		*n.m.*

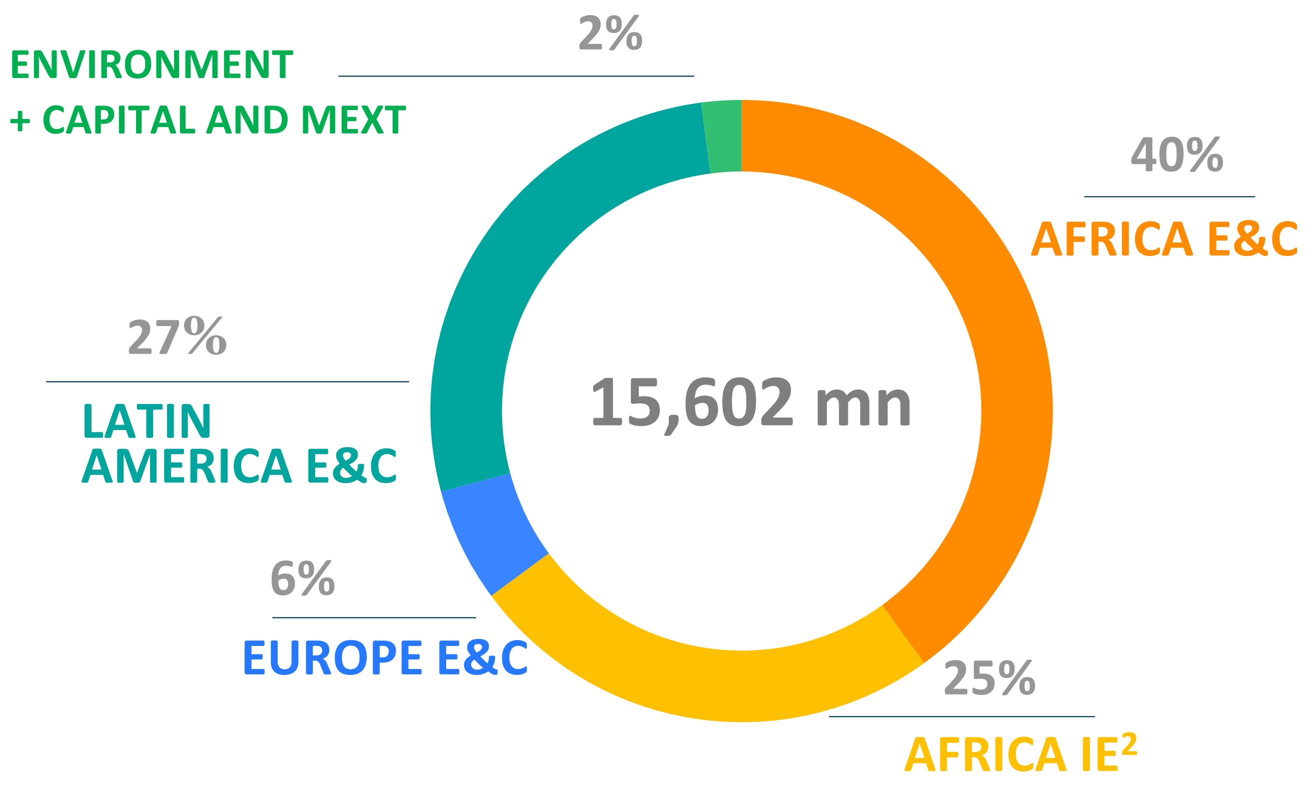
- **Africa was the region that showed the best performance,** driven both by the E&C and the Industrial Engineering, with the latter bringing a significant contribution to turnover and profitability
- The **strong performance in Africa, mainly in the 2H24 reinforces confidence in the growth trend for 2025 and beyond,** particularly with excellent profitability prospects and given that the backlog for the coming years is already secured
- **EBITDA margin of 16%** reflects the commercial strategy success, the rigorous project selection criteria and the operational optimisation, with profitability as the main focus

Record backlog[1] of €15.6 bn with €8 bn awarded in 2024

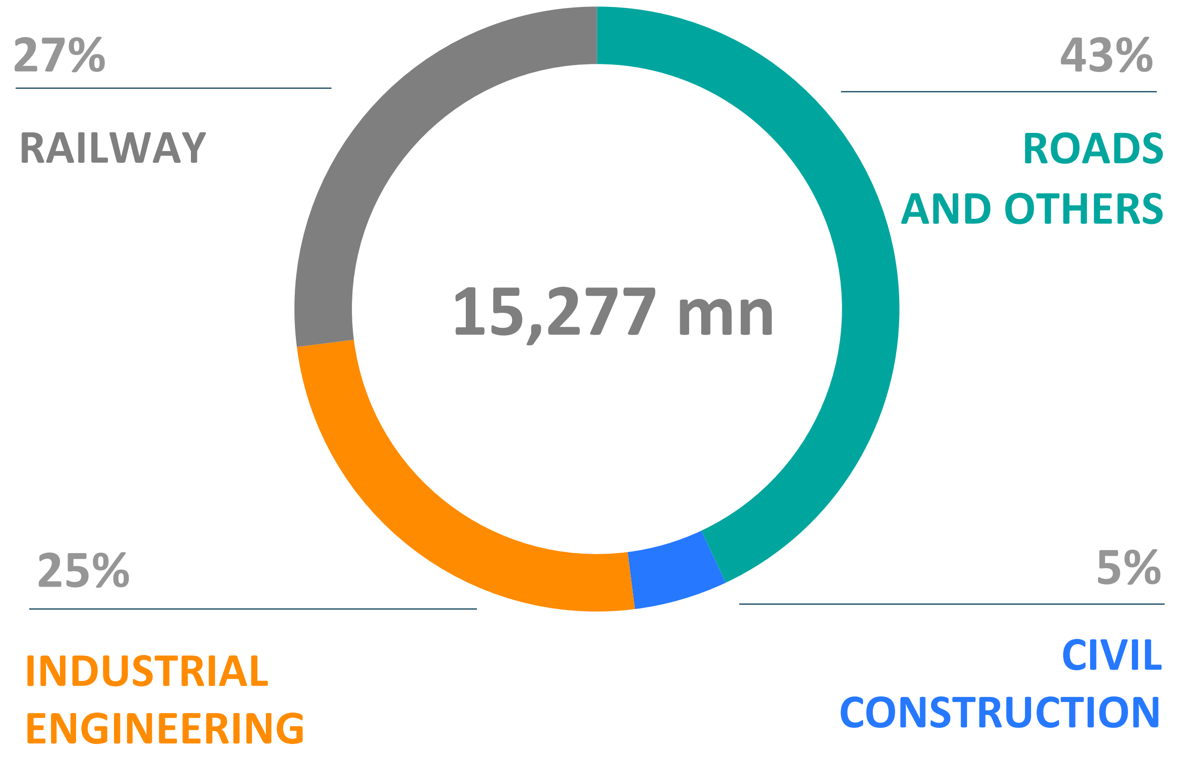
Backlog evolution (€ mn)



Backlog by Business Unit



E&C backlog by segment



- **Record level of order intake in 2024 in E&C** (€8 bn awarded), surpassing the €6 bn awarded in 2023
- **Backlog was up to a record of €15.6 bn**, with the core markets accounting for 73% of the E&C backlog
- **Angola, Mexico and Nigeria account for 21%, 20% and 13%,** respectively, of the E&C backlog
- **Industrial Engineering (Tier 1 clients) represents 25%** of the backlog, ensuring growth and solid margins in the upcoming years, with projects' maturities ranging between five and seven years
- **Backlog/Turnover ratio for the E&C of 2.9 years**

[1]First stretch of the high-speed train in Portugal not included.
[2]IE: Industrial Engineering

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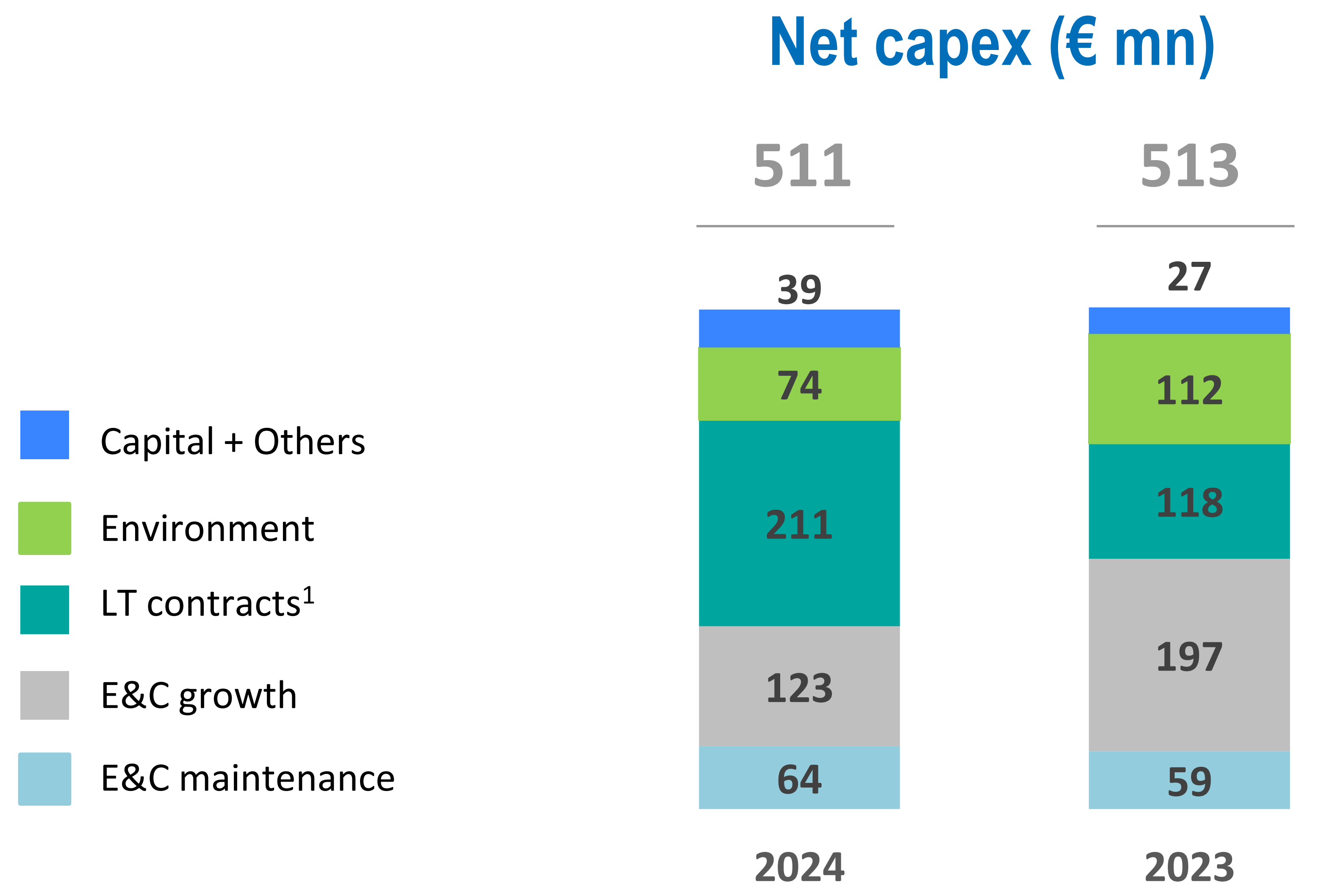
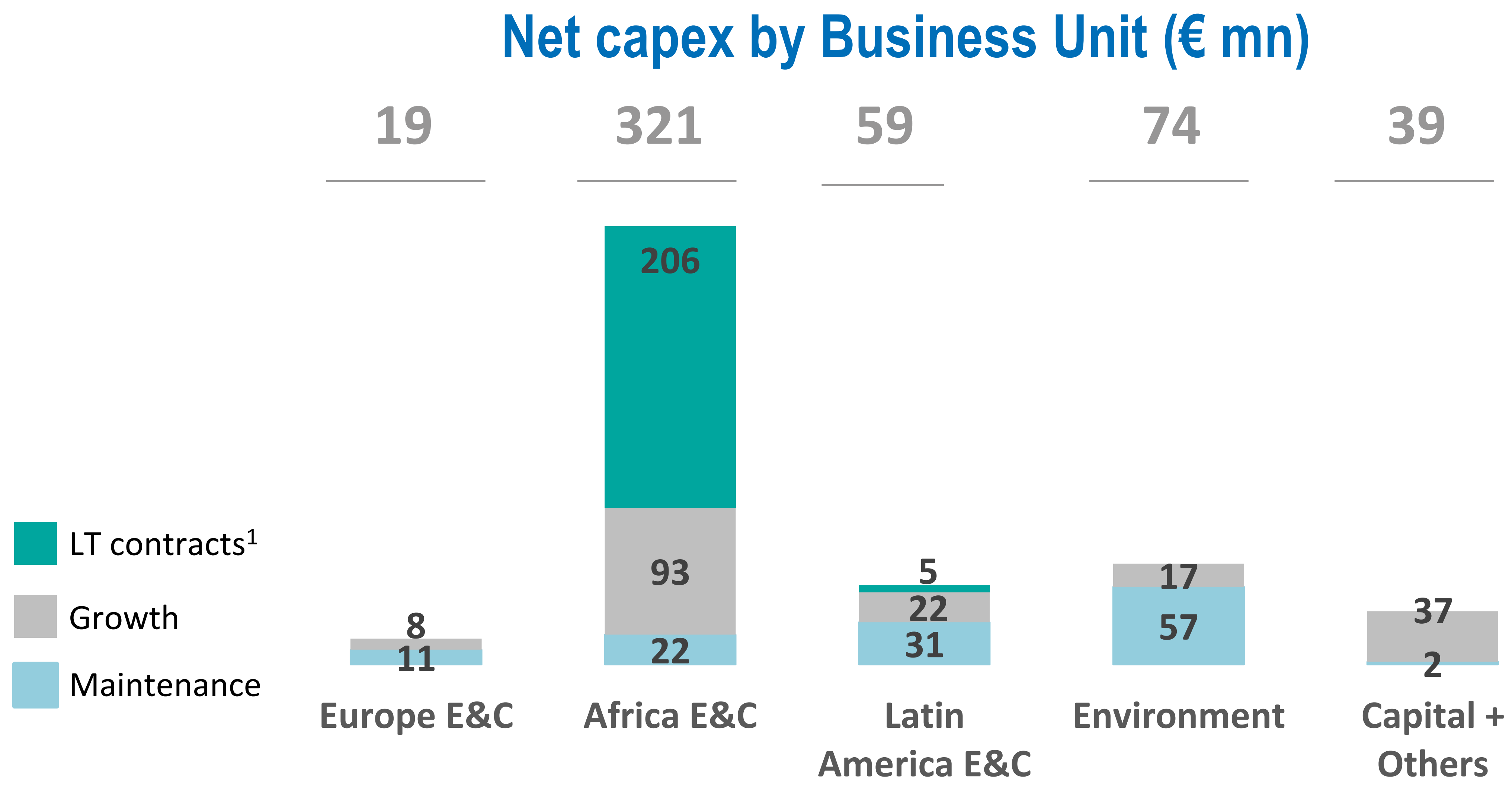
Capex of €511 mn fuelling long-term growth and profitability





- **E&C Growth and Long-term contracts represent 65%** of the total capex, mainly related to equipment for Industrial Engineering projects awarded in 2024 (Africa E&C represents 63% of the total capex)
- **Capex in Africa** related mainly to ongoing long-term contracts in Mozambique, Ivory Coast and Senegal, as well as, to three new Industrial Engineering contracts signed in the end of 2024
- **E&C maintenance capex represents c.1% of E&C turnover**, reaching its lowest point, as a result of processes optimisation in the equipment management and procurement fronts
- **The Environment unit accounted for €74 mn**, of which 83% was in the Treatment business in Portugal (EGF), a regulated asset base model

[1]Includes Industrial Engineering contracts in Africa and the Energy business in Latin America.

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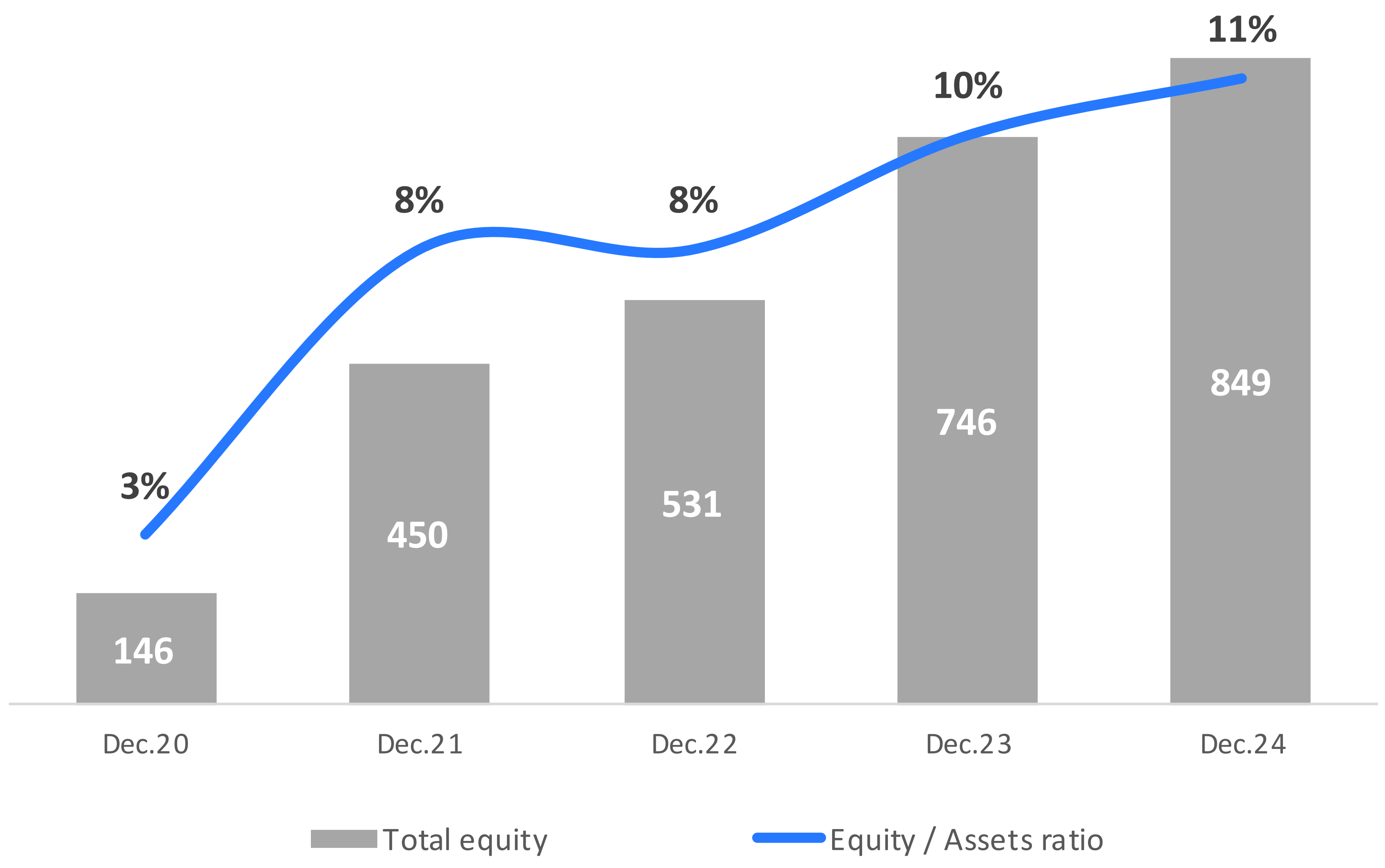
Strengthened balance sheet, with a growing solvency ratio

Balance sheet (€ mn)	Dec.24	Dec. 23	YoY
Fixed assets	2,126	1,852	274
Financial investments	800	505	295
Provisions	(191)	(133)	(58)
Working capital & long-term balances	523	456	67
	3,258	*2,680*	578
Equity	849	746	103
Net debt + LFC[1)]	2,409	1,934	475
	3,258	*2,680*	*578*

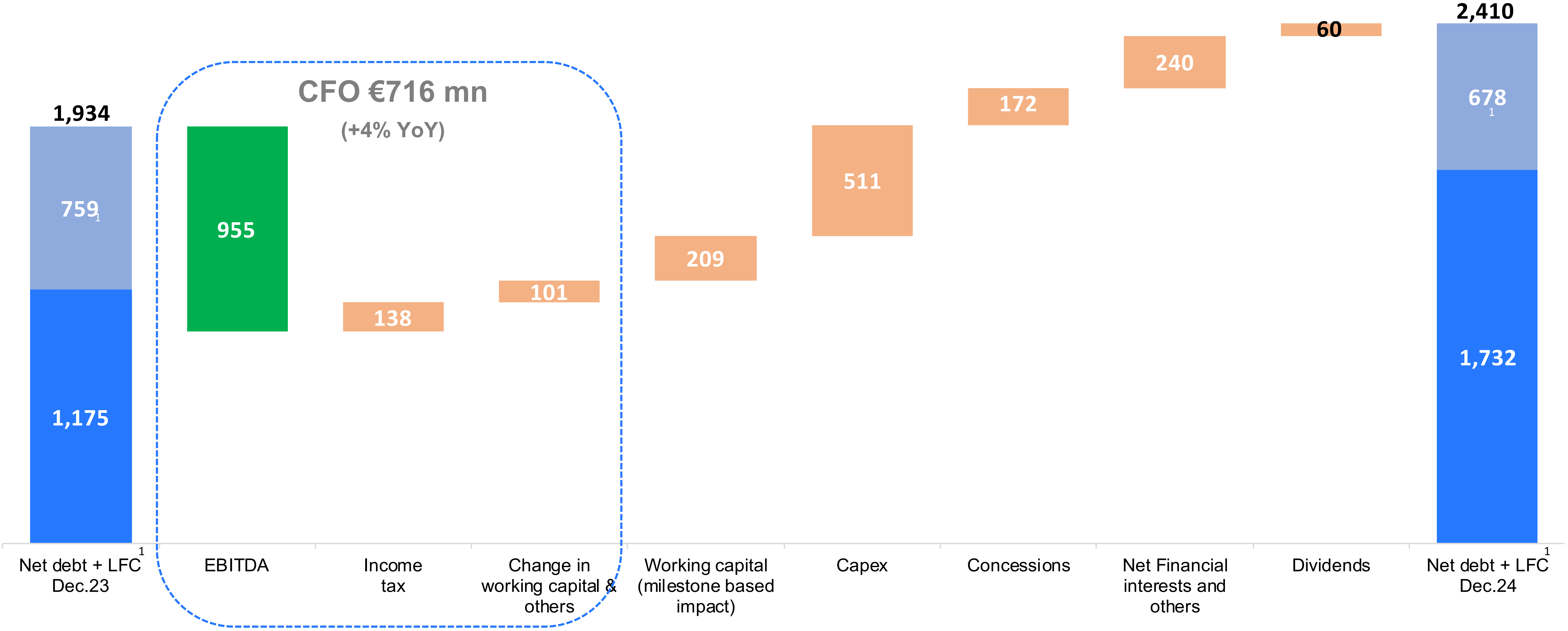
Total equity and Equity/Assets ratio



- **Working capital & long-term balances at efficient levels** reflecting a ratio to turnover of 9%
- **Equity/Assets ratio of 11%,** confirming path towards a more robust capital structure

[1]LFC - Leasing, factoring and confirming

Cash Flow from Operations (CFO) of €716 mn



16% margin	*Effective tax rate 34%*	*23% of 2024 turnover increase*	*Already monetized*	*o.w.76% IE[2], EGF and growth*	*1.88x Mexican concessions sale*	*7.7% average interest rate/multi-currency mix*	*EGL (div. yield 4.4%[3]) + minorities*

[1] LFC - Leasing, factoring and confirming.
[2] IE: Industrial Engineering.
[3] Price at 31/12/2024 €2.914.

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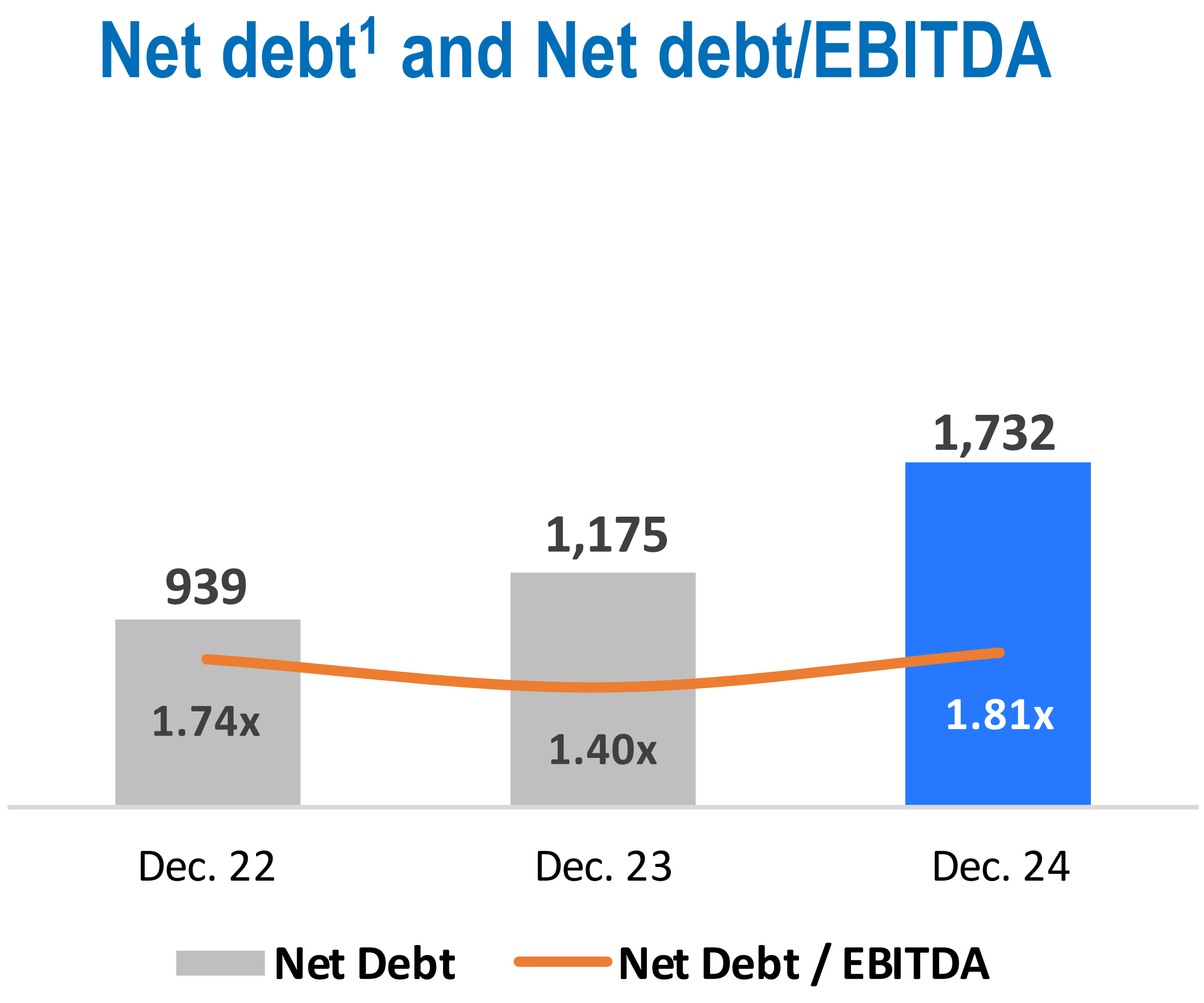
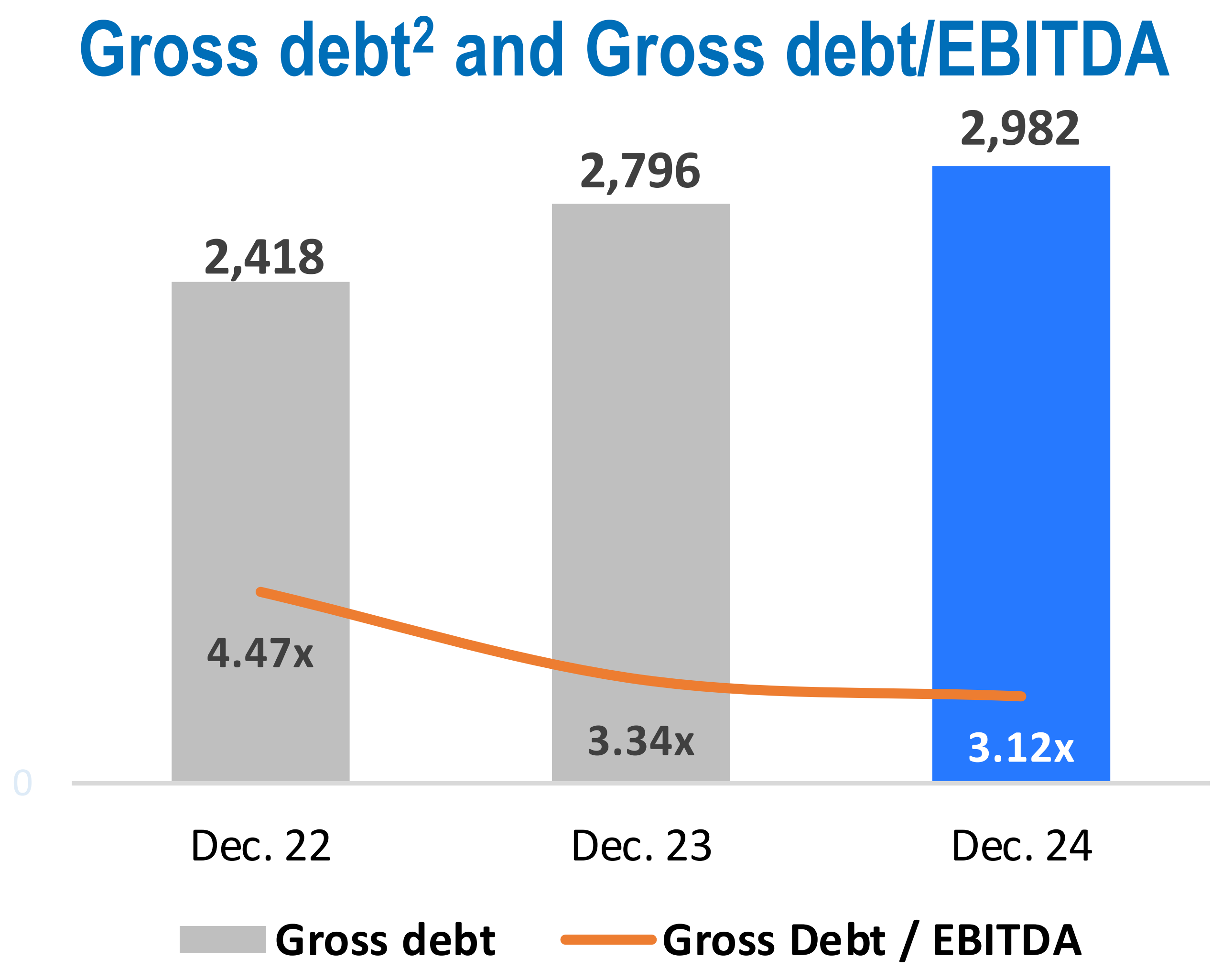
Debt ratios effectively managed and under control





- Net debt reached €1,732 mn with **Net debt/EBITDA of 1.81x and an EBIT/Net Interest ratio of 2.7x**
- **Maintenance of Net debt/EBITDA <2x and Gross debt/EBITDA <4x,** as targeted in the Building26 Strategic Plan
- Leasing, Factoring and Confirming **amount to €678 mn** (€759 mn in Dec. 2023)

[1] Net debt considers Mozambique's sovereign bonds as "cash and cash equivalents" which amounted to €21 mn in December 2024 (nominal value €25 mn) and Angola's, Mozambique's and Ivory Coast's sovereign bonds as "cash and cash equivalents" which amounted to €124 mn (€131 mn nominal value) in December 2023.

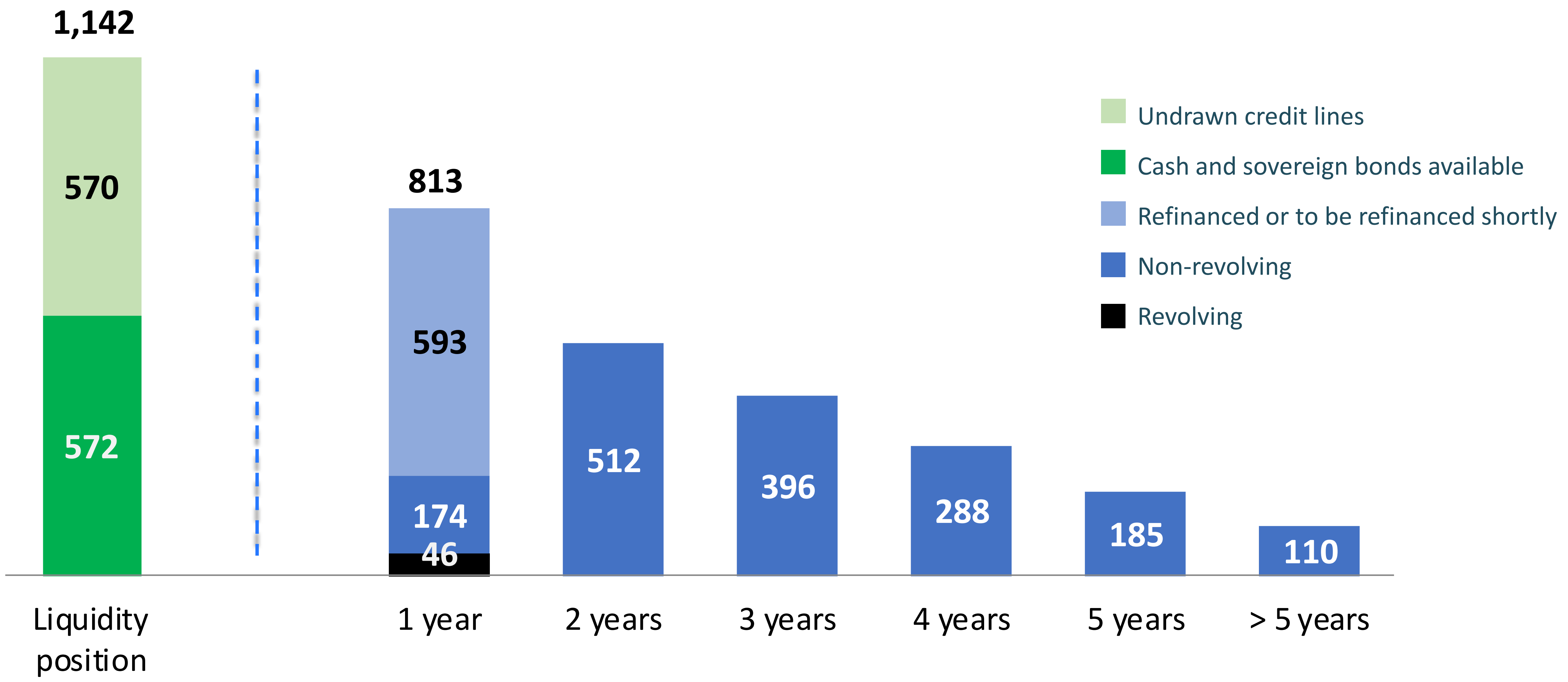
[2] Includes leasing, factoring and confirming.

Solid liquidity position

Liquidity: €1,142 mn

Cash available	€551 mn
Sovereign bonds available	€21 mn
Undrawn credit lines	€570 mn

Gross debt[1] maturity, December 2024



- **Liquidity position exceeds** the total amount of non-revolving financing instalments for the next three years
- **Of the amount maturing within one year, €593 mn (70%)** has already been refinanced in the beginning of 2025
- Average gross debt[1] **maturity of 2.7 years** (2.5 years in Dec.23)
- **Average cost of gross debt at 7.7%,** reflecting the context of higher interest rates curves, which prevailed until mid-2024, and the mix of interest rates applied to several local currencies in different countries, with expected improvement in 2025

[1]Excluding leasing, factoring and confirming.

03

Business Units

MOTA-ENGIL

Engineering & Construction

3.1

Europe E&C

HIGHLIGHTS 2024

2	583M€	928M€
COUNTRIES	TURNOVER	BACKLOG

PORTUGAL ▪ SPAIN

Public infrastructure driving growth ahead

Key data 2024	Turnover	EBITDA	EBITDA margin
	€583 mn	€45 mn	8%

Major projects to be executed in the short term

- **Backlog reached €899 mn in March 2025**
- **Positive outlook for the Portuguese market in the infrastructure** segment (transport, high speed train, airport) presents a range of large opportunities ahead
- **Expansion works for the Lisbon airport amounting to €233 mn (awarded)**: consortium formed by Mota-Engil, Vinci and two other Portuguese companies, with works expected to be completed in 2027
- **Purple subway line** in Lisbon to be tendered

Several large size projects announced

- **High speed train** with two tenders already launched:
  - First tender (Porto-Oiã): awarded (c.€2 bn for 100% of the project) and expected to start in 2026 up to 2030
  - Second tender (Oiã-Soure)
  - Mota-Engil in a consortium with Portuguese companies for the construction works
- **A new airport** called Camões with two runways and a total cost of €6.1 bn
- **A new bridge** that will become the third crossing over the Tagus River in Lisbon

3.2

Africa E&C

HIGHLIGHTS 2024

14	1,748M€	10,122M€
COUNTRIES	TURNOVER	BACKLOG

ANGOLA · MOZAMBIQUE · MALAWI · SOUTH AFRICA · ZIMBABWE · UGANDA · RWANDA · GUINEA-CONAKRY · CAMEROON · CÔTE D'IVOIRE · KENYA · NIGERIA · SENEGAL · ETHIOPIA

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Accelerating and enhancing project execution

Key data 2024

Turnover	EBITDA	EBITDA margin
€1,748 mn	€453 mn	26%

Major projects ongoing

- **Backlog amounted to €9.9 bn in March 2025**, of which €3.6 bn related to Industrial Engineering, reinforcing Mota-Engil's leading position in the African continent, trusted by major private clients
- **Industrial Engineering has twelve ongoing projects,** accounting for €418 mn in turnover in (up 18% YoY) and an EBITDA of €125 mn in 2024 (up 42% YoY), with strong prospects ahead
- **Kano-Maradi railway project, including supply of rolling stock in Nigeria**, opened the door to a market with huge opportunities
- **The Lobito Railway Corridor** in Angola, which completed its first full year of operations in 2024, stands as the most significant commodities logistics infrastructure in Africa and its success could serve as a model for launching new projects across the continent based on concession schemes

Africa's infrastructure gap supports further value creation

- **Angola**: social infrastructures and operation, rehabilitation and extension of the Lobito Corridor
- **Nigeria**: infrastructure projects (airports, ports, railway, energy, environment) and **solidifying its relevance as core market,** with several huge infrastructure opportunities
- **Mozambique**: onshore LNG project expected to resume, when security conditions improve, leading Mozambique to be one of the world's major natural gas exporters
- **Mining**: keep new opportunities on the radar in a sector where Mota-Engil is one of the major players in the continent, while leveraging on extensions of existing contracts

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Industrial Engineering is one of the main growth drivers

Mine	Commodity	Country	Backlog Mar-25
Gamsberg	Zinc	South Africa	567,035
Lafigué	Gold	Ivory Coast	434,132
Boto	Gold	Senegal	405,730
Tri-K	Gold	Guinea	332,544
Moatize	Coal	Mozambique	498,974
Seguela	Gold	Ivory Coast	145,795
Luarica	Diamond	Angola	9,781
Moquita	Diamond	Angola	3,196
Bonikro	Gold	Ivory Coast	112,323
Agbaou	Gold	Ivory Coast	210,850
Sadiola	Gold	Mali	344,224
Kurmuk	Gold	Ethiopia	539,877
			3,604,460

- **Top 5 largest mining contractor** in the world (largest in Africa)
- **Established relationships** with large private players with activity in several countries (e.g. commodities)
- **Stepped-up growth** contributing to the increase weight of long-cycle cash generation businesses in the Group
- **Twelve projects in operation** in eight countries (Mozambique, South Africa, Guinea, Angola, Ivory Coast, Senegal, Mali and Ethiopia)
- **Long-term contracts (5-8 years)** with previsibility of cash-flow generation
- **Backlog of €3.6 bn in March 2025,** not including the recently signed contract with Lydian Armenia for the Amulsar Gold Mine amounting to c.€614 mn

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3.3

Latin America E&C

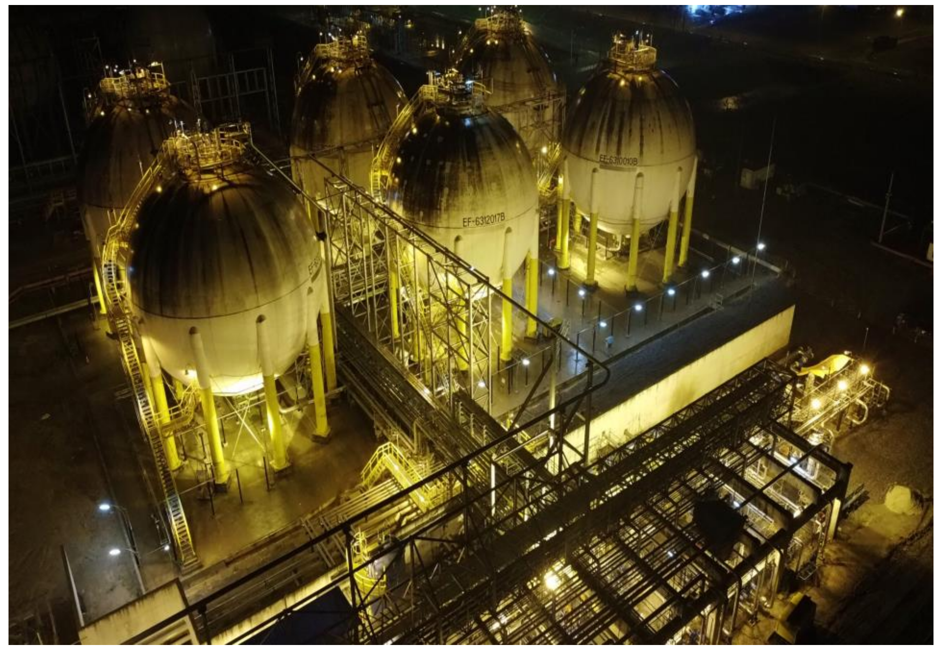
HIGHLIGHTS 2024

5 COUNTRIES

2,976M€ TURNOVER

4,227M€ BACKLOG

MEXICO · PERU · BRAZIL · COLOMBIA · PANAMA



Opportunities spread across different markets

Key data 2024	Turnover	EBITDA	EBITDA margin
	€2,976 mn	€322 mn	11%

Major projects underway

- **Backlog of €3.7 bn in March 2025**, of which 66% in Mexico, followed by Brazil and Peru together with 20%
- **Monetisation of two road concessions in Mexico:** Cardel Poza-Rica (28.73%) and Tuxpan-Tampico (25.85%)
- Train Maya already finished, and was the first large size railway contract in Latin America, **that was followed by several awards**:
  - Monterrey subway and Line 4 of Guadalajara light rail in Mexico
  - "Metro de la 80" in Medellín, in Colombia
- Peru continues to be a hotspot for **contracts with mining companies**
- **Fertilizer industrial plant (US$1.2 bn) in Mexico for Pemex**, in line with the country's strategy to become self-sufficient in fertilizers (c.70% of imports currently)
- In Brazil mainly focused on **oil&gas infrastructures maintenance works for Petrobras** and road works

Government infrastructure plans to support growth

- **Mexico: Plan México 2025-2030** envisages a portfolio worth **US$277 bn** in domestic and foreign investments, distributed in 2,000 specific projects. Strategy includes roads/highways **(US$5.6 bn)**; passenger train railways **(US$60 bn)**, mix investment projects **(US$2.6 bn)**; development of 12 **Well-fare poles with 100 new industrial parks; energy generation additions** (+21,893 MW); higher weight of clean energy in energy mix to 37.8% in 2030 (vs 22.5% in 2024).
- **Brazil**: new Growth Acceleration Program (Novo PAC) to invest BRL1.7 tn (US$347.5 bn) across all Brazilian states in sectors such as, solid waste, urban mobility, healthcare and education infrastructures, highways, railways, ports, airports and will rely increasingly on PPP.

Asset rotation strategy: delivering continuous results

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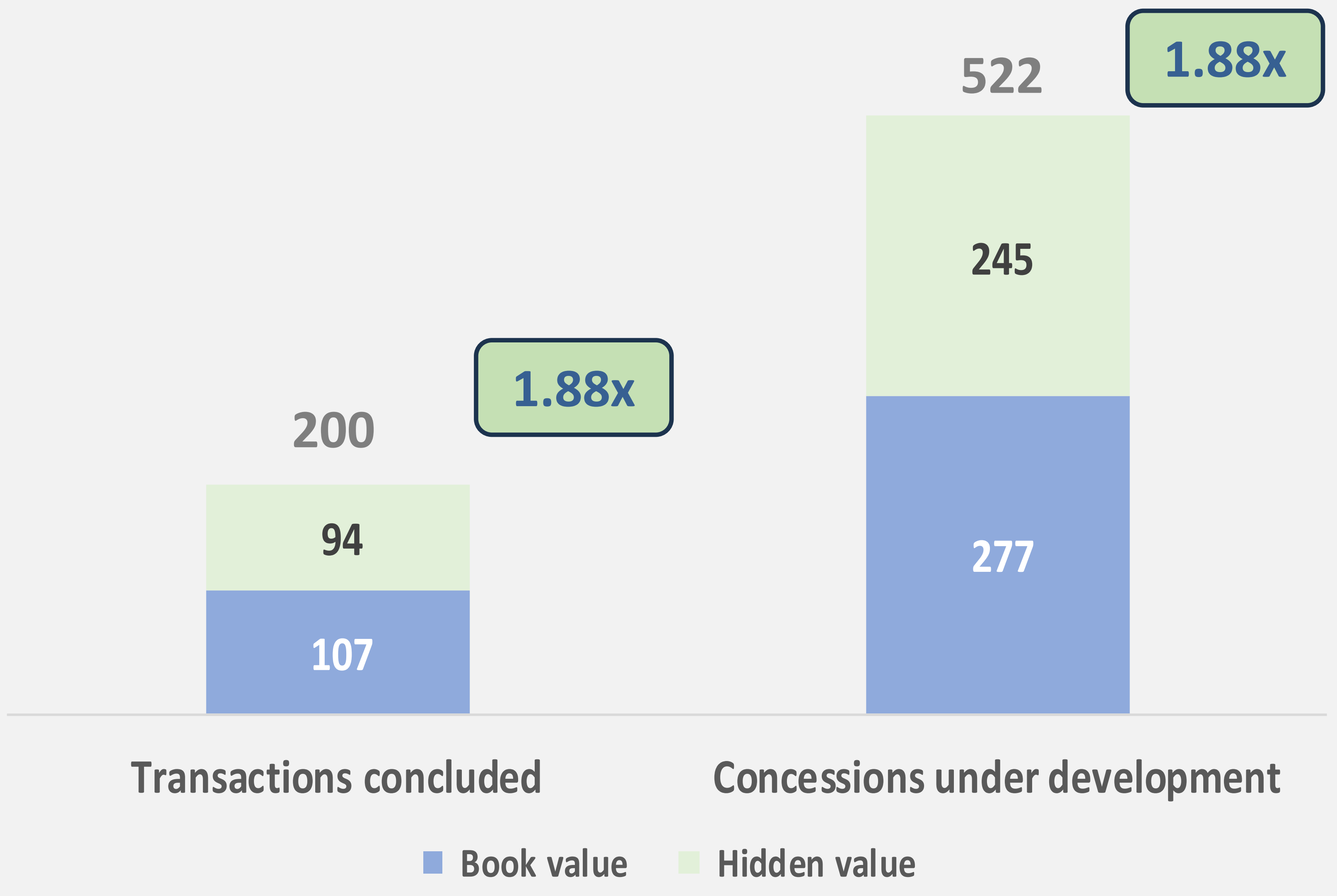
Mexican concessions

Status	Concession
Transactions concluded	Autopista Cuapiaxtla - Cuacnopalan Autopista Cardel - Poza Rica Autopista Tuxpan - Tampico
Concessions under development	APP Coatzacoalcos - Villahermosa APP Tamaulipas - Tampico[1] Autopista Tultepec – Pirámides Autopista Urbana Siervo de la Nación AZPAU Entretenimiento CMRO Nayarit Consorcio Tren Ligero Línea 4 Guadalajara Desarrolladora Multimodal Istmo Mota-Engil Aeropuertos

Implied Price/BV



- Sale of the concessions Cardel Poza-Rica (28.73%) and Tuxpan-Tampico (25.85%) completed
- Recent transactions confirm the existing **hidden value in the road concession business**
- Several assets under development will drive **further value generation** under the Asset Rotation policy

[1]To be concluded in the short term.

Environment

Planned investments in EGF to fuel activity ahead

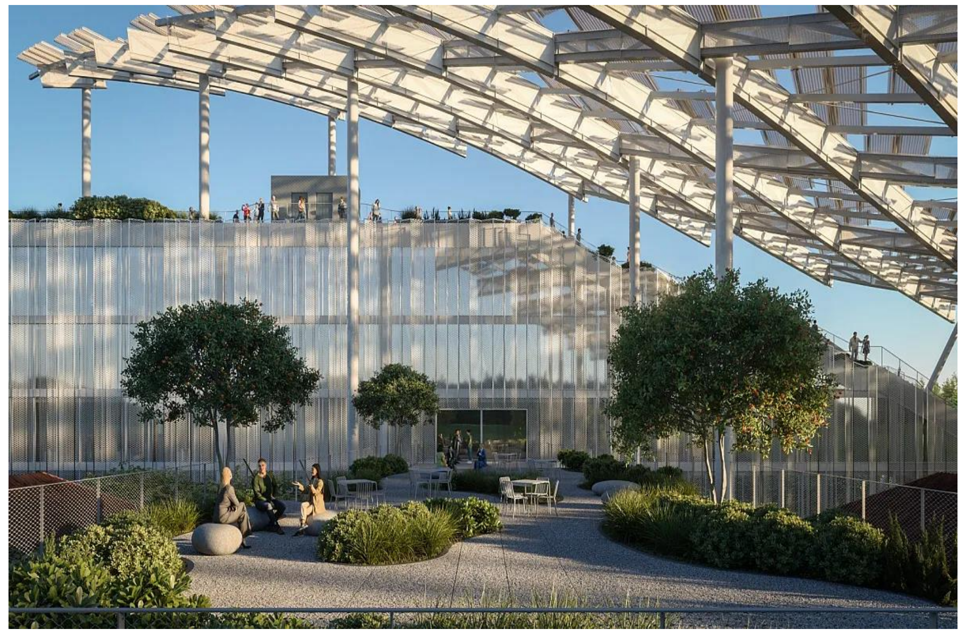
Key data 2024	Turnover	EBITDA	EBITDA margin
	€567 mn	€122 mn	22%

Stable business with the international business as an open option expected to take off

- **Backlog[1] of €342 mn in March 2025**, only related to waste collection services and of which 48% in Portugal
- **New regulatory period 2025-2027** for the Waste Treatment activity (EGF) with a foreseen increase in activity and profitability
- Transaction in Environment (concluded in January 2024) will **accelerate expansion and Mota-Engil's strategic plan execution** leveraging on the Group's capabilities and footprint
- **On the international front,** currently looking to Brazil and further projects in Africa

[1] Excludes future revenues from concession contracts (Waste Treatment).

Mota-Engil **Capital, Mext and Energy**



Structuring large concessions and exploring new opportunities

Key data 2024	Turnover	EBITDA	EBITDA margin
	€141 mn	€12 mn	9%

Long term and huge concessions to manage

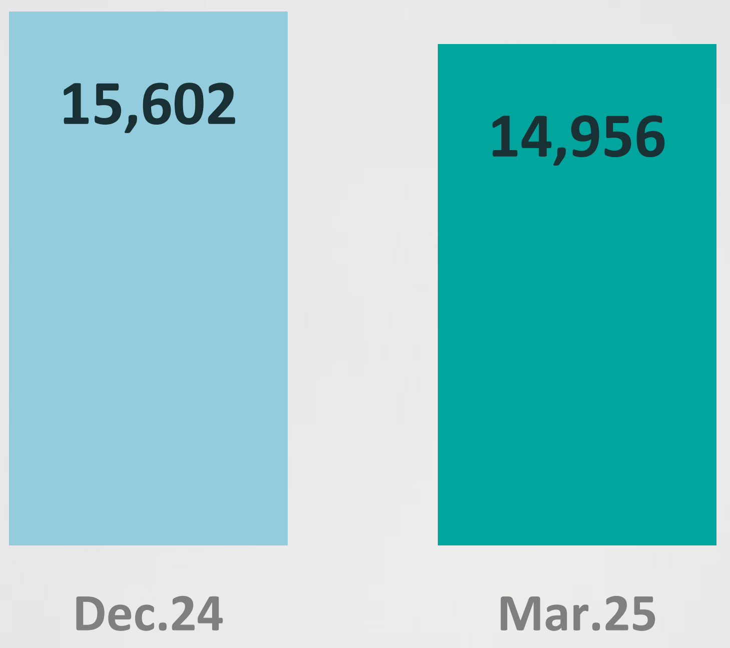
- **Currently developing new projects and expansion** in different segments:
  - Concessions: **New Lisbon Hospital** (awarded as 30-year PPP) and the two first tenders of the **high-speed train** (1st stretch awarded) by Mota-Engil Capital
  - **Setting up a new business unit, Mota-Engil Energia, to evaluate, invest and develop in waste-to-value opportunities**, **namely the production of biomethane** (several projects already identified and structured for execution) and power generation, with the main goal of capturing value from existing infrastructures and with the support from specialized partners
  - Real Estate (Emerge): Investment in several projects with expected return in 2026
  - Forestry management, reforestation and carbon trade projects (MAMALAND) are at a very early stage, with activities starting in Cabinda (Angola) and being studied for potential future development in Malawi and Mozambique
- **Sale in the 1H24 of a 9% stake** in Lineas to Serena Industrial Partners for an implied Price to Book Value (€79 mn at Dec. 23) multiple of 1.45x

04

1Q25 Trading Update

BACKLOG

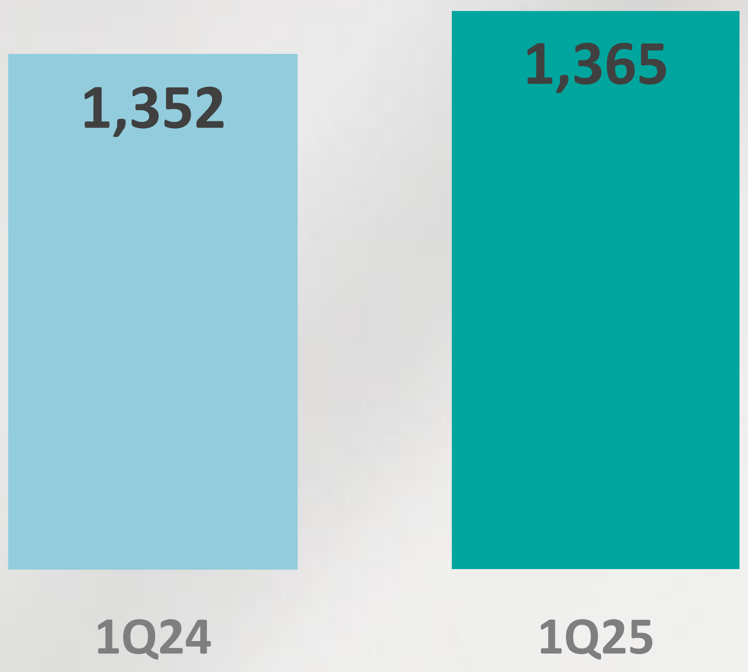
€15bn



TURNOVER

€1,365mn

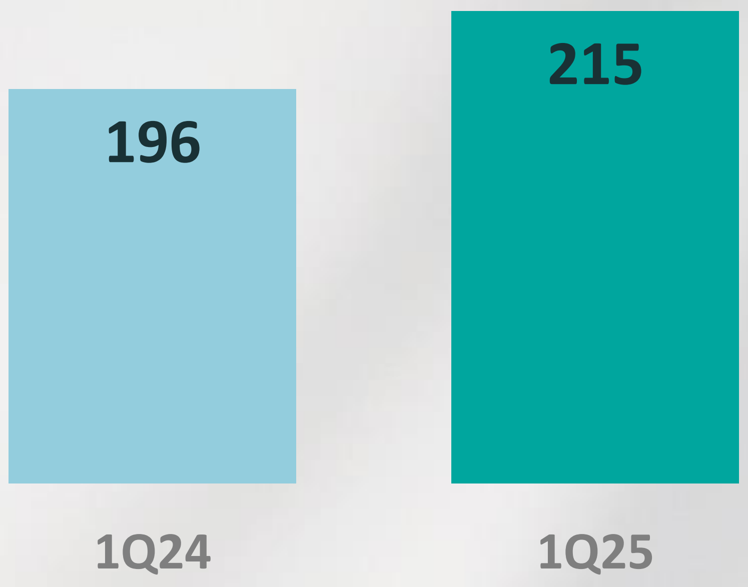
(+1% YoY)



EBITDA

€215mn

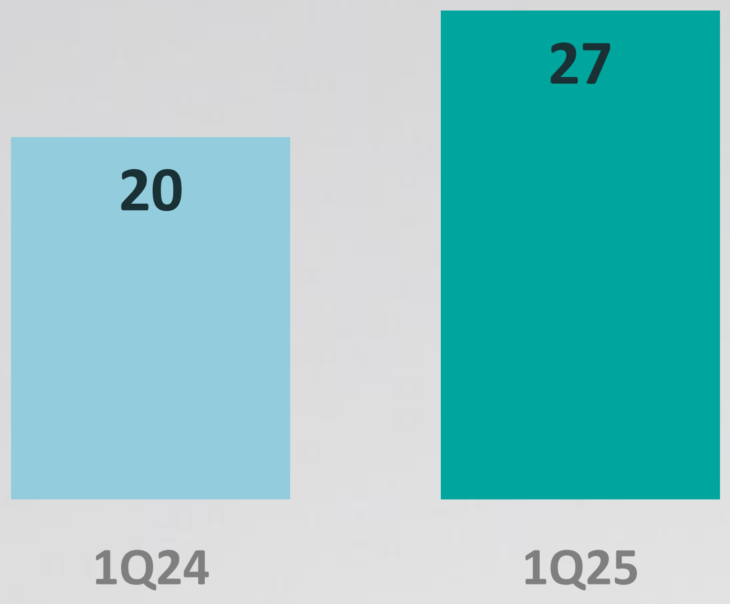
(+10% YoY; 16% margin)



NET PROFIT[1]

€27mn

(+37% YoY)



NET DEBT/EBITDA

<2x

GROSS DEBT/EBITDA

<4x

[1] Group Net Profit (after non-controlling interests).

MOTA-ENGIL

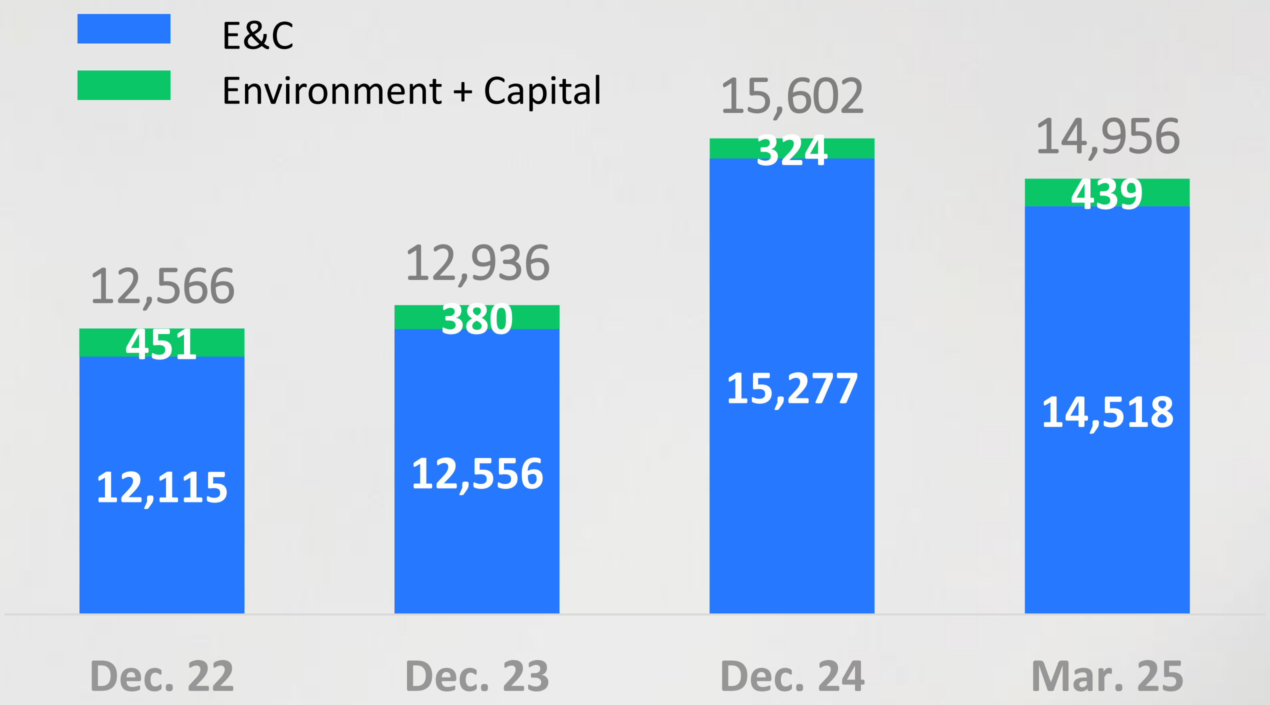
Sound performance with improved profitability

P&L breakdown (€ mn)	1Q25	%T	1Q24	%T	YoY
Turnover (T)	1,365		1,352		1%
Engineering&Construction	**1,190**		**1,210**		**(2%)**
Europe	127		141		(10%)
Africa	506		356		42%
E&C	335		270		24%
Industrial Engineering	171		85		100%
Latin America	557		713		(22%)
E&C	510		596		(14%)
Energy and Concessions	47		117		(60%)
Environment	**149**		**130**		**15%**
Capital and MEXT	**26**		**32**		**(19%)**
Other and intercompany	**0**		**(20)**		**n.m.**
EBITDA	215	16%	196	15%	10%
Engineering&Construction	**183**	**15%**	**167**	**14%**	**10%**
Europe	10	7%	10	7%	(3%)
Africa	119	24%	76	21%	57%
E&C	72	21%	55	20%	32%
Industrial Engineering	47	27%	21	25%	124%
Latin America	54	10%	81	11%	(33%)
E&C	54	10%	75	13%	(29%)
Energy and Concessions	1	1%	6	5%	(91%)
Environment	**31**	**21%**	**27**	**21%**	**15%**
Capital and MEXT	**2**	**6%**	**3**	**8%**	**(42%)**

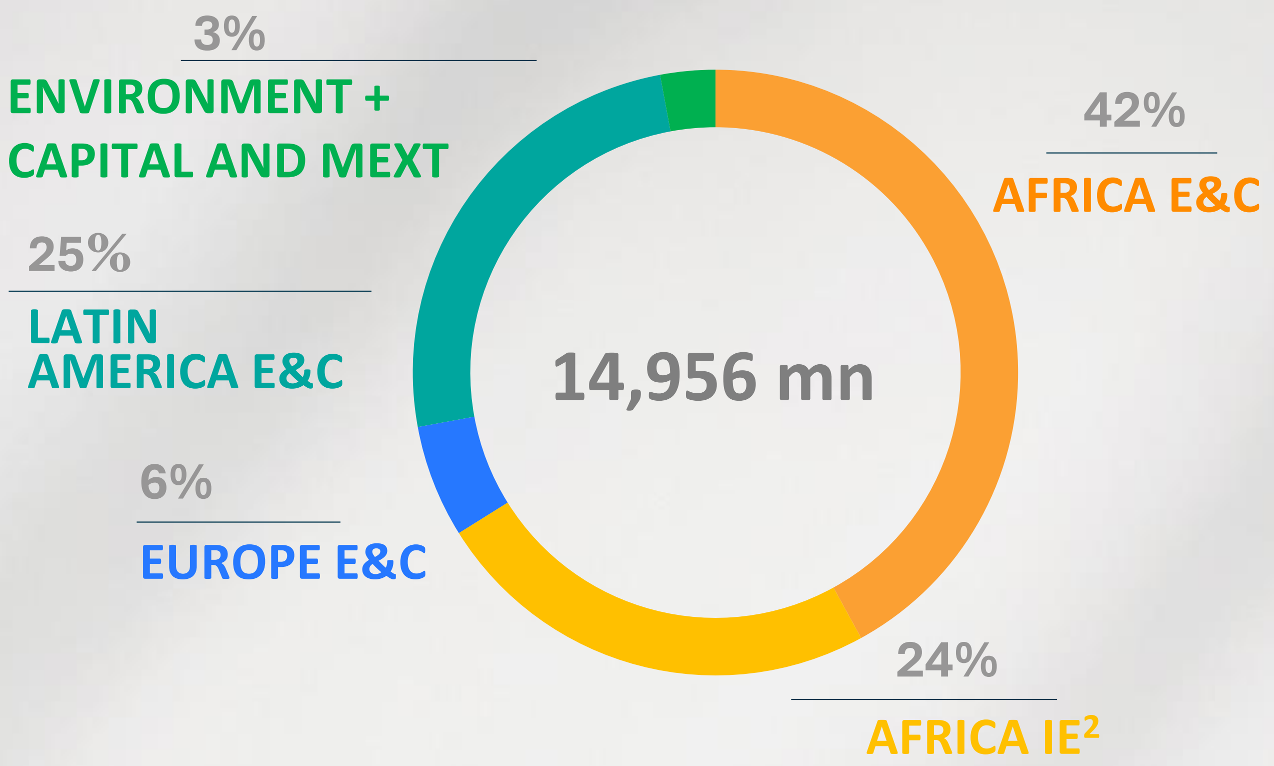
- **Turnover reached €1,365 mn**, reflecting continued growth, despite the divestment of the Polish operations (which contributed €33 mn to Europe E&C in 1Q24) and the completion of the Maya Train project. Growth was primarily driven by **strong performances in the Africa E&C and Environment business units**
- **E&C business with turnover of €1,190 mn, reflecting an outstanding 42% YoY activity increase in Africa**, reaching €506 mn, mostly driven by an exceptional growth in Industrial Engineering (+100% YoY) and solid performance in Construction (+24% YoY)
- **Latin America achieved a remarkable turnover of €557 mn, accounting for 47% of total E&C revenue**. This strong contribution came despite the anticipated impact of the Maya Train project conclusion and the shift to the equity consolidation method for certain Mexican concessions
- **The Environment business turnover was up 15% YoY to €149 mn, driven by growth across all segments**. Notably, the Waste Treatment segment grew by 6% YoY, representing 54% of total Environment revenue, and maintaining a stable profitability margin of 21%
- **EBITDA was up 10% YoY to €215 mn, with a margin of 16% (+1 p.p. YoY)**, supported by a “best in class” margin in E&C, mainly driven by a higher contribution from Industrial Engineering Services, which continues to deliver strong and predictable returns
- **Net profit attributable to the Group was up 37% YoY to €27 mn**, reflecting the Group’s solid performance, enhanced profitability focus, and steady progress toward the 2026 strategic goals

Backlog[1] of €15 bn with €515 mn new orders in 1Q25

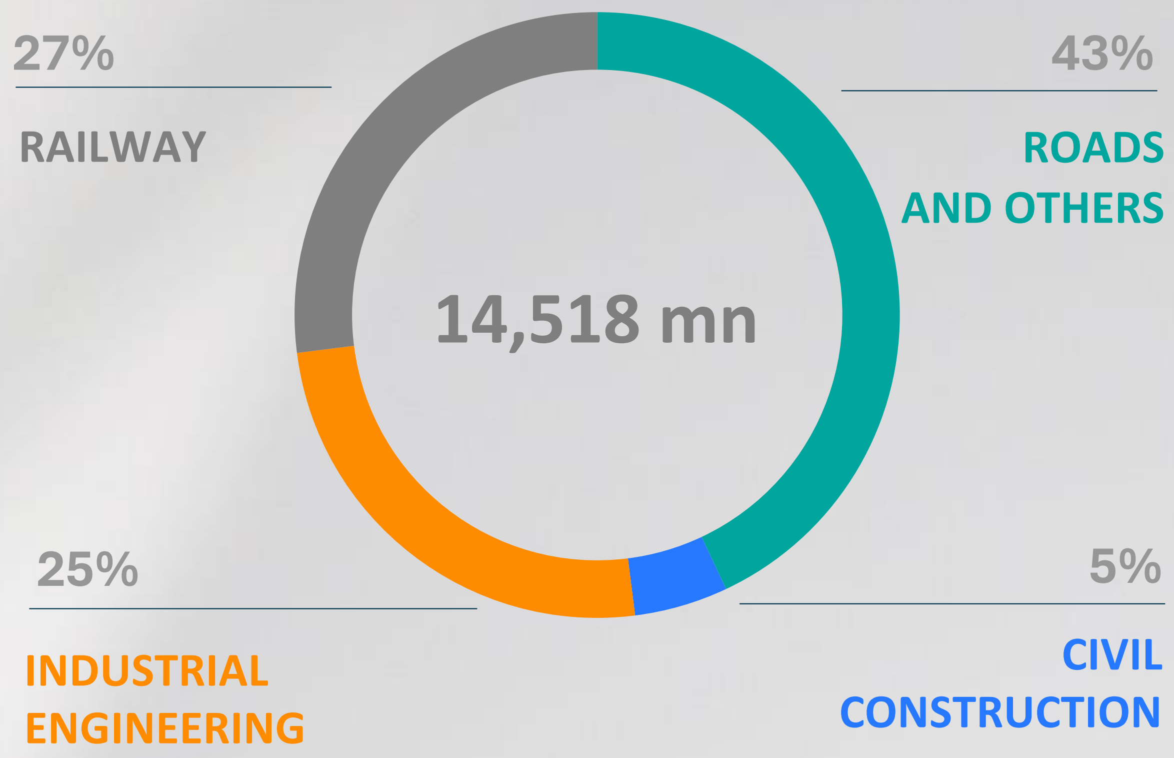
Backlog evolution (€ mn)



Backlog by Business Unit



E&C backlog by segment



- **Backlog of €14,956 mn, reflects an order intake of €515 mn in the 1Q25,** mainly related to E&C projects in Africa
- **The E&C backlog of €14,518 mn**, includes more than €3,600 mn (25%) related to IE projects, reinforcing **Mota-Engil's leadership position in Contract Mining in Africa**
- **Core markets account for 70% of the E&C backlog**, with Angola, Mexico and Nigeria representing for 23%, 17% and 13% respectively
- Backlog/Turnover ratio for the E&C of **2.7 years, reinforces a solid delivery outlook based on high profitable projects**
- **The backlog does not include the First Stretch of the High-Speed Train in Portugal, nor the recently signed contracts with Petrobras for maintenance services in Brazil, totalling c.€490 mn and with Lydian Armenia for contract mining services amounting to c.€614 mn**

[1] Does not include EGF's waste treatment business which still has a ten-year contract duration (LTM turnover: €354 mn).

[2] IE: Industrial Engineering.

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Major E&C and industrial engineering projects currently in backlog[1]

Project	Range (€ mn)	Country	Segment	Exp. Year of Completion	Customer
Fertilizer industrial plant	> 1,000	Mexico	Buildings	2027	PEMEX
Kano - Maradi / Kano Dutse	> 1,000	Nigeria	Railway Infrastructures	2026	Federal Ministry of Transportation
Maintenance Contract - Lobito Corridor	[500,1000[	Angola	Railway Infrastructures	2054	Lobito Atlantic Railway - LAR
Kano-Maradi-Dutse project - Rolling stock	[500,1000[	Nigeria	Railway Infrastructures	2027	Federal Ministry of Transportation
Zenza do Itombe- Cacuso railway	[500,1000[	Angola	Railway Infrastructures	2029	Ministry of Transportation
Infrastructures of the Corimba waterfront	[500,1000[	Angola	Road Infrastructure	2029	Ministry of Public Works, Urbanism and Housing
Kurmuk Mine	[500,1000[	Ethiopia	Industrial Engineering	2029	Allied Gold Corporation
Gamsberg Mine	[500,1000[	South Africa	Industrial Engineering	2030	Vedanta Zinc International
Moatize Mine	[300,500[	Mozambique	Industrial Engineering	2027	Vulcan
Monterrey Subway L4, 5 y 6	[300,500[	Mexico	Railway Infrastructures	2027	Gobierno del Estado de Nuevo Leon
Lafigué Mine	[300,500[	Ivory Coast	Industrial Engineering	2028	Endeavour Mining PLC
Boto Gold Mine	[300,500[	Senegal	Industrial Engineering	2029	Managem Group
Sadiola Mine	[300,500[	Mali	Industrial Engineering	2028	Allied Gold Corporation
TRI-K Gold Project	[300,500[	Guinea	Industrial Engineering	2029	Managem Group
HLO - Oriental Lisbon Hospital	[300,500[	Portugal	Civil Construction	2027	HLO - Sociedade Gestora do Edifício, S.A.
Cabinda-Miconje rehabilitation	[200,300[	Angola	Road Infrastructure	2027	Ministry of Public Works, Urbanism and Housing
Autopista Tultepec - Pirámides	[200,300[	Mexico	Road Infrastructure	2028	Concesionaria Tultepec-AIFA-Pirámides
Agbaou Mine	[200,300[	Ivory Coast	Industrial Engineering	2028	Allied Gold Corporation
Extension of the red line Lisbon subway	[200,300[	Portugal	Railway Infrastructures	2026	Metropolitano de Lisboa EP
Consorcio Metro 80 Medellin	[200,300[	Colombia	Railway Infrastructures	2027	EMP - Empresa Metro de Medellin
Banana Port	[200,300[	Congo	Port Infrastructures	2027	DP World
Rehabilitation of the general infrastructures of the Nova Vida urbanization	[200,300[	Angola	Civil Construction	2028	Ministry of Public Works, Urbanism and Housing

[1]Selection of E&C projects above €200 mn. As of March 2025.

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Final Remarks and Outlook

Final remarks

- ✓ **Resilient turnover reflects a strong contribution from Africa**, which accounts for 68% of the E&C backlog. All new projects are developed under a reinforced, **comprehensive risk management framework**, aligned with **a production-to-cash strategy** that ensures **tighter execution controls, improved cash conversion, and enhanced profitability**. This approach not only strengthens financial discipline but is also driving higher profitability, while reinforcing our unwavering **commitment to cash flow optimization and the strategic priorities of sustainable growth and long-term value creation**
- ✓ Projects in the backlog ensure **a solid delivery outlook and growing profitability**
- ✓ **Focus on profitability**, driven by a selective and strategic commercial approach, reinforced by the ongoing Cross-group Efficiency Program (OPEX50), with expected impacts materializing in the 2H25 and 2026
- ✓ **Sustained growth with a performance focus aligned with the financial strategy**, ensuring compliance with the debt ratios committed for 2026 (Net Debt/EBITDA < 2x and Gross Debt/EBITDA < 4x)
- ✓ **Developing a new Strategic Plan** after achieving the majority of Building26's targets two years ahead of schedule

2025 Guidance maintained

- ✓ **Single-digit turnover growth**, with Africa as the primary driver of profitability improvement, leveraged by the significant backlog in both Industrial Engineering and E&C segments
- ✓ **Above-par EBITDA margin of 16%,** supporting the improvement of the net profit margin, progressing steadily towards the 3% target set for 2026
- ✓ **Disciplined Investment approach**, with a Capex/turnover ratio below 7%
- ✓ **Focus on free cash flow generation** with a commitment to maintain **Net Debt/EBITDA <2x and Gross Debt/EBITDA <4x**
- ✓ **Progressing organically towards the target of Equity/Assets >15%,** leveraged by performance results
- ✓ **Reinforcing debt sustainability by aligning maturities and reducing the cost of debt mix**. A recent highlight is the €95 mn 2025-2030 Sustainability-Linked Bond issuance (1.9x the initial €50 mn offer amount), at a 4.5% yield. This was, once again, an oversubscribed bond issuance, with demand exceeding €106 mn

05

Appendix

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

MOTA-ENGIL

Our legacy inspires and commits us to build a better world

Integrated Group
with significant contribution from long-cycle businesses[1]
% of Group's EBITDA:
60% E&C | 40% NON-E&C

Balanced Footprint[2]
and increase of markets scale
% of turnover: >25% each Region
> 250M€ turnover per core market[3]

Creating Value
for all stakeholders of the Group
Attain top position in recognized ESG ratings

Focused on cash generation across the businesses
16% Group's EBITDA mg with improved cash conversion

Accountability & 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 Debt[4]/EBITDA
Solvency ratio > 15%

[1]Long-term contracting and investment businesses – Environment, Infrastructure Concessions, Industrial Engineering [2]Combining developed and growing markets – Europe, Africa and Latam [3]Multi-business turnover (consolidated) [4] Gross debt includes leasing, factoring and confirming.

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Strategy Plan Update (August 2023)

Group financials

	2020	2022	Before 2026	Update 2026			
Revenues (M€)	2,429	3,804	**3,810**	**6,040**	↑	**+16%**	CAGR 20-26
EBITDA (M€) *EBITDA margin (%)*	380 16%	541 14%	**670** 18%	**955** 16%	↑	**+17%**	CAGR 20-26
Net Income (M€) *Net Income margin (%)*	-20 -	41 1%	**105** 3%	**180** 3%	↑	**+200 M€**	20 vs. 26
WC/ Revenues (%)	12%	5%	**7%**	**7%**	↓	**-5 p.p.**	20 vs. 26
CAPEX (M€) *CAPEX/Revenues Average 22-26 (%)*	170	400	**260** 8%	**410** 7%	↑	**+240 M€**	20 vs. 26
FCF[1] (M€) *FCF Average 17-20 vs 22-26 (M€)*	230 168	400	**355** 195	**320** 201	↑	**+90 M€**	20 vs. 26
Net Debt/EBITDA (x)	3.3x	1.7x	**1.9x**	**<2.0x**	↓	**-1.3x**	20 vs. 26
Solvency Ratio[2,3] (%)	4%	8%	**15%**	**>15%**	↑	**+11 p.p.**	20 vs. 26

1

[1]Includes EBITDA, taxes, chg. WC, Capex, and Changes in m/l term balances. [2]Equity over assets. [3]Assumes an average payout ratio of 50% (Dividends/Net Income).

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Committed to further improvements towards ESG goals

SDG	ESG Goals	Report 2023	Report 2024	Goals 2026	Goals 2030	Progress
8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	Local talent in management roles	71%	69%	75%		• Negative progress
8 DECENT WORK AND ECONOMIC GROWTH	Reduction in accident with lost time (vs 2020 E&C BU and vs 2021 ME Group)	2.7 BU E&C 8.2 ME Group	1.7 BU E&C (-70%) 7.1 ME Group (-41%)	2.8 BU E&C (-50%) 6.1 ME Group (-50%)		• Positive progress
13 CLIMATE ACTION	Reduction of GHG emissions (scope 1, 2 e 3) vs 2021	4 $MtCO_2e$	5 $MtCO_2e$ (+84%)		2 $MtCO_2e$ (-40%)	• Negative progress
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Global certification (ISO 9001, 14001 e 45001) based on turnover	77%	97%	100%		• Positive progress
5 GENDER EQUALITY	Women in management roles	21%	22%	30%		• Positive progress
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Cumulative investment in innovation 22-26 vs 2020	5 M€	10 M€	25 M€		• Positive progress
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Waste recovery	77%	89%		80%	• Positive progress
17 PARTNERSHIPS FOR THE GOALS	Entities measuring their CSR impact based on SDG	4%	5%	10%		• Positive progress

Note: The percentages of change refer to the comparison of the year's value with the base year.

Environment

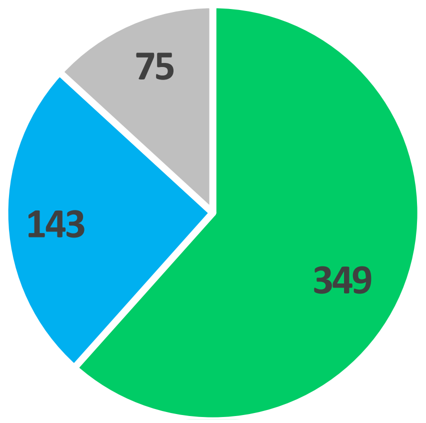
The Mota-Engil Group started operating in the Environment sector in 1995 in Portugal through SUMA in the segment of management and waste collection, aggregating competences with EGF, leading company in the waste treatment and recovery, having European cutting-edge technology in waste treatment and recovery, as well as in energy production through biogas capture in landfill and energy recovery plant In Portugal the operations have a market share of 40% in urban services and 60% in treatment.

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 (Bordo Poniente), Brazil (Consita), Oman (Eco Vision) and Côte d'Ivoire (Eco Eburnie and Clean Eburnie).

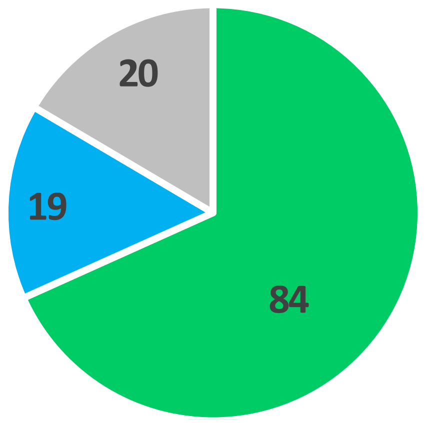
Main Indicators 2024

Turnover €567 mn | EBITDA: €122 mn

Turnover



EBITDA



Waste treatment · International activities · Waste collection and others

· Collection
· Processing
· Recovery
· Valorisation of waste


01


02


03


04


05


06


07


08

1 - CENTRAL DE VALORIZAÇÃO ENERGÉTICA – PORTUGAL
2 - VISTA WASTE – ANGOLA
3 - ECOVISION – OMÃ
4 - ECOLIFE – MOÇAMBIQUE
5 - ECO EBURNIE – COSTA DO MARFIM
6 - SUMA – PORTUGAL
7 – SUMA BRASIL – BRASIL
8 - CLEAN EBURNIE – COSTA DO MARFIM

Citizens served: 21 Million

Energy

- *Power Generation*
- *Trading*
- *Waste-to-value*

Power Generation

	Technology	*Installed Capacity*	*Business Model*
EGF Mota-Engil with 60% stake	Waste-to-Energy Incinerator BioGas Organic Valorization	100 MW	Sales to market with feed-in Tariff
FENIX 1st private operator in Mexico	4 hydro plants 10 mini-hydro plants	278.7 MW	Sales to the spot market and supply PPA's (Suministradora Fenix)
	Jorge Luque power plant (Gas)	In construction towards: 1,660 MW	

Trading

Started in March 2018

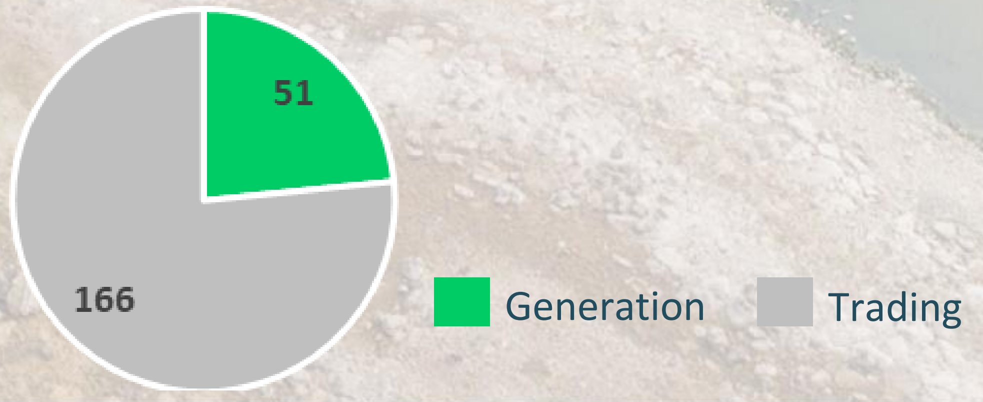
MOTA-ENGIL MÉXICO 100%

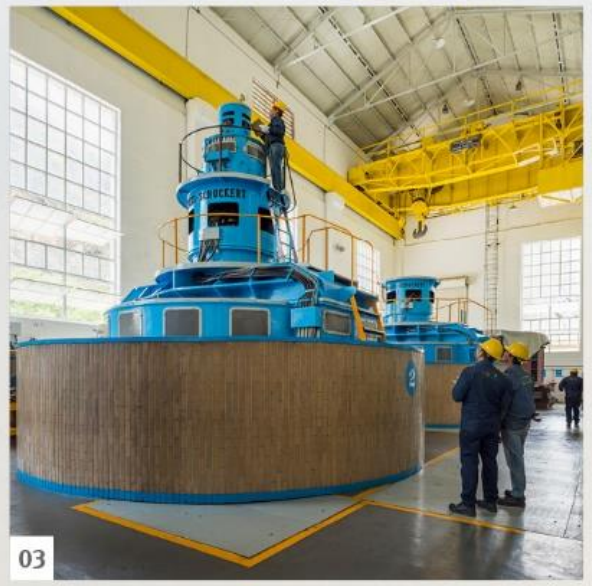
- Supply of Energy/Capacity/CEL/iRec[1] in Mexico's Electricity Market
- Currently 3 PPA's in operation for 150 MW (965 GWh/year), being the most relevant the 20 years PPA established with Mexico City for street lightning (400 GWh/year)

Key Figures 2024 (Fénix)

Turnover €217 mn
EBITDA: €11 mn

Turnover





1. OIL PLATFORM MAINTENANCE – BRAZIL
2. GENERADORA FÉNIX - MEXICO
3. FÉNIX - MEXICO

[1]CEL: Clean Energy Certificates. iREC: International Renewable Energy Certificates.

Infrastructure concession portfolio

Country	Project	Mota-Engil Share (%)[1]	Financial Close	Risk Profile	Remaining life (y)
Portugal	Lusoponte*	25.8%	➲	Traffic risk (mature)	7
Portugal	Douro Interior*	41.2%	➲	Availability payment + Traffic risk (residual)	14
Portugal	Hospital de Lisboa Oriental	50.0%	-	Availability Payment	30
Angola	Lobito Railway Corridor + Mineral Port	50.0%	-	Traffic risk	30
Mozambique	Estradas do Zambeze	95.0%	➲	Traffic risk	18
Kenya	Kenya Annuity Roads Lot 15	18.2%	✓	Availability payment	9
Kenya	Kenya Annuity Roads Lot 18	18.2%	✓	Availability payment	9
Colombia	Cambao - Manizales	45.7%	✓	Traffic risk	25
Mexico	Autopista Urbana Siervo de la Nación	15.1%	Initial phase ✓ Extension -	Guaranteed IRR	49
Mexico	APP Coatzacoalcos - Villahermosa	19.4%	✓	Availability payment	3
Mexico	APP Tamaulipas - Tampico	32.0%	✓	Availability payment	4
Mexico	Autopista Cuapiaxtla - Cuacnopalan	50.8%	✓	Guaranteed IRR	30
Mexico	Autopista Tultepec – Pirámides	51.5%	-	Traffic risk	51
Mexico	Autopista Conexión Oriente	25.5%	✓	Traffic risk	27
Mexico	CMRO Nayarit	51.0%	✓	Availability payment	8
Mexico	Mota-Engil Aeropuertos	51.0%	-	Guaranteed IRR with Demand Risk[2]	45[3]
Mexico	Azpau Entretenimiento	50.8%	✓	Commercial Income	27[4]
Mexico	Consorcio Tren Ligero Línea 4 Guadalajara	26,0%	✓	Availability payment	36
Mexico	Bordo Poniente	25.5%	✓	PPA /Market price risk	16
Mexico	Jorge Luque	46.4%	-	Market price risk	21

* Concessions operated by Lineas in which Mota-Engil SGPS holds a 51% stake. [1]Mota-Engil SGPS effective consolidation (%).[2]Renewed every 10 years. [3]Expected concession life. [4]Adjusted concession period to guarantee agreed return.

Stake in Martifer of 37.5%

- Martifer was founded in 1990 and is listed on Euronext Lisbon since June 2007
- Market capitalization of €212 mn[1] (Mota-Engil's 37.5% stake market value of €68 mn)

Business Areas

Metallic constructions


Marseille Airport, France

Naval industry

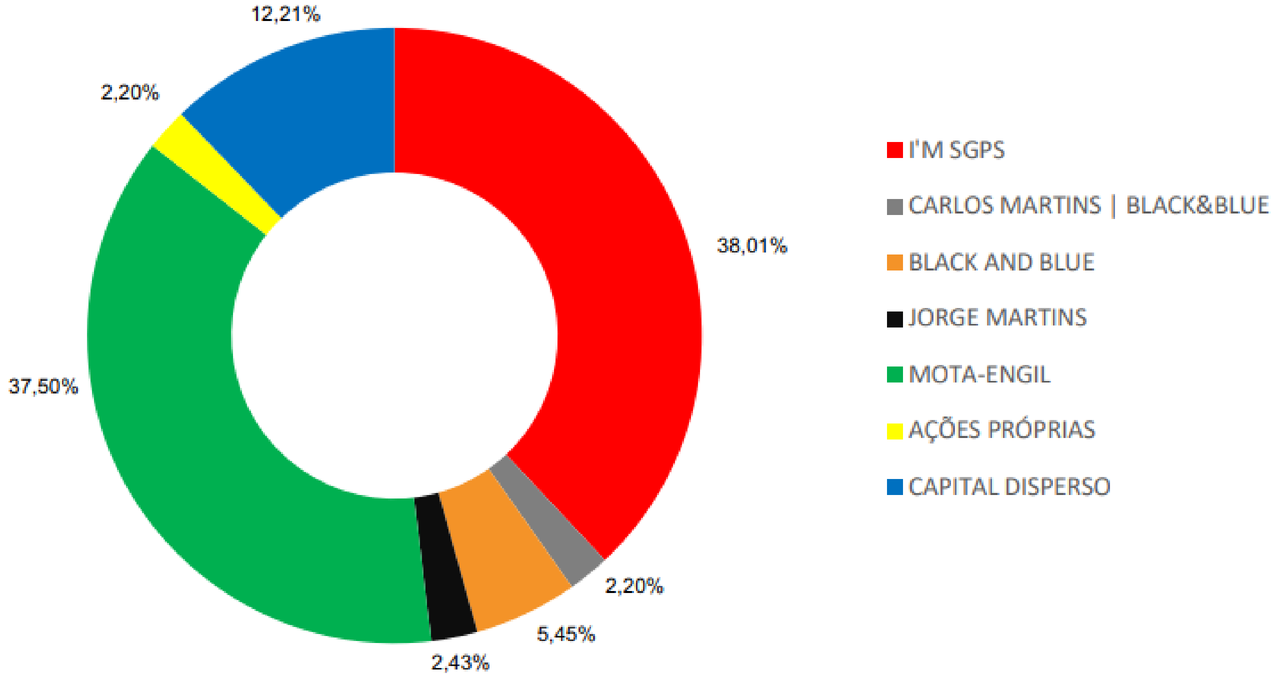

World Traveller, polar ship, shipbuilding

Renewables (infrastructures and maintenance) and Energy (wind and solar projects)

Martifer's financials 2024

- **Turnover: €264.5 mn**
- **EBITDA: €38.2 mn**
- **Net profit: €23 mn**
- **Backlog: €695 mn**

Martifer's shareholder structure Dec. 24



Source: Martifer's 2024 Annual report.

Mota-Engil's accounting

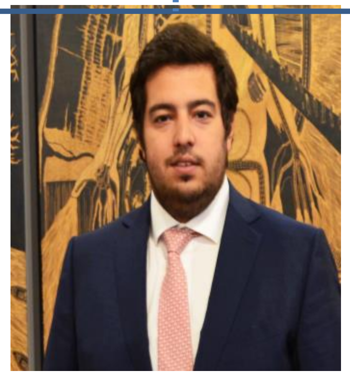
- **Stake of 37.5%**
- **Accounted in "Financial investments in associated companies" (book value of c.€28 mn on 31 December 2024)**
- **Equity method consolidation**

[1]Source: Bloomberg (30/06/2025).

Executive Committee

(Mandate 2024-2026)

Carlos Mota Santos
Chief Executive Officer



Manuel Mota
Deputy-CEO

José Carlos Nogueira
Chief Financial Officer

Xiao Di
Chief Accounting Officer

Snapshot

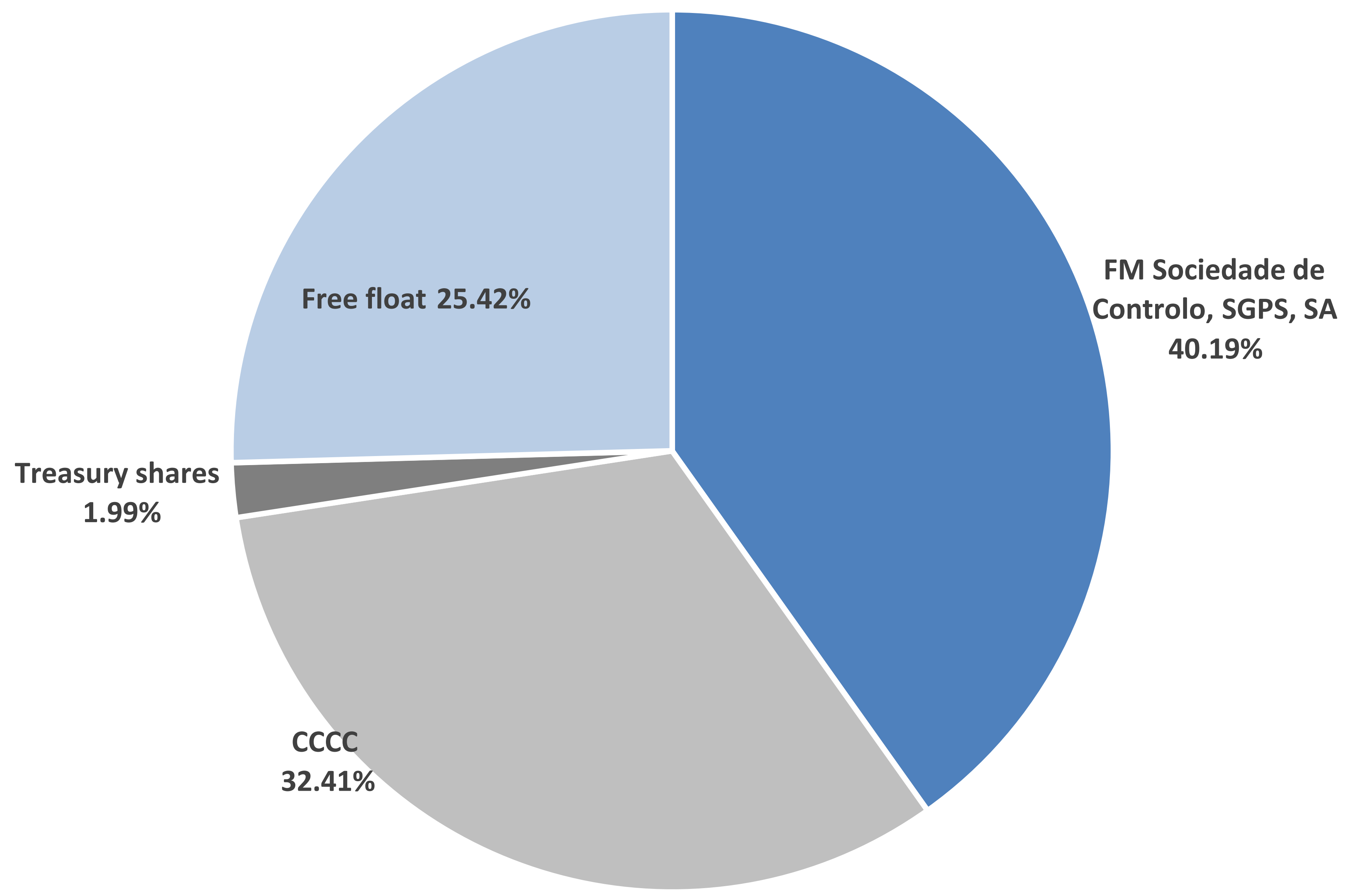
78 YEARS

Listed since 1987

MARKET CAP €1,177M

SHARE CAPITAL €307M (306,775,950 shares)

Shareholder structure[2]



*Of which Mutima holds a 1.87% stake

- **Mota Family (FM - Sociedade de Controlo) has an equity stake of 40.2% and a long-term commitment and fully supports strategy**
- **Epoch Capital Investments (CCCC) has an equity stake of 32.4% reinforcing the shareholder structure of the company**

[1]Source: Bloomberg (30/06/2025).

[2]31/12/2024.

Glossary

- **"Mota-Engil"** means Mota-Engil, SGPS, SA, the Holding company with controlling interest in other companies, which are called subsidiaries;
- "**Assets**" corresponds to the following caption of the consolidated statement of financial position: "Total assets";
- "**Associates**" corresponds to the following caption of the consolidated income statement by natures: "Gains / (losses) in associates and joint ventures";
- **"Backlog"** means the amount of contracts awarded and signed to be executed;
- "**CAPEX**" means the algebraic sum of the increases and disposals of tangible assets, intangible assets and right of use assets occurred in the year, except the ones associated with the Mexican concessions;
- "**CFO**" corresponds to the algebraic sum of the following captions: EBITDA, Changes in working capital and Income tax;
- "**EBIT**" corresponds to the algebraic sum of EBITDA with the following captions of the consolidated income statement by natures: "Amortizations and depreciations"; "Impairment losses" and "Provisions";
- "**EBIT margin" or "(EBIT Mg)**" means the ratio between EBIT and "Sales and services rendered";
- "**EBITDA**" corresponds to the algebraic sum of the following captions of the consolidated income statement by natures: "Sales and services rendered", "Cost of goods sold, materials consumed and changes in production", "Third-party supplies and services", "Wages and salaries" and "Other operating income / (expenses)";
- "**EBITDA margin" or "(EBITDA Mg)**" means the ratio between EBITDA and "Sales and services rendered";
- "**EBT**" corresponds to the following caption of the consolidated income statement by natures: "Income before taxes";
- "**Equity**" corresponds to the following caption of the consolidated statement of financial position: "Total shareholder's equity";
- "**Financial investments**" corresponds to the algebraic sum of the following captions of the consolidated statement of financial position: "Financial investments in associated companies"; "Financial investments in joint ventures"; "Other financial investments recorded at fair value through other comprehensive income" and "Investment properties";
- "**Fixed assets**" corresponds to the algebraic sum of the following captions of the consolidated statement of financial position: "Goodwill"; "Intangible assets"; "Tangible assets" and "Right of use assets";
- **"Gross debt"** corresponds to the algebraic sum of net debt with the balances of the following captions of the consolidated statement of financial position: "Cash and cash equivalents without recourse – Demand deposits", "Cash and cash equivalents with recourse – Demand deposits", "Other financial applications"; "Other financial investments recorded at amortized cost"; "Lease liabilities" and "Other financial liabilities - factoring and payment management operations";
- "**Group net income**" **or " Group net profit"** corresponds to the caption of the consolidated income statement by natures of "Consolidated net profit of the year - Attributable to the Group";
- "**Income tax**" corresponds to the caption of the consolidated income statement by natures of "Income Tax";
- **"Leasing, Factoring and Confirming" or "LFC"** corresponds to the sum of the following captions of the consolidated statement of financial position: "Other financial liabilities - factoring and payment management operations" and "Lease liabilities";
- "**Minorities**" or "**Non-Controlling Interests**" corresponds to the caption of the consolidated income statement by natures of "Consolidated net profit of the period - Attributable to non-controlling interests";
- **"Net debt" or "ND"** corresponds to the algebraic sum of the following captions of the consolidated statement of financial position: "Cash and cash equivalents without recourse – Demand deposits", "Cash and cash equivalents with recourse – Demand deposits", "Other financial applications", "Other financial investments recorded at amortized cost", "Loans without recourse" and "Loans with recourse";
- "**Net financial results and others**" corresponds to the algebraic sum of the following captions of the consolidated income statement by natures: "Financial income and gains"; "Financial costs and losses"; "Gains / (losses) on the acquisition and disposal of subsidiaries, joint ventures and associated companies" and "Net monetary position";
- "**Net interests**" corresponds to the algebraic sum of the following captions of the consolidated statement of financial position: "Financial income and gains - interest income"; "Financial costs and losses – interest expenses";
- "**Turnover**" **or "Revenue(s)" or "Sales" or "Top-Line"** corresponds to the caption of the consolidated income statement by natures of "Sales and services rendered";
- **"Working capital & long-term balances** corresponds to the following captions of the consolidated statement of financial position: "Total assets" - "Total liabilities", excluding "Fixed assets", "Financial investments", "Provisions", "Net debt" and "LFC".

Disclamer

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The financial information presented in this document is audited for the full year 2024 and full year 2023 results and non-audited for the first quarter 2025 and first quarter 2024 results.

MOTA-ENGIL

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Colombia
Panama

Africa

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