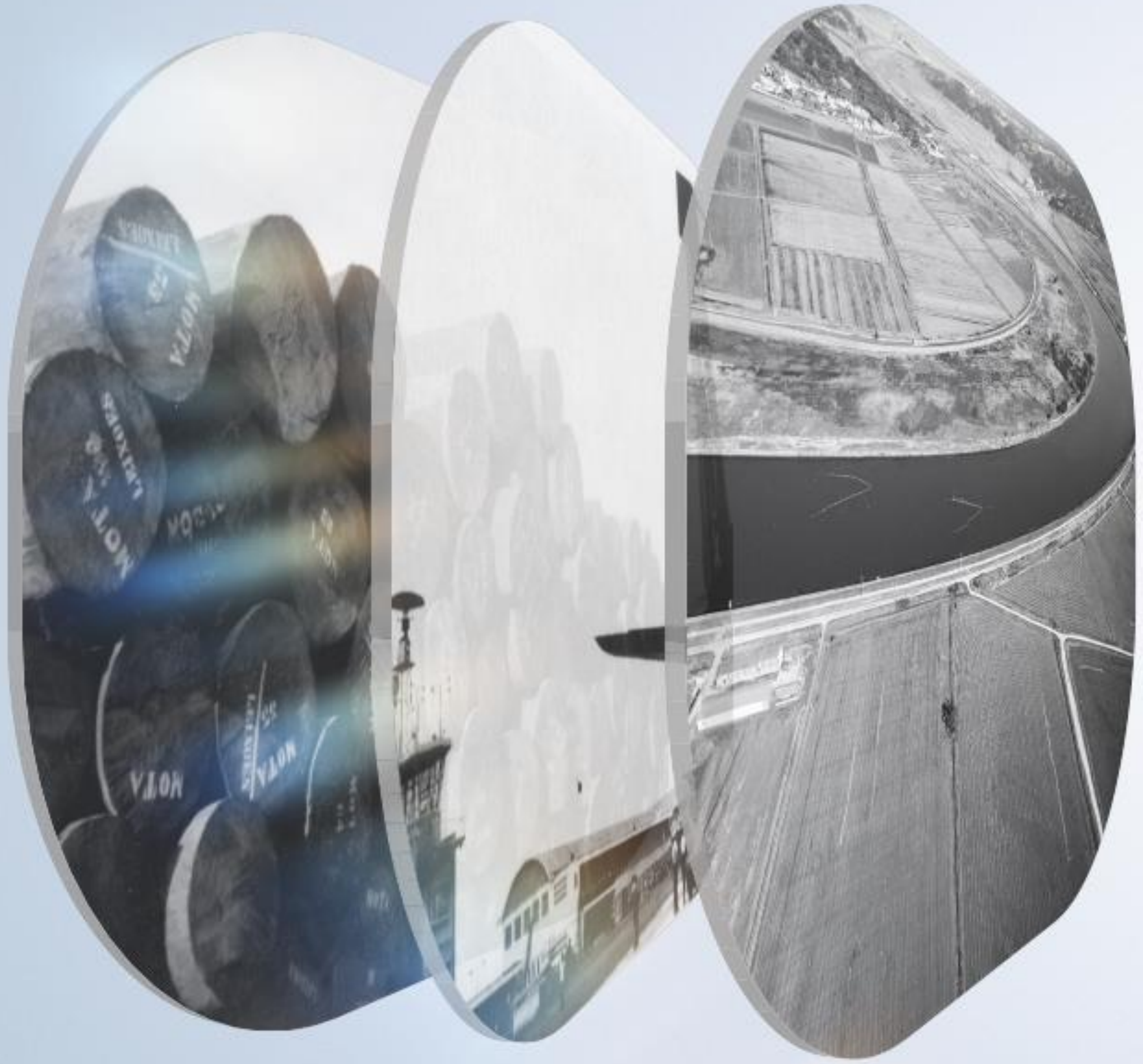
80 YEARS MOTA-ENGIL

Investor Presentation

SEPTEMBER 2026

A LEGACY OF INSPIRATION



01
At a glance

Mota-Engil has evolved through continuous growth, diversification and innovation

1946

Foundation of Mota & Comp.

1952

Foundation of Engil

1970s

Expansion within Africa

1980s

Stock market listing

1990s

Portfolio diversification (Environment and Concessions)

2000s

Birth of Mota-Engil

2010s

Leading in emerging markets

2020s

Landmark infra. projects

Diversification: Natural Resources (Mining and Oil&Gas)

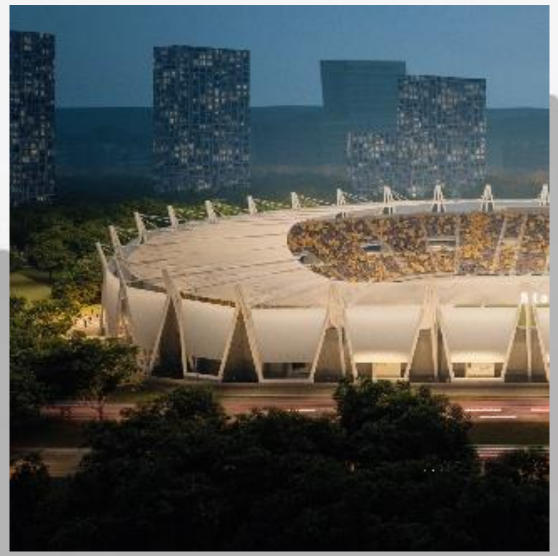
2026

80 years

MOTA-ENGIL

Our World

3 continents | 23 countries



Europe

2

Portugal
Spain

Africa

15

Angola
Mozambique
Malawi
South Africa
Zimbabwe
Uganda
Rwanda
Guinea-Conakry
Cameroon
Côte d'Ivoire
Kenya
Nigeria
Senegal
Democratic Republic of Congo
Ethiopia

Latin America

6

Mexico
Peru
Brazil
Colombia
Panama
Uruguay

WORKPLACE EXCELLENCE

Great Place To Work® Certified AUG 2025-AUG 2026 PT

Great Place To Work® Certified AUG 2025-AUG 2026 PERU

Great Place To Work® Certified AUG 2025-AUG 2026 NIGERIA

INDUSTRY LEADERSHIP

TOP 100 IN THE WORLD
#52 Global Powers of Construction 2024
Deloitte.

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

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

TOP 10 IN AFRICA
#6 in the region
(#1 non-chinese)
THE TOP 250

What we do

E&C

Design & delivery of **tailored, complex, large-scale infra solutions** mainly in **rail, roads, ports and airports**, with core presence in **Portugal, Africa and Latam**

CONCESSIONS

Development and operation of long-term **infra concessions**, building recurring cash flows across **E&C core markets**

NATURAL RESOURCES

MINING

Contract Mining **open-pit** services, incl. **extraction & material handling** for mining operators in **Africa,** under **long-term contracts**

INDUSTRIAL

Maintenance & decommissioning of **Oil & Gas assets in Brazil**, with expansion to **Africa**, and **EPC³ of industrial assets** in **Mexico**

CIRCULARITY

ENVIRONMENT

Waste management and collection in Portugal and other selected markets, incl. **municipal concessions** and urban services

ENERGY

Recent expansion into **waste-to-energy and renewable power generation solutions**, leveraging existing **infrastructure capabilities** and footprint

NATURE RECOVERY

Newly launched business leveraging forest assets

MOTA-ENGIL

Focus 2030 combines profitable growth, strong cash generation and capital discipline

Strategic drivers

- Growth funded through equity partnerships and structured financing
- Structurally higher cash conversion through tighter working capital control
- Disciplined capital allocation and active capital recycling
- Clear and sustainable shareholder remuneration framework

2030 targets

~9B€
Revenues
>10% CAGR
2026-2030

≥ 18%
EBITDA margin

≥ 25%
Free Cash Flow / EBITDA
(over '26-'30)

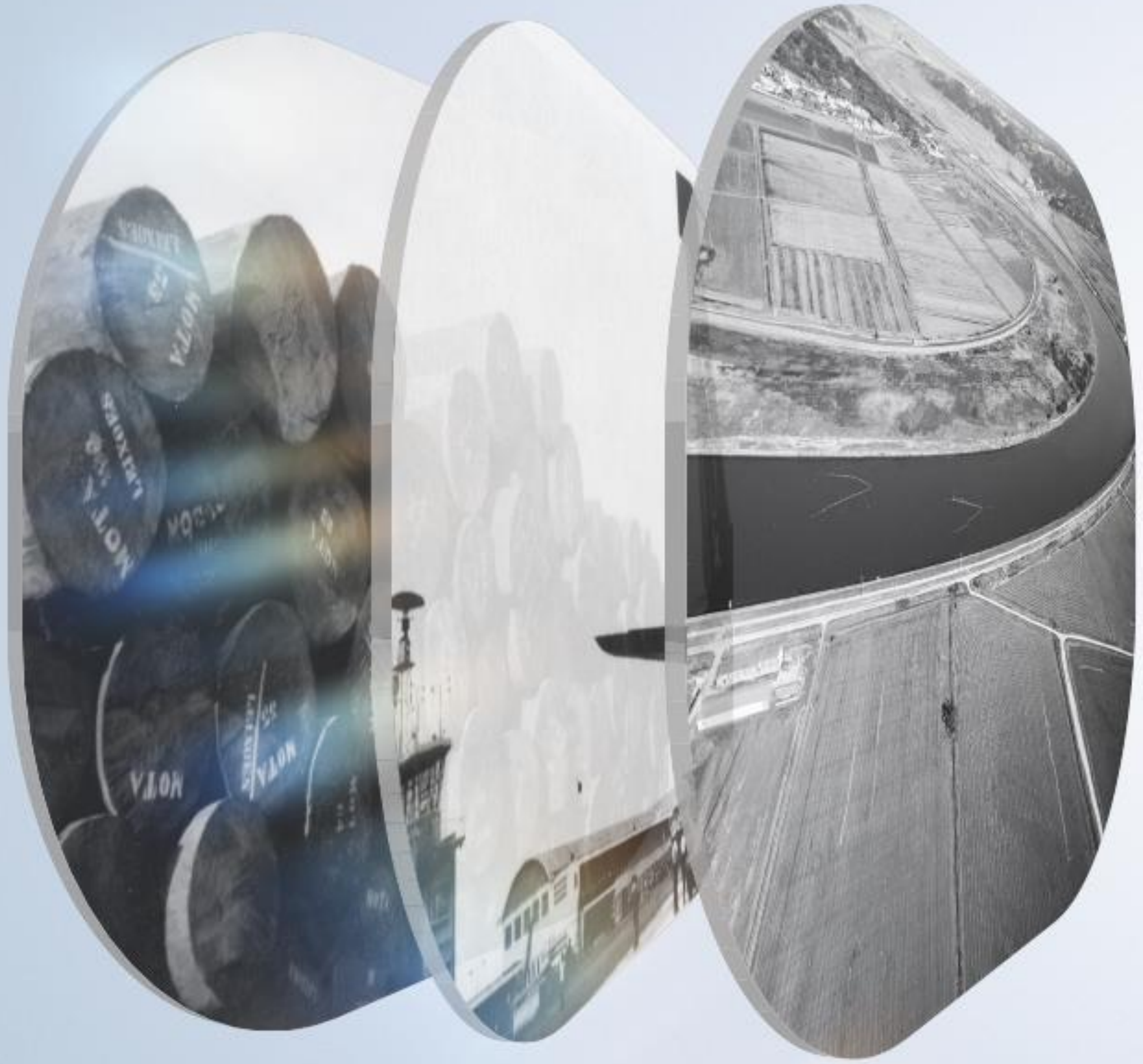
7%
CAPEX / Revenues
(over '26-'30)

≤ 2.0x
Net Debt incl. LFC / EBITDA

≥ 18%
Solvency Ratio

≥ 4%
Group Net Margin

30-50%
Payout ratio



02
1H26 Results Overview

Main events since December 2025

Major contract awards - *Low risk, diversified and focus on strategic growth markets*

E&C

- **€114 mn railway, Portugal**
- **€200 mn Giga factory**, **Portugal**
- **€185 mn transport infra, Mexico**
- **US$655 mn Kano-Maradi (extension), Nigeria**
- **US$140 mn Juliaca Airport, Peru**

CONCESSIONS

- **€1,255 mn Santos-Guarujá Tunnel, Brazil – 30 years PPP**
- **US$1.8 bn Lobito Corridor extension, DRC – 30 years PPP**

NATURAL RESOURCES

- **€113 mn Petrobras, Brazil**
- **US$258 mn Kurmuk Gold Mine (extension), Ethiopia**
- **Incorporation of "ME Mining Services"** – aligned with the decision announced in the CMD and the Focus 2030 Strategic Plan presentation

CIRCULARITY

- **US$100 mn Mamaland, Malawi** - agreement with Trafigura, under a 40-year sustainability and carbon credits framework
- **Biomethane** starting operations in 4Q26 (Waste-to-Value strategy)

Financing and Corporate – *Strategic partnerships*

- **Strategic Partnership Framework with IFC (World Bank Group)** to jointly develop infrastructure projects across Africa
- **Financial Close of the Lobito Corridor**
- **€200 mn:** Afreximbank new loan
- **€110 mn:** Sustainability-Linked Bonds 2031 issue, with demand at 2.6x the initial €50 mn offering
- **€100 mn:** Mauritius Commercial Bank new loan
- **€145 mn**: Increase of the credit facility limit with BBVA
- **Dividend per share of €0.173** approved (payment in May)

Reinforcing ESG - *Recognised excellence*

BUILTWORLDS
GLOBAL INNOVATOR (2026)

Most attractive company to work by university students #1 Infrastructure (PT)

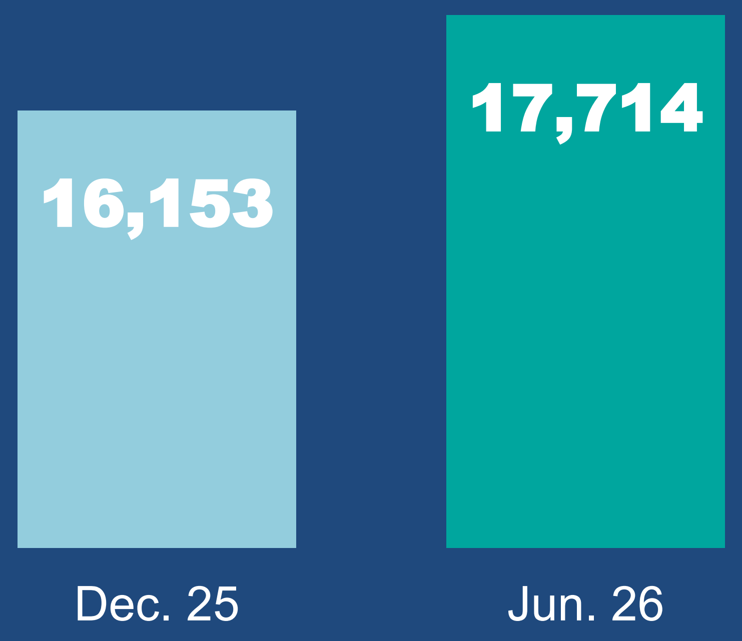
Moatize · Best Mine (2026) by Vulcan´s HSE Awards

Recognition by Total Energies · Outstanding HSE Mozambique

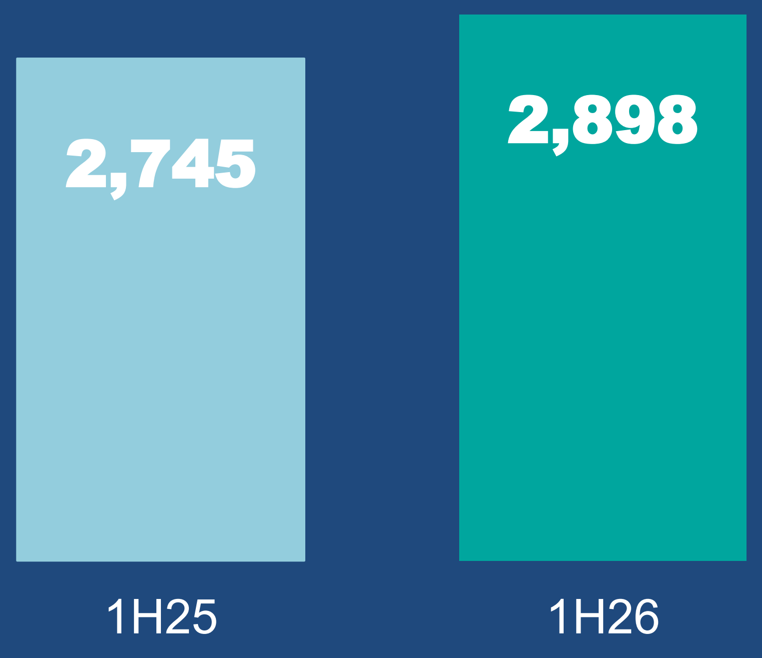
Most attractive company to work for Infrastructure sector in Portugal (randstad · 2026)

SUMA · Trusted Environmental Brand · 2026

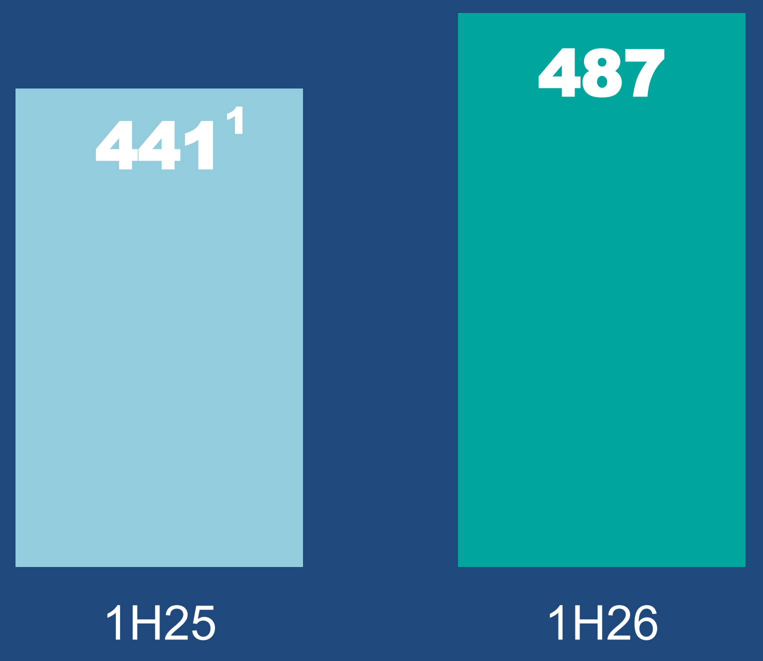
BACKLOG
€17.7bn
(+10% YTD; 3.2x Turnover$_{LTM}$)



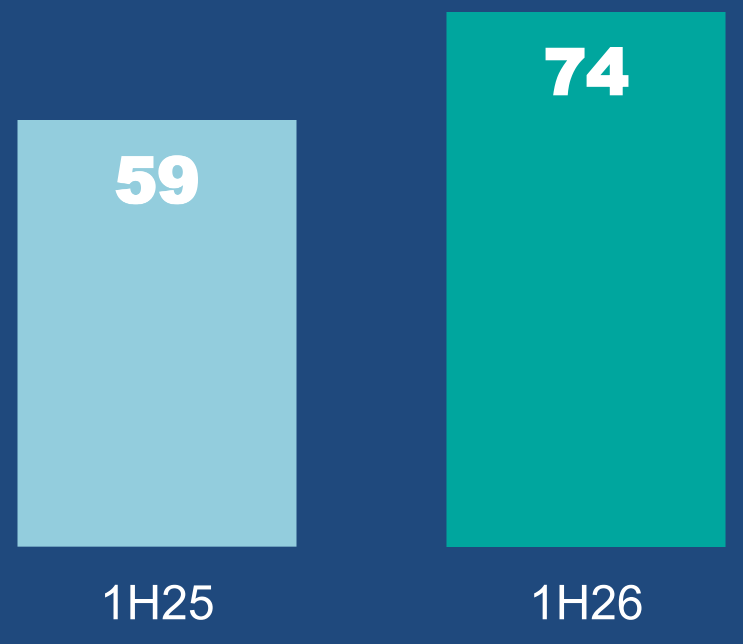
TURNOVER
€2.9bn
(+6% YoY)



EBITDA
€487mn
(+10% YoY; 17% margin)



NET PROFIT[2]
€74mn
(+24% YoY; 2.6% margin)



NET DEBT
€1,990mn
(ND/EBITDA$_{LTM}$ 1.94x)

GROSS DEBT[3]
€3,514mn
(GD/EBITDA$_{LTM}$ 3.43x)

CAPEX
€185mn
(6.4% Turnover)

FCF
€159mn
(FCF/ EBITDA: 33%)

EQUITY
€1,045mn
(Equity/Assets 11%)

[1]Restatement due to accounting policy change on Government grants (mainly related to EGF). [2]After non-controlling interests. [3]Includes leasing, factoring and confirming
LTM – Last Twelve Months.

Accelerating profitable growth drives record Group net profit to €74 mn

P&L (€ mn)	1H26	1H25[1]	YoY
Turnover	**2,898**	**2,745**	***6%***
EBITDA	**487**	**441**	***10%***
Margin	*17%*	*16%*	*1 p.p.*
EBIT	**313**	**297**	***5%***
Margin	*11%*	*11%*	*0 p.p.*
Net financial results and others	(110)	(114)	*4%*
Associates	(2)	(5)	*55%*
EBT	**201**	**179**	***13%***
Net profit	**135**	**121**	***12%***
Margin	*4.7%*	*4.4%*	*0.3 p.p.*
Attributable to:			
Non-controlling interests	62	61	*0%*
Group Net profit	**74**	**59**	***24%***
Margin	*2.6%*	*2.2%*	*0.4 p.p.*

- **Turnover increased 6% to €2,898 mn**, driven by accelerating activity in 2Q26 across all business segments, **with strong contributions from Africa and Latin America**
- **EBITDA increased 10% YoY to €487 mn, with margin expanding to 17%,** reflecting disciplined project selection and the growing contribution from structurally higher-return activities
- **Net financial results and others reflect the higher capital employed in long-term, higher-return projects (contract mining and concessions)**, together with the Group's multi-currency funding mix, including local-currency debt in Africa and Latin America
- **Associates benefited from mature concession assets**, partly offsetting the impact of the initial development phase of the Lobito Corridor project in Angola and new concessions in Mexico
- **Non-controlling interests** are mainly related to operations in **Mexico, Nigeria and Angola**
- **Record Group net profit of €74 mn (+24% YoY), 2.5x the level of three years ago, reinforcing the structural profitability improvement underpinning FOCUS 2030**

[1]Restatement due to accounting policy change on Government grants (mainly related to EGF).

Execution and operational excellence across all segments

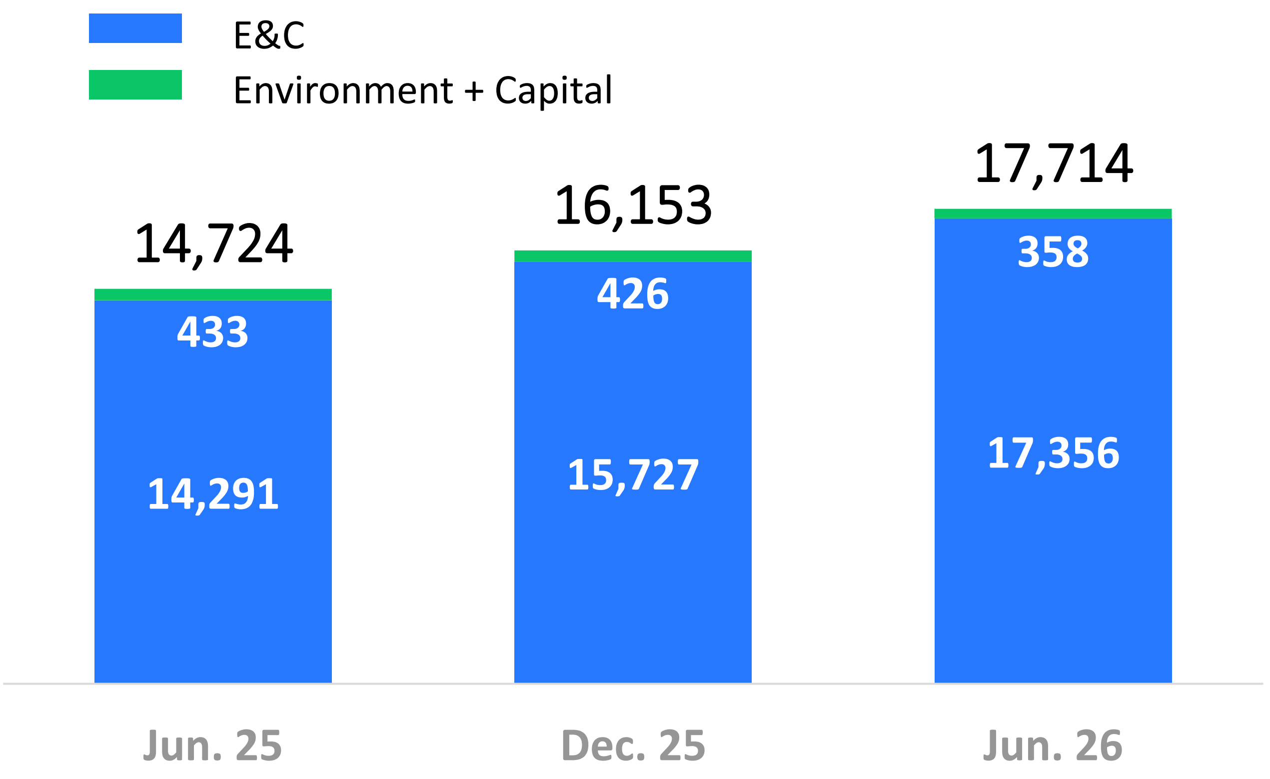
P&L breakdown (€ mn)	1H26	%T	1H25[1]	%T	YoY
Turnover (T)	**2,898**		**2,745**		*6%*
Engineering&Construction	2,520		2,380		*6%*
Europe	194		242		*(20%)*
Africa	1,158		1,047		*11%*
E&C	747		690		*8%*
Industrial Engineering	411		357		*15%*
Latin America	1,171		1,091		*7%*
E&C	1,075		997		*8%*
Energy and Concessions	96		94		*2%*
Other and intercompany	(3)		(0)		*n.m.*
Environment	314		304		*3%*
Capital and MEXT	61		61		*(0%)*
EBITDA	**487**	*17%*	**441**	*16%*	*10%*
Engineering&Construction	422	*17%*	379	*16%*	*11%*
Europe	15	*8%*	19	*8%*	*(20%)*
Africa	287	*25%*	255	*24%*	*12%*
E&C	168	*23%*	153	*22%*	*10%*
Industrial Engineering	118	*29%*	102	*29%*	*16%*
Latin America	120	*10%*	105	*10%*	*14%*
E&C	114	*11%*	102	*10%*	*12%*
Energy and Concessions	6	*6%*	3	*3%*	*100%*
Environment	65	*21%*	58	*19%*	*12%*
Capital and MEXT	3	*6%*	4	*6%*	*(3%)*
Other and intercompany	(3)		0		*n.m.*

[1]Restatement due to accounting policy change on Government grants (mainly related to EGF).

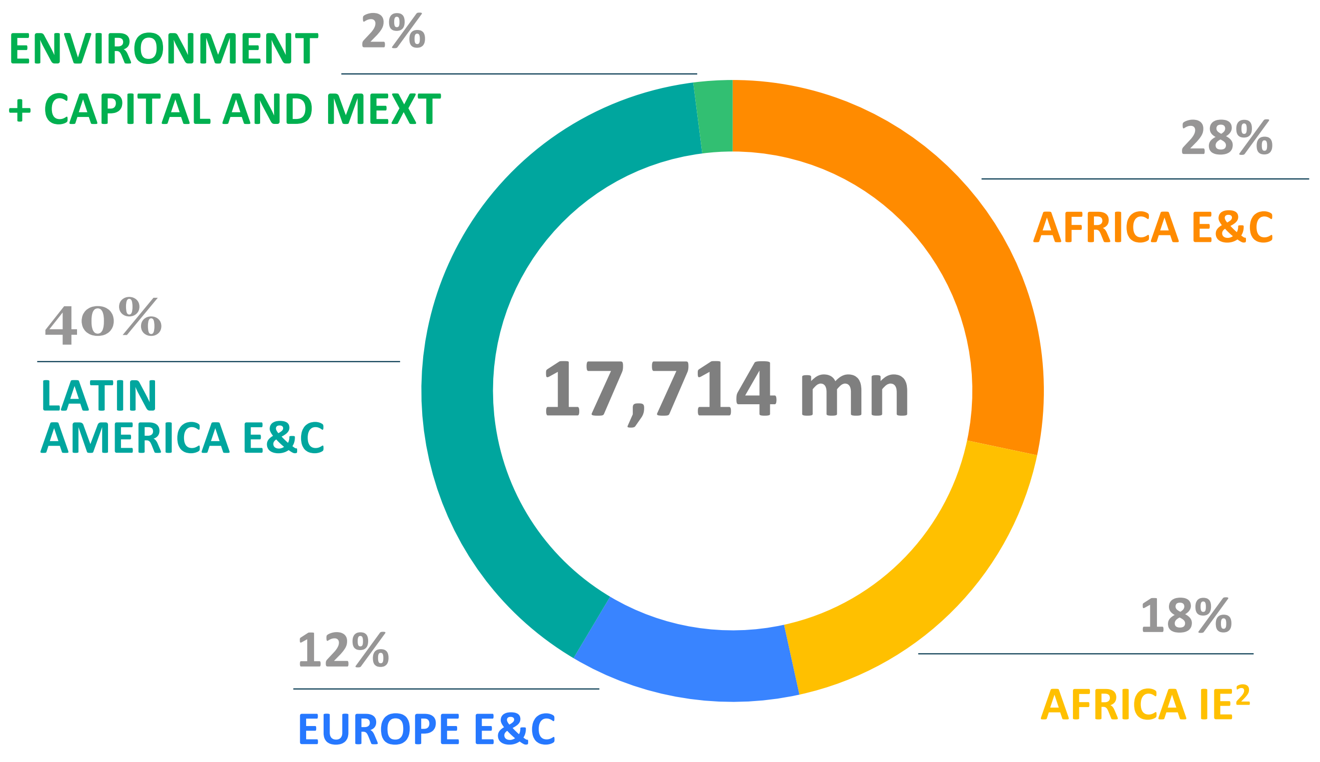
- **In Europe, turnover reached €194 mn, with a resilient EBITDA margin of 8%**, despite delays in key project consignations in Portugal, while progress is expected during 2H26, supporting a gradual ramp-up in activity towards year-end and into 2027
- **Africa continued to deliver strong profitable growth, with turnover up 11% YoY to €1,158 mn and EBITDA margin expanding to 25%**, supported by growth in both E&C (+8% YoY) and Industrial Engineering (+15% YoY), together with disciplined project selection and efficient execution of key large-scale projects
- **Latin America accelerated significantly during the 1H26, with turnover increasing 7% YoY to €1,171 mn and EBITDA growing 14%, while maintaining a solid 10%** margin, mainly supported by Mexico and the growing contribution from Brazil (+104% YoY)
- **Environment** maintained its resilient and predictable performance, with **turnover increasing 3% YoY to €314 mn and EBITDA growing 12%, driving a 2 p.p. margin expansion to 21%**

Record €17.7 bn backlog[1] with enhanced quality and long-term visibility for FOCUS 2030

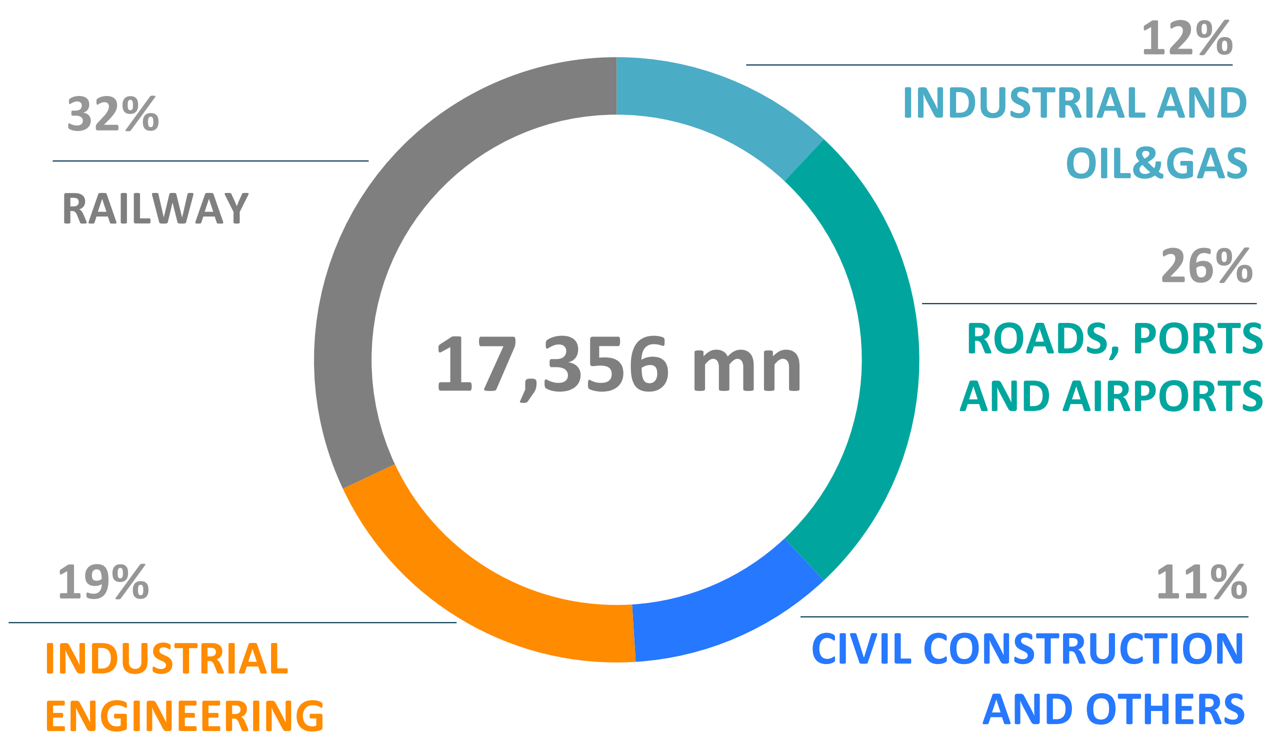
Backlog evolution (€ mn)



Backlog by Business Unit



E&C and IE backlog by segment



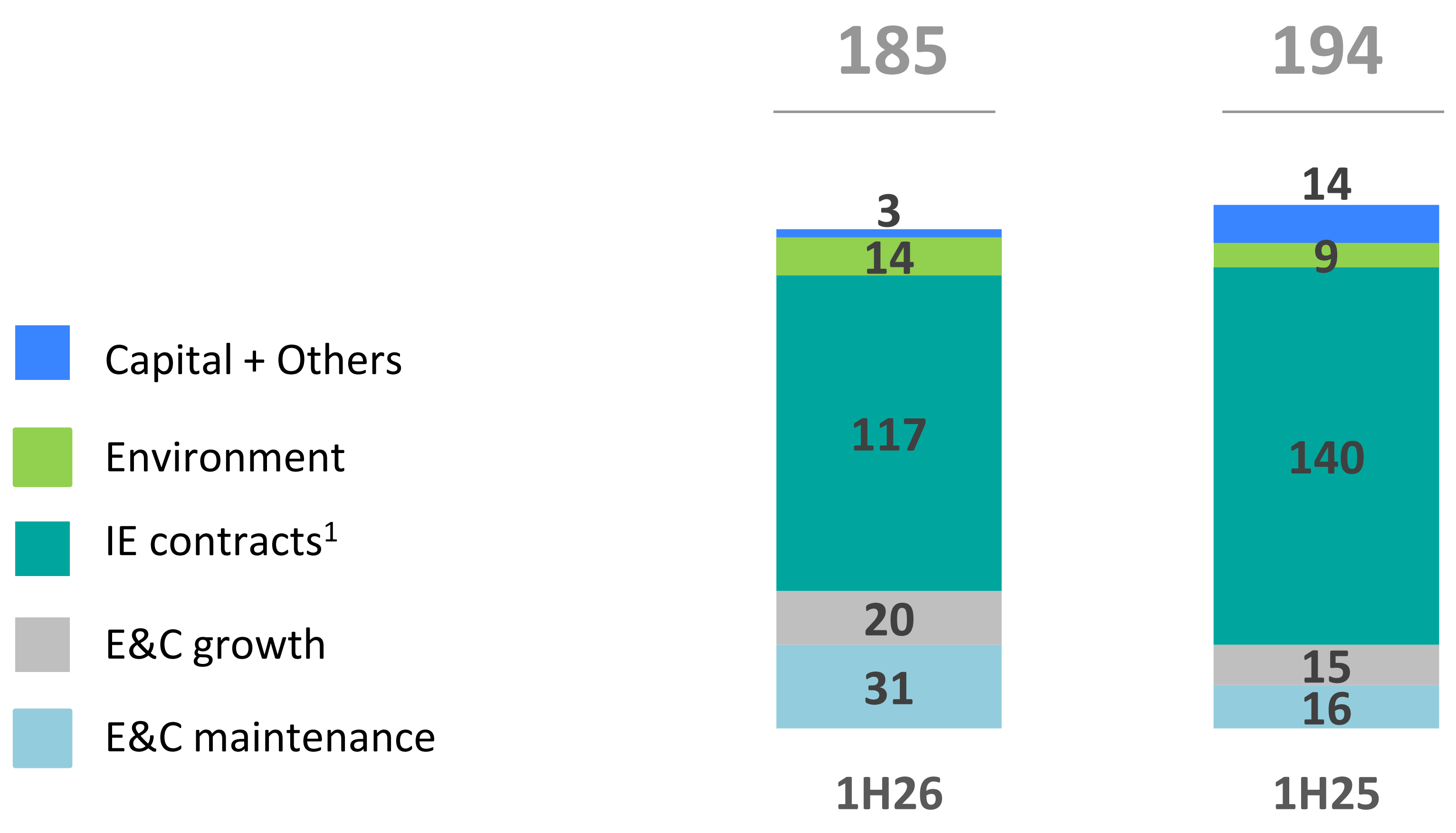
- **Record backlog of €17.7 bn**, providing 3.7 years of E&C execution visibility and supporting long-term growth
- **Backlog increased by €4.1 bn during 1H26** (vs. €1.7 bn in 1H25), reflecting strong commercial momentum and disciplined project selection
- **Backlog quality continues to improve,** with a larger proportion of long-duration contracts supported by robust financing structures and higher expected cash generation, reinforcing long-term earnings visibility
- **Core markets represent 75% of E&C backlog,** with diversified exposure across Mexico (21%), Angola (16%), Brazil (14%), Portugal (12%), Nigeria (7%), Mozambique (3%) and Peru (2%) reinforcing the resilience of the Group's geographically diversified growth platform
- **Industrial Engineering represents 18% of total backlog**, increasing the contribution from long-term, higher-margin activities and supporting recurring revenue and cash-flow generation
- **E&C Backlog does not include additional projects (signed after June) totalling €2.5 bn,** providing further upside to revenue visibility across key markets: **Mexico €185 mn, Peru US$140 mn, Brazil €47 mn, Portugal €64 mn, Nigeria US$655 mn and Democratic Republic of Congo US$1.8 bn**

[1]Does not include EGF's Waste Treatment business which still has an eight-year contract duration (Turnover LTM: €417 mn). [2]Industrial Engineering.

MOTA-ENGIL

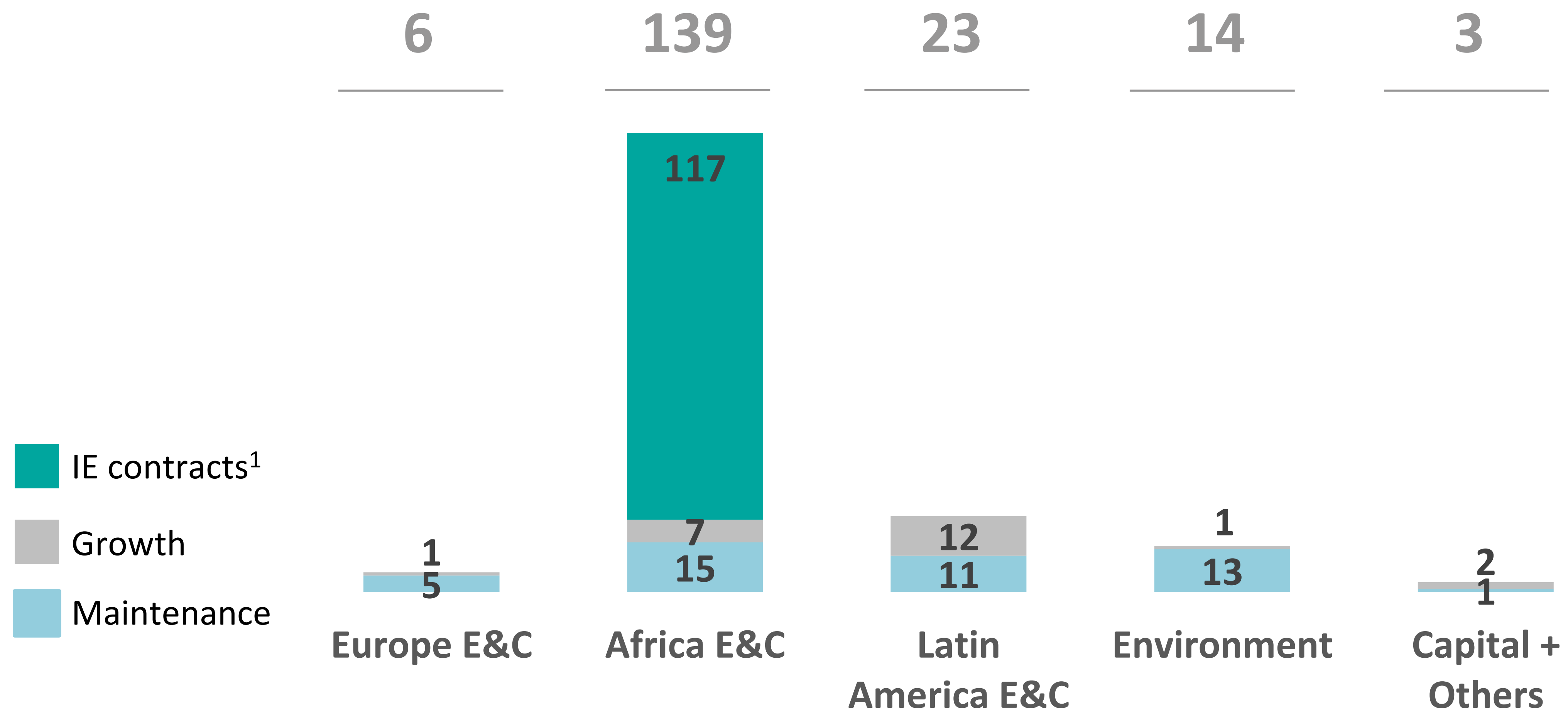
Disciplined capex allocation focused on higher-return activities

Net capex (€ mn)



[1]Includes Industrial Engineering contracts in Africa.

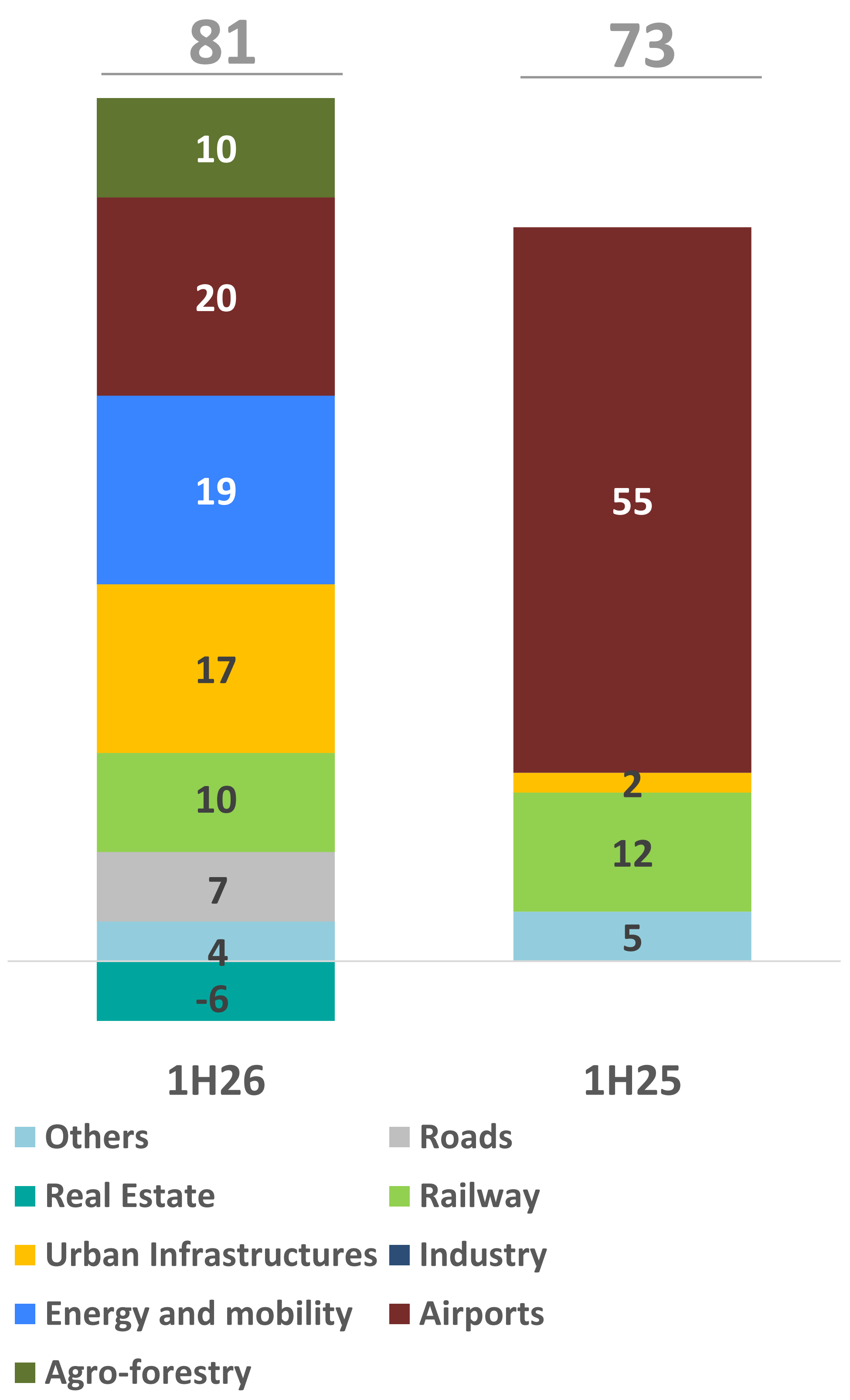
Net capex by Business Unit (€ mn)



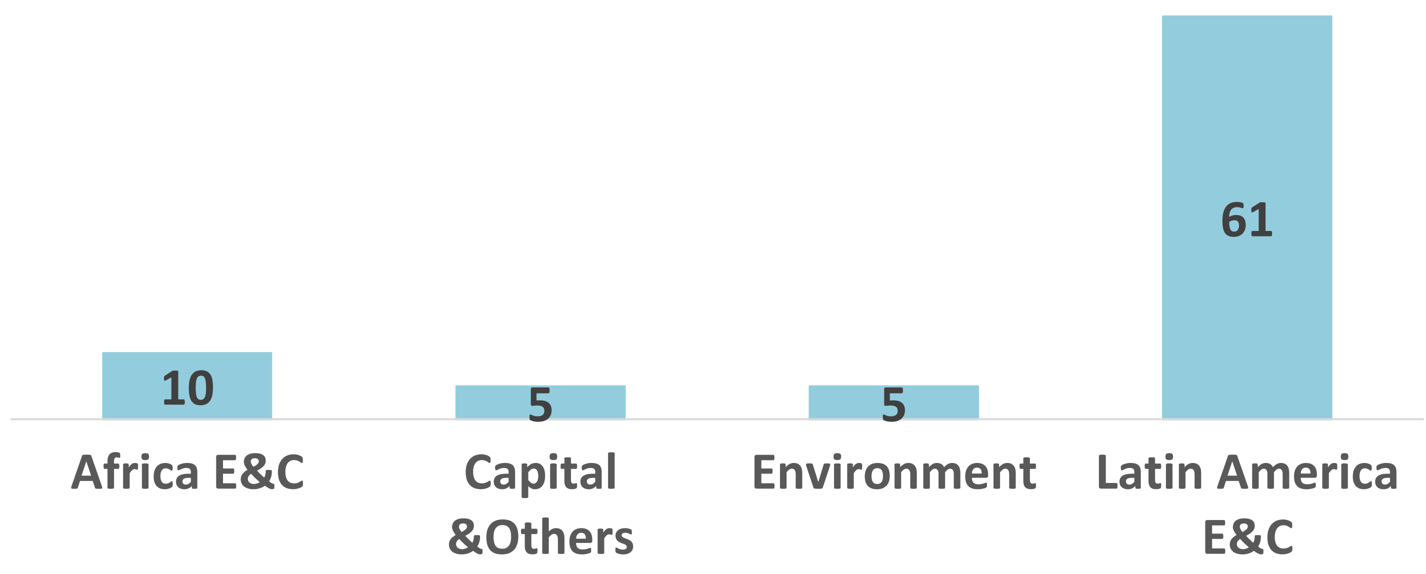
- **Capex/turnover remained disciplined below the 7% target**, while E&C maintenance capex remained tightly controlled at c.1% of E&C turnover, reflecting efficient asset management and equipment procurement synergies
- **Capex was primarily allocated to higher-return projects with long-term cash generation potential,** fully aligned with the Group's disciplined capital allocation strategy
- **63% of total capex was allocated to Industrial Engineering contracts**, mainly related to heavy equipment that can generally be deployed throughout the life span of the contract, including contractual extensions, and subsequently redeployed across other projects over its useful life
- **Environment capex totalled €14 mn, of which 76% was allocated to EGF's** regulated asset base model (Waste Treatment in Portugal), supporting stable, recurring and predictable long-term cash flows

Optimising the assets cycle to maximize the added value from investments

Financial capex by segment (€ mn)



Financial capex by Business Unit (€ mn)

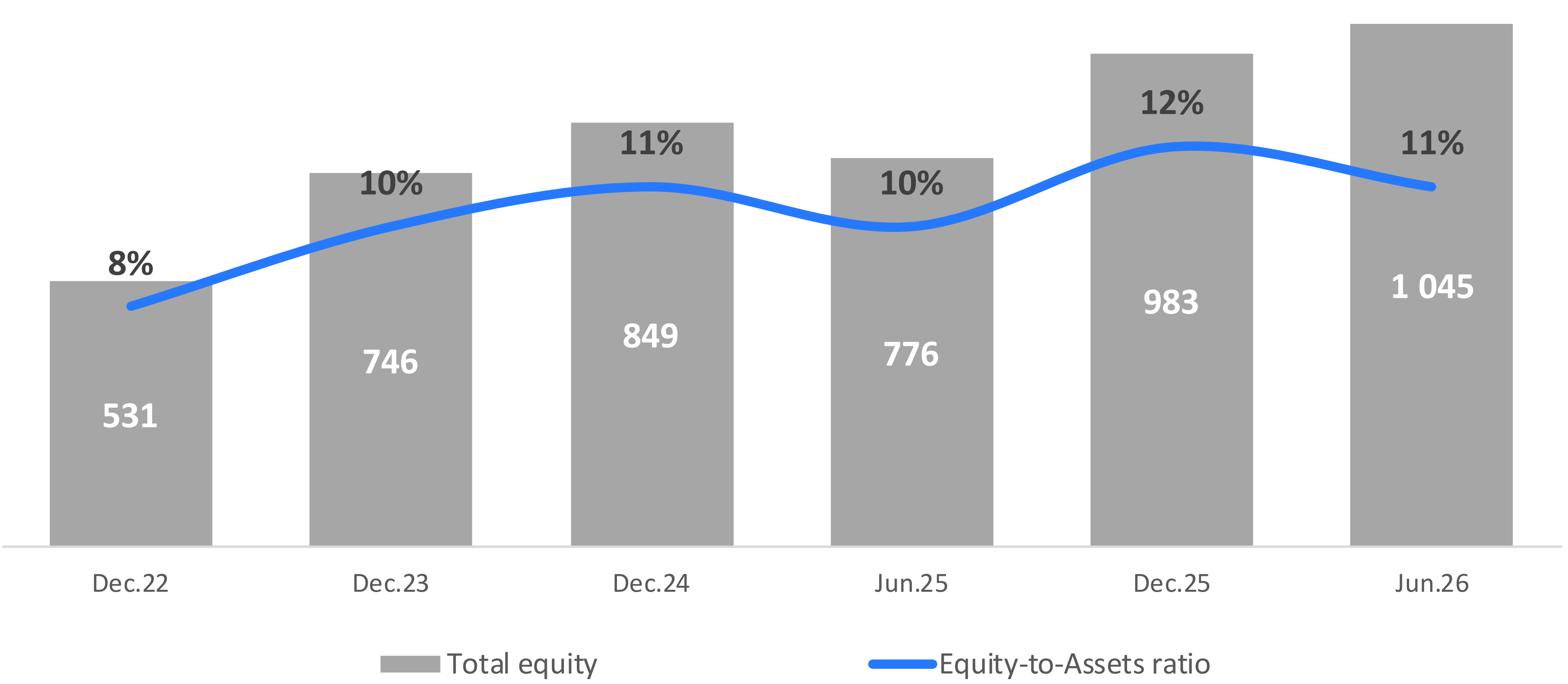


- **Financial capex reached €81 mn in 1H26**, mainly allocated to transport and urban infrastructure in Mexico, supporting the development of long-term strategic public assets aimed at reducing the country's infrastructure gap
- **In Africa, financial capex was primarily related to the Lobito Corridor, where financial close has since been successfully achieved with DFC alongside DBSA**, representing a major milestone in securing long-term financing for this strategic infrastructure asset and reinforcing its value creation potential
- **New investments in circularity**, including Bioenergy (biomethane) and Mamaland (agroforestry), further diversify the portfolio towards long-term cash-generating activities
- **Long-cycle assets are actively managed to maximise value creation through disciplined investment, asset maturation and selective monetisation**, supporting recurring earnings and capital recycling over the long term

Robust financial position with well managed working capital

Balance sheet (€ mn)	Jun.26	Dec.25	YTD
Fixed assets	2,171	2,094	77
Financial investments	1,099	881	218
Provisions	(188)	(194)	6
Working capital & long-term balances	595	814	(219)
	3,677	*3,595*	82
Equity	1,045	983	62
Net debt + LFC[1]	2,632	2,612	20
	3,677	*3,595*	*82*

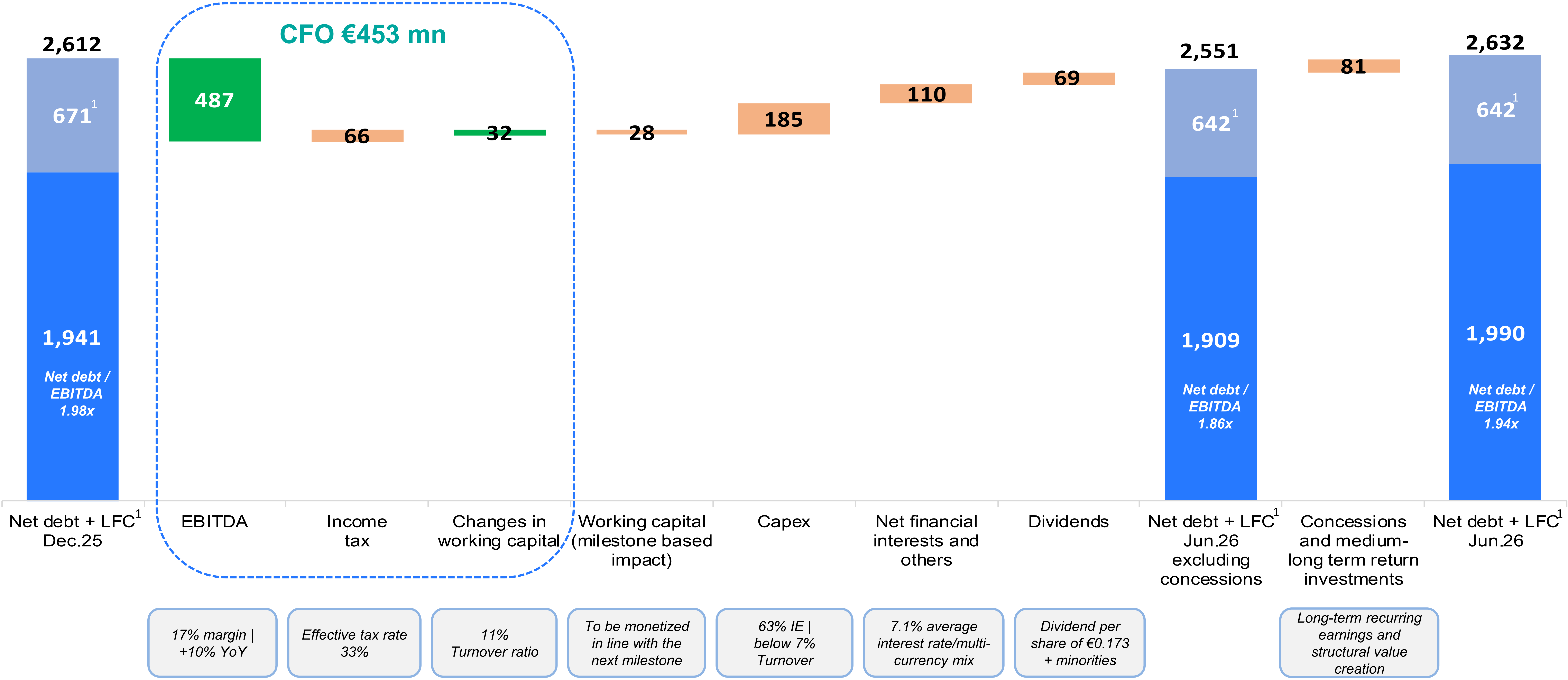
Total equity and Equity/Assets ratio



- **Strict working capital management**, supporting cash generation and partially offsetting continued investment in long-term strategic assets
- **Equity/Assets ratio at 11%,** reflecting a strengthened balance sheet following the significant investment cycle of recent years and despite the seasonal impact of the annual shareholder dividend fully paid in 1H26
- **Financial investments evolution reflects the continued build-up of the Group's long-term concession portfolio**, currently in an investment and asset maturation phase
- **As concession assets mature, selective asset rotation between 2027 and 2030 is expected to crystallise value and recycle capital into new growth opportunities**, in line with FOCUS 2030
- **Net debt remained broadly stable YTD (+€20 mn),** despite €81 mn of financial capex in long-term concessions and greenfield assets

[1]Leasing, factoring and confirming

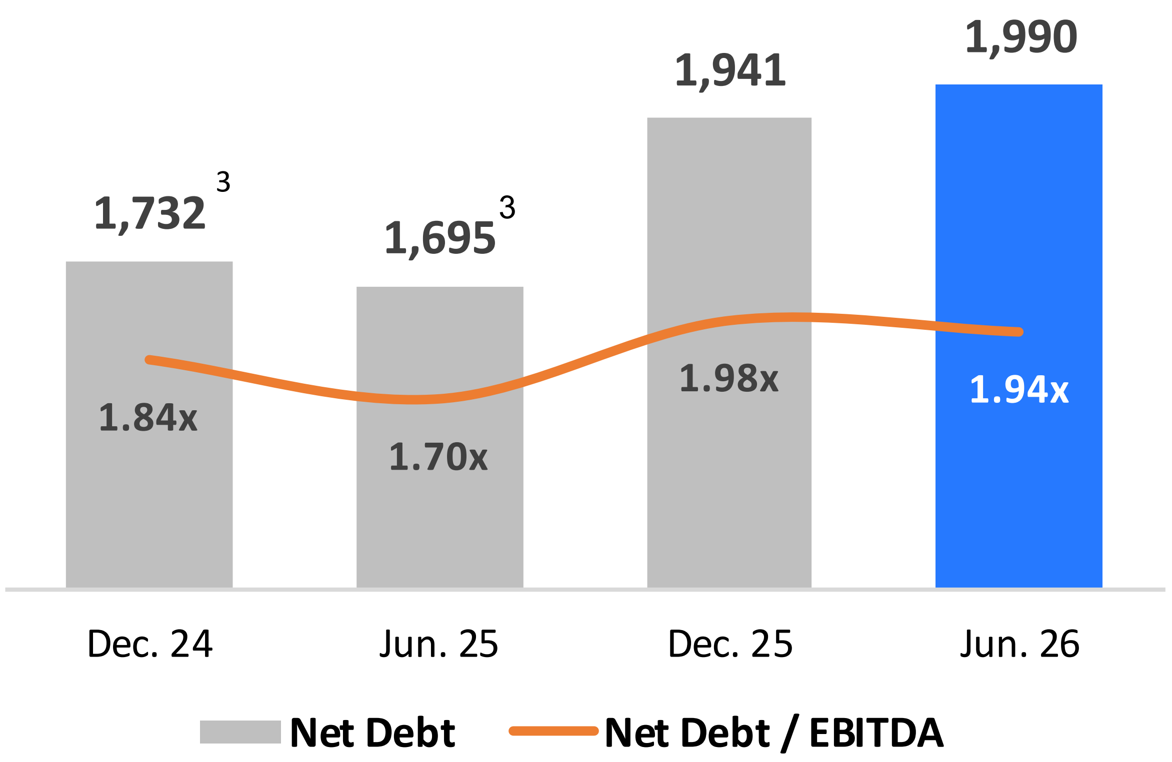
FCF €159 mn | FCF / EBITDA ratio of 33% (vs. 11% average 2021-2025)
Strong cash generation supports growth investment with leverage discipline



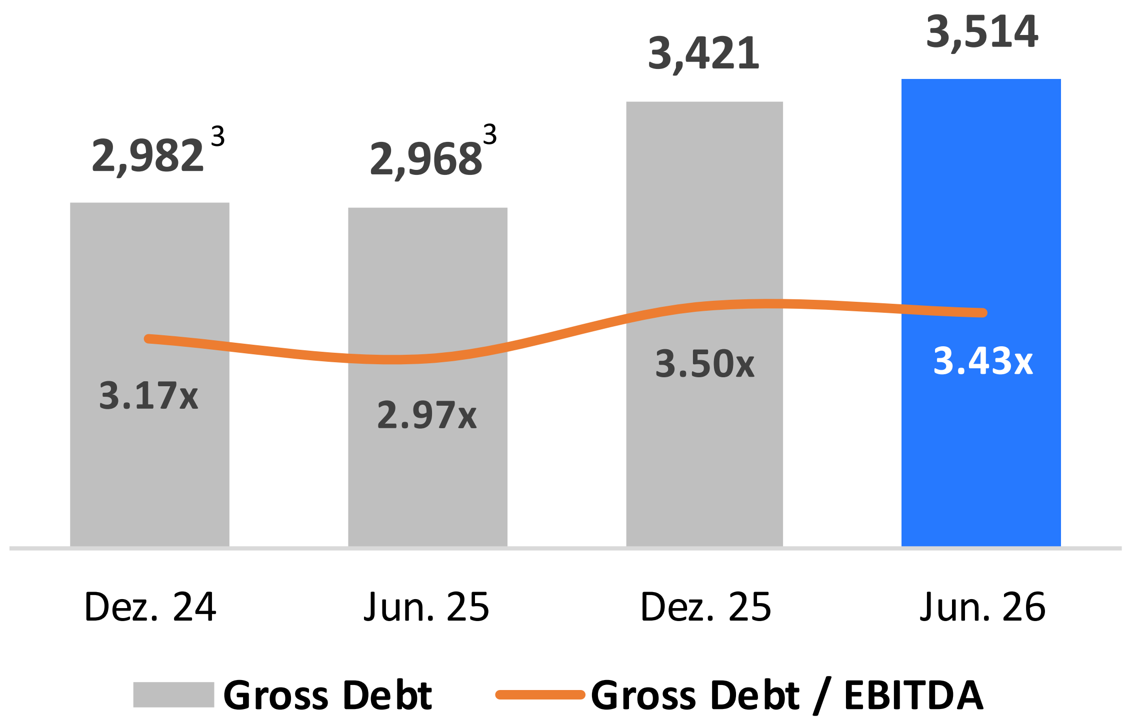
[1]Leasing, factoring and confirming.

Leverage remains within Focus 2030 targets

Net debt[1] and Net debt/EBITDA



Gross debt[2] and Gross debt/EBITDA



- **Net debt stood at €1,990 mn, with Net Debt/EBITDA improving to 1.94x** from 1.98x in December 2025, remaining below the 2.0x FOCUS 2030 threshold
- **Gross Debt/EBITDA improved to 3.43x** from 3.50x in December 2025, remaining comfortably **below the 4.0x FOCUS 2030 threshold**
- **Interest coverage (EBIT/Net Interest) remained solid at 3.2x**, supporting the Group's ability to meet the debt service obligations while maintaining an adequate financial structure
- **Gross debt evolution reflects the Group's investment cycle in strategic long-term, higher-return assets**, supporting future earnings and value creation
- **Leasing, Factoring and Confirming decreased to €642 mn from €671 mn in December 2025**, reflecting continued discipline in the use of these financing instruments

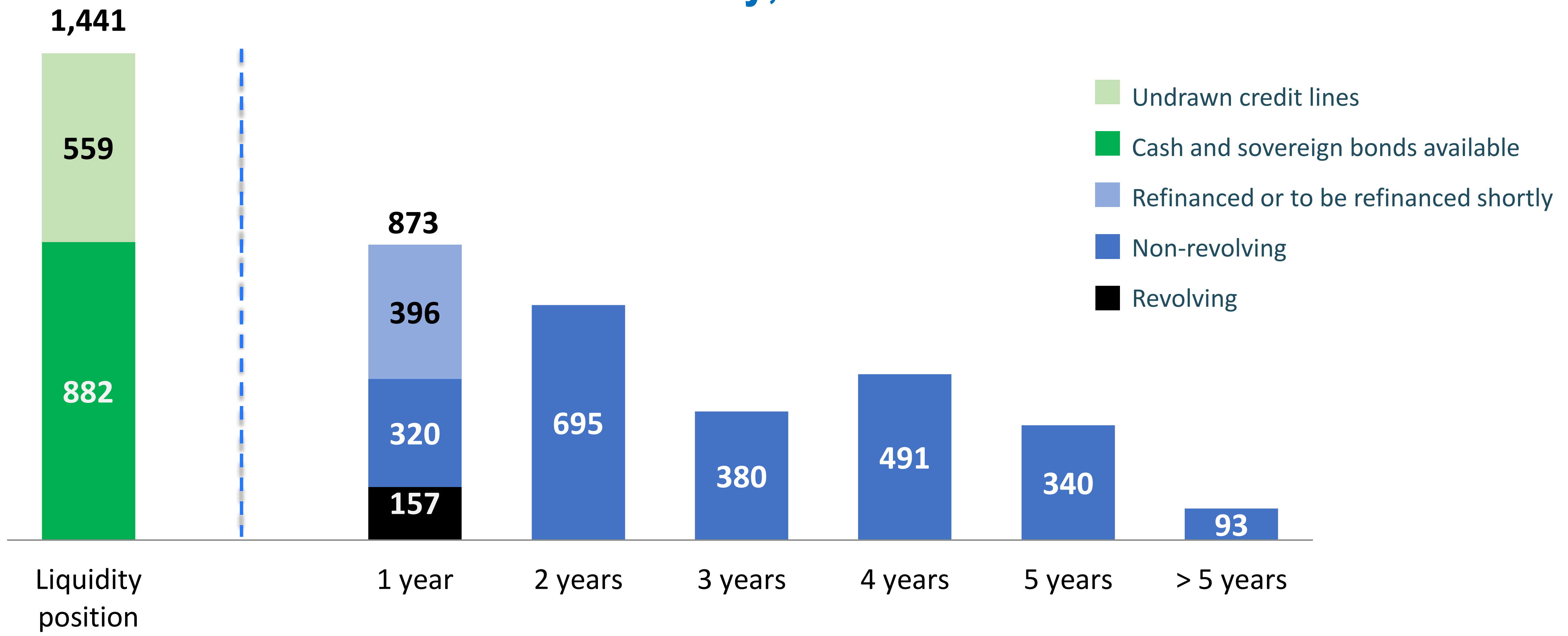
[1]Net debt considers Mozambique's sovereign bonds as "cash and cash equivalents" which amounted to €18 mn in June 2026 (nominal value €20 mn) and €18 mn in December 2025 (nominal value €19 mn).
[2]Includes leasing, factoring and confirming.
[3]Restatement due to accounting policy change on Government grants (mainly related to EGF).

Robust liquidity and improved debt maturity profile

Liquidity: €1,441 mn

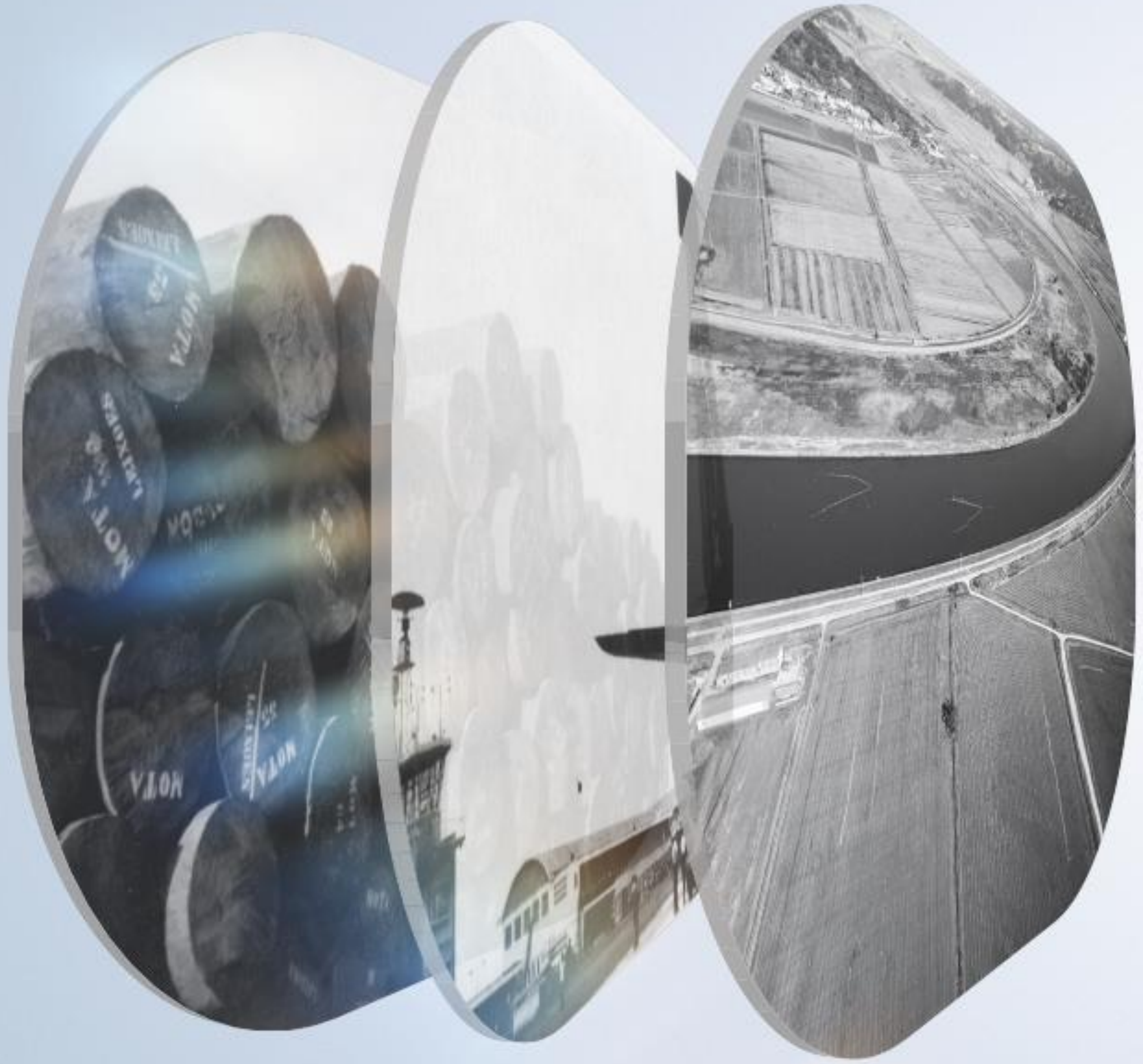
Cash available	€863 mn
Sovereign bonds available	€18 mn
Undrawn credit lines	€559 mn

Gross debt[1] maturity, June 2026



- **Robust liquidity** of €1,441 mn comfortably **covers non-revolving and non-refinanced maturities over the next three years**, preserving financial flexibility
- **Of the €873 mn maturing within one year, €396 mn (45%) has already been refinanced**, significantly reducing near-term refinancing requirements
- **The €110 mn 2026–2031 sustainability-linked bond**, issued at a 4.60% coupon, further extended the debt maturity profile and diversified the Group's funding sources
- **Average gross debt maturity improved to 2.8 years, while the average cost of gross debt decreased to 7.1%**, reflecting the Group's diversified funding mix and the structural interest-rate environment across the local currencies of its operating geographies

[1]Excluding leasing, factoring and confirming.



03

Business Units

Engineering and Construction

3.1

Europe

Portugal *Spain*

Portugal: Infrastructure pipeline in the next ten years

~60B€

Non-exhaustive

RIVER CROSSING INFRASTRUCTURES
Two Tagus River connections (third Tagus Bridge and Algés-Trafaria Tunnel)

ROADS
~2B€ of planned Portuguese investment until 2030

PORTS
Portugal to invest **~2B€** until 2030

Investment of **~4B€** until 2035 in concessions

SUBWAYS
Estimated **~2B€** investment in **subways in Lisbon and Oporto** until the end of the cycle

AIRPORTS
Expected investment for the new **Lisbon airport is around 9B€**

RAILWAYS
Railway investment to account for **~10.5B€** until 2030

EIB approved **3B€ investment** for the TGV concession phase 1

DATA CENTERS
Portugal will capture more than **12B€** in the next 5 years

Source: Portugal DC; ANA; European Investment Bank; PNI 2030.

MOTA-ENGIL

Future growth well supported by a large pipeline

Key data 2025	Turnover	EBITDA	EBITDA margin
	€428 mn	€33 mn	8%

Major projects being executed

- **Backlog in the 1H26 strengthened to €2.2 bn** (+€1,304 mn YoY), driven by newly awarded flagship strategic projects, including the first stretch of the high-speed rail (Porto–Oiã) and the Phase 1 of the “New Sines Gigafactory” project (CALB)
- Major projects ongoing:
  - **The New Lisbon Hospital**
  - **Expansion works for the Lisbon airport** amounting to €233 mn (awarded): consortium formed by Mota-Engil, Vinci and two other Portuguese companies (to be completed in 2027)
  - **The first stretch (Porto-Oiã) of the high-speed train** project, with execution to begin this year and to continue throughout 2030 (€800 mn)

Short-term pipeline

- Violet **subway line** in Lisbon (awarded) (c.€600 mn)
- Red **subway line** in Lisbon (awarded) (c.€400 mn)
- **The €60 bn to be invested in infrastructures until 2035** in Portugal, supported with the recent announcements from the Portuguese Government:
  - New hospital in the Algarve (c.€400 mn)
  - New Lisbon airport (€7.9 bn-€8.9 bn investment with construction works expected to start by 2029)
  - The two new Tagus crossing in a PPP with a new bridge and a tunnel (in which Mota-Engil will be bidding in consortium)
  - 15 new concessions in ports and logistics (€4 bn)

3.2

Africa

Angola Mozambique Malawi South Africa Zimbabwe Uganda
Rwanda Guinea-Conakry Cameroon Côte d'Ivoire Kenya
Nigeria Senegal Democratic Republic of Congo Ethiopia

Strong investment agenda to close the infrastructure gap in Africa

Leading **EPC contractor** and **integrated solutions provider**

Non-exhaustive

AFRICAN CONTINENT

150B€ through Global Gateway '21 – '27 to Africa region (European Investment package to support Africa development)

Expected 400B€ extension through Global Gateway '27 - '30

Estimated 160B$ investment in Africa infra until 2030 announced in Financing Summit for Africa's Infrastructure Development 2025

MOZAMBIQUE

LNG project with an estimated investment of **20B$**

MPDC **500M$** inv. to equip & expand Port of Maputo in the next 3 years

LAGOS - ABIDJAN CORRIDOR

15B$ announced by African Development Bank in 2025

NIGERIA

3B$ investment in Lagos Green Line

ANGOLA

Angola and Gemcorp launched **500M$ fund** to boost infrastructure development in Africa

1.3B$ under Partnership for Global Infrastructure and Investment between Angola and the US

PONTA TECHOBANINE RAILWAY CORRIDOR

6.5B$ project in Zimbabwe, Mozambique and Botswana

Source: African Development Bank Group; Governo de Angola; Global Gateway Forum; Mozambique LNG; FSDEA; MPDC; Nigeria Federal Government; US Embassy.

Accelerating and enhancing project execution

Key data	Turnover	EBITDA	EBITDA margin
2025	€2,129 mn	€565 mn	27%

Major projects ongoing

- **1H26 backlog of €8.1 bn**, of which €3.2 bn in Industrial Engineering, securing long-term revenue visibility due to the long-term profile of the mining contracts and mining extensions
- Recent award (August) of the contract for the **extension of the Kano-Maradi railway line worth US$655 mn**
- Mota-Engil signed the contract with the Democratic Republic of Congo for the operation, modernisation, **rehabilitation and maintenance of the Congolese part of the Lobito Corridor (Dilolo-Sakania) through a 30 years PPP, with the financial support of the DFC**

Short-term pipeline

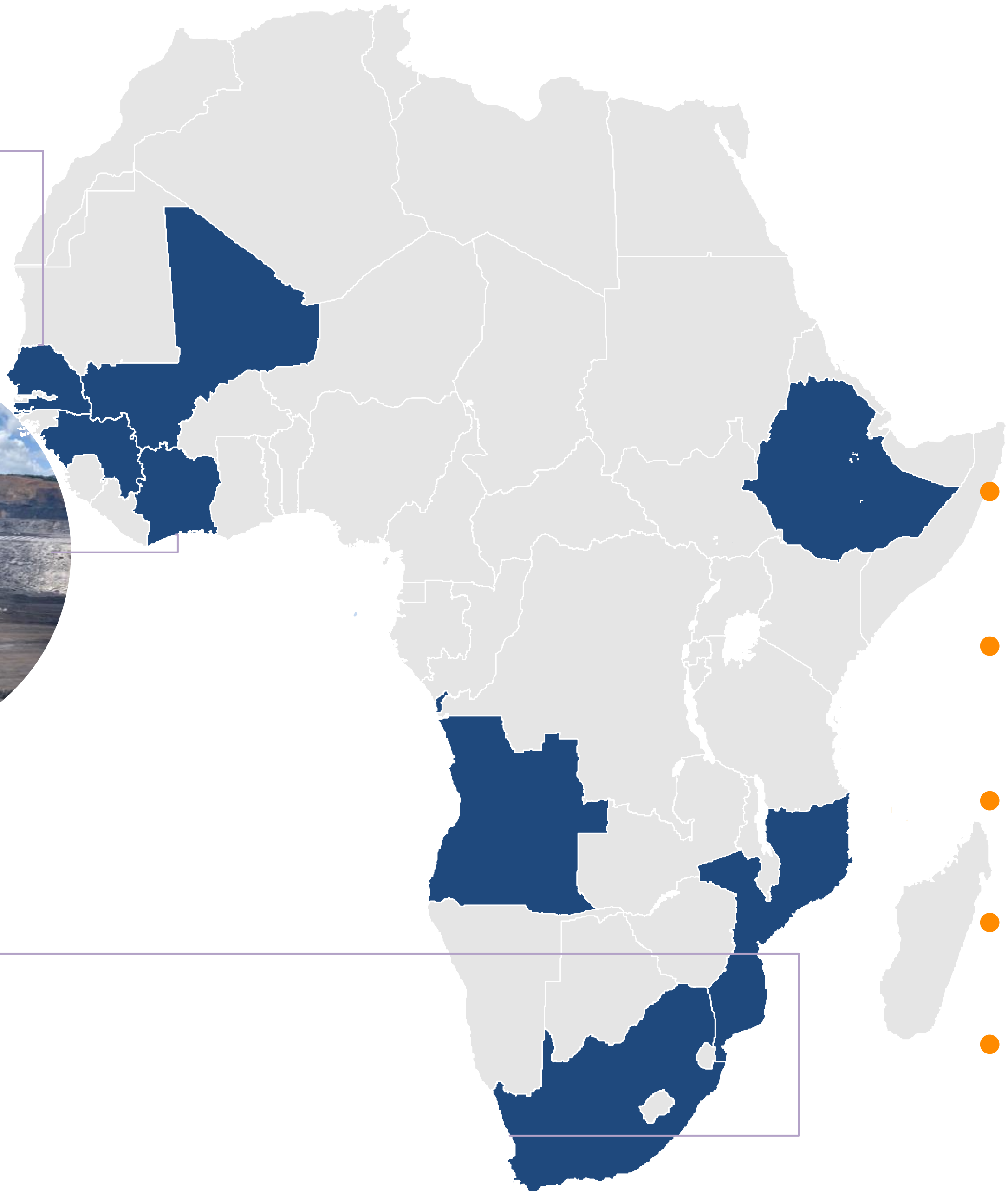
- Kano-Maradi railway project, including supply of rolling stock in **Nigeria, opened the door to a** market with huge opportunities
- **Mozambique:** expected to become a key value growth driver in the near future with the resumption of LNG projects, as confirmed by Total Energies' CEO and the Government of Mozambique, and the recent awards of ExxonMobil pre-investment contracts for Area 4, following a four-year suspension due to security concerns
- **The competitive advantage also relies on the role of an integrated solution provider**, namely in what regards the project financing framework, usually backed by multilaterals, European Export Agencies and International Development Agencies

Industrial Engineering - Long-term model fuelling profitable growth

Boto
Gold Mine

Kurmuk
Mine

Gamsberg
Mine



Core markets   Other E&C markets

2025

~732M€	~216M€ (30%)
revenue	EBITDA (% margin)
11	7
Contract Mining contracts including in zinc and gold	Mining projects under exploration through LGM[1]

- **Incorporation of "ME Mining Services" subsidiary** aligned with the decision announced in the Focus 2030
- **1H26 backlog of €3.2 bn**, providing recurrent and long-term visibility for revenue and cash-flow streams
- The Amulsar gold project is **expected to start operations in the 3Q26**
- **Top 5 largest mining contractor in the world (largest in Africa)**
- Industrial Engineering represents a **core growth pillar** for the Group, **combining high margins**, **operational scalability** and **highly predictable cash-flow generation**
- **Average contract tenor of five years, with typical extensions** aligned with the life-of-mine cycle, enhancing recurring revenues and profitability
- Strong positioning to **benefit from the structural global demand for critical minerals and natural resources**

[1]Two projects in operation or close to operation, where LGM holds operational control and 5 projects under development, covering a total of 8 exploration licenses currently being advanced.

Contract Mining activity focuses on extraction and material handling

EXPLORATION: Surveying | Drilling | Geo-model/ interpretation

CONSTRUCTION: EPCM | Mine development

PRODUCTION: Extraction | Material handling

PROCESSING: Crushing, Screening, Grinding | Concentration Separation | Refining

Extraction: Drill planning; Drilling site preparation; Drilling; Charging

Material handling: Loading; Hauling; Stockpile management

CONTRACT MINING FOCUS

Maintenance

Mine	Commodity	Country	Backlog Jun-26 (M€)	Client category	Customer
Kurmuk	Gold	Ethiopia	703	Private	Allied Gold
Amulsar	Gold	Armenia	581	Private	Lydian Armenia CJSC
Gamsberg	Zinc	South Africa	466	Private	Black Mountain Mining
Boto	Gold	Senegal	283	Private	Managem Group
Lafigué	Gold	Ivory Coast	266	Private	Endeavour Mining
Tri-K	Gold	Guinea	247	Private	Managem Group
Moatize	Coal	Mozambique	236	Private	Vulcan
Sadiola	Gold	Mali	172	Private	Allied Gold
Agbaou	Gold	Ivory Coast	140	Private	Allied Gold
Seguela	Gold	Ivory Coast	111	Private	Rox Gold
Bonikro	Gold	Ivory Coast	26	Private	Allied Gold
			3,232		

Illustrative

Current spaces in Contract Mining

3.3
Latin America

Mexico *Peru* *Brazil*
Colombia *Panama* *Uruguay*

Several infrastructure programs in Latin America

BRAZIL

345B$ investment with Novo PAC

- **47.5B$** in railway until '30
- **22.9B$** in PPPs until '30
- **2B$** in ports until '30

100B$ investment in sanitation until '33, via PPP and public projects

MEXICO

323B$ worth of infrastructure investment by the gov. through 2030

~52B$ investment in railways until '30

~45B$ investment in roads until '30

~19B$ investment in ports until '30

COLOMBIA

300M$ CAF loan to promote rail transport, sustainable mobility and logistical efficiency

~68B$ for roads under PMTI '21-'51

~31B$ for railway under PMTI '21-'51

~33B$ for airports under PMTI '21-'51

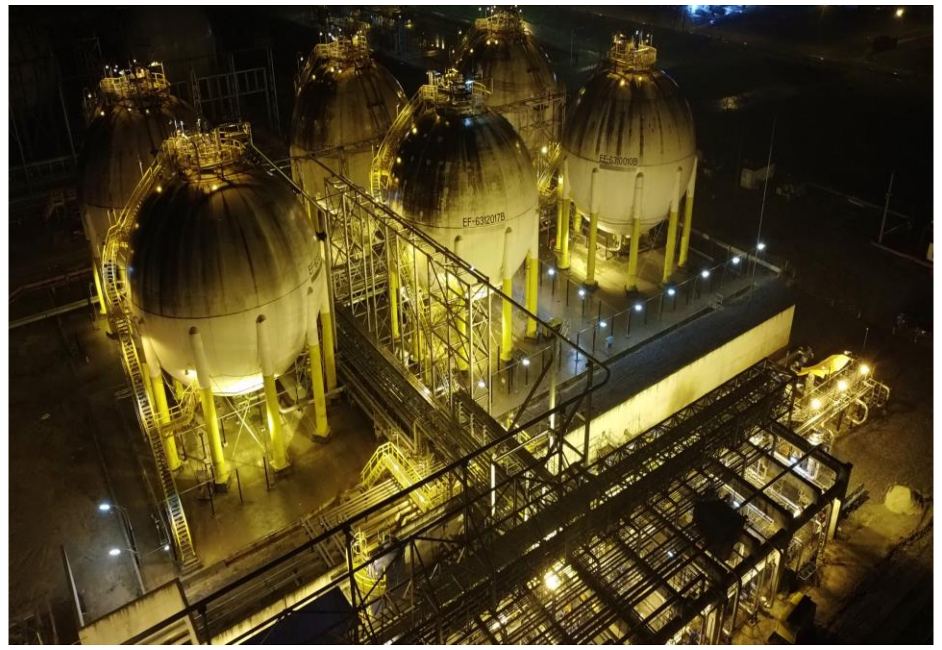
PERU

2.2B$ government budget for infrastructure projects in 2026

Peru is planning nine major road projects worth a total of **2.83B$**

Unlocking the regions' mining potential

Source: Governo Brazil; BMI; Ministério das Cidades Brazil; Presidencia Colombia; Mexico Ministry of Finance and Public Credit; CAF; Peru Transport and Communications Ministry; Panama Canal Authority; ProInversión.



Public Investments Plans should take-off and resume growth

Key data 2025	Turnover	EBITDA	EBITDA margin
	€2,006 mn	€222 mn	11%

Major projects underway

- **1H26 backlog increased significantly €2.9 bn YoY to €6.9 bn,** driven by major awards in Mexico, and in Brazil
- **Fertilizer industrial plant (US$1.2 bn) in Mexico** for Pemex, in line with the country's strategy to become self-sufficient in fertilizers
- **Santos–Guarujá Tunnel 30-year PPP in Brazil (€1.3 bn), signed in 2026,** is advancing
- **Mota-Engil is part of the consortium that won the Rota dos Sertões 30-year PPP concession,** one of the main logistics corridors in northeastern Brazil, with an investment estimated at €755 mn
- **Recent award in Peru,** a contract for the execution of the main works at Juliaca International Airport "Inca Manco Cápac", worth US$140 mn

Growth should resume

- **Mota-Engil is well-positioned** to capitalize on Brazil's growing infrastructure investment cycle, supported by established partnerships, proven know-how and historic presence in the country
- **Mexico's infrastructure** investment is recovering, supported by a visible pipeline focused on transport (highways and railways) and energy infrastructures (power generation and data centres)
- **Active evaluation of value crystallization opportunities** within the Mexican concession portfolio, enhancing capital rotation and long-term value creation

3.4
Environment

Leveraging the Environment core value and developing an Energy platform

ENVIRONMENT

Waste management

11 regulated waste management concessions across **Portugal**

Urban Services

Urban services in Portugal and internationally

- Leverage leadership in waste management to **grow with the new investment cycle in Portugal**, while unlocking value **of urban services**
- Execute a **structured profitability plan in SUMA,** including efficiency projects, licensing processes and disciplined market entering and positioning
- Open to **equity partnerships to co-invest,** to secure our position in the **upcoming investment wave in Portugal,** preserving balance sheet flexibility

ENERGY

Platform, **to deliver energy solutions in renewables and waste-to-energy**

- Grow in **Portugal's waste valorization sector,** including biomethane, RDF and wastewater treatment, leveraging strategic partnerships
- Develop a **pipeline of energy projects with partners in renewables,** including solar, storage, hydro and power to data to create sustained value
- Build a **platform of WtE and renewables projects** in new, high-impact value pools (Biomethane, Power to DC, BESS, …)

Note: WtE = Waste to Energy; DC = Data Centers; BESS = Battery Energy Storage System; RDF = Refuse-Derived Fuel

Positive evolution with future ambitious challenges

Key data 2025	Turnover	EBITDA	EBITDA margin
	€652 mn	€147 mn	23%

Required investments to comply with European targets

- **1H26 backlog of €283 mn**, exclusively related to Waste Collection services (excluding EGF's regulated future revenues, which generated €190 mn in 1H26), with Portugal representing 60% of the total
- The new regulatory period for the Waste Treatment activity (EGF), covering 2025 to 2027, **anticipates growth in both turnover and profitability, as already partially evidenced 2025 results**
- **Significant investment opportunities in Portugal linked to European sustainability targets for 2035 (PERSU 2030),** creating structural growth potential through technology upgrades, innovative business models, circular economy solutions and waste-to-energy developments
- **The Environment unit continues to confirm the regulated cash-flow visibility** with margin expansion while contributing to a sustainable activity that supports the country's environment targets
- **Mota-Engil Energia, advancing waste-to-value projects**, including five biomethane production projects (annual capacity of 170 GWh) starting in 2026, of which one plant will start operations in the 4Q26

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

3.5
Capital and MEXT

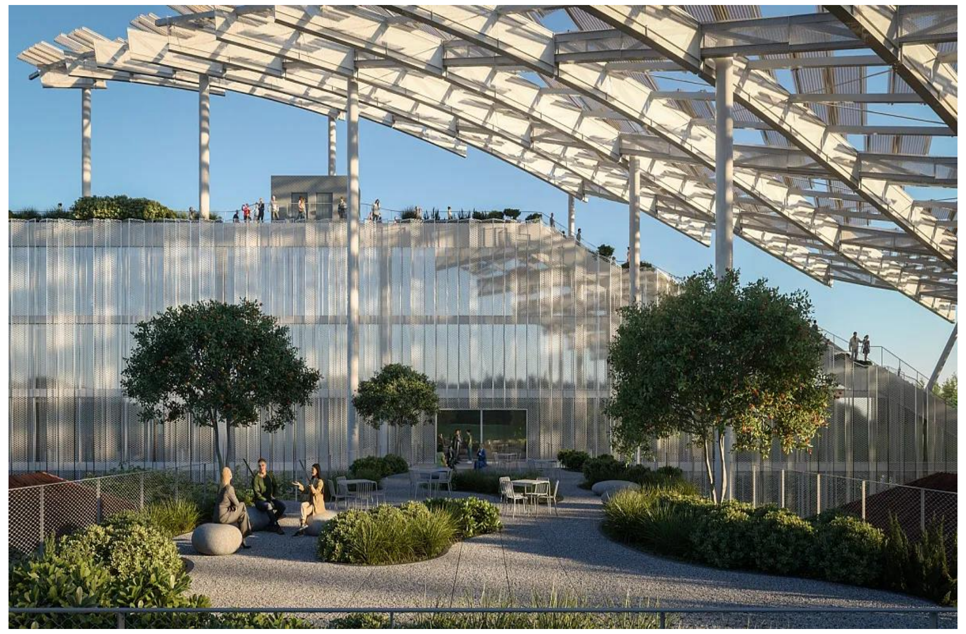
Concessions - Build high-quality, scalable, regional infrastructure platforms

STRATEGIC OBJECTIVES

- **Grow regional concessions long-term platforms,** focused on transport infrastructure concessions in core markets, with **strategic asset rotation** to deliver a **recurrent cash-flow stream**
- Build a Center of Excellence to **assess projects' viability and oversee the portfolios** to secure attractiveness of concessions and equity accountability
- Leverage strong **equity partnerships via platforms** to reinforce **competitiveness**

- **Build a "glocal" Center of Excellence,** combining a **global** team that consolidates GME's expertise while ensuring **local** coordination in the different markets with the platforms
- **Implement a robust governance structure,** reinforcing separate opportunities assessment from E&C business
- **Set group-wide investment criteria and risk thresholds** by standardizing the approach to assess opportunities (e.g., target IRR per region and asset class, risk assessment, …)
- **Adopt a clear asset rotation strategy** ensuring a long-term portfolio for stable cash flows, profitability, risk diversification and branding, while selling selected assets at higher value to capture capital gains
- **Identify and expand strategic equity partners** across our core markets

1. Considers investments and shareholder loans allocated to concessional projects, including fully consolidated concessions; 2. Internal Rate of Return.



Concession business with flagship projects

Key data 2025	Turnover	EBITDA	EBITDA margin
	€141 mn	€15 mn	11%

Long term and large concessions to manage

- **Flagship concession projects under execution:** New Lisbon Hospital (HLO) and the high-speed train (first stretch - Porto–Oiã, with environmental permits delivered in August 2026)
- **Robust and visible concession pipeline:**
  - **Tender for the Algarve Hospital ongoing (2H26)**
  - **Wastewater plant in Porto Maldonado** awarded in Peru (24-year DBOTF concession)
  - **Broader concession program in Portugal**, including logistics and ports (Ports 5+), healthcare infrastructure, high-speed train (LusoLav) and Tagus river crossings
- **Complementary strategic platforms enhancing long-term optionality:**
  - **Real Estate investments (Emerge)**, focused on high-value residential and office developments, primarily in Oporto
  - **Mota-Engil, through REMO**, is increasing its contribution to decarbonization and fleet electrification, with new contracts in Portugal to supply 200 ultra-fast charger units, a contract to supply 22 electric buses, and through ATIV, through which it will start to produce biochar in 2027 production projects

04
Final Remarks and Guidance 2026

Final remarks

Strong 1H26 execution reinforces the path towards FOCUS 2030

01
GROWTH

- **Profitable growth continued in 1H26, with turnover up 6% and EBITDA up 10%, driving record net profit of €74 mn**, reflecting the Group's ability to efficiently execute a growing backlog built on a commercial strategy focused on profitability and risk mitigation
- **Record €17.7 bn backlog combines scale, quality and long-term visibility**, supported by disciplined project selection, robust financing structures and higher expected cash generation
- **Strong commercial momentum and the progressive ramp-up of recently awarded projects support continued growth into 2H26 and beyond**

02
DIVERSIFICATION

- **Industrial Engineering continues to expand its contribution to Group profitability and cash generation**, supported by long-duration, higher-return contracts
- **Concessions are increasingly reinforcing the Group's long-term value creation platform**, leveraging Mota-Engil's E&C capabilities across core markets
- **New circularity investments**, including biomethane and agroforestry, **further broaden the portfolio of long-term cash-generating activities**

03
FINANCIAL DISCIPLINE

- **Leverage remains disciplined and within FOCUS 2030 targets**, with Net Debt/EBITDA below 2x and Gross Debt/EBITDA below 4x, supported by **active debt portfolio management focused on extending maturities and reducing funding costs**
- **FCF of €159 mn, representing 33% of EBITDA**, demonstrates strong underlying **cash generation while continuing to invest for long-term growth**
- **Robust liquidity of €1.44 bn provides financial flexibility**, supporting the Group's growth strategy and future investment requirements
- **Disciplined capital allocation** remains focused on higher-return activities, while keeping **Capex/Turnover below the 7% FOCUS 2030 target**

Guidance 2026 confirmed

On track to deliver profitable growth, supported by strong execution, a resilient business model and disciplined capital allocation

01 **Double-digit turnover growth (10–15%)**, supported by record backlog conversion and the progressive ramp-up of large-scale long-cycle projects across core markets

02 **EBITDA margin structurally resilient at 2025 levels**, supported by strict project selection, improved backlog quality and the increasing contribution from structurally higher-margin activities

03 **Net margin expected to remain around 3%**, reflecting the structural profitability improvement achieved in recent years

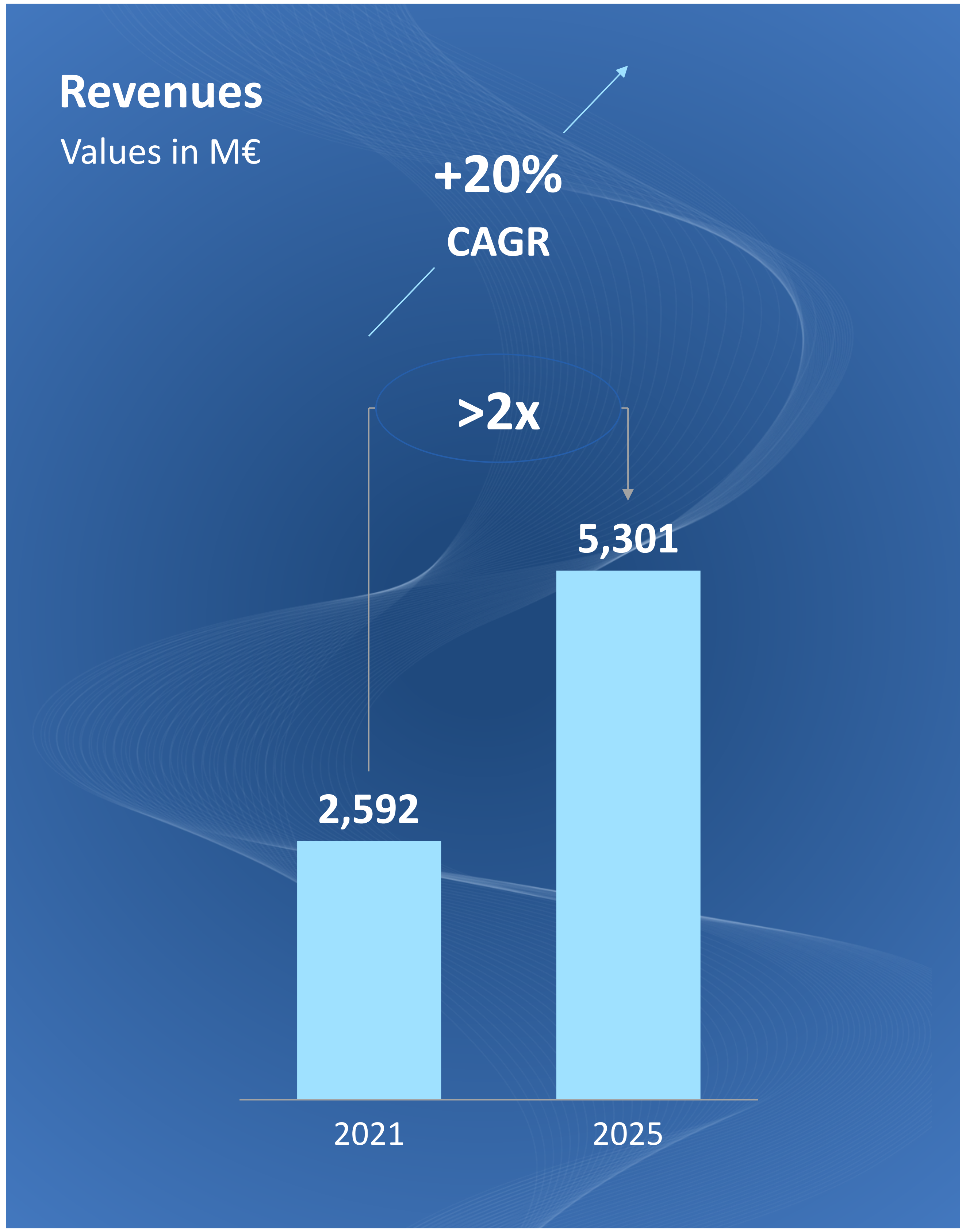
04 **Strong operating cash generation and disciplined leverage**, targeting FCF/EBITDA above 15%, maintaining Net Debt/EBITDA below 2x and Gross Debt/EBITDA below 4x

05 **Disciplined and return-driven capital allocation, with Capex/turnover at around 7%**, while supporting the ramp-up of higher-return activities, including the Amulsar gold mine in Armenia in 3Q26

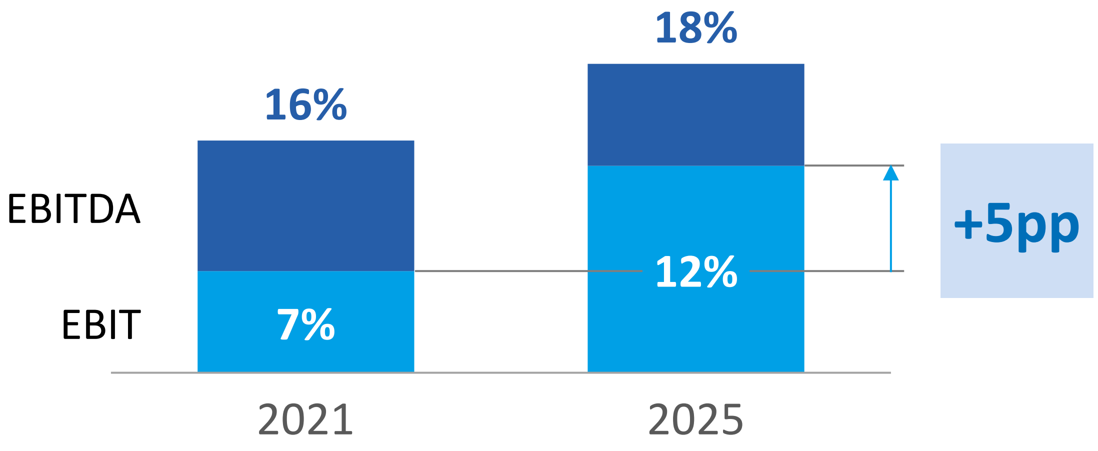
06 **Active management of the concession portfolio**, focused on asset maturation and long-term value creation, while preserving flexibility for selective asset monetization


MOTA-ENGIL
FOCUS
2030
LEGACY. FORWARD.
05
Strategic Plan 2026-2030

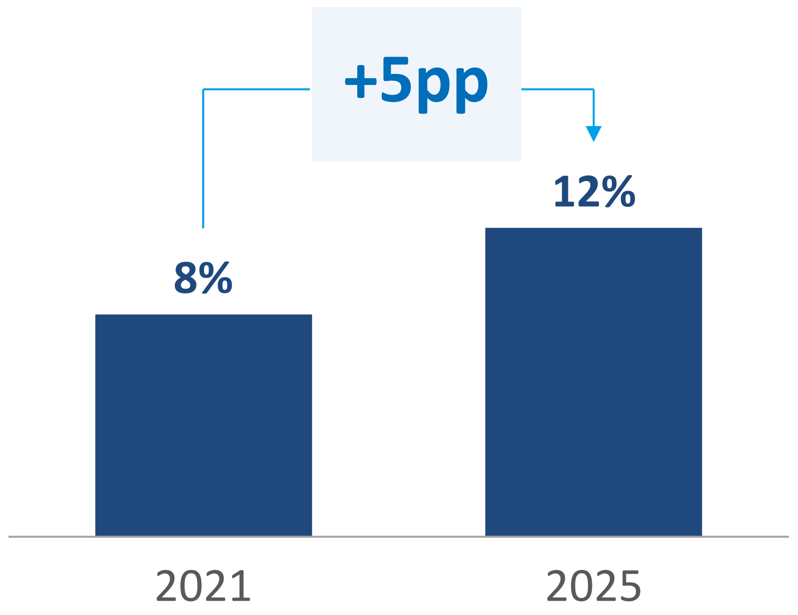
Last cycle, we delivered 2x revenue growth, while enhancing profitability and strengthening our balance



EBITDA and EBIT margin

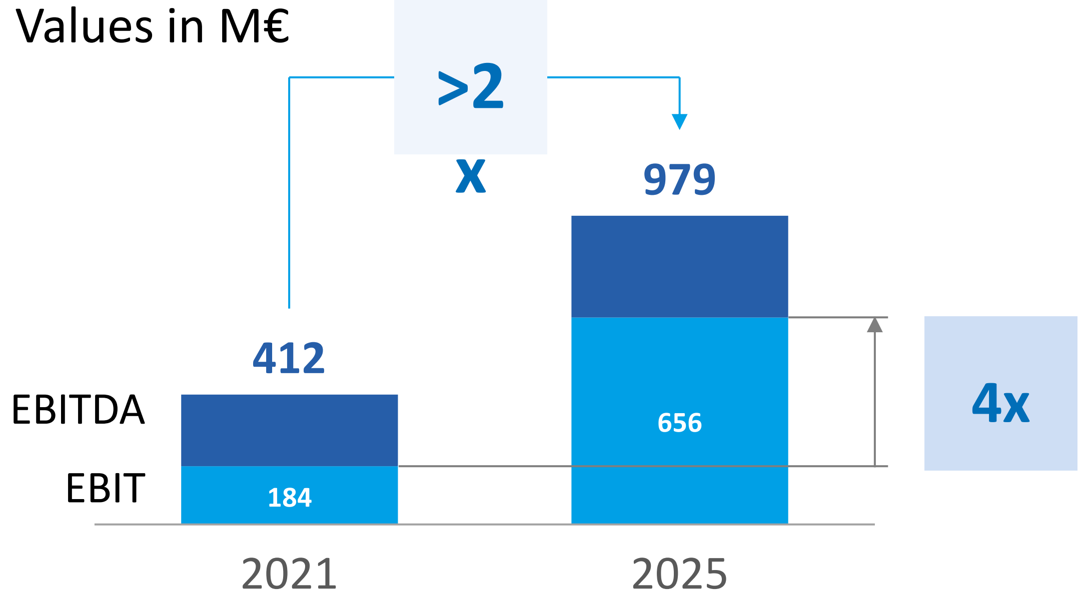


Solvency ratio (equity/assets)



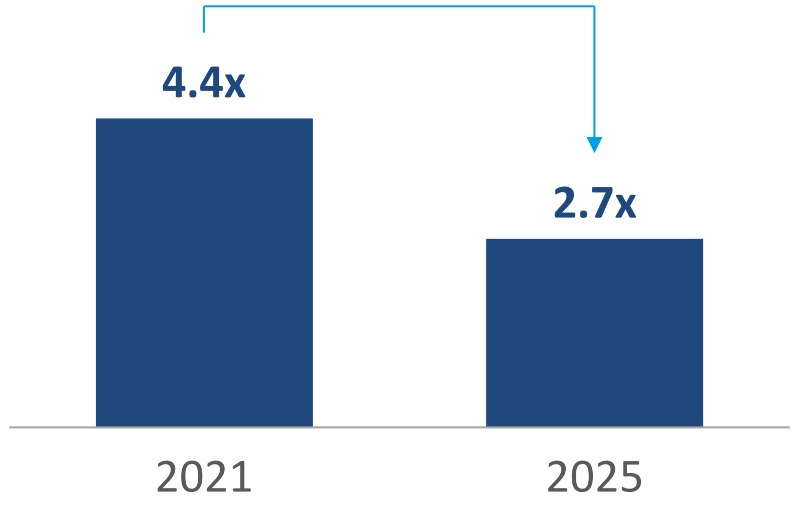
EBITDA and EBIT

Values in M€



Net debt / EBITDA

inc. LFC



Focus 2030 is built on three strategic priorities

A
Growth
Consolidate leadership in E&C core markets

- **Selective bidding** for attractive projects
- **Deepening local partnerships** in core markets
- **Maintaining high profitability** and excelling at delivery

B
Diversification
Maximize value from our synergistic businesses

- **Unlock the next growth wave** in synergistic platforms
- **Disciplined capital allocation** aligned with strategic fit
- Capture **cross-selling and operational integration efficiencies**

C
Financial discipline
Enhance cash conversion & strengthen balance sheet

- Focusing on **cash generation and liquidity resilience**
- **Improving equity position** through disciplined debt management and strategic partners
- Delivering **attractive shareholder returns**

Build on key **enablers** across **technology, people, innovation** and **operational efficiency**

With **sustainability** embedded across our strategic priorities

We are building a more diversified and resilient earnings model

E&C

GROWTH & CASH GENERATION ENGINE

Strengthen **E&C as the core growth and cash generation engine**, through high value infrastructure projects, leveraging our key markets in Europe, Africa and Latam

CONCESSIONS

RECURRING REVENUE PLATFORM

Build **regional infrastructure concession platforms** in our core markets, to grow recurrent revenue streams

NATURAL RESOURCES

HIGH-MARGIN SERVICES

MINING

Scale and unlock value from our **Mining services business,** leveraging our base of top tier clients

INDUSTRIAL

Build a **competitive regional Industrial & O&G service** champion focused on the Atlantic Triangle

CIRCULARITY

LONG-TERM GROWTH PLATFORM

ENVIRONMENT

Leverage **new investment cycle** to modernize **PT's waste management concessions**

ENERGY

Build a **platform** across **waste-to-energy & renewables** leveraging Mota Engil's market footprint

NATURE RECOVERY

Grow as a credible developer & **operator of large-scale nature-based systems** in Africa

Evolving how we partner with clients in a changing infrastructure world

The infrastructure market is evolving…

- **Large-scale infrastructure** programs are expanding across our core markets
- **PPP, concession structures and tailored financing solutions** are becoming increasingly relevant to deliver complex projects
- **Private capital and structured financing** are playing a growing role alongside public investment

… and Mota-Engil is well positioned to capture these opportunities

2021 → 2026+

PROJECT TYPE

Large-scale, technically complex mega infrastructure projects with long execution cycles (e.g., Tren Maya in Mexico, Kano–Maradi Railway in Nigeria, Lobito Corridor in Angola and High-Speed Train in Portugal)

STRATEGIC ROLE

Integrated EPC delivery combined with a growing **concessions portfolio** across transport, logistics and environmental infrastructure

FINANCING SOLUTIONS

Act as a **platform to attract capital and structure integrated project solutions** with multiple funding partners

Enhancing cash generation and conversion is a key priority for this cycle

The next cycle will be defined by stronger cash generation, disciplined capital allocation and a structurally stronger balance sheet

Tighter project screening, margin discipline and stronger cash flow profiles, prioritizing capital-light and higher-return opportunities

Strict **working capital control and disciplined capex deployment** to structurally improve free cash flow conversion

Increasing the share of **pre-financed and long-term contracted projects,** enhancing cash flow visibility, reducing exchange rate volatility and lowering credit exposure

Continued rollout of the OPEX 50 efficiency program, targeting overhead rationalization, procurement optimization, inventory reduction and **improved operational efficiency across the Group**

Over ‘26-’30

≥ 25% FCF / EBITDA

Actively managing our concession portfolio to maximize value creation…

Rotate concessions at optimal maturity levels to capture attractive market value, generate cash proceeds for the Group and reinvest into new opportunities

Attract equity partnerships to co-fund growth of capital-intensive businesses

Monetize non-core assets to sustain portfolio standards and capture market value

500M€
Net investments over '26-'30
Enabled by active capital rotation & monetization of non-core assets

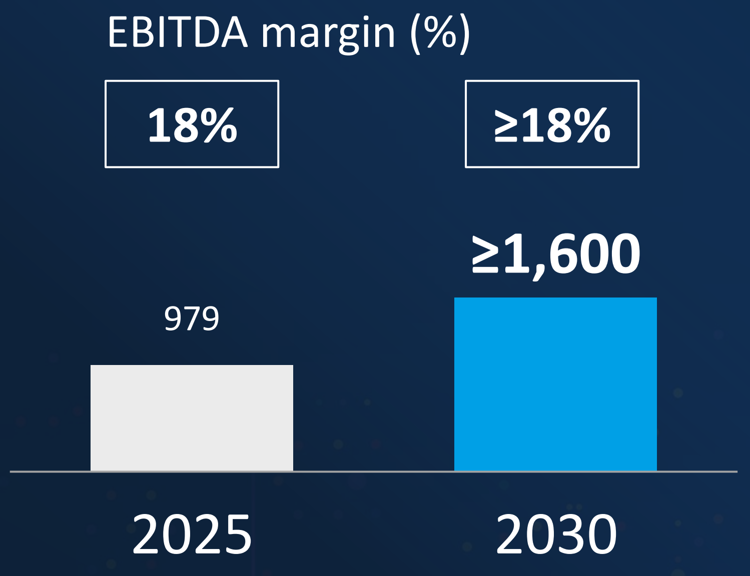
→

1.5-2B€
Net book value 2030

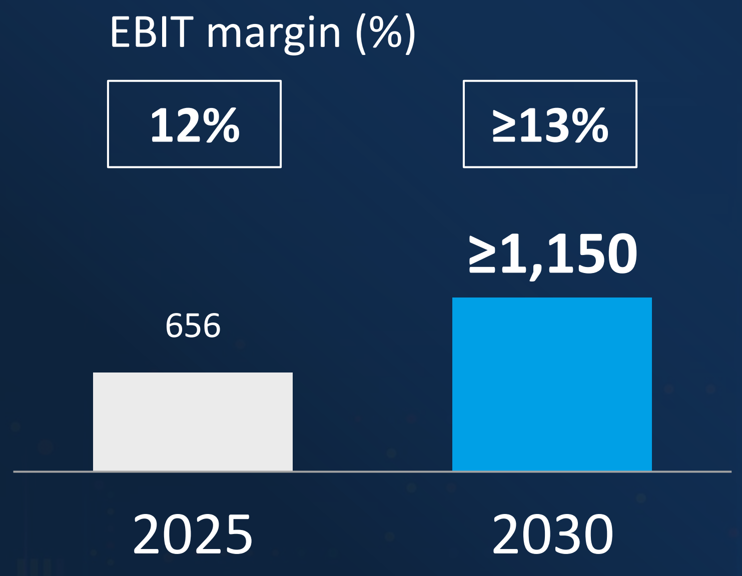
Focus 2030 sets ambitious targets for Mota-Engil

Revenues | M€

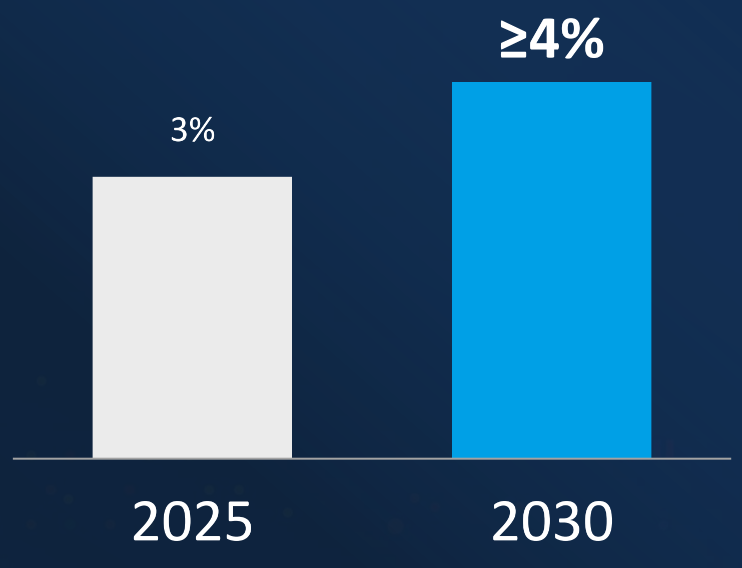
EBITDA | M€



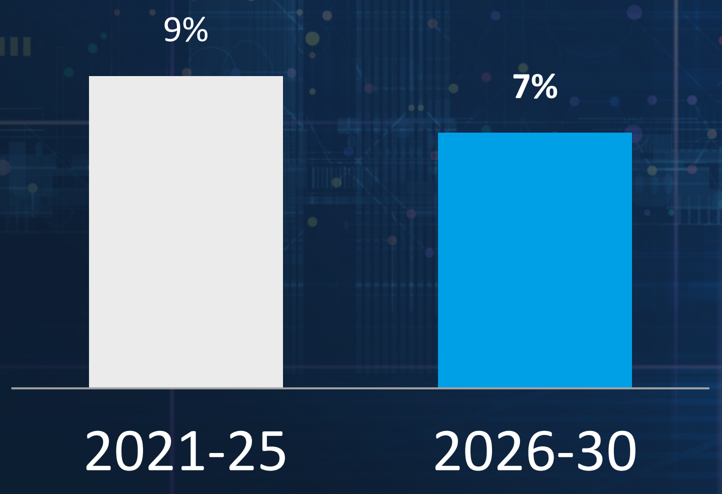
EBIT | M€



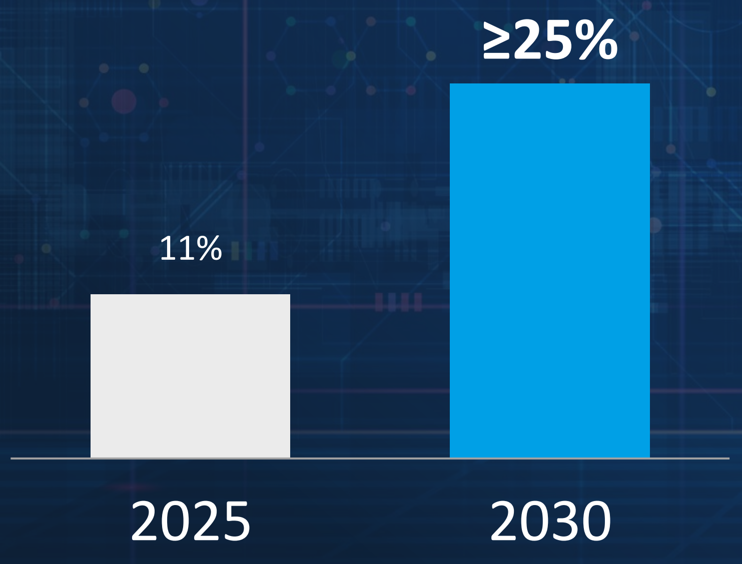
Group Net Margin | %



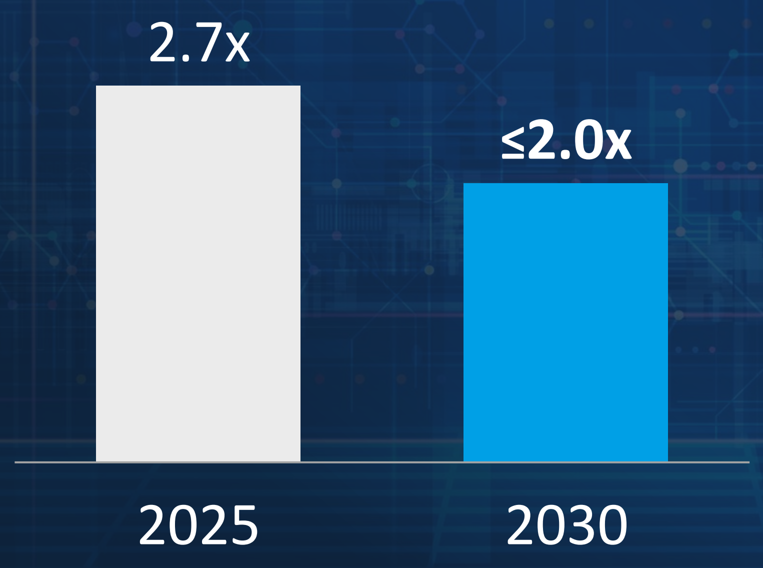
CAPEX / Revenues (over period) | %



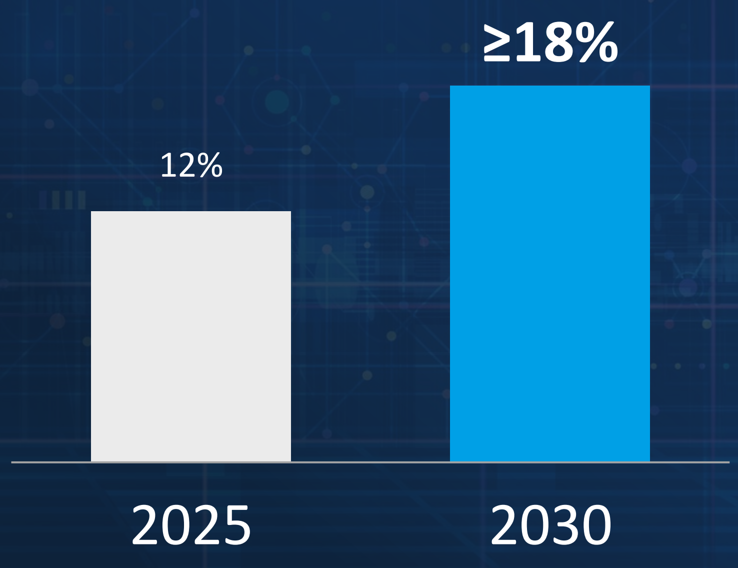
FCF/EBITDA (avg. period[2]) | %



Net Debt inc. LFC[1] / EBITDA



Solvency Ratio | %



[1]Net debt including leasing, factoring and confirming; 2. Average of 2021-2025 and 2026-2030.

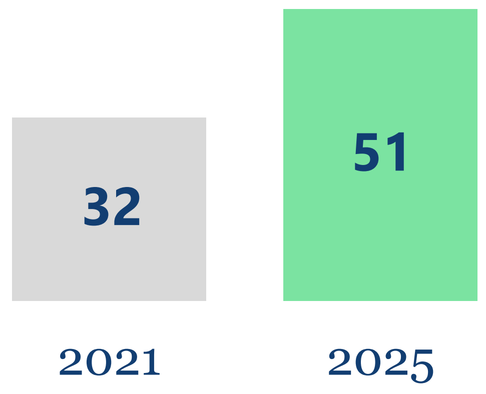
06

Appendix

Reinforcing our ESG credentials

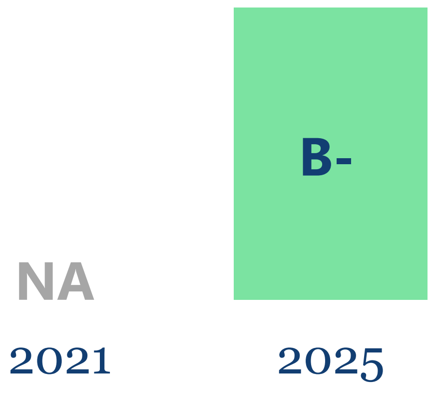
Improving the sustainability positioning

S&P Global



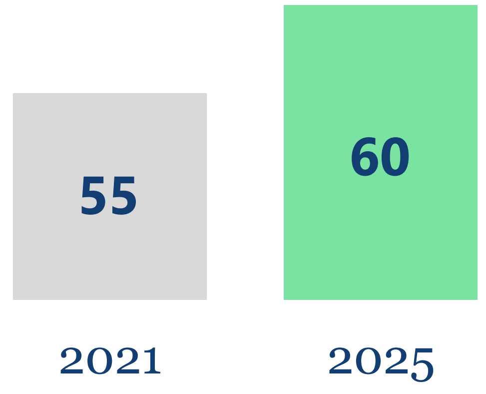
ESG score improved
from 32 (2021) to 51 (2025)

CDP Discloser 2025



First Climate disclosure
submitted in 2024: B- rating
achieved in 2025

EthiFinance



Rating upgraded
from BB (2021) to BBB (2025)

aeri 1991 - 2025 4TH IBERIAN EQUITY AWARDS

Award for the "Most improved ESG Program" in Portugal within the AERI Iberian Equity Awards

Market recognition – Awarded "Most improved ESG Program" in Portugal

Sustainability at the core of Mota-Engil's strategy

SDG	ESG GOALS	REPORT 2024	REPORT 2025	GOALS 2026	GOALS 2030	PROGRESS
8 Decent Work and Economic Growth; 10 Reduced Inequalities	Local Talent in Management Roles	69%	70%	75%		Positive Progress
8 Decent Work and Economic Growth	Reduction in Accident with Lost Time (vs 2020 E&C BU and vs 2021 ME Group)	1.7 BU E&C (-70%) 7.1 ME Group (-41%)	1.5 BU E&C (-73%) 6.4 ME Group (-47%)	2.8 BU E&C (-50%) 6.1 ME Group (-50%)		Positive Progress
13 Climate Action	Reduction of GHG emissions (scope 1 and 2) vs 2024	4.08 $MtCO_2e$	3.98 $MtCO_2e$ (-2%)		3.10 $MtCO_2e$ (-24%)	Positive Progress
	Reduction of GHG emissions (scope 3) vs 2024	4.64 $MtCO_2e$	3.34 $MtCO_2e$ (-28%)		4.60 $MtCO_2e$ (-1%)	Positive Progress
12 Responsible Consumption and Production	Global certification (ISO 9001, 14001 and 45001) based on turnover	97%	99.9%	100%		Positive Progress
5 Gender Equality	Women in Management Roles	22%	24%	30%		Positive Progress
9 Industry, Innovation and Infrastructure	Cumulative Investment in Innovation 22-26 vs 2020	10 M€	17 M€	25 M€		Positive Progress
12 Responsible Consumption and Production	Waste Recovery	91%	94%		80%	Positive Progress
17 Partnerships for the Goals	Entities measuring their CSR impact based on SDG	5%	16%	10%		Positive Progress

Notes: The percentage changes refer to the comparison of the value for the year with the base year.
Updated climate target. Please refer to the relevant chapter for further information, including long-term targets.

Major E&C projects[1] June 2026

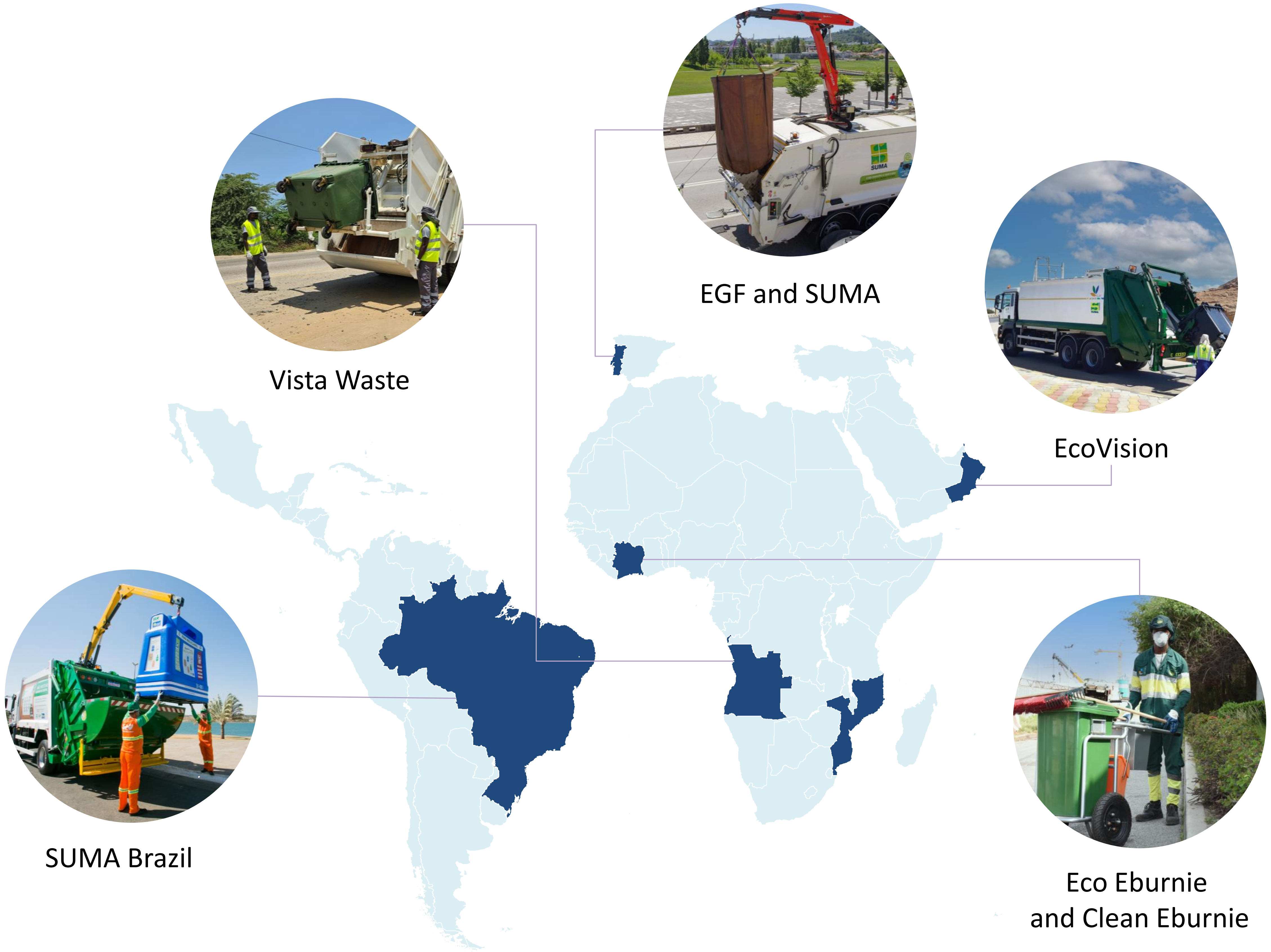
Project	Range (€ mn)	Country	Segment	Contract start year	Exp. year of completion	Customer
Concession of the tunnel Santos-Guarujá	>1,000	Brazil	Road Infrastructure	2026	2031	São Paulo State Government
Fertilizer industrial plant	[500,1,000[	Mexico	Industrial	2024	2028	PEMEX
Tren Querétaro - Tramo 2	[500,1,000[	Mexico	Railway Infrastructures	2025	2028	Agencia Reguladora del Transporte Ferroviario
Maintenance Contract - Lobito Corridor	[500,1,000[	Angola	Railway Infrastructures	2022	2054	Lobito Atlantic Railway - LAR
High-speed railway Porto-Oiã stretch	[500,1,000[	Portugal	Railway Infrastructures	2025	2030	Infraestruturas de Portugal
Kurmuk Mine	[500,1,000[	Ethiopia	Industrial Engineering	2024	2029	Allied Gold Corporation
Zenza do Itombe- Cacuso railway	[500,1,000[	Angola	Railway Infrastructures	2023	2029	Ministry of Transportation
Infrastructures of the Corimba waterfront	[500,1,000[	Angola	Road Infrastructure	2024	2029	Ministry of Public Works, Urbanism and Housing
Amulsar Gold Mine	[500,1,000[	Armenia	Industrial Engineering	2025	2031	Lydian Armenia CJSC
Kano-Maradi-Dutse project - Rolling stock	[500,1,000[	Nigeria	Railway Infrastructures	2023	2027	Federal Ministry of Transportation
Monterrey Subway L4, 5 y 6	[300,500[	Mexico	Railway Infrastructures	2022	2027	Gobierno del Estado de Nuevo Leon
Gamsberg Mine	[300,500[	South Africa	Industrial Engineering	2021	2030	Vedanta Zinc International
HLO - Oriental Lisbon Hospital	[300,500[	Portugal	Civil Construction	2024	2027	HLO - Sociedade Gestora do Edifício, S.A.
Kano - Maradi / Kano Dutse	[300,500[	Nigeria	Railway Infrastructures	2021	2027	Federal Ministry of Transportation
Consorcio Metro 80 Medellin	[300,500[	Colombia	Railway Infrastructures	2022	2027	EMP - Empresa Metro de Medellin
Boto Gold Mine	[200,300[	Senegal	Industrial Engineering	2023	2029	Managem Group
Autopista Tultepec - Pirámides	[200,300[	Mexico	Road Infrastructure	2020	2028	Concesionaria Tultepec-AIFA-Pirámides
Tren Querétaro - Tramo 1	[200,300[	Mexico	Railway Infrastructures	2025	2027	Agencia Reguladora del Transporte Ferroviario
Lafigué Mine	[200,300[	Ivory Coast	Industrial Engineering	2022	2028	Endeavour Mining PLC
TRI-K Gold Project	[200,300[	Guinea	Industrial Engineering	2024	2029	Managem Group
Moatize Mine	[200,300[	Mozambique	Industrial Engineering	2024	2027	Vulcan
Cabinda-Miconje rehabilitation	[200,300[	Angola	Road Infrastructure	2023	2027	Ministry of Public Works, Urbanism and Housing
GASLUB	[200,300[	Brazil	Oil&Gas services	2025	2029	Petrobras
Extension of the red line Lisbon subway	[200,300[	Portugal	Railway Infrastructures	2023	2027	Metropolitano de Lisboa EP
Sines Factory	[200,300[	Portugal	Industrial	2026	2028	CALB (Europe), SA
Rehabilitation of the Nova Vida urbanization	[200,300[	Angola	Road Infrastructure	2024	2028	Ministry of Public Works, Urbanism and Housing

[1]Selection of projects above €200 mn.

BACKLOG HIGHLIGHTS:

- Inclusion of the landmark €1.3 bn **Santos–Guarujá Tunnel PPP project in Brazil** in the 1Q26
- **Strong contribution from core markets**, namely Portugal, Angola, Nigeria, Mexico and Brazil
- Exposure to sovereign key **transport infrastructures, including railways, roads and strategic logistics corridors**
- **Selective bidding approach** leading to a backlog profile evolving towards higher-quality, longer-duration and more cash-generative projects
- Risk mitigation with exposure primarily to **tier-1 private and sovereign clients, backed by robust financing schemes**

Environment



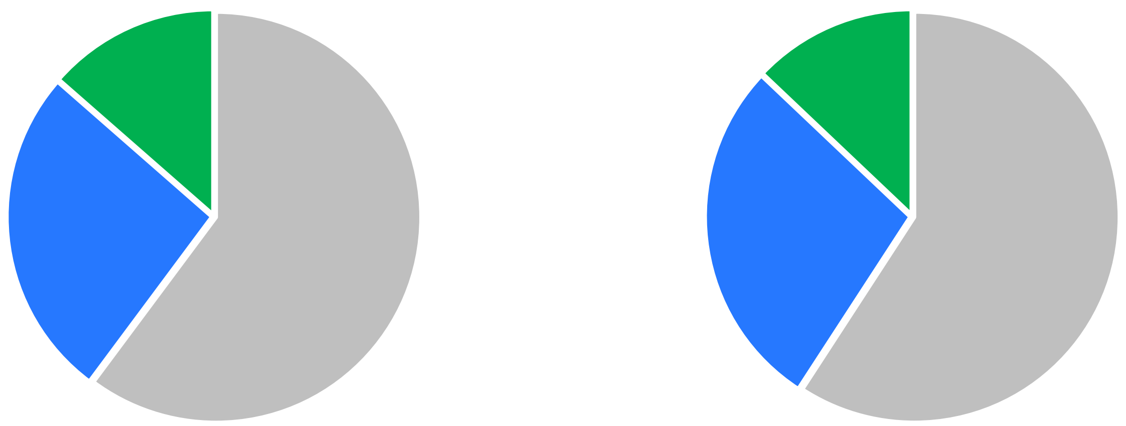
2025

652M€

Turnover

147M€ (23%)

EBITDA (% margin)



Leading player in the **regulated market in Portugal** via EGF and is an **established urban services player in Portugal and internationally,** via SUMA and its subsidiaries000000

Energy

· Power Generation
· Trading
· Waste-to-value

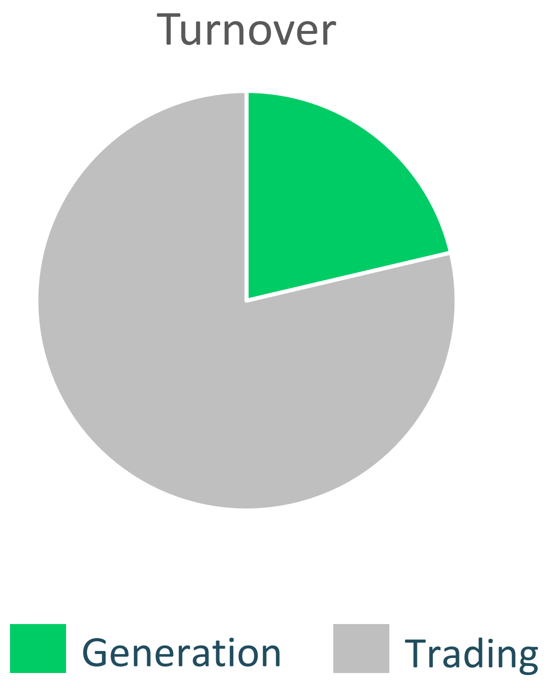
	Technology	Installed Capacity	Business Model
EGF Mota-Engil with 60% stake	Waste-to-Energy Incinerator Biogas Organic Valorization	100 MW	Sales to market with feed-in Tariff
Power Generation FENIX 1st private operator in Mexico	4 hydro plants 10 mini-hydro plants Jorge Luque power plant (Gas)	278.7 MW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

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)

2025

197M€
Turnover

3M€ (2%)
EBITDA (% margin)



We are leveraging our footprint to create a **platform for development and operation of Energy greenfield assets** in power generation, waste-to-energy and new value pools

We have established **power generation and commercialization in Mexico via Fenix**

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

We have a diversified concession portfolio across our markets

2025

~1B€
Net book value[1]

~13-16%
Avg. expected IRR

+2,000 kms
of road

+3.5M
airport passengers per year

+265k
average annual daily traffic in roads

+1,380 kms
of railway

+3.7M
of tons per year in Lobito corridor

Mota-Engil counts with a **diversified concessions portfolio**, across our regions, focused on high-value assets, supported by our **local E&C operations**

1. Considers investments and shareholder loans allocated to concessional projects, including fully consolidated concessions

MOTA-ENGIL

Infrastructure concessions in portfolio

Country	Project	Mota-Engil Share (%)[1]	Risk Profile	End of concession (y)
Portugal	Lusoponte*	25.8%	Traffic risk (mature)	2030
Portugal	Douro Interior*	41.2%	Availability payment + Traffic risk (residual)	2038
Portugal	Hospital de Lisboa Oriental	50.0%	Availability payment	2054
Portugal	Lusolav Norte - High Speed Train Porto-Oiã	42.7%	Availability payment	2055
Angola	Lobito Railway Corridor + Mineral Port	50.0%	Traffic risk	2055
Mozambique	Estradas do Zambeze	95.0%	Traffic risk	2040
Kenya	Kenya Annuity Roads Lot 15 and Lot 18	16,0%	Availability payment	2031
Nigeria	Abuja and Kano Airports	49%	Demand risk	2049
Colombia	AlteCambao - Manizales	45.7%	Traffic risk	2049
Mexico	Autopista Urbana Siervo de la Nación	15.1%	Guaranteed IRR	2053[2]
Mexico	APP Coatzacoalcos - Villahermosa	19.4%	Availability payment	2027
Mexico	APP Tamaulipas - Tampico	32.1%	Availability payment	2029
Mexico	Autopista Cuapiaxtla - Cuacnopalan	50.8%	Demand risk (guaranteed IRR)	2074[2]
Mexico	Autopista Tultepec - Pirámides	51.5%	Traffic risk	2075
Mexico	Autopista Conexión Oriente	50.3%	Traffic risk	2051
Mexico	CMRO Nayarit	51.0%	Availability payment	2032
Mexico	Tepic Airport	51.0%	Mitigated demand risk	2068
Mexico	Azpau Entretenimiento	51.0%	Demand risk	2051
Mexico	Foro Aztlan	51.0%	Fixed payment with upside	2051
Mexico	Consorcio Tren Ligero Línea 4 Guadalajara	26.0%	Availability payment	2060
Mexico	Puerto Escondido Airport	51.0%	Mitigated demand risk	2068
Mexico	Saltillo Airport	29.8%	Mitigated demand risk	2064
Mexico	Matamoros Port	25.0%	Demand risk	2045
Mexico	Fertilizer Escolin	32.9%	70% availability payments	2049
Mexico	Sistema Electricos Metropolitanos	25.5%	Energy PPA (price risk)	2040
Mexico	Jorge Luque	30.9%	Market price risk	2042

* Concessions operated by Lineas in which Mota-Engil SGPS holds a 51% stake. [1]Mota-Engil SGPS effective consolidation (%). [2]Expected concession life.

MOTA-ENGIL

Stake in Martifer of 37.5%

- Martifer was founded in 1990 and is listed on Euronext Lisbon since June 2007
- Market capitalization of €235 mn[1] (Mota-Engil's 37.5% stake market value of €88 mn)

Business Areas

Metallic constructions

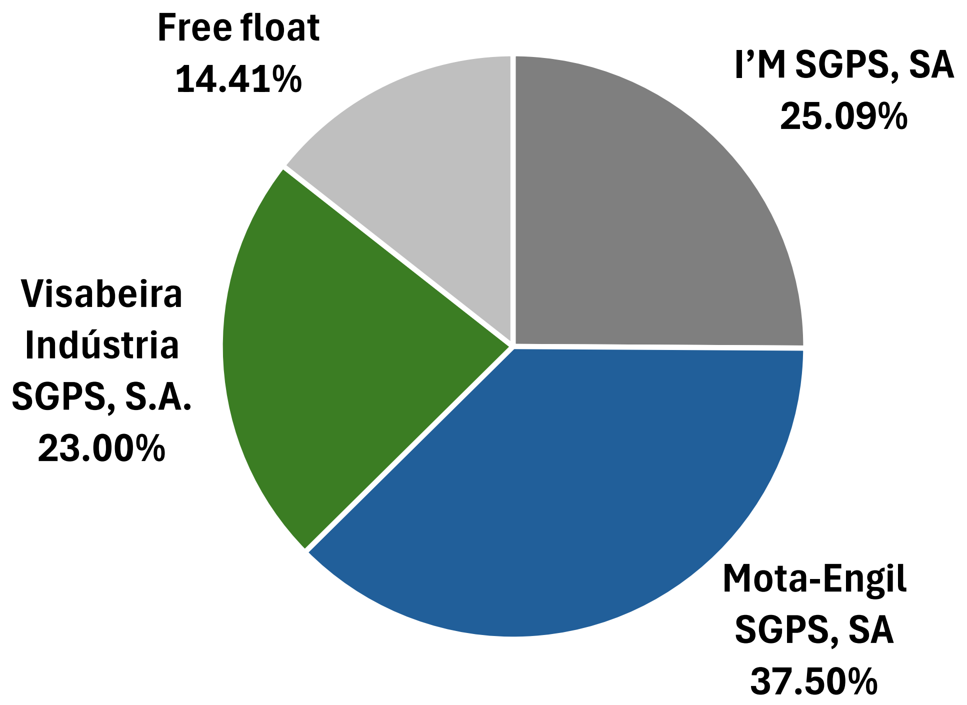
Naval industry

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

Martifer's financials 2025

- **Turnover: €296.4 mn**
- **EBITDA: €32.2 mn**
- **Net profit: €9.5 mn**
- **Backlog: €662 mn**

Shareholder structure[2]

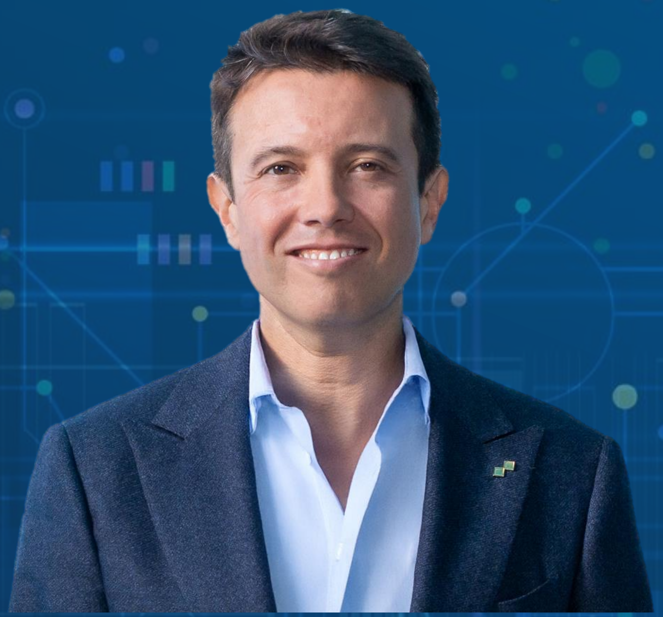


Mota-Engil's accounting

- **Stake of 37.5%**
- **Accounted in "Financial investments in associated companies" (book value of c.€28 mn on 31 December 2025)**
- **Equity method consolidation**

[1]Source: Bloomberg (31/08/2026).
[2]CMVM (27/04/2026).

Executive Committee



Carlos
Mota Santos
CEO

Manuel
Mota
Deputy CEO

José Carlos
Nogueira
CFO

Xiao
Di
Chief Accounting Officer

MOTA-ENGIL

Snapshot

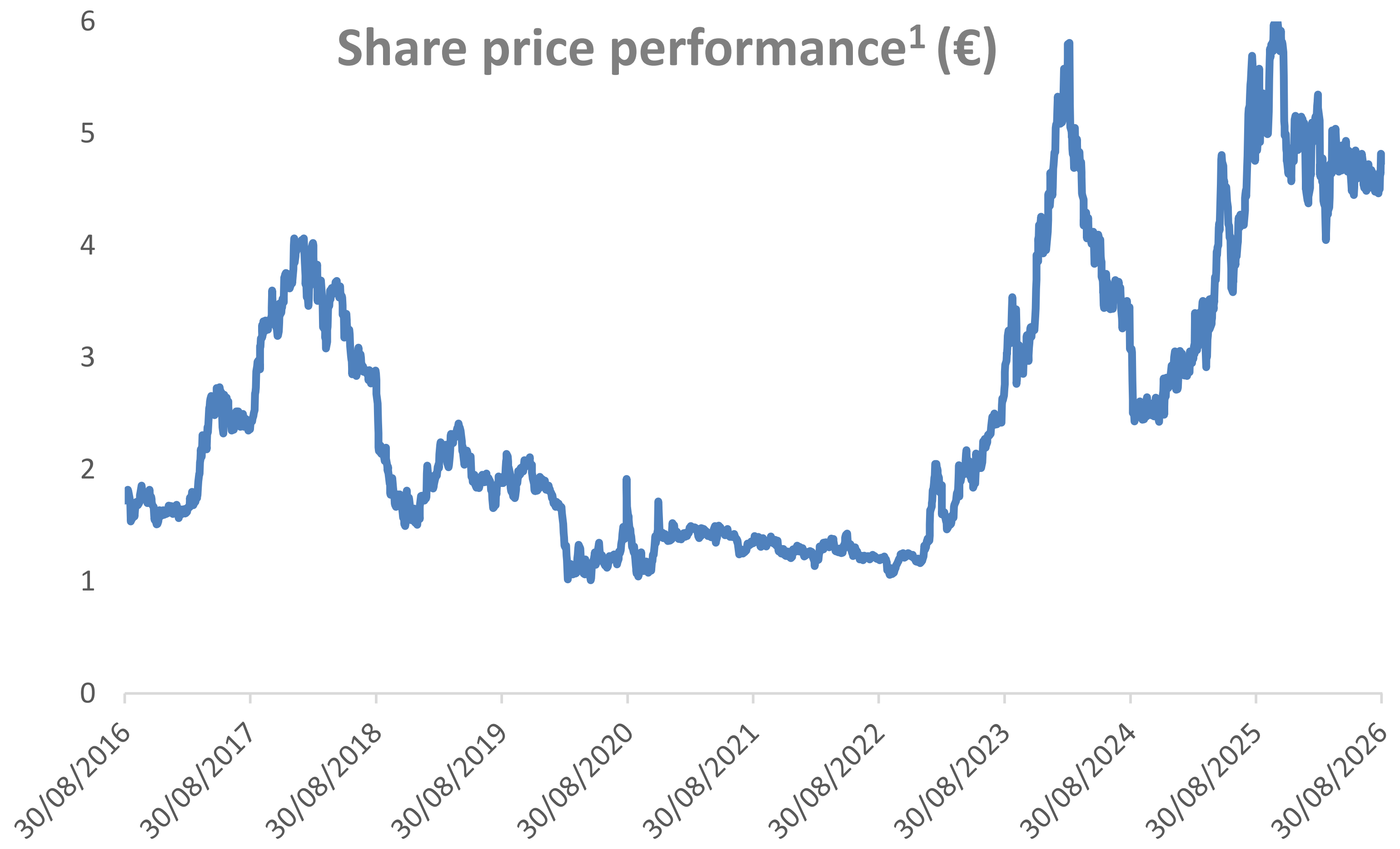
80 YEARS

Listed since 1987

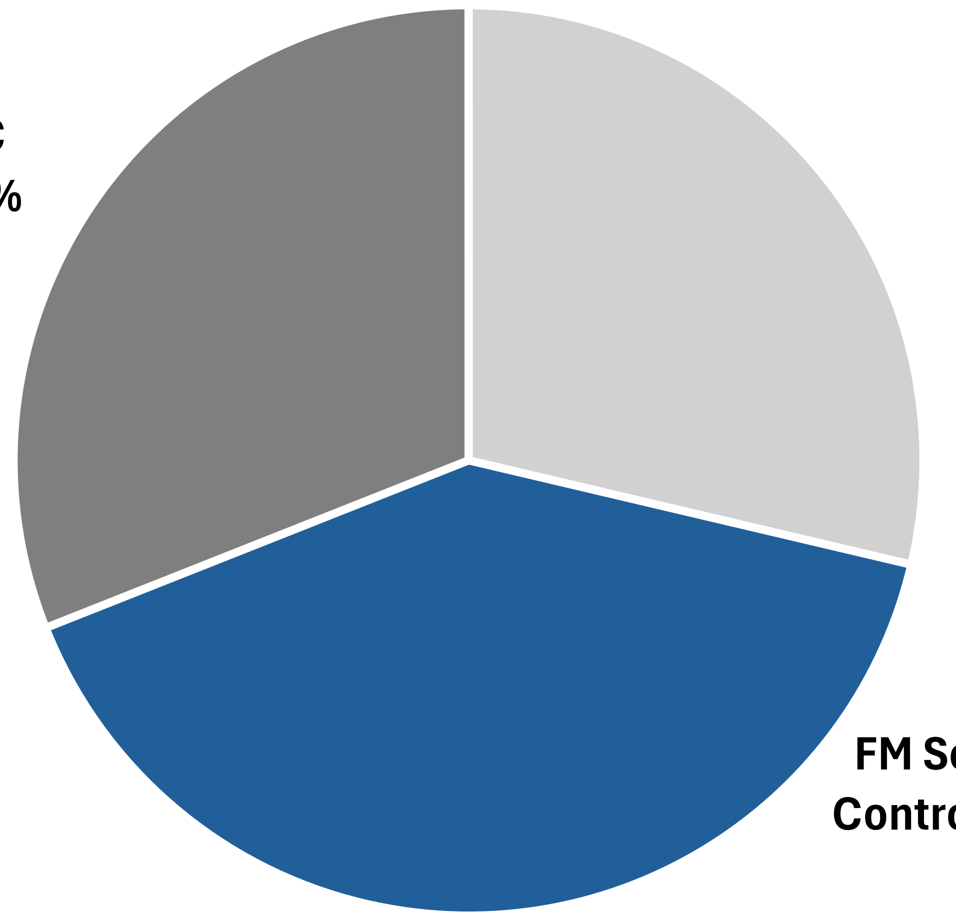
MARKET CAP €1,457 M

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

Share price performance[1] (€)



Shareholder structure[2]



- Mota Family (MGP) has an equity stake of 40.32% and a long-term commitment and fully supports strategy
- Epoch Capital Investments (CCCC) has an equity stake of 31.00% reinforcing the shareholder structure of the company

[1]Source: Bloomberg (31/08/2026).
[2]30/06/2026.

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The financial information presented in this document is not audited for the quarter and half periods and audited for the yearly periods.

MOTA-ENGIL

Europe

Portugal
Spain

Latin America

Mexico
Peru
Brazil
Colombia
Panama
Uruguay

Africa

Angola
Mozambique
Malawi
South Africa
Zimbabwe
Uganda
Rwanda
Guinea-Conakry
Cameroon
Ivory Coast
Kenya
Nigeria
Senegal
Ethiopia
Democratic Republic of Congo

80 YEARS MOTA-ENGIL

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