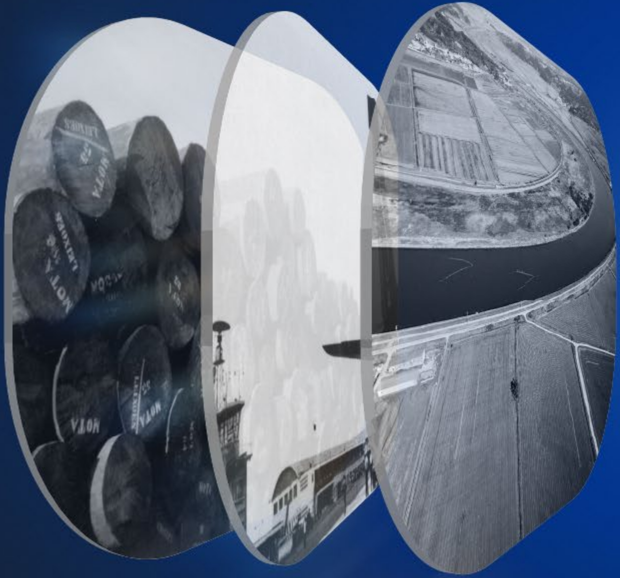


Institutional Presentation

2026

A LEGACY OF INSPIRATION

01

Mota-Engil Group

Profile

An ***international trajectory*** built on ***80 years*** of ***experience***, ***expertise*** and continuous ***innovation***

Founded in 1946 by Manuel António da Mota, the company began operations in Angola, later expanding across the African continent, entering its first international market in 1975, with its move into the Portuguese market;

Between 1977 and 1983, Mota & Companhia carried out one of the largest infrastructure **projects of the 20th century in Portugal**, the Mondego River Channel Regulation Project, which established it as one of Portugal's leading companies in the infrastructure sector;

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

In **1994**, the company took part in **Portugal's first PPP project**, building what was at the time Europe's largest bridge; it now has an extensive track record in infrastructure concessions across Europe, Africa and Latin America;

In **2000**, the Mota family acquired Engil, thereby forming Mota-Engil – a successful example of technical complementarity and integration – and has since become the **leading company in Portugal in the construction and waste management sectors**;

In **2009**, the **Manuel António da Mota Foundation** was established, building on the corporate social responsibility strategy that had been developed since the Group's foundation, in the communities where it operates;

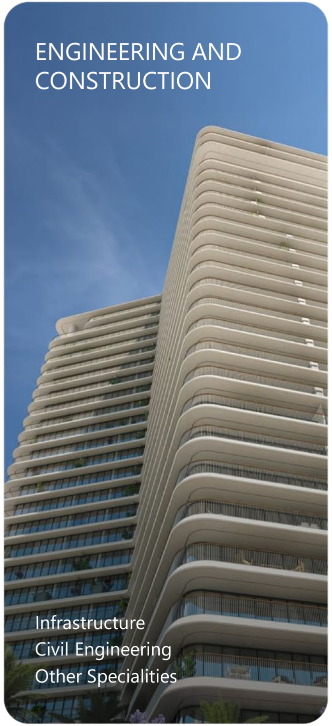
Over the last 15 years, Mota-Engil has identified **Africa and Latin America** as the **main focus areas of its internationalisation strategy, with more than 80 per cent of its turnover (and over 85 per cent of its EBITDA) now generated outside Portugal**;

In **2024 and 2025**, the Group achieved record levels of order book (16 billion euros) and activity, which enabled it to strengthen its position in the international market, securing a place amongst the **10 largest construction companies in Latin America (#2) and Africa (#6 – the top non-Chinese firm), whilst ranking in the European Top 15 (#14)**; it was the 52nd largest construction firm globally according to Deloitte's Global Power of Construction;

In 2026, **the Group unveiled its "Focus 2030" Strategic Plan, setting out ambitious targets for the next five years**;

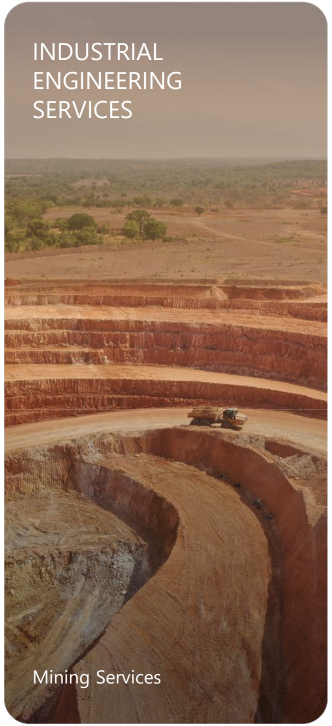
The Group currently has **51,000 people** across 23 countries.

Business Areas



ENGINEERING AND CONSTRUCTION

- Infrastructure
- Civil Engineering
- Other Specialities

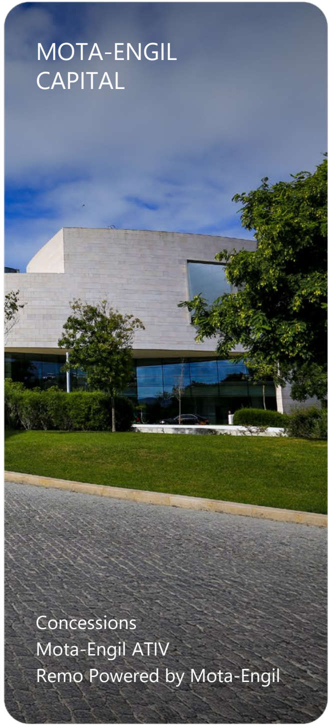


INDUSTRIAL ENGINEERING SERVICES

- Mining Services

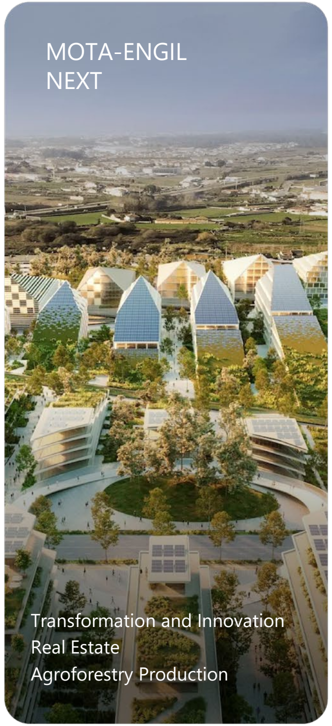
ENVIRONMENT AND ENERGY

- Collection
- Treatment
- Recovery
- Waste-to-Energy
- Generation
- Trading



MOTA-ENGIL CAPITAL

- Concessions
- Mota-Engil ATIV
- Remo Powered by Mota-Engil



MOTA-ENGIL NEXT

- Transformation and Innovation
- Real Estate
- Agroforestry Production

ANOS MOTA-ENGIL

Where we are

3 continents
23 countries

2 EUROPE
Portugal
Spain

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

6 LATIN AMERICA
Mexico
Peru
Brazil
Colombia
Panama
Uruguay

Mota-Engil Recognitions

THE WORLD'S TOP 100
#55 Global Powers of Construction 2025
Deloitte.

TOP 15 IN EUROPE
#12 in the region
THE TOP 250

TOP 10 IN AFRICA
#6 in the region
#1 non-Chinese
THE TOP 250

TOP 3 IN LATIN AMERICA
#3 in the region
THE TOP 250

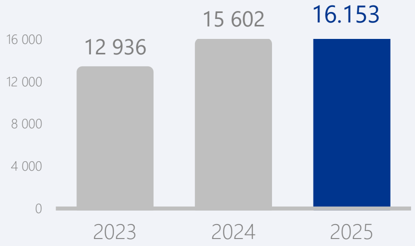
YEARS MOTA-ENGIL

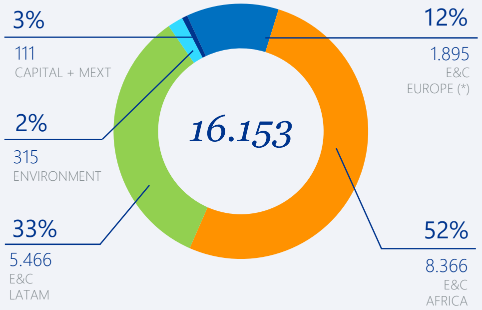
Main Indicators

2025 Financial Information

BACKLOG

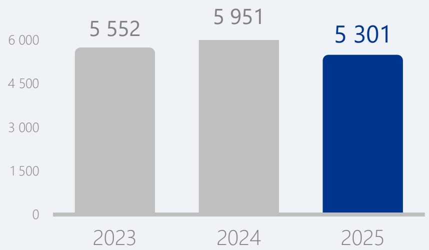
Million euros

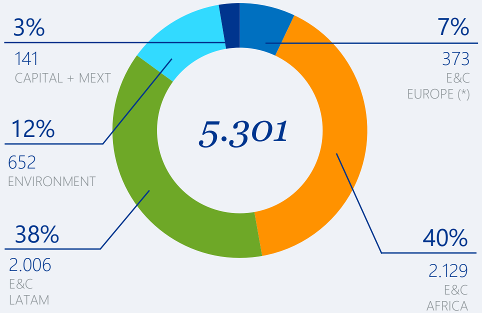




TURNOVER

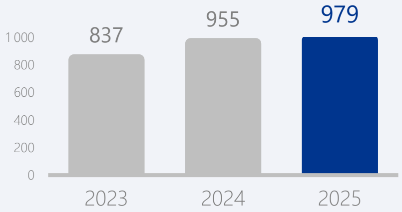
Million euros





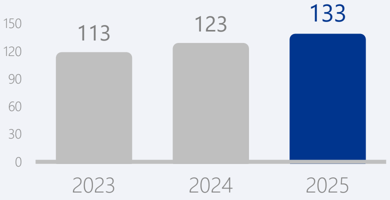
EBITDA

Million euros



NET PROFIT

Million euros



(*) Includes others, eliminations and intra-group.

Mota-Engil SGPS

Capital MarketS and Shareholders

80 YEARS	LISTED SINCE 1987	SHARE CAPITAL 306,775,950 SHARES

Stock Exchange Presence

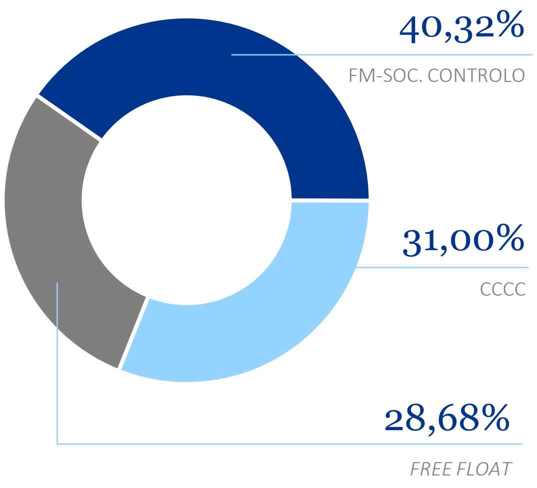
Mota-Engil SGPS is listed on Euronext Lisbon and belongs to the main index of the Portuguese stock exchange (PSI-20), with a share capital of €306,775,950.

With a long-standing presence in the capital markets, the story of Mota-Engil's own incorporation is tied to exchange transactions resulting in a merger between Mota & Companhia and Engil, which gave rise to Mota-Engil, an industry leader in Portugal and a benchmark at European level.

Shareholders

The Mota-Engil Group was founded by the Mota family in 1946; they remain its largest shareholder to this day through FM - Sociedade de Controlo and are committed to the company for the long term.

In 2021, CCCC, a Chinese-based group and one of the world's largest construction companies, joined the shareholder structure with a 32.4% stake, helping to strengthen the Group's capacity to operate on a global scale.



Source: CMVM and Mota-Engil SGPS
Date: 30/04/2026

02

Business Areas

Engineering and Construction

The Mota-Engil Group has carried out construction projects in around 50 countries, demonstrating its technical expertise and building a reputation of excellence, standing out in the construction of a wide range of infrastructure projects.

The Mota-Engil Group has built roads, motorways, airports, ports, dams, buildings, railways, electromechanical works, foundations and geotechnical engineering, mining services, as well as in the construction and maintenance of support platforms for the Oil & Gas segment, among other areas of expertise.

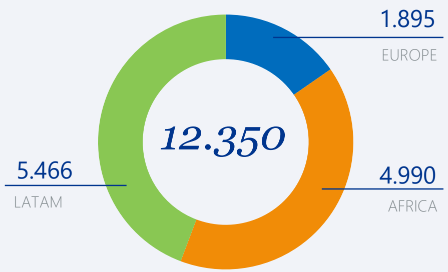
MAIN INDICATORS **2025**

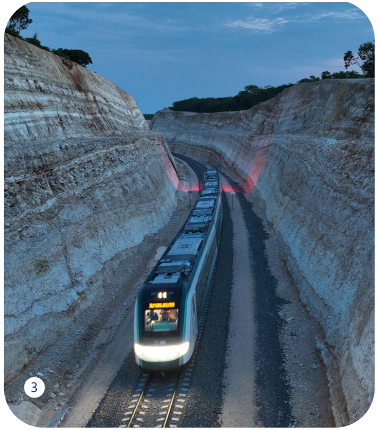
Million euros

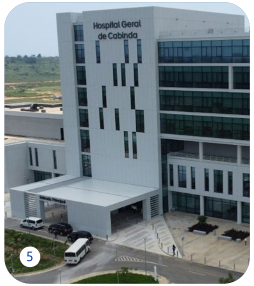
4.508
Turnover

816
EBITDA

Backlog







1 – LUANDA AIRPORT – ANGOLA
2 – LISBON METRO TUNNELS – PORTUGAL
3 – TREN MAYA – MEXICO
4 – LAS BAMBAS DAM – PERU
5 – CABINDA GENERAL HOSPITAL – ANGOLA
6 – NANAY BRIDGE – PERU

Industrial Engineering Services

Industrial Engineering Services are one of Mota-Engil's main drivers of growth, as they build on the group's presence and track record since 1998.

It is this established presence and recognised expertise in Industrial Services, coupled with a proven track record of operating across multiple markets, which constitutes a competitive advantage, that form part of the value proposition Mota-Engil offers its clients through a reliable, long-term partnership with some of the most renowned multinational investors, as evidenced by contracts with an average duration of between 3 and 8 years.

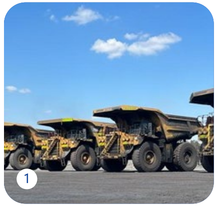
MAIN INDICATORS **2025**

Million euros

724
Turnover

216
EBITDA

- One of the main **drivers of growth** at Mota-Engil
- **Long-term** contracts with long generation cycles
- They have benefited from Mota-Engil's presence and ***track record*** since 1998



	Country	*Raw Materials*
Moatize [1 & 3]	Mozambique	Coal
Gamsberg	South Africa	Zinc
Tri-K [2]	Guinea-Conakry	Gold
Seguela	Ivory Coast	Gold
Lafigué	Ivory Coast	Gold
Boto	Senegal	Gold
Bonikro	Ivory Coast	Gold
Agbaou	Ivory Coast	Gold
Sadiola	Mali	Gold
Kurmuk	Ethiopia	Gold
Amulsar	Armenia	Gold

Environment

The Mota-Engil Group began operating in the environmental sector in 1995 in Portugal through SUMA, in the urban waste management and collection segment, to which it added expertise through EGF, a leading company in waste treatment and recovery, possessing cutting-edge European technology in those segments, as well as in energy production through biogas capture at landfill sites and at its Waste-to-Energy plant.

Internationally, Mota-Engil has been steadily expanding its operations in this sector into markets such as Angola (Vista Waste), Mozambique (Ecolife), Brazil (Suma Brasil), Oman (Ecovision), and Ivory Coast (Eco Eburnie and Clean Eburnie), with the aim of continuing to develop its business, thereby contributing to a world that is better prepared for future generations.

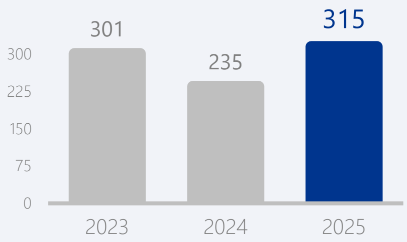
MAIN INDICATORS **2025**

Million euros

652
Turnover

147
EBITDA

Backlog



1 – ECOVISION - OMAN
2 – SUMA BRASIL – BRAZIL
3 – WASTE-TO-ENERGY PLANT - PORTUGAL
4 – ECOEBURNIE – IVORY COAST
5 – CLEAN EBURNIE – IVORY COAST
6 – SUMA - PORTUGAL

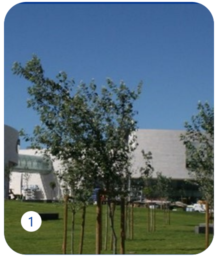
Mota-Engil Capital

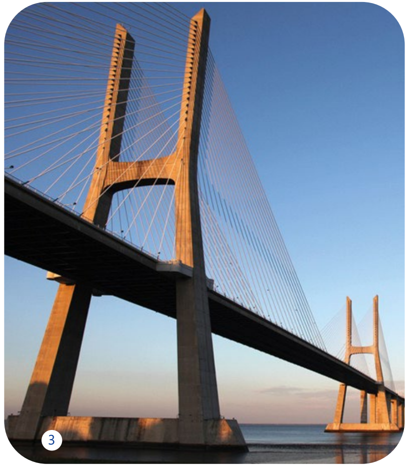
Mota-Engil Capital is a business unit whose aim is to drive value creation for the Group through investment diversification, supported by the integrated management of a range of assets and projects that complement the Engineering and Construction and Environment segments, working in close collaboration with the Group's core businesses.

With this strategic vision, Mota-Engil Capital's portfolio focuses on:

- **Management of Transport Concessions**, as well as their operation and maintenance (through Mota-Engil Concessions and Lineas), continuing a 25-year track record in concession management;

- Innovative business areas related to **Energy and Mobility** (through Remo), as well as **Asset Management** (through Mota-Engil ATIV), which focuses on the provision of specialised technical services, notably through buildings, industry and water-infrastructure maintenance, as well as the design, management, construction and maintenance of outdoor spaces, whose sustained growth has led to its recognition for creating value in the landscaping industry.





1 – ME ATIV LANDSCAPING – PORTUGAL
2 – ME ATIV MAINTENANCE – PORTUGAL
3 – LUSOPONTE CONCESSIONS – PORTUGAL
4 – ZAMBEZE ROAD CONCESSIONS - MOZAMBIQUE
5 – REMO ELECTRIC CHARGING - PORTUGAL

Mota-Engil Next

With the aim of bolstering investment in **Innovation** and acting as a catalyst for the Group's global **Transformation**, Mota-Engil Next (MEXT) was established. It seeks to strengthen and secure new long-term competitive advantages, paving the way for a prosperous and sustainable future for Mota-Engil, for the planet and for future generations.

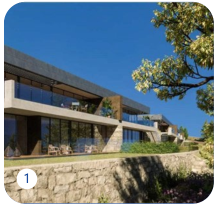
As a sub-holding company, **MEXT** has executive responsibility for a group of subsidiaries operating in a range of different sectors, such as:

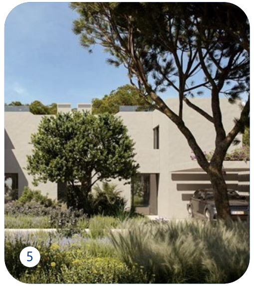
- **Real Estate**, through **Emerge**;
- **Agroforestry Production**, through **Mamaland**; and
- **Mining**, through **LGM**.

To achieve these objectives:

MEXT fosters collaboration within the group, between companies and employees, and with external organisations, universities, clusters and start-ups, with the aim of "inspiring, challenging and empowering everyone to use their creativity and expertise, through collaboration, to help build the Mota-Engil of the future and a better world."

With a focus on fulfilling its purpose, MEXT's organisational structure is divided into the following corporate areas: Transformation Workshop, Innovation Lab, Investment Workshop, Communications (Creative Lab) and Business.





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

80 YEARS MOTA-ENGIL

Energy

Generation

Started in October 2015

	Technology	*Installed Capacity*	*Business Model*
EGF	*Waste-to-Energy* Incineration Biogas Organic Recovery	100 MW	Market sales under a feed-in tariff
FENIX	4 hydropower plants 10 mini-hydropower plants Jorge Luque Thermal Power Plant (Gas)	279 MW Under development towards 1,660 MW	Sales on the spot market and Fenix trading activity (supplier)

Trading

Started in March 2018

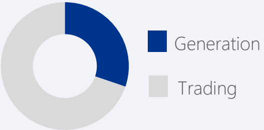
Energy/Capacity/CEL/iRec1 Supply in the Mexican Electricity Market

Currently has three PPAs in operation, totalling 150 MW (965 GWh/year), the most significant of which is the 20-year PPA contracted with Mexico City.

MAIN INDICATORS 2025

Million euros

197
Turnover



3
EBITDA

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

Concession Portfolio

Mota-Engil has a long history of experience, underpinned by specialist know-how that has been built up in Portugal since 1994 and has since been expanded into international markets and various sectors, such as motorways, bridges, airports, railways, hospitals and landfill sites.

	Country	Km	% Mota-Engil	Maturity
Lusoponte*	Portugal	20	30.3 %	2030
Douro Interior*	Portugal	242	48.5 %	2037
Zambeze Roads	Mozambique	701	95.0 %	2041
Lisboa Oriental Hospital	Portugal		50,0%	2054
Avan Norte – High-Speed Railway Porto-Oiã	Portugal	71	42.7%	2055
Lobito Railway Corridor + Mineral Port	Angola	1.300	50,0%	2052
Kenya Annuity Roads Lot 15	Kenya	45	18.2 %	2032
Kenya Annuity Roads Lot 18	Kenya	35	18.2 %	2032
Abduja and Kano Airports	Nigeria		49.0%	2049
Motorway Urbana Siervo de la Nación	Mexico	15	14.8 %	2072
Cambao – Manizales	Colombia	256	45.6 %	2049
APP Coatzacoalcos – Villahermosa	Mexico	134	19.4 %	2027
APP Tamaulipas – Tampico	Mexico	226	24.0 %	2029
Motorway Cuapiaxtla – Cuacnopalan	Mexico	64	33.9 %	2051
Motorway Tultepec – Pirámides	Mexico	27	51.0 %	2050
Motorway Urbana Conexión Oriente	Mexico	7	25.5 %	2052
CMRO Nayarit	Mexico	55	51.0 %	2032
Mota-Engil Airports	Mexico		51.0 %	2070
Azpau Entretenimiento	Mexico		50.8 %	2052
Bordo Poniente	Mexico		25.5 %	2041
Jorge Luque	Mexico		46.4 %	2042

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

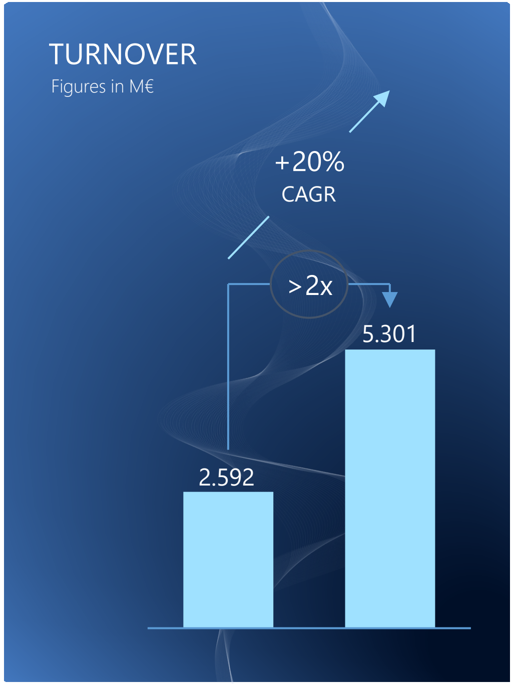
MOTA-ENGIL

FOCUS 2030

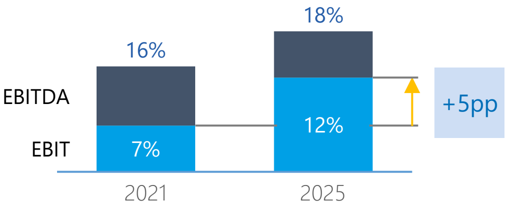
LEGACY. FORWARD.

Strategic Plan 2026-2030

In the last financial year, **we doubled our turnover** whilst simultaneously improving profitability and strengthening our balance sheet

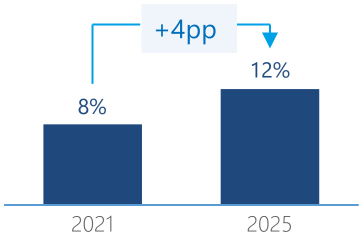


EBITDA and EBIT margins



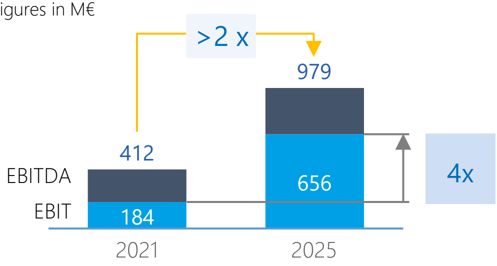
SOLVENCY RATIO

(equity/assets)



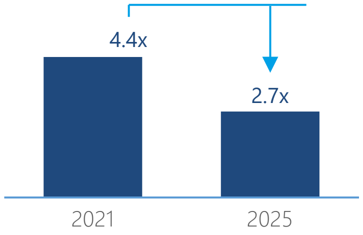
EBITDA and EBIT

Figures in M€



NET DEBT / EBITDA

incl. LFC



Focus 2030 is based on three strategic priorities

A

Growth

To consolidate our leadership in our core E&C markets

- Selective participation in tenders for attractive projects
- Strengthening local partnerships in core markets
- Maintaining high profitability and excellence in execution

B

Diversification

Maximize the value of our synergistic businesses

- Capturing the next wave of growth in synergistic platforms
- Disciplined capital allocation aligned with the strategic fit
- Capturing cross-selling opportunities and efficiency gains through operational integration

C

Financial Discipline

Improve cash conversion and strengthening the balance sheet

- Focus on cash generation and liquidity resilience
- Strengthen equity through disciplined debt management and strategic partnerships
- Attractive returns for shareholders

Leverage the key **enablers** in **technology, people, innovation and operational efficiency**

With **sustainability** embedded in all our strategic priorities

80 YEARS MOTA-ENGIL

We have built a more **diversified** and **resilient** business model

E&C

DRIVER OF GROWTH

Design and delivery of **bespoke, complex and large-scale infrastructure solutions,** particularly in the **rail, road, port and airport sectors,** with a strong presence in **Portugal, Africa and Latin America**

CONCESSIONS

LONG-TERM VALUE CREATION

Development and operation of long-term infrastructure concessions, generating recurring cash flows in the **core E&C markets**

NATURAL RESOURCES

HIGH-MARGIN CONTRACTS

MINING

Open-cast contract mining, including **extraction and handling of materials** for mining operators in **Africa**, under **long-term contracts**

INDUSTRIAL

Maintenance and decommissioning of oil and gas assets in Brazil, with expansion into **Africa, and EPC3 for industrial assets in Mexico**

CIRCULARITY

RECURRING CASH FLOWS

ENVIRONMENT

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

ENERGY

Recent expansion into **waste-to-energy and renewable energy generation solutions,** building on existing capabilities and footprint

NATURE RESTORATION

A recently launched business, leveraging forestry assets

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

Strategic levers

- Growth financed through equity partnerships and structured finance
- A structural increase in cash conversion, achieved through stricter control of working capital
- Disciplined capital allocation and active capital recycling
- A clear and sustainable model for shareholder remuneration

2030 TARGETS

~9Mm€
Turnover
>10% CAGR
2026-2030

≥ 18%
EBITDA margin

≥ 25%
FCF / EBITDA
('26-'30)

7%
CAPEX / Turnover
('26-'30)

≤ 2,0x
Net debt incl. LFC / EBITDA

≥ 18%
Solvency ratio

≥ 4%
Net profit

30-50%
Payout ratio

04

Engineering Portfolio

Our Projects

Toromocho Tailings Dam | PE

Platinum Building | MZ

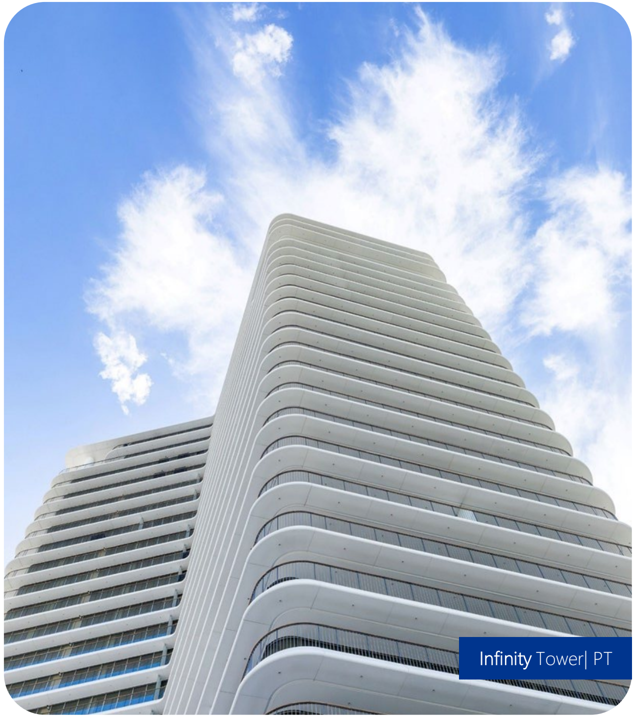
Vasco da Gama Bridge | PT

Tren Maya | MX

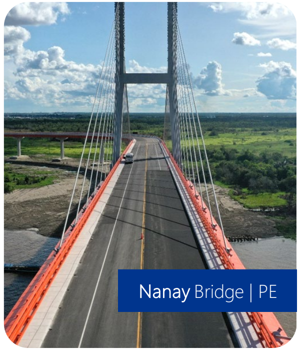
Nacala Corridor | MW

Alto Lindoso Dam | PT

Our Projects



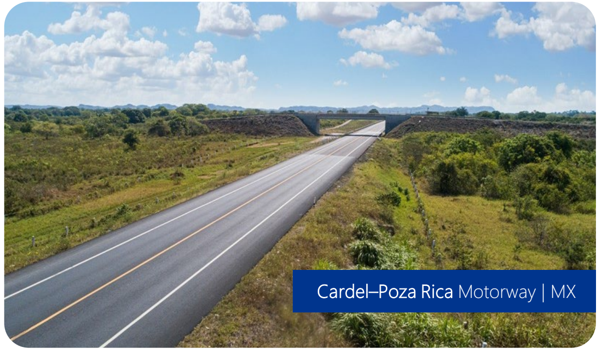
Infinity Tower| PT



Nanay Bridge | PE

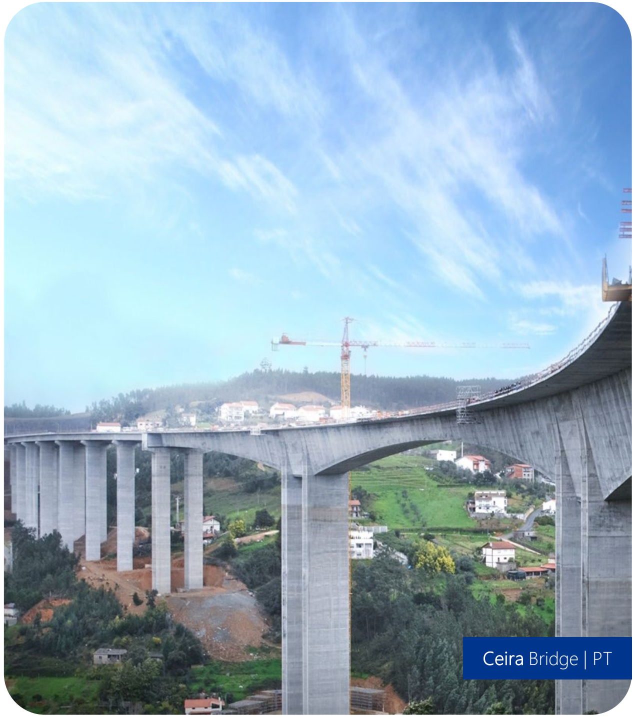
Perote–Xalapa Motorway | MX

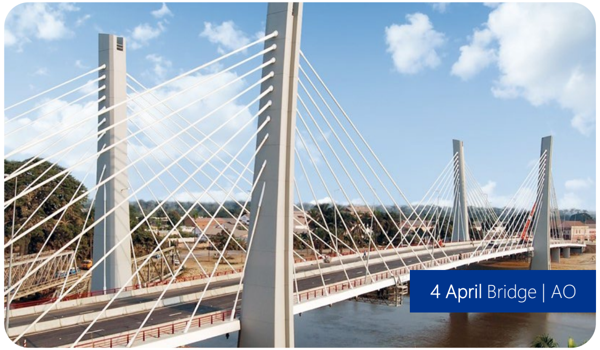
Cabinda General Hospital | AO



Cardel–Poza Rica Motorway | MX

Our Projects

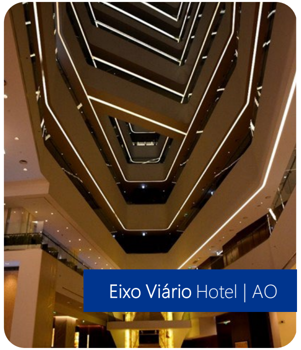




Our Projects

Champalimaud Centre | PT

Luanda Bay | AO



Eixo Viário Hotel | AO

EDP Headquarters | PT

Calueque Dam | AO

Bouaké Stadium | CI

05

Manuel António da Mota Foundation

FUNDAÇÃO MANUEL ANTÓNIO DA MOTA

80 YEARS MOTA-ENGIL

Manuel António da Mota Foundation

In every action, **a shared future**

We believe in the benefits of an ethical, socially and environmentally responsible management model. To this end, we are committed to sustainable growth, respecting the well-being of future generations, implementing eco-efficiency standards and contributing to the development of the community around us.

This is our strength.

The Foundation honours the name of the Group's founder and has Mota-Engil as its sole patron.

An important instrument of the social responsibility policy – as an organised and systematic expression of ethical and socially committed management – the Foundation acts in the name of active and participatory corporate citizenship, through which the Mota-Engil Group aims to contribute to the communities in which it operates, particularly in the social, cultural, educational, training and environmental spheres.

Social Development

Education

Culture

Environment

International

Mota-Engil Community

Manuel António da Mota Prize

80 YEARS MOTA-ENGIL

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