



MOTAENGIL

BUILDING 26

*For a sustainable
future*

Strategic Plan 2022-2026

November 2021

Agenda

MOTAENGIL

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& Strategy*

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We are a leading integrated engineering Group entering in a new cycle of sustainable development



We are a leading integrated engineering Group

One of the largest players in the industry

Top 100 worldwide and Top 30 Europe¹

International footprint & Diversified portfolio

Combining mature and growth markets (Europe, Africa and Latam)
with a diversified experience beyond Construction

Consolidated market position

Strong resilience during adverse economic periods (e.g.,
+1,3 p.p. EBITDA Mg in 2020 - COVID-19)



We are at the beginning of a new cycle

Shareholder strength and cohesion

Two strategic shareholders - Mota Family² and CCCC³ - as driving
forces of the new cycle

New business opportunities in our core Regions

Global trends impacting demands of society (Climate Change,
Urbanization, Population Growth) and Economic Recovery plans,
resulting in new business opportunities

1. Source: Global Powers of Construction 2020 report - #76 Global Construction player
2. FM Sociedade de Controlo, SGPS, SA; 3. China Communications Construction Co., Ltd.

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01

Ambition & Strategy

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



*Integrated engineering
Group with a unique
international footprint,
focused on a sustainable
growth model for each
business*

Integrated Group

with increasing contribution
from long-cycle businesses¹

% of Group's EBITDA: **45%**
E&C | 55% NON-E&C

Balanced Footprint²

and increase of markets scale

% of turnover: 1/3 each Region
> 200M€ turnover per core market³

Sustainability

at the core of our strategy

Recognized by sustainability indices

Focused on cash generation

across the businesses

**18% Group's EBITDA mg with an improved
cash conversion**

Accountability & Profitability

of each business

3% Group's Net Profit

Strengthened balance sheet

committed towards maintaining
a sustainable leverage

< 2x Group ND / EBITDA

1. Long-term contracting and investment businesses – Environment, Infrastructure Concessions, Industrial Engineering Services
2. Combining developed and growing markets – Europe, Africa and Latam
3. Multi-business turnover (consolidated)

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



Strategic axes



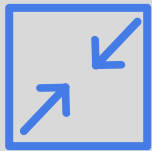
Greater focus on Profitability in Engineering and Construction

*Increasing concentration of resources on core markets (larger scale)
to achieve higher levels of profitability*



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

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



Cross-Group Efficiency Program

*Reinforcing synergies and efficiency enabled by global
operating platforms*



New path towards Sustainability and Innovation

*Increasing efforts towards sustainability and innovation
across all businesses*



Debt optimization and diversification

*Improving financial sustainability and aligning debt
levels with businesses profiles*



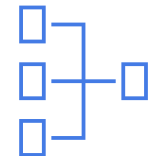
Greater focus on Profitability in Engineering and Construction



***Focus on core E&C
markets with larger
scale and relevance***



***Closely monitor markets
with strategic interest
as a complement to the
core markets***

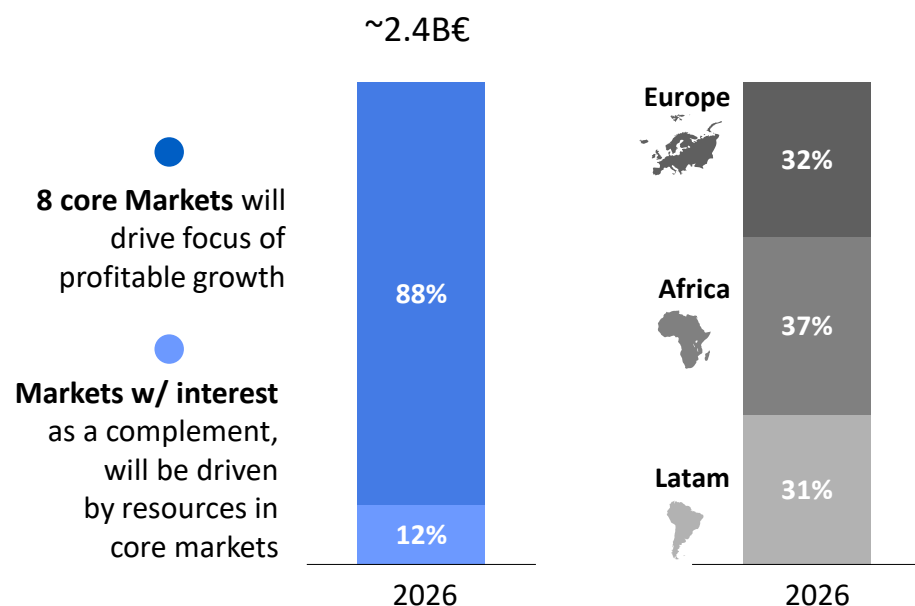


***More selective
and restrictive
on opportunistic
markets and projects***

We will increase focus on core markets to achieve a higher profitability in E&C

Core markets will drive our focus and maintain our geographic balance...

Share of E&C revenue (%)



... therefore, reducing complexity to improve sales and profitability

Less complexity

As result of focus on core markets with scale and know-how which allows less dispersion of resources

2020

29

Individual markets

2026

11

Hubs¹

Larger scale per market

As result of better market coordination (within each region) to target larger projects

avg. revenue/market

53 M€

3x

~150 M€

Improved profitability

As result of more efficiency and larger projects, sustaining a benchmarking position within the industry

E&C EBITDA mg.

11%

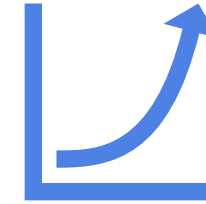
13%

Balanced and more robust footprint founded on core markets that will drive profitable growth

Higher concentration of resources (commercial and operations) and support services improves efficiency and capacity to successfully target larger EPC projects

Top performer in E&C operating profitability within the industry and a rigorous, across-the board, Project Risk Management Framework

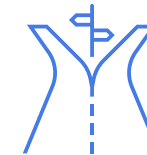
1. Hubs – includes core markets and aggregations of markets with interest



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



***Keep growing
Environment
as a key strategic
business (green
business line)***



***Capture value potential
of Infra Concessions
portfolio and optimize
capital allocation***

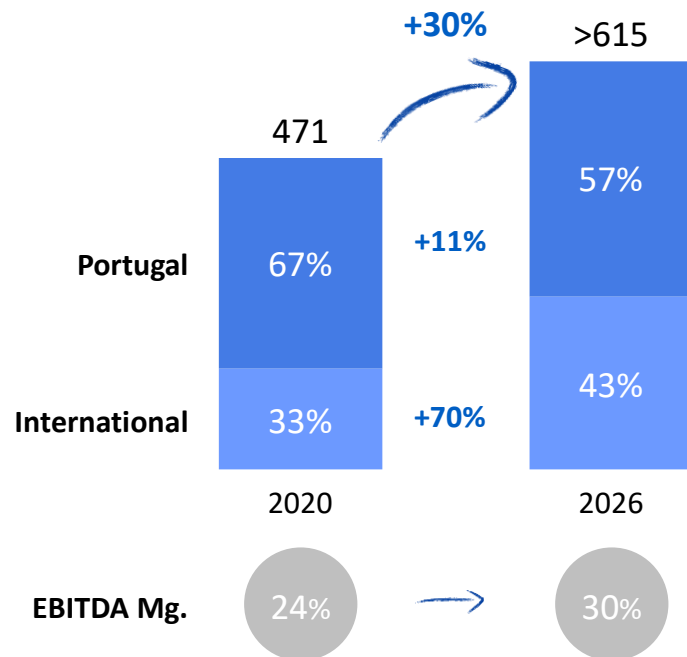


***Accelerate growth in
Industrial Engineering
Services leveraging
on Group's footprint***

We will concentrate our global Environment business in a new Business Unit with the aim of accelerating international growth

Leading position in Portugal and accelerated growth in international markets...

Environment revenue (M€) and share (%)



Leading position across the waste management value chain



Collection



Industrial



Treatment

...through the deployment of five levers

Portugal



Restructure Urban Services²



Broaden the industrial segment offering



Unlock financial & economic value of Treatment³

International



Consolidate position in current markets



Invest in new international projects

Environment as a core non-E&C business, key to achieve Group's ambition for sustainability

Growth focused on new international projects, leveraging group's know-how across the waste management value chain, proven capacity to capitalize geographic presence as well as relations with local entities and synergies with the new shareholder

1. Within the privatized market

2. Review and renewal of contract portfolio of municipal services; and development of a commercial approach for Bio-Waste

3. EGF - Urban waste treatment (regulated)

We will build a new portfolio of Concessions leveraging our track record and key competencies

New portfolio of concessions with growth opportunities ...

concessions; Asset¹ value split² (B€)



52% ME's average equity share in concessions³

2.4 B€ Cash stream from current portfolio⁴

EBITDA | 2020
Consolidated vs
Proportional⁵



... to be further developed considering three levers

Track record
in road
concessions

Group's broad experience on developing road concessions – past portfolio of more than 12B€ in assets

Integrated
concessions
lifecycle
management

Focused on greenfield development - full value capture of construction & concession integrated view

Regions where ME has strong presence with **multiple opportunities** (e.g. Latam)

Asset
management
competencies

O&M and asset rotation (more mature concessions) **to increase cash generation** and funding capacity for new greenfield opportunities

New Concessions management model allows to extract more **value** leveraging the group's engineering capabilities

Focused BU (ME Capital) to manage concessions O&M, and manage the asset rotation strategy

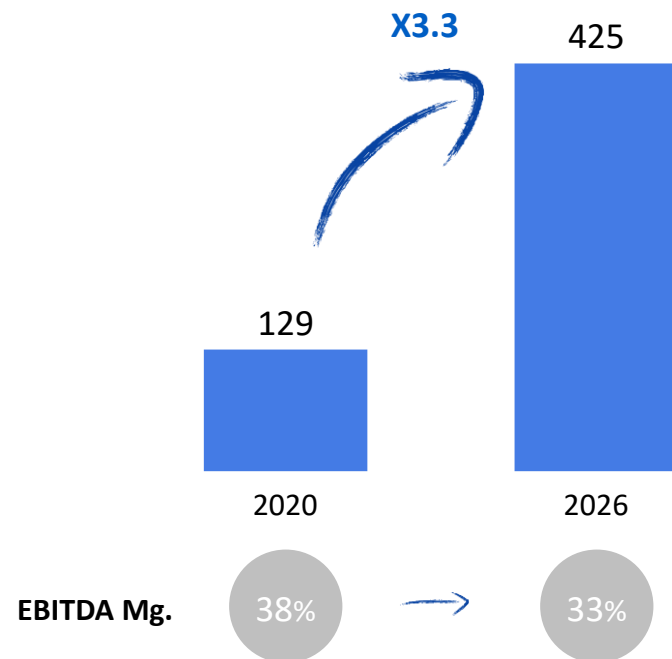
Maintain divestments of assets/businesses with reduced size and without strategic fit

1. Only road concessions were included
2. Split according to road concessions stage in its full lifecycle
3. Share weighted by total investment
4. Proportional to ME equity position, until maturity of current concessions
5. Proportional to Asset value measured as Mota-Engil's equity share in total concession investment

We will step up growth in Industrial Engineering Services by capitalizing on our markets footprint

Industrial Engineering Services¹ will be one of our main growth drivers...

Industrial Services revenue (M€)



... by capitalizing on group's footprint and recent track record

Footprint in Regions with opportunities

Continental footprint with capacity to mobilize resources and operate in multiple markets – key for industries with private players with activity in several countries (e.g. commodities)

Strong track record

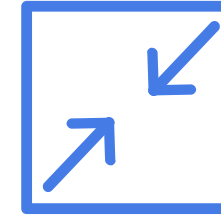
Established relationships with large private players with multiple activities in Africa (e.g. Contract Mining)

Experience in Industrial Services in Africa and ME's proven capacity to operate in multiple markets as key elements in our value proposition

Industrial Engineering Services growth leveraging on E&C positioning in Africa

Stepped-up growth contributing to the increase share of long-cycle cash generation businesses in the Group

1. Industrial Engineering Services (e.g. Contract Mining) – part of client's production chain; long term agreements with higher capex but more controlled risk



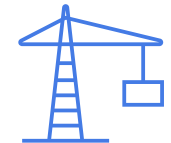
Cross-group Efficiency Program to keep driving efficiency



***Reduce operational
costs within the
Group***



***Continue to improve
Working Capital
to increase cashflow
generation***

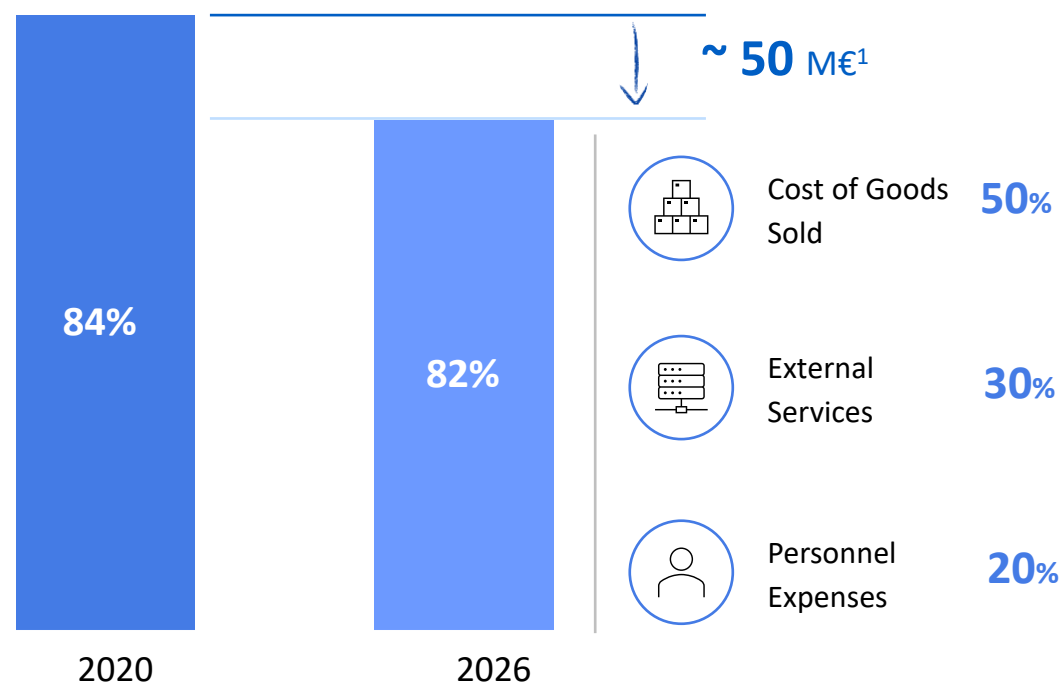


***CAPEX consistent
with growth and
capital allocation***

We will keep improving operational efficiency across the group

We are committed to improve operational efficiency with an Opex reduction target...

Opex/Revenues (%)



1. Considering 2020 as the cost baseline

... through a groupwide cost efficiency program

Maintain cost reduction discipline with efficiency targets in each business

Improve our procurement model, allowing synergies and best practices sharing within Business Units

Streamline our organizational structure, for increased efficiency and speed

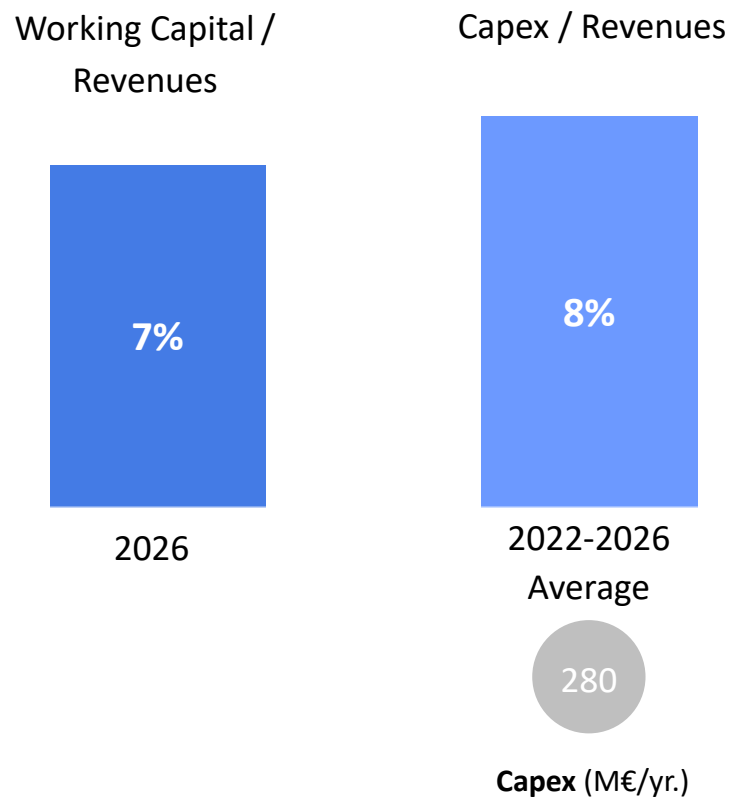
COVID has allowed to improve efficiency that should be sustained and accelerated on the coming years

Operational efficiency improvement target to be retained in margin improvement

Global Service Platforms to capitalize on best practices from ME projects and capture further efficiencies

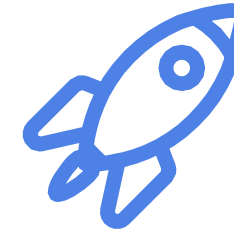
We will optimize Working Capital and CAPEX fully aligned with our growth path

We are targeting a working capital reduction and optimization of CAPEX intensity despite of Non-E&C businesses growth



Introducing standardized processes for Working Capital and CapEx management leveraging best practices from our core markets

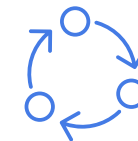
Reinforcing Working Capital and Capex targets across the businesses to further improve discipline on capital allocation and cash generation



New path towards Sustainability and Innovation



Make sustainability a top priority, committing to SDG¹ targets & increasing visibility of efforts








Implement a structured innovation process, optimizing capital utilization

1. SDG – Sustainable Development Goals

We are highly committed to UN's SDGs and make sustainability as top priority

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

SDGs in focus and key targets (Base year 2020)

	40%	Reduction of GHG emissions (scope 1, 2 and 3) vs 2020	2030
	80%	Valorized waste ¹ (%)	2030
	50%	Reduction in accident incidence rate in projects	2026
	30%	Women recruited or promoted as managers	2026
	25M€	Cumulative Investment in Innovation 22-26	2026

Group committed to achieve carbon neutrality by 2050

...supported by sustainability strategic directions

Act for climate - Introduce principles of circularity in all businesses, higher renewable energy sourcing, and shift to new sustainable business solutions

Inspire progress - Align decision-making and performance measurement to ESG dimensions

Foster wellbeing and equality - Increase programs and campaigns to improve occupational health and safety, and promote gender equality in management positions, work-life balance and women education

Accelerate innovation - Increase efforts focused on transforming current businesses and creating new sustainable business models

Empower local communities - Support social, educational, environmental and cultural causes, adapted to the context and needs of the regions in which we are present

Strong commitment towards sustainability, aligning its sustainability strategy to SDGs since 2018

New Sustainability Corporate Unit to further develop competences and guidelines within the group

Ambition to attain top sustainability position, in rankings, ratings and indices

1. Includes preparation for reuse (checking, cleaning, or repairing operations), recycling and other recovery operations (in the context of waste reporting, recovery operations do not include energy recovery)

We will further scale innovation groupwide grounded on 3 types of initiatives

3 innovation initiatives to be developed...



Innovation to transform core businesses and promote non-E&C businesses



INNOVATION HUB

New interface with Business Units

Prioritize and monitor innovation projects to ensure value capture



PARTNER ECOSYSTEM

Screen for partners with relevant capabilities (e.g., universities, startups, research centers)

Collaborate with partners to pilot solutions, technological developments and business models



CORPORATE VENTURING

Identify and invest in high potential **startups**

Incubate startups by providing them with mentoring & training & ability to test solutions in a real-world environment

Commitment to increase dedicated funds for innovation - 25M€ for new greenfield projects in the next 5 years

New sources of innovation funding such as partners and leveraging EU funds



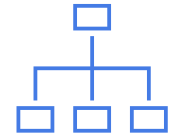
Debt optimization and diversification



Reduce leverage
improving debt
ratios
(ND/ EBITDA)



Optimize debt
maturity and cost

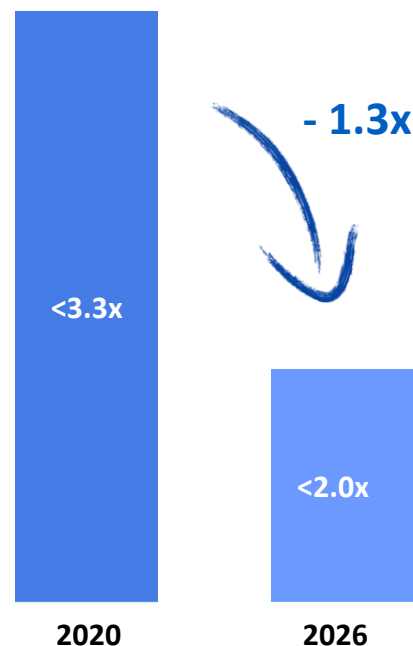


Diversify sources of
finance and decrease
the dependence on
current sources

We will strengthen our balance sheet to enable strong value creation for our stakeholders

We are committed to reduce our financial leverage ...

Net Debt / EBITDA



... and ensure a debt structure and maturity aligned with the businesses' profiles



Align debt levels with the Group's business development – lower financial leverage in E&C (target Net Debt/EBITDA < 1x); higher financial leverage in Non-E&C (target Net Debt/EBITDA < 3x)



Adjust gearing to each business lifecycle considering respective market value, financing options and risk profile – short-cycle investments (E&C) vs long-cycle investments (Non-E&C)



Monitor Group's cash flow generation improvement, either reinforcing group's equity position in strategic businesses or considering the sale of non-strategic assets

Commitment to reduce overall leverage in the forthcoming years, while optimizing debt maturity

Ambition to diversify funding sources and optimize cost of debt

Our strategic development will benefit from a close cooperation between ME and CCCC to unlock further synergies



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Synergies across the 5 strategic axes



Greater focus on Profitability in Engineering and Construction

Commercial cooperation towards markets
Joint Ventures in specific markets



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

Joint investments in International markets - to accelerate Environment international growth



Cross-Group Efficiency Program

Collaboration on procurement – joint assessment of strategic procurement categories



New path towards Sustainability & Innovation

Joint investments in innovation – applied innovation and corporate venturing



Debt optimization and diversification

New financing sources to diversify debt, reduce cost and increase maturity

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02

New Organization

We will ground our Organization & Governance on 5 guiding principles



LEAN CORPORATION

Leaner and integrated functions to enable greater efficiency and agility



GLOBAL PLATFORMS

Cross-geography and cross-business support CoEs¹ to enable synergies (best practices and resource allocation)



BUSINESS ACCOUNTABILITY

Business Units accountability to capture each business potential value and promote entrepreneurial spirit



GLOBAL AND LOCAL

Combining Regional and Business perspectives to profit from markets know-how and position while ensuring focus on each business development



FUTURE DRIVEN

Sustainability & Innovation embedded in the future Group and business decisions

We will evolve into a new organization model combining Group guidance and supervision with dedicated Business Units



Holding

Corporate Units

CORPORATE
UNITS

Leaner structure to support Groups' strategic and financial guidance and policies

Global Platforms

SHARED
SERVICES (MESP)

TECHNICAL
SERVICES (METS)

Service platforms, reinforced and extended to enhance synergies and efficiency cross-Group

Business Units

Regions & Businesses

E&C

EUROPE

AFRICA

LATAM

Focus on growth and optimization of the E&C business, ensured by 3 Regional structures¹

Non-E&C

ENVIRONMENT

CAPITAL

MARTIFER

Verticalization of strategic businesses to increase stand-alone visibility and capture each business potential value

GROUP
FUNCTIONS

ENTERPRISE GLOBAL
PLATFORMS

E&C BUSINESS
UNITS

NON-E&C BUSINESS
UNITS

STRATEGIC
INVESTMENT

1. Industrial Engineering Services managed by the Regional Business Units

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03

*Group & Business
Financials*

Group with a sustainable profitable growth, while improving its balance sheet

Group financials

	2020	2026	
REVENUES <i>M€</i>	2,429	3,810	↑ +8% CAGR 20-26
EBITDA & EBITDA MG <i>M€, %</i>	380 16%	670 18%	↑ +10% CAGR 20-26
NET INCOME <i>M€, %</i>	-20 -	105 3%	↑ +125 M€ 20 vs. 26
CAPEX <i>M€, (Avg. 17-20 vs 22-26)</i>	170 (206)	260 (280)	↑ +90 M€ 20 vs. 26
FCF¹ <i>M€, (Avg. 17-20 vs 22-26)</i>	230 (168)	355 (195)	↑ +125 M€ 20 vs. 26
ND / EBITDA <i>Multiple</i>	3.3x	1.9x	↓ - 1.4x 20 vs. 26
EQUITY RATIO^{2,3} <i>%</i>	4%	15%	↑ +11 p.p. 20 vs. 26

1. Includes EBITDA, taxes, ΔWC, Operational and Financial Capex, and Changes in m/I term balances

2. Equity over assets; 3. Assumes an average payout ratio of 50% (Dividends/Net Income)

Our businesses portfolio will evolve towards an increasing contribution of long-term and stable cash generation



1. Others include Energy, Mobility, O&M and Real Estate

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“Backlog” means the amount of contracts awarded to be executed at the exchange rate of the reference date;

“CAPEX” means the algebraic sum of the increases and disposals of tangible assets, intangible assets and rights of use assets occurred in the period ;

“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”, “Other operating income / (expenses)”;

“EBITDA margin” or “(EBITDA Mg)” means the ratio between EBITDA and “Sales and services rendered”;

“Equity ratio” means the ratio between “Total shareholders’ Equity” and “Total Assets”;

“FCF” ou “Free Cash Flow” corresponds to the changes between periods of Net debt added by the amount of dividends paid and the algebraic sum of the following captions of the consolidated income statement by natures: “Financial income and gains” and “Financial costs and losses”;

“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”, “Cash and cash equivalents with recourse – Term deposits”, “Other financial investments recorded at amortised cost”, “Loans without recourse” and “Loans with recourse”;

“Net income” or “net profit” corresponds to the caption of the consolidated income statement by natures of “Consolidated net profit of the year - Attributable to the Group”;

“Net profit margin” means the ratio between “Consolidated net profit of the year - Attributable to the Group” and “Sales and services rendered”;

“OPEX” corresponds to the algebraic sum of the following captions of the consolidated income statement by natures: “Cost of goods sold, materials consumed and Changes in production”, “Third-party supplies and services”, “Wages and salaries” and “Other operating / (expenses)”;

“Turnover” or “Revenue(s)” or “Sales” corresponds to the caption of the consolidated income statement by natures of “Sales and services rendered”;

“Working Capital” or “WC” corresponds to the algebraic sum of the following captions of the consolidated statement of financial position: “Deferred tax assets”, “Inventories”, “Customers and other debtors - Current”, “Contract assets - Current”, “Other current assets”, “Corporate income tax” and “Deferred tax liabilities”, “Derivative financial instruments – Current”; “Suppliers and sundry creditors – Current”, “Contract liabilities - Current”, “Other current liabilities”, “Corporate income tax”.

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