

A futuristic architectural rendering of a city. The scene features tall, slender buildings with extensive vertical gardens and lush greenery. Curved, elevated walkways and bridges connect different levels of the city. In the foreground, a large, dark, reflective pool mirrors the surrounding architecture and sky. The overall atmosphere is clean, modern, and sustainable.

MOTA-ENGIL INNOVATION OFFICE STRATEGY, GOVERNANCE & ACTION

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(Intro)



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Mota-Engil is a global infrastructure platform delivering complex projects

5.3B€

Revenues '25

+20%

CAGR

'21-25

18%

EBITDA margin '25

16B€

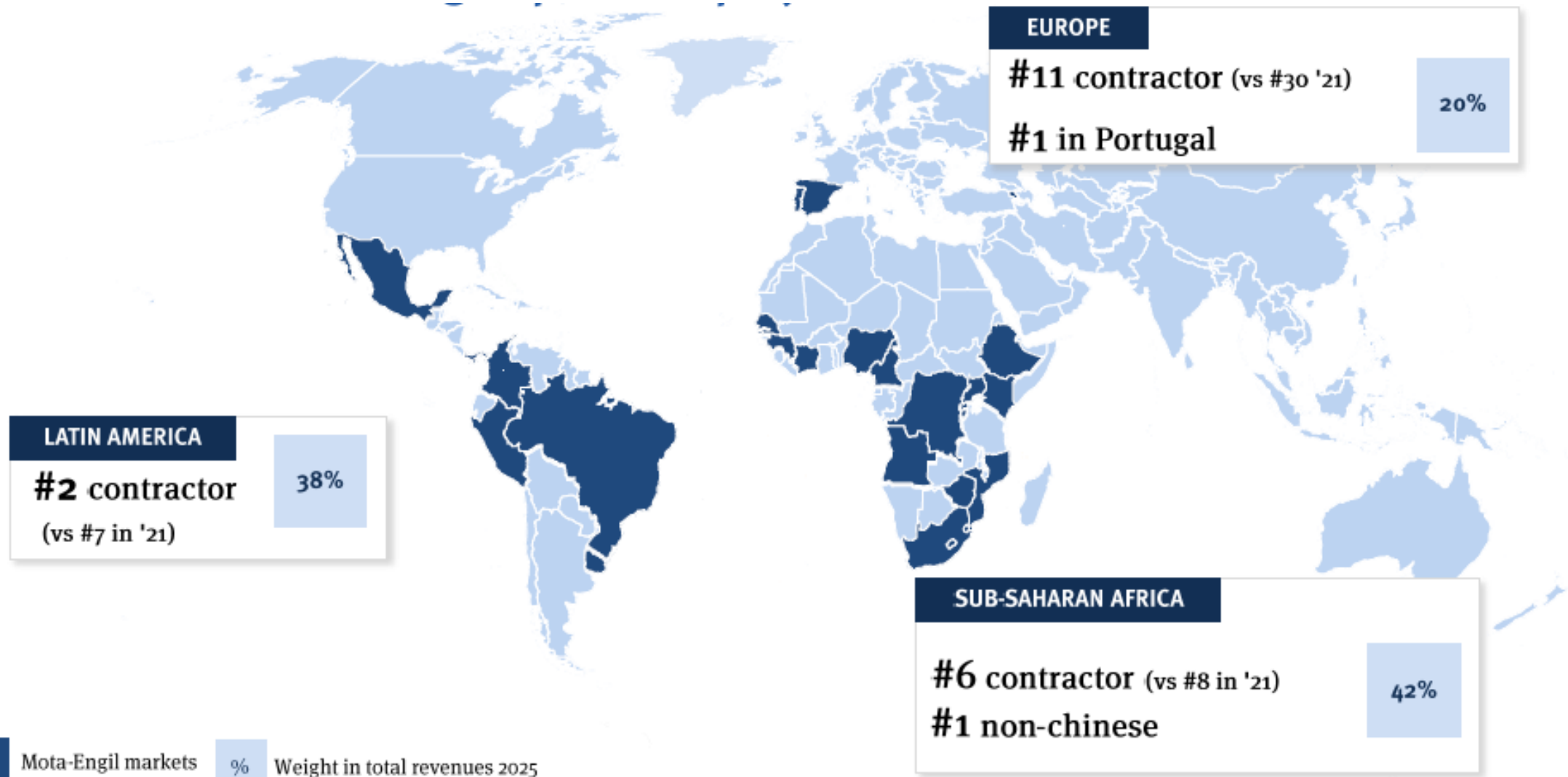
Backlog '25



~51,000

Employees

Mota-Engil is a global infrastructure platform delivering complex projects



Note: Rankings retrieved from ENR ranking (2025 and 2021)

We have built the foundations for our synergistic businesses, beyond core E&C

Our diversified platform combines growth, profitability and long-term cash generation

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

2025

3.4B€ revenue

457M€ EBIT

GROWTH ENGINE

~1B€ net book value¹

13-16% avg. expected IRR²

LONG-TERM VALUE CREATION

0.9B€ revenue

120M€ EBIT

HIGH-MARGIN CONTRACTS

0.8B€ revenue

67M€ EBIT

RECURRING CASH FLOWS

1. Considers investments and shareholder loans allocated to concessional projects, including fully consolidated concessions; 2. Internal Rate of Return; 3. Engineering, Procurement and Construction

VISION 2046

■ ■ MEXT ROLE





MEXT =

MOTA-ENGIL'S
**Innovation
orchestrator
and incubator**

GOVERNANCE

**Mota-Engil
ComEx**

HIGH-LEVEL GUIDELINES
INVESTMENT APPROVALS

**MEXT
CAm**

GENERAL MANAGEMENT
OPERATIONAL APPROVALS

**Mota-Engil
TMC**

STRATEGIC STEERING
IMPACT EVALUATION

**Innovation
Office**

PORTFOLIO MANAGEMENT
PROJECT MANAGEMENT
IMPACT MEASUREMENT

PARTICIPATORY DISCUSSION
TRENDS, SCENARIOS
PROJECTS SHARING

**Innovation
Fórum**

MEXT HAS 3 MAIN AREAS OF FOCUS, ACTING AS MOTA-ENGIL'S INCUBATOR & CORPORATE VC

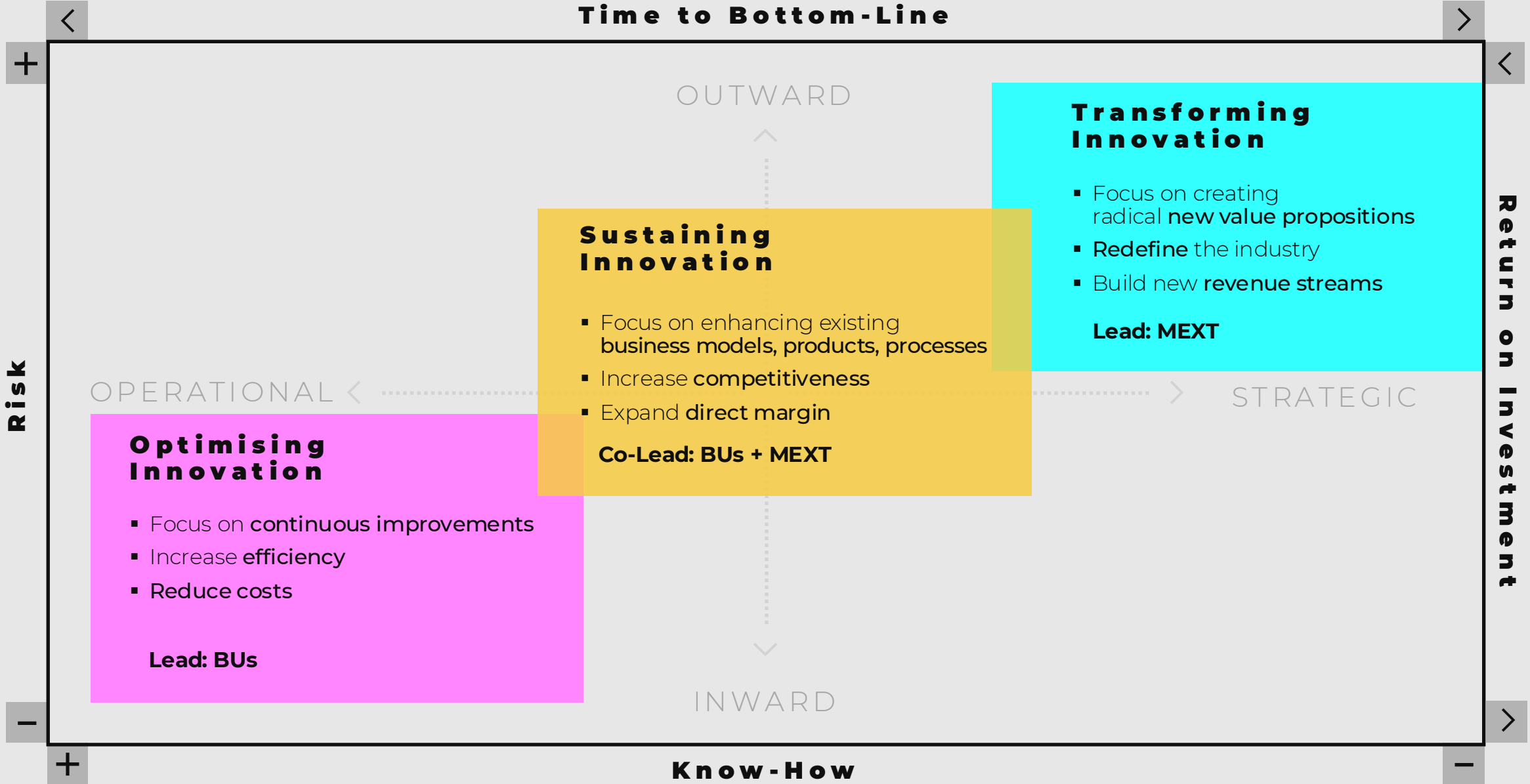
WHILE MAINTAINING A PORTFOLIO OF SELECTED BUSINESSES THROUGH INCUBATION

	Innovation	Corporate VC	Venture Building
FOCUS	<p>MEXT acts as a corporate service to support Mota-Engil's Business Units, supporting and co-developing a structured sustaining innovation offering with them.</p> <p>Its role is to enhance existing business models and processes, increase competitiveness, and accelerate time-to-impact, while ensuring innovations are close to operations, scalable, and translate into direct margin and performance improvements.</p>	<p>MEXT invests in startups that bring strategic technologies, capabilities, or business models relevant to Mota-Engil's present and future priorities.</p> <p>Balancing solid financial return with strategic value capturing, VC investment is used as a strategic tool to access external innovation early, reduce technology risk, and create optionality for future partnerships, acquisitions, or integration into the Group's value chains.</p>	<p>MEXT creates, incubates, and accelerates new businesses where transformative innovation is required, developing radical new value propositions and opening new revenue streams for the Group.</p> <p>Acting as an internal venture builder, MEXT takes end-to-end responsibility for these corporate startups, from concept to validation and scale-up, when opportunities fall outside existing Business Units or require a dedicated, entrepreneurial setup.</p>
EXAMPLES	<p>Agreco King of Dashboards</p>	<p>Volis BM2Solar Sigma Easy Charge</p>	<p>Mamaland Mewton (spinned off) LGM (in M&A)</p>

INNOVATION

M N D A T E







INNOVATION

STRATEGY

ENERGY

INNOVATION STRATEGY



INNOVATION STRATEGY

INNOVATION AT MOTA-ENGIL IS NOT ABOUT CHASING ISOLATED IDEAS; IT'S ABOUT BUILDING A DELIBERATE SYSTEM THAT CONNECTS LONG-TERM AMBITION WITH NEAR-TERM ACTION.

Where should Mota-Engil create its next competitive advantage?

GROWTH ARENAS our future playing fields

We deliberately choose a small number of arenas of growth: **future spaces where disruption is opening new value pools and where we can shape markets.** These arenas are not tied to our current business units; they express where we want to compete tomorrow, informed by emerging needs, global trends, and opportunities to create unique advantage.

CAPABILITIES TO WIN designing the muscles we need

Each arena requires us to build or access distinctive capabilities: **technologies, know-how, partnerships, and intellectual assets that give us the right to win.** Some capabilities already exist inside the Group; others we will need to create, acquire, or orchestrate through ecosystems, venture building, and research and development.

MUST WIN BATTLES the Innovation Office focus

To move from aspiration to execution, we define a small set of Must Win Battles: **the non-negotiable priorities that the Innovation Office must deliver in the next four years.** The governance spine, the intelligence and ecosystem reach, the capital and venture capacity, the BU impact model, and the R&D agenda that together enable the Group to explore and scale new opportunities.

INNOVATION STRATEGY

GROWTH ARENAS

Future spaces where disruption is opening new value pools and where we can shape markets.

GA #1

ENVIRONMENTALLY POSITIVE, DIGITALLY ADVANCED & SAFER E.I.C.

GA #2

FUTURE URBAN LIVING & HUMAN-CENTERED SYSTEMS

GA #3

ADVANCED INDUSTRY & TECH-ENABLED ECOSYSTEMS

GA #4

NEXT-GENERATION WATER, WASTE & ENERGY NETWORKS

GA #5

STRATEGIC, RESILIENT & DUAL-USE INFRASTRUCTURE

INNOVATION STRATEGY

CAPABILITIES TO WIN

Technologies, know-how, partnerships, and intellectual assets that give us the right to win.

ILLUSTRATIVE; NON-EXHAUSTIVE

GA #1

ENVIRONMENTALLY POSITIVE, DIGITALLY ADVANCED & SAFER E.I.C.

- Low-carbon and circular construction materials;
- Digital engineering and design automation (BIM 7D, digital twins, simulation and AI-driven optimization);
- Industrialized, modular, and robotic construction systems to enhance precision, speed, and safety;
- AI-powered project management and predictive maintenance for efficiency and reliability;
- Smart safety systems integrating sensors, wearables, and autonomous machinery for zero-harm sites;
- Full lifecycle carbon and performance tracking.

GA #2

FUTURE URBAN LIVING & HUMAN-CENTERED INFRASTRUCTURE

- Urban systems integration (energy, water, waste, mobility) to create sustainable and resilient city platforms;
- Affordable modular housing and adaptive community development solutions;
- Human-centered urban design and placemaking focused on health, accessibility and longevity;
- Circular resource flows at city scale;
- Data-driven urban intelligence and AI-enabled city analytics for liveability and resilience.

GA #3

ADVANCED INDUSTRY & TECH-ENABLED ECOSYSTEMS

- Design and delivery of high-tech industrial facilities (semiconductor, microelectronics, biotech, pharma, and advanced manufacturing);
- Integration of digital infrastructure projects such as data centers, robotics hubs, and AI logistics corridors;
- Precision engineering and controlled-environment construction (cleanrooms, sterile zones, and high-spec process environments);
- Strategic partnerships with tech leaders and industrial innovators to co-develop new models.

GA #4

NEXT-GENERATION WATER, WASTE & ENERGY NETWORKS

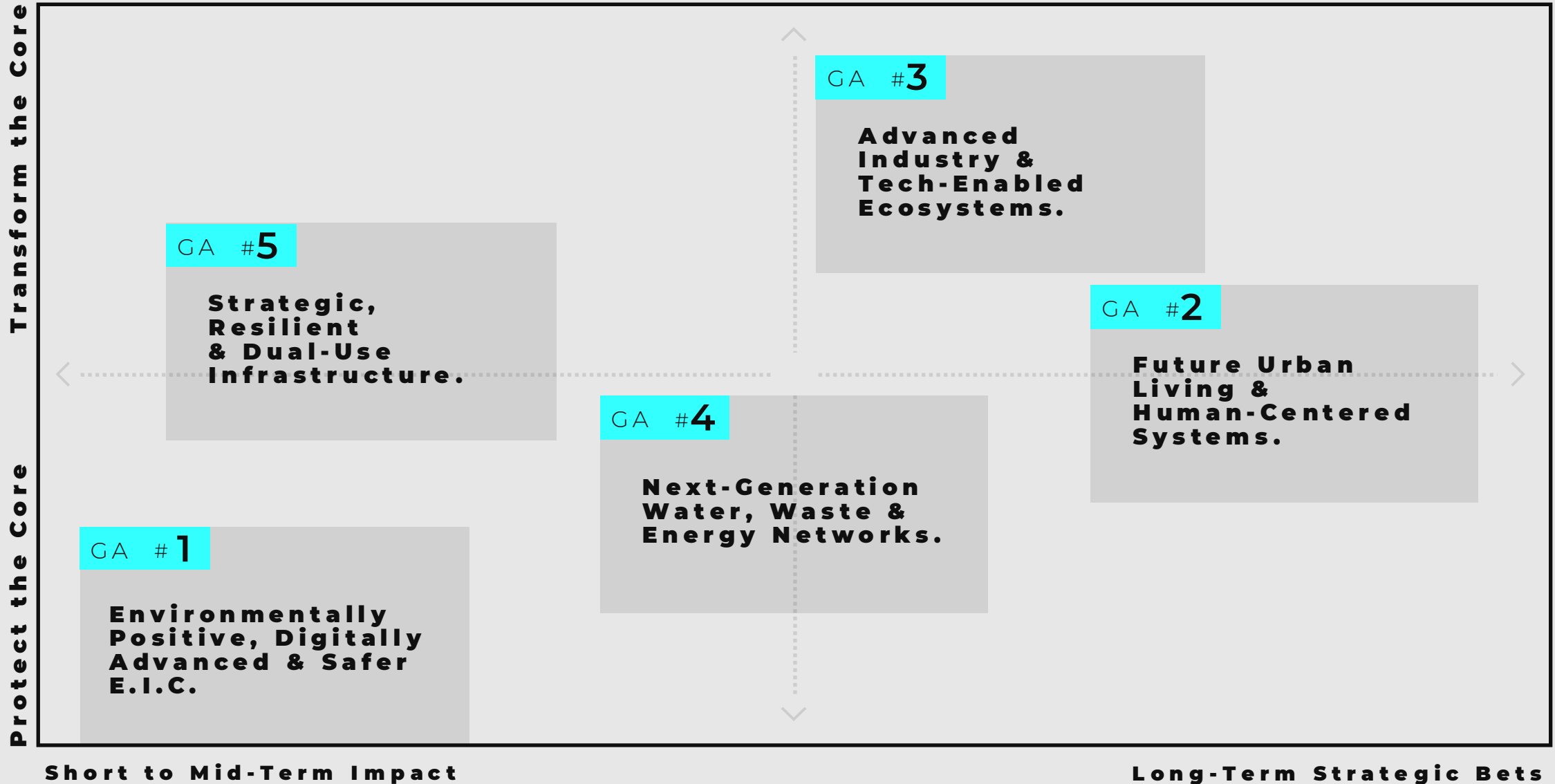
- Advanced water capture, desalination, and reuse technologies (including atmospheric harvesting and circular treatment systems);
- Waste-to-value engineering;
- Integration of water, waste, and energy flows into circular, low-carbon infrastructure networks;
- Decentralized and hybrid renewable energy systems powering treatment, recovery, and distribution processes;
- Digital monitoring, AI optimization, predictive O&M.

GA #5

STRATEGIC, RESILIENT & DUAL-USE INFRASTRUCTURE

- Dual-use engineering and secure construction for mission-critical assets (ports, bases, energy and transport corridors);
- Hardened and rapidly deployable infrastructure systems for high-risk and remote environments;
- Cyber-physical resilience and protection of critical assets;
- Strategic partnerships with defense primes, NATO/EU programs and specialized contractors.

INNOVATION STRATEGY



INNOVATION STRATEGY

MUST WIN BATTLES

The non-negotiable priorities that the Innovation Office must deliver to the Group in the next four years.

MWB #1

ESTABLISH GROUP-WIDE INNOVATION GOVERNANCE & CUSTODIANSHIP.

MWB#2

DEPLOY BU-CENTRIC DELIVERY & IMPACT MODEL.

MWB#3

BUILD INNOVATION INTELLIGENCE & ECOSYSTEM PLATFORM.

MWB #4

SCALE AND PROFESSIONALIZE VC & CORPORATE VENTURE BUILDING.

MWB#5

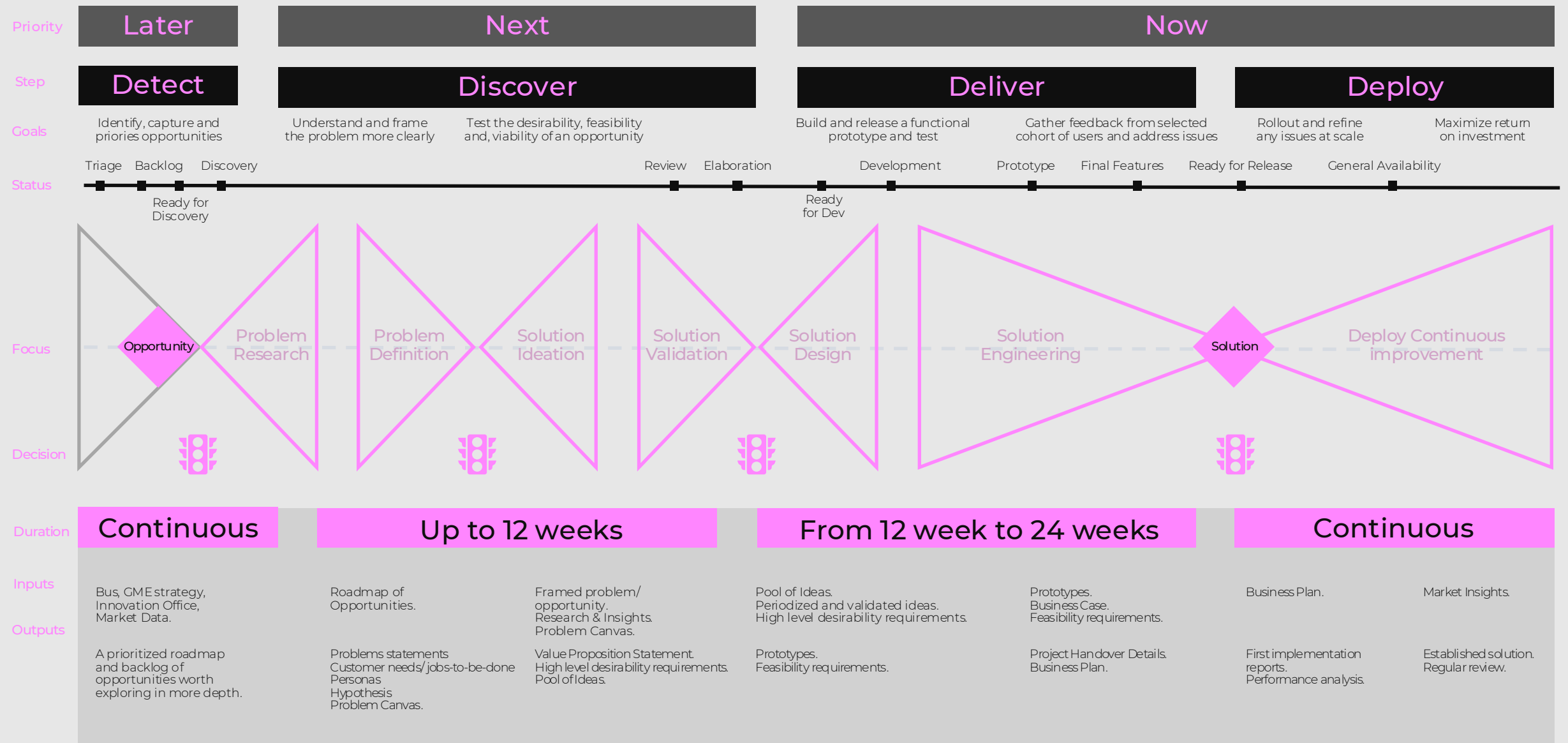
ORCHESTRATE A GROUP-WIDE R&D+I & FUNDING AGENDA.



MANAGEMENT

NO—H—A—V—O—N—

INNOVATION MANAGEMENT



B U D D I N G — I N N O V A T I O N



INNOVATION BUDGETING

Structure & Enablement

Funded by all BUs proportionally to revenue.

Include salaries, GME Innovation Management Platform and innovation enablement (international and national networks, ecosystems and communities).

SLAs will be agreed between MEXT and all BUs.

Co-Innovation Fund

Co-fund Sustaining Innovation Projects promoted by the BUs.

Support up to 50% of the costs of those projects (excluding HR costs).

The goal is to increase the capacity to fund pilots and PoC.

The fund will have regulation.

VC Investment Fund

This VC Investment Fund shall act as an internal pooled investment vehicle.

It shall be managed by: VC Investment Team (acting as GP-equivalent).

The Contributors to the Fund can be the Holding company and the BUs acting as Internal Limited Partners (LPs).

Venture Builder

Venture Building funding shall be secured from MEXT CADM or ExCom based upon clear and validated business plans, on a case-by-case situations.

Funding approval is not guaranteed and is based on a gated evaluation process, including validated business plan.

PUBLIC FUNDING

MEXT Innovation Office will implement a deliberate strategy to leverage existing public funding opportunities within the geographies Mota-Engil operates in.

Captured funding shall reduce BUs or Holding financial contributions.



INNOVATION

IMPACT

MAIN INNOVATION METRIC: xV – EXPECTED VALUE

$$xV = \text{Confidence} \times \text{Predicted Value} \times \text{Time Sensitivity} \times \text{Strategic Fit}$$

Component	Description	Dimension Sources
Confidence	Reflects evidence-based validation across multiple critical dimensions including technical feasibility, user desirability, market viability, sustainability contribution, operational delivery, implementation readiness, and regulatory compliance.	<ul style="list-style-type: none">Validated EvidenceTechnical FeasibilityUser DesirabilityMarket ViabilityImplementation ReadinessOperational DeliveryRegulatory Compliance
Predicted value	Estimates the potential business impact, whether through revenue generation, cost reduction, risk mitigation, or strategic advantage.	<ul style="list-style-type: none">RevenueRisk ReductionPotential ImpactCost EfficiencyStrategic Advantage
Time sensitivity	Assesses the urgency or optimal timing for implementation.	<ul style="list-style-type: none">Implementation UrgencyTiming Optimization (Competitive pressure, market timing, customer demand signals)
Strategic fit	Ensures alignment with organizational strategy and capabilities, measured through the Fit Quotient.	<ul style="list-style-type: none">Fit Quotient (Alignment with GME and Innovation Strategy)

wwwmext: engineering
ideas