

M:AGAZINE

Mota-Engil Next

www.motengil.com



**FROM THE PAST TO THE FUTURE
INNOVATION IN THE SERVICE
OF OUR PURPOSE**

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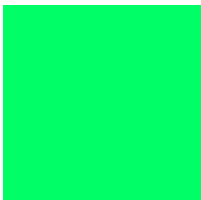
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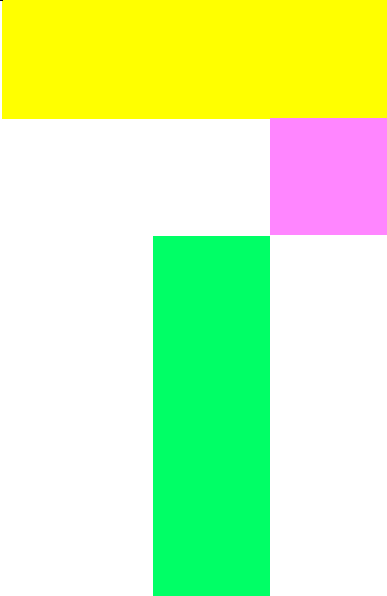

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EDITORIAL

80 YEARS OF MOTA-ENGIL**THE LEGACY THAT BROUGHT US
HERE — AND THE NEXT CHAPTER**

Eight decades building with scale,
rigor and long-term vision

Celebrating 80 years means recognising a journey built with consistency — shaped by people, projects and commitment — while reinforcing the ambition to keep evolving. Looking back allows us to measure how far we have come; looking ahead keeps alive the responsibility to do better, with the same standards of excellence.

This milestone is also a moment to honour **Engineer António Mota**, a central figure in the Group's history and culture. His legacy remains closely associated with a rare combination of rigor and humanity, responsibility and the ability to mobilise teams — values that continue to guide the way the Group works, leads and builds.

More than a celebration, this year marks continuity: honouring what has been achieved and projecting the next cycle with a focus on applied innovation, sustainability and long-term value creation.

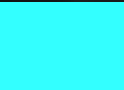


One thing I am certain of: our Group has always known how to overcome its roots, always emerging stronger from them, and, as I like to say, always staying one step ahead of others. That is what we will continue to do. That is what we are doing."

**Excerpt from the speech
by Engineer António
Mota, 21 December 2022.**



YEARS
A LEGACY OF
INSPIRATION
MOTAENGIL





80 YEARS OF MOTA-ENGIL

The Biggest Innovations Across Eight Decades

Over eight decades, the Mota-Engil Group has evolved through decisions that expanded scale, technical capability and operational complexity. Each decade reflects progress in the way the Group executes, organises and creates value.

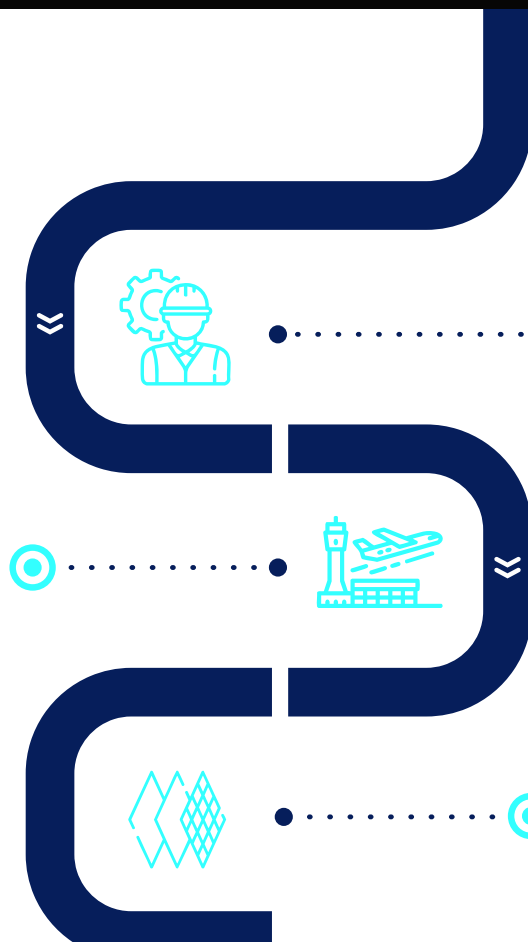
We highlight one milestone per decade to illustrate this evolution — from raw materials to infrastructure, and from infrastructure to global platforms — showing how innovation has been progressively integrated into the way we respond to technical, operational and strategic challenges.



1950s

Scale and execution capacity

Luanda's 4th of February Airport affirms the ability to deliver major public works and sets a new benchmark for scale and organisation.



1940s

Origins and entrepreneurship

The founding of Mota & Companhia marks the beginning of the Group's journey in Angola, with an entrepreneurial approach combining resource exploration, transformation and early steps in construction.

1960s

Applied technological innovation (Engil)

The introduction of Siemcrete slip-formwork systems represents a technological leap, accelerating industrialisation in construction and enabling more complex works.

1970s

Integrated engineering

The Lower Mondego River Regulation consolidates the Group's presence in major national infrastructure, demonstrating continuity, technical coordination and long-term execution capacity.



1980s

Complexity and specialisation

The Alto Lindoso Dam stands out as a technical landmark due to its scale and demands, reflecting increasingly specialised engineering.



1990s

Business model innovation

Lusoponte and the Vasco da Gama Bridge symbolise a structural leap: not only in scale, but in model, with entry into concessions and public-private partnerships.



2000s

Internationalisation and operational platforms

The entry into Mexico through transport concessions launches a new internationalisation cycle, expanding geography, risk and operational complexity.



2010s

Systems and large-scale engineering

The Nacala Corridor stands out as a highly complex railway project, integrating engineering, logistics and operations across multiple territories.



mext:

2020s

Innovation as a system

The creation of MEXT translates this ambition: moving from innovation implicitly embedded in engineering to a deliberate innovation system, with governance, focus and value creation for the Group's future.

PEOPLE	SUSTAINABILITY	INTEGRITY	PERFORMANCE
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MEXT: FROM ACTIVITY TO IMPACT

Strategy 2026–2030: An Innovation System that Mobilises People, Business and Culture to Create Value

For the Mota-Engil Group, innovation is not only a response to new opportunities or emerging technologies. It is also a sustained way of being — reflected in people's ability to question and in the ambition to keep doing better, in demanding contexts and constant transformation.

In the 2026–2030 strategic cycle, MEXT strengthens its role as one of the key enablers of the Group's innovation system, with greater focus, coherence and pace between strategy, execution and learning.

Its role is not to replace the organisation in the innovation process, nor to innovate on its behalf. It is to create the conditions, mechanisms and discipline needed for innovation to happen across the organisation in an aligned, informed way, oriented to real impact.

This approach is grounded in a clear conviction: innovation is a

collective responsibility. It happens in business units, projects, teams and the organisation's daily life.

MEXT structures this effort by connecting real business challenges to talent, technology, partnerships and capital — creating conditions to test, validate and, when appropriate, scale solutions.

By taking on this role, MEXT reinforces the link between innovation and execution, putting innovation at the service of value creation for businesses, markets and the communities impacted by the Group.

Innovation thus asserts itself not as an end in itself, but as a strategic capability to anticipate change, support decision-making, prepare the future and turn knowledge into impact.

The 2026–2030 strategic framework is organised into three complementary dimensions:



- **Growth Arenas**, identifying future fields of action;
- **Capabilities to Win**, focused on developing skills, technology, partnerships and knowledge;
- **Must Win Battles**, guiding the priorities of the Innovation Office throughout the cycle.

In parallel, MEXT embraces culture as a language that values and promotes curiosity, critical thinking and continuous learning — not as a consequence of innovation, but as the base that makes it possible, sustainable and scalable over time.

What has been built so far is not a finish line, but a foundation to strengthen execution capacity in this new stage, mobilising the organisation as a whole to keep evolving with ambition, responsibility and a sense of future.

Silvia Mota

CEO, MEXT: Mota-Engil Next



TRANSFORMATIONAL LEADERSHIP

Sílvia Mota honored as Maverick 2026 (BuiltWorlds)

Sílvia Mota, CEO of MEXT: Mota-Engil Next, was honored as Maverick 2026 in the Investors category by the **BuiltWorlds Maverick Awards**, at a ceremony held in **Chicago** — an international recognition awarded to leaders who are changing the game in the built environment sector.

The **Maverick Awards** recognise impact, vision and execution, celebrating professionals who challenge the status quo, drive innovation and raise the standards of how the world is conceived, built and operated.

BuiltWorlds is a leading global platform in innovation, technology and investment for the construction, engineering and infrastructure sectors, bringing together companies, startups, investors and experts transforming the AEC sector.

As head of MEXT, Sílvia Mota has led an ambitious innovation and strategic transformation agenda, fostering idea incubation, purpose-driven investment and connections between internal

teams, startups, universities and external partners — with real, cross-cutting impact across the Mota-Engil Group.

Her journey reflects leadership deeply rooted in the business, yet consistently oriented to the future — focused on value creation, experimentation and the ability to anticipate what comes next.

This international recognition reflects what MEXT stands for: sparking change, accelerating transformation and challenging mindsets — a catalyst for positive impact and a driving force for entrepreneurship within the Mota-Engil ecosystem.

More than an individual distinction, this award marks a meaningful moment for the entire MEXT team, confirming that the ambition and work developed resonates beyond our borders.

BuiltWorlds Website:
builtworlds.com

After being named **Maverick 2026**, Sílvia Mota shared a message, reinforcing the collective dimension of this recognition and the organisation's role in transforming the sector.



No one builds anything alone. We may start by dreaming individually, but nothing becomes real without shared ambition — especially in a project with the scale and responsibility of ours.

Reaching the other side of the world, competing with a global industry and, still early in our journey, being recognised shows that what we have done so far was well done. But above all, it increases our responsibility.

For a long time, innovation was not formally part of our vocabulary. Today, we are beginning to be recognised as one of the agents capable of helping transform this sector on a global scale — not because of a single project, but because of the ability to trigger structural change.

That is what we work for: not to add projects, but to add will, influence and real capacity to act. This is an industry that moves slowly, but it will inevitably have to transform.



The biggest battle is not only technological; it is cultural. Creating awareness, creating the will to go further. The sector only truly changes if it changes as a whole.

And that is what I believe: that we are, in fact, taking part in building tomorrow — us inside, but us with others too.



Sílvia Mota
CEO, MEXT: Mota-Engil Next

MOTA-ENGIL

Joins BuiltWorlds' Global Innovators List

Mota-Engil has been recognized as one of the organizations included in the 6th edition of the Global Innovators Awards, promoted by BuiltWorlds — an initiative that highlights companies transforming the built environment sector through innovation and technology adoption.

This recognition comes at a particularly relevant moment for the Group, reflecting a journey built over several years, at a time when innovation was often perceived as peripheral to the industry's core. Today, that positioning has evolved, in line with a phase in which innovation plays an increasingly structural role in transforming the sector.

Following the recent international recognition in the BuiltWorlds Maverick Awards, Mota-Engil's inclusion — through its innovation strategy and vehicle, MEXT: Mota-Engil Next — further reinforces the Group's visibility within a global ecosystem that is increasingly focused on organizations leading change.

More than an isolated distinction, joining the Global Innovators list signals that Mota-Engil is beginning to establish a presence within international innovation dynamics, whether through relationships with partners, investors, technology companies, or other agents of transformation in the industry.



INFRASTRUCTURE & ENERGY

 BUILTWORLDS INSIGHTS

The 2026 list brings together organizations from different geographies and segments, highlighting those that have consistently integrated innovation into their operations and contributed to the digital and sustainable evolution of the industry.

The recognition will be highlighted during the Paris Global Summit, taking place from June 9 to 11 — one of the leading international forums dedicated to innovation in construction, infrastructure, and cities.

This recognition therefore marks a turning point in the Group's journey, not only as a reflection of the path already completed, but as a signal of entry into a new cycle, in which Mota-Engil is increasingly present on the radar of key global players and reinforces its ambition to actively contribute to leading the transformation of the sector.



*Communication
creates meaning;
meaning creates
culture.*

Amy Claire Edmondson

WHAT CONNECTS US, INSPIRES US AND DRIVES US

Culture is built day by day — in how we relate, collaborate and create work environments that are closer, more human and more inspiring. From these connections, initiatives are born to engage people, strengthen bonds and generate impact, both inside and outside the workplace.

MEXT contributes to this journey by supporting and giving visibility to practices and initiatives across the Group that reflect what we believe in: closeness, well-being, team spirit and social responsibility. Meaningful moments that strengthen a shared culture and help turn it into lived value in everyday life.

CHARITY PADEL TOURNAMENT

Porto

More than a competition, it was a moment of togetherness and solidarity, where sport brought together colleagues from different companies in the Group. Part of the registration fees supported Cantinho do Estudo, a project that assists children and young people in vulnerable contexts — reinforcing the importance of contributing, together, to positive impact.

ICE CREAM DAY

Porto • Lisbon

Everyday gestures build culture. We brought a light, relaxed break to our Porto and Lisbon headquarters and to the **M-ODU** construction site, with ice cream distribution — a way to brighten the day and share good energy on the ground as well.



HAPPY EASTER

Porto • Lisbon

The tradition continues, bringing the right energy to this special season. Between unexpected clues and well-hidden eggs, the Porto and Lisbon offices became a moment of pause and reconnection — reminding us that well-being and culture are also built through the shared moments of daily life.



BLOOD DONATION

Lisbon

A gesture with real impact. The blood donation initiative showed how, together, we helped save 66 lives, reinforcing our commitment to health and solidarity.

WOMEN'S WALK

Porto • Lisbon

We encouraged colleagues to take part in the Women's Walk in Porto and Lisbon by offering the first 50 registrations in each city. Beyond promoting well-being, this initiative supported a larger cause: women fighting breast cancer. (People present: 29 people — I'm not sure whether it's positive to include this number given that we offered 50 registrations.)



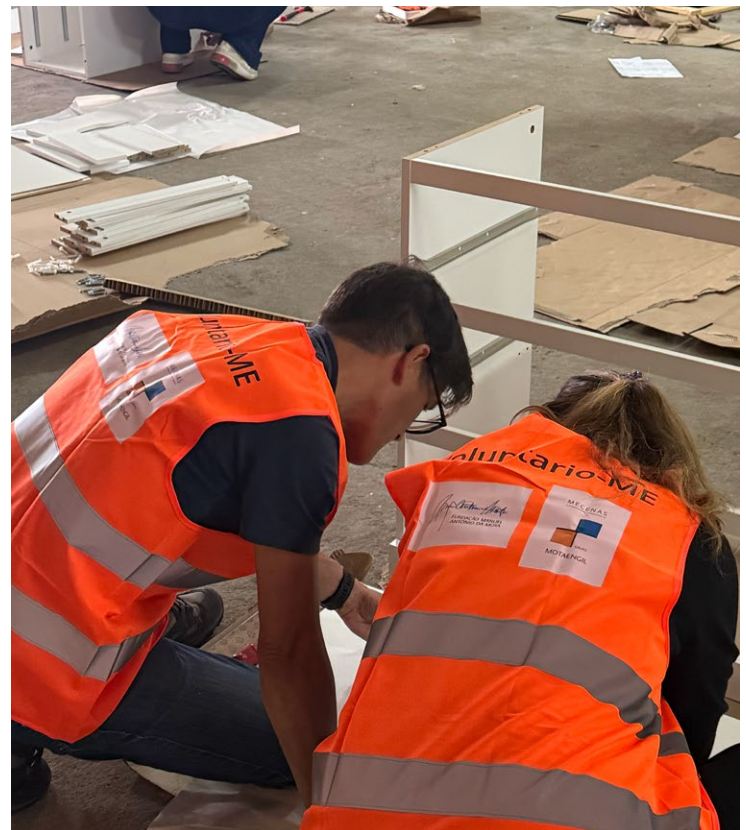


TOGETHER, WE ARE STRONGER

In a true spirit of mutual support across Group companies, we helped set up a cross-cutting, multidisciplinary task force to support colleagues at Valorlis affected by storms. The internal mobilisation and solidarity were immediate and showed what defines us: when it is needed, we show up for one another.

VOLUNTEERING PROGRAMME

MEXT took on the coordination of the Group's volunteering programme, in partnership with the Manuel António da Mota Foundation. The first action took place at **Cantinho do Estudo**, where 20 volunteers helped create more dignified spaces for children to learn and grow — turning support environments into real opportunities for the future.



#whatsnext?

What was your happiest moment at Mota-Engil?



HAPPINESS DAY

We gathered testimonials from different countries where Mota-Engil operates, sharing real stories around a common question: "What was, for you, the happiest moment at Mota-Engil?" An initiative that brought people closer and gave voice to experiences across the Group.

The answers revealed real stories — made of people, teams, learning, positive impact and a sense of belonging. Simple or memorable moments, all connected by the same idea: happiness is built through relationships, growth opportunities and pride in being part of something bigger.

"Growing with the team's support."

The transition to a new professional challenge brought me pride and confidence. I felt genuine support from the team, which helped me integrate quickly and evolve. Knowing I can grow within the company is, for me, a true reason for happiness.

"Happiness is in people."

The moments of togetherness, teamwork and the certainty that there is always someone available to help on the other side make all the difference. Coming to work in a good mood, feeling group spirit and closeness between colleagues — that is, for me, true happiness.

[Watch the full video here](#)

HAPPY 15'

A monthly internal initiative on Teams inviting everyone to pause, take part and interact. Each edition brings a new challenge designed to spark creativity, sharing and community — in a light, relaxed way.





THE ROAD AHEAD

These initiatives reflect the culture we want to continue to strengthen: one that is more accessible, more thoughtful, and more mindful of the impact it has.

International data shows that satisfied employees can be up to **10–13% more productive** and that organizations with high levels of well-being have lower absenteeism rates and more engaged teams, underscoring the importance of consistently investing in organizational culture.

It is with this conviction that we promote continuity, cohesion, and opportunities for inspiration — experiences that bring people together, value well-being, and leave a positive impact on communities. Because that’s how culture is built: step by step, together, and every day.

**Sessions that made
us Think, Grow, and
Find Inspiration.**



STORIES THAT INSPIRE.

Knowledge that is shared.

Experiences that stay.

Inspirational Sessions are an ongoing programme of conversations and knowledge-sharing that connects people, teams and geographies across the Group, creating learning spaces with real-world application.

This programme is structured around two complementary dimensions:

- **Business Inspirational Sessions**, focused on execution, on-the-ground experience and concrete challenges;
- **Culture Inspirational Sessions**, centred on people, relationships and the contexts that shape decisions and ways of working.

These are joined by **Board Talks**, closer moments of dialogue with Board members that promote sharing of strategic vision, reflection and alignment around the Group's key themes.

In parallel, **Conscious Talks**, promoted by the **Manuel António da Mota Foundation (FMAM)** with MEXT's support, continue to inspire.

Together, these formats consolidate a culture of curiosity, continuous learning and informed decision-making, bringing employees closer across geographies — where experience becomes shared knowledge and everyday impact.



INSPIRATIONAL SESSION
BUSINESS

SUPREME COURT OF MOZAMBIQUE: AN EMBLEMATIC PROJECT

Paulo Pereira • Hugo Neves • Fernando Silva

A session dedicated to the construction of the new Supreme Court building in Mozambique — a project of high technical and institutional complexity, with strong urban and symbolic impact for Maputo.

The conversation brought to the forefront the behind-the-scenes reality of the project, the real challenges faced on site and the solutions developed under demanding technical conditions and institutional coordination.

More than a case study, this Inspirational Session stood out as a moment of applied learning about decision-making in complex contexts, interface management, adaptation to local constraints and on-site responsiveness.

A clear example of how business innovation is born from accumulated experience, team collaboration and informed execution — turning challenge into useful knowledge for future projects.



[Watch the full session here](#)

CONSCIOUS TALKS
GOOD PRACTICES TOWARDS A CIRCULAR TRANSITION

DR.^a LUÍSA MAGALHÃES

Executive Director, Smart Waste
Portugal

A practical conversation about how to accelerate the transition towards a more circular economic model — with real examples, frequent obstacles and opportunities applicable in a business context.

From strategic framing to on-the-ground execution, practices with replication potential and measurable impact were discussed.



[Watch the full session here](#)

[Watch the full session here](#)

INSPIRATIONAL SESSION
CULTURE

THE PITFALLS IN COMMUNICATION BETWEEN WOMEN AND MEN

Laurinda Alves | Professor of Communication and
Leadership · Founder and CEO, Comunicar de A a Z

To mark International Women's Day, we created another moment of reflection and sharing, this time with **Laurinda Alves**, in an open conversation about trust, collaboration and how women and men together build stronger, more human and more effective organisations.

We discussed the challenges of communication between genders — not as barriers, but as opportunities to better understand, align expectations and work more consciously together.

To make this experience truly inclusive, we implemented **for the first time a live-stream translation system**, enabling real-time access in **four languages**.

This solution ensured simultaneous, immediate access for all 506 participants, regardless of location or language, strengthening closeness, understanding and active participation throughout the talk.

Podcast WHAT'S MEXT?

What's MEXT? is MEXT's newly launched podcast, created to observe, understand and analyse innovation happening outside the Mota-Engil Group. A space that brings people, ideas and perspectives closer and creates new forms of dialogue about innovation, decision-making and execution.

Across episodes, we share experiences, challenges and viewpoints that help interpret the present and build the path we want to follow. Informed, close conversations where different ways of thinking and doing meet — between startups, established companies and the corporate world.

AVAILABLE ON THE FOLLOWING PLATFORMS:



what's mext:



Podcast

WHAT'S MEXT? — EPISODE 1

LEARNING FROM A START-UP

In the first episode, **Rui Coutinho**, Chief Innovation Officer of MEXT: Mota-Engil Next, talks with **Gonçalo Fernandes**, Founder and CEO of **Volis** — a startup backed by MEXT and an active partner of the Group — about the intersection of corporate innovation and entrepreneurial spirit.

A conversation that brings together perspectives on data, advanced analytics and artificial intelligence, covering real challenges, critical decisions and lessons learned on the ground. An open exchange, with context, clarity and the willingness to learn together.

[Watch the full episode](#)

WHAT'S MEXT? — EPISODE 2

LEARNING FROM OTHER COMPANIES

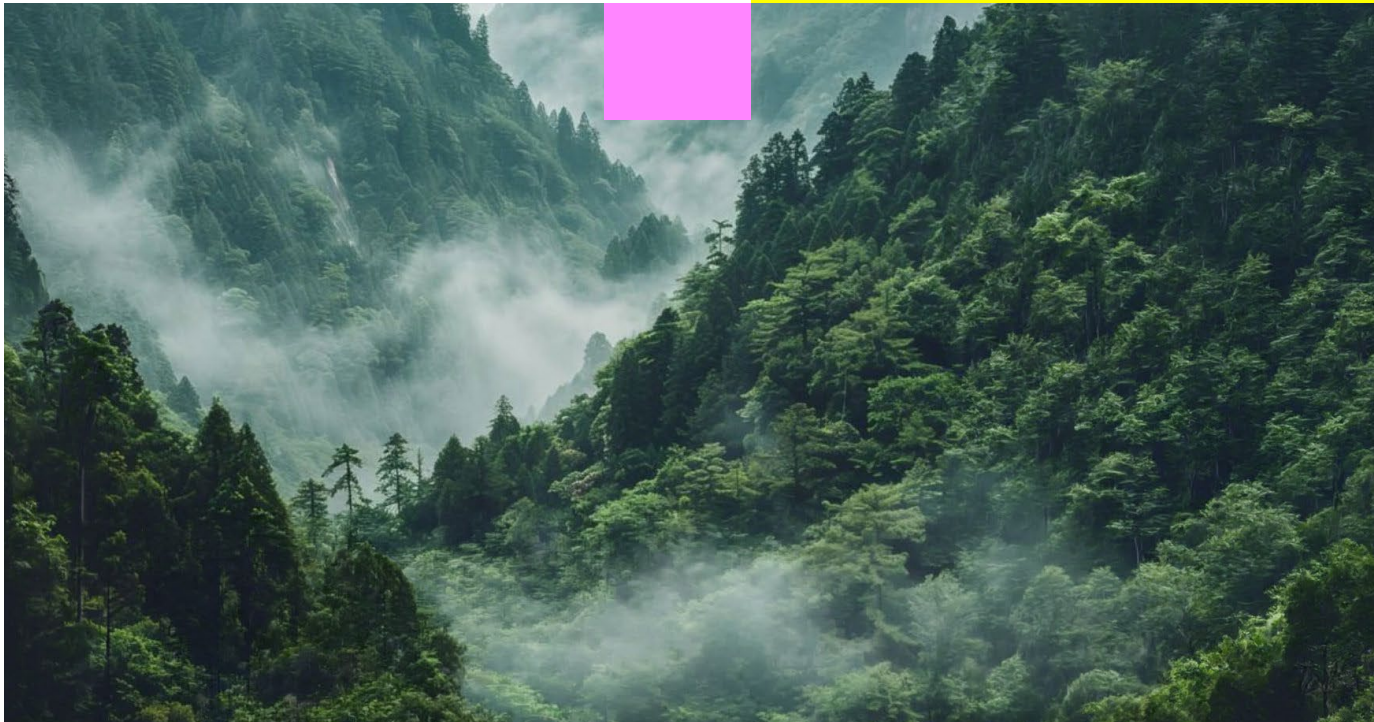
In the second episode of **What's MEXT?**, we enter the reality of a group with history, identity and long-term vision — where purpose and responsibility for future generations are part of today's decisions.

In this conversation, **Rui Coutinho** welcomes **João Mil Homens**, Director of Innovation and Sustainability at **Grupo José de Melo**, to explore

how innovation and sustainability stand as strategic pillars, supported by leadership that continuously and integrally thinks about the future.

A conversation that values learning through exchange with the corporate world, where different experiences and visions intersect and innovation emerges as an ongoing practice.

[Watch the full episode](#)



MEXT INVESTS IN AIRCO2

A certified platform to measure, manage and reduce carbon footprint — with ERP integration and auditable reporting.

MEXT strengthens its commitment to the green transition through investment in airCO2, a climate-tech company specialised in measuring, managing and reducing corporate carbon footprint.

Through the Carbon Manager digital platform, airCO2 automates processes that are traditionally complex and costly, making sustainability management simpler, more accessible and auditable. With direct integration with ERP, Excel and automatic invoice readers, the solution allows organisations to calculate emissions using certified emission factors, model

reduction scenarios and manage offset projects, including “kilometre zero” initiatives.

Operating in Portugal, Spain and Mexico, airCO2 focuses on SMEs and companies with complex operations in transport, logistics and industry — critical sectors for decarbonisation and future competitiveness. Through Mota-Engil SGPS, MEXT takes an active role in airCO2’s development and strategy, aligning this investment with the goal of accelerating informed decision-making, reducing regulatory risk and supporting the Group’s ecological transition in the sectors where it operates.

MEXT INVESTS IN SIGMA EASY CHARGE

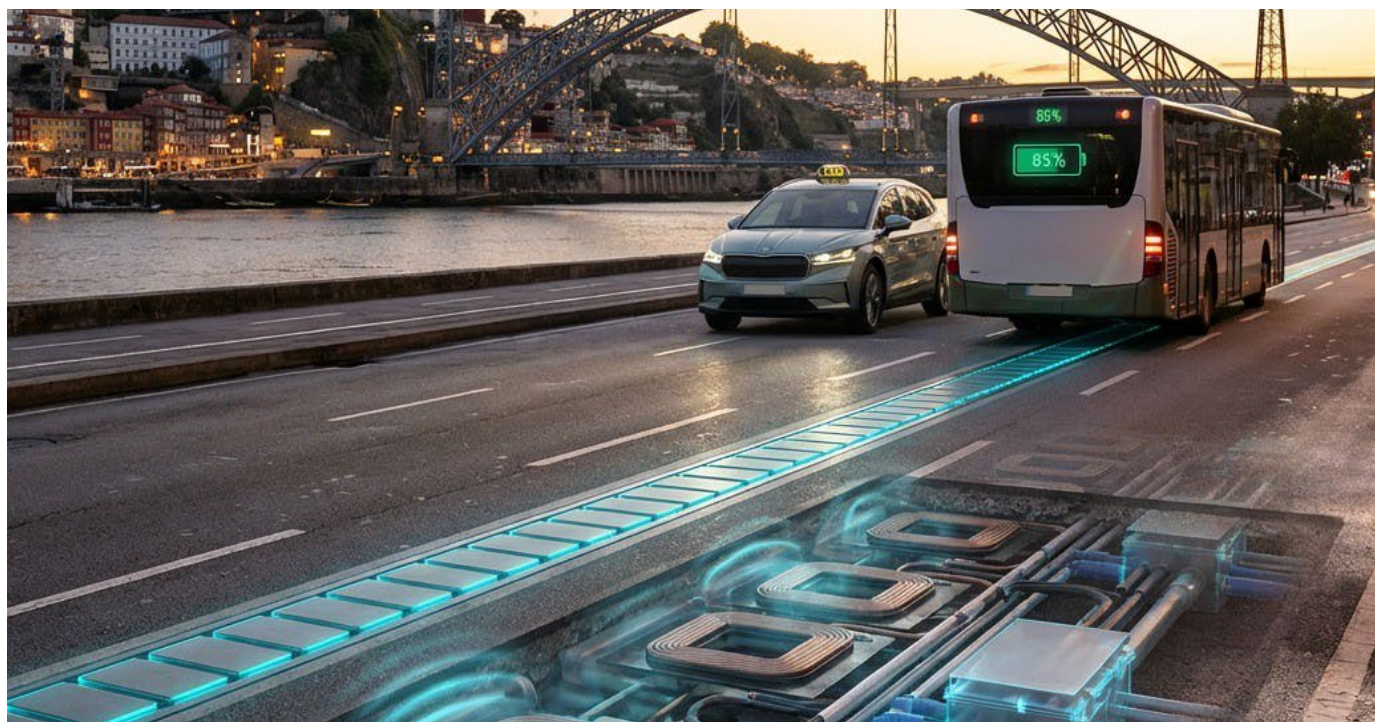
Wireless charging with potential for connected infrastructure and smart energy grids.

MEXT completed a strategic investment in Sigma Easy Charge, a Portuguese deep-tech startup developing advanced wireless charging solutions for electric vehicles, based on an intelligent, high-efficiency industrial platform.

The strategic interest lies in tracking the evolution of this technology in the context of road infrastructure — including wireless charging solutions integrated into roads — and its potential

future integration with smart energy grids, bringing mobility, energy and connected infrastructure closer together.

This investment aligns with MEXT's positioning as the Group's innovation and venture capital arm, focused on emerging technologies capable of anticipating new infrastructure paradigms, supporting long-term decisions and creating strategic options for the future of the Group in mobility and energy.





MEXT JOINS THE ALMASCIENCE ECOSYSTEM

Sustainable innovation in advanced materials and green electronics.

MEXT reinforces its open innovation strategy by integrating the collaborative ecosystem of AlmaScience, an applied research centre dedicated to advanced materials, sustainable electronics and intelligent paper-based solutions.

This connection enables access to advanced research, participation in pilot projects and joint development with universities and technology centres, aligned with circular

economy and environmental efficiency principles, with potential cross-cutting application across several areas of the Mota-Engil Group — from materials engineering to digitalisation and smart sensing.

According to Sílvia Mota, CEO of MEXT, this is a natural link, given AlmaScience's applied research capacity and the shared ambition to accelerate high-impact solutions for current and future challenges.

MEXT CONNECTED TO EIGHTYSEVEN (87)

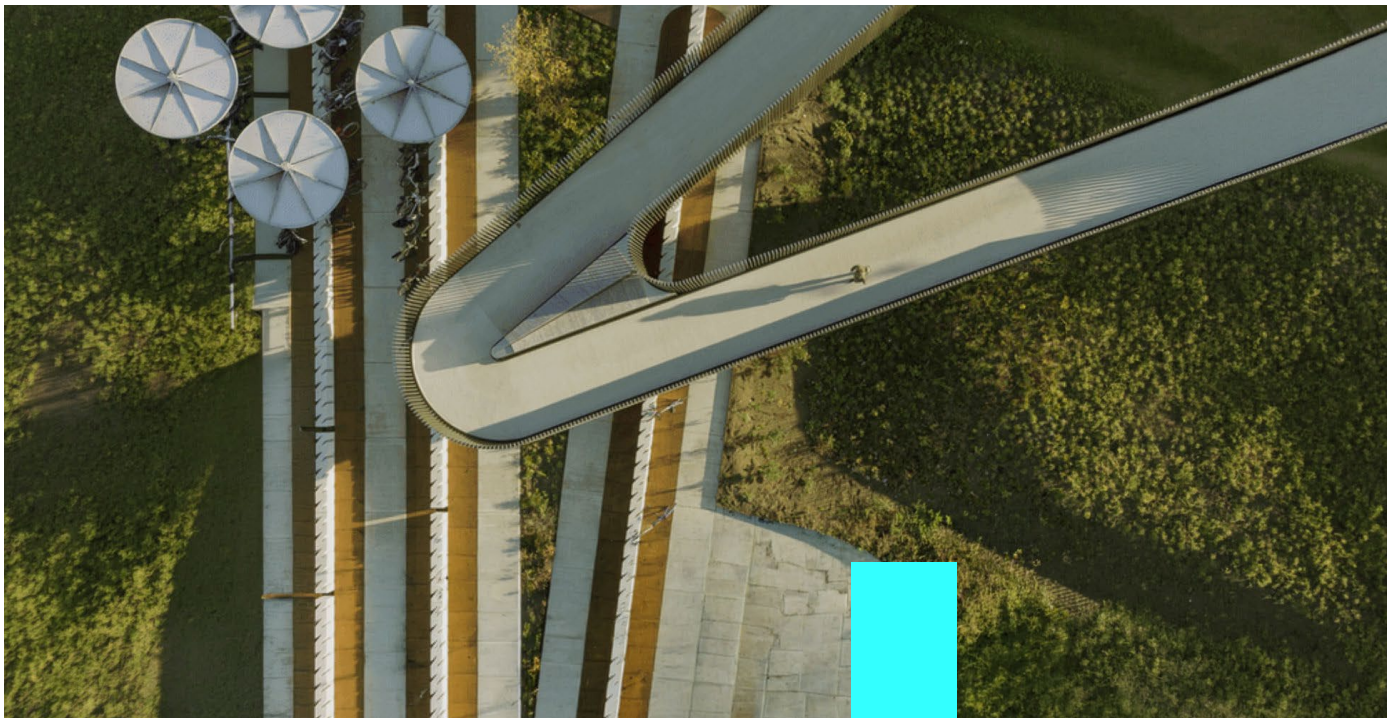
An International Network to Accelerate Innovation, Pilots and Investment in the Built Environment.

MEXT joined the EightySeven (87) ecosystem through a pre-seed investment, ensuring presence at an early stage of the development of this technology and the industrial platform associated with the international built-environment ecosystem.

EightySeven connects key actors across the sector — from construction to real estate, as well as cities and urban technology — bringing MEXT closer to startups, investors and tech companies responding

to structural challenges such as sustainability, efficiency, digitalisation and new business models.

This positioning strengthens MEXT's ability to identify pilot and investment opportunities with real application in the Group's operations. As the Group's innovation incubator and orchestrator, MEXT reinforces, through this connection, its role in building bridges, structuring collaborations and preparing solutions with mid-term scale and impact potential.





TECHBBQ 2025

EIC Multi Corporate Day — Co-creating the Future of Construction

MEXT took part in the EIC Multi Corporate Day at TechBBQ 2025, an initiative by the **European Innovation Council** bringing together European corporates and deep-tech startups to transform real challenges into concrete collaboration opportunities.

In partnership with **VELUX**, MEXT launched two strategic priorities for the sector in an inverted pitch format: healthier and more sustainable living **spaces, and indoor climate combined with energy efficiency**. The exercise opened space for direct dialogue, Q&A sessions and one-to-one meetings with startups ready to test and scale in real contexts.

As a result, **14 startups were assessed, 10 solutions were presented to the Group's Business Units**, and four NDAs were already advanced to explore pilots, technical studies and strategic collaborations. Among the most mature solutions were **Everox, Materrup, Paebbl and SAALG**, in areas ranging from low-carbon to advanced geotechnics.

At MEXT, innovation does not stay at concept level: it is **tested, validated and brought closer to adoption in the field**, with real impact.

BUILTWORLDS AI CONFERENCE 2025

AI in the Built Environment — From Scouting to Implementation

MEXT attended the **BuiltWorlds AI Conference 2025**, reinforcing its focus on **artificial intelligence applied** to the built environment, with solutions geared towards implementation — not just trend.

The objective was to identify technologies capable of accelerating operational efficiency and supporting decision-making across the asset lifecycle, from construction to infrastructure management, strengthening connections with innovators and turning insights into practical progress.

As part of this scouting, contact was deepened with **Infraspace**, a *startup* applying AI and generative design to infrastructure planning, later shared with partner **Volis**.

The conference also enabled closer ties with **Cemex Ventures, IMAD Ventures and Nemetschek Ventures**, reinforcing a clear insight: much of the sector's AI solutions rely on **BIM as a technological foundation**.



DISCONNECT 2 CONNECT

A post–Web Summit Pause to Reconnect with What Matters

After the technological intensity and fast pace of Web Summit, **MEXT took part in Disconnect 2 Connect**, a gathering designed as a conscious pause to refocus on what matters: people, conversations and presence.

Co-organised by MEXT, Mota-Engil, Unicorn Factory Lisbon, The Browsers Company and Super Bock Group, the event brought together founders, creators and members of the international ecosystem in a deliberately different format. At the entrance, participants were invited to store their phones in a locker — a symbolic gesture that set the tone and made room for closer, distraction-free conversations, accompanied by an artisanal beer created especially for the occasion.

The central moment was a debate with **Ana Markl, writer and presenter, and Ricardo Zózimo, Assistant Professor of Management at Nova SBE**, on the importance of disconnecting from technology to think, create and innovate better. A conversation about attention, focus and creativity in a permanently connected world, making it clear that innovating also means knowing when to pause, listen and be present.

More than an event, **Disconnect 2 Connect** established itself as a space for reconnection — with people, ideas and a vision of innovation that values balance between technology and humanity.

2ND NEUROARCHITECTURE MEETING

Science applied to design — building for people and community

MEXT participated as a speaker at the 2nd Neuroarchitecture Meeting, reinforcing the belief that innovation in construction and real estate only makes sense when aligned with a greater purpose: **people and community.**

The debate highlighted the importance of integrating **science, strategy and technology** in decisions about how we design and build spaces, bringing the perspective of a group with real-scale

execution capacity. In an interactive format, it explored how scientific knowledge can guide projects that are more human, intelligent and inclusive.

The message was clear: environments that promote well-being, efficiency and sustainability emerge from the convergence of **applied science, conscious design and implementation capability.**





BUILTWORLDS OFFSITE CONSTRUCTION CONFERENCE 2025

Industrialised Construction — Learning to Scale

MEXT and **Mota-Engil Mozambique** participated in the BuiltWorlds Offsite Construction Conference 2025, reinforcing the focus on **industrialised construction** as a lever to scale efficiency, productivity and quality.

The participation included technical visits to **SurePods by DPR** and **Digital Building Components (DBC)**, observing panelised production processes, MEP-oriented prefabrication and industrialised pods,

highlighting the role of digitalisation in accelerating productive capacity.

Three key messages emerged: **digitalisation as a production engine, new materials as a performance and sustainability factor**, and the need to raise efficiency to consolidate industrialised models. For MEXT, learning from those who already scale is essential to turning innovation into industrial capability applicable to the Group's projects.

DESIGN COMMIT 2026

Design as a Driver of More Resilient Systems

MEXT's participation in **DESIGN COMMIT 2026** was a meaningful contribution to reflecting on the future of the built environment and large-scale systems. Within this strategic partnership, **Rui Coutinho**, Chief Innovation Officer of **MEXT: Mota-Engil Next**, was a Keynote Speaker, sharing a global perspective on innovation, execution and long-term value creation in a context of continuous change.

This intervention resulted from collaboration between DESIGN COMMIT and MEXT, through **EMERGE: Mota-Engil Real Estate Developers**, reflecting a shared commitment to rethinking the relationship between engineering, territory and nature — as well as challenges linked to designing, building and managing resilient systems.

Integrated into the **European Green Capital 2026** programme, this partnership highlighted an innovation vision grounded in technical rigor, systems thinking and the ability to implement sustainable transformation at scale. MEXT's participation reinforced the importance of seeing design and engineering as **strategic tools** to respond to environmental, urban and infrastructure challenges of today and tomorrow.

At DESIGN COMMIT 2026, one question was at the centre of the debate:

How do we design, build and manage systems prepared for the challenges ahead?



TECSTORM '26

Innovation with Impact on the Future of Cities

For the second consecutive year, the **Mota-Engil Group** took part in **TecStorm**, Portugal's largest university hackathon for innovation, strengthening its connection to the academic ecosystem and emerging talent through active involvement in challenges with real application in the future of cities.

Participation included sponsorship, mentoring and jury presence, with involvement from several Group teams — namely **ME Global, EMERGE and MEXT** — reflecting a collaborative, cross-cutting approach to innovation.

In the **Future of Urban Living** category, the jury included **Margarida Barbosa**, Head of Sustainability at MEXT, and **António Roque**, Head of IT at Mota-Engil, ensuring evaluation aligned with the

Group's strategic priorities. This presence generated value in three key dimensions:

- **Learning**, through direct contact with multidisciplinary teams and emerging trends;
- **Exposure to applied innovation**, with concrete proposals addressing real problems;
- **Strengthening ecosystem connections**, fostering proximity to university talent and new perspectives for future innovation.

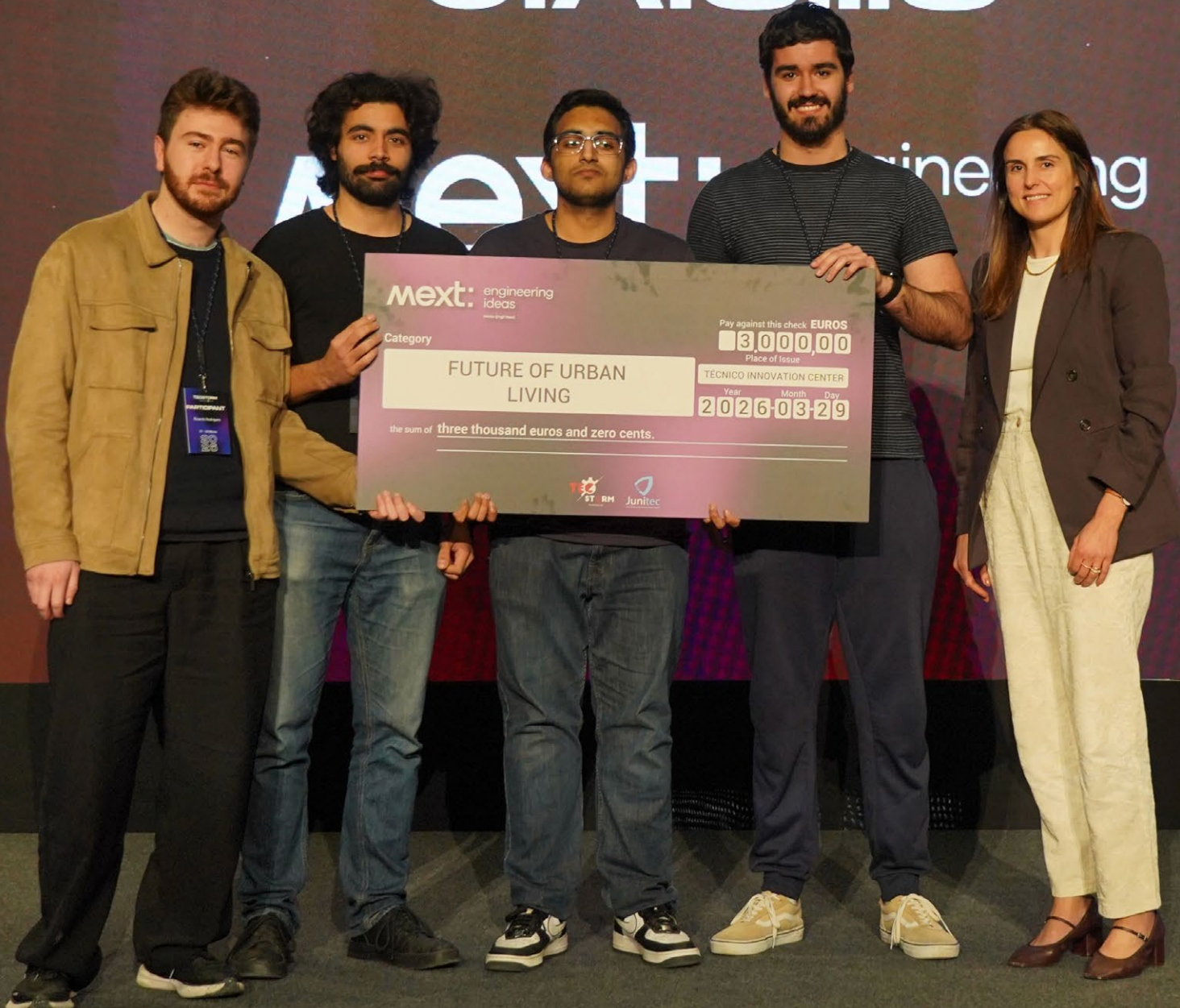
Among the main outcomes of this edition were five finalist projects and the winning project **O.A.S.I.S.**, developed within **safety on site**, one of the Mota-Engil Group's strategic areas.

TecStorm thus stands out as a privileged space for observation, learning and experimentation, reinforcing alignment between open innovation, strategic priorities and value creation — in the present and with future impact.

A special acknowledgment to the mentor team — **Miguel Fonseca, Rui Solheiro, Samuel Carvalho, Rui Roncha, Raquel Dias and Tiago Afonso** — for their time, availability and decisive contribution throughout mentoring, fundamental to the quality of the solutions developed in this edition.

WINNER TECSTORM'26

O.A.S.I.S



mext: engineering ideas

Category: **FUTURE OF URBAN LIVING**

Pay against this check, **EUROS 3.000,00**

Place of Issue: **TECNICO INNOVATION CENTER**

Year: **2026** Month: **03** Day: **29**

the sum of **three thousand euros and zero cents.**

Logos: **TECSTORM Junitec**

INNOVATION AWARDS 2025

Applied Innovation

Innovation Awards 2025: Applied Innovation
The 3rd edition of the Innovation Awards once again gave visibility to what is already happening on the ground.

The Innovation Awards 2025, promoted by MEXT: Mota-Engil Next, recognise projects that are already creating impact in the Group — in how we plan, execute and improve processes.
In this 3rd edition, 20 applications were submitted (as per the graphic piece) and three winning projects were highlighted:

- **Mota-Engil BIM Viewer** — a production control module for construction sites, supported in a BIM environment.

- **Import and Export of 3D Model Information** — automation applied to the management and exchange of 3D model information (as per the graphic piece).

- **Intelligent Optimization of Collection Routes** — intelligent optimisation of collection routes (as per the graphic piece).

The initiative also recognised **Honourable Mentions** for vision, impact and consistency: **Procurement Report, CO₂ Capture Pilot Project at Valorsul's CVE**, and **WellME** (as per the graphic piece) — different projects, with the same common denominator: innovation that leaves PowerPoint and enters daily life.

Thank you to everyone who participated, and congratulations to the winners!

NATIONAL INNOVATION AWARD 2026

National Innovation Award:
Recognising what is
Ransforming Portugal

MEXT: Mota-Engil Next is a corporate partner of the **4th edition of the National Innovation Award (PNI)**, an initiative promoted by Jornal de Negócios, Banco BPI and Claranet Portugal, which recognises organisations and projects that, through creativity and technology, boost competitiveness, promote sustainable development and contribute to a society better prepared for the future.

More than an awards ceremony, PNI positions itself as a **platform for visibility, recognition and the appreciation of applied innovation**, highlighting initiatives with proven impact, scale potential and relevance to the country's major economic, social and environmental challenges.

In a context where innovation is no longer optional, the National Innovation Award showcases projects that improve processes, create products and services, introduce new technologies or transform management and collaboration models. This logic of innovation with practical application and measurable impact is what MEXT seeks to promote, accelerating the connection between real



challenges, technology and implementation within the Mota-Engil Group.

MEXT's association with PNI also reflects a clear view: **innovating at scale requires an ecosystem** — connecting those who research, those who build, those who operate and those who decide. By joining an initiative that mobilises companies, academia and institutional partners, MEXT contributes to strengthening the culture of innovation in Portugal and giving visibility to solutions with the capacity to grow, become more robust and generate real value.

The National Innovation Awards 2026 ceremony, scheduled for the first week of June, marks the celebration of the projects distinguished in this edition, recognising the talent, vision and impact of those building, today, the future of innovation in Portugal.

The future is built by those who have the courage to innovate.

Learn more at:

premionacionaldeinovacao.negocios.pt

MAMALAND

Restoring Ecosystems with Scale, Rigor and Execution

Mamaland, a Mota-Engil Group company dedicated to developing sustainable systems, has entered a new strategic partnership with **Trafigura**, within the **Miombo Restoration Alliance**, an initiative focused on creating high-integrity carbon removal credits, grounded in ecological restoration and robust governance models.

In Malawi, this approach takes shape through the **MoRe Malawi** programme, a landscape-scale conservation and restoration initiative covering more than **550,000 hectares**. On the ground, the project brings together science, nature and community engagement, integrating one of Africa's largest native species nurseries, locally led agroforestry practices, and benefit-sharing mechanisms with communities and public entities.

With a 40-year horizon, the programme follows demanding international standards, ensuring measurable, durable and credible environmental outcomes. The focus goes beyond one-off offsetting, investing instead in building resilient natural systems capable of generating environmental, social and economic value over time.

In this context, the partnership with Trafigura stands as a strategic choice for Mamaland.

As highlighted by **Luís de Sousa**, CEO of Mamaland:

Mamaland's participation in the Miombo Restoration Alliance represents a strategic commitment to operate at the scale the planet demands today. We are focused on developing large-scale systems that restore ecosystems and create lasting value, reflecting our shared ambition with Trafigura to move decisively from vision to execution.

Integrated within the **MEXT** ecosystem, Mamaland reinforces a sustainability approach based on rigor, scale and real impact, contributing to structural, long-term solutions for global environmental challenges.





Mamaland

Prosperity for Planet and People

INNOVATION

As one of the key enablers of FOCUS 2030

Innovation has always **been part of Mota-Engil**. Throughout its history, the Group has innovated from the ground up — through engineering and execution — responding to complex and demanding contexts.

With the new strategic cycle, this capability does not emerge anew; it is **structured and given direction**, taking on a clear role as one of the key enablers of Focus 2030.

Today, talking about Mota-Engil's Innovation Strategy means **clarifying who does what, in which space, and with what level of risk**. Because not all innovation is the same — and recognising these differences is essential to ensure focus and impact.

AN INTEGRATED INNOVATION SYSTEM

Innovation closest to the core business, where risk is lower and impact on operations is more immediate, naturally remains within the businesses. It is there that innovation gains scale, consistency, and relevance, ultimately translating into performance.

As the Group moves into more exploratory territories, the businesses and **Mota-Engil Next** begin to operate in an articulated manner, sharing risk and deliberately exploring new opportunities. In more disruptive spaces, where uncertainty is higher, **Mota-Engil Next assumes a coordination role**, enabling the Group to explore new frontiers without compromising operational focus.

The result is an **integrated innovation system, distributed across the entire Group**, designed to explore the future without compromising the present.

INNOVATION SERVING THE STRATEGY

This system does not exist on the margins of the strategy. On the contrary, innovation asserts itself as **one of the key enablers through which the Group's strategy comes to life**.

The innovation strategy is intrinsically linked to the three priorities of Focus 2030 — growth, diversification, and financial discipline — and each initiative is evaluated based on its concrete contribution to these objectives.

GROWTH ARENAS AND A COMMON METHOD

To give focus to this effort, the strategy is organised around five Growth Arenas, which guide value creation in the Group's next growth cycles.

In parallel, a common **innovation management model is adopted** — Detect, Discover, Develop, and Deploy. This model does not standardise solutions, but provides a clear pathway for ideas, making innovation efforts more visible, more understandable, and easier to decide upon.

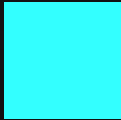
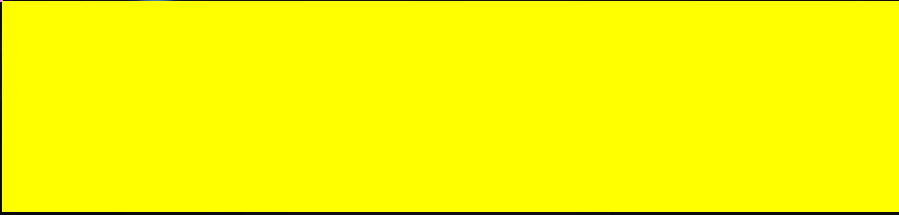
THE ROLE OF MOTA-ENGIL NEXT

Within this ecosystem, innovation remains everyone's responsibility, but it now happens in a more integrated and orchestrated way.

Mota-Engil Next assumes a central role as the Group's innovation orchestrator, supporting the businesses, investing in strategic startups, and developing new ventures capable of opening new growth cycles.

By structuring a capability that has always been part of its DNA, Mota-Engil ensures that innovation **ceases to be the exception** and consistently establishes itself as **one of the key enablers of the execution of Focus 2030**.

Watch the video and discover how innovation is embedded in the Mota-Engil Group's vision and the strategy that turns it into impact.



**Where others see letters,
you see connections...**



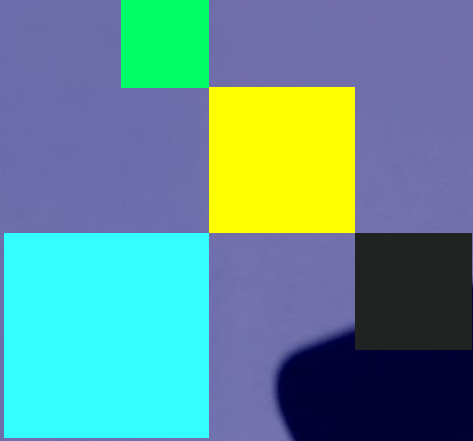
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Find the 5 innovative words.

MEXT HAS A SOUNDTRACK. DO YOU?



HIT PLAY ON YOUR WELL-BEING.
FOLLOW US ON SPOTIFY!



**We invite you to follow
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MOTAENGIL



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Mota-Engil Next