

REPORT AND ACCOUNTS

20



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20

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FRA ME WO RK



**Turning setbacks
into opportunities
helps us become stronger**

MESSAGE FROM THE ADMINISTRATION

2020 was the year that will forever be marked as the year of the COVID-19 Pandemic, a challenging year for humanity with a profound impact in 2021, which took thousands of lives, tested resilience and livelihoods, shook health systems, economies and governments, highlighting the importance of finding a new balance between companies' resilience and effectiveness, to withstand and overcome unexpected global adversity.

Clearly, 2020 was a year that will bring significant changes in our way of living and in the way we relate to our environment and society. I believe that the usual "normal" will not return. We cannot expect the resumption of our lives to be in total safety the way we felt it pre-Covid-19. However, I believe that we came out stronger as we are much better prepared for future challenges.

Last year, when I wrote my message at the beginning of the activity report in 2019, I noted the uncertainty of the times we were going through, transcribing the internal message addressed to our employees, of gratitude for the way they were reacting to the epidemic outbreak, determination and unity, still far from imagining the scale of the challenge and crisis that awaited us around the world.

But crises are also opportunities that allow us to reveal the best that is in us and today, rereading the message I conveyed on March 24, 2020, with deep pride in the family we have built with a real resilient team spirit, we are able to reinvent and to become even stronger, and this is the positive side that is important to emphasize. We never stopped. We couldn't and didn't want to.

At the Ramos Ferreira Group, the challenges experienced in 2020, which affected all the subsidiaries, although to a different extent, affirmed us as a reference group and resulted in our strengthening as an organization.

Firstly, the extraordinary character of our people and teams was demonstrated, with total commitment and a sense of commitment. Quickly, there was an adaptation to the need to work at a distance, and those who, in order to keep the works running, could not do so, also knew how to adapt to the new times and comply with the necessary safety rules, making it possible for contagions to be always under control and that there were no situations with remarkable seriousness.



We never stopped. We couldn't and didn't want to.

We also knew how to organize ourselves at all levels, setting up monitoring teams in the areas of human resources, business evolution and communication, we reviewed budgets, objectives and set priorities, making efficient financial management, which allowed us to find solutions to reduce operating costs and operation, optimize the management of cash flow and our financial structure.

Despite the context in which we live, the pride in the work developed and the capacity of our people and teams, allowed the Ramos Ferreira Group to grow compared to the previous year and exceed expectations, uniting to face the COVID-19 pandemic.

The Ramos Ferreira Group managed to recover from an extremely difficult year of 2019, as shown by the main economic and financial indicators, with special emphasis on a turnover of 23.2 million euros, 0.6% above the previous year and a consolidated EBITDA value of 1.1 million euros and a positive net result of 1.4 million euros, in both headings a recovery of the negative values of the previous year of 7.9 million euros and 8.8 million euros, respectively.

In this very difficult year, I would like to thank all our shareholders, customers, partners, suppliers and financial institutions, who have always been and will continue to be fundamental for us.

Finally, I end this message with two notes, one of hope and one of certainty. The hope is to believe that we will

be able to overcome all difficulties with the resilience characteristic of human nature, and in this way we will contribute so that 2021 can be the year that marks the end of the Pandemic for COVID-19. The note of certainty is that we know we are on the right path and that we have the right people on our side to meet the challenges of the future.

Carla Ferreira, Engineer
Chairman of the Board of Directors

THE RAMOS FERREIRA

GROUP

Started in 1981 by the engineer Manuel Nunes Ramos Ferreira, the Group dignifies its past by fulfilling a strategy of continuous development. With sustainability, seeking opportunities, investing in research and in the qualification of its human resources, a policy of expansion into new markets and new business spheres is defined.

The Ramos Ferreira Group already has a collective of more than 334 professionals, specialized and capable of offering its Clients solutions with added value for the business.

Today, thanks to this investment, the Ramos Ferreira Group is synonymous with quality, trust and competitiveness. It is headquartered in Portugal and is solidly present in Angola, Algeria, Denmark, Ghana, Great Britain, Morocco, Mozambique, S. Tomé and Príncipe, France, Belgium, preparing to enter other countries.

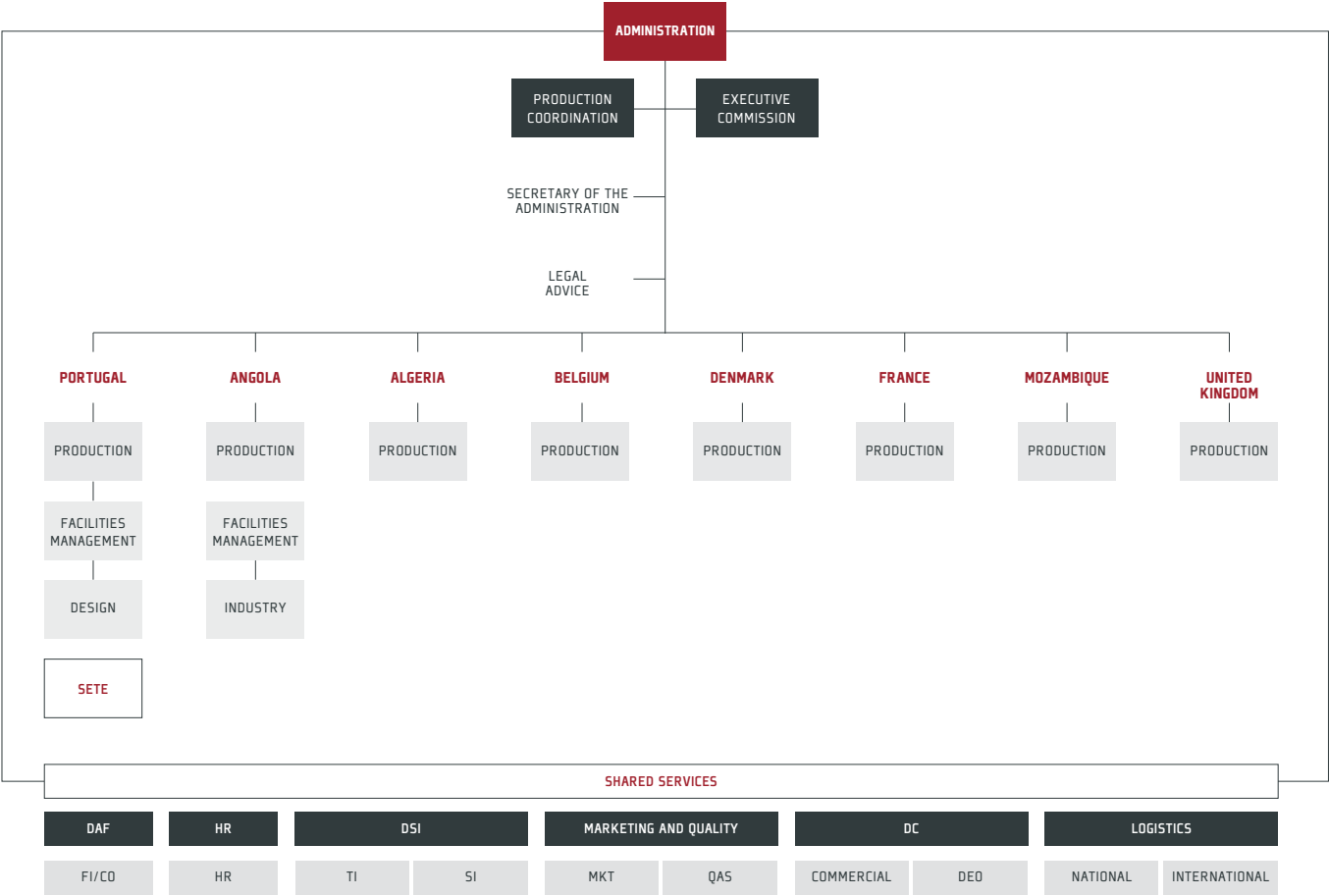
GROUP COMPANIES

The Ramos Ferreira Group is made up of a group of 9 companies:

- > MN Ramos Ferreira Engenharia SA (parent company)
- > Ramos Ferreira Engenharia, Lda. (headquartered in Angola)
- > Ramos Ferreira Engenharia Moçambique, Lda. (based in Mozambique)
- > Sete – Engineering Systems and Building Technologies, Ltd.
- > Ramos Ferreira – Projectos e Fiscalização, Lda.
- > Setesys Angola, Lda;
- > Ramos Ferreira Danmark ApS.
- > Ramos Ferreira France, SARL.
- > Branches Ferreira United Kingdom Limited







SOCIAL ENTITIES

ADMINISTRATIVE COUNCIL

- Eng. Carla Isabel da Costa Ferreira (President)
- Engineer Rui Filipe da Costa Ferreira
- Eng. João Carlos da Costa Ferreira
- Engineer Manuel Nunes Ramos Ferreira
- Haitong Capital – SCR, SA – represented by Dr. José Pinto Basto

GENERAL MEETING

- D^a Laura de Andrade Moreira da Costa Ferreira (Chairman)
- Dr. Ana Cristina Lucas Vaz das Neves (Secretary)

STATUTORY AUDITOR

- Deloitte & Associados, SROC, SA – represented by Dr. António Manuel Martins Amaral, ROC (Effective Member)
- Dr. Paulo Alexandre Rocha Silva Gaspar, ROC (Alternate Member)



MISSION, VISION AND VALUES

MISSION

Increase the volume of business, taking into account the constant posture of sustainability, in national and international dimensions. Ensure a professional and dedicated management, with defined goals, focused on the total satisfaction of customers and the well-being of employees.

EYESIGHT

To be a reference company in the various business areas and geographies where it operates, through the continuous improvement of its skills in terms of human resources, technology, innovation and development.

VALUES



INNOVATION

...in the constant search for creative solutions that foster differentiated relationships with our customers and that add value to the relationship of trust.



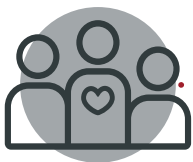
COMPETENCE...

... in a responsible attitude, demand and dedication in all processes in order to achieve concrete goals and total customer satisfaction.



INTEGRITY...

... in ethics and in the principles of loyalty, honesty and transparency that guide us and of which we are proud.



FAMILY...

... in mutual help, multiculturalism, solidarity and love. A determining value and one of the foundations of our success.



CONTINUOUS IMPROVEMENT...

...in training and personal development, seeking knowledge and the fulfillment of each employee.

BUSINESS STRUCTURE

AND AREAS

The sustainability of the Group's organizational matrix is necessarily based on a continuous commitment to knowledge, development and optimization of the structures of the markets in which the Ramos Ferreira Group operates.

The Ramos Ferreira Group brings together companies specialized in different sectors, endowed with autonomy, but committed to the same mission: to

sustainably consolidate the Group's turnover, within the scope of a dynamic strategy that knows how to interpret market needs, and respond in a personalized manner. to each customer.

The Group asserts itself as a national and international reference in the countries in which it operates and in the various business areas it incorporates.



Electricity



HVAC



Telecommunications



BMS



Safety



Fire protection



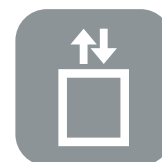
Industrial
refrigeration



Gas



Water and
sewage

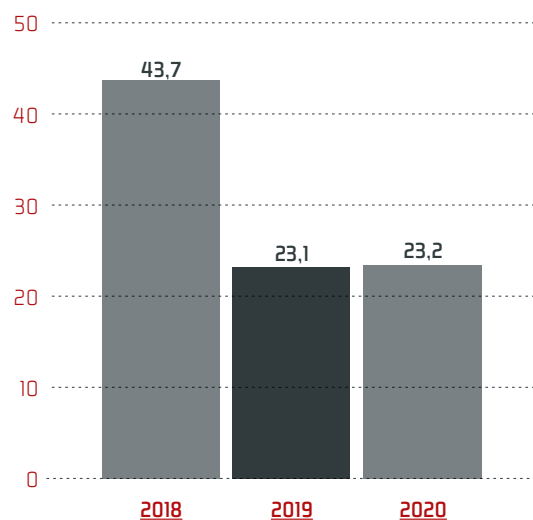


Lifts

MAIN INDICATORS

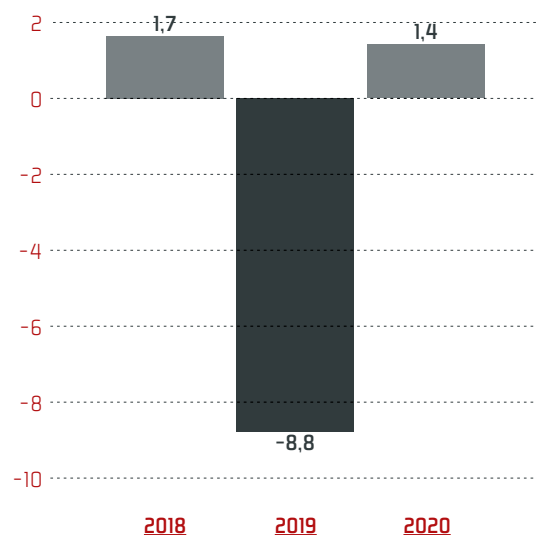
TURNOVER CONSOLIDATED

[millions]



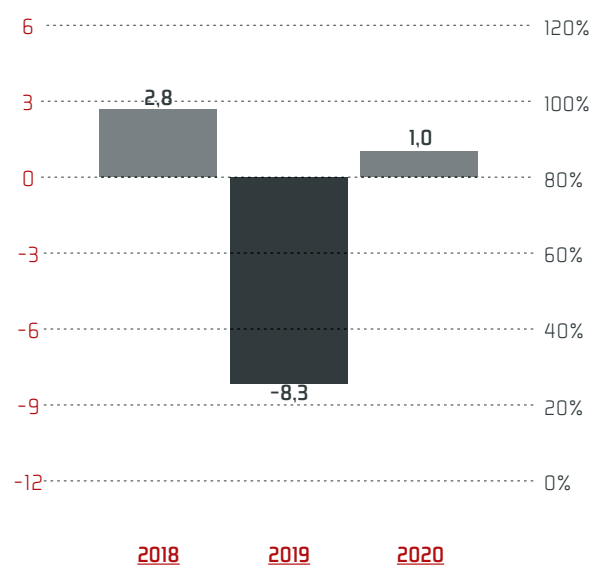
NET RESULT CONSOLIDATED

[millions]



OPERATIONAL RESULT CONSOLIDATED

[millions]



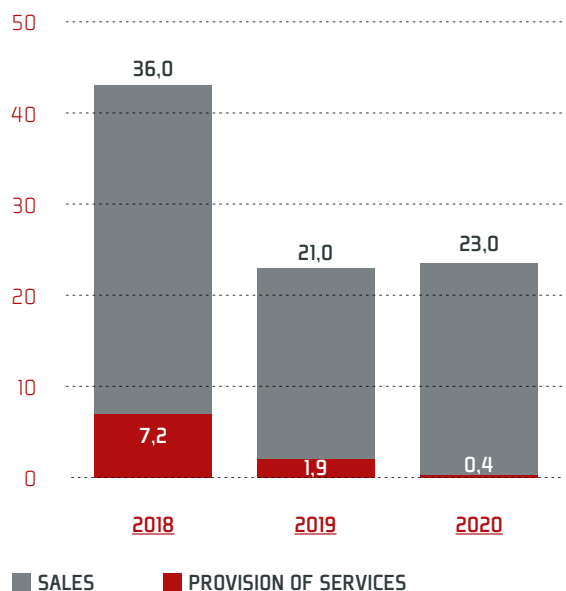
TURNOVER / EBITDA / GROSS MARGIN CONSOLIDATED

[millions]

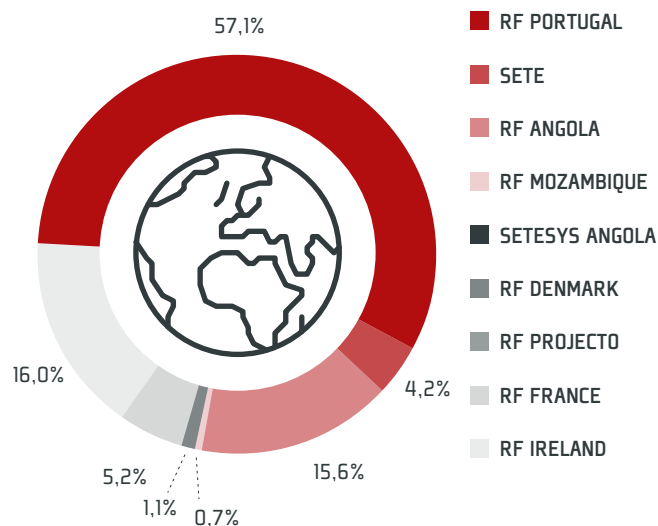


■ TURNOVER ■ EBITDA ■ GROSS MARGIN

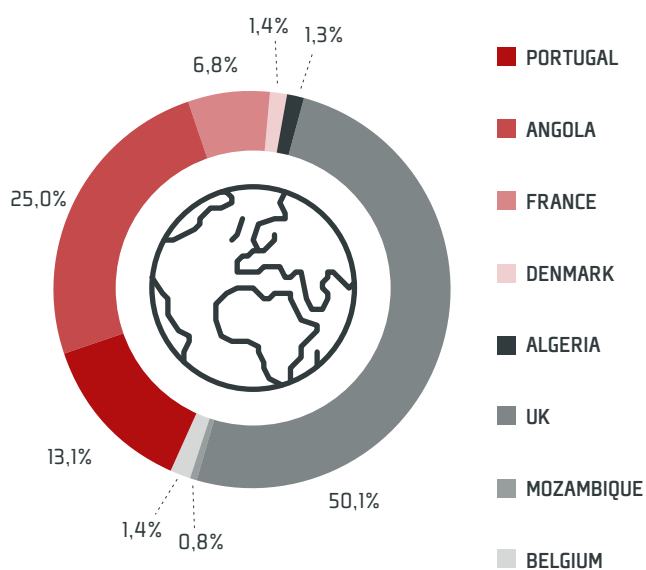
SALES vs PROVISION OF SERVICES CONSOLIDATED [millions]



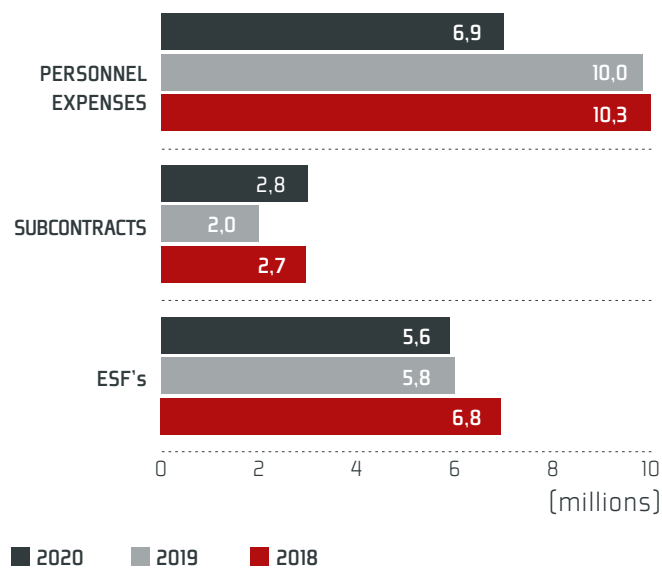
WEIGHT PER COMPANY IN VN 2020



SALE BY MARKET 2020



PERSONNEL EXPENSES / SUBCONTRACTS / ESF'S



OUR PEOPLE

The human capital that the Group has is the basis of its success and for this reason, the Ramos Ferreira Group values the development of skills and the sharing of professional experiences.

It should be noted that the main concern of the Ramos Ferreira Group with regard to health, safety and well-being at work was, throughout the year, ensuring the best safety conditions for its Employees, given the pandemic situation we are experiencing.

Thus, 2020 was marked by the functioning of a Covid-19 team that, in coordination between all the Group's companies, drew up the Contingency Plan for the pandemic and took the most appropriate decisions at any given time.

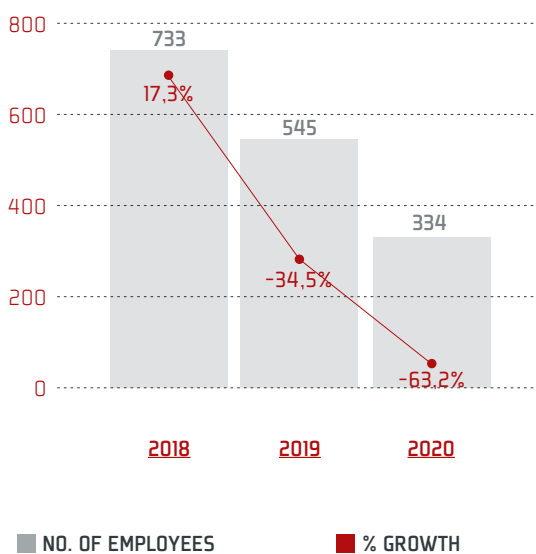
The implementation of the telework regime for almost all BackOffice employees, to reduce the concentration of employees in the building, carrying out tests in all situations where this was indicated as appropriate, permanent and updated communication with all Employees in Covid-19, were some of the measures implemented to deal with the pandemic situation.

Even so, and so that employees could continue to use the facilities safely whenever necessary for the performance of their duties, the safety and hygiene measures in the workplaces were reinforced, namely the reorganization of the layouts in order to maintain distance social, the implementation of a set of signs, temperature measurement on arrival, the availability of alcohol gel at various points, the provision of personal protective equipment for employees and regular preventive disinfection of the facilities.

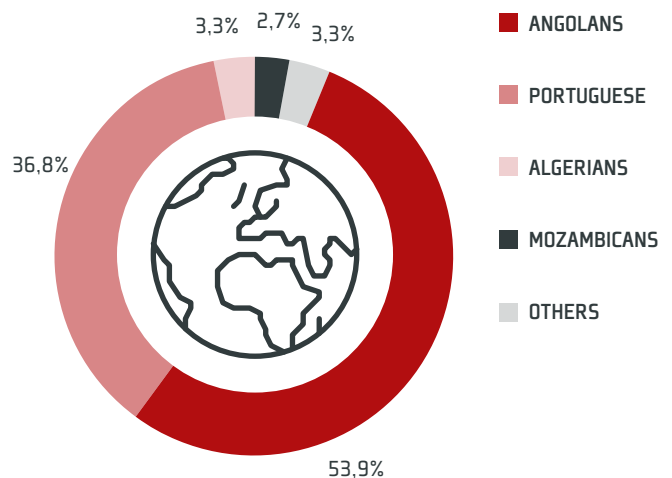
In summary, 2020 was a year marked by the Covid-19 pandemic, during which the main priority was always focused on the search for safety for Employees. With this focus, the new ways of working and the new routines implemented made it possible to maintain proximity between and with the teams through periodic meetings on the Teams platform and to monitor the reality of each of our Employees, creating strong foundations for us to continue in 2021.

We are better *together*

EVOLUTION OF EMPLOYEES



NATIONALITY



SOCIAL RESPONSABILITY

The Group has and encourages a culture of social and corporate responsibility, having published in its Corporate Social Responsibility Policy, a set of 8 commitments assumed by the Group to respond to its responsible concerns in social, economic and environmental matters, which are summarized in 3 pillars:

RESPONSIBLE FOR THE ENVIRONMENT

GOOD ENVIRONMENTAL PRACTICES MANUAL

The Group makes a Manual of Good Environmental Practices available to all its employees and partners, which aims to ensure the correct management of environmental aspects associated with the activities of the Group's companies and which serves as a support for environmental information, awareness and training.

The objective is to encourage the improvement of individual behavior and, consequently, of the environmental impact of the Group's companies, contributing, as they are implemented, to savings and cost reduction.

ECO-EFFICIENCY

"Because we care...do your part" internal message to make all employees aware of the importance of taking care of the environment in their daily lives.

RESPONSIBLE AT SOCIAL LEVEL

ETHICS AND MORAL VALUES

We promote the company's values - Team Spirit; Knowledge, Innovation, Competence, Loyalty and Human Rights.

HUMAN CAPITAL

Respect for people in human resource management strategy and policies; encouraging the acquisition of skills and career development; motivation, working conditions, health and safety at work; equal rights and opportunities, clear internal information; balance between the professional family sphere, etc.

MESSAGE "SHARE YOUR LOVE"

The Group's internal message that includes sharing love with the most needy. It signs all the initiatives organized by the Charitable Institutions Support Group, donations and sponsorships.

RESPONSIBLE FOR THE ECONOMY

DEVELOPMENT AND INNOVATION

Development and innovation as an important factor to increase competitiveness and encourage the creation of new business areas.

BUSINESS TRANSPARENCY

Ensure transparency and rigor in business and in the information provided.

VALUE CREATION

Quality, rigor, customer orientation to achieve high operational levels.

Promote the participation of stakeholders, considering their expectations and values in decision making.

RGPD

On May 25, 2018, the General Data Protection Regulation (RGPD) came into force, and the Internal Policy for the Protection of Personal Data was reinforced, with the aim of defining how the personal data of all employees is treated, candidates, temporary workers, subcontractors, clients and partners of the Ramos Ferreira Group, ensuring compliance with REGULATION (EU) 2016/679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of April 27, 2016.

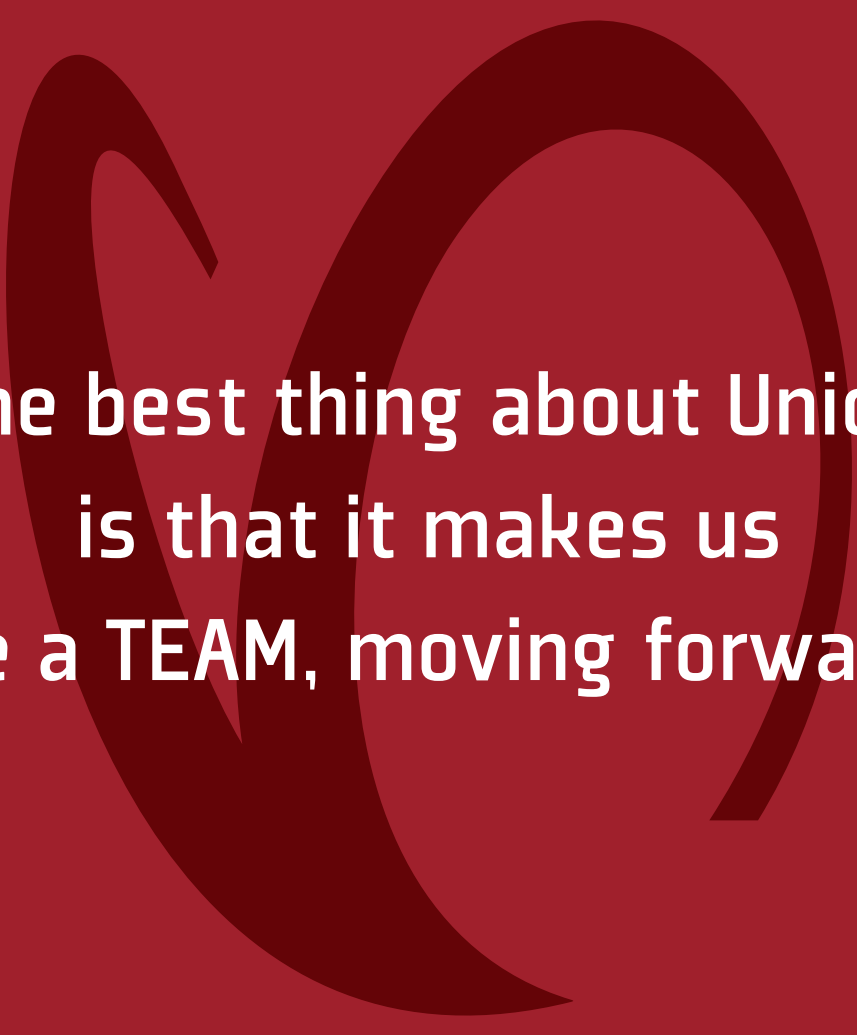
The Ramos Ferreira Group is therefore committed to respecting the best practices in the field of security and protection of personal data, ensuring that the principles of Personal Data Protection are complied with in the course of its activity, namely:

- Lawfulness, loyalty and transparency;
- Limitation of purposes;
- Data Minimization;
- Accuracy;
- Limitation of conservation;
- Integrity and confidentiality;
- Only transferred to other companies of the Ramos Ferreira Group, or third parties, if permitted or required by law,



CONSOLIDATED AND MANAGEMENT REPORT





**The best thing about Union
is that it makes us
be a TEAM, moving forward**

MACRO ECONOMIC CONTEXT

2020 was a year of true digital transformation. In response to the COVID-19 pandemic, companies had to reinvent themselves to better respond to the changes brought about by the pandemic. Digital transformation was something to recommend, but the pandemic made it essential. The year 2021 brings new challenges, including a change in consumer behavior.

According to the most recent estimates by the International Monetary Fund (IMF), world economic growth projections for 2021 indicate an economic recovery with a growth of around 6%, mainly driven by the performance of emerging economies such as China (8, 4%) and India (12.5%) and advanced economies such as the USA (6.4%). For economies based largely on oil exports and tourism, prospects are particularly difficult.

In this scenario, world trade is expected to grow by 8.4% in 2021 (8.1% in January), followed by 6.5% in 2022.

Due to the context of uncertainty in 2021, it is expected that global growth forecasts will change throughout the year, caused by a slowdown in vaccination campaigns, the existence of mutations in the SARS-COV-2 virus and the anticipation of the end of measures of budget support.

In 2021, the advancement of technology will continue to shape the way companies do business, and how their people work, but it will also provide an opportunity for change for companies in the midst of a health, economic and climate crisis to invest in a more resilient and inclusive economy.

EUROPE

Regarding the Eurozone, with the arrival of a third stronger wave of the pandemic and a longer delay in the implementation of the Recovery and Resilience Fund (European Union Recovery Fund), the IMF projects a slower recovery than expected, with growth of 4.4% and 3.8% in 2021 and 2022, respectively, after a sharp contraction of 6.6% in 2020).

As for the projections for Portugal, the most recent data showed an economic growth in the order of

3.9%, which represents a cut compared to the forecast of 6.5%, a more conservative projection due to the worsening of the pandemic. For 2022, the IMF maintains growth expectations unchanged at 4.8%. The fall in economic activity, in 2020, reflects the reduction in domestic demand and exports, highlighting the very negative contribution of exports of services, in particular those related to tourism.

With regard to the labor market, there was an increase in the unemployment rate to 6.8% (it was 6.5% in 2019), even so, an increase lower than what would be expected compared to that observed in previous recessions, which can be at least partially explained by the implementation of measures to support companies, in particular the simplified lay-off regime, as well as support granted to self-employed workers.

According to the State Budget for 2021, private consumption is expected to increase, after a reduction in 2020, and a gradual improvement in the labor market, leading to a slight increase in household disposable income and a reduction in the savings rate.

AFRICA

According to data from the Angolan INE, the gross domestic product (GDP) for the second quarter of 2020 shows a more negative performance of economic activity in Angola, with a year-on-year growth rate of -8.8%, the biggest contraction compared to the deterioration verified in the previous period (-0.5%) and in relation to the stagnation registered in the same quarter of 2019.

According to the same institution, the worsening of these data may be associated with the unfavorable national and international situation marked by the deep uncertainties caused by the negative effects of the COVID-19 pandemic.

The most affected sectors were the construction sector (down 41%), influenced by the high level of interest rates, insufficient demand, lack of materials, difficulties in obtaining credit from banking institutions and the deterioration of sales and prospects. the commerce sector, equally affected by the worsening of

insufficient demand, financial difficulties and excessive bureaucracy, combined with the disruption of stock and high sales prices.

It is estimated that economic growth will be zero or close to zero in 2021, according to the State Budget revision approved in December by the National Assembly.

According to the same sources, the national currency is expected to continue to depreciate in the first half of 2021, inflation is expected to be higher and interest rates higher, limiting the growth of consumer disposable income, the resumption of private consumption and conditioning the economic recovery throughout the year. The modest recovery in oil prices will be key to stimulating growth, particularly during the second half of 2021, with a recovery in crude oil production and exports, but unemployment will remain remarkably high.

According to the World Bank, Mozambique's economy is expected to continue in recession in 2021, falling 0.8% of GDP after having in the past suffered a 1.3% drop, only recovering in 2022, due to uncertainty about the direction of the COVID pandemic -19.

A slower recovery of the Mozambican economy is expected in 2021, supported by weak domestic demand and combined with the suspension of the gas exploration project by Total, despite the forecast of a gradual recovery of external demand and the trend to contain the spread of COVID-19. Thus, given the limited space for monetary policy and the State Budget, it remains pertinent to deepen structural reforms in the economy, with a view to strengthening institutions, improving the business environment, attracting investments and creating jobs.

PERFORMANCE IN 2020

The Ramos Ferreira Group's consolidated Turnover in 2020 amounted to 23.2 million euros, which represents an increase compared to 2019 of 0.6%, a hard work taking into account the situation experienced by the measures to restrict the business activity following the COVID-19 pandemic, with the impact on the international market being more severe due to import difficulties in the geographies of Angola and Mozambique.

In the context of the COVID-19 pandemic crisis and its impacts on business activity, the Ramos Ferreira Group revised its strategy and implemented cost containment and control measures, maintaining the measures already applied at the end of 2019 to reduce/adapt the structure to the updated turnover, in a reduction in the number of employees, via demobilization and contractual terminations, essential measures that allowed reversing the very negative performance of EBITDA and Net Income in 2019, having reached the values of 1.1 million euros and 1.4 million euros in 2020, respectively.

The Ramos Ferreira Group maintains a rigorous planning of its operations in all the geographies where it is present, which guarantees the continuity and quality of the services provided. The teams that could work remotely, more than 90% of the workforce, adapted to the new regime responsibly and even surpassing expectations.

In this context, the Ramos Ferreira Group reinforces its conviction in the defined strategy, which has been successfully followed and which was adjusted taking into account the impacts of the current pandemic crisis:

1. In economic terms, the strategy aims to promote growth in VN in the European market, and is increasingly focused on customer needs and value creation, using the most innovative solutions and focusing on increasing profitability, which allowed in 2020 , an increase in the EBITDA margin;
2. In financial terms, the strategy favors a growing solidity of the Balance Sheet, allowing the Group to be adequately capitalized to face the economic growth challenges and external constraints expected for 2021.



HIGHLIGHTS OF THE YEAR



New website



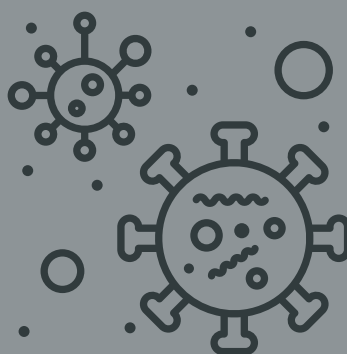
Commemoration of the day of Portugal, Camões and communities in Angola



Women Day



Easter



Covid-19 message



STRATEGY / FUTURE PERSPECTIVES

After the end of a very demanding triennium, 2020 has established itself as the very challenging starting year of the new Strategic Plan for the triennium 2020-2022, which is ambitious and extremely demanding. In fact, the Ramos Ferreira Group proposes to implement a profound organic and commercial restructuring, adapting to the new realities of the markets in which it operates. The new strategy will be based on the following pillars/objectives:

- Expansion to European markets considered strategic, which should represent more than 70% of Consolidated Turnover in 2022, and reduction of exposure to the markets of Angola and Portugal;
- Loyalty of Strategic Customers;
- Search for a strategic partner / investor to participate in the group's capital, in line with shareholder interests and with the strategy of enhancing the path to expansion into the European market;
- Ensure an aggregate EBITDA of €3.1M in 2021;
- Increased efficiency and effectiveness of shared services, with a focus on international operations;
- Motivation and continuous training of our employees;
- Promotion of health awareness actions in order to contribute to the quality of life and physical, mental and social well-being of Employees;
- Continuous improvement of the effectiveness of the RAMOS FERREIRA Group Management System, complying with the ISO 9001, ISO 14001 and ISO 45001 standards and with the legal and other applicable requirements.

TURNOVER AND TARGET RESULTS BY MARKET:

MARKETPLACE	2020			2021			2022		
	TURNOVER	RAI [%]	RAI	TURNOVER	RAI [%]	RAI	TURNOVER	RAI [%]	RAI
Angola	5 000	9%	450	5 000	15%	750	5 000	15%	750
UK/Ireland	10 000	15%	1 500	6 000	15%	900	2 000	15%	300
France	2 500	10%	250	500	10%	50	1 500	10%	150
Mozambique	500	15%	75	1 500	15%	225	500	15%	75
Denmark	500	20%	100	6 000	20%	1 200	10 000	20%	2 000
PT Production	3 000	5%	150	3 000	5%	150	4 000	5%	200
PT Export	1000	10%	100	2 500	10%	250	1 500	10%	150
OTHER			0		15%	0	1 000	15%	150
AGGREGATE	22 500	12%	2 625	24 500	14%	3 525	25 500	15%	3775

Despite the Strategic Plan predicting an extremely difficult and demanding year of 2020, we were also surprised by a pandemic crisis that affected the entire economy, to which the Ramos Ferreira Group was naturally not immune.

Despite an extremely challenging pandemic context, and the result of strong cost containment measures and mitigation of the limitations imposed by the pandemic, we managed to achieve very favorable results in 2020. With a commercial strategy adapted to the new reality, and taking advantage of digital media, we were still able to secure important new contracts in countries where it is extremely difficult to enter and get selected.

In view of this strategy and commercial orientation, it was possible to have already in 2020 a strong expression of the group's volume in more stable markets and with more attractive margins, which greatly contributed to the inversion of results from 2019 to 2020. Despite a reduction significant in total turnover, the truth is that, with a lighter structure, we started to produce more in quality at the expense of quantity, thus improving the group's overall results, even in a year as atypical as the one we are experiencing.

With the recent awards in Denmark, we were able to secure a portfolio of works that allows us to reach the Group's VN target for 2021 and 2022, with some volume still being contracted for 2023, and with a strong predominance of noble, stable and safer markets.

In a summarized manner and particularizing by market, the Ramos Ferreira Group will continue the following strategies:

- **Portugal:** As it is currently a market with very low margins, with increased risks of receiving clients, we will maintain a selective commercial strategy and with less availability for risk exposure, focusing on strategic clients and works in the "Services" or "Commercial establishments" type segments, with well-defined opening deadlines and budgets

that ensure a minimum margin of 5%. With these measures, we expect that the turnover in this market will be smaller, at a maximum of around 3M€/year. Although we maintain our commitment to continue to commercially monitor all the large-scale projects that will take place in the country, we will only have perspectives of being able to carry them out if market prices are framed within the defined strategy.

- **Angola:** Reduction of exposure to this market due to a reduction in business volume, accompanied by a reduction in structure. Portfolio of works already guaranteed for 2021, based on national emblematic works with better guarantees of access to foreign exchange. The Group will continue its debt reduction plan to PT, maintaining the amortization target of €3M/year by 2022, continuing the reduction already achieved in the previous three-year period, foreseeing practically canceling the existing balance within a maximum period of 5 years. To this end, the process of active search for the sale of real estate held in Angola, started in 2020, should contribute, the result of which will revert to the repayment of the debt to Portugal, possibly enabling the extinction of the debt in a shorter period;

- **United Kingdom (Northern Ireland):** Guaranteed works portfolio until 2021. Throughout 2021, the Group will reinforce commercial approaches with a view to securing future awards for 2022;

- **France:** Currently with less expression due to the deterioration of profitability prospects, we continue to actively compete for new projects in the French market, hoping to close some new contract by the end of 2021, beginning of 2022.

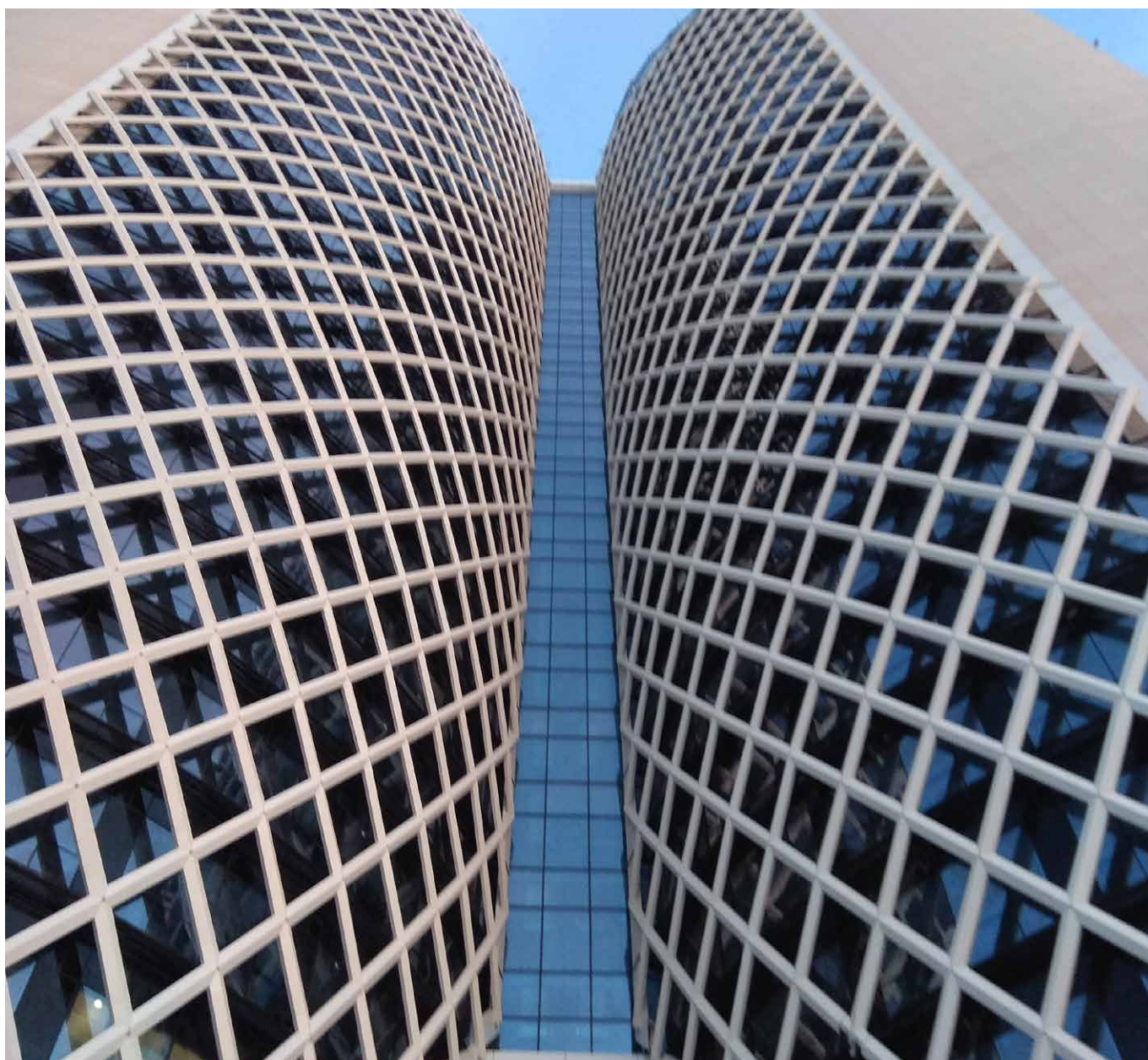
- **Denmark:** In 2020, we were able to secure awards in the order of €23 million, which allow us to ensure practically all the invoicing targets for 2021, 2022 and even some for 2023, which is the market where historically we have achieved better margins, and greater stability and security in contracts. There are still strong expectations that we will achieve new projects in this market by the end of 2021, which will allow us to increase its expression.

• **Algeria:** Given the uncertainties of the market and the lack of future prospects, the Group will maintain its operation on a very low basis and complying only with contractual obligations to guarantee the completed works, with no start of new works being expected in the short term. We will, however, maintain the commercial follow-up for a possible recovery in future years;

• **Mozambique:** A single contract is currently being executed, which started with greater force in 2021, and which should be concluded by the 1st half of 2022.

It is a project with profitability and payment conditions guaranteed by letter of credit. Mozambique is not considered a strategic market, but the Group will explore the opportunities that may arise, with tight control of risk exposure;

• **Other Markets:** Due to its relationships with strategic international clients, the Ramos Ferreira Group continues to be asked to enter new European markets, and the Group anticipates that it will be able to obtain new contracts throughout this three-year period.



RESULTS APPLICATION PROPOSAL

MN RAMOS FERREIRA – ENGENHARIA SA

Pursuing the policy of fair remuneration of invested capital, we propose that the net profit for the period, of MN Ramos Ferreira – Engenharia, SA, in the amount of 1,307,915.01 euros, has the following application:

- In other reserves: €1,307,915.01

SETE – SISTEMAS DE ENGENHARIA E TECNOLOGIAS DE EDIFÍCIOS, LDA.

Pursuing the policy of fair return on invested capital, we propose that the net income for the period of Sete – Sistemas de Engenharia e Tecnologias de Edifícios, Lda., in the amount of 227,086.94 euros, has the following application:

- In retained earnings: €93 334.40
- In other reserves: €133 752.54

RAMOS FERREIRA ENGENHARIA, LDA

Pursuing the policy of fair remuneration of invested capital, we propose that the net income for the period, of Ramos Ferreira Engenharia, Lda. in the amount of 284 733 392.35 kwanzas has the following application:

- In retained earnings: 284 733 392.35 AOA

RAMOS FERREIRA ENGENHARIA MOÇAMBIQUE, LDA

In pursuit of the policy of fair remuneration of invested capital, we propose that the net income for the period, of Ramos Ferreira Engenharia Moçambique, Lda. in the negative amount of [14,308,130.90] meticaïs has the following application:

- In retained earnings: [14 308 130.90 MT]

SETESYS ANGOLA, LDA

Pursuing the policy of fair remuneration of the invested capital, we propose that the net profit for the period, of Setesys Angola, Lda. in the negative amount of [53 345 701, 29] kwanzas has the following application:

- In retained earnings: [54 345 701.29 AOA]

RAMOS FERREIRA – PROJECTOS E FISCALIZAÇÃO, LDA

Pursuing the policy of fair remuneration of the invested capital, we propose that the net income for the period, of Ramos Ferreira – Projectos e Fiscalização, Lda. in the negative amount of [102 129 577.30] kwanzas has the following application:

- In retained earnings: [102 129 577.30 AOA]

RAMOS FERREIRA UNITED KINGDOM LIMITED

Pursuing the policy of fair remuneration of invested capital, we propose that the net income for the period, of Ramos Ferreira United Kingdom Limited, in the amount of £27,943.45, has the following application:

- In retained earnings: 27,943.45 pounds

RAMOS FERREIRA FRANCE

Pursuing the policy of fair return on invested capital, we propose that the net income for the period, of Ramos Ferreira France, in the negative amount of 293 582.70 euros, has the following application:

- In retained earnings: [293 582.70 €]

RAMOS FERREIRA DANMARK APS

Pursuing the policy of fair remuneration of invested capital, we propose that the net income for the period, of Ramos Ferreira Danmark ApS in the amount of 37,871.23 Danish kroner, be applied as follows:

- In carried over results: 37 871.23 DKK

THANKS

Ramos Ferreira thanks its Shareholders, the Chairman of the Board of Directors, the Supervisory Board, the Statutory Auditor, members of the Executive Board and its External Consultant, for their esteemed collaboration and availability to the company.

It also thanks its Customers for the confidence shown during 2020 and its strategic Partners, the active collaboration in common projects, as well as the ability to create new businesses.

Finally, and most importantly, it would like to thank all its Employees for their continued dedication, for the performance achieved in 2020 and for their support in pursuing the strategic measures implemented, allowing the Group to continue to assert itself as a benchmark company in the market.



ANNEXES TO THE CONSOLIDATED MANAGEMENT REPORT

· ARTICLE 447 OF THE COMMERCIAL COMPANIES CODE

Disclosure on December 31, 2020, of shares and other securities held by members of the Board of Directors:

BOARD OF DIRECTORS

NAME	ACTIONS 31/12/2020 THE AMOUNT	NOMINAL VALUE 31/12/2020 EURO	PARTICIPATION 31/12/2020 %	VALUE 31/12/2020 EURO
Carla Isabel da Costa Ferreira	32.200	5	27.6%	161.000
Manuel Nunes Ramos Ferreira	15.407	5	13.2%	77.035
João Carlos da Costa Ferreira	9.847	5	8.4%	49.235
Rui Filipe da Costa Ferreira	9.847	5	8.4%	49.235
Venture Capital Fund FCR PME/NOVO BANCO	16.660	5	14.3%	83.300
TOTAL	83.961		72%	419.805

No other member of the Management or Supervisory bodies declared to own, or to have owned during the year 2020, shares or obligations of MN Ramos Ferreira – Engenharia, SA

· ARTICLES 324, NO. 2 AND 66, NO. 5, SUBPARAGRAPH C) OF THE COMMERCIAL COMPANIES CODE

On December 31, 2020, MN Ramos Ferreira – Engenharia, SA held 4,504 own shares representing 3.9% of its share capital.

· ARTICLE 448 OF THE COMMERCIAL COMPANIES CODE

List of shareholders who, on December 31, 2020, held at least one tenth of the Company's share capital:

BOARD OF DIRECTORS

NAME	ACTIONS 31/12/2020 THE AMOUNT	NOMINAL VALUE 31/12/2020 EURO	PARTICIPATION 31/12/2020 %	VALUE 31/12/2020 EURO
Laura de Andrade Moreira da Costa Ferreira	15.407	5	13.2%	77.035

· DEBTS TO THE TAX ADMINISTRATION AND THE REGIONAL SOCIAL SECURITY CENTER

The companies of the Ramos Ferreira Group do not have any debts in arrears to the Tax Administration, nor to the Regional Social Security Center, nor to any other public entities.

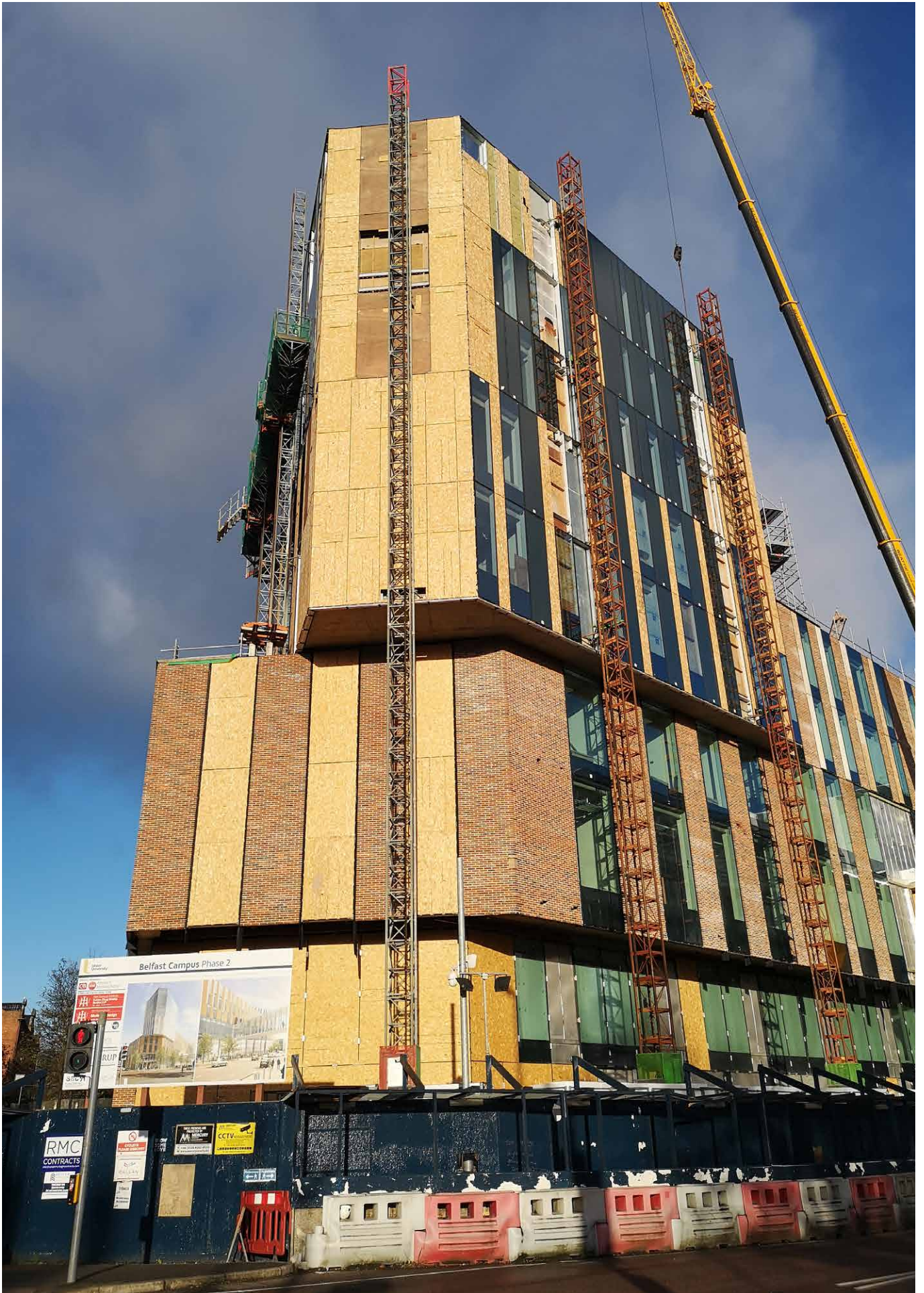
· ARTICLE 66, PARAGRAPH 5, SUBPARAGRAPH G) OF THE COMMERCIAL COMPANIES CODE

The Ramos Ferreira Group has branches in the following countries:

COMPANY	PARENTS
M.N. Ramos Ferreira - Engenharia, S.A.	Algeria

· ARTICLE 66, PARAGRAPH 5, SUBPARAGRAPH E) AND ARTICLE 397 OF THE PORTUGUESE COMPANIES CODE

No business between the company and any of its directors took place during the previous year, and the Company was not asked for any authorization in this regard.





FINANCIAL STATEMENTS AND NOTES TO THE ACCOUNTS



**Searching for the best way
is to discover
unknown forces.**

CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED INCOME STATEMENT

FOR THE PERIODS ENDED DECEMBER 31, 2020 AND 2019

(EUROS)

	NOTES	TWELVE MONTH PERIOD ENDING ON 31 DEC 20	TWELVE MONTH PERIOD ENDING ON 31 DEC 19
Sales and services	21	23 241 723	23 100 259
Exploration subsidies	-	17 174	16 217
Cost of goods sold and materials consumed	10	(7 869 594)	(8 835 126)
Supplies and external services	22	(5 632 391)	(5 764 024)
Personnel expenses	23	(6 904 357)	(9 982 658)
Inventory impairments (losses/reversals)	10	-	(112 726)
Impairments of debts receivable (losses/reversals)	24	140 092	(1 249 939)
Provisions (increases/decreases)	16	101 144	(178 015)
Other income and earnings	25	2 593 218	865 031
Other income and earnings	26	(4 494 972)	(5 800 683)
Income before depreciation, financing expenses and taxes		1 192 038	(7 941 665)
Depreciation and amortization expenses/reversals	30	(209 158)	(284 103)
Impairment of depreciable/amortizable investments (losses/reversals)	-	-	(40 528)
Operating result (before financing expenses and taxes)		982 880	(8 266 296)
Interest and similar income obtained	27	-	48 638
Interest and similar expenses incurred	27	(438 303)	(420 584)
Income before tax		544 577	(8 638 243)
Income tax for the period	28	870 828	(169 892)
Net income for the period		1 415 406	(8 808 135)
Net profit for the period attributable to:			
Equity holders of the parent company	-	1 307 915	(7 742 345)
Interests that don't control	-	107 490	(1 065 789)
		1 415 406	(8 808 135)
Basic earnings per share	-	12	(76)

CONSOLIDATED BALANCE SHEET

ON DECEMBER 31, 2020 AND 2019

(EUROS)

ACTIVE	NOTES	31 DEC 20	31 DEC 19
Non-current asset			
Tangible fixed assets	7	3 787 649	4 322 516
Goodwill	-	25 856	31 027
Intangible assets	-	17 285	19 716
Financial participations - Other methods	8	54 827	71 780
Other financial assets - MLP	-	50 511	37 055
Deferred Tax Assets	9	999 780	50 174
		4 935 906	4 532 268
Current asset			
Inventories	10	841 169	902 983
Customers	11	8 683 074	10 586 643
Advances to suppliers	-	98 516	57 231
State and other public entities - SD	12	1 713 474	1 172 821
Other accounts receivable	13	8 641 801	8 588 502
Deferrals - SD	20	38 847	331 370
Other financial assets	14	251 000	299 960
Non-current assets held for sale	7	902 877	918 701
Cash and bank deposits	5	880 557	1 197 240
		22 051 315	24 055 451
TOTAL ASSETS		26 987 221	28 587 718

CONSOLIDATED BALANCE SHEET

ON DECEMBER 31, 2020 AND 2019

(EUROS)

EQUITY AND LIABILITIES	NOTES	31 DEC 20	31 DEC 19
Equity			
Capital realized	15	583 300	583 300
Own shares (quotes)	15	(22 520)	(22 520)
Issue premiums	15	1 903 310	1 903 310
Legal reservations	15	116 660	116 660
Other reservations	15	6 425 884	13 852 063
Transited results	15	573 018	1 015 251
Revaluation surplus	15	1 845 545	1 941 380
Adjustments/other changes in equity	15	(441 153)	(551 443)
Financial Statement Conversion Differences	15	(3 157 349)	(2 880 490)
Net income for the period	15	1 307 915	(7 742 345)
		9 134 611	8 215 167
Minority interests	15	246 402	550 868
TOTAL EQUITY		9 381 013	8 766 035
PASSIVE			
Non-current liabilities			
Provisions	16	82 399	177 165
Financing obtained	17	2 309 032	626 243
Deferred tax liabilities	9	671 515	857 129
		3 062 946	1 660 537
Current liabilities			
Providers	18	3 717 284	6 898 525
Advances from customers	-	665 476	314 573
State and other public entities - SC	12	990 725	1 354 718
Shareholders/Partners - SC	-	17 573	224 347
Financing obtained	17	7 695 637	7 505 096
Other bills to pay	19	1 156 354	1 453 841
Deferrals - SC	20	172 596	274 924
Non-current liabilities held for sale	7 and 17	127 618	135 123
		14 543 262	18 161 147
TOTAL LIABILITIES		17 606 210	19 821 684
TOTAL EQUITY AND LIABILITIES		26 987 221	28 587 718

NOTES TO THE ACCOUNTS

Ramos Ferreira United Kingdom Limited, company number NI663394, and included within these consolidated financial statements, is exempt from the requirements relating to the audit of their accounts under section 479A of the Companies Act 2006.

INDIVIDUAL FINANCIAL STATEMENTS

M. N. RAMOS FERREIRA - ENGENHARIA, S.A.

INDIVIDUAL INCOME STATEMENT BY NATURE

(EUROS)

PERIOD ENDED DECEMBER 31, 2020

INCOME AND EXPENSES	NOTES	31/12/2020	31/12/2019
Sales and services	22	17 269 590	16 147 735
Exploration subsidies	-	17 174	16 217
Allocated gains/losses of subsidiaries, associates and entrepreneurs set	7	80 841	(1 872 753)
Cost of goods sold and materials consumed	23	(5 022 554)	(7 293 010)
Supplies and external services	24	(7 686 708)	(6 750 679)
Personnel expenses	25	(4 118 326)	(6 729 561)
Inventory impairment (losses / reversals)	-	-	(112 726)
Impairment of debts receivable (losses / reversals)	26	41 015	(502 604)
Provisions (increases / decreases)		102 492	(133 870)
Other income	28	878 486	347 176
Other expenses	29	(765 387)	(445 890)
Income before depreciation, financing expenses and taxes	-	796 622	(7 329 964)
Depreciation and amortization expenses / reversals	6, 7 and 8	(87 481)	(83 872)
Operating result (before financing expenses and taxes)	-	709 141	(7 413 837)
Interest and similar expenses incurred	30	(208 115)	(170 273)
Income before tax	-	501 026	(7 584 110)
Tax over the period's income	32	806 889	(158 236)
Net income for the period	-	1 307 915	(7 742 345)
Basic earnings per share	-	11,21	(66,37)

M. N. RAMOS FERREIRA - ENGENHARIA, S.A.
INDIVIDUAL BALANCE SHEET
 ON DECEMBER 31, 2020

(EUROS)

HEADINGS	NOTES	31/12/2020	31/12/2019
ACTIVE			
Non-Current Asset			
Tangible fixed assets	6	843 688	860 177
Intangible assets	7	680	1 360
Financial investments - equity method	8	4 884 377	1 340 734
Goodwill	8	25 856	31 027
Financial participations - other methods	8	50 470	68 280
Other financial assets	8	32 292	34 531
Deferred Tax Assets	18	899 301	25 590
Customers	10	2 978 693	8 634 367
		9 715 357	10 996 066
Current Asset			
Inventories	9	503 824	435 294
Customers	10 and 28	9 364 426	9 348 112
Advances to suppliers	-	41 470	45 977
State and other public entities	11	1 785 456	629 662
Other credits receivable	12	1 462 211	1 617 701
Deferrals	13	34 337	108 237
Other financial assets	14	251 000	251 000
Non-current assets held for sale	6	902 877	918 701
Cash and bank deposits	5	370 493	972 456
		14 716 095	14 327 140
TOTAL ASSETS		24 431 452	25 323 205

M. N. RAMOS FERREIRA - ENGENHARIA, S.A.
INDIVIDUAL BALANCE SHEET
ON DECEMBER 31, 2020

(EUROS)

HEADINGS	NOTES	31/12/2020	31/12/2019
EQUITY AND LIABILITIES			
Equity			
Subscribed capital	15	583 300	583 300
Own Shares	15	(22 520)	(22 520)
Issue premium	15	1 903 310	1 903 310
Legal Reserves	16	116 660	116 660
Other Reservations	16	6 425 884	13 852 063
Adjustments to financial assets	17	(1 501 772)	(879 794)
Revalue surpluses. Active		321 834	320 038
Transited results	16	-	84 455
Net income for the period		1 307 915	(7 742 345)
TOTAL EQUITY		9 134 612	8 215 167
PASSIVE			
Passive			
Provisions	27	830 429	844 315
Financing obtained	17	2 229 033	626 243
Deferred tax liabilities	18	91 118	92 914
		3 150 580	1 563 473
Current Liabilities			
Providers	19	3 721 425	7 019 992
Customer Advances	-	65 847	210 294
State and other public entities	11	949 116	1 060 996
Financing obtained	17	6 336 771	5 885 496
Other debts payable	20	885 729	1 216 508
Deferrals	21	59 755	16 158
Non-current liabilities held for sale		127 618	135 123
		12 146 261	15 544 566
TOTAL LIABILITIES		15 296 840	17 108 038
TOTAL OWN CAPITAL AND LIABILITIES		24 431 452	25 323 205

SETE- SISTEMAS DE ENGENHARIA E TECNOLOGIAS DE EDIFÍCIOS, LDA
INDIVIDUAL INCOME STATEMENT BY NATURE

(EUROS)

PERIOD ENDED DECEMBER 31, 202019

INCOME AND EXPENSES	NOTES	31/12/2020	31/12/2019
Sales and services		1 262 984	715 199
Works for the company itself	6	-	-
Cost of goods sold and materials consumed	20	(486 582)	(342 324)
Supplies and external services	21	(155 163)	(129 145)
Personnel expenses	22	(435 156)	(335 222)
Impairment of debts receivable (losses / reversals)	7	(5 111)	(2 057)
Other income	23	5 533	2 034
Other expenses	24	(10 992)	(3 199)
Income before depreciation, financing expenses and taxes	-	175 513	(94 714)
Depreciation and amortization expenses / reversals	5 and 6	(6 838)	(14 973)
Operating result (before financing expenses and taxes)	-	168 675	(109 687)
Interest and similar expenses incurred	25	(11 535)	(12 440)
Income before tax	-	157 140	(122 127)
Tax over the period's income	26	69 947	(15 063)
Net income for the period	-	227 087	(137 190)

SETE- SISTEMAS DE ENGENHARIA E TECNOLOGIAS DE EDIFÍCIOS, LDA
INDIVIDUAL BALANCE SHEET
ON DECEMBER 31, 2020

(EUROS)

HEADINGS	NOTES	31/12/2020	31/12/2019
ACTIVE			
Non-Current Asset			
Tangible fixed assets	5	1 001	1 917
Intangible assets	6	4 211	10 133
Financial participations - other methods		4 357	6 024
Deferred taxes		87 517	-
		97 085	18 074
Current Asset			
Inventories	8	106 902	103 476
Advances to suppliers		129	-
Customers	7	784 360	469 783
State and other public entities	9	21 958	30 842
Other credits receivable	10	87 128	137 208
Deferrals	11	287	1 136
Cash and bank deposits	12	28 906	45 932
		1 029 670	788 377
TOTAL ASSETS		1 126 755	806 452

SETE- SISTEMAS DE ENGENHARIA E TECNOLOGIAS DE EDIFÍCIOS, LDA
INDIVIDUAL BALANCE SHEET
 ON DECEMBER 31, 2020

(EUROS)

HEADINGS	NOTES	31/12/2020	31/12/2019
EQUITY AND LIABILITIES			
Equity			
Subscribed capital	13	10 000	10 000
Issue premium		326 053	326 053
Legal Reserves	14	3 325	3 325
Other Reservations	14	27 300	469 823
Transited results		(93 334)	(398 668)
Net income for the period		227 087	(137 190)
TOTAL EQUITY		500 431	273 344
PASSIVE			
Non-Current Liabilities			
Financing obtained	15	-	-
		-	-
Current Liabilities			
Providers	16	94 502	207 539
State and other public entities	9	20 201	29 668
Financing obtained	15	356 773	249 790
Other debts payable	17	42 008	31 198
Deferrals	18	112 841	14 912
		626 324	533 108
TOTAL LIABILITIES		626 324	533 108
TOTAL OWN CAPITAL AND LIABILITIES		1 126 755	806 452

RAMOS FERREIRA ENGENHARIA, LDA - ANGOLA
INDIVIDUAL INCOME STATEMENT BY NATURE
PERIOD ENDED DECEMBER 31, 2020

[KWANZAS]

INCOME AND EXPENSES	31/12/2020	31/12/2019
Sales	15 340 888	7 951 623
Services provided	3 760 379 552	3 922 831 481
Works for the company itself	-	-
Cost of goods sold and materials consumed	(1 068 539 813)	(1 194 356 235)
Supplies and external services	(529 947 772)	(549 354 248)
Personnel expenses	(543 318 071)	(761 682 303)
Impairment of debts receivable (losses / reversals)	-	(324 552 506)
Other income	1 039 360 622	227 977 707
Other expenses	(2 162 193 501)	(2 173 972 168)
Income before depreciation, financing expenses and taxes	511 081 905	(845 156 647)
Depreciation and amortization expenses / reversals	(74 007 585)	(77 329 712)
Operating result (before financing expenses and taxes)	437 074 319	(922 486 360)
Interest and similar income obtained	-	-
Interest and similar expenses incurred	(146 535 677)	(112 061 520)
Income before tax	290 538 642	(1 034 547 880)
Tax over the period's income	(5 805 250)	-
Net income for the period	284 733 392	(1 034 547 880)

RAMOS FERREIRA ENGENHARIA, LDA - ANGOLA
INDIVIDUAL BALANCE SHEET
 ON DECEMBER 31, 2020

[KWANZAS]

HEADINGS	NOTES	31/12/2020	31/12/2019
ACTIVE			
Tangible fixed assets	4	2 337 355 199	1 672 040 727
Intangible assets	5	9 895 464	3 205 662
Financial participations - method of eq. Assets	7	1 402 000	1 402 000
Financial participations - other methods			
Customers		2 706 197 624	
Other accounts receivable		1 334 199 286	
		6 389 049 573	1 676 648 389
Current Asset			
Inventories	8	225 390 544	235 151 268
Customers	9	1 896 507 732	3 529 964 782
Advances to suppliers	9	22 164 454	6 062 447
State and other public entities	9	125 560 663	239 811 534
Other Accounts Receivable	11	4 084 143 471	3 701 286 025
Deferrals	11	3 679 663	3 360 994
Cash and bank deposits	10	310 522 230	70 035 382
		6 667 968 757	7 785 672 431
TOTAL ASSETS		13 057 018 330	9 462 320 820

RAMOS FERREIRA ENGENHARIA, LDA - ANGOLA
INDIVIDUAL BALANCE SHEET
ON DECEMBER 31, 2020

(KWANZAS)

HEADINGS	NOTES	31/12/2020	31/12/2019
EQUITY AND LIABILITIES			
Equity			
Capital realized	12	1 900 000	1 900 000
Other equity instruments	12	3 207 688 007	43 379 153
Legal Reserves	12	1 572 320	1 572 320
Revaluation surplus	12	1 906 373 243	1 236 852 531
Transited results	12	(1 084 269 729)	891 474 136
Net income for the period		284 733 392	(1 034 547 880)
TOTAL EQUITY		4 317 997 233	1 140 630 260
PASSIVE			
Non-Current Liabilities			
Provisions		6 168 002	
Providers	19	3 193 716 000	4 715 944 509
		3 199 884 002	4 715 944 509
Current Liabilities			
Providers	19	3 493 338 361	1 837 218 986
Customer Advances	19	478 004 151	56 238 581
State and other public entities	19	55 292 117	20 524 414
Financing obtained	21	800 000 000	748 167 000
Other bills to pay	19	712 502 466	547 321 675
Deferrals	21		396 275 395
		5 539 137 095	3 605 746 051
TOTAL LIABILITIES		8 739 021 097	8 321 690 560
TOTAL LIABILITIES		13 057 018 330	9 462 320 820

SETESYS ANGOLA, LDA.
INDIVIDUAL INCOME STATEMENT BY NATURE
 PERIOD ENDED DECEMBER 31, 2020

(KWANZAS)

INCOME AND EXPENSES	31/12/2020	31/12/2019
Sales	8 533 959	-
Services provided	(6 001 906)	58 053 702
Cost of goods sold and materials consumed	(8 533 959)	(1 991 924)
Supplies and external services	(3 837 501)	(12 591 239)
Personnel expenses	(1 936 563)	(12 445 592)
Impairment of debts receivable (losses / reversals)	-	-
Other income	5 507 464	6
Other expenses	(48 077 195)	(22 054 096)
Income before depreciation, financing expenses and taxes	(54 345 701)	8 970 857
Depreciation and amortization expenses / reversals	-	(110 342)
Operating result (before financing expenses and taxes)	(54 345 701)	8 860 514
Interest and similar expenses incurred	-	-
Income before tax	(54 345 701)	8 860 514
Tax over the period's income	-	-
Net income for the period	(54 345 701)	8 860 514

SETESYS ANGOLA, LDA.
INDIVIDUAL BALANCE SHEET
ON DECEMBER 31, 2020

[KWANZAS]

HEADINGS	NOTES	31/12/2020	31/12/2019
ACTIVE			
Non-Current Asset			
Financial participations - other methods		24 297 254	-
		24 297 254	-
Current Asset			
Inventories	8	-	8 533 959
Customers	9	5 019 709	39 573 001
State and other public entities	9	4 367 387	4 725 872
Other Accounts Receivable	11	-	33 786 558
Deferrals	11	-	68 219
Cash and bank deposits	10	3 282 766	2 691 746
		12 669 862	89 379 354
TOTAL ASSETS		36 967 115	89 379 354

SETESYS ANGOLA, LDA.
INDIVIDUAL BALANCE SHEET
 ON DECEMBER 31, 2020

[KWANZAS]

HEADINGS	NOTES	31/12/2020	31/12/2019
EQUITY AND LIABILITIES			
Equity			
Capital realized	12	500 000	500 000
Other equity instruments		8 182 899	-
Reservations	12	100 000	100 000
Net income for the period		(54 345 701)	8 860 514
TOTAL EQUITY		(51 155 038)	(2 285 512)
PASSIVE			
Current Liabilities			
Providers	19	88 122 154	83 089 521
State and other public entities	19	-	459 624
Other bills to pay	19	-	6 577 410
Creditors for accrued expenses	21	-	1 538 311
		88 122 154	91 664 867
TOTAL LIABILITIES		88 122 154	91 664 867
TOTAL OWN CAPITAL AND LIABILITIES		36 967 115	89 379 354

RAMOS FERREIRA - PROJECTOS E FISCALIZAÇÃO, LDA.
INDIVIDUAL INCOME STATEMENT BY NATURE
PERIOD ENDED DECEMBER 31, 2020

[KWANZAS]

INCOME AND EXPENSES	31/12/2020	31/12/2019
Services provided	3 768 042	62 129 079
Supplies and external services	(16 239 979)	(37 579 255)
Other income	6 723 571	-
Other expenses	(96 381 212)	(59 827 694)
Income before depreciation, financing expenses and taxes	(102 129 577)	(35 277 869)
Depreciation and amortization expenses / reversals	-	-
Operating result (before financing expenses and taxes)	(102 129 577)	(35 277 869)
Interest and similar expenses incurred	-	-
Income before tax	(102 129 577)	(35 277 869)
Tax over the period's income	-	-
Net income for the period	(102 129 577)	(35 277 869)

RAMOS FERREIRA - PROJECTOS E FISCALIZAÇÃO, LDA.
INDIVIDUAL BALANCE SHEET

[KWANZAS]

ON DECEMBER 31, 2020

HEADINGS	NOTES	31/12/2020	31/12/2019
ACTIVE			
Non-Current Asset			
Financial participations - method of eq. Assets	5	99 327 321	89 729 100
		99 327 321	89 729 100
Current Asset			
Customers	9	26 876 905	23 371 715
State and other public entities	9	8 838 192	7 652 350
Other Accounts Receivable	11	2 117 075	13 109 590
Deferrals		-	19 542
Cash and bank deposits	10	7 213 060	1 039 206
		45 045 232	45 192 403
TOTAL ASSETS		144 372 553	134 921 503
EQUITY AND LIABILITIES			
Equity			
Capital realized	12	960 000	960 000
Reservations	12	149 452	149 452
Transited results	12	(62 398 452)	(27 120 583)
Net income for the period	12	(102 129 577)	(35 277 869)
TOTAL EQUITY		(163 418 577)	(61 288 999)
PASSIVE			
Current Liabilities			
Providers	19	307 522 331	195 845 285
State and other public entities	19	-	71 500
Other bills to pay	19	-	60 000
Deferrals	21	268 799	233 717
		307 791 130	196 210 503
TOTAL LIABILITIES		307 791 130	196 210 503
TOTAL OWN CAPITAL AND LIABILITIES		144 372 553	134 921 503

RAMOS FERREIRA ENGENHARIA MOÇAMBIQUE, LDA.
INDIVIDUAL INCOME STATEMENT BY NATURE
PERIOD ENDED DECEMBER 31, 2020

(METICAIS)

INCOME AND EXPENSES	NOTES	31/12/2020	31/12/2019
Services provided	12	18 456 226	22 588 216
Cost of goods sold and materials consumed		-	-
Supplies and external services	14	(16 415 400)	(15 175 240)
Personnel expenses	13	(2 852 280)	(13 327 024)
Impairment of debts receivable (losses / reversals)	15	4 580 395	(5 565 600)
other income	17	74 089	694 504
Other expenses	16	(18 138 825)	(379 172)
Income before depreciation, financing expenses and taxes		(14 295 795)	(11 164 317)
Depreciation and amortization expenses / reversals	5	(12 336)	(30 686)
Operating result (before financing expenses and taxes)		(14 308 131)	(11 195 003)
Interest and similar income obtained	17	-	23
Interest and similar expenses incurred	17	-	(9 309)
Income before tax		(14 308 131)	(11 204 288)
Tax over the period's income		-	-
Net income for the period		(14 308 131)	(11 204 288)

RAMOS FERREIRA ENGENHARIA MOÇAMBIQUE, LDA.
INDIVIDUAL BALANCE SHEET

(METICAIS)

ON DECEMBER 31, 2020

HEADINGS	31/12/2020	31/12/2019
ACTIVE		
Non-Current Asset		
Tangible fixed assets	16 986	29 322
	16 986	29 322
Current Asset		
Customers	2 567 394	13 971 341
State and other public entities	1 193 467	1 136 919
Other Accounts Receivable	286 986	186 725
Deferrals	26 663 595	15 004 851
cash and bank deposits	3 027 780	294 005
	33 739 223	30 593 841
TOTAL ASSETS	33 756 209	30 623 163
EQUITY AND LIABILITIES		
Equity		
Capital realized	1 534 000	1 534 000
Transited results	(34 688 903)	(23 484 615)
Net income for the period	(14 308 131)	(11 204 288)
TOTAL EQUITY	(47 463 034)	(33 154 903)
PASSIVE		
Current Liabilities		
Providers	62 889 433	47 043 542
State and other public entities	7 095	212 879
Shareholders	10 414	-
Other bills to pay	18 312 302	16 521 646
	81 219 243	63 778 066
TOTAL LIABILITIES	81 219 243	63 778 066
TOTAL OWN CAPITAL AND LIABILITIES	33 756 209	30 623 163

RAMOS FERREIRA UNITED KINGDOM
INDIVIDUAL INCOME STATEMENT BY NATURE
PERIOD ENDED DECEMBER 31, 2020

(POUNDS)

INCOME AND EXPENSES	31/12/2020	31/12/2019
Services provided	4 359 573	484 736
Cost of goods sold and materials consumed	(1 478 919)	(105 218)
Supplies and external services	(1 909 063)	(276 877)
Personnel expenses	(951 098)	(91 856)
Other income	3 221	-
Income before depreciation, financing expenses and taxes	23 713	10 785
Depreciation and amortization expenses / reversals	-	-
Operating result (before financing expenses and taxes)	23 713	10 785
Interest and similar income obtained	-	-
Interest and similar expenses incurred	-	-
Income before tax	23 713	10 785
Tax over the period's income	(4 506)	(2 049)
Net income for the period	19 208	8 736

RAMOS FERREIRA UNITED KINGDOM
INDIVIDUAL BALANCE SHEET

[POUNDS]

ON DECEMBER 31, 2020

HEADINGS	31/12/2020	31/12/2019
ACTIVE		
Current Asset		
Customers	897 969	323 443
Other Accounts Receivable	7 200	5 000
Cash and bank deposits	19 568	-
	924 737	328 443
TOTAL ASSETS	924 737	328 443
EQUITY AND LIABILITIES		
Equity		
Capital realized	5 000	5 000
Transited results	10 785	-
Net income for the period	19 208	8 736
TOTAL EQUITY	34 993	13 736
PASSIVE		
Current Liabilities		
Providers	570 913	179 989
State and other public entities	200 454	69 622
Other bills to pay	69 819	65 096
Deferrals	48 559	-
	889 745	314 707
TOTAL LIABILITIES	889 745	314 707
TOTAL OWN CAPITAL AND LIABILITIES	924 737	328 443

RAMOS FERREIRA FRANCE
INDIVIDUAL INCOME STATEMENT BY NATURE
PERIOD ENDED DECEMBER 31, 2020

(EUROS)

INCOME AND EXPENSES	31/12/2020	31/12/2019
Services provided	1 584 140	957 190
Cost of goods sold and materials consumed	(632 093)	(250 819)
Supplies and external services	(971 268)	(453 679)
Personnel expenses	(269 893)	(224 668)
Other income	124	-
Other expenses	(271)	(7)
Income before depreciation, financing expenses and taxes	(289 262)	28 017
Depreciation and amortization expenses / reversals	(4 321)	(1 385)
Operating result (before financing expenses and taxes)	(293 583)	26 632
Interest and similar income obtained		1
Interest and similar expenses incurred		(2 800)
Income before tax	(293 583)	23 833
Tax over the period's income		(3 633)
Net income for the period	(293 583)	20 200

RAMOS FERREIRA FRANCE
INDIVIDUAL BALANCE SHEET

(EUROS)

ON DECEMBER 31, 2020

HEADINGS	31/12/2020	31/12/2019
ACTIVE		
Non-Current Asset		
Tangible fixed assets	14 989	14 753
Other financial assets	-	60 974
	14 989	75 727
Current Asset		
Customers	196 635	411 410
Advances to suppliers	1 195	
State and other public entities	20 166	92 933
Other Accounts Receivable	321 550	
Deferrals	1 099	-
Cash and bank deposits	9 104	74 499
	549 750	578 842
TOTAL ASSETS	564 739	654 569

RAMOS FERREIRA FRANCE
INDIVIDUAL BALANCE SHEET

(EUROS)

ON DECEMBER 31, 2020

HEADINGS	31/12/2020	31/12/2019
EQUITY AND LIABILITIES		
Equity		
Capital realized	5 000	5 000
Legal reserve	500	
Transited results	19 690	-
Net income for the period	(293 583)	20 200
TOTAL EQUITY	(268 393)	25 200
PASSIVE		
Non-Current Liabilities		
Financing obtained	80 000	
	80 000	-
Current Liabilities		
Providers	716 646	208 007
State and other public entities	26 249	89 340
Financing obtained	125	4 223
Other bills to pay	10 111	327 797
	753 133	629 367
TOTAL LIABILITIES	833 133	629 367
TOTAL OWN CAPITAL AND LIABILITIES	564 739	654 569

RAMOS FERREIRA DANMARK APS
INDIVIDUAL INCOME STATEMENT BY NATURE
PERIOD ENDED DECEMBER 31, 2020

(DANISH CROWN)

INCOME AND EXPENSES	31/12/2020	31/12/2019
Services provided	2 384 495	6 056 398
Cost of goods sold and materials consumed	(238 227)	(525 065)
Supplies and external services	(945 758)	(1 561 262)
Personnel expenses	(1 115 660)	(3 452 102)
other income	-	1 214
Other expenses	(31 788)	(35 375)
Income before depreciation, financing expenses and taxes	53 062	483 808
Depreciation and amortization expenses / reversals	-	-
Operating result (before financing expenses and taxes)	53 062	483 808
Interest and similar income obtained	-	-
Interest and similar expenses incurred	-	-
Income before tax	53 062	483 808
Tax over the period's income	(15 191)	(70 994)
Net income for the period	37 871	412 814

RAMOS FERREIRA DANMARK APS
INDIVIDUAL BALANCE SHEET
ON DECEMBER 31, 2020

(DANISH CROWN)

HEADINGS	31/12/2020	31/12/2019
ACTIVE		
Non-Current Asset		
Tangible fixed assets	-	221 841
Other financial assets		
	-	221 841
Current Asset		
Customers	1 102 431	1 345 220
Advances to suppliers	226 503	-
State and other public entities	3 534	-
Cash and bank deposits	[995]	996
	1 331 473	1 346 216
TOTAL ASSETS	1 331 473	1 568 057
EQUITY AND LIABILITIES		
Equity		
Capital realized	50 000	50 000
Transited results	187 808	[225 007]
Net income for the period	37 871	412 814
TOTAL EQUITY	275 679	237 807
PASSIVE		
Current Liabilities		
Providers	456 102	404 347
State and other public entities	599 692	75 196
Other bills to pay	-	850 707
	1 055 794	1 330 250
TOTAL LIABILITIES	1 055 794	1 330 250
TOTAL OWN CAPITAL AND LIABILITIES	1 331 473	1 568 057

ATTACHMENTS





**With the right people
and a rigorous course,
the future will bring success.**

LEGAL CERTIFICATION AND AUDIT REPORT

Deloitte.

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Praça do Bom Sucesso, 61 - 13º
4150-146 Porto
Portugal

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June 30, 2021

M. N. Ramos Ferreira, Engenharia, S.A.
Rua Senhora Mestre, 22
4410-511 Serzedo VNG

Dear Sirs,

Please find enclosed a translation to English of our Statutory Audit Report, as well as of our Report and Opinion of the Statutory Audit Board, on the consolidated financial statements of M. N. Ramos Ferreira, Engenharia, S.A. as of December 31, 2020.

This is a translation of the Audit Report and of the Report and Opinion of the Statutory Audit Board originally issued in Portuguese of the financial statements prepared in accordance with "Normas Contabilísticas e de Relato Financeiro" adopted in Portugal through the "Sistema de Normalização Contabilística" ("SNC-NCRF" - Portuguese GAAP), some of which may not conform to or be required by generally accepted accounting principles in other countries. In the event of discrepancies, the Portuguese language version prevails.

Yours faithfully,



Deloitte & Associados, SROC S.A.
Represented by António Manuel Martins Amaral, ROC

LCA/em



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Type: Corporation | Tax and CRC Registration no.: 501776311 | Share capital: € 500,000
Head offices: Av. Eng. Duarte Pacheco, 7, 1070-100 Lisboa
Porto offices: Bom Sucesso Trade Center, Praça do Bom Sucesso, 61 - 13º, 4150-146 Porto



IS 668746

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STATUTORY AUDITOR'S REPORT

(Translation of a report originally issued in Portuguese)

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Qualified opinion

We have audited the accompanying consolidated financial statements of M.N. Ramos Ferreira – Engenharia, S.A. (“the Entity”) and its subsidiaries (“the Group or “Ramos Ferreira Group”), which comprise the consolidated statement of financial position as at December 31, 2020 (that presents a total of Euro 26,987,221 and total equity of Euro 9,381,013, including a net profit for the year attributable to the equity holders of the parent company of Euro 1,307,915), the consolidated statement of profit and loss by natures, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and the accompanying notes to the consolidated financial statements, including a summary of the significant accounting policies.

In our opinion, except for the possible effects of the matter referred in the first paragraph and except for the effects referred in the second paragraph of the section “Basis for qualified opinion”, the accompanying consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of M.N. Ramos Ferreira – Engenharia, S.A. as at December 31, 2020 and of its consolidated financial performance and its cash flows for the year then ended in accordance with the “*Normas Contabilísticas e de Relato Financeiro*” adopted in Portugal through the “*Sistema de Normalização Contabilística*” (“SNC-NCRF” - Portuguese GAAP).

Basis for qualified opinion

As of December 31, 2020, an amount of approximately 3.4 million Euros was recorded under the caption “Customers” and under the caption “Other accounts receivable – debtors for accrued income” the amount of approximately 6.3 million Euros related to three project works carried out by a subsidiary of the Group in Angola. In one of the project works, the Group is in a negotiation process with its owners with a view to the full settlement of these amounts, and there is already a lawsuit for the seizure of the assets, whose estimated value of the seized assets, according with the Entity’s Board of Directors, amounts to 5.3 million Euros, which is higher than the Group’s exposure on that date, which was 3.4 million Euros. This difference is intended to cover claims for additional amounts not reflected in the financial statements and related to additional works and indemnities for the expenses incurred by the Group in the delays verified in the referred project works. In another of the other project works whose exposure amounts to 1.7 million Euros, there is a mortgage on a property for an amount equal to the aforementioned exposure. In the third project work mentioned above (whose global exposure, on December 31, 2020, amounted to approximately 4.6 million Euros), there is a resumption of operational activity in the first half of 2021. It is the conviction of the Entity’s Board of Directors, based on the evolution of ongoing business and legal proceedings, as well as the resumption of operational activity recorded in the first half of 2021, that the totality of the amounts recorded above as well as the additional amounts claimed will be mostly accepted and fully settled by the works owners. Due to the fact that the aforementioned processes have not yet been finalized and, consequently, their outcome is uncertain, it was not possible for us to conclude on the amount and term for realization of those amounts.

As described in Note 2.1, the Entity chose not to apply the provisions of IAS 29 – Financial Reporting in Hyperinflationary Economies (“IAS 29”) in its subsidiary Ramos Ferreira Engenharia, Lda. (Angola), which would be mandatory in accordance with accounting standards from the year ended December 31, 2017 (first year in which the functional currency Kwanza met the requirements to be considered a hyperinflationary economy’s currency) until December 31, 2018, as, since 2019, Kwanza is no longer considered a hyperinflationary economy’s currency. Consequently, the Entity should have presented its consolidated financial statements for the years ended December 31, 2020 and 2019, the non-monetary assets and liabilities of that subsidiary in accordance with the aforementioned regulations applied until December 31, 2018; the Entity did not quantify the impact of the application of said standard on the consolidated financial statements as of December 31, 2020 and 2019.

We conducted our audit in accordance with International Standards on Auditing (ISAs) and further technical and ethical standards and guidelines as issued by Ordem dos Revisores Oficiais de Contas (the Portuguese Institute of Statutory Auditors). Our responsibilities under those standards are further described in the “Auditor’s responsibilities for the audit of the consolidated financial statements” section below. We are independent from the entities that are part of the Group in accordance with the law and we have fulfilled other ethical requirements in accordance with the Ordem dos Revisores Oficiais de Contas.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Emphasis

We draw attention to what is disclosed in note 35 of the notes to the consolidated financial statements, with regard to the potential impacts of recent events related to the epidemic caused by Covid-19 and its future impacts on the Entity and its subsidiaries’ activity and the uncertainty about the temporal effects on the profitability of its activity, its financial situation and the recovery value of its assets, which at the date of this Statutory Audit Report have not been quantified, despite the disclosure that such impacts do not jeopardize, taking into consideration the information available to date, the going concern assumption of operations used by the Entity in the preparation of the consolidated financial statements.

Our opinion is not modified in relation to this matter.

Responsibilities of Management for the consolidated financial statements

Management is responsible for:

- the preparation of consolidated financial statements that give a true and fair view, in all material respects, of the financial position, the financial performance and the cash flows of the Group in accordance with the “International Financial Reporting Standards” as adopted in the European Union (IFRSs);
- the preparation of the management report with applicable laws and regulations;
- designing and maintaining an appropriate internal control system to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error;
- the adoption of accounting policies and principles appropriate in the circumstances; and
- assessing the Group’s ability to continue as a going concern, and disclosing, as applicable, the matters that may cast significant doubt about the Group’s ability to continue as a going concern.

Auditor's responsibilities for the audit of the consolidated financial statements

Our responsibility is to obtain reasonable assurance on whether the consolidated financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Group to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion;
- we communicate with Management, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibility also includes the verification that the information contained in the management report is consistent with the consolidated financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**About the Management report**

Pursuant to article 451º, n.º 3. al. e) of the Portuguese Commercial Code (*“Código das Sociedades Comerciais”*), except for the effects and possible effects of the matters referred to in the section “Basis for the qualified opinion” of the Report on the audit of the financial statements, it is our opinion that the management report was prepared in accordance with the applicable legal and regulatory requirements and the information contained therein is consistent with the audited consolidated financial statements and, having regard to our knowledge and assessment over the Entity, we have not identified any material misstatements.

Porto, June 30, 2021

Deloitte & Associados, SROC S.A.
Represented by António Manuel Martins Amaral, ROC

REPORT AND OPINION

OF THE SUPERVISORY BOARD

REPORT AND OPINION OF THE STATUTORY AUDIT BOARD

FINANCIAL STATEMENTS

(Translation of a report originally issued in Portuguese)

**To the Shareholders of
M.N. Ramos Ferreira - Engenharia S.A.**

In compliance with the applicable legislation and our mandate, we hereby submit our Report and Opinion, which covers the activity we have performed and the consolidated financial statements of M.N. Ramos Ferreira - Engenharia S.A. (the Entity), for the year ended December 31, 2020, which are the responsibility of the Board of Directors.

We have monitored with the periodicity and extent we deemed appropriate, the evolution of the Entity's activity, as well as of the main entities included in the consolidated financial statements, the timely writing up of accounting records, compliance with statutory and legal requirements, having obtained, from the Board of Directors and the Entity's personnel, as well as of the main entities included in the consolidated financial statements, all the information and explanations requested.

As part of our duties, we have examined the consolidated statement of financial position as of December 31, 2020, the consolidated statement of profit and loss by natures, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and the accompanying notes to the consolidated financial statements. Additionally, we have examined the Management Report for the year 2020 prepared by the Board of Directors and the proposal for the application of results included therein. As a result of the statutory audit work carried out, we have issued the Statutory Auditor's Report on the consolidated financial statements, which is hereby entirely reproduced and includes two qualifications and one emphasis of matter.

Considering the above, except for the possible effects and effects referred in the section "Basis for qualified opinion" and taking in consideration the matter referred in section "Emphasis" of the Statutory Auditor's Report, the consolidated financial statements referred above and the Board of Director's Report, as well as the proposal for the application of results contained therein, are in accordance with accounting, legal and statutory requirements and, consequently, may be approved by the General Shareholders' Meeting.

We would like to thank the Entity's Board of Directors and the Entity's departments involved for the assistance provided to us.

Porto, June 30, 2021

Deloitte & Associados, SROC S.A.
Represented by António Manuel Martins Amaral, ROC

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