

Full Year Results FY24

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FY24 Financial Highlights Record underlying operating earnings delivered

Revenue (Record)	Underlying EBITDA ¹	Underlying EBIT(A) ¹	Underlying NPAT(A) ¹
\$2.0bn _ 7%	\$351.7m 14% 17.3% margin	\$140.3m 20% 6.9% margin	\$91.9m 36% Statutory NPAT \$53.2m
Underlying Operating Cash Flow ²	Free Cash Flow ⁴	Net Debt	Gearing
\$301.0m v 2% Cash Conversion 86% ³	\$74.5m 🔺 115%	\$146.6m v 27%	18.8% v 25% Net Debt /EBITDA 0.42x
Total Dividend⁵	Order Book ⁶	ROACE ⁷	ROE ⁸
1.05cps 40% 2H24 fully franked, 24.0% payout ratio	\$4.6bn v 10% \$2.0bn secured FY25	17.2% 19%	14.8% A 27%

1. Underlying numbers exclude total adjustments of \$38.7 million, of which \$31.8 million relates to receivable owing to Macmahon by Calidus Resources which has been fully impaired. Refer to slide 32

2. Net operating cash flow excluding interest, tax, corporate development costs, SaaS customisation costs and LTI

3. Cash conversion impacted by the receivable of \$31.8million owing to Macmahon by Calidus Resources which has been fully impaired

4. Underlying Operating Cash Flow - Net Capex - Interest and Tax

5. 2H24 fully franked dividend of 0.60cps

6. As at 30 June 2024. Includes Decmil secured work in hand, excludes short term civil and underground churn work and future contract cost escalation recoveries.

7. Underlying EBIT(A) / Average ((Total Assets excluding Cash) - (Current Liabilities excluding debt))

8. Underlying NPAT(A) / Average Equity

Guidance and Earnings Growth Performance

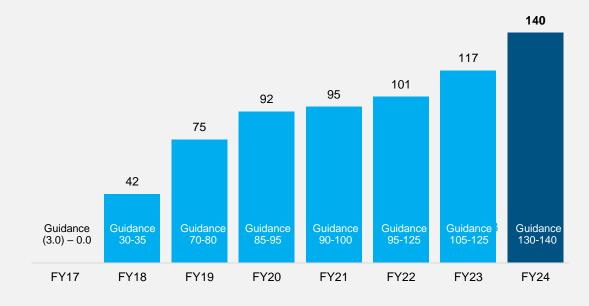
Achieved guidance for 8th consecutive year



Revenue (\$m)

FY18 to FY24 CAGR: 16%

Underlying EBIT(A) (\$m)



FY18 to FY24 CAGR: 19%

FY24 Key Highlights

Execution of existing contracts while managing industry headwinds and securing highly filtered new work

Surface Mining

- Greenbushes steady state achieved in April 2024
- Byerwen consistently achieving targets
- Signed new mining contract at Dawson South
- Actively lowering capital intensity of surface projects
 - Executed strategic rental agreement with Emeco
 - Executed equipment sale agreement at Dawson South to sell a substantial portion of mobile equipment fleet at market rates (\$44m net cash inflow collected over FY24-25)

Underground

- FY24 revenue at 26% of group revenue and targeting +50% increase in next 2-3 years
- Secured three-year \$352m contract extension at Boston Shaker
- Commenced at Ulysses
- \$5.1bn tender pipeline with a focus on opportunities in both Australia and Indonesia
- Successful PnP integration with 220+ people and continuing project fully integrated

Civil Infrastructure

- Acquired 100% of Decmil (ASX:DCG) via Schemes of Arrangements to accelerate civil infrastructure growth (mining and non-mining)
- Bond facility executed to support Decmil in securing new work
- Pursuing highly filtered combined civil tender pipeline of \$11.6bn
- Targeting large scale civil, engineering and rehabilitation projects across Australia and Indonesia
- Teaming and strategic partnership arrangements being pursued in Australia and Indonesia

Corporate

- Successfully attracted talent to increase workforce to 9,676
- Skilled labour shortages persist in Australia (equipment maintenance and operators), Southeast Asia remains a balanced market
- Contract structures provide protection against rising input costs, including labour, with approx. one third of order book being alliance style
- Executed \$80 million additional syndicated finance facility for the acquisition of Decmil in August 2024
- Focus on strengthening the balance sheet and improvement opportunities

Key Projects Diversified client portfolio

CLIENT	PROJECT	COMMODITY	CLIENT SINCE	END (UNLESS EXTENDED)	EST. MINE END DATE ¹	COST CURVE ¹
	Tropicana, WA	Gold	2012	Life of mine	2033	Q4
Newmont	Telfer, WA	Gold	2016	Life of mine	2025	Q4
	Byerwen, QLD	Met Coal	2017	June 2025	2069	Q1
	Batu Hijau, Indonesia	Copper / Gold	2017	Life of Mine	2030	Q1
TALISON LITHIUM	Greenbushes, WA	Lithium	2023	Jun 2030	2043	Q1
▼ RED5	King of the Hills, WA	Gold	2021	Dec 2026	2038	Q3
	Dawson South, QLD	Met Coal	2021	July 2025	2036	Q3
AGINCOURT	Martabe, Indonesia	Gold / Silver	2016	Mar 2030	2033	Q3
	Boston Shaker, WA	Gold	2012	Life of mine	2033	Q4
silverlake	Deflector, WA	Gold	2016	Apr 2025	2025	Q3
	Gwalia, WA	Gold	2021	Mar 2026	2031	Q4
	Ulysses, WA	Gold	2024	Sep 2024	2029	Q4
▼ RED5	King of the Hills, WA	Gold	2022	Jun 2027	2038	Q3
silverlake	Daisy Milano, WA	Gold	2024	Sep 2024	2025	Q4
QMetco Limited	Foxleigh, QLD	Met Coal	2021	Feb 2026	2032	Q3
КССБМ	Fimiston, WA	Gold	2021	Various	2034	-



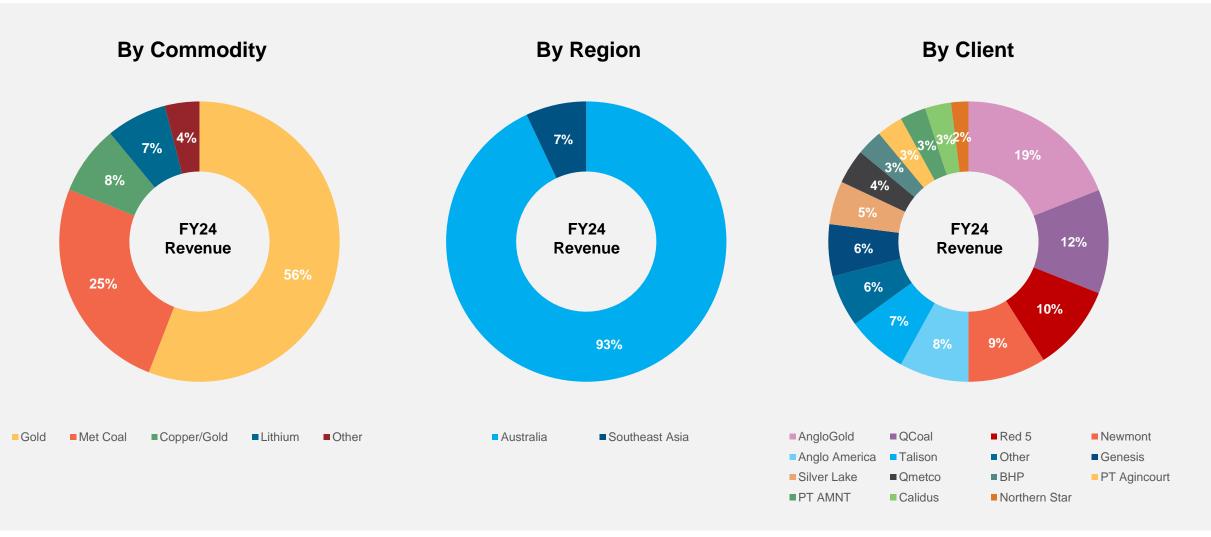
1. S&P Capital IQ as at 24-Jul-24



Surface Underground

Revenue Diversification

Continued improvement in business revenue mix



MACMAHON 30 June 2024 Full Year Results

Safety & People Investing in our people and continued safety improvement

Safety & Wellbeing

- TRIFR decreased from 3.94 in FY23 to 3.64 in FY24
- Expansion of Critical Risk Management Program
- Roll out of the Macmahon Winning Way leadership training
- · Rolled out targeted programs to enhance the health and safety of our workforce

Training & Development

- Traineeships conducted with 685 registered trainees, with 349 still registered in traineeships and 236 successfully completing their programs
- New to industry program launched for Australian Defence Force veterans to enable 17 to transition to skilled mining roles operating equipment or gaining a Heavy Diesel Trade
- Implemented new Mental Health Certificate IV traineeship to develop employees including our Strong Minds, Strong Mines team to full accreditation
- Developed a range of in-house programs including Engineering graduate business rotations for industry and personal development

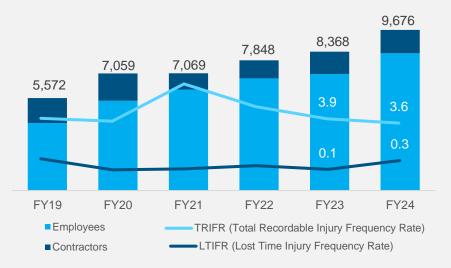
Physical & Mental Health

- Continued roll out of **Strong Minds**, **Strong Mines wellness program** ensuring the psychological safety and education of our people and the broader communities
- Implemented new Mental Health Certificate IV traineeship to develop employees
- Expansion of Wellness Champion program with an additional 56 Wellness Champions trained

Diversity & Inclusion

- Overall female representation in the Australian-based workforce 18% across all occupations
- First Nations People represent 4.4% of Australian workforce
- Continued delivery of the Respect@Macmahon roadmap

Injury Frequency Rates & Workforce





MACMAHON 30 June 2024 Full Year Results

Sustainability Evolving commitment and enhancing contribution

eak Downs Rehabilitation



Strong Minds, Strong Mines program shared with resources industry – Westgold Resources

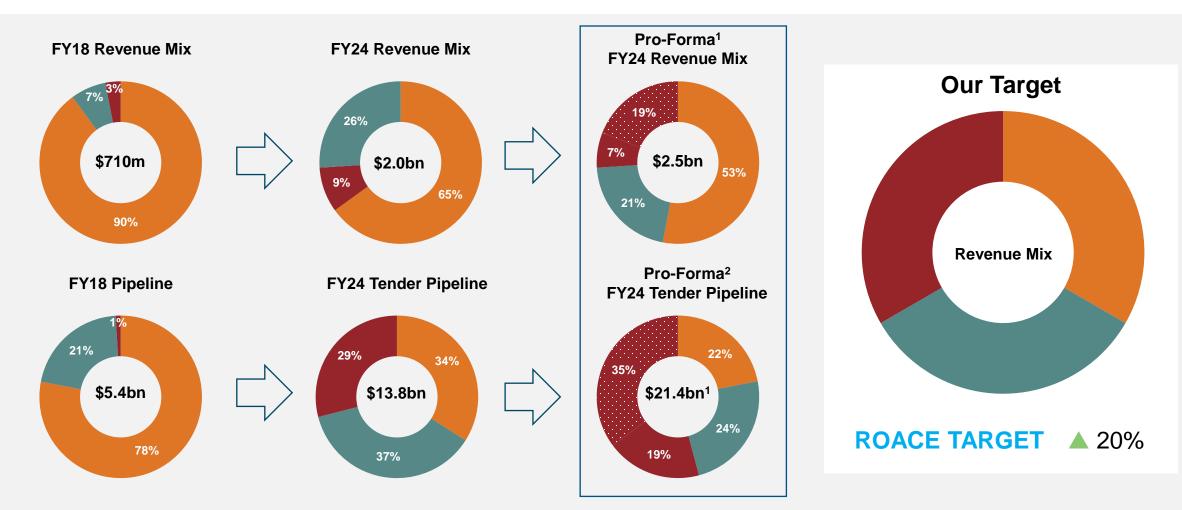
Macmahon's 2024 Sustainability Report is available on the Company's website at: https://www.macmahon.com.au/sustainability/



FY24 Strategy Execution



Expanding into Lower Capital Intensity Services Executing filtered tender pipeline to progress towards long term targets



1. FY24 Pro-Forma reflects Macmahon and Decmil (unaudited) actual FY24 revenue mix

2. FY24 Pro-Forma reflects the Macmahon FY24 tender pipeline and Decmil tender pipeline

Disciplined Strategy Execution has Delivered Consistent Growth

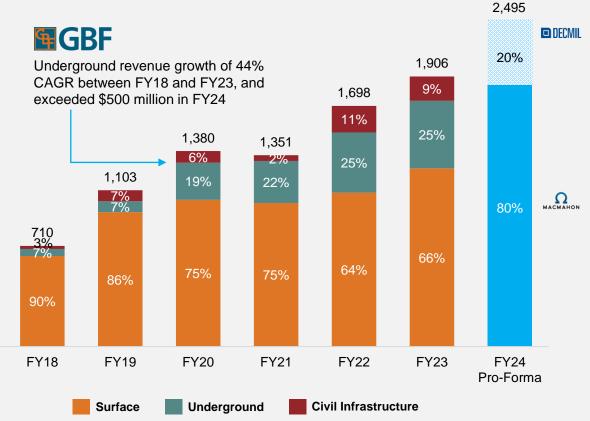
Successful growth track record through both organic initiatives and acquisitions

Macmahon's M&A Track Record



2.

Total Revenue and Business Unit Contribution (\$ million)¹



Acquisition of Decmil (ASX:DCG)

Accelerates expansion and diversification into civil infrastructure

On 15 August 2024, Macmahon implemented the Schemes of Arrangements to acquire 100% of Decmil (ASX:DCG), an ASX-listed provider of civil construction and infrastructure solutions in Australia

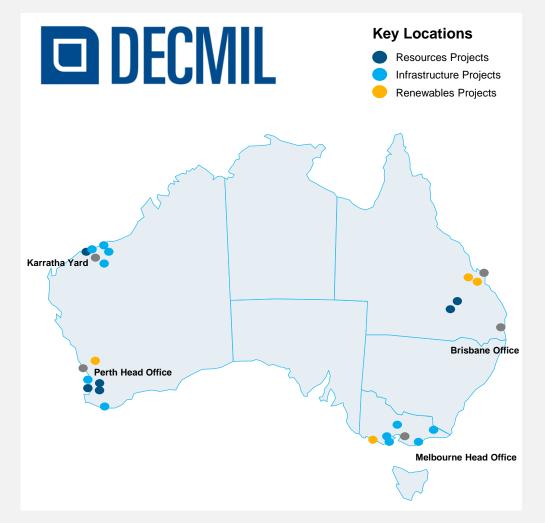
Strategic Significance

- Accelerates Macmahon's civil infrastructure growth
- Establishes a scalable foundation in both mining and non-mining sectors
- Supports Macmahon's \$1 billion civil infrastructure revenue target
- Enhances capabilities and processes in Macmahon's civil business
- Diversifies earnings and geographic presence, reducing mining commodity exposure
- Increases non-resource work in government infrastructure (e.g., roads, bridges) and renewables (e.g., wind farms), offsetting mining sector cyclicality
- Licenses to carry out road and bridge projects nationwide, enabling Tier 1 opportunities with a combined tender pipeline of \$11.6 billion

Transaction Details

- Cash acquisition price¹ of \$104 million for 100% of Decmil
- 22.4m restricted Macmahon shares to be allocated out of the existing pool available under the share plan trust to six Decmil personnel in consideration of the cancellation of their respective 2023 Decmil performance rights. The restricted shares are subject to escrow periods
- Acquired franking credits of \$53.8 million and indicative usable tax losses of \$180 million
- Expected cost synergies: \$5 million per annum

1. Due to this being a recent acquisition the purchase price allocation has not been completed and cannot be disclosed





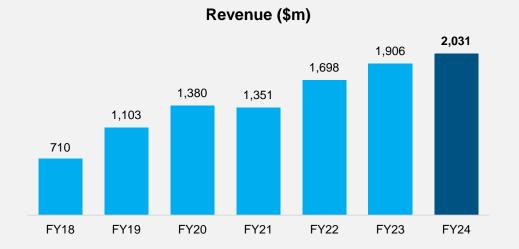
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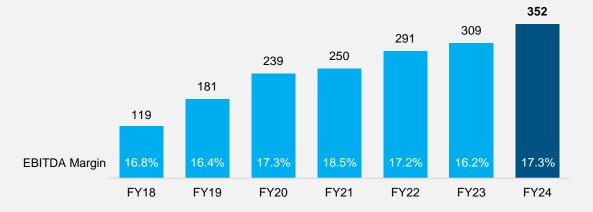
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Financial Performance



Underlying EBITDA (\$m)



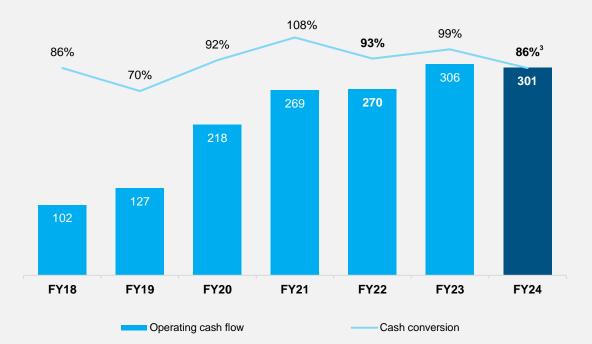
Underlying EBIT(A) (\$m)



Underlying EBIT(A) Margin

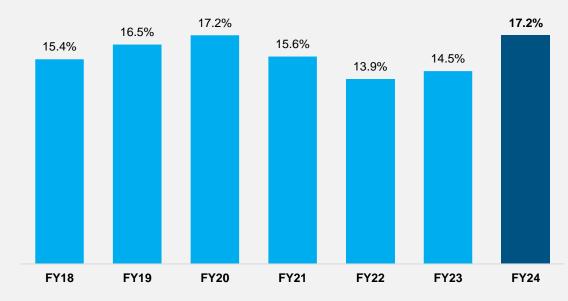


Capital Management Underlying EBITDA cash conversion and ROACE



Underlying Operating Cash Flow¹ (\$m)

Return on Average Capital (ROACE)²



1. Net operating cash flow excluding interest, tax, corporate development costs, SaaS customisation costs and LTI

2. Underlying EBIT(A) / Average ((Total Assets excluding Cash) – (Current Liabilities excluding debt))

3. Cash conversion impacted by the receivable of \$31.8 million owing to Macmahon by Calidus Resources which has been fully impaired.

Underlying Profit and Loss

\$ Millions	FY23	FY24	Change
Revenue	1,906.2	2,031.3	▲ 6.6%
Underlying EBITDA ¹	308.7	351.7	1 3.9%
EBITDA margin	16.2%	17.3%	
Underlying EBIT(A) ¹	116.6	140.3	2 0.3%
EBIT(A) margin	6.1%	6.9%	
Net finance costs	(24.3)	(26.8)	
Underlying PBT(A) ¹	92.3	113.5	23.0%
PBT(A) margin	4.8%	5.6%	
Tax (expense)/benefit	(24.7)	(21.7)	
Underlying NPAT(A) ¹	67.6	91.9	▲ 35.9%
NPAT(A) margin	3.5%	4.5%	
Underlying EPS(A) ¹ (basic) (cps)	3.22	4.36	▲ 35.4%
Reported NPAT	57.7	53.2	▼ 7.8%
Reported EPS (basic) (cps)	2.75	2.53	▼ 8.0%
Dividends per share (cps)	0.75	1.05	4 0.0%

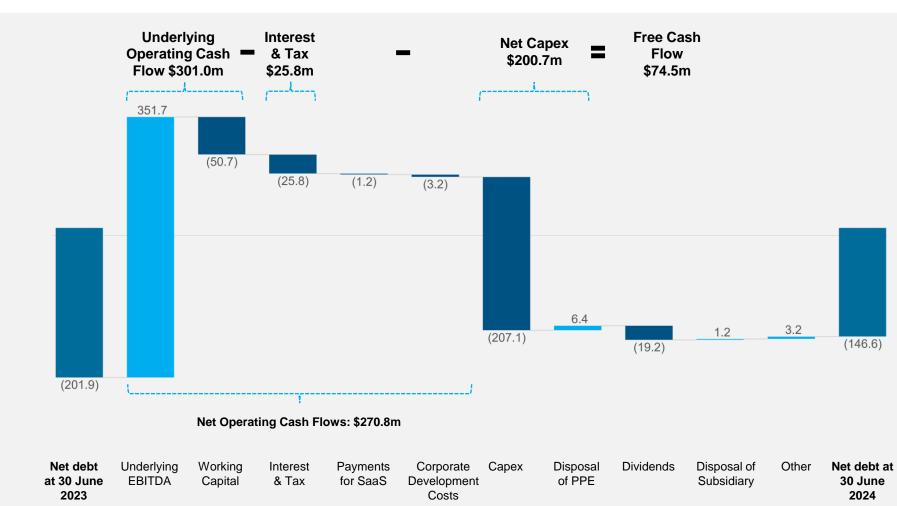
Continued improvements in revenue and underlying earnings

- Revenue increased by 6.6% with the commencement at Greenbushes, acquisition of key Pit N Portal contracts and organic growth in existing projects
- 20.3% growth in underlying EBIT(A) driven by revenue growth and operational efficiencies to further enhance margins
- Effective borrowing costs of 6.4% as at 30 June 2024 compares to 5.7% as at 30 June 2023 with the increase reflecting increasing interest rates
- Underlying NPAT(A) increased by 35.9% to \$91.9 million. Including adjusting items of \$38.7 million, of which \$31.8 million relates to the Calidus receivable impairment (fully provided for), reported NPAT(A) was \$53.2 million
- The Receivers and Managers are seeking urgent expressions of interest for the acquisition and/or recapitalisation of Calidus. At this early stage, Macmahon anticipates this will be a pathway for recoverability in FY25
- Full year dividend increased to 1.05cps, includes final dividend of 0.60cps (fully franked) representing 24.0% payout of underlying EPS, in line with policy payout range of 20-35%. Subsequent to year end \$53.8 million of franking credits were acquired from Decmil
- Effective tax rate is 29%, in line the Group's statutory tax rate. Indicative tax losses of \$180 million acquired from Decmil

Columns may not add up due to rounding

1. Underlying earnings from continuing operations, refer to reconciliation on slide 32

Cash Flow and Capex



Note: May not add up due to rounding

Operating Cash flow

- Strong underlying operating cash flow of \$301 million delivered driving reduction of net debt to \$147 million
- EBITDA cash conversion of 85.9% due to timing of certain debtors
- Free cash flow (after capital expenditure, interest and tax) of \$75 million, up 114% from FY23

Capital Expenditure

- Total FY24 capital expenditure of \$207 million including sustaining capital of \$176 million and growth capital of \$31 million for Martabe, Ulysses and Greenbushes
- FY25 forecast capital expenditure of \$233 million includes growth capital of \$33 million primarily for Greenbushes

MACMAHON 30 June 2024 Full Year Results

Balance Sheet

\$ Millions	FY23	FY24
Cash	218	195
Receivables	378	428
Inventories	92	105
Financial assets - equity investment	8	0
Property, plant and equipment	720	672
Intangible assets and goodwill	11	10
Other assets	37	41
Total assets	1,465	1,451
Payables	327	327
Borrowings	420	341
Other liabilities	109	149
Total liabilities	856	818
Total Equity	609	634
Net Debt ¹ (ND)	202	147
Net Tangible Assets (NTA) per share	27.8 cps	28.9 cps
Gearing ²	24.9%	18.8%
ND/EBITDA ³	0.65x	0.42x
ROACE ⁴	14.5%	17.2%
ROE⁵	11.6%	14.8%

1. Includes AASB 16 Leases

2. Net Debt / (Net Debt + Equity)

3. Net Debt / Underlying EBITDA

4. Underlying EBIT(A) / Average ((Total Assets excluding Cash) - (Current Liabilities excluding debt))

5. Underlying NPAT (A) / Average Equity

Strong financial discipline during high growth phase

- Net Debt / EBITDA of 0.42x is below internal threshold of <1.0x
- Gearing at 18.8% is below internal threshold of <30%, down from 24.9% in FY23
- Cash and available committed banking facilities at 30 June 2024 of \$280 million
- Post year end increased the Syndicated Debt Facility by \$80 million to provide increased liquidity post-acquisition of Decmil
- Borrowings comprise:
 - Equipment leases: \$140 million
 - Equipment finance: \$39 million
 - Bank finance: \$154 million (\$86 million undrawn at 30 June 2024)
 - Property leases: \$8 million
- ROACE of 17.2% improved on FY23 and well positioned to deliver ROACE target of >20%



Priorities and Outlook

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EX7152

Our Strategic Priorities Building a sustainable diversified scalable business

Improve Margins & execution

- Continuous improvement in operational performance and our end-to-end commercial management
- Leverage IT and OT systems to deliver efficiencies for our clients

Invest

Relevance & competitive advantage

- Grow and develop our team to ensure we have the capabilities needed to deliver our existing and future pipeline
- Invest in technology to deliver efficiencies and sustainability outcomes
- Leverage ESG solutions to accelerate client decarbonisation

Expand Growth in current marke

- Grow our underground portfolio to one third of revenue
- Expand our presence in Indonesia
- Lower the capital intensity of existing and new projects

Diversify New business growth

- Establish and grow a scale presence in civil infrastructure (mining and non-mining)
- Evolve our operating model to enable strategic growth
- Optimise the balance sheet for value and position funding facilities for new business growth









Decmil FY25 Outlook



Legacy projects largely settled and commercial risk substantially resolved



Retained strong and experienced Tier 1 senior management team, setting the business up for sustainable growth



Established new office in NSW to strengthen east coast presence



Teaming with Tier 1 and 2 civil contractors to secure large scale government infrastructure work



Disciplined tendering approach, targeting gross margins greater than 10% and equitable risk allocation on new projects



Homeground occupancy at strong levels (36% average over the last six months), assessing options for an orderly sale









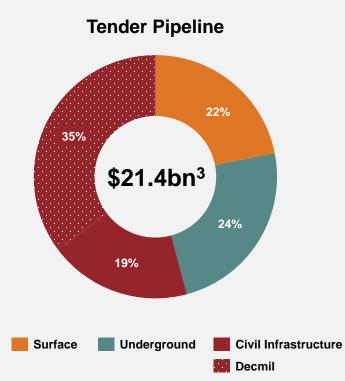




Order Book¹ \$4.6bn & Tender Pipeline \$21.4bn

1,960 1,134 FY25 FY26 FY27 FY28+ WIH Extensions² Churn

Order Book Run Off (\$m)



- \$2.0bn of FY25 revenue secured
- \$4.6bn order book secured as at 30 June 2024 which represents approx. 2.3x FY25 secured revenue
- Order book includes Decmil secured work in hand and excludes short term civil and underground churn work, which historically delivers \$100 million - \$150 million annual revenue
- \$11.6bn civil pipeline includes \$4.0bn of Macmahon opportunities and \$7.6bn for Decmil
- \$3.8 billion of outstanding tenders submitted

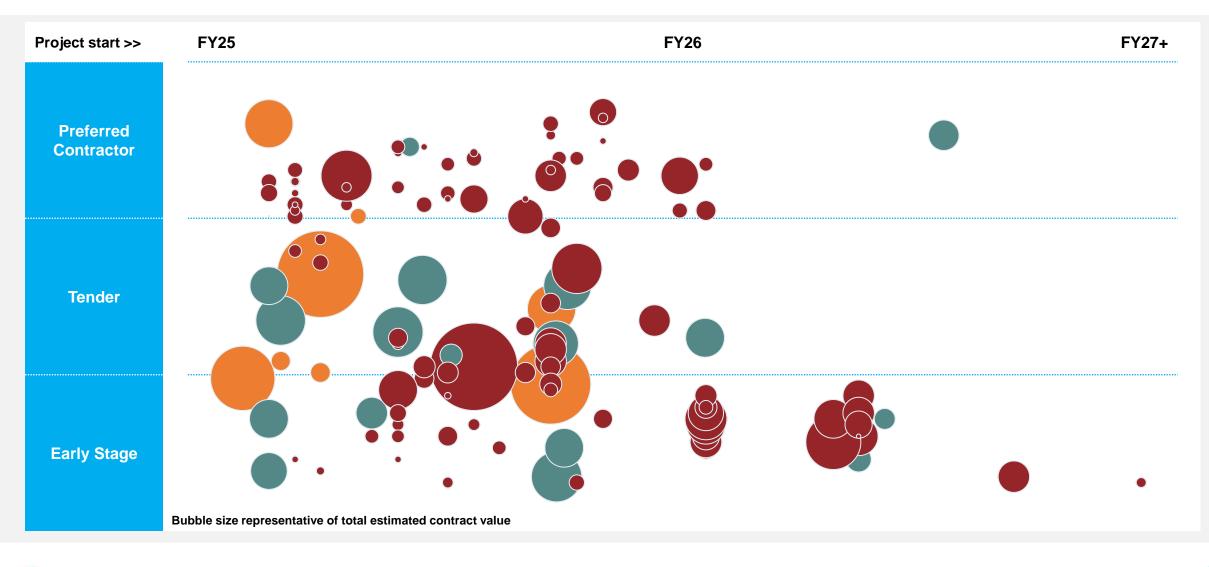
1. As at 30 June 2024 and excludes future contract cost escalation recoveries

2. Two and three year term extensions not yet secured

3. FY24 Pro-Forma reflects the Macmahon FY24 tender pipeline and Decmil tender pipeline

MACMAHON 30 June 2024 Full Year Results

Tender Pipeline \$21.4bn reflects focus on winning capital light work



FY25 Priorities & Guidance

FY25 PRIORITIES

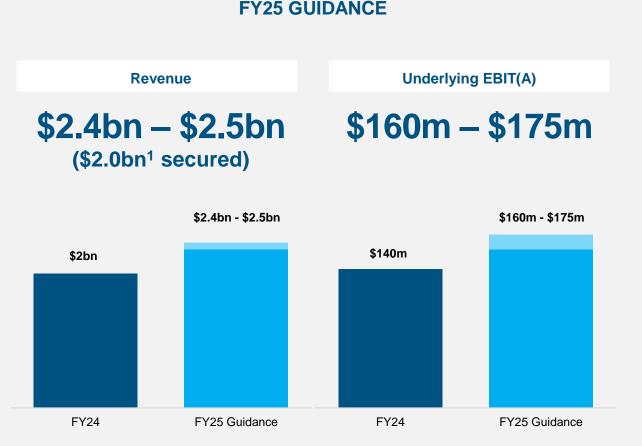
- No life changing events, reduction in TRIFR
- Continuing to drive operational improvements and increase margins
- Progress capital light strategy with a focus on successful Decmil integration
- Remain focussed on increasing ROACE, free cash flow generation and reducing net debt
- Grow and develop our team to ensure we have the capabilities needed to deliver our existing and future pipeline
- Invest in technology to deliver efficiencies and sustainability outcomes
- Leverage ESG solutions and partnerships to accelerate client decarbonisation

POSITIVE OUTLOOK

Order book of \$4.6bn¹

Tender pipeline of \$21.4bn

\$2.0bn of secured revenue for FY25



1. As at 30 June 2024. Includes Decmil work in hand, excludes short term civil and underground churn work and future contract cost escalation recoveries

Capital Allocation Policy to Balance Growth and Shareholder Returns

Our Priorities

Maintain resilient balance sheet, ensure appropriate liquidity and gearing

Retain flexibility to fund organic growth and accretive acquisitions

Increase cash return to shareholders



Leverage: <1.0x

0.30

11%

FY20

0.30x

11%

FY19

Gearing: <30%

Maintain Financial Strength Continue to reduce gearing and net debt

Leverage & Gearing Guiderails

0.50

19%

FY21

Gearing

0.74x

28%

FY22

-----Net Debt / EBITDA

0.65x

25%

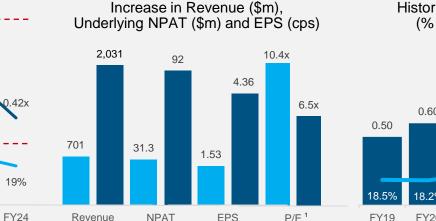
FY23

Investment in Growth

Targeting low capital growth in underground and civil infrastructure

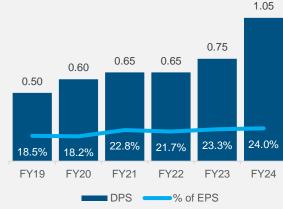
Return Cash to Shareholders

Increased dividend payout ratio range to 20% to 35% of underlying EPS Previous payout ratio range of 10% to 25%



FY18 FY24

Historical Dividend Payout Ratio (% of EPS) and DPS (cps)



1. P/E Share Price as at 16 August 2024

Thank You

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Donald James cco djames1@macmahon.com.au

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Appendix

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Corporate Overview

Capital Structure

Share Price ¹ (ASX:MAH)	\$0.285
Fully paid ordinary shares (m)	2,155
Market Capitalisation ¹	\$614m
Cash (30 June 24)	\$195m
Net Debt (30 June 24)	\$147m
Enterprise Value	\$566m
Net Tangible Assets per share (30 June '24)	\$0.289

Analyst Coverage

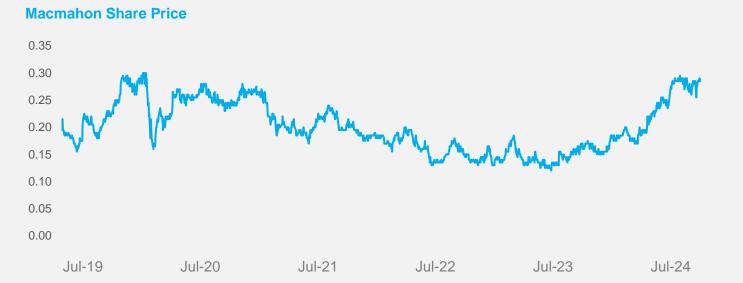
Argonaut – Ian Christie Canaccord – Cameron Bell Euroz Hartleys – Gavin Allen

Petra Capital – James Lennon

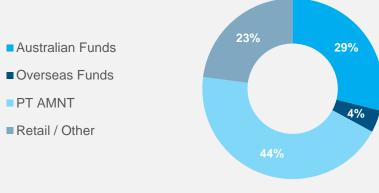
Substantial Institutional Shareholders²

Paradice Investment Management

6.8%







1. As at 16 August 2024 2. As at 25 July 2024

Board of Directors



HAMISH TYRWHITT Independent, Non-Executive Chair



DAVID GIBBS – AMNT Nominee Non-Independent, Non-Executive Director



MICHAEL FINNEGAN Managing Director and Chief Executive Officer



DENISE McCOMISH Independent, Non-Executive Director



DHARMENDRA CHANDRAN Independent, Non-Executive Director



GRAHAME WHITE Independent, Non-Executive Director

Map of Operations¹



Mining Support and Civil Infrastructure

Cash Flow

\$ Millions	FY23	FY24
Underlying EBITDA ¹	308.7	351.7
Movement in receivables	(60.3)	(90.5)
Movement in inventory	(2.3)	(8.4)
Movement in payables and provisions	60.0	56.2
Cash payments for SaaS customisation costs	(2.9)	(1.2)
Gains of PPE sales treated as revenue	-	(6.8)
Other	-	(1.1)
Net Interest and tax (paid) / received	(35.6)	(25.8)
Corporate Development costs and earn-out related to previous acquisitions	(0.7)	(3.2)
Net operating cash flow	266.9	270.8
Capital expenditure (cash)	(193.2)	(150.0)
Proceeds from sale of PPE disposal	3.6	6.4
Proceeds from sale of disposal group held for sale	1.6	1.2
Net (repayment)/proceeds of financial & lease liabilities	(41.2)	(131.8)
GBF acquisition (net of cash acquired)	(5.1)	-
Dividends	(13.8)	(19.2)
Other movements	(0.2)	-
Net cash flow	18.5	(22.7)
Underlying operating cash flow	306.0	301.0
Underlying operating cash flow		
Less Capex	(239.0)	(207.1)
Add proceeds from PPE disposal	3.6	6.4
Less interest and tax (paid)/received	(35.6)	(25.8)
Free cash flow ²	34.7	74.5

Reconciliation of Non-IFRS Financial Information

\$ Millions	FY23	FY24
Profit for the year (as reported)	57.7	53.2
Add back:		
LTI share based payment expense	0.9	2.1
Corporate development costs and earn-out related to previous acquisitions	0.7	3.2
Customer contracts amortisation (A)	5.1	0.4
SaaS customization costs	2.9	1.2
Impairment of asset disposal group	0.3	-
Impairment of financial assets (Calidus)	-	31.8
Underlying Net profit after tax (NPAT)(A)	67.6	91.9
Add back: Tax expense	24.7	21.7
Underlying Profit before tax (PBT)(A)	92.3	113.5
Add back: Net finance costs	24.3	26.8
Underlying earnings before interest and tax (EBIT(A))	116.6	140.3
Add back: Depreciation and amortisation expense (excluding GBF and Martabe customer amortisation)	192.0	211.4
Underlying earnings before interest, tax, depreciation and amortisation (EBITDA)	308.7	351.7
Weighted Average Number of Shares (m)	2,100	2,107
Underlying basic EPS(A) (cents)	3.22 cps	4.36 cps

Note: Columns may not add up due to rounding

MACMAHON 30 June 2024 Full Year Results

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Disclaimer as to forward looking statements

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ASX Information

This presentation is dated 20 August 2024, and was authorised for release by the Board of Directors of Macmahon Holdings Limited.

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