Announcement Summary

Entity name

MACMAHON HOLDINGS LIMITED

Date of this announcement

Tuesday September 01, 2026

The +securities the subject of this notification are:

Unquoted options that have been exercised or other unquoted +convertible securities that have been converted

Total number of +securities to be issued/transferred

ASX +security code	Security description	Total number of +securities to be issued/transferred	Issue date
MAH	ORDINARY FULLY PAID	16,863,667	31/08/2026

Refer to next page for full details of the announcement

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Part 1 - Entity and announcement details

1.1 Name of entity

MACMAHON HOLDINGS LIMITED

We (the entity named above) give notice of the issue, conversion or payment up of the following unquoted +securities.

1.2 Registered number type

ACN

Registration number

007634406

1.3 ASX issuer code

MAH

1.4 The announcement is

New announcement

1.5 Date of this announcement

1/9/2026

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Part 2 - Issue details

2.1 The +securities the subject of this notification are:
Unquoted options that have been exercised or other unquoted +convertible securities that have been converted

2.2b The +securities being issued, transferred or re-classified as a result of the options being exercised or other +convertible securities being converted are:
securities that have already been quoted on ASX ("existing class")

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Part 3B - number and type of +securities the subject of this notification (existing class) where issue has not previously been notified to ASX in an Appendix 3B

The right of the holder of the options or other +convertible securities to receive the +underlying securities is being satisfied by:
A transfer of existing +securities

The underlying securities being received by the holder are:
Already quoted by ASX

Existing +securities converting into an existing class

FROM (Existing Class)
ASX +Security code and description

MAHAN : PERFORMANCE RIGHTS

TO (Existing Class)
ASX +Security code and description

MAH : ORDINARY FULLY PAID

Please state the number of options that were exercised or other +convertible securities that were converted	The first date the options were exercised or other +convertible securities were converted	The last date the options were exercised or other +convertible securities were converted
16,863,667	31/8/2026	31/8/2026

Is this all of the options or other +convertible securities on issue of that type?
No

Were the options being exercised or other +convertible securities being converted issued under an +employee incentive scheme?
Yes

Are any of the options being exercised or other +convertible securities being converted held by +key management personnel (KMP) or an +associate?
Yes

Provide details of the KMP or +associates who are exercising options or converting +convertible securities.

Name of KMP	Name of registered holder	Number of +securities
Michael Finnegan	CPU Plans Pty Limited as Trustee for the Macmahon Holdings Limited Employee Share Ownership Plans Trust	6,962,962
Peter Pollard	CPU Plans Pty Limited as Trustee for the Macmahon Holdings Limited Employee Share Ownership Plans Trust	1,587,655
Ursula Lummis	CPU Plans Pty Limited as Trustee for the Macmahon Holdings Limited Employee Share Ownership Plans Trust	2,037,037

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Date the +securities the subject of this notification were issued/transferred

31/8/2026

Any other information the entity wishes to provide about the +securities the subject of this notification

Vesting of Performance Rights - FY24 Grant which were issued under the Senior Manager Long Term Incentive Plan.

Issue details

Number of +securities

16,863,667

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Part 4 - +Securities on issue

Following the issue, conversion or payment up of the +securities the subject of this notification, the +securities of the entity will comprise:

The figures in parts 4.1 and 4.2 below are automatically generated and may not reflect the entity's current issued capital if other Appendix 2A, Appendix 3G or Appendix 3H forms are currently with ASX for processing.

4.1 Quoted +securities (Total number of each +class of +securities issued and quoted on ASX)

ASX +security code and description	Total number of +securities on issue
MAH : ORDINARY FULLY PAID	2,154,985,818

4.2 Unquoted +securities (Total number of each +class of +securities issued but not quoted on ASX)

ASX +security code and description	Total number of +securities on issue
MAHAN : PERFORMANCE RIGHTS	35,936,241
MAHAO : SHARE RIGHTS	310,745

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