



Announcement Summary

Entity name

MCMILLAN SHAKESPEARE LIMITED

Date of this announcement

Tuesday September 16, 2025

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
MMS	ORDINARY FULLY PAID	185,886	16/09/2025

Refer to next page for full details of the announcement



Part 1 - Entity and announcement details

1.1 Name of entity

MCMILLAN SHAKESPEARE 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

107233983

1.3 ASX issuer code

MMS

1.4 The announcement is

New announcement

1.5 Date of this announcement

16/9/2025

For personal use only



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")

For personal use only



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

MMSAD : PERFORMANCE RIGHTS

TO (Existing Class)

ASX +Security code and description

MMS : ORDINARY FULLY PAID

Please state the number of options that were exercised or other +convertible securities that were converted

164,356

The first date the options were exercised or other +convertible securities were converted

16/9/2025

The last date the options were exercised or other +convertible securities were converted

16/9/2025

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
Roberto De Luca	Roberto De Luca	91,232

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

16/9/2025

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

Transfer of Ordinary Shares (purchased on-market) in settlement of vested Rights exercised by various participants under the McMillan Shakespeare Executive Incentive Plan



Issue details

Number of +securities

164,356

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

MMSAR : SHARE RIGHTS

TO (Existing Class)

ASX +Security code and description

MMS : ORDINARY FULLY PAID

Please state the number of options that were exercised or other +convertible securities that were converted

21,530

The first date the options were exercised or other +convertible securities were converted

16/9/2025

The last date the options were exercised or other +convertible securities were converted

16/9/2025

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?

No

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

16/9/2025

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

Transfer of Ordinary Shares (purchased on-market) in settlement of vested Rights exercised by various participants under the McMillan Shakespeare Executive Incentive Plan

Issue details

Number of +securities

21,530



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
MMS : ORDINARY FULLY PAID	69,643,024

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
MMSAD : PERFORMANCE RIGHTS	190,480
MMSAR : SHARE RIGHTS	2,096