

Appendix 3Y

Change of Director's Interest Notice

Information or documents not available now must be given to ASX as soon as available. Information and documents given to ASX become ASX's property and may be made public.

Introduced 30/09/01 Amended 01/01/11

| | |
|-----------------------|------------------------------|
| Name of entity | McMillan Shakespeare Limited |
| ABN | 74 107 233 983 |

We (the entity) give ASX the following information under listing rule 3.19A.2 and as agent for the director for the purposes of section 205G of the Corporations Act.

| | |
|----------------------------|-----------------|
| Name of Director | Roberto De Luca |
| Date of last notice | 6 December 2024 |

Part 1 - Change of director's relevant interests in securities

In the case of a trust, this includes interests in the trust made available by the responsible entity of the trust

Note: In the case of a company, interests which come within paragraph (i) of the definition of "notifiable interest of a director" should be disclosed in this part.

| | |
|---|--|
| Direct or indirect interest | Direct and indirect |
| Nature of indirect interest (including registered holder) <small>Note: Provide details of the circumstances giving rise to the relevant interest.</small> | Baxter De Luca Pty Ltd <De Luca Family A/C> |
| Date of change | a) 12 September 2025 b) 16 September 2025 c) 16 September 2025 |
| No. of securities held prior to change | <u>Direct</u> 184,931 performance rights <u>Indirect</u> 8,668 ordinary fully paid shares |
| Class | a) Unquoted share rights b) Ordinary fully paid shares c) Unquoted performance rights |
| Number acquired | a) 5,884 share rights b) 91,232 ordinary fully paid shares |
| Number disposed | c) 93,961 performance rights |

+ See chapter 19 for defined terms.

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| | |
|---|--|
| Value/Consideration Note: If consideration is non-cash, provide details and estimated valuation | Nil |
| No. of securities held after change | <u>Direct</u> 91,232 ordinary fully paid shares 90,970 performance rights 5,884 share rights <u>Indirect</u> 8,668 ordinary fully paid shares |
| Nature of change Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back | Issue of 5,884 share rights to Mr De Luca as incentive-based remuneration under Executive Incentive Plan as approved by shareholders at the AGM held on 25 October 2024. Conversion of performance rights upon vesting and lapsing of performance rights. |

Part 2 – Change of director's interests in contracts

Note: In the case of a company, interests which come within paragraph (ii) of the definition of "notifiable interest of a director" should be disclosed in this part.

| | |
|--|-----|
| Detail of contract | N/A |
| Nature of interest | N/A |
| Name of registered holder (if issued securities) | N/A |
| Date of change | N/A |
| No. and class of securities to which interest related prior to change Note: Details are only required for a contract in relation to which the interest has changed | N/A |
| Interest acquired | N/A |
| Interest disposed | N/A |
| Value/Consideration Note: If consideration is non-cash, provide details and an estimated valuation | N/A |
| Interest after change | N/A |

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Part 3 – +Closed period

| | |
|--|-----|
| Were the interests in the securities or contracts detailed above traded during a +closed period where prior written clearance was required? | No |
| If so, was prior written clearance provided to allow the trade to proceed during this period? | N/A |
| If prior written clearance was provided, on what date was this provided? | N/A |

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