

# 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

|                       |                              |
|-----------------------|------------------------------|
| <b>Name of entity</b> | McMillan Shakespeare Limited |
| <b>ABN</b>            | 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.

|                            |                 |
|----------------------------|-----------------|
| <b>Name of Director</b>    | Roberto De Luca |
| <b>Date of last notice</b> | 5 December 2025 |

### 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.

|                                                                                                                                                                         |                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Direct or indirect interest</b>                                                                                                                                      | Direct and indirect                                                                                                               |
| <b>Nature of indirect interest<br/>(including registered holder)</b><br><small>Note: Provide details of the circumstances giving rise to the relevant interest.</small> | Baxter De Luca Pty Ltd <De Luca Family A/C>                                                                                       |
| <b>Date of change</b>                                                                                                                                                   | 8 September 2026                                                                                                                  |
| <b>No. of securities held prior to change</b>                                                                                                                           | <u>Direct</u><br>146,093 performance rights<br><br>5,884 share rights<br><br><u>Indirect</u><br>99,900 ordinary fully paid shares |
| <b>Class</b>                                                                                                                                                            | a) Ordinary fully paid shares<br>b) Unquoted performance rights<br>c) Unquoted share rights                                       |
| <b>Number acquired</b>                                                                                                                                                  | a) 43,533 ordinary fully paid shares                                                                                              |
| <b>Number disposed</b>                                                                                                                                                  | b) 45,362 performance rights<br>c) 5,884 share rights                                                                             |

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| <b>Value/Consideration</b><br>Note: If consideration is non-cash, provide details and estimated valuation                                                                   | Nil                                                                                                                                                               |
| <b>No. of securities held after change</b>                                                                                                                                  | <u>Direct</u><br>100,731 performance rights<br><br>43,533 ordinary fully paid shares<br><br><u>Indirect</u><br>99,900 ordinary fully paid shares                  |
| <b>Nature of change</b><br>Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back | Conversion of performance rights and share rights upon vesting and lapsing of performance rights under the McMillan Shakespeare Limited Executive Incentive Plan. |

### 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.

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

### Part 3 – <sup>+</sup>Closed period

|                                                                                                                                                               |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Were the interests in the securities or contracts detailed above traded during a <sup>+</sup>closed period where prior written clearance was required?</b> | No |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----|

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|------------------------------------------------------------------------------------------------------|-----|
| <b>If so, was prior written clearance provided to allow the trade to proceed during this period?</b> | N/A |
| <b>If prior written clearance was provided, on what date was this provided?</b>                      | N/A |

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+ See chapter 19 for defined terms.