



MMS 2026 Annual General Meeting

Friday 23rd October 2026

MMS

Disclaimer and important notice

This presentation has been prepared by McMillan Shakespeare Limited ABN 74 107 233 983 (MMS). It contains summary information about MMS and its subsidiaries and their activities current as at the date of this presentation. The presentation contains selected information and does not purport to be all inclusive or complete. It should be read in conjunction with MMS' FY26 annual report, other periodic corporate reports and continuous disclosure announcements filed with the Australian Securities Exchange (ASX). This presentation has not been audited in accordance with Australian Auditing Standards. Information in this presentation is not intended to be relied upon as advice and is not, and should not be considered, a recommendation to investors or potential investors. It does not take into account the investment objectives, financial situation and particular needs of any particular investor. Investors should seek their own independent legal, taxation, business and/or financial advice in connection with any investment decision.

Past performance information should not be relied upon as (and is not) an indication of future performance.

This presentation contains certain forward-looking statements which are based on management's current expectations, judgements, estimates and projections about matters relevant to MMS' future performance. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'would', 'could', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'strategy', 'target', 'likely', 'aim' or other similar expressions. Similarly, statements that describe objectives, plans, goals, or expectations of the Group are forward-looking. Forward looking statements are not certain and involve known and unknown risks, assumptions, uncertainties and other factors, many of which are beyond the control of MMS and its management. These factors include: economic conditions, changes in government policy or regulation, an increasingly complex geopolitical environment, vehicle and supply chain dynamics, technological changes (including developments in artificial intelligence) and increased competition. Actual events or results may differ materially, and investors are therefore cautioned not to place undue reliance on such statements. To the extent permitted by law, is under no obligation to update any forward-looking statements. Forward-looking statements may also be made – verbally and in writing – by management in connection with this presentation. Such statements are also subject to the same limitations, uncertainties and assumptions which are set out in this presentation.

The information in this presentation is for information purposes only and is not an offer of securities for subscription, purchase or sale in any jurisdiction or otherwise engage in any investment activity and neither this presentation nor anything in it shall form the basis of any contract or commitment whatsoever. It is not a prospectus or product disclosure statement, financial product, investment advice or a recommendation to acquire MMS shares or other securities.

To the maximum extent permitted by law, no representation or warranty, express or implied, is made as to the fairness, accuracy, reliability, completeness, reasonableness or correctness of the information, opinions, statements, assumptions and conclusions contained in this presentation. To the maximum extent permitted by law, none of MMS, its directors, employees, agents or advisers, nor any other person accepts any liability for any loss arising from the use of this presentation or its contents or otherwise arising in connection with it, including, without limitation, any liability arising from fault or negligence on the part of MMS or its directors, employees, agents or advisers.

All dollar values are in Australian dollars (\$) unless stated otherwise.

Due to rounding, number presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

This document was authorised for release by the MMS Board.



We acknowledge the Traditional Owners of the lands on which we meet today and pay our respects to Elders past and present.





MMS

2026 Annual General Meeting

Helen Kurincic, Chair of the Board
Rob De Luca, CEO and Managing Director

Friday 23rd October 2026

MMS



FY26 Results – Record UNPATA



Attractive returns for shareholders



Sustainability strategy update



Board succession

Revenue

\$602.1m

↑6.8%

EBITDA

\$180.7m

↑14.1%

UNPATA

\$107.9m

↑13.8%

Statutory NPAT

\$106.7m

↑11.4%

Underlying EPS

\$1.55 per share

↑13.8%

ROCE

62.1%

↑83bps

Fully-franked dividend

\$1.32 per share

Dividend yield¹

6.6%

**Responsible
business**

**Making a social
impact**

**Supporting a low
carbon economy**

MSCI ESG 'AAA' rating
Upgraded from 'AA' rating in
Mar-26



FY26 Business overview



Strategy execution delivering superior customer experience, enhanced distribution and productivity gains



Q1FY27 Trading update



FY27 Outlook

Group Remuneration Services (GRS)

Salary packages

402k

↑7.1%

Novated leases

90k

↑13.5%

NPS

+50

CSAT

80%

Digitally
processed claims

94%

Digital
App rating¹

4.6★

Asset Management Services (AMS)

Fleet units

16k

↑3.3%

NPS²

+53

Digital vehicle
bookings³

↑ **308%**

Plan and Support Services (PSS)

Customers

44k

↑3.0%

NPS

+45

Digitally processed
invoices⁴

↑ **43%pts**

1. Weighted average of Apple App Store ratings for MyMaxxia 4.6, MyRemserv 4.5 and Oly 4.4 based on number of reviews of each as at 8 July 2026.

2. Annual score measured in May-26.

3. Client pool fleet vehicle bookings.

4. Excludes My Plan Support.

FY26 Strategy execution highlights

MMS

Investments delivering superior customer experiences, enhanced distribution & improved operating margin up 250bps

① Excel in customer and partner experience

to grow trusted relationships

Superior customer experience



Delivered superior customer experience from stronger integration with expanded OEM partners via our digital dealer platform

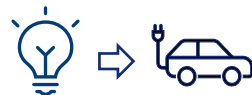
Growing connectivity



↑42%¹

Users of MMS dealer platform

Superior experience



↓~5 days²

Lead to settlement time

② Deliver simplified and scalable solutions

to meet evolving customer needs

Oly enhanced distribution



Broadened distribution via NAB partnership and simplified the employer onboarding experience

Enhanced distribution



↑185%³

Oly registered employers

Simplified experience



↑23%pts³

Employer to lease conversion

③ Drive technology and capability enablement

to serve customers more productively

AI & data-enabled productivity



Advanced AI and data capabilities in GRS with real-time agent monitoring to drive service excellence

Productivity gains



↓13%⁴

Average handling time

Service improvements



↓18%⁵

Average after call work time

1. Increase in registered users.
2. Leads via Partnerships Q4FY26 vs Q4FY25.
3. Jun-26 vs Jun-25.

4. GRS operations, excluding sales and Oly.
5. Measured as average over period Oct-25-Jun-26, post full implementation in Sep-25 vs FY25 average.

Growth across all key customer numbers

GRS Salary packages

409k

↑ 6.8%

GRS Novated leases

95k

↑ 17.5%

PSS Customers

44.1k

↑ 2.7%

AMS Fleet units

15.5k

↑ 1.7%

Strong novated demand and continued shift in customer vehicle preferences

GRS Novated sales

↑ **14%**

75% of new novated sales BEV

GRS Novated yield

↓ **4%**

Flat vs Q4FY26

AMS Funded EV units

17%

Up 13.6% pts

AMS Vehicle remarketing profits

↓ **15%**

- Supportive environment for growth in our business:
 - Q1FY27 novated lease sales momentum, up 14%
 - Certainty on EV FBT exemption and shifting vehicle preference towards EVs in novated and fleet
 - Demand for salary packaging with continued cost of living and inflationary pressures
- Remarketing profits to reflect slower asset replacement cycles, elevated demand for EVs and softer demand for ICE used vehicles.
- Second largest and well positioned Plan Management provider. Continue to engage on emerging NDIS reforms.
- Continue to deliver productivity gains which will support selective reinvestment in broadening sales capability and enhancing customer value propositions.
- Ongoing execution of our strategic priorities: (1) excel in customer & partner experience, (2) deliver simplified & scalable solutions, and (3) drive technology & capability enablement.



MMS

2026 Annual General Meeting

MMS