

16 May 2022

ASX ANNOUNCEMENT

Director Interest Notices

Further to the announcement dated 17 March 2022 titled CEO & MD Retirement and Appointment, McMillan Shakespeare Limited (ASX Code: MMS) attaches Mr Salisbury's Final Director's Interest Notice and Mr De Luca's Initial Director's Interest Notice in accordance with the Listing Rules.

This announcement was authorised for release by the CFO and Company Secretary.

Ashley Conn
CFO and Company Secretary
McMillan Shakespeare Limited

Appendix 3Z

Final 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 30/9/2001.

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

We (the entity) give ASX the following information under listing rule 3.19A.3 and as agent for the director for the purposes of section 205G of the Corporations Act.

| | |
|---|------------------------|
| Name of director | Michael Neil Salisbury |
| Date of last notice | 1 December 2021 |
| Date that director ceased to be director | 16 May 2022 |

Part 1 – Director's relevant interests in securities of which the director is the registered holder

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.

| |
|---|
| Number & class of securities |
| 16,526 Ordinary Shares |
| 38,047 Performance Rights (vesting upon the lodgement of the Company's financial statement with ASX for FY22) |
| 93,387 Indeterminate Rights (vesting upon the lodgement of the Company's financial statement with ASX for FY23) |
| 71,731 Indeterminate Rights (vesting upon the lodgement of the Company's financial statement with ASX for FY24) |

+ See chapter 19 for defined terms.

Appendix 3Z

Final Director's Interest Notice

Part 2 – Director's relevant interests in securities of which the director is not the registered holder

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.

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

| Name of holder & nature of interest | Number & class of securities |
|---|------------------------------|
| Note: Provide details of the circumstances giving rise to the relevant interest | |
| Not applicable | |

Part 3 – Director's interests in contracts

| | |
|---|----------------|
| Detail of contract | Not applicable |
| Nature of interest | Not applicable |
| Name of registered holder (if issued securities) | Not applicable |
| No. and class of securities to which interest relates | Not applicable |

+ See chapter 19 for defined terms.

Appendix 3X

Initial 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 30/9/2001.

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

We (the entity) give ASX the following information under listing rule 3.19A.1 and as agent for the director for the purposes of section 205G of the Corporations Act.

| | |
|----------------------------|----------------|
| Name of Director | Robert De Luca |
| Date of appointment | 16 May 2022 |

Part 1 - Director's relevant interests in securities of which the director is the registered holder

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.

| |
|---|
| Number & class of securities |
| Nil |

+ See chapter 19 for defined terms.

Appendix 3X

Initial Director's Interest Notice

Part 2 – Director's relevant interests in securities of which the director is not the registered holder

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

| Name of holder & nature of interest | Number & class of Securities |
|--|------------------------------|
| <p>Note: Provide details of the circumstances giving rise to the relevant interest.</p> <p>Nil</p> | |

Part 3 – 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 | Under the terms and conditions of employment with the Company, Mr De Luca's remuneration will be paid partly in indeterminate rights and partly in cash with the indeterminate rights component subject to shareholder approval. |
| Nature of interest | Subject to shareholder approval, the Company will grant Mr De Luca indeterminate rights to the value of \$800,000 commencing FY23. Vesting of the LTI will be subject to performance hurdles to be determined by the Board. |
| Name of registered holder (if issued securities) | N/A |
| No. and class of securities to which interest relates | Subject to shareholder approval, the Company will grant Mr De Luca indeterminate rights to the value of \$800,000 commencing FY23. Vesting of the LTI will be subject to performance hurdles to be determined by the Board. |

+ See chapter 19 for defined terms.