

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 | Alliance Aviation Services Limited |
| ABN | 96 153 361 525 |

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 | Scott McMillan |
| Date of last notice | 21-August-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.

| | |
|--|---|
| Direct or indirect interest | Direct and Indirect |
| Nature of indirect interest (including registered holder) Note: Provide details of the circumstances giving rise to the relevant interest. | The McMillan Superannuation Fund which Scott McMillan is a Trustee and a beneficiary. Lochleven Investments Pty Ltd as Trustee for the McMillan Family Trust which Scott McMillan is a director and a beneficiary. |
| Date of change | 01-October-2025 |

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| No. of securities held prior to change | <p>Indirect interest in 177,000 ordinary shares held by the McMillan Superannuation Fund which Scott McMillan is a Trustee and a beneficiary.</p> <p>Indirect interest in 3,343,921 ordinary shares held by the Lochleven Investments Pty Ltd as Trustee for the McMillan Family Trust which Scott McMillan is a Director and a beneficiary.</p> <p>Direct interest in 515,318 ordinary shares.</p> <p>Direct interest in 70,952 performance rights that have not yet vested.</p> |
| Class | Performance Rights |
| Number acquired | Nil |
| Number disposed | 37,181 |
| Value/Consideration <small>Note: If consideration is non-cash, provide details and estimated valuation</small> | Nil |
| No. of securities held after change | <p>Indirect interest in 189,000 ordinary shares held by the McMillan Superannuation Fund which Scott McMillan is a Trustee and a beneficiary.</p> <p>Indirect interest in 3,343,921 ordinary shares held by the Lochleven Investments Pty Ltd as Trustee for the McMillan Family Trust which Scott McMillan is a Director and a beneficiary.</p> <p>Direct interest in 515,318 ordinary shares.</p> <p>Direct interest in 33,771 performance rights that have not yet vested.</p> |
| Nature of change <small>Example: on-market trade, off-market trade, exercise of options, issue of securities under dividend reinvestment plan, participation in buy-back</small> | Performance rights that lapsed due to targets not being met. |

+ See chapter 19 for defined terms.

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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.

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

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? | |
| If prior written clearance was provided, on what date was this provided? | |