



Q4 FY26 Activities Report and Appendix 4C

Q4 FY26 Highlights

- **Swift TV transitioned from multi-year product development into commercial rollout**, supported by Google certification, final Netflix approval and customer deployments across aged care, hospitality and workforce accommodation
- **7,190 Swift TV devices sold since commercial sales commenced**, with the Company continuing to expand its contracted deployment pipeline and recurring subscription base across its core verticals for the new Swift TV device
- **Chevron executed a five-year Swift TV agreement and ordered a further 1,900 devices** for its Barrow Island and Wheatstone Offshore accommodation facilities, following the successful initial deployment at Wheatstone Village
- **Australia's largest Aged Care provider expanded its Swift TV deployment by a further three sites**, taking contracted subscriptions under the existing three-year agreement to more than 1,000 screens
- **Swift entered the hospitality sector with agreements covering Daydream Island Resort and two Seashells Hospitality Group properties**, validating the applicability of Swift TV across a third core market
- **Final Netflix approval and Google certification achieved**, completing key technology validation milestones required to support broader commercial deployment
- **\$2.33m placement and debt conversion completed**, providing additional funding to execute contracted deployments, procure inventory and support recurring Swift TV subscription revenue growth
- **Underlying operating cash performance improved by approximately \$0.5 million quarter-on-quarter**, after adjusting for the \$1.5 million government grant and tax incentive received in the March quarter
- **FY26 revenues of \$13.9m**, including \$12.2m of subscription revenues (unaudited)
- **Quarter-end cash increased to \$2.6m**, with an additional \$235k held in unrestricted term deposits, providing total cash and term deposits of approximately \$2.8m
- **International market development progressed following Swift's participation at HITEC in the United States**, with discussions continuing with prospective customers, technology partners and strategic distribution partners

Swift TV Limited (ASX: STV), "Swift" or "the Company", a technology company delivering enterprise in-room engagement and entertainment solutions, is pleased to provide its Activities Report and Appendix 4C Cash Flow Report for the quarter ended 30 June 2026.

During the quarter, Swift completed the transition of its flagship Swift TV platform from a multi-year product development and certification programme into commercial rollout.



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This transition was supported by the achievement of Google certification and final Netflix approval, together with new and expanded customer agreements across aged care, hospitality and workforce accommodation. The introduction of Swift TV lowers costs, simplifies deployment, broadens market reach and enables easy installation.

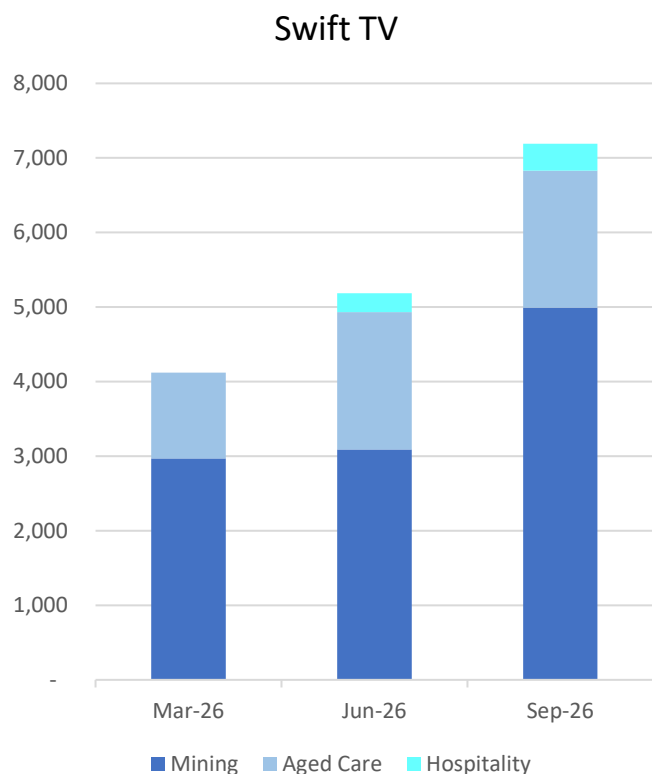
The Company's focus is now on executing its contracted deployment pipeline, expanding its recurring subscription revenue base and scaling Swift TV across its three core market verticals.

Swift enters FY27 with a commercially validated platform, an expanding installed base and strengthened liquidity to support customer deployments and disciplined growth.

Operations

Swift TV commercial rollout

Commercial rollout of Swift TV continued to build momentum during the quarter, with new and expanded customer commitments across aged care, hospitality and workforce accommodation.



Development of Swift TV was completed and approved for customer deployment in Q4, FY26.

Since commercial sales commenced, Swift has sold 7,190 Swift TV devices to 13 customers across its core verticals.



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Going forward, the Company intends to provide a consistent set of operating indicators to help shareholders assess progress in customer adoption, deployment activity and recurring revenue growth.

OPERATING INDICATOR - SWIFT TV	At 31 July 2026
Customer Type	
Aged Care	6
Hospitality	2
Resources & workforce	5
Total Swift TV Customers	13
Penetration of customer sites	
Customer sites	171
Customer Sites - Contracted	24
% of Customer sites contracted to Swift TV	14%
Deployment progress	
Rooms contracted	7,190
Swift TV devices deployed and live	3,736
% of deployments to date	52%

Swift TV is contracted by 13 enterprise customers, these customers have a combined 171 sites, of which 14% of these are currently contracted, with 52% of rooms deployed to date.

The Company will consider updating these measures in future quarterly reports where the information provides a meaningful and consistent indication of commercial progress.

Customer Agreements and Deployments

Chevron

Following the successful deployment of Swift TV at Chevron's Wheatstone Village, Chevron entered into a 5-year agreement for Swift TV subscription services. Chevron also ordered a further 1,900 Swift TV devices across its Barrow Island and Wheatstone Offshore accommodation facilities during the first half of FY27.

The expanded Chevron deployment is a significant customer validation milestone for Swift TV. It demonstrates customer confidence following the initial implementation and the platform's capacity to scale across large and operationally complex workforce accommodation environments.

Following completion of the expanded rollout, Chevron is expected to have approximately 3,900 Swift TV devices across its accommodation facilities.



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Australia's largest Aged Care provider

Following completion of the initial four-site rollout under the Master Services Agreement announced on 19 September 2025, Australia's largest aged care provider committed to deploying Swift TV across a further three sites.

More than 1,000 Swift TV subscriptions are now contracted under the existing three-year recurring agreement.

The expansion provides further validation of Swift TV within the aged care sector and demonstrates the potential for Swift to grow recurring revenues by expanding deployments across existing enterprise customer networks.

Daydream Island Resort

Swift secured its first commercial hospitality agreement for Swift TV with Daydream Island Resort, a premium 244-room resort destination.

The agreement marked Swift's entry into the hospitality market and demonstrated the relevance of its enterprise connected-TV platform beyond its established aged care and workforce accommodation markets.

Seashells Hospitality Group

Seashells Hospitality Group became the second hospitality operator to adopt Swift TV, with the platform to be deployed across two premium accommodation properties under a four-year subscription agreement.

Seashells was an existing customer of Swift's legacy services. Its decision to transition to Swift TV provides an important example of the opportunity to migrate existing customers to the Company's new platform while establishing a basis for potential expansion across additional properties.

The Daydream Island and Seashells agreements provide early commercial validation of Swift's hospitality strategy and support the Company's objective of building a recurring subscription revenue base across premium accommodation operators.

Technology Validation and Product Development

Google certification

Following a multi-year platform development and compliance program, Swift received final Google certification for Swift TV during the quarter.

The certification enables Swift TV to operate within Google's certified ecosystem through Google-certified hardware manufactured by an authorised Google partner.

Swift TV is currently the only enterprise connected-TV product in Australia operating within Google's enterprise operator framework.



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Google certification represents an important commercial milestone, providing customers with confidence that Swift TV meets the technical, security and user-experience standards required within Google's certified environment.

Netflix approval

Swift TV also completed the final approval stage required for official integration of the Netflix application within the Google-certified Swift TV platform.

The approval followed an extensive development, technical, security and user-experience testing process required for Netflix deployment on certified enterprise entertainment devices.

Completion of Google certification and Netflix approval represents the culmination of key elements of Swift's multi-year product development program. These approvals provide the technology platform required to support broader customer deployment, strengthen Swift's competitive position and facilitate growth in recurring subscription revenue.

Continuing platform investment

Swift invested \$0.3 million in product enhancement during the June quarter, taking total product-enhancement investment for FY26 to \$1.6 million.

With the key Google and Netflix milestones now achieved, product investment is increasingly focused on supporting customer deployments, enhancing platform functionality and preparing Swift TV for targeted international markets.

This continued investment supports the Company's strategy of deploying a consistent enterprise platform across aged care, hospitality and workforce accommodation while adapting the product where required for specific customer and geographic requirements.

International Market Development

During the quarter, Swift participated in the HITEC hospitality technology conference in the United States.

Initial conference and broader market feedback indicates that demand exists for a product such as Swift TV, particularly among hotel operators seeking a more integrated and contemporary in-room entertainment and communications platform.

The conference generated engagement with hotel operators, technology partners, ICT providers and prospective distribution partners, supporting management's view that the US hospitality market represents a meaningful large scale opportunity.



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Swift is focused on achieving an efficient and effective entry into international markets through a partner or partners capable of presenting Swift TV to the market, supporting customer implementation and providing a scalable and efficient path to market.

The Company is progressing discussions with prospective strategic partners and is undertaking the product localisation required for targeted entry into the United States, including adapting the platform for relevant local television and cable standards.

Management remains focused on selecting the right distribution relationships and ensuring market readiness before commencing a broader commercial rollout. This disciplined approach is intended to support a high-quality initial customer experience and sustainable long-term expansion, rather than prioritising short-term market entry.

Sales and Market Development

Workforce accommodation and resources

Swift continues to target upgrades of existing customers from legacy products to Swift TV, while pursuing opportunities with new resources and workforce accommodation operators.

The Company has implemented a reseller-led sales strategy for Swift TV, with multiple partners now promoting the platform to their customers.

These activities have contributed **50,000+ rooms** to the sales pipeline.

Swift is also experiencing renewed demand for network installation and upgrade services as resources companies seek to improve internet connectivity across accommodation villages and replace infrastructure approaching the end of its operating life.

The Company currently has several network project proposals under consideration and expects the need to upgrade ageing remote-site infrastructure to continue supporting market demand.

Swift will remain selective in pursuing opportunities, prioritising customers and projects that provide attractive commercial terms, appropriately fund required hardware and support scalable recurring revenue.

Aged Care

Swift TV is being considered by a number of aged care providers as the sector prepares for the new aged care legislation scheduled to commence on 1 November 2026.

Providers continue to assess the operational implications of the legislation, including the delivery and packaging of additional resident services under the Higher Everyday Living Fee framework.

Swift believes that the adoption of Swift TV by Australia's largest aged care provider provides an important reference point for the wider industry.



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The platform's combination of entertainment, resident communication and enterprise management functionality positions Swift to support providers seeking to improve resident engagement while operating within the evolving regulatory framework.

The Company will continue to pursue new aged care opportunities while expanding deployments across existing customer groups.

Hospitality

Swift commenced commercial sales into the hospitality sector during the quarter, with agreements secured with Daydream Island Resort and Seashells Hospitality Group.

These initial agreements validate Swift TV's relevance within premium accommodation environments and provide reference sites that can support broader industry engagement.

In Australia, the Company is targeting premium hotels, resorts and accommodation groups where Swift TV's integrated entertainment, communication and operational functionality delivers a compelling customer proposition.

Internationally, Swift continues discussions with hotel operators, brands, property-management-system providers, ICT service providers and prospective resellers to support an orderly commercial launch into selected overseas markets.

Swift's approach is to focus on customer segments and channel partners capable of supporting meaningful deployments and long-term scale, rather than pursuing fragmented or uneconomic opportunities.

Other verticals

Swift is assessing applications for Swift TV across selected additional enterprise markets where the platform can address similar requirements for entertainment, communication, engagement and centrally managed content.

The Company will prioritise opportunities that can be served through its existing technology platform and commercial model without distracting from execution across its core aged care, hospitality and workforce accommodation markets.

First sales into selected additional verticals are targeted during FY27, subject to successful commercial conversion.

Placement and Debt Conversion

Swift completed a \$2.33m placement and debt conversion (before costs) to institutional and sophisticated investors at an issue price of \$0.008 per share.



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The transaction included \$1.90 million raised from investors and the conversion by PURE Asset Management of \$430,000 of outstanding debt into equity at the same issue price.

The capital raising strengthened the Company's liquidity and provides additional funding to execute contracted Swift TV deployments, procure inventory and support the recurring subscription revenue growth.

The participation of institutional and sophisticated investors also provides external support for Swift's strategy as the Company transitions into the commercial rollout phase.

FY26 Unaudited Financial Results

Swift expects to release its audited FY26 results in August 2026.

Based on unaudited management accounts, the Company expects to report FY26 revenue of \$13.9m (FY25: \$17.7m), consisting of \$12.2m of subscription revenue (FY25: \$14.2m) and \$1.7m of project revenue (FY25: \$3.5m).

The reduction in subscription revenue primarily reflects the previously announced wind-down of subscription services provided to Mineral Resources, including the resale of Foxtel content and Swift Access subscriptions.

The Mineral Resources wind-down reduced subscription revenue by approximately \$1.1 million in FY26 and is expected to have a further approximately \$2.1 million impact in FY27.

Project revenue was also lower during FY26 due to the timing and availability of project and network installation opportunities. Project revenue is non-recurring and can vary materially between reporting periods.

Despite lower revenue, Swift expects to report unaudited Group EBITDA of approximately \$0.8 million for FY26, broadly in line with the \$1.0 million recorded in FY25.

The relatively resilient EBITDA result reflects operating efficiencies and the progressive transition towards higher-margin Swift TV subscription revenues.

FY26 was an important transition year for Swift. The Company absorbed the reduction in legacy customer revenue while completing key product and certification milestones and commencing the commercial rollout of Swift TV.

The Company's focus in FY27 will be on replacing declining legacy revenues through new customer deployments, expansion within existing customer groups and growth in higher-margin recurring Swift TV subscriptions.



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Cash Flow Commentary

Cash receipts from customers during the June quarter totalled \$3.1m, compared with \$4.3m in the March quarter.

The reduction principally reflected lower project receipts, the continuing wind-down of services provided to Mineral Resources and the timing of customer deployments and collections.

Net cash used in operating activities during the June quarter was \$0.5m. The March quarter recorded positive operating cash flow of \$0.5m; however, that result included a \$1.5m government grant and tax incentive receipt. Excluding this non-recurring inflow, underlying operating cash performance improved by approximately \$0.5m quarter-on-quarter.

Payments for product manufacturing and operating costs reduced to \$1.5m during the June quarter, from \$3.6m in the March quarter. The reduction primarily reflected the timing and lower level of project-related expenditure during the period.

Other June-quarter operating payments included:

- staff costs of \$1.27m;
- administration and corporate costs of \$0.58m;
- interest and other finance costs of \$0.22m; and
- advertising and marketing costs of \$0.09m.

During the quarter a total of \$3.63m was spent on operating costs, a decrease from the prior period (Q3: \$5.29m). The decrease relates to utilising the R&D tax incentive funds to reduce general and creditor liabilities in Q3 and lower costs associated with project revenues in the current period.

Net cash used in investing activities was \$0.3m, comprising \$318k invested in Swift TV product enhancement and \$10k invested in property, plant and equipment associated with Swift TV infrastructure.

Net cash generated from financing activities was \$1.6m, comprising \$1.84m received from the issue of securities, less \$146k in transaction costs and \$59k in lease payments.

As a result, cash increased by \$0.8m during the quarter, from \$1.8m at 31 March 2026 to \$2.6m at 30 June 2026. The Company also held \$0.2m in unrestricted term deposits at quarter end, providing total cash and term deposits of approximately \$2.8m.

Payments to related parties and their associates during the quarter totalled \$192k, comprising director fees, wages, superannuation and incentive related remuneration paid to the Company's Executive Director.



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For FY26, Swift generated customer receipts of \$15.3m and recorded net operating cash outflow of \$1.2m.

The Company invested \$1.6m in product enhancement during the year, reflecting the completion of the Swift TV development and certification program and continued investment in commercial deployment capability.

Swift enters FY27 with strengthened liquidity and remains focused on disciplined expenditure, contracted customer deployments and the conversion of its commercial pipeline into recurring subscription revenues.

Q1 FY27 Outlook

Swift enters FY27 focused on executing its contracted deployment pipeline and expanding recurring subscription revenues across aged care, hospitality and workforce accommodation.

During Q1 FY27, the Company intends to prioritise:

- Progressing deployment of the additional Chevron devices across Barrow Island and Wheatstone Offshore;
- Deploying recently contracted aged care and hospitality sites;
- Migrating appropriate existing customers from legacy services to Swift TV;
- Securing further enterprise customers across Swift's core verticals;
- Progressing reseller and strategic distribution relationships;
- Supporting customer demand through appropriate inventory procurement;
- Continuing targeted product enhancement and international localisation; and
- Maintaining disciplined capital allocation as commercial activity scales.

Subject to final customer deployment schedules, Swift expects the rollout of recently announced customer agreements to continue during the first half of FY27.

The Company intends to order a further shipment of 5,000 Swift TV devices to support contracted deployments and anticipated customer demand.

Swift will continue to invest selectively in sales, marketing and channel development where these activities support measurable customer engagement and scalable routes to market.

International expansion will remain focused on securing appropriate strategic partners and ensuring the platform is ready for the requirements of each target market.



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Management's objective is to build a scalable enterprise technology business supported by a growing installed base, expanding customer relationships and increasing recurring subscription revenues.

Cash Flow Summary

	Q1	Q2	Q3	Q4	YTD
	\$ million	\$ million	\$ million	\$ million	\$ million
Opening Cash	2.2	1.6	1.8	1.8	2.2
Cash from operations					
Cash from ongoing operations	(0.8)	0.0	(0.7)	(0.3)	(1.8)
Interest Payments	(0.2)	(0.2)	(0.3)	(0.2)	(0.9)
Tax incentives	-	-	1.5	-	1.5
Cash from investing					
Product Enhancement - R&D	(0.3)	(0.6)	(0.2)	(0.3)	(1.4)
Property, Plant and Equipment Purchase	-	-	(0.1)	-	(0.1)
Cash from financing					
Proceeds from issue of equity securities (net costs)	0.7	1.4	-	1.7	3.8
Repayment of loan	-	(0.3)	-	-	(0.3)
Finance - lease payments	(0.1)	(0.1)	(0.1)	(0.1)	(0.4)
Closing Cash	1.6	1.8	1.8	2.6	2.6

This announcement was approved and authorised for release by the Swift Board.

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About Swift

Swift TV Ltd (ASX: STV) is a specialist technology company delivering enterprise in-room engagement and entertainment solutions. Swift TV, its flagship market-first all-in-one connected TV product, is designed for scalable deployment in enterprise environments such as Mining, Oil & Gas, Aged Care and Hospitality, unifying entertainment, communication and engagement while supporting integrations that optimise business outcomes.



Name of entity		
Swift TV Limited (formerly Swift Networks Group Limited)		
ABN		Quarter ended ("current quarter")
54 006 222 395		30-Jun-26

Consolidated statement of cash flows		Current quarter	Year to date
		\$A'000	(12 months) \$A'000
1	Cash flows from operating activities		
1.1	Receipts from customers	3,103	15,311
1.2	Payments for		
	(a) research and development	-	-
	(b) product manufacturing and operating costs	(1,481)	(10,453)
	(c) advertising and marketing	(87)	(330)
	(d) leased assets	-	-
	(e) staff costs	(1,270)	(4,683)
	(f) administration and corporate costs	(575)	(1,611)
1.3	Dividends received (see note 3)	-	-
1.4	Interest received	2	7
1.5	Interest and other costs of finance paid	(222)	(854)
1.6	Income taxes paid	-	-
1.7	Government grants and tax incentives	-	1,451
1.8	Other (includes restructuring costs)	-	-
1.9	Net cash from operating activities	(530)	(1,162)

2	Cash flows from investing activities		
2.1	Payments to acquire or for:		
	(a) entities	-	-
	(b) businesses	-	-
	(c) property, plant and equipment	(10)	(111)
	(d) investments	-	-
	(e) intellectual property	-	-
	(f) other non-current assets (product enhancement)	(318)	(1,563)
2.2	Proceeds from disposal of:		
	(a) entities	-	-
	(b) businesses	-	-
	(c) property, plant and equipment	-	-
	(d) investments	-	-
	(e) intellectual property	-	-
	(f) other non-current assets	-	-
2.3	Cash flows from loans to other entities	-	-
2.4	Dividends received (see note 3)	-	-
2.5	Other	-	-
2.6	Net cash used in investing activities	(328)	(1,674)

Consolidated statement of cash flows			Year to date (12 months) \$A'000
		\$A'000	
3	Cash flows from financing activities		
3.1	Proceeds from issues of equity securities (excluding convertible debt securities)	1,840	3,441
3.2	Proceeds from issue of convertible debt securities	-	-
3.3	Proceeds from exercise of options	-	600
3.4	Transaction costs related to issues of equity securities or convertible debt securities	(146)	(265)
3.5	Proceeds from borrowings	-	-
3.6	Repayment of borrowings	-	(300)
3.7	Transaction costs related to loans and borrowings	-	-
3.8	Loan to key management personnel	-	-
3.9	Repayment of leases	(59)	(233)
3.1	Net cash used in financing activities	1,635	3,243

4	Net increase in cash and cash equivalents for the period		
4.1	Cash and cash equivalents at beginning of period	1,814	2,184
4.2	Net cash from operating activities (item 1.9 above)	(530)	(1,162)
4.3	Net cash used in investing activities (item 2.6 above)	(328)	(1,674)
4.4	Net cash generated from financing activities (item 3.10 above)	1,635	3,243
4.5	Effect of movement in exchange rates on cash held		
4.6	Cash and cash equivalents at end of period	2,591	2,591

5	Reconciliation of cash and cash equivalents at the end of the quarter (as shown in the consolidated statement of cash flows) to the related items in the accounts	Current quarter \$A'000	Previous quarter \$A'000
5.1	Bank balances	2,591	1,814
5.2	Call deposits	-	-
5.3	Bank overdrafts	-	-
5.4	Other (provide details)	-	-
5.5	Cash and cash equivalents at end of quarter (should equal item 4.6 above)	2,591	1,814

6	Payments to related parties of the entity and their associates	Current quarter \$A'000
6.1	Aggregate amount of payments to related parties and their associates included in item 1	192
6.2	Aggregate amount of payments to related parties and their associates included in item 2	

Payments to directors for fees, wages, superannuation and incentive related remuneration totaled \$192k.

Consolidated statement of cash flows			Year to date (12 months) \$A'000
7	Financing facilities Note: the term "facility" includes all forms of financing Add notes as necessary for an understanding of the sources of	Total facility amount \$A'000	Amount drawn at \$A'000
7.1	Loan facilities	5,856	5,856
7.2	Credit standby arrangements		
7.3	Other (please specify)		
7.4	Total financing facilities	5,856	5,856
7.5	Unused financing facilities available at quarter end		
7.6	Include in the box below a description of each facility above, including the lender, interest rate, maturity date and whether it is secured or unsecured. If any additional financing facilities have been entered into or are proposed to be entered into after quarter end, include a note providing details of those facilities as well. Facility: \$5.9 million secured Lender: Pure Asset Management Maturing: March 2027 Interest rate: 10.25% per annum, payable quarterly		

8	Estimated cash available for future operating activities	\$A'000
8.1	Net cash from operating activities (item 1.9)	(530)
8.2	Cash and cash equivalents at quarter end (item 4.6)	2,591
8.3	Unused finance facilities available at quarter end (item 7.5)	-
8.4	Total available funding (item 8.2 + item 8.3)	2,591

8.5	Estimated quarters of funding available (item 8.4 divided by item 8.1)	5
	<i>Note: if the entity has reported positive net operating cash flows in item 1.9, answer item 8.5 as "N/A". Otherwise, a figure for the estimated quarters of funding available must be included in item 8.5.</i>	
8.6	If item 8.5 is less than 2 quarters, please provide answers to the following questions:	
	8.6.1 Does the entity expect that it will continue to have the current level of net operating cash flows for the time being and, if not, why not?	
	Answer:	
	8.6.2 Has the entity taken any steps, or does it propose to take any steps, to raise further cash to fund its operations and, if so, what are those steps and how likely does it believe that they will be successful?	
	Answer:	
	8.6.3 Does the entity expect to be able to continue its operations and to meet its business objectives and, if so, on what basis?	
	Answer:	
	Note: where item 8.5 is less than 2 quarters, all of questions 8.6.1, 8.6.2 and 8.6.3 above must be answered.	

Compliance statement

- 1 This statement has been prepared in accordance with accounting standards and policies which comply
- 2 This statement gives a true and fair view of the matters disclosed.

31-Jul-26

Date:

Board of Directors

Authorised by:

(Name of body or officer authorising release – see note 4)

Notes:

- 1 This quarterly cash flow report and the accompanying activity report provide a basis for informing the market about the entity's activities for the past quarter, how they have been financed and the effect this has had on its cash position. An entity that wishes to disclose additional information over and above the minimum required under the Listing Rules is encouraged to do so.
- 2 If this quarterly cash flow report has been prepared in accordance with Australian Accounting Standards, the definitions in, and provisions of, AASB 107: Statement of Cash Flows apply to this report. If this quarterly cash flow report has been prepared in accordance with other accounting standards agreed by ASX pursuant to Listing Rule 19.11A, the corresponding equivalent standard applies to this report.
- 3 Dividends received may be classified either as cash flows from operating activities or cash flows from investing activities, depending on the accounting policy of the entity.
- 4 If this report has been authorised for release to the market by your board of directors, you can insert here: "By the board". If it has been authorised for release to the market by a committee of your board of directors, you can insert here: "By the [name of board committee – eg Audit and Risk Committee]". If it has been authorised for release to the market by a disclosure committee, you can insert here: "By the Disclosure Committee".
- 5 If this report has been authorised for release to the market by your board of directors and you wish to hold yourself out as complying with recommendation 4.2 of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations, the board should have received a declaration from its CEO and CFO that, in their opinion, the financial records of the entity have been properly maintained, that this report complies with the appropriate accounting standards and gives a true and fair view of the cash flows of the entity, and that their opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.