## HALF YEAR RESULTS PRESENTATION

6 MONTHS TO 31 DECEMBER 2020





**Craig Dower, CEO and Managing Director Martin Cleaver, Chief Financial Officer** 

**25 February 2021** 

## STRUCTURE



2. 3. 4. 5.

Business and Financial Highlights

Financial Results

Market and Business Overview

**Business Transformation** 

Summary and Outlook











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## 1 BUSINESS AND FINANCIAL HIGHLIGHTS

### **BUSINESS HIGHLIGHTS**



### **Strong Portfolio Performance**

- Team performed exceptionally well under challenges of COVID-19
- Growth in revenue across main business areas: patents, trade marks, legal/litigation
- Life cycle contribution of portfolio (prosecution, advisory, litigation and renewals) offset flat applications and filings
- Revenue, earnings, operating cash flow above pcp; adverse FX movement impacted bottom line reported earnings.
- Strong underlying cash flow and business performance; Board has agreed to pay an interim dividend of 4.0 cents fully franked (21% up on pcp)

### Investment in People and Clients

- Continued emphasis on support for our people; emphasis on flexibility
- Quality of client services remains high; continued investments underway
- Implementing world-class client engagement platform (backed by investment in technology, people and processes)

### Strategy and Business Transformation

- Group strategic framework developed, key components include: Technology Road Map and Group M&A Strategy
- Substantial progress on business transformation and technology modernisation activities -> migration to the cloud well underway
- Core capabilities in M&A, technology leadership, data/analytics, program management and organisational change now in place
- Substantial progress on M&A strategy, pipeline identification and evaluation progressing → momentum building

## FINANCIAL SUMMARY – UNDERLYING RESULTS<sup>1</sup>



- Service charges of \$46.6 million, up 4.0% (1H20: \$44.8 million)
- Total net revenue \$48.3 million, up 3.6% (1H20: \$46.6 million)
- Operating expenses \$33.8 million, up 2.4% (1H20: \$33.0 million)
- EBITDA before FX \$14.5 million, up 6.6% (1H20: \$13.6 million)
- EBITDA after FX of \$13.5 million, down 2.2% (1H20: \$13.8 million, inclusive of \$0.2m FX gain)
- **EBITDA margin** (on Service Charges) 29.0% (1H20: 30.8%); on Total Revenue 23.0% (1H20: 24.0%)
- Net profit after tax \$6.5 million, down 1.5% (1H20: \$6.6 million)
- Statutory net profit after tax \$6.0 million, up 36.4%
- Operating cash flow of \$9.2 million, up 61.4% (1H20: \$5.7 million)
- Interim dividend of 4.0 cents per share, 100% franked; (1H20: 3.3 cents)
- Net debt of \$17.2 million (31 December 2019: \$15.1 million); gearing (net debt/net debt + equity) 18.9% (2H20 18.0%)

### Note:

A reconciliation of Statutory to underlying results is included in Slide 13. Underlying results are shown to facilitate comparisons period-to-period.

### **BUSINESS OVERVIEW**



## PATENT SERVICE CHARGES

**†UP 3.2%** 

\$31.9m 1H21 vs \$30.9m 1H20 <sup>2</sup>

- IP industry continued to show resilience.
- QANTM observed early signs of increased innovation by Australian clients; including IP protection activities into overseas jurisdictions.
- DCC and FPA breadth and depth of expertise/full service offering positioned favourably in context of COVID business conditions (i.e. volatility across sectors and jurisdictions creates greater balance).

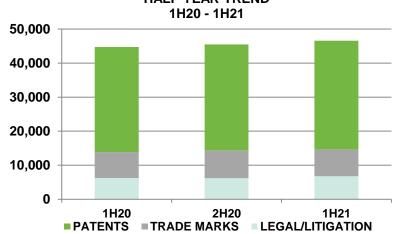
## TRADE MARK SERVICE CHARGES

**1**UP 3.9%

\$7.9m 1H21 vs \$7.6m 1H20 <sup>2</sup>

 Volatility in various business sectors (e.g. Malaysia), although continued strong performance by DCC.

### QANTM SERVICE CHARGES REVENUE HALF YEAR TREND



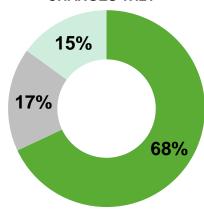
## LEGAL/LITIGATION SERVICE CHARGES



\$6.8m 1H21 vs \$6.3m 1H20 <sup>2</sup>

- Australian court system continued to function well, despite disruption.
- DCC Law continued to experience strong case load.

## PERCENTAGE OF AGGREGATE QANTM SERVICE 1 CHARGES 1H21



### NOTE:

1,2 DCC, FPA and Advanz management analysis. Includes Cotters, acquired 22 May 2020,





## **SUMMARY PROFIT AND LOSS**



Half-year ended 31 December 2020 \$m	Statutory 1H21	Adj	Underlying 1H21	Statutory 1H20	Adj	Underlying 1H20	HY % Change	COMMENTS
Revenue								<ul> <li>Service charge revenue growth of 4.0% on pcp, growth of 2.4% on 2H20:</li> </ul>
Service charges	46.6		46.6	44.8		44.8	4.0%	<ul> <li>benefit of Cotters acquisition (\$0.9m), more than</li> </ul>
Associate charges  Total Revenue	12.0 <b>58.6</b>		12.0 <b>58.6</b>	12.8 <b>57.6</b>		12.8 <b>57.6</b>	-6.3% <b>1.7%</b>	offset by currency headwinds (\$1.1m)
Total Revenue	36.6		30.0	57.0		37.0	1.7 70	<ul> <li>growth across all products - Patents growth 3.2%</li> </ul>
Other income excl FX	1.0		1.0	1.1		1.1	-9.1%	and trade marks growth 3.9%. Legal growth 7.9%,
Recoverable expenses	(11.3)		(11.3)	(12.1)		(12.1)	-6.6%	with minimal COVID disruption
Net Revenue	48.3		48.3	46.6		46.6	3.6%	·
								Employee costs increase of 8.0% or \$2.1m on pcp,     Control of the control
Operating expenses								increase of \$1.0m on 2H20:
Compensation – normal	28.5	(0.3)	28.2	26.6	(0.5)	26.1	8.0%	<ul> <li>increase in Corporate (\$0.5m) with strengthening of</li> </ul>
Compensation - acquisition earn out	-		-	1.2	(1.2)	-	-	IT and M&A capabilities
Occupancy	1.0		1.0	1.1		1.1	-9.1%	<ul> <li>increase in employee leave provisions due to</li> </ul>
Business acquisition costs	0.1	(0.1)	-	0.7	(0.7)	-	-	COVID (\$0.8m)
Technology	2.2	(0.3)	1.9	1.7		1.7	11.8%	,
Other	2.7		2.7	4.1		4.1	-34.1%	<ul><li>addition of Cotters (\$0.8m)</li></ul>
Total Operating expenses	34.5	(0.7)	33.8	35.4	(2.4)	33.0	2.4%	Other costs reduced 34.1% or \$1.4m mainly in reduced
								travel and marketing spend due to COVID restrictions
EBITDA before FX	13.8	0.7	14.5	11.2	2.4	13.6	6.6%	
Foreign exchange	(1.0)		(1.0)	0.2		0.2	-600.0%	<ul> <li>EBITDA before FX of \$14.5m - growth of 6.6% on pcp,</li> </ul>
EBITDA after FX	12.8	0.7	13.5	11.4	2.4	13.8	-2.2%	2.8% growth on 2H20
Dep'n and amort'n	3.7		3.7	3.4		3.4	8.8%	<ul> <li>Strengthening AUD resulted in \$1.0m FX loss</li> </ul>
Interest	0.7		0.7	0.9		0.9	-22.2%	compared to \$0.2m gain in pcp and \$1.0m loss in 2H20
Profit before tax	8.4	0.7	9.1	7.1	2.4	9.5	-4.2%	
Tax expense	2.4	0.2	2.6	2.7	0.2	2.9	-10.3%	Additional depreciation and amortisation with
Net profit after tax	6.0	0.5	6.5	4.4	2.2	6.6	-1.5%	completion of various IT initiatives and laptop rollout for
Amortisation	0.6		0.6	0.6		0.6	0.0%	remote working
NPATA	6.6	0.5	7.1	5.0	2.2	7.2	-1.4%	<ul> <li>Statutory NPAT of \$6.0m, 36% increase on pcp and 20% above 2H20</li> </ul>
EBITDA % after FX - service charge revenue	27.5%		29.0%	25.4%		30.8%		
EBITDA % after FX - total revenue	21.8%		23.0%	19.8%		24.0%		

## **CASH FLOW STATEMENT**



	Half Year ended 31 December 2020				
	\$m	1H21	1H20	COMMENTS	
				Cash provided by operating activities	
	Receipts from customers	61.0	63.1	Cash provided by operating activities	
	Payment to suppliers and employees	(48.7)	(53.2)	<ul> <li>Increase of \$3.5m due mainly to:</li> </ul>	
	Interest and finance costs paid	(0.4)	(0.9)	<ul> <li>\$1.3m of one-off retention payments in prior</li> </ul>	
	Income tax paid	(2.7)	(3.3)	period	
	Net cash provided by operating activities	9.2	5.7	<ul> <li>\$1.4m of employee share trust contributions settled by issue of shares rather than cash</li> </ul>	
	Payments for property, plant and equipment	(0.7)	(0.4)	Lower level of tax payments	
	Payments for intangible assets	(0.5)	-	Cash used in investing activities	
	Business acquisition related costs	(0.1)	(0.7)	_	
	Net cash used in investing activities	(1.3)	(1.1)	<ul> <li>Additional payments for PPE mainly purchases of laptops for all staff to enable remote working</li> </ul>	
	Proceeds from bank borrowings	3.0	6.9	Commencement of transformation program resulting in	
	Repayment of bank borrowings	(2.6)	(1.0)	capitalisation of software development	
	Payment of lease liabilities	(2.5)	(2.3)	<ul> <li>Lower external outlay on M&amp;A activities, partly due to</li> </ul>	
	Dividends paid	(5.1)	(6.4)	investment in internal resources	
	Net cash used in finance activities	(7.2)	(2.8)	Cash used in financing activities	
	Net increase in cash	0.7	1.8	Final FY20 dividend paid at top end of range	

## **SUMMARY BALANCE SHEET**



As at 31 December 2020 \$m	31-Dec-20	30-Jun-20	COMMENTS
CURRENT ASSETS			
Cash and cash equivalents	6.9	6.2	<ul> <li>Net debt \$17.2m, a decrease of \$0.2m from 30 June</li> </ul>
Trade and other receivables	34.8	33.7	despite payment of final dividend during period.
Other assets	3.0	1.7	Increase of \$2.1m from pcp. Gearing 18.9%, down
Current tax asset	0.3	-	from 19.6% at 30 June. Cash on hand \$6.9m
TOTAL CURRENT ASSETS	45.0	41.6	
			<ul> <li>New banking facilities negotiated during the period</li> </ul>
NON-CURRENT ASSETS			resulting in a \$5m increase in facilities:
Property, plant and equipment	2.4	2.4	
Right-of-use assets	15.5	15.8	<ul> <li>\$20m working capital facility</li> </ul>
Intangible assets	75.7	75.7	(currently \$3.8m undrawn)
TOTAL NON-CURRENT ASSETS	93.6	93.9	,
TOTAL ASSETS	138.6	135.5	<ul> <li>US\$ 25.5m acquisition facility</li> </ul>
			(currently US\$ 19.4m undrawn)
CURRENT LIABILITIES			
Trade and other payables	10.1	11.2	<ul> <li>— \$5m overdraft facility (undrawn)</li> </ul>
Provisions	8.2	6.5	, ( · · · · )
Borrowings	1.0	2.5	Debtor book remains of good quality with no increase
Lease liability	4.4	4.3	in bad debts due to COVID
Current tax liabilities		1.0	in bad dobte add to CCVID
Other financial liabilities	0.6	0.7	Other assets increased \$1.3m due mainly to the
TOTAL CURRENT LIABILITIES	24.3	26.2	prepayment of insurance premiums
NON CURRENT LIABILITIES			prepayment of insurance premiums
NON-CURRENT LIABILITIES	0.4	0.0	Provisions increased mainly due to the increase in
Provisions	0.1 23.1	0.3	employee leave provisions with limited leave taken due
Borrowings		21.1	to COVID
Lease liability Other financial liabilities	13.3	13.6	IO COVID
Deferred tax liabilities	0.6 3.5	0.6	
TOTAL NON-CURRENT LIABILITIES	40.6	2.5 38.1	
TOTAL LIABILITIES TOTAL LIABILITIES	64.9	64.3	
JA JA LIABILITIES	04.9	04.3	
NET ASSETS	73.7	71.2	
TEL MODELO		11.2	

## INCOME STATEMENT RECONCILIATION

## PIP

### STATUTORY TO UNDERLYING

Statutory NPAT to Underlying NPAT reconciliation	31-Dec-20	31-Dec-19
	\$m	\$m
Statutory NPAT	6.0	4.4
add: interest	0.7	0.9
add: depreciation and amortisation	3.7	3.4
add: tax	2.4	2.7
EBITDA – QANTM Group	12.8	11.4
add: remuneration related to business acquisition	-	1.2
add: new business establishment costs	-	0.3
add: retention payments	0.3	0.3
add: transformation costs	0.3	-
add: business acquisition costs	0.1	0.6
Underlying EBITDA – QANTM Group	13.5	13.8
less: depreciation and amortisation	(3.7)	(3.4)
less: interest	(0.7)	(0.9)
less: tax	(2.6)	(2.9)
Underlying NPAT - QANTM Group	6.5	6.6

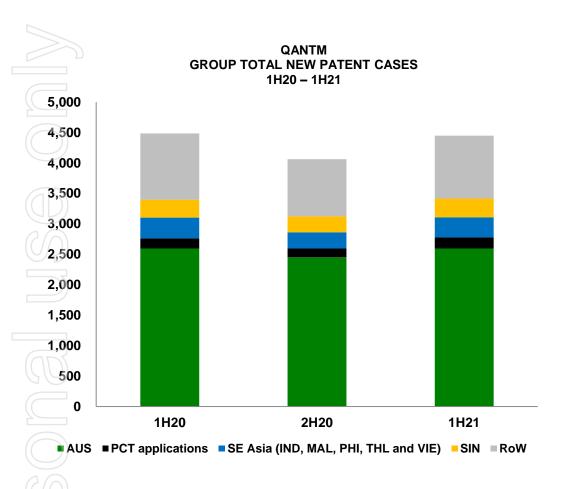




## 3 MARKET AND BUSINESS OVERVIEW

### PATENT APPLICATIONS – GROUP





Source: DCC, FPA, Advanz and Cotters management analysis

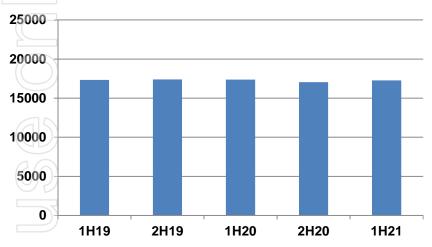
Patent applications are one indicator of future period patent Service Charges. Revenue derived from patent applications typically constitutes ~15% to 20% of QANTM's annual patents Service Charges and is the early stage of life cycle revenue from prosecution, advisory, litigation and renewal work that can extend for 20 years+.

- Group patent applications 1.6% lower vs pcp (up 8.7% on 2H20).
- Australian patent applications (58% of Group total) stable. Up 6.0% on 2H20.
- Asian patents (15% of Group total) down 5.4%, mainly associated with lower Malaysian applications vs a record pcp. However, up 14.2% on 2H20.
- Rest of World applications (23% of Group total) down 5.1% vs pcp. However, up 10.2% on 2H20.
- PCT applications (4% of Group total) up 10.3%.

### PATENT APPLICATIONS – AUSTRALIA



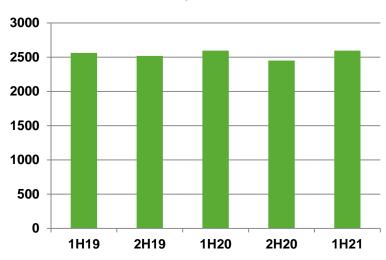
## TOTAL PATENT APPLICATIONS FILED IN AUSTRALIA (excluding Innovation Filings) 1H19 - 1H21



Source: IP Australia

Patent application decline (excluding Innovation patents) in Australia for 6 months to 31 December vs pcp was 0.6%

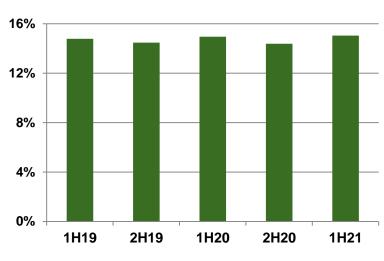
## QANTM AUSTRALIA PATENT APPLICATIONS (excluding Innovation Filings) 1H19 - 1H21



Source: DCC, FPA and Cotters management analysis

- QANTM's Australian patent market applications were stable relative to 1H20
- QANTM's 1H21 patent applications were 6.0% higher than 2H20
- Cotters contributed ~5% of QANTM's Australian patent applications in 1H21

## QANTM PATENT FILINGS TOTAL MARKET SHARE (excluding Innovation Filing) 1H19 - 1H21



Source: DCC, FPA and Cotters management analysis

 QANTM's Australian patent market share (excluding innovation patents) for the half was 15.0%, compared with 14.9% for the prior corresponding half and 14.4% for the second half of 2020

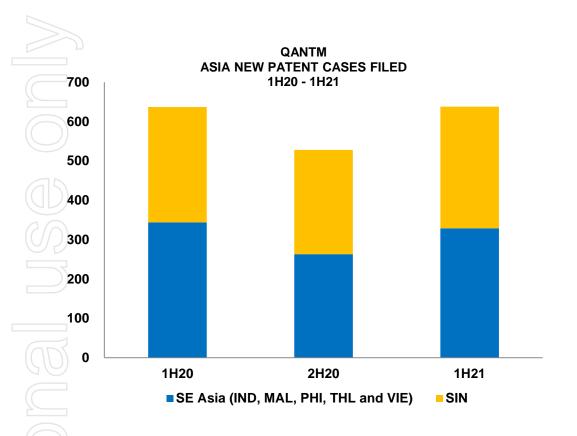
#### NOTE

Innovation patents are excluded from the above analysis, given recent market factors that have stimulated activity in this area, including that innovation patents are being phased out in August 2021; their longevity; generally lower enforceability arrangements and the fact that the fees associated with innovation patents are usually materially less than standard patents. Inclusive of innovation patents, QANTM's Australian patent applications increased by 2.5%. Inclusive of innovation patent applications, the overall increase in total Australian patent applications was 11.1%.

Based on IP Australia at conclusion of each filing year. Not including subsequent international filings allocated.

### PATENT APPLICATIONS – ASIA



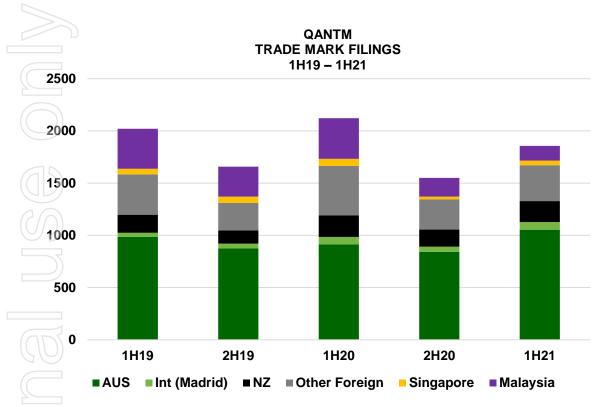


Source: QANTM management information

- Total QANTM Asian patent applications declined 5.4% vs pcp and increased 14.2% on 2H20.
- QANTM Asian patents filings represent 15% of Group total.
- Singapore patent applications up 5.5% vs pcp with continued growth through DCC and FPA presence (up 16.6% on 2H20).
- Lower rest of SE Asia contribution mainly reflected lower Malaysia contribution by Advanz associated with COVID-19 business restrictions (although up 11.8% on 2H20).
- Lower Advanz contribution is relative to a strong 1H20 comparative period, which reflected over a 70% growth in Advanz's patent application growth since QANTM acquisition from 1H19.

### **TRADE MARK FILINGS - GROUP**





**Source:** Australian filings numbers based on IP Australia data Other country data sourced from QANTM management information

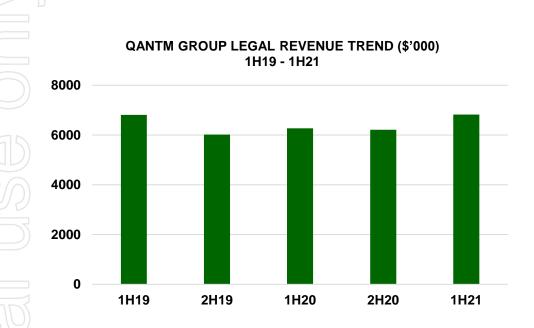
- Group trade mark filings 12.1% lower vs pcp, up 10.5% on 2H20.
- Group Australian trade mark filings, representing 56% of 1H21 total, increased by 15.4% (compared to 16.8% increase by the top 50 filers).
- DCC retained #1 market share position.
- Lower Asian filings (a decline of 58% vs pcp), mainly the result of lower Malaysian filings associated with COVID business restrictions in the half and comparison to a very high pcp.

#### NOTE:

IRDA - International Registration Designating Australia. Trade mark filings are inclusive of Cotters for the half

## **LEGAL/LITIGATION SERVICES**





- Legal/litigation revenue increased by 7.9% from pcp to \$6.8 million (1H20: \$6.3 million).
- Continuity of Australian Court system operation despite COVID.
- DCC Law strong case load work contributed to strong half year result.
- DCC Law remains one of the pre-eminent IP Law practices in Australia.





# 4 BUSINESS TRANSFORMATION

### **BUSINESS TRANSFORMATION**

### TAKING PLACE ACROSS FIVE KEY AREAS





Business

**Transformation** 

- Invest in future skills technology, commercial, leadership
- Re-train our support staff to help drive greater client value
- New capabilities / geographies
- · Re-imagined workspaces

- Enable more rewarding careers
- Expanded diversity and inclusion
- Greater workforce flexibility
- Talent magnet *the* place to work for IP professionals



- · Migrate all systems to the cloud
- Build future capabilities (AI, DevOps, data / analytics)
- · Build processing platforms & APIs
- Build innovation framework

- · Increased productivity and innovation
- · Increased client collaboration
- · Increased competitive advantage
- · Create new revenue streams



**PROCESS** 

- · Radically simplify all business processes
- Automate or eliminate where ever possible
- · Build AI / Machine Learning platform

- · Reduced cost and complexity
- · Greater efficiency and effectiveness
- Creates capacity and platform for further innovation



- · Expand our footprint into Asia
- · Establish sales desks in key locations
- · Further develop adjacent service lines and technology related plays
- · Greater value and differentiation
- · Increased revenues and earnings
- · Increased shareholder value



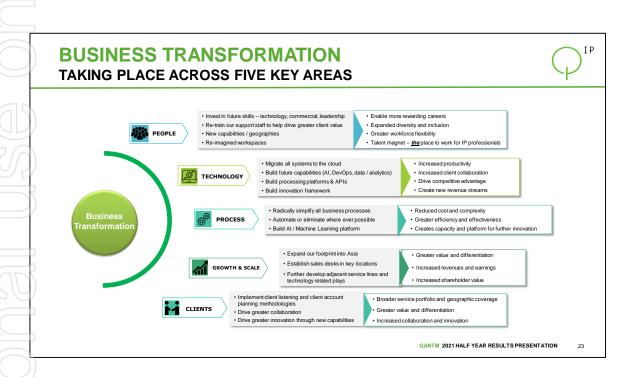
- · Implement client listening and client account planning methodologies
- · Drive greater collaboration
- · Drive greater innovation through new capabilities
- · Broader service portfolio and geographic coverage
- Greater value and differentiation
- · Increased collaboration and innovation



### **BUSINESS TRANSFORMATION**

### WILL DELIVER SUSTAINABLE COMPETITIVE ADVANTAGE





### **Business case for transformation:**

### Financial

- \$8m \$10m investment over 2-3 years
- \$4m \$6m p.a. recurring benefits
- Financial benefits will start to flow in FY22, ramping up to year 3;
   payback within 2-3 years
- Productivity and workplace benefits already starting to flow

### Benefits

- Increased productivity
- Increased revenue and margins
- Deeper client collaboration
- Ability to quickly integrate acquisitions and drive greater value

### Non-financial

- Will deliver sustainable competitive advantage
- All innovation is taking place within the cloud QANTM will be at the forefront of industry innovation

## PEOPLE AND CULTURE

### **CONTINUING TO INVEST IN OUR PEOPLE**

















### **WELLBEING**

Program includes meditation practice, resilience project, external wellbeing presenters, internal wellbeing representatives, mental health first aid officers, focus on ongoing connection

### **EMPLOYEE ASSISTANCE PROGRAM**

EAP reach out to employees to provide proactive support and guidance during COVID-19

50%

### **HEALTH**

Program includes yoga, step count challenges. webinars and factsheets on diet, sleep and exercise

### REMUNERATION

STI Program Principal remuneration review

### **FLEXIBILITY**

Ongoing flexible work arrangements tailored to personal circumstance

### **LEARNING AND DEVELOPMENT**

Launch of iQ Online learning platform, providing courses and videos to support the ongoing learning and development of our people

### **PAID PANDEMIC** LEAVE

Additional leave entitlement for employees with caring responsibilities

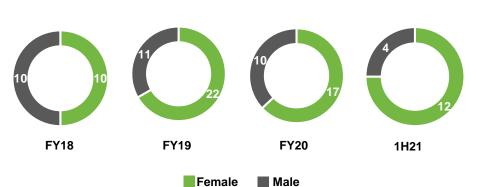
### **DIVERSITY AND** INCLUSION

Internal committee promoting diversity, inclusion and wellbeing initiatives Paid parental leave

### PROMOTIONS OF FEMALE EMPLOYEES TO MANAGER POSITIONS



### **EMPLOYEE PROMOTIONS**



### **HEADCOUNT**



## **MERGERS & ACQUISITIONS**

### STRATEGIC FRAMEWORK



- Group M&A strategic framework developed and implemented
- Emphasis on growth in Asia, with an opportunistic lens to other markets
- Several horizons of accretive M&A opportunities identified:

HORIZON 1 Existing business expansion and growth, logical add-on opportunities, within current funding capability

HORIZON 2 Adjacent and complementary activities – allied business areas that will strength and diversify product offering

**HORIZON 3** Step-out and transformative business opportunities

- A solid pipeline of opportunities in progress
- Target opportunities in Horizon 1 identified and being evaluated (strategic fit, business and cultural fit, integration,
   financials, capital management and risk management considerations)
- Engagement continues with several potential opportunities → momentum building





## 5 SUMMARY AND OUTLOOK

### SUMMARY



- Strong first half:
  - Business performing well; our people managing well through challenging circumstances
  - Benefits evident from 'life-cycle' characteristics of portfolio; strength of brand, full service offering and market positions of DCC and FPA
- Solid progress in strategic initiatives (M&A, business transformation)  $\rightarrow$  momentum building
  - Recent business conditions expected to continue in the second half
    - FX likely to remain an adverse influence on reported results
    - Continued business disruptions of COVID may have some isolated effects (e.g. Malaysia)
    - Will continue to monitor and respond accordingly
    - Board has agreed to pay a dividend of 4.0 cents per share to be paid on 31 March 2021 to shareholders on the register as at 4 March 2021
      - Represents a payout of 82% of NPATA; attractive yield characteristics
  - Thank you to the QANTM team for encouraging first half performance





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