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NICHOLAS TURNER  
Art Director

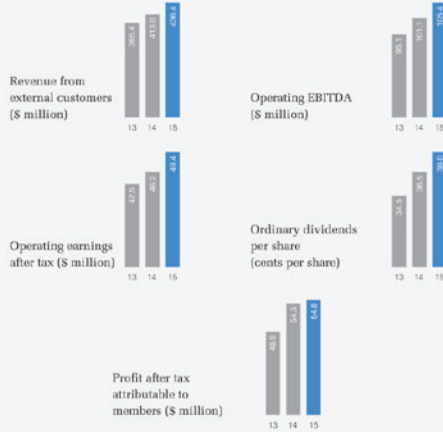
**0407 279 054**

[nick@bittenbydesign.com](mailto:nick@bittenbydesign.com)

[www.bittenbydesign.com](http://www.bittenbydesign.com)

## Performance highlights

The continued focus on key strategies in 2015 has seen an 4.3% increase in operating EBITDA, following an estimated increase in the number of deaths of 1% in InvoCare's key markets.



The Jasmine Tea Flower (*Osmanthus Grandiflorus*)

The tea flower is significant to InvoCare's core values, and how they are infused across the entire business.



InvoCare Annual Report 2015 1



Left to right: Mike Miller Chief Operating Officer InvoCare USA, Philip Flory Chief Financial Officer and Company Secretary, Georina Rhind Chief Operating Officer InvoCare New Zealand, Greg Besser Chief Operating Officer InvoCare Australia, Wei Leng Goh Chief Executive Officer Singapore, Martin Earp Chief Executive Officer, Shelley Tate Group Executive People and Culture, Lachlan Sheldon Group Executive Capital Management, Keiron Humble Group Executive Business Operations, Fergus Kelly Chief Marketing Officer.

## Management Team

Key to the success of InvoCare is its ability to deploy operational excellence and technical insights, as well as its ability to combine the two, for the benefit of the business, customers and its stakeholders.

From the management of locations, regions and states, to the specialist functions that give InvoCare its edge, a high performing team of managers is an indispensable asset to InvoCare's success.



### Voices of Success

Over the past year, CEO Martin Earp has ensured that all of the geographical regions InvoCare operates in are represented at the highest level – with Mike Miller COO of InvoCare USA adding his experience in operations to the Group Executive team.

Further additions to the Group Executive team made during 2015 and early 2016 recognise the importance of the technical expertise InvoCare is able to draw upon. Fergus Kelly joined the Group Executive team as Chief Marketing Officer, Shelley Tate as Group Executive People and Culture, Lachlan Sheldon, previously Group Financial Controller to Group

Executive Capital Management, and Keiron Humble has been brought on board to lead a new Business Operation division that will drive effective, efficient work practices that are supported by the systems and processes needed for improving performance.

All of these appointments were carefully managed to ensure the highest standard of candidates was matched to InvoCare's current operational requirements and future vision.

The Group Executive team meets regularly to share information, assess opportunities, and to respond to the challenges of InvoCare's operating environments.

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### Chief Executive Officer's Review

## Investing Today for Future Returns

The 2015 results once again demonstrate the fundamental strength of both the business model and the markets that we operate in. On a like-for-like basis the sales revenue increased by 5.0% and the EBITDA increased by 7.6%. This underlying performance has allowed investment into projects that will position InvoCare to deliver strong sustainable returns into the future.

Martin Earp  
Chief Executive Officer

## ANNUAL REPORT 2015



**InvoCare**  
Innovation. Vocation. Care.



KARL WOLFENDEN

OUR BESTIAL SELVES

BOOK 1 OF THE CHRONICLES OF UNA

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VICTORY BELONGS  
TO THE STRONG

BOOK 2 OF THE CHRONICLES OF UNA

KARL WOLFENDEN

MORE THAN ZOMBIE

BOOK 3 OF THE CHRONICLES OF UNA





**EVERY MAN  
DIES.**

**NOT EVERY  
MAN LIVES.**





# Chipper Funerals

A FRIEND OF THE FAMILY *since 1889*

#### Logo exclusion zone



#### Alternate Mono Logo



#### Colours



Blue - Grey  
C45 M5 Y0 K74



Gold  
C0 M4 Y70 K35



Olive Green  
C55 M45 Y90 K20



Black  
C0 M0 Y0 K100

#### FONTS USED BY CHIPPER FUNERALS

Versions from the Sabon family of fonts have been chosen as Chipper's corporate typeface. Myriad Pro is recommended as the sans serif font to complement Sabon. Sabon Roman and Myriad Pro Roman should be used for body copy, but judgement should be exercised so that printed materials with much text do not appear boring. A limited use of Bold or Italic versions can be used for emphasis.

#### Sabon

1234567890 !@£\$%^&\*()-=+  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmanopqrstuvwxyz

#### Myriad Pro

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 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 abcdefghijklmanopqrstuvwxyz

# FUNERALS: A SIMPLE GUIDE

Simpli  
Fune  
Simply Aff

## PREPAID FUNERALS AND FUNERAL INSURANCE COMPARED\*

### FACTS AT A GLANCE

#### FUNERAL INSURANCE

**Fact 1:** The longer you live the more you will pay for your funeral service.

*Example: funeral insurance taken out at 60 years*

- If you live for 23 years, ie to age 83 you could have paid premiums of \$8,935 for a funeral that would today cost \$4,050

**Fact 2:** You may think you have your family covered for funeral expenses, but funeral insurance will often not cover all of the costs of your funeral.

*Example: Using the same scenario as above*

- To cover the cost of the future funeral, you will still need to pay \$1,630, in addition to the premiums already paid.

**Fact 3:** Funeral insurance provides no assistance with the detailed planning process of organising a funeral to your exact wishes.

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Voucher number: **10031101A**



THERE IS ALMOST NO  
GRAPHIC DESIGN IN OUR  
SOCIETY. ITS ALL  
COMMERCIAL ART  
- BOB GILL -

WANKER