

Contents

2008 Performance Highlights	2	• Group Financial and	• A “Personal Details” guide
Chairman’s Message	3	• Operational Review	• has been included in the
Yesterday...	4	• Directors’ Report	• back of this document
Key Strategies of 2008	6	• Board of Directors	• to assist our stakeholders.
CEO Review	8	• Corporate Governance Statement	
Organisational and Management		• Remuneration Report	
Structure	13	• Auditor’s Independence	
Today...	14	• Declaration	47
Community, People, Environment	16	• Financial Report	48
Tomorrow...	18	• Independent Audit Report	100
		• Shareholder Information	102
		• InvoCare Locations	104
		• Glossary	106
		• Directory	IBC