

# Investor Presentation

## 2009 Full Year Results

February 2010

Presenters:

Andrew Smith CEO

Phillip Friery CFO



# 2009 Full Year Highlights

## Overall Performance

- Sales revenues increased 5.3% to \$257.1m
- Operating EBITDA increased 5.4% to \$65.2m
- Operating profit after tax increased 7.0% to \$31.9m
- Reported profit after tax increased 18.5% to \$33.2m
- Ordinary dividends for year increased 1.75 cents to 25.25 cents per share



# 2009 Full Year Highlights (continued)

## Summary of effects from growth pillars:

1. IVC estimates deaths in its markets were down approximately 1% in 2009 (up 2% in 2008)
2. Normal annual price increases successfully introduced, plus favourable mix effect on where deaths occur
3. Market share growth, including annualisation impacts of new locations and 2008 acquisitions from core business
4. Prepaid funeral contributions were down but memorialisation revenues improved significantly on 2008



# Key Performance Indicators - Full Year

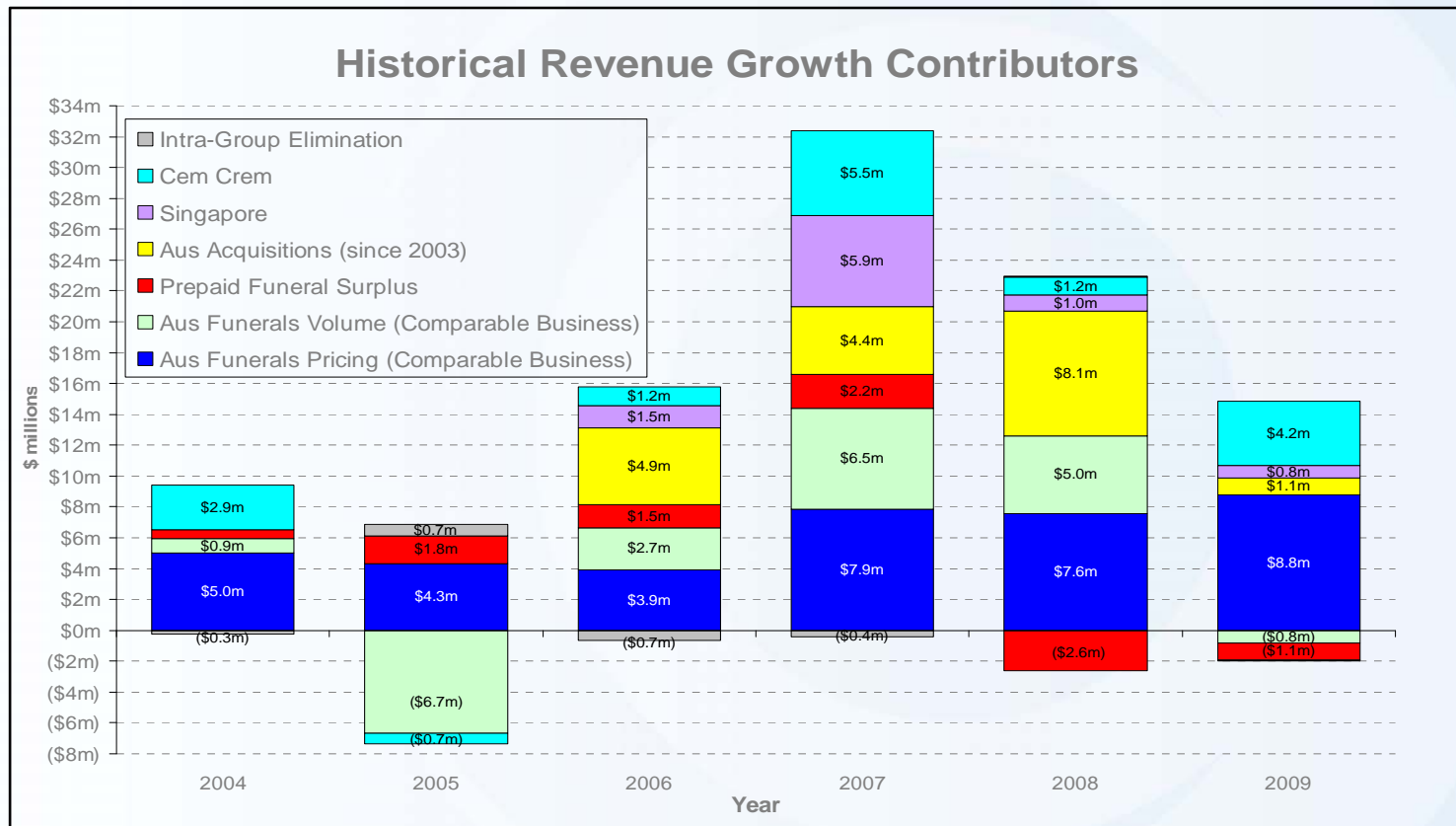
	<b>31 Dec 2009</b>	<b>31 Dec 2008</b>	<b>Movement %</b>
Funeral Revenues	\$201.1m	\$192.3m	4.5%
Cemetery & Crematoria Revenues	\$62.6m	\$58.5m	7.2%
Elimination of intra-group sales	(\$6.6m)	(\$6.6m)	1.2%
<b>Total Sales Revenues</b>	<b>\$257.1m</b>	<b>\$244.2m</b>	<b>5.3%</b>
Operating EBITDA (i)	\$65.2m	\$61.9m	5.4%
Operating Margin (ii)	25.4%	25.3%	
<b>Operating Profit After Tax</b>	<b>\$31.2m</b>	<b>\$29.2m</b>	<b>7.0%</b>
Prior period tax adjustments	\$0.2m	\$0.6m	
Investment Allowance benefit	\$0.5m	\$0.0m	
After tax effect on swap movements	\$1.6m	(\$1.5m)	
After tax effect on the profit/(loss) from sale of assets	(\$0.2m)	(\$0.2m)	
Minority Interest	(\$0.1m)	(\$0.1m)	
<b>Profit After Tax</b>	<b>\$33.2m</b>	<b>\$28.0m</b>	<b>18.5%</b>
<b>Basic Earnings (cents per Share)</b>	<b>32.9 cents</b>	<b>28.0 cents</b>	<b>17.5%</b>

(i) EBITDA excluding asset sales & asset impairments

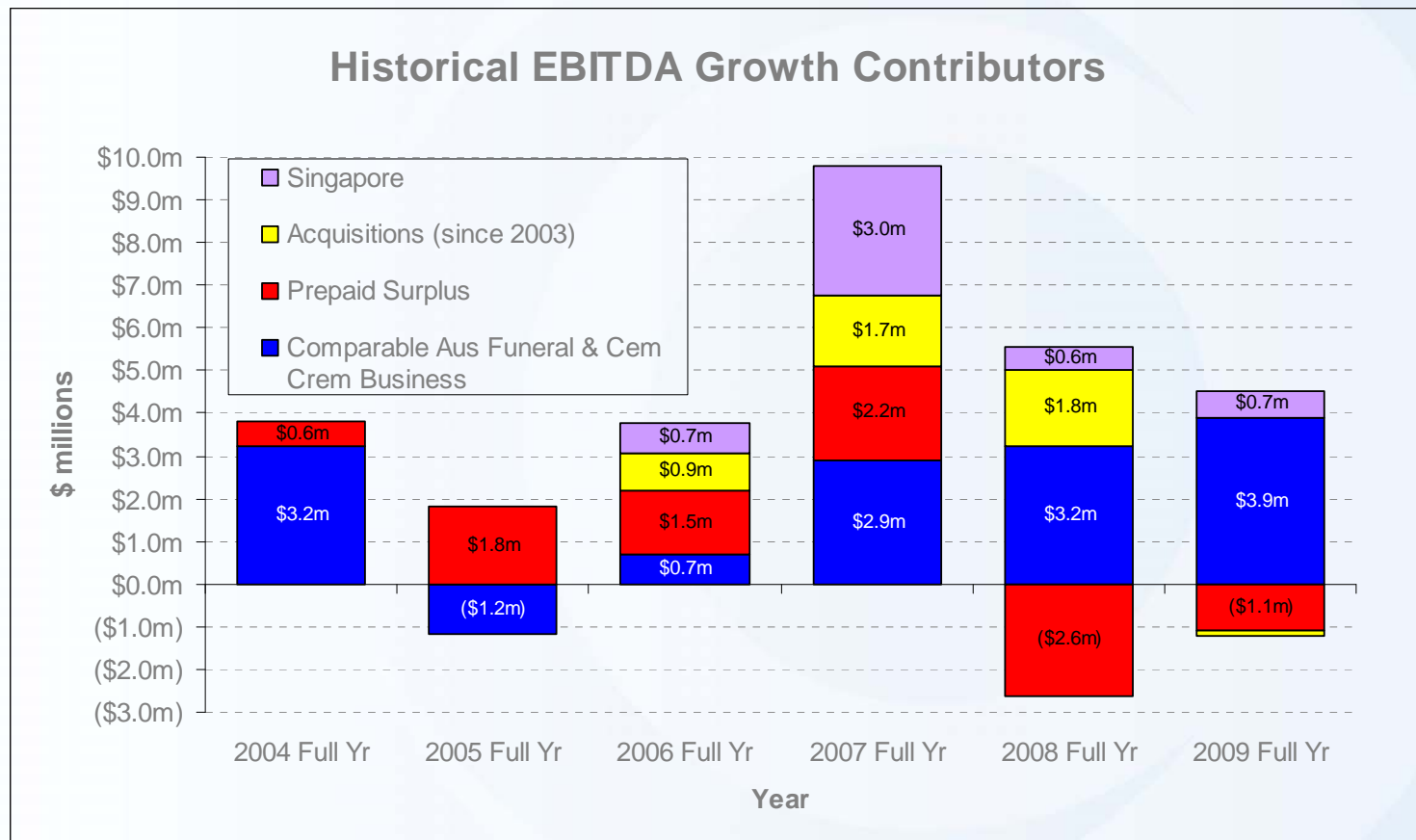
(ii) Operating EBITDA/ sales revenues



# Operational Highlights



# Operational Highlights



# Operational Highlights

## Funeral Revenues

<u>Sales revenue growth coming from:</u>	2009 v 2008		2008 v 2007	
	Full Year		Full Year	
	\$	%	\$	%
Volume	(\$2.2m)	(1.1%)	\$5.7m	3.3%
Pricing & Mix	\$9.5m	4.9%	\$7.7m	4.4%
Prepaid Surplus/ (loss)	(\$1.1m)	(0.6%)	(\$2.6m)	(1.5%)
Australian Acquisitions*	\$1.7m	0.9%	\$7.3m	4.2%
Singapore	\$0.9m	0.4%	\$1.0m	0.6%
<b>Total</b>	<b>\$8.8m</b>	<b>4.5%</b>	<b>\$19.1m</b>	<b>11.0%</b>

\*Australian acquisitions:

- 2009 v 2008 includes Christian & Southern Cross only
- 2008 v 2007 includes Liberty, Chippers, Christian & Southern Cross only



# Operational Highlights (continued)

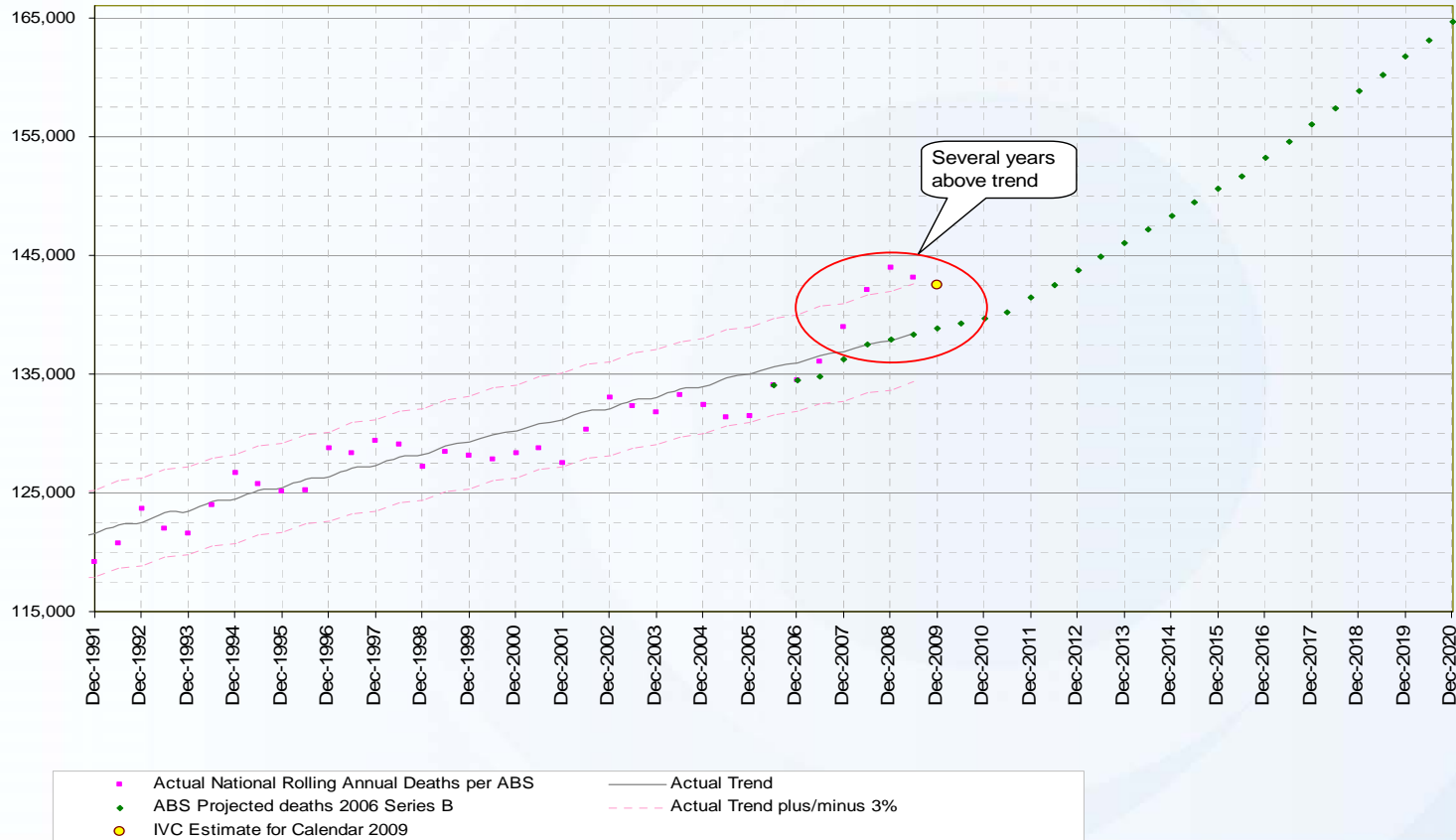
## Funeral Market

- IVC estimates deaths decreased approximately 1% in 2009 in its Australian markets (H1 2009 increased approx 0.8%, H2 2009 decreased approx 2.5%)
- Small increase estimated in IVC's share of its markets since 31 December 2008, primarily due to acquisitions, with overall share approximately 32%
- ABS data for H1 2009 indicates total Australian deaths decreased approximately 1%
- Reason for difference between ABS data and IVC guidance estimates is likely to be timing
- Graph of ABS rolling twelve month historical actual and future projections suggests above trend numbers in last few years may revert to long term trend



# Operational Highlights (continued)

Actual and Projected Deaths - Australia



# Operational Highlights (continued)

## Singapore Casket Company

- Singapore Casket Company revenues increased 10.3% to AUD 9.2m  
or 7.0% to SGD 10.6m
- Case volume increased 8.6% with some market share gains
- Average funeral sales value decreased 1.5% in SGD
- EBITDA increased AUD 0.6m to AUD 4.9m  
or SGD 0.6m to SGD 5.6m
- Benefited from exchange rate movements in H1 but reversed in H2



# Operational Highlights (continued)

## Funeral Acquisitions

- 2008 Acquisitions contributed \$1.6m to sales revenue growth and \$0.5m to EBITDA growth
- Small business in Singapore acquired in July 2009 to provide a separate location for the new Simplicity Casket operations
- Various discussions with potential vendors



# Operational Highlights (continued)

## New Funeral Locations

- 8 new locations opened in 2009 (9 in 2008)
  - Revenues \$1.0m revenues
  - EBITDA less than \$0.1m
  
- 26 new locations opened during 2006, 2007 and 2008
  - Revenues \$11.1m (2008: \$8.5m)
  - EBITDA \$3.7m (2008: \$2.5m) before shared services cost allocation
  - Difficult to accurately quantify incremental contribution
  
- EBITDA margins improve as new locations become established - more quickly when serviced by local shared service centres



# Operational Highlights (continued)

## Cemeteries & Crematoria Revenues

<u>Sales revenue growth coming from:</u>	2009 v 2008		2008 v 2007	
	Full Year		Full Year	
	\$	%	\$	%
Sales before deferred revenue movement*	\$6.8m	11.6%	(\$0.3m)	(0.5%)
Movement in deferred revenue	(\$2.6m)	(4.5%)	\$1.5m	2.5%
<b>Total</b>	<b>\$4.2m</b>	<b>7.2%</b>	<b>\$1.2m</b>	<b>2.0%</b>
Services growth (at need case volume)		(1.0%)		2.0%

\*Includes the impact of changes in pricing and pre-need and at-need volumes



# Operational Highlights (continued)

## Cemeteries & Crematoria Market

- Number of contracts with average sale value greater than \$15k increased by 34% and contributed approximately \$5.6m to revenue growth
- Overall cemeteries & crematoria at need case volume was down 1.0%, with H2 down 3.0%
- Estimated number of deaths in IVC markets was down approximately 2%, with H2 down around 4%
- Memorial construction activity accelerated to manage revenues during 2009
- Focus to continue on increasing deferred revenue pool



# Operational Highlights (continued)

## Prepaid Funeral Sales & Redemptions

	2009	2008
■ Number of contracts sold	↑ 9.5%	↑ 18.8%
■ Average contract value	↑ 5.2%	↑ 7.2%
■ % by which new contracts exceed redemptions	↑ 17.9%	↑ 6.9%
■ % of IVC's Australian funerals that were prepaid	12.7%	12.8%



# Financial Highlights

## Operating EBITDA

	2009 %	2008 %	Change %
<b>Core operating EBITDA margin</b>	<b>25.5%</b>	<b>25.2%</b>	<b>↑ 0.3%</b>
Impact of prepaid surplus	(0.1%)	0.1%	
<b>Overall operating EBITDA margin</b>	<b>25.4%</b>	<b>25.3%</b>	<b>↑ 0.1%</b>



# Financial Highlights (continued)

## Employee costs

	2009	2008	Var
■ Employee costs	\$78.1m	\$72.8m	↑ 7.4%

### Impacted by:

- Base labour rate increases generally contained to between 3% to 4%
- Staff turnover reduced from 20% at December 2008 to 16% at December 2009
- Adoption of strict accrual basis rather than 4-4-5 payroll calendar
- Some headcount additions through new locations and acquisitions



# Financial Highlights (continued)

## ■ Occupancy costs

Increased 7.4% to \$16.3m (2008: \$15.2m), with key increases being:

- Land tax \$0.5m
- Light & power \$0.2m
- Acquisitions and new locations \$0.4m

## ■ Depreciation and amortisation expense

Increased 11.2% to \$10.8m (2008: \$9.7m), mainly attributable to:

- new capital expenditure; and
- accelerated depreciation on certain plant and equipment following reassessment of useful lives in H2 2008



# Financial Highlights (continued)

## Finance costs

	2009	2008	Var
■ Interest & other finance costs	\$11.0m	\$11.6m	↓ 4.7%
■ Non cash Interest rate swap expense/ (gain)	(\$2.2m)	\$2.1m	
■ <b>Total Finance Costs</b>	<b>\$8.8m</b>	<b>\$13.7m</b>	<b>↓ 35.5%</b>

## Income Tax

	2009	2008
■ Effective tax rate*	29.1%	29.2%

\*After adjusting reported tax expense for prior period credits (2009 \$0.2m, 2008 \$0.6m) and investment allowance benefit on qualifying capital expenditure (only 2009 \$0.5m)



# Financial Highlights (continued)

## Capital Management

### Dividends

- Fully franked final dividend of 13.75 cents per share (2008: 13.0 cents) declared
  - Ex dividend date 15 March 2010
  - Record date 19 March 2010
  - Payable date 9 April 2010
- Full year dividends up 7.4% to 25.25 cents, above 7.0% increase in operating profit
- DRP remains activated for final dividend. No discount to market price and not underwritten. Shares will be issued.
- Dividend payout ratio is 77.3%, exceeding Board's annual dividend payout policy of at least 75%



# Financial Highlights (continued)

## Capital Management (continued)

### Cash flows highlights

	2009	2008
■ Net cash inflows from operations	\$38.3m	\$36.5m
■ Purchase of property, plant & equipment	(\$13.8m)	(\$16.4m)
■ Purchase of subsidiaries & businesses	(\$0.3m)	(\$6.1m)
■ Net increase/(decrease) in borrowings	(\$5.0m)	\$4.0m
■ Payment of dividends	(\$19.0m)	(\$20.4m)
■ Conversion of EBITDA to ungeared, pre-tax cash flow	97%	98%



# Financial Highlights (continued)

## Capital Management (continued)

### Banking Facility & Hedges

- Net debt \$148.3m (December 2008: \$152.2m)
- Total debt facilities \$185.0m, including \$5m working capital facility, maturing January 2011
- 99% (2008: 96%) of debt hedged with floating to fixed interest rate swaps
- Effective rate of interest on drawings, including margin, at balance date was 6.5% (31 Dec 2008: 6.4%)



# Financial Highlights (continued)

## Capital Management (continued)

### Banking Facility & Hedges (continued)

- Key ratios have remained healthy:
  - Leverage ratio (Net debt/Operating EBITDA)
    - 2.3x (31 Dec 2008: 2.5x; H1 2009: 2.4x)
  - Interest cover (Operating EBITDA/Net Interest)
    - 6.7x (31 Dec 2008: 6.0x; H1 2009 6.3x)
- Banking covenants comfortably satisfied & small improvements in ratio calculations year on year



# Financial Highlights (continued)

## Prepaid funds under management

	31 Dec 2009	31 Dec 2008	Movement	
	\$'m	\$'m	%	
Prepaid Funeral Funds	272	237	14.8%	
Gross Annual Returns	%	%	%	
6 months ended	12.2%	(6.4%)	18.6%	
12 months ended	16.2%	(14.1%)	30.3%	(i)
3 years ended	3.6%	4.0%	(0.4%)	
5 years ended	8.4%	8.6%	(0.2%)	
7 years ended	9.5%	6.8%	2.7%	

- Gross returns exclude investment management fees and administration fees (currently 1.3%)
- (i) Refer Appendix 4 - One Year Prepaid fund benchmark comparison



# Financial Highlights (continued)

## Prepaid funds under management (continued)

- IVC's balance sheet excludes prepaid funds under management
- Asset allocations back to more long term targets, with around 62% equities
- Prepaid revenue, including surplus, only recognised on service delivery
- Assuming all services performed at balance date, prepaid surplus or additional margin (adjusted for selling price increases applied at or around balance date) was \$10m (30 June 2009 - \$0)
- However, equity market declines since balance date has meant the surplus is now marginally positive
- Each 1% change in equity changes overall surplus by \$1.7 million



# 2<sup>nd</sup> Half 2009 Highlights

- Sales revenues increased 1.6% to \$133.6m
- Operating EBITDA increased 3.4% to \$35.9m
- Core operating margin improved by 0.4%
- Operating profit after tax increased 5.6% to \$17.9m
- Reported profit after tax increased 20.1% to \$18.9m



# Key Performance Indicators – H1 vs H2

	2009 H1	2008 H1	Movement %	2009 H2	2008 H2	Movement %
Funeral Revenues	\$96.1m	\$87.5m	9.8%	\$105.0m	\$104.8m	0.2%
Cemetery & Crematoria Revenues	\$30.5m	\$28.2m	8.5%	\$32.1m	\$30.3m	6.0%
Elimination of intra-group sales	(\$3.1m)	(\$3.0m)	6.1%	(\$3.5m)	(\$3.6m)	(2.9%)
<b>Total Sales Revenues</b>	<b>\$123.5m</b>	<b>\$112.7m</b>	<b>9.6%</b>	<b>\$133.6m</b>	<b>\$131.5m</b>	<b>1.6%</b>
Operating EBITDA (i)	\$29.3m	\$27.2m	7.9%	\$35.9m	\$34.7m	3.4%
Operating Margin (ii)	23.7%	24.1%		26.9%	26.4%	
<b>Operating Profit After Tax</b>	<b>\$13.3m</b>	<b>\$12.2m</b>	<b>9.0%</b>	<b>\$17.9m</b>	<b>\$16.9m</b>	<b>5.6%</b>
Prior period tax adjustment	\$0.2m	\$0.0m		\$0.0m	\$0.6m	
Investment Allowance benefit	\$0.2m	\$0.0m		\$0.3m	\$0.0m	
After tax effect on swap movements	\$0.8m	\$0.1m		\$0.7m	(\$1.6m)	
After tax effect on the profit from sale of assets	(\$0.2m)	\$0.0m		(\$0.0m)	(\$0.3m)	
Minority Interest	(\$0.0m)	(\$0.0m)		(\$0.0m)	(\$0.0m)	
<b>Profit After Tax</b>	<b>\$14.3m</b>	<b>\$12.3m</b>	<b>16.4%</b>	<b>\$18.9m</b>	<b>\$15.7m</b>	<b>20.1%</b>
<b>Basic Earnings (cents per Share)</b>	<b>14.2 cents</b>	<b>12.3 cents</b>	<b>15.4%</b>	<b>18.7 cents</b>	<b>15.7 cents</b>	<b>19.1%</b>

(i) EBITDA excluding asset sales & asset impairments

(ii) Operating EBITDA/ sales revenues



# 2<sup>nd</sup> Half 2009 Operational Highlights

## Funeral Revenues

<u>Sales revenue growth coming from:</u>	2009 v 2008 H1		2009 v 2008 H2	
	\$	%	\$	%
Volume	\$1.7m	1.9%	(\$3.9m)	(3.7%)
Pricing & Mix	\$5.8m	6.6%	\$3.7m	3.6%
Prepaid Surplus/ (loss)	(\$1.1m)	(1.2%)	(\$0.0m)	(0.0%)
Australian Acquisitions*	\$1.3m	1.5%	\$0.4m	0.3%
Singapore	\$0.9m	1.0%	(\$0.0m)	(0.0%)
<b>Total</b>	<b>\$8.6m</b>	<b>9.8%</b>	<b>\$0.2m</b>	<b>0.2%</b>

\*Australian acquisitions:

- 2009 v 2008 includes Christian & Southern Cross only
- 2008 v 2007 includes Liberty, Chippers, Christian & Southern Cross only



# 2<sup>nd</sup> Half 2009 Operational Highlights

(continued)

## Cemeteries & Crematoria Revenues

<u>Sales revenue growth coming from:</u>	2009 v 2008 H1		2009 v 2008 H2	
	\$	%	\$	%
Sales before deferred revenue movement*	\$1.6m	5.5%	\$5.2m	17.3%
Movement in deferred revenue	\$0.8m	2.9%	(\$3.4m)	(11.3%)
<b>Total</b>	<b>\$2.4m</b>	<b>8.5%</b>	<b>\$1.8m</b>	<b>6.0%</b>
Services growth (at need case volume)		1.3%		(3.0%)

\*Includes the impact of changes in pricing and pre-need and at-need volumes



# 2<sup>nd</sup> Half 2009 Operational Highlights

(continued)

## Operating EBITDA

	2009 H2 %	2008 H2 %	Change %
Core operating EBITDA margin	26.8%	26.4%	↑ 0.4%
Impact of prepaid surplus	0.1%	-	
<b>Overall operating EBITDA margin</b>	<b>26.9%</b>	<b>26.4%</b>	<b>↑ 0.5%</b>



# 2<sup>nd</sup> Half 2009 Operational Highlights

(continued)

- IVC estimates deaths decreased approximately 2.5% in H2 2009 in its Australian markets
- Australian funeral revenues remained flat on H2 2008, impacted mainly from death rate and mix of where the deaths have occurred
- Cemeteries and Crematoria revenues before deferred revenue movement continued strongly, up 17.3% on H2 2008
- All other expenses were well managed resulting in a 0.4% improvement in core operating EBITDA margin



# Attractive Business Model

- Growth pillars evident in 2009:

- Favourable demographics x
- Pricing / Average cem crem contract values ✓ / ✓
- Market share improvements ✓
- Prepaid surpluses x
- New locations ✓
- Business acquisition annualisations / New acquisitions ✓ / ✓

- Business model is re-affirmed

- Accordingly, no shift in strategic direction warranted



# 2010 Outlook & Beyond

- January 2010 preliminary results compared to January 2009:
  - Overall sales revenue up 3.3%
  - Australian sales up 4.1%
  - Lower death rates experienced in 2009 H2 continued into January 2010
  - Volume declines were offset by strong cemeteries and crematoria memorial sales and funeral pricing increases
  - Prepaid funeral contract sales were also lower during the month
  - Singapore sales revenue in local Singapore currency up 8.3%, but in Australian currency, Singapore's sales down 14.4%
  - Operating margins improved with continued management of costs, particularly labour and marketing



# 2010 Outlook & Beyond (continued)

- Focus on managing major operating expenses, especially personnel, marketing and cost of goods, to improve operating margins
- Rebuilding deferred revenue in cemeteries & crematoria after accelerated deliveries in 2009
- Expect benefit of sales of completed crypts and other memorials of at least \$1.5 million in H1
- Fixed interest rate swap gains \$0.7 million (\$0.5 million after tax) will be recognised in 2010
- FX translation losses expected during H1 2010 (average SGD to AUD exchange rate for H1 2009 was approximately 0.95, H2 2009 was 0.81, Jan 2010 was 0.78)



# 2010 Outlook & Beyond (continued)

- Preparations underway for debt refinancing to replace facilities maturing January 2011
- No change to dividend policy (minimum 75% payout) or DRP anticipated
- No major capital management initiatives, except debt refinancing, planned for 2010



# 2010 Outlook & Beyond (continued)

## Strategic focus to remain on core long term growth pillars:

- Ageing population trend
- Consistent annual 3-4% pricing increments
- Promote cemetery/crematorium memorialisation and improve contract averages
- Market share growth from existing business through:
  - continual service level enhancements, maintaining mid to high 90% recommendation rates
  - further human resource development & investment
  - improving already high brand awareness
  - facilities and other asset upgrades (capex spend \$15-20million in 2010)
  - ongoing support of local communities



# 2010 Outlook & Beyond (continued)

## Strategic focus to remain on core long term growth pillars (continued):

- Opening new funeral locations to improve overall market penetration:
  - in both existing and new markets
  - potential 2 to 4 annually
  
- Pursue acquisition opportunities:
  - both in Australia and internationally, in particular Asia-Pacific region
  - currently in discussions & negotiations with several potential vendors
  - confident will complete some acquisitions in 2010, but no major acquisition expected



# 2010 Outlook & Beyond (continued)

## Strategic focus to remain on core long term growth pillars (continued):

- Invest in prepaid funeral business to secure future revenues and, with improving equity markets, to grow operating margins:
  - The prepaid surplus of \$10m at 31 Dec 2009 has reduced due to the decline in equity markets and is now marginally positive
  - Each 1% change in ASX index from 31 Jan 2010 will have an estimated \$1.7million impact to surplus
  - Actual profit impact in any future period depends on asset allocations, investment returns, future selling price increases and length of time monies have been held in prepaid funds before funeral service is performed



# Summary

- Another strong operational performance
- InvoCare's attractive and solid business model has again been proven
- Long term growth likely to continue from growth pillars



# Appendix 1 – Net Operating Results (excluding asset sales, depreciation & interest)

12 months ended	Dec 2009	Sales	Dec 2008	Sales	Movement
	\$'m	Revenues %	\$'m	Revenue %	
Sales revenues (Excluding Funeral Prepaid Surplus)	257.6		243.7		5.7%
Prepaid Surplus	(0.5)		0.5		(199.4%)
Other Revenue	5.2		4.1		24.7%
Finished Goods	75.5	29.3%	73.1	30.0%	3.3%
Employment	78.1	30.3%	72.8	29.9%	7.4%
Advertising & PR	8.1	3.1%	7.9	3.2%	2.1%
Occupancy Costs	16.3	6.3%	15.2	6.2%	7.4%
Motor Vehicle Costs	5.3	2.1%	5.5	2.3%	(3.6%)
Other	13.7	5.3%	12.0	4.9%	14.3%
Total net expenses	197.0	76.5%	186.5	76.5%	5.7%
Operating EBITDA	65.2	25.3%	61.9	25.4%	5.4%
Operating EBITDA (Excluding Funeral Prepaid Surplus)	65.7	25.5%	61.3	25.2%	7.2%



## Appendix 2 – Working Capital Management

	Dec 2009 \$'m	Dec 2008 \$'m	Mvmt %	Dec 2008 \$'m	Dec 2007 \$'m	Mvmt %
Receivables	17.8	16.6	7.3%	16.6	16.8	(1.4%)
Prepayments	1.8	1.8	(2.3%)	1.8	1.7	4.7%
Asset sale consideration receivable	0.0	0.0	-	0.0	0.0	-
Inventories	15.4	13.7	12.1%	13.7	13.2	4.0%
Other current assets	0.6	0.5	4.8%	0.5	0.5	0.2%
Payables	(21.0)	(20.7)	1.5%	(20.7)	(22.0)	(5.8%)
Derivative financial instruments	(2.0)	0.0	-	0.0	0.0	-
Deferred purchase consideration payable	(0.3)	(0.3)	(10.3%)	(0.3)	(3.6)	(91.0%)
Other current liabilities	(8.7)	(8.5)	2.2%	(8.5)	(8.1)	5.7%
Deferred revenues	(2.9)	(2.9)	1.9%	(2.9)	(3.0)	(2.4%)
Current tax liability	(3.3)	(4.7)	(29.5%)	(4.7)	(4.7)	0.8%
Net working capital	(2.8)	(4.5)	38.7%	(4.5)	(9.0)	49.9%



## Appendix 3 – Balance Sheet Indicators

	Dec 2009 \$'m	Dec 2008 \$'m	Mvmt %	Dec 2008 \$'m	Dec 2007 \$'m	Mvmt %
Net working capital	(2.8)	(4.5)	38.7%	(4.5)	(9.0)	49.9%
Fixed assets	223.4	222.2	0.5%	222.2	212.7	4.5%
Intangibles	58.5	62.0	(5.7%)	62.0	56.5	9.8%
Other assets	18.2	17.1	6.3%	17.1	16.7	2.5%
Derivative financial instruments	0.8	(12.5)	(106.1%)	(12.5)	5.3	(337.8%)
Other creditors & provisions	(1.6)	(1.9)	(12.0%)	(1.9)	(1.3)	41.6%
Deferred revenues	(41.2)	(40.4)	2.0%	(40.4)	(41.4)	(2.4%)
Deferred tax liabilities	(29.6)	(26.9)	10.1%	(26.9)	(33.4)	(19.6%)
Capital employed	225.7	215.2	4.9%	215.2	206.0	4.5%
Net Debt	(148.3)	(152.2)	(2.6%)	(152.2)	(145.6)	4.6%
Shareholder equity	77.5	63.0	23.0%	63.0	60.5	4.1%



# Appendix 4 – Prepaid Funds

<b>Asset Allocation at</b>	<b>Dec 2009</b>	<b>Dec 2008</b>	<b>Increase/ (Decrease)</b>
Australian Equities	62.3%	28.4%	33.9%
International equities	1.4%	1.6%	(0.2%)
Property	0.9%	1.1%	(0.2%)
Fixed interest	9.5%	10.1%	(0.6%)
Cash	25.9%	58.8%	(32.9%)

<b>Fund Performance for the 12 months ended</b>	<b>Dec 2009</b>	<b>Dec 2008</b>	<b>Increase/ (Decrease)</b>
Actual performance before Admin costs	16.2%	(14.1%)	30.3%
Overall Benchmark before Admin Costs	13.7%	(16.3%)	30.0%



# Appendix 5 – Capital Expenditure

	2009	2008
■ Refurbishments and facility upgrades	\$3.0m	\$5.7m
■ Motor Vehicles	\$3.8m	\$3.2m
■ Cremators	\$2.0m	\$2.2m
■ Other Assets	\$5.0m	\$4.9m
■ Property purchases	\$0.0m	\$0.4m
<b>Total Capital Expenditure</b>	<b>\$13.8m</b>	<b>\$16.4m</b>



# Disclaimer

This presentation contains forward looking statements, which may be subject to significant uncertainties outside of InvoCare's control. No representation is made as to the accuracy or reliability of these forecasts or the assumptions on which they are based. Actual future events may vary from these forecasts.



