

1 INTRODUCTION

The Audit, Risk and Compliance Committee (“the Committee”) is a committee of the Board of Directors of InvoCare Limited (“the Company”) established under article 10.6 of the Company’s constitution.

This Charter sets out the role, responsibilities, composition, operation and authority of the Committee.

In this Charter, the Company and its subsidiaries are collectively called “the Group”.

2 ROLE

The primary role of the Committee is to assist the Board in the effective discharge of its responsibilities in relation to the Group’s accounting policies, financial reporting, internal and external audit functions, tax management, business risk management systems and compliance matters.

3 RESPONSIBILITIES

The Committee has the responsibilities set out in this section.

3.1 Accounting Policies

- > Review the appropriateness and integrity of the Group’s accounting principles and policies adopted by management in the compilation and presentation of financial reports, including conformity with relevant accounting and reporting standards; and
- > Review all significant accounting policy changes and, where appropriate, recommend to the Board that the changes be adopted by the Group.

3.2 Financial Reporting

- > Review in detail and report to the Board on the integrity of the Group’s annual report, half year and full year financial reports and other accompanying statements and financial information, prior to their release to the financial market, including the completeness, clarity and adequacy of disclosures made, the appropriateness of management’s exercise of judgement in areas of subjectivity, external audit findings and compliance with appropriate accounting and reporting standards;
- > Provide summary comments on material issues and recommend to the Board whether the half year and full year financial report and statements should be signed;
- > Review any other financial information or commentary to be released to the Australian Securities Exchange and recommend to the Board whether it should approve the release of the material;
- > Obtain written representations from the CEO and CFO, on behalf of management, at each half year and full year end reporting period reinforcing management’s accountability for the preparation, presentation and integrity of the Group’s financial reports and related market

disclosures, including the maintenance of efficient and effective risk management and internal control systems; and

- > Discuss with management and the external auditor any correspondence with regulatory or government bodies and any published reports which raise material issues regarding the Group's financial statements.

3.3 External Audit

- > Regularly evaluate and report to the Board on the performance and independence of the external auditor;
- > Review the process for selecting external auditors used by the Group and the rotation of the audit partner in accordance with relevant corporations law and make appropriate recommendations to the Board regarding the proposed fees and terms of engagement of the external auditor and any proposed changes to the external auditor or engagement partner;
- > Review and approve the external audit plan and fee for each audit or review of the financial statements;
- > Review and approve any non-audit services proposed to be provided to the Group by the external auditor;
- > Review any disagreements between the external auditor and management, whether or not resolved;
- > Review all representation letters to the external auditor signed by management and ensure all information provided is complete, appropriate and consistent with the management representations provided to the Committee and the Board;
- > Meet with the external auditor without management present at least twice each year, and
- > Review all reports from external auditors in relation to audit findings, including management responses and action plans in relation to those findings, and report significant matters to the Board.

3.4 Internal Audit

- > Review and recommend to the Board the appointment of the head of internal audit or, if the internal audit function is outsourced, the proposed fees and terms of engagement of internal auditors;
- > Review any restrictions placed on internal auditors by management, the adequacy of resourcing of internal auditors and the independence of internal auditors from executive decision-making;
- > Review and approve the internal audit plan each year;
- > Review and approve the internal audit charter every three years;
- > Review all reports from internal auditors in relation to audit findings, including management responses and action plans in relation to those findings, and report significant matters to the Board; and
- > Chair of Audit, Risk and Compliance Committee to meet with the internal auditor without management present at least once per year.

3.5 Tax Management

- > Monitor tax compliance activities; and
- > Review overall tax policy and strategies and recommend to the Board all substantial tax planning initiatives or proposed activities (e.g. Advance Compliance Agreements).

3.6 Business Risk Management System

- > Promote and support an organisational culture that is committed to risk management through open communication and effective risk management leadership;
- > Establish policies on risk oversight and management which:
 - describe the roles and respective accountabilities of the Board, the Committee, management and internal audit;
 - provide for overseeing the establishment and implementation of the Group's risk management system;
 - provide for review of the effectiveness of the Group's implementation of its risk management system;
 - provide a risk profile for the Group describing material risks facing the company; and
 - oversee the Group's internal compliance and control systems established by management, including reviewing the effectiveness of these systems in identifying, assessing, monitoring and managing material risks throughout the organisation.
- > Review the Group's risk management framework at least annually to satisfy itself that it continues to be sound;
- > Report to the Board on the system of risk management, and make appropriate recommendations to ensure the adequacy of the system;
- > Review the appropriateness of insurance policies;
- > Review at least annually the delegated authority limits established for the Board, its Committees, the CEO, the CEO's direct reports and other senior managers, and recommend appropriate changes for approval by the Board; and
- > Receive from management, external auditors or internal auditors, reports relating to suspected and actual fraud or theft and assess the effectiveness of internal controls aimed at fraud prevention.

3.7 Compliance

- > Review and monitor the Group's policies and practices designed to ensure compliance with laws, regulations and contractual obligations, including in relation to consumer protection, competition, work health and safety, taxation, insider trading, conflicts of interest, corporate governance, environment, privacy, funeral funds and ASX Listing Rules;
- > Overseeing, responding to and reporting to the Board about the Group's compliance with the approved policies and guidelines and the achievement of approved targets for the financial performance of material investments, including business acquisitions;
- > Review the results of investigations or audits by, and material communications from and to, governmental or regulatory authorities including assisting and monitoring the response of management to any matters raised;
- > Review any new or updated compliance policies and procedures;
- > Review papers submitted by Management's Audit, Risk and Compliance Committee; and
- > Report to the Board any actual or potential significant breaches of legal, regulatory or contractual obligations.

4 MEMBERSHIP

The Committee shall consist of at least three members all of whom are independent non-executive directors, one of whom will be the chair of the Committee. For clarity, the chair of the Board cannot be the chair of the Committee.

Each member of the Committee must be free of any relationship that may interfere with the exercise of independent judgement and be financially literate.

At least one member of the Committee must have accounting or related financial management expertise.

The Board shall elect both the chair and the members of the Committee and ensure the Committee remains of sufficient size, independence and technical expertise to discharge its mandate effectively.

5 MEETINGS

The Committee shall meet quarterly and at such other times as are required to perform its functions.

The quorum for meetings of the Committee is two members of the Committee.

Except as otherwise stated in this Charter, the meetings will be conducted in the same manner and rules as Board meetings.

Any Board member who is not a member of the Committee may attend meetings of the Committee.

The Committee may request attendance of management or any other parties at its meetings.

6 ANNUAL REVIEW

When appropriate, but at least on an annual basis, the Committee shall review this Charter and, if necessary, recommend changes to the Board.

7 AUTHORITY

The Committee has the authority from the Board to review and investigate any matter within the scope of its Charter and make recommendations to the Board in relation to outcomes. The Committee has no delegated authority from the Board to determine the outcomes of its reviews and investigations and the Board retains its authority over such matters.

The Committee has unrestricted access to employees, records, internal and external auditors, tax and other financial or legal advisers engaged by the Group. The Committee is authorised to take advice from any external parties as appropriate and at the Group's expense, as approved by the Board Chairperson. The internal and external auditors have direct access to the Committee and to the Board.

8 REPORTING TO THE BOARD

The Committee must promptly provide the Board with minutes of its meetings and for inclusion in the Board papers of the next Board meeting.

The Committee must also report to the Board in relation to all matters relevant to the Committee's role and responsibilities set out in this Charter.

InvoCare Limited Audit, Risk and Compliance Committee Charter last updated 22 June 2021.