



Company	InvoCare Limited
Code	IVC
Meeting	AGM
Date	28 May 2021
Venue	The Mint, 10 Macquarie Street, Sydney
Monitor	Roger Ashley assisted by Sue Howes

Number attendees at meeting	Shareholders 24, non-voting shareholders 3, proxyholders 3, Visitors and staff 77
Number of holdings represented by ASA	131
Value of proxies	\$7.0m
Number of shares represented by ASA	0.67m (equivalent to 16th largest holder)
Market capitalisation	\$1.51bn
Were proxies voted?	Yes, on a poll
Pre AGM Meeting?	Yes, with Chairman Bart Vogel

Investment in transition continues

A lengthy but well-conducted meeting with significant time devoted to questions following the [addresses](#). The ASA applauds the company's decision to hold a hybrid meeting, allowing attendance in person and online.

A "reset" of the company's strategic direction formed a significant part of the CEO's presentation. While ASA indicated much of the strategy appeared to be a continuation of the previous "Protect and

Grow” strategy, which involved refurbishing facilities in order to better respond to contemporary attitudes towards remembrance, there are now additional objectives. These include training of front-line employees to optimise customer satisfaction, expansion of services offered and new and improved digital interfaces that will enhance interaction with both existing and potential customers.

While there was no FY21 guidance, the first quarter showed signs of returning to pre-Covid levels.

Questions included:

- Why were no acquisitions made when potential targets may have been acquired at lower prices? Covid-induced caution combined with Invocare’s acquisition standards precluded any movement in this area other than pet cremation businesses.
- Were there obstacles to implementing the strategic direction? The questioner was referred to the risks outlined in the annual report and the importance of staff training.
- Noting a graph in the annual report that showed several initial refurbishment upgrades had not shown sales improvement. This was attributed to lower death rate and longer close-down than expected. A post-Covid turnaround is anticipated.
- Poor return on investment of prepaid funeral funds was observed. Ascribed to result of pursuing a conservative investment policy in equities, property and cash. Trustee is a third party, CEO is a member of the Board of Trustees and the Invocare Board receives regular updates.
- Poor share performance was noted and attributed to the dilution effect of share issue and independent analysts’ views of future projections.
- What is company doing to accommodate racial and cultural differences in funeral practices? Staff training and refurbished facilities more inclusive.

The ASA also asked the Chairman to comment on a “Choice” article that was critical of opaque and profit-maximising pricing. The response identified that updating of pricing information on websites was incomplete at the time of the article.

The ASA (and a shareholder from the floor) also questioned the need for a resolution to approve potential termination benefits. This resolution was passed in 2018 while opposed by the ASA. The Chairman stated that the powers of the resolution had not been called upon in the past three years. Nevertheless, this resolution and all others passed with a minimum 95% of votes in favour with the exception of the LTI grant to the CEO with 79%.