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2025



Environmental, Social & Governance Report

 savaria®

FORWARD-LOOKING STATEMENTS

Forward-looking statements include any statements that do not refer to historical facts and are typically identified by words like “goal”, “objective”, “plan”, “principle”, “intend”, “strategy”, “ongoing”, “forecast”, and other similar expressions. They include, but are not limited to, statements in this report relating to our sustainability goals, ESG implementation, and alignment with the United Nations (UN) Sustainable Development Goals, as well as statements relating to our business plans and objectives, such as statements about business continuity plans, investments in our manufacturing infrastructure, operations, and/or supply chain, energy, greenhouse gas (GHG) emissions, and/or waste reduction initiatives, environmental and social targets, and plans to implement our ESG and sustainability strategies.

By their nature, forward-looking statements are subject to inherent risks and uncertainties, including risks associated with the global economy, capital markets, our ability to identify and implement solutions to reduce energy consumption and adopt cleaner sources of energy, our ability to identify and make suitable investments in renewable energy and/or energy efficiency, our ability to continue to realize significant absolute and/or intensity-related reductions in energy use, GHG emissions, and materials use throughout our operations, and other risks associated with achieving our sustainability and ESG goals and targets. Forward-looking statements are made based on assumptions, including assumptions about future economic conditions and courses of action. These assumptions may ultimately prove to have been inaccurate and, as a result, our actual results or events may differ materially from our expectations expressed in or implied by the forward-looking statements. There can be no assurance that Savaria will achieve its ESG goals or objectives.

Readers are cautioned not to place undue reliance on forward-looking statements as a number of factors may cause actual future performance and events to differ materially from those expressed in any forward-looking statements.

Except as required by law, Savaria disclaims any intention or obligation to update or revise forward-looking statements. Forward-looking statements in this report are presented for the purpose of assisting our stakeholders in understanding certain of our sustainability goals and ESG objectives in the context of our anticipated operating environment and corporate strategy. Such information may not be appropriate for any other purposes.



REPORTING PERIOD AND ORGANIZATIONAL BOUNDARIES

The reporting period for information contained in this 2025 ESG Report is January 1st to December 31st, 2025. Unless otherwise indicated, the terms “Savaria,” “company,” “we”, and “our” refer to Savaria Corporation and its subsidiaries throughout this report.

FINANCIAL INFORMATION

All financial information and related intensity calculations are reported in Canadian dollars, unless otherwise specified.

We are committed to continuous improvement across our ESG work and reporting, and we welcome your feedback and suggestions. Questions or comments can be directed to investor@savaria.com.

INDEPENDENT STANDARDS ADHERENCE

The greenhouse gas emissions estimates in this report have been prepared in accordance with the Greenhouse Gas (GHG) Protocol Corporate Standard. Savaria retained the services of a third-party consultant to support emissions calculations and assist in the preparation of the information contained in this report, including the use of the consultant’s software platform to collect, manage, and calculate emissions data.

ESG

2025

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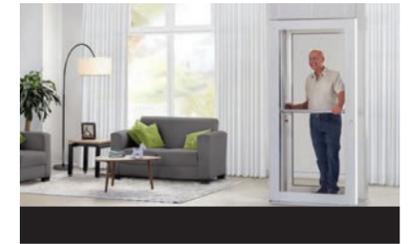
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Introduction

Savaria is committed to pursuing sustainable and responsible business practices that create enduring value for all stakeholders. Guided by our Environmental, Social, and Governance (ESG) principles, we strive to improve the environmental performance of our operations while contributing meaningfully to the communities we serve.

The 2025 ESG Report provides updated insights into our evolving sustainability strategy, highlighting both new initiatives and the continued progress made on key programs launched in 2024. This edition further enhances the depth and clarity of our disclosures, reinforcing our commitment to transparency and continuous improvement.



2025 ESG Highlights

Environmental Focus

7.2%

Savaria's GHG emission intensity decreased by 7.2% in 2025

92%

of Freecurve stairlifts sold in the Dutch market contained refurbished components

571,364 lb

of foam has been recycled in Greenville



Social Priorities



27,150

hours of training delivered

\$2m

The Bourassa Savaria Foundation has donated over \$2 million since its creation

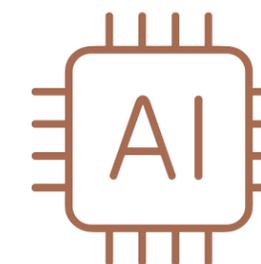


Launch of our very first Global Safety Week

Governance Practices



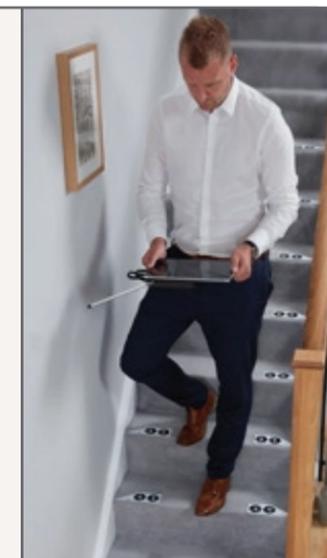
Implementation of our Supply Chain Policy



Introduction of an AI Policy

50%

In Europe, enhanced surveyor training reduced stairlift installation cancellations due to survey inaccuracies by 50% year-over-year



MESSAGE FROM

Sébastien Bourassa

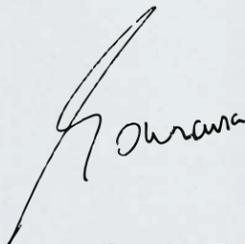
President & CEO

It has been an exceptional year at Savaria on many levels. As we continued to advance our Savaria One transformational initiatives, we saw strong enthusiasm from our employees to make meaningful contributions to improving how our business operates. Across our organization, teams stepped up with ideas, energy, and ownership.

Our factories were reorganized to drive greater efficiency and better flow, while quality initiatives and process improvement projects — both large and small — were completed throughout the year. The teamwork and pride were evident everywhere I traveled. I spent over 60 days in the field visiting our facilities, including 6 days with hands-on Luma lift installations. The consistent sense of engagement and accountability was unmistakable.

In 2023, we rolled out our company values — collaboration, quality, expertise, passion, and safety. These values were visibly brought to life through posters and signage across our factories and offices in five languages. As we moved into 2025, it became clear that these values were no longer just words on a wall. They are increasingly reflected in our daily actions, our decisions, and the culture we are building together.

In particular, I am proud of our employees' increased focus on safety in 2025. We make products that help our customers stay safe, and it is equally critical that we keep our own employees safe. Our first-ever Global Safety Week brought this commitment to life through creative celebrations, meaningful training events, and team-building activities led by our global health and safety committee.



Sébastien Bourassa
President & CEO



Our ESG Strategy

Savaria's ESG strategy is shaped by our materiality assessment, which helps us focus on the topics that matter most to our stakeholders and support our broader corporate purpose.

We embed ESG principles across our business by focusing on six priority material topics:

Environmental Focus



Sustainable Product Innovation

Developing products that minimize environmental impact through responsible design, waste reduction, and extended product lifecycles.

Energy & Emissions Management

Reducing our carbon footprint through energy efficiency, renewable energy adoption, and operational improvements.

Social Priorities



Employee Health, Wellness & Safety

Creating a safe, healthy, and inclusive workplace for all employees.

Employee Training & Workforce Development

Investing in employee skills, career growth, and leadership development.

Governance Practices



Product Quality & Safety

Ensuring our products meet rigorous quality and safety standards to support our customers and communities.

Ethical Business Practices

Upholding the standards of integrity, transparency, and corporate responsibility.

02

Our Business

Better Mobility for Life

As a global leader in the accessibility industry, Savaria products are designed and built to empower mobility for people at home, in public spaces and healthcare facilities. For homes, Savaria offers residential elevators, through-floor lifts, accessibility lifts, stairlifts and ceiling lifts. For commercial applications, the Savaria portfolio includes wheelchair lifts, accessibility elevators, and material lifts. Ceiling lifts, slings, medical beds and surfaces make up the key product offerings of Savaria Patient Care.



Our diverse product portfolio spans two key segments:

Accessibility

Home and commercial elevators, wheelchair lifts, stairlifts, adapted vehicles, and mobility aids that enhance daily life and enable barrier-free living.



Patient Care

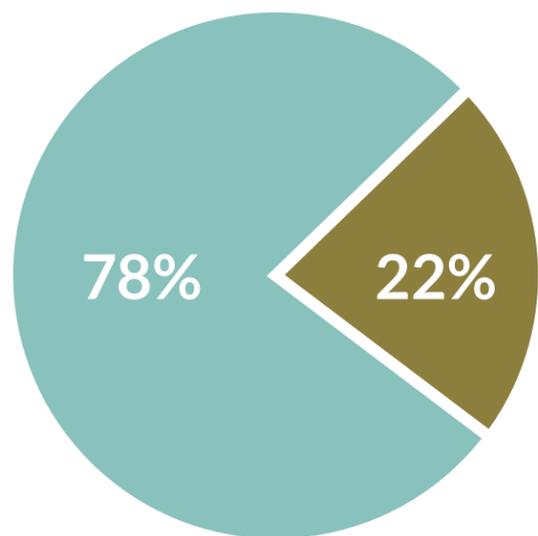
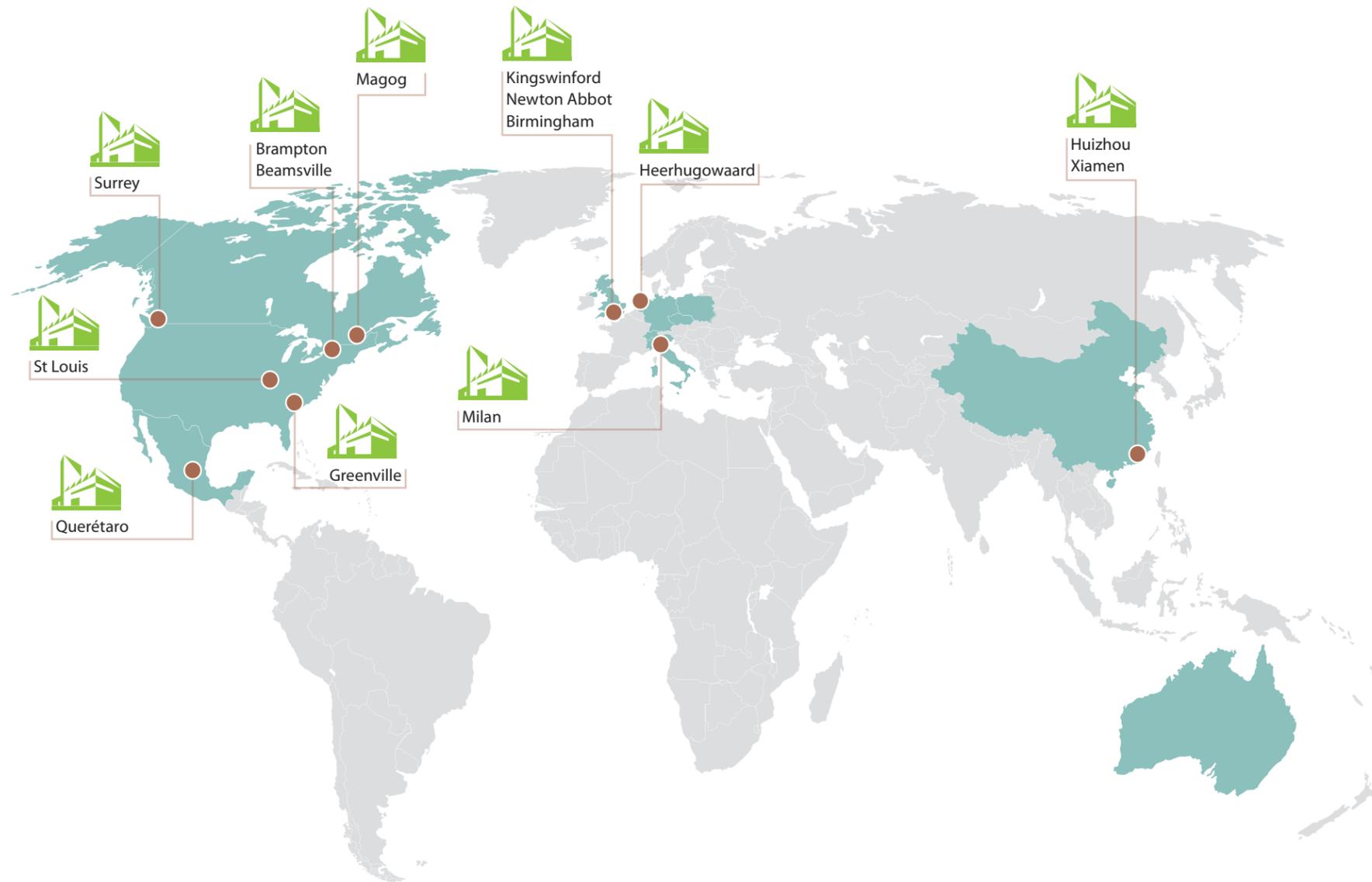
Ceiling lifts and slings, transfer aids, medical beds, therapeutic support surfaces, and bathing equipment designed to support the well-being of patients and caregivers.



THE GLOBAL REACH OF SAVARIA

Savaria reaches around the globe with manufacturing facilities in the United States, Canada, Mexico, China, the United Kingdom, Italy and The Netherlands. Over the past two years, Savaria has improved the efficiency of its distribution system, supply chain, and overall procurement through its transformative Savaria One program.

There are 14 manufacturing or distribution locations representing over 1 million square feet of operations managed by Savaria. An extensive network of dealers and direct sales offices serves local area markets with customized solutions specific to client needs. With global ageing, Savaria sees growth potential in virtually all of the markets it touches.



■ Accessibility ■ Patient Care

Total Revenue of
\$913.5M
 in 2025

Our Mission, Vision, and Values

Accessibility is integral to our purpose and shapes how we approach sustainability, innovation, and corporate responsibility. Guided by our vision to empower people with mobility for life, we deliver practical solutions that enhance mobility and access in everyday living. We prioritize quality and innovation while responding to the evolving needs of those we serve.

Our ESG commitments align with the values that define how we operate and make decisions every day. These values guide us to act sustainably, operate with integrity, and foster an inclusive environment for our employees, customers, and partners.

VISION: To empower people with mobility for life.

MISSION: Through innovation and expertise, Savaria provides products to improve mobility and access in daily life. We are driven to build with quality and attention to our customers' needs.

Values

Quality

We aspire to deliver quality products and services that are right the first time.



Collaboration

We encourage collaboration to generate ideas and innovation, and value clear and open communication to create strong teamwork.



Safety

We are committed to protecting the health and well-being of customers, the public and our people.



Passion

What we do makes a difference, and we work with passion to do the best for our customers.



Expertise

Our knowledge and experience has made us industry leaders and we actively support continuous learning for future growth.



03

Environmental Focus

Savaria's environmental approach centers on reducing waste, improving energy use, and advancing innovations that support a healthier planet.

Through our focus areas in Sustainable Product Innovation and Energy & Emissions Management, we work to manage resources responsibly, cut emissions, and provide durable, environmentally sound solutions for our customers and communities.





Sustainable Product Innovation

Our approach focuses on Waste Reduction, Sustainable Packaging and Circularity. Together, these efforts improve material efficiency, lower emissions and support longer-lasting products.

WASTE REDUCTION

We reduce waste by improving production planning, upgrading equipment and minimizing excess materials.

Paint Equipment Upgrade in Beamsville

We upgraded our paint shop with a new track system that eliminates downtime from track failures, reducing natural gas and electricity use. The redesigned lubrication system improves precision and durability through timed spray lines that target specific areas, adjustable oil flow and positioning for more accurate application, and high-heat-tolerant components that prevent oil burn-off in ovens. A larger reservoir with low-level alerts also reduces manual monitoring. In addition, the new paint sifter operates more quietly and cuts sifting time in half, resulting in material savings of approximately 950 kg.

Update on the Surrey Spray Booth Upgrade

In 2024, we completed a major spray booth upgrade at our Surrey facility, with the benefits now fully being realized in 2025. The new system enables a paint recovery process projected to save 11,300 kg in 2025 and supports more efficient paint use. It also allows for faster, more effective color changes, reducing downtime and improving overall production flow.

12,250 kg

of paint saved in 2025



Foam Recycling Program

In Greenville, we operate a foam recycling program in partnership with a subcontractor, allowing us to divert scrap foam for processing rather than disposal. The material is converted into granules and repurposed, reducing landfill waste while generating a rebate for the foam we return. In 2025, this program enabled us to recycle 571,364 pounds of foam, supporting our circular practices and more sustainable manufacturing.

Welding Robot Optimization in Heerhugowaard

By improving the utilization of our welding robot at the Heerhugowaard facility, we increased process consistency and overall quality, leading to less rework and scrap. This reduction in waste ultimately allowed us to save 27.5 tonnes of steel.





73%
container utilization at Savaria Huizhou

Sustainable Packaging

We optimize packaging by lowering material use, reducing plastic and improving container utilization.

Container Efficiency

Savaria continues to improve its container utilization efficiency for shipments from China. In 2025, the average container utilization rate for shipments from Savaria Huizhou reached 73%, reflecting improved packing methods and load planning. Higher utilization allows more product to be shipped per container, reducing transportation-related emissions.



Reducing Packaging Materials

At our Huizhou facility, we are reducing the use of foam and wooden pallets by redesigning how parts are handled and stored, enabling more parts to be shipped without these materials.

In addition to minimizing waste, components required for half-day production are grouped onto a single cart, reducing floor space requirements by 50% and freeing up space for other operational uses.

Recycle Components in UK Packaging

At our UK facility in Kingswinford, Savaria now uses plastic covers made with 95% recycled content, incorporating 6.16 tonnes of recycled material into our packaging. This shift reduces reliance on virgin plastics and supports our circularity and waste-reduction goals.



Circularity

We extend product life, enhance repairability and seek opportunities to recover or reuse materials.

Modernization program

Many of our direct-sales offices offer elevator modernization packages that upgrade equipment and extend service life. This provides a cost-effective alternative to full replacement while improving elevator performance and reliability.

As an example, in the Toronto market, approximately 11% of our elevator and platform lift projects in 2025 were for modernizations. These upgrades replaced aging components and updated controls, motors, and drive systems, resulting in enhanced elevator safety and smoother operation.

92%
of all Freecurve stairlifts sold and installed in the Netherlands in 2025 had a refurbished component

Stairlift Recovery and Refurbishment Program

Refurbishment remains a key part of Savaria's circularity efforts, allowing returned units to be reconditioned and placed back into service. This extends product lifespans, reduces waste, and lowers the demand for new materials.

In the local Dutch market, 92% of all Freecurve stairlifts sold in 2025 contained refurbished components. Building on this success in the Netherlands, we expanded the program this year to stairlift models in the UK, further extending the reach of our refurbishment efforts across the stairlift product portfolio. This circularity advantage has also strengthened our position in competitive tenders, allowing us to meet the sustainability requirements embedded in certain government contracts and requests for proposal (RFPs).





Energy and Emissions Management

Savaria is focused on improving the energy efficiency of its factories while reducing the carbon intensity of its overall operations, including through a transition to cleaner energy sources.

Improving Energy Performance in Our Factories

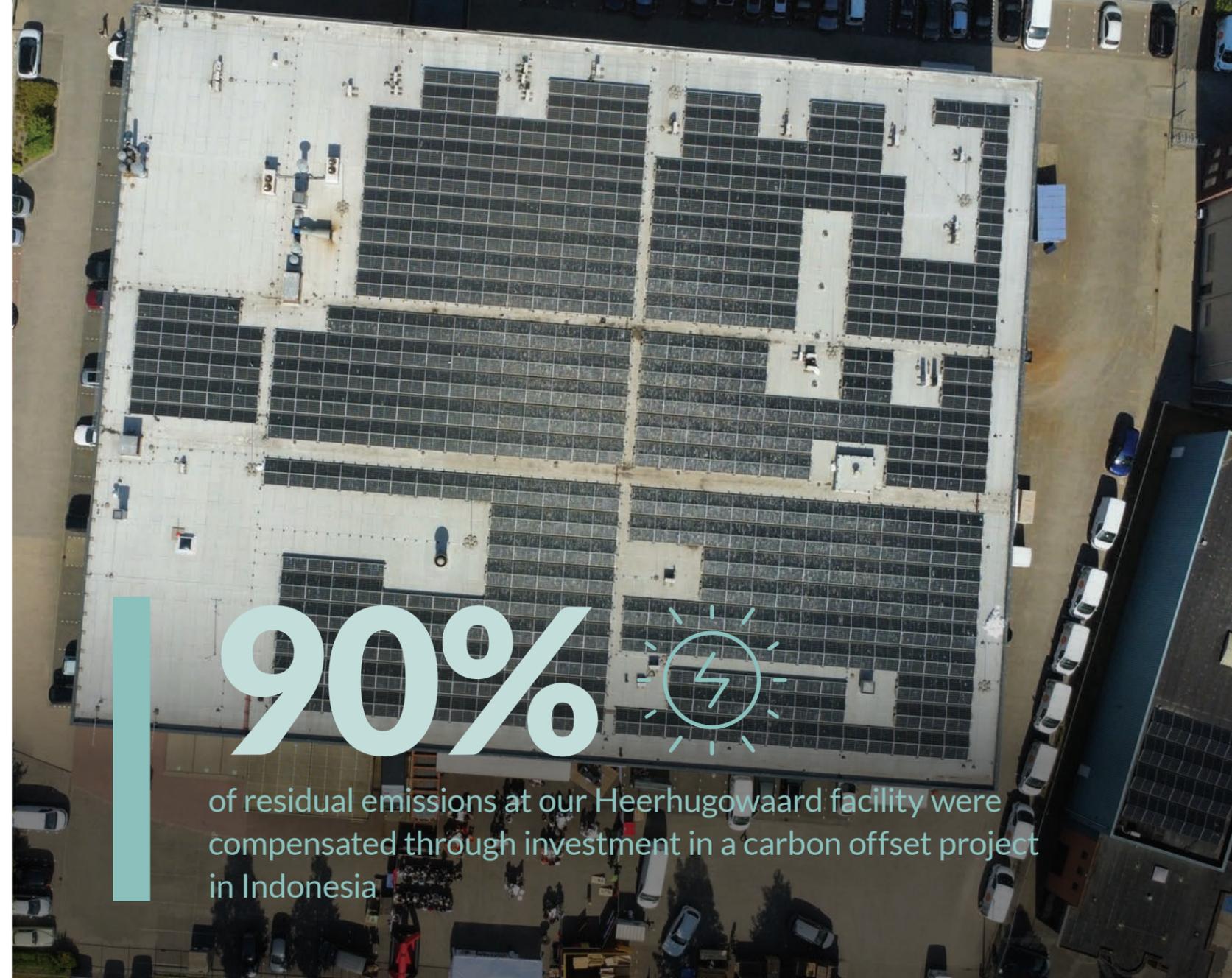
Ongoing infrastructure upgrades and expanded use of cleaner energy sources are reducing the environmental impact of our facilities.

CLEAN ENERGY PROGRAM

Savaria operates several factories in regions with inherently low-carbon electricity grids. Our facilities in British Columbia and Québec are powered primarily by hydroelectricity, while Ontario benefits from a mix of hydro and nuclear generation. These locations provide a structural advantage by supplying a significant share of our electricity from clean, zero-carbon sources.

In Europe, we have renewed clean-energy purchase agreements for our sites in Heerhugowaard (NL) and Kingswinford (UK), ensuring continued sourcing of low-carbon electricity through certified green-energy contracts. In 2025, our Lainate (IT) facility entered into a clean-energy contract for the first time, aligning with our other European sites.

Together, these actions resulted in 25% of Savaria's total energy consumption being sourced from clean energy in 2025.



CARBON OFFSET INITIATIVES

Separate from our operational energy initiatives, our Heerhugowaard facility invested in one certified carbon-offset project in 2025: a small water project from Indonesia. This offset collectively accounted for 220 mtCO₂e, covering more than 90% of that facility's residual emissions. While not a substitute for emissions reductions, this investment supports high-quality climate-action projects within the voluntary carbon market.



FUEL EFFICIENCY

Electrification of vehicle fleet

Savaria continued advancing fleet electrification in 2025 by adding 10 new electric and hybrid vehicles, bringing the total number of low-emission vehicles to 57, about 10% of the overall fleet. This gradual transition away from gas-powered vehicles is helping to reduce our direct CO₂ emissions. Beyond our road vehicles, most of our forklifts are electric.

Route Optimization

Across the organization, Savaria is optimizing route planning for technician travel to improve efficiency and limit unnecessary kilometres driven. These efforts focus on smarter scheduling to reduce overall fuel use.

At our Laval direct office, we are enhancing how service routes are planned to shorten distances traveled by technicians. By grouping visits within the same geographic areas, we are lowering fuel consumption and enabling teams to serve more customers within the same timeframe. In 2025, this initiative resulted in a reduction of 4035 litres of fuel consumed.

In the UK, Handicare continued its route optimization efforts to reduce fuel consumption. By improving route planning and operating a more fuel-efficient vehicle fleet, the company significantly increased its operational efficiency. As a result of these initiatives, Handicare reduced its fuel consumption by 81,000 liters in 2025.

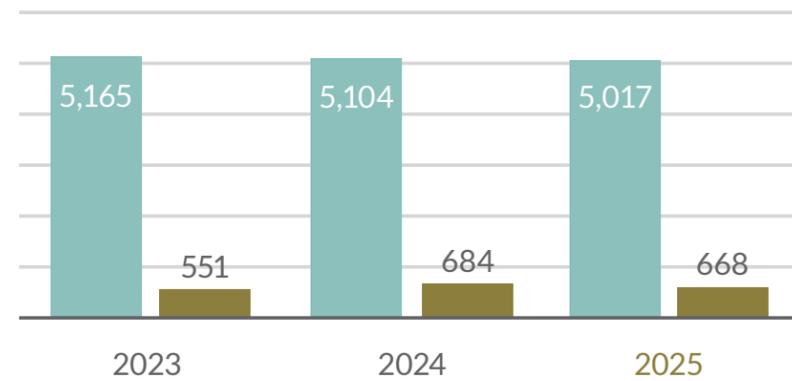


2025 GHG Emissions Summary

Greenhouse gas emissions are the primary measurable indicator of the environmental impact of our operations. We monitor and manage these emissions across our manufacturing facilities and vehicle fleet to track performance and guide reduction efforts. In 2025, total Scope 1 and Scope 2 emissions decreased by 1.5% to 11,034 mtCO₂e, reflecting continued operational efficiency improvements and clean energy sourcing while supporting revenue growth across the business.



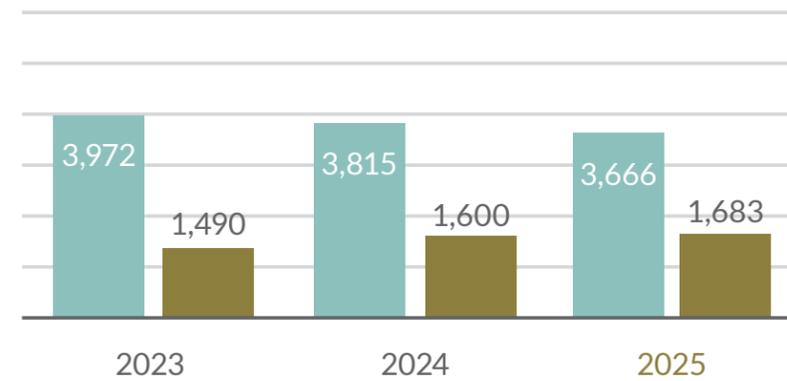
SCOPE 1 ■ Accessibility ■ Patient Care



Scope 1 emissions decreased by 1.8% to 5,684 mtCO₂e

- Accessibility Scope 1 emissions decreased by 1.7%, driven by fleet electrification in Europe, more efficient route planning, and a quality focus that reduced repeat technician visits.
- Patient Care Scope 1 emissions decreased by 2.5%, reflecting stabilized vehicle activity following prior-year growth.
- As vehicle fuel consumption represents the majority of Scope 1 emissions, fleet transition and travel optimization remain central to our decarbonization strategy.

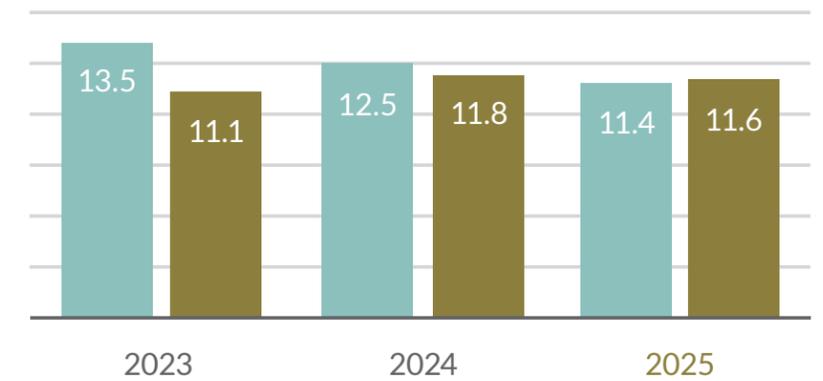
SCOPE 2 ■ Accessibility ■ Patient Care



Scope 2 emissions (location-based) decreased by 1.2% to 5,350 mtCO₂e

- Accessibility Scope 2 emissions decreased by 3.9%, driven by clean electricity sourcing and manufacturing process optimizations that improved energy efficiency.
- Patient Care Scope 2 emissions increased by 5.2%, primarily reflecting higher production volumes in North America.
- Market-based Scope 2 emissions declined further due to more green energy procurement at European facilities.

INTENSITY ■ Accessibility ■ Patient Care



Emissions intensity (market-based) decreased by 7.1% to 11.5 mtCO₂e per \$M revenue

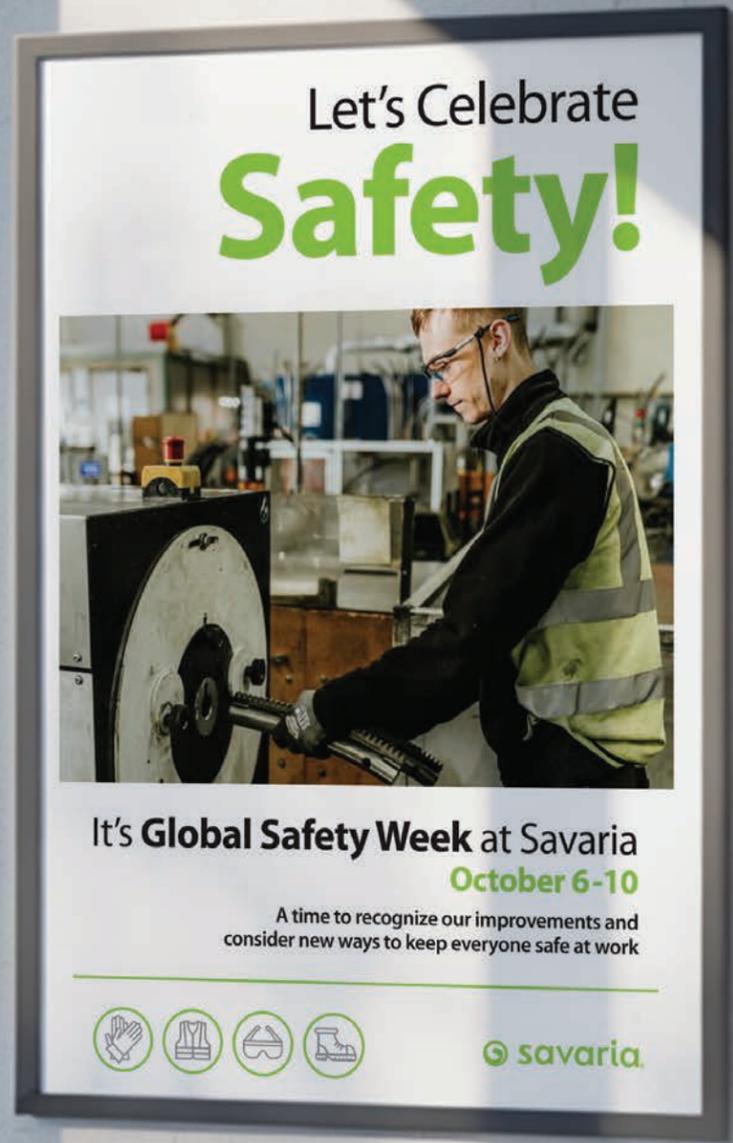
- Accessibility intensity improved by 8.5%, continuing its three-year downward trend.
- Patient Care intensity improved by 1.8%, as efficiency gains began to offset growth-related impacts.
- Revenue has increased over the past three years while absolute emissions have remained broadly stable, demonstrating continued decoupling of growth from emissions.

04

Social Priorities

Savaria's social responsibility efforts focus on three key areas: Employee Health, Wellness & Safety, Employee Training & Workforce Development, and Community Engagement & Charitable Giving. Together, these priorities guide our approach to supporting our people and contributing to the well-being of the communities where we operate.





Employee Health, Wellness and Safety

Savaria is committed to protecting the health and well-being of our employees, customers, and the public. In 2025, we deepened our focus on building a consistent, prevention-driven safety culture across all operations, further embedding safety into daily practices and making it a core part of Savaria's DNA.

HEALTH & SAFETY ENHANCEMENTS

In 2025, Savaria strengthened its global Health & Safety (H&S) governance with the establishment of a Global H&S Committee and the continued adoption of the Safety Golden Rules across all regions. We also introduced new policies and procedures, including a Preventative Personal Equipment policy and standardized accident registration forms.

Training and Awareness

We expanded safety training through regular Toolbox Talks and launched a company-wide Safety Week to reinforce safe practices and keep H&S top of mind.

Reporting and Management Systems

New global H&S scorecards and dashboards now track KPIs across the organization, providing consistent visibility into performance and helping identify areas needing attention.

Prevention and On-Site Practices

On-site prevention efforts were strengthened through management safety rounds and improved safety reporting. We also enhanced corrective-action processes with global Safety Alerts, which describe incidents, analyze root causes, and outline actions taken to prevent recurrence.

These combined efforts have contributed to a continued decline in Savaria's global recordable incident rate over the past two years.

FIRST GLOBAL SAFETY WEEK

As part of our ongoing, year-round focus on Health & Safety (H&S), Savaria held its first Global Safety Week in October 2025 across all sites. The week featured coordinated activities designed to promote safety awareness, reinforce good practices, and engage employees in practical training.



Leadership Engagement and Safety Discussions

Throughout the week, site leaders delivered targeted safety discussions, reviewed incident trends and root causes, shared lessons learned, and facilitated department-level toolbox talks.



Hands-On Training and Safety Initiatives

Employees participated in a range of initiatives, including ergonomics training, hands-on emergency response and fire extinguisher practice, first aid and CPR instruction, stretching and wellness sessions, and other health and safety exercises.



Employee Engagement and Wellness Activities

Additional engagement included safety quizzes, challenges, and unannounced checks by our "safety ninjas." Wellness-focused initiatives offered in the weeks leading up to Safety Week also encouraged participation, with initiatives such as step challenges, mental health awareness days, and various sporting events.

5-DAY WELLNESS CHALLENGE

As part of our first Safety Week, we introduced a five-day health challenge for all employees. Each day focused on a different habit, from increasing physical activity to encouraging balanced nutrition and adopting mindful daily routines, helping employees reflect on the importance of personal well-being at work and at home.

TAKE 5

Our team in Australia introduced the Take 5 initiative to strengthen day-to-day safety practices. Technicians pause for five minutes before starting their work to assess their surroundings and identify any potential risks. As part of this process, they complete a brief checklist to confirm that key safety measures are in place. This simple step encourages proactive thinking and helps prevent incidents before they occur.





Employee Training and Workforce Development

We invest in continuous employee training and development to strengthen skills, support career growth, and ensure our teams are equipped for long-term success.

TRAINING COURSES AND STATS

In 2025, we continued to support employee development by offering a range of training programs focused on safety, professional growth, and essential competencies.

Health, Safety & Environment (HS&E)

Employees participated in more than 6,700 hours of HS&E training, supporting our inaugural Global Safety Week and reinforcing core health and safety practices across our facilities.

Professional and Job-Related Training

Employees completed over 19,000 hours of training to build job-specific and professional skills. Courses offered covered topics such as Coaching and Mentoring, Finance – Planning and Budgeting, Time Management, Problem Solving through Kaizens, and Do's and Don'ts of Interviewing, among others.

Cybersecurity

Employees took part in more than 2,900 cybersecurity training covering 33 topics, including phishing awareness, ransomware prevention, and other key cyber-risk areas.

27,150

hours of training in 2025



2025 OHI SURVEY

We recently completed our third OHI survey with a participation rate of 78 percent. The feedback collected is helping us identify key focus areas and guide our next steps to further strengthen our organization.

78%

participation rate in OHI survey

KEY INSIGHTS – FOCUS ON QUESTIONS LINKED TO OUR MATERIAL SOCIAL TOPICS

The OHI survey covers a broad range of topics across the employee experience. Employees were asked to indicate how frequently specific statements reflect their experience at work. In alignment with our ESG priorities and material social topics (employee health, safety and wellbeing; and employee training and workforce development), we highlight three areas of the OHI survey that are most relevant to these focus areas.

Individual Purpose – “I find meaning in the work I do”¹

Reflects employees’ connection to their work and alignment with company purpose. Score improved by 4 percentage points compared to 2024.

Talent Attraction & Retention – “I feel satisfied with my job”¹

Indicates overall job satisfaction and key retention drivers. Score improved by 4 percentage points compared to 2024.

Wellbeing – “I feel energized by my work”¹

Measures emotional and physical energy, an important factor in engagement and sustainable performance. Score improved by 3 percentage points compared to 2024.

This survey remains an important tool for understanding employee experience across the organization.

¹% of respondents answering “frequently”



Savaria in the Community

We believe accessibility extends to more than the products we make; it also involves contributing to stronger, more inclusive communities. Through targeted partnerships and local initiatives, we support programs that foster social inclusion, expand opportunities, and empower people with disabilities to participate fully in community life.



Social Impact Programs

Our social impact programs focus on local community engagement and expanding access to education and skills development in the regions where we operate.



COMMUNITY SUPPORT AND DONATIONS

- We contribute to local food banks in the United Kingdom, namely in Kingswinford and Leeds, helping address food insecurity and assisting vulnerable populations.
- We donate to organisations such as **Save the Children**, supporting programs that protect children’s rights and well-being globally.

EDUCATION AND EARLY CAREER DEVELOPMENT

- We engage with local schools by participating in careers days and delivering mock interviews for Year 11 students, helping young people develop employability skills and prepare for the world of work.
- In the Netherlands, we operate a dedicated training scheme that provides local students with hands-on experience through real-life projects, supporting skills development, employability, and early career pathways.

Through these initiatives, we aim to create positive social impact by strengthening community resilience and promoting equal access to education and work opportunities.





Bourassa Savaria FOUNDATION

Bourassa Savaria FOUNDATION

Bourassa Savaria Foundation

This year marks 11 years since the Bourassa Savaria Foundation began investing in communities across Canada. In 2025, the Foundation contributed to 25 organizations, helping bring a range of impactful projects to life with total funding of \$294,100.

MISSION

To support registered Canadian charities that fund programs for those with physical mobility impairments.

VALUES

Respect to treat all people with respect, regardless of their physical abilities.

Inclusion to include all people in life's activities.

Autonomy to support programs that make it easier for people to participate and move without the assistance of others.

\$2,124,663

"Exceeding \$2 million in charitable contributions and knowing this will continue to grow is a great achievement for our Foundation."

- Marcel Bourassa, Executive Chairman

The Bourassa Savaria Foundation is a registered Canadian charity, CRA #84814 0570



 **Muscular Dystrophy Canada**
let's make muscles move

MUSCULAR DYSTROPHY CANADA

The Foundation contributed \$12,000 to support Muscular Dystrophy Canada's Equipment Program, helping enhance the organization's ability to provide essential services.

"We are truly grateful for the Bourassa Savaria Foundation's generous donation to our Equipment Program. Thanks to their support, we will be able to assist Canadians impacted by neuromuscular disorders purchase life-changing mobility equipment needed for daily living."

Kevin Harrison
Director of Strategic Partnerships at Muscular Dystrophy Canada

 DÉFI SPORTIF
ALTERGO

ALTERGO

The Foundation provided \$25,000 to support the Défi sportif AlterGo, the organization's flagship event that promotes adapted sports and active living.

"For the past 10 years, the Bourassa Savaria Foundation's commitment has helped more than 6,000 athletes with diverse functional limitations participate in Canada's largest adapted sports competition, the Défi sportif AlterGo. Their support allows us to showcase the abilities of these athletes and advance the importance of accessibility and inclusion through sport."

Maxime Gagnon
President and CEO

05

Governance Practices

Governance at Savaria helps support sustainable growth, effective risk management, and stakeholder trust by guiding how we make decisions and manage responsibilities across the organization.





reducing our return rate

< 1%

Product Quality and Safety

We continue to strengthen product quality and safety across our operations by investing in technologies and processes that enhance reliability and reduce defects.

ENHANCING CIRCUIT BOARD QUALITY THROUGH AUTOMATED INSPECTION

Following an investment of £90k at our Ultron facility, we introduced an Automated Optical Inspection (AOI) machine to improve quality control for printed circuit boards. Using a 360-degree camera system, the AOI verifies component placement, assesses solder joints, and detects issues such as missing parts, misalignment, or incorrect polarity. Real-time feedback allows teams to address issues immediately, improving product reliability and reducing our return rate above 1%.

RIGHT FIRST TIME APPROACH TO QUALITY

Right First Time (RFT) remains a key quality measure across our business and is central to the customer experience. It spans the full customer journey, from order placement through delivery and installation, and reinforces accountability across all functions involved.

In Europe, increased focus on both commercial and operational teams has supported improvements in RFT through stronger root cause identification and corrective actions addressing both process and product-related issues. These efforts have contributed to improved RFT performance in the UK and the Netherlands.

One initiative contributing to this improvement was enhanced training for surveyors, resulting in a reduction of more than 50% in aborted or delayed installations linked to survey inaccuracies compared to 2024.



Ethical Business Practices

Ethical business practices are an essential part of how Savaria operates, supporting transparency, compliance, and responsible decision-making across the organization.

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

We are strengthening our Supply Chain Policy to ensure that our suppliers are closely aligned with Savaria's ethical expectations, corporate standards, and operational practices.

As part of this effort, we conducted supplier audit activities, including on-site visits in regions such as China. During these audits, a senior leader met with local teams, assessed compliance with our policy requirements, and carried out real-time verification of operating conditions, while reinforcing expectations and supporting stronger collaboration and communication with key partners.

We also provided dedicated training to our management, procurement and operations teams to support the implementation of the updated Policy. Throughout 2025, Savaria's procurement and operations teams engaged suppliers through our questionnaire process which has been uploaded to www.savaria.com. The questionnaire helps to assess compliance, identify risks, and promote continuous improvement across our supplier network.

FORCED LABOUR AND CHILD LABOUR

To ensure that our organization understood the policy, and the concepts of forced labour and child labour, in 2025 we conducted a dedicated Q&A session with management, procurement and operations teams, and members of the leadership team. The session helped clarify requirements under the Canadian law, why Savaria has focussed on this issue and strengthened awareness of how these risks can appear in supply chains. We continue to take a proactive approach by identifying and delivering additional training opportunities tailored to the needs of each group.

POLICY ON ARTIFICIAL INTELLIGENCE

Savaria has introduced an Artificial Intelligence (AI) Policy to support the responsible and informed use of AI tools across the organization. The policy offers clear guidance to employees, helping ensure that AI is used ethically and in a way that protects data integrity, security, and accountability while enabling practical innovation.



Appendices



ENVIRONMENTAL

Energy consumption

Company-wide consumption	2023	2024	2025
Total energy consumption (MWh)	30,001	29,777	30,260
Energy from clean sources (MWh)	6,778	7,687	7,692
Total consumption from clean energy sources	22.6%	25.8%	25.4%

GHG emissions - absolute

Company-wide emissions (mtCO₂e)

Scope 1 and Scope 2:

North America	7,260	7,334	7,763
Europe and ROW	3,918	3,870	3,270
Total emissions (location-based)	11,178	11,204	11,034

Scope 1 and Scope 2:

Accessibility	9,137	8,919	8,683
Patient Care	2,041	2,284	2,351
Total emissions (location-based)	11,178	11,204	11,034

Company-wide:

Scope 1	5,717	5,789	5,684
Scope 2 (location-based)	5,462	5,415	5,350
Scope 2 (market-based)	5,176	4,932	4,803
Total emissions (location-based)	11,178	11,204	11,034
Total emissions (market-based)	10,893	10,720	10,487

GHG emissions - intensity

Company-wide emissions (mtCO₂e / \$M revenue)

	2023	2024	2025
Revenue \$M	\$837.0	\$867.8	\$913.5
Emissions intensity:			
Scope 1	6.8	6.7	6.2
Scope 2 (market-based)	6.2	5.7	5.3
Total emissions intensity (market-based)	13.0	12.4	11.5
By region:			
North America	14.5	13.4	13.4
Europe and ROW	10.8	10.5	8.2
By segment:			
Accessibility	13.5	12.5	11.5
Patient Care	11.1	11.8	11.6

HUMAN RESOURCES

Employee statistics Company-wide

2023

2024

2025

Region	Total	Number	Total	Number	Total	Number
North America	58.9%	1,443	58.6%	1,482	59.3%	1,534
Europe and ROW	41.1%	1,007	41.4%	1,049	40.7%	1,055
Total	100.0%	2,450	100.0%	2,531	100.0%	2,589

Segment	Total	Number	Total	Number	Total	Number
Accessibility	79.7%	1,952	79.3%	2,008	80.1%	2,074
Patient Care	20.3%	498	20.7%	523	19.9%	515
Total	100.0%	2,450	100.0%	2,531	100.0%	2,589

Union representation	Total	Number	Total	Number	Total	Number
Covered by a collective agreement	6.4%	156	8.0%	203	6.5%	169
Not covered by a collective agreement	93.6%	2,294	92.0%	2,328	93.5%	2,420
Total	100.0%	2,450	100.0%	2,531	100.0%	2,589

HUMAN RESOURCES

Employee diversity Company-wide

2023

Age Group	Senior Mgmt	Middle Mgmt	Lower Mgmt	Individual Contributor	Total	Full Time Employees
Over 50 years old	44.4%	42.9%	36.3%	38.0%	38.6%	946
30-50 years old	54.8%	49.4%	54.0%	44.6%	45.9%	1,125
Under 30 years old	0.8%	7.6%	9.7%	17.4%	15.5%	379
Total	100.0%	100.0%	100.0%	100.0%	100.0%	2,450
Gender	Senior Mgmt	Middle Mgmt	Lower Mgmt	Individual Contributor	Total	Full Time Employees
Male	73.2%	75.4%	74.2%	72.9%	73.2%	1,793
Female	26.8%	24.6%	25.8%	27.0%	26.7%	655
Not specified	0.0%	0.0%	0.0%	0.1%	0.1%	2
Total	100.0%	100.0%	100.0%	100.0%	100.0%	2,450

2024

Age Group	Senior Mgmt	Middle Mgmt	Lower Mgmt	Individual Contributor	Total	Full Time Employees
Over 50 years old	43.8%	39.6%	36.1%	37.7%	38.0%	962
30-50 years old	55.4%	55.4%	57.8%	44.8%	46.3%	1,173
Under 30 years old	0.8%	5.0%	6.0%	17.5%	15.6%	396
Total	100.0%	100.0%	100.0%	100.0%	100.0%	2,531
Gender	Senior Mgmt	Middle Mgmt	Lower Mgmt	Individual Contributor	Total	Full Time Employees
Male	74.4%	73.4%	77.1%	73.6%	73.7%	1,866
Female	25.6%	26.6%	22.9%	26.3%	26.2%	663
Not specified	0.0%	0.0%	0.0%	0.1%	0.1%	2
Total	100.0%	100.0%	100.0%	100.0%	100.0%	2,531

2025

Age Group	Senior Mgmt	Middle Mgmt	Lower Mgmt	Individual Contributor	Total	Full Time Employees
Over 50 years old	53.0%	37.3%	33.1%	37.8%	38.4%	994
30-50 years old	47.0%	59.2%	61.5%	44.5%	46.0%	1,192
Under 30 years old	0.0%	3.5%	5.4%	17.7%	15.6%	403
Total	100.0%	100.0%	100.0%	100.0%	100.0%	2,589
Gender	Senior Mgmt	Middle Mgmt	Lower Mgmt	Individual Contributor	Total	Full Time Employees
Male	78.0%	68.0%	78.5%	74.2%	74.2%	1,921
Female	22.0%	32.0%	21.5%	25.8%	25.8%	667
Not specified	0.0%	0.0%	0.0%	0.0%	0.0%	1
Total	100.0%	100.0%	100.0%	100.0%	100.0%	2,589

ECONOMIC IMPACT

Economic value distributed Company-wide (\$000s)

	2023	2024	2025
Income taxes paid, net	30,401	29,191	24,962
Dividends paid to common shareholders	34,361	37,314	38,962
Total	64,762	66,505	63,924

Revenue Company-wide (\$000s)

	2023	2024	2025
North America	501,028	545,953	579,425
Europe and ROW	335,926	321,809	334,102
Total	836,954	867,762	913,527

Capital expenditures Company-wide (\$000s)

	2023	2024	2025
North America	5,610	7,191	6,355
Europe and ROW	5,193	4,747	6,285
Total	10,802	11,938	12,640

R&D Investments Company-wide (\$000s)

	2023	2024	2025
North America	3,199	3,950	4,492
Europe and ROW	4,861	4,266	4,894
Total	8,060	8,216	9,385

GOVERNANCE

Board of Director statistics Savaria Corp (number & %)

	2023	2024	2025			
Director independence:						
Independent	6	66.7%	7	70.0%	7	70.0%
Non-Independent	3	33.3%	3	30.0%	3	30.0%
Total	9	100.0%	10	100.0%	10	100.0%

Director tenure:

	2023	2024	2025			
0-5 Years	1	11.1%	2	20.0%	2	20.0%
6-10 Years	2	22.2%	2	20.0%	2	20.0%
10+ Years	6	66.7%	6	60.0%	6	60.0%
Total	9	100.0%	10	100.0%	10	100.0%

Director diversity:

	2023	2024	2025			
Men	7	77.8%	7	70.0%	7	70.0%
Women	2	22.2%	3	30.0%	3	30.0%
Total	9	100.0%	10	100.0%	10	100.0%