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Invacare Corporate Social Responsibility Report

2010-2011

## Company

A focus on Corporate Social Responsibility is evident in Invacare's leadership and history.



As a medical product manufacturer, innovation and quality are paramount.



## Employer



Safe products and practices define Invacare.



Creating an environment that promotes healthy practices and diversity isn't just talk. It's action.

## Community

Invacare makes products that help people.



And Invacare associates take actions that help people.



## Planet



Green is more than a color; it's also a goal.



Environmental responsibility is tree top and grassroots.

## Invacare's initiatives and actions are built upon a foundation of responsibility.

At Invacare, a movement towards sustainability is taking shape. This is becoming evident globally in the manufacturing facilities, offices and the home and long-term care medical products used by individuals in 80 countries. It is reflected in the faces of those benefiting from the Company's volunteer and fundraising efforts in local communities. It is present in Invacare's impact on the environment.

For 30 years, Invacare has been making products that help people and has been active in environmental and humanitarian efforts. Going forward, these efforts will be channeled through people, planet and profits and defined as corporate social responsibility.



## Note from the Chairman and CEO



A handwritten signature in black ink, appearing to read "A. Malachi Mixon III". The signature is fluid and cursive, written over a white background.

A. Malachi Mixon III  
Chairman and Chief Executive Officer  
Invacare Corporation

Invacare has been focused on our responsibilities as a Corporation since our inception in 1979. For more than 30 years, we have been cognizant of the cornerstones of sustainability, and it is time to define and acknowledge these efforts.

It is with great pride that I present our first Invacare Sustainability Report. I hope this report will demonstrate the actions and efforts behind our mission statement. So, what does Corporate Social Responsibility mean to a company that is a global leader in the manufacture and distribution of innovative home and long-term care medical products?

It means a focus on manufacturing and product engineering, products and best practices and continuously evaluating our efforts at each step. Invacare is challenging each associate to find ways to develop sustainable processes, products and activities that are profitable, preserve natural resources and contribute to social improvement. That means 6,000 minds at all levels of the Company building grassroots changes into the workplace, while keeping in mind the needs of our customers, consumers and shareholders. Invacare wants to prove it is possible to be both profitable and sustainable.

This report details our current success stories, as well as our continual commitment to increasing our corporate social responsibility. We're pleased with the results captured thus far, and know that the future holds even more potential. When it comes to implementing and exploring sustainable practices and acting as a good corporate citizen, I say with full confidence that Invacare is at the forefront of our industry, and the future is bright.

Invacare is a company that meets its business goals and operates with the objectives of social and environmental responsibility. Invacare maintains a commitment to identify global opportunities to develop sustainable processes, products and activities that are economical, environmentally responsible and contribute to social improvement.



Invacare's roots can be traced back to 1885 when Fay Manufacturing Company transitioned their tricycle business into a line of mobility devices for persons with disabilities.

The history of Invacare Corporation as it is known today began in 1979. Mal Mixon, Invacare chairman and chief executive officer, organized a small group of investors, including his research and development partner J.B. Richey, president of the Invacare technologies division and senior vice president of electronic and design engineering, and acquired Invacare from Johnson & Johnson through a leveraged buy-out.

Invacare's 30 years in the industry have featured ground-breaking innovations that fundamentally changed the industry like the split-spring bed, the micro-processor controlled power chair, the Invacare® HomeFill® Oxygen System and the gearless brushless motor. The Company has grown and diversified through acquisitions of Kuschall, Carters, Poirier and Scandinavian Mobility, and has engaged in life-changing volunteer efforts with the Paralyzed Veterans Association, Invacare World Team Cup and Easter Seals.

Invacare has grown from three factories to 30, 300 associates to almost 6,000, net sales of \$19 million to \$1.8 billion and from a small, privately-owned company to a NYSE corporation listed on the Fortune 1000. Today, Invacare is the global leader in the home and long-term care industries.

1981



2010



1995



2008





Invacare is looking to increase focus on the environment over the next year.

**Goals for 2010:**

- Reduce energy usage by 10% Company-wide
- Increase green design elements in new product development

## Invacare Corporation Quality Policy

Invacare Corporation is committed to meeting the needs of our customers through quality products and services that are innovative, cost effective, safe and reliable. We are committed to achieving this objective through:

- Employee excellence
- Supplier partnerships
- Two-way communication with our customers
- Compliance with regulatory requirements, and
- Maintenance of an effective, quality process-oriented, management system

We set goals and measure ourselves against these goals in order to monitor our performance against these objectives, and our customers' needs. The policies and procedures implemented by Invacare businesses reflect how Invacare Corporation ensures that product and service quality meets the needs of our customers, and are fully supported by Invacare management.



Regulatory procedures and guidelines will continue to fluctuate as new acts and regulations are introduced. Invacare takes these regulations seriously, framing practices with sustainability in mind and complying fully with changes, as approved.



Health  
Canada



Australian Government  
Department of Health and Ageing  
Therapeutic Goods Administration

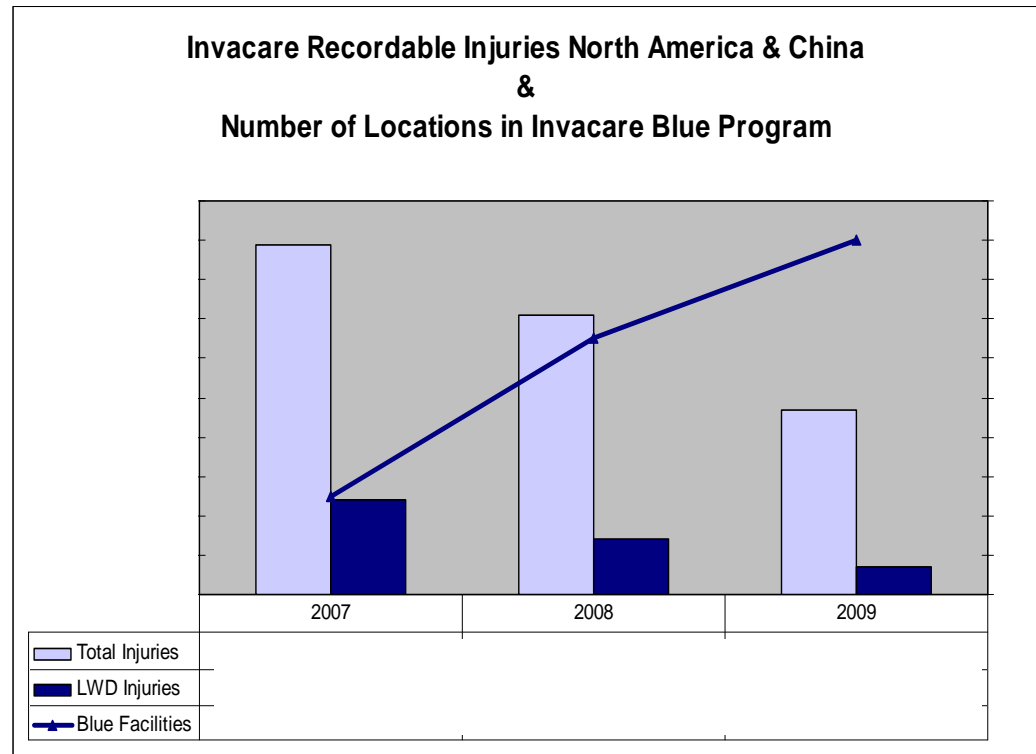


European Committee for Standardization  
Comité Européen de Normalisation  
Europäisches Komitee für Normung



Invacare prides itself on creating products that aid the health and welfare of users, and this focus begins in the manufacturing plants and offices.

Invacare Blue is an injury prevention best practice model which facilitates cultural change in our manufacturing and distribution locations in North America and Asia (European rollout scheduled for 2010/ 2011). The Blue process establishes operational accountability for injury prevention and focuses on identifying and reducing operational risk prior to the occurrence of an injury. The implementation of the Invacare Blue process is an integral component of our manufacturing and distribution philosophy. The system has been extremely successful in the 4 years since its inception by reducing the frequency of injuries (60-70 percent at participating locations). Moving forward, all Invacare locations will be measured on this best practice model as a principle metric of labor sustainability, employee welfare and corporate responsibility.



Safe practices extend to Invacare's preparation for the possibility of a global pandemic flu and the prevention of workplace violence. These issues are countered by planning at all levels and education.



Invacare associates say “Yes” to health and wellness through a number of company-led initiatives. These initiatives range from being a tobacco-free campus to wellness programs aimed at educating associates on healthy practices.



Invacare Gets Healthy One Step at a Time is a 10-week program focused on education and building healthy habits each week through tips and repetition. More than 800 associates in the United States, Canada and New Zealand participated. Healthy practices also include organized walks.



Invacare hosts annual family health days in China, Mexico, New Zealand and the United States.



Invacare hosts panel to educate its management team on the importance of diversity in the workforce.

## ***Diversity Council Mission Statement***

In 2009, Invacare launched a diversity council. The Invacare Diversity Council is focused on creating an inclusive work environment in which the diversity of our workforce, in background and experience, respects individual differences and reflects our global reach. We are committed to providing an environment of acceptance and mutual trust by increasing awareness and representation of diversity in our workforce. The Council will strengthen the Company's efforts to foster creativity and innovation by recruiting and partnering with individuals who have diverse experiences, perspectives and cultures. We will strive to expand Invacare's base of knowledge, skills and cross-cultural understanding which will in turn enable us to better understand, relate and respond to our diverse and changing customers throughout the world. Our hope is to build a bridge from initially having focused diversity initiatives to build awareness and acceptance, to some day having diversity ingrained in the cultural fabric of the organization.

## North America

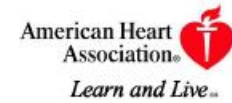


Invacare Corporation received the Medical Mutual S.H.A.R.E. award, with CEO Mal Mixon receiving the Kent Clapp CEO Leadership Award for Invacare's work in the community.

Invacare Corporation donated equipment and medical supplies to MedWish International for use in relief efforts in Haiti following the devastating earthquake in 2010.



The Invacare Gives Back Committee works with a number of area non-profit organizations. The Elyria, Ohio, headquarters generated more than 10% of the local chapter of the United Way's annual budget in 2010.



# A Sampling of Community Projects from Around the World



## Pushing for a Cause

Associates from New Zealand push themselves in a six kilometer course to support those with spinal injuries



## Pulling Together

Associates from Invacare Suzhou collect donations to support the victims of the 7.1-magnitude earthquake that hit the Qinghai Province in northwest China early on April 14, 2010



## Harvest for Hunger

Invacare Ohio raised over \$2820 and 2656 pounds of food during the 2010 Harvest for Hunger campaign. The food will benefit Lorain County Food Bank.



## Donating Power

Invacare France donated a power wheelchair to a young woman who drove it throughout the French coast (850 km) to pursue a life dream and raise awareness of living with disabilities.



## Shaving their Hair

Associates from Invacare Canada raised more than \$2000 by shaving their heads for cancer research.



## Celebrating the Moustache

For New Zealand associates Movember is an annual month-long celebration of the moustache, highlighting men's health issues, specifically prostate cancer and depression in men.



Altimate Medical takes approximately 90 gallons of shredded paper each week to a local farmer for use as cattle bedding. Prior to using the paper, the farmer was taking corn stalks from the fields, which was eroding the soil, making this a dual benefit.



New Zealand encourages exercise and fewer vehicles on the road by providing a bicycle shed onsite.



Invacare's Portugal branch uses these solar panels to heat all its water throughout the year.



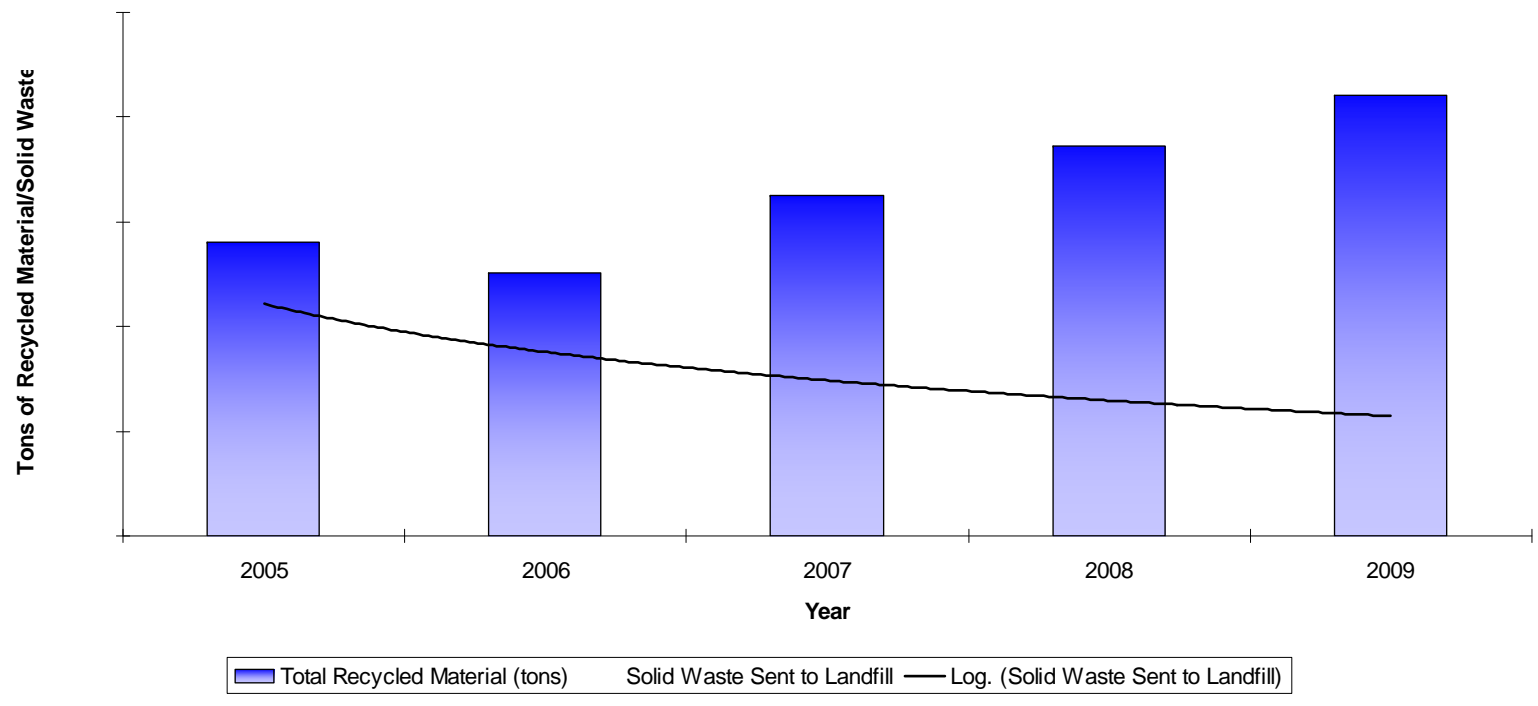
Invacare's Sanford, FL, branch has a green team, which organizes recycling efforts for everything from wood used in bundling to collecting and reusing plastic bags used with packaging.

Invacare is committed to recycling. Over the past five years, the company has steadily declined its waste sent to landfills instead focusing on its commitment to recycling.

Invacare and associates in Ohio and Florida participated in Lights Out Ohio on Earth Day 2010.



**Invacare Corporation**  
**1200 Taylor Street, Elyria Ohio**  
**Recycled Material (tons) vs Trend of Solid Waste (tons) Sent to Local Landfills**





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