

2024 CSR REPORT

M-extend





Make fair decisions &
act on them coherently

M-EXTEND GROUP

NEW GOVERNANCE:
A 3rd GENERATION

M-EXTEND FRANCE

A MORE ACCURATE
READING OF OUR CARBON
FOOTPRINT THANKS TO
OUR SUPPLIERS



Innovation through
partnership



Protect the climate and
our natural resources

M-EXTEND FRANCE

OUR PRODUCTS
TAKE OFF



M-EXTEND GROUP

FOCUS ON
SAFETY
CULTURE



Take action for occupational health

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Promote human development

M-EXTEND FRANCE

CHOOSING
ONGOING
TRAINING





M-EXTEND IS:



France's
leading
tractor loader
manufacturer,



Europe's
second biggest
tractor loader
manufacturer,



a family-owned,
independent
group, founded
in France in **1951**



operating on
4 continents
and in
64 countries.

M-EXTEND'S CORPORATE PURPOSE:



Making handling
work easier
for farmers ”

Our promise is to make farmers' lives better and easier by developing innovative agricultural handling systems. With them, we strive to reduce the burden of routine tasks.

Editorial

2024 was an important milestone in our company's history, due to changes to our governance structure. The arrival of the third generation of the Maillieux family as Chairman of the Group and Supervisory Board demonstrates our vision for the future.

As the group's new CEO, I am determined to continue M-extend's social commitment. Aware of the environmental and social challenges we face, we continued our transformation in 2024. As a major player in agricultural equipment, we have our own role in supporting our product users in the agricultural transition that has to happen to meet these challenges. Innovation is and will remain one of the driving forces behind this transformation.

In the difficult economic context of 2024, our family governance was to our benefit. It enabled us to maintain long-term positions and commitments for the group.

In 2024, we focused on our constant priority of employee safety.

This report also presents the actions we took, despite the difficult economic situation, to boost our expertise and our areas of business during the year. We are convinced that our success is based on the commitment and expertise of our employees. As such, we focused on training to support their career development.

Finally, in 2024, we also implemented an ambitious project to significantly reduce our carbon footprint linked to freight transport, by adopting a combination of rail and road for our product deliveries. We believe it to be essential to act as a pioneer. The challenge now is to focus on our professional ecosystem.

Surrounded by a committed M-extend group and its 1,100 equally dedicated employees, I am confident in our ability to take up challenges and build a promising future together.



Franck Maillieux,
CEO of the M-extend Group



About

THE M-EXTEND GROUP



1,090
employees (including
temporary workers)



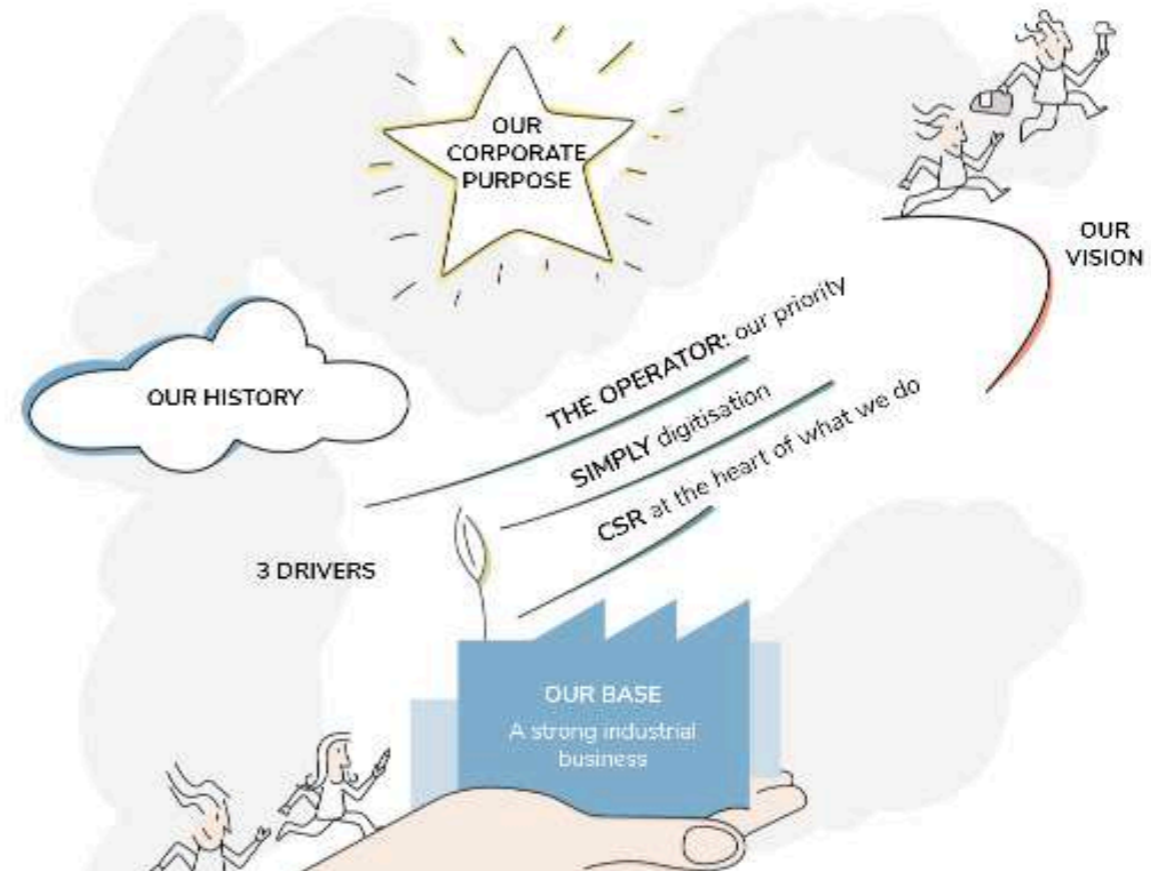
€127^m
turnover



4
production sites

3 DRIVERS

Proud of what we stand for, back in 2017 we set out our vision for 2027: Firmly rooted in our strong industrial business foundations, we are forging ahead with our success and development through our three strategic drivers.



THE OPERATOR: OUR PRIORITY

In the agricultural tractor handling market, M-extend has made the relationship with its product and service users its fundamental method of achieving development and innovation in all sectors.

SIMPLY DIGITISATION

At M-extend, we have successfully leveraged digitisation to simplify, automate, and optimise all our processes.

CSR AT THE HEART OF WHAT WE DO

CSR is central to our strategy and underpins all M-extend Group approaches and decisions.



About

OVER 70 YEARS OF HISTORY

Our company was founded over 70 years ago in Acigné, France. From entrepreneurship to industrialisation and internationalisation, discover the history of M-extend in pictures!



Discover our history



REPORT SCOPE

Our CSR report provides environmental, social, and governance information on all of the Group's companies: M-extend France, M-extend India, M-extend do Brasil, and our startup, ManuRob.

M-EXTEND, AN INTERNATIONAL GROUP

M-extend France

Registered office and production sites in Acigné (35) and Loudun (86).

 **672**  **94.4**



ManuRob

Premises in Cesson-Sévigné (35), France.

 **11**  **0**

M-extend do Brasil

Production site in Curitiba (Brazil).

 **88**  **9.8**

M-extend India

Production site in Pune (India).

 **281**  **8.3**



 Employees (including temporary workers)/annual average

 Turnover (€m)

Governance

The M-Extend Group's executive management and supervisory board were transformed in 2024 with the arrival of [third generation of the Mailleux family](#). Our ambitions are to ensure continuity, continue developing the group, and look to the future by placing innovation and social responsibility at the heart of our strategy.



'I am proud of the journey we have taken these past 70 plus years, and I look forward to a confident future supported by a M-extend group, with 1,100 employees ready to take up any challenge. While staying true to our foundations, I want to speed up our transformation, where innovation and social responsibility are central to our business'

Franck Mailleux,
CEO of the M-extend Group

THE EXECUTIVE MANAGEMENT is provided by the M-extend group, comprising four members, each supervising the industrial base or a strategic direction (driver) of the group as a whole:

- ③ **Frédéric Mailleux**, CEO and sponsor of the 'CSR' driver;
- ② **Yannick Rouaud**, Board Member, Managing Director of Finance and Information Systems, and sponsor of the 'Digitisation' driver;
- ① **Jean-Yves Augé**, Group Product Director and sponsor of the 'user experience' driver;
- ④ **Benjamin Gauchenot**, Managing Director of M-extend France and sponsor of the company's industrial foundation.

The M-extend group's role is to manage the Group and to develop and implement the company's strategic plan, in conjunction with the Supervisory Board.



THE M-EXTEND GROUP'S Supervisory Board comprises four members:

- ③ **Fausine Mailleux**, Chairman of the Supervisory Board;
- ④ **Frédéric Martin**, former CEO of the group, who joined the Supervisory Board in 2024;
- ② **Damien Graton**;
- ① **Delphine Regnault**.

The role of the Supervisory Board is to ensure the proper operation of the company and to oversee its management.



CSR strategy

Corporate Social Responsibility (CSR) lies at the heart of our business strategy. In 2014, we implemented a proactive and pragmatic CSR policy, initially at the Acigné site in France (Ille-et-Vilaine), then, in 2018, Group-wide.

Our CSR strategy is based on three key components:

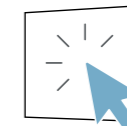
- our guiding vision for 2027;
- the five pillars structuring our approach;
- goals with quantified targets for M-extend France and M-extend India. As the [ManuRob](#) startup is still being set up, the CSR goals have yet to be defined. Those of M-extend do Brasil are yet to be set out



OUR CSR VISION

To prepare ourselves for the future, we have set out our vision of a responsible company:

- in 2027, CSR will be an intrinsic part of the company's strategy and will underpin every approach and decision taken by the M-extend Group;
- the CO₂ emissions reduction trajectories will be maintained;
- M-extend's products and services, organisations, workplaces, processes, means of production, transport means, and the partner panel will be substantially transformed;
- societal and environmental awareness will unite all of our employees;
- collective intelligence will drive M-extend's development.



CLICK

Discover our CSR vision for 2027

5 PILLARS

To provide structure for our CSR policy, we have set out five pillars (our goals are presented at the beginning of each pillar, on the following pages):



Make fair decisions & act on them coherently

We want to ensure M-extend's sustainability by tackling social and environmental issues. We run the company in a clear and responsible manner, encouraging cooperation between each and every one of us.



Innovation through partnership

We want to develop partnerships with our stakeholders to accelerate innovation and transformation in all areas.



Protect the climate and our natural resources

We aim to reduce our carbon footprint, limit our use of resources, and preserve biodiversity by factoring environmental issues into all of our business initiatives.



Take action for occupational health

We will continue to focus on improving the health of our employees and our customers.



Promote human development

We want to offer our employees enriching and fulfilling careers and improve the working environment at M-extend and within our wider ecosystem.



CSR strategy

CSR ORGANISATION

HISTORY

M-extend Group's CSR policy was first implemented in 2014 at the Acigné site, France (Ille-et-Vilaine). From the outset, the company was supported by **Cécile Vacher** from the CSR consultancy firm [Vertuel](#). Initially, the policy was led by a CSR committee comprising ten volunteer employees, each representing different trades.

CSR SPONSOR AND LEAD

In 2018, the company took the bold decision to create the role of Group Head of Sustainability, reporting directly to the Chairperson of the Board of Directors; this position is currently held by **Déborah Gohard**. The CEO, **Franck Mailleux**, is the Sponsor of the CSR driver, while Déborah Gohard is the Lead.

DRIVER COMMITTEE

The strategic drivers committee (for CSR, User Experience, and Digitisation), comprising the Board of Directors and the three Leads, meets every two months. This committee ensures the proper implementation of the 2027 vision, defines the annual project budget, and decides on the allocation of resources between the drivers.

CSR GOALS AND PROJECTS

Each Group company, except ManuRob, has CSR goals which translate into annual CSR projects, as approved by the CSR Lead and Sponsor. Please note that M-extend do Brasil has no goals for 2024. They will be set for 2028.

STEERING COMMITTEE

Throughout the year, a steering committee, specific to each company (except ManuRob), ensures that projects are progressing satisfactorily, addresses any potential obstacles and decides on priorities. The number of participants varies depending on the company: either just the industrial and sales directors or including department heads.

PROJECT TEAM

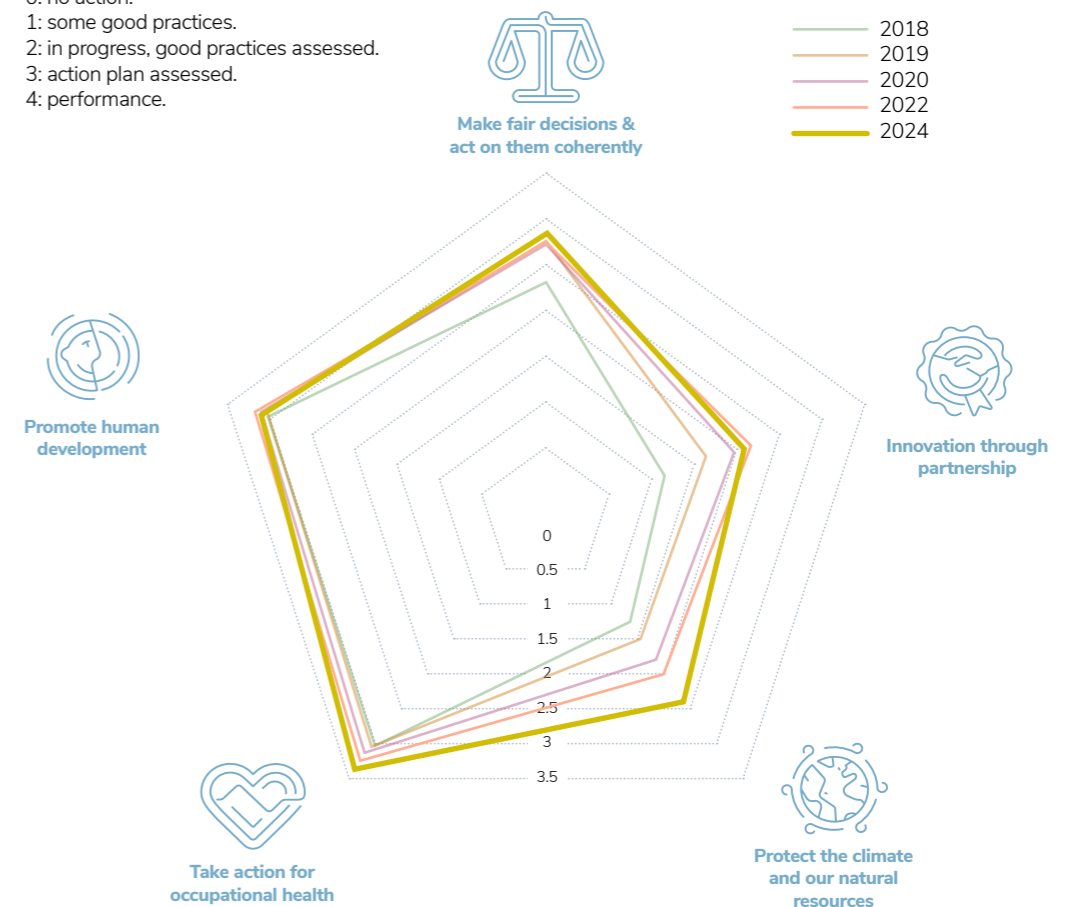
In each company (except ManuRob), project teams comprising the relevant department experts are put together for each CSR project. For example, a group of ten employees, led by our HRD **Florence Valeau**, supports our managerial transformation: this major project has provided over 3,500 hours of training since its inception in 2019. Another example is the team of five who worked on the carbon-free freight project in 2024.

CSR SELF-ASSESSMENT

To measure the progress of our CSR policy, we use a self-assessment grid based on the [International Labour Organisation \(ILO\)](#) fundamental conventions; social, environmental and purchasing management norms; and some ISO 26000 best practices. This grid, which includes 260 questions, was developed by [Vertuel](#). The assessment is updated every two years, exclusively for M-extend France.

Note that, for each question, our maturity is assessed as follows:

- 0: no action.
- 1: some good practices.
- 2: in progress, good practices assessed.
- 3: action plan assessed.
- 4: performance.





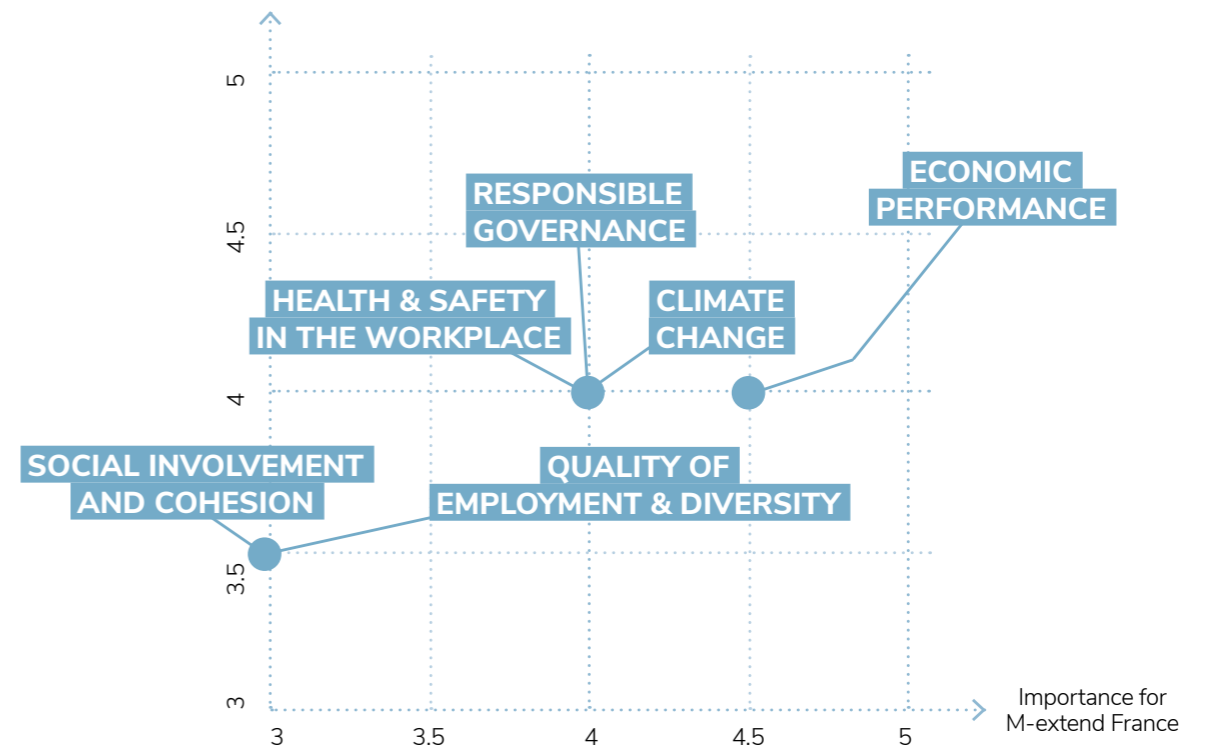
Our stakeholders and their expectations

2023 MATERIALITY MATRIX

We maintain regular dialogue with all our stakeholders: customers, employees, suppliers, Supervisory Board members, and institutions. Every year, we take time out to discuss sustainable development issues with all of them. In 2024, we organised a round table with representatives from our stakeholders in Acigné, France (Ille-et-Vilaine). In addition, the theme of this year's Supplier Day focused on decarbonisation. On both occasions, we presented our CSR strategy, including our climate strategy, and listened to attendee reactions.

This dialogue allows us to reassess our stakeholders' expectations regarding our sustainable development issues, alongside the impact these issues have on our group. The assessment, carried out by department heads and managers, allows us to determine the most relevant CSR issues and guide our strategy.

Stakeholder expectations





Make fair decisions &
act on them coherently

We run the company in a clear and responsible manner, encouraging cooperation between each and every one of us. Our economic development must preserve the world in which we live and that of future generations.

It is therefore our responsibility to make the fairest and most balanced decisions possible with regard to our mission of 'Making handling work easier for farmers', our company's economic development, as well as social and environmental issues and the interests of our stakeholders.

It is also our job to ensure the collective ownership and application of these decisions by all company employees.



Make fair decisions
& act on them coherently



M-EXTEND FRANCE

OUR 2028 GOALS

0%

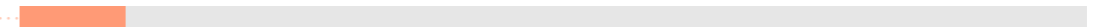
ACHIEVED

100%

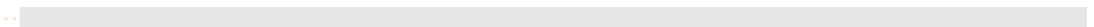
no. 1 - Make our climate progress a key indicator of company performance



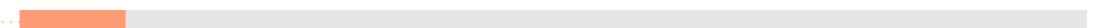
no. 2 - Market an initial range of low-carbon products



no. 3 - Become ISO 14001 and ISO 45001 certified



no. 4 - Monitor the CSR performance of our main suppliers, making this criteria for selection



no. 5 - Create an incentive agreement that fosters collective performance



M-EXTEND INDIA

OUR 2025 GOALS

0%

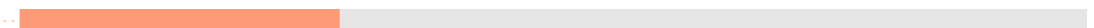
ACHIEVED

100%

no. 1 - Train up in ISO 14001 certification (aiming towards certification in 2026)



no. 2 - Monitor the CSR performance of our main suppliers, making this criteria for selection





From left to right: Benjamin Gauchenot, Franck Mailleux, Yannick Rouaud, Jean-Yves Augé.

M-EXTEND GROUP

NEW GOVERNANCE: A THIRD GENERATION SERVING THE FUTURE

On 1 January 2024, **Franck Mailleux** took over as Chairman of the Group. Grandson of the founder, he took over from **Frédéric Martin**, who had been Chairman since 2020 and a Board Member since 2009. Working in the company for more than ten years, **Franck Mailleux** is seeking to preserve the family heritage while striving for modernisation and social responsibility. **Déborah Gohard**, Head of Sustainability Development, reports directly to him. In a spirit of cooperation, a number of managers work alongside him and reach joint decisions: **Jean-Yves Augé**, Group Product Director, **Yannick Rouaud**, Group Managing Director of Finance and Information Systems, and **Benjamin Gauchenot**, Managing Director of M-extend France.

A NEW SUPERVISORY BOARD

In May 2023, **Faustine Mailleux**, one of the founder's granddaughters, was appointed Chairwoman of the Supervisory Board, after having sat on it since 2013. **Delphine Regnault**, **Franck Mailleux**'s cousin, also became a member of the Supervisory Board, alongside **Frédéric Martin** and **Damien Graton**, reinforcing the family's key role in managing the company.

STRONG AMBITION FOR THE FUTURE

M-extend is now seeking to speed up its transformation by placing innovation and social responsibility at the heart of its strategy. Through its MX, ManuRob, Farmanip and Mach Connectors brands, the group intends to continue to offer farmers solutions tailored to their needs, while stepping up its commitment to sustainability and innovation. With a committed group and a new corporate dynamic, M-extend is ready to take up the challenges ahead. In short, these are exciting development projects for the coming years!

M-EXTEND FRANCE

A NEW DECARBONISATION CHALLENGE FOR OUR SUPPLIERS

On 26 September 2024, our purchasing, Supply Chain and CSR teams welcomed 80 suppliers to our Acigné site (35). During this 'Supplier Day', we shared our goals with them and, together, we looked at how we could work together in the future, in particular regarding decarbonisation (transport, packaging, and calculation of CO₂ emissions). For the first time, we organised a challenge on this topic for our suppliers. [ArcelorMittal France](#), [DB Schenker](#) and the [LFP Group](#), with their very inspiring projects, were the three finalists emerging from this challenge. The LFP Group and its overall CSR policy won the day (2,000 m² of photovoltaic panels, carbon weight included in the quotations, accommodation loan for new employees or apprentices, etc.)! **Florence Guyader**, Purchasing Manager, presented the trophy to **David D'Hiribarren**, LFP Group Sales Manager.



[Find out more:](#) 

M-EXTEND INDIA

OBTAINING ISO 9001 CERTIFICATION

In January 2024, M-extend India obtained ISO 9001 certification, a globally recognised quality management standard.

Setting the ball rolling in 2023, the certification project spanned about 10 months. It was launched in response to a request from our tractor partners. In February 2024, as a reward for its efforts and commitment, M-extend India was awarded the Outstanding Quality Performance for 2023-24 award by [Mahindra](#), the world's largest tractor manufacturer.

At M-extend India, the implementation of ISO 9001 certification was led by **Amit Ghom**, Quality Assistant, under the supervision of **Sadiq Sayyad**, Quality Manager, with the support of **Sylvie Brossault**, Quality System Manager at M-extend France. **Sylvie Brossault** came to the site several times to visit the local team and share the experience acquired by M-extend France in this field.

'This comes as a result of the work of all our employees. It is a deserved recognition and a point of pride for all of us', says **Pascal Mazella**, Managing Director of M-extend India.

Part of the M-extend India team with **Franck Mailleux**, CEO of the M-extend Group (centre right), and **Pascal Mazella**, Managing Director of M-extend India (centre left).



ISO 9001 certification covers all of M-extend India's activities, except finance and R&D.

What's next? Obtaining ISO 14001 certification which takes environmental issues into account and aims to improve companies' environmental responsibility by 2026.

[Find out more:](#) 

AND ...

M-EXTEND FRANCE

On 15 October 2024, **Franck Mailleux**, our CEO, talked about 'Opening up governance, why and how?' at the [Social Change](#) trade fair in Rennes (600 visitors).

INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Turnover (€m)	9.8	9.13	10.7	93.2	118	124.1	8.3	8.9	5.6
Loaders delivered	860	650	832	7,439	9,303	11,915	1,966	1,881	324
Number of minor accidents (monthly average)	/	/	/	73	71	76	/	/	/



Innovation through partnership

We need to join forces and work together if we are to innovate and respond to current social and environmental issues!

It is, therefore, our responsibility to bring together all internal and external skills to find technical and product innovations that are more respectful of human beings and the environment. This applies to the entire life cycle of our products: from extraction of raw materials to their manufacture and recycling.

Our design office is constantly on the lookout for ways to develop our products and imagine those of tomorrow. To do this, we work closely with our suppliers, operators, and local schools.



Innovation through partnership



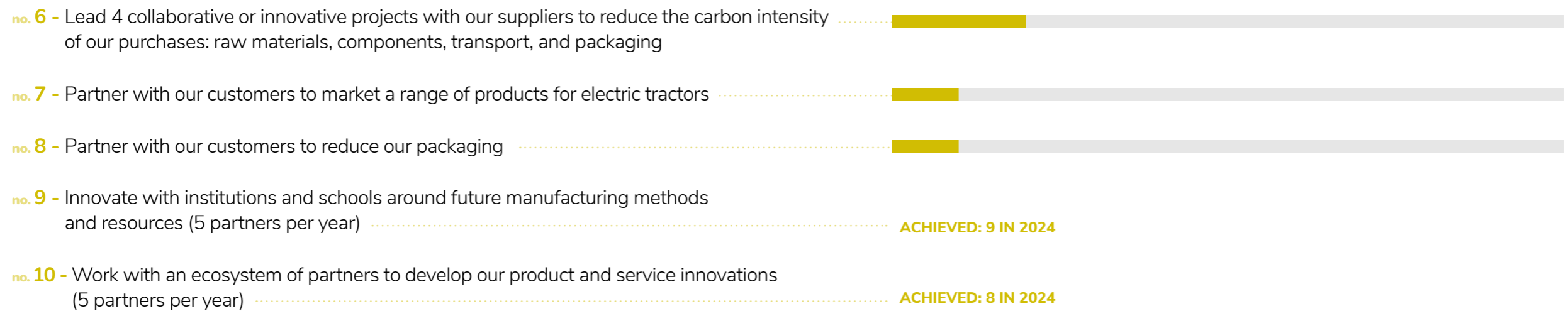
M-EXTEND FRANCE

OUR 2028 GOALS

0%

ACHIEVED

100%



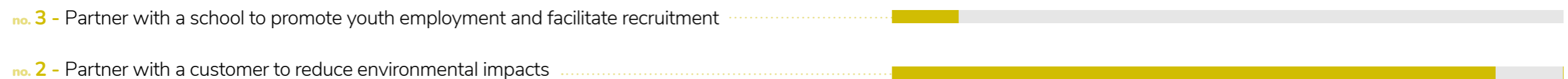
M-EXTEND INDIA

OUR 2025 GOALS

0%

ACHIEVED

100%



M-EXTEND FRANCE

A MORE ACCURATE READING OF OUR CARBON FOOTPRINT THANKS TO OUR SUPPLIERS

Until now, we have calculated the carbon footprint of our purchasing without consulting our suppliers. In 2024, we decided to go further! We invited 80 suppliers to our site in Acigné, on [26 September](#), and presented them with a digital solution for calculating the carbon footprint of their products.

This solution, at no extra cost to them, does require time to understand how it works and collect the necessary information. In 2024, six suppliers agreed to test this calculation interface. In 2025, it will be rolled out to around thirty suppliers.

This information will enable us to refine our carbon footprint, which previously only took into account the material of the purchased components, and to encourage our suppliers to opt for greener materials or processes, if necessary.

From left to right: Rémi Perret, Patrick Journoud, Déborah Gohard, Florence Guyader, Thomas Bouzage, Mathieu Bouzage.



TESTIMONIAL

'We are delighted to have tested the carbon weight calculation interface offered by M-extend. It is fully in line with our own CSR goals. In a win-win approach, we were able to provide M-extend with reliable data and achieve the first carbon footprint of a part we produce.'

Thomas Bouzage, Joint Director at [Stimeca](#), a Val-d'Isère-based industrial protective plate company (87).



MANUROB

LOADIX PREPARES FOR GOING TO MARKET

Moving from a prototype to the first manufacturing phase in two years is a major challenge! To achieve this, the startup [ManuRob](#) strengthened its partnership with [DINTEC](#), a Nantes-based engineering company, in 2024.

Everyday teamwork: 'We talk to the DINTEC teams every day', explains **Pierre Germanaud**,

Product and Industrial Manager at ManuRob. The startup, based in Cesson-Sévigné, on the outskirts of Rennes, benefits from the expertise of DINTEC teams in new components and technical fields.

ANOTHER BUSINESS MODEL BEING EXPLORED

Another challenge: the purchase of an agricultural robot is a significant investment for farmers. This is why ManuRob is also exploring new cost-effective solutions to make Loadix as accessible as possible.

'The goal is for the cost of Loadix to be comparable to that of a commonly used telehandler on farms, for example. We are considering a subscription model, including rental and maintenance of the robot. This would give the farmer better visibility of their spending and the project would develop the efficiency and service of their farm', says **Richard Swift**, Marketing & Sales Director at ManuRob. Endurance tests are also underway to assess the longevity of the Loadix robot and prepare reconditioning solutions to extend its service life.

M-EXTEND FRANCE

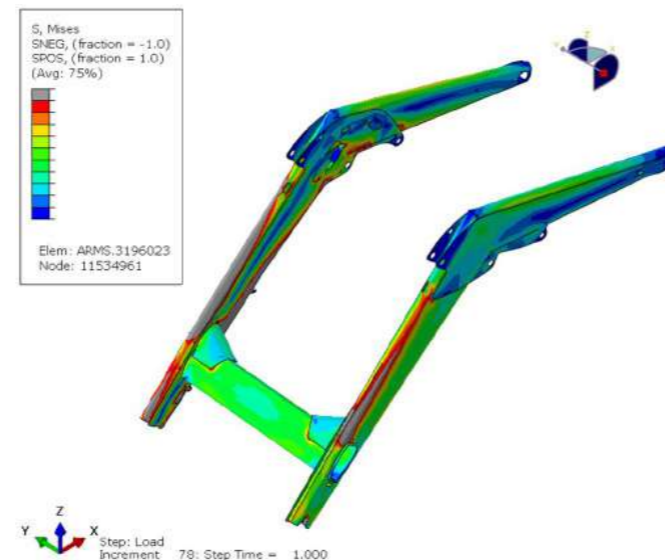
A NEW PARTNERSHIP WITH ARCELORMITTAL

In 2024, M-extend entered into a new partnership with ArcelorMittal to reduce the steel weight of its loaders and, therefore, their carbon footprint. Indeed, if the loader's steel weight is reduced, its carbon footprint of its manufacture and use (fuel consumption of the tractor, wear, etc.) will be reduced. Among other things, this involves working on the boom design to reduce material wastage, among other things. A working group was formed between **Vincent Le Boulanger**, designer-projector at the M-extend France design office, and ArcelorMittal technical experts specialising in strength calculation by 3D modelling. In Q4 2024, ArcelorMittal experts 3D modelled new boom prototypes using innovative steel properties. In 2025, the working group aims to produce prototypes and carry out field tests.

ORDERS OF MAGNITUDE

1 kg steel = **2 kg** eqCO₂

600 kg loader manufacturing = **550 kg** of steel required



AND ALSO

M-EXTEND GROUP

Alongside [MaestrIA Innovation](#), based in Couëron in the Loire-Atlantique region, a working group of twelve people worked on Artificial Intelligence (AI). **Eric Jolivet**, Digital Transformation Leader, led the group. The aim was to identify priority AI use cases and encourage company-wide use of AI. There were three workshops in 2024.

The very first Innovation Day was held in September 2024. It focused on energy efficiency and reducing the environmental footprint of our products. The innovation team, consisting of three people, presented studies on these topics to the CEO of M-extend, the Managing Director of M-extend France, the Product Director, and the Administrative and Financial Director. Stay tuned!

M-EXTEND FRANCE

An initial simulation of the energy requirements of our loaders was carried out in late 2024, led by **Erwan Kergoulay**, engineer at the design office. This simulation will allow us to examine the effects of future loader design changes on energy consumption.

INDICATORS

Number of R&D partnerships

Number of CSR partnerships with suppliers

Number of employees enrolled in a career club

Number of apprentices/retraining

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Number of R&D partnerships	1	1	1	17	6	6	0	0	0
Number of CSR partnerships with suppliers	0	0	0	3	1	1	0	0	0
Number of employees enrolled in a career club	2	2	2	19	16	15	1	1	0
Number of apprentices/retraining	4	4	4	12	18	17	0	0	0



Protect the climate and our natural resources

It is our responsibility to contribute to combating climate change as well as to preserving biodiversity and the limited resources of our planet.

Faced with the scarcity of natural resources and the environmental impact of their depletion, we must optimise our use of resources, reduce waste at the source, and sort and recover it better so that it becomes a new resource.

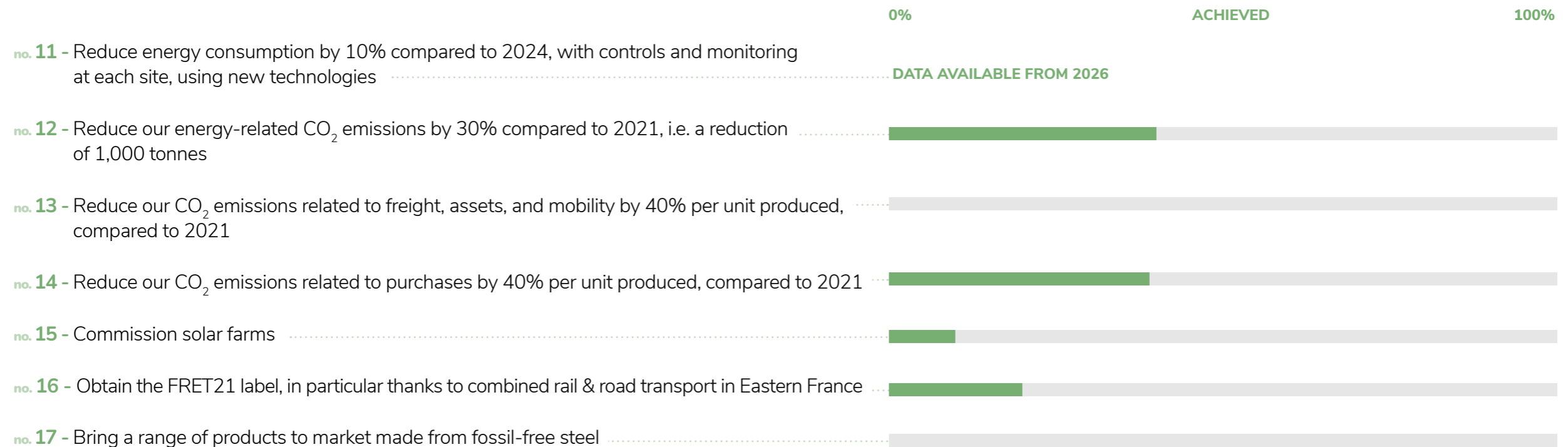


Protect the climate and our natural resources



M-EXTEND FRANCE

OUR 2028 GOALS



M-EXTEND INDIA

OUR 2025 GOALS





OUR PRODUCTS KEEP ON ROLLING

In May 2023, we started an ambitious project to significantly reduce our carbon footprint related to freight transport. This project is part of our low-carbon strategy, which aims to reduce our indirect emissions by 48% per product by 2030.

ASSESSMENT AND ACTION PLAN

An in-depth analysis of all transport was carried out: upstream (from our suppliers to our sites), internal, and downstream (from our sites to our customers). This allowed us to identify where the most greenhouse gas was emitted and to work out a number of development proposals.

Among them, we finally selected rail transport (or a combination of rail and road transport) as enabling the biggest reductions in eqCO₂ emissions.

Following a consultation procedure, we decided to work with CEVA Logistics, a carrier we have previously worked with. It knows our products and all the safety precautions to take when handling them. The impact of the lead time for customers was also decisive in our selection.

REAL-WORLD RESULTS

We have set ourselves the goal of reducing our transport-related carbon footprint by 9% in 3 years, i.e. -200 tonnes of eqCO₂. The first steps of this project have already paid off: a downstream transport flow (from our sites to our customers) has been in place by rail via Lyon since December 2024, and another via Lille since January 2025. This has been achieved through the joint work of our Supply Chain, Shipping, and Purchasing departments.

WHAT HAPPENS GOING FORWARD?

The deployment of our action plan continues with the main 2025 objective of preparing for the implementation of upstream transport flows (from our suppliers to our sites). Our approach is fully in line with the [Freight 21](#) scheme put forward by the Association of Freight Transport Users (AUTF) and [Ademe](#), and demonstrates our desire to play an active role in the ecological transition of the transport sector.

M-EXTEND INDIA

OPTIMISING PACKAGING AND TRUCK FILLING

In 2024, **Aniket Sawant** and **Vishal Thorat** from Logistics worked on optimising packaging to reduce the use of non-recyclable foams as well as optimising the fill rate of trucks to the Indian market. Results: on the packaging side, pallets were standardised, packaging was made uniform, and the amount of foam was divided by 5! Although the cost of packaging was multiplied by 2.5, it was offset by the savings made on transport, because the work to improve the fill rate resulted in 50% more products being loaded per truck, on average. That's huge! That means fewer trucks on the roads!



Before optimising packaging and the truck fill rate.



After optimisation.

M-EXTEND DO BRASIL

REDUCING THE AMOUNT OF STEEL BEING USED

At end-2023, the industrialisation team at M-extend do Brasil launched a project to optimise the amount of steel used in the manufacture of products, in order to limit wasted resources, reduce costs, and lower CO₂ emissions. Step 1: get all the figures. On average, 30% of waste is generated when cutting steel sheets. The goal for 2024 was to reduce this wastage by 3%.

The dedicated working group, led by **Jiro Suzuki**, Industrial Director, included **Sezinando Ribeiro**, Project Manager in charge of figures and targets, **Marcos Mudryk**, Production Manager, and **Mário Chimentão**, analyst in charge of modifying the section plans. By implementing tools, such as the [Ishikawa diagram](#) (or cause-and-effect diagram), the [Pareto diagram](#) or the [agile method](#), we achieved a 3.8% reduction in waste at end-2024, i.e. 35 tonnes of steel saved, 70 tonnes of CO₂ avoided, and almost R\$300,000 saved. In 2025, the team plans to continue working to reduce waste even further.

M-EXTEND FRANCE

REDUCING ENERGY CONSUMPTION

We carried out several initiatives in 2024 to reduce our consumption of fossil fuels and our carbon impact. Focus on two leading initiatives.

SHUTDOWN OF A PAINTING LINE

At the Acigné site, we had 3 painting lines, each with its own specific dimensions and thicknesses. The age of one of the lines and the desire to reduce our gas consumption and associated CO₂ emissions, led us to consider scaling down from 3 to 2 lines. This project was led by **David Barreteau**, Production Manager, with the participation of **Cécile Derouin**, Painting Business Manager, our design office, **Jérôme Seigneur**, Head of Buildings and Works, and **Erwan Boisnard**, Head of the Manufacturer Relations Department. The project's feasibility was approved provided that one of the remaining lines was upgraded with a cooler to accommodate the parts of the old paint line on the main line.

This system uses electricity to operate and is energy efficient, as it mainly uses outside air at room temperature. Indeed, the economic balance sheet is positive. All the savings generated by shutting down the old installation will pay for the paint line cooler unit within two years.

ENERGY MANAGEMENT PLATFORM

At the Acigné site, in order to optimise the energy consumption of our factories, we first needed to measure our energy consumption (gas, electricity, water) as close as possible to our facilities.

Step 1: select a digital energy management platform. A multidisciplinary team, led by **Jérôme Seigneur**, Head of Buildings and Works, opted for the [NRJx](#) platform.

The team then determined the industrial processes and utilities to be monitored. Around fifty connected meters will be installed by early 2025. Connected meters, energy bills, production: all data will then be crossed in the NRJx platform and overconsumption alerts will be set up to react as quickly as possible in the event of any drift, and to set up corrective action plans. The overall targeted saving is 10% of electricity and gas consumption per year.

AND

M-EXTEND FRANCE

To increase the service life of our loaders, we launched a 7-year warranty on the loader range boom at the Livestock [Summit](#) held in October in Clermont-Ferrand (63) and in December, we launched a Silver kit refurbishment offer for the T06 to T16 and MX60 to MX150 ranges, for loaders coming up to 30 years old.





INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Scope 1 and 2 carbon emissions (t CO ₂ e)	/	/	/	3,010	3,313	3,747	/	/	/
Scope 3 carbon emissions, excluding use of products (t CO ₂ e)	/	/	/	39,027	51,771	65,725	/	/	/
Annual gas consumption (GWh)	0.21	0.21	0.16	9.81	11.26	12.47	0.00	0	0
Gas consumption per loader (kWh)	244	245	188	1,319	1,210	1,047	0	0	0
Annual electricity consumption (GWh)	0.62	0.56	0.78	6.51	7.11	8.567	0.93	1.04	1.79
Electricity consumption per loader (KWh)	720	820	918	876	764	719	475 ^a	345 ^a	1,255 ^a
Energy consumption per loader (kWh)	964	1,130	1,106	2,195	1,974	1,766	475 ^a	345 ^a	1,255 ^a
Steel scrap (recycled or reused) (t)	333	226	322	2,222	2,507	2,872	682	823	778
Steel scrap per loader (kg)	387	333	379	299	269	241	347	438	2,401
Steel scrap reused in our products	0	0	0	17%	15%	12%	0	0	0
Tonnage of non-hazardous waste, excluding steel (t)	12 ^b	52 ^b	40 ^b	276	287	301	9.4	9.9	1.55
Non-hazardous waste, excluding steel, per loader (kg)	/	/	/	37	31	25.26	/	/	/
Tonnage of hazardous waste (t)	24.2	27.5	28.3	62	77	99	6	6.3	5.4
Hazardous waste per loader (kg)	28	51	34	8	8	8	/	/	/
Waste, excluding recovered steel (material or energy)	/	/	/	100% ^c	100% ^c	96% ^c	/	/	/
Water consumption (m ³)	/	/	/	3,313 ^c	2,923 ^c	3,767 ^c	460 ^d	609 ^d	370 ^d
Number of regular or occasional teleworkers	0	0	0	108	137	178	42	22	45

^a loader equivalent = global turnover/sales price of 1 loader (note that one part of the activity is loader production for the local market, the other being the subcontracting of implements for M-extend France).

^b The data in tonnes is unavailable: the figure given is the number of non-hazardous waste skips collected by the waste service provider.

^c Data for the Acigné site.

^d Drinking water only.



Take action for occupational health

We have two responsibilities:

1. Provide healthy and safe working conditions for our employees. This is our priority. Fundamentally, our accident prevention policy is based on a participatory approach that puts employees at the heart of preventive initiatives. It is carried out on a daily basis by our operational managers. In parallel, other operations are carried out each year to adapt workstations and improve working conditions;
2. Market ergonomic products for operators, in line with our mission: 'Making handling work easier for farmers'. This is achieved through research into the ergonomics of our products, improving their functionality, and simplifying their use.



Take action for occupational health



M-EXTEND FRANCE

OUR 2028 GOALS

0%

ACHIEVED

100%

no. 18 - Have no serious workplace accidents (leave of absence of more than 3 months) **NOT ACHIEVED 1 IN 2024**

no. 19 - Divide our accident frequency rate* by 3 compared to 2023 (fewer than 12)



no. 20 - Have a social performance barometer assessing physical and mental health



M-EXTEND INDIA

OUR 2025 GOALS

0%

ACHIEVED

100%

no. 8 - Conduct an annual health and safety prevention campaign



no. 9 - Set up a safety committee



no. 10 - Accidentology: an accident frequency rate below 20 and a severity rate below 0.2



*accident with and without lost time, permanent and contract employees.

M-EXTEND GROUP

FOCUS ON SAFETY CULTURE

Safety is a priority for the M-extend group: at every site, all over the world, initiatives are carried out every year to lower risks. In 2024, the focus was on the company's safety culture. Focus on three leading initiatives carried out in Brazil, India, and France.

M-EXTEND DO BRASIL

IMPROVED RISK IDENTIFICATION TO REDUCE THE NUMBER OF ACCIDENTS

Safety training in the form of a one and a half hour workshop, developed by **Daniel Czornei**, Quality Coordinator, took place from April to May 2024. all Brazilian employees attended it. The purpose of this was to help them to better perceive risks both in day-to-day operations and in less routine situations as well as outside their workplace (while commuting, at home, etc.). Specifically, scenarios simulating dangerous situations were created. This approach allowed the participants to work on theory and practice in a more engaging and realistic way. These workshops have proven to be beneficial. There has been a significant increase in employee requests concerning the risks, both direct or indirect, associated with their work. Safety requests go up in the [Safety Kaizen*](#), where they are prioritised and processed according to their severity. In 2025, this course will be included in the onboarding process for new employees.

* Quality management method based on a multitude of small improvements made on a daily basis.



M-EXTEND INDIA

A TRULY EFFECTIVE SAFETY COMMITTEE!

In July 2024, a new safety committee was set up at M-extend India. Meeting every two weeks, it promotes and maintains a safe working environment. Led by **Harshad Badhe**, Production Manager, this committee comprises 7 members from the safety, production, warehouse, maintenance, industrialisation, HR and quality departments. Its main tasks are to identify risks, ensure compliance with safety rules, and enhance the company's safety culture. The actions carried out in 2024 focused on:

- personal protective equipment: reviewing their selection to make them more suitable for the different workstations and requiring helmets in certain areas;
- fire safety: defining assembly areas and installing new fire extinguishers;
- lifting equipment: better adapting it to our needs (maximum weight, type of hook, etc.);
- First aid: creating a place to administer first aid and compiling a first aid kit.

This committee will certainly help improve the safety conditions of employees at the Pune site.

M-EXTEND FRANCE

VIGILANCE ATTITUDE OR THINKING ABOUT SAFETY IN A NEW WAY



With the support of our partner [Prevance](#), based in Saint-Gilles-Croix-de-Vie (85), we have redirected our safety policy towards the human factor - the cause of most occupational accidents - since 2019. Going further, in 2024, M-extend France decided to launch an original and fun programme called [Vigilance Attitude](#), developed by Prevance, which was awarded the Préventica 2021 Innovation Award. This one-day training course raises awareness among employees about the risks in the workplace, on the road and, at home. To maintain this approach, various easy, collaborative tools are available to employees for daily use. The overall scheme is intended to enhance the safety culture of the entire company.

Within the Assembly Painting Department at the Acigné site, 134 employees were trained in Vigilance Attitude in September 2024. This awareness-raising course will continue to be rolled out in other areas of the company in 2025 and 2026. Eventually, all the operational teams at the Acigné and Loudun sites will follow this course.

M-EXTEND DO BRASIL

A NEW KAIZEN SAFETY PROGRAMME

In January 2024, M-extend do Brasil launched a new Kaizen* Safety programme to reduce accidents, which had increased in 2021 and 2022 before dipping again in 2023.

The purpose of this was to quickly address safety issues identified in the field. Each month, the management team, led by **Ricardo Baena**, Technical Director, selects a priority risk based on three main criteria: urgency, feasibility (maximum five days), and reduced cost.

Since its launch, a number of improvements have been made, such as the installation of a secure charging station for electric forklifts or the creation of a raised passageway to prevent operators from climbing over a plasma machine (see photos below). These initiatives were carried out directly by the teams concerned, with the support of the maintenance and logistics departments.

More complex, longer or more budget-intensive areas are dealt with separately. The programme will continue in 2025.

* Quality management method based on a multitude of small improvements made on a daily basis.



M-EXTEND FRANCE

REMOVING MENTAL HEALTH AT WORK TABOOS



The mental health of employees has deteriorated since the Covid crisis. This is why we organised two awareness-raising days for the 71 managers of M-extend France in November and December 2024. These two days were hosted by **Patrick Charrier**, from [forhuman](#), based in Joinville-Le-Pont (94), with the participation of [Echappées Belles](#), a group of actors from Rennes, acting out situations with a colleague or a manager in difficulty.

The second initiative run in 2024 was training in Mental Health First Aid (MHFA), attended by 9 volunteer employees at the Acigné and Loudun sites over two days. They learned how to identify mental health issues and how to respond appropriately, using the **AERER** method:

- Approach the person in difficulty;
- Engage and listen to them actively and without judgement;
- Reassure them that they are not alone;
- Encourage them to seek solutions
- Remind them that other resources are available to them.

TESTIMONIAL

'During this comprehensive training course, I learned about various mental health issues which helped me use a more appropriate approach. It also helped me not to think I can help in situations where I am not qualified. The AERER scheme is a great resource. People feel uncomfortable talking about mental health, due to ignorance surrounding the subject. I think that the more it is talked about, the faster and more appropriate the support for people in difficulty will be.'

Nadine Vayne Leblay, Store Manager in Acigné, Mental Health First Aider.

AND ...

M-EXTEND FRANCE

- Launch of the [Gentlemen's Challenge](#) in November at the Loudun and Acigné sites. This national awareness-raising and prevention campaign is organised every year by the Ligue Contre le Cancer to combat cancers that affect men (prostate or testicular cancer). 15 employees at the Acigné and Loudun sites took part and let their moustaches grow for the occasion. Well done!
- 8th edition of the tobacco-free month at the Acigné site, with the option of being given 4 months support from a tobacco nurse specialist. In 2024, 2 employees wanted to participate.
- In November, a new nutrition workshop on snacks at Loudun (23 participants) and Acigné (73 participants) was organised for shift teams. This provided the opportunity for people to review their eating habits and learn how to make balanced snacks that give them energy and help them stay alert while at work.
- On 20 June, a new conference on the prevention of sedentary living by the occupational doctor at the Acigné site. 59 people took part.
- 2nd edition of the flu vaccination campaign at the Loudun and Acigné sites. In total, 15 people were vaccinated at Loudun and 32 at Acigné.



INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Frequency of accidents with and without lost time (employees and temporary workers)	18	9	83	22.1	36	32	36	3	10
Severity rate for employees	0	0	1	0.50	0.55	0.44	0.03	0	0
Number of occupational diseases identified during the year	0	0	0	9	4	1	0	0	0
Number of hours of mandatory safety training provided	880	616	986	4,492	4,475	4,802	/	/	/
Number of hours of non-mandatory safety training provided	588	350	240	1,743	1,123	1,111	350	600	348



Promote human development

Our responsibility is to invest in the development of our employees and regions. We favour permanent employment to enable employees to better plan their lives in the medium and long term, while maintaining flexibility to deal with market fluctuations. We develop skills through training or internal mobility to support the company's growth and transition and to control the entire chain, from design to delivery. This improves employee employability.

Finally, we act on the various factors that determine quality of life at work, namely management, company culture, working environment, work-life balance, and equal opportunities because this is a source of engagement and wellbeing for our employees.



Promote human development



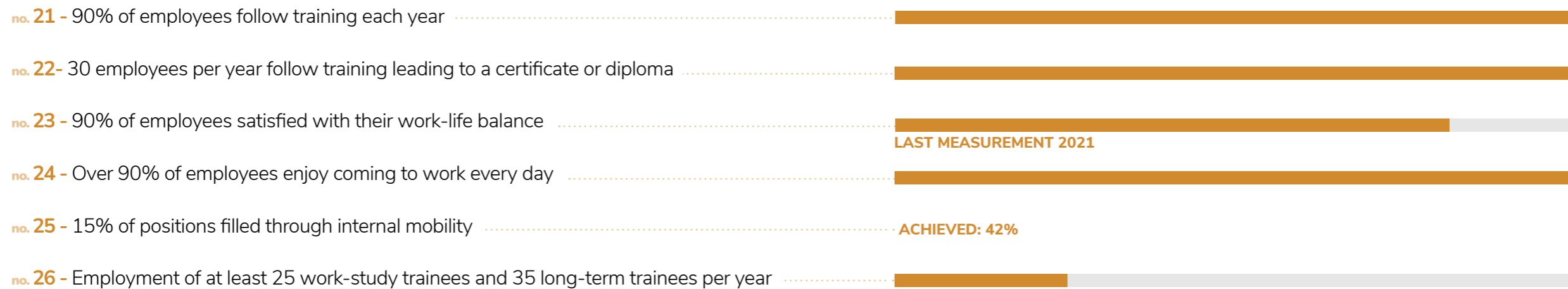
M-EXTEND FRANCE

OUR 2028 GOALS

0%

ACHIEVED

100%



M-EXTEND INDIA

OUR 2025 GOALS

0%

ACHIEVED

100%





M-EXTEND FRANCE

THE CHOICE OF CONTINUING TRAINING COURSES



In a difficult economic context, M-extend France has nevertheless decided to maintain its skills development plan as employee training remains a necessary investment for the future. In order to reduce the budget, as much training as possible was provided directly on-site, with in-house training being preferred, thanks to the commitment of the internal trainers. A total of 11,530 hours of training were provided, including 3,047 hours internally (compared to 2,154 hours in 2023). This year, emphasis was placed on occupational health and awareness of environmental issues.

100% of M-extend France managers attended a mental health information day.

26% of M-extend France employees attended the [Climate Fresk](#) workshop, led by in-house 'freskers', to better understand the causes and consequences of climate change. Our goal for 2025 is to have trained all our employees (104 employees trained in 2024)!

2 executives have joined the 'Industries' and 'West' pathways of the [Convention of Companies for the Climate](#) (CEC), an association that organises awareness-raising and transformation pathways for business decision-makers. Each were accompanied by one employee: **Franck Mailleux**, CEO, by **Déborah Gohard**, Head of Sustainable Development, and **Benjamin Gauchenot**, Managing Director of M-extend France, by **Florence Valeau**, Human Resources Director. The objectives are to rethink M-extend's business model within the framework of planetary boundaries and accelerate the transition of our business sector.

50% of our managers took part in an awareness-raising event on planetary limits on 13 December, led by Brieuc Saffré, co-founder and CEO of [Circulab](#), a consultancy firm specialising in the circular economy, based in Paris and Nantes. A second session will take place in 2025. This was an opportunity to raise awareness of the environmental risks to which farmers and M-extend will be exposed in the coming years to better anticipate the future.

100% On 9, 10, and 12 December, M-extend France department managers and heads took part in the group experience [The Week](#), which addresses the problem of the environmental crisis.



Figures as at end-2024.

M-EXTEND FRANCE

HOW DO WE DECIDE AND WHO DECIDES? JOINT WORK BY ALL DEPARTMENTS

Receiving internal guidance from Déclic*, department managers work with their teams to define their roles and to decide who should take which decisions. The aim is simple: clarify decision-making to improve efficiency of organisation. **'Formalising these decision areas ensures smooth operations, while fostering individual autonomy'**, explains **Florence Valeau**, HR Director.

A METHOD THAT FOSTERS ENGAGEMENT AND COOPERATION

Building on collective intelligence, this approach bonds teams. It promotes decision-making at the most appropriate level and reduces areas of uncertainty which can cause doubt and tension. By empowering employees, it reinforces their commitment and aligns practices with the Group's values: cooperation, responsibility, and boldness.

WHAT'S NEXT?

In 2024, this approach was extended to all departments and the decision areas are now included in the business processes of our quality system. In 2025, the approach will focus on inter-departmental decisions.

TESTIMONIAL

'Even though the responsibilities were already clear among our team members, this approach clarifies how we operate to other departments, which is essential for effective governance.'

Pierre-Georgios Kessapidis, Supplier Quality Assurance (SQA) Manager, based at Acigné.

* Internally, the Déclic team, comprising 13 volunteer managers, guides and supports the company's managerial transformation process.



M-EXTEND GROUP

STEEPLE, A TOOL THAT UNITES AND ENGAGES EMPLOYEES

In September 2024, M-extend implemented [Steeple](#), a collaborative internal communications tool for its 1,090 employees worldwide. This initiative aims to boost communication and actively involve all employees. Steeple, created by the eponymous Rennes-based company, is accessible via smartphones, PCs, and other devices across our various sites and aims to:

- strengthen ties between employees
- create new synergies;
- encourage mutual inspiration;
- enable everyone to contribute to company events.

This project and its international roll-out involved around twenty people in-house. The launch of Steeple was a real success, with around 300 publications in 4 months!

With this new tool, M-extend is implementing a stronger and more inclusive company culture.



ALSO IN 2024

M-EXTEND DO BRASIL

16 people trained in project management (72 hours of training in total).

M-EXTEND INDIA

12 people trained in-house in leadership (3 sessions of 3 hours).


M-EXTEND FRANCE

- The company received the Breton 2024 Retraining Trophy from [Transitions Pro Bretagne](#) in the 'Company' category for its support for employees in retraining.
- In July, 20 teams of 4 employees competed in 4 fun events around safety and the launch of the FARMANIP brand. This M-extend challenge, organised every year, provides employees with a friendly atmosphere while stimulating team engagement and cohesion.
- Some 70 students from the Lycée Pierre Mendès France in Rennes (35) and the Lycée Ozanam in Cesson-Sévigné (35) came to learn about our trade and our factories in Acigné during Industry Week, from 18 to 24 November. The same week, four employees took part in the Parcours Ephémères de l'Industrie and passionately presented the maintenance, quality, and HR professions to high school students and jobseekers.
- The company was named one of the 50 great places to work in Brittany in the 2024 'Happy to meet you' [awards!](#)

INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Contract workforce as of 31/12	93	78	86	617	665	677	/	/	/
Total workforce (including temporary workers)	94	78	86	672	754	806	274	329	241
Net job creation (fixed-term and permanent)	16	-8	0	-36	-6	41	-55	88	15
Temporary workers in production	0	0	0	10%	18%	28%	47% ^a	55% ^a	77% ^a
Rate of access to training (including mandatory training)	100%	94%	100%	95%	88%	90%	39%	41%	36%
Number of employees trained	93	78	86	587	585	607	109	136	80
Employees who have accessed at least one training course in the last 3 years (excluding mandatory training)	/	/	/	99%	97%	92%	/	/	/
Number of apprenticeship contracts and retraining	4	4	4	11	16	18	0	0	0
Employment rate of people with disabilities	/	/	/	5.6%	3.7%	4.4%	/	/	/
Gender equality index	/	/	/	94.0%	93%	88%	/	/	/
Percentage of women in the workforce	10%	5%	6%	13%	13%	12%	5%	2%	2%
Number of trainees	1	0	0	45	36	67	1	0	2

^a Higher rate of temporary workers due to an increase in activity and a desire for greater flexibility.



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Optimisation of the dialogue between the designer, author, and customer through the use of a shared file in order to limit data transit (1 MB sent by email = 19g eqCO₂ [source ADEME](#))



MATERIALS AND ENERGY

Choice of a non-physical material (annual obsolescence of the contents) in order to limit the consumption of resources (wood, water, etc.) and energy.



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DISTRIBUTION

As anticipated in the design phase, special attention was paid to the number of copies of this document to be sent out, as its weight accounted for the bulk of the environmental impacts. Vector illustrations, precise framing and processing of photographs, and external links for enriched content, have all helped to reduce the document's weight.

- 2020 CSR report / 31 pages: 2.8 MB / 53.2g eqCO₂
- 2021 CSR report / 45 pages: 2.6 MB / 49.4g eqCO₂
- 2022 CSR report / 37 pages: 2.3 MB / 43.7g eqCO₂
- 2023 CSR report / 38 pages: 2.3 MB / 43.7 g eqCO₂
- 2024 CSR report / 35 pages: 2.3 MB / 43.7g eqCO₂



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Graphics work on ergonomics: clean design, well-spaced layout, coloured segmentation, navigation banner and external links for enriched content to enhance user experience.

Access via URL preferred to sending attachments by email, in order to reduce data transfer and related GHG emissions, limited in time in order to reduce energy consumption related to server storage.

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