

CSR REPORT 2025

M-extend





M-EXTEND GROUP

CO-DEVELOPING OUR 10-YEAR ROADMAP



M-EXTEND FRANCE

WORKING TOGETHER TO DRIVE INNOVATION



M-EXTEND GROUP

ALL COMMITTED TO THE CLIMATE



M-EXTEND DO BRASIL

PHYSICAL, MENTAL AND EMOTIONAL WELL-BEING



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M-EXTEND GROUP

DEPLOYING AI RESPONSIBLY AND PROGRESSIVELY





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

In 2025, we had to contend with an unstable environment: market tensions, limited visibility, and decisions that were sometimes postponed. In this context, it might have been tempting to slow down, to wait for “things to settle”. However, as a family-owned company, M-extend believes that it is our responsibility to continue to look ahead and to pursue the transformational initiatives already underway - initiatives designed to strengthen the company and to make it more useful and more attractive, for our customers and partners, and for those who choose to join us. This CSR report is a reflection of that continuity:

- improving safety, working conditions, and providing our teams with training in Mental Health First Aid (MHFA);
- reducing the environmental impact of our activities and raising awareness among all our employees about climate issues through participation in Climate Fresk® workshops;
- improving the quality and sustainability of our solutions, and, through Project Delta, laying the groundwork today for the industrialisation of our products of tomorrow;
- strengthening our purchasing practices and supplier relations...

These tangible projects, driven forward by our teams on a daily basis, assume even greater significance in times of uncertainty.

However, 2025 marked another important milestone for the Group – the development of our ten-year strategy, which we have named “CAP 2035”. We have chosen to build it collectively, together with those who shape, support and challenge M-extend – our employees, distributors, customers, suppliers, farmers, partners, etc.

Our participation in the Convention des Entreprises pour le Climat (CEC) acted as a trigger and provided a demanding framework. It helped us to structure our roadmap and, above all, to broaden the conversation. CAP 2035 represents a shared commitment by our leadership and our company, and serves as a developmental framework whose driving force is rooted in cooperation. It is a strategy that embraces the transitions ahead, while preserving that which defines our identity: closeness, trust and the capacity to act.



Our thanks go to all our teams and partners whose ideas, high standards and energy continue to drive M-extend forward. This CSR report is a snapshot of our progress. CAP 2035 is an invitation to continue, collectively, to transform our businesses and to reduce our environmental footprints.

Franck Mailloux,
CEO of the M-extend Group.

about

THE M-EXTEND GROUP

Three values that guide our day-to-day activities



1,150

employees
(including temporary workers)



€127^m

turnover



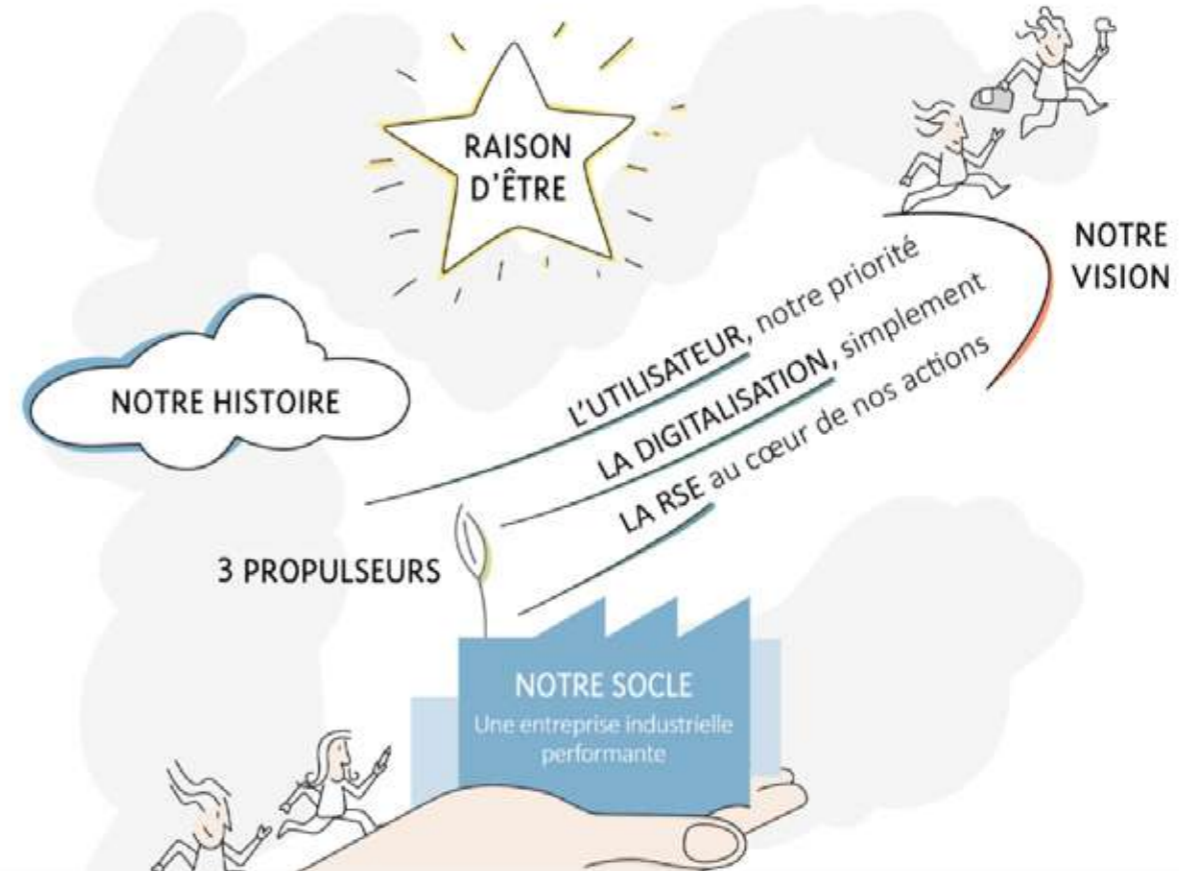
4

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 us

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!

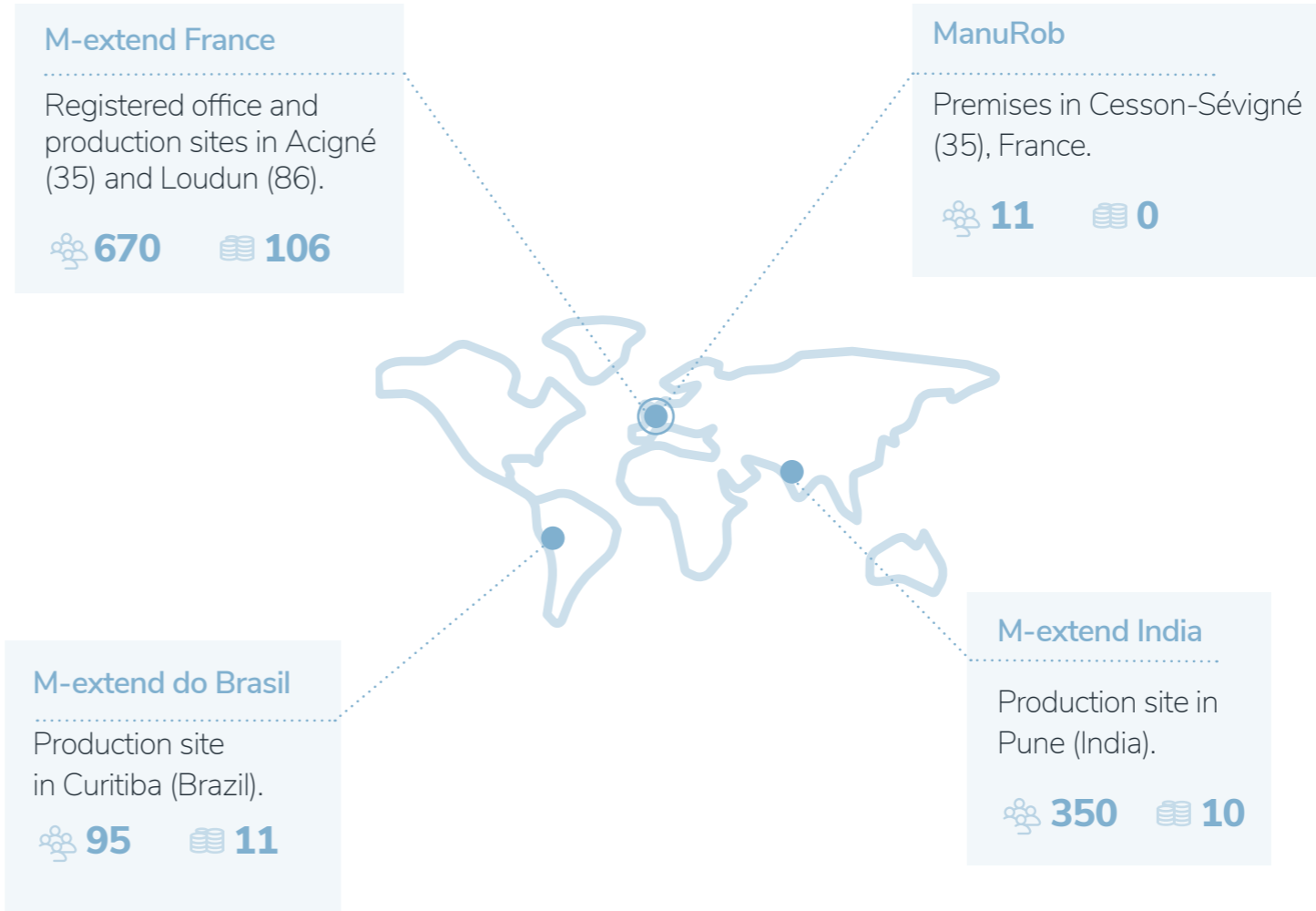


Discover our history

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



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 the third generation of the Maillieux 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.



'Proud of the journey we have undertaken over the past 70 years, I look forward to the future with confidence, backed by the M-extend team and our 1,150 employees, all ready to face new challenges. Indeed, while staying true to our foundations, I intend to accelerate our transformation, of which innovation and social responsibility are key elements'

Franck Maillieux,
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:

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

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

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

- Faustine Maillieux** ③, Chair of the Supervisory Board;
- Frédéric Martin** ④, former group CEO, who joined the Supervisory Board in 2024;
- Damien Graton** ②, Director of Open Globe and Chair of Governance;
- Delphine Regnault** ①, farmer and member of the shareholder family.

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 at the heart of the company's strategy and will permeate through all directions and decisions of 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.



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 addressing 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

The M-extend group's CSR approach began in 2014 at the Acigné site in France (Ille-et-Vilaine), with the support of **Cécile Vacher**, founder and consultant at [Vertuel](#), a CSR consultancy. 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 Chair of the Board of Directors; this position is held by **Déborah Gohard**. Our CEO, **Franck Mailloux**, is the Sponsor of the CSR driver, and Déborah Gohard, its 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 INITIATIVES

Each Group company, with the exception of ManuRob, has a set of CSR goals which translate into annual CSR projects, as approved by the CSR Lead and Sponsor. It should be noted that M-extend do Brasil had no goals for 2025: they will be developed in line with our new company strategy, CAP 2035.

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

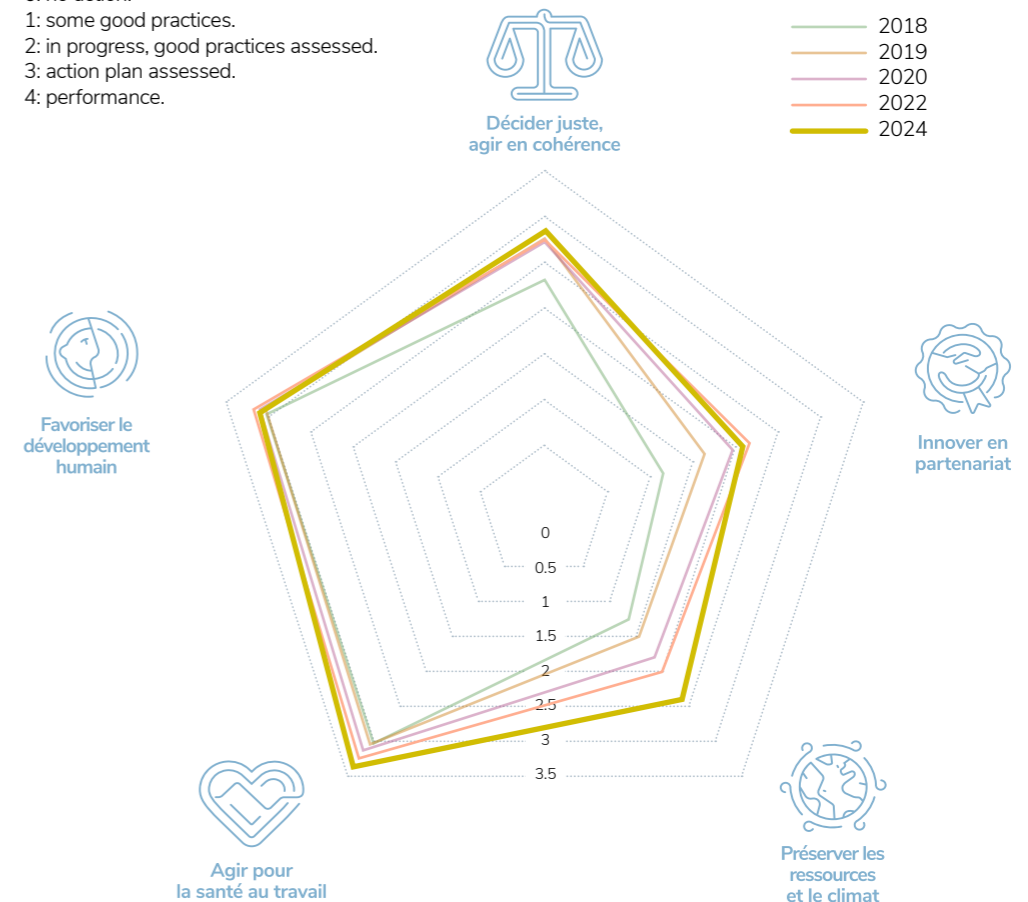
In each company (except ManuRob), project teams comprising the relevant department experts are put together for each CSR project. For example, a group of ten employees, led by our HRD Florence Valeau, supports our managerial transformation: this major project has provided over 3,500 hours of training since its inception in 2019. Another example: in 2025, a team of 18 people initiated an eco-design project – the low-carbon loader – details of which remain confidential at this time.

M-EXTEND FRANCE 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 value chain

We maintain regular dialogue with all our stakeholders: farmers, customers, employees, suppliers, Supervisory Board members, and institutions. Every year, we devote time to discussing sustainable development issues with them.

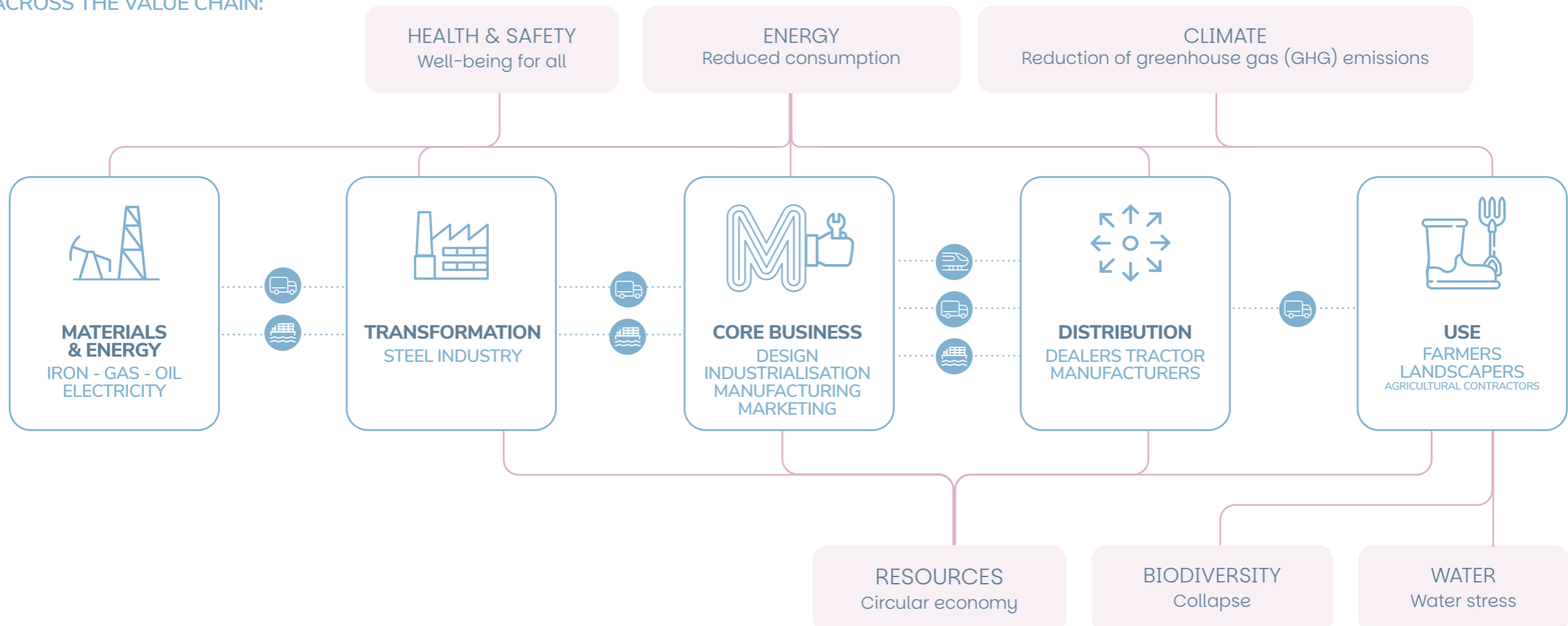
In 2025, we organised a day-long event in Acigné, France (Ille-et-Vilaine), dedicated to the Group's strategy, bringing together around fifty of our stakeholders. This dialogue allows us to reassess our stakeholders' expectations regarding our sustainable development, alongside the impact this has on our group.

In 2024 and 2025, for the firsttime, we carried out what is known as a “double materiality” analysis:

- assessment of the impacts that our value chain, from the extraction of raw materials to the use of our loaders by farmers, has on society (human and environment);
- financial assessment of the risks that environmental factors pose to our company.

The results, described below, have had a major influence in shaping our new ten-year corporate strategy, CAP 2035, which will be presented to all employees during the course of 2026.

MAIN CSR CHALLENGES ACROSS THE VALUE CHAIN:





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.

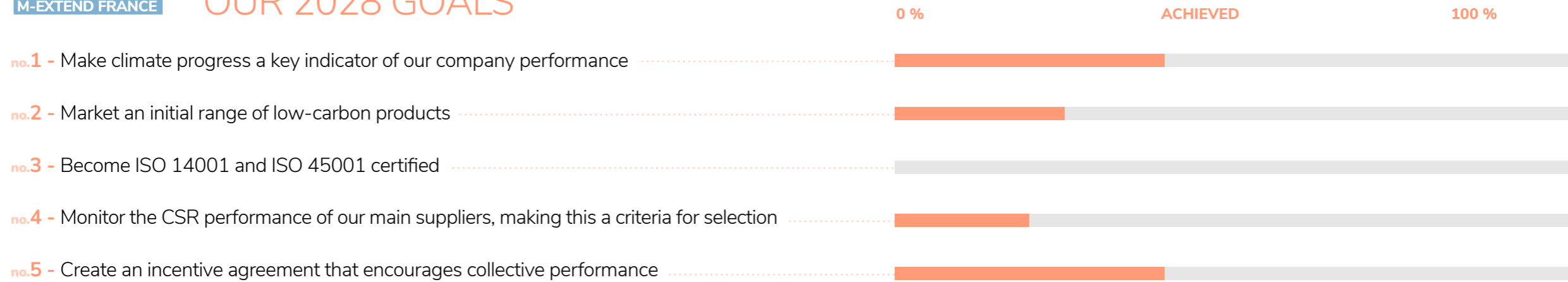


Make fair decisions
& act on them coherently



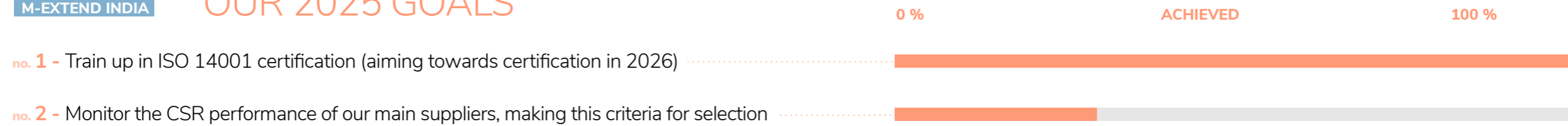
M-EXTEND FRANCE

OUR 2028 GOALS



M-EXTEND INDIA

OUR 2025 GOALS





M-EXTEND GROUP

CO-DEVELOPING OUR 10-YEAR ROADMAP

For a company strategy to be robust, it must be based on a sound understanding of its ecosystem and draw on a diversity of perspectives, both internal and external. It is this conviction that has guided the development of our 10-year roadmap, "CAP 2035".



6 June 2025, a day on which we were joined by more than 50 of our stakeholders.

A COLLECTIVE DYNAMIC

The initiative was launched by our CEO, **Franck Maillieux**, and our CSR manager, **Déborah Gohard**, who took part in the [Convention des Entreprises pour le Climat](#) (industry programme) in 2024 and 2025. They were soon joined by Managing Director of M-extend France, **Benjamin Gauchenot**, and our Human Resources Director, **Florence Valeau**, who took part in the Convention's Western Programme in 2025. Together, they began developing a 10-year roadmap, supported by the consultancy firm [immaTerra](#).

From the outset, the decision was made to place this strategic reflection within a collective approach. A call for volunteers was therefore launched among the management team, to establish a dedicated working group. Four managers, from different roles and backgrounds, were selected.

APPROACHES ENDORSED BY OUR STAKEHOLDERS

In June 2025, more than 50 of our stakeholders - customers, employees, suppliers, partners, regional representatives and experts - were brought together. Shared issues and converging priorities: they confirmed the relevance of the approaches adopted for CAP 2035. Finally, in December, our 80 managers came together to really familiarise themselves with the corporate strategy. Next step: onboarding all our employees in February 2026!

TESTIMONIAL



"Taking part in the development of our CAP 2035 was, for me, an opportunity to contribute to the transformation of a company that had itself transformed me through its commitments, its values and its purpose. The co-development process, engaging with employees and stakeholders, gives real strength and substance to CAP 2035."

Carole Boschel, Group Head of Communications.

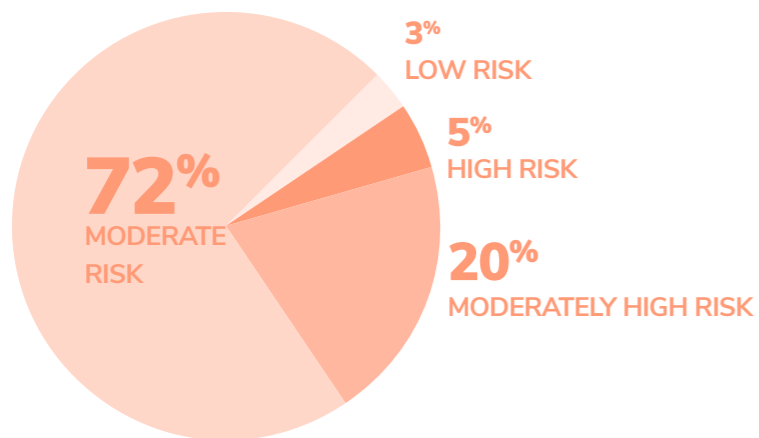
M-EXTEND FRANCE

NEW SUPPLIER ESG ASSESSMENT

In January 2025, M-extend France subscribed to the [Altares](#) platform in order to better assess the environmental, social and governance (ESG) performance of its suppliers. The initiative had two main objectives: to meet a regulatory requirement under the ["Corporate Sustainability Reporting Directive"](#) (CSRD)*, and to respond to the growing demand from our customers and financial partners for ESG assessments.

INITIAL RESULTS

Today, 220 suppliers benefit from an ESG assessment via this platform and are categorised as follows:



The main risks identified are as follows:

- regulatory compliance or ongoing legal proceedings;
- physical climate risks;
- significant Scope 1 (energy related) CO₂e emissions;
- risks associated with waste management;
- environmental risks related to the supply chain.

The main advantage of the platform, according to **Marine Le Brun**, Purchasing Manager at Acigné, is *"to have a comprehensive view of each supplier's ESG maturity in order to identify risks, responsible practices and the most relevant levers for improvement. Altares provides us with a reliable, continuously updated database that serves as a radar, allowing us to immediately identify both the risks and the levers for improvement across our supplier base"*.

* European Directive on corporate sustainability reporting.



M-EXTEND INDIA

ON THE WAY TO ISO 14001 CERTIFICATION

LED lighting throughout the factory, accurate monitoring of energy consumption, a reduction of around 25% in paint use and energy savings through no-bake technology, replacement of plastic packaging with wooden or cardboard alternatives: since 2020, M-extend India has been taking numerous actions to reduce its carbon footprint. Over the past two years, the company has been formalising its environmental approach with the aim of achieving ISO 14001 certification in 2026.



Sadiq Sayyad, Quality Manager, is leading this project.

This certification, complementing the ISO 9001 certification obtained in 2024, aims to strengthen the company's environmental responsibility by responding to both the growing expectations of tractor manufacturers and the local regulatory framework. In 2025, around twenty operational managers were trained in ISO 14001 certification, including 17 certified internal auditors, to ensure that this approach is communicated across all teams. Next step: a mock audit in February 2026!



M-EXTEND FRANCE

LISTENING TO OUR DEALERS

In June 2025, M-extend France conducted a satisfaction survey among its dealer network. This initiative is fully in line with our CSR approach: listening to our partners and gaining a better understanding of their expectations in order to improve our practices in a sustainable way.

With 279 respondents, the results confirm a strong foundation: over 97% satisfaction with MX products (performance, reliability, ergonomics) and over 90% with the quality of human relations throughout the customer journey (proximity, responsiveness).

MX, A PREMIUM BRAND

Furthermore, 73% of respondents consider MX to be a premium brand, owing to its technical expertise, innovation and the quality of its solutions. Beyond this positive perception, however, clear expectations were expressed: strengthened marketing support, improved delivery lead times, smoother communication regarding orders and an enhanced after-sales experience. For the first time in this survey, the CSR approach was included as a potential criterion when selecting an agricultural equipment manufacturer. For 9% of respondents, it is the number one criterion! This underlines the importance of communicating our CSR approach and actions to our distribution network.

279 dealers completed the 2025 satisfaction survey.

over **97%** are satisfied with their MX products.

over **90%** rate the quality of human interactions across their customer journey positively.

73% consider MX a premium brand.

9% make CSR their top criterion when selecting an agricultural equipment manufacturer.



INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Turnover (€m)	9.1	9.8	11.2	116	93	104	9	8	10
Number of loaders delivered	650	860	1,132	9,303	7,439	8,777	1,881	1,966	2,702
Number of out-of-hours incidents (monthly average)	2	6	7	71	73	69	/	/	/



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.

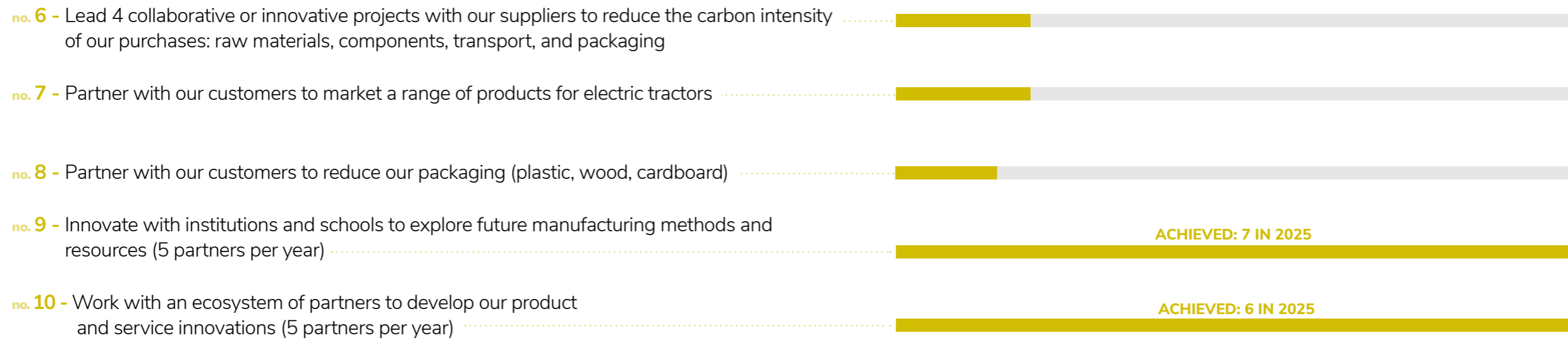


Innovation through partnership



M-EXTEND FRANCE

OUR 2028 GOALS



M-EXTEND INDIA

OUR 2025 GOALS



M-EXTEND FRANCE

WORKING TOGETHER TO DRIVE INNOVATION

Today, 80% of our carbon footprint is linked to the use of our products when mounted on tractors. The remaining 20% comes mainly from our purchasing activities, particularly from the steel made by our steelmaker partners. This is why we are focusing on the eco-design of our products. Launched in January 2025, our Project DELTA will explore new materials and industrial processes, to “manufacture differently”, with the aim of reducing the environmental footprint of our loaders. One of the key features of this project is its collaborative approach.

A COLLABORATIVE APPROACH

In addition to the Design Office, which has been involved from the outset, a team of nine project managers was created. A call for applications was then launched internally, to expand this team and make it even more multidisciplinary. In collaboration with Human Resources, speed-dating type interviews helped us to identify three new profiles with expertise in materials or processes - and a certain level of boldness combined with a desire to experiment!

Furthermore, another 49 employees from various business areas were engaged through collaborative workshops and sharing sessions. Divided into seven sub-groups, each of which



Presentation of Project DELTA to employees in July 2025.

worked on a specific topic: wood, polymer composites, additive manufacturing*, tubular structures, and so on, with support from external partners. This broader cooperation stands as a great example of collective intelligence.

The concept developed within Project DELTA, still confidential at this stage, was presented to our employees in July 2025, and was followed by detailed study reports in late November and the filing of three patents.

* A technique consisting of manufacturing objects by adding material in successive layers.

M-EXTEND FRANCE

DESIGN THINKING, A CATALYST FOR RENEWAL



To design solutions that are increasingly aligned with real-world use, the Innovation division has been applying the Design Thinking methodology to its projects since 2025. This user-centric approach is based on listening, empathy, and collective intelligence, enabling a deeper understanding of real requirements and the development of appropriate responses. By cross-referencing end-user perspectives with those of various other business functions (marketing, innovation, sales, etc.), new requirements can emerge. Results: in addition to promoting cross-functional collaboration between teams and amplifying creativity, this approach enhances the relevance of the solutions developed.

TESTIMONIAL

"Design Thinking allows us to open up and to gather as much information as possible from the user, in order to define the problem to be solved. This is followed by a creative phase, leading to the development of testable prototypes. Seven departments and 18 employees are involved in this process of collective reflection."

Nicolin Hérault, Product Innovation Engineer, Acigné (France).

M-EXTEND DO BRASIL

TWO PARTNERSHIPS WITH NEW HOLLAND

In 2025, M-extend do Brasil partnered with tractor manufacturer [New Holland](#) to carry out two projects:

EQUIPPING A BIOMETHANE-POWERED TRACTOR

In an exclusive partnership with New Holland, M-extend do Brasil developed an attachment system that enables our MX loaders to be compatible with the T6.180 tractor, which runs on locally produced biomethane. This tractor is used on sites that produce their own biogas. New Holland has also developed a mobile biomethane tank, to facilitate the transport of biogas to the tractor. The project began in March 2025 and, since September, the tractor-loader combination has been operating for demonstration purposes. Sales in Brazil are projected to be around fifty units per year.



TRAINING THE NEXT GENERATION OF FARMERS

M-extend do Brasil and New Holland have joined forces with the [Pontifical Catholic University of Paraná](#), one of the largest private universities in the country, to present our tractors and loaders to young farming graduates. Demonstrations were given at the university's [Gralha Azul](#) experimental farm, for groups of 10-20 students. Since then, students have had free access to the tractor and loader, which remain on site for permanent use and testing. In return, training sessions for the M-extend do Brasil sales team have been held on the farm, notably in conjunction with the launch of the A200 loader range in April 2025.

AND ALSO...

MANUROB

At the International Livestock Trade Fair (SPACE) in Rennes in September 2025, the Innov'SPACE competition jury awarded a two-star trophy to Loadix, the autonomous electric handling robot.



INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of R&D partnerships	1	1	1	6	17	13	0	0	0
Number of CSR partnerships with suppliers	0	0	0	1	3	3	0	0	0
Number of employees enrolled in a career club	2	2	2	16	19	16	1	1	1
Number of apprentices and retraining placements	4	4	3	16	11	13	0	0	1



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.

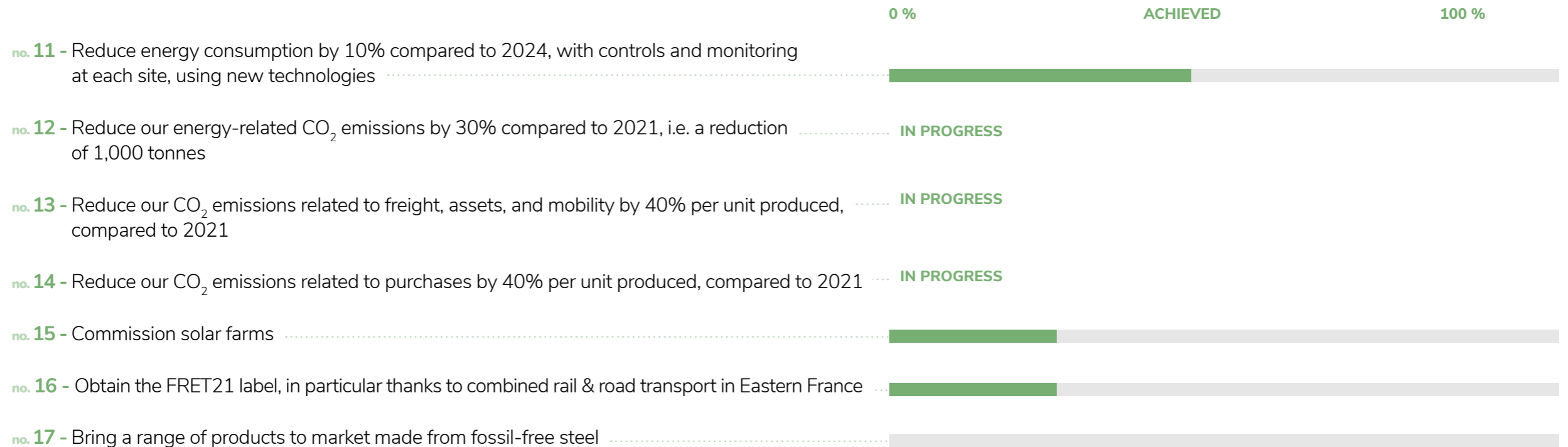


Protect the climate and our natural resources



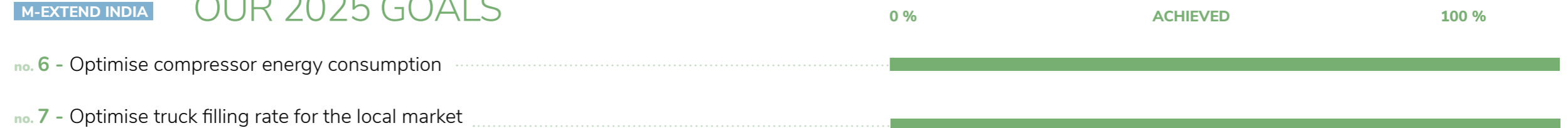
M-EXTEND FRANCE

OUR 2028 GOALS



M-EXTEND INDIA

OUR 2025 GOALS





M-EXTEND GROUP

ALL COMMITTED TO THE CLIMATE

In 2025, M-extend strengthened its employees' awareness of climate-related issues. Focus on four concrete actions.



M-EXTEND FRANCE

MANAGERS AND PLANETARY BOUNDARIES

By the end of 2024, half of the managers at M-extend France (40 people) had already been made aware of planetary boundaries and the challenges of business resilience. On 16 May 2025, this initiative was extended to all managers. The objectives: to better anticipate environmental risks, to integrate sustainability issues into strategic decision-making, and to explore practical levers such as reuse, repair, or extending product lifespan.

M-EXTEND FRANCE

FROM AWARENESS TO ACTION

In spring 2025, 31 employees took part in Climate Challenges, a collective programme looking at responsible digital practices and sustainable food, with the Dirigeants Responsables de Nantes Atlantique association (a regional association of responsible business leaders). The programme: five mini-challenges, a conference, a practical workshop and an escape game, all designed to explore concrete solutions and reduce our day-to-day environmental footprint.

M-EXTEND FRANCE

TOWARDS A SHARED CLIMATE CULTURE

A [Climate Fresk® marathon](#) was organised at the Acigné site on 21 September and 1–2 October, and at the Loudun site on 3 October. A total of 67 Fresk workshops were held, involving 413 employees. With these new sessions, all 650 M-extend France employees have now received climate awareness training! These workshops, both enjoyable and educational, enabled participants to explore the causes and consequences of climate change, and encouraged dialogue and exchange between different professions. The sessions were led by 15 in-house workshop facilitators, who were trained in advance.

TESTIMONIAL

"A real wake-up call! I became aware of the urgency, but above all of the many levers for action within our reach."

Vincent Gallais, continuous improvement manager in Acigné.

M-EXTEND INDIA

A SEMINAR UNDER THE BANNER OF CHANGE

At the end of 2025, during a seminar dedicated to change, the management committee of M-extend India took part in [The Week](#), a shared experience in three phases. Over the course of a week, the sessions combined documentary viewings with group discussions, allowing participants to take a look back at environmental crises, understand their root causes, and identify possible courses of action.

TESTIMONIALS

"The Week was a powerful experience, marked by meaningful discussions and a genuine collective awareness of environmental challenges. I feel fortunate to be part of a committed company that drives us to implement concrete, purposeful actions."

Alizée Kaushik, Head of the Design and Industrialization Office, Pune.



"It's frightening to think that the next generation could be deprived of its basic needs. Avoid plastic, switch to glass, use less paper, choose renewable energy sources... We must act now to leave a better legacy for young people! "

Ankur Jakhmola, Export Sales Manager, Pune.



M-EXTEND FRANCE

LOW-IMPACT MOBILITY AS A DRIVER OF TRANSITION

Since 2018, the company has been actively encouraging low-impact mobility in order to mitigate the environmental impact of its employees' commuting activity. In 2025, M-extend France continued to build on this approach by providing employees with access to the Blablacar Daily platform. This carpooling solution simplifies the organisation of journeys and helps to reduce CO₂ emissions. Today, almost 20% of employees carpool on a regular basis. Another new initiative is a guaranteed get-me-home service for cyclists, available in the event of a puncture or emergency. To date, 24 employees have signed up for it. Furthermore, during the three cycle repair workshops organised in November 2025 with L'Atelier Up'Cycle, 30 bicycles were refurbished and returned to working order.



These events were very well received by employees, as illustrated by the feedback from **Nathalie Perrot** of the Acigné procurement team:

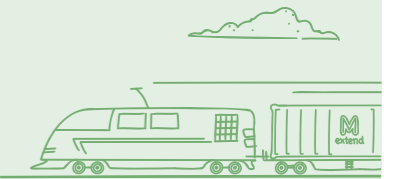


"It's a really good initiative. The service provider was efficient and quick, and identified several problems with my bike. I accepted their repair quote as the price seemed fair to me". Finally, with regard to company cars, the decision has been made to electrify 100% of the fleet by the end of 2028. The place of manufacture of the vehicles is becoming a selection criterion, and must be European.

AND ALSO...

M-EXTEND FRANCE

After two years of studies, the rail freight project has become a reality: since January 2025, our products have been transported by train from Cesson-Sévigné to Lille and Lyon; 50 tonnes of CO₂e have thus been saved, with 84% of orders delivered as quickly as by road.



M-EXTEND DO BRASIL

A STRATEGIC PARTNERSHIP WITH IN NATURA

Since 2017, M-extend do Brasil has relied on the expertise of [In Natura](#), an environmental consultancy firm, to ensure that its operations comply with Brazil's particularly complex regulatory framework. In 2025, we decided to take this commitment further, still working alongside In Natura: conducting audits, and defining and monitoring action plans through an environmental management platform that incorporates performance indicators. Internally, the initiative is led by **Daniel Czornei**, Quality Coordinator responsible for safety and environmental matters, with the support of **Ricardo Baena**, our Industrial Director.

Topics addressed in 2025 include the solid waste management plan, a redesign of the waste disposal process, analysis of the chemicals used in the factory, development of the self-monitoring programme for atmospheric emissions, and renewal of our environmental operating licence.

One example of an initiative implemented this year is the elimination of plastic cups for water and coffee, replaced by personalised insulated bottles and durable cups. The result: 6,000 plastic cups saved per month!



INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Scope 2 emissions (t CO2e)	/	/	/	/	/	in progress	/	/	/
Scope 2 emissions (t CO2e)	/	/	/	/	/	in progress	/	/	/
Scope 1 and 2 emissions (t CO2e)	/	/	/	3,313	3,010	in progress	/	/	/
Scope 1 and 2 emissions (kg CO2e/T412 system equivalent)	/	/	/	509	599	in progress	/	/	/
Scope 3 emissions, excluding use of products (t CO2e)	/	/	/	51,771	39,027	in progress	/	/	/
Scope 1, 2 and 3 emissions (t CO2e)	/	/	/	368,256	283,029	in progress	/	/	/
Scope 1, 2 and 3 emissions (kg CO2e/T412 system equivalent)	/	/	/	56,585	56,324	in progress	/	/	/
Gas (MWh)	210	210	290	11,260	9,810	8,750	0	0	0
Gas consumption per loader (kWh)	245	244	232	1,210	1,319	1,188	0	0	0
Renewable fuel (MWh)	/	/	/	0	0	0	/	/	/
Electricity (MWh)	560	619	840	7,110	6,510	6,730	1,040	934	1,120
Non-renewable electricity in MWh	/	/	/	/	/	6245	/	/	/
Renewable electricity in MWh	/	/	/	/	/	485	/	/	/
Self-generated electricity in MWh	0	0	0	0	0	0	0	0	0
Electricity consumption per loader (kWh)	820	720	667	764	876	767	345 ^a	475 ^a	415 ^a
Energy consumption per loader (kWh)	1,130	964	899	1,974	2,195	1,955	345 ^a	475 ^a	415 ^a
Steel scrap (recycled or reused) (t)	226	333	413	3,338	3,010	3,806	823	682	791
Steel scrap per loader (kg)	333	387	330	359	405	434	438	347	293
Steel scrap reused in our products (%)	0	0	0	15%	17%	12%	0	0	0
Non-hazardous waste (t)	/	/	433	3,625	3,286	4,082	833	691	805
Non-hazardous waste, excluding steel (t)	52 ^b	12 ^b	20 ^b	287	276	276	10	9	14
Non-hazardous waste, excluding steel, per loader (kg)	/	/	/	31	37	31	31	5	5
Tonnage of hazardous waste (t)	28	24	41	77	62	65	6	6	21
Hazardous waste per loader (kg)	51	28	33	8	8	7	/	/	/
Recovered non-steel waste (material or energy) (t or %)	/	/	20	100% ^c	100% ^c	100% ^c	/	/	/
Water consumption (m3)	824	746	1,083	2,923 ^c	3,313 ^c	3,530 ^c	609 ^d	460 ^d	810 ^d
Quantity of water withdrawn (m3)	/	/	/	0	0	0	/	/	/
Quantity of water withdrawn from sites located in areas of high water stress (m3)	/	/	/	0	0	0	/	/	/
Number of regular or occasional remote workers	0	0	0	137	108	136	22	42	45

^aLoader equivalent = global turnover/sales price of one 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).

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

^cData for the Acigné site.

^dDrinking 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

no. 18 - Have no serious workplace accidents (leave of absence of more than 3 months)



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

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



no. 9 - Set up a safety committee



no.10 - Accident rate: achieve 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 DO BRASIL

PHYSICAL, MENTAL AND EMOTIONAL WELL-BEING

At the end of August 2025, M-extend do Brasil held, for the fourth consecutive year, a further edition of its now traditional In-house Accident Prevention Week (SIPAT). The aim of SIPAT is to raise awareness of good practices, health and well-being, as well as the importance of preventive actions. After all, prevention is everyone’s responsibility!



THE CHOICES WE MAKE TODAY CAN CHANGE OUR LIVES FOREVER

To open this SIPAT, a conference dedicated to alcohol and driving invited participants to reflect on the real-life impacts of alcohol consumption, and to recognise their individual and collective responsibility in safeguarding life.



Course using goggles that simulate the effects of alcohol.



LOGGING OFF IS FUNDAMENTAL TO SELF-CARE

The second day focused on digital dependence and its associated risks. We are not always aware of how much time we spend in front of screens. Yet their excessive use (for social media, games, etc.) can distance us from the people and moments that truly matter.



EVEN THE STRONGEST OF US NEED A BREAK

Focusing on well-being and emotional balance, the third day highlighted the key role of breaks, leisure activities, social interaction and healthy lifestyle habits (sleep, diet, physical activity) in maintaining good mental health.



SAFETY IS AN ACT OF CARE

The fourth day was dedicated to the proper use of personal protective equipment (PPE) to prevent accidents and safeguard health in the workplace. Safety is not only an obligation, it is also a way of demonstrating care for oneself and for others.



INFORMATION IS ALSO A FORM OF PREVENTION

The week’s activities concluded with a final conference on a subject that remains somewhat taboo: sexually transmitted infections. The speaker emphasised the importance of prevention, information and open dialogue, particularly in supporting adolescents and young people.



M-EXTEND FRANCE

37 MENTAL HEALTH FIRST AIDERS

In France, mental health was designated a National Priority Cause by the Government in 2025. After running two mental health awareness days for 71 M-extend France managers in December 2024, training was offered to employees at our Acigné and Loudun sites in Premier Secours en Santé Mentale (PSSM) - the French equivalent of Mental Health First Aid (MHFA). Four training sessions were held during the second half of the year. A total of 37 people responded and became certified mental health first aiders. Over two days, they learned how to identify signs of psychological distress more effectively and to support someone in difficulty, using the structured French [AÉRER](#) method: Approach, Listen, Reassure, Encourage, Inform. This civic-minded initiative aims to de-stigmatise psychological and mental disorders, to change perceptions, and to strengthen the support available to employees within the company.

[TESTIMONIAL](#)

"Emotional distress is nothing to be ashamed of. Thanks to this training, I've been able to offer colleagues a non-judgemental ear, support, information and practical help. Positive empathy helps to build trust in a constructive and effective way."

Hervé Mignot, Parts & Services Business Development Manager, Acigné.

M-EXTEND FRANCE

SAFETY CULTURE TAKES ROOT IN LOUDUN

Since 2023, the Loudun site has been implementing a progressive approach to fortifying its health and safety culture. The year 2025 marks a key milestone, with the reinforcement of systematic analyses of accidents, medical treatments and near misses, all in a spirit of continuous improvement. After all production managers were trained in the 3E model in 2024, team leaders were trained in 2025. This model demands exemplary behaviour, active engagement, and high expectations. Finally, suitably trained managers introduced safety dialogues in the second half of the year. These safety dialogues ensure that each employee benefits from at least one individual discussion about prevention every year, thereby making safety an integral part of everyday operations, on an equal footing with production. This cultural shift is driven by the strong commitment of both senior management and local leadership. In 2026, the site will continue this momentum with the roll-out of the "Vigilance Attitude" approach, which encourages cooperation and shared vigilance, particularly in potentially risky situations.



Safety dialogue at the Loudun site.

[TESTIMONIAL](#)

"Being present in the field and systematically addressing safety issues during weekly meetings helps maintain a consistently high level of vigilance. Safety dialogues lead to concrete actions and encourage everyone to pay attention both to their own safety and to that of their colleagues."



Sébastien Poirier,
Team Leader, Loudun.



THERE'S MORE...

M-EXTEND DO BRASIL

A dedicated walkway has been created in the workshops to ensure the safe movement of employees and visitors. Additional measures have also been implemented to improve safety when handling equipment around the plasma cutting machine and in the battery charging area. Finally, the offices have been soundproofed to enhance employee comfort.

M-EXTEND FRANCE

In March 2025, our occupational health nurse arranged for the 'CEM'on bus' to visit the Acigné site. This medical unit travels to companies to offer employees a preventive health check, consisting of a 45-minute consultation with a healthcare professional. A total of 48 members of staff took advantage of this opportunity. Then, in June, a workshop on the prevention of addictive behaviours, led by a team from [Addictions France](#), was attended by 102 employees.

INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of deaths due to work-related injuries and work-related health issues	0	0	0	0	0	0	0	0	0
Frequency of accidents with and without lost time (employees and temporary workers)	9 ^a	18 ^a	12 ^a	36	22.1	30.5	/	36	18
Severity rate for employees	0.07	0.35	0.73	0.55	0.5	0.33	0	0.03	0.23
Number of occupational diseases identified during the year	0	0	0	4	9	6	0	0	0
Number of hours of mandatory safety training provided	616	880	1,052	4,475	4,492	7,379	/	/	/
Number of hours of non-mandatory safety training provided	350	588	48	1,123	1,743	2,779	600	350	762

^a: Frequency of accidents with lost time (employees and temporary workers)



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 their 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 well-being for our employees.

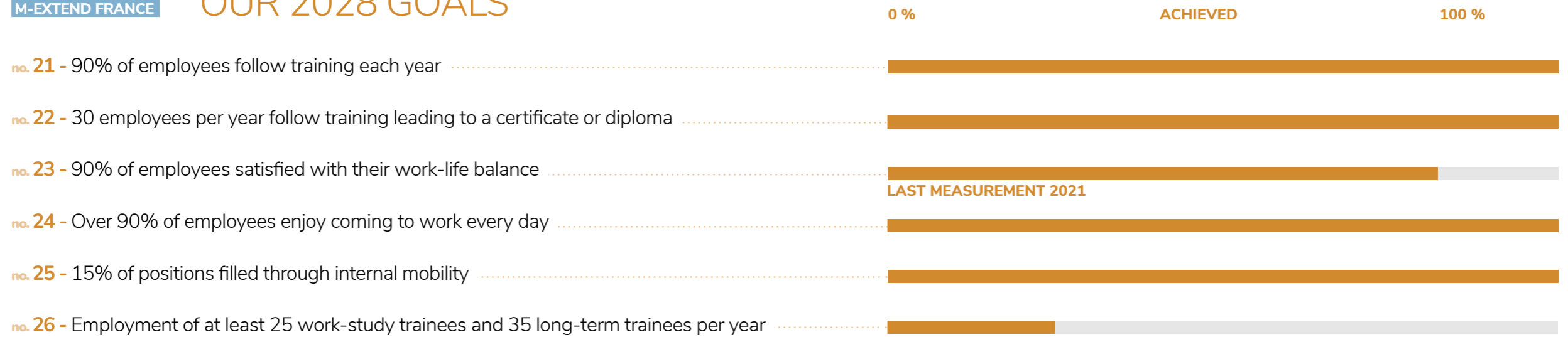


Promote human development



M-EXTEND FRANCE

OUR 2028 GOALS



M-EXTEND INDIA

OUR 2025 GOALS



M-EXTEND GROUP

DEPLOY AI RESPONSIBLY AND PROGRESSIVELY

In response to the rapid development of artificial intelligence (AI), M-extend has adopted a phased and carefully managed approach. This is based on a clear principle: AI is intended to assist and support teams, particularly with repetitive tasks, enabling them to focus on activities with higher added value. This approach is fully aligned with the group's CSR strategy, helping to improve working conditions, support employee skills development and strengthen process reliability.

IADELAJOIE, CLOSELY ALIGNED WITH BUSINESS PRACTICES

To give structure to this initiative, M-extend launched IAdelajoie in November 2024 - an in-house community dedicated to the uses of AI. Comprising 11 volunteer representatives from various departments, the group plays a key role in identifying use cases, sharing best practices and supporting teams as closely as possible to their operations. Its members have been trained and are supported by [MaestrIA Innovation](#), a consultancy specialising in transformation through AI. In 2025, this initiative led to the identification of around 40 AI projects and the exploratory deployment of about twenty Copilot licences. An AI usage charter was also shared with all employees in July, in order to establish a common framework.

AN AI DESIGNED WITH MODERATION IN MIND

AI initiatives are managed via governance structures that enable projects to be prioritised in accordance with several criteria: feasibility, added value, return on investment, but also the energy demands involved. The Group has a deliberately adopted a measured approach to AI. Aware of the environmental impacts of AI, and the related challenges, it favours targeted applications that address genuine needs, while paying close attention to the energy consumption of its solutions. Applications are also being explored to address CSR issues, particularly in the area of energy optimisation.

AN ANTICIPATED REGULATORY FRAMEWORK

Finally, M-extend is anticipating changes to the regulatory framework, in particular the European Artificial Intelligence Act (AI Act) and the requirements relating to data protection. Considerable attention is being paid to GDPR* governance and the choice of predominantly European solutions, despite a context of partial reliance on international solutions, particularly American ones, such as tools within the Microsoft environment. Balancing technological opportunities with responsibility requirements, M-extend is developing a pathway for the use of AI that is pragmatic, controlled and sustainable.

* General Data Protection Regulation.



M-extend and MaestrIA Innovation testimonial on the uses of AI.



M-EXTEND GROUP

PROFESSIONAL MOBILITY: A NEW CAREERS COMMITTEE

At the end of 2022, a Skills Development and Career Pathways unit was created within the HR department. Its objectives? To help employees develop their skills, to strengthen mobility support mechanisms (whether internal or external), and to improve forward-looking skills management. **Adeline Meynier**, who leads this activity, has structured its organisation and the various systems introduced to support career mobility:

- information and guidance initiatives, for example, meetings dedicated to the Personal Training Account or the Occupational Risk Prevention Account;
- HR drop-in sessions to answer employees' questions;
- individual meetings with the in-house social support adviser;
- facilitated access to internal or external training programmes;
- support for Career Transition projects and longer-term training courses;
- job board, personality assessments, job shadowing opportunities, and interviews to promote internal mobility.

To complement these schemes, a careers committee was established in early 2025. Comprising 12 business managers, it meets four times a year to review the development opportunities available to employees wishing to progress, ensuring alignment with the company's overall strategy and needs. What value does this committee offer? Cross-disciplinary discussions that help resolve situations requiring broader solutions; therefore, not all requests for internal progression will require assessment by the committee.



Information meeting on the Personal Training Account.

TESTIMONIAL

"The Group's internal mobility policy offers real opportunities for career development. The process requires commitment and preparation, but I received excellent support throughout from the Skills Development section, which enabled me to approach the interviews and my new position with confidence. Today, after several months in my new role, I have no regrets about my decision:

the team is dynamic and the work is really rewarding!"

Romuald Fontaine, former Production Cell Supervisor, now Series-Life Methods and Continuous Improvement Manager, Acigné.

M-EXTEND FRANCE

A RECORD-BREAKING TRAINING YEAR

613
employees trained

or **100%**
of the workforce

€298,000
budget*



THE MAIN TRAINING TOPICS

Safety: Vigilance Attitude, Mental Health First Aid (PSSM).

Environmental awareness: Climate Fresk®, planetary boundaries.

Management: programme for leaders and day-to-day performance management.

Business expertise: welding, pull-flow organisation (where customer requests trigger production), hydraulics, office IT skills, languages.

* Of which a third financed by the OPCO and the CPFs.
CPF: Personal Training account; OPCO: Skills Operator.



M-EXTEND DO BRASIL

TRAINING TEAM LEADERS

M-extend do Brasil has implemented a comprehensive training programme for team leaders and supervisors, covering a range of topics including IT, communications and time management. This programme, totalling 315 hours of training and scheduled for completion in 2026, is being undertaken by five employees from different sectors (production, warehouse, shipping).

TESTIMONIALS



"This training has enabled me to develop my IT skills, which were previously a weak point for me, and I believe it will also help me fulfil my supervisory responsibilities with much greater confidence."

Anderson Vitorino, Assembly Supervisor, Curitiba.



"I have learned to plan my time more effectively, to be better organised and to lead my team more efficiently."

Marcos Mudrik, Production Supervisor, Curitiba.



ALSO IN 2025

M-EXTEND INDIA

Implementation of menstrual remote working.

M-EXTEND FRANCE

- A "Top Manager" reference framework was developed collaboratively by a group of volunteer employees. In 2026, it will be presented to all new managers and will serve as a self-assessment tool.
- Towards a disability inclusion policy: audit of current practices, working sessions with volunteer employees, and drafting of an action plan in partnership with Agefiph*. Actions planned for 2026

will focus on communication, recruitment, integration, training, working conditions, and the management of employees with disabilities.

* Association for the Management of Funds for the Professional Integration of Disabled People (France).





INDICATORS

	M-EXTEND DO BRASIL			M-EXTEND FRANCE			M-EXTEND INDIA		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Contract workforce as at 31/12	78	93	99	665	617	607	/	/	260
Total workforce (including temporary workers)	78	94	99	754	672	673	329	274	403
Permanent workforce (as at 31/12)	/	/	/	640	604	591	/	/	/
Fixed-term workforce (including apprentices - as at 31/12)	/	/	/	25	13	16	/	/	/
Temporary workforce (annual average)	/	/	/	86	39	66	/	/	/
Net job creation (fixed-term and permanent)	-8	-5	5	-6	-36	-15	88	-55	129
Temporary workers in production	0%	0%	0%	18%	10%	16%	55% ^a	47% ^a	78% ^{at}
Rate of access to training (including mandatory training)	94%	100%	100%	88%	95%	100%	41%	39%	100%
Number of employees trained	78	93	99	585	587	612	136	109	403
Employees having attended at least one training course in the last three years (excluding mandatory training)	100%	100%	100%	97%	99%	100%	/	/	100%
Number of apprenticeship contracts and retraining placements	4	4	3	16	11	13	0	0	1
Percentage of all employees covered by collective agreements	/	/	/	/	/	100%	/	/	/
Employees receiving pay equal to or higher than the applicable minimum wage, as established directly by national minimum wage legislation or by a collective bargaining agreement.	/	/	/	/	/	100%	/	/	/
Percentage pay gap between female and male employees of the company	/	/	/	/	/	0.3%	/	/	/
Female/male ratio at senior management level (Executive Committee)	/	/	/	/	/	23%	/	/	/
Gender diversity ratio in the governance body (Supervisory Board)	50%	50%	50%	50%	50%	50%	50%	50%	50%
Proportion of clerical/support staff covered by collective agreements	/	/	/	/	/	1	/	/	/
Staff turnover rate	/	/	/	/	8.4%	8.5%	/	/	/
Employment rate of people with disabilities	/	/	/	3.7%	5.6%	5.9%	/	/	0.2%
Gender equality index	/	/	/	93%	94%	93%	/	/	/
Percentage of women in the workforce	5%	10%	10%	13%	13%	13%	2%	5%	3%
Number of trainees	0	1	2	36	45	42	0	1	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 exchanges between the designer, author, and customer through the use of a shared file in order to limit data transit (1 MB sent by email = 19 g CO₂[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.



PRODUCTION

Produced by a team committed to and trained in eco-design (by [Agir pour la transition écologique/ADEME](#)): ecografik.fr, using [electricity guaranteed 100% renewable](#) and [VertVolt-certified](#)



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 cropping and processing of photographs, and external links for enriched content, have all helped to reduce the document's size.

- 2023 CSR report / 38 pages: 2.3 MB / 43.7g CO₂e

- 2024 CSR report / 35 pages: 2.3 MB / 43.7g CO₂e

- 2025 CSR report / 36 pages: 2.5 MB / 47.5g CO₂e



USE

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.

More information is on this 626 KB pdf: [Ademe: The hidden face of digital technology](#)



Making handling work
easier for farmers



ManuRob

