



Sustainability report



A family legacy of responsibility

**/// BRAVILOR
/// BONAMAT**

FOREWORD

A family legacy of responsibility

As the fourth generation continuing the Bravilor Bonamat legacy, we are proud to carry forward a heritage built on entrepreneurship, craftsmanship, and responsibility.

What began as a small family business has grown into an international company, yet our foundation remains unchanged: a strong focus on people, quality, and long-term value.

For us, continuing this legacy is not only about preserving the past, it is about shaping the future. With family being deeply enrooted in our culture, it is our mission to ensure that not only our company, but also our planet, is fit to sustain our great-grandchildren.

We see it as our purpose to create value that reaches far beyond ourselves: for the employees whose passion and craftsmanship shape every day; for the

customers who welcome us into their coffee moments; for the partners who grow and succeed alongside us; for the communities we are proud to be part of; and for the planet that sustains us all.

With this report, we reaffirm our commitment to act with integrity, to grow sustainably, and to keep creating meaningful value for generations to come.

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BRAVILOR BONAMAT

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BRAVILOR BONAMAT

Our vision on sustainability

We believe every cup of coffee should carry a promise of excellence and care, for the people who enjoy it and for the planet that makes it possible.

Our core values are the heart of this promise: quality that lasts, togetherness that unites us, dedication that keeps us moving, and innovation that helps us imagine new possibilities.

Our ambition is to ensure that future generations inherit a world that is healthy, resilient, and thriving. Rooted in our family heritage, we are guided by a long-term perspective that looks beyond immediate gains and focuses on enduring impact. We recognise that manufacturing, whether with virgin or recycled materials, will always leave an environmental footprint. Rather than view this as a constraint,

we regard it as a call to action. This recognition strengthens our determination to continuously minimise our impact, to refine and innovate our processes, and to steward resources responsibly, all while upholding the quality and reliability that define our company.

As part of this commitment, we aim to cut our CO₂ emissions by half by 2030 and to reach full carbon neutrality by 2050.

For us, sustainability is not a fixed destination, but an ongoing journey of awareness, innovation, and improvement. By producing responsibly and respecting both people and planet, we aim to help build a future where everyone can flourish.



Acknowledging our impact drives us to reduce it daily, by improving processes, using resources wisely, and upholding quality.

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Sustainable development goals

Through our activities, we contribute to the United Nations' Sustainable Development Goals (SDGs). These 17 goals serve as a blueprint for achieving a better and more sustainable future for everyone. They address critical global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice.

At Bravilor Bonamat, we support all 17 SDGs. However, the following goals align most closely with our sustainability strategy and guide our efforts toward meaningful impact.

OUR CORE SDG COMMITMENTS



Ensure availability and sustainable management of water and sanitation for all.



Ensure access to affordable, reliable, sustainable and modern energy for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.

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Product & design

Innovation center - Heerhugowaard



At Bravilor,
sustainability
begins with design.

Every choice we make, from materials to modular construction, is guided by durability, efficiency and circular thinking. By creating machines that are built to last, easy to repair and ready to be recycled, we reduce our footprint while delivering the quality and reliability our customers count on.

INTERVIEW



Eric-Jan Radstake
CTO

Smart design for lasting impact

At Bravor, sustainability is not a side note, but a compass for product development. CTO Eric-Jan talks about how he connects innovation and circularity to real customer value. He explains choices in materials, smart software, and a new data-driven way of working that makes coffee experience, maintenance, and logistics both more efficient and greener.

Sustainability is not a checkbox, it's embedded in every design choice, creating value for both customers and the planet.

How is sustainability embedded in your product and technology vision?

Eric-Jan: "We see sustainability as one of the pillars of innovation, alongside manufacturability, safety, and marketability. That means: using energy efficiently, designing for long life cycles, selecting materials that can be separated and recycled, and checking early on what this delivers in practice. It's not an extra checkbox but part of our overall strategy."

How do you combine innovation and sustainability so that it also creates value for customers?

"The strength lies in the double win. Through smarter use of materials, like better-separable plastics and durable metals such as steel, and through software functions that reduce downtime, you lower costs and environmental impact. If a machine is easier to maintain, parts can be replaced faster, and energy can be used more wisely during idle times, customers earn back what they invest. That makes sustainability a must-have."



How does your technological innovation translate into sustainability for customers?

"First: the brewing process and taste. For years we've focused on getting the most flavor out of the least amount of coffee saving raw materials and water without losing quality. At the same time, we realize that water scarcity is one of the biggest global challenges of this century. The more efficiently we can use water in brewing and cleaning cycles, the more impact we can have. Every drop saved matters, not just for our customers' efficiency, but for the planet as a whole. Beyond that, connectivity helps: machine data shows when maintenance is really needed, which ingredients are running out where and when, and how to avoid unnecessary service trips. Fewer wasted visits, less fuel, less waste. Sustainable and economically sound."

How do you encourage your team to integrate sustainability into every design from the start?

"We are working on 'Sustainability by

Design.' It starts with clear requirements, including a CO₂ passport for each product. By calculating in advance, you push yourself to find alternatives if the score is too high. We also emphasize that sustainable design creates value, for us and for our customers. That prevents it from feeling like 'extra work' and helps teams choose solutions that balance performance, price, and impact."

Which technology or trend do you see as a game changer in the coming years?

"IoT and AI, together. Devices that share data and systems that learn from it. This makes planning, service, and inventory management far more efficient. In the past, large teams were needed to analyze data; now AI can find patterns faster and turn them into actions. In parallel, we are following material innovations, like plastics that are easier to separate or designed to break down under certain conditions. These will bring real progress."

What is your vision for the future of product development?

"It will become holistic. Mechanics, electronics, software, and data will merge into one ecosystem around coffee. The machine remains the core, but a digital layer will control maintenance, cleaning, ingredient flow, and the user experience. That also changes the role of engineers: tomorrow's specialists will know about materials, software, and IoT. Teams will work more cross-disciplinary and look at the whole chain: from design and packaging to use and end-of-life. We must remain realistic. Sometimes safety or food regulations clash with the ideal material choice. It is about finding the best balance: honest, down-to-earth, and smart. With that mindset, we not only deliver great coffee but also machines and services with a smaller footprint. And that is exactly what Bravor stands for."

BRAVILOR BONAMAT

Product & design

At Bravilor, sustainability starts with every idea we put on paper. We design our machines with a focus on durability, energy efficiency, circularity, and material responsibility, because we want them to serve people for many years while caring for the planet.

This way, every product is built to last while leaving as little footprint as possible throughout its journey.



Stainless steel

Stainless steel is highly recyclable and extremely durable, making it a cornerstone of our machine construction. On average, more than **88% of the stainless steel we use comes from recycled sources**, giving used materials a second life (batch composition may vary).



In-house injection moulding

By producing high-quality plastic components in-house, we maintain strict control over materials, processes, and quality. This means **durable parts, less waste, and fewer transport movements** along the way.



High material recyclability

Our machines are designed for end-of-life recovery, with up to **95% of materials ready for a new purpose** (based on the Bolero 43 model).



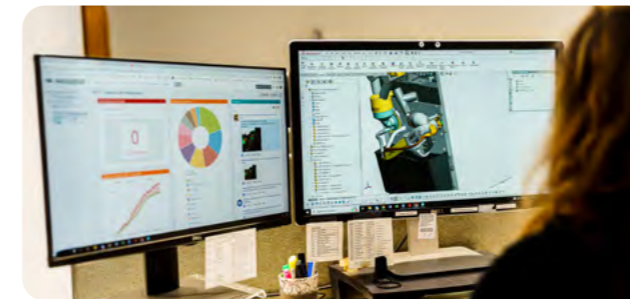
European sourcing

We prioritize **local sourcing to reduce transport emissions**. More than 85% of the components in the Bolero 43 are produced in Europe, supporting nearby suppliers and keeping our chain short and strong.

Circular design principles

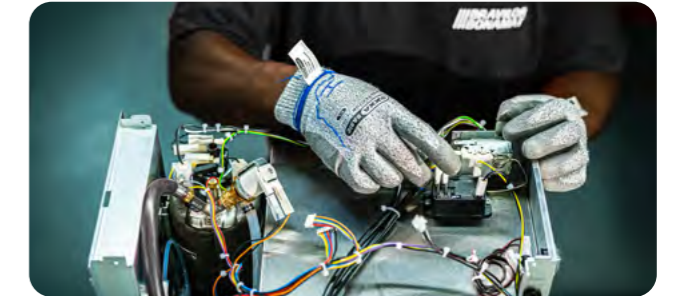
Circularity is at the core of our design philosophy. From the earliest concept stages, our engineers work to ensure that products are:

Modular in design



Modular in design, making it possible to replace critical components individually instead of entire systems.

Easy to repair



Easy to repair and refurbish, so they serve our customers longer and reduce unnecessary waste.

Built with recyclability



Built with recyclability in mind, so materials can be separated and given new life when the time comes.

Built for circularity

Understanding what a machine is made of is an important part of designing for responsible end-of-life management.

This breakdown of the Bolero 43 shows the materials that make up the machine and illustrates how much of each material can be recycled once it reaches the end of its service life. These insights inform our design choices for future developments and help us work steadily toward full circularity.

A machine's future begins with the choices we make in its materials.



Bolero 43

Type of material	Material	Percentage of machine	Recyclable	Recyclability specification	Recyclability factor	% of machine is recyclable
Metal	Brass	0,53%	Yes	Widely Recycled	100%	0,53%
	Copper	0,14%	Yes	Widely Recycled	100%	0,14%
	Stainless steel	28,43%	Yes	Widely Recycled	100%	28,43%
	Stainless steel galvanised	0,50%	Yes	Widely Recycled	100%	0,50%
	Sendzimir	4,59%	Yes	Widely Recycled	100%	4,59%
	Steel (SAE1070)	0,02%	Yes	Widely Recycled	100%	0,02%
Plastic	ABS (Acrylonitrile Butadiene Styrene)	7,75%	Yes	Widely Recycled	100%	7,75%
	ABS chrome plated	0,01%	No	Not recyclable	0%	0,00%
	PEX (Polyethylene Cross-linked)	0,31%	No	Not recyclable	0%	0,00%
	HDP-VL (Polyethylene, High-density)	1,23%	Yes	Widely Recycled	100%	1,23%
	LDPE (Polyethylene, Low-density)	0,01%	Yes	Widely Recycled	100%	0,01%
	HPE (Polyethylene, Ultra-High Molecular Weight)	0,04%	Yes	Widely Recycled	100%	0,04%
	PP (Polypropylene)	1,15%	Yes	Widely Recycled	100%	1,15%
	Mylar (Polyester, BoPET)	0,01%	Yes	Specialized recycling possible	100%	0,01%
	PA (Polyamide)	0,51%	Yes	Specialized recycling possible	100%	0,51%
	PA-6 (Polyamide 6)	0,01%	Yes	Specialized recycling possible	100%	0,01%
	PA-66 (Polyamide 66)	0,19%	Yes	Specialized recycling possible	100%	0,19%
	PA-757 (Polyamide 757)	0,38%	Yes	Specialized recycling possible	100%	0,38%
	PPA (Polyphthalamide, High-performance polyamide)	0,76%	Yes	Specialized recycling possible	100%	0,76%
	PC (Polycarbonate)	0,14%	Yes	Specialized recycling possible	100%	0,14%
	PC-ABS (Blend PC + ABS)	5,13%	Yes	Specialized recycling possible	100%	5,13%
	PCTG (Glycol-modified polyester)	5,23%	Yes	Specialized recycling possible	100%	5,23%
	PMMA (Polymethyl Methacrylate, Acrylic)	1,73%	Yes	Specialized recycling possible	100%	1,73%
	POM (Polyoxymethylene, Acetal)	5,89%	Yes	Specialized recycling possible	100%	5,89%
	PPE (Polyphenylene Ether)	0,42%	Yes	Specialized recycling possible	100%	0,42%
	PVC (Polyvinyl Chloride)	0,00%	Yes	Specialized recycling possible	100%	0,00%
TPE (Thermoplastic Elastomer)	1,21%	Yes	Specialized recycling possible	100%	1,21%	
TPU (Thermoplastic Polyurethane)	0,15%	Yes	Specialized recycling possible	100%	0,15%	
Synthetic rubber	EPDM	0,01%	No	Not recyclable	0%	0,00%
	VMQ	2,12%	No	Not recyclable	0%	0,00%
Paper/cardboard	Cardboard	20,86%	Yes	Widely Recycled	100%	20,86%
	Paper	1,14%	Yes	Widely Recycled	100%	1,14%
Electronic components	Cable assembly	2,29%	Yes	Specialized recycling possible	70%	1,61%
	Electromechanical assembly	4,91%	Yes	Specialized recycling possible	90%	4,42%
	Electronical assembly	2,19%	Yes	Specialized recycling possible	50%	1,10%
Others	PET-VOID label	0,0005%	No	Not recyclable	0%	0,00%
Total		100,00%				95,29%

Durability & lifespan

Our machines are carefully engineered to deliver long-term reliability, reducing the need for frequent replacements.

By building to last, we use fewer raw materials, less energy, and fewer resources, while giving our customers the peace of mind that comes with dependable quality.

We believe durability is one of the most effective sustainability strategies.



Energy optimization is always front of mind when we design

Insulated boilers



Our coffee machine boilers are insulated with high-quality HDP material, helping to keep the warmth inside and avoid unnecessary reheating cycles.

Smart standby modes



Machines feature intelligent standby settings that automatically keep energy use as low as possible whenever the machine is not in use.

Continuous improvement



We are committed to ongoing innovation so every new generation of products becomes even more energy-efficient than the last.

Water consumption

We recognize water as a scarce resource and are committed to optimizing water usage in all our coffee machines. That's why our engineers work every day on smart, water-saving technologies, making sure every cup of coffee is enjoyed with as little impact as possible.

Water management

With water scarcity becoming a global concern, we aim to minimize consumption wherever possible. Our production process itself requires very limited amounts of water, but extensive testing in our machine development processes does. That's why we continually look for ways to optimize these tests and reduce water usage. We have also introduced water-saving fixtures, treatment systems that allow reuse, and low-flow toilets at our Heerhugowaard site.

Together, these measures reduced our water consumption by 37% in 2024.

Water consumption Bravilor factories	2023	2024
Water usage NL factory in m3	2.420	1.158
Water usage PL factory in m3	843	893
Total m ³	3.263	2.051
Total CO ₂ in kg	1.465	990

These results show that even small improvements add up, proving that our efforts in saving and reusing water really make a difference.



LCA

Lifecycle assessment

Measuring and understanding product impact helps us make meaningful change:

Bolero 1

In 2024, we completed our first full LCA for the Bolero 1 machine, giving us valuable insights into its carbon footprint and overall environmental performance.

Impact step by step

By 2030, we aim to have full lifecycle insights across our entire product portfolio, so we can make even more targeted improvements in design, sourcing, and manufacturing to keep reducing our impact step by step.

Full lifecycle insight by 2030 to reduce our impact.

LIFECYCLE ASSESSMENT

Bolero 11

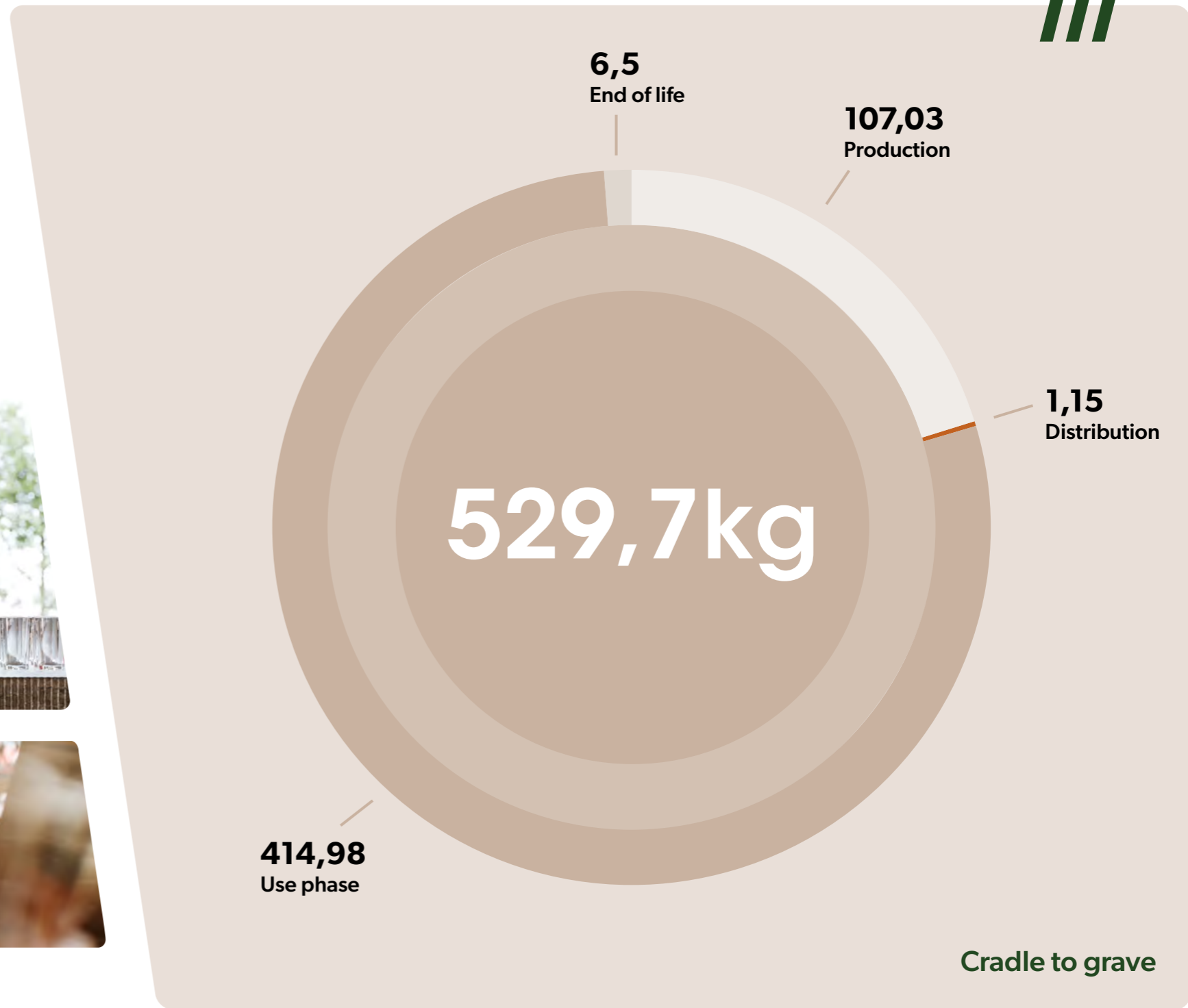
carbon footprint



- Use Phase
- Distribution
- End of life
- Production

First LCA

This analysis has provided key insights to focus our future sustainability efforts on reducing the environmental footprint of these components. We are expanding these efforts to our whole assortment.



BRAVILOR BONAMAT

Production & craftsmanship

Metal shop - Heerhugowaard



Where every detail matters.

In our own production facilities, innovation, quality and sustainability go hand in hand. By keeping manufacturing close to home, we maintain full control over materials, processes and working conditions. This allows us to improve step by step, reduce our impact and deliver machines that reflect true craftsmanship and care.

INTERVIEW



Esther Vooren
Facility Manager

Shaping change through everyday choices

Sustainability comes to life on the work floor when it is made visible through processes, choices, and behavior. As Facility Manager, Esther oversees maintenance, buildings, and installations for Bravilor and Geerts. Esther explains how regulations, technology, and smart partnerships intersect, and how small, consistent choices can grow into real impact.

Small, consistent choices, from packaging to energy use. Can grow into real impact across the whole company.

How would you describe your personal view on sustainability?

Esther: “For me, sustainability comes from both personal drive and professional responsibility. I manage everything related to buildings, sites, machines, and building installations. That means dealing with environmental authorities, mandatory energy-saving measures, and phasing out single-use plastics. My job is to make policy tangible: from the right waste bins to clear communication.”

How do you use energy and technology to advance sustainability?

“Whenever something needs replacing, we look for the most efficient option. New compressors deliver residual heat that we use to support heating in winter; in summer the heat is vented outside. A new wrapping machine stretches foil further: we went from around 1,2 kilos to 300 grams per pallet. With hundreds of pallets moving each month, this has a huge effect on waste reduction. It’s a sustainable win, and yes, it also pays back quickly in



reduced material use. And we replace air cushion plastic with ‘waffle’ packaging made from our own cardboard waste: less purchasing, less energy, and a solution that customers prefer.”

How do collaborations, such as with GP Groot and charities, contribute to your strategy?

“Hugely. GP Groot regularly tours the factory to help us separate streams better or identify changes at the source. Furniture and equipment we no longer use are given a second life through social organizations. Old IT goes to ICT vanaf Morgen: young people learn to refurbish it for reuse. Procurement works with partners like RM Alkmaar (refurbished sit-stand desks) and Technische Unie (return crates instead of extra boxes). In this way we shift from waste disposal to value retention.”

Looking back, which initiative makes you most proud?

“Our solar installation: 4.600 panels, realized under high time pressure. It was

a major project, but it now covers a large part of our energy needs with renewable electricity. It shows that we can take big, meaningful steps forward when sustainability is a clear priority.”

What personal impact do you want to make with the choices you take now?

“That people will say: ‘Esther made the difference.’ Not only by executing rules, but by building support. I co-wrote our mobility policy (minimum plug-in hybrid, preferably electric) and drive electric myself. For me, leading by example is essential.”

How do you inspire colleagues and partners to move toward sustainability?

“By doing, explaining, and improving together. We recently replaced plastic air cushion packaging with a system that uses shredded cardboard made from our own waste materials. It’s a great step forward, but it also requires a change in how people work. The cardboard packaging

story is harder than plastic air cushions and takes more time and care. That’s why we guide colleagues closely: we show how it works, adjust bins where needed, and collect feedback to make the process smoother. Step by step, people see the results and start taking pride in these improvements.”

What challenges do you foresee for facility management in the coming years?

“The big steps, like switching to LED lighting and installing solar panels, have been taken. The next stage is about behavior and smaller improvements, but also about bigger projects that are harder to realize. “Some sustainable investments require significant effort, but we see them as essential steps toward lasting improvement. Every new initiative brings us closer to our goals, and that continuous progress, step by step, with creativity and persistence. That defines our approach.”



PRODUCTION IMPACT

Manufacturing

At Bravilor, production is more than just assembling coffee machines: it is the place where innovation, quality, and sustainability come together in everything we do.

By designing and manufacturing our products in Europe, we retain full control over quality standards, ethical production, and environmental impact. With our own facilities for plastic injection molding, assembly, and metalworking, we can improve step by step and quickly put sustainable innovations into practice.

By producing in Europe, we ensure quality, ethics, and sustainability in every machine.



Energy use

We continue to take clear steps toward a cleaner energy future. By expanding solar generation and increasing the share of renewable electricity, we are steadily reducing our dependence on fossil sources and strengthening our energy resilience.

Renewable Energy and Solar Parks

In 2023, we took a significant step toward energy independence by commissioning our own on-site solar parks.

| Heerhugowaard, NL: **3.550 solar panels**

| Białystok, PL: **528 solar panels**

| Geerts (sister company): **1.050 solar panels**

Together, these panels generated over 1.4 million kWh of clean energy in 2024

We strongly believe in the green transition, which is why we are committed to fully switching to renewable energy. The installation of our solar panels is an important milestone on this journey.

By 2030 our goal is to run entirely on renewable electricity across the Bravilor group.

In 2024, 78% of the electricity we used already came from renewable sources, and nearly half (48%) of our total energy consumption was covered by renewables.

These numbers show how we are moving in the right direction year after year. Using more renewable energy, generating more of our own, and steadily reducing our dependency on fossil sources.

We are steadily closing in on our goal to run entirely on renewable electricity by 2030.

Energy consumption Bravilor group

	2023	2024
Total electricity consumption (kWh)	2.890.976	3.178.385
Purchased renewable electricity (kWh)	727.199	1.055.966
On-site generated solar energy (kWh)	875.900	1.421.647
% Renewable electricity consumption	55%	78%



GREEN ENERGY

Local energy sourcing

This year, we also launched a program to locally trade and source green energy. That means the surplus solar energy we generate is shared with nearby businesses, while we in turn purchase renewable power from regional producers. This approach shortens supply chains, increases transparency, and gives us the certainty of knowing exactly where our energy comes from.

Electric fleet & charging infrastructure

Cycling is deeply embedded in Dutch culture, and this mindset inspires us to promote low-impact mobility solutions. At our factory in Heerhugowaard, employees use electric cargo bikes for local transport, and we have invested in two fully electric company vans powered directly by our own solar energy.

Additionally, our Heerhugowaard facility is equipped with 16 charging stations, making it easy for employees and visitors to choose electric vehicles and recharge them with renewable energy produced on site.



16 charging stations powered by our own renewable energy.



GREEN ENERGY

Reducing energy consumption

Switching to greener energy sources alone is not enough; reducing overall energy consumption is equally essential.

Over the past year, we launched several initiatives to optimize energy efficiency:

Metal shop optimization:

Reduced machine energy consumption by ~25% through smarter standby settings and frequency controls.

LED lighting:

Installed energy-efficient lighting, saving ~5% electricity annually.

Electric tools:

Replaced six of our most-used pneumatic tools with energy-saving electric alternatives.

Smart heating:

Implemented weather-dependent heating control, reducing energy use by ~10%.

Heat recovery:

Reuse of waste heat has achieved 15–30% savings in heated spaces.

In the years ahead, we will continue insulating our facilities and introducing new heating solutions, helping us move faster toward our ambition of fully carbon-neutral operations.

RECYCLE - REUSE

Waste management

We work closely with various waste processing partners. One of them is GP Groot, located less than 15km away. This keeps transport-related emissions low while making use of GP Groot's advanced recycling and circular technologies.

Recycle
We actively separate waste streams to enable maximum recycling, with dedicated collection points for cardboard, plastics, metals, electronics, and more. As a result: **89% of total factory waste** was recycled in 2024. Recycling scrap metals helped us **avoid more than 500 tons of CO₂** emissions last year. These results show how valuable recycling can be when every material is given a new purpose.

Reuse
While recycling produces significantly lower emissions than incineration, reusing materials is even more sustainable. We see used materials not as waste, but as valuable resources. That's why we have implemented several initiatives to reuse materials and create a more circular flow.

For example, we collect packaging materials from our suppliers and reuse them for shipments between our locations. We also shred and repurpose our own cardboard packaging as filler material for transport. And every pallet that arrives at our facilities is reused. In 2024 alone, 2.538 pallets across our two factories, saving 11,5 tons of CO₂.

Scope 3 emissions in tons of CO ₂	2024
Scope 3.5 Waste	557,5

By reusing what we already have, we avoid waste and keep resources in the loop.



89%
of total factory waste was recycled in 2024.

In 2024 alone, 2.538 pallets across our two factories, saving 11,5 tons of CO₂.



GREATEST IMPACT

Reduce & refuse

At the top of the circular economy ladder are 'reduce' and 'refuse': the greatest impact is achieved by limiting production and consumption and avoiding unnecessary materials.

That's why we work closely with our suppliers to drastically reduce packaging. Together with regional partners, we have agreed to stop using single-use packaging and instead ship goods in reusable crates and boxes that circulate between our companies.

Looking ahead, we are also expanding this approach beyond our regional suppliers, launching a project to further reduce incoming packaging in collaboration with partners across our supply chain.



We're reducing packaging waste by replacing single-use materials with reusable crates and boxes shared between our suppliers.

BRAVILOR BONAMAT

CO₂ emissions

Scope 1 emissions in tons of CO₂

Stationary emissions production sites
Stationary emissions sales offices
Mobile emissions
Total Bravilor Group

2023	2024
297,9	300,2
130,3	113,3
19,4	18,3
447,5	431,8

Scope 2 emissions in tons of CO₂

Purchased electricity production sites
Purchased electricity sales offices
Total Bravilor Group

2023	2024
531,5	282,5
48,0	35,3
579,5	317,9

We track our CO₂ emissions annually for Scope 1 and Scope 2 and are working hard to map out all Scope 3 emissions as well.

We recognize the impact of our operations and are therefore committed to halving our CO₂ emissions by 2030. Our ultimate goal is to achieve full carbon neutrality by 2050. We are making strong progress: in 2024, we reduced CO₂ emissions at our factories by 30% compared to the previous year.



Employee commute

At Bravilor, we actively encourage cycling as a mode of transport, a tradition deeply rooted in Dutch culture. This is not only beneficial for the environment but also for employee health and well-being. In 2024, 37% of our employees in the Netherlands and 29% of our employees worldwide commuted to work by bicycle or on foot. We aim to increase these numbers even further in the coming years.

Employee commute Bravilor group 2024 (based on 351 employees).

Car
Public transport
Motorcycle
Moped
Bicycle
Walking
Total

Quantity	% of employees	CO ₂ emissions in kg
220	63%	227.677
11	3%	8.974
10	3%	2.159
9	2%	1.725
99	28%	0
2	1%	0
351	100%	240.534

BRAVILOR BONAMAT

Logistics & packaging

Tallwrapper 2202-AE

Tallpack

Assembly - Heerhugowaard



Smarter packaging, smaller footprint.

Efficient logistics and smart packaging help us protect both our machines and the planet. By sourcing locally where possible, optimizing transport and choosing recyclable materials, we keep our footprint small while ensuring every product arrives safely to our customers.

INTERVIEW



Arthur Wijker
COO

Embedding sustainability in every operation

As COO, Arthur ensures that sustainability is embedded in every operational decision, from production lines to supplier choices. For him, it is about long-term continuity rather than short-term gains. He shares how Bravilor combines local production, supply chain responsibility, and innovation to balance quality, efficiency, and sustainability.

Running operations sustainably means thinking in generations, not quarters and building systems that last.

How does sustainability fit into your vision of operations?

Arthur: “As a family business, we make decisions with future generations in mind. Continuity matters more to us than short-term profit. That’s why we invest in solutions that are built to last. From robust buildings and durable production tools to recyclable materials and refurbishment: sustainability is part of every decision we make”.

You choose to produce in Europe and keep many processes in-house. What does that mean for sustainability and quality?

“It brings significant benefits. Our new factory in Poland replaced production that used to be in China. That saves transport movements and reduces waste streams. The quality is higher, with much less rejection. Moreover, we can set up local supply chains directly serving our subsidiaries. Of course, producing in Europe can be more costly than producing in China, but this is a price we are willing to pay. China might be



cheaper, but less responsible in terms of environmental and social impact. We made this decision consciously, because responsibility matters more to us than short-term savings. This reduces CO₂ and increases our control over quality.”

How do you balance quality, efficiency, and sustainability in production?

“They actually reinforce each other. From the start we define not only technical requirements but also sustainability requirements. Think of recycled plastics, easily separable materials, and more efficient processes. With our new automated bending robot we can now shift production to daylight hours and run it on solar energy. That lowers energy consumption and boosts efficiency”.

What role does supply chain responsibility play in your business strategy?

“A major one. We increasingly work with European suppliers and consciously select them based on sustainability and

working conditions. Sometimes we end partnerships because processes don’t align with our values. Transparency is essential: suppliers must show how they manage energy, water, and emissions. In transport we also make smarter choices, like shipping directly from Poland to Germany, cutting out unnecessary mileage”.

Looking back, what are you most proud of in how sustainability is integrated into your processes?

“Our intrinsic motivation. We want to do it right, not just tell a nice story. You see that in our recyclability results, in the refurbishment center we’re setting up, and in new systems that drastically reduce energy use. We set the bar high and don’t settle for easy assumptions. That way, we can proudly say: our data holds up”.

Which innovation or change in the sector has inspired you to look further?

“Our biggest motivation comes from within. We want to take responsibility for

society and the climate. Small initiatives often make the biggest impact. One colleague showed we could save tons of plastic just by rethinking pallet wrapping. Improvements like these come from engaged employees. And that is incredibly rewarding”.

Where do you see the biggest opportunities for sustainable growth in operations?

“In material use and extending product life. Giving machines a second or third life, reusing components, and making refurbishment standard: that’s the future. At the same time, customers increasingly ask for proven sustainability. Tenders demand refurbished machines or detailed CO₂ footprints. That pushes the entire chain forward. For us it means continued investment in innovation and transparency. Because only then can you grow sustainably”.



SUSTAINABLE OPERATION

Bravilor Bonamat in the value chain

Understanding our role in the value chain allows us to identify key activities, stakeholders, and suppliers. By evaluating social and environmental criteria, we can amplify our positive impact across the entire chain.



PACKAGING

Less waste, more impact

Packaging is an essential part of our product experience: it ensures that our carefully assembled machines are delivered to customers safely and in perfect condition.

That's why we deliberately choose high-quality materials that not only protect our machines, but are also fully recyclable and have a low environmental footprint. Our cardboard packaging is 100% recyclable and made of more than 90% recycled content, helping us reduce the demand for new raw materials.

Because we ship our machines in large quantities, it is essential to keep them packaged efficiently and securely. With a state-of-the-art packaging machine, we have streamlined the process and reduced secondary packaging materials per pallet by 75%. This investment helps us minimize waste while improving operational efficiency. By making packaging smarter, we protect our machines, our customers, and the environment at the same time.



“
Our cardboard packaging
is 100% recyclable and
consists of more than
90% recycled content.”

TRANSPORT & DISTRIBUTION

Smart logistics

We prioritize sourcing components from within Europe whenever possible, keeping supply chains short and avoiding unnecessary CO₂ emissions. By working closely with our suppliers, we ensure that transport routes are as efficient as possible.

To further reduce the carbon footprint of logistics, we carefully manage truck load optimization, making sure that deliveries to our sales offices and warehouses are always packed to the fullest. This way, we avoid half-empty shipments and limit the environmental impact of transport while maintaining an efficient flow of goods.



Wrapping machine

66
Our new wrapping machine uses 75% less plastic per pallet.

Supply chain responsibility

Sustainability extends beyond our own operations. Achieving meaningful and lasting impact requires collaboration across the entire value chain. While we cannot directly control every step, from raw material sourcing to end-of-life recycling, we embrace our responsibility by actively engaging with partners to encourage and support sustainable practices.

We actively seek to work with suppliers and partners who share our sustainability vision. Transparency, trust, and open communication are at the heart of these relationships. By sharing knowledge and working side by side with stakeholders, we drive innovation, exchange best practices, and build sustainable growth together.

BRAVILOR BONAMAT

Business & impact



Sustainability
is part of every
decision we make.

From setting clear goals and measuring our progress to working transparently with partners and customers, we take responsibility for the impact of our business and strive to create lasting, positive change.

SUSTAINABILITY

Lifecycle thinking

Reliability and quality are at the heart of our company philosophy. At Bravilor, we design and manufacture high-quality, durable machines that our customers can trust for many years.

For us, quality is not just a promise, it is a value we live by. Our products are built to perform, last, and deliver consistent results throughout their lifespan, so our customers know they are investing in technology that remains dependable over time.

Because our machines are built with high-quality materials and engineered for long-term performance, we see enormous potential to extend their lifecycle even further.

Refurbishment is central to this vision. Rather than discarding a machine after only a few years of use, we give it a second life. Restoring its value and reducing the need for new resources. Every refurbished machine is thoroughly cleaned, updated, and fitted with new critical components so it performs as reliably as a brand-new product.

Refurbishment enables us to:

- | Reduce the use of scarce raw materials
- | Minimize waste streams
- | Lower energy consumption
- | Significantly cut CO₂ emissions

Our approach is built on repairability over replaceability. We believe in machines that can be repaired, upgraded, and reused. Extending their value while reducing their impact.

By keeping machines in use longer, we make every cup of coffee a little more sustainable.



SUSTAINABILITY

Compliance & certifications

Since 2010, we have been ISO 14001 certified as part of our continuous improvement journey. We also participate in the EcoVadis assessment, which awarded us a Silver Medal last year.

These certifications are more than recognition. They guide us, encourage us to look for new opportunities, and help us share our progress with full transparency.

Our commitment to sustainability stems from intrinsic motivation, not obligation. We choose these paths because we believe in doing the right thing for our people, our customers, and the planet.

Customer & partner communication

We recognize that sustainability cannot be achieved alone. That is why we work closely with partners, suppliers, and customers to create positive change across the value chain. By sharing data, knowledge, and best practices, we accelerate the green transition together. We also listen carefully to our customers' needs and expectations regarding sustainability. This helps us design better products and develop solutions that bring value to everyone involved.

Our commitment to sustainability stems from intrinsic motivation, not obligation.



Together with our partners and customers, we make a positive impact.

BRAVILOR BONAMAT

Exhibition stand HOST Milan

Exhibition stands

We are mindful of the impact of business travel and goods transportation associated with trade shows.

That is why we are committed to using CO₂-neutral exhibition stands. Our stands are designed using carefully selected recyclable and reusable materials. The result: 96% of all our stands will be proven recycled into new stand designs or future production processes. This way, we reduce emissions, support local suppliers, and show that sustainability is part of everything we do.

96% of our stands will be proven recycled or reused.



We are committed to using CO₂-neutral exhibition stands.

BRAVILOR BONAMAT

BRAVILOR BONAMAT

People & culture



Our people are at the heart of Bravilor.

As a family-owned company, we foster a culture of togetherness, care and trust. By supporting growth, well-being and equal opportunities, we create a workplace where everyone feels valued and proud to contribute.

INTERVIEW



Nick Blokdiik
HR Manager

People at the core of every sustainable step

As HR Manager, Nick believes that people and culture are the foundation of Bravilor's sustainable future. For him, wellbeing, inclusivity, and development are not just HR topics but essential drivers of long-term continuity. He shares how Bravilor nurtures a caring workplace, empowers employees to grow, and inspires the next generation of technical talent.

Employee engagement is essential, sustainability only works when people make it real.

How would you describe the culture within your company?

Nick: "Even though Bravilor is an international company, it feels small and warm. Community, care, and involvement form the backbone of our culture. Many colleagues stay for decades because they feel at home and can keep developing themselves. Our culture is built on long-term trust. We see colleagues celebrate 25, 40 or even more years of service, which shows that people feel connected and proud to be part of Bravilor."

You value wellbeing and job satisfaction. How does that come to life in practice?

"We celebrate milestones, organize fun activities like quizzes or sports, and invest in a good cafeteria. But wellbeing also means creating an environment where people feel healthy and balanced. Many colleagues cycle to work, and we actively encourage this with facilities such as safe bike storage and charging points for e-bikes. We also take care of mental wellbeing by offering confidential support when colleagues face challenges at home or in their personal lives. This combination of fun, health, and care makes our workplace resilient."

Which personal value matters most to you in building an inclusive workplace?

"Care for others as you would want for yourself. That means respecting boundaries, showing personal attention, and ensuring everyone feels seen. I try to personally greet colleagues across departments and make time for small conversations. These moments of recognition show people that they matter, even outside of formal meetings. Inclusivity is not only about policy; it is about how you behave every single day."

How do you encourage personal development and growth opportunities?

"We provide room to grow both vertically and horizontally. Many colleagues started as interns, temps, or on the shop floor and now lead teams or work in commercial roles. Every year we also host 10 to 15 students from local schools such as Tetrax. They gain hands-on experience in production, engineering, and service, and often bring fresh ideas that inspire our teams. Some stay on after their training, while others continue their career elsewhere, but in all cases we contribute to strengthening the regional labor market. Development also means enabling people to perform their job well and sustainably over time, whether they aim for leadership or prefer to keep doing the work they enjoy most."

You help young people discover technology. Why is that important?

"We're proud of our factory and the tangible products we make. To ensure continuity, we need to pass technical knowledge to the next generation. Skilled workers are scarce, so we train and mentor young talent, often in partnership with local schools and training centers. By offering internships and apprenticeships, we show students what it means to work in a high-quality industrial environment and how rewarding technical professions can be. For us, this is both an investment in the company's future and in society."

How do you make sure employees feel heard and valued?

"Our HR office is located close to the cafeteria, which makes it easy for people to stop by informally. I also regularly walk the production floor and join company activities. That visibility is intentional: people should feel they can speak up at any moment, whether it is about safety, ideas for improvement, or personal concerns. We also conduct regular employee surveys and share the outcomes transparently, so everyone sees that their feedback leads to concrete actions. Formal channels are important, but informal contact builds trust."

How important is employee engagement for your sustainability goals?

"Employee engagement is crucial for every aspect of our strategy. When people feel valued and supported, they naturally

contribute to bigger goals such as safe workplaces, fair working conditions, and reducing waste. From separating materials to improving processes, these changes only work if people believe in them. In my view, wellbeing and inclusion are the real foundation for sustainability, because only healthy and motivated colleagues can drive long-term progress. HR therefore plays a key role within the ESG framework, where the social dimension is just as vital as environmental and governance aspects."

How do you see HR strategy evolving in the coming years?

"We aim to integrate HR even more into the company's growth path. Growth should not just be economic; it must also mean creating a workplace where people thrive. That means developing stronger training programs, introducing new health initiatives, and embedding diversity and inclusion into all processes. Our goal is for every colleague to feel safe, respected, and able to grow within Bravilor, regardless of background or role."

What motivates you to keep investing in people, even in a challenging market?

"Work will always be a human endeavor. Automation and AI may change tasks, but people remain at the heart. That is why we see every colleague as part of a team effort. Success is not built on a few high performers but on the strength of the whole group. Investing in people means investing in loyalty, skills, and wellbeing. And that will always be worth it."

Employee well-being

Our people are the foundation of our organization. We strive to create a workplace where everyone feels valued, safe, and motivated to come to work each day.

A healthy work-life balance is a priority for us, which is why we regularly organize sports and social activities outside of work to strengthen team connections and promote overall well-being. We are proud to be recognized as a Great Place to Work, reflecting the culture of trust, respect, and care that defines our company.

Safe & Fair working conditions

The health and safety of our employees is of utmost importance, not only for those working within our own organization, but also for the employees throughout our supply chain.

We operate in line with ISO 45001 standards to ensure safe and fair working conditions at every level. A dedicated occupational health and safety team oversees compliance, identifies potential risks, and implements improvements to maintain a safe and healthy work environment for all.

Ergonomic lifting aid



Safety requirements



Canteen



Safety earplugs



We strive to create a workplace where everyone feels valued, safe, and motivated to come to work each day.

During our break



WORKPLACE

Training & personal growth

Training & personal growth

We believe our employees are our most valuable asset. That is why we support their personal and professional growth with opportunities for learning and career development. Annual development reviews and open dialogue sessions with managers allow employees to reflect on their progress, discuss ambitions, and identify ways to grow their skills and expertise. By investing in people, we strengthen our long-term success, retain talent, and create space for innovation.

Workplace culture & pride

One of our core values is togetherness. As a family-owned company, we nurture a culture based on connection, trust, and collaboration. This family-oriented spirit is what makes our workplace unique and inspires employees to take pride in both their work and the products and services we deliver.

Inclusion & equal opportunity

We are committed to building a diverse and inclusive workplace where everyone has equal opportunities to thrive. We invest in programs that inspire young people to explore technology and discover future career paths. In addition, we actively support individuals with a distance to the labor market by offering opportunities to learn, grow, and contribute.

We nurture a culture based on connection, trust, and collaboration.



By opening doors for all,
we create a workplace
where everyone feels
welcome and valued.

BRAVILOR BONAMAT

BRAVILOR BONAMAT

2024 in figures

At Bravilor Bonamat, sustainability isn't a checkbox, it's a continuous journey. In 2024, we made meaningful strides toward reducing our environmental footprint and creating long-lasting, responsible products.

From increasing the use of recycled materials to optimizing energy efficiency and cutting down on waste, these numbers reflect our ongoing commitment to a more sustainable future. Every step counts and together they lead to lasting impact.



500 kg

Of coffee ground collected and recycled into new products



30% CO₂ reduction

Of stationary scope 1 & 2 emissions in our production locations compared to 2023



75%

Reduction of plastics in our logistics



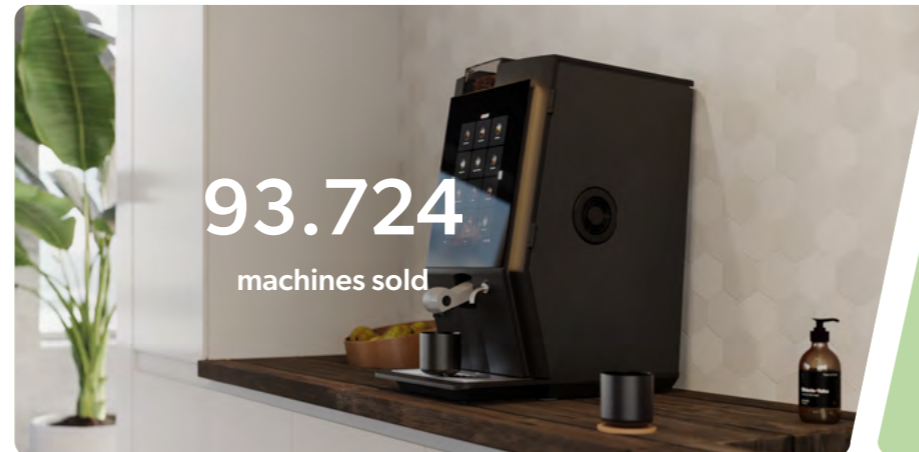
1.800

LED lights installed



1.421.647 kWh

Of renewable energy produced through our solar parks



93.724

machines sold



89%

Of our waste recycled



2

New fully electric vehicles added to our fleet

bravilor.com

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