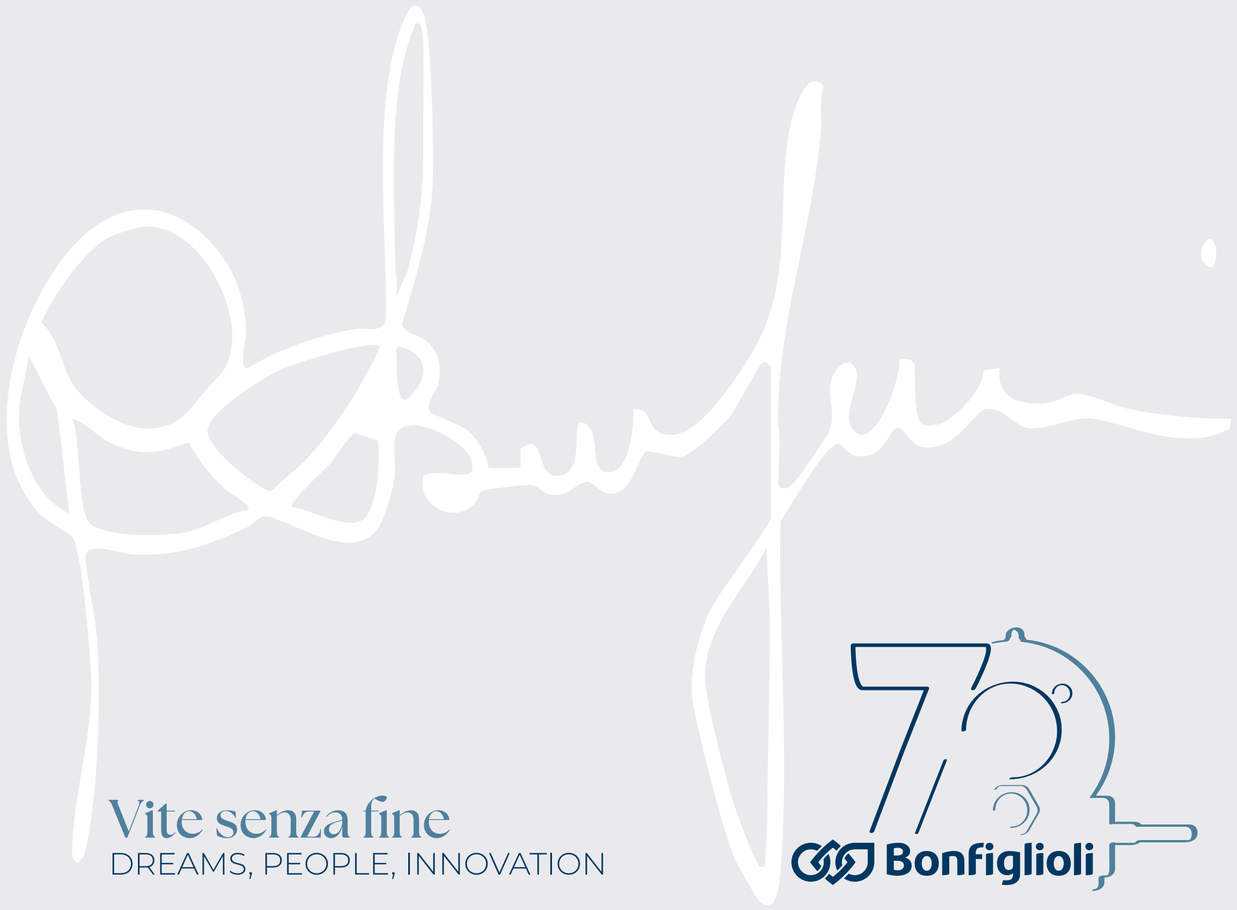

Bonfiglioli



Vite senza fine

DREAMS, PEOPLE, INNOVATION

Bonfiglioli

Vite senza fine
DREAMS, PEOPLE, INNOVATION

THE MEANING BEHIND THE TITLE: Vite Senza Fine

While the title of this monograph remains in its original Italian, its essence is universal. “Vite senza fine” is a powerful play on words that encapsulates the very soul of Bonfiglioli.

In the world of mechanics, a vite senza fine is a worm gear - the ingenious component that marked our origins and fueled our global growth.

But in Italian, the phrase carries a second, more profound meaning: “endless lives.” It speaks to the generations of women and men whose passion, ingenuity, and dedication are woven into the fabric of this company. It represents the unbreakable bonds between our people and the legacy we build together - a journey without end, moving toward unexplored horizons.

Vite senza fine is more than a product; it is our promise. It is the technology that moves the world and the human spirit that gives it purpose.

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Introduction

THE CHAIRWOMAN
SONIA BONFIGLIOLI

Dear Papa,

Many years have passed since you left us, yet in my heart, time has done nothing to erase your presence. These last sixteen years without you have been a continuous challenge, following the path that you set, which is now unfolding in a world that is increasingly complex and unpredictable. There have been many hard times, and when I faced them in silence, I searched for you, asking for the help you always gave me. Every day, when I walk into the company, I still hear your determined footsteps, your steady, passionate voice, and I see your smiling gaze, always full of trust. I like to run my hand over the desk that was once yours, and where I now work, in this office that is still so beautiful, which Mamma wanted to create for you, and which you would teasingly say was too luxurious.

My earliest memory of Bonfiglioli as a company is from so long ago: you held my hand as I climbed the stairs leading to your office, up steps that were far too big for a little girl. Then, we walked back down and you opened the heavy door that protected your treasure: your workshop, your kingdom. That was your world, and to a child's eyes, it was already a magical place, as captivating as Merlin the Magician's enchanted cave. My love for the factory was born there, with you, swept up by that special sparkle in your eyes whenever you walked among your machines, greeting everyone by name.







To me, you were the knight setting off on a winged horse, which would whisk you off to somewhere magical, and always bring you back with a little doll for me - dressed in the costume of the country you'd visited - along with an equally typical gift for my brother Luciano. Because the world was your other great passion. Though you spoke German poorly - a language you picked up during the war years - and not a word of English, you always managed to make yourself understood. I still remember my first trip with you by plane, on a Caravelle with wooden benches, heading to Barcelona, the company's first plant outside Italy. Many journeys followed, as we tackled new challenges together and turned shared dreams into new realities.

You created something extraordinary: not just a company that bears our name, but a real family, made up of colleagues, ideas, and dreams. This is the same vision that guides me today, in the knowledge that you are always by my side. I wish you could see how we have grown, that you could talk to the people who now walk beside me, some of whom knew you, others who would have loved nothing more than to meet you.

I continue your work with pride and passion, because I have the good fortune - like you - to love this job, and above all, to love Bonfiglioli. Every decision, every step forward, every obstacle we overcome carries with it a piece of what you taught me: the value of commitment, the respect for those who work alongside us, the ability to see beyond today in order to build our future. It isn't always easy, but I feel you close to me in every courageous choice, in every action that puts people and the dignity of our people's daily work at the heart of everything. The new generations - my children and Luciano's - are preparing to face the challenges of their own tomorrow, with the strength of the values you first shared with us.

Papa, the love I feel for you is immense, perhaps even more now than when I was a girl. I think of you with gratitude and longing, but also with the tenderness of someone who knows she is the daughter of a great man. I carry you with me in every challenge, in every success, and in every evening when I look at the sky and wonder if you're looking down at me, too.

I wish I could tell you just one thing, if only you could hear me one more time: thank you. For everything you have left me, for who you were, and for who you continue to be - in me, and in what we are today, as Bonfiglioli.

With infinite love,
Your daughter, Sonia.



Preface

Writing the story of Clementino Bonfiglioli and his company has been a great privilege, because it has enabled me to delve into the life of an extraordinary man.

I did so carefully, and with respect. I studied documents, interviewed those who walked alongside him on the path toward a dream, and looked at photographs yellowed by time. Every glance, every word helped me write this book.

When I write my novels and plays, I always try to engage readers and audiences, inviting them to embark on a journey within their minds. My goal for this monograph is the same.

To travel through the dreams of the young Clementino, to voyage through the emotion-filled eyes of those who knew him, and witness the transformation from a small mechanical workshop to a global industrial group.

BY THE AUTHOR, MICHELE ATTANASIO



It will be a journey through time, a look back at the past, before setting foot on the path that leads to the future. As I write these words, I am filled with a profound sense of gratitude for those who supported me in writing this book.

My thanks to Sonia, who so passionately wanted this work to come to life. She has been my guiding light, and I am grateful to her for allowing me to get to know the real story of her family.

Thanks also to the entire team who has supported me over these past months, to every person who provided invaluable documents and advice. Their passion is second only to their expertise.

They have cataloged seventy years of Bonfiglioli's history and of Clementino Bonfiglioli himself, carrying out this essential work. The photos you will find on the following pages succeed in turning my words into evocative, moving images.

Thanks to the women and men of Bonfiglioli who made me feel at home, and thank you, readers, for the time you will dedicate to this monograph. Open your minds, make yourselves comfortable: the journey begins.



Bologna's industrial miracle

KNOWLEDGE,
INITIATIVE, AND EDUCATION



To understand the success of Bologna's industry, we must take a trip into the past, because it is only by revisiting the history of Bologna and examining the events that have unfolded over time with curious eyes that we can gain a complete picture.

A history that spans at least nine centuries, during which three distinct elements - bound together by an unbreakable thread - have shaped the city of Bologna and established its global reputation as a center of knowledge, initiative, and education.

The journey begins in the depths of the Middle Ages, in the 11th century.

At that time, education was entrusted for the most part to ecclesiastical institutions, which steered students toward scripture and topics related to the Church, resulting in limited curricula that were not conducive to exploring other subjects, with the aim of guiding them toward a life within the clergy. The principles taught were at odds with the ideas of young students, who felt the need to explore the political and social issues that, over the centuries, would lead to the emergence of the era of the *comuni* (the medieval Italian city-states). These young people were from affluent families, and soon turned their attention to tutors who could pass on their knowledge, forming what would go on to be referred to as the ruling class. This was a movement driven by a generation determined to cast its gaze on a new world, and these developments were to mark the history of education forever.

Bologna, 1088 AD: this is the year that saw the establishment of the first university in the Western world. This date was arbitrarily determined in 1888 following a study carried out by a group of intellectuals and librarians coordinated by Corrado Ricci and supported financially by Giosuè Carducci, the great poet and the first Italian to be awarded the Nobel Prize in 1906.

The *Universitas Scholarum* was organized into student bodies that ensured the correct educational approach, defining the programs of study and paying the teachers out of their own pockets. Initially, the focus was on the study of legal disciplines, but over time, the breadth of subjects covered was expanded, and increasingly carefully curated educational programs were created.

Bononia Docet Mater Studiorum, 1663

This new cultural frontier was not without its challenges: students who moved to Bologna from their home cities, even if wealthy, had no legal safeguards, because they were outsiders. To their aid came the *Authentica Habita*, an imperial decree issued by Frederick Barbarossa around the middle of the 12th century, which introduced protections for students studying away from home. Essentially, this was a parallel legislative system applied to students, teachers, and the *nunzi* (official envoys), who worked within the university organization, performing activities similar to those carried out by administrative staff today. Among the most important provisions was the ability to be tried by one's own tutors or by the bishop of one's home city rather than by local judges, a right that, in practice, placed them on the same level as members of the clergy.

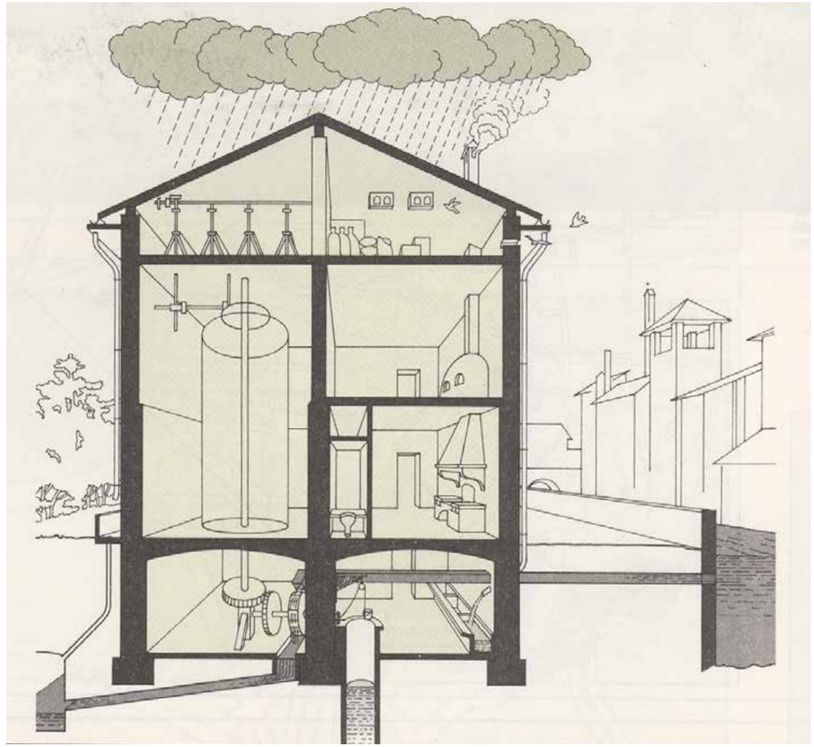
The range of study programs was expanded, and with it grew the prestige of the future Alma Mater. There were, however, many dark and conflict-ridden periods: with the political rise of the *comuni*, which challenged both papal and imperial power, a phase began which was marked by the interference of figures linked to the political world who, for various reasons, sought to influence decision-making processes which had been the sole responsibility of the students up until that point.

The long journey of the University has accompanied era-defining changes in Bologna's political, economic, and social fabric, bestowing upon the city its well-deserved prestige. Scholars and scientists of world renown have walked and studied in its lengthy corridors and book-filled classrooms, some of whom have made history: Luigi Galvani, Marcello Malpighi, Nicolaus Copernicus, Francesco Petrarch, Leon Battista Alberti, Giovanni Pascoli, and many others besides. Women, too, were present, even if their advancement within the University - as in society - was hindered by laws and customs that partly limited their progress. Laura Bassi, a great scientist and the first woman in history to obtain a university tenure back in 1732, was prevented from teaching at the Archiginnasio, "*causa sexus*" (because of her sex). However, she was permitted to keep a well-equipped laboratory in her home, where she could give private lessons, and she was also able to teach publicly in the lecture halls of the Institute of Sciences of Bologna.

Maria Dalle Donne was another important historical figure, and led the School of Obstetrics from 1804 onward. She too had to endure discrimination because of her gender, and spent her entire life fighting to be able to teach her courses. Another witness to the academic excellence of the Alma Mater was Angiola Sbaiz, born in Friuli, who graduated with a degree in law from Bologna in 1931. She was among the founders of the Soroptimist Club in 1949, and was a lawyer of outstanding depth and expertise: she served as president of the Bologna Bar Association from 1978, becoming the first woman in Italy to hold this position.



Reproduction of a page from an illuminated manuscript preserved by the University Library of Bologna ©University of Bologna



Cross-section of the Pedini Mill located on Via Azzogardino in the 18th century, graphic rendering by Arrigo Donini

The resourcefulness of the men and women who were born in Bologna, or who settled there to study or work, brought about a true industrial revolution many centuries before the events in England in the 19th century.

Beginning in the 12th century, there was a sharp increase in the population of the city, driven by the growing prestige of the University, and numerous activities began to emerge to meet the population's ever-increasing requirements. The people of Bologna realized that, in order to meet these needs, it was necessary to harness the power of water. But there was a problem: Bologna is crossed by only one watercourse, the Aposa stream.

To increase the flow of water, between 1176 and 1191, two sluice gates were built to divert the course of the Savena stream and the Reno River toward the city. This innovation made it possible to increase the number of watermills to drive oil mills and grain mills, or to produce paper.

The business of Bologna's craftsmen grew significantly, until they realized they had reached the limits set of the sluice-gate system: it was no longer possible to increase the water flow. Once again, the resourcefulness and ingenuity of the people of Bologna prevailed: unable to obtain more water, they found a way to make better use of what they already had. Thus, they began building overshot mills: systems designed to transmit motion by letting the water fall from above. In this way, in addition to the energy provided by the water, they also harnessed the energy generated by the weight of the upper wheels as they turned.

With the spread of overshot-type water wheels, production activity increased across several sectors: tanneries, grain mills, but above all spinning mills for silk production.



Ancient Bologna of water and silk: the 1:2 scale model of the Bologna-style silk mill, Museo del Patrimonio Industriale

For four centuries, Bologna was the undisputed capital of silk production, thanks in part to the development of another invention: the *filatoio alla bolognese* (silk-spinning machine in the Bologna style). Developed by craftsmen from Lucca who arrived in Bologna to escape the political and military instability of their city between the 13th and 14th centuries, it was perfected by Bologna's artisans, who sealed its definitive success. This machine was laid out across several levels, and drew power from the overshot waterwheels installed in the cellars of houses. This new technology enabled higher-quality silk to be made, as well as increasing output, allowing exports throughout Europe. Many homes were transformed into spinning mills, and all family members began to take part in silk production. Over the following four hundred years, Bologna's production system demonstrated excellent entrepreneurial prowess, both in terms of developing new technologies and in implementing initiatives to boost trade and expand markets.

But knowledge and initiative alone were not enough to achieve entrepreneurial success. Two great minds from Bologna, two scholars, were convinced of this: Giovanni Aldini, scientist and nephew of Luigi Galvani, and Luigi Valeriani, a leading economist of the time. Both were prominent figures in Bologna's academic circles, and they shared the conviction that, in order to sustain and develop entrepreneurial activities, it was also necessary to provide practical training for young people. Aldini and Valeriani were true visionaries: in their wills, they included bequests for the creation of a school to train the future generations. The primary goal was to supply the new business ventures with skilled workers who, through hands-on courses, would acquire the ability to design mechanical parts and manufacture them using rudimentary early machine tools. Since then, the Aldini-Valeriani institutes have trained thousands of young people, some of whom, by putting into practice what they learned during their years of study, have helped write the history of Bologna's industry.

This is especially clear when we look at the second half of the 20th century. It was a difficult time: the Second World War had inflicted deep scars across Italy, leaving destruction, poverty, and profound social divisions born from years of cultural and political conflict in its wake. At last, however, it was possible to think about the future: Milan, Rome, Naples, from the largest cities to the smallest mountain villages, an entire people, for the first time in many years, could turn their gaze toward the light of rebirth. There was a nation to rebuild. The protagonists of this change were those who had lived through the war years as adolescents: women and men born around the 1930s, too young to go to the front, but who had seen their lives change forever, catapulted from the carefree days of youth to the struggle for survival in just a few short months. These young people would be the driving force of the new Italy, which was setting out on a journey of transformation from a rural country to an industrial nation. Ideas, energy, and a strong desire to make things happen: these were the ingredients in the recipe for a bright future. It was a time of new discoveries, major historic events, and projects carried out with passion and ingenuity, destined to transform the lives of many people.





Photos from *Aldini Valeriani, storia di una grande scuola bolognese*





In 1952, the scientist Rosalind Franklin, working in a London laboratory, obtained documentary proof that DNA was composed of an intertwined double helix. Photo 51 marked the beginning of modern biology.

In Italy in 1954, Giulio Natta developed polypropylene.

On June 2, 1953, in London, the coronation of Elizabeth II took place.

On January 3, 1954, RAI began its television broadcasts.

In 1957 and 1958, Federico Fellini won the Oscar for Best Foreign Language Film with La Strada and Nights of Cabiria.

On December 7, 1958, the first section of the A1 motorway from Milan to Parma was opened.

This fervor also reached Bologna: by the end of the Second World War, the capital of Emilia was a heap of rubble, with buildings gutted and streets destroyed. The city had suffered especially violent air raids because of its strategic location: the Bologna railway hub was the crossroads for all connections between north and south of Italy, and for that reason it was a target to be destroyed, to be wiped out.



Industrial School – Aldini Valeriani Institute,
today the Aula Magna of Santa Lucia







Prototypes of automatic machines from the 1960s



In the 1950s, an ambitious reconstruction plan was set in motion that would return Bologna to its people. Within this historical context, new activities and small businesses were launched that would forever reshape the city's business landscape, and much more besides.

The Bologna region, left barren by war, was about end its drought, to be seeded with the dreams and skill of a generation longing for a different future.. These women and men did not yet know it, but they were about to make Italian industrial history. Today, Motor Valley, Packaging Valley, and Bologna's mechanical engineering sector are recognized worldwide as centers of excellence, yet many of these successes started as small, family-run businesses, driven by intuition and a strong desire to achieve something.

Just as the artisans of the 15th century revolutionized work in the workshops where silk was produced, those of the 20th century - through their ideas - laid the groundwork for the emergence of one of the world's most important industrial districts.

In the pages of this book, you will read the story of a man and his company. A dream that began in the mid-20th century in a small workshop, and grew into reality by dint of foresight and sheer hard work.

Get ready for a wonderful journey: buckle up, here we go!





Clementino Bonfiglioli, the Pioneer

BOLOGNA,
20 OCTOBER 1928 - 6 JULY 2010

It was 1956.
It all began with big ideas, many sacrifices, and a stack of promissory notes.

The word *capo* (which is variously translated as *head*, *chief* and *boss* in English) comes from the Latin *"caput"*, and is commonly used in our society with a variety of meanings: geographical, anatomical, and professional.

But in a small town just a few kilometers from Bologna, within one of Italy's most important companies and a global leader in its field, that word takes on a special, even romantic meaning.

Special because, at Bonfiglioli Riduttori, *il Capo* is the title by which employees - from workers in the warehouse to executives at the highest level - used to address Clementino Bonfiglioli, the company's founder. Over time, it became a kind of mantra, passed down through generations of men and women.

Clementino Bonfiglioli was a slight man, with white hair and eyes as blue as the sea. Yet despite his small frame, just a few words with him were enough to realize you were standing before a giant of Italian industry.

When we talk about pioneers and self-made men, Clementino Bonfiglioli stands out as a real icon, and his life exemplifies what it means to believe in and realize one's dreams.



He was born in Bologna on October 20, 1928, at the dawn of two decades that would leave behind destruction, death, and despair. Childhood should be a joyful time, the hopeful beginning of life, but fate had other plans for Clementino Bonfiglioli.

He inherited the name of his mother, Clementina, who died during childbirth. His father, Pietro, entrusted him to the Baroni family - relatives from his mother's side - and went to seek his fortune in Africa, as many others did at the time. When, years later, he returned to Italy, Clementino was already a young man, grown tall and strong in the fields of Lippo di Calderara, the small village that would, a few decades later, become the home of his company. Yet fate was not finished with him: Pietro Bonfiglioli died in one of the last bombings that devastated Bologna, leaving Clementino alone to face life.

The Baroni family encouraged him to continue his studies. This young man - who had already been made to pay a heavy price by life - proved to be highly gifted, and in 1946 graduated as an industrial technician from the Aldini-Valeriani school.

In those classrooms and corridors, many of the entrepreneurs who shaped the history of Bologna's industry - now renowned worldwide - received their education. Cattabriga, Corazza, Marchesini, and Bonfiglioli himself are just some of the captains of industry who began their studies in the institute, bringing prestige to Bologna's industry with their projects and products.



Textbook from the Aldini Valeriani days, from Clementino Bonfiglioli's library



1950s, the years at Sampingranaggi

In those years, technical professionals were highly sought after, and it didn't take the young Clementino long to find a job at Sampingranaggi as a draftsman. A talented young man, he worked in the technical office and in testing, coming into contact with the world of gears for the first time - a world in which he would go on to become one of the leading figures at global level.

And indeed, Sampingranaggi would come to play an important role in the life of the entire Bonfiglioli family. Sonia, Clementino's eldest daughter, would go on to acquire the company many years later, making it part of Bonfiglioli Group and thus uniting the past and future of her family.

In addition to his technical skills, the young Clementino possessed an innate entrepreneurial drive that led him to leave Sampingranaggi and start his own company at the tender age of 23.



In 1951, together with two partners, Clementino founded BRV, a company that produced gears for the motorcycle and agricultural sectors. However, he soon realized that simply working as a subcontractor would mean that the company's growth was always limited by the ebb and flow of his clients' markets, so, he decided to part ways with his partners and pursue a different path.

The idea that would change his life had already begun to take shape in his mind.



A young Clementino with his sister Anna

A design classroom at the Aldini Valeriani Technical Institute



On August 27, 1956, at the Chamber of Commerce of Bologna, “CMB Costruzioni Meccaniche Bonfiglioli” was officially registered at 34 Via Calvart. Although he didn't know it yet, Clementino, who was barely thirty, was making history in both Bologna's and Italy's industry.

The early days were far from easy. Although he produced gears for a few clients, which ensured a steady income, Clementino still needed to invest substantial sums to develop his own ideas.

In an interview many years later, when Bonfiglioli Riduttori had already become a multinational company, he was asked, “How was Bonfiglioli born?” He answered: “With many dreams and a stack of promissory notes.”

And it was true: in 1956, his debts amounted to eighteen million - a very large sum for those times. But Clementino Bonfiglioli’s plan was solid, and this enabled him to develop the company exactly as he had planned.



The first workshop on Via Calvart, the first price list, and one of the first Bonfiglioli gadgets: a holder for the tractor’s registration booklet.















Dai mò Tino...

In 1958, Clementino married Luisa Lusardi, a woman a few years younger than he was, who would be not only his lifelong companion, but also the person closest to him on his entrepreneurial journey. A woman of strong and forthright character, she would manage the administrative side of the company for many years, exerting a positive influence on Bonfiglioli's development and making her opinion count in the company's most important decisions. Longtime employees of the company still vividly remember when Luisa would address her husband with a typical expression in Bologna's dialect, "Dai mò Tino" (Come on now, Tino), when she wanted to put an end to discussions.

Clementino's brilliant idea drew on his experience in the field of gears. He realized that these could be used in a way that differed from the traditional approach: creating a lighter, more versatile external metal housing to enclose the unit could reduce the speed of any machine and adapt it for optimal use.

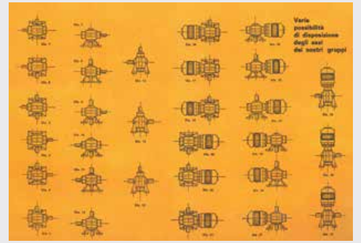
This is how the first aluminum gearmotors in Emilia Romagna were born, competing on the market with the few Italian and foreign companies - particularly German and English - that had dominated the sector until then. At that time, most gearmotors were made of cast iron, and were bulky and heavy. Govoni and Fava, both located in Cento, in the Ferrara area, were among the company's first customers, specializing in the production of mechanical handling equipment and pasta dryers respectively.



The VF series: the worm gearbox.
The first series of gearboxes in Bonfiglioli's history



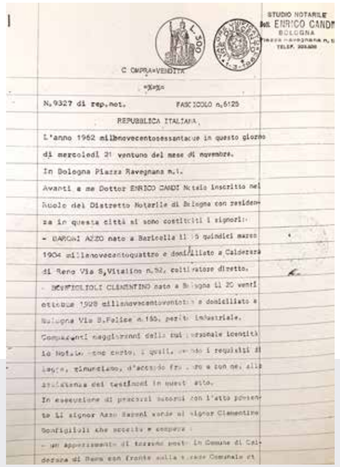




After opening a sales office on Via Saffi, Clementino Bonfiglioli realized he needed to expand the company's production facilities to meet the growing demand for gearmotors for industrial machinery. Accordingly, in 1962, he took a decisive step in his entrepreneurial journey, and one that would forever change the history of his company.

The relatives who had raised him were farmers, and owned land in Lippo di Calderara di Reno. Clementino decided to purchase a portion of this land - where he had played as a child - to build the new plant, a facility that would remain the company's headquarters until 2020.





STUDIO NOTARILE
dott. ENRICO CANDI
BOLOGNA

C. COMPRAVENDITA

N.9327 di rep.not. FASCICOLO n.6125

REPUBBLICA ITALIANA

L'anno 1962 millenovecentosessantadue in questo giorno di mercoledì 21 ventuno del mese di novembre.

In Bologna Piazza Ravegnana n.1.

Avanti a me Dottor ENRICO CANDI Notaio inscritto nel ruolo del Distretto Notarile di Bologna con residenza in questa città si sono costituiti i signori:

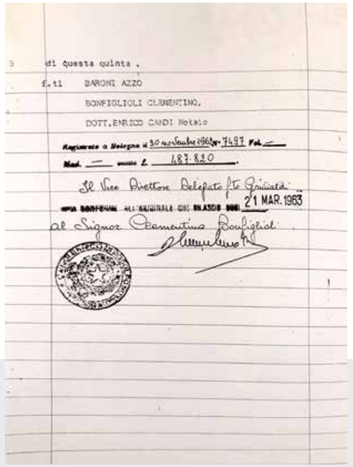
- BARONI AZZO nato a Barcelle il 15 quindici marzo 1904 millenovecentoquattro e domiciliato a Calderara di Reno Via S.Vitalino n.52, coltivatore diretto.

- BONFIGLIOLI CLEMENTINO nato a Bologna il 20 venti ottobre 1928 millenovecentoventotto e domiciliato a Bologna Via S.Felice n.15b, perito industriale.

Comparenti aggiudicatari della cui personale identità io Notaio sono certo, i quali, avendo i requisiti di legge, rinunciano, d'accordo fra loro e con me, alla assistenza dei testimoni in questo atto.

In esecuzione di precedenti accordi con l'atto predetto Il signor Azzo Baroni vende al signor Clementino Bonfiglioli che accetta e compera

- un appezzamento di terreno posto in Comune di Calderara di Reno con fronte sulla strada Comunale di



di questa quinta .

f.ti BARONI AZZO

BONFIGLIOLI CLEMENTINO.

DOTT.ENRICO CANDI Notaio

Registrato a Bologna il 30 novembre 1962 n. 7497 Fol. —

Mod. — vol. — L. 187.820.

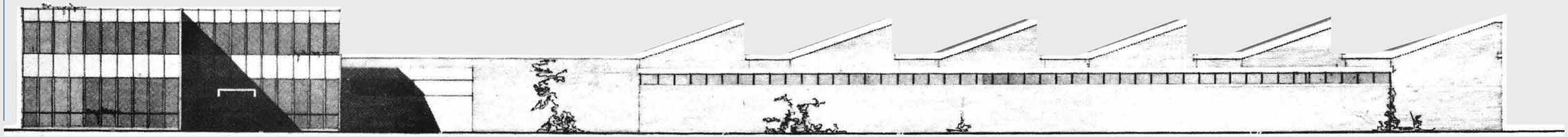
Il Vice Direttore Delegato Ufficiale

21 MAR. 1963

al Signor Clementino Bonfiglioli

Deed of purchase for the land in Lippo di Calderara

The design of the first plant in Lippo di Calderara







The Lippo di Calderara plant



1963 was a special year for Clementino Bonfiglioli: not only was the new plant where he would develop and grow his business taking shape, but his daughter Sonia was also born. The following year brought even more excitement: on June 7, the Bologna soccer team, captained by Giacomo Bulgarelli, defeated Internazionale in a playoff for the championship, sending the city and its fans into raptures.

Clementino Bonfiglioli never missed a match of the Rossoblu team at the Dall'Ara stadium, rejoicing or suffering for the team as he sat in his seat in the stands. There has always been a strong bond between Bonfiglioli and sports: not just football, but also basketball, American football, and cycling, but we'll come back to that later.

Red and blue passion:
Clementino with Bologna FC soccer players
Beppe Signori, Roberto Baggio,
and Gianluca Pagliuca







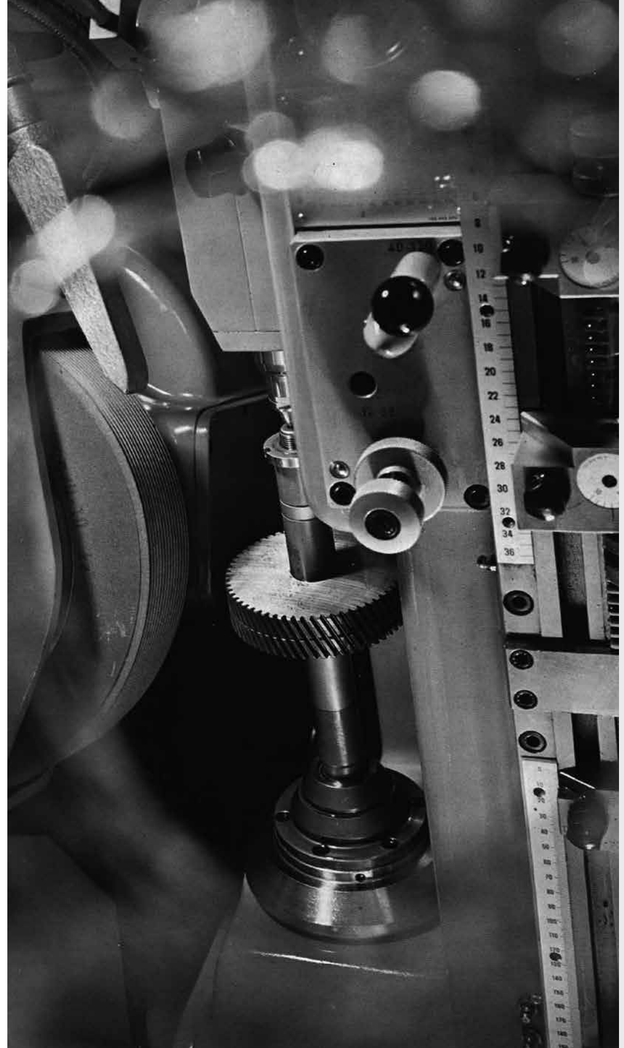
In 1966, Luciano, a second child, was born. Clementino and his wife Luisa had dreamed of a life with many children, but the doctors had other ideas: in light of her complicated previous pregnancies, it would have been too risky.

In those years, the area now referred to as Packaging Valley was truly taking shape, and Bonfiglioli stood alongside the most important companies in the sector.

In 1968, Tecnotrans SA was established in Spain with the aim of marketing industrial equipment, and on July 17, 1968, a representation agreement was signed with Costruzioni Meccaniche Bonfiglioli, together with two other partners, Francisco Bassas and Gerardo Péna. This agreement allowed for the production of gearmotors in Spain, as the Francoist regime did not permit them to be imported.

In 1969, the Bonfiglioli Riduttori brand appeared in a catalog for the first time, marking the company's main line of business from that point onward.

In the 1970s, Bonfiglioli began to develop strategically, laying the foundations for what would become today's multinational company. New businesses and targeted acquisitions allowed Clementino Bonfiglioli to compensate for the inability to expand the Lippo site, as it was restricted by the plans for enlarging the airport that would later be named after Guglielmo Marconi.



In 1971, production of variators began in Bologna with L.B. Trasmissioni Meccaniche. In 1974, Lucmar was opened in San Lazzaro, which handled the painting and mechanical machining of the outer casings of gearmotors for a number of years. Sales and distribution were also among Bonfiglioli's priorities: in order to strengthen their presence in the markets, in addition to expanding the product range, distribution branches were also developed.

1977 saw another important turning point: Clementino, who at that time was considering expanding into the Rovigo area, acquired Italsai, a state-affiliated company in Forlì that was in financial difficulty but capable of immediate production: since its founding in 1973, the company had been manufacturing planetary gearboxes for use in the earth-moving machinery industry. He went on to make it one of the brightest stars in his entrepreneurial galaxy.

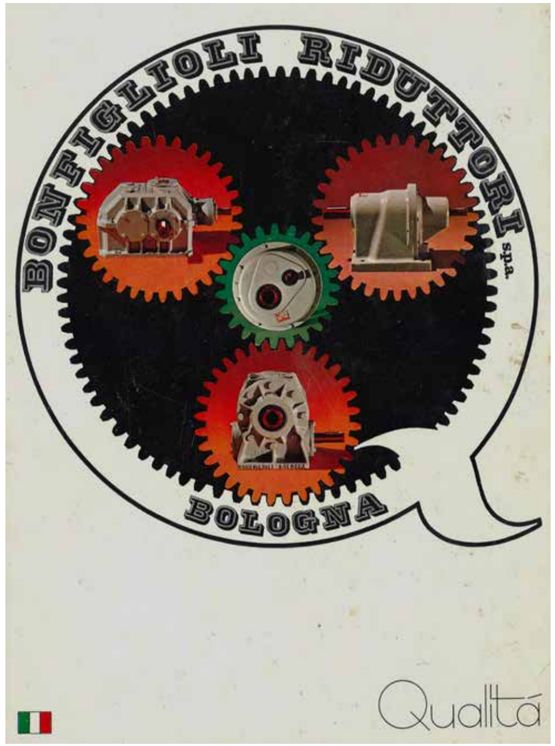
The company was renamed Trasmital and significant investments were made in order to adapt its production processes to meet market demands. With the arrival of planetary gearboxes for earth-moving machinery, the product range expanded, giving customers the opportunity to choose from hundreds of configurations.



Trasmital, Forlì



Tecnotrans, Barcelona



1978 Catalog

At that time, Clementino Bonfiglioli was already one of the most prominent entrepreneurs in the Emilia-Romagna region, yet his gaze was always fixed on the future, and on the development of his companies and the growth of their market share. This meant laying the groundwork for future progress, while also considering the space needed to achieve it. For this reason, in 1979 he moved the company LB, later renamed B3, to Via Bazzane in Calderara. This event is of great significance in Bonfiglioli's history, because forty years later, EVO was built next to this historic plant: a new-generation facility that is now home to production, mechanical machining, and the headquarters of the multinational.

B3 in Via Bazzane, Calderara, in 1979



Today it's Evo plant on Via Cav. Clementino Bonfiglioli 1



Future, future, future: looking toward the years ahead rather than behind was one of the secrets to Clementino's success, and to his ingenious ideas. He employed the same approach when his two children, Sonia and Luciano, joined the company in the early 1990s, placing them directly in the production departments. There were no special privileges: both started out working as assemblers and in warehouse operations. Before leading the company, they had to be able to identify the products, understand the processes, and, above all, get to know the people. This, above all, was essential: getting to know the people.

According to all employees, one of Clementino Bonfiglioli's greatest qualities was his capacity to connect with his colleagues. It was customary for him to walk through the plants - especially the one in Lippo - and stop to chat with an operator here or there, asking for updates on production or seeking an explanation as to why a particular production line had been moved. With those he knew better, he would also ask about their families and children.



With his brisk step and keen eye for every detail, he moved from one production line to another. It was clear that he felt truly at home in the workshop. He couldn't resist seeing for himself what he half-jokingly called his third child.

But there was another side to Clementino - in his behavior and his relationship with his employees, who worked with him and knew him well - which truly highlighted his authenticity. It was a kind of warning he gave to his counterpart, a signal that underscored how important the discussion was. Simple, yet effective. Whenever he started speaking in Bologna's dialect, they knew there was trouble. He was not a man who raised his voice, but when *il Capo* switched from Italian to dialect, the message was loud and clear. His colleagues understood that the problem needed to be solved immediately: it was to be given the highest priority.



Right:
Bonfiglioli family: daughter Sonia, wife Luisa, son Luciano, and Clementino.
Left:
Clementino Bonfiglioli at the ceremony for the presentation of the Cavaliere del Lavoro (Order of Merit for Labor) award in 2006.



He was a man and an entrepreneur who watched his company change as time passed, embracing new challenges, and facing crises like that of 2009 head on. In this fateful year, Bonfiglioli's orders fell by 40%. Even then, *il Capo* listened carefully to his closest colleagues, including his daughter Sonia, who proposed a groundbreaking change: to follow the lean processing methodology which had achieved so much success in Japan, to optimize production and improve company performance.

For the company, it represented nothing short of a revolution, with all the risks and economic uncertainties that any major business transformation inevitably brings, but Clementino Bonfiglioli accepted it immediately, trusting it was the right choice. And he was right: in 2010, despite countless challenges, Bonfiglioli finally began to see the light at the end of the tunnel.

Clementino supported what would become the rebirth of his creation as a true leader, and it was to be his parting gift. On July 6, 2010, after about twenty days of agony, he died from an aneurysm.

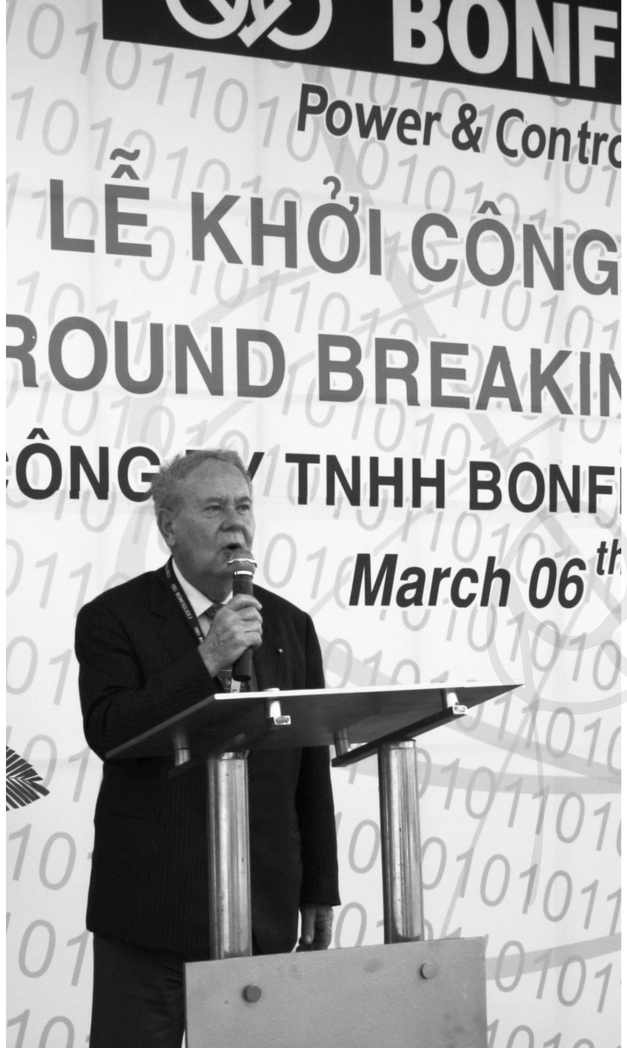
His daughter Sonia took the helm of the company. Many fears, plenty of doubts, but one certainty: her father, Clementino, would have wanted a bright future for her and for Bonfiglioli.

The rest is history.







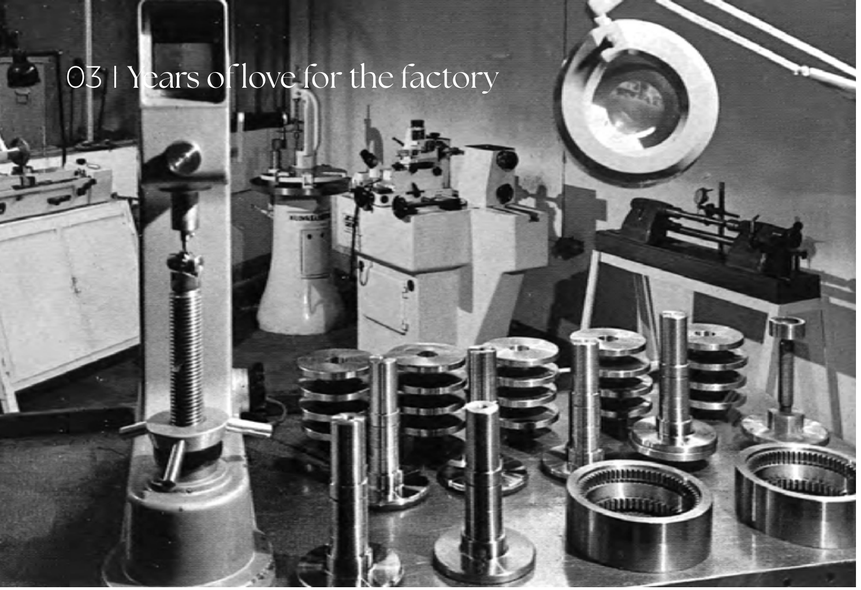


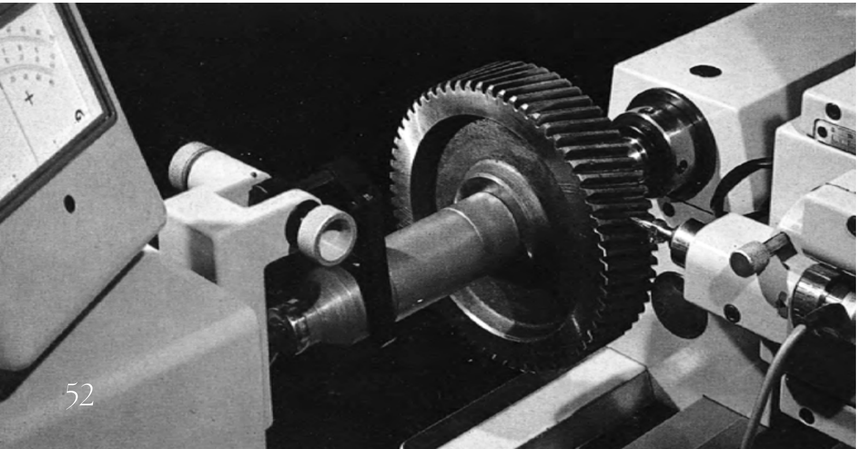
Onwards, full speed ahead!



Years of love for the factory

PASSION AND BUSINESS,
FROM BOLOGNA TO THE WORLD





Production control at the Lippo di Calderara plant in the 1970s and 1980s

100% multiple checks on worm gears, before proceeding to in-line assembly (Tesa - Micro Jet inspector)

Via Calvart and Avenida Osvaldo Fregonezi are around 9,600 kilometers apart.

A four-hour time difference separates the street where Bonfiglioli was founded from the company's most distant plant, located in São Paulo, Brazil.

Two very different worlds: Bologna, with its medieval towers and three hundred thousand inhabitants; São Paulo, with its skyscrapers and a population of eleven million spread across a vast area.

Italy's postwar industrial development was founded, for the most part, on the efforts of the women and men who lived in symbiosis with their factories. Often, their paths were similar: as young people, they got a job in a workshop to learn the basics and the trade, and then the more enterprising among them founded small manufacturing businesses of their own. Most lacked financial capital but based everything on sacrifice and a burning desire to work. Only a few of these companies, however, managed to withstand the test of time. Among these entrepreneurs, only a handful of visionaries were able to change history.

On December 22, 1954, Clementino Bonfiglioli launched a resale business and established his first gear manufacturing company, Bonfiglioli Costruzione Ingranaggi, headquartered at 34 Via Calvart in Bologna. His initial workshop was little more than a garage, in which, for a period, an old country cart remained, stored temporarily at the request of the building's owner, who was waiting to put it to use again.



Via Calvart, Bologna 1956

Bonfiglioli Brazil, today



On August 27, 1956, in those old cramped and dark premises, the company Costruzioni Meccaniche Bonfiglioli was founded, with the aim of manufacturing gears and gearboxes.

Clementino didn't have sophisticated tools to guide the decisions he made for his company, but he had the intuition of someone destined for greatness, paired with a deep passion. Relying on the combination of these two qualities, he made decisions that set his small workshop on course to become the Bonfiglioli we know today. These decisions - which would now be referred to as strategic - paved the way for the company's growth and evolution. Choices that are commonplace in our time were pioneering back then. Clementino Bonfiglioli was undoubtedly a gifted entrepreneur, but the real secret to his success was above all his ability to listen, and, at heart, to remain a man of the factory.

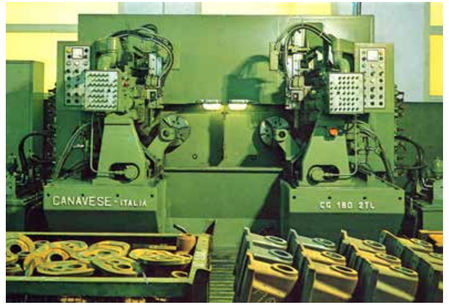
He chose to leave the premises on Via Calvart and move production to Lippo di Calderara di Reno. This was not a decision taken at random: after the death of his mother and his father's emigration to Africa, Clementino had been raised by his maternal uncles in that very village. He purchased the land on which he built the new factory from his uncle, Azzo Baroni, in 1962: just over a hectare of terrain a few kilometers from Bologna, which he completely transformed. In September 1964, the facility was inaugurated, destined to remain Bonfiglioli's company headquarters for more than half a century. In the place where he had grown up, his creation, too, would thrive.

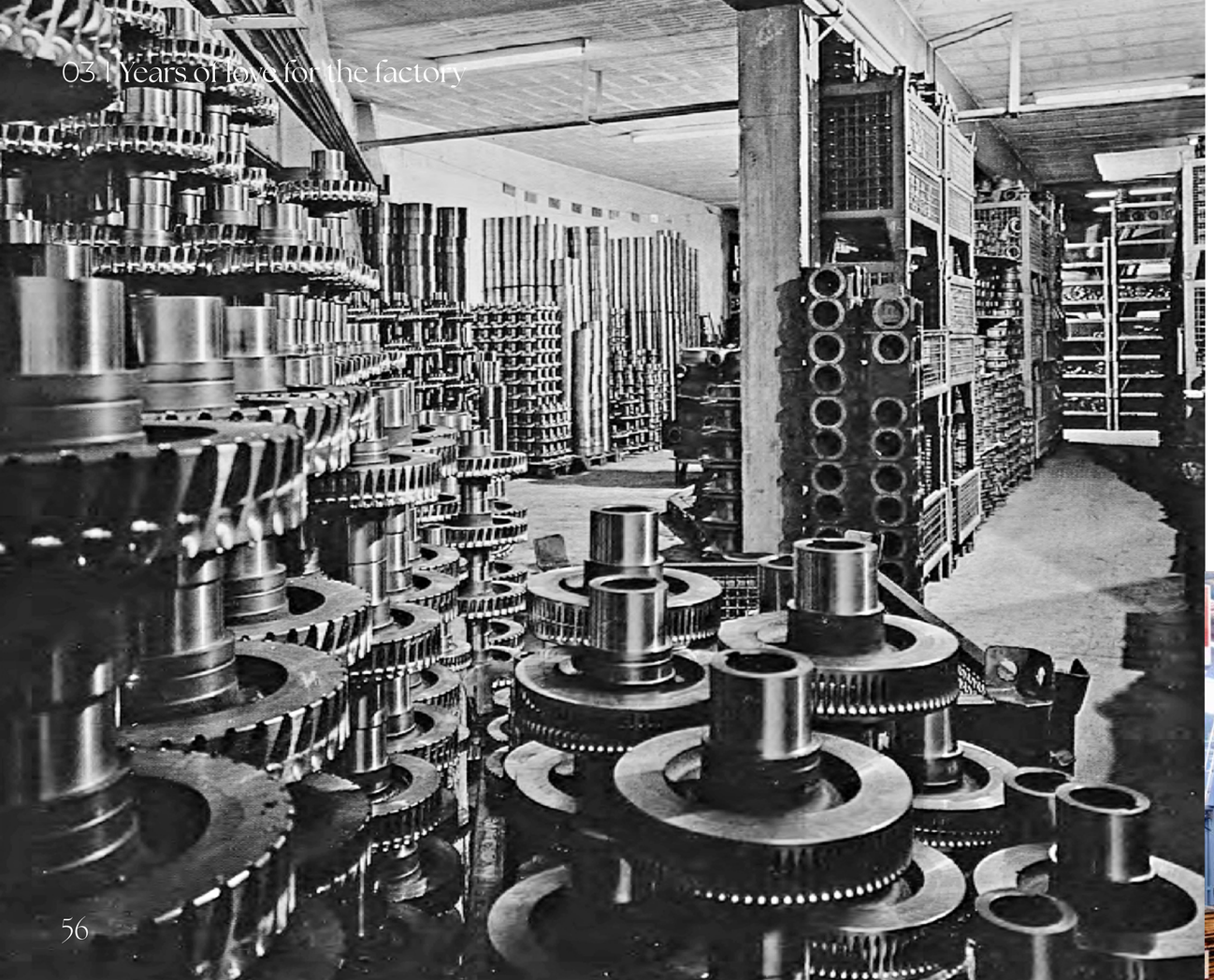
In the early years of production, both mechanical processing and assembly activities coexisted within the plant, but as new products were developed and markets expanded, it became necessary to increase production capacity. The facilities were adapted to the new requirements by installing modern, higher-performance machinery capable of meeting the growing demand for gearboxes, with an increasing focus on the technologies that were just beginning to emerge in the industrial sector at that time. The land that had once been the field cultivated by his uncle and aunt, where he himself had played as a child, was becoming the beating heart of a business with a bright future.



Interior of the Lippo di Calderara plant, 1970s–1980s







The solid foundations of Bonfiglioli were being laid, and its founder was keen to seize every opportunity. By the late 1960s, Spain was a highly promising market; however, the Francoist regime, which kept the Iberian country under tight control, banned the import of gearboxes from foreign nations. Instead of giving up on Spain, Clementino Bonfiglioli chose to manufacture gearboxes locally within the country, and in 1968, in Barcelona's industrial district, Tecnotrans Sabre was established. Four years later, in 1972, this company became Bonfiglioli's first production facility abroad, paving the way for the other factories around the globe that would be inaugurated in the decades to come.

In the 1970s, Clementino also focused on strengthening the company's market presence and improving product quality. By the middle of the decade, he was considering opening a new production plant in Veneto, an area that at the time was emerging as an industrial district and, thanks to the gradual abandonment of agricultural work, offered a large pool of available labor.

But sometimes, life is shaped by random events.





Left:
Warehouse at Lippo di Calderara: large stocks of raw materials – steel bars and forgings – together with semi-finished products, ensuring continuous and rapid production (1970s).

Right:
Trasmital, Forlì (1970s).

Along what would become the vacation highway for millions of people - the strip of asphalt connecting Bologna with the Romagna coastline - another fundamental step in the history of Bonfiglioli was taken. Italsai, a semi-public company based in Forlì, produced high-quality planetary gearboxes for the increasingly important earthmoving market. However, excellent products were unfortunately hindered by poor financial results, the result of shortsighted management.

It didn't take Clementino Bonfiglioli long to recognize the immense potential of the company. In March 1977, he signed an agreement to acquire the manufacturing plant, and to complement the range of gearboxes already available up to that point, he also commissioned the development of gearboxes for hydrostatic applications.

Once again, his foresight served him well: in the years that followed, demand for these new products would only increase. A new name was also chosen for the company: Trasmital.

The Forlì plant underwent modernization, with substantial investments in new equipment and new resources, restoring a company once headed for bankruptcy to its former glory in just a few years. The installation of a new heat-treatment plant was undoubtedly among the most important of these investments, as it enabled the company to become self-sufficient in its production processes. The manufacturing of gearboxes for earth-moving machinery was aimed at a type of client that demanded very precise specifications, not only with regard to the products but also in terms of the management of operational processes.



It is no coincidence that Trasmital was the first company in the Bonfiglioli Group to achieve ISO-9001 certification in March 1993, an essential step for increasing its market share. This continual technological evolution, combined with products boasting high quality and reliability, made Trasmital, a leading player in the complex sector of planetary gearboxes over the years.

At this point, Bonfiglioli's growth was well established, but it required decisions that would lay the foundations necessary to render the company capable of adapting to the industrial changes that were transforming the global economy forever.

One such development involved LB, a company that manufactured variable speed drives whose original headquarters were relocated from Via Masetti, in the hamlet of Lippo, to Via Bazzane in Calderara di Reno. This transition allowed Clementino to acquire the partners' shares and integrate the company into his emerging industrial group. It was another building block in a process that was increasingly taking a clearer shape, carefully molded by Clementino Bonfiglioli himself, who oversaw operations and shared his ideas and plans with his colleagues.

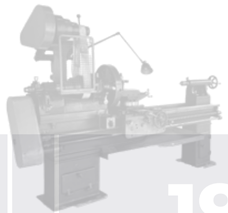
From the late 1980s, all of the mechanical processing plants were moved to the Calderara facility. Some of these were soon replaced with cutting-edge machinery, based on automation principles that were just beginning to play a starring role in the Italian industrial world.

The expansion of the plants showed no sign of stopping. The Lippo di Calderara di Reno site was now dedicated exclusively to assembly; market demand for worm gearboxes was constantly rising, and increasing production was essential to keep up with competitors. To achieve this, once again, Bonfiglioli chose to take an innovative path, and in 1989, an automated SARMAS system was installed at the Lippo facility for the assembly of worm gearboxes. Automated stations, robots that moved and assembled the components, dozens of monitors providing real-time production data: for many years, the facility produced millions of gearboxes which were then shipped all over the world, effectively ushering in the era of automation in the production departments.

The expansion of Bologna's industry wasn't limited to Italy, however: being present in foreign markets was becoming increasingly important, not just commercially but also in terms of production.

By the late 1990s, India was demonstrating enormous potential for growth, and was attracting the attention of Europe's industrial groups. The India project was also the first in the company's history to see the strategic contribution of Sonia, Clementino's eldest daughter. Sonia belonged to the new generation of entrepreneurs who were beginning to support company founders, and were moving their businesses beyond national borders, with their focus on the world beyond. With the foresight that always set him apart, Clementino Bonfiglioli had already initiated the process of generational transition within the company in the early 1990s.

From Bologna to the World



1956

Costruzioni Meccaniche Bonfiglioli
BOLOGNA



1964

Bonfiglioli Riduttori S.p.A.
LIPPO DI CALDERARA DI RENO (BO)



1971

LB
BOLOGNA



1972

Tecnotrans Sabre
BARCELONA,
SPAIN



1974/1976

Lucmar
SAN LAZZARO
DI SAVENA (BO)

Bonfiglioli Export/ Components
CALDERARA DI RENO (BO)

1977

Trasmital
FORLÌ



1980/1993

LS
LIPPO DI CALDERARA DI RENO (BO)

Monfer
VIGNOLA (MO)

Vimo
CALDERARA DI RENO (BO)

Bonfiglioli Riduttori
BARGELLINO – CALDERARA DI RENO (BO)

Silectron Sistemi
IMOLA (BO)

Icme
CALDERARA DI RENO (BO)



1999/2001

Vectron GMBH
KREFELD, GERMANY

Bonfiglioli Transmissions Pvt. Ltd.
CHENNAI, INDIA



Bonfiglioli USA Inc.
LAFAYETTE, INDIANA, USA



2003/2007

Bonfiglioli Slovakia S.R.O.
POVAŽSKÁ BYSTRICA,
SLOVAKIA

Bonfiglioli Drives Co. Ltd.
SHANGHAI, CHINA

Bonfiglioli Riduttori HD
SALA BOLOGNESE (BO)

Tecnoingranaggi
SAN GIOVANNI IN
PERSICETO (BO)

2008/2011

Bonfiglioli Transmissions Pvt. Ltd.
MANNUR, INDIA



Bonfiglioli Riduttori S.p.A. (BMR)
ROVERETO (TN)





Bonfiglioli Vietnam Ltd
BINH DUONG
PROVINCE, VIETNAM

2015



Bonfiglioli Transmissions Pvt. Ltd.
PUNE, INDIA



Bonfiglioli Redutores Do Brasil Ltda
SÃO PAULO, BRAZIL

O&K Antriebstechnik Gmbh
HATTINGEN, GERMANY

2017/2020



Bonfiglioli Riduttori S.p.A. (EVO)
CALDERARA DI RENO (BO)

Sampingranaggi
BENTIVOGLIO (BO)

2021/2023

Selcom Group S.p.A.
CASTEL MAGGIORE (BO)
CADRIANO (BO)



Selcom Electronic Shanghai Co Ltd
SHANGHAI, CHINA







The plant in Chennai, India

Sonia and Luciano, his children, joined the production departments right after earning their degrees so they could begin learning about the company: no special treatment, no favors.

To manage the company, it was first necessary to truly get to know it, and there was no better way to do this than to interact with it, working in production. Clementino's thinking was straightforward: the factory had been his own school, and it would do the same for his children. After a few years, both began their journey within the company, working across the various levels.

When the time came to develop the Indian project, Clementino chose to place his faith in Sonia, who championed a vision of internationalization that was certainly unconventional, but which would go on to become one of the company's cornerstones.

For the Indian plant, they chose a plot of land about thirty kilometers from Chennai: a city that, only a few years earlier, had reclaimed its ancient name, abandoning the colonial name of Madras.

The goal was to build a company capable of meeting the demands of the Indian market as well as those of neighboring countries. The team of managers responsible for planning and constructing the Indian plant developed a project that would mark an important milestone for Bonfiglioli.

The site upon which Bonfiglioli India would rise was once nothing more than an open muddy field. After many months of work, offices and production departments were built, where assembly benches and machine tools were installed.

Working in a country of a thousand contradictions also meant having to deal with customs and habits quite different from those in Italy. Among the many stories told by those who experienced this, one stands out as particularly illustrative of the cultural and social context: during the construction of the plant, it was necessary to sweep the floors, and the Indian workers assigned to this task used brooms with handles barely more than fifty centimeters long, forcing them to work on their knees. The Italian managers decided to purchase and distribute long-handled brooms, but the Indian workers immediately cut the handles down to fifty centimeters and went back to sweeping as they were accustomed to doing: on their knees. The Italian managers tried to change their minds, but eventually gave up when they realized the Indian workers would not be persuaded otherwise.

In February 1999, a guru performed the Pooja, a Hindu ceremony held to ensure the best auspices for the start of construction on the new plant. In September of that same year, a photograph captured Clementino Bonfiglioli with the first gearbox produced entirely in India. This marked

the first gear unit entirely produced in India with Raja Williams, Mr. Ganesh, Clementino Bonfiglioli, Mr. Daniel, Mr. Yadav





the beginning of a bond with a country that, over time, would only grow stronger; a true love affair. What began as a simple industrial development project became a symbiotic union between two worlds, touching not only the business side of things but also social aspects; the Cheerfutureland Bonfiglioli project, which will be described in another chapter of this monograph, is a prime example of this.

The leap from the twentieth to the twenty-first century was iconic, and for Bonfiglioli, it marked yet another step toward change.

In the early 2000s, Sonia steered the company toward the burgeoning mechatronics market, enabling further expansion of the Bonfiglioli universe. The acquisition of Vectron in 2001 enabled the company to enter the inverter market, which in those years was proving to be key in the world of industrial automation. Many years later, the creation of Bonfiglioli Mechatronic Research in Rovereto and the acquisition of Selcom would make Bonfiglioli one of the leading figures in the integration of mechanics and electronics. The 1993 acquisition of Icme and the 2008 opening of a plant in Vietnam, producing electric motors, ensured Bonfiglioli's presence in global markets was well established.





Bonfiglioli Vectron in Krefeld, Germany

In 2008, Bonfiglioli Brazil was also founded, and remains the production plant farthest from the company's headquarters to this day. In an industrial district just a few kilometers from São Paulo, 700TW series gearboxes are assembled.

Also in 2008, at the international convention in Florence, Sonia was appointed CEO of the Group. For her, a difficult journey was about to begin: the ongoing economic crisis was leaving a deep mark on the company balance sheets, and an entrepreneurial paradigm shift was necessary in order to withstand the blow and start over. Sonia was sure she would succeed thanks to her father's support, but fate had other plans: on a hot summer afternoon in 2010, Clementino was taken ill, and a few days later, on July 6th, he passed away. Now Sonia had to prove herself worthy of stepping into the shoes of an entrepreneurial giant of a father who had built an empire from nothing. In this economically challenging context, it was now up to her to carry the dream which had become a reality forward.

Bonfiglioli Mechatronic Research in Rovereto



Sonia found herself at a crossroads: sell the company or follow in her father's footsteps. She had to choose the best path for her company's future, letting herself be guided by the love for a factory which, over the years, had come to inspire her too.

She embarked on a path that would profoundly change her father's company, starting with a historic decision: to overhaul every process in order to meet the demands of the markets. It was a challenge that required commitment, tenacity, and total dedication.

The Lippo plant could no longer expand - especially given its proximity to Bologna airport - so Sonia decided to build a new facility that would support the implementation of new development projects.

In 2016, the EVO project was launched.







The area adjacent to the Via Bazzane plant was identified as a good place to develop it. LB had been operating on this site since 1979, initially producing mechanical variators which were later replaced by the production of gearcases and gears, which is still ongoing today. The project took shape amid simulations and planning, and the first stone was laid in April 2018. From here, it took almost two years to complete the construction of the new Bonfiglioli facility: a modern, environmentally-sustainable and functional plant beside the historic location.

Nothing was left to chance: everything from the outdoor spaces, where today hundreds of rabbits roam freely, to the production departments, which were designed to meet the greater comfort needs of employees.

In April 2019, EVO was inaugurated. The street where the plant is located was named Via Clementino Bonfiglioli: further testament to the strong connection between the company and its territory.

Bonfiglioli now has a new home: beautiful, modern, and ready to take on the challenges of the future. Is it a destination? No, it's a new beginning, as the company looks ahead, without forgetting to turn back for a proud glance at the past.











The women and men who built the business

THE STORY OF A COMPANY IN THE MEMORY OF ITS PEOPLE

"The work was starting to grow, so first they gave me a bicycle with a basket to take these gears away...
And then, the products wouldn't even fit in a box anymore, so they got me a tricycle..."

Arnaldo Nicoletti



The original Giordani tricycle, before it was adapted into a vehicle for adults as well.

One of the most coveted gifts for children in the late 1950s and early 1960s was a toy made by a Bologna company: the Giordani tricycle. It was made of stamped iron, painted a bright red, with white wheels and a black saddle. Just seeing it on Christmas Day gave children an overwhelming sense of excitement.

Arnaldo Nicoletti felt that same thrill when he saw his own.

There were just a few differences: Arnaldo was no longer a child, he was almost eighteen, and his tricycle wasn't red but black, with a mahogany-colored cargo box mounted on the front. He wasn't using it to ride around in the Bologna's Margherita Gardens for fun, but to deliver the gears produced by Bonfiglioli.

Arnaldo wasn't much inclined to study, so his father found him a job as a courier at a mechanical workshop.

His meeting with Clementino took place during a delivery of crown gears to BRV, the first company he had founded together with two partners in 1951. Clementino Bonfiglioli asked Nicoletti if he wanted to make deliveries for them, and Arnaldo, attracted by the prospect of a more secure job, accepted. From that moment on, using a battered old bicycle, he began delivering components. The bicycle had a limited load capacity - it could only carry a single crate positioned behind the saddle - so he was forced to shuttle back and forth several times a day between Via Calvart in Bologna and the company's various clients.

One spring morning, he arrived at the workshop and found Clementino Bonfiglioli who, instead of being beside one of the gear-cutting machines as usual, was waiting for him outside by the new delivery vehicle. "Here you go Arnaldo, look at this beauty I got for you! Now you'll be able to compete with the *Airone*," he said, referring to the common nickname for great Italian cyclist Fausto Coppi.

Making deliveries using his new three wheeler made everything steadier, and he could transport at least five crates per trip in the cargo bed.

There was only one drawback: with the cargo bed full, braking distances were much longer. Because of this, one May afternoon an accident occurred: while he was out delivering to a customer, the cargo bed loaded with gears, Arnaldo had to brake suddenly when a truck pulled out of a side street. He yanked hard on the brake levers and tried to dig his feet in, but couldn't avoid the collision. The cargo bed got stuck in one of the wheels of the heavy vehicle, splitting open and spilling its contents in the middle of the intersection.

Arnaldo remembers the voice of an old man sitting at one of the tables outside a nearby bar as if it were yesterday: in Bologna's dialect, he said: "Cinno, hai fatto un bel busso!" *(Kid, you took quite a hit!).*

As time went by, Arnaldo also developed an interest in mechanics and became passionate about the world of machining. Whenever he didn't have deliveries to make, or in the evenings at the end of his shift, he would ask if he could learn how to operate the gear-cutting machines. Over time, he became increasingly independent, and began calculating the gear diameters on his own.

After forty years working at Bonfiglioli, Arnaldo has many other stories to share, one of which highlights the bond that "*il Capo*" forged with his employees: "One Saturday morning, Mr. Bonfiglioli approached me and asked what was wrong, since he'd noticed I wasn't working as I usually did. I replied that I was worried because I was having problems outside of work, and confided to him that my girlfriend was pregnant and I didn't have the courage to tell my parents. He told me not to worry, that he would accompany me himself to my parents' home to talk with them. A couple of hours later, we were sitting with my mother and father to announce the happy news. It's a moment I will never forget, and one which truly expresses the connection we shared."

Telling the story of a company through the memories of the people whose work contributed to its growth is a great privilege; it is a gift. So many stories, so many memories, like those of Franco Bonfatti, a lathe operator at Bonfiglioli since 1962. In those days, advanced manufacturing processes didn't exist: components weren't made from semi-finished goods, but often started out as simple metal bars. When producing a finished component, large piles of iron filings would accumulate, visually representing the amount of work done. He worked at Bonfiglioli for forty years and witnessed the company's transformation from a small group of about twenty people working in Via Calvart to the relocation to Lippo di Calderara in 1964. But one constant, one principle, never changed: the care Clementino demonstrated toward his employees.



Arnaldo Nicoletti and sons

At the end of the 1970s, Bonfatti had a health issue affecting one of his eyes. Bologna has always been a center of medical excellence, but even for Bologna's doctors, the problem seemed insurmountable. Franco recalls that one morning Clementino Bonfiglioli called him into his office and had him take a seat: "Listen, Franco, we have to solve this problem with your eye. You can't go on like this, so I've come up with a solution. I spoke with the people at Tecnotrans, our Spanish branch, asked them for some information, and they told me there's a hospital in Barcelona that specializes in treating eye problems. So, here's what you're going to do: you'll go to Spain and get treatment, because I want you to be well."

The following week, at Bonfiglioli's expense, Franco traveled to Spain to undergo the examinations and surgery needed to resolve his eye condition. By the time he retired at the end of the 1990s, Bonfiglioli had become a modern industrial company, vastly different from the small workshop on Via Calvart. Today, at 82 years old, Franco Bonfatti has grandchildren to whom he tells stories about his work at Bonfiglioli and about that trip to Spain, which allowed him to look at them with a grandfather's loving gaze.





Franco Bonfatti when he was starting out at Bonfiglioli.

In the group photo:
Michele Attanasio
Marcello Menegatti
Paolo Pederzini
Franco Bonfatti
Mario Marchi
Arnaldo Nicoletti
Vittorino Moretti
Arrigo Laffi
Marco Ruggeri

In modern society, where gender inequality is still far too prevalent, the story of a woman can serve as an example of passion, perseverance, and determination.

Vannetta Gardini is a petite woman, and as she talks about machine tools and Bonfiglioli, her small hands move rapidly, drawing shapes in the air. In the 1960s and 1970s, at the height of a social transformation that would forever change Italy, Vannetta was the only woman enrolled in the technical institute in Forlì, specializing in mechanics. She had been passionate about this field since childhood, and when the time came to choose her future, she didn't hesitate: mechanics was what she wanted to do with her life. Just a few months after graduating, Vannetta was asked by Italsai in Forlì if she would be willing to take on the programming of machine tools. But she was a woman, and the state-appointed managers running the company were unsure about hiring her, so they decided to send her to Lamborghini for a few months, to see if she was truly capable of handling a job traditionally performed by men.

This petite and determined young woman not only passed her probation period, but with Bonfiglioli's acquisition of Italsai in 1977, she became one of its key figures. This marked the beginning of a period of technological development that took Vannetta to Switzerland and all over Italy, attending advanced courses on programming next-generation machine tools. Over the years, the experience she gained allowed her to make a foray into the world of industrial cost analysis.

The company formerly known as Italsai, now Trasmital, was conquering a significant share of the market, and customers were increasingly requesting customized planetary gears for special applications. Accordingly, the company needed to be able to properly assess and highlight the value of these customized solutions, and no one was better suited to that role than Vannetta.

This woman, with her passion for mechanics, spent her entire career training hundreds of young people as they entered the workforce, becoming a point of reference for their professional growth.



Vannetta Gardini, the only woman in her class.

On the opposite page, Vannetta today, at Evo during the interview.



The same passion animates a man with a powerful build and large hands, inherited from his uncle, a boxer. Roberto Cavicchi was just over forty when he joined Bonfiglioli in 1993. His task was a difficult one: to replace the legendary assembly manager, Arrigo Laffi.

Laffi began his journey with Bonfiglioli in Via Calvart; he was one of the men who set out on the adventure alongside the founder, and helped transform a small workshop into an industrial company at the new plant in Lippo di Calderara. In the early 1990s, he reached retirement age, so it became necessary to find a replacement who could bring renewed energy to the assembly operations.

At that time, Roberto Cavicchi was working for a company that produced diesel engines, and he had extensive experience in mechanics and quality, gained at firms in the automotive sector.

The first contact was made through a direct phone call from Clementino Bonfiglioli. Cavicchi wasn't looking for a new job, but the Chairman's words piqued his curiosity. A few days later, there was an initial meeting, where - in addition to Clementino - his wife Luisa, his daughter Sonia, and the longtime Human Resources director, Gianni Marchetti, were also present. Around the large round table in the meeting room on the first floor of the Lippo facility, the groundwork was laid for an adventure that would last many years. Cavicchi brought his expertise in process quality to the table, and with him began a period of significant technological advancement. At the Lippo plant, an automated system had been installed, and with its ten stations and eight robotic handlers, it was capable of assembling thousands of worm gear units every day. Those years also saw the birth of a new family of modular worm gearboxes that were named W, and the range of gearboxes was expanded with the introduction of the HDP and HDO gearbox families.

As head of assembly, Cavicchi played a leading role in developing assembly systems and equipment which - even after nearly thirty years - are still used in assembly operations today. With his expertise in mechanics, he succeeded, together with a rock-solid team of colleagues, in guiding Bonfiglioli into a new era of modern technological development, all without ever neglecting the human connection.

In the mid-1990s, during the days leading up to the Christmas holidays, it was customary for people in the offices to exchange holiday greetings, but this wasn't the case in the factories. Cavicchi decided to involve Clementino Bonfiglioli by asking if they could have a toast in the production departments. "You take care of everything," was the reply, "We'll see each other for the exchange of greetings." So, on an afternoon at the end of December, Clementino asked Cavicchi to follow him into a small room in the basement of Bonfiglioli: "Bring up that box, today we're having a toast." Inside the box was a two-meter-long salami, which was sliced in the middle of the assembly department, much to everyone's amazement.







Roberto Cavicchi, master of ceremonies at the Christmas toast, with Clementino or with Sonia.

Today, the exchange of Christmas greetings in the production departments has become a tradition that Sonia continues with warmth.

The development and growth of a company are also dependent on sound financial management. Giuliano Dall'Omo, who oversaw the company's administration for thirty-seven years, offers valuable insight into this aspect. Dall'Omo joined Bonfiglioli in July 1974 as administrative manager of Lucmar; the company, which then had only thirty-five employees, was responsible for painting and processing many of the components used in assembling the gearboxes. It was a big responsibility for a young man of just twenty-one, right at the start of his career, yet Clementino Bonfiglioli had great faith in young people and always paved the way for professional growth for those in whom he saw real potential.

Dall'Omo was one of those who got the opportunity, and he seized it. In 1993, after nineteen years at Lucmar, Giuliano Dall'Omo arrived in Lippo di Calderara, where he put his expertise to work as administrative manager, supported by Luisa Bonfiglioli. In this role, he was able to see firsthand what respect for employees and suppliers meant to Clementino Bonfiglioli: "Our suppliers have carried out work for us, so they must be paid on time, because they too have families and employees like ours who are waiting for their wages." An unwritten rule, but one that was deeply engraved in the minds of those who managed the company's finances.

Over the years, the bond between Dall'Omo and the Bonfiglioli family was not limited to work alone: the relationship developed into one of deep personal trust. Dall'Omo describes it: "After Mr. Bonfiglioli's passing, there were several steps that needed to be taken to ensure the continuity of the business. Mrs. Luisa called me and Gabriele Ventura to open the personal safe. Inside, alongside company documents, there were also some personal items, including a pair of cufflinks. Without hesitation, Mrs. Luisa took them and gave them to me. Today, after so many years, I cherish them as a reminder of a gesture of profound affection."



Left:
Giuliano Dall'Omo

Right:
Gabriele Ventura in business attire, in the midst of one of the Bonfiglioli fishing competitions.

Gabriele Ventura, meanwhile, was hired by Bonfiglioli on November 26, 1973, just after graduating from the Aldini-Valeriani technical institute. He started in the mechanical processing department, but it was quickly clear to the company that this young man had a real desire to learn. As a result, a few afternoons each week, he was moved into the technical office to draft work cycles, and some time later, he was given responsibility for the workshop's technical services. As time passed, his skills and responsibilities grew; first he was tasked with the management of a number of plants, before later becoming director of production.

Gabriele began to oversee the launch of new production facilities, managing everything related to construction, infrastructure, permits, and maintenance activities: all the steps needed to allow technicians to install the production lines. For several years, he served as CEO of BRT, a company led by Luciano Bonfiglioli. Indeed, to this day, he is considered the longest-serving individual in the Bonfiglioli world.











Memories of the fishing competitions organized by Clementino

There is another story that epitomizes Bonfiglioli's evolution.

Mario Marchi is ninety years old, and he spent forty of those years at Bonfiglioli. He was hired in his early twenties after attending the Aldini-Valeriani technical institute, the same place where Clementino Bonfiglioli had also studied.

But why should Mario Marchi be considered one of the employees who made the company's history?

The reason lies in an iconic Bonfiglioli product: the VF gearbox.

Through Marchi's words, we retrace and relive that period, brimming with expectation: "I was a lathe operator, and when I joined Bonfiglioli in 1960, I began working on the parallel lathe used to produce the worm gears for the VF49 gearbox."

This gearbox would remain the company's flagship product for many years, and indeed, over seventy years, millions of units have been produced, each used in an extraordinary variety of applications.

Mario, working at his machine tool, would transform metal cylinders into one of the main components of a gearbox at a time when electronics and automation didn't exist, relying purely on skill and hands-on experience. It was an era light-years away from today, not just in terms of mechanical processes, but in every other aspect of working life as well: "Back then, we didn't have a canteen for lunch breaks, so when it was time to eat we used a container filled with hot water in which we placed our mess tins to heat up our lunch. It was a completely different world compared to today."



Mario Marchi

Another world, another era - shaped by sacrifice and determination - that paved the way for what we have today.

Around thirty thousand women and men have shared a part of their life's journey with Bonfiglioli. Some grew up alongside the company, while others chose different paths. There are those who stayed just a few months, and those who reached the milestone of a lifetime.

Each, in their own way, has made an important contribution.

There are people who have been working at Bonfiglioli for nearly forty years, and others who proudly watch their children start a new journey at the same company. Some have found love and built a family. Some left slamming the door behind them, while others will always consider it their home.

Women and men who hold images and memories of the company in their minds, and who helped lay the very foundations that have made Bonfiglioli what it is today.

The stories of Arnaldo, Franco, Vannetta, Roberto, Giuliano, Gabriele, Mario, and the others are some of the most meaningful, not only because they recount the work itself, but also because they reveal the bonds between people that have consistently defined the way things are done at Bonfiglioli over the years.

All of them, without exception, every day, in twenty countries spanning all religions and a host of different cultures, continue to make history.



Clementino at the stand
(Tripoli 1975)



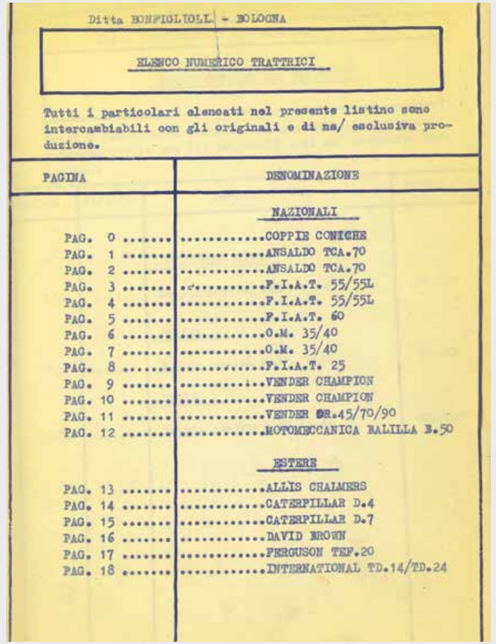
The evolution of communication

FROM THE FIRST FOREIGN TRADE FAIR IN TRIPOLI
IN 1975 TO TODAY'S ULTRA HI-TECH STANDS

"All the parts listed in this catalog are interchangeable with the originals and are manufactured exclusively by the company."

Price List No. 1, 1956.





Ditta BONFIGLIOLI - BOLOGNA

ELENCO NUMERICO TRATTRICI

Tutti i particolari elencati nel presente listino sono intercambiabili con gli originali e di ns/ esclusiva produzione.

PAGINA	DENOMINAZIONE
	NAZIONALI
PAG. 0	COPPIE CONICHE
PAG. 1	ANSALDO TCA.70
PAG. 2	ANSALDO TCA.70
PAG. 3	F.I.A.T. 55/55L
PAG. 4	F.I.A.T. 55/55L
PAG. 5	F.I.A.T. 60
PAG. 6	O.M. 35/40
PAG. 7	O.M. 35/40
PAG. 8	F.I.A.T. 25
PAG. 9	VENDER CHAMPION
PAG. 10	VENDER CHAMPION
PAG. 11	VENDER GR.45/70/90
PAG. 12	MOTOMECCANICA BALILLA B.50
	ESTERE
PAG. 13	ALLIS CHALMERS
PAG. 14	CATERPILLAR D.4
PAG. 15	CATERPILLAR D.7
PAG. 16	DAVID BROWN
PAG. 17	FERGUSON TEF.20
PAG. 18	INTERNATIONAL TD.14/TD.24

The evolution of a company is measured not only by the number of new products it creates and launches on the market, but also by its ability to communicate, to promote itself, and to adapt to the new demands of the world in which it operates. Developing these elements in an unbalanced manner can stunt growth, while having excellent products but failing to attract new buyers renders all efforts pointless.

Over its seventy-year history, Bonfiglioli has navigated its way through a number of very different eras, playing a leading role in the shift from printed catalogs to the digital age: an era in which, when used effectively, social media can minimize the distance between company and client.

In the 1960s, the concept of promotion simply didn't exist, particularly when it came to the initial launch of products from the mechanical industry onto the market. Only a handful of established companies exhibited at industry trade fairs, and most machining factories were little more than artisan workshops. To find new clients, they relied on the skills of their owners, who would knock on the door of larger companies offering their services as suppliers.

Clementino Bonfiglioli had a clear vision of the path he wanted his company to follow, and indeed, one of the main reasons for the conflict that led to him parting ways with his first partners was his desire to expand the business, which clashed with the more conservative mindset of those who had begun the journey with him.

To help the company move forward, Clementino believed that something more was needed beyond classic strategies: he needed to provide potential customers with a suitable, immediate tool that would enable them to choose the products they needed, which at the time consisted mainly of spare parts for the agricultural sector. So, in 1956, the very year the company was founded, he created the first price list. However, a solution was needed that would also allow non-specialists to find their way around the gears used as tractor spare parts, so, with an unusually forward-looking approach for those times, Clementino structured the price list by manufacturer type: the first page listed bevel gears, followed by a sequence of brands, prioritizing Italian producers (Ansaldo, Fiat, OM), and then continuing with foreign manufacturers (Allis Chalmers, Caterpillar, David Brown).

In this document, the vision that he wanted to convey to his potential clients was highlighted in a single sentence of exceptional clarity: "All the parts listed in this catalog are interchangeable with the originals and are manufactured exclusively by the company."

A direct, precise message which, in a single sentence, conveyed two core concepts at the heart of the company's identity: one, that the spare parts were of such high quality that they could be used in place of the originals and two, that they were produced exclusively by Bonfiglioli, preventing the company from being dependent on

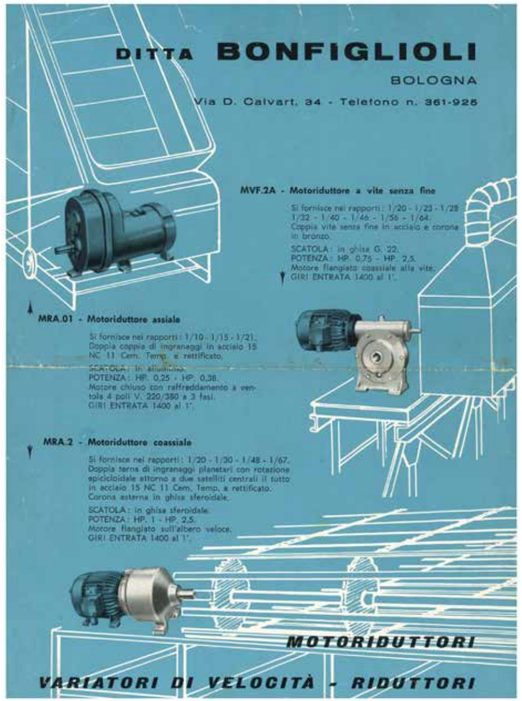
any other supplier for deliveries or pricing. With such an entrepreneurial vision, it is no surprise that Clementino Bonfiglioli became one of the leading figures in Italian industry.

The same philosophy was carried over into the 1960 catalog, which at the same time showcased a clear expansion of the product offering: no longer just gears and spare parts, but also gear gearboxes.

Across the four pages of the catalog, no fewer than twelve models were illustrated, each with detailed features and reduction ratios listed. The final page was devoted to a detail of the production process: after all, the customer needed to know they were purchasing an item manufactured using the finest technology of the time: "The equipment used for our gear units consists of state-of-the-art automatic machine tools, including our Fellows gear hobbing machines and Michigan gear shapers, designed for work requiring the highest levels of precision."

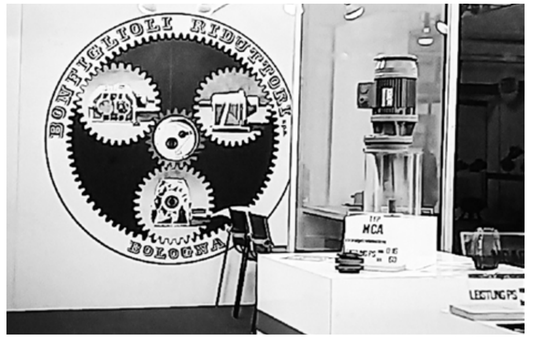
Once again, the message was clear: our gearboxes are the best!

The company was now undergoing a period of significant expansion, and as such, from the 1970s onward, it was ready to make itself known through participation in trade fairs.



The 1960 catalog





Hanover 1977



Bauma 2025

Hanover 1982

It was Loris Franceschi, one of Clementino Bonfiglioli's colleagues, who took charge of organizing and attending the company's first trade fairs. His stories help us to understand just how much the relationship between industry and customers has changed over time, and they also serve as snapshots of a bygone era that remain vivid in our minds.

Tripoli, 1975: Loris Franceschi arrived in the Libyan capital together with Clementino Bonfiglioli the day before the start of one of the first trade fairs the company would attend. The Saharan African market held great potential, and the goal of exhibiting at this fair was to find a dealer who would take on the distribution and sales of Bonfiglioli gearboxes on the continent. But when Franceschi and Bonfiglioli reached the pavilion where all the Italian companies were located, they realized their stand hadn't been set up yet. They had less than twenty-four hours to organize and prepare the materials, but Clementino didn't lose heart: with the help of a handcart, he personally transported the gearboxes from the storage area, where all the products were piled up, taking them to their assigned space and setting up the stand as best he could. Once the materials were in place, the two realized that the fair organizers hadn't even provided a table or a chair to welcome clients. Such occasions demanded remarkable adaptability, so Clementino hastily grabbed some wooden crates and covered them with green carpet to create makeshift seats; to brighten up the bare walls, he hung up some pages of the catalog. In just a few hours, the stand was ready.



Tripoli 1975

Clementino Bonfiglioli left the next day, while Franceschi stayed in Libya for another twenty days. He didn't sell a single gearbox, but the experience proved invaluable for organizing future trade fairs.

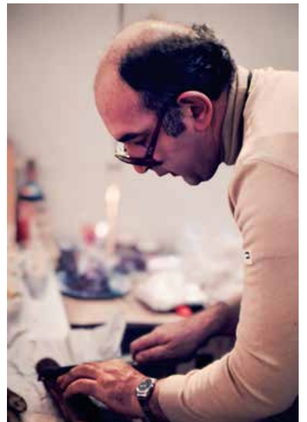
Hanover 1982: not only did this edition feature Bonfiglioli's first modular stand, it was also the first trade fair where a moka coffee pot made an appearance. Over the course of the exhibition, dozens of coffees were brewed for visiting clients, and it attracted so many people that, from the following year onward, there were two coffee makers on hand.

Hanover 1985: another edition of the trade fair, which Franceschi describes so evocatively. On the initiative of Pietro Cavazzuti, area manager for Modena and Sassuolo, a kitchen was set up at the back of the stand, where Cavazzuti himself, assisted by the interpreter and switching between his commercial and culinary roles, prepared around forty meals a day for clients and sales staff. This edition was also marked by another memorable event: on the way back to Italy, during pre-boarding checks at the airport, Cavazzuti was asked to open his large carry-on bag.

Hanover 1982



Hanover, 1985 - Cavazzuti in the stand's kitchen







In addition to some food, the area manager pulled a knife with a twenty-centimeter blade out of his hold-all, which he had used during the trade fair to prepare meals. As one might imagine, the tension immediately rose; the German officers stiffened, their hands moving to their holsters. Then Cavazzuti, with exceptional presence of mind, also took from his suitcase a salami and a bottle of Lambrusco, which he proceeded to share with the officers. Everyone happily enjoyed this unexpected and delicious interlude.

Telling the story today brings a smile, but just imagine how it would end now, if the same thing happened at any airport in the world!

At the trade show stands of the early 1970s, the approach was simple: products were put on display, and it was up to the salespeople to connect with visitors and explain their features. Today, trade fairs are organized down to the smallest detail: companies no longer sell products, they offer solutions. There are dedicated catering services for clients, sometimes with Michelin-starred chefs preparing gourmet dishes; nowadays, it takes more than just a moka pot to attract new customers.

Sales staff at the Hanover stand.



Interactive features at the stand at SPS Nuremberg 2023.









Product presentations at trade fairs in the 1990s

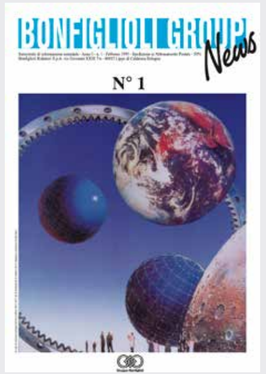
The focus is increasingly on the experience offered, and digital services support this new approach, working alongside people. We just need to think of how visitor data is collected at a trade show stand: fifty years ago, handwritten forms were filled out with customer information and business cards; today, dedicated platforms manage the information by connecting companies' social media profiles with the visitors.

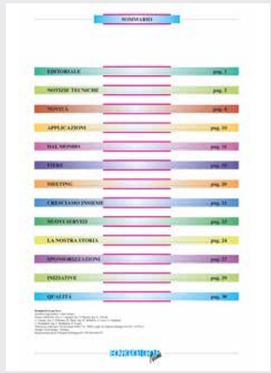
The internet has changed the world, and those who understood its potential from the start gained a tremendous advantage. Indeed, the web was at the heart of one of the cornerstones of Bonfiglioli's development: in the first half of the 1990s, connections between computers were primarily the domain of military or scientific institutions, which were test-driving their possibilities. In Italy, the first web page was published at the beginning of 1993 by the University of Pisa; in August of the same year, the first website went online courtesy of the Centro Ricerca Sviluppo e Studi Superiori della Sardegna, directed by Nobel laureate Carlo Rubbia. In 1994, in Sardinia once again, the first Italian web provider was established, aiming to bring the internet to a broader audience.

Only two years later, when digital development was still a distant reality for ordinary people, Bonfiglioli recognized its potential and promptly registered its own domain (www.bonfiglioli.com).

This historic milestone forever marked the company's journey of growth and connection, and in February 1996, the company began publishing Bonfiglioli News with a view to creating a channel to stay in touch with everyone in its community, in whatever capacity they were involved. It was a biannual magazine covering a wide range of topics, from technical developments to promotional material, events, and new products. The key to the magazine's success lay in the fact that the articles went beyond simply describing the company's evolution: they shared a vision with their readers. Bonfiglioli didn't just print a few copies to leave on waiting room tables; it developed a real editorial plan, and thousands of copies were sent out by mail to employees, suppliers, customers, and industry associations. Before long, the magazine became an essential tool for gaining greater insight into the world of gearboxes: a constantly-updated record, halfway between a technical dossier and an in-house journal. Within its pages, readers could find gear calculation diagrams as well as photos from trade fairs the company had attended. This innovative way of communicating carried Bonfiglioli's brand image for a decade and was only replaced in the early 2000s by the emerging communication strategies of social media.

The first issue of Bonfiglioli News in 1995, selected pages.











As the company underwent its metamorphosis, significant focus was placed on renewing the corporate branding. During the 1980s, the historic logo - which depicted a series of gears encircled by the company's name - no longer felt contemporary, so it too required an overhaul. Beginning in 1980, a new logo was introduced that better reflected Bonfiglioli's evolution, representing a clear vision for the new millennium, supported by taglines that evolved alongside the brand.

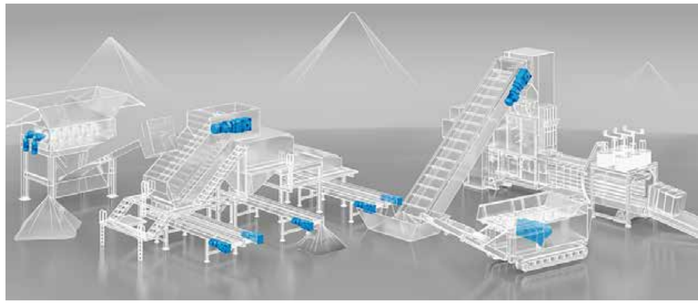
At the beginning of the 21st century, Bonfiglioli began to lay the groundwork for the transformation that has led to its current success, not just as a simple manufacturer of gearboxes, but as a supplier of complete industrial solutions. This represented a systemic change, uniting all the Group's functions.

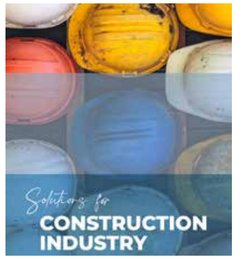
The new approach to communication was clearly evident with the launch of the Agile inverter in 2009; the integrated promotion, including a catalog, advertising, digital videos, website, promotional gadgets, and even a dedicated area within the trade show stand, resulted in a campaign that resembled that of a consumer product far more than an industrial one.

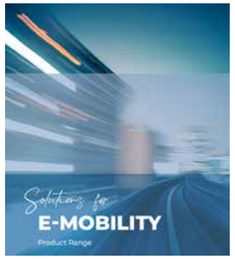
From the Agile advertising campaign of 2009 to today's communication methods: the story of a brand that has always been a leader.



The evolution of the company logo into today's brand image













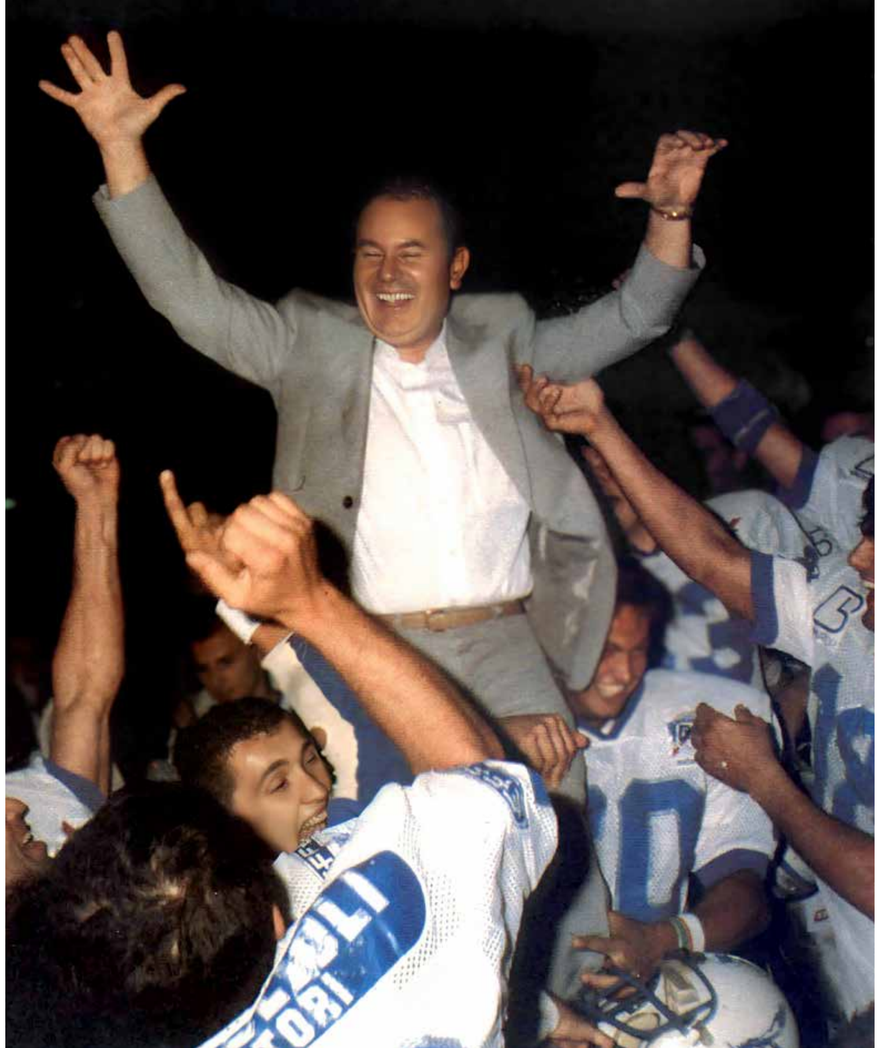
Since then, digital tools have become increasingly effective: not only does Bonfiglioli's website now receive thousands of daily visits, but the company's social media channels also communicate its vision in an increasingly coordinated and organic way. Today, the company's LinkedIn profile is also visited by many industry professionals who want to stay up-to-date with the company's evolution, and a growing percentage of new hires is made through this platform, which allows for quick and easy contact with a large number of professional profiles.

In these fast-paced times, when content has such a short lifespan, it is essential to have a clear communication strategy, particularly for a company operating on a global scale. Taking environmental, social, and cultural differences into account is fundamental for any industrial group that wants to remain a leader in its field.

In recent years, Bonfiglioli has developed communication campaigns that broaden its perspective, expanding towards wide and distant horizons. Those managing these efforts today face significant strategic challenges: for example, organizing a major trade fair requires clear planning and defined ideas, so much so that initial meetings often take place a year before the event itself. The ways in which content is shared have changed too; social media platforms now attract millions of users, and it is increasingly important to reach a growing number of potential customers.

And so Bonfiglioli - once just a small exhibitor at a Tripoli trade fair, where not a single gearbox was sold - now generates many millions of euros in revenue each year across Africa, more than fifty years after it set out on its journey. Its Sandton office in South Africa currently employs eighty people, some of whom have been with the company for over twenty years, turning the memory of the green carpet in that very first African stand into a remarkable success story.





Accustomed to winning in business and in sport

A PASSION FOR THE ROSSOBLÙ TEAM AND A WARRIOR SPIRIT

It was a sunny afternoon on June seventh, 1964. A few minutes before seven o'clock, referee Lo Bello blew the final whistle for the soccer match between the Bologna and Internazionale Milano teams.

Bologna were crowned Italian champions for the seventh time. In the city of porticoes and the Colle della Guardia, fans flooded the streets to celebrate. Among them was Clementino Bonfiglioli, a devoted supporter of the Rossoblù team.

His passion for soccer and for Bologna FC accompanied him throughout his life. He never missed a match, and could always be found in his seat in the stands at the Dall'Ara Stadium.

Over the years - some of which were both economically and athletically difficult for the team - Bonfiglioli resisted the siren calls inviting him to become one of the owners of the Bologna club, instead choosing to let reason prevail over passion. He always explained to those closest to him that protecting his company was the priority: running the Bologna soccer team would have required too much energy and too many financial resources, negatively impacting his business. Despite this, over the years, he never failed to provide his financial support as a sponsor.

His passion for the team's red and blue colors was one of his favorite topics of conversation, especially on Monday mornings, when, like any true fan, he would analyze Sunday's results with his closest team members.





June 7, 1964, historic Serie A title playoff: Bologna vs Inter, Stadio Olimpico in Rome.



One of the many memories that ties me to the boss regards soccer itself.

At the beginning of the 2000s, I was responsible for production planning at the Lippo plant, and on Saturday mornings, I would stop by the office to check the activities in a bit more peace and quiet. Sometimes my son Simone, who was about eight years old at the time, would come with me: I would work, and he would draw. Around mid-morning, as usual, I'd get a phone call from Clementino, who always stopped off at the company on Saturdays.





"Hi Michele, are you with Simone?"

After my affirmative answer, he would continue: "Come on up to my office with him".

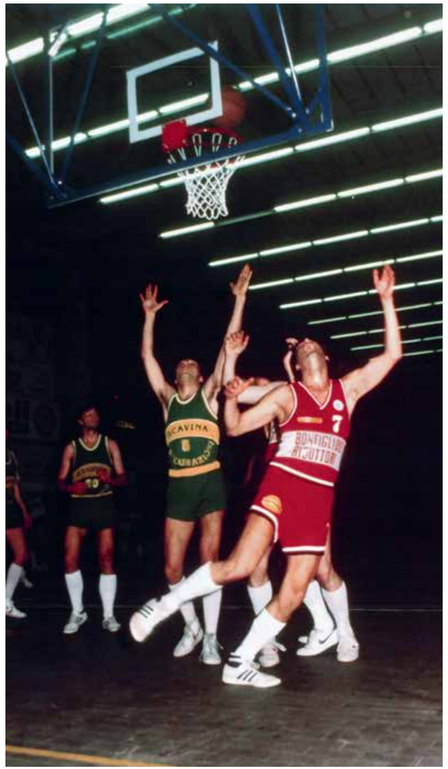
As I walked down the corridors holding my son's hand, I would prepare myself to witness a sort of pagan initiation ritual that I had seen many times before. Once we reached his office on the first floor, Bonfiglioli would point to the glass dish on his desk - always full of candy - inviting my son to take some. Then, with the sly look of someone who knows they're about to play a prank, he would lean in close to Simone and whisper: "Remember, Simone: you're from Bologna, so you have to support Bologna, not like your father, who's a Napoli fan."

Even today, my son - now in his late twenties and a devoted Bologna supporter - remembers those Saturday mornings filled with candy and football. As for me, I'm left with a sense of privilege and deep sense of gratitude for having experienced those unforgettable moments.



Sonia with Sasha Danilovic, Roberto Brunamonti and President Alfredo Cazzola on the occasion of Virtus Bologna's 13th Scudetto title, and more recently, with Virtus Segafredo Bologna player Andrejs Grazulis in 2024.

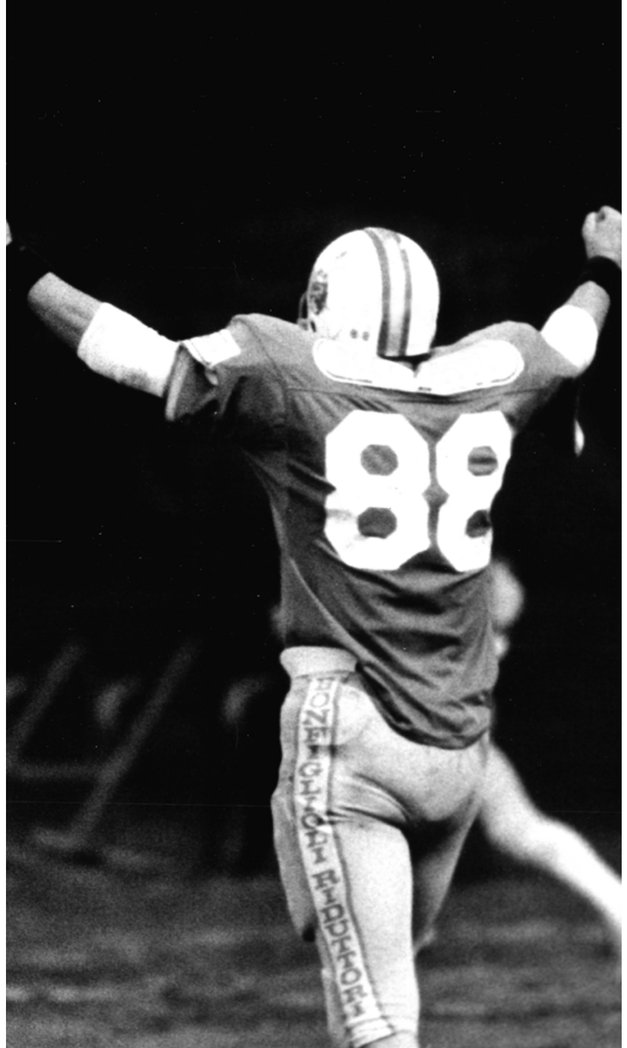






For Bonfiglioli and its founder, sport was never a tool for promotion, but rather a means to support the social fabric of Calderara and beyond; a way to build a different approach that would bring people together even outside the company premises. For many years, Bonfiglioli sponsored the cycling and basketball sections of the Polisportiva Calderara, providing vital financial support for the sports club where the children of many employees trained. It was a way to broaden their vision of social service and connection to the local community; the same approach, as we'll see in a later chapter, was implemented in India.

In Bologna - a city passionate about basketball and soccer - another sport from far away began to gain in popularity in the early 1980s: American football. On the newly established private TV channels, NFL games started airing on Sunday mornings, with their dazzling colors, helmets, and padding to protect players from collisions. In those years, thanks to the determination of a few enthusiasts, Bologna saw the birth of two teams: the Doves and the Warriors.



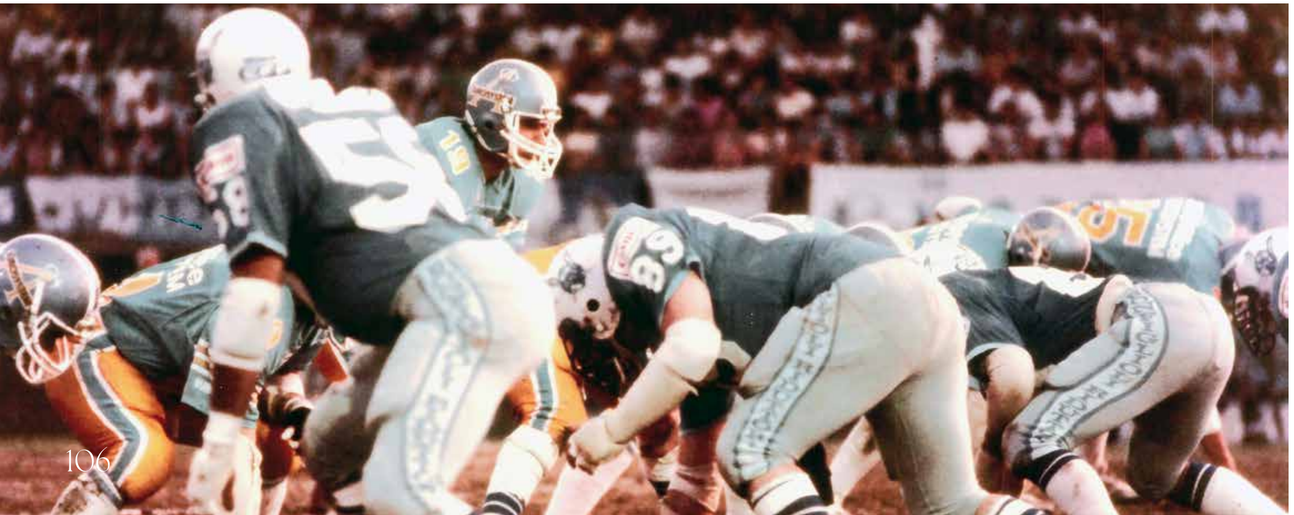
Professor Attilio Lodi, one of Bologna's most eminent surgeons and president of the Warriors, wanted to turn his team into one of the best in Italy, so he decided to involve his childhood friend Clementino Bonfiglioli. Fascinated by a sport that was so very different to those he was accustomed to, he enthusiastically agreed to take an active role in managing the club's finances. It was 1985, and football history was about to be made in Bologna. On the board of directors - alongside Lodi - sat none other than Bonfiglioli himself as vice president, his daughter Sonia as a board member, and several executives supporting the strategic management of the club.

Significant budgets were allocated during that time, bringing in top-level names both in terms of technical staff and players. In the team's first year, they made it to the playoffs, but this was not Clementino Bonfiglioli's goal.

At the end of the first season under his management in the summer of 1985, during the board meeting convened to establish the budget for the following season, President Lodi requested updates on sponsorship contracts in anticipation of the upcoming championship. The discussion was interrupted by Dr. Biagi, who managed the company's finances, asking what the objectives were. The concept was highly pragmatic: the budget would be built on the basis of those objectives.

One glance between Clementino Bonfiglioli and his wife Luisa was enough to confirm what everyone already knew. "I want to win", he said, looking at the other members of the board. And so it was.







In 1986, the Warriors defeated the Jets Bolzano team in the semifinals, earning the right to play in the Bologna Superbowl against Pesaro. Having the chance to play the final in the Dall'Ara stadium in front of their own fans was possibly a once-in-a-lifetime opportunity, and excitement and tensions were running high. However, Clementino Bonfiglioli knew just how to motivate his team.

The night before the final, the entire team and coaching staff were invited to Bonfiglioli Riduttori in Lippo. A dinner had been organized in the company cafeteria so everyone could come together ahead of the final the following day; we have a precise and detailed account of the event from one of the key figures of the season: Paolo Parlangeli. At the time, he was the team's sporting director, and these moments are clearly etched in his memory: "All the players, coaches, and managers were seated, having dinner with Bonfiglioli, who was sharing anecdotes. Towards the end of

The 1986 final: team, memorabilia and match photos



the evening, Beppe Grandini, the team's video technician, played a highlight reel of the games that had brought the team this far. The footage also included interviews and playful taunts, which were almost always aimed at their sworn rivals, the Doves: Bologna's other team. Once the video ended, amid laughter and shouts filling the room, the lights dimmed and a hush fell; Beppe had prepared a surprise that no one knew about. A video began, showing the best offensive and defensive plays from that season, set to the music of Queen's 'Don't Stop Me Now'. The message was loud and clear: boys, we've worked hard to get this far, so tomorrow let's finish the job in the best way and win the championship. At the end of the video, the notes of Queen's 'We Are the Champions' filled the room, which fell into a silence that was heavy with emotion. Clementino Bonfiglioli went over to Prof. Lodi and said, 'Tomorrow, we're the ones who'll win', before approaching me and adding , 'I'll get the drinks ready so we can celebrate'. Outside the company premises, a group of kids waited for the players to come out so they could ask for autographs: back then, Lippo was a small village of just a few souls, who were roused from their beds that night by shouts from the street. Some of these youths, riding their mopeds, escorted the team's cars to the edge of town, giving them a collective send-off on the eve of the final."

The next day at the Dall'Ara stadium, the sense of anticipation was at a high, thanks in part to newspapers and the media, which had fueled interest in the event. Fifteen thousand spectators were expected; in the end, seventeen thousand turned up. The crowd was such that, halfway through the match, the gates were opened to allow another seven thousand spectators in.

The game was a triumph: the Warriors beat the Angels Pesaro 16 to 6. After losing two finals, the Warriors had finally won the championship, on July 5, 1986. Clementino Bonfiglioli was immortalized in photos from the occasion, as his players carried him in triumph around the field to celebrate the victory.

The celebrations continued in the locker room. Once again, Parlangeli recalls the moment vividly: "The smell of alcohol far outweighed that of sweat. It was a great party for us and for Bologna."

BONFIGLIOLI RIDUTTORI WARRIORS CAMPIONI D'ITALIA 1986

The partnership between Bonfiglioli and the Warriors lasted five years: in addition to the championship victory, they achieved a number of other remarkable results, including another league final against Busto Arsizio and a semifinal appearance. All this serves as proof that with passion, organization, and the right team, no result is out of reach.

But this period of sporting triumphs was also a reflection of how Bonfiglioli approached new projects, and he applied the same method within his companies. Taking care of his employees, understanding their family situations, standing by their side during the most challenging times: these are the things that forged an unbreakable bond between a leader and his team.

A company isn't so very different from a sports team. The passion Clementino Bonfiglioli felt for Bologna at the Dall'Ara stadium was the very same he had felt as an entrepreneur, for his products and his companies.

It is easy to imagine him looking at his two great passions: at the stadium, celebrating Bologna's qualification for the Champions League, and with equal pride, his joy in the women and men who helped build the Bonfiglioli we know today. Both, now more than ever, are incredible, truly remarkable, and ready for the challenges ahead.





Solutions at the service of people

THE GEARBOX - AN UNDERCOVER AGENT IN EVERYDAY LIFE

Solutions for EVERYDAY LIFE.

Thrillers are a very popular film genre.

Movies tell gripping stories that often feature secret agents as their stars: characters who carry out thrilling missions, silent and discreet heroes few people notice, yet without whom the story simply could not move forward.

In the world of mechanics, there is a device that helps us in our daily lives without ever being seen, with all the stealth of a secret agent: the gearbox.

Many people don't even know this component exists, yet they benefit from what it does. Every day, we're accustomed to performing actions that are the result of progress. It's normal for us to take escalators to reach a subway station, just as it is normal to place groceries on the conveyor belt at a supermarket checkout; and what about the laughter of children on rides at amusement parks? Or taking an elevator to reach the upper floors of a building?



Series of illustrations created in the 1990s for Bonfiglioli News





All these actions we take for granted would simply not be possible in a hypothetical alternate reality without gearboxes. Gearboxes are invisible friends that assist humans in many of their activities, and not just in everyday life.

Pisa is one of the world's most famous cities thanks to the splendid Piazza dei Miracoli and its iconic monument: the tower that has stood next to the cathedral for more than eight centuries.

What makes the tower unique is its tilt: the morphology of the ground on which it was built causes it to lean by 3.97 degrees.

In 1990, a conservation project set out to reduce the tower's tilt in order to lessen the risk of collapse. For this project, which lasted more than ten years, a special machine was used to install the anchoring tie rods that supported the weight of the tower. This machine was equipped with a series of Bonfiglioli 700C planetary drives. When the improvement work was completed, the monument - unique in the world - was once again opened to the public.

Another place that is one of a kind in the world for its morphological and natural features is the Atacama Desert in Chile. Located between the Pacific Ocean and the Andes Mountains, scientists have been studying it for years.

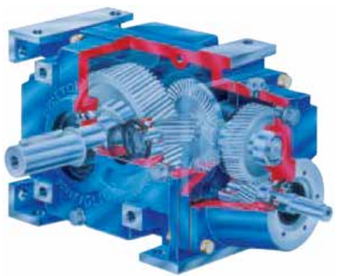
Beneath its surface lie precious minerals such as molybdenum, lithium, and copper: indeed, the world's largest mine is located right there. To extract these minerals, machines are used that can separate groundwater from the solid material containing them: a process that takes place inside enormous cylindrical tanks one hundred meters in diameter. Gravity means that the heavier material settles to the bottom, while water flows out over the edges of the tanks. At this stage of the extraction process, a thickener rake, driven by planetary drives, comes into play, guiding the solid minerals toward the openings at the bottom of the cylinders.

This solution is extremely useful because it achieves two goals at once, simultaneously reducing costs and minimizing environmental impact.

From the depths of the Earth, we travel to the vastness of the galaxies, from the darkness of the mines to the impenetrable blackness of the cosmos.

We all know the feeling of awe when we look up at the sky, and the beauty of stars and planets captures our imagination. In ancient times, visionaries like Galileo Galilei began to observe and study the celestial sphere, using rudimentary means to explore it; tools that gradually evolved and led to ever-new discoveries. Back then, those who challenged popular and religious beliefs risked their own lives, but history has proven them right, thanks in no small degree to the creation of increasingly sophisticated instruments that have allowed for better observation of





the galaxies. We have moved from the first telescopes all the way to modern astronomical observatories, often built at high altitudes, far from the light pollution of cities.

La Silla is an observatory located in the Atacama Desert at over two thousand meters above sea level, six hundred kilometers from Santiago, Chile. Since the 1960s, ESO - the European Organisation for Astronomical Research in the Southern Hemisphere - has studied galaxies here using cutting-edge telescopes. To manage the movement of these enormous eyes gazing out over the universe, Bonfiglioli gearboxes have been installed; unique features enable them to operate under challenging climatic conditions. In this instance, the conditions are challenging indeed, given the altitude of the Andes, with their landscapes and panoramas that look like paintings.

And on the subject of paintings, many have paid tribute to the beauty of the capital of Normandy: Rouen.

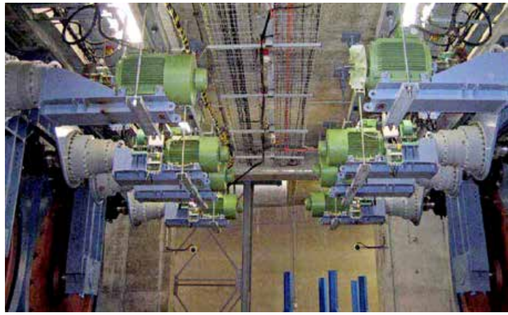
For hundreds of years, its historic center has drawn visitors from all over the world, thanks to the succession of palaces and half-timbered houses lining the narrow streets, where magnificent churches built over the centuries stand side by side with civic buildings. Of them all, the most famous is unquestionably the Notre Dame Cathedral - a marvelous example of Gothic architecture that, in the minds of art lovers, will forever be linked to the series of paintings by Impressionist master Claude Monet, who depicted it at different times of day. In the dozens of canvases painted by the French artist, the cathedral emerges in all its magnificence, offering not only an iconic image of the city but also serving as a milestone in the history of painting.

But Rouen is about more than just history: it is also a center of commerce, due to the fact that its position on the Seine has always made it France's most important river port. Over time, a significant industrial sector has developed across the Rouen metropolitan area: automotive, aeronautics, and pharmaceutical companies all have production facilities surrounding the city. Economic growth rendered it necessary to modify and expand infrastructures to enable better mobility for its residents, and one of the most important civic works in the city is the Gustave Flaubert Bridge.

The innovative solution designed for the construction of the bridge is particularly notable: it had to allow large commercial ships to pass quickly through, while creating a new alternative for city traffic and ensuring that, aesthetically, the impact on the metropolitan landscape was kept to a minimum. The result is a bridge that allows the passage of ships by lifting the entire road deck that connects the two banks of the Seine, raising it to a height of fifty-five meters. To lift more than two thousand tonnes, Bonfiglioli planetary drives from the 316 series were installed inside the massive pillars, enabling the bridge to rise and descend in just a few minutes.













Another bridge, on a distant continent, is the icon of its city: Sydney Harbour Bridge.

Built in the 1920s, along with the Opera House, it has come to represent the Australian city, and connects the two sides of the bay, providing the main gateway into the city center. Like all structures of this size, the Harbour Bridge also requires regular ongoing maintenance to prevent structural deterioration. The company in charge of inspection operations relies on a series of platforms that slide beneath the bridge's roadway, where workers carry out repairs. This solution has significantly reduced the time required to perform this work, and the movement of these maintenance platforms is supported by a series of Bonfiglioli gearboxes that are able to withstand Australian environmental conditions.

In this distant and beautiful land, where nature has created wonders like the Twelve Apostles cliffs and the Great Barrier Reef, the love for sport runs deep: cricket and football are widely played, but above all, rugby reigns supreme. Thanks in part to a fierce rivalry with New Zealand, rugby draws some of the biggest crowds, and Australian rugby stadiums are always packed with passionate fans; for the clubs, the goal is to offer their supporters an increasingly immersive experience during matches.



And once again, the secret agent of mechanics steps in to support humanity's needs.

Stadium Australia in Sydney was built to host the Australian Olympics in 2000, and with more than eighty thousand seats for spectators, it is one of the largest stadiums in the southern hemisphere.

The project was designed to make the stadium adaptable to different sports, allowing the stands to be repositioned accordingly. To achieve this, the construction company used Bonfiglioli gearboxes: around thirty A Series gearboxes combined with planetary drives enable the stands to move closer to or farther from the playing field as required. Stand sections weighing up to five hundred tonnes are moved in around half an hour, providing fans with an excellent view of the matches.

Among the world's most popular sports, motorsport undoubtedly ranks near the top. In particular, Formula 1 boasts millions of fans, thanks in part to a globally renowned brand: Ferrari.

But what connects Bonfiglioli gearboxes to the famous Maranello manufacturer? In addition to its main championship, Ferrari regularly organizes events for its clients, and some of these clients have managed, over time, to purchase Formula 1 cars. Ferrari holds meets where wealthy owners can experience the thrill of driving their own car on a real racetrack, with the support of Ferrari mechanics and technicians. These cars, which dominate the world of motorsport, are high-tech jewels - as advanced as they are delicate - particularly the historic models, which require specific procedures during startup. The engine is started with equipment that uses a Bonfiglioli C Series gearbox, which, thanks to its compactness, can be easily handled by the mechanics at Maranello.

Secret agents are experts at going unnoticed and concealing their actions, and in the world of mechanics, the gearbox is second to none at performing this very task.



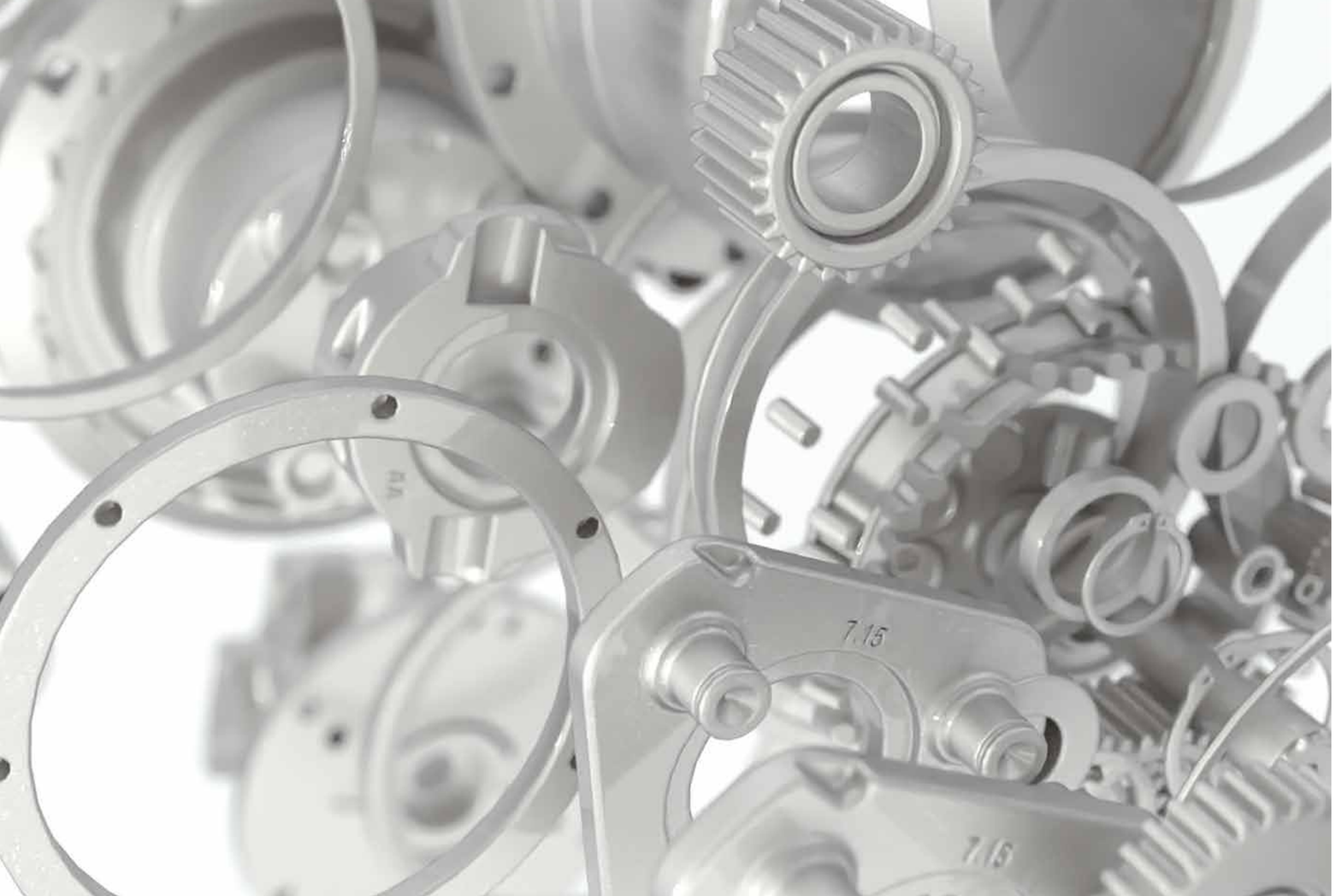




It's not just escalators or astronomical observatories; the impact gearboxes have on our lives is greater than most people could ever imagine. When a headache makes our day difficult, taking a painkiller seems the simplest thing in the world, yet that pill, which will bring us relief in a matter of hours, was packaged by machines equipped with gearboxes. When we open our pantry searching for a treat to lift our spirits after a tough day, we should remember that somewhere along the production line, a gearbox played an active role, moving a conveyor belt forward, or rotating a packing platform. Even the strawberries we savor in the summer months are washed by machines fitted with gearboxes, before making their way to our tables.

Deep beneath the earth or on the peaks of the highest mountains, in the depths of the sea and in arid deserts, in sprawling metropolises and in small towns, in companies and in our homes: gearmotors are part of our lives, and play a key role in making them better. Often, they remain unseen: the world's most famous secret agent is at her Majesty's service, while the gearmotor is at the service of our lives, every single day.





From gearboxes to systems: the path to a dream

TO KEEP THE WORLD IN MOTION



This book marks an important milestone: seventy years of history.

In 1951, a young Clementino Bonfiglioli began his entrepreneurial journey in a small workshop. Today, Sonia, his daughter, has fulfilled her father's dream, transforming Bonfiglioli into a global organization. The company's success is founded upon two cornerstones: entrepreneurial vision and its products, two elements that, when combined, have made Bonfiglioli into what it is today.

By the late 1950s, speed reducers were already available on the market, but they were mostly custom-made solutions, created specifically for the machines on which they were installed. Clementino Bonfiglioli's visionary idea was to design a product that could be used across a very broad range of applications. No longer just a set of gears that drove rollers and conveyor belts, but a real mechanical device that could be mounted on any type of automatic machine, regardless of the industry sector.

So what, exactly, is a gearmotor?

1950s: Italy's mechanical sector gets going again



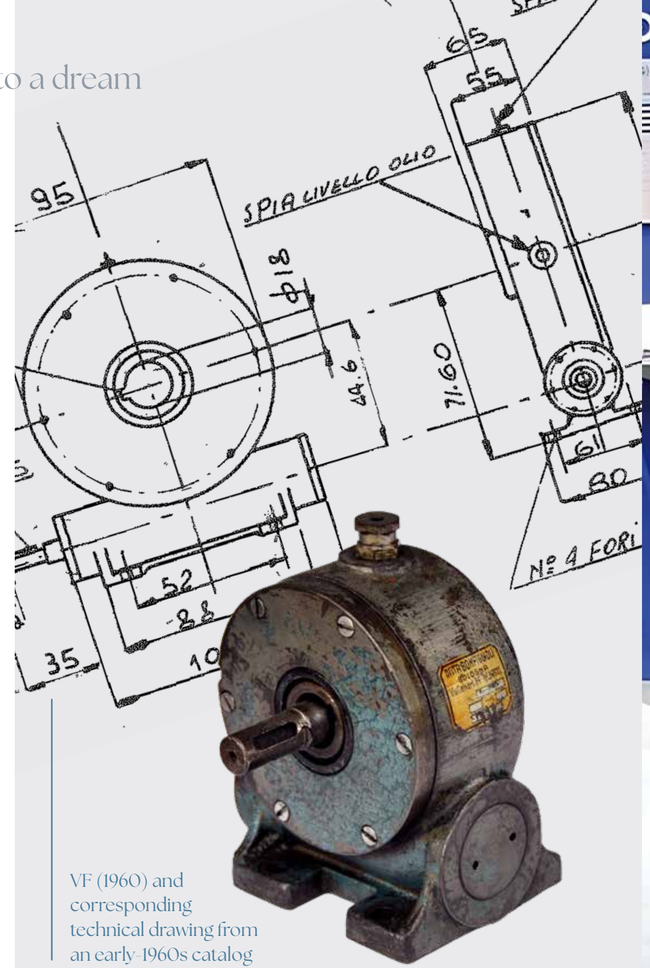
The operating principle of a gearmotor is based on the need to control the movement of goods or people at different speeds depending on the application in question.

Imagine an automatic car wash with its multicolored brushes, or an escalator: their movement is driven by gearmotors, but each one has different characteristics and speeds. The importance of the latter is clear: just think what could happen if the gearmotors were swapped: we would see escalators hurling people into the air, while cars would remain motionless for hours inside an automatic car wash.

The gearmotor receives the power and the corresponding rotational speed of an electric motor via its input shaft; then, by means of a set of gears, the input speed is "reduced" according to the application.

In the mid-1950s, Clementino firmly believed in the potential to bring to market a product that would forever change the world of automation.

This concept, combined with the expertise gained in gear design during his early years of work, laid the foundations for the birth of the first Bonfiglioli gearbox: in 1960, production began on the VF, the quintessential worm gearbox, which is still listed in the company's catalog today. Over the years, the VF family has expanded, adding new sizes in line with the demands of the market, evolving



VF (1960) and corresponding technical drawing from an early-1960s catalog



as a result of technological developments that have improved performance. One such development was a change in the material used for the housing: In the smaller sizes, cast iron was replaced with aluminum. As for the shape of this solution, the characteristic fins were introduced to enable improved heat dissipation. The VF family is one of the best-selling products in Bonfiglioli's history, with millions of units produced for every industrial sector.

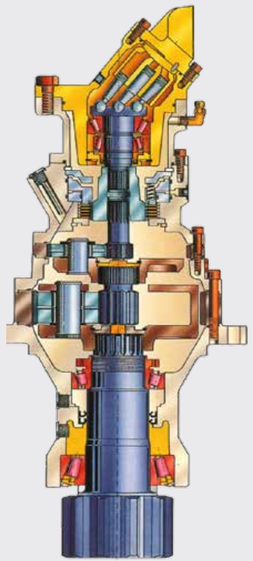
In the years that followed, other gearmotor families were designed to cater to increasingly broad market segments. However, perhaps what is most striking is that even in Bonfiglioli's very first catalogs, a large number of gearmotors were already featured that would go on to shape the company's future, many of which are still in production today, playing a leading role in markets throughout the world. This bears testament to Clementino Bonfiglioli's talent as a designer and his ability to see the future of automation - two of his most distinctive characteristics from the very beginning. Over the years, new products would be introduced, but the foundations of a broad, wide-ranging catalog capable of meeting every requirement had been laid, with a focus on the future.

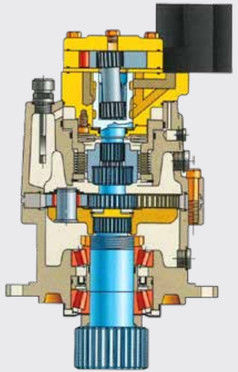
Portrait of Clementino at a trade fair, 1990s



Giovanni Zinzani was a young engineer when he began working at Trasmital in October 1978. He had been passionate about transmissions right from his student days, and when he saw the advertisement for the technical office manager position in a hydraulics magazine, he sent in his application. After an initial interview in Forlì, he was asked to attend a second one directly at Bonfiglioli's headquarters. On August 1, 1978, Zinzani met Clementino Bonfiglioli for the first time. He didn't know it yet, but he would go on to share the next forty-four years with this man.









700T from its origins to today.
On the opposite page
Giovanni Zinzani

Bonfiglioli had been producing planetary drives since 1960, but Zinzani can be considered the father of Bonfiglioli's planetary drives for earthmoving machinery. But what were the elements that made this new era possible? The engineer had a clear idea and a precise goal: to create a compact planetary drive, specifically designed for different drive types, to be fitted on mobile working machinery used in a range of industries: construction, earthmoving, goods handling, and agriculture.

The distinctive features of the planetary drive technology implemented by Bonfiglioli made it possible to transmit power combined with the high torque required to drive the moving parts of the machines, using compact, lightweight products, with benefits both in terms of cost and ease of installation. The capacity to create products for a wide range of applications and for different manufacturers, with only minor variations among them and a high percentage of shared parts and components, would support economies of scale and help to further contain costs. After considering the proposal, Clementino Bonfiglioli gave his seal of approval. Subsequently, a first design for a new turret slew drive was developed: the first gearmotor in the 700T series, applied to an excavator from the French company Richier, which at the time operated within the orbit of Ford. Important feedback was obtained from this project and then used to expand the range. The next step was the design of the first gearmotor conceived to drive tracked machines, replacing the bulky and expensive solutions based on traditional gearmotors.

As Zinzani told us, the first ardent supporter of these new products was Clementino himself, who had the habit of traveling to Forlì every Tuesday and Thursday. While they walked through the aisles of the factory, they planned new projects together, including the first planetary drive with rotating body: this technology forever changed the world of power transmission in working machinery. The 700C series was taking shape, a piece of Italian industrial history.

The concept was based on a new architecture featuring a planetary drive, with in-line input and output fixed to the machine via a flange, and a body that could rotate. At that time, this type of gearmotor was produced exclusively in Japan, but only in limited sizes for use on mini-excavators, while the Bonfiglioli version was designed for use on excavators weighing from 10 to over 30 tons. It was an extraordinary success; indeed, the Forlì-based company immediately became a fully-fledged member of the select group of global solution providers. This success continues today, with one of the broadest product ranges on the market, which extends beyond machinery to a key sector like wind energy, where the company is now a global leader. For these applications, 700TW series drive systems are used, and the principle remains the same: high-torque power delivered via a compact design. These features have simplified the installation of these solutions on wind generators for yaw and pitch drives, enabling the blades to orient and adjust according to wind direction and intensity. Planetary drives are another building block



700C

within the Bonfiglioli world, helping evolve and expand the product range. The route was set, destination: the future.

The future, and the company's transformation, were also dependent on another key product that directed Bonfiglioli toward the production of complete systems: the electric motor.

Clementino Bonfiglioli was passionate about mechanics. Since his days training at the Aldini-Valeriani Institute, he had been captivated by the transformation of simple pieces of metal into products that helped machines move, but he was also a great entrepreneur, able to anticipate changes and developments in the markets. So, starting in the early 1990s, he began investing in electric motors. The purpose of this move was simple: the gearmotor was essentially a key component for machinery, but to do its job, it had to be paired with an electric motor.

After three years of holding a minority stake, in 1993, Bonfiglioli acquired ICME, a manufacturer of electric motors founded in the early 1980s. Production was moved to Calderara to be closer to the Group's main headquarters, and new professionals with specific expertise were brought in.

Ivano Furlan



Engineer Ivano Furlan became a Bonfiglioli employee in the same year, and his goal was to design Bonfiglioli electric motors.

His words convey the satisfaction and pride of having been part of a piece of history. Furlan came from Ansaldo, which at the time was a Finmeccanica company, and one of the things that most struck him about his new environment was the loyalty Bonfiglioli had managed to build among its suppliers: a world away from what he had experienced until just a short time before. But beyond that, there was an important challenge to be overcome: "As I remember, it was the most rewarding period of my professional career. At the start of the project, we didn't even have the classifications, yet in just two years, we managed to present a range of integrated motor-reducer units at the Hanover trade fair in 1995, alongside a line of motors with unified geometries. It really was something exceptional, an achievement made possible by the travel companions with whom we shared the journey."

Bonfiglioli motors became key players on the market, and the era of systems automated solutions was just beginning. Furlan recalls how Clementino Bonfiglioli was involved in every aspect of the product: "He read through all the follow-ups from meetings with clients or sales agents, but he also gave us suggestions regarding the use and maintenance manuals. It wasn't unusual for him to flag errors or improvements to be made by attaching one of his famous yellow Post-it notes, on which he would write the changes he wanted to implement."

A project like this required ideas, expertise, and investment, and here once again, the words of Ivano Furlan provide a clearer understanding of the company's approach to its development projects: "I had come from Ansaldo, where cost control was extremely strict. When I joined Bonfiglioli, my task was to design and develop a family of electric motors to be presented at the Hanover trade fair, and it was very stressful, not only because of the responsibility I had, but also due to the need to manage costs and investments. I was reluctant to make major changes, but at Bonfiglioli I found a different situation: no one ever told me not to spend. We were trying to create an excellent product, and Clementino Bonfiglioli himself was the first to encourage me to make the necessary investments."



Ivano Furlan worked at the company for around thirty years, and in the latter part of his career, he led Bonfiglioli Mechatronic Research in Rovereto. Despite his impressive professional career, during the interview where we discussed those years, the most moving moment was his affectionate recollection of the time when he was using the





Bonfiglioli Mechatronic Research, Rovereto

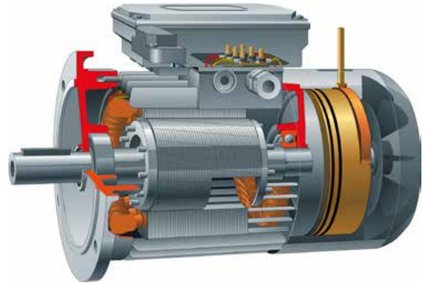
Bonfiglioli guest house, where he lived for a while. Today, that guest house no longer exists, but the area that was once dedicated to hosting managers is now fully absorbed into the EVO plant. A sign of time passing, of progress, and of history.

Over the years, the world of automation has seen significant growth, thanks in part to the availability of new technologies. One of the main drivers of this change has undoubtedly been power control: whoever was the first to recognize this as an opportunity for the future began working in that direction.

Opportunity is an important word in the story of Bonfiglioli and its founder. As has often occurred in the first seventy years of the company, Clementino's ability to pick up on the signals coming in from the markets has enabled his company to grow. It was the same for another milestone in Bonfiglioli's history: the inverter.

As we have seen in the previous pages, over the years, the company's focus has increasingly shifted toward the world of systems. Developing a full range of electric motors in the early 1990s was a step in that direction. Moreover, with the evolution of electronics, new possibilities were opening up that would have seemed unthinkable just a few years earlier. Designers were beginning to understand that the ability to modulate the power and speed of automated machines could be a valuable way to improve performance and reduce energy consumption, while safeguarding industrial electrical installations.

Clementino Bonfiglioli had also grasped the potential of electronics applied to the world of mechanics. With a view to entering this market sector, he acquired a company based in Imola that marketed electronic drives in 1991: Silectron Sistemi.



BN Series: electric motor sectional view

Ermes Franceschelli was one of the managers at Silectron. For many years, he accompanied Clementino Bonfiglioli on visits to customer sites and worked alongside him to find innovative solutions for new projects. His testimony offers a window into the world of industrial automation during its most intensive period of growth:

“Working side by side with Clementino Bonfiglioli really inspired me to create a new way of selling automation. We often spent whole days visiting clients where, by combining Silectron drives with Bonfiglioli gearmotors, we could offer solutions that truly made a difference. Every day there was something new to accomplish, new challenges that gave us real motivation. I remember how, on Tuesdays, after returning from the Forlì plant, he would stop by Silectron so we could compare notes and discuss the steps that we needed to take to increase turnover.

We would sit down and analyze the client portfolio, highlighting those who were already purchasing gearmotors but not yet drives, so we could reach out to them and offer a more integrated product solution; this is how we began supplying vertical warehouses for a major company that had been buying gearmotors and drives separately. After presenting our project, we managed to provide one of the first complete automation systems;

Ermes Franceschelli next to a textile-processing machine



these solutions are still effective today. But what was happening along the A14 highway was only the beginning.

Bonfiglioli's definitive establishment as a leading light in the world of mechatronics came at the start of the 21st century. In April 2001, Bonfiglioli issued a statement announcing that it had acquired Vectron, a German company producing drives and inverters. An Italian company acquiring a German firm was an opportunity that would have been unimaginable just a few years earlier. The challenge was the kind that would test even the steeliest reserve: competing in the inverter market with the major global names that had been dominating it for years. From Lippo di Calderara, a small village in the province of Bologna, to the world: the electronics challenge had begun.

To compete at global level, the company needed to be thoroughly prepared. Between the end of 2009 and the beginning of 2010, AgilE was presented. In selecting this name (with the capital E to indicate Electronic), Bonfiglioli wanted to represent a new mechatronic approach through its product offering. The entire project was based on the creation of a device that was easy to install.

A plug & play solution to make the pairing of motor, gearmotor, and inverter truly 'systemic': easy to program, with a control system for preventive maintenance, and a wide range of powers designed to meet all market requirements, whilst also delivering significant energy savings. Last but not least, AgilE was the first industrial



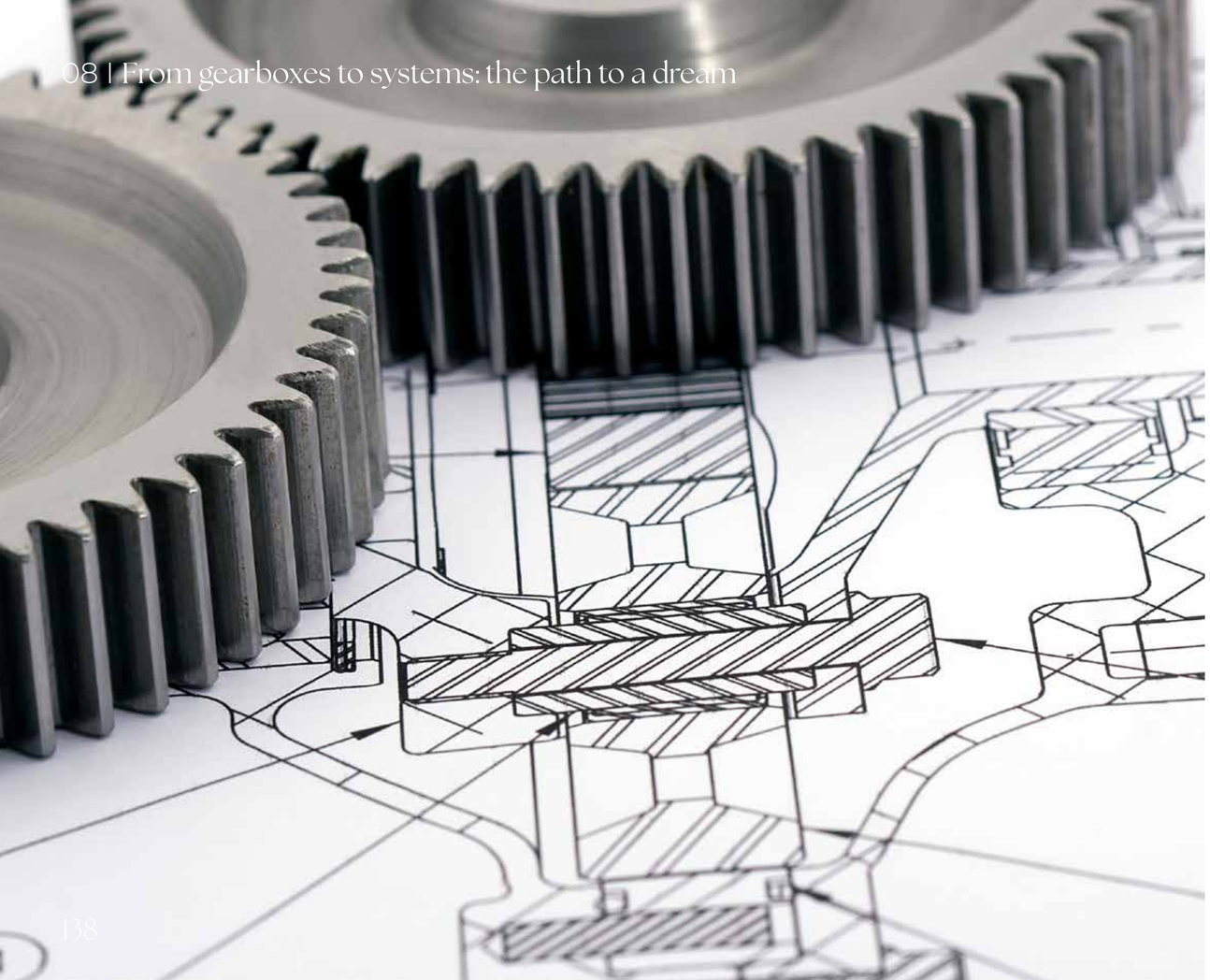
Vertical warehouse controlled by Bonfiglioli Vectron drive units

product for which a promotional campaign was created that felt closer to a consumer product than to an industrial one, as demonstrated by the taglines that accompanied AgilE's launch: "Tutto. Qui." reads the Italian version, while the English translation is: "Everything right at your fingertips". While not literal, this translation enhanced the impact of the message for English-speaking markets. At trade shows, dedicated areas were set up and gadgets were created specifically to promote AgilE.

Bonfiglioli had come full circle: with the inverter, the company was able to provide a comprehensive system for automation. An arduous journey, and one characterized by the determination and sacrifice of the women and men who had accepted the challenge of creating a new Bonfiglioli.

But knowing and respecting history is the foundation for planning the future, both in families and in companies. In one of his best-known songs, the great Italian singer-songwriter Francesco De Gregori sings *"La storia siamo noi"* ("We are history"), and these words can also be related to Bonfiglioli's journey: looking ahead while never losing sight of its own past. The ultimate expression of this idea can be found in a gearmotor development project, a tangible symbol of the company's evolution: the W series worm gearmotor.





Engineer Enzo Cognigni served as Bonfiglioli's Technical Director for eighteen years. He was hired by the company in 1992 with a clear goal: to renew the product range. Through his recollections, he takes us inside the company's offices, letting us relive those moments of change. "I remember Clementino Bonfiglioli spoke to me about the blue catalog, a big book containing all the products made by the company. "If you feel up to the job, you should destroy this catalog and create a new one with new products."

Cognigni remembers that period well: "It was clear that this was not an easy time for Mr. Bonfiglioli. We were about to mess around with what he had created, and the emotion we felt when drawings bearing his signature were taken from the folders was the sense that we were changing history - we had to show respect." Among the new gearmotors created during this period, one in particular stands out as a link between the past and the future: the W series.

Enzo Cognigni and 'his' W



But why was this series, launched in 1998, so significant?

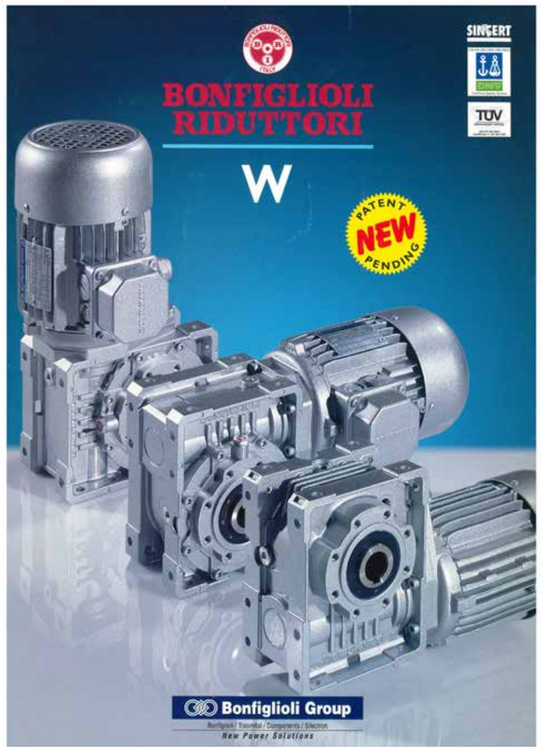
Because the concept of the connection between the motor and the gearbox was completely revolutionized. The W series are worm gearmotors, the first entirely new range after the VF series. There was a tacit agreement between Enzo Cognigni and Clementino Bonfiglioli: the new projects were not meant to replace the VF series. For the W, the designers developed a modular gearmotor that could be customized to the customer's application.

A real revolution.

To assemble them, state-of-the-art assembly plants were installed, and many assemblers were also retrained as they began working with the new gearmotors.



First release of the W Series Catalog in 1999



Our product platforms



Planetary gearmotors



Industrial gearmotors



Electric motors



Hydraulic motors



Electronics

The success was immediate. Customers, and distributors in particular, immediately saw the potential of buying standard gearmotors that could be customized at a later date: the perfect way to reduce warehouse costs and delivery times.

The goal of all products created by Bonfiglioli was simple: to be the best on the market. A true success: in certain distribution sectors, requests for worm gearmotors has simply become requests for "a Bonfiglioli", clear evidence of the now-established association between product and company for users and professionals alike.

Comprehensive systems capable of housing all the components required for a unit's operation, from mechanical parts to electronic solutions designed to manage energy performance. Over seventy years, this philosophy has enabled the company to compete in a different, broader field, a challenge that Bonfiglioli has always embraced, bringing its best weapons to the game: expertise and vision. And it didn't matter whether the company was called upon to play in Calderara or in some far-flung corner of the globe: what really counted was the fact that Bonfiglioli always showed up, demonstrating the extent of its capabilities to the full.



For more than sixty years, anyone flying over Bologna has been welcomed by Bonfiglioli: from the yellow sign that once stood proudly atop the Lippo di Calderara plant to the shining diamond of today's Clementino Bonfiglioli Complex.

From local to global to glocal

LOCAL ROOTS, GLOBAL VISION AND THE WORLD AS HOME



Bonfiglioli's Worldwide Attitude: global presence for local support.

Every time we travel, our minds and spirits are recharged with positive, benevolent energy. Scents, places, and people all contribute to welcoming new cultures and new ideas. Whether traveling for business or pleasure, experiencing habits and customs that differ from our own brings the realization that many other, different worlds exist too.

The mind of a traveler is naturally open to everything new, but while those who travel for pleasure simply enjoy the novelty of the experience, those who travel for work must grapple with far more complex concepts. Over the years, the need to be present in ever-broadening geographic markets has led many companies to relocate part of their production activities to different countries, capitalizing on favorable economic conditions, yet these alone are not enough to make the cost of investment truly worthwhile. As time passes, it has become increasingly clear that only those companies that have chosen to integrate with the values of their host countries have succeeded in contributing to the improvement of the social fabric, which depends on both economic and cultural factors.

This concept is summed up in a single word: glocal.

A blend of the words global and local: two terms at opposite ends of the spectrum, often used to describe the defining traits of a company.

The term “local” refers to companies that operate in limited market contexts and geographic areas.

“Global”, on the other hand, is the term used to identify international companies capable of reaching all markets worldwide.

The merging of these two words refers to globalized companies that have nevertheless adapted perfectly to the culture, regulations, and customs of the countries in which they operate, laying down the foundations upon which extraordinary success stories have been built.

And how did Bonfiglioli build the pillars that support its history?

To understand this, we need to travel back through time and take a look at the various places around the world where Bonfiglioli has established companies and branches. We start with Tecnotrans Sabre, which has been operating in Barcelona, Spain, as a sales company since 1968, and as the company's first overseas production plant for gearboxes since 1972.

This company was not just the fruit of a business venture: it was created through human relationships.

Francisco Bassas and Clementino Bonfiglioli met in the late 1960s, and together they founded the company Tecnotrans Sabre, a relationship that began as a business partnership and grew into a lifelong friendship. At the time, both young entrepreneurs were seeking ways to expand their businesses. This was compounded by the impossibility of selling gearboxes directly from Italy, due to the commercial restrictions imposed by the Franco regime.

1968 can truly be considered the turning point that marked the transformation and birth of a new nation: it was the year that protests against the regime first broke through the wall of repression and censorship. Student committees began to form at universities, and some newspapers started reporting on demonstrations taking place in an increasing number of cities. These events marked the beginning of a journey toward change for all the Spanish people who, in 1978, after years of tyranny, chose the path





The Spanish branch office today (above) and Tecnotrans at its origins (opposite page)

of constitutional monarchy. It was a difficult and violent journey for millions of Spaniards, and Bonfiglioli were also forced to come to terms with this historic transformation: adapting to new models of commerce, taking on board the evolving needs of the country and its businesses, and confronting a rapidly changing social context. There was only one way forward: to enter Spain, seeking to understand it better.

Since then, the relationship between Bonfiglioli and Spain has grown and become stronger. Both the Iberian nation and the Bologna company have changed profoundly: today, the main series of gearboxes are assembled in Spain. In the late 1970s, both Spain and Bonfiglioli set out on the path of major change: the Italian company embarked on an adventure - the first of many that would follow in the years ahead - and the Spanish people succeeded in freeing themselves from oppression.

Oppression is one of the forces that has also kept another nation in darkness. Another continent, another climate, with its people, or rather some of its people, forced to fight for their freedom. A country rich in natural resources and overflowing with contradictions: South Africa.





The southern tip of the African continent - with its strategic geographic position and remarkable natural resources - has always played a central role in the historical events that, through decades-long conflicts, have transformed its social structure. In the early 1990s, Bonfiglioli decided to expand its operations in South Africa, taking advantage of the opportunities offered by the mining industry and the closely connected earth-moving sector.

As was the case with the company's Spanish venture, for its foray into the African continent, Bonfiglioli was forced to develop the ability to adapt to the social and political conditions of the time.

One word - only one - that encapsulated all the suffering and despair of a people over those years, giving a name to the anguish South Africa had plunged into: Apartheid.

The geographic area that covers the southernmost tip of Africa was first colonized by the Dutch in the 17th century, and then later by the British. Ships filled with people - often taken from the jails of European nations - would arrive in the bay of Cape Town to unload their human cargo.

Over the centuries, coexistence between the native inhabitants and the colonizers on these lands became increasingly complex, eventually erupting into open conflict. As time went on, the local population was excluded from society, enduring outright racial segregation, which from 1948 onwards, became an outright social purge. People of color were forced to live in dilapidated shanty towns, with no rights and no opportunity for social advancement. Skin color was the only thing that mattered. It was an unbearable situation, governed by laws that mandated separate buses, separate places to gather and socialize, and no interaction at all between black and white people. Inside these ghettoes, protests were on the rise, even though they were brutally suppressed. Everyone fought for freedom at the cost of their own liberty, including a man who made history: Nelson Mandela.

At the beginning of the 1940s, Mandela began his struggle to try to give his people and his nation a future. At that time, however, repression was the only path known and applied. Mandela was sentenced to life imprisonment after a summary trial for sabotage and high treason. The year was 1964.

The complex where he was imprisoned was located on Robben Island, just a few miles off the coast, isolated from everything and everyone. With dedication and sheer force of will, Mandela managed to endure for many years, trusting in a change that did indeed begin to take shape around the mid-1980s, when international protests joined the internal ones, putting pressure on the South African government to abolish racial oppression.

In 1985, a group of world-famous musicians and singers catapulted a song to global success, a track that echoed across radio stations everywhere, rising as an anthem of worldwide protest. Bruce Springsteen, Bob Dylan, Bono, and many others answered the call from Little Steven, Bruce Springsteen's longtime guitarist, to join in performing "Sun City", a song whose very title conjured the nation's deep social conflict. Sun City, after all, was a resort reserved exclusively for affluent white guests, who spent their vacations in a complex designed solely for them.



Nelson Mandela Capture Site, Howick, KwaZulu-Natal, South Africa: statue by South African artist Marco Cianfanelli at the exact spot where Mandela was captured.

The various protest initiatives brought the country's dire situation to light and helped advance the nation's transformation, and in 1990, Prime Minister De Klerk began discussions with representatives of the ANC, the party led by Nelson Mandela, who from his cell on Robben Island was awaiting the fulfillment of a lifelong dream.

On February 11, 1990, after twenty-seven long years of imprisonment, Mandela was freed, and was able to sign the agreements designed to eliminate racial discrimination in his country. Together with De Klerk, he received the Nobel Peace Prize. In April 1994, his movement won over sixty percent of the vote, becoming South Africa's leading party. Nelson Mandela was elected president of the nation and was able to give the Black majority in his country a freedom they had never known before.

Throughout this historical process, Bonfiglioli both shared in and contributed to South Africa's journey toward change wherever it could. In 1991, the Johannesburg office had just eight employees, but commitment and perseverance proved to be the key factors that led Bonfiglioli to become one of the leading companies in the region. In 2008, Bonfiglioli South Africa became the first subsidiary in the world capable of independently assembling HDO and HDP gearboxes, the largest in the company's catalog. Today, the branch employs eighty-one people, many of whom have been with the company for over twenty years: a clear sign of a strong bond with the area and with its healthy, virtuous social fabric.



Bonfiglioli South Africa Pty Ltd. – Sandton, Johannesburg.





And a strong bond - indeed, an extraordinarily strong one- exists between Bonfiglioli and India.

In the preceding pages, you've read how Bonfiglioli India was established, and how the company has grown within the Indian market, but the story with India has gone far beyond the economic and manufacturing aspects: after nearly thirty years, the bond shared by the company and this nation has created a beautiful connection between Italy and India.

India is a beautiful country, full of contradictions: with a social context that is sometimes ruthless, even inhuman, and at the same time forgiving and compassionate, it is a land of striking contrasts, where more than a billion people brush past each other every day.

To tell this story better, it helps to have a deeper understanding of the history of the Tiranga nation (a poetic reference to India, literally "the tricolor").

With the founding of the East India Company in 1600, a long period of colonization began at the hands of the British Empire; one that would last for more than three centuries. Through its governors and the military, the English seized vast territories, reshaping the social and geographic structures of the Indian nation. In the mid-19th century, the India Office was established in London, and Queen Victoria was crowned Empress of India, confirming a clear political intent. From the end of the 19th century onward, India was transformed into a colony, and over the decades, English culture and rule became increasingly present in Indian society.

From the early years of the twentieth century, however, the Indian people began searching for a way to recover their social and cultural identity, which they had lost over the previous centuries. The harsh repression by the British was not enough to stop the wave of rebellion among Indians who longed to achieve independence from the British Empire. The historic turning point came in March 1930, when thousands of people following Mahatma Gandhi undertook what became known as the Salt March. This was a non-violent civil protest that challenged the British monopoly on salt. On the shore of a Dandi beach, after a long trek, Gandhi gathered a handful of salt, openly breaking the law that granted the British government sole control over it. This march, led by a slender man dressed only in a white robe, had an astounding effect. It was a bold gesture that forced the British to consider something they'd never imagined possible: the independence of India.

The journey lasted seventeen years. On August 15, 1947, India declared its independence, but in the following decades, the Indian people struggled to reclaim their own identity.

In the mid-1990s, when Bonfiglioli began considering opening a plant in India, several cities had already reclaimed their Hindu names, replacing those assigned by the British. Bombay once again became Mumbai, Calcutta resumed the name Kolkata, Madras returned to being Chennai. This journey back to India's roots was accompanied by a process of economic development encompassing every sector of the nation: construction began on neighborhoods with skyscrapers hundreds of stories tall, and the caste system - if anything - became even more pronounced, as the influx of capital from abroad further amplified the social divide between the privileged and those living well below the poverty line. The geopolitical sphere also experienced a transformation in relations with neighboring countries, with an escalation that shifted toward the development of nuclear armaments.



Laying of the cornerstone for the Bonfiglioli Transmissions Pvt. Ltd. plant in Chennai.

Against this backdrop of profound transformation, Bonfiglioli took it upon itself to develop one of the most important entrepreneurial projects in its history.

Initially, the project was envisaged as a joint venture, but later - spurred on by Sonia - the path of independent operation was chosen, which proved to be the true key to the success of the Indian project. Over the last three decades, this complex and courageous decision has continued to prove a winning choice.





But India is a country that touches your very soul, and as such, Bonfiglioli's connection with this nation has deepened over time. One of the tangible signs of this bond is the project that has enabled a village to be built near Chennai, entirely funded by Bonfiglioli, where educational and medical facilities have been created with a view to creating a brighter future. This is part of a broader vision that goes beyond simple financial aid: it represents Bonfiglioli's commitment to individual education, giving children the chance of a better life and working opportunities. It is a concept that Bonfiglioli has developed over its years in India, allowing it to share in the nation's journey of transformation, despite all its social and political contradictions.

The United States is not only geographically and economically distant from India: these two countries are also profoundly different from many other points of view.









From above:
1999: the Chennai plant.
2011: the Mannur site
2023: new facility in Pune
(first facility opened in 2017)
and celebration of 25 years of presence in India.



The American economy is the world's leading economic system. Here, major companies have been created by brilliant minds, people who dreamed of changing the world, and who have succeeded through perseverance and sheer willpower. The automotive industry and Silicon Valley serve as examples of America's extraordinary capacity to create wealth, yet the system is not without its contradictions, some of which bear striking similarities to those found in India. Economic disparity in America is one of its most contentious issues, and is evident even within a single state, where opulence and desperation sit side by side in neighboring districts.

In the popular imagination, Los Angeles is the city of cinema, the Pacific Ocean, and sprawling highways. Yet there is one area that the millions of tourists who visit the City of Angels each year avoid: it's called Skid Row.

Skid Row is a seven-square-kilometer area in the heart of downtown Los Angeles, where thousands of homeless people live on the streets, crowded along sidewalks overrun by makeshift tents and garbage. This area is just ten minutes from the home stadium of the Dodgers - the legendary baseball team - and ten kilometers from the Griffith Observatory, in front of which singer Adele staged a memorable concert in 2021.

Luxury and opulence standing alongside desperation are perhaps the greatest social contradiction of the Western world, and yet at the same time, the American economy is one of the most important on the planet. Breaking into the US market is a key objective for any company that wants to grow, and Bonfiglioli was no exception, keen to acquire new customers in such a high-potential market. The American adventure began at the end of the twentieth century in a small town in the state of Indiana: Lafayette.

The company's first industrial outpost was established in 1999, and consisted of a small facility with just a few employees. The goal was clear: to market gearboxes to manufacturers of agricultural equipment and earth-moving machinery. For the United States, it was a memorable year: the American women's soccer team defeated China in penalty kicks at the Pasadena final, producing one of the most iconic sports photos in history - Brandi Chastain celebrating on her knees after scoring the winning penalty.

During those years, Bonfiglioli worked to structure its operations in order to respond more effectively to market demands, and key decisions were made, including that to relocate its headquarters to another state. In 2002, the new plant in Hebron, Kentucky was inaugurated: an ideal solution, as it could be expanded in the years to come. The United States was attempting to regain a sense of peace after the events of September 11, and these were important years for Bonfiglioli too, as the company sought to better understand the American market, which differed in many ways to the European one. The organization needed to be expanded in order to meet the needs of giants such as John Deere and Caterpillar, who later became clients.

Bonfiglioli U.S.A Inc



In 2007, while the first signs of a global economic crisis - which would lead to the subprime mortgage disaster - were beginning to appear, Bonfiglioli made the strategic decision to grow its organization.

The headquarters remained in Hebron, but moved to a larger facility where the number of employees was also increased; the goal was to be ready for the recovery of the economy. This bold decision, made in a difficult moment, was one of the keys to the company's success in the American earthmoving market, as well as in the wind energy sector. Today, Bonfiglioli USA employs around two hundred people who benefit from the company's solidity and ongoing training, which maintains the highest product quality levels: a fundamental element for competing in a market that favors American-made products.

Bonfiglioli succeeded in overcoming a major challenge in a market where it became a leading player, all while preserving its own identity. The "Local for Local" project, combined with a focus on the culture and customs of its employees, made the company's experience in America one of the finest examples of the glocal approach that Bonfiglioli has pursued for several years.

Participating in the life of a nation isn't just about the economic aspects tied to business: it's above all a matter of social responsibility, which must take thousands of employees into account. Clementino Bonfiglioli always looked toward the future, and his daughter Sonia shares the same approach, as demonstrated by the project that brought the concept of 'closing the circle' to Bonfiglioli's production process: in 2008, the company inaugurated its facility for manufacturing electric motors in Vietnam.

In the thirty-plus years since the end of the Vietnam war, the country had been searching for a way to revive its millennia-old history.

Local for Local



The two photographic editorial projects that Bonfiglioli dedicated to India and Vietnam

Bonfiglioli Vietnam Co. Ltd.

Bonfiglioli Vietnam Co. Ltd.





Twenty years of conflict - particularly the final years, which saw the United States as a principal actor - had left indelible marks. The reunification of South Vietnam with the North into a single nation brought the people together under one flag, but the path toward peace was complex and tragic. It was necessary to rebuild a shared identity by eliminating factional divisions and restoring international relations, but this was easier said than done: up until the mid-1990s, the after-effects of the Cold War - which had only officially ended a few years earlier - were still being felt. Step by step, Vietnam moved toward more robust international relations, introducing the economic policies known as “DOI MOI” into its legal system: a set of rules and laws aimed to promote national development, which were initially limited to the agricultural sector.

A crucial contribution came from President Clinton, who lifted the trade embargo in 1994, allowing Vietnam to resume contact with potential partners around the world.

In the 2000s, Vietnam became a strategic development hub for accessing Asian markets.

In 2008, Bonfiglioli decided to build a plant for the production of electric motors in an industrial district on the outskirts of the capital, Ho Chi Minh City. The combination of Italian know-how and Vietnamese culture yielded extraordinary results: the Group’s first production hub in ASEAN.

In the years that followed, production of gearboxes from the A, C, F, and 300 series was added alongside motors, in order to better meet the needs of this part of the world.

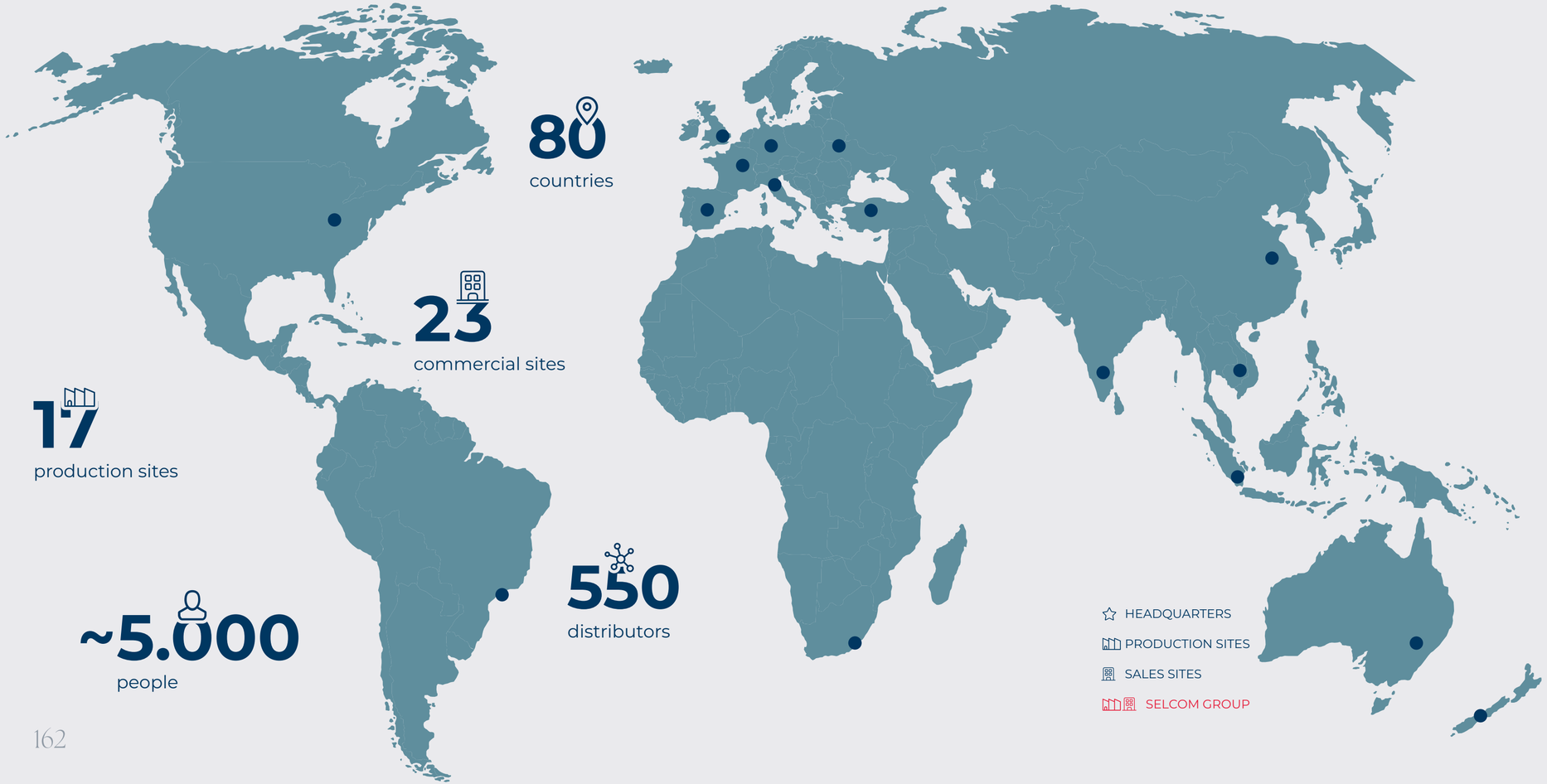


Bonfiglioli has changed significantly since its inception, evolving from a small mechanical workshop into a global industrial group. But one important aspect has not changed since its foundation: the vision of the world that Clementino Bonfiglioli held. Today, this vision is carried forward in the same spirit by his daughter Sonia.

None of the industrial projects developed over the course of the last seven decades have just been about expansion and conquest: on the contrary, a careful consideration for the people concerned at every level has always been fundamental to Bonfiglioli.

A true traveler doesn’t visit places to conquer them, but rather to absorb the energy of their culture and customs. Of course, when a company expands its business, it does so for economic gain, but the real difference lies between those who stop there, and those who also draw from each location in a broader sense, as well as giving back. It is a connection based on a two-way relationship, which fosters growth not only for the company, but also for people. Bonfiglioli's Vietnamese, South African, Indian, or Spanish employees gain an open-mindedness that allows them to embrace cultures different from their own, and the same goes for their Italian colleagues, who work alongside peers from other nations day after day.

It’s not just a matter of global or glocal: above all, it is a fusion of linh hon, aatmaon, almas, anime, souls which every day, in every corner of the world, nourish human life and make it better.



Australia

Brazil

China

France

Germany

United Kingdom

India

Italy

New Zealand

Singapore

Slovakia

Spain

South Africa

Turkey

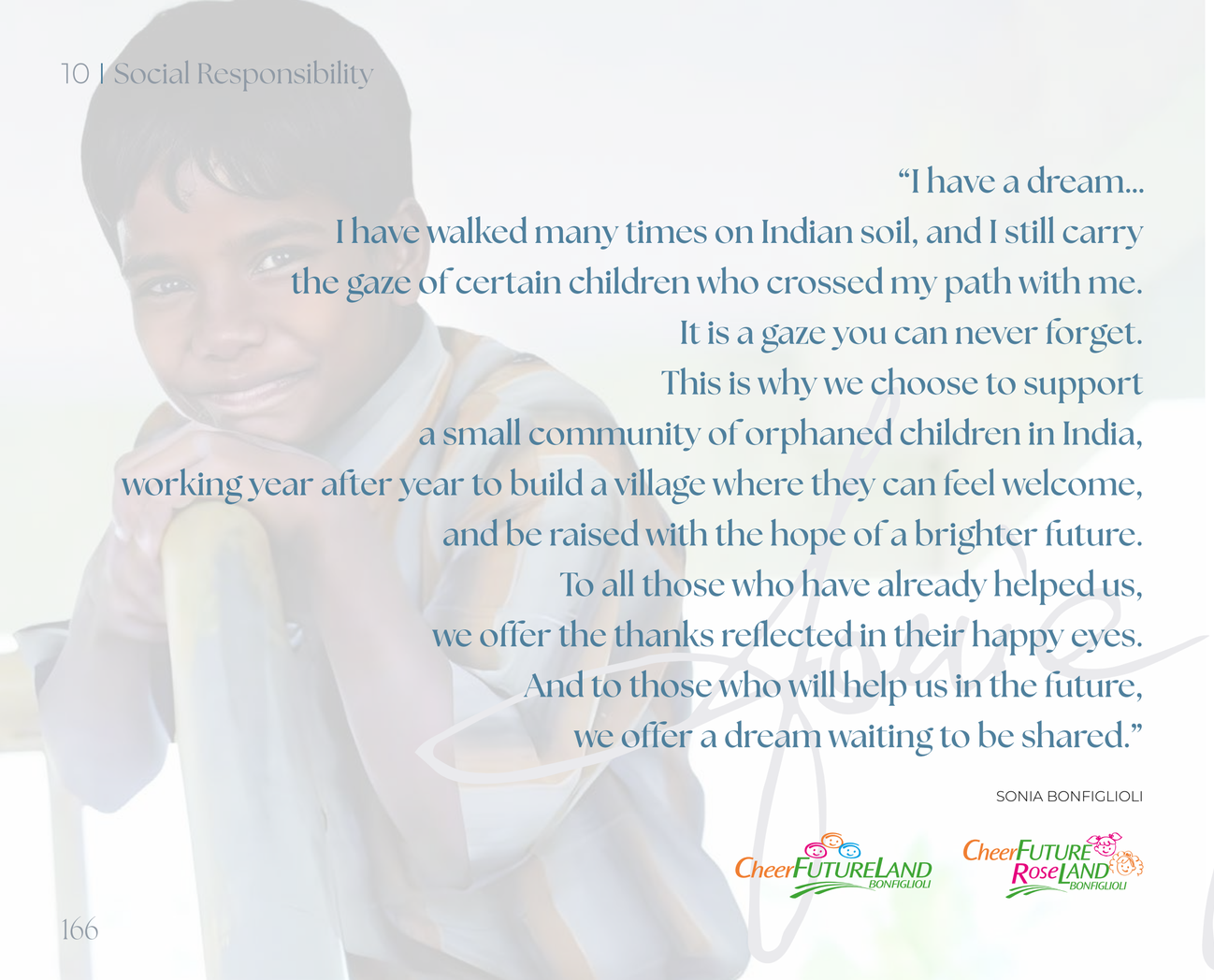
USA

Vietnam



Social responsibility

LEADERSHIP MEANS TAKING RESPONSIBILITY FOR THE ENVIRONMENT IN WHICH YOU OPERATE.



"I have a dream...
I have walked many times on Indian soil, and I still carry
the gaze of certain children who crossed my path with me.
It is a gaze you can never forget.
This is why we choose to support
a small community of orphaned children in India,
working year after year to build a village where they can feel welcome,
and be raised with the hope of a brighter future.
To all those who have already helped us,
we offer the thanks reflected in their happy eyes.
And to those who will help us in the future,
we offer a dream waiting to be shared."

SONIA BONFIGLIOLI

CheerFUTURELAND BONFIGLIOLI

CheerFUTURE RoseLAND BONFIGLIOLI

Beginning in the 1990s, the corporate world - particularly larger companies - came to realize something new: business alone, while remaining a priority, was no longer enough. This marked the beginning of a new approach to employee relations: alongside pay rises and improved working conditions, measures to support families were introduced, including benefits such as health insurance, contributions towards the cost of children's education, and reward schemes bringing significant improvements to people's lives. New practices were also introduced, with a view to reducing stressful situations. Perhaps the best known of these is Casual Friday, a custom already adopted by Hewlett Packard in the 1950s and 1960s, but which became firmly established at the dawn of the 21st century. On Fridays, employees were allowed to come to the office wearing more casual attire than the traditional suit and tie, which created a less conventional environment for workers, who benefited from this as they carried out their working activities on the last day of the week.

In Italy, the industrial system has always been composed of a significant proportion of family-owned businesses that tend to foster employee loyalty with alternative (and not always structured) incentive systems. Various approaches have been found to support employee well-being, such as shorter working hours on Fridays during summer.

Clementino Bonfiglioli possessed an extraordinary ability to conceive and realize ideas, not only for his clients, but also for his colleagues. Life had forced him to grow up very quickly, surrounded by the affection of his uncle and aunt but without the essential support of his mother and father. This childhood, with its hardships and dreams yet to be fulfilled, had a powerful impact on Clementino's character and personal development. He spent his whole life nurturing his creation, striving for ever better products, but also devoted much of his energy to safeguarding and improving the well-being of his employees. Moreover, as time went on, he recognized the need to look beyond his own companies, and to pay attention to what was happening in the social fabric surrounding his factories.

Every place, city, and nation where Bonfiglioli operates has different needs and requirements, and on the basis of these, projects have been launched with the aim of expanding access to education and health programs for the new generations.

It would be overly simplistic to associate Clementino Bonfiglioli's childhood directly with his drive to offer children and young people the chance to have a better life, but it is undeniable that the past of Bonfiglioli the man has a significant influence, as attested by the many people who knew him and shared important moments by his side.

A significant event took place in India, the country where the company undoubtedly launched the most important social support project in its history.

Bonfiglioli arrived in India at the end of the 1990s and, among the many events that took place, one in particular left an indelible mark on Clementino Bonfiglioli: a moment that would become the seed from which powerful emotions would blossom in the years to come.

On one of his first trips in 1998, he was accompanied by several colleagues.

After a couple of weeks of intense work and meetings with potential partners, they were preparing to return to Italy. The night before their departure, the group realized they would have to leave some boxes of cookies and sweets they had bought in the previous days in the hotel.

Clementino Bonfiglioli suggested distributing them to the children begging outside the hotel. After a few minutes, they went down to the lobby and, just outside the entrance, began handing out the sweets, never imagining that this simple gesture would soon lead to a dangerous situation. In a matter of moments, the group was surrounded by a crowd of hungry, desperate children, each trying to grab whatever crumbs of food they could. The intervention of the police was needed to prevent the worst. One of the officers urged Clementino Bonfiglioli and the others not to repeat such behavior, so as not to endanger their own safety.





It came as no surprise when, a few years later, Bonfiglioli launched a project to help disadvantaged children in India.

Back in 1999, child psychologist Anto Selvyn Roy began caring for disabled children who, due to their condition, could not work: a reason that was all too often enough for them to be abandoned on the streets to their fate. Professor Selvyn founded the Prema Vasam community ("House of Love") in Chennai. From the very beginning, this place became a point of reference for the city, and even the Indian police, when faced with difficult situations, would bring children found on the streets to the community's premises so they could be cared for.

When Clementino Bonfiglioli decided to launch a project to help and support Indian children, he saw the Prema Vasam community and its founder as the ideal partners for starting this initiative. This is how the CheerFutureLand support program for children came to be founded, and on February 4th, 2010, the Home For Children was inaugurated, initially able to accommodate thirty children between the ages of seven and twelve in facilities suited to the requirements of those in need. In addition to the accommodation, the center includes a school with a training center, a medical practice, and a series of recreational spaces where the children could enjoy moments of serenity. It represented a clear commitment from Bonfiglioli, and Sonia still plays a leading role in the project today, ensuring the maintenance and development of the project. Currently, almost one hundred children are housed there, studying and receiving professional training to secure a better future.

And sometimes, fate writes incredible stories that no writer could even imagine. Saravanabava was among the first children welcomed at CheerFutureLand. Up until that point, life had dealt him suffering and pain, but within the walls of that special place, Saravanabava began a journey toward redemption that recently led him to be hired at the Bonfiglioli plant in Chennai. The child is well on his way



Saravanabava

to becoming a man: he recently graduated in mechanics and aspires to enroll in a degree program in mechanical engineering. An immense joy for those who have spent years striving to offer Indian children a better future.

Having a presence in a country also means sharing in its social and cultural aspects, and engaging with these in accordance with the belief that that “giving has the same value as receiving.” This phrase, which can be found in the document that presents the CheerFutureLand project, clearly conveys the philosophy that guides Bonfiglioli’s choices in the social sphere, in India and beyond. Over the years, similar projects dedicated to young people have been developed in other countries too.

Since 2023, Bonfiglioli has supported the Women of Vision project in South Africa, an association that provides free education to families in need. In Vietnam, there is a partnership with the Ho Chi Minh City school system to ensure children from severely deprived backgrounds can access education.

The Sustainability Report that Bonfiglioli publishes every year highlights the efforts the company has made - and continues to make every day - to move beyond an industrial mindset focused solely and exclusively on profit. While profit is and remains a fundamental pillar of any business, it must be integrated with, supported by, and connected to other elements that take into account the world around us.

For several years now, Bonfiglioli has also set itself the goal of constructing new manufacturing facilities with a profound focus on environmental sustainability. The Pune plant in India, inaugurated a few years ago, is 80% self-sufficient thanks to a state-of-the-art solar energy system.













About eight thousand kilometers away, in Calderara, the company's new headquarters, which have been in operation since 2024, is an NZEB (Nearly Zero Energy Building), constructed to harness rainwater, geothermal, and solar energy resources to minimize environmental impact. This effort will be monitored through data and information included in the decarbonization plan currently under development.

Bowl for Kids' Sake, Circus Starr, Trabajos Solidarios, and Kockaci are just a few of the projects that Bonfiglioli contributes to and participates in around the world.

Furthermore, a company led by a woman naturally dedicates special attention to reducing the Gender Gap. Thanks to this commitment, the presence of female staff in the company has increased by 53%, while the number of male employees has remained virtually unchanged compared to 2022: further evidence of the company's focus on bringing about real social and cultural change. But this philosophy goes beyond the company's boundaries: supporting the Ragazze Digitali ER project has helped encourage young female students to explore the world of programming and artificial intelligence.





The Bonfiglioli of today is a very different company from the small workshop founded in 1956; the way we manufacture, travel, and communicate has changed radically. In seventy years, people's lives have undergone an unstoppable metamorphosis: in the mid-1950s, young Clementino couldn't even have imagined the process of technological evolution that the world has undergone, but his ability to look beyond the present allowed him to anticipate needs before they arose. Today, Sonia continues his work.

She grew up among gears and machine tools, developing as both a woman and an entrepreneur according to the model provided by her father. Today, Bonfiglioli boasts new technologies and advanced tools that are worlds away from those once available to Clementino Bonfiglioli in Via Calvart. Only one thing has remained unchanged, an unbroken thread connecting past and present: the ability to listen to people's needs and respond, seeking to help them wherever possible. It will never be just business, because without a people, without paying attention to the world around us, without considering how our actions affect others, we can never lead a truly fulfilling life.





Innovation, the driving force for growth and evolution

THE FUTURE IN THE PRODUCT AND BEYOND: SAFETY, ENVIRONMENT, AND SUSTAINABILITY



Paris, April 1874.

Louis Leroy was one of the most important art critics of his time, and was a regular visitor to art galleries and the Salon, the annual exhibition organized by the Académie des Beaux-Arts in Paris, which shaped and influenced not only French art but also the broader art world for more than a century. Exhibiting at the Salon guaranteed both critical and financial success for artists; without this visibility, many would have found it extremely difficult to sell their works.

In April 1874, Leroy got wind of an exhibition organized by young painters who had been rejected by the Salon's jury. It was to be held in the studio of the photographer Nadar, who had made several rooms available for a few days.

Intrigued by the event, Leroy decided to visit, to take a look at the work of those young artists. As he wandered around the exhibition, he lingered in front of one particular painting, standing there for several minutes observing it before leaving the gallery without betraying any emotion.

A few days later, the magazine Le Charivari published an article by Leroy in which the critic presented his assessment. Regarding the painting he had paused before, his judgment was clear, and his words left no room for ambiguity: "What does this canvas represent? Impression - I was certain of it. I was just telling myself that, since I was impressed, there had to be some impression in it...and what freedom, what ease of workmanship! Wallpaper in its embryonic state is more finished than that seascape. Don't come to me talking about these amateurs".

The painting Leroy was referring to was *Impression, Sunrise*. by Claude Monet.

From that moment on, the painters who exhibited at that show were referred to as the "Impressionists": originally a term of mockery, it came to refer to one of the most important and famous movements in the history of painting.

History has already spoken volumes about Leroy's capacity to judge a painting, but it has always been the case that great inventions and innovations, at the outset of their journey, have met opposition, and sometimes even ridicule. Impressionist painting is one such example, but there are many more that we could call to mind: in 1946, Darryl Zanuck, speaking about the first televisions released on the market, said: "People will soon get tired of staring at a plywood box every night." Or Ken Olsen, founder of Digital, who in 1977 stated: "There is no reason anyone would want a computer in their home."

Claude Monet, *Impression, Sunrise*, 1872

The men and women of Gen X have navigated the shift from analog to digital. Millions of those who once read printed newspapers now own hi-tech smartphones which provide access to real-time news from all over the world. In our daily lives, we benefit from innovations that often pass through stages of development and testing in the industrial world before they become widely available: solutions first applied to Formula 1 cars that we now find in our own vehicles are an example of this.

In recent years, an awareness has been growing within the industrial system that innovation can no longer be confined to the realm of production: it must be used to help people and the environment. This awakening, this sense of social responsibility, is both necessary and beneficial.

All these new challenges share a common trait, a fundamental element that connects them, and is crucial to their success: namely, the capacity to develop and leverage technological innovations, taking a different approach to that seen just a few years ago. For example, in many production settings during the 1990s, the technology of anthropomorphic robots was used to replace humans in every phase of the process; today, we see a more modern outlook, as innovative technical solutions work alongside human beings, especially in the heaviest and most hazardous operations for their health.

Bonfiglioli has always regarded innovation as an essential driver of growth and evolution, but Sonia's arrival as head of the company was the trigger that truly transformed the company's vision of corporate sustainability. Having inherited a passion for mechanics from her father which was evident from early childhood, Sonia redefined the company's approach to innovation, integrating it across all business processes. This marked a new chapter, where production was no longer the sole guiding light, finding itself instead placed on equal footing with other themes that are fundamental to the company's success. Safety, the environment, and sustainability: thanks to Sonia's modern vision, these have become the pillars of Bonfiglioli's future. To pursue these new goals in the most efficient manner, she has chosen to engage external organizations to develop innovation projects: partnerships have been initiated with universities, research centers, and public administration bodies, with a view to integrating their expertise and achieving better results, generating a positive impact not only for Bonfiglioli, but for a much broader community.

One milestone in the company's history has proved fundamental on this journey: in March 2000, in an article in Bonfiglioli News, Sonia Bonfiglioli presented a project that would make history: Mosaico.

Mosaico was a true integrated system serving customers, incorporating the tools of Genius, the system developed a few years earlier that allowed clients and designers to access the database of technical drawings from the Bonfiglioli catalog. With Mosaico, something was introduced that would become common practice in the



MOSAICO

Mosaico logo, 2000





Mosaico today.

years to follow, but at the time was simply ground-breaking: after all, only five years had passed since Amazon's first online sale of a book, yet Bonfiglioli was already launching its own e-commerce platform, enabling customers to purchase from the online catalog. This was a decisive leap toward the future, and the company approached the new millennium with the goal of becoming ever closer to its customers - not simply as suppliers, but as partners with whom to complete projects and find solutions. It marked a new approach to the sales relationship, placing increasing emphasis on the company's desire to support the customer from the very earliest design stages.

This was at the heart of Bonfiglioli's success during the intervening years. Prestigious software companies participated in the project in order to develop the service, while the national telephone company handled the communications over the web.



An operator at the EVO plant with an exoskeleton

From that moment on, designers, customers, and students began to make use of the services offered by Mosaico, leveraging its advantages to improve and accelerate design, selection, and purchasing activities.

Bonfiglioli's unwavering focus on its customers is matched by its commitment to safeguarding the safety and quality of life of its employees, delivering thousands of hours of training courses, and carrying out structural modifications to machines and equipment to improve ergonomics and limit the risk of possible injuries. Regular initiatives to continuously improve working conditions have raised an important question: what challenges lie ahead? Undoubtedly more automated, safer, and environmentally sustainable processes.

To answer this question, Bonfiglioli decided to tap into the potential of technological innovation - an approach that leads straight into a new dimension - with a device that, in the collective imagination, is straight out of a science fiction movie: the exoskeleton.

During daily operations within the production departments, equipment is available to lift the heaviest components, but there are still situations where the combination of weight and frequency of movements can cause issues. Bonfiglioli has launched a project that will enable its operators to test a next-generation exoskeleton, designed to reduce the physical effort required when



AGV (Automated Guided Vehicles) at the EVO plant

retrieving components for production. For this project, the company has assembled a team of technicians and researchers capable of developing and bringing this new frontier to life: the development group includes the University of Bologna, the University of Applied Sciences and Arts of Southern Switzerland (SUPSI), and ART-ER, the Emilia Romagna regional company focused on local development through innovation and internationalization. Alongside these institutional partners, international companies specializing in robotics have also been brought in to physically develop the new exoskeleton.

To achieve the best possible results, it was essential to get feedback from the individuals who would actually be using the new devices. For this reason, around twenty volunteers - logistics operators who handle components for the assembly of gearboxes as part of their daily work, and are therefore potentially exposed to posture-related risks - were involved in the project. The volunteers tested the new device, highlighting adjustments needed in the design and significantly altering the final outcome. Better posture during work activities, a reduction in the risk of injuries caused by lower-back trauma, and less strain in the upper body were among the benefits, and making picking operations less taxing during the working day enables operators to fully enjoy their time outside the company.

Here, the goal is twofold, and has far-reaching implications: improving working conditions means having more efficient team members who are able to spend quality time with their loved ones, with their children, and devote themselves to their passions when they leave work.

The same concept can be applied to Bonfiglioli's vision of the future of the environment. For decades, industries around the world have directed their economic and organizational efforts toward greater profit, paying little attention to what was happening outside their production facilities. There have been many instances where industrial activities have had devastating repercussions on the lives of neighboring territories and beyond. Some of the most striking of these have come to our attention through films or investigative reports, but in recent years - thanks to greater awareness among business leaders - a new path has emerged, with the goal of reducing the environmental impact of industrial activities. We need to look further ahead. The choices we make today will shape the world our children inherit.

To put this new vision into practice, Bonfiglioli has launched a number of projects specifically designed to reduce the environmental impact of its products. In so doing, the company has involved specialized firms, start-ups, and universities, in the awareness that broadening the scope of knowledge can yield a better result. With the same awareness, Bonfiglioli has chosen to coordinate these projects itself, taking responsibility for keeping the various components connected, aligning their progress, and leading the different working groups toward specific objectives. From the very beginning, it has been clear that stepping into the future would require two key elements: precise, reliable data and a monitoring system capable of processing it.







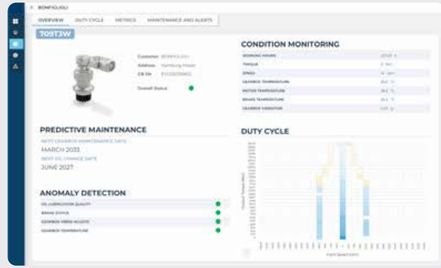
Omega, Z, and TP sensors.

In 2019, a partnership with one of the leading companies in semiconductor manufacturing and advanced technological solutions led to the creation of the WSensor and Zsensor series, an evolution of standard monitoring sensors. The main features of these new devices ranged from reduced size to increased sensitivity in data detection, and these new tools contributed to Bonfiglioli's goal of bringing products and services focused on performance monitoring and predictive maintenance to market. It was an extraordinary result, achieved as a result of the sharing of experience among the companies working together within the various project teams. The project not only entailed the creation of new sensors; it also identified the optimal placement of these on gearboxes. Months of testing in the test rooms to evaluate and fine-tune performance led to outstanding results, yielding extremely precise data; once analyzed by the technicians, these data allow for the development of scheduled maintenance plans - essential to avoiding unexpected stoppages and production downtime.

Today, factories and plants are digitally connected with their machines and production systems. The volume of data collected using the new technologies has increased exponentially over recent years, rendering it necessary to rely on increasingly advanced computing systems.

With the Horizon IoTWins project, Bonfiglioli once again demonstrated its ability to look beyond the present, and with the digital@bonfiglioli initiative, the company has paved the way for the exploration of new areas, in pursuit of innovative evolution. The new system is capable of acquiring operational data from various sources, combining these, and then processing them into informative structures that can be used to inform





IoT Solutions



the decisions of maintenance technicians. Production data, maintenance records, and even the environmental conditions within the company are processed by the system, in order to create diagnostic models that guide maintenance interventions. Moreover, the collected data sets are also used to improve products during the design phase, and field surveys make it possible to identify improvements to be applied to the gearboxes, making them even more efficient. This virtuous cycle encompasses the entire life of the product.

Bonfiglioli has worked with many companies to develop innovative projects, and the element that really stands out from this sharing of knowledge is the professional and cultural growth of the working group. The results achieved are used by all the companies involved in the projects, who in turn improve their products, triggering a process of continuous growth.

Looking beyond our immediate surroundings and considering the bigger picture brings great satisfaction. Bonfiglioli has always adhered to this philosophy, and innovation is woven into its history. Today, Bonfiglioli products represent concentrated mechanical and electronic technology; they are comprehensive systems that can meet the latest challenges posed by industry and automation: predictive maintenance, machine learning, and artificial intelligence, the latest and most recent wellspring of innovation across countless fields of knowledge and industry. With its rapid evolution, it charts a different future for Bonfiglioli every day, not only in terms of product performance and quality, but also because AI enables business models and ways of interacting - between product and user, manufacturer and client - that were once unimaginable. The focus on evolution and innovation is one of the secrets of Bonfiglioli's success; a success powered in significant part by the many talented young people who are the real driving force of the company today. The new generations must be inspired and guided through examples and stimuli that can ignite their fertile minds.

It was June 12, 2005. During the commencement ceremony at Stanford University, Steve Jobs delivered an historic address to the audience of young graduates: in just over ten minutes, he delivered what became one of the most-quoted commencement speeches ever given. "Stay hungry, stay foolish": these were his closing words, urging those young people not to set limits on their dreams. Fifty years earlier, in a place far from California, a young man was trying to realize his own dreams. He designed his gearboxes all on his own, relying solely on his skills. Today, seventy years later, hundreds of engineers, technicians, and designers work every day, continuing along the path he charted in the mid-20th century, continuing to look to the future.

We can't know what the boundaries of innovation will be in the coming years, but we can be certain of one thing: there are women and men who are carrying Clementino Bonfiglioli's vision forward into tomorrow.

Throughout history, innovators have always had one thing in common: they show the way. Their place of birth is of little importance; Paris, San Francisco, or a small village on the outskirts of Bologna, but with their actions, they have guided entire generations and continue to do so, through their children, colleagues, and those who study their work.

Edoardo Bennato is one of the most famous Italian singer-songwriters of all time, and one of his best-known songs, "L'isola che non c'è," released in 1980, delivers a message to all who face challenges and difficulties every day in pursuit of their ambitions. The final verse goes: "Second star to the right, that's the way, and then straight on until morning, you can't miss it because that's island that's not there. And they'll make fun of you if you keep searching for it, but don't give up, because those who have already given up and laugh behind your back perhaps are even crazier than you are."

Stay hungry, stay foolish. Brilliant human beings like Clementino Bonfiglioli fought to achieve their goals; hungry enough to imagine a dream, foolish enough to make it come true.

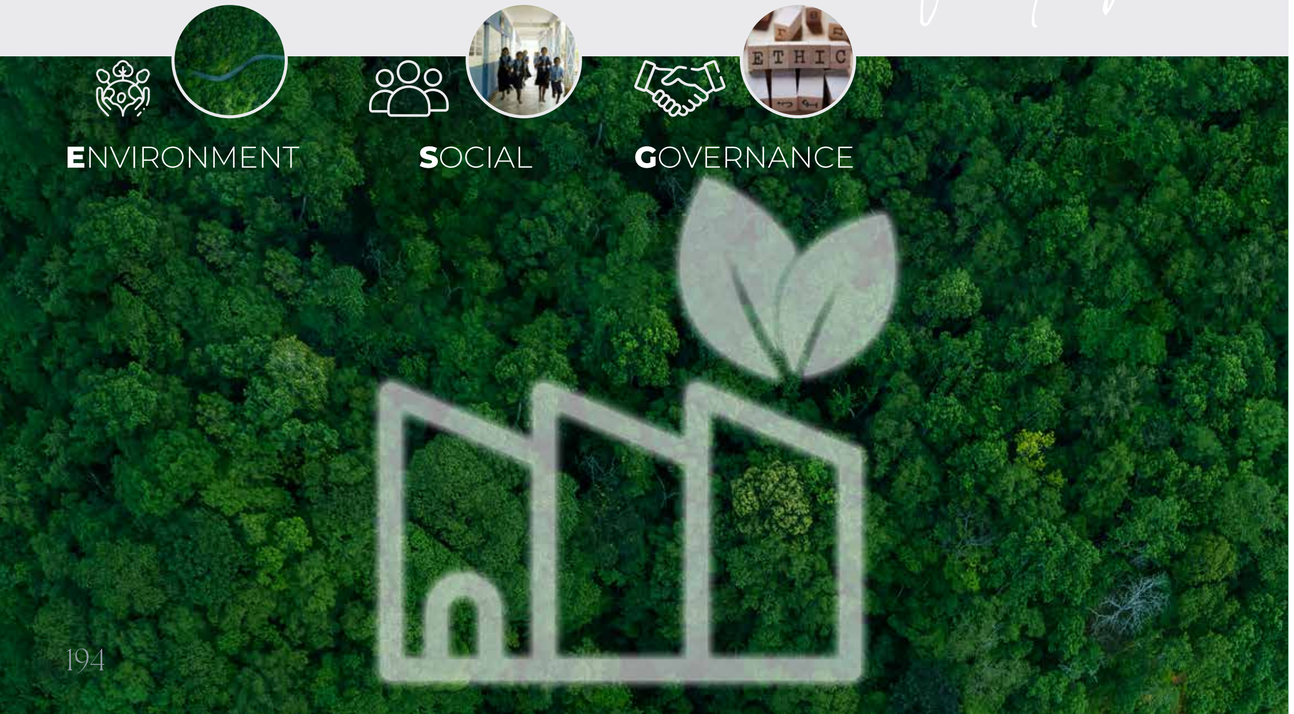




Our vision for a sustainable future

A CORPORATE COMMITMENT THAT GOES BEYOND THE BUSINESS

Sustainability isn't just about the future: it's also about the choices we make today.



The concept of sustainability began to develop at the start of the second half of the 20th century. During this period, early movements in favor of ecology and the environment began to emerge, and a greater awareness of the connection between human behavior and its consequences for nature began to take shape, highlighting the need to change growth processes while also considering their impact on people and the world. This feeling led to the establishment of various organizations whose goal was to influence modern society.

One of the most important of these was founded in 1961 in Switzerland, and the founders chose an evocative name, the World Wide Fund for Nature; we all know it as the WWF. The association set out to safeguard the environment and endangered animal species by raising awareness among institutions, and its logo became famous worldwide: a panda, chosen as a symbol of the fight against the extinction of animal species. Five years later, thanks to the efforts of Fulco Pratesi, WWF Italia was established. From the mid-1980s onward, however, the aims of a certain corner of civil society became the foundation for the creation of global sustainability policies, and in 1983, the United Nations General Assembly tasked the World Commission on Environment and Development with creating a document that would guide member nations toward more informed choices. It became essential to change the patterns of economic growth, taking climate change into account.

At this time, the WCED was chaired by Gro Harlem Brundtland, a Norwegian politician who had always been dedicated to environmental policies. Over three years of work, the commission involved NGOs, governments, institutions, environmental associations, and universities; the goal was to establish a comprehensive framework, gathering opinions and assessments from all stakeholders, before developing a document containing solutions to be implemented in subsequent years. The outcome of these discussions led to the publication of the report "Our Common Future" in 1987, better known as the Brundtland Report, in honor of the commission's chair.

Among the many points in the Brundtland Report were two concepts that defined the foundations of sustainability.

The first concerned sustainable growth: ensuring that the needs of the present generation are met without compromising the ability of future generations to meet their own. In just a few words, it directly expressed the desire for change driven by greater attention and awareness.

The second concept called for the involvement of all of Earth's inhabitants in finding a new way, a new path, that would enable future generations to live in better conditions: a kind of social justice that, while acknowledging the economic differences between nations, set the pursuit of a fair compromise between quality of life and economic development as its goal.

The Brundtland Report paved the way for strategies and initiatives capable of tackling and managing climate change and promoting environmental sustainability. These projects were built upon, reaching several key milestones: in 1992, Rio de Janeiro hosted the Rio+20 conference, which led to the adoption of Agenda 21, outlining the actions to be taken for global sustainable development. Another fundamental step was the Paris Agreement, which in 2015 established a binding treaty to combat climate change. During the same year, 193 nations signed Agenda 2030, which set out a global action plan consisting of seventeen goals, including the principles of prosperity and partnership tied to the well-being of people.

These are admirable goals, but difficult to achieve: as we have seen in recent years, national, political, and ideological interests have all too often reduced - and in some cases even eliminated - funding for environmental sustainability projects.

Differences in the production systems of individual countries stemming from socio-political and economic decisions made by their governments have often prevented the implementation of shared solutions over the years. To advance this new vision, it became necessary for non-governmental agencies and global organizations to step in, taking on the task of evaluating the interests of all nations and steering global production toward common goals.

For companies in the manufacturing industry too, the path toward sustainability has not been smooth, yet, thanks to a new awareness among many entrepreneurs, the drive to create a different, more environmentally-friendly industrial system has not stalled. As a result, environmental sustainability has become a development strategy for many companies, not least because it also makes economic sense. Environmental sustainability has even been leveraged in marketing strategies to attract customer segments more sensitive to environmental issues - the reduced use of plastics in food packaging, the increasing popularity of refill systems for household cleaning products, or, in the automotive world, emission controls and the development of electric mobility systems are just a few examples.

A sense of belonging is the driving force behind these changes, and Bonfiglioli is an example of how this symbiosis manifests itself.

For fifty years, the Lippo di Calderara plants were home to the Group's headquarters: both the production departments and the executive offices were built on the very land where young Clementino played as a child. Over the decades, Calderara and Bonfiglioli have grown together, supporting each other along the way.

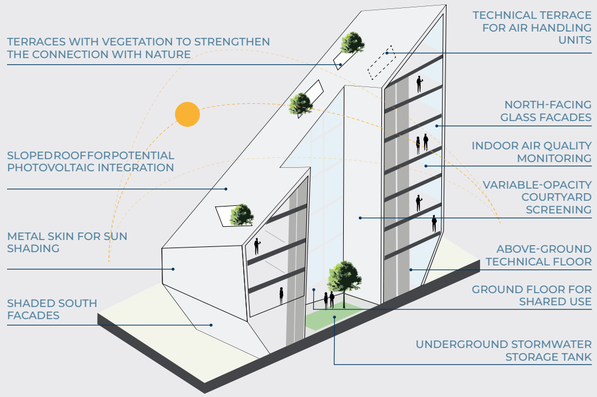
Thus, the EVO plant - like the HQ, the new headquarters of the I&A business unit inaugurated in 2020 - stands in the same municipality, just a few minutes from Lippo. Lower emissions, bike paths, parks: all designed to boost quality of life not only within the company, but also in the surrounding areas.

But how does a company become sustainable? What steps and projects need to be developed?

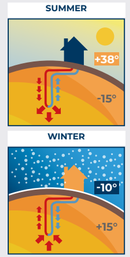
Energy efficiency in buildings and facilities



The new Headquarters: a tangible example of sustainability and innovation



- NZEB
- GEOTHERMAL AND PHOTOVOLTAIC ENERGY
- CAREFUL ANALYSIS OF IRRADIANCE PARAMETERS
- RAINWATER HARVESTING





Several years ago, Bonfiglioli established an internal team made up of environmental engineers and experts in new materials, who work in close collaboration with all company departments. Leveraging new technologies, they have developed a number of projects capable of reducing the company's environmental impact on the region.

The real challenge, however, lay in identifying principles that could be applied globally across all the Group's production sites. The Sustainability Report is the document that accurately describes both the results achieved and the objectives established for a new way of doing business, and is based on three drivers that guide future decisions, like beacons lighting the way ahead: Excellence, Innovation, Sustainability.

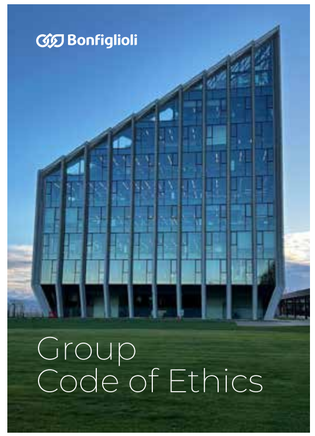
The transformation from global to glocal that has taken place in recent years is an integral part of this process, in that every action undertaken has taken into account the communities across the five continents where Bonfiglioli operates. This is the power of a change that leads to a new vision: striving for excellence in its products, respecting diversity and local cultures while placing s at the forefront, as well as fostering an awareness that individual responsibility enables collective responsibility, and that working together by sharing knowledge is the only way to grow.

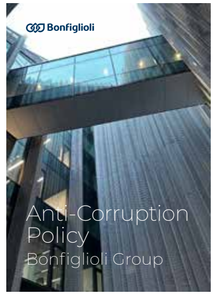
The path toward sustainability relies on actions with long-lasting impact, building on foundations laid in recent years. One of the company's first key objectives has been the reduction of greenhouse gas emissions. In 2024, a strategy was developed to increase the share of electricity taken from renewable sources, as part of a plan extending through to 2030. Consumption monitoring, optimization of electricity usage, and green-focused renovations - such as the 1335 kW photovoltaic system installed in the EVO parking lot, already capable of producing about one and a half million kWh per year, covering more than 20% of total consumption - are all designed to ensure that by 2030, all the electricity needed to operate the facility will come from renewable sources.

Another key aspect of Bonfiglioli's production process concerns waste management. The Group has identified 2030 as the year by which all waste generated by its manufacturing plants and branches will be diverted for reuse in other production processes or recycling: a tangible and ongoing commitment to sustainability and environmental responsibility.

The sustainability of a company is often associated with its production activities and their environmental impact. However, in recent years, the most forward-thinking businesses have broadened this concept to encompass their entire value chain, including suppliers, to reflect the awareness that sustainability is also reliant on those who actively contribute to the supply chain. In line with this perspective, Bonfiglioli's partners are directly involved in this ecological transition and beyond.

The Supplier Code of Conduct provides clear guidelines on complying with national and international regulations regarding the use of hazardous substances, with a particular focus on products that may endanger health and safety throughout the entire manufacturing process. In addition, suppliers are required to adhere to policies concerning exploitation and discrimination. This approach changes the criteria for selecting suppliers, prioritizing those ready to meet the new challenges, both those concerning environmental matters and those that regard relationships with people.







A strong stance designed to change toxic behaviors toward the environment and human resources, this shift involves company sites and suppliers all over the world, with no exceptions. This is not just a phrase to be included in some corporate presentation; it is a new, forward-thinking and above all fair way of doing business.

The same approach has been adopted for the end-of-life management of gearboxes. Bonfiglioli has set itself the goal of creating precise, structured formal guidelines by 2027, to be followed in 2028 by a pilot project involving a selection of catalog items; the goal is to identify solutions capable of optimizing and extending product lifespans. In this regard, support from the performance monitoring projects developed over recent years will be crucial for enhancing performance and functionality, focusing on durability and contributing to a more efficient use of materials and resources.

All these projects - which are crucial for future generations - are managed by the men and women of Bonfiglioli. A phrase from Sonia Bonfiglioli sums up the direct connection between strategy and operations in just a few words:

"I believe that the Bonfiglioli of today, and above all of tomorrow, cannot be based on a single person.
WE are the strength of Bonfiglioli."

Behavior toward others is another important aspect; ethics isn't just a word that appears in a document, it is a daily philosophy that guides company decisions by establishing key values: Challenge, Respect, Accountability, Winning Together. Of these, respect leaves an indelible mark on human relationships, condemning any form of unequal treatment based on gender, religious belief, or cultural background: clear words that guide relationships between colleagues and external stakeholders. With a view to ensuring people remain at the heart of the company, formal measures have been adopted that involve employee representatives in bilateral technical committees to implement projects designed to improve the working environment.

The principles that have always inspired Clementino Bonfiglioli have become the pillars upon which the new Bonfiglioli is built; a journey whose destination lies in the future of the new generations. Day by day, working with dedication and passion, we can envision achieving ambitious goals: some of these may prove challenging, but they are necessary in order to ensure a better quality of life. Because sometimes, what matters is not whether you managed to change the world, it's how many times you tried.

Challenge

We search for limits, then overcome them through innovative ideas, cutting-edge products, and unrivaled performance.

Respect

We explore different cultures, religions, and experiences to turn diversity into a resource and pursue sustainable economic growth in harmony with the environment.

Accountability

We put our heart into everything we do, to improve ourselves and set an example for others, because the efficiency of a team begins with that of the individuals in it.

Winning Together

We foster talent to generate and share the knowledge that leads to success.

Our solutions for building a sustainable future

RECYCLING



WE TURN WASTE INTO RESOURCES

WATER TREATMENT



TECHNOLOGIES THAT PURIFY THE FUTURE

BIOGAS



FROM THE HEART OF BIOGAS COMES ENERGY AND CIRCULARITY

WIND ENERGY



RENEWABLE ENERGY THAT MAKES A DIFFERENCE

ELECTRIC MOBILITY



LEADING THE TRANSITION TO ELECTRIC

Products



EVOX HIGH-EFFICIENCY GEARMOTORS



INVERTER ACTIVE REGENERATIVE SYSTEM



ELECTRIC STEERING DRIVES FOR WAREHOUSE TRUCKS



ELECTRIC DRIVES FOR OFF-HIGHWAY APPLICATIONS



COMPACT GEARMOTOR MOUNTED ON WHEELS FOR AMR AND AGV













Being Bonfiglioli

FULL SPEED AHEAD!

The sound of the alarm fills the room; with a swift motion, Joshva turns it off: he needs to get to work. As usual, it takes about thirty minutes for him to get ready; before leaving, he stops in front of the small room where his two children are sleeping, and in the morning silence, he listens to their breathing. His day begins with this ritual, which fills him with positive energy.

His wife hugs him at the doorway of their apartment before sending him off into the morning chaos of Chennai. Joshva weaves swiftly through the streets on his scooter and, as usual, at ten to eight, he steps into the locker room where he carries out the same slow, familiar motions - just as Saravanabava is doing.

Left: a worker at the Chennai plant.

Right: Joshva S



Both work at the Bonfiglioli plant, and are united by a common thread that makes their relationship special: Saravanabava and Joshva were both residents at the Home for Children, built through the Bonfiglioli CheerFuturLand project in 2010. A friendship has tied the two young men to Bonfiglioli since childhood, along with the many other children who have called the facility created by Clementino Bonfiglioli home over the last sixteen years. Thanks to this support, they have had the opportunity to study and to prepare for the world of work.

Today, both of them can be proud of the path they have taken.

Joshva is a maintenance technician specializing in machine languages, while Saravanabava works in the assembly department and is responsible for mounting gearboxes. They are an integral part of this community of thousands of people that spans five continents, and who, every day, take part in the activities that constitute Bonfiglioli. They too are key "Vite senza fine", along with all the other men and women of Bonfiglioli - past and present - who have helped shape the history of the company.

There was only one way to begin the final chapter of this book: by talking about people.

manufacturing
noun

[from Medieval Latin *manufactura*, derived from *manu facĕre*, "*to make by hand*"].

THE SET OF TASKS AND OPERATIONS, PERFORMED BY HAND OR BY MACHINE, THROUGH WHICH A RAW MATERIAL IS TRANSFORMED INTO A CONSUMER GOOD; THAT IS, INTO A MANUFACTURED PRODUCT [...]

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Bonfiglioli employees at work in plants around the world.

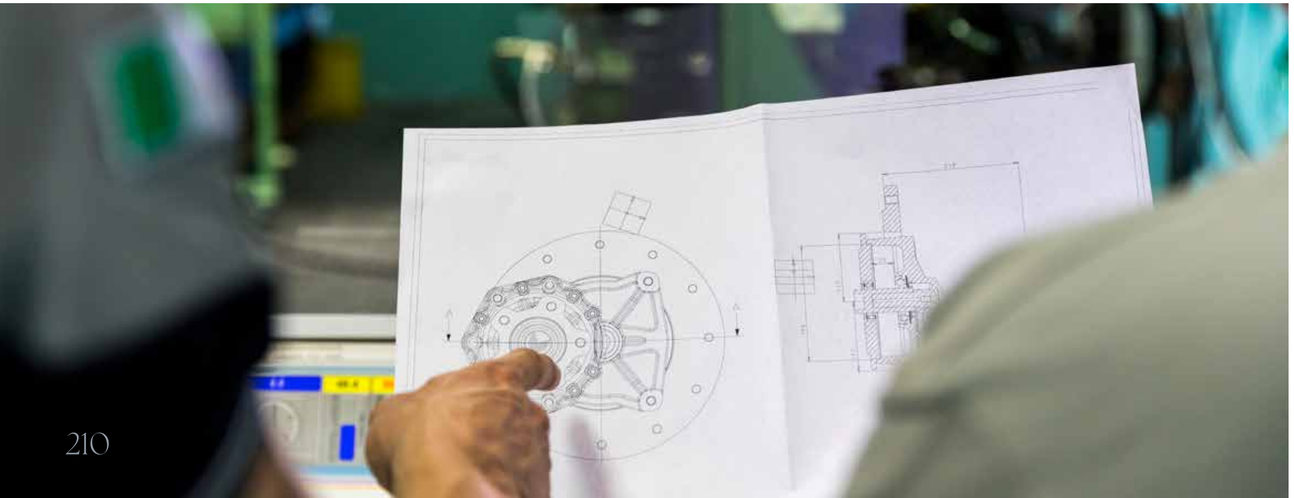




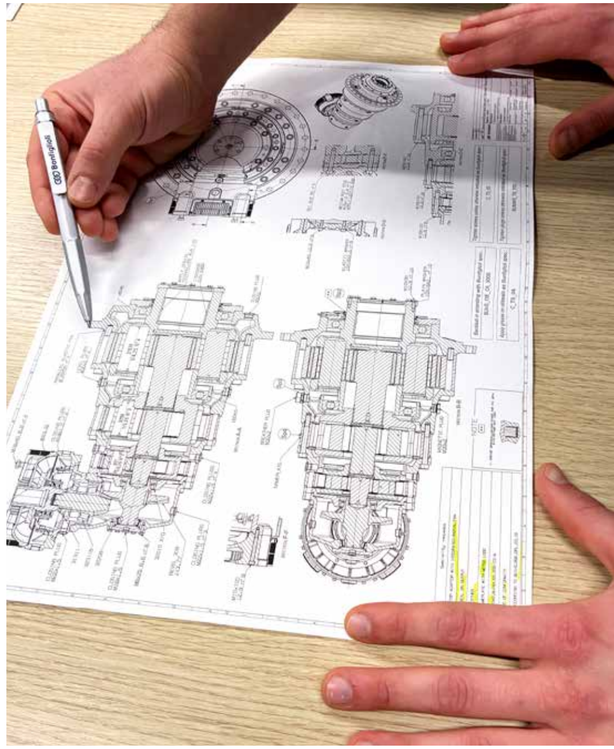
Seventy years of history will serve as a guide for the future. The words written in this book are designed to provide future generations with the awareness that, every day, they are taking part in something extraordinary. The work of each individual will provide the energy needed to keep the flame burning, after it was first lit in the mid-20th century in a small workshop in Bologna.

Preserving the values upon which Bonfiglioli was founded necessitated a new way of communicating; a fundamental change to the outdated one-way approach which saw the company making all the decisions, and employees simply accepting. Today, every opinion matters, regardless of a person's position within hierarchy of the organization. The primary goal of this more collaborative, two-way system is to involve all employees; it represents a new frontier that enables the company to make decisions with greater awareness, gaining a broader perspective in the process. Today, everyone who is part of the Bonfiglioli world has tools that provide not only information on company performance, but much more: because the real obstacles to broader sharing are difficulties in interacting, and a lack of mutual understanding among employees.

Bonfiglioli has been working on these aspects for quite some time. Starting in 2014, an internal communication tool called BNET was made available - which has now evolved into the platform known as Bclose - in order to connect every part of the company. Via this platform, the women and men of Bonfiglioli can find documents, financial reports, and everything else related to company life, and specific channels have also been created for







employees to share their passions and recreational activities, including those dedicated to books, sports, and animals. It's a vast virtual community where people separated by thousands of kilometers can discuss common interests and the things they love, regardless of their role within the company.

This new approach also supports those working in human resources. The world of work has changed dramatically: over the last thirty years, the old aspiration of spending one's entire career at a single company has been overtaken by priorities that include not only economic factors, but also the quality of the time we spend with our family and on our personal passions. The great challenge for Bonfiglioli's future will be to convey what it means to "Be Bonfiglioli", and what this will mean in the years to come. It will be necessary to strike a balance between the needs of the company and those of its people, without ever losing sight of the guiding light that has led Bonfiglioli since 1956. This is a significant responsibility for the company, which will





have to make important strategic choices, but it's also an extraordinary opportunity for those who experience the reality of Bonfiglioli every day, and will be called upon to help shape its future. Today, Bonfiglioli is fundamentally different: it is a multinational leader on the world stage.

The people who have worked within the company throughout these first seventy years have each, in their own way, sought to "Be Bonfiglioli", keeping the company on course and transforming themselves without losing sight of who they are, whether for a few months, twenty years, or a lifetime.

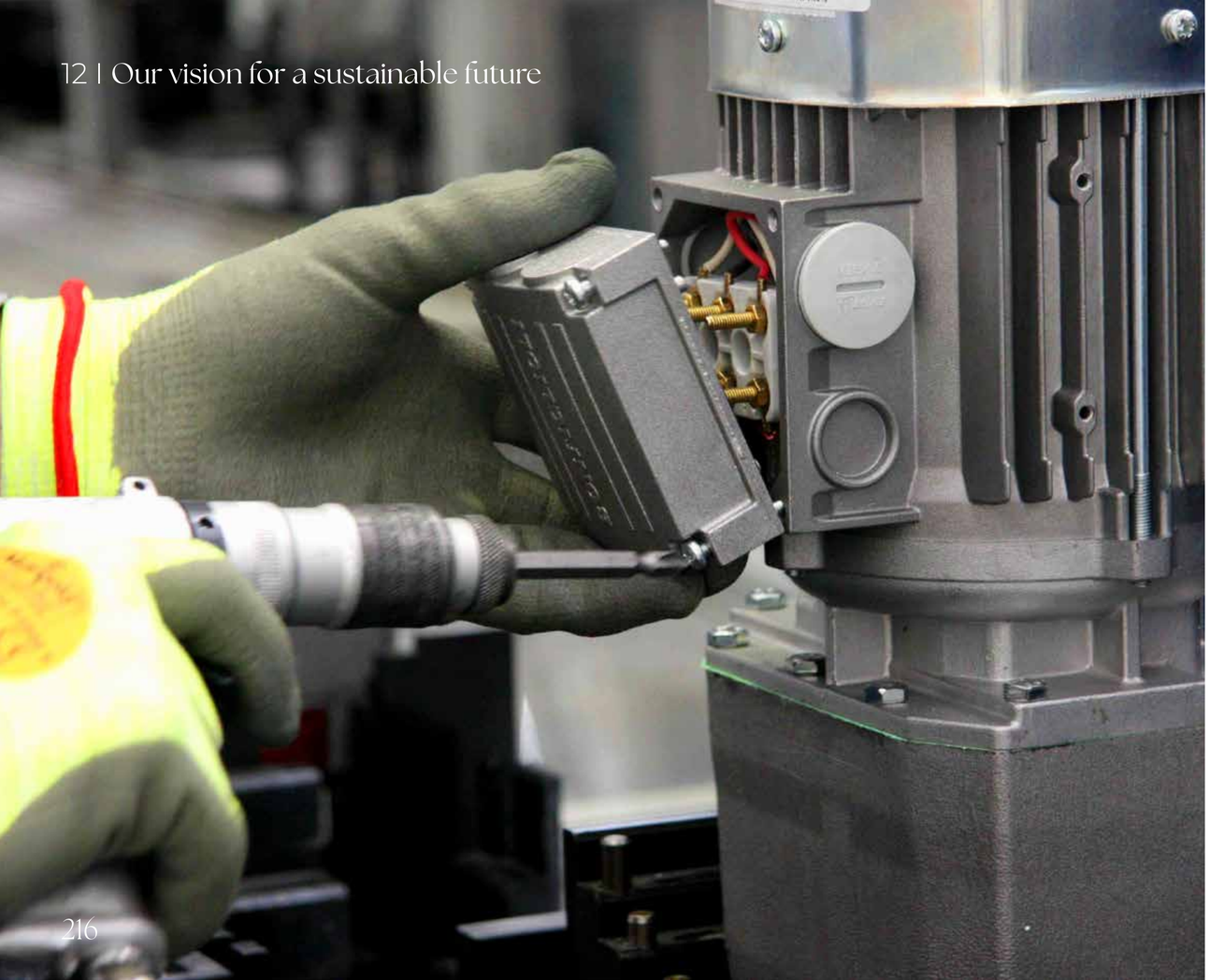












The myriad emotions we see in the eyes of the first employees - a tear tracings its way down the wrinkles of a face, a sentence cut short by a lump in the throat while recounting a particular experience - were the very bricks used to build the foundations of Bonfiglioli. Clementino's passion yesterday, and Sonia's today, together with the work of thousands of women and men all over the world, have shaped the Bonfiglioli we now know. The time has come to turn the page again, to pick up a pen and start designing the future. A collective effort which will sometimes be beset by disagreements, doubts, and difficult choices, all of which are necessary in order to create a future in constant evolution.

In this new era that is about to begin, there will be new players: Clementino's grandchildren - raised on bread and gearboxes - and all the young people who will intertwine their journey with that of Bonfiglioli.

The new generations of colleagues will not have set formulas, but they will have a tremendous opportunity: to observe the past. This will be the most powerful tool for shaping the future; to look at where we come from, to carry the company's founding values forward, and to use them as a lever for growth.

Clementino, Franco, Giancarlo, Marco, Gianni, Arrigo, Arnaldo, Paolo, Mario, Gianfranco. These names, along with many others, have nourished the roots of Bonfiglioli. With their passion and with their "Being Bonfiglioli", they have conceived and built a new path: the one we have been following for these first seventy years.

Now it's your turn: draw inspiration from the past, and set your sights on the future; imagine and build the new path that will take Bonfiglioli even further!

You'll make mistakes, you'll have a thousand doubts and uncertainties, but look around you in everything you do, and you'll find the answers. You, too, will have to "Be Bonfiglioli."

And perhaps, in some difficult moment, you'll hear the voice of a man with white hair and eyes as blue as the sea whispering to you:

"Full speed ahead!"



Sonia with her children,
Alessandro and Federico

The story continues...

SONIA BONFIGLIOLI AND HER BOYS

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L'India che cammina dalla tradizione al futuro (India, from tradition to the future) - Photographs: Elisa Pellacani -2004

Bonfiglioli

We have a relentless commitment to excellence, innovation and sustainability. Our Team creates, distributes and services world-class power transmission and drive solutions to keep the world in motion

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