



# Living Motion

Responsibility Report 05



**RIESE & MÜLLER**

Foreword 5

Retrospective 18

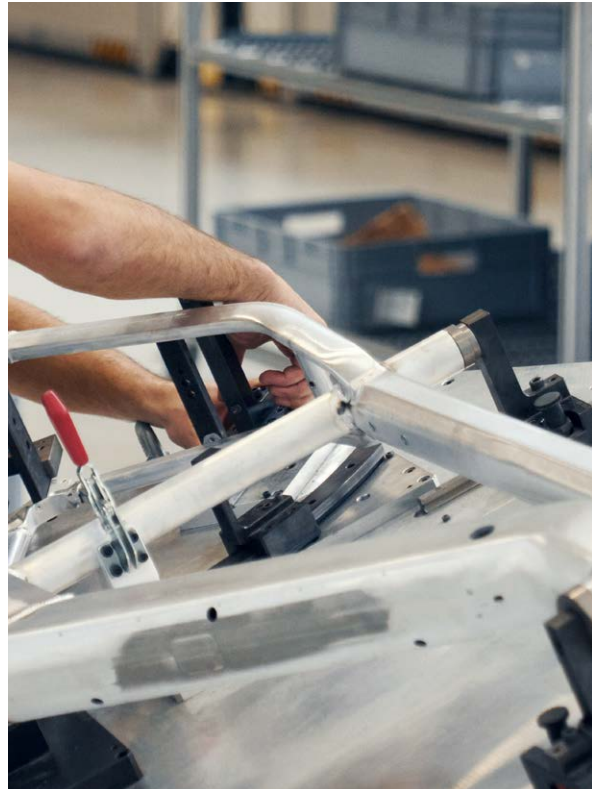
Living motion 68

Facts and figures 100

Outlook 130









Dr. Sandra Wolf, CEO of Riese & Müller, is responsible for the company's sustainability strategy.



Dear Readers,

Five years ago, in the 2019/20 business year, we anchored responsibility in our corporate strategy as a synonym for sustainability. At the same time, we formulated an ambitious vision: we aim to be the most sustainable company in the e-bike sector by 2025.

Since then, we often hear: how does Riese & Müller plan to measure this? The answer starts with a review: in 2019, sustainability was scarcely an issue in the bike sector – bikes were already considered as symbols of sustainable mobility. But that was not enough for us. Our vision provided a conscious stimulus: it is not the product alone that counts, rather the critical view of the entire value chain.

Back then, we did not know where this journey would lead us. But we set off – and learned to run on the way.

Over the past five years, global developments have had a decisive impact on economic dynamics – initially through strong growth, and later through challenging conditions. However, our aspirations remained unchanged: to remain true to our values and to combine sustainable actions with economic stability.

We document the stages of this journey in this report. We have learned a lot, we have taken important steps, sometimes with the wind behind us, but at other times facing into the wind. But always with one goal in mind: finding projects that facilitate real change for us and for the industry.

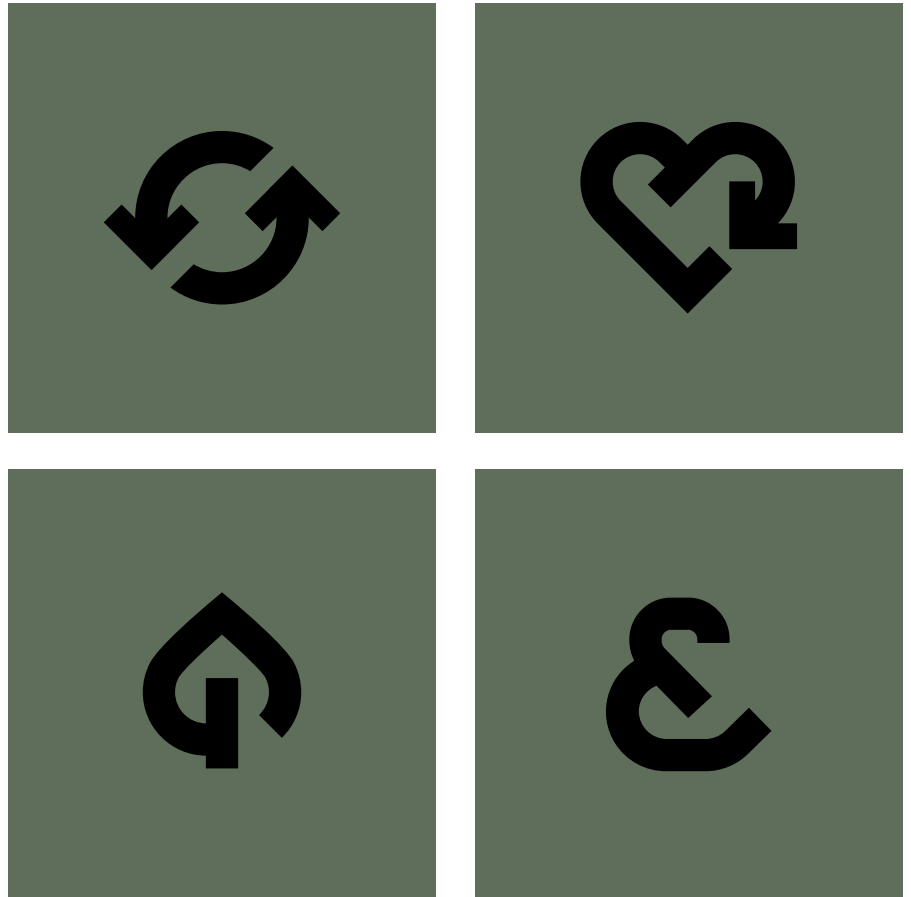
One thing became clear: we could only adopt this course together with strong partners – suppliers, logistics companies, dealers. We would like to showcase a few flagship projects here – from the use of recycled aluminium in circular design, to packaging solutions, like the BikeBox and rhinopaqs, to the Stracciatella saddle.

Receiving the 2025 German Sustainability Award is a great honour, but we have not yet reached the end of the road. Responsibility remains our driving force.

We would like to thank all those who have adopted this same approach as we have – for their trust, partnership, and the common objective of actively shaping sustainable business in the bike sector.

Best regards,

Dr. Sandra Wolf  
CEO  
Responsible for sustainability



## Our strategy since 2019: responsibility at every level of business.

Within the company, sustainability means rethinking the business model, and acting responsibly, both as an individual and as a company. This is an integral part of our strategy, which is based on four levels of responsibility.

### **Economics**

Efficient use of high-quality materials, avoidance of the superfluous and use of natural alternatives for an environmentally friendly production process and sustainable economic efficiency.

### **Ecology**

Sustainable energy production, avoidance of CO<sub>2</sub> emissions, resource conservation and sensible waste management for a healthy interaction between our company and the environment.

### **Social**

Social commitment and promotion of community as a prerequisite for good working relationships. Meaningful activities and new working models that put people first.

### **Culture**

Creativity and ideas form an effective corporate and product culture in harmony with nature. We take responsibility for a future worth living in.





## Europe's most important award for environmental and social commitment

In 2024, Riese & Müller was presented with the German Sustainability Award in the "Two-wheeled vehicle" company category.

The award honours companies that contribute effectively and successfully to the sustainable transformation of the economy.

*"This award demonstrates that we have achieved our Vision 2025, and is a reward for our hard work on the issue of social-ecological transformation. The process we have embarked on is a mammoth task. This award motivates us even more to continue along this path and make a real difference."*

Dr. Sandra Wolf



ZERTIFIKAT

CERTIFICADO

CERTИФИКАТ

認證證書

CERTIFICATE

ZERTIFIKAT



Management Service

# ZERTIFIKAT

Zertifikat-Registrier-Nr.: 12 100 68007 TMS / Auftrags-Nr.: 707169847

Die Zertifizierungsstelle  
der TÜV SÜD Management Service GmbH  
bescheinigt, dass die Organisation

## RIESE & MÜLLER

Riese & Müller GmbH  
Am Alten Graben 2  
64367 Mühltal  
Deutschland

für den Geltungsbereich

Entwicklung, Produktion und Vertrieb von  
E-Bikes, Cargo-Bikes und Falträdern

ein Qualitätsmanagementsystem eingeführt hat und anwendet.

Durch ein Audit wurde der Nachweis erbracht,  
dass die Forderungen der

### DIN EN ISO 9001:2015

erfüllt sind.

Dieses Zertifikat ist gültig vom 02.08.2024 bis 01.08.2027.

Fred Wenke  
Leiter der Zertifizierungsstelle  
München, 05.08.2024



TÜV SÜD Management Service GmbH • Zertifizierungsstelle • Ridlerstrasse 57 • 80339 München • Germany  
[www.tuvsud.com/de-certificate-validity-check](http://www.tuvsud.com/de-certificate-validity-check)



Management Service

# ZERTIFIKAT

Zertifikat-Registrier-Nr.: 12 104 68007 TMS / Auftrags-Nr.: 707169847

Die Zertifizierungsstelle  
der TÜV SÜD Management Service GmbH  
bescheinigt, dass die Organisation

## RIESE & MÜLLER

Riese & Müller GmbH  
Am Alten Graben 2  
64367 Mühltal  
Deutschland

für den Geltungsbereich

Entwicklung, Produktion und Vertrieb von  
E-Bikes, Cargo-Bikes und Falträdern

ein Umweltmanagementsystem eingeführt hat und anwendet.

Durch ein Audit wurde der Nachweis erbracht,  
dass die Forderungen der

### DIN EN ISO 14001:2015

erfüllt sind.

Dieses Zertifikat ist gültig vom 02.08.2024 bis 01.08.2027.

Fred Wenke  
Leiter der Zertifizierungsstelle  
München, 05.08.2024



TÜV SÜD Management Service GmbH • Zertifizierungsstelle • Ridlerstrasse 57 • 80339 München • Germany  
[www.tuvsud.com/de-certificate-validity-check](http://www.tuvsud.com/de-certificate-validity-check)

TUV®



## ISO 9001 and 14001

# Efficient and transparent: Riese & Müller operates in accordance with international standards.

Since the summer of 2024, Riese & Müller has been certified to the international ISO 9001 (Quality Management Systems) and ISO 14001 (Environmental Management Systems) standards.

ISO 9001 is the most widely used and recognised standard for quality management systems (QMS) internationally. The extensive list of criteria includes customer expectations and assurance of legal conformity. Associated objectives include sustainability and the continuous improvement of processes, avoidance and reduction of deviations, and identification of risks and opportunities across all business operations.

ISO 14001 is the international standard for environmental management systems in companies. It calls for the comprehensive consideration, assessment and optimisation of all environmental aspects associated with business operations. This includes reduced resource consumption, exploitation of recycling potential, avoidance of waste, and the promotion of environmental awareness at all employee levels.



Delite5





Homage5



UBN Five commute









Multicharger Mixte with front luggage carrier bag





Carrie with child cover





Packster2 70 CT with optional Buggy





Multicharger with weather cover







# 2019–2024 Retrospective

Over the past five business years, Riese & Müller has made continuous progress toward becoming one of the most sustainable companies in the e-bike sector.

We have documented the key concepts and measures in our annual Responsibility Report. The following pages highlight the issues on which we have focussed during the individual reporting years. To illustrate long-term growth, we have presented the key figures in the form of a five-year comparison.

# Riese & Müller in world affairs

As a company that operates internationally, our sphere of activity is influenced by external factors.

Whether global markets, political crises or technological trends

– Riese & Müller faces these changes with adaptability and

vision. We are working to actively shape them and remain true to what sets us apart: responsibility, integrity, and long-term thinking.

## 2018 Fridays for Future

This movement raises social awareness of the environment, which supports growth and responsibility issues at R

## 2020 Coronavirus pandemic

The boom in demand for e-bikes is met by limited availability of components.

## 2021 Inflation rises worldwide

A peak of over 8% is reached in 2022.

Business year

## 2019/20

- Sustainability becomes part of our corporate strategy designated as "Responsibility"
- Focus on zero emissions and zero waste: first survey of the Corporate Carbon Footprint (CCF) and the Product Carbon Footprint (PCF) of the Load 75
- Everyday mobility mission: establishment of the Riese & Müller Business Unit to actively promote fleet/sharing concepts
- First frame delivery from Portugal

Business year

## 2020/21

- Focus on supply chain transparency
- Development of the Supplier Code of Conduct and the Declaration of Principles on Human Rights
- Start of cooperation with VERSO Supply Chain Hub (formerly sustainabill) and thus the first tool-based sustainability survey
- Identification of the risk materials aluminium, cobalt and copper
- Establishment of a complaints mechanism
- First B2C channel: Riese & Müller online store for used and previous-years' models in Germany

Business year

## 2021/22

- Circular design in development becoming objective
- Preparation of the for the use of rec with the Portuguese manufacturer Triad Equipments S.A. a producer Hydro A Extrusion Portuga

Riese & Müller.

## 2022 Russian attack on Ukraine

Stocks held by manufacturers and retailers increase due to a general reluctance to buy.

## 2023 Houthi attacks in the Red Sea

Extended delivery times due to the unsafe maritime trade route.

product  
comes a further  
  
e first project  
cycled aluminium  
ese frame  
angle's Cycling  
and the aluminium  
aluminium  
al HAEP, S.A.

Business year

## 2022/23

- "Culture" e-bike: first product with a frame containing a high percentage of ASI-certified recycled aluminium from Portugal
- Start of projects on the use of reusable packaging in shipping (circular logistics BikeBox, rhinopaq reusable packaging for the shipment of small components)
- Two additional B2C channels: factory sales outlet in Mühlthal and the Riese & Müller Bike Abo

Business year

## 2023/24

- Certification to the international ISO 9001 and ISO 14001 standards
- "Carrie" cargo bike: second product with a frame containing a high percentage of ASI-certified recycled aluminium (>80%)
- Fourth B2C channel: Riese & Müller Online Shop in France

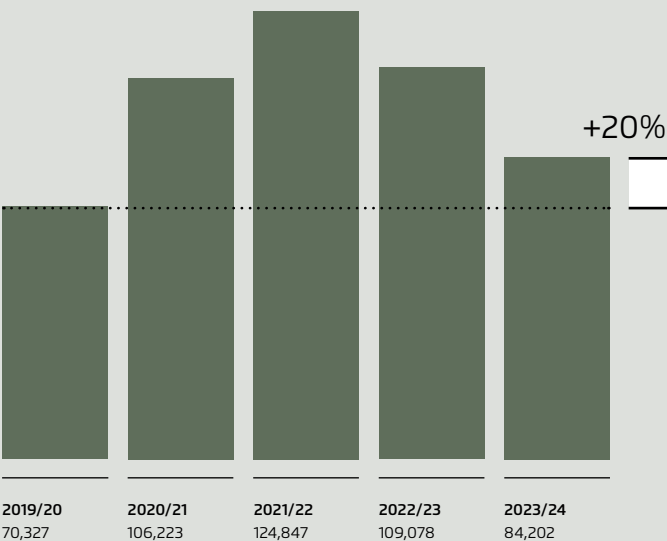


## Influencing factors

Over the past five years, global developments have had a decisive impact on economic dynamics. The first half of this period was marked by growth. During this phase, our task was to meet strong demand at the same time as remaining true to our values. We even uphold our aspirations in challenging times: we respond considerably to changing conditions and pursue our economic, ecological, social and cultural objectives with continuity and clarity.

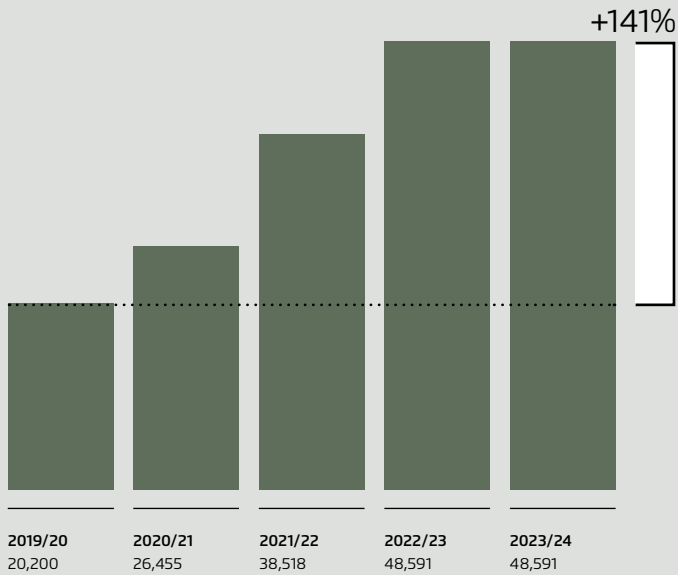
Our outlook remains long-term: we are convinced that the market will continue to grow. We believe that more and more people will opt for mobility that makes sense in everyday life, is environmentally friendly, and beneficial for both the body and mind: with high-quality Riese & Müller e-bikes.

### Bikes produced



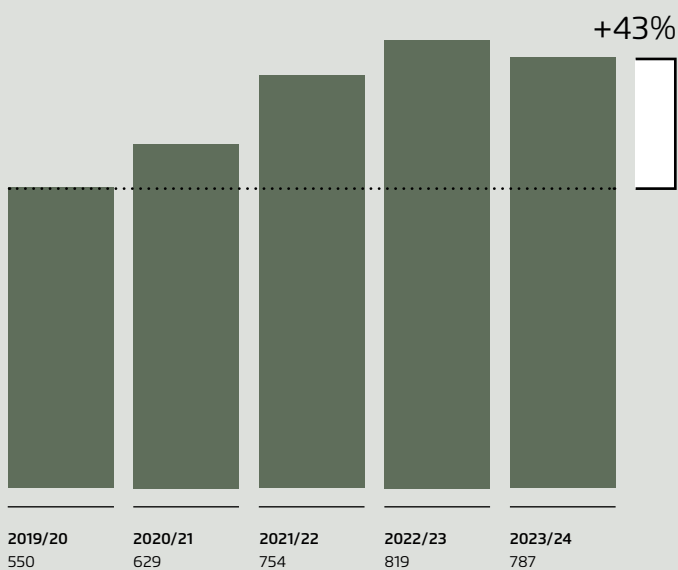
The five-year graph shows a significant increase in production due to high demand during the years of the pandemic. In 2024, growth stabilised at a healthy level.

## Usable floor space



Our demand for space has also multiplied with the increased demand and production of our bikes – production sites, workplaces and meeting spaces for employees, plus setting up storage capacities. All these areas form part of the usable space, so that this line runs parallel to the other influencing factors.

## Employees



Alongside the natural fluctuation of personnel in mid-sized companies, the more e-bikes we need to build, the more employees we need in production and in all upstream and downstream business areas.

New jobs are also being created in Administration, among other things through the strategic development of the business model and the sales channels (e.g. online shop, factory sales outlet, Bike Abo).

## Carbon footprint

We have opted to break down Scope 1, Scope 2 and, in particular, Scope 3 emissions more accurately to present our Corporate Carbon Footprint (CCF). Within Scope 3, as well, we are separately reporting the two largest recorded posts “Transport and Logistics” and “Commuting”. This will make emissions more transparent overall and will make it easier to see which measures are demonstrably effective.

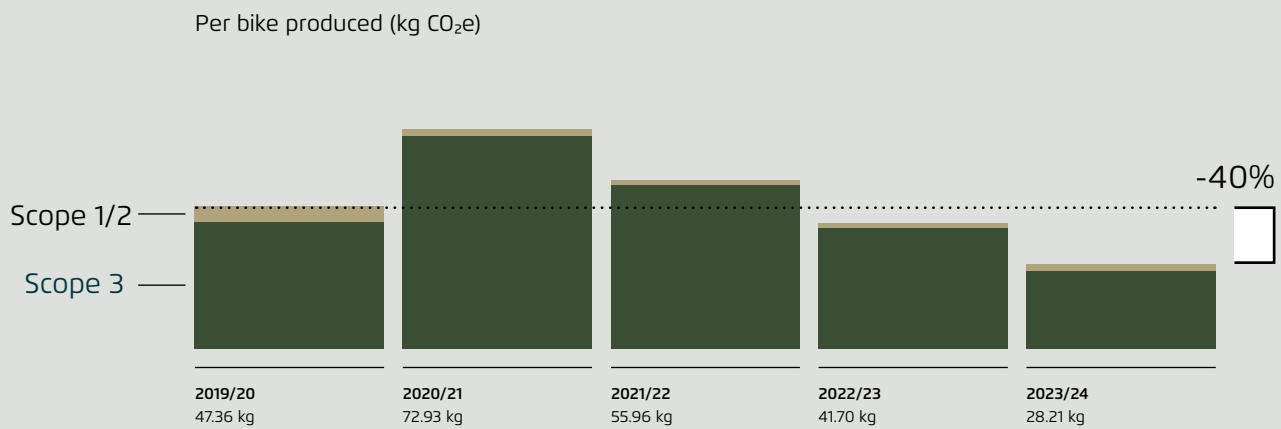
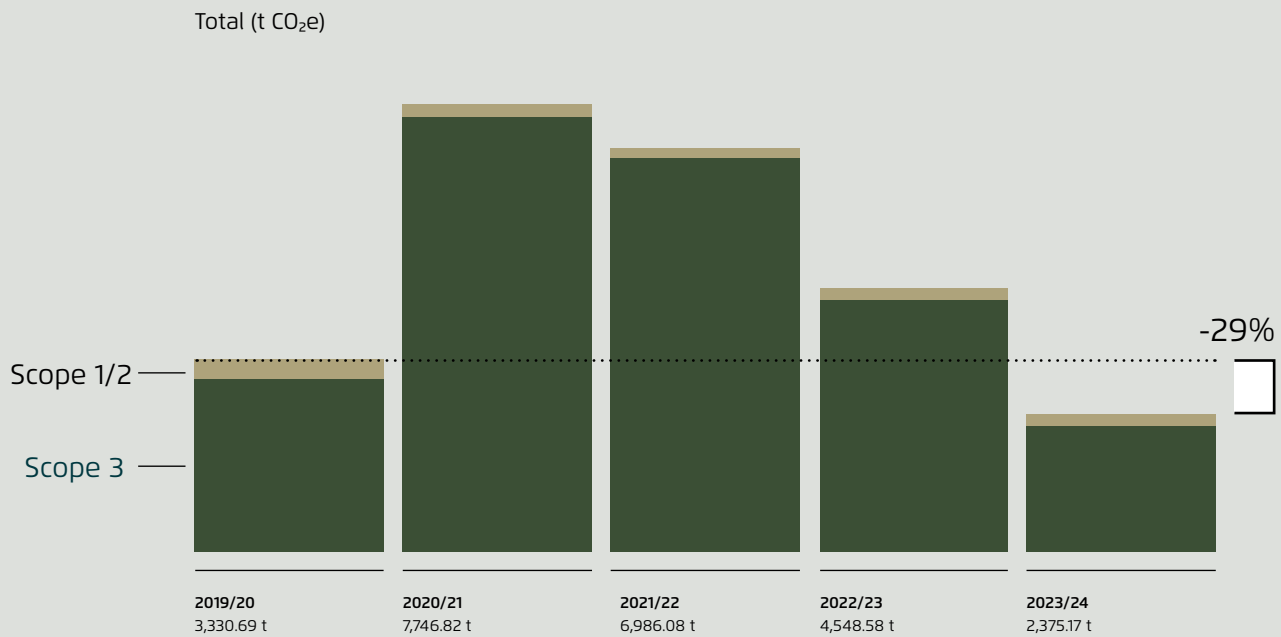
### **Zero emissions**

In recent years, we have managed to significantly reduce our emissions at the production site, both in absolute terms as well as relative to the number of our bikes produced. This shows that corporate growth and sustainable business can go hand in hand.

At the same time, the potential for further reductions in our emissions is now limited. Our goal is to stabilise emissions at the production site at a low level in the long term. In future, we will continue to scrutinise the situation to identify new sustainable business projects. We are living motion.



## CO<sub>2</sub>e emissions compared

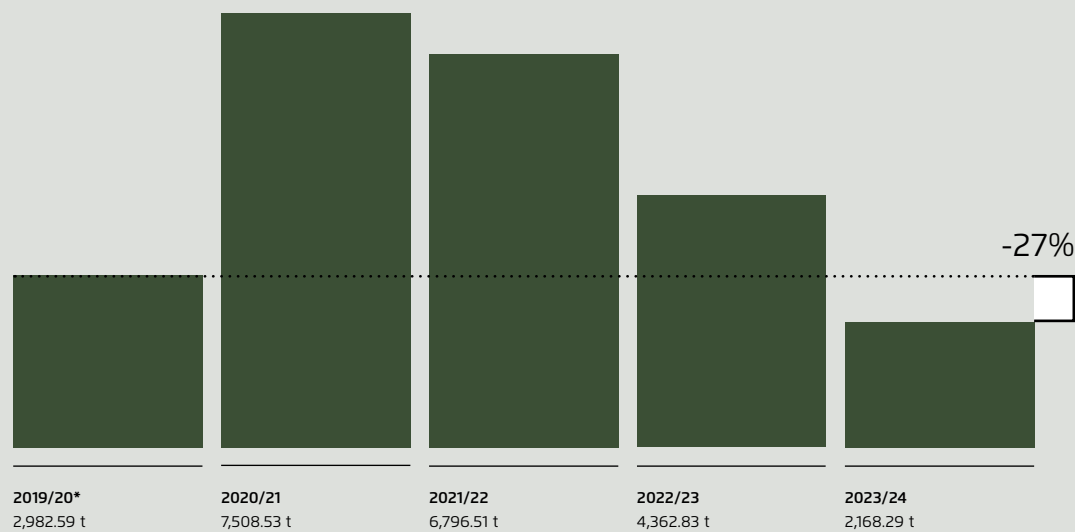


# Scope 3 in detail

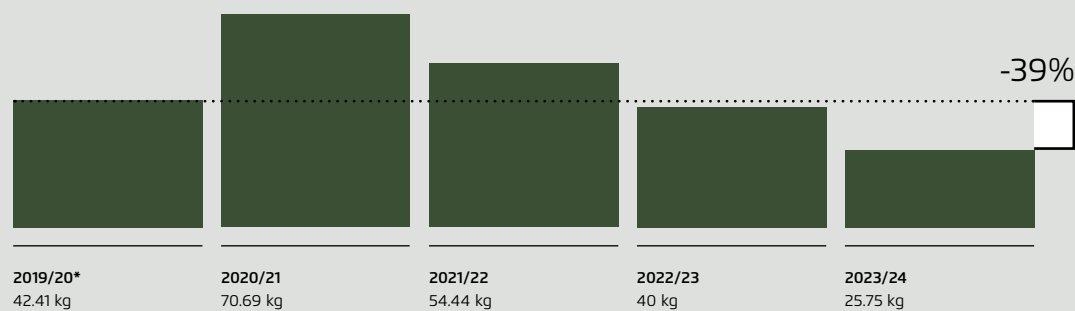
The "Transport & Logistics" and "Commuting" categories account for the largest share of Scope 3 emissions recorded. We have been able to significantly reduce the CCF in the past business years due to nearshoring (cf. page 106) and the reduction of emissions generated by commuting due to the growing numbers of employees who come to work by bike (cf. page 43).

## Scope 3 (net)

Total (t CO<sub>2</sub>e)



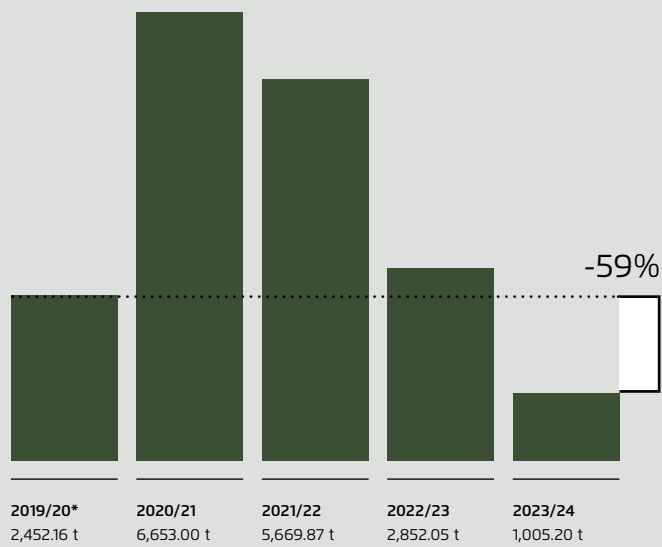
Per bike produced (kg CO<sub>2</sub>e)



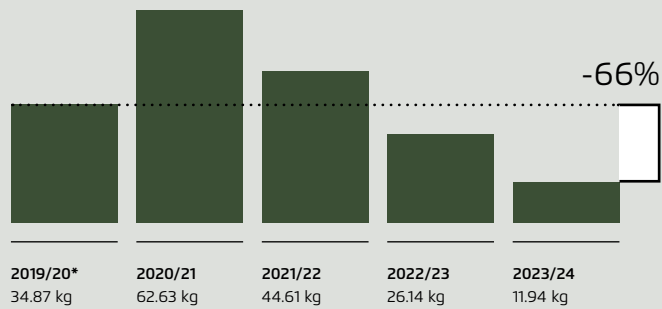
\*2019/20 only partial recording of Transport & Logistics/upstream; and recorded using a slightly different methodology with another provider (change to myClimate in 2020/21)

## Transport & Logistics

Total (t CO<sub>2</sub>e)

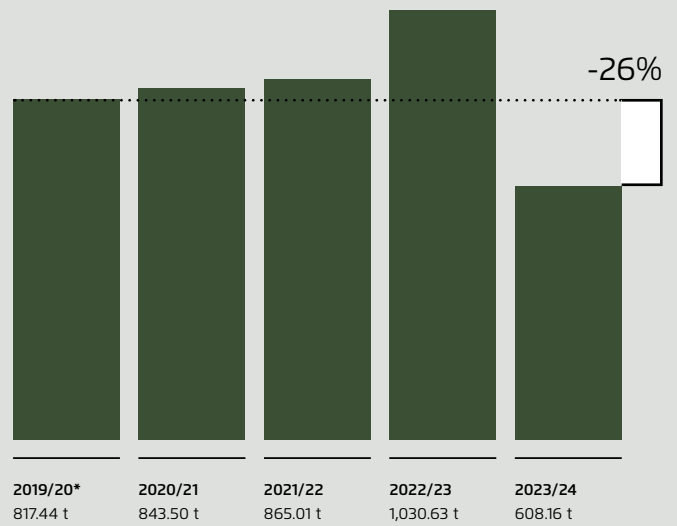


Per bike produced (kg CO<sub>2</sub>e)

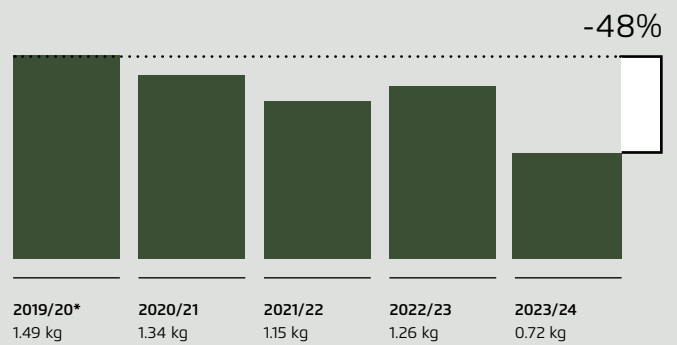


## Commuting

Total (t CO<sub>2</sub>e)



Per employee (kg CO<sub>2</sub>e)

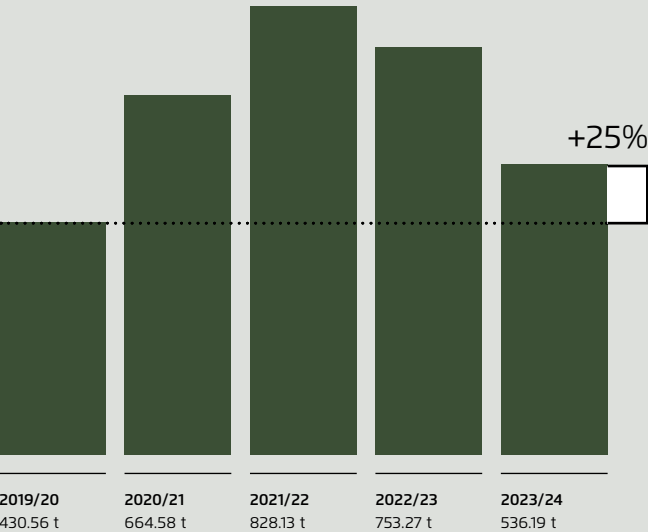


# Zero waste

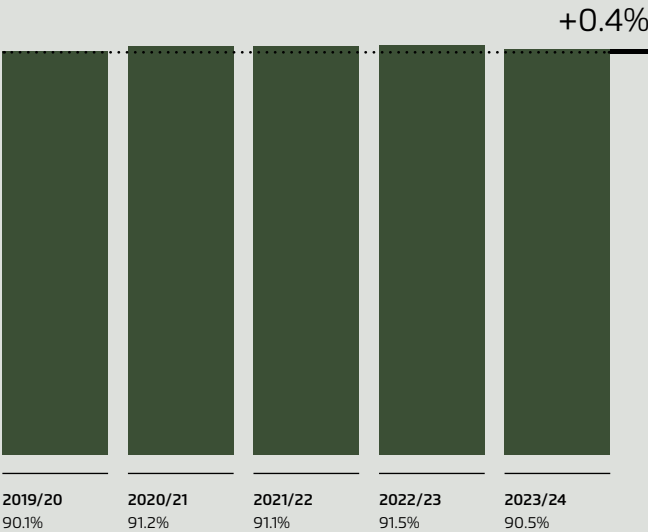
Despite our zero waste target, we have not reduced our waste generation level since 2019/20. Admittedly there has been considerable progress in the past three years, but many individual measures have had little impact on volume overall.

## Waste generation

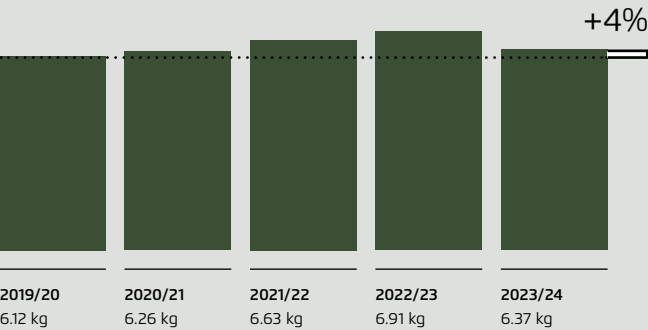
Total



## Recycling rate of waste generation



Per bike produced

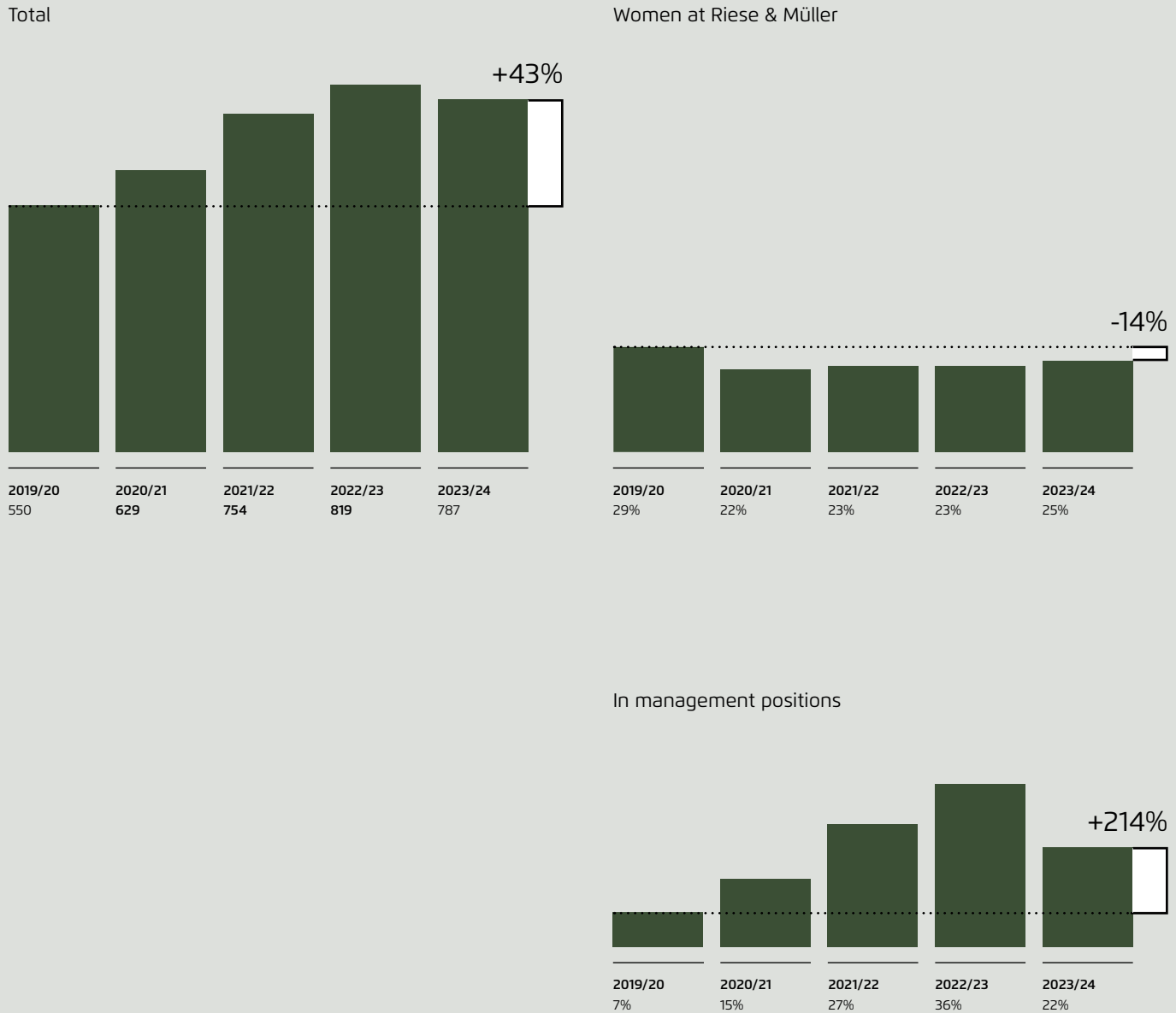




# Employees

The number of employees remains stable compared to the drop in bikes produced: with 787 employees in 2023/24, Riese & Müller is above the average of the past five years.

## Employees



2019/20

# We are on the move

Riese & Müller is synonymous with the mobility of tomorrow. Innovative e-bikes, which can complement or even replace cars in dense urban spaces, are breathing new life into everyday mobility. Modern, smart technologies provide greater safety and riding enjoyment, while high-quality materials ensure true sustainability. Anyone who rides an e-bike is saving CO<sub>2</sub>, staying fit, and doing themselves some good. Sustainable mobility is not a matter for the future:  
it starts here and now.







2019/20

# We are on the move

## Culture **First Riese & Müller Responsibility Report**

Riese & Müller published its first Responsibility Report in the 2019/20 business year. To this day, the company is not governed by any reporting obligation – publication is based on a solely voluntary commitment to promote sustainability and social responsibility, and to present this to the public in a transparent and comprehensible manner.

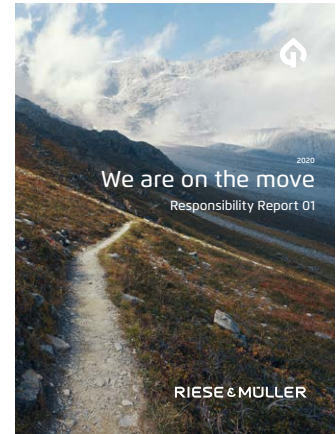
## **New site and construction measures**

Campus In the spring of 2019, Riese & Müller moved into its newly built premises in Mühlthal.

Over the following years, there was further construction on the site, and an existing building belonging to a former neighbouring company was taken over and modernised. Due to the packaging used for materials, a construction site usually leads to increased volumes of waste. There are currently no plans to extend the Riese & Müller Campus. For this reason, and with the help of further waste prevention measures, we expect a decrease in the volume of waste in the medium term.



The first Responsibility Report entitled "We are on the move" documents the status quo as well as initial successes relating to zero waste, zero emissions and the construction of a climate-neutral campus in Mühlthal.



### **Bike boom and COVID-19 pandemic**

Zero waste

In the business years of 2019/20 to 2021/22, the bike industry experienced an up-tick. This was due to increased demand for bikes throughout society, fuelled, among other things, by the coronavirus pandemic. This increase in business activity is also reflected in an increase in the volume of waste generated.

### **Carbon footprint status quo**

Zero emissions

Riese & Müller records the Corporate Carbon Footprint (CCF) and the Product Carbon Footprint (PCF) of the Load 75 and thus arrives at a zero measurement of the climate impact of this business activity. With the move to the new site in Mühlthal, a first mobility survey is also carried out among employees. Read on to discover all the key information about the iconic Load 75 and the issue of everyday mobility.



The changing face of a cargo bike: the Load 75 cargo bike is a veritable signature model in the Riese & Müller product range for the steadily growing number of people who are looking for an alternative to cars in everyday life and want to actively use their leisure time close to nature.

## Zero emissions

# Production of the Load 75 now generates 30% fewer emissions than in 2019.

The Product Carbon Footprint (PCF) presents the carbon footprint of a product throughout all phases of the value chain. This makes the product's impact on the climate transparent and comparable.

We calculated the PCF of our Load 75 cargo bike in the first two editions of our Responsibility Report. In so doing, it became clear that the highest emissions were generated during production and inward delivery of goods, particularly in the extraction of raw metals and the production of components.

We used this as a starting point to continue our work on the following points, with the aim of reducing the PCF of the Load 75:

### Recycling

In collaboration with our new supplier in Portugal, we adapted the production of the Load 75 frame so that it is now made of 25% recycled aluminium.

### Nearshoring and reshoring

We now source many of the model's components from within Europe – in addition to the frame, which is made in Portugal, this concerns the stand, steering linkage, handles, and rims. This has enabled us to significantly reduce the emissions generated during transport.

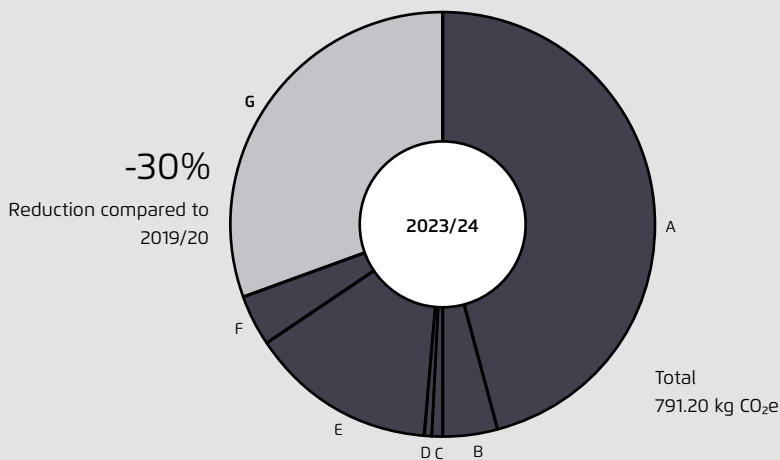
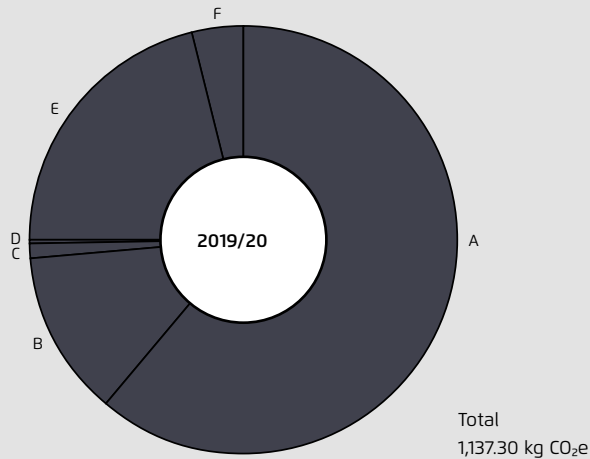
### Avoidance of air freight

Whenever possible, we choose not to transport our products by air freight. This also translates into significantly reduced emissions in the PCF.

We were therefore able to significantly improve the Product Carbon Footprint of our reference product, the Load 75, compared to the original calculation in the 2019/20 business year.

# Product Carbon Footprint (PCF)

## Emissions (CO<sub>2</sub>e)



- A Production
- B Inward delivery
- C Packaging
- D Outward delivery
- E Usage phase
- F Disposal
- G Savings

All greenhouse gas emissions in the value chain of a product are added together to arrive at the Product Carbon Footprint.

Each product life cycle is different for each user depending on the period of use and the intensity of use, so average assumptions are made. However, the extraction of raw materials, production and logistics routes are identical or similar.

A product life cycle typically consists of six value creation phases. This includes the manufacturing phase, which also incorporates the extraction of raw materials, inward delivery, packaging, delivery, usage, and finally the disposal phase. As with the carbon footprint, a Product Carbon Footprint converts all climate gases, such as methane and hydrofluorocarbons, into CO<sub>2</sub> equivalents, so that all greenhouse gas emissions are taken into account.

### Production ( A )

Breakdown of components into material categories (metals, plastics, textiles and electronics) and identification of the individual component weights.

### Inward delivery ( B )

Value of the incoming goods logistics for all individual components based on the country of origin and the type of freight (air, sea or truck logistics).

### Packaging ( C )

Identification of the packaging materials, the weight of the component packaging and the end customer packaging of the cargo bike.

### Outward delivery ( D )

Delivery logistics value based on the average sales figures of the Load 75.

### Usage phase ( E )

Assumption of an average riding style with a Load service life of around 45,000 kilometres.

### Disposal ( F )

Identification of the disposal processes for the individual material categories, including the average distances of the disposal facilities.

## Perfection in motion

As an established model with a long product history, the Load 75 is an example of the systematic development of a Riese & Müller bike over time. It shows how strategic decisions – whether in equipment, design or production – can have a measurable impact. Developments and optimisation steps can thus be tracked on the product itself, but also on the basis of definite figures and key product indicators.





**Frame** Change of supplier from PCI (Taiwan) to CicloFapril (Portugal). Percentage of recycled aluminium contained.

**Textiles** All textile materials changed (child cover, tarpaulin, child seats) to PVC-free, recycled materials. No more use of glued materials. Today, no more use of EVA foam. Improved quality, repairability and recyclability.

**Suspension fork** Change of model from Suntour Mobie 32 to Suntour Mobie 34 for enhanced stability and improved quality.

**Steering linkage** Change of supplier and material from aluminium from Asia to steel from Portugal. Improved rigidity and nearshoring.



Growth in use

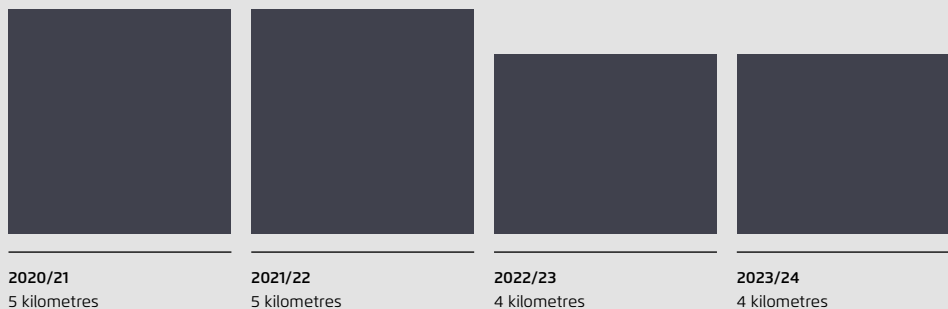
## Supreme over short distances

Our usage statistics show: people who own a Load 75 generally ride distances of around five kilometres several times a week.

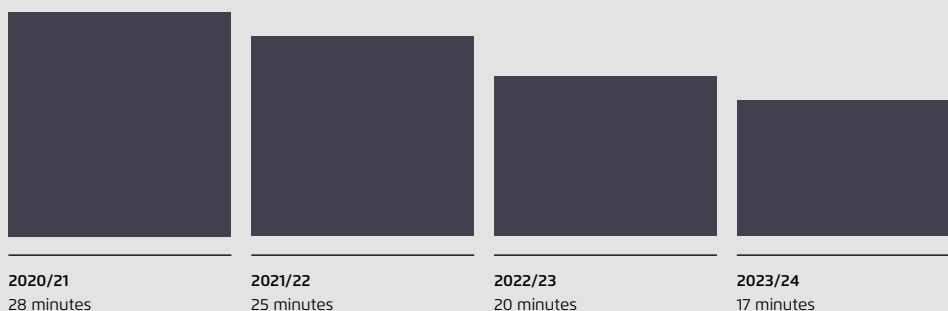
We have been gathering information about the use of many Riese& Müller e-bikes since the beginning of 2020, thanks to the RX Chip permanently installed in the frame. This allows e-bike riders and Riese & Müller, as the manufacturer, to view extensive anonymous riding statistics. We then incorporate these empirical values into the evolution and new development of our models. Depending on the digital service they have booked, apart from riding data, users of e-bikes fitted with an RX Chip and RX Connect benefit from other advantages, such as insurance cover and recovery in the event of theft.

# Statistics

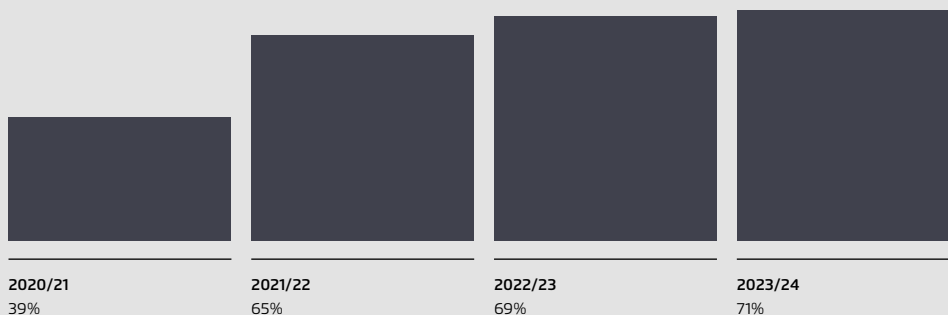
## Average distance



## Average usage time



## Average use on more than two days a week



## Everyday mobility

### The right mode of transport for every journey.

In 2025, for the first time, there were over 1,000,000 cargo bikes from various manufacturers on German roads: cargo bikes, like the Load 75 and many other Riese & Müller e-bikes, are a central component of modern mobility. They make everyday life easier, offer flexibility in urban areas and make short journeys more efficient, without congestion and annoying searching for parking spaces. Shopping, transporting children or commuting can be done effortlessly, especially with electric assistance.

Mobility is often presented as a contrast: cars versus bikes, urban versus rural, old versus new. However, at Riese & Müller, we do not regard it as either-or, but rather as both....and. Every mode of transport has its optimum area of use – and e-bikes and cargo bikes can be a useful addition to this.

Whether everyday family life, commuters riding to work, or urban logistics companies: the practical applications are many and diverse. By consciously opting for a cargo bike, a person has long recognised the benefits, and no longer wishes to miss out on them. E-bikes do more than just contribute to a better quality of life in built-up areas; they also promote health and well-being.

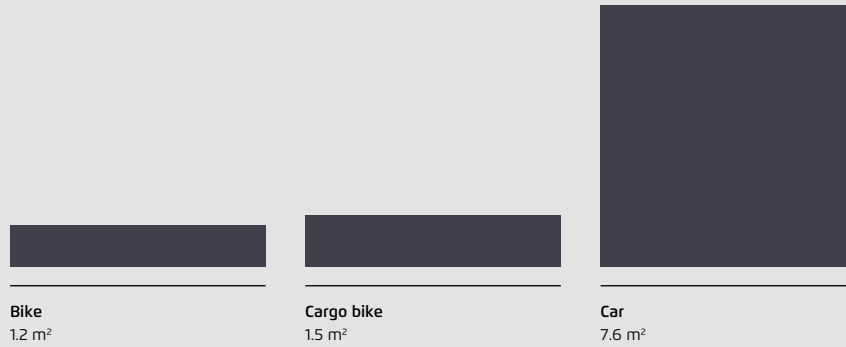
*"A kilometre driven costs society in Germany an average of 27 cents, while a kilometre cycled yields 30 cents. Policy-makers should therefore promote cycling."*

Dr. Stefan Gössling, Researcher into Sustainable Tourism

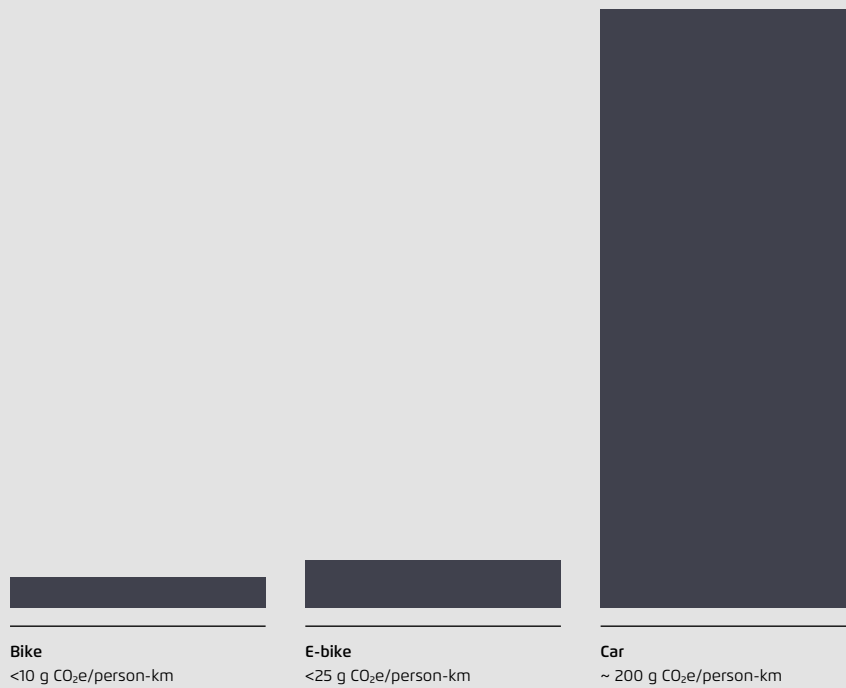


# Handprint

Traffic area (area used by the vehicle in m<sup>2</sup>)



Climate impact



Everyday mobility at Riese & Müller

44% of our employees commute to work by bike.

In October 2024, we asked our employees again how they travel to work every day. The aim was to identify potential improvements when riding to the Campus and to determine the CO<sub>2</sub> footprint of the journey to work – a key component of our annual carbon footprint.

2019                      2024

200 → 505

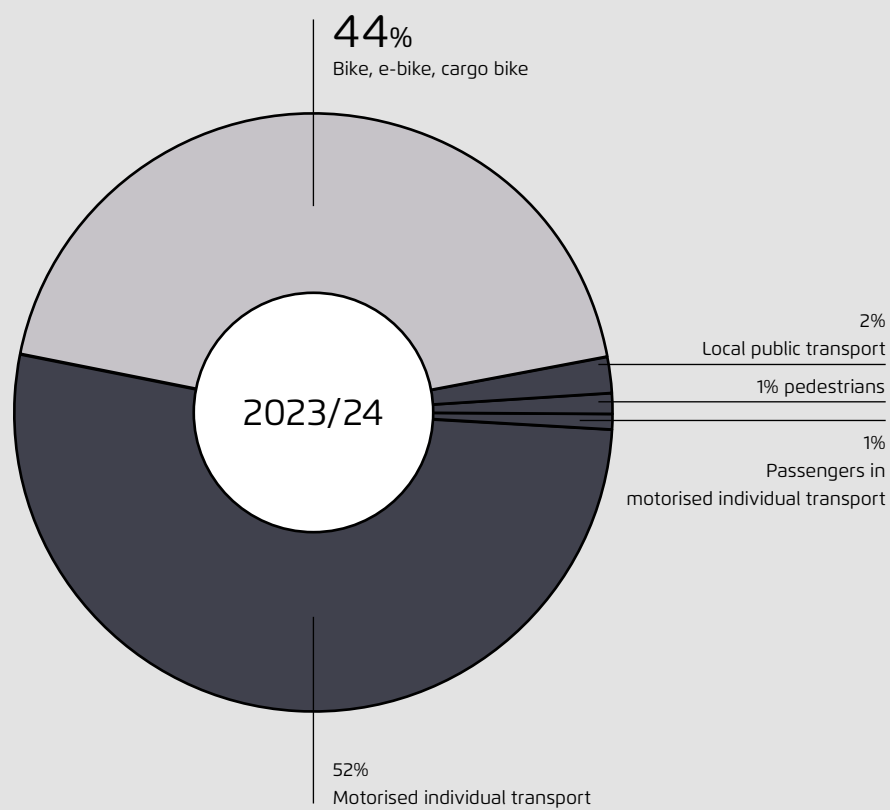
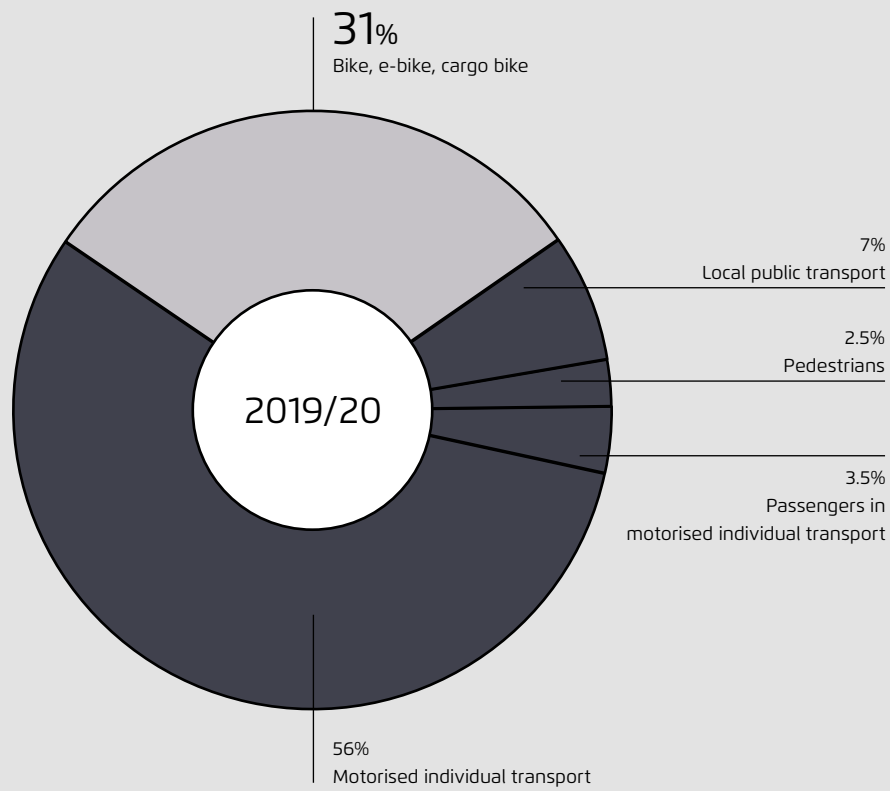
Number of JobRad bikes belonging to  
Riese & Müller employees.

31 → 44

percent of employees travel to work by bike  
every day.

6 → 10

parking spaces with charging facility for electric cars  
on the Campus.





2020/21

# On the move together

Riese & Müller is committed to a sustainable e-bike sector. We are setting new standards in production with innovative production processes that conserve resources and reduce emissions. The use of environmentally friendly materials and energy-efficient technologies underlines our commitment to protecting our planet. Social responsibility is already being practised in the everyday life of the company through transparent supply chains and close cooperation with responsible partners.



# 2020/21

## On the move together

Supply chain

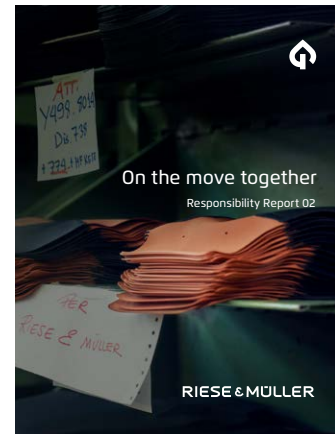
### **Supply chain transparency as a further sustainability target**

Setting itself “Supply chain transparency” as a further sustainability target, in April 2021 Riese & Müller embarks on the first project phase with VERSO Supply Chain Hub (formerly sustainabill), a cloud platform for transparent and sustainable procurement. VERSO Supply Chain Hub acts as an interface that promotes responsible collaboration between buyers and suppliers, and facilitates risk management. In doing so, the platform supports our work to safeguard human rights and reduce emissions.

Today, we have achieved almost complete transparency about our direct Tier 1 suppliers (as of 3/2025) and are now planning to successively delve further into the supply chain. Last year, for example, we were able to attract more Tier 2 suppliers to the Verso platform and are systematically pursuing this approach.



The second Responsibility Report, entitled "On the move together", focuses on transparent supply chains, social responsibility, and sustainable production processes.



## Blocked tanker halts global maritime logistics

Logistics

The blockade of the Suez Canal by the container ship Ever Given massively disrupts global supply chains: delivery delays, extending to months, in our established component procurement from Asia, leads to extremely high demand and "panic buying" of available parts. Many manufacturers significantly expand their production capacities. The impact continues to shape the bike industry in the following years.

Supply chain transparency

## Sustainability survey

Since 2019, Riese & Müller has been working closely with its major suppliers to meet due diligence requirements in the supply chain, to jointly achieve greater sustainability in the production of components, and reduce packaging and emissions. Together, we achieved a move to more resource-efficient materials, more sustainable logistics solutions, and reusable packaging. Since 2021, a Code of Conduct has made this more binding.

The aim is to achieve a fully transparent supply chain. To this end, the company uses the VERSO platform, through which suppliers record their sustainability data on strategy, climate, social and procurement processes. The number of participating partners grew to 84, which equates to almost 99% of our purchasing volume.

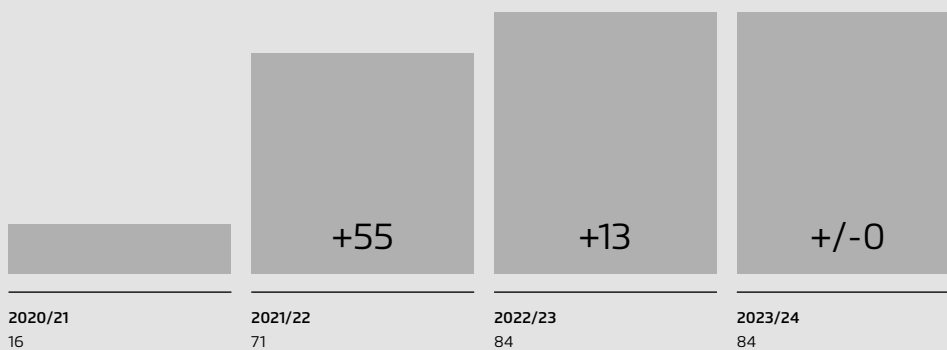
The project is having an industry-wide impact, as other key players, including Schwalbe, are also inviting their suppliers to submit their data to VERSO. This is creating a connected and more transparent bike sector.

# Statistics

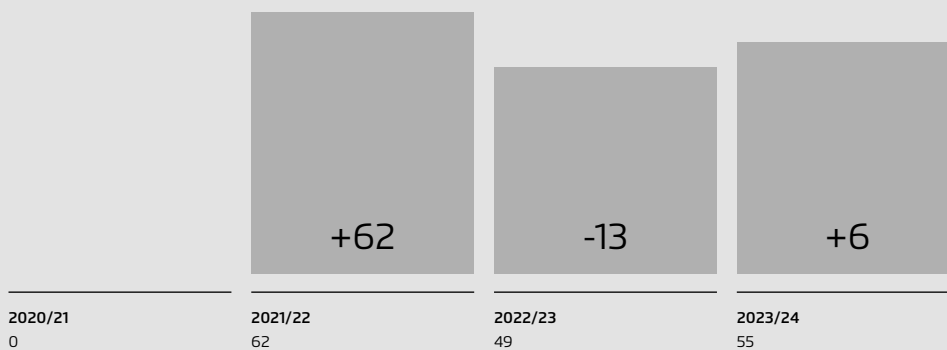
Percentage of total purchased volume  
Tier 1



Tier 1  
Number



Tier 2  
Number







Selle Royal S.p.A., Italy

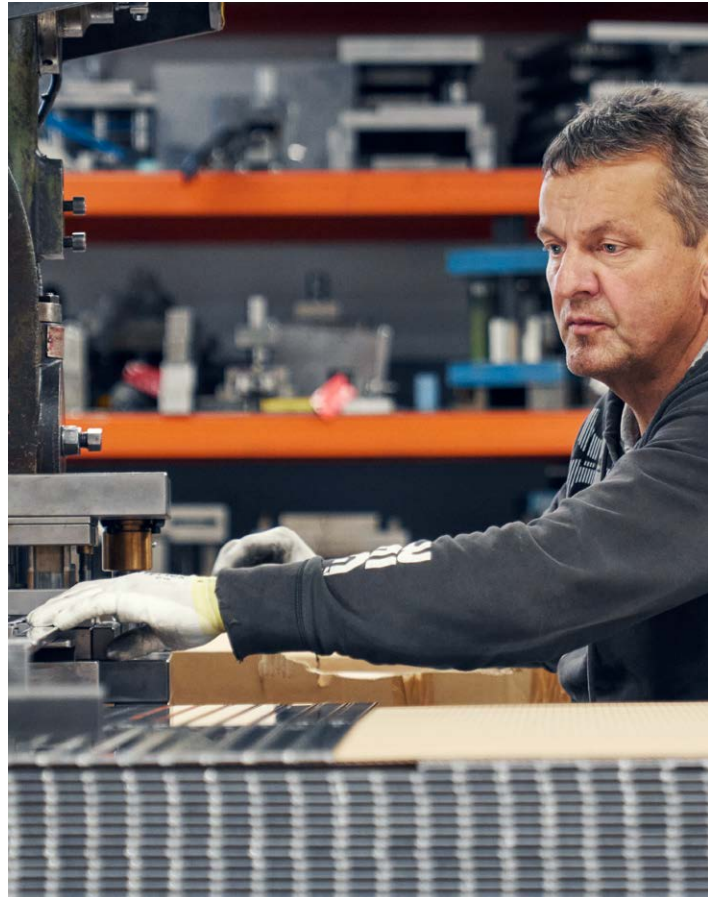




Triangle's – Cycling Equipments, S.A., Portugal



Hebie GmbH & Co. KG., Germany



2021/22

# In motion

Riese & Müller is reshaping urban spaces. Well thought-out e-bikes and cargo bikes provide intelligent alternatives for everyday life in towns and cities. Worldwide, built-up urban areas are becoming spaces people want to live in: they are creating space for sustainable mobility and focussing on concepts that combine quality of life and environmental protection. The spotlight is on functional solutions, smart details, and the aspiration to make technology accessible to all. After all, transforming towns and cities requires people to be moved. We are working on this day after day.







# 2021/22

## In motion

### Mobility **Urban mobility is changing**

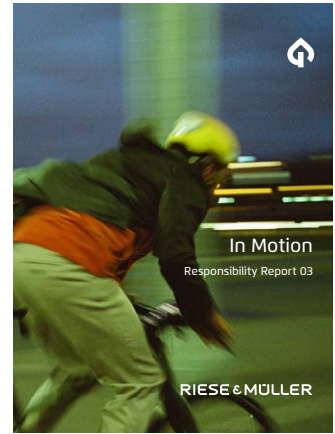
In 2022, we visited three major cities – Copenhagen, Paris and San Francisco. We wanted to understand the impact that making space for sustainable mobility has on people's lives. Our observations are documented in detail in the third Responsibility Report in three profiles of cities.

### Circular design **Mission statement in our Product Development**

For the first time in this business year, we recorded our commitment to circular design in a mission statement for our Innovation & Development, and embarked on a long-term journey towards responsible product development:

"All products and their development are based on the European Parliament's Ecodesign requirements for sustainable products. We therefore apply the principles of circular design for this."

The third Responsibility Report entitled "In Motion" shows the progress made in reducing CO<sub>2</sub>, the circular economy, and presents bike-friendly cities as models for sustainable mobility.



## Further progress and measures

Sustainability

We took further steps toward our zero emissions target. We achieved significant success in logistics emissions, in particular, through a lower proportion of air freight shipments. In addition, we have won numerous additional partners over to the VERSO Supply Chain Hub platform (formerly sustainabill) – in 2021/22, 97% of Riese & Müller's suppliers are already registered (measured by purchasing volume).

## In motion

# Changing cities

In March 2022, we travelled to cities in which mobility is fundamentally changing. We wanted to see how cities, like Copenhagen, Paris and San Francisco, are succeeding in rethinking transport and making it more sustainable. In all three cities, bikes – and in particular e-bikes – have established themselves as an integral part of individual mobility. Each city has developed its own culture, characterised by a unique mixture of passion, pragmatism and innovative concepts, that make the urban space a more attractive place to live in.

### San Francisco

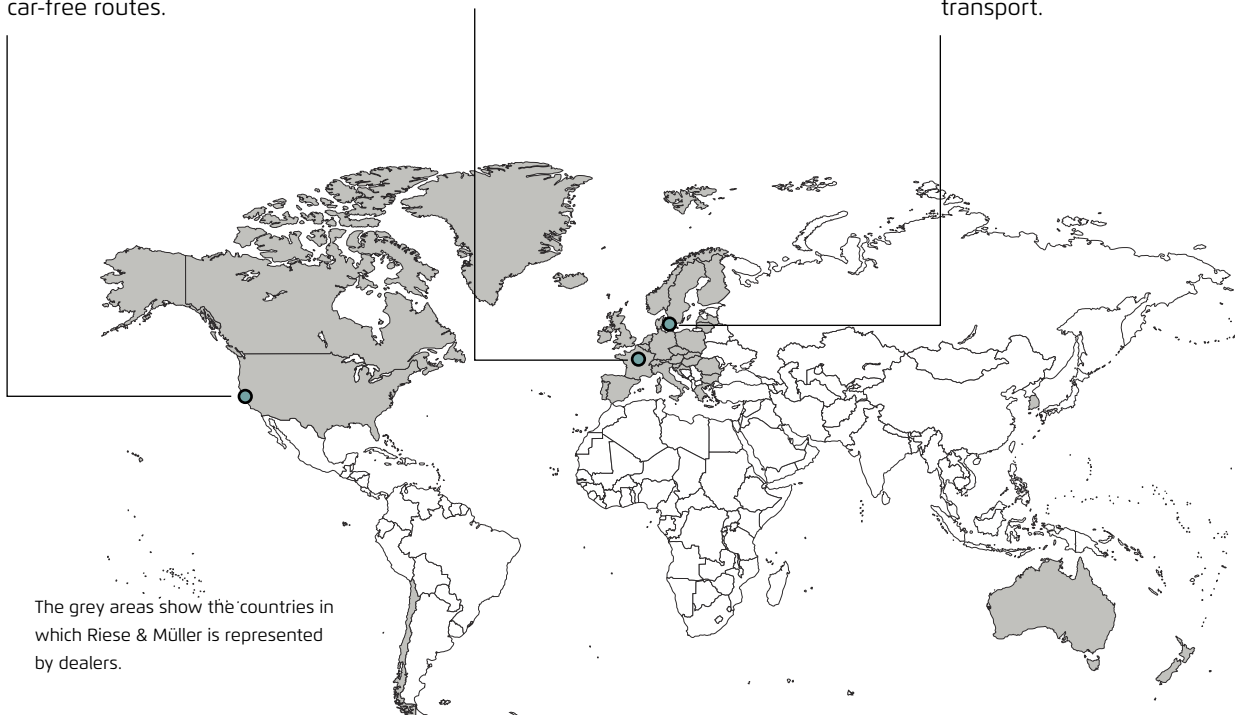
Bike-friendly despite its extreme topography with Slow Streets and car-free routes.

### Paris

'Bike City', thanks to determined politics and systematic redesign.

### Copenhagen

Its well-thought-out infrastructure makes bikes the main mode of urban transport.





Inhabitants who regularly use their bike several times a week (as a %)

San Francisco

16 → 29  
2021 2025

Paris

7 → 11  
2023 2024

Copenhagen

21 → 27  
2021 2023







2022/23

# Shaping motion

We understand mobility as a cycle. As a pioneer in circular design, we develop products that are durable, recyclable, and can be repaired. Recycled materials, efficient use of resources, and innovative reusable packaging reduce the environmental impact along the entire value chain. Transparent supply chains and close partnerships ensure adherence to environmental and social standards. Perfect design does not end with a high-quality product – it begins with its next life cycle.





2022/23

# Shaping motion

## Culture

### **Equal rights, equality and diversity**

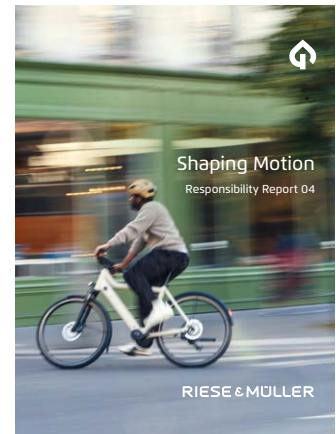
Diversity, equal opportunities and respectful working relationships are the central principles of successful cooperation and sustainable innovation. Different perspectives and experiences enrich our company and promote future-centric developments.

## Processes

### **Preparation for ISO certification**

The 2022/23 business year was marked by preparations for certification to ISO 9001 and 14001 standards. As part of the process, all quality and environmental management processes at the company's site in Mühlthal were reviewed, optimised and raised to a standardised level that can be tracked industry-wide.

The fourth Responsibility Report, "Shaping Motion", showcases measures, such as the use of recycled aluminium, further measures to reduce CO<sub>2</sub> emissions, and pilot projects for reusable packaging.



## Using instead of buying

Shared economy

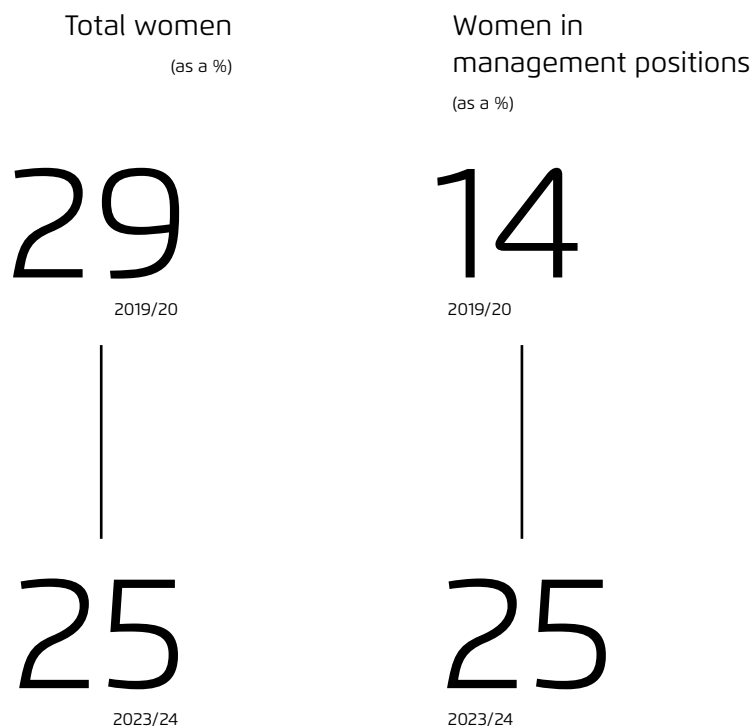
We have been offering our bikes on a subscription model since 2022: for everyone that would like to get to know Riese & Müller over a flexible term and contribute to sustainable use.



Equal rights, equality and diversity

We grow when we trust each other to do great things.

The bike sector has traditionally been predominantly male – this makes us all the more determined to increase the proportion of women in all areas and at all levels. Our goal is to promote people fairly regardless of their gender, origin or identity, and to strengthen a corporate culture characterised by respect and appreciation, openness, and freedom from prejudice.



*"Sometimes I am asked what it is like to work as a woman in a manufacturing company. However what is important to me is how do we stay true to ourselves, enjoy our work and achieve the best results? At Riese & Müller, I can achieve things with my team and be myself."*

Anja Herdman, Head of Master Data Governance

*"Empowerment begins with confidence in each individual's abilities. My goal is to promote a culture in which people can grow because we trust each other and ourselves to do great things – I especially want to convey that to my colleagues."*

Isabelle Schäfer, Head of People & Culture

*"We want our products to contribute to a sustainable 'transport revolution'. We need diversity in planning and decision-making for everyone – and especially women – to think for themselves. Innovation occurs where the diversity of perspectives and leadership styles are a given."*

Sarah-Helene Sowa, Head of Sustainability

*"At Riese & Müller, women are actively shaping the future – in leadership, projects and in new roles. For us, development is more than just a career; it is also an individual journey with room for growth, change and personal priorities. We promote a culture in which success and development go hand in hand."*

Sandra Wolf, CEO

*"Many women at Riese & Müller assume responsibility and actively help to shape the company. Their perspectives enrich our work – they are role models in a culture that embodies openness and diversity."*

Christine Hoffmann, Chief People Officer

Bike Abo

# Using instead of buying

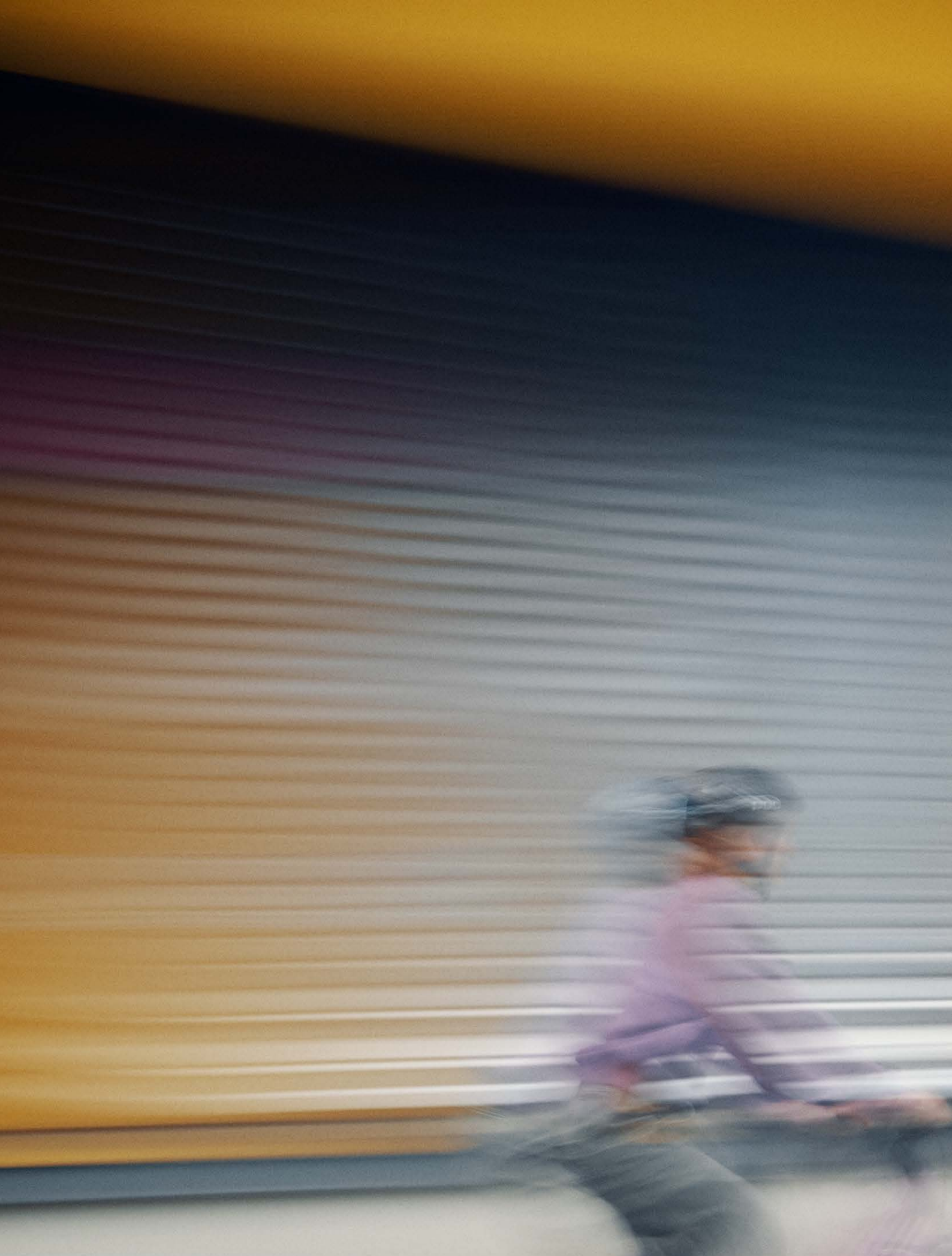
Since 2022 we have been offering a large selection of our models as part of the Riese & Müller Bike Abo subscription scheme. We have thus created an additional low entry point into environmentally friendly mobility – and at the same time are contributing to the sustainable use of our bikes.

- **Resource conservation through the subscription model**  
Lower material usage per kilometre ridden compared to individual purchases.
- **Circular economy**  
Bikes remain in the cycle of use for longer through rental and resale, reducing waste.
- **Social sustainability and low-threshold CO<sub>2</sub> reduction**  
Promotion of the use of sustainable forms of mobility through easy accessibility to high-quality e-bikes and the removal of purchase barriers.
- **Repair and maintenance strategy**  
Prolonging the service life of the bike and reducing resource consumption through professional maintenance.









2023/24

# Living motion

Responsibility has been part of the Riese & Müller corporate strategy since 2019. Instead of just looking at the product per se, we consider the entire value chain and focus on working with partners. The journey was challenging and intensive in terms of learning, but it drove forward specific projects, such as recycled aluminium, the BikeBox, and the Stracciatella saddle.

Receiving the 2025 German Sustainability Award motivates us – responsibility remains our driving force.

2023/24

# Living motion

## Sustainability

### **2025 German Sustainability Award**

Riese & Müller won the prestigious award in two categories: the company prize in the “Two-wheeled vehicle” category, and the product prize in the “Climate” transformation field for the Riese & Müller Carrie. What is behind the success of the compact cargo bike? The following pages explain it all.

### **Certification in accordance with ISO 9001 and 14001**

## Processes

The 2022/23 business year was marked by preparations for certification to ISO 9001 and 14001 standards.

In 2024, Riese & Müller was successfully certified. As part of the certification process, all quality and environmental management processes at the company’s site in Mühlthal were reviewed, optimised and raised to a standardised level that can be tracked industry-wide.



### **Circular design**

Circular economy

Durable and recyclable products, capable of being repaired, as opposed to a throw-away mentality: we started this journey in 2023 with the Culture and are systematically continuing it in 2024 with the Carrie. The aim is to conserve the climate and resources by avoiding waste – together in the industry, with policy-makers, and consumers.

### **Reusable packaging**

Circular economy

Since 2022/23, Riese & Müller has been testing reusable packaging for the shipment of e-bikes and small components. The first BikeBoxes were tested in circulation in two pilot phases, but the long cycle time slowed down their practical use. Since February 2025, over 1,000 retailers have been using the production-ready BikeBox for their day orders – and thus gradually replacing cardboard packaging in several European countries.



Part of our extensive optional accessories range: the PVC-free, flexible child cover can be quickly fitted and protects children from the sun, wind and weather.

Circular design

# Award-winning sustainable design – the Carrie

When developing the Carrie, Riese & Müller systematically adhered to the principles of circular design – the entire life cycle of the cargo bike was examined and optimised with a view to its sustainability and longevity.

Thanks to its modular design, the compact Carrie is an environmentally-friendly alternative to the car, particularly in urban environments. Measuring only about two metres in length, it is about the same length as a normal bike. Thanks to its flexible transport box, it is exceptionally slim when closed, but offers plenty of storage space when open: a sustainable solution offering a wide range of different uses in everyday mobility, and thus maximum efficiency for riders.

The Riese & Müller Carrie has persuaded people with its selling points: in November 2024, Riese & Müller was presented with the 2025 German Sustainability Award in the “Climate” transformation category for the Carrie in addition to the company prize. The renowned prize recognises products that contribute to the transformation towards a sustainable future.

# What is circular design?

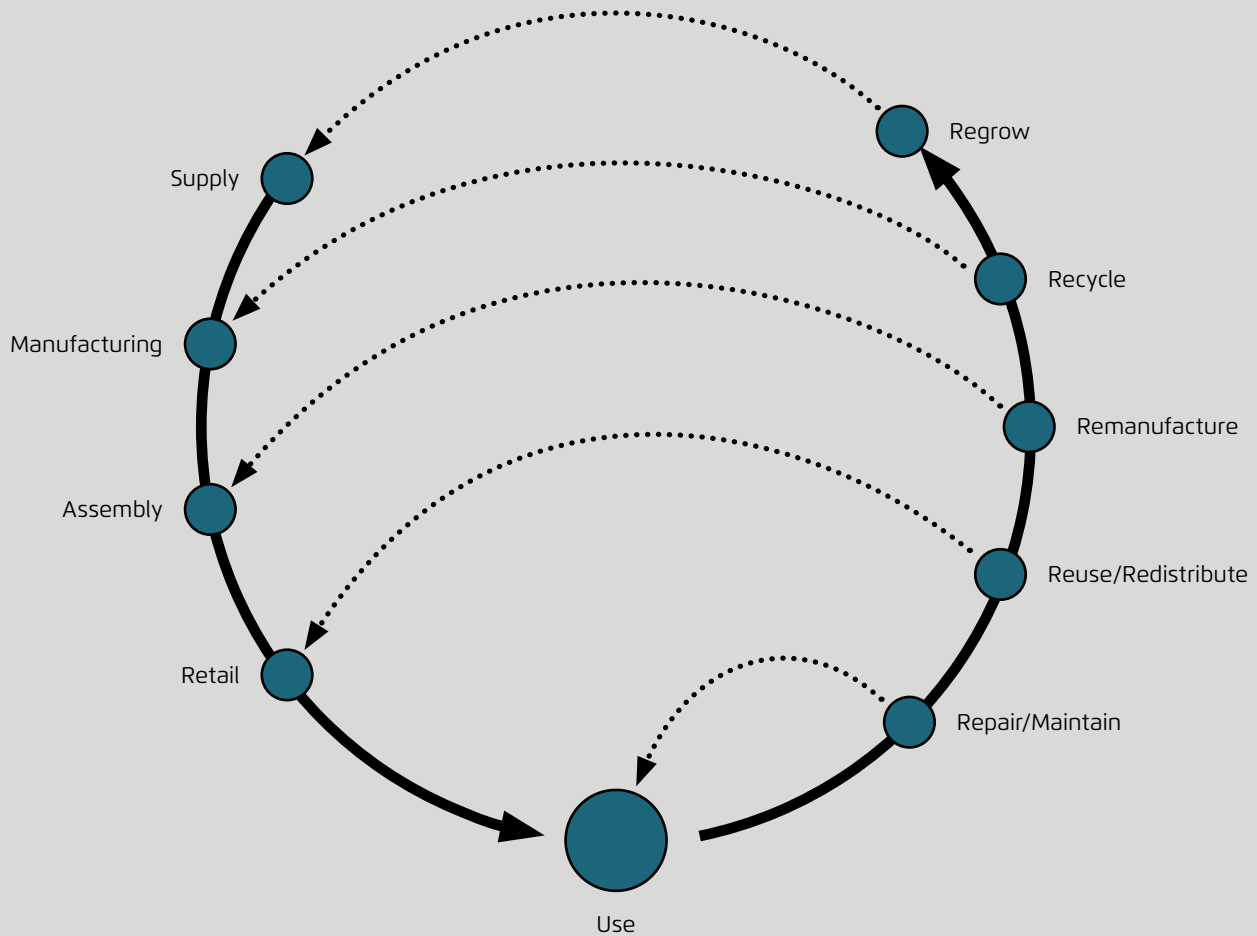
Circular design is a new culture for the bike sector. As a manufacturer, we achieve the greatest impact through more sustainable products.

Our products are designed to provide lasting benefits, and be easy to repair or recycle. The circular economy conserves the climate and resources by avoiding waste – unlike the linear economy, which relies on throwing away and buying new goods.

Circular design requires fundamental changes to our thought patterns and processes – a cultural change involving the entire industry, governments, and consumers.



## Circular design principle



A raw material (Supply) passes through a manufacturing process (Manufacturing) and is assembled with other parts (Assembly). The resulting product is sold (Retail) and then used (Use). Circularity starts now: during its service life, the product can be maintained and/or repaired by the user (Repair/Maintain), taken back by vendors and resold as a used product (Reuse/Redistribute), refurbished by the manufacturer (Remanufacture) or disassembled into its components and recycled (Recycle). Ideally, it should be possible to return the original material to the natural cycle (Regrow).

## Supply

### Why recycled aluminium?

Aluminium is lightweight, sturdy, corrosion-resistant and 100% recyclable. Around 75% of the aluminium produced since the 19th century is still in circulation today. However, it is not without its problems: bauxite ore is considered a risk material as it is often mined under poor conditions. In addition, the production of primary aluminium is very energy-intensive – one tonne requires around 16,000 kWh.

Our bike frames are made of 100% aluminium. Due to the high proportion of this material in our products, it is one of the most important levers for sustainability. We increasingly rely on recycled aluminium, which requires only 5% of the energy compared to primary production. 81% of the Riese & Müller Carrie frame is made of ASI-certified recycled aluminium. The use of recycled aluminium alloys is limited to extruded parts, such as the top and down tubes. Technically, it is now possible for it to be used to manufacture cast and forged parts. However, these components are sourced from non-ASI-certified third-party suppliers and then used by our partners Triangle's and Hydro. In future, however, we will be able to achieve even higher rates of recycled materials with other models.

#### Other materials

In addition to our primary material aluminium, we have also made further pioneering decisions regarding the selection and use of our materials.

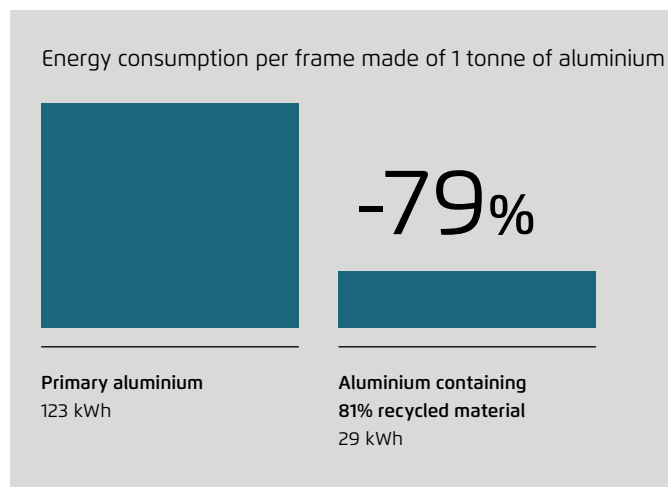
We apply the following criteria:

- They must meet our standards of quality, resilience and durability.
- We preferably use recycled and recyclable materials.
- If possible, we use mono-materials to ensure that they can be recycled (instead of mixed materials, which can often only be disposed of by means of thermal recovery [=incineration]).

#### Materials we do not use

- No polyvinyl chloride (PVC)

PVC is extracted from crude oil and contains highly toxic chemicals that are released during its disposal.



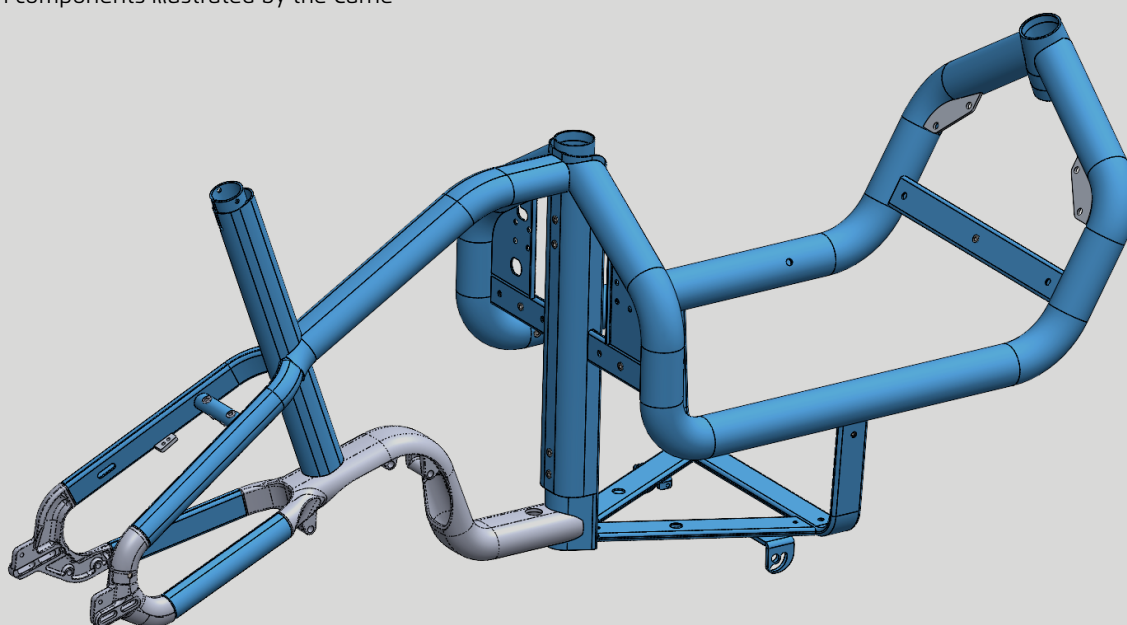
In production, the energy consumption per manufactured frame is significantly decreased through the use of recycled aluminium.

## Roadmap of the partnership with Triangle's and Hydro

The milestones on the path to the first frame with a high percentage of recycled aluminium.

<b>Q4 2021</b>	Initial discussion about aluminium with Triangle's Cycling Equipments S.A.
<b>Q1 2022</b>	Initial discussion about recycled aluminium and ASI certification with Hydro Aluminium Extrusion Portugal HAEP, S.A.
<b>Q2 2022</b>	First meetings with Hydro and Triangle's to arrange long-term collaboration
<b>Q3 2022</b>	Agreement with Triangle's that future models should contain the highest possible percentage of ASI-certified recycled aluminium
<b>Q3 2023</b>	Production of the first frame at Triangle's begins: Culture
<b>Q1 2024</b>	Production of the second frame at Triangle's begins: Carrie
<b>Q3 2024</b>	ASI-certification of Triangle's
<b>Q4 2024</b>	Production of the third frame at Triangle's begins

Aluminium components illustrated by the Carrie



Recycled aluminium is currently used for components that can be produced in an extrusion process (highlighted in blue).  
81% of the frame components therefore contain ASI-certified recycled material.

## Systematic sustainability

Design of the Carrie focused on the principle of the circular economy: we analysed and improved all phases of the life cycle of the bike from the point of view of sustainability and durability.

### Saddle

The shell of the saddle is made of recycled materials, ISO 50001 and ISO 14001-certified.

### Frame

81% of its frame is made of recycled, ASI-certified aluminium and has a resource-saving powder coating.

### Tires

The tires are part of the Schwalbe recycling system.

### Handlebar grips

The handles are ISO 14001-certified, made using renewable and recycled raw materials.

### Flex Box

The lockable Flex Box is made of expanded polypropylene (EPP) and is 100% recyclable.







#### **Child cover**

The child cover does not contain any potentially harmful PVC. Recycled material is used for the fabric, which is dyed in a water-conserving process (solution dye). Webbing, hook-and-loop fasteners, thread and rubber cords are also made of recycled material, and can also be repaired.

#### **Child seat cushions**

The child seat cushions are made of recycled material, can be repaired, and separated for disposal.

#### **Basic Box**

The Basic Box and all associated parts are made of polypropylene (PP) and are 100% recyclable.



Measuring around two metres in length, the Carrie is about as long as a normal bike.

## Manufacturing

### Every step counts.

#### **One colour**

The paintwork design of the Carrie has a number of sustainability benefits over multi-coloured bike designs:

- Reduced material consumption
- More efficient process
- Easier to clean
- Less waste

#### **Resource-saving application method**

The Carrie's frame colours are applied using a powder-coating process. The frame is electrostatically charged so that it attracts the paint powder, rather like a magnet. The paint is then cured.

This offers many benefits over painting:

- The dye does not contain any hazardous solvents.
- 95% of the dye powder that does not stick to the frame can be reused. By contrast, when painting a bicycle, a fine spray mist is used, and the paint that does not adhere is irretrievably lost.
- Less water is used, and the waste water can be recycled.

#### **Unsanded welds**

The main reason to sand welded joints is for visual appeal: cleanly crafted welds are a quality attribute and match the aesthetics of our bikes. Omitting work that is not technically necessary lets us save energy and avoid waste (abrasives).

## Repair and maintain

### Circular design has direct benefits for our customers.

Sustainable product design is the prerequisite for simple repairs and maintenance that bicycle owners can complete themselves during the bike's use phase.

#### **Detachable connections**

We only use connection types that can be undone using a standard tool. We avoid bonding wherever we can.

#### **Quality and design testing**

We have the strictest quality standards, as this promotes durability. Our bikes are therefore reliably tested in multi-stage processes:

- Riese & Müller usability testing in collaboration with the Zedler-Institut für Fahrradtechnik und -Sicherheit GmbH as per DIN EN 15194 for pedelecs/e-bikes
- Testing of each frame batch using a coordinate measuring instrument to ensure the dimensions match the technical drawings
- Additional visual inspection of the frames
- Stone chip testing of the powder coating
- UV testing of the powder coating and textiles used for the cargo bags
- Corrosion resistance testing of metal components (e.g. frame, screws, brake discs) in a salt spray chamber
- Test ride and safety testing by professional test riders

#### **Use and maintenance tips**

We provide extensive information for the use phase, e.g. how-to videos on our YouTube channel, so that end consumers are in the best possible position to ensure that their product lasts as long as possible. We supply assembly instructions with all accessory parts.

## Use

# Accessories offer flexibility

Alongside its compact dimensions, the practical accessories of the Carrie make it particularly versatile. When it comes to accessories, too, Riese & Müller has attached great importance to the use of high-quality and recycled or recyclable materials.

### Flex Box

The Flex Box is made of 100% recyclable polypropylene and serves as an extension of the Basic Box when transporting larger loads. When collapsed, it is high enough to transport a regular drinks crate – when unfolded, the Flex Box provides space for the weekly shopping or a sports bag. It features a box lock that protects loads from unwanted access, if need be.

### Child cover

We have deliberately refrained from using fibreglass rods and PVC film material in the production of the child cover. It reliably protects little ones from the wind, rain and sun. When combined with the optional Flex Box, it can still be easily folded out and closed even when the child cover is fitted. The cover includes a further panel that can either be used to darken the viewing window or as a rear panel.

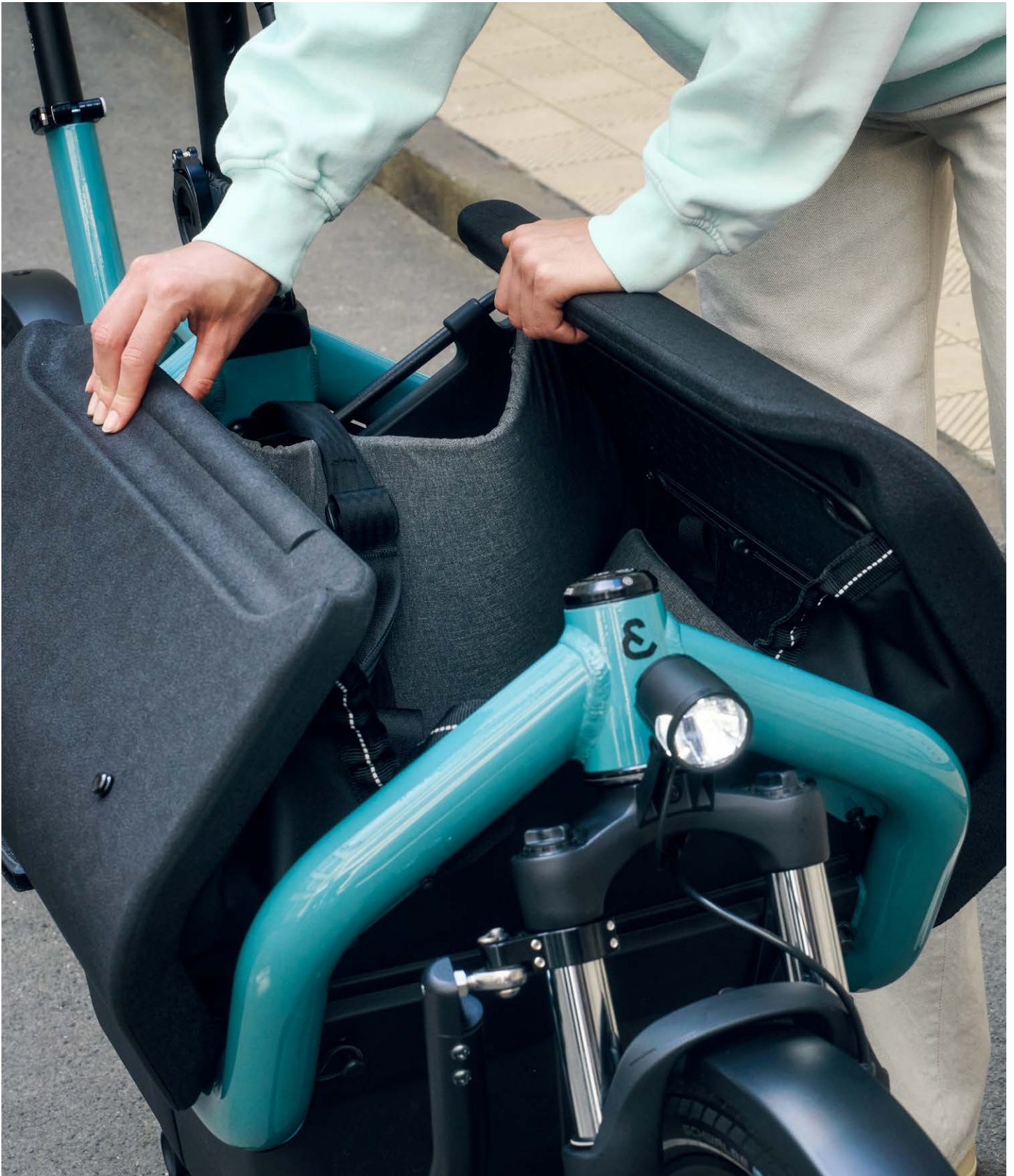
### Child seat (with optional headrest)

A sturdy bench seat serves as a child seat, which can be hooked into the Flex Box in just a few simple steps. Depending on its position, it will accommodate either one taller child or two smaller children aged seven or younger – reliably protected by the five-point seat belts. And the comfortable back cushion automatically folds in when the Flex Box is closed. An optional headrest provides additional safety, especially when transporting taller children.

### Cargo bag

The cargo bag is manufactured by the Polish manufacturing company “Dyed in the Wool”. The textiles are produced from recycled plastic bottles and 90% of the sewing work is done within a maximum radius of 300 kilometres from the production site governed by fair working conditions. Featuring two handles, the practical cargo bag is ideal for loading and unloading goods with ease. Alternatively, pre-drilled holes mean that it can be screwed permanently to the floor of the Basic Box. There is also a zipped pocket on its outside that can hold smaller items.





The Carrie brings opposites together: closed, its Flex Box is particularly slimline, and opened, it provides plenty of storage space for shopping or to carry children.

**Profile:** Aleksandra Cicha and Charles Chambers, founders of the bike bag manufacturer Dyed In The Wool

# "Local production was important to us from the outset."

They are known for their durable and stylish bags for everyday cycling and leisure cycling: Dyed In The Wool produces bags for Riese & Müller in Poland. We talked to Charles Chambers, one of the two heads of the family business, about the cooperation and his company philosophy.

## **Sewing workshop in the barn**

For several years, Aleks and Charles have been living on an old farm in central Poland, about 60 kilometres north-west of the capital Warsaw. It is on this flat land that they founded Dyed in the Wool (DITW) in 2020: a manufacturing company that specialises in the production of bags for bikes – locally and sustainably. "When we started out," recalls Charles, "we wanted to stand out from the crowd by sourcing everything we need locally and producing it as sustainably as possible." They knew that there are factories in Poland that produce the materials and parts they need for their bags. Today, most of them come from within a radius of about 120 kilometres. They sew their bags in a barn, which they have fitted out for this purpose. When selecting the materials, they pay attention to short supply routes, as well as to durability and environmentally friendly resources.

*"Sustainability is the reason we do what we do.*

*We invest a lot of time in researching how we can produce locally, thoughtfully, and as sustainably as possible."*

*Charles Chambers*

## **A trust-based collaboration**

Aleks is actually an architect and Charles a product designer, but they have been cycling enthusiasts for a very long time. You can see both in their bags – from stylishly coordinated colours and printed fabrics, a clear design style and thoughtful details: two professionals are at work here. DITW also has a high-quality presence on social media and on its website. This is also how the Development team, led by designer Verena Kuck and Dominik Mahr, Head of Design at Riese & Müller, became aware of the Polish manufacturer. They ordered a few bags to be delivered to Mühlthal and were so persuaded by the quality and design that they got in touch with DITW.

And so began a development process on an equal footing, explains Charles: "We communicate in very similar way. Aleks and I have a history of making prototypes for large companies and experience with sportswear brands. We work in a very similar way to Riese & Müller." Prototypes of the 90-litre bag for the Carrie were repeatedly sent back and forth between Riese & Müller's head office in Germany and Poland, modified on both sides, refined, and suggestions incorporated until the finished design was ready. It was a development process that worked this seamlessly because it was shaped by a great deal of trust on both sides and a common vision.

*"Partners like Dyed in the Wool are very important to us.*

*You can achieve a lot on your own in terms of sustainability – but you can achieve even more working together with suppliers who share our conviction to operate sustainably and produce high-quality products locally.”*

*Dominik Mahr, Head of Design, Riese & Müller*



**D I T W**

“Dyed in the wool” is a common phrase in the north of England that expresses dedication and perseverance. After all, once wool has been dyed, it stays dyed.







Multitinker





Living motion  
We are on the move





Carrie









Delite5






UBN Six







The background of the page is an abstract composition of dark blue and green wavy lines, creating a sense of movement and depth. The lines are layered and blurred, giving the impression of a dynamic, fluid environment. The colors transition from deep navy blue at the top to a lighter, more vibrant green towards the bottom, with some areas appearing more saturated than others.

Load 75







Culture Mixte







Delite5



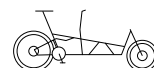
Culture Mixte



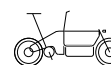
UBN Six



Multitinker



Load4 75



Carrie



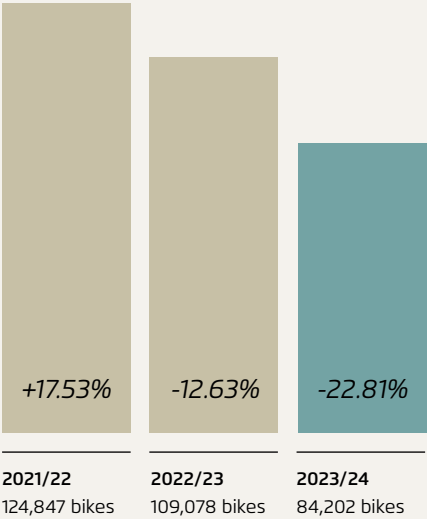
Facts and figures

2023/24 business year



# Influencing factors

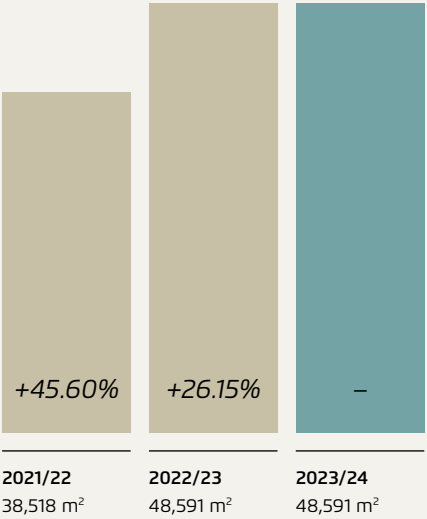
## Bikes produced



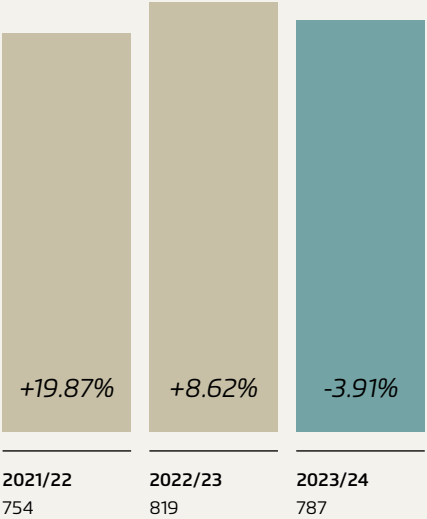
Global crises have strongly affected our business in recent years. Although certain adjustments are reflected in the key figures, long-term market growth remains stable.

We are convinced that the demand for innovative and high-quality e-bikes will continue to grow and that Riese & Müller will play an active role in shaping the market over the coming years.

## Usable floor space



## Employees





# Carbon footprint 2023/24

## Distribution of CO<sub>2</sub>e emissions by category

	Gross	Net
<b>Scope 1: Direct emissions (t CO<sub>2</sub>e)</b>	<b>345.75</b>	<b>204.90</b>
Mobile combustion (fleet)	204.90	204.90
Stationary combustion (green natural gas)	140.85	0
<b>Scope 2: Indirect emissions from energy provided (t CO<sub>2</sub>e cat)</b>	<b>1.83</b>	<b>1.83</b>
Purchased green electricity	1.83	1.83
<b>Scope 3: Other indirect emissions (t CO<sub>2</sub>e)</b>	<b>2,168.44</b>	<b>2,168.44</b>
Fuel and energy-related emissions	254.67	254.67
Waste produced	4.43	4.43
Transport and distribution	1,005.18	1,005.18
Business travel	273.45	273.45
Commuting	608.16	608.16
Digital working	22.55	22.55
<b>Total (t CO<sub>2</sub>e)</b>	<b>2,516.02</b>	<b>2,375.17</b>

The gross emissions refer to all emissions reported in accordance with the Greenhouse Gas Protocol (GHG). The GHG is an international standard that is used to account for a company's greenhouse gas emissions. To calculate net emissions, the emissions that have already been offset are deducted (climate-friendly natural gas from ENTEGA).

We calculated our carbon footprint with the support of the myclimate non-profit foundation.

CO<sub>2</sub> equivalents (CO<sub>2</sub>e) indicate the different climate gases and their impact on the environment and climate. They are stated in relation to the same volume of pure CO<sub>2</sub> over a defined period of usually 100 years. According to the Kyoto Protocol, there are several greenhouse gases: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O), as well as the fluorinated greenhouse gases (F gases) – hydrofluorocarbons (HFCs) containing hydrogen, perfluorocarbons (PFCs) and sulphur hexafluoride (SF<sub>6</sub>). The United Nations has defined this index to enable the different greenhouse gas emissions to be compared. It is indicated by the lower case "e" behind the formula for carbon dioxide: CO<sub>2</sub>e.

In the 2023/24 business year, we again reduced net emissions significantly to 2,375.17 t CO<sub>2</sub>e (emission savings of 47.78%). We are reducing the emission figure per bike by 32.73% with 28.05 kg CO<sub>2</sub>e. Based on this low level, we expect only minor improvements in the coming years, as the potential reduction has largely been exhausted. Our aim is to keep the ratio between our business operations and the resulting emissions constant in the long term.

### Short supply routes and sustainable transport

We were also able to further reduce our total transport and logistics emissions. The main reasons are as follows:

- Decrease in air freight shipments
- Shortened supply chains due to a higher proportion of European suppliers

### Green electricity and photovoltaics

Solar panels on the roofs of our plant in Mühlthal generate 54% of our direct electricity consumption. We also purchase certified green electricity at night from fully renewable energy sources for our electric logistics vehicles. During the day, we feed excess electricity produced by the panels into the grid – we have calculated that we thus meet around 80% of our electricity consumption. The energy that we feed into the grid can supply up to 150 households.

### Gas consumption

Emissions from gas consumption are compensated by our energy supplier ENTEGA. This is done by its financial support of selected climate protection projects.

### Purchased green electricity

We use only our photovoltaic system and purchased green electricity for our power supply. Due to a methodological adjustment by myClimate, purchased green electricity will no longer be considered as being fully climate-neutral. Instead, a low CO<sub>2</sub> percentage will be taken into account for our energy supply.

### Waste

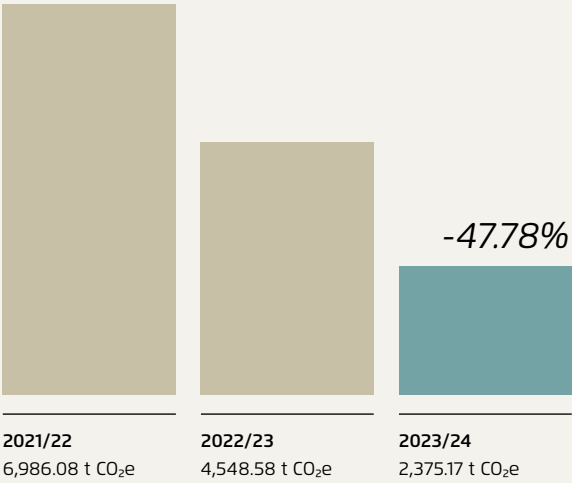
CO<sub>2</sub> emissions generated by waste are significantly below the previous year's figure. This is due to a methodological change: the thermal recovery of residual waste is no longer classified under "Waste" but under "Fuel and energy-related emissions".

### Commuting

More employees who regularly cycle to work. We succeeded in further improving the figure for each bike from the previous year. The emissions calculation from commuting is based on the latest results from the Mobility Survey conducted by Riese & Müller in 2024.

# Carbon footprint compared

Total CO<sub>2</sub>e emissions



CO<sub>2</sub>e emissions per bike produced



## Distribution of CO<sub>2</sub>e emissions by category

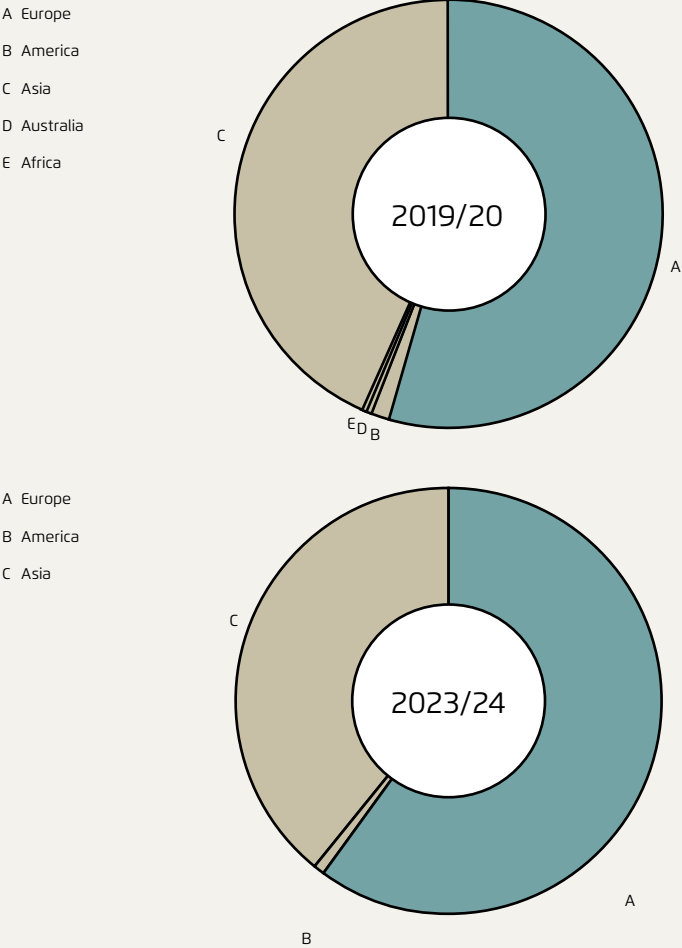
2021/22	2022/23	2023/24	
189.57	185.75	204.90	Scope 1: Direct emissions (t CO <sub>2</sub> e)
189.57	185.75	204.90	Mobile combustion (fleet)
0	0	0	Stationary combustion (green natural gas)
0	0	1.83	Scope 2: Indirect emissions from energy provided (t CO <sub>2</sub> e)
0	0	1.83	Purchased green electricity
6,796.51	4,362.83	2,168.44	Scope 3: Other indirect emissions (t CO <sub>2</sub> e)
99.62	190.12	254.67	Fuel and energy-related emissions *
5,669.87	2,852.05	1,005.18	Transport and distribution
38.74	38.27	4.43	Waste produced
117.32	244.38	273.45	Business travel
865.01	1,030.63	608.16	Commuting
5.96	7.39	22.55	Digital working
6,986.08	4,548.58	2,375.17	Total (t CO <sub>2</sub> e)

\* "Fuel and energy-related emissions" measure the emissions for the electricity, gas and raw material transport infrastructure provided for our fleet fuels. The value measured in the 2019/20 business year turned out to be incorrect retrospectively, as the monitoring of our photovoltaic system revealed measurement errors. We were able to approximate the values here retrospectively and assume an approximate value of 75 t CO<sub>2</sub>e instead of the stated 182.64 t CO<sub>2</sub>e.



# Nearshoring and reshoring

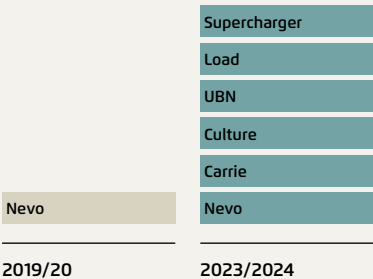
Origin of parts (by purchase value)



Our understanding of responsible management includes the sustainable assessment of our supply chains. We rely on near- and reshoring in order to relocate production sites closer to Mühlthal – for greater speed, flexibility, plus ecological and economic benefits. The aim is to gradually acquire more components overland from Europe. The effects are clearly measurable – this is shown by the Product Carbon Footprint of our Load 75 model (see page 34).

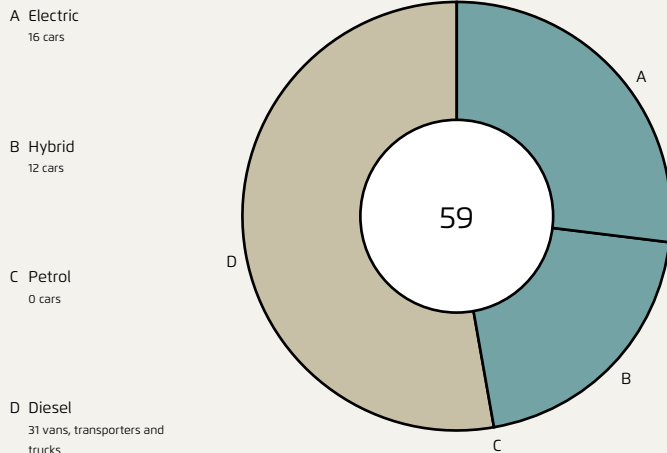
At the same time, we rely on long-term partnerships with Asian manufacturers and carefully weigh up aspects, such as standards, safety, design, price and sustainability, in our product development. Our focus: the best partners worldwide – selected with a resource-conserving approach.

Frames manufactured in Europe



# Fleet

## Our fleet in detail



We are pursuing the goal of converting our company fleet to electric cars. Electric vehicles can be charged at our site in Mühlthal using electricity produced by our photovoltaic system. Many of our cars are still under lease contracts, which extends the conversion period.

We are investing in climate-friendly mobility in the long term: of a total of 59 vehicles, 16 are electric vehicles and 12 hybrid vehicles – so almost half. While we cannot yet switch the diesel-powered vans, transporters and trucks that we need for our field sales, Brand Implementation team (including for trade fair set-up) and for transport within our plant to an electric drive system, we have succeeded in dispensing with our existing petrol-powered cars.

# 100% electric

Cycling experienced a significant up-tick during the pandemic, which led to delivery bottlenecks. Thanks to our flexible production and our close working relationship with Kühne+Nagel, the freight forwarder, Riese & Müller was nonetheless able to secure supplies. Both partners also work closely together in terms of sustainability.

The majority of e-bikes now leave the plant in Mühlthal in a climate-friendly, emission-free way – fully electrically. A Volvo FH Electric shuttles three times a day to the Logistics Centre in Mainz, around 50 km away, and transports the entire daily volume of products with its range of around 350 km. Despite the challenge of the charging infrastructure, both companies are sending out a clear signal about sustainable logistics.

# Waste management in the 2023/24 business year

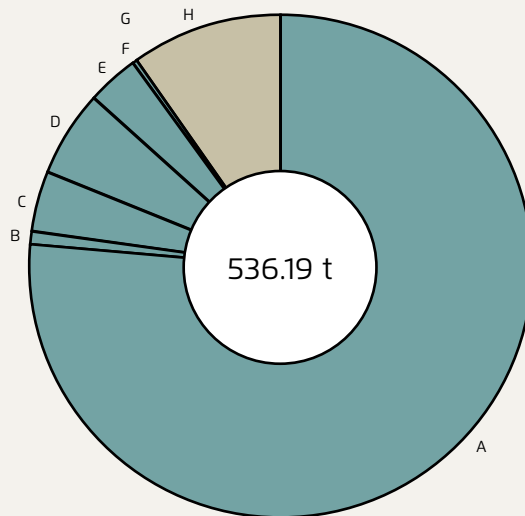
## Waste generated at the Riese & Müller site in Mühltal in the 2023/24 business year

### Recyclable (90.50%)

- A Paper  
401.91 t
- B Paper towels  
3.98 t
- C Wood  
20.42 t
- D Film  
29.35 t
- E Aluminium  
17.27 t
- F Mixed scrap  
11.56 t
- G Food waste  
0.76 t

### Non-recyclable (9.50%)

- H Residual waste  
50.94 t

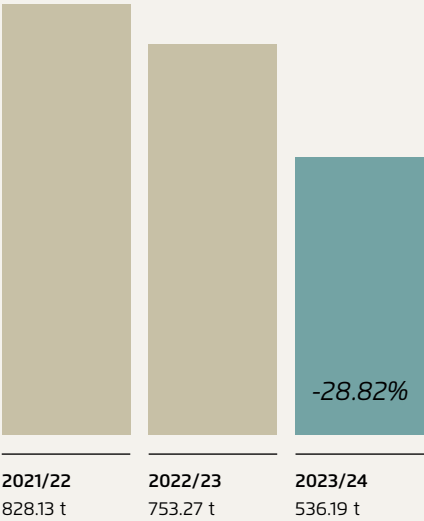


The majority of waste generated at our site in Mühltal comes from packaging material from suppliers, especially cardboard, wood and film. Almost 30% less waste compared to the previous year clearly shows that the construction work at the Campus, in particular, caused a larger volume of waste in the short term. All construction projects are now completed.

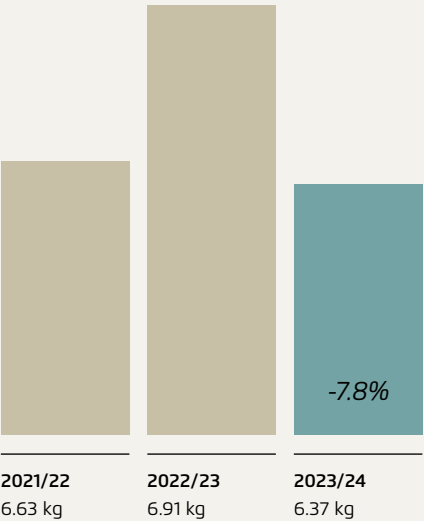
We remain committed to further reducing the total volume of waste in the long term. In doing so, we attach great importance to systematic recycling and consistently achieve a recycling rate of over 90%.

# Waste management compared

Total waste generation



Waste generated for each bike produced



Waste generation by category

2021/22	2022/23	2023/24	
828.13 t	753.27 t	536.19 t	Total volume
610.92 t #	559.76 t	401.91 t	Paper
– #	2.68 t	3.98 t	Paper towels
77.13 t	62.76 t	20.42 t	Wood
46.48 t	34.00 t	29.35 t	Film
9.70 t	12.93 t	17.27 t	Aluminium
10.50 t	16.72 t	11.56 t	Mixed scrap
–	0.16 t	0.76 t	Food waste
(91.14%) 754.73 t	(91.47%) 689.01 t	(90.50%) 485.25 t	Recyclable
73.40 t	64.26 t	50.94 t	Residual waste
(8.86%) 73.40 t	(8.53%) 64.26 t	(9.50%) 50.94 t	Non-recyclable

# In previous years, paper and paper towels were not recorded separately



# Waste avoidance projects

100%

of supplier packaging is checked against zero waste criteria.

18

suggestions for improvement were passed on to our suppliers last year.

2

of which have already been implemented.

13 + 8

are currently being processed, 2 cannot be implemented.

8 suggestions from last year are still being reviewed.

## Overall process for the review and implementation of zero waste measures

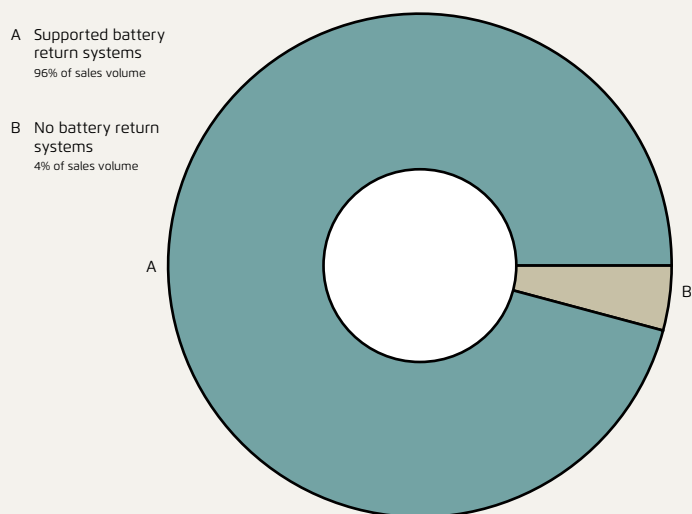
**At Riese & Müller, the process is divided into the following steps:**

1. Identification of the potential for improvement
  - Incoming Goods often identifies that packaging material can be saved or reduced.
2. Internal verification of the feasibility of the measure
  - Clarification as to whether a reduction in packaging is possible in the overall process
  - Coordination with relevant departments, such as Logistics and Production
3. Discussion with the supplier
  - Communication of the suggested improvement and initiation of the coordination process
4. Feasibility review with the supplier
  - Examination as to whether the adapted packaging can also be used by other customers or represents a special solution
  - Consideration of existing stocks of packaging and the conversion period
5. Test delivery to Riese & Müller
  - Delivery of a sample in the proposed reduced packaging
6. Evaluation of the test delivery
  - Examination of the integrity and quality of the goods
  - Evaluation of the compatibility of all internal processes with the new packaging
7. Final decision and implementation
  - Joint "Go" for the permanent switch to the optimised packaging in regular processes

This structured process shows why individual suggestions for improvement can take longer. It is important to deal with the issues in the long term in order to achieve long-lasting improvements.

# Battery return

## Support for battery return systems in Germany and in our export countries



The batteries used in our e-bikes are high-quality components, the valuable raw materials of which can be largely recycled after use. The professional return of the battery is the prerequisite for this.

Riese & Müller supports take-back systems in 15 countries\* – which equates to 96% of our sales volume. In Germany, for example, we are part of the GRS Foundation (Gemeinsames Rücknahmesystem Batterien – Common Battery Return System).

In the last business year, we invested around €280,000 in collection and recycling. This is an important contribution to environmentally friendly recycling.

\* There is no change compared to the previous business year. The figure of 17 countries in the previous year's report was due to an evaluation error.

# Reusable packaging in the 2023/24 business year

Following the two successfully completed pilot phases between October 2023 and September 2024, the circular logistics BikeBox, and the rhinopaq reusable packaging for the shipment of small components are now in regular use.

- rhinopaq reusable packaging is available in 8 European countries: Germany, Austria, Luxembourg, Netherlands, Belgium, France, Italy and Spain.
- It is available to over 1,000 dealers who can use the BikeBox for their day orders.
- Experience to date has shown that the BikeBox is ordered in 94% of cases when it is available to select when ordering.

## Benefits of the BikeBox

We wish to reduce the amount of waste in shipping and reduce our carbon footprint in the long term through the use of fully recyclable reusable polypropylene packaging. The BikeBox project is helping to establish a process that can also be scaled to other manufacturers and partners in the bike sector. By doing this, we are making a significant contribution to making the sector more sustainable overall. Riese & Müller is one of the first e-bike manufacturers worldwide to use this kind of reusable packaging system for its e-bikes in series production.

Further benefits of the BikeBox:

- Reduced carbon footprint
- 100% recyclable
- Waste prevention both with dealers and at Riese & Müller
- Less time and effort and consistent quality for dealers
- More flexible handling: the BikeBox is weather-resistant and can be stored outside
- Improved protection for the bike being transported
- Reduced risk of injury compared to disposable boxes
- Financial feasibility

## circular logistics BikeBox

We developed the BikeBox with circular logistics. The reusable box is entirely made of durable, recyclable polypropylene and, according to the manufacturer, can be used for up to 30 shipping cycles. The BikeBox therefore causes significantly lower CO<sub>2</sub> emissions than single-use cardboard boxes and reduces the carbon footprint by up to 71%. 8% of emissions have already been saved after just the fifth use of the Bike Box. At the end of its life cycle, the polypropylene is fully returned to the manufacturing cycle.

## Outlook: cargo BikeBox

The next step is to translate what we have learned into a concept for the prototype of a BikeBox for our cargo bikes.

## Folding reusable packaging from rhinopaq

Following a successful pilot phase, rhinopaq reusable packaging has replaced a large proportion of conventional shipping envelopes and boxes since 2024.

Most providers expect reusable packaging to be returned individually. This practice is not suitable for our purposes because we sometimes ship very large items and large quantities. When we ship small components, we rely on rhinopaq reusable packaging. It is made of 60% recycled materials and can be folded so that it can be returned in large quantities and with minimal logistics. The packaging can be reused up to 20 times. This sustainable solution helps us to generate up to 65% lower CO<sub>2</sub> emissions when shipping small components compared to standard cardboard boxes. Emissions are already cut by 17% after just the fourth use. Any damaged packaging is separated out, collected, and fed back into the manufacturing process once a certain quantity has been reached.





# Quality and environmental management

Quality and environmental management systems at the Riese & Müller site in Mühlthal meet the international and industry-wide standards ISO 9001 and ISO 14001. We completed the certification processes in July 2024.

**ISO 9001**

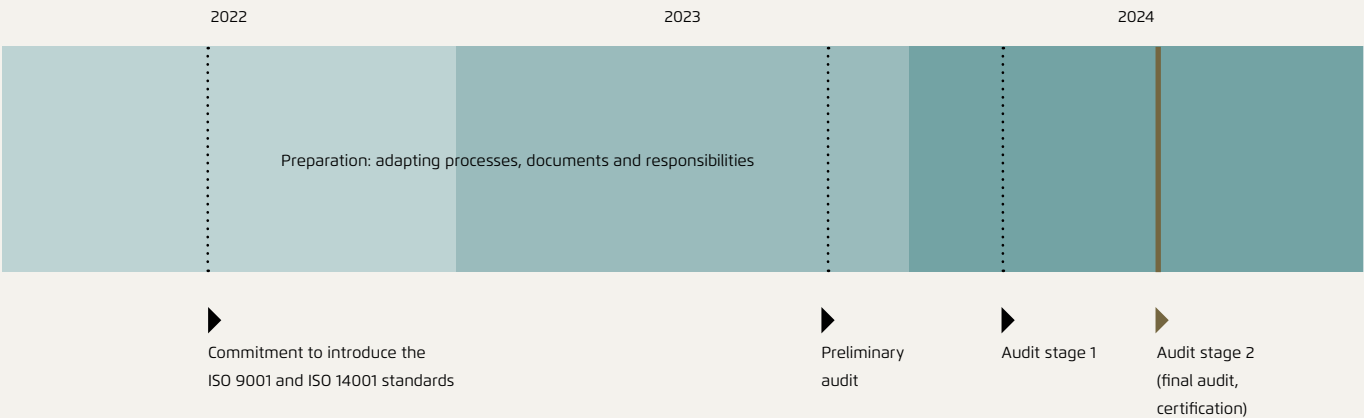
At a national and international level, the ISO 9001 standard is the most widely used and recognised standard in quality management (QM). The extensive list of criteria includes customer expectations and assurance of legal conformity. The goals associated with this are sustainability and improved processes, reduction in reworking, and the identification of risks and opportunities across all business operations.

**ISO 14001**

ISO 14001 is the international standard for a company's environmental management system. It requires all environmental aspects relevant to the company's business operations to be taken into account and evaluated: energy consumption, waste management, handling of hazardous materials, plus training and the raising of awareness among employees. Re-audits by an independent inspection body subsequently check whether the standards are being complied with. This external inspection is particularly important to us with regard to our resource conservation targets.

**Audit**

TÜV Süd AG completed a preliminary audit at Riese & Müller in October 2023. On a tour of the company, an auditor personally visited all relevant work areas and assessed the business processes. In a final discussion, he confirmed to us that we already meet the requirements of the standard. He suggested a few specific improvements. We have until the final audit in Q3 2024 to implement them. A TÜV Süd AG auditor conducted a stage-1 audit in Q1 2024. With the successful result of the Stage 2 audit, in July 2024, Riese & Müller received certification to ISO 9001 and ISO 14001.



# The German Supply Chain Act

Since the 2019/20 business year, out of a sense of conviction, we have voluntarily been preparing our Responsibility Report. Even if we are not yet affected by the provisions of the German Supply Chain Act (LkSG), we have been attaching great importance to responsible action in our supply chain for years. The German Supply Chain Act, which has applied to companies with over 3,000 employees since 2023, and to companies that operate in Germany and have over 1,000 employees since 2024, obliges companies to

- set up a risk management system,
- conduct regular risk analyses and
- implement prevention measures with direct suppliers.

We have been working with VERSO Supply Chain Hub since the 2020/21 business year and actively use the platform together with our suppliers.

## **What is Riese & Müller working on?**

In view of future developments, we are closely monitoring the EU's regulatory requirements, in particular with regard to the Corporate Sustainability Reporting Directive (CSRD). Due to the changes made by the Omnibus Sustainability package – in particular the postponement of reporting obligations by two years and the raising of the threshold to companies with over 1,000 employees – we will not be subject to reporting obligations.

Accordingly, we currently do not plan to implement the EU format and therefore will not conduct a full, dual materiality analysis. For us, this means: the changes do not subject us to additional regulatory obligations, but allow us to continue to invest our resources in projects that we expect to have an impact on our business and the sector.

Nevertheless, we regard the process that we have begun as an opportunity to critically question our activities, promote transparency, and identify potential for even more sustainable actions – regardless of the legal requirements.

## Visual audits

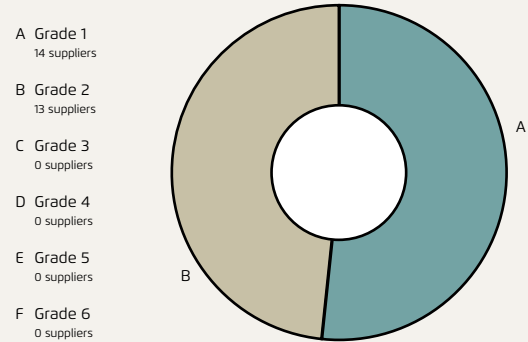
We conduct visual audits to obtain a comprehensive picture of our suppliers. We take every opportunity to better understand our suppliers' environmental and social conditions. To do this, all employees with regular contact with suppliers have been trained to pay attention to defined aspects during on-site visits and to record their impressions in a structured manner – expressly also positive feedback.

The following aspects are evaluated:

- **Overall impression:** cleanliness, corporate culture, dealings with employees and guests, transparency.
- **Environment:** environmental focus, indications of violations, such as unauthorised discharges of waste water.
- **Human rights:** indications of child labour, forced labour or abnormal working conditions.
- **Occupational safety:** workplace safety, spacial conditions, escape routes, noise and sources of danger.
- **Corruption:** indications of corruption or improper conferral of benefits.

In the event of serious anomalies, we confront the supplier directly and request a statement from them.

### Results of visual audits



# Compliance

Business operations must comply with the law and with international conventions and standards. We also define our own values and standards, which our employees, suppliers and business partners must adhere to when collaborating with us.

Compliance is the word we use to describe this approach, and, at Riese & Müller, this includes the following:

- **Workplace Code of Conduct**

This set of rules is part of all employees' employment contracts and forms a simple, clear value base for a healthy working environment and a good working relationship. Alongside rules governing order and care in everyday work, the Workplace Code of Conduct also includes guidelines on tolerance and community.

- **Data protection**

We particularly protect personal data, confidential communication and sensitive information. Apart from an internal team that looks after all data-protection-related issues, we also have an external Data Protection Officer to whom violations can be reported anonymously.

- **Anti-discrimination Office**

Our principle is: zero tolerance of discrimination, bullying or violence. We respect all people, regardless of their origin, religion, sexual identity, gender or age, and whether or not they have a disability or chronic illness.

- **Employee compliance training**

As part of our internal events, we regularly train our employees on the latest compliance requirements.

- **Declaration of Principles on the Observance of Human Rights**

Our products inspire people all over the world. They are synonymous with a closeness to nature and an active, healthy lifestyle. The Declaration of Principles is an important prerequisite for our work: it ensures that the end product is in harmony with people and nature, but also that our business practices adhere to fair and healthy standards.

- **Code of Conduct**

The Code of Conduct for our suppliers and business partners sets out our principles for dealing with people, the environment, business relationships, market behaviour, data, business secrets and company assets.

- **Responsibility Report**

This annually published report documents the steps we are taking on our journey towards becoming the most sustainable company in the e-bike industry by 2025. Transparency is the priority.

- **Travel policy**

We are down-to-earth and act in a tolerant and sustainable manner on business trips. The same rules apply to anyone who travels. We are committed to the legal principles and our own values and uphold them uncompromisingly.

- **Antitrust law**

As a company operating in Germany, we comply with German and EU antitrust law.

- **Whistleblower system**

The whistleblower system offers our employees, customers, dealers and suppliers the opportunity to report compliance violations anonymously. To date, we have not received any compliance-related notifications through this channel.

[r-m.de/whistleblower-system](https://r-m.de/whistleblower-system) or [compliance@r-m.de](mailto:compliance@r-m.de)

The Head of Legal is responsible for compliance at Riese & Müller.



# 2023/24 Sustainability Survey

Registered suppliers at VERSO Supply Chain Hub  
(formerly sustainabill)

99% (+1)

of the total purchased volume (tier 1)

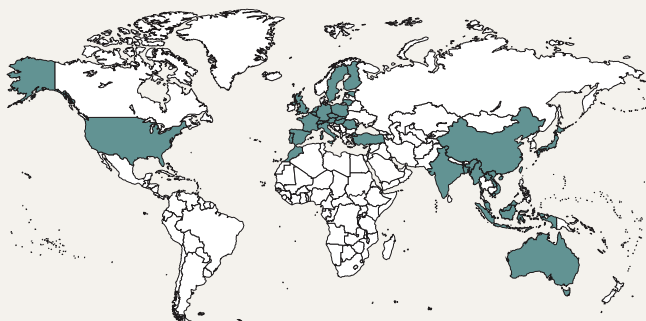
84 (+/-0)

Tier 1 suppliers

55 (+6)

Tier 2 suppliers

Countries of origin



## About VERSO Supply Chain Hub

VERSO, formerly sustainabill, is a cloud-based platform on which suppliers provide information on their due diligence obligations and environmental impacts. The information is based on certificates and self-declarations from suppliers.

The analysis can also include the upstream supply chain.

The objective: to achieve full transparency in terms of human rights, working conditions, environmental standards, and product compliance.

Working with our partner VERSO gives us a transparent and traceable representation of our global supply chain. This enables us to identify proven sustainability processes at our suppliers, analyse potential risks, and identify potential improvements. By taking responsibility and ensuring transparency, we can work with our suppliers to take targeted action along the entire value chain.

The survey is divided into four key sections:

- **Company Management**

To what extent is sustainability anchored in the corporate strategy? The companies surveyed need to provide information here about whether they have already designated responsible employees or defined specific targets.

- **Climate Practices**

What climate change mitigation measures is the company undertaking? These measures can involve steps to reduce the company's own greenhouse gas emissions or CO<sub>2</sub> compensation through certified projects.

- **Social Practices**

What are working conditions at the company like? The survey asks whether there is a strategy for compliance with minimum standards on human rights and occupational safety issues.

- **Sourcing Practices**

Does the company have a responsible procurement strategy? This section also asks how and where the company purchases parts or whether it conducts audits at its suppliers.

## Shared responsibility for a sustainable bike industry

The VERSO Supply Chain Hub platform has recorded a continuous increase in the number of relevant players in the bike sector. Each new company that joins the platform and invites its suppliers to participate expands the user base, strengthening industry-wide collaboration with regard to sustainability.

This growing exchange has a positive impact on the entire industry. Information already gathered on social and environmental aspects can be efficiently disseminated and shared with other platform users. This promotes transparency and forms the basis for openness, trust and lasting dialogue within the networked bike industry.

Tier 1 refers to direct suppliers in the supplier pyramid.

Tier 2 refers to upstream suppliers to our suppliers in the supplier pyramid.

**Completed ISO certification**

We have optimised a number of Climate Practice processes in the course of ISO 14001 certification for our environmental management system. The certificate means that we now meet an international standard and thus achieved a significant improvement in this category compared to the previous year.

**Stable number of suppliers, growing activity:**

The number of Tier 1 suppliers on the platform has remained unchanged compared to the previous year. However, our suppliers are demonstrating a significant increase in their use and updating of the platform: gradually, more and more information and measures on Corporate Social Responsibility (CSR) are being entered – this shows us that our suppliers are actively advancing their own sustainability issues.

Relevant information is continuously updated and enriched with high-quality content. This increased transparency and documentation has led to a significant improvement in scores in almost all assessment criteria.

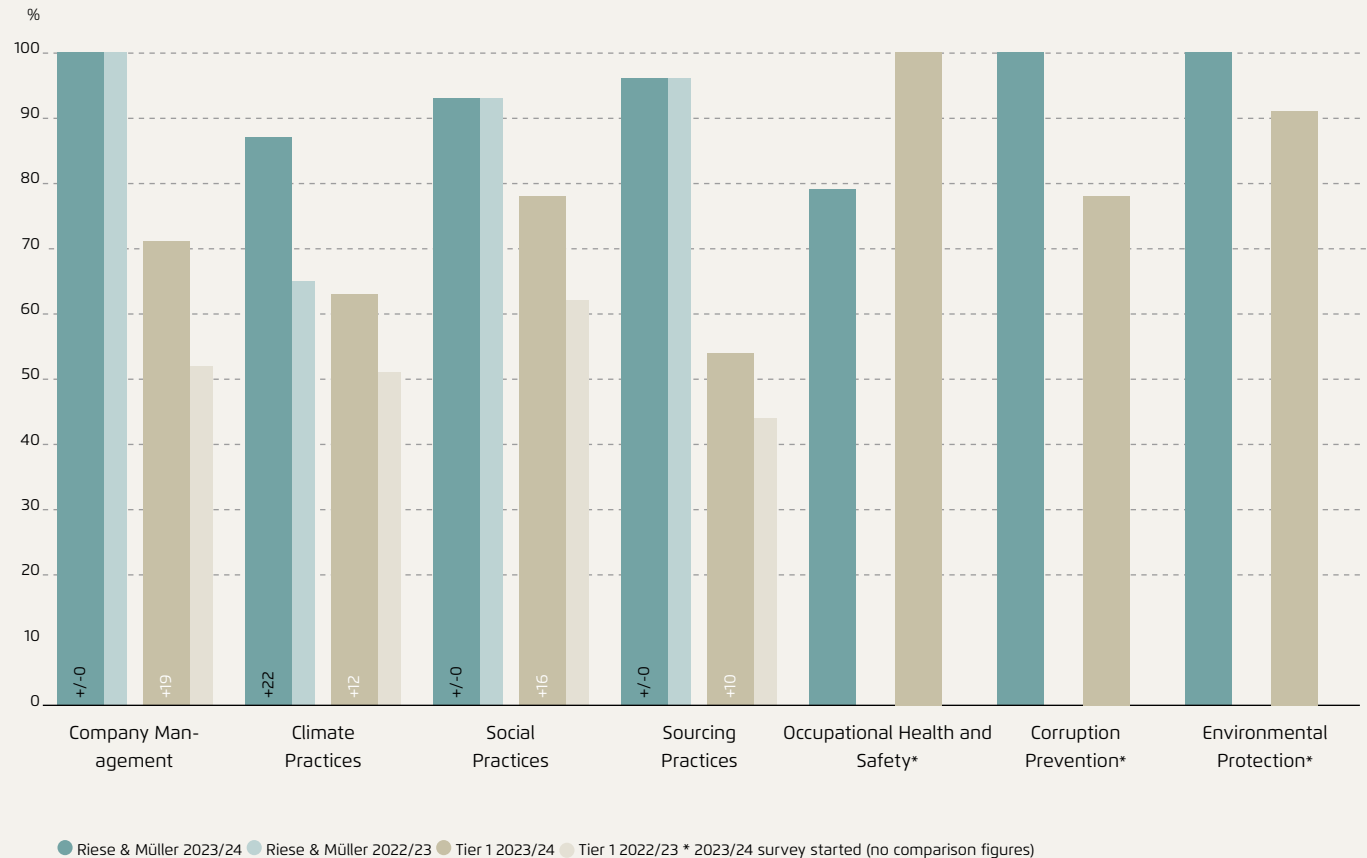
**New survey categories:**

Further areas are now being surveyed in addition to the four established survey topics of Company Management, Climate Practices, Social Practices and Sourcing Practices:

- Occupational Health and Safety
- Corruption Prevention
- Environmental Protection

Most users have already provided information on these topics, so we will be able to actively report on them in the future.

2023/24 Sustainability Survey  
Riese & Müller – Tier 1



Supply chain transparency

# 2023/24 Sustainability Survey

Development of Tier 2 suppliers on the cloud platform

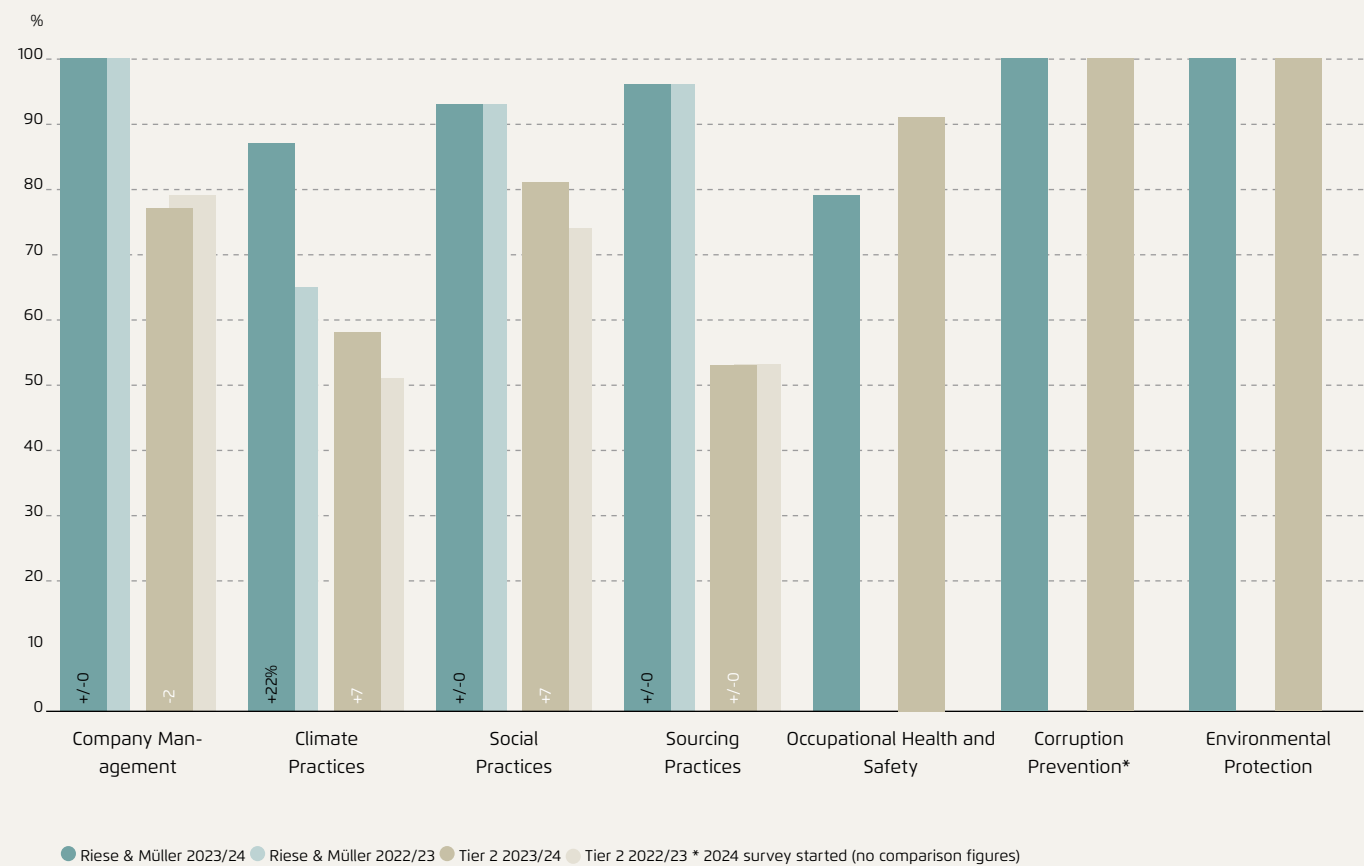
The number of Tier 2 suppliers using VERSO increased slightly during the reporting period. In the summer of 2024, Riese & Müller launched a targeted call to direct suppliers (Tier 1) with a request to invite their most important and relevant suppliers (Tier 2) to use the platform.

Practical experience has shown that simply e-mailing them has no immediate effect. The willingness of direct suppliers to disclose their own suppliers requires a high level of trust. At the same time, creating a business profile on a new platform and actively entering relevant data requires internal agreement, trust, and clearly identifiable benefits. On a positive note, the first email mailing prompted many companies to engage in an initial conversation with us. Their focus was on issues, such as the relevance of the requested information, handling of the entered

data, and the shared use of the platform. These discussions have been instrumental in creating a better understanding of the platform and building trust.

As a result, a number of Tier 1 suppliers have already had discussions with their own suppliers and invited them to use the platform. This is reflected in the increased number of Tier 2 suppliers. Many more discussions are still ongoing, underlining the fact that working together on sustainability is a long-term process that requires trust, perseverance and time.

Riese & Müller – Tier 2





Our partners are also dealing with the issue of sustainability. The carbon footprint of suppliers plays a key role in the Bosch eBike Systems purchasing process. Bosch assesses its suppliers' climate protection measures, among other things, on the basis of environmental data published via the CDP (Carbon Disclosure Project) platform. Suppliers with a lower CDP ranking or no commitment to the Science Based Targets initiative (SBTi) receive a lower rating in the selection process. According to the company, 97% of suppliers currently participate in the CDP, measured by purchasing volume. This percentage is expected to rise to 100% by 2025.



# BOSCH





# The Selle Royal Stracciatella project

## Sustainable saddle production

Riese & Müller is increasingly focusing on sustainable production chains, and is also involving its suppliers in this. One example of this is the collaboration with the Italian saddle manufacturer Selle Royal.

### **Call for sustainability in the bike sector**

In 2021, Riese & Müller, together with the Shift Cycling Culture Initiative, initiated an open letter to the bike industry. The aim was to persuade companies to record and reduce their CO<sub>2</sub> emissions. This obligation applies not only to their own production, but also to partners and suppliers.

### **Supply chain transparency**

An important step toward sustainable production is the use of the cloud platform VERSO Supply Chain Hub. This is where suppliers can document their sustainability efforts – Selle Royal is one of the suppliers participating in this project. The company supplies Riese & Müller with saddles and pursues its own sustainability strategy.

### **CO<sub>2</sub> reduction as a target**

Selle Royal plans to reduce its own CO<sub>2</sub> emissions by 55% by 2030. This involves European production, the use of solar power, and the development of saddles made of recycled plastic. The “Lookin Evo” is an example of this sustainable production.

### **Stracciatella technology**

Selle Royal has developed a method to recycle production waste, such as PU foam, plastics and Royal Gel. These materials are crushed, processed into granules, and integrated into new saddles. The typical appearance of the material is reminiscent of stracciatella ice cream, hence why the technology was given this name. After three years of development, the process was officially presented in Bergamo. The first models with this technology are to be launched gradually onto the market.

### **Sustainability through cooperation**

Riese & Müller was awarded the German Sustainability Award in 2024 and is committed to an economic and responsible bike industry. A large proportion of its CO<sub>2</sub> emissions come from component materials and supply chains. Close cooperation with suppliers is therefore crucial to make the entire industry more sustainable.

## Site

48,591 m<sup>2</sup>

Total usable floor space in 2023/24

70,000 m<sup>2</sup>

Land size

7

Buildings

5,357 m<sup>2</sup>

Photovoltaic (PV) system

991 kW

PV power

340

Total bike parking spaces

121

E-bike charging points

347

Total car parking spaces

10

Electric car charging points

The Riese & Müller Campus in Mühltal near Darmstadt consists of four buildings: the main building houses the majority of the Administration department and Production. One area is used as a warehouse. Located opposite are the service workshop and a separate high bay warehouse. An additional wing of a building provides around 100 office workplaces above the Factory Sales outlet.

The "Häuser am Berg" (lit. Houses on the Hill) are nestled in the meadows with fruit trees.

The building, which has a resource-conserving timber construction, provides our employees with around 1,900 m<sup>2</sup> of meeting space. Spacious, bright rooms are inviting places to hold meetings and training sessions, while the restaurant supplies employees with freshly prepared organic food and drink.

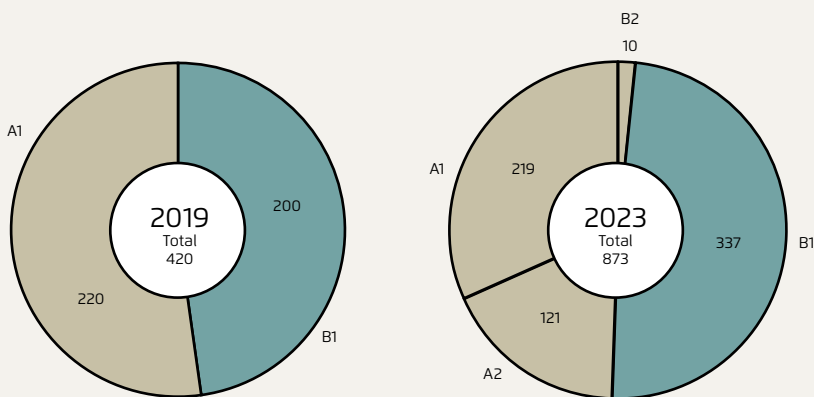
### Parking space comparison

A1 Bike parking spaces

A2 E-bike charging points

B1 Car parking spaces

B2 Electric car charging points



# Employees

Our goal is to provide everyone with the necessary freedom and to support them in developing their own individual potential.

We want our employees to feel comfortable, to be involved, and to drive forward their personal and professional development in a spirit of joy.

The diversity of our employees, their respectful working relationships and their partnership-based collaboration are central pillars of our success at Riese & Müller. They promote creative ideas and new perspectives that continuously strengthen our innovative prowess and take our company forward sustainably.

Our Corner Café and "Häuser am Berg" (lit. Houses on the Hill) are meeting places that can be used by all employees – regardless of their position or department. These places specifically promote dialogue across all areas of the company and create encounters that bring together different personalities, perspectives and experiences.

787

Employees

40 years

Average age

56

Nationalities

10

Trainees

9

Students undergoing integrated workplace training

4

Student interns



# Women at Riese & Müller

Innovation occurs where different perspectives come together. That is why, at Riese & Müller, we focus on diversity and equal opportunities. In an industry that has historically been heavily influenced by men, we want to actively shape change: by increasing visibility and responsibility for women in all areas, from production units to management. Many female colleagues are already taking on key positions, helping to shape processes, and acting as role models for others. Their commitment strengthens our team, inspires us to get involved and shows: diversity is the objective of a fair corporate culture, as well as a prerequisite for our success.

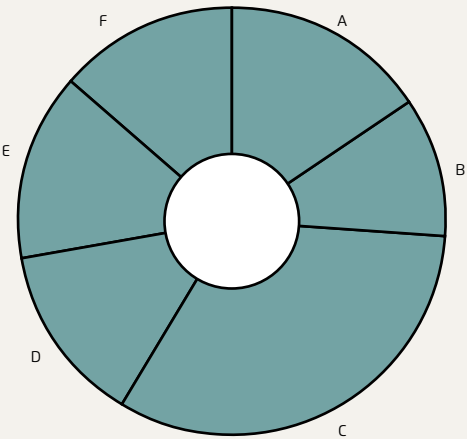
25%

Total percentage of women

25%

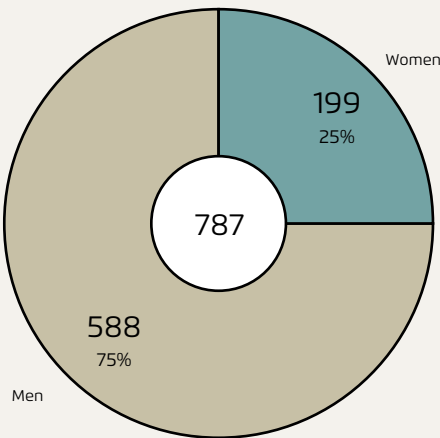
Percentage of women in management

Women in management positions



- A Management Board  
9 employees in total  
22% women (2)
- B Leadership team  
33 employees in total  
15% women (5)
- C Team leaders –  
Target for 2025: 50%  
24 employees in total  
46% women (11)
- D Heads of unit  
(management in Production, Logistics and production-related areas) –  
Target for 2025: 30%  
16 employees in total  
19% women (3)
- E Co-heads of unit  
(roles that support management)  
15 employees in total  
20% women (3)
- F Specialists  
31 employees in total  
19% women (6)

Ratio of men to women



# Workshops and events

When planning our workshops and events, we focus on four areas of development to support continuing development at all levels.

**Knowledge & Skills** 

**Team & Collaboration** 

**Society & Responsibility** 

**Self & Attitude** 

## **RX Connect app – Digitalisation of the e-bike**

What options open up to users when using RX Connect?

Employees learn more about our own digital products and how they can be used.

## **‘Test screwing’ in e-bike production**



During ‘Test screwing’ employees work for a day with the e-bike fitters in production to learn the assembly steps needed to ultimately create a high-quality product, our e-bike.

## **Moving forward with Riese & Müller: Understanding of Development & Workbook**



The workshop explains Riese & Müller’s understanding of development to employees and introduces how to work with the Development Workbook. Attendees share their personal understanding of development and stories of their individual development.

## **Feedback & Communication**

The Communication workshop helps to consciously understand and achieve targeted communication. Participants learn to promote mutual understanding and avoid misunderstandings. They develop a clear, respectful, and effective way of expressing ideas and opinions. This helps to create a respectful culture of communication that fosters successful collaboration.

## **Dialogue Among Women in Management Positions**

Within a trust-based atmosphere, female managers can discuss personal and management challenges in a friendly manner and empower each other.

## **Digital Applications for Employees**

This training course provides content that helps employees to navigate the digital system landscape.

## **Introducing the BikeBox**

This talk teaches employees the background to our reusable BikeBox packaging: from its origins, the current state of affairs, to the future outlook.

## **Change**

Changes are omnipresent. This workshop considers the impact of change on personal life journeys. How do we deal with change and what impact do we have?

## **5S & Self-organisation**

The training course explains the importance of 5S and its impact on day-to-day working. How can I organise myself better and what benefits will this create for me, but also for the company?

# Industry and business associations

## Associations

Our aim is to give the bike sector a single, powerful voice. To this end, we are actively involved in political and business associations and, by signing important initiatives and agreements, we are committed to complying with the most exacting social and environmental standards.

### **German Cyclist's Association (ADFC)**

#### **BIKEBRAINPOOL**

Bike Charta – the Corporate Social Responsibility Action Plan

### **German Federal Association of Sustainable Business (BNW)**

Ecological and social transformation of business

### **Business & Human Rights Centre**

Compliance with the German Supply Chain Act

### **Cycling Industries Europe (CIE)**

Sustainable Packaging Pledge

### **Entrepreneurs For Future**

Business enterprises for greater climate protection

### **Sustainable Business Initiative**

Initiative of the State of Hesse for the Implementation of Sustainable Measures in Companies

### **Material Compliance, Darmstadt University of Applied Sciences**

Material compliance in accordance with REACH

### **Shift Cycling Culture**

Cycling Industry Climate Commitment

### **UN Global Compact / UN Women**

Women's Empowerment Principles (WEPs)

### **Future Bicycle e.V.**

### **Two-wheeled Industry Association e.V. (ZIV)**

Compliance with the Paris Agreement's climate targets







# Outlook

We want to systematically continue what we have started without standing still: we are living motion. It is our aspiration to repeatedly question ourselves, to remain open to the unknown and to move forward step by step – for a future-proof bike sector and for the next generations.

We take with us everything we have learned in recent years to continue the journey we are on and to develop new perspectives. In doing so, we are discovering issues that we barely noticed five years ago, but for which we have developed a good ‘feel’ over time. We are therefore setting ourselves ambitious but realistic targets in climate accounting for Scope 1 and 2 or in the responsible management of waste, among other areas.

At the same time, we are aware that we are entering uncharted waters on this journey. As in the past, we want to explore these new areas together with our partners and learn step by step. This applies in particular to a deeper understanding of our supply chain with regard to upstream suppliers and to the recording and evaluation of our carbon footprint in Scope 3, especially with regard to the carbon footprint of the purchased materials.

***“Our aim is clear: we wish to shape change – with courage, a willingness to learn, and with a clear view of what lies ahead.”***

Dr. Sandra Wolf, CEO



Published: June 2025

## Legal information

### Publisher

Riese & Müller GmbH  
Am Alten Graben 2  
64367 Mühlthal  
Germany  
+49 6151 36686-0

### Responsibility / Sustainability and Responsibility Report Team

Michael Frank  
Tim Longerich  
Mara Naumann  
Paula Gehron  
Sarah-Helene Sowa  
Volker Weinmann  
Dr. Sandra Wolf

### Photography

Lars Schneider (Cover page, 3, 4, 7, 10–17, 31, 33,  
34, 45, 47, 50, 51, 53, 55, 58, 59, 63, 67, 68, 72, 80,  
93, 85–98, 103, 121, 129, 130)

Kay Tkatzik (36, 61, 78)

Selle Royal (page 122)

Thomas Ott (aerial photographs  
on pages 3 and 18)



