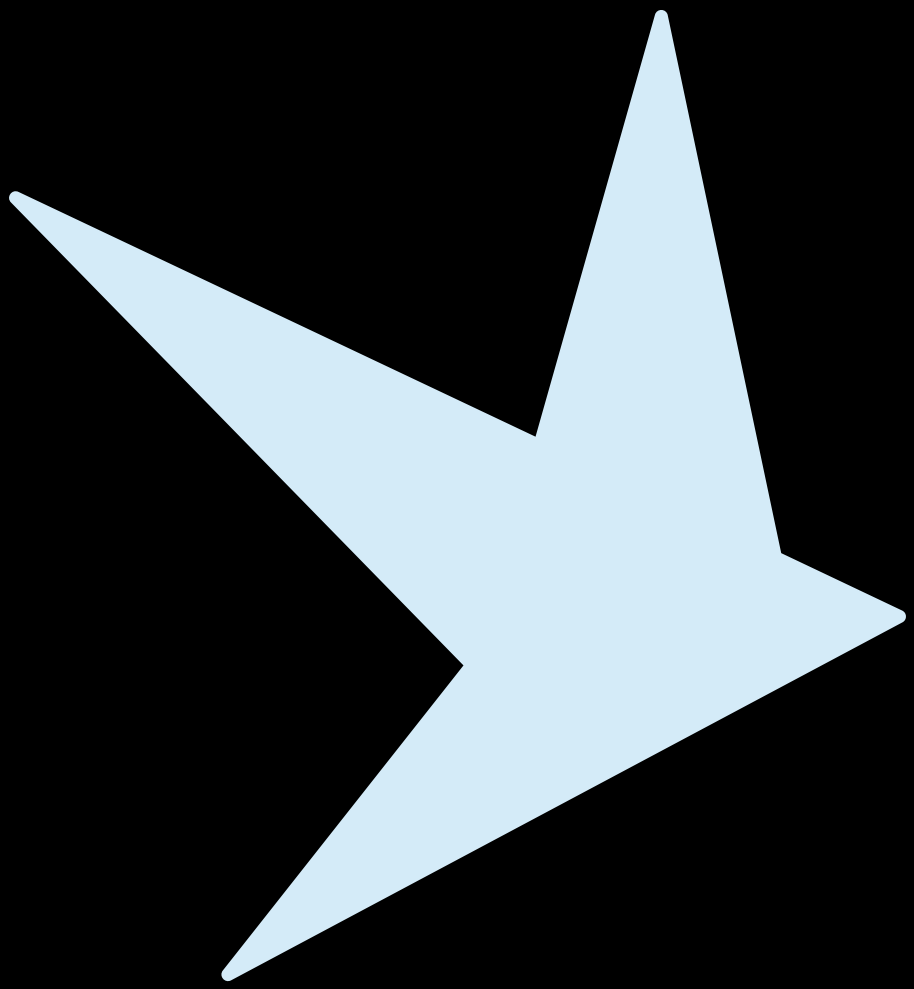
SCHWALBE



# CSR Magazine 2025 / 2026



# WE MOVE FULL CIRCLE

FOR US, A TIRE ISN'T JUST A PRODUCT BUT, PART OF A CYCLE – IN BOTH SENSES OF THE WORD.

# BEYOND THE PRODUCT

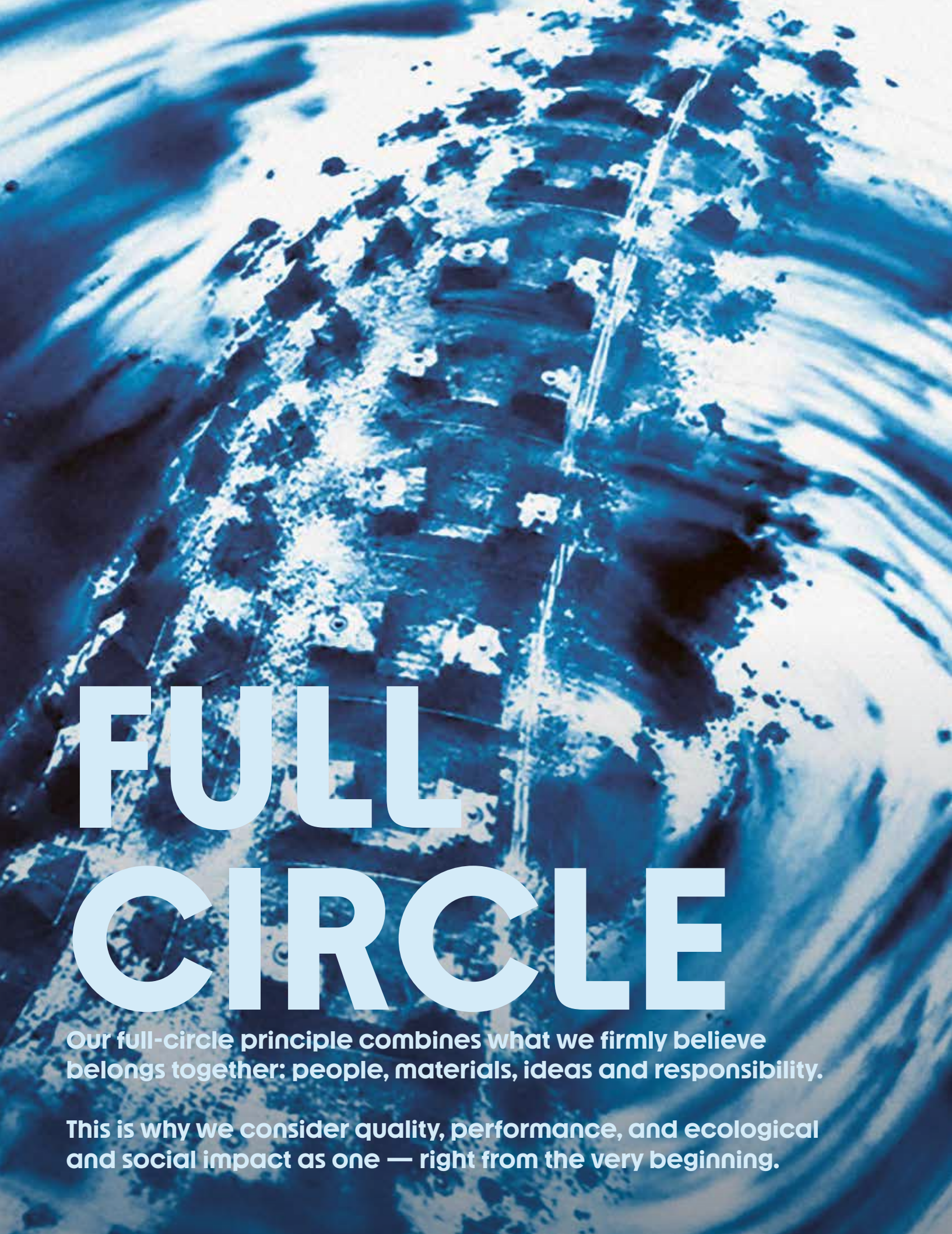
The life cycle of a tire starts long before its first trip out on the road, and doesn't end with its last. Our full-circle principle combines what we firmly believe belongs together: people, materials, ideas and responsibility. This is why we consider quality, performance, and ecological and social impact as one — right from the very beginning.

This approach defines how we design our products, make decisions and interpret our responsibilities. Quality, performance and the ecological and social consequences of our corporate activities aren't viewed as separate entities. Instead, they dovetail with one another and are incorporated into our decision-making processes: from material selection through development to use and reuse. Each of these steps influences the next.

There's also a constant factor in all this: our products have to function. They must prove themselves in daily use, build up trust and reliably transport the people who buy them. We look way beyond our products' useful lifetimes to their return, recycling and new material loops.

This CSR magazine makes these synergies visible. It collates personal stories, perspectives and projects that at first seem unrelated yet merge to form a coherent whole. Some take us into the lab, others to partners along the supply chain or into the everyday lives of our clients and customers.

Together they paint a full picture and illustrate how our various departments and decisions are intertwined. Thinking in synergies is precisely what we understand by moving full circle.



# FULL CIRCLE

Our full-circle principle combines what we firmly believe belongs together: people, materials, ideas and responsibility.

This is why we consider quality, performance, and ecological and social impact as one — right from the very beginning.

## PEOPLE FIRST
**Shaping progress with and for people**

## CONTINUING PROGRESS
**Constant development of product and process**

## INTEGRATED THINKING
**Developing solutions together across our supply chain**

## THE GIFT OF NATURE
**Procuring and using natural resources responsibly**

## TOMORROW IN MOTION
**Promoting safe, affordable and independent access to mobility**

# Dear Readers:

Schwalbe has made progress in many areas over the past few years. New recycling processes, different materials, modified requirements for our supply chain and closer examination of our products' impact have made one thing very clear: many developments can't be viewed in isolation. What we change at one point in the process often has an effect further down the line.

We use the term "full circle" to describe our awareness of the connections between various activities. It's not about initiating individual measures but being willing (and able) to think ahead in the long term: from the product idea through its use to the question of what happens afterwards.

At Schwalbe, responsibility has always been a major part of how we see ourselves as a company. For us, this means making decisions in context and considering their long-term impact. A lot of developments take time. We sometimes spend years on a project before it unfolds its full potential. This is precisely why we understand responsibility not as the ultimate endpoint but as a process of further improvement.

As a family business, we always think in lengthier periods. Especially at a time when Schwalbe is preparing for the next generation, it's clear that a good number of decisions don't just affect the next quarter. Rather, it's about the foundations we need to lay now so that our company can also assume responsibility in the future while ensuring its economic success.

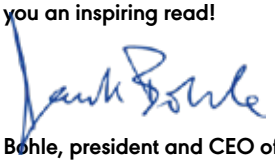
We gain plenty of impetus from talking to our employees, our partners worldwide and the people who use our products. Different perspectives are important here because they broaden our horizons and reveal new interdependencies.

When you study developments over greater lengths of time, you realize that progress is possible, even if change is slower to materialize than you'd like. This is why patience, perseverance and a willingness to shoulder responsibility are so important to us.

This magazine describes the developments that make Schwalbe what it is today. It highlights the projects, conversations and decisions that help us to think further regarding mobility, innovation and sustainability.

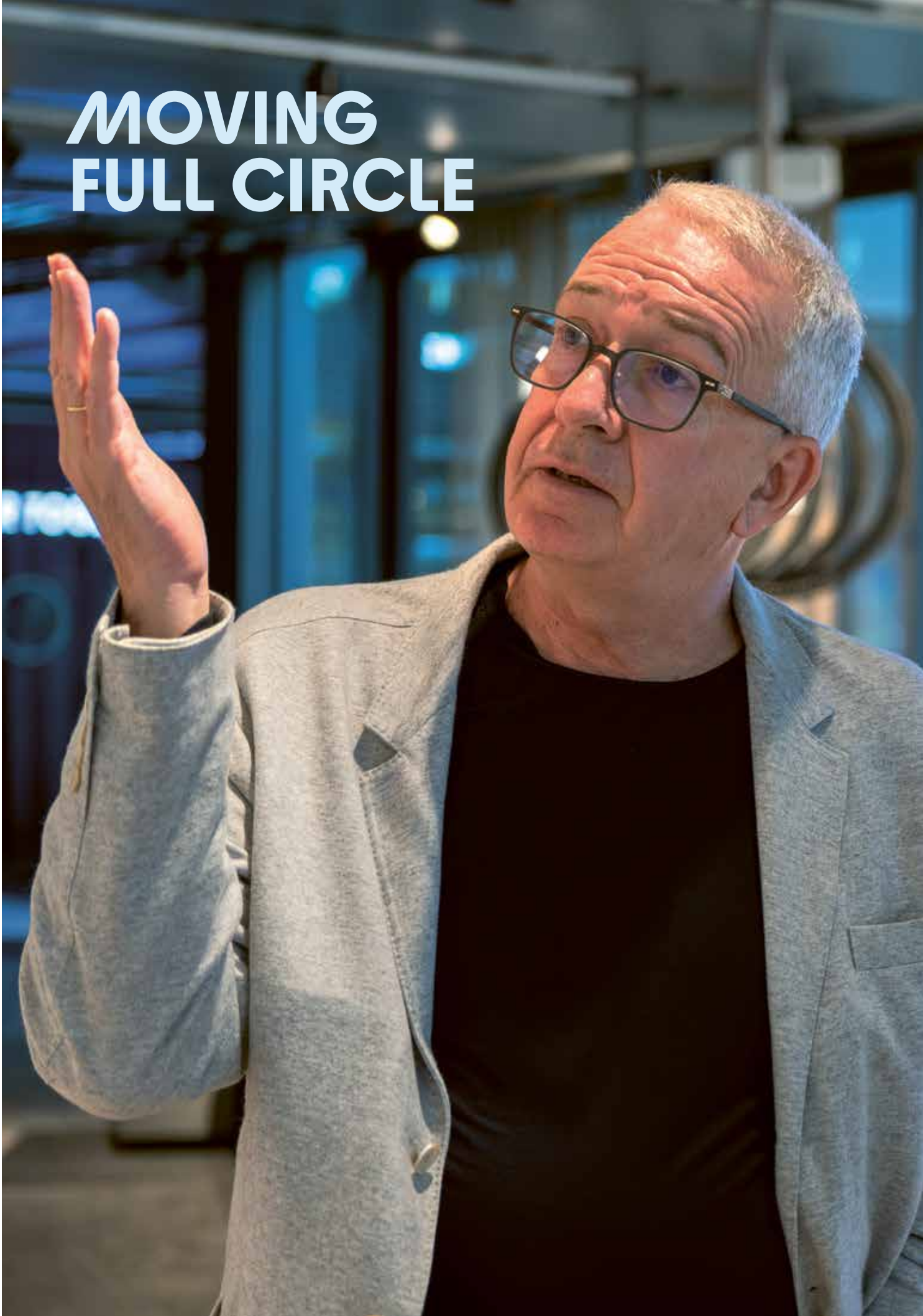
Much of this will also concern us in the future since for us, responsibility means reaching decisions today that will still stand tomorrow.

I wish you an inspiring read!



Frank Böhle, president and CEO of Schwalbe

# MOVING FULL CIRCLE





# THINKING IN CIRCLES



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Responsibility means reaching decisions today that will still stand tomorrow.

# THE FUTURE CALLS FOR PERSEVERANCE

# Interview with Frank Bohle

For **Frank Bohle**, responsibility doesn't start with individual projects but with the willingness to take a long-term approach to development. In our interview, he explains how mobility, innovation and sustainability can only unfold their full impact in conjunction with one another.

**Mr. Bohle, when you look at how the bicycle and mobility are developing today, does this make you feel optimistic or give you cause for concern?**
Both. The fact that the importance of the bicycle is barely questioned nowadays makes me feel optimistic. The positive impact it has on our climate, health and quality of life is well known and scientifically proven. The bike has long outgrown its niche.

However, I'm concerned that a lot of developments are progressing much more slowly than we'd like. We have the knowledge. It's now important to see how consistently this can be translated into concrete change.

Despite this, I'm generally optimistic. Looking at developments over a longer period of time, you can see that a lot's happening. The bike now plays a much bigger role than it did ten or twenty years ago. And I'm convinced that this development will continue.

**Arguments in favor of the bicycle have been around for years. What do you think needs to be done to turn these arguments into actual change?**
Change seldom comes about as the result of good arguments. It occurs when people are prepared to make decisions and actively push development. We've long known the potential the bicycle holds for our general mobility. We now need to convert this knowledge into concrete parameters.

The deciding factor will be how consistently these insights are turned into infrastructure, planning and specific measures. This will ultimately show whether an idea can actually bring about change.

**Copenhagen, Amsterdam and now Paris are often quoted as role models. What makes the developments there so remarkable for you?**
I'm chiefly impressed by the consistency shown in the projects initiated here over the course of many years.

None of these places turned into a cycling city overnight. What we see now is the result of decades of development, countless decisions and the willingness to set new priorities. Not only have concepts been drawn up; the necessary frameworks have also been created.

This shows that change is possible. It also demonstrates that developments like these take time. A cycling culture isn't created by single measures but by continuity and long-term thinking.

**What role can the bicycle play in the future to ensure that cities remain comfortable to live in?**
Cities in particular clearly illustrate the potential the bicycle holds. It enables mobility in high-density areas and can help cut traffic emissions and ensure a higher quality of life.

This doesn't just apply to typical daily errands but also to commuter travel and the transportation of goods. I find the development of the cargo bike especially exciting. A few years ago, it was still a niche product. In many cities it's now an integral part of the urban traffic landscape. Families, tradespeople and delivery firms use it for tasks that used to be automatically delegated to cars. This goes to show how versatile modern bicycle mobility has now become.

**A few years ago, the bicycle seemed to be on the verge of a permanent breakthrough. How do you see this now?**
Back then, I did actually hope that this dynamic would lead to greater change in the long term. Lots of people were rediscovering the bike. The demand was huge and at times exceeded the available capacities. The industry anticipated that this could give mobility transition a permanent boost.

In hindsight, it has to be said that lots of these trends have since leveled out. After several extraordinary years, the cycling industry has experienced a significant correction. However, the bike is now more visible and commonplace than it was ten or fifteen years ago.

For me, the key takeaway is that social change is usually slower than short-term market trends would have you believe. This applies to mobility as well as to many other developments.

## Social change is usually slower than short-term market trends would have you believe.

**Which developments are you following particularly closely at the moment?**
I'm mainly interested in how mobility is changing as a whole. Here, the bicycle isn't a rival to other forms of transport. It's part of a larger system. For me, issues such as public transport, secure cycle parking facilities and the combination of various modes of transport also play a big part.

People want to be flexible in their mobility. The better the different modes of transport interact, the more attractive sustainable mobility becomes as a whole. In my view, it's precisely this interaction that provides us with plenty of opportunities for the coming years.

**What responsibility do companies have for this development?**
Companies can provide key momentum here. They can develop innovations, try out new solutions and show that change can work in practice.

What companies can't do, however, is provide a general framework for change. This requires a number of different stakeholders. Nevertheless, companies have the ability to drive development and set examples demonstrating what's already possible today.

We see it as our job to contribute to this. We do this through product development, recycling projects, cooperation with suppliers and a willingness to commit to long-term issues even during difficult periods.

**Sustainability has been a key priority for Schwalbe for many years. What drives this commitment?**
At Schwalbe, responsibility has always been a major part of how we see ourselves as a company. This is why we've been addressing issues such as recycling, the circular economy, natural rubber and reductions in emissions for many years.

Not because we want to follow a trend but because we're convinced that companies should assume responsibility for the impact of their actions.

It's not about achieving perfection here. It's about constantly improving and seizing the opportunities we have as a company. A lot of developments take time. We sometimes spend years on a project before it unfolds its full potential.

As a family business, we always think in lengthier periods. Especially at a time when Schwalbe is due to enter its next generation, it's obvious that a good number of decisions don't just affect the next quarter. Rather, it's about the foundations we need to lay now so that our company can also assume responsibility in the future while ensuring its economic success.

**How significant is international cooperation in this respect?**
Lots of the challenges we face can only be mastered together with our international partners. Our products are manufactured in global value chains; many of our innovations are also developed jointly with partners located in different parts of the world.

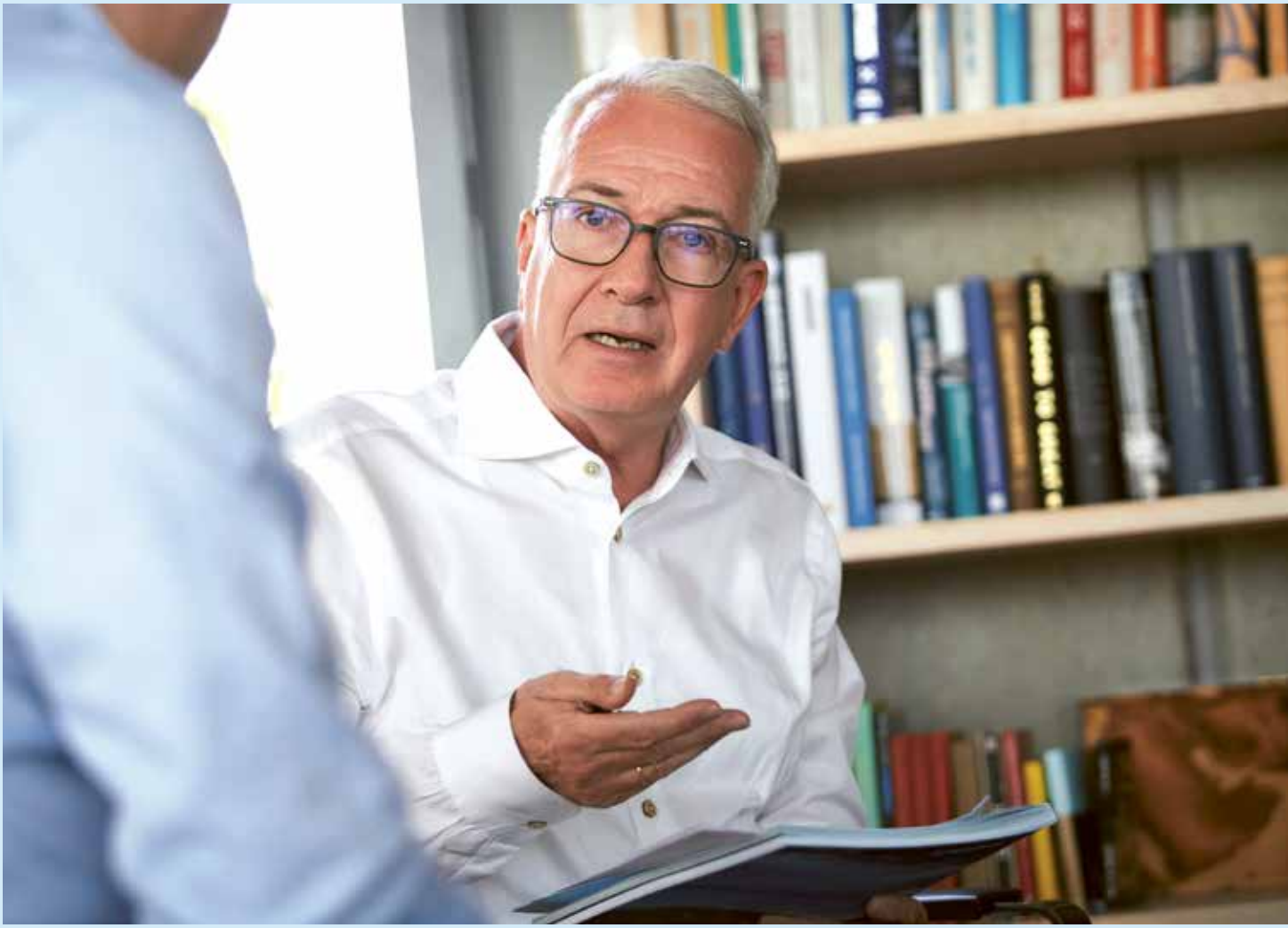
The cooperation with our production partners in Asia in particular shows how much is possible when you think ahead and work on solutions together. Lots of developments that now seem commonplace have evolved in close partnership over the course of many years.

Sustainability, innovation and responsibility don't stop at national borders. This is why international cooperation is so important to us.

**Schwalbe is now active throughout the world. Does this international perspective also change how you see the future of the bicycle?**
This international perspective considerably broadens our horizons. When you work on a global level, you soon realize how differently cycling culture, infrastructure and mobility patterns can develop.

Take North America, for instance, where the e-bike is currently seeing the kind of momentum we've already experienced in Europe. Other regions, on the other hand, are facing their own particular challenges and opportunities. This diversity clearly illustrates that the development of the bicycle is no longer an exclusively European phenomenon.

The bike has enormous potential worldwide, even if the ways in which this can be developed vary from market to market.



**As a family business, Schwalbe traditionally adopts a long-term perspective. What role does this view of the future play?**
For me, this long-term perspective means not just evaluating decisions by what will work today or tomorrow.

Topics such as the circular economy, sustainable materials or new mobility concepts in particular require patience and perseverance. Those who expect short-term success here are often disappointed.

It's therefore important to monitor and consistently advance developments over many years.

This perspective helps us to reach decisions that can also endure beyond the current generation.

**What leaves you feeling optimistic despite all the challenges?**
Looking at developments over longer periods of time, you can see that a lot's happening. The bike now plays a much bigger role in general mobility than it did ten or twenty years ago. At the same time, there's a growing awareness of how we need to rethink mobility and make it more versatile. More and more people want to travel emission-free.

More and more companies are shouldering responsibility for their products and supply chains. And more and more cities are addressing the question of how quality of life and mobility can be treated as a joint concept.

Change often takes longer than we'd like. But when you look at developments down the decades, it's clear that we are making progress. Lots of things we now take for granted were still a mere vision a few years back. That's why I'm convinced that the bicycle will also play a key role in the future. Not as a standalone solution but, as a major element in a sustainable mobility concept. This is where the real reason for my optimism lies.



# PEOPLE FIRST

**Each and every development starts with people – their ideas, experiences and views on mobility. Lasting change takes place where people accept responsibility, brave new avenues and through their commitment, to make mobility more accessible to others.**





# 22 COUNTRIES, 20,000 KILOMETERS, PLENTY OF UPS *AND* DOWNS, *MASSES* OF STOPOVERS – BUT JUST ONE TIRE!



# Wiebke Lühmann on freedom, self-determination and lessons learned out on the road

**Wiebke Lühmann** is a bicycle traveler, content creator and business education graduate. Her first bike tour took her to South America for several months in 2019; she later cycled all the way to the North Cape.

From October 2023 to December 2024, she spent 14 months on her bike riding from Freiburg, Germany to the Cape of Good Hope in South Africa. She now tells her stories in photos, text and lectures, talking about her travels, encounters and the freedom to make your own way in life.

**Finding your own perspective: Wiebke, when you now look back on your travels, what is it exactly that drives you?**
For me, it's primarily about seeing things for yourself. Not hearing about what a place is like but, actually being there and making your own impression.

This changes a lot. You soon realize that the world is often different from how you've imagined it to be. And for me, that's the most important part of all.

**Out on the road: why is the bicycle the perfect mode of travel for you?**
Because I can decide everything for myself. I don't need any other forms of transport or a fixed schedule. Every day I can decide anew where I'm going next.

And I'm right out there in the world. I can hear what's going on around me, I can get into conversations with people. There's nothing separating me from this.

**The beginning: was there a certain moment when you knew this was the path you wanted to follow?**
It all started small. Ten years ago while I was studying, I saw women on racing bikes for the very first time. This was new to me. I wanted to try it out for myself and began cycling 40 kilometers a day to work on my racer, and cycling then quickly became the thing I enjoyed most.
It simply carried on from there and I kept cycling longer and longer distances. During my journey through South America, I then knew that at some point I wanted to cross an entire continent under my own steam!

**Dealing with expectations: how did you cope with the reaction from your family and friends when you set off on your own?**
It took some getting used to. Especially as this caused certain doubts to spring up. Questions as to whether this really was a good idea.

But this proved to be important. I realized that it's up to me to decide what guides me. If I always try to take every single concern into account, I'd never get away!

**Going your own way: has this also changed you personally?**
Definitely. I think you become less dependent on other people's opinions and more independent in your own decisions. Especially as a woman, others are quick to judge what's possible for you and what isn't. When you're out on the road, you realize that these perceptions are by no means set in stone.



# From Freiburg to Cape Town

14 months and 20,000 kilometers from Freiburg in Germany to the Cape of Good Hope in South Africa. **Wiebke Lühmann** set off on a long journey on her own – on a bike.

When she talks about it, it's not so much about covering great distances but, about something much more fundamental, namely experiencing things for yourself instead of just hearing about them.

**Storytelling: you now don't just travel but are also self-employed. How did that come about?**
This more or less happened by chance. I began taking photos, writing and sharing things. And at some point the requests, projects and lectures started coming in. I realized that I could make something of my own out of all this, without having planned things like this initially.

**Cycling for me is a wonderful form of empowerment.**

**Between roles: how would you describe your role now?**
I have trouble with fixed expressions. I wouldn't really call myself an influencer. It's more about telling stories in a way that feels right to me, and at a pace I can set myself.

**Lasting impression: what role does social media play for you?**
It's important for visibility but, actually it's also extremely short-lived. That's why I'm currently looking into formats that last longer. Films, books; things you can take more time over. This feels more sustainable to me.

**Coping with uncertainty: you once said that being self-employed sometimes makes you feel insecure. How do you deal with this?**
There are no fixed structures when you're self-employed, but that's part of the appeal. I'm always learning new things. I'm not bothered about establishing something concrete, but instead, I'm interested in my own personal development and in acquiring new skills.

**Between two worlds: what's it like coming home after such a long journey?**
Coming home's like slamming on the brakes. Out on the road I have plenty of freedom, but at some point, I start longing for a fixed abode. And when I'm home, it's not long before I start wishing that I was back out on my bike.

**Thinking full circle: what does coming home mean for you today?**
Coming home doesn't mean standing still. And the time after an adventure is the time before the next one. That's the great thing about life: the clock keeps on ticking and we're always able to make new choices.

**Freedom on two wheels: to sum up, what does your bike now mean to you?**
It gives me the chance to be independent yet also stay in touch. I can go my own way, but I'm always a part of my environment. For me, this is the most honest way to travel.








# RACING TOWARD VISIBILITY

How women's professional cycling is evolving.



**The sport is visibly developing.**

# Tour de France de Femmes avec Zwift

The biggest cycling race in the world was long a men-only event. The return of the Tour de France Femmes avec Zwift in 2022 sparked a wave of attention that has completely changed women's professional cycling.

**Taking the stage**

When the Tour de France Femmes avec Zwift was relaunched after several decades in 2022, it was more than just another date in the sporting calendar. This was the moment when women's professional road cycling took the stage that for over a hundred years had been a platform for men only, with its own route that includes legendary climbs such as Mont Ventoux or Alpe d'Huez and a fixed summer slot right before or after the men's race, with the same amount of media attention.

The significance of this is reflected in the statistics. In 2024 the Tour de France Femmes was broadcast in 190 countries, with around 80 million viewing hours amassed in seven European countries alone. This magnitude of visibility attracts sponsors, creates structures and generates funding: the total budget for the Women's WorldTour increased from €33 million in 2022 to approximately €70 million in 2025. What was the exception a few years ago, full-time pros, extensive support teams, equipment on par with that used by the men, has since become standard.

**Four iconic seconds**

For female cyclists, this means that their performance is no longer sidelined but followed live, assessed and discussed. Nobody better embodies this shift in perception than Kasia Niewiadoma-Phinney. In 2024, she won the Tour de France Femmes with just a four-second lead, the narrowest win of the Tour de France ever in both the women's and men's races.

In 2026, she raced up Mont Ventoux to win the yellow jersey, only to have to hand it over to the later overall winner Demi Vollering the following day. She ultimately finished second in the general classification, with her teammate Antonia Niedermeier coming fourth overall to win the white jersey for best young cyclist.

It was a Tour that remained open right up until the end: five different riders sported the yellow jersey in the course of nine days, with all three favorites wearing it at some time or another, creating a fever of excitement rarely seen in the men's race and watched by an audience of millions.

Schwalbe is part of this development, not as a noise in the background, but as a partner to athletes such as Kasia Niewiadoma-Phinney and her team CANYON//SRAM whom Schwalbe has kitted out since 2019, long before the current boom. The team is one of the early pioneers to use tubeless technology in women's professional cycling.

The bigger the stage, the closer the scrutiny of the cyclists, their tactics, and their equipment. Decisions on tire pressure, tire width and rolling resistance are made together with the team long before the race and constantly re-evaluated throughout the nine days of the event. When mere seconds decide the stage up Mont Ventoux, then cyclists have to be able to rely on what's between them and the road.




# MORE THAN JUST NINE DAYS

What set the Tour de France Femmes in motion has an impact all year round – on teams, budgets and careers.

**From part-time job to full-time career**

The impact of the Tour de France Femmes spreads far beyond just nine days in the summer. With the return of the race, the number of Women's WorldTour teams rose from nine to fourteen within the space of a year. The minimum salary for new WorldTour pros set in 2020 has since more than doubled from €15,000 to around €32,000.

Regulations have also been introduced that simply didn't exist in women's professional cycling a few years ago: paid maternity leave, health and accident insurance through the team and binding contracts instead of agreements sealed with a handshake. Female cyclists who used to practice their sport alongside their day jobs or studies can now live off it, and plan their career. Those who join the WorldTour when they're 22 can still ride at 30 without having to decide between participation or pension payments at the age of 25.

## If you're seen, you're taken seriously.

**Full calendar**

The Tour de France Femmes is the most visible event, but no longer the only fixed point in the sporting calendar. Women now take part in the three Grand Tours, Paris–Roubaix since 2021 and Giro d'Italia Women and La Vuelta Femenina since 2022, and the Tour of Flanders and Liège–Bastogne–Liège now also offer races for female cyclists.

For the teams, this means that the season runs from March to October, with training, equipment and communication with sponsors attuned to the various highlights. For the female cyclists, this means that if you're not at the top of the game in July, you have another chance in April and September, when you'll also be highly visible.

**Partners rather than sponsors**

This also changes how partners behave in this field of sport. Kitting out a women's team is no longer a gesture, but an act of long-term cooperation, with joint testing in the winter, immediate feedback on race nights and tires tailored to the requirements of cyclist and circuit.

The cobblestones of Roubaix raise different questions to the ride up Mont Ventoux, regarding tire width, tire pressure and puncture resistance, with answers coming not just from the lab, but also from the peloton. Schwalbe is a partner to numerous female teams and athletes and in this capacity gathers information that flows into the development of all its products: from those specifically for racing to everyday tires.

This doesn't mean that the women are automatically visible. They become so when a race is broadcast, where teams have budgets that enable them to work professionally and where partners are prepared to invest in the sport before it has the coverage of the men's races. Schwalbe reached this decision in 2019, three years before the first Tour de France Femmes, at a time when women's events were rarely shown live on TV. The Tour has demonstrated just how fast things can progress when the stage is properly set. It's also shown that, when told, the stories of women's professional cycling, the closest overall win in the Tour's history, a yellow jersey that changed hands five times in nine days, also have an audience.





# GRAVEL & DOWNHILL

**Women have always taken part here, kicking up dust and stones on their race toward the next ascent.**

**Every little detail counts**

Val di Sole, August 2026. The course of the Downhill World Championship is considered to be one of the most demanding of the season: slick black roots, large stones and a surface that alternates between wet and muddy to dry and dusty. This is where Vali Höll won her fifth consecutive Elite World Championship title, with the entire 2026 Elite Women's podium that includes Lisa Baumann and Hattie Harnden performing on Schwalbe tires.

On rough tracks, precipitous descents and technically challenging trails, it's the little details that often decide the event. Gravel and downhill racing requires stamina, precision and trust, in both your own abilities and your equipment. Unlike in the road races, women haven't had to fight for a place in these disciplines: right from the start, they've shared the same circuits and the same podium on the same race day.

The coverage is growing with the sport: the women's world cups and world championships are now transmitted live, reaching an audience that a few years ago would have been inconceivable.

**Experience under extreme conditions**

Schwalbe has been working closely with international women's downhill teams and athletes for many years. In Val di Sole, the three podium winners rode on GRAVITY PRO Dirty Dan, Tacky Chan and Magic Mary, tires designed specifically for this type of terrain. Information on what functions well or is stretched to the limit under extreme stress is fed directly back into development: feedback from the riders supplements findings from research and the lab and is continuously applied to the further development of the tires.

**Gravel: long distances, huge demands**

Female Schwalbe athletes are also at the forefront of gravel racing. At the legendary Unbound Gravel event in the USA, Svenja Betz won the prestigious UNBOUND XL race across the longest distance in the competition. In 2025, Karo Migoń came first in both Unbound Gravel 200 and Traka 360 and in 2026, Danni Shrosbree claimed the solo title in the Badlands ultracycling race.

Races of this length make huge demands of both the cyclists and their equipment, and they illustrate that women have long been making their own mark on gravel sport and are no longer overshadowed by the men.

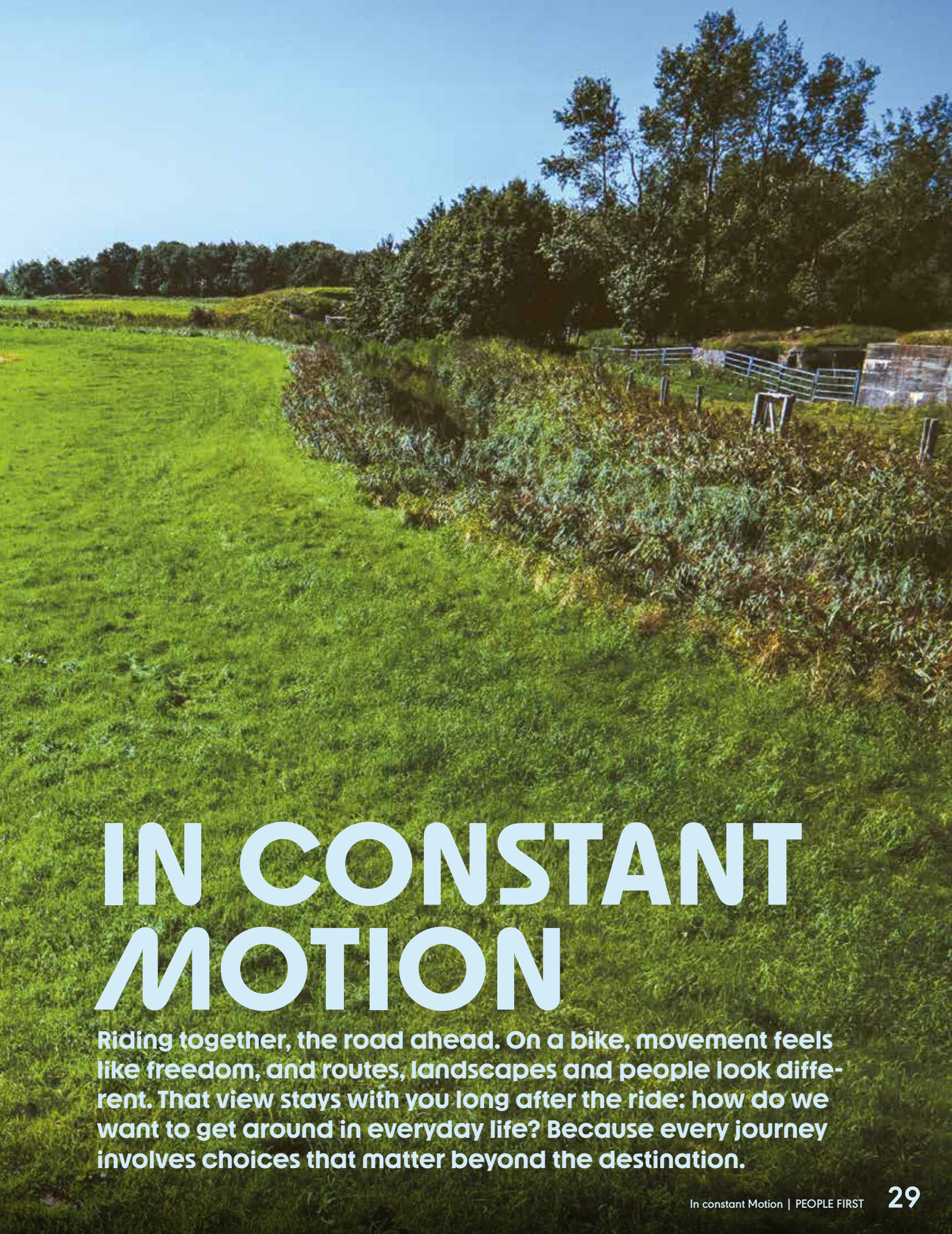
**Lasting impressions**

Races make developments visible. An entire World Championship podium, a win on the longest Unbound Gravel circuit, a yellow jersey on Mont Ventoux, moments like these are seen, shared and remembered. They show how far women's professional cycling has come. And they demonstrate that Schwalbe is a part of this, not as a spectator on the edge of the track but as a partner to teams and athletes who continue to drive this sport year after year.









# IN CONSTANT MOTION

**Riding together, the road ahead. On a bike, movement feels like freedom, and routes, landscapes and people look different. That view stays with you long after the ride: how do we want to get around in everyday life? Because every journey involves choices that matter beyond the destination.**




# Kai Pflaume on cycling, mobility and the choices we make.

**Kai Pflaume** spends a lot of time out on the road, both for work and pleasure. As a TV presenter, he's in constant motion in his native Germany and throughout the rest of the world; as a passionate road cyclist, he experiences mobility on a completely different level.

In our interview, he explains why the bicycle is more than just a means of transportation, how attitudes toward mobility are changing, and why choosing to ride is a conscious decision.

## Why motion is more than mere transportation.

**What do you personally get out of cycling in a life that's often governed by appointments and business trips?**
Cycling isn't just a form of transport for me; it's very often a welcome respite from TV productions, rigid schedules and day-to-day tasks and responsibilities.

**You reach out to a lot of people through your work. Do you think that famous celebrities can help encourage others to take more exercise and embrace sustainable forms of mobility?**
As someone in the public eye, of course you act as a role model, whether you want to or not.

On social media especially, when it comes to exercise and mobility, you're an influencer in the best sense of the word, i.e. someone who inspires others.

**When you think about next-generation mobility, what would you wish for?**
I'd like there to be mobility services that are tailored to people's specific needs and their respective environments. In particular, I believe that artificial intelligence will play an extremely positive role in our future management of mobility.

**Kai, you travel a lot, both for work and pleasure. What role does the bicycle play for you here?**
Even as a little boy I was a real bike fanatic, and still am. I only started racing about four years ago, though, and to be honest, I've often asked myself why I didn't take it up sooner!

I live in the south of Munich in Germany where you simply have an amazing number of wonderful rides right outside your front door with constant views of the Alps.

**Does so much traveling change how you see mobility in general?**
As a TV presenter, I have to travel a lot, in Germany, Europe and throughout the rest of the world. I'm constantly thinking about how I can get from A to B in the quickest way possible and which form of transport is the most effective. The range of mobility options is now extremely diverse.

**You've seen lots of places over the years. Are there any differences in how people get around?**
There are indeed marked differences that mostly have to do with how we're socialized. No other city has as many cyclists as Amsterdam; in London, you typically take a cab and in New Delhi a tuk-tuk; in New York people tend to use the subway... The list is endless!

**When talking about mobility, sustainability often crops up. What's your take on this?**
It's essential to develop an awareness for sustainability and decide how you're going to get from one place to another based on this awareness. There aren't always alternatives for a trip, but if there are, it's definitely worth considering which one is best.

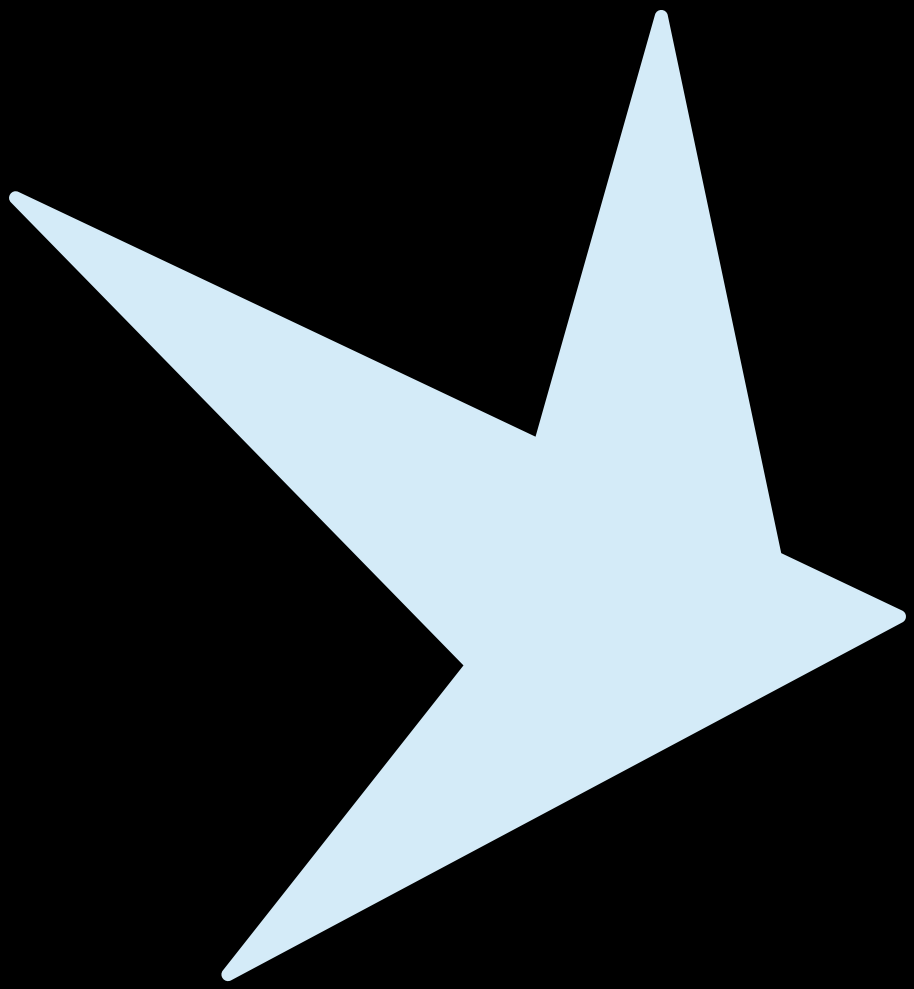
**How do you decide which is the right form of mobility for you, and which not**?
When I plan a trip or even just think about how to get to my destination in a certain city, time of course plays a crucial role. Schedules are often the deciding factor here; if you don't have any appointments, you can of course be much freer in your planning.

**You encounter many people in your life. Does your bike also play a role here?**
Cycling is always a good conversation starter, but I've also met lots of really nice and interesting people on cycling trips and community rides.

**When you look at a mobility brand, what's important for you?**
There are two especially important points for me here, quality and innovation.

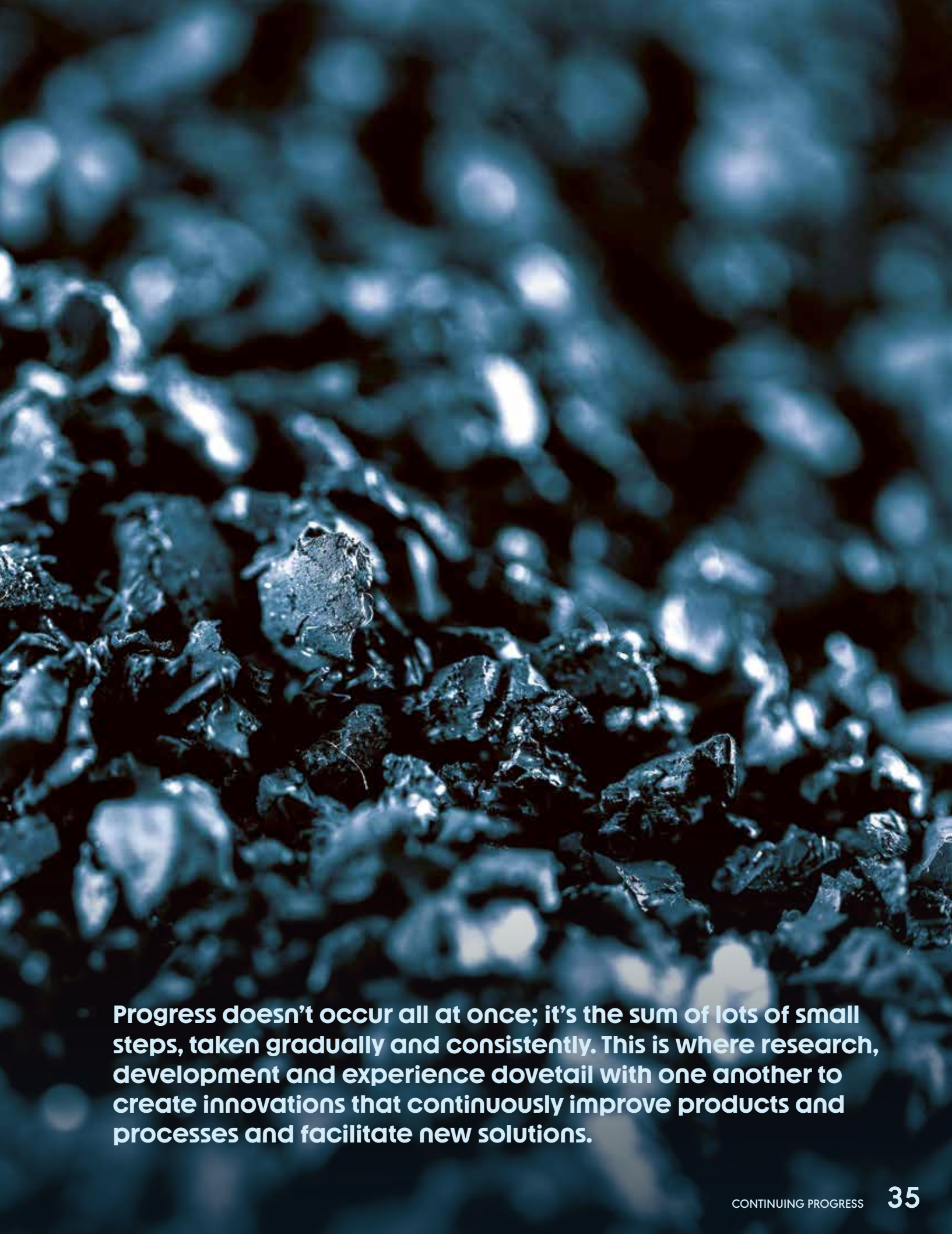
**Schwalbe finds the correlation between product development, product usage and corporate responsibility extremely important. Have you ever had the chance to experience this for yourself?**
Yes; I once visited you in Reichshof and saw how much passion and enthusiasm the people at Schwalbe put into their work.

**Looking forward, what role will the bicycle play for you in the future?**
I hope that I'll be able to go out cycling for a very long time yet! Particularly as cycling forges a link between people in many different parts of the world.

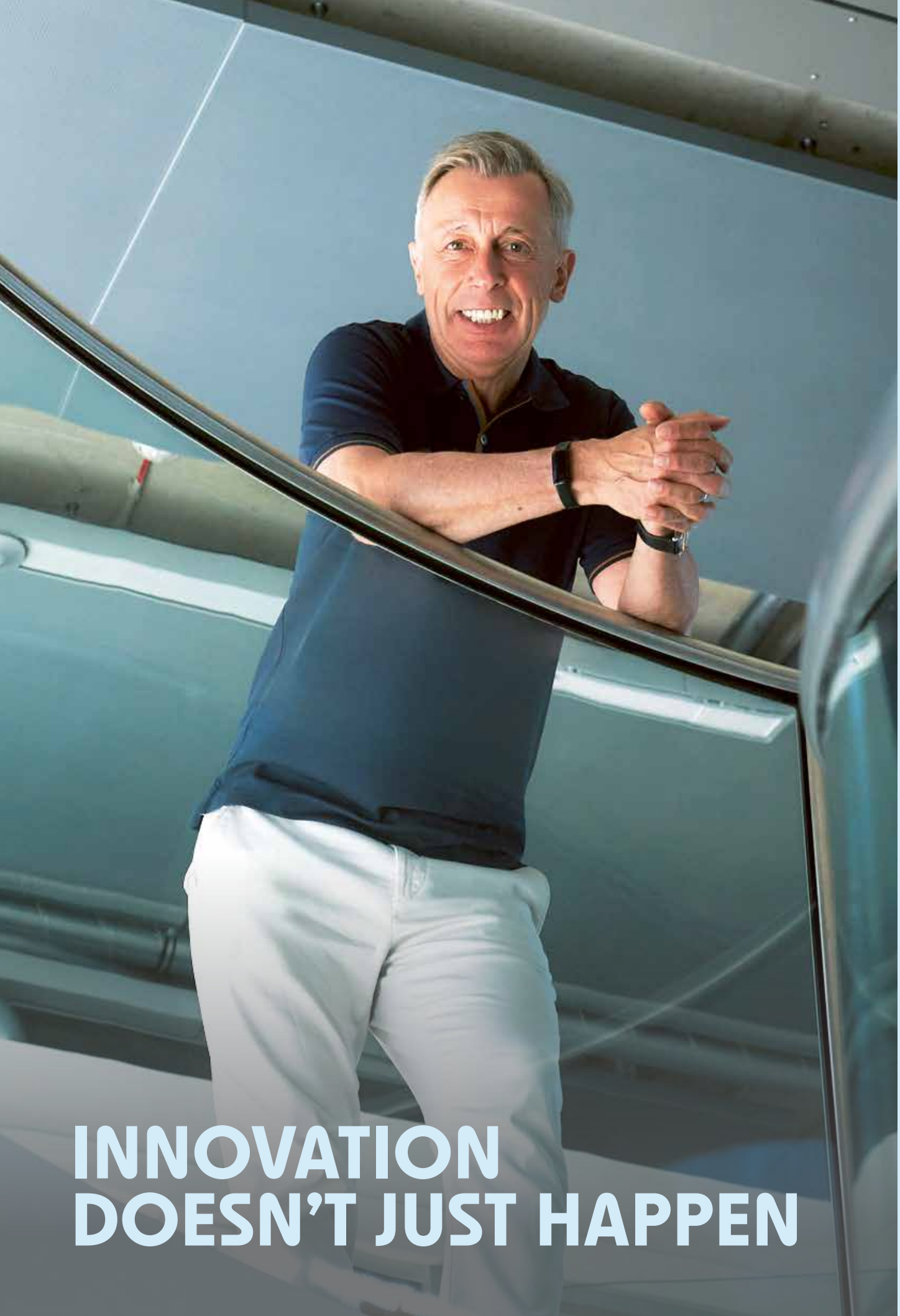


REFINE
RETURN
TRACE


CON-
TINUING
PRO-
GRESS



**Progress doesn't occur all at once; it's the sum of lots of small steps, taken gradually and consistently. This is where research, development and experience dovetail with one another to create innovations that continuously improve products and processes and facilitate new solutions.**



# INNOVATION DOESN'T JUST HAPPEN

## Good ideas are generated by experience – coupled with an open mind.

**Holger Jahn**, head of Development and Technology at Schwalbe, has spearheaded the company's product development for almost three decades.

In our interview, he looks back on the changes that have taken place over the years and explains how new materials, recycling processes and partnerships have altered development, and why performance and responsible corporate activity are inextricably linked.

**When you look back on the last few years, what's changed most in product development at Schwalbe?**
A few years ago, many sustainability issues called for genuine pioneering work. We set ourselves ambitious targets without really knowing whether we'd actually achieve them or not. Lots of the solutions we use today simply didn't exist back then. Suppliers weren't yet ready, recycling processes were still in their infancy and there was a much lower willingness to invest.

Back then, a significant amount of persuasion was required to get people on board, both inside and outside the company. In performance-based areas especially, the question was often raised as to whether recycled materials could deliver the same results. This discussion was entirely justified, for at the end of the day our products have to function at the highest level.

The situation is now quite different. Sustainability has become a fixed feature of product development. We no longer talk about whether we should adopt this approach, but rather of how we're going to implement the next stages in the process. At the same time, we now have far more materials, technologies and partners at our disposal than we did five years ago. This allows us to think on a much broader scale and pursue much more ambitious objectives than we could back then.

**How has cooperation between Product Development and CSR changed?**
The units now work much more closely and more naturally together. Initially, product development and sustainability were often perceived as being two totally different entities. On the one hand there were our performance requirements, on the other our sustainability targets. In the racing and mountain bike segment in particular, there were concerns that using recycled or renewable materials could have a negative impact on grip, traction, damping and rolling resistance. These discussions were important because they forced us to come up with solutions that satisfy both requirements. Product Management, Development and CSR now coordinate with one another early on. Sustainability aspects are included as a product development criterion right from the start. This has considerably improved the quality of many of our decisions.

**When did you realize that this change had actually taken place?**
The decisive moment came when the first products demonstrated that the use of recycled or renewable materials could be associated with high performance. While you're still talking about materials, such as recycled or renewable products, or about concepts, certain doubts remain. However, as soon as top-level athletes start using these products, the discussion changes direction.

This is exactly what we've experienced: theoretical debate has become practical proof. This has dispelled many reservations and caused sustainability to be treated as an active part of the development process, and not as a restriction.

**Where are the greatest challenges to be found today?**
The biggest challenges now frequently lie in implementation rather than in the technology. Nowadays, we can technically realize many things that were barely conceivable several years ago. Availability, scalability and cost often prove more problematic. Many recycled or renewable raw materials and new procedures are already fully functional but not yet available in the quantities required for wide-scale industrial application.

The key question today is therefore not "does it work?" but "can we provide it cost-effectively and in sufficient quantity?"

**What role does economic viability play in decisions like these?**
For me, these aspects are two sides of the same coin. We need to be economically successful so that we can invest in the long term and drive innovation. Sustainability and economic stability are thus not a contradiction in terms. Take Fair Rubber, for example. This concept has us fully convinced.

At the same time, global implementation clocks up a considerable amount of additional expense. It's therefore always essential to find the right balance and develop solutions that are both ecologically sound and economically viable.

## Our aim is to continue to make things better.

**What role do innovative projects such as Pyrum play for Schwalbe?**
Projects like Pyrum perfectly illustrate how innovation evolves nowadays. The real challenge often doesn't lie in the development of a new technology itself, but in scaling this up to industrial production together with select partners. This is the point where the most difficult phase usually starts. You need investment, partners, infrastructure and, first and foremost, time. We've pursued this policy for years and have discovered just how important partnerships are. Innovation seldom takes place overnight. It develops gradually and often demands more perseverance than you originally thought.

**Has this also changed the way you look at supply chains?**
My views have indeed changed greatly over the past few years. We used to consider sustainability primarily from a product perspective. We now know that the biggest leverage often lies in production and in our supply chains.

We held lots of intensive discussions on this, particularly with our partners in Asia. To many, this topic was new at first. However, numerous partnerships have now set up their own areas of responsibility and are themselves actively promoting sustainability initiatives. This shows how much understanding has changed throughout the entire value chain.

**The Green Marathon is now synonymous with sustainable product development at Schwalbe. What significance does this project hold for you?**
The Green Marathon was far more than just another product for us. We spent many years discussing whether recycled materials could really provide the same level of performance as virgin materials. With the Green Marathon, we were able to demonstrate that this really is possible. The most important realization was that if this works with such a sophisticated product, then lots of these approaches can also be applied to other tires. This is why we don't consider the Green Marathon to be the end of a long process, but a starting point for lots more developments.

**Which function will data and life cycle assessment hold in future product development?**
In the future, data will play a far greater role than it did a few years ago. Life cycle assessments allow us to systematically record environmental impact and make decisions on a sound basis. This gives us a much more detailed picture of which measures actually prove effective. At the same time, we're creating greater transparency, for ourselves and for our customers. This makes our environmental impact quantifiable and thus more manageable.

**Why is Schwalbe investing so much energy in establishing new areas of expertise and partnership?**
Issues are becoming more and more complex and can no longer be studied in isolation. When you deal with recycling processes, new raw materials, life cycle assessments and supply chains, you need the appropriate expert knowledge. This is why we're specifically investing in new fields of expertise and working closely together with partners in industry, research and development. This is a key success factor in my opinion. Lots of innovations are now made at the interfaces between the various disciplines. The better this cooperation works, the greater the number of opportunities.

**Lots of companies are reducing their sustainability efforts at the moment. Why is Schwalbe continuing to pursue this strategy?**
Our strategy, here at Schwalbe, isn't the result of a short-lived trend, but one born of a deep conviction. If sustainability were just a fashion, you could maybe put it aside when things become difficult. For us, however, it's part of how we see ourselves as a company. Of course we have to think in terms of economy. However, we're also convinced that long-term corporate success and responsible action go hand in hand. In challenging market phases especially, you can see just how seriously people take their own goals.

**What do you wish for the next five years?**
My wish is that we can continue to consistently transfer the success of the past few years to our products. Lots of the materials, recycling processes and assessment methods we're currently working on are still in the early stages. If we manage to make these solutions available on a larger scale, we'll be able to link sustainability even more closely to performance than we can now. This is what I consider to be the most exciting task for the years to come.*

*Figures on tire recycling on pages 114–119.


Holger
SCHWALBE
SCHWALBE



# THINK CIRCULAR

**Rethinking materials. Redesigning closed loops.**

# The Schwalbe lab

## Where new materials prove their worth

**Test, measure, improve**
New materials are quickly described in words. They only demonstrate their true performance, however, when they're tested under real conditions. This is where work at the Schwalbe lab starts.

Ideas aren't just developed at the lab; they're also put to the test. Each new material compound, each design modification and each additional raw material have to satisfy the same requirements as established solutions. Rolling resistance, grip, puncture protection, mileage and load capacity are systematically measured, compared and further enhanced. Only when these specifications have been met does an idea become a product.

Testing is geared as closely as possible to later application. Drum tests simulate thousands of miles of tread life, special test rigs measure rolling resistance and puncture protection while others inspect air retention or load capacity under high pressure. Each test cycle is followed by microscopic analysis and evaluation of the results. The next stage in development is initiated only when the above data proves convincing.

For Sascha Ochmann and his team, innovation therefore doesn't start with an idea but with proof that it works. Sascha has more than ten years of technical experience from working at Schwalbe. He was appointed Head of After Sales and the lab in 2026 and is responsible for managing the respective units. His core tasks and responsibilities include the strategic planning and establishment of a modern, global customer service system and assuring realistic test conditions in the lab to validate product developments under practical conditions.

"A tire ultimately has to perform," he says. "New materials therefore have to show that they're also technically convincing. If the performance isn't right, the new materials won't succeed."

This work is of prime importance to Schwalbe. Recycled and renewable materials should not only reduce the impact on our environment, but also meet the high performance standards customers expect of a premium tire. The key criterion here is thus to combine ecological improvement with the high standards of performance and quality our products must meet.




**Innovation starts with the details**
Lots of innovations start out small. A new carbon black compound, a different raw material, or an alternative ingredient in the rubber compound. What initially appear to be minor changes can have a considerable impact on the tire's ultimate handling out on the road.

Even minimal adjustments can influence the rolling resistance, grip or wear. This is why the Schwalbe lab studies every single modification right down to the last detail. New materials are analyzed, compounds tested and results compared with existing solutions time and time again.

This process is particularly demanding when it involves recyclate. Whereas conventional materials have often been industrially optimized for decades, many alternatives are still at a comparatively early stage of development. The lab therefore builds a major bridge between research, raw materials suppliers, production and product development.

The objective of the Schwalbe lab isn't to use as many new materials as possible. What matters more is assessing a product's environmental impact across its entire life cycle. A tire that contains recycled and renewable materials but requires more frequent replacement would consume additional resources with a knock-on impact on the environment.

This is where the real challenge lies, claims Sascha Ochmann. A tire containing recycled and renewable materials must permanently prove its performance. Its durability therefore becomes a key factor when calculating the ecological impact of a product.




**Proof is key**

One prime realization over the past few years has been that new approaches are only accepted when they prove themselves in practice. In the sport sector especially, new materials were long subjected to specific scrutiny. The question was always the same: can a tire that contains recycled and renewable materials give the same performance as a conventional product?

The answer doesn't lie in a virtual presentation, but in the actual testing. This is why the lab has a key role to play at Schwalbe. This is where the data is generated that makes developments quantifiable. This is where a material shows whether it can meet requirements or not.

Lots of innovations now used in products originated during these testing procedures. The Green Marathon is a prime example. It illustrates that recycled and renewable materials and high performance aren't mutually exclusive. The findings from this project are now being applied to lots of other developments.

This pinpoints a further hallmark of Schwalbe's development activities: sustainability targets and technical requirements aren't considered separately. The lab, Product Management and CSR work closely together, contributing their respective views to the development process at an early stage. This creates solutions that facilitate ecological improvement without lowering performance expectations.

**Innovation means perseverance**

It often takes years for an idea to be readied for serial production. Some materials may prove convincing in the lab yet later fail on availability, production conditions or cost-effectiveness. Others require copious adjustment until they reach the required standard of performance.

Test rigs run for thousands of hours at a time. Samples are constantly amended, tested and reassessed. Not every idea proves successful; however, each test yields results that are applied to the next stage in development.

**Progress becomes quantifiable when ideas are systematically tested and further refined.**

Some ideas are discarded. Others are developed for years before materials, production processes and capacities are perfectly aligned. New ideas for materials and closed loops in particular often require more stamina than classic product optimization.

**Full life cycle assessment**

Nowadays, work in the lab involves much more than classic material and product testing. With its trials and measurement data, the lab provides an important basis upon which products can be assessed not just with respect to their performance, safety and quality; this information also enables further requirements of materials and design to be accounted for early on in development. In this context, there's an increasing shift in focus toward the product's entire life cycle. The lab has a supportive role here: results from material testing, durability trials and technical analyses supplement data from other company departments and help to evaluate a product's impact and improvement potential more comprehensively.

This provides a broader data basis for product development. Technical performance remains a key requirement, however. Equally, aspects such as material consumption, service life and recyclability can be more heavily weighted in decisions on development.

**Testing the future**

At the Schwalbe lab, new ideas must show what they can do. Here, everything that evolves during development is tested, questioned and further enhanced until an initial concept becomes a proven solution.

Lab work is often invisible to outsiders. What can be seen are the products later used out on the roads, on gravel tracks or in competitions. Yet this is precisely where the groundwork is laid for the many developments that have advanced Schwalbe in recent years.

For Sascha Ochmann, this is his team's job: to not just support developments, but to make them viable. In the end, a new solution also has to work. For Schwalbe, responsibility and performance go hand in hand, and in the lab it has to show that both are possible.









# SCIENTIFIC CIRCLE

*Measure, understand, enhance.*

# Tire development rethought

There are tires in the Schwalbe lab that don't yet officially exist. Some still bear the marks of the last test; others are again modified after just a few hours. Measurements flit across screens at workstations surrounded by new compounds, carcasses and prototypes.

**Test. Learn. Refine.**
A developer slowly turns a tire in their hand, inspecting the surface and comparing the feedback from the last test with the data on screen. A few meters next to them, the next variant is being prepared, with a different compound, different design and slightly altered profile.

A tire is ridden, adjusted, retested and again modified. Feedback from sporting activities merges with data from the lab, experience from daily use flows into technical development. A lot of this takes a very long time, during which the development team is in close contact with cyclists, the sport sector and the market. Their experience and feedback are repeatedly used in development.

**From sport to product**
This is especially evident with technologies that are now more or less taken for granted. Tubeless technology, for example, has been further developed over the course of many years. In the mountain bike community, this system became established early on; racing cyclists were initially much more skeptical.

Only through Schwalbe's close cooperation with racing athletes was a technology ultimately devised that's now a fixed feature of professional road racing. Lots of minor adaptations eventually produced a system that's noticeably changed tire handling, weight and performance.

The development of the downhill Tacky Chan tire followed a similar procedure. The development team and athletes spent years working jointly on the tire's profile, compound and handling on a wide range of surfaces. Many decisions weren't made at desks but during test runs and world cup events.

Not every development progresses successfully in the classic sense of the word. Systems such as ProCore also show how important project experience is when it's applied to other products. Many technical approaches flow into new developments over the years, changing the way the product itself is viewed in the long term.

**Experience becomes innovation**
The Schwalbe lab not only works on tires, but also innovates inner tubes and tire systems. In the Aerothan tube, Schwalbe has developed an especially light thermoplastic tube that combines the properties of tubeless systems with the simple mounting of a classic inner tube. Developments like these don't stem from a single idea. They are the result of extensive testing, professional feedback, and repeated refinements under real-world conditions.

**Performance meets recycling**
Performance remains our top requirement. Tires have to function, create trust and prove themselves in actual use. However, materials, resources and closed loops are also increasingly important concerns.

The Schwalbe Recycling System is one of the most conspicuous examples of how these are being addressed. Together with Cologne University of Applied Sciences (TH Köln) and Pyrum Innovations, Schwalbe has developed a method where used bicycle tires are fully reprocessed for reuse as a raw material in new products. With the Green Marathon, Schwalbe then ultimately launched a tire to market in whose development recycled and renewable materials play a significant part.



# THE FULL PICTURE

Some ideas simply never leave you. For **Sebastian Bogdahn**, environmental engineer for R&D Recycling, Circular Economy & LCA who's been with Schwalbe since 2020, his idea came while doing his master's degree on bicycle tire recycling.

His university project turned out to be his entry card to Schwalbe; scientific curiosity then inspired him to do a part-time doctorate – and his initial concept has stayed with him to this very day. His story shows how persistence, research and practical experience can give rise to innovations that grow over the course of many years.

## You can only lessen your environmental impact if you understand it – life cycle assessment as a central management tool.

**From tire recycling to PhD**

When in 2019 plans for a new pyrolysis plant at the Cologne University of Applied Sciences (TH Köln) :metabolon research facility began to take shape, several developments converged. For many years, Schwalbe had been looking for new ways of recycling old bicycle tires to a high quality. At the same time, Professor Malek from TH Köln was experimenting with new approaches to the reuse of old tires. This was how Schwalbe first came into contact with the university.

Sebastian Bogdahn was also finishing his master's degree in industrial engineering, specializing in energy and resource management. His supervising professor wasn't only aware of his academic interest but also that he loved cycling. Talks ensued, and it was soon clear that the parties had a match! The meeting helped Sebastian to decide on the subject of his master's thesis: bicycle tire recycling.

Together with Schwalbe, TH Köln and later Pyrum Innovations, he began investigating how worn-out tires could be reused and turned into a source of raw materials. His first shredder and pyrolysis trials yielded promising results, leading to the realization that this topic held far more potential than originally assumed. Sebastian thus embarked on a cooperative PhD program immediately after finishing his MEng. He joined Schwalbe as an environmental engineer and signed up as a research associate and doctoral student at the :metabolon institute.

**Practical research**

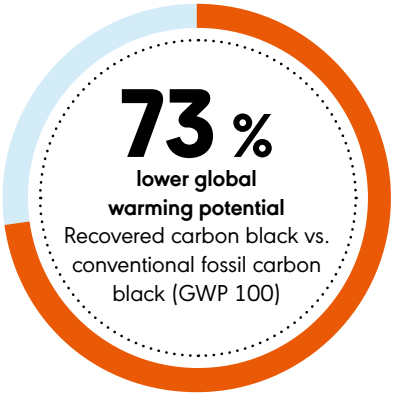
Sebastian engages in a combination of scientific research and practical implementation. Before starting university, he spent many years working in international mechanical and plant engineering. This experience still dominates the way he thinks today.

"I've always been very hands-on with a strong practical focus," he claims. He's not satisfied if an idea only works on paper. In recycling in particular, a concept can ultimately only have a genuine impact if the process can be executed on an industrial scale.

"I've always found it important to show that even if something works in theory, it must also be able to be applied industrially in real terms."

The combination of university and company thus provides ideal conditions for such experimentation. New ideas can be scientifically explored and simultaneously further developed under real live conditions.

**Research at a Glance**





**From raw materials to LCA**

Sebastian's PhD initially centered on the question of how high-quality recycled carbon black could be extracted from old tires and how pyrolysis can contribute to the circular economy. The more he studied material flows, processes and material loops, the clearer his fundamental realization became that individual measures can only be usefully examined in the context of the entire system.

This is where life cycle assessments (LCAs) start to become significant. LCAs not only examine individual materials or production stages but the entire life cycle of a product: from its extraction through manufacture and use to recycling. For Schwalbe, this provides a foundation upon which to systematically assess the ecological impact of a product across its full service life.

In house, LCAs help to identify where products can be improved during their entire life cycle. They provide guidance when selecting new materials, investing in technologies or deciding on recycling concepts. LCAs are also becoming ever more important when it comes to external relations: they enable environmental impacts to be clearly presented and communicated in transparent terms.

**Surprising results**

One result from previous analyses proved quite surprising for Sebastian.

"I was amazed how low the share of transport emissions was in relation to the overall environmental impacts considered, especially when compared to the raw materials used," he ascertains. While international supply chains are frequently the topic of critical discussion, the calculations here paint a different picture. The largest portion of a carbon footprint is generated not during transportation, but by the raw materials used. This is where the greatest opportunities lie for developing the product further with the aim of reducing its ecological impact.

This gives Schwalbe specific leverage points in the sourcing and further development of raw materials and components.

Furthermore, LCAs underline the benefits of closed-loop systems. The materials recovered from recycling systems account for only a fraction of the emissions generated by fossil raw materials. For Sebastian, this provides important validation of the company's previous efforts to establish a circular economy in this context.

**Quantifiable environmental impact**
Sebastian believes that in the future LCAs will play a similarly important role to a tire's conventional specifications. Issues such as performance, durability and safety remain key requirements. A tire's ecological impact is a further dimension that will be increasingly accounted for in product development.

LCAs provide the necessary baseline data for this. They show where a product's environmental impact is already relatively low and where there's further room for improvement.

Sebastian states that "with our LCAs, we can quantify both individual process steps and the full picture."

This is where he sees one of the greatest advantages: with LCAs, a product's environmental impact becomes both measurable and comparable, thus creating a basis for targeted improvement.

It all started with the question of how old tires could be recycled. This led to studies of material loops and raw materials, and ultimately to how the use of recycled and renewable components in place of conventional materials can be evaluated across a product's entire life cycle. The reasons behind Sebastian's personal motivation have remained unchanged throughout.

"I've always believed that you should simply get up and get on with things," he smiles. As a result, his Master of Engineering became a PhD. His initial concern with end-of-life tires then caused him to study their entire life cycle.

And it's this full picture that helps to identify the greatest leverage with which to methodically reduce a product's impact on our environment.*



* Decoupling index and climate footprint on pages 124–129.




# BITS & BIKES

**Collating information and forging links.**

# Digital systems in everyday work

Digital activity rarely begins with something visible. It usually takes shape amidst spreadsheets, meetings and processes that initially seem unspectacular. A new tool is tested, data is collated, a structure is changed. A lot of this takes place in the background – and often only gets noticed when things grind to a halt.

**Creating shared structures**

At Schwalbe, too, the role of its Digital Unit has changed over the years. The department that used to primarily concentrate on the corporate website, infrastructure and internal systems now reaches far into other areas of the company. Issues such as emissions data, information on materials and the further development of digital services all require shared data structures and digital solutions that are applied by a number of different corporate divisions.

"A lot of departments used to work more for themselves," says Johannes Binner, head of the Digital Unit. "We can now see how important shared structures are."

In everyday work, this primarily means forging links. Information from different units has to be comparable, processes need to be coordinated and data must be uniformly applicable. Subjects that used to be considered separately are now being merged.

This is particularly evident when it comes to environmental and emissions data. Supply chain metrics, material information, and product data aren't generated in one place. They must first be brought together before a reliable overall picture can be established.

**Orientation through information**

It's less about control and more about orientation here. Questions can be asked earlier because information is more readily available. Decisions become more transparent as the underlying data is more accessible. Topics that used to be addressed individually are now automatically linked to other departments. This is frequently where work at the Digital Unit comes in: not with ready-made answers, but by preparing and merging information so that it can be better applied.

**Establishing data links**

The digital tools introduced in the last few years play a key role in this development. Systems like Planted help to consolidate environmental and emissions data from various divisions and make developments more transparent.

A carbon footprint isn't created by a single figure. It only provides a reliable basis for information when data from Purchasing, Logistics and Production is linked. Transport hauls, materials, energy consumption and processes are initially standalone parameters that only provide a fuller picture when viewed in conjunction.

In day-to-day work at Schwalbe, this means cooperation and coordination. Information is checked, adjusted, restructured and made comparable over lengthy periods of time. Some matters can be quickly classified, others take longer to resolve. Moreover, this improved data foundation alters how potential improvements are discussed.

Data is increasingly being used to validate measured values and estimates. Developments can be monitored more precisely, differences identified more effectively and priorities established on a sounder basis. Topics that used to seem abstract can now be more specifically related to everyday activities.

The work may seem highly technical, but it also changes how the organization views itself. Processes that were long taken for granted are being reconsidered. Questions on efficiency and resource consumption are being asked sooner than they were five years ago.

"It's often not about introducing new systems," claims Johannes. "The question as to how information is compiled so that it actually proves useful in our work is far more important."

This doesn't reduce complexity, but it does make it possible to track developments more precisely and make better-informed decisions.



# Day-to-day digital responsibility

The more digital systems shape our everyday work, the more important it is to handle technologies and data with responsibility. At company level, this is referred to as "corporate digital responsibility".

**Supportive AI**

Parallel to this, the use of artificial intelligence (AI) is increasingly changing the way in which the teams at Schwalbe work. AI is now used in various settings: in research, to structure information or when handling large quantities of data.

With AI, content can be prepared more quickly, large amounts of information more clearly ordered and initial analyses more efficiently processed.

The focus here is on support rather than automation. "AI doesn't make our decisions for us," says Johannes. "But it helps us to identify patterns faster and organize topics better."

Lots of applications are still at the trial stage. Some processes change almost imperceptibly, while others are consciously adapted. It's often only in daily use that we can see where digital tools really help, and where experience, discussion and appraisal continue to remain paramount.



## *AI* doesn't make our decisions for us.

**Thinking accessibility**
Responsibility isn't only shown in the handling of new technologies; it's also assumed where digital services are made accessible to as many people as possible.

In the further development of the Schwalbe website, for example, accessibility is now a priority right from the start. Content is structured differently, contrasts are adjusted and navigation paths simplified. Details that at first seem small can be crucial to the ultimate accessibility of digital services.

Some things only become noticeable when they don't work. Content that can't be read aloud, for instance. A structure that makes navigation more difficult. A form that can't be accessed. This is why this kind of work often takes place in the background. It shouldn't stand out; it should simply be a matter of course.

**New corporate links**
Over time, these developments forge new links within the company. Environmental and climate data and digital processes, communication and production no longer exist alongside one another but instead increasingly intertwine.

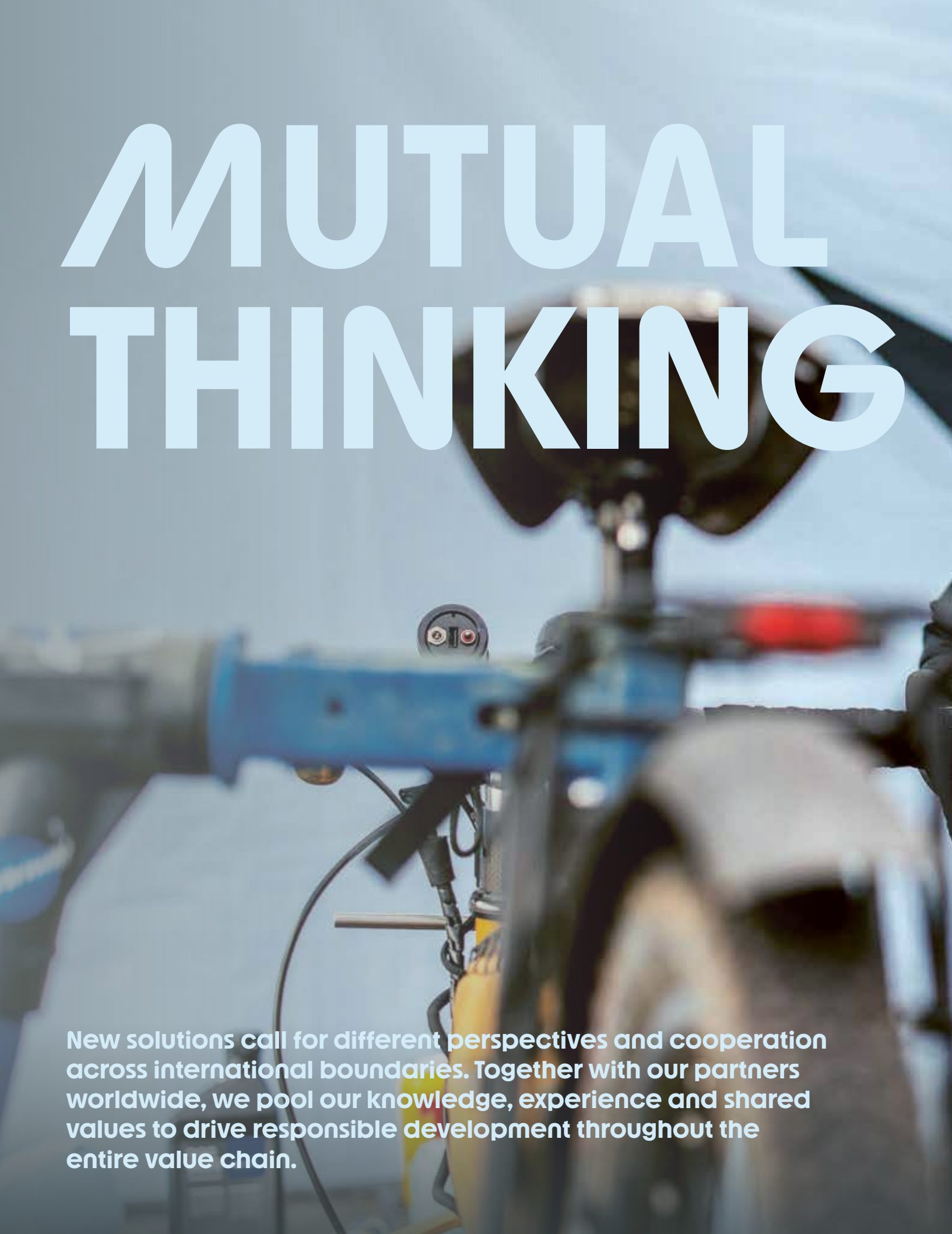
The processing of climate data in one section of the company may change content structure or the way in which information is made available in another. New systems merge with existing workflows, teams coordinate more closely and processes are continuously further developed.

Work in this field sometimes concerns the technical infrastructure, sometimes data quality or the question of how digital content is actually used. More and more frequently, however, the objective is how individual pieces of information can be used to create an overall summary that actually assists people in their work.

Lots of these changes are at first inconspicuous. They're not evident in a single project or clear conclusion, but rather in the way in which we work nowadays. Information is available more quickly, topics are more strongly associated with one another and decisions have become more transparent in many areas.

The impact of this development is often only revealed in everyday work: information is more readily available and decisions can be made on a sounder basis. This is where one of the core tasks of the Digital Unit lies: in linking data and processes with one another so that they genuinely support Schwalbe's daily workflows.





# MUTUAL THINKING

**New solutions call for different perspectives and cooperation across international boundaries. Together with our partners worldwide, we pool our knowledge, experience and shared values to drive responsible development throughout the entire value chain.**


ENDURA
MT500




# International movement

Changes are seldom simultaneous. They occur in different places under varying conditions, often as a result of specific situations in people's everyday lives.

Some processes evolve over the course of many years, while others stem from small-scale campaigns or new collaborations. International cooperation especially illustrates how varied these developments can be, yet how closely linked they nevertheless remain.

**Schwalbe Training Camp promotes intermarket learning.** Many of these developments aren't restricted to individual countries. Experience is passed on, ideas are adapted and processes are jointly developed. Global cooperation often sheds light on new perspectives that suggest how responsible corporate action can be implemented on a local level.

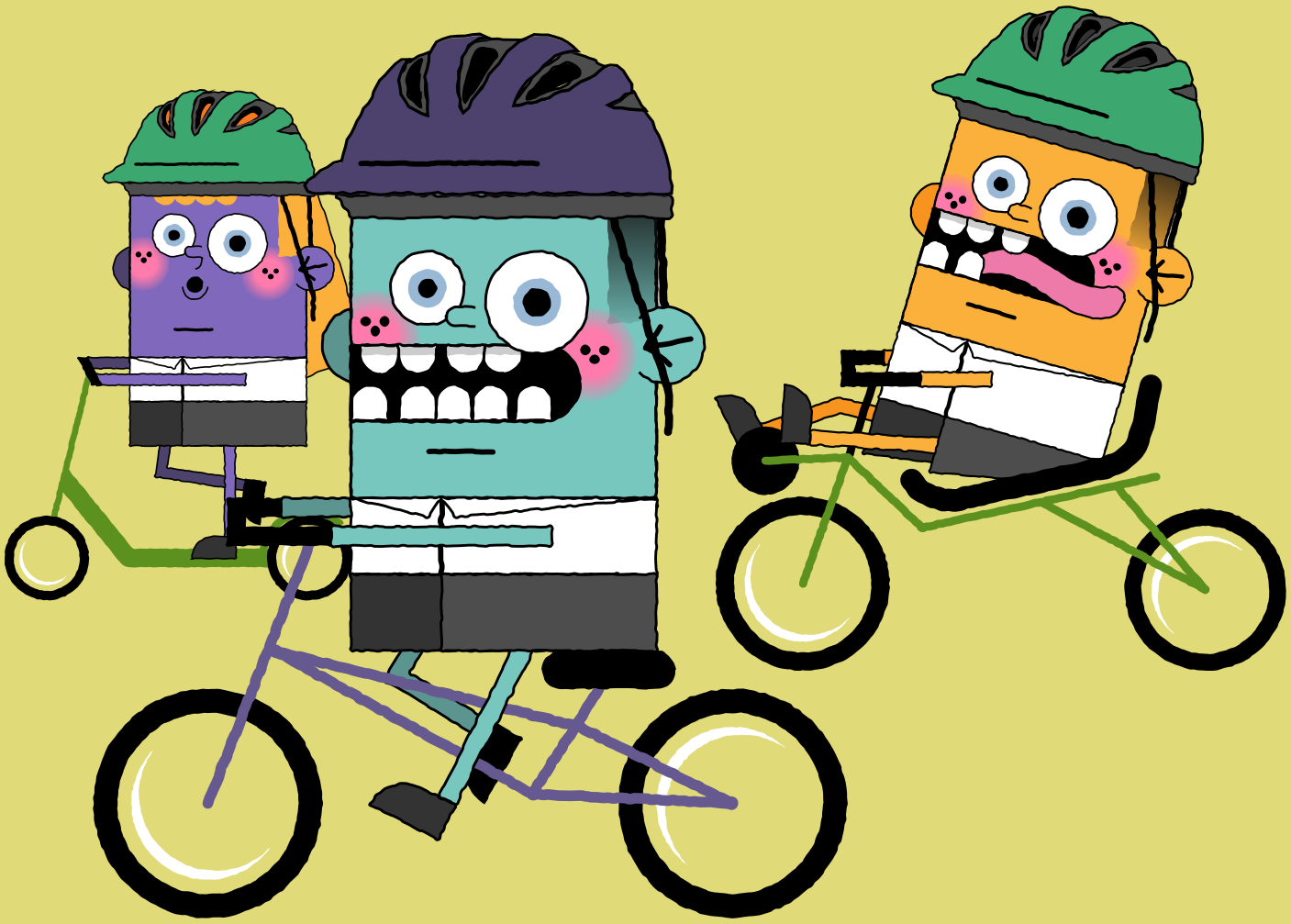
One important platform for this is the Schwalbe Training Camp, where partners from diverse markets meet at Schwalbe headquarters to be introduced to the company's production, logistics and development operations and Brand World. During the camp, they have the chance to engage in talks on many different topics besides Schwalbe's actual products.

Participants swap experience gathered in their various native countries, frequently discuss problems and share their different approaches.

A lot of these conversations are continued at a later date. Ideas then appear on other markets where they are specifically adapted and further developed.

# ASIA, BENELUX, FRANCE, ITALY, NORTH AMERICA, UNITED KINGDOM

Concepts are formed by local requirements, established networks and common goals. These approaches are then further developed and adapted to re-emerge in another part of the world.



TOGETHER, WE RIDE.

# Global perspectives

*M*ovements start locally. Where people take on responsibility, encourage the next generation, help to establish closed material loops and share their love of the bicycle with others. *M*any regional campaigns thus gradually culminate in a joint movement that far outreaches individual projects.





**Schwalbe France – home of professional racing**
Professional road racing is deeply anchored in the cultures of France and Spain especially. Big events such as the Tour de France and La Vuelta a España have been enthusiastically followed by millions for generations. The gravel and mountain biking sectors are also growing, bringing more and more people together through (and on) their bikes. Cycling here is primarily seen as a joint undertaking, on the road, on rough trails and at numerous events throughout the country.

This is where Schwalbe France comes in. The team strives to connect directly with cyclists, not just through specialist retailers, but above all in the places where they come together to pursue their shared passion. More than ten events a year provide ideal opportunities to present Schwalbe's products, swap experiences and get in touch with the community. The key dates in the calendar include Vélo Vert Festival, Étape du Tour, Sea Otter Europe and Roc d'Azur. Regional retailer events in France and Spain also strengthen in-person contact on a local level.

These events also provide an opportunity to educate visitors about recycling and the circular economy. Schwalbe's inner tube recycling system is already well established within the bicycle industry. However, many recreational cyclists are still unaware that used inner tubes can be returned through participating retailers. These events offer an opportunity to answer questions face to face, explain the process, and demonstrate how the closed-loop system works.

This commitment is supported by an ambassador program in various cycling disciplines. Together with athletes and local partners, authentic insights into the cycling profession are created and new ideas produced to encourage interaction with the cycling community.

This demonstrates that customer proximity is generated not by products alone, but above all through social interaction, shared experience and continuous dialog with the people in professional cycling. A sense of community is created where people come together.

Whether at international cycling events, regional competitions or the local bike store, talking to cyclists in person builds up trust, spreads information and provides direct access to issues such as recycling and the circular economy.




**Schwalbe Benelux, local commitment and recycling road-shows**
The Benelux countries (Belgium, the Netherlands and Luxembourg) are the region in Europe associated most strongly with the bicycle. Whether for the daily commute, a weekend tour or professional racing, here the bicycle is simply part of everyday life. The region also benefits from a strong cycling culture, volunteer work and close links between clubs, specialist retailers and the cycling community. This creates the ideal environment for initiatives that promote competitive cycling and encourage people to take an active role in their local communities.

One example of this is the Toekomstcup. Together with various other partners, Schwalbe sponsors this competitive racing series for young cyclists aged between 15 and 18. The events are entirely organized by volunteers, without whom the races wouldn't be possible. They provide the next generation of cyclists with a chance to compete and gain racing experience, to develop further as sportspeople and to become part of a lively professional racing community.

Addressing people who use their bikes on a more everyday basis is just as important. Schwalbe Benelux therefore regularly stages recycling roadshows at sport cycling events and on much frequented cycling routes.

Here, visitors learn how used inner tubes can be collected through the retail trade and returned to the product loop. Products made from recycled materials further illustrate how the circular economy works in practice.

In particular, many people outside of the cycling industry aren't yet aware of the fact that used tubes can be taken back by specialist Schwalbe retailers. Schwalbe Benelux's roadshows provide an opportunity for individual chats with cyclists, where questions are answered and the closed product loop is clearly explained.

Together with local bicycle stores, campaigns are launched that last much longer than the actual day of an event. Supporting publicity measures ensure that recycling remains a visible topic in store and is promoted together with the local cycling community.

Schwalbe Benelux is also committed socially through its support of the Dutch Red een Kind charity. To mark its company centenary, the subsidiary donated all of the gifts it received on this occasion to the organization, thus sponsoring various projects for children and families.

**Schwalbe Italy – dynamic local network**
In Italy, many developments emerge from local partnerships. Retailers, partners and grassroots initiatives work closely together to develop solutions that directly stem from local needs.

Much of this approach is deliberately designed to be open and flexible. Processes evolve with the people who use and further develop them. This dynamism shapes the course of many projects and ensures that new ideas can be rapidly adopted and adapted.

Here, change is driven less by fixed structures and more by forms of cooperation that are open to new ideas and local demands.






**Schwalbe UK – fresh start to the school day**
On a Friday morning somewhere in Great Britain, children gather at fixed pick-up points along their route to school. They trundle along on their bicycles safely marshalled by parents, striking up conversations with friends before the actual school day begins. What's known as the 'bike bus' gradually gained momentum, and over time, its impact became increasingly visible.

It was quieter outside school. Routes to school had become more familiar. The children had grown more confident about being in traffic and lots of the parents themselves had also started cycling.

What's being quietly staged here isn't a one-off project, but a movement that's growing week by week and slowly becoming commonplace. The bike bus shows how cycling to school can change other things in life, too. Not as an abstract concept, but as something tangible that people can personally experience.

**Schwalbe North America – new system in the making**
In North America, take-back systems are still in their early stages. Procedures are still being tested and experience from other markets is gradually being adjusted to suit local conditions. This shows that existing models can't simply be copied. Distances are longer, market structures are different and processes need to be customized to regional requirements.

This is giving rise to a new approach in the US. Lots of solutions are being devised in direct dialog with retailers and other local partners. Experience is being exchanged, procedures adapted and new options trialled. What already functions elsewhere is not simply being replicated, but further developed for the North American market.

This makes Schwalbe North America part of an international learning curve: experiences from different markets are pooled to tailor take-back systems to respective local conditions.



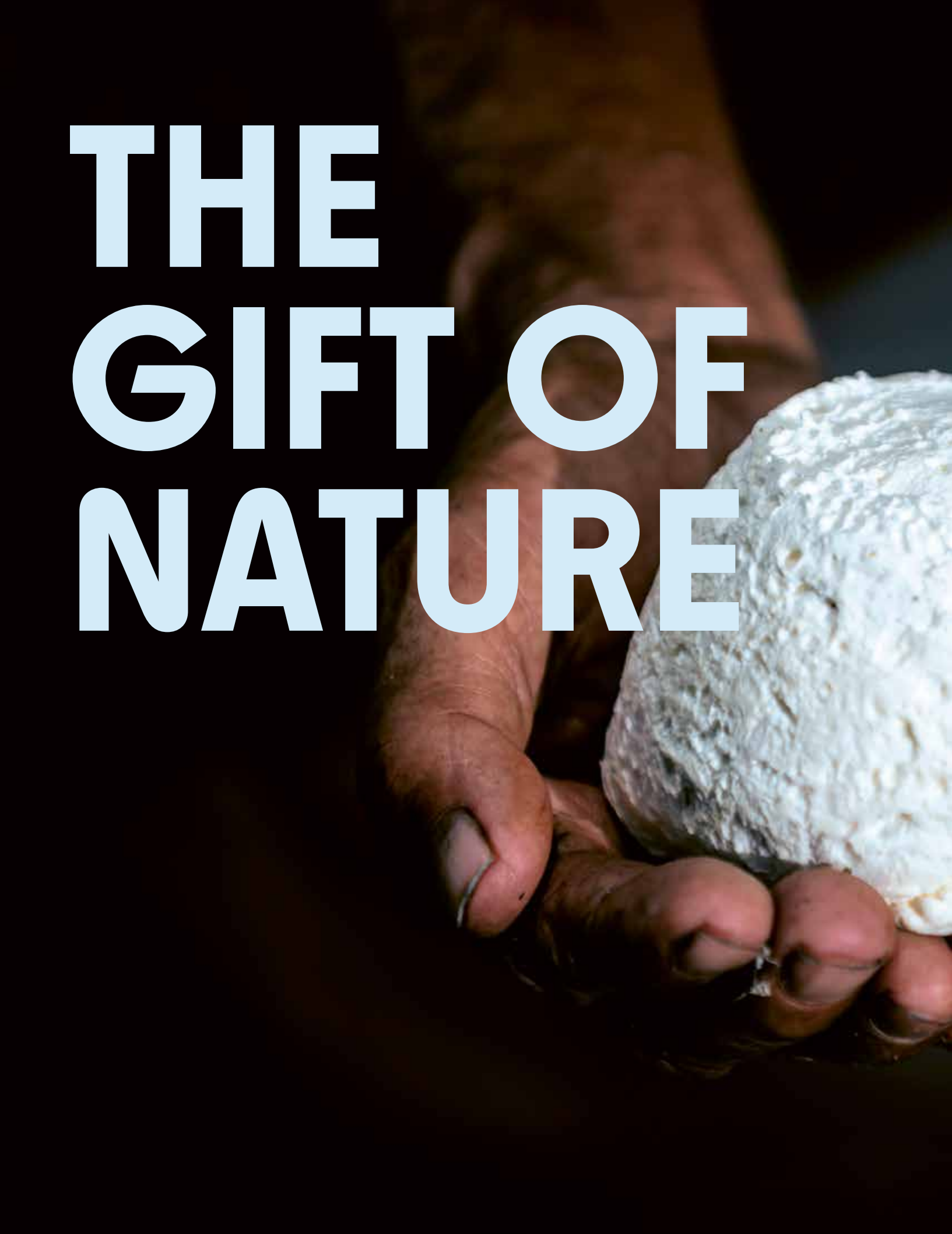
**Partnership in Asia – mutual development for long-term change**

For Schwalbe, cooperation with its production partners in Asia has been one of the foundations of international development for many decades. Here, products aren't simply manufactured; they evolve in close exchange with Development and Production, taking topics such as materials, energy and recycling into account.

Hung-A plays a significant role in this context. Schwalbe's partnership with the company dates back over 50 years and now goes way beyond actual production. Processes, materials and technologies are jointly developed. Knowledge and experience flow in both directions – between the teams at Schwalbe and the production sites in Asia.

This form of cooperation is particularly evident in Vietnam. Questions on energy, material consumption, recycling and product quality aren't answered retrospectively but are increasingly incorporated into the company's development and production processes.

Hung-A's conversion to renewable energies also illustrates how change can be mutually driven over lengthy periods of time.


THE
GIFT OF
NATURE



**Nature gives us what we need for our products. Responsibility therefore starts with the origins of our materials – long before they're turned into tires.**

# A tire's long journey

Tire manufacturing starts long before a product's first trip out on the road – namely with the people and in the regions where its raw materials come from.



A bicycle tire doesn't start life in production. Its journey begins many thousands of miles away, namely in the tropical regions of Southeast Asia. This is where rubber trees grow, producing the milky sap used to make natural rubber, still one of the key raw materials in high-quality bicycle tires today.

Its origins take us directly to the people and ecosystems at the very start of our supply chain. Rubber trees take years to grow before they can be harvested.

Rubber extraction is inextricably linked to its natural surroundings and the experience and expertise of local farmers.

A tire's journey thus begins long before its primary resource is processed or the first rubber compound is manufactured.

If you want to understand how a tire is made, you need to go back to the beginning. To the people who extract the natural rubber. To the regions where the rubber trees grow. To the question of how this valuable resource can be produced so that social, ecological and economic aspects are jointly accounted for.

For Schwalbe, focusing on the start of a tire's journey means collaborating with local partners to continuously improve rubber cultivation and extraction methods.





**Rethinking material origins**

Natural rubber isn't manufactured industrially. It's produced by living trees. In the early hours of the morning, experienced rubber tappers carefully score the bark of the trees. Latex then gradually seeps out of the fine slits into small collection bowls. Each tree can be regularly harvested over the course of many years, producing new natural rubber time and time again.

A lot of experience goes into this process. How the bark is slit, when the rubber is harvested and how the trees are maintained all have an impact on long-term use. Natural rubber is therefore a renewable resource whose extraction is directly dependent on a functioning natural and social structure.

Because this commodity is a product of nature, corporate responsibility starts long before it's actually processed. Decisions on methods of cultivation don't just affect the quality of the material, but also the soil, water supply, biodiversity and living conditions of the local population. There's also the question of how rubber farming can develop further so that economic use and the preservation of natural livelihoods can be brought into closer alignment.

This is why Schwalbe works in cooperation with its partners to explore new approaches to natural rubber farming. This includes developing new methods of cultivation, applying local experience together with scientific research.



# Rubber from regenerative sources

*A*groforestry couples the extraction of raw materials with the establishment of a more diverse ecosystem. Historically, rubber plantations were planted as monocultures. New agroforestry systems are now being set up in select rubber planting areas that also include other native species of tree and plant.

Different varieties of tree, shrub and crops now thrive alongside the rubber trees. This creates healthier soil with a richer structure that helps prevent erosion, retain water for longer, and promote ecological diversity. Plantations nevertheless remain economically viable and provide local communities with additional land-use options.

Establishing agroforestry systems like these is a laborious process. Trees take many years to grow and new habitats need to gradually evolve. Schwalbe therefore monitors this development over the long term together with local partners and scientific institutions.

In some parts of Southeast Asia, rubber plantations impinge on the natural habitats of endangered species such as the orangutan. Better structured agroforests can help to ecologically enhance these areas and create a better balance between the various ecosystems. Agroforestry is therefore part of a more comprehensive approach that aims to better cater for ecological and economic requirements in equal measure.

**Natural rubber links people to products.**

# Schwalbe in *Asia*

## Partnerships evolve where people work together to find a solution.

Developments often don't originate in the conference room, but directly on site. This is why Schwalbe personnel travel to Southeast Asia on a regular basis to work on the further development of materials and processes jointly with rubber producers, scientists and various other partners.

The quality of the natural rubber is just one of many issues here. When in the region, Schwalbe visits rubber plantations, views new areas of agroforest, evaluates materials and discusses ways in which rubber farming, rubber processing and material consumption can be further improved. There's also plenty of scope for personal exchange, for solutions often only arise through long-term partnership and mutual trust.

Lots of the developments we now take for granted are the result of continuous dialog with people who know about rubber farming and the challenges this presents from their own experience.





# Fair Rubber – responsibility doesn't end with the raw material




Responsible handling of resources involves far more than sourcing new materials or modifying methods of cultivation. It also means considering the people who live from rubber farming and who themselves decide how their living conditions can be improved. Natural rubber must therefore not only be seen from an ecological standpoint, but also a social one.

Schwalbe has been a member of the Fair Rubber Association since 2020. For each kilogram of purchased dry goods, Schwalbe pays a premium of €0.50 to the farmers. The rubber is sourced according to the mass balance principle. Under this method, the volume of fairtrade natural rubber procured is allocated to the final products through verified bookkeeping, without needing to be physically separated during processing. What's special about this procedure is that Schwalbe doesn't decide what this money is used for; this is up to the local rubber producers themselves. This means that the extra funds can be spent on what the farming community believes will make the greatest difference to their lives.

This gives rise to projects that directly benefit the people here: investment in education, medical care, clean drinking water or local infrastructure improvements, for instance. Various measures are implemented according to the respective needs of the local indigenous communities. Schwalbe's premium thereby creates additional financial flexibility, directly linking the procurement of resources with tangible opportunities for social development.

Fair Rubber thus broadens our perspective on sourcing natural rubber: it's not only origin, quality and farming methods that are important but also the people at the very beginning of the supply chain. For Schwalbe, all of these things are deeply intertwined: the raw commodity, the ecosystem and the people who live and work in it are all critical to the further evolution of a supply chain.

This is how Fair Rubber marries ecological responsibility with social development, offering another major perspective on how the farming of natural rubber can be further enhanced.



# Rethinking our responsibility

## Everything is inextricably linked.

A tire doesn't originate during its manufacturing. It starts with the people who extract the natural rubber. With the ecosystems in which the rubber trees grow. With the partners new materials and cultivation methods are developed with. And with the decisions reached long before actual production begins.

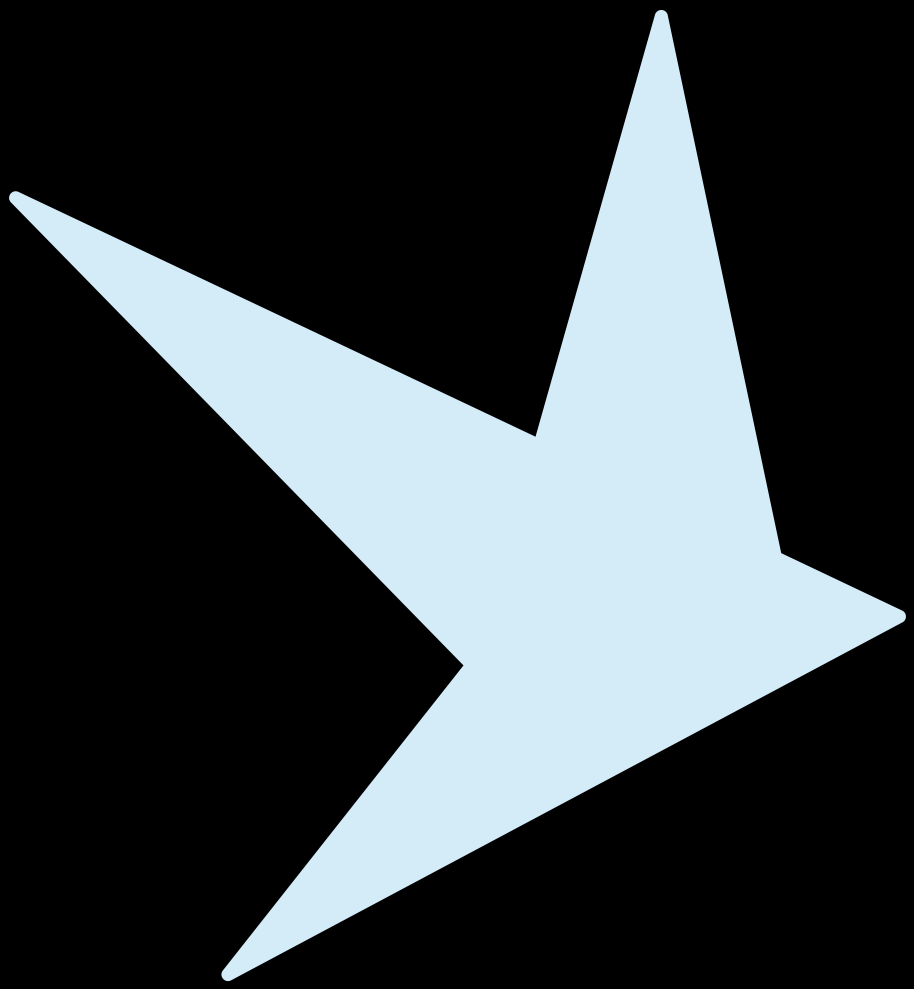
If you want to think full circle, you need to go right back to the very beginning. How is a raw material extracted? Which conditions is it grown in? How can plantations be made more diverse and natural resources preserved in the long run? How can the local population be given a share in this development? Questions like these broaden our perspective on the product, and of the responsibility inherent in its manufacture.

Full circle therefore doesn't begin with the finished tire nor with its return. Full circle starts where resources are extracted, partnerships are established and materials are continuously further improved. Agroforestry systems, cooperation with farmers and the Fair Rubber Association exemplify the various ways in which we rethink the origin of our products.

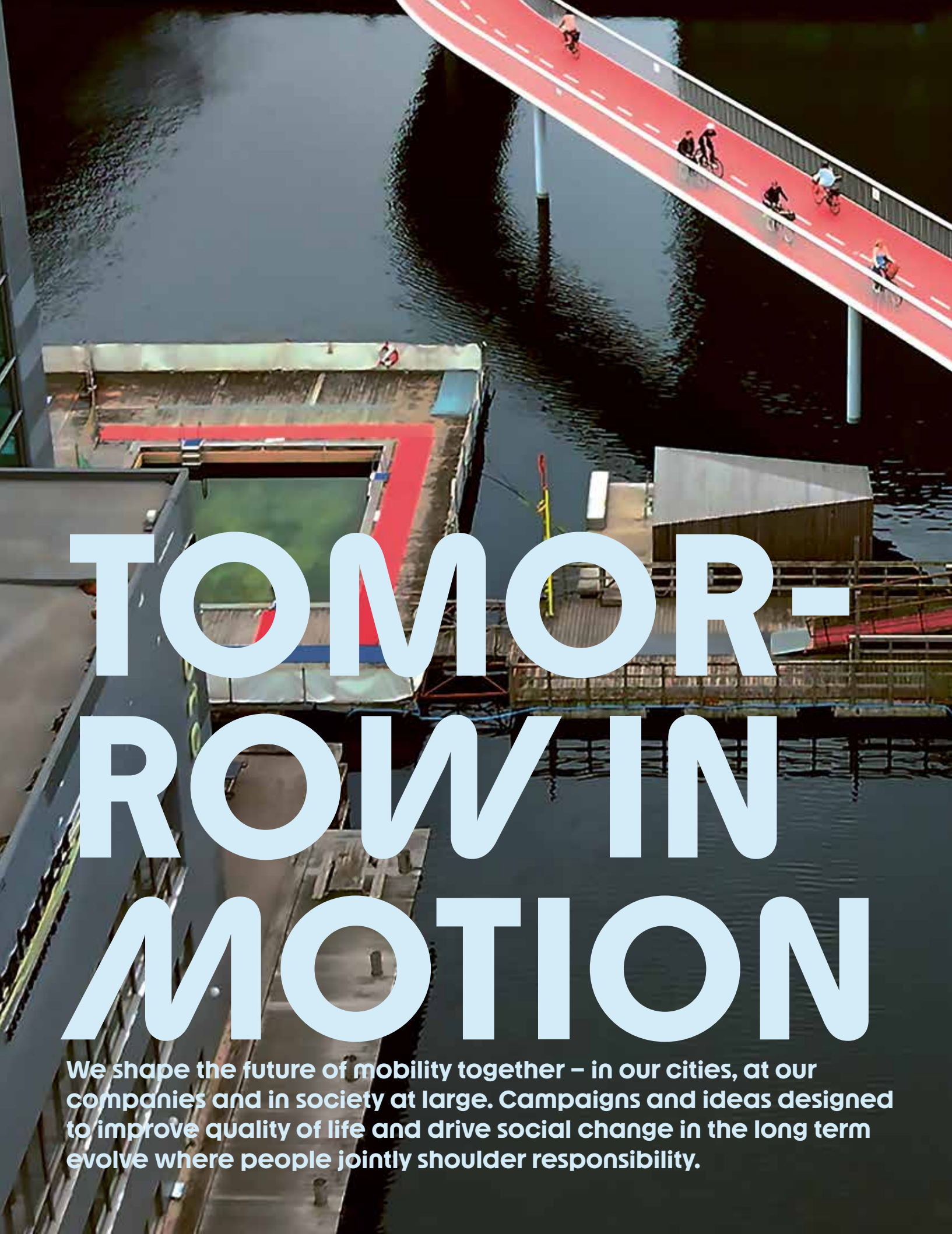
At the same time, our responsibility doesn't end with manufacture. What's decided at the start of a tire's existence impacts its entire onward journey: which materials are used, how they're processed and which options there are for their later recycling and reuse. We thus build a bridge between a tire's origin and with what happens after its useful life has expired.

For us, the start and end of a product are inextricably linked. Each step influences the next, from the origin and extraction of natural rubber through the development and use of a tire to its return to the closed loop.*

* Fair Rubber key figures on pages 110–111.



FULL CIRCLE MAKES ALL THE DIFFE-RENCE



# TOMOR-ROW IN MOTION

We shape the future of mobility together – in our cities, at our companies and in society at large. Campaigns and ideas designed to improve quality of life and drive social change in the long term evolve where people jointly shoulder responsibility.





# CYCLING CITIES

**How the bicycle is changing our cities.**

## Future infrastructure

Bicycle-friendly cities demonstrate how future mobility can function in practice.

Journalist and filmmaker Ingwar Perowanowitsch has been focusing on the culture of cycling and urban mobility for many years. For his documentary entitled Cycling Cities, in 2025 he toured Europe on his bicycle, visiting places such as Paris, Amsterdam, Hamburg and Copenhagen. He used his camera to document how our cities are transitioning, and just what the bike can achieve in this regard.

The bicycle is assuming an ever greater role in many of these transformations, not just as a means of transport but as part of a changing daily lifestyle. People are cycling to work and taking their kids to school on their bikes on routes through the city that were previously used for a different purpose. This makes mobility more direct and often more visible.

In cities like Copenhagen in particular, we can see how bike traffic has become an accepted part of public life. Cycle lanes fill up in the mornings more or less silently; cargo bikes line up at junctions alongside commuter bikes on cycling routes that seem to have always been designated as such.



**Cities change when our way through them changes.**

Paris, on the other hand, is undergoing a different kind of metamorphosis. Here, cycling lanes are popping up alongside major thoroughfares; public spaces are being redesigned and roads rerouted. At first, lots of these measures seem rather isolated.

Seen as a whole, however, you realize how much day-to-day movement through the city is changing.

What both metropolises have in common is not so much a specific model as a shared approach to urban development. The bicycle isn't viewed separately, but as part of the bigger question as to how cities can function and how people wish to move around in them. It's not just a matter of infrastructure.

The deciding factor is often how movement from A to B can become a matter of course. Whether routes are safe, whether connections are made and whether people have the feeling that they can get around town without really having to think about it.

Change often starts small: a new section of cycle lane, a less busy junction, or a safe route to school that suddenly makes cycling possible. Over time, these small changes can build momentum and create a new dynamic.

Developments like these are also significant for Schwalbe. Products aren't developed without thinking about the places where they'll be used.

Requirements change with the transformation of cities, road surfaces and how people get about. This is why Schwalbe has long not only centered on the product itself, but also on how cycling can be encouraged and further improved. Projects and partnerships are frequently established where urban populations need to be mobile and cities start to plan new options for their mobility.

The focus isn't so much on individual initiatives as on how we understand mobility in the long term. Cycling shouldn't remain an activity restricted to certain few, but become a natural part of our daily lives.

This creates a link between different topics that are initially treated separately. Certain aspects are becoming more interconnected, such as infrastructure and safety and product development and the planning of public spaces. Cycles will be used differently when cities transform. Mobility also affects how public spaces are perceived and designed.

Looking at various cities, you notice just how versatile this transition can be. Some places change visibly and quickly, others more gradually. Yet the question of what the future of mobility should look like is common to many of them.

The bicycle is increasingly becoming part of a bigger picture, not as a passing trend, but as an integral part of how our cities will evolve for years to come.








# Ten-minute city Utrecht

## How the bicycle can improve quality of life

**Cycling as the key to low-emission urban mobility: Utrecht's future vision of the ten-minute city**

Maja van der Voet



Maja van der Voet has been working on improving mobility in cities for more than 20 years. She contributed to the pedestrian strategy in Brussels, helped draw up a sustainable town planning concept in Amsterdam and has been instrumental in devising mobility concepts for the city of Utrecht and the Association of Provinces of the Netherlands. She now works for the G4 city network, in which Amsterdam, Rotterdam, Den Haag and Utrecht collaborate on key issues for the future.

In our interview, she tells us how Utrecht has become an international cycling city and what German towns could learn from this.

**Ms. van der Voet, what's your favorite cycling city?**
Maja van der Voet: definitely Utrecht! I think I first went there in 1995 and it's really impressive how much has changed since then. Cycling in Utrecht is now great fun. This is partly because of its good network of cycle lanes and bridges, but also thanks to projects such as the world's largest bicycle park.

This is at Utrecht's central station and has spaces for 12,500 bikes. Cycling is also actively sponsored by the city, with programs offered for children or people on a low income, for example.



**You call Utrecht the "ten-minute city". What does this mean?**
Yes, this is the name of the mobility plan for 2040 that I also worked on. It means that all the day-to-day amenities you need in Utrecht can be reached within ten minutes on foot or by bicycle, including shops, doctors and schools. Utrecht is growing very quickly. Between 2000 and 2040, the population is forecast to practically double to over 450,000 inhabitants.

It's a very densely built city, which is why we've thought long and hard about how we can organize this growth. We ultimately decided to build up a polycentric structure which allows you to access all you need in your immediate neighborhood in a way that's sustainable. Increasing the amount of bicycle traffic is thus essential here.

**What impact are measures like these having?**
We've clearly noticed that more people are now moving around by bike or on foot instead of using their cars. One impressive example of this is the demolition of the urban motorway which is now once again a canal with paths for cyclists and pedestrians. About three quarters of all travel in Utrecht is now carried out on foot or by bike. This is of course also better for people's health and for the environment.

**Which lessons from the Netherlands could also help German cities to increase bicycle traffic?**
What's important is your perspective. In the Netherlands, we've focused on improving the quality of life in our cities. For this we need more space for people to meet up in, such as parks and playgrounds. This is why we're advocating sustainable mobility in the form of the bicycle, for instance, as it takes up less space and encourages people to get more healthy exercise.

In the 1990s, Utrecht was full of cars and parking lots; we've had to create alternatives for these on the edge of town. It's not about taking something away from people, but about making the best use of the limited space to the benefit of Utrecht's residents.

**Which role does corporate cooperation play in town planning?**
It's important, because town planning has to be treated as a holistic concept. Mobility is an economic factor, which is why other countries are also interested in our solutions, such as our bicycle park guidance system or digital occupancy displays for parking facilities. Cooperation with companies is also valuable when larger infrastructure projects are to be realized as joint ventures.



# The Schwalbe Future Award

## Young commitment translates local ideas into global responsibility.

There are around 11,000 kilometers between the rainforests of Indonesia and a certain classroom in the German federal state of Rhineland-Palatinate. Yet both places have more in common than this vast distance would have us assume. For several years, the students in the Sustainability Club at Wiedtal High School in Neustadt (Wied) have been campaigning for the conservation of the rainforest in Indonesia.

It's this kind of commitment the Schwalbe Future Award aims to honor. The prize was awarded for the first time in 2025 as part of the nationwide JUGEND HILFT! program staged by the Children for a better World aid organization. It's presented to children and young adults who, through their own initiative, creativity and sense of responsibility, make a noticeable positive contribution to the environment, climate and sustainable development. The award cements the partnership Schwalbe has enjoyed with Children for a better World since 2021.

The first Schwalbe Future Award went to the Sustainability Club at Wiedtal High School. The students are deeply committed to the conservation of the Indonesian rainforest and support the Bennis Wald (Benni's Forest) reforestation project with fundraising events, raffles and hands-on activities.

What's particularly impressive here is that the project isn't restricted to the children's own school. On their rainforest and climate action days, the young adults playfully share their knowledge with elementary school students and develop ideas together with other schools as to how the project can be furthered at other locations. A single campaign is thus establishing a growing network of young students who are committed to the protection of the environment.

With the Schwalbe Future Award, Schwalbe is helping young people to translate their own ideas on climate and environmental protection into concrete projects. The prize goes to campaigns that show how commitment can start in your own direct environment and go on to have a positive impact way beyond your own school or region.

The link between Neustadt (Wied) in Rhineland-Palatinate and Indonesia shows just how far this can reach, with local student commitment being translated into active measures to conserve the rainforest. The Schwalbe Future Award draws attention to projects like these, strengthening their further development and giving young people a platform for their ideas.

# When enthusiasm takes root

Through her Sustainability Club, teacher Silke Schreiber has been inspiring students to help conserve the rainforest for several years. The small initiative has since morphed into a large-scale project with a far-reaching impact.

**How did the idea come about of campaigning for the conservation of the rainforest in particular with your Sustainability Club?**
It was triggered by a talk by Benni and Klaus Over on their Save the Rainforest campaign that I attended at my children's elementary school in 2018. Benni has an incurable muscle-wasting disease called Duchenne muscular dystrophy and can now only lift a single finger. Despite this, he campaigns for the conservation of the orangutans and rainforests of Southeast Asia with incredible energy and passion. I was especially impressed by the fact that he's actually been to Indonesia to see orangutans in their natural habitat. After this talk, I knew that our students also needed to hear this story.

I've been interested in the rainforest for a lot longer than this, however. Back when I was a school student myself, I organized an exhibition on the rainforest. Later, during my studies, I was able to see the rainforests of Costa Rica and Ecuador for myself during a number of excursions and ecology internships. These experiences left a lasting impression on me. That's why it's always been important for me to share my enthusiasm for this unique ecosystem with young people.

**What's impressed you most about your students' commitment over the last few years?**
Their enthusiasm. After the talk by Benni and Klaus Over, eight students came to me wanting to support the Benni's Wald reforestation project. This later turned into our Bennis Wald (Benni's Forest) Conservationists 3.0 sustainability club that now has over 100 members.

It's particularly impressive to see how much creativity, initiative and passion they put into everything. At our rainforest and climate conservation action days, they tell elementary school students why the rainforest is so important for our climate, how our own consumption is linked to its destruction and what each and every one of us can do to help protect it.

**The Schwalbe Future Award recognizes people's initiative and positive impact on society. How important is this award for the club and the students themselves?**
This award means a great deal to us. It shows our students that their commitment is also being noticed and appreciated outside of school. To be honest, we were amazed and extremely motivated by the fact that an organization like the Schwalbe Foundation should honor our work.

The digital award ceremony was also a great eye-opener for our club, as it helped our students to realize that their work reaches out to people outside of their immediate environment. We're also really looking forward to taking part in a workshop on natural rubber together with the Schwalbe Foundation. This will give us a totally new perspective on the correlation between the rainforest, the sustainable procurement of raw materials and our everyday lives.

**Which message would you like to send out to other schools that are planning their own sustainability projects?**
You don't need to start out with a big project. It's important that you have people, teachers and students, who are really keen on the topic. You should then just begin and gain some experience.

Of course there'll be setbacks, but don't let yourself be discouraged by them. Our own project started small and has grown a lot since then. We can now see how much young people can achieve. Our motto is "Simama: stand up, join in, you're needed 100%. For things can't stay as they are."



# MOBILITY FOR ALL

## More mobility. More equality.

### Mobility promotes social interaction, inclusion and quality of life.

A visit to the theater, a concert or an afternoon with friends, for lots of people, occasions like this are part of their daily lives. As we grow older, it's these pleasures in life that can increasingly prove something of a challenge. If you can no longer manage the journey on your own, limited mobility can quickly turn into social isolation.

This is precisely where **mutly** comes in. The startup from Hamburg not only sees mobility as traveling from A to B but as an opportunity for participation in society. Senior citizens are picked up at their front door, accompanied to events and then taken home again. This allows them to socialize in a way that otherwise would often no longer be possible for them.

"Mobility is key to inclusion," says founder Leonie Dierksen. "When this is lost, it changes a lot more than just your daily routine. It's also about being independent and staying part of society." **mutly** and the Schwalbe Foundation are both convinced by this, with the latter becoming one of the first sponsors of the young company in 2025.

Both organizations are united by their common understanding of mobility equity: mobility should bring people together and enable them to take an active part in society, whatever their age or personal limitations.

**mutly** has consciously adopted a simple and accessible approach here. Members choose events from a varied program and are escorted from door to door by trained companions. This not only ensures that they have a safe journey but also enables them to get out and meet people and make new friends.

The support of further partners shows just how convincing this strategy is. Besides the Schwalbe Foundation, **mutly** is also funded by the Social Entrepreneurship Allianz Hamburg and the Deutsche Postcode Lotterie, among others.

**Mobility enables participation in society**

Leonie Dierksen is a social entrepreneur and founder of **mutly**. In our interview, she talks about why mobility is much more than just getting around, which encounters have left a lasting impression on her and why the sponsorship of the Schwalbe Foundation is an important milestone for **mutly**.

## It's not just about getting from A to B. It's about being part of life again.

**Mobility is frequently associated with travel from one point to another. When did you realize that for lots of older people it's primarily essential for social inclusion?**
There wasn't a single eureka moment. These are people who have an entire life packed with experience behind them. They went to concerts, traveled the world or did crazy things. At some point all they can do is just sit around at home; not because they've lost interest, but because they don't have the mobility or necessary support.

People who loved going to concerts when they were 30 often still want to do so when they're 82. What's changed is opportunity. There are no more family parties, friendships are less frequently maintained and familiar routines are lacking. For me, mobility is key to social inclusion: people who don't get out any more often lose a lot more than their mobility.

**How did the idea for mutly arise, and which problem did you initially want to solve?**
The idea cropped up during a phase when I was starting to question my line of work. I'd been working for advertising agencies for several years and at some point knew I wanted something to shift. At the beginning of 2024, my mother died, showing me once again how quickly your life can change. I decided that from then on I wanted to use my time for something that could really make a difference to society.

The idea for **mutly** came about while I was traveling. Linus Kliemann and Björn Schwalenberg then later joined me. We saw that lots of older people still want to actively take part in life but can often no longer organize this on their own.

This is why we decided to combine mobility with personal encounter and shared experiences. From the beginning, we believed it was important for **mutly** to feel like meeting up with friends, and not like some kind of care program.

**Was there any one encounter in particular that showed you what an impact your service can have?**
There are two that still very much move me. One participant came with us to St. Michael's in Hamburg. The church used to be an important place for her, but for years she'd no longer been able to visit it. There, she said, "the best thing was that I got out of my apartment and was there with you." She's now since passed away. It means a lot to me to know that we were able to take her out and give her some beautiful memories.



Another elderly lady allowed us to openly discuss her depression with her. She said, "It's not about my physical mobility. **mutly** gave me the confidence to take part in events again."

Both stories show that we want to help people to reconnect with others and with their own lives.

**The Schwalbe Foundation is one of your first funding partners. How important is this support for the development of mutly?**
This support came at a time when **mutly** was still in its infancy. Its funding allowed us to provide our pilot scheme free of charge. Many of those who joined us back then are now still part of our community. Schwalbe's contribution also sent out a powerful signal and opened up more doors for us. I especially value our cooperative, uncomplicated partnership. The fact that the foundation itself took part in one of our events shows us that there's a genuine interest in our work.

**If you look five years into the future, how would you know that mutly has realized its vision?**
I'd know we've succeeded when **mutly** has become a standard service in Hamburg. When we're active throughout the entire city, working closely with cultural venues, care facilities and local neighborhoods and reaching out to lots of people.

We also want to make our impact measurable. If people use **mutly** in the long term and their degree of loneliness is verifiably reduced as a result, this would be a sure sign of success for me. And finally, I'd love it if our model were also adopted by other cities. However, I find it more important that loneliness among the elderly is no longer treated as a marginal issue and that social inclusion is accounted for and combatted as a matter of course.




# Mobile at any age

## New perspectives for independent mobility in old age.

For many people, the bicycle is part of their life-long daily routine. It allows them to make spontaneous errands, take a trip to the market or visit friends. As people grow older, however, they often start to feel less safe on their bikes.

Traffic is more congested, their sense of balance starts to go and familiar routes suddenly require more effort. Older people therefore often decide to stop cycling, although they still want to remain independently mobile.

The adult tricycle gives lots of senior citizens just this. It provides stability, safety and the chance to remain mobile. This form of mobility has been seldom used to date, however. This isn't so much a matter of technique, but of perception. For many seniors, switching over to a tricycle is tantamount to visibly admitting they're growing old. Afraid of feeling insecure or judged, the elderly then instead decide to abandon their bikes once and for all.

**Staying mobile means staying independent – and an active part of society.**



The RADKOMM non-profit organization has dedicated itself to this largely overlooked barrier. It doesn't just focus on how the tricycle can become a mobility option for older people, but on how we can rethink mobility in later life. Senior citizens have been actively involved in the project right from the start. They speak of their experiences, voice their needs and develop ideas together with the team as to how they can break down their reservations.

Mobility cafés, cycling courses and group excursions are offered at the project's various locations. The idea is not just to familiarize seniors with the adult tricycle but to help them regain their confidence and gather new experience. Accompanying questionnaires help to show which individual, social and infrastructural factors impact older adults' mobility. The results are then incorporated into specific recommendations for action aimed at communities, town planners and traffic engineers.

The project clearly demonstrates that age-friendly mobility involves far more than providing suitable vehicles and safe infrastructure. Social acceptance and the confidence to take an active part in public life well into old age are just as important. When the presence of adult tricycles in city traffic is just as commonplace as regular bicycles and cargo bikes in the future, people will not only regain a mode of transport but also a certain independence, visibility and quality of life.

This concept is in perfect alignment with an understanding of mobility that puts people first. Mobility means more than getting from A to B: it provides opportunities for social interaction, enables participation in society and encourages independence, in all phases of our lives.

# FACTS THAT MOVE

# 2025 AT A GLANCE

All values are for the 2025 reporting year unless otherwise stated.

**86 %**
share of turnover with products with recycled, renewable or fairtrade materials*

**62.4 %**
cut in scope 1, 2 and 3 emissions since 2018

**70**
countries with brand presence

**3.1 m**
recycled bicycle inner tubes

**5,817 t**
of $CO_2e$ prevented by using rButyl instead of new butyl

**274**
employees in the Schwalbe Group

**723 k**
recycled bicycle tires

**36.9 %**
share of all Schwalbe tires with Fair Rubber (mass balance)*

**10**
Children's Advisory Council projects

* See glossary on page 165 for methods. KPIs are based on proprietary company methodology and have not been audited externally.

# FACTS & FIGURES

## CSR report 2025/2026

Responsibility goes beyond individual projects or decisions. It evolves as strategies are formulated, developments are made transparent and progress becomes measurable. This second part of the magazine thus expands on the stories from the first part by providing an insight into structures, key figures and correlations.

The report complies with the Global Reporting Initiative (GRI) standards and sets out how Schwalbe continues to promote responsibility throughout the entire value chain. It outlines strategic areas of action and perspectives, shows how these are currently being implemented and uses reliable data to provide a clear picture of developments.

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The facts and figures part of the magazine focuses on Schwalbe's four pillars of responsibility: products, the company, our supply chain and social commitment. In addition, sections on corporate development, market environment, materiality analysis and prospects for development provide the necessary context.



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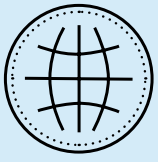

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# Schwalbe's four pillars of responsibility

## Company



### Responsible, transparent and ethical corporate governance

**Employees**
- Individual training and education programs
- Attractive benefits such as bike leasing
- Promotion of health, workplace safety and wellbeing
- Long-term staff retention and personal development

**Corporate culture**
- A value-oriented family business
- Promoting diversity and equal opportunities
- Incorporating CSR into all areas of the company

**Energy and mobility**
- Expansion of renewable energies
- Increase in energy efficiency at all locations
- Low-emission, bike-friendly mobility plan for employees
- Gradual electrification of the vehicle fleet

**Corporate responsibility**
- Validated Science-Based Target initiative (SBTi) climate goals
- Sustainability reporting
- Stakeholder dialog and materiality analysis
- Schwalbe CSR team established

## Social commitment



### Assumption of social responsibility and promotion of inclusion

**Mobility for everyone**
- **Promotion of wheelchair sports**
- **Support for inclusive mobility**
- Promotion of cycling as a mode of transport
- Mobility equity

**Social engagement**
- World Bicycle Relief
- Children for a Better World
- Schwalbe's Children's Advisory Council

**Sports funding**
- Promotion of grassroots and youth sport
- Support of athletes
- Regional club involvement

**Region**
- Schwalbe Foundation
- Arts sponsorship in the region and interregional commitment at the Reichshof site

## supply chain



### Fairness, transparency and CSR throughout the entire value chain

**Fair supply chains**
- Fair Rubber for fairtrade natural rubber
- Support for small-scale farmers
- Long-term partnerships with suppliers

**Responsible production**
- 100% renewable electricity in Vietnam
- More renewable energy at our production sites
- Resource-efficient production processes

**Supplier management**
- Supplier code of conduct
- Sustainability assessments
- Supplier audits
- Transparent procurement processes

**Biodiversity**
- Borneo Orangutan Survival Foundation
- Agroforestry on Java
- Protection of natural habitats

## Products



### Development of resource-efficient and circular products

**Circular economy**
- Schwalbe tire recycling system
- **Schwalbe inner tube recycling system**
- Closed material loops
- Design for Recycling

**Materials**
- Increase in the proportion of recycled materials, such as rCB, in core products
- Increase in the proportion of renewable raw materials, such as natural rubber, in core products
- **Material screenings according to cradle to cradle**
- Innovative material developments

**Transparency**
- Development of life cycle assessments for core products
- Development of product carbon footprints
- Transparent communications on sustainability

**Product innovation**
- Green Marathon as a template for other models
- **Green Compound (rubber compound made of renewable and recycled materials)**
- Use of ChemCycling (pyrolysis oil) as a substitute for fossil crude oil
- Use of more recovered carbon black (rCB) as a substitute for virgin carbon black

**Packaging**
- Fully recyclable packaging
- Reduction in packaging materials

# COMPANY & STRATEGY

**Responsibility demands a clear direction. This section outlines the strategic principles underlying Schwalbe's commitment to promoting responsibility, its approach to managing change and how it translates its long-term vision into concrete business actions.**



# A legacy of responsibility

From Bergneustadt to the world – a company history shaped by innovation, partnership and a long-term vision.

**The origins**
Schwalbe's story begins in 1922, when brothers Eugen and Willy Bohle founded the Bohle company in Bergneustadt in the Oberberg district of Germany. To start with, the business focused on the export of bicycle parts to Asia. Even back then, an international approach was evolving that continues to shape the company to this day.

In 1955, Ralf Bohle joined the family-run business. In a time of great change, he developed new business models, systematically building relationships with partners in Asia. His decision laid the foundation for Schwalbe's development as an independent brand and for the company's international expansion.

**Birth of the Schwalbe brand**
A major milestone followed in the early 1970s. Ralf Bohle drew on his experience in the Asian market and began to import high-quality bicycle components from East Asia to Europe. In 1973, a partnership with the Korean family-owned company Hung-A was established, which continues to this very day.

This collaboration paved the way for the development of the Schwalbe brand and its specialization in bicycle tires. The partnership with Hung-A is still one of the company's cornerstones, demonstrating how long-term cooperation can be successfully established across national and cultural boundaries.

**Growth with vision**
As the brand's success grew, so did its international network. In 1989, the first international sales company was founded. In 1994, production expanded to Indonesia, followed a year later by the move to the current headquarters in Reichshof.

In the decades that followed, Schwalbe continued on its path of international growth. By establishing its own sales company in the US in 2012 and opening a joint production facility with Hung-A in Vietnam in 2014, the company created the key prerequisites for its ongoing international expansion. The new Schwalbe headquarters in Reichshof, which the company moved into in 2021, is a prime example of the company's steady growth.

**Innovation at its core**
Schwalbe's history goes hand in hand with technical innovation. For decades, the company has been working to make bicycle tires safer, more efficient and longer lasting.

Recent years have also seen greater focus placed on the connection between innovation and responsibility. In 2022, Schwalbe launched its recycling system for bicycle tires, published its first corporate social responsibility report (CSR report 2021) and joined the Science-Based Targets initiative (SBTi). This was followed a year later by the Green Marathon: Schwalbe's first bicycle tire that relies largely on recyclable materials, combining outstanding performance with a significant reduction in resource consumption.*

**Taking responsibility a step further**
As the company has grown, the demands placed on it to act responsibly have also increased. Issues such as climate protection, the circular economy, biodiversity and fair supply chains are gaining importance across the globe. Schwalbe views this development not as a short-term trend but as a long-term undertaking.

Accordingly, numerous initiatives have been established and developed in recent years. These range from tire and inner tube recycling to fairtrade rubber and support for smallholder farmers in Indonesia, right through to establishing the Schwalbe Foundation and participation in Pyrum Innovations AG. These activities collectively aim to promote environmental and social responsibility throughout the entire value chain.

**Award-winning commitment**
2025 marked a special milestone in the company's history. Not only was Schwalbe awarded the German Sustainability Award in the two-wheelers category; it also received the German Federal Government's CSR Award, the SDG Innovation Award, the Kreissparkasse Köln Sustainability Award (second place in the Oberberg district) and a prize at the Ecosport Awards. The previous year had also seen the Green Marathon being honored with the German Sustainability Award for Products.

* See the Green Marathon section.

# Growth with vision

## Thinking long-term. Taking consistent action.

**Long-term focus**
Taking a look at cycling industry trends in 2025 shows us how our long-term strategy is holding up in the current market environment. The economic conditions provide the starting point for assessing these developments at Schwalbe and the ecological and social aspects of this report.

**Market development in 2025**
The market environment for the cycling industry again proved challenging in 2025. Following the years of exceptional growth during the pandemic, high stock levels, subdued consumer sentiment and macroeconomic uncertainties continued to have an impact. The prolonged market slump meant that some market participants were no longer able to bear the financial burden and were forced to withdraw from the market.

However, the situation began to steadily improve as the year progressed. In fact, many companies in the sector were able to halt the previous rapid decline. Seen from this perspective, 2025 was primarily a year of transition for the cycling industry, characterized by consolidation, the first signs of recovery and a gradual return to greater planning certainty.

**Growth in a challenging environment**
Overall, Schwalbe concluded the 2025 financial year on a successful note, recording further growth. The aftermarket business (AFM) performed particularly well, in many areas returning to the levels seen in the fruitful years prior to the pandemic. There were also initial signs of positive momentum in the OEM (OE) business. However, global production volumes of high-quality bicycles still remained well below the peak levels seen in the pre-Covid years.

This shows that Schwalbe has been able to maintain its strong market position. The company's development doesn't reflect a loss of market share, but rather the ongoing changes in the overall conditions within the entire cycling industry. At the same time, it underscores the resilience of a business model that's built on long-term partnerships, innovative strength and a strong brand.

**Staying focused on the long term**
Despite economic challenges and an increasingly varied political approach to sustainability issues in different regions of the world, Schwalbe remains true to its long-term mission.

In 2025, we were able to increase the proportion of recycled and renewable materials in our product range, expanding the use of recovered carbon black (rCB) and fairtrade rubber. Furthermore, the TPU material used in the Aerothan inner tube is now partly derived from pyrolysis oil recovered during the chemical recycling of used tires. This has allowed Schwalbe to unite its development of materials and products with its long-term business strategy.

**Long-term prospects**
Current geopolitical developments highlight the dependence of many industries on fossil fuels and complex global supply chains. At the same time, however, the bicycle is becoming more and more important as a low-emission, cost-effective and practical form of transport for everyday use. Schwalbe views this as offering attractive long-term prospects for the entire sector.

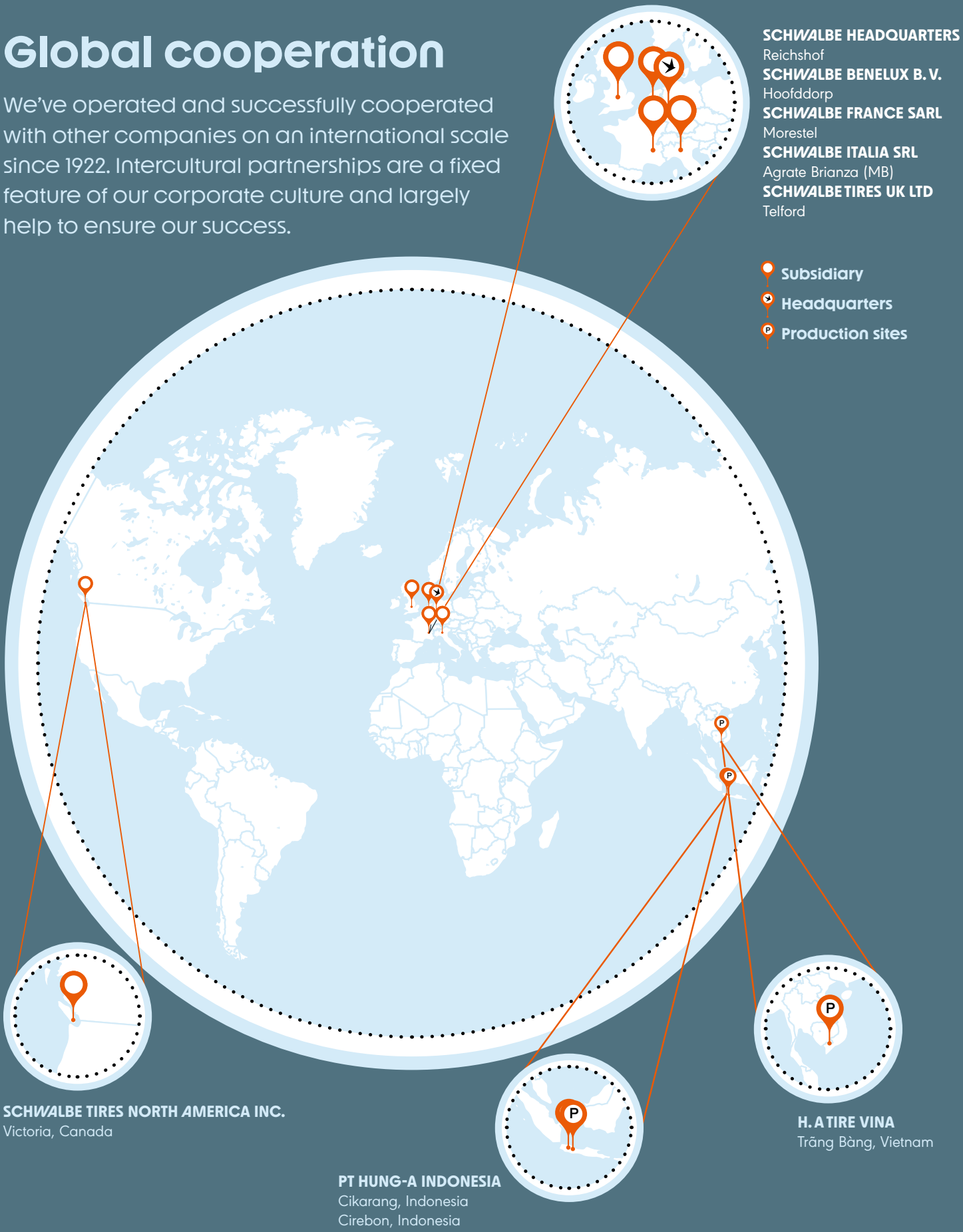
**Forecast for 2026 to 2030**
Schwalbe expects a gradual return to stable market growth over the next few years. Following the period of market consolidation and standardization, initial signs in key sales regions point to greater stability in demand. In particular, the premium segment and the field of high-performance, low-emission mobility solutions present attractive opportunities for growth.

Schwalbe continues to pursue its growth strategy, demonstrating its innovative prowess, a strong focus on customer service and a robust international market position. In addition to the core European markets, focus is increasingly turning toward North America, Asia and Australia.

As a family-run business with a long-term outlook, a resilient business model and a clear strategic focus, Schwalbe considers itself extremely well-positioned to capitalize on the long-term trends toward resource-efficient mobility, urbanization and high-quality cycling technology.

# Global cooperation

We've operated and successfully cooperated with other companies on an international scale since 1922. Intercultural partnerships are a fixed feature of our corporate culture and largely help to ensure our success.



2021

Start of
CSR reporting

2022

Start of Schwalbe's
tire recycling

2023

Launch of
Green Marathon

2024

1 million recycled
bicycle tires

2025

German Sustainability
Award for Companies

# Transformation 2021–2025

## From individual projects to a systematic approach to environmental and social responsibility.

**New requirements for product development**
When Schwalbe published its first CSR report for the 2021 financial year in 2022, this didn't mark the beginning of a new chapter. Environmental and social issues have featured in the company's activities for many years: from early recycling projects in the 1990s right through to ongoing improvements in materials, products and processes.

The first CSR report brought these to light for the first time within a single framework. Individual initiatives had morphed into a systematic approach with clearer objectives, measurable progress and a long-term outlook.

Nowadays, environmental criteria are factored into product development. Product Management, Development and CSR work together on new solutions right from the start, with clearly defined requirements in terms of performance, quality and use of materials. Projects such as the Green Marathon have shown that high technical standards can be combined with a significantly higher proportion of recycled or renewable materials. The insights gained in the process are now gradually being incorporated into the development of further product groups.

**From individual projects to strategy**
What was still a variety of individual initiatives a few years ago has now evolved into a comprehensive approach. Environmental and social factors are increasingly being incorporated into strategic decisions throughout the value chain: from the sourcing of raw materials through to production, recycling, the circular economy and product responsibility.

At the same time, existing activities have been expanded and interlinked. Development of the Schwalbe recycling system for tires and inner tubes continues, more and more fairtrade and recycled raw materials are being used and new approaches to the circular economy and material innovation have been established. As a result, these issues are becoming increasingly integrated into the business model.

**Innovations create new opportunities**
Recent years have been characterized by numerous developments in materials and recycling. New recycling processes, the use of rCB and rButyl, the advancement of recyclable materials and new approaches to recycling-friendly design offer additional opportunities for reducing resource consumption and keeping materials in the cycle for longer.

The insights gained are also providing a basis for the gradual establishment of other product groups and materials, with the aim of moving steadily toward a more circular product range.

**Data creates transparency**
Alongside product and materials development, new capabilities and systems have been established. Life cycle assessments (LCA), product carbon footprints and other key performance indicators are increasingly being used to make environmental impacts throughout a product's life cycle more transparent and comparable.

The development of a dedicated LCA matrix for tires and inner tubes, together with the expansion of data collection, is creating a more robust basis for future product decisions. This enables environmental impacts to be recorded more systematically and integrated more extensively into development processes.

**Working side by side with strong partners**
Many of these developments wouldn't have been possible without our close cooperation with suppliers, manufacturing partners, research institutions and various other organizations. What initially required a great deal of persuasive effort has now become an integral part of joint development processes.

New partnerships, joint projects and long-term initiatives are emerging throughout the supply chain. This not only creates the conditions for promoting change in individual products but also enables experience and solutions to be applied to other areas.

# Materiality analysis

**Focus on the topics that matter**

Corporate responsibility encompasses a wide range of environmental, social and economic concerns. However, not all of them have the same significance for Schwalbe or for our stakeholder groups. In order to set priorities and continue developing our activities strategically, we carried out a new materiality analysis at the start of 2026. The aim was to fully identify and reassess the sustainability topics relevant to Schwalbe, whilst taking into account current developments, changing circumstances and the new expectations of our stakeholders.

The analysis examines both the impact of our business activities on the environment and society and the sustainability-related risks and opportunities for Schwalbe. The results provide an important roadmap for our sustainability strategy, the ongoing development of our strategic priorities and the focus of our reporting. At the same time, this helps us to allocate resources more effectively and drive progress in areas where we can make the greatest impact.

**Stakeholder dialog**

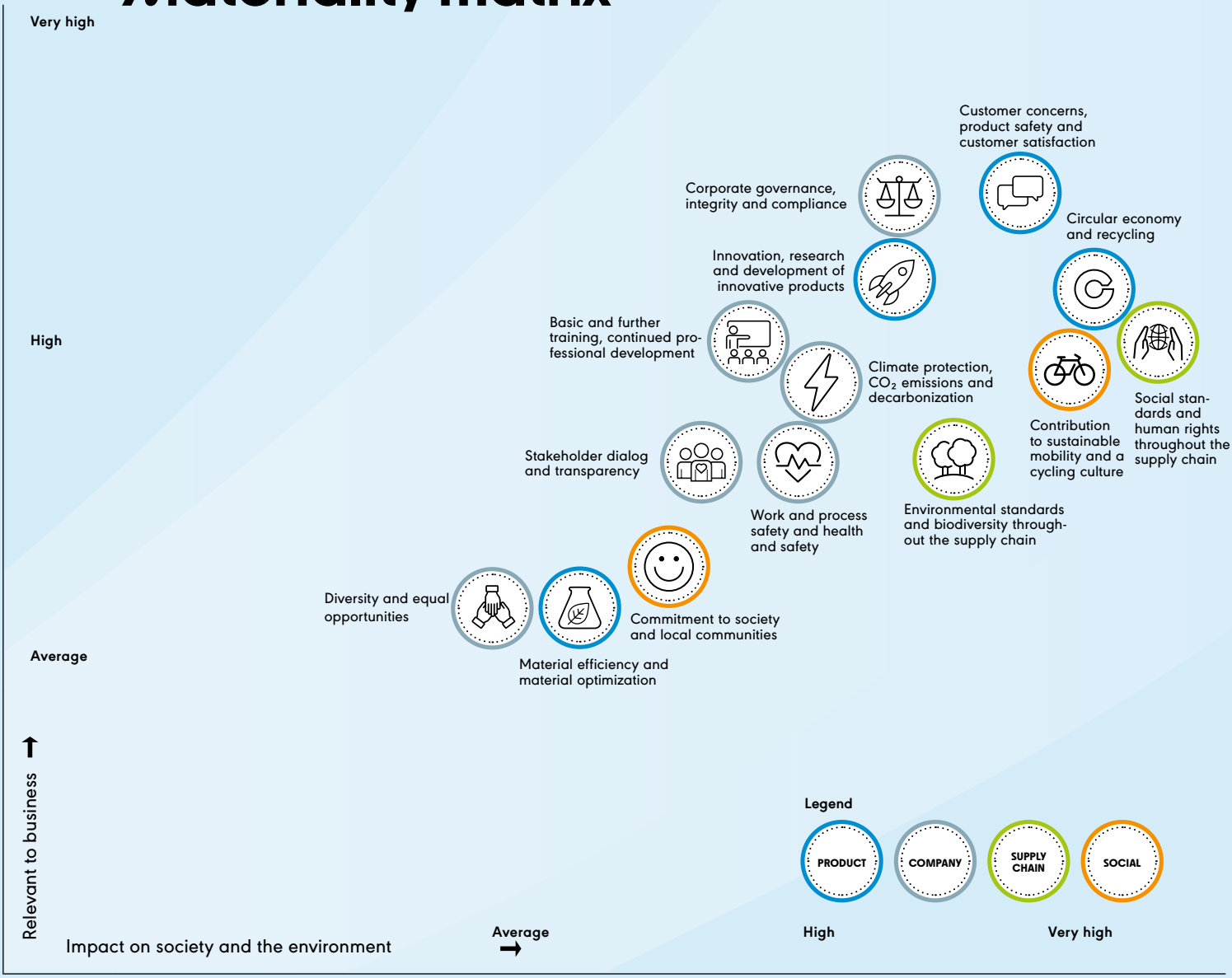
The materiality analysis is based on dialogs with people and organizations that interact with Schwalbe in various ways. Our key stakeholder groups include employees, customers, business partners, suppliers, manufacturing partners, trade associations, NGOs, scientific institutions, political bodies and the local communities where we operate.

This exchange takes place in the form of in-person discussions, workshops, audits, events, surveys, project partnerships and our regular sustainability reporting. These different viewpoints provide valuable insights into the opportunities, challenges and expectations that exist throughout our value chain. At the same time, this dialog helps us to identify new developments early on and to examine sustainability topics from various perspectives. The result is a sound foundation for strategic decisions and the ongoing development of our sustainability initiatives.

**Forms of dialogue and topics of stakeholder commitment**

| Stakeholder group | Form of dialog | Topics |
|---|---|---|
| Customers | Personal address and contact at trade fairs, sports events, functions, workshops, dialog through the service center, customer hotline and factory tours | Products, new materials, technical advice, customer concerns and suggestions, CSR and recycling system |
| Employees | Annual appraisals, employee magazine, open-door policy, joint events | Working conditions, further training, occupational health and safety, plans and projects, CSR program, recycling system |
| Specialist traders | Personal interaction at trade fairs, conferences and product presentations, supplemented by trade magazines, hotline and support | Products and product innovations, recycling system, customer innovations |
| Suppliers | Supplier talks and audits for new product developments and innovations | Production conditions and product quality, transport routes, CSR requirements, contractual terms, plans and projects |
| Local neighborhoods | Personal talks, personal contact during sponsoring events and funding measures, open days | Regional economic development, bicycle mobility, commitment to social issues and sports, education |
| Politicians and associations | Personal talks and written correspondence, participation on committees, events and consultations | Environmental protection, circular economy, promotion of a cycling culture |
| Science | Research communities with universities, such as Cologne University of Applied Sciences (TH Köln), studies (Fraunhofer Institute) | Recycling system and material optimization |
| Media | Address through corporate communications, interviews, podcasts/videos, press conferences and press releases | Recycling system, products, social commitment and training |
| Charitable organizations and NGOs | Personal talks, participation in events and consultations | Support for social projects, training, arts and sports funding and biodiversity |

# Materiality matrix




**Fundamentals of the 2026 materiality analysis**

The analysis was based on an online survey carried out in early 2026. Those involved included employees of the Schwalbe Group and its subsidiaries, partner companies from the supply chain such as Hung-A, representatives of NGOs and associations and customer groups. A number of additional analysis tools were also used to categorize the results and evaluate the relevance of the individual topics with greater distinction. The assessment is based on the principle of double materiality. It considered both the impact of our business activities on the environment and society as well as the risks and opportunities that sustainability issues may present for Schwalbe.

**Summary of results**

The results confirm the strategic importance of climate protection, the circular economy, sustainable materials, responsible supply chains, transparency and data quality. The material topics addressed to date were largely upheld, with the circular economy and recycling added as further topics. Furthermore, the analysis shows just how closely many topics are interlinked. The greatest leverage is achieved where different perspectives converge and correlations become apparent throughout the entire product life cycle.

The results therefore provide an important guideline for the continued development of Schwalbe's sustainability strategy.

# Our sustainability strategy and mission

**Responsibility with a long-term outlook**

Ecological and social responsibility is neither a standalone scheme nor a short-term project at Schwalbe. It's part of our corporate philosophy, shaping the way we make decisions, develop products and assume responsibility. As a family-run enterprise, we think about the long term. Many of the challenges facing businesses today can't be resolved in the space of a few years. This makes it all the more important to get off on the right track from the outset and to keep pursuing development.

Our full-circle approach means that we view quality, performance and environmental and social responsibility not as contradictory concepts but as interrelated goals. Our aim is to continuously improve our products and processes, whilst giving equal consideration to environmental, social and economic factors. With this in mind, we focus on the entire life cycle of our products: from the selection of materials to their use, right through to recycling and circular economy solutions.

Our sustainability strategy provides the framework to grow. It helps us to set priorities, measure progress and systematically incorporate environmental and social responsibility into the development of our company.

**Long-term commitment to responsibility**

One of our key priorities is to firmly instill ecological and social responsibility into our structures and decision-making processes on a long-term basis. Not every development can be implemented in the short term or immediately translated into a single key figure. This is why we combine long-term objectives with specific next steps and regularly review where we stand and where further action is needed. Thus, responsibility becomes an ongoing process connecting different areas of our company.

**Four pillars of responsibility at Schwalbe**

The four pillars forming the basis of our sustainability strategy are the product, the company, our supply chain and social commitment. They give structure to our actions and provide guidance for our objectives, initiatives and decisions. At the same time, they illustrate that sustainable development can only be achieved if different issues are considered together.

Product: this embodies our commitment to designing high-quality, high-performance products with environmental factors always in mind. These include developing recycling solutions, using recycled and renewable raw materials and promoting a consistent circular economy.

Company: this embraces the responsible development of our organization. It includes climate protection, efficient resource use, sustainable corporate governance, transparency and the incorporation of sustainability factors into our processes and decision-making.

Supply chain: this focuses on people, partnerships and raw materials throughout our value chain. Transparency, fair working conditions, environmental standards and long-term partnerships are the core prerequisites for responsible business operations.

Social commitment: this defines our approach to social matters and our conviction that mobility, inclusion and equal opportunities are vital prerequisites for sustainable development. Not only does this apply to our commitment within the company but also to our activities through the Schwalbe Foundation and other initiatives.

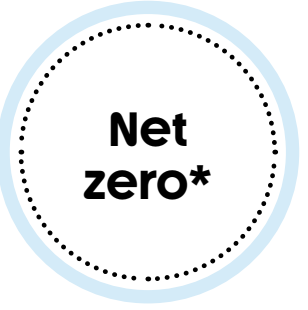
# Transformation matrix




**Roadmap for developing our sustainability strategy**
Schwalbe's four pillars of responsibility form the crucial framework for our sustainability strategy. In turn, these give rise to four areas of transformation which we use to define Schwalbe's key sustainability topics, while interlinking ecological, social and economic accountability.

Our sustainability strategy continues to evolve as we gain more experience, learn about new scientific findings and regulatory requirements increase. In this context, we've updated our target architecture, setting binding and measurable goals by 2030. Any statements exceeding this scope describe our long-term direction and will be translated into measurable goals as more data becomes available.

Our transformation matrix creates a common point of reference. Combining long-term development prospects with specific strategic areas of focus, it clearly shows how sustainability issues are in different phases of evolution.



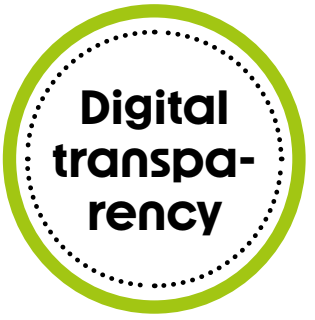

Here, we distinguish between two different levels: our long-term alignment describes the general direction our areas of transformation will take: without giving a target year or target value. Our verifiable targets through 2030 define the concrete steps along this path; they're backed by interim milestones, measures, responsibilities and budgets in our transition plans. Transition plans up to 2030 are available for our net zero and material loop fields of action. Both have been reviewed by our auditor with limited assurance; the respective auditor's report is available at schwalbe.com/csr. These plans are revised on an annual basis, with any deviations from our target path clearly highlighted and substantiated.




While some topics are supported by science-based target systems and authoritative key figures, in other areas the focus is primarily on suitable methods for measuring impact and developing our system of target and efficacy management.

Therefore, classification of our areas of transformation doesn't define their significance but the respective stage of development of our target and impact management.




* Our climate roadmap: to reduce our scope 1 and 2 emissions by 50% by 2030 compared to 2018 and achieve net zero throughout the entire value chain (scopes 1, 2 and 3) by 2040, with both targets validated by the Science-Based Targets initiative (SME pathway).

# Structure and content of the transformation matrix

Our four transformation areas encapsulate the core issues of our sustainability strategy. They show the areas where we practice responsibility and the changes we'll be strategically pursuing in the coming years.

Here, we present the respective development perspective, SBTi targets and strategic priorities and the current status of our target and impact management system.

| Field of action | Long-term approach | Assessment |
|---|---|---|
| **Net zero** | To reduce greenhouse gas emissions to a science-based minimum. | **SBTi-validated**<br>Our short-term goal for scope 1 and 2 emissions and our target of net zero by 2040 for scope 1 to 3 emissions have been validated by the SBTi. We've pledged to the SBTi to measure and cut our scope 3 emissions; our own interim milestone is given in our net zero transition plan. |
| ***Material loop*** | To keep materials in the loop as fully as possible while consistently reducing the use of new fossil-based raw materials. | **Strategic focus**<br>Measurable targets through 2030 are in place with a transition plan for our tire and inner tube recycling systems. We aim to establish a data baseline with respect to the share of recycle and bio-based materials in our portfolio by 2027; quantifiable targets shall follow as soon as they can be verified. |
| **Digital transparency** | To continuously improve transparency regarding the origin and use of our raw materials. | **Development perspectives**<br>In the long term, we aim to continue improving transparency regarding the origin and use of our raw materials throughout the supply chain, including ESG data, carbon footprints and social indicators. |
| **Social agenda** | To strengthen our long-term social impact and systematically promote social inclusion. | **Development perspectives**<br>Our social agenda is focused on building on our social commitment over the long term and effectively encouraging participation in society. |

### CLASSIFICATION OF AREAS OF ACTION

**SBTi – SBTi-validated**
This classification identifies fields of action whose goal has been validated by the Science-Based Targets initiative. The target path, measures and progress monitoring are specified in the associated transition plan and are subject to annual reporting.

**Strategic focus**
This classification identifies strategically prioritized fields of action. Measurable targets through 2030 exist where the data basis can be verified; these are included in transition plans. Where this data foundation is still being developed, we name the point in time as of when targets can be verified.

**Development perspectives**
This classification identifies fields of action with a long-term development trajectory but without quantifiable targets. Here, we report on activities and progress and not on achieving milestones.

This provides clarity on which areas already have science-based target systems in place and on those where we're further developing our impact management system.

As such, the transformation matrix does more than simply highlight our strategic priorities. It also demonstrates how we approach ecological and social responsibility from a long-term perspective, ensure our progress is transparent and continuously develop our sustainability strategy.

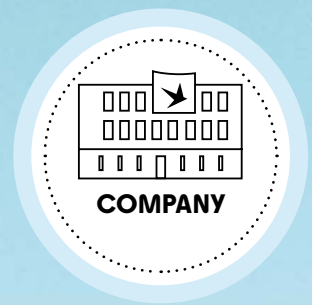
| Verifiable target by 2030* | Responsibility | Verification and audit | Further information |
|---|---|---|---|
| Scopes 1 and 2: -50% by 2030 compared to 2018 (SBTi-validated). Scopes 1 to 3: Germany and subsidiaries: -55% by 2030 compared to 2018 (own interim milestone, not separately validated; increase to -75% will be verified in 2027). | CSR Department, in collaboration with the executive management. | Targets validated by the SBTi (SME pathway). Climate footprint according to the GHG Protocol; calculation by Planted. Net zero transition plan reviewed by our auditor with limited assurance; the respective auditor's report is available at schwalbe.com/csr. | CSR magazine, "Net-zero climate target", SBTi target submission and schwalbe.com/csr. As of June 30, 2026: 62.38 % cut in scope 1–3 emissions compared to 2018 in Germany and at our subsidiaries; interim milestone of -55% thus achieved. |
| Cumulative volume of six million tires and 24 million inner tubes recycled by 2028 | CSR Unit and recycling partnership with Pyrum Innovations AG. | Recycling volumes confirmed by our recycling partners (including Pyrum Innovations AG). Material loop transition plan reviewed by our auditor with limited assurance; the respective auditor's report is available at schwalbe.com/csr. | CSR magazine," Transition to the circular economy". As of June 30, 2026: around 2.5 million tires and over 18.3 million inner tubes recycled since program start. |
| Measure: documentation of upstream raw material suppliers at our Asian production facilities established (2028; tier 2: natural rubber, synthetic rubber and carbon black). | Purchasing and CSR Department. | SEDEX audits of our production sites (2025). Currently no external audit for upstream suppliers. | CSR magazine, "Value chain" |
| Measure: establishment of an impact management system as of 2026/2027 | Schwalbe Foundation and CSR Unit. | Impact assessment is currently being established and will continue to be developed as an ongoing process. | CSR magazine, "Social agenda and monitoring" and "The Schwalbe Foundation". |

* Targets supported by a baseline value, target value, timeframe and measurement method currently exist for the climate (page 124) and material circularity (page 118). Measures have been listed for digital traceability and our social agenda; the long-term alignment is designated as a future development perspective (key on page 100).

# As of June 30, 2026




2.5 million recycled tires
18.3 million recycled inner tubes
70% rCB contained in the Schwalbe tire portfolio
Pilot tire recycling project in Austria
Design for Recycling established in our Research & Development Unit




In-house 200-kWp solar power plant = 166,000 kWh p.a.
All new vehicles = BEVs
Installation of sustainability dashboards inside at all locations
62.38% cut in emissions in Germany and at all subsidiaries since 2018
31.5% cut in production emissions since 2018




Circular water management system in Indonesia
100% renewable energy in Vietnam
40.98% share of Fair Rubber in the tire portfolio (mass balance)




17 projects/organizations sponsored by the Schwalbe Foundation
20 Children's Advisory Council projects since 2024

* SBTi, SBTi-validated: climate goals whose target path has been validated by the Science-Based Targets initiative. Measures and progress monitoring are specified in our net zero transition plan and subject to annual reporting.

** Measurable targets through 2030 with a baseline value, target value and measurement method. Those for our net zero and material loop fields of action are specified in verified transition plans; all others are given in the corporate units' respective action plans. Where this data foundation is still being developed, we name the point in time as of when targets can be verified.

## 2027

Increase in use of rCB to cover 80% of all Schwalbe tires**

First recycling-optimized tire (Design for Recycling)

Documentation of water consumption per tire at our production sites and specification of reduction targets

100% packaging made from recycled materials** (PY)

Four more EU countries to be included in the tire recycling program (PY)

80% of all treads with recycled and renewable materials** (PY)

Publicly available life cycle assessments (LCAs) for all products (PY)

100% natural landscaping of all outdoor areas including biodiversity monitoring

Science-Based Targets for Nature (SBTN) validation

Establishment of Schwalbe Campus

Introduction of a Sustainability Performance Index (SPI)

Schwalbe's own energy production to cover 50% of its electricity requirement in Germany**

Piloting of an in-house carbon price: at least €55 per t $CO_2$e (PY)

Take-back boxes and circular hubs at all EU subsidiaries (PY)

Verification of an increase in our emissions target to -75%

Action plan with Hung-A to prevent and recycle production waste

Monitoring of living wages in the materials supply chain

Establishment of a biodiversity monitoring system throughout the rubber supply chain (PY)

CSR workshops for regional school students

Inclusion rate introduced and reported

Introduction of a corporate social resilience index

Corporate volunteering program launched

Schwalbe Climate Fund (PY)

Schwalbe Diversity Scorecard (PY)

Document reach of CSR workshops and forms of participation with annual reporting

## 2028

Proportion of recycled and renewable materials documented per product line

6 million tires and 24 million inner tubes recycled**

POS materials and trade show booths made of recycled or reusable materials

Decarbonization plans for each location by 2028

Sports activities offered at all locations

Documentation established of upstream raw materials suppliers (tier 2) in Asia

Scholarship funds for production employee family members

Employee commitment to social projects

Introduction of local social labs for each subsidiary

Mentoring program for young female and non-binary professionals

*** Development perspectives: fields of action with a long-term development trajectory, without giving a target year or target value. Here, we report on activities and progress and not on achieving milestones.

**** Both goals validated by the Science-Based Targets initiative (SME pathway). See https://sciencebasedtargets.org/target-dashboard.

(PY): entry in the last reporting year assigned to 2026.



## 2029

Design for Recycling approach in 70% of all tire families**

Zero waste program introduced at all locations

Further training courses established at all locations

Procurement guidelines with ESG criteria introduced at all facilities

Production sites with 100% renewable electricity; Indonesia to follow Vietnam

Expansion of the agroforestry project on Sumatra

Setup of a scholarship fund for young people with a disability, additional needs or history of migration

## 2030

6,500 t $CO_2$e saved by recycling**

22,000 t $CO_2$e saved by using recyclate**

Documentation of decoupling of corporate growth and emission and resource consumption using a decoupling index

Document contribution to biodiversity per product line; methodology following SBTN validation in 2027

Climate protection project with a CDR dimension started in Indonesia

CSR workshops and forms of participation established at all subsidiaries



**Entries without asterisks**

Measures and current status: these entries are not targets but rather concrete measures, milestones and achieved statuses. They describe what we're in the process of doing or have done, not what impact we promise to deliver. Measures include an implementation year and are verifiable based on whether they were implemented or not; current values are measured as of the cut-off date of June 30, 2026. The baseline value, target value and measurement method are omitted because no quantitative target is described.

# Long-term alignment



Keep materials in the loop as fully as possible while consistently reducing the use of new fossil-based raw materials***

## Our climate roadmap

To reduce our scope 1 and 2 emissions by 50% by 2030 compared to 2018 and achieve net zero throughout the entire value chain (scopes 1, 2 and 3) by 2040, with both targets validated by the SBTi****.

To continuously improve transparency regarding the origin and use of our raw materials (including ESG data, carbon footprints, biodiversity status and social indicators)***

All CSR initiatives pursue a single objective: to facilitate greater social inclusion for people throughout our value chain and in our communities. In the future, their impact will be monitored based on defined indicators.***




# CORPORATE CSR ANCHOR

**Environmental and social responsibility starts at the interface between people, sectors and decisions. This is why at Schwalbe it's fully embedded in the entire company's structures, processes and the way it works as a whole.**

SCHWALBE

# Shaping responsibility together

**Responsibility at its core**
At Schwalbe, CSR isn't just an isolated task performed by one single department. Issues and decisions arise in product development, in the lab, in production, in procurement and in the supply chain. However, they also emerge through discussions with customers, business partners and other stakeholders. Quality, performance and environmental and social responsibility are all given equal consideration: from the choice of materials to their usage through to recycling and circular economy solutions.

**Clear responsibility, networking and collaboration**
Overall responsibility lies directly with the management. The CSR Unit, headed by Felix Jahn, is responsible for operational management. It interconnects different departments within the company, amalgamating their specific points of view. Interdisciplinary cooperation ranges from Product Management, the laboratory and Purchasing through Production, Communications and Human Resources to our Digital Unit. It's precisely at these intersections that technical, environmental, economic and social issues converge.

**Materiality provides guidance**
Our strategic development is based on regular materiality analyses. Their purpose is to systematically assess relevant issues, set priorities and align objectives and measures with the impact the company has and the expectations of its stakeholders. This provides a common framework for strategy, measures and reporting.

**Making progress quantifiable**
To ensure that developments can be properly tracked, Schwalbe is constantly expanding its management and evaluation tools. Alongside environmental footprints, recycling figures and social indicators, life cycle assessments (LCAs) play an increasingly important role here. In addition, key performance indicators and dashboards continue to be developed. This also includes Schwalbe's Sustainability Performance Index (SPI) that's intended to provide greater transparency on progress in key fields of action in the future.

**Considering other perspectives**
Regular exchanges with employees, customers, business partners, suppliers, the scientific community, associations, NGOs and social and political stakeholders help broaden our perspective on relevant trends and expectations. These different viewpoints inspire new ideas for products and processes, helping to identify challenges at an early stage and take them into account when making decisions.

**Aligned with Sustainable Development Goals**
Schwalbe's CSR approach is aligned with the United Nations' Sustainable Development Goals (SDGs). Particular references are made to affordable and clean energy (SDG 7), decent work and economic growth (SDG 8), industry, innovation and infrastructure (SDG 9), responsible consumption and production practices (SDG 12), climate action (SDG 13) and life on land (SDG 15).



# Compliance system

## Clear rules, transparent processes and shared values provide guidance and reinforce ethical conduct.

**Foundation of integrity**
As a family-run business, Schwalbe carries out its business activities with clear ethical principles firmly at the fore. In this respect, compliance means more than simply adhering to legal requirements. It establishes a binding framework for decision-making and day-to-day operations in relation to employees, business partners, customers and other stakeholders.

Clear rules and shared values are particularly important for an international company with a wide range of business relationships. Furthermore, requirements are constantly changing: new regulatory requirements, social expectations and global challenges mean that existing processes, guidelines and structures must be regularly reviewed and adapted where necessary.

Therefore, we see compliance as being an integral part of responsible corporate governance. It helps us to identify risks at an early stage, establish clear guidelines for decision-making and maintain integrity in our day-to-day work.

**Knowledge creates security**
An effective compliance system requires employees to be aware of the rules relevant to their work and able to apply them. As a result, new colleagues always receive proper onboarding, whilst existing teams receive regular training on relevant topics. These include subjects such as data protection, anti-corruption and competition law.

Training and raising awareness should never be just about sharing knowledge of requirements and regulations, however. They should also aim to help employees recognize potential risks in their own working environment, assess situations correctly and take appropriate action in cases of uncertainty. Compliance thus becomes more than a formal set of rules and instead an integral part of everyday working life.

**Open communication and clear-cut responsibilities**
Our approach to compliance is focused on prevention. Clear responsibilities, transparent processes and open communication help to identify potential risks and breaches at an early stage and deal with them appropriately.

This also includes being able to submit reports of potential breaches. Our complaints office is available at any time to provide assistance. All submitted notifications are treated with strict confidence and carefully examined. This allows us to establish a well-defined process for addressing and investigating any potential issues.

**Building trust through integrity**
Reliable and ethical conduct is a vital basis for long-term relationships with employees, business partners, customers and other stakeholders. Trust isn't built solely on rules, but by consistently applying them, by being open in our communication and by reaching decisions that are easy to follow.

As a result, we constantly review and refine our compliance structures. The aim is to create a system that provides guidance, addresses risks appropriately and permanently incorporates ethical conduct into Schwalbe's processes and collaborative working practices.

# Supply chain responsibility

Responsible supply chains are built on clear requirements, transparency and long-term cooperation.

**Code of conduct**
Our sphere of influence doesn't stop at the boundaries of our own company. From the extraction of raw materials to production right through to our partners and suppliers, there are environmental and social implications which we take into account when working with them.

Our supplier code of conduct sets out social, environmental and ethical requirements for our business partners. It encompasses aspects such as respect for human rights, fair working conditions, environmental responsibility and compliance with applicable laws and internationally recognized standards. All relevant tier 1 and tier 2 business partners have signed our code of conduct, thereby committing themselves to these principles.

**Making supply chains more transparent**
In order to identify risks and opportunities for improvement more effectively, we strive to enhance transparency throughout our value chain. To achieve this, we collect information on origin and production conditions, gradually expanding our database on environmental and social aspects. Digital systems are intended to help make information more systematically accessible and developments easier to follow.

Our aim is to involve upstream stages of the supply chain to an increasing extent and to incorporate the defined requirements more closely into collaboration with our suppliers.

**Common standards in the sporting goods industry**
Many of the challenges faced by global supply chains can't be resolved by individual companies acting alone. This is why Schwalbe is also committed to international industry campaigns and getting involved in the development of common standards.

In 2025, the World Federation of the Sporting Goods Industry (WFSGI) underwent a major overhaul.

Among other things, its new code of conduct addresses human rights, fair working conditions and environmental responsibility throughout global supply chains, while also establishing a common framework for the international sports goods industry. Schwalbe was involved in this process, represented by Felix Jahn, vice-chair of the WFSGI's ESG Committee.

The revised code creates common guidelines for companies and their partners and helps the sector to implement requirements more consistently in practice throughout the supply chain.

**Common supply chain code for the bicycle industry**
Furthermore, Schwalbe has collaborated with companies in the cycling sector, Shift Cycling Culture and industry associations such as the ZIV (bicycle industry association) to develop a common supply chain code of conduct. It sets out common principles for social and environmental responsibility across global supply chains.

The aim is to harmonize requirements across the industry and ease the burden on suppliers imposed by differing regulations. This enables companies and suppliers to focus their resources more effectively on working together to improve working conditions, human rights and environmental standards.

**Working together throughout the supply chain**
Our own requirements and industry-wide standards complement one another. Although codes of conduct provide a common framework, greater transparency and closer cooperation with suppliers are designed to help put requirements into practice and ensure that developments can be properly tracked.

Our aim is to continue developing this approach alongside our partners, with a view to incorporating environmental and social considerations more fully into decisions and processes throughout the value chain.

# Fair Rubber – responsibility from the start of the supply chain

Fair partnerships create better living conditions and help protect valuable rainforest ecosystems.

**Natural rubber – a key raw material**

Natural rubber is the most important raw material used in the manufacture of bicycle tires. However, in many places, its cultivation is subject to economic pressure. Fluctuating world market prices, low incomes and a lack of planning security characterize the daily lives of many rubber tappers.

Together with the Fair Rubber Association, we've been committed to promoting fairtrade conditions in natural rubber farming for more than five years now. During this period, we've steadily increased the proportion of Fair Rubber-certified natural rubber in our products (mass balance) and significantly scaled up the project in collaboration with our local cooperatives. The aim is to improve the living and working conditions of producers in a sustainable way, while also helping to protect natural habitats.

What started off as a single supply chain project has now become a key part of our sustainability strategy over the past few years. Today, around 40.98% of all Schwalbe tires (as of June 30, 2026) are already manufactured using fairtrade natural rubber.

**Fair prices instead of fluctuating world market conditions**

Fair and transparent trading conditions are at the heart of the Fair Rubber philosophy. For every metric ton of certified natural rubber used, Schwalbe pays an additional fairtrade premium of €0.50 per kilogram of dry material. Depending on the region and plantation, this represents an additional payment of around 50 to 100% compared with standard market conditions.

This premium goes directly to the local producers. Unlike in many traditional development projects, the cooperatives themselves decide how the funds are to be used. This enables measures to be implemented that meet people's actual needs.

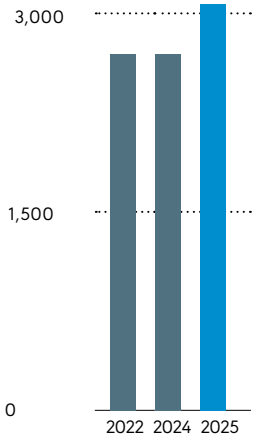
In recent years, this has facilitated investment in areas such as education, healthcare, infrastructure and energy supply.

**Insights from conversations on the ground**

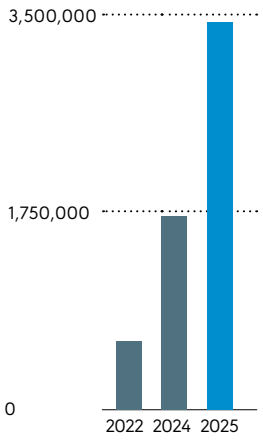
When Felix Jahn visited the Fair Rubber cooperatives in Indonesia in spring of 2026, the focus wasn't on presentations and project reports, but on communicating directly with the rubber farmers. The discussions made it clear just how closely the future of natural rubber cultivation is linked to the economic situation of local families. Fluctuating world market prices, ageing plantations and a lack of planning security are making long-term investment difficult.

At the same time, many young people are leaving rural areas because they see better prospects outside the agricultural sector.

The journey revealed that responsible supply chains require far more than just fair prices. The key is understanding the actual challenges on the ground and working together to develop solutions that have a long-term impact. Regular discussions with the cooperatives provide valuable insights, helping to ensure the continuous development of the Fair Rubber scheme.




Area (in hectares)




Number of trees

**Protecting the rainforest with jungle plantations**
The Fair Rubber-certified natural rubber used by Schwalbe comes from what are known as jungle plantations in Indonesia. This traditional form of cultivation is fundamentally different from large-scale monocultures. Rubber trees decreased slightly as part of existing forest structures, helping to preserve the high level of biodiversity in rainforest regions.

As the project grows, the area that's farmed under fairtrade conditions and protected from deforestation also increases. The protected area grew from 3,071 hectares in 2024 to 3,069 hectares in the year under review. At the same time, the number of trees growing there rose to around 3.4 million.

**Growth with measurable impact**
Real-world experience over recent years has confirmed how dynamic this project is. The number of members in the Fair Rubber cooperatives supported by Schwalbe rose from an initial 277 to 4,523 during the reporting year. As of June 30, 2026, 4,729 members were already part of the two Fair Rubber supply chains on Java and Sumatra.

The Fair Rubber project started on Java. Two years ago, a second fairtrade supply chain was established on Sumatra, where the number of participating producers increased from 90 to 300 as of June 30, 2026. This means that under this umbrella a second strong network for fairtrade natural rubber is being developed in Indonesia.

The project is also becoming increasingly important from an economic point of view. The proportion of Schwalbe tire models featuring Fair Rubber-certified natural rubber has now risen to 40.98% (as of June 30, 2026).

**Recognition for long-term commitment**
Schwalbe was the first and for a long time the only tire manufacturer to be a member of the Fair Rubber Association, despite 70% of all natural rubber traded worldwide being processed in the tire industry.

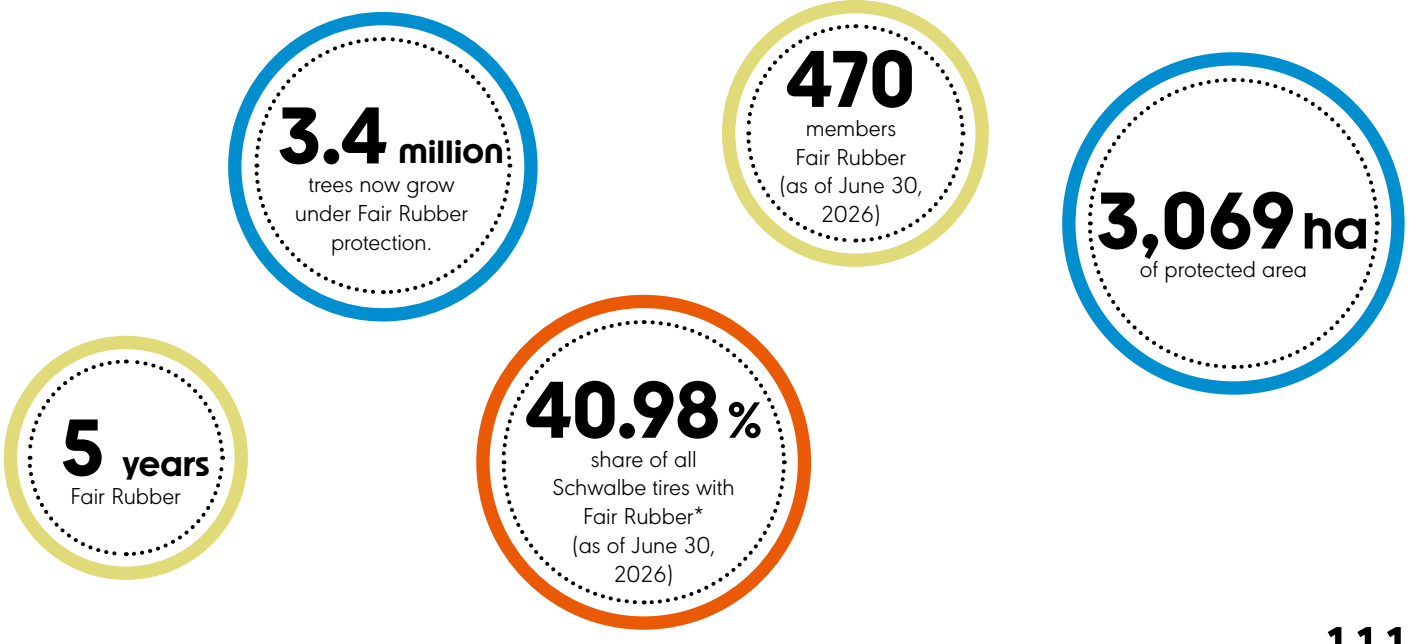
Its commitment has since been publicly honored. In 2025, Schwalbe received the German Federal Government's CSR Award in the Good Business Practices category. The award specifically recognized the company's steady commitment to fair working conditions throughout the natural rubber supply chain as well as its long-term collaboration with local producers.

This award affirms the path the company has taken, underscoring the fact that social responsibility, cooperative partnerships and sustainable sourcing of raw materials can collectively play a key role in creating a sustainable supply chain.

**Developments in the coming years**
The ongoing alignment of Fair Rubber remains a central part of our sustainability policy.

Our long-term development perspective is clear: all natural rubber used by Schwalbe is to come from Fair Rubber-certified supply chains. Not only will this ensure greater social responsibility at the beginning of the supply chain; it will also help protect valuable rainforest ecosystems while promoting the sustainability of natural rubber cultivation.

* See additional information on calculation methodology.





# INNOVATIONS

Innovation occurs when a sustainability mindset inspires new solutions. This section illustrates how Schwalbe recovers materials, reuses them and develops products for the circular economy.

# Cradle to cradle

Circularity doesn't begin at the end of a product's life cycle; it starts at the very beginning of its development.

**Innovation at our core**
We've been driving innovation in the field of bicycle tires since the Schwalbe brand was established in 1973. In the process, our goal has always been to develop products that combine performance, safety and durability. Growing demands around climate protection and resource conservation have broadened this mission: today, we consider not only a product's use but also its entire life cycle.

This is where the cradle-to-cradle principle provides an important guideline. The intention is to use materials in such a way that, after they have been utilized, they can be reused as raw materials for new products. In other words, instead of managing the end of a product's life cycle, materials are kept in circulation for as long as possible.

**Shift in thinking from linear to circular**
In addition to performance, safety and durability, another issue is now taking center stage in product development: how can materials be reintroduced into new cycles after they've been used? The cradle-to-cradle approach helps incorporate this concept into development processes early on.

It provides a holistic view of products that extends far beyond their actual useful life, laying the foundation for a sustainable circular economy.

**Rethinking products**
For Schwalbe, cradle to cradle means systematically thinking ahead when it comes to product development. Right from the outset, we take into account factors such as recyclability, circularity and resource efficiency when selecting materials and components. At the same time, we work towards continuously increasing the proportion of recycled and renewable raw materials we use.

Projects involving the recycling of tires and inner tubes, using recovered carbon black (rCB) and recycled butyl rubber, and the Green Marathon already allow us to create products in which materials from existing cycles are reintroduced into new applications.

The experience gained in this process is constantly incorporated into the ongoing development of materials, compounds and production processes.

Our commitment remains unchanged: to find sustainable solutions that have to prove themselves in practice. Accordingly, quality, safety and performance are at the heart of every innovation. New materials and circular economy concepts are only used on a larger scale once they meet the high standards required of our products.

**Design for Recycling**
An important strategic priority is to design products that facilitate their own future recycling even more effectively. Guided by the Design for Recycling principle, we're working to ensure that materials, designs and production processes are configured in a way that allows them to be reintegrated into new cycles as efficiently as possible at the end of their life cycle.

The aim is to establish further foundations for closed-loop material cycles by 2027. This includes products optimized for recycling, the expansion of existing recycling solutions, the preparation of life cycle assessments (LCAs) and increasing the proportion of recycled and renewable raw materials used. The insights gained from this are continuously incorporated into the next generation of products.

**Cradle to cradle beyond the product**
Schwalbe shall continue to constantly refine products and processes, keep resources in circulation for as long as possible and lay the groundwork for a circular bicycle industry. Full circle describes this journey as an ongoing process: from raw materials through utilization to the recycling of valuable materials into new products. This is precisely where we believe the key lies for the sustainable development of tomorrow's mobility.

# Schwalbe tire recycling

Schwalbe is the first manufacturer to have established a take-back and recycling system for bicycle tires in Germany.




*As of: June 30, 2026

**A milestone for the circular economy in the bicycle industry**
In 2022, Schwalbe developed a recycling process for all makes of bicycle tire together with its business partners. This system stands for a resolute switch to genuine product responsibility throughout a product's entire life cycle.

**Return and reuse of materials**
The objective of the system is to take back used bicycle tires, regardless of the brand, and reuse their materials. The recovered materials replace primary resources, rCB in new Schwalbe tires and pyrolysis oil in the chemicals industry. A fully closed tire-to-tire recycling process isn't yet in place, but is part of our long-term alignment (see page 118).

**Technological innovation**
The process was developed in close cooperation with Pyrum Innovations Cologne University of Applied Sciences (TH Köln). For the very first time, it enables all brands of used bicycle tire to be recycled.

Recovered carbon black (rCB) plays a particularly important role in this process. Industrial carbon black recovered from used tires is gradually replacing fossil-based industrial carbon black. It's already being used in numerous Schwalbe products.

**Returns made easy: a comprehensive collection system** Schwalbe has built up an extensive take-back system in close cooperation with bicycle retailers. This makes it easy for consumers to return their used tires and feed them back into the recycling loop.

The collected tires are subsequently put through the recycling process and transformed into valuable secondary raw materials. This ensures that the available supply of raw materials for future circular economy applications continues to grow.

**Next step: international expansion**
The success of the Schwalbe Recycling System in Germany has set a precedent for expansion beyond our national boundaries. Following its successful launch in Germany, Schwalbe is set to launch another pilot project for tire recycling in Austria in 2026. The plan is to expand this to four additional EU countries (including Austria) in 2027. For this purpose, new collection systems are being established in cooperation with specialist retailers and circular hubs are being set up at Schwalbe's
European subsidiaries.

As a long-term development perspective, Schwalbe intends to establish tire recycling worldwide, thereby creating a new industry standard for the handling of end-of-life tires.

# From used tires to raw materials

Five steps to recover valuable raw materials.

**1. Collection**
The circular economy starts with bicycle retailers. All brands of used bicycle tire can be deposited in special Schwalbe recycling boxes at participating retailers. The system is intentionally designed to be brand-neutral to ensure that as many tires as possible are sent for recycling and to prevent valuable raw materials from being lost.

**2. Transportation**
As soon as the collection boxes are full, they're picked up using existing logistics systems and taken to Schwalbe's recycling partner Pyrum Innovations AG. Consolidating shipments enables the collected tires to be transferred efficiently to the recycling process.

**3. Shredding and material separation**
The used tires are first mechanically processed in the plants at Pyrum. In this process, they're shredded several times over and their components are separated from one another. This produces rubber granules, steel and textile fibers, each of which can be sent along different recycling routes.

This careful separation of materials forms the basis for the subsequent recovery of high-quality raw materials and the most efficient recycling process possible.

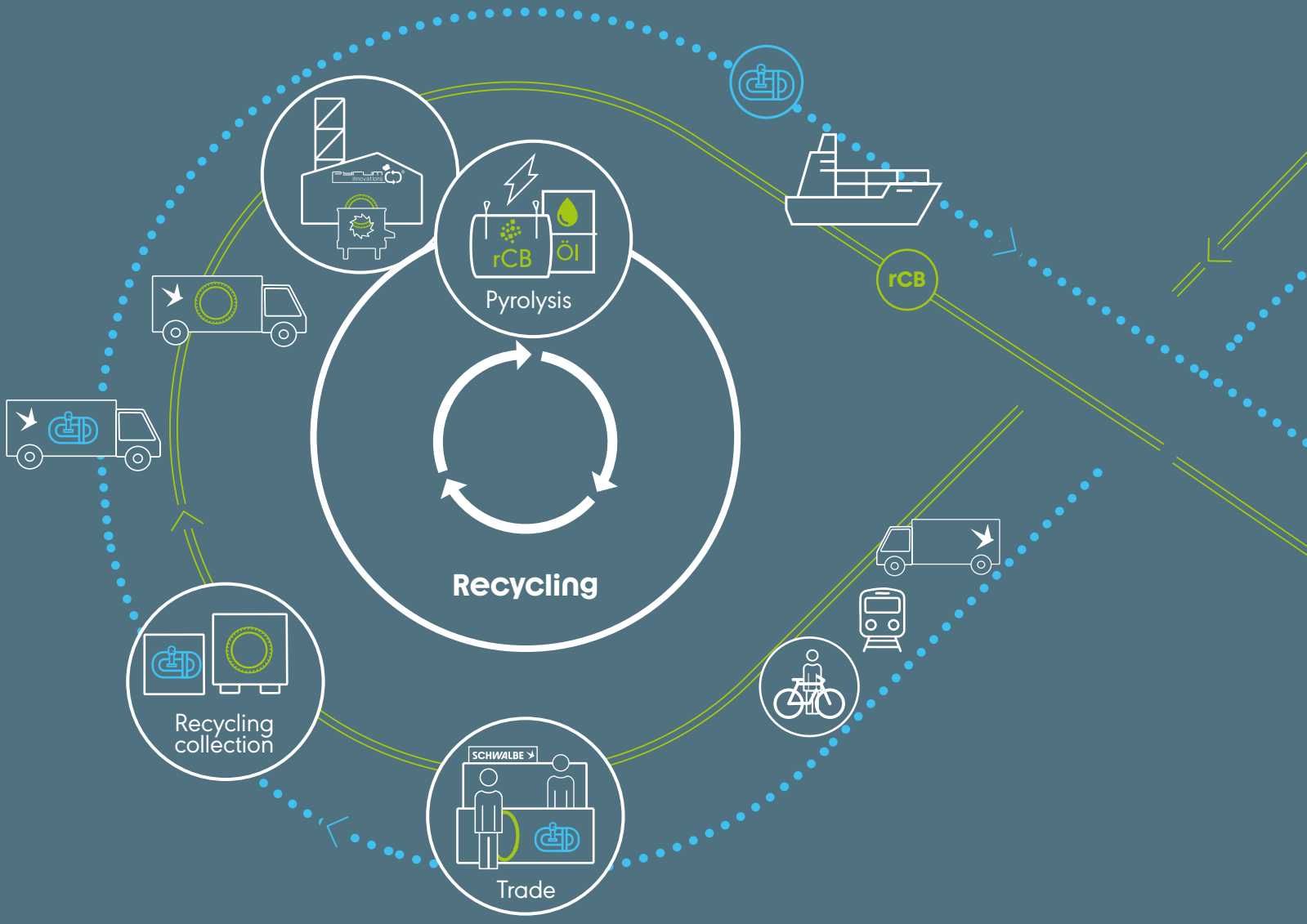
**4. Pyrolysis and energy generation**
The recovered rubber granules are then processed in a special pyrolysis reactor at approximately 700°C under oxygen-free conditions. Unlike in incineration, the materials are not destroyed in this process but broken down into their constituent parts. This produces three valuable products: gas, oil and recovered carbon black (rCB). The gas produced during the process is directly used to power the plant, helping to make operations largely energy self-sufficient.

**5. Material recovery**
The pyrolysis process produces raw materials that can be reused in industrial applications. Recovered carbon black (rCB) is particularly important in this context. In fact, recovered rCB is gradually replacing traditional industrial carbon black and is already being used in numerous Schwalbe products. The pyrolysis oil produced is also processed further in industry, by BASF, among others. Used bicycle tires are thus transformed into new raw materials for future applications.

**Keeping materials in the loop**
The recycling system shows how partnerships along the value chain (illustrated in the diagram on the following page) can work together to close material loops.
Specialist retailers, logistics companies, research institutions and industry each play a key role in ensuring that used tires are recycled into valuable raw materials.



# Think circular
# Products designed for return




**Overview of the global supply chain**

The above graphic depicts Schwalbe's international process routes between Asia and Europe/North America. Our production operations are distributed between our sites in Indonesia and Vietnam. From there, goods are transported by ship to various international distribution hubs, in particular to Germany (DE), the Netherlands (NL), North America (NA) and the United Kingdom (UK).

Distribution to customers (AM) is organized by a central logistics system. Close cooperation between the individual stakeholders, from manufacture through order processing (OE) to dispatch, ensures efficiency and adherence to delivery deadlines throughout the entire value chain.


Worldwide
OE
AM
Warehouse
Production
& logistics
Vietnam
rCB
rCB
Indonesia
Tire recycling
Inner tube recycling
Tires
Inner tubes
Fair Rubber
rButyl
Warehouse
AM
Aftermarket
OE
Original Equipment
rCB
recovered Carbon Black

# Transition to the circular economy

*M*easurable progress toward a closed-loop material cycle.

**Our long-term ambition: a circular economy**
For Schwalbe, circular economy is more than just a standalone recycling project. It represents the long-term goal of keeping products and materials in the utilization cycle for as long as possible and gradually reducing the use of new raw materials. This isn't just about taking back used products; it's also about developing a system in which materials can be reused time and again for new applications.

By expanding recycling infrastructure, increasing the use of recycled materials and developing products designed for the circular economy, Schwalbe aims to play an active role in shaping the transition from a linear to an increasingly circular value chain.

**Increasing return rates**
Development in recent years shows that this trend is gaining momentum. In fact, the ongoing expansion of collection and recycling systems meant that 2.09 million tires and 16.81 million inner tubes had already been returned to the recycling loop by the end of the reporting year.

Every returned tire and every recycled inner tube helps keep valuable raw materials in the loop and reduce the need for new materials. Furthermore, the increasing volume of returned materials provides valuable insights for the further expansion of the circular economy.

**Looking ahead**
Schwalbe is planning to increase its activities significantly in the coming years. By the end of 2026, a total of 3.3 million recycled tires and 20.5 million recycled inner tubes is expected. Forecasts for 2028 indicate an increase to six million recycled tires and 24 million recycled inner tubes.

At the same time, the take-back scheme is being expanded. In the future, additional collection and take-back systems, along with Schwalbe's planned expansion into other European markets, are expected to enable even more products to be returned to the recycling loop after use.

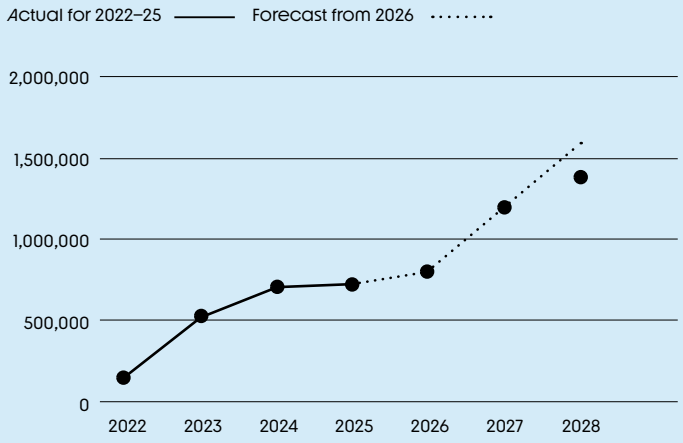
**Basis for tomorrow's products**
Increasing recycling rates aren't an end in themselves. They create the conditions necessary for high-quality recycled materials to be used on a larger scale in new products. In turn, this enables material cycles to be gradually closed, reducing dependency on new fossil raw materials. Meanwhile, Schwalbe is working on continuously increasing the proportion of recycled and renewable materials used and considering the recyclability of new products right from the start of the design phase. The transition to a circular economy doesn't begin only after a product has been used, but right from its initial design.

**Our long-term commitment**
The trend in recycling rates is an important indicator of progress in the circular economy at Schwalbe.

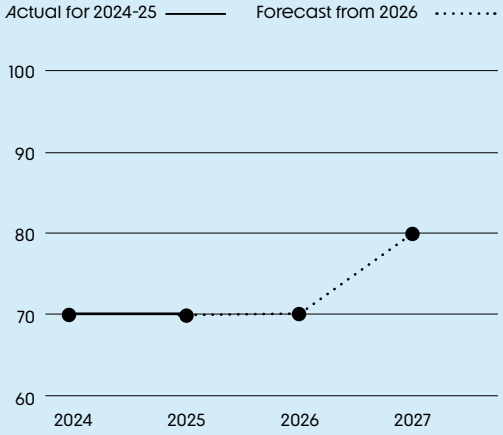
In the long run, Schwalbe intends to establish a fully closed material loop as a development goal. Take-back, recycling and the use of recovered raw materials are expected to be sufficiently developed so that every Schwalbe product becomes part of a functioning circular economy. The adjacent diagram shows the progress made so far and the planned course of development.

# Recycling data and forecast

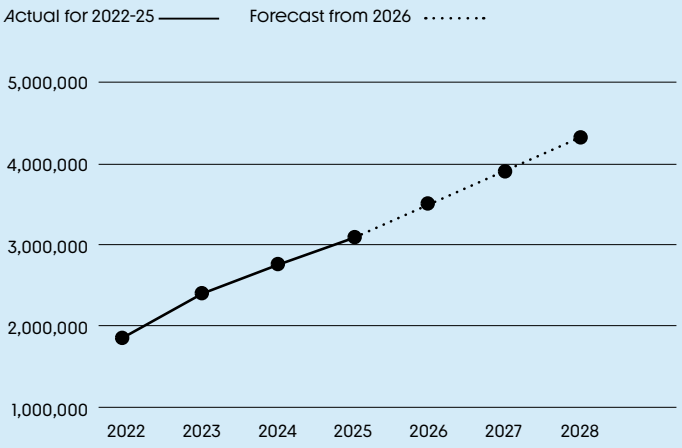
**Recycled tires (number/year)**



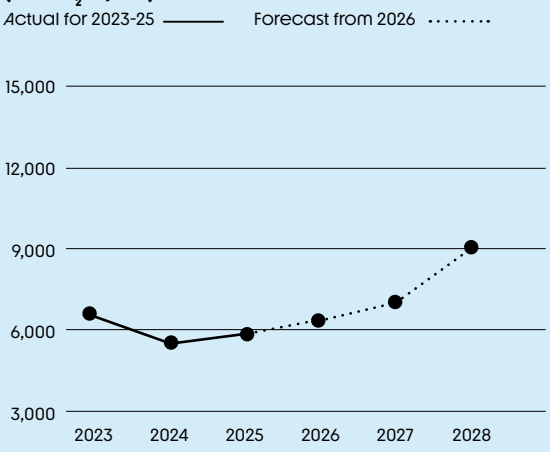

**Share of rCB in the tire portfolio (%/year)**




**Recycled inner tubes (number/year)**



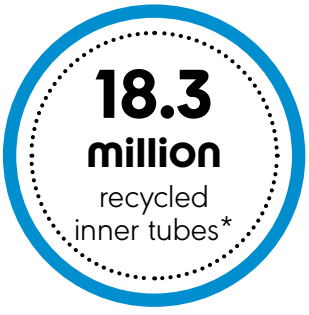

**Emissions saved by using recycled material (in t $CO_2$e/year)**



# Schwalbe inner tube recycling

What began as a pilot project in 2015 is now a core component of our circular economy strategy.




*As of: June 30, 2026

**The beginning of a cycle**
Long before the circular economy became a central issue in the industry, Schwalbe had begun taking back used bicycle inner tubes and sending them off for recycling. In 2015, we developed our take-back system for all brands of bicycle inner tube in collaboration with specialist retailers.

The basic idea was as simple as it was ambitious: used inner tubes shouldn't be thrown away, but instead used as a valuable raw material for new products. This paved the way for today's full-circle strategy. At the same time, this saw Schwalbe setting a new standard for the bicycle industry, demonstrating very quickly that closed material cycles are possible even with technically demanding products.

**Return through the bicycle trade**
Inner tube recycling is based on a nationwide collection system through bicycle retailers. Customers can return used inner tubes to participating retailers. From there, they enter the recycling process and are prepared for further processing.

Since the program began, more than 18.3 million inner tubes have already been collected.* In 2025 alone, 3.1 million inner tubes were sent for recycling. As a result, Schwalbe's inner tube recycling program is now one of the most established circular systems in the bicycle industry.

The system is being continuously expanded. Alongside Germany, Austria, Switzerland, the Benelux states, United Kingdom and Liechtenstein, the recycling network now also includes the USA, France and Italy. This means Schwalbe inner tube recycling is now available in eleven countries. Other international markets are already preparing to launch.

**Turning old into new**
The collected inner tubes are devulcanized in a special process to produce high-quality recycled butyl rubber (rButyl). Devulcanization enables the butyl rubber content to be processed so that it can be reused in the manufacture of high-quality bicycle inner tubes. This ensures that the material stays in circulation while maintaining a high level of quality.

This form of material recycling keeps valuable raw materials available for long-term use while the demand for new butyl rubber decreases. Inner tube recycling thus demonstrates that a circular economy is not only theoretically possible but is already functioning on an industrial scale today.

**Measurable environmental impact**
In the 2025 reporting year alone, around 5,817 metric tons of $CO_2e$ were avoided by using rButyl compared to producing new butyl rubber. Since the introduction of tube recycling in 2015, this has already saved around 14,822 metric tons of $CO_2e$ in total. These figures illustrate the contribution that closed-loop material cycles can make to protecting our climate and conserving resources.

Today, new Schwalbe inner tubes already contain 20% rButyl. This is because used inner tubes are transformed into a valuable raw material for new products, a concrete example of how the circular economy conserves resources and reduces environmental impact.

# Materials and the Green Marathon

This tire combines recycled and renewable raw materials with Fair Rubber. It's a prime example of the ongoing development of our product portfolio.

**Responsibility embedded in the product**

Environmental and social responsibility doesn't begin at the end of a product's life, but right from the start of its development. This is why we continually strive to increase the proportion of recycled and renewable materials in our products while meeting the highest standards of quality, safety and performance.

We use our own green attributes terminology to indicate specific material properties in our products, such as the use of recycled or renewable raw materials, fairtrade natural rubber or materials from closed-loop systems. This is how we provide guidance for our customers and communicate our progress toward circular product development.

**Green Marathon marks a milestone**

A major milestone in this development is the Green Marathon. This has played a significant role in highlighting the potential of recycled and renewable materials in bicycle tires. Our tire combines recycled and renewable raw materials, natural Fair Rubber (mass balance) and materials from existing recycling loops, exemplifying the ongoing development of our product portfolio.

The publication of a life cycle assessment (LCA) for the Green Marathon also marked the first time that Schwalbe systematically analyzed the environmental impact of a tire throughout its entire life cycle. The results provide us with important insights into key emission sources and opportunities for improvement, plus they provide an important basis for the gradual expansion of life cycle assessments to other core products.

**Recycled and renewable materials in use**

Key components of our green attributes strategy include Fair Rubber, recovered carbon black (rCB) from tire recycling, recycled butyl rubber from our inner tube recycling system and other recycled and renewable raw materials. We're continuously increasing the proportion of these materials in our products, thereby reducing our use of new fossil-based raw materials.

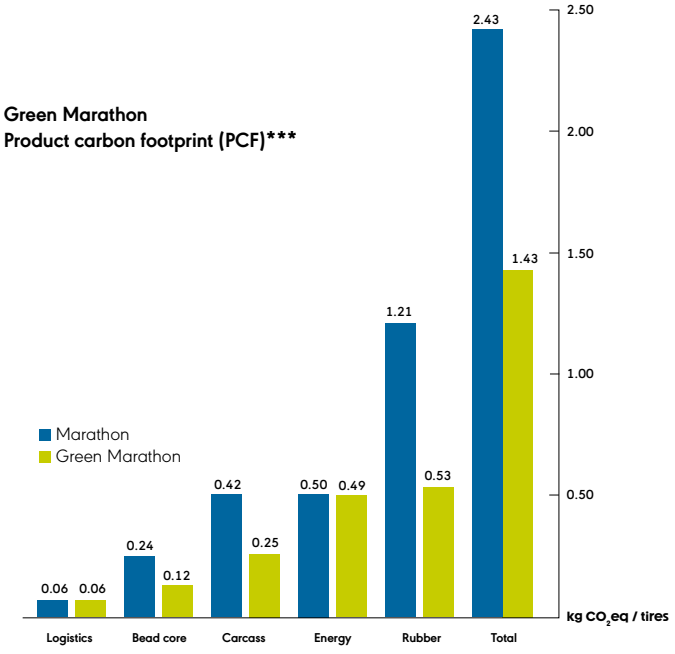
**From single product to portfolio**

The importance of products made using recycled and renewable materials is steadily increasing. In the 2025 financial year, approximately 86% of our revenue came from products with green attributes.* This means that recycled and renewable materials are no longer a niche topic but have since become an essential part of our product portfolio.

This trend validates our approach of systematically incorporating environmental and social responsibility into product development. At the same time, it shows that solutions containing a higher percentage of recycled or renewable materials are proving increasingly successful from an economic standpoint as well.

**The next step: Design for Recycling**

Looking ahead to the coming years, we'll be focusing more and more on expanding closed-loop material cycles.** This includes improving tire and inner tube recycling, increasing the use of recycled materials and making Design for Recycling principles a more integral part of product development. In this context, life cycle assessments (LCAs) provide transparency in terms of environmental impacts while helping to identify further opportunities for improvement.




* See methodology for further details. ** See the transformation matrix.
*** The calculation is based on the best-selling tire size of Marathon versus Green Marathon (40-622, weighing 810 grams each for both models). The exact value varies depending on the tire size.

# CLIMATE AND PLANET




**Protecting our climate and natural resources starts by taking a holistic view of our value creation chain. This section shows how Schwalbe cuts emissions, utilizes resources more efficiently, promotes recycling and views biodiversity as an integral part of its long-term, responsible corporate development.**

# More than just climate protection

Many of the greatest levers for change lie beyond the carbon footprint.

**Climate in a broader context**

By setting our net zero goal and joining the Science-Based Targets initiative (SBTi), we established a clear framework for climate action early on. Reducing greenhouse gases remains a central part of our sustainability strategy. At the same time, the experiences of recent years have shown that responsible corporate development can't be described solely in terms of carbon emissions. Many environmental and social challenges go hand in hand. Climate protection is intertwined with the responsible utilization of raw materials, the preservation of biodiversity, the establishment of fair supply chains and the issue of how resources can be managed in a circular economy over the long term. Looking at environmental impacts as a whole therefore requires thinking beyond emissions.

**Where the greatest leverage lies**

Analyses of our products show that a significant part of their environmental impact occurs during the extraction and further processing of raw materials. At the same time, the choice of materials, product design and recyclability significantly affect how many resources can be conserved in the long term. Decisions made in the early stages of development often have an impact on environmental and resource footprints for many years afterwards.

This is why we're increasingly addressing issues such as the circular economy, recycled and renewable materials, biodiversity and supply chain transparency. Our aim is not only to reduce environmental impacts but also to address their root causes early on. Many of our actions also have a positive impact on the climate, resources and ecosystems.

**New approaches to environmental impacts**

As data becomes increasingly available, the way we assess our environmental impact is also changing.
While in previous years the focus was primarily on emissions, new analytical tools now allow for a much more detailed assessment. Life cycle assessments (LCAs), for example, show at which points in a product's life cycle the greatest environmental impacts occur. They highlight which materials, processes or product concepts can best contribute to reducing environmental impacts.

These findings help us to re-evaluate priorities and align our actions more effectively. What's becoming increasingly important as a result is the overall impact, rather than simply looking at individual figures.

**Fully understanding correlations**

Climate protection remains one of the most important challenges of our time. At the same time, we consider climate and environmental protection to be interrelated issues that directly affect each other.

The following sections show how Schwalbe puts this approach into practice: from decarbonization and resource efficiency to the circular economy, biodiversity and responsible supply chains.

Taken as a whole, they make it clear that sustainable development can't be achieved by a single initiative. It's only by coordinating the many activities along the value chain that a foundation can be established upon which to permanently reduce environmental impact while increasing the future viability of products, processes and partnerships.

# Our climate roadmap

## A science-based path to net zero.

**Science-based climate goals**
Our climate strategy is geared toward the requirements of the Science-Based Targets initiative (SBTi). In line with this, we're committed to reducing our emissions in accordance with the objectives of the Paris Agreement and to providing clear evidence of our progress.

**Our goals* validated by the Science-Based Targets initiative**
(SME pathway): to reduce our scope 1 and 2 emissions by 50% by 2030 compared to 2018 and achieve net zero throughout the entire value chain (scopes 1, 2 and 3) by 2040. We've pledged to the SBTi to measure and cut our scope 3 emissions. Our net zero transition plan is based on these validated targets: it defines the target path, measures and responsibilities through 2030 and is annually revised.

**Our interim milestone for 2030**
For Germany and our subsidiaries, we've set ourselves our own intermediate goal (not separately validated) of cutting our total scope 1 to 3 emissions by at least 55% by 2030 compared to 2018. We'd already achieved a 62% reduction by the end of 2025, with this figure at 31.5% in production. In 2027, we shall thus investigate whether we can increase this interim milestone to -75% in a review of our transition plan. We'll report on the outcome in our next CSR magazine.

**Consistently cutting emissions**
Our climate strategy focuses on preventing and reducing emissions. Here, we particularly target the areas with the greatest impact within our value chain. This includes continuing to develop and make greater use of recycled and renewable materials, expanding take-back and circular economy solutions, improving energy efficiency and working closely with partners throughout the supply chain. In addition, global decarbonization plans are to be drawn up for all company locations by 2028.

**In-house carbon pricing**
From the end of 2026, we'll be piloting an in-house carbon price of at least €55 per metric ton of $CO_2e$. Our aim is to systematically factor the costs of emissions into decision-making and to create additional incentives for reducing emissions. In-house carbon pricing applies to emissions that can't yet be completely avoided for technical or economic reasons. The resulting funds are to be used specifically for other reduction measures and investments in climate protection projects.

**Schwalbe Climate Fund**
At the same time, we're setting up the Schwalbe Climate Fund. The fund is an important component of our long-term net zero strategy. In the future, it's intended to facilitate the financing of activities that go beyond the immediate reduction of emissions.

On the one hand, this includes offsetting unavoidable residual emissions; on the other, it's to be used to support joint climate protection projects with customers, business partners and other stakeholder groups. This is how we intend to achieve an impact beyond our own business operations. We do not derive any neutrality or compensation claims for individual products from the Schwalbe Climate Fund.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

* https://sciencebasedtargets.org/target-dashboard

# Reduction in emissions

## Reducing emissions and making progress quantifiable.

**Climate protection with measurable results**
The Schwalbe Group's climate footprint shows that taking consistent action throughout the entire value chain has an impact. Since the 2018 base year, greenhouse gas emissions have been significantly reduced.

**Recording emissions transparently**
Our climate management approach is based on the systematic recording of all relevant greenhouse gas emissions according to the internationally recognized scope 1, 2 and 3 categories. This allows us to measure progress, identify key emission sources and develop specific measures.

**Progress since the base year**
The largest sources of emissions continue to be found in our upstream value chain, particularly in raw materials and primary products. At the same time, results show that substantial reductions are possible when product development, material selection, recycling and supply chain management are considered collectively.

**The path to net zero**
However, despite extensive reduction measures, certain emissions, such as those generated by the extraction of raw materials, energy-intensive primary products or global transportation, can't be fully avoided in the long run. For these remaining emissions, we're working on approaches to long-term carbon capture as specified by the SBTi's net zero standard. For us, net zero primarily means avoidance and reduction. Carbon capture is only considered for residual emissions that can't be prevented according to the current state of the art. By 2040 at the latest, all residual emissions are to have been cut to a science-based minimum and neutralized by permanent carbon capture.

**Continuous improvement**
Reducing emissions is a long-term process. Our ongoing efforts to refine our climate strategy provide the foundation for achieving our net zero target.

**Scopes 1, 2 and 3, Germany***

| | 2018 | 2025 | Target for 2030 |
|---|---|---|---|
| Scope 1 | 385.31 | 365.87 | 96.33 |
| Scope 2 | 297.04 | - | |
| Scope 3 | 18,404.77 | 5,297.51 | 4,601.19 |
| Total | 19,087.13 | 5,663.38 | 4,697.52 |

**Scopes 1, 2 and 3, subsidiaries***

| | 2018 | 2025 | Target for 2030 |
|---|---|---|---|
| Scope 1 | 232.35 | 158.29 | 58.09 |
| Scope 2 | 89.55 | 15.61 | 22.39 |
| Scope 3 | 3,663.87 | 2,870.33 | 915.97 |
| Total | 3,985.77 | 3,044.23 | 996.44 |

**Scopes 1, 2 and 3, Germany and subsidiaries***

| | 2018 | 2025 | Target for 2030 |
|---|---|---|---|
| Scope 1 | 617.67 | 524.16 | 154.42 |
| Scope 2 | 386.59 | 15.61 | 22.39 |
| Scope 3 | 22,068.64 | 8,167.84 | 5,517.16 |
| Total | 23,072.90 | 8,707.61 | 5,693.96 |

* All values in metric tons of $CO_2e$.

# Schwalbe Group emissions

Greenhouse gas emissions for the Schwalbe Group are uniformly identified for scope 1, 2 and 3 categories.

**GHG Protocol standard**

Our greenhouse gas emission balance for the 2025 reporting year was drawn up according to the internationally recognized GHG Protocol: A Corporate Accounting and Reporting Standard. This constitutes all relevant greenhouse gases that fall under the operative control of the Schwalbe Group.

Calculations were made using the ecoinvent 3.9.1 database and the IPCC AR6 assessment method (global warming potential or GWP 100). Since 2025, we've computed and validated our climate footprint in cooperation with the Planted platform.

**Scope 1, 2 and 3 emissions for the Schwalbe Group; all values in metric tons of $CO_2e$**

| | | DE | FR | IT | NA | NL | UK | Total |
|---|---|---|---|---|---|---|---|---|
| Scope 1 | Direct emissions | | | | | | | |
| | 1-1 Direct emissions from stationary combustion sources | 135.27 | - | 1.78 | 53.95 | 6.76 | - | 197.76 |
| | 1-2 Direct emissions from mobile combustion sources | 230.60 | 20.16 | 12.30 | 14.32 | 22.86 | 17.68 | 317.92 |
| | 1-4 Direct fugitive emissions | - | - | - | - | 8.48 | - | 8.48 |
| Scope 1 total | | 365.87 | 20.16 | 14.08 | 68.27 | 38.10 | 17.68 | 524.16 |
| Scope 2 | Indirect emissions | | | | | | | |
| | 2-1 Indirect emissions from electricity consumption | - | 1.06 | - | - | - | 14.55 | 15.61 |
| Scope 2 total | | - | 1.06 | - | - | - | 14.55 | 15.61 |
| Scope 3 | Other indirect downstream emissions | | | | | | | |
| | 3-1 Purchased goods and services | 360.04 | 9.28 | 6.05 | 122.24 | 4.34 | 2.23 | 504.18 |
| | 3-3 Fuel and energy-related activities | 104.13 | 4.80 | 3.22 | 14.80 | 8.14 | 8.39 | 143.48 |
| | 3-4 Upstream transportation and distribution | 2,582.99 | 72.22 | 33.49 | 465.39 | 521.84 | 277.07 | 3,953.00 |
| | 3-5 Waste generated in operations | 5.61 | 0.02 | 0.03 | 0.17 | 5.75 | 0.05 | 11.63 |
| | 3-6 Business travel | 173.05 | 4.66 | 1.30 | 38.50 | 5.76 | 23.58 | 246.85 |
| | 3-7 Employee commuting | 163.42 | 0.76 | 2.46 | 8.93 | 17.03 | 17.24 | 209.84 |
| | 3-12 End-of-life treatment of sold products | 1,908.27 | 103.76 | 46.08 | 157.98 | 650.46 | 232.31 | 3,098.86 |
| Scope 3 total | | 5,297.51 | 195.50 | 92.63 | 808.01 | 1,213.32 | 560.87 | 8,167.84 |
| **Total** | | **5,663.38** | **216.72** | **106.71** | **876.28** | **1,251.42** | **593.10** | **8,707.61** |

**Schwalbe 2018-2025**

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|
| Scope 1 | 617.67 | 567.52 | 482.40 | 544.41 | 506.85 | 574.34 | 411.57 | 524.16 |
| Scope 2 | 386.59 | 87.65 | 94.21 | 99.10 | 88.11 | 70.86 | 51.71 | 15.61 |
| Scope 3 | 22,068.64 | 15,292.77 | 10,762.31 | 13,384.96 | 14,570.66 | 9,703.51 | 7,469.96 | 8,167.84 |
| **Total** | **23,072.90** | **15,947.94** | **11,338.91** | **14,028.48** | **15,013.51** | **10,348.71** | **8,029.65** | **8,707.61** |

*Categories 3-2 (capital goods), 3-9 (downstream transportation and distribution) and 3-11 (use of sold products) do not apply to Schwalbe, neither do categories 3-13 (downstream leased assets), 3-14 (franchises) and 3-15 (investments). They are therefore not included in the report. On account of switching to the ESG Planted software and the ongoing development of data collection in logistics, emissions from category 3-4 (upstream transportation and distribution) can be reported separately for the subsidiaries in France and Italy. In previous years, these emissions were allocated to the Germany statement.

# Emissions in production

The climate footprint of our joint venture is based on the internationally recognized Greenhouse Gas Protocol (GHG Protocol).

**Climate footprint for Hung-A**

We draw up a separate climate footprint for the production sites operated by our joint-venture partner Hung-A in Indonesia and Vietnam. The content and method thereof are based on the Greenhouse Gas Protocol (GHG Protocol) and structured in the same way as that of the Schwalbe Group.

Since the 2024 reporting year, we have extended data collection for these facilities. For the first time, a number of additional scope 3 categories have been incorporated into the climate footprint. ESG software Planted has also been used to prepare the greenhouse gas emissions statement for Schwalbe production for the first time for 2025.

**Scope 1, 2 and 3 production; all values in metric tons of $CO_2e$ for 2025**

| | | Vietnam | Indonesia | Total |
|---|---|---|---|---|
| Scope 1 | Direct emissions | | | |
| | 1-1 Direct emissions from stationary combustion sources | 9,907.08 | - | 9,907.08 |
| | 1-2 Direct emissions from mobile combustion sources | 212.98 | - | 212.98 |
| | 1-4 Direct fugitive emissions | 51.18 | 63.30 | 114.48 |
| Scope 1 total | | 10,171.24 | 63.30 | 10,234.54 |
| Scope 2 | Indirect emissions | | | |
| | 2-1 Indirect emissions from electricity consumption | - | 16,646.30 | 16,646.30 |
| Scope 2 total | | - | 16,646.30 | 16,646.30 |
| Scope 3 | Other indirect downstream emissions | | | |
| | 3-1 Purchased goods and services | 26,636.37 | 53,100.75 | 79,737.12 |
| | 3-3 Fuel and energy-related activities | 1,442.31 | - | 1,442.31 |
| | 3-4 Upstream transportation and distribution | 44.21 | - | 44.21 |
| | 3-5 Waste generated in operations | - | - | - |
| | 3-6 Business travel | - | - | - |
| | 3-7 Employee commuting | - | - | - |
| | 3-12 End-of-life treatment of sold products | - | - | - |
| Scope 3 total | | 28,122.89 | 53,100.75 | 81,223.64 |
| **Total** | | **38,294.13** | **69,810.35** | **108,104.48** |

**Production 2018-2025**

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|---|---|---|
| Scope 1 | 46,578.38 | 48,292.64 | 46,074.29 | 48,388.16 | 17,177.76 | 10,375.54 | 4,553.55 | 10,234.54 |
| Scope 2 | 49,075.03 | 42,930.03 | 44,176.62 | 54,089.62 | 65,296.37 | 44,562.06 | 31,631.87 | 16,646.30 |
| Scope 3 | 62,189.18 | 59,698.24 | 57,721.03 | 39,311.41 | 75,863.19 | 30,556.03 | 33,920.54 | 81,223.64 |
| **Total** | **157,842.59** | **150,920.91** | **147,971.95** | **141,789.18** | **158,337.32** | **85,493.63** | **70,105.95** | **108,104.48** |

** Production at the plant in Indonesia wasn't resumed, with the exception of mixed operations, until the beginning of 2026.
In the 2025 year under review, the reported emissions thus only refer to the electricity consumption for producing rubber compounds and to purchased raw materials.

The greenhouse gas emissions for our production sites are significantly higher in 2025 than in the previous year. The reason for this is primarily the greater utilization of production capacity once again compared to 2024. Our production output in the previous year was lower due to the general economic situation. At the same time, scope 2 emissions from bought-in electricity have been cut further, a clear indication of the ongoing improvement in our energy supply and site-specific carbon footprint.

# Rethinking growth.

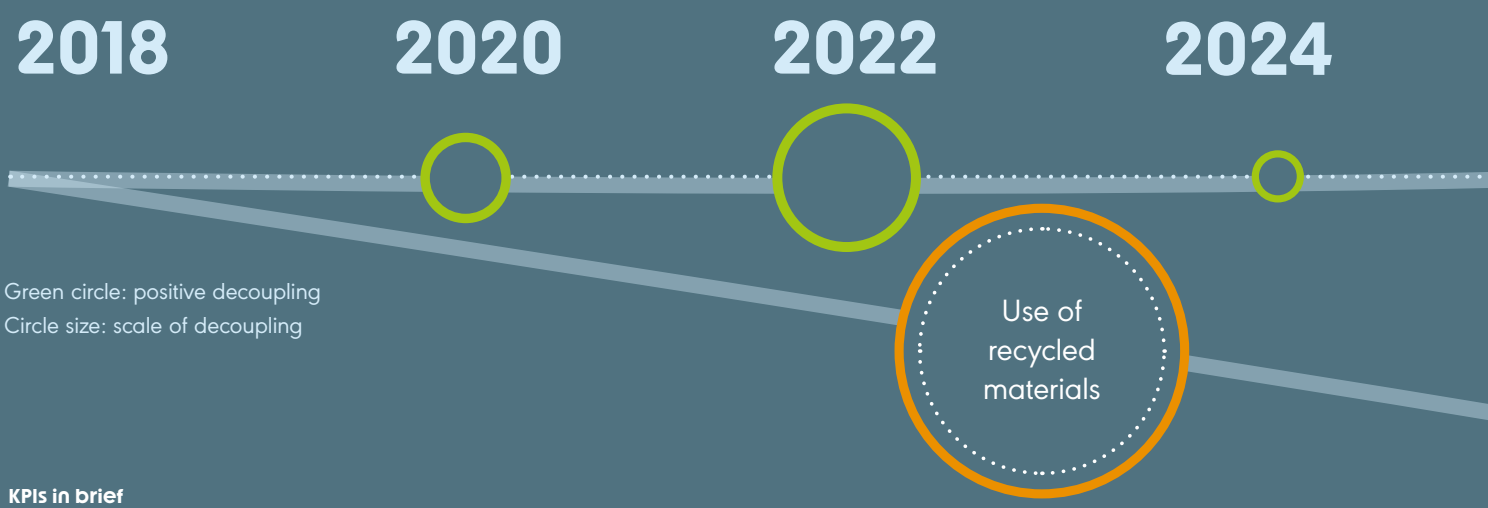
**Moving more. Producing less.**
Schwalbe is certain that economic success and responsible conduct don't have to be mutually exclusive. Using the Schwalbe decoupling index, our aim is to be transparent about whether or not we're managing to grow our company while increasingly decoupling it from associated environmental impacts.

The underlying concept is simple: when production outputs increase, it doesn't automatically follow that emissions will increase to the same extent. In fact, in an ideal situation, more tires and inner tubes are manufactured while greenhouse gas emissions are cut in production. It's precisely this development that the Schwalbe decoupling index describes.

The key figures refer to the ratio between the tire and inner tube quantities produced and the emissions from our production sites. It supplements traditional climate metrics and opens up a whole new perspective on our progress: it's not only about achieving an absolute cut in emissions. Rather, the issue is also about how effectively growth can be shaped while conserving resources.

For Schwalbe, this is a statement of its long-term understanding of what corporate responsibility means. It's not about limiting economic activity as a matter of principle, but about shaping it more responsibly within the limits of our planet. Innovations, more efficient processes, renewable energies and new material solutions and approaches to the circular economy are intended to gradually decouple corporate success from environmental impact.

The development of the index over the last few years has made it quite obvious that this journey isn't a linear process. The initial positive effects of decoupling were first witnessed in 2020. In 2022, the index reached its highest figure to date. This was the phase in which it became particularly evident that separating production development and emissions had been successful. The reasons for this included increases in efficiency in production and consistent development of our sustainability strategy.




Green circle: positive decoupling
Circle size: scale of decoupling

**KPIs in brief**

| | 2018 | 2020 | 2022 | 2024 | 2025 |
|---|---|---|---|---|---|
| Production equivalents* | 100 % | 110 % | 150 % | 160 % | 62 % |
| Emissions Production Sites (t $CO_2$-eq) | 100 % | 94 % | 100 % | 44 % | 54 % |
| Decoupling Index | - | 0.17 | 0.50 | 0.05 | 0.15 |

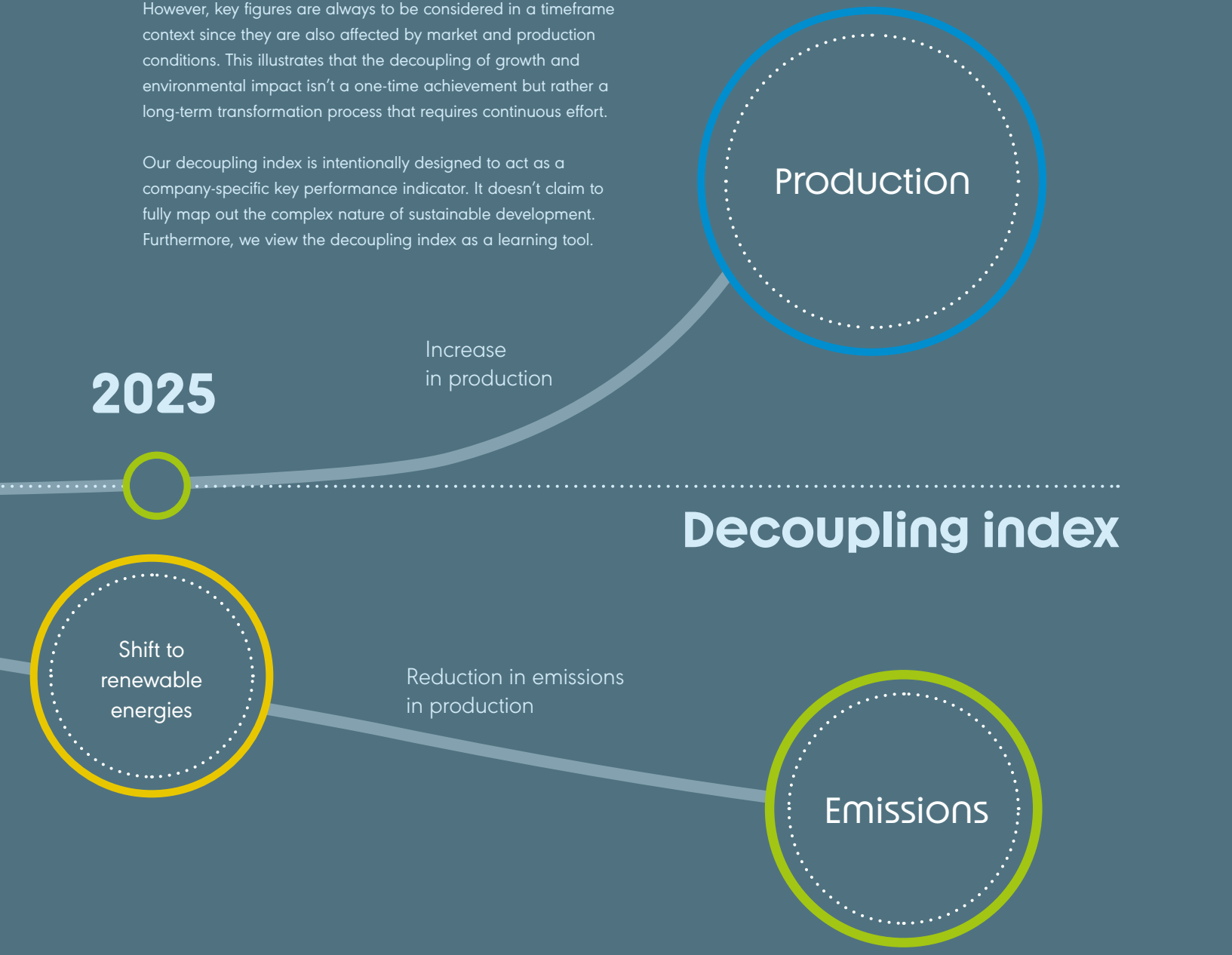
*All production equivalents are presented in relation to base year 2018 (2018 = 100%) and include the volumes of tires and inner tubes produced. Up until 2024, production equivalents are viewed on a cumulative basis; starting in 2025, the decoupling index switches to analysis of annual changes. Similarly, for emissions, analysis is based on annual changes from 2025 onward.

In the years to follow, the general conditions changed again: the bicycle industry was characterized by an extraordinarily dynamic market, a dramatic increase in demand was followed by a subsequent slowdown of the market and adjustments in production volume. The index continued to progress positively, albeit less dramatically. At a figure of 0.15, the index for 2025 shows a further positive trend, illustrating that the decoupling of production expansion and emissions is moving in the right direction.* A higher index figure basically equates to greater decoupling. However, key figures are always to be considered in a timeframe context since they are also affected by market and production conditions. This illustrates that the decoupling of growth and environmental impact isn't a one-time achievement but rather a long-term transformation process that requires continuous effort.

Our decoupling index is intentionally designed to act as a company-specific key performance indicator. It doesn't claim to fully map out the complex nature of sustainable development. Furthermore, we view the decoupling index as a learning tool.

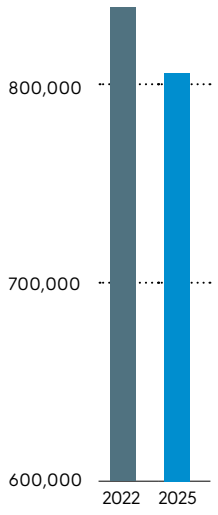
In addition to the relationship between production volumes and emissions, greater consideration will also be given to material use and resource consumption in the future. The goal is to make the transition toward a circular value chain even easier to measure and to uncover new opportunities for permanent improvement.

* See further information on the methodology.

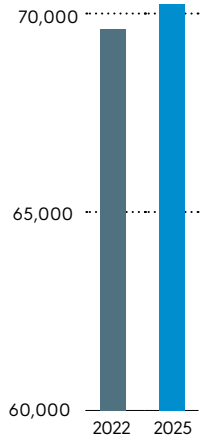


# Energy and supply

Expanding renewable energies and increasing energy efficiency are key building blocks on our path to net zero.




**Third-party electricity from renewable sources in kWh**




**Self-generated electricity at the Reichshof site in kWh**

**Energy consumption in Reichshof**

A responsible approach to using energy is a key component of our sustainability strategy. This is why we continuously track energy consumption at our various locations, creating a basis upon which we can identify opportunities for making cuts, measuring progress and implementing specific measures.

At Schwalbe's headquarters in Reichshof, Germany, a total 890,114 kilowatt hours of electricity were consumed in the year under review. Of this, 71,964 kilowatt hours were produced by our own photovoltaic systems. The remaining demand for electricity was covered in full by certified green electricity.

A total of 64,752 kilowatt hours of heating gas was used to heat the facility. In addition, 92,113 liters of fuel were consumed to power the company's own vehicle fleet.

**Innovative building design**

Ever since moving into its new corporate headquarters in 2021, Schwalbe has benefited from a building concept based on the principles of cradle-to-cradle design: the building combines energy efficiency, resource conservation and a healthy work environment.

Photovoltaic systems, heat pump technology, rainwater harvesting and green roofs and facades all play a part in efficient resource usage and reducing environmental impact. At the same time, these methods create a pleasant microclimate while also promoting biodiversity at the site. Careful consideration was also given to the long-term environmental impact of the materials used, starting with the planning and construction of the building.

**Expansion of our own energy production**

In the reporting year, an important step was introduced to boost our own power supply. Additional photovoltaic systems with a capacity of approximately 200 kilowatts peak are currently being installed on the warehouse buildings at our Reichshof headquarters. The new system is expected to generate approximately 166,000 kilowatt hours of electricity per year, thus significantly contributing to the site's energy supply.

By expanding its photovoltaic system, Schwalbe aims to continuously increase the proportion of renewable energy it generates itself, while continuing to reduce its dependence on external energy sources. The investment is part of a long-term transformation process toward a climate-friendly and resilient energy supply. This additional electricity generation also provides the groundwork for meeting future increases in energy demand to an even greater extent with renewable sources.

**Less dependent on fossil fuels**

The ongoing development of Schwalbe's energy supply is closely linked to the company's long-term climate targets. The goal is to continuously reduce energy-related emissions through a combination of energy efficiency, renewable energies and on-site electricity generation. By 2027, Schwalbe aims to cover approximately 50% of its electricity needs in Germany with renewable energy it generates itself. This makes the expansion of the photovoltaic system a key step toward achieving an increasingly fossil-fuel-free energy supply. Greater self-sufficiency will improve security of supply and make the company less dependent on external energy price trends in the long term.

# Resource consumption

## Responsible handling of resources at the Reichshof site

**Efficient utilization of resources in daily operations**
The amount of waste generated at the Reichshof site totaled 42.16 metric tons during the reporting year. Water consumption amounted to 2,820 $m^3$, of which 781 $m^3$ was returned as wastewater. In addition, 0.75 metric tons of electronic waste were sent for proper recycling.

Our waste is disposed of and recycled in cooperation with specialized partners who ensure environmentally sound and legally compliant management of the generated material flows. Organic waste continues to be used to generate renewable energy, further contributing to the reduction of greenhouse gas emissions.

**Making packaging more sustainable**
When it comes to packaging, Schwalbe is firmly committed to reducing its environmental impact and utilizing resources more efficiently. For all aftermarket products, we only use cardboard packaging made from renewable and recycled raw materials.

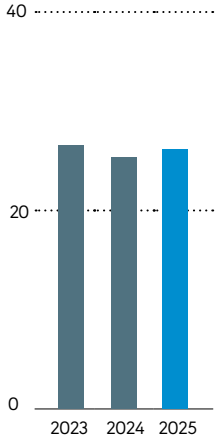
All the packaging we use comprises FSC-certified paper and cardboard. Only recycled LDPE films are used for transport packaging. Furthermore, Schwalbe is involved in the industry-wide campaign run by CONEBI and CIE to reduce packaging waste in the cycling industry.

**Next steps**
By the end of 2027, we aim to only use recycled materials for the packaging of all Schwalbe products, while also significantly reducing the remaining amount of packaging.

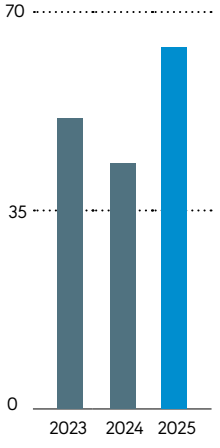
Starting in 2028, only recyclable materials are to be used for point-of-sale (POS) materials and trade show booths.

**Waste**

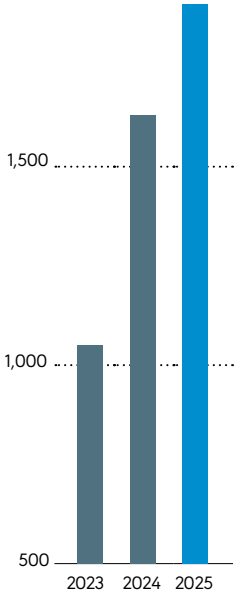
| in t | 2023 | 2024 | 2025 |
|---|---|---|---|
| Industry/commercial bulky goods | - | 3.62 | 4.20 |
| Plastics | 5.76 | 3.68 | 0.00 |
| Paper/cardboard | 26.49 | 25.39 | 26.17 |
| Hazardous waste | - | - | 5.78 |
| Electrical waste | 0.26 | 0.86 | 0.75 |
| Remaining waste | 19.12 | 10.19 | 5.26 |
| **Total** | **51.63** | **43.74** | **42.16** |



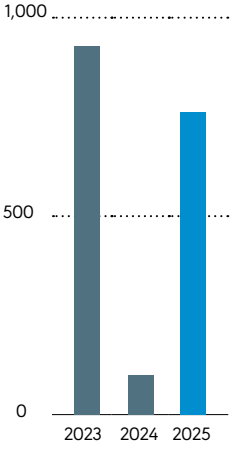

**Paper waste in t at Reichshof**




**Total waste in t at Reichshof**




**Water withdrawal at the Reichshof site in $m^3$**




**Wastewater at the Reichshof site in $m^3$**

# Value chain

## Sharing responsibility.

**From raw material to recycling**
Our products go through many stages: from raw material extraction through production and logistics to utilization and recycling. Accordingly, environmental and social levers are also found in different areas. Our approach links these areas, involving partners throughout the supply chain.

**The greatest lever – raw materials**
A huge part of our products' environmental impact stems from the materials used to make them. That's why we're increasing the proportion of fairtrade, recycled and renewable raw materials in them. Fair Rubber promotes social responsibility in the natural rubber supply chain, while recycled materials such as rCB and rButyl help to reduce the demand for new fossil-based raw materials and expand circular economies.

**Production and logistics**
We're also taking action in manufacturing and transportation by using renewable energy, optimizing water and material flows and minimizing production waste. In terms of logistics, the Wesel site's direct connection to the Emmelsum inland container terminal enables some of our container transportation to be shifted from road to waterway. The remaining route to the warehouse is serviced by electric trucks.

Wesel has also recently begun operating as an additional distribution hub for supply to our European customers. This has allowed transport routes to be shortened and emissions to be reduced. Furthermore, we're continuing to expand our low-emission shipping solutions.

**Keeping track of raw materials**
In order to manage ecological and social requirements more effectively, we're enhancing the traceability of our supply chains. By 2028, we aim to achieve full transparency regarding all upstream raw material suppliers in Asia. Over the long term, the digital traceability of all raw materials used is to be increased.

**Looking ahead**
The long-term plan is to make relevant environmental and social information on all raw materials used available in real time.

# Commitment to biodiversity

Protecting biodiversity and preserving habitats over the long term.

**Our responsibility to biodiversity**
Protecting biodiversity is key to our definition of corporate governance. For Schwalbe, biodiversity doesn't start with nature conservation projects alone but with the raw materials and ecosystems where they originate.

Natural rubber, in particular, establishes a direct link between our products, tropical habitats and their ecological stability.

This is why we view biodiversity as an integral part of our supply chain and sustainability strategy. The intention is to minimize negative impacts on ecosystems while making a positive contribution to the conservation and restoration of natural habitats.

**Conserving and supporting ecosystems**
During the reporting year, various measures were implemented to protect and promote biodiversity. These included activities in natural rubber production areas, agroforestry systems and partnerships aimed at protecting tropical rainforest ecosystems.

Our collaboration with the Borneo Orangutan Survival Foundation (BOSF) is another way in which we show our commitment. Schwalbe supports the protection of a rainforest area of approximately 468,000 hectares on Borneo. Conserving these forest landscapes helps ensure that precious habitats: including those for orangutans, are protected over the long term while safeguarding the region's biodiversity.

**Award for global commitment**
In recognition of its commitment, Schwalbe was awarded the Biodiversity Prize for Business in the biodiversity along the supply chain category as part of the business and biodiversity (UBi) project in 2026. The award recognized the integration of Fair Rubber, agroforestry systems and measures to protect tropical rainforest ecosystems into our holistic approach throughout the natural rubber supply chain.

This award endorses the path we have taken and underscores the importance of this issue for the company's long-term development.

**Making biodiversity measurable**
Protecting biodiversity requires transparent goals and appropriate metrics. With this in mind, Schwalbe makes a concerted effort to increasingly document biodiversity-related issues systematically and integrate them into its corporate management.

Key performance indicators include the areas supported, the number of beneficiaries reached and the development of campaigns to promote biodiversity along the supply chain.

**Next steps**
The plan is to establish biodiversity monitoring along the natural rubber supply chain by 2027. At the same time, we plan to have a Science-Based Target for Nature (SBTN) validated. For 2030, Schwalbe intends to enable its contribution to biodiversity to be documented for each product line. In our sustainability strategy, biodiversity is to be established as an integral part of the value chain and systematically link the protection of natural habitats to raw materials procurement and the circular economy.



# PEOPLE & RESPONSIBILITY




**People are the backbone of our long-term success. This section shows how Schwalbe creates a working environment that fosters development, promotes responsibility and views health, safety and resource-conserving mobility as key components of a forward-looking corporate culture.**

# A shared culture

A corporate culture evolves where people assume responsibility.

**Full circle begins with unity**

As a family-owned business, Schwalbe takes a long-term view. This not only defines our strategic development, but has also shaped the way we work for over 50 years, with straightforward communication, personal interaction and a willingness to make decisions where our expertise lies.

Full circle applies this concept to our daily working lives. Sharing knowledge, bringing together different perspectives and developing ideas, that's how we create solutions that drive the company forward.

**Space for ideas**

Trust, personal responsibility and mutual respect form the foundation for this. We want our employees to be able to help shape decisions in their areas of expertise and share their ideas. This includes dealing openly with mistakes: we believe that constructive feedback and a willingness to learn from errors are a key part of development and growth.

From the outset, Schwalbe has worked with people of different nationalities and cultures. This international approach primes our view of markets, products and partnerships. Having different experiences broadens the mind and helps to view challenges from various perspectives.

**Meeting places**

The work environment also influences how people work together. At the new headquarters in Reichshof, open-plan office layouts, contemporary meeting spaces and social areas encourage communication across teams and departments. The above create space for spontaneous conversation, and therefore for ideas that don't always emerge behind a single desk or during a scheduled meeting.

**Keep talking**

There are various ways of sharing ideas and helping define developments, including via our Birdnest Intranet and Ideas Box in our canteen and during regular discussions between employees and managers. Many improvements come directly from everyday working life: from our personnel's experiences, observations and specific ideas.

**Shaping the future together**

Demands on companies and work environments are changing. A culture that encourages openness, personal responsibility and different points of view helps build a solid foundation to support this. For Schwalbe, corporate culture is thus a whole lot more than just a question of HR management: it helps drive innovation, shape change and promote the company's long-term growth.



# Full circle requires patience

Doris on perseverance, seeing the big picture and why taking a step back is sometimes the best way to start.

**Doris *M*arkowski** has been at Schwalbe since 1990. For eight years, she was head of marketing; today, she works as a senior content strategy manager, focusing on content strategy, CSR marketing and full circle communications.

However, it's not just her professional life that's taught her about endurance. In 1988, she rode as a member of the German team in the Tour de France Féminin.

Doris Markowski joined Schwalbe in 1990 and has witnessed many a change since then. She's also learned not to just jump onto every new bandwagon. It's better for her to take a look first and ask: what's it all really about? What would work for Schwalbe? And what will still matter once the initial hype has died down? Today, she applies this approach to content strategy, CSR marketing and full circle communication.

**Stages instead of sprints: you competed in the 1988 Tour de France Féminin. What aspects of competitive sport still have a place in your life today?**
In competitive sports, you learn very early on that enthusiasm and talent alone simply aren't enough. The crucial thing is to keep working even when things aren't particularly exciting or you're facing opposition. It's why I developed a very strong connection to our product early on: while riding downhill at high speed in the Alps, a tire wasn't just a piece of gear to me, it was something I had to be able to rely on 100%. This respect for the product is something I've never lost.

**From deeds to words: many of the things considered sustainable today were already practiced at Schwalbe long before they'd been defined. When did it become clear that this actually had to be talked about?**
There wasn't a single defining moment; rather, it was a gradual process. What people expect from a brand has changed. Customers, bicycle manufacturers, and retailers, and later, legislators, began asking questions about production conditions, sustainability, and our company's position on these issues.

We'd actually been putting a lot of aspects into practice for quite some time. We just hadn't talked about it enough. Even in our company, employees didn't really know what was going on across the value chain. And if you don't give something a name, it'll simply disappear at some point.

## The best story is of absolutely no help to us if reality simply doesn't measure up.

**More than just recycling: you're now in charge of communications throughout the full circle. What does this principle mean for you?**
The term "full circle" encompasses many things we've been doing for a long time, and our commitment to keep on developing them. This is by no means just about recycling. It starts way earlier with the question of how we develop products, what materials we use and what happens to a tire at the end of its useful life.

What matters to me most is that quality, performance and environmental and social impact are not addressed as separate entities. A tire doesn't automatically become a good product just because it has a higher percentage of recycled material. First and foremost, it has to be an excellent tire.

This principle must play a role wherever it fits: in products, in sales and at trade shows. A principle that only appears in sustainability communication isn't a principle at all.

**The bigger picture: you've been with Schwalbe for many decades. How has your view of branding and communication changed during this time?**
Well, of course a lot has changed over the years, markets, channels, the pace and expectations. Schwalbe has grown tremendously during this period, especially internationally. It's actually broadened my perspective.

Today, I'm less interested in single actions than in how things fit together. Which topics are really relevant for Schwalbe? What's the connection between product, brand and CSR issues? What might we leave out for a change? At first, it sometimes takes a while. However, it stops us wasting a lot of energy on issues unrelated to the actual topic in question.

**What's stayed the same? What hasn't changed at Schwalbe over the years? And what ensures effective communication over such a long period of time?**
What hasn't changed is the willingness to do things before they prove themselves worthwhile. Some of our projects take years before their impact becomes apparent. Consistency starts before communication begins, not during it.

If a company makes the same decisions for over twenty years, it automatically comes across as consistent. If not, even the best wording in the world won't help. I'm actually pretty proud to work for a company that has this kind of staying power: to pursue goals over the course of many years, even if they require human resources and investments that don't pay off immediately.

**Staying the course: sustainability was a hot topic in the industry for a while. What's surprised you: and what was long overdue?**
What surprised me was how quickly the issue gained attention, and how quickly it seemed to disappear again. A few years ago, it seemed like sustainability was a big deal at every trade show booth. These days, it's definitely less of a feature.

However, at Schwalbe, we've persevered. I can still remember really well how our managing director, Holger Jahn, told us years ago that the recycling project should have the same priority in every department as the product itself. This wasn't just a great-sounding statement for a presentation; it was a pretty clear instruction.

It was high time to stop treating sustainability as a separate, additional issue and instead make it a fundamental part of product development and communication.

**Staying resilient: what should definitely never change in Schwalbe's CSR communications?**
That it's steadfast. The best story is of absolutely no help to us if reality simply doesn't measure up. We should only make claims that we can back up, and be just as clear about what we still need to accomplish.

This is exactly why I find the full circle approach so brilliant. It's not about explaining as much as possible, but about showing what's actually changing.

**How might I tell in ten years that a full circle has become truly established?**
If we no longer have to constantly explain the added value of sustainability because it has become an integral part of how we develop good products, we'll know we've achieved a lot. When people say, "Of course, that's how Schwalbe works. It's true to the brand." That's when we'll know we've made real progress.

# Unlocking the potential

## Progress happens when knowledge is shared.

**People learn from the challenges they face.**
The world of work is constantly changing, and so are the demands placed on knowledge, skills and collaboration. Schwalbe sees learning not as a solitary pursuit but as a permanent part of corporate culture. Our goal is to help people continuously develop their professional and personal skills, take on responsibility and realize their individual potential. After all, sustained business success thrives where people are given the opportunity to grow and apply their strengths.

**Learning is an ongoing process**
We believe that education doesn't just begin in the classroom. It happens in our day-to-day work, through new tasks, team discussions and a willingness to learn from one another. In addition, we offer a wide range of in-house and external training programs: from professional development courses and leadership seminars to modular development programs. These are geared toward our company's current requirements as well as the skills that will become increasingly important in the future.

We believe that learning also means sharing experiences across national and corporate boundaries. At our international Schwalbe Training Camp, various teams from our partner companies in six European countries gathered at our headquarters in Reichshof. Besides a tour of the company showcasing Aerothan production, the lab, the warehouse and our Brand World, the program included product training and workshops on CSR, quality management, digital marketing and the Schwalbe shop system.

**Monitoring progress**
We particularly value investing in our young team members. Trainees are supported in structured mentoring programs and are given the opportunity early on to assume responsibility and become familiar with various areas of the company. Using cutting-edge methods for feedback and performance reviews helps highlight individual strengths and provide strategic support for personal development. We're also increasingly using digital tools to systematically assess skills, identify development potential at an early stage and determine appropriate training measures. This enables us to support employees on an individual basis and identify long-term opportunities for growth.

**Growing our knowledge together**
Our next step is our proposed Schwalbe Campus that will start in 2027. As a central platform for knowledge transfer, training and exchange, it's designed to help employees develop new skills and share experiences across different departments. In addition to professional qualification options, sustainability, corporate social responsibility and leadership will be key areas of focus. At the same time, the purpose of Schwalbe Campus is to encourage dialog between our various business divisions and promote the transfer of knowledge within the Schwalbe Group.

**Hours of further training***

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Women | 415.0 | 434.5 | 374.2 |
| Men | 1,420.0 | 1,439.5 | 1,382.5 |
| Non-binary | 0 | 0 | 0 |
| Total | 1,835.0 | 1,874.0 | 1,756.7 |

**Participants in further training**

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Women | 6 | 7 | 31 |
| Men | 23 | 25 | 71 |
| Non-binary | 0 | 0 | 0 |
| Total | 29 | 32 | 102 |

**Apprentices and students**

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Work/study students | 0 | 0 | 0 |
| Student workers | 4 | 3 | 3 |
| Apprentices | 4 | 4 | 4 |
| Internships** | 19** | 15 | 27 |

**Support for part-time work/study personnel**

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Number of employees | - | - | 1 |

**Additional training in specific skills for the future**

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Number of hours | - | - | 144 |
| Number of participants | - | - | 72 |

* 2023: estimated figures; 2024 and 2025: actual figures.
** Internships from one-day to longer-term placements.

# 274 employees

### Structure of the workforce at Schwalbe

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| **Total number of staff at Schwalbe** | **280** | **274** | **274** |
| of which men | 207 | 203 | 203 |
| of which women | 73 | 71 | 71 |
| of which non-binary | 0 | 0 | 0 |
| of which in Germany | 212 | 205 | 205 |
| of which in the UK | 16 | 16 | 16 |
| of which in France | 5 | 5 | 5 |
| of which in the Netherlands | 28 | 31 | 29 |
| of which in Italy | 3 | 3 | 3 |
| of which in the USA | 16 | 14 | 16 |
| of which elsewhere | 0 | 0 | 0 |
| of which full-time | 232 | 230 | 214 |
| of which part-time | 45 | 44 | 60 |
| of which temporary | 8 | 4 | 4 |
| of which permanent | 269 | 270 | 270 |
| Nationalities throughout the Group | 14 | 14 | 16 |
| Average years of company employment | 11.69 | 12.85 | 12.30 |

### Diversity

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Women in the highest supervisory body | 2 | 2 | 2 |
| Men in the highest supervisory body | 1 | 1 | 1 |
| Women in management* | 3 | 3 | 3 |
| Men in management* | 9 | 10 | 20 |

### Occupational health and safety

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| **Workforce (in %) covered by an internal management system** | **100 %** | **100 %** | |
| Number of work-related accidents | 2 | 1 | 0 |
| of which with serious consequences | 0 | 0 | 0 |
| of which fatal | 0 | 0 | 0 |
| Number of work-related illnesses | 0 | 0 | 0 |

### *Age distribution*

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| under 30 years | 37 | 45 | 32 |
| 30–50 years | 165 | 155 | 159 |
| over 50 years | 76 | 74 | 83 |

### Employee development

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Staff turnover rate | 0.9 % | 0.9 % | 2.2 % |
| Number of new employees | 15 | 15 | 6 |
| Rate of new employees | 5.4 % | 5.4 % | 2.2 % |

### Employees on parental leave

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Women | 4 | 5 | 4 |
| Men | 7 | 9 | 11 |

As of December 31, 2025, the Schwalbe Group employed a total of 274 people (274 in the previous year). The staff turnover rate was 2.2%. The data given refers to our headquarters in Reichshof and to our international subsidiaries outside Germany.

* Total figures for the Schwalbe Group as of 2025; values previously only for Germany.



# You don't have to shout to be heard

**Johanna Beye**r is Schwalbe's *M*TB marketing manager with eight years of experience in the cycling industry, specializing in campaign development, sports marketing and project coordination; among other things, she successfully oversaw the launch of the *M*TB radial tire at Schwalbe and optimizes product launches.

**Johanna, you work in MTB marketing at Schwalbe. What's your daily routine like?**
My daily routine varies a lot depending on whether it's summer or winter. Generally speaking, you could describe my job as 'writing emails', I write heaps of them! My role involves a lot of communication: on the one hand, I manage a high double-digit number of sponsor partnerships; on the other, I act as the liaison between marketing, product management and sales. I organize many different things and provide information. In the summer, events and World Cups are added to the mix, which I also attend to stay in touch with our end customers.

Overall, my job is incredibly wide-ranging and varied. Some days I just sit at my desk; on others, I run mountain biking workshops for women on the topic of tires and share knowledge that gives them more confidence and independence on their bikes.

**When you talk to the community, where does communication start for you, with the product or somewhere else?**
Well, for me, communication starts early in the product development process, or actually even before a product is created. After all, the intention behind a product is ultimately reflected in the communication that follows. That's why it's very important to me to discuss things with the product managers early on. Every change made to a prototype comes from an idea, and it's precisely these ideas that later shape the messaging surrounding the product.

**What role does sustainability play in your daily work?**
Sustainability definitely plays a huge role in my life. That's why I try to incorporate this topic into my daily workflow, whether it's in the way I work, the way I travel or by giving issues like social justice and gender equality a platform in our communications.

It's important to me to showcase different people and stories to reflect just how diverse the world of cycling is today. Even if you can't influence everything, you can use the leeway you have to make a positive impact.

**Many sustainability issues require explanation. How do you deal with that?**
Well, I'm no different. I mean I don't have a technical background and STEM subjects were never really my strong point. That's why I try and break down complex topics into something that makes sense to me first, and then explain them as simply as possible.

In the process, I always ask myself this: which information would I find useful if I'd never looked into this topic before? Apart from that, many sustainability issues simply take time to understand. Some people are interested right away, while others need more background information and guidance. That's why I believe more in clear information and logical arguments than in over-the-top attempts to persuade people.

**Do you notice when topics like these start popping up in the community?**
Sure, that's why personal interaction at events, when traveling or even out on the trail is important. That's where you get to see how sustainability is perceived, how relevant the topic is and whether it influences purchasing decisions.

I also try to maintain close ties with the community through forums and social media to get a sense of current attitudes and what's being discussed.

**Schwalbe works on topics such as recycling and new materials. How do developments like these figure into communication?**
We prominently feature these topics in our communications across our own channels: such as on social media, our packaging, our website and in our campaigns. Our sponsorship partners really matter to me, too. Through our athletes and ambassadors, we can connect with people who perhaps haven't yet checked out Schwalbe or our sustainability initiatives in depth.

For example, this might be a content creator visiting a recycling partner or an athlete dropping off her used tires at a recycling box. Experiences like these often make such topics more real.

**What happens when topics aren't that easy to convey?**
If I don't understand a product as a consumer, my opinion about it can change pretty quickly. This is why it's important to try to break down complex topics into their key elements while also providing more detailed information for those who want to delve deeper.

I always try to stick to one rule: be honest. If there's something that still isn't quite right, you should be open about it. Transparency builds trust and ensures that communication about sustainability comes across as genuine.

**Sustainability is often communicated very overtly. How would you describe Schwalbe's approach?**
When it comes to bicycle tires, sustainability isn't necessarily the first thing that springs to mind for many people. Tires should perform well, be durable and fulfill their purpose as reliably as possible. All the more reason to explain sustainability in a way that's easy to understand and relevant to everyday life. I'd generally describe Schwalbe's communication as having a strong technical focus, and that's a good thing, because we have a lot to say about technology and innovation. Cycling is also an emotional topic. In my opinion, we need a mix of technical information, obvious benefits and personal stories.

It's also important to raise awareness of the topic through various channels: in specialist retailers, at events, online and on social media. Not with grand promises, but with clear information and tangible benefits.

**How can you tell if sustainability comes across as authentic in communication or not?**
If sustainability is communicated solely through individual, high-profile measures without a genuine strategy behind them, it can quickly come across as contrived. For me, communication is only credible when it reflects a company's actual activities.

Basically, we're all still learning and none of us are perfect. That's why honesty is so important to me. When companies are open about where they stand and what steps they plan to take next, it builds trust.

What I also appreciate about Schwalbe is that CSR is embedded across the entire business and supported by specific goals. Every year, the CSR magazine takes stock of what has been achieved and highlights where there is still room for improvement.

**Has your own view of products or certain topics changed as a result of your work?**
To be honest, I'd never really paid much thought to bicycle tires before I took this job. Now, however, I'm well aware of how complex this product actually is. Tires are essential for sustainable mobility, so it's important to constantly improve them, for example, by using recycled carbon black and fairtrade rubber or by eliminating problematic ingredients.

Even when the going gets tough, we know we're on the right track and constantly working to improve our products.

# Shaping the future together

## A guide to development.

**Priorities for the next few years**
Social responsibility continues to evolve in response to new demands and expectations. Many of the practices now established at Schwalbe started out as individual ideas which have gained momentum over the years. Our priorities between now and 2030 provide a clear direction for our next steps.

The following initiatives encapsulate our goals regarding social commitment, diversity, education and personal development, setting out the new directions we'd like to take in the next few years. However, we don't see them as having set agendas: they'll be regularly reviewed and adapted if need be. They'll also lay the groundwork for tracking progress more systematically in the future and for deriving appropriate targets and performance metrics.

**End of 2026/beginning of 2027 – planned initiatives**
In addition, the Schwalbe Diversity Scorecard will be introduced with the aim of making diversity and inclusion more systematically visible in the future. This aims to consolidate selected metrics on the company's progress in terms of diversity and to provide a record of changes made over time. The specific details of the key performance indicators and data collection will be revised as the scorecard is developed.

**2027 – promoting education and resilience**
CSR workshops are planned for schools to promote environmental awareness and social responsibility at an early age. Moreover, an inclusion rate is to be introduced. The aim of our corporate social resilience index is to develop a tool that will make our organization's social resilience more visible in the future. We also plan to set up an education fund for our employees' children.

**2028 – stepping up our commitment**
Our goal is to keep increasing our employees' involvement in social projects. At the same time, social labs are to be established in all subsidiaries to carry out social projects in collaboration with local partners. The planned measures also include a mentoring program for young female and non-binary professionals, plus an increased range of sports activities at all locations.

**2029 – exploring new avenues**
Plans are in place to establish a scholarship fund for the first time for young people with disabilities, additional needs or a history of migration. Going forward, we also intend to systematically expand our professional development courses and substantially increase their scope compared to the current reporting year.

**2030 – long-term commitment to responsibility**
By 2030, our goal is to establish social commitment, personal development and diversity even more firmly in our corporate culture. At the same time, we're looking to record progress more systematically and step up our impact management.

# Providing security

Our sustainable benefits create real added value for our team.

**Supporting employees in the long term**
A respectful work environment doesn't just happen on its own. It comes about when people are able to assume responsibility, feel secure and find long-term prospects. This is why taking care of our employees is implicit in our corporate culture. By offering attractive benefits, maintaining high standards of occupational health and safety and providing sustainable mobility options, we've created a framework that extends far beyond the workplace. Our goal is to support people at different stages of their lives and provide them with a working environment where they can grow over the long term.

**Company pension scheme**
For Schwalbe, having a reliable company pension scheme is the epitome of social responsibility in action. Our mission is to enable all employees to build up a secure pension for the future that far exceeds statutory benefits.

To this end, we've devised a transparent pension scheme. Employees can invest up to 8% of their income threshold in a deferred compensation plan that offers tax and social security contribution benefits. On request, the employer's contribution to capital-forming benefits can also be transferred in full to the company pension scheme. Schwalbe supplements these employee contributions with additional employer contributions based on a percentage. Long-term personnel also benefit from a fixed monthly employer contribution. This service is supplemented by personalized, free advice on pension planning which is available to all employees during work hours.

The result is a pension scheme that's fair, transparent and accessible to everyone. As of 2025, more than 95% of our employees were already participating in the company pension scheme, a clear sign of the high level of acceptance and trust in this program.

**Occupational health and safety**
Protecting our employees' physical and mental health is part and parcel of our company philosophy. Occupational health and safety is therefore firmly anchored in our corporate culture. Regular training and briefings raise awareness of safety-related issues, actively promoting a culture of work safety throughout the company. In addition, we conduct ongoing hazard assessments to identify potential risks as early as possible and initiate specific preventive measures.

Another key focus is on the use of modern safety standards and technical protection systems. In conjunction with occupational safety specialists and external experts, we constantly review and optimize our processes and consistently incorporate new findings into our safety strategies.

**Sharing responsibility**
For Schwalbe, responsibility doesn't stop at the factory gate. Many of our employees are also actively involved in the community beyond their day-to-day work. One example of this was the blood donation campaign organized in December 2025 in collaboration with the German Red Cross. This drive was the brainchild of our staff, giving employees and their families the opportunity to support a good cause with minimal effort. Initiatives like these show that social responsibility isn't only part of our strategy but also put into practice in our everyday business activities.

# Making a difference together

## Promoting healthy and low-emission mobility.

**Active in everyday working life**

We not only aim to support active and low-emission mobility through our products; we also wish to promote it within our own company. Our approach involves combining services that promote active and healthy mobility among our employees with the gradual transformation of our company's own mobility options.

One key item here is our extremely popular bike leasing scheme. In 2025, a total of 72 bicycles were leased by employees (previous year: 85). This trend shows that, for many employees, the bicycle has become an obvious choice for getting to work and for leisure activities.

To ensure that commuting by bike remains as convenient as possible, we provide an in-house bike workshop for minor repairs and maintenance. State-of-the-art electric charging stations, plus shower and changing facilities, make it even more appealing to use a bicycle regularly to get to work.

Since February 2026, our healthcare services have benefited from a partnership with the Urban Sports Club. The S package is available free of charge to all employees, giving them access to a wide range of sports and wellness activities.

These include workouts, yoga and swimming through to a whole host of online classes. As of June 30, 2026, 96 colleagues were already using the program. Anyone interested in adding to their options can upgrade their membership to a more comprehensive plan at any time. The aim is to create additional incentives for leading an active and health-conscious lifestyle.

**Taking workplace mobility to the next level**

Our commitment to a bicycle-friendly corporate culture was once again recognized during the reporting period with the gold certificate from the Allgemeiner Deutscher Fahrrad-Club (German cycling association or ADFC) and the European Union. This award affirms the path we've embarked on and also encourages us to keep improving conditions for bicycle mobility within the company.

Parallel to this, we're also continuing to forge ahead with the electrification of our vehicle fleet. There were already 37 battery electric vehicles (BEVs) in use in 2025. As of June 30, 2026, that number had risen to 43 vehicles. One of our strategic priorities is to completely transition our entire fleet to electric vehicles by the end of 2026 at the latest.

**Mobility in the company**

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Bike leasing – leased bicycles | 79 | 85 | 72 |
| Battery electric vehicles (BEV) in the fleet | 11 | 23 | 37 |

# *A*rts sponsorship and grassroots sport

## Local commitment.

**Sharing responsibility**
Schwalbe sees social commitment as being firmly rooted in its corporate responsibility. For us, economic success and social cohesion are inextricably linked. Accordingly, we support projects, associations and institutions that bring people together, facilitate inclusion and enrich social and cultural life in a sustainable way. Our commitments range from grassroots sport to youth and club sports right through to the promotion of arts and culture. At the heart of all this are long-term partnerships based on mutual trust that create sustainable added value for the region.

**Promoting grassroots sport**
Sports bring people together regardless of age, background or ability. This is one reason why Schwalbe has been committed to grassroots sports for many years, supporting clubs and events that promote physical activity, community and bonding. One of our special areas of focus is on regional partnerships which have evolved over many years. These include working with VfL Gummersbach, TTC Schwalbe Bergneustadt and plenty of other clubs and projects in the region.

In addition, Schwalbe supports athletes in various sporting disciplines. However, it's not only about athletic achievements, but focussing on people who represent sport with enthusiasm, fairness and a sense of responsibility.

We also participate in events that provide access to physical activity opportunities and inspire people of all ages to take up sports and lead active lives. For instance, Schwalbe is a premium partner to German wheelchair basketball, and has been actively supporting the national teams for many years.

**The arts bring people together**
Cultural activities enable people to come together, encourage creativity and play an important role in boosting social solidarity, all reasons for Schwalbe being actively involved in the region's cultural life.

One major partner is the **Schauspielhaus Bergneustadt** theater which brings people together from far and wide with its varied program of music, drama and dance. Schwalbe has supported its work for many years, helping to sustain and promote cultural events over the long term.

During the reporting year, a total of 38 arts projects and cultural initiatives were supported. Our commitment allows us to back selected cultural events and projects that boost human interaction and enrich community life in our region.

**Regional roots**
As a family-owned business, Schwalbe has had close ties to the Oberberg region since the company was founded. Many of our partnerships have been around for years and continue to evolve. Rather than focusing on short-term projects, our involvement is centered on long-term relationships that build trust and have a lasting impact.

Through our commitment to grassroots sports and the promotion of arts and culture, our aim is to help people connect, stay active and embrace cultural diversity in the places where they live their daily lives.

**Sponsored projects**

| | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Grassroots sport | 9 | 8 | 9 | 12 |
| Cultural and social projects | 41 | 41 | 37 | 38 |
| Total | 50 | 49 | 46 | 50 |

# SOCIAL RESPONSIBILITY




**For us, responsibility doesn't stop at the doors of our company. Our Schwalbe Foundation, community partnerships and diverse forms of commitment help us to encourage participation and play a role in shaping lasting positive change.**

# Social agenda and monitoring

Structuring impact management systematically.

**Tools for evaluating impact**
In its social agenda, Schwalbe has outlined a long-term vision for its commitment to society. In the 2025 reporting year, the focus was on creating the foundation for systematic impact monitoring. The goal going forward is not only to track which projects are supported and how many people are reached but also to identify which changes can be attributed to them.

**What we plan to track in the future**
With this in mind, we're compiling a company-wide catalog of indicators that covers different aspects of our social commitment. Depending on the project, relevant indicators may include participation in educational programs and the skills gained; access to and use of mobility services supported by the Schwalbe Foundation; participation in inclusion initiatives; and income developments and the use of Fair Rubber premiums. The appropriate indicators are determined for each specific project and target group.

**From outreach to impact**
Not every person we reach out to automatically translates into a verifiable sign of our impact on society. For this reason, target groups, the type of funding and the extent of our outreach are to be recorded separately in the future to avoid multiple counts. In addition, consideration is to be given to the height of a measure's impact, for example, whether it merely informs people, empowers them to act independently or improves their opportunities for participation in society in the long term. This method is currently being refined.

**From monitoring to transition plan**
Social monitoring is also designed to provide the data baseline for our proposed transition plan for social inclusion. It translates our long-term objectives into specific fields of action, quantifiable interim goals and appropriate indicators. The plan is to systematically document various target groups and programs, including Fair Rubber, educational and inclusion campaigns, projects run by the Schwalbe Foundation and the Children's Advisory Board, plus programs for employees and their families.

The current draft calls for documenting progress based on defined criteria rather than focusing solely on the number of people reached. Depending on the field of action, factors such as income trends, acquired skills, access to mobility or participation in society are to be taken into account. The method has to ensure that double counting is prevented and that the depth of impact is analyzed and differentiated in each case.

The transition plan is currently still being drafted. Its targets, indicators and measurement methods are being reviewed and refined prior to publication. In the future, it's to provide a framework with which to clearly document progress over the course of several years and increase Schwalbe's social commitment on the basis of a common data set.

# The Schwalbe Foundation

*M*obility that really works and enables participation.

**Responsibility with impact**
Since being established in 2024, the Schwalbe Foundation has supported non-profit projects that bridge the gap between mobility and social inclusion. At the heart of it all is the belief that mobility is much more than just getting from one place to another. It helps people connect, fosters independence and opens up new opportunities for people to actively participate in community life.

**From aspiration to genuine support**
In the first year after it was set up, the Schwalbe Foundation did the groundwork for future undertakings, set up its first partnerships and sponsored a total of 17 projects. We've always focused on how mobility can be made more accessible, equitable and practical for more people, regardless of their age, background, income, address or physical abilities. That's how the Foundation's vision quickly turned into concrete support.

**Escaping loneliness**
Our partnership with **mutly** in Hamburg highlights the impact that mobility can have. The organization accompanies senior citizens to group activities and creates new opportunities for them to meet and interact. In many cases, it's not just the journey itself that's a hurdle, but also taking that first step back into a social life. Together with **mutly**, the Schwalbe Foundation took part in the Germany-wide Loneliness Awareness Day in September 2025. The TV station NDR also covered the event. The project makes it clear that mobility can build bridges, bring people together and create new opportunities for participation in society.

**Self-confidence on two wheels**
Mobility also opens up new opportunities for children and young people. Together with Bike Bridge, the Schwalbe Foundation supports projects for children and young people with a refugee background or history of migration in southern Germany. In protected, supervised spaces, they learn to ride a bike safely, navigate traffic and manage their daily lives more independently. In this context, the bicycle not only becomes a means of transportation, but also a symbol of self-confidence and independence.

**Help on your doorstep**
The Foundation's work is also making a tangible difference in the region. In collaboration with ADFC Oberberg, the Schwalbe Foundation is committed to developing Radfahrschule Oberberg, a mobile cycling school in the region. The goal is to reach out to people, particularly in rural areas, where such services have been lacking or have been previously difficult to access. By doing so, the Foundation aims to improve cycling skills precisely where they can make everyday life easier for many people.

**Commitment from the Schwalbe team**
The Schwalbe team plays a major role in the Foundation's work. Through the Herzensangelegenheiten sponsorship fund (literally: "matters close to the heart"), employees can raise their own social causes and support charitable projects in the region. In 2025, seven volunteer-led projects received funding. Among them self-defense classes for girls, recreational activities for children and young people and projects supporting young adults, the homeless and preschoolers. The Schwalbe Foundation therefore not only exercises social responsibility; it's also actively embraced by the entire company.

**Looking ahead: trust, partnerships and speedy assistance**
In the years to come, the Schwalbe Foundation aims to continue to expand its reach. In doing so, it's increasingly focusing on long-term partnerships in the spirit of trust-based philanthropy and on funding that's as unrestricted as possible. Wellcome gGmbH will join as a new key partner in 2026. The goal is to work together to support families who need short-term assistance due to sudden financial, health-related or personal hardship. Unbureaucratic support is intended to help ensure mobility and enable social participation even in difficult life situations.

Schwalbe Stiftung

# Schwalbe Children's *A*dvisory Council

Here, children have a say.

**Sharing responsibility**
Schwalbe's Children's Advisory Council has been a fixed asset in our commitment to society since 2022. At the moment, 23 children aged between seven and 16 are involved, all of them offspring of Schwalbe employees. They learn about the company, share their ideas and perspectives, and work together to support other children and young people. The Children's Advisory Council demonstrates how committed and responsible young people can be when they're given the opportunity to have a say in decisions.

**Learning about democracy – a practical approach**
The Children's Advisory Council has its own budget, which is allocated exclusively by the children themselves. Charitable organizations can apply with projects that support children and young people. The members read the applications, ask questions, discuss them with one another and then make a joint decision on funding.

This is about a whole lot more than just financial support. The kids learn to listen, weigh up arguments and respect different opinions. They learn that democratic decision-making takes time and involves taking responsibility, including thinking beyond their own perspective.

Schwalbe's Children's Advisory Council is supported by the Children for a better World aid organization which oversees children's advisory boards nationwide and advocates for the meaningful participation of children and young people.

**Projects opening up new opportunities for children**
In 2025, the Children's Advisory Council once again selected projects that open up new opportunities for children and young people. Funding was provided for projects in the areas of learning and language support, recreational and circus activities, safe travel to and from school, climate and environmental education and international aid projects.

Their selection shows just how broad the children's perspectives have become. They think locally and globally, with social and environmental considerations in mind. The focus is always on the shared goal of empowering children and young people in the long term.



**Raising awareness of children's rights**
A special highlight was the joint World Children's Day event on September 20, 2025, at the Phantasialand theme park. Together, the children raised awareness about the importance of children's rights, a topic closely linked to the Children's Advisory Council's own philosophy.

The campaign made it clear that codetermination is not just a theoretical concept. The children assume responsibility, voice their own concerns themselves and learn that their votes can make a difference.

**Commitment that has an impact on the company**
The Children's Advisory Council creates a special bond between Schwalbe, our employees' families and our social commitment. The kids experience how responsibility at Schwalbe goes well beyond business operations. At the same time, they raise questions and offer viewpoints that open up new perspectives, showing how naturally commitment can begin at a young age.

**30 sponsored projects by 2026**
By 2026, the Children's Advisory Council aims to have supported a total of 30 social projects. This value represents a long-term commitment. However, even more important than the number of projects funded is their impact. The children develop a sense of responsibility, learn about different realities of life and discover that collective action can bring about change.

# PROMOTION OF A CYCLING CULTURE

**A sustainable mobility transition takes more than just good bicycles. This section illustrates how Schwalbe works with partners to make cities better places to live, how it supports the expansion of bicycle-friendly infrastructure and how it's committed to fostering a sustainable mobility culture.**



# Shaping the future of mobility

## The bicycle is key to lower-emission mobility.

**The bicycle as a mobility solution for the future**
The way people move around is changing. Cities are growing, areas for traffic are shrinking and demands on sustainable mobility concepts are growing. The bicycle is also becoming increasingly important as a flexible, resource-conserving mode of transport suitable for everyday use over short and medium distances.

For Schwalbe, promoting cycling has always been more than just a business interest. The bicycle is a unique way to combine mobility, health and quality of life. It enables people to get around independently, affordably and emission-free, while also making an important contribution to lowering the impact of traffic and greenhouse gas emissions.

Especially, at a time when sustainable mobility concepts are gaining traction, we see the bicycle as a key component of the mobility transition, both in urban areas and in rural settings.

**Promoting cycling culture**
For us, promoting cycling starts not on the road, but in people's everyday lives. Accordingly, Schwalbe is therefore implementing various measures to make cycling more appealing and to encourage the shift to sustainable forms of transport.

This includes incentives for employees who cycle to work, as well as supporting regional campaigns and projects. Furthermore, Schwalbe is committed to developing a cycling culture. For example, by supporting the Winterberg bike park as well as other activities aimed at promoting cycling in the Oberberg region.

Our mission is to inspire people to ride bicycles while also contributing to low-emission mobility. After all, every bike ride has the potential to replace a car trip, helping to cut emissions and improve quality of life.

**Driving change together**
Low-emission mobility isn't achieved by products alone but through collaboration. This is why Schwalbe is actively involved in networks, campaigns and partnerships that promote cycling and provide new impetus for sustainable mobility.

Consultation with local authorities, associations, companies and other stakeholders enables experiences to be shared, challenges to be discussed and concrete solutions to be established. This fosters a shared understanding of how mobility can be made low-emission, safer and more accessible in the future.

# Mobility starts right outside your front door

## How bicycles are changing cities and the mobility revolution is taking hold in everyday life.

**The bicycle in everyday life**

Many daily routes are short, and that's exactly where the bicycle can really come into its own. It takes up little space, produces no direct emissions during use and can be easily incorporated into daily life. The facts on this two-page spread also highlight the potential that still exists: a large proportion of car trips are short-distance; in metropolitan areas, more car journeys could be replaced by the bicycle and a clear majority of people in Germany would like to see greater support for cycling.



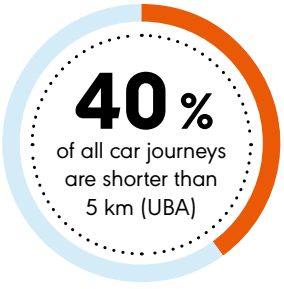

For this potential to translate into actual bicycle mobility, several factors must come into play. People need products they can rely on in their daily lives, as well as safe routes, adequate parking space for their bikes and good connections to other modes of transport. Cities like Copenhagen demonstrate just how important cycling can become when the right conditions are in place.

**Products for everyday urban life**

Schwalbe's direct contribution starts with the product. Tires for city traffic have to meet a variety of requirements: they must provide safety in wet conditions and on varying road surfaces, high resistance to punctures, comfort and durability. This is why we always design our touring and city tires with the needs of people who ride their bikes every day in mind. Practical experience is incorporated into the development process just as much as new materials and technologies. It's crucial that tires perform reliably in everyday use and can be used for as long as possible.

**More room for bicycles**

The facts also clearly demonstrate that the mobility transition isn't just about the product. Certain conditions need to be in place to enable people to make more short trips by bicycle. Safe cycle paths and secure parking facilities are just as much a part of this as traffic safety and connections to bus and train services.




Accordingly, Schwalbe reaches out to stakeholders in politics, business and civil society and supports campaigns that create more space for people to use bicycles. After all, the full benefits of cycling can only be exploited if the product, infrastructure and everyday use are considered as a whole.

**The mobility transition isn't going to start sometime in the future. It begins with the paths we choose today.**

**Change is evident on the ground**

The STADTRADELN (city cycling) event in Reichshof shows what this change might look like in everyday life. In 2025, 23 enthusiastic cyclists collectively covered 9,235 kilometers in just a few weeks. According to calculations, this prevented more than 1,514 kilograms of $CO_2e$ emissions.

Schwalbe has been involved as a partner for many years, supporting the campaign with materials and publicity. In this instance, it's not the number of kilometers covered that's crucial. Campaigns such as STADTRADELN show how easily cycling can be integrated into daily journeys – and how lots of individual decisions can gradually lead to change.

**75 %**
of Germans would like to see better promotion of cycling (ADFC)

**Taking bike-friendly mobility to the next level**

Viable cities and communities don't come about through a single mobility solution. They develop where different needs are considered as a whole and safe, accessible and sustainable opportunities are created.

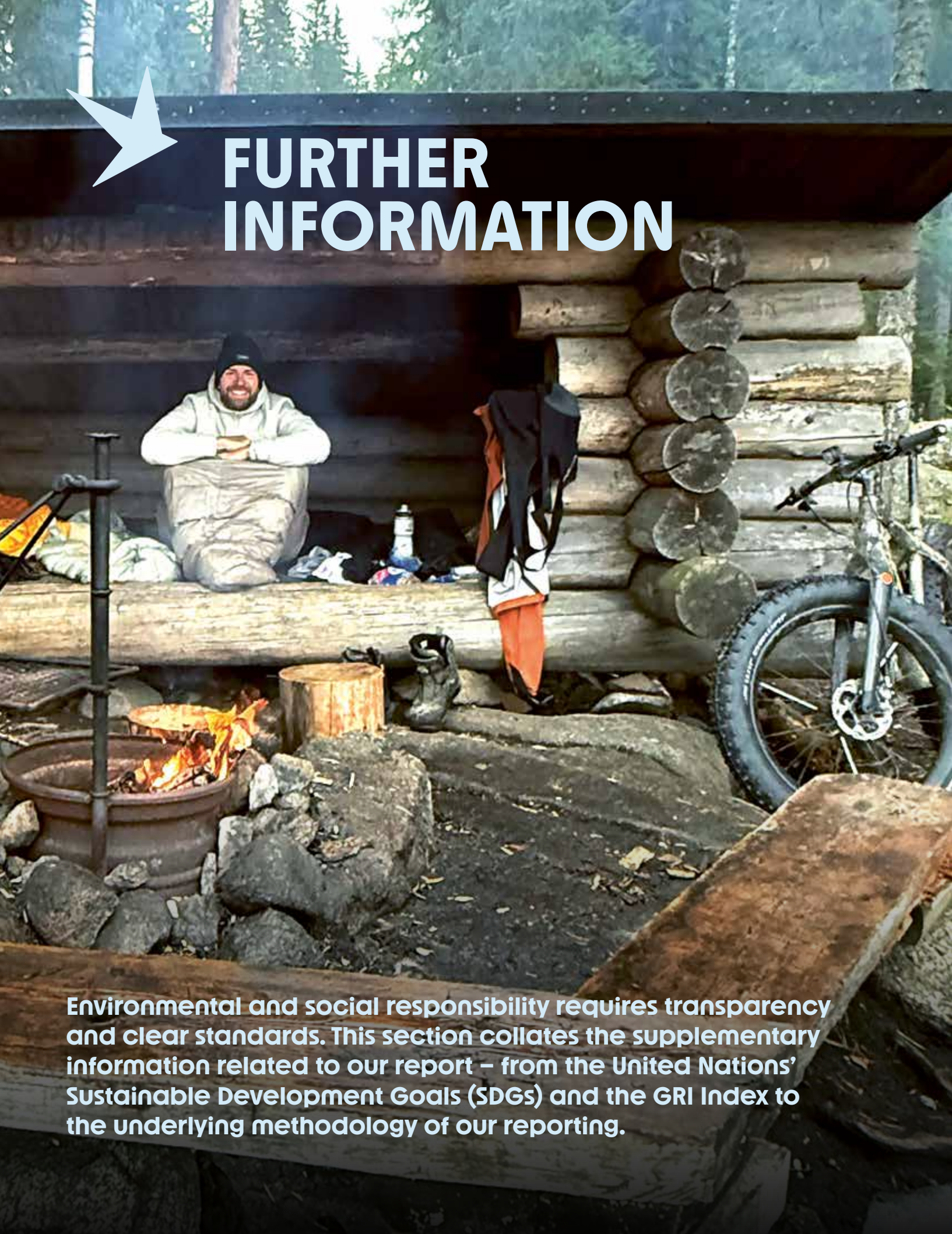
Schwalbe wants to do its part, through durable products, innovations and cooperation with the people and organizations that shape local mobility. After all, the mobility transition isn't ultimately determined by concepts alone. It comes down to daily choices.

**49 %**
of all trips in Copenhagen for work or school are by bicycle, the highest percentage of any capital city worldwide (City of Copenhagen)

**22 %**
of GHG emissions in Germany in 2025 are attributable to traffic (UBA)

**30 %**
of car trips could be shifted to cycling in metropolitan areas (UBA)

# FURTHER INFORMATION



**Environmental and social responsibility requires transparency and clear standards. This section collates the supplementary information related to our report – from the United Nations' Sustainable Development Goals (SDGs) and the GRI Index to the underlying methodology of our reporting.**

# SDG contribution

Our corporate activities make an important contribution to the following Sustainable Development Goals (SDG): 7, 8, 9, 12, 13 and 15. The following summary shows how we are supporting these goals with our commitment.

**SDG 7: affordable and clean energy**

- Schwalbe products support energy-efficient mobility
- Use and expansion of renewable energies at our production sites
- Energy-efficient, green electricity generation at various company facilities

**SDG 8: decent work and economic growth**

- Wide-ranging support for the basic and further training of our employees
- Extensive support for young people taking their first career steps
- Long periods of service to the company and high employee motivation through various interesting professional development opportunities and promotions
- Occupational health and safety is a fixed element of our operational practice (see page 143)
- Since the founding of the company, the promotion of equal opportunities and diversity has been an integral part of our corporate practice
- Schwalbe is firmly rooted in the local community and creates jobs at the Reichshof facility
- High working standards in the supply chain are established within the framework of Schwalbe's four pillars of responsibility
- As a value-oriented family business, Schwalbe focuses on long-term economic growth with consideration for people, the region, customers, business partners, neighbors, society and the environment

**SDG 9: industry, innovation and infrastructure**

- Schwalbe Recycling System, development of recyclable products such as the Green Marathon
- As a component manufacturer in the bicycle industry, Schwalbe develops innovative solutions for the entire industrial value creation process, cooperating with scientists and industrial partners
- State-of-the-art infrastructure and implementation of high, innovative construction standards at the new headquarters in Reichshof

**SDG 12: responsible consumption and production**

- Schwalbe offers durable quality products for responsible consumption
- Comprehensive product information with the focus on partnerships with specialist retailers for confident consumer decisions
- Raising awareness among specialist dealers and end consumers
- Schwalbe is a pioneer in the use of recyclable materials in the bicycle industry and a driver of transformation for a holistic circular economy

**SDG 13: climate action**

- Schwalbe's energy concept reduces environmentally harmful emissions at the headquarters in Reichshof
- Schwalbe's mobility concept promotes ecofriendly Schwalbe commutes to work for employees
- Ecological standards have been introduced in the supply chain and are being continuously expanded
- Implementation of climate protection schemes at our production sites in Indonesia and Vietnam
- Using renewable and recycled materials in production results in a drastic cut in emissions

**SDG 15: life on land**

- Schwalbe supports the Borneo Orangutan Survival Foundation (BOSF) that rescues homeless or orphaned orangutans
- Encouragement of biodiversity at our headquarters by planting a rooftop garden and installing insect hotels
- Reforestation projects on Java and in Reichshof

SDG INNOVATION AWARD
WINNER 2025

# FACTS AND FIGURES

## SCHWALBE AS OF JUNE 30, 2026

**18.3 million**
recycled bicycle inner tubes

**2.5 million**
recycled bicycle tires

**11**
countries with the Schwalbe Recycling System

**62.38%**
cut in emissions in Germany and at our subsidiaries since 2018

**31.5%**
cut in production emissions since 2018

**14,822 t**
of $CO_2e$ prevented by using rButyl instead of new butyl since 2024

**88%**
of revenue from products recycled or renewable materials, Fair Rubber*

**40.98%**
share of Fair Rubber in the tire portfolio (mass balance)*

**70%**
of the tires in our range contain recovered carbon black (rCB)

* For methodology, see the glossary.

**4,429**
members of Fair Rubber

**3,069 ha**
of cultivated Fair Rubber land

**470 k ha**
of BOSF conservation area

**281**
employees

**99.6 %**
staff retention rate

**27**
apprentices including students and interns

**20**
Children's Advisory Council projects since 2024

**38**
grassroots sports projects since 2023

**138**
cultural and social projects since 2023

# GRI index

### Assignment of material topics and GRI indicators

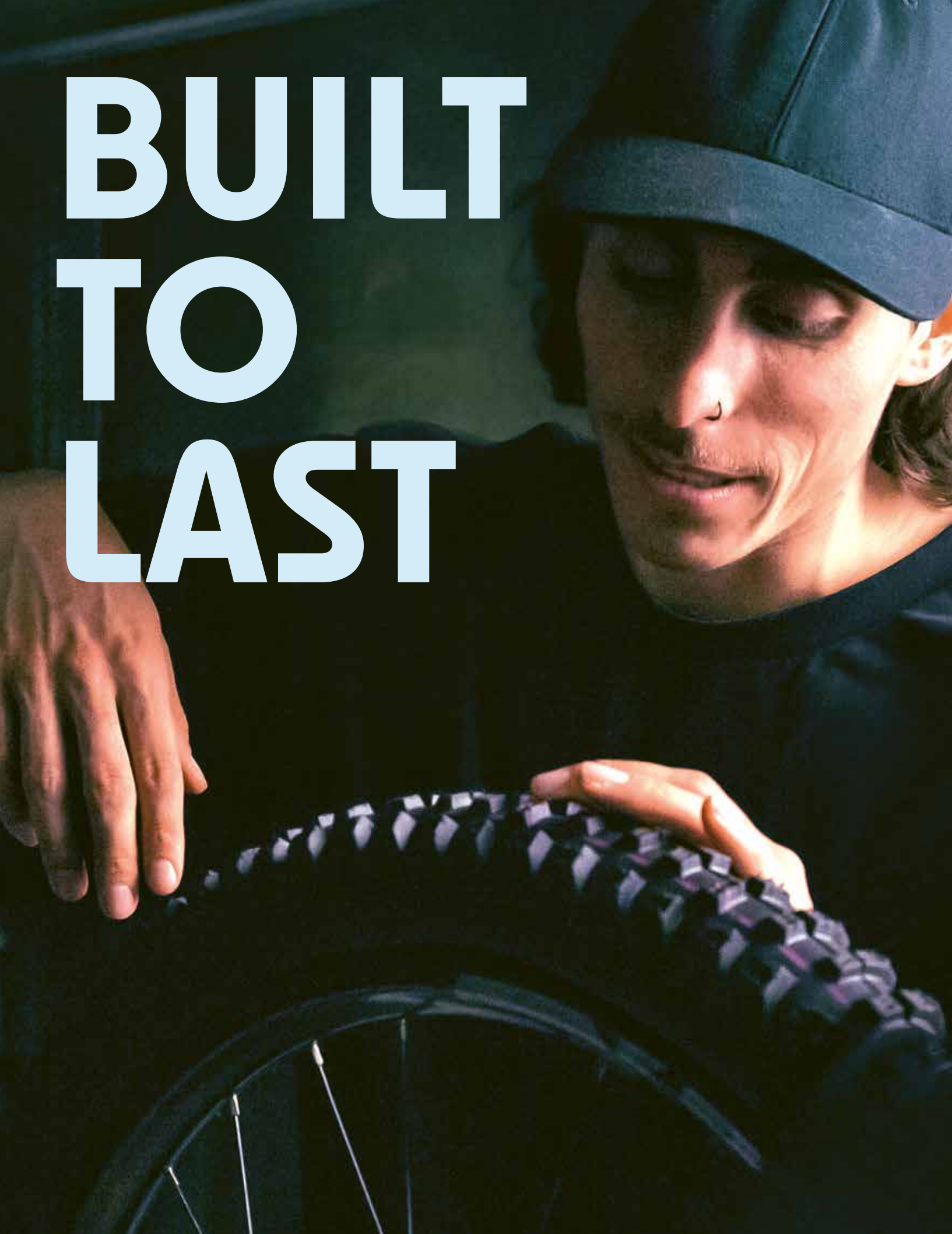
| Pillar of CSR responsibility | GRI indicator | Material topic | SDG |
|---|---|---|---|
| **Product** | GRI 306 | Material efficiency and material optimization | 7, 9, 12, 13 |
| | GRI 302, GRI 305, GRI 306 | Innovation, research and development of innovative products | |
| | GRI 416 | Customer concerns, product safety and customer satisfaction | |
| | GRI 306 | Circular economy and recycling | |
| **Company** | GRI 2 | Stakeholder dialog and transparency | 7-9, 12, 13, 15 |
| | GRI 2 | Corporate governance, integrity and compliance | |
| | GRI 401, GRI 404 | Training, education and continued professional development | |
| | GRI 401, GRI 405 | Diversity and equal opportunities | |
| | GRI 403 | Work and process safety and occupational health and safety | |
| | GRI 302, GRI 305 | Climate protection, $CO_2$ emissions and decarbonization | |
| **Supply chain** | GRI 204, GRI 308, GRI 414 | Social standards and human rights throughout the supply chain | 7-9, 12, 13, 15 |
| | GRI 302, GRI 305, GRI 306 | Environmental standards and biodiversity in the supply chain | |
| **Social commitment** | GRI 416 | Contribution to sustainable mobility and a cycling culture | 8, 12, 13, 15 |
| | GRI 203, GRI 401, GRI 404 | Commitment to society and local communities | |

| GRI indicator | Disclosure | Comments and references | Page |
|---|---|---|---|
| **GRI 1:** | **Foundation 2021** | Ralf Bohle GmbH has reported the information cited in this GRI content index for the period January 1 to December 31, 2025, with reference to the GRI Standards. | |
| **GRI 2:** | **General Disclosures 2021** | | |
| | **The organization and its reporting practices** | | |
| GRI 2-1 | Organizational details | | 91 |
| GRI 2-2 | Entities included in the organization's sustainability reporting | | 166 |
| GRI 2-3 | Reporting period, frequency and contact point | January 1 to December 31, 2025, once a year, CSR team/ Felix Jahn, csr@schwalbe.com | |
| GRI 2-4 | Restatements of information | Schwalbe used the ESG software Planted to prepare its greenhouse gas emissions statement for the 2025 reporting year. As part of the ongoing development of our sustainability strategy, the future presentation of our strategic fields of action was refined and incorporated into a transformation matrix. The topics social sabbatical program, mobility summit and green canteen certification were removed. Topics previously assigned to 2026 and now allocated to 2027 have been marked accordingly. The calculation methodology for the decoupling index was adjusted. | 102ff., 126f. |
| GRI 2-5 | External assurance | This CSR report has not been externally reviewed. | |
| | **Activities and employees** | | |
| GRI 2-6 | Activities, value chain and other business relationships | | 91, 92, 93, 116f., 132 |
| GRI 2-7 | Employees | | 139 |

| GRI indicator | Disclosure | Comments and references | Page |
|---|---|---|---|
| | **Corporate governance** | | |
| GRI 2-9 | Governance structure and composition | The corporate bodies comprise the management board and board of shareholders. The operative governance structure of the management is split into the following units: Marketing, CSR, Development, Technology, Finance and Sales, plus IT; Digitalization, HR and SCM. | |
| GRI 2-10 | Nomination and selection of the highest governance | Management board posts are filled by resolution of the board of shareholders, on which the three family foundations are represented. | |
| GRI 2-11 | Chair of the highest governance body | No formal supervisory body with a chairperson exists in the structure of Ralf Bohle GmbH. Operative management lies with the managing director. There is thus no distinction between the chair of the highest governance body and the managing director. The shareholder representatives of the family foundations are thus responsible for control and strategic alignment. | |
| GRI 2-12 | Role of the highest governance body in overseeing the management of impacts | The shareholder representatives of the three family foundations monitor the company's impact on the environment, society and the economy in regular consultations. The managing director issues a quarterly report for this purpose. Ecological and social responsibility are an integral part of corporate strategy. | |
| GRI 2-13 | Delegation of responsibility for managing impacts | Overall responsibility for CSR is delegated to the spokesperson for the management (CEO). | |
| GRI 2-14 | Role of the highest governance body in sustainability reporting | CSR reporting is reviewed and approved by the management and board of shareholders. | |
| GRI 2-15 | Conflicts of interest | Conflicts of interest are avoided by observation of and compliance with the basic principles of the management. | |
| GRI 2-16 | Communication of critical concerns | There were no critical concerns in the reporting period. | |
| GRI 2-17 | Collective knowledge of the highest governance bodies | The management informs and exchanges information with the board of shareholders on a regular basis on the current state of development of CSR in the company. | |
| GRI 2-18 | Evaluation of the performance of the highest governance bodys | No evaluation is made. | |
| GRI 2-19 | Remuneration policies | This is not published according to the annual financial statement pursuant to Section 286 IV HBG. | |
| GRI 2-20 | Process to determine remuneration | Is not published. | |
| GRI 2-21 | Annual total compensation ratio | Is not published. | |
| | **Strategy, guidelines and practices** | | |
| GRI 2-22 | Statement on sustainable development strategy | | 6ff. |
| GRI 2-23 | Policy commitments | | 108, 109 |
| GRI 2-24 | Embedding policy commitments | | 108, 109 |
| GRI 2-25 | Processes to remediate negative impacts | Use of own risk management system (business report 2025). | |
| GRI 2-26 | Mechanisms for seeking advice and raising concerns | Concerns are raised with the complaints office at compliance@schwalbe.com. There were no incidents during the reporting period. | |
| GRI 2-27 | Compliance with laws and regulations | Ralf Bohle GmbH complies with the laws and regulations within and outside Germany. | |

| GRI indicator | Disclosure | Comments and references | Page |
|---|---|---|---|
| **GRI 3:** | **Material Topics 2021** | | |
| GRI 3-1 | Process to determine material topics | | 96/97 |
| GRI 3-2 | List of material topics | Confirmation of the material topics to date, based on the newly conducted materiality analysis from the beginning of 2026. Circular economy and recycling were added to the list of material topics as new material topics. As part of the updated survey, some of the topic descriptions were reworded without any changes to their content. | 97 |
| GRI 3-3 | Management of material topics | | 98, 99 |
| **GRI 201** | **Economic Performance 2016** | | |
| GRI 201-1 | Direct economic value generated and distributed | Published in the business report for 2025. | |
| **GRI 203** | **Indirect Economic Impacts 2016** | | |
| GRI 203-1 | Infrastructure investments and services supported | | 110, 111, 133 |
| **GRI 205** | **Anti-corruption 2016** | | |
| GRI 205-3 | Confirmed incidents of corruption and actions taken | There are no known incidents. | |
| **GRI 302** | **Energy 2016** | | |
| GRI 302-1 | Energy consumption within the organization | | 130 |
| GRI 302-4 | Reduction of energy consumption | | 130 |
| **GRI 303** | **Water and Effluents 2018** | | |
| GRI 303-3 | Water withdrawal | | 131 |
| **GRI 305** | **Emissions 2016** | | |
| GRI 305-1 | Direct GHG emissions (scope 1) | | 126 |
| GRI 305-2 | Indirect energy-related GHG emissions (scope 2) | | 126 |
| GRI 305-3 | Other indirect energy-related GHG emissions (scope 3) | | 126 |
| GRI 305-5 | Reduction of GHG emissions | | 124f. |
| **GRI 306** | **Waste 2020** | | |
| GRI 306-1 | Waste generation and significant waste-related impacts | | 131 |
| GRI 306-2 | Management of significant waste-related impacts | | 131 |
| GRI 306-3 | Waste generated | | 131 |
| GRI 306-4 | Waste diverted from disposal | | 131 |

| GRI indicator | Disclosure | Comments and references | Page |
|---|---|---|---|
| **GRI 308** | **Supplier Environmental Assessment 2016** | | |
| GRI 308-1 | New suppliers that were screened using environmental criteria | New suppliers are audited on the basis of the supplier code of conduct. | |
| **GRI 401** | **Employment 2016** | | |
| GRI 401-1 | New employee hires and employee turnover | | 139 |
| **GRI 403** | **Occupational Health and Safety 2018** | | |
| GRI 403-1 | Occupational health and safety management system | | 143 |
| GRI 403-2 | Hazard identification, risk assessment and incident investigation | | 143 |
| GRI 403-3 | Occupational health services | | 143 |
| GRI 403-4 | Worker participation, consultation and communication on occupational health and safety | | 143 |
| GRI 403-5 | Worker training on occupational health and safety | | 143 |
| GRI 403-6 | Promotion of worker health | | 143 |
| GRI 403-8 | Workers covered by an occupational health and safety management system | | 139 |
| GRI 403-9 | Work-related injuries | | 139 |
| **GRI 404** | **Training and Education 2016** | | |
| GRI 404-2 | Programs for upgrading employee skills and transition assistance programs | | 138 |
| **GRI 405** | **Diversity and Equal Opportunities 2016** | | |
| GRI 405-1 | Diversity of governance bodies and employees | | 139 |
| **GRI 406** | **Non-discrimination 2016** | | |
| GRI 406-1 | Incidents of discrimination and corrective actions taken | There were no incidents of discrimination during the reporting period. | |
| **GRI 414** | **Supplier Social Assessment 2016** | | |
| GRI 414-1 | New suppliers that were screened using social criteria | New suppliers are audited on the basis of the supplier code of conduct. | |
| **GRI 416** | **Customer Health and Safety 2016** | | |
| GRI 416-1 | Assessment of the health and safety impacts of product and service categories | | 113, 121 |


BUILT
TO
LAST

# Glossary

**CSR: corporate social responsibility**
CSR is the responsibility of a company for the impact of its actions on society. This includes various social, ecological and economic aspects. Companies commonly use the terms "CSR" and "sustainability" interchangeably.

**SDG**
In 2015, the member states of the United Nations adopted Agenda 2030. This centers on a catalog of 17 Sustainable Development Goals (SDGs). The 17 SDGs take the three dimensions of sustainability into account: social issues, the environment and the economy. These are structured around five core areas (the five Ps) as guiding principles for action: people, planet, prosperity, peace and partnership.

**Global Reporting Initiative**
The Global Reporting Initiative develops guidelines for sustainability reports. The first draft was created over 20 years ago. In 2021, the GRI again revised its global sustainability reporting standards, publishing the updated guidelines as Standards 2021. The GRI Standards aim to enable better comparability of and create more transparency regarding companies' CSR activities. Participation is voluntary. The GRI guidelines are the most frequently used framework for CSR reporting by companies worldwide.

**Sustainability**
In the most frequently quoted definition by the World Commission on Environment and Development (Brundtland Report, 1987), sustainability is described as a state that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. This definition still forms the basis for countless national and international sustainability strategies today.

Sustainability encompasses three central dimensions: ecology, society and the economy. Ecological sustainability aims to conserve the natural foundations of human existence over the long term, such as our climate, biodiversity, water and soil. Social sustainability includes the promotion of equality, education, social cohesion and decent living conditions. Economic sustainability strives towards a stable, future-proof form of economy that makes efficient use of resources, encourages innovation and enables long-term value creation. Only when these three dimensions are taken into equal consideration can sustainable development succeed in the sense of the Brundtland definition.

**Scope 1, 2 and 3 emissions**
This is the categorization of greenhouse gas emissions according to their place of origin in a value chain.

Scope 1 refers to all direct processes, procedures and services executed and direct emissions generated by a company's own employees, machines or vehicles at its own facilities, such as the consumption of fuel for heating or for operation of the company's vehicle fleet.

Scope 2 exclusively records the sources of indirect emissions generated by the use of purchased energy, such as electricity, heating, steam and cooling.

Finally, scope 3 comprises all other indirect emissions arising from the production of raw materials, transportation, products or provision of services in the upstream and downstream value chain.

**Decoupling index**
The decoupling index is based on a method developed in-house. It correlates the growth in the volume of tires and inner tubes produced with the greenhouse gas emissions from the production sites. The goal is to illustrate how production gains and environmental impacts have become decoupled over time. Positive figures indicate that production levels and emissions are steadily becoming decoupled.

The higher the positive value, the more significant the decoupling. Figures close to zero indicate that production volumes and emissions have largely evolved in parallel. The key figures aren't meant to be interpreted as an absolute assessment of performance in individual years. Rather, they can be especially useful for tracking trends and progress over a longer period of time. Moving forward, the methodology is also intended to be extended to material use and resource consumption.

**Corporate digital responsibility (CDR)**
Corporate digital responsibility (CDR) describes responsible company handling of digital technologies, data and innovations. The term refers to all corporate measures intended to ensure the ethical, transparent and secure use of digital systems. CDR goes beyond the classic aspects of compliance, also taking the social and ecological impacts of digital transformation into account.

The key objectives of CDR are the protection of personal data, transparent communication of its use, fair and traceable digital processes and the long-term buildup of trust in digital systems. CDR is seen to be an integral element of corporate responsibility and aims to not only shape digital developments in the interest of technological progress but to also combine this with the creation of added value for society in general. In adopting clear principles and concrete measures, CDR helps to make digitalization sustainable, fair and credible.

**Green attribute products**
Green attributes are sustainable product qualities defined by Schwalbe. These products are distinguished by their use of socio-ecological materials. Examples include fairtrade natural rubber procured through certified Fair Rubber Association supply chains. Furthermore, recycled materials such as recovered carbon black (rCB) from the Schwalbe Recycling System and recycled nylon from old fishing nets are used. During production, recycled rubber and old inner tubes are also used, as are renewable materials such as silica from rice husk ash and soybean oil.

**Life cycle assessment (LCA)**
Life cycle assessment (LCA) is a process used to evaluate the potential environmental impact of a product throughout its entire service life or life cycle. Products subject to assessment can be any goods or service. According to DIN EN ISO 14040, an LCA has four phases: 1) definition of the exact goal and selected scope of the LCA; 2) an inventory analysis, in which all inputs and outputs (product, material or energy flows) of the product in question are listed and quantified; 3) an impact assessment that considers the potential impact on the environment; 4) evaluation and assessment of the results. In general, LCA studies can be taken as a basis for analysis and appraisal of the environmental impact of products and processes and used to derive suitable optimization measures.

**Cradle to cradle**
Cradle to cradle® (C2C) is a holistic design principle and a school of thought developed in the 1990s by Prof. Dr. Michael Braungart, William McDonough and the EPEA Hamburg. It describes the potentially infinite circulation of materials and nutrients in cycles. All constituents are chemically harmless and recyclable or circular. Waste in the present sense of the word, as produced by the current take-make-waste model, no longer exists; instead, there are only useable nutrients.

**rCB: recovered carbon black, Schwalbe Recycling System**
Used tires are first returned to participating specialist traders. The contents of the Schwalbe Recycling Boxes are collected and transported to Pyrum Innovations AG, where the old tires are then shredded and separated into rubber granules, steel and textile fibers. In the ensuing pyrolysis process, the rubber granules are broken down at a temperature of 600–700°C into the valuable secondary materials of coke, oil and gas. The recovered pyrolysis coke is processed to form rCB (recovered carbon black) and reused in new Schwalbe products. The oil is used by chemical company BASF as a substitute for crude oil to manufacture textile fibres, for example. The gas powers the pyrolysis plant with electricity, making it completely self-sufficient in its energy supply.

**Product carbon footprint (PCF)**
The carbon footprint of a product (PCF) describes the sum of the greenhouse gases emitted throughout a product's life cycle, measured in units of $CO_2$ equivalents ($CO_2e$). A PCF is computed on the basis of an LCA on application of one impact model only, namely its global warming potential or GWP.

**Tier 1 and tier 2**
Tier 1 and tier 2 suppliers are terms frequently used in supply chain management to describe the various levels within a company's supplier structure. Tier 1 suppliers have direct business relations with the company. They supply components, materials or services to the company directly and are thus of particular relevance to quality management, logistics and sustainability requirements.

Tier 2 suppliers, on the other hand, do not supply the company itself but instead its tier 1 suppliers. They are part of the upstream supply chain and often not as immediately visible, yet they play just as important a role when it comes to traceability, risk management and adherence to social and ecological standards. In practice, transparent cooperation across this level of the supply chain is becoming increasingly important to achieve sustainability targets and comply with regulatory requirements such as the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG).

**Materiality analysis**
Materiality analysis is a key tool in corporate governance, particularly with respect to sustainability. It serves to identify those topics that are of immense importance for both the company itself and for its internal and external stakeholder groups. A materiality analysis systematically evaluates the impact corporate actions have on the environment and society (inside-out perspective) and which external requirements, expectations and developments affect the company (outside-in perspective).

Inside-out analysis highlights the responsibility and effects a company has on ecological, social and economic systems, through its products, production processes or social campaigns, for instance. In contrast, outside-in analysis focuses on external influencing factors, such as climate change, social trends, regulatory developments or changed customer requirements, that can have a major impact on the company business model and strategic alignment.

A structured materiality analysis permits resources to be channeled towards a business's most significant ecological, social and economic challenges and to clearly define priorities. It creates a basis upon which corporate strategy can be aligned with actual needs and impacts, allowing risks to be identified in good time and opportunities to be exploited in the long term. With regular updates, a materiality analysis retains its dynamism and helps companies to react flexibly to new developments. It means that their commitment to sustainability remains effective, responsible and in line with changing requirements from markets, society and the environment.

**Stakeholder dialog**
A stakeholder dialog describes the systematic, active exchange between a company and the groups who are directly or indirectly related to its economic, social or ecological activities. It is a core component of responsible corporate governance and plays a key role in the continuous development of sustainability strategies. Its purpose is to identify the needs, expectations and perspectives of relevant interest groups early on and incorporate these into decision-making processes.

**SBTi (Science-Based Targets initiative)**
The Science-Based Targets initiative (SBTi) is a global framework that assists companies with the development of climate goals based on scientific findings. These targets are rooted in the specifications laid out by the Paris Agreement and aim to ensure that cuts in corporate emissions help to limit global warming to well below 2°C, and ideally to 1.5°C. The SBTi assesses and validates targets and is considered an internationally recognized standard for credible climate protection in a corporate context.

**Methodology for determining the metric for the proportion of Fair Rubber**
This key figure refers to the percentage of products in Schwalbe's product portfolio that utilized natural rubber sourced from the Fair Rubber Association during the reporting year (mass balance). The calculation is based on the quantities of natural rubber purchased during the year under review.

**Methodology for determining the metric for revenue made with green attributes**
This key figure refers to revenue from products fulfilling defined green attributes as a percentage of Schwalbe's overall turnover. The allocation is based on criteria established within the company. This key figure is used for in-house monitoring and is not linked to any external certification or evaluation.

**Methodology for determining the metric for $CO_2$ reductions from using rButyl**
This key figure refers to the calculated reduction in greenhouse gas emissions resulting from the use of recycled butyl rubber (rButyl) compared to conventional butyl rubber since 2024 (LCA nach ISO 14040/14044/14067, GWP100). The calculation is based on the quantities of materials used and the respective emission factors.

**Methodology for determining the decoupling index metric**
This key figure compares the percentage change in emissions from production sites to the relative change in production volume during the reporting period. Its purpose is to present the relative progress of environmental impacts and economic performance in a transparent manner.

**Abbreviations**

| | |
|---|---|
| EU: | European Union |
| PATH: | Partnership for Active Travel and Health |
| Reanin: | Research Analysis Insights |
| UBA: | Umweltbundesamt (German environmental protection agency) |
| UN-Habitat: | United Nations Human Settlements Programme |

# About this report

The current report is the fourth CSR report published by Schwalbe. It describes Ralf Bohle GmbH's corporate responsibility, associated vision and CSR targets and activities in the year 2025. The consolidation group for the current report is the Schwalbe Group including its international subsidiaries. This applies in particular to the issues of emissions and employment. Where reporting refers to our headquarters in Reichshof, this is specifically indicated.

The CSR report for the 2025 reporting period was published in October 2026 and can be accessed in digital form on the company website at https://www.schwalbe.com/en/csr. Our CSR report for 2025 is available in English and German.

This CSR report has been created with reference to the GRI Standards. The relevant report topics were defined by our current materiality analysis that was last updated at the beginning of 2026. No external audit of the data for the reporting period January 1 to December 31, 2025, was performed. This excludes the climate goals validated by the Science-Based Targets initiative (see page 124) and our net zero and material loop transition plans reviewed by our auditor with limited assurance; the respective auditor's report is available at schwalbe.com/csr.

Target statements are categorized in the transformation matrix (see pages 100–105) according to their level of commitment: SBTi-validated, strategic priority or development perspective. Key performance indicators that use proprietary methodologies, green attributes, proportion of Fair Rubber, $CO_2$ reductions using rButyl and decoupling index, are explained in the glossary and have not been externally audited. Forward-looking statements reflect the status as of the editorial deadline; actual outcomes may deviate from these statements. The report is also available in print. The print version has been certified according to the Cradle to Cradle Certified® product standard that confirms its recyclability and that it contains only substances that pose no risk to health. The report was produced using green electricity.

**PHOTOS**

**The photos of athletes and cyclists used in this publication have been provided courtesy of the respective individuals. We would sincerely like to thank everyone for their support.**

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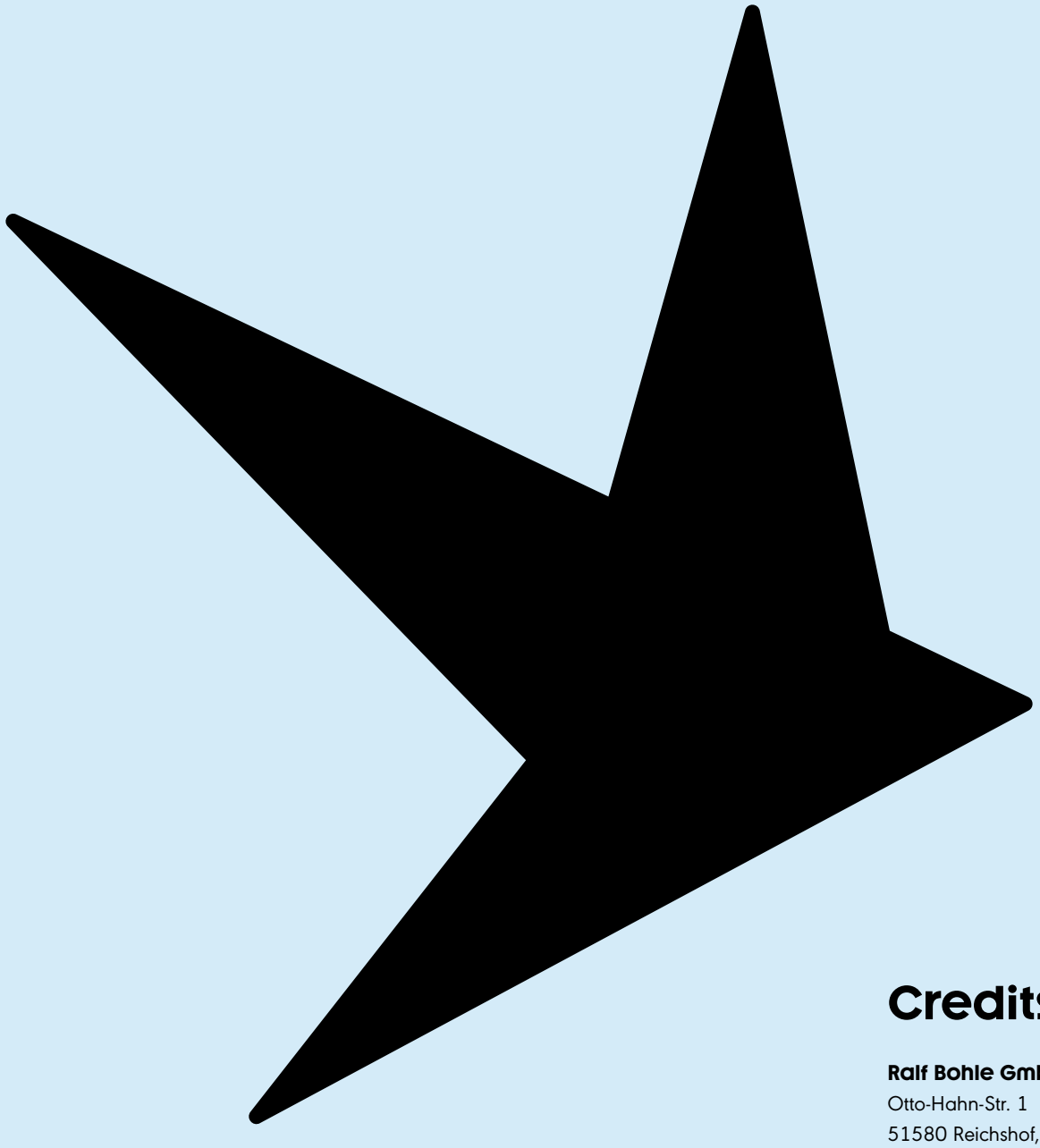
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