

Riding towards a better future



GAZELLE 

Love to move life

Gazelle loves to move generations, since 1892.
With designs that inspire movement on every journey,
big or small. We're here to help you find comfort in
motion and joy in every moment of life.



We believe that cycling makes both you and the world better, healthier, and happier

Cycling is one of the most sustainable, eco-friendly forms of transportation, and durability is at the core of our identity: we create bicycles that are chosen not only for the thrill of the buy but for love of the (long) ride.

Sustainability

At the same time, the process of building bikes needs to become more sustainable. Every day, we are working hard on that. What can we do today to become more sustainable tomorrow? Gazelle stands as a reliable partner for all who ride with us, caring about the world and the people around us.

Social Responsibility

But our dedication extends beyond environmental care. We are committed to creating a diverse and inclusive workplace where everyone feels at home and has opportunities for growth. Our dealers are key partners, and we focus on building strong, lasting relationships with them to ensure they can offer the best possible experience to our customers.

We invite you to discover our sustainability agenda, the greening of our production and procurement, our corporate social responsibility initiatives as well as our efforts for employees, diversity and strong dealer relationships. For our dealers and consumers, our employees and future generations.

DIEREN, SPRING 2025



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→ **Our ultimate dream is to create a circular bike with the least possible emissions**

As Gazelle, we are proud to be part of the leading group of bicycle manufacturers around the globe and we are responsible to make this industry future-proof.

While that dream is not within immediate reach, we are taking significant steps to make bicycle production more sustainable. This starts with reducing greenhouse gas emissions. We are also making significant progress in using recycled materials. In this context, our innovation team is exploring the challenges of 'design for circularity' – and how we can address them.

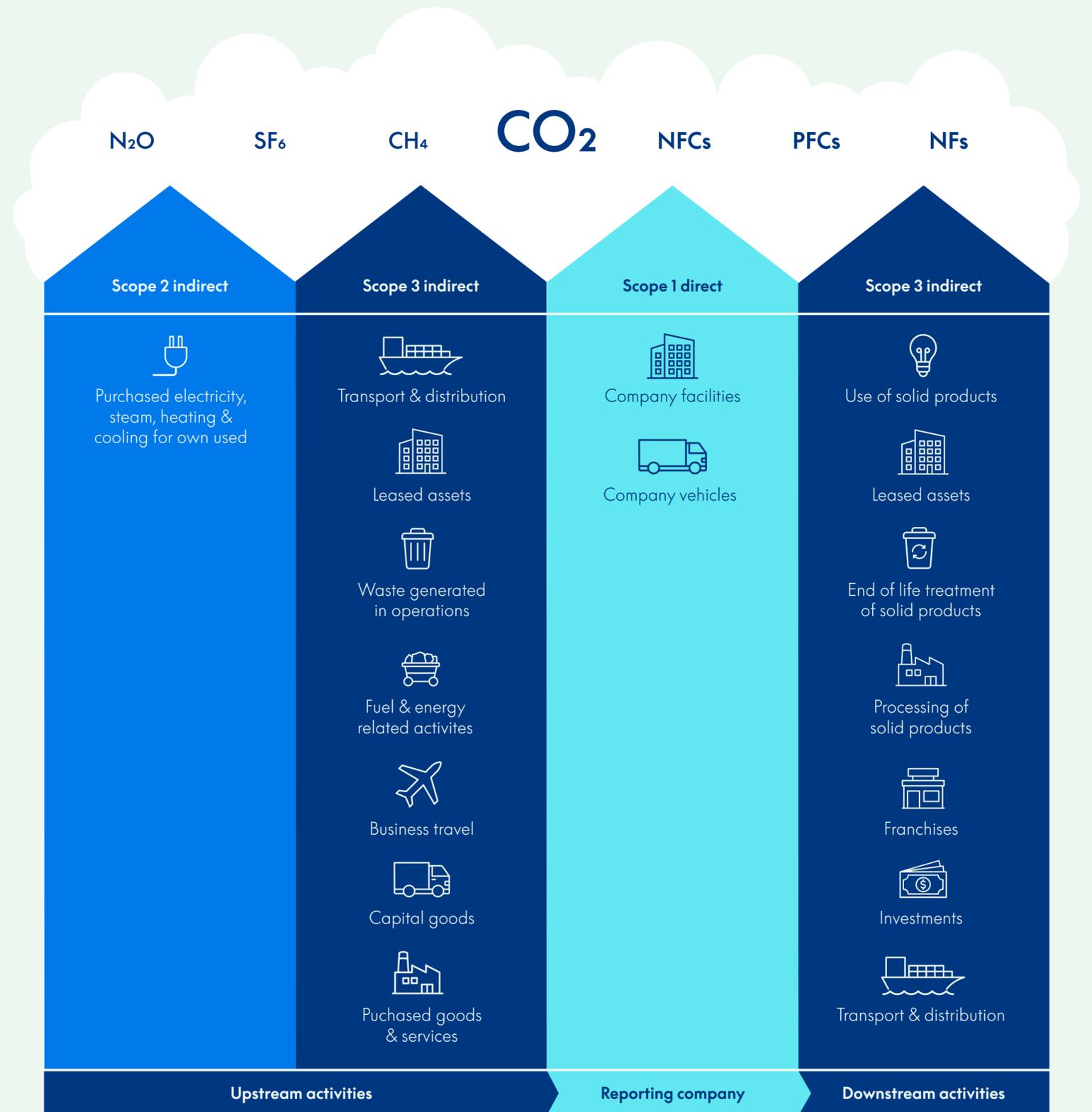
Last but not least, we aim to reduce our waste streams and we ensure proper waste separation so that we can recycle as much as possible.



Ambition: reducing emissions by 50%

Our sustainability policy is aligned with the global protocol established by the World Resources Institute and the World Business Council for Sustainable Development. This protocol identifies three domains (scopes) through which companies can monitor their progress.

- **Scope 1:** Direct greenhouse gas emissions caused by sources within the organization. This includes gas consumption from emissions from furnaces and, for example, the vehicle fleet.
- **Scope 2:** Indirect emissions. These are emissions from purchased energy, such as those occurring during the generation of electricity that Gazelle then uses, or emissions caused by heating or cooling the factory.
- **Scope 3:** All emissions in the value chain of which Gazelle is a part, from supplier to end user.



Scope 1 and 2

Gazelle aims to become net zero or 90% reduction in Scope 1 and 2. This means we want to stop using fossil energy and compensate for any remaining greenhouse gas emissions. This applies to the assembly of our bicycles in Dieren and those produced elsewhere on our behalf, as well as to our Experience Centers, where consumers can test our bikes. Our net zero ambition also includes our lease cars, emissions related to heating and cooling, and the production of the electricity we use.

We are in discussions with our energy supplier about the timeline for achieving net zero. For example, we cannot yet replace all our gas ovens (used for painting bicycles) with electric ovens because the power grid is not yet capable of handling it. In the meantime, we are exploring alternatives that help reduce emissions, such as painting at lower temperatures.

What is recycled and what is circular?

Recycled: Used products are converted into new materials.

Circular: Materials and products are kept and reused for as long as possible – and recycled.

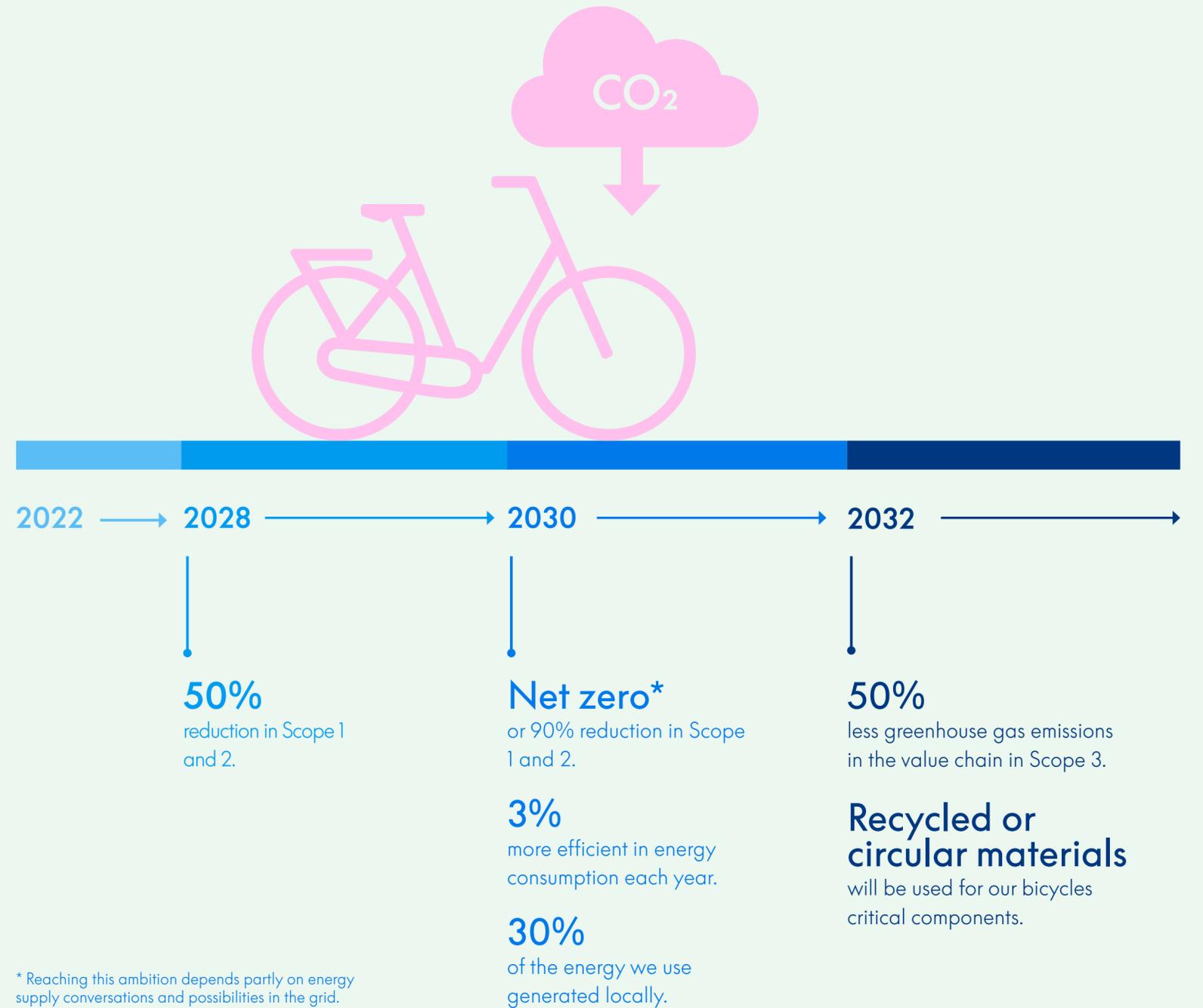
Scope 3

Gazelle aims to halve the emissions across our entire value chain (from supplier to consumer) by 2032, compared to 2022. With this ambition, we want to set an example in the industry. We also aim for all critical components of our bicycles to be made from high-quality recycled or circular materials by 2032. This will have a significant impact on how we design bicycles. On one hand, we must work with our suppliers to explore how we can use more sustainable and recycled raw materials. On the other hand, the design of the bicycle will change as we aim to make the replacement of parts simpler.

Quality remains our starting point. In Dieren, we have been building high-quality bicycles for 130 years, designed to last long and be sustainable. A significant portion of second-hand bicycles in the Netherlands originally comes from our factory.

With our knowledge and expertise, we contribute to Sustainable Development Goal 9 of the United Nations: improving research, modernizing technological capabilities, and building sustainable, resilient infrastructure. We do this by supporting the economic development in the Dieren region and at our international production facilities.

Our ambitions



The ambitious plan towards 2032

For Gazelle's Innovation Department in Dieren, it's a challenging and inspiring task: how can we halve the footprint of our bicycles in the coming years – before 2032 – compared to 2022, and ensure that all critical components of a bicycle are made from circular or recycled materials?

Critical components include, among others, the frame, front fork, tires, saddle and brakes. An e-bike typically has as many as 250 parts. To gain better insight into the footprint of its e-bikes, Gazelle conducted a Life Cycle Assessment (LCA).

This maps the environmental impact of a product, from raw materials to end of life. Thanks to the LCA, Gazelle can now identify and address the most polluting components of a bicycle.



Sierd Heida and Mark van der Kooi are daily focused on solving sustainability challenges in scope 3.

"In some cases, we are operating at the edge of what is technically possible. If we can't implement innovations right now, we will do it next year or the year after, once the technology is sufficiently developed. Where we can, we choose the most sustainable alternative, but for Gazelle, the bicycle's quality is of utmost importance. That, in itself, is a sustainable choice because the high quality of our bicycles ensures they last a long time. For each component in the bicycle, we make a conscious choice: does the sustainable alternative already match the quality of the original component, or should we continue developing it?"

Most bike components are made of aluminum or plastic.

SIERD

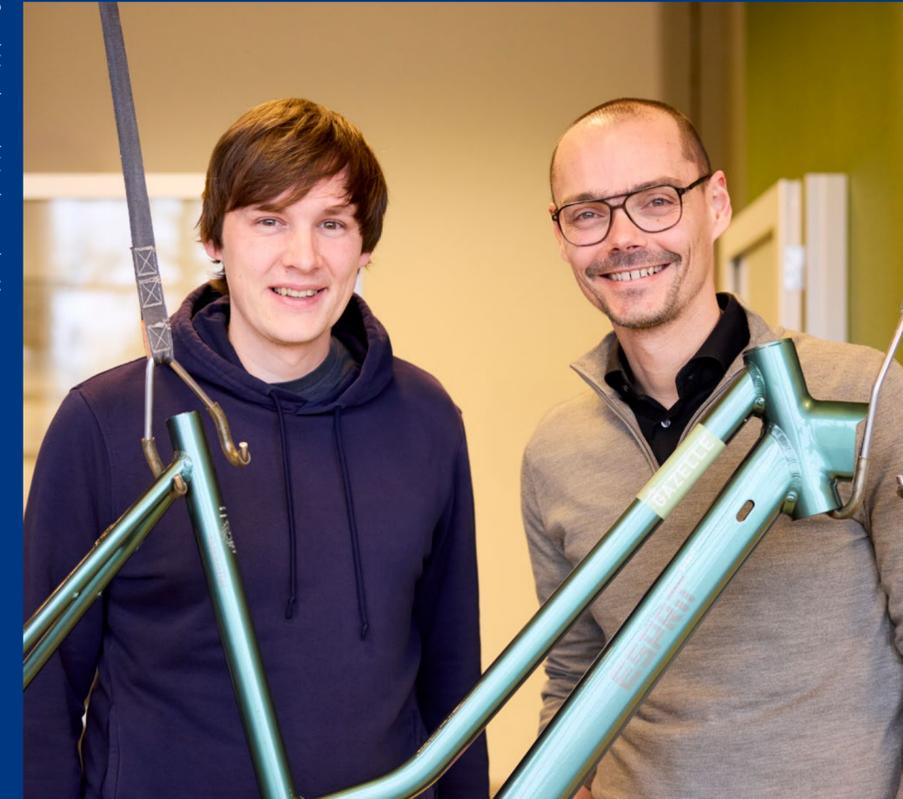
"We're talking about an average of 27 different types of plastic. Can that number be reduced? That's the first question we ask ourselves. Then we start searching for the most sustainable alternatives. Collaboration with our suppliers and other partners in the supply chain is crucial. Gazelle values its relationship with suppliers, and we want to work together with them to transition into greener bicycle production."

Unlike a car, the frame of a bicycle is a load-bearing structure.

MARK

"There is a tension between sustainability and design. Can we still create the beautiful designs our consumers expect with new materials? And especially if certain parts need to be easier to replace, how do we balance that with maintaining an attractive appearance for the bike?" Sierd adds, "If broken parts need to be more easily replaced, they should be able to be unscrewed. Unfortunately, using screw connections has a visual impact. At the same time, these design choices ensure that the consumer can use the bicycle for a longer period, making the bike much more sustainable."

Sierd Heida and Mark van der Kooi



50% footprint reduction of a bicycle by 2032 – where is the challenge?

SIERD

“An e-bike is about 40% aluminum and about 10% plastic. Then, you have materials like steel for the wheels and spokes, and rubber for the tires. For the transition to recycled plastic, we are mainly looking at ‘post-consumer’ plastic. For example, using recycled PET bottles as the basis for a mudguard.”

Is Gazelle on track with the ambition to guarantee 50% sustainable materials per bicycle by 2030?

SIERD

“I estimate we are currently around 35%, so we’re on the right path. The last 15% will be a bigger challenge. Together with our suppliers, we need to make fundamentally different choices in materials. We tirelessly search for new possibilities.”

MARK

“And of course, we build on over 130 years of experience. Even in the factory, our colleagues help us think about how we can do things different and better.”

A fully circular bicycle?

SIERD

“From a technological standpoint, we certainly won’t reach that point by 2032, to create a fully circular bicycle which meets our high quality standards. But it’s my dream. The beauty of sustainable innovation is the unexpected.”

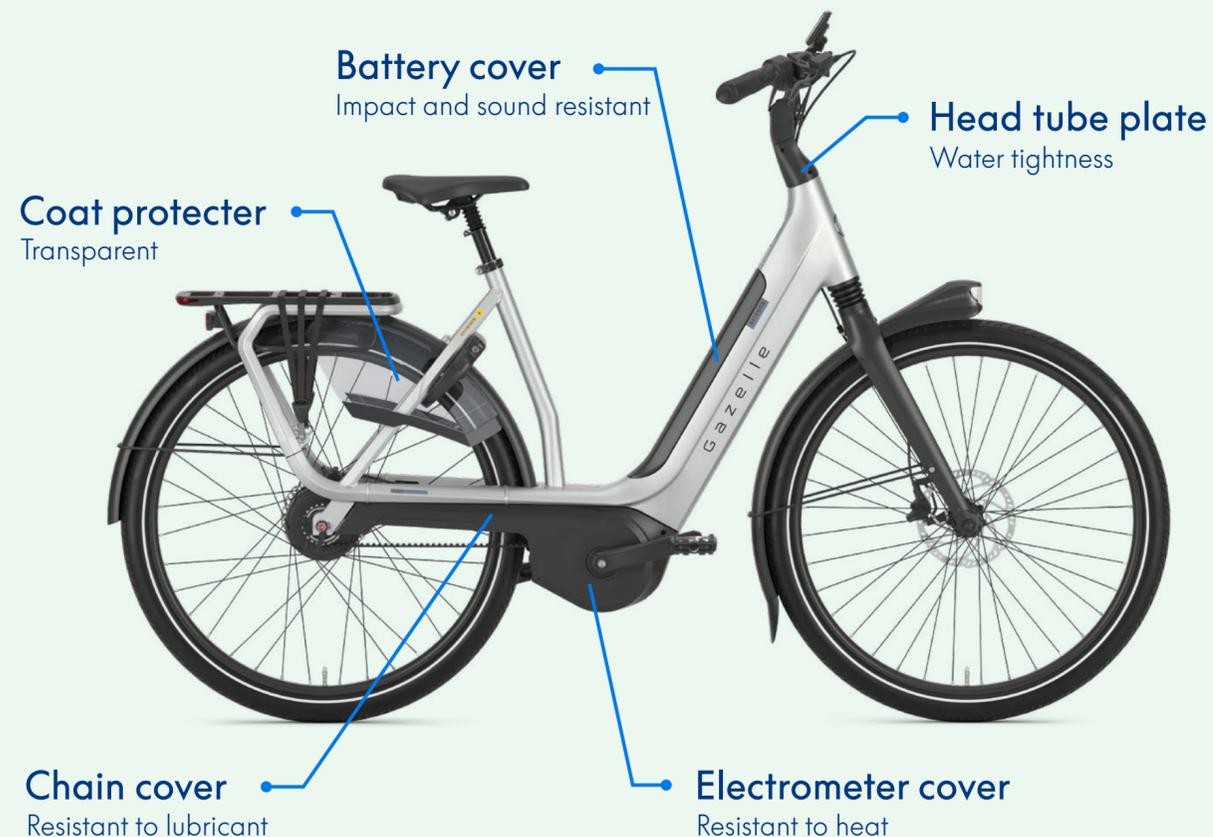


The ReCYCLE Project

As part of the Circular Plastic Initiative, Gazelle is collaborating with Timmerije, UltraPolymers, Brisk-Kumet, and Polymer Science Park to develop robust, circular plastic components for e-bikes, primarily using recycled engineering thermoplastics (R-ETP). These plastics are chosen for their lightweight, strength, and durability.

The core of ReCYCLE revolves around the question of how these plastics can be processed and used in e-bikes, and how parts made from these materials can be easily assembled and disassembled. The project also aims to build a recycling ecosystem in the Netherlands, creating a circular loop for these plastics. Currently, ReCYCLE is working on components like a mudguard, chain case cover, and covers for the motor and battery of an electric bike.

More than half of the plastic in a Gazelle Avignon e-bike (by weight) is 100% recycled plastic.



From wooden shoes to wooden bikes?

DUTCH INNOVATION

It would be back to basics: a wooden bike. After all, the first bicycles in the mid-19th century were entirely made of wood, with steel wheels. But could a wooden frame for large-scale production of bicycles really work? Guido van Rijckevorsel, team leader mechanical engineer, found it an interesting idea and was given the opportunity to explore it with colleagues René Schieven and Sören Knittel.

GUIDO

“We asked ourselves two questions: is it technically possible? And can we develop this with existing partners?”

A partner was soon found in the company Boerboom, a supplier of wooden (semi)products with experience in applications such as wooden components for truck cabins. Together with Boerboom, two prototypes were built.

“Wood has many advantages, not only in terms of sustainability. It offers many new design possibilities, such as no welding seams. And you can produce and build locally in the Netherlands, using Dutch ash wood. Wood is also energy-neutral. As long as it grows, it even absorbs CO₂. Of course, there are challenges too. Wood is more maintenance-sensitive. And we have to find out if there is consumer demand for wooden bicycles.”

“The prototypes certainly look fantastic. However, don’t expect Gazelle to start mass-producing wooden bikes tomorrow. It doesn’t meet our quality standards yet. For example, the design in wood needs to be built with thicker tubes to match the stiffness of aluminum. A wooden frame

also requires a lot of manual work and machine hours, which would have a significant impact on the price. For now it’s more of a long-term vision and an exercise in thinking outside the box.”

A bicycle built to last a lifetime?

For now, it’s a distant goal, but could it be possible to build a bicycle that you buy young and ride until you’re 80? A bike that you can adjust for every stage of your life?

GUIDO

“We’ve definitely gone through that thought experiment. Technically, it’s not possible yet, but such an exercise does provide new insights and ideas for our regular product innovation. We’re exploring how we can build a bicycle with as few materials as possible. The consumer expects innovative and attractive products from us; that’s the starting point. Our challenge in the coming years is how we can continue to offer the best possible product with the least reinvestment of energy.”

Guido van Rijckevorsel



Towards a more sustainable production process

Minimizing waste streams and reducing energy consumption are the main sustainability achievements in the production process in our factory in Dieren. Regarding waste management, 92% of the factory's waste is already currently sorted and collected separately.

Instead, we are constantly working to make further improvements. Take the assembly hall, for example: how do we handle inner tubes with minor defects? What should be done with the nylon bags used to deliver parts? Would it be beneficial to establish a separate waste stream for these materials? At times, the quantities are so minimal that separate collection isn't feasible. Additionally, for injection molding products, a significant amount of plastic waste is produced – what steps can we take to minimize this?

Significant steps have already been taken in energy supply for the offices and production facilities: all lighting in the factory is LED, and heat pumps and solar panels provide a substantial part

of the energy needs. In addition, we are working on developing energy storage solutions with in-house batteries. Overall, all our electricity comes from renewable sources.

Gazelle bicycles are coated exclusively with water-based paint, and thanks to a special application method, there is no paint waste in the paint shop. To complete the transition from gas to renewable energy, the desire is to replace all ovens with electric ones. Additionally, we aim to reuse the heat generated in the paint shop.

One oven has already been converted to electric, and the second one will follow in 2025. However, converting all ovens remains a challenge.

Edwin de Heij, Head of Facilities at Gazelle in Dieren and project leader for CSR, is a strong advocate for sustainability within the company. His dream is an energy-neutral factory.

EDWIN

“However, with grid congestion, this will only be achievable by the end of the decade. This timeline is too long for us, as we aim to achieve net zero by 2030, and our gas consumption has the most significant impact. Therefore, we must seek alternative creative solutions.”

One option is lowering the baking temperature for the paint, reducing gas consumption in the ovens.

“We are currently investigating how to achieve this without compromising quality. At the same time, we are in discussions with our energy supplier to explore creative ways to access the electricity grid, such as using the ovens flexibly and avoiding peak hours.”

Besides the ovens, the biggest energy consumption comes from heating the factory, including the warehouse.

“We analyze each step in the process to find improvements. Can we reuse oven heat? Could local heating solutions like infrared panels or heated work vests be the answer? We are constantly looking for ways to make improvements.”

This ongoing search for improvements also applies to the ambition to generate at least 30% of energy consumption locally.

“This requires a combination of flexible and efficient use of our own energy and optimal energy storage in in-house batteries. Feeding solar energy back into the grid is not an option.”



← Learn about the process in our production

How we can do this most effectively is still being researched, but I am confident we will achieve our ambition by 2030.”

A crucial factor will be the implementation of new software that monitors energy consumption at each station in the production process. Harro de Vries, Plant Manager in Dieren, expects Gazelle to gain valuable insights.

HARRO

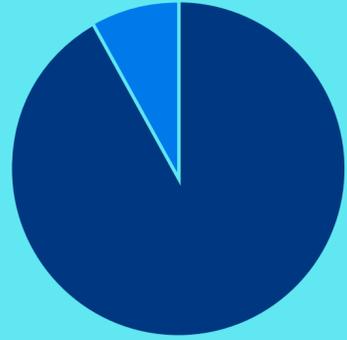
“We are in the process of implementing this software, and it will give us a detailed understanding of our energy usage. The better we understand the key drivers, the more precisely we can optimize each step to be more energy-efficient.”

“As one of the biggest bicycle brands in the world, we want to set the right example. We don't always take the easiest route, but we choose the right path – where the business case, quality, and sustainability are optimally balanced.”

Edwin de Heij



FACTS AND FIGURES



92%

→ Waste separation rate



3.700 solar panels,
covering 40%
of our total energy
consumption



Using reusable mugs saves more than
600.000 cardboard coffee cups per year

20

→ PET bottles
are used
for 1 coat
protector

First electrified drying
oven in paint shop,
second one in 2025 →





It starts with procurement

Gazelle has long-standing, sustainable relationships with its suppliers, many of whom have been partners for decades.

These enduring partnerships are highly valued, and we don't sever ties just because a supplier hasn't yet transitioned to sustainable alternatives. Instead, we collaborate with them to drive the necessary sustainability improvements. Along with other brands within Pon Bike, we also work to encourage our larger suppliers to move towards more sustainable practices.

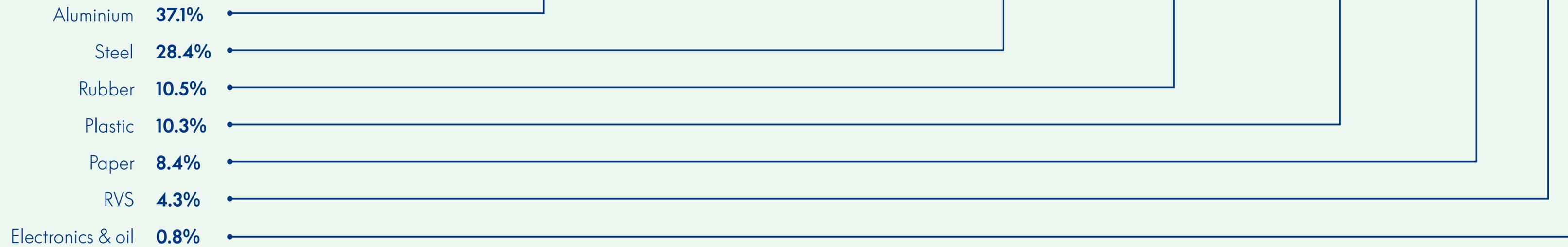
We ask all our suppliers to sign a code of conduct. This code outlines values related to issues such

as human rights and environmental protection. For larger suppliers, we also ask detailed questions about their sustainability policies. Our sustainable sourcing expert works with the supplier to find the best sustainable alternatives: What does the supplier's supply chain look like? What are their improvement plans? How can we assist them in achieving these goals? Together we are working towards having every component produced with net-zero greenhouse gas emissions.



Materials used in our bikes

Based on the Esprit R1



Green energy aluminium

An e-bike typically consists of approximately 40% aluminum. Therefore, it is critical to reduce the carbon footprint of this material in our bikes.

While recycled aluminum represents the future, challenges remain concerning supply chain reliability and quality.

Currently, green energy aluminum is the best alternative. Green energy aluminum is produced using renewable energy sources, such as hydropower, solar energy, or wind power, instead of fossil fuels. This reduces the ecological footprint of aluminum production, as this process typically consumes a lot of energy and generates significant CO₂ emissions. By using renewable energy, greenhouse gas emissions during production are drastically reduced. We are using green energy-aluminium frames as of 2024.

Frame

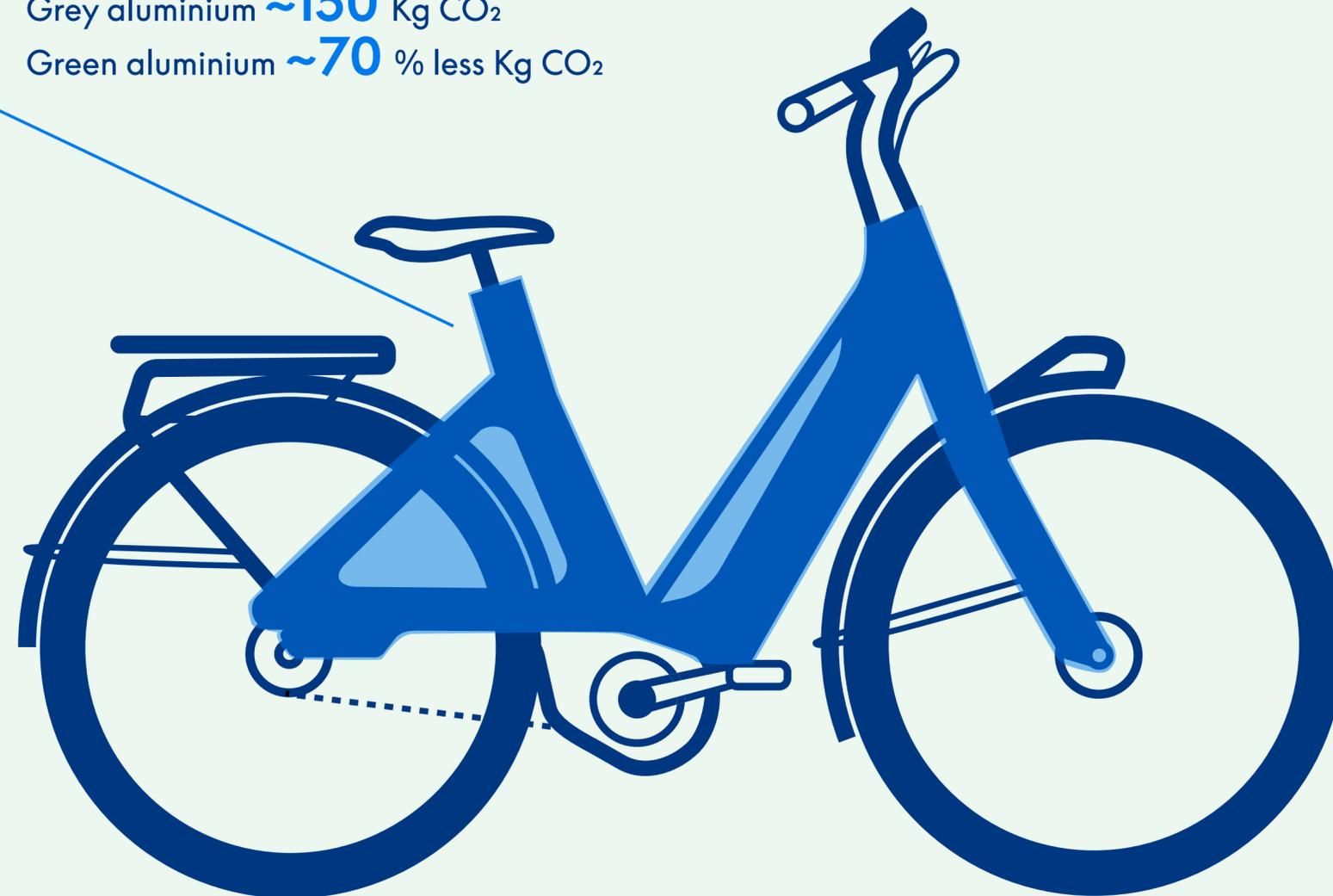
Grey aluminium ~150 Kg CO₂

Green aluminium ~70 % less Kg CO₂

Bike

Grey aluminium frame ~600 Kg CO₂

Green aluminium frame ~20 % less Kg CO₂



The battery

How can we contribute to making the production of e-bike batteries more sustainable, and ensure they are effectively recycled?

Gazelle doesn't produce batteries, but works with renowned battery suppliers for its e-bikes. These partners are committed to delivering reliable and sustainable e-bike batteries, while also working to reduce the footprint of these batteries.

When a battery reaches the end of its life, Gazelle also collaborates with the Stichting Open, which collects and recycles these batteries. Old batteries can be handed in at the local recycling center or at bike shops.

Naturally, Gazelle is also investigating alternative battery options. For instance, iron-based batteries,

but they are currently too heavy. Additionally, the durability of a battery is a crucial factor for Gazelle.

How can you maximize the lifespan of your battery?

Cyclists can take several steps to maximize the sustainability of their e-bike battery. Numerous helpful tips are available online, with the best practices often varying by supplier. The battery's user manual offers detailed instructions. Typically, a battery should last at least 5 to 6 years.

3 important tips

Charge

Before using the battery for the first time, it is wise to fully charge it. Always use the charger that comes with the battery.



Lifespan

It is recommended to avoid letting a battery fully discharge or using it until it's completely empty. This is particularly crucial in winter when you might use your e-bike less frequently or not at all. Allowing the battery to reach a 'deep discharge' state shortens its lifespan. Ideally, the battery should be maintained between a 40% and 70% charge.

Tire pressure

Proper tire pressure is also crucial; with soft tires, the battery has to use more energy to keep the motor running, causing it to drain faster. The ideal pressure is often marked on the side of the tire.

5 → years
of typical
battery life

Packaging and transport

Packaging is a small part of the process, but of course, we are making improvements there as well. We now use only fully recyclable packaging for our bicycles and parts supplied to bike shops.

Additionally, we have developed a new packaging method for transporting Gazelle e-bikes to the United States. From now on, these bikes will be packed in a "small box." This change allows us to fit more bikes in a single container, ultimately benefiting the environment. Together, we contribute to reducing ecological impact and ensuring that our e-bikes are distributed worldwide in an efficient and eco-friendly manner.

For transporting our bikes from the factory to dealers, we work with logistics provider JCL. For both transport and storage, JCL complies with relevant standards, such as the Euro 6 norm and the BREEAM certification. JCL generates sustainable energy using solar panels, and all internal transport vehicles in storage facilities are electrically powered. The pallets used for our bicycles are designed for long-term use.



Sustainability and quality go hand in hand

For Gazelle dealer Wilco Wolterink, owner of two well-established bicycle shops in Deventer, quality and sustainability are paramount.



Wilco Wolterink

His shop, ROTO Tweewielers, was the first bicycle store in the Netherlands to receive a sustainability certificate from the Stichting Duurzaam.

When he started selling bicycles a few years ago, he had little knowledge about bikes. His background was in the automotive industry, and as a born entrepreneur, his focus had always been on selling high-quality, reliable cars.

When a beautiful bicycle shop in Deventer came up for sale, he seized the opportunity to enter the bicycle business. He immediately set high standards.

WILCO

“If you buy a bike at ROTO, you are choosing quality.”

This became evident during our conversation with Wilco on a Friday afternoon. The shop was unexpectedly busy, and he frequently paused our discussion to assist customers. One young girl, about to start secondary school, was looking for a good e-bike with her father. Wilco emphasized quality once again, explaining the difference between a front-wheel and a mid-drive motor

“The price difference is €500, but you will really notice it and enjoy your bike for much longer.”

What attracts him to Gazelle? High-quality products and excellent service.

“There’s never any hassle; issues are always resolved. One of the key factors is that Gazelle is the only brand with its administration in perfect order. They know exactly which parts were used for each specific bike, which means I can always order the correct parts and repair the bike easily. To me, that’s sustainability – taking good care of your belongings, maintaining them well so they last a long

time. Sustainability also means ensuring waste is disposed of properly. I can return all inner tubes for recycling, although I often have to keep some because clients here like to use them for flower arrangements.”

Business has been going well, so two years ago, he purchased a second store in Deventer. With that expansion came more staff. And once again, quality is his priority – he is proud of his team, which includes women, people with disabilities, and employees from diverse cultural backgrounds.

“If you come in and fit well with the team, you won’t get another temporary contract after seven months – I’ll hire you permanently. That’s also sustainability to me. A strong, diverse team that knows they can rely on each other.”

What could Gazelle do better in terms of sustainability?

“Honestly, nothing!”

But after a moment, he thinks of something:

“I do get annoyed by those huge boxes used for shipping bikes – surely, there’s a better way? Maybe a reusable cover? I’d love to brainstorm about it.”

As the father and daughter continue browsing, Wilco is confident:

“They’ll be back – I’m sure of it.”





Motivating to cycle more

Few forms of transportation are as healthy and sustainable as cycling. For over 130 years, we've ensured that people in the Netherlands and beyond can get around on a high-quality bicycle – one that lasts. Everyone on a bike contributes to a sustainable world. So what's stopping you?

If you choose an electric bike, according to Milieu Centraal, a Dutch foundation that helps people make sustainable choices, you emit 60 times less CO2 per kilometer than a gasoline car. And 20 times less than an electric car.

With Gazelle Bike Lease, Gazelle makes it financially easier for more people in the Netherlands to access an e-bike, without having to worry about maintenance or repairs. This helps lower the barrier to choosing an e-bike.

Our own transportation

We have an electric lease car policy in place so that in the next few years, all of our lease cars will change over to electric.

Additionally, we encourage our employees to opt for cycling by offering an attractive bike scheme.

Bike to work!

We promote efforts such as Bike to Work Day, to encourage more people to cycle to work. Here are three reasons to join the movement and cycle more:



Free workout: Cycling is a great way to stay active and improve your fitness.



Cheap: Cycling to work is a good way to save money. By participating in Bike to Work Day, you can experience first-hand how much you can save on things like fuel and bus tickets.



Mental health: Cycling to work improves your mental health. A bike ride helps produce endorphins and serotonin, reducing stress.



Diversity & inclusion

Every spoke matters. We at Gazelle know this better than anyone. This also applies to our employees: they are the spokes in our wheel. Gazelle does everything it can to be a great employer.

For example, we regularly offer our employees the opportunity to undergo a physical and mental health check. This check is solely for the individual employee and helps them make informed choices regarding nutrition, exercise, and lifestyle. In our factory, a physiotherapist visits twice a week to assist colleagues.

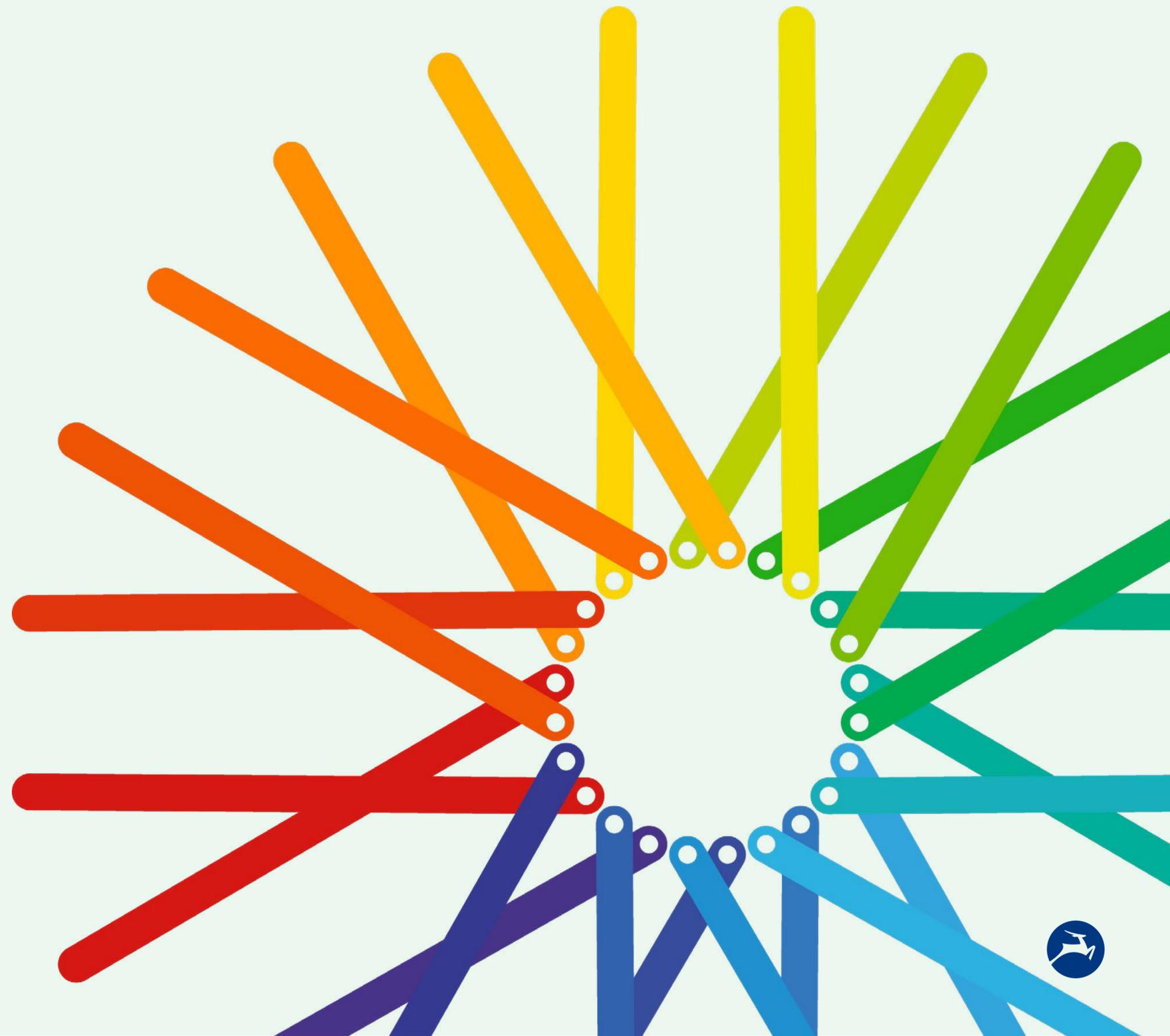
Of course, we pay great attention to physical safety in our factory, but social safety is also very important to us. Motivated people need to feel at home with us. We ensure that everyone can wear the same high-quality Gazelle outfit. To strengthen internal connections, we make sure our team leaders are well-trained to help create an inclusive and safe environment. This is why it's important for colleagues from different parts of the organization to get to know each other better, for example, through facilitated lunch walks and lunch meetings with the management, social activities we support or organize, and work meetings designed specifically for this purpose.

In our factory, many people come from diverse cultural backgrounds. We take different (religious) holidays into account and have a prayer room available. In our company restaurant and at company events, we ensure that vegetarian and halal alternatives are offered.

We also provide a safe place for employees with barriers to the labor market. Additionally, we are happy to offer young people a chance by training them internally.



On Tuesday 3 October 2024, it was Diversity Day in the Netherlands. Gazelle also participated by organizing a Diversity Walk. Everyone is different, and no one is the same – that is the strength of diversity. And in reality, we celebrate that every day.



Walking at the bicycle factory

Leo Keuben is an MWA (working point of contact) in the outbound logistics department at Gazelle, the team responsible for supplying all the parts needed for production. He has been with the company for over 24 years and still enjoys his work.

LEO

"I've always liked working in a warehouse, especially at Gazelle. I like the product, the working conditions are good, and I have great colleagues."

A passionate walker himself, Leo is one of the initiators of Gazelle's lunchtime walks.

"Walking is obviously good for your health, but it's also a great way to get to know your colleagues better. You always hope that people talk about something other than work – and they do. Conversations just flow naturally."

Every Tuesday, a group of colleagues gathers in front of the factory for a walk. The forest is nearby, and everyone gets a packed lunch to take along.

"There's a core group of colleagues who join regularly, but we also see new people joining in. You can see that the idea is catching on – more and more small groups of colleagues are going for walks together. Isn't that great?"



Leo Keuben

Opportunities to grow

Berrie Koendjiharie-van Hal started working at Gazelle 31 years ago in the packaging department – for what was supposed to be a three-month job. She never left. For the past thirteen years, she has been on the road as a sales manager for Gazelle.

BERRIE

"I try to reach my first dealer between 9:00 and 9:30 AM. I visit about three to four dealers per day. My region covers part of Gelderland, eastern Brabant, and northern Limburg. I usually get home around 5:30 PM and then spend my evenings catching up on administrative work."

Alongside her job, she pursued several marketing courses, including NIMA A. Three years ago, she completed a degree in psychology, and she has now started a new study in organizational psychology.

"It's purely out of interest – I can't sit still and love to keep learning. Plus, as dealers grow, they increasingly face complex personnel challenges like management, motivation, and job satisfaction. If needed, I will soon be able to offer advice and support in these areas as well."

Even outside of work and studying, Berrie has plenty of energy.

"I do CrossFit several times a week – pushing myself with kettlebells, ropes, and weights. On weekends, I love cleaning the house. Really! It's great to blast music and clear my mind. And on Sundays, I cook big Surinamese meals for family and friends."



Berrie Koendjiharie-van Hal

"How would I describe myself as a sales representative? Caring, social, and honest. Honesty is very important to me. I focus on building long-term, sustainable relationships with dealers. I regularly visit them, even when – like during the pandemic – supply chain issues made it difficult to do much for them. That's precisely when it's important to show your face. Even if it's just to have a coffee and listen to what's going on – it strengthens the relationship."

"Gazelle is a top employer for me. I've had many opportunities to grow, and that's still the case. Plus, I met my husband here! My sister-in-law and brother-in-law also work at Gazelle. We often joke that whatever they make, I have to sell. Slowly but surely, more women are entering this traditionally male-dominated bicycle industry. It's a positive development, and I'm proud to be contributing to that change."





Binh Lé

“When you work together, you can achieve more than you ever imagined”

Binh Lé has been with Gazelle for 25 years. As a young boy, he came to the Netherlands from Vietnam, trained as a car mechanic, and soon found work at the Gazelle factory in Dieren. Over the years, he has worked his way up to MWA at the unpacking line, which is part of the warehouse outbound department (responsible for supplying all parts needed for production). He also coaches colleagues who join Gazelle through Scalabor, the regional social development company for Central Gelderland.

Currently, his team includes nine employees with a social employment status (SW) and four candidates from various municipalities through the Participation Act. All of these employees have faced challenges in the labor market. What makes the

unpacking department special is that employees can work at their own pace, reducing pressure and stress.

BINH

“At first, I found it challenging to explain things clearly. It helps to think: how can I explain this as understandably as possible? It also requires patience. If someone makes a mistake, it’s up to me to figure out how we can prevent it together. I try to put myself in my colleague’s shoes as much as possible.”

Recently, the unpacking department won an internal award at Gazelle – recognition for their teamwork and commitment.

“The colleagues from Scalabor are incredibly motivated. We also train them to be team players. No one has to do it alone; there is always someone supporting you. Just like in football – you have to do it together. And when you do, you realize you’re capable of more than you ever expected.”

Proud of Gazelle

Kees van der Blonk has been fascinated by bicycles since childhood. As a mechanical engineering student, he had a part-time job in a bike shop. When he got the opportunity to attend the 2015 opening of Gazelle’s renovated factory by King Willem-Alexander, he was hooked. He secured an internship at Gazelle and never looked back.

KEES

“What makes Gazelle unique is that bikes are both designed and built in the same place. This keeps designers and engineers closely connected to the product and allows for great interaction with the people who actually build the bikes. You can easily walk into the factory to discuss ideas. What I also love about Gazelle is that everyone knows the brand and has a positive story about it. Once you start paying attention, like I do, you see Gazelles everywhere on the streets. I never have to explain where I work.”

His internship focused on automating the wheel assembly process. Now, as a team leader in Wheel Assembly, he continues working on that challenge.

“Fully automating the process is still too complex, but we can speed up certain steps and make wheel assembly less labor-intensive.”

Kees is proud of Gazelle – both the bikes and the company itself.

“Many things are well organized, and Gazelle is a great employer. There’s also a strong sense of community – many people have worked here for 30 years or more. That’s also sustainability: how do you create a workplace where people want to stay long-term, ensuring a committed and skilled workforce?”

He also values the diversity of his colleagues.

“I grew up in a traditional Christian family. Here at Gazelle, I experience the full diversity of society. Through the different roles I’ve had, I’ve gotten to know many people. I enjoy connecting different layers of the company. That’s one of our strengths as a company – we bring people together. In my team of about 25 colleagues, we have people from Poland, Slovakia, and the Czech Republic, as well as those with Turkish, Dutch, Eritrean, and Antillean backgrounds. Of course, that sometimes brings challenges. You don’t want small cliques forming, but at the same time, you want to give people space to connect with their own culture. At the end of the day, what unites us all is a common goal and pride in Gazelle.”



Kees van der Blonk



Safe cycling

For Gazelle, being socially responsible includes contributing to improved traffic safety for cyclists

We are currently investigating how we can integrate so-called vehicle-to-everything (V2X) technology into our bicycles. With this technology, vehicles, such as a bike and a car, can detect and see each other thanks to built-in sensors, even when the drivers might not be able to. For example, when a car is around the corner or when the cyclist is obscured by another car. Both the driver and the cyclist can then be warned that they are approaching each other. In the future, the vehicle may even be able to intervene and brake.

Many cars already have basic V2X technology. But we are also incorporating more technology into our bicycles. Connected e-bikes with sen-

sors that share location data – such as for theft recovery – are an example of this. From there, it's a small step to integrate V2X technology. The key now is to refine the technology so it can be integrated into as many cars and bikes as possible – and function flawlessly. This requires cooperation from multiple parties, from component suppliers to car manufacturers and IT companies. Therefore, together with some colleagues and international partners, we have established the Coalition for Cyclist Safety.

Together, we want to involve as many companies and policymakers as possible in our goal of eventually equipping all cars and bikes with this technology. Together, we can make cycling safer!



Royal Dutch Gazelle

Gazelle is the only bicycle brand in the world with the title 'Royal'. This creates expectations and responsibilities.

Our passion for cycling started over 130 years ago and we never stopped creating comfortable bicycles with smart innovations and alluring designs that are build to last. The love and dedication of our craftspeople reside in every detail, making Gazelle the most comfortable cycling experience.

Around the world, we demonstrate how fun, healthy, and sustainable cycling can be. How it gives freedom, how much difference you

can make, for yourself and future generations. Together, we work towards a healthy planet, where people and nature are in balance.

Because ultimately, sustainability starts with yourself. We like to raise awareness about how important lifestyle changes and energy consumption are. At work, but also at home. Turn off the lights, wear a warm sweater, and ride your bike more often. Every little bit helps.



King Willem-Alexander

Solid as a rock

Jo Goossens from Deurne has been riding her Gazelle bicycle, number 1211691, for 70 years. She received it from her parents when she was 13 years old and still enjoys it every day. Jo belongs to a generation that takes good care of their possessions.

JO

"We often turned the bike upside down and polished it. There was always a piece of cardboard or cloth under the handlebars."

In recent years, she has done this less frequently, as her hands don't work as well at the age of 82. She doesn't know the exact number of kilometers she's ridden, but it's a significant amount. Initially, she rode to school and church, and later with her husband and children around Deurne, where she's lived her entire life. In recent years, she has been riding alone, following the early passing of her husband. However, she maintains a close-knit family with her three children. Jo remains content with her home and belongings.

"If something is broken, you repair it," she says.

While some might call it sustainability, for Jo, it's simply a way of life. She takes pride in her black bike.

"All bikes were black in those days. I use mine every day for shopping; it keeps me moving."

Since featured with her Gazelle in the newspaper Eindhovens Dagblad, she's become known as "the woman with that beautiful old Gazelle bike."

She laughs and proudly shows it off. She's put it outside briefly, and even after nearly 70 years, the bike still looks fantastic, a testament to the fact that it's always been kept indoors.



Jo Goossens

What's her secret?

"Good maintenance. I regularly grease the rims and the wheels with petroleum jelly."

A few years ago, Jo wanted gears on her bike.

"Many people buy a new bike for that, but my husband was so handy he could do it himself."

It meant a new rear wheel, but now it rides even more smoothly with gears. She's had several saddles and the pedals have been replaced.

"But the part of the pedal that attaches to the bike is still original, as are the lights with the beautiful old logo. The white color of the rear fender is noticeable because that used to be mandatory. The fabric chain guard has been replaced, but the handlebars still work perfectly, as does the luggage rack, which once had a child's seat and now carries two panniers."

The bike's foundation is still as solid as a rock after nearly seventy years. Almost no rust, sturdy, and robust. Her husband at one point wanted an e-bike, but Jo didn't feel the need. Why replace something that's still good?



Step by step, we are gaining more control over sustainability

It's a journey of hard work, surprising discoveries, unexpected challenges, and above all, the joy of making the world a little better. By building bicycles that people love to ride and that last a long time, we are already making a significant contribution to reducing greenhouse gas emissions. At the same time, the bicycle production process itself is becoming greener every day – something we work on tirelessly in Dieren.

In some areas, we are leading the way, such as in the electrification of our production process and the use of sustainably produced aluminum. In other areas, we still have ground to cover. Whatever we do, we do it thoroughly, always prioritizing quality – which, in the end, is also a sustainable goal.

Our ambitions under Scope 1 and 2 are now within reach. Halving the footprint per bicycle by 2032 compared to 2022 (Scope 3) is a significant challenge, but remains what we aim for. As of 2025, we have already achieved more than a quarter of this target.

For over 130 years, we have worked with care and passion to create quality – building durable bicycles that stand the test of time. We are approaching our green transition with the same dedication. Not everything is green yet, but we are on our way. With passion for bicycles, for people, and for the world.

Will you ride along with us?



DIEREN, SPRING 2025

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