

FOCUSING
ON
PEOPLE –
LEARNING
AND
GROWING

TGW World
Annual Report
2021 / 22

Key figures 2021 / 22

FACTS & FIGURES. An overview of the most important key figures of the past fiscal year (1 July 2021 to 30 June 2022) for TGW Future Private Foundation and the corresponding figures from the previous year.

Key earnings figures per IFRS from the consolidated financial statements of TGW Future Private Foundation	2020/21	2021/22
Revenues	813,148	924,213
EBITDA	69,606	59,103
EBITEP	53,137	40,389
EBITEP margin	6.50 %	4.40 %
Dual Employee Participation	6,495	4,341
Total employees of the TGW Logistics Group	3,920	4,025
EBIT	46,279	36,048
EBIT margin	5.70 %	3.90 %
Balance sheet figures per IFRS		
Balance sheet total	792,285	902,692
Equity	326,926	351,450
Equity ratio (in %)	41.30 %	38.90 %
Net cash from operating activities	101,271	62,672
Allocation of profits*		
TGW Logistics dividend to TGW Future Private Foundation**	7,800	14,503
Contributions to TGW Future Wings	2,300	4,430
Contributions to TGW Future Wings since 2006	24,124	28,554
TGW Future Wings total expenditures	5,460	7,839
TGW Future Wings revenue	2,629	3,782
Total employees of TGW Future Wings	98	126

All figures in TEUR (unless otherwise stated). * TGW Future Wings' 2020/21 fiscal year was shortened to 10 months.

** Equal to 33% of operating profits after taxes, minus contributions to Future Wings and Schule Morgen (School of Tomorrow)

14.5

TGW Logistics distributed **a dividend of 14.5 million euros** to the TGW Future Private Foundation. This corresponds to 33% of the operating profit. The rest remains in the company and is invested in employees and research & development.

4.4

The non-profit area **TGW Future Wings received 4.4 million euros** in contributions from the TGW Future Private Foundation. This amount is invested in educational programmes for the development of young people.

924.2

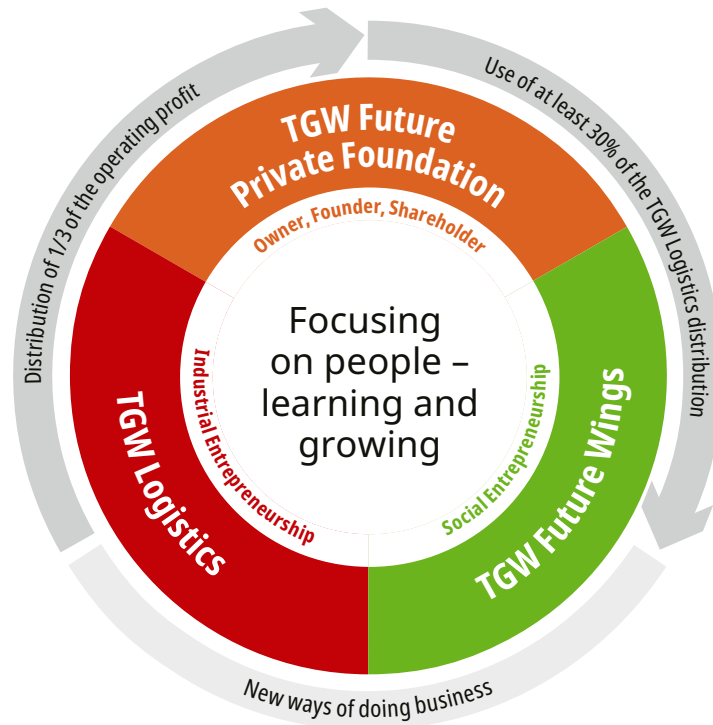
TGW Logistics achieved **sales of 924.2 million euros** in the fiscal year 2021/22.

>28

Since 2006, the TGW Future Private Foundation has **invested more than 28 million euros** in the non-profit division of TGW Future Wings in order to better ensure equal opportunity.

TGW World

An impact network of
three complementary parts



“Due to the Foundation’s mission, TGW Group is not merely a convenient economic community but a purpose-oriented community of values that facilitates human and professional growth and entrepreneurial success.”

LUDWIG SZINICZ,
TGW Logistics Co-founder (1939–2017)

Content 2021/22



Customer portrait. Partner of choice, with performance and quality for our customers

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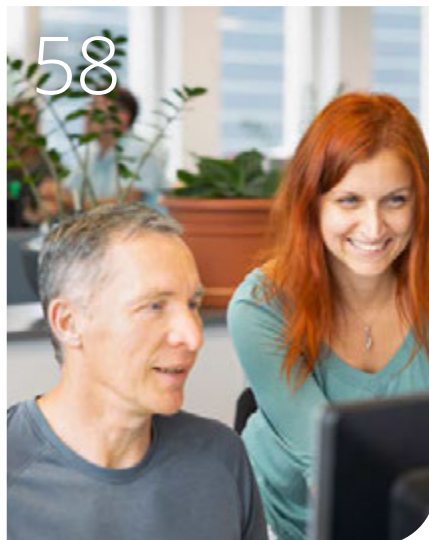
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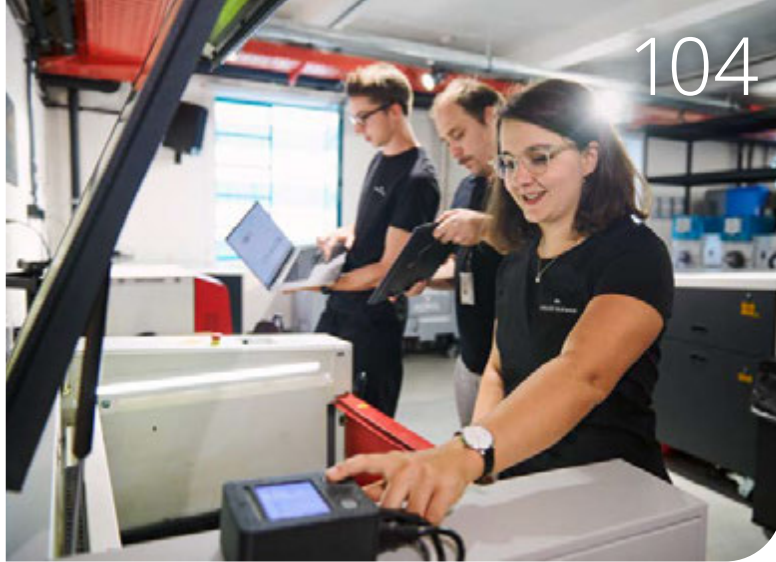
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Sueniños. The education initiative with a holistic approach in Mexico

“In this annual report, we go into every area of the TGW World and at the same time provide all the important details of the 2021/22 fiscal year.”

MARTIN KRAUSS,
Chairman of the Board of
TGW Future Private Foundation

Dear Readers!

“The TGW World with its three parts is different. This report will illustrate why this is so and how these parts harmonise and work together.”

MARTIN KRAUSS,
Chairman of the Board of
TGW Future Private Foundation

FOREWORD. We are pleased to present the first integrated annual report of the TGW Future Private Foundation. You may well be asking yourself why a private foundation, not subject to any public reporting obligations, has produced such a report.

We can provide answers to this question. The TGW Logistics company is globally successful; at the same time, many charitable projects have been launched in recent years. Both are due to the life's work of TGW Co-founder Ludwig Szinicz, who unfortunately passed away in 2017, and who founded the TGW Future Private Foundation in 2004 with clear ideas and goals. The idea behind it – that is, the integrated view of industrial and social entrepreneurship – is to be consistently pursued and further developed. We are now well on our way, so the time has come to let you participate in Ludwig Szinicz' "Idea TGW".

Openness and Transparency

Beyond that, we're living in an era of increasing digitalisation and the transparency that comes along with it. For that reason, we rely on clear communication and are throwing open the doors onto the multilayered TGW World. We also just like to talk about what we do, who we are, and what solutions we can offer to customers as well as to the questions of our time. One thing right upfront: The TGW World with its three parts is different. This report will illustrate why this is so and how these parts harmonise and work together.

An Ideal Umbrella

In other words, it's about the TGW Future Private Foundation as the ideal umbrella for the Foundation philosophy of "Focusing on people – learning and growing," and its two Foundation divisions. These are the industrial entrepreneurship of TGW Logistics, the globally successful intralogistics specialist, and the social entrepreneurship of TGW Future Wings with its associated non-profit projects, which focus on topic of education. Both Foundation divisions should each in their own way generate sustainable social impact.

Data, Facts, and Knowledge

However, we also want to share data, facts, and knowledge in this integrated annual report. This transparent glimpse inside should foster trust – in keeping with our values-oriented corporate culture. As you can see, there's plenty to talk about. But, as a private foundation without shareholders, investors, or a stock exchange listing, to whom do we wish to speak? We wish to address a wide audience.



**TGW Future Private Foundation
Board of Directors.**

Martin Krauss (middle),
Dr. Ernst Chalupsky (2nd fr. l.),
Johannes Feldmayer (at left),
Christian Lutz (at right),
Dr. Clemens Steiner (2nd fr. r.)

More than Just a Workplace

One core target group is obviously TGW World's approximately 4,500 employees and their families. We want to make our great appreciation of them clear. They should all receive a comprehensive, detailed picture of the TGW World, which is not just a job site, but instead a special place at which people come together.

A Peek Behind the Curtain

We also want to reach out to all those whom we are privileged to support with our charitable projects, as well as those who stand in close contact with the TGW World: customers, partners, the media, and many, many more. And we would like to inform all those who perhaps only heard of us and want to know what lies behind those three letters – what the TGW brand really represents. To ensure that this succeeds, you can get to know us from different perspectives on the following pages.

As this is our first annual report, we've intentionally provided very general details about each area of the TGW World as well as all of the important fiscal details of 2021/22.

Wishing you much pleasure and added value,

Martin Krauss,

Chairman of the Board of TGW Private Foundation

Link to the online version
tgw-future.org/dl/gb_2022_en

Innovative in Logistics and Education

PROVIDE A PURPOSE. The **TGW Private Foundation** combines industrial and social entrepreneurship under one roof.

TGW Logistics – the industrial entrepreneurship – delivers highly automated, efficient, and future-proof intralogistics systems. With customer-oriented solutions, it is one of the big players in the global market and, with more than 4,400 employees, meets the daily challenges of fierce competition in an innovative and volatile environment.

TGW Future Wings – the social entrepreneurship – initiates and implements charitable and impactful projects that focus on the learning and growth of young people and on achieving positive and sustainable change for individuals and for society.

The core of the TGW World is the Foundation philosophy **“Focusing on people – learning and growing”**.

The TGW Private Foundation will soon enter its twentieth year. During this time, TGW Logistics has increased sales nearly tenfold and TGW Future Wings with its 126 employees manages 10 innovative educational projects. And **all the signs point to growth** – on both sides of the world.



2021 / 22 in retrospect

AN EVENTFUL YEAR. Much has happened at TGW Logistics and with TGW Future Wings non-profit projects in the past fiscal year (July 2021 to June 2022).

TGW FUTURE WINGS

JULY 2021

Future Wings Challenge

TGW Future Wings. The incubator for educational justice does nothing by halves. At the first Demo Day, the Future Wings Challenge launched innovative educational projects as impact start-ups with association foundations. (see page 92)



Sueniños. 26 young people complete their vocational training

DECEMBER 2021

Vocational training at Sueniños in Mexico

TGW Future Wings. Last year, 26 young people were able to complete their vocational training at Sueniños and jump straight into working life. 23 young people began their careers at a restaurant in San Cristóbal. The three carpentry graduates started their own business and produced 900 gift boxes for TGW Logistics first thing. (see page 76)

TGW LOGISTICS

JULY 2021

Get at the machines

TGW Future Wings. In the course of the holiday programmes in the GRAND GARAGE educational workshop, primary school children as early as first grade get inspired about welding, lasering, and programming – true to its motto: “Get at the machines”. And that’s just the beginning. The GRAND GARAGE has big plans for this target group in the future. (see page 106)

AUGUST 2021

Holiday care at TGW Logistics

TGW Logistics. The kids who took part in the TGW Logistics holiday care programme enjoyed contributions from the non-profit projects Sueniños, B.E.L., and MoMo and also tackled the topics of children’s rights, exercise, and nutrition.

FEBRUARY 2022

Robotique Workshop

TGW Future Wings. CAP.tains dove into the world of robotics for the first time at the robotics screen-printing workshop in the GRAND GARAGE and, with the help of a “Cobot”, gave themselves the perfect outfits. (see page 103)

TGW FUTURE PRIVATE FOUNDATION



Get at the machines. Holiday programmes at the GRAND GARAGE

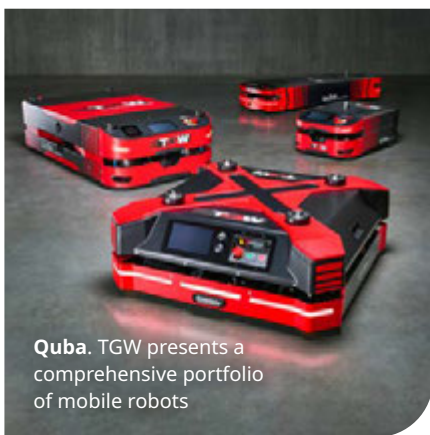
NOVEMBER 2021

Dual Employee Participation

TGW Logistics. TGW gave its employees a share in its economic success – for the fifth time in a row. For the 2021/22 fiscal year, the intralogistics specialist disbursed a total of more than four million euros.



Robotique Workshop. Immersion in the world of robotics



Quba. TGW presents a comprehensive portfolio of mobile robots

MAY 2022

Autonomous mobile robots

TGW Logistics. TGW Logistics expanded its robotics expertise and presented “Quba”, a comprehensive portfolio of mobile robots. The intelligent all-rounders autonomously transport containers, boxes, and pallets.



Logistics Innovation Award of VDI

MARCH 2022

Holistic Empowerment Workshop

TGW Future Wings. The empowerment workshop in the GRAND GARAGE MakerSpace focused on the women participants’ personal strengths and visions as well as on the creative process, which took concrete form at the welding machine. (see page 105)

“It is important in challenging times to become even more united and to keep our values in mind.”

MARTIN KRAUSS,
Chairman of the Board of TGW Future Private Foundation in his interview (see page 10)

MAY 2022

New location in South Korea

TGW Logistics. In order to focus even more squarely on the strategic growth market of Asia, TGW Logistics opened a location in the South Korean capital of Seoul. As part of a collaboration, TGW Logistics worked closely with LG-CNS, one of the country’s leading system integrators.

MAY 2022

Logistics Innovation Award

TGW Logistics. With this award, VDI (the Association of German Engineers) honours companies that make outstanding contributions to innovation in logistics. TGW Logistics can be proud of receiving the renowned innovation award for its intelligent, self-learning picking robot Revolution and its digital twin.



TGW Family Day with 2,800 members of the TGW family

JUNE 2022

TGW Family Day

TGW Logistics. TGW Logistics celebrates its Family Day together with employees and their families. 2,800 members of the TGW family make the day an unforgettable experience – with a large marquee, fairground attractions for young and old, and an exciting social programme.

“We are a purpose-oriented community of values”



Martin Krauss has been Chairman of the Board of TGW Future Private Foundation since 2014

INTERVIEW. Entrepreneurial profit and social gains need not be contradictory terms. In the TGW World, they form a harmonious duo that in practice efficiently complement one another. **Martin Krauss**, Chairman of the Board of TGW Future Private Foundation, on the “Idea TGW”, the main advantages of the foundation model, and overcoming challenging economic times together.

It’s been a long and exciting road from the small metalworking shop founded in Wels in 1969 to the TGW World as we know it today. Can you summarize in a few words the “Idea TGW” of Ludwig Szinicz, TGW Logistics Co-founder and Founder of the TGW Future Private Foundation?

MARTIN KRAUSS: The “Idea TGW” stands for Ludwig Szinicz’ great dream, which includes two central aspects. On the one hand, it’s about the

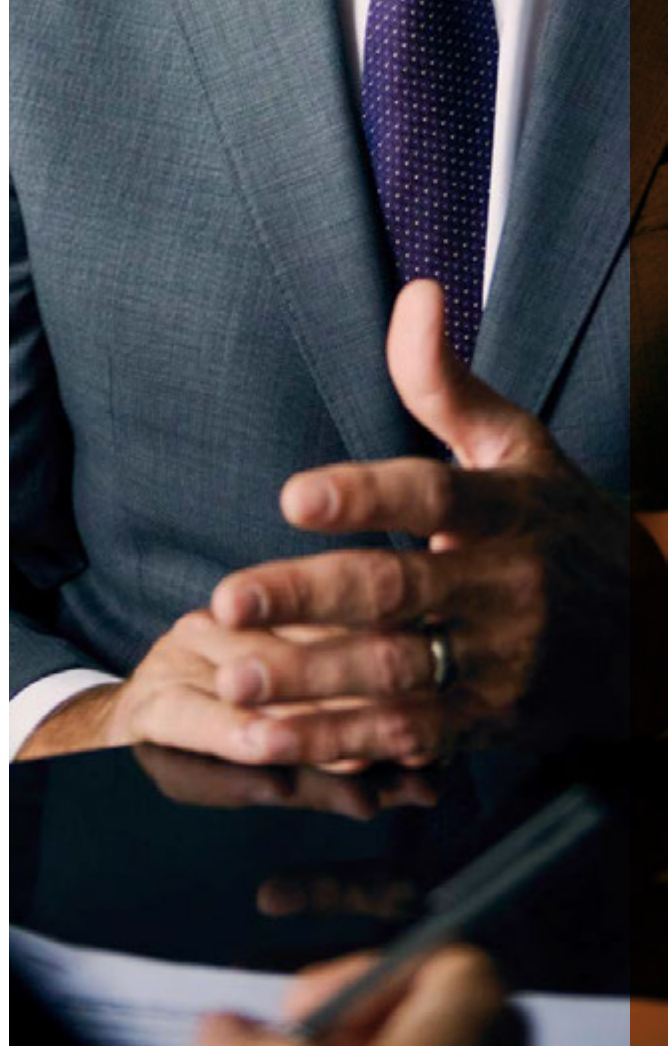
people-centric and future-proofing foundation model. On the other, it’s about the integrated view of industrial and social entrepreneurship – integrated because these two divisions are not only of equal value within the TGW World but also augment or work in synergy with each other in certain areas. The social entrepreneurship of TGW Future Wings is not a means to an end but rather stands on an equal footing with TGW Logistics in the overall structure of the TGW World. And this determines the way we do business – in a more people-centric and more sustainable way.

Speaking of the TGW World, what exactly does that mean?

I’m referring to the impact network, which consists of three parts. These are the TGW Future Private Foundation and its two Foundation divisions, TGW Logistics and TGW Future Wings. The private foundation acts as full owner of the internationally successful system integrator TGW Logistics as well as founder and shareholder of various legal entities in the non-profit division TGW Future Wings, which is the part that initiates, develops, and effectively implements educational projects.

What are the general advantages of this foundation model?

Put simply, this model fulfils a dual function.



“And this determines the way we do business – in a more people-centric and more sustainable way.” **MARTIN KRAUSS**

Namely, to guarantee the future viability of TGW Logistics and, at the same time, to contribute to the development of young people in an educational context. Our founder, Ludwig Szinicz, wanted to ensure that TGW Logistics would continue in his spirit and would be able to maintain its independence. The latter is guaranteed, among other things, by the fact that two-thirds of the annual profits remain within TGW Logistics.

What happens with the remaining third of TGW Logistics' operating profits?

This goes to the TGW Future Private Foundation, which in turn, according to the legally binding Foundation Declaration, must earmark at least 30 percent for charitable projects that promote learning and growth and are dedicated to the topics of education & innovation. In this way, we want to bring about positive changes in society. Therefore, this percentage can and should be increased in the future. Of course, this is also provided that TGW Logistics remains strong and delivers healthy, profitable growth. The cow, which company Co-founder Ludwig Szinicz chose as a metaphor for TGW Logistics, also fits into this.

That cow therefore deserves special attention so that she can give as much milk as possible and enable growth in every aspect.

Yes, exactly. The healthier the cow, i.e. TGW Logistics, as a result of constant and attentive care, the more good milk she can give. This also opens up more opportunities to support the non-profit division TGW Future Wings' educational projects. >

About **Martin Krauss**

Chairman of the Board of TGW Future Private Foundation. Martin Krauss, born 1963 in Erlangen (Germany), completed an apprenticeship as an industrial manager and studied business administration at Aston University in Birmingham (England) and Friedrich-Alexander University in Erlangen, where he was also a lecturer from 2015 to 2018. He continued his professional career in 1994 at Siemens, where he was active in various global positions until 2013, most recently as member of the Managing Board in Istanbul as CFO of Siemens regional subsidiary in Turkey, and as CFO of Siemens VAI Metals Technologies. Since 2014, Martin Krauss has been Chairman of the Foundation Board of TGW Future Private Foundation. He is also Chairman of the Supervisory Board of TGW Logistics.

“... to promote learning and growth and to dedicate ourselves to the thematic complex of education & innovation. In this way, we want to bring about positive changes in society.”

MARTIN KRAUSS



How can one conceptualize the above-mentioned synergy between social and industrial entrepreneurship in concrete terms? Aren't these areas in fact too different?

At first glance, it might seem that a successful for-profit industrial enterprise and a non-profit enterprise have little in common. This is by no means true. Rather, these two can and should mutually benefit one another, precisely because they are so different. After all, both contribute to the vision of the TGW World, whose way of thinking is determined by two key elements. The first is its guiding principle “Focusing on people – learning and growing,” fleshed out in 2016 by Ludwig Szinicz in the Foundation Declaration’s 10 guidelines – which are valid for the whole of the TGW World. The other element relates to the two enterprises’ pictures of the future. The Foundation philosophy thus provides the basis for all parts of the TGW World. In addition, we also see ourselves, in accordance with the eighth guideline of the Supplementary Foundation Deed, as a purpose-oriented community of values. Such a community connects individuals. That is the common basis. Accordingly, the synergy mentioned above began a while ago, as the social entrepreneurship projects make clear, which can be read about in this annual report.

Nevertheless, the question arises as to how this Foundation philosophy can be made a tangible reality for the employees of the TGW World.

The hexagon, with its six dimensions (see graphic on the back cover) that influence each other and can achieve

their positive effect through efficient interaction, is intended to ensure this. These dimensions represent a symbolisation of the Foundation philosophy and were derived from the ten guidelines in the Supplementary Foundation Deed. The hexagon therefore provides orientation as to what “Focusing on people – learning and growing” means in concrete terms in our everyday work and on which areas we should focus in order to fill this guiding principle with life.

Can these ten guidelines be altered?

They are inalterable, yet they must be interpreted in a contemporary way. This is the task of the Foundation’s Board of Directors, which exercises the role of the guardians, Ludwig Szinicz’ invaluable Foundation idea.

How can we tell whether we are on the right track to implementing the Foundation philosophy?

For this, too, we use the six dimensions of the hexagon and in some areas measure progress by means of indicators. We’re already doing well in social entrepreneurship, where we can use comprehensive data to determine how efficient and effective our non-profit educational activities are in the development of young people. But at TGW Logistics as well, indicators beyond financial KPIs can show us whether

Outlook. “We are facing a challenging situation due to external factors that are causing difficulties for many companies today”

10 guiding principles are the basis of the Supplementary Foundation Deed, in which the Founder Ludwig Szinicz fixed the Foundation’s constitution. The guidelines are to be sustainably implemented and observed throughout the entire TGW World.



“Therefore, courage, determination, and the ability to adapt quickly are needed ...” MARTIN KRAUSS

we’re making good progress with MINDtastic, our concept for holistic education, or with our ecological footprint.

Let’s talk more about the future in a moment. Currently, everyone is facing economically challenging times, given the current crises and their immediate consequences. What will the future of TGW Logistics look like and how are you dealing with these challenges?

Yes, we’re facing a challenging situation due to external factors that are causing many companies difficulties today. As before, supply chain bottlenecks and material price increases are causing us problems and having

a noticeable impact on our earnings. Nobody knows how the situation will evolve and how long the economic difficulties will last. Therefore, courage, determination, and the ability to adapt quickly are needed – underpinned by concrete measures. These will enable us to cope well with the economically challenging situation. Sustainable expansion of our competitive position will also be decisive. And of course, it is especially important in challenging times to become even more united and to always keep our values in mind, as TGW Logistics CEO Harald Schröpf also emphasized in his interview (see page 30).

Could economic problems nevertheless put an end to social projects?

Of course, the times now demand we take the greatest care in our social entrepreneurship as well. Expenditure and income therefore remain even more sharply in focus than is usual, and we’ll keep an eye on the key factors. But despite this global crisis and its effects, we will continue to take up our social responsibility and effectively continue our existing educational initiatives. <

The value system of TGW World, the hexagon of the Foundation philosophy, and the vision of the TGW World can be found starting on page 116.

Pictures of the future for the two Foundation divisions

TGW Logistics

- Autonomous fulfillment centres will be a reality by 2030.
- We are “partner of choice” with an unparalleled customer focus based on our future-proof smart fulfillment centres.

TGW Future Wings

- Through our holistic educational offerings for the development of young people, we contribute to solving key issues of the day.
- Our portfolio of non-profit projects works efficiently and effectively.

An animal full of symbolic meaning

HEALTHY GROWTH. When you think of a symbol for intralogistics, a cow probably isn't the first thing to come to mind. Things are different at TGW Logistics. The good qualities of TGW's four-legged friend illustrate the interaction between the owner foundation and the company.

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION



2016 Christmas party. The Founder of TGW Future Private Foundation presents the TGW cow for the first time

No one will ever forget this Christmas party. Ludwig Szinicz (1939–2017), TGW Co-founder and Founder of the TGW Future Private Foundation, took the stage and immediately had the full attention of everyone present, not least because of his unusual companion. His surprise guest caused those present some astonishment at first. A cow is generally one of the rarer attendees of events in the run-up to the quietest time of the year.

Szinicz immediately provided clarification on the connection between the animal and the business in a speech: "TGW is a cow. TGW is a beautiful cow. She is a unique cow."

That this metaphor was applied to a successful intralogistics company might astonish neutral observers, but it was carefully chosen by the Founder and integrated into the Foundation deed.

Nutritious milk

"She must be looked after lovingly and with great care so that she can produce lots of good milk and rear healthy calves. Her milk must be shared fairly and wisely, according to the contributions made to her care

and growth. She must be left plenty of milk for rearing her calves.," the Foundation documents continue. A metaphor truly close to Ludwig Szinicz' heart; after all, he wanted employees to also benefit from the cow's prosperity. It was important

to the TGW Co-founder to give something back to the people who'd put their lifeblood and their energy into caring for the cow. This motivation resulted in the introduction of the "Dual Employee Participation" in 2018. This duality results from the

Info The TGW cow

As a key element of the Foundation philosophy, the cow symbolises the advantages of a private foundation as owner of TGW Logistics.





these sales shall be turned to the cow's, i.e. TGW Logistics', benefit and subsequently reinvested," stresses Martin Krauss, Chairman of the Board of TGW Future Private Foundation.

Just such an example was provided in 2021 by TGW Logistics' conveyor line in the United States. Since the US conveyor technology works with completely different products and specifications, the Norton Shores production portfolio was at odds with TGW's global standardisation strategy, and after a thorough analysis the decision to sell was made.

Krauss defuses any possible criticism that, counter to all principles, this was the sale of a lucrative cutlet: "The entire process was in line with our Foundation philosophy. In the buyer MHS we were able to select a strategic investor that not only further developed the Norton Shores location, but also represented a reliable employer for the existing employees, an aspect that was particularly important to us. Furthermore, the

fact that the people in the company not only participate in the success of TGW Logistics but also can, want to, and are allowed to bear personal responsibility for its successful development. As a key element of the Foundation philosophy, the cow also symbolises the advantages of TGW Future Private Foundation's ownership of TGW Logistics. These include TGW's ownership stability, its autonomy, and the explicitly desired and encouraged participation of its employees in the company's evolution.

2/3 of TGW Logistics' profits remain within the company and are reinvested. This way, TGW Logistics stays stable, jobs are secure, and the company can grow sustainably.

"We are challenged daily to contribute to the cow's care so that she remains healthy." MARTIN KRAUSS,

Chairman of the Board of the TGW Future Private Foundation

Comprehensive care

The cow's care is therefore the responsibility of all employees. A substantial part of the financial milk must however be made available for the rearing of the calves. Two-thirds of the profits must therefore remain in the company to be reinvested. This way, TGW Logistics remains stable, jobs are secure, and the company can grow sustainably.

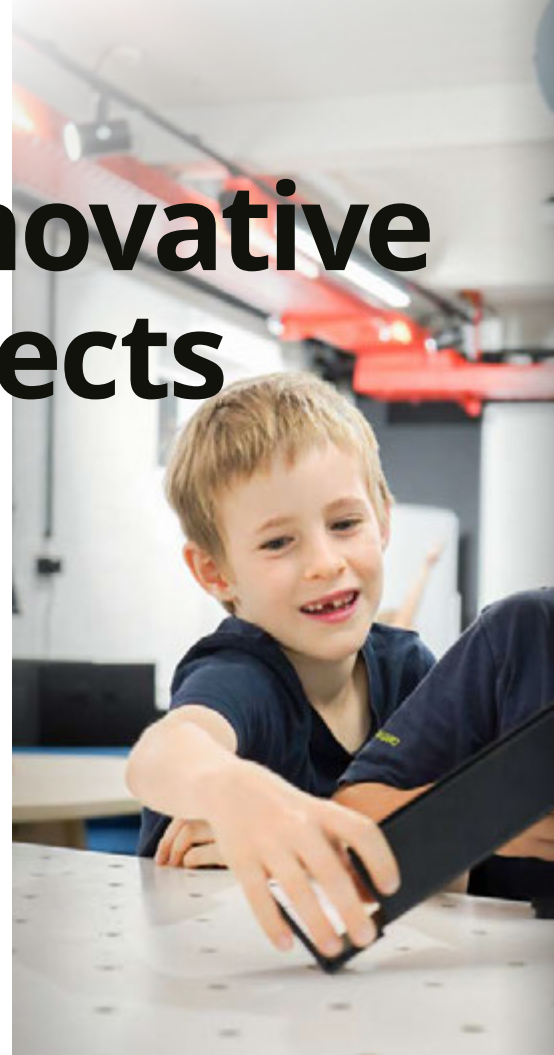
One specific guideline from Ludwig Szinicz is of fundamental importance in this context: Nobody is allowed to slice a cutlet from this cow – neither TGW nor any of its individual parts may be sold. In order to ensure the company's future viability, it is however entirely possible, depending on the situation, to look for suitable buyers for areas that are no longer part of the core business. Of course, the well-being of the company remains central: "However, the proceeds of

proceeds have remained entirely within the company, as planned."

There is thus no doubt that the cow will continue to receive comprehensive care. Krauss: "We are challenged daily to ascertain what contributions we can make to ensure the cow remains healthy. Personal responsibility as the basis for self-management is an enormously important aspect. Because only with a proactive, responsible attitude can independent action be strengthened in the constantly changing working world." <

Promotion of innovative educational projects

CREATING VALUE. The income from intralogistics benefit everyone, not just TGW Logistics' employees. That's why the TGW Future Private Foundation financially supports innovative educational projects each year.



Funded projects.
Since 2006, more than 28 million euros have been invested into the non-profit division TGW Future Wings

A small treasure chest can sometimes carry big emotions. Such is the case with the SOS-Herkiste (SOS heart box) project, which has been promoting emotional education among primary school pupils since 2020. With low-threshold materials, children develop social skills for respectful and appreciative cooperation.

SOS-Herkiste is one of the TGW Future Wings non-profit projects supported by the TGW Future Private Foundation and follows an idealistic approach. Because social entrepreneurship is very important in the TGW World, especially when it comes to supporting youth in the area of education. This perspective has a long tradition within the TGW World; the promotion of learning and personal growth was first stipulated by Founder Ludwig Szinicz (1939–2017) in the Foundation Deed of 2004 and then reiterated in the Supplementary Foundation Deed of 2017. "The TGW Group is not only there for the people who work at the company. The Foundation's mission "to promote learning and growing" includes young people outside the company as well," as the founder put it.

Social entrepreneurship since 2007

For this, corresponding financial funds must be available, which are provided by TGW Logistics, among others. At least one-third of the operating profit of TGW Logistics is therefore distributed to the TGW Future Private Foundation each year. At least 30 percent of this money in turn goes to the non-profit Foundation division TGW Future Wings, which has been initiating and supporting national and international educational projects through various legal entities since 2007. The financial contribution itself is based on clear objectives:

4.43

In the past fiscal year alone, **donations to TGW Future Wings amounted to 4.4 million euros** – an increase of more than two million euros over the previous year.

"The projects should be as holistic and innovative as possible and not be limited to cognitive knowledge transfer," explains Jan Kubben, financial specialist at the TGW Future Private Foundation.

However, it is difficult to realise such visions, which aim to contribute to a sustainable positive development in society, from petty cash. That's why more than 28 million euros have flowed towards TGW World's social entrepreneurship purposes since the go-ahead was received. In the past fiscal year alone, donations from TGW Future Wings totaled 4.4 million euros, an increase of more than two million euros over the previous year. And in the future, this commitment will be expanded and strengthened as the economic circumstances permit, in order that even greater social responsibility may be assumed.

On their own feet

Thus, if the TGW Future Private Foundation's Board of Directors has its way, TGW Future Wings will continue to grow. On the one hand, the industrial entrepreneurship, i.e. TGW Logistics, must continue to



“The projects should be as holistic and innovative as possible.”

JAN KUBBEN, Financial Specialist at TGW Future Private Foundation

generate the necessary profits. On the other, additional budget will be raised through partnerships with external interested parties or professional fundraising. Every euro is welcome in order not only that the projects may achieve independence, but above all that more educational justice may be created and the lives of young people positively influenced.

The hopeful signals that this seed is sprouting seem to be multiplying. For example, the CODERS.BAY project (see page 110) has the potential to become independent. IT specialists of the future are being schooled in the Tobacco Factory in Linz (Austria) with practical training in software development. This idea is popular, as evidenced by the high demand. The Learning Circle (cf. page 86), may also manage to get by without outside monetary help over the medium to long term. This digital educational support can already tap into various sources of funding.

The graduated tariffs also contribute to self-funding. Currently one third of the programme participants are from low-income families. With significant financial support from the TGW Future Private Foundation, the initiative will continue to grow and support even more low-income families.

It is highlights like these that strengthen commitment and motivate the team to persevere on a sustainable social course. “In general, we want to actively support as many of our projects as possible until each one is able to continue on its own. This way, we can examine and take up further initiatives and support even more people,” Kubben explains. <

Ten non-profit projects

TGW Future Wings promotes the holistic development of children and youth.

Sueniños

Social education programme that gives young people in Mexico prospects and fair opportunities for their future.

B.E.L.

Private primary school in Linz that supports individual children and enables holistic development.

MoMo

Physical activity programme for pupils in Upper Austrian primary schools.

Learning Circle

Digital 1:1 learning support and coaching for primary school students in Austria.

SOS-Herzkiste

Toolkit with working materials and workshops to strengthen primary school pupils' social competence.

Future Wings Challenge

Education incubator that supports founders in implementing their innovative project ideas in the field of education.

CAP.-TRAINING

Top.Talent.Programme for youths in AHS (general high schools, German: Allgemeinbildende höhere Schule), which enables them to obtain an extraordinary apprenticeship diploma in the fields of mechatronics or information technology / focus on industrial engineering.

GRAND GARAGE

Innovation workshop at the Tobacco Factory in Linz (Austria). Here, young people can use digital and analogue technologies, bring ideas to life, and strengthen their self-efficacy and innovative power.

CODERS.BAY

Practical programmer's workshop in Linz. The focus is on coding, network technology, and SAP, from entry-level to professional courses.

NOVA ZONE

A temporary space for learning and development in Linz that enables the discovery of new perspectives and synergies.

Seven stages, one goal

METRICS AND MANAGEMENT. Social activities aren't surefire successes. To ensure that projects don't end up going astray, the TGW Future Wings non-profit division applies an instrument called impact logic to ensure the success and facilitate the impact of projects.

Testing phase.
Pilot impact measurement projects were launched at Sueniños and CAP-TRAINING



Knowledge also creates certainty. Understandably, even in the case of non-profit projects, all those involved – from initiators to project members to financial supporters – want to quickly determine whether the project is running as planned and whether measures that have been implemented actually make sense – whether goals and thus the greatest possible impact have been achieved, or whether improvements are needed. This is why TGW Future Wings relies on the impact logic to proactively manage its projects.

Behind the seemingly unwieldy term lies a strategic spotlight that creates clarity. This instrument reveals which resources were used for a project, which activities were carried out, and which changes occurred in the target group and in society. "With this method, we can use comprehensive data to check whether our projects in the education sector are really working", explains Jan Kubben, financial specialist at TGW Future Private Foundation.

Progress or stagnation

Since 2020, options for measuring the impact of and for managing

TGW Future Wings' non-profit activities have been under testing. The methodology that has been selected, the so-called impact logic, is part of the Social Reporting Standard, a globally recognised standard for operational reporting in the non-profit sector. Indicators are used within this impact logic, to make progress or stagnation transparent, enabling project managers to steer their projects. Practical implementation takes place in stages using an impact staircase (see graphic) that clearly illustrates which change an initiative can achieve at a respective stage, which methods are possible, and which results are to be achieved.

"With the impact staircase, we're taking an innovative approach to developing new key performance indicators that provide information about the impact of our projects. By means of seven stages, it becomes possible to determine what we've accomplished and where we might still have some catching up to do," Kubben remarks.

Stages 0 to 2 provide information about the resources used, the services offered, and the target groups of the individual projects. In two projects,

pilot testing has already begun for the detailed assessment of stages 3 through 5. These relate to satisfaction, increase in competence, and application within the framework of the project.

Special questionnaires developed in collaboration with the Steyr University of Applied Sciences serve as the data engine; these are answered by young people who participate in the TGW Future Wings non-profit projects, then complete evaluations. Organisational and verbal barriers have been taken into account: the questions' wording has been adapted for each age group; the answers can be entered online or using a mobile device. This easy access should motivate young people to share their subjective experiences.

For example, as part of the CAP-TRAINING, where AHS students



“This method allows us to check whether our projects in the education sector are really working.”

JAN KUBBEN, financial specialist at TGW Future Private Foundation



receive an additional technical qualification, the questionnaires were used to evaluate trainers. 1 to 5 stars could be awarded, with 5 being the

highest. At stage 3, 4.6 stars indicated a very high level of overall satisfaction with the trainers.

Sueniños, a socio-educational project in the southern Mexican state of Chiapas involving children and youths aged 5 to 29, also delivered concrete data. Here, at stage 4, the questionnaires registered an increase in various competencies of 3.9 stars, out of a maximum value of 5 stars.

Visualisation and controlling

This methodology, using the experience already gained, will be rolled out to other projects next year. The goal naturally remains to extend evaluability to the last stage. The resulting information will then be digitally presented in a graphical user interface. Such a visualisation will make TGW Future Wings' vision of developing young people through a holistic educational offering tangible. The classic management tool also

fulfils a control function with regard to investments. Funding, number of participants, personnel expenses, and possible internal profits are also scrutinised in monetary terms. The “impact” or the “added value for society” replaces the “profit” parameter, the usual performance indicator for companies.

But TGW Future Wings is also thinking ahead – to cross-project monitoring. “In future, uniform impact measurement should cover all projects, no matter how varied. It’s a huge challenge to compare the support provided by a children’s aid organisation in Mexico with training in programming. In accordance with a modular system, we want to simplify and optimise the measurements using a uniform questionnaire,” stresses Kubben. Only when we have clarity about what is to be achieved and what resources are available can the right measures and strategies be taken – and, if necessary, adapted. <

**Stages 3 to 5
Impact staircase**

The first impact measurements at Sueniños and CAP-TRAINING had positive results



Annual report for the 2021/22 fiscal year*

THE TGW FUTURE PRIVATE FOUNDATION

with its two Foundation divisions, the industrial entrepreneurship TGW Logistics and the social entrepreneurship TGW Future Wings, forms the TGW World. It is the owner of TGW Logistics, founder of the two private foundations Future Wings and Schule Morgen (School of Tomorrow), and shareholder in CAP.future GmbH.

The TGW Future Private Foundation is also the founder of the Future Wings and Schule Morgen non-profit foundations. And it holds a 49% stake in CAP.future GmbH. These legal entities operate under the brand name TGW Future Wings, which represents the social entrepreneurship division of the TGW Private Foundation that efficiently and effectively implements holistic educational programmes. These focus on the development of young people in order to bring about positive change in society and solve central issues of our time.

1. The basics

The **TGW Future Private Foundation** is based in Marchtrenk and is dedicated to the following purpose:

- Management of the company shares in the Founder's spirit
- Promotion of learning and personal growth within and outside the TGW World
- Contributions to beneficiaries
- Management of the Foundation's other assets

The TGW Future Private Foundation is the sole owner of TGW Logistics Group GmbH (TGW Logistics for short). It forms the industrial entrepreneurship of the TGW Future Private Foundation. The company is one of the world's leading system providers of highly dynamic, automated, and turnkey logistics solutions. Today's TGW Logistics was founded in 1969. Since then, the company has developed from a supplier of mechanical components and mechatronic systems to a complete solutions provider in the logistics sector. TGW Logistics develops, produces, and implements its own solutions. Its customers receive everything from a single source.

TGW Logistics focuses on the following core markets:

- Fashion & Apparel
- Grocery
- Industrial & Consumer Goods

Online business and structural changes in retail are among the most important drivers of the industry.

2. Business development and the economic situation

a. General conditions and market environment

Two global macroeconomic events have had a significant impact on the 2021/22 fiscal year: the ongoing COVID-19 pandemic and the war in Ukraine. The worsening supply chain situation currently affecting market players in every sector worldwide also led to some uncertainty in the second half of the year. The sharp rise in inflation will also pose major challenges to the global economy in the near future. Prices increased in June 2022 by over 8 percent in the eurozone and 8.7 percent in Austria. However, the causes of inflation go far beyond the war in Eastern Europe. The inflation cocktail of the coronavirus and the associated supply chain problems, increased energy prices, raw material shortages, and zero interest rate policies had been brewing as early as 2021. The coronavirus pandemic has also had an impact on the TGW Future Private Foundation's social entrepreneurship. The non-profit activities of CAP.future GmbH, the Future Wings Private Foundation, and the Schule Morgen Private Foundation suffered from limited access to schools and school classes and from the restrictions on group events in general until the third quarter.

The financial markets were still buoyant in the first half of the year. The MSCI World rose from 13,174.28 to 14,223.14 – an increase of 7.96 percent – in the first half of our 2021/22 fiscal year. Then, in the second half of the year, the environment was dominated by fear of inflation and anticipation of interest rate hikes. The MSCI World fell by 20.29 percent to 11,337.72 points. Averaged over the entire 2021/22 fiscal year, this represents a downturn of 13.94 percent. Likewise, the bond markets developed negatively over the 2021/22 fiscal year, caused by high inflation and the anticipated ECB interest rate hike.

* Edited version based on the TGW Future Private Foundation 2021/22 Annual Report

The TGW Future Private Foundation invests in stocks, bonds, and real estate. The aim is the preservation of the Foundation's assets and the pursuit of a targeted liquidity management strategy, in particular to cover financial obligations to the Foundation's beneficiaries.

The TGW Future Private Foundation is the umbrella of TGW World. In the future, it is to be understood and seen more as a whole, both internally and externally. With this in mind, a joint branding process was initiated across all business areas during the course of the fiscal year that will make the areas of industrial and social entrepreneurship as well as the TGW Future Private Foundation recognisable as parts of a whole.

The activities of the TGW Future Private Foundation are based on a Foundation Deed and a Foundation philosophy. In recent years, that philosophy has been concretised and worked out in detail. The Chairman of the Board has now presented the book "The TGW World and its Foundation philosophy of 'Focusing on people – learning and growing,'" which describes the origin and interpretation of the Foundation philosophy. The book is intended in particular to give people who are part of TGW World the opportunity to better understand the Foundation's actions and intentions. But it is also an opportunity for external stakeholders to gain insight.

In the sense of the term "social entrepreneurship", professionalism is also of central importance in this division. This is also reflected in the increased focus on the topic of impact analysis. Accordingly, systematic monitoring has been developed for all projects. This should make it possible to analyse and manage the impact of the funds used. Now that a first prototype has been completed, the TGW Future Private Foundation is planning a digital implementation strategy for collecting impact data.

Furthermore, in the 2021/22 fiscal year, shareholder grants of 2,430 TEUR were made to CAP.future GmbH in fulfillment of the Foundation's purpose. These are intended to support the GRAND GARAGE, CODERS.BAY, and CAP.-TRAINING projects. TGW Logistics Group GmbH also donated 1 million euros to the Future Wings Private Foundation's projects as an advance on the dividend to be paid out in November 2022. The grants made to the Schule Morgen Private Foundation amounted to 1 million euros. These were intended to sustainably support the charitable work of the B.E.L. Learning Circle, SOS-Herzkiste, and Future Wings Challenge projects.

To date, the Foundation's activities have been in line with its purpose.

Liquid funds are invested in bank accounts, securities, and real estate.

b. Financial performance indicators

The key financial performance indicators of the TGW Future Private Foundation are as follows:

Financial performance indicators

	2020/21	2021/22	Change
Investment income (TEUR)	12,000	14,503	+20.85 %
Investment expenses (TEUR)	-7,967	-7,653	+3.94 %
Pretax profit (TEUR)	3,699	6,168	+66.75 %
Balance sheet total (TEUR)	61,472	68,904	+12.09 %
"Learning and growing" resource allocation (TEUR)	2,300	4,430	+101.36 %

Investment income increased thanks to TGW Logistics' positive results in fiscal year 2020/21. In the previous year, investment income consisted of income from TGW Logistics and the investment company VIE Wohnimmobilien MG 114-118 Entwicklung GmbH.

Financial expenditures depressed the results with -7.653 million euros (previous year 7.967 million euros), caused by negative performance of shares and bond markets affecting the special fund CMI160. Investments in real estate projects had also been written off in the year prior. Overall, the balance sheet total and the pretax profits again increased. Thus, TGW Future Private Foundation was able to significantly increase its non-profit activities.

c. Investment report

TGW Logistics

In the 2021/22 fiscal year, TGW Logistics generated sales totaling 924 million euros, setting a new record. This is all the more gratifying since the realisation of many projects was delayed in the second half of the year, in some cases severely. The reason for this can be found in the macroeconomic events described above, above all the global supply chain problems. It was necessary to counteract these. In particular, the employees in the purchasing, realisation, production, and development departments were constantly faced with new challenges and reacted professionally to the daily changing situations. Such difficult conditions have nevertheless provided important experience for the future, such as the need for greater focus on standardisation as well as supplier development and hybrid sourcing. As during the COVID-19 pandemic, the company expects the employees to work in close collaboration to overcome challenging situations. Though it would require tremendous effort, the company might emerge even stronger in the long run.

TGW Logistics

	2020/21	2021/22	Change
Equity ratio	41 %	38 %	-3 %
EBIT (TEUR)	50,522	39,070	-22.7 %
Net operating cash flow (TEUR)	102,379	67,676	-33.8 %
Net sales (TEUR)	813,148	924,213	+13.7 %
EBIT margin	6.2 %	4.2 %	-2 %
Incoming orders (TEUR)	1,141,000	1,241,000	+8.8 %
Employees (total number)	3,766	4,143	+10.0 %

In the previous year, incoming orders exceeded one billion euros for the first time in TGW Logistics' history. This total was again exceeded in the fiscal year 2021/22 with incoming orders of 1.2 billion euros.

Real estate companies

The real estate project development strategy has been abandoned. This decision was due to a partner company's ongoing liquidity problems and accompanying insolvency. The current projects are being completed and wound up.

TGW Future Wings

In the 2021/22 fiscal year, shareholder grants of 2,430 TEUR (previous year: 1,300 TEUR) were made to CAP.future GmbH in fulfillment of the foundation's purpose.

CAP.future GmbH completed four TGW World social entrepreneurship projects in the 2021/22 fiscal year. These were located in the former tobacco factory in Linz with a total of 5,400 m². The GRAND GARAGE is an innovation workshop of 3,100 m². In CODERS.BAY, CAP.future GmbH, together with BFI (Vocational Training Institute), offers practice- and project-oriented training in software engineering. CAP.-TRAINING enables students to receive an extraordinary apprenticeship certification in the field of mechatronics or cybersecurity parallel to completing an AHS diploma, and the NOVA ZONE is a temporary learning and development space. Another six social entrepreneurship projects are run by the Future Wings and Schule Morgen Private Foundations. The Future Wings Private Foundation supported the socio-pedagogical education project Sueniños and implemented the movement project MoMo. The Schule Morgen Private Foundation supported the projects B.E.L., a public school with a pedagogical environment that enables holistic development, and Learning Circle, a digital learning support for primary school pupils. Collaboration began on two further projects: The SOS-Herzkiste (SOS heart box) project for strengthening primary school pupils' social skills was jointly implemented with SOS-Kinderdorf (SOS Children's Villages), and Future Wings Challenge, a start-up incubator programme for the implementation of innovative educational projects, was launched together with Teach for Austria. In the future, collaboration in the field of social entrepreneurship should be further expanded.

3. Anticipated developments

The TGW World aims to become more visible and tangible in the future. In the coming year, its projects are expected to continue and its Foundation philosophy should become more strongly anchored.

Towards the end of the year, we expect preparation of the brand awareness project to be complete and ready for its implementation in the divisions of TGW Logistics and TGW Future Wings. In October, the book "The TGW World and its Foundation philosophy of 'Focusing on people – learning and growing'" was published. The implementation of the impact analysis for the non-profit division TGW Future Wings is another important step towards professionalisation. Additionally, we expect to implement MINDtastic, the approach to holistic education, across the TGW World.

TGW Logistics

Growth is set to continue, and goals are accordingly ambitious. We expect to see further growth in the already gratifying order volume of 2021/22 in the coming fiscal year. Given the large backlog, sales are provisionally expected to also exceed the billion-euro mark for the first time in the coming year, macroeconomic conditions permitting. This is supported by the fact that the markets on which TGW Logistics focuses are characterised by growth. Innovative solutions continue to be in demand in the Fashion & Apparel, Grocery, and Industrial & Consumer Goods industries – and only with their help can the targeted growth in these industries be achieved. That said, TGW Logistics' growth may be slowed in the short term by supply bottlenecks and high inflation.

Continued investments will be made in the upcoming fiscal year. The main focus will be on infrastructure expansion as a means to further advance site development. Aside from the planned Marchtrenk site expansion in 2023, we took up occupation of the new TGW Robotics site in Thansau (Germany) in the summer through autumn of 2022. In order to meet future customer needs and to foster our innovative strength, further investments will be made, especially in the areas of research & development. The research activities will concentrate primarily on the areas of mechatronics, control systems, robotics, and software.

Real estate companies

The remaining project companies will be liquidated. In the future, real estate investments are to be settled through regulated vehicles. The subscription process for the first such investment is underway.

TGW Future Wings

The TGW Future Private Foundation continues its charitable commitment in the area of learning and growing. CAP.future GmbH continues to run the innovation workshop GRAND GARAGE, the coding school CODERS.BAY, and the top talent programme CAP.-TRAINING. The NOVA ZONE project is being evaluated and will be adjusted as necessary. The Future Wings and Schule Morgen projects will continue. The number of pupils participating in the Learning Circle and SOS-Herzkiste will increase.

4. Research & development

The TGW Future Private Foundation does not conduct any of its own research & development.

TGW Logistics

The future of intralogistics will be strongly influenced by numerous social and technological trends. The e-commerce sector has seen strong growth during the pandemic and, as a result, so has the intralogistics market. However, this trend has continued even as the pandemic subsides. For TGW Logistics, this development offers great opportunities as well as challenges. The 2025 strategy clearly shows how TGW Logistics will meet these challenges. The direction is clear: sustainable growth in line with the Foundation philosophy.

Innovative product and system solutions will be successively implemented. The benchmarks will be high customer benefit and an optimised total cost of ownership (TCO) as a central component of digitalisation. In the area of digitalisation, the focus is on intelligent networking and big data analytics as well as on machine learning, mechatronic solutions for closing automation gaps, and the standardisation of systems.

Autonomous mobile robots (AMR) are another addition to the TGW system world. AMRs can do their job as a “standalone use case” or they can be fully integrated as part of a higher-level system solution. In this way, AMRs close an important automation gap – a key step towards increasing system availability at a time of severe warehouse labor shortages.

Marchtrenk, 12.12.2022

Foundation Board of the TGW Future Private Foundation

Martin Krauss
Dr. Ernst Chalupsky
Johannes Feldmayer
Christian Lutz
Dr. Clemens Steiner

Consolidated financial statement for fiscal year 2021/22

THE TGW FUTURE PRIVATE FOUNDATION is the owner of TGW Logistics. Together with the social entrepreneurship TGW Future Wings, these three divisions comprise the TGW World. The TGW Future Private Foundation provides the ideal umbrella for the realisation of the Foundation philosophy of “Focusing on people – learning and growing”.

Consolidated income statement for fiscal year 2021/22

in TEUR	2020/21	2021/22
Continuing operations:		
Revenue	813,148	924,213
Cost of goods sold	-633,721	-729,522
Gross profit	179,427	194,691
Selling expenses	-47,555	-54,246
Administrative expenses	-55,308	-67,923
Research and development expenses	-33,365	-39,817
Other operating income	7,498	5,589
Other operating expenses	-4,418	-2,246
Operating profit (EBIT)	46,279	36,048
Financial income	3,383	1,601
Financial expenses	-4,730	-15,353
Financial result	-1,348	-13,752
Profit before tax (EBT)	44,931	22,296
Income tax expense	-12,216	-4,524
Profit from continuing operations	32,715	17,772
Discontinued operation:		
Profit from discontinued operation, net of tax	80,977	0
Profit for the period	113,692	17,772
Profit attributable to:		
Owners of the company	113,793	17,761
Non-controlling interests	-102	11
Profit for the period	113,692	17,772

Consolidated statement of comprehensive income for fiscal year 2021/22

in TEUR	2020/21	2021/22
Profit for the period	113,692	17,772
Items that will not be reclassified to profit or loss:		
Actuarial gains and losses	-935	1,677
Change in fair value of equity investments at FVOCI	53	228
Deferred taxes	223	-457
	-659	1,448
Items that are or may be reclassified subsequently to profit or loss:		
Foreign exchange translation differences	-386	9,664
Cash flow hedges – effective portion of changes in fair value	1,911	-2,601
Cash flow hedges – reclassified to profit or loss	952	-1,476
Deferred taxes	-570	920
	1,908	6,507
Other comprehensive income for the period after tax	1,249	7,955
Total comprehensive income for the period	114,941	25,727
Total comprehensive income attributable to:		
Owners of the company	115,050	25,708
Non-controlling interests	-110	20
Total comprehensive income for the period	114,941	25,727

Consolidated statement of financial position as at 30 June 2022

in TEUR	30 June 2021	30 June 2022
Assets		
Property, plant and equipment	132,158	163,659
Intangible assets and goodwill	30,228	30,034
Financial assets	67,070	121,245
Trade and other receivables	186	220
Deferred tax assets	6,952	9,860
Non-current assets	236,593	325,018
Inventories	38,108	62,027
Contract assets	62,366	96,217
Trade and other receivables	142,752	164,656
Current tax assets	1,854	2,090
Cash and cash equivalents	300,076	252,683
Assets held for sale	10,535	0
Current assets	555,692	577,673
Total assets	792,285	902,692
Equity and liabilities		
Equity attributable to owners of the company	326,433	351,141
Non-controlling interests	493	399
Total equity	326,926	351,540
Interest-bearing loans and borrowings	15,724	11,681
Employee benefits	45,302	46,000
Government grants	209	518
Provisions	7,876	7,366
Deferred tax liabilities	22,775	25,746
Long-term liabilities	91,886	91,310
Interest-bearing loans and borrowings	48,193	49,505
Contract liabilities	165,704	243,628
Trade and other payables	113,810	134,380
Provisions	28,643	28,706
Current tax liabilities	7,622	3,623
Liabilities held for sales	9,500	0
Current liabilities	373,472	459,842
Total equity and liabilities	792,285	902,692

Consolidated statement of cash flows for fiscal year 2021/22

in TEUR	2020/21	2021/22
Cash flows from operating activities:		
Profit before tax (EBT)	44,931	22,296
Results from operating activities of the discontinued operation before tax	12,590	0
Depreciation/amortization	23,327	23,055
Gains/losses from disposal of property, plant and equipment	-186	-80
Change in non-current provisions for employee benefits	13,241	1,653
Change in other non-current provisions	-947	693
Other non-cash effective gains and losses	-1,237	12,837
	91,719	60,453
Changes in working capital:		
Change in trade and other receivables and contract assets	-14,133	-58,403
Change in inventories	-1,679	-23,333
Change in trade and other payables and contract liabilities	54,113	99,693
Change in current provisions	9,444	-7,493
Cash generated from operating activities	139,464	70,917
Interest paid	-639	-575
Income taxes paid	-37,698	-7,971
Distributions received	14	79
Interest received	131	222
Net cash from operating activities	101,271	62,672
Cash flows from investing activities:		
Capitalized development expenses	-2,030	-745
Acquisition of property, plant and equipment	-8,462	-37,219
Acquisition of intangible assets	-6,355	-4,002
Acquisition of financial assets	0	-73,841
Proceeds from sale of property, plant and equipment	860	845
Proceeds from financial assets	0	11,432
Proceeds from disposal of discontinued operation less transaction cost	106,829	-960
	90,841	-104,489
Cash flows from financing activities:		
Proceeds from interest-bearing loans and borrowings	14,042	62
Repayment of interest-bearing loans and borrowings	-50,925	-15,984
Dividends paid	-1,000	-1,000
Contributions to beneficiaries	-747	-1,197
	-38,630	-18,119
Change in cash and cash equivalents	145,430	-59,936
Cash and cash equivalents as at 1 July	152,382	300,076
Disclosure within the disposal group	1,103	0
Deconsolidation of the disposal group	0	0
Effect of movements in exchange rates on cash held	1,161	12,543
Cash and cash equivalents as at 30 June	300,076	252,683

Partner of Choice

INNOVATIVE SOLUTIONS. TGW Logistics is the nucleus of the TGW World. Over 50 years, a locksmith's shop in Wels has developed into a global provider and supplier of logistics solutions. Today, TGW Logistics solves its customers' supply chain challenges with **highly automated, efficient, and future-proof intralogistics systems.** With a range of planning, implementation, and Lifetime Services TGW Logistics has established itself as a strong partner in the areas of Fashion & Apparel (e.g., Urban Outfitters, Puma, Mango), Grocery (e.g., Picnic, Bell Food Group, Coop) and Industrial & Consumer Goods (e.g., Kärcher, Conrad, Würth Elektronik). In the last fiscal year, TGW Logistics' **4,025 employees achieved sales of 924 million euros.**

At the same time, TGW Logistics is a foundation company. As part of the TGW World, the Foundation philosophy **"Focusing on people – learning and growing"** also shapes the way TGW Logistics thinks and acts. In the TGW World, individual self-development is an essential component in creating a corporate culture that enables meaningful work. This understanding provides the basis for ensuring the sustainable survival of the company, promoting healthy growth, and creating an **impact for individuals and society.**



“We’re building a bridge to the future”



Harald Schröpf
has been CEO
of TGW Logistics
since 2017

INTERVIEW. Growth, values, vision: In managing TGW Logistics, **Harald Schröpf** ensures the consolidation and further expansion of the company’s position as an established global player. The CEO discusses a challenging industry, a culture of innovation, and internal cohesion.

How does intralogistics promote the viability of companies? Its importance seems to have significantly increased.

HARALD SCHRÖPF: More than ever, companies are required to deliver products to their customers reliably, sustainably, and dynamically. The supply chain is the central element here. All associated systems must meet high standards and be flexible. If this element doesn’t function seamlessly, the entire business won’t function.

This suggests that the world of logistics has become more complex and that customer demands are increasing?

Yes, definitely. For one thing, supply chain dependencies have become more complex.

For another, our customers’ systems must meet high expectations. E-commerce is one example. Today’s customers demand that goods be available through all sales channels and that goods ordered today should ideally have been delivered yesterday. This requires expertise.

How did TGW Logistics make it into the big leagues of logistics?

We’ve been known for decades as a proven supplier of mechatronic components. 15 years ago, TGW had the vision that it wanted to reinvent itself as a system integrator. Thanks to the people in our company, this has led us to the point where we stand today. Nevertheless, this is only an intermediate stage. TGW Logistics certainly intends to continue to grow and expand, but above all we want to ensure that

About Harald Schröpf

CEO of TGW Logistics. Harald Schröpf was born in 1964 in Neustadt an der Waldnaab in Germany. His career began at the Siemens Group and led him to Witron (2001 to 2008), where he was CEO of Witron USA as well as Managing Director of Witron Logistik + Informatik GmbH. In 2009, Harald Schröpf came to TGW Logistics and took over the roles of Chief Operating Officer and Spokesman of the Management Board of TGW Systems Integration GmbH. Since November 2017, he has been Chairman of the Board of TGW Logistics Group GmbH.



“We want to form the type of partnerships where our customers keep coming back to us for new projects.” HARALD SCHRÖPF

we’re earning the trust of our customers. Growth at any price is not our aim.

To be partner of choice is considered essential at TGW Logistics. What exactly is meant by this term?

We focus on customer satisfaction throughout the customer journey and keep our promises! Being partner of choice also means being there for our customers in every situation where they need our support!

Is the strategy of becoming partner of choice also a means of staying competitive? As we all know, the competition never sleeps.

As in every social relationship, trust is a factor that decisively shapes business relationships as well! And this trust is engendered by a genuine attitude of being there for the customer. Always. And therefore: Yes! This distinguishes us from our competitors.

Is it getting harder to stay at the top?

It has become more demanding. Huge sums are flowing into the intralogistics industry, whose business is strongly driven by innovation. Above all, there are more and more startups that weren't

previously in play and that want to position themselves as game changers. That's why, in addition to custom solutions and perfect service, innovation is so important to us, as is continually opening up new perspectives for our customers.

What distinguishes TGW Logistics from its many competitors?

Our mindset as a partner of choice. We want to form the type of partnerships where our customers keep coming back to us with new projects. Beyond that, TGW stands for living its values. This guarantees appreciative, positive dealings externally with customers and partners and internally with colleagues. Lifelong education and training of employees is a further point of differentiation, as is TGW World's social entrepreneurship. And, of course, we must not forget one thing: our products, solutions, and services are absolutely cutting-edge!

In terms of regions, aside from Europe, TGW Logistics is increasingly focusing on North America. Isn't that a huge step for an Austrian company?

Our portfolio is perfectly suited for the US and Canadian markets. We're currently working >

“Innovation is part of our DNA. We actively engage with it to generate a sustainable competitive advantage.”

HARALD SCHRÖPF



with our American colleagues to intensify market development. We are confident that TGW has a lot to offer.

Which also includes innovation. Why is this a particularly important competitive factor for TGW Logistics?

We've been known for innovation for the past 50 years. It is in our DNA and constitutes an essential element of our business success and our reputation. We will continue this tradition with an eye to the future.

What does the organisational basis for new ideas with which TGW Logistics can score in the markets look like?

The traditional organisational model is oriented towards specialist functions such as mechatronics, solution design, and software. However, the networking of such functions is becoming increasingly important for future innovation because the development and implementation of new products is a highly interdisciplinary act that involves almost every division. The collaboration across these divisions must therefore be reorganised. Participation of and collaboration between many employees in an interconnected system is thus an important success factor for innovation.

Apart from all the successes, have there been any critical phases for TGW Logistics?

Currently, the supply chain problem is a major challenge. As a rule, projects are offered at fixed prices. If procurement costs rise sharply during

processing, this costs a lot of money and lowers the net gain. This is currently the case. Late deliveries by our suppliers also jeopardize the schedules we've negotiated with our customers. The fact that things are going quite well under the circumstances is due to the fact that everyone pulls even closer together in a crisis and seeks solutions together. This demonstrates the power of TGW and the mindset of its employees!

Resilience is gaining in importance in view of the international crises. How robust is TGW Logistics?

TGW Logistics has a good backbone. Currently we have a long backlog of orders and our cash flow is good. In the Foundation we have an owner oriented toward long-term success, which gives us the freedom to think ahead even in difficult times and to invest appropriately. But every crisis is also an opportunity for renewal. TGW Logistics is a great company, and the industry in which we operate is very robust.

Aside from that, is the call for sustainability getting even louder?

This topic will become more important. Ecology is in any case an important driver of innovation. Quite apart from this, we all bear responsibility for the future of this planet. Which is why we must all think about how what we do could be more sustainable or regenerative.

State of the art.

“Our products, solutions, and services are absolutely cutting edge”

924
TGW Logistics generated 924 million euros in the past year, earning a profit (EBIT) of around 39 million euros. TGW Future Private Foundation received a dividend of 14.5 million euros.



What do you consider the highlights of the past fiscal year?

First and foremost, the high level of commitment and creativity with which our employees have responded to the supply chain predicament. Aside from that, our “MINDtastic” programme as a basis for lifelong learning and growing is a highlight. In the area of innovation, for example, the digital twin shows that we rely on cutting-edge technology. And, of course, the numerous projects we’ve completed as well as orders from new and existing customers.

What are TGW Logistics’ goals for the 2022/23 fiscal year?

The goal is to continue to grow profitably and sustainably. More so than in the past. This will by no means be easy, because the economic environment is currently difficult to assess. As always, the focus will remain on completing our customers’ projects to high standards. Of course, we will also work intensively on the strategic development of TGW Logistics, paying even more attention to the topics of innovation and sustainability. Supporting our employees in accordance with the Foundation philosophy of “Focusing on people – learning and growing” also remains at the top of our list of priorities.

What role does TGW Logistics play in the TGW World?

A very big one. 4,400 people says a lot. We are the monetary engine and pay funds to our owner via a dividend. Without our business success, our social entrepreneurship wouldn’t be possible, which through its ambitious projects supports and touches many people. When you see what this money does, it does something to you as well.

What values characterise the company and your job?

Value-based action is of particular importance to TGW and does not end with posters on the wall. Therefore, we want to integrate our values ever more deeply into everyday life and better live them in reality. Moreover, values have an economic effect and at the same time support our reputation as a business with an attractive working environment and meaningful jobs. This is helpful in view of the current shortage of skilled workers. They also put our customer relationships on a credible basis. Nevertheless, our values are not a means to an end for us. They are a question of inner attitude.

Where do you see TGW Logistics in five years?

In five years, all employees should feel that the company’s values are daily reality. In five years, all colleagues should be aware of daily opportunities for professional and personal development and have taken advantage of these opportunities. In five years, TGW Logistics should have seen further growth, and our partnership with our customers should be seen as unique. In five years, looking back, TGW Logistics should have once again set strong standards in the areas of innovation and sustainability. <

TGW Logistics Executive Board.

Harald Schröpf, Chief Executive Officer (middle), Christoph Wolkerstorfer, Chief Sales Officer (at left), Jörg Scheithauer, Chief Financial Officer (at right)

Everything from a single source

BUSINESS UNITS. System Integration, Distributor Business, Lifetime Services: Three business segments form the economic pillars of TGW Logistics. Customers receive highly automated logistics solutions and mechatronic modules or subsystems as well as long-term equipment or systems maintenance services.

System integration. TGW Logistics produces customised complete solutions on the basis of standardised systems and products

TGW Logistics aims to offer its customers customised added value in every respect. "We produce individual total solutions based on standardised systems or products for the fast and efficient internal movement of goods. What particularly distinguishes TGW Logistics as a system integrator is comprehensive expertise regarding the process requirements and the resultant material flow requirements of customers in our core segments. On this basis, we plan and implement complete solutions with all the necessary components and provide

professional support throughout the entire life cycle", says Christoph Wolkerstorfer, who as CSO of TGW Logistics is responsible for sales, market, and solution development.

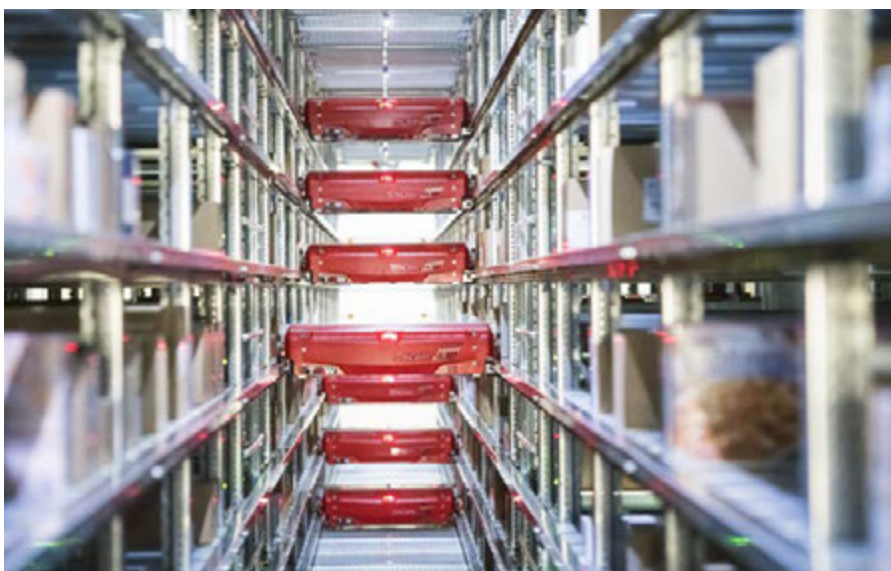
The motto here is: Everything from a single source. From the receipt of goods to storage, picking, packaging, and shipping, the result is a customised intralogistics package that provides the customer with important competitive advantages in his business sector. Such qualities have enabled TGW Logistics to build its global reputation as a system

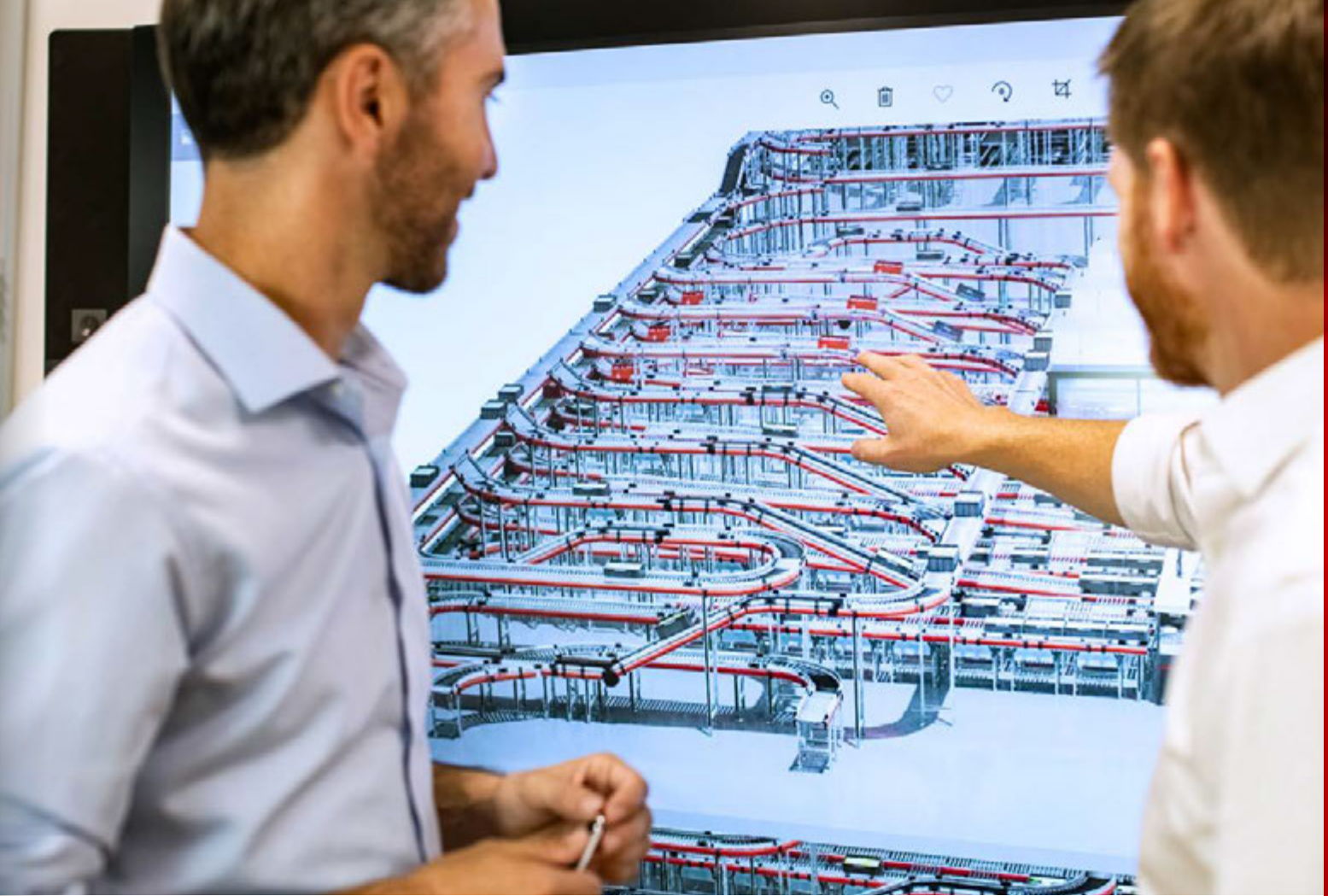
integrator; no simple matter of course in this difficult environment. "The market is very competitive and very dynamic. It was courageous, yet it was the right decision to evolve from a mechatronics supplier to a system integrator", Wolkerstorfer adds.

From supplier to system integrator

Today's global player didn't have to start from scratch in this field. The change in strategy from being a pure supplier of mechanical components and mechatronic modules to a general contractor was based on an in-depth strategic analysis, but it was still risky since the original business model had proven highly successful. After almost 40 successful years, it was nevertheless time to position TGW Logistics even more securely for the future – the first large TGW customers began production of their own mechatronic systems at

The TGW stingray shuttle provides fully automated cold storage and retrieval





the turn of the millennium.

It was necessary for management in Upper Austria to take measures to continue being economically successful. In the mid-2000s, TGW Logistics thus took its first steps toward this very demanding and highly complex task of system integration. Many customers have put their trust in TGW Logistics, and what will soon have been 15 successful years have confirmed their decision was right on the money.

The “everything from a single source” principle

All the same, this didn't mean the sidelining of the mechatronic modules and partial solutions business. Rather, the Distributor Business Unit (DBU) continues to exist as an independent and very successful segment. TGW Logistics has a reputation to uphold in the distribution of high-quality components. International buyers rely on quality from the versatile intralogistics portfolio, the spectrum of which covers a facility's entire life cycle – from planning to implementation to ongoing maintenance. “We are close to the customer and score above all

“It was courageous, yet it was the right decision to evolve from a mechatronics supplier to a system integrator.”

CHRISTOPH WOLKERSTORFER, CSO of TGW Logistics

with our expertise and agility. The “everything from a single source” principle is also a strong argument in our favour in this area, as are our decades of industry expertise,” stresses Michael Pammer, director of the DBU.

These attributes are appreciated by many customers who may act as system integrators on the market but do not have their own materials handling technology or warehouse technology portfolio. They need reliable, easy-to-integrate technology that generates the desired added value in the overall solution through unsurpassed quality. Its success proves the DBU right, as indicated by its number of employees alone. In 2017, 47 specialists handled incoming requests; as of November 2022, there are 82. This number is expected to increase once again in

the current fiscal year. “Orders have been consistently good. Additionally, interest is high in the American region. So we also plan to build up local staff there for the DBU business,” Pammer is pleased to report.

A collective of business models

The initial concern that the coexistence of system integration and the sale of TGW components as part of the DBU could create an unintended, difficult competitive situation have long since been put to rest. This constructive collective of such business models may be unique in the industry, but positive global feedback confirms it is sensible and beneficial. “We score points with the integration of TGW partial solutions, especially with new customers who have not yet had the opportunity to become >

“We are close to the customer and score above all with our expertise and agility.”

MICHAEL PAMMER, Director of the Distributor Business Unit



Lifetime Services for a long service life and continuous strong performance of equipment

familiar with our working methods and our quality in the overall context of collaboration. We get to know each other, and together we find the right integrated solution to generate end customer benefits, and gradually build up trust. The result is long-term partnerships with an appreciation of all aspects of TGW Logistics. This makes future intralogistics projects possible regardless of the business area”, says Michael Pammer.

Long-term partnerships characterise the third entrepreneurial pillar as well. TGW Logistics’ Lifetime Services, ensure long service life and continuous strong performance of facilities. The spectrum of services ranges from permanent on-site teams for technical systems support, preventive maintenance software,

and remote maintenance, data analysis, and preventive services to emergency first aid and client trainings to parts replacement. Modernisation as well as expansion are also offered.

Long-term value retention of systems

“The technical complexity of an intra-logistics system is really impressive. It’s in the nature of things that customers will need professional support from us throughout a system’s entire life cycle. While our experts take care of all of its technical aspects, the customer can go about his core business undisturbed,” explains Georg Katzlinger-Söllradl, Director of Global Lifetime Services.

More than 1,000 colleagues worldwide work for Lifetime Services.

Ultimately, companies want cost-efficient maintenance and the longest possible trouble-free lifetime for their systems. Even seemingly minor issues such as misaligned photoelectric sensors or dirty scanners with poor reading quality result in unplanned downtime and overload a system to the point of malfunction. Such problem areas can be prevented in advance by consistent maintenance.

As one of these customers, HiperDino focuses on the continuous maintenance of its systems. This Canary Islands supermarket chain uses a Lifetime Services package for optimum availability in its day-to-day business. Since the commissioning of the FlashPick® system for fully automated single-item picking in the city of Telde, TGW Ibérica’s experts work with the customer’s technicians to ensure the retailer’s system runs like clockwork.

Rapid response through remote access

Recently, customers have been paying special attention to innovative applications in the field of remote services, which are also included as



Customised intra-logistics package. From the receipt of goods to storage, picking, packaging, and shipping



System integration requires comprehensive expertise in our customers' processing requirements

an essential part of the contract with fashion manufacturer Levi Strauss & Co. Experts at the TGW Logistics headquarters are on standby around the clock to provide both remote assistance as well as on-site troubleshooting. Thanks to their practiced response, interruptions can be prevented or quickly resolved. This keeps the customer's downtime costs low.

Aside from such remote services, another prospect for the service sector is emerging. It's a new technological species called Digital Twin that makes it possible to create virtual images. In such a 3D environment, the software makes it possible to plan, optimise, and control processes much more clearly and precisely.

Through the use of such innovations, Lifetime Services completes the business unit structure and creates a desired side effect: The

organisational setup of TGW Logistics with a dedicated business unit for long-term customer support is a guarantor of stable customer relationships. Katzlinger-Söllradl sums it up in a nutshell: "We are in constant contact with our customers regarding our systems. We are in constant dialogue, which promotes trust. Our goal is clear: We want to establish long-term partnerships from which both the customer and TGW's three business units profit." <

1,000

colleagues worldwide

work in Lifetime

Services to ensure

the longest possible

fault-free service for

equipment produced

by TGW Logistics.

Highlights from the 2021/22 fiscal year

Customised solutions based on TGW technology for long-term partnerships

Successes we achieve together create mutual trust, stable partnerships, and highlights, which also characterise fiscal year 2021/22: Within a few months, the Dutch online supermarket Picnic twice relied on red-white-red knowledge transfer. Construction of the largest fulfillment centre for e-food in Germany will be completed in Oberhausen by summer 2024.

Workwear specialist Engelbert Strauss also remains a regular customer. This close collaboration will be extended by a contract for another highly automated picking station solution at its headquarters in Biebergemünd with a total investment of over 50 million euros.

The Otto Group is one of the world's five largest online retailers. TGW was able to immediately win three flagship projects. These set standards for global online retailing with their high degree of automation.

For ICA, Sweden's largest food retailer, TGW Logistics will build a central, highly automated deep-freeze warehouse.

Other globally familiar names such as Zalando, Levi Strauss & Co, Mango, Puma, and many more put their trust in Upper Austrian expertise.

Austrian know-how for the whole world

INTRALOGISTIC. TGW Logistics continues to build out its global market position in the core industries of Fashion & Apparel, Grocery, and Industrial & Consumer Goods. eGrocery, the online food trade, is a particularly dynamic up-and-coming sector.

Automated fulfillment solutions. The answer to eGrocery's strong growth and its associated demands

A ringing at the door – provided it's the grocery delivery driver waiting with your entire cart – is a welcome daily convenience. For consumers today often order their food online rather than visiting brick-and-mortar shops, which eliminates parking stress, long checkout lines, and hauling around of heavy cases of beverages. And there are plenty of virtual stores luring customers with their convenience – the ever-increasing number of brick-and-mortar chains and start-ups are turning the web into a great big pantry.

Following initial growing pains in a demanding online industry that requires great financial and logistical efforts from retailers, a clear shift is emerging internationally. In the United Kingdom, France and the Netherlands, eGrocery has already made the leap from a niche provider to an established distribution channel. Other countries will follow. And it was the pandemic of all things that made online supermarkets popular. Lockdowns and fear of infection motivated more customers than ever to swap physical shelves for

computers, smartphones, and tablets. It's been obvious to experts for quite a while that this trend would continue after the pandemic ended, provided that the demand for even shorter delivery times could be met. "Quick commerce" is the name of this business model, in which intralogistics must therefore run like clockwork. "The coronavirus pandemic has unlocked a new market. Many people have discovered first-hand the convenience of shopping online and won't want to give it up", Michael Schedlbauer, Vice President of Business Development Grocery at TGW Logistics, explains. This requires an efficient response from retailers: "The challenge is greater due to the rapid growth of eGrocery and the resulting demands. Many retailers were unprepared for this unexpected boom.

PickCenter Revolution. Intelligent, self-learning, flexible robot-picking solution based on cognitive robotics and machine learning





At TGW Logistics, we are specialists among other things in single-item picking and can therefore provide sustainable support in the eGrocery sector with our automated fulfillment solutions”, Schedlbauer elaborates.

Reliable delivery

Such solutions are of great importance to players like Picnic, which has come onto the scene with ambitious promises. Any goods ordered through the Dutch supermarket’s online app before 10:00 PM will arrive the next day. Thanks to the logistics center in Utrecht, a project implemented together with TGW, and an efficient supply chain model – the so-called “milkman” delivery model – deliveries are on time nearly to the minute.

As part of this partnership, TGW Logistics will execute another project for Picnic by the summer of 2024: Germany’s largest eFood fulfillment center will be built in Oberhausen in North Rhine-Westphalia. Picnic Co-founder Frederik Nieuwenhuys points out the added value of this collaboration: “TGW is a truly wonderful partner that is working with Picnic to make this extraordinary

“TGW is a truly wonderful partner that is working with Picnic to make this extraordinary project possible.”

FREDERIK NIEUWENHUYS, Picnic Co-founder

project possible. The combination of the Picnic tech team and TGW technology means that we can offer customers an even better service and set the benchmark for the sector.”

TGW Logistics aims to increasingly meet this standard in the eGrocery segment. And it has very good chances of doing so: Retailers who optimally combine traditional sales channels with e-commerce remain competitive. Decentralized micro fulfillment centers

provide an entry opportunity in this new era of shopping. These small warehouse and picking centers, integrated with large supermarkets or implemented as a stand-alone solution, allow orders to be processed closer to the customer, speed up order processing, and ensure web purchases are handled promptly in the smallest possible space. Proximity to customers also means they can either pick up the order in-store or get a quick home delivery.

Cost factor picking

Speed is a key competitive factor for retailers, but manually assembling orders quickly is a challenging task. “Assembling goods manually in an online grocery warehouse has many challenges; customers want their orders at different times throughout the day, and the speed at

500
The **TGW picking robot Revolution** can gather **500 to 800 items** – depending on their size and fragility – per hour for online orders.

“At TGW, we are specialists in single-item picking and can therefore provide sustainable support in the eGrocery sector.”

MICHAEL SCHEDLBAUER,
Vice President of Business
Development Grocery at
TGW Logistics



Efficiency. A high level of automation reduces workloads and increases efficiency

which they need to be delivered is accelerating. A high level of automation provides not just cost savings from retailers, but stability and capability for growth,” says James Osborn, Vice President of eGrocery at TGW Logistics.

Vendors must in any case make many adjustments because online retail isn't getting any simpler. On the contrary: The online retailers' last-mile race to the customer's door is far from over. “There are currently no industry standards for how quickly an order should reach the consumer. We're still in the development stage. The retail trade is still testing what's realistic and feasible,” Osborn explains.

Lightning-fast delivery isn't the only thing high on target groups' wish lists. Today's consumers make ever

higher demands regarding the quality of food as well. It must be as perfect as possible – regardless of whether it's coming from the shop around the corner or through an order placed on the internet. This is where TGW Logistics' deep-freeze expertise comes in handy – because the storage of products (dried, fresh, and frozen) at a range of temperatures as well as maintaining the cold chain and the quick picking that requires are difficult, a high degree of automation and energy efficiency are necessary.

TGW's expertise is an advantage in this competitive market: It's been chosen to build a lighthouse project about 100 kilometers west of Stockholm for ICA Sweden, the number one Swedish food retailer. By now, TGW's logistical expertise in

sub-zero refrigeration is well known to numerous companies the world over, such as the Swiss food retailer Coop, the German frozen logistics specialist Nordfrost, and the Dutch logistics service provider NewCold. With the establishment of its Grocery Retail business unit, TGW Logistics will be even better positioned to penetrate the entire food market.

Omnichannel fashion

With respect to fashion, TGW Logistics is expanding its market position despite conditions that are far from simple. The brick-and-mortar retail sector was especially hard-hit by the pandemic. To boost sales, manufacturers and retailers must now react even more efficiently to flexible consumers who buy in-store today, on a laptop tomorrow, and by smartphone the day after that. As elsewhere, the answer for this industry is omnichannel – the linking of retail and e-commerce sales channels – so that each is always available and able to meet customer expectations. Customers want to receive their

Refrigeration expertise.

This includes storing products at a range of temperatures, maintaining the cold chain, and picking quickly





Speed. With the highly automated FlashPick® system, order processing takes just minutes

2021/22 Excerpt from open and completed orders

FASHION & APPAREL

Open orders:

- About You (DE)
- Otto Group (DE, PL)
- OVS (IT)

Completed:

- Witt-Group (DE)

GROCERY:

Open orders:

- Bell Food (CH)
- Frisco (PL)
- HiperDino (CN)

Completed:

- Picnic (NL)

INDUSTRIAL & CONSUMER GOODS

Open orders:

- Fega & Schmitt (DE)
- Musikhaus Thomann (DE)
- Themoplan (CH)

Completed:

- expert (DE)
- JASCO (US)
- Leroy Merlin (FR)

shirts, pants, and sweaters as quickly as possible, especially after purchasing them online. This is where TGW Logistics can supply the right tech outfit: “Speed is one of our strengths. With our highly automated FlashPick system, order processing takes only minutes instead of hours,” explains Raffaele Destro, Vice President of Business Development Fashion at TGW Logistics.

For this reason, the Dutch fashion provider stichd in Tilburg relies on a highly automated fulfillment center built by TGW Logistics to improve their quality of service with shorter lead times. Nina Nix, CEO of stichd, a subsidiary of the PUMA Group: “With TGW’s solution, we’re taking the next step of the journey toward making our intralogistics future-proof.”

Maximum efficiency is likewise a driver in the focal market segment

of industrial & consumer goods focus with its seven core areas: vehicle aftermarket, industrial supply, consumer electronics, cosmetics & healthcare, DIY & home, books & media as well as general merchandise. In each area, TGW Logistics is at least among the top five intralogistics specialists. In the future, innovative technologies that provide customers with additional competitive benefits and quality will play a role in cementing this strong position.

Picking robots have generated high expectations in this context; through the use of smart sensors and machine learning, they will ensure greater productivity and performance. With its picking robots TGW Logistics is also up to date here: “These types of solutions will increase the level of automation. Customer interest is already huge. We aim to improve this technology in order to boost the machines’ performance even more,” says Erich Schlenkrich, Vice President of Business Development Industrial & Consumer Goods at TGW Logistics.

Increased speed benefits not only users. Innovations also open up new opportunities for TGW Logistics to retain customers through know-how, which guarantees them tangible added value. Schlenkrich also sees an opportunity for partnerships here: “Facilities are getting more and more complex. This applies to mechatronics

as well as software. Therefore, we increasingly act as consultants to best support our clients with new technologies. In doing so, we seek a personal conversation in order to ultimately build trust and be perceived as partner of choice.” <

-30

The benchmark is -30 degrees Celsius. In the grocery sector, every module – from storage to picking to palettising – is designed for these arctic temperatures.

Trusted Collaboration

PARTNER OF CHOICE. Successful business relationships are created by proven performance, quality, and collaborative partnership. Thus, the leading workwear specialist Engelbert Strauss and TGW have enjoyed a trusting business relationship since many years.



Intelligent replenishment. Automated reserve warehouse for 40,000 products at the Engelbert Strauss CI Factory

TGW FUTURE WINGS

TGW LOGISTICS

It isn't only football fans who recognise the ostrich logo – the official sponsor of the UEFA Europa Conference League and workwear partner of the German-hosted 2024 Men's European Football Championships enjoys global popularity off the field as well. Engelbert Strauss is one of the world's leading manufacturers of workwear and occupational safety equipment whose products have achieved cult status with their fans and are worn not only in professional but also in casual contexts.

The family owned-company, which is based in the Main-Kinzig district

of Hesse near Frankfurt, employs roughly 1,600 employees and has production facilities in 27 countries worldwide, concentrated in Southeast Asia. As one of the top five online retailers in Germany, the company has been a leader in the areas of customisation and branding for decades. Companies configure their workwear and shoes from a catalog of approximately 40,000 products to their own specifications and transform their employees into brand ambassadors via unmistakable branding.

In collaboration since 2006

TGW's first collaboration with Strauss, the logistics centre in Biebergemünd, was concluded in 2006 and has been continuously expanded since. Engelbert Strauss and TGW Logistics share the same values. "To be partner of choice means providing ongoing support to customers and contributing expertise," says Martin Waldenberger, Sales Project Manager at TGW Systems Integration. "It is our clear commitment to performance, quality, and reliability. If, as with Strauss, the chemistry is right and customers are happy to return, that rounds off the collaboration harmoniously."

The results of this successful combination can be seen in the East Hessian town of Schlüchtern, where over 200 million euros were invested in the construction of the 200-metre-long, 100-metre-wide, and 50-metre-high

The Strauss CI Factory in Germany, the world's most innovative omni-channel distribution centre for workwear and occupational safety equipment



TGW FUTURE PRIVATE FOUNDATION



“We want to support the dynamic growth of Strauss.”

MARTIN WALDENBERGER, Sales Project Manager at TGW Logistics

GI Factory, the world’s most innovative omni-channel distribution centre for workwear equipped with state-of-the-art robotics and automation technology, which opened in 2020.

The transparent production processes and logistics located here are all digitally networked and fully automated. A digital twin fully maps all processes, which makes possible minimization of a project’s complexity

50,000 parcels go from Engelbert Strauss in Schlüchtern to customers all over the world on peak days. TGW FlashPick®, equipped with a high-performance shuttle and state-of-the-art picking workstations, makes it possible.

and risks through the validation of all processes, significant reduction of commissioning time, and substantial reduction of costs. The heart of the CI Factory is TGW’s FlashPick®, a high-performance picking system consisting of a shuttle system combined with cutting-edge, ergonomic goods-to-person order-picking workstations. FlashPick® meets all requirements for error-free and efficient order picking, be it fluctuating and unpredictable order structures, special requirements in the changeover from single-item to high-volume orders for groups and stores or the shortest possible lead times for next-day delivery. During peak times, up to 50,000 parcels are sent to customers all over Europe every day.

Joint Performance CI Factory

Such a lighthouse project both draws attention and receives awards:

Together with TGW Logistics, Strauss received recognition at the German 2020 Logistics Awards for the project “CI Factory Networking and Digitalisation in Logistics and Production.” In 2022, the European Retail Institute likewise honoured the CI Factory with the Reta Award in the category of “Best AI and Robotics Application”, where TGW simultaneously won the coveted “Top Supplier – Retail” award.

“We are delighted that this joint achievement by Strauss and TGW has been recognised. TGW was one of the guarantors of the project’s success,” confirms Matthias Fischer, COO of Engelbert Strauss.

The next chapter of this collaboration is currently being written: By the end of 2024, at company headquarters in Biebergemünd, the existing 2006 system will be replaced with a highly automated shuttle system in order to further expand shipping capacities and ensure shorter lead times. “We support the dynamic growth of Engelbert Strauss and will further optimize their systems in the future as well,” says Waldenberger. <

Economic Fitness

Billions in sales, global recognition, and big plans: Sporting goods manufacturer PUMA is among the fastest brands on the TGW Logistics’ roster of customers.

“Forever Faster” is its mission. Its goal is clear: to become the fastest sports brand worldwide and to level up. All signs continue to point to expansion, whereby sporting goods manufacturer PUMA proves its economic fitness. In 2021, the company, which was founded in 1948, generated sales of 6.8 billion euros in a highly competitive market. More than 16,000 employees worldwide ensure that consumers are always supplied with products, a success in which TGW Logistics played its part: The new central logistics hub for Europe in Bavarian Geiselwind represents another milestone in its collaboration with TGW. Up to 74 million items can now be shipped annually.

Commitment, honesty, and going the extra mile

BUILDING TRUST. The aspiration to becoming partner of choice is driven by many qualities that characterise the company's USP: industry expertise, innovative strength, integrity, reliability, transparency, corporate values, and team spirit. Its multi-layered Lifetime Services further strengthen customer loyalty.



Smart solutions help customers take their next steps towards growth and strengthen trust

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION

It's a typical American success story: URBN was founded by University of Pennsylvania students in 1970. Today, more than 200 stores are scattered throughout the United States, Canada, and Europe. The cult brand URBN, with its range of fashion, home accessories, music, and electronics, inspires enthusiasm not only in young target groups but also at TGW Logistics.

The investment of hundreds of millions for a distribution centre in Kansas City set a company record. "Another milestone in our

collaboration," says Harald Schröpf, CEO of TGW Logistics. "Such large-scale projects are a sign that customers place an enormous amount of trust in us. We're all the more pleased that we were able to win URBN over with our smart, highly automated solution. It means another crucial step in TGW Group's growth in North America."

Sometimes the path to growth is steep indeed. To get URBN to say yes, many TGW colleagues gave their very best for two years – and those 12,000 hours of work have paid

off: Today, TGW Logistics is Urban Outfitter's partner of choice – a term that means, among other things, that customers remain loyal due to their great experience with the system integrator. This was also the case for the lifestyle retailer, which in 2020 had already chosen TGW in the UK.

The human element counts

The path to international client acquisition is paved not only with the absolutely critical industry expertise and intelligent solutions of the TGW teams; the human component also plays a decisive role. "Above all, it is about taking the customer's perspective and understanding potential clients' motives and goals when contemplating investments. For some, the degree of automation is decisive, for others, it's the return on investment. For this, it is

Customer benefit. Added value starts where expectations are not only met but exceeded





satisfaction is often no longer enough," says Chad Zollman, Chief Sales Officer of TGW North America.

Leadership and lived values

Team spirit is another building block of success. "A good team is only created through good cooperation. Effective leadership and lived values are essential. Close and well-functioning ties between the individual hubs and headquarters are also helpful for our mostly very international teams," Garbutt stresses.

Its value system should also contribute to TGW Logistics being perceived even more strongly as a Partner of Choice in the US. In this very competitive market, TGW aims to further increase brand awareness, in line with its corporate strategy. "To further build trust in TGW and our brand, it's not only the quality of our equipment and positive interactions with our customers that count. The lived culture of values and the social commitment of the non-profit division TGW Future Wings also find great resonance," Zollman says.

But maintaining these relationships is at least as important as building them. An important pillar here, after the sales and implementation phase, is the company's Lifetime Services division, which guarantees the long service life and consistently strong performance of systems and meets with a positive response from customers around the globe. The services offered range from active prevention to immediate action in the event of a malfunction, spare parts service, modernisation, and training. The customer can therefore always feel safe and well looked after, illustrated by the quick response and ongoing exchange between customers and TGW. These permanent points of contact can thus ideally be used to further strengthen trust, consolidate relationships, and become or remain a partner of choice. <

"It's about taking the customer's perspective and understanding our clients' motives and goals."

JOEL GARBUTT, Chief Sales Officer of TGW Northern Europe

necessary to know the customer, to engage with him and not just make assumptions. This is how trusting customer relationships can develop, the continuous maintenance of which is at least as essential as their development," explains Joel Garbutt, Chief Sales Officer of TGW Northern Europe.

Added to this are the sales teams' empathy, openness, and technical expertise. "We're transparent, and

we highlight what is technologically possible and what isn't. This honesty also contributes bit by bit to gaining the trust of our customers and thus to generating long-term, reliable partnerships," says Matthias Stötzner, Director of Sales of TGW Systems Integration. "At the same time, you have to see not only the clients, but also the people behind them. Honest or lived empathy fosters the trust necessary to becoming partner of choice over the long term," adds Stötzner.

In the context of these partnerships, it is also necessary to go the extra mile to ensure the customer's benefit. "Taking the time to communicate regarding the customer's expectations can mean the decisive added value, which starts where these expectations are not only met but exceeded, resulting in customer enthusiasm. Customer

12,000

The TGW Logistics team invested **12,000 hours** developing a smart, highly automated distribution centre for **Urban Outfitters (URBN)** in Kansas City.

Growth for the future

SITE EXPANSION. At the risk of experiencing growing pains, business growth requires a long-term location strategy: Space becomes scarce, the situation cramped. That's why TGW Logistics is now investing more than 100 million euros in site expansion, especially at the Marchtrenk site (Austria).

"Available space for offices, production, and warehouses will soon be insufficient. This poses a real challenge. To put it crudely, we're nearly bursting at the seams." Jörg Scheithauer, Chief Financial Officer of TGW Logistics, alludes to a problem many other companies would likely be happy to have. Cramped conditions are a consequence of constant growth, not the result of poor planning or lack of foresight.

Now is the time to act since capacities are at their limit as a result of the company's stable economic

development thus far, well-filled order books, and a regular increase in personnel. TGW Logistics therefore set its course last year to take the next steps. Through a phased investment, it expects to have acquired ample space domestically and internationally by 2026. Behind sober figures lie ambitious goals and the need to find the right timing. For this reason, the original construction project is being adjusted to reflect the current economic conditions.

For the time being, the global economic situation remains tense.

Expansion project. The rendering depicts the existing TGW Logistics headquarters on the left and the planned extension on the right



Supply chain management is still causing major problems. Delivery bottlenecks and noticeable price increases are currently part of everyday life. The return to normalcy has been delayed, cost pressures continues. These developments have depressed TGW's business results as well as encumbered its construction plans. Nevertheless, going on the defensive is not an option. Difficult times demand targeted expenditures to remain competitive. Expansion therefore can't be put on the back burner. After all, the potential for growth must be managed efficiently. Expansion of the Regensburg and Thansau (Germany) locations was therefore begun in the last fiscal year. This meant an investment of roughly 27 million euros; the project is now in its final stages. And TGW Logistics is investing a further 100 million euros into the expansion of the TGW headquarters location.

TGW headquarters in Marchtrenk. The planned extension will connect to the right side



Planning is everything

But the financial part is only one side of the design coin. As is well known, properties are rarely plucked fully developed from thin air. Rather, expertise from many different areas is an essential cornerstone. That is why a team of 50 has been working intensively on the planning for over 12 months. Its members come from every profession that can help guarantee a successful realisation: experts from the fields of architecture, civil engineering, fire protection, facilities, office design and furnishing, new work, production, sustainability, and many more.

The project team can safely expect to forget about boredom. After all, construction plans are anything but a walk in the park, and it's necessary to make detailed considerations before the work begins on site, ranging from identifying urgently needed spaces to aspects of feasibility to the eminently important ecological sustainability. There's no point in anyone inclined to ignore the environment during preparations starting up the excavators in the first place. That's why specialists for the energy system were

"We're creating structures not only for further growth but also as the basis for good cooperation."

JÖRG SCHEITHAUER, CFO of TGW Logistics

also involved. Geothermal energy will be coupled with district heating in Marchtrenk in order to protect the climate.

Dialogue creates connection

For the TGW headquarters in Marchtrenk, locale of the largest

>100

In the coming years, TGW Logistics will be investing **more than 100 million euros into the expansion of the TGW headquarters in Marchtrenk; a team of 50 has been working intensively on the planning for over 12 months.**

expansion planned for the end of 2023, social compatibility is equally important. Not only were any issues the adjacent owners might have therefore considered in advance, but open dialogue was also sought in order to integrate solutions to any concerns or reservations right from the start. For example, building volumes and operational areas were sensibly aligned. Production halls of a reasonable height and a multilevel carpark are additional solutions in the spirit of good neighbourliness. Further, integrated soundproofing areas as well as a privacy screen were stipulated; trucks can run quietly behind a six- to eight-metre-high green wall.

"We're creating structures not only for further growth, but also as the basis for good cooperation," explains Scheithauer. That's why the building design blends in with its

“We’ve designed our office environments to positively influence our employees’ well-being, motivation, satisfaction, and performance.”

JÖRG SCHEITHAUER,
CFO of TGW Logistics



Thansau. 27 million euros have been invested in Germany in recent years, here and at the Regensburg site

TGW FUTURE WINGS

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surroundings and takes the volume of traffic into account. Intelligent traffic management will minimise its impact.

Of course, the planned measures are also meant to contribute to the contentment of existing and new employees. The planned “cube” part of the building will contain meeting areas with various work-, exchange, and meeting spaces. Pleasant acoustics, places of retreat, and suitable office equipment should heighten the sense of comfort. “We’ve designed our office environments to positively influence our employees’ well-being, motivation, satisfaction, and performance. Because despite flexible work arrangements, the office remains a critical success factor,” asserts Scheithauer.

Solutions for trouble-free adaptations

In general, however, building projects entail effort, expense, money, and stress. A design shouldn’t be a snapshot, but should instead be designed for the next 30 to 50 years. After all, a constantly shifting dynamic is only to be expected in terms of new technology and the TGW portfolio. Therefore, offices, halls, and plants must be designed for problem-free adaptation to new conditions. During the pandemic, the home office proved that no process is set in stone.

The rails are laid for a future that is already making tracks. All the space rented in the catchment area of Marchtrenk and Wels for bridging purposes – for the research & development department, for example

– will be successively reintegrated. How the expansion is proceeding will be evaluated in the spring/summer of 2023. Due to a continuing decline in demand in the construction sector, falling prices are to be expected on the global markets, so careful watch must be kept for the right moment to invest. Preparations will therefore continue as planned in order to be ready at the right moment. <



TGW headquarters. Modern environment for flexible collaboration as a team

Transparency and technology

ENTERPRISE RESOURCE PLANNING SOFTWARE. At TGW Logistics, expansions affect not only buildings but also the organisational and process landscape. A new ERP system in the form of SAP now harmonises the processes and the resulting data.

Process-supporting IT systems often reach their limits faster than expected. Particularly given TGW Logistics' growth and rapid digitalisation, limits are quickly reached. Too little flexibility, too little capacity, handling that is too complex – in other words, simply no longer up to date. TGW Logistics is no exception in this regard. Here, too, a tried-and-tested system has had its day. On 10 January, 2022, enterprise resource planning (ERP) software from SAP, the renowned German software provider, went live in the Austrian units.

Obviously, such a complex implementation, which cost 27 million euros and demanded 320,000 labour hours of 250 employees, wasn't undertaken

for the pure enjoyment of advanced technology. Rather, digitalisation and process automation have become indispensable. Efficient processes cut costs, reduce workloads, and free up valuable time for core business.

Data cleansing

However, there were a few kilometres to cover before the first process adjustments could be made. "We had to clean up and consolidate more than one million data sets. Not only those from customers and suppliers, but compact information on all parts and products that the company buys, produces, stores, and ships," explains Hanspeter Dirisamer, Group Director

of IT at TGW Logistics. Previously, each TGW unit used its own ERP system, which meant that all master data was created, changed, maintained, and used redundantly.

Decreased coordination effort

Problems with this proliferation are now gradually becoming a thing of the past. Thanks to the SAP implementation, from now on, everything from relevant data and objects from orders, production orders, and warehouse movements to invoices and incoming payments will be mapped in a single ERP solution. The synergies created by the integration of processes and harmonisation of master data in one ERP system in Austria are reflected in the massive reduction in effort spent coordinating the individual TGW Logistics units. The international rollout will further increase this efficiency and transparency.

"In the course of the SAP implementation, more than 25 different TGW Logistics core applications were

"In the course of the SAP implementation, more than 25 different TGW Logistics core applications were modernized."

HANSPETER DIRISAMER,
Director Group IT at TGW Logistics

modernized, extended, and connected to SAP," adds Dirisamer. And the electronic wheels keep turning since further steps towards digitalisation and process harmonisation are the tasks of the future! Because standing still means going backwards!



Efficient commissioning. Made possible by highly automated processes. From the control room, you have an overview of the entire system and can quickly intervene when necessary

Problem solving from the idea factory

INNOVATION LEADER. Growth and reputation through technical creativity: Innovations have always shaped the corporate DNA of TGW Logistics. The focus is always on concrete customer benefits.



Digital twin. The digital image, as it grows in tandem, makes correlations and behaviour visible, comprehensible, and predictable

TGW FUTURE WINGS

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This unusual group of employees likely has a great career ahead – thanks alone to their dedication and technical competence. These are smart helpers that find themselves right at home at TGW Logistics. An expert called Revolution, equipped with know-how in the fields of artificial intelligence, cognitive robotics, and image recognition, is one of them. It autonomously decides how to deal with on-the-job situations. This intelligent assistant learns from each task, gaining experience, and can recognise patterns, which enables it to detect potential errors early on. “This is ‘real’ predictive system intelligence,” stresses Alexander Leitner, Senior Vice President of Innovation and Technology at TGW Logistics.

Digital Twin

This clever employee never attended university or a technical college – it’s a picking robot that can pick up small, lightweight objects with a gripper arm and set them down again elsewhere. TGW has also developed a Digital Twin of this picking system. This digital image, as it grows in tandem, makes correlations and behaviour visible,

comprehensible, and predictable, based on simulations of potential scenarios. The digital twin makes possible the evaluation of data and its visualisation in 3D models. This permits monitoring of far more than just our machine colleague’s condition. A replay function takes you back in time to evaluate triggers of unforeseen events.

By means such as predictive maintenance, or the proactive analysis of relevant process information, even a glimpse into future actions becomes possible. Revolution is evidence of an element that has always decisively shaped the corporate DNA of TGW Logistics and that ensures its

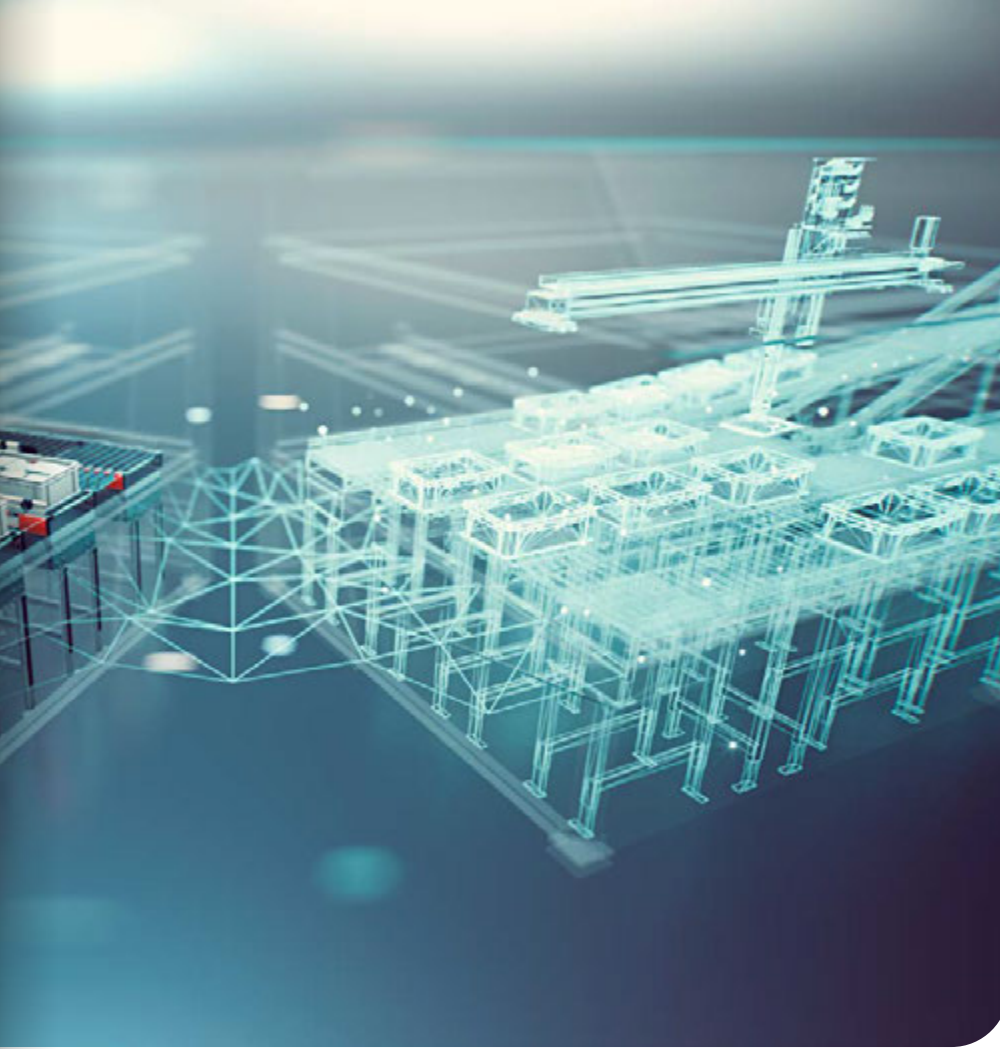
3D models enable the visualisation of data obtained with the help of the digital twin. For example, a **replay function** goes back in time – to evaluate triggers of unforeseen events.

future viability: innovation. In other words, the fuel that promises a corporate fast track. The willingness to experiment holds enticing advantages for every industry: Clever ideas deliver competitive differentiation, make new business models possible, and thus strengthen the perception of a brand as modern.

Future-proof systems

TGW’s international reputation as a global solution provider has a solid historical foundation. “TGW Logistics can draw on more than 50 years’ experience in the development of highly automated intralogistics solutions. Our innovative strength was and still is crucial to our success. With reliable, high-performance, future-proof systems, we can continue to completely satisfy the needs of our customers and thus continue down our path of growth”, stresses Harald Schröpf.

In this context, the CEO of TGW Logistics has expressed a fixed rule: The CEO is the chief promoter of innovation! Apparently for good reason: “Ambitious projects always need a strong sponsor who provides



“Our innovative strength was and still is crucial to our success.”

HARALD SCHRÖPF, CEO of TGW Logistics

support, opposes resistance, and removes possible obstacles. Otherwise, even the best ideas don't stand a chance, because failure can never be ruled out.”

After all, TGW Logistics, like its competitors, must constantly adapt to the changing demands of dynamic markets. Reaction times have become even shorter since the data revolution has acted as a game changer. TGW has responded with both new and proven digital tools. 3D layouts, simulations, and smart data analyses are used in systems design. Agile implementation and emulation are used in realisation as functional and performance testing tools. In the operations area, remote services, proactive monitoring, and virtual test environments are effective tools.

All further impulses for the TGW digital life cycle, like all steps into uncharted territory, stem from a clear intention: concrete added value for

the user. “Innovation must not be seen as an end in itself. Rather, we want to answer the demands and problems of customers with even better solutions. Achieving this goal benefits both sides. That's why we invest heavily in product and system solutions that bring a very high level of customer benefit,” Leitner asserts.

Solutions with side effects

Time and effort expended thus result in a fertile high-tech breeding ground for pinpoint solutions that also have welcome side effects. Those who through their products and services provide a breath of fresh air remain part of the conversation, earn a second look from potential customers, help shape the image of an innovative global solutions provider, and thus create a sustainable positive climate in terms of new business. In turn, relationships with existing

customers are strengthened by that certain something extra in technical inspiration.

For example, Picnic awarded a second major project to TGW Logistics in 2022. By the summer of 2024, Oberhausen in North Rhine-Westphalia will be home to a fulfillment centre as a basis for growth in the German market. The Dutch online supermarket Picnic operates in one of the most demanding segments of e-commerce: Selling groceries over the internet has the reputation of being particularly complex and demanding. Cutting-edge logistics plays a key role in success or failure with consumers.

After all, e-food services claims sound extremely ambitious: Fresh, chilled, and frozen goods ordered by 10:00 PM should arrive at the customer's doorstep the very next day. To achieve such speed, TGW Logistics' planned solution must be in top form. The FlashPick® system, a shuttle warehouse with 40 aisles, is at its heart. Both grocery and non-grocery items will be stored there at temperatures of 4, 20, and minus 25 degrees Celsius.

The logistical challenge of e-food

The delivery process then begins at one of over 60 PickCenter One picking workstations or in the Zone-Picking area. Primarily high-volume goods and fast-moving items are located here. Later, the goods are transferred to an automated buffer for consolidation. Shortly before the trucks leave for local distribution points, innovative hardware again comes into play: in a completely automated process, TGW robots load the transport racks for all delivery vehicles.

Even innovative companies must be always on the move in order to maintain their competitiveness if they don't want to see a red light to progress suddenly pop up on the economic horizon. Leitner: “There are many examples in the business world of companies that have lost their focus on market-oriented innovation and have had to scrap entire business units as a result. Without continuous innovation, this can happen quickly. That's why you must stay on

“Courage, a culture of error, thinking outside the box, and constantly questioning the approach to a solution are also decisive.”

ALEXANDER LEITNER, Senior Vice President, Innovation and Technology at TGW Logistics



Quba. The mobile robots transport different load carriers such as pallets, cartons, and containers

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Industrious machines

A finger on the pulse of this technological age: The Quba mobile robot family complements TGW Logistics' product portfolio.

They've been on the permanent staff of the automotive industry for years. Now, mobile robots are getting more attention in other industries as well. TGW and intralogistics are no exception. After all, changing customer behavior and the shortage of skilled workers have required quick alternatives. Clever machines are proving themselves a new option for closing the automation gap en route to the future fulfillment centre.



Next generation. The range of Quba robot models provide a holistic door-to-door solution

Quba's mobile models thus embody a quickly scalable and reliable answer to dynamic requirements. These devices provide flexibility and can transport a wide variety of goods, such as pallets, boxes, and containers. The AMRs (autonomous mobile robots) and AGVs (automated guided vehicles) are considered first-rate service providers that deliver process stability.

Various partnerships and open innovation projects within the mobile robotics initiative are expected to continue to create future-proof products for TGW Logistics customers. By using existing technologies, the company can focus on developing fleet management software. The range of Quba robot models provide a comprehensive door-to-door solution that seamlessly complements the product range.

top of trends and define search fields for applications. Courage, a culture of error, thinking outside the box, and constantly questioning the approach to solutions are also decisive. This is the only way to ensure we are solving real customer and industry problems.”

This entrepreneurial anti-aging strategy is already entering its next phase at TGW Logistics. With the founding of Venture Cloud GmbH, an external think tank is waiting in the wings to bring innovations even more optimally online. Boredom isn't likely to arise. Emerging technologies and solutions such as the future fulfillment centre and mobile robotics are made possible by artificial intelligence as part of a comprehensive software architecture and represent the cornerstones of future-proof intralogistics. <

“You can’t just give up”

INTERVIEW. No longer active in the company but still an experienced innovation professional who follows TGW Logistics’ progress: Co-founder **Heinz König** on enthusiasm, internal resistance, and a good feeling for the market.

How did innovations come about at TGW Logistics in the past?

HEINZ KÖNIG: It was important for me to generate enthusiasm among designers and in the team so that everyone would pull together. Technical competence is of course a requirement, as is a feeling for the market. I also need to know what the customer is willing to pay. Technology is never cheap.

Has it been primarily innovations that have made TGW Logistics the international player it is today?

We’ve had many competitors in Austria. We wanted to leave them all behind. That would hardly have been possible without innovations. In the 1980s, we presented the Mustang stacker crane for the first time at the Hanover Messe. We immediately

became the technical centre of attention. Fresh ideas make every market entry much easier.

Is a personal approach also necessary to keep innovations from getting quickly bogged down in the test lab?

It’s all about perseverance and setting an example. You can’t just give up if problems arise. Failures shouldn’t be punished or ridiculed; they’re just a part of the enterprise. Only one in 10 inventions is a runaway success. But every technical company must continue to evolve; otherwise, continued growth is impossible.

What obstacles did you encounter when trying out fresh ideas? Or did everything always run smoothly?

I sometimes had to overcome internal resistance. After all, new applications are rarely high-flyers right from the start. One trial is usually not enough to convince every stakeholder. After all, we were dealing with prototypes, which are error prone. All the same,

“Every tech company must continue to evolve; otherwise, continued growth is impossible.”

HEINZ KÖNIG, Co-founder of today’s TGW Logistics

in the end, the whole factory would fully commit and downplay possible deficiencies and weaknesses to protect the company’s image.

Do you still follow TGW’s progress?

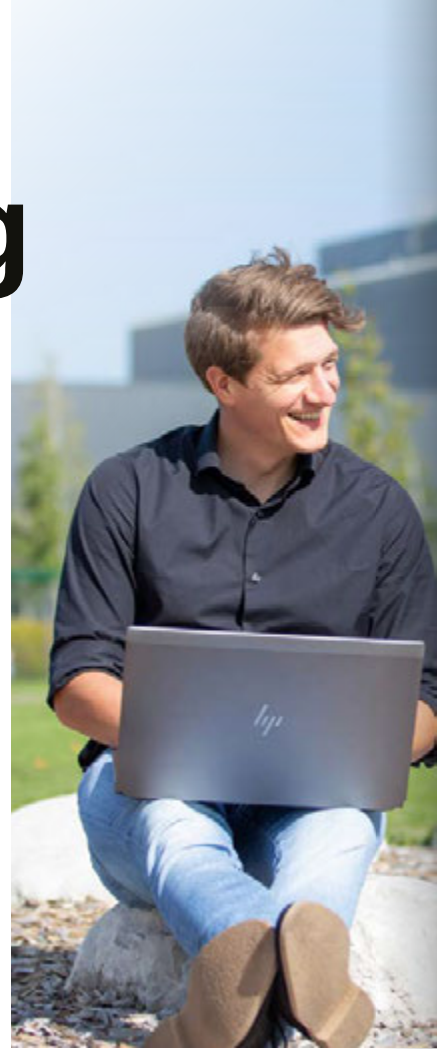
Yes, always. TGW Logistics is successful, and that’s due to inventions. This situation fills me with great joy. I myself still enjoy designing.



HEINZ KÖNIG had been friends with Ludwig Szinicz since childhood. Together they founded Transportgeräte GmbH & Co. KG Wels in 1969, which later became TGW Logistics

Traditional training is yesterday

EDUCATION AFFECTS EVERYONE, even at TGW Logistics. Because knowledge promotes personal development and enriches professional careers. The MINDtastic® programme creates a framework for lifelong and holistic learning through modern methods, complex content, and new technologies.



Growing together. MINDtastic® aims to inspire continuous development and creates the ideal conditions for it

Everything that happens at TGW Logistics in terms of education, knowledge transfer, and personal growth is now combined under one unified, innovative umbrella: MINDtastic, an integrated approach to holistic education for employees that is already having an impact within TGW Logistics and in the TGW Future Wings non-profit division.

“Education and training traditionally play a central role in our company. In addition to the professional aspects, individual development is particularly important”, stresses Jörg Scheithauer, CFO of TGW Logistics and programme sponsor. That’s why TGW has set this consistent example with MINDtastic, a holistic learning environment focusing on people and their professional growth started in 2020. Social, technical, and methodological competences are imparted equally, but not by the classical methods – meaning methods have shifted away from centrally controlled learning towards self-determined learning.

How does it work? On the one hand, MINDtastic inspires people to pursue continuous development,

and, on the other hand, it creates the optimal conditions for them to do so. It’s a Herculean task that’s worth it. “Supporting people in their professional and personal development is becoming increasingly important in the labour market. Pursuing a career at any price is out. That’s where MINDtastic comes in. “We want to help people focus more on their own development through innovative methods and environments,” explains Marcel

Braumann, Global Director of Human Resources at TGW Logistics. “MINDtastic is thus also an end in itself. On the one hand, it is about strengthening competitiveness and customer satisfaction, and on the other, it is about supporting employees individually,” adds Jürgen Roithmeier, senior executive at TGW and Director of MINDtastic since March 2022.

The origins of MINDtastic®

For TGW, education isn’t just an empty PR phrase but rather an elementary building block of a carefully nurtured ecosystem. Recipients range from children, who learn and grow in the company’s own kindergarten, “TGW Zwergennest”, at its headquarters in Marchtrenk (Austria), to apprentices as well as students who receive support while completing thesis projects or internships. In addition, there are regular comprehensive training sessions for employees working at TGW Logistics around the globe.

“Before MINDtastic launched, there was already a classic TGW Academy”,

Info MINDtastic®

- MINDtastic is a holistic learning environment launched in 2020 that focuses on people and their **personal and professional growth**.
- In keeping with the holistic approach, **learning and development take place independent of time and place**.
- The **measurability of learning outcomes is currently under study**.
- The programme incorporates **groundbreaking technologies such as augmented reality and virtual reality**.



“MINDtastic is intended to boost the learning culture at TGW to a new, unprecedented level.”

HARALD SCHRÖPF, CEO TGW Logistics

Braumann recalls, “but we realised that conventional education and training simply aren’t enough. We also need appropriate solutions for location-independent learning that include cutting-edge tools and offerings.”

Since 2020, the team around Braumann and Jürgen Berger, Manager of Global Learning & Development, has therefore been working together with external scientific and research partners to sustainably implement the mission of the TGW Future Private Foundation, owner of TGW Logistics. In this way, the “promotion of learning and personal growth”, as stipulated in the Foundation deed and thus legally binding, has been continuously filled with life.

A building suited to such projects, with appropriate and flexible spaces, is naturally an important part of such a plan. However, in the sense of a holistic

view of learning and development, the fundamental idea behind MINDtastic is that education and the personal development that accompany it should be possible independent of time and place. Currently, the programme embodies a journey that Roithmeier describes as “multifaceted, exciting, energetic, and colourful”.

Modern tools and content

One of the factors in MINDtastic’s success is that not only external experts serve as teachers, but TGW World employees also pass on their knowledge. “Mutual learning” is the magic formula. One example is the Mindset Matters course given in the previous fiscal year by Matthias Uhl, HR Manager of the TGW Future Private Foundation, which was dedicated to the topic of vertical development. Even more synergies between

Which areas does **MINDtastic®** encompass?

TGW Academy & Learning Now

Further development and expansion of the TGW Academy’s extant learning system and its content. Centralised control with decentralised implementation.

Network

Active collaborations with network partners such as universities, technical colleges, innovation workshops, think tanks, and other companies with a focus on education and personal growth.

Structure & organisation

Planning and design of the future organisation and infrastructure – including suitable premises.

Knowledge management & learning experience

Use, expansion, renewal, and the interlinking of existing solutions such as MS Teams, Share Point, Wiki, and Doxix for simple and location-independent knowledge transfer in accordance with the motto “Anytime, anywhere”.

New-age learning

Introduction of cutting-edge and optimal learning technologies such as virtual reality to enrich existing training sessions and seminars and to create new opportunities.

TGW Logistics and the non-profit division TGW Future Wings will be exploited in the future, for example at the GRAND GARAGE or NOVA ZONE, where prototyping has already taken place during a design sprint.

The desired success in every programme offering is ensured through a mixture of in-person instruction, online meetings, exercises, peer groups, and self-study. Personal initiative in terms of location-independent education within the TGW World is also covered by GoodHabit, an online platform hosting hundreds of videos, podcasts, fact sheets, and other documents covering diverse technical and social topics. Its use reflects the altered maxim: trust is better than control, especially in the area of self-learning. With a supervisor’s approval, materials can be viewed even during working hours. >

“MINDtastic® is of the very highest priority for TGW.”

MARTIN KRAUSS,
Chairman of the Foundation
Board of Directors



Artificial worlds augment reality with a computer-generated learning world via VR goggles or headsets

The basis for all offerings and thus for holistic development is the Foundation philosophy of “Focusing on people – learning and growing” with its integral conception of human beings, which refers to the unity of body, emotions, knowledge, and consciousness. “Only when activities take into account all four levels can a lasting effect be achieved,” says Berger.

The MINDtastic approach thus has positive side effects because even though TGW Logistics deliberately refrains from using employee education to boost recruitment, the brand benefits in being seen as an attractive employer where employees aren't just numbers on its payroll. Compelling options for developing one's potential improves retention and attracts the attention of job seekers

as well; they are a decisive competitive factor in view of the shortage of skilled workers currently keeping the economy in suspense.

Innovative learning

Anyone taking a leadership seminar or interested in improving in project management need have no fear of outdated tools and content. After all, innovative additions should avoid bland pabulum; they should facilitate personal development and include groundbreaking technologies such as augmented reality and virtual reality. Artificial worlds are already seen as holding great potential in many sectors. Such applications augment reality with a computer-generated learning world via VR goggles or headsets – through which, for

example, a 3D scenario can illustrate how the rollers of the KingDrive® conveyor system can be swapped out without issues.

Such digital environments ultimately open up unimagined perspectives for Industry 4.0. and its skilled workers, which is why such a virtual reality application is already in testing at TGW Logistics. The breathtaking speed of the information superhighway ultimately requires rapid and optimal responses to contemporary developments. Education is no exception.

Shaping the future effectively

Along this dynamic journey into the future, however, it's important to ensure that obstacles that might make it difficult to achieve one's goals don't pop up out of nowhere. Which also applies to the question of the efficiency of MINDtastic initiatives. “The motto learning and growing also applies to the programme itself. Not everything can be immediately successful. Some things must first be tested in order to gauge their feasibility and effectiveness”, stresses



One factor in MINDtastic's success is that TGW World employees also pass on their knowledge



Learning and growth quote. The measurability of learning outcomes is currently under study

What is MINDtastic®?

Lifelong learning, professionally and personally

MINDtastic is a people-oriented, integrated approach to professional and personal education and training in the TGW World. It's a unique combination of methods, content, infrastructure, networks, and organisation that forms the basis for lifelong learning and growth – both professionally and personally.

MIND stands for our knowledge, our intellect, and our ability to think rationally. However, the term also encompasses our sensibility, our spirit, as well as our perceptions and perspectives. But every mind also contains *tastic*, which indicates that something is particularly good or exemplary – simply fan-tastic.

Roithmeier. Berger adds, “We see failure as a learning opportunity. Findings are processed and incorporated into our next projects”.

At any rate, the measurability of learning outcomes is currently under study. Courses should ultimately deliver a tangible return on investment for all participants. The creation of specific indicators is under discussion. A “learning and growth quota”, for example, illustrates the effectiveness of offerings but also sheds light on possible deficits or optimisation opportunities. Because MINDtastic must also of course support TGW's enormous growth. “By supporting each individual in learning and growing, TGW's future viability and thus its sustainability is ensured. By interlinking personality, health, and social, professional, and methodological competencies, everyone in the TGW World is simultaneously prepared for future challenges in an ongoing process,” explains Roithmeier.

Initial figures indicate a positive trend. Around 3,000 employees have already registered for the TGW Academy, which has been a component of MINDtastic since the beginning of the fiscal year. Its portfolio ranges from technology-oriented training to leadership and project management seminars to personal development programmes.

Internal and external networking

Direct connections to competent think tanks such as universities, technical colleges, and other purveyors of knowledge at home and abroad are also considered a must. These collaborations keep the supply of ideas constantly refreshed, including internationalisation: Two MINDtastic employees are studying part-time at the School of International Business and Entrepreneurship. The skills they acquire in Germany will be imported to Marchtrenk, where they will revitalise fields such as knowledge management and learning methodologies.

Beyond that, decentralised staff development and training sessions will continue to be offered. Roithmeier: “We will act as a driving force here, thinking ahead, collecting ideas, trying them out, leading the way, and supporting TGW's individual learning organisations and their networks.”

Full backing

Full backing is therefore available, obviously in the form of financial support as well. MINDtastic has been generously funded from the start. In the current fiscal year alone, the academy had a total budget of more than a million euros, with additional funds available for local education and training initiatives, project development, and the expenses of external partners.

“With this amount, we can freely experiment around the topic of learning. The financial backing is important because MINDtastic is still in an intensive research phase,” Roithmeier remarks. Everyone in the TGW World interested in personal development will be taken along on this exciting journey. <

Info MINDtastic®

Since mid-2018, MINDtastic has been the third key topic – along with Dual Employee Participation and the value system – within the framework of the Foundation philosophy of “Focusing on people – learning and growing”.

Work with added value

EMPLOYER. TGW Logistics offers its employees a dynamic, modern, and respectful environment in which to learn, grow, and develop their talents. Numerous benefits, such as the innovative Dual Employee Participation model, offer additional incentives.

Offer a working environment to motivated people in search of a meaningful occupation

“Our success is largely due to the know-how and commitment of our employees. As a technology company, we operate in a highly innovative and dynamic industry. Only with a strong team can we achieve the best results for our international customers.” Harald Schröpf, CEO of TGW Logistics, makes the importance of employees in the company crystal clear: They promote economic growth through their great expertise, daily commitment, and individual personalities.

However, TGW Logistics wants to offer motivated people looking for meaningful work more than just a good salary. As an employer, the intralogistics specialist wants to provide an environment in which the focus is on lifelong learning and growth, both professionally and personally. It is hoped that every employee is able to develop their individual strengths. That’s why numerous training and educational opportunities are devoted to holistic education, not only in terms of social and technical skills, but also

in terms of inner attitude, talent development, and much more.

Our value system

With “Focusing on people – learning and growing,” however, it is not only education that is firmly anchored in the Foundation philosophy of the TGW World. Its internal value system also focuses on mindful and friendly interaction as the basis for successful cooperation. “Our 12 values provide guidance on how we interact, not only as colleagues, but also with customers and external partners: without fear, respectfully, appreciatively, and motivated by passion for our work. Furthermore, the value system guides us in how we lead and the way we work at TGW Logistics. The intensity with which we deal with the implementation of our values is very pronounced,” stresses Marcel >

Educational and training opportunities also address inner attitude, talent development, and much more





Business Development Manager Berta Giramé Ibañez

What are your responsibilities within the company? To launch and lead strategic initiatives in the fashion industry and to create a global business plan.

What is the most exciting part of your job? Making our customers' eyes light up when we can make their lives easier thanks to our automation.

What makes TGW Logistics attractive to you? The fact that it is a foundation company, which means the company is managed sustainably and focuses on the care of its employees.

Which of the 12 corporate values are particularly important to you? Open-mindedness, because we have to be open to change and new ideas, but also freedom from fear, trust and passion.

How could TGW Logistics improve as an employer? The exchange between headquarters and the different hubs should be intensified.

What is your next career goal? To consolidate myself as Business Development Manager as I only started in this position in August 2022.



Berta Giramé Ibañez (1989)
Feb. 2017–June 2020:
 System Designer
July 2020–July 2022:
 Solutions Designer
Since Aug. 2022:
 Business Development
 Manager for the Industry
 Management Team
 (TGW Ibérica, Spain)



Maximilian Köllerer (2000).
Since Sep. 2019:
 Apprentice Design Engineer
 (TGW Mechanics, Austria)

Apprentice Design Engineer Maximilian Köllerer

What are your responsibilities within the company? As apprentice, I rotate through many departments, so I have the opportunity to gain experience in many areas.

What is the most exciting part of your job? The area of design engineering is very broad and brings different tasks each day, starting with the design and sketching of the smallest sheet metal parts and extending to the creation of finished layouts.

What makes TGW Logistics attractive to you? On the one hand, there are the many offers from TGW, such as the in-house fitness studios. On the other hand, there are my fellow apprentices, with some of whom I've already developed close friendships.

Which of the 12 corporate values are particularly important to you? In the position of an apprentice, the values of trust and open-mindedness play an important role.

What is your next career goal? The successful completion of my apprenticeship in July 2023 in order to then gain a foothold in my future department.

Head of Business Improvement Danas Kreivaitis

What are your responsibilities within the company? I head a department that identifies strategic optimisation potentials in Northern Europe.

What is the most exciting part of your job? Every improvement project my team works on is challenging and adds value to our company.

What makes TGW Logistics attractive to you? The focus on individual people, the corporate culture, the friendly environment, the career opportunities.

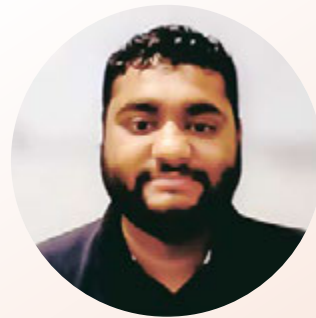
Which of the 12 corporate values are particularly important to you? Currently, I pay special attention to the value block "How we lead" as it fits well with the goals of my department.

How could TGW Logistics improve as an employer? Through an even greater exchange of knowledge and information – especially between the hubs.

What is your next career goal? Process standardisation within my department.



Danas Kreivaitis (1983)
2017–21:
Country Manager,
TGW Lithuania
Since 2021:
Head of Business
Improvement,
TGW Northern Europe
(TGW Limited, Lithuania)



Hiten Mistry (1992)
Feb. 2015–July 2018:
Graduate Software Tester
(TGW UK)
since Aug. 2018:
Software Commissioner
(TGW US, USA)

Software Engineer Hiten Mistry

What are your responsibilities within the company? I'm lead software engineer for the US Hub Realisation team.

What is the most exciting part of your job? The integration of software, or rather its implementation is always the crowning glory of a project for us.

What makes TGW Logistics attractive to you? We work with a wide variety of tools and technologies in the software department. It's fun to grapple with them.

Which of the 12 corporate values are particularly important to you? Where there is freedom from fear, many things can be addressed openly without immediately being misinterpreted, and passion leads to motivation and fulfillment.

How could TGW Logistics improve as an employer? TGW should be a trendsetter in new work topics such as the four-day week or even more flexible working hours.

What is your next career goal? Software architect. TGW US is growing, so we need closer collaboration with all software product development teams.

Customer Support, Engineer Controls Liesa Roth

What are your responsibilities within the company? Malfunction analyses and the elimination of errors in systems the customer is already operating.

What is the most exciting part of your job? The varied problems and the close cooperation with other service technicians.

What makes TGW Logistics attractive to you? Cooperation with many different industries and the international employment field.

Which of the 12 corporate values are particularly important to you? Friendliness: Only with respect and courtesy can we achieve our goal in conflict-ridden situations.

How could TGW Logistics improve as an employer? Through the optimization of communication within departments.

What is your next career goal? Proactive software improvements to eliminate sources of interference and reduce outages.



Liesa Roth (1993)
Since Oct. 2013:
Customer Support,
Engineer Controls
(TGW Systems Integration,
Austria)



Katharina Schachinger (1987)
Since Jan. 2018:
IT Project Manager
(TGW Systems Integration,
Austria)

IT Project Manager Katharina Schachinger

What are your responsibilities within the company? As an IT project manager, I represent the interface between the customer and our IT commissioning.

What is the most exciting part of your job? The variety. No two days are the same, and that makes it necessary to approach the challenges with the appropriate flexibility.

What makes TGW Logistics attractive to you? That "Focusing on people" is not just an empty phrase but something that is lived.

Which of the 12 corporate values are particularly important to you? The sense of responsibility: The customer and the fulfillment of his ideas have top priority. And team spirit: together you have different perspectives and ideas.

How could TGW Logistics improve as an employer? Nothing is lacking, and I'm proud to be part of the TGW family.

What is your next career goal? I would like to take on even more employee responsibility.

“We operate in a highly innovative and dynamic industry. Only with a strong team can we achieve the best results for our international customers.”

HARALD SCHRÖPF, CEO



Leaders are particularly crucial in a company that sees itself as a purpose-oriented community of values

Braumann, Global Director of Human Resources at TGW Logistics.

Management as role models

For a company that sees itself as a purpose-oriented community of values, the role of management is particularly decisive in anchoring these values in daily business life. Of course, this doesn't happen overnight or by sitting back and looking on. It's a long-term, proactive process. "Our management should

act as role models. It's about creating an environment for our colleagues that fosters individual potential. However, there is no one-size-fits-all leadership strategy. Only in this way can we succeed as a team and offer people a meaningful work environment. A dedicated programme for management aims to develop and improve these skills," Braumann further explains.

This shows that at TGW, values aren't just displayed in the entrance area but are also lived. That's why in

each country where the intralogistics specialist is active, core teams from different fields of work, divisions, generations, and hierarchical levels discuss values and their complex effects. For example, TGW North America has introduced an annual Values Day. On this day, employees take time to reflect on how company values can be integrated even more effectively into everyday life in order to ultimately foster team spirit and positively impact the success of the company. A champion of values who has campaigned strongly for individual values in the past is also chosen at this meeting.

Sales Project Manager **Dominique Wyss**

What are your responsibilities within the company? It's my job to work with my team to generate the best possible solutions for our customers.

What is the most exciting part of your job? Being able to explore the world of automation and intralogistics from a wide variety of perspectives.

What makes TGW Logistics attractive to you? The exchange between the different teams and cultures is very inspiring.

Which of the 12 corporate values are particularly important to you? Respect and appreciation. Freedom from fear, trust and passion only arise when this basic need is met.

How could TGW Logistics improve as an employer? Structures and values must be strengthened. Only if the foundation is strong enough can TGW continue to grow as successfully as it has.

What is your next career goal? I have no specific goals in my job. But I am convinced that TGW is the right company which with to travel down my path.



Dominique Wyss (1987)

Nov. 2018–May 2022:

Systems Designer

Since 2022:

Sales Project Manager
(TGW Systems Integration,
Switzerland)

Appreciation for performance and passion

Of course, the value system is not a one-way street. TGW Logistics therefore also expresses its appreciation for its employees' performance and passion through numerous additional benefits, such as healthcare, a company kindergarten, expat programmes, generous home office arrangements, holiday childcare, and corporate cafeterias. The Activity Garden in Marchtrenk (Austria) is also an attraction. This outdoor motor skills park opens its doors during employees' work and leisure hours for sports, outdoor teamwork, meetings, and barbecues with colleagues, family, and friends.

“It’s about creating an environment for our colleagues that fosters individual potential.”

MARCEL BRAUMANN,
Global Director of Human
Resources at TGW Logistics



Dual Employee Participation.
Profit-sharing in the form of time, money, health, and the so-called “learning journey”

Profiting from economic success

Another very special benefit is the Dual Employee Participation model. Behind this term lies an innovative approach: In assuming responsibility for the company, employees should at the same time profit from its economic success. The formerly traditional bonus has been made part of the basic salary. The profit-sharing itself is paid out in the form of time, money, health, or the so-called “learning journey” according to one’s current personal situation. “At the beginning of one’s career, the focus will often be salary. Later, enough family time becomes a consideration. With increasing age, health aspects become more important,” summarises Braumann. Incidentally, the well-regarded model is irrespective of function or salary. The only decisive factor is length of time with the company.

Profit sharing, meaningful work, lived values, advancement opportunities, holistic education, personal development: This DNA represents a good starting point in a labour situation that’s no longer easy for any industry. And this applies to more than a fluctuating job market, an issue TGW has also had to face. On the other hand, the current shortage of skilled workers has triggered a real race for talent. Companies are

courting experienced specialists with all kinds of goodies and fine promises, and in many sectors candidates can take their pick of employers.

Building an attractive employer brand

In response to this challenging job market, TGW Logistics further developed its branding strategy as employer in the last fiscal year. Targeted measures are now being rolled out to position TGW even more strongly in the public eye as an attractive and authentic employer brand. Because although TGW Logistics can claim greater recognition in recent years, in many places too few are aware of what the company stands for or what it excels at and what sets it apart from its competitors.

When hopeful candidates then get interested and want to join the team, they go through a transparent and value-oriented application process that has attracted attention: In 2021, TGW was again awarded Gold in the category plant/mechanical engineering by Best Recruiter, the largest recruiting survey in the German-speaking world. The candidate journey is at the centre of the survey and evaluation. This covers all key stages of recruiting: from the structure and content of the career website to the design of online job listings to feedback on incoming applications and enquiries from potential applicants.

By no means does TGW Logistics recruit only in German-speaking countries. Employees from more than 65 countries, regardless of nationality, age, gender, sexual orientation, or physical impairment, have currently found a professional home at the internationally active company with locations in Europe, Asia, and North America. The value system serves here too as a compass and strengthens respectful cooperation. For TGW, internationality means more than global collaboration or multilingual communication. Diverse cultural backgrounds, experiences, and perspectives are rather seen as enriching thought and action.

650

Out of a total of roughly 4,400 employees, **650 women are currently employed by TGW Logistics - of whom about 10 percent hold management positions.** In the future, these numbers should steadily increase.

Trainer **Benjamin Saltiel**

What are your responsibilities within the company? I am a trainer in preassembly production and handle the training of new employees.

What is the most exciting part of your job? The varied tasks my position entails.

What makes TGW Logistics attractive to you? The many opportunities for development and training. Even as a temporary employee, you can work your way up the ranks at TGW and take on leadership positions.

Which of the 12 corporate values are particularly important to you? Friendliness: It is important to be open and friendly with one another.

How could TGW Logistics improve as an employer? If we succeeded in creating even more homogeneity between the office and preassembly areas, such as in the salary structure or home office.

What is your next career goal? To standardise the training system in preassembly so that KPIs can be produced. Then we could work even more efficiently.



Benjamin Saltiel (1985)

June 2012–Dec. 2012:

Temporary employee

Jan. 2013–Oct. 2016:

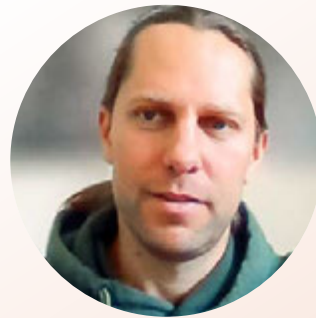
Assembly

Since Nov. 2016:

Team Leader, Assembly

Since Sept. 2017:

Trainer, Assembly
(TGW Mechanics, Austria)



Stefan Kiefer (1984)

Since Sept. 2019:

Senior Software Developer,

Cognitive Systems

(TGW Robotics, Germany)

Senior Software Developer, Cognitive Systems **Stefan Kiefer**

What are your responsibilities within the company? At TGW Robotics, I am responsible for application and software development for cognitive systems, especially vision systems.

What is the most exciting part of your job? There are always new demands to meet, so it never gets boring.

What makes TGW Logistics attractive to you? The interdisciplinary cooperation, including with other units.

Which of the 12 corporate values are particularly important to you? Trust – because that is generally important to me, privately and professionally. Friendliness – because it's just more fun that way.

How could TGW Logistics improve as an employer? By removing bureaucratic hurdles in day-to-day business, especially in development.

What is your next career goal? To shape the transformation of TGW Robotics in such a way that it enables growth and our machines are adopted even more widely.

Purchase Manager, Northern Europe **Gastón Acha**

What are your responsibilities within the company? In procurement, I am responsible for purchasing direct business projects.

What is the most exciting part of your job? Supplier negotiations.

What makes TGW Logistics interesting for you? The culture of lived values and the flexibility when it comes to transitioning between positions or even units within the TGW Logistics Group.

Which of the 12 corporate values are particularly important to you? I truly believe that all 12 values are equally important.

How could TGW Logistics improve as an employer? I think that the focus should increasingly be on standardisation and process conformity.

What is your next career goal? To expand the new purchasing department and make it an integral and important part of the Northern European Hub organisation.



Gastón Acha (1988)

Oct. 2018–June 2021:

Buyer (TGW Ibérica)

Since July 2021:

Purchase Manager,
Northern Europe
(TGW Systems BV,
Netherlands)



Matthew Thomas (1988)

2011–2012:

Engineer (Kimberly-Clark, UK)

2012–2020:

Field Engineer, UK and
Benelux

Since 2020:

Manager, Central
Maintenance, Benelux
(TGW Systems BV,
Netherlands)

Manager, Central Maintenance **Matthew Thomas**

What are your responsibilities within the company? I am the central maintenance manager for TGW Benelux. The primary focus of our department is the maintenance and repair of our systems.

What is the most exciting part of your job? Building and coaching my team in order to achieve repeated success.

What makes TGW Logistics interesting for you? Innovation, diversity and a high level of implementation of the TGW values.

Which of the 12 corporate values are particularly important to you? Passion – to face each day with positive energy and great concentration, but also trust as well as respect and appreciation.

How could TGW Logistics improve as an employer? There should be an even stronger focus on strategic initiatives and goals at the local level.

What is your next career goal? To keep learning and growing. My current role offers a wide range of responsibilities. I hope it stays that way.

“Our success is largely due to the know-how and commitment of our employees.”

HARALD SCHRÖPF, CEO



Employer branding. Position TGW even more strongly as an attractive and authentic employer brand

TGW Logistics hopes to shape the future with diversity. That’s why one of its main aims is to promote women. A sensitive topic, which for many companies, despite public discussion and demands, has become a constantly evolving issue. Of TGW’s roughly 4,400 employees, 650 are women, of whom about 10 percent hold management positions. In the future, these numbers should increase. The percentage of women in management is already rising at British and American locations. Special women’s circles function there as new platforms for career networking as well.

Stability and attractiveness

Regardless of age, gender, or ethnic background, it hasn’t been just the pandemic that has made one longing apparent once again: a desire for stability and security in all areas of daily life. In a turbulent political and economic period, jobs not threatened by takeovers or waves of layoffs are particularly valuable. Here, too, TGW Logistics offers a secure environment thanks to its ownership structure and its stable economic situation since as a foundation company, TGW Logistics may not be sold. Moreover, two-thirds of the profits remain in the company to be reinvested – in its employees, in a modern infrastructure, and in research & development. “Especially

for those who have experienced mergers or sales with their sometimes unpleasant consequences, this security is a very important consideration”, says Braumann. Another lived value of TGW. <



TGW working world. Profit sharing, meaningful work, lived values, advancement opportunities, holistic education, personal development

“The company is perceived as very social”

WORKS COUNCIL. They know first-hand what moves, depresses, and inspires the people at TGW Logistics. Five questions on the company’s internal climate posed to the works councilors **Klaus Bachmair, Saša Gortva, and Wilhelm Kloiber.**

Where do you think we stand among employees on the Foundation philosophy “Focusing on people – learning and growing”? What is your experience of daily reality at the company?

KLAUS BACHMAIR: We’re on the right track. Our values are a key cornerstone that must be implemented 100 percent.

SAŠA GORTVA: We clearly stand out from other companies in terms of humanity in the workplace. However, we must continue to work on issues such as sustainability and holistic education.

WILHELM KLOIBER: We’re making good progress, but we mustn’t stand still. Of course, this requires a certain culture of failure and the trust that the environment also allows for mistakes.

How do you perceive the working environment at TGW Logistics as compared to other companies?

BACHMAIR: I don’t know of any company, for example, that has similar forms of participation for employees and that has such a lived culture of values.

GORTVA: Positive cooperation across all hierarchies is a particularly characteristic factor at TGW Logistics. Furthermore, it presents an environment in which everyone can work courageously and without fear of possible failure.

KLOIBER: Trust and respect are more deeply rooted here than in many other companies. Our Foundation philosophy is particularly effective in crisis situations.

Is there really any need for a works council in a company that is so strongly focused on its employees?

BACHMAIR: There’s still a lot to do when it comes to implementing the Foundation philosophy, even though much has already been realised. Working hours, workplace design, and growth strategy are other aspects that keep us busy.

GORTVA: We’re still on a learning pathway with regard to the implementation of our values. As a works council, we start where old patterns of thinking resurface and block the way.

KLOIBER: There will always be operational issues. Good communication with our Board of Directors and owner is beneficial here.

You always have your ears to the ground. What are you hearing?

BACHMAIR: The biggest plus is that this company is perceived as very social and fair towards its employees.

GORTVA: Despite the current challenges caused by the global crises, our values support cohesion and ensure security.

KLOIBER: TGW is seen as an organisation that never lets anyone fall but instead always looks for solutions.

In your opinion, what’s the next important step for the company to take?

BACHMAIR: The further implementation of our values and an even greater involvement by employee representatives.

GORTVA: The further expansion of internal and external communication is particularly important for transparency and trust.

KLOIBER: The further implementation of the Foundation philosophy, so that it isn’t just an empty phrase but instead has a lasting impact on reality in the workplace.



Employee representatives of TGW Logistics.
Klaus Bachmair, Saša Gortva, and Wilhelm Kloiber (from left)

Targeted positive side effect

ECOLOGICAL AND SOCIAL RESPONSIBILITY. Some are jumping on the trending bandwagon. Others have long been on the track to ecological and social responsibility. For TGW Logistics, sustainability is an obligation. A new strategy is now being developed for future projects and measures.

Sustainability as a commitment to our planet and its creatures



Urgent questions ranging from environmental protection to humane living conditions occupy society and the economy today. TGW is providing answers to these issues as well. EcoVadis has reported positive results. The online platform of this corporate social responsibility ratings provider delivers assessments in the areas of “environment”, “labor and human rights”, “ethics”, and “sustainable procurement”. Upon its ranking debut in 2020, TGW Systems Integration achieved the bronze medal. Twelve months later, improvements in the 21 criteria resulted in a silver. TGW Limited in England, in turn, took second place.

Diverse challenges

This global recognition makes it clear that TGW Logistics is pushing responsible actions to an above-average extent. The intralogistics professionals thereby signal their commitment in a field that is considered as important as it is sensitive: sustainability. The widest range of challenges, such as climate change, conservation of resources, and renewable energy, demand

immediate resolution if the population and companies aren't to be left standing out in acid rain. Companies that close their eyes or ignore the facts could soon be shunted to the sidelines.

But it is by no means only a commercial motivation driving to action. “Sales promotion and image cultivation are not the main focus. Rather, sustainability means an obligation to our planet and its living beings,” says Martin Streicher, Senior Vice President of Corporate Development at TGW Logistics. “No one can ignore this topic any longer. Effective policies and actions

are what is required, whether by customers, authorities, or the general public. There is markedly increased interest”, Streicher, who is also responsible for sustainability, continues.

Guiding element rather than corporate fig leaf

The wake-up calls being heard everywhere are likely to trigger reactions ranging from contemplation to a scramble to catch up in many a boardroom. Companies like TGW Logistics, however, were already on a different path. Short-term economic, ecological, and social initiatives without targeted positive side effects for the public were never alternatives. Because of the Foundation philosophy of focusing on people, sustainability has been a guiding element of all aspects of business activities for decades, not just a trendy corporate fig leaf.

The TGW Smart Energy Strategy, for example, illustrates the leap from fine-sounding theory to authentic green logistics practice. In addition to optimised lightweight construction and energy-efficient components, the Commander Controls system

10 percent: the amount by which KingDrive® technology reduces energy consumption compared to conventional conveyor systems. This is achieved via the **recovery of braking energy** from roller to roller.



Info Energy recovery

High-speed equipment and green logistics need not be a contradiction in terms, as proved by modern technology from TGW Logistics.

Ecopopulism has no place at TGW Logistics. On the contrary, sustainability is an essential part of daily practice here. The KingDrive® technology, for example, reduces energy consumption by up to 30 percent compared to conventional conveyor systems. This product realises braking energy recovery from roller to roller. The shuttle system also features several highly efficient mechanisms in this area.

Patented PowerCaps store recovered energy to drive other shuttles. Recovered braking energy from the container and shuttle lifts is used to drive other objects, and excess capacity feeds the grid. PowerCaps smooth peak demand by providing reserves. Peak shaving reduces the maximum load requirement and the transformer size by up to 35 percent.

TGW stacker cranes also feature energy recovery. Braking energy is stored and used for acceleration with a time delay; the output is thus converted into propulsive energy. The power management software, in turn, prevents performance peaks when multiple devices are started up simultaneously. This makes it possible to get by with lower connected loads while providing high performance.

sustainability is concerned. This megatrend is obviously setting a lot in motion. That's why we want to involve our staff in a concrete way and collect as many good ideas as we can, which we'll then discuss in workshops. This will allow us to more firmly anchor the topic internally." <

"For us, sustainability means an obligation to our planet and its living creatures."

MARTIN STREICHER, Senior Vice President Corporate Development, TGW Logistics

also includes tools to ensure the best use of scarce resources. These range from a standby function through intelligent process control to active energy recovery. Careful use of resources is a common thread running through all product groups and offers customers meaningful added value and corresponding savings.

The demands behind all such efforts are great. "We are committed out of deep conviction," stresses Streicher. "Our photovoltaic system on the roof of the production halls in Marchtrenk (Austria), which meets part of our energy needs, is not enough." The company has therefore rung in the next phase: A new sustainability strategy has been under continuous development since the beginning 2022. Five initiatives form the framework for measures, plans, and upcoming lighthouse projects.

Ecological footprint

As part of the first initiative, all TGW Logistics buildings will demonstrate their commitment to sustainability through adherence to ecological standards. Initiative number two advances sustainability as the key to innovation and thus opens up a search field for new ideas. Furthermore, a guideline was developed on how TGW Logistics aims to distinguish itself by its activities in its communities. Initiative four names the annual optimization of the ecological footprint of three products or product lines. Suppliers with a high level of awareness of environmental and social issues will be preferred.

But opportunity also awaits ambitious co-thinkers in the workplace. Streicher: "We are getting positive feedback from the workforce as far as their involvement with

The world of TGW Logistics

DATA & FACTS 2021/22. TGW Logistics was founded in 1969 and at the end of fiscal year 2021/22 is operating in 16 countries at 23 locations – four of them with production facilities.

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION



4,025

On average, 4,025 **specialists from 69 nations** worldwide worked for TGW in the 2021/22 fiscal year, contributing their know-how and commitment.



20,000

More than 20,000 of our **Stingray shuttles** are in use around the world, handling **fully automated storage and retrieval**.



924

In the 2021/22 fiscal year, TGW achieved **revenues of 924 million euros**. The majority of the profit remains within the company and is invested.

NORTH AMERICA

Grand Rapids since 2001
251-500 employees



750

Concentrated competence: More than 750 experts develop customised **software and digitalisation solutions for intralogistics**.



10 %

Ten percent of the EBIT is distributed in the form of **time, money, health, or further training** as part of the Dual Employee Participation model.



650

Innovations play an important role at TGW: A total of more than 650 **patents have been registered for our products and solutions**.



36

The average age of our more than 4,025 employees is 36. No matter whether apprentice or veteran, **our success is built on teamwork**.



160,000

In our international projects, we install around 160,000 **metres of high-performance and energy-efficient conveyor technology** per year.



125

125 highly qualified experts are currently working on the development and production of our **highly automated robotics solutions**.



500,000

Up to 500,000 parcels can be shipped per day from the most efficient **fulfillment centre** planned and realised by TGW.



GREAT BRITAIN

Market Harborough
since 2007
251-500 employees

BENELUX

Oud Gastel
since 2016
51-250 employees

FRANCE

Créteil
since 2010
1-50 employees

Blagnac
since 2011
1-50 employees

GERMANY

Stephanskirchen
since 2016
51-250 employees

Teunz
since 2014
251-500 employees

Regensburg
since 2020
1-50 employees

Langen
since 2013
1-50 employees

AUSTRIA

Marchtrenk
since 2018
501-1.000 employees

Wels
since 1969
> 1.000 employees

Rohrbach
since 2019
1-50 employees

POLAND

Poznań
since 2008
1-50 employees

LITHUANIA

Kaunas
since 2017
51-250 employees

SCANDINAVIA

Göteborg
since 2010
1-50 employees

CHINA

Shanghai
since 2012
51-250 employees

Changzhou
since 2015
1-50 employees

SPAIN

Barcelona
since 2003
51-250 employees

ITALY

Spilamberto
since 2006
51-250 employees

SOUTH KOREA

Seoul
since 2022
1-50 employees

SWITZERLAND

Rotkreuz
since 2012
1-50 employees

SINGAPORE

Singapore
since 2021
1-50 employees

TGW Logistics Locations
Locations with production facilities
are highlighted in red.

TURKEY

Istanbul
since 2011
1-50 employees


Education and Innovation

LEARNING THROUGH PLAY. TGW Future Wings stands for the social entrepreneurship of the TGW World. Here, too, the focus is on the Foundation philosophy of “Focusing on people – learning and growing”. The acquisition of new knowledge and skills as well as the analysis of one’s own inner world support us in the process of learning and growing. This is the basis for the development of projects and measures in social entrepreneurship that **focus on education, training, and especially on the holistic development of the personality.** The innovative educational projects should pave the way for an independent and responsible future for the next generations. Social entrepreneurship is not a means to an end – to give TGW Logistics a competitive advantage, for example – but is on an equal footing with TGW Logistics in the overall structure of the TGW World. Therefore, it is the **fulfillment of the Founder’s mission and thus an end in itself.**

In this context, the non-profit division TGW Future Wings stands for the targeted use of funds and the examination of the impact of its initiatives on the individual and on society. Today, TGW Future Wings implements **10 innovative educational projects** with 126 employees and since its founding has **invested more than 28 million euros.**



“New perspectives and social impact”



Christian Szinicz has been Chairman of the Board of both Future Wings and Schule Morgen Private Foundation since 2018

INTERVIEW. The “Sueniños” programme, initiated by **Christian Szinicz** and his wife Alma, was one of the first projects of the social entrepreneurship division of the TGW World. The project’s main objective is the holistic development of young people to enable them to follow their own path.

How did you arrive in this position embedded in the TGW World, leading one of the social entrepreneurship divisions as well as Future Wings, a non-profit organization?

CHRISTIAN SZINICZ: In the early 2000s, I had my own computer graphics company. After a while I realised that although I was busy with the work, I was not fulfilled. Through shamanism, I had found a channel to get to know myself better, to question things and find out what really gives meaning to my life. I soon realised that it was my greatest desire to work with children and improve their lives. During this time, I met my wife Alma, who had similar thoughts. We agreed after a very short period that we wanted to work

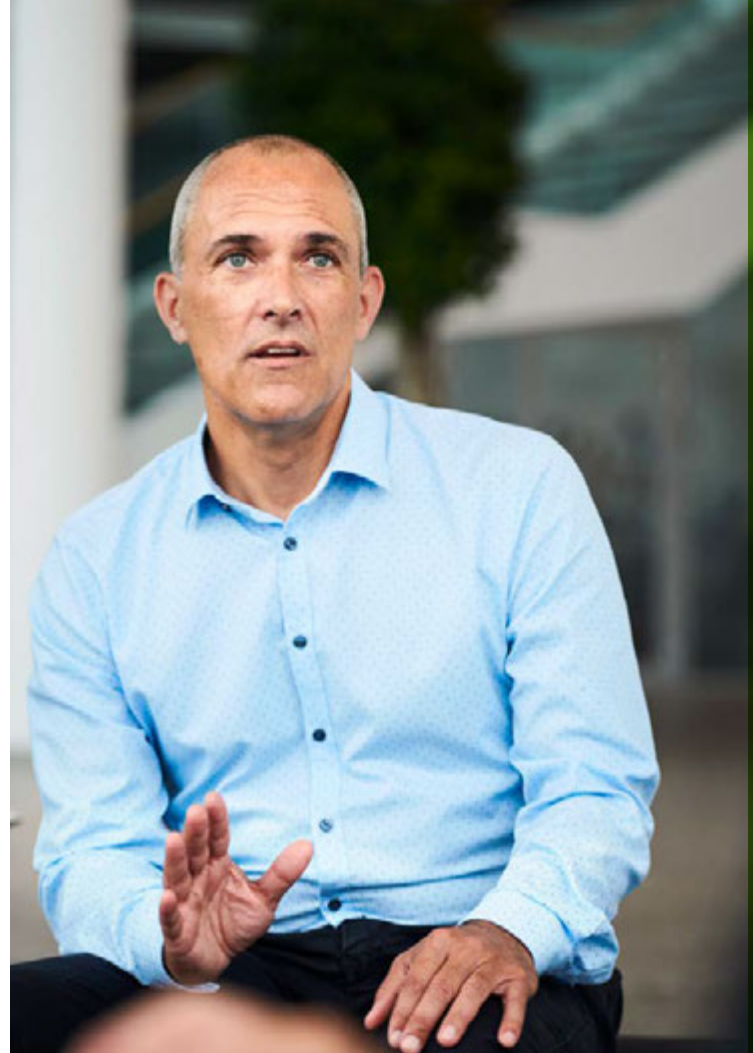
with children in Mexico, my wife’s homeland. Thus, we embarked on our journey together that continues to this day and laid the cornerstone for Sueniños.

Sueniños is a very special word. Would you like to explain?

It is made up of the Spanish words *sueños* – dreams – and *niños* – children. The initiative is an educational programme that helps children in Mexico find new perspectives for their future and has a lasting impact.

About **Christian Szinicz**

Chairman of Future Wings. Christian Szinicz, born 1968 in Linz (Austria). After graduating in Mechanical Engineering at Vienna University of Technology, he founded Solvis GmbH in 1998, a company for the development of 3D animations and computer graphics. In 2005, he initiated the development project Sueniños in San Cristóbal de las Casas, Chiapas (Mexico), together with his wife Alma. After the successful establishment of the project, Christian Szinicz returned to Austria with his wife and their three children in 2018 to continue his work in the non-profit division of TGW World with Future Wings. Since 2018, Christian Szinicz has been Chairman of the Board of the Future Wings and Schule Morgen Private Foundations.



“The Foundation philosophy forms not only the basis but gives us orientation for the implementation of our projects as well.”

CHRISTIAN SZINICZ

Would you say your commitment was the starting point for social entrepreneurship at TGW? Did something like mutual enrichment take place in this context?

My father had always aspired to promote young people on their journey in life. By the way, this has a certain tradition in our family, because my grandfather had similar ideas back in the day. The guidelines of the TGW Future Private Foundation explicitly state that TGW Group is not only there for people who are working at the company. Its aim is to also enable young people outside the company to realise the Foundation's mission of “Promoting learning and personal growth”. For this reason, my father initiated the non-profit Future Wings Private Foundation, a sub-foundation of TGW Future Private Foundation, which included projects in Austria.

So Sueniños was actually not the starting point, since the fostering of young people was always close to my father's heart. But we certainly were a mutual motivation for each other. My father was a perfectionist, so the professionalization of the projects was important to him.

How does the Foundation philosophy “Focusing on people – learning and growing” impact your division?

The Foundation philosophy is part of our vision. We build on it; it not only constitutes the basis but provides us with an orientation for the implementation of our projects. Over the last few years, much effort was made by TGW Future Private Foundation to apply this philosophy to specific cases and fill it with life.

One major component is the value system that applies throughout the TGW World and to whose design I actively contributed. What's important here, however, is that the values are put in the respective context of the projects. Plus our holistic conception of human beings that is based on responsibility and intrinsic motivation and forms another dimension of the unifying Foundation philosophy: We believe that human growth can only take place when every human being is perceived in their uniqueness and wholeness.

We call it an integrated conception of human beings that includes four levels: body, emotions, knowledge and consciousness. This provides us with a valuable basis for the projects and with orientation to support and mentor young >

“Our projects are to make a significant contribution to equal opportunities and a sustainable positive social development.”

CHRISTIAN SZINICZ



people in their individual development process.

The project focuses heavily on education and innovation. Why?

Education is the most important lever for social change – at least if education is not merely seen as the transfer of knowledge and the acquisition of skills. We want young people to get to know themselves and their own strengths so they can become efficacious and improve their life situation. We want to achieve this with innovative approaches and methods.

Would you like to describe some Future Wings projects in more detail?

The projects differ widely. But they all share the goal of making a significant contribution to equal opportunity and a sustainable positive social development. Our aim is always to enable young people to take on responsibility for their own lives and their environment. The Future Wings Challenge, for instance, is a start-up incubator that supports future founders of social enterprises in the implementation of their ideas for more educational justice. The Learning Circle is a digital learning support for students that was more or less built overnight during the COVID-19 pandemic; to ensure a long-term impact, it was optimised, supplemented and carried forward.

SOS-Herzkiste (SOS-heart box), a cooperative project with SOS-Kinderdorf (SOS Children’s Villages), wants to help in building the character of 10- to 14-year-old children. Let’s not forget our long-standing projects: Sueniños, the private elementary school B.E.L., and the MoMo exercise programme have been a part of Future Wings for many years.

You keep mentioning the lasting impact of a project. What exactly does that mean?

Our primary goal is to work effectively and thus effect sustainable change in society. We work with a multi-level impact logic broken down into four dimensions. The input, i.e. the resources needed by the project; the output, i.e. the services rendered in the project; the outcome, i.e. the direct effect of the project on the target group and its environment; and finally, the impact, the long-term effect on a societal level. Thus we differentiate between project performance and impact. This makes the project success more comprehensible and easier to communicate. With the project monitoring based upon it, we can detect changes over a period of time using defined indicators and make necessary adjustments in the project implementation, if needed.

How do future project ideas find their way to you?

There is absolutely never a lack of ideas. For example, we support the winning projects of the Future Wings Challenge, and there are more projects in the pipeline. It’s vital that new projects not only fit our topical focus on education and innovation but also further the non-profit

Foundation’s mission: the holistic promotion of young people. Of course we’re open to new ideas, with collaborative partners as well. But it is important to us to provide ample support to existing projects so that the greatest possible impact can be achieved. Quality comes before quantity.

More than the acquisition of skills.

“Education is the biggest driver of social change”

4,000
Over the past 18 years, the Sueniños project helped 4,000 young people to **discover their dreams and take their own path** – more on page 76.



Do the Future Wings Challenge projects radiate out into the TGW World?

We always want to create synergies and network the projects as well as possible with one another. Specific links are already in place: For example, the summer childcare programme for TGW kids last year, an offering to the children of TGW Logistics employees, was supported by employees of the Sueniños, MoMo, and B.E.L. projects. As part of the Sueniños carpentry training, teenagers made little wooden boxes as Christmas gifts for TGW Logistics customers. They were so well received that people can again look forward to receiving such a little treasure chest filled with chocolates.

There were also links between TGW Logistics and projects of the Future Wings Challenge. The "Cloud Path" project, for instance, that developed a mobile learning app specially for apprentices in the areas of conflict skills, financial literacy, resilience, etc., was successfully piloted within TGW Logistics.

What were your highlights in recent months?

We celebrated an anniversary: Future Wings turned 15! In the last fiscal year, we also reviewed all projects before the Foundation Board and presented their planning for the next fiscal year. Again, I and my colleagues from the Foundation Board had the privilege of finding out just how much conviction and power lies behind the projects and the people involved in them. Furthermore, we were able to strengthen our staff and recruited Elke Genc, a perfect project coordinator.

Where do you see Future Wings in about three to five years?

I imagine that the projects already existing have developed nicely in accordance with their goals, that they will be even more effective and that their impact will be measurable and can therefore be documented. With regard to responsibility, it's important to us to say out loud that Future Wings works and how it works. We have entered into collaborative projects with other organisations and educational institutions and have thus expanded our spheres of activity. So I can very well imagine that new projects will be added at that time. It would be nice to see that the existing projects become more independent so that support from us to the present extent might no longer be necessary.

And what do you personally do to grow and learn?

Always start with yourself. I think it's enormously important to grow constantly. I meditate and reflect a lot, enjoy great conversations, and I learn from my own children. I love being outdoors, where I replenish my energy and find inspiration. And I still regularly embark on shamanic journeys that lead me deep within myself. <

Next steps. "We are never short of ideas. For new projects, we put quality before quantity"

Make dreams come true

MEXICO. Alma Silva and Christian Szinicz came to San Cristóbal de las Casas for the first time 18 years ago. Since then, they've been able to accompany around 4,000 disadvantaged youngsters on their path to their dreams – with the holistic approach of the Sueniños educational initiative.

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION

“We met Emilio in the historic city centre where he sold his drawings”, is how Alma Silva Gutiérrez remembers the beginning of Sueniños. “He was one of many children here who offer sweets or arts and crafts, shine shoes or try in many other ways to earn a few pennies. Emilio told us that he was selling his drawings so he could buy his school uniform. Without it, the director wouldn't allow him to attend the school. That was quite emotional”, the Sueniños co-founder and project manager recalls.

(Educational) paths out of poverty

In the following days, she and Christian Szinicz visited Emilio's family, talked to the director of the school, the ministry for family affairs, and soon it became clear: Something needed to be done. At the time, there were no NGOs dedicated to the education of children in the region, and government funding was rare indeed. Children like Emilio usually come from so-called *colonias*, simple settlements without a functioning infrastructure, located on the outskirts



Professional training.

Since 2016, Sueniños has offered vocational training in cooking, catering and carpentry



of San Cristóbal de las Casas. Many indigenous families live in desolate wooden cabins with leaky roofs and no solid floor. No bathroom, no toilet, no shower. Alma and Christian wanted to do something for the children – not just through a sponsorship or material support. No, they were thinking of a sustainable scheme for fostering the holistic development of young people to empower them to break out of the vicious cycle of poverty and ignorance on their own.

“We wanted to initiate something that strengthens the autonomy of children and youngsters, making them independent and ready to assume responsibility. A place that is not a school but that fosters their knowledge and skills.” After concentrated research and with the support of one teacher and one cook, Alma and Christian founded Sueniños. In February 2005, the time had arrived: The first 11 children took part in the educational project, then >

Oasis of safety. The sprawling Sueniños facility in San Cristóbal de las Casas



Amelia Sántiz

Cleaner at Sueniños and mother of a Sueniños participant. Amelia's daughter Alondra hadn't been in good shape for quite a while: She slept a great deal, seemed absent-minded, didn't want to do her homework or go out and play. Then Alondra's teacher recommended Sueniños. "A lot changed then. When I picked her up after her first afternoon at Sueniños and she came running toward me, I could see how happy she was", says Amalia. At Sueniños, her daughter has learned to speak up boldly and to express her opinion. Alondra now likes to sing and play; she's a sociable person and has discovered many new friends. When Amelia herself started working as a cleaner at Sueniños, her life also changed quite a bit: "I learned a lot about my rights here. I think about my own future now and would like to finish school. I want to show my daughter that everything is possible if you really want it."



Amelia Sántiz. "When I picked her up on the first day, I saw how happy she was"



Mathias Psilinakis. "You can see that Sueniños is a place that means a lot to people"

Mathias Psilinakis

Volunteer at Sueniños. "When you first come to San Cristóbal de las Casas, you get a positive impression. But quickly you learn that there is a lot of inequality", says Mathias. "We teach the children self-efficacy, discuss children's rights with them, paint and go on excursions to the surrounding recreational areas – and we have a great time." Most children come from the northern area of San Cristóbal, which has been hard-hit by poverty, violence and crime. Mathias is always impressed by the kids' desire to learn and the joy they bring with them every day despite their frequently difficult circumstances. "We can really learn something from them. You can see that Sueniños is a place that means a great deal to them", says Mathias, who has worked there as a volunteer for a year – an assignment that can also be completed in lieu of alternative service.

“At Sueniños, we encourage and empower children and youth to discover their desires and dreams and to make them come true themselves.”

ALMA SILVA GUTIÉRREZ,
Sueniños Co-founder



Teachers and mentoring guides. It's all about listening to what the children need at any given moment



Holistic approach. The levels of the body, emotions, knowledge and consciousness are taken into account

still located on the premises of an aid organisation.

A different type of dream factory

“We soon realized that it’s not enough to help with learning. There’s no point in offering education to children when they are plagued by parasites and are too tired and hungry to concentrate. So we drew on the expertise of a physician and a psychologist. We had showers and food ready for the children and provided them with clothing and school supplies. This is how our approach of holistic development began”, Christian Szinicz recounts. The programme today is based as equally on the transfer of cognitive knowledge as on ensuring physical and emotional health and spiritual growth.

The content spans topic-specific modules, holistically structured, where participants can develop not only their skills but their awareness of their environment and themselves as well. In addition, computer and literacy courses are offered along with many creative and sports opportunities – because sensibly-designed leisure activities also improve quality of life.

“In the indigenous culture, children learn early on to look after others – collective thinking is vital to them. We at Sueniños would like to give the children something of that. Because

the school and working materials they’re provided with at Sueniños belong to everybody; they must take good care of them and treat them respectfully”, says Alma Silva Gutiérrez.

Listening to what the children need

One thing is important to the two founders of Sueniños with respect to all activities: “The point is not that our teachers convey something day in and day out and nothing else. Listening carefully is just as important. Listening to what the children need at the moment.” In all activities, whether playing football or learning something in the photography workshop, Sueniños seeks to support the children in confronting their own feelings – so these feelings won’t be a burden later in life. The children are encouraged to think critically and take on responsibility for their own lives. A

very valuable foundation in a region of Mexico heavily scarred by poverty, corruption and crime. With these skills, young people can consciously choose a different path. “It’s our aim to show the next generation what life they can lead if they shoulder responsibility and work on their dreams”, says Christian Szinicz.

More and more today, Sueniños works with the youngsters’ mothers as well. “It’s not easy, but it’s vital for them to develop a new awareness. Domestic violence is rife in the region, and the vicious cycle perpetuates itself”, says Alma. “We offer women a space where they can talk about their concerns and emotions. It’s wonderful to observe how these women gain in confidence by participating in workshops and joint activities, a confidence they can then use in the family environment.” If Sueniños cannot help directly, it provides contacts to the relevant authorities and to NGOs.

Info Sueniños

Making the dream of a self-determined life come true. Sueniños offers a safe space where children and young people from disadvantaged families can develop holistically. In such an empathetic environment, they can develop their cognitive, physical, emotional, and spiritual potential.

Support in a targeted way

Nobody is sent away from Sueniños, but the selection for the educational programmes is rather strict. “With the funding from the Future Wings Private Foundation and from private donors, we really want to reach those children who would otherwise have no opportunities in life. This is why >



Equipped for the challenges of the future with cutting-edge teaching materials

“Sueniños is an oasis of safety where children can discover themselves and build their life project.”

CHRISTIAN SZINICZ, Sueniños Co-founder

Rufina Gómez González

Graduate of the Sueniños training school in cooking and catering. “Will it be like in school? Will I be accepted although my Spanish is not so hot?” These questions went through the head of Rufy, now 29, before her first visit to Sueniños. She comes from a small indigenous village less than an hour’s bus ride from San Cristóbal. Her former employer encouraged her to visit Sueniños in spite of her doubts. In the summer of 2022 Rufy successfully completed her 14-month training course. She discovered her love of baking and plans to start something like this on her own in her home village: first a bakery, then a pastry shop and eventually maybe a pizzeria. She still doesn’t have an oven to do it all in – she wants to build one herself. Because she didn’t just acquire her cooking and baking skills at Sueniños but also a good dose of self-confidence: “I learned to make my dreams come true and not to give up.”



Rufina Gómez González. “Will I be accepted here, although my Spanish is not so hot?”



Ricardo García. “Never stay inside your comfort zone! Always try to break through it”

Ricardo García

Sueniños participant. “I joined Sueniños when I was 13 and have been here for six years now. At the time, I was curious but also a bit aimless, wanting to escape from everyday life,” reflects Ricardo, who had had to deal with the death of his sister and father. What he has learned at Sueniños? “To deal with myself on all levels, on the physical, conscious, emotional and knowledge levels. But also, to engage myself in new things – like painting, for example.” Through Sueniños, Ricardo has additionally discovered his love for the martial arts and is working hard to improve his respective skills. His currently most important dream, however, is to earn a degree in nursing care. For anybody interested in joining the Sueniños programme, Ricardo has a single piece of advice: “Never stay inside your comfort zone! Always attempt to break through it. It’s not easy but it’s a good feeling when you make it.”

“Listening carefully is just as important. Listening to what the children need at the moment.”

ALMA SILVA GUTIÉRREZ and CHRISTIAN SZINICZ, Founders of Sueniños



Meetings together encourage young people to think critically and take responsibility

the children’s situations are closely assessed in advance.”

Some children are supported by Sueniños for many years; others move away and come back years later. “It’s important that they know where they can turn to for support if they need it”, Alma says. Others spend only a short time at Sueniños, “but as long as we can give them even a little nudge that shifts the direction of their lives towards a more positive outcome, it’s good”, Christian Szinicz says.

Professional training at Sueniños

Anyone interested in education and training in San Cristóbal de las Casas needs financial resources. This is why, alongside the educational programmes, the initiative has been

offering vocational apprenticeships in carpentry and catering. The content goes beyond technical skills; young people also receive educational support, and their personal development is fostered.

An oasis of wood, clay bricks, and much greenery

Today, more than 30 people work for Sueniños. Twenty of them take care of more than 300 children and young people in a newly-built education centre north of the city. The centre was designed with the support of Vorarlberg-based architect Markus Koch, while Sueniños carpenters helped to build it, and is an inviting, comfortable space. Seven buildings frame the *Mosaico*, a kind of village square. There is a vegetable garden with a self-made greenhouse and a park with a covered sports field. Daily welcoming rituals and lunches take place on the *Mosaico*; events are also held there. For example, one to celebrate the completion of a successful Sueniños year, such as 2021/22. Another highlight was the Open House in February to celebrate 17 years of Sueniños. And of course, to celebrate the invitation of Sueniños

participant Esmeralda to attend the International Conference for the Rights of Children and Youth on the topic of migration in El Salvador.

Paths towards the future

And what will the future bring for Sueniños? “We’ll strengthen and standardise our integrated educational model over the next few months and years so we can pass it on to other organisations. We’ll offer more workshops and activities in schools and work on a Sueniños alumni club. Because we are convinced: Our approach of holistic education works anywhere – not only in Chiapas”, says Christian Szinicz. <



Providing stimuli that change the lives for the better

Figures 2021/22 Sueniños

Key figures for Sueniños at a glance

Total expenditure (in euros)	652,000
Grants received (in euros)	650,000
Own revenue (in euros)	15,000
Self-funding ratio	2 %
Number of employees (FTE)	37
Number of participants	248

Evolving and learning to fly

THE JOY OF LEARNING. In an interview with B.E.L. Principal Eva Kirchmayr, we find out which talents pupils discover on their paths towards growth and why teachers themselves sometimes sit at the back of the classroom.

Since its founding in 2012 in Traun (Austria), the school has developed most spectacularly. The smallest private school in Upper Austria started with five pupils. "Ten years later, we're proud to say our public elementary school has no fewer than 62 pupils," says Eva Kirchmayr, herself a passionately dedicated teacher. During this time, the school not only moved to a larger building in Linz (Austria) but was also given a new name: Private School for Education and Development in Linz or B.E.L. (for its German abbreviation: private school for "Bildung und Entfaltung in Linz").

An idea brings forth a school

The name describes the school's programme. With its focus on the education and evolution of young people, B.E.L. is an important showcase school for TGW World and especially for the non-profit division TGW Future Wings. After all, the children at this elementary school are fostered in line with the Foundation philosophy of "Focusing on people – learning and growing". "Personally, I still have the greatest joy in learning new things," says Kirchmayr –



Eva Kirchmayr is B.E.L.'s Principal and herself a mother of four children

Teachers talk about B.E.L.

"Children experience in class that it's not about learning in order to get 'good' grades but instead that school is an opportunity to acquire skills and abilities and to grow. It's not for school but for life that we're learning." — Christopher Schuh, 3rd grade teacher

"From my perspective, here at B.E.L., it feels less like a school and more like a big family where you can learn and work joyfully and with trust – with the children always at the centre. Although we follow rules and guidelines, I really appreciate that we still have our freedoms and that each teacher can give free rein to their individuality in their class." — Elisa Winklmayr, 4th grade teacher

"At our school, children are allowed to be who they are. Their different talents and abilities take centre stage." — Carina Kugler, 2nd grade teacher

Voices of the parents The nice feeling of having chosen the right school

"We were looking for an educational institution in which an age-appropriate teacher-pupil ratio is offered, where our children are supported and challenged individually and according to their own abilities and have fun learning. At B.E.L., this is 100 percent the case." — Michaela and Peter Köck, parents of Severin (4th grade) and Franziska (3rd grade)

"Our children see school as a larger part of our family; they feel safe and secure there and learn the basic pillars of life via simple, up-to-date methods." — Ebru Z. Ozanogullari-Oucherif and Siegfried Oucherif, parents of Tim (3rd grade) and Jan-Dennis (1st grade)

"At B.E.L., children are accepted for who they are. Particularly with our oldest son David, who had difficulties adjusting socially in public school, we noticed an especially positive development at B.E.L. David was in fact 'socialized' there: He was encouraged in particular to develop his abilities and was able to build up an enormous self-confidence. We're certain he was prepared in the best possible way for his upcoming attendance of secondary school." — Petra and Thomas Wiener, parents of David (4th grade) and Gabriel (1st grade)

“For me, evolution means that children can freely follow their path.”

EVA KIRCHMAYR, B.E.L. Principal



The foundation for a lifelong love of learning is laid in elementary school

an attitude she strives to pass on in her school.

Learning joyfully from the start

Education experts believe that the period from age of 3 to 10 is of elementary importance for developing a love of learning. It is that joy that facilitates the absorption of new content and, if experienced positively, can be retrieved and relived over and over during the course of a lifetime. “During this pivotal period, you can destroy children’s capacity for learning

for their entire life,” Kirchmayr warns. Which is why she believes that the foundation for a lifelong love of learning is laid in elementary school – and it’s in accordance with this idea that she developed the basic principles of B.E.L.: I want. I make. I am.

I want.

School begins at 8:30 AM, and excited girls and boys gather in their classrooms. Sit still? No way! In the basic module, children start the day with so-called free work. During this time, they decide for themselves what

task they want to devote themselves to. Some children read, others write. But which child actually does what, and why? Kirchmayr tells of a boy who filled out the same worksheet every day. When she asked him why he didn’t want to try a different task, he answered hesitantly. He liked the fact that he could fill out this worksheet without making mistakes. The fear of making mistakes prevented him from trying new things.

This is what experienced B.E.L. teachers draw on, because they gain important insights about their charges during free work by simply letting them be and do as they want. They watch the children carefully and check out their respective developmental phases. They mentor and support – and, if necessary, remove small obstacles along their path to realising their potential.

So the children start the day with a relaxed and positive attitude. The good mood in the classroom and a



Children have a voice. Even the youngest give presentations



The filming of **Spotty and Stripe**

From the first rehearsal to the premiere – an exciting experience

An absolute highlight of the last school year was the filming of “Spotty and Stripe” – by and with children from B.E.L. The film deals with the unusual friendship between Spotty, a giraffe, and Stripe, a zebra, two girls who together overcome the prejudices of their herds and thus bring about new peace on the savannah. “The weeks of rehearsals and filming were wonderful and exciting for everybody involved. The premiere in the movie theatre was a very special experience that we will all remember forever,” says Principal Eva Kirchmayr.

Solidarity **on the (school) team**

Problems are solved together

Among the teachers at B.E.L., teamwork is a top priority. They spend all of their working hours at school, teaching in the morning and preparing for classes in the afternoon. “We need this time together as a team to engage in dialogue. Teachers in public schools are often lone wolves. If there is a problem with a child, they solve it alone behind closed classroom doors. With us, it’s quite the opposite. We open doors and ask for help.”

This is why Eva Kirchmayr sometimes sits in the classroom herself, observes class dynamics, gives her colleagues tips and advice but also takes away a lot herself. Or she creates the lessons herself, so teachers can observe from the back row and gain new perspectives.

comfortable sense of togetherness thus also reinforce the first B.E.L. basic principle: I want – to go to school joyfully, to learn and to grow.

I make.

Doing math, reading, and writing. The basic subjects of German and math are taught using the blackboard or a digital smartboard and in station mode with compulsory and optional stations. These lessons are followed by a multidisciplinary module with handicrafts, drawing, music, exercise, and sports as well as the subsequent project lessons. During this time, children from first to fourth grade

learn to work as a team and acquire knowledge on their own – at their own pace, in their own individual way.

For example, in the 2021/22 school year, children in a first grade class devoted themselves to the subject of “meadow”. The result: a large number of lovingly designed presentations about meadow flowers and meadow animals, which were given by our budding researchers with great joy and enthusiasm. In accordance with the B.E.L. basic principle of “I make”, teachers mentor their protégés on their path towards independent action.

I am.

And what does the basic principle of “I am” mean to the B.E.L. pupils? You could say it’s the result of four years of educational blossoming at this school. The children are always given the opportunity to build up their self-reliance and develop their personalities in different situations so they can confidently take the next steps on their own. It’s the strong voice of the child on their last day of school at B.E.L., who clearly states: “I am! Ready for all the new things in life!” <

Facts & figures **B.E.L.**

The private school for education and growth is teaching and growing

- 2012 Founding of the private school
- 5 pupils in the 1st school year
- 2015 B.E.L. moves to Linz (Austria)
- 2018 it obtains elementary school accreditation
- 2021/22 62 pupils attend B.E.L.

Figures 2021/22 **B.E.L.**

Key figures for B.E.L. at a glance

Total expenditure (in euros)	654,000
Grants received (in euros)	285,000
Own revenue (in euros)	363,000
Self-funding ratio	55 %
Number of employees (FTE)	7
Number of pupils	62

Schools move into gear

MOMO MOTIVATES. Since 2014, Future Wings has supported the MonkeyMotion project, which uses monkey fun to teach elementary schoolchildren the importance of exercise.



Warm-up exercises. Manfred Simonitsch makes a monkey of himself to get children enthused about exercise



He jumps from table to table, runs on all fours, “delouses” himself and others: Clearly, this man is making a monkey of himself. In front of an entire elementary school class! And that for professional reasons. Actually, in Manfred Simonitsch’s case, it’s more of a vocation. In 2012, the health coach and sports researcher conceived of the MonkeyMotion project, or MoMo for short, which motivates children to exercise more. As early as during his time as a teacher at a high school, the Graz (Austria) native noticed that by high school it is already too late to get children really excited about exercise. “By the time they are 12 or 13, habits are already firmly in place – for those for whom exercise is not completely natural by then, it likely won’t ever be,” Simonitsch tells us. His conclusion: Go into the elementary schools and get physically active with the kids.

More than gymnastics – and for free, too

The programme – an exercise routine learned by children and teachers along with relaxation and mindfulness exercises and workshops for dance and motor skills – is free for elementary

schools. Future Wings is not only largely responsible for funding the programme but is also involved in the further development of its content. “A financial outlay for the school would represent a clear barrier for MoMo”, is something Simonitsch is certain about.

Incidentally, Manfred Simonitsch quite deliberately chose the monkey – in the project, the little monkey mascot is called “MoDo” – as a symbol: It is synonymous with the joy of movement and exercise and “has been my absolute favorite animal since childhood”. However, movement and

Facts & figures MoMo

MonkeyMotion at a glance

- MoMo is free of charge for elementary schools. The project is financed by Future Wings.
- Manfred Simonitsch has already completed far more than 100 MoMo sessions with over 1,600 children.
- By 2027, MoMo aims for integration in 50 elementary schools.

exercise are not the only building blocks in the project inspired by the monkey. In accordance with the holistic principle, to promote more than just motor development, elements of yoga and mindfulness are integrated as well.

In addition, the aim is for children to develop an awareness of their bodies as well as a healthy lifestyle. This is achieved through playful expansion of knowledge and rituals, which give the opportunity to enshrine processes in the mind.

Emotions also play an essential role in MoMo in the holistic spirit. “When I go into a class, I always ask what the children know about monkeys. Ninety-nine percent of them mention climbing and bananas”, Simonitsch says. The health coach then begins to tell them all about what he has already experienced with monkeys and how



“Exercise is essential, especially for children, because it strengthens the organism holistically.”

MANFRED SIMONITSCH,
MoMo Project Manager



they behave – emotionally, they are very similar to humans. Monkeys also feel anger, sadness, despair, happiness, and joy. These topics are then discussed with the kids.

Movement is never neglected, however, and “we also begin to do these movements – and the children immediately join in intuitively and have a wild time doing it!” Around 100 MoMo sessions, in which close to 1,600 kids have taken part, have already been completed. And the dedicated sports researcher is delighted to make a monkey out of himself for the kids in the future as well.

Learning by example

In terms of sustainability, however, support from home is also enormously important. In the family, what is

heard, learned, and experienced should also be further implemented, such as cooking or eating together – something that is not a matter of course for many children. Likewise, topics such as “breathing properly” and “drinking enough water” are central components. To ensure that all these aspects are also implemented outside of school, Simonitsch has created a stamp card. “With the cards, the children go to Mom and say ‘I want to cook with you,’ or they ask Dad to go to the playground with them to exercise together. The goal is to establish a healthy lifestyle at home on a voluntary basis”, Simonitsch tells us.

Promoting awareness

When the fully stamped cards return to the MoMo initiator, they are not only the children’s raffle tickets but also provide valuable feedback on MoMo’s impact outside of school. More than half the 300 stamp cards issued last year ended up back with Manfred Simonitsch.

But it is not only the parents who are crucial to the project. An important aspect is the trust-filled collaboration with teachers, so that they also integrate the learned exercises and rituals in their daily work with the children. In the future, the MoMo box, which has been available to teachers since the beginning of the current school year, will increasingly provide support by enabling them to independently teach the children the MoMo content. Movement and relaxation exercises that strengthen attention in class can be integrated in lessons in a simple way thanks to lovingly prepared instructions.

However, this project is not a one-way street, because Simonitsch also benefits from his work with the children and is constantly expanding his skills in terms of flexibility and sensitivity: “You have to be right there with all your energy and attention at every moment in a very clear and focused way.”

Overcoming challenges as a team

A great help with the many questions and challenges that his work at the schools brings are the synergies that he can use within the social entrepreneurship TGW Future Wings. For example, the regular dialogue with members of the B.E.L. private elementary school or the SOS-Herzkiste is of great importance. Furthermore, Manfred Simonitsch is strongly motivated by the StepUp Contest, which was held for the fourth time in June 2022. At the final event of the MonkeyMotion project, every year around 200 children show how much power and movement they have in them – and climb the Hinzenbach ski jump: all 587 steps’ worth! And all this for a good cause, because the total proceeds, this year around 10,000 euros, are invested every year in an exercise-promoting programme for a young person with physical disabilities. “I sometimes notice how the children themselves are completely surprised by their own performance. And by the fact that exercise can bring them so much joy. That’s just super.” <

Figures 2021/22 MoMo

Key figures for MoMo at a glance

Total expenditure (in euros)	73,000
Grants received (in euros)	73,000
Own revenue (in euros)	0
Self-funding ratio	0%
Number of employees (FTE)	1
Number of participants	376

Learning with learning coaches

FOSTERING POTENTIAL. Digital learning support focuses on working with young people on a one-on-one basis and aims to be accessible and affordable. Everyone benefits – the children and their learning coaches.

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION



Helping young people recognise their own abilities and potential

“As a teacher, I never felt like I could give all my students the individual attention they really needed”, Learning Circle Co-founder Julian Richter tells us. The tutoring market is growing and growing, but it’s not solving the underlying problem: The children receive 100 percent knowledge transfer in certain subjects. Topics such as test anxiety, concentration or motivation difficulties, and learning organisation are not covered, and the children are not guided to self-efficacious learning. And they become dependent on tutoring, so to speak.

This is where the Learning Circle comes in. Because digital learning support is much more than just traditional tutoring. The focus is on the young person and his or her development. “Our learning coaches build trusting relationships with the children but don’t foster dependency. We coach for at least one semester but only in exceptional cases for longer than three semesters. The aim is that children learn self-efficacy, know their strengths, and do not become dependent on any support system. We want to accompany them

during the time when they urgently need orientation and perspectives, i.e. between the ages of 10 and 14”, says Richter, who founded the Learning Circle together with Nina Poxleitner, Lisa-Maria Sommer-Fein, and Future Wings about two years ago. The impetus came from the major challenges young people faced in distance learning during the COVID-19 pandemic; the Learning Circle wants to remain digital in the long term.

Info Learning Circle

Social business that works. The Learning Circle started in 2020 with 17 learning coaches and has grown rapidly since then: In 2022, a total of 56 coaches were busy coaching about 180 students. About 80 percent of participants get the coaching sessions for free, thanks to the social business model. The goal for the next three years is to coach 400 students per semester.

How do you learn self-efficacy?

A question Elke Genc, Future Wings Project Coordinator, is often asked, but one that is not so easy to answer. “Through the Learning Circle, we want to help young people recognise their own abilities and potential and consciously use them to achieve something. It means that you as a young person think you are capable of doing something and trust that you can master even challenging situations, such as an exam situation. This doesn’t happen overnight; it is a process that starts with you reflecting upon yourself.”

“Accordingly, it is important to select or use learning coaches who have a good sense of what exactly children need in which particular situation”, Richter adds. “In our preparation programme, we provide our learning coaches with the right attitude and effective tools for one-to-one online support so that they can respond to the children individually.” Of course, the coaching is tailored to the child’s particular learning type as well, a structure is fleshed out together, routines are established.



It is about dealing with fears and about effective organisation while learning.

The relationship between learning coach and learner usually evolves from an academic focus to one of personal development. “We start out from a tutoring set-up. That’s what everyone knows. But over time, our learning coaches look more and more behind the scenes, get to know the kids better, and the personality development work increases.” One specific example: For example, if the child has fears of failure, the learning coach incorporates breathing exercises so they can manage their fears on their own. In this way, the role of the learning coach often evolves into a that of a friend or companion who also looks beyond the school years and discusses career prospects together with the parents and the child, depending on the child’s strengths. Talking about private matters is allowed – but there are clear boundaries. For example, learning coaches are not specialists in ADHD, visual impairments, or dyslexia. Here they help by providing experts’ contact information.

“For children from disadvantaged backgrounds, we can offer especially affordable units.”

CHRISTIAN SZINICZ, Chairman of the Board of Future Wings Private Foundation

Social business: coaching and growth for all

“Pay what you can.” Another special feature of the Learning Circle is the social business model behind it. That’s because learning support is available to everyone – not just those who can afford it. This means that all profit-making funds are used to expand and improve the range of offers as well as to enable children and young people whose parents cannot (fully) afford the coaching to participate in the Learning Circle. This gives them the opportunity to pay only as much as they can each afford.

“We currently offer three price tiers linked to parents’ salaries and trust that they will classify themselves accordingly. At less than 30 euros, the price for a unit is in the lower average range on the tutoring market. However, around 80 percent of

participants receive the coaching units free of charge. These participants are those who would otherwise be unable to afford any support at all”, explains Richter. So those who pay full price help finance this. In addition, there is funding from Future Wings

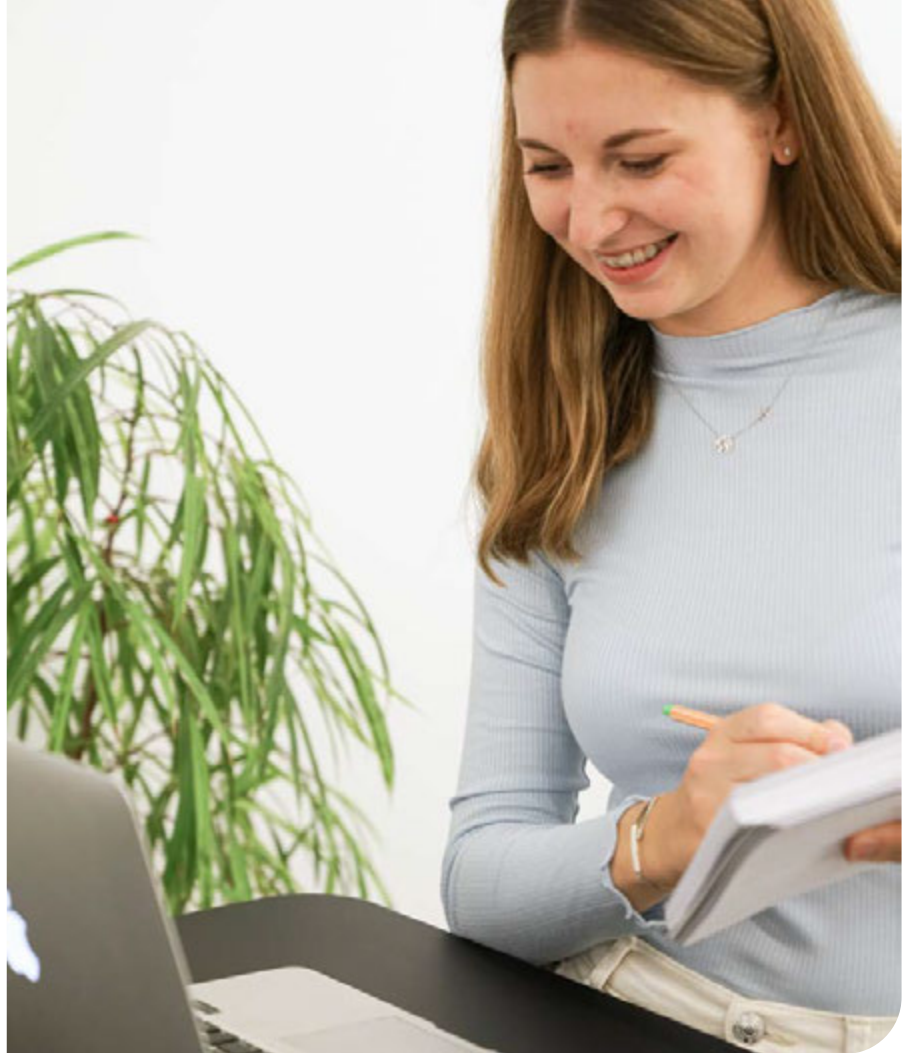
Figures 2021/22 Learning Circle

Key figures for the Learning Circle at a glance

Total expenditure (in euros)	333,000
Grants received (in euros)	173,000
Own revenue (in euros)	160,000
Self-funding ratio	48 %
Number of employees (FTE)	4
Number of participants	185

“We want to compete with the very best learning institutions – and still be accessible to all.”

JULIAN RICHTER,
Learning Circle Co-founder



Learning support.

Learning Circle coaches provide support for at least one semester but only in exceptional cases for longer than three

and the Ministry of Education, among others. “The Future Wings team is on our side not only with financial support but with their expertise as well. During the development phase, we were in close contact, and together we set goals for the next few years. With Future Wings, we have a strong partner who accompanies us strategically and gives us important input,” says Richter about the collaboration. The goal is to reach even more of those who pay in full in the future so that we can offer the Learning Circle to even more children

from disadvantaged backgrounds – and thus become less dependent on financial support. These groups will be reached through the networks of the Learning Circle team and Future Wings. Synergies with other Future Wings projects are also conceivable: “In terms of recruiting for learning coaches, we have our eyes on CAP graduates,” adds Elke Genc.

Part-time job with purpose

The Learning Circle has grown rapidly since its founding: Currently, 56 learning coaches supervise

around 180 students. The coaches are predominantly committed young people. Through a part-time job with a purpose, they become part of a great community: They are continuously accompanied by the Learning Circle and regularly receive further training. They gain insights into education and teaching and learn to promote self-guided learning among the children. In the first semester, the learning coaches meet every two weeks in circle sessions to reflect upon various subjects and exchange ideas. In addition, there are weekly peer groups. “They have their hearts in the right place”, says Richter, “because if we manage to select the right learning coaches, the kids get just what they need right at that moment to grow.” <

Learning coaches provide support at a time when orientation and perspectives are urgently needed



A little treasure chest

HEART AND MIND. SOS-Herzkiste (SOS heart box) developed by Future Wings and SOS-Kinderdorf (SOS Children's Villages) contains everything pupils need to learn playfully about mindfulness and social skills for life.

Whether children can share and listen, are ready to help others, and are good at solving problems – these aren't just nice character traits. American psychologist Daniel Goleman believes that social intelligence directly impacts our personal happiness. That social-emotional skills have a decisive influence on positive development in young adulthood is also the conclusion of a long-term study conducted by Pennsylvania State University and Duke University. The upside: Social-emotional skills can be shaped and learned just like intellectual and cognitive competencies.

In human development and education, it is therefore vital to consider the mind as well as the emotional level. However, many schools focus mainly on teaching cognitive skills – and this is exactly where the SOS-Herzkiste, jointly developed by Future Wings and SOS-Kinderdorf, comes in. >

Small cards help to shape and teach social-emotional competencies



Lena Mulumulu knows from her own experience how important interpersonal relationships are in the classroom and beyond. Before dedicating herself 100 percent to the development of the SOS-Herzkiste, the employee of SOS Kinderdorf was a middle school teacher and finds: "Social skills are of immeasurable significance. This is why it's so important this topic is addressed in school." Unfortunately, it often is neglected in normal school life – above all, there is a lack of low-threshold, i.e. quickly and easily accessible, work material for social learning. This is where the SOS-Herzkiste has been going to bat since 2021: Because in addition to loving homes for children, SOS-Kinderdorf is also working together with Future Wings to create loving classrooms and is constantly driving the project forward.

Mindfulness and social skills as fixed points

"The SOS-Herzkiste is just what I would have wanted as a teacher back then", says Lena: a compact box that teachers and pupils can use together to develop social competencies. It contains the right tools to promote respectful and empathetic interaction – in the classroom and beyond. Simple, playful, straightforward.

Milestones 2021/22 SOS-Herzkiste

— 2020 marks the beginning of the partnership between Future Wings and SOS-Kinderdorf:

That year, the first SOS-Herzkiste pilot project started with 40 school classes.

— In the 2021/22 academic year, 400 SOS-Herzkisten were sent to schools in Vienna and Upper Austria.

In the current school year, there are already 600 on account of the expansion that included the Austrian federal state of Styria.

— Expansion of the ordering process: Development and implementation of a booking tool and electronic newsletter for the SOS-Herzkiste

— SOS-Kinderdorf Liechtenstein receives the LGT Award for Social Commitment for the SOS-Herzkiste.

"The materials are designed with a lot of attention to detail – the compliments wall with the envelopes is the definite highlight!" Teacher

A compact box with attractively designed materials that teachers and pupils can use together to develop social competencies



Four Herzkisten with one goal

Incidentally, the SOS-Herzkiste owes its name to its goal: "The SOS-Herzkiste should become the heart of the classroom. The heart stands for the valuable work on developing relationships by the children and young people with one another, but also as on their relationships with teachers. Relationships mean everything", explains Christian Szinicz, Chairman of the Board of the Private Foundations Future Wings and Schule Morgen. "This is exactly where we would like to start with the SOS-Herzkiste and support teachers in the transmission of values in the classroom", says Szinicz.

Rituals that touch hearts

Currently, there are two different SOS-Herzkisten, each dedicated to a relationship level: the "Me" for the first grade of secondary level 1 (fifth to eighth grade) and the "You" for the second grade of secondary level 1. Two more Herzkisten for the relationship levels "We" and "All" for third and fourth grades are in the

works. The focus is always 100 percent on relationships and solidarity, not just in the classroom. In the "Me" box, for example, you'll find the carousel of emotions: 42 illustrated little cards with different emotions, from brave to honest to fearful. Working with the cards expands the children's vocabulary and promotes their perception.

This enables the children to express themselves and their moods in a more nuanced way. In addition, there are worksheets in which everything revolves around

Info SOS-Herzkiste

Me, You, We, All. The SOS-Herzkiste, jointly developed by Future Wings and SOS-Kinderdorf, combines in a compact box everything that children and young people need to optimally develop their social competencies. 600 "Me" and "You" SOS-Herzkisten were already in use in the 2021/22 academic year, while "We" and "All" are currently in the works.



emotions. There are also hands-on suggestions for games and daily or weekly rituals, including movement cards with specific exercises: "For example, the class can start every day with the carousel of emotions", says Lena Mulumulu, "even if it's just for 10 minutes – it immediately creates a link among you when you know how the others are feeling that day."

Workshops as the centrepiece

Each SOS-Herzkiste also comes with a voucher for a workshop. "In my experience, it's always a huge gift when somebody from outside comes into the classroom. It gives new stimuli and creates unforgettable experiences", says Mulumulu. Especially when that person is Waltz Anyanwu, who will soon have 20 years of experience teaching mindfulness and values while working with children and young people. "Man is only fully human where he plays" – Waltz Anyanwu likes to quote Friedrich Schiller. Because the employee of SOS-Kinderdorf is also certain of something: "Many skills can be developed through play." To convey

important values to the children, he creates enthusiasm at the onset. A good dose of humour opens many doors here – and many a heart. "I want to show the children that school can also be a place of lightheartedness", says the SOS-Kinderdorf employee, who in his SOS-Herzkiste workshops aims primarily to impart values such as trust, responsibility, respect, appreciation, joy, and friendship.

In the "You" box workshop, everything then revolves around strengths: Here the children's focus is shifted away from weaknesses and towards their individual strengths so as to raise awareness of their own abilities.

Partnership on an equal footing

And how much heart is in the partnership between Future Wings and SOS-Kinderdorf? "We fit together really well and benefit from each other's experience and networks. Each side contributes what it is good at. Developments always take place jointly. Our collaboration is based on appreciation and trust, and we are very open with each other – and that's

not a matter of course, either", explain Lena Mulumulu, Christian Szinicz and Waltz Anyanwu. Lena adds: "When I see that we live internally what we represent externally – my heart just swells with pride at work." <

Figures 2021/22 SOS-Herzkiste

Key figures for SOS-Herzkiste at a glance

Total expenditure (in euros)	186,000
Grants received (in euros)	93,000
Own revenue (in euros)	93,000
Self-funding ratio	50 %
Number of employees (FTE)	2
Number of participants	2,050

When ideas grow wings

EDUCATIONAL INCUBATOR. Young visionaries sometimes need help getting started so that they can develop their full potential. That's just what the Future Wings Challenge, the incubator for educational justice in Austria, offers: a nest for bold projects until they learn to fly on their own.

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION



Demo Day 2022. Winning project participants with speakers and members of the panel of judges

The sun shines bright through the windows and on the lucky winners of the Future Wings Challenge 2022. More than 100 people crowd together on this day to listen to the ambitious pitches of the participants. Inspiring ideas, touching stories and visionary projects are finally being given the stage they deserve – after three months of extensive preparation.

The Future Wings Challenge is THE incubator for educational equity in Austria. It promotes the launch and sustainable implementation of educational projects. The three-

month, extra-occupational phase of mentoring, workshops, and feedback is crowned at the end by Demo Day, where three winning projects are selected by a panel of judges. The winners will receive EUR 15,000 as start-up help for the implementation of their ideas after an association has been founded.

The criteria for winning the Future Wings Challenge range from quality and scalability of impact to the likelihood of the concept's implementation. That is: What is the probability that this project idea can

directly or indirectly improve the reality of children's lives? What is the project's vision for 2030, and is a pilot already in development?

A success story

In 2021, the first year of the Challenge, 15 project ideas were submitted, 8 of which were accepted in the incubator programme. By the second year, 2022, there were 35 projects. "That has made the selection a lot more difficult. But the fact that more than twice as many applicants made submissions to us within a year was of course a great success," says Dominik Hejzák, Project Manager of the Future Wings Challenge.

Growth through knowledge

It was a well-deserved success, which is certainly also due to the program's high-quality content. After the projects have made it into the Future Wings Challenge, participants meet >

The panel of judges follows the exciting pitches – short and sweet at three minutes each





Demo Day 2022 Three projects convinced the panel of judges

Failstunde (Fail Hour)

In the Fail Hour, students lose their fear of making mistakes through regular workshops and learn to see mistakes as opportunities.

The panel of judges: "Theatre education and mentoring is a promising approach for young people to work on their personal development through play."

Richtungswechsel (Change of Direction)

This project aims to support the resocialisation of minor offenders.

The panel of judges: "Providing better opportunities for successful integration is a valuable contribution to sustainable, positive development for these young people, and for society."

Schülerblog (Pupils Blog)

The Pupils Blog is the digital form of the school newspaper. The editorial work and authentic content heightens and hones literacy skills.

The panel of judges: "The Pupils Blog supports the critical analysis of subjects as well as dialogue and networking among young people and schools that use it."



Nature as teacher
Children discover the Naschgarten

Winning project 2021 Naschgarten (Snack Garden)

The idea: Children between the age of 4 and 12 experience healthy living in connection with nature.

Implementation: In the Snack Garden, the kids garden and cook together and go on a journey all the way from the seed to the finished meal.

The vision: The founders hope that their idea will bear fruit and that more Snack Gardens will follow throughout Austria. A second Snack Garden is already in development.

"The Future Wings Challenge helped us to develop and implement our idea. In addition, we are delighted we continue to be in extensive dialogue with the FWC so we can implement our project professionally."

— Marina Hülssiep, Carol Ann Thielsen, and Maximilian Loimer from Naschgarten

“With the Future Wings Challenge, we are bringing social innovation to education with a holistic approach.”

CHRISTIAN SZINICZ,
Chairman of the Board of
Future Wings Private Foundation



Convincing ideas. Team Schülerblog (Pupils Blog) (left) and the initiators of Failstunde (Fail Hour) (centre)

their mentors. These mentors are often social entrepreneurs themselves or well-connected in the education scene and are always close by to provide advice and support to their protégés over the next three months.

In addition, the participants are given the chance to get fit in time for their founding – with valuable knowledge that is imparted in about 20 workshops on subjects such as marketing, financing, law, the holistic approach, attitude, and project effectiveness. Additionally, they hone their vision through regular feedback sessions and complete three test pitches to present their current project status between acceptance to FWC and Demo Day.

On the right path

That implementing a social impact idea is hard but rewarding work is something one project participant can tell you from her own experience: Marina Winkler, herself a passionate

teacher, entered the 2021 Future Wings Challenge with her Wolkenpfad (Cloud Path) project. It wasn't quite enough to win, but she still counts as a winner.

With her association for digital future education, she connects apprentices more closely to vital life topics that are often neglected in school and vocational training. Through a mobile app, young people learn more about self-efficacy, mindfulness, conflict management skills, and financial literacy and can connect and share ideas with like-minded people. After their co-founder left early in the project, a coach from the Future Wings Challenge stepped in as a new partner. Together, they implemented the app as a successful pilot for TGW Logistics.

When ideas spread their wings

The story of Wolkenpfad is exemplary for the high quality and sustainable impact of the Future Wings Challenge, even if the road toward success can be somewhat rocky. The social entrepreneurial spirit and the will to want to change something are also reflected in the high start-up rate in the first round: In the first run of the 2021 Challenge, four out of eight projects founded a non-profit association and another three are still actively pursuing their visions today (as of October 2022).

With a heart for education

“Being part of this team doesn't feel like work, it feels like family”, Dominik Hejzak sums it all up, visibly moved – and this feeling is apparently shared by everybody involved in the initiative: Because alumni want to accompany new Future Wings Challenge projects, mentors are again offering their free support for its next run, and young visionaries are already working on ideas for justice in education and a new round of the Future Wings Challenge. <

Figures 2021/22 Future Wings Challenge

Key figures for the Future Wings Challenge at a glance

Total expenditure (in euros)	202,000
Grants received (in euros)	161,000
Own revenue (in euros)	15,000
Self-funding ratio	7%
Number of employees (FTE)	2
Number of participants	16

Facts & Figures Future Wings Challenge

The Future Wings Challenge per year

- 8 projects
- 20 workshops
- 60 programme hours
- 100+ experts



“The Future Wings Challenge is another contribution to helping young people find their way to an independent future.”

DOMINIK HEJZAK, Project Manager of Future Wings Challenge

Strong performance.
The project Richtungswechsel (Change of Direction) for the resocialisation of juvenile offenders

Winning project 2021 BauBox (BuildingBox)

The Idea: MakerSpace for brave girls
Implementation: In the Girls Only project, girls from a Viennese middle school learn to have fun with technology and in handling tools. This boosts their self-confidence and opens up new perspectives for a self-determined future.

The vision: Please imitate! The founders hope for follow-up projects in other schools.

“Thanks to the regular workshops, the numerous sessions with our mentor, and great networking, we were able to get our idea off to a start in a very short time. So we can say the Future Wings Challenge was what was needed to turn an idea into a winning project.” — Christina Spohner and Theresa Valenta of BauBox



Maker Girls.
Girls build and tinker around



Full speed ahead.
Experience is the best school

Winning project 2021 Agent:Lehr.KRAFT (Agent:Education.FORCE)

The Idea: Empowerment for young educators.
Implementation: Lehr.KRÄFTE (educators) are prepared and supported by experienced teachers after graduation and prior to school entry.

The vision: The association has already completed several sessions. The vision is therefore quite clear: to continue growing full steam ahead.

“What was special about the Future Wings Challenge was growing together with all the projects as well as the challenges we were given.” — Hanna Gagenhuber, Sonja Macher, and Lukas Oberreiter from Agent:Lehr.KRAFT

One place. Many opportunities.

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION



Ideas and inspiration around every corner. The GRAND GARAGE's interior has retained the character of an authentic workshop

GRAND GARAGE. It's more than a MakerSpace – it's an innovation workshop. Four TGW World social entrepreneurship projects can be found on around 5,400 m² – lived MakerMatch – making under one roof.

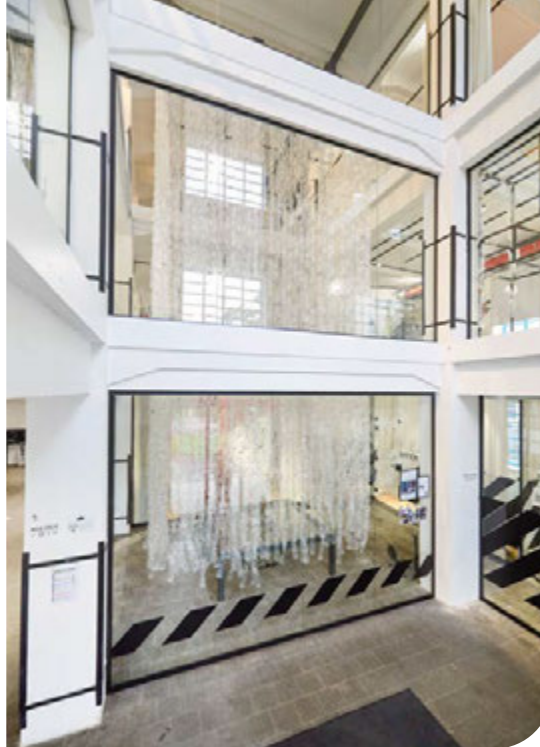
Tabakfabrik, Linz (AT). On the sprawling industrial site with its unique architecture – it was the first steel frame building in Austria – cigarettes have not been rolled for a long time. Today, the spirit of the modern era wafts through this place. Creative young people are taking the future into their own hands, working on exciting projects and being introduced to craftsmanship and technology. Since its opening in 2019, the GRAND GARAGE has been a defining element of the Tabakfabrik. A place full of innovative power, where learning and development spaces are being created in which potential can evolve. A place where a fascinating story awaits you at every turn – from the gigantic curtain made of thousands of plastic bottles in the entrance area to a group of young people from CAP-TRAINING immersing themselves in the world of robotics for the first time in the robotics screen-printing >



Thinking big. Ruth and Werner Arrich founded the GRAND GARAGE together with Ludwig Szinicz (1939–2017)

NOVA ZONE. Plenty of space for workshops, development of creative ideas, and inspiring dialogue between like-minded people



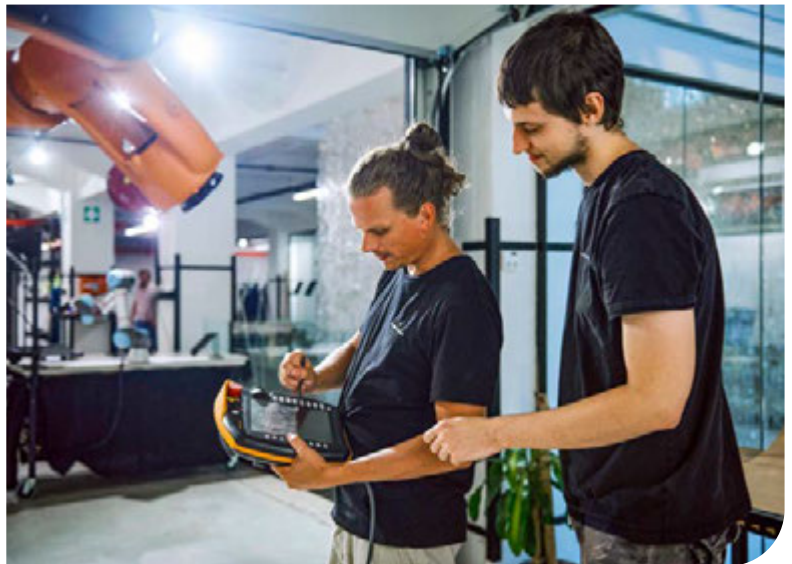


Art made of plastic.
Once a stage curtain for the opera “Poppea”, today an eye-catcher with a message in the GRAND GARAGE: A curtain made of 6,000 PET bottles

In touch with Industry 4.0. Whether it's a collaborative lightweight robot or an industrial robot, this is the place to experiment with robotics

“From the very start, we wanted to think big, really make a difference, and have an impact.”

RUTH and WERNER ARRICH, Founders and managing directors of CAP.future GmbH



Creative implementation.
The ideas developed in the NOVA ZONE take shape as prototypes from the 3D printer and laser cutter

Where the sparks fly. In innovation workshops, young and old alike can get to work using the welding equipment





Marion Urbanides and Wolfgang Kurz. The co-project leaders of the CODERS.BAY IT training centre have answers to the needs of the job market

Female power at the place of many opportunities. Gabriele Egger, Ruth Arrich, and Barbara Rosenberger (from left) engaged in dialogue on the roof terrace



workshop to children's courses on the welding unit or apprentices pondering topics of the future. In short: A place with many opportunities where people learn, work, and grow together.

“Think big” is the motto here

“We were actually ‘just’ looking for a room for our MakerSpace. But Ludwig Szinicz encouraged us even then to think big – and to rent a much larger space. He wanted to bring people

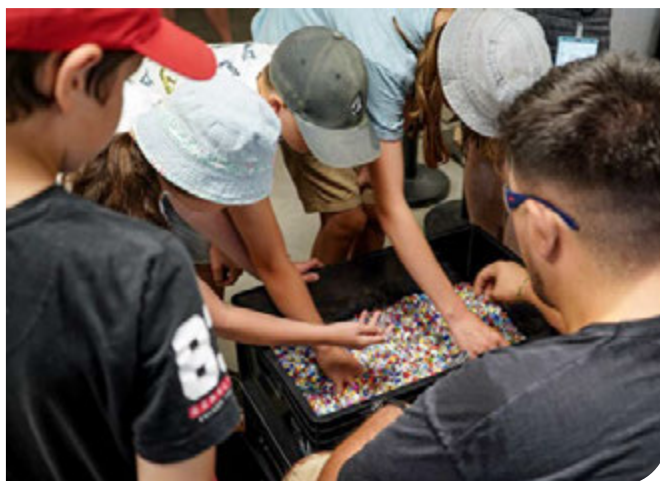
together, create a relevant place for many, and really make a difference at the Linz location”, as Ruth and Werner Arrich recall their first viewing appointment at the tobacco factory, at which time Ludwig Szinicz (1939–2017) – Founder of the TGW Future Private Foundation, which provided most of the funding – was still present.

The complete transformation into an innovation workshop and the installation of the infrastructure with all the equipment and machines, by this time over 90 in number, was



Technical subtleties. GRAND GARAGE employee Benjamin Brunnmair (left) and MakerSpace member Valentin Wiesinger (right) perfecting the topographical maps made on the laser cutter

CODERS.BAY. Here tomorrow's IT professionals work on code for the future



Plastic Garage. Where recycling professionals big and small exchange ideas and plastics await a second life



Visionary. Werner and Ruth Arrich talk about the history and future of GRAND GARAGE

The robot and you. At the robotics workshop, children playfully get to know “Cobot” – and experience how it can support us

“If you want to shape the future proactively, you have to understand and harness technology.”

RUTH and WERNER ARRICH,
Founders of GRAND GARAGE



Welding expert. Host Tatjana Schinko can usually be found in the welding workshop, where she holds empowerment workshops for women, among other things



The brains behind the educational workshop. Barbara Rosenberger enjoys working in the digital lab herself

an impressive collaborative effort by the first employees, volunteers, and the community. They did most of the work themselves – and thereby preserved the authentic character of the house. Whether digital or analog – the GRAND GARAGE is an innovation workshop, in spirit as well. In addition to the educational workshop for children and young people, where the concept of MakerEducation can be experienced at first hand, and the MakerSpace, where creative students, ambitious start-ups and innovative companies

can find space to develop and implement their projects, the CAP-TRAINING, the CODERS.BAY and the NOVA ZONE also gather here today on 5,400 m² (see stories on pages 100, 110, and 112). Four non-profit projects under one roof, or rather under two roofs at this point, connected by the spacious terrace – synergies and inspiring collaboration included.

But see for yourself ... <

Top.Talent.Programme for high schoolers

HOLISTIC SUPPORT. Since 2010, the CAP.-TRAINING initiative has provided young people with the opportunity to extend their horizons and complete a technical apprenticeship in tandem with attending general high school (AHS).

New track. In tandem with the senior classes of the AHS, young people complete a cybersecurity training course

One highlight of the past fiscal year that Programme Manager Gabriele Egger is particularly happy to recall: In the summer, she visited the next generation of young people who will begin their training in fall and thus become CAP.tains. In a team-building event in a teepee village, the group of youngsters met for the first time and got to know one another a bit; after all, they'll spend many hours together over the next few years during their CAP.-TRAINING. "It was incredible to see how affectionately the young people treated one another.

Given space to develop their own talents, even the most reserved and introverted kids will blossom", says Egger, who is in charge of the CAP.-TRAINING.

And that is what CAP. stands for: learning and growing together. The 10 young people are the pilot cohort for the new CAP.-TRAINING track and commenced their training in September: In sync with the senior class of the AHS (general high school), they attend a course in cybersecurity on every second Friday and Saturday of the month. Another highlight: Nearly half of them are girls – not a matter of course for training in the technical professions. It will take them a total of four years to complete their extraordinary apprenticeship and get additional ECTS credits – and to gain lots of experience and acquired skills, which gives them a real head start in their careers and their lives as adults.

Girl power. Around 20 percent of participants in the current course are girls – not a matter of course in technical training

Technical school-level education with a bit extra

For Gabriele Egger the beginning of the new CAP.-TRAINING course is a milestone as well. Last year, she and her teammates worked hard on preparing the new course. The technical content in the subject of information technology is taught by instructors from the Technical College in Hagenberg, Upper Austria, and from the CODERS.BAY in the Tabakfabrik. The specialists also

Info CAP.-TRAINING

High school degree, apprenticeship, added value. Since 2010, the education initiative has provided the opportunity to complete an apprenticeship in mechatronics in tandem with the senior classes of the AHS. In 2022, the pilot cohort in the new CAP.-TRAINING track began their training in cybersecurity. Nearly half the 10 teenage CAP.tains are girls. In addition to technical skills, the focus is on learning and growing together.





“Given space to develop their own talents, even the most reserved kids will blossom.”

GABRIELE EGGER, Programme Manager at CAP.-TRAINING

helped draw up the curriculum. Three young instructors have graduated with a bachelor's degree from the Technical College and one of them is a CAP.finisher, who completed his mechatronics training at CAP. Gabriele Egger herself is going to teach Social Skills and Project Management – because CAP. is more than the transfer of technical skills.

The CAP.-TRAINING has been bridging a gap since 2010

It all began long before the team-building event in the teepee village in 2010 – as an educational initiative for youngsters in the field of mechatronics. So, CAP. “has always been more than just technical training”, says initiator Ruth Arrich. When she started the training programme in 2010 together with her husband Werner Arrich, she wanted to bridge a gap: Children should

no longer have to choose between training that focuses either on general knowledge and language or on technology. Together with Ludwig Szinicz (1939–2017), Co-founder of TGW Logistics Group and former Chairman of the Board of the Future Wings Private Foundation, and Peter Grininger, today a specialist consultant in mechatronics, they developed a training course in mechatronics that can be completed in tandem with the senior classes at the AHS. Young people have the opportunity to graduate from high school and at the same time complete an apprenticeship in mechatronics. The training takes place in close collaboration with the instructors of the WIFI (Institute for Economic Development) Linz (Austria). The key value of the CAP.-TRAINING has always been that it gives young people more than a solid vocational training: People take centre stage –

everybody's personal development and growth. This is why management seminars are a part of the training, in which the young people learn self-management, creative problem-solving, and everything about communication.

From CAP.tain to the captain of your own enterprise

CAP.finisher Niklas Baumgartner, for one, has gone through the whole thing. In 2016, he graduated from the AHS and at the same time completed his CAP.-TRAINING in mechatronics. “I was faced with the difficult choice between the HTL (Higher Technical College, German: Höhere

Facts & figures CAP.-TRAINING

The holistic educational initiative in numbers

- 96 active CAP.tains
- 144 CAP.finishers
- 35 partner schools in Upper Austria, Lower Austria and Salzburg
- 26 partner companies

“... but what helps me even more is the ability to think about and penetrate new areas, persevere and stay self-confident.”

NIKLAS BAUMGARTNER, CAP.finisher



Preparations. CAP. Programme Manager Gabriele Egger and CAP.finisher Niklas Baumgartner

Technische Lehranstalt) and the AHS (General High School). The CAP.-TRAINING was the ideal solution for me. I learned to navigate among a new group of people with their own interests. The great variety of workshops and excursions made us into a unit. And I learned a great deal about self-management and group work – and really gained in assertiveness”, says Niklas. He then attended the Technical College, and his weekly hours were reduced from 60 to 15. Too few hours for Niklas, who tentatively and then more aggressively plunged into the world of start-ups. Today, his app, Seasy, is quite successful. With this app, boat owners can find, book and pay for a marina for their boats from anywhere. How has his time at CAP. helped him

as a young entrepreneur? “Of course, mechanical skills are useful with sailboats”, he says, “but what helps me even more is the ability to think about and penetrate new areas, persevere and stay confident. A lot of this I learned during my time as a CAP.tain.”

CAP.tains in the GRAND GARAGE

“Each day, these youngsters inspire me anew”, says Egger, referring to all the young people who voluntarily opt for technical training – and considerable additional effort. Sixty-hour weeks, which Niklas managed as a teenager, are not the exception here. “Their passion is contagious and inspiring”, says Egger. In recent years, she has fine-tuned the project and expanded it to include new modules.

Now the circle is complete with the GRAND GARAGE. Many mechatronics workshops once held at the WIFI take place in the GRAND GARAGE innovation workshop nowadays – robotics courses (see page 103) or additional workshops such as welding and laser cutting, for instance. Thus the GRAND GARAGE provides the CAP.tains with a place for a thousand possibilities for learning and growing. They not only find the infrastructure and machinery there to learn on a technical basis; they also come into contact with role models and like-minded peers.

Encounters on an equal footing

What does it take to become a CAP.tain? “Curiosity. The capacity to get involved, deal with change positively, and a sense of community. Not all of our CAP.tains are necessarily top of their class. Some youngsters initially have to learn to study so as to exploit their full potential. In our application interviews, we make out pretty quickly who has what it takes – who is really enthusiastic, who has curiosity and passion”, says Gabriele Egger. In return for so much

The training makes it possible to get a look at many areas





Learning and working towards high school graduation and an apprenticeship in mechatronics



Holistic approach. Technical training with a focus on personal development

enthusiasm and initiative there is no pressure to achieve good grades. There are no teachers but instead instructors who deal with the young

people on an equal footing, based on mutual respect and empathy, "and whom you can ask a half dozen times, if needed, if something's

unclear. With us, there are no dumb questions", says Egger.

Because 22 out of 24 CAP. participants received the extraordinary degree with distinction in the summer of 2022, Gabriele Egger is looking forward all the more to what the future will bring: Many more CAP.tains and CAP.finishers who develop their potential and talent and follow their own paths – whether in a workshop as instructors, as successful business leaders, or as ambassadors of the CAP.finisher club. <

Highlights 2021/22 CAP.tains up close and personal with creative robotics

Five CAP.tains plunged into the world of robotics during summer break in 2022 and attended the robotics/silkscreening workshop at the GRAND GARAGE. With the aid of a robot, they made the perfect outfit for themselves.

The workshop during semester break was aligned with the idea of "Robot meets T-shirt!" For two days, the CAP.tains were up close and personal with Industry 4.0. Under the professional guidance of a GRAND GARAGE host, they came to grips with robotics while the basics were sketched out. After participants had been introduced to robotics programming via Google Blockly, the "Cobot" was made ready to start so as to fulfill its task for the second half of the workshop: to immortalize their own designs on a T-shirt. The designs were created in a crash course for that purpose. And the results were really impressive, not only because some of them relate to CAP.

Creative engineering as a new part of the training

The mechatronics CAP.tains broke new ground in the field of creative engineering with CAP.finisher Barbara Rosenberger.

The pilot workshop took place at the GRAND GARAGE, aligned with the idea of "sustainability in everyday life". The right environment for creativity, interdisciplinary encounters, and prototype construction. After a day spent getting acquainted with the basic theory, participants then puttered around, experimented, and built prototypes. From automatic irrigation systems for plants to bottle openers for reusable caps to baskets that collect garbage in the water – these types of things were developed. A beverage vending machine with its own refillable glass bottles and a simple garbage gripper with a backpack making it possible to collect garbage easily rounded out the portfolio of fascinating projects.

Figures 2021/22 CAP-TRAINING

Key figures for CAP-TRAINING at a glance

Total expenditure (in euros)	458,000
Grants received (in euros)	131,000
Own revenue (in euros)	327,000
Self-funding ratio	71 %
Number of employees (FTE)	2
Number of participants	90

An innovation workshop

MATERIALISE. Children, young people, students, start-ups, educational institutions, associations and companies meet in the GRAND GARAGE in the former Tabakfabrik Linz (tobacco factory Linz, AT) to shape the future together.

What will the world look like in the future? Nobody can answer this question with certainty, but by making a contribution you can become a part of the answer. This attitude corresponds to the picture of the future that Ruth and Werner Arrich had in mind. They're the Founders of GRAND GARAGE, who developed a new vision after a conversation with four young people. Ruth Arrich, then Project Manager of the CAP.-PROGRAMME, remembers precisely how she got into a conversation with her graduates Niklas, Rudi, Fabian, and Max. She wanted to know how she could support her protégés even after they had finished their training. "What we need is a good workshop!", was the unanimous reply of the four highly motivated "CAP.finishers" (as graduates of the CAP.-PROGRAMME are called).

MakerMatch as the initial spark

In hindsight, this was maybe the first MakerMatch, one of three pillars of the GRAND GARAGE. A MakerMatch describes the networking between

people and visionaries, companies and educational institutions that think outside the box and drive forward new ideas with open attitudes and various skills. The GRAND GARAGE creates space for unusual encounters of this kind; it links and connects participants.

One workshop. Many possibilities.

But for this to happen, first they needed a professional workshop in which people could be trained, get creative, acquire technological skills and cast ideas into actual

Future tech. Making new technologies livable and learnable

prototypes; where they could weld, laser cut, or 3D print. Something like that had never existed – and was a gap that ought to be closed from the point of view of Ludwig Szinicz (1939–2017), Co-founder of today's TGW Logistics and co-initiator of the CAP.-PROGRAMME. The founding team established and grew the joint vision of a space for young people hungry to innovate.

Spot for open experimentation

"From the outset we wanted to think big, really push the envelope with something, and have an impact – not only for young people but for the Linz location as well", is how Ruth Arrich describes the subsequent process. Together with her founding partners, she had many in-depth encounters with young people and networked with companies and educational institutions. "Positive feedback was simply huge from the very beginning", Werner Arrich remembers. The maker scene, a movement of people who develop, modify, and produce new solutions using cutting-edge technologies, was already in

Info GRAND GARAGE

A garage for learning, growth and working. A spot where people worldwide traditionally tinker and putter about, draw up and implement plans. Inspired by this idea, that's how the name of the GRAND GARAGE originated – a place where ideas are developed and designed with know-how and handcrafting skills.



Holistic empowerment workshop

Self-development on the welding machine.

In the MakerSpace empowerment workshop at the GRAND GARAGE in March 2022, the artist, welding expert, and GRAND GARAGE host Tatjana Schinko and “Women on Stage!” founder, together with eight participants, broke with traditional gender stereotypes. And with linear educational logic, too: Because the workshop followed a holistic approach in which professional and personal education go hand in hand. On the first day of the two-day workshop, the focus was on the women’s personal strengths and visions. The second day was all about the creative process: The powerful and authentic (self-) portraits developed on the first day took specific shape on the welding machine.



Welded together.
Discovering new potentials with maximum power



Waste or valuable resource? A second life for plastic

Plastic recycling for everybody

Plastic Garage. When you visit the GRAND GARAGE, the first thing you’ll notice is a very special work of art in the foyer: More than 6,000 transparent PET bottles are arrayed three stories high to form an impressive curtain. Originally, the installation served as a stage curtain for the opera “Poppea”. “The curtain is not just a huge eye-catcher. It has been given a second life here with us in the form of new ideas and also raises awareness for plastics recycling”, says Ammar Makic, initiator of the Plastic Garage, a place within the GRAND GARAGE focused on plastics and recycling. Young people who are actively interested in this topic are exploring the challenges of recycling, doing research and experimenting here. With the machines of the partner plasticpreneur and other devices, the shredding, extruding and injection molding of plastic can be tried out.

“This is where people who would not otherwise come together meet. It is this colorful variety that makes this place so unique.”

RUTH ARRICH about the ideal MakerMatch at the GRAND GARAGE



It's early practice that counts. Reach into the future with a robotic arm

TGW FUTURE WINGS

Get at the machines

Holiday programmes in the educational workshop.

Too small for welding, using a laser, or programming? No way! As part of the holiday programmes for children in the educational workshop of the GRAND GARAGE, children attending first grade and older are inspired to try their hand with tech – for example, within the framework of the KinderUni (kids university), the Kultur-Hof Technology Week, the DiMi camp, or together with kids from TGW Logistics' holiday childcare. “Regardless whether the workshop lasts three hours or a whole week, our motto is: Get at the machines and try it out yourself”, explains Barbara Rosenberger, in charge of the range of innovative educational formats.



Young talent in the workshop. The youngest ones already think outside the box

Playful access to new technologies with MakerEducation

The third pillar of the GRAND GARAGE, MakerEducation, primarily aims to get young people from schools, universities, and training programmes involved. What problems do you see in the world that you would like to solve? The MakerEducation courses in the educational workshop of the GRAND GARAGE begin with questions like this.

This offer allows primary school pupils starting from the first grade to experience new technologies at their fingertips. The GRAND GARAGE creates an environment of learning and experimentation that primarily aims to be fun and provide playful access to analog and digital technologies, such as the 3D

the process of forming. What was lacking was a home, a place for open experimentation – and that in the mechatronics hotspot of Linz.

The GRAND GARAGE opens its doors

“If you want to face the future, you have to understand technologies and make use of them”, says Werner Arrich with conviction. The development of MakerSpace, the second pillar and core of the GRAND GARAGE, was founded on this idea. In February 2019, the time had finally come: GRAND GARAGE opened its unique three-floor innovation workshop containing more than

90 professional machines, everything from 3D printers, laser cutters and robots through to a CNC mill and a water jet cutter.

Today, the MakerSpace has space for all those intrigued by tech, with a focus on young people, who can discover their personal strengths in numerous workshops here as well as in other innovative educational formats and develop holistic excellence beyond any linear educational logic. “Our content is contemporary and up-to-date. With our programmes, we teach state-of-the-art technologies and craftsmanship with a holistic orientation”, says Ruth Arrich.

Facts & figures GRAND GARAGE

The big workshop in numbers

- 2019 Opening of the GRAND GARAGE
- 3 floors
- More than 3,000 m² of innovation workshop
- More than 90 professional machines
- 477 Maker formats (workshops, tech tasting, events, children's courses, apprentice days and more)

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION



Tinkering & building –
with topnotch
professional tools

“The idea came from the boys. We’re happy we had the privilege of accompanying a great vision for a while.”

WERNER ARRICH on the beginnings of the GRAND GARAGE

Educational partnerships on an equal footing

GRAND GARAGE. The Technical College of Upper Austria (FH OÖ) used the MakerSpace for a 5G workshop as part of the Gigabit Academy. The GRAND GARAGE has a completely functional 5G campus network. It’s an ideal place for students from the Technical College studying Automotive and Mobile Computing to discuss this important topic.

ROSE ORG Linz. As part of their handicraft lessons, the students of the ROSE ORG LINZ (AT) take advantage of all technologies offered in the innovation workshop; they can also pursue and deepen their own personal interest by becoming a MakerSpace member for free. Synthesizers were built, and T-shirts were screen-printed for high school graduation celebrations.



Innovation workshop.
Also for external partners such as FH OÖ, Campus Hagenberg and ROSE ORG Linz



Layer by layer. Toward new perspectives with the laser cutter

The landscape from the laser cutter

3D topographical map. “That’s the beauty of the laser cutter”, says student and MakerSpace member Valentin Wiesinger, “it’s enormously versatile and relatively easy to operate.” Valentin started in this spot with his idea of a realistic 3D topographical map. He engraves the individual layers on plywood panels and cuts them out based on computer models he made before using maps and data. Individual little houses and buildings come out of the 3D printer and soldering is done in the electronics workshop. GRAND GARAGE employee Benjamin Brunnmair supported Valentin with ideas and know-how and encouraged him to submit his relief map of Tyrol, with labeled villages, rivers, streets and a mountain peak, to the Maketober Voting 2021 – with success: He won second place.

printer, welding, and robots. “Learning takes place on an individual level, in physical learning spaces. But by bringing ideas and individuals together, people enter developmental spaces that are non-physical, and that we all have within us. Because only through education and in dialogue with people can growth and development emerge”, Ruth Arrich underscores.

Picture of the future? Education for the future!

The Foundation philosophy and intellectual foundation of “Focusing

on people – learning and growing”, defined by Ludwig Szinicz, is apparent in all rooms of the GRAND GARAGE. The workshop is home to new ideas and people who joyfully and courageously think outside the box.

“This is a place of many possibilities, a place of valuable creation of meaning with viability for the future. Our vision for the GRAND GARAGE is that burning questions of our time will be addressed and solved here; above all, it is a spot for the next generation, who wants to learn and grow”, says Ruth Arrich, looking boldly into the future. <



Ruth Arrich. Managing Director with bold visions

“We are brave people impatient to see things to come. And with this attitude we’re striving towards the future.”

RUTH ARRICH, Co-founder of the GRAND GARAGE and brave woman of conviction

TGW FUTURE WINGS

TGW LOGISTICS

TGW FUTURE PRIVATE FOUNDATION

Tinkering for the Racing Team of the Vienna University of Technology

TU Vienna Racing Team. It all began with a dream – and in 2022, the TU Racing Team celebrated its 15th birthday. Every year, more than 100 students from over 12 nations and from diverse fields combine their knowledge to build a race car together. One of them is Rudi Ring – graduate of the CAP.-PROGRAMME in Mechatronics, head of the TU Racing Team, who can often be seen in the MakerSpace of the GRAND GARAGE. Here he works and tinkers about in his spare time in order to be able to send ever better vehicles to the international Formula Student races.



Building a race car. Every year, 100 students from 12 nations work on their speedsters



Getting under the skin. For “Linz Remembers”, engravings were made at the GRAND GARAGE

Ring once for remembrance

Memorial stelae for “Linz remembers”. There are already many initiatives in Linz (AT) to confront the city’s Nazi past. What has been missing so far has been a memorial in the public space. Thanks to artist and GRAND GARAGE resident Andreas Strauss, apprentices of voestalpine, and other project partners, among them GRAND GARAGE, that has changed: Andreas Strauss’ idea of incorporating bells in the stelae, as if to make it possible to ring the victims’ bells, provoked great feeling in the judges of the design competition for the memorial. The victims’ names and personal data were engraved into the brass stelae at the GRAND GARAGE MakerSpace. The apprentices of voestalpine were involved in the fabrication of the bells, thus dealing with their country’s history in a special way through the project.



With attention to detail. Makers are soldering, welding, and using tools



Holistic learning. Full speed into the future

Portrait **The mind behind the educational workshop**

Barbara Rosenberger, Project Manager for Education. "My dream", says Barbara Rosenberger, "is that the MakerSpace will one day be full of children every day." Children, whose eyes brighten when they operate the 3D printer, welding machine, or laser cutter and who proudly carry home their little works of art afterwards – they're proud because they have experienced self-efficacy and were allowed to fully implement their ideas while the trainers met them as equals.

Barbara is the heart and mind behind the wide range of educational opportunities offered at the GRAND GARAGE. From schoolchildren to apprentices to students from the technical college and the art academy, she inspires young people to attend exciting workshops at the GRAND GARAGE. Many of them come to stay – for example, as MakerSpace members. Barbara herself has a long history with the GRAND GARAGE: In 2016, she completed the CAP.-PROGRAMME in Mechatronics. She has been with GRAND GARAGE since its very beginning. After the opening, she held the initial laser cutting workshops and took on more and more jobs as a trainer. Now she's in charge of the expansion of the educational workshop: "Our workshops are to become even more holistic. This means that the soldering workshop includes practicing effective presentation techniques, for instance, so the children and young people can really convey their ideas and work."



Barbara Rosenberger beefed up the workshops and attracts young makers

"We see our task not so much in reducing the disadvantages of technology but in fostering human-centred innovations right from the start."

WERNER ARRICH
on digital humanism

Figures 2021/22 **GRAND GARAGE**

Key figures for the GRAND GARAGE at a glance

Total expenditure (in euros)	1,966,000
Grants received (in euros)	1,332,000
Own revenue (in euros)	634,000
Self-funding ratio	32 %
Number of employees (FTE)	18
Number of memberships	466

Coding for the future

DEVELOPING TALENTS. The spacious terrace leads from the GRAND GARAGE directly to the CODERS.BAY – a symbolic connection. That’s because in both places, the focus is on people and their development.



Learning programming and putting it to immediate use in hands-on projects



Network technology in four months and programming in five months without any previous relevant IT knowledge – the CODERS.BAY programme makes things like this possible and thus closes an important gap in the job and education markets. “By 2025, we want to establish ourselves as an excellence centre in Austria and offer motivated people low barrier access to networking and coding training”, explains Wolfgang Kurz, Co-Project Manager at the programming school since June 2022.

State-of-the-art training

“The pool of IT specialists in Austria has been sucked dry”, says Marion Urbanides, Co-Project Manager of CODERS.BAY, describing the current situation in the labour market. The IT training centre, a collaborative project from CAP.future GmbH and BFI Upper Austria (Vocational Training Institute), solves this problem with its programme. The curriculum of the Linz Coding Academy, which was developed along the model of American programming schools, positions itself between the

offerings of higher technical training institutions and technical colleges. “Until now, companies have recruited workers skilled in the tasks that need to be performed in their operations. This no longer works because of the current labour market vacuum, and the fight for qualified personnel has intensified”, reports Wolfgang Kurz. This is why the Linz IT school is taking a new approach and putting people and their personal motivation first. “If somebody is willing to learn and grow, then they’re in the right spot with us. The résumé is only secondary to us.”

Facts & figures CODERS.BAY

The programming school in numbers

- a coding course lasts 5 months
- a course in network technology lasts 4 months
- 500 participants have already graduated
- about 100 training places in a space of about 1.000 m²
- more than 30 trainers

Learning by doing

CODERS.BAY is made up of two sections: the free course section without barriers to access and the subsidised AMS (Austrian Employment Office) section, for which participants must apply. In-depth specialist knowledge is taught in the fields of coding, network technology, and SAP. For coding, there is a choice between full-time and extra-occupational with the prospect of graduating as a junior developer.

“In the last fiscal year, demand among AMS job seekers was very high”, says Marion Urbanides. Just as in the free course programme, classes are also small in the subsidised section. “What makes our courses special is the holistic way we teach the content. We explain the theory, which is then directly applied in



“At CODERS.BAY we live the Foundation philosophy of the TGW World and support people in learning and growing.”

WERNER ARRICH, Managing Director of CAP.future GmbH and Co-founder of CODERS.BAY

and individual level”, says Urbanides, describing the unique atmosphere and way of working at CODERS.BAY. The trainers provide holistic and comprehensive support, i.e. during and after graduation from their courses. With active support through coaching and job application training – from stress management to the creation of suitable job application photos – the placement rate and the job prospects after completion of a course are very high.

CODERS.BAY also makes use of its strong network within the non-profit division TGW Future Wings and with companies. “Our attendees come into contact with companies very early on in their training, so they can prepare themselves for very specific labour market requirements”, says Urbanides.

Both sides, companies and job seekers, benefit from this, because working on real project tasks ideally prepares them for the job market and ideally results in a real job offer. Synergies with the non-profit division of the TGW World were also exploited in the last fiscal year. For example, a cybersecurity training programme started in September as part of the CAP.-TRAINING programme.

Preprogrammed success

Many job seekers are now proactively seeking a place at the coding school and are no longer placed exclusively through AMS. Among other things, this shows that the CODERS.BAY

concept is bearing fruit. The stellar reputation of CODERS.BAY is also widespread among companies, with which the school wants to cooperate even more closely in the future. For example, demand-oriented programmes for apprentices and potential applicants are being developed in cooperation with local companies.

A continuing education programme designed specifically for Lenzing AG is a good example of this.

The scarcity of skilled workers with SAP knowledge on the labour market as well as the upcoming generation turnover were decisive factors in the Lenzing Education Centre’s need for an educational and training programme tailored specifically to the requirements of Lenzing AG. “The professional collaboration between the Lenzing Education Centre and CODERS.BAY made it possible to ideally cover Lenzing AG’s needs”, says Florian Gröstlinger, trainer and consultant at the Lenzing Education Centre, praising the successful collaboration.

“There is no rigid curriculum at CODERS.BAY”, Urbanides explains at the end of an inspiring conversation. Instead, new teaching content is added to the programme every six months. And what does that mean for this extraordinary coding academy? CODERS.BAY is and will remain a safe harbour for seekers on their way to the next step in their careers – because they always set the sails of their ships towards the future. <

Figures 2021/22 CODERS.BAY

Key figures for CODERS.BAY at a glance

Total expenditure (in euros)	2,077,000
Grants received (in euros)	208,000
Own revenue (in euros)	1,869,000
Self-funding ratio	90 %
Number of employees (FTE)	10
Number of participants	460

hands-on projects”, describes Andrea Engljählinger, Junior SAP and IT Trainer at CODERS.BAY, who is currently in the process of setting up the programme.

Facing the future with courage

“I’m a single mother, and COVID hit us hard economically as a family. I knew I had to act quickly. That’s why I opted to make a radical change. I’ve always enjoyed working with computers, but I truly summoned all my courage to make the switch from the tourism industry to IT.”

This career change, as Andrea Engljählinger managed it, was anything but a coincidence. “With us, people are not numbers. We know all the names of our participants and look after them on a personal

New zone of free thought

THINKERS' CHAIRS AND WORK TABLES. The NOVA ZONE is a space for workshops and creative ideation. It opens up new perspectives on questions and problems for companies, which often end up at the 3D printer and laser cutter instead of disappearing into the back of a drawer.

Innovators. Werner Arrich and Patrick Rammerstorfer founded a space to make ideas reality



“Something is still missing.” As is often the case, it was this insight by Werner Arrich, Managing Director of CAP.future GmbH and thus part of TGW World’s social entrepreneurship, that heralded the start of something new. In this case, it was the NOVA ZONE, which in the fall of 2021 was to expand the GRAND GARAGE – the place of many opportunities for digital free spirits and those who think outside the box – and fill a noticeable gap.

The vision: a space to support and mentor groups in innovation processes. “Anybody who has ever worked in a company is familiar with the usual chain of events: At a seminar, away from the usual routines, the team develops great ideas, which then – back in the office – are stowed away at the bottom of a drawer. Apart from the memory of a nice time spent with colleagues, little remains of the great ideas”, says Arrich, Co-founder of NOVA ZONE.

Flexible thinking

At NOVA ZONE, ideas and innovations are given the space they need. What exactly does that look like? A

playground that extends over 330 m², where everything and anything can be said, thought, and tried out. Here is where free thought and new ideas are welcome and constantly in motion. Just like the groups themselves, which are spread across several zones – from the Open Zone to the Cozy Zone – and the flexible furniture that can be placed anywhere in the room. Chairs and tables used here as “thinkers’ chairs” and work tables were specially designed for mobile use in creative design thinking processes – their prototypes come from the GRAND GARAGE’s MakerSpace.

Companies, NGOs, apprentices, young people and children – the

participants of NOVA ZONE come from a wide range of industries and fields and are met with carefully selected methods. “Be brave. Stay curious. Create something new” is the motto that will guide these groups through three phases. But nothing is fixed or static; sequence and methods are specifically adapted to the needs and questions of the target groups.

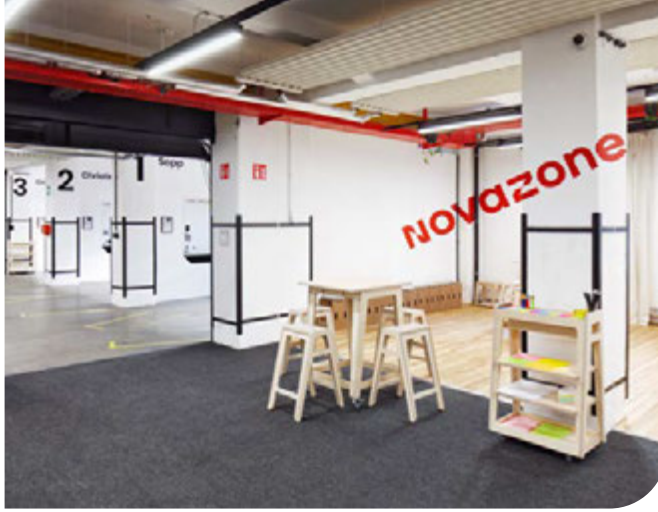
Phase 1: Think & create

The first phase is called “Think & create.” The groups don’t only toss out a wide variety of questions for discussion, ranging from possible future scenarios for individual organisations to detailed automation solutions. “The more colourful the company, the more productive the process”, explains Patrick Rammerstorfer, Co-founder of NOVA ZONE and innovation expert. This is because the diverse mix of people from different departments yields differing perspectives. This creates intriguing dynamics and is just what makes innovation processes really vibrant. In this phase, tried-and-tested methods of creative ideation are

Facts & figures NOVA ZONE

The space for future thinkers in numbers

- 2 facilitators support innovation
- 330 m² total area
- >100 workshops per year
- >50,000 Post-its used for great ideas



steps' distance from the NOVA ZONE. Young people from CAP-TRAINING are regularly interviewed for Future Talks, and they have already turned numerous companies' preconceptions completely upside down.

**Phase 3:
Do & execute**

There are many synergies like this one with the GRAND GARAGE, above all in the third phase of the innovation and development process, which is called "Do & execute" – best of all in the MakerSpace of the GRAND GARAGE. NOVA ZONE offers so-called tech tastings for all workshops and formats, and thus provides an idea of what is technically possible. Following introductions to 3D printing, the Internet of Things (IoT), laser cutting, robotics, welding, and CNC, the technical possibilities for implementing prototypes can be explored and visualised quite specifically.

The linking of methods and ways of thinking, of generations and

deployed, for instance, foresight thinking, design thinking, open innovation, design sprints and even hackathons. Even before the official opening, TGW Logistics used this to develop a very concrete product by means of design sprints – successfully as well.

**Phase 2:
Try out & make**

"An idea that offers no real benefit to a specific group of people is a nice idea but nothing more", is the conviction of Patrick Rammerstorfer. That's why, in the second phase, the participants get down to the nitty-gritty, guided by the motto "Try out & make". In the PROJECT ZONE of the NOVA ZONE, small groups meet with Sepp, Christine, and Gerhard. These are the names of the individual workrooms, which are equipped with work tables, whiteboards, and displays. In this hands-on phase, they scribble and tinker around, test and build. The team develops initial prototypes and improves them through iterations.

One question that always comes up in the process: Will these prototypes be able to prove themselves in the

"We are an experimental laboratory for new, effective frameworks and methods."

PATRICK RAMMERSTORFER, Co-founder of NOVA ZONE

"real world"? Of course, this framework can't provide a definitive answer, but a good approximation is possible. The view from the outside helps here, for example through the informed questioning of tech experts from the GRAND GARAGE community, who can be invited to engage in dialogue with the development team if desired. In this way, prototypes can be taken to the next level at a very early stage.

It's very similar with questions about future scenarios: In which direction can organisations develop? What will tomorrow's target groups look like, and will they still be buying our products in 10 years' time? "When groups come to us with such topics, our first question is: Have you brought along any young people whom we can interview?" says Werner Arrich. This question is usually answered in the negative, but that is rarely a problem, because the next solution is quite close at hand – often even just a few

technologies, of the Makerscene and companies makes the NOVA ZONE an important part of the non-profit division of TGW Future Wings and an ideal sister project within the GRAND GARAGE. After all, people grow and create best when they are given enough free space and stimulus to play – and there is plenty of that in the Zone of Free Thoughts. <

**Figures 2021/22
NOVA ZONE**

Key figures for the NOVA ZONE at a glance

Total expenditure (in euros)	276,000
Grants received (in euros)	-33,000
Own revenue (in euros)	308,000
Self-funding ratio	112 %
Number of employees (FTE)	1

Terms and Explanations

TGW WORLD. The Foundation philosophy is the basis of the TGW World and is defined by its own catalogue of terms. Here you will find definitions of some of the terms used in this report.

Foundation deed

The “constitution” of every foundation – consisting of the publicly available foundation deed and the non-public supplementary foundation deed.

Foundation philosophy

The legacy of Founder Ludwig Szinicz (1939–2017), formulated in ten guidelines with the guiding principle of “Focusing on people – learning and growing.”

Founder

Ludwig Szinicz, founder of the TGW Future Private Foundation established by him in 2004.

Hexagon of the Foundation philosophy

The heart of the Foundation philosophy in six dimensions: purpose orientation, conception of human beings, value system, sustainability, holistic education, exemplary entrepreneurship. Further details can be found in the book ‘The TGW World and its Foundation philosophy of “Focusing on people – learning and growing”. A holistic entrepreneurial approach’.

Idea TGW

Ludwig Szinicz’ term for his human-centred and stability-ensuring future foundation model for TGW Logistics; today, in the TGW World, also the epitome of the integrated view of two types of entrepreneurship that are of equal value (industrial and social).

Impact logic

Instrument for the quantifiable assessment of the performance of the Foundation divisions, making it possible to map the path from the vision to concrete actions in everyday work and the desired future. Indicators reveal on which levels resources, services, and effects were designed in a targeted manner; it thus serves as an effective management tool.

Impact staircase

Instrument from the Social Reporting Standard that uses indicators to measure whether work has been effectively and efficiently performed and whether social impact has been achieved.

Ludwig Szinicz and Heinz König

Founders of **T**ransport**g**eräte GmbH & Co. KG **W**els (TGW).

Pictures of the future

Our picture of the future defines our long-term direction in terms of content and outlines the ideal future state to which we as organisation aspire and which we would like to bring about in society.

TGW cow

The symbol of the advantages of TGW Future Private Foundation as owner of TGW Logistics, which is integrated into the official description of the Foundation philosophy in the Foundation deed: stability in ownership, independence, and the desired and encouraged participation of employees in company events.

TGW Private Foundation

100% owner of TGW; founder of the Private Foundations Future Wings and "Schule Morgen"; 49% shareholder of CAP.future GmbH; one of three parts of the TGW World.

TGW Future Wings

The social entrepreneurship and one of TGW Future Private Foundation's two Foundation divisions; one of TGW Future Private Foundation's three parts.

TGW Logistics

Industrial entrepreneurship and one of the two divisions of TGW Future Private Foundation. The company, established on 11 December 1969 as Transportgeräte GmbH & Co. KG Wels and operating under the name of TGW Logistics Group GmbH since 2007 (in short: TGW Logistics) is the nucleus of the TGW World with today around 20 subsidiaries worldwide; one of three parts of the TGW World.

TGW World

The unity of the three parts: TGW Future Private Foundation, TGW Logistics, and TGW Future Wings.

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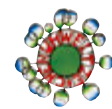
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Value system of the TGW World

The value system provides the entire TGW World with a guideline for action in our internal dealings and with third parties.



Vision of the TGW World

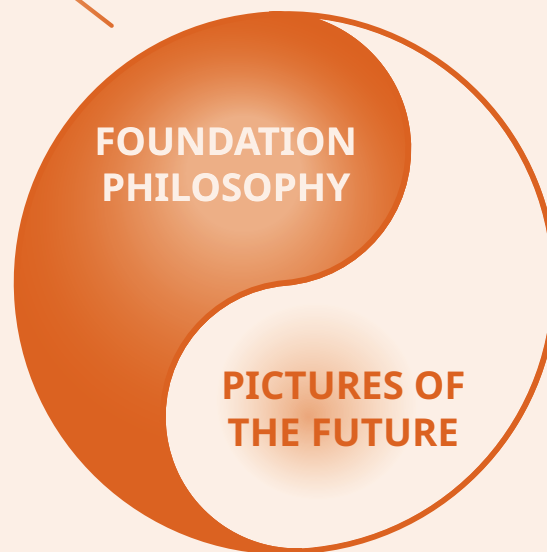
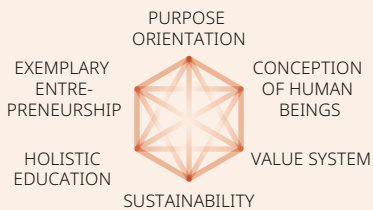
The TGW World vision is composed of the Foundation philosophy and the respective Foundation divisions' visions of the future.

FOUNDATION PHILOSOPHY

„Focusing on people – learning and growing“

Ten guidelines of the Supplementary Foundation Deed form the basis for

the hexagon of the Foundation philosophy



PICTURES OF THE FUTURE

The TGW World in 2030

TGW LOGISTICS

- Autonomous fulfillment centres will be a reality – Zero-Touch-Logistics with #TGWinside.
- We are partner of choice with an unparalleled customer focus based on our future-proof smart fulfillment centres.

TGW FUTURE WINGS

- Through our holistic educational offers for the evolution of young people we contribute to solving the central questions of our time.
- Our portfolio of non-profit projects works efficiently and effectively.

Hexagon of the Foundation philosophy

