

GROWTH



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Dear Reader,

We are delighted that you have the TGW Future Private Foundation's 2024-25 Annual Report in your hands. It provides insights into a world built on a unique human-centred foundation model that combines economic empowerment with stability and social responsibility, creating sustainable impact.

This is perfectly encapsulated in our guiding theme, "Growth & Impact". We understand growth not only as an economic principle but as development – of people, of organisations, of ideas. Impact, in turn, arises when this growth provides purpose and meaning and unlocks potential.

The roots of this philosophy go back to Ludwig Szinicz (1939-2017), founder of the Private Foundation and co-founder of TGW Logistics. Back in the early 2000s, he was already exploring visionary ideas about purpose, responsibility and sustainable entrepreneurship and creating the unique framework upon which we build today.

In doing so, he laid the cornerstone for what we now call the "Idea TGW": the effective interplay of economic performance, holistic development and social commitment.

This idea continues to shape our actions and is supported and further developed by the three divisions of the TGW World – TGW Logistics, TGW Future Wings and the TGW Future Private Foundation. Together, we create an environment where people – employees and customers alike – thrive, innovation flourishes and purpose becomes tangible. This is how a world comes into being where growth has an impact and impact in turn enables growth.

Enjoy reading and exploring the TGW World!

Martin Krauss

Chairman of the Board
TGW Future Private Foundation

Growth & impact: strong together

Growth is not an end in itself. It constitutes the basis for making an impact. And impact in turn is empty if it does not have access to the life of people and to society. An interview with the three board members of TGW World, Martin Krauss (TGW Future Private Foundation), Henry Puhl (TGW Logistics) and Christian Szinicz (TGW Future Wings), demonstrates how growth and impact are two sides of the same coin. And they are strengthened when all three parts of the TGW World work as one.

Martin Krauss,
Chairman
of the Board
TGW Future Private
Foundation



Henry Puhl: I see growth as an absolute necessity. The global population is growing, and standards of living are rising – as is the demand for logistics solutions. If we don't keep abreast of these developments, we risk losing market share and our ability to invest. And without investment, there is no future. But for us, growth does not only mean higher sales. It also includes the development of people within the company. We do not offer off-the-shelf products; we sell highly complex solutions. This requires teams of experts who can collaborate effectively and achieve the best result together with customers. It's therefore important that, alongside all our growth, we maintain a sense of lightness – fostering not a culture of fear, but the joy of trying new things, improving and learning together. This is what makes us strong.

Without growth, there can be no impact; without impact, no long-term growth. What do these terms mean to you and the TGW World?

Martin Krauss: Growth has many aspects. There is of course the business side – sales, profitability and market share – but, taken alone, that's not enough. It must be viewed from a holistic perspective. Of course, we need economic growth so that TGW Logistics is future-ready. Equally important, however, is the

growth of individuals: learning, developing, assuming responsibility – as set out in the guiding principles of our foundation philosophy. Impact provides the framework: We do not only measure key financial indicators. In all we do, we keep in mind the wellbeing of our employees, our customers, society as a whole and the environment. Only with this holistic understanding does growth have meaning.

Christian Szinicz: At TGW Future Wings, growth is closely linked with impact. We make a conscious distinction between personal and organisational growth – that is, between the development of young people and the creation of new offerings – both of which are essential to meeting the challenges we face today. Our starting point is always the development of young people in their own environments. When they succeed in taking on responsibility and initiating changes, impact takes the form of personal development. And we work hard to ensure that the impact of our non-profit educational innovations is measurable and observable – because organisational growth within the non-profit division TGW Future Wings only makes sense if it promotes personal development and thereby generates impact, not the other way round.

"We do not only measure key financial indicators. In all we do, we keep in mind the wellbeing of our employees, our customers, society as a whole and the environment."

**Martin Krauss, Chairman of the Board
TGW Future Private Foundation**

How do you succeed in connecting growth and impact in the TGW World?

Christian Szinicz: No organisational growth without growth in impact. For our non-profit educational innovations, impact is the benchmark. This is why the impact measurement just mentioned is so essential to us. It takes time and requires resources, but it makes tangible whether we are really effecting change. In this way, we can ensure the focus remains on personal growth.

Henry Puhl: Economic growth creates the foundation that enables us to have an impact, because impact also requires financial resilience. This means we need a solid return, and we are currently aiming for more than six per cent in the medium term – not to maximise dividends, but to be able to make solid investments. This is the only way we can safeguard innovation, develop new products and enter new markets. In the long-term, it also safeguards the work of the TGW Future Private Foundation and the non-profit TGW Future Wings initiatives. This means that the economic impact is a combination of financial power and resilience. Even more important than the amount, however, is the reliability of returns so that we are able to ensure continuity for our customers and our non-profit educational projects.

Martin Krauss: Growth is above all linked to responsibility. Our mission is to implement TGW Logistics co-founder Ludwig Szinicz's legacy, the "Idea TGW". Economic growth is a means to an end. It's only truly exciting when it all comes together to create impact – when we see how economic success directly contributes to social change.

Where do you see the key growth areas within the TGW World?

Henry Puhl: There are three clear directions for TGW Logistics: First, regionally – we have a long-standing strong base in Europe and can still win market share in some countries. Beyond Europe, we want to gain a broader foothold in North America and focus on several central points in Asia. Second, in the customer segments – in addition to the fashion sector, we are growing in e-commerce, the grocery retail trade and manufacturing. Third, technologically – we are massively investing in mobile automation technologies like our Quba and the LivePick system, which allow our customers greater flexibility. As our business areas grow, our people and teams must grow with them – both professionally and personally. Only through this combination can we be awarded projects, implement them and support them for a lifetime.

Christian Szinicz: TGW Future Wings is growing alongside TGW Logistics. When the company generates higher returns, we have more resources and thus stability and certainty for planning – which opens up more opportunities. To achieve this, we need to be well-positioned as an organisation so that we can further expand our project portfolio, scale it strategically and enter into new partnerships. However, the key growth area for us lies in young people themselves. The two go hand in hand: Only when our organisation and people grow can real impact be generated.

"Our impact goals include, among other things, creating genuine added value for our customers and employees."

**Henry Puhl, CEO
TGW Logistics**



**Henry Puhl, CEO
TGW Logistics**

Are you pursuing any specific impact goals?

Martin Krauss: The impact goal of TGW Future Private Foundation is to ensure the long-term survival of TGW Logistics – in line with the "Idea TGW". Ludwig Szinicz's goal in establishing the private foundation was to ensure that TGW Logistics continues to operate sustainably, maintains its independence and enables professional and personal growth within and outside the TGW World.

Christian Szinicz: We derive our impact goals from our picture of the future because we want young people to unfold their potential holistically through our educational offerings. The Inner Development Goals provide us with guidance. Skills such as integrity, critical thinking, appreciation, trust and courage help participants in contributing to solving the key issues of our time.

Henry Puhl: Our impact goals include, among other things, creating genuine added value for our customers and employees. We therefore develop our teams as best as possible so that they understand our customers and empower them with jointly developed solutions to make their processes more efficient, flexible and future-proof. In this way, economic activity is directly linked to tangible impact – for people, companies and society as a whole.

You mentioned major challenges: To what extent do you keep the issue of sustainability in mind?

Henry Puhl: "Good for the planet, good for profit, good for the people" is a motto I believe in. And even though we're certainly not among the biggest CO₂ emitters, we take our responsibility in this regard very seriously. We are careful to modernise existing sites with a focus on climate considerations, and resource efficiency has always guided our product development. Of course, we are committed to the ESG goals. But we don't talk about it to promote ourselves; we talk about it because it's part of our core business.

In closing, a personal question: What kind of long-term development do you hope to see for the TGW World?

Martin Krauss: I hope that the TGW World will have a long-term impact – not just economically. That our "Idea TGW", which we explain in more detail elsewhere in this report, becomes even more vibrant and that the people in the TGW World can use it for themselves – both at work and in their private lives – to find orientation, meaning and inspiration.

Through our foundation model, which is shaped by the Foundation philosophy "Focusing on people – learning and growing", we want to help make the world a little bit better. Our holistic, entrepreneurial approach is characterised by idealism coupled with realism, true to the motto: "It's possible!"

Henry Puhl: We position ourselves as a global powerhouse when it comes to project planning, engineering and solution expertise in intralogistics. Our customers are often market leaders in their respective business areas. We have a stake in this and are committed to supporting them.

We invest equally in developing our people and in our portfolio of software and technologies, because, as a project planning company, we believe that this combination paves the way for our customer projects and offers opportunities for all our employees. For the TGW World, I hope people intuitively understand that TGW Logistics, TGW Future Wings, and the TGW Future Private Foundation cannot be viewed in isolation from one another. The idea is to bring people together and create a shared impact. Economic strength and technological excellence form the basis on which we can develop our employees and, through the foundation model, simultaneously create a social impact. At the same time, I hope that we enjoy accomplishing things and inspire people. This is how economic success turns into impact – for our employees, our customers and society.

Christian Szinicz: I hope that the three divisions – the TGW Future Private Foundation, TGW Logistics and TGW Future Wings – will continue to develop and work together, that all employees develop personally and professionally and make a valuable contribution to the greater whole that we call TGW World and that we continue to expand and make visible the synergies that already exist between the foundation's divisions. This will enable TGW World, with its unique foundation model, to inspire other entrepreneurs and to demonstrate how industrial and social entrepreneurship can work hand in hand. And I hope that all TGW Logistics employees are aware of the impact of TGW Future Wings, so that they see their work as more than just a job and themselves as part of something larger – because then meaning and purpose evolve.

Thank you for the interview!



Christian Szinicz, CEO
TGW Future Wings

"I hope that all TGW Logistics employees are aware of the impact of TGW Future Wings, so that they see their work as more than just a job and themselves as part of something larger – because then meaning and purpose evolve."

Christian Szinicz, CEO
TGW Future Wings

MANAGEMENT REPORT CONSOLIDATED FINANCIAL STATEMENT 2024/25

The following chapter provides an overview of the 2024–25 financial year: It puts in proper context how TGW performed within the economic environment, what results were achieved and what developments shaped the year. Clear, concise and transparent, it lays the foundation for understanding the entire TGW World.

And it opens the door to what follows – those chapters that bring 2024–25 to life and make it tangible from different perspectives.

Management report for the 2024–25 financial year

Overview of the TGW Future Private Foundation

Based in Marchtrenk, the TGW Future Private Foundation, together with its two divisions, does not constitute a purely economic entity; rather, it is a values-driven community focused on purpose, facilitating personal and professional growth alongside entrepreneurial success.

- The Foundation's mission includes:
- managing the company's shareholdings in accordance with the founder's intentions;
- promoting learning and personal growth both within and outside the TGW World;
- administering grants to beneficiaries;
- managing the Foundation's other assets.

The Foundation is the sole owner of the TGW Holding GmbH (hereinafter referred to as TGW Logistics), a leading international provider of highly automated intralogistics solutions with over 4,600 employees across Europe, Asia and North America.

TGW Logistics is also the founder of the Future Wings Private Foundation and the "Schule Morgen" (School of Tomorrow) Private Foundation as well as the owner of CAP.future GmbH. These legal entities operate under the TGW Future Wings umbrella brand, the non-profit division of TGW World, which initiates and supports educational projects with societal impact.

The guiding principle "Focusing on people – learning and growing", summarises the founder's ten legally binding guidelines and shapes all activities within TGW World, which prioritise long-term success over short-term profit maximisation. The values-based foundation model forms the basis for all activities of the TGW Future Private Foundation and enables the integration of economic performance, personal growth and societal impact.

1. Business performance and economic environment

1.1. The global economic environment

The 2024–25 financial year was once again characterised by a complex and volatile environment, influenced by moderate growth, a reorientation of monetary policy and geopolitical tensions.

1.2. Global macroeconomic environment

Protectionist measures and structural challenges shaped economic developments. The US tariffs imposed in April 2025 and the corresponding countermeasures taken by numerous trading partners increased uncertainty. According to the latest reference scenario of the International Monetary Fund (IMF), global growth is expected to fall to 2.8% in 2025, well below the 2000–2019 average of 3.7%.

1.3. Regional developments

- Europe: continued economic weakness. Economic growth in the EU reached only 1.0% in 2024, with 1.1% projected for 2025.
- United States: still robust, though showing initial signs of slowdown. GDP growth was around 2.9% in 2024; with a forecast of approximately 1.6% for 2025.
- China: state support measures had limited effect. Following 5.0% GDP growth in 2024, growth of around 4.6% is expected in 2025.

1.4. Geopolitical risks

The escalation in the Middle East, particularly the military exchanges between Israel and Iran, led to attacks on energy infrastructure and short-term price fluctuations. Following the ceasefire agreement, the situation stabilised, though it remains volatile.

1.5. Impact on the Foundation divisions

The intralogistics market is highly sensitive to global developments. As a result, the 2024–25 financial year was once again characterised by cautious investment decisions and postponed orders. Nevertheless, TGW Logistics was able to significantly increase incoming orders through intensified sales activities, greater market presence and long-term customer relationships.

The non-profit activities of CAP.future GmbH, the Future Wings Private Foundation and the "Schule Morgen" Private Foundation, operating under the TGW Future Wings umbrella brand, continued as planned, supported by the reserves of the TGW Future Private Foundation. The focus during the reporting year was on the further development of impact analysis tools to optimise the effectiveness of resource allocation and to ensure that TGW Future Wings' non-profit activities deliver sustainable, positive and measurable outcomes and thus make a significant contribution to society.

1.6. Key events during the financial year

In 2024–25, in fulfilment of its purpose, the Foundation made grants to beneficiaries totalling €424,000 (previous year: €7,951,000). As in the previous year, funding was drawn entirely from the profit reserves of the TGW Future Private Foundation.

In addition, shareholder contributions of €3,325,000 (previous year: €2,846,000) were granted to CAP.future GmbH. The "Schule Morgen" Private Foundation and the Future Wings Private Foundation each received €1,000,000 in grants (previous year: €1,000,000 each), primarily for the continuation and further development of ongoing educational initiatives in Austria and abroad.

At TGW Logistics, revenue in 2024–25 remained stable compared with the previous year (€1.070 billion; previous year: €1.069 billion), once again exceeding the €1 billion mark. Although the persistently uncertain economic situation and customer-side construction delays dampened growth, this was offset by a strong intake of orders, which rose sharply from €971 million to €1.509 billion, providing a solid basis for future capacity utilisation.

The completion of the transformation programme launched in the previous year marked a key milestone. Its objectives were to increase profitability, utilise resources more efficiently and optimise the cost structure. The new operating model promotes Group-wide collaboration, faster decision-making and clearly defined responsibilities. Combined with Lean management, it strengthens the organisation's customer focus and innovative capacity.

One visible result of the transformation process was the new brand profile unveiled in February 2025. With the tagline "It's possible", TGW Logistics positions itself as a responsible enabler of highly automated distribution centres. The brand identity also highlights the close connection between the three divisions within the TGW World (TGW Future Private Foundation, TGW Logistics and TGW Future Wings).

The ground-breaking ceremony for the expansion of the TGW Logistics headquarters in Marchtrenk took place in September 2024. This strategic investment project strengthens operational performance and carries forward the long-term growth strategy. It includes an additional production hall, a highly automated high-bay warehouse with pallet and shuttle

systems, autonomous material supply via AMRs (autonomous mobile robots) and a new car park with over 620 spaces. During the 2024-25 financial year, the structural work for the first construction phase was successfully completed on schedule.

Financial performance indicators

The following overview presents the development of the Group's key financial performance indicators for the past two financial years in accordance with IFRS.

Key figures

	2023/24	2024/25	Change
Sales revenue (€ thou.)	1,069,199	1,070,560	0.1%
EBITDA (€ thou.)	56,978	72,419	27.1%
EBITDA margin (%)	5.3	6.8	
EBITEP (€ thou.)	26,185	50,170	91.6%
EBITEP margin (%)	2.4	4.7	
EBIT (€ thou.)	26,185	44,690	70.7%
EBIT margin (%)	2.4	4.2	
Balance sheet total (€ thou.)	904,100	1,001,486	10.8%
Equity (€ thou.)	368,316	401,966	9.1%
Equity ratio (%)	40.7	40.1	
Net cash flow from operating activities (€ thou.)	1,202	131,321	n/a
Grants to social entrepreneurship (€ thou.)	4,846	5,325	9.9%

EBITEP = Earnings before interest, tax and employee participation

Despite the challenging economic environment, revenue in the 2024-25 financial year was slightly above the previous year's level at €1.071 billion, and the EBITDA margin increased to 6.8%. This improvement is primarily attributable to efficiency gains in order execution and stable cost development. Net cash flow from operating activities rose significantly to €131 million, reflecting strong operational performance.

With an equity ratio of 40.1% (previous year: 40.7%), the TGW Future Private Foundation remains financially stable and provides a reliable basis for sustainable growth.

Investments in the 2024-25 financial year amounted to €41 million (previous year: €16 million) - excluding acquisitions from rights of use. The main focus was on the expansion of the headquarters in Marchtrenk, amounting to €26 million. Commissioning of the new facilities is planned for the end of the 2025-26 financial year.

Non-financial performance indicators

The following non-financial indicators reflect the company's operational business development and staffing situation:

Key figures	2023/24	2024/25	Change
Order intake (€ mill.)	971	1,509	55.4%
Order backlog (€ mill.)	1,412	1,745	23.6%
Employees (as at the reporting date)	4,548	4,692	3.2%
Including apprentices	279	278	-0.4%

With order intake of €1,509 million, a new record level was achieved in the reporting year. The core markets of Europe and the United States recorded particularly strong growth. The high order backlog secures capacity utilisation for the coming financial year and constitutes the basis for strategic growth.

Employee structure

The employee structure as at the reporting date illustrates the diversity and international orientation of the TGW World.

Category	30 June 2024	30 June 2025
By gender		
Female	725	15.9%
Male	3,823	84.1%
By region		
Europe	4,228	93.0%
North America	237	5.2%
Asia	83	1.8%
By employment type		
Full-time	4,198	92.3%
Part-time	350	7.7%
By age		
< 30 years	1,367	30.1%
30-50 years	2,435	53.5%
> 50 years	746	16.4%
	786	16.7%

the human being, they form the basis for the educational innovations of TGW Future Wings.

Since the 2023-24 financial year, TGW Logistics has professionalised its sustainability efforts across the Group. This includes the building dedicated staffing resources, implementing external expertise and undertaking a range of projects to record greenhouse gas emissions (tCO₂e) across all three scopes - that is, along the entire value chain, particularly in purchased goods and services and in the use of TGW Logistics facilities over their lifecycle.

To enhance data transparency and management, TGW Logistics calculates the organisation's ecological footprint (Corporate Carbon Footprint - CCF), along with the carbon of core products (Product Carbon Footprint - PCF) and complete customer projects. This allows CO₂ emissions to be forecast as early as the project initiation phase, reduction potentials to be identified and targeted measures to be implemented.

1.7. Environmental and social responsibility

Sustainability is firmly anchored in our corporate culture. Our holistic approach encompasses environmental, social and corporate responsibility, with the aim of minimising negative impacts on the environment and society, identifying risks at an early stage and actively managing sustainable development.

TGW Logistics is a member of the UN Global Compact and is committed to its principles in the areas of human rights, labour standards, environmental protection and anti-corruption. In addition, the TGW World is aligned with selected Sustainable Development Goals (SDGs, see page 46). The Inner Development Goals (IDGs, see pages 50 et seq.) serve as a practical tool to foster the personal and social skills essential for implementing the SDGs. They strengthen employees' sense of responsibility, awareness and self-efficacy, thus contributing to the holistic development of participants. Together with an intrinsically motivated and holistic conception of

At the same time, TGW Logistics is continuously working to improve the energy efficiency of its facilities. At its Austrian locations, a significant portion of its electricity demand is met by photovoltaic installations. The plant expansion in Marchtrenk is being carried out with a strong focus on environmentally responsible construction, which will be externally certified according to the DGNB Gold Standard. TGW Logistics' products, exemplifying green logistics, feature lightweight construction, energy-efficient components and energy recovery systems under the TGW Smart Energy Strategy.

A comprehensive ESG governance system was established during the reporting year to support global management. The ESG Committee brings together the global stakeholders responsible for relevant topics, while the ESG Council coordinates local implementation at international sites and facilitates knowledge sharing within TGW Logistics.

In April 2025, the so-called "Stop-the-Clock" Directive (EU Directive 2025/794) was published, postponing the start of the Corporate Sustainability Reporting Directive (CSRD) sustainability reporting for companies in the second and third implementation waves – including TGW Logistics – by two years. This additional time is being used strategically to complete ongoing projects and further develop the ESG strategy.

As an employer of more than 4,600 people, TGW Logistics places great importance on social responsibility. This is evident in the wide range of benefits and additional services offered, which go far beyond the statutory requirements. These include health-promotion measures, ergonomic workstations, in-house fitness studios, staff restaurants and various events to strengthen team spirit. Workplace safety and well-being remain key priorities.

Work-life balance is actively supported through flexible working hours, home-office arrangements and the company-run childcare facility "TGW Zwergennest" (TGW Tykes' Nest) at the Marchtrenk headquarters. The TGWkids summer holiday programme, also located in Marchtrenk, complements these services.

A central element of the corporate culture at TGW Logistics is fair participation of employees in the company's success. Through the Dual Employee Participation model (see page 96), 10% of the Group's EBITEP is distributed to employees each year. Employees can choose between financial participation or additional leave – individually and according to their needs.

Lifelong learning is another cornerstone of our corporate culture, fully aligned with the guiding principle of the Foundation philosophy "Focusing on people – learning and growing". The TGW World therefore offers an extensive range of training and development opportunities that promote both professional and personal growth.

The global MINDtastic training and development programme embodies holistic education. It combines traditional training with soft skills, personal development, mental fitness and the ability to navigate modern work environments. Modern learning formats such as VR training, blended learning and peer-to-peer sessions in the MINDtastic Clubs are also used.

The company's own apprenticeship and internal training programmes and partnerships with educational institutions are continuously being expanded. In this way, the TGW World actively contributes to the development of young talent and the training of future specialists.

The following table shows the key indicators for the training courses offered through the MINDtastic Academy at TGW Logistics. In addition, each TGW Logistics site provides local training sessions.

Key figures	2023/24	2024/25
Number of training sessions	381	418
Number of participants	4,648	4,097
Number of training subject areas	83	96
Number of training days	6,455	3,816
Number of training hours	41,285	27,421

The decrease in training hours is attributable to the increased use of digital learning formats and the increased efficiency of the training concepts.

2. Outlook and risks

2.1. Business outlook

In the current financial year, the strategic focus is on further embedding the "Idea TGW" (see pages 24 et seq.), the human-centred, integrated future foundation model that ensures stability and forms the cornerstone of the TGW Future Private Foundation. This broadly defines the connection between economic performance, human development and social impact. The aim is to make this understanding tangible both within and beyond the TGW World. Measures such as explanatory videos, integration into onboarding processes, information campaigns and local events support this process of embedding the "Idea TGW" in the corporate culture.

The insights and methods gained from the transformation process (see pages 92 et seq.) will also be applied to the TGW Future Wings division in the 2025–26 financial year to optimise cross-functional collaboration, resource management and impact. At the same time, synergies between TGW Logistics and TGW Future Wings, as well as within TGW Future Wings (see pages 84 et seq.), are being strengthened through joint educational offerings, the onboarding of TGW Logistics apprentices in the GRAND GARAGE (see page 60), childcare programmes over school holidays and training courses at the INNERversum (see page 61). In addition, non-profit activities are being expanded internationally, particularly in regions where TGW Logistics has a strong presence. Through these initiatives, TGW Future Private Foundation places a clear focus on the sustainable development of its social impact.

TGW Logistics

The global economic environment remains characterised by geopolitical tensions, protectionist measures and restrictive monetary policy. Despite these uncertainties, TGW Logistics anticipates positive business development, based on a high order intake of €1.509 billion (previous year: €971 million) and a solid market position. Further growth is expected, particularly in the food intralogistics segment, which is resilient to crises and benefits from stable demand. Technological advances and successful reference projects in Europe and North America support this outlook.

The new operating model establishes clear responsibilities and accelerates decision-making processes. Combined with Lean principles, it increases agility and customer centricity. The expansion of the site in Marchtrenk (see pages 36 et seq.) provides additional production and warehouse capacities and strengthens the basis for future growth.

Overall, TGW Logistics enjoys a stable order portfolio, a robust organisational structure and a solid market position.

TGW Future Wings

The TGW Future Private Foundation continues its commitment to learning and development through its non-profit TGW Future Wings division.

CAP.future GmbH continues to operate the education and innovation workshop GRAND GARAGE (see page 60) and the CAP-TRAINING programme (see page 59). The INNERversum (see page 61) project will also be continued and enhanced. In the 2025–26 financial year, a new initiative, the "Herz der Schule" (Heart of the School, see page 53) programme, will be launched, combining mindfulness and compassion with contemporary educational challenges. It supports teachers in linking personal and professional development more closely.

Future Wings Private Foundation and the "Schule Morgen" (School of Tomorrow) Private Foundation continue to advance successful educational innovations, in particular expanding the reach of the Learning Circle (see page 61) and the SOS-Herzkiste (see page 62) to increase their impact on the educational landscape.

2.2. Principal risks and uncertainties

TGW Logistics operates internationally across multiple markets and industries. This diversity and global presence offer opportunities but also entail various risks. A professional, Group-wide risk management system regularly identifies, assesses and monitors all relevant factors.

Protectionist measures, such as new US tariffs, and ongoing conflicts, including those between Israel and Iran as well as in Ukraine, can negatively impact supply chains, energy prices and willingness to invest. However, TGW Logistics assesses the short-term financial impact as limited, as higher costs can be partially offset through price indexation clauses. Withdrawal from the Russian market was implemented proactively.

Sustainability issues are firmly embedded in the corporate culture. Relevant risks and opportunities in the areas of climate change, resource utilisation and the circular economy, labour conditions and human rights, and equality and diversity are systematically identified, assessed and managed.

Long-term turn-key contracts carry risks due to increasing project complexity, customer-specific re-

quirements and potential delays. TGW Logistics addresses these risks through a structured approval and reporting system, regular management reviews and standardised risk reports.

Liquidity is stable; the Group maintains a high cash balance and a reliable payment structure. Monthly financial planning and credit assessments ensure transparency. Foreign exchange risks are hedged through forward contracts; interest rate risks are mitigated through fixed-rate agreements.

TGW Logistics has an innovative product portfolio. Digitisation, in particular, offers significant growth potential for the intralogistics sector. Con-

versely, disruptive technological changes present both opportunities and risks, which are closely monitored as part of innovation management. This is why the product portfolio and internal business processes are continuously analysed and adapted to meet new market requirements where necessary.

Digitisation and networking also increase exposure to cyberattacks. TGW Logistics thus therefore implemented a comprehensive IT security plan that encompasses regular vulnerability assessments, employee training and the use of state-of-the-art security solutions.

3. Research and development

Research and development activities are an integral part of TGW Logistics' strategic direction. Intralogistics continues to evolve dynamically under the influence of numerous societal and technological trends. Shorter innovation and technology cycles, mounting competitive pressure and increasing customer expectations present both challenges and opportunities for TGW Logistics and the entire industry.

In the 2024-25 financial year, implementation of Strategy 2030 was accelerated, aiming to secure the long-term competitiveness. The focus was on the development of innovative products, modules and system solutions that deliver great customer benefits, improved sustainability and optimised total cost of ownership. The goal is to provide solutions that are flexible, scalable, easy and quick to install and intuitive to operate.

Through intensive product- and solution-level development, TGW Logistics successfully entered the market in the grocery retail sector in Europe and the United States. Initial sales successes were also achieved with the automated, AI-assisted RovoFlex picking system. The software division, especially the TGW WERX platform, accounts for a growing share of the development budget, highlighting the strategic importance of digital solutions.

This increased focus on software and innovation led, for the first time, to a funding commitment from the Austrian Economic Service (AWS) for planned projects with a funding volume of up to €2 million. Integration into Austria's funding landscape con-

firms the path taken towards stronger connectivity between technology, sustainability and economic efficiency. At LogiMAT 2025, TGW Logistics presented the new automated picking system PickCenter RovoFlex as an innovative system solution. The system combines high performance, energy efficiency and user-friendliness – a tangible outcome of our customer-focused research.

At the same time, TGW Logistics' development organisation has been further professionalised to respond more quickly to market requirements and better integrate the fields of systems, software and mechatronics. Significant progress was made in the programme management of major development projects. Alongside in-house developments, TGW Logistics increasingly relies on strategic partnerships to keep pace with the rapid innovation and continuously align its product portfolio with market demands. This approach strengthens TGW Logistics' position as a leading innovator in intralogistics.

4. Reporting on key features of the internal control and risk management system with respect to the financial reporting process

The internal management control and risk management system of the TGW Future Private Foundation Group is designed to identify and assess risks at an early stage and implement appropriate countermeasures. It ensures the accuracy of accounting, the reliability of financial reporting and compliance with legal requirements and internal policies. Its effectiveness is ensured through a multi-tiered monitoring system.

Monthly financial and ad hoc reports, as well as quarterly meetings of the Supervisory Board, provide transparency and oversight. Uniform accounting policies ensure consistent and comparable financial reporting. A key focus of the control system is the early identification and management of risks in projects, markets and processes. The Finance, Controlling and Internal Audit Departments work closely to identify and remediate potential weaknesses. In addition, regular training and awareness-raising measures have been put in place to strengthen and heighten risk awareness at all levels of the organisation.

The Compliance Management System (CMS) is reviewed at regular intervals and updated based on new legal developments, identified risks and international standards (e.g. ISO 37301, ISO 37001 and ISO 37002). Key topics include supply chain due diligence, anti-corruption, sponsoring processes, the digitisation of compliance processes and the future integration of diversity management into the CMS. Furthermore, a system for reporting violations (whistleblowing), approving gifts and conducting regular risk assessments has been implemented.

These clear structures, standardised processes and regular reviews ensure an effective control and risk management system that guarantees both transparency and the reliability of Group reporting.

Marchtrenk, 6 November 2025

Foundation Board of the
TGW Future Private Foundation

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

Consolidated financial statement as at 30 June 2025

Consolidated statement of profit or loss for the financial year 2024/25

in thousand euros	2023/24	2024/25
Revenue	1,069,199	1,070,560
Cost of goods sold	-854,317	-827,495
Gross profit	214,881	243,065
Selling expenses	-65,538	-77,306
Administrative expenses	-68,731	-65,348
Research and development expenses	-54,099	-52,798
Other operating income	3,964	1,815
Other operating expenses	-4,292	-4,737
Operating profit (EBIT)	26,185	44,690
Financial income	12,309	11,088
Financial expenses	-3,533	-2,716
Financial result	8,776	8,372
Profit before tax	34,961	53,062
Income tax expenses	-11,569	-15,341
Profit for the period	23,392	37,721
Profit attributable to:		
Owners of the company	23,241	37,645
Non-controlling interests	152	76
Profit for the period	23,392	37,721

Consolidated statement of comprehensive income for the financial year 2024/25

in thousand euros	2023/24	2024/25
Profit for the period	23,392	37,721
Items that will not be reclassified to profit or loss:		
Actuarial gains and losses	-912	34
Equity investments at FVOCI	276	-301
Deferred taxes	155	63
	-481	-203
Items that are or may be reclassified subsequently to profit or loss:		
Foreign exchange translation differences	1,266	-4,896
Cash flow hedges - effective portion of changes in fair value	464	4,168
Cash flow hedges - reclassified to profit or loss	326	-95
Deferred taxes	-187	-924
	1,868	-1,747
Other comprehensive income for the period after tax	1,387	-1,950
Total comprehensive income for the period	24,779	35,771
Total comprehensive income attributable to:		
Owners of the company	24,637	35,688
Non-controlling interests	142	82
Total comprehensive income for the period	24,779	35,771

Consolidated statement of financial position as at 30 June 2025

in thousand euros	30 June 2024	30 June 2025
ASSETS		
Property, plant and equipment	164,571	185,598
Intangible assets and goodwill	30,837	33,450
Financial assets	109,098	110,948
Trade and other receivables	201	204
Deferred tax assets	18,926	11,518
Non-current assets	323,633	341,717
Inventories	63,088	58,868
Contract assets	90,082	84,741
Trade and other receivables	219,881	230,891
Current tax assets	147	286
Cash and cash equivalents	207,267	284,984
Current assets	580,466	659,770
TOTAL ASSETS	904,100	1,001,486
EQUITY AND LIABILITIES		
Equity attributable to owners of the company	367,835	401,524
Non-controlling interests	480	443
Total equity	368,315	401,966
Interest-bearing loans and borrowings	31,852	57,265
Employee benefits	34,613	34,857
Government grants	824	896
Provisions	6,366	7,218
Deferred tax liabilities	35,711	31,449
Long-term liabilities	109,366	131,685
Interest-bearing loans and borrowings	37,853	16,755
Contract liabilities	233,823	276,019
Trade and other payables	125,946	134,880
Provisions	26,048	34,571
Current tax liabilities	2,747	5,611
Current liabilities	426,418	467,835
TOTAL EQUITY AND LIABILITIES	904,100	1,001,486

in thousand euros	2023/24	2024/25
Cash flows from operating activities:		
Profit before tax (EBT)	34,961	53,062
Adjustments:		
Depreciation/amortization	30,793	27,729
Write-ups on financial fixed assets		-157
Gains/losses from disposal of property, plant and equipment	-299	-1,173
Change in non-current provisions for employee benefits	-4,320	-385
Change in other non-current provisions	-748	1,354
Other non-cash effective gains and losses	-2,639	-7,118
Cash flows from profit	57,748	73,312
Changes in working capital:		
Change in trade and other receivables and contract assets	-5,563	-6,223
Change in inventories	4,769	3,640
Change in trade and other payables and contract liabilities	-60,162	57,993
Change in current provisions	2,922	8,597
Cash flows generated from operating activities	-286	137,318
Interest paid	-1,235	-1,834
Income taxes paid	-2,496	-10,542
Distributions received	34	281
Interest received	5,185	6,096
Net cash flows from operating activities	1,202	131,321
Cash flows from investing activities:		
Capitalized development expenses	-1,988	-7,929
Investments in property, plant and equipment	-11,484	-34,490
Investments in intangible assets	-12,025	-1,647
Investments in financial assets	-6,812	-1,518
Acquisitions of subsidiaries, net of cash acquired	-44	0
Proceeds from sale of property, plant and equipment	6,918	763
Proceeds from financial assets	17,892	2,186
	-7,543	-42,635
Cash flows from financing activities:		
Proceeds from interest-bearing loans and borrowings	12,147	34,365
Repayment of interest-bearing loans and borrowings	-13,279	-37,810
Dividends paid	-2,000	-2,120
Contributions to beneficiaries	-906	-424
	-4,038	-5,988
Change in cash and cash equivalents	-10,380	82,698
Cash and cash equivalents as at 1 July	216,233	207,267
Effect of movements in exchange rates on cash held	1,414	-4,981
Cash and cash equivalents as at 30 June	207,267	284,984

THE IDEA TGW

The “Idea TGW” is not a concept, but a promise: that success and responsibility belong together, that growth begins within and that purpose has more power than pure targets. It is rooted in trust, sustains us through change and unfolds its impact where people are there for one another. It comes alive in decisions and in the courage to shape the future.

The following pages tell the story of how this idea is conceived, lived and advanced.

A lasting idea that makes a difference

What really carries a business forward? Figures? Markets? Returns? In the TGW World, the answer is a mindset: an idea that over 20 years ago was so unusual it changed the rules of the game – and that to this very day has inspired people to think differently about business.

What would bring someone to simply give away his life's work? Ludwig Szinicz, co-founder of TGW Logistics, did just that. He handed over a 100 percent stake in TGW Logistics to the TGW Future Private Foundation. Rather than a step back, however, this was a declaration of intent. In turning the family business into a foundation company protected by ten binding guidelines, he made a clear statement:

Economic power was not to be regarded as an end in itself, but instead as a tool with which to create sustainable security, growth and genuine growth opportunities for people – and thus with which to shape the future.

Success with the right mindset

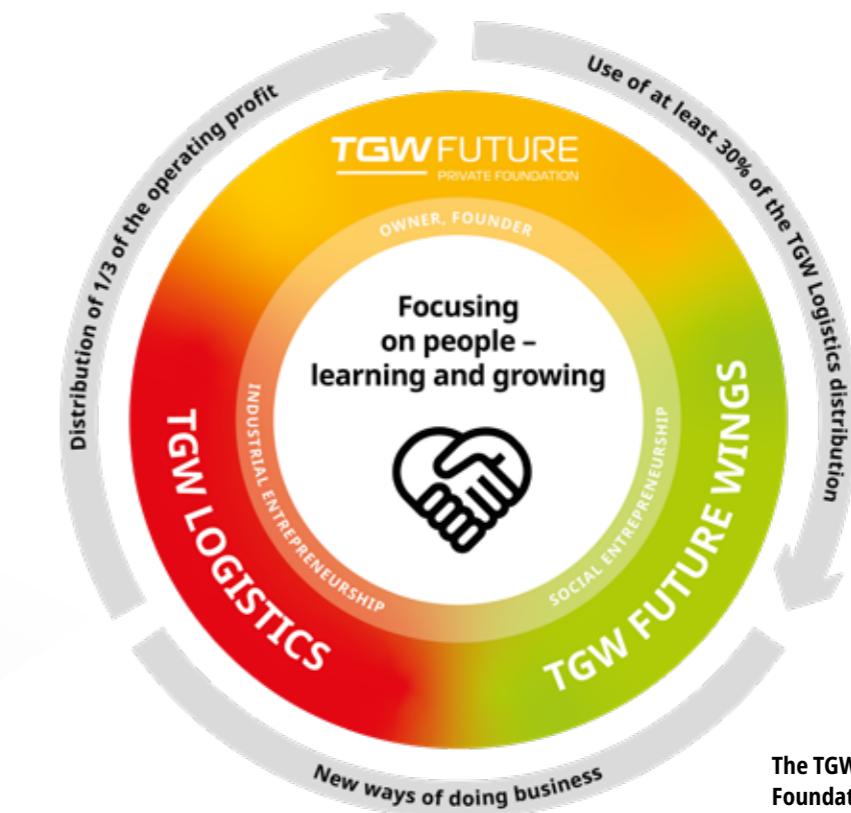
Szinicz wasn't seeking quick profits. His aspiration was twofold: The company must be sustainable and, at the same time, a place for people to expand their professional and personal skills and assume responsibility. This was very clear to him: Profits are vital, but not at any price. The decisive factor is how they're made: with trust, collaboration, a lived value system and a mindset that focuses on human beings.



The spinning top, as a symbol of stability and change, embodies the "Idea TGW".



Click here to watch the video on the "Idea TGW".



The TGW Future Private Foundation, with its two foundation divisions, constitutes the TGW World.

An impact that hits home

What should be done with the profits was also a part of this mindset for him. The first guideline stipulates that most of the profits TGW Logistics generates are to remain in the company to bolster innovation, productivity and growth. All of this benefits employees and customers. The remaining third – as has been the case since the foundation was established – are earmarked for the owner foundation, where a portion is allocated to its reserves, but the greater part goes to the innovative educational initiatives of TGW Future Wings, the non-profit sector of the TGW World. Thus, a cycle emerges that transforms economic achievement into added value for society as a whole. This cycle ensures that the success of TGW Logistics does not end at the factory gates but creates opportunities in the world outside – for employees, young people and future generations. And for this cycle to work, a clear direction is needed. This is where the TGW Future Private Foundation comes in. Owing to its active ownership role, it is responsible for implementing these guidelines. "The Foundation's task is to safeguard the legacy of Ludwig Szinicz and imbue it with life", says Martin Krauss, Chairman of the Board of TGW Future Private Foundation. "We are not simply stewards of capital; we generate impact!"

Exemplary responsibility

Thus, the "Idea TGW" is not a rigid set of rules, but rather a framework supported by three pillars: the future-proof foundation model, the unifying vision with the integral Hexagon (see page 30) and its measurable impact. The "Idea TGW" comes to life through the Hexagon's fields of action and the people who implement it – the managers of the TGW World. It's their responsibility to lend the "Idea TGW" visibility in their divisions, to integrate it playfully into day-to-day work and through its appeal to inspire employees and customers.

The "Idea TGW" becomes a mindset that has an effect both internally and externally.

The appeal of the TGW World: Because here, some things are simply different

Successful leaders choose the TGW World – because here, they find something different: a model that combines profitability with humanity. We asked what people find so fascinating about the "Idea TGW".



Henry Puhl

CEO since February 2024 /
TGW Logistics

"What impressed me was that TGW Logistics is built on a solid foundation of trust and reliability. Combined with awesome commitment and a performance orientation, there is still so much potential for our future! The "Idea TGW" was a decisive factor with its guiding principle of 'Focusing on people – learning and growing', because it's not just about technology here; above all, it's about how to work together to implement challenging projects effectively. This collaboration only works if we're constantly developing professionally and personally, learning together as a team and individually as team members. The TGW World offers the space for just that."



Sebastian Wolf

CFO since May 2025 /
TGW Logistics

"What fascinates me about TGW Logistics is the opportunity to effect transformation and a new strategy with a powerful team – in a value-oriented environment. I am impressed with the overall concept behind the "Idea TGW", namely, to link profitability and humanity in successful entrepreneurship. The foundation model guarantees us the stability and independence that are required to focus on what is essential: To assume responsibility and ensure that our work has an impact – for our employees, customers and society."



Gabriele Egger

Programme head of CAP-TRAINING
since 2020 / TGW Future Wings (previously with CAP.future GmbH since 2017)

"I find it a great privilege to be a part of TGW Future Wings. My day-to-day work is shaped by the foundation philosophy of 'Focusing on people – learning and growing': It guides me and gives me a sense of purpose when dealing with young people, with my team and with myself. For me, Ludwig Szinicz is a visionary, a role model and a source of inspiration – his legacy means taking responsibility in a community based on respect, trust and appreciation."



Peter Zehetleitner

Finance and Controlling since
August 2024 / TGW Future
Private Foundation

"The "Idea TGW" is a strong sign that entrepreneurship can be far more than just economic success. It demonstrates that a purpose-driven community of values doesn't just exist on paper; it's lived in our business every day. The foundation model reinforces this mindset and makes TGW World a unique environment for me: It gives me the opportunity to give back something meaningful through my work."



Monika Netzthaler

Assistant since 2008 /
TGW Future Wings (previously with
TGW Logistics since 1994)

"What inspires me is that at TGW Future Wings, values aren't just put into writing, they're also put into practice: generous working conditions, trust and personal responsibility create a supportive, empowering environment. What has had a particular influence on me is the conception of human beings already developed by Ludwig Szinicz and the associated conviction that people who treat themselves and others with care also shape their environment responsibly. The more young people we reach with our holistic offerings, the closer we get to our goal of creating lasting positive change in society – and that's what I dedicate my full energy to every day."



Marcel Braumann

People and Organisational
Development since June 2025 /
TGW Future Private Foundation
(previously with TGW Logistics
since 2016)

"The TGW World fascinated me from the very beginning: economically strong and at the same time people-oriented, where success is measured in impact as well in KPIs. Trust instead of constant monitoring, participation instead of bonuses – these are features that shape our working relationships. And the foundation model turns this into a model for the future: secure, independent and with real added value for people and society. After I began at TGW Logistics in 2016, the move to the TGW Future Private Foundation was a step towards the origin of the idea of how business can strike a balance between profit and purpose."

Collaboration with conviction

TGW Future Wings and TGW Logistics are formidable – both as business partners and collaborative partners. We wanted to know why customers and organisations opted to collaborate with us – and what makes this collaboration so special.

Lisa-Maria Sommer-Fein

General Secretary of the MEGA Education Foundation (Collaboration with the treffpunkt.BILDUNG network programme)

"You launch an educational initiative and achieve a few initial goals. Then you're faced with the question of how you can achieve something greater. Successful partnerships leverage impact – TGW Future Wings embodies collaboration. That's awesome."

Julian Richter

Co-founder and Managing Partner of wirkt. (Collaboration with the educational initiative Learning Circle)

"TGW Future Wings is not only a sponsor and financing partner of ours, it has been a collaborative partner from the very beginning. We've learned and grown together. We greatly appreciate that the impact goes beyond funding to also include content development. Having a stable partner in a fast-moving world lets us focus on working towards the future."

Nora Deinhammer

Managing Director of SOS-Kinderdorf (Collaboration with the educational initiative SOS-Herzkiste)

"For five years now, SOS-Kinderdorf, in cooperation with TGW Future Wings, has been bringing education of the soul and mind to Austrian classrooms. We want to encourage students to treat each other with respect and appreciation and to make a positive impact on their surroundings. Likewise, our partnership is also characterised by mutual appreciation and the desire to make a difference together."



Markus Frank

Executive Board Member of Digitisation and Logistics, JAKO

"TGW Logistics employees have demonstrated that they speak our language, address our specific requirements and never lose sight of the big picture. Despite brisk competition, their high-tech edge and in-depth planning won us over."



Kellen Wadach

Chief Supply Officer, URBN

"We opted for TGW Logistics as a partner because we needed more than just a supplier of automation solutions. We were looking for an integrator and found it in TGW Logistics. Its ability to collaborate is second to none. TGW Logistics is a thought leader that offers solutions aplenty and exemplifies our motto: 'Lead with Creativity.'"



Maximilian Leinfelder

Project Manager, Albert Kerbl

"The collaboration with TGW Logistics builds upon an existing, extraordinarily trust-filled partnership. We got to know TGW Logistics as an enormously solutions- and goal-oriented company. We were deeply impressed by their professionalism and dedication, and we're confident we will shape many successful projects together over the next few years."



Günther Junkowitsch

Head of Supply Chain Management, INTERSPORT Austria

"During our evaluation project, TGW Logistics proved an excellent and, above all, proactive partner that listened carefully to our needs and then developed a solution jointly with us."

A powerful compass for a multifaceted world

How do you make a foundation philosophy tangible across a global company, and how do you successfully transform a set of abstract guidelines into an effective management tool? Chairman of the Foundation Board Martin Krauss describes the Hexagon as the guiding compass of the TGW World – of purpose and responsibility, of conception of human beings and an entrepreneurial attitude as well as of the art of dealing with complexity.

Dear Mr. Krauss, what was the inspiration behind the Hexagon? Aren't the ten guidelines in the Supplementary Foundation Deed enough to ensure TGW Logistics continues in the spirit of its co-founder Ludwig Szinicz?

The foundation philosophy, with its ten legally binding guidelines, established by founder Ludwig Szinicz in 2016, is a veritable treasure. In its guiding principle of "Focusing on people – learning and growing", it encapsulates the aspiration for a different kind of entrepreneurship. However, many employees considered this guiding principle a socially ide-

alistic approach strongly focused on personal well-being. That wasn't the idea. We realised that some of the underlying guidelines are too abstract, complex and intangible in day-to-day work. This led us to ask the question: How do we turn this valuable framework into something more practical? Something that isn't just a nice phrase on the wall but is lived in the spirit of our founder, providing guidance and influencing decision-making? The Hexagon, created in 2020 as an operationalisation of the guidelines, was the direct result of this consideration.



**Martin Krauss, Chairman of the Board
TGW Future Private Foundation**

How does the Hexagon differ from the TGW World vision? Don't they both provide direction?

That's right, both provide direction. Our vision provides the big picture, demonstrating the direction we as the TGW World want to take. It consists of two parts: first, the foundation philosophy with its guidelines and the Hexagon derived from it, a stable framework that captures what we stand for – our values and core principles, which should remain relevant over the long-term. Second, the vision outlines the pictures of the future of the two foundation divisions, TGW Logistics and TGW Future Wings. They reflect what we are working towards. This direction is subject to change because the world is changing, as are we, and we must respond to these changes. The Hexagon is therefore a central part of our vision and is our grounding principle. Without it, we risk being swept along by short-term trends. Conversely, without the pictures of the future, the foundation philosophy would remain too abstract. It is only through their interplay – which we call our vision – that a guiding framework emerges that is both stable and flexible.



The ten guidelines of the Supplementary Foundation Deed

Can you briefly explain why these particular six dimensions exist and what they entail?

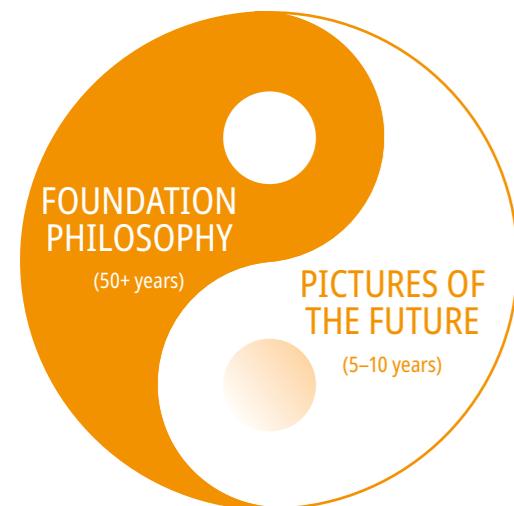
The Hexagon is, of course, the operationalisation of the ten guidelines from the Supplementary Foundation Deed, in which a few terms cropped up multiple times – such as the words "purpose" and "meaning", mentioned a total of eight times. The Hexagon evolved in 2020 from focused reflection on how to summarise the ten guidelines. While the conception of human beings was not explicitly enshrined in the guidelines, it forms the cornerstone upon which the "Idea TGW" (see pages 24–25) rests. Because the framework only works if we believe that people want to grow holistically when we place our trust in them and give them responsibility. Because while purpose orientation is a separate dimension, it is ultimately also a consequence of all the other dimensions. This is a strong answer to the question of "what for". In the TGW World, profit is not the sole objective – impact, responsibility and future viability play just as big a role. Our value system is reflected

in our daily collaboration, in the way we lead, interact and work together. We don't see sustainability as a "green label" but as a principle. Success must be in harmony with nature and the community. For us, holistic education means: People should grow not only in their roles but holistically as individuals as well. It is thus about development, not just on a professional but also on a human level. And finally, exemplary entrepreneurship. This starts with sound structural conditions – keyword: corporate governance – but also includes professionalism, a focus on performance, implementation and impact, as well as our Lean transformation and the use of synergies between the two foundation divisions. These are all essential building blocks.

These six dimensions are not isolated themes; they are intertwined. Together, they form our compass that guides us and brings the foundation philosophy to life.

And what is the synergy between the "Idea TGW" and the Hexagon?

The "Idea TGW" constitutes an overarching umbrella, since it encompasses three components:

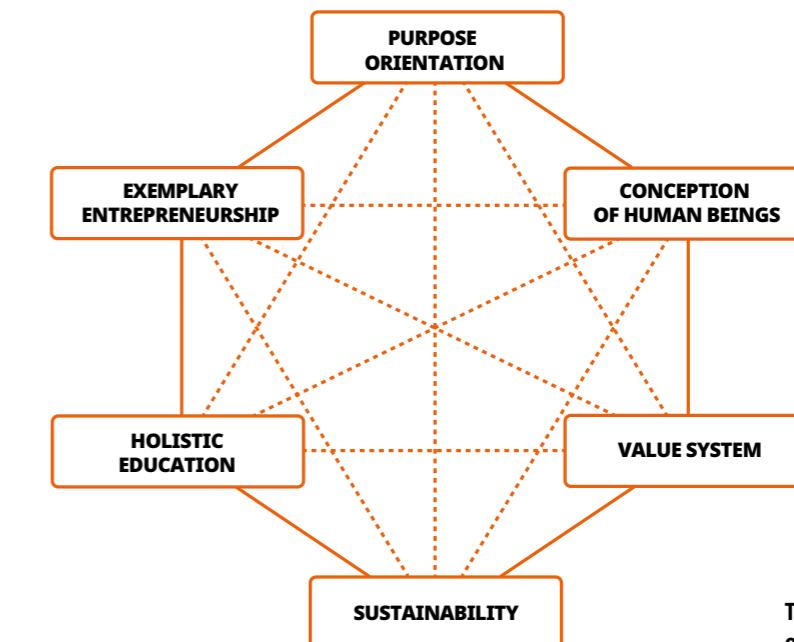


The foundation philosophy and its pictures of the future determine each other and together form the vision.

the future-proof foundation model, the long-term vision with the Hexagon as an integral part and the measurable impact. The Hexagon is the tool for making the foundation philosophy applicable in our day-to-day work. Without the foundation model, we would have no stable framework; without the Hexagon, the foundation philosophy would remain too abstract; and without impact, everything would just be pure theory. Only when these three are combined does the "Idea TGW" become a living system.

Can you share a few specific examples of situations or decisions in which the Hexagon served as a compass?

One specific measure was the abolition of the traditional bonus system in 2018, since a system that relies on extrinsic incentives doesn't align with our conception of human beings. We also introduced the Dual Employee Participation – "Dual" because it combines two aspects: assuming responsibility and equitably sharing in economic success. The ability to choose between money, time off, education and health is another expression of our holistic conception of human beings, since we take differing life situations and needs seriously. A further example is our development-oriented annual reviews, in which we discuss individual and collective development topics holistically, using value cards. But something else is crucial here: The "Idea TGW", with the "Hexagon" as its key building block, inspires people. The "Idea TGW" plays a crucial role in attracting key talents as well as in customer relations. This idea appeals to the people who come to us – and companies that want to work with us, like Marks & Spencer or ICA Sweden recently, especially recognise those aspects that build trust, such as a lived value system, stability and the social impact guaranteed by our foundation model. These details are what set us apart.



The Hexagon as the operationalisation of the ten guidelines

How do we ensure that the Hexagon doesn't remain just a nice theory, but becomes a lived practice?

The people in the TGW World are vital – especially its leaders. They bear the responsibility for making the "Idea TGW" visible in their area and bringing the Hexagon to life. This especially applies to the heads of our two foundation divisions. The TGW Future Private Foundation team sees itself as a source of inspiration. We develop various communication formats and materials, provide food for thought and ensure that the Hexagon is a presence in everyday work. We want to move away from the push effect and towards a pull effect, and we are increasingly feeling this pull effect. One example of this is the newly established functional strategies at TGW Logistics, which are intentionally grounded in the "Idea TGW". For this effect to continue to grow, all three parts of the TGW World must fulfil their responsibility and work together synergistically. Only then will theory become living practice.

What, in your opinion, makes the Hexagon so special? Why is it more than a "conventional" governance model?

Because it combines theory with practice. Secondly, we take an interconnected approach, not a fragmented one. Each dimension is closely linked to the others: You can't be purpose-orientated without a coherent conception of human beings.

Sustainable business only works when paired with responsibility. And exemplary entrepreneurship requires holistic education and a system of values as its foundation. This transforms the foundation philosophy into something quite practical – a dynamic management framework.

The "Idea TGW", including the Hexagon, are complex constructs. Why don't you work with simpler propositions?

I say, people looking for simple answers usually only get solutions that inadequately consider the consequences and are less sustainable. Yes, our subject matter is complex – but that is increasingly becoming its strength, because we live in a complex world. The "Idea TGW" cannot be reduced to a few buzzwords, nor can the Hexagon be boiled down to a catchy claim. This is our attempt to enshrine the profound aspirations of our founder in a sustainable, multi-layered structure – one that is tried and tested, even when things get challenging. And therein lies its special strength.

Thank you for the interview!

GROWTH &

In the TGW World, growth means change, not just expansion, and it begins where people learn new things, assume responsibility and have the courage to think differently. It is precisely what our guiding principle "Focusing on people – learning and growing" describes: Development as an attitude, not a goal. Because growth arises from the exchange of ideas, from questioning, from learning together, and thus leads to developments that last.

The following pages show just how diverse this growth can look.



TGW Logistics
is building the
future ...

... and expanding its headquarters

At its headquarters in Marchtrenk (AT), TGW Logistics is making room for the future. By 2026, right next to its existing buildings, a new centre will unite production, logistics and a highly automated storage system under one umbrella, bringing people together. TGW Logistics' clear commitment to the region and to the future viability of the company ensures further growth, faster processes and better collaboration.

"Investment in the expansion of production capacity and cutting-edge TGW Logistics automation technology will be a true game changer and make efficient, future-proof processes possible", says Roland Holzinger, Head of Global Operations Project Management TGW Logistics. By the summer of 2026, a state-of-the-art manufacturing and technology centre will be constructed in Marchtrenk – with a new production hall, a highly automated storage system, and a modern car park.

Strategic expansion, international perspective

"Despite the economic environment, we are actively investing at this time", declares CEO Henry Puhl. "Intralogistics is a future-oriented industry. Our expansion lays the foundation for exploiting this potential." So the decision to expand is based on a sound strategy: TGW Logistics is growing worldwide. To safeguard growth and to supply projects quickly and reliably, extensive production and logistics capacities are needed, and that is precisely what the expansion in Marchtrenk will provide. Operations are being shifted from rental sites in the vicinity and integrated into the new centre, which will be located on previously undeveloped land adjacent to the headquarters campus. This will save more than 6 million euros in process costs while also reducing transport costs and thus CO₂ emissions. An investment of around 100 million euros will thus go into permanent assets, not ongoing rental payments.

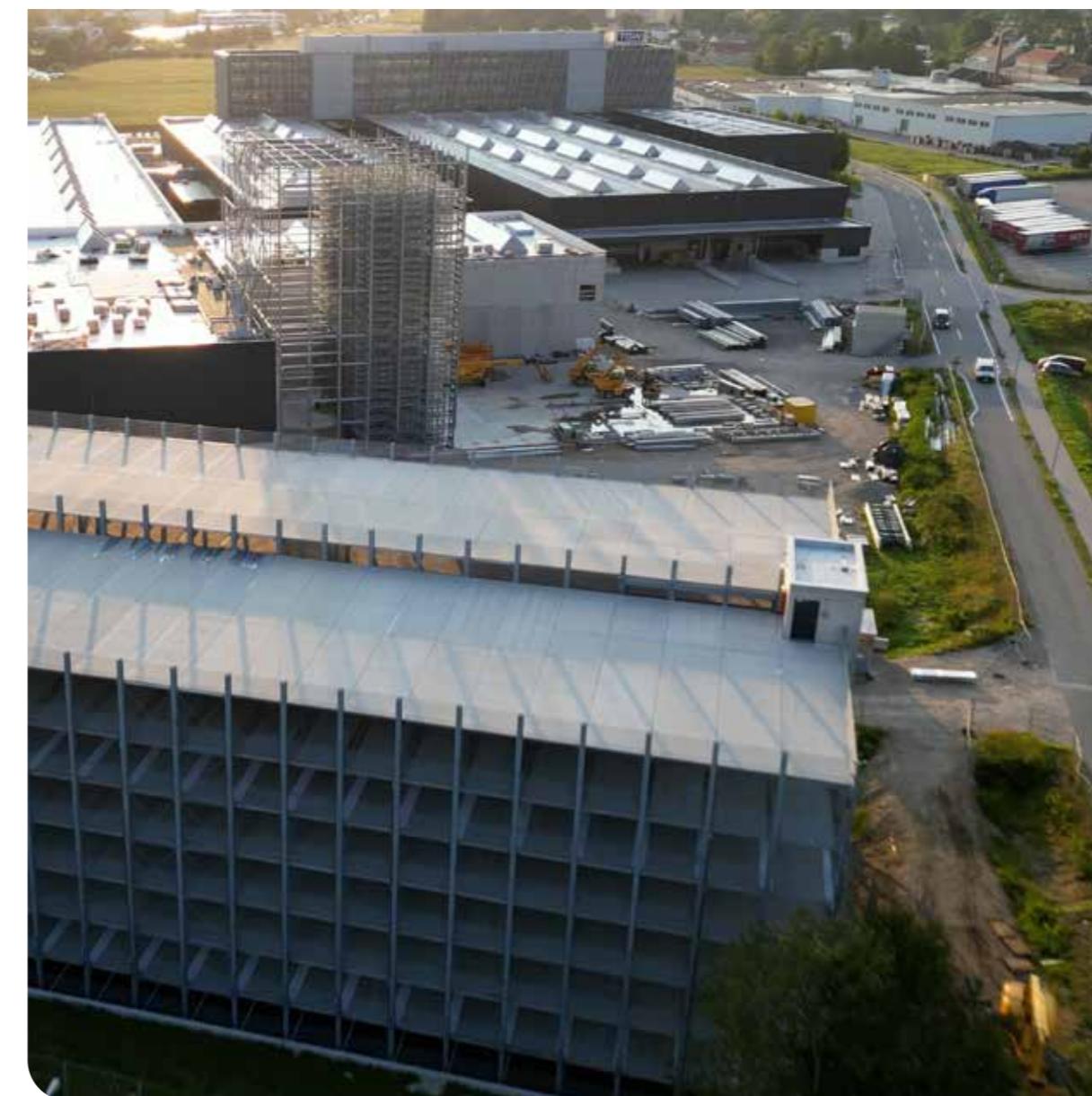
grated into the new centre, which will be located on previously undeveloped land adjacent to the headquarters campus. This will save more than 6 million euros in process costs while also reducing transport costs and thus CO₂ emissions. An investment of around 100 million euros will thus go into permanent assets, not ongoing rental payments.

Technology meets efficiency

As of mid-2026, everything will be working seamlessly at the expanded headquarters: An automated high-bay warehouse, shuttle systems, mobile robots, and smart software will control material flows with precision. Production and logistics areas are being laid out so that routes are short and processes mesh smoothly. The kicker: The open floor plan will allow machines, workstations and material flows to be reorganized as needs and requirements change – for large orders or new products, for example. Flexibility will be boosted, throughput times will be shorter, and productivity and planning certainty for TGW Logistics customers will increase.

With the expansion of the Evolution Park, TGW Logistics will accrue an annual savings of more than 6 million euros, strengthening its delivery capability and reducing its CO₂ footprint.

In terms of architecture, the project is setting new standards: 25,000 square metres of additional usable area, with 60,000 additional storage spaces. And here, technology will be not only developed but also experienced – for example, a glass-enclosed visitors' area will provide direct views of the shuttle and pallet warehouses as well as of the conveyor technology.



In Marchtrenk, TGW Logistics is using previously undeveloped adjacent plots of land to expand its headquarters.

Co-development instead of just implementation

From the very beginning, planning has been participatory: not only for the people but also with them. Future users from the relevant departments were involved from an early stage; their requirements were ascertained and integrated into the design. TGW Logistics was proactively seeking a dialogue with government policy makers and neighbours to clarify questions and find solutions to challenges together, for example, in terms of protective measures for adjacent residential areas. The result: a project that is met with both internal and external approval.



The expansion of the Marchtrenk headquarters is scheduled for completion by summer 2026.

The basic principle? Uniting ecology and economics

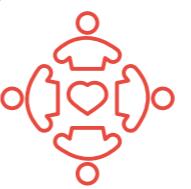
Sustainability isn't just for show in this project – it's embedded in its DNA. The targeted DGNB [German Society for Sustainable Building] certificate puts the spotlight on this claim. Geothermal energy takes the place of fossil heating systems and supplies energy for heating and air conditioning. Heating and cooling ceilings create a pleasant indoor climate, and passive night-time ventilation in summer cools the halls naturally. In addition, photovoltaic systems installed on all new roofs generate around 1.4 MWp of environmentally friendly electricity. "A low-impact location ensures lower operating costs going forward", explains Jürgen Hoch, Project Manager at TGW Logistics, "forming the basis for long-term economic stability and a healthy, performance-enhancing working environment."

This expansion of the TGW Logistics headquarters is more than an investment in square metres. It sends a clear signal: growth with responsibility and vision, commitment to change – and a future we're not leaving to chance.

"A low-impact location ensures lower operating costs going forward, forming the basis for long-term economic stability and a healthy, performance-enhancing working environment."

Jürgen Hoch, Project Manager
TGW Logistics

TGW LOGISTICS IS GENERATING ADDED VALUE AT ALL LEVELS



**FOR EMPLOYEES:
WORKING WORLDS THAT CONNECT**

Short routes, modern infrastructure and workplaces that foster collaboration and communication: Efficiency is markedly boosted, wellbeing is strengthened and identification with the company is enhanced.



**FOR CUSTOMERS:
MORE SPEED, MORE CLOSENESS**

Centralised, flexible production shortens manufacturing and delivery times significantly. Services such as maintenance and spare parts supply are expedited. In the new visitor centre, guests will be able to take a peek directly into the core of intralogistics. This creates transparency for and trust in customers who can now experience firsthand what efficiency and capability look like.



**FOR THE REGION:
LASTING MOMENTUM**

The building project is boosting the local economy and creating jobs, and it serves as an architectural and technological flagship far beyond Marchtrenk – a real eye-catcher.

TGW Logistics x JAKO: When Intralogistics becomes a team sport

How do you build a supply chain that functions even under pressure – and future-proof it for the coming decades? JAKO, the German sporting goods manufacturer headquartered in Hollenbach, asked itself this question. The answer: with a new logistics centre that combines automation and sustainability; and with TGW Logistics as a partner that does more than just supply the technology – it understands the game.

The initial situation was far from a home game: Bottlenecks in the existing warehouse, growing e-commerce and a shortage of skilled labour. The company decided against starting over somewhere new, but instead chose to upgrade its long-established location in Hollenbach. This meant increased performance, highly automated processes, maximum ergonomics and state-of-the-art automation – all without losing the beating heart of the company: a well-coordinated local team.

The solution: Automation with a vision

This is where TGW Logistics came into play. In the conceptual phase, the team broke with standard solutions, suggesting instead a new building connecting seamlessly to the existing one via a bridge. One key component makes all the difference: the highly efficient FlashPick goods-to-person system. This is augmented by the intelligent RovoFlex picking robot, which thanks to AI is continuously learning,

mitigating the regional staff shortage. But technology alone doesn't win any games. JAKO wanted to create a workplace where employees enjoy what they do. TGW Logistics responded with ergonomic PickCenter One workstations that provide height adjustment, short reach distances and ease of use. 2.4 kilometres of energy-efficient KingDrive conveyor technology provide a smooth material flow, and the powerful WERX software manages the interplay of all components. Its modular design makes future expansion possible, no matter what challenges tomorrow's market brings. This is how the "Future-Proof Warehouse" is created.

"Together, we've laid the foundation for a long-term, collaborative partnership."

Martin Waldenberger,
Chief Sales Officer Customer
Unit Central Europe
TGW Logistics

The project teams from TGW Logistics and JAKO are pleased with their successful cooperation in building the new logistics centre.

What makes TGW Logistics different

For JAKO, it was TGW Logistics' combination of experience, innovative strength and industry-specific references that secured them the contract. "TGW Logistics demonstrated that they speak our language, address our specific requirements and always keep the bigger picture in mind," says JAKO's leadership. "Despite fierce competition, we were particularly won over by their technological leadership and in-depth planning." A detailed plant simulation provided clarity during the pre-contract phase, laying the foundation for confidence in both concept and implementation.

Added value for today – and tomorrow

With the new plant, JAKO shortens lead times, creates modern jobs and relies on energy-efficient processes – added value for customers, employees and the environment. Reducing the required manpower relieves the burden on the teams while boosting the site's performance.

All of this only works because the collaboration was imbued with openness, trust and transparent communication from the very start. Under JAKO's motto, "WE ARE TEAM", the customer and TGW Logistics have been pulling together since day one. "Together, we've laid the foundation for a long-term, collaborative partnership – teamwork plays a key role for both companies", declares Martin Waldenberger, Chief Sales Officer Customer Unit Central Europe at TGW Logistics. This is how technology results in team spirit and a logistics project turns into a team sport, with both partners pursuing the same goal: long-term success.





New solutions are being developed with the help of artificial intelligence.

AI in action: Intelligence that creates added value

It recognises patterns before problems crop up, makes decisions in a split second and learns with every assignment. At TGW Logistics, artificial intelligence (AI) is not a digital add-on – it is a strategic partner that is looking ahead and shaping a new era of intralogistics.

"For us, AI is not an end in itself", says Karin Gabriel, Director of Innovation Management at TGW Logistics. "It is key to setting new standards in common with our customers: with regard to efficiency, adaptability and future-proofing." Because as logistics systems become increasingly complex, customers need one thing above all: intelligent, flexible solutions that think for themselves, learn and grow along with them. AI is opening up new opportunities at precisely the point where traditional systems are hitting their limits. Therefore, TGW Logistics is continuously working to harness this potential – right where it makes the greatest difference in actual practice: in planning, operations and service.

Three application areas that make the difference

1

Early detection instead of a cascade of errors

The system is running, operations appear stable, and everything seems perfectly synchronised. But the system detects even the tiniest irregularities, such as in material flow, load distribution and timing: What is barely visible to the naked eye is a powerful signal for the AI. And in combination with digital twins, decisive measures can be taken before disruptions occur. In effect: increased system availability, shorter lead times, lower error rates and more stable processes.

2

Maintenance with vision

Maintenance is no longer provided at fixed intervals but based on actual needs. AI continuously analyses the wear and tear on individual components and recommends interventions only when they are truly necessary. This conserves resources, reduces unplanned downtime and extends the service life of components. At the same time, it improves predictability: Maintenance becomes more efficient, and spare parts are available when needed. Step-by-step instructions provide support even in more complex cases – increasing the safety and speed of the on-site team.

3

Support with a head start

In customer service, every minute counts. TGW Logistics' AI-assisted models analyse incoming tickets, prioritise them and create accurate summaries. This offers significant added value, particularly for complex inquiries and transfers between support teams. It speeds up response times and reduces service teams' workloads – and customers benefit from a smooth service experience.

AI – not a project but an attitude

AI not only transforms technology, it requires a new way of thinking: in processes, in collaboration and in product development. And this is precisely where TGW Logistics comes in: not with ready-made tools but true collaboration. In close co-creation with customers, we develop solutions that are based on real requirements and not just on what is technically possible. To achieve this, a strong foundation is needed: governance, data quality and a shared understanding of the use of AI. Therefore, TGW Logistics is developing an AI and data strategy that targets application and development goals for both in-house processes and product innovation. Synergies emerge, and the customer value is boosted in the long-term.

A key success factor here is the continuous internal learning process for systems and the organisation. Knowledge about AI will be increasingly developed and imparted in a targeted way, for example in the MINDtastic Club, an internal training and development programme that focuses on the practical use of AI, including legal and ethical issues.

"AI opens up new possibilities for us, but without our employees, all this potential would remain untapped", Karin Gabriel summarises. "The effective use of technology is possible only with their experience, judgment and holistic perspective."

In pursuit of sustainability

Sustainability describes the principle of meeting present needs without compromising the ability of future generations to meet their own. It's a top priority in the TGW World, and it is therefore a part of the Hexagon of the foundation philosophy (see pages 30 et seq.). It has an impact on many decisions made at TGW Logistics, plays a role in the day-to-day operations and is reflected in specific initiatives and independent assessments.

"Sustainability is vital. With our ESG strategy, TGW Logistics contributes to shaping the future responsibly – for ourselves, our customers and for the upcoming generation", says Sebastian Wolf, CFO TGW Logistics, highlighting the necessity of acting with the future in mind.

ESG stands for Environmental, Social and Governance. This topic does not get lost in abstractions here; instead, it is dealt with in six concrete fields of action:

- Decarbonisation: Lowering CO₂ emissions – from renewable energy to climate-friendly materials.
- Circularity and life cycle approach: Maximising durability and reusability. TGW Logistics' goal for the future is to use recycled materials, apply life cycle assessments and implement take-back programmes for products.
- Employees: satisfaction, diversity and advanced training – in short, an environment in which people are happy to work together.
- Supply chain and stakeholder commitment: engaging partners, sharing data, jointly driving sustainable solutions.

Together, these aspects constitute the framework for measuring our day-to-day work.



The prioritised SDG focus areas of TGW Logistics.



TGW Logistics is shaping the future responsibly.

Projects with an impact

How this manifests itself in actual practice is exemplified by several initiatives. One example is carbon management: Applying internationally recognised standards such as ISO 14067, CO₂ emissions, from production up to the commissioning of the products, are calculated transparently. In this way, hotspots can be identified and materials specifically replaced, e.g., by "green steel". This type of steel is produced with markedly reduced CO₂ emissions, using renewable energies and green hydrogen instead of fossil fuels. For customers this means reliable data, which is increasingly in demand in tenders and ESG reports. Energy efficiency also takes centre stage in the "Smart Energy Strategy": Technologies such as the patented "off mode" system reduce the energy consumption of automated plants in the standby mode by up to 80 per cent. Shuttle and conveyor technology reuse braking energy; smart controllers optimise processes. Users benefit not just from lower operating costs, but also from quieter operation and reduced wear and tear while making a tangible contribution to climate protection.

Verified sustainability

Striving for sustainability can be measured, for example, in external ratings such as EcoVadis, one of the leading sustainability ratings in the world. They act as a transparent management tool in terms of the in-house ESG status and thus contribute to the company's development. At the same time, they are a reliable compass for customers since they illustrate that sustainability is not just a promise but is being implemented and can be verified. The result: Very good ratings in topics such as sustainable procurement and ethics, combined with clear references to existing potential, e.g., regarding certifications and reporting.

At TGW Logistics, sustainability is part of the foundation. Cooperation projects such as with the Upper Austrian spice specialist Almi provide the proof: TGW Logistics was tasked with the modernisation of the warehouse in Oftring (AT). The customer was particularly impressed with a green retrofit approach, i.e., the upgrading of existing systems instead of a completely new building, which Almi saw as another step towards a sustainable energy management system.

All this shows that TGW Logistics is a partner that not only delivers today but continues to bear responsibility tomorrow – for our employees, customers and society as a whole.

RovoFlex: Evolution in real-world operation

Innovations rarely originate on the drawing board. They grow through experience, courage – and sometimes through detours. The success story of TGW Logistics' innovative picking robot impressively demonstrates this: Building on the insights gained from the Rovation prototype, RovoFlex was developed in close collaboration with customers – more efficient, flexible and practice-oriented than ever.

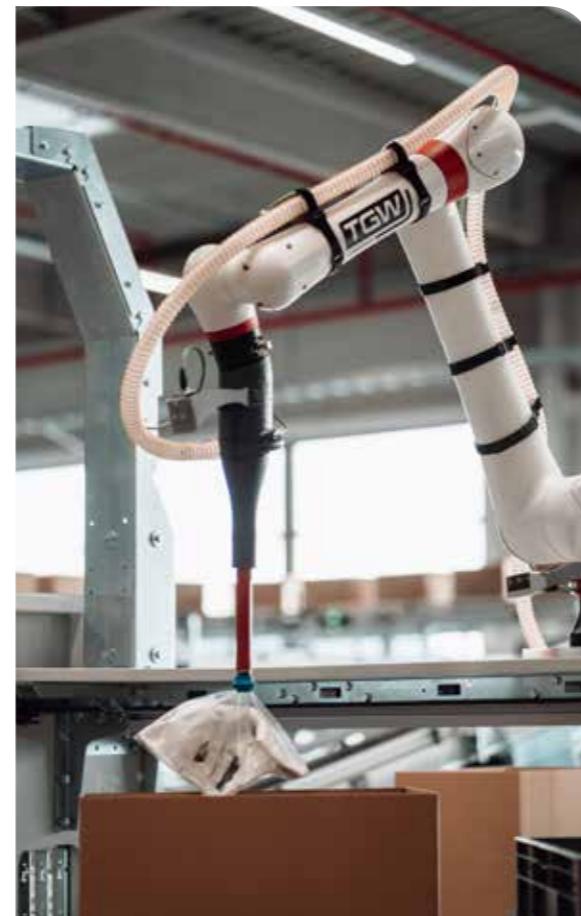
When TGW Logistics launched Rovation a few years ago, the vision was ambitious: A self-learning robot, using cognitive robotics and image recognition, aimed to set entirely new standards in intralogistics. The technology was ahead of its time, and so were expectations. Yet during development, it became clear that technological excellence alone was not enough if the actual needs of the users were insufficiently considered.

From insight to innovation

This experience became a turning point. TGW Logistics used it to fundamentally rethink its approach to solutions. Today, every development begins with a thorough evaluation process that examines the market, feasibility and economic viability. Early customer feedback, transparent communication and agile adaptation shape the work. The result: RovoFlex – a flexible, hybrid picking workstation powered by AI.

It automates the picking of goods in the warehouse, lightens employees' workloads and can still be operated as a manual picking station if needed. An app also provides full transparency over processes and performance.

Its success speaks for itself: Customers like Intersport Austria choose RovoFlex because it is reliable, scalable and adaptable. As a result, the Austrian sporting goods manufacturer has already ordered additional systems – a clear indication of its practicality and customer satisfaction. For TGW Logistics, the journey to this point has been more than a technological upgrade – it has been a shift in mindset: Innovation doesn't always mean doing everything perfectly, but improving together with customers.



With RovoFlex, TGW Logistics is relying on an advanced solution that delivers across the board.

The CAP.-Cybertrack: Reset – A new beginning is underway

In 2022, CAP.-TRAINING launched a promising, pioneering new track alongside the established Mechatronics branch: Cybersecurity – a logical and urgently needed addition, because in our high-tech world, digital security is not an option but a necessity. And the job prospects? Outstanding! But after three years, something unexpected happened.

Big surprise at the information evening for the Cybertrack class planned for 2025: empty seats, only four registrations. The consequence: Because there were too few interested participants, the CAP.-Cybertrack had to take a year off. How did it come to this?

CTRL + ALT + DEL

Gabi Egger, programme head of CAP.-TRAINING analyses: "Our Cybertrack programme had significantly more teaching modules than Mechatronics because it ended with the final apprenticeship exam in Information Technology. This apprenticeship curriculum included many more teaching units and, on top of that, three interim exams – unmitigated pressure to achieve good grades and exam stress for our young people. Another factor that shouldn't be underestimated: Our teachers had to supervise several classes simultaneously; providing individual support was virtually impossible. It was obvious: We were losing gifted people. We would have to start over."

Upgrade with AI in the bag

"In the future, there will no longer be an apprenticeship certificate. Instead, a state-of-the-art training program will prepare young people for a dynamic future of digitisation and change. And we are now reclaiming what we had lost in the old model: the enthusiasm for personal development", adds Egger. The programme is being adapted and will be expanded to include a focus on AI.



CAP. sparks enthusiasm in participant Liam Noisternig.

Instead of rigid modules and exams, practical projects will take centre stage. The training will concentrate on talents and strengths. The lessons will be more compact and supplemented by personal development along the lines of the Inner Development Goals (IDGs, see pages 50 et seq.). Liam Noisternig, CAPtain of the class of 2023, confirms that this is a big hit: "CAP. is much more than a school to me. It's a place where I can grow because I learn about subjects that truly interest me." And that is what counts.

General information about the CAP.-TRAINING – see page 59.

From the inside out: How the IDGs facilitate cultural change

The climate crisis, digitisation, social division: The challenges we face today are complex. Whether we overcome them will be primarily determined not by strategies, tools or structures but by what is least visible and yet most effective: from within humans. The Inner Development Goals (IDGs) make this invisible part tangible.

To change the world, you must start with yourself. This sentence sounds like folk wisdom until you put it into practice – because whether a transformation succeeds or measures taken only scratch the surface depends not on Excel spreadsheets or project plans but on your inner attitude: Am I acting out of trust or fear? Do I approach others with openness or control? Do I listen to understand or just to respond? Do I view a person as a resource to be controlled or as a personality to be nurtured?

23 skills for real change

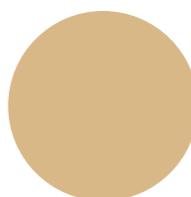
The IDGs are an international open-source initiative launched in Sweden in 2021 that address precisely these questions. Its goal: To encourage people worldwide to develop the inner skill sets necessary for a sustainable future. Its foundation is a scientifically developed framework with 23 skills categorised into five domains.

Sound abstract? It gets more tangible when you look at what happens: People who work on their inner development learn not to react automatically and to recognise their own patterns and make more conscious decisions. This leads to them managing themselves more clearly, approaching others with empathy and openness and embracing complex challenges as tasks that can be shaped, not as threats. For companies, this means improved relationships, greater ability to cooperate and a stronger culture of innovation. In short: An organisation that promotes inner development lays the basis for real change and gains a competitive advantage that no technology, be it ever so advanced, can deliver.



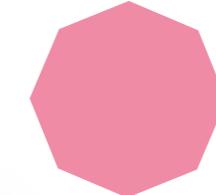
Watch the
video here.

Five dimensions for personal growth



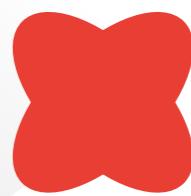
BEING

Self-awareness
Mindfulness
Inner orientation



THINKING

Understanding complexity
Shifting perspectives
Creating visions



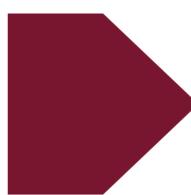
RELATING

Connectedness
Empathy
Appreciation



COLLABORATING

Communication
Co-creation
Intercultural skills



ACTING

Courage
Optimism
Perseverance

Cultural change through IDGs

At TGW Future Wings, the non-profit division of the TGW World, the IDGs have long been ingrained in day-to-day work. In 2024, the train-the-trainer programme for project managers and mentors was launched with the goal of systematically integrating IDG skills into projects. It quickly became clear that investing in one's own inner world had a visible impact. This was demonstrated in tangible terms, for example, by a class that was supported for one whole school year in the INNERversum (see page 61), one of the nine TGW Future Wings educational projects. Initially reserved and lacking in initiative, the young people gradually began to assume responsibility: They began to conduct respectful discussions, contribute, support one another, and find creative ways to resolve conflicts on their own. A disparate group of individuals developed into a community of students who learned from one another and grew together. Tamara (18) summed up the school year as follows: "I want to tell new students they should get involved right from the very start. It was only at the end of the programme I realized how valuable my time at the INNERversum had been."

The CALIN programme (see pages 78 et seq.) had a similar impact. Here, too, consistent work on the IDGs led to more open and empathetic communication within the team, and collaboration noticeably improved – a cultural change built on a common internal foundation: more self-reflection, more openness, more trust.

Building on this success, a new chapter begins in 2025: "IDGs & Leadership" is initially aimed at project managers at TGW Future Wings. In the medium term, however, it is intended to also benefit managers at TGW Logistics through MINDtastic, the internal advanced training and development programme. Because leadership today means more than just monitoring and delegating: Those who reflect on themselves and understand their inner processes can create an environment in which teams work courageously, creatively and autonomously.

At the same time, TGW Future Wings is working on making the IDGs' impact measurable. The goal is to transparently demonstrate the development of skill sets in areas including self-reflection, empathy and teamwork. An abstract framework thus becomes a tangible reality with immediate benefits for everybody involved.

Turning inner work into a success strategy

Inner development is therefore a strategic success factor, not a soft "add-on", because those who understand their own inner world can change not only themselves but also their environment.

Skills such as integrity, willingness to learn, critical thinking, courage and creativity act as invisible engines: They support teams in communicating more clearly, solving problems independently and implementing ideas courageously. Those who take the IDGs seriously are investing in the future viability of people and organisations, not in feel-good seminars, and they create the foundation for long-term success.



Teachers encourage, explain and motivate – while often under intense pressure themselves. They accomplish impressive things every day but frequently reach their emotional limits. But who provides support to these vital companions of students in tackling their daily challenges?

When teachers flourish, their students' full potential unfolds. This is precisely the goal of the new continuing education programme "Rediscovering the Heart of the School", which has been a pivotal component of the INNERversum since 2025 (see page 61) and is the perfect complement to the existing offerings for young people's inner-world work and the parenting classes. Initiated by educational scholar Dr. Karlheinz Valtl, a pioneer of mindfulness-based teacher training, "Heart of the School" provides effective impetus for personal development – for greater resilience, presence and empathy in the classroom.

Two formats, one goal

The programme is specifically aimed at active educators and offers two customised formats: The annual group aids teachers for ten months with topics such as self-care, dialogic learning, emotional resilience and peer appreciation – a genuine innovation in domestic teacher training! It is supplemented by the methodology toolbox: three courses, each with four compact modules on practical tools for increasing mindfulness and compassion in the classroom.

Major impact, long-term vision

Up to 110,000 students benefit indirectly from the participating teachers annually. "Children, parents and teachers are systematically empowered. The INNERversum thus offers an unbeatably impactful combination", summarises project manager Andrea Wurz. And the feedback speaks for itself: "Every single minute is worth it. You gain so many insights and fresh awareness", says Brigitte Schildböck-Moherndl, a teacher at Traisen Primary School. The program hits the mark because it addresses not the symptom but the source: the people in the teaching profession.

Up to
110,000
students benefit
annually

The secret of true happiness

Dr. Ha Vinh Tho was a leading expert on holistic happiness. As the former head of the Gross National Happiness Centre in Bhutan, he continues to influence discussions throughout the world on meaning, wellbeing and a new definition of progress. At the TGW events "Happy Schools" and "Happy Organisations" in January 2025, a few months before his passing, he talked about what really sustains people and societies.

Dr. Ha Vinh Tho, what does happiness mean to you?

Happiness means a lot to me. It is not loud and spectacular but manifests itself in connections. I'm happy when I can be connected – with myself, with others and with the world. So, happiness is a state of presence for me. Today, for instance, it was a conversation with a colleague without distractions. No thoughts of what was next, no inner jumping ahead, simply being present, really listening and being seen. Such moments are happiness for me.

Is there also a universal definition of happiness?

Happiness has many faces – it can manifest itself in a fleeting moment of joy or in a life that is experienced as meaningful and harmonious. The ancient Greeks spoke of hedone, happiness for a short time, and eudaimonia, a deeper happiness that goes beyond superficial happiness and has to do with meaningfulness, self-fulfilment and personal growth. The concept of Gross National Happiness (GNH) brings these two levels together. In this context, happiness is more than an individual matter; it comprises social, ecological and spiritual wellbeing. The point is not only how I am doing, but how we are all doing.

What can the Global North learn from the concept of "Gross National Happiness"?

That the time has come to rethink our idea of prosperity. Gross National Happiness shows that progress is more than just economic growth. Just as important are social justice, cultural participation, mental wellbeing and mindfulness in dealing with nature. Particularly in times of multiple crises it becomes clear how limited an understanding of happiness is that banks on consumption and achievements alone. The GNH model extends an invitation to the Global North to rethink things – towards a societal model that focuses on collective wellbeing.

"It is time to rethink our idea of prosperity. Gross National Happiness shows that progress is more than just economic growth."

Dr. Ha Vinh Tho

"Happiness begins with small things. Often, all it takes is a conscious breath, a smile or a conversation where we truly listen. Even in our hectic everyday lives, such spaces open up – for example, when we simply leave our phone in our pocket to show presence and to truly be present."

Dr. Ha Vinh Tho

Can you measure happiness – and if so, how?

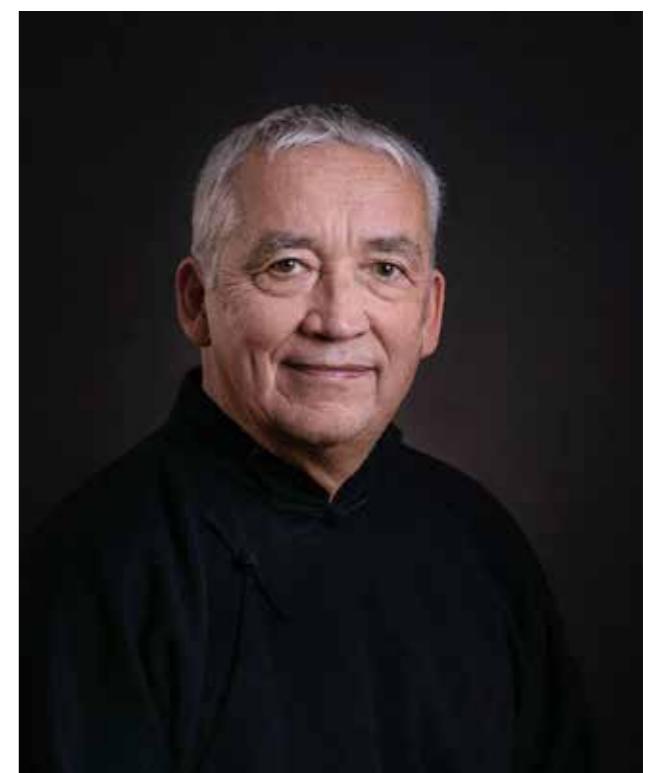
Not in the usual sense. However, it can be made visible when you approach the idea holistically. The GNH works with nine dimensions that, combined, present a comprehensive picture: mental wellbeing, physical health, education, use of time, culture, good governance, the environment, standard of living and community. These areas intertwine and show how closely linked personal happiness is to the state of society and the environment. Regardless of whether it's in schools, companies or in one's private life: When we begin to take these dimensions seriously, happiness becomes something we can not only feel but also actively shape.

What can I do as an individual to live a happier life?

Happiness begins with small things. Often, all it takes is a conscious breath, a smile or a conversation where we truly listen. Even in our hectic everyday lives, such spaces open up – for example, when we simply leave our phone in our pocket to show presence and to truly be present. Happiness grows where we pause, are present and are grateful – not out of duty, but out of connection. People who have compassion and show kindness transform themselves and the community that sustains us all.

We are grateful we had the opportunity to meet Dr. Ha Vinh Tho in person and share his thoughts. His inspiring ideas will continue to guide us.

More on happiness
in schools and
organisations on
pages 56-57



IN MEMORIAM DR. HA VINH THO (1951–2025)

With the passing of Dr. Ha Vinh Tho in September 2025, we lose a key ally and a driving force behind the vision of a more humane society. The inspiring discussions he led in January 2025 within the TGW World have left an enduring impression and have had a lasting impact on us. We are particularly grateful for the personal conversations we were able to have with him and his wife, Lisi Ha Vinh, at our events. His work for happiness, meaning, education and the wellbeing of many will live on and will continue to guide us.

“Happy Schools”: You are more than your performance

“How are our children really doing?” Dr. Ha Vinh Tho, who passed away in September 2025, posed this question at the TGW Future Wings “Happy Schools” event in mid-January 2025, where around 200 educators gathered to discuss how to make schools more human-centred.

Because it takes more than knowledge and achievement in a world where young people are bombarded with information non-stop, social media shapes their self-esteem and artificial intelligence is a big influence in day-to-day life. What's needed is inner calm amidst the constant digital noise, resilience to deal with crises and change, empathy so we can live together in harmony and gratitude as a counter-balance to constant comparison. And above all: real connections – to oneself, to others, to the world.

Imagine if this were taught at school, not just through supplementary programmes but integrated directly into everyday school life. If lessons began with a moment of silence. If there were room for questions like: “How are you today?” If beyond supporting the students' educational progress, teachers supported the pupils themselves. If, in addition to learning maths, children also learned how to listen, resolve conflicts and treat themselves and others kindly. Mistakes? They were part of the process, and children learned that it's okay to make them, without fear of judgment.

Education of the heart is education for the future

That's exactly what “Happy Schools” are: Schools where the wellbeing of the child is just as important as the curriculum. Where the focus is as much on what a child needs as what a child knows. Education here is not a one-way street – it is understood as a relationship: “Both individual wellbeing and group interactions have a huge impact on whether a school is a happy place”, says Dr. Ha Vinh Tho, Bhutan's former Minister of Happiness. Happiness cannot be graded – but it can be made visible through surveys that explore students' stress levels, sense of belonging and enjoyment of learning. Even the OECD is now systematically tracking such values using a dashboard as part of the PISA programme.

In “Happy Schools”, teachers guide students through life as well as learning. Or, as Dr. Ha Vinh Tho put it: “Education of the heart is the heart of education.”



“Happy Organisations”: Happiness as a strategic success factor

What makes companies truly successful – beyond typical KPIs? Dr. Ha Vinh Tho, who passed away in September, addressed this question in his inspiring lecture at TGW Logistics in January 2025. His credo: Those who strategically prioritise happiness strengthen innovation, cohesion and entrepreneurial resilience – and employee wellbeing to boot.

“Companies have a huge impact on the lives of many people”, said Dr. Ha Vinh Tho, former Minister of Happiness of Bhutan. He added: “Thus, they bear responsibility – not only for efficiency but for the wellbeing and happiness of people inside and outside the company. They are not there only to ensure efficiency.” His “Happy Organisations” initiative clearly demonstrates that fruit baskets, gyms and canteens aren't factors that contribute to happiness because they do not replace lived values, social harmony and genuine care.

Happiness is more than a bonus

But how can it be attained? To Dr. Ha Vinh Tho, a respectful corporate culture built on trust in which mistakes are seen as learning opportunities is crucial. This makes for a secure environment that fosters creativity, personal responsibility, collaboration and inner stability. Which, in turn, makes people more resilient – and that's important, especially in a constantly changing working world.

Between profit and wellbeing

“Happy Organisations” go even further: They rethink business – in harmony with people and the environment. Instead of pure profit-seeking, the focus is on regenerative value creation: economic success

that also considers social, ecological and cultural responsibility. The GNH (Gross National Happiness) model from Bhutan provides a specific framework (see infobox). It begins with a vision and clear set of lived values aligned with the four pillars of GNH: good leadership, sustainable economic development, environmental protection and the preservation of cultural values.

Achieving success with a sense of meaning

A key factor here is empowering leadership and fostering “happiness skills” such as mindfulness and social intelligence. Step by step, a company evolves that creates meaning while also being successful. Studies show that employees who experience meaning remain more committed, robust and productive – and this is how resilience develops. A meta-analysis by Gallup (Harter et al., 2020) also proves that this approach pays off, showing that companies with high levels of employee engagement achieve 21 per cent higher profitability and 41 per cent less absenteeism.

Certified “Happy Organisations” such as Biti's in Vietnam or B. Grimm in Thailand confirm these findings, and Dr. Ha Vinh Tho added in his keynote: “Happiness is not a luxury; it is a prerequisite for sustainable success.”

THE GNH MODEL FOR COMPANIES:

Align vision, mission and values with the four pillars of Gross National Happiness

Foster a supportive and resonant leadership and corporate culture

Targeted training in “happiness skills” such as mindfulness and socio-emotional intelligence

Measure success based on relevant, holistic criteria

Gradually align systems and processes with social, ecological and cultural responsibility

TGW Future Wings: Non-profit projects with impact

Nine projects are currently run within the non-profit organisation TGW Future Wings. They all share the goal of making an essential contribution to solving key issues of our time by providing holistic development to young people and their mentors – with the aim of creating lasting positive change in the society.

The following pages provide an overview of the projects and the impact they have had over the last five years.



B.E.L.

B.E.L. is more than just a primary school. It is a learning space where children thrive. The focus is on their needs, their curiosity, their personal strengths and their own pace. Using innovative methods such as

the "Learning Ladder", teachers help young people in their learning process move towards true independence and long-term motivation – a school routine that stimulates the desire to learn.

	Total expenditures	Grants received	Own revenue	Employees	Pupils
2020/21	€ 528,000	€ 203,000	€ 284,000	9	60
2021/22	€ 654,000	€ 285,000	€ 363,000	9	62
2022/23	€ 715,000	€ 287,000	€ 396,000	10	61
2023/24	€ 747,000	€ 370,000	€ 391,000	9	63
2024/25	€ 836,000	€ 435,000	€ 421,000	12	64

2024/25

7
afternoon
workshops

CAP.-TRAINING

General high school diploma and technology? With the CAP.-TRAINING, both are possible, and young people benefit twice over! Because the programme complements traditional

general high school education with practical additional training in the fields of mechatronics and cybersecurity – including holistic personal development (see page 49).



	Total expenditures	Grants received	Own revenue	Employees	Participants
2020/21	€ 383,000	€ 144,000	€ 335,000	2	92
2021/22	€ 458,000	€ 131,000	€ 327,000	4	90
2022/23	€ 559,000	€ 171,000	€ 388,000	7	94
2023/24	€ 588,000	€ 193,000	€ 395,000	5	91
2024/25	€ 652,000	€ 272,000	€ 380,000	4	104

2024/25

16
CAP.finisher
per year

Future Wings Challenge

The Future Wings Challenge gives a leg up to fledgling founders who want to provide answers to educational questions and bring about social change with their bold educational projects. In four months, an idea evolves into a project – sustained by workshops, mentoring and networking as well as

the Demo Day. Afterwards, the Impact Academy provides support for growth and scaling. In 2024, nine projects were launched in Batch #4 with the mission of improving the reality of lives of young people with innovative educational projects (see pages 66 et seq.).



	Total expenditures	Grants received	Own revenue	Employees	Participants
2020/21	€ 124,000	€ 142,000	€ 7,000	2	18
2021/22	€ 202,000	€ 161,000	€ 15,000	2	16
2022/23	€ 239,000	€ 209,000	€ 16,000	2	55
2023/24	€ 253,000	€ 177,000	€ 39,000	2	48
2024/25	€ 117,000	€ 66,000	€ 51,000	2	49

2024/25
24 active alumni projects

	Total expenditures	Grants received	Own revenue	Employees	Participants
2023/24	€ 309,000	€ 259,000	€ 50,000	3	1,654
2024/25	€ 405,000	€ 344,000	€ 61,000	4	4,776

2024/25
200 workshops



GRAND GARAGE

A playground for learning and doing, a laboratory for the future: At the GRAND GARAGE, young people discover what they are capable of. In the MakerSpace's open workshop and during inspiring courses in the Education Workshop, students tinker, build and, above all, create. Themed rooms

like the Plastic Garage and the Energy Awareness Lab make the big questions of our time tangible and inspire creativity and spark the joy in finding solutions. Beyond that, young people experience that they can make a difference – in the world and in themselves (see pages 82 et seq.).

Learning Circle

Tutoring is a thing of the past – the Learning Circle offers individualised, digital 1:1 coaching sessions for young people. The specially trained coaches support their students not only with challenging school subjects but also foster their organisational skills,

motivation, love of learning and the development of their individual potential. What sets it apart: Parents pay what they can. Thanks to the solidarity-based pricing model, education is accessible to all.



	Total expenditures	Grants received	Own revenue	Employees	Members
2020/21	€ 1,168,000	€ 515,000	€ 653,000	19	191
2021/22	€ 1,966,000	€ 1,332,000	€ 634,000	28	466
2022/23	€ 2,558,000	€ 1,686,000	€ 609,000	33	642
2023/24	€ 2,392,000	€ 1,738,000	€ 467,000	28	571
2024/25	€ 2,194,000	€ 1,637,000	€ 557,000	27	630

2024/25
2,488 workshop participants

	Total expenditures	Grants received	Own revenue	Employees	Participants
2020/21	€ 147,000	€ 127,000	€ 20,000	3	60
2021/22	€ 333,000	€ 173,000	€ 160,000	5	185
2022/23	€ 480,000	€ 252,000	€ 213,000	5	150
2023/24	€ 490,000	€ 306,000	€ 185,000	7	124
2024/25	€ 485,000	€ 272,000	€ 213,000	8	160

2024/25
8,600 learning sessions

INNERversum

How do I deal with stress? How do I recognise my feelings and turn them into strengths? The INNERversum at the Tabakfabrik (tobacco factory) in Linz (AT) makes this experience possible: In holistic workshops or through year-long support, young people and their companions discover their

inner worlds and develop vital future skills using creative methods from health psychology and mindfulness research. Parents also benefit – for example, through new formats for digital mindfulness in day-to-day family life.

MoMo

More movement, more joy in life: Free of charge, MonkeyMotion (MoMo) brings a breath of fresh air to Upper Austrian elementary school life. With a playful, holistic concept that combines movement, mindfulness and yoga,

MoMo invigorates body and mind while promoting relaxation and concentration. The annual StepUpContest, in which children climb a ski jump, is a real highlight (see page 64).



Sueniños

Sueniños brings hope to Mexico. In a region where many children live in poverty and few have a bright future, Sueniños supports young people along their journey – with innovative workshops, holistic educational formats, learning support and vocational training. A particular highlight of

the 2024-25 financial year: For the first time, the CALIN programme was implemented at three schools in the region, expanding the impact of this educational innovation far beyond the Sueniños Education Centre (see pages 78 et seq.).



2024/25
17
participating schools

	Total expenditures	Grants received	Own revenue	Employees	Participants
2020/21	€ 17,000	€ 17,000	€ 0	1	340
2021/22	€ 73,000	€ 73,000	€ 0	2	376
2022/23	€ 59,000	€ 59,000	€ 0	2	580
2023/24	€ 66,000	€ 66,000	€ 0	2	1,100
2024/25	€ 74,000	€ 69,000	€ 5,000	1	1,500



2024/25
18
gastronomy graduates

	Total expenditures	Grants received	Own revenue	Employees	Participants
2020/21	€ 531,000	€ 510,000	€ 15,000	36	253
2021/22	€ 652,000	€ 650,000	€ 15,000	43	248
2022/23	€ 757,000	€ 760,000	€ 16,000	40	259
2023/24	€ 813,000	€ 640,000	€ 24,000	39	324
2024/25	€ 796,000	€ 750,000	€ 53,000	37	352



SOS-Herzkiste

For a strong sense of community: The lovingly designed SOS-Herzkisten (SOS-heart boxes) from TGW Future Wings and SOS Children's Village support children 10 to 14 years old in their personal development over four school years free of charge, covering

topics such as empathy, self-awareness and social skills. Every year, the SOS-Herzkiste brings new, engaging topics into the classroom – from your relation to yourself to strengthening classroom community to social solidarity.



2024/25
1,073
boxes distributed

	Total expenditures	Grants received	Own revenue	Employees	Participants
2020/21	€ 115,000	€ 67,000	€ 50,000	2	275
2021/22	€ 186,000	€ 93,000	€ 93,000	3	10,000
2022/23	€ 275,000	€ 138,000	€ 138,000	3	14,700
2023/24	€ 393,000	€ 196,000	€ 196,000	3	18,479
2024/25	€ 446,000	€ 223,000	€ 223,000	7	26,020

All figures presented on pages 59–63 are rounded. Grants received refer to funds provided by the TGW Future Private Foundation.

Impact that drives change

Approximately 6.7 million euros – this was the amount of funding available in 2024 within the non-profit TGW Future Wings projects to create impact. This is reflected in the new key figure “impact funding”, which for the first time shows the total financial resources available to support the development of young people’s potential.

Why is impact funding important?

Because impact does not arise solely from the grants provided by the TGW Future Private Foundation. Many projects secure additional

2024/25
~6.7
million euros
impact funding

external funding through sponsorships, membership fees, public grants or donations, thereby increasing their overall impact. Impact funding brings all these contributions together, regardless of their source. This is precisely what makes this figure so valuable. It demonstrates that impact grows where resources are combined, that every additional contribution increases leverage, and that the development of potential is not a matter of chance, but the result of a shared commitment.

Impact funding	2020/21	2021/22	2022/23	2023/24	2024/25
Consolidated impact funding – TGW Future Wings	4,128,000	5,193,000	6,126,000	6,656,000	6,687,000
Grants from the TGW Future Private Foundation to TGW Future Wings since 2006:					
42,825,000 euros					



StepUpContest 2025: Reaching new heights together

Exercise can change lives – and that's exactly what the StepUpContest allows young people to experience each year. Because every step of a ski jump becomes a source of new opportunities for others.

"Tiring – but wow!" a young participant marvels proudly as he enjoys the view. As part of the StepUpContest, the grand finale of the MonkeyMotion exercise program (see page 62), many primary schoolchildren have once again climbed the 587 steps of the ski jump in Hinzenbach. The children expend physical energy, and the social impact is nothing to sneeze at.

The idea: Each class masters the climb as a team. It's not about speed but about solidarity and purpose – because parents voluntarily donate between one and three cents for each step completed. The proceeds of approximately 8,000 euros will go to social projects or to benefit organisations that help people with special needs.

New fundraising concept

This event has also expanded in scope: Thanks to main sponsor Gerstl Bau, which covered the fixed costs in 2025, all donations will go directly where they are needed. And with many other partners, the day becomes a well-rounded experience every year, with healthy food, numerous hands-on stations and even a performance assessment.

The StepUpContest demonstrates that when children move, they move more than just their bodies. Something in the world moves too.

From gratitude to diversity: Small rituals, big impact

As mental health becomes increasingly central to the evolving demands of modern working life, TGW Logistics in the UK region is focusing on targeted initiatives to promote and safeguard employee wellbeing. In an era of hybrid work fatigue, frequent travel, rising financial pressures, and the constant influence of social media, one thing is clear: Teams need more than just professional collaboration and exchange—they need connection.

To foster this sense of connection, TGW Logistics in the UK region has introduced several impactful practices:

Gratitude Sessions:

Brief moments where colleagues share what they are grateful for. What sounds simple nurtures appreciation and team spirit.

Culture & Value Award:

An annual peer-nominated award celebrating individuals who exemplify TGW Logistics core values.

Meeting Check-ins:

Short feel-good questions at the start of meetings that encourage personal connection before diving into business.

Employee Assistance Program (EAP):

Confidential, professional support for personal or work-related challenges—accessible, fast and discreet.

Turning differences into team strengths

Beyond these initiatives, TGW Logistics in the UK region is also addressing a critical, yet often overlooked topic: neurodiversity. This term encompasses the diverse ways people think, learn and process information, such as in autism, ADHD, dyslexia or dyspraxia. Around 20% of the global population is neurodivergent, often bringing unique strengths, such as attention to detail, creative problem-solving and deep empathy.

The local teams participate in practical workshops designed to recognise neurodivergent traits, break down barriers and create inclusive work environments. The aim is to empower every employee to thrive without needing to conform.

A noticeable impact

The results of these efforts are tangible: increased empathy and a deeper understanding among colleagues. Mental health is not a luxury; it is the foundation of high-performing teams. And it often starts with a simple question: "What are you grateful for today?"

Future Wings Challenge #4: Changing education starts with ourselves!



Sometimes it's not enough just to have great ideas. True change starts with ourselves: with the right attitude, with perseverance and the right mindset. Batch #4 of the Future Wings Challenge shows how visions become tangible projects when inner development and teamwork go hand in hand.

The Future Wings Challenge supports founders in developing an auspicious idea into an effective educational project – and in doing so, carrying forward not only young people and society but themselves as well. Batch #4 focused on the participants' personal attitudes, not just project ideas. Why? Because change begins within.

Inner strength, external impact

That's why the Inner Development Goals (IDGs, see pages 50 et seq.) were introduced as a real game changer, both in project selection and throughout the entire support process – because anyone who wants to empower young people needs such skill sets as inner clarity, resilience and the ability to build relationships. During the application process,

we deliberately asked applicants how they deal with complexity and uncertainty and how the IDGs enrich their lives.

The impact: greater depth in the selection process and a stronger focus on holistic development – for the teams and their future target groups.

New formats, new impact

New to Batch #4: regular co-working sessions in which the teams exchanged ideas, worked on challenges and jointly developed solutions. These were accompanied by an analogue bullet journal – a practical notebook developed by Carina Altenrieder (Batch #3) that helped organise thoughts, visualise progress and make the IDGs tangible. No digital tools, just real impact.

See page 60
for general
information on
the Future Wings
Challenge

To date, the Future Wings Challenge and its projects have reached
7,800 CHILDREN

Demo Day: A stage for bold ideas

24 projects were submitted in the final batch during the application phase. The increasing relevance of topics such as mental health, self-efficacy, humaneness, integration and the promotion of democracy was especially striking. Nine projects made it into the program; two particularly impressed at the final Demo Day and received start-up funding of 8,000 euros each:

Kalemni: "Many young people come to our schools with little or no knowledge of German – often after experiencing displacement and usually without pedagogical preparation. For us, one thing was clear: Language must not be a criterion for exclusion. Kalemni is designed to help with this by providing a tried-and-tested toolbox for linguistically sensitive teaching, teacher coaching to increase confidence and a mentoring program that empowers young people. Kalemni means 'speak to me' in Arabic, and that's exactly what it's all about: making communication possible."

Power Up!: "Empowering young people – that was our motivation for developing Power Up!. Many young people have great ideas but don't dare to speak up – due to stage fright, insecurity and self-doubt. Our format shows that courage can be learned. In a multi-day workshop, we work with young people between the ages of 12 and 18 on public speaking skills, team spirit and self-confidence – with practical exercises, feedback sessions and lots of leeway to experiment."

Shaping the future – together

And this process continues, even after the Demo Day: Alumni continue to receive support from the Impact Academy (see pages 76 et seq.) in the form of coaching, self-care sessions and workshops on topics such as scaling, impact management, funding and marketing. And Batch #5? It's expected to move into the GRAND GARAGE (see pages 82 et seq.) in the Tabakfabrik (tobacco factory) in Linz (AT) in fall 2026 – with pilot phases at partner schools to test the projects early on in day-to-day school life.

The IDGs will continue to be a game changer in the coming round. Because change begins within and has an external impact. And that's exactly where it should be felt.

Innovation²: Progress that links people

Innovation evolves where people with passion and the right attitude make complex matters simpler, systems smarter and learning more humane. Whether in intralogistics or in education – TGW shapes transformation not for change for its own sake but to make a lasting impact.

Innovation at TGW Logistics

Innovation at TGW Logistics means solving customer problems – from skilled labour shortages to complex processes to increasing sustainability requirements. At the same time, innovation is focused on market trends: digitisation, automation, scalability. Interdisciplinary teams, in collaboration with experts and working jointly with customers, create custom-tailored innovations that boost efficiency and ensure long-term success. In other words, innovation is not an end in itself – it is geared to long-term benefits.

WERX DEVICEMANAGEMENT: NAVIGATING THE CONTROLLER MAZE

Tens of thousands of decentralised controllers manage the KingDrive conveyor technology, Stingray shuttles and the SmartPocket bag sorter – in automated systems often lacking central oversight. TGW Logistics has the solution: cloud-based device management, seamlessly embedded in the software ecosystem. Updates run like in an app store – across all locations and in just a few minutes. The platform increases efficiency, enhances security and, for the first time, creates full transparency across all control units.

SMARTPOCKET: A REVOLUTION IN BAG SORTING

With SmartPocket, TGW Logistics has rethought hanging bag technology. Instead of rigid steel belts, intelligent, self-driving SmartCarriers are deployed – energy-efficient and able to autonomously bypass obstacles. Its modular design makes this solution quickly deliverable, easily expandable and, if necessary, replaceable in the blink of an eye. For customers, this means getting the system they need right now – with leeway for tomorrow.

RECOMMENDATION ENGINES: A FORWARD-LOOKING PICKCENTER

Workshops with customers gave rise to the desire for fulfilment centres that can think ahead instead of only reacting. And this is what the Recommendation Engines deliver: They identify deviations, point out causes and provide sound recommendations for action – proactively, reliably and aligned with individual needs. A new reporting function reveals historical anomalies, reduces complexity in day-to-day warehouse operations, facilitates faster onboarding of new employees and sustainably improves performance. Two prototypes, which are already being tested by major customers, demonstrate that the approach works, delivering excellent results and receiving enthusiastic feedback.

SUENIÑOS CALIN: EDUCATION WITH HEART AND THE RIGHT ATTITUDE

CALIN, a two-year advanced training programme for Sueniños employees (see pages 78 et seq.), helps them connect to their own inner world, elevates team spirit and imparts pragmatic tools for day-to-day work. With regular stimuli, reflections and workshops, the inner-world work is brought to life and lasting change is made possible.

SOS-HERZKISTE: MORE HEART IN THE CLASSROOM

For five years now, the SOS-Herkiste (see page 62) has fostered social learning in lower primary classes. Now there is a new innovative series of seminars for primary teachers that show how simple physical and mindfulness exercises can help reduce stress, balance emotions and improve the atmosphere in the classroom – for greater wellbeing and better interactions in everyday primary school life.

Innovation at TGW Future Wings

Innovation at TGW Future Wings means thinking of education not just as the transfer of knowledge but as a holistic approach that includes consideration of the body, emotions and consciousness. Inner-world work is essential because real change always begins within the individual. Educational innovations are understood as processes that unfold through dialogue and co-creation, always with the aim of strengthening key future skills in young people such as resilience and empathy.

FUTURE WINGS CHALLENGE: IDEAS GET WINGS

The specific impact of creativity: The Challenge (see pages 66 et seq.) encourages the development of innovative ideas and supports them in their implementation, turning them into impactful projects with social relevance. This approach to innovation allows dreams to blossom and establishes initiatives that effect real change.

81M IMPACT

Impact is not a product of chance. It arises where knowledge is shared, potential is unlocked and collaboration is practised. In the TGW World, impact means that economic success, learning and social contribution are interconnected, thus enabling development that reaches far beyond the company.

The following pages show how impact becomes measurable, tangible and sustainable – for people, companies and society as a whole.

From a good feeling to measurable impact

Impact in education can't be generated at the push of a button. It evolves step by step, often after a delay and governed by many external factors. At TGW Future Wings, systematic impact analysis is gaining momentum: Changes should not only be felt, they should also be made measurable and traceable to support genuine learning processes. Ruth Arrich, responsible for impact management at TGW Future Wings, explains in an interview why impact is more than just reporting and how stories bring it to life.

Ruth, what do you at TGW Future Wings understand by impact?

We want to bring about lasting, positive change in the lives of young people. Our goal is to boost their self-confidence, open up new perspectives for them and help them evolve their potential. If we can achieve this, then we will have made an impact. Participation figures and high levels of satisfaction are all well and good, but real impact is achieved when people apply what they have learned, change their attitudes and develop their skill sets. Bringing about targeted changes that help young people and society overcome challenges – that's the goal.

What approach do you take to impact management?

We take a systematic approach to ensure transparency and comparability across wide-ranging projects. To this end, we have developed a uniform impact process based on PHINEO's impact logic and the associated impact staircase as well as the Social Reporting Standard. The latter specifies what type of information should be collected regarding a non-profit project. All projects are tracked using key indicators: number of participants, satisfaction, growth in skills as well as the application of what has been learned. In addition, sub-indicators take into account the specifics of each project. The PHINEO impact staircase then shows what level has been achieved, from input to output to outcome and impact – in other words, whether we are achieving true impact beyond bare figures.

Can you please explain the impact staircase in more detail?

The impact staircase consists of eight levels, from 0 to 7. At the very bottom is the input: resources such as people, time, money and space. Level 1 to 3 represent the output. Performance is what counts here, for instance, the number of activities and participants, their satisfaction with the workshops and so on.

From level 4 onwards, the outcome, things get more complex because the focus is on true impact and thus about changes in the participants: Can they apply what they've learned? Is there a change in their behaviour or a measurable growth in skills? At the very top, level 7 represents social impact, the level at which not only individuals but entire structures change. In short, the staircase helps us make impact visible, step by step.

What are the challenges, especially in measuring the higher levels of the impact staircase?

Impact takes time – in educational processes, often even years – to become visible. In our CAP-TRAINING for example, participants only reported back to us four years later after completing the training about how significantly this program had changed their way of thinking and their lives. In addition, there are heterogeneous target groups and currently nine different projects and topics, which generally makes consistent impact measurement challenging. Developing indicators and thus creating transparency also requires time and courage, because when I look more closely, it becomes obvious that not everything is working as was originally hoped for. Without systematic data collection, for example, we wouldn't have taken note of the fact that some projects are visible but have little impact on the ground. Measuring impact also means making yourself vulnerable and correcting your course.



The impact staircase supports making impact visible.



"Our goal is to empower young people, open up new perspectives for them and help them evolve their potential."

Ruth Arrich, Chair of the Management Board Cap.future GmbH

Ruth Arrich is responsible for impact management at TGW Future Wings.

Impact takes time – and that's a good thing: Participants in the CAP-TRAINING were only able to report on how positively the program had impacted them after completing the training.



Are there any projects where you have already observed impact at level 7 – that is, social impact?

Yes, there are – and they affect entire systems. One example is the CAP-TRAINING: What was initiated as a pilot project for us has set a precedent. Today, Upper Austria offers programs such as "High school diploma with apprenticeship" and the Dual Academy of the Upper Austrian Chamber of Commerce, which make it easier for young people to enter the job market while also providing companies with urgently needed skilled workers. Graduates of the Future Wings Challenge are also contributing at this level: With their social businesses, they are bringing new ideas to the education sector – an impact that extends far beyond individual participants.

Was there a project that was changed because of its lack of impact?

At the GRAND GARAGE, for example, we learned from the data. Participant satisfaction was high – which is naturally encouraging at the output level. However, we discovered that the application of what they learned in day-to-day life – the outcome – fell short of our expectations. This prompted us to make our educational offerings more hands-on and to focus more on the outcome with new formats and thematic spaces in order to enable real behavioural change.



How has impact measurement changed in recent years?

In the past, we sometimes understood the same terms in different projects to mean quite different things. Today, uniform main indicators enable standardisation. Projects become comparable and developments visible. We have also implemented new methods such as questionnaires, interviews, focus groups and dashboards that help us put numbers into context. This creates understandable, interpretable information – not isolated key figures.

Learn more in the article 'The GRAND GARAGE: From craft room to future workshop', pages 82–83.

Using the impact staircase, GRAND GARAGE educational offerings were redesigned to be more practice oriented.

And what's next?

We are expanding the indicator system to include the IDG dimensions, training our project teams in impact assessment and data interpretation, integrating all projects into a dashboard that consolidates numbers and impact information. We are working closely with TGW Logistics, because they also want to make impact measurable and visible. Our goal is definite: We want to climb the higher rungs of the impact staircase with as many projects as possible. Because that's where what truly drives us happens: Young people discover their strengths and begin to change the world, little by little.

Thank you for the interview! And continued success going forward.

Impact Academy: Stay on the ball. Grow. Take effect.

The Future Wings Challenge gets great ideas rolling. And after the applause on the Demo Day? The Impact Academy ensures that initial courage morphs into lasting impact – supported by know-how, networking and a sense for what founders in education really need.

Anyone who has set up an education project knows the feeling: Euphoria and mental overload alternate like sunshine and thunderstorms in April. And what comes after the finale of the Future Wings Challenge, the multi-month incubation program for educational innovators (see pages 66 et seq.), happens before reality sets in. This is the exact point where the Impact Academy comes in. Initiated by TGW Future Wings in conjunction with the BildungTomorrow Foundation as an advanced alumni programme of the Future Wings Challenge, it continues to support founders where other formats end their assistance: at the critical stage of implementation, impact and scaling.

Giving projects a boost

"For many, the most challenging part of their journey begins after the Demo Day", says Dominik Hejzak, Project Manager of the Future Wings Challenge. "This is right where we don't want projects slowed down by external challenges. They must be empowered, get a real boost and learn to fly." Every month, the Academy delivers pragmatic insights into what really helps innovators move forward – online, so that as many people as possible can take part – with workshops on subjects such as impact management, scaling and marketing. In addition, it offers self-care sessions for mental empowerment, resilience and personal wellbeing – because if you want to change something, you've got to take care of yourself. And through coaching sessions and individual mentoring, projects are carried forward to the next stage of implementation.

Because impact is not a matter of chance

What makes the Impact Academy so special? It isn't based on a rigid curriculum but is instead guided by the specific needs of the community: "No theoretical burden, instead: specific and actionable", says Martin Sturc from the student blog, Batch #2 of the Future Wings Challenge.

This is why the Academy is well attended, although participation is voluntary – a clear sign of its tangible added value. Attendees engage in dialogue with experienced experts and other founders coping with similar challenges. "You are part of a growing group of people who have the same questions, doubts and goals. And because we choose the subjects to be discussed together, everything is relevant. The exchange of ideas among participants is often as helpful as the input from experts", explains Marina Winkler from the Skills-Up! project, Batch #1.

The vision behind it all is clear: The Impact Academy is an initiative that helps educational projects get off to a flying start and allow others to develop, who in turn help more people grow. Because ideas alone don't change anything – it is the people who bring them to life that do.

In 2024/25, alumni projects secured approximately 500,000 euros in funding.



CALIN: Calendar meets growth

If you want to empower young people, you need to be grounded yourself first. At Sueniños (see page 63), a TGW Future Wings initiative in southern Mexico, children and young people are supported on their self-sufficient journey out of poverty. Their supporters have been receiving special assistance since 2020 through CALIN, an in-house advanced training programme with depth.



What do children need in order to unlock their potential and follow their own path? Among other things, they need adults who know what they stand for and are able to empower others. This is the reason CALIN was set up. CALIN means "Camino a la integralidad" – the path to a holistic approach. What sounds like a leisurely philosophical stroll is a very pragmatic advanced training programme for employees. It helps them build a more profound connection to their inner world, to grow together as a team and to get familiar with new tools for their day-to-day work.

Inner-world work that radiates outward

The approach takes effect where true change begins: internally, in honest self-reflection, in the identification of thought and behavioural patterns, in the development of an inner attitude that makes stable relationships possible.

What exactly does that mean? The programme runs for two years and is divided into four modules: identity, peacebuilding, community and environmental awareness – key topics that shape the difficult day-to-day life of the youngsters. The centrepiece is the CALINDario, a customized calendar containing important organisational dates, filled with practical exercises, thought-provoking ideas and monthly core themes based on the Inner Development Goals (IDGs, see pages 50 et seq.). "Each month introduces a new 'inner world perspective', from self-awareness to relationship skills, along with prompts for reflection, resources and exercises for day-to-day life. The whole process is deepened through team activities such as online workshops, internal newsletters and direct dialogue among employees", explains Victoria Schuh, project developer at Sueniños and the creative mind behind CALIN.

Tangible transformation

CALIN picked up the pace again in 2024 with:

- Monthly workshops** with practical relevance, offering educational tools for immediate application.
- CALIN toolbox** a growing collection of the team's very best exercises, with step-by-step instructions.
- Expansion to partner schools** Six half-day workshops were held in three partner schools to inspire both students and teachers in inner-world work and to promote the programme's contents outside the Sueniños Centre.
- Parents as allies** In workshops on positive parenting, they learn how they can provide support to their children with greater awareness and understanding – so the momentum to do so continues at home.

Change doesn't begin with a bang – but it is long-term

What makes CALIN special? Change occurs in an unspectacular way, without a moment of "Yeah, let's go!" Instead, it is holistic, tangible and sustainable. In more in-depth discussions. In conflicts that no longer escalate. In moments of holding back instead of reacting on impulse. As Tania Jiménez of Catering Training puts it in a nutshell: "I'm more patient with



The Sueniños Initiative supports young people on their journey towards self-efficacy.

myself and the young people these days, and I've noticed a positive effect in other areas as well." Programme supervisor Luis López adds: "In the past, I used to react immediately to certain things. Today, I begin by asking myself, 'What does this young person really need at this particular moment?'"

CALIN changes attitudes – not in theory, but in practice. And changing your attitude automatically changes your behaviour and the impact you have.

And we're going further

In 2024, CALIN made its debut in Austria. One pilot workshop at an Upper Austrian primary school showed that the subjects on children's minds are often much alike, no matter where they live. The methods were adapted, and the content has universal appeal. This also shows that CALIN is driving progress – because holistic personal development is not a sideline but the foundation upon which real education is built. Worldwide.

The CALIN internal training programme equips mentors with skills and tools for working with children and teenagers.

Best of impact: Three initiatives that are making a difference

When carrots grow in supermarkets, mistakes are taboo, and children trust TikTok more than their own parents, there is an urgent need for initiatives that bring about real change. The Future Wings Challenge (see pages 66 et seq.) addresses this very issue and promotes projects that show young people all they're capable of. Here are three that illustrate what impact looks like when it takes root.

CyberChecker



CyberChecker
helps children and teenagers use social media safely.

Unpleasant messages from strangers, filters instead of facts, trusting in TikTok but not in one's parents or teachers – this is what the digital day-to-day life of many children looks like. In a sixth-grade class in Vienna, 70 per cent of students report getting abusive messages on social media, and one-half of them give more credence to people online than to the people close to them. Talk about it? Nothing doing. Sandrine Baumgartner, a former teacher, and

Alexandra Vrhovac, a social media expert, wanted to change this, so together they founded CyberChecker, an initiative that teaches young people, parents and teachers how to navigate the digital jungle safely and mindfully.

Real content serves as the workshops' starting point. Attendees learn how to see through influencer marketing, recognise fake news and combat cyberbullying. CyberChecker promotes digital literacy.

The programme has already reached around 5,000 young people in several Austrian states, and even internationally – and no wonder, since it encourages reflection and authentic interaction. Or, as one student put it: "Initially, I couldn't be bothered with this workshop at all. Social media is often portrayed as evil, as a threat. But you guys really surprised me – it was totally cool, and I learned a lot!"

Naschgarten

"Naschgarten"
makes learning delicious and fun.



Carrots grow in the supermarket? For many children, that's not such a wild idea. Nature is often nothing more than a background image. Both the link to the seasons and the experience of their own actions bearing fruit have been lost. This is where Marina Löbl and Carol Ann Thielsen come in with the Naschgarten, on half a hectare of living education in the heart of Vienna's 10th district.

Here, children aged four to twelve touch, smell, plant and taste, with soil on their fingers and curiosity in their hearts.

They follow a seed all the way from the garden patch to the finished meal. They take on responsibility, try out the unknown and experience that learning with all five senses works – and lasts. That's why 770 children participated in 125 workshops last year – and the number is rising. Because more than vegetables are grown here: the garden also cultivates self-efficacy, curiosity and team spirit. Kids who are initially hesitant later bravely pick up a shovel and discover how good learning tastes. But the Naschgarten isn't

only a place of learning. It's a source of inspiration for the neighbourhood: As part of the "Bildungsgrätzl Oberlaa" educational initiative, it connects with other institutions and demonstrates how environmental education can work without any moralising – and be accessible, practical, effective.

And it doesn't stop there: A nature sound garden and accessible adventure spaces are planned; with the Nature Senses Box, the garden will soon be brought directly into the classroom.

Fail Hour

In the beginning, there was a boy who wished he could make himself invisible. He spoke quietly, often looked down and when he made a mistake, reacted with anger or tears – because mistakes meant



failure, and he certainly didn't want that. Today, six months later, he stands confidently on stage, performs a sketch and says: "I've got smarter." In between lies the Fail Hour, a programme that frees children from shame over their mistakes, teaching them to view them as opportunities. Interactive workshops borrowing methods from theatre education create a space where there is no need to hide mistakes – they're celebrated instead. Here, young people discover that mistakes open up new perspectives and that you can survive them but also grow from them. The message? You're allowed to fall down. And you're allowed to get back up again.

Over 1,100 young people have attended so far – and demand is growing, thus fuelling the next step: long-term integration into the education system. Talks with the Ministry are ongoing.

Learning from mistakes:
The "fail hour" turns failure into opportunities.

GRAND GARAGE:

From craft room to future workshop

After six years, the GRAND GARAGE has sharpened its focus jointly with the community. Favourite things will continue, new things have been developed. The goal? To get young people enthusiastic about technology and to strengthen their self-efficacy while jointly finding answers to the key questions of our time.

From the very start, this place for young tinkerers and makers has been more than just a MakerSpace: Workshops, educational formats and community projects have always been a part of it. Now this claim is gaining in prominence. While in recent years the focus has been on practical work with impressive machines, tools and materials, the question has since arisen: Do we only want to master technology, or do we want to use it to shape the future? The answer left no doubts.

Today, the GRAND GARAGE is a space of opportunity with an ethos: a place of learning where creativity, community and self-efficacy count, not just machine power. Team leader Christine Kloss-Comploj gives voice to this shift in thinking: "I want young people to feel that they can make a difference." And Managing Director Ruth Arrich adds: "We are bringing young people back from the passivity of the virtual world to activity." This approach is also reflected in the new space's design, which is more open, accessible and inviting – perfect for finding answers to the questions of the future together.

The GRAND GARAGE at the Tabakfabrik Linz has been future-proofed – and empowers young people to take action.



Renovation with an ethos: Spaces with impact

Together with students, school administrators, the maker community and the team, a new setting was created with a cool design, hands-on opportunities, easy-to-use machines and equipment, a MakerSpace that's accessible 24/7, non-commercial zones and expert support.

The GRAND GARAGE is opening a new chapter in terms of content, guided by the key questions: What does our society need? And how can young people become part of the solution? Two internationally recognised frameworks provide guidance: the Sustainable Development Goals (SDGs) and the Inner Development Goals (IDGs, see pages 50 et seq.). The former describe goals for a sustainable, liveable world, while the latter demonstrate the skills needed to achieve them, such as courage, empathy and problem-solving skills. The welding course for women exemplifies this approach. It's about technology, yes – but above all, it's about self-confidence, empowerment and the positive feeling you get from creating something with your own hands. Such moments are emblematic of the GRAND GARAGE: empowering young people so they can shape their future.



The GRAND GARAGE management team, from left: Christine Kloss-Comploj, Nicole Engleder, Philipp Walther and Ruth Arrich.

From "Hmm?" to "A-ha!"

The Energy Awareness Lab launches in fall 2025 – an interactive learning space that will get young people passionate about energy and climate protection. Funded by the City of Linz's Climate Fund and supported by experts, it's a place where topics such as renewable energies, energy storage and resource utilisation will be brought to life. Instead of dry theory, it will provide eye-opening moments. "We want to encourage young people to become part of the energy transition", says Project Manager Katharina Kloibhofer.

The Future Skills Lab, which is currently in planning, goes a step further: no lectures, just co-creation. Young people will work together with educators and mentors to develop solutions to current challenges. The focus will be on competencies for the future, such as sustainability mindset, digital literacy and social responsibility.

A new mindset hits the spot

The GRAND GARAGE today seems more open, more vibrant and more meaningful – profoundly connected to what moves young people and what they want to change. The focus is not on the product but on the first step, not on the big idea but on trying things out together. The management team is unanimous: "Those who come to us should feel that challenges are starting points, not brick walls."

Today, the GRAND GARAGE opens spaces as well as opportunities: for people who want to get actively involved and for a future that is shaped and doesn't just happen.

More than the sum of its parts: How synergies make an impact in the TGW World

Two worlds, one heartbeat: Technology and innovation are the focus at TGW Logistics – at TGW Future Wings, everything revolves around educational justice and social impact. At the junction where the two foundation divisions of the TGW Future Private Foundation converge, something very special takes place: Connections are made that provide a sense of purpose and generate new ideas – including within the non-profit projects.

When TGW Logistics employees take part in TGW Future Wings workshops and experience the non-profit projects firsthand, they find something essential: meaning. Because these connections make it clear that it's not just about materials handling technology – it's about social responsibility as well. And they make it clear that the foundation model makes every single person a part of something bigger, and it is this change of perspective that makes synergies so valuable.

When two worlds unite to realise their potential
When TGW Logistics and TGW Future Wings work together, they merge their strengths and new opportunities unfold:

Parenting classes in the INNERversum:
Last year, the INNERversum (see page 61) gave three successful classes to strengthen parenting skills for TGW Logistics. An unusual offer for an industrial company – but those who strengthen skills such as patience and conflict resolution in their everyday family life can apply them at work as well. And the overwhelmingly positive feedback triggered ideas for other workshops, such as mindfulness trainings.



The link between TGW Logistics and TGW Future Wings creates opportunity.

MINDtastic and the INNERversum:

A shared podcast video opened up a space for talks about leadership in times of change and uncertainty and demonstrated how the Inner Development Goals (IDGs, see pages 50 et seq.) help to acquire leadership skills.

Onboarding for apprentices:

Young talents from Austria and Germany at TGW Logistics got a behind-the-scenes look at TGW Future Wings and learned about its non-profit projects – a meaningful experience that sparked enthusiasm for social engagement.

TGW Logistics and CAP-TRAINING:

Over four years, TGW Logistics mentors the young participants of the mechatronics branch of the CAP-TRAINING (see page 59). This allows them to gain hands-on experience in day-to-day business, while TGW Logistics nurtures promising, skilled young people from an early stage.

Non-profit collaboration

Synergies also have an impact within the non-profit projects: "Build it up!", one of the winning projects of the Future Wings Challenge 2025 (see pages 66 et seq.), developed the format "More than strong: Male images under construction" together

with the INNERversum (see page 61) and the GRAND GARAGE (see pages 82 et seq.). In this workshop, young people challenge traditional gender roles and learn that strength also means empathy, communication and respect. The project day starts at the INNERversum and provides room for reflection. In the afternoon, the young people then move over to the GRAND GARAGE workshops, where they engage in a creative process, producing individual workpieces – visible anchors that serve as long-term reminders of this exploration. In addition, the non-profit projects benefit one another: Experience, new methods and tried-and-tested tools are shared, new workshop formats are developed in tandem. This creates a lively exchange of thoughts and ideas that empowers all involved while multiplying the impact of each individual project.

Growth through experience

The impact made when industrial and social entrepreneurship merge can be seen today in the TGW World. And yet greater potential still lies in these connections. To create this space takes time, courage and the willingness to listen to and understand one another. Once you open this space, you experience how good initiatives create a lively stream of innovation and tangible impact – and how much more is possible when all synergies are harnessed.

URBN and TGW Logistics: A perfect partnership

"We support our customers from ideation to operations", says Jeff Rhodes, Director Sales Customer Unit North America at TGW Logistics. That ethos is on display at TGW Logistics' largest project to date, a highly automated fulfilment centre for Urban Outfitters Inc. (URBN) in Kansas City (US).



The logistics centre
in Kansas City
(United States).

In 2023, TGW Logistics realised its American dream: the successful completion of URBN's largest fulfilment centre, called KC1. Over 500 TGW Logistics employees helped finish the project on schedule in just 18 months, despite facing challenges including a global pandemic and associated restrictions and supply bottlenecks.

URBN is a portfolio of global consumer brands including Urban Outfitters, Anthropologie, Free People, FP Movement, Anthropologie Weddings, Terrain, and Nuuly. URBN has a 50-year history of offering high-quality products and distinctive shopping experiences, online and across their 700-plus global stores.

Innovation that inspires trust

TGW Logistics and URBN began their partnership in 2017 with a fulfilment centre in Peterborough, UK. URBN again tapped TGW Logistics for KC1, a project three times bigger than the one in Peterborough. The decisive factors were technological superiority, broad experience in the fashion industry, and the ability to implement customised solutions. The long-term stability of TGW Logistics also played a key role, as the foundation-owned company cannot be sold. This structure builds trust and ensures that projects are supported with the same reliability over decades.

"It needed to be proven technology, and TGW Logistics offered that with the FlashPick design", says Kellen Wadach, Chief Supply Officer at URBN.

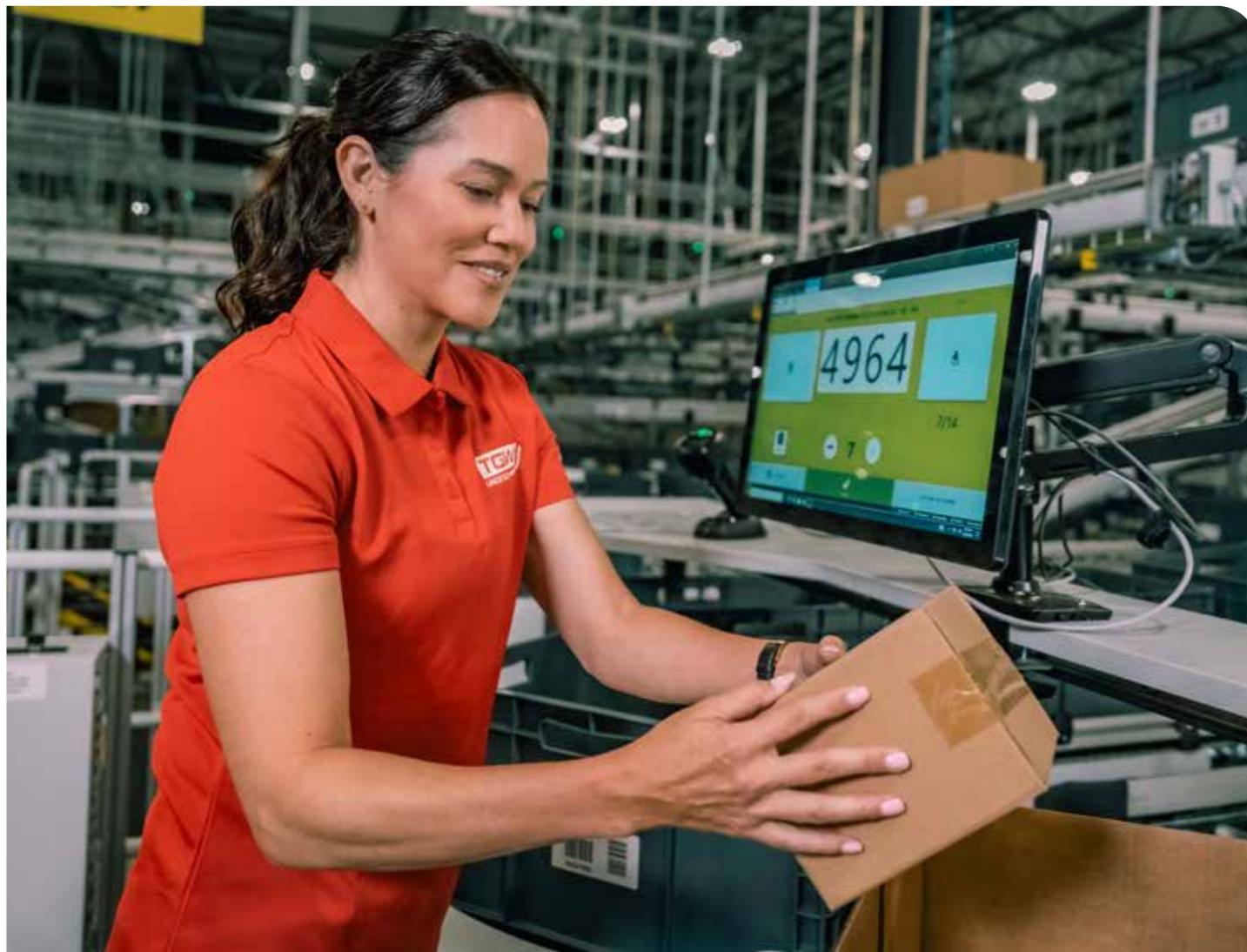
As a result of implementing TGW Logistics' technology, URBN experiences reduced operating costs and increased performance. Since go-live in 2023, around 50 million orders have been processed.

FlashPick – technology that works

At the heart of the new distribution centre is TGW Logistics' FlashPick system, a solution that consolidates and processes orders from all sales channels efficiently, whether they originate online or in-store. The principle of this piece picking system is simple: items come to the person, rather than the person going to the items. Automated shuttles retrieve the required products from storage and, via an intelligent conveyor network, bring them directly to the PickCenter One workstations, where orders are assembled and prepared for shipping. The result: faster processes, shorter paths, and a lower error rate.

And because the system scales flexibly, it remains efficient and reliable even with assortment expansions or seasonal peaks. As Kellen Wadach puts it: "We designed the facility to be scalable and to cover all product types. That was the game changer." With energy-efficient conveyor technology, shuttle aisles, and high-performance picking, KC1 is able to ship about 50,000 packages every day.

Thanks to the conveyor system, the shuttle warehouse and the order-picking system, an average of 50,000 packages are processed per day.



The FlashPick system enables intuitive operation and faster onboarding of new colleagues.

Another advantage is the simplified handling of the FlashPick system, which drastically reduces time spent training employees. Whereas this previously took about two weeks, new employees can now be familiarised with the system in just one hour. "The collaboration with TGW Logistics has fundamentally improved our daily operations. During peak seasons, we hire many new employees. Thanks to a system that is easy to learn, we can train and integrate them quickly", says Wadach. And the impact extends even further: the modern, highly technological, and engaging work environment makes the site safe and attractive to skilled workers.

Logistics with mindset

URBN is a customer-centric company, which is exactly what unites URBN and TGW Logistics. Both companies approach intralogistics from a people-first – not machine-first – perspective. "Especially in fashion, it is essential to understand people and their needs. TGW Logistics helps URBN deliver a best-in-class customer experience through things like fast shipping and premium packaging", explains Jeff Rhodes.

From this shared understanding, a close partnership emerged in Kansas City that goes far beyond a traditional supplier relationship. TGW Logistics covered the entire process, from building planning and design to manufacturing, installation and commissioning. "And with our LTS (Lifetime Services) team on site – an expert team responsible for maintenance, optimization and smooth operations – we support URBN day after day", adds Rhodes.

This proximity, the trust and the shared learning curve made the project special. "What excites me most about KC1 is that it was the most coordinated project and coordinated team I've had the pleasure to be a part of. I can characterise it as the perfect project", emphasises Dave Ziel, Chief Development Officer at URBN. "This partnership started on one of the most difficult projects either group could've ever taken on, and the success of that project is going to lead into countless years of partnership and evolving to meet our business needs."

The fulfilment centre in Kansas City stands for more than technical excellence; it expresses a mindset that unites technology and humanity – implemented in partnership, with the shared goal of sustainable growth.



TGW Logistics' solutions are impressive – even in the audit by Jungheinrich.

Tried-and-tested-partnership

TGW Logistics and Jungheinrich? What might sound like competitors are, in reality, well-established partners – TGW Logistics regularly supplies the German system integrator with products, modules and systems for automation projects. This made the recent audit done at Jungheinrich, which focused on key processes in the spare parts department, all the more significant. Development, Purchasing, Quality Assurance, Production and Supply Chain Management were all part of the review.

Unbeatable quality

The result speaks for itself: TGW Logistics achieved 99.4 per cent – a figure that is no coincidence: Clear procedures, documented processes and a positive error culture were just as convincing as the seamless collaboration between departments. "This outstanding result reflects our daily effort", says Christian Achleitner, Director Lifetime Services Customer Unit Distributor Business at TGW Logistics. "It clearly demonstrates that we embody our commitment to being the partner of choice in our daily operations. Our goal is to continue to prioritise transparency and fairness in our partnerships."

The audit has confirmed that trust doesn't happen in a vacuum – it's built where transparency, quality, reliability and the continuous pursuit of improvement are merged, particularly in an industry where players are both customers and competitors. TGW Logistics uses the insights gained to further develop processes and thus strengthen its long-time partnerships with companies like Jungheinrich. Genuine collaboration doesn't end with a solid result – that's where it truly begins.

TGW Logistics and Jungheinrich have enjoyed a close business relationship for more than two decades. As part of a supplier audit, the Hamburg-based intralogistics specialist put TGW Logistics' spare parts processes to the test. The external review confirmed that both the quality and the collaboration are outstanding.

Capital for innovation

400 startups, 10 favourites, 1 hot candidate: TGW Logistics Ventures, the Vienna-based corporate venture branch of TGW Logistics, is seeking technologies that will revolutionise intralogistics – not as a silent backer but as a partner for startups, opening doors, tapping into markets and contributing expertise.



Jelena Markovic invests in promising start-ups for TGW Logistics Ventures.

Marry in haste, repent at leisure: What applies to love also applies to venture capital. That's why TGW Logistics Ventures has scouted, screened and strategically evaluated over 400 startups across Europe since its launch at the end of 2024. Ten of them were shortlisted, and one is currently in the due diligence stage, a multi-month review of technological, financial, commercial and legal aspects. What makes a startup interesting for TGW Logistics? The investment thesis is clear: deep-tech technology with a strong USP in the intralogistics sector and a scalable business model.

More than just capital

TGW Logistics Ventures invests at the pace of an independent venture capitalist while simultaneously delivering the added value of a strategic investor. "We provide capital as well as access to markets, opportunities for cooperative projects

and internal expertise – added value that traditional investors don't offer", says Jelena Markovic, Managing Director of TGW Logistics Ventures.

The goal is to integrate strategically relevant high-tech solutions in the TGW Logistics ecosystem that specifically augment our own research and development and expedite innovation.

Together toward the future

The initial investment should be secured by the end of 2025, and by 2026, TGW Logistics Ventures aims to double the deal flow, i.e., the number of startups that advance through the selection and review process. This will ensure TGW Logistics has access to the best technologies that will carry the company and our customers forward.

From transformation to evolution

How TGW Logistics has further advanced its leadership, processes, organisation and performance, thus laying the cornerstone for long-term success.



"We rethought our company as a global network."

Christoph Wolkerstorfer, CTO
TGW Logistics

Stasis has never been part of TGW Logistics' DNA. You must be prepared to question assumptions and further develop your strengths if you want to remain a leader in your field. And this is exactly what the company has been doing for the last two years: In one of the most significant periods of change in its history, the company has redefined leadership, simplified processes, made organisational and decision-making structures more transparent and made performance more transparently measurable. The result: an organisation that is even more focused, better connected and more agile – delivering projects faster, more reliably and more efficiently than ever.

The initial situation was a challenging 2023, marked by underwhelming results and a sluggish growth rate – a clear signal that a change in thinking and a new approach were needed. "With the transformation programme, we have systematically de-

veloped the organisation to create the conditions for sustainable success," says Henry Puhl, CEO of TGW Logistics. "The goal was to actively shape change, not just react to it. Because in a rapidly changing world you have to remain agile and position the organisation to manage both growth and complexity effectively."



TGW Logistics' management team – driving a transformation that creates tangible impact.

Structure with an impact – responsibility where it belongs

This attitude was the starting point for the structural adjustments made during the last two years. With TGW Logistics' international expansion and strong growth, complexity had significantly increased – a natural process that the company has now channelled into clearer paths.

The heart of today's set-up is thus a new operating model: a framework that makes the collaboration of global teams far more transparent and efficient that is augmented by the "Decision and Alignment Model". This is a kind of compass for decision-making; it defines who is responsible for what and who makes which decisions. "We rethought our company as a global network", says CTO Christoph Wolkerstorfer. "Responsibilities are now placed where the expertise lies: close to the customer, the product and the project. Decisions are made more quickly, and quality has improved as a result."

The new structure links strategic boards to operational committees and cross-functional councils. This provides a holistic view of projects where risks are identified early on and opportunities are exploited more quickly. "The objective was not a new organisational chart", Wolkerstorfer stresses, "but a functioning system in which people and teams worldwide collaborate in the best way possible."

Better processes – more time for what's essential

The processes themselves were also updated, focusing on simplicity and clarity. The new order fulfilment process reveals just how much potential lies in leaner processes. "We systematically simplified the way projects are planned and implemented", says Patrick Schwarz, SVP Corporate Development. "This saves time, reduces duplication and improves stability." One key lever is the front-loading approach: Critical topics such as technical interfaces, responsibilities and special customer requirements are addressed at the very start of a project. Risks are identified before they turn into bottlenecks. Short, regular meetings also help clarify issues early and initiate solutions immediately. "It makes us faster without compromising quality", says Schwarz.

Customers experience the impact directly: Projects run more smoothly, handovers are more seamless and delivery times are more predictable.



"Good leadership means providing guidance and creating conditions in which performance can evolve."

Patrick Schwarz,
Senior Vice President
Corporate Development
TGW Logistics

Lean: simple, not complicated

To safeguard these advances in the future, TGW Logistics has begun to systematically establish a culture of continuous improvement – with Lean, an approach that relies on clearly defined processes, lean structures and ongoing improvement. Lean is a lot more than a method. It's a mindset that makes waste visible and promotes discipline in implementation. The goal is to systematically eliminate waste, boost efficiency and productivity and concentrate on value-adding activities. "Lean helps to align operational excellence with economic stability", explains Sebastian Wolf, CFO of TGW Logistics. "When processes are straightforward and comprehensible, complexity is reduced and decisions can be made more quickly. We can deploy our resources where they have the greatest impact. The increased cost efficiency can be seen in the budget as well: In the current financial year, we have already saved around 16 million euros."

The shift to a Lean mindset doesn't happen overnight. That's why TGW Logistics has developed a range of learning formats with its MINDtastic pro-

gramme. The White Belt Training unit is the first step: an accessible online course that almost half of all employees have already completed. Around 130 employees have taken the in-depth Yellow Belt Training: four days of blended learning with a use case from the participants' own workplace. The impact is already apparent: Employees are reflecting more, questioning routines and making suggestions for improvement. The journey continues with the international roll-out and the in-depth Green Belt Training. Thus, Lean is the driving force behind an attitude that fosters efficiency, encourages learning and builds future capability. Toyota pioneer Ôno Taiichi puts it in a nutshell: "First we build people, then we build cars."

Leadership with the right attitude

Continuous improvement only works when people assume responsibility. TGW Logistics, as part of its transformation, has not just redefined its processes but its leadership as well. Because true change begins when trust is strengthened, responsibility shared and teams are empowered to take ownership and make an impact. "Good leadership means providing guidance and creating conditions in which performance can evolve," says Patrick Schwarz. "This is not about deciding everything on your own but about empowering teams to make decisions – based on defined objectives and mutual trust." The newly



"Lean helps to align operational excellence with economic stability."

Sebastian Wolf, CFO
TGW Logistics

developed Decision and Alignment Model backs up this approach. It defines who decides, who advises and when a decision is considered final. Discussions become more focused, and leadership again becomes what it should be: a facilitator.

At the same time, managers' understanding of their role was refined, shifting the focus from supervision and oversight to coaching and development. The impact of the new leadership culture is reflected in daily interaction: At TGW Logistics today, leadership means guiding and supporting employees. Managers increasingly act as coaches, creating space for personal responsibility, helping to uncover potential and linking perspectives. A culture grows in which people dare to take responsibility and performance stems from trust.

Transparency that creates trust

Another milestone is the new Performance Dashboard, a key tool that brings together transparency and effective management. "We have restructured and visualised our key performance indicators to make them clearer and more interconnected", says Sebastian Wolf.

The Dashboard covers four dimensions: Market + Customer, Technology + Innovation, Competitiveness + Operations and Leadership + Impact. A RAG system shows at a glance where opportunities arise and where action is needed. The benefits: Decisions are made based on facts, priorities are clarified, risks are identified early on.

"This transparency creates trust, both internally and externally", Wolf adds. "Our partners see that we work on the basis of robust KPIs. Collaboration is boosted, and so is the reliability of our projects."

Transformation completed, evolution begun

With the completion of the transformation programme in the summer of 2025, the transformation didn't end but continued at a new level. Hence, TGW Logistics today speaks of evolution: the phase during which the skills acquired are applied, trained and passed on. "We have laid the foundation. Now we need to maintain this momentum, integrate what we've learned into day-to-day work, continuously reassess and develop it further", explains Henry Puhl.

And the success of this approach is evident: Revenues have again exceeded one billion euros, order intakes are at record levels, and profitability is stable. And what's even more important: The company has considerably strengthened its ability to learn and adapt – a decisive factor in a very dynamic world. "We not only changed structures but the way we think, decide and collaborate", Puhl sums up. "This makes us fit for the future – as a team, as a partner and as a company."

Continuously better – for sustainable partnerships

Ultimately, it's not a matter of a new system but a new mindset: of never being satisfied with the status quo and aiming to make a little progress every day – in collaboration, in implementation and in partnership with customers. "We're convinced that excellence is achieved not by taking big steps, but through many small improvements", says Schwarz. "This attitude makes all the difference, today and in the future." The last two years have revealed just how effective this approach is. TGW Logistics is now in a much stronger financial position, thanks in no small part to the Lean skills developed during the transformation. These changes must be firmly embedded and reinforced in day-to-day work to ensure a lasting impact and enable the organisation to continue growing.

This is how TGW Logistics understands progress: not as a one-off goal but as a movement. A movement that grows with experience, is strengthened by knowledge and is reflected in performance and results – for everyone working with TGW Logistics.



"We have laid the foundation. Now we need to maintain this momentum, integrate what we've learned into day-to-day work, continuously reassess and develop it further."

Henry Puhl, CEO
TGW Logistics

Sharing responsibility, helping to shape outcomes and benefiting

Success is multifaceted. At TGW Logistics, it bears the mark of everyone who takes responsibility. That's why, since 2018, the traditional bonus system has been replaced by the Dual Employee Participation. All employees receive a profit share – but in the way that best fits their lives, not just in the form of money.

In 2018, the model was launched with the two options of money or time. Health programmes and learning journeys were added later. In the past financial year, the focus was again on the two core options, while the other options are being revamped to achieve even greater impact.

When solidarity bears fruit

After a pause of two years, 2024–25 brought a distribution of 5.5 million euros for more than 4,500 employees. The message: success is built together. And when it pays off, it pays off for everybody – regardless of their role or pay grade.

In the 2024–25 financial year,

5.5 MILLION

euros were distributed under the Dual Employee Participation model.



Time for Responsibility

TGW Logistics enables its employees to better balance volunteering and work.

Time spent volunteering for emergency service organisations can't be scheduled – certainly not around working hours! So it's helpful when an employer shows understanding as well as grants employees time for it. A workplace agreement at TGW Logistics in Austria accordingly makes it possible to balance volunteer work and career.

SUCCESS THAT HITS HOME

Let's take a look at three perspectives to understand how this is translated into day-to-day work:



**Connor Webster, Controls (US):
additional vacation days**

"As a travelling commissioning engineer, I savour every second of free time at home. The model itself is for me a huge symbol of the spirit of togetherness: You enjoy support when you contribute to success. That motivates me and powers up my connection to TGW Logistics."



**Sabine Voit, People and Culture (AT):
health programme**

"The health boost perfectly fit my life situation at the time. At a personal level, this building block empowers individual wellbeing. Strategically, the model makes TGW Logistics particularly desirable as an employer – not least because it is equally accessible to all employees."



**Vitalii Shushura, Sales (KR):
learning journey**

"During my Learning Journey at TGW Logistics in the United Kingdom, I gained many insights and met some fantastic people. For me, the Dual Employee Participation model means a tangible expression of appreciation. In the future, I would like to see even more variety in the range of options available."

Whether medical emergency or severe weather – organisations such as the volunteer fire service, the Red Cross, the Workers' Samaritan Foundation and the Knights of St. John are firm pillars of our communities. During the day, however, there is often a shortage of volunteers who can be sent out. The Work Councils and TGW Logistics' Management Board tackled this problem with a workplace agreement in Austria that empowers and relieves volunteers.

In tangible terms, TGW Logistics grants employees up to three days per year for professional training within the scope of their volunteer work. In addition, active assignments during normal working hours are also fully remunerated. Less vacation time is used, making it easier for people to volunteer with various organisations. "As deputy commander of the Pimpfing Fire Brigade, I appreciate my employer's huge commitment to volunteer work. TGW Logistics is a shining example of social responsibility", says Markus Straßl, Head of Global Engineering. Christian Jungreithmeyer, Head of Apprentice Training, adds:

**Special leave
under the
company agreement
in Austria:**

**44
people**

**735
hours**

"The work of volunteers is an indispensable foundation in various segments of society. But often there are not enough volunteers during operations. With this workplace agreement, TGW Logistics is actively addressing the problem."

Commitment that resonates

What volunteers do in their free time has an impact that goes far beyond their specific activities: A sense of duty, solidarity, dedication, teamwork – all of these are qualities that characterise collaboration at TGW Logistics as well. And in the event of a crisis at the company itself? Highly trained colleagues are on-site as first responders who can provide support even before an emergency call is made. A living symbol of social responsibility and an invitation to all who want to get involved.

Awarding outstanding achievements, from Vienna to Kansas City

Success begins with a powerful team, clearly defined goals and a willingness to make great things happen, together. In the two foundation divisions of the TGW World, this passion becomes a real force: Here, we create solutions that inspire, ideas that motivate – and receive awards that are more than just trophies on a shelf. They tell stories of people who set ideas in motion, provide momentum for innovation and make visible what might otherwise remain hidden.



**Out of the garden patch and into the spotlight:
"Heute For Future" Award 2024**

Sometimes a little garden is enough to make a deep and wide-ranging impact. The TGW Future Wings project "Naschgarten" (see page 81), in which young participants take nature conservation into their own hands, came in first at the "Heute For Future" awards – and thus secured a full-page ad worth more than 31,000 euros as well as new partners, potential volunteers and loyal supporters.

For this team consisting mostly of volunteers, the joy was overpowering: The award is a priceless confirmation that their commitment is making a difference.



**Winning technologies:
"Readers' Choice" Awards 2024**

TGW Logistics scored tops twice in the "Readers' Choice Products of the Year" awards. In the "Piece Picking Robotics" category, the new picking robot RovoFlex sparked a great deal of enthusiasm. Thanks to AI-aided optimisation and an awesome output of up to 1,000 picks an hour, it makes highly efficient processes possible 24/7.

The Stingray Shuttle took the prize in the "Automated Storage" category for its flexibility, 1,500 storage/retrieval operations per hour and sustainable features such as energy recovery and use of wood components instead of plastic. These are two awards that highlight the strong connection between efficiency and responsibility.



**Golden:
"Best Recruiter 2024-25"**

The prestigious "Best Recruiters" study awarded the Gold Seal for Quality to TGW Logistics for the sixth time in a row – a spectacular proof of continued excellence. Transparency, communication and candidate experience were rated against scientific criteria. In the "Intralogistics/Automation" category, the company again placed first among the 1,200 largest employers in Austria, Germany, Liechtenstein and Switzerland. TGW Logistics also scored an outstanding 22nd place in the overall ranking across all industries.

Award-winning aspects included its strong online presence, respectful hiring procedures and exemplary work-life balance thanks to flexible hours, the option to work remotely, company childcare and the summer holiday programme for children.



**Partnership with an impact:
"Great Supply Chain Partner 2024"**

There are many awards under the sun, but an award from a partner is twice as meaningful. The renowned trade media "Supply Chain Brain" again included TGW Logistics on their list of "100 Great Supply Chain Partners". The company was nominated by URBN, an international fashion and lifestyle group, for the implementation of a highly automated fulfilment centre in Kansas City (see pages 86 et seq.). Today, orders are processed there in under 15 minutes, with maximum accuracy.

This prize awards both technological excellence and a collaboration based on partnership that brings true added value to customers.



**Flagship of the economy:
"Pegasus 2025"**

Each year, the daily paper "Oberösterreichische Nachrichten" honours the country's best companies – true beacons with international standing – with the prestigious "Pegasus" business award. In 2025, TGW Logistics won the silver trophy, impressing the jury with two powerful moves: the 100 million euros expansion of its headquarters in Marchtrenk (see pages 36 et seq.) and, for the first time, exceeding 1 billion euros in revenue.

Achieving these milestones was a powerful signal of the strength of the Upper Austrian region as well as of the company's commitment to sustainable growth and innovation.

IMPRINT

OWNER & PUBLISHER
TGW Future Private Foundation
Ludwig Szinicz Straße 3
A-4614 Marchtrenk
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Web: www.tgw-future.org

EDITORIAL AND PROJECT LEAD
Tanja Obmann-Lichtblau
(TGW Future Private Foundation)

CONCEPT, EDITING
purtscherrelations.at

LAYOUT & DESIGN
rmd.studio

PHOTOS

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Gugler GmbH (www.gugler.at)

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