

SUSTAINABILITY REPORT

TIGER Coatings GmbH & Co. KG

2021

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"Today's actions will shape tomorrow's world."

Marie von Ebner-Eschenbach



Foreword

GREEN TIGER

The green gene has always been an integral part of TIGER's DNA. In view of the fact that the effects of climate change are becoming increasingly evident every year, sustainable management has become even more crucial to our eco-system. The time has come to take a more holistic approach to our economic activities. This means consistently factoring in all the effects of our actions and taking responsibility for all the consequences of our value creation processes.



TIGER's clearly delineated path towards a green, sustainable future is reflected in distinctive milestones in our product range: environmentally friendly powder coatings, water-based digital inks and coatings, high-performance polymers for additive manufacturing (AM), along with the closed-loop management of our processes and our resource-conserving use of energy and materials. We have been reporting on our material and energy flows since the mid-1990s. This transparency forms the basis for our strategic green goals and measures.

RE-THINKING SUSTAINABLE ECONOMIC DEVELOPMENT

"Trees don't grow to the sky" – We firmly believe that the concepts of "economic activity" and "growth" must be redefined and implemented in entirely new ways if we wish to return the planet we have borrowed from our children in a liveable condition. We draw inspiration and guidance from visionary pioneers such as Al Gore | global warming, Ille Gebeshuber | bionics, Matthias Horx | futurology, Anders Indset | economic philosophy, Franz-Josef Radermacher | emission certificates, and from model lighthouse projects.

HOLISTIC DEVELOPMENT – PROTECTING OUR FREEDOM AND DEMOCRACY

Inspired by the realization that material development must always go hand in hand with and spiritual development, Bhutan is currently the only country in the world to take a holistic approach to measuring its overall development with its Gross National Happiness Index (GNH). Bhutan is considered the happiest country in Asia, ranking eighth among the happiest countries in the world, with the second highest GDP growth in the world in 2007 – all the while preserving its cultural identity and keeping its environment intact.

The interrelationships between a sustainable economic growth, democracy and a stable society have been studied by the French economist Thomas Piketty. His findings are reflected in the inequality formula " $r > g$ ". In his book "Capital in the 21st Century", Piketty incorporates historical research on income and wealth distribution into a theory of capitalism. He maintains that unregulated capitalism inevitably leads to an increased concentration of wealth, with the result that the rich inevitably become increasingly wealthy. This leads to a stagnating economy and constitutes a threat to democracy. According to Piketty, this development occurs as soon as the return on capital (r) exceeds economic growth (g) – i.e. " $r > g$ ".

We are particularly inspired by the approaches modeled by the "Economy for the Common Good" movement and the "Wellbeing Budget". They measure the performance of a company or state not only in terms of financial indicators, but in terms of environmental and social indicators as well. This inclusion of people's well-being and quality of life and work is in line with TIGER's holistic approach which seeks to gauge success on the basis of more than just a business balance sheet. The inadequacy of measuring performance solely in terms of gross national product becomes particularly apparent when environmental disasters, such as the explosion of the Deep Water Horizon drilling platform, ultimately increase the USA's GNP.

Numerous countries have already joined the Better Life Initiative launched by the Organisation for Economic Co-operation and Development (OECD) and begun to measure societal well-being on a systematic scale. These include Australia, Austria, Belgium, Ecuador, Finland, Germany, Israel, Italy, Japan, Luxembourg, the Netherlands, Scotland, Slovenia, the United Kingdom and Wales.

In May 2019, the New Zealand government under Prime Minister Jacinda Ardern passed the world's first "Wellbeing Budget." The idea behind this is that issues such as child poverty, inequality and climate change can only be solved if, in addition to economic growth, the social and environmental impacts of economic activities are taken into consideration as well. New Zealand has therefore prioritized the following in its 2019 budget: 1) Mental health 2) Child wellbeing 3) Supporting Māori and Pasifika aspirations 4) Improving productivity through digital, social and economic innovation 5) Transitioning to a sustainable and low emission economy 6) investing in New Zealand.

The following core questions can be derived from these role models as topics for our work at TIGER: How effectively have we identified and developed our individual talents? How much healthier have we become? How much fulfillment and "calling" do we find in our work? How MEANingful do our actions feel to us? How has the training level of our employees improved? What contributions have we been able to make to society and to making the world a better place? These are the guiding stars on the TIGER firmament, showing us the way to fulfilling our visions for the future.

FREEDOM!

A blessing! As a management-led private company, we are not beholden to the single goal of "shareholder value" the way publicly traded companies are. TIGER has always focused on high-quality organic growth – growth at any price has never been on the agenda – and so we have the freedom to pursue our goals from this holistic perspective.

The American cultural historian and sociologist Riane Eisler outlines the next evolutionary step toward a more holistic society: the road to a "caring economy in partnerships" where environmental protection, care and welfare – all our actions with all their consequences – are taken into account economically as well.

This energy field is grounded in purpose and attracts future-oriented people: men and women with a strong sense of responsibility for whom sustainability is not just an empty phrase. Women and men who can look their grandchildren in the face with a clear conscience. People who seek to make a meaningful contribution to a future worth living. And people who see certain deciding factors in choosing their profession as a calling.

This also ties in with our great TIGER VISION – to create a space in which people can discover and develop their talents.

DI Dr. Clemens Steiner
CEO TIGER Coatings



Back row from left to right: Ing. Dipl. Wirtsch. Ing. (FH) Thomas Loibl M. Eng. (COO) | DI Dr. Clemens Steiner (CEO) | Dr. Reinhold Freiseisen, MBA (CFO)
Front row: Prok. Ing. Elisabeth Berghofer (Chairperson of the Supervisory Board, HR) | KR Ing. Kurt Berghofer (Majority Shareholder)

Preface

Dear reader,

In 2017, we embarked on a new path in reporting and communicating to our stakeholders with our first TIGER Sustainability Report. We are now pleased to present its successor: revised, supplemented and packed with a wealth of additional information on TIGER, which you can access directly on your smartphone by scanning in the QR codes.

As you leaf through it, you will see that a lot has happened over the past few years. Ninety years after it was founded, TIGER ranks among the largest global players in the powder coatings market and is ready to conquer another blue ocean: with our innovative thermoset-based 3D printing materials, we are set to redefine the application areas of additive manufacturing and create new milestones in the automotive, rail and aerospace industries. You can find out more about this exciting new development on pages 41 and 61.

However, where there is light, there are also shadows. In 2020, our anniversary year, we also looked back upon the end of an era: in early 2018, insufficient demand forced us to close the division that had originally helped TIGER achieve its initial breakthrough. The end of our range of DIY liquid coatings also marked the end of our "brush tiger". This trademark image had been a beloved mascot for several generations of DIY enthusiasts. We will cherish both their memories.



For TIGER, sustainability is an obligation we owe to our children and grandchildren, and – in keeping with the ideas of the sociologist Riane Eisler cited at the beginning of this article – we advocate for a "caring economy" that will make our economy, our society and our shared lives more caring, more cooperative and, above all, more human.

It is no longer a question of whether sustainable action is necessary. On the contrary, the rapid implementation of efficient measures is essential if we are to preserve the basis of life on this planet and shape a future that is both valuable and guided by values, one in which social welfare and caregiving are given the respect they deserve.

We are already proving that industry and responsible business practices are not mutually exclusive and are incorporating the three pillars of sustainability – ecology, economy and society – into our daily business activities on an equal basis:

We are environmentally conscious: Production at TIGER's headquarters in Wels is one hundred percent climate-neutral. All our electricity comes from renewable sources; around two percent of our total electricity consumption is covered by solar power from our photovoltaic system. We are also working on innovative projects that further reduce TIGER's environmental impact. For more in-depth information, please turn to page 81.

We pursue long-term strategies: TIGER takes a future-oriented approach, applies responsible business practices, and protects existing resources from exploitation. We hold our suppliers and partners to the same standards. We are not only securing the jobs of our TIGERS, but also the livelihoods of future generations.

We put people first: Exploring and developing the talents of every TIGER, promoting individual growth and growth as a community, equal opportunities, equal rights and embracing diversity are TIGER's top priorities. We give people the space they need to grow and develop as individuals and as part of a TEAM, and encourage social commitment by offering one extra day of paid leave per year as a Social Day. We believe that if we want to develop, produce and sell products and services that will inspire our customers, we need employees who are passionate about their work and who take on meaningful and fulfilling responsibilities.

This commitment to creating a future worth living while simultaneously providing top-quality products and services is also expressed in the TIGER mission statement:

A BETTER FINISH. A BETTER PRINT. FOR A BETTER WORLD.

With this in mind, let's stop talking and start acting to make the world a better place for all of us. Because one thing is certain: there is no Plan(et) B.

We hope you find this report informative and enjoy exploring the world of TIGER!

DI Dr. Clemens Steiner
CEO

Dr. Reinhold Freiseisen, MBA
CFO

Ing. Dipl. Wirtsch. Ing. (FH) Thomas Loibl M. Eng.
COO

Prok. Ing. Elisabeth Berghofer
Chairwoman of the Supervisory
Board

KR Ing. Kurt Berghofer
Majority Shareholder

Guest commentary

TIGER is committed to energy efficiency

To be the first continent to become carbon neutral by 2050 seems almost impossible, yet it is a huge opportunity. Working to achieve this goal, the European Commission has unveiled its European Green Deal, a highly ambitious series of measures for sustainable environmental change that will benefit the people of Europe and its economy.

With investments in green technologies, sustainable solutions and new opportunities for companies, the Green Deal has the potential to become Europe's new growth strategy. It will allow us to reduce emissions and create jobs at the same time.

The COVID crisis may put other issues into relative perspective, but it does not diminish their absolute magnitude. If anything, it represents an additional, acute problem on top of everything else, and the energy and environmental technology sector will be a major economic driver in the years to come.

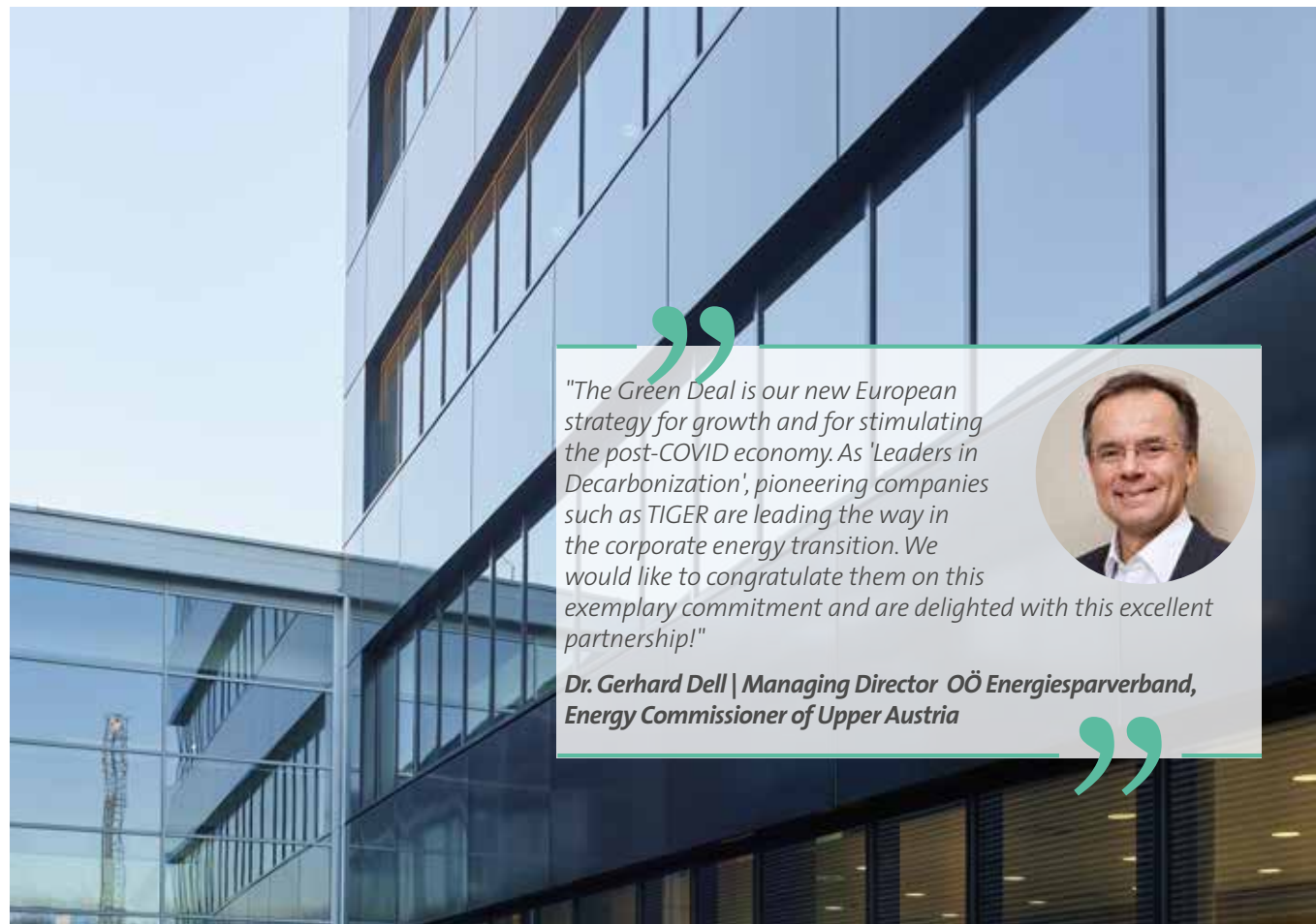
If the ambitious EU climate protection goals are to be implemented, we will need companies willing to lead the way in the corporate energy transition – more than a dozen are working together in the "Leaders in Decarbonization" initiative of the OÖ Energiesparverband, the Energy Saving Association of Upper Austria. TIGER Coatings GmbH & Co. KG is playing a leading role. This work involves gradually moving away from individual measures toward a corporate "decarbonization" strategy – or in other words, eliminating all use of fossil fuels.

At TIGER, we have already adopted the idea of "Doing better with less energy". To achieve this, the company relies on established measures such as smart lighting systems and efficient pumps, but is also implementing other extensive projects, such as the Gemba Support Center (GSC) office building, which was awarded the ENERGIE STAR regional energy prize and is heated with waste heat from production, cooled with groundwater, and whose indoor climate is maintained in the optimum range at all times by an intelligent control system. A 330 kWp photovoltaic system has been producing green electricity for powder coating production since 2019.

TIGER has planned quite a few measures for the coming years: For example, the company has taken the first step towards sustainable mobility with the purchase of electric cars and charging stations. Additional charging points are to follow in the next few years, and another photovoltaic system is being considered, as well as a large heat pump, so that the building can be heated and hot water produced entirely without gas.

In addition, TIGER is committed to making further improvements to the existing energy monitoring system, because the company believes that a good overview of its own resource consumption forms the basis for successful environmental and energy management.

Dr. Gerhard Dell
Managing Director OÖ Energiesparverband
Energy Commissioner of Upper Austria



"The Green Deal is our new European strategy for growth and for stimulating the post-COVID economy. As 'Leaders in Decarbonization', pioneering companies such as TIGER are leading the way in the corporate energy transition. We would like to congratulate them on this exemplary commitment and are delighted with this excellent partnership!"



**Dr. Gerhard Dell | Managing Director OÖ Energiesparverband,
Energy Commissioner of Upper Austria**

About this report

In 2017, TIGER presented its sustainability and social responsibility initiatives and goals to the public in its first Sustainability Report. This publication is the second edition.

The following pages outline what sustainability means to TIGER and how it is practiced in our company on a daily basis, without overlooking any of the economic aspects.

Contents and topics

The report is divided into two main sections:

The introduction offers in-depth insights into our company: from the story of our success to our visions and values through to TIGER's business areas, research activities, and products and services.

The next chapter focuses on our sustainability strategy and how it is implemented in our day-to-day work. We discuss measures that have already been implemented and others that are in planning, and present our goals and achievements in terms of the economy, ecology and society.

Reporting period

The reporting period for the information provided here comprises the 2019 fiscal year (January 1 to December 31), but also includes key parameters as well as selected projects to the end of 2020.

Reporting boundary

Most of the key figures cited in this report relate to TIGER Coatings GmbH & Co. KG and its core business in Austria. Affiliated companies were generally not included in the report. This is because sustainability-related data from our subsidiaries is not yet uniformly recorded. Any individual statements that do refer to data from our subsidiaries are explicitly identified.

Gender-inclusive language

All job titles and other terms relating to individuals refer to men and women alike. To reflect this, we have chosen to use gender-inclusive language throughout this report.

Contact:

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Phone: +43 (0)7242 / 400 – 1290
email: christian.ebenberger@tiger-coatings.com



90 years of TIGER

The story begins: the painting business

The TIGER success story starts around 1900, when the father of the company's founders – Julius Berghofer – opened a painting business in Gmünd, Lower Austria. His specialty: painting walls with striking patterns for the living rooms of well-to-do families. A technique that requires a great deal of craftsmanship and skill.

After completing their training, his sons Gustav, Theodor and Johann Berghofer, out of a total of 11 children, were employed for a long time in their parents' company (now located in Wels), where they produced oil and dry paints, putty and thinners using fairly simple formulations.

What happened next marks the beginning of TIGER company history.



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"Equipped with the courage, intelligence and strength of our namesake, TIGER regularly breaks new ground. We first ventured into then unknown field of powder coating technology in the 1960s. Today, we are revolutionizing additive manufacturing with innovative 3D printing materials for use in the aerospace, rail and automotive industries. Our success proved and continues to prove us right – for 90 years running."

KR Ing. Kurt Berghofer | Majority Shareholder



”



TIGER milestones

- 1930** The brothers Theodor and Gustav Berghofer launch the TIGER brand in the early 1930s.
- 1949** The company produces the first synthetic resin coatings and takes the Austrian do-it-yourself market by storm.
- 1968** Kurt Berghofer places his confidence in the revolutionary new powder coating technology and makes company history.
- 1985** TIGER takes a leap across the Atlantic: In 1988, the first powder coating production facility goes into operation in Los Angeles, followed by Canada in 1994. Current North American headquarters: Chicago
- 1995** Asia becomes the new megatrend: TIGER puts down roots in the big cat's home territory and launches its first production site in Shanghai in 2000. Two more are to follow.
- 2002** A powder coating production facility opens in Ho Chi Minh City, Vietnam.
- 2003** Construction of the TIGER R&D Center to the latest standards in Wels.
- 2008** A further powder coating production site opens in San Luis Potosí, Mexico.
- 2010** TIGER celebrates its 80th anniversary.
- 2011** A new business unit for digital inks and powders is launched with TIGITAL® Inks & Powders.
- 2014** TIGER initiates a sizable capital investment in powder coating production in Wels.
- 2015** The transition to the next generation goes smoothly and senior management is expanded.
- 2017** TIGER Drylac® 3D Metallics opens up new dimensions in the field of effect powder coatings: The innovative product from the TIGER laboratories produces spectacular 3D metallic effects in liquid-coating quality in just one coat.
- 2018** The Gemba Support Center (GSC) and TIGER Bistro are built in Wels according to the most stringent energy standards.

A healthy organism: TIGER launches the "Liberating Organism" (LO) project and takes its corporate culture to a new level.

Research on and development of innovative thermoset materials for SLS 3D printing under the TIGITAL® 3D-Set brand.
- 2020** TIGER celebrates its 90th anniversary ...
... and the success story continues.

The TIGER Group

TIGER Coatings GmbH & Co. KG

Legal structure: GmbH & Co. KG | Registered headquarters: Negrellistrasse 36, A-4600 Wels | Company Register No.: FN 25572g
Company Register Court: Regional Court Wels | VAT: ATU 25018405 | DPR: 4000845
Ownership structure: General partner

TIGER Coatings Geschäftsführungs GmbH

Legal structure: Gesellschaft m.b.H.
Registered office: Negrellistrasse 36, A-4600 Wels
Company Register No.: FN 78072 m | Company Register Court: Wels

Limited partners

Kurt Berghofer GmbH: 63.64 %
Gabriele Buchner-Berghofer GmbH: 36.36 %

Prok. Ing. Elisabeth Berghofer: 38.6%
Gabriele Buchner-Berghofer, MA: 36.4%
KR Ing. Kurt Berghofer: 25%

Supervisory Board

Prok. Ing. Elisabeth Berghofer | Chairwoman of the Supervisory Board
Karl Buchner | Deputy Chairperson of the Supervisory Board
KR Ing. Kurt Berghofer | Member of the Supervisory Board
Franz Reiter | Delegate of the Works Council
Klaus Wiesinger | Delegate of the Works Council

Affiliates

TIGER Coatings Belgium bvba | BE
TIGER Drylac Canada Inc. | CA
TIGER Coatings Switzerland AG | CH
TIGER New Surface Materials (Chengdu) Co., Ltd. | CN
TIGER New Surface Materials (Qingyuan) Co., Ltd. | CN
TIGER New Surface Materials (Suzhou) Co., Ltd. | CN
TIGERLAK spol. s.r.o. | CZ
TIGER Coatings Germany GmbH | DE
TIGER Coatings Spain S.L. | ES
TIGER S.A.R.L. | FR
TIGER Coatings UK LTD | GB
TIGERLAKK Kft. | HU
TIGER Drylac Italia s.r.l. | IT
TIGER Drylac Japan K.K. | JP
TIGER Drylac Mexico S.A. de C.V. | MX
TIGER Coatings Poland SP.z o.o. | PL
TIGERLAK Slovakia spol.s.r.o. | SK
TIGER Coatings Turkey Boya ve Ticaret Limited Sirketi | TR
TIGER Drylac U.S.A., Inc. | US
TIGER Drylac Vietnam Co., Ltd. | VN

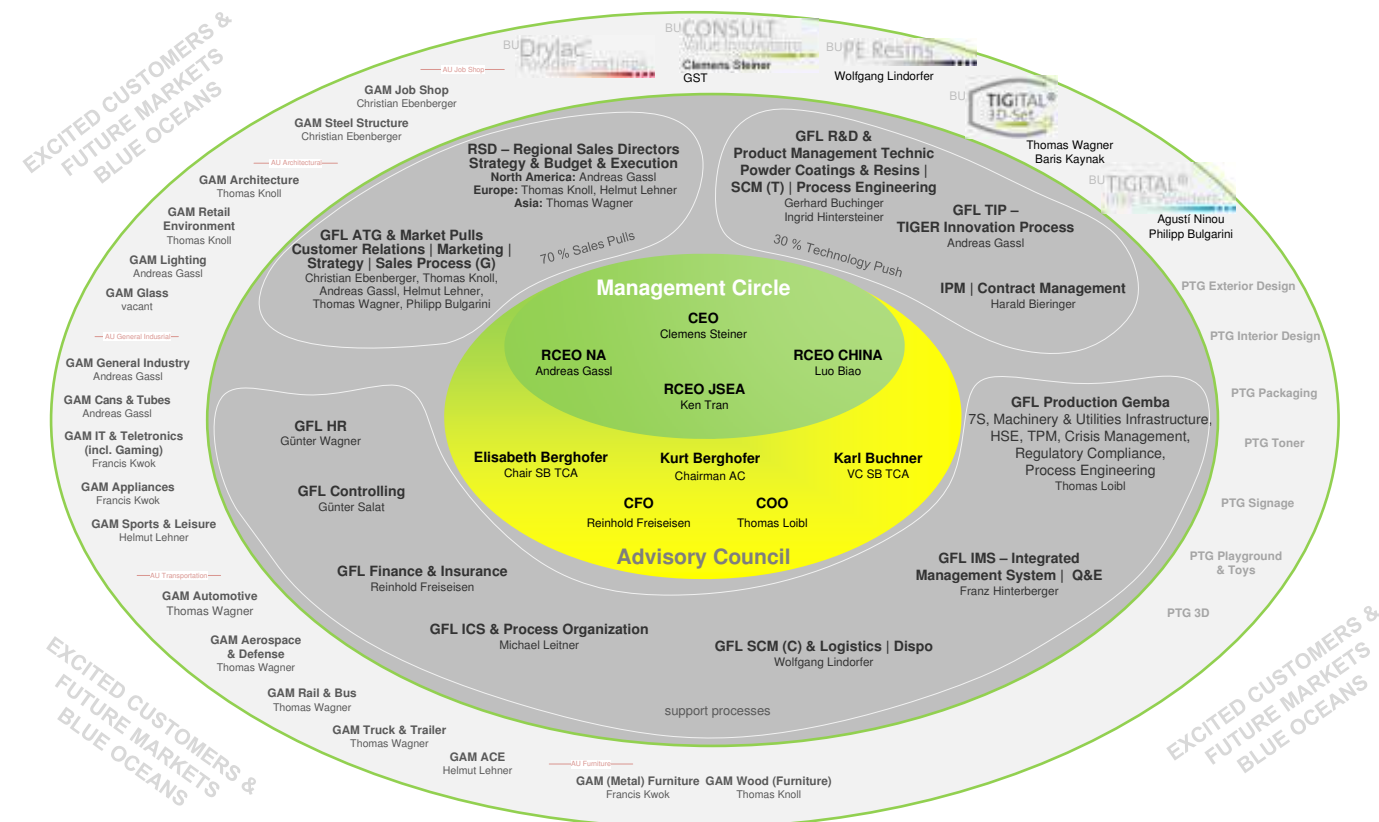
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Global organization

It's like a map of our company: The TIGER organization chart shows how our five business units are organized internationally, how these units relate to each other, and how responsibilities and authorizations are defined.

TIGER Global Organization 5 Business Units – 4 Regions December 2020

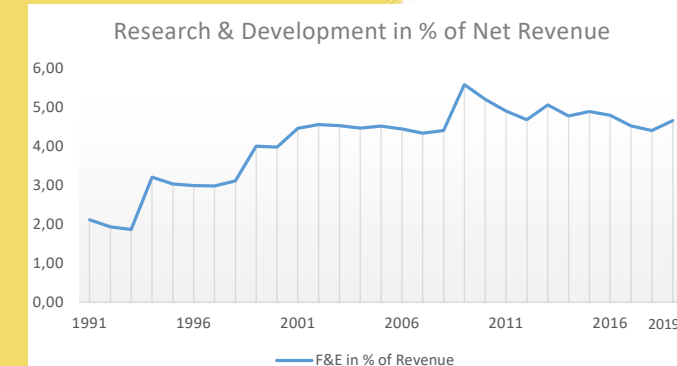
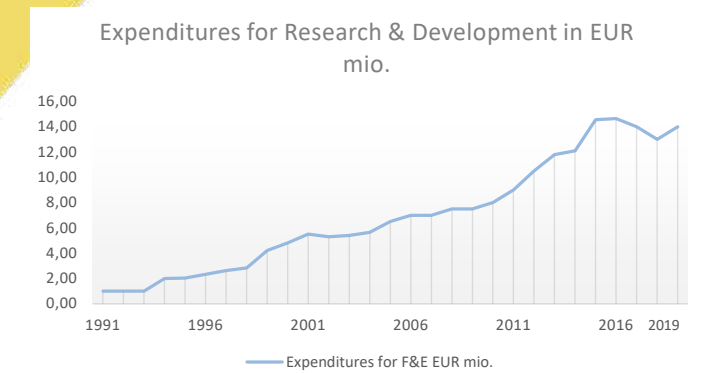
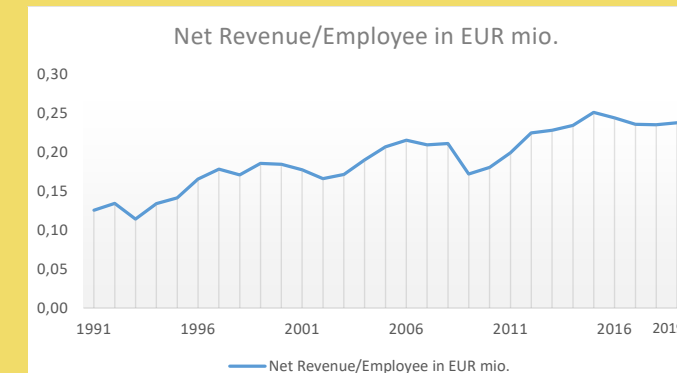
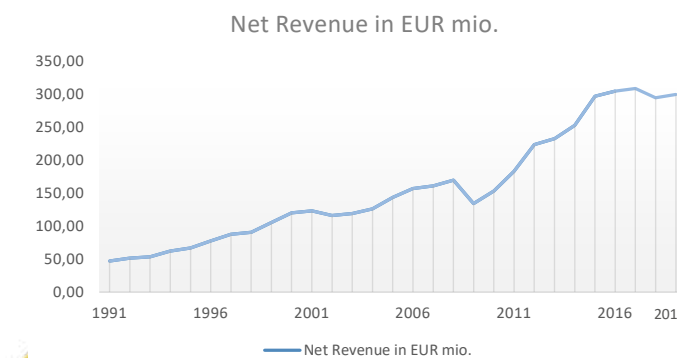


ATG Application Target Group
AC Advisory Council
ACE Agricultural & Construction Equipment
AU Application Unit
BU Business Unit
C Commercial
CFO Chief Financial Officer
COO Chief Operating Officer
G Global
GAM Global ATG Manager
GFL Global Functional Leader
GST Global Sales Team

HR Human Resources
HSE Health, Safety & Environment
ICS Information Communication Services
IPM Intellectual Property Management
MEA Middle East & Africa
PE Polyester
PTG Printing Target Group
Q&E Quality & Environmental
RCEO Regional Chief Executive Officer
RSD Regional Sales Director
SB Supervisory Board
SEA South East Asia
T Technical
TCA TIGER Coatings Austria
TRA TIGER Resins Austria
VC Vice Chairperson

TIGER in numbers

In 2019, the 1,261 employees of the global TIGER Group generated a consolidated net revenue of 300 million euros. This represents net revenues of 238,000 euros per person. In 2019, we invested approximately 4.7 percent of our revenue in Research and Development at TIGER.



SCAN ME!



TIGER's captivating world of colors

TIGER Coatings Austria

Our roots are in Austria, but we have branches all around the world. Quality, expertise and customer proximity have been the foundations of our activities for 90 years.

We see our customers as partners and cultivate in-depth collaborative relationships with them in global networks. Our top priority: the implementation of optimized individual solutions within the shortest possible time.

TIGER develops and manufactures only state-of-the art, environmentally friendly, high-performance products. This is how we are helping to make our planet more colorful, more beautiful and, above all, more livable: not just for our customers, but for generations to come.

This is something we take pride in.

A BETTER FINISH. A BETTER PRINT. FOR A BETTER WORLD.

"The Green Deal is an integral part of our daily operations. We are committed to making a valuable contribution to the society we live in, and sustainability is an essential factor in this. Our philosophy would not be complete without it."



Dr. Clemens Steiner | CEO



Our vision for the future

TIGER Vision

Our vision is to create value.

Firstly, for our customers with innovative powder coatings, digital inks and powders, and 3D printing materials, and secondly, for our TIGERS by providing them with the freedom to discover and develop their incredible talents and to achieve their full potential, both as individuals and as part of a team.

Success and profit are the logical consequences of this underlying approach and guarantee that the company organism remains healthy and resilient.

TIGER Mission

A BETTER FINISH. A BETTER PRINT. FOR A BETTER WORLD.

We create value for our customers.

We impress our customers with our service, quality and innovative strength.

We are close to our customers and develop worldwide partnerships via our global innovation centers, production facilities and sales offices.

We offer the world's largest stock range of powder coatings and develop special solutions for high-tech industrial products and applications.

We develop innovative, environmentally friendly products and use resource-conserving and energy-efficient methods to produce them. **We** are mindful of our responsibility to society. We embrace the gemba principle, avoid muda (waste) and add value in everything we do. We uphold the values of 7S and Lean concepts.

We create value for our TIGERS.

We guide and manage ourselves as TIGER teams. The new organizational form of a "Liberating Organism" (LO) offers everyone the opportunity for meaningful cooperation on an equal footing, where opportunities for making decisions and shaping processes are distributed more evenly between managers (leaders & coaches) and employees.

We are aware of the consequences of our decisions as TIGERS and take full responsibility for the entire organization with every single decision we make.

We embrace, protect and cultivate our core values.

We understand the meaning and purpose of our actions and value our freedom to act in pursuit of our mutually agreed goals.

We practice tiki-taka-style coordination, cultivate short (ad hoc) lines of communication, and harmonize our efforts toward a shared goal.

We practice active listening.

We give each other feedback if asked.

We turn our organizational chart upside down – for a number of reasons. Our TIGERS are the stars of the performance process. Our managers (leaders & coaches) ensure that our team enjoys the best possible framework conditions to deliver maximum performance for our customers. Because the best support is always support from the bottom up.

We regularly take part in group activities and get-togethers to motivate each other and recharge our batteries. We celebrate our successes and learn from our attempts.

We apply our strengths where they are most effective. We help each other discover and develop our talents to achieve our full potential as individuals and as a group. "We are not what we know. We are what we are prepared to find out."

We see every crisis not just as a threat, but also as an opportunity.

We are a learning organization and encourage experimentation. We discuss success strategies and mistakes in detail in order to learn from them and do better in the future (kaizen). The sooner an error is spotted, the lower the costs.

We avoid using the term "departments" and instead use terms like areas, teams and processes. This highlights our mutual dependencies and focuses on connection instead of detachment.

We value diversity. The best solutions are born from different perspectives and opinions. For us, it is important to be able to "agree to disagree" as the lowest common denominator.

We believe in equal opportunities and equal pay for women and men.

We are a management-led, independent family business with roots in Austria and strong branches that stretch across the globe. We want to keep it that way. Our independence opens up many opportunities – new innovative strategies, quick decisions, rapid implementation. This independence can only be maintained on the basis of healthy financial structures fueled by solid profits.

We are successful and generate profits. Most of our profits are reinvested, primarily in innovations designed to increase our competitive edge. This is the basis of our independence.

We as TIGERS embrace an entrepreneurial approach and share in the profits.



Our values. Our culture

Our eight core values serve as a lighthouse beacon for our company. They form the foundation of TIGER, provide orientation and describe the characteristics that we VALUE and which are important to us.

They guide our actions, provide us with valuable decision-making aids and are the driving force behind the implementation of our vision and mission.

Openness

We see openness as having two dimensions: speaking and listening.

We speak to each other frankly and listen to each other without prejudice. If we think something is wrong, we address the issue and address problems head-on.

Courage

If you plan to leave the beaten track and "sail off into the blue", then courage is the quality you need.

Having courage means leaving old bridges behind you and finding the strength to build new ones ahead. This is the only way we can create innovative solutions and keep inspiring our customers.

Passion

We are brimming with passion for what we do. This passion cannot always be explained, but it is felt everywhere.

Teamwork

We firmly believe that team spirit is the key to success. It allows us to tap into the power of group intelligence: at assemblies, meetings and workshops, and through purposeful dialogue. But being a team also means knowing exactly who is in the driver's seat and who is ultimately responsible.

Trust

Trust is one of our most important foundations. It starts right from the initial hiring interview. We place our trust in our TIGERS from day one. However, this also means that responsibilities are clearly defined and everyone in the team knows what their duties are. After all, we cannot achieve our primary goal – customer satisfaction – without the motivated cooperation of all our employees.

Respect

We kick the ball, never the player! Showing someone respect is more than just accepting them. Once you've grasped this subtle distinction, the rules of fair play are much easier to follow.

Appreciation

We appreciate each other. We value our cultural diversity, our different perspectives and opinions. And we know that we can always reach an agreement even when we have conflicting points of view.

Curiosity

A child's natural interest in anything new is a wonderful trait – we want to preserve, nurture and value our sense of curiosity. The dynamics of curiosity keep us from stagnating. Because, once you stop getting better, you stop being good.

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"Value is created by means of high-performing processes, compliance with standards, monitoring deviations, and by working together to continuously improve all our products, processes, and performance indicators."

Gerhard Weißenböck | Lean Manager



”

Lean management

Continuous improvement through teamwork

Lean management can only be successful and sustainable if it takes into account two components: GEMBA management and PDCA process methods.

By GEMBA management, we mean leading and managing directly at the point of action, i.e. wherever value is created in our company. All our TIGERs focus their energy on making processes in their workplace as efficient as possible. In order to expand their knowledge and expertise and to keep driving the continuous improvement process forward, we offer comprehensive in-house training that addresses individual requirements regarding lean tools and methods in a wide range of areas at TIGER.

"Go and see," not "Meet and mail"

We hold regular team meetings – known as GEMBA sessions – to discuss key figures and any disruptions that may have occurred in the value creation process. The primary focus is not on the problems, but on finding solutions to them and making efficient suggestions for improvement.

The benefits are obvious: Close observation of the current situation at the actual workplace facilitates earlier identification of problems, better structuring and more sustainable solutions. This not only leads to higher satisfaction among our employees, but also among our customers.

Problem solving with the PDCA model

The PDCA cycle goes back to American physicist and quality management pioneer William Edwards Deming. It is an efficient method for incorporating the culture of continuous improvement at TIGER.

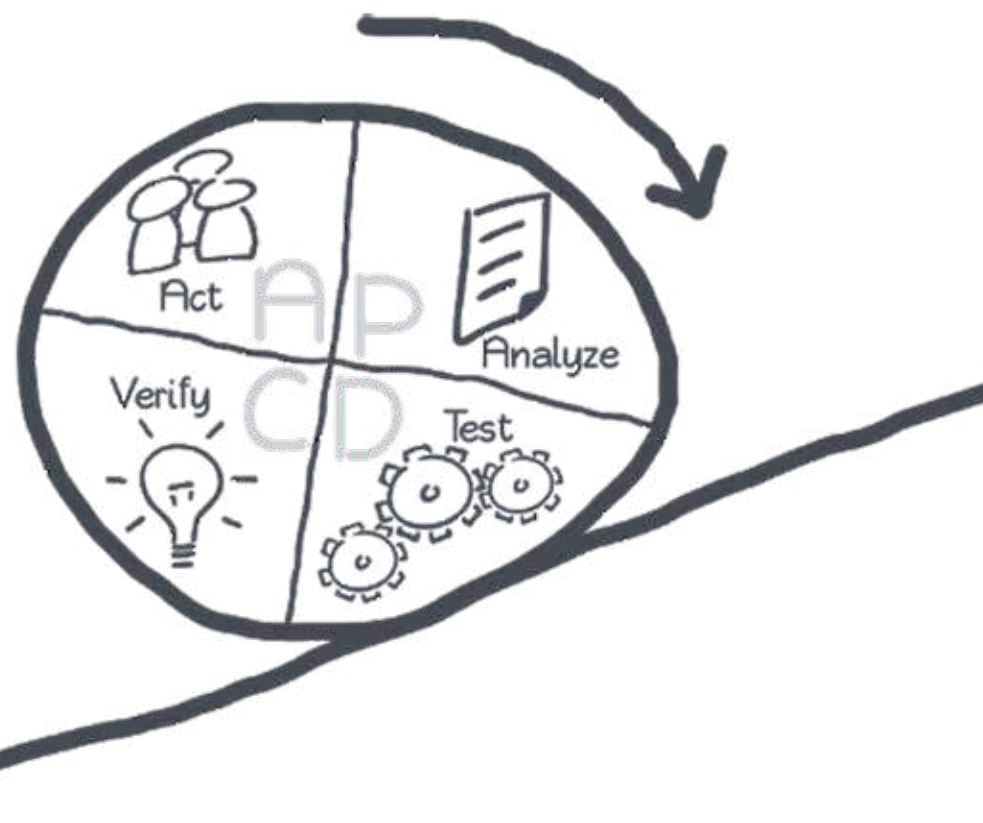
The model outlines the problem-solving process in four steps:

PLAN
DO
CHECK
ACT

For our team, the PDCA cycle is an important tool that guides problem-solving processes by indicating which analysis and action steps are to be taken systematically on the path to improvement.

Good to know

Gemba is a Japanese word meaning a "place where value is created." The goal of lean management is to eliminate superfluous, time-consuming activities (Japanese: muda), thereby creating more space and energy for value creation.





Research and Development

TIGER conquers blue oceans

As the sole management-led family business among the top listed players in the powder coatings market, TIGER skilfully circumvents the mass production market and seeks out "blue oceans" (untouched niches) that offer real added value for our customers. The term "blue oceans" stands in contrast to "red oceans", which represent saturated, fiercely competitive markets.

Our flawless teamwork ensures TIGER's success. We work together every day to develop, manufacture, store and market premium surface finishing products.

From the initial idea to intellectual property

Our state-of-the-art TIGER R&D laboratory is a particularly powerful source of innovative strength. Our researchers regularly dazzle us with their spectacular inventions, many of which have been filed for patent.

Over the past few years, we have filed many applications for technical property rights in Europe and overseas – both in TIGER's core markets and with a view to opening up new sales markets – and have pushed many applications through to the approval stage:

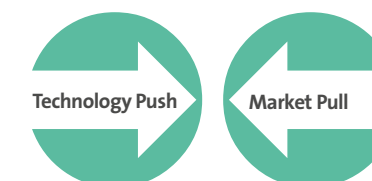
- Highly reactive powder coating systems
- Novel, industrial-grade digital inks that display previously unheard-of performance characteristics
- Innovative material concepts for use in industrial 3D printing technology to produce thermoset components
- Unique metallic powder coatings that match the formerly unrivaled brilliance and other effect properties of liquid coatings
- Trailblazing material concepts (thermosets) and application methods (print to part) for industrial laser printing (electrophotography)

Investing in innovation

TIGER attaches great importance to the improvement of existing products and processes and the development of new ones. We currently employ 175 people in R&D roles around the world, which corresponds to a workforce share of 4.6 percent.

Our R&D ratio, i.e. expenditure on research and development as a percentage of sales, has risen steadily in recent years. In 2019, it was 4.7 percent, significantly higher than the Austrian average of 3.2 percent in 2018. The TIGER Blue Ocean Index – which includes R&D spending as well as investments in innovation, infrastructure and spending on new business areas such as 3D printing – also increased from 6.1 percent in 2018 to 7.1 percent in 2019 (based on annual revenue).

TIGER employs a dual approach to selecting R&D projects:





The "market pull" aspect of this approach involves taking market developments, customer interests and specific consumer groups into account. In practice, this means that our research and development team works closely with customers and our colleagues in marketing and sales.

At the same time, TIGER also takes a "technology push" approach through targeted innovation scouting, which involves actively researching and exploring interesting new raw materials, technologies, and approaches to solutions. These are then assessed in terms of their strategic fit and potential benefits for current and new business areas.

Close to the customer and close to the market

We rely on proximity to our customers and raw material suppliers so that we can process customer inquiries quickly and respond to specific requirements promptly and flexibly. For this reason, TIGER operates its own research & development centers in all producing regions and – as an absolutely unique selling point – its own in-house polyester resin production unit with a resin synthesis laboratory. This allows us to custom-develop and produce the "main ingredient" of our coatings – the binder – for specific applications.

The combination of these factors is what guarantees TIGER's innovative strength and thus also the (future) competitiveness of our company.

What we are researching – and what we are achieving

In the field of research and development, TIGER is focusing on various aspects of surface finishing, with sustainability as an all-encompassing theme.

Our research activities, which are described in detail below, focus on lowering baking temperatures, reducing coating thicknesses and thus material and energy consumption, extending the service life of coatings, and enabling reuse (recycling).

TIGER is committed to minimizing the use of hazardous substances in all areas of development. We therefore attach great importance to sourcing and testing substitutes for CMR components (CMR stands for carcinogenic, mutagenic, and reprotoxic).

Our key research areas in the resin sector are primarily geared towards the requirements of the downstream product line (powder coatings, thermosets for 3D printing, powders for digital printing). There is a clear trend towards "green" starting materials, which we already use in the form of biobased raw materials.

— ” —

"I think it's fantastic that TIGER is so firmly committed to research and development. My team is working on research topics that are still quite a ways away from market maturity. We work closely with our innovation scout and try to bring new ideas and trends to market as quickly as possible. This enables us to create space for innovation and creativity and open up new applications and markets."



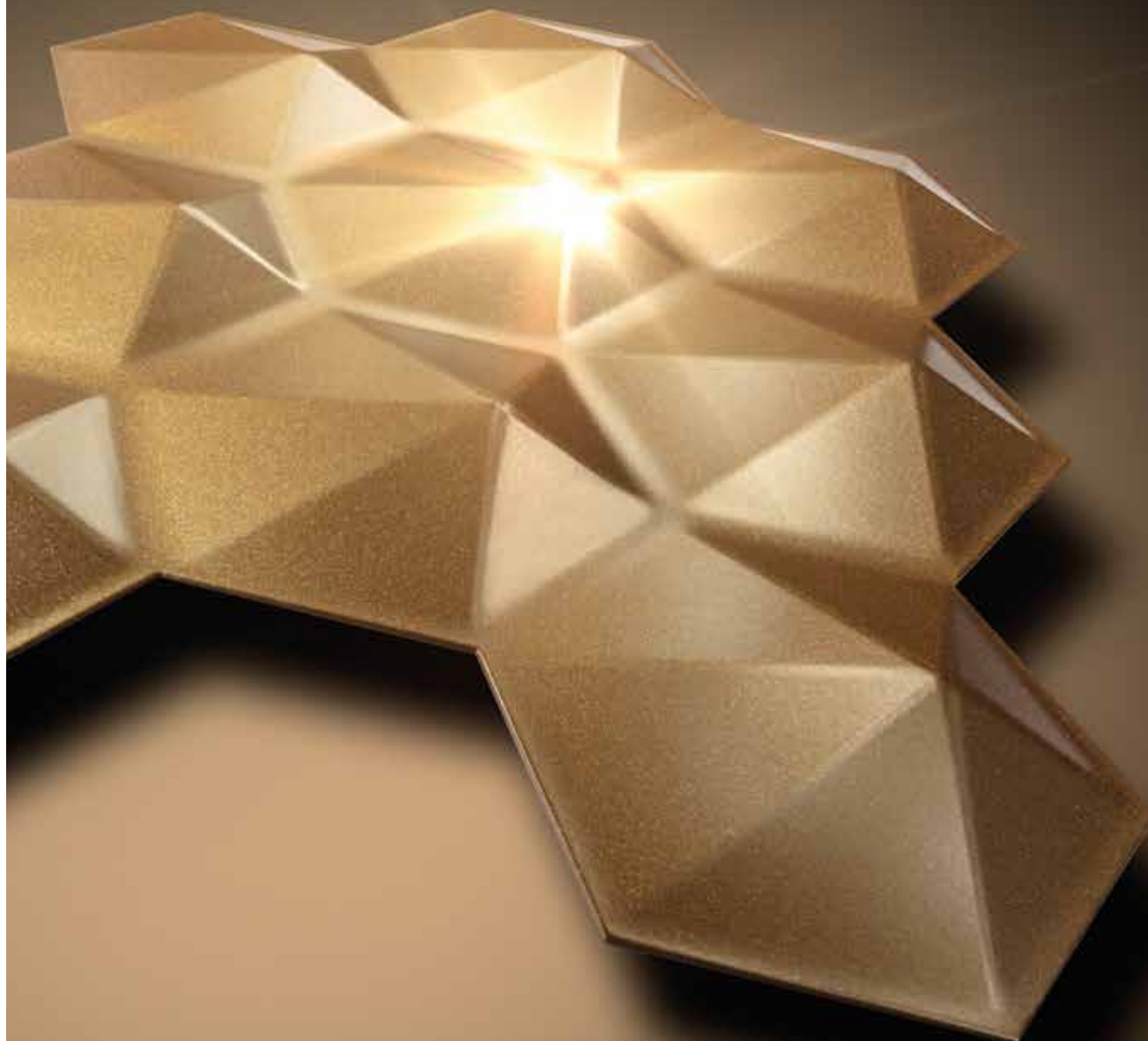
Dr. Dr. Monika Taucher | Team Leader New Technologies

— ” —

Good to know

Spectacular 3D metallic effects:

Generally speaking, powder coatings cannot compete with the variety of effects offered by liquid coatings. Despite this, TIGER has succeeded in developing and patenting a new generation of 3D metallic-effect coatings that are just as brilliant as liquid coating systems.



TIGER Drylac® Powder coatings

Our research in the powder coating sector is aimed at consistently increasing the durability of our products for one of TIGER's core markets – architecture and facade coating. To this end, we are working in our in-house laboratory to improve the formulation.

Within the scope of a research cooperation with Johannes Kepler University Linz (JKU), experts are also working on further improving the stability of our powder coatings and thus also increasing their weather resistance.

Powder coatings have a much smaller carbon footprint than solvent-based liquid coatings. One focus of our research activities – especially at the TIGER R&D Center in China – is therefore to develop powder coatings that can fully replace liquid coating systems in the future.

Another integral part of TIGER's R&D strategy is the continuous reduction of baking temperatures. This enables us to both achieve considerable energy savings in the baking process and to coat new substrates, such as timber-based materials, plastics and composites, with environmentally friendly powder.

In brief: coatings are high-tech products that, in addition to aesthetic properties, must also fulfill a number of functions, for example, to protect the coated substrate against weathering and mechanical stress. TIGER's research focus "Functional Coatings" is dedicated to the new development and consistent improvement of functional aspects of our product portfolio such as anti-corrosion properties, flame retardancy, scratch resistance, abrasion resistance and thermal resistance.

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"Coatings protect substrates from corrosion and degradation caused by weathering, and extend the service life of coated parts. Improving our products' weather resistance is therefore a key research focus of the architectural team in the TIGER laboratory. We are extending the service life of buildings while also conserving resources."



Dr. Nora Pollmann | Product Manager Technical TIGER Drylac® Exterior/Architecture

”



TIGITAL® Inks for industrial digital printing

Digital printing is more sustainable than conventional printing processes: it saves on materials and energy, and generates significantly less physical and chemical waste. UV and water-based inkjet inks are a more environmentally friendly alternative to solvent inks. TIGITAL® inks not only deliver higher print quality, they also produce significantly lower VOC and CO₂ emissions.

TIGER's developments in UV inks focus on improving technical aspects (e.g. weather and light resistance for outdoor use) and on the sustainability of our systems. We are researching low-cure UV inks that require less energy for curing, and a formulation of novel inks that do not contain hazardous CMR substances.

At the same time, our R&D team is also developing electron beam (EB) inks, which are cured by exposure to electron beams. These products do not require photoinitiators, which makes them more cost-effective than UV inks. The lower risk of substance migration also makes them suitable for use on surfaces with indirect food contact.

Our research on water-based inks focuses on developing low-odor products with low migration potential. These inks consist solely of ingredients listed in Swiss Ordinance 817.023.21 or approved in accordance with the Nestlé Guidance Note on Packaging.

This also includes our water-based hybrid inks, which have better adhesion to foils and plastics and a high level of chemical resistance as a result of applying a combination of drying and UV curing.



TIGITAL® Tattoo

High Definition & High Durability

Thermoset powder is well known in the coating industry for its superiority to liquid coatings in achieving the properties required by the manufacturing industry.

This powder-based technology, developed and produced in the TIGER R&D laboratory under the name TIGITAL® Tattoo, can now also be used in digital printing. Following extensive research in materials development, toner production, printing technology and application processes, our team has succeeded in transferring high-resolution digital images (1,200 dpi) onto various substrates by means of indirect printing.

The design is first electrophotographically printed onto a transfer medium made of paper or plastic and then transferred to the desired surface (e.g. glass, aluminum, MDF, metal, powder-coated surfaces or heat-resistant transfer plastics) in a hot press. The product is then placed in an infrared oven for curing.

The covalent crosslinks mean that the digital powder is in constant interaction with the substrate, making it resistant to mechanical and chemical factors. Digital decorations can thus be as durable as the decorated product itself, at significantly lower costs.

The environmentally friendly TIGITAL® Tattoo Transfer technology is solvent-free and allows an 85 percent reduction in CO₂ emissions compared to screen printing technology.

$$E = (HD)^2$$

Ecology = High Definition & High Durability



TIGITAL® 3D Set

Thermoset Materials for SLS 3D Printing

TIGER can draw on over 50 years of experience and expertise in polymer technology. This knowledge has been seamlessly incorporated into the development of the TIGITAL® 3D Set brand. We develop innovative thermoset-based 3D printing materials for SLS (selective laser sintering) and CBAM (composite-based additive manufacturing) 3D printing systems under this name that revolutionizes the use of additive manufacturing, especially in the aviation and aerospace sector and the rail and automotive industries.

The material series from the TIGITAL® 3D Set product portfolio can be printed at temperatures below 75 °C and the finished components offer outstanding characteristics. They range from high precision, heat resistance and UL 94 V0 flame retardancy to a shrinkage rate of less than one percent.

Our team of experts develops and produces all our material series at the TIGER R&D Center in Wels, Austria. This allows us to accommodate individual customer requests and needs, and to create unique applications for 3D printing materials in series production. Working with project partners such as Ricoh – which specializes in printers, document management solutions, digital cameras and IT services – and the US 3D printer manufacturer Impossible Objects, means that we can tailor our products even more closely to our customers' requirements and generate greater added value for them.

Good to know

A bonus for the environment

3D printing not only saves time, but also valuable raw materials. Spare parts can be manufactured individually as needed and do not require warehousing. The significantly lower printing temperature of TIGITAL® 3D Set also reduces the amount of energy required for the production process.

In addition to its profound scientific expertise, TIGER also offers extensive printing know-how and expertise for optimized print settings. The material series from TIGITAL® 3D Set are comprehensively tested on various open SLS 3D printing platforms in the in-house 3D printing center before being introduced to the market. This ensures that only outstanding materials and perfectly aligned printing parameters are passed on to our customers.

A global strategy for customer satisfaction

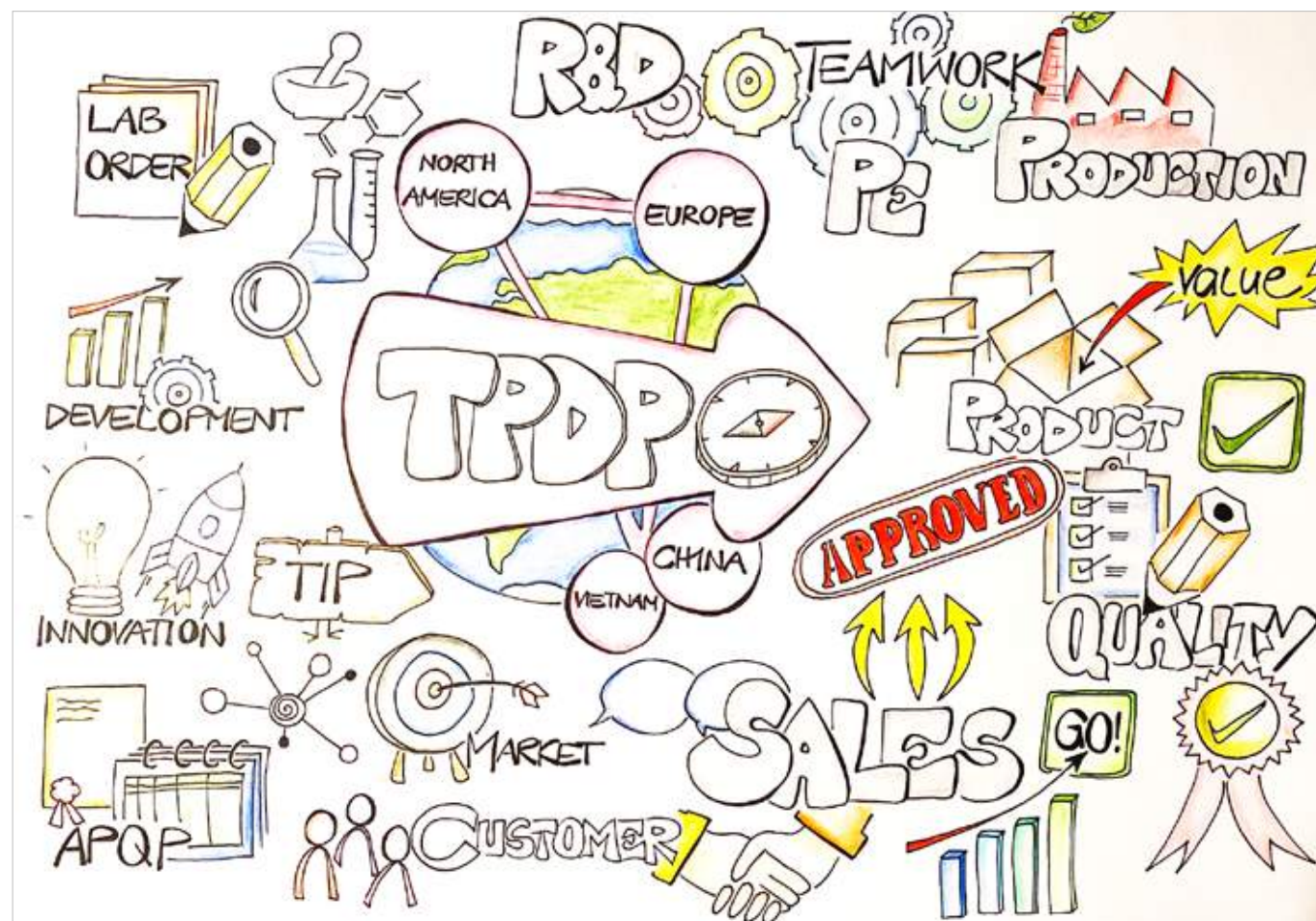
Our goal – to make products even better and more innovative for our customers – is the key driver and incentive for our TIGERs in the R&D department. Our success depends to a large extent on the teamwork of our colleagues throughout the company.

We have created the **TIGER Product Development Process (TPDP)** to ensure that all our employees around the globe are working along the same lines and always maintain a strong focus on the most important aspects of product development. It spans all the different facets of our business and serves as the guiding principle for the entire team in creating value and new products for our customers.

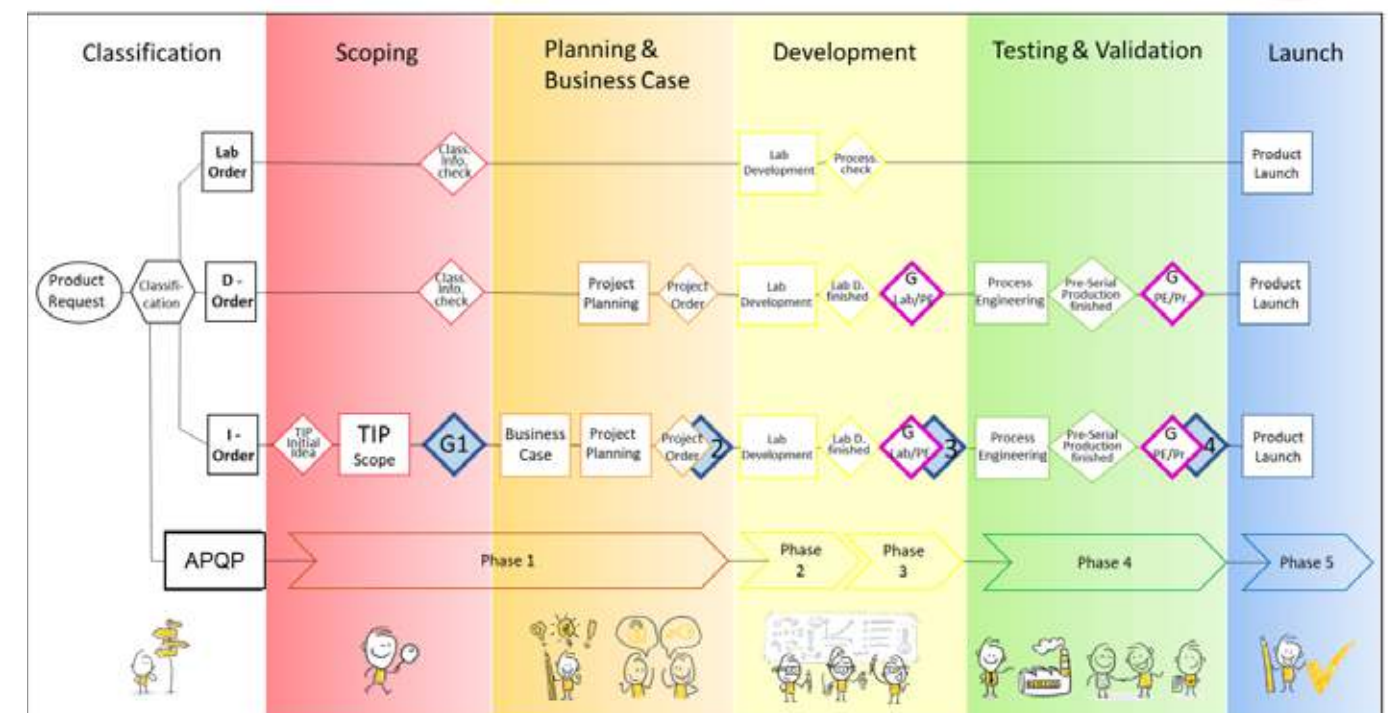
The TPDP comprises these development paths: laboratory order, development projects and innovation projects. They are supplemented by the process path for APQP – Advanced Product Quality Planning.

The pathways are grouped in ascending order of increasing size and complexity from the laboratory order to the innovation project. This means that the newer the product, the greater its development outlay and, consequently, the more extensive the underlying process. The processes are split up into several pathways because of TIGER's broad range of R&D orders. This structure is designed to ensure that all development topics can be processed in an efficient manner.

This global strategy is borne out by the consistent quality of our products and services and by decades of customer loyalty.



TPDP - TIGER Product Development Process





Knowledge management – an integral component

Knowledge is a key production factor in many companies – and TIGER is no exception. We have created a digital knowledge database in the company's internal SharePoint called the R&D Academy, which our research team can access from anywhere in the world.

Specialized technical papers, as well as interesting interdisciplinary documents, articles and pictures are stored here in three languages (German, English and Chinese) and made available to our staff.

In addition to on-the-job training as part of the team, new employees can also find training materials and support in the TIGER R&D Academy. Experienced employees benefit as well; they can upload their own expertise to the database and benefit from the knowledge of others in return.

In addition to a digital library, the TIGER knowledge platform also features the latest news on research topics. One concrete example is our "Fantastic Facts Friday," where we send out an interesting feature on a topic of our choice to the entire R&D team with the tagline "Did you know...?" and invite them take some time out to explore new horizons.

Lifelong learning

TIGER relies on in-house and external training and development measures to ensure the continuous improvement of its R&D activities.

Over the past few years, we have recruited an increasing number of apprentices who are completing the "Chemical Laboratory Technology" program – with the optional additional module "Coatings and Paints". The number of trainers in the R&D area has also been increased in order to guarantee excellent support to our young talents during their apprenticeship.

Next to the opportunity to complete individual training courses, we regularly offer our employees in-house laboratory training on topics such as extrusion, weathering or intercultural communication. Quarterly meetings where speakers



(both in-house and external) present conference papers, findings from projects and specific topics from individual R&D units, are held to further advance the expertise of our team. In addition, TIGER is involved in designing university courses and commissions its technical experts to speak to them – for example, for the "Surface Technology" course at the Krems University of Applied Sciences or for preparatory courses for the final apprenticeship examination of the "Coatings and Paints" module.

Connect – Communicate – Collaborate

We attach great importance to exchanging information at regional and global levels in order to be able to exploit our full potential in research and development. In addition to daily "stand-up meetings" within the individual TIGER R&D units, our laboratory management team also meets on a weekly basis.

Each quarter, we host a lab meeting involving all our R&D staff to discuss strategic, organizational and personal aspects. Skype conferences with our lab colleagues in North America and Asia are held on a weekly basis. Last but not least, we also meet regularly for brainstorming sessions, where we tap into our team's collective intelligence to come up with problem-solving approaches more quickly.

These meetings culminate in the annual TIGER R&D team outing, where we focus on finding ways to improve our day-to-day interactions and also engage with each other on an interpersonal level.

For several years, we have made successful use of exchange programs where individual TIGERS are seconded to a different location for a few weeks or months. The goal of this project is to provide training and development opportunities for our international employees and to harmonize processes and promote the global exchange of knowledge.

We also value cross-departmental teamwork in our communications with Sales, Production, Purchasing, Process Engineering, and TIGER Marketing.



Strong partnerships with a strong future

To achieve its goals, the TIGER R&D team works closely with local companies as well as universities and other research institutions. In this context, our company offers Bachelor's, Master's, graduate and doctoral theses as well as research internships and is increasingly becoming a future-oriented mentor and partner for many high school and university students.

We value diversity

The TIGER Research and Development team is a highly diverse group of people, representing a variety of skills, ages and backgrounds that are key to our creativity.

Our highly trained, stable core team is made up of people with up to 40 years of service, who offer comprehensive expertise, experience and outstanding market knowledge, and who are familiar with the many facets of powder coating systems, both current and historical. These specialists can provide immediate and efficient assistance in solving any problems or customer inquiries. Our young team provides the perfect complement to this by contributing key innovative input to TIGER's R&D activities, along with their first-class training and a great deal of commitment, ambition and intellectual curiosity.

The differences in perspective between "old" and "young" employees, seasoned veterans and newly recruited staff, and people with different educational and professional backgrounds, always lead to stimulating discussions that generate creative approaches to solutions.

TIGER R&D is a pioneer in appointing top female managers. Women hold 40 percent of the top management positions (R&D management and technical product management). With this in mind, TIGER is developing new working concepts such as job sharing to enable part-time employees to hold management positions and improve the work/life/family balance for all our staff.

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"As one of the longest-serving employees, I take great pleasure in sharing my experience with my young colleagues on a daily basis and in communicating and presenting the practical side of our highly specific development activities. At the same time, I benefit from the excellent training that my colleagues have received, thus enabling them to support and advance my own work."



Despite being the oldest member of the team, I feel valued and well integrated. It's not just the mixture of older and younger people that sets the TIGER R&D team apart, but also the wide variety of different cultures and backgrounds. This means that it is ideally equipped to meet all the challenges of the future."

Klaus Wiesinger | Global Product Manager Technical Powder Coatings General Industry

— ” —



"If someone tells you it can't be done, remember: these are their limits, not yours! So if you are passionate about something, don't let anyone stop you. Making a difference means being brave enough to do something differently. Success will prove you right in the end."



Ing. Dipl.Wirtsch.Ing. (FH) Thomas Loibl M. Eng. | COO



Products and Services

Powder coatings account for TIGER's largest production volumes, part of which is processed into spectacular metallic-effect coatings. We also specialize in the development and manufacture of digital inks and powders for industrial printing and thermal transfer systems. TIGER continues to drive innovation and set new standards in additive manufacturing with innovative thermoset materials for SLS and CBAM 3D printing.

TIGER Drylac®

An eco-friendly coating solution with added value

Powder coatings are among the greenest and most effective coating technology currently available to the industry. The solvent-free curing finishes are processed into a fine coating powder in a multi-stage production process. The powder is applied to the substrate using an electrostatic spraying system and, in the subsequent curing process, melted and chemically cross-linked at temperatures of 150 °C to 200 °C.

The success story of powder coatings in industrial surface finishing began in the 1960s and has undergone non-stop innovation ever since, winning over its users with numerous benefits:

- Solvent-free and thus environmentally friendly
- Decorates and protects
- Harder finish than liquid coating products
- Material utilization rate of nearly one hundred percent
- Clean and easy processing
- Can be applied to a wide range of substrates

TIGER offers the most extensive stock program in the powder coating industry with a standard range of over 1,500 impressive colors and effects. A wide range of substrates such as steel, aluminum, galvanized surfaces, timber (MDF), glass and heat-resistant plastics can be finished with the high-quality coating solutions of the TIGER Drylac® brand: for durable, aesthetically appealing surfaces with added value.

We manufacture our powder coating products in shifts and in accordance with the quantities sold at our Wels site, where they are also stored and shipped throughout Europe. The Administration, Logistics and Maintenance teams are also based here. Our production sites in the USA, Canada, Mexico, China and Vietnam supply happy TIGER customers all around the world.

How powder coatings are made

1 Weigh-in:

The raw materials (resins, hardeners, pigments and additives) are weighed in ratios prescribed in the master formula, which specifies the names of the raw materials and their proportions, and then are placed in the mixing bowl.

2 Premixing:

The next step is the premixing process, where the raw materials are blended into a homogeneous mass for the subsequent extrusion process.

3 Extrusion:

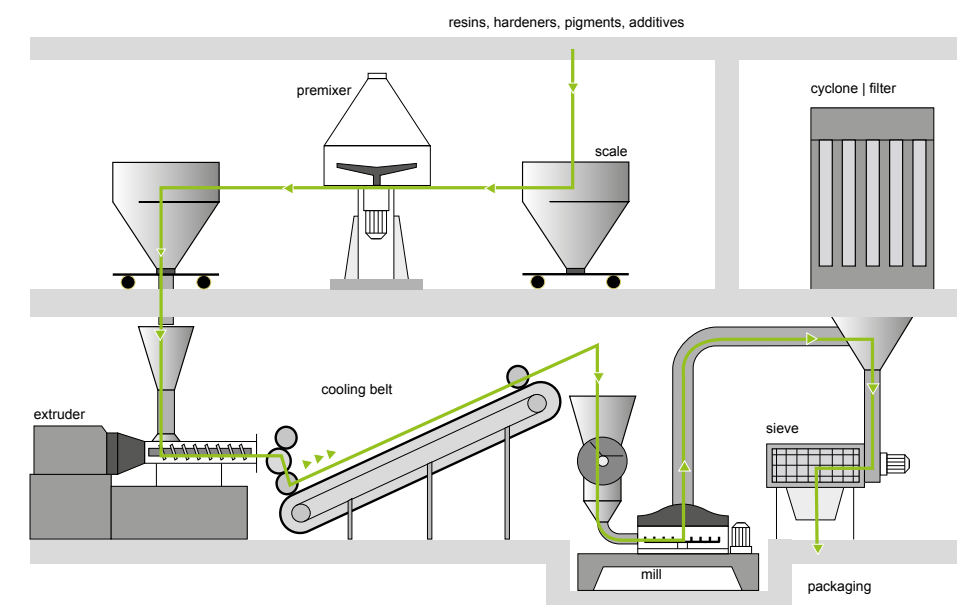
During the extrusion process, strong shear forces are used to melt the resin particles, which are then extruded through the exit die of the extruder in a long strand of viscous mass. The extrudate is rolled out to the desired thickness by a calender roll before cooling and then it is broken into chips in the crusher.

4. Grinding:

An air stream blows the chips into the grinding chamber where they are processed into a fine powder. Once the particles have passed through the air separator, they enter the cyclone separator where grains that are too fine are sifted out. The powder itself collects at the bottom due to mass inertia and is fed through an airlock into the filling station.

5 Filling:

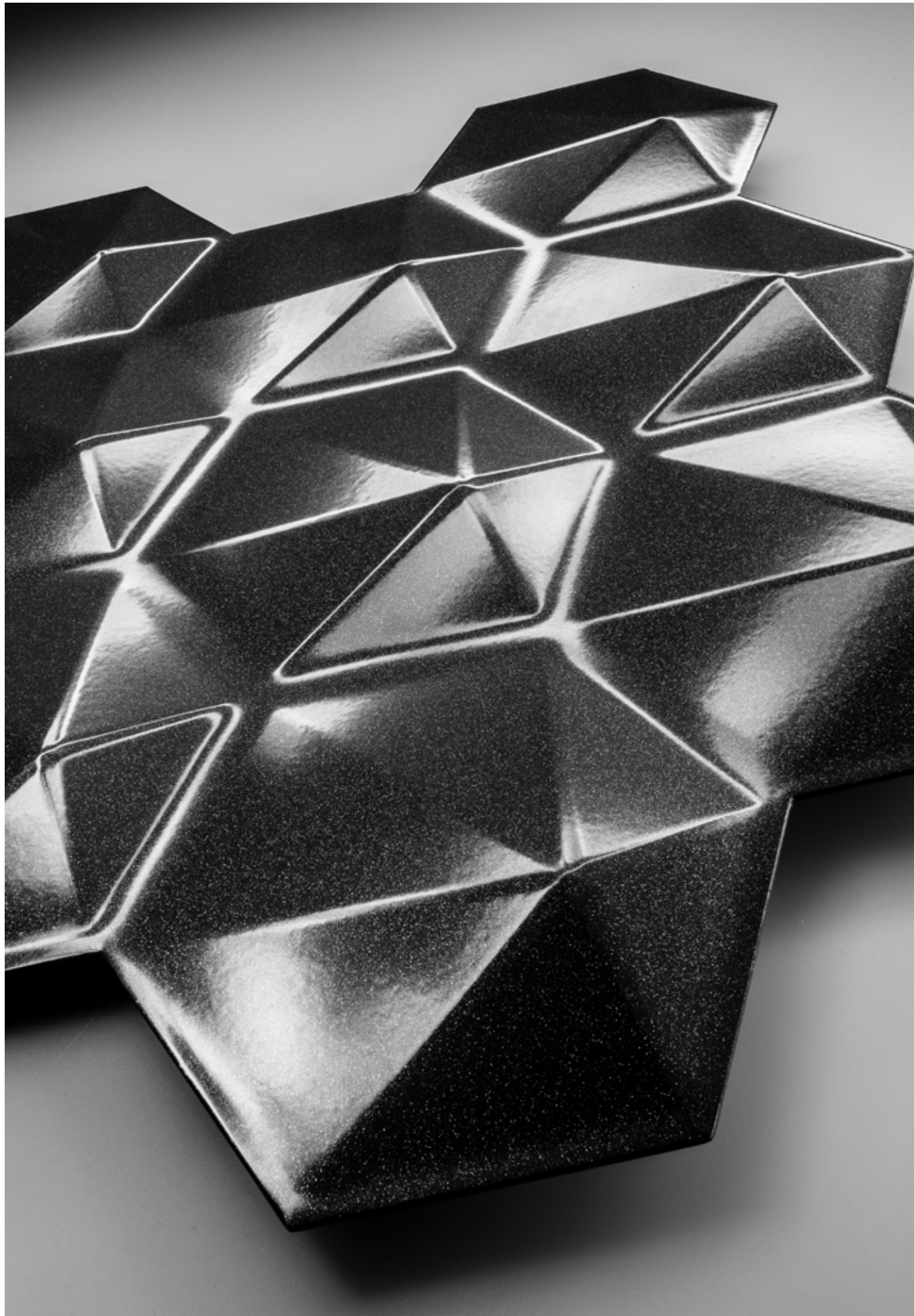
After undergoing a final protective screening and being filled into appropriate containers (PE bags, boxes or Big-Bags), our TIGER Drylac® powder coating is ready for dispatch and use.



SCAN ME!



Special effect powder coatings – the new dimension



TIGER Drylac® 3D Metallics

A quantum leap for metallic-effect powder coatings

Whether in the automotive sector, on interior design elements or on architectural properties and facades: Surfaces with shimmering metallic effects are more in demand than ever. They highlight the value of an object and make it even more distinctive. TIGER is responding to this trend by upgrading its powder coatings with brilliant gloss effects.

Until recently, metallic coatings were produced using what is known as the bonding process. This involves homogeneously mixing the powder together with effect pigments under the influence of shear forces and high temperatures, causing the pigments to adhere to the powder grain surface. The results were impressive, but fell short of the unique depth effect achieved by liquid coatings.

Our laboratory has developed a new generation of metallic-effect powder coatings in the form of TIGER Drylac® 3D Metallics, which allows for hitherto unmatched visual dimensions comparable to those of liquid coatings while also offering a number of key advantages: it is sustainable, environmentally friendly and can be applied in a single-coat process.

The effect pigments used to manufacture our patented product family are poured into a colorless or glazing powder coating melt at the beginning of the process and then undergo gentle grinding. This master batch is then homogeneously blended with a second, opaque powder coating in a special mixing process.

During the melting and curing phase, the TIGER Drylac® 3D Metallics coatings develop channels of colorless powder coatings between the pigment and the coating surface. This makes the effect pigments deep in the powder coating matrix visible as well – similar to fiber optics – and the spectacular 3D metallic effect can be optimally viewed from every angle.

SCAN ME!



Custom printing on car rims

TIGITAL® Innovative materials for the digital age

TIGER is stepping out into the digital age with TIGITAL®. The business unit specializes in ink and powder solutions for industrial digital printing systems. Primers and liquid-based topcoats, which are also developed at the TIGER R&D Center, are used to improve the adhesion of these products to different substrates. TIGITAL® 3D Set – the fourth and latest innovation from the TIGITAL® laboratory – sets new standards in the field of Additive Manufacturing.

TIGITAL® Inks Reliable. Individual. Digital.

The desire for individually designed products as an expression of one's own personality is one of the key trends of the 21st century. The industry's answer to this is digital printing. TIGITAL® Inks develops and produces high-performance inks with some of the best abrasion, chemical, moisture and UV resistance properties in the industry. These inks can be applied to a variety of surfaces during the industrial manufacturing process.

The principal advantages of digital printing technology are its flexibility in terms of production, endless possibilities for customization, and cost-effective finishes, even for small batches.

For outdoor applications, TIGER's product range includes highly flexible UV inks with excellent weathering resistance. They can be used to decorate powder-coated facade panels, concrete slabs, decking, glass fronts and car rims to great effect. Used in indoor applications, TIGITAL® Inks pave the way for personalized furniture, floors, walls and doors, creating photorealistic images on substrates such as glass, wood, metal, decorative paper and plastic.

How digital inks are made

TIGER develops, manufactures and sells high-quality UV inks, novel water-based inks and special solvent-based inks.

TIGITAL® inks are produced in five steps, which are kept physically separate to prevent cross-contamination. The manufacture of UV inks requires the total absence of natural light throughout the entire production process.

1 Dispersion:

The first step involves weighing the individual components of the grinding concentrate (pigments, additives and acrylates) in ratios prescribed in the master formula and pre-dispersing them in a dissolver.

2 Grinding:

The next step is grinding or fine dispersion in a bead mill. A pump transports the pigment concentrate produced in the first step into the grinding chamber, where it is crushed into increasingly smaller particles under high shear and impact forces.

3 Finalization:

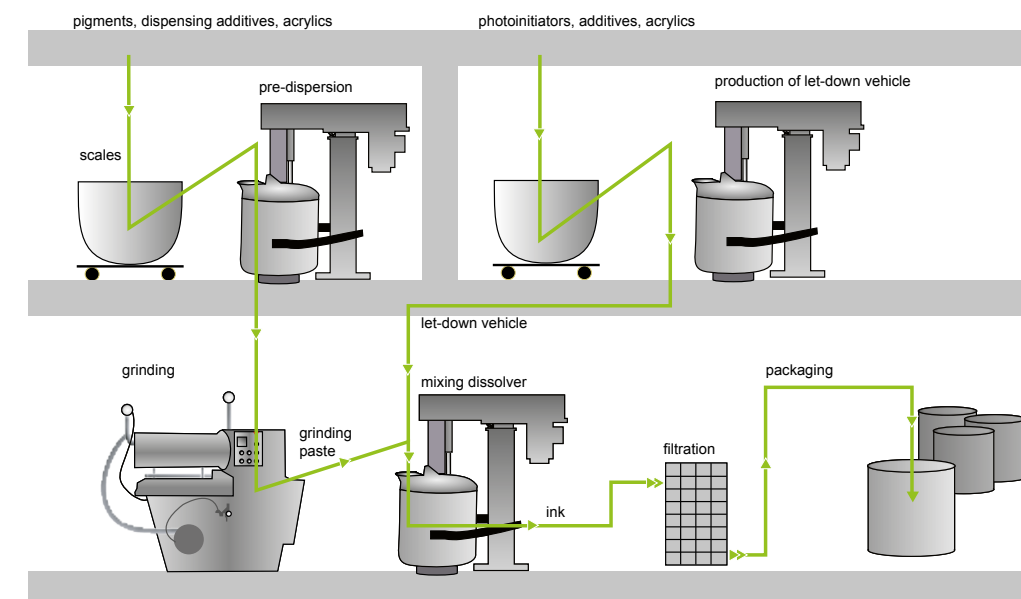
In this process step, the grinding concentrate, which has a high concentration of pigments, is diluted according to the formula and additional components are added. The ink now contains all the necessary components and is ready for filtration.

4 Filtration:

The ink is filtered and packaged in a clean-room environment. A pump filters the pressurized inks through the appropriate cartridges before they are packaged in suitable containers.

5 Cleaning:

All the equipment and work materials used must be thoroughly cleaned with solvents after the ink manufacturing process has been completed. TIGER has installed a dedicated cleaning system for this purpose.



SCAN ME!



Surface goes TIGITAL®



TIGER ArchiPrint

Digital printing on powder-coated surfaces

TIGER ArchiPrint combines the benefits of green powder coating technology with innovative outdoor digital printing solutions. The perfectly harmonized system components – TIGER Drylac® in tandem with TIGITAL® UV LED inks for outdoor applications – were developed with a focus on durability and outstanding UV and color fastness for maximum decorative appeal.

TIGER ArchiPrint gives free rein to the creativity of architects, planners and designers: Highly durable TIGER Drylac® powder coatings available in a wide range of colors and effects are used to coat the facade panels. Next, state-of-the-art digital printing with UV and colorfast TIGITAL® inks is used to transfer a photorealistic print of the desired motif onto the coated substrate.

The result: low-maintenance, super durable aluminum facades that are both highly distinctive and stylish.

SCAN ME!



Thermotransfers – the new generation



TIGITAL® Tattoo

Lasting decorations for large and small batches

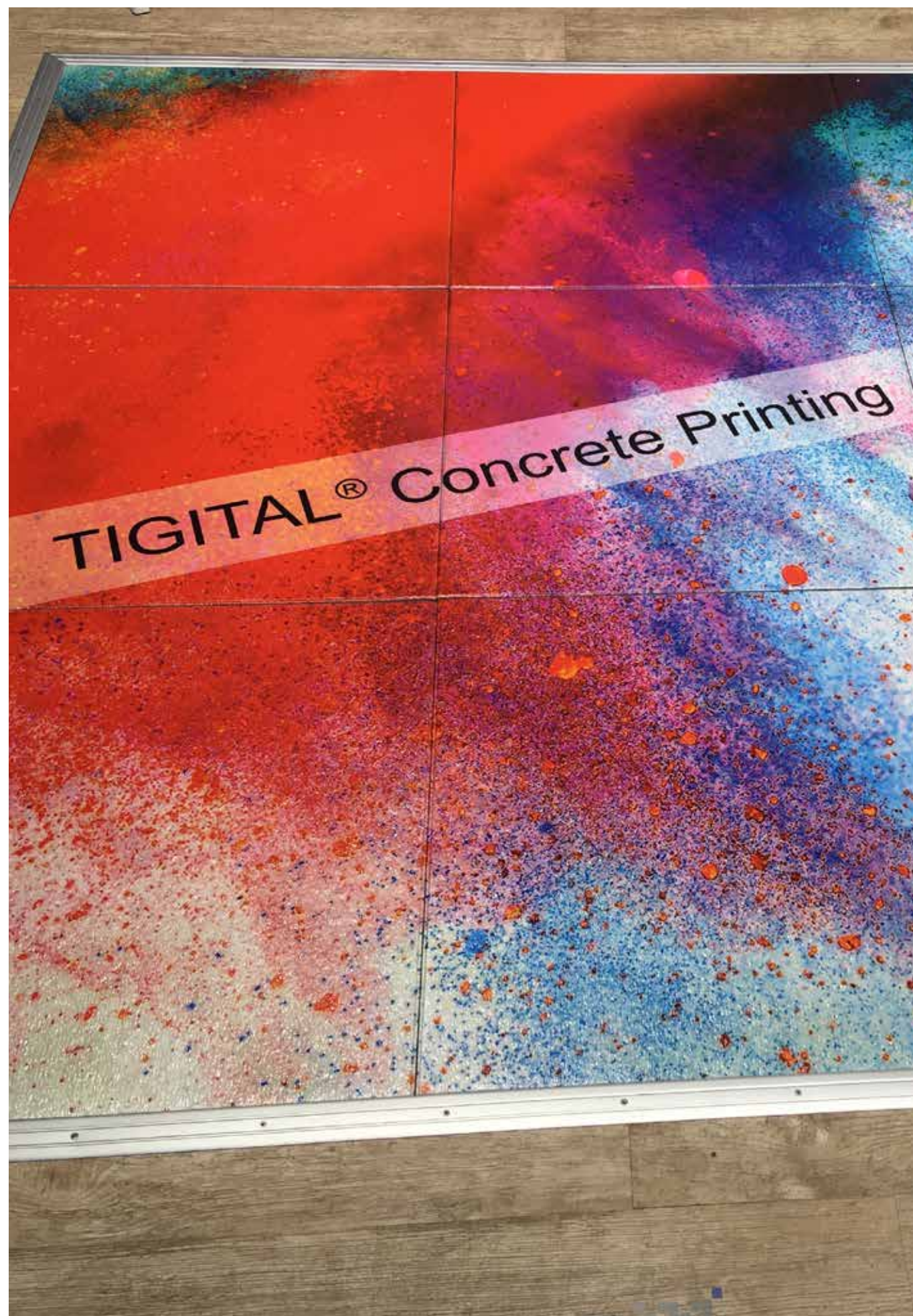
TIGITAL® Tattoo combines the best of both worlds: the properties of high-quality TIGER powder coatings and the benefits of digital printing. The powder-based, environmentally friendly transfer technology is solvent-free and facilitates an 85 percent reduction in CO₂ emissions compared to screen printing technology.

Digital powder from TIGER can be used to create long-lasting decorations in large and small batches, as well as serialized and customized product labels. The four-color set (CMYK plus white plus colorless) offers a wide spectrum of colors and can be used to print impressively crisp lettering and photorealistic images.

From glass, aluminum, MDF, and metal to powder-coated surfaces and heat-resistant transfer plastics: TIGITAL® Tattoo can be applied to a wide variety of surfaces to refine products such as bottles, caps, window handles, furniture fittings, safes, furniture facings and machinery components. There is only one condition: the object must be able to withstand a curing temperature of 140 °C.

The digital powder is cross-linked with the substrate during the curing process, which means that it constantly interacts with the surface and makes it resistant to mechanical and chemical influences. Digital decorations can thus be made as durable as the printed product itself, at significantly lower costs.

Additional benefit for customers: the digital print is produced in the modern TIGER Printing Center according to the "print to part" concept. The customer sends in their artwork master, and TIGER transfers the image electrophotographically onto a transfer medium (paper or foil) and sends it back printed. The customer then transfers the motif to the final substrate using their own hot press and cures it in an infrared oven – there is no need to invest in a printer.



TIGITAL® Wetlac

Primers and topcoats for TIGITAL® inks

With a view to extending the properties of our TIGITAL® Inks in terms of durability and service life, TIGER also develops and produces industrial liquid coatings under the TIGITAL® Wetlac brand. These are applied either as topcoats or as basecoats for inkjet inks, in order to improve their abrasion resistance and adhesion to various substrates.

The crucial advantage of our TIGITAL® Wetlac products – available as both UV-curable and water-based systems – is that they contain virtually no organic solvents and are distinguished by low VOC (volatile organic compound) values.

100% UV-curable wet coatings are used, for example, for coating and printing easy-to-clean concrete patio coverings. This means that the coating system must be non-slip and highly resistant to scratching, abrasion, weathering, and various cleaning agents.

TIGER's other focus in the production of water-based liquid coatings is on their application in the pharmaceutical sector – on aluminum foils for blister packaging, for example, in combination with water-based TIGITAL® hybrid inks. The elimination of solvents from the formulation yields numerous advantages here as well.

SCAN ME!



12 features for innovative 3D printing



TIGITAL® 3D Set

The revolution in 3D printing

TIGER once again demonstrates its pioneering spirit with its TIGITAL® 3D-Set, which brings innovative 3D printing material series for selective laser sintering (SLS) and composite-based additive manufacturing (CBAM) to the market. Applications include the series production of functional components in the automotive, aviation, rail, and electrical and consumer goods industries.

TIGER offers the following materials for SLS 3D printing:

High performance polymers (HPP)

Meet the highest standards in terms of precision and the mechanical properties for printed components. This series' range of possible applications is further extended by its hydrophobic properties.

Top performance polymers (TPP)

Demonstrate superior heat resistance and excellent isotropic properties. TPPs offer excellent electrical insulation and chemical resistance properties.

Premium performance polymers (PPP)

Redefine the application possibilities of 3D printing materials. This series guarantees flame retardancy up to UL 94 V0 and prevents components from burning, deforming and dripping molten metal.

TIGITAL® 3D Set can be used to print components at process temperatures of below 75 °C. They remain solid even at high temperatures and offer excellent isotropic performance and customizable flame retardant properties. Unlike thermoplastics, our thermoset material does not exhibit polymer melt dripping and has self-extinguishing properties.

In addition to its profound expertise in the development of high-performance 3D printing materials, TIGER also offers extensive printing know-how and expertise for optimized print settings. TIGITAL® 3D Set product series are extensively tested on various open SLS 3D printing platforms before being introduced to the market.

This seamless blending of chemistry, mechatronics and electronics is brought together in a high-performance ecosystem created by TIGER and its partners under the brand name Chematronix®.

TIGER PER

High-quality resins for high-quality powder coatings

TIGER uses innovative, high-performance polyester-based powder coating binders combined with weather-resistant hardeners to produce its powder coatings for facade and outdoor applications. Epoxy resins and combinations of polyester resins and epoxy resins are used to produce powder coatings for interior applications.

TIGER PER (polyester resin) offers a wide range of saturated polyester resins for high-performance outdoor applications, especially when combined with weather-resistant curing agents, as well as epoxy resins for hybrid formulations to be used in indoor applications.



TIGER CONSULT

Concentrated product and service expertise

This business unit operates as a consulting firm in global network structures and organizes customer ideas by arranging large numbers of individual puzzle pieces to form a complete whole.

Customers are in good hands with TIGER Consult from Day One: Our team is available from the start of the project planning phase to answer your questions about color design and product selection, to advise architects and designers, to network with industry partners across five continents, and to support you in the sampling and approval phase through to the completion of the project. We are also happy to provide support in the planning and implementation of in-house powder coating systems.

The core qualities of TIGER Coatings GmbH & Co. KG – manufacturing, process and formulation – are bundled with the expert knowledge of our partners, including the GRAND GARAGE innovation workshop, for example, to offer our customers concentrated expertise in terms of products and services.



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"READY TO RACE! For KTM, this means continuous development and striving to be the best at all times. To do this, however, you need the support of the best partners in the business. TIGER is currently assisting us in setting up a complex powder coating plant and in switching from cathodic dip painting (CDP) to powder primer, which will help us achieve substantial cost savings."



Working with TIGER means benefitting from professional support, short distances, minimal bureaucracy, and outstanding technical and social expertise. Our collaboration will continue after this extensive project has been brought to fruition and will have a strong focus on our daily business. We look forward to our future with TIGER!"

Christian Weinberger | Project Manager Special Projects KTM Sportmotorcycle GmbH

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"For years, TIGER has been supporting us in developing our processes in surface technology. The primary goals of our collaboration were to conserve resources and save energy. In the coming months, we once again look forward to TIGER's full support in the planning and implementation of our expanded powder coating facility at the new Pöttinger plant in St. Georgen near Grieskirchen."



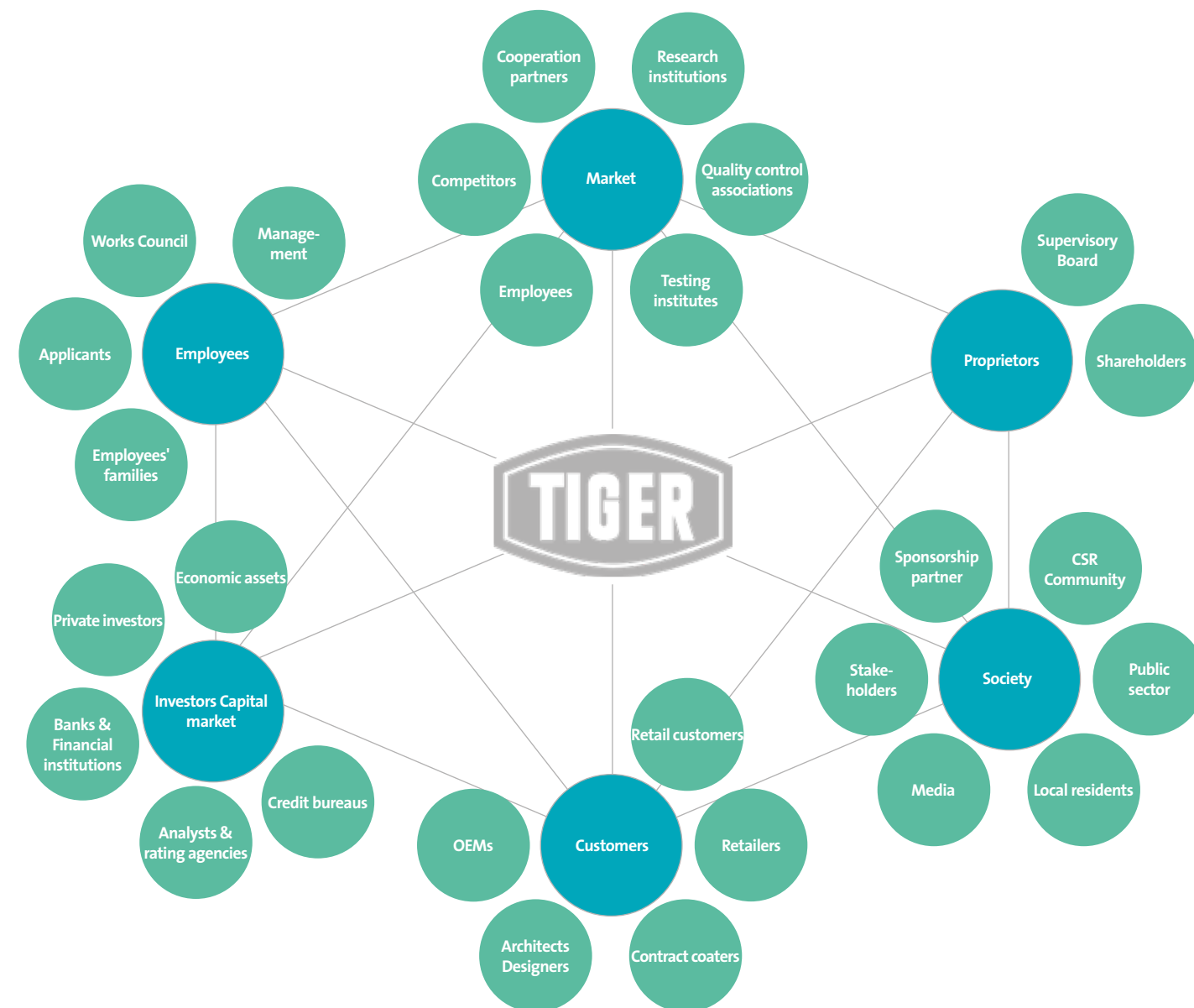
Rudolf Mayrhuber | Head of Painting Technology Pöttinger Landtechnik GmbH

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Stakeholder engagement

Stakeholders are individuals or groups that are directly affected or impacted by the activities of our company. TIGER has a lot of stakeholders, which is why we have comprehensively analyzed them and identified six key groups.

In the interests of stakeholder value, we are committed to good communications with all our stakeholders. Communicating on an equal footing gives us the opportunity to work together to find the perfect solution every time and to continuously improve our products and services. This is why TIGER seeks to engage with its stakeholders directly on important issues and concerns, and to include them in the decision-making process.



Market

Market stakeholders naturally play a pivotal role at TIGER. They are an essential part of the meaning and purpose of what we do, as their market or user perspective provides valuable input into our product updates, our product portfolio, and our innovations.

TIGER's product development strategy – based on the specific requirements of these stakeholders – follows the "sales pull" approach, which takes into account the needs of the customer. This is how we can respond promptly and effectively to changing market trends and customer requirements. This flexibility, which is inherently necessary, is an essential feature of TIGER's project-driven organization and the most important prerequisite for the development of innovative products in line with market demands.

One of the primary tasks of our Global Application Target Group Managers (GAM) is therefore to implement this market and user perspective in our product portfolio and product development activities. They represent our stakeholders and know what they want in terms of product and service quality.

Customers

TIGER maintains a constant dialog with its customers and actively involves them as cooperation partners in its research and development projects. In doing so, we rely on the "Single Point of Contact" (SPoC) principle, which means that only one contact person is assigned for all issues.

Whether by phone, in face-to-face consultations, at the pertinent trade fairs or via online meetings due to the current COVID situation, our proximity to our customers enables us to identify their needs at an early stage. This enables TIGER to develop products that not only meet the demands of this stakeholder group, but go far beyond them.

Under the motto "Spray and Perform", we offer one hundred percent reliability in service and quality, as well as powder coatings that can be applied immediately.

TIGER learns from and with its customers

Over the past few years, the role of customer research at TIGER has evolved from a multi-year perspective and the implementation of regular market studies and customer surveys to more agile forms of processing information from operational feedback and perceptions right across the stakeholder chain.

At present, we are following the growing trend of delivering timely and market-relevant facts from real-time customer and social media feedback, online key performance indicators (conversions, cost-per-click), ongoing supplier evaluations, and CRM entries. We also use qualitative customer journeys (customer interviews) to identify all of a customer's touchpoints with our products and services and gain valuable insights for our product and service portfolio and further research and development activities.

Proprietors

The representatives of the family that owns the company and TIGER's senior management maintain a liberal open-door policy. Our employees can get in touch with management easily at any time and discuss any concerns they may have on an equal footing.

In addition to regular global board meetings, TIGER also holds large meetings/conferences where the proprietors and senior management team can meet up with TIGERS from all production sites to discuss what the future direction of the company should be and to work together toward mutually agreed goals. These meetings involve active discussions about ongoing projects, new economic developments, occupational safety, and potential for improvement.



Society

TIGER is a member of numerous industry and trade associations, including:

- Verband der Chemischen Industrie e.V. (VCI)
- Verband der Fenster- und Fassadenhersteller e. V. (VFF)
- VdL
- ÖGO
- ÖFI
- CEPE
- GFKT
- GSB International
- QUALICOAT
- Vereinigung österreichischer Farbenfachhändler
- Carbon Composites e. V.
- Verband für die Oberflächenveredelung von Aluminium e. V. (VOA)

Participation in these associations and committees is aimed at actively supporting shared plans, monitoring legislative processes that are relevant to TIGER, and ensuring that the company's positions and expertise are represented.

TIGER is conscious of its responsibility to society and supports many different institutions in the social, health and educational sectors in a variety of ways. This extends from sponsoring inclusive nursery schools to donating funds for women's shelters and cancer aid, and not least to our partnership with the CAP education project.

TIGER's factory premises are located in a mixed-use development area in the Wels industrial zone. This means that our neighborhood consists of commercial businesses as well as apartment buildings and privately owned homes. To ensure harmonious relations, we rely on open communication and actively encourage our neighbors to become part of our company's valuable and value-guided community. TIGER has thus assigned a dedicated contact person who can be reached by telephone for questions and suggestions.

In 2019, we also set up a TIGER neighborhood hotline to address any noise or smell nuisance that might be attributable to our company. This hotline accepts noise and smell complaints around the clock and forwards all reports to the responsible department for rapid clarification.

In order too offer everyone, no matter where they live, the opportunity to explore the world of TIGER, we regularly take part in the "Long Night of Research", which is organized throughout Austria.

Investors | Capital market

TIGER Coatings GmbH & Co. KG, based in Wels, is owned by Kurt Berghofer GmbH and Gabriele Buchner-Berghofer GmbH. The former holds 63.64 percent of the shares, the latter 36.36 percent.

TIGER has been continuously increasing its equity ratio in Austria for years now. As of the reporting date of December 31, 2019, the equity ratio was around 30 percent and is to be raised even further.

TIGER is represented on the capital market as an unlisted company. We obtain most of the necessary debt capital by means of bank loans.



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*We respect other cultures and religions.
We accept different ways of thinking and behaving.
But there is one thing we don't do: We don't work **for** TIGER
or for shareholders or bosses – we work **with** our TIGERS and
managers as part of the TIGER team.*

”

Employees

Our company's strength is rooted in the core competencies and talents of our approximately 1,300 employees around the world. They represent the principal basis, the cornerstone of our success. In return, TIGER offers them all the space they need to develop, grow and unlock their full potential.

Global area and board meetings help our team to drive ahead communications and the associated pooling of experience, and to make cross-border decisions quickly and effectively.

Communication between senior management, HR and the Works Council is particularly important in this context. They regularly work together constructively and respectfully as partners to find solutions for all our TIGERS. Our efforts to achieve smooth and harmonious relations are rounded off by monthly jour fixes between the Works Council chairs and the Head of Human Resources.

TIGER Conference for ALL

TIGER is committed to maintaining regular contact with all employees, fostering dialog, building consensus on the company's direction, and reflecting on those things that have gone exceptionally well or less well.

To this end, we hold an annual TIGER conference for all employees at the Wels site. Under the motto "Coming together. Working together. Creating new ideas together", around 500 TIGERS spend a morning working together in guided group sessions to explore where there is room for improvement in our communications and what each individual can contribute to TIGER's success.

Because we need to work together to get new balls rolling and keep others in motion.

— Good to know —

The TIGER Conference counts as a working day for all employees. Overtime will be compensated with time off in lieu, no debit hours will be charged to your working time account on this day.



“Today's companies have become an incomparably greater part of the public sphere and the subject of increased stakeholder interest, due to a fundamental shift in how the corporate world is perceived, changing values and, not least, digitalized communication channels in a media and information society. This means that internal and external corporate communications are more a question of media communication rather than mass communication. They are agile, highly organized, and geared towards stakeholder groups and target audiences.”

Prok. Christian Ebenberger, MBA | Sales Director & Marketing



Stakeholder communications

TIGER is committed to harmonizing its communications with its stakeholders with the requirements of the various groups to the greatest extent possible. The following table outlines which information and services we provide to which individuals.

Employees

Internal communications: Monitors	2020	2019	2018
Global intranet "TIGER World"	2020	2019	2018
Employee magazine "TIGER inside"	2020	2019	2018
Employee survey	2020	2019	2018
Bulletin boards	2020	2019	2018
Mentimeter voting inquiries	2020	2019	2018
Annual performance reviews	2020	2019	2018
External training	2020	2019	2018
Social benefits	2020	2019	2018
Health screening, vaccination drives	2020	2019	2018
First aid course	2020	2019	2018
Sports events	2020	2019	2018
Team-building seminars	2020	2019	2018
Annual staff party	2020*	2019	2018
Punch stall	2020*	2019	2018
TIGER Conference	2020*	2019	2018

Customers

Customer meetings	2020	2019	2018
Information via email	2020	2019	2018
Homepage	2020	2019	2018
Trade fairs	2020	2019	2018
Trade events	2020	2019	2018
Color charts	2020	2019	2018
Product folders	2020	2019	2018
Company brochures	2020	2019	2018
Customer satisfaction questionnaires	2020	2019	2018
Feedback from customer audits	2020*	2019	2018
Customer seminars	2020*	2019	2018

Investors/capital market

Reports	2020	2019	2018
Publication of balance sheet data to economic databases	2020	2019	2018

Society

Meetings	2020	2019	2018
Press relations	2020	2019	2018
Contacts with employer/employee representatives	2020	2019	2018
Trade fairs	2020	2019	2018
Events	2020	2019	2018
Awards	2020	2019	2018
Social Media	2020	2019	2018

Owner family

Board meetings	2020	2019	2018
Shareholders' meetings	2020	2019	2018
Supervisory Board meetings	2020	2019	2018

Market

Meetings	2020	2019	2018
Meetings/events	2020	2019	2018
Projects	2020	2019	2018
Trade fairs	2020	2019	2018

*2020 suspended due to corona



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"I would like to take this opportunity to thank all the TIGER customers who made time for our visits – without knowing in advance whether and in what way they might benefit. We have taken the first step on the road to digitalization at TIGER, and we look forward to moving steadily forward on this fascinating journey."



Mag. Günter Wagner | Project Manager Digitalization Global Functional Leader HR

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Digital transformation

“Believe me, if it can be digitized, it will be.” US politician Carly Fiorina famously captured what is happening around us every day in this pithy statement. The Digital Revolution is rapidly taking hold in all areas of life, and virtually every industry is affected.

TIGER is equally aware of this challenge, which at the same time offers tremendous opportunities. In times of exponential growth, it is important to focus on the essentials. But how do we define essential with regard to digitalization?

This question is not only a concern for TIGER, but also for numerous other companies in their day-to-day work. Digitalization now offers so many possibilities that it is difficult to identify the really essential points.

As a global player that sets high quality standards for its products, processes and services, TIGER has opted for a dual approach. This approach is based, on the one hand, on the digital realities and megatrends offered by the market (e.g., artificial intelligence, blockchains, etc.) and, on the other hand, on the challenges that our customers encounter on a daily basis.

TIGER's journey to and with its customers

As a first step towards digital transformation, TIGER made a conscious decision to shift down a gear and set up a team of "non-industry" employees with a thirst for knowledge and innovation. This team joined forces with a number of randomly selected customers, and together they embarked on an analog journey through the customers' working environment.

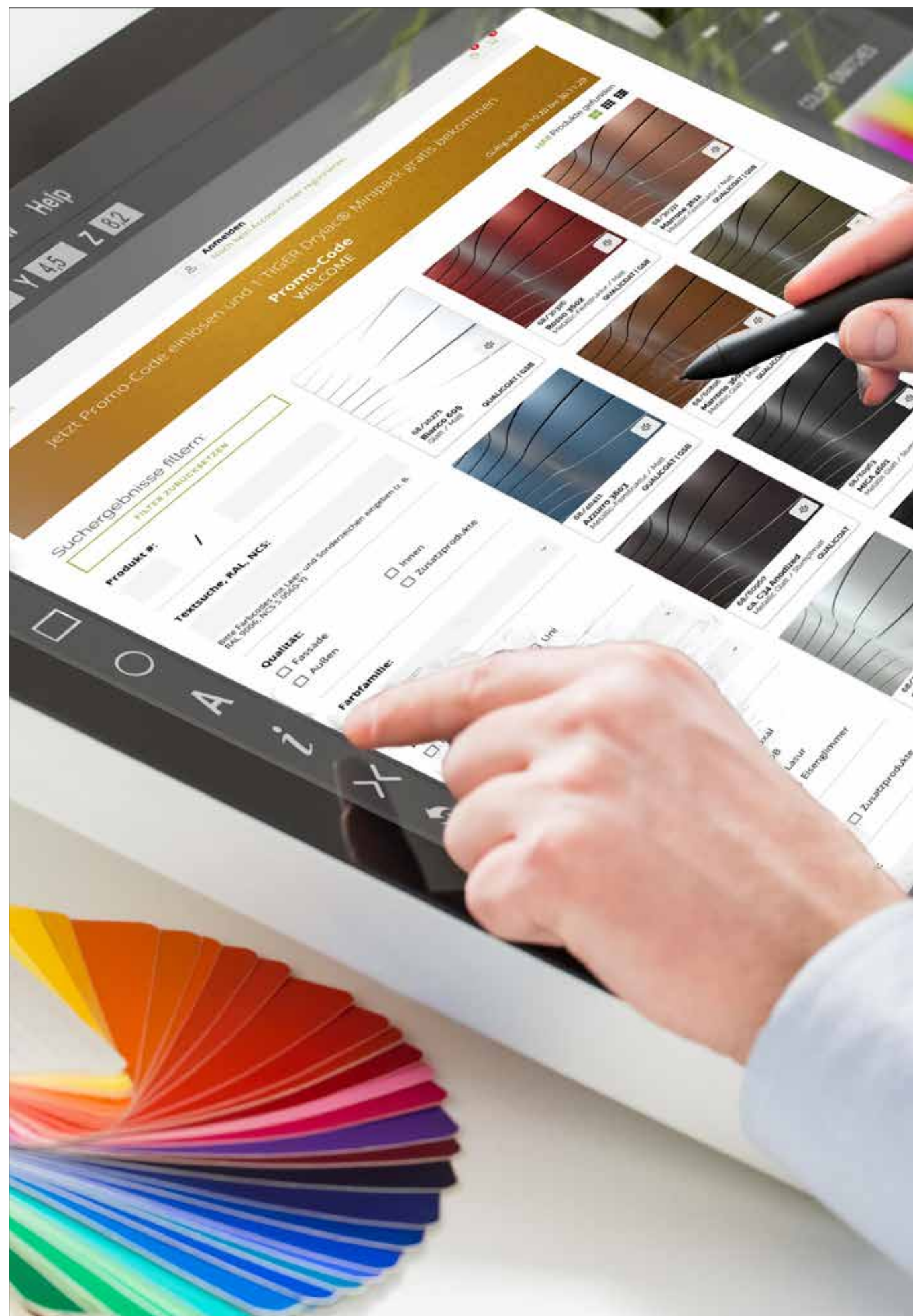
These customer journeys involved intensive personal discussions about work processes, preferences and ideas, but also about obstacles in working with TIGER, in order to find out where our customers' pain points are. We were pleasantly surprised by how freely our partners shared their experiences with us. Most of them found observing their own business from a distance and exploring everyday processes from new perspectives to be a refreshing experience.

For TIGER, the most important insight is that digital technologies cannot completely replace analog processes in communicating with our customers, but they can usefully supplement them in many areas. With this in mind, our next step was to determine which digital channels would best support our customers.

SCAN ME!



TIGER webshop



Our brand new award-winning service: The TIGER webshop

After evaluating the results from the customer journeys, our digitalization team recorded more than 90 different customer pain points. We have already been able to find efficient solutions for some of the suggestions and achieved substantial benefits with minimal effort. Many of the concepts require longer-term planning, and other creative proposals offer us plenty of scope for innovative approaches in the future.

One project that was implemented within the space of just a few months and awarded the Austrian e-commerce industry prize – the "Anton Award" in the B2B category – is the new TIGER webshop. This online service is already available to customers in Austria and Germany, and plans are underway to extend it to the rest of Europe, North America and Asia.

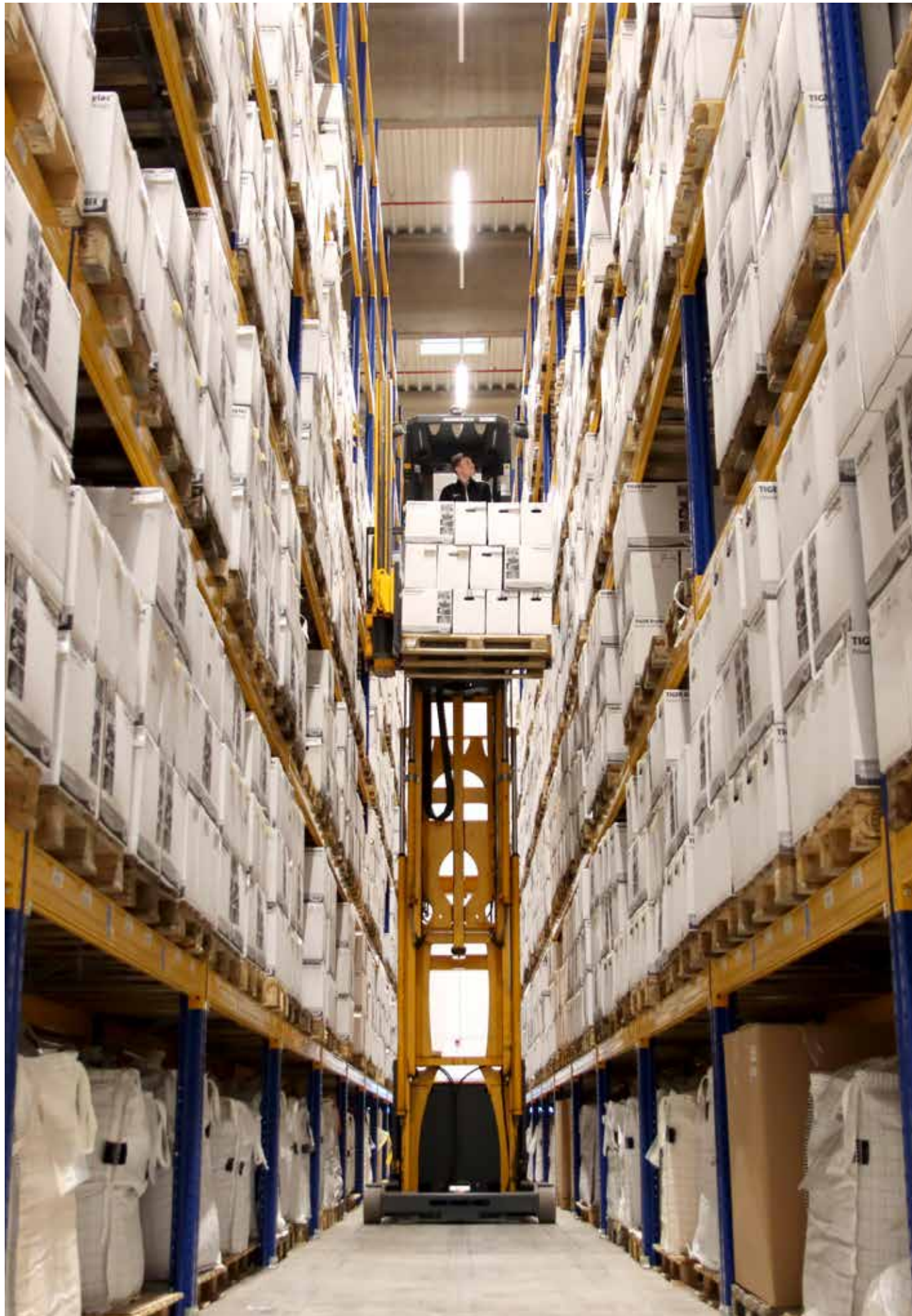
Our customers can use the TIGER webshop to find more than 1,500 powder coating products for surface finishing, whether for facades, architectural objects or interior elements, and to order them or request a free effect sample at any time with just a few clicks. It offers a large selection of filters to facilitate the search for the perfect color, and products can be saved in a favorites list for future reference. A stock level indicator, which is displayed as a traffic light system and continuously updated, indicates whether a product is currently available.

Special Feature

Selected color shades can be viewed in the TIGER webshop in 3D animation for a particularly realistic demonstration of the effect on a surface from different angles.



In keeping with our green philosophy, we have also incorporated the topic of sustainability into our online portal. After specifying the required amount of powder coating, the buyer can choose from a range of shipping options – from low-cost to eco-friendly. Shipping quantities can be entered by the kilo to reduce disposal costs.



Good to know

The TLC at a glance:

5,700 m²
 14,800 pallet spaces
 Up to 16 meters high
 7 loading ramps
 On-site cold storage for heat-sensitive products



Procurement and logistics

TIGER operates in an environment of globally interconnected, volatile commodity markets. Successful procurement thus depends on short throughput and delivery times as well as considerable flexibility and competitiveness. Our active supply chain risk management helps us secure sustainable deliveries and keep supply risks under control.

TIGER takes economic, ecological and social criteria into consideration in its procurement processes and when selecting suppliers (TIGER Global Purchasing Standards, ISO 9001/14001, IATF 16949, SA 8000, ILO standard, etc.). We conduct annual assessments of our suppliers to ensure compliance with TIGER standards. These assessments primarily involve an audit of the management system, environmental and social standards, product quality and delivery performance, as well as the service factors of our business partners.

TIGER values open and fair partnerships with its suppliers and believes that continuous improvement of logistics processes, security throughout the supply chain and sustainable sourcing can best be achieved through long-term relationships.

Green logistics in the TIGER warehouse

In 2019, we launched our upgraded TIGER Logistic Center (TLC) in Wels, Austria. The new finished goods warehouse was built to the latest standards, incorporating a wide range of measures to improve its energy efficiency. Environmentally friendly LED technology is used exclusively for lighting the warehouse and office areas, and electric forklifts that meet the highest energy efficiency standards are used in the warehouses. A state-of-the-art sprinkler system provides comprehensive fire protection for the entire building.

To ensure smooth workflows and a clear layout, care was taken to keep the distances between offices, sanitary facilities and break rooms at the TLC to a minimum.

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"TIGER switched to 100 percent renewable electricity in 2020. It offsets 100 percent of the CO₂ resulting from the use of natural gas by supporting wind power projects. We also prioritize climate and environmentally friendly production and service provision when selecting our suppliers."

Prok. Mag. Wolfgang Lindorfer
Global Supply Chain Management



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Sustainably organized shipping

TIGER maintains local finished goods warehouses across the globe to ensure rapid and efficient deliveries to our customers. To achieve this, we optimize the necessary routes and bundle transports. We work with our forwarding and logistics partners to ensure that they implement the relevant CO₂ reduction programs and are certified in accordance with the latest environmental and social standards.

Proactive materials and resource planning also enables us to keep air freight and express services to a minimum.

Less is more: TIGER Eco-Pack

In 2019, TIGER began offering an individual filling service under the name "TIGER Eco-Pack" in an effort to help conserve resources. This enables us to bridge the gap between our more than 1,500 standard products and specific coating lot sizes of our customers.

The benefits are obvious:

- Individual filling service from 1 kg to 19 kg for the TIGER Drylac® standard range
- High-accuracy filling, down to the kilogram
- No leftover powder coatings taking up storage space
- No disposal costs
- No capital commitment
- Ecological cycle



Our suppliers share our values

At TIGER, we require all our suppliers to adhere to the guidelines set out in our Code of Conduct and to act in accordance with the following principles:

Human rights and labor standards

TIGER requires its partners to respect the rights of their employees and to comply with all relevant national regulations and laws on industrial labor relations and employer-employee relations.

Environment

TIGER is committed to the responsible use of resources and products and requires its suppliers to demonstrate the same respect for nature.

We require our suppliers to comply with applicable international environmental standards, national regulations, and laws, and to take appropriate measures to avoid the risk that their business activities have negative impacts on the planet. The existence of an effective, appropriate environmental policy is a prerequisite for partnering with TIGER.

TIGER replaces conventional crude oil-based raw materials with bio-based alternatives (assuming technical suitability).

Quality and safety of products and services

Our suppliers must ensure that the products and services supplied comply with all the applicable quality and safety standards. Products may not contain substances that are prohibited by law in the country of sale or use or pose an unacceptable risk to human health or the environment.

Action taken to address violations

We respond to any deviations from the guidelines set out in our Code of Conduct with appropriate corrective measures. In the event of serious and/or repeated non-compliance, TIGER reserves the right to indemnify itself and to terminate its contracts with the supplier.

Economy

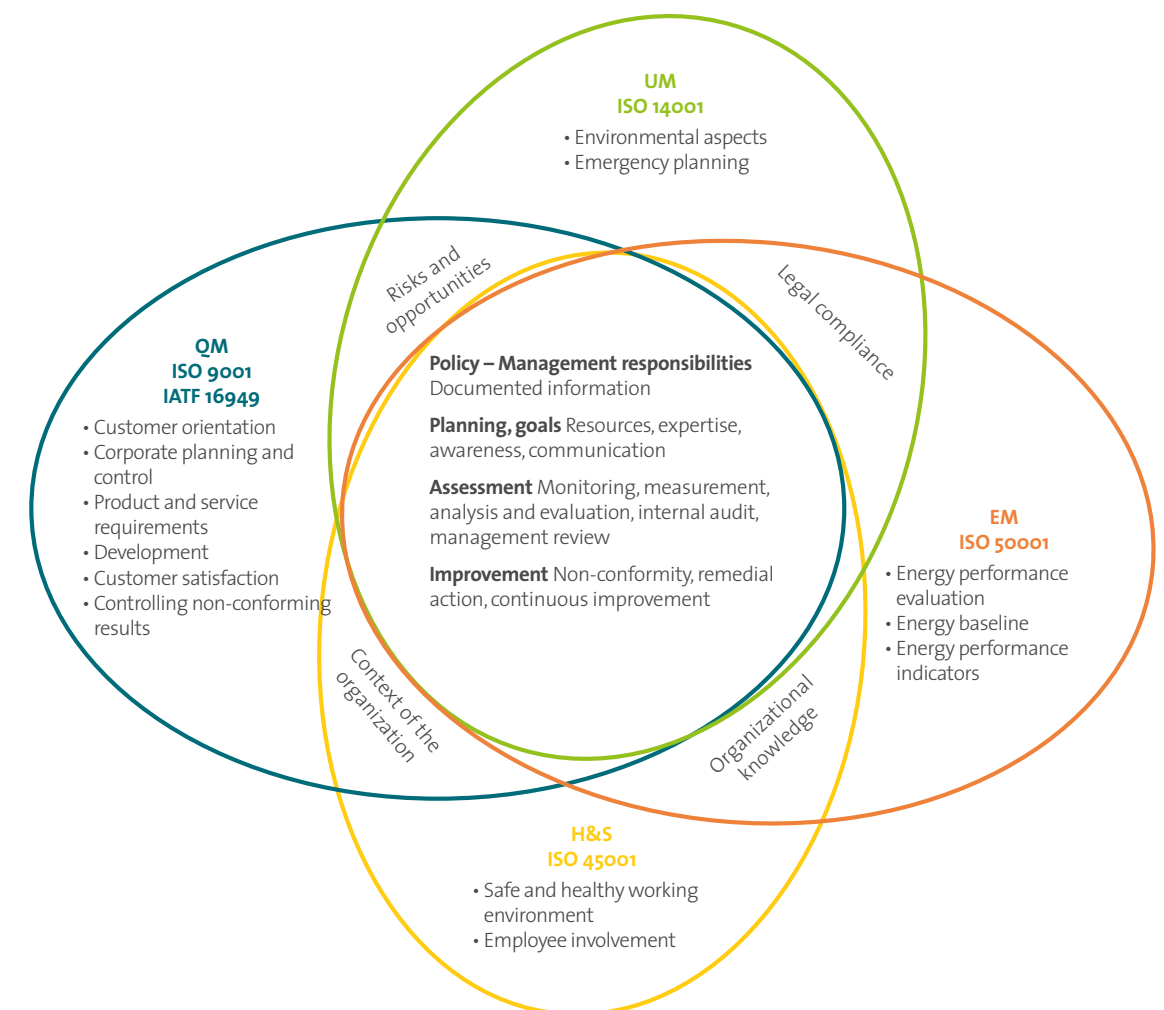
TIGER relies on an integrated management system

Sustainable development can only be achieved by implementing environmental, economic and social goals simultaneously and on an equal basis. Economic sustainability thus stands for a strategically oriented corporate management approach that incorporates long-term competitive advantages, ecological and social considerations into its decision-making processes.

Our integrated management system (IMS) provides the framework for this comprehensive target and process control. The fundamental principles of the relevant ISO rules, such as management responsibility, customer orientation, addressing stakeholder needs, defined quality and environmental policies, and the continuous improvement approach, pave the way to a successful, green future.

Some years ago, TIGER resolved to use a systematic approach to making a valuable contribution to sustainability, and thus introduced the integrated management system. Each year, independent certification bodies verify the effectiveness of this system with regard to quality (ISO 9001, IATF 16949) and the environment (ISO 14001).

Occupational health and safety management (ISO 45001) and energy management (ISO 50001) are largely implemented in TIGER's existing IMS in line with the aforementioned standards, but are not certified.



“Our IMS integrates various methods and tools to ensure compliance with the relevant requirements and expectations across a number of areas, including quality, environment, energy and occupational safety. This allows TIGER to systematically manage sustainable improvements in its environmental protection and energy consumption and represents another valuable contribution towards creating a climate-neutral economy.”



DI Franz Hinterberger
Global Functional Leader Quality Management

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"When planning new investment projects, we pay particular attention to resource-saving implementation and are constantly working to improve our processes. Our thinking and planning are both geared toward the long term and toward investment in new technologies."

Peter Krenmayr | Facility Manager



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For a better world

TIGER's corporate policies are guided by our VISION (see page 25). We consistently share our guiding principles with all TIGERS as an integral part of our daily activities, and we also make them available to the public.

TIGER is passionately dedicated to inspiring its customers, continuously improving its products, processes and services, protecting the environment, conserving resources, and complying with its legal and ethical obligations.

Summary: Environmental targets for 2020

In its 2016/17 Sustainability Report, TIGER formulated and publicized the following strategic goals for its Austrian site:

- To reduce our specific total energy consumption (kWh/kg unit produced) by 5 percent by 2020 compared to the 2016 baseline
- To increase the share of renewables in total energy use from 53 to 55 percent by 2020 compared to the 2016 baseline

These targets, and the key performance indicators derived from them, were an initial attempt to map TIGER's environmental impact in the field of energy under the environmental aspect of "use of natural resources and raw materials". In recent years, however, we realized that the key performance indicators we had defined were not sufficiently capable of fully expressing our positive developments.

Although we have implemented numerous measures to improve our energy efficiency, TIGER has not succeeded in reducing its specific total energy consumption by the desired five percent. The main reasons for this are the construction of the new logistics center and of two additional office buildings. These buildings do not contribute to raising our production output, but they do increase the amount of energy we consume.

The increased degree of automation in our production area and the commissioning of a new refrigeration machine are also driving up electricity consumption at TIGER. Furthermore, the installation of four solids silos saves us large amounts of packaging material, but it does require more energy for the conveyor system.

What have we learned from this?

The developments described here suggest that key energy performance indicators must be adapted to specific areas in such a way as to better reflect the networking aspect in the context of a holistic approach.

As part of the TIGER Operating System (TOS), our team is currently working on a strategy process to redefine specific environmental goals (based on the environmental aspects of the EMAS Eco Management and Audit Scheme) in order to derive more conclusive key performance indicators.

In the future, we plan to measure the energy used for heating buildings in relation to floor space or the number of employees, while retaining the "kWh/kg" key performance indicator for production. The target-setting process is to be completed in 2021 and the figures will be presented in the next Sustainability Report.

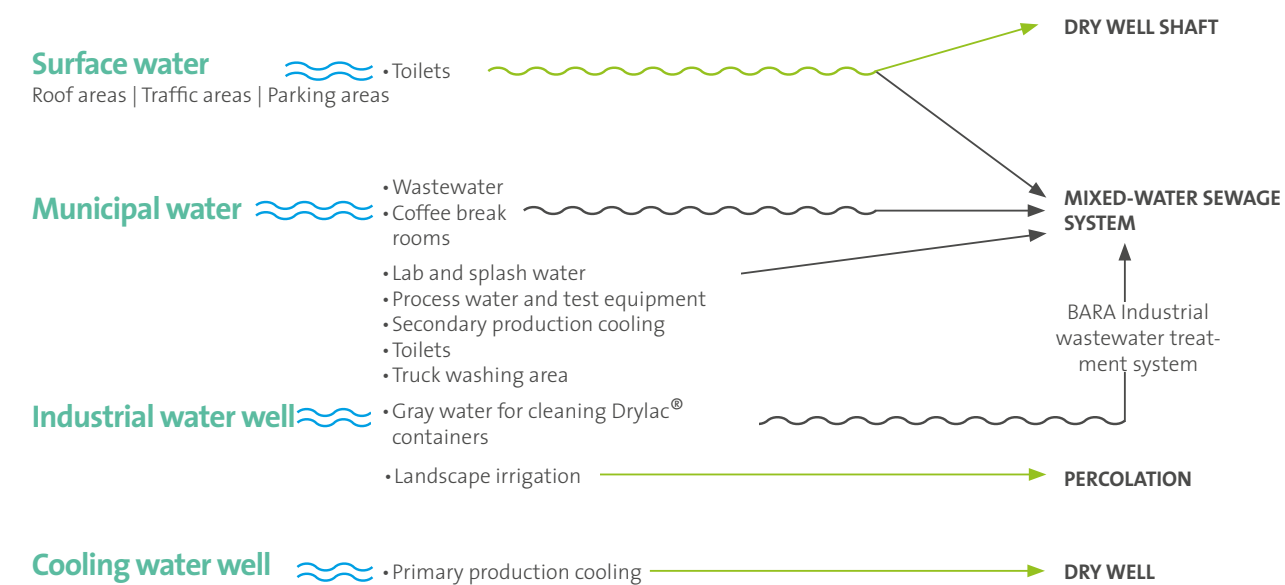
TIGER was able to maintain a 53 percent share of renewable energy in its total energy consumption. In addition to purchasing green electricity, we also installed our own photovoltaic system with an output of 330 kWp in 2019.

Investing in the future

Over the past few years, TIGER has invested large sums in the infrastructure at the Wels site. We modernized a large part of the equipment park in our powder coating production facilities, built a new production plant for water-based inks, and expanded our warehouse by adding a state-of-the-art logistics center. Additional office space was created with the construction of the Gemba Support Center and the expansion of our administration building. And TIGER is still growing.

We are planning to expand our in-house resin production facilities to increase our reliability and reduce the pressure on existing plants. The expansion will also include the commissioning of a heat pump for heating the building – with the cooling basin of the synthetic resin production plant as the heat source. This will enable us to heat a large part of TIGER's operational buildings with minimal energy consumption and to decommission the existing gas-fired boilers. To reduce distribution losses at the site, we also plan to convert part of our current heat supply to district heating – our first and yet highly effective steps toward a "Green Deal" at TIGER.

We are currently improving occupational safety and process reliability, as well as promoting the well-being of our production staff, by increasing the degree of automation at our preparation stations. The new system supplies the raw materials straight to the workstation and cuts down on defects and rejects right from the first stage of our powder coating production chain. In the course of this project, TIGER is building additional silos that will facilitate raw material storage and transport and save on large quantities of packaging material.



Ecology

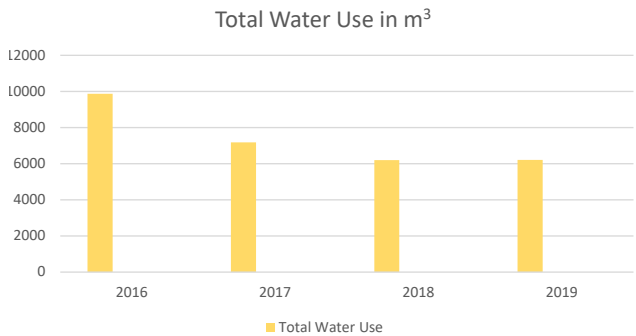
For TIGER, conserving resources is not confined to the manufacturing process, but begins as early as the research and development stage. We take care to use by-products as internal recycled materials or secondary raw materials to create new products. For example, we collect residual quantities from previous batches and reuse them as raw materials in subsequent processes. Furthermore, TIGER has been implementing successful energy efficiency projects for years, resulting in significant savings.

The following section presents TIGER's company-specific environmental aspects in detail.

Water is life

The water supply at TIGER's Wels site is secured via three different sources, in addition to which, we also collect and use surface water.

Our coffee break rooms and sanitary areas are supplied with top-quality drinking water from the Wels municipal water supply, while wastewater is discharged into the combined sewer. Areas that do not rely on drinking water quality – for example, process or rinsing water – are supplied by our industrial water well.



We have succeeded in continuously reducing total water consumption at TIGER in recent years by optimizing our plants.

Wastewater that has been used to clean our tanks and boilers is fed into our own wastewater treatment plant before being discharged into the sewerage system. This is to ensure that the water runoff meets all the required standards.

TIGER also operates a cooling water well for production cooling. Cold water with a temperature of 12 °C is taken from the well, heated by the cooling process, used at a maximum temperature of 20 °C and then returned to the groundwater via a dry well. The technical design as a separate cycle ensures that the groundwater is not contaminated. We monitor compliance with the parameters specified by the authorities with regard to the maximum withdrawal and return quantities and the maximum return temperature on an ongoing basis by means of measurements.

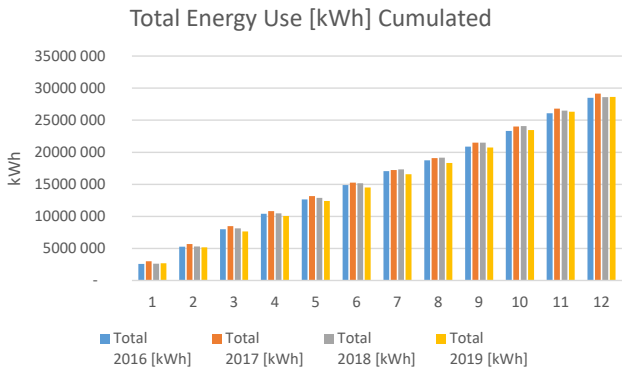


E for energy-saving

In 2019, TIGER's total energy consumption was 28.62 GWh and was maintained at a similar level to previous years. We require both electrical and thermal energy for our production site in Wels.

As part of its obligations under the Austrian Energy Efficiency Act, our company opted to undergo an external energy audit as a first step. The report confirmed our good overall performance in terms of energy technology and suggested only a few additional measures, some of which we have already been able to implement:

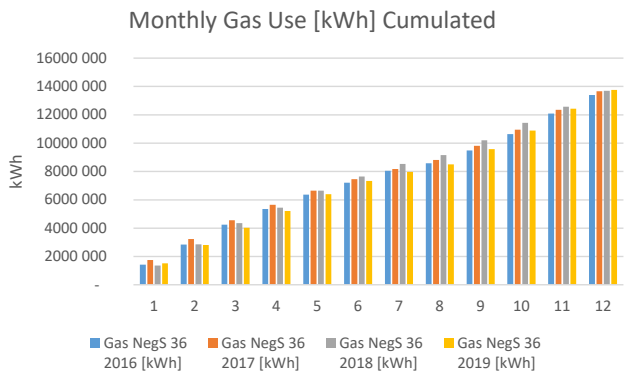
"Our subjective impression after visiting the plants and conducting the energy audits was that TIGER is clearly committed to improving its energy efficiency and is already consistently implementing the corresponding measures."
sattler energie consulting



Gas

Our buildings are heated by two gas boilers with a total output of 2,645 kW, one 150 kW heat pump and four heat recovery systems, while two thermal oil boilers with a total output of 1,650 kW provide the process heat for synthetic resin production.

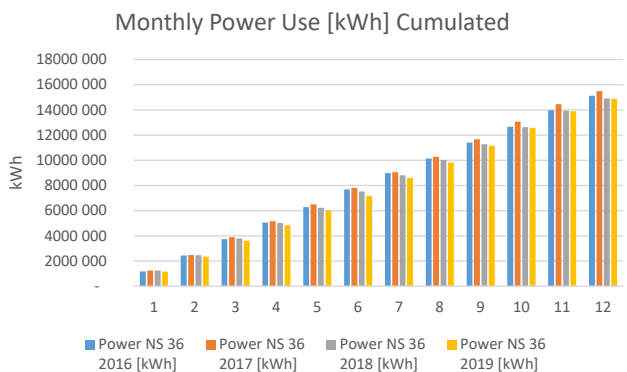
One third of TIGER's total gas consumption is attributable to its buildings division, and two thirds to its processes. TIGER was able to significantly reduce its gas consumption through November 2019 compared to previous years. The spike in December was due to a defective valve in the synthetic resin production – the fault was quickly remedied.



Electricity

In 2019, we were once again able to reduce our absolute electricity consumption. Nearly 80 percent of consumption can be attributed to processes: the main contributors are our production machinery, cooling and compressed air.

We are especially proud of our 330 kWp photovoltaic system which went into operation in 2019 and allows us to produce and use our own green electricity on the roofs of the factory buildings. The power generated by the 1,914 m2 system covers around two percent of TIGER's total electricity needs. The rest is sourced entirely from renewables.



Materials and energy balance

Since the early 1990s, TIGER has taken a pioneering role in addressing its material and energy performance indicators. In 2019, we conducted an internal energy audit of our largest energy consumers in accordance with the guidelines of the Austrian Energy Efficiency Act and summarized the results in a comprehensive audit report. One of the main focuses of the audit was on the operating times and set points of heating and ventilation systems. A detailed analysis of the as-is state allowed us to implement initial energy-saving measures during the audit itself.

Our material and energy balance for 2018 (diagram on page 88) provides a clear breakdown of our energy and water consumption, as well as the use of raw materials and their distribution:

52 percent of the raw materials used by TIGER go into the production of powder coatings, metallics and inks, and 48 percent into the production of synthetic resins. Also shown in the graphic: our energy consumption in the field of transport. This includes flights taken by our employees and the fuel consumption of our company cars.

TIGER Austria is a climate-neutral producer

In 2020, with the help of experts from the Oberösterreichischer Energiesparverband (Upper Austrian Energy Saving Association), TIGER translated the company's energy consumption at its Wels site into CO₂ emissions. Our primary goal is to reduce the amount of CO₂ emissions we produce by implementing savings measures on site. A large number of these have already been implemented, testifying to TIGER'S success in this field.

Investing in wind power

As the processes involved in synthetic resin production require very high temperatures, there are limits to TIGER's ability to reduce its gas consumption levels. We are always on the lookout for new solutions to help us optimize our processes, but we have not yet found the ideal technology for generating high process heat. Since TIGER nonetheless takes responsibility for its actions, we have chosen an alternative solution: we are sponsoring a large wind farm project in Asia to offset the CO₂ emissions produced by our company from its gas consumption.

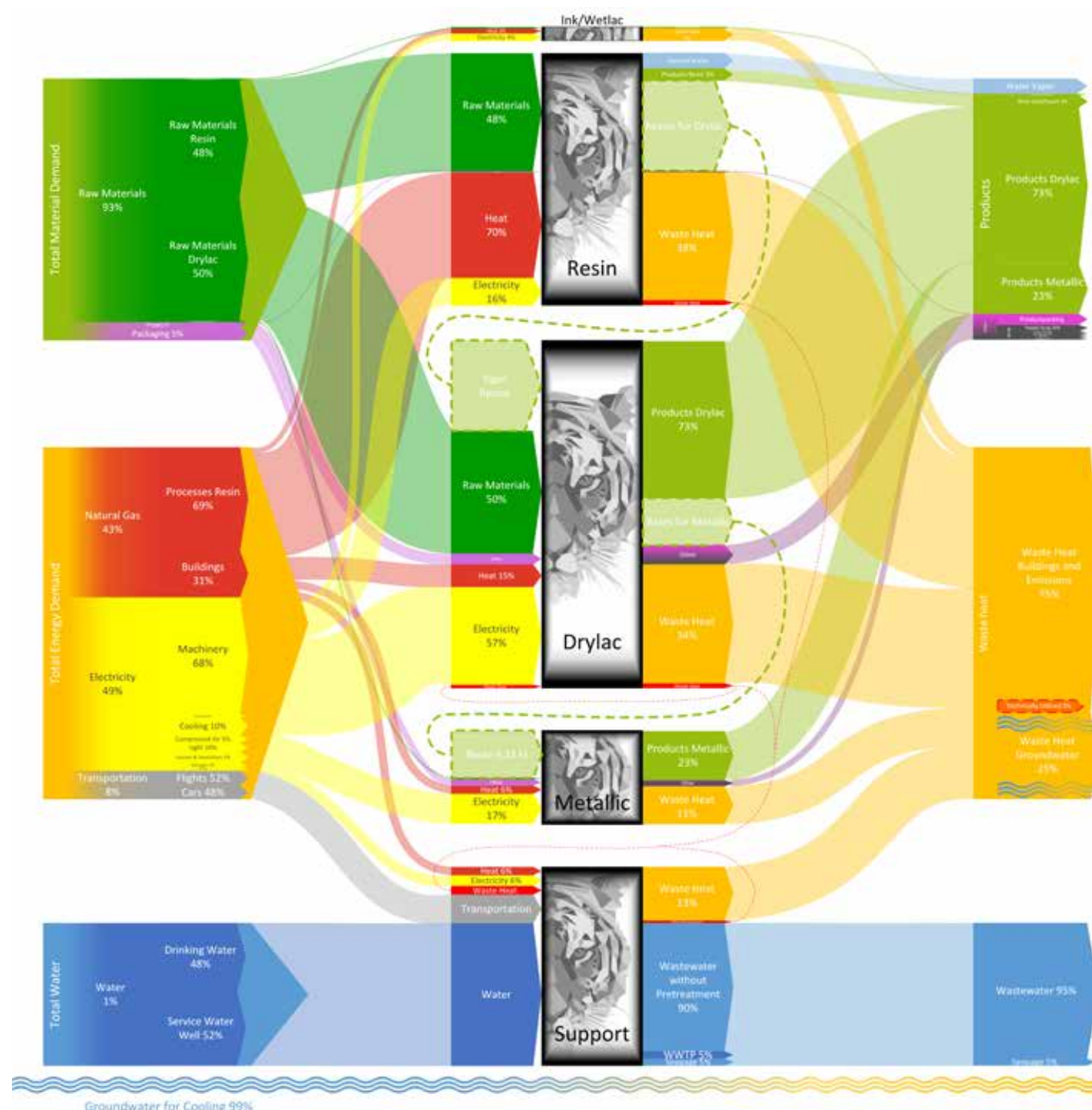
Good to know

The Guyuan wind farm generates an average of 400 GWh of green electricity per year.

We made a conscious decision to sponsor a plant in China because this is where three of TIGER's production sites are located.

100 percent green power

The far-reaching decision of TIGER's management to procure one hundred percent of our electricity from alternative energy sources and to offset our CO₂ emissions with certificates has enabled TIGER to achieve CO₂-neutrality in energy use for its production facilities at the Wels site.



Certificate

Partner in Climate protection



OMV GAS

TIGER Coatings GmbH & Co.KG

14.180.092 kWh

Climate neutral gas procurement 2020.

The equivalent offsetting amounts to:

2.864 tonnes CO₂

This certificate confirms the offsetting of Greenhouse gases by the wind energy climate protection project Guyuan in China.

Michael Peisser
Managing Director OMV Gas Marketing & Trading GmbH

issued on February 1, 2021

by OMV Gas Marketing & Trading GmbH

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TIGER is an Energy Leader

ENERGIEWENDE
LEADERS

As a member of Energy Leaders – an initiative of the Oberösterreichischer Energiesparverband – TIGER shares experiences and ideas with other showcase companies in the region. We maintain a strong network and support each other in the implementation and development of joint projects.

Energy Leaders define their own roadmaps for driving the energy transition forward. These outline short, medium and long-term measures to prepare companies for a CO₂-free future and the challenges of the coming years. TIGER evaluates and prioritizes each measure according to its feasibility and CO₂ reduction potential.

Innovation is a top priority for Energy Leaders. Collaboration leads to new ideas and new forms of cooperation. For example, an excursion to one of TIGER's customer gave us the opportunity to view enamelling furnaces that are fuelled by biomass rather than gas. This means that the curing process for powder coatings can be made nearly CO₂-neutral, which makes our products even more environmentally friendly.

More light with less electricity

A control system regulates most of the office lighting at TIGER in accordance with natural lighting conditions, thus ensuring optimum illumination of the workspaces. Our employees also have the option of adjusting the room lighting in their office at three different levels. In the newly constructed office buildings, we have opted for fitting the desks with individually adjustable lighting.

We have installed presence detectors at key point in our production facilities to ensure that the lighting is as energy-efficient as possible. The fluorescent lighting used there will be replaced by LED alternatives once it reaches the end of its service life.

Almost half of the lamps installed at TIGER are already various types of LED lights (spotlights, diffusers, floodlights and panels).



Clean air for Wels

In order to minimize its impact on humans, animals and the environment, our company takes care to avoid and reduce air pollutants. TIGER collects any dust emissions and uses multi-stage exhaust air purification systems to clean contaminated exhaust air before releasing it.

Controlled thermal afterburning

Thermal afterburning is used to clean organically contaminated exhaust air streams from TIGER synthetic resin production. We reuse the heat generated in the process by means of heat exchangers. We can monitor the thermal afterburner emissions using a designated monitoring system, which allows us to keep an eye on the carbon monoxide, nitrogen oxides and oxygen parameters. Annual readings confirm our compliance with our legal requirements.

Solvent balance: all requirements met!

Every year, in accordance with the Austrian VOC Plant Ordinance (emission regulations for solvents) and in the course of preparing our solvent balance sheet, TIGER records all solvent-contaminated exhaust air streams and checks them for compliance with the legal requirements.

In 2019, we recorded a solvent input of 66,554 kg compared to an output of 53,622 kg. TIGER's actual solvent consumption was 54,054 kg. Fugitive emissions were 432 kg, which is less than the legally required three percent of the solvents used.

Where does our waste go?

TIGER collects all waste streams, sorts them by fraction, and transfers them to verifiably authorized collection and recycling companies for further processing.

Solvent-water mixtures without halogenated solvents made up the largest fraction of hazardous waste in 2019 at 20.8 metric tons. The second-largest share was 20.2 tons of waste in the form of used paints and varnishes (if they contained solvents and/or heavy metals) and incompletely cured residues in containers.

Waste sorting – the next generation!

In 2019, we set up new waste sorting points throughout the plant site. They were installed in addition to the existing waste collection points at TIGER and feature separate containers collecting for waste paper, plastic packaging and residual waste in the kitchen areas and next to the drinks vending machines. This means that PET bottles, for example, can now be separated from residual waste and recycled.

From the cradle to the cradle

TIGER adopts the "cradle to cradle" approach throughout the product life cycle of its powder coatings. This means that sustainability and resource consumption are important factors not only in the use of materials and in the manufacture and distribution of our TIGER Drylac® products, but also in the use of powder coating residues and waste.

Working with its industrial partners within the framework of an upcycling project, TIGER has succeeded in using powder coating residues as a substitute for adhesives and in offering them to the cement industry as a fuel alternative. This safe, sustainable solution is already being used by TIGER and selected major customers – in the next step, we would like to inspire other coating companies to adopt it.



Our achievements so far

TIGER works diligently to implement efficient measures to reduce its environmental impact. We are proud to present all the projects that our company has successfully realized in the past three years:

Higher discharge temperatures help save energy

Increasing the groundwater discharge temperature for our cooling water well (within permissible limits, of course) means we no longer have to run both 45 kW pumps.

Estimated savings: 300,000 kWh/a

Heat pump uses cooling basin

In 2018, our newly built Gemba Support Center (GSC) was awarded the "Energy Star of the Province of Upper Austria". This office building is heated by a heat pump, which uses a cooling basin from production as a heat source. The consistently high temperature of 19 °C allows us to achieve a coefficient of performance of over 6.

Estimated savings: 125,000 kWh/a (heating) | 135,000 kWh/a (cooling)

Energy-efficient new build

Energy-efficient construction was also a priority when the administration building was expanded in 2018. Self-tinting SageGlass, high-efficiency equipment, LED lamps and workstation-specific lighting, and heat supplied by waste heat from compressors keep energy consumption in the new office premises to a minimum.

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"One challenge that companies frequently face is that employees often underestimate their own actions when it comes to the responsible use of resources. At TIGER, we're working to foster awareness of the impact that every decision has on our carbon footprint. This applies to everyone, everywhere."

DI Marielen Haider-Madl | Senior Project Manager



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Boilers shut down during the summer

TIGER sources its hot water from waste heat from compressors. This circuit can also be hooked up to the heating network if there is a higher demand for hot water, which is why we used to keep our boilers running all year round. However, this led to high losses, particularly during non-operational periods or when synthetic resin production was at a standstill.

In 2016, TIGER shut down the boilers completely on a trial basis from July to September and discovered that the heat provided by the compressors is entirely sufficient to cover our hot water needs during the non-heating period.

Estimated savings: 200,000 kWh/a

Regular compressed air leak detection

Compressed air leaks mean energy loss, and energy loss means rising costs. This is why TIGER checks its compressed air ring line annually for leaks and has them repaired on the spot.

Estimated savings: 100,000 kWh/a

Replacing the heating pumps

One recommendation from the 2015 energy audit was to replace the three main pumps for our heating system. We implemented this measure and replaced the old rigid pumps with modern, frequency-controlled units.

Estimated savings: 67,000 kWh/a

Reducing the ventilation operating hours

The 2019 internal energy audit included a review of the operating hours of our ventilation systems. We have adjusted these in the building control system wherever possible.

Estimated savings: 23,700 kWh/a

Raising the set temperature in the cold accumulator

We were able to increase the temperature in the refrigeration machine for our ink production from 9 °C to 14 °C, as this is currently sufficient for our customers.

Estimated savings: 15,000 kWh/a

Upgrading to LED lighting

On the basis of the 2015 audit report, TIGER has converted the following lighting systems to LED: Outdoor lighting and lighting fixtures in hall 60/61.

Estimated savings: 4,300 kWh/a.

Installing motion detectors

Some TIGER production areas were equipped with motion detectors for automatic light regulation during the reporting period.

Replacing oil heating with district heating

TIGER has been letting premises on its former factory site on Kienzlstrasse in Wels for several years. In 2020, clean district heating replaced the oil heating that had been in place until then.

Intranet campaign: sustainableTIGER

In 2020, we launched the popular "sustainableTIGER" series of posts on our intranet. Environmentally conscious TIGER volunteers from all areas of the company answer the following questions and reveal the contributions they are making towards a green future:

What steps do you take to make your everyday life more sustainable?

Why are these steps important to you?

The campaign is aimed at inspiring our team to embrace sustainable ideas and implement them both at work and in their personal lives.



Raising awareness for environmental issues

Our company is committed to raising new employees' awareness of sustainable practices in the workplace right from the outset. That is why the topic has become a permanent fixture on the agenda of our TIGER Welcome Days.

2019 – The Year of the Bicycle

In 2019, TIGER's mobility focus was on cycling. In May, under the motto "Upper Austria cycles to work", numerous TIGERs ignored the cold and rainy weather, got on their bikes, and covered a total of more than 1,000 kilometers. Each pedal jockey received an invitation to the TIGER Bistro as a thank-you for this outstanding athletic achievement.

TIGER was pleased to win a bicycle rack which was raffled off among all the participating businesses as part of the nationwide campaign. We built handy tool stations in our bike parking places for repairing minor breakdowns.

A tasty end to TIGER's Year of the Bicycle: The city of Wels offered a hearty snack to all employees who cycled to work in the fall.



Installing e-charging stations

One year later, we focused on e-mobility and set up our first charging stations for e-cars in the summer of 2020. Our employees can now use two charging stations, each with two charging points, located next to the main entrance to "refuel" their electric cars.

ÖBB Vorteils card

TIGERs who travel by train at least five times a year on business are provided with an Austrian Federal Railway discount card (ÖBB Vorteils card) for business trips.

Double-sided printing

A small change with a big effect: In 2018, all printing units at TIGER were converted to double-sided and black-and-white printing. This doesn't just save paper and ink, but also helps raise awareness among our employees.

TIGER at the "World Sustainable Energy Days"

Each year, Wels hosts the "World Sustainable Energy Days" – a three-day conference with over 900 participants from all over the world. The event focuses on energy efficiency, renewable energy sources and new technologies. In 2019, TIGER was asked to take the stage as a showcase company. The title of our presentation was "Sustainability in coating systems manufacturing."



This is precisely what we are working on ...

TIGER never stops evolving and constantly pursuing its sustainability program. We have set our sights high for the near future:

Raising awareness about energy efficiency

- Legally required external energy audits will be carried out internally at TIGER. This will help us to get to know our own processes better and develop concentrated expertise within the company.
- We are developing a comprehensive sustainability training program with presentations by external experts.
- Environmental awareness and resource conservation are to become a permanent fixture at our annual TIGER Conference, and at our annual TIGER staff party as well. This will give every employee the opportunity to contribute their own ideas on the topic of sustainability.
- In cooperation with our TIGER apprentices and partner companies in the training sector, we plan to launch an initiative that will provide apprentices with extensive knowledge on the topic of resource efficiency.
- TIGER's sustainability efforts at a glance: We are planning to create a dedicated area on our intranet that will provide our team with all the information they need on this topic.

Sustainable reduction in total electricity consumption

- We plan to replace the existing gas boilers we use to supply heat to the buildings with a high-performance heat pump. This can be operated highly efficiently by using waste heat from production.
- We aim to close any data gaps in our comprehensive energy monitoring system. For this purpose, we are incorporating mechanisms that can detect any errors occurring during data transmission from the meter to the server earlier on.
- We are also planning to upgrade our boiler vibrators. In the future, these will no longer be attached to the boiler by compressed air.
- We see great potential for savings in reviewing and adjusting our process parameters, especially with regard to the cooling requirements of our plants.
- LED lighting systems will be used in our metallic and synthetic resin production facilities.
- We plan to increase the temperature in the server rooms by 4 °C.
- We are currently exploring whether any other areas at the TIGER plant site are suitable for the installation of photovoltaic systems.

Mobility of the future

- We have set ourselves the goal of significantly reducing long-haul flights – both for the sake of the environment, and for the sake of our management team, who are called upon to travel a great deal. Face-to-face meetings in the USA and Asia are to be increasingly replaced by online meetings in the future. If we have learned one thing from the Corona pandemic, it is that this can work exceptionally well.
- We are planning voluntary fuel-saving training programs for TIGERs who travel a lot by company car with a view to reducing the fuel consumption of the TIGER company fleet in the long term.
- Electric cars, e-scooters and e-bikes are very much in vogue, which is why we want to continue to expand the charging station infrastructure for our employees.

SCAN ME!



CEO Clemens Steiner explains
"Liberating Organism"



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"In times of crisis it is especially important that we do NOT revert to command & control mode. TIGER has been (and still is) exemplary in this regard during the COVID-19 pandemic. Our team did not deviate from the path of the self-managing LO organization, even when times were challenging, and the principles of cross-divisional cooperation on an equal footing, open and transparent communication, and rapid coordination continued to be a lived part of our corporate culture."



Prok. Ing. Elisabeth Berghofer
Chairwoman of Supervisory Board | HR

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Social affairs

Valuable work – value-guided work

TIGER cultivates a creative, inspiring working environment and provides sufficient space for its employees to achieve mutually agreed goals. We welcome every opportunity for professional and personal development and are firmly committed to equal opportunities and equal pay for women and men.

Liberating Organism

In 2018, we launched an initiative to take our corporate culture to the next level. We call this organizational structure "Liberating Organism" (LO) or "TIGER's way to Liberating Organism". The idea is to stop thinking of the company as a slow-moving machine or complicated family structure and start thinking of it as a living being with efficient organs: a living being with a healthy organism where all members can actively communicate with each other, reconnect with each other, fully develop their personal talents, and focus on a shared goal. Our teams control and manage themselves and take full responsibility for the entire organization with every decision.

This advanced organizational structure enables our TIGERS to work under their own direction, i.e. to make decisions as a team and to interact as partners on an equal footing. A liberating organism does not think in hierarchies and assigns responsibilities to its "organs", even when they fall outside of their actual area of responsibility.

By working together as a team, we create a balance between qualifications and decision-making authority: At TIGER, it is the most competent person or the entire team that makes the decisions – and not the people at the top of the hierarchy. The TIGER Group is committed to this form of cooperation at all its locations around the world.

3 continents – 1,261 TIGERS

As an internationally operating company with 20 locations, TIGER operates eight production sites on three different continents. Our largest production site and as well the global headquarters of the TIGER Group is located in Wels, Austria. This is where most of our employees – 517 people (around 40 percent of our staff) – work.

As of December 2019, our total workforce consists of 1,261 TIGERS. One quarter is employed in North America, and one quarter in China. The production site in Vietnam and the remaining sales offices account for 3 to 5 percent of the workforce.

As TIGER is not subject to seasonal production peaks, we generally employ only permanent staff, primarily on a full-time basis. Temporary contracts and fixed-term contracts for terms exceeding the probationary period are not the norm at our company.

The ratio of salaried to hourly employees in the TIGER Group is approximately 57 to 43 percent:

- | | |
|------------------|---|
| • Austria: | 50% salaried employees 50% hourly employees |
| • North America: | 56% salaried employees 44% hourly employees |
| • China: | 53% salaried employees 47% hourly employees |

A life-long welcome

The average length of service at our production facilities in the USA, Mexico and China is four years, six in Canada and Vietnam, and eight years in Austria.

However, studies show that employees are more willing to change jobs than they were just a few years ago. This is especially true among the younger generation – millennials and Generation Z. This is why it is important for us to integrate new employees into the TIGER family right from the start. We offer numerous onboarding activities to help them find their bearings in our company.

New hires are assigned a personal TIGER mentor for their first few days at work to help them come to grips with their tasks. We host a TIGER Welcome Day two to three times a year as an opportunity to get to know each other and network across different areas. The event includes interesting facts about our company, anecdotes from the company's 90-year history, and a comprehensive tour of the plant.

These value-driven activities help us avoid premature turnover and keep our team members happy and committed to TIGER for the long term from their first day on the job.

Healthy and motivated

In 2019, the sickness absence percentage at TIGER Austria amounted to approximately five percent (hours lost/hours scheduled). This figure has remained stable for several years and has even decreased over the long term. Since most of the work at TIGER is done in shifts, a healthy staff rate of around 95 percent (as of 2019) is very encouraging.

TIGER aims to use preventive measures to further maintain and promote its employees' health and ability to work. In 2015, we began scheduling interviews with employees returning from sickness absence with a view to finding out how we can further reduce absenteeism by adapting the working environment. In 2019, we began working with the occupational health service provider AMD – Arbeitsmedizinischer Dienst to provide our employees with comprehensive in-house preventive care (occupational healthcare, occupational psychology, and physiotherapy).

Following the amendment of the Austrian Occupational Health and Safety Act (2013), psychological stress in the workplace is now also subject to continuous assessment. TIGER conducted its last evaluation in November 2020, and the consistent development of improvement measures in small group workshops will be a continuing priority for us through 2021 and beyond.

Making the workplace a happy place

Our employees are the capital that drives the success of our company and our most valuable asset. We provide numerous social benefits to strengthen the cohesion and health of our team.

Our TIGERS are offered the following:

- Free fruit for everyone | Freshly cooked meals served daily at the TIGER Bistro
- In-house yoga classes | Regular running meet-ups
- Fitness subsidy | Allowance for sporting events
- Power-nap room
- Free flu vaccinations
- Free CoV antigen and antibody tests
- Disinfectants, facemasks, FFP2 masks

We make a practice of saying “Thank you!”

Praise is balm for the soul and benefits us all. This is why we have printed small thank-you notes in the form of post-it notes for our TIGERS, which can be attached anywhere: on your computer, your phone, your workbench, your coffee cup or on our official bulletin boards.

There are plenty of reasons to say a heartfelt THANK YOU to individual staff members or to the entire team: Thank you for working together as a team! Thank you for listening! Thanks for your support with challenging assignments! Thank you for the morning coffee! Or for that delicious cake!

A big program for small TIGERS

TIGER demonstrates how to strike a balance between your job and your child(ren), even during the summer vacation. For several years now, we have been offering "Kids' Adventure Weeks" for our employees' children every July – well organized and professionally supervised by the Kinderfreunde Wels-Hausruck. The little TIGER cubs have an entertaining vacation program waiting for them while mom and dad are at work: both on location at TIGER and in the form of trips to swimming pools, museums, amusement parks and zoos.



Staying fit and healthy in the workplace

A company like TIGER, which views itself as an efficient organism with healthy organs in the context of the "Liberating Organism" approach, can only function if its employees are motivated, enjoy a healthy workplace atmosphere, and perform their tasks with enthusiasm and passion.

SCAN ME!



TIGER – where the chemistry's right!

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"The high level of trust that our superiors place in us as apprentices is one of the things I particularly appreciate about TIGER. We are treated as full members of the team right from the start, and are encouraged to act under our own responsibility and contribute our ideas. The exciting team-building events and regular apprentice get-togethers help create strong personal ties and turn colleagues into friends."

David Lackner | Laboratory Technology Apprentice



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Training for the future

TIGER Austria is currently (as of November 2020) training 15 apprentices – including six female employees – who will later qualify as chemical process engineers, laboratory technicians, mechatronics engineers, and office workers. Our TIGER apprentices are involved in operational processes and projects from the very beginning and learn their trade on the job.

We work with a number of partner companies and training institutes to provide high-quality training, which is rounded off by vocational school classes, Matura (Austrian higher education entrance qualification) courses as part of the "Apprenticeship with Matura" program, and interesting seminars.

TIGER sets great store by allowing the young people to network and exchange ideas with one another, in addition to their vocational training. Regular apprentice get-togethers and exciting team-building activities help promote team spirit and offer apprentices interesting prospects for a successful future in our company. There are certainly plenty of opportunities!

TIGERS never stop learning

Our annual performance reviews, which are an integral part of TIGER's global yearly schedule for both hourly and salaried employees, constitute the essential basis of our staff training and development program. Our TIGERs sit down with their supervisors to evaluate their performance, analyze strengths and areas for improvement, agree on goals and use these as a basis for defining further training measures and career opportunities.

From seminars, workshops, conferences and multi-semester courses to coaching, leadership and social skills training, TIGER attaches great importance to the continuous development of its teams and promotes additional professional, personal and methodological qualifications and training.

In 2018, we launched an advanced training and development program for our production team. In cooperation with the Bildungszentrum Lenzing (BZL), TIGER offers specialized chemical engineering courses, including the chemical process technician course which culminates in an apprenticeship certificate.

Another training focus is on SAP, which we would like to expand further within the company. In order to give our own employees the opportunity for continuing professional development in this forward-looking industry, TIGER has joined forces with CODERS.BAY at the Tabakfabrik Linz to launch an in-service training program to qualify as an SAP Consultant+. The first course, which combines face-to-face teaching and online classes, was successfully launched in October 2020.

Over the past four years, TIGER has also invested more heavily in the development of methodological expertise and conducted numerous in-house and external training courses on the topics of project management and lean management.



TIGER champions equal opportunities

One team, several generations

At the TIGER sites in Europe, Canada and the USA, several generations work together successfully across different business areas. In Mexico, our share of younger employees is increasing, and in China, in view of the language barriers that are especially challenging in a laboratory environment, we are prioritizing the recruitment of younger employees with a good command of English at specialist and management level.

2020	Canada		USA		Mexico		China (Taicang)		China (Chengdu)		China (Fogang)		Österreich		Vietnam	
Age distribution female	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate
< 21 Years	0	0%	0	0%	0	0%	0	1%	0	0%	0	0%	9	7%	0	0%
21 – 31 Years	7	18%	5	30%	4	40%	7	15%	1	100%	3	23%	36	28%	15	71%
31 – 41 Years	10	26%	4	24%	7	60%	30	66%	0	0%	10	68%	43	33%	4	20%
41 – 51 Years	17	43%	3	21%	0	0%	7	16%	0	0%	1	9%	28	22%	2	9%
51 – 60 Years	4	11%	3	19%	0	0%	1	2%	0	0%	0	0%	13	10%	0	0%
> 60 Years	1	3%	1	6%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total	39	100%	16	100%	11	100%	45	100%	1	100%	15	100%	128	100%	21	100%

Age distribution male	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate
< 21 Years	1	1%	4	3%	0	0%	0	0%	0	0%	0	0%	10	3%	0	0%
21 – 31 Years	13	23%	25	19%	10	35%	33	20%	4	24%	11	19%	89	23%	9	30%
31 – 41 Years	13	22%	31	24%	13	46%	70	41%	7	48%	39	67%	116	30%	16	53%
41 – 51 Years	17	28%	28	21%	4	16%	46	27%	4	28%	8	14%	94	24%	3	10%
51 – 60 Years	13	22%	29	22%	1	4%	9	5%	0	0%	0	0%	69	18%	1	3%
> 60 Years	2	4%	14	11%	0	0%	0	0%	0	0%	0	0%	8	2%	1	3%
Total	58	100%	131	100%	28	100%	158	100%	15	100%	57	100%	386	100%	29	100%

Gender equality is our recipe for success

As a manufacturing Group, TIGER is pleased to have a relatively high proportion of females within its workforce. We would particularly like to highlight Canada, where women make up 40 percent of the workforce, and Vietnam, where they make up 42 percent. The TIGER sites in China, Mexico and Austria employ more than 20 percent female staff.

2020	Canada		USA		Mexico		China (Taicang)		China (Chengdu)		China (Fogang)		Austria		Vietnam	
Gender distribution	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate	Heads	Rate
Females	39	40%	16	11%	11	28%	45	21%	1	7%	15	21%	128	25%	21	42%
Males	58	60%	131	89%	28	72%	169	79%	15	93%	57	79%	386	75%	29	58%
Total	98	100%	147	100%	40	100%	214	100%	16	100%	72	100%	515	100%	51	100%

Unfortunately, the proportion of women in senior management positions is still low at TIGER too. However, at our plants in North America and China, the regional CFO and HR Director positions are held by women, and the Research and Development area in Wels is headed by a male and female management duo.

TIGER enables its employees to achieve the perfect good balance between their family and their career. To achieve this, we offer a high degree of flexibility in terms of working time models for women returning from maternity leave: 56 part-time employees work at TIGER within 50 different working time models.

Our company has not rejected a single parental leave request in the last two years, putting our re-integration rate at 100 percent. We also welcome new additions to the TIGER family with a baby voucher to help parents get started.

Girls' Day: Getting women into technology

TIGER regularly takes part in initiatives that seek to encourage women to pursue technical careers and to highlight alternatives to traditional career paths. For several years now, we have been a partner in "Girls' Day", which gives girls the opportunity to spend an exciting day getting to know the chemical, metalworking and electrical engineering industries.

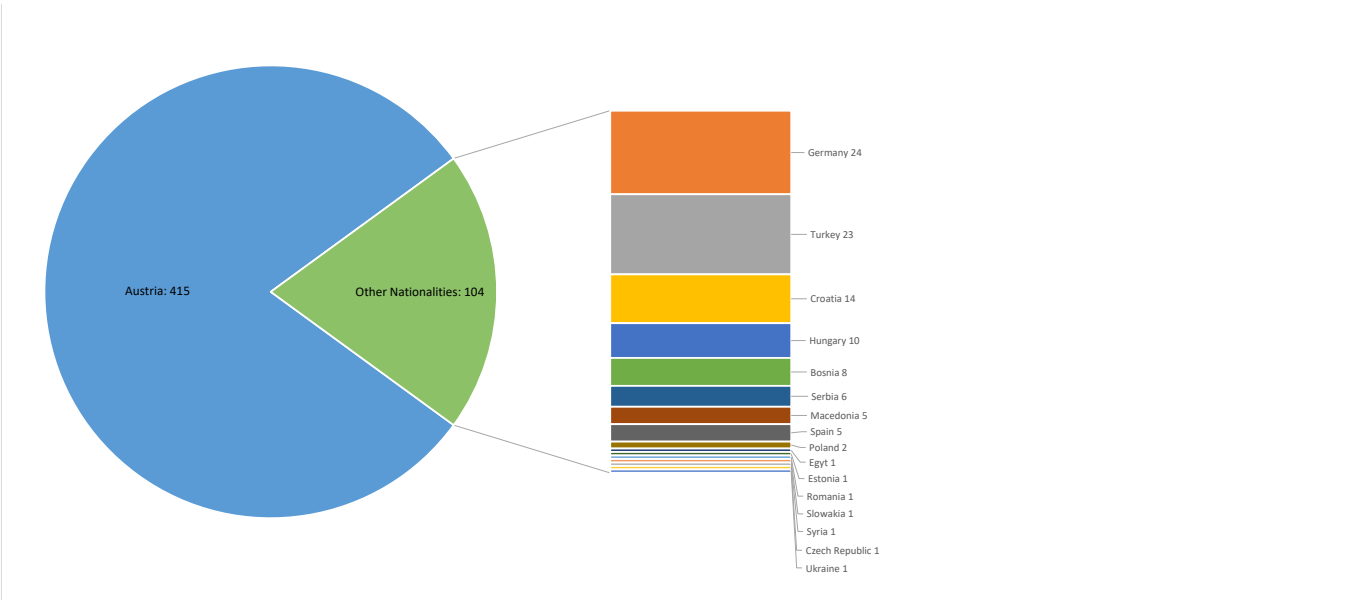
HTL Mentor Program

The HTL (Höhere Technische Lehranstalt or technical college) Mentor Program is also designed to support female students entering technical professions. TIGER is taking part in this program for the fifth time. Over the course of an entire year, we will assign one girl a mentor who will show her around the company's day-to-day operations at regular meetings, prepare her for various situations in her day-to-day work, and coach her. The program culminates in a four-week internship at TIGER.

Cohesion in diversity

TIGER values diversity. This is also reflected at our headquarters in Wels, where employees from different countries and cultures work together harmoniously, engage with each other openly, and enrich each other's lives.

Our open corporate culture has enabled us to successfully bridge any intercultural differences to date. We are very proud of this achievement!



Profit sharing for EVERYONE

Developed in 2010 in Austria and rolled out globally to all Group companies: At TIGER, every employee is an entrepreneur and consequently has a share in the profits. We distribute 3.85 percent of our annual profit to all our TIGERS.

We honor and reward individuals who have made exceptional contributions during the fiscal year with the "Golden TIGER Award" and an additional bonus.

Bon appetit!

A popular place to meet, share and enjoy since April 2018: Our modern TIGER Bistro offers the perfect dish for every taste – freshly prepared daily with ingredients from the region.

Whether you want a healthy bowl of muesli in the morning, a hearty midday meal (vegetarians are also catered for) or a quick snack to keep you going in between meals: Our friendly bistro team is familiar with our TIGERS' culinary preferences. We are pleased to offer a small contribution to help pay for your lunch.

Giving back to society

TIGER sponsors and supports social projects all over the world that align with our corporate philosophy. We are particularly involved in the communities where our employees live and work.

Social Day

Whether they volunteer for the Red Cross, Caritas, the Boy Scouts or Lebenshilfe, at fire departments, youth centers or retirement homes, TIGER grants all employees around the world one extra day of leave per year for social and charitable work: the TIGER Social Day.

Running for a smile

The Turkey Dash is a sports charity event in Vietnam dedicated to raising funds for children with cleft lips or cleft palates. Numerous associations, artists and companies put on their running shoes around Thanksgiving to help fund cleft lip or cleft palate surgery for these children to give them their self-confidence back and put a smile on their faces.

Our TIGER Vietnam team has been a part of the event for many years. Our TIGERs come together every year to turn miles into smiles and raise funds for the organization "Operation Smile" during the event. The dedicated support of our Vietnamese team has already helped fund cleft lip and cleft palate surgeries for several hundred children.



Support for indigenous community

Our colleagues from TIGER Mexico joined forces in a team event to support an indigenous community in the San Luis Potosí region. The indigenous people there live in a small rural community and make a living by producing raw materials and food, and by weaving textiles.

Our team raised funds for the group and helped them purchase practical everyday items, such as electric fans, to make their lives more comfortable. Our Mexican TIGERs were deeply committed to making this contribution. They would love to continue to provide support to the families.



Tortas for everyone!

Another Mexican TIGER used their Social Day to raise money for a good cause in his native community. He, his friends and the TIGER family used the funds to make a hundred tortas (sandwiches) and distributed them free of charge to hungry people in hospitals and on the streets.

Long Night of Research

TIGER regularly opens the doors of its R&D center and powder coating production facilities as part of the "Long Night of Research". Entry is free, and visitors can look forward to a thrilling journey through the world of chemistry and the chance to experience the heart of the TIGER up close. On this evening, exploring and trying things out is not only allowed, but expressly encouraged!



Fascinating internships

Encouraging students to learn and providing them with opportunities for further education at various training centers is particularly close to TIGER's heart. This is why we not only take on holiday interns from the surrounding HTLs, but also regularly take on professional interns as well.

TIGER offers students the opportunity to apply their knowledge in practice before graduating and to write their bachelor's, master's or diploma thesis in the company.

TIGER supports CAP.tains

Our company partners with CAP, an initiative that enables Austrian students from upper secondary schools to complete an apprenticeship in mechatronics while attending high school. Within the framework of this general and technical education combined with the practical orientation of an apprenticeship, especially talented students are optimally prepared for their studies and working life.

TIGER offers motivated CAP.tains exceptional internships at its branches in Canada and China. Our local teams are on hand to support the young people during their stay, offering them interesting insights into different technical tasks and making their first international work experience an unforgettable one.

GRAND GARAGE

As a partner of the GRAND GARAGE – the innovation workshop for people, knowledge and technology in the Linz Tabakfabrik – TIGER supports creative minds in the development of trailblazing ideas. The professionally equipped workshop on three floors offers welding and painting technology, CAD, lasercutting, electronics, robotics and sheet metal processing, and a powder coating booth with an enamelling furnace. The powder coatings are supplied by TIGER.



SCAN ME!



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"TIGER's annual participation in the largest recruiting study in the German-speaking world is very important to us. Being awarded the Golden BEST RECRUITERS Seal confirms that our HR team works in tune with the times and correctly identifies current developments in recruiting the best talent for TIGER."



Mag. Melanie Grabmair | HR Manager Europe

”

Prizes and awards

We see awards and distinctions as valuable compliments for our work and the tireless efforts of our team. In the past years TIGER has been proud to receive the following awards:

2017: Climate Alliance Company

In June 2017, TIGER joined Climate Alliance Austria, a global partnership between European municipalities, businesses and educational institutions, and indigenous peoples of the Amazon rainforest regions dedicated to protecting the global climate.

2018: Energy Star (1st place) of Upper Austria province

Sustainable investments pay off and are duly appreciated! On November 22, 2018, TIGER was honored to receive the Energy Star 2018 of the Province of Upper Austria. Our "green" Gemba Support Center took first place in the "Energy Innovation for Sustainable Workplaces" category.

2018: Innovation Award of the Province of Upper Austria (3rd place)

TIGITAL® is the first supplier worldwide to have succeeded in developing a cost-effective alternative to analog printing processes in food packaging. With unprecedented printing speeds of 300 m/min at a resolution of up to 1,200 dpi, our TIGITAL® Inks are paving the way into the digital age for the packaging industry. The water-based inks use a special formulation that is suitable for indirect contact with food. The jury of the Upper Austrian Innovation Award 2018 was highly impressed by our product, and demonstrated this by awarding us 3rd place in the "Large-scale enterprise" category.

2019/20: Golden BEST RECRUITERS Seal

In 2019/20, BEST RECRUITERS once again analyzed the recruiting measures of Austrian companies and awarded TIGER first place in the chemical sector. This means that we are authorized to display the Golden BEST RECRUITERS Seal.

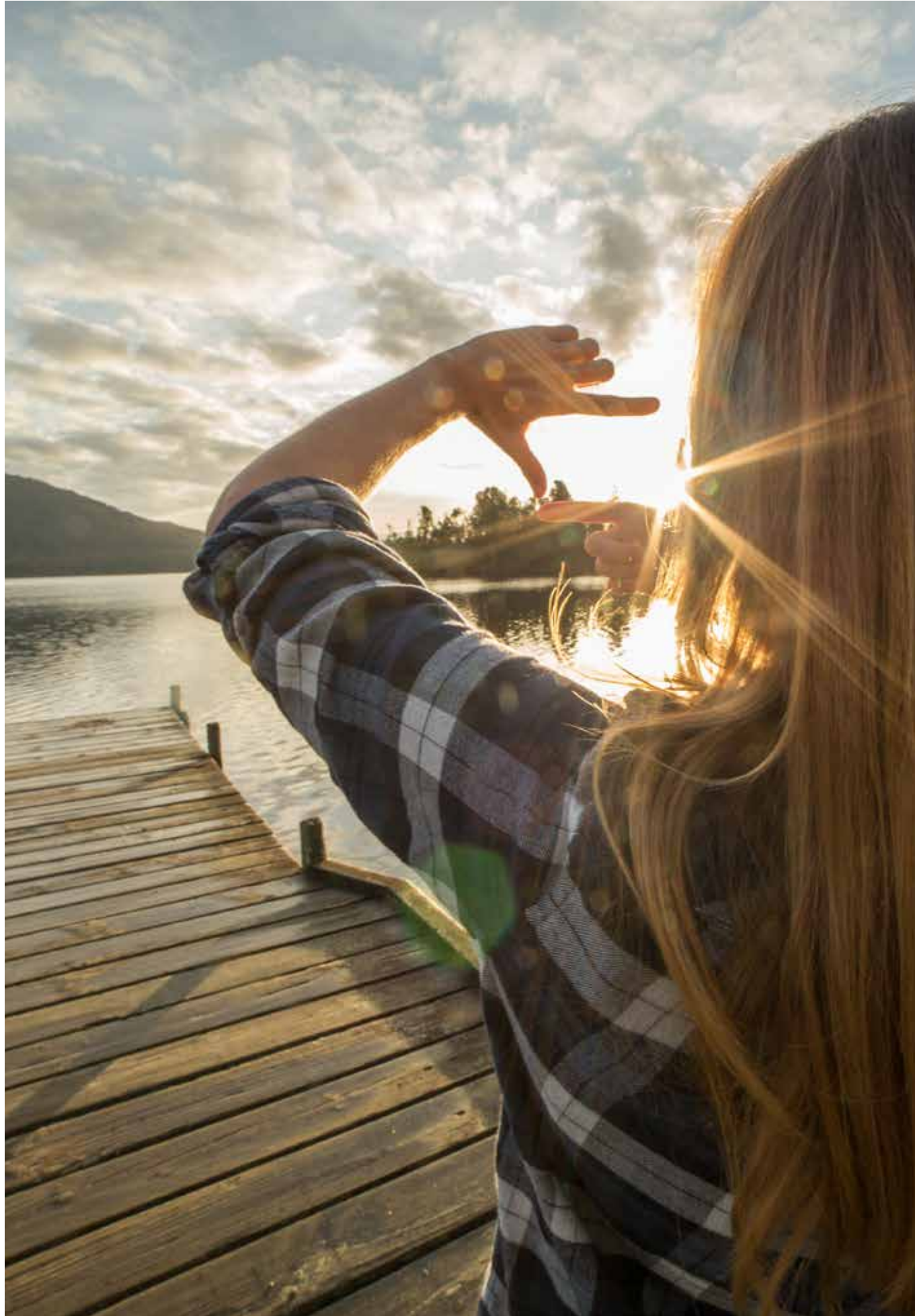
2020: Austria's top employers

TIGER was one of Austria's top employers in 2020. This ranking is based on an anonymous survey of employees, trend readers and members of the careers networks XING and kununu.

2020: Anton Award (1st place)

Barely a few weeks old and already a star: Our customer-friendly TIGER Webshop Austria was awarded the Austrian e-commerce prize – the Anton Award in the B2B category – at the A-COMMERCE Days 2020, just a couple of weeks after its inception.





Future prospects and goals

The coronavirus crisis

The coronavirus COVID-19 pandemic has hit the world hard, and we don't know what else it has in store for us. TIGER's focus is on navigating its fleet through this stormy ocean as safely as possible.

We are helping our TIGERS stay healthy by handing out facemasks and highly effective FFP2 masks, providing hand sanitizer dispensers throughout the plant and – wherever possible – allowing them to work from home. We also offer all our employees regular rapid CoV antigen and antibody tests which are carried out by medical professionals at our company premises.

2020 was what is known as a VUCA year for TIGER – volatile, uncertain, complex, and ambiguous. But even during the crisis, our team continued to uphold the LO principles of self-management and communication on an equal footing without reverting to "command and control" mode.

We would like to thank all our TIGERS for their support! You are the ones who keep the incomparable TIGER spirit alive, every single day. Your tireless efforts are the key to ensuring that TIGER remains a top-ranking company in terms of product availability and consistently high quality for our customers. We are proud of you!

Health & safety management

For TIGER, quality also means taking the lead in the fields of health protection and occupational safety. We provide our TIGERS with healthy working conditions – especially during the COVID-19 pandemic. We prioritize the prevention of work-related illnesses and injuries and aim to identify and eliminate workplace hazards at an early stage.

To do this, we need an organizational structure that supports our integrated management system, and allows it to grow and flourish. Because regardless of how comprehensive and methodical such a system may be, it cannot be kept alive without the commitment of motivated employees.

TIGER has created the central foundation for a safe, sustainable work environment in the form of the liberating organism. We aim to continue to embrace this liberating corporate culture, in which every "cell" is empowered to make decisions autonomously, and make it a living part of future: every single day. In all areas of TIGER. Across all borders and hierarchies.



Our vision for the future: Climate neutrality throughout the TIGER Group

The coronavirus has changed things in ways none of us would have ever expected. When international travel temporarily ground to a halt, nature and the climate responded immediately: Blue skies suddenly appeared above large cities, harbor waters turned crystal clear, and intrepid pods of dolphins began exploring the canals of Venice.

With this in mind, our management and the owners of TIGER have unanimously agreed to strive for climate neutrality in the near future – not only for TIGER Austria, but for the entire TIGER Group. We aim to achieve this goal soon by designing products that minimize resource consumption, purchasing green electricity, and buying CO₂ certificates to offset our natural gas consumption.

Agile front-end development

TIGER has been a part of the digital revolution since 2017. Following a series of in-depth discussions with our customers, we have discovered that our credo "people buy from people" still holds true in the 21st century. Digital platforms can be a useful addition to tried-and-tested communication channels in our company, but they can never replace them.

We are adapting to the purchasing patterns of a younger generation of customers by developing innovative front-end apps and meeting their needs with a comprehensive online offering.

By adopting this dual concept, TIGER is looking ahead towards a digital future in which the focus remains on people.

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We have generally used terms such as expect, estimate, plan, anticipate, etc. to describe forecasts and statements relating to the future that we have made on the basis of all the information available to us at the present time.

We would like to point out that a wide variety of factors may lead to the actual circumstances – and thus also the actual results – deviating from the expectations presented in this report.

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TIGER IS GREEN

Taking responsibility for all our actions

The green gene has always been firmly embedded in TIGER's DNA. In the 90 years of our company's history, the development of environmentally friendly products has marked our path to a livable future.

We source electricity solely from renewable energy sources and cover already two percent of our total electricity consumption with our own photovoltaic system. We offset any remaining greenhouse gas emissions by funding a wind farm project in China. As a result, TIGER's production at its headquarters in Wels is climate neutral.

www.tiger-coatings.com

