

SWARCO  
**DRIVEON**

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SPECIAL ISSUE  
ON THE OCCASION  
OF OUR 50<sup>TH</sup>  
ANNIVERSARY





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DEAR READER,

The year 2019 is a special one for SWARCO: We celebrate our 50th anniversary. On this occasion, we have compiled a special issue of our corporate magazine DRIVE ON, looking back on some stages of our five-decade long story. A story which at the same time is the story and lifetime achievement of the Tyrolean entrepreneur Manfred Swarovski who founded in 1969 what we call SWARCO today. Unfortunately „MS“ – as he was known and labeled throughout the whole group of companies – did not make it for the anniversary year. He passed away in May 2018 at the age of 77. Nevertheless it would have been his utter wish that we celebrate the success story of his life's work. I am sure he will be mentally linked to all of us and follow the SWARCO year 2019 from heaven.

As many businesses, SWARCO is a story of ups and downs, of successes and failures, but we managed to be in place since 50 years now. This is the result of Manfred's entrepreneurial spirit and risk taking, constant innovation, positive growth, a huge number of loyal, long-term customer relationships, and the hard work of meanwhile 3,800 colleagues around the globe. We invite you to delve into some stages of our history by reading on.

Richard Neumann  
Head of Communication & Marketing  
SWARCO Group

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# IN MEMORIAM MANFRED SWAROVSKI (1940 – 2018)

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FOUNDER – ENTREPRENEUR – VISIONARY – ROAD SAFETY ADVOCATOR

**T**he Tyrolean 8,200-inhabitant town of Wattens, 15 km east of Innsbruck, has lost a great son. And the world of traffic technology misses a prominent and internationally respected advocate of road safety and environmentally friendly mobility. On 13 May 2018, SWARCO founder Manfred Swarovski closed his eyes forever at the age of 77. Let us look back on the achievements of this personality who managed to build up a traffic technology

corporation of worldwide renown over the past five decades.

Manfred Swarovski was born on Christmas Eve 1940 in Wattens as a member of the fourth Swarovski generation. His great-grandfather Daniel Swarovski had come from Bohemia to Tyrol in 1895 to lay the foundation stone for today's internationally renowned Austrian crystal dynasty with a glass cutting workshop.



Elisabeth Swarovski and then Mexican Ambassador to Austria, Roberta Lajous, listening to the speech of Manfred after being awarded with the Aguila Azteca in 2005



**Glass bead friends meeting in Palm Springs, California, in 1992 (from left): Gene Autry, Manfred Swarovski, Josef Prettenhofer, James D. Sproul**

Manfred studied Business Administration at the University of St. Gallen in Switzerland before joining his family business in 1966. As Director of the SWAREFLEX Division of D. Swarovski & Co., he came into contact with glass products and cat's eyes, which serve as safety and orientation elements in road infrastructure.

While experimenting with flat glass cullet and knowing that non-round glass granulate takes on the shape of microspheres at 1200°C, he decided in 1969 to set up his own glass bead factory in Amstetten in Lower Austria, then Austria's westernmost town with a natural gas connection. Technologically he was supported by the US citizen Gene Autry, cousin of the famous singing Texas cowboy of the same name. By chance, the two had met in a bar in Mexico and raved about their rare shared passion

for the production of micro glass beads. Such glass beads, with diameters between 0.1 and 1.5 mm, act as reflectors in road markings, making these visible at night and thus increasing road safety very economically. They are also used as shot peening and grinding media in surface technology. In addition, very fine microspheres in the size range below 0.1 mm diameter serve as stabilizers in the injection moulding of plastics.

What began in 1969 with a small glass bead factory is now, fifty years later, the international traffic technology group SWARCO, which has grown organically and through acquisitions, with 3800 employees in 21 countries and annual sales of almost 700 million EUR.

True to its mission of improving the quality of life of all travellers, SWARCO today offers one of the most

comprehensive ranges of products in the fields of traffic safety and intelligent traffic management, supporting society's growing mobility needs with turnkey systems and solutions for road marking, traffic control in cities and on motorways, parking and public transport management.

The SWARCO Group is the world's largest manufacturer of energy-efficient LED traffic lights and the world's leading producer of road marking systems of all kinds. Today, SWARCO products, systems and complete solutions contribute to greater safety and environmental protection on the roads in over 70 countries. Road tunnels in Stockholm, multi-storey car parks in the United Kingdom, motorway guidance systems throughout Germany, public transport in Barcelona, Sydney Airport, interstate highways in the USA, intersections in



Manfred Swarovski with his Tesla Model S in July 2015 at the SWARCO premises in Haar near Munich



Dubai and Cape Town all work with SWARCO hardware and software. In addition to traffic technology, SWARCO also works in glass recycling and the production of illuminated advertising and logo signage for well-known car brands and supermarket chains. With the extension of the Group headquarters in Wattens in 2013, Manfred Swarovski not only paved the way for more jobs, but was also an important source of ideas for the SWARCO TRAFFIC WORLD. In these showrooms, more than 1500 trade visitors a year experience the company's multi-faceted expertise.

Manfred Swarovski has demonstrated entrepreneurial spirit, visionary farsightedness, inventiveness and innovative strength like no other. He was known for always having the latest

of the new, be it the latest computer, the latest smartphone or the most advanced car. SWARCO launched its first website back in 1996, miles ahead of the industry. As a pioneer of zero-emission electric mobility, Swarovski not only drove Tesla, but was also the first in Tyrol to buy one of the first hydrogen-powered series-produced vehicles with a fuel cell. Today, the electric vehicles of the SWARCO fleet in Wattens are available to all employees for business and private trips.

Through his commitment to industry organizations such as the International Road Federation, the European Union Road Federation and ERTICO/ITS-Europe, Manfred has become an internationally recognized voice committed to continuous public investment in road infrastructure, increased



road safety and environmentally friendly mobility to save lives.

His services as a successful entrepreneur and important employer in many countries have been honored with numerous distinctions, including the Grand Silver Medal for Services to the Republic of Austria, the Aguila Azteca, the highest award of Mexico for non-Mexicans, the Commander's Cross of the state of Burgenland, the Medal of Honor of the City of Liberec and the Certificate of Honor of the West University of Timisoara for the promotion of international cooperation between educational institutions and the economy. His latest initiative at SWARCO is the "Manfred Swarovski Award". This award, which is presented each year to two SWARCO employees,



**Manfred Swarovski in the middle of students of the economic faculty of Timisoara West University in 2013**

honors outstanding achievements and enables selected junior managers to further develop their personal skills and expert knowledge in management training courses at top universities such as Harvard, Stanford, Cambridge or the Massachusetts Institute of Technology (MIT).

Manfred's handwriting as a supporter and sponsor and his attitude to give back part of his company's success to society was evident in many golf tournaments, charity events, classic car rallies and not least in

his commitment as a supporter of young people in sport and competition for the SWARCO RAIDERS TIROL American Football Team. ◀

**His heart stopped beating around a year ago. But more than 3800 hearts are still beating for his life's work – SWARCO. We will always honour him.**

Richard Neumann



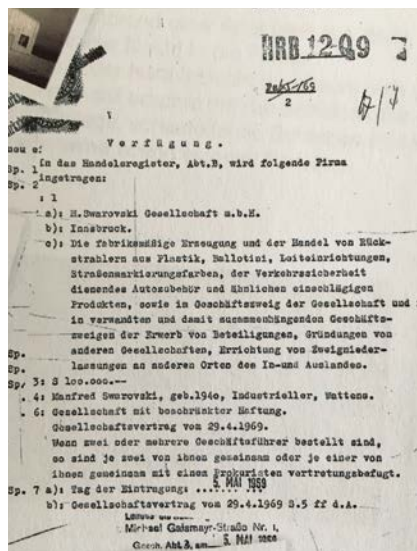
It is 1969 and Manfred Swarovski is not a happy man. Having travelled from Austria looking for a US business partner to manufacture and market his retroreflective glass beads for use in road markings, he has so far spent several weeks to-ing and fro-ing from a series of unsuccessful meetings with companies across the States that either don't want to work with anyone else or are unwilling to go into business with him or back his idea.

On the verge of giving up, he decides to take a short break in Mexico. He wanders into a bar, sits down on a stool and orders

a drink. Next to him is a man wearing a cowboy hat who nods in his direction.

"What brings you here?" asks the be-stetsoned figure. Swarovski tells him that he's trying to find a business partner in the US. "What line of business are you in?" asks the man, who, it turns out, is the cousin of the famous singing cowboy of the 1930 and 40s, Gene Autry, hence the cowboy hat (and as it turns out he is also called Gene Autry). "Glass beads," says Swarovski imagining that he'd then have to explain what they are and what they are for. "Me too," says Autry. And the rest is history."

## IT ALL STARTED IN A BAR IN MEXICO



M. SWAROVSKI GmbH founded in 1969

This is how Editor-in-Chief Kevin Borrás from THINKING HIGHWAYS magazine opened an article in autumn 2007 after Manfred Swarovski had given him one of his rare interviews in Austria. Sometimes business starts with coincidence. Soon after the encounter with the American glass bead consultant Gene Autry, Manfred contracts him to build a glass bead factory in Amstetten, Lower Austria. The records state 5 May 1969 as the founding date of the factory, placed some 100 kilometers west of Vienna, in those days the westernmost point in Austria with natural gas supply that is needed to run





SWARCO's first glass bead factory in Amstetten around 1970

the furnace for glass bead production. In the same year, a sales office is opened in Austria's capital. Among the pioneers of Manfred's endeavour are the early employees Herbert Krainer, Fritz Pfister, Peter Badurek and Helmut Rhomberg. Gene Autry then introduces the US road marking specialist James D. (Jim) Sproul to Manfred Swarovski who hires Sproul and makes him move to Austria for two years to work in the Amstetten factory. [It is Jim Sproul who also helped in compiling the facts described in this article about the early years of what we call SWARCO today

(THANK YOU, JIM!)]. Soon the Amstetten bead pioneers think about expanding the product line beyond standard glass beads of 1.5 refractive index and initiate a glass tank technology to make high index beads of 1.9 and 2.1 refractive index. American Decal, a Chicago-based manufacturer of reflective sheeting, approaches Swarovski about making 2.1 glass beads in a joint venture. This technology was also sold in the early 1970s to a Japanese manufacturer of reflective sheeting, and Swarovski supervised a plant construction in Japan (Union Glass).

Manfred Swarovski then decides to expand into North America, identifying two potential geographical areas: western Canada and the southeast USA.

Moose Jaw in the Canadian province of Saskatchewan is selected to build a standard bead plant named "Canasphere". "The Moose Jaw site was chosen because there was abundant natural gas, a source of cullet, a labor pool and government guaranteed financing available," explains Jim Sproul. The plant was built in an old trolley barn that was refitted into a 2-burner glass bead plant and warehouse. Construction went on with the leadership of two very good Austrian welders, Johann Grafenberger and Johann Pysarczuk, who had to cope with the harsh climate of the region with huge amounts of snow, winter temperatures often dropping to around -30°C and no more than 5 to 6 hours of daylight. The brand-new plant was ready to roll and operating in the spring of 1971. "We were rolling along in good shape, when an early spring rain came through Moose Jaw," remembers Sproul. "On the property there was a small brook named Thunder Creek. This stream was less than a meter wide and six inches deep, that is until the night of the rain.



Manfred Swarovski inspecting a road marking site in Mexico

The sudden thaw and run-off caused a catastrophic thaw and flooded the town and our brand-new factory to a depth of 1.5 meters.” Using insurance money, the factory was rebuilt and has been successfully in operation ever since. The following year, a second 2-burner factory was built in Calgary/Alberta, Canada, and operated successfully until today. Subsequently, these factories were sold to US glass bead manufacturer Potters Industries.



James D. (Jim) Sproul

In the USA, Columbia in Tennessee is the place chosen because of the central location and availability of raw materials and natural gas to proceed with the American Decal / M. Swarovski joint-venture to build an operation to manufacture glass beads of 2.1 refractive index used for reflective sheetings for traffic signs.

bead plant which becomes operational in 1974 under the name of Swarolite. After several years of operation, it was determined that the sales volume and limited market for 2.1 beads for reflective sheeting was inadequate. Swarovski buys out American Decal. Swarolite adds the road marking material thermoplastic as a way to expand. Additional personnel

Jim Sproul moves back to Tennessee and starts to construct the Columbia



Chicago-based American Decal specialized in stickers and sheetings





Hands-on guys: Eldon Foster (l.) and Tom Sheets at SWARCO's Texas bead plant

are hired for sales and production. In this period of time, Gene Autry, who has been operating a standard glass bead factory in Mexia/Texas, dies, and the operation is closed down. Later, in 1994 Manfred Swarovski buys this factory, which is in very poor shape, and completely renovates it with the help of Austrian and German technicians. The operation of Mexia, a 2-hour drive south of Dallas, named SWARCO REFLEX becomes commercially viable, and Eldon Foster and Tom Sheets are hired

to run it. Swarovski enters the world of 1.5 standard bead production and sales in the U.S., serving the road safety and surface treatment markets.

In Columbia, TN, retroreflective pavement marking tapes are added to the road safety product portfolio of SWARCO INDUSTRIES, as the company is called now. The purchase of two competitors, Crossville Rubber of Crossville, TN, and Volare of Jackson Mississippi, added to the advanced technology and marketing



The first toll sticker for Austria

of the existing tape operations and established SWARCO as an important supplier to this market segment. When in the middle of the 1990s George Eisenberg, the owner of American Decal, dies, Manfred Swarovski and his brother Helmut buy American Decal in Chicago, specialized in reflective sheeting, tax stamps and counterfeit-proof labels and stickers. In 1997 it was this company to produce the first stickers (Autobahn-Vignette) for the Austrian toll motorway system. In 2008, SWARCO's position in the American road marking materials market got an additional boost by integrating Denver-based Colorado Paint Company. SWARCO now offers the widest range of liquid and preformed pavement marking materials in the USA.

In 1987, Jeff McCain founded California-based McCain Inc., a manufacturer of traffic lights and traffic controllers for urban traffic management. A long-time friend of Manfred Swarovski, Jeff decided in 2016 to retire and sell his business, meanwhile the number two in Intelligent Transport Systems in the USA, to SWARCO, adding some 500 people and more than 80 million USD to the Austrian-headquartered group. ◀



Jon Sproul, today SWARCO's General Manager for the US road marking materials operations, removing temporary tape for roadwork zones



# SWARCO: FIVE DECADES OF POSITIVE GROWTH

2015

De-listing of SWARCO TRAFFIC HOLDING AG with subsequent squeeze-out; Acquisition of Schlothauer & Wauer

2014

SWARCO TRAFFIC WORLD in Wattens goes live; Acquisition of UK-based APT Group (parking and e-mobility) and German TRANSVER; SWARCO passes 500 MEUR turnover threshold

2013

Merger of STOLLREFLEX with M. SWAROVSKI GmbH

2012

Extension of SWARCO's headquarters building in Wattens, Austria

2011

Expansion in Latin America 2011 - today

2010

Introduction of SOLIDPLUS glass bead technology. Start of LED street lighting business (FUTURLUX)

1973

Begin of road marking contracting business by acquisition of Heoscont Chemie, Austria

1978

Acquisition of Vestische Strahl- und Reflexglas GmbH, Recklinghausen, Germany, today SWARCO VESTGLAS

1990

Start of glass bead and thermoplastic production in Saudi Arabia

1969

Manfred Swarovski founds Amstetten glass bead factory – the birth of today's SWARCO Group

1974

Start of US business with glass beads, later followed by tape and thermoplastic production

1986

Acquisition of FUTURIT-WERKE AG, today SWARCO FUTURIT, the world's largest traffic light producer, and first shares in LIMBURGER LACKFABRIK, Germany's no. 1 manufacturer of liquid road marking materials



# 2016

Merger of IMS with SWARCO VESTGLAS;  
Acquisition of US-based McCain Inc.  
Extension of Perchtoldsdorf site; SWARCO  
generates revenues of 615.4 MEUR

# 2019

**SWARCO CELEBRATES  
ITS 50TH ANNIVERSARY.**



# 2017

SWARCO's 3600 employees  
generate revenues of 675  
MEUR, a new all-time high.

# 2018

SWARCO mourns the loss of founder  
Manfred Swarovski.  
Expansion through acquisitions in  
Switzerland (Bergauer AG) and Germany  
(Vialux Glasperlen GmbH)

# 2008

Acquisition of US paint  
factory COLORADO PAINT,  
Denver

# 2006

SWARCO employs over 1,000 people.  
Acquisition of majority share in  
Romanian paint factory VICAS



# 2009

SWARCO employs 2,700  
people and reaches a  
turnover of 416 MEUR

# 2007

Acquisition of majority share in  
M. TECH AG with SIGNALBAU  
HUBER and DAMBACH  
WERKE in Germany

# 2005

Development of high index bead  
production as Europe's only  
manufacturer of this product

# 1997

Production of Austria's  
first-ever motorway  
toll sticker

# 2004

Foundation of Competence Center for  
Glass Technology in Amstetten



# 2003

SWARCO expands into traffic management solution  
business by acquisitions in Scandinavia

# 1994

Introduction  
of Megalux-Beads®  
technology

# 1999

SWARCO is organized  
as Aktiengesellschaft  
"AG"

# 2000

SWARCO passes the 1 billion Austrian Schillings turnover  
threshold; Inauguration of new traffic light and VMS  
production in Neutal; SWARCO FUTURIT launches  
FUTURLED LED traffic signal generation

A LOT HAPPENED IN THE TRAFFIC/ITS INDUSTRY BETWEEN 2000 AND 2002. IT WAS SEVERAL ACQUISITIONS, TECHNOLOGY CHANGES AND STRUCTURAL CHANGES IN THE MARKET. SWARCO'S OWNER, MANFRED SWAROVSKI, REALIZED EARLY THAT TO SUCCEED IN THIS MARKET, IT WOULD BE CRUCIAL TO ADD AND BUILD NEW COMPETENCE IN SYSTEM INTEGRATION AS WELL AS PROJECT EXECUTION AND NEW SERVICES.



## SWARCO'S ITS ADVENTURE – HOW IT STARTED

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**S**WARCO's proud history until 2002 was based on the supply of products and services to the road marking sector. The only company in SWARCO with relation to the Traffic Management sector was at that time SWARCO FUTURIT, providing traffic signals and variable message signs to the international markets. The dream of extending the business was strong, but how could he get this up and running? In Oslo in 2002, something started that changed SWARCO's portfolio, history and identity.

"When Manfred approached us back

then and asked whether we would be interested in building up a new SWARCO business unit in the Traffic Management sector, we saw this as an extremely interesting challenge. "It was a great opportunity to shape and build something new – and bring the best and most skilled people in the Nordic Traffic Management Industry together in the SWARCO team," remembers Hans Petter Ødegaard, Regional Manager for SWARCO in Northern Europe.

The vision of Manfred Swarovski was clear: Become the leading provider of





Traffic Management solutions in the Nordics with strong competence in system integration, project execution and new services. It was also clearly stated that this setup, if successful, would be a role model for further rollout in other European regions.

Based on this vision, a comprehensive and ambitious 5-year business plan for a complete new SWARCO setup was established by key people such as Petter Lyngby, Hans Petter Ødegaard and Joakim Rosén. The plan was not only very ambitious, but by some people also characterized as unrealistic. However, the business plan got full support from Manfred Swarovski and on that basis, it was decided to provide the financial framework to support the ambitious growth plan. From that point on everything happened very fast.

### THE BUILDING OF THE COMPANIES IN THE NORDICS

The first company to be acquired was Elektro Sandberg in Oslo in late 2002 to get a foothold in the service and maintenance business. The company was later renamed into SWARCO NORGE AS. In 2003, SWARCO got the first major contract for service and maintenance for the entire installed base of traffic controllers in Oslo Municipality – a major breakthrough in the Urban market.

The most qualified people in the industry from the Nordic countries had great faith in the new company. Several of them left their already safe jobs and joined the new company. During 2003, offices were established in Oslo, Stockholm, Karlstad, Copenhagen and Helsinki.

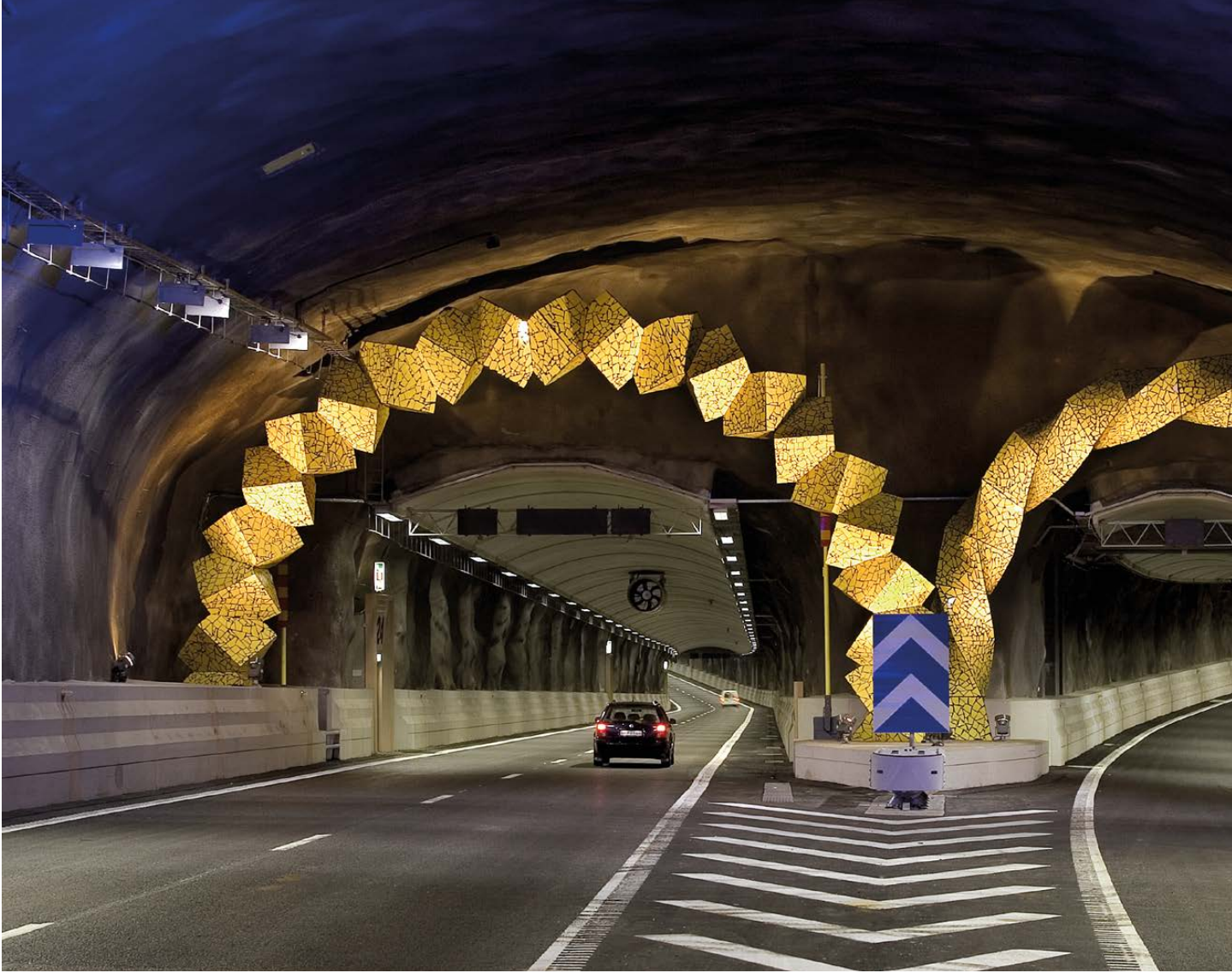
The speed and momentum of the new startup gained good traction in the

market and was also welcome by the key customers. At the same time, a complete solution portfolio was brought in from key partners – both in Urban, Interurban and Parking. "It was insanely exciting and extremely busy. We were small but did well because we cooperated closely across national borders", says Michael Kisum, today IT & System Technician with SWARCO DANMARK.

Already by summer 2004, SWARCO Nordics was the leading Traffic Management company in the region, also in terms of turnover. The rapid organic growth was completed with the acquisition of Peek Traffic in August 2004, which brought in a huge installed base of systems and additional staff.

Later in 2004, the small Danish company Falco Traffic under the lead of Morten Søndergaard was acquired as well. The company was renamed into SWARCO TECHNOLOGY, today a leading





international provider of traffic controllers and one of the most successful companies in the SWARCO Group. By year-end 2004, the headcount reached 160 in six different Nordic locations.

#### A TOUGH START

Even with a lot of things in place, the start-up years were quite tough for the new companies in the Nordics. Steep growth, acquisitions and new projects kept a constant pressure on the cash flow – with some sleepless nights for the management team. Although Manfred Swarovski provided the financial framework, the company still had to perform and justify a future existence. It became very important to make good strategic decisions regarding products,

services and projects – and at the same time keep the costs and overhead as low as possible. Every customer and project were critically important and demanding maximum attention.

#### WE CAN MAKE IT – TOGETHER

But even if it was a tough time, this was also an exciting and fun time. The whole of SWARCO in the Nordic region consisted of highly committed and entrepreneurial people who really wanted to make the company a success. Everyone had a unique ownership and was fearless. During the evenings and weekends, several hours were spent to push the company forward, and people were working as salesmen, project managers and system specialists all at



A look into Stockholm's underground motorway link Södra Länken

one time. Everyone contributed where needed and everyone helped each other. The cross-border cooperation was also strong. Everyone helped each other by sharing experiences, knowledge and resources. Many of the people who started at that time in SWARCO are still with SWARCO today. Wojciech Goj, ITS Division Marketing Manager from Sweden, summarizes the feeling in those days like this: "We were a young and hungry company with committed people who were afraid of becoming fat cats and saw no limitations."

#### IMPORTANT PROJECTS AND SUSTAINABLE GROWTH

In Sweden, SWARCO took on the big Southern Link project in Stockholm in

2004, the first large Highway project within the Group. Later in 2004 / 2005, SWARCO won major airport contracts with AVINOR and SWEDAVIA and also became the leading provider of Parking solutions in the Nordics. With strong references and a proven track record in all market sectors already two years after start-up, SWARCO Nordic was well positioned for continuous growth and expansion for the years to come. The projects and contracts awarded in the following years were significant, including the largest single contract ever for SWARCO – the Northern Link tunnel project in Stockholm.

And yes - the ambitious 5-year business plan was met and even exceeded! Thanks to a dedicated and ambitious

team, but of course also due to a clear vision and strong support by Manfred Swarovski.

#### SHAPING THE FUTURE

His vision had become reality. With sustaining success from the Nordic start-up back in 2003, the foundations and experience were in place for further acquisitions and growth in the ITS market. The further ITS adventure of SWARCO is well known, and today the SWARCO Group is recognized as one of the leading providers of solutions and services on the international market of Intelligent Transport Systems. ◀



Pioneers of hydrogen-based electro mobility: Manfred Swarovski (always ready for some fun) and Hyundai Austria Import Director Roland Punzengruber in 2015



They look a bit pale after a deep-sea fishing tour off the shores of Acapulco in 1997: Jon Sproul, Hans Jesacher, a blue marlin, Werner Kill, Jim Sproul and Alexander Swarovski



Always working very closely with the product: The laboratory and field testing staff Heidi Ehlert, Frank Siegmund and Patrick Wesche from SWARCO Limburger Lackfabrik evaluate the latest rumble strips for traffic calming purposes.



Since the 1980s, SWARCO has been the Tyrolean partner of the Austria Glass Recycling system, collecting used glass packagings as raw material for the production of new bottles and jars and thus protecting the environment.





SWARCO has developed into the largest exhibitor at the world's largest traffic technology exhibition, INTERTRAFFIC in Amsterdam.

In good mood: Long-term companions Fritz Pfister, Manfred Swarovski and Gebi Götsch at the SWARCO Amstetten-Ferschnitz Golfclub in 2016.



Austria's Federal President Heinz Fischer and Burgenland governor Hans Niessl (3rd from left) paying a visit to SWARCO's factory in Neutal in 2011.

Managing Director, Executive Board Member, Chairman of the Supervisory Board, consultant and personal friend of Manfred Swarovski: Dr. Josef Prettenhofer cultivated the SWARCO landscape over more than three decades.





# TALES FROM A THOUSAND AND ONE GLASS BEADS

## THE SWARCO PIONEERS OF ROAD MARKING

**W**hen SWARCO was founded in 1969, no one could have imagined how rapid the growth would be over the following fifty years. Manfred Swarovski and a small sworn-in team laid the foundation for today's success in the Middle East in the mid-1970s. This is the story of the men without whom SWARCO would probably not exist today.

Like some other SWARCO stories, this one begins at a bar. Manfred Swarovski

meets an Arab businessman in London. And so the adventure can begin.

### THE ADVENTURE BEGINS

The suitcases are packed. The young Fritz Pfister is sitting at the airport in Vienna waiting for his first big assignment for the young road marking company M. SWAROVSKI. The adventure "A thousand and one glass beads" has begun and will last ten years for Fritz. The task is to successfully establish road markings

in the Middle East, sell them and apply them to the roads.

Riyadh, the capital of Saudi Arabia – today a metropolis of eight million inhabitants – in 1976 breaks the one-million population threshold and is booming economically. Fritz Pfister and a small team laid the first test road studs in front of the police headquarters in Riyadh. However, it will take almost two years before the contract for the innovative and self-developed ceramic product with embedded glass beads – which retroreflect at night – is awarded.



A tough job for real men – marking roads in the Arabian desert



SWARCO central office in Baghdad in the 70s and 80s



Asphalt temperatures of up to 70 degrees Celsius, the high rubber abrasion of the tyres and sand everywhere are unexpectedly high obstacles for man, machine and product. "On top of these came cultural differences and the hellishly hot summers that I will never forget," says Fritz Pfister.

Fritz Pfister was alone on site until the first orders were placed. Already in those days, the name Swarovski stood for quality and was important for getting into business. Material, products and

skilled workers later came from Austria and Germany.

"There was a particularly odd story in Oman – we also wanted to get started there," recalls Fritz Pfister. "We always paid special attention to our machines and products. One day, we were laying test markings in front of the police headquarters in Muscat and noticed that all our reflective traffic cones had disappeared. Nobody noticed anything, nobody knows anything. The strange thing was that a few days later we

discovered all of our traffic cones at a police checkpoint."

Every dollar was really hard-earned money; on the one hand because of the working conditions, on the other hand you had to have a lot of stamina before you got the money from the state clients. SWARCO, with its founding company M. SWAROSKI, a young team and a Manfred Swarovski who wanted to explore the world, managed to establish itself as a competent partner in the Middle East within ten years.



Road marking material made in Austria



Fritz Pfister

Fritz Pfister has been SWARCO's man for all occasions since 1970 and will retire in 2019. He has lived happily with his wife in the Tyrol for decades and is the father of a daughter. Fritz loves nature and his bicycle. He looks back on a successful working life as Managing Director at SWARCO and has always been a close companion of Manfred Swarovski.





Hans Jesacher has been SWARCO's sales expert for road marking products worldwide since 1978. He cannot yet really part from SWARCO. In his retirement he will have many interesting and adventurous stories to tell his grandchildren. His love is for his wife, his children, SWARCO, Iraq and his classic car. If anyone should write a book about sales, it should be Hans.

### A GREAT LOVE

What for Fritz Pfister ended with the separation from his partner, was for Hans Jesacher the beginning of a great love. As the responsible project manager in the Baghdad office, Hans pulled out all the stops from 1978 to 1983 in order to drive business forward. "I fell in love with this city, the country and the people," says Hans, one of the best salespersons SWARCO has ever had. Our client was the police. Baghdad was experiencing an enormous economic boom in the 1970s. Life pulsed in

the streets - which today are destroyed by war and terror. Hans remembers the changes that began in the country before the war: "Road markings were something new, zebra crossings were introduced and marked for the first time. Initially, the population did not understand what all this was meant to be good for. Enormous information campaigns with dedicated media reports on television and radio explained the function of road markings. At the introduction of every new pedestrian crossing there were two men in uniform with whistles. They explained the function of the pedestrian crossing



Hans Jesacher



Branding the name M. SWAROVSKI at the Baghdad office



SWARCO warehouse in Baghdad



Hans Jesacher as a young salesman

and made sure with loud whistling that the new rules were respected”.

The Iraqis were a very open-minded people at that time. It was easy to be a part of society. The country flourished. The city was beautiful. Life pulsed in the streets. There were clubs, events and activities. Alcoholic drinks and a western lifestyle were everywhere. A time when Hans met his great love and wife, with whom he now has two wonderful children.

Hans was in charge of the order book. One of contracts was to stripe the road from Baghdad to Mosul – a stretch of

over 400 km – which was walked in its entirety by the strippers at 45 degrees in the shadow in order to manually set a pre-marking dot at meter intervals in the middle of the road. Then a police-escorted road marking machine carried out the center- and edgeline markings.

When the first Gulf War began in 1980, Hans and his wife stayed in Baghdad for another three years. “The war did not take place in the city, but it had an impact on daily life. At the beginning of the war, for example, you were only allowed to drive at night with the car headlights switched off, later you had to mask the headlights.

My wife originates from Baghdad, and when the situation became more and more dangerous, we decided to move to Austria. Here our son was born, our first child,” Hans remembers.

When the adventure began, Hans was only twenty-three years old. The orders for road marking at that time were the start of a fulfilling working life characterized by many business trips. And the cornerstone for SWARCO's success. What started back then with 1200 km of motorway marking on four lanes and over 5 million reflective road studs was the basis for SWARCO's worldwide success today.



A "safety car" for the safety of the striping crew during their hard work



Zebra crossing: a novelty in Baghdad in the 1970s





## ON THE ROAD

What sounds wild and romantic, represented for Josef Platter one of the greatest challenges of his working life. Driving from Austria to Saudi Arabia in just 14 days with a small truck and a caravan mounted on the loading area. The job on site: To apply road markings for two months at temperatures around 45 degrees Celsius. The goal was clear: an adventure without road maps – without a mobile phone – without a navigation system – without legal rest periods.

## TRAVEL DIARY BY JOSEF:

- My route: from Austria / Spielfeld via Yugoslavia, Bulgaria, Turkey, Syria, Jordan to Jeddah in Saudi Arabia
- I drive at night, during the day I mostly stand at border crossings
- When I drive into the night, it's with the window open so I don't fall asleep.
- I can follow another truck ahead of me, the driver has the same destination – and knows the way.
- Driving in a convoy makes me tired, I often have to cross an intersection at a red traffic light to keep the connection.
- In Turkey, fifty percent of the oncoming trucks lack the windscreen. Young people beg on the roadside for cigarettes to be thrown by passing truck drivers, the toll for a good ride with windshield. I am lucky, my windshield remains intact.
- My caravan is stuffed with tinned food for the journey, in Saudi Arabia I only eat biscuits for breakfast and "chicken" for lunch.
- On average, I spend over 30 hours at most borders before the trip can continue.
- At the last border to Saudi Arabia the customs papers do not fit, 1500 km from my final destination.
- After an additional 3000 km detour, I arrive at my destination.
- The work can begin.



Heat, lack of hygiene, dust and sand, roadside food - the everyday life of a road marking man in Saudi Arabia. Josef Platter experienced all this.

"One of the biggest challenges was to always have the working material available at the right time. There were also a lot of times when we simply couldn't do anything because we didn't have any paint. At that time, everything in this country was simply a huge challenge, for what was a matter of course in Austria or Germany," reports Josef.

The possibilities for leisure activities were very limited. Nevertheless, Josef, who hadn't been able to swim before this foreign assignment, learned to swim in the Red Sea. He changed his diet to

chicken and Coca Cola due to the lack of alternatives. "Back in Austria, I couldn't see any "chicken" for half a year," Josef says with a smile on his face.

"As far as technology is concerned, we were pioneers," Josef says. A marking machine with a 3m cantilever arm was already on site. The outrigger was used to bring the markings onto the road. Before that, the machine needed multiple adjustments until everything fitted. At work we met stripers from France, the Tschai we drank together on the side of the road had an immediate effect on the digestive system. "In any case, it's memories that

always accompany you, even though it was all very exhausting," summarizes Josef.

And every night, when the stars rise in the oriental night sky, millions of SWARCO glass beads sparkle in the headlights of the cars, providing greater safety and orientation on the country's roads. ◀



Josef Platter

Josef Platter has worked for SWARCO since 1971. He is the man who knows everything about road markings and their application. As a pioneer, as a hands-on guy, as a man for all occasions, and today as the base manager of SWARCO Heoscont in Wattens, he and the many helping hands of his team have played a great part in SWARCO's 50-year success story.



ANNO 1978: ARGENTINA WINS THE SOCCER WORLD CUP, GERMANY TAKES THE HANDBALL WORLD CHAMPIONSHIP TITLE, AND IN AUSTRIA MANFRED SWAROVSKI MAKES A WORLD CHAMPION'S DECISION – TO ENTER THE GERMAN MARKET BY TAKING OVER VESTGLAS.



SWARCO UV-LINE: A novel ultra-fast curing indoor marking system

## GERMANY – SWARCO'S NO. 1 MARKET

In the course of a few years, the company develops into the central production location for micro glass beads for retroreflective road markings and various surface treatment technologies in Recklinghausen. What's more, the SWARCO Road Marking Systems Division with its three production sites in Diez, Recklinghausen and Schönborn has established itself as a market pacer in Germany. It leads the way, determines new trends and enjoys a high reputation.

For a quarter of a century, it has been Germany's number one in liquid road marking materials and a leading manufacturer of thermoplastics as well as reflective and industrial beads. State-of-the-art laboratory and production facilities enable SWARCO to offer road marking systems of the highest quality. The extensive product portfolio includes

one- and two-component paints (soluble and solvent-based), cold plastics, cold spray plastics, thermoplastics, spray thermoplastics and preformed marking materials (EUROTHERM) as well as reflective and industrial beads, skid resistance aggregates and special products such as thinners, primers, adhesives for road studs, and fluorescent and phosphorescent paints. All production companies are certified according to DIN EN ISO 9001 and stand for the highest level of environmental friendliness and occupational safety. Materials and applications are permanently optimized. This is ensured by a competent research and development team of technicians and chemists, closely coordinated with marketing and sales. Customers can rely on bundled road marking know-how from material production to research and development at the highest level and receive this from a single source. One



Reflective glass beads in a multi-dot structured road marking



An aerial view of the SWARCO VESTGLAS premises in 2005

of SWARCO's particular strengths is its flexibility in developing marking systems that are precisely tailored to customer requirements, taking into account the type of road surface, layer thickness, durability and nighttime visibility. Not only for roads, but also for airports, cycle paths, construction zones, escape routes, industrial halls, schoolyards, etc.

But SWARCO in Germany today is much more than that. Over 1,500 employees at over 70 locations and one of the densest service support networks have made the German market the most important one of the SWARCO Group over the last

four decades. The range of services offered covers the entire spectrum of what SWARCO as a whole is all about. It ranges from road markings and signage to urban and interurban traffic management, parking space management and electro mobility.

#### A fictitious ride is the best way to see where you encounter SWARCO every day.

A field report: "When I leave the house, my electric vehicle has already been loaded and preheated at a SWARCO wallbox. On the way to the airport, I pass several motorway sign gantries, SWARCO traffic light systems and static traffic signs. Always well guided by SWARCO road markings, which are highly visible at night thanks to SWARCO glass beads. This is how the company's history began 50 years ago.

There is the "individual green wave" in the city when I head for the motorway towards the airport. After all, you know whether you'll reach the next intersection at a green light or when the next red

light will turn to green. The urban traffic management system says "traffic jam on the highway" along my main route. All right – then I take the alternative motorway feeder.

But at the next intersection I notice: red light in three directions at the same time! And my waiting time forecast jumped up by 30 seconds. An error in the system? No: The fire brigade comes from the one direction that has green. I can understand this prioritization. And lo and behold – as soon as the vehicles have passed, the normal course continues immediately. I enter the motorway which has a lot of traffic. But it flows. To keep it that way I first have to pass the ramp metering section: one car per green phase.

I continue past the exhibition guidance system. Ah, I see, a big fair is the reason for the high traffic volume. The adaptive speed control really keeps the traffic flowing. On the way, I pass a large truck parking lot. There are still 30 parking spaces available as the parking information system from SWARCO indicates.



Modern motorway guidance system





The flexible use of the hard shoulder increases motorway capacities at peak hours

Fortunately I know my parking space: P3 level 2, bay 254. With a charging station carrying the SWARCO label. I booked the space via my eMobility provider. So he seems to be talking through standards with the SWARCO stations.

I find the right car park thanks to the parking guidance system – also from SWARCO. And at the entrance, the barrier opens automatically, thanks to the advance booking. Very convenient - that's free-flow parking. No more ticket, no queue at the pay & display machine. This time I do not rely on SWARCO's single space detection system, as I had booked the parking space in advance.

Arrived at the airport. Take my suitcase, lock my car, now I have to walk. It's loud

in the multi-storey car park. The noise is due to construction work outside. Oops – Lights out! The excavator must have cut the electric cable. No problem: SWARCO's afterglow marking system shows me the way out. An intelligent zebra crossing becomes brighter as we approach it.

Some last-minute shopping in the airport building. But where is a supermarket? From a distance I can see the brightly lit logo of my favorite discounter. At the cashpoint I praise the vendor for the well recognizable sign. He tells me it was delivered and installed just last week – by SWARCO." So much for the field report.

Of course, 50 years of SWARCO also means 50 years of innovation with which SWARCO has made major contributions to the technological development in road safety. Just last year, SWARCO was honored as one of the "most innovative companies in Germany". This award recognizes the many years of innovative strength of SWARCO and its subsidiaries, multiply proven with first moves such as the first prism sign, the first parking guidance system, the first mobile congestion warning system and the first flat lane control sign for tunnel ceilings. SWARCO also pioneers when it comes to key issues of the future. Some examples are connected and automated driving, the prioritization of emergency vehicles, buses and trams at traffic lights, cooperative congestion avoidance on the motorway with speed recommendation for shockwave damping, traffic light assistant and forecast, traffic volume and environmental parameter based traffic control, dynamic parking space management, innovative solutions for NOx reduction, and automated valet parking. Given such a broad range of services and so much innovative power, SWARCO staff can rely on a sustainable employer and customers on a reliable business partner.



Escape route markings with afterglow



Ready for automated driving



1996: From left: Jon Sproul, Don McLean, Erhard Sittig, Mike Henk, Friedrich Peter Hofstadler, Dan Lang, Andreas Dedinak, Anita Petrich, Eldon Foster, Werner Kill, Steve Mitchell, Franz Silhengst, Scott Pantall, Rainer Brune, James D. Sproul, Alexander Swarovski, Josef Prettenhofer, Manfred Swarovski, Hans Jesacher. Photo: Richard Neumann



# SWARCO INTERNATIONAL MANAGEMENT MEETINGS – AN INSTITUTION

GLUEING TOGETHER PEOPLE FROM DIFFERENT COMPANIES AND CULTURES

It has always been Manfred Swarovski's philosophy that personal meetings and the face-to-face conversation are essential for well-working relationships and a good team spirit, in particular in an international context. As he saw his group of companies growing, he introduced the

so-called SWARCO INTERNATIONAL MANAGEMENT MEETING for the first time in 1995.

The purpose of these annual get-togethers of the SWARCO Managing Directors and central group functions is the exchange of opinions, the look beyond

the boundaries of the individual company or divisional focus, the introduction to strategic guidelines and – very important – socializing and networking. The group photos taken during the past 23 years are also a mirror of the growth of SWARCO. The picture above was taken in 1996 at a hotel near our birthplace Amstetten. The roughly 20 attendees came from three different nations: Austria, Germany and the USA.



In 2018, the SWARCO managers came together in Barcelona. The attendee list this time comprised 70 names from 16 countries. Part of the program was also the visit to the traffic management center of Transports Metropolitans de Barcelona. SWARCO supplied the fleet management system for the local operator of public transport who runs a network of 900 buses in the Catalanian capital. The picture was taken on the occasion of a wine tasting next door. ◀





Probably the world's largest LED traffic light at the Neutal production site in central Burgenland



1997: SWARCO FUTURIT's Franz Silhengst (left) and Friedrich Peter Hofstadler with a colleague in the new Amstetten production hall for fiber-optic variable message signs. Fiber-optics a few years later was replaced by LEDs.



In 1994, Manfred Swarovski builds SWARCO's new headquarters in his hometown Wattens.



Showroom, training center and event location: The SWARCO TRAFFIC WORLD in Wattens.



A perfect place to understand the secrets of glass beads and road markings:  
The SWARCO TRAFFIC WORLD at the headquarters in Wattens.



May 1970: Young Manfred Swarovski signing contracts with Georgii Nikolajewitsch Borodin, Minister of Public Works and Road Maintenance of the USSR.



A title page of a business magazine:  
Manfred Swarovski on the overtaking lane in 2001, shortly after his 60th birthday.



In 2008, SWARCO inaugurates a new corporate building in Perchtoldsdorf near Vienna, workplace for roughly 80 employees.





## JOB ROTATION

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SWARCO IS A MULTI-CULTURAL COMPANY OPERATING IN LOCAL MARKETS ACROSS THE GLOBE. AS SUCH, ITS SUCCESS DEPENDS ON BEING ABLE TO RAPIDLY APPLY THE RIGHT RESOURCES TO SOLVE BUSINESS PROBLEMS ANYWHERE IN THE WORLD.

In people terms, this means moving managers, technical experts, project managers and high potentials smoothly and quickly across borders to new assignments, permitting them to do their jobs without unnecessary bureaucracy.

We therefore have decided to offer job rotation programs for our employees within the SWARCO Group.

**Job rotation can offer a multitude of advantages for the employee and the employer alike:**

- Employee motivation and retention
- Improved skills and organizational capacities
- Build-up of an employees' network

Importantly, this transfer network creates an “international glue” that binds the various Group companies together, also ensuring the multiplication of best operational, technical and management practices. International experience ensures that people with the required breadth of expertise gained from working in diverse environments and cultures are available to fill vacant positions. ◀

# HR GOES DIGITAL

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TRENDS SUCH AS DIGITALIZATION, EMPLOYER BRANDING AND A CHANGE IN THE RECRUITING MARKET HAVE A HIGH IMPACT ON THE HUMAN RESOURCES WORK. TO REMAIN AN ATTRACTIVE AND MODERN EMPLOYER, GROUP HR STARTED THE FOLLOWING INITIATIVES:

- Since February 2019, SWARCO employees in Wattens have been using an HR portal as an employee and manager self-service tool. Many processes such as the distribution of pay checks, the salary increase process or a change in personal data, which previously had to be carried out manually, can now be mapped directly online in the portal. The platform is the basis for an integrated IT landscape delivering HR data to interfaces such as the SAP finance module, procurement or also logistics module building the basis for other organizational processes. Several SWARCO companies in Austria, Germany and the Nordic countries will follow until December 2020.
- The 'War for Talents' is still present not only for SWARCO, but also for many other companies on the market. Specialists e.g. in the areas of R&D and IT are hard to find on the market. This made us also think differently in terms of our recruiting process. Traditional channels such as online advertisements or hiring HR consultants to search for candidates is not enough. A new career page on our website is supposed to attract more talents to SWARCO. In addition, direct search via Xing or LinkedIn makes it possible to reach also potential candidates that are not actively looking for a new job. Visit us on our new career site: [www.swarco.com/career](http://www.swarco.com/career)
- Attracting talents through social media is on our agenda and will step by step be professionalized by a social media strategy. We use these channels more frequently to advertise with pictures, short stories and off-the-work content that SWARCO employees are happy and proud of being part of the family. Follow our stories on: [www.facebook.com/SWARCO.Group](http://www.facebook.com/SWARCO.Group)





Between 2002 and 2007, SWARCO sponsored Austria's legendary classic rallye passing through Carinthia, Slovenia and northern Italy. 1,000 km in three days at an average speed of 50 km/h for classic cars built in 1973 or before. Martin Lenz and Richard Neumann teamed up on a Jaguar E-Type from 1971.



Almost 7000 e-vehicle charge points from SWARCO are in operation in the UK



Every day, SWARCO fleet management software controls more than 900 buses in Barcelona.





Giant information panels made in Austria for Sydney Airport in Australia. 750,000 LEDs consume less energy than a standard vacuum cleaner.



Hardly recognizable in the official „Schürzenjäger“ outfit, but ready for the concert of this famous Zillertal band: Fritz Pfister, Manfred Swarovski, Philipp Swarovski, Alexander Riedmann and girl-friend.



"Mr. Road Marking" in Austria, Wilhelm Krejcy, looks back to unbelievable five decades of service and experience in making roads safer with well-defined lane markings.

The inhouse SWARCO ACADEMY looks after talents, organizes leadership and sales trainings, and strengthens our corporate culture. The first graduates obtained their diplomas in 2010.





# AMERICAN FOOTBALL AND MUCH MORE

## SPONSORING ONE OF THE BEST AF TEAMS IN EUROPE

A good corporate citizen gives back part of the business success to society. SWARCO does this among others by sponsoring one of Europe's best American Football teams. Meanwhile another American sport contributes to the success story of Innsbruck's Raiders.

In September 1992 a young Tyrolean called Gerwin Wichmann founded the Raiders, bringing the still somewhat exotic sport of American Football to Innsbruck. He played himself and, over the years, gathered a fighting team that by and by developed American Football made in the Tyrol into a very popular sport with a constantly growing fan community and hundreds of young people exercising hard every week as footballers, flag footballers, cheerleaders and – recently – also as basketballers.

It was at the end of 2005 when the Raiders idea got an additional boost. Manfred Swarovski jr., son of the late Manfred Swarovski and his wife Elisabeth, had played for a total of three years with the Papa Joe's Tyrolean Raiders, first with

the pupils' team and then with the youth. During that time, his mother chauffeured Manfred several times a week to the training or to the games, and there she met other parents and club members, among them the then Raiders manager and player Daniel Dieplinger. Quickly the talk came to whether SWARCO could imagine to become a sponsor of the Raiders. The first "sponsoring" was an invitation to dinner by Elisabeth Swarovski in Vienna after the eternal rival Vienna Vikings had beaten the Tyroleans. Soon after, SWARCO founder and CEO Manfred Swarovski signed a main sponsor contract with the Raiders management, which also led to the name change into SWARCO RAIDERS TIROL in 2006.

"As a good corporate citizen and company with Tyrolean roots, SWARCO intends to return some of its business success to society", explains Richard Neumann, Head of Communication and Marketing SWARCO Group, the company's commitment with the Raiders. "We promote a team sport that is characterized by assertiveness, team

spirit, physical fitness and joint success throughout Europe, and above all offers young people a meaningful leisure activity." This also reflects many of SWARCO's core values such as agility, cooperation, trust, reliability and passion. The sports team uses perimeter advertising, jersey logos, the super bowl party and outdoor poster advertising to convey the name and brand of SWARCO via numerous media channels, above all social media. This creates awareness and contributes to the company's publicity. "People associate SWARCO with the Raiders and then ask themselves what SWARCO actually does, because people are often unfamiliar with our specific traffic technology business in the B2B sector and with authorities, often through tenders," says Neumann. However, all road users come into contact with SWARCO products and systems every day – mostly unknowingly – whether it is LED traffic lights, retroreflective lane markings, motorway guidance systems, parking guidance and access control, charging stations for e-vehicles, or glass recycling.



American Football is a family event with an impressive show part before the home field game kick-off



The Oakland Raiderettes and American Football legend Willie Brown (5th from left) welcomed by Elisabeth and Manfred Swarovski at the SWARCO headquarters in June 2011



Elisabeth and Manfred Swarovski in the middle of the Raiders after winning the Eurobowl in 2011

A major cornerstone in the success story of the SWARCO RAIDERS is also the continuous professionalization of the club management and the club's internal structures. Elisabeth Swarovski is proud to be the President of the Raiders and has installed a competent management board with personalities from the finance, economic and legal sectors. An important project over the past years has been the strive for a new training center in Innsbruck, since the current training conditions on a suburban field of grass in Innsbruck are no longer adequate for the level the American Football has reached and for the objectives set in competing with other European teams. "I am very confident that after various negotiations with the city of Innsbruck and other co-financing partners we will see the foundation stone of the new training center laid in the course of 2019",

says Elisabeth Swarovski. The 2018 season under headcoach Shuan Fatah has been one of the most successful in the Raiders history, winning the Austrian Bowl, the CEFL bowl and the Superfinal (League of Champions. CEFL vs. NEFL). This shows that the seeds laid with the more than 300 young people training at the club are again and again harvested as fully developed fruits. Names like Mario Rinner, Florian Grein, Andreas Pröller and the Platzgummer brothers made and still make the crowds in the Tivoli Stadium enthusiastic and proud because the SWARCO RAIDERS proved that even US college teams can be beaten. The Raiderettes are among Austria's and Europe's best cheerleading teams. Those who are not so fond of the tough tackling in American Football can throw the egg-shaped ball to touchdowns in the

"weaker", but not less exciting variant of American flag football.

In 2018, the local, national and international reputation of the Raiders attracted another American sport: Basketball. An amateur team from Innsbruck approached the Raiders with the aim of joining the club with their sport. Since then, they hardly ever lost a game in their league, adding to the Raiders' position as one of the largest and most successful sports clubs in the Tyrol. "We now have hundreds of members in our association, women and men. Starting at the age of six years and up to 45 years, everybody finds a place in our different sport teams. They are training American Football, Flag football, Basketball, Cheerleading and Cheerdance at all levels and for all kinds of Championships", reports Claudia Nuener, General Manager since autumn 2018. ◀



Raiders founder Gerwin Wichmann speaking during the 20th anniversary of the club in 2012



SWARCO Raiders Basketball

- 6x Austrian Bowl Champion (2018, 2016, 2015, 2011, 2006, 2004)
- 1x Superfinal Champion (2018)
- 2x CEFL Bowl Champion (2018, 2017)
- 3x EuroBowl Champion (2011, 2009, 2008)
- 1x EFAF Cup Champion (2004)





Michael Schuch  
Speaker of the Board  
COO ITS Division

Daniel Sieberer  
CFO

Günther Köfler  
CHRO

Philipp Swarovski  
COO RMS Division

# A BIG THANK YOU TO OUR EMPLOYEES, BUSINESS PARTNERS AND STAKEHOLDERS

50 YEARS OF SWARCO WOULD NOT HAVE BEEN POSSIBLE WITHOUT YOU. WE THEREFORE EXPRESS OUR HEARTFELT GRATITUDE – ALSO IN THE NAME OF THE LATE MANFRED SWAROVSKI – TO ALL THOSE OF YOU WHO HAVE ACCOMPANIED US OVER THE PAST FIVE DECADES

- By providing us with their workforce
- By going so often the extra mile
- By helping us save lives on the roads of our planet
- By supplying us with raw materials and components
- By buying products, systems, services and solutions from us
- By challenging us with ideas
- By promoting us in the media and on exhibitions
- By supporting our R&D activities
- By providing us with financial resources
- By trusting in our personal consultancy
- By supervising our business and activities
- By celebrating success with us
- By not abandoning us when times become a bit more difficult
- By listening to our opinions
- By advocating road safety on an international level
- By giving us advice in various matters
- By representing us in international industry organizations
- and
- By being not only partners, but FRIENDS!



The SWARCO AG Executive Board

SWARCO

# The Better Way. Every Day.



You encounter us every day on the roads of our planet. At the traffic light, on the motorway, in a car park, at the charging station or on board of public transport.

Our products, systems, services and turnkey solutions offer orientation, information, safety and convenient travelling, and all this as environmentally sound as possible.

We improve quality of life for all people on the move. SWARCO's over 3,800 traffic experts are looking forward to elaborate and implement jointly with you the solutions that really meet your individual needs.

What can we do for you today?





