

REVIEW

Sustainability Report 2022



Opening Remarks



“WE ARE **COMMITTED TO SUSTAINABILITY** AND THINK IN TERMS OF GENERATIONS.”

*Ladies and Gentlemen,
Friends of our Company,*

As a family-owned business, we are committed to sustainability and think in terms of generations. We invest in sustainable business models and technologies that enable HOYER's future growth and value creation while supporting our customers and other stakeholders in their sustainability efforts.

Even at a time when the world is facing enormous challenges such as the conflict in Ukraine, the economic slowdown, the energy crisis and ongoing supply chain disruptions, we continue doing so.

Our commitment is underlined by looking at our achievements during the previous year: A new sustainability strategy programme 2025 has been established to equally address the three ESG pillars of environment, social and governance. This programme includes declaring additional corporate social and governance targets.

We consolidated our portfolio of sustainable solutions to reduce the greenhouse gas emissions of our logistics services and already achieved an increased use of bio-fuels and sourcing of green energy.

In the social area, people development was key, with extensive leadership and sales training for more than 250 colleagues as well as further improvement of the annual employee dialogue between managers and their staff. In addition, HOYER continued its engagement for society through the Friedel and Walter Hoyer Foundation.

Looking at governance, we updated our Code of Conduct and introduced a first Supplier Code of Conduct to address rising demands for diversity and inclusion, human rights and IT security. Finally, we initiated actions to meet our upcoming obligations regarding ESG regulations and reporting standards such as CSRD and EU Taxonomy.

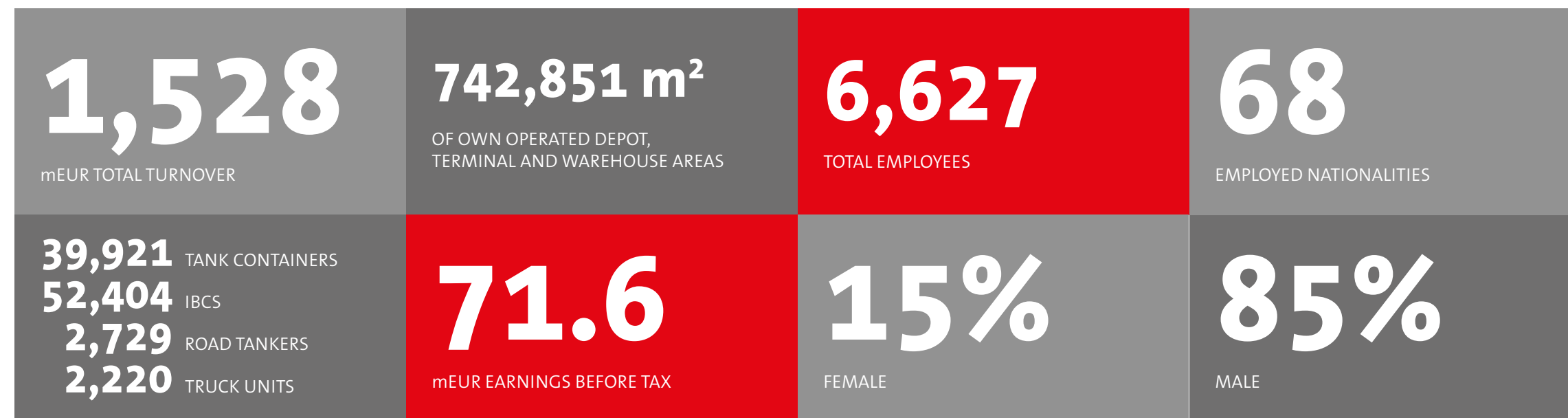
I recognise that sustainability is a long journey but remain confident that we achieve a more sustainable future when we join forces and align targets with our customers and suppliers.

With warmest regards from Hamburg,

Björn Schniederkötter
Chief Executive Officer of the HOYER Group

HOYER in Figures 2022

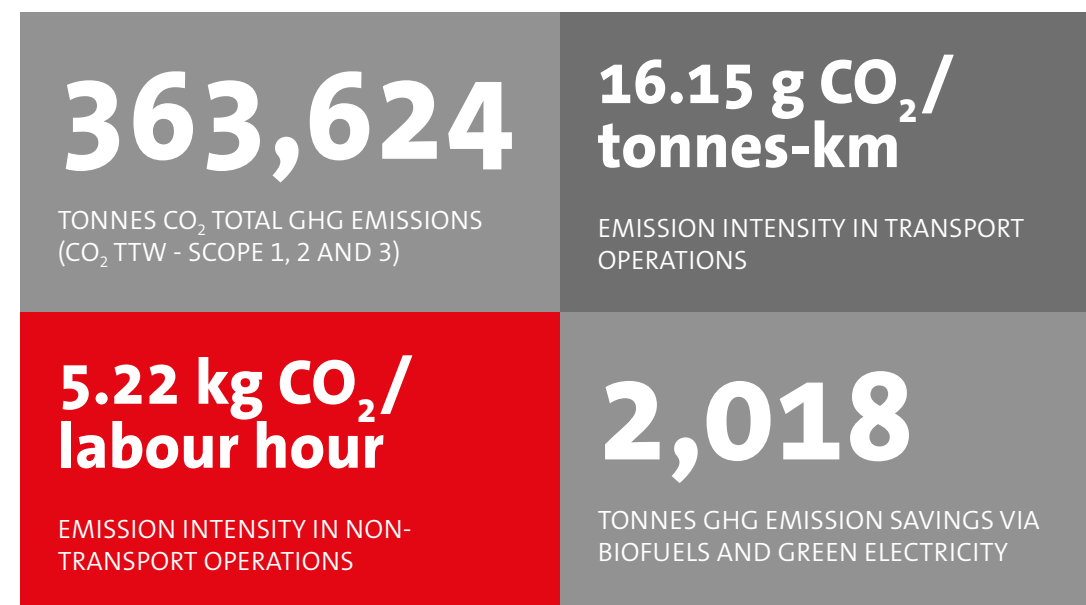
COMPANY PROFILE



GOVERNANCE



ENVIRONMENTAL



SOCIAL



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Introduction

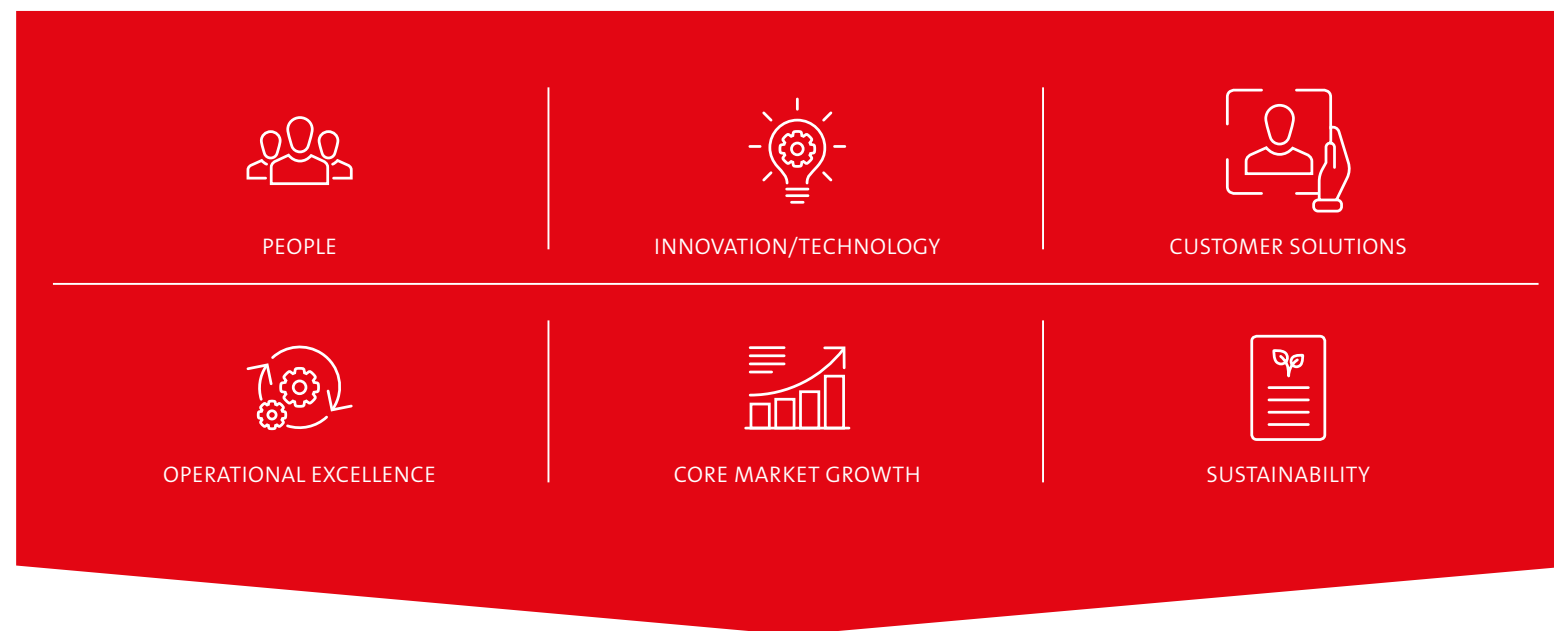
The HOYER Group is one of the leading logistics providers for the transportation of liquid goods in the foodstuffs, gas, petroleum and chemical industries. With a global presence, HOYER provides comprehensive, safe and efficient services using tank containers, road tankers and intermediate bulk containers (IBCs). In addition to our global transport logistics, HOYER provides on-site logistics together with cleaning, workshop and depot services as added-value.

Core Values and Strategic Guiding Principles

Safety and sustainability are among the core values of HOYER. We have a long-term commitment to employees, business partners and society by taking responsibility for quality, safety and security. Also, we think and act in consideration of future generations in our daily activities.

In the Strategy Execution of HOYER, we defined sustainability as one of our six strategic guiding principles. Hereunder, the goal is to be a sustainable, global company that takes decisions from an ecological, social and economic perspective. In addition, the focus of HOYER on innovation and technology facilitates a positive impact on sustainability through innovative customer solutions and efficient processes. At the same time, we empower our workforce to develop the skills and knowledge to achieve outstanding performance in challenging market environments.

Our Strategic Guiding Principles



WE ARE **THE LEADING PROVIDER OF LOGISTICS SOLUTIONS** FOR LIQUID BULK PRODUCTS IN THE CHEMICAL, PETROLEUM, GAS AND FOOD INDUSTRIES.

Our Values



Business Models – Our Services at a Glance

GLOBAL TANK LOGISTICS

... offers logistics solutions around the provision of standard and special equipment for worldwide transports by road, rail and sea. We also provide accompanying services such as the cleaning, maintenance and repair of transport equipment for liquid products and goods from the chemical, gas and foodstuffs industries. Tailor-made logistics concepts focus on environmentally-friendly, resource-saving deployment.

GLOBAL IBC LOGISTICS

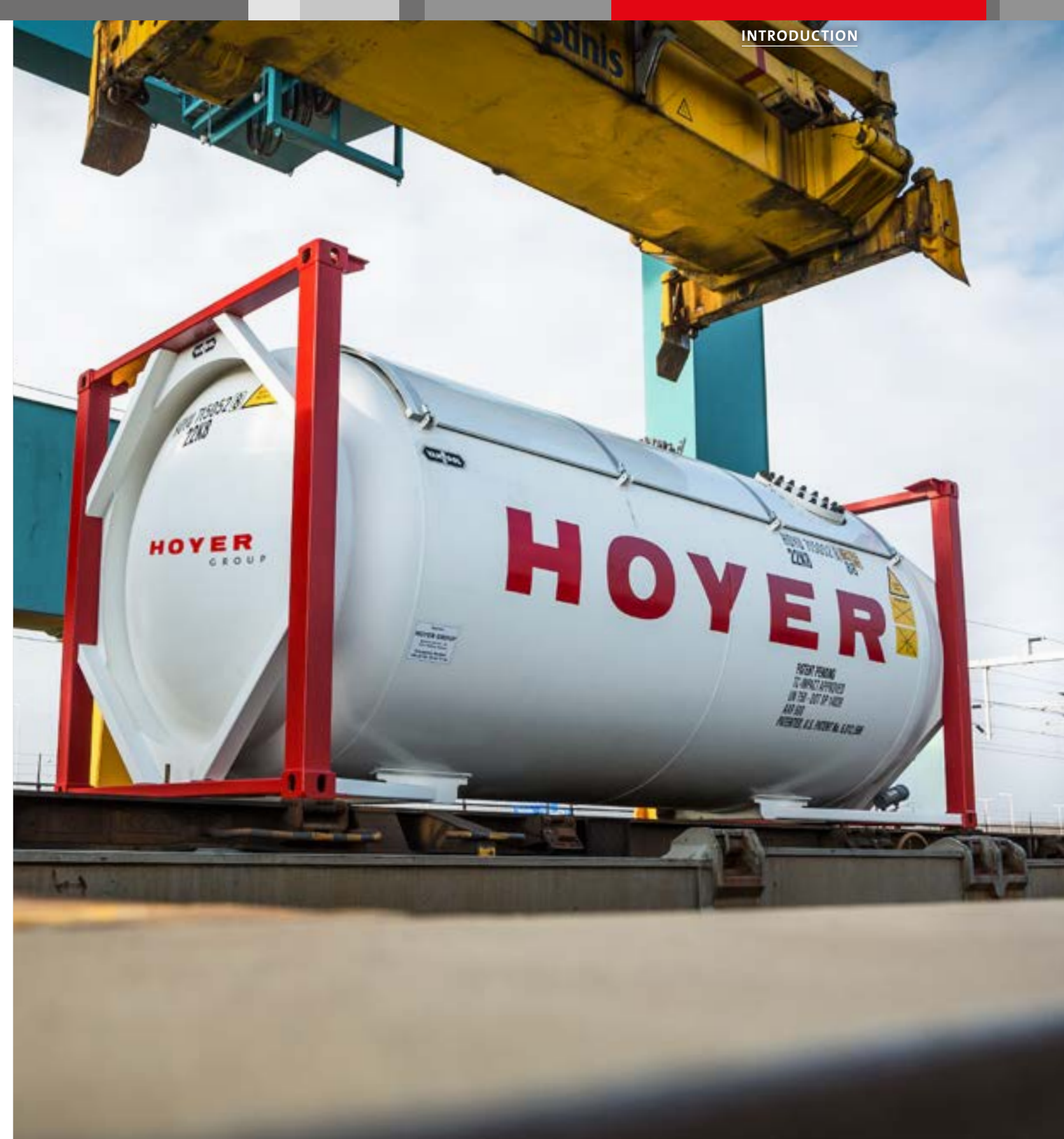
... includes the fleet management, leasing, transport, cleaning, maintenance and repair of Intermediate Bulk Containers (IBCs). We provide these services on a modular basis to our customers in the chemical, foodstuffs and cosmetics industries.

GAS AND PETROLEUM LOGISTICS

... offers road and intermodal logistics solutions to handle and transport compressed and liquefied gases for the traffic, manufacturing, medical and foodstuffs sectors, among others. Full-service logistics solutions are provided to supply petroleum products to service station networks, airports and industrial customers. Bitumen transports and into-plane operations round off our portfolio.

SUPPLY CHAIN SOLUTIONS (SCS)

... undertakes complete logistical processes – both at the customer's plant and off-site – and develops solutions to optimise upstream and downstream production processes. The product portfolio includes project development, plant logistics, filling and formulating, contract warehousing, the operation of CT (Combined Transport) terminals, storage of dangerous substances in tank containers and yard management.



Assets and Technology

The transport and logistics assets of HOYER are equipped with state-of-the-art technologies to enable tailor-made solutions and sustainability in the areas of safety, emissions, energy efficiency and responsible use of natural resources.

DEPLOYED FEATURES AND TECHNOLOGIES IN TRANSPORT OPERATIONS



Truck safety features for drivers and other road users

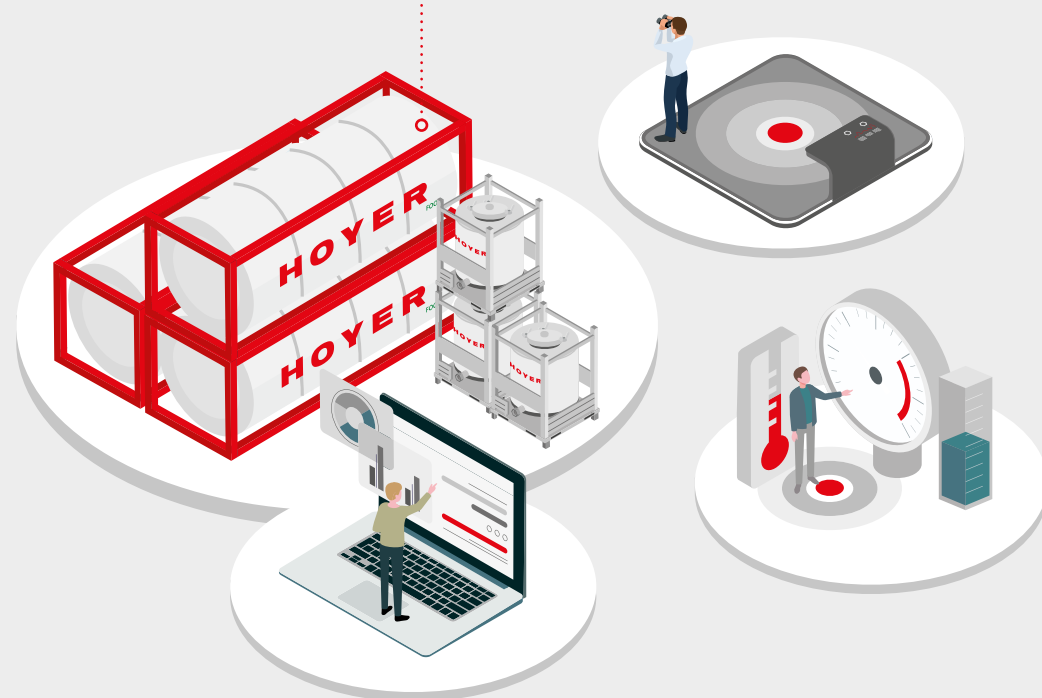
- | Individual driver trainings and e-learnings via onboard computer in the cab when the vehicle is parked
- | Advanced emergency braking system
- | Speed limit device
- | TailGuard safety system
- | Active turning assistance
- | Blinking – warning side marker lights
- | Onboard alcohol breath test ignition interlock
- | Tyre pressure management system
- | Forward-facing dashcams

Digital technologies for decarbonisation and safety

- | Fuel consumption monitoring
- | Real-time ETx and status update generation
- | Big data analytics on near-miss blackspots

Technologies and features enabling transport safety and efficiency

- | Remote position and product condition tracking with IoT devices
- | Location and temperature alerting for proactive deviation management
- | Big data analytics on empty mileage reduction with location data
- | Remote heating and cooling monitoring

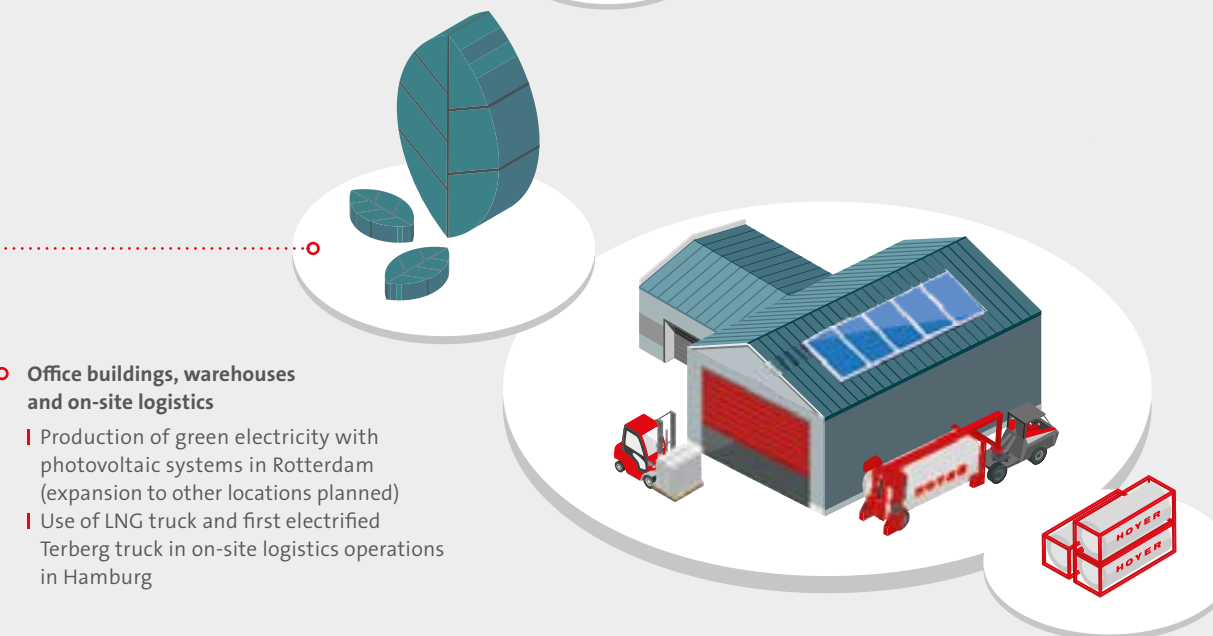


DEPLOYED TECHNOLOGIES AND MEASURES IN NON-TRANSPORT OPERATIONS



Depots and terminals

- | Lighting changed to LEDs in the KTSK Kombi Terminal at Schkopau
- | Procurement of green electricity from renewable resources in Germany and UK
- | Use of heat exchangers in Hamburg (expansion to other locations planned)
- | On-site water treatment facilities in all locations
- | Regular monitoring of water quality prior to disposal
- | Prevention of plastic litter through implementation of Operation Clean Sweep® (OCS) at all European cleaning locations
- | Consistent residue removal from tanks with intermediate waste management systems in place
- | Optimisation of cleaning water temperature
- | Regular check of condensate drains for leakages and steam loss prevention



Office buildings, warehouses and on-site logistics

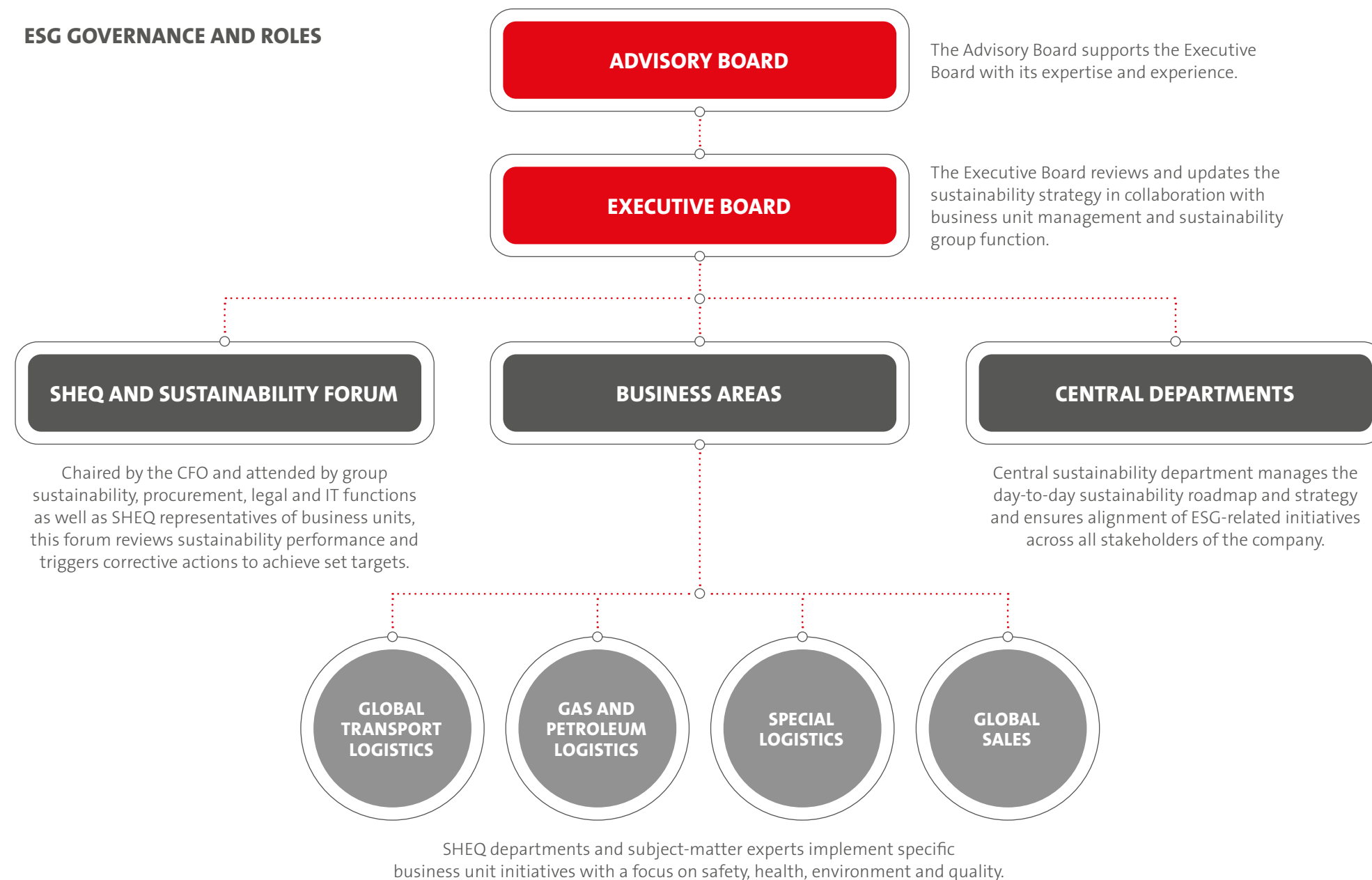
- | Production of green electricity with photovoltaic systems in Rotterdam (expansion to other locations planned)
- | Use of LNG truck and first electrified Terberg truck in on-site logistics operations in Hamburg

ESG Strategy and Governance

ORGANISATIONAL SET-UP

In response to the increasing importance of sustainability and expanded stakeholder requirements and expectations, HOYER has established a strong governance within the organisation. This is underlined by establishing structures and responsibilities for sustainability within the entire organisation. These apply to business units and central departments, including Innovation and Sustainability, and also to the corporate SHEQ department, the Executive Board and the Advisory Board. In addition, we launched a Strategy Execution programme for sustainability in early 2022 to continuously track progress of environment-, social- and governance-related initiatives across different management levels.

ESG GOVERNANCE AND ROLES



STRATEGY

HOYER fully supports the UN (United Nations) Sustainable Development Goals (SDGs) and particularly prioritises those that are aligned with the company's core values, business strategy and targets.

The UN Sustainable Development Goals



HOYER
GROUP

ENVIRONMENT

Reducing impact on climate change and natural resources

- | Fossil fuel reduction, biofuels and alternative drivetrains
- | Green energy sourcing and production
- | Energy recovery
- | Pollution and water consumption reduction
- | Waste management and circular economy



Environment

Reducing the impact on climate change and natural resources focuses on decarbonising logistics services and supply chains, the efficient use of natural resources and reduction of spillages, and the safe, responsible management of waste and water by maintaining close collaboration with customers and supplier partners.

SOCIAL

Taking responsibility

- | Employee health and wellbeing
- | Safety of own workforce and other people
- | People development
- | Engagement in local communities
- | Diversity, inclusion and equal treatment
- | Human and workers' rights



Social

Taking responsibility relates to committing to corporate social responsibility towards customers, suppliers, employees, communities and other stakeholder groups in the areas of health, safety, education, good employment, local engagement and equity.

GOVERNANCE

Acting with integrity

- | Transparency and integrity in all business negotiations
- | Data protection, secrecy and protection of third-party rights
- | Responsible supply chain
- | Correct accounting and reporting
- | Business conduct trainings



Governance

Acting with integrity is about maintaining high standards of business conduct in terms of transparency and integrity in our business dealings, data ethics and in our operation of logistics and supply chains. By adhering to these principles, we build and foster a solid foundation of trust and long-term partnerships with all stakeholders.

TARGETS

HOYER sets mid- and long-term company targets to contribute to the UN Sustainable Development Goals in the environmental, social and governance areas in order to track progress of the sustainability strategy to maintain our reputation as one of the global leaders in the provision of logistics services for liquid bulk products.

Previously, the major quantitative targets focused on environmental performance (emission reduction) and safety items (main incident reduction). To emphasise the importance of other ESG dimensions, we introduce additional quantitative targets with the publication of this sustainability report.

| | 2025 | 2030 |
|--------------------|---|--|
| ENVIRONMENT | DECARBONISATION <ul style="list-style-type: none"> –10% emissions of CO₂ in transport operations by reducing our direct tank-to-wheel CO₂ emissions rate (scopes 1 and 3) by this at least (measured in grams of CO₂ per tonne-kilometre versus 2019) –27% emissions of CO₂ in non-transport operations by reducing our direct scope 2 CO₂ emissions by this at least (measured in kilograms of CO₂ per man-hour) versus 2019 50% share of green electricity consumed in our non-transport operations | DECARBONISATION <ul style="list-style-type: none"> –25.6% emissions of CO₂ in transport operations by reducing our direct tank-to-wheel CO₂ emissions rate (scopes 1 and 3) by this at least (measured in grams of CO₂ per tonne-kilometre versus 2019) –40% emissions of CO₂ in non-transport operations by reducing our direct scope 2 CO₂ emissions by this at least (measured in kilograms of CO₂ per man-hour) versus 2019 75% share of green electricity consumed in our non-transport operations |
| | SOCIAL <ul style="list-style-type: none"> SAFETY <ul style="list-style-type: none"> 30% non-transport safety by improving rate of main incidents by this amount versus 2019 10% in transport safety by improving rate of main incidents by this amount versus 2019 ENGAGEMENT IN LOCAL COMMUNITIES <ul style="list-style-type: none"> Continuous initiatives on development aid, education, art and culture, social and youth welfare DIVERSITY, INCLUSION AND EQUAL TREATMENT <ul style="list-style-type: none"> >30% women in management positions | SOCIAL <ul style="list-style-type: none"> SAFETY <ul style="list-style-type: none"> 50% non-transport safety by improving rate of main incidents by this amount versus 2019 20% in transport safety by improving rate of main incidents by this amount versus 2019 ENGAGEMENT IN LOCAL COMMUNITIES <ul style="list-style-type: none"> Continuous initiatives on development aid, education, art and culture, social and youth welfare DIVERSITY, INCLUSION AND EQUAL TREATMENT <ul style="list-style-type: none"> >40% women in management positions |
| | GOVERNANCE <ul style="list-style-type: none"> MAINTAIN SUSTAINABILITY AND MANAGEMENT ASSURANCE PERFORMANCE <ul style="list-style-type: none"> Top 20 Ecovadis rating within assessed industry >90% SQAS score in transport and non-transport operations RESPONSIBLE SUPPLY CHAIN <ul style="list-style-type: none"> 100% of employees trained on Code of Conduct and Supplier Code of Conduct 100% commitment to Supplier Code of Conduct by key suppliers Zero breaches of CoC and SCoC 100% of employees trained on IT security and data protection | GOVERNANCE <ul style="list-style-type: none"> MAINTAIN SUSTAINABILITY AND MANAGEMENT ASSURANCE PERFORMANCE <ul style="list-style-type: none"> Top 15 Ecovadis rating within assessed industry >90% SQAS score in transport and non-transport operations RESPONSIBLE SUPPLY CHAIN <ul style="list-style-type: none"> Maintain KPI levels of 2025 |

PARTNERSHIP APPROACH

HOYER establishes close cooperations with customers and other business partners to jointly achieve sustainability goals and targets. In the safety area, we offer and organise safety awareness events for our customers with our training tank container. In addition, we provide regular safety trainings to suppliers, authorities etc. to mitigate negative health and safety impacts for humans and the environment. Recently, the collaborative approach has been expanded towards decarbonising supply chains with the launch of a consolidated portfolio of HOYER's sustainable solutions for transport and non-transport services being introduced to customers in 2022.

In addition, we are engaged in various association initiatives, such as the European Chemical Transport Association (ECTA) Responsible Care or Digitalisation workgroups, the International Tank Container Association (ITCO) and the Association of Internal Chemical Manufacturers (AICM) to define standards for the chemical logistics industry.

As a sign of trust and appreciation of this involvement, HOYER has received various awards from a variety of stakeholders in 2022, i.e. supplier awards from customers (DOW Four Star Silver Award for safety, sustainability, social responsibility and service) or responsible care awards from industry councils such as the ECTA or the Singapore Chemical Industry Council (SCIC).



ASSURANCE

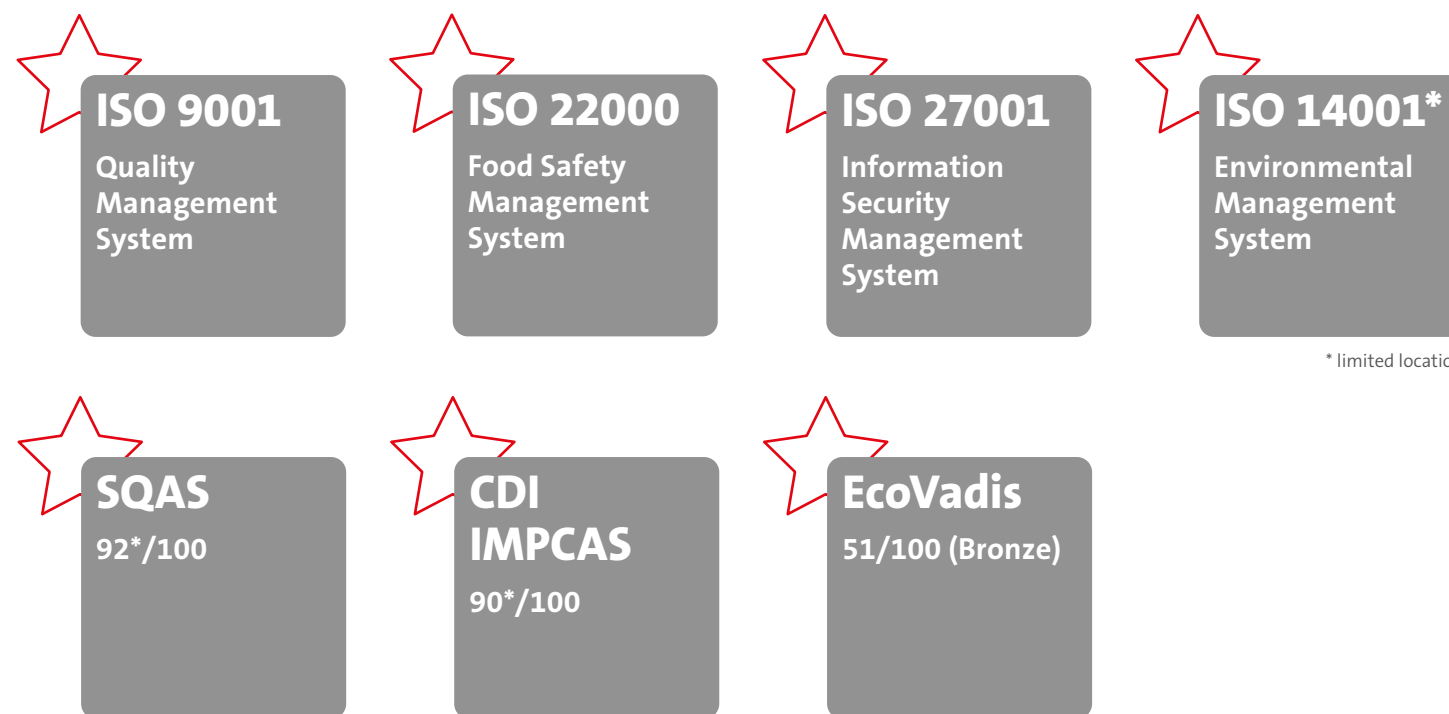
The operations, policies and procedures of HOYER are regularly assessed internally and externally to ensure that set sustainability standards are met on both global and regional levels.

In particular, HOYER or individual subsidiaries are accredited against ISO certifications for quality management, food safety, information security and environmental management, all of which provide a widespread framework that maintains the quality of our processes and procedures. HOYER also undergoes continuous appraisals by EcoVadis and industry-specific assessments of SQAS and CDI IMPCAS.

Furthermore, external assessments by certification bodies are complemented by regular structured internal audits, safety tours and spot checks on the ground to identify potential non-conformities and areas for improvement for hazards in the workplace to ensure the safety of employees and to verify that all safety regulations are being adhered to. As a result, comprehensive reports and follow-up action plans are established and regularly reviewed by the senior management.

CSRD AND EU TAXONOMY

With an advanced view to upcoming regulations, especially the Corporate Sustainability Reporting Directive (CSRD) and the EU Taxonomy becoming applicable in 2026 for the reporting year 2025, HOYER began to take first action in 2022: After conducting a readiness assessment against the regulatory requirements, an implementation roadmap has been defined to fulfil the European Sustainability Reporting Standards (ESRS) and their underlying disclosure requirements. Based on this roadmap, a holistic implementation programme will be commenced in 2023.



* limited location

* average scores across HOYER locations

HOYER UNDERGOES **CONTINUOUS ASSESSMENTS** BY ECOVADIS AND INDUSTRY-SPECIFIC ASSESSMENTS OF SQAS AND CDI IMPCAS.

Stakeholders, Materiality, Climate Risks and Opportunities

STAKEHOLDERS

In preparation of the first materiality assessment according to CSRD/ESRS in 2023, HOYER undertook an initial stakeholder mapping and a selection of long-list materiality topics within the Sustainability Strategy Execution in 2022. In addition, an initial assessment of climate-related risks and opportunities was conducted to raise awareness within the organisation.

MATERIALITY TOPICS

HOYER identified long-list topics that are significant for us under the three pillars of environment, social and governance based on the prioritised UN SDGs and the corporate sustainability strategy. They were collected from various sources such as desk studies, audit results, an employee survey, engagements with customers and suppliers as well as sustainability ratings, and will be further evaluated in a formalised CSRD materiality assessment in 2023.

ENVIRONMENT

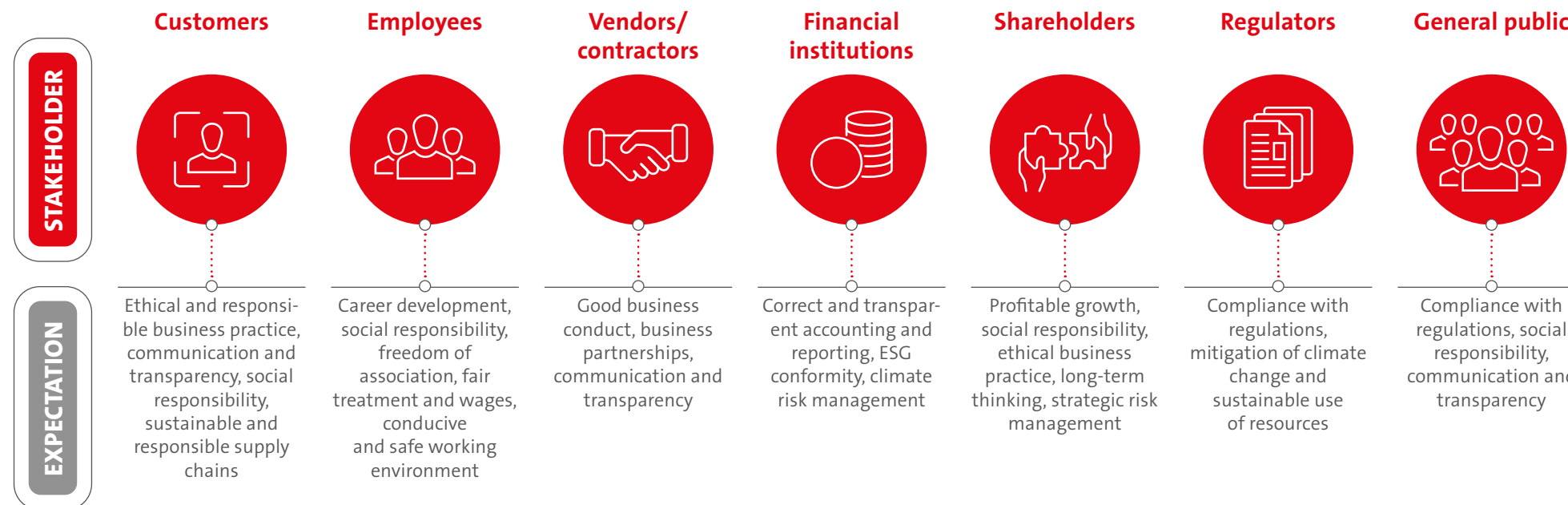
- | Climate change adaptation
- | Climate change mitigation
- | Energy
- | Water
- | Resource use
- | Circular economy
- | Biodiversity and ecosystems

SOCIAL

- | Own workers
- | Workers in the value chain
- | Working conditions
- | Equal treatment and working opportunities for all
- | Affected communities

GOVERNANCE

- | Business conduct culture
- | Consumers/end-users
- | Relationship with suppliers



CLIMATE RISKS AND OPPORTUNITIES

The logistics sector is highly impacted by climate change-related events that can disrupt transport and non-transport operations. Additionally, changing regulations and market conditions have a high potential to disrupt the industry because global societies press for reducing Greenhouse Gas (GHG) emission in logistics. Therefore, HOYER has conducted a preliminary assessment on climate-related risks and opportunities in addition to its existing risk management procedures.

In summary, the identified risks potentially lead to increased operational costs, loss of productivity and supply chain disruptions, as well as to higher initial capital expenses in low carbon technologies. We respond to these with short-, medium- and long-term targets to reduce GHG emissions. On the other hand, climate change may also open up additional possibilities for us as new market opportunities create potential for future growth.

CLIMATE RISKS AND OPPORTUNITIES

| RISKS | | OPPORTUNITIES | |
|---|--|------------------------------------|---|
| Operational disruptions | Climate change-related events (droughts, sea level rise, storms, flooding, landslides) lead to disruption of road, rail and sea routes, with the potential for delay and loss of productivity. | Green technology investment | Direct investments in low carbon technologies have an impact on long-term cost reduction, lower GHG emissions for HOYER and customers, and mitigate GHG emissions from non-renewable sources which assists reduction of negative impacts for climate and environment. |
| Declining reputation | Information and action regarding the response of HOYER to climate change increasingly become key requirements by customers, employees and financing institutions during tender and refinancing activities. | Profitable business | HOYER can attract more profitable business through sustainable solutions due to growing demand and awareness for low-emission logistics and transport services. |
| Technology shift | Operating with low carbon emission means HOYER needs to invest in low-emission technologies and consume a greater energy volume from renewable sources. At the same time, current technologies and infrastructure are not yet commercially available at large scale. | New market opportunities | Climate change leads to growth in existing markets and opens up new logistics markets that require specific product expertise. |
| Operational shift | The company is required to adapt to upcoming climate regulatory requirements imposed by authorities. HOYER needs to reinvent its operational and business model to be aligned to a low carbon future. | | |
| Carbon tax and emission restrictions | Carbon-related taxation becomes widely common as an effective means to reduce GHG. With current operation that still has high reliance on fossil fuel, the tax results in a higher operating cost. | | |

NEW ENERGY MARKETS

HOYER has identified green hydrogen as one of the promising decarbonisation opportunities in the bulk liquids/heavy goods transport industry sector and entered the green hydrogen transportation business, leveraging from our expertise and experience as a hydrogen logistics provider, which spans the past 30 years for conventional hydrogen and over 10 years for liquid hydrogen. HOYER is proactively transitioning to more sustainable operations that holistically embrace the new markets whilst simultaneously decarbonising its own operations. Although hydrogen-fuelled trucks are not widely available and not yet viable for logistics operations of HOYER, we continuously seek opportunities to increase the use of hydrogen for its transport and non-transport operations.

Environment

HOYER aims to reduce the negative impact on climate change and natural resources by reducing GHG emissions and becoming carbon-neutral as soon as possible. Furthermore, HOYER intends to reduce water consumption and waste as well as to continue implementing clean water and the circular economy

initiatives. Lastly, HOYER promotes transparency and visibility in emission reporting to align joint baselines with customers and suppliers as a foundation for future decarbonisation efforts. Consequently, various initiatives were implemented in 2022, which will be continued in 2023 and onwards.



2022

- | New HOYER sustainable solutions portfolio launched
- | Use of biofuels (HVO20/100/GD45) scaled up in the Netherlands and UK
- | Feasibility studies for electric and hydrogen vehicles conducted
- | Procurement of green electricity in Germany and the UK continued
- | Committed investment for green energy production and energy recovery initiatives
- | EcoTransIT emission analytics expanded to overseas transport operations at shipment level

2023

- | Expansion of sustainable partnership programme with customers, intermodal suppliers and trucking companies
- | Further scale-up of biofuel usage across European transport and on-site logistics operations
- | Realisation of renewable energy and energy recovery projects for infrastructure assets
- | Finalisation of decarbonisation roadmaps 2025 on business unit level
- | Enhancement of GHG emission reporting accuracy

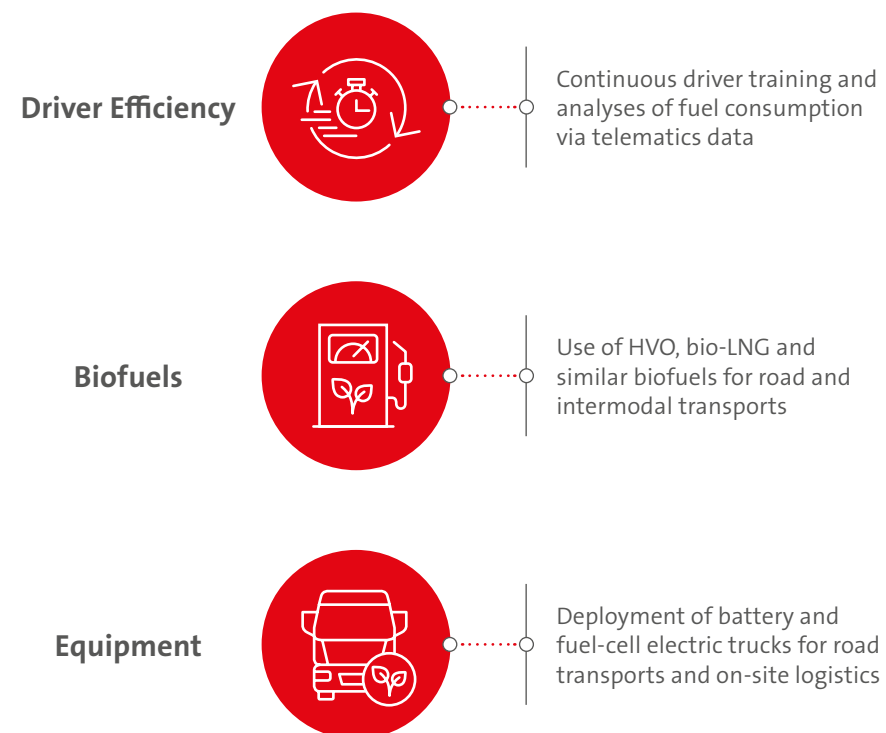
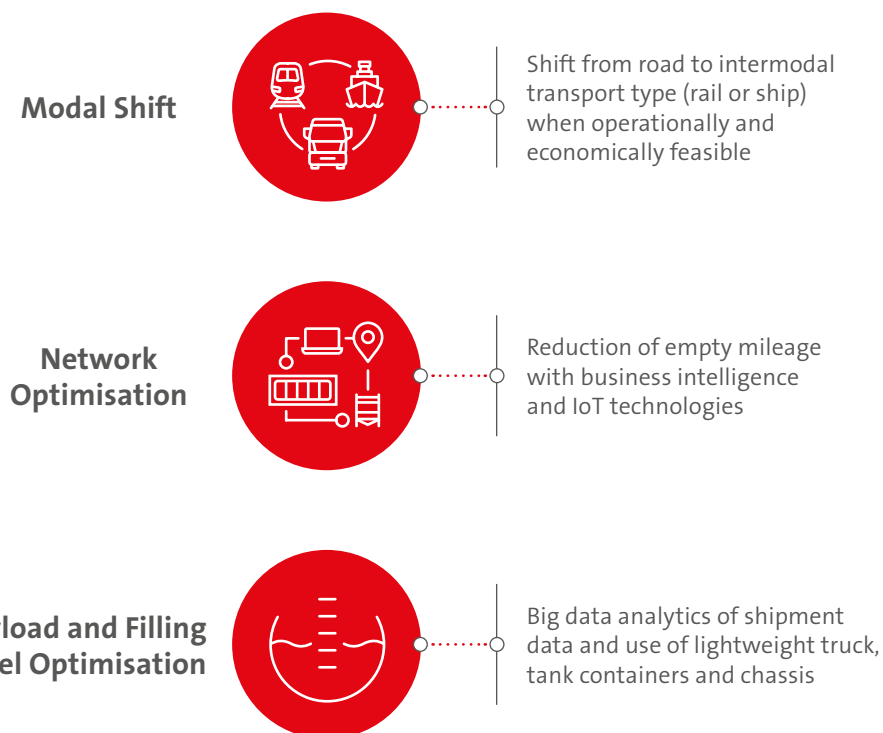
2024

Sustainable Solutions

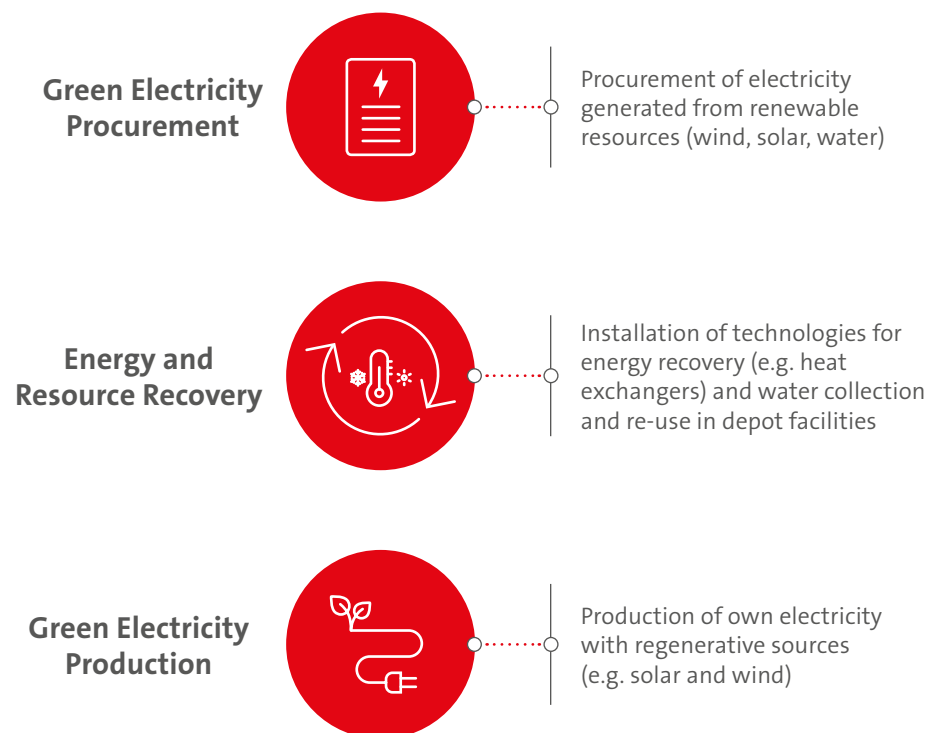
HOYER takes the initiative with customers and suppliers to effectively improve sustainability performance along supply chains, which is based on avoiding and reducing emissions, whereas offsetting currently is not our preferred approach. As an initial step, we provide accurate emission analytics to benchmark and trigger

reductions. Based on this data, various levers to reduce GHG emissions in transport and non-transport operations are tested for technical and operational feasibility. This includes providing carbon-reduced transport services that can be completely carbon-neutral when applying a mass-balance approach.

DECARBONISATION LEVRS IN TRANSPORT OPERATIONS



DECARBONISATION LEVRS IN NON-TRANSPORT OPERATIONS



GHG Emissions Footprint

As part of our efforts to minimise GHG emissions, we continuously monitor our carbon emissions and strive to improve the accuracy and completeness of our calculations along scope 1, 2 and 3 emissions in both absolute terms and relative to the economic development of our transport and non-transport operations. Additionally, we actively participate in association initiatives and bilateral activities with business partners to harmonise GHG emission calculations and increase transparency along the supply chain.

WE CONTINUOUSLY **MONITOR OUR CARBON EMISSIONS** AND STRIVE TO IMPROVE THE ACCURACY AND COMPLETENESS OF OUR CALCULATIONS.

ABSOLUTE GHG EMISSIONS



■ Scope 1
158,798 tonnes CO₂

- | Direct emissions from own transport operations
- | Majority of emissions caused by own truck fleet for road transport activities

■ Scope 2
10,347 tonnes CO₂

- | Emissions from the generation of purchased energy (mainly electricity, gas, heating oil, steam) from non-transport operation
- | Majority of emissions caused by depot and SCS activities

■ Scope 3
194,479 tonnes CO₂

- | Emissions created in the value chain
- | Majority of emissions is from intermodal suppliers (mainly shipping lines and rail operators) and trucking subcontractors

Total
363,634 tonnes CO₂

GHG EMISSIONS INTENSITY

16.15

KG CO₂/TONNES-KM EMISSION INTENSITY IN TRANSPORT OPERATIONS

5.22

KG CO₂/LABOUR HOUR EMISSION INTENSITY IN NON-TRANSPORT OPERATIONS

2,018

TONNES OF COMBINED CO₂ SAVINGS FROM BIOFUEL USAGE AND GREEN ELECTRICITY PROCUREMENT AND PRODUCTION

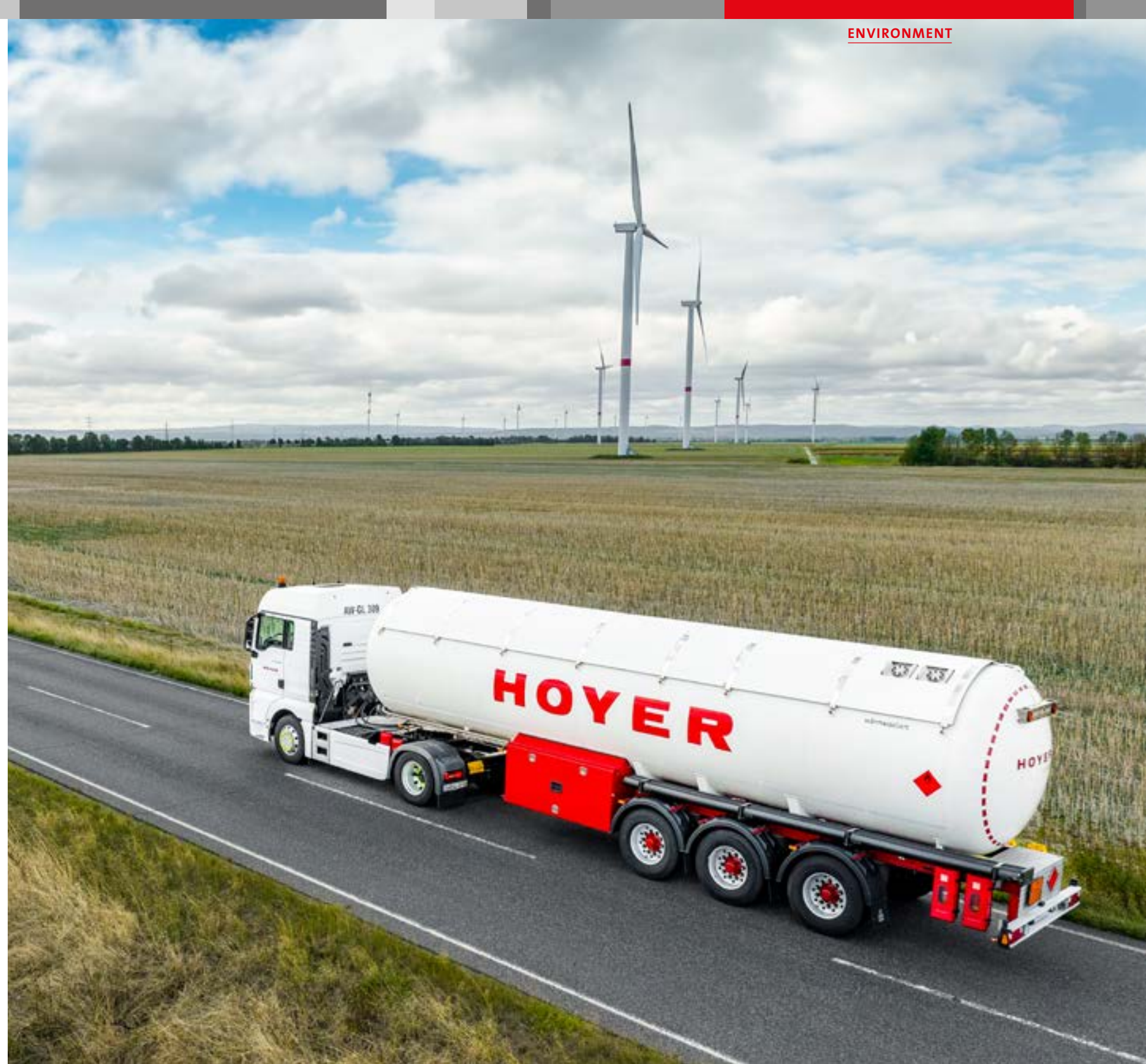
Resource Management

HOYER aims to ensure the efficient use of resources through circularity, which is facilitated by safety, health and environmental impact assessments for our operations. These will include elements of energy consumption and efficiency, air and soil pollution, waste production and disposal as well as the use of natural resources as outlined in the recently published Safety, Health and Environment (SHE) Guideline and associated documents.

ENERGY

While executing business activities, HOYER consumes various energy sources such as fuels, heating oil, gas, steam and electricity from renewable and non-renewables sources.

Up to 2022, HOYER has run various initiatives to increase energy efficiency. Firstly, truck drivers are trained in defensive, economic driving principles by qualified master drivers or in simulator training at frequent, regular intervals. Secondly, and amongst other things, replacement and additional trucks are selected based on energy consumption and efficiency, and more than 97% of all the trucks we own already comply with the EURO-6 norm. Thirdly, tank-cleaning facilities have already been equipped with heat exchangers in some locations to reduce gas consumption, and additional investments were committed in 2022 to modernise facilities in Germany, the Netherlands and Belgium as of 2023. Lastly, additional measures were taken to implement a European energy management system in accordance with ISO 50001.



POLLUTION AND WATER CONSUMPTION

HOYER produces emissions, such as CO₂, fine dust, SO_x and NO_x, by operating trucks and other on-site logistics equipment. Also, spills may occur during transport and handling, or in our filling and blending activities. Finally, water is used in non-transport operations – mainly in tank- and IBC-cleaning processes.

Therefore, we are committed to reducing pollution through effective measures to prevent unauthorised discharges to controlled waters and soil, such as rivers, lakes and coastal waters. Additionally, training is given in appropriate containment, cleanup and disposal procedures, which are implemented to handle spill incidents. Unintentional losses of plastic pellets, flakes and powders are tackled by joining the Operation Clean Sweep® (OCS) programme for our cleaning stations in 2022. In order to track progress in this area, we plan to more closely monitor pollution KPIs by expanding effective controls and reporting capabilities.

Regarding water usage for tank and IBC cleaning as well as other workshop services, HOYER aims to further reduce consumption. However, most efficiency measures, such as re-using water for cleaning or tank pressure testing, have already been implemented. Additionally, depending on the cleaning requirements for chemical and food-grade products, we carefully distinguish between the use of freshwater and well water.

WASTE MANAGEMENT AND CIRCULAR ECONOMY

HOYER intends to optimise material use and close resource loops of its utilised assets wherever possible. Regarding our major assets of tank containers and IBCs, we design and procure them with a close focus on high-quality materials, such as galvanised and stainless steel, and on their durability to prolong their lifetime to more than 20 years. Tank container refurbishment programmes are regularly executed to safely further expand the lifetime of assets. Again, in order to track progress, we intend to improve our reporting capabilities in the area of waste management.

40%

REDUCTION OF OWN SPILLS
IN 2022 VS. 2021

MORE THAN

90%

OF MATERIALS USED IN TANK
CONTAINERS AND IBCS CAN BE
RECYCLED AND RE-USED



Social

HOYER is a reliable and responsible member of society that continuously creates a positive impact. We take care of employee health and wellbeing including the safety of our own workforce and other partners and workers in the value chain. We are very interested in people development as we depend on the know-how and experience of our workforce to provide logistics solutions at high

standards in terms of quality, safety and sustainability. Also, we are aware of our social responsibility and engagement in local communities. Finally, our values and Code of Conduct emphasise the importance of diversity, inclusion and equal treatment and opportunities as well as the endorsement of human and workers' rights.



- | A new SHE Guideline was introduced to enable HOYER staff to carry out all activities sustainably, safely, effectively and without risk to people, assets or the environment
- | A global employee pulse check revealed the current pulse of the organisation and improvement areas
- | More than 250 HOYER managers and sales staff joined newly-introduced leadership programme and global sales training sessions
- | 25% of all employees and 83% of white-collar employees received annual performance and development reviews
- | New group-wide SHEQ incident reporting and investigation software implemented
- | Proof of concept for new blue-collar worker training sessions with virtual reality (VR) technology introduced
- | CSR initiatives for Ukrainian refugees are one of the various projects of the Friedel and Walter Hoyer Foundation. Through its activities, the company's own foundation returns part of the business success of HOYER back into society for the common good
- | Global HR system continuously rolled out to facilitate HR KPI reporting

- | Training of own workforce on HOYER Code of Conduct
- | Employees involved in procurement trained on Supplier Code of Conduct and aspects of sustainable procurement
- | Expansion of social-related KPI reporting system and target-setting
- | Definition of additional actions to prevent and mitigate or to achieve positive impacts for workers in the value chain
- | Implementation of new CSR initiatives to support local communities

Health and Safety

HOYER promises to protect employees and other third parties with whom we interact while executing our logistics services. This promise is strongly embedded in our company culture and reflected in our corporate values. In addition, health and safety are not only integrated into the daily operations of HOYER in the field and on the ground but are also key topics at senior management and advisory board meetings as a first agenda item through which performance is monitored and directed.

HOYER has sound governance, robust processes as well as incident management and reporting in place to underline our commitment and actively steer our safety performance towards zero harm. In 2022, we introduced our advanced SHE guideline outlining additional future requirements for safety, health and environmental issues to define and raise awareness for responsibilities, procedures, relevant records and associated documents. In addition, a group-wide application that captures SHEQ (Safety, Health, Environment, Quality) incidents and supports incident investigations was rolled out to facilitate harmonised SHEQ reporting.

Additionally, we embrace technology as an important enabler to increase safety performance and thus continuously introduce new features in our assets and transport operations. In 2022, another innovation to improve safety in non-transport operations was a virtual reality (VR) training scheme for cargo securing to introduce new methods that better mitigated risks and increased work safety. The initial proof of concept showed high appreciation, and therefore the range of VR training sessions will be expanded in 2023.

15.57

LOST-TIME INJURY (LTI)
FREQUENCY RATE



Employees and their Development

HOYER acknowledges human capital as our main driver for sustainable growth of the company. Hence, 'People' is one of the strategic guiding principles with the goal of inspiring people to live our values by creating an agile, challenging and supportive environment. In order to understand the pulse of the organisation and to identify needs of our employees and room for improvements, we conducted employee engagement surveys. Finally, we put much effort into retaining employees and providing a long-term and stable working environment.

As the customer-focused skills of our employees determine the long-term success of HOYER, we support everyone to achieve outstanding performance through excellent training and personal development programmes. These range from on-site programmes that bring together colleagues from different job roles and locations to facilitating valuable networking across the Group. In addition, office staff as well as industrial staff and drivers are trained according to their working environment and needs by using e-learnings via our global HR system or on-the-job trainings, such as behaviour-based safety (BBS). Our drivers efficiently receive site- and product-specific training sessions via their truck onboard computer in the cab when the vehicle is parked. Finally, we see the young generation as critical to the long-term, sustainable growth of the company and thus we offer a range of opportunities, such as apprenticeships, dual studies and traineeships to attract, develop and retain young talents.

In 2022, HOYER placed a major focus on people development and leadership for which a global tailor-made 'journey' was designed to train managers on different levels on topics including communication, self-leadership, change and emotion management and culture. Also, a new global sales training programme was introduced to foster internal collaboration as well as improved customer relations and care as an enabler for sustainable growth. Meanwhile, HOYER offers 61 open training courses (e.g. soft skills and IT training courses) for all employees, and annual development reviews are conducted with employees covering 25% of all employees and 83% of white collar employees respectively.

>250

COLLEAGUES PARTICIPATED
IN LEADERSHIP JOURNEY
AND SALES TRAINING
SESSIONS



Engagement in Local Communities

HOYER is dedicated to placing a part of its business success back into society for the common good. On the one hand, this is done through the Friedel and Walter Hoyer Foundation whose goal is to support the causes of education, social and youth welfare, development aid and culture with an annual six-figure EUR budget. On the other hand, engagement designed to support communities and people in need takes place locally in countries where we operate and when social initiatives are suggested by our employees.

THE WILDFRIEDEN HOUSE

In 2022, the Friedel and Walter Hoyer Foundation and German employees donated to Hanseatic Help, German Red Cross and the Wildfrieden House which gives a home to refugee Ukrainian orphans, women and children. A temporary refuge home was created in northern Germany to accommodate almost 100 refugees, with 37 bedrooms, amenities rooms, dining rooms and large grounds with plenty of space for the children to play. In addition, the project's integrative approach also includes professional gastronomic qualification.

Diversity, Inclusion and Equity

HOYER promotes diversity, inclusion, equal treatment and opportunities for its own workforce but also for partners and workers in the value chain because these elements can create a business advantage.

Our international and globally located workforce is diverse in many ways, including with regard to nationality, origin, race, gender, age, sexual orientation as well as to competences, qualifications and experience. This diversity enriches the culture and the mindset of HOYER.

We conduct employee recruitment and supplier selection processes with transparency and based solely on abilities, performance and ethical conduct of the individual without discriminating against legally-protected characteristics. In addition, we continue to collaborate with small and medium-sized trucking partner organisations in Europe and in our overseas operations across the world. Lastly, for many years we have run an initiative to employ handicapped colleagues in facility management roles in our headquarters in Hamburg and hence foster integration of minority groups.

68

NATIONALITIES EMPLOYED
AT HOYER

28%

PROPORTION OF WOMEN IN
LEADERSHIP POSITIONS

69%

PROPORTION OF FEMALE
HOYER SHAREHOLDERS

Human and Workers' Rights

HOYER is strongly committed to respecting fundamental human and workers' rights which is incorporated in our HOYER Code of Conduct and the newly-introduced Supplier Code of Conduct. We base our actions on the principles of the United Nations Global Compact Initiative, the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

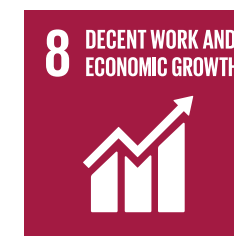
By so doing, we do not tolerate modern slavery and unreasonable pay for employees and subcontractors which is below respective national statutory norms. Furthermore, we do not accept inappropriate or inhumane treatment of employees, nor unsafe and unhealthy working conditions that are against international health and safety standards at work. Finally, we comply with national legislation on working time, and the rights of employees to be represented and to undertake collective bargaining.

Governance

HOYER aims to operate in compliance with applicable laws, regulations, and directives in each country where we have representations and conduct business. Compliance hereby is not only related to business conduct, but also to social and environmental issues, ranging from employee health and safety, working conditions, labour relations, people development, child and forced labour, diversity and inclusion, to external stakeholder human rights. This commitment has been stated in our HOYER Code of Conduct and other group policies and guidelines (SHE Guideline, Information Security Policy, Data Classification Policy). We also ensure that the same commit-

ment is applied in our value chain. Therefore, at the end of 2022, HOYER launched its Supplier Code of Conduct (SCoC) with which the suppliers of HOYER are requested to comply as of 2023 [↗](#).

All codes of conduct and policies are continuously updated on an annual basis, and e-learning courses on responsible business, such as a new mandatory Code of Conduct training, will be introduced to raise awareness among the workforce on how to conduct business with integrity. Furthermore, regular compliance checks will be incorporated into internal and external supplier audits.



2022

- | First Supplier Code of Conduct introduced to address the issues of responsible supply chain and sustainable procurement
- | CSRD and EU Taxonomy readiness assessment finalised and implementation of the roadmap 2025 defined

2023

- | E-learning courses developed for HOYER Code of Conduct and Supplier Code of Conduct
- | 60% share of key suppliers specifically committed to HOYER SCoC
- | Expansion of standard assessment procedure for supplier audits to cover responsible supply chain elements
- | Re-assessment of ISO 27001:2013 certification

2024

Responsible Business

HOYER follows the principles of the “Honourable Merchant”, which include personal responsibility, sincerity and respect for fellow human beings and the environment. This means we build relations between management, executive teams and employees based on mutual respect and the understanding of trustful cooperation.

Furthermore, the pillars of diversity, inclusion and equal treatment as well as human and workers’ rights are manifested when conducting business. Lastly, as a corporate group, no political contributions are made and staff who are politically active do so as private individuals not representing HOYER in this context.

In addition, soundly-based business relations are important to us. Customer and other business partner relations are treated in a fair manner and we expect to be treated in exactly the same way, while informing comprehensively and correctly about all business matters. Principles of transparency and integrity in all business negotiations are followed. In particular, we reject initiating, accepting or giving bribes whether they be in the form of money or goods or donations. Finally, HOYER requires its employees to act in accordance with the competition and anti-trust laws that are applicable in the relevant business area.



Responsible Supply Chain and Sustainable Procurement

HOYER is aware of its responsibility towards business partners, customers and all other company stakeholders. Against this background, we aspire to ensure that the principles of sustainable development and entrepreneurial responsibility also apply along the supply chain. We only work with suppliers who recognise, support and adhere to the principles of internationally recognised standards.

With the launch of the Supplier Code of Conduct [↗](#) in 2022, HOYER outlines its expectations towards its suppliers to agree to these standards with their direct suppliers and contractors accordingly, and to use their best endeavours to enforce compliance with these standards throughout their entire supply chain. Among others, the standards address the areas of business integrity, human rights and workers' rights, environment and conflict minerals as well as the implementation of the Code of Conduct.

In 2023, we will further practice the element of sustainable procurement in our supplier selection and decision-making process by examining compliance with continuous supplier audits and their abilities to respond to more environmentally-friendly business practices.

Cyber Security and Privacy

HOYER sees digitalisation as an essential driver of efficient and continuously optimised logistics solutions. The responsible handling of digital information flows requires an extremely high focus on information technology security.

The adequate security of business processes, IT, infrastructures and critical information is therefore a strategic factor for our competitiveness and continued existence. However, cyberattacks on businesses are increasing in scale, speed and sophistication.

Therefore, to prevent and minimise the effects of security incidents and limit the risks from cybercrime, HOYER implemented an Information Security Management System (ISMS) based on ISO/IEC 27001:2013 in 2020.

The colleague responsible for information security is the Chief Information Security Officer (CISO) who defines and implements the information security strategy, maintains an appropriate level of information security protection throughout HOYER, and protects the confidentiality, integrity and availability of business and customer information. In order to raise awareness, every employee receives an annual mandatory e-learning on the Information Security Policy, and security incidents must be reported to the central service desk. Finally, the governance framework and security management are reviewed by senior management.

Whistleblower System for Employees, Partners and the General Public

HOYER has an open feedback culture to encourage employees and third parties to report any suspicious practice during business conduct and operations.

Therefore, we have set up a whistleblower hotline enabling all employees and third parties worldwide to anonymously report an incident via an online form [↗](#) or an email to Hoyer-compliance@heuking.de. The incident reporting is managed by the independent, external lawyer's office, "Kanzlei Heuking Kühn Lüer Wojtek", and all information received is treated in strict confidence.

Due to the sensitivity of the matter, a breach of compliance is then directly handled by the Chief Financial Officer (CFO) of the HOYER Group who holds the position of Compliance Officer at the same time.

1

INCIDENT REPORTED VIA
WHISTLEBLOWER SYSTEM

Annex

About this Report

This report aims to provide information for HOYER stakeholders and the general public on our company's sustainability performance for the year 2022.

Key figures relating to the content of this report are included as of 31 December 2022.



Key Figures

| Environment | | | | | | | |
|--------------------|--|---------------------------------|--------------------------------------|---------|---------|--|---|
| NO. | DATA | UNIT | 2019 | 2020 | 2021 | 2022 | REMARKS |
| 1 | ENERGY CONSUMPTION BY TYPE | | | | | | |
| | Electricity | MWh | | | | 14,267 | Mainly consumed for non-transport operations and office buildings with the majority in Europe. |
| | Heating oil | Litres | | | | 413,425 | Consumed during non-transport operations in Germany. |
| | Fuels | Litres | | | | 64,357,068 | Largely consumed in transport, chemical transportation operations and fuel supply activities with major portion in Europe. |
| | Proportion of biofuels | % | Structured data capturing as of 2022 | | | 1.6 | Implemented at Rotterdam home base in 2 nd half 2021 and on selected fuel supply lanes in UK as of 2022. |
| | Proportion of renewable electricity | % | | | | 35 | Green electricity produced in Rotterdam via solar panels. Green electricity procured in Germany and UK. |
| | Natural gas | MWh | | | | 35,118 | Consumed in non-transport operations with main portion in Europe. |
| 2 | GHG EMISSION FOOTPRINT GLEC FRAMEWORK | | | | | | |
| | Total GHG emission | Tonnes CO ₂ | 551,942 | 355,753 | 400,174 | 363,624, thereof: Scope 1: 158,798 Scope 2: 10,347 Scope 3: 194,749 | Change in figures due to: – Order volume fluctuations – Improved calculation accuracy from 2020 – Implementation of first carbon reduction initiatives in 2021 |
| 3 | GHG EMISSION FOOTPRINT BY INTENSITY | | | | | | |
| | Transport operations | g CO ₂ /tonne-km | 19.51 | 18.26 | 18.31 | 16.15 | Use of biofuels and improved calculation methodology for overseas transport operations. |
| | Non-transport operations | kg CO ₂ /labour hour | 12.40 | 11.98 | 10.71 | 5.22 | Emission reduction from green electricity procurement and production. More data accuracy in labour hour calculation. |
| 4 | WATER | | | | | | |
| | Water consumption | m ³ | 652,896 | 465,039 | 579,467 | 676,260 | Fluctuation due to volume changes and acquisition of new depot locations in Asia in 2021. |
| | Water treatment | m ³ | 642,221 | 453,754 | 571,239 | 664,284 | Fluctuation due to volume changes and acquisition of new depot locations in Asia in 2021. |
| 5 | WASTE | | | | | | |
| | | Tonnes | Structured data capturing as of 2022 | | | 571 | Majority caused at depot operations. |
| 6 | RECYCLING | | | | | | |
| | Tank containers | Tonnes | 210 | 360 | 297 | 158 | Volume fluctuation driven by continuously changing market conditions and changing decommissioning strategies for tank containers and IBCs. |
| | IBCs | Tonnes | 89 | 128 | 111 | 79 | |
| | Tank containers | % | Structured data capturing as of 2022 | | | 90 | Proportion of recyclable materials. |
| | IBCs | % | | | | 95 | |

| Social | | | | | | | |
|---------------|---|-----------|--------------------------------------|--|-------|-------|--|
| NO. | DATA | UNIT | 2019 | 2020 | 2021 | 2022 | REMARKS |
| 1 | TOTAL EMPLOYEES | | | | | | |
| | | Number | 6,059 | 6,157 | 6,500 | 6,627 | |
| 2 | EMPLOYEES BY TYPE | | | | | | |
| | Industrial staff, drivers | % | Structured data capturing as of 2022 | | | 70 | |
| | Office staff | % | | | | 30 | |
| 3 | EMPLOYEES BY GENDER | | | | | | |
| | Male | % | Structured data capturing as of 2022 | | | 85 | |
| | Female | % | | | | 15 | |
| 4 | EMPLOYEES BY AGE | | | | | | |
| | < 20 | % | 0.6 | Paused data capturing due to change of HR system | | 0.4 | |
| | 21 – 30 | % | 12.1 | | | 9.4 | |
| | 31 – 40 | % | 22.6 | | | 19.8 | |
| | 41 – 50 | % | 26.4 | | | 26.9 | |
| | 51 – 60 | % | 30.1 | | | 32.5 | |
| | > 61 | % | 8.2 | | | 10.9 | |
| 5 | DIVERSITY AND INCLUSION | | | | | | |
| | Women in workforce | % | Structured data capturing as of 2022 | | | 15 | |
| | Women in leadership | % | 25 | 25 | 28 | 28 | |
| | Female shareholders | % | Structured data capturing as of 2022 | | | 69 | Percentage of female shareholders (not reflecting individual split of shares held). |
| | Employed nationalities | Number | | | | 68 | |
| 6 | TRAINING SESSIONS | | | | | | |
| | Total leadership training for managers | Employees | N/A | N/A | 68 | 164 | Leadership training for managers on various hierarchy levels started in 2021. |
| | Total sales trainings | Employees | N/A | N/A | N/A | 90 | Sales training started in 2022 after restructuring. |
| 7 | LOST TIME INJURY (LTI) BASED ON FREQUENCY RATE¹ | | | | | | |
| | | Rate | 16.15 | 13.22 | 17.31 | 15.57 | SHEQ measures and guidelines have continuously been improved and reviewed. HOYER has achieved a reduction in frequency and severity rate due to improvements in driver training, and through e-learning and behaviour-based safety activities. |
| 8 | LOST TIME INJURY (LTI) SEVERITY RATE² | | | | | | |
| | | Rate | 0.12 | 0.08 | 0.10 | 0.11 | |

¹ direct workforce – (total number of lost-time injury events) x 1,000,000 / total hours worked
² direct workforce – (number of days lost due to injuries) x 1,000 / total hours worked

Governance

| NO. | DATA | UNIT | 2019 | 2020 | 2021 | 2022 | REMARKS |
|-----|---|--------|-------|-------|-------|-------|--|
| 1 | TOTAL REPORTED COMPLIANCE INCIDENCE | | | | | | |
| | | Number | N/A | N/A | 0 | 1 | Introduction of whistleblowing system in 2021. Case reported via whistleblower hotline in the area of HR. |
| 2 | SQAS SCORE OF ASSESSED GTL-EUROPE LOCATIONS (IN REPORTING YEAR) | | | | | | |
| | | % | 86.25 | 92.25 | 91.80 | 92.25 | HOYER has achieved a continuous improvement in transport services and covered the core elements despite increased requirements of the SQAS assessment, demonstrating enhancements in driver training through e-learning, centralised driver and fleet management, proactive responses to new legislation and insights made available via the CO ₂ dashboard. |
| 3 | AVERAGE CDI-IMPCAS (ROLLING AVERAGE SCORE ROTTERDAM, SINGAPORE, HOUSTON) | | | | | | |
| | | % | 84 | 98 | 78 | 90 | HOYER as a Group subscribes to the European Responsible Care programme of ECTA and has made extensive progress in Vendor Management by establishing adjusted Service Level Agreements and implementation of a very effective risk management. |
| 4 | AVERAGE SQAS SCORE OF ASSESSED GPL (IN REPORTING YEAR) | | | | | | |
| | | % | 85 | 92.50 | 89 | 88 | HOYER has maintained quality in its management systems, a high management responsibility and excellent site emergency preparedness and response, as well as thorough inspection of its sites and operations. Additionally, HOYER has improved the control of its operations and equipment, whilst working continuously to reduce its GHG emissions in line with the 2030 company target. |
| 5 | AVERAGE SQAS SCORE OF ASSESSED SPL (IN REPORTING YEAR) | | | | | | |
| | | % | 86 | 90 | 93 | 87 | Covers the questionnaires for warehousing and tank-cleaning facilities. The reduced 2022 score was caused by the inclusion of recently-acquired new sites. HOYER improved in various areas such as risk management, emergency preparedness and response. |
| 6 | ECOVADIS SCORE | | | | | | |
| | | % | N/A | 51 | 45 | 51 | – First assessment on a global level in 2022. – 2021 score for European business operations. – 2020 score for overseas business operations. |

We value your feedback

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