



# THE WORLD OF HOYER IN FIGURES

The HOYER Group is one of the global market leaders in logistics, with comprehensive solutions to handle and transport liquid goods in the foodstuffs, gas, petroleum and chemical industries. We link continents by road, rail and sea, and bring goods safely to their destinations in tank containers, road tankers and intermediate bulk containers (IBCs). With our portfolio along the whole supply chain, we ensure smooth processes in on-site and off-site logistics worldwide, and employ look-ahead fleet management to optimise equipment use. We design tomorrow's logistics.

# 1,292.7

## TURNOVER IN EUROS 2021

**46,238**  
EARNINGS BEFORE TAX (EBT) (TEUR)

**39,774**  
INVESTMENTS IN FIXED ASSETS (TEUR)

**50,560**  
EBIT (TEUR)

**117,693**  
EBITDA (TEUR)

### HOYER Group Equipment 2021

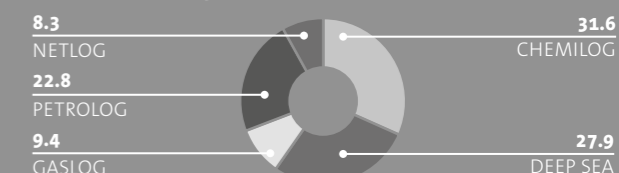
**50,142**  
IBCs

**2,621**  
ROAD TANKERS

**37,608**  
TANK CONTAINERS

**2,209**  
TRUCK UNITS

### Turnover by business units in %



**79,319**  
CASH FLOW FROM OPERATING ACTIVITIES (TEUR)

**424,240**  
EQUITY (TEUR)

**45.3**  
EQUITY RATIO (%)

**936,297**  
TOTAL ASSETS (TEUR)



**6,469**  
EMPLOYEES

**3.6**  
RETURN ON SALES (PRE-TAX) (%)

**7.6**  
RETURN ON CAPITAL EMPLOYED (ROCE) (%)

### Business units

#### DEEP SEA

The overseas activities and global transports of liquid chemical products, gases and foodstuffs in tank containers and flexitanks are combined in the Deep Sea business unit.

#### CHEMILOG

All European chemical transports in tank containers and road tankers are combined in the Chemilog business unit, which also offers additional logistics services off-site and on-site with its Supply Chain Solutions (SCS).

#### CONTRACT DIVISION

HOYER has combined the European transport logistics of the petroleum products and gas businesses into the Contract Division business unit since 2021. In addition to retail and commercial fuels deliveries, the petroleum products segment also manages bitumen transports, aviation fuel

supplies to airports and aircraft refuelling. The gas segment specialises in the transport logistics by road, rail and sea of compressed gases and gases liquefied under pressure and cryogenically.

#### NETLOG

Global management of the entire tank container pool, its equipment and worldwide IBC logistics are the tasks of the Netlog business unit, along with services around cleaning, workshops and depots offered by cotac.

On 1 January 2022, HOYER implemented an organisational structure that is very market and customer oriented. The new Global Transport Logistics business unit combines global transport logistics for chemical and food industry products. Gas and petroleum products logistics are carried out by the new Gas and Petroleum Logistics business unit. The Special Logistics business unit combines in particular the value-added services such as the SCS business, global IBC logistics, as well as tank container services relating to cleaning, maintenance, repairs and depot services. In the Global Sales business function, centrally positioned key account managers act jointly with regionally specialised sales units.



Dear Reader,

One of the most important aims of HOYER is to use innovative, safe, secure logistics solutions to create real added value for our customers. To achieve this, our employees worldwide work to further improve services and to find the optimum solution for every request by a customer. This performance standard, striving for excellence, is a firmly embedded part of our entrepreneurial self-image.

In 2021, we revised the HOYER Group Vision and re-sharpened our company's strategy. Together, we strengthen our uniform orientation and form the basis for sustainable growth. Instead of standing still, we continuously develop ourselves. With soundly-based industry know-how and closeness to our customers, we support them in opening up new potentials and

positioning themselves in the market. We give them access to powerful competitive advantages – thanks also to our innovative strength, which clearly distinguishes us from other logistics companies.

We again proved in 2021 that a value-oriented company like HOYER is a reliable partner for its customers, even in times of crisis. The second year of the Covid-19 pandemic was marked by extreme market fluctuations and unforeseeable impacts on regional and global supply chains. Our entire specialist workforce, from drivers and industrial employees to commercial staff and management, did everything in their power to stabilise our customers' supply chains. They gave an exceptional performance in all work areas to uphold our orientation to excellent customer solutions and services in the usual quality, with state-of-the-art equipment, while continuing to meet the highest safety and security criteria. With success: we look back on a satisfactory fiscal year. HOYER behaves reliably, not only towards customers but also with regard to its own circle of colleagues – especially at a time of stressed market economies.

I am aware of the extraordinary professional and private challenges that confronted our employees and partners in 2021. I thank every one of them for their tireless efforts at a time in which these are especially important.

With best regards from Hamburg

Björn Schniederkötter  
Chief Executive Officer of the HOYER Group

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# TOGETHER WE SHAPE THE FUTURE

HOYER has set standards for 75 years – as one of the world’s leading providers of comprehensive logistics solutions to handle and transport demanding liquid goods. The family, the Advisory Board and the Executive Board bear joint responsibility for this. Thanks to its innovative power, HOYER is a strong partner for novel, future-oriented services with high added value for its customers. Outstandingly good expertise and engineering, including in the digital services area, confirm the company’s own striving for excellence, as well as its constant further development of safety, security and quality standards.

# 01



left to right:  
Annette Hoyer-Glasmacher,  
Elisabeth Wetzer née Hoyer,  
Martina Hoyer-Hertel,  
Thomas R. J. Hoyer

**ADVISORY BOARD**

**SECTOR EXPERT CONSULTANTS**

The Advisory Board of HOYER consists of three family members from the second and third generations, together with three external sector experts. Jointly, they are available as a counselling and control committee to assist the Executive Board with soundly-based industry know-how. The Advisory Board, with a neutral perspective, supports the Executive Board's projects that affect corporate strategy, finance and investment planning and human resources policy. It also acts as the think tank, provides incentives in the areas

of Industry 4.0 and digitalisation, and addresses the subject of market trends. Through the Advisory Board, the Executive Board and the family ensure a continuous balance between internal company and external sector perspectives that enables stringent, market-oriented further development of the company and its business activities. The Executive Board and the Advisory Board bear collective responsibility for the sustainable, future-oriented alignment of the globally operating specialist logistics company.

left to right:  
Michael Zieseimer,  
Hans-Christian Sievers,  
Martina Hoyer-Hertel,  
Nikolaus Glasmacher (since 2022),  
Thomas R. J. Hoyer,  
Hans-Georg Frey

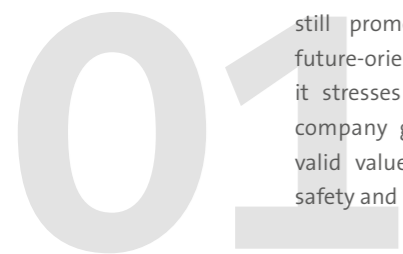


**FAMILY**

**ORIENTATED TO THE BEST**

When Walter Hoyer founded a transport company 75 years ago, he laid the foundation for a worldwide leading provider of innovative, ground-breaking logistics solutions. His claim was: "Be always one step ahead". This pursuit of continuous further development is deeply embedded in the DNA of HOYER, and our striving to achieve excellence is rooted in it. Today, the family still promotes innovative thinking and future-oriented actions. Nowadays, as then, it stresses well thought-out, sustainable company growth based on our globally valid values: integrity and responsibility, safety and sustainability, cooperation – and

striving for excellence. More than 6,400 employees act according to these principles, and are aware of their responsibility for people and the environment. The personal commitment of every individual has made HOYER well-known for the highest safety standards and quality of service. The family also continues to guide the company's alignment, with participation by the third generation, and is represented by three family members on the Advisory Board. HOYER is and remains a value-based family company in the truest sense, particularly due to its global positioning.



left to right:  
Dr. Torben Reher (CFO) and  
Björn Schniederkötter (CEO)



“A VALUE-ORIENTED COMPANY  
LIKE HOYER IS **A RELIABLE PARTNER**  
EVEN IN TIMES OF CRISIS.”

**BJÖRN SCHNIEDERKÖTTER**  
CHIEF EXECUTIVE OFFICER OF THE HOYER GROUP

### OUR STRATEGIC GUIDING PRINCIPLES

The strategic guiding principles are aligned to the Vision of the HOYER Group. They support the company's uniform, holistic orientation – as guidelines and a yardstick of our entrepreneurial activities. Interdisciplinary teams break the guidelines down into work packages and support their implementation in daily operational business. Making the company's strategy tangible and experienceable in all the specialist departments and everywhere in the world is the task of every member of the management staff.



PEOPLE



INNOVATION/TECHNOLOGY



CUSTOMER SOLUTIONS



OPERATIONAL EXCELLENCE



CORE MARKET GROWTH



SUSTAINABILITY

### EXECUTIVE BOARD

# STRATEGIC DEVELOPMENT

Dr. Torben Reher  
took over the  
position of CFO of  
the HOYER Group  
from Gerd Peters in  
April 2022.

The Executive Board's task is to develop HOYER sustainably and profitably to further strengthen its global leading position as a provider of customer-centred logistics solutions. For this, Björn Schniederkötter (Chief Executive Officer) and Gerd Peters (Chief Financial Officer) initially focused in 2021 on the further development of the HOYER Group Vision and the strategic guiding principles aligned to it. Both form the basis for all decisions affecting daily business and the company's development – in accordance with the values of the family business. Moreover, the Executive Board initiated

a group-wide internal organisational development to create a market-oriented structural arrangement. This consists of global transport logistics for chemical, gas and foodstuffs products, specialist European gas and petroleum products logistics, and an expert area for equipment and value-added services. It came into effect at the beginning of 2022. The Executive Board also started a comprehensive scheme to develop management employees in 2021. As a value-oriented employer, HOYER places special value on individual development opportunities for the workforce.



# A RELIABLE PARTNER

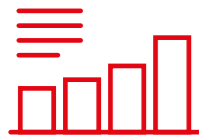
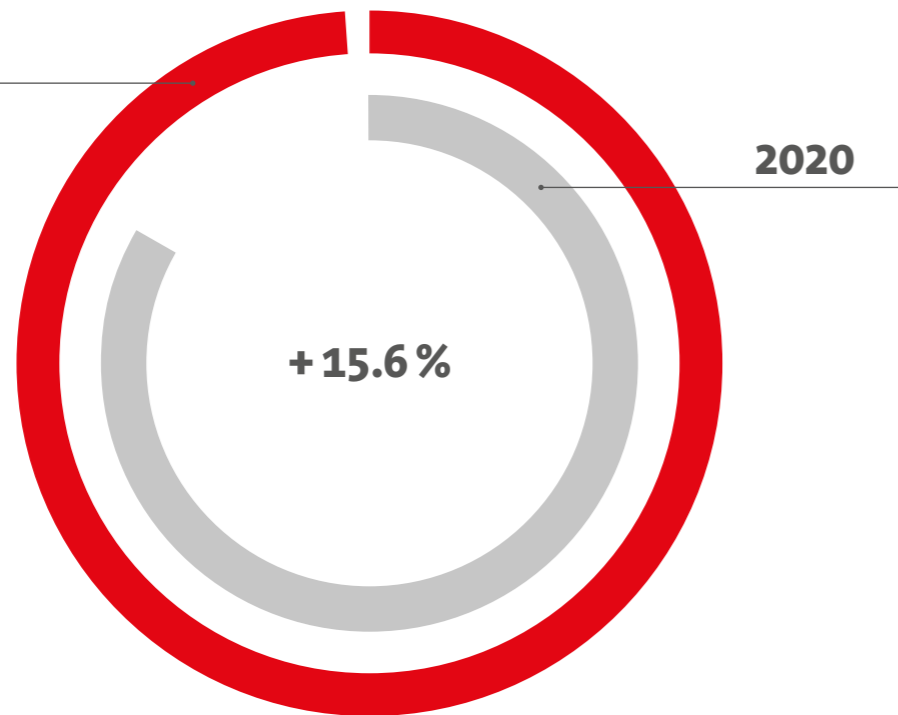
2021 was again marked by the effects of the Covid-19 pandemic. As the year progressed, the stagnating global economy restarted with full force due to changed consumer behaviour. Infrastructural bottlenecks and a shortage of equipment were the consequences of increased demands coinciding with highly dynamic infection rates. Logistics has seldom been so difficult to plan and so challenging. However, thanks to the extraordinary commitment of our workforce – from drivers and industrial employees to commercial staff – HOYER turned market challenges into opportunities, and once again proved itself to be a reliable partner in difficult times.

# 02

## BUSINESS PERFORMANCE

# FINANCIAL PERFORMANCE AND EARNINGS

**2021**  
Turnover in 2021:  
EUR 1,292.7 million



The profit margin of 3.6 per cent in 2021 was slightly higher than in the previous year (3.1 per cent).

After the severe downturn in global economic performance in 2020 due to the pandemic, the world's economy recovered dynamically in 2021, with significant growth rates in worldwide Gross Domestic Product (GDP). However, the rapid financial recovery brought new economic challenges. Serious supply shortfalls developed in intermediates such as semiconductors, there was a bottleneck in transport capacities, in particular cargo space available on con-

tainer ships became very scarce, and freight costs rose dramatically.

The chemical industry, a segment of industry that is important for the HOYER Group and with which the company generates more than half of its turnover, was able to manoeuvre altogether very well through the pandemic period. Production of chemicals developed very dynamically in 2021, although rising energy costs and shortfalls in supplies of raw materials and

intermediates subdued the positive business development.

The HOYER Group was able to maintain logistics services for customers safely and reliably despite the multitude of disturbances in the global value-added chain, and achieved very satisfactory financial results.

### TURNOVER

HOYER achieved turnover amounting to EUR 1,292.7 million in the 2021 fiscal year, which is a growth of about 15.6 per cent compared to the previous year. The development of the Covid-19 pandemic in 2021 took a somewhat less drastic course compared to the previous year, so the negative economic effects were less severe, which led to a noticeable economic recovery. However, the main reasons for the considerable increase in turnover are price rises, some of them extreme, for bought-in logistics services as a consequence of the many disruptions in the global value-added chain and capacity scarcities, which led to price increases for our own provision of services, mainly in European chemicals movements and in the overseas transport segment. Turnover increases also occurred in fuel and bitumen transport operations, where a significant role was played in 2021 by the greatly increased shortage of truck drivers and the wage and price increases triggered as a result. The acquisition of a service station supply business in Great Britain also brought a rise in turnover in that segment.

### RETURN ON SALES

The HOYER Group's return on sales in 2021 was 3.6 per cent (earnings before taxes/turnover). The company reached a return on sales amounting to 3.1 per cent in the

# 1,292.7

**MILLION EUROS IN TURNOVER**

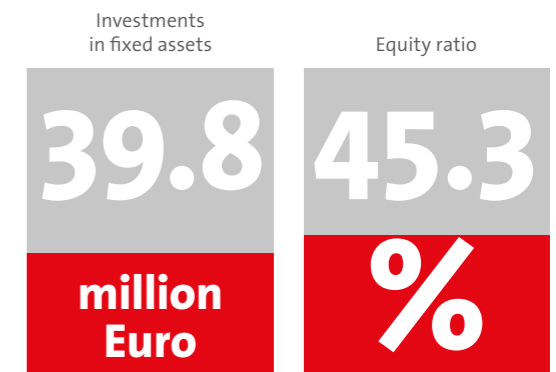


**46.2 million Euros in earnings**

were achieved by the HOYER Group before taxes in 2021

Despite the Covid-19 pandemic, the HOYER Group increased its turnover by 15.6 per cent compared to the previous year.

**THE EQUITY RATIO INCREASED SLIGHTLY COMPARED TO 2020.**





**3.6**

per cent is the global economic growth expected by the International Monetary Fund for 2022.

previous year. Absolute earnings before taxes for the 2021 fiscal year amounted to EUR 46.2 million (previous year: EUR 34.4 million). The increase in earnings was mainly realised in the overseas traffic business segment through increased volume, better balancing out of global transport flows and correspondingly lower costs for repositioning tank containers, and by very high capacity utilisation of the tank container fleet. HOYER also achieved higher earnings with European chemicals logistics, principally through the successful implementation of earnings improvement measures in some activities in the Supply Chain Solutions segment.

**INVESTMENTS, CASH FLOW AND FINANCING**

The investment budget of the HOYER Group for 2021 was EUR 106 million. The planning foresaw investments mainly in fixed assets especially in replacement and expansion investments in transport equipment.

The high demand for investment goods and the worsening shortfalls in supplying the economy with raw materials and

intermediate products led to delivery bottlenecks and greatly lengthened delivery times, with the result that many investments planned for 2021 could not be implemented, and were postponed into the following year 2022.

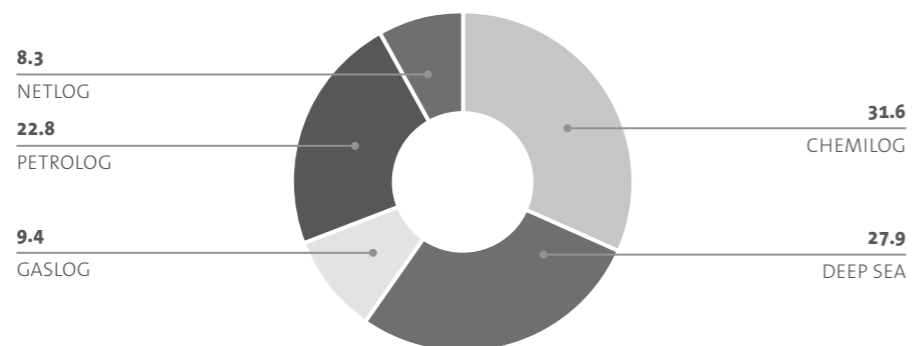
In the course of these developments, expenditure on investments in fixed assets for 2021 amounted to EUR 39.8 million, considerably reduced compared to the original planning. The HOYER Group expects investment expenditure to rise again markedly for 2022.

Compared to the previous year, the operating cash flow of the HOYER Group fell to EUR 79.3 million (previous year: EUR 92.5 million), because working capital had also increased with the rise in business volume. Lower investments led to an improvement in the liquidity situation despite the lower operating cash flow. The equity ratio increased to 45.3 per cent (previous year: 44.5 per cent).

**OUTLOOK**

The IMF (International Monetary Fund) expects the global economy to grow by 3.6 per cent in 2022, i.e. less strongly than in

**Turnover by business units in per cent**



**“WE WANT TO GROW TOGETHER WITH OUR CUSTOMERS.”**

**DR. TORBEN REHER**  
CHIEF FINANCIAL OFFICER OF THE HOYER GROUP

2021 (5.9 per cent). Disturbances in worldwide supply chains will still have negative impacts across large parts of 2022, but overall economic demand is expected to remain at a high level. In planning for 2022 in this macroeconomic environment, the HOYER Group assumes that it will be possible to hold turnover and profit margin at the previous year's levels. The expected adverse effects of military escalation in the Ukraine-Russia war on global economic trends, and thus on business development in the HOYER Group, are not yet foreseeable at the present time. Internationally coordinated massive sanctions against Russia, and possible counterreactions, could bring with them significant setbacks for further economic recovery.

Overall economic demand is expected to remain at a high level in 2022.



**THE FUTURE OF IBC LOGISTICS**

HOYER is currently working towards using its experience with Smart Technology to develop new digital services in the IBC segment, and to make these available through the HOYER Customer Portal. The aims are an even more service-oriented dovetailing with our customers, and opening up new customer groups in Europe and globally.



**SUPPLY CHAIN SOLUTIONS**

**TAILOR-MADE VALUE-ADDED SERVICES**

In the Supply Chain Solutions (SCS) area, although the fiscal year remained slightly below expectations, the result of our SCS activities is nevertheless satisfactory. The challenge of maintaining the operational capability of our more than 30 SCS sites throughout under pandemic conditions was successfully managed. At many of these places, HOYER is directly linked to the customer's production, and we were able to safeguard the latter through organisational measures and agile personnel planning, among other things. The order situation was positive in China, but negative in the Middle East.

by a globally leading special chemicals company for a major project in Essen in 2021. Another highlight is located in Hamburg, where we are implementing the entire on-site logistics for a renowned customer. HOYER is strategically further developing its SCS services to remain a strong partner for the chemical industry in the future as well. As a result of this, our customers profit from a constantly improving portfolio of inter-coordinated services, ranging from individually customised planning and consultancy to the implementation of complete on-site logistics, filling and blending – services that we further optimise on a demand-appropriate basis, e.g. through integral services such as “drop and swap”.

As an integrated solution provider with strong value-added services, we were chosen



**PRIMARY ENERGY AS A COST DRIVER**

Gas and electricity price increases are among the strongest cost drivers in the SCS area. HOYER is trialling various technical and structural solutions to work as energy-efficiently as possible.

**GLOBAL IBC LOGISTICS**

**INDIVIDUALLY CUSTOMISED SOLUTIONS**

In addition to fleet management, our IBC services comprise the leasing, transport, cleaning, maintenance and repair of intermediate bulk containers. In the business with robust stainless steel containers, HOYER achieved a very positive result in 2021. One reason for this lies in the past year's accelerated market growth: for customers in the chemical, foodstuffs and cosmetics industries, it led to an increased demand for standardised IBC types and specialised small containers, as well as for accompanying services. HOYER successfully coped with the challenge of maintaining its ability to respond individually to customers' needs despite a high level of fleet capacity

utilisation. We countered Brexit-related complications caused by modified customs and import regulations by expanding the specific skills of our employees, from whose expertise customers directly profited.

The increased customer interest in stainless steel IBCs as a more sustainable alternative to plastic IBCs was noticeable. To a small extent, this is attributable to the lack of resources to manufacture new plastic containers. There was continuing great demand for our technical IBC consultancy services in 2021 in China where, as in the USA, HOYER was again able to score points as a reliable, competent solutions provider, and will expand its market presence.

02

## GAS AND PETROLEUM LOGISTICS

# FLEXIBLE, QUICK, RELIABLE

In the business of handling and transporting compressed and liquefied gases, HOYER records greater stability for 2021 compared to the previous year. This holds true with regard to capacity utilisation in both road and intermodal transport. However, demand fluctuations also occurred here. Thus the increase in demand for medical oxygen due to the pandemic led to a high volume of transport, which HOYER was able to cope with partly by switching over to intermodal solutions. Thanks to its customer- and solution-oriented approach, HOYER looks back on an altogether successful year in the gas business, particularly in Germany and Southeast Europe.

Significant demand fluctuations occurred in 2021, especially in the area of petroleum product supplies to service stations and airports, to which HOYER offers comprehensive logistics solutions. These fluctuations are predominantly caused by lockdowns in our core markets. The easing of the restrictions from the middle of Quarter 2 resulted in a spike in demand, specifically for retail fuels, which almost reached pre-pandemic levels. The impact of the demand spikes coincided with a driver shortage, thus causing severe operational challenges, particularly in Great Britain and Germany. In order to meet these challenges, the company made large investments in the recruitment and training of new drivers in 2021.

### HIGH IN DEMAND

Eased Covid-19 restrictions in the second quarter of 2021 led to increased demand.



## GLOBAL TANK LOGISTICS

# MODERN EQUIPMENT, OPTIMALLY USED



As a result of its combination of a widely diversified portfolio of services and highly specialised equipment, HOYER is able to satisfy almost every customer request worldwide. For overseas transport operations, 2021 was among the most logistically challenging years in the company's history: cargo space shortage on ships led to drastic market fluctuations – to some extent sea freight costs rose tenfold. The delays in transport execution caused by the bottleneck resulted in high equipment capacity utilisation. HOYER counteracted this by more intelligent dispatching, by enlarging the tank container fleet and by regional partnerships for smoothly-linking intercontinental transport operations, e.g. in the USA, Australia and China. HOYER successfully achieved its aim – maintaining its customers' global goods flows.

The company's own equipment services, cleaning, maintenance and repairs, made an important contri-

### EQUIPMENT SERVICES IN DEMAND

Employees in the cleaning, workshops and depots areas ensured that tank containers could be returned to the cycle of use promptly and in faultless condition.

tribution in this respect. Extensive measures to reduce the risk of infection enabled all sites to be kept in operation. HOYER thus guaranteed that tank containers in faultless condition were immediately returned to the cycle of use, which was particularly closely timed as a result of the global demand boom. HOYER also safeguarded the consistently high quality of its services by modernising its system technology in our network of sites.

# STRIVING FOR EXCELLENCE

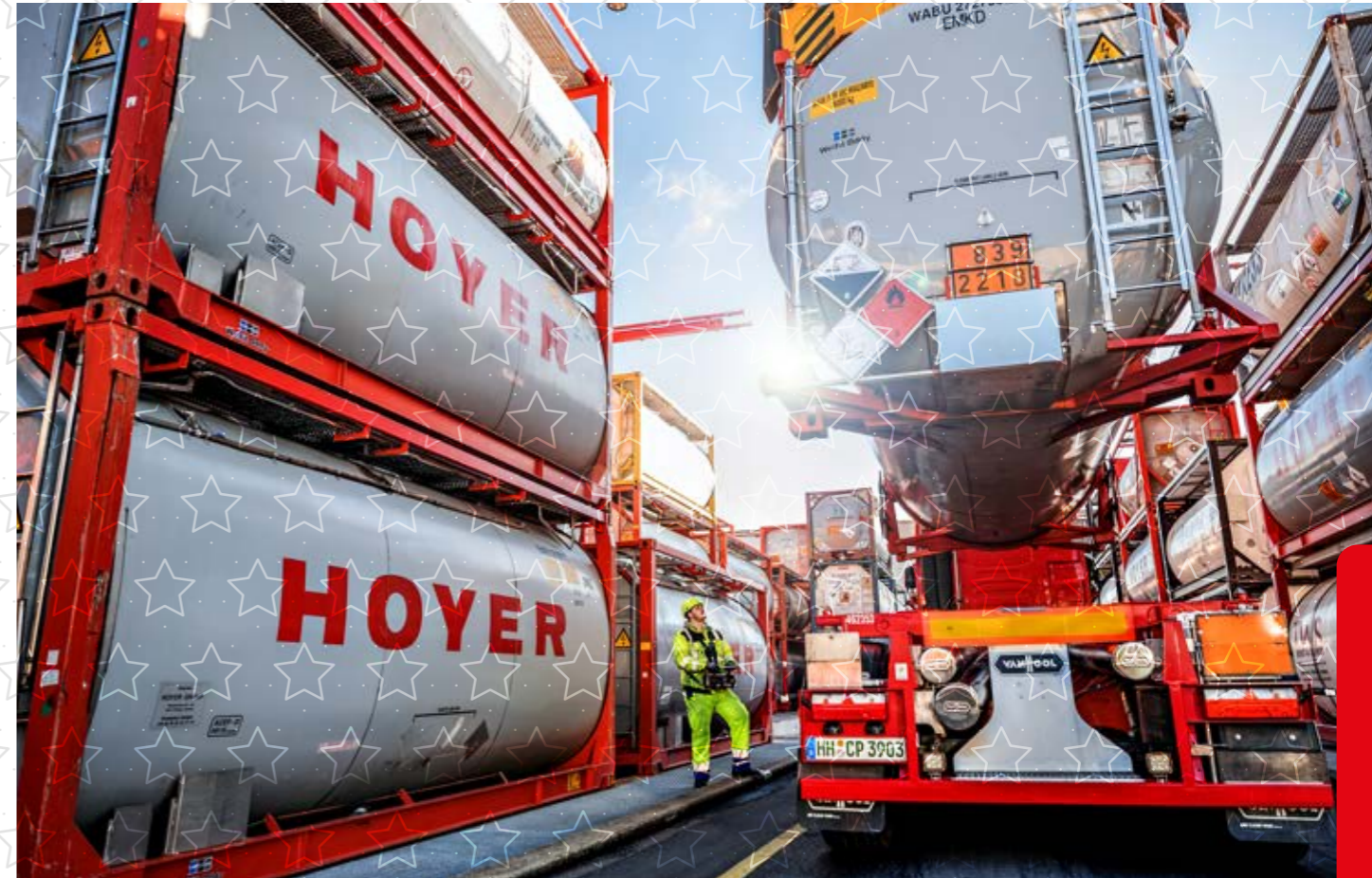
HOYER moves not only logistics; it continuously moves itself as well: striving for excellent performance has driven the development of the family company and its services forward from the very beginning. Thanks to this quality standard, HOYER now has at its disposal a unique portfolio of modular, safe, secure, high-quality logistics solutions along the entire supply chain – with state-of-the-art equipment and worldwide availability. This is how we create real added value for our customers. Increased efficiency, network management and sustainability are three integral components of our “Striving for Excellence”. Through them, we shape the future of logistics close to our customers’ needs.

# 03

EFFICIENCY

MAKING  
THE GOOD  
EVEN BETTER

To be better than the status quo: in order to operate excellent logistics, HOYER continuously develops measures to optimise its services. Closeness to and an exchange of information with customers are indispensable for this.



HOYER strives to find the one optimum solution for every logistics need, no matter how complex and challenging it may be. As a strong, active partner, we not only accompany our customers and their business but also carry them forward: with comprehensive services, precisely tuned to each other along the whole supply chain, we enable smooth-running processes – safely, securely and sustainably. We work continuously to further develop our portfolio and to improve ourselves. For us, that means excellence.

The markets' requirements grow and change. With these developments in mind, we have created modular services that are future-proof and offer our customers the benefit of "everything from a single supplier."

A principle that we have organisationally embedded even more deeply in our company's structure: in future, comprehensive, personal, competent consultancy will also come from a single source through our newly-established Global Sales Team. It views customers holistically and gives them overarching advice about both our global and our regional services – with a detailed knowledge of local legal and infrastructural circumstances.

**OUR CUSTOMERS' FIRST CHOICE**

Continuous exchange of information with our customers, which allows us a deep understanding of their business, their products, processes and needs, forms the basis

**POSITIVE FEEDBACK**

*Customers appreciate the open, partnership-based interaction with HOYER.*

# “THE HOYER TEAM OF CHEMISTS AND ENGINEERS IS THE BEST IN OUR SECTOR OF INDUSTRY.”

**MARKUS KAIFEL**  
DIRECTOR EQUIPMENT SERVICES

## COMPREHENSIVE PRODUCT KNOW-HOW

*HOYER has at its disposal a product data base with around 75,000 entries, which our commercial chemists supplement with another 1,800 entries every year. Thus we always use equipment that is ideally suited to product requirements – for maximum safety in product handling and transport.*

for our striving towards logistical excellence. We think with them and look ahead – and we break new ground together with them through the conception and implementation of innovative logistics solutions. We want to be our customers’ first choice. That is why we do everything in our power not only to fulfil their expectations but to exceed them: by providing sustainable services of exemplary quality, safety and security. To develop these, we go the famous ‘Extra Mile’ – with individually-customised logistics concepts, all the way to innovative equipment in collaboration with our teams of chemists and engineers.

## OPTIMISED EQUIPMENT, OPTIMISED ROUTES

Efficiency is one of the most important features characterising our pursuit of excel-

lence. It already shows itself in planning the right transport equipment. HOYER has at its disposal one of the largest tank container fleets of standard, special, swap-body and composite tanks, as well as intermediate bulk containers. By using composite tanks, we are able to transport larger amounts of product and thus reduce the number of transports – which is both cost-efficient as well as environmentally friendly. Among other things, our Smart Portal supplies real-time data on the location of our tank containers. This also allows more efficient deployment planning, including through information about upcoming maintenance cycles and repairs, and helps reduce empty positionings.

There was particular demand for our competence in the efficient route planning area in 2021. To bypass infrastructure

bottlenecks and to bring our customers’ goods to their destination efficiently and safely, our teams worked intensively on fast, flexible route adjustments. Load capacities were limited and there was a demand for every single tank container. Our global network of cleaning facilities, workshops and depots at central transshipment ports always enabled us to bring our equipment back into the transport cycle in the shortest possible time – a special achievement on the part of our employees because of increased safety precautions to protect against infection.

## ADDITIONAL INFORMATION FOR MORE EFFICIENT SERVICES

HOYER implements many efficiency-enhancing measures to continuously improve services. For example, pre-loading concepts: these enable smooth-running,

reliably-planned on-site and transport processes, and reduce tank downtimes and drivers’ waiting times at tank handovers. The optimum use of time is an essential factor in logistics. For many orders, we provide detailed information in our customer portal from order acceptance until order processing is complete, so our customers know what the status is at all times. In addition, we issue proactive reports of expected arrival times (ETAs) for internal logistics processes in many areas. Last but not least, as well as those for our own portals, we also implement solutions for interfaces into customers’ systems – in on-site logistics, for example, in which our customers benefit from transparent information about warehousing. Through these and many other innovative ideas, HOYER is forward-thinking in its excellent logistics day after day.

## DIVERSITY

*We continuously re-examine the makeup of our container fleet comprising 37,600 tanks with regard to changed market requirements.*



## ENLARGED FLEET STRENGTH

*By investing in around 2,300 more tanks in 2021, we optimised our fleet to meet the increased global demand.*



**12**

**SITES WITH CLEANING, WORKSHOP AND DEPOT SERVICES IN THE USA, ASIA AND EUROPE**

**NETWORK**

# EXCELLENTLY CONNECTED

HOYER is among the globally most successful providers of comprehensive logistics solutions for the chemical, petroleum products, gas and foodstuffs industries – which is also thanks to our outstandingly good networking competencies.

The structure, maintenance and management of networks is an essential component in the pursuit of excellence and the development of innovative logistics services: in HOYER, these comprise digitally networking services and technology, cross-linking and the exchange of information with partners, customers and employees, and networking our global sites and joint ventures.

In the digital networking area, customers profit from our pioneering Smart Logistics solutions. Almost the whole of our tank container fleet has now been fitted with smart equipment: for example, sensors

installed on and in the tank bodies measure their location, temperature or pressure. Through constantly providing and linking this data in our Smart Portal, we enable a high degree of information transparency, and improve the quality of the entire transport process. Modern safety technology on special tanks allows prompt intervention when necessary, even remotely. In close interaction with our customers, we are currently working towards using our experiences from the smart tank container logistics area to further develop our IBC offering.

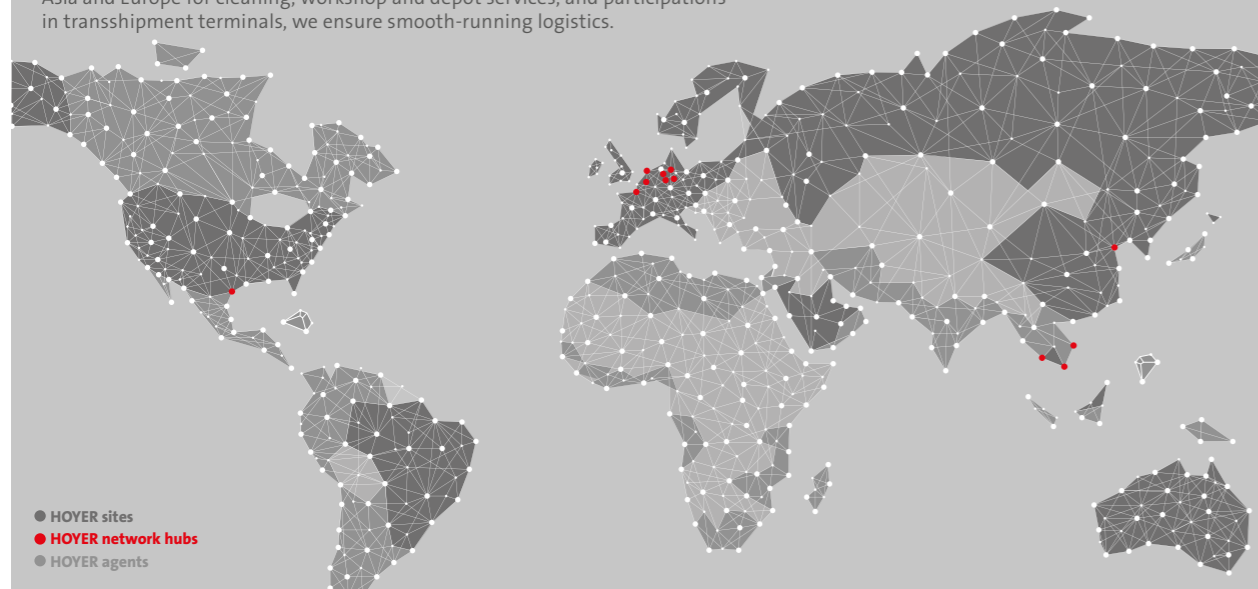
**22,774**

*reports per day are supplied to our customers by our transport management system.*

03

## Network of competence

With representative offices, joint venture partners, agents and sites in the USA, Asia and Europe for cleaning, workshop and depot services, and participations in transshipment terminals, we ensure smooth-running logistics.



● HOYER sites  
● HOYER network hubs  
● HOYER agents

“GLOBAL LOGISTICS:  
FOR US, THAT MEANS  
SERVICES ON ALL  
FIVE CONTINENTS.”

JUDITH KRÜGER  
DIRECTOR OVERSEAS

### ON THE GROUND WORLDWIDE

HOYER is a globally and regionally reliable partner for its customers – this characteristic feature of the company is also rooted in our worldwide network of our own sites and partners. Wherever logistics needs arise: we are on the move for our customers everywhere and at all times – our high quality and safety standards apply globally and boundlessly. We strengthen our international presence through agents and joint ventures, e.g. in the USA, Asia and Australia. Through these, we deepen our regional performance capabilities and expertise, and increase our local consultancy competence. The result: customers profit from an improved network of comprehensive logistics services.

This also includes our offer of container services in workshops, cleaning facilities

and depots. HOYER is not only progressively expanding this network further, but has also unified it – including by harmonising the IT network and planning software that is used. Today, we can offer identical services in almost every workshop, cleaning facility and depot, thus supporting an optimised tank usage cycle.

Partnership-based exchange of information with our customers is essential for our success. Thanks to the insights we obtain as a result of it, we are able to optimise and further develop our services in line with the market and demand. Through the continuous dialogue regarding operational and strategic topics maintained by our employees with our customers, we are in a position to respond in greater depth to the latter's needs, and to develop even better logistics solutions.

### HARMONISED IT SYSTEMS

There is no future-proof networking without the intelligent use of information technologies, and that also holds true in logistics. HOYER works intensively to simplify its own workflow by establishing uniform standard system landscapes, and those of our customers through optimised interfaces, to make even better use of time and resources and to keep costs low. Through further development of our customer portal and stepwise implementation of a global transport management system for our chemical, gas and foodstuffs logistics, we are able to make data available even more efficiently.

In HOYER, networking means not least the linking of our modular services in line with needs, with the aim of creating real added value for customers. With our

added-value services in the Supply Chain Solutions (SCS) area, we successfully integrate ourselves into the chemical industry's corporate processes at more than 30 production sites. By using innovative concepts and tailor-made solutions, we show day-by-day the performance that networking can achieve.

# 66,666

SENSOR DATA PER HOUR ARE  
REPORTED BY OUR TANKS



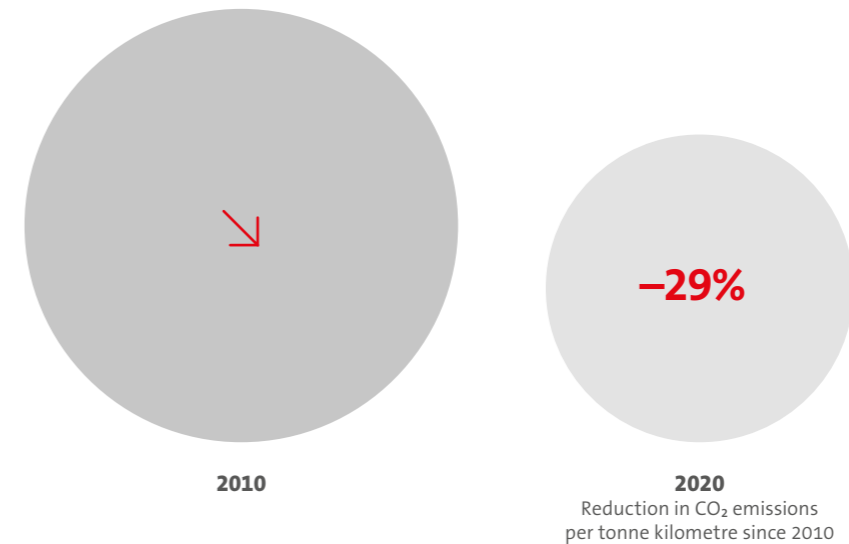
Our information  
security management  
system is certified in  
accordance with  
ISO/IEC 27001:2017.





## Our sustainability targets

Climate and health protection: in 2010, HOYER defined a 10-year target to improve emissions per tonne kilometre by 25 per cent, which was not only achieved by 2020 but also considerably surpassed.



## SUSTAINABILITY

# AN EYE ON THE FUTURE

As a value-oriented family company, HOYER is shaped by a strong awareness of social responsibility, environmental protection and economic efficiency. Sustainability considerations play an important role in all areas of the business.

Ecologically, economically and socially, HOYER emphasises sustainability through prudent action and well thought-out growth – these are fundamental principles to which each staff member worldwide feels committed. Sustainability is a core value and strategic guiding principle that we have implemented throughout the whole company and which directs every individual’s work. All departments constantly develop new approaches and concrete solutions designed to further improve the protection of health, quality and our environmental performance.

### REDUCING CO<sub>2</sub> EMISSIONS

Avoiding and reducing transport-related emissions are among the most urgent challenges facing the logistics sector. HOYER has successfully implemented strategies to decrease its CO<sub>2</sub> and fine particulates figures for a long time. One of our most powerful

levers to achieve this is by optimising the equipment and transport chain: for example, composite tanks made from laminated material for harmless chemicals save energy and transport costs through their light weight and larger payload, and minimise the number of traffic movements and consequently emissions per tonne of load delivered. The same is true for the use of swap-body tanks with an increased volumetric capacity. By using sensor measurements and alarm systems, smart technologies and services increase safety in transport, and make it more cost-, time- and energy-efficient. Our customers, whom we advise about CO<sub>2</sub>-efficient logistics and whom we help in determining and reducing their CO<sub>2</sub> footprint, benefit from our know-how, for example through recommendations about alternative transport options that impose a smaller burden on the environment.

### MORE SUSTAINABLE ALTERNATIVE ROUTES

*In collaboration with our customers, we model and analyse the CO<sub>2</sub> emissions profile of defined transport operations. This enables us to recommend alternative logistics options that use different, emissions-reducing methods of transport. This enables our customers to make informed decisions.*

“WE CONSTANTLY SEARCH FOR OPPORTUNITIES TO FURTHER REDUCE THE EMISSIONS FIGURES OF OUR IBC LOGISTICS.”

**MARLEN BLECHSCHMIDT**  
DIRECTOR IBC LOGISTICS EUROPE

#### ENVIRONMENTAL PROTECTION THROUGH INCREASED EFFICIENCY

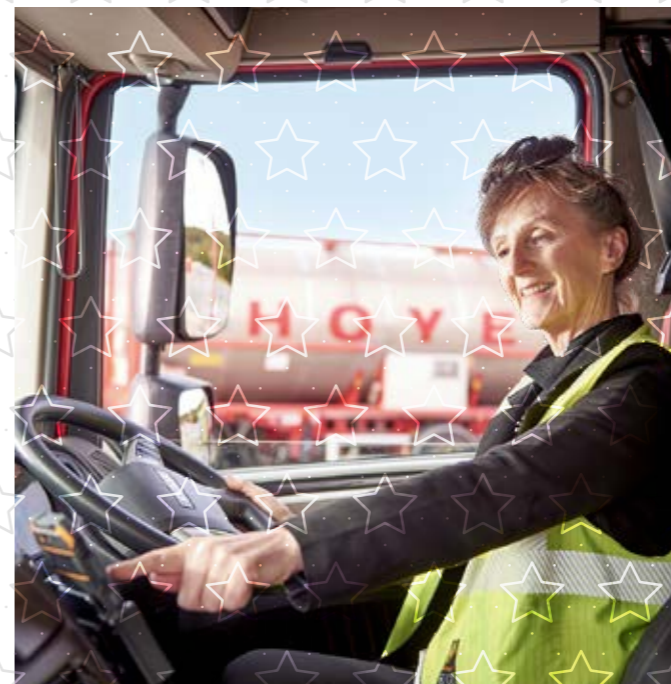
Optimising routes, fleets and equipment capacity utilisation, tour optimisation and avoiding empty repositioning through forward planning: these all help the environment and our customers. HOYER also relies to the greatest possible extent on more environmentally-friendly intermodal transports by ship or cargo barge and rail, and regularly examines all possibilities in the areas of alternative energies and more environmentally-friendly drive systems that decrease our CO<sub>2</sub> emissions still further.

Moreover, we protect the environment by using sustainably-operating equipment, e.g. specially insulated tanks: these keep the temperature stable for longer, require less heating power as a result, and consequently reduce both costs and negative

effects on the environment. Our package of measures is supplemented by, among other things, the work of our energy management team: for example, this is driving forward the implementation of LED lighting concepts and the step-by-step change to green electricity providers across all operations. A pleasing trend that we observe globally lies in the demand for more sustainable packaging and transport solutions in the area of our IBC services. Our stainless-steel IBCs are an ideal alternative to plastic IBCs, and make an important contribution for the environment.

#### PEOPLE AT THE CENTRE

Our drivers make a critical contribution to actively protecting people and the environment. For customers and partners of HOYER, their professional work when loading and



#### THE PROFESSIONAL DRIVERS OF HOYER

An overall internal assessment of hazardous situations with participation by our drivers confirms that one of the greatest risks for our road transport operations is irresponsible behaviour by other road users. HOYER drivers are professionals. Through intensive in-house training programmes and the use of state-of-the-art technology, we equip HOYER drivers to operate safely and have a clear focus on proactive incident avoidance.

unloading their vehicles is a direct expression of our striving for excellence – like all our operationally active employees, we provide them with comprehensive skills and knowledge training, and support them through state-of-the-art equipment and other measures. As professionals at the wheel, their expertise helps to ensure that the shortcomings of other road users do not result in serious accidents. Last but not least, we act sustainably and socially responsibly in our human resources policy: we enable every employee to take advantage of long-term personal and career development in the company according to his or her individual needs. Fair, open dealings with one another and with customers and partners are a cornerstone of our working culture. People’s wellbeing and the long-term stability of our shared corporate

development are at the forefront in HOYER. We are constantly aware of our responsibility for the generations of today and the future. And so it shall remain. We think in terms of generations.

“HOYER GIVES ITS CUSTOMERS **COMPETENT, COMPREHENSIVE ADVICE** ON ALL SUSTAINABLE TRANSPORT LOGISTICS QUESTIONS.”

**MARK BINNS**  
GROUP SHEQ AND SUSTAINABLE MANAGEMENT

# 2025

*We strive to achieve further reductions in emissions in the coming years.*

## HOYER GROUP

# Global presence

HOYER connects continents: with representatives in more than 115 countries, we support our customers worldwide with well thought-out logistics solutions. Here is an overview of our central locations.

- HOYER Middle East Ltd./Al Jubail
- HOYER Belgie N.V./Antwerp
- HOYER Slovenská rep. s.r.o./Bratislava
- HOYER Italia S.r.l./Busto Arsizio
- HOYER Aktifsped Uluslararası Nakliyat ve Tic. Ltd. Sti/Çayırova – Kocaeli
- HOYER Ireland Ltd./Cork
- HOYER Global Transport FZE/Dubai
- HOYER Svenska AB/Gothenburg

- HOYER GmbH Internationale Fachspedition/Hamburg
- HOYER Finland OY/Helsinki
- HOYER Bulk LLC/Houston
- HOYER Global (USA) Inc./Houston
- HOYER Gas & Petroleum Logistics Ltd./Huddersfield
- HOYER Polska Sp. z o.o./Kattowitz
- HOYER Baltic Expedition UAB/Klaipeda

- HOYER Bitumen-Logistik s.r.o./Kourim
- HOYER Norway AS/Lena
- HOYER Logistics Australia Pty Ltd./Melbourne
- HOYER (Schweiz) AG/Mendrisio
- HOYER Portugal Unipessoal Lda./Palmela
- SIA HOYER Latvia/Riga
- HOYER Nederland B.V./Rotterdam
- HOYER France S.A.S./Rouen
- HOYER Mednarodna Spedicija d.o.o./Ruse

- HOYER Global (Brasil) Transportes Ltda./São Paulo
- HOYER Sinobulk Transport Co. Ltd./Shanghai
- HOYER Global Singapore Pte Ltd./Singapore
- HOYER RUS LLC/St. Petersburg
- HOYER Deepsea Malaysia Sdn. Bhd./Subang Jaya, Selangor
- HOYER Gaslog Hungary Kft./Székesfehérvár
- HOYER España S.A./Tarragona
- HOYER Austria GmbH/Vienna

WHEN IT MATTERS

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