HOYER GROUP

COMPANY REPORT 2025

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WHEN IT MATTERS

OPENING REMARKS

Family
The Hoyer family has shaped the development of the company across generations, and its third generation is actively involved on the Advisory Board.
From left to right: Henrik Hertel, Dr. Thomas Wetzer, Martina Hoyer Hertel, Thomas R.J. Hoyer

Advisory Board
As an independent panel of experts, the six-member Advisory Board provides guidance to the HOYER Group.
From left to right: Michael Ziesemer, Hans-Christian Sievers, Martina Hoyer Hertel, Dr. Thomas Wetzer, Thomas R.J. Hoyer, and Hans-Georg Frey

Executive Board
The Executive Board manages the HOYER Group with the objective of ensuring long-term growth and sustainable business success. Björn Schniederkötter (CEO) and Dr. Torben Reher (CFO)

Dear Reader,

The year 2025 was marked by ongoing uncertainties in the global economic environment. Markets developed unevenly, and the chemical industry in Europe in particular remained under significant pressure. Fluctuating demand and intense competition shaped our business.

At the same time, the global economy as a whole proved resilient. In this environment, adaptability and reliable partnerships were key. Our customers rely on the expertise of the HOYER Group and our ability to provide safe and accurately tailored logistics solutions even under challenging conditions.

In 2025, HOYER managed its activities along a clear strategic direction and systematically laid the groundwork for future development. We further developed our global network, consistently aligned our services, and implemented measures to increase efficiency in order to strengthen our competitiveness in the long term. Overall, fiscal year 2025 was characterized by a challenging competitive environment. At the same time, we were able to solidify our economic foundation and further enhance our resilience.

As a family-owned company, we take a long-term and measured approach. This strength enables us to reliably stand by our customers' side and to continue to seize opportunities in the market going forward.

We would like to thank our customers for their trust and our employees worldwide for their commitment.

With best regards from Hamburg,
Björn Schniederkötter
Chief Executive Officer of the HOYER Group

54.6%
EQUITY RATIO

≈1
TURNOVER IN BILLION EURO

63,054
IBC TOTES

"Despite a challenging market environment, we made well-aimed investments in the future and proved our strength as a robust partner. Our strong financial foundation gives us the flexibility to consistently seize growth opportunities."

Dr. Torben Reher, Chief Financial Officer

1,422
TRUCK UNITS

4,018
EMPLOYEES

THE WORLD OF HOYER IN FIGURES

As one of the global market leaders, the HOYER Group provides comprehensive logistics solutions for the chemical, gas, food, and mineral oil industries along the entire supply chain. With proven expertise in handling and transporting liquid goods, we ensure smooth operations in on-site and off-site logistics worldwide. Our far-sighted fleet management ensures that goods transported in tank containers, flexitanks, road tankers, and intermediate bulk containers (IBC totes) reach their destination safely and efficiently. In this respect, the HOYER Group connects continents and configures the global logistics of tomorrow.

1,711
ROAD TANKERS

Global Transport Logistics	Global Gas Logistics	Global Special Logistics
71.7%	14.7%	13.6%

TURNOVER OF BUSINESS IN PERCENT REVENUE

"In 2025, we expanded our network, digitalized our processes, and invested in our employees. Customer proximity, technology, and a strong team ensure our resilience and enable sustainable growth."

Björn Schniederkötter, Chief Executive Officer

40,410
TANK CONTAINERS

FINANCIAL PERFORMANCE AND EARNINGS

The global economy proved resilient in 2025 but showed signs of uncertainty. The chemical industry in particular was under pressure, which was also reflected in the transport market.

In this tough, competitive environment, the HOYER Group held its position as a reliable partner for its customers. Flexibility, a broad service portfolio, and a growing global network enabled stable business relationships even in volatile markets. At the same time, the company made targeted investments in digitalization and global expansion to further strengthen quality, safety and security, as well as efficiency worldwide and to provide sustainable value for customers.

145 representative offices in 106 countries on 5 continents

TURNOVER AND RETURN ON SALES

In fiscal year 2025, the HOYER Group generated turnover of around EUR 1 billion, thus ending below the previous year. This was primarily due to weaker demand in the chemical industry, intense price competition, and low ocean freight rates.

At the same time, profitability improved significantly: earnings before taxes increased to EUR 16.2 million, while the return on sales rose to 1.6%. This development demonstrates the effectiveness of consistent efficiency measures and focused business management.

The differing performance of the business units underscores the strength of the diversified business model. While market prices and utilization in the transport business were under pressure, stable, service-oriented segments ensured improved earnings quality.

+12.4%

EBT IN IBC TOTES LOGISTICS

INVESTMENTS, CASH FLOW, AND FINANCING

In 2025, the HOYER Group invested strategically in the long-term viability of its business. As in the previous year, investments were in the mid tens of millions and were primarily directed toward expanding the global network to serve customers worldwide with greater flexibility and efficiency. Additional investments were made in the renewal of service infrastructure and equipment, as well as in the further development of our digital solutions.

With an equity ratio of 54.6% and stable cash flow, HOYER remains solidly financed and provides a reliable foundation for sustainable investments and long-term growth.

54.6%

EQUITY RATIO

275,252 m^2

OF WAREHOUSE AND TERMINAL AREA

73

NATIONALITIES WITHIN THE COMPANY

13

OWN DEPOTS IN 9 COUNTRIES

EcoVadis Gold
(status of 2026)

492,613 m^2

DEPOT, WORKSHOP, CLEANING, AND HEATING FACILITIES

SNAPSHOTS OF STRATEGIC DEVELOPMENT

A year defined by international expansion, innovative technologies, and strong partnerships – insights into the development of the HOYER Group in 2025

EXPANDED GLOBAL PRESENCE

With the acquisition of INTER-TANK in Chile and the opening of new offices in Colombia and Saudi Arabia, the HOYER Group strategically expanded its international network. This enables the company to reinforce its presence in important growth markets and to move even closer to its customers. The enlarged capacities allow faster responses to regional requirements and enhance the resilience of global supply chains.

STRENGTHENED NETWORK IN EUROPE

With the acquisition of the Dantra Group, the HOYER Group is systematically expanding its position in the European transport market. This local presence and expertise support the targeted development of the Nordic region. A markedly denser network for road and intermodal transport is being created, particularly in Northern Europe. Customers benefit from additional services, expanded capacity, and the combination of regional expertise with global reach – resulting in even more efficient and reliable logistics solutions.

EXPANDED INFRASTRUCTURE IN ASIA

In Vietnam and Thailand, HOYER significantly increased capacities for depot, cleaning, and workshop services together with its network partner. This is the company's reaction to growing demand in the Asia-Pacific region. These investments enhance local operational performance and create the foundation for further growth in one of the most dynamic logistics regions worldwide.

SNAPSHOTS OF STRATEGIC DEVELOPMENT

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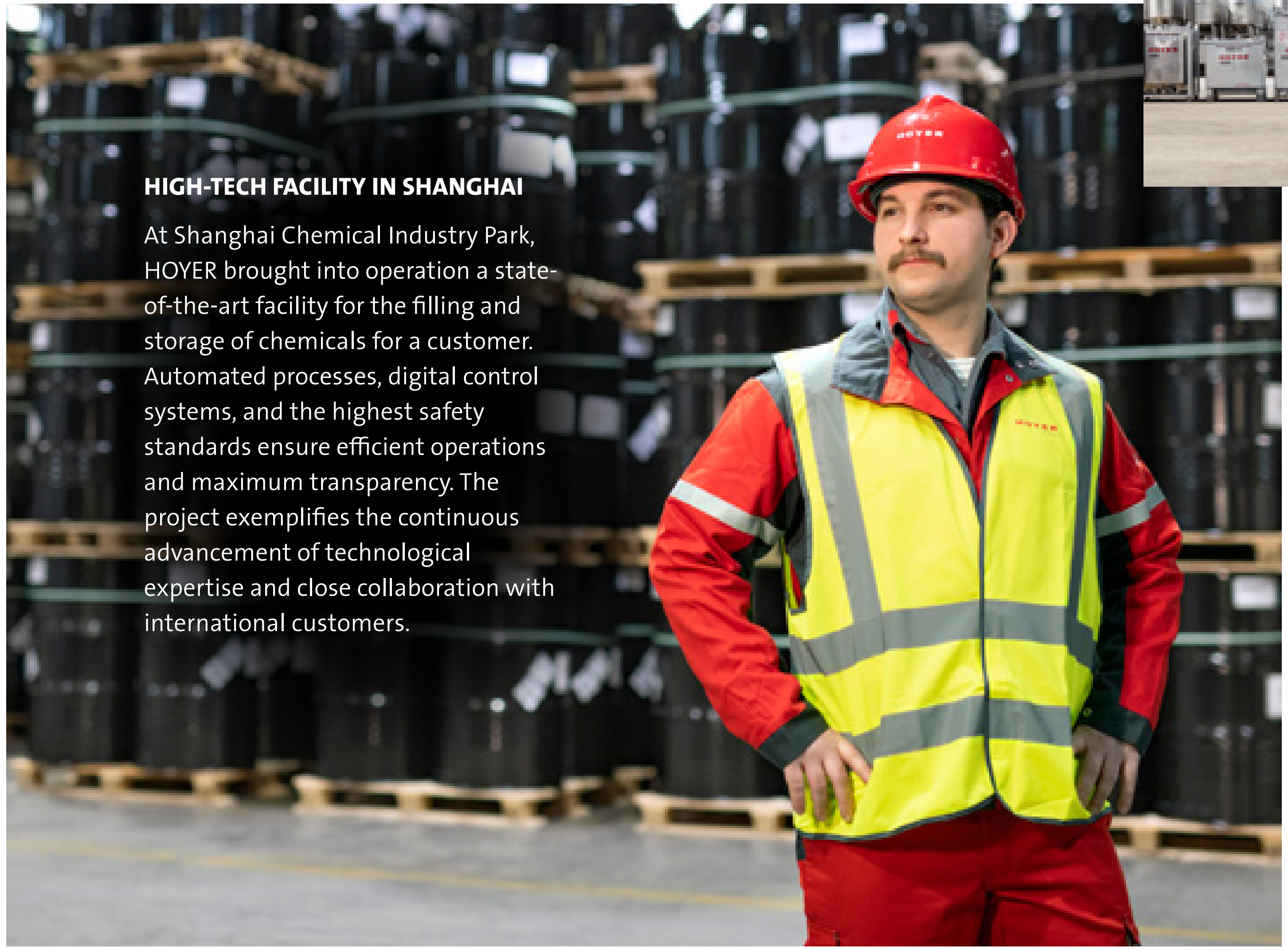
SUSTAINABILITY AWARD

In 2025, the HOYER Group was awarded the EcoVadis Gold Medal, together with certification according to ISO 50001. This places the company among the top five percent worldwide in sustainability, ethics, and responsible corporate governance. These recognitions underline the company's consistent commitment to energy efficiency and sustainable processes across all business areas.



HIGH-TECH FACILITY IN SHANGHAI

At Shanghai Chemical Industry Park, HOYER brought into operation a state-of-the-art facility for the filling and storage of chemicals for a customer. Automated processes, digital control systems, and the highest safety standards ensure efficient operations and maximum transparency. The project exemplifies the continuous advancement of technological expertise and close collaboration with international customers.

EXPANDED IBC TOTES BUSINESS

With the acquisition of TMP's IBC totes activities, HOYER is expanding its portfolio in the area of intermediate bulk containers (IBC totes) and strengthening its market position in Europe. Customers, particularly in France and Spain, benefit from expanded services and a larger fleet. The modular offering of transport, leasing, and service solutions enables flexible solutions along the entire supply chain.

ADVANCING HYDROGEN LOGISTICS

Through new partnerships and innovative projects, HOYER is strengthening its position in hydrogen logistics. These include supplying hydrogen gas stations and deploying the first hydrogen-powered trucks in operations. These initiatives make a meaningful contribution to the development of sustainable transport solutions and underline the company's commitment to future fields in the energy and mobility transition.

GLOBALLY CONNECTED, TECHNOLOGICALLY AHEAD

Global uncertainties growing complexity, rising requirements: logistics operates in the trade-off area between resilience and efficiency – with solutions consistently aligned to customer needs.

The year 2025 significantly intensified the demands placed on logistics. Volatile markets, geopolitical tensions, and shifting trade flows are challenging companies to keep their supply chains stable while remaining flexible in responding to change. For many customers, this means increasing coordination efforts, higher risks, and declining planning reliability.

The HOYER Group addresses these challenges with a clear approach: achieve closeness while reducing complexity.

By strategically expanding its global network – with new locations, strategic takeovers, and stronger regional embedding – solutions are created that are closer to customers' operational requirements. Transport, storage, and service offerings can thus be combined more quickly and precisely.

Björn Schniederkötter, Chief Executive Officer

"Our customers today expect reliability above all in an increasingly uncertain environment. This is exactly where we come in – with solutions that work globally while yielding results locally."

Björn Schniederkötter, Chief Executive Officer

The effect is immediately visible: shorter response times, more stable workflows, and greater supply chain resilience. Particularly in dynamic markets, logistics is therefore evolving from a cost factor into a decisive success driver.

A second key challenge lies in the lack of transparency across complex supply chains. Information is often fragmented, and processes are not fully integrated. This makes planning and management more difficult – especially for sensitive liquid transports.

This is where HOYER consistently focuses on digitalization and automation. Modern systems enable the processing of real-time data, network processes, and create end-to-end visibility across the entire supply chain. At highly automated sites, these technologies are implemented in practice – from filling and storage to the management of logistics operations.

–21%

WORK-RELATED ACCIDENTS: GREATER SAFETY IN DAY-TO-DAY OPERATIONS

“Transparency and reliability are crucial for our customers. Digital solutions help us significantly improve both.”

Andreas Essinger, Executive Director Sales

The result: greater planning reliability, optimized processes, and more efficient use of resources – measurable across the entire supply chain.

Andreas Essinger, Executive Director Sales

OPERATE SAFELY, DELIVER RELIABLY

At HOYER, safety is the foundation of reliable supply chains. Through targeted qualification, clear standards, and consistent actions in daily operations, we create the basis for stable and secure processes worldwide.

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WORK-RELATED FATALITIES: SAFETY IS THE TOP PRIORITY

At the same time, another key bottleneck is becoming evident: the growing shortage of skilled workers. Qualified personnel are increasingly difficult to recruit and retain, while requirements for safety and quality continue to rise.

HOYER is actively addressing this issue as well – through targeted investments in qualification and international training formats. Knowledge is systematically developed and made available globally to ensure consistently high performance levels.

Werner Volk, Director Human Resources

“The quality of our services depends largely on the expertise of our employees. That’s why we invest specifically in their development.”

Werner Volk, Director Human Resources.

This creates an integrated approach that addresses key customer challenges: robust networks for added security, digital solutions for enhanced transparency, and qualified teams for reliable and safe execution.

The year 2025 clearly demonstrates that rethinking logistics not only generates efficiency gains – it creates real added value for customers.

+42%

DRIVER TRAINING HOURS: GREATER EXPERTISE FOR SAFE TRANSPORT

Global training programs, **standardized safety and security frameworks,** and continuous improvement make safety and security measurable and tangible.

PARTNER FOR TRANSFORMATION AND PERFORMANCE

We are redesigning logistics: with customer-centric solutions, operational strength, and flexible, scalable structures, we reliably support our customers through transformation and growth.

1 STRATEGIC PARTNER FOR TRANSFORMATION

HOYER supports customers in transforming their logistics, helping them stay competitive and future-ready!

2 EXPERTS IN LIQUID BULK LOGISTICS

With deep expertise in handling and transporting liquid bulk products, HOYER ensures high-quality, compliant, and efficient logistics solutions!

3 ENGINEERING AND INNOVATION LEADERSHIP

HOYER develops specialized equipment tailored to customer and product needs!

WINNING GLOBAL STRATEGY 2030

GLOBAL GROWTH

Expand the footprint of HOYER across all key regions

OPERATIONAL EFFICIENCY

Build a lean, high-performing organization

DIGITAL AND SCALABLE SETUP

AI-driven agility ensures responsiveness to market dynamics

BUSINESS MODEL INNOVATION

Future-proof service portfolio

We are **the leading global provider of logistics solutions** for liquid bulk products in the chemical, mineral oil, gas and food industries

OUR VALUES

- STRIVING FOR EXCELLENCE
- COOPERATION
- INTEGRITY
- RESPONSIBILITY
- SAFETY AND SUSTAINABILITY

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