

**SUSTAINABILITY
REPORT 2025**



WHEN IT MATTERS

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THIS ICON REPRESENTS A LINK TO MORE INFORMATION ABOUT A TOPIC.

OPENING REMARKS



“WE THINK AND ACT IN GENERATIONS TO BUILD A SUSTAINABLE FUTURE.”

BJÖRN SCHNIEDERKÖTTER

Ladies and Gentlemen, Friends of our Company,

As a family-owned company, we think and act in generations to build a sustainable future – a journey only possible with employees, customers, and business partners.

In 2025, continued economic volatility, geopolitical tensions and expectations for transparent, low emissions transport solutions sharpened our focus on efficiency, emissions reduction, and enabling responsible practices across our supply chain.

We achieved EcoVadis Gold, improved our CDP score, expanded collaboration with customers, and doubled our biofuel volumes. We also advanced energy efficiency initiatives in our depots and on-site operations, and improved emissions monitoring.

During the same year, we strengthened our safety measures, as reflected in an improved Lost Time Injury performance. Finally, we continued to conduct sustainability audits and risk assessments to help build a more responsible and resilient supply chain.

I’m proud of our achievements in building a more sustainable future.

With warmest regards from Hamburg,

Björn Schniederkötter
Chief Executive Officer of the HOYER Group



ENVIRONMENTAL

407,479

TOTAL EMISSIONS (TONNES CO₂e, WELL-TO-WHEEL, SCOPE 1, 2 AND 3)

16.42

EMISSION INTENSITY IN TRANSPORT OPERATION (G CO₂e /TONNES-KM) WELL-TO-WHEEL

SOCIAL

15.98

LOST TIME INJURY FREQUENCY RATE IN NON-TRANSPORT OPERATION

73

EMPLOYED NATIONALITIES

GOVERNANCE

90

AVERAGE SQAS SCORE FOR TRANSPORT OPERATION AND NON-TRANSPORT OPERATION

78

(GOLD) ECOVADIS SCORE



1 INTRODUCTION

HOYER considers sustainability crucial to its business. We establish Environmental Social Governance (ESG) strategy, targets and governance to guide our sustainability vision. In this journey, HOYER continuously enhances its sustainability management system and engages in sustainability assurance and partnerships.

1.1 Business Model – Our Services at a Glance

HOYER, an independent family business, has been one of the world’s leading bulk logistics providers since 1946. As a specialist, it has considerable know-how in supplying extensive services close to customers. It develops and implements wide-ranging solutions in European and worldwide bulk logistics, and is a global leader in logistics for liquids, especially in the chemicals, food, gas and mineral oil products industries. For this, employees and representative offices in over 100 countries on five continents support customers with well-thought-out logistics solutions to make them even more successful in their respective markets. HOYER uses various methods, like trucks, road tankers, Intermediate Bulk Container (IBC) totes and tank containers as well as flexitanks for transportation, but also owns numerous logistics plants with depots, cleaning facilities and workshops. We operate transport and logistics assets that use the latest safety and resource efficiency technologies.

GLOBAL TANK LOGISTICS

HOYER offers logistics solutions that provide standard and special equipment for worldwide transport by road, rail, inland waterway, and sea. We also offer accompanying services such as the cleaning, maintenance and repair of transport equipment for liquid products and goods from the chemical, gas, mineral oil and foodstuffs industries. Tailor-made logistics concepts focus on resource-conserving, environmentally compatible use.

GLOBAL IBC LOGISTICS

Our services comprise the fleet management, leasing, transport, cleaning, maintenance and repair of IBC totes. These services are provided in modular form to customers in the chemicals, foodstuffs and cosmetics industries.

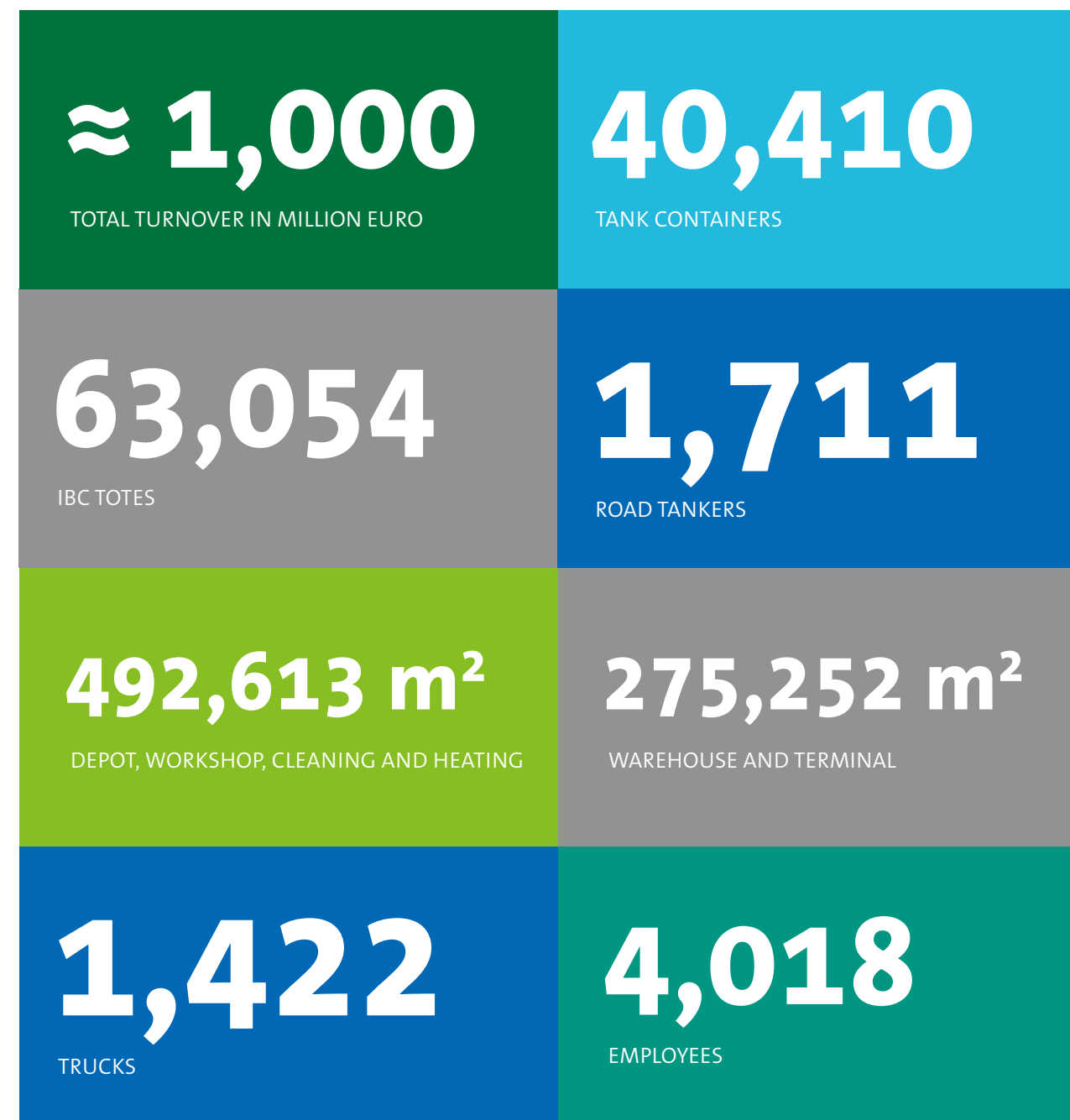
GLOBAL GAS LOGISTICS

HOYER provides road and intermodal logistics solutions to handle and globally transport compressed and liquefied gases for the traffic, manufacturing, medical and foodstuffs sectors, among others.

SUPPLY CHAIN SOLUTIONS (SCS)

We undertake complete logistical processes – both on the customer’s site and off-site – and develop solutions to optimize upstream and downstream production processes. The product portfolio includes project development, on-site logistics, filling and formulating, contract warehousing, the operation of intermodal terminals, storage of hazardous goods in tank containers and yard management.

HOYER IN FIGURES 2025



1.2 Core Values and Strategic Guiding Principles

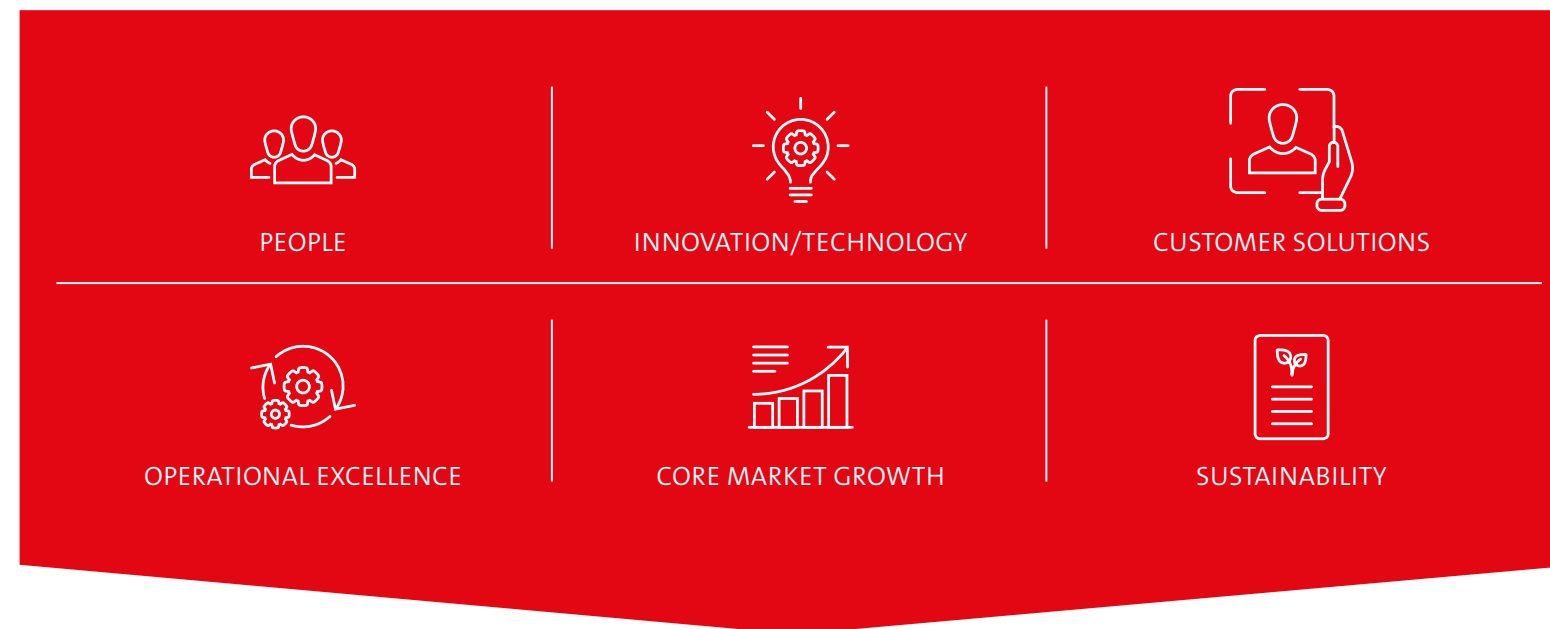
Our long-term commitment to employees, business partners, and society means applying the values of Responsibility and Safety and Sustainability, and considering future generations in our daily actions and thoughts.

Sustainability is also one of six strategic guiding principles in our Strategy Execution. In addition, HOYER focuses on innovation and technology that positively affect sustainability. We also provide outstanding customer solutions and efficient processes that help grow customers' businesses. Simultaneously, we empower our workforce to develop skills and knowledge further to achieve exceptional performance in challenging markets.

“THROUGH OUR PURSUIT OF EXCELLENCE AND EFFICIENCY, HOYER CONTINUES TO BE **A SAFE, SECURE, RELIABLE PARTNER.** WE OFFER STABILITY AND OUTSTANDINGLY GOOD SERVICES IN A CHALLENGING GLOBAL MARKET ENVIRONMENT.”

DR. TORBEN REHER, CHIEF FINANCIAL OFFICER

OUR STRATEGIC GUIDING PRINCIPLES



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

OUR VALUES



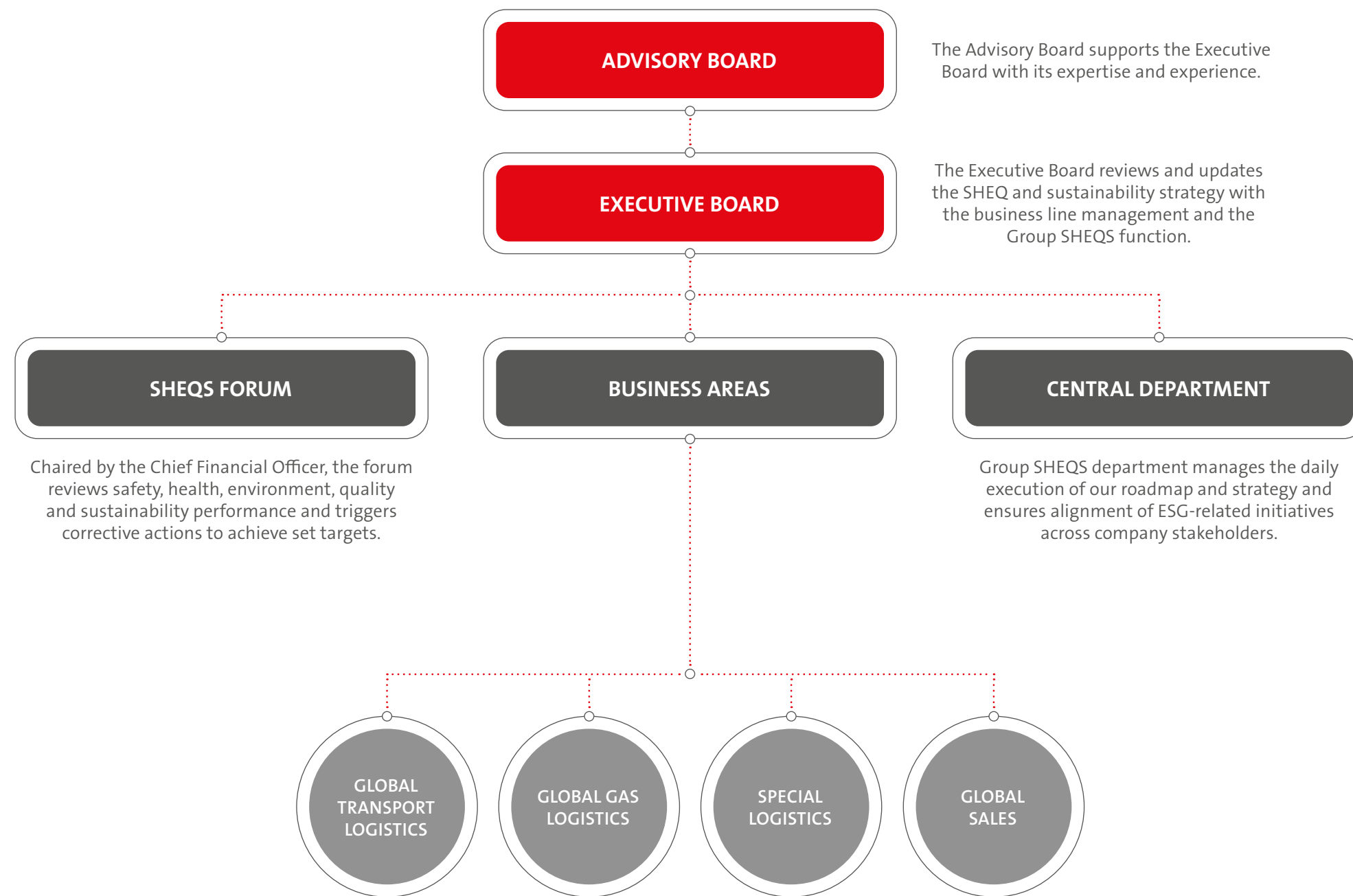
1.3 ESG Strategy and Governance

ESG GOVERNANCE AND ROLES

HOYER has responded to sustainability’s continuing importance and expanding stakeholder requirements and expectations by establishing robust organizational governance. Our structures and responsibilities for sustainability apply throughout business lines and central departments, including the Safety, Health, Environment, Quality and Sustainability (SHEQS) department, the Executive Board and the Advisory Board. The Group SHEQS team steers the planning and implementation of strategic initiatives in collaboration with the operational SHEQ entities in the business lines. Sustainability has always been a core value and continues to guide decision-making and operational practices across the organization.

“HOYER DRIVES SUSTAINABLE AND RESPONSIBLE ACTIONS ACROSS THE ENTIRE ORGANIZATION.”

THIES GRAGE, DIRECTOR SHEQS (SAFETY HEALTH ENVIRONMENT QUALITY SUSTAINABILITY)



SHEQ departments are coordinated by the Group SHEQS team, and subject-matter experts drive targeted initiatives for safety, health, environment and quality across business areas.

2030

STRATEGY AND TARGETS

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

HOYER sets mid- and long-term company targets that contribute to the UN's SDGs in environmental, social and governance (ESG) areas, aligning these ambitions with the ten principles of the UN Global Compact to demonstrate our continued commitment to responsible business conduct and sustainable development.



ENVIRONMENT

Reducing impact on climate change and natural resources

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



SOCIAL

Taking responsibility

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



GOVERNANCE

Acting with integrity

- | Transparency and integrity in business negotiations
- | Enhanced IT security and information protection
- | Responsible supply chain
- | Highly developed accounting and reporting structure
- | Business conduct culture

Decarbonization

- | **-25.6% emissions of CO₂** in transport operations by reducing direct Tank-To-Wheel CO₂ emissions rate (Scopes 1 and 3) by at least this (in grams of CO₂ per tonne-kilometer) versus 2019
- | **-40% emissions of CO₂** in non-transport operations by reducing direct Scope 2 CO₂ emissions by at least this (in kilograms of CO₂ per work hour) versus 2019
- | **75% share of green electricity** consumed in our non-transport operations

Safety

- | **50% non-transport safety** by improving the rate of main incidents by this amount versus 2019
- | **20% in transport safety** by improving the rate of main incidents by this amount versus 2019

Local community engagement

- | Ongoing initiatives on development aid, education, art and culture, social and youth welfare

Diversity, inclusion and equal treatment

- | **>30% of women** in management positions

People development

- | Provide **at least 15 hours of training** per year for 100% of our employees

Maintain Sustainability and Management assurance performance

- | **Top 5% EcoVadis** rating within the assessed industry
- | **>90% SQAS score** in transport and non-transport operations

Responsible supply chain

- | **100% of employees** are trained on the Code of Conduct (CoC) and 100% of employees in buyer positions are trained on the Supplier Code of Conduct (SCoC)
- | **100% commitment** to SCoC by key suppliers
- | **Zero breaches** of CoC and SCoC*
- | **100% of employees** are trained on IT security and data protection

* including child labor, forced labor, human trafficking, discrimination and harassment.

PARTNERSHIP AND ASSURANCE

HOYER cooperates closely with customers and other business partners to achieve sustainability goals and targets jointly. Through our HOYER sustainable solutions portfolio, we constantly seek opportunities for collaboration to decarbonize operations. We also stay updated on compliance standards and best practices through active membership in various organizations.













We assess our operations, policies and procedures regularly to ensure we meet set sustainability standards globally and regionally. Internally, HOYER or its subsidiaries are accredited against ISO certifications for quality management, food safety, information security, energy, environmental management, and occupational health and safety.

HOYER participates in EcoVadis and CDP sustainability assessments and industry-specific appraisals by SQAS and CDI IMPCAS external certification bodies to ensure quality practices and sustainable operations. Regular structured internal audits, safety tours and spot checks in the workplace complement these assessments. In 2025, HOYER achieved an EcoVadis Gold rating and improved its CDP disclosure results. As we work toward validating our Science Based Targets initiative (SBTi), growing market volatility underscores that progress will rely on stronger support and closer collaboration across the value chain.

MEMBER OF ...

The image displays a vertical list of logos for organizations HOYER is a member of. From top to bottom: BVL (with a stylized '7'), Container Owners Association (with a stylized 'COA' logo), DSLV (Bundesverband Spedition und Logistik), ECTA (European Chemical Transport Association), EPCA (with a globe icon and the year 2024), ITCO, and LOGISTICS (with a stylized 'L' and a globe icon).

CERTIFICATES AND ATTESTATIONS

 <p>ISO 9001: 2015 Quality management (2023–2026)</p>	 <p>ISO 22000: 2018 Food safety management (2023–2026)</p>	 <p>ISO/IEC 27001:2022 Information security management system (2025–2026)</p>	 <p>ISO 14001: 2015* Environmental management (2024–2027)</p> <p><small>* Limited to Powertex in Malaysia</small></p>
 <p>ISO 50001: 2018 Energy management (2025–2027)</p>	 <p>ISO 45001: 2018* Occupational health and safety management systems (2024–2027)</p> <p><small>* Limited to cotac site in Singapore and Thailand</small></p>	 <p>SQAS 92* (2025) 78** (2025)</p> <p><small>* Average score for transport and **non-transport operations</small></p>	 <p>Chemical Distribution Institute IMPCAS 91* (2025)</p> <p><small>* Rolling score for Rotterdam, Singapore and Houston</small></p>
 <p>EcoVadis 78 / Gold (2025–2026)</p>	 <p>CDP Water B- (2025) Climate C (2025) Supplier Engagement Assessment B- (2025)</p>	 <p>SBTi committed*</p> <p><small>* target is not yet approved</small></p>	 <p>WeConnect International Certified women's business enterprise (2025–2027)</p>

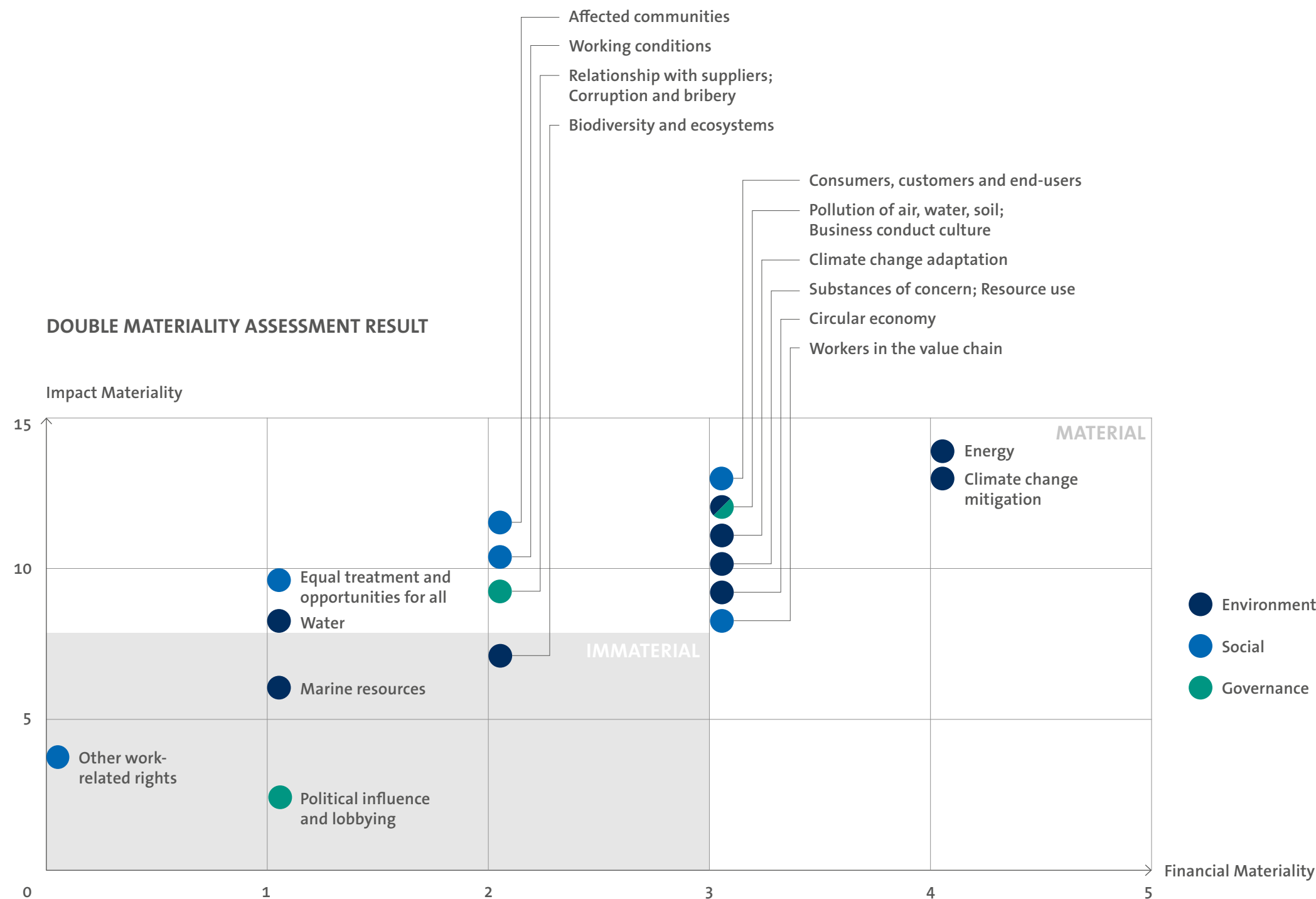
CSRD AND DOUBLE MATERIALITY ASSESSMENT

As part of the Corporate Sustainability Reporting Directive (CSRD) requirement, HOYER regularly conducts and updates a double materiality assessment (DMA). This assessment determines relevant topics for HOYER when presenting sustainability reporting in line with upcoming CSRD regulations.

The DMA process considers ‘inside-out’ and ‘outside-in’ evaluation. The inside-out evaluation assesses the company’s impacts on people and the environment, such as how our operations effect various stakeholders and the natural world, whereas the outside-in evaluation (financial materiality) assesses the impact on the business and focuses on financial implications, risks and opportunities.

After shortlisting the material topics, we conducted surveys to assess all relevant topics, ran a series of follow-up workshops to further discuss the materiality scores of these topics, and finally aligned the material topics.

In 2025, HOYER reviewed the results of the DMA during its ISO audits, which confirmed the DMA’s highest-priority topics.





2 ENVIRONMENTAL

HOYER is committed to cutting environmental impacts by minimizing carbon emissions, managing resources responsibly, tackling pollution and waste, and pursuing a circular economy.



2.1 Climate change

CARBON EMISSIONS FOOTPRINT

The HOYER business models rely on substantial energy consumption due to energy-intensive operations like global transportation by road, sea and rail, as well as tank cleaning, workshop, and depot and SCS activities. Most of our energy sources come from fossil fuels, resulting in significant greenhouse gas (GHG) emissions that contribute to climate change.

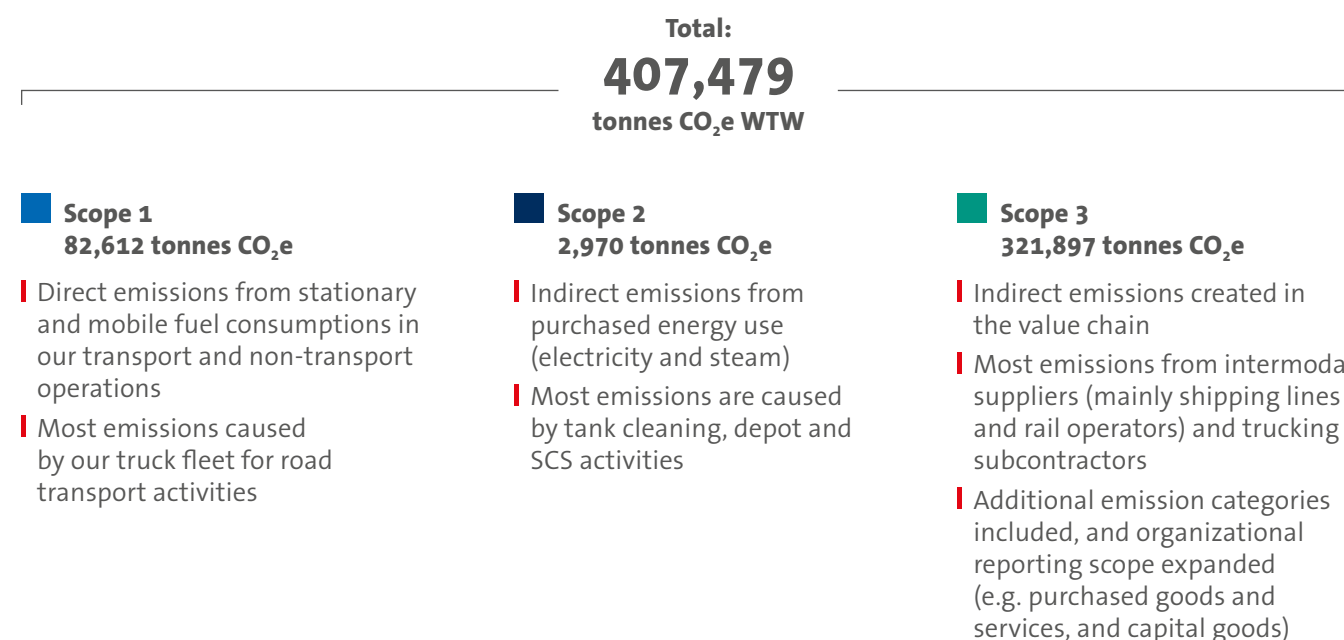
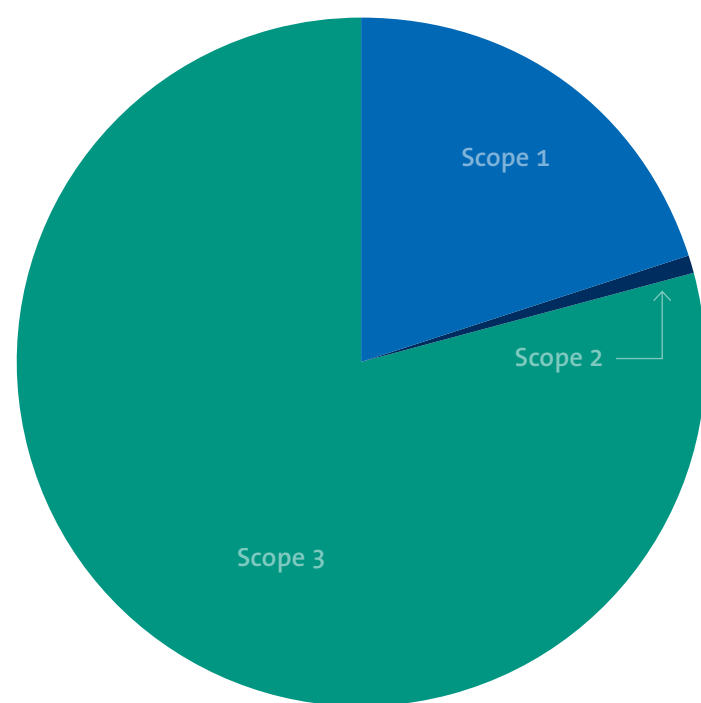
HOYER commits to monitoring its carbon footprint across all business entities and their value chains, covering Scope 1, Scope 2, and the relevant Scope 3 categories. We aim to provide accurate emission analytics to benchmark and trigger reductions and to collaborate with suppliers and customers.

HOYER calculates its GHG emissions within its defined operational boundaries in accordance with the GHG Protocol. The methodology is based on industry-recognized frameworks, including GLEC Framework and ISO 14083. Together with these frameworks, HOYER applies a CO₂e Well-to-Wheel (WTW) approach, providing a holistic view of emissions from fuel production through to operation.

HOYER continues to enhance the completeness of its corporate carbon footprint (CCF) across operations and the value chain. In 2025, the company expanded its emission inventory to ensure greater transparency, and alignment with recognized standards with refrigerant in Scope 1, biogenic emissions, and various Scope 3 categories [↔](#).

In 2025, the direct emissions (Scope 1) from own operations and indirect emissions from purchased energy (Scope 2) together accounted for 22% of total GHG emission, the majority originating from operations in Europe. Indirect emissions from the value chain (Scope 3) remain the largest contributor, representing 78% of total emissions.

HOYER CORPORATE CARBON FOOTPRINT 2025



NAVIGATING OUR PATHWAY TO REDUCING CARBON EMISSIONS

HOYER tracks emission intensity to measure the efficiency of operations relative to resource input. This indicator complements our absolute carbon footprint, providing a clear view of environmental performance over time and decoupling emissions from business growth.

Emission intensity* is monitored across transportation and non-transportation activities to identify improvement opportunities and support progress tracking toward climate targets.

Moving from measurement to action, our continued focus is on reducing emissions internally

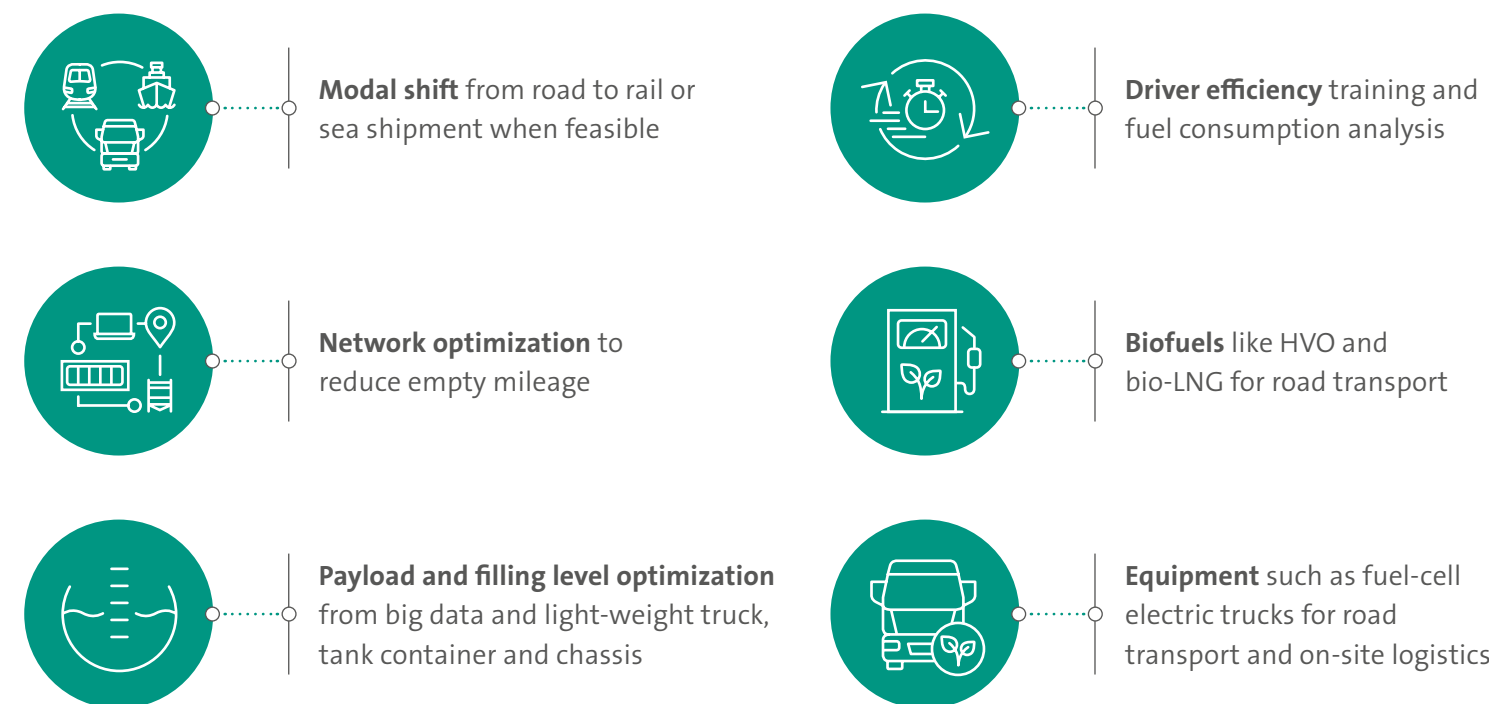
rather than offsetting them, and offering low-emission logistics solutions to our customers. HOYER is committed to using eco-friendly energy sources like biofuels and green electricity, continuously procuring green energy, and striving to reduce energy consumption and increase efficiency.

In 2025, the company reduced its emissions in transport operations by using HVO fuel, employing a hydrogen truck in collaboration with a customer, increasing rail transportation, and procuring electric trucks that will be deployed in 2026.

THE DEVELOPMENT OF EMISSION INTENSITY IN TRANSPORT OPERATIONS (WTW)



DECARBONIZATION LEVERS IN TRANSPORT OPERATIONS



* Emission intensity in our transport operation business is calculated by dividing total Scope 1 and Scope 3 transport-related emissions by tonne-kilometers.

HOYER is strengthening its decarbonization approach in non-transport operations by focusing on key project areas to reduce its Scope 1 and 2 emissions in the areas of energy efficiency, green energy procurement, and new energy vehicles.

In 2025, HOYER further advanced its decarbonization efforts by expanding heat-exchange systems, increasing the procurement and on-site production

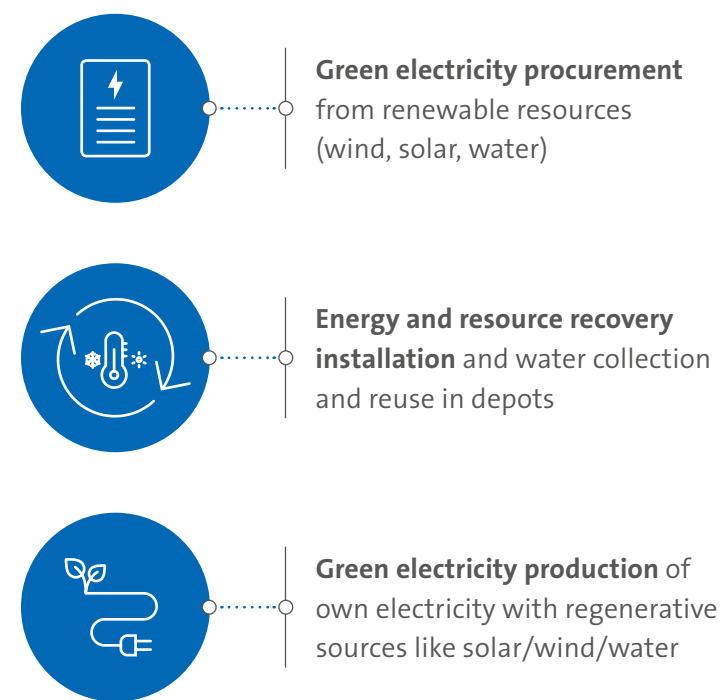
of renewable electricity in Europe, upgrading to energy-efficient lighting, modernizing equipment fleets, and enhancing cleaning station infrastructure in various locations. These measures aim to reduce energy-related emissions and accelerate the transition toward lower-carbon operations.

Due to the measures implemented in 2025, emission intensity decreased compared to 2024. This metric encompasses not only energy-related emissions, but also waste management and other relevant operational activities.

THE DEVELOPMENT OF EMISSION INTENSITY IN NON-TRANSPORT OPERATIONS (WTW)



DECARBONIZATION LEVERS IN NON-TRANSPORT OPERATIONS



6,368

TONNES OF COMBINED CO₂e SAVINGS FROM BIOFUEL USAGE AND GREEN ELECTRICITY PROCUREMENT AND PRODUCTION

“WE AIM TO PROVIDE ACCURATE EMISSION ANALYTICS TO **DEVELOP SOLUTIONS** THAT BENCHMARK AND TRIGGER REDUCTIONS.”

THIES GRAGE, DIRECTOR SHEQS

2.2 Pollution

Driven by our commitment to sustainability, HOYER actively advances solutions that minimize our pollution, embodying our core value of Responsibility. We set up ongoing monitoring after identifying the sources of our pollution from HOYER transport and non-transport operations. Most of our pollution arises from vehicle emissions, with only a small part of the contamination resulting from transportation incidents. HOYER also generates solid waste and wastewater from non-transport operations, primarily at depots and tank cleaning operations, including hazardous substances and microplastics abrasion.

Wastewater of all kinds is filtered and purified in specially equipped water treatment plants in accordance with legal regulations. We invest heavily in training to prepare our staff for planned loading and unloading procedures, proper waste handling and waste management, as well as emergency cases where potential water contamination and leaks might occur. In 2025, HOYER continued Operation Clean Sweep. At our Mannheim site, the shift to an electric tow tractor to pull equipment into the tank cleaning facility has reduced energy demand and on-site emissions while improving local air quality and supporting healthier working conditions.

2.3 Water

We operate cleaning businesses across 12 sites in Europe, Asia and North America that consume a considerable amount of water. Hence, we are acutely aware of its value as a precious resource and have been for generations. Consequently, HOYER is committed to using water responsibly, which means that the indirectly discharged purified water from our plants complies with legal limits.

We have also implemented many water efficiency measures, such as reusing water for cleaning and tank pressure testing, and we aim to further reduce water consumption in these areas. We carefully differentiate between freshwater and well water based on the cleaning needs for chemical and food-grade products. In 2025, HOYER continued to finalize the construction of a biomembrane and reverse-osmosis system in Belgium. Beyond improving the existing water treatment process, this investment will enable the future reuse of treated water. In addition, HOYER invested in upgrading cleaning stations to support water conservation.

2.4 Circular Economy

HOYER considers the long-term use of materials because our resource-intensive industry has a substantial environmental impact through its tank manufacturing, goods transportation, and waste processing. Therefore, we maximize efficient

material use and recycle resources when possible. We design and procure tank containers and IBC totes from durable, high-quality materials to ensure they last more than 20 years. We regularly execute tank container refurbishment to extend their lifespan. Most materials we use are recyclable, and we plan to expand our circularity initiatives.

We aim to be a leading player in the circular economy, reducing environmental impact and carbon emissions. We recognize our opportunities to lead in circular logistics by transporting raw materials for sustainable products, waste, and intermediate products, as well as providing essential equipment and infrastructure throughout the world.



> 90%

RECYCLING AND REUSE OF MATERIALS
USED IN TANK CONTAINERS AND IBC TOTES



3 SOCIAL

HOYER takes responsibility for its own workforce and everyone in its value chain. We prioritize continuous health and safety improvements, champion employee development, and value our diversity, equity, and inclusion, while upholding human rights. HOYER also maintains quality and safety measures for customers, and actively supports nearby communities.

 1 NO POVERTY	 3 GOOD HEALTH AND WELL-BEING	 4 QUALITY EDUCATION
 8 DECENT WORK AND ECONOMIC GROWTH	 10 REDUCED INEQUALITIES	 17 PARTNERSHIPS FOR THE GOALS

3.1 Own Workforce

HOYER respects human and workers' rights, basing our actions on the UN Global Compact Initiative, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

HEALTH AND SAFETY

HOYER is committed to protecting our employees and supporting them with strong health and safety measures. We integrate good health and safety standards across our daily operations. Sound governance, robust processes, professional incident management, reporting and follow-up underpin our dedication to achieving an excellent SHEQ performance. Health and safety topics are the first agenda items at all Board meetings. We address health and safety issues through safety instructions/guidelines, the latest safety equipment, and ongoing training.

In 2025, HOYER maintained a proactive approach through ongoing safety measures and trainings aimed at fostering a culture of awareness and prevention. A notable development during the year was the increase in "near-miss reporting", which has been positively recognized by customers. This improvement has contributed to the effectiveness of preventive measures by enabling identification of potential hazards earlier and reducing the likelihood of incidents. Furthermore, the number of lost days – meaning days employees were unable to

work due to workrelated injuries – decreased compared to the previous year, reflecting ongoing improvements in safety.

EMPLOYEE DEVELOPMENT AND RIGHTS

HOYER values its employees and considers 'People' to be a strategic guiding principle, because they are core to our business. HOYER aspires to create an agile, supportive and stable working environment, and maintain employee satisfaction and retention. We foster employee engagement by listening to our employees and their ideas and providing relevant training and development opportunities. It is essential to continue investing in our workforce's development through on-site and specialized training programs across the Group. We also offer apprenticeships and dual studies to attract and develop young talents.

In addition, HOYER ensures that employees have good working conditions, including appropriate working hours, adequate wages, opportunities for social dialog and freedom of association. These workers' rights are addressed and monitored globally. We have underlined our commitment by launching our Group-wide labor and human rights and modern slavery policies, and training all employees on them. In 2025, HOYER enhanced its existing development initiatives with a global talent management approach and dedicated talent programs for multiple target groups, thereby actively advancing gender diversity in

leadership and building a strong internal leadership pipeline. Efforts to strengthen positive working conditions progressed, with ongoing rollout of an employee assistance program (EAP) as a standardized element of the company benefits. In addition, the global analysis of employee wage and pay structures against minimum and living wage benchmarks was continued.

The diversity of our global workforce – in nationality, origin, race, gender, age, competencies, qualifications and experience – enriches us. Moreover, HOYER safeguards equal treatment and opportunities with its Code of Conduct (CoC). Women in leadership roles remains a significant focus, and we have integrated this consideration into personnel development and leadership programs. In 2025, HOYER started adjusting organizational structures, which influenced the management setup and the way we collaborate and work together. Also in this phase, HOYER actively supported its strategic leadership agenda by expanding leadership development opportunities for high-potential women. We have also taken on an active role as a Board member in the Women in Leadership Network (Women in Logistics). [↔](#)

99%

OF ANALYZED WAGES EQUAL LIVING WAGES OR ABOVE

21

HOURS IN AVERAGE TRAINING PER EMPLOYEE (INCLUDING OWN DRIVERS)

0

FATALITIES

3.2 Workers in the Value Chain

The workers in the HOYER value chain are suppliers and business partners who are involved in our operation in Europe and worldwide. We treat them and our own employees equally. We select suppliers and partners in the same transparent manner, based on abilities, performance, and individual ethical conduct. We also ensure they work in safe environments, benefit from ongoing development, and are paid fairly according to the law – principles that are clearly outlined in the HOYER Supplier Code of Conduct. [↪](#) HOYER also recognizes various risks to its value chain and applies management systems to address them effectively by training internal procurement entities, conducting regular risk assessments for our major procurement categories, assessing individual supplier performance and performing regular supplier audits.

In 2025, alongside advancing employee development and safeguarding employee rights, HOYER continued to monitor and evaluate working and safety conditions. This included more stringent and comprehensive oversight through audits for suppliers on their workers' safety in the non-transportation value chain, as well as risk assessments in rail and short sea terminals.

3.3 Affected Communities

HOYER brings positive benefits to the communities in which it operates by creating quality employment, funding community infrastructure through tax contributions, and supporting local business networks.

HOYER acknowledges its impacts on communities and works continuously to mitigate any that are negative. HOYER affects local habitats through its own operations and through the value chain. However, it minimizes its negative direct impacts by implementing measures such as efficient resource use, monitoring pollutants, and responsible waste handling.

In 2025, HOYER employees took part in charity runs and tree-planting initiatives to support groundwater in Germany, and contributed to a private aid campaign in Niger, West Africa.

The Hoyer family established the Friedel and Walter Hoyer Foundation [↪](#) in 1996 intending to return part of HOYER's economic success to the community. The Foundation supports education, culture and charitable and social organizations. HOYER also provides opportunities for its employees to get involved in the Foundation's work.

In increasingly challenging economic times, the Friedel and Walter Hoyer Foundation shares responsibility for solving social problems that the state can no longer tackle alone. Through its work, the Foundation aims to contribute to a sustainable and humane society.

3.4 Customers and End-Users

HOYER prioritizes its service to customers and end-users, who appreciate our ability to manage complex logistics while exceeding safety standards. Nonetheless, the risk of accidents is always present. Transportation accidents can lead to harmful outcomes for customers, but these incidents are usually local and concentrated, potentially causing delays, product loss, and replacement delivery. To mitigate these issues, HOYER operates safety and monitoring systems that exceed legal requirements. Furthermore, our training program ensures that our teams are prepared for critical situations, using their skills to assess and reduce risks, ensuring people's safety and preventing accidents. Our team also ensures safety by taking sufficient precautions, including updating relevant policies, conducting risk assessments, undertaking specific measures, and employing dedicated and experienced teams to assess and mitigate risks.

Our exceptional safety and quality standards unlock growth opportunities for us and for customers, who value product safety. HOYER has extensive expertise in handling and transporting specialized goods which, combined with a focus on environmental sustainability and resource-efficient operations, positions us as a reliable and sustainable business partner.





4 GOVERNANCE

HOYER maintains high standards of business conduct, ensuring responsible operations and supply chain practices. We guarantee the secure handling of information and IT, and promote a feedback culture. In addition, we provide a whistleblower system for employees and third parties.



4.1 Business Conduct

HOYER promotes a business conduct culture grounded in corporate values, legal compliance, and respect for local regulations. We train employees accordingly and expect the same commitment across our value chain. Ethical behavior and compliance are essential to building trust and long-term stakeholder partnerships.

We uphold our values and Code of Conduct (CoC) by fostering transparent, respectful collaboration between management, employees, and business partners. Integrity guides our negotiations, and we reject all forms of bribery. We ensure antitrust compliance, and while politically active employees may engage privately, they never represent the company.

To prevent misconduct such as bribery, corruption, unfair competition, money laundering, fraud, and conflicts of interest, HOYER maintains clear policies, procedures, and training. In 2025, we advanced efforts by conducting a corruption risk assessment, identifying relevant training, and continuing internal audits covering business ethics and supplier operations.

HOYER builds reliable, long-term supplier relationships and collaborates only with partners who adhere to international standards. In 2025, we expanded integration of the Supplier Code of Conduct into contracts, audits, and reviews, increasing supplier acceptance over the past three years. We further updated ESG supplier risk assessments, extending them to the flexitank business and IT categories.

PERCENTAGE OF KEY SUPPLIER COMMITMENT FOR HOYER SUPPLIER CODE OF CONDUCT (SCOC)



4.2 Information Security

HOYER is strengthening information security as cyberattacks grow in scale and complexity. Key measures include enhanced vulnerability management and comprehensive cybersecurity requirements for all IT-related suppliers. The IT department is committed to maintaining high security standards and to protecting business and customer data. Security indicators are closely monitored by our CISO to ensure timely actions. The Information Security Management System (ISMS) is aligned with ISO 27001:2022 standards, and its successful recertification confirms effective management practices. HOYER has expanded its information security e-learning and advanced phishing simulations. Going forward, the company will adopt innovative security technologies and deliver targeted, current training to its workforce.

4.3 Whistleblower System

Our commitment to our corporate values is only as robust as individual actions, so we encourage people to report incidents and violations via the HOYER Group Compliance Hotline, [☎](#) with guaranteed anonymous identity, if requested, and protection of the reporting person. We also promote this option to customers, suppliers and communities in misconduct cases.

451

SUPPLIER AUDITS VS. 379 (2024)
IN TRANSPORT AND NON-TRANSPORT OPERATIONS

86%

GLOBAL OFFICE EMPLOYEE
ENGAGEMENT IN SUSTAINABLE
MANAGEMENT PRACTICES TRAINING

5 ANNEX

5.1 About this Report

Our annual Sustainability Report offers HOYER stakeholders and the public insight into our sustainability performance for 2025.

The report covers every HOYER Group entity and our underlying business areas, drawing data from each unless specified otherwise. Data accuracy for the 2024 Environmental and Social indicators has been strengthened to ensure reliability and consistency. Environmental, social and governance data from the HOYER Dantra ApS acquisition in December 2025 are still excluded except for the number of employees.

We have grounded some of the sustainability performance metrics in the GRI standard, serving as a benchmark for consistency in our reporting.

The Executive Board reviews and approves all reported information.

For reference, HOYER used emission calculation methods from the GLEC Framework, the leading industry guideline to implement ISO 14083 and the Greenhouse Gas Protocol.

WE VALUE YOUR FEEDBACK

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KEY FIGURES AND GRI INDEX

ENVIRONMENTAL

Energy consumption

DATA

	UNIT	2023	2024	2025
ENERGY CONSUMPTION OVERVIEW¹				
Electricity	MWh	13,377	14,718	13,764
Heating oil ²	MWh	5,001	5,696	4,796
Fuels	MWh	573,106	280,368	260,966
Biofuels ³	MWh	4,215	1,628	3,271
Proportion of biofuels	%	0.74	0.57	1.18
Renewable electricity	MWh	4,400	12,106	11,169
Proportion of renewable electricity	%	33	82	81
Natural gas	MWh	34,332	35,963	37,894
LPG	MWh	188	1,338	1,305
LNG ⁴	MWh	7,456	7,205	5,248
CNG	MWh	652	969	1,097
Steam	MWh	10	9,786	11,047
Total energy consumed	MWh	638,337	357,671	339,388

- 1 Energy consumption represents the total energy used by HOYER across all entities with operational control worldwide.
- 2 Further reduction of heating oil consumption in European locations in year 2025 due to the renewal of heating devices.
- 3 Increased consumption of biofuels in European locations.
- 4 Reduced consumption in year 2025 due to decreased transportation volumes.

Air pollution

DATA	UNIT	2023	2024	2025
AIR POLLUTANT OVERVIEW¹				
	Tonnes			
SO ₂	Tonnes	461	263	246
NO _x	Tonnes	2,045	1,173	1,096
PM ₁₀	Tonnes	131	74	69
NMHC	Tonnes	97	56	52
Total weight of air pollutant	Tonnes	2,734	1,566	1,463

- 1 Air pollutant emissions include NO_x, SO_x, and PM₁₀ from HOYER's transport operations, mainly originating from fuel combustion in the upstream value chain. Data accuracy for year 2024 for all air pollution has been improved due to a new calculation approach.

ENVIRONMENTAL

Carbon emission footprint

DATA	UNIT	2023	2024	2025
CORPORATE CARBON FOOTPRINT¹				
Scope 1	Tonnes CO ₂ e	155,570	82,305	82,612
Scope 2	Tonnes CO ₂ e	1,934	2,835	2,970
Scope 3, thereof:	Tonnes CO ₂ e	189,558	338,116	321,897
3.1 Good and services	Tonnes CO ₂ e		65,864	66,182
3.2 Capital goods	Tonnes CO ₂ e	Introduced 2024	8,160	7,684
3.3 Fuel- and energy-related activities	Tonnes CO ₂ e		26,141	26,140
3.4 Upstream transportation and distribution	Tonnes CO ₂ e	183,822	200,887	188,208
3.5 Waste generated in operation	Tonnes CO ₂ e	11	3,770	3,361
3.6 Business travel	Tonnes CO ₂ e	2,274	5,782	4,590
3.7 Employee commuting	Tonnes CO ₂ e	3,451	3,704	3,473
3.9 Downstream transportation and distribution	Tonnes CO ₂ e		116	62
3.12 End of life treatment of sold products	Tonnes CO ₂ e		7	5
3.13 Downstream leased assets	Tonnes CO ₂ e	Introduced 2024	10	10
3.15 Investment ²	Tonnes CO ₂ e		23,676	22,182
Biogenic emission ³	Tonnes CO ₂ e		592	1,070
Total Scope 1,2,3 (all)	Tonnes CO₂e	347,062	423,257	407,479
EMISSIONS BY BUSINESS ACTIVITY				
Transport (absolute)	Tonnes CO ₂ e	328,313	283,605	281,396
Transport (intensity)	g CO ₂ e/tonne-km	18.37	16.80	16.42
Non-transport (absolute)	Tonnes CO ₂ e	13,495	20,169	19,494
Non-transport (intensity)	kg CO ₂ e/work hour	5.43	8.33	7.60
PRODUCT CARBON FOOTPRINT⁴				
Flexitank	kg CO ₂ e/unit flexitank	223	126	141

1 Corporate Carbon Footprint (CCF) covers Scope 1, 2, and 3 emissions, calculated under the GHG Protocol using the operational control approach.

We improved calculation accuracy in nearly all scopes and associated emission factors in 2024 and 2025.

2 Preliminary value due to limited data availability for 2025. The value will be updated in the next reporting cycle.

3 Biogenic emissions represent greenhouse gas emissions from biomass combustion within HOYER operations, primarily from biofuel use. Calculations follow GHG Protocol standards using actual consumption data and biogenic emission factors. The emission increased in 2025 due to the doubling biofuel consumption.

4 The Product Carbon Footprint (PCF) measures emissions from producing one multilayer flexitank (24 m³), excluding the box container and accessories. Calculations follow the GHG Protocol using a cradle-to-gate approach, covering emissions from raw material extraction through manufacturing. The PCF value increase in 2025 is driven by higher emissions from raw material production and increased energy consumption in flexitank production.

ENVIRONMENTAL

Water

DATA	UNIT	2023	2024	2025
WATER OVERVIEW				
Water withdrawal (supply) ¹	m ³	393,113	481,001	481,435
Water usage (consumption) ²	m ³	13,892	73,609	69,669
Water discharge (wastewater) ³	m ³	379,221	407,392	411,766

- 1 Water withdrawal is the total volume of water taken from all sources for HOYER operations.
- 2 Water usage is the portion of withdrawn water not returned to the source due to evaporation or operational consumption.
- 3 Water discharge is water released back into public purification systems.

Waste management and recycling

DATA	UNIT	2023	2024	2025
WASTE OVERVIEW¹				
Hazardous waste ²	Tonnes	2,774	3,952	3,236
Non-hazardous waste ³	Tonnes	622	1,406	2,146
RECYCLING OVERVIEW⁴				
Tank containers	Tonnes	307	457	1,073
IBC totes	Tonnes	35	82	95
Mixed metals	Tonnes	Introduced 2024	24	23
Plastics	Tonnes	42	23	34
Papers	Tonnes	9	7	3
Total recycling	Tonnes	393	594	1,228
WASTE DIVERTED FROM DISPOSAL⁵				
Recycling	%	Introduced 2024	12	24

- 1 Waste refers to materials discarded during operation and in our direct control.
- 2 The volume of hazardous waste in 2025 decreased due to reduced activities.
- 3 The volume of non-hazardous waste in 2025 increased due to metal waste largely from tank container recycling.
- 4 Recycling covers recovery operations where waste is reprocessed into new products or materials, conducted globally in cooperation with third-party providers.
- 5 Waste diverted from disposal represents waste prevented from entering landfill through recycling initiatives managed by HOYER and third-party partners.

SOCIAL

Employee profile

DATA	UNIT	2023	2024	2025
TOTAL EMPLOYEES¹	Headcount	6,771	3,944	4,018
EMPLOYEES BY REGION				
Asia Pacific, Middle East, and Africa	%		11	10
Americas	%	Introduced 2024	4	6
Europe	%		85	84
EMPLOYEES BY AGE				
<20	%	0.6	0.5	0.8
21 – 30	%	10.0	12.8	11.9
31 – 40	%	20.8	22.0	22.1
41 – 50	%	26.4	28.0	27.8
51 – 60	%	30.8	28.0	27.4
>60	%	10.0	8.5	9.9

¹ Total employees reflects the total number of HOYER's own employees at year-end. The number of employees has increased slightly due to the acquisition of Inter-tank SpA and HOYER Dantra ApS in 2025.

Employee diversity

DATA	UNIT	2023	2024	2025
EMPLOYEE BY GENDER				
Male	%	85	80	79
Female	%	15	20	21
DIVERSITY & INCLUSION				
Women in leadership ¹	%	30	30	28
Women in Advisory Board	%	17	17	17
Female shareholders	%	69	69	69
Employed nationalities	Quantity	79	76	73

¹ Calculation was adjusted in 2025 to include all HOYER management levels to improve data accuracy.

SOCIAL

Living wage

DATA	UNIT	2023	2024	2025
EMPLOYEE WAGE AND FAIR PAY¹				
Employees paid below living wage	%	Introduced 2024	2	1
Employees paid below minimum wage	%		0	0

1 Employee wage analysis covers 73% of HOYER's workforce comparing actual wages against living wage benchmarks from WageIndicator.org..

Employee training and development

DATA	UNIT	2023	2024	2025
TRAINING AND DEVELOPMENT				
Average training hours per office employee ¹	Hours	30.33	19	9
Average training hours per industrial employee	Hours	14.5	27	26
Average training hours per driver ²	Hours	6.33	26	37
Average training hours per employee	Hours	Introduced 2024	23	21
Regular performance and career development review	Quantity	1,608	1,429	1,464

1 The average training hours in 2025 decreased due to a shift to e-learning.
2 The average training hours in 2025 increased because of the introduction of digital coaching for drivers in the gas business.

Employee health and safety

DATA	UNIT	2023	2024	2025
HEALTH AND SAFETY				
Lost-time injury (LTI) frequency rate ¹ in non-transport operations	Number	20.24	21.00	15.98
Days lost to work-related injuries and ill health	Quantity	Introduced 2024	1,728	1,147
Work-related accidents ²	Quantity		135	106
Fatalities as a result of work-related injuries and ill health	Quantity	0	0	0

1 Total internal lost-time injury events x 1,000,000/total hours worked for direct workforce.
2 Accidents cover incidents with lost-time injury and medical treatment.

GOVERNANCE

Business conduct

DATA	UNIT	2023	2024	2025
RESPONSIBLE BUSINESS CONDUCT				
Reported compliance incidents ¹	Quantity	6	12	9
Confirmed corruption cases	Quantity	Introduced 2025	Introduced 2025	0
Internal compliance audits	Quantity	5	5	3
Internal supplier audits	%	33	75	96
Sustainable management practices training	%	Introduced 2024	80	86
Code of Conduct training	%	20	55	52
Information security training	%	Introduced 2024	64	80

1 Incidents refer to breaches of legal or regulatory requirements that are material to HOYER and stakeholders. Incident reports are combined from our whistleblowing system as well as reports received through other channels. The number represents the reported cases, but not the number of actual cases that have been investigated and confirmed.

Assurance

DATA	UNIT	2023	2024	2025
INDUSTRY SUSTAINABLE ASSURANCE				
Average SQAS ¹ score of assessed chemical transport operations in European locations (in reporting year)	%	94	93	94
Average CDI-IMPCAS ² (rolling score Rotterdam, Singapore, Houston)	%	99	92	91
Average SQAS score of assessed gas transport operations in European locations (in reporting year)	%	92	95	87
Average SQAS ³ score of assessed non-transport operation in European locations (in reporting year)	%	92	91	78
SUSTAINABILITY ASSURANCE				
EcoVadis ⁴ score	Points	51	65	78
CDP ⁵ Water, Climate and Suppliers Engagement Assessment	Value	Introduced 2024	C / C / n/a	B- / C / B-

1 SQAS is a European assessment system for logistics providers in the chemical industry, covering safety, environment, quality, and security. Results are given on a 0–100 score scale.

2 CDI-IMPCAS is a global audit program evaluating logistics service providers in chemical distribution on Responsible Care, quality, safety, security, and environmental practices. Scores range from 0 to 100.

3 Three assessments were conducted, and one location was assessed for the first time.

4 EcoVadis provides global sustainability ratings across four themes: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement. Companies receive a 0–100 score.

5 CDP is a global non-profit organization supporting disclosure of environmental impacts in climate, water, and forests. Results are graded from A (leadership) to D (basic disclosure).

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	
GRI 2: General Disclosures 2021	2-1 Organizational details	Introduction p. 5	
	2-2 Entities included in the organization's sustainability reporting	Annex p. 21	
	2-3 Reporting period, frequency and contact point	Annex p. 21	
	2-4 Restatements of information	Key Figures pp. 22-30	
	2-6 Activities, value chain and other business relationships	Introduction p. 5	
	2-7 Employees	Social p. 17, Key Figures employee profile p. 26	
	2-9 Governance structure and composition	Introduction p. 7	
	2-11 Chair of the highest governance body	Introduction p. 7	
	2-12 Role of the highest governance body in overseeing the management of impacts	Introduction p. 7	
	2-14 Role of the highest governance body in sustainability reporting	Introduction p. 7, About this report p. 21	
	2-15 Conflicts of interest	Governance p. 20	
	2-22 Statement on sustainable development strategy	Introduction p. 8	
	2-23 Policy commitments	Introduction pp. 8-9, Social p. 17, Governance p. 20	
	2-26 Mechanisms for seeking advice and raising concerns	Governance p. 20	
	2-27 Compliance with laws and regulations	Governance p. 20	
	2-28 Membership associations	Introduction p. 9	
	2-29 Approach to stakeholder engagement	Introduction p. 10	
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	Introduction p. 10
		3-2 List of material topics	Introduction p. 10
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Introduction p. 5	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance p. 20	
	205-2 Communication and training about anti-corruption policies and procedures	Governance p. 20	
	205-3 Confirmed incidents of corruption and actions taken	Key Figures p. 28	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Key Figures water p. 23, energy consumption p. 25	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environment p. 12, Key Figures energy consumption p. 23	
	302-4 Reduction of energy consumption	Environment pp. 13-14	
GRI 303: Water and Effluents 2018	303-4 Water discharge	Environment p. 15, Key Figures water p. 25	
	303-5 Water consumption	Environment p. 15, Key Figures water p. 25	

GRI Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment p. 12, Key Figures carbon emission footprint p. 24
	305-2 Energy indirect (Scope 2) GHG emissions	Environment p. 12, Key Figures carbon emission footprint p. 24
	305-3 Other indirect (Scope 3) GHG emissions	Environment p. 12, Key Figures carbon emission footprint p. 24
	305-4 GHG emissions intensity	Environment pp. 13-14, Key Figures carbon emission footprint p. 24
	305-5 Reduction of GHG emissions	Environment p. 14
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Key Figures air pollution p. 23
GRI 306: Waste 2020	306-3 Waste generated	Key Figures waste p. 25
	306-4 Waste diverted from disposal	Key Figures circular economy p. 25
GRI 401: Employment	401-2 Benefits provided to employees	Social p. 17
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social p. 17
	403-5 Worker training on occupational health and safety	Social pp. 17-18
	403-9 Work-related injuries	Key Figures employee health and safety p. 27
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social p. 17, Key Figures employee training and development p. 27
	404-2 Programs for upgrading employee skills and transition assistance programs	Social p. 17, Key Figures employee training and development p. 27
	404-3 Percentage of employees receiving regular performance and career development reviews	Key Figures employee training and development p. 27
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Key Figures employee diversity p. 26
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Social p. 18