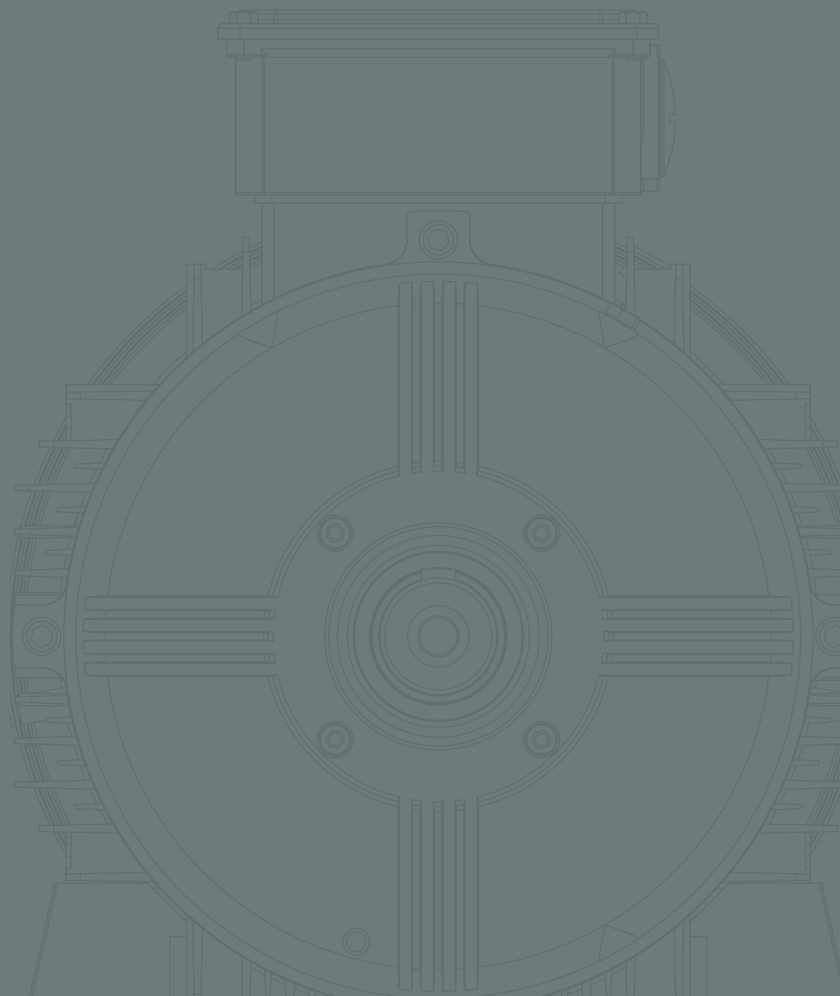


Together
we outsmart
the ordinary

HOYER

ESG REPORT 2024

Table of Contents



INTRO

About this ESG report	03
Together we are charting a course for sustainability	04
About Hoyer	06
Our core value chain	07
Our approach to ESG	08
The many steps towards CSRD Compliance	09
ISO certifications	11
ESG framework: UN Goals	12
Affordable and clean energy	13
Decent work and economic growth	14
Industry, innovation and infrastructure	15

SOCIAL

We strive to have a healthy and diverse workplace	32
Safety and work environment in the supply chain	33
Strengthening safety throughout the supply chain	34
Employee satisfaction	36
Sickness absence	39
Safety: Work accidents	40
Diversity	41
Results 2024	42
Ambitions 2025	43

ENVIRONMENTAL

We want to be a Green Transition Partner	17
Climate accounting	19
Scope 1 - Direct emissions	20
Scope 2 - Indirect emissions	21
Scope 3 - Indirect emissions are our largest impact	22
Extending lifecycles of IT equipment	25
Strengthening our position as a Green Transition Partner	27
Results 2024	29
Ambitions 2025	30

GOVERNANCE

We want to be trustworthy, open, and transparent	45
ESG and strategy	46
Our operational focus on ESG	48
Gender composition	49
Cyber security and awareness	50
Hoyer achieves NIS2 compliance	51
Safety awareness	53
Whistleblower scheme	54
Results 2024	55
Ambitions 2025	56



INTRO

HOYER

About this ESG report

Our ESG Report covers the accounting period from 1 January 2024 to 31 December 2024 and is part of the Hoyer Annual Report 2024. The report complies with the requirements of Section 99a of the Danish Financial Statements Act.

The report provides an overview and assessment of our latest initiatives and projects within ESG - Environmental, Social, and Governance. We report on and evaluate the targets set in 2024 and present the new targets for 2025.

Together we are charting a course for sustainability

In 2024, a bold idea was born at Hoyer: “Together we outsmart the ordinary.” More than a slogan, it is a guiding principle. It reflects our strategy. It defines our ambitions. And it reminds us of the importance of cooperation, innovation, and reliability.

Outsmarting the ordinary means rethinking what’s possible in every aspect of our business – and that includes our evolving ESG efforts – both internally and externally.

Building on the Double Materiality Assessment we initiated in previous years, it strengthens our data foundation and further demonstrates our commitment to transparency, safety, and measurable action.

In coupling our ESG reporting and data collection efforts of the past years with our products, solutions and market offerings we are now strengthening our position as a green transition partner and realising our potential to help our business partners build more sustainable businesses, too.

Take, for example, our recent acquisition of NowiTek, an automation solutions company you’ll learn more about in the pages ahead.

By integrating NowiTek’s expertise, Hoyer now offers truly unique, modular Hoyer Energy-Saving System (Hoyer ESS) for shipowners and ship management.

This enables our marine customers to optimise the energy efficiency of their onboard applications, lower operational costs, and comply with critical regulations like EEXI (Energy Efficiency Existing Ship Index) and CII (Carbon Intensity Indicator). This same Hoyer ESS technology can also



We are now strengthening our position as a green transition partner and realising our potential to help our business partners build more sustainable businesses.

bring significant efficiency gains to our customers within industry and energy in the future.

Hoyer's new ownership also strengthens our work. With the backing of Capidea and their co-investor Motortramp as well as Velliv, these investors came onboard in the past year and share our vision. Hoyer is today better positioned than ever to make a tangible impact — in the operations of our customers and suppliers, and in our own operations. Our owners' investments are a powerful endorsement of our potential to drive change where it creates most value.

It is estimated that electric motors account for about 50% of the world's total energy consumption*. And we believe that the majority of that comes from industries and related applications where our products can make a difference.

Together, our customers, our suppliers, our employees, and our ownership all play important roles in helping us create a lasting legacy of sustainability. It is an extraordinary story, and it has just begun.

* <https://www.globalefficiencyintel.com/new-blog/2017/infographic-energy-industrial-motor-systems>

Henrik Sørensen
Chief Executive Officer
Hoyer



HOYER

About Hoyer

Together we outsmart the ordinary

Hoyer is a global supplier of high-performance and energy-efficient electric motors and automation systems.

Since 1974, we have helped our customers operate more economically and environmentally sustainable businesses by providing solutions that are fit for purpose and support that goes all the way.

Electric motors account for enormous amounts of total global energy consumption and our products and services can make a measurable difference - that's why we say we are sustainable at the core.

As a Green Transition Partner we help our business partners make informed decisions and use innovation and engineering to accelerate their own work with sustainability.


Our approach to service, logistics, and customisation are what make us different. With headquarters in Denmark and China and supported by a global network of sales offices, we combine local presence and expertise with global reach.

When you work with us, you'll have access to engineers and configuration experts who help you balance and even redefine

the tradeoff between customisation, performance, and cost.

By maintaining high stock levels, we act as an extension of our customers' operations, ensuring motors are always available and ready for delivery when you need them.

We've built a reputation for being more than a supplier; we are a knowledge partner across these industries:

 We offer complete solutions to our customers, thereby creating value for their supply chains.

MARINE: As a leading player in maritime motor solutions, we deliver purpose-fit options for retrofits and new builds, enhancing efficiency, ensuring compliance, and supporting sustainable operations — earning us the trust of world-class OEMs, shipowners, and distributors.

HVAC: Premier HVAC OEMs and system integrators rely on our expertise to meet energy standards, optimize performance, and reduce costs while ensuring seamless integration and reliable operation.

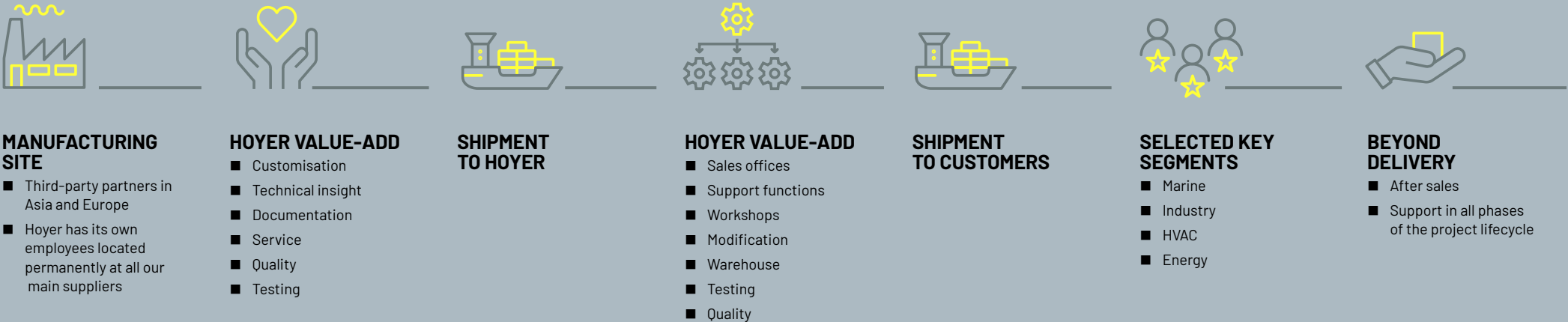
ENERGY: Our motors power both conventional and renewable energy

applications, ensuring efficiency in extraction, transfer, and material handling. Built for complex infrastructure, they meet strict safety standards while supporting the transition to sustainable energy.

INDUSTRY: Hoyer motors meet top energy efficiency standards while ensuring reliable performance across industries like production, construction, and firefighting. Through close collaboration, we align with customer goals to deliver smarter solutions.

Our core value chain

The visual representation below depicts our business model. Here we illustrate our core value chain, while also highlighting the additional value we generate throughout, as well as our commitment to ESG principles, which permeate every aspect.





INTRO

HOYER

Our **approach** to ESG

We want to be a Green Transition Partner, and we see the ESG factors as an important part of our strategy and day-to-day operations.

ESG factors are a driving force in our ambitions and strategies. It is thus a part of our current strategy that we want to be a Green Transition Partner for our customers. We are additionally committed to investing in our employees, and are committed to being fast, receptive and reliable in all aspects of our business and our relations, as well as other ESG efforts.

We believe that initiatives, rules, and regulations in recent years regarding ESG, on both the national and international levels, are a helping hand in this matter, as they have given us all a common language and a common

framework to work within, both internally at Hoyer and together with our business partners and customers all over the world.

Internally at Hoyer, the ESG framework is used to ensure, on the one hand, that we all have the same understanding of the matter across departments, countries, and cultures, and on the other hand, that we prioritise the right projects and initiatives. Externally, it has given us new ways to inspire and support our partners and customers on their business decisions and ESG journey.

The many steps towards CSRD Compliance

On our journey towards CSRD compliance, we completed a Double Materiality Assessment in 2023 followed by an ESRS-Gap analysis in the first half of 2024.

As a result of the Double Materiality Assessment, we identified 113 IROs (Impacts, Risks and Opportunities) – 53 environmental, 37 social and 23 governance-related.

These 113 IROs were rated according to severity and likelihood, and 83 of these were deemed material for Hoyer. These were then grouped into sustainability matters, which

form the foundation for our Hoyer Materiality Matrix. This resulted in a gross list of 55 disclosure requirements and close to 500 data points within the ESRS.

Through internal workshops, including key stakeholders from all departments in the company, we assessed each data point to determine the materiality of the information, and we ultimately ended up with a total of 47 material disclosure requirements and 287 material data points.

HOYER MATERIALITY MATRIX

The Hoyer Materiality Matrix is the visible result of our DMA – with the 83 material IROs grouped into sustainability matters, as mentioned above.

On the Y-axis, we evaluate all the IROs in relation to their financial impact and significance for our company. On the X-axis, we evaluate the IROs in relation to their impact on people and planet. The Y-axis is thus the outside-in perspective, while the X-axis is the inside-out perspective.

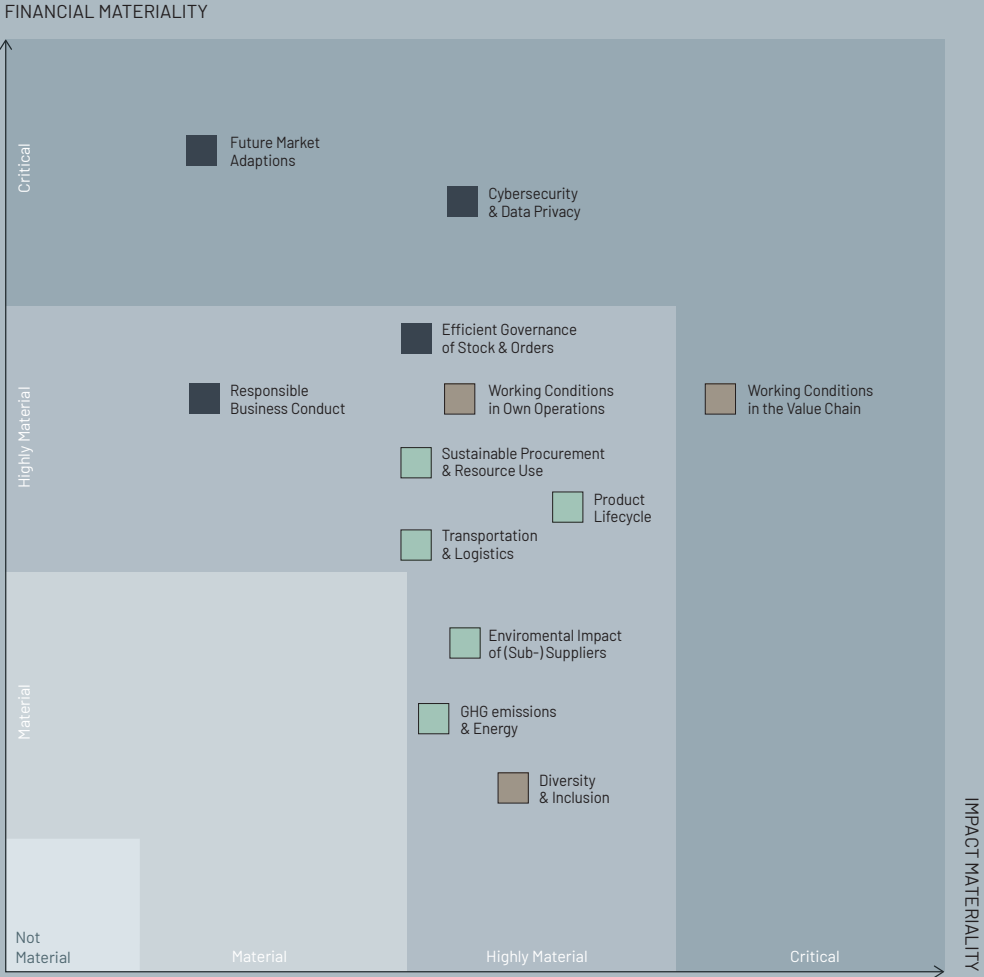


SUSTAINABILITY MATTERS

The Hoyer Materiality Matrix shows the most important sustainability matters. There are three critical sustainable matters: working conditions in the value chain, cybersecurity & data privacy and finally future market adaptations. Among the highly material sustainable matters are the product lifecycle, transportation and logistics, efficient governance of stock and orders and of course the working conditions in our own operations.

In our ESRS Gap-tool we have the full overview of both the qualitative and quantitative data needed for our

CSRD compliant reporting. Internally, we have established an ESG committee, representing all parts of our organisation. Responsibility for each data point has been assigned to the members of the ESG Committee, who are continuously working to collect the relevant data - laying the groundwork for our first CSRD compliant sustainability statement for the financial year of 2025.





INTRO

HOYER

ISO certifications

For years, Hoyer has been ISO 9001:2015 certified in both Hadsten, Denmark and Ningbo, China, demonstrating our ability to consistently provide products and services that meet customer and regulatory requirements.

Furthermore, the location in Hadsten, Denmark, has been certified in accordance with ISO 14001:2015, which demonstrates our ability to continually improve our environmental performance.

“ We demonstrate that we continually improve our ability to our environmental performance.”

Since June 2023, the locations in both Hadsten and Ningbo are certified according to ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 – which documents that we work structured with our Quality- as well as our Environmental- and Health and Safety Management.

ESG framework: UN Goals

Since the launch of the UN Global Sustainable Development Goals (the SDGs) in 2015, the SDGs have become an integrated part of businesses and reporting globally – and Hoyer is no exception.

From the start, our focus was on Goal 7, “Affordable and clean energy,” and Goal 9, “Industry, innovation and infrastructure”. In 2023 we added a third goal, Goal 8, “Decent work and economic growth”.

As highlighted in our DMA and shown in our Hoyer Materiality Matrix, these three goals are directly related to our core business and it is thus natural for us to work with these issues – and essential, that we maintain a focus on them.





INTRO

HOYER

Affordable and clean **energy**



We focus on two targets related to this goal. Target 7.3, “By 2030, double the global rate of improvement in energy efficiency”, and target 7.a, “By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology”.

As a supplier of electric motors, it is natural to focus on the energy efficiency of motor solutions – and to do so as a part of our close collaboration with our customers. We focus on offering electric motors with high efficiency classes and motors with variable frequency drives. We also work with customers in the renewable energy sector to develop bespoke solutions for e.g. wind turbines.

MATERIAL SUSTAINABILITY MATTER

■ Future Market Adaptations

Decent **work** and economic **growth**



We focus on three targets related to this goal. Target 8.5, “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”, target 8.7, “Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including

recruitment and use of child soldiers, and by 2025 end child labour in all its forms” and target 8.8, “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”.

With manufacturing partners in Europe and Asia and sub-suppliers around the world it is important for us to ensure decent working conditions both at Hoyer and at our

business partners. Both in terms of diversity, pay, elimination of child labour and slavery, and safe working environments.

MATERIAL SUSTAINABILITY MATTER

- Working Conditions in the Value Chain

“With manufacturing partners in Europe and Asia and sub-suppliers around the world it is important for us to ensure decent working conditions both at Hoyer and at our business partners.”

INTRO

Industry, **innovation** and infrastructure



In relation to this goal, we focus on target 9.4, “By 2030, upgrade

infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities”.

Sustainable industrialisation and innovation is a part of our core business, and together with our customers, we work with retrofit solutions that are energy efficient and prolong the lifetime of our solutions.

MATERIAL SUSTAINABILITY MATTER

■ Product Lifecycle

The Hoyer logo is a yellow square with the word 'HOYER' in black capital letters. It is positioned in the top right corner of the image, which shows a large industrial machine with multiple rollers and a blue conveyor belt.

Together
we outsmart
the ordinary

HOYER

Environmental

As a global supplier of energy-efficient electric motors and automation solutions, we can have a significant impact on our climate. We acknowledge and respect this responsibility.

We believe in a future with better, more energy-efficient solutions, and we work every day to make it a reality. As a Green Transition Partner, we strive to minimise our footprint, create positive environmental impact, and inspire others to do the same.

We want to be a Green Transition Partner

Electric motors consume a significant portion of the world's energy today. This leaves us with a great responsibility and the opportunity to make a meaningful impact.

The world's climate is heading in the wrong direction. Fast. This was highlighted several times in 2024, and by the end of the year, three key facts underscored the urgency of the situation:

- 2024 was the warmest year on record.
- 2024 was the first year with an average temperature more than 1.5°C above pre-industrial levels, thereby exceeding the threshold set by the Paris Agreement.
- The last 10 years are now the 10 warmest years on record.*

In Denmark, 2024 was the second-warmest and the second-wettest year on record**, while in China, it was the hottest year ever recorded.***

We firmly believe that the world's energy consumption is one of the main drivers behind climate change, and electric motors are a major contributor — as almost everything relies on motors, from household devices to industrial production facilities.

As a manufacturer of electric motors, we bear both a great responsibility and a unique opportunity to make a difference. We don't believe in a future without motors, but in a future with better and more sustainable motors. And every day, we work to make that future a reality.

* <https://climate.copernicus.eu/global-climate-highlights-2024>

** <https://www.dr.dk/nyheder/vejret/rekord-efter-rekord-saa-vildt-var-vejret-i-danmark-i-2024>

*** <https://www.chinadaily.com.cn/a/202501/02/WS67760c6fa310f1265a1d896b.html>



We want to be a Green Transition Partner — minimising our environmental footprint, making a positive impact on the environment, and inspiring others to do the same.

SCOPE 1, 2 AND 3

Our electric motors impact the climate throughout their life-cycle — from production and global transportation to usage and end-of-life disposal.

This is a key focus area in our environmental reporting, and we base our approach on the GHG Protocol, which categorises emissions into three scopes:

Scope 1: Direct emissions from own sources.

Scope 2: Indirect emissions from purchased energy e.g., the electricity used in our buildings.

Scope 3: Indirect emissions from the different parts of our value chain.

Based on our climate impact calculations, we have set specific targets for reducing our Scope 1, 2, and we have established a Scope 3 baseline as well.



Climate accounting

Scope 1 and Scope 2

In 2023, we published our climate accounting for Scope 1 & 2 for the first time — using 2022 as our baseline year, as it was the first year with complete data availability.

This is therefore our second Scope 1 & 2 climate account, and in 2024, we focused on both improving our climate accounting data collection and defining our Scope 3 baseline, as mentioned on page 23.

SOURCES AND CALCULATION METHODS

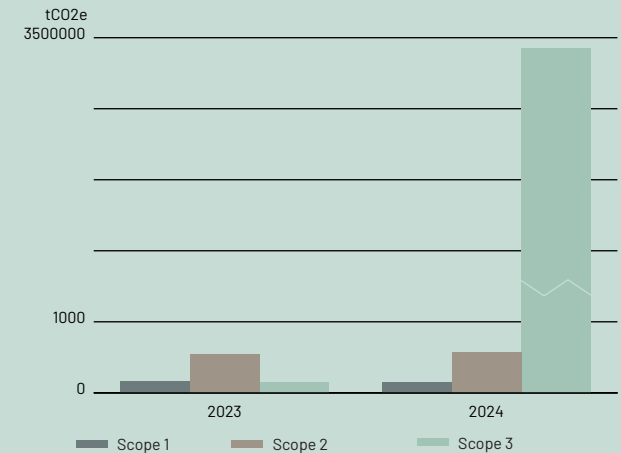
Scope 1 & 2 are based on actual data and invoices from suppliers

Main contributors to the Scope 3 emissions are:

- **Purchased goods and services:** Calculated based on purchase volumes, types and product compositions
- **Use of sold products:** Calculated based on sold volumes, segments, estimated annual run-hours (avg. 3,000 hours/year) and estimated lifetime of the product (20 years).
- **Up- and downstream transportation and distribution:** Based on calculations from our transport suppliers for deliveries handled by Hoyer plus volumes/distances for deliveries not controlled by Hoyer.

Distribution of Scope 1, 2, and 3

per scope and year



Comment: Scope 2 calculations are Market based

Scope 1 – Direct emissions

The ambition for Hoyer is to reduce our Scope 1 emissions and work towards our 2030 target of becoming net-zero in Europe and moving away from fossil fuel usage in Asia.

We still have a warehouse in DK heated by natural gas. We plan to change from natural gas heating of this warehouse during 2025.

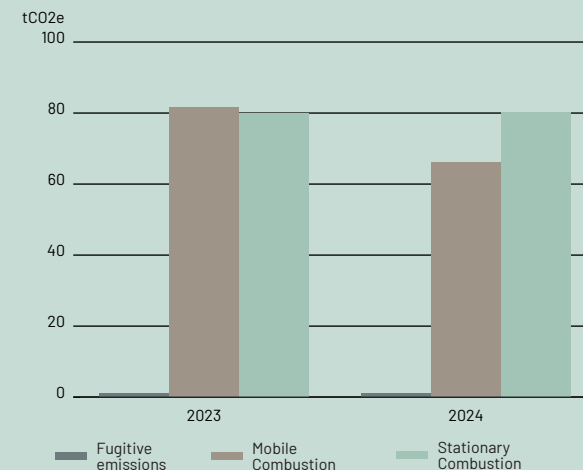
During 2024 we have seen a change in our fleet of company cars meaning that in 2024 - 59% of the company

car fleet was electrical cars by the end of the year – compared to 2023 where this was only 21%. The full effect on this change should be seen in the 2025 figures.

2025 FOCUS

- Continuous focus on changing the company car fleet to electrical cars.
- Changing from natural gas heating to alternative, more environmental friendly heating source.

CO₂e emissions in Scope 1



Scope 2 – Indirect emissions

The ambition of Hoyer is to reduce our Scope 2 emissions and work towards our 2030 target of becoming net-zero in Europe and moving away from fossil fuel usage in Asia.

Globally our electricity consumption for facilities are at a stable level.

In 2023, we used 971.165 MWh and in 2024 the usage was 972.367 MWh

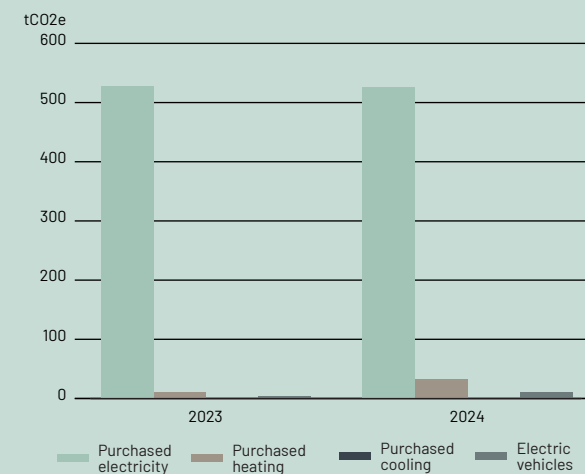
Our global emission of CO₂ derived from the consumption of district

heating increased from 10.72 tCO₂e in 2023 to 32.64 tCO₂e in 2024, mainly due to a decreased amount of renewable energy used by Hadsten Heating in 2024.

2025 FOCUS

- Focus on alternative solutions for purchased electricity – possibilities for own production, PPA etc.
- Dialogue with local authorities in China – possibilities for purchasing electricity from renewable sources.

CO₂e emissions in Scope 2



Comment: Electricity consumption is calculated as Market based



ENVIRONMENTAL

HOYER

Scope 3 - Indirect emissions are our largest impact

At Hoyer, we recognise that the environmental impact from our supply chain activities (Scope 3) constitutes the most significant part of our footprint. The impact primarily arises from the use of sold products, and secondarily from purchased products and services.

“We recognise that the environmental impact from our supply chain activities constitutes the most significant part of our footprint.”

We have calculated our Scope 3 emissions from value chain activities, with a baseline set in 2024.

SUPPLIERS

As the available data from our suppliers are not yet fully mature, we have calculated the emissions for our baseline year, 2024, using a spend-based approach.

Over the coming years, we will work closely with our suppliers to obtain actual emissions data, enabling us to set future targets for reduction of greenhouse gas emissions.

TRANSPORTATION FROM FACTORIES TO HOYER AND FROM HOYER TO OUR CUSTOMERS

We have collected data from our transport suppliers and have calculated weight and distance for shipments not handled by Hoyer – but instead managed by our customers.



ENERGY EFFICIENT PRODUCTS

The main contributor to our Scope 3 emissions are the use of sold products. Therefore, we will continuously support our customer in choosing more energy efficient solutions.

For 2024 our sales of motors to the Industry, HVAC and Energy segments - with efficiency class IE4 or higher - covered 14.5% of our total turnover - which for 2023 was on 8.6%

WASTE

At Hoyer, we monitor our internal waste volumes. In 2024, our global waste from own operations decreased with approximately 30% compared to 2023.

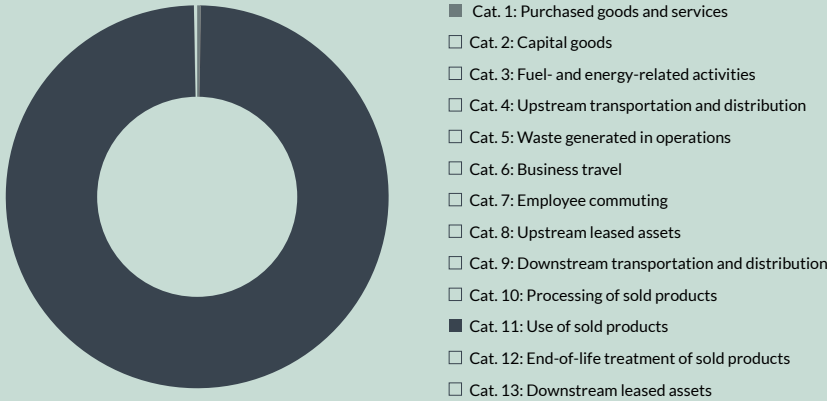
Of our total waste volume, approximately 84% of our waste was recycled, while approximately 15% was incinerated. Our hazardous waste volume is extremely low, at approximately 0.2%

WATER CONSUMPTION

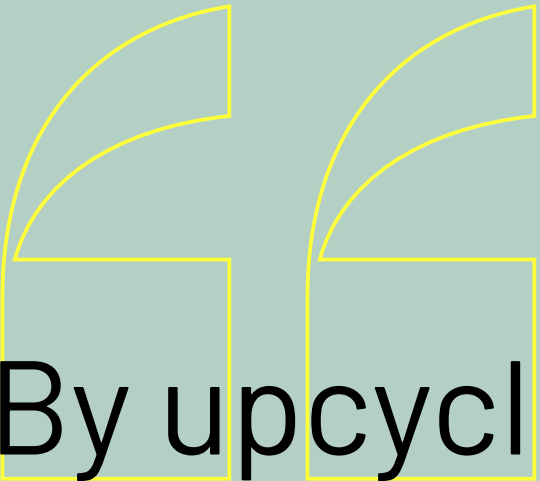
Our water consumption at Hoyer is related to our facility operations (kitchens, baths, toilets and cleaning only). We do not have any water-intensive processes.

We monitor the water consumption across our facilities in Hadsten and Ningbo. As our sales offices are located in rented office spaces, we do not have figures for water consumption in these locations.

Share of Emissions by Source (tCO₂e)



The main contributor to our Scope 3 emissions is Cat. 11 – Use of sold products.
Our calculations for use of sold products are calculated based on some average estimates (motor running average 3,000 hours per year, motor average lifetime 20 years).
We will focus on retrieving better data for calculation of more accurate emissions related to the use of sold motors.



By upcycling our IT equipment,
we're not just extending the lives
of our devices—we're reinforcing
our commitment to **smarter,
more sustainable solutions.**



ENVIRONMENTAL CASE

HOYER

Extending lifecycles of IT equipment

Through a new partnership with Comm2ig, Hoyer gives IT equipment a second life - reducing waste and inspiring a more sustainable approach to technology.

In most companies a lot of old IT devices are discarded every year.

But instead of discarding our old IT devices, we have partnered with the Danish company Comm2ig to upcycle the old devices—giving digital devices a second life with full functionality and warranty.

In December 2024, 10 upcycled laptops were deployed across the company, with five iPhones soon to follow.

"Many companies don't realise the potential of their old equipment," says Lasse Due, IT Manager at Hoyer.

"We looked at our own storage shelves and saw laptops that were set to be discarded, but instead, upcycling extended their lifespan by another three years."

MORE THAN JUST RELIABLE PERFORMANCE

Upcycling offers more than just reliable performance—it also delivers substantial cost savings.



On average, an upcycled device costs 35% less than a new one, making it a financially responsible choice. But the biggest impact is on the environment: every upcycled laptop saves around 190,000 litres of water and prevents 316 kilograms of CO₂ emissions.

"Personally, I don't need the newest, fastest laptop. I only require a device that efficiently supports my professional tasks - and that's it," Lasse Due explains. "That's what upcycling is about: making technology last longer and thereby reducing waste."

POSITIVE RESPONSE

Overall, the response from employees has been positive.

"The response internally has been great — and a lot of our colleagues are curious about the project. They have started asking, "Where do you buy them?" and "Can I do this at home?" which shows us that the interest in sustainable tech choices is growing," says Lasse Due.

"By upcycling our IT equipment, we're not just extending the lives of our devices—we're reinforcing our commitment to smarter, more sustainable solutions. And the best part? It's sparking conversations and inspiring change, both within Hoyer and beyond. As we continue exploring new ways to outsmart the ordinary, one thing is clear: sustainability starts with the choices we make every day," says Lasse Due.

190,000
litres of water saved

316
kilograms of CO₂
emissions prevented

Strengthening our position as a Green Transition Partner

Hoyer's acquisition of NowiTek, an automation solutions developer, enhances our ability to provide fit-for-purpose energy optimisation solutions. With an outset in the maritime industry, NowiTek's scalable SCADA solutions and automation expertise will soon bring advantages to all Hoyer customers

Faced with increasing pressure from environmental regulations, volatile market conditions, and rising operational costs, the marine industry must find new ways to improve vessel efficiency. This is a mandate now being enforced by international maritime organisations and national and regional governments.

Through thousands of hours of development, NowiTek's founders

built a platform that optimises energy consumption on ships by adapting motor speed to real-time demand. Notably, the system is built in a modular way, meaning it can be scaled up or down based on customer needs.

This aligns perfectly with Hoyer's commitment to sustainable solutions and energy efficiency and our promise to deliver fit for purpose

 **We are evolving into a solution provider, optimising energy consumption, and improving operational efficiency.**

solutions. Therefore we at Hoyer were pleased to acquire NowiTek in 2024.

"With NowiTek's well-developed technology, we are now able to

offer a platform to our partners and distributors which aligns with the increasing demands in the marine industry," says Palle Grankvist, Global Business Development Manager at Hoyer, and adds: "This technology platform and know-how can actually be used across all our segments".

This enhanced offering delivers energy savings of over 50%,



significantly lowering fuel consumption and emissions. And the payback time is surprisingly short.

"For some vessels, this translates into annual savings of 638,000 kWh—equivalent to reducing 364 tonnes of CO₂ emissions," Palle Grankvist explains.

A SOLUTION PROVIDER

Beyond its immediate customer benefits, the acquisition of NowiTek is a big step forward for Hoyer in executing our current strategy.

"Traditionally, we have been seen as a component supplier," Palle Grankvist notes. "Now, we are evolving into a solution provider, offering integrated systems that optimise energy

consumption, improve operational efficiency, and deliver long-term value."

Hoyer has already engaged in extensive discussions with both existing and new customers about implementing Hoyer's evolving suite of automation services.

"And this is just the beginning," Palle Grankvist concludes. "We expect to develop more applications and offerings and thereby further strengthen our position as a Green Transition Partner for customers across all sectors."



Results 2024



GOAL

Reduce scope 1 emissions

by becoming net-zero in Europe and by moving away from all fossil fuel usage in Asia by 2030

ACTIONS

- Further electrification of company cars
- Switch from natural gas to district heating

RESULT

- Partly achieved.
- Significant increase in amount of electrical cars and decrease in fossil fuel cars
 - Switch to district heating not yet achieved. Preliminary natural gas contract entered until mid-2025

GOAL

Reduce scope 2 emissions

by becoming net-zero in Europe and by committing to 100% renewable energy in Asia by 2030

ACTIONS

- Investing in green energy
- Reduce electricity usage at Hoyer facilities

RESULT

- Partly achieved.
- We have investigated the possibility of making a PPA (Power Purchase Agreement) but not found the right solution yet
 - In China, we have initiated dialogue with local government regarding possibilities of purchase of green energy

GOAL

Establish a scope 3 baseline

finalise establishment of a scope 3 baseline by 2024 to identify emission hotspots in the value chain

ACTIONS

- Suppliers: Qualify and increase amount of data from two biggest suppliers
- Transportation: increase quality of supplier-specific data in 2024

RESULT

- Achieved.
- Climate accounting for scope 1, 2 and 3 established

GOAL

Engage with customers

to move them to more energy-efficient products (IE3 or higher)

ACTIONS

- Reduce product portfolio on less energy efficient motors
- Expand high efficiency marine motor series

RESULT

- Partly achieved.
- Low energy efficient motors still in the product portfolio as required by customers
 - Share of motor with efficiency class IE4 or higher increased fm 8.6% in 2023 to 14.5% in 2024

GOAL

Waste separation

Improve internal waste separation

ACTIONS

- Reduce amount of waste for incineration by improving waste separation

RESULT

- Partly achieved.
- Waste separation has been improved in 2024. But the percentage of recycled material is artificially low caused by theft of a large amount of metal scrap in 2024

Ambitions 2025



GOAL

Reduce scope 1 emissions

Reduce scope 1 emissions by becoming net-zero in Europe and by moving away from all fossil fuel usage in Asia by 2030

PLANNED ACTIONS

- Continue electrification of company car fleet, reaching a target of 85% electric vehicles by end of 2025
- Succeed in the transition from natural gas to district heating

GOAL

Reduce scope 2 emissions

Reduce scope 2 emissions by becoming net-zero in Europe and by committing to 100% renewable energy in Asia by 2030

PLANNED ACTIONS

- Continue investigation of possibilities for transition to use of renewable energy, both in Denmark and China
- Continuously monitor and evaluate use of electricity in Hoyer facilities

GOAL

Refine scope 3 data quality

Refine scope 3 data quality to be able to set reduction targets

PLANNED ACTIONS

- Suppliers: Obtain and calculate more specific scope 3 data within purchased goods and use of sold products.
- Customers: Obtain and calculate more specific scope 3 data within purchased goods and use of sold products

GOAL

Engage with customers

to move them to more energy-efficient products (IE3 or higher)

PLANNED ACTIONS

- Expand high efficiency motors in all segments
- Introduce Hoyer ESS (Hoyer Energy-Saving System) as an option for the maritime segment to reduce the energy consumption in the engine room and cargo hold

Together
we outsmart
the ordinary

HOYER

Social

We are committed to fostering a healthy, diverse, and inclusive workplace while prioritising the wellbeing and development of our employees, both within our company and across our supply chain. With operations in Denmark, China, and beyond, we embrace the opportunity to strengthen our focus on employee satisfaction, diversity, and safety. These priorities remain essential as we continue to build a supportive and thriving work environment.



SOCIAL

HOYER

We strive to have a **healthy** and **diverse workplace**

We focus on the development and wellbeing of our employees – both internally and in our supply chain.

One fact that often surprises people when they get to know Hoyer is that among our approximately 250 employees, we represent more than 20 different nationalities. On any given day, walking through our offices, warehouses, or workshops, you might hear English, Chinese, Danish, German, Dutch, Korean, Japanese, Spanish, Arabic - or any number of the other languages spoken here.

This rich, multinational culture is a key success factor for a company of

our size. It is one aspect of diversity that enables us to stay “Glocal” - our way of describing a mindset that is both global in reach and local in insight and expertise. In our experience, diversity strengthens relationships and collaboration with our partners - it also boosts employee satisfaction, safety, and productivity.

INTERNAL AND EXTERNAL REPORTING

When we work with and report on social conditions, our primary focus


is, of course, on internal aspects — our employees in Europe and Asia. Here, we report on employee satisfaction, diversity, sickness absence, and safety.

For external aspects, particularly working conditions within our supply chain, we report on safety. However, in our day-to-day collaboration with our partners, our focus is much broader. In addition to safety, we maintain a strong focus on diversity, equality, fair pay, and secure working environments.

Safety and **work environment** in the supply chain


At Hoyer we want to take responsibility for our own employees as well as play a role in improving the work environment for our partners in the supply chain. That is why, starting from 2024, we have requested that our main suppliers report to us on an annual basis and provide data for safety at their locations.

For 2024, we have received data on health & safety from these main suppliers - to ensure a good work environment in our supply chain.

 **We want to improve the work environment for our partners in our supply chain.**

In total our main suppliers (three factories) reported 8 accidents and 236 days of absence due to work related accidents.

TOTAL REPORTED WORK HOURS

 **4,848,697**

Total Safety data for Main Suppliers

	2024
Fatalities	0
Accidents	8
Near Miss reports	8
Total work hours	4,848,697
AFR*	1.65
ASR**	0.05

* AFR = Number of accidents calculated per 1 million work hours

** ASR = Number of Absence days due accidents calculated per 1 thousand work hours

Source: Data received from suppliers

Sick absence

	2024
Work injury related absence days	236
Work injury related absence hours	1,653
Work hours	4,848,697
Work injury related absence %	0.03%

Source: Data covers total work hours and absence days for three factories.

Data received from suppliers.



SOCIAL CASE

HOYER

Strengthening safety throughout the supply chain

In 2024 we introduced supplier safety walks. This new initiative places safety at the forefront of our cooperation with suppliers.

Workplace safety is a core priority for Hoyer, not only within our own facilities but also throughout the supply chain.

To reinforce this commitment, in 2024 we introduced supplier safety walks, a structured initiative designed to improve safety standards and foster a proactive approach to workplace conditions.

“While we uphold strict safety standards within our own facilities, everyone at Hoyer recognises that our commitment must extend beyond our walls. That’s why we’ve introduced

safety walks at our key suppliers — an initiative designed to strengthen workplace safety and align our partners with our standards,” says Tim Chen Wei, Global QEHS Manager, Hoyer.

A PROACTIVE APPROACH TO SUPPLIER SAFETY

Hoyer’s suppliers already comply with the company’s Code of Conduct and ISO standards, and regular audits are conducted every three years. However, these audits often focus on quality control and production processes, making workplace safety just one of many evaluated areas.



To place safety at the forefront, Hoyer now conducts annual safety walks at key supplier locations.

“We work closely together with our suppliers to find solutions and build a stronger safety culture, together.”

These visits are carried out by local quality teams in collaboration with supplier representatives, providing a hands-on assessment of workplace conditions, ensuring that potential risks are identified and addressed promptly.

“By conducting these walks on a yearly basis, we’re able to address issues before they become serious concerns. It also sends a clear

message to our suppliers that safety is a shared responsibility,” adds Tim Chen Wei.

STANDARDISED CHECKLIST

Each safety walk follows a standardised checklist designed to evaluate critical safety aspects, including:

- Emergency preparedness
- Tools and equipment
- Chemicals
- Personal protective equipment
- Working conditions
- Equal treatment and opportunities

In a recent safety walk, the team identified missing first-aid supplies and inadequate machine safety covers. The findings were immediately communicated, and corrective actions were taken.

BUILDING A SAFER SUPPLY CHAIN

“These safety walks are not about catching mistakes — they’re about collaboration. We work with suppliers to find solutions and build a stronger safety culture together,” explains Tim Chen Wei.

Hoyer’s goal is to conduct two safety walks per key supplier per year, refining the checklist to reflect specific risks at each site.

“Our goal is simple: we want our suppliers to meet the same high safety standards that we uphold at Hoyer. By working together, we make safety a fundamental part of everyday operations,” concludes Tim Chen Wei.



Employee satisfaction

During 2024, the employee satisfaction has continued increasing, being on or above industry benchmark throughout the year.

In Hoyer, we strive to work continuously with employee satisfaction. Our main focus is to ensure a well-functioning organisation, based on constructive dialogue, clear goals and strong teamwork across the entire company - on a global level.

Our survey tool, Hoyer MyVoice, is a crucial part of our work with employee satisfaction. We measure the employee satisfaction globally as an ENPS score through an online-based system with real-time feedback from the employees on areas such as development, management support, recognition and work-life balance. By using this

survey platform, we can monitor the satisfaction and engagement while maintaining an open dialogue at both organisation, department and team levels. Thereby, we can solve both small everyday issues and larger issues, such as those regarding collaboration and communication within or between departments.

During 2024 we have conducted three surveys, as always with a slightly different focus in each survey. We ask general questions, following up on overall satisfaction and well-being, peer-relations, workload and much more, while we also use Hoyerspecific open

questions, giving our employees the possibility of providing more qualitative feedback - and for addressing important topics related to the daily work satisfaction.

In early 2024, the overall employee satisfaction score was just on the industry benchmark, having increased significantly during 2023. The improvement of the ENPS score continued in 2024, reaching a score of 33 – 13 points above industry benchmark – in December 2024.

The increase in overall employee satisfaction is from our perspective seen as the outcome of several things.



COMMUNICATION AND COOPERATION CROSS-FUNCTIONALLY

Our global organisation has continued to grow and develop throughout 2024, welcoming many new colleagues and launching an ambitious strategy for the coming years.

The dynamic, international work environment, with colleagues operating across multiple time zones, demands a strong focus on transparent, respectful, and to-the-point communication. We have continued to prioritise this, including our cooperation across departments and country borders.

HSE and HR have initiated activities supporting effective communication and collaboration, and these

activities will continue into 2025. Our focus has been on creating a foundation for a positive and respectful atmosphere, ensuring that we can have open discussions, be efficient, and manage our time effectively on a daily basis.

We continuously strengthen our relationships, both internally and externally.

PEER RELATIONSHIPS

2024 has been a special year, celebrating our company and the value we create together. This year, Hoyer marked 50 years as a company – a natural occasion for celebration and appreciation of each other and the strong business we have built over the decades.

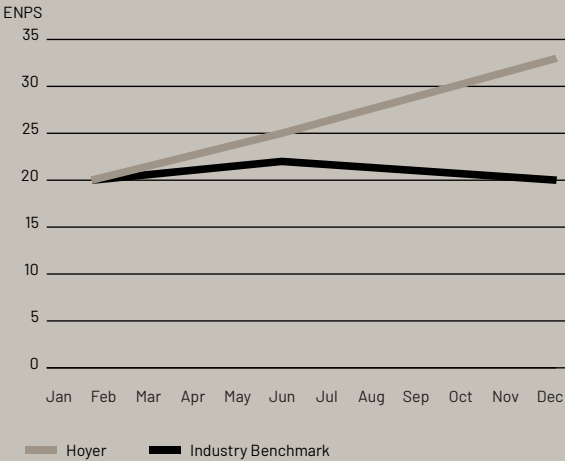
In both Europe and Asia, we organised special “Hoyer 50” social events for all employees. We also celebrated with our customers and business partners. Additionally, we have continued to exchange experience and knowledge across country borders through daily cooperation and visits between our various offices.

We continuously strengthen our relationships, both internally and externally with our customers and business partners, through social activities, events, and industry fairs.

ENPS AT BENCHMARK

In 2025, we will continue to aim to remain at or above the industry benchmark, which stood at 20 at the beginning of the year.

Employee Satisfaction 2024



Source: Workday Peakon Employee Voice - manufacturing industry benchmark and survey results from February, June and December, 2024
ENPS scale spans from -100 to 100. Read more [here](#).





SOCIAL

HOYER

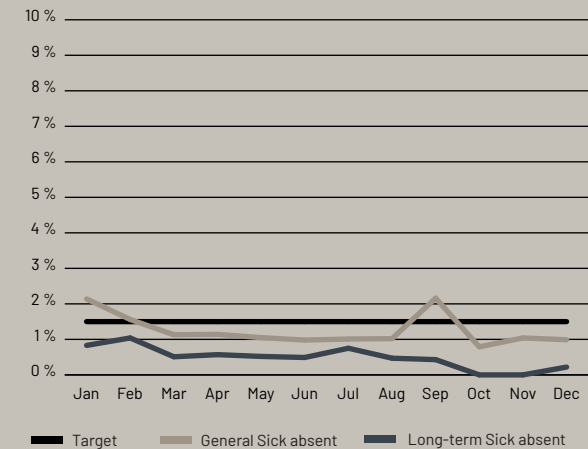
Sickness absence

In 2024 we have changed our monitoring of sickness absence so we will have two categories: General sickness and Long-term sickness.

The target for these are set to be maximum 1.5% absence for each of the categories. In 2024 the General sickness absence globally for the full year was 1.25% and for Long-term sickness globally it was 0.48%

The sickness absence percentage is higher in Europe than in Asia – where Europe for General sickness absence was on 1.50%, it was on 1.03% in Asia.

Sickness absence global 2024



Source: Hoyer HR System, Bitabiz

Safety: Work accidents

Having a safe workplace is of the highest importance at Hoyer.

Therefore, we request our employees to report all accidents (minor or more severe) and all near miss incidents that occur during the daily work, and we use these reports to monitor accidents and near miss incidents monthly.

We focus on preventing accidents and increase the safety awareness for all employees.

All accidents and incidents are discussed in the HSE groups in

Denmark and China to ensure that we act based on the knowledge and increase safety in the workplace.

In 2024, we have had five accidents in China, and three accidents in Denmark. Totally this caused 16 days of absence due to the accidents.

In 2024, we received six near miss reports in China and six in Denmark.

We have in 2024 been working on a solution that should be easier to use for reporting accidents and incidents, however due to some issues the final solution is not yet launched – but is expected to be launched during

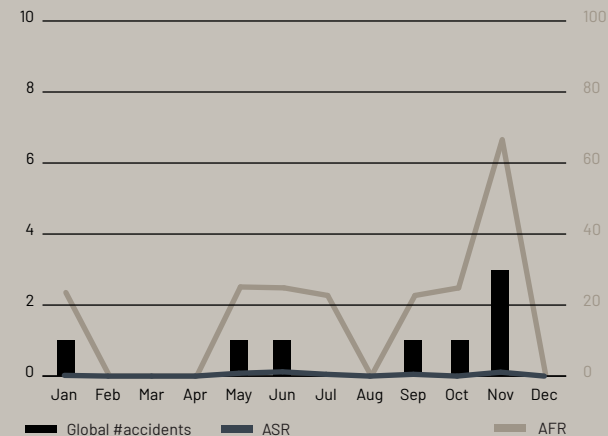
Q2 2025. Our HSE Group regularly carries out safety walks.

In Denmark, 11 safety walks were performed in the warehouse/workshop and one in the office in 2024. In China there were eight safety walks in the warehouse/workshop and zero in the office.

2025 FOCUS

Due to the increase in accidents resulting in more absence days, we will focus on preventing accidents and increase the safety awareness for all employees.

Accident global 2024 frequency rate & seriousness rate



AFR = Accident Frequency Rate (Accidents*1.000.000/working hours)
 ASR = Accident Seriousness Rate (No. Absent days*1.000/Working hours)
 Source: Hoyer Monthly HSE Report

Diversity

We strive to have balance and diversity in relation to background, competencies, nationality, age, and gender.

At Hoyer, we consider a diverse workforce one of our main assets. We strive to maintain and further develop an international and diverse work culture, seeing the differences in background, competencies, age and gender as an advantage.

Because we want to include as many nationalities as possible in our organisation, English is our corporate language, and by the end of 2024, 22 nationalities were represented in Hoyer.

Whenever we hire new employees, we prioritise qualifications, personality and the commitment to

deliver on a high level, as well as the overall fit with the Hoyer culture. When recruiting, we also search within our international network and across national borders. As a result, more than 20% of our recruitments in Europe in 2024 were candidates with a background in other countries than where their Hoyer workplace is situated.

As in former years, we have a focus on students and newly graduated candidates. During the past year, 23 employees were hired in Europe. We have maintained our focus on hiring a mix of newly educated candidates for junior or trainee positions as well

“ We consider a diverse workforce one of our main assets.

as hiring senior employees that can boost our business straightaway and also act as mentors for their less experienced colleagues. We continue to offer internships in both Denmark and China, as we believe that a strong relation to the educational institutions and input directly from students with knowledge of the newest theories is a valuable addition to our workplace. In Asia, we hired 36 employees during 2024, out of which 10 – or 28% - were students or newly graduated.

We have a strong focus on overall diversity, meaning that we strive to hire employees at different ages, backgrounds and nationalities. This diversity creates balance in our workforce and supports a culture in which an international and unbiased mindset is encouraged on all levels.



Results 2024



GOAL

Improve employee wellbeing

ACTIONS

- ENPS score at benchmark within the industry
- Maximum 1.5% sickness absence on General sickness and maximum 1.5% on Long-term sickness

RESULTS

- Achieved.
- ENPS score has been on or above industry benchmark during 2024
 - General sickness absence is on 1.25% and Long-term sickness absence is on 0.48% for the entire year

GOAL

Improve safety and work environment at supply chain

ACTIONS

- Data from two biggest motor suppliers focusing on implementing health & safety reporting requirements

RESULTS

- Achieved.
- Data received from two suppliers, covering three factories

GOAL

Maintain a safe work environment at Hoyer locations

ACTIONS

- Run awareness training on safety
- Optimise reporting flow

RESULTS

- Partly achieved.
- Awareness training conducted on China for prevention of heat stroke
 - Reporting flow still awaiting implementation

GOAL

Maintain a safe work environment in supply chain

ACTIONS

- Train Hoyer employees at suppliers to monitor work environment
- Minimum one safety walk and report on work environment per year

RESULTS

- Achieved.
- Hoyer employees at suppliers have received training and safety walk checklist has been issued
 - Safety walks have been performed, both at Chinese and European suppliers

Ambitions 2025

GOAL

Improve employee wellbeing

PLANNED ACTIONS

- ENPS score at benchmark within the industry
- Focus on key areas as communication and core values to further improve employee satisfaction
- Maximum 1.5% sickness absence on General sickness and maximum 1.5% on Long-term sickness

GOAL

Improve safety and work environment at supply chain

PLANNED ACTIONS

- Continually monitor data from two biggest motor suppliers regarding health & safety

GOAL

Maintain a safe work environment at Hoyer locations

PLANNED ACTIONS

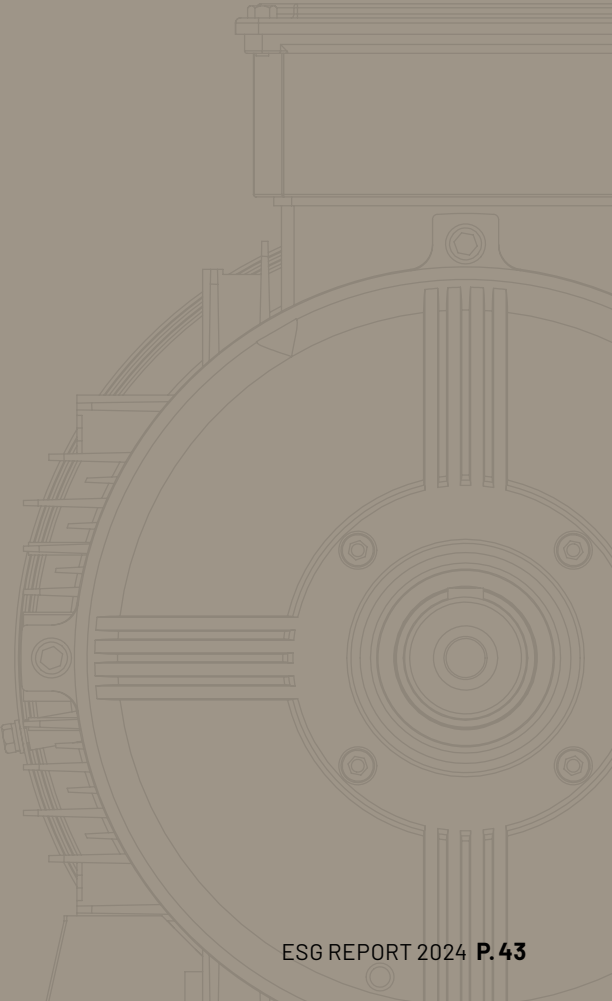
- Continuous focus on safety awareness
- Optimise and implement reporting flow
- Managers to be trained in performing safety walk - each manager to perform minimum one safety walk per year

GOAL

Maintain a safe work environment in supply chain

PLANNED ACTIONS

- Perform minimum two safety walk including reporting at each main motor supplier per year
- Supplier Quality Engineers to be trained in performing safety walks



Together
we outsmart
the ordinary

HOYER

Governance

We strive for trust, openness, and transparency. In 2024, we strengthened our ESG focus through an updated strategy, integrating it into our governance framework alongside key areas like cybersecurity, safety, and diversity. For us, ESG is not separate from our strategy — it is part of who we are.



GOVERNANCE

HOYER

We want to be **trustworthy, open, and transparent**

It is important for us to have well-defined governance structures and to comply with legislation and regulations in all the countries in which we operate.

With facilities in both Europe and Asia - and with customers and partners across large parts of the world - it is essential for Hoyer to maintain clear governance structures and procedures.

Naturally, we comply with legislation and regulations in all the countries where we operate, including, for example, the General Data Protection Regulation (GDPR) in Europe and the China Personal Information Protection Law (PIPL) in China.

“Trustworthiness, openness, and transparency are vital to Hoyer, forming the foundation of our governance approach

Furthermore, trustworthiness, openness, and transparency are vital to Hoyer, forming the foundation of our governance approach.

STRATEGY AND REPORTING

In 2024, we launched a new strategy plan that incorporated a strong focus

on ESG, building on the ESG policy implemented in 2022. This new strategy was a natural progression for Hoyer and is now an integral part of our governance structure, alongside our work and targets for gender composition, delegation, cyber security, safety awareness and whistle-blower scheme. For Hoyer ESG, strategy and company DNA are not separate elements but are strongly interconnected.

ESG and strategy

Our ESG focus is one of the central pillars driving our current strategy and a keystone to the overall success of our business in the coming years. Finding sustainability initiatives which create real business improvement and advantage for our customers and ourselves is the focus of our Green Transition Partner programme.

Over the past few years, we have shifted from focusing on CSR to working with a broader and more integrated understanding of ESG, changing the way we think about our own business, and the way we impact not only our employees and business partners but the world around us.

Our journey has become increasingly structured and has included understanding and documenting ESG efforts through data and measurable results.

This approach, driven more and more by empirical data, aligns closely with Hoyer's DNA.

“ We aim to constantly become a better Green Transition Partner for our customers. ”

Our core products - high performance, energy efficient motors – can make a significant and, importantly, measurable impact on reducing energy consumption and CO₂

emissions. In the coming years, as we continue to use ESG to refine and improve our own processes, we will place particular focus on how these internal ESG efforts can benefit our customers.

We aim to constantly become a better Green Transition Partner for our customers. This means that we understand the needs and applications in which our solutions are used, and we can support customers with products and expertise on

the sustainability initiatives that matter the most – reducing energy consumption and costs, achieving regulatory compliance, improving operational efficiency and reliability, and turning sustainability into profit.

INNOVATION FOR SUSTAINABILITY AND EFFICIENCY

In 2024, we have sharpened our focus on providing new energy efficient solutions to the market - for instance in our development



GOVERNANCE

of automated control systems for motors and motor systems that improve operational performance, reliability, and energy efficiency. Our introduction of Hoyer Energy-Saving System and ongoing development of automation solutions will help our customers find unrealised savings and efficiency gains in the future.

Through sales and communication initiatives, we have also intensified our efforts to help our customers understand how Hoyer solutions help improve their businesses and create competitive advantage.

In the marine industry, for instance, the focus for the past many years has been exclusively on exploring fuel types and fuel savings. Here, improving the energy efficiency of

applications driven by an electrical motor (through the Hoyer Energy-Saving System platform) can help ship owners achieve even greater gains.

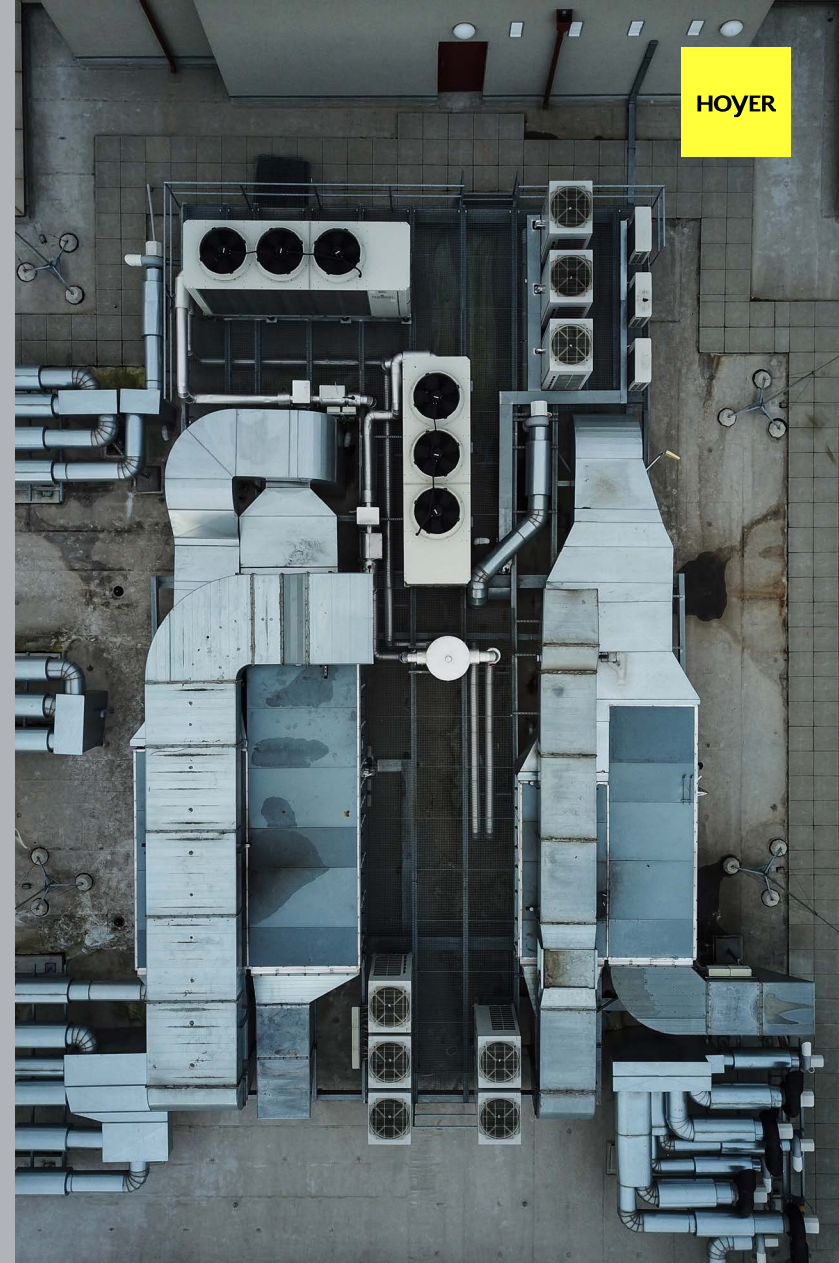
“We have sharpened our focus on providing new energy efficient solutions to the market.”

In HVAC applications like fans and ventilators, which often run continuously, improving motor efficiency is not only paramount to improving operational savings. It helps reduce system reliability and contributes to more sustainable operations as well.

In industry and energy, we are intensifying our work with the OEMs and system integrators we work with, so

they, too, can document and measure the impact of our solutions, providing them with support for their own ESG and business improvement efforts.

Our work with improving our own supply chain, ensuring safety measures and monitoring conditions for employees will continue and expand in the years to come. Those efforts in turn will help inform and improve the way we deliver sustainability to our customers, as we constantly strive, together with our customers, to be the Green Transition Partner in the global high efficiency motor market.





Our **operational focus** on ESG

Over the past years we have increasingly integrated ESG into our strategy during our annual reviews.

Internally, we focus on integrating environmental and social aspects into our existing operations, ensuring that our sustainability initiatives are aligned with Hoyer's core business. Furthermore, our strategy is to prioritise the most material sustainability matters, e.g. cybersecurity and future market adaptations. The latter aligns well with our environmental focus throughout our entire supply chain, where we focus on a product program with

energy-efficient motors and engage in green applications and industries whenever possible.

Another critical sustainability matter is the working conditions in our value chain, as the safety and wellbeing of our suppliers and business partners are paramount to us. This focus will continue to grow in the years to come.

Operating in several parts of the world, we are aware that we are present in areas where basic human rights might be challenged and where corruption and bribery might occur.

Therefore, we adhere to the 10 principles of the UN's Global Compact, and we have a Code of Conduct and a specific Anti-corruption and bribery policy.

All of our main suppliers are required to sign and acknowledge both Hoyer's ESG Policy and Hoyer's Code of Conduct.

In 2024, we received no reports or observations of violations of our policies or code of conduct in relation to our employees or our suppliers.

Gender composition

Hoyer continuously works to compose a diverse management team, where each member's qualifications complement the organisation's strategic development in the best possible way. During 2024, the level of women and men in our first level middle management has changed towards a balance of more men again – from 65% men and 35% women in 2023 to 76% men and 24% women by the end of 2024.

As of 31 December 2024, Hoyer had a workforce consisting of 36% women and 64% men, which is the same level as the year before. Top and middle management consists

of 29 managers, of whom 21% are women and 79% men - which is a slight decrease in the percentage of women compared to the previous year. This also means that there are still fewer women in top and middle management compared to the organisation in general.

“ We still need to set ambitious targets to reach a satisfactory balance between the genders.

When hiring employees, we continue to focus on attracting and employing more women in an industry that is highly dominated by men. We do this

by offering internships and student jobs and by focusing on inviting at least 1-2 relevant female candidates for job interviews whenever possible. It is our policy not to discriminate and always appoint or recruit people based on their qualifications and match with the requested profile.

UNIFORM CONDITIONS

Hoyer continues to work towards establishing uniform conditions for individuals aspiring to leadership roles, irrespective of gender. The objective is to achieve equal career opportunities for men and women through employment and recruitment procedures and through

investing in development and education. The Board of Directors is the superior management body of Hoyer International ApS and Svend Hoyer A/S. Currently, the Hoyer International board consists of five members, while the Svend Hoyer A/S's board counts three members. By the end of 2024, all board members were men. This of course means that it has not been possible to achieve our target of a 60/40 balance of men/women on the board during 2024. We set a target of a 60/40 balance of men/women on the board by end of 2026.



Cyber security and awareness

Cyber security and data security is a top priority for us

With a dedicated approach and collaboration with cybersecurity experts, Hoyer has transitioned from a project phase to full operational NIS2 compliance in early February 2025.

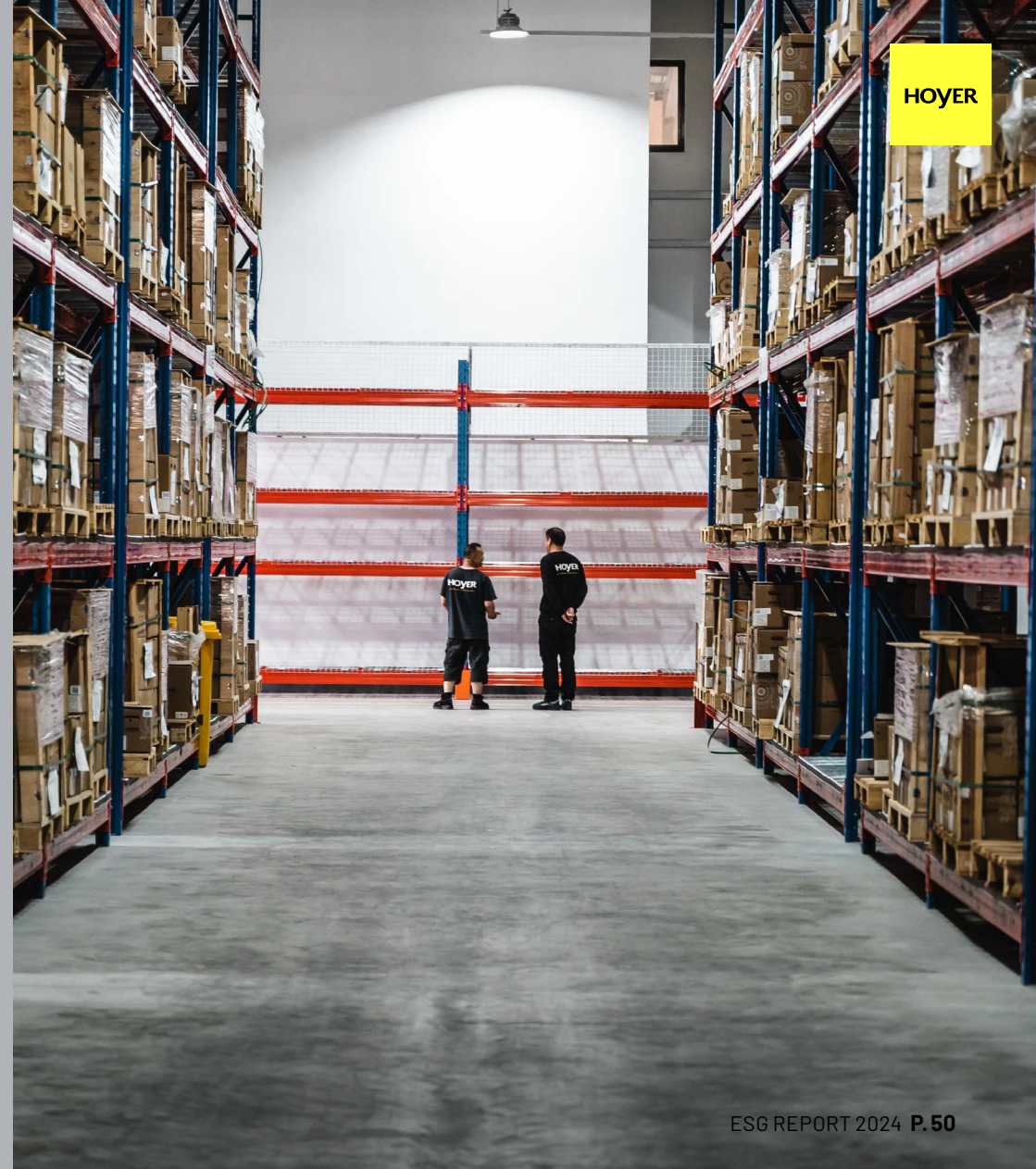
Hoyer has thus worked hard to achieve compliancy within areas such as Policies on risk analysis and information system security, Incident handling (prevention, detection and response to incidents), Business continuity, Supply chain security, Security in network and information systems, Mandatory awareness

training, Top management ownership and involvement and many more.

2025 FOCUS

Becoming NIS2 compliant is not a one-off achievement but a continuing effort that the Hoyer IT department will work with and administrate for many years to come.

In the future it is vital for Hoyer to not only be compliant with the EU regulative but also stay ahead of the development in cybercrime so that we can withstand attacks of all sorts.





GOVERNANCE

HOYER

Hoyer achieves NIS2 compliance

Hoyer has successfully implemented the NIS2 directive, reinforcing our cybersecurity framework to meet stringent European standards.*

* Being NIS2 compliant means that an organization meets the cybersecurity requirements set by the EU's Network and Information Security Directive 2 (NIS2). This directive is designed to strengthen the cybersecurity of essential and important entities across the EU.

With a dedicated approach and collaboration with cybersecurity experts, Hoyer has transitioned from a project phase to full operational NIS2 compliance.

"While there are always elements to fine-tune, we have met all requirements and established a strong cybersecurity foundation. We are now in operations mode rather than project mode," says Lasse Due, IT Manager at Hoyer.

A COMPREHENSIVE APPROACH TO CYBERSECURITY


Hoyer's compliance journey has been guided by the CIS18 framework, a widely recognised set of best practices that ensures comprehensive protection.

We have met all requirements and established a strong cybersecurity foundation.

"CIS 18 helps us take a 360-degree approach, covering everything from system updates to risk assessments and employee training," Lasse Due explains.

The company collaborated with external consultants to ensure a thorough implementation process. Additionally, Hoyer has introduced a structured cybersecurity calendar, detailing daily, weekly, and annual tasks to maintain compliance.





Cybersecurity is no longer just an IT responsibility — it's embedded in our leadership culture.

"NIS2 isn't a one-time effort; it's an ongoing process that requires constant vigilance," Lasse Due emphasises.

LEADERSHIP AND AWARENESS AT ALL LEVELS

One of the key distinctions of NIS2 compliance is the heightened involvement of top management.

"Cybersecurity is no longer just an IT responsibility — it's embedded in our leadership culture. Our top executives are actively engaged, reviewing risk assessments, approving cybersecurity strategies, and even

participating in cyber-awareness initiatives," says Lasse Due. This cultural shift is reinforced through internal awareness campaigns.

"For instance, we've placed cybersecurity posters across all offices with slogans like 'No need to fool everyone – Just find the weakest link.' It's about keeping everyone alert to potential threats."

With NIS2 compliance in place, Hoyer does not just meet regulatory requirements but ensure a resilient and secure digital environment for the future.

"Cybersecurity is an ongoing journey, and we will keep evolving our strategies to stay ahead of emerging threats. By embedding cybersecurity best practices into our daily operations, we are not just aiming at being compliant but also to stay ahead as much as possible," says Lasse Due.

Safety awareness

Our HSE teams in Denmark and China are an important part of our safety focus, just as we also focus on the safety at our main suppliers.

A safe work environment is of high importance to Hoyer, both in our own operations and at our main suppliers.

At Hoyer, we have established a HSE Team in both Hadsten, Denmark and in Ningbo, China, with members from both management, middle management and employees – all working to ensure a safe workplace.

All new employees are introduced to the HSE work when they start – presented by a member of the HSE team.

The HSE team also conducts regular safety walks in both offices, warehouse and workshop to try to identify unsafe situations before they lead to accidents.

During 2024 we have unfortunately seen an increase in work accidents in Hadsten.

Luckily most of these were minor accidents. But it was still discussed in our HSE team and to raise the awareness on safety, the warehouse and workshop manager held separate talks with all warehouse

and workshop employees to emphasise the importance of always being aware of their own and their co-workers' safety at all times.

A safe work environment is of high importance to Hoyer, both in our own operations and at our main suppliers.

In our supply chain, we also focus on the safety at our main suppliers.

In 2024 we have started a new initiative, in which our Quality

Inspectors at our main factories conduct safety walks to support our suppliers' development to meet same safety standards as we want to have in Hoyer.

In 2024 we have started performing safety walks at our suppliers. When a safety walk has been performed the results are shared with the suppliers' Health & Safety responsables.

Whistleblower scheme

Our whistleblower scheme has proven its worth

For Hoyer, it is important that we are made aware of and manage any violations of our policies or legal requirements.

Our whistleblower scheme allows for anonymous reporting to an external party – PwC, one of the world's largest audit and consulting firms - both for employees, business partners and other interested parties. It is possible to report any violations of our policies or legal requirements both through a link on our intranet and on our websites. As part of our onboarding process, we introduce our employees to the scheme.

As all reporting is managed by an external third party company, it ensures that reporting remains anonymous and free from conflicts of interest.

“ It is important that we are made aware of and manage any violations of our policies or legal requirements.

During our second year with the whistleblower scheme, we only received one filing through the system. The filing was handled in accordance with the prescribed process, first by PwC, which acted as

the sole contact point in the dialogue with the anonymous whistleblower.

As PwC determined that the filing did not meet the criteria for a whistleblower case, but rather an HR-related case, it was handed over to Hoyer's CEO and HR department. We then handled the case but found no serious breaches – though we took valuable learnings from the enquiry. The case was closed once PwC provided feedback to the anonymous whistleblower.

The whistleblower scheme runs seamlessly and proves its worth, even though we do not receive

a high number of reports. We expect it to remain a valuable tool in ensuring that we conduct business in a professional and trustworthy manner - complying with policies, legal requirements and other important areas related to our business partners, employees and the communities in which we operate.



Results 2024

GOAL

Minimum 40% of the under-represented gender

on the Board by 2024

ACTIONS

- If a male member leaves the board, the aim is to replace with a female member if the qualifications are a match

RESULTS

Not achieved.

- No female members have entered the board during 2024 but representatives for the new minority shareholders joined the board

GOAL

Cyber security

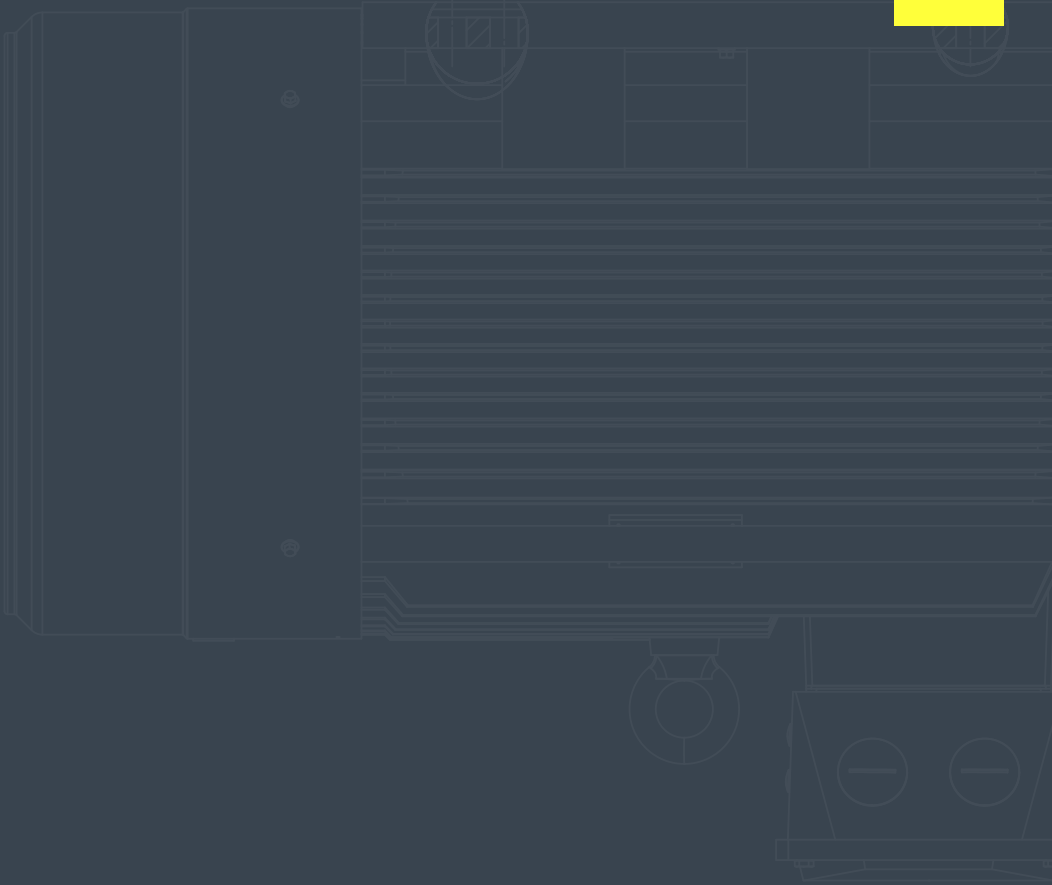
ACTIONS

- Compliance with NIS2 by December, 2024
- Continuous awareness training of all employees
- Regular testing of implemented measures

RESULTS

Achieved.

- Full operational NIS2 compliance has been achieved in early February 2025. As the deadline for NIS2 compliance is postponed until July 1, 2025, Hoyer is still well ahead of the legal requirements
- Awareness training conducted as planned on a monthly basis
- Testing of implemented measures performed as planned



Ambitions 2025

GOAL

**Minimum 40%
of the under-
represented
gender**

on the Board by 2026

PLANNED ACTIONS

- If a male member leaves the board, the aim is to replace with a female member if the qualifications are a match

GOAL

**Cyber
security**

Further involvement
of top management
in relation to NIS2

PLANNED ACTIONS

Stronger management
involvement in areas such as

- Cyber Awareness
- Third Party Management
- Cyber Preparedness
- Incident response



The background of the slide is a dark blue-grey color. On the left side, there is a faint, light-grey line drawing of a large industrial machine, possibly a motor or pump, with a circular base and various mechanical components.

Together we outsmart the ordinary