

Together
we outsmart
the ordinary

HOYER

ESG REPORT 2025

Table of Contents



INTRO

About this ESG report	03
Together we outsmart the ordinary	04
About Hoyer	06
Our core value chain	07
Our ESG approach and governance framework	08
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	29
Safety and work environment in the supply chain	30
Sickness absence Hoyer	31
Safety: Work accidents Hoyer	32
Employee satisfaction	33
Diversity	36
Crossing borders – expanding experience	37
Results 2025	39
Ambitions 2026	40

ENVIRONMENTAL

We want to be a part of the climate solution	17
Climate accounting	19
Scope 1 & 2 – Emissions	20
Scope 3 – Indirect emissions are our largest impact	21
Strengthening environmental transparency in the marine industry	24
Results 2025	26
Ambitions 2026	27

GOVERNANCE

We are committed to trust, openness, and transparency	42
ESG and strategy	43
Our operational focus on ESG	44
Gender composition	45
From NIS2 compliance to continuous cyber defence	46
Safety awareness	48
Whistleblower scheme	49
Results 2025	50
Ambitions 2026	51



INTRO

HOYER

About this ESG report

Our ESG Report covers the accounting period from 1 January 2025 to 31 December 2025 and is part of the Hoyer VMS Annual Report 2025. The report complies with the requirements of Section 99b 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 2025 and present the new targets for 2026.

In 2025 we merged with VMS Group and established Hoyer VMS Group. This year's ESG report covers Hoyer's data only, as the merger with VMS Group was completed late in the reporting period. Our 2026 ambitions are set for the combined Hoyer VMS Group, and from 2026 we will report consolidated ESG performance for the full group.

Together we outsmart the ordinary

What started as an ambition is now a shared mindset. “Together we outsmart the ordinary” continues to guide how we think and act at Hoyer. It is embedded in the way we work and in how we approach sustainability.

Even as the regulatory landscape evolves following the Omnibus I Directive, our commitment to sustainability and ESG remains unchanged.

We continue to see sustainability as a strategic priority and an integral part of how we do business. At the same time, we are sharpening our ESG focus to ensure it is market-driven and aligned with customer and stakeholder expectations, and with long-term value creation. Our

ESG initiatives are always shaped by customer needs and designed to strengthen both their performance and our shared business success.

In 2025, we strengthened several of the foundations that will guide our ESG work going forward. For instance, we expanded our Scope 3 calculations and underlying database, providing a stronger and more transparent data foundation for future improvements. At the same time, we increased our focus on

safety in our supply chain, ensuring that responsible practices extend beyond our own operations. Early 2025, we welcomed the automation solutions company NowiTek to the Hoyer family. The acquisition enabled us to offer the unique and modular Hoyer Energy-Saving System, and throughout 2025 we have focused on globalising the concept. In Asia, we conducted workshop sessions for shipping companies and state-owned energy companies, focusing on the new



We continue to see sustainability as a strategic priority and an integral part of how we do business.

technologies and on how we can support their strong existing focus on energy efficiency. This focus will continue in 2026 and we will work hard to obtain proof of concept and thereby raise awareness.

In 2025, we also took a further step forward by merging with VMS Group and establishing Hoyer VMS Group. In this process, we strengthened our anti-corruption and export control policies to ensure a solid foundation for responsible growth.

In 2026 and going forward we are focusing on integrating our cultures across brands and borders, and we are building on VMS Group's strong safety focus, creating a workplace where collaboration, health, and safety go hand in hand. Among other initiatives, these efforts will strengthen our promise of being a global one-stop lifetime partner for power and motion solutions.

Henrik Sørensen
Chief Executive Officer
Hoyer VMS Group





INTRO

About Hoyer

Together we outsmart the ordinary

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

Since 1974, we have helped our customers improve their businesses, both economically and with lower energy consumption, by providing solutions that are fit for purpose and support that goes all the way

Electric motors account for a significant share of the world's energy consumption and our products and services can make a measurable difference. This is fundamental to our business.

We help our business partners make calculated decisions and use innovation and engineering to accelerate their sustainability efforts.

Our approach to service, logistics, and customisation is what make us different. With headquarters in Denmark and China 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 application experts who help you balance and even redefine the trade-off between customisation, performance, and cost.

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

HOYER VMS GROUP

As of November 2025, Hoyer acquired VMS Group and established Hoyer VMS Group.

The new company combines Hoyer's world-class motors, drives, and automation expertise with VMS Group's comprehensive engine, service, and lifecycle capabilities to support shipowners and industrial

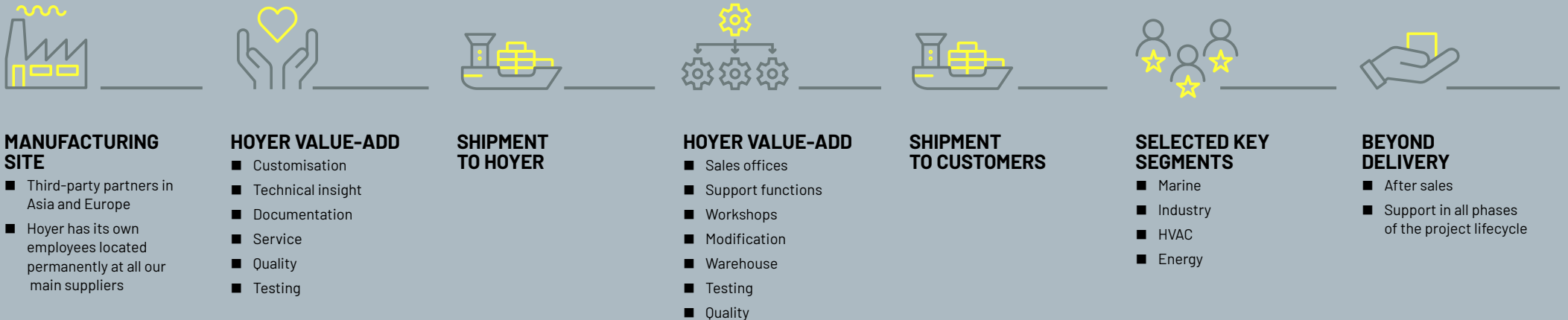
operators worldwide. Hoyer VMS Group is a global one-stop partner for power and motion solutions.

“ Hoyer VMS Group is a global one-stop partner for power and motion solutions.”

As noted, this ESG report covers Hoyer's data only, as the merger with VMS Group was completed late in the reporting period.

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.





INTRO

Our **ESG approach** and governance framework

The Hoyer Materiality Matrix has been at the core of our ESG work in 2025, which included the development of a Climate Transition Plan and the establishment of an ESG annual cycle. In 2026, we will focus on aligning the ESG approaches of Hoyer and VMS Group, including our respective Materiality Matrices.

In 2023, Hoyer carried out a Double Materiality Assessment (DMA) to identify the sustainability topics where we have the most significant impact on people and the environment, and where we are most exposed to related risks and opportunities.

The assessment was conducted in line with the EU Sustainability

Reporting Framework (ESRS), and the outcome is a clear picture of the sustainability matters most important to Hoyer's business model and future development, forming the foundation for the company's ESG priorities going forward. The assessment is revisited regularly, as both the external environment and Hoyer as a company continue to evolve.



HOYER MATERIALITY MATRIX

The most visible result of our DMA is the Hoyer Materiality Matrix. On the Y-axis, we evaluate all the impacts, risks and opportunities (IRO) 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 Hoyer Materiality Matrix shows the most important sustainability matters.

During our DMA process we identified three critical sustainability matters:

- working conditions in the value chain
- cyber security and data privacy
- future market adaptations.

Based on the current geopolitical situation, we consider also the Responsible Business Conduct and Efficient Governance of Stock & Orders as critical sustainability matters.

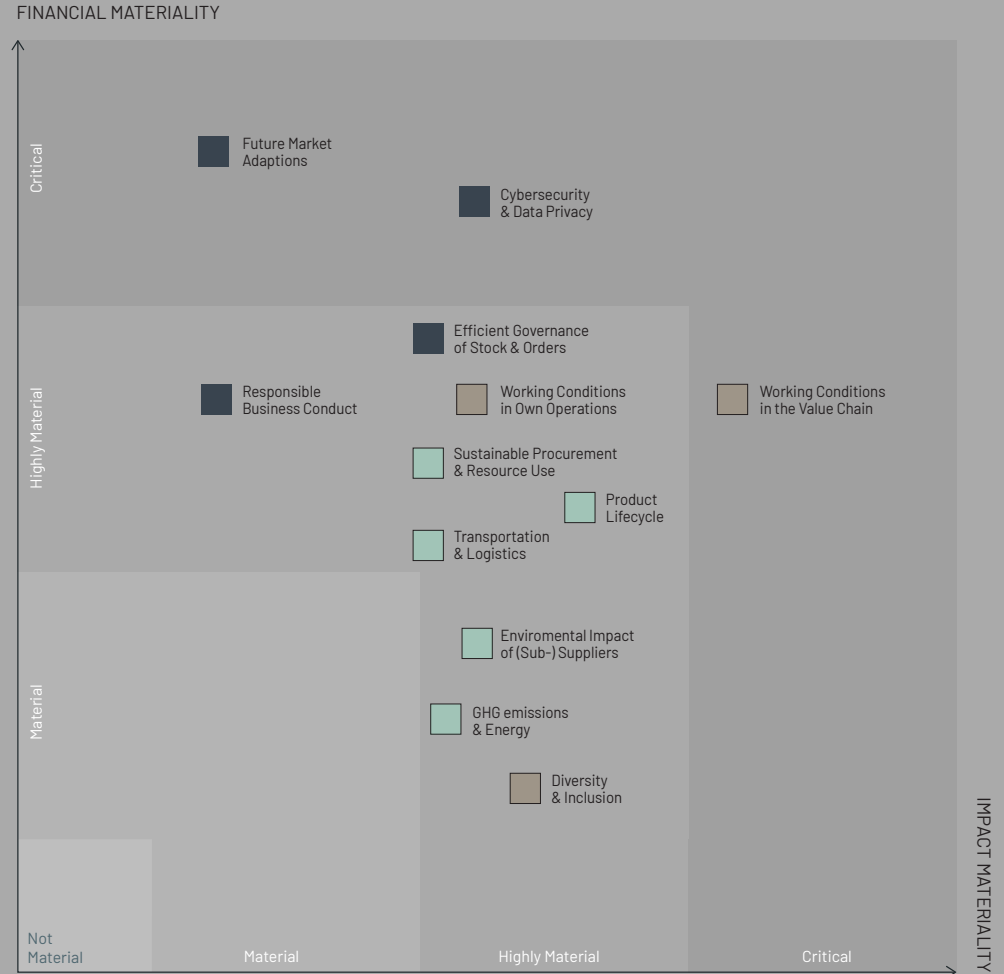
Among the highly material sustainable matters are:

- the product lifecycle
- transportation and logistics
- efficient governance of stock and orders
- the working conditions in our own operations.

NEXT STEP

In 2026, our focus will be on the merger of Hoyer and VMS, which includes an evaluation of the DMA of both Hoyer and VMS Group.

We will assess whether the two DMAs can be consolidated into a single Group-level DMA, or whether we need to carry out a new DMA for Hoyer VMS Group followed by a new Group-level Materiality Matrix, with increased focus on the current geopolitical situation.



In 2026 we will be working on full climate accounting for Hoyer VMS Group, setting a new baseline for the group.

CLIMATE TRANSITION PLAN

In 2025, we developed our first climate transition plan covering Scope 1 and 2 emissions. The purpose was to establish a clear and data-driven pathway for reducing emissions in our own operations, and the plan includes a near-term reduction target of 42% by 2030, compared to the 2024 baseline. This is aligned with a below-1.5°C pathway.

In 2026, we will be working on full climate accounting for Hoyer VMS Group, setting a new baseline for the group. As a result, implementation of the climate transition plan has been

paused, as it must be expanded to cover the entire Hoyer VMS Group.

IMPROVING ESG GOVERNANCE THROUGH AN ANNUAL CYCLE

In Q2 2025, Hoyer developed an ESG annual cycle to establish a clear and structured approach to sustainability management and reporting throughout the year. The annual cycle defines key milestones, responsibilities, and deadlines across data collection, reporting, policy management, and governance.

It sets out timelines for collecting scope 1, 2, and 3 emissions data, consolidating HSE, well-being, and

governance metrics, and updating the ESG KPI dashboard. The cycle also structures the internal reporting process, including alignment on narratives, drafting and review of the ESG and approval by management and the board.

In addition, the annual cycle supports regular policy reviews, ongoing regulatory scanning, and recurring governance touchpoints, such as ESG committee meetings, board updates, and reviews of the DMA. Together, this ensures that ESG governance is embedded as a continuous management process.

Following the merger of Hoyer and VMS into one group, our focus in 2026 will be on consolidating our ESG work and reporting.

The annual cycle remains a valuable tool for structuring our ESG work, and the format will be implemented across Hoyer VMS Group.



INTRO



ISO certifications

Our locations in both Hadsten, Denmark, and Ningbo, China, are certified according to ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.

This documents that we work in a structured way with our management systems and constantly seek to improve quality in relation to both Quality Management, Environmental Management, and Health and Safety Management.

“We work in a structured way with our management systems and constantly seek to improve quality.”

ESG framework: UN Goals

In 2025, the UN Global Sustainable Development Goals (the SDGs) marked their 10th anniversary. In only 10 years the SDGs have managed to become an integrated part of businesses and reporting globally, and the goals have proven their value as guiding principles.

From the beginning, Hoyer focused on Goal 7, “Affordable and clean energy”, and Goal 9, “Industry, innovation and infrastructure” – goals that are closely aligned with

the core of our business. In 2023, we added a third goal that is closely aligned with the global structure and ambitions of Hoyer, Goal 8, “Decent work and economic growth”.

The three selected SDGs are integral to our business, and they have been an important part of the foundation of – and an integrated part of – our DMA and Hoyer Materiality Matrix. They serve as both a foundation and a driver for future progress.



INTRO

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”.

“Energy efficiency” is of course a central element, and since motors are a major contributor to energy

usage we believe that they hold a significant potential too. One part of this potential is related to the technical development of electric motors with high efficiency classes and motors with variable frequency drives. Another part relates to our collaboration with customers to develop bespoke solutions for applications; for example, fans and HPU’s for wind turbines – thereby we support the transition to affordable and clean energy.

MATERIAL SUSTAINABILITY MATTER (DMA)

- 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 factories in Denmark and China, with manufacturing partners in Europe and Asia, and with sub-suppliers around the world, we operate in diverse cultures, business practices, and regulatory frameworks. This means that it’s extremely

important for us to focus on decent working conditions – and to be aware of the different situations and possible challenges in different areas of the world – both at Hoyer and at our business partners. And both in terms of diversity, pay, elimination of child labour and slavery, and safe working environments.

MATERIAL SUSTAINABILITY MATTER (DMA)

- Working Conditions in the Value Chain



It’s extremely important for us to focus on decent working conditions – and to be aware of the different situations and possible challenges in different areas of the world.

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”.

Retrofit is an integrated part of our core business. It’s about finding

the right solution. Together with our customers, we develop retrofit solutions that extend the lifetime of existing systems and help reduce energy. In 2025, we introduced the Hoyer Energy Saving Solution (Hoyer ESS) to the market. It is a modular retrofit solution for ships designed to optimise energy use and improve efficiency in maritime operations.

MATERIAL SUSTAINABILITY MATTER (DMA)

- Product Lifecycle



Together
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the ordinary

HOYER

Environmental

As a global supplier of electric motors and automation solutions, we recognise the environmental impact of our activities.

We believe in developing more energy-efficient technologies and work continuously to improve the efficiency of our products and operations. Our aim is to contribute to more efficient industrial systems while encouraging others to pursue similar improvements.

We want to be a part of **the climate solution**

As a global supplier of electric motors and drives, we acknowledge and respect our responsibility. Our activities around the world have the potential to make both a positive and a negative environmental impact.

2025 was in many ways an extraordinary year when it comes to climate. But unfortunately, “extraordinary” is becoming “ordinary” in this matter. We’re growing so accustomed to negative climate records, that we risk either becoming blind to the consequences or falling into the “there’s nothing we can do’ trap.

2025 was thus characterised by:

- Being the third-warmest year on record, only beaten by 2023 and 2024
- Increasing greenhouse gas emissions
- Extreme weather events like flooding, extreme heat, drought, and wildfires all over the world ¹

But also the news:

- That China’s CO₂ emissions have been flat or falling for 18 months ²
- That everything that’s been done until now has actually had an effect. Without it, we would be in an even worse place ³

In other words, 2025 has underlined that we need to act now on behalf of the climate – and thereby on behalf of ourselves and future generations. With political turbulence it has underlined that everybody must take responsibility.

¹ <https://climate.copernicus.eu/sites/default/files/custom-uploads/GCH-2025/GCH2025-full-report.pdf>

² <https://www.theguardian.com/world/2025/nov/11/china-co2-emissions-flat-or-falling-for-past-18-months-analysis-finds>

³ <https://www.information.dk/udland/2025/11/klimakampen-nytter>



At Hoyer we believe that we have both a great responsibility and significant opportunities to do a difference. The world's energy consumption is one of the main drivers behind climate change, and electric motors contribute to this – from household devices to transportation to industrial production.

We don't believe in a future without motors, but by making our motors better, longer-lasting and more energy-efficient we can play a part in creating a less energy demanding world and hopefully inspire others to do the same. Together we outsmart the ordinary – also in a world of extraordinary events and circumstances.

SCOPE 1, 2, AND 3

Our electric motors impact the climate throughout their lifecycle – 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, for example, 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 and 2 emissions. In 2024, we established a baseline for Scope 3, which is by far our largest source of emissions, and in 2025 we were able to compare results for the first time. This will be the foundation for specific Scope 3 targets.



Climate accounting

In 2025, we published our first full Climate Accounting – covering both Scope 1, 2, and 3 for the year 2024.

Throughout 2025, we have focused on improving the data quality, especially in relation to our scope 3 calculations.

As previously noted, we have been working on a Climate Transition Plan in 2025 as well. As part of this work, we have evaluated some Scope 1 and 2 emission reduction possibilities.

SOURCES AND CALCULATION METHODS

Scope 1 and 2 emissions are based on actual consumption 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 and estimated lifetime of the product within each specific segment (Marine, Industry, HVAC, etc.)

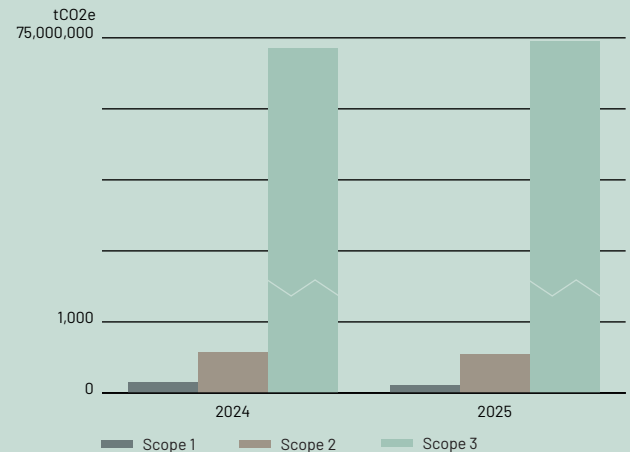
- **Up- and downstream transportation and distribution:** Based on calculations from our transport suppliers for deliveries handled by Hoyer as well as weight and distance calculations for deliveries not controlled by Hoyer.

2026 FOCUS

- Establish a new climate accounting setup covering the entire merged Hoyer VMS Group
- Revisit our Climate Transition Plan to set reduction targets for the whole Hoyer VMS Group, beginning with Scope 1 and 2 emissions.

Distribution of Scope 1, 2 and 3

per scope and year



Comment: Scope 2 calculations are Location Based
 The main contributor to our Scope 3 emissions is Cat. 11 - Use of sold products. During 2025 we have had focus on improving data on cat. 11 Use of sold products - which means that the baseline for 2024 has also been re-calculated.
 We see an increase in emissions related to use of sold products from 2024 to 2025 of 1.8% based on increased sales.

Scope 1 & 2 - Emissions

We reduced our electrical consumption globally in 2025 by 4.25% - from 972.365 MWh in 2024 to 931.032 MWh.

Our global CO₂e emissions derived from the consumption of district heating decreased from 32.64 tCO₂e in 2024 to 31.13 tCO₂e in 2025, due to a increased amount of renewable energy used by Hadsten Heating in 2025.

While this ESG Report covers only Hoyer, it is relevant to outline our ambitions for the entire Hoyer VMS Group, as these ambitions will be our guiding framework in 2026 and our ESG Report 2026 will cover the entire group.

The overall ambition is to define a Climate Transition Plan with a 42% reduction target for our Scope 1 and 2 emissions - in line with the objectives of the Paris Agreement.

2026 FOCUS

- Merger of Hoyer and VMS Group into one company and establishment of a new Scope 1 and 2 baseline for the Hoyer VMS Group.
- Defining a Climate Transition plan for Hoyer VMS Group with a 42% reduction of Scope 1 and 2 emissions by 2030 - based on a new baseline year (2026).





ENVIRONMENTAL



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 have calculated our Scope 3 emissions from value chain activities for the year 2025.

 The environmental impact from our supply chain activities (Scope 3) constitutes the most significant part of our footprint.

SUPPLIERS

As the available data from our suppliers are not yet fully mature, we calculate emissions using a spend-based approach.

TRANSPORTATION FROM FACTORIES TO HOYER AND FROM HOYER TO OUR CUSTOMERS

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

ENERGY-EFFICIENT PRODUCTS

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

For 2025 our sales of motors with an efficiency class of IE4 or higher to the Industry, HVAC and Energy segments covered 14.9% of our total



turnover. In 2024, the corresponding figure was 14.6% so during 2025 we have not seen any major change.

WASTE

At Hoyer, we monitor our internal waste volumes. In 2025, our global waste from own operations decreased by approximately 3% compared to 2024.

Of our total waste volume, approximately 80% of our waste was recycled, while approximately 20% was incinerated. Our hazardous waste volume is extremely low, at approximately 0.1%.

WATER CONSUMPTION

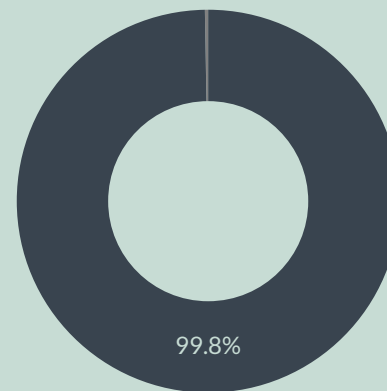
Our water consumption at Hoyer is related to our facility operations (kitchens, baths, toilets

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.

In 2025 we had a significant increase in water consumption in Hadsten (approximately 35%). This was mainly due to a defective toilet and boiler (16%) and an increase in the number of employees (approximately 10%).


In Ningbo, we reduced water consumption by approximately 10% in 2025.

Share of Emissions by Source (tCO₂e)



- Cat. 1. Purchased goods and services
- Cat. 2. Capital goods
- Cat. 3. Fuel- and energy-related activities, outside of scope 1 & 2
- Cat. 4. Upstream transportation and distribution
- Cat. 5. Waste generated in operations
- Cat. 6. Business travel
- Cat. 7. Employee commuting
- Cat. 9. Downstream transportation and distribution
- Cat. 11. Use of sold products
- Cat. 12. End-of-life treatment of sold products
- Cat. 13. Downstream leased assets

The main contributor to our Scope 3 emissions is Cat. 11 – Use of sold products. During 2025 we have had focus on improving data on cat. 11 Use of sold products – which means that the baseline for 2024 has also been re-calculated. We see an increase in emissions related to use of sold products from 2024 to 2025 of 1.8% based on increased sales.



It is no longer enough to talk about sustainability in general terms.
Customers want numbers – and they want to understand how those numbers are calculated.

Strengthening **environmental transparency** in the marine industry

Carbon footprint data is becoming a new requirement in the marine industry, and shipyards have begun asking for detailed carbon footprint documents. At Hoyer, we responded quickly with calculations based on a cradle-to-gate methodology.

Shipbuilding giants are now pushing for greater transparency across their supply chains. For many suppliers, including Hoyer, this has marked a turning point. Environmental calculations have been part of ESG reporting for some time, but the marine segment has not previously demanded environmental data in a structured and comparable format.

“There has been a lot of focus on ESG in general, but we were surprised how quickly carbon footprint

requirements entered the marine segment,” explains Ketil Vesterlund CCO at Hoyer, and continues:

What we are seeing is a clear market movement. The movement became clear for us when a customer and long-term partner, asked for detailed documentation of the carbon footprint of selected products. The marine industry needs transparency and reliable Scope 1-3 data to support both their reporting and how they position themselves in the market.”

CRADLE-TO-GATE

To respond to these requests, Hoyer developed calculations based on ISO 14067 – Greenhouse gases – Carbon footprint of products, which sets out principles, requirements, and guidelines for quantification.

It is important to note that ISO 14067 provides a framework rather than a single fixed formula. As a result, comparable products in the market may show different footprint values depending on

assumptions, system boundaries, and data sources.

“Our calculations represent a ‘Hoyer model’, where we apply a cradle-to-gate approach. Thus, the calculations cover greenhouse gas emissions from raw material extraction until the product leaves Hoyer. We ensure transparency with regard to assumptions, boundaries and methodology, so that our partners understand what the numbers are based on,” says Ketil Vesterlund.



FURTHER DEVELOPMENT

Today, Hoyer can deliver carbon footprint calculations on a case-by-case basis. Going forward, experience from these marine projects will be used to further develop tools, internal competencies and reporting standards — enabling more scalable, consistent, and customer-ready carbon footprint reporting.

“It is no longer enough to talk about sustainability in general terms.

Customers want numbers — and they want to understand how those numbers are calculated,” says Ketil Vesterlund.



Results 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

RESULT

- Partly achieved: By end of 2025 the share of electrical company cars are 75% globally – for Denmark the share is 86%
- Not achieved: The transition from natural gas to district heating – project has been postponed and will be part of future Hoyer VMS Climate Transition Plan

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

RESULT

- Not achieved: This will be part of future Hoyer VMS Climate Transition Plan
- Achieved: We are continuously monitoring 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

RESULT

- Partly achieved: Some data have been refined – still calculated based on spend.
- Achieved: We have obtained more specific knowledge on the use of motors within specific segments, being able to calculate based on more accurate data

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 Solution) as an option for the maritime segment to reduce the energy consumption in the engine room and cargo hold

RESULT

- Not achieved: Share of motors of Efficiency class IE3 or higher is at same level as for 2024.
- Achieved: Hoyer ESS has been introduced and is available on the market

Ambitions 2026

AMBITIONS

Combined Climate accounting

for all entities in Hoyer VMS Group covering 2026

COMMITMENT

By the merger of Hoyer and VMS - the group wish to establish a full climate accounting for the whole group. Enabling us to set relevant reduction targets for our Scope 1 & 2 emissions by 2030

PLANNED ACTIONS

Standardise data for climate accounting on Scope 1, Scope 2 and Scope 3 for the Hoyer VMS Group

AMBITIONS

Support Customers in their Climate Transition

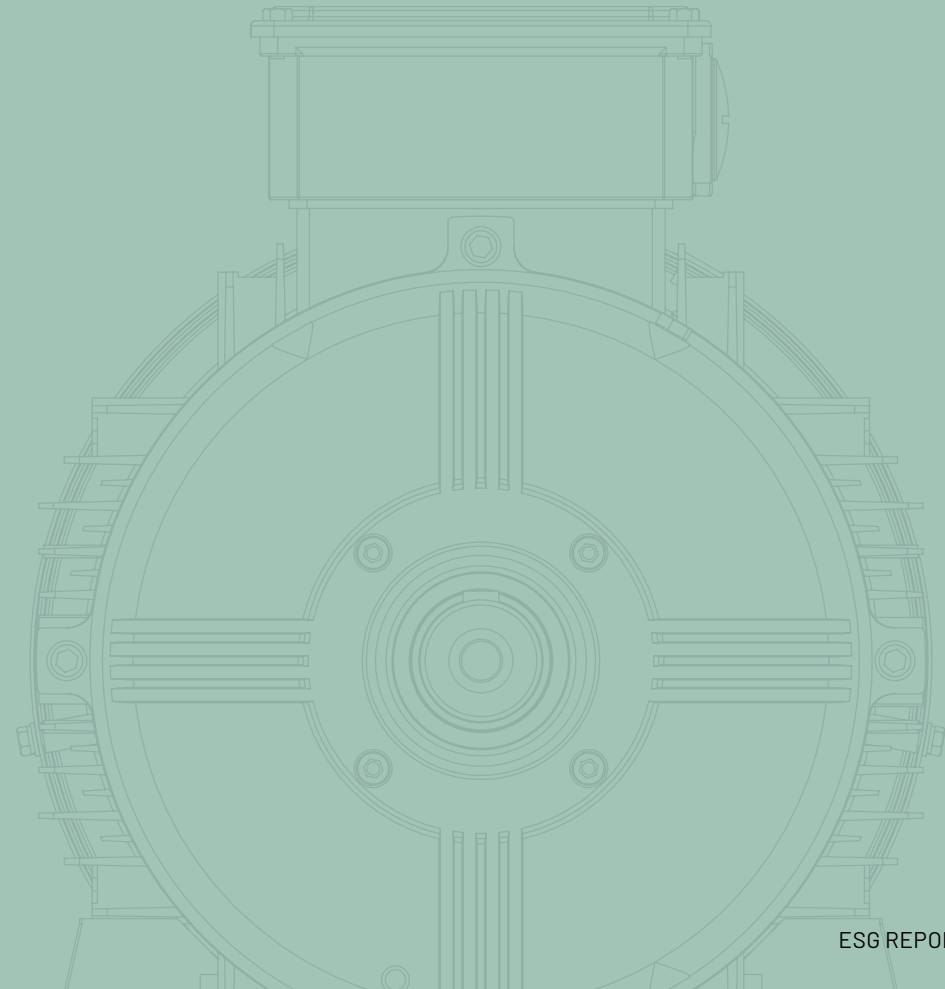
COMMITMENT

Hoyer VMS wish to support our customers in their Climate Transition Plans

We aim to extend the lifetime of existing equipment, reduce downtime, and support more efficient use of resources

PLANNED ACTIONS

- Develop tool to standardise data on Climate Footprint to customers on delivered motors and projects
- Through the merger of Hoyer and VMS - expand the retrofit, refurbishing, and remanufacturing services globally



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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

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

We focus on the development and well-being of our employees - both internally and in our supply chain. And we believe that culture plays a major role.

Our more than 250 employees represent 23 nationalities. Just as importantly, they represent a wide range of experiences, perspectives, and personalities.

What matters to us is creating a workplace where everyone is treated with respect and has the opportunity to contribute.

We aim to maintain a culture where there is room for everyone and where people feel valued for the work they do. This approach

is reflected in how we work with employee wellbeing, safety, equality, and absence. Of course, we follow regulations and keep track of key metrics, but our ambition is that these topics are not only measured — they are part of our everyday culture.

A healthy and inclusive workplace is something we build together.

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 conditions.

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

At Hoyer, we take responsibility not only for our own employees, but also for contributing to improved working conditions within our supply chain. Since 2024, we have required our main suppliers to report to us annually and provide safety data from their operations.

In 2025, our main suppliers (three factories) reported 8 accidents and 150 days of absence due to work-related incidents.

TOTAL REPORTED WORK HOURS

■ 5,112,631

Total Safety data for Main Suppliers

	2025
Fatalities	0
Accidents	8
Near Miss reports	8
Total work hours	5,112,631
AFR*	2.15
ASR**	0.03

* 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

	2025
Work injury related absence days	150
Work injury related absence hours	1,234
Work hours	5,112,631
Work injury related absence %	0.04%

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

Data received from suppliers.



SOCIAL

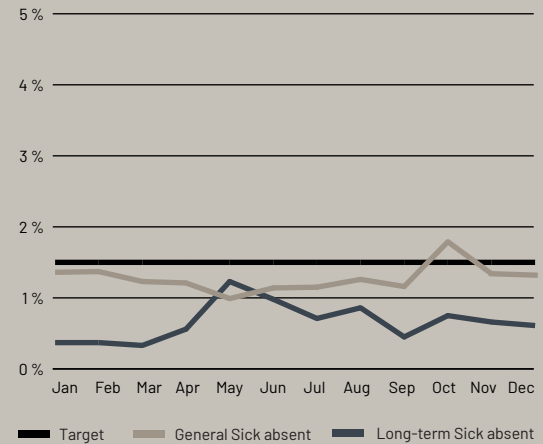
Sickness absence Hoyer

In 2025, we monitored sickness absence across two categories: General sickness and Long-term sickness. The target for each category is a maximum absence rate of 1.5% absence.

In 2025, the global General sickness absence rate was 1.27%, while the global Long-term sickness absence rate was 0.66%.

The sickness absence rates were higher in Europe than in Asia. While the General sickness absence rate was 1.61% in Europe, it was 0.98% in Asia.

Sickness absence global 2025



Source: Hoyer HR System, Bitabiz

Safety: Work accidents Hoyer

Having a safe workplace is a top priority at Hoyer. We therefore require 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.

All incidents are reviewed by the HSE groups in Denmark and China to ensure that lessons learned are implemented and workplace safety is continuously improved.

In 2025, we have had three accidents in China, and three accidents in Denmark. In total, these accidents resulted in 39 days of absence.

In 2025, we received four near miss reports in China and four near miss reports in Denmark.

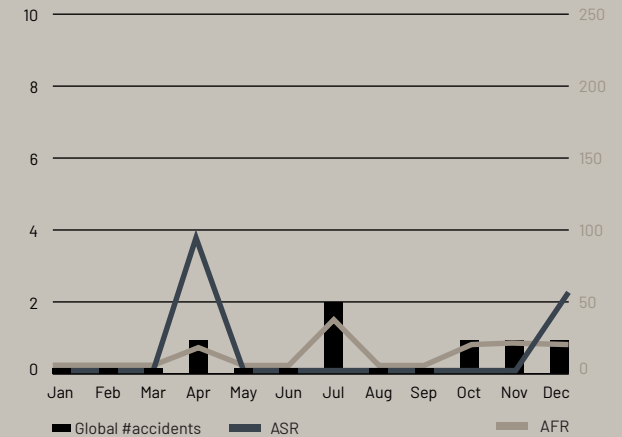
In Denmark, five safety walks were conducted in the warehouse/workshop and one in the office.

In China, thirteen safety walks were conducted in the warehouse/workshop and zero in the office.

2026 FOCUS

- Through the merger of Hoyer and VMS Group, we see an opportunity to learn from each other and strengthen the way of reporting.
- A further priority will be to build a unified global safety culture across Hoyer VMS Group.

Accident global 2025 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



SOCIAL

Employee satisfaction

During 2025, employee satisfaction remained well above the industry benchmark, reaching a record-high level by year-end

At Hoyer, we work continuously to strengthen employee satisfaction. Our focus is to ensure a well-functioning organisation based on constructive dialogue, clear goals, and strong teamwork across the entire company.

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

we monitor the satisfaction and engagement while maintaining an open dialogue at both organisation, department, and team levels. This enables us to address both small day-to-day issues and broader organisational challenges, such as those regarding collaboration and communication within or between departments.

During 2025, we conducted two surveys, each with a slightly different focus. We ask general questions, following up on overall satisfaction and well-being, peer relations, workload and much more, while we also use Hoyer-specific open

questions, allowing employees to provide more qualitative feedback - and for addressing important topics related to the daily work experience.

At the beginning of 2025, the overall employee satisfaction score was 33, already well above the industry benchmark of 20. The improvement in the eNPS score continued in 2025, reaching a score of 40 in December - 18 points above the current industry benchmark. This places Hoyer within the top 25% of companies in our industry in terms of employee satisfaction.



We attribute the high level of employee satisfaction to several defining characteristics of Hoyer.

INTERNATIONAL ENVIRONMENT, GROWTH AND DEVELOPMENT POSSIBILITIES

Our global organisation continued to grow throughout 2025, welcoming many new colleagues and continuing our work on our ambitious strategy. This includes the acquisition of NowiTek near the turn of the year 2024/2025 and the merger with VMS Group in November 2025, more than doubling the size of our company and establishing Hoyer VMS Group.

By the end of 2025, Hoyer VMS Group was represented with three offices in Denmark – Hadsten,

“ We hire both young and senior employees, creating an environment where knowledge sharing and development of our talents is a priority.”

Frederikshavn and Hjørring – and with employees in 10 other countries: China, Korea, Japan, Brazil, Namibia, USA, Germany, Poland, the Netherlands and Saudi Arabia, making us a truly global organisation with operations across nearly all continents.

With a wide variety of nationalities, cultural backgrounds, ages, and competences, our dynamic work environment - with colleagues operating across multiple time zones - is ambitious, team-oriented

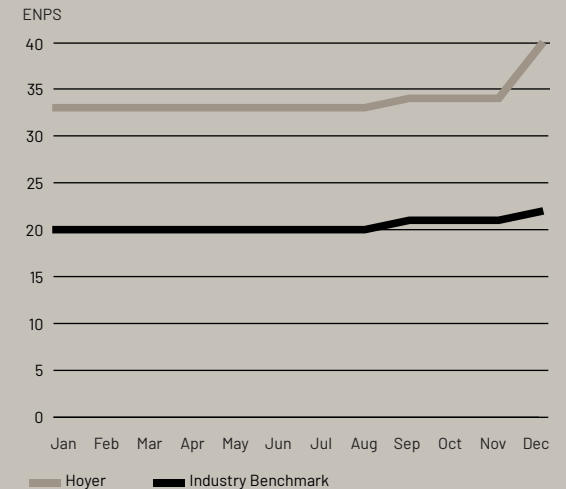
and focused on outsmarting the ordinary together. We hire both young and senior employees, creating an environment where knowledge sharing and development of our talents is a priority – also with exchanges of employees between our offices in different countries when possible and relevant.

We will continue to support effective communication, collaboration, and development for all our employees in 2026 –during the ongoing merger and consolidation of Hoyer and VMS Group into Hoyer VMS Group.

ENPS AT BENCHMARK

In 2026, we aim to remain at or above the industry benchmark, which stood at 22 at the beginning of the year.

Employee Satisfaction 2025



Source: Workday Peakon Employee Voice - manufacturing industry benchmark and survey results from September and December 2025. ENPS scale spans from -100 to 100.



Diversity


We aim to foster a balanced and diverse organisation across backgrounds, skills, nationalities, ages, and genders.

At Hoyer, we consider diversity one of our greatest strengths. We are committed to nurturing and expanding an international and inclusive work culture, where differences in background, experience, skills, age, and gender are seen as valuable contributors to our success.

English serves as our corporate language, enabling us to welcome employees from a wide range of nationalities into our organisation - and by the end of 2025, employees from 23 different nationalities were part of Hoyer.

When recruiting new colleagues, we focus above all on their professional qualifications, personal attributes, dedication to high performance, and their alignment with our company culture. Our recruitment efforts reach across borders and tap into our global network. As a result, in 2025, nearly 30% of our new European employees came from another country than the one where their Hoyer workplace is situated.

Over the past year, 25 employees were recruited in Europe, with 28% being students or recent graduates.

 **We maintain a strong focus on diversity in the broadest sense.**

In Asia, we recruited 56 employees in 2025, of whom 52% were students or recent graduates.

We have sustained our focus on attracting a balanced mix of recent graduates for junior and trainee roles, alongside senior employees who can contribute immediately to the business and support the development of less experienced colleagues. We offer internships

and trainee programmes in both Denmark and China, as we value close collaboration with educational institutions and recognise the value of engaging students with up-to-date academic insights.

We maintain a strong focus on diversity in the broadest sense, striving to recruit employees of varying ages, backgrounds, and nationalities. This diversity strengthens our organisation and fosters a culture where international perspectives and unbiased thinking are encouraged at all levels.

Crossing borders – expanding experience

What happens when talent crosses borders?

In 2025, several Hoyer employees showed us. Meet four of them.

In 2025, several Hoyer employees stepped away from their usual desks to work from other Hoyer locations for shorter or longer periods.

They travelled across borders and continents to exchange knowledge and culture and to get to know their colleagues across the globe.

“These exchanges support both personal and professional

development while strengthening collaboration across regions. By bringing local knowledge into a global context, we foster a culture where learning, mutual respect and shared responsibility are embedded in the way we operate as one company,” says Inge-Louise Lolck, VP People, Culture & HR.

Meet four employees who did cross-border exchanges during 2025.



**Sherry Diem
Trang Nguyen**

Internal sales exchange
in Rotterdam, Holland for 3 months

“ I worked from our Rotterdam office for three months in 2025, supporting the Benelux team during a busy period. It was a valuable experience where I gained deeper knowledge of the marine segment, worked closely with various Key Account Managers and learned about new specifications and customer requirements. Visiting customers and seeing their production and products was especially rewarding.

Working alongside colleagues in the Benelux region strengthened our collaboration and gave me a better understanding of how we approach Dutch customers. It was an intensive period with new and challenging tasks, but both professionally and personally, it was a great experience that has contributed significantly to my work after returning home.





Gabriele Vaneysa

Marketing exchange in Denmark from 2024 to 2026

“ I came to Denmark from our Chinese office in 2024.

Being part of the Marketing and Communication team in Denmark while supporting marketing activities in Asia has strengthened our ability to communicate consistently across markets. At the same time, it has given me the opportunity to learn from colleagues with different perspectives and different ways of working.



Momo Huang

Operational purchasing exchange in Denmark for 2.5 months

“ I was happy to work in Denmark for two and a half months in 2025. Meeting my colleagues face to face was very different from working exclusively online. We talked about work, but also about life, culture and different ways of communicating.

I saw many differences between Denmark and China, both at work and in daily life. During my stay, I learned more about my role, the Danish working style and how we cooperate across continents. This experience helps me work better and adapt more quickly between our teams.



Victoria Zedlitz Refsgaard

Supply Chain exchange in China for two weeks

“ During the 2025-2026 New Year period I spent two weeks at our Chinese office in Ningbo.

I was there to help making sure that we reached our year-end inventory target which gave me the chance to ensure that our processes, data and procedures were fully aligned. I also had the opportunity to visit one of our suppliers to learn more about the production process.

It was great to work alongside colleagues in person, understand how they approach their work and get to know them better. Meeting people face to face made collaboration easier, as more information was exchanged in person than through emails and online meetings. Meeting colleagues in person has also strengthened relationships and will make working together across continents easier in the future.

Results 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

RESULTS

- Achieved: ENPS Score is well above industry benchmark during entire 2025
- Partly achieved: Focus has been on communication, involving HSE and HR. Final actions / policies are not yet implemented
- Achieved: Globally sick absence is within target, for both general- and long-term sick absence

GOAL

Improve safety

and work environment at supply chain

PLANNED ACTIONS

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

RESULTS

- Achieved: Data from our three biggest motor suppliers are monitored.

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

RESULTS

- Partly achieved: Continuous awareness on safety including performing work risk assessment involving employees interviews
- Not achieved: Change in reporting on hold. Will be aligned with the way VMS has been reporting - and possibly use same system for the whole organisation
- Partly achieved: Some managers have participated in safety walks

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

RESULTS

- Achieved: Two safety walks have been performed by Hoyer employees, at each of our three main motor suppliers, involving the suppliers' EHS teams
- Achieved: Hoyer Quality Inspectors have been participating in the safety walks at the suppliers

Ambitions 2026

AMBITIONS

Improve employee wellbeing

COMMITMENT

- Ensure that Hoyer VMS is a workplace where employees thrive, feel supported, and experience high levels of engagement
- Ensure a healthy workplace – and keep sick absence on a low level
- Create a Culture as One Hoyer VMS

PLANNED ACTIONS

Employee satisfaction surveys – ENPS score at benchmark within the industry

Maximum general sick absence:

- OEM business = 1.5%
- Project business: = 2.5%
- Maximum Long term sick absence = 1.5%

Initiatives for acceptance of cultural difference – including different company cultures Hoyer / VMS, e.g. as part of onboarding and social activities

AMBITIONS

Employee development

COMMITMENT

Offer employees new development opportunities as part of the merger of Hoyer and VMS

PLANNED ACTIONS

- Define internal career development programme, thereby strengthening employee and talent development across Hoyer VMS globally
- Prepare talents for future leadership/specialist responsibilities and long-term continuity

AMBITIONS

Maintain a safe work environment at Hoyer VMS

COMMITMENT

Maintain a safe work environment at Hoyer VMS locations and external locations where service work is performed

PLANNED ACTIONS

- Managers to participate in safety walks – should support in focus on Safety Awareness
- Perform safety walks at customer locations in connection with work at these

AMBITIONS

Improve safety and work environment at supply chain

COMMITMENT

Support our supply chain in maintaining and improving safety and work environment

PLANNED ACTIONS

- Continually monitor data from two biggest motor suppliers regarding health & safety
- Perform minimum two safety walks including reporting at each main electrical motor supplier per year

Together
we outsmart
the ordinary

HOYER

Governance

We strive for trust, openness, and transparency. In 2025, we strengthened our ESG focus through an updated strategy, integrating it into our governance framework alongside key areas like cybersecurity, safety, diversity, and sanctions compliance. For us, ESG is not separate from our strategy, it is part of who we are.

GOVERNANCE

We are committed to **trust, openness, and transparency**

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



With facilities in both Europe and Asia - and, as Hoyer VMS Group, now also in North and South America, Africa and the Middle East - it is essential to maintain clear governance structures and procedures.

Naturally, we comply with legislation and regulations in all the countries where we operate, including 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 VMS Group, forming the foundation of our governance approach.** ”

Trustworthiness, openness, and transparency are vital, forming the foundation of our governance approach. In 2025, we strengthened the compliance framework by implementing a structured, risk-based sanctions screening model

across countries, customers, and products. In 2026, we will complete and implement these processes, ensuring they are fully embedded in our daily operations.

ESG is an integral part of our governance structure, alongside our work and targets relating to gender composition, cyber security, safety awareness, and our whistleblower scheme. At Hoyer, ESG, strategy and company DNA are not separate elements but closely interconnected.

ESG and strategy

Our ESG focus is a cornerstone of our long-term business success. It forms a crucial part of our value proposition to support sustainability initiatives that create real operational improvements and competitive advantage for our customers.

Our core products are electric motors available in high energy-efficiency classes. When replacing less efficient motor technologies, these motors can help reduce energy consumption and associated CO₂ emissions. We continue to use ESG as a framework to refine and improve

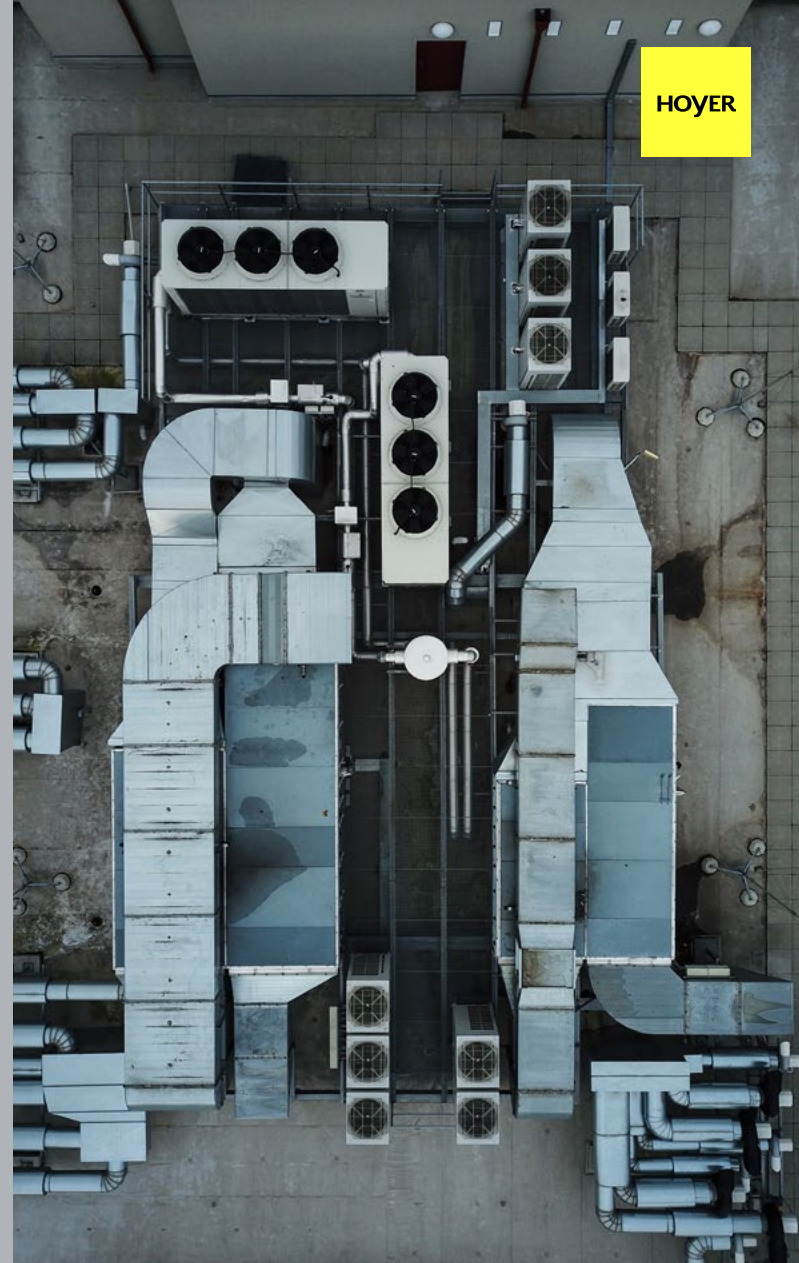
 We support customers with products and expertise on the sustainability initiatives that matter the most.

our own processes, with particular focus on how these internal efforts create tangible value for our customers.

We understand the operational environments and applications in which our solutions are deployed, and we support customers with products and expertise on the sustainability initiatives that matter the most – reducing energy consumption and costs, improving operational efficiency and reliability,

and translating environmental responsibility into business value.

Our work to strengthen our supply chain, ensuring safety measures and monitoring working conditions will continue and expand in the years to come. These efforts will, in turn, strengthen the way we support our customers' own ESG ambitions.





Our operational focus on ESG

In recent 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, including cybersecurity and future market adaptations. The latter aligns well with our environmental focus across our entire supply chain, where we focus on a product portfolio with

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

Another critical sustainability matter is the working conditions in our value chain, as the safety and well-being 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 recognise that we may be present in regions where human rights are at risk and where corruption and bribery might occur.

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

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

In 2025, we received no reports or observations of violations of our policies or Code of Conduct relating to our employees or our suppliers.

Gender composition

In Hoyer, our aim is to build a diverse management team, where each member's qualifications support the new organisation's strategic development in the best possible way. As of 31 December 2025, our first-level middle management was composed of 73% men and 27% women. This represents a slight increase in the proportion of women compared to the end of 2024 where first level middle management consisted of 76% men and 24% women.

As of 31 December 2025, Hoyer had a workforce consisting of 36% women and 64% men. Top and middle management comprised

30 managers, of whom 23% were women and 77% men. This is an improvement compared to 2024, but is also indicates that women remain underrepresented in top and middle management compared to the organisation overall.

When hiring employees, we will continue to focus on attracting and employing more women even though we operate in a traditionally male-dominated industry. We do this by offering internships and student jobs and by focusing on inviting at least one or two relevant female candidates for job interviews whenever possible. It is our policy


not to discriminate and to appoint or recruit individuals based solely on their qualifications and alignment with the role requirements.

EQUAL OPPORTUNITIES

Hoyer continues to work towards 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 investments in development and education.

The Board of Directors is the highest governing body of Hoyer Interna-

tional A/S and Svend Hoyer A/S. Currently, the Hoyer International board consists of four members, while the Svend Hoyer A/S's board consists of three members.

 **We will continue to focus on attracting and employing more women.**

By the end of 2025, all board members were men. This means that it has not been possible to achieve our target of a 60/40 gender balance on the board during 2025. We continue to aim for a 60/40 gender balance on the board.



GOVERNANCE



From NIS2 compliance to continuous cyber defence

Hoyer has entered a full Security Operations Center (SOC) agreement with an external provider and is on a continuous journey to strengthen our digital resilience.

In 2024, Hoyer achieved NIS2 compliance after being classified as part of the indirect scope of the directive. Reaching this compliance marked an important milestone, and cybersecurity is no longer project-based but an integral part of daily operations.

“Achieving NIS2 compliance was an important step, but compliance alone is not enough. The threat level keeps increasing, and attackers are becoming faster and more precise. That requires us to continuously strengthen our defensive capabilities,” says Lasse Due, VP Information Technology at Hoyer.


DAILY OPERATIONS

As part of this continued effort, Hoyer has reinforced its cybersecurity setup by entering into a full Security Operations Center (SOC) agreement with an external provider.

“Achieving NIS2 compliance was an important step, but compliance alone is not enough.”

A SOC solution functions as an outsourced, 24/7 monitored security operation, where cyber threats are continuously observed, analysed, and acted upon in real time.





Our ambition is not only to remain compliant, but to continuously strengthen our resilience, reduce risk, and respond effectively to an ever-changing threat landscape.

The SOC collects and correlates data from a wide range of sources, including firewalls, Active Directory, Microsoft accounts, servers, and multiple endpoints across the IT landscape.

The solution is not limited to monitoring alone. The SOC has extended authority to block access, disable user accounts, and shut down parts of the IT environment.

“The SOC solution gives us a stronger and faster response capability. We now have a dedicated security team watching our systems

and being ready to act immediately if something looks suspicious,” explains Lasse Due.

A CONTINUOUS JOURNEY

By combining compliance, internal governance, and external monitoring, Hoyer continues to strengthen its digital resilience, ensuring a secure and reliable IT environment that supports the company’s operations both today and in the future.

“Cybersecurity is not static. As threats evolve, so must our defences. Our ambition is not only to remain compliant, but to continuously

strengthen our resilience, reduce risk, and respond effectively to an ever-changing threat landscape,” says Lasse Due.

Safety awareness


Our HSE teams in Denmark and China are central to our safety efforts, as is our focus on safety at our main suppliers.

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

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

All new employees receive an introduction to HSE procedures upon joining – presented by a member of the HSE team. The HSE teams

conduct regular safety walks in both offices, warehouse and workshop to identify unsafe conditions before they lead to accidents.

 **A safe working environment is of high importance to Hoyer.**

In 2025, we unfortunately experienced an increase in absence days due to accidents. This indicates that the accidents were more severe than in previous years.

With the merger of Hoyer and VMS, we see an opportunity to learn from

each other, and to create a stronger HSE organisation and increase safety awareness across the entire Hoyer VMS Group.

SAFETY AT MAIN SUPPLIERS

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

As part of this, our HSE team in China conducts safety walks at our main suppliers – in cooperation with the suppliers' HSE teams. The aim is to support suppliers in meeting the same safety standards that we apply at Hoyer.

In 2025, we conducted two safety walks at each supplier – at different times of the year, to ensure that different weather conditions were covered (warm summer / colder winter).

A number of safety observations were noted, and we work closely together with the suppliers to improve safety based on the observations.

We will continue to monitor safety culture at our main suppliers and work towards continuous improvement.

Whistleblower scheme

Our whistleblower scheme ensures a trustworthy business and timely handling of reported concerns.

For Hoyer, it is important that we are informed of and address any violations of our policies or legal requirements.

“ The scheme enables anonymous reporting and helps avoid potential conflicts of interest. ”

Our whistleblower scheme allows for anonymous reporting to an external party – PwC, one of the world’s largest audit and consulting firms. The scheme is available to employees, business partners and other stakeholders, and reports can be submitted either via a link on our intranet or through our public

websites. As part of our onboarding process, our employees are introduced to the scheme.

As all reporting is managed by an independent third party, the scheme enables anonymous reporting and helps avoid potential conflicts of interest.

The whistleblower scheme operates effectively, ensuring that we conduct business in a professional and trustworthy manner – in compliance with policies, legal requirements, and standards relevant to our business partners, employees and the communities in which we operate.

In 2026, following the merger with VMS Group, we will assess the establishment of a single whistleblower solution for the Hoyer VMS Group to ensure effective and consistent handling of reported violations.



Results 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

RESULTS

Not achieved.

- No female member of the board

GOAL

Cyber security

PLANNED ACTIONS

Stronger management involvement in areas such as

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

RESULTS

Achieved.

- Top Management fully involved in Cyber NIS2 compliance
- Cyber Awareness: High cyber culture and above average to comparable companies
- Third Party Management: Cyber Addendum to secure cyber compliance from our partners has been sent to SCM for approval
- Cyber preparedness/incident response: Cyber Response Plan implemented and tested

Ambitions 2026

AMBITIONS

Prepare for Global Hoyer VMS Group ESG reporting

for the fy 2026

COMMITMENT

Hoyer VMS Group is committed to report as one global company for the financial year 2026

Prepare for future growth
- to be able to report according to CSRD/ESRS requirements

PLANNED ACTIONS

- Prepare combined global data collection processes and data platform
- Review of Double Materiality Assessments for both Hoyer and VMS to make a combined DMA for Hoyer VMS Group

AMBITIONS

Operational Resilience

COMMITMENT

Operate as “one global company” with strong resilience and shared practices.

PLANNED ACTIONS

Create a combined Hoyer VMS set of ethical values and culture

AMBITIONS

Anti-corruption Compliance

COMMITMENT

Maintain zero confirmed corruption or bribery cases.

PLANNED ACTIONS

- Hoyer VMS new Code of Conduct
- Establish one shared whistleblower solution by end of 2026
- Establish training (onboarding and periodical), including encourage reporting of concerns and protection of whistleblowers
- Screening: Customer / 3rd party / Employees (Global)

AMBITIONS

Responsible Supplier Management

COMMITMENT

Collaborate more closely with suppliers to build a reliable and responsible supply chain that supports Hoyer VMS values and sustainability goals

PLANNED ACTIONS

Develop key suppliers on key ESG topics for Hoyer VMS (e.g. data improvement, define targets for key suppliers and monitor)

The Hoyer logo consists of a bright yellow square in the top right corner. Inside the square, the word "HOYER" is written in a bold, black, sans-serif font.

HOYER

The background of the slide is a dark blue-grey color. On the left side, there is a faint, light-colored line drawing of a large industrial motor or pump. The drawing shows a cylindrical top section, a large circular flange in the middle, and a central shaft or hub. The lines are thin and light, creating a subtle watermark effect.

Together we outsmart the ordinary

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