

HOYER GmbH Internationale Fachspedition

Head Office Wendenstraße 414–424 Germany

Postfach 26 15 52 20505 Hamburg Germany

Phone +49(0)40-21044-0 Fax +49(0)40-21044-246 Internet www.hoyer-group.com E-mail hoyer@hoyer-group.com

Company Report 2008

A Family Business

For more than 60 years, our success has been the success of our customers

Since 1946, the name HOYER has stood for reliability, excellence and safety in logistics services, as well as for responsibility towards customers, the environment and the company's more than 5,400 employees. Our operative capability rests on the expertise and dedication of our employees and on our social skills in management and execution. We know that adherence to values such as quality, integrity and fairness is closely linked to an ability to successfully achieve common visions and goals.

At HOYER, our employees encounter the kind of team spirit and corporate culture that is typical of a traditional family business. Through their family constitution, the members of the family are strongly committed to the values, aims and code of conduct of a family-owned enterprise:

"... we want to remain a well managed and highly profitable independent family business run on sound commercial principles and accepting full responsibility for its employees."



From left to right: Elisabeth Wetzer née Hoyer, Thomas Hoyer, Martina Hoyer-Hertel, Annette Hoyer-Glasmacher

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– HOYER Internal –

Key Figures

Key Figures of the HOYER Group

		2008	2007	2006	2005	2004
Turnover and income						
Turnover	(TEUR)	986,981	935,327	837,424	810,740	729,704
Earnings before income tax	(TEUR)	29,681	13,029	10,007	23,200	8,693
Investments and financing						
Investments	(TEUR)	45,952	68,590	89,668	29,536	25,107
Cash flow	(TEUR)	54,050	43,456	35,373	48,436	25,518
Capital						
Equity	(TEUR)	132,031	116,479	114,522	110,137	93,443
Equity ratio	(%)	31	28	28	29	34
Total equity and liabilities	(TEUR)	432,465	422,978	409,491	384,729	277,528
Return						
Return on turnover (before ta	ax) (%)	3.0	1.4	1.2	2.9	1.2
Return on capital employed (F	ROCE) (%)	12.7	8.1	6.4	11.0	7.5
Net income	(TEUR)	20,975	11,074	6,154	20,021	5,327
EBIT	(TEUR)	41,343	24,776	18,616	29,766	14,092
EBITDA	(TEUR)	74,418	57,158	47,835	58,180	34,283

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– HOYER Internal – Foreword

Foreword



"It is in our interest to build the company for the next generations."

Thomas Hoyer

Ladies and Gentlemen, Friends of our Company,

In 2008, the HOYER Group succeeded in continuing the positive development of the previous years and is again able to report another very respectable business performance. Given the recent dramatic downturn in the world economy, which has since had a noticeable affect on our company, this was by no means a foregone conclusion. Skepticism regarding the future development of business is spreading in parts of our key industries - especially in our principle market, the chemical industry. In the petrochemical, polymer and fine and specialty chemicals sectors in particular, stagnation or even a further decrease in sales is anticipated.

If these forecasts are correct, the HOYER Group must acknowledge the possibility of a decline in its own turnover. Industry as a whole does not believe that the German government's economic stimulus packages will have much success in cushioning the effects of the downturn. Even the Federal Ministry of Transport now expects freight volumes to decrease - for the first time since 1990. We must therefore be prepared to brace ourselves for a crisis!

Well prepared to deal with difficult times

When I look at our current situation, I see a company which is in a strong position thanks to the economic boom of the past few years. In 2008, the Group increased its turnover by 5.5% to reach an all-time high of EUR 987 million. Despite the reduced turnover in the latter part of the year caused by the recession, we still exceeded the previous year's already high profitability with an EBIT margin of 4.2%. We used this improved result to strengthen our capital base, and the high cash flow once again enhanced our healthy balance sheet structures.

The strategic decisions that we have made in the past years have turned out to be the right ones. The fact that our business comprises six business units, providing different combinations of transport and broad-based logistics services to different business sectors as well as to different regional and international markets, considerably reduces our exposure to risk. This structure lends itself to synergies that benefit

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– HOYER Internal -

Foreword

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- HOYER Internal -Foreword

both the HOYER Group and our customers. For example, we have streamlined and standardised our organisational structure. We have disposed of our shareholding in the railway company rail4chem, which was not compatible with the rest of our portfolio.

Market consolidation expected in the logistics sector

2009 will be a landmark year for our sector in a number of respects. Competition will intensify considerably. EU regulations are driving up costs - drivers now require additional qualifications, for example - and tolls for commercial vehicles also continue to rise. On top of this, there will be increased competition in road transport as a result of the EU-wide licensing of transport companies. A wave of insolvencies, mostly effecting smaller companies with a weak equity base, is expected.

However, for companies who like HOYER are firmly rooted in the market and have anticipated the forthcoming lean period these upheavals also offer plenty of opportunities. We believe there will opportunities to make strategic acquisitions during the coming year, which we will exploit when the businesses concerned complement our existing business unit structure.

One such opportunity arose in January 2009, when HOYER acquired the Irish tank container company SCL Transport Ltd., a move that strengthened the CHEMILOG business unit's capacity utilisation between Ireland and England. It is quite possible that FOODLOG will also benefit from acquisitions that will open up new market prospects.

Even though the HOYER Group will have to accept and come to terms with some reduction in transport volumes in the short term - depending on the region and sector - I firmly believe that the company will ultimately emerge from the crisis stronger than before. Supporting this view are our freedom from stock market influence, our diversification, and our wide range of products, which includes more complex, full-service offerings in addition to our freight services. When companies need to reduce costs and focus more closely on their core business, our Supply Chain Solutions division can manage parts of the customer's production chain at attractive terms. Its highly qualified staff and its competitive cost structures are what make the CHEMILOG service offering so outstanding. In recognition of this, HOYER intends to steadily transfer its skills in these fields to other business areas.

"Company before family" - a strategic vision for the future

In view of the increasingly difficult market environment, the HOYER Group needs a reliable and experienced hand at the helm - particularly in the finance sector. In Gerd Peters, who has 22 years of experience in controlling and financial management, the company has found a capable successor to our previous CFO, Dr. Michael Lukarsch.

We are also aware of the need to hand over to the next generation, and we are pleased to note that the third HOYER generation is enthusiastic about the transport and logistics business. This was in fact one of the main items on the agenda at the last family day, which was held in Rotterdam, where there was a clear understanding of how the prosperity of the company forms the basis for the prosperity of everyone - the employees and the family. "Company before family" - this message underlines an important aspect of HOYER's corporate culture.

I look forward to moving forward with you all along our chosen path.

With kind regards from Hamburg,

trom group.

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- HOYER Internal Foreword



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– HOYER Internal – Composition of the Boards

Composition of the Boards

Executive Board



Ortwin Nast, Chief Executive Officer Gerd Peters, Managing Director



Thomas Hoyer, Chairman of the Advisory Board Annette Hoyer-Glasmacher Dr. Jochen Klein

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– HOYER Internal – Composition of the Boards

Advisory Board

From left to right:

- Heinz Fiege
- Dr. Rolf Stomberg

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– HOYER Impressions – Reliable

RELIABLE

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HOYER Impressions -

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Reliable

- HOYER Facts -

Financial Performance and Earnings

Financial Performance and Earnings

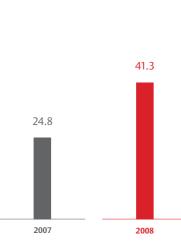
Strong growth in turnover in all business units

In the 2008 financial year, the HOYER Group again increased turnover in all areas of its business. With a year-on-year increase of 5.5%, our growth surpassed The company's primary objective in 2008 was to that of the bulk logistics market as a whole.

We achieved this growth largely with our existing customer base, although we also succeeded in adding numerous new customers during the year. Once again, the Group's intercontinental tank container transport 2.6%). Cost savings generated by structural improve-

business recorded the most impressive turnover growth of all.

improve profitability. With earnings before taxes (EBT) of EUR 29.7 million - the highest annual profit in HOYER's history - this objective was achieved convincingly. Return on sales (EBT margin) rose to 3% (2007: 1.4%) while the EBIT margin improved to 4.2% (2007:



EBIT (in EUR million)

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HOYER Company Report 2008

ments made a particularly important contribution to this strong increase in earnings.

Our CHEMILOG business unit improved its profitability thanks to improvements in process efficiency. The efficiency of the logistics network in particular was greatly enhanced by centralizing the scheduling and invoicing processes. The earnings of the PETROLOG business unit benefited from greater efficiencies in contract management, whilst the realignment measures introduced in the previous year had a positive impact on the earnings of the TECHLOG business unit.

An overview of the business units

The CHEMILOG business unit again increased revenue in 2008, although the chemicals business lost significant momentum towards the end of the reporting year. Additional transport contracts also had a positive effect on earnings, thanks to their good margins. A series of development initiatives also served to increase the profitability of this business unit by greatly improving its operational efficiency.

During the year under review, we integrated the Supply Chain Solutions division (SCS) into the CHEMILOG business unit, which had previously been part of the TECHLOG business unit. The profitability of the SCS division remains unsatisfactory. The low capacity utilisation of its silo plants and the costs of acquiring new business depressed its earnings.

- HOYER Facts -Financial Performance and Earnings

> The FOODLOG business unit also continued to do well in 2008, posting increases in both turnover and return on sales. It succeeded in expanding its business volumes with virtually all of its existing customers as well as gaining new customers. Food transport experienced steady growth, particularly in the United Kingdom and Hungary.

> The GASLOG business unit - the market-leading supplier of transport services to the gas industry - increased turnover in 2008 by 11%, although market conditions caused an appreciable fall in demand towards the end of the year. The healthy state of the gas industry during the first three quarters was responsible for the high transport volumes during this time. We also acquired a large number of new customers in the first three guarters, including some in the United Kingdom and the Benelux countries, although they did not yet make an adequate contribution to the bottom line. As a result, the operating result increased - in absolute terms whilst return on sales remained below the level of the previous year.

> In 2008, the PETROLOG business unit, the European market leader in petroleum distribution, increased its turnover expressed in euros by 5%, despite the weakness of the British pound, which depressed performance. Bitumen transport enjoyed particularly strong growth. It is gratifying to note that we were able to increase sales to regular customers, in some cases sub-

- HOYER Facts -

Financial Performance and Earnings

stantially. In Sweden, for example, we sustainably increased business volumes with a key account after two initial, difficult years. At the same time, we also streamlined our portfolio and reduced or discontinued unprofitable activities. All of these measures played a part in the continued improvement in our return on sales. Nevertheless, the level of return is still not satisfactory.

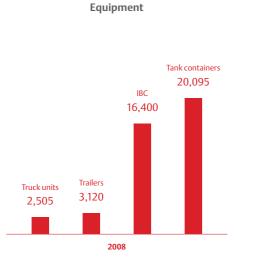
The TECHLOG business unit, which oversees all maintenance, cleaning and depot services as well as the intermediate bulk container (IBC) transport business, maintained its successful performance of previous years. The

Supply Chain Solutions division was transferred from this business unit to the CHEMILOG business unit. Taking due account of this change, turnover of TECHLOG rose sharply during the reporting year, surpassing the average rate of growth for the HOYER Group as a whole. The cost saving measures the unit introduced in the prior period and its increase in business volume were responsible for its remarkable increase in profit contribution. The profitable growth of the IBC business was also most gratifying.

The results from the GLOBAL TRANSPORT business unit, which is responsible for all of the HOYER Group's over-

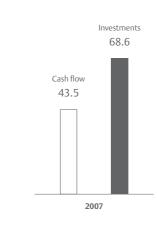


seas activities, were also most satisfactory. Turnover calculated in US dollars rose by over 20%, whilst the unit's profitability remained at the same high level of the previous year. Our newly established flexibag transport business, a market sector that is currently gaining in significance, was successfully expanded in the report year. The economic downturn in the fourth quarter of 2008 did not have an immediate effect on the turnover and earnings of GLOBAL TRANSPORT due to the longer order lead times involved. However, new orders did fall noticeable during this period.



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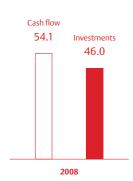
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Equity – investment – financing

Most of the excellent earnings of the HOYER Group in the year under review will be used to increase our equity ratio. The earnings, together with a level of investment that was lower than the previous year, (EUR 46 million, 62% of EBITDA in 2008) generated high cash flow for the Group. Some of this was employed to repay our borrowings, as a result of which our financing structure has much improved. This gives us an even more solid foundation upon which to approach the 2009 financial year, which we expect will be a very difficult one.

Investments and cash flow (in EUR million)



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- HOYER Facts -SHEQ

SHEQ Safety, Health, Environment, Quality

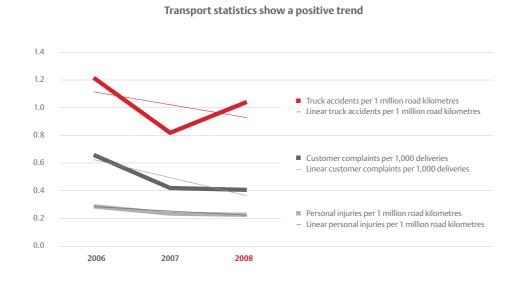
HOYER's corporate strategy puts great emphasis on compliance with the most stringent safety, health, environmental and quality standards. Created with the aim of ensuring the continued improvement of these standards, SHEQ also lays the groundwork for the sustainability of our company.

Observance of and improvements to the SHEQ components are measured with the aid of key performance indicators, or KPIs. Sixteen different KPIs are currently in place at HOYER. The results demonstrate convincingly that HOYER's safety and service culture is now well

established. Most recently, our transport statistics have shown an encouraging decrease in both claims and complaints.

KPIs with room for improvement

The analysis of the three most important KPIs, which are presented in the chart below, shows that the number of personal injuries has again fallen during the report year. The same applies to the number of customer complaints, and the number of accidents involving trucks, including cases with responsibility for thirdparty damages, has also decreased. In 2008, the



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HOYER Company Report 2008

company began recording own and third-party damages separately in order to improve the analysis of accidents involving trucks. The past three years have shown a positive trend, however.

We added a number of parameters to the KPIs in 2008, including delivery delays and fuel consumption. The rapid rise in fuel costs in 2008, together with growing environmental awareness, brought into focus the ecological and commercial necessity of practicing greater energy efficiency. As a result, the importance of environmental protection within SHEQ has continued to increase.

HOYER is considered a pioneer in the implementation of SHEQ measures. The company has invested continually in systems, infrastructure, equipment and, of course, in staff training. This ensures both safe and efficient business operations. Moreover, all HOYER subcontractors are also fully integrated in the SHEQ SYSTEM.

New ECTA codes

SHEQ activities in ECTA (European Chemical Transport Association) and CEFIC (European Chemical Industry Council) are also focused on efficiency issues. As a member of the working group for these associations, HOYER contributed to the revision of the ECTA codes "Guidelines for Standardized Coding of Transport Events" during the year under review. These codes offer all those involved in a transport network who have access to a

- HOYER Facts -SHEQ

> common database the opportunity to optimise their transport activities, to simplify reporting systems and generally improve the reliability and accuracy of information.

Certification and audit successes

All HOYER regional offices and subsidiaries have been certified to DIN EN ISO 9001 since 1992, with external audits based on SQAS guidelines since 1995. The HOYER SEQ system also includes additional standards and guidelines in accordance with ISO 14001, HACCP and GMP (for food and animal food) as well as special standards for specific customers. In 2008, HOYER signed the European Road Safety Charter, whose aim is to improve road safety and, at the beginning of 2009, the company also subscribed to the Responsible Care Initiative.

HOYER Impressions

Committed

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- HOYER Facts -

Human Resources

Human Resources



In bulk logistics, customer focus and the market and product expertise of one's workforce are key success factors. To maintain its competitive position in a multicultural international environment over the long term, HOYER must provide employee training programmes to ensure that its staff are qualified to a high standard and that they enhance and adapt their expertise to meet changing conditions.

Flexibility and a commitment to excellence

The rising global demand for freight services presents a challenge to all the organisational and controlling processes involved in providing these services. As the complexity of its business grows, an international trans-

port and logistics company like HOYER must be able to rely on the expertise, commitment and flexibility of its workforce.

In 2008, HOYER undertook an important programme of strategic centralisation, with particular emphasis on our chemicals business. This programme was designed to improve our ability to accommodate fluctuations in market demand by making our business more adaptable over the medium term. Within the newly created structures, key employee competencies such as flexibility and mobility have become more valuable than ever before. In future, there will also be a greater need for interdisciplinary and team working.

A popular employer

HOYER employed a total of 5,428 people at the end of 2008. Our business units throughout Europe and further afield offer the opportunity to work for the company almost anywhere in the world. To make sure that our staff are qualified to do this, we invest in their ongoing training and professional development.

To help recruit our next generation of young managers, we provide financial support for selected employees studying for a Bachelor of Science degree.

The importance of further education

The ongoing process of training our employees is one that HOYER takes very seriously. This is because we are

Worldwide



HOYER Company Report 2008



convinced that a commitment to employee education is an important investment in the future of the whole company. Encouraging knowledge transfer and a capacity for adapting quickly to rapid changes in technologies and markets is therefore a key human resources task, which we rigorously pursue as part of our integrated human resources policy.

Our new training brochure provides an overview of our entire further training programme. In addition to inhouse training and special external training opportunities, our specialist departments and their employees are also able to develop and realise personalised training programmes in partnership with our human resources specialists.



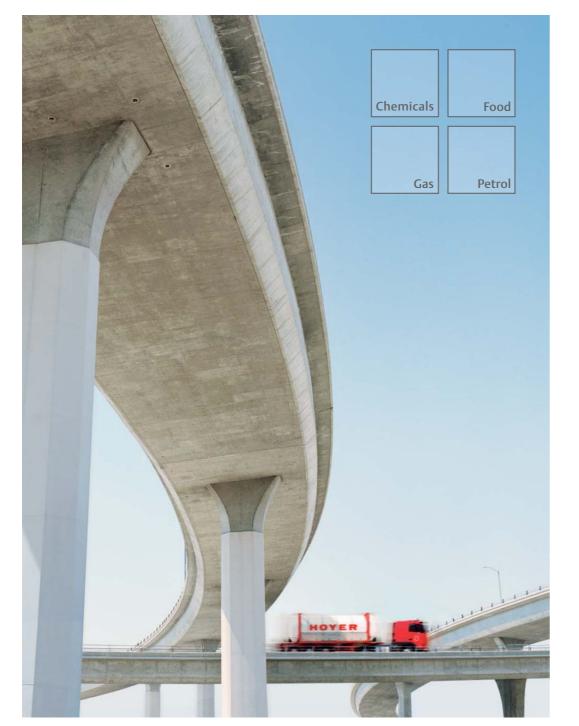


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- HOYER Business Units -

Business Units



Logistics solutions. Anytime. Anywhere. Worldwide.

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HOYER Company Report 2008

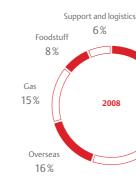
HOYER **Business Units**

A key concern of HOYER's management is ensuring the sustainability of our commercial activities. Our customer relationships have traditionally been based on a spirit of trust, partnership and cooperation. Over and above the responsibilities we have for HOYER's commercial success, we have a continued responsibility for the welfare of our staff and for our impact on the environment.

A well balanced portfolio

The strategic decision to divide our logistics services into six business units - CHEMILOG, PETROLOG, GASLOG, FOODLOG, TECHLOG and GLOBAL TRANSPORT - was a Our well balanced mix of business units has not only milestone in our company's history. They are all integrated as far as is commercially feasible and have played a key role in making the HOYER Group one of the lead-

Turnover by business segments

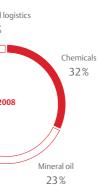


HOYER Company Report 2008

- HOYER Business Units -Business Units

> ing European providers of "integrated logistics services". The specialisms of the business units complement each other, thanks to their unique mix of transport and logistics services and regional and international activities. Each one of them also has the potential to grow as an autonomous unit. A practical example of the way the units collaborate can be seen in the Supply Chain Solutions (SCS) division, which has been part of the CHEMILOG business unit since 2008 and offers cross-unit services such as consulting, intra-logistics and on-site-logistics.

> helped us to grow to our current size, but also ensures the continued existence of the Group in these difficult economic times.



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- HOYER Business Units -CHEMILOG

HOYER



In 2008, HOYER CHEMILOG again succeeded in increasing both its turnover and its earnings. Contributing to these improved results were the improvements to the central process control system, which raised the delivery reliability of the European network. At the same time, CHEMILOG is committed to implementing the Responsible Care Initiative, which was set up by the chemical industry to promote sustainable development.

The central process control system and Responsible Care have contributed towards improved efficiency and SHEQ key indicators and drawn positive feedback from key customers. Overall, these measures have resulted in the positive development of CHEMILOG. New transport contracts improved both turnover and earnings. On the other hand, substantially rising fuel costs and a decline in incoming orders as the economic crisis took hold later in the year depressed the unit's result. The main effects of these factors on the CHEMILOG business will be felt during the current financial year.

Supply Chain Solutions as a force for the future

Supply Chain Solutions (SCS) is becoming an increasingly important part of the CHEMILOG business unit. SCS offers customers a variety of services along the value chain. These include, most importantly, taking over responsibility for processes prior to and subsequent to the actual transportation of goods, as well as information management. Approximately 200 staff work in SCS in three departments: Operations, Sales as well as Tender Management and Consulting. Whilst the operational units in Amsterdam, Dormagen, Rotterdam and Schkopau/Saxony-Anhalt offer different logistics services. Sales is responsible for centralised customer services on behalf of all of these HOYER sites.

During the year under review, HOYER CHEMILOG won two tenders for logistics contracts, including one for the warehousing and filling of plastic granules, and another for works logistics services in three divisions of globally active chemical and petrochemical companies.

- HOYER Business Units -PETROLOG

HOYER PETROLOG again improved its profitability in 2008. The management of major contracts gained in importance during the reporting year. There was particular emphasis on integrated logistics services and taking over responsibility for complete parts of the distribution and planning process. The business unit was also able to influence standards for high quality, efficient order fulfilment at international level.

Earnings potential in new markets

After an extended period of strong growth, HOYER PETROLOG turned its attention to improving its earnings in 2008. The business unit's withdrawal from smaller foreign markets such as Finland and Benelux should be viewed in this context. On the other hand, HOYER PETROLOG secured a number of new business opportunities during the year under review, including the pro-



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HOYER Company Report 2008



vision of logistics services for the expanding bitumen markets in Germany, Switzerland and the United Kingdom. There is also considerable growth potential for filling station deliveries in Sweden.

Improved transport infrastructure

Confident that the economic crisis will be resolved quickly, HOYER PETROLOG is maintaining its programme of investment in replacement and new vehicles and in transport equipment that is easier, cheaper and more economical to use. At the same time, the business unit continues to invest considerable sums in driver training. Apart from continued training, refresher courses and structured assessments, special behavioural training courses are helping drivers improve motivation and avoid dangerous situations by recognizing them earlier.

- HOYER Business Units -

GASLOG

HOYER GASLOG

HOYER GASLOG is very well positioned as a supplier of transport services to all gas producers within the gas industry.

Extensive opportunities

In the first half of the reporting year, demand for transport services in the world's gas markets rose sharply. This prompted HOYER GASLOG to expand its activities, which resulted in outstanding growth. The business unit also won a number of large tenders, mainly in the United Kingdom and Benelux. There are further opportunities for growth in the field of consultancy and engineering as well as in the maintenance of customer equipment.

High investment level

The investment volume during the year under review was much greater than in previous years. This appeared to be the only way to satisfy the expected high demand

for modern equipment. In fact, many customers had to dispose of their leased assets in the latter part of the year as a result of their own falling sales, leaving HOYER GASLOG with a considerable overcapacity by the end of the year. The decision to invest in expensive equipment was the right one, however, as this is the only way that GASLOG can consolidate and further develop its position as the world's market leading independent.

Decline in sales and margins expected

Despite the emerging economic downturn, which resulted in falling order levels and turnover at HOYER GASLOG in the current financial year, the unit is actively but cautiously entering new markets in Russia and southeastern Europe. Delivering the accustomed HOYER quality and service support to our new customers here requires a high level of investment, which will probably depress the business unit's earnings in the short term.

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HOYER FOODLOG offers tailored logistics solutions for high quality liquid foodstuffs to customers from industry and commerce throughout Europe.

Growth to continue

HOYER FOODLOG maintained its growth trajectory from the previous year. The business unit substantially increased its turnover and also boosted its earnings. Growth in the United Kingdom and Hungary was particularly strong in 2008. The transportation of sweeteners and beer made the primary contribution to this performance and helped HOYER FOODLOG further solidify its market leading position in both of these areas.

By making good use of existing local and central structures, the business unit was also able to continue building its transport business in other areas, such as juices, oil and fats, and chocolate.

- HOYER Business Units -FOODLOG



As far as regional operations are concerned, local and network services in the United Kingdom, Hungary and southeastern Europe were expanded considerably.

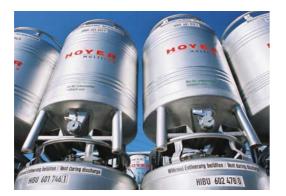
Special equipment for market success

HOYER FOODLOG has now differentiated itself in the food logistics market by developing special equipment for food industry products. This includes special solutions for hot and cold thermal insulation, variable volume tank containers and specialised equipment for sterile shipments. These ensure that even extremely delicate products reach the consumer in first class condition. HOYER FOODLOG has used these developments to achieve a decisive competitive advantage in foodstuff transportation, which opens up new opportunities for the business unit to expand its customer and product portfolio.

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- HOYER Business Units -TECHLOG





The HOYER TECHLOG business unit handles all logistical services that go beyond the transportation of goods. These include full-service logistics for IBCs, tank cleaning and servicing stations for road tankers and tank containers.

IBC Logistics on target for further growth in Europe

HOYER TECHLOG continued to grow in the 2008 financial year. Thanks to the strategic expansion of its activities, the business unit increased both its turnover and its earnings.

It greatly expanded its market presence in the IBC Logistics sector. HOYER TECHLOG currently supplies nearly 15,000 intermediate bulk containers (IBC) to over 300 customers. These containers are deployed in a variety of sizes and types in the chemical and food industry. Customers are offered an inclusive package comprising

rental, transport, cleaning, maintenance, repair and depot services. Successful fleet management projects made a particularly significant contribution to growth.

cotac: Tank cleaning and servicing stations

cotac has a complete network of tank cleaning and servicing stations for road tankers, tank containers and IBCs in several European countries. Because cotac operates SQAS audited equipment exclusively, it provides a service that sets the benchmark for the industry. Its business philosophy is based on a combination of deliverables. These include the provision of a full service, the service commitment of an independent supplier, the highest standards of safety, and a common European pricing structure. cotac customers are able to gain favourable terms by working with a single partner for tank cleaning and servicing.

The GLOBAL TRANSPORT business unit strengthened its position as one of the leading global tank container operators during 2008. Its fleet of approximately 13,000 tank containers provides a complete value chain for the door-to-door transportation of 80,000 different liquid products.

Flexibility in the current economic crisis

HOYER GLOBAL TRANSPORT maintained its market growth during the reporting year despite the economic crisis. Year-on-year sales in US dollars rose by over 20%, despite the marked reduction in demand for transport volumes towards the end of the fourth quarter. Contributing to the good performance of HOYER GLOBAL TRANSPORT were the increased IBC and flexitank business, particularly in China. In addition, good knowledge of the market and an effective currency hedging strategy helped the business unit maintain its profitability in tough market conditions.



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Business in China and the Far East has been an important factor in the growth of HOYER GLOBAL TRANSPORT. The unit established itself quickly as a regional operator in this fast-growing part of the world and continues to expand its foothold in China's heartland with the help of joint venture solutions.

Quality and cost efficiency remain crucial

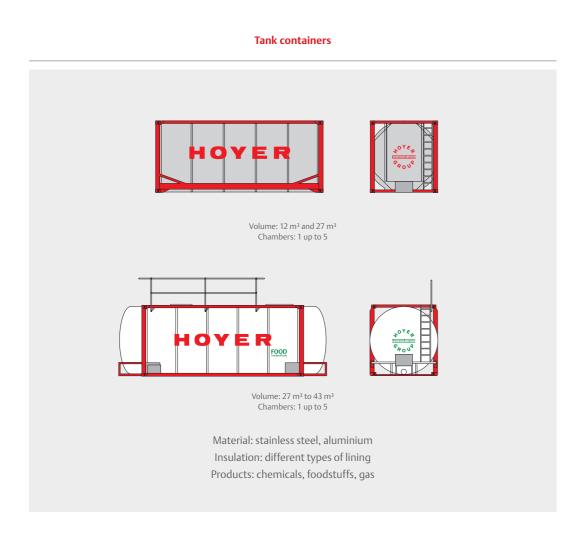
HOYER GLOBAL TRANSPORT also maintains the highest quality standards in the transportation of foodstuffs. These quality standards have played an important role in enabling the business unit to gain a leadership position in the world's growth markets, including China. Thanks also to the cost effectiveness of its transport solutions. HOYER GLOBAL TRANSPORT is well place to cope with the difficult economic times ahead.

– HOYER Equipment –

Tank Containers

Equipment

Quality and safety are a top priority at all times for both standard and specialised equipment. That is why we accept only the very best for our fleet. The standard models and customised designs for special products in our fleet of over 20,000 tank containers and 3,120 trailers ensure that we meet all safety standards and specifications. Our weight-optimised, state-of-the-art fleet of tank containers (including cryo and compressed gas) and trailers complies with all German and international approvals.



An excellent technical specification level, such as special insulation, for example, short discharge openings, powerful pumps, and a wide choice of heating systems and mixers, all ensure that products reach the customer in the same condition that they left the factory. We work closely with customers and manufacturers to continually develop our equipment and are able to cater for special requirements within the shortest possible time. The HOYER fleet is a fleet for every application.



Products: chemicals, foodstuffs, gas



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- HOYER Equipment -Tanker Trailers

Tanker trailers

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- HOYER Activities -HOYER Worldwide

HOYER Worldwide

HOYER USA

HOYER began its US operations in New Jersey in 1979, in an office with three members of staff. During the next few years of rapid growth, more and more of its activities were relocated to Houston in Texas. The company opened an office there in 1985, which became the headquarters of HOYER USA in 1988. For a transport and logistics company like HOYER, the United States – with its vast territories and 300 million population – has always held a particular fascination. And this is still the case today.

However, HOYER USA itself has changed almost out of all recognition since those early days. The Houston site, for instance, has more than doubled in size, covering 120,000 m² today. The core activity of our US operation is the transportation of liquid bulk products for the chemical, food and gas industries. The cleaning systems are the most modern of their type. Depot and warehousing services complete the range of services on offer. In addition to Houston, the HOYER Group currently has offices in New Jersey, Chicago and Dallas.



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HOYER Locations

Head office	Hamburg	+49 40 210 44 0
HOYER Austria Ges.mbH	Vienna	+43 1 760 33 0
HOYER Baltic Expedition UAB	Klaipeda	+370 46 40 40 44
HOYER Belgie N.V.	Antwerp	+32 3 54052 00
HOYER Bulgaria EOOD	Burgas	+359 56 843 395
HOYER Danmark A/S	Fredericia	+45 70 27 89 00
HOYER España S.A.	Tarragona	+34 977 29 64 21
HOYER Finland OY	Helsinki	+358 9 70 10 25 0
HOYER France S.A.	Rouen	+33 2 32 81 63 10
HOYER (Schweiz) AG	Ligornetto	+41 91 640 78 00
HOYER Hungaria KFT	Budapest	+36 1 278 20 00
HOYER Ireland Ltd.	Dublin	+353 1 83 64 698
HOYER Italia S.R.L.	Busto Arsizio	+39 0331 38 55 11
HOYER Nederland B.V.	Rotterdam	+31 10 295 33 33
HOYER Norge A/S	Gothenburg office	+46 31 74 42 100
HOYER Luxembourg S.a.r.l.	Kehlen	+352 309 85 11
HOYER Polska Sp.z.o.o.	Warsaw	+48 22 759 14 44
HOYER Portugal Transitarios Lda.	Lisbon	+351 21 213 82 00
HOYER Romania S.R.L.	Bucharest	+40 21 326 02 70
HOYER d.o.o. (Serbien)	Belgrade	+381 11 3 59 21 02
HOYER Slovenija d.o.o.	Ruse	+386 2 662 20 24
HOYER Slovenska rep. s.r.o.	Bratislava	+421 2 45 52 35 54
HOYER Svenska AB	Gothenburg	+46 31 74 42 100
HOYER Türkiye Ltd.	Istanbul	+90 216 468 98 00
HOYER UK Ltd.	Huddersfield	+44 14 84 54 8221
HOYER Sinobulk Transport Co. Ltd.	Shanghai	+86 21 63 51 96 41
HOYER Bulk Transport Co. Ltd.	Guangzhou	+86 20 82 21 82 55
HOYER Global Transport B.V. Head Office	Rotterdam / Spijkenisse	+31 181 691 600
HOYER Global Brasil Ltda.	São Paulo	+55 11 30 67 58 00
HOYER Global (USA) Inc.	Houston	+1 281 853 1000
HOYER Global Singapore Pte Ltd.	Singapore	+65 62 23 40 73
HOYER Global Transport FZE	Dubai	+971 4 214 6811



- HOYER Activities -

Shareholdings and Capital Information

Shareholdings and Capital Information (HOYER Group)

as of 2008

		H Internation					
Elisabeth Wetzer née Hoyer, 25%	Thomas Hoyer, 25%	. 5 domestic o	inco	23, 2017 2011	Annette Hoyer-Glasmacher, 25	%	Martina Hoyer-Hertel, 25%
	HOYER GASLOG GmbH Hamburg	TEUR 500	-	Rouen	HOYER FRANCE S.A.	TEUR 1,500	cotac France S.A.R.L. Rouen TEUR 1,600
Scharrer & Andresen s.r.o.	HOYER Logistics Services GmbH Rheinmünster	TEUR 25		Helsinki	HOYER FINLAND OY	TEUR 68	DAHM GASLOG Luxembourg S.A. Kehlen TEUR 31
	HOYER Mineralöl Logistik GmbH Hamburg	TEUR 1,000	+	Budapest	Hoyer Hungaria KFT	TEUR 78	HOYER Luxembourg 999 HOYER GmbH 19 HOYER Mineral Oil
	HOYER Railserv GmbH Hamburg	TEUR 250		Kehlen	HOYER LUXEMBOURG S.a.r.l.	TEUR 500	Logistics Belgium B.V.B.A. Antwerp TEUR 19 HOYER Luxembourg 999
Kourim TEUR 7 Gerhard Herzog Transporte AG	Scharrer & Andresen GmbH Hamburg	TEUR 250		Chiasso	HOYER (SCHWEIZ) AG	TEUR 1,078	HOYER Nederland 12 Lavaggio Certosa S.R.L. Milan TEUR 167
Münchwilen TEUR 121	cotac europe GmbH Hamburg	TEUR 25		Oslo	HOYER NORGE A/S	TEUR 372	HOYER SCHWEIZ 49% ONT 51%
	Hermann B. Grewer GmbH Gelsenkirchen	TEUR 26		Komorow/	HOYER POLSKA Sp. z.o.o. Warsaw	TEUR 460	HOYER ITALIA S.R.L. Busto Arsizio TEUR 51 HOYER GIATRA S.R.L.
	DAHM GASLOG GmbH Niederzissen	TEUR 500		HO Lisbon	YER Container Service GmbH & 0	Co. KG TEUR 50	Gorizia TEUR 10
Repcelak TEUR 88 WIMMER Transportdienst spol. s.r.o.	WIMMER Transportdienst GmbH Altenmarkt	TEUR 512		Camin/MV	S.C. HOYER ROMANIA S.R.L.	TEUR 50	
Prague TEUR 118 WIMMER Transportd. Služby s.r.o. Prague TEUR 8 WT CZ 75% WTD D 25%	GES Equipment Service GmbH Hamburg HOYER GmbH Lindenau Fahrzeugbau	TEUR 102 55% 45%		Ruse	HOYER SLOVENIJA d.o.o.	TEUR 13	
	KTL Kombi-Terminal Ludw. GmbH Ludwigshafen HOYER GmbH Others	TEUR 500 12.5% rest		Bratislava	HOYER SLOVENSKA rep. s.r.o.	TEUR 48	
	KTSK KOMBI TERMINAL SCHKOPAU Gr						HOYER Container Rental UK Ltd. Huddersfield TEUR
	Schkopau HOYER GmbH TWS	TEUR 100 50% 50%		Gothenbur		TEUR 1,778	Dennis Dixon Ltd. Middlesbrough TEUR 1.1 HOYER UK 305
	HOYER AUSTRIA Ges. mbH Vienna	TEUR 327]+	Esentepe-Is	HOYER TÜRKIYE Ltd. Uluslararasi Nakliyat Ltd. Sirket tanbul	i TEUR 24	HOYER IRELAND Ltd. Dublin TEUR 25-
	HOYER BALTIC Expedition UAB Klaipeda	TEUR 3		Huddersfie	HOYER UK Ltd. ld	TEUR 10,014	cotac Nederland B.V. Rotterdam TEUR 3
cotac Belgium N.V. Antwerp TEUR 320	HOYER BELGIE N.V.	TEUR 2,479	-	Belgrade	HOYER d.o.o. (HOYER SERBIEN	l) TEUR 1,411	ELD B.V. Oosterhout TEUR 20 HOYER Nederland 500
	HOYER BULGARIA EOOD Burgas	TEUR 256		Rotterdam	HOYER Nederland B.V.	TEUR 9,075	HOYER Global Transport FZE
	HOYER DANMARK A/S Fredericia	TEUR 925		Rotterdam	HOYER Global Transport B.V. / Spijkenisse	TEUR 2,736	HOYER Global Shanghai B.V. Rotterdam TEUR 1
	HOYER ESPAÑA S.A. Tarragona	TEUR 841		Singapore	HOYER Global Singapore Pte Lt	d. TEUR 9	HOYER Global (USA) Inc. Houston TEUR 76
		TEUR 2,014		Hong Kong	HOYER Ltd. HK	TEUR 3,387	HOYER Global Brasil Ltda. São Paulo TEUR 10
	Shanghai HOYER Sinobulk Transport Co Shanghai HOYER Ltd. Shanghai JY	D. Ltd. TEUR 1,222 70% 30%					Powertex Inc. New York USD 4 million HOYER Global Transport 50 Gebr. Podd 50