



Sustainability Report 2025

Harnessing chemistry – empowering progress

innospec 

SUSTAINABILITY

Our Year

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Message from Our CEO

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2025 demonstrated the strength of our diversified business portfolio and the commitment of our global teams. We remained focused on disciplined execution and thoughtful investment, delivering steady performance while continuing to advance our strategic priorities. We enter 2026 excited by the prospects for continued improvement in all businesses. //

Patrick S. Williams,
President and CEO

Message from Our CEO (Continued)

Delivering Through Our Businesses

Each of our businesses made important contributions in 2025, supporting customers through innovation, technical expertise, and operational discipline.

In Fuel Specialties, our performance fuel additives supported emissions-related benefits equivalent to 21.6 million metric tonnes of CO₂e, a 3.7% increase from 2024. We also strengthened our technical capability through new and upgraded facilities, including the Marine Center of Excellence in Vernon, France, and a new ISO bulk-storage tank-container depot in Herne, Germany.

In Performance Chemicals, we broadened our portfolio of sustainable solutions, including our range of 1,4-dioxane-free and sulfate-free technologies, strengthened our work in non-animal safety science, and integrated new capabilities from the QGP Química Geral acquisition to support growth across Latin America.

In Oilfield Services, we continued to deliver technology-led solutions, including industry-leading drag reducing agents, new biodegradable corrosion inhibitors, and advanced diesel additives which together improve customer efficiency, lower operating costs and reduce fuel consumption. Key manufacturing sites achieved ISO 9001, 14001, and 45001 certifications, and our fleet replacement program continued to improve performance, with 92% of vehicles now five years old or newer, contributing to a 2.3% improvement in fuel economy.

Across all three business areas, our people continued to deliver technologies and services that support safer and more efficient operations for our customers, reinforcing Innospec's role as a trusted global partner.

Our People

Our employees remain at the heart of our success. The People Powering Progress stories featured throughout this report reflect the dedication, expertise, and leadership that continue to drive meaningful progress across our businesses.

In 2025, we delivered more than 139,000 hours of training, an average of 57 hours per employee, across a wide range of learning and development modules. We remain committed to investing in the skills that enable our people to grow and support the delivery of our strategic objectives.

Safety remains a non-negotiable requirement. Through our Journey to Zero Harm program and local initiatives, we achieved a 6% reduction in total employee and contractor accidents, a 9% reduction in the employee accident rate, and a 96% reduction in material released from loss of containment events. These results reflect our strong focus on prevention, learning, and safety discipline.

Responsible Progress

Our sustainability strategy remains focused on practical, measurable actions that are aligned with our commercial objectives. In 2025, we continued to embed operational efficiency into day-to-day decision-making, delivering targeted improvements across manufacturing and logistics to reduce resource use, improve efficiency, and strengthen long-term operational resilience.

These efforts are reflected in our 2025 environmental performance, including a 34% reduction in absolute scope 1 and 2 greenhouse gas emissions since 2014 and a 13% reduction in scope 3 emissions since 2022. This progress demonstrates our continued advancement toward our 2034 emissions-reduction targets.

In parallel, we invested \$51 million in research and technology (R&T) to support product development and continued innovation with our customers. Together, these actions help ensure we remain competitive, resilient, and aligned with emerging stakeholder expectations.

We are also approaching artificial intelligence with the same discipline that guides our broader strategy: adopting tools thoughtfully, securely, and responsibly where they can enhance productivity, strengthen decision-making, and support long-term value creation.

Accountability Across Our Supply Chain

Governance and compliance remain central to how we operate. In 2025, employees completed 6,563 compliance courses with 100% certification completion, reinforcing our commitment to consistent, accountable conduct across the business. We also strengthened supplier assessments and achieved a 9.3/10 RSPO Shared Responsibility score and a Category A rating in the Sustainable Palm Index, demonstrating strong progress in transparency and due diligence across our value chain.



Supporting Our Communities

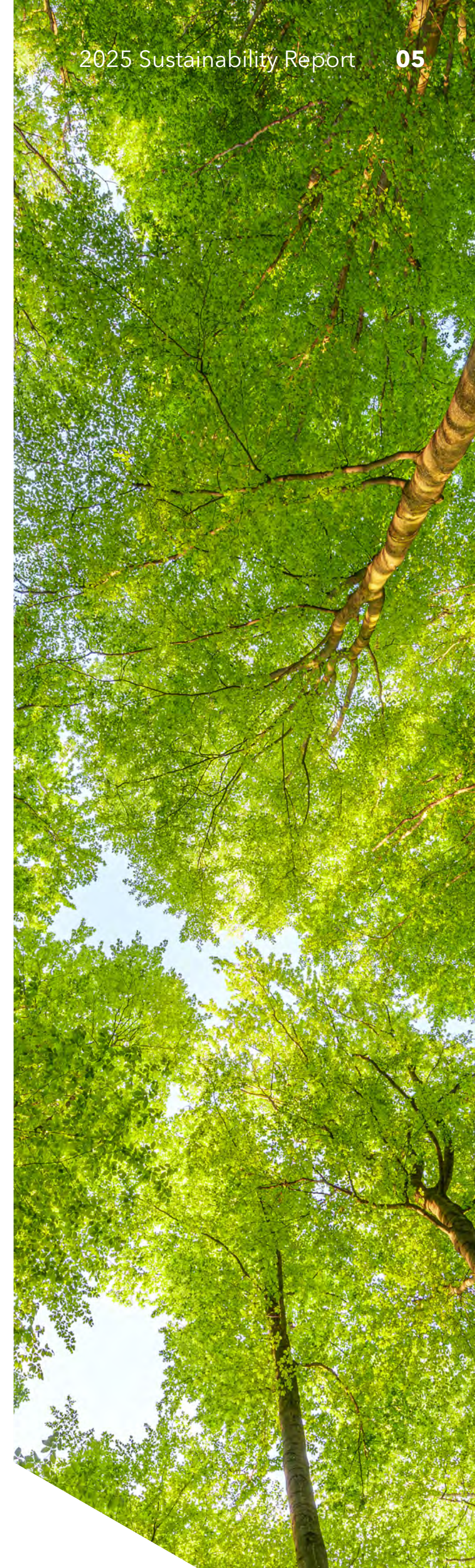
Our community contributions remained focused and closely aligned with our business and values. 2025 marked 10 years of our Innospec Cares program, with employees contributing 976 volunteering hours and supporting 118 organizations. Our long-standing annual golf tournaments raised \$240,000 for the PenFed Foundation Military Heroes Program, bringing total contributions to more than \$2.68 million since 2007.

We also entered our second year of partnership with the International Justice Mission (IJM), supporting efforts to address modern slavery in the palm supply chain, and continued our collaboration with UNESCO to expand STEM education in regions where we operate. These programs reflect our commitment to supporting credible, mission-aligned initiatives that deliver meaningful and lasting impact.

Looking Ahead

As we look ahead, our commitment remains clear: continue innovating and building a business that is resilient, adaptable, and trusted worldwide. With a strong balance sheet, a diversified portfolio, and dedicated teams around the world, Innospec is well positioned to drive responsible long-term growth.

Patrick S. Williams,
President and CEO



Innospec

Innospec is a NASDAQ-listed global specialty chemicals company (IOSP) delivering innovative technologies to customers across the globe. With 2,469 employees in 23 countries, we operate through three core business units: Performance Chemicals, Fuel Specialties, and Oilfield Services. We serve a wide range of markets including personal care, fuel additives, home care, agrochemicals, mining, industrial applications, and oilfield and midstream chemicals, always backed by exceptional customer service and technical support.

Our strategy is to grow through innovation, strong partnerships, and strategic acquisitions that expand our technology base, geographic reach, and product portfolio. We recognize that progress comes from disciplined commercial decisions that support customers, create shareholder value, and strengthen Innospec as a sustainable business. Our goal is to create value through expertise and collaboration.

This report highlights our 2025 performance and progress across the sustainability issues most relevant to our business and stakeholders.



Our Business Units

Performance Chemicals

We develop and supply specialty ingredients and formulations for personal care, home care, agrochemicals, construction, mining, leather production, and other industrial applications. Growth is driven by innovation, strong customer partnerships, and targeted acquisitions that expand our technology portfolio and reach.



Fuel Specialties

We develop and supply specialty fuel additive technologies for diesel, gasoline, jet fuel, marine fuel, fuel oil, and renewable fuel applications. Growth is driven by innovation, strong customer partnerships, and targeted investments that expand our technical capabilities, support evolving regulatory requirements, and help customers improve fuel efficiency, engine performance, and emissions outcomes. Growth is also driven by an increasing percentage of non-fuel applications which deliver safety and operating efficiency benefits to our global customers.



Oilfield Services

We develop and supply chemicals for drilling, completions, production and midstream operations, making oil and gas production more efficient and environmentally responsible. Our global support services include on-site expertise, remote monitoring, lab testing, and rapid field response. Our technology-led, service-driven strategy ensures we provide chemical solutions that boost efficiency, reduce costs, and help operators meet environmental and regulatory requirements.

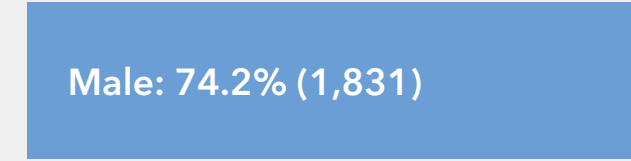


Our Global Team

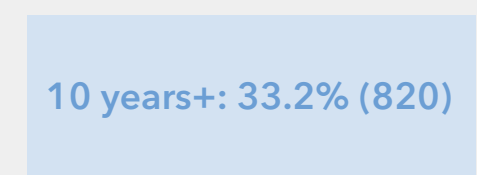
Innospec employs 2,469 talented individuals across 23 countries. Our team is supported by a robust network of manufacturing sites, distribution facilities, and technology centers strategically located throughout the Americas, Europe, the Middle East, Africa, and Asia Pacific. This global footprint gives us the ability to deliver world-class solutions that meet customer needs wherever they arise.

Our international team brings together a wealth of expertise, including creative thinkers, technical specialists, and operational leaders, creating a dynamic and innovative workplace. We invest heavily in our people because they are the driving force behind our progress. As an employer, we are committed to fair treatment and equal opportunity for all. A third of our employees have been with us for more than a decade, a testament to the strength of our culture and the opportunities we provide.

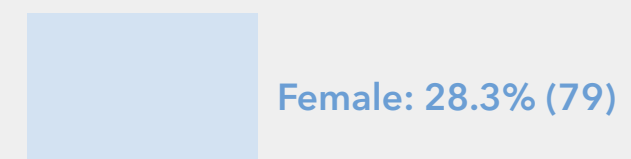
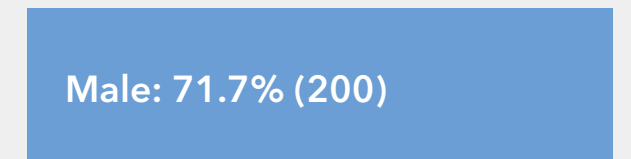
2,469 Employees Across 23 Countries



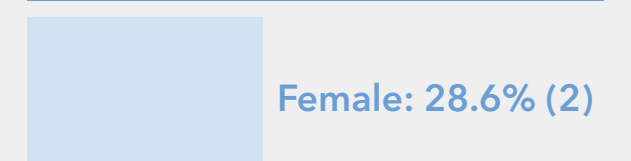
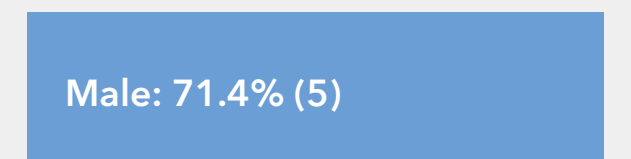
Length of Service



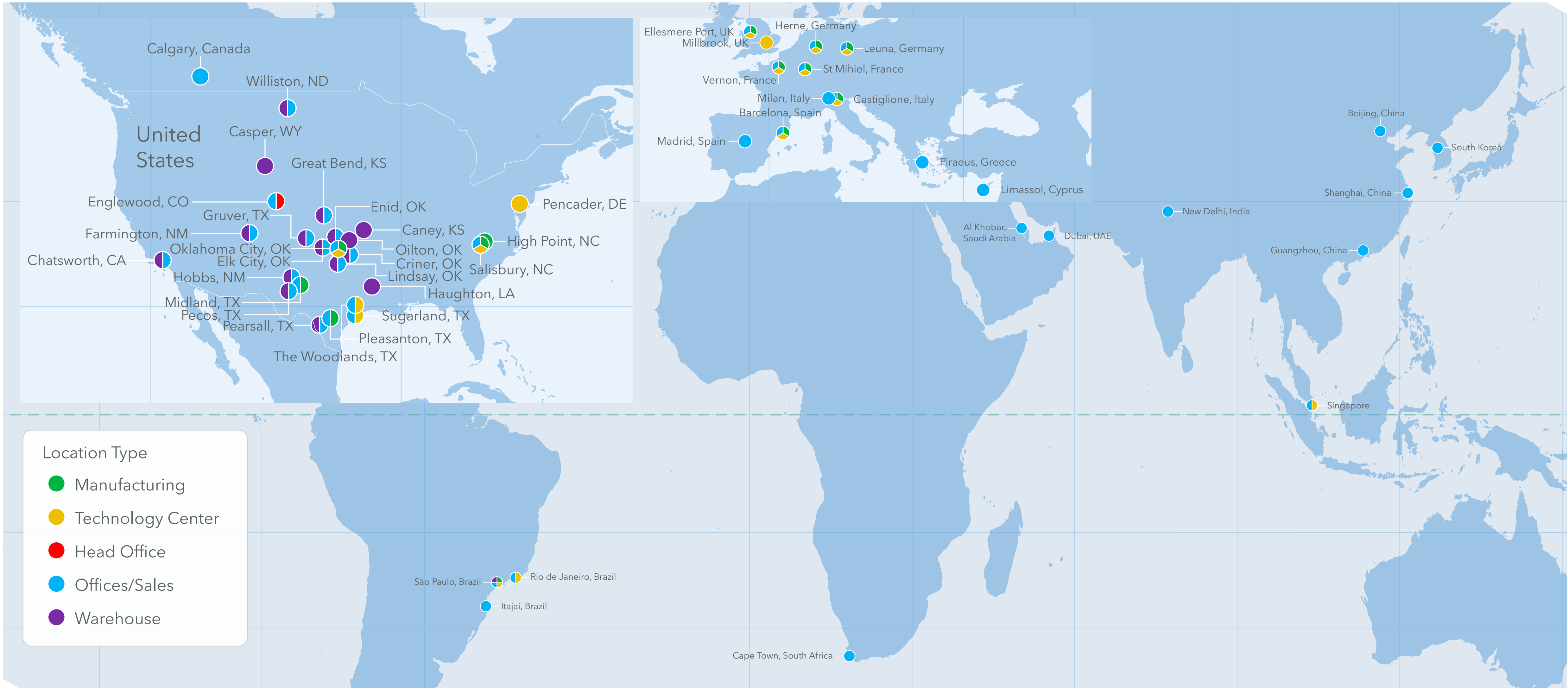
Employees in Senior Manager Roles



Board Members



Our Global Locations



2025 Financial Performance

In 2025, Innospec maintained disciplined execution and strong cash generation while focusing on continued margin improvement opportunities across all businesses. Revenue was \$1.78 billion and GAAP net income increased to \$116.6 million, while adjusted EBITDA was \$203.0 million. Although lower revenues and adjusted earnings reflected softer conditions in parts of the portfolio, the business remained disciplined in execution and continued to benefit from the strength of its diversified model.

Fuel Specialties remained the strongest contributor in 2025, delivering operating income growth and improved margins. Performance Chemicals and Oilfield Services faced more challenging conditions over the full year. However, both businesses showed sequential improvement in the fourth quarter as margin-improvement actions, product mix, and cost discipline began to take effect, with further progress expected in 2026. This combination of strength, recovery actions, and portfolio diversity helped support overall financial resilience.

The company ended the year with net cash of \$292.5 million and generated \$138.3 million in cash from operating activities. This strong balance sheet and cash generation provide flexibility to continue investing in research and technology, operational improvements, strategic growth initiatives, and shareholder returns. These results demonstrate the financial capacity to support long-term sustainable investment in innovation, efficiency, and business resilience.

Revenue:

\$1.78 billion

Gross Profit:

\$492.4 million

Operating Income*:

\$129.5 million

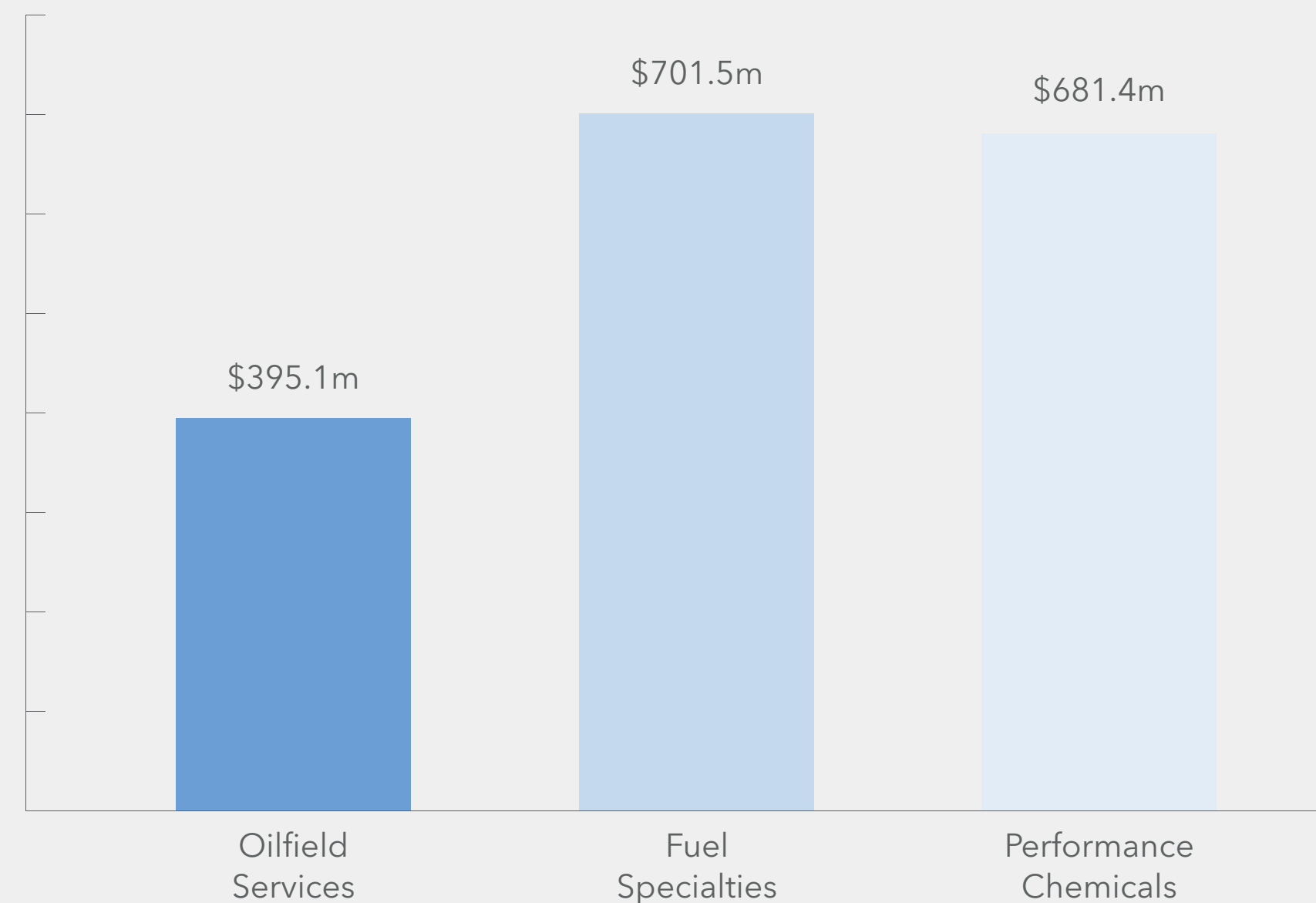
Adjusted EBITDA**:

\$203 million

*Income before restructuring and impairment.

**Earnings before income tax, depreciation, and amortization.

Net Sales Revenue (million US\$)



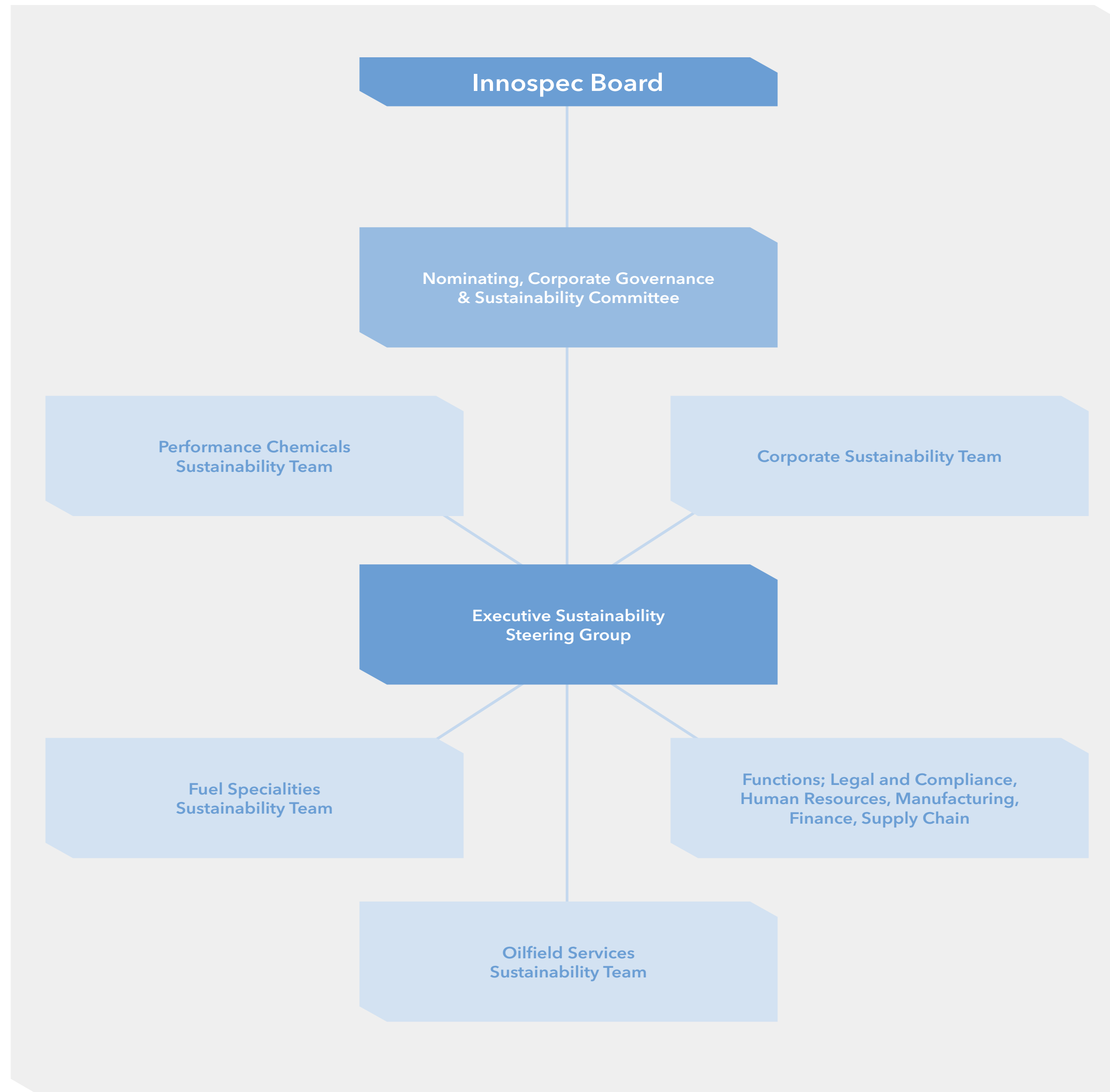
Our Sustainability Structure

For over two decades, we have reported openly on our sustainability performance because transparency is fundamental to how we do business.

Since our first report, published in 1999, we have made measurable progress, reducing the impact of our operations by using resources more efficiently, while also supporting the communities where we operate. At the same time, we recognize that sustainability progress is an ongoing journey. There is more to do, and we remain committed to continuous, responsible improvement.

Sustainability at Innospec is directed from the top. Oversight is guided by our Executive Sustainability Steering Group, chaired by our CEO and senior leaders from across the business. This group sets strategy, allocates resources, and drives accountability. It reports quarterly to the Board’s Nominating, Corporate Governance, and Sustainability Committee, which provides strategic oversight, and the full Board receives an annual update on our sustainability direction.

Recognizing that each of our three business units faces distinct sustainability challenges, we have established dedicated teams within each unit. These teams, led by senior commercial leaders, focus on market-specific needs and report directly to the Executive Sustainability Steering Group. This ensures that sustainability is embedded across our operations and fully aligned with our broader strategic goals.



Sustainability has been part of our business for more than 20 years. At Innospec, we integrate sustainability across all operations, from governance and regulatory compliance to product development and stakeholder engagement. In 2025, we strengthened this commitment by enhancing our materiality assessment to align with evolving global standards, ensuring we remain responsive to stakeholder expectations and prepared for emerging mandatory regulatory requirements. Our goal is to deliver meaningful progress for our customers, communities, and the environment.

**Ian Callan, Vice President,
Global Regulatory Compliance and Sustainability**

Stakeholder Engagement

At Innospec, we value open and meaningful dialogue with the individuals and groups who influence our decisions and are impacted by our actions. Through a range of engagement channels, we foster collaboration, build trust, and ensure our stakeholders' voices help shape our business.



Investors

We provide regular, transparent updates to investors to demonstrate that we are managing a profitable, responsible, and forward-looking business.

Customers

By understanding our customers' current and future needs, we identify opportunities where we can add value, driving the focus of our research and development activities.

Supply Chain Partners

Close collaboration with our suppliers helps us manage risk, advance sustainability performance, and improve the economic efficiency of our products and services.

Governance and Regulatory Bodies

We proactively engage with regulators to stay ahead of emerging requirements, ensuring our operations remain compliant and resilient.

Employees

Regular engagement with our people provides valuable insights that help shape our strategic direction and strengthen our workplace culture.

Local Communities

We maintain strong relationships with the communities where we operate, reinforcing our reputation as a safe, responsible, and supportive neighbor.

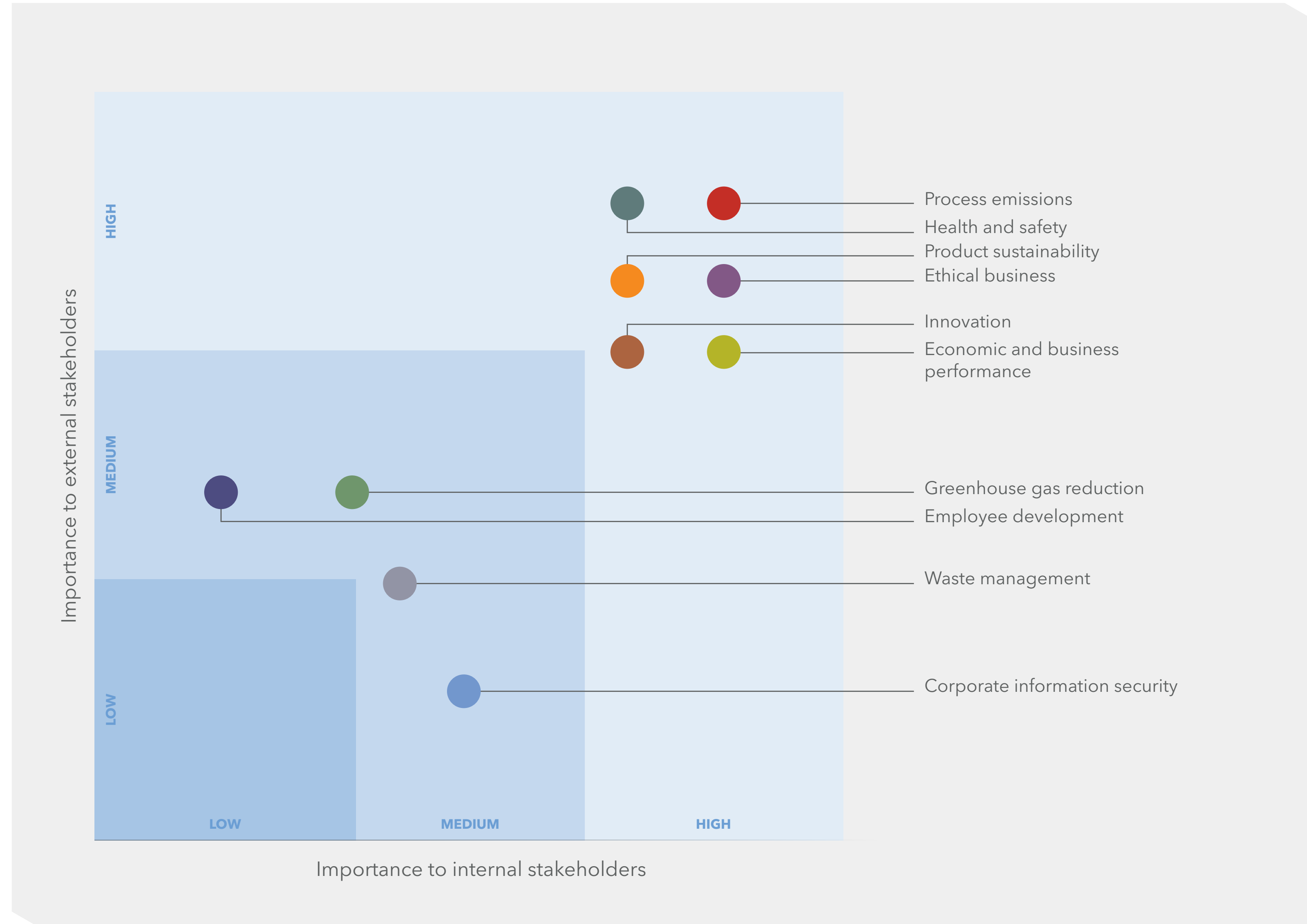
Nongovernmental Organizations, Sustainability Organizations and Advisors

Working with external experts helps us stay informed on emerging sustainability issues and ensures our products and practices remain aligned with evolving global expectations.

Understanding What Matters Most

Identifying the sustainability topics that matter most to our stakeholders is essential for shaping our actions and reporting. Our most recent materiality assessment highlighted 10 key issues relevant to both internal and external stakeholders. These insights, supported by annual interim reviews, continue to guide our priorities and inform periodic updates to our sustainability strategy, ensuring we remain aligned with stakeholder expectations.

In 2025, we initiated a double materiality assessment to enable us to better identify and manage risks, enhance transparency, and strengthen engagement across our value chain. The first phase involved a desktop review of key stakeholders to determine the top 13 material issues for Innospec. These findings will inform the second phase in 2026, including direct engagement with stakeholders to capture their perspectives. This approach ensures that our sustainability practices remain focused on the areas of greatest impact and importance. By embedding double materiality into our strategy, we are preparing for a future of greater accountability, increased disclosure requirements, and stronger stakeholder trust.



United Nations Sustainable Development Goals

The United Nations (UN) adopted its 17 Sustainable Development Goals (SDGs) in 2015 to address critical global economic, social, and environmental challenges. Eleven years on, we remain committed to supporting this framework and using it as a guide for responsible business practices. The SDGs have played an important role in shaping our sustainability strategy, and we review our activities against these goals annually to identify opportunities to strengthen our contribution.

To learn more about our contribution to the UN SDGs, visit: innospecsustainability.com/sustainability-governance/un-sdgs

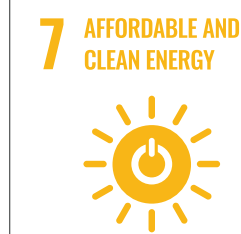


Our most recent assessment confirmed that we contribute directly to 15 of the 17 goals. Of these, the five goals where we are having the greatest impact are:



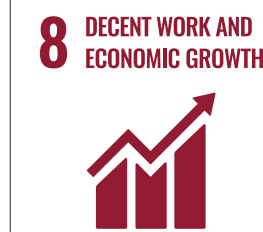
Goal 3: Good Health and Well-being

Ensure healthy lives and promote well-being for all.



Goal 7: Affordable and Clean Energy

Supporting access to affordable, reliable, and sustainable energy.



Goal 8: Decent Work and Economic Growth

Promoting inclusive and sustainable economic growth and providing employment opportunities and decent work for all.



Goal 9: Industry, Innovation, and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



Goal 12: Responsible Consumption and Production

Ensuring sustainable consumption and production patterns.

These contributions highlight how sustainable practices are integrated across our business units and functions. They reflect our commitment to embedding responsible procedures into the way we operate, not as a standalone initiative, but as part of our long-term strategy.

Our Sustainability Strategy

At Innospec, our sustainability strategy is built around three core pillars that guide our actions and long-term ambitions:



Protecting Our Environment

Environmental Impact

We are committed to measuring and reducing the impact our activities have on the climate and wider environment. Developing innovative products with improved environmental profiles.

Product Sustainability

We design safe, sustainable products that meet the needs of society today and in the future. Our goal is to help customers achieve their sustainability objectives by minimizing environmental impact.



Supporting People and Communities

Health, Safety and Well-being

Nothing is more important to us. We strive to be leaders in health and safety, safeguarding anyone that could be affected by our activities and operations.

Employees

We invest in the growth and development of our people, recognizing that a skilled and engaged workforce is key to long-term success.

Community Engagement

We support the communities where we operate through educational initiatives, fundraising, and sponsorships to create lasting impact.



Delivering Effective Governance

Legal Compliance

We uphold honest, ethical, and transparent conduct across all areas of our business. Every employee plays a vital role in ensuring compliance with laws and regulations, supported by robust systems that protect the security of the company and its employees, information, and intellectual property.

Third-Party Management

We work closely with our supply chain to ensure legal, ethical, and social standards are met, while also identifying opportunities to improve environmental performance and economic efficiency.

These pillars are underpinned by our commitment to responsible economic growth



Scientific innovation is at the heart of everything we do at Innospec. By investing in research, technology, and world-class facilities, we empower our global network of over 300 scientists and technical experts to deliver solutions that meet our customers' evolving needs and drive sustainable growth. Recent upgrades to laboratories and offices across Germany, France, the UK, Spain, and Brazil reflect our commitment to providing the resources and infrastructure our teams need to perform at their best. This approach ensures we remain agile, competitive, and ready to tackle the challenges of tomorrow.

Ian MacMillan,
Senior Vice President of Technology

Innovation, Investment, Research, and Technology

Scientific innovation is the fuel that drives our company forward, helping us to deliver on our mission to respond to customers' needs and provide chemical solutions to help overcome their challenges. To ensure we can continue to do this, we remain committed to continuous investment in research and technology (R&T), spending \$51 million on R&T in 2025.

Our global network of scientists is integral to deliver on our commitment to cutting-edge chemical innovation for our customers. We now have 337 people working in R&T or Customer Technical Service globally, ensuring we can support our customers' needs wherever they are located.

We recognize that delivering high-quality products and services to our customers requires us to have the best team. We ensure a culture of continuous learning and development for our scientists by investing in industry-leading training and education programs to equip them with the personal skills and technical knowledge needed to excel.


We are committed to ensuring our people have the resources and facilities they need to perform at their best. That is why we have made considerable investment in our infrastructure, including the expansion and upgrading of laboratories and offices at our locations in Germany, France, the UK, Spain, and Brazil.

For example, at our site in Vernon, France, these upgrades established the location as a center of excellence for our marine business. This means we not only manufacture, store, and deliver to our Marine customers but also provide dedicated Customer Technical Services, support field trials, and play a pivotal role with the Global R&T team in developing products for this key market.

We have also made significant improvements to our manufacturing capabilities in the UK, Germany, Brazil, and Italy. One major project involved the completion of a three-year program to establish a new ISO container storage facility in Herne, Germany. The facility, which can accommodate up to 100 containers or 2,500 metric tonnes, significantly enhances our current capacity and supports future growth at the site.


Research and Technology:

 **\$51 million spend in R&T in 2025**

 **337 people working globally in R&T and Technical Support**

 **Global R&T Center: Ellesmere Port, UK**

 **2 Global Centers of Excellence: UTAC Millbrook, UK
Vernon, France**

 **Global network of 8 Technology Centers**

 **4 Regional R&T/ Technology Centers**

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



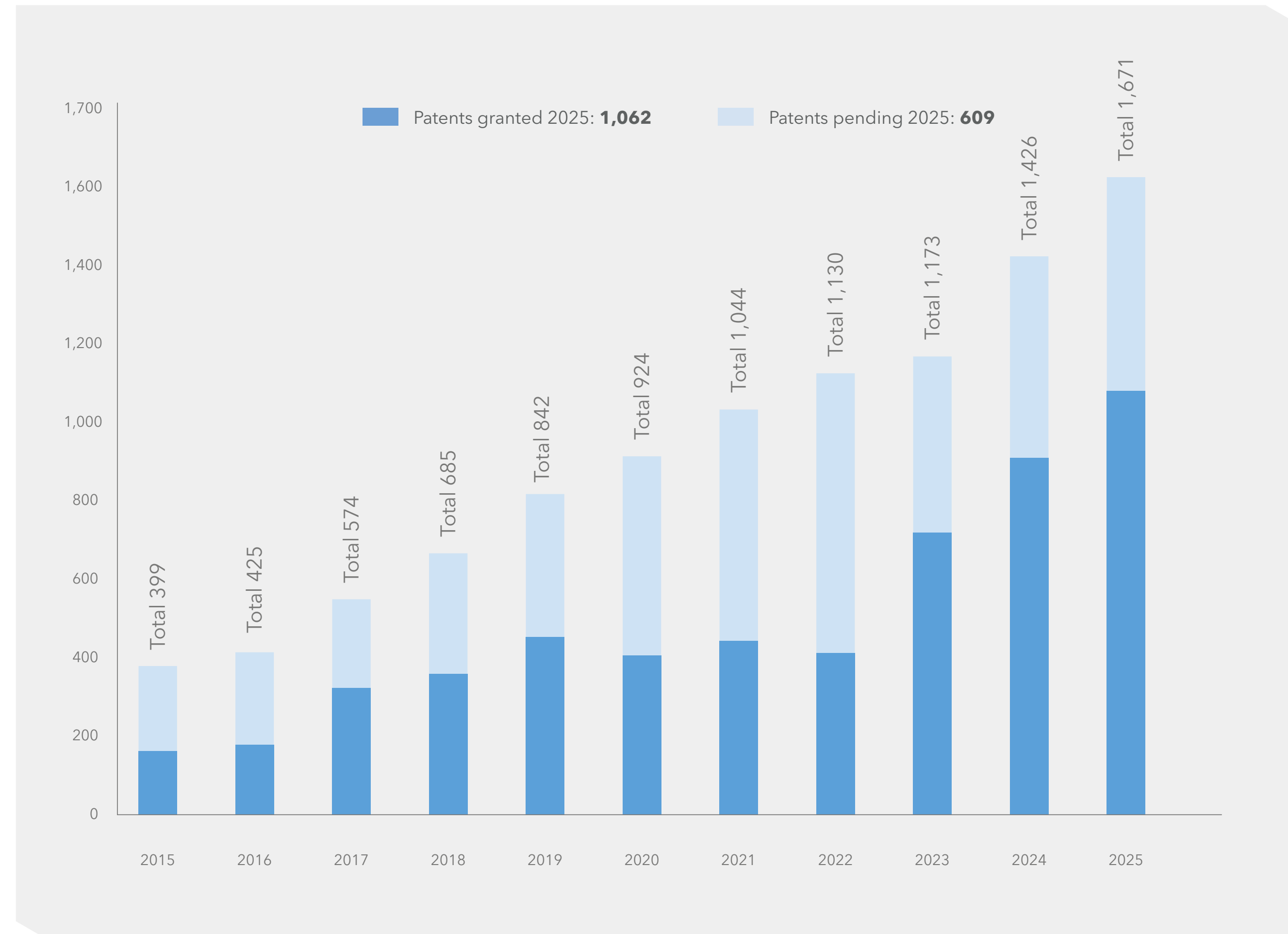
9.5. Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and research and development spending



Gary Bailey, Vice President, Fuel Specialties EMEA, and Christian Uerkwitz, Site Director, Herne, officially open the new ISO storage container facility at the Herne site in Germany.

Intellectual Property

Protecting our patent and trademark portfolio is essential to maintaining our success in a competitive industry. This responsibility is led by our Corporate Technology Intellectual Property team, which ensures our innovations are safeguarded globally. At the end of 2025, we had 1,062 patents granted and 609 patents pending, a total of 1,671, representing a 17% increase from 2024. This growth reflects our continued investment in research, technology, and innovation across the business.



People Powering Progress: Dr. Tony Gough, Director of Innovation for Sustainability, Performance Chemicals

For over 13 years, Dr. Tony Gough has been instrumental in shaping the direction of sustainable innovation within our Performance Chemicals business. As Director of Innovation for Sustainability, Tony has led efforts to develop more sustainable personal care solutions that align with customer expectations and industry standards.*

Beyond his role at Innospec, Tony has actively contributed to the wider personal care industry, serving in leadership positions with key organizations, including CESIO Surfactants Europe, the UK Society of Cosmetic Science, and the International Federation of Societies for Cosmetic Science (IFSCC). In 2025, his long-standing commitment was recognized with a prestigious fellowship from the IFSCC, an achievement that reflects his influence and expertise in driving industry progress.

Tony's leadership extends to fostering a culture of continuous learning within Innospec. He encourages colleagues to pursue industry-recognized qualifications, such as those offered by the Society of Cosmetic Scientists.

*Learn more about our latest Personal Care product developments on page 21.



Helping Customers Transition to 1,4-Dioxane-Free Formulations with AOS Technology

Growing global restrictions on 1,4-dioxane, from tightening limits in New York, US, to emerging proposals in Europe and Asia, continue to reshape the home and personal care industry. These regulations are initiating reduced use of traditional ethoxylated surfactants and their derivatives, especially Sodium Laureth Sulfate (SLES), as brands seek solutions that remain compliant, effective, and aligned with evolving consumer expectations for gentler, more sustainable products. In response, Innospec has been pioneering technologies that not only meet regulatory demands but also deliver strong performance benefits.

In 2025, we advanced this work through NANSA® LSS70, our high active Sodium C14-16 Olefin Sulfonate ingredient designed as a 1,4-dioxane-free, sulfate-free, ethylene oxide (EO)-free surfactant option. Alpha-Olefin Surfactants (AOS) provide a practical, future-ready option for formulators navigating increasingly complex regulatory environments. It offers a superior environmental impact profile, including a lower product carbon footprint, when compared with SLES and is compliant with key ecolabel requirements for detergents.

Beyond compliance, AOS is stable across a wide pH range, more resistant to hydrolysis than SLES, and performs effectively in hard-water and high-electrolyte systems. It requires no added preservative and carries no aquatic-toxicity classifications, making it suitable for environmentally conscious brands.

As global markets continue to adapt to new regulations, NANSA® LSS70 offers a reliable path forward for formulators seeking to reduce 1,4-dioxane and ethoxylated ingredients from their portfolios without compromising on performance. This work reflects Innospec’s commitment to helping customers innovate responsibly, delivering safer, cleaner, and more sustainable solutions for the next generation of home and personal care products.



12.4 By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil to minimize their adverse impacts on human health and the environment



Quality Assurance

We remain steadfast in our commitment to delivering products of the highest quality while continuously strengthening our Quality Management Systems to meet evolving expectations and uphold customer trust. In 2025, we advanced this commitment by aligning our global quality teams under a unified structure, fostering consistency across regions and enhancing governance.

The revised Global Quality Policy and implementation of standardized frameworks for Root Cause Analysis and risk assessment have improved collaboration, optimized resource use, and increased agility and scalability across our operations. By mitigating risk, streamlining processes, and improving communication, we are better positioned to serve our customers with efficiency and reliability.

To learn about the certifications that underpin our commitment to best-in-class manufacturing practices, visit:
www.innospecsustainability.com/sustainability-governance/verification

Quality is the foundation of trust at Innospec. In 2025, we took significant steps to strengthen that foundation by uniting our global quality teams under a single structure and introducing a revised Global Quality Policy. These changes, along with standardized frameworks for Root Cause Analysis and Risk Assessment, have enhanced collaboration, improved governance, and increased agility across our operations. This transformation ensures we can consistently deliver the highest standards of quality and reliability for our customers worldwide.

Andrée Cross,
Vice President of Quality, Performance Chemicals





2025 was a year that tested our discipline while reaffirming the resilience of our strategy. Despite margin pressures across the industry, our teams continued to deliver meaningful progress, strengthening our portfolio, advancing responsible innovation, and investing in the capabilities that will define our future growth. What I am most proud of is how we balanced commercial focus with our commitments to safety, sustainability, and ethical practice. From pioneering 1,4-dioxane-free technologies to deepening our partnership with the International Justice Mission and advancing non-animal safety science, we demonstrated what it means to lead with integrity. As we look ahead, we remain focused on driving improved profitability while continuing to innovate with purpose and support our customers in delivering safer, more sustainable solutions worldwide.

Bruce McDonald,
President, Performance Chemicals

Performance Chemicals

In 2025, Performance Chemicals delivered another year of top-line growth despite a challenging market environment. Full-year revenues increased by 4% compared with the prior year, reflecting ongoing customer demand across our core markets. Margin-improvement actions began to take effect during the third quarter and contributed to sequential operating income improvement in the fourth quarter. Margin improvement remains the primary focus supported by targeted productivity initiatives and new product commercialization. New products include the continued expansion of our industry-leading sulfate and 1,4-dioxane-free personal and home care portfolio. We are also accelerating our growth in new technologies for agriculture, mining, construction, and other diversified industrial markets.

Our 2025 product portfolio strategy also advanced significantly. We continued to broaden our range of sulfate-free and 1,4-dioxane-free solutions for personal and home care markets while expanding technologies that serve agriculture, mining, construction, and other diversified industrial sectors. These combined efforts, focused on innovation and operational excellence, provide the foundation for delivering responsible growth in 2026.



Performance Chemicals

Research and Development (R&D)

R&D remained central to our activities throughout the year. Our teams advanced several innovations aimed at improving safety and reducing environmental impact while maintaining high levels of functional performance. In the mining sector, we progressed the development of an additive designed to suppress acid mist formation, supporting safer working conditions in challenging operating environments. In the pet care segment, formulation efforts focused on improving animal well-being, reflecting growing expectations for gentler, more responsible product profiles. In agrochemicals, we advanced the development of new biodegradable plant-protection technologies to help customers reduce waste and align with increasing regulatory standards.

The Performance Chemicals portfolio was further enhanced through the acquisition of QGP Química Geral in 2023, enabling us to expand our leather chemicals offering and enhanced our capabilities in sustainable leather processing. Key products introduced in 2025 include TANPLEX® FLP, which improves worker safety during processing, and SILOFIO® PROT 98, a bio-based solution that supports more resource-efficient manufacturing. Alongside these additions, 2025 brought renewed momentum in joint product development with key customers, accelerating innovation through closer technical collaboration and a more integrated approach to new product development.

6 CLEAN WATER AND SANITATION



6.4 By 2030, substantially increase water-use efficiency across all sectors

Supporting Customer Sustainability Goals

Supporting our customers' sustainability goals has remained a central priority. A major focus during the year involved supporting the planned phase out of 1,4-dioxane containing traditional ethoxylated sulfate surfactants by promoting alternatives based on Alpha-Olefin Surfactants. This work was showcased in 2025 at two major UK industry events, CHEMUK and the British Chemicals Association 2025 AGM. These efforts were further supported through dedicated customer-training sessions, providing guidance on formulating sulfate-free and 1,4-dioxane-free products using NANSAs® LSS70.

In home care, innovation continued to focus on compact and concentrated formats that deliver equivalent performance while reducing environmental impacts linked with packaging materials and transportation. For example, we supported a major home care customer in developing a specialized, high-intensity laundry pack enriched with biosurfactants, demonstrating how concentrated formulations can help reduce product volume, packaging requirements, and associated transport-related greenhouse gas emissions. Our blend of dried surfactant, EMPICOL® ESA78/PG, and performance concentrate, EMPICOL® XHL720, played a key role in enabling this new formulation.

Momentum in water-reduced and solid personal care formats continued in 2025. One such example is a solid shampoo bar incorporating two of our surfactants, Pureact WS Conc and Pureact I-85EC, chosen specifically for their excellent foaming performance, cleansing ability, and mildness. The formulation delivers gentle cleansing, a rich lather, and a premium user experience while eliminating plastic packaging and reducing water content compared with traditional liquid shampoos. These innovations reflect our ability to develop practical product formulations that combine performance and consumer experience alongside sustainability considerations.

Industry Recognition

Our commitment to innovation and responsible formulation was reflected in notable achievements during the year. Our White Rabbit Refill Cleansing Sachets formulation was selected as a finalist for the Laura Marshall Award for Innovation – Technology and Disruption, acknowledging its solid, at-home dilution format designed to reduce water transport and packaging use. In addition, Iselux® Ultra Mild received independent microbiome-friendly certification following comprehensive testing, confirming that the sulfate-free, 1,4-dioxane-free, and fully biodegradable formulation supports a healthy scalp microbiome. Together, these recognitions reflect both the scientific validation of our formulation science and our continued focus on delivering solutions with clear consumer and environmental benefits.



Performance Chemicals

Driving Industry Progress

Beyond product development, Performance Chemicals continued to advance responsible business practices. Through our partnership with the International Justice Mission (IJM), we made meaningful progress in addressing risks of modern slavery and forced labor within the Indonesian palm oil supply chain.

In 2025, the program:

Supported

829 survivors

Contributed to freeing

739 individuals from exploitation

Helped secure

11 perpetrator convictions

Key milestones included IJM’s awareness campaign receiving a national award for Excellence in Public Communication and the expansion of trauma-informed legal and recovery services, reinforcing our commitment to ethical sourcing and human rights.

We also continued our work to advance alternatives to animal testing. FINSOLV® TN exemplifies our long-standing commitment to using innovative, human-relevant science to demonstrate product safety. Following an EU Registration, Evaluation, Authorisation, and Restriction of Chemicals dossier compliance check, Innospec pursued a novel non-animal testing strategy, opting out of new animal studies and submitting robust human-relevant data to demonstrate safety for workers and the environment. In 2025, confirmation that newly conducted animal studies showed no adverse effects further supported the validity of this approach and strengthened the case for science-based alternatives to unnecessary animal testing.



People Powering Progress: Peter Clark, Senior Applications Chemist

Peter Clark played a key role in delivering one of Performance Chemicals’ standout innovations of 2025. Peter led the development of the White Rabbit Refill Cleansing Sachets formulation, which was selected as a finalist for the 2025 Laura Marshall Award for Innovation – Technology and Disruption. The award recognition reflects the formulation’s innovative solid, at-home dilution format, designed to significantly reduce water transport and packaging use.

Peter has been with Innospec for 18 years, beginning his career in the Performance Chemicals R&D laboratories before moving into the Personal Care business 14 years ago. Now a technical manager, he focuses on new product development while also supporting and mentoring students as they build their experience and careers within the business.

The White Rabbit formulation was deliberately designed to be five times more concentrated than a typical shampoo, drawing on principles long established in home and car care but only recently viable in personal care applications. Historically, achieving high levels of concentration in personal care has been challenging due to preservative requirements that can increase the risk of skin irritation. Peter’s work successfully addressed this challenge, enabling a high performance, consumer-friendly solution.

A defining feature of the formulation is the use of EMPIGEN® BSP, a free-flowing betaine powder that does not clump or bind during manufacturing. This characteristic improves process efficiency and consistency, supporting scalability while maintaining formulation performance.

Peter’s work exemplifies how deep technical expertise, combined with a willingness to challenge established approaches, can deliver meaningful innovation that meets customer needs while delivering environmental benefits.



Strengthening Human Rights in the Palm Oil Supply Chain

The private sector has a critical role to play in protecting human rights, not only within its own operations, but also across the wider value chain. For industries connected to palm oil, this responsibility carries particular importance. Palm plantations in Southeast Asia are widely recognized as hotspots for forced labor and labor trafficking, placing workers at significant risk of exploitation.

As a user of palm derivatives, we assess our palm supply chain on an annual basis enabling us to identify where efforts should be targeted to have the greatest impact. Our latest transparency exercise identified that 73% of our palm-derived raw materials originated in Indonesia. In response, we formed a partnership in 2024 with the International Justice Mission (IJM), a global non-profit with deep expertise in combating modern slavery. Together, we began work to address the systemic drivers of forced labor in the Indonesian palm oil sector and to strengthen protections for vulnerable workers.

Now in its second year, the partnership made significant progress in 2025. IJM supported 829 survivors, helped to free 739 victims from exploitation, and contributed to the conviction of 11 perpetrators. These outcomes were underpinned by major initiatives, including the launch of the West Kalimantan Project, a program developed with nongovernmental organizations and legal aid organizations to map risks, engage local stakeholders, and reinforce workplace protections in agriculture.

In addition, IJM expanded trauma-informed legal and recovery services through partnerships with Indonesia’s Ministry of Social Affairs and Parahyangan University, ensuring survivors receive the justice, care, and long-term support they need. The impact of this work was recognized when IJM Indonesia received the IABC Award for Excellence in Public Communication for campaigns that raised awareness of forced labor in the agricultural sector.

Through this partnership, we are helping to strengthen worker protections within the Indonesian palm oil industry. By supporting efforts that address root causes, empower communities, and strengthen local systems that protect workers, we remain committed to driving meaningful and lasting change across our supply chain.

8 DECENT WORK AND ECONOMIC GROWTH



8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



In 2025, our Fuel Specialties team again demonstrated the strength of our technology and the resilience of our business. Our customers rely on us for not only high-performance additive solutions but also partnership, insight, and innovation to help them navigate increasing complexity. I am proud of the meaningful progress we delivered this year, from advancing low-emission technologies and supporting the transition to renewable fuels, to strengthening our global capabilities and contributing our expertise across key industry platforms. These achievements reflect the unwavering commitment of our people and reinforce the critical role our products play in enabling cleaner, more efficient, and more reliable energy use around the world.

Vali Jerome,
President, Fuel Specialties

Fuel Specialties

In 2025, Fuel Specialties continued to deliver strong operational and financial performance. Our teams remained focused on supporting customers with technologies that enable both improved efficiency and meaningful emissions reductions. The business has continued to deliver consistently strong results and has a diverse pipeline of fuel and non-fuel growth opportunities across all regions.

Fuel Specialties delivered strong financial results, with operating income increasing 12% from 2024 to \$144.8 million. This growth reflects steady demand for our value-added technologies, as well as effective management of margins and operating costs. These results demonstrate the resilience of our business and highlight the essential role our additive solutions play in a dynamic global market.

Our additives play a critical role in ensuring fuels burn more efficiently. By improving combustion, reducing deposit formation, and optimizing overall fuel performance, our technologies help customers reduce emissions generated by conventional fuel use.

In 2025, the application of our diesel, gasoline, and marine additives delivered emissions-related performance benefits equivalent to 21.6 million metric tonnes CO₂e when compared to unadditized fuel. This represents a 3.7% increase from 2024. These results highlight the contribution that high-performance additives can make to more efficient fuel use and to supporting lower-emission outcomes.

Throughout the year, our research and development teams continued to accelerate innovation in areas vital to supporting our customers' sustainability goals. Key focus areas included additive solutions for hydrotreated vegetable oil, enhanced gasoline deposit control technologies, and additives designed to improve the performance of diesel particulate filters. These developments reflect our commitment to ensuring that both conventional and emerging fuels deliver reliable, efficient performance while contributing to reduced emissions.



Fuel Specialties

Industry Leadership

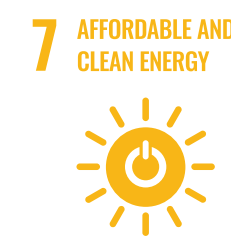
Our team’s long-standing involvement in the Locomotive Maintenance Officers Association (LMOA) reflects our commitment to supporting safer, more reliable, and more environmentally sustainable rail operations across North America. In 2025, we were proud to see Suzanne Golisz, Technical Director for Cold Flow Improvers, named a 2024 LMOA MVP (Most Valuable Person). This prestigious award acknowledges her sustained contributions to the rail industry, including her leadership on the Fuels, Lubricants, and Environmental Committee and her work in advancing the adoption of biofuel blends. Her recognition demonstrates the impact our experts have in shaping the future of cleaner transportation.



Our technical teams continued to contribute to global industry dialogue on the future of fuels. Richard Dale, Technical Service Manager for Refinery and Marine, introduced a pioneering test method for evaluating a new alternative fuel at the German Society for Sustainable Energy Carriers, Mobility and Carbon Cycles Annual Meeting of Analysts in Hamburg, Germany, reinforcing our position as a leader in scientific and technical innovation.

Across Asia, our marine specialists participated in major international platforms, including Kormarine in Busan, South Korea, and the Green Shiptech China Congress in Shanghai, China, where they led discussions on the role of fuel additives in accelerating maritime decarbonization. These sessions highlighted insights from field trials and customer collaborations, demonstrating how our Octamar™ combustion catalysts support the efficient use of fuels at sea.

Mary Dery, Technical Director for Performance Additives, joined a panel hosted by the Engine Technology Forum to examine how fuel additives support the reliable operation of internal combustion engines used to provide stable power for data centers. As global data usage and AI-driven demand increase, the need for uninterrupted power supply is critical. Mary’s contributions underscored the importance of fuel quality, storage practices, and operational integrity in ensuring system resilience.



7 AFFORDABLE AND CLEAN ENERGY
7.a.1 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

Solving Customer Challenges

Fossil fuels continue to play an essential role in supporting development and quality of life, particularly in regions where renewable infrastructure is still expanding. To help mitigate the environmental impact of these fuels, we remain focused on supporting more efficient fuel use through the application of our technologies.

In 2025, we conducted a customer trial in the Middle East on power generators operating on crude oil, a fuel that commonly leads to heavy fouling and reduced efficiency. The introduction of our Octapower GT 5000 additive eliminated fouling over a six-day period and delivered a 2.4% improvement in specific fuel oil consumption. The additive received Original Equipment Manufacturer (OEM) approval for this application and additional laboratory analysis confirmed that our product was the only solution among those tested that fully reacted with the target impurities, helping prevent fouling and supporting more efficient power generation.

On May 1, 2025, the Mediterranean Sea became the world’s fifth Emission Control Area (ECA), introducing a strict sulfur cap of 0.1% for marine fuels. This regulatory change required vessel operators to transition to paraffinic, low-sulfur fuels such as marine gas oil, ultra-low sulfur fuel oil, or biofuel blends. Without adequate preparation, switching to these fuels can destabilize existing tank residues, causing filter blockage, purifier failures, and potential loss of power.

Our Octamar™ BT-25 solution offered a reliable, cost-effective alternative to manual tank cleaning by enabling vessels to clean fuel systems safely while in service. This approach significantly reduces costs, avoids operational downtime, eliminates the safety risks associated with confined-space entry, and ensures comprehensive system cleaning in line with industry best practices. With a proven track record from previous ECA transitions and the implementation of the 2020 global sulfur cap, Octamar™ BT-25 enables us to support customers in meeting regulatory requirements smoothly and safely.



Opening of the new ISO bulk container depot at our site in Herne, Germany, held in partnership with Royal Den Hartogh Logistics

Fuel Specialties

Enhancing Our Global Capabilities

In 2025, we expanded our operational and technical infrastructure across several key sites to strengthen our ability to support customers worldwide.

In Vernon, France, we completed a four-year investment program valued at more than \$900,000, creating a new Center of Excellence for our Marine business. The upgraded laboratories and facilities enhance our product reformulation efforts aimed at supporting lower-emission marine operations. The site can now host customers for live demonstrations showcasing how our technologies improve fleet efficiency. This development represents the largest investment ever made in the Vernon facility and provides state-of-the-art equipment to support future R&D.

Our Herne, Germany, site successfully delivered a major logistics enhancement project with the commissioning of a new ISO bulk container depot. The facility, which can store and handle up to 100 ISO containers, strengthens supply chain resilience across Europe. The launch included a live demonstration of ISO container construction and operation, delivered in partnership with Royal Den Hartogh Logistics.

At our Millbrook, UK, site, approval was given for the expansion of the Customer Technical Service laboratory and office, with construction scheduled to begin early 2026. Millbrook serves as a global center of excellence for additive testing and validation, benefiting from direct access to UTAC (Union Technique de l'Automobile et du Motocycle et du Cycle), Millbrook's extensive proving ground. The expansion will provide increased laboratory capacity, enhanced facilities for customer engagement, and strengthened capabilities for advanced engine and powertrain testing, including work on new biofuel technologies.

Advancing Opportunities in STEM

We continue to support initiatives that broaden participation in Science, Technology, Engineering, and Mathematics (STEM) education. In 2024, we partnered with the United Nations Educational, Scientific, and Cultural Organization to deliver an indigenous STEM education initiative in Brazil. The program included 12 community consultations and a four-day workshop for 91 participants, helping to amplify under-represented perspectives on key sustainability issues. [Read more on Page 56.](#)

In June, we sponsored the ASTM Alliance for Empowering Women networking event. The event highlighted the vital role of women in shaping global standards and reinforced our commitment to improving representation across technical fields.



We also continued to strengthen early-career opportunities through our apprenticeship program, which offers young people practical, accessible routes into STEM roles. Alongside career fairs, school outreach activities, and sponsorship of local chemistry awards, this initiative supports our goal of building a diverse and skilled future workforce.





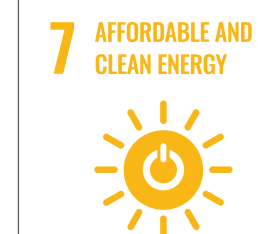
Enabling Efficient Use of Biofuels with Powerguard®

As more customers transition toward lower-carbon fuels, they increasingly face practical challenges that can limit the full benefits of renewable alternatives. hydrotreated vegetable oil (HVO) is an established renewable fuel option, offering substantial life cycle carbon reductions. Forecasts for 2025 to 2035 identify HVO as a major growth area, with a projected 12.7% compound annual growth rate, reflecting strong underlying demand. Our Fuel Specialties team continue advancing their understanding of how Powerguard®, our diesel fuel performance additive range, supports the effective operation of engines running on 100% HVO. To demonstrate how HVO can be utilized with maximum efficiency, we presented data to customers from a controlled vehicle trial comparing untreated HVO fuel with HVO treated using Powerguard®.

The results demonstrated that Powerguard® enhances the operational performance of engines using HVO. The time between diesel particulate filter (DPF) regenerations increased by more than 60%, significantly reducing thermal stress on exhaust aftertreatment systems and helping extend component life. Engine-out emissions also improved, with a 45% reduction in particulate-number emissions and a 52% reduction in particulate-mass emissions. These reductions lessen the burden on aftertreatment systems and contribute directly to cleaner overall operation.

Powerguard® also delivered measurable efficiency gains, improving fuel consumption by approximately 2% and reducing the associated emissions, contributing to meaningful savings for fleet operators. Importantly, these findings aligned closely with results from earlier testing on conventional EN590 diesel, confirming that Powerguard® performs effectively in both HVO and fossil-based diesel.

By supporting cleaner combustion and more stable DPF operation, Powerguard® helps customers improve the operational performance of renewable fuels. This work reflects Innospec's commitment to developing practical, science-based solutions that improve fuel efficiency, support associated emissions reductions, and advance the successful adoption of lower-carbon energy sources across global markets.



7 AFFORDABLE AND CLEAN ENERGY

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix



Despite a challenging market environment in 2025, our teams demonstrated exceptional focus, discipline, and resilience. Their commitment to operational excellence, innovation, and responsible manufacturing enabled us to strengthen our foundations while continuing to deliver meaningful value to our customers. The progress we achieved, whether in advancing safer chemistries, improving resource efficiency, or elevating our service standards, reflects the dedication of our people across every region. I am proud of the way our teams have responded, and I am confident that the actions we have taken this year position Oilfield Services for continued improvement and long-term success.

Tom Entwistle,
President, Oilfield Services

Oilfield Services

In 2025, Oilfield Services operated in a challenging market environment, particularly in Latin America, where lower production-chemical activity reduced sales versus the previous year. In 2026, the business will continue to focus on higher-value solutions, including our industry-leading Drag Reducing Agent technologies. In parallel, business will continue to focus on margin improvement actions in all segments.

Advancing Safer, High-Performance Chemistry

This year marked significant progress in our commitment to delivering innovative, lower-impact chemical technologies. A key achievement was the development of CIW-2121, a readily biodegradable, water-based corrosion inhibitor designed to replace traditional oil soluble chemistries that are often more toxic and environmentally persistent.

Corrosion remains one of the most critical risks in oilfield operations, from drilling through to refining, carrying the potential for serious safety incidents and costly equipment damage. We developed CIW-2121 with low-hazard raw materials to deliver strong performance without relying on conventional chemistries. Following a successful field trial in West Texas, we are now preparing for commercial rollout across global markets.



Supporting Customer Efficiency and Compliance

In 2025, the TruSolve™ product line continued to help customers manage sludge waste more safely and efficiently. Sludges that would typically require costly landfill disposal can be treated with TruSolve™, enabling the material to be separated into more manageable components and significantly reducing overall waste volumes. This separation also improves worker safety by making the sludge easier and safer to handle. In addition to these operational benefits, the recovered oil and water can be resold, providing customers with an added financial return.

Our regional laboratories play an essential role in ensuring customer confidence through rigorous testing and technical support. In 2025, our West Texas laboratory achieved a 94% score in a comprehensive customer audit, the highest among all partner laboratories evaluated. This performance led to Innospec being recommended as the preferred laboratory partner for a major water project.

Operating Sustainably and Efficiently

Our dedication to safe, efficient, and high-quality manufacturing continued to gain recognition in 2025. Our manufacturing center in Midland, Texas, achieved ISO 9001 (Quality) and our site in Saudi Arabia obtained ISO 9001 (Quality), ISO 14001 (Environmental), and ISO 45001 (Safety) certifications, an exceptional milestone for our sites. These certifications reflect the rigor of our Safety, Health, and Environment teams and the commitment of our manufacturing personnel to maintaining best-in-class practices.

We also strengthened resource-efficiency efforts across our operations. An Earth Day recycling initiative collected more than 1,134 kilograms of electronic waste and contributed to the 912 metric tonnes of total waste recycled across our oilfield manufacturing sites in 2025. Building on this progress, we have established a target to increase overall recycling activity by 5% in 2026.

Our focus on resource conservation extended to water and energy usage. All Oilfield Services manufacturing sites now reuse flush water within blending operations, and electricity usage intensity decreased by 3% during the year. Looking ahead, we have set a 2026 target for all Oilfield manufacturing sites to reduce both water and energy usage intensity by 2%.

Our program to convert all traditional lighting at our Oilfield manufacturing facilities to energy-efficient light-emitting diode systems made good progress in 2025. At year-end, approximately 90% of site lighting had been upgraded, with the remaining conversions scheduled for completion in 2026. This work supports our ongoing efforts to reduce electricity consumption across our operational footprint. Fleet operations were also a target area for improvement in 2025. Through close collaboration between our Transportation and Operations teams, we streamlined the fleet, optimized delivery methods, and enhanced routing efficiency.

[Read more on page 33.](#)

Oilfield Services

Safety Training

Safety performance remained a central priority in 2025, and ongoing training helps ensure our employees have the knowledge and skills needed to work safely every day. During the year, 101 Oilfield Services employees completed Smith System® driver-safety training, reinforcing safe driving practices across the organization. Each participant received approximately 10 hours of in-person, behind-the-wheel instruction from certified trainers, supported by follow-up sessions to reinforce long-term learning and safe behaviors.



Community Commitment

Our commitment to community engagement remained strong throughout 2025 as our teams continued to support the communities in which we operate. Employees participated in six blood drives, collecting 51 units of blood, enough to support an estimated 153 lives. In addition, a hygiene product drive was organized to support the Harmony Home Children's Advocacy Center in Midland, helping provide essential personal-care items to children and families in need. Employees across Oklahoma and The Woodlands took part in community tree-planting activities to support local environmental stewardship.



2025 marked the 11th Annual Innospec Oilfield Services Golf fundraising tournament, which raised \$235,000 for the PenFed Foundation's Military Heroes Program. These contributions help provide financial assistance, advocacy, and support for veterans and their families.



People Powering Progress: Pablo Meneses, Plant Manager, West Texas, US

In 2025, Pablo Meneses played a pivotal role in strengthening operational performance and advancing Innospec's commitment to disciplined, efficient, and high-quality manufacturing. Since joining Oilfield Services in 2015 as a Fluid Technician in the West Texas Field Operations team, Pablo has consistently demonstrated the capability, leadership, and determination needed to excel in a dynamic operational environment.

Over the course of his career, Pablo has progressed through roles of increasing responsibility, including on-site fracturing support and technical leadership positions, advancing to his current role as Plant Manager. Across each of these positions, he earned a reputation for strong operational leadership, effectively coordinating complex field activities while hiring, training, and developing personnel to support growing regional needs.

In his current role, Pablo has been instrumental in reshaping the Midland manufacturing facility. Throughout 2025, he led a comprehensive site reorganization and improvement plan designed to strengthen operational discipline and align the facility with Innospec's manufacturing and quality standards. Under his leadership, the site achieved measurable improvements in operational efficiency, product quality, and overall organization, establishing a more resilient and well-structured manufacturing environment.

Pablo's work exemplifies how dedicated employees drive progress across our business, translating strategy into tangible improvements that enhance performance, support customers, and contribute to a safer, more efficient, and more sustainable operation.

Environment

Environment Focus Areas

Environmental Impact

We measure and reduce the impact our activities have on the climate and the wider environment. We are committed to developing innovative products that have an improved environmental profile.

Product Sustainability

We want to supply safe, sustainable products designed to meet the needs of society both now and in the future. We aim to support customers in achieving their sustainability goals and minimizing environmental impact.

In This Section

- Minimizing Our Environmental Impact
- Global Carbon Footprint
- Saving Water
- Waste Management
- Supporting Biodiversity
- Independent Verification

Minimizing Our Environmental Impact

As a responsible manufacturer, we have monitored and publicly reported on our environmental performance since 2006. Our reporting focuses on four core impact areas of our operations: greenhouse gas (GHG) emissions, energy use, water use, and waste generation.

To track progress consistently over time, we report our environmental performance against defined baseline years. Scope 1 and 2 GHG emissions, along with energy and water use, are measured against a 2014 baseline, reflecting when these metrics began to be tracked consistently across the business. Waste performance is measured against a 2017 baseline, aligned with the introduction of standardized global waste reporting, while scope 3 GHG emissions use a 2022 baseline, the first year a comprehensive global assessment was completed. Tracking these indicators year-on-year helps us identify trends, target improvements, and support informed decision-making across our operations.

During the analysis of 2025 environmental performance data, we identified and corrected a data error arising from a manual spreadsheet calculation that resulted in an element of double counting. As a result, the total scope 1 and 2 figures previously reported for 2024 were higher than the actual levels. The 2024 comparative data presented in this report have been adjusted accordingly.

In 2025, in preparation for evolving non-financial sustainability reporting requirements and related assurance processes, we implemented an environmental data management platform with enhanced site-level internal verification and automated calculations. This strengthens data governance, improves calculation accuracy, and reduces the risk of errors recurring in future reporting cycles.

Energy Use and Greenhouse Gas Emissions

Improving energy efficiency across our manufacturing operations while reducing associated GHG emissions, has been a long-standing focus for Innospec. In 2024, we undertook a structured review to identify viable options and time frames for building a credible decarbonization pathway aligned with our operational footprint. This review assessed opportunities for process optimization, energy reduction and recovery programs, and the feasibility of deploying low- and zero-carbon energy solutions, including biomass, hydrogen, and photovoltaic solar panels. We also evaluated options to optimize logistics, improve energy efficiency across our supply chain, and strengthen supplier engagement to support longer-term scope 3 emissions reductions.

Following this review, we committed to new emissions reduction targets aligned with our transition plans:

Scope 1 and 2 target

↓ **50%** reduction by 2034 from our 2014 baseline

Scope 3 target

↓ **28%** reduction by 2034 from our 2022 baseline

In 2025, our absolute scope 1 and 2 GHG emissions decreased by 3% compared to 2024, resulting in a total reduction of 34% since 2014. Over the same period, emissions intensity decreased by 5%, representing a total reduction of 36% since 2014, reflecting ongoing energy efficiency improvements across our manufacturing sites.

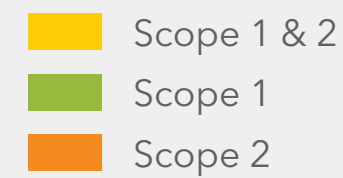


Absolute GHG Emissions (Scope 1 and 2 - market-based)

81,973 metric tonnes CO₂ equivalent (scope 1 & 2*)

3% decrease since 2024

34% decrease since 2014**

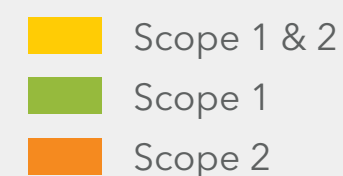


Intensity GHG Emissions (Scope 1 and 2 - market-based)

136 kg CO₂ equivalent (scope 1 & 2*)
per metric tonne of product

5% decrease since 2024

36% decrease since 2014**



The largest contributor to this reduction was our Ellesmere Port, UK, site where increased use of the combined heat and power (CHP) plant supplied most of the site's electricity and approximately 78% of steam demand in 2025. The legacy boiler also continued to operate in parallel during this time, providing hot water and the remaining steam, but at reduced demand. This reduced demand helped lower natural gas consumption and associated scope 1 GHG emissions.

In 2026, the CHP plant is expected to supply 100% of the site's steam demand, supported by the commissioning of a new high-pressure hot water plant. This will enable the legacy boiler to be fully shut down, further reducing scope 1 emissions. Although initially powered by natural gas, the CHP system is designed to operate on a 20% hydrogen blend in the medium term and is capable of conversion to 100% hydrogen when supply becomes available.

Further reductions were delivered at our Leuna site in Germany through targeted energy efficiency upgrades, including steam system improvements and the introduction of automated compressed air controls. These improvements reduced the consumption of purchased steam and compressed air, contributing to meaningful reduction in scope 2 emissions from purchased energy.

Our target to procure 100% renewable electricity at all manufacturing sites by 2030 was first achieved in 2024 and maintained in 2025, resulting in zero scope 2 emissions from purchased electricity.

At Ellesmere Port, a small on-site solar and wind installation generated 3,906 kWh of renewable electricity, supporting electric vehicle charging infrastructure and illuminated signage.

Total procured and on-site renewable electricity now accounts for 19% of our total energy mix.

Overall, absolute scope 1 emissions decreased by 1% compared with 2024 and have increased by 5% since 2014. Absolute scope 2 market-based emissions decreased by 11% compared with 2024 and 77% since 2014.

Energy Use

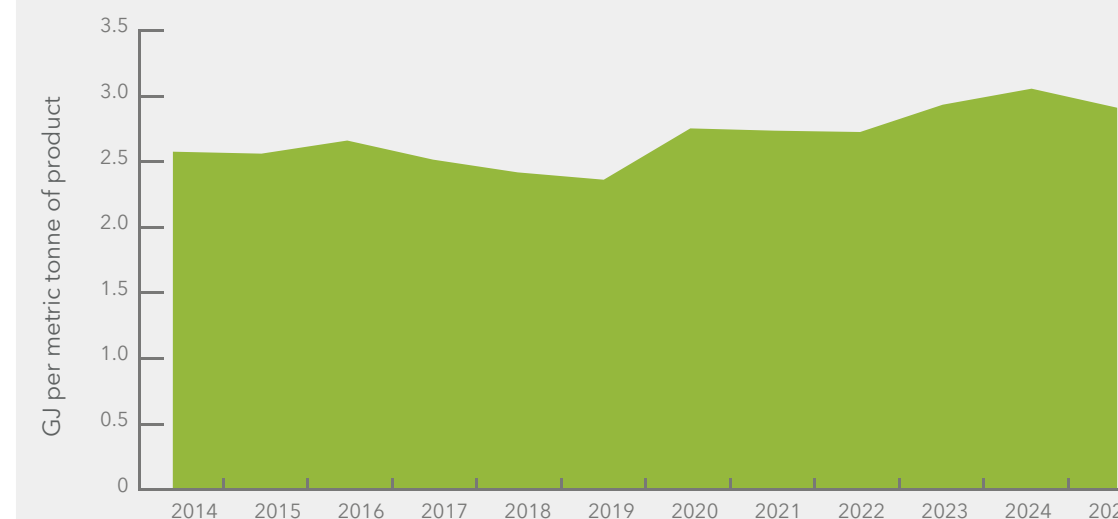
Energy intensity, measured as gigajoules per metric tonne of product, decreased by 5% compared with 2024. However, it remains 12% higher than the 2014 baseline. This reflects the temporary increase in natural gas usage at Ellesmere Port and the more energy-intensive product mix relative to the baseline year. The year-on-year improvement was driven by energy efficiency measures, including the increased CHP use at Ellesmere Port and targeted energy efficiency upgrades at Leuna.

Energy Intensity Use

2.86 GJ per metric tonne of product

5% decrease since 2024

12% increase since 2014**



Resource Reduction Group

Established in 2016, our global Resource Reduction Group (RRG) provides a structured approach of sharing and implementing best practices across our manufacturing sites. The group sets direction and governance for major capital investments, company-wide initiatives and site-led projects. Delivery is supported by a dedicated energy reduction fund, with investment decisions assessed against the same economic return expectations as other organic capital investments, alongside their environmental benefits.

In 2025, the RRG continued to develop and progress a strong pipeline of energy reduction opportunities. These projects are expected to deliver an annual reduction of 3,745 MWh in energy use and cut combined scope 1 and 2 emissions by 569 metric tonnes of CO₂ equivalent.

Further details of our latest energy reduction initiatives are available at: innospecsustainability.com/environment/energy-use-and-greenhouse-gas-emissions

Carbon Offsetting

Our manufacturing facility in Herne, Germany, maintained its carbon neutral status through the purchase of 2,472 Verified Carbon Units (VCUs) to offset site-level energy-related emissions. The VCUs purchased support a renewable energy biomass project in China.

*Emissions are calculated using the 2025 UK Department for Environment, Food and Rural Affairs and the International Energy Agency emission conversion factors for GHG reporting. Reporting of scope 1 and 2 emissions is in line with the GHG Protocol Standard, including the use of scope 2 emission factors for market-based reporting. Scope 2 emissions include procured electricity, steam, and compressed air generated on-site by third-party owned assets. **Baseline reporting year



Driving Fleet Efficiency and Lowering Emissions Through Smarter Operations

In 2025, our Oilfield Services (OFS) fleet made progress in reducing its environmental footprint while strengthening operational efficiency. These improvements were driven by a coordinated strategy focused on modernizing equipment, optimizing logistics, and leveraging digital tools to support more efficient fleet operations across all regions.

A key priority for the year was reducing the overall fleet count and improving how vehicles are deployed. Through close collaboration between the OFS Transportation and Operations teams, we streamlined the fleet, increased the use of bulk deliveries, and enhanced routing efficiency. This disciplined approach enabled us to lower the total number of vehicles by 4.6% without compromising service or responsiveness.

At the same time, we advanced a targeted replacement program for essential fleet assets. By updating light-duty pickups and heavy-duty bulk chemical delivery vehicles, we reduced the average fleet age by 5.6%, with 92% of vehicles now five years old or newer. This investment supported emissions reductions driven by a 2.4% improvement in fuel economy from 2024. Continued use of our multifunctional diesel fuel additive, ECOCLEAN® 4270, further helped improve diesel system performance and fuel efficiency while reducing the frequency of costly particulate filter regenerations.

Digital innovation also played a critical role. Expanded use of vehicle telematics allowed teams to monitor idling, optimize routes, and capture real-time engine data for more proactive fleet management. Remote tank-level monitoring reduced unnecessary site visits, lowering mileage and associated fuel-related emissions.

Through careful planning, cross-functional teamwork, and the integration of both new technologies and updated vehicles, we improved the operational efficiency and environmental performance of our OFS fleet.

Global Carbon Footprint

As a global manufacturing company, we recognize the important role we play in reducing greenhouse gas (GHG) emissions. Since our 2014 baseline year, we have achieved significant reductions in operational scope 1 and 2 emissions while continuing to meet customer demand and expand our product portfolio. Our approach focuses on practical actions that reduce emissions while supporting operational performance and long-term business resilience.

In 2025, we completed a comprehensive global scope 3 assessment to establish a GHG inventory for our 2024 reporting period. The assessment covered 10 applicable scope 3 categories and was in line with the World Resources Institute GHG Protocol and industry best practices. The remaining five categories were excluded as they were evaluated to be not applicable or not required.

To strengthen the quality of our reporting, we continued to update our methodology and further refined the emission factors used for raw materials, product use, and disposal, using primary data where available. As a result, we recorded a 13% decrease in combined scope 3 emissions since our 2022 baseline year.

For the 2024 reporting period, our combined GHG emissions were 2,177,440 metric tonnes CO₂e. Scope 3 represented 96.1% of total emissions, with scope 1 at 3.2% and scope 2 at 0.7%. Our 2025 scope 3 calculations are ongoing at the time of publication. They will be reported in the next reporting cycle and made available on our website at: innospecsustainability.com/environment/energy-use-and-greenhouse-gas-emissions/

Our climate change position statement is available on our website and sets out our commitment to reducing GHG emissions.

To view this statement, visit: innospecsustainability.com/environment/climate-change

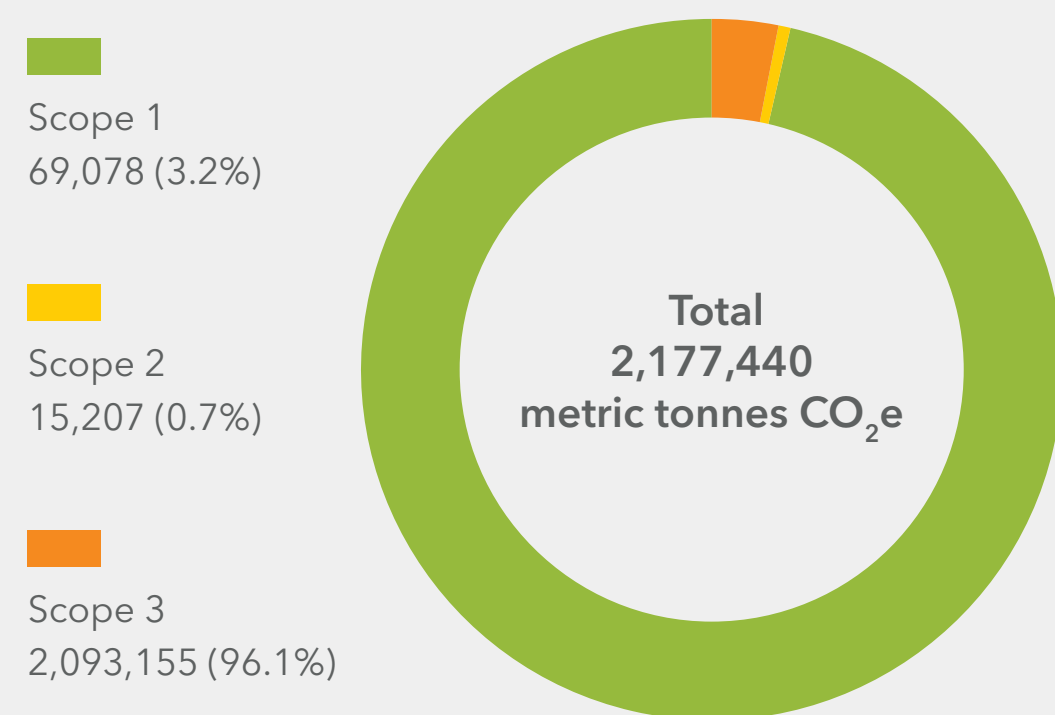
Environmental Product Stewardship

We calculate the environmental impact of our products through product carbon footprint (PCF) assessments. In 2025, we produced PCFs for selected materials across our Performance Chemicals and Fuel Specialties businesses and, for the first time, for our Oilfield Services business. To date, 204 products have been evaluated. These cradle-to-gate assessments are completed by our internal Life Cycle Assessment Engineer and quantify GHG emissions from raw material extraction and transportation through to manufacturing, up to the point where products leave our facility gates.

During the year, we strengthened our PCF approach by reviewing and updating our internal calculation methodology to align with the latest standards and guidelines. Importantly, our methodology has been verified by an independent third party, providing both us and our customers with additional confidence that our PCF calculations are robust, consistent, and aligned with recognized best practices.

Innospec's PCF methodology is independently assured under Together for Sustainability and Partnership for Carbon Transparency guidelines, based on ISO 14067.

2024 Total GHG Emissions Breakdown by Scope (metric tonnes CO₂e)





Improving Power Generation Efficiency Through Cleaner Combustion

Fossil fuels continue to play a key role in meeting growing energy demands, particularly in regions where renewable infrastructure is still developing. In these areas, fossil fuels continue to play a necessary role in power generation. At Innospec, we support customers in optimizing efficiency and reducing the emissions linked to their use. Our work in 2025 with a customer based in the Middle East demonstrates the impact of our support.

In many Middle Eastern markets, gas turbines often operate on heavy fuel oil or crude oil due to local availability rather than environmental considerations, presenting significant operational challenges.

When these fuels are burned, vanadium in the fuel forms low-melting-point compounds, which lead to rapid fouling, corrosion, and reduced turbine efficiency. As a result, power plants may need to shut turbines down every six to eight days for cleaning, which is an expensive and disruptive process.

In 2025, our Fuel Specialties team worked with a customer to trial Octapower GT 5000 LN, our magnesium-based ash modifier approved for use for crude-oil-fired turbines. Although magnesium additives are widely used to counter vanadium-related fouling, their effectiveness can vary significantly. The trial compared Octapower GT 5000 LN with a lower-cost competitor product already used on-site.

Across six operating cycles, the results showed that Octapower GT 5000 LN delivered smooth turbine operation, with no fouling, no filter clogging, and no adverse inspection findings. Vibrations, a key indicator of turbine stress, were also 28% lower than with the competing additive. Most importantly, the turbine maintained stable performance throughout each full operating cycle, instead of gradually deteriorating over time.

These operational improvements contributed to a more stable specific fuel consumption (SFC). While SFC increased gradually with the competitor product as fouling built up, SFC remained steady with Octapower GT 5000 LN SFC resulting in a 2.4% improvement in fuel consumption over the six-day cycle compared to the baseline. For power plants using thousands of tonnes of crude oil each month, these efficiency gains help reduce overall fuel use and the associated operational carbon emissions.

This trial demonstrates how targeted fuel additives can support cleaner, more efficient turbine performance where traditional fuels continue to be used. By reducing fouling, extending operational hours, and improving combustion efficiency, Innospec is helping customers manage the performance and environmental challenges of existing energy systems while broader decarbonization efforts progress.

Saving Water

Water is a critical resource, and we are committed to using it efficiently and responsibly across our operations.

None of Innospec's manufacturing sites are located in areas classified as having very high overall water risk. Four sites, accounting for approximately 1% of total annual water withdrawal in 2025, are located in areas of high water risk.

Two of these sites, both located in Texas, reuse flush and cooling water where compatible with product quality requirements, significantly reducing freshwater demand. The remaining two sites do not use water in manufacturing processes and one closed in 2025.

In 2025, water intensity decreased by 12% compared with 2024 and 27% compared with the 2014 baseline. This improvement reflects the resolution of temporary operational constraints occurring in 2024, improved measurement accuracy, changes in product mix, and adjustments to production volumes across the business.

All manufacturing sites set annual objectives to identify water reduction projects and improve wastewater quality.

Waste Management

In 2025, we continued to strengthen our waste management practices and minimize the environmental impacts from our operations. We apply the waste hierarchy across all sites, prioritizing waste prevention and minimization. Where waste cannot be avoided, we seek opportunities for reuse, recycling, or recovery, with disposal by landfill or incineration without energy recovery used only as a last resort.

Compared with 2024, total waste intensity increased by 5%, with hazardous waste intensity rising by 8% and non-hazardous waste intensity by 3%. Reported waste data includes routine production waste as well as non-routine streams such as construction, demolition, and the removal of aging stock, which can result in year-to-year variability. The increase in 2025 was primarily driven by one-off non-routine activities, including construction and infrastructure projects, site upgrades, and the clearance of aging raw materials and stock.

In 2025, of total waste generated:

52% was sent for reuse, recycling, or recovery

29% was sent for other treatment or incineration without energy recovery

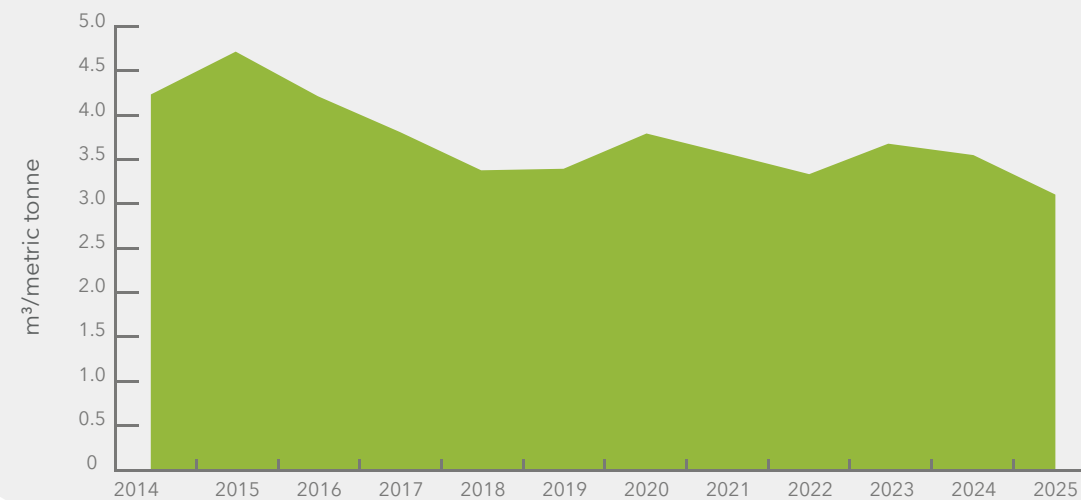
19% was sent for landfill

Water Use

3.14m³ per metric tonne of product

12% decrease since 2024

27% decrease since 2014**



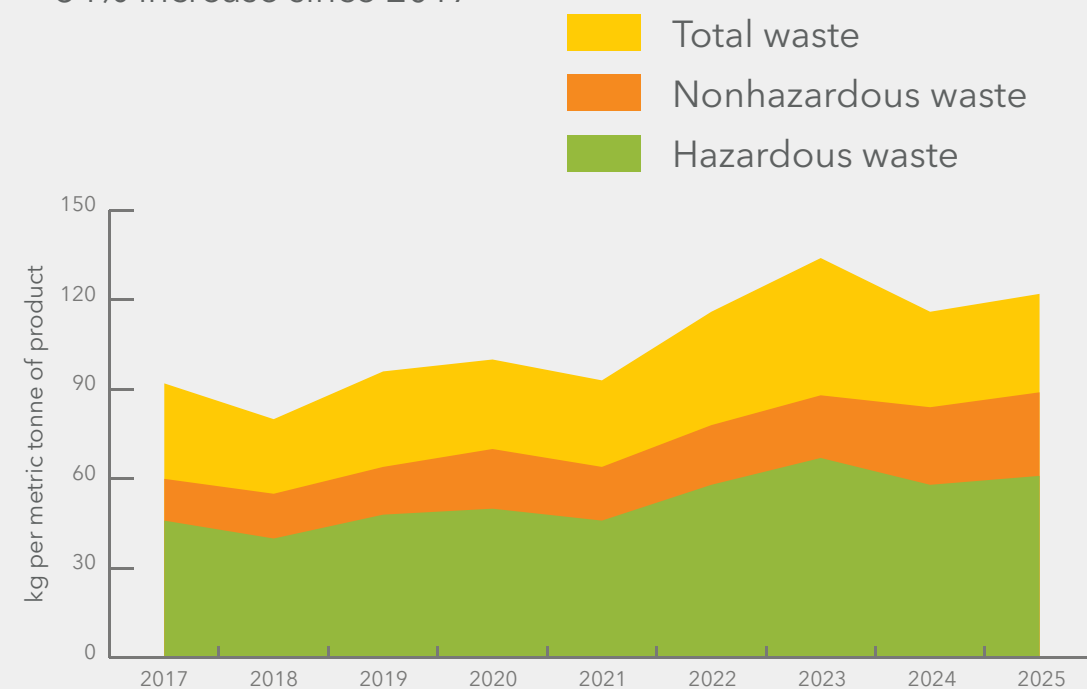
Further details are available at: innospecsustainability.com/environment/water

Total Waste

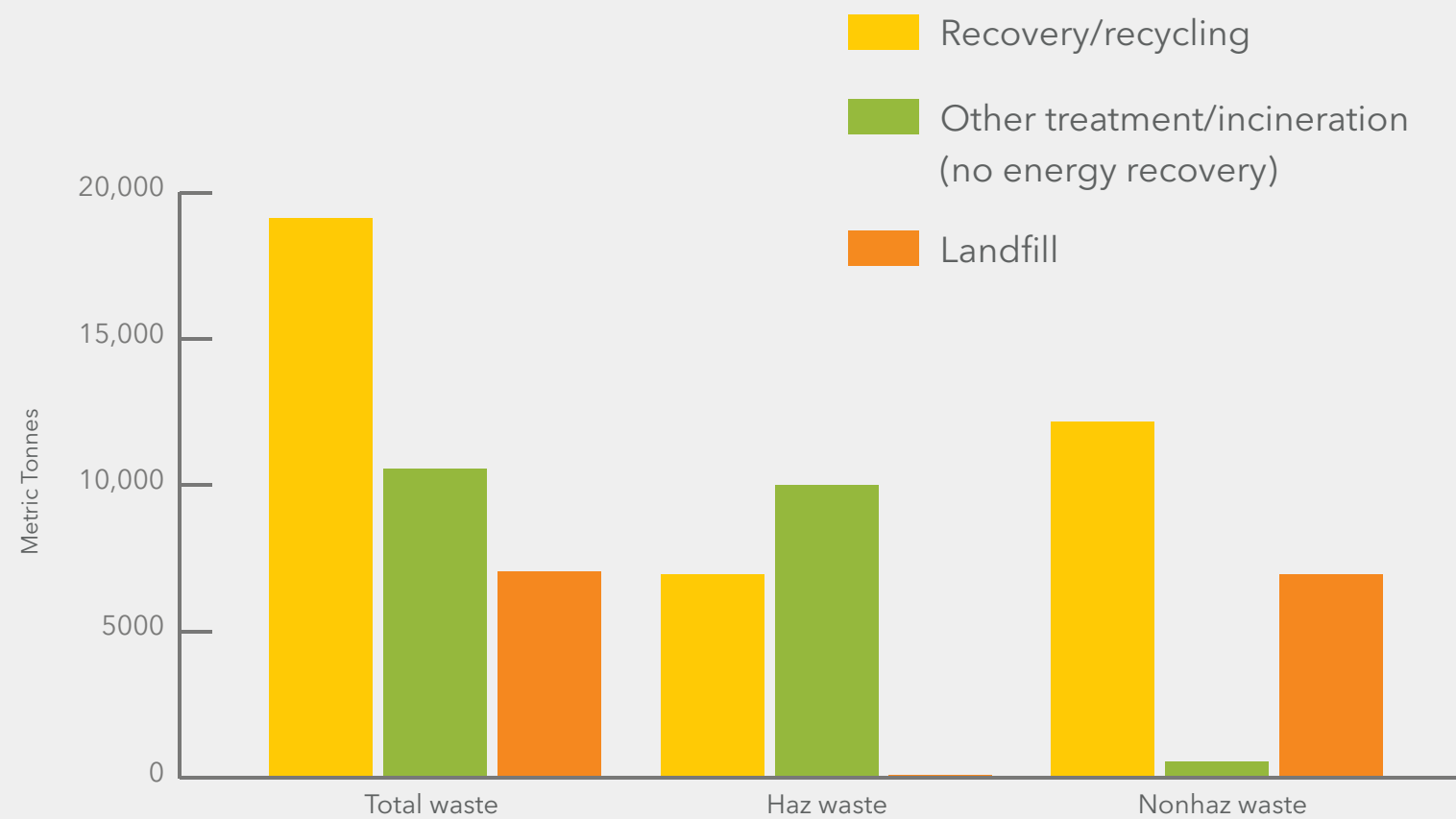
61kg per metric tonne of product

5% increase since 2024

34% increase since 2017**



2025 Waste Handling Routes



Further information on our waste and circularity initiatives can be found at: innospecsustainability.com/waste-and-circularity

**Baseline reporting year





Optimizing Performance Through Calcium Stearate Waste Reduction

All manufacturing sites set an annual objective to identify opportunities to remove, reduce, or recycle waste. In 2023, our Drag Reducing Agent (DRA) production site in Pleasanton, TX, US, identified an opportunity to reduce calcium stearate waste. The site produced around fifteen 55 gallon drums of waste each month, equivalent to approximately 57,600 pounds per year.

Recognizing the potential to reduce waste and improve operational efficiency, site leaders launched a targeted waste reduction initiative. By developing new practices to recover, recycle, and reuse the calcium stearate waste stream within the production process, the team rapidly reduced waste output to just one drum every six months during the early stages of the project.

Continued collaboration between manufacturing teams, engineers, and site leadership led to ongoing refinement of processes and tighter operational controls. One year later, the site had achieved a near-total elimination of calcium stearate waste, with none of this material leaving the facility from that point forward.

This achievement is especially notable given the site's rapid production growth, with volumes increasing by 25% annually since 2023. Without intervention, this growth would have proportionally increased waste generation. Instead, the project has prevented an estimated 160,000 pounds of calcium stearate waste being sent for off-site third-party disposal over the past two years.

The DRA calcium stearate waste reduction project demonstrates how targeted process optimization, innovation, and engaged teams can deliver measurable environmental gains while supporting business growth.

Supporting Biodiversity

Biodiversity underpins the ecosystems we all rely on for food, fuel, health, and other essential services. As part of our wider environmental commitment, we support biodiversity on our sites and in partnership with local communities. Through a range of practical initiatives, we aim to protect and enhance habitats to support a more resilient natural environment wherever we operate.

In 2024, our Ellesmere Port, UK, site partnered with Cheshire Wildlife Trust to create a wildflower meadow on an unused area of the site. This space acts as a biodiversity corridor, helping to connect surrounding green areas. In 2025, employees volunteered to help maintain the meadow to encourage continued growth and increased species diversity. At our Herne site in Germany, more than 3,900 trees and shrubs were planted on site grounds to help maintain and improve the surrounding forest structure.



Our Woodlands and Oklahoma manufacturing sites in the US supported community tree-planting efforts by volunteering with organizations including The Woodlands Township and Oklahoma Beautiful. For the twelfth consecutive year, our site in Vernon, France, supported the TOGO program, a tree-planting initiative in West Africa that helps restore areas affected by deforestation. The site also sponsored 10 local beehives. In Italy, our Castiglione team continued to support local biodiversity by working with the Association TSDC–Valle Farmhouse, which helps protect and strengthen bee populations.

Independent Verification

Our manufacturing sites are independently certified against a range of national and international standards covering quality, health and safety, environmental management, energy, good manufacturing practice, and sustainable sourcing. As of 2025, six of our manufacturing facilities hold ISO 14001 certification.

Full details on the certifications held by our sites are available at: innospecsustainability.com/our-approach/verification

EcoVadis

EcoVadis is a corporate social responsibility platform focused on supply chain sustainability. It provides independent assessments and benchmarking of more than 150,000 companies across over 185 countries, evaluating performance in environmental management, labor and human rights, ethics, and sustainable procurement.

In 2025, our EcoVadis score increased by five points to 78/100, reflecting our continued focus on year-on-year improvement. This placed Innospec in the top 6% of all companies assessed globally and earned an EcoVadis Silver medal, recognizing strong sustainability performance.

Further information on EcoVadis and its assessment methodology are available at: ecovadis.com

CDP Supply Chain Disclosure Program

Each year, we voluntarily participate in the CDP Supply Chain Disclosure Program, a widely used platform for self-reported climate change and water security data. This disclosure supports transparency and helps customers and investors understand how we manage climate- and water-related risks and opportunities.

In 2025, we achieved CDP scores of B for both Climate and Water Security, placing Innospec at a Management level in both assessments. These results reflect targeted, year-on-year actions across our global operations to strengthen environmental performance and address climate- and water-related challenges and opportunities. Our scores benchmarked at or above sector, regional, and global averages.

Within the Climate Change assessment, we achieved “A or A-: Leadership” scores for governance, risk and opportunity disclosure, and public policy and value chain engagement. In the Water Security assessment, we also scored “A or A-: Leadership” for governance, risk and opportunity disclosure, environmental policies, value chain engagement, and water pollution management procedures.

| Assessment | Innospec score |
|---------------------|--------------------|
| Climate | B Management Level |
| Water | B Management Level |
| Supplier Engagement | B Management Level |

Further information is available at: cdp.net





Social

Social Focus Areas

Health, Safety, and Well-being

We strive to be leaders in health and safety, safeguarding anyone that could be affected by our activities and operations.

Employees

We invest in the growth, diversity, and development of our employees to help us attract and retain talent.

Community Engagement

We support our local communities through education, fundraising, and sponsorship opportunities.

In This Section




- Health, Safety, and Well-being
- Process Safety
- Occupational Safety and Our Journey to Zero Harm
- Safety Performance
- Addressing Loss of Containment Events
- Employee Well-being
- Global Product Safety
- Evolving Chemical Regulations
- Developing Our People
- Community Engagement
- Innospec Cares

Health, Safety, and Well-being



We are committed to safeguarding the health, safety, and well-being of our employees, the communities where we operate, and everyone involved in the manufacture, use, or disposal of our products. Our Safety, Health and Environment (SHE) guiding principles are clear: no one gets hurt, we maintain strong relationships with our neighbors, and we work to minimize our environmental impact.

This commitment is supported by a global network of SHE professionals who implement our SHE Policy and uphold the highest standards of safety across all operations. Through rigorous processes, continuous improvement, and shared responsibility at every level of the organization, we ensure that safety remains at the core of how we work.


Health, Safety, and Well-being Performance Highlights

-  **6% reduction** in total employee and contractor accidents
-  **9% reduction** in total employee accident rate per 100,000 hours
-  **82%** of our sites achieved UK Chemical Industry Associations Health Metrics Indicator "Best Practice" rating and **18%** reached "Advanced" rating.

Loss of Containment (spillages) Performance Highlights

-  **9% reduction** in more-than-minor loss of containment events (spillages)
-  **96% reduction** in the total quantity lost

8 DECENT WORK AND ECONOMIC GROWTH



8.8. Protect labor rights and promote safe and secure working environments for all workers.

RESPECT Committee

Our Responsible Care Executive Committee (RESPECT) brings together senior members of Innospec's leadership team and is chaired by our President and CEO, Patrick S. Williams. The committee meets quarterly and provides strategic oversight of our global SHE program, reviewing performance, setting objectives, and ensuring that high standards are maintained across all operations. Through its leadership, RESPECT ensures that safety remains a board-level priority and integral to our overall business strategy.



People Powering Progress: Colten Presgrove, Vice President of Manufacturing and SHE, Oilfield Services

In 2025, Colten Presgrove was promoted to Vice President of Manufacturing and SHE, Oilfield Services (OFS), marking a significant milestone in a career that began at Innospec more than a decade ago.

Colten joined the company as a SHE intern in Oklahoma City in 2013 and has since progressed through a series of leadership roles across the OFS business, consistently strengthening safety, health, and environmental performance at every stage.

Throughout his career, Colten has played an instrumental role in enhancing SHE frameworks across both Manufacturing and Field Operations. In 2025, he was appointed specifically to further advance process safety programs across OFS Manufacturing, ensuring disciplined and consistent implementation of critical safety standards. He also introduced chemistry training programs for site teams, helping to strengthen technical capability, operational consistency, and product stewardship at the manufacturing level.

Colten worked closely with the Manufacturing organization and was a key contributor to the successful commissioning of our Drag Reducing Agent plant in Pleasanton, TX, US, and our facility in Al Khobar, Saudi Arabia. Both are major achievements that support the long-term growth of the business.

Today, he oversees all OFS Manufacturing and Toll Manufacturing operations while continuing to lead the SHE function. His leadership reinforces a strong culture of safety, process discipline, and operational excellence across the business.

Process Safety

We have developed and implemented a robust process safety management system designed to identify and control process hazards, reducing the risk of a major safety incident. This framework provides a structured approach to managing risk and maintaining operational integrity across all facilities. It includes:

| | |
|--|--|
| Process safety leadership | Our executive team conducts focused visits to manufacturing sites to reinforce the importance of process safety and demonstrate visible leadership commitment. |
| Process safety standards | We maintain comprehensive standards that cover all critical areas, including hazard identification and risk assessment, safe operation, management of change, maintenance practices, investigation of accidents, incidents, and near misses, emergency response, competency requirements, and contractor management. |
| Process safety audits | Regular audits assess compliance with our process safety standards and evaluate employee awareness, ensuring expectations are clearly understood and applied consistently across all sites. |
| Process safety performance indicators | We track key indicators to evaluate the effectiveness of our programs and activities, helping us to reduce process safety incidents and drive continuous improvement. |
| Start-up authorization | Before commissioning any new product, process, or major modification, we require centralized review and approval at the corporate level to ensure safety, compliance, and operational readiness from the outset. |

Further details on our process safety management system and actions can be found on our website at: innospecsustainability.com/social/health-safety-and-wellbeing/process-safety

Preparing for Emergencies

Emergency preparedness is a critical part of our safety strategy. Potential scenarios are identified and documented, and every manufacturing site maintains a comprehensive emergency response plan. Employees receive training tailored to their roles and participate in practical exercises to ensure readiness. Periodically, these exercises involve local emergency services to help strengthen coordination and communication.

In 2025, our Pleasanton, US, site conducted on-site emergency response training with the local fire department. At Salisbury, US, our team hosted a communications drill and site tour involving multiple emergency response agencies, including fire departments, rescue squads, and state highway patrol. In Ellesmere Port, UK, members of our SHE team actively participate in quarterly meetings with local COMAH (Control of Major Accident Hazard) operators and, in 2025, shared best practices for engaging non-COMAH neighbors to improve local communication and preparedness.

Exercises such as these enhance collaboration between Innospec, emergency services, and the communities where we operate, ensuring rapid, coordinated responses when needed.

To provide immediate support in the event of an incident involving our products during transport or at customer sites, we partner with Chemtrec in the US and Canada and Carechem 24 globally, delivering 24/7 access to specialist emergency response services.

Health, Safety, and Environmental Training

Our ongoing training programs reflect our commitment to achieving zero accidents and creating a workplace where risks are minimized. Each year, we deliver a comprehensive range of courses covering essential topics such as risk assessment, first aid, manual handling, fall protection, environmental awareness, and waste management.

In 2025, we introduced several new courses tailored to site-specific needs. Examples include Chemical Product Storage in Barcelona, Spain, Traffic Safety in Herne, Germany, and Electrical Cord Incident Prevention in North Carolina, US.

We also partnered with an external consultant to deliver Human Factors training as part of our corporate SHE program, helping to reduce human error and strengthen safe working practices across our operations.

Altogether, we recorded over 67,000 hours of internal and external training in 2025, a 103% increase compared to 2024.

For a full list of core training courses offered in 2025, visit: innospecsustainability.com/social/health-safety-and-wellbeing/occupational-safety



People Powering Progress: Catherine Orange, Quality and SHE Technical Manager

Catherine Orange has played a pivotal role in strengthening fire safety leadership both within Innospec and across the wider industry. Since joining the board of the Fire Prevention Study Center (CEPI) in 2015, she has taken on increasing responsibility, and in 2025, was appointed President. Her progression reflects not only her technical expertise but also her commitment to advancing best practices in risk prevention.

With risk management at the core of her role at Innospec, Catherine's involvement with CEPI was a natural extension of her work. The association provides valuable practical insights informed by regulators, fire services, specialists, and other industrial sites, enabling members to learn from real-world scenarios rather than theory alone.

In 2025, Catherine led several key initiatives at our Vernon site to further strengthen fire risk prevention, including improved storage facilities for flammable liquids and installation of new lightning protection measures for an external storage area. These upgrades demonstrate our commitment to continuously enhancing safety controls and ensuring our facilities operate to the highest standards.

Occupational Safety and Our Journey to Zero Harm

Now in its ninth year, Journey to Zero Harm (JTZH) remains a cornerstone of our safety strategy. This company-wide program empowers every employee to take ownership of safety by performing a personal risk assessment, our simple but effective “60-second check,” before starting any task.

JTZH training modules focus on the most common causes of workplace accidents and are available in five core languages. These modules are supported by clear, practical materials to strengthen on-site communication and engagement.

Safe Employees of the Year

Journey to Zero Harm 2025 Highlights

14,069 safety interactions completed

161,981 60-second checks completed

Localized Solutions for Safer Workplaces

Safety is a shared responsibility, and our sites continue to maintain robust behavioral safety programs while introducing targeted initiatives where needed.

In 2025, our Saint-Mihiel, France, launched monthly 10-minute safety meetings led by managers on a rotating basis, ensuring leadership involvement and reinforcing a culture of accountability. The team also installed dedicated information screens to share updates and best practices, boosting awareness and engagement across the site.

A number of our locations also operate “Near Miss* of the Year” programs to recognize employees who proactively report potential hazards, helping prevent future incidents. Sites including Ellesmere Port, Midland, Oklahoma, and Pleasanton recognize a “Safe Employee of the Year”, celebrating individuals whose actions help strengthen a culture of workplace safety.



Raul Hernandez, Production Driver, Midland, TX, US

Raul demonstrated strong safety leadership through consistent participation in JTZH, thorough risk assessments, and proactive use of Stop Work Authority. He has successfully passed multiple customer safety checks and proactively reported two potential serious equipment hazards, helping prevent potential incidents and reinforcing a strong safety culture.



Nathan Holman, Chemical Plant Supervisor, Pleasanton, TX, US

Nathan has been a key driver of the JTZH program on the night shift at the DRA Manufacturing Facility. Tasked with boosting both participation and the quality of 60-second checks and near-miss reporting, he consistently ensures his team understands and embraces the principles of JTZH. The near-miss reports submitted under his leadership are among the highest quality in the program.



Paul Holland, Process Operator, Ellesmere Port, UK

Paul’s proactive thinking and decisive action led him to identify a significant near-miss scenario. Paul took the time to pause, assess the situation, and raise the concern clearly and confidently. His actions helped prevent a potentially serious incident and prompted important improvements that strengthen safety across our site.

*Near miss is defined as an unplanned event that does not result in injury, illness, or damage but had clear potential to do so had circumstances been slightly different. (Source: OSHA guidance on near-miss reporting)

Safety Performance

| Safety KPI | 2025 target | 2025 metric | 2024 metric |
|--|-------------|-------------|-------------|
| Number of fatalities | | | |
| Employee | 0 | 0 | 0 |
| Contractor | 0 | 0 | 0 |
| Number of major accident injuries | | | |
| Employee | 0 | 0 | 0 |
| Contractor | 0 | 0 | 0 |
| Number of lost time accidents (absent>3 days) | | | |
| Employee | 0 | 9 | 15 |
| Contractor | 0 | 0 | 2 |
| Innospec employee reportable lost time accident rate per 100,000 worked | <0.06 | 0.18 | 0.32 |
| DART (cases of days away from work/restriction/transfer) rate | - | 1.09 | 0.92 |
| CDAW (cases of days away from work) rate | - | 0.77 | 0.76 |
| TRC (total recordable incident) rate | - | 1.34 | 1.05 |
| Near miss frequency rate | - | 545.19 | 572.62 |

Internal Safety Performance Recognition

We celebrate strong safety performance through our corporate safety awards and certificate programs, recognizing sites and teams that achieve significant milestones in accident prevention.

We recognize our manufacturing sites and associated operations that complete a calendar year or more without an Innospec Reportable Lost Time Accident (IRLTA).

Over five years without an IRLTA

- Pleasanton, TX, US

Over three years without an IRLTA

- St Mihiel, France

One year without an IRLTA

- Barcelona, Spain
- Castiglione, Italy
- Ellesmere Port, UK
- High Point, NC, US
- Leuna, Germany
- Vernon, France

In addition, our sites in Chatsworth, US, Leuna, Germany, and High Point, US, each reached 250,000 employee hours without an IRLTA. Our Salisbury, NC, US, site reached 500,000 employee hours and our Ellesmere Port, UK site reached 1 million employee hours without an IRLTA.

These milestones reflect the dedication of our teams to maintaining a safe working environment and driving continuous improvement across our operations.

External Safety Performance Recognition

In 2025, our commitment to safety was recognized by leading health and safety organizations.

Our site in Ellesmere Port, UK, received its ninth Order of Distinction Award from the Royal Society for the Prevention of Accidents (RoSPA), celebrating 24 consecutive years of achieving the RoSPA Gold standard.

In Newark, DE, US, we proudly hosted an event with the Delaware Department of Labor and SafeDE, showcasing best practices in workplace safety. The event included an award ceremony where we received the prestigious OSHA Safety and Health Achievement Recognition Program Award along with a Governor’s Proclamation acknowledging Innospec’s leadership in health and safety.

“It was an honor to receive the proclamation from Governor Meyer. It recognizes us as an example of excellence in action,” said Audrey Shorter, Regulatory Compliance Manager. “Hosting the event was a great way for us to share how businesses can maintain high safety standards and foster a safety-first culture.”

We continue to hold the Cigna Healthy Workforce Designation™ Gold Award, recognizing our commitment to employee health and well-being through a comprehensive workplace wellness program.

For more detailed information on all our 2025 safety performance metrics, visit: innospecsustainability.com/social/health-safety-and-wellbeing





Creating a Safer Workplace with Lifesaving CPR Training

At Innospec, protecting the health and safety of our people is a leadership-driven priority and a shared responsibility across the organization. In 2025, senior leadership for our Oilfield Services business championed increased cardiopulmonary resuscitation (CPR) and first aid training designed to empower employees with life-saving skills.

All Oilfield Services employee groups were encouraged to participate, including laboratory personnel, office staff, and field employees, reflecting our belief that a safe workplace depends on broad participation and shared capability. The division has invested in internal capability by maintaining two certified trainers who deliver all CPR and first aid courses in house. This approach ensures consistent, high-quality instruction while providing flexibility in scheduling and improved access for employees who choose to participate.

By the end of 2025, total Oilfield Services employees trained in CPR and first aid had increased by 155%, with an additional 42 individuals completing the course. This significant growth demonstrates our proactive approach to risk management and our investment in creating a workplace where employees feel confident responding in an emergency.

Through initiatives like this, we continue to foster a culture of safety that prioritizes preparedness, empowers people, and helps to ensure everyone returns home safely, every day.

Addressing Loss of Containment Events

Safe containment of process materials is critical to our operations. Any unintentional chemical release or spill, regardless of quantity, is reported, tracked, and thoroughly investigated to identify root causes and prevent recurrence.

All manufacturing sites implement an a loss of containment (LOC) reduction program that includes:

- Open ends management—identification, labeling, and classification before being eliminated or managed through robust engineering solutions and preventative maintenance programs of work
- Site trend analysis
- Employee training, regular audits, and routine review meetings

In addition, sites introduce proactive, localized measures tailored to their specific risks and operational needs. Examples from 2025 include:

- **Barcelona, Spain**, implemented a strengthened Lockout/Tagout procedure for chemical loading points. This double-padlock system ensures coordinated isolation by both production and maintenance teams, reducing LOC risk during maintenance activities.
- **Saint-Mihiel, France**, deployed drone technology to inspect internal and external storage tanks, enabling early identification of potential issues before they occur. The site also strengthened LOC awareness by displaying LOC KPIs and objectives in control rooms and sharing performance updates in quarterly Social and Economic Committee meetings.

Regional and site-specific LOC teams analyze trends, address challenges, and share best practices for LOC prevention. LOC performance is also reviewed during quarterly RESPECT meetings.

In 2025, these combined efforts delivered measurable results, including a 9% reduction in the number of “more than minor” LOC events, equating to a 96% reduction in metric tonnes lost.



3 GOOD HEALTH AND WELL-BEING

3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.



Employee Well-being

Supporting the well-being of our employees remains a priority at Innospec. We recognize that a healthy, engaged workforce is essential to fostering a positive culture, driving productivity and retention across our global operations. We provide a range of health and wellness benefits, including free annual health checks, vaccinations, and eyesight and hearing tests. Employees also have access to discounted gym memberships, mental health programs, and opportunities to join running and walking clubs.

Listening to employee feedback is central to our approach. We tailor initiatives to meet local needs, offering health-focused events and webinars across our sites. For example, in the US, the “Fit for Summer Challenge” engaged 120 employees across 10 teams, logging over 194,000 active fitness minutes. Later in the year, 61 employees took part in the “Thrive in 2025: Hydration Challenge”, promoting healthy hydration habits throughout the summer months. In Ellesmere Port, UK, webinars were delivered on Better Sleep, Winter Wellness, and Prostate Health, alongside on-site Prostate Specific Antigen testing for male employees over 50. Additionally, 13 new Mental Health First Aiders were trained, bringing the total to 29 at the site. In Brazil, our teams launched a mental health program focused on self-care and resilience, complemented by workplace massage sessions to promote balance and well-being.

These initiatives reflect our commitment to creating a supportive environment where employees can thrive, both personally and professionally.

Benchmarking Employee Health Programs

Each year, we use the UK Chemistry Industry Association Health Metrics Indicator tool to benchmark our health programs against industry best practices. The tool evaluates performance across key areas, including health leadership, policies, audits, hazard control, monitoring, wellness support, rehabilitation, and education.

In 2025, 82% of our site programs achieved a “Best Practice” (B) rating, while 18% were rated “Advanced” (A), reflecting our strong commitment to employee health and well-being.

For further information on our well-being activities, visit: innospecsustainability.com/social/health-safety-and-wellbeing/health-wellbeing/



Global Product Safety

Global Regulatory Compliance Team:

- 4** dedicated experts in (eco)toxicology
- 4** experts in global food-contact regulations
- 4** experts on global biocide regulations
- 10** dedicated experts in global chemical compliance and regulatory affairs
- 2** dedicated experts in safety data sheets and regulatory systems
- 140+** combined years of experience in global chemical legislation

Innospec is committed to the highest standards of product safety and transparency throughout the entire product life cycle, from design and development, through use and end-of-life. We safeguard human health, animal welfare, and the environment by applying rigorous scientific principles and innovative risk management practices. Our global regulatory compliance team works proactively with internal and external stakeholders, customers, and suppliers to anticipate and manage changes in hazard profiles or exposure risks. This multidisciplinary team combines expertise in regulatory affairs, human health and environmental toxicology, hazard communication, and advanced regulatory systems, ensuring that safety considerations are embedded at every stage of a product's journey.

In addition to supporting our core business units and research and development teams on molecular innovation and disruptive technologies, we work closely with leading industry bodies, trade associations, and research organizations to advance product safety across the entire life cycle. Through these collaborations, we share and gain critical scientific and regulatory knowledge and insights that strengthen our risk management practices, enhance compliance, and ensure that safety considerations remain central to our activities. This active engagement benefits Innospec, our partners, customers, and ultimately the end users who rely on our products.

We are proud to work with:

- ACC (American Chemistry Council)
- ATC (Technical Committee of Petroleum Additive Manufacturers in Europe)
- AFSA (Animal-Free Safety Assessment Collaboration)
- BCA (British Chemicals Association)
- CEFIC (European Chemical Industry Council)
- CESIO (European Committee of Organic Surfactants and their Intermediates)
- CIA (UK's Chemical Industries Association)
- CTPA (Cosmetic, Toiletry and Perfumery Association)
- EFFCI (European Federation for Cosmetic Ingredient Manufacturers)
- EOSCA (European Oilfield Specialty Chemicals Association)
- ERASM (Environmental and Health Risk Assessment Management of Surfactants)
- ICCS (International Collaboration on Cosmetics Safety)
- PCPC (Personal Care Products Council)



Evolving Chemical Regulations

The global regulatory landscape continues to evolve rapidly, and at Innospec we are committed to proactively monitoring emerging legislation and scientific developments worldwide. This approach enables us to anticipate changes and ensure our products remain safe, compliant, and responsibly managed. Key developments in 2025 included:

Europe

The European Commission introduced new hazard classes under Delegated Regulation (EU) 2023/707, covering endocrine disruptors and substances classified as Persistent, Bioaccumulative, and Toxic (PMT), very Persistent and very Bioaccumulative (vPvB), Persistent, Mobile, and Toxic (PMT), and very Persistent and very Mobile (vPvM). We are actively assessing the impact across our global portfolio of over 2,000 substances and communicating any relevant classification changes to customers.

Amendments to Regulation (EU) No. 10/2011 affect surfactants used in food packaging applications and certain Fuel Specialties products. While our products are expected to meet the new requirements, a full compliance review is underway.

North America

In the US, extended review times for Premanufacture Notices and evolving Significant New Use Rules under Toxic Substances Control Act (TSCA) require ongoing vigilance. In addition, state-level actions on polyfluoroalkyl substances and plastics remain an area of focus. In Canada, updates to Hazardous Products Regulations introduced enhanced safety data sheet (SDS) content and mandatory bilingual formats.

Latin America

Colombia updated its National Inventory of Chemical Substances for Industrial Use platform, requiring registration of new substances from 2024 onward. In Brazil, the government advanced progress toward a regulatory framework similar to the EU Registration, Evaluation, Authorisation, and Restriction of Chemicals (REACH), with draft regulations to be released in September. Our regulatory team is preparing a Brazil-REACH project plan and continuing to monitor developments closely.

Asia-Pacific

Under China's Cosmetic Supervision and Administration Regulation (CSAR) framework, new cosmetic ingredients require formal registration and ongoing monitoring. Our ISELUX® ingredient successfully completed notification and is now undergoing the mandatory three-year observation period, supported by regular reporting to the National Medical Products Administration (NMPA).

Through these efforts, we maintain compliance, safeguard health and the environment, and support our customers with timely and transparent updates.

Product Stewardship

Through robust safety data processes, our team of regulatory affairs specialists, (eco)toxicologists, regulatory chemists, and safety data sheet authors work collaboratively to ensure accurate interpretation and application of regulatory and safety information.

By providing clear, reliable communication across the supply chain, we help partners manage compliance effectively and maintain the highest standards of product stewardship for our key stakeholders.

We make safety information clear and accessible so our employees and customers can handle, use, and dispose of our products with confidence. Powered by Sphera Intelligent Authoring®, we deliver SDSs in over 40 languages for more than 5,000 products, while ensuring global compliance through automated regulatory checks, including TSCA in the US. Behind the scenes, our system manages critical physical, chemical, and (eco) toxicological hazard classifications data for more than 20,000 substances, keeping safety at the center of everything we do.

Animal Testing

Despite regulatory requirements that still mandate animal testing for assessing (eco)toxicological properties, Innospec is committed to driving change through action. As active members of the Animal-Free Safety Assessment and the International Collaboration on Cosmetics Safety, we champion innovative, ethical alternatives and work relentlessly to replace animal testing with scientifically robust methods wherever possible from a technical and regulatory standpoint.

In 2025, we updated our animal testing policy and launched a new website page that serves as both a repository and communication platform to highlight the important work we have undertaken and will continue to do in this space. The new page includes access to our updated animal testing policy and features the latest news on animal-free science at Innospec. We continue to work closely with external stakeholders and service providers to seek out, adopt, and apply new approach methods for animal-free (eco)toxicological safety assessment of both new and existing products across all three of our core business units.

For more information on our work in this area, visit: innospecsustainability.com/social/global-product-safety/challenging-animal-testing/



FINSOLV® TN: Advancing Non-animal Safety Science Under EU REACH

Innospec is committed to ethical, human-relevant science. The European Chemicals Agency (ECHA) may require animal testing of exclusive-use cosmetic ingredients under EU REACH to assess worker safety and environmental endpoints. However, we believe that where scientifically robust and reliable non-animal alternatives exist, they should be used. Guided by this principle, in 2021 we began a collaboration with Unilever to accelerate the development and regulatory use of New Approach Methods (NAMs) and Next Generation Risk Assessment (NGRA) in regulatory chemical safety assessments. The shared goal was simple and ambitious: to demonstrate the safe use of cosmetic ingredients under EU REACH without resorting to animal testing.

A defining example of this work is FINSOLV® TN, our Personal Care emollient ester ingredient. Following an ECHA dossier compliance check in 2017 that requested extensive animal studies, we chose a different path. Innospec resigned from the EU REACH consortium and submitted an independent (“opt out”) dossier in May 2023 built entirely on NAMs and NGRA to avoid all new animal testing. Our submission used a combination of human-relevant in vitro data, exposure-led assessments, read-across and weight of evidence approaches to demonstrate that worker and environmental protection could be assured without animal studies. In September 2025, newly conducted animal tests commissioned by others reported no adverse findings, further supporting our conclusion that adoption of non-animal science can deliver the same safety outcome more ethically.

We are applying scientific techniques and regulatory leadership from our experience with FINSOLV® TN across our wider portfolio. For our sulfate-free alkyl isethionate surfactants, Innospec led a coordinated response within a newly formed EU REACH consortium to implement a similar non-animal strategy to address an ECHA compliance check issued in 2020. Based on successful delivery of this project in 2023, the adopted novel NAM and NGRA approach is expected to save approximately 12,500 animals from testing.

Innospec continue to share methods and learnings through active participation in the International Collaboration on Cosmetics Safety and the Animal-Free Safety Assessment Collaboration, presenting at webinars and conferences and through peer-reviewed publications, including a 2025 paper published in *Toxicological Sciences* on FINSOLV® TN. Notably, our toxicology team delivered a dedicated, six-hour technical session on the non-animal approach for alkyl isethionates to UK regulatory agency representatives at a Cosmetic, Toiletry and Perfumery Association workshop in September 2025.

This program demonstrates what principled, science-driven advocacy and adoption of new and emerging animal-free technologies can achieve. By investing in NAMs, collaborating across the value chain, and engaging transparently with regulators, Innospec is helping advance the shift from animal testing to human-relevant safety science, supporting the protection of workers, consumers, and the environment while meeting the ethical expectations of our customers and stakeholders.

Developing Our People

We want every employee to have the skills, commitment, and enthusiasm to help drive our long-term success. At every stage of their career, we provide opportunities for growth and continued learning. Our investment in development not only supports high performance but also makes Innospec an attractive employer for new talent and a place where experienced employees choose to stay as is reflected in our strong retention rates.

Investing in Training and Development

We believe continuous learning is key to building a sustainable business and empowering our people. We offer a mix of internal and external training to help employees develop skills at every stage of their career.

In 2025, we delivered targeted programs across regions, including Key Management Skills training for 45 employees, PRINCE2® Project Management for 18 participants, and information-technology-focused courses such as Power BI and Advanced PowerPoint for more than 60 employees. We also ran workshops to strengthen presentation skills and leadership capabilities.

Our online e-learning platform, launched in 2024, continues to grow, providing flexible learning paths tailored to roles and experience. In 2025, employees completed more than 8,800 courses, with a 92% application rate, demonstrating the relevance and impact of the content.

We also advanced leadership development, with 16 senior managers completing our Senior Leadership Development Program.

Liz Achidago, Head of Business Assurance, took part in our Senior leadership program, helping to develop her strategic leadership skills. **“It was an incredibly valuable learning experience. I had the rare opportunity to really focus on my career development and to explore what motivates me and gain great tools to support me in my leadership role. I valued having a safe space to be vulnerable, learn, and receive feedback from amazing colleagues. It was also an excellent opportunity to network within Innospec and to form solid relationships with my cohort, who are fantastic!”**

In Latin America, we introduced the QGP Leadership Development Program to support integration of our 2023 acquisition into Innospec’s culture. Orlando Moreira, who participated in the training program, shared:



“I see Innospec’s initiative in offering Leadership Training as an important step toward raising the level of maturity, strengthening a new organizational culture, and developing leadership. The techniques and information learned are helping me lead the team with greater clarity, manage conflicts, and have difficult conversations with sincerity and empathy.”

Orlando Moreira,
Logistics and Warehouse Manager

Overall, Innospec employees received an average of 57 hours of career development training in 2025, totaling over 139,000 hours, a clear reflection of our commitment to helping our people grow and succeed.

4 QUALITY EDUCATION



4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills.



Succession Planning

We are committed to building the next generation of leaders by equipping them with the knowledge and skills to drive our business forward. Through structured succession planning for strategic roles, we ensure continuity and long-term sustainability. Identifying and nurturing talent within our workforce is a priority, supported by ongoing education and development opportunities that empower employees to grow and excel.



Spotlight: Laura Dewar

Laura joined Innospec 13 years ago, helping to establish a much stronger market presence in Canada. In 2019, she became Managing Director of our Canadian operations, driving significant growth and enhancing the region’s overall performance within the Fuel Specialties group. In January 2025, Laura was promoted to Vice President of Fuel Specialties North America, taking full P&L responsibility for Canada and the US. Her journey reflects our commitment to developing leaders who deliver exceptional results.



Spotlight: Joshua Riley

Joshua Riley began his career at Innospec as a Technical Service Chemist for Fuel Specialties in Ellesmere Port in 2017. In 2022, he transitioned into the Performance Chemicals Product Management team as a Product Specialist. By March 2024, Joshua had taken on a hybrid role, adding Sales responsibilities, and in October 2024, he moved fully into Sales as Junior Sales Manager, now responsible for the Middle East and Africa. His progression demonstrates how we support employees in exploring new opportunities and building diverse, rewarding career paths.



People Powering Progress: Alice Uzeda, Director, Oilfield Services - LATAM

Alice exemplifies how continued learning and strong ethical leadership help drive success across our business.

Supported by Innospec, Alice has strengthened her expertise through an MBA in Finance and Controlling, building on a previous Executive MBA in Strategic and Economic Business Management. These programs enhanced her ability to connect strategy, financial performance, and long-term value creation while reinforcing the principles of ethics, governance, and accountability.

Alice credits her growth to Innospec’s supportive leadership culture, where she has been encouraged to challenge herself, broaden her capabilities, and lead with integrity. This investment in her professional development has been instrumental in her progression as a thoughtful and responsible decision-maker.

In 2025, Alice successfully led the development of a strong Oilfield Services structure across Latin America. By building a network of partners and distributors who share Innospec’s values of professionalism, accountability, and responsible business practices, she helped lay the foundation for sustainable, long-term growth. For Alice, bringing together people committed to “doing business the right way” is her most meaningful achievement and a powerful example of how developing our people drives progress across the organization.



Spotlight: Eleanor Vernon

Eleanor Vernon joined Innospec as a first-year Lab Technician after completing work experience in our laboratories and finishing her A levels. Today, she is advancing her education through our degree apprenticeship program, a key example of how we support early-career talent and create opportunities for long-term growth within Innospec.

“I’m now studying for my degree through the degree apprenticeship program, and I feel like I am learning and growing in my job every day. One of the most rewarding aspects of my role is gaining hands-on experience with a wide range of instrumentation that I wouldn’t typically have access to. Engaging with a knowledgeable team and using these advanced tools not only enhances my skills but also deepens my understanding of our field. I’m grateful for the chance to expand my knowledge and contribute to our team’s success.”

Eleanor’s experience reflects our commitment to creating meaningful development pathways, from practical learning to professional qualifications, ensuring that talented individuals can build rewarding, long-term careers at Innospec.

Investing in Future Talent

Lifelong learning and practical experience are essential to individual and business success. At Innospec, we invest in people early in their careers, helping them realize their potential and build the skills needed for the future.

In 2025, we offered:

33 paid internships

41 apprenticeships

20 student placements

34 work experience opportunities

These programs reflect our commitment to developing talent and supporting a sustainable workforce for the long term.

8 DECENT WORK AND ECONOMIC GROWTH



8.6. By 2030, substantially reduce the proportion of youth not in employment, education, or training.



Professional Progression Ladders

Innovation depends on attracting, developing, and retaining exceptional scientific talent. Our Science and Regulatory Progression Ladder programs provide a clear pathway for technical professionals to advance their careers while continuing to focus on research and innovation. This initiative recognizes outstanding scientists, offering opportunities for growth, professional development, and meaningful contribution, benefiting both our people and our business.



**People Powering Progress:
Emma Bleasdale, Regulatory Toxicologist and Biocide Specialist**

Emma Bleasdale joined Innospec in 2022 as a Junior Regulatory Toxicologist with a clear ambition to advance her expertise. Reflecting our commitment to helping employees reach their potential, Innospec funded Emma’s MSc in Toxicology at the University of Birmingham and provided dedicated time for lectures, lab work, and examinations.

Aligning with Innospec’s leadership in advancing innovative, ethical approaches to science, Emma’s research focused on assessing inhalation toxicity using animal-free, in vitro methods, delivering human-relevant data without the use of animal testing. Her project was recognized as the best toxicology summer research project, and she graduated with distinction.

In recognition of her exceptional achievements and contributions to the business, Emma was promoted to Regulatory Toxicologist and Biocide Specialist in September 2025.

People and Culture

Employment at Innospec is based on an individual’s merit and ability. We are committed to fostering an inclusive workplace where everyone is treated with dignity and respect. We provide equal opportunities to all current and prospective employees, regardless of gender, marital status, sexual orientation, race, ethnicity, national origin, age, disability, religion, or belief. Building an inclusive, supportive workplace is key to our success.

Following the Global Inclusion Survey in 2024, we continued engagement activities in 2025 through a series of employee focus groups. Insights from these sessions have shaped our People and Culture Plan, which focuses on strengthening global recruitment, investing in development, supporting managers in applying policies confidently, and promoting employee well-being.

Sharesave Program

Our global Sharesave Program gives employees the opportunity to save regularly and, at the end of the term, choose to purchase Innospec stock at a discounted price or receive their savings back. The program continues to offer a valuable way for employees to participate in the company’s future growth.

Human Rights

Our Human Rights Policy reaffirms Innospec’s commitment to internationally recognized standards, including the United Nations (UN) Universal Declaration of Human Rights, UN Guiding Principles, International Labour Organization Core Labor Principles, and the UN Global Compact. The policy sets clear expectations for employees, partners, and stakeholders, ensuring that respect for human rights is embedded in everything we do.

To view our Human Rights Policy, visit:
innospecsustainability.com/social/human-rights



Community Engagement

Education, volunteering, fundraising, and sponsorship activities all play an important role in how we support the social and economic development of the communities where we operate.

2025 Community Engagement Highlights:

\$854,691
total social value contributed*

\$671,105
direct monetary donations

976
volunteering hours worked by our employees

118
organizations supported globally

*Social value captures the value and impact of our global community contribution. This includes monetary donations, volunteer time, and in-kind donations.

Charitable Partnerships

Across our global operations, we seek opportunities to partner with organizations that address issues important to our stakeholders and local communities.

In 2025, our Fuel Specialties business partnered with the United Nations Educational, Scientific, and Cultural Organization (UNESCO) to improve access to science, technology, engineering, and mathematics (STEM) education for Indigenous students in Brazil. Our Performance Chemicals business continued its support for the International Justice Mission, helping to tackle modern slavery in Indonesia’s palm industry.



Our Fuel Specialties and Oilfield Services teams continued their annual charity golf tournaments, raising \$240,000 for the PenFed Foundation. Since 2007, these events have contributed more than \$2.68 million to support military veterans and their families.



Every liter of ecotherm® futur sold by our Fuel Specialties business contributes to Schutzgemeinschaft Deutscher Wald e.V., supporting forest conservation, reforestation, and free educational programs in Germany. Since the partnership began in 2008, total donations have exceeded €384,000.



Read more about each of these partnerships on our website:
innospecsustainability.com/social/key-social-partnerships

Social Sourcing

Our sites in Herne, Germany, Vernon, France, and Castiglione, Italy, partner with organizations that provide employment opportunities for disabled and disadvantaged individuals. Services delivered through these partnerships include grounds maintenance, workwear laundry, and office cleaning. These partnerships reflect our commitment to inclusive employment practices in our supply chain and to generating positive economic and social impact within our local communities.



4.5 By 2030, ensure equal access to all levels of education and vocational training for the vulnerable, including people with disabilities.

Advancing STEM Education

We support the development of future talent by engaging directly with students and educators. In 2025, our Ellesmere Port site in the UK, hosted a day visit for local high school students, including a site tour, a shampoo-making laboratory workshop, and hands-on fire extinguisher training. We also sponsored and presented the “Best Chemist” award at Ellesmere Port Catholic High School.

Beyond on-site engagement, colleagues participated in job fairs and interactive workshops to explain the science behind our products and highlight potential career pathways in chemistry and related fields. We also advanced access to STEM education for historically marginalized Indigenous communities through a partnership with UNESCO in Brazil.



Community Outreach

We maintain open dialogue with local stakeholders through public open days, site tours, and structured meetings. In 2025, multiple sites undertook targeted engagement activities. In Saint-Mihiel, France, the site hosted a government meeting attended by several local mayors to strengthen understanding of site operations and reinforce community relations. Meanwhile in Salisbury, NC, US, Human Resources Manager Kim Bartleson sits on the Board of Directors for the Centralina Workforce Development Board and participates in Rowan EDC Talent Task Force meetings and events to support local job opportunity expansion.



People Powering Progress: Dave Clark, Operational Skills Project Manager

We recognize our responsibility to spark curiosity and inspire young people to explore careers in STEM. Building and maintaining a strong pipeline of future talent is essential to delivering innovative solutions for our customers, both today and in the years ahead.

This commitment is brought to life through the actions of our people. By opening our sites to local schools, we give students the opportunity to experience first-hand how chemistry operates beyond the classroom.

At our Ellesmere Port, UK, site, Dave Clark has been central to this effort. With 37 years of service, including more than 25 years supporting and delivering school visits, Dave plays a key role in shaping these experiences, as Operational Skills Project Manager. He ensures visits are not only engaging but also safe, structured, and meaningful.

For Dave, these visits represent more than a responsibility; they are an opportunity to inspire. He leads activities that introduce students to the practical realities of working in the chemical industry, including demonstrating the use of personal protective equipment, guiding fire safety exercises, and leading tours of the site. Along the way, he brings these experiences to life by sharing stories and insights from his decades of working on the site, helping students connect what they learn in school with real-world applications.

The impact of this work is clear. Teachers consistently highlight the value of these experiences. Following a visit from Helsby High School in October 2025, one teacher reflected:

“Thank you for your generosity in hosting us and providing such a memorable learning experience. Your team’s efforts have undoubtedly left a lasting impression on our students and encouraged them to consider future careers in science and industry.”

Perhaps most importantly, the teacher also shared that the visit influenced some of the students’ academic choices, prompting them to pursue separate science GCSEs. These decisions can be formative, opening pathways into further education and, ultimately, career pathways in STEM.



Advancing Global STEM Education

In 2025, Innospec Fuel Specialties maintained its commitment to advancing STEM education by supporting an Intercultural STEM initiative led by the UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC) in partnership with the Federal University of Minas Gerais (UFMG). The program aimed to address the significant underrepresentation of Indigenous students in STEM fields in Brazil while recognizing the importance of Indigenous knowledge in areas such as biodiversity protection, land stewardship, and environmental resilience, topics that are increasingly relevant to the chemical industry's long-term sustainability priorities.

With Innospec's support, the project brought together 91 participants, including Indigenous students from a wide range of academic disciplines such as mathematics, psychology, law, dentistry, and education, including 58 women and 34 young people under the age of 35. Their involvement helped build the next generation of scientists and professionals whose perspectives can strengthen sustainable innovation across STEM fields.

The project also highlighted Innospec's commitment to responsible community engagement, grounded in cultural respect, dialogue, and shared decision-making. During the year, UNESCO IESALC and UFMG facilitated 12 structured consultations, supported ongoing community-based engagement, and tailored the program based on the lived experiences and priorities of Indigenous participants. This approach ensured that all activities were shaped directly by the communities the initiative sought to support.

The centerpiece of the initiative was the Interculturality in STEM Workshop, held in November 2025, which provided a structured environment for dialogue on academic participation, sustainability, and the integration of Indigenous knowledge within scientific research. A key outcome was collectively drafted protocol guidance, providing recommendations to UFMG leadership aimed at improving institutional support for Indigenous students.

Through this initiative, Innospec supported more inclusive STEM pathways, strengthened locally led educational efforts, and helped bring culturally informed perspectives into broader sustainability discussions. These outcomes demonstrate how cross-sector collaboration can contribute to community empowerment while aligning with sustainability objectives across the chemical industry.

Innospec Cares Celebrating a Decade of Impact

We take great pride in the impact of our Innospec Cares program, both in the communities we serve and among the employees who make it possible. 2025 marked the program's 10-year anniversary, and we are pleased to report on our most impactful year yet in providing support to local charities and community groups worldwide.

Since its launch in 2016, Innospec Cares has raised more than \$1.88 million, benefiting 566 organizations and helping sustain vital community services for those in need of support. In 2025 alone, we received 129 charitable giving applications from 26 Innospec locations, raising a record \$215,000. Employees contributed 976 hours of hands-on volunteering support, enabling us to support 106 local causes and charities.

This milestone reflects the dedication of our people and our ongoing commitment to creating positive change where it matters most.

Ten years of Innospec Cares:

\$1.8 million+ raised

4,864 volunteering hours

566* communities and charities helped

*Some charities are supported multiple times a year, each year, by employees; these charities are only counted once in this number.

Innospec Cares Activities from Around the World



Hospice of the Good Shepherd—Ellesmere Port, UK

Our team supported the local hospice by collecting and recycling Christmas trees, helping raise vital funds for compassionate end-of-life care.



Innospec Cares Activities from Around the World



The Woodlands Township–The Woodlands, TX, US

Employees joined a community initiative to plant tree seedlings, helping to restore green spaces and promote biodiversity in previously deforested areas.



Ambulantes Kinder–Leuna, Germany

Our colleagues assisted with site maintenance at a children’s hospice, helping to create a safe and welcoming environment for young patients and their families.



Willing Hearts–Singapore

Teams helped sort and pack food donations, supporting families facing food insecurity across the region.



Food Bank of Delaware–Pencader, DE, US

Volunteers sorted donations and packed meal boxes, helping to ensure families in need have access to nutritious food.



Medio Creek Elementary–Pleasanton, TX, US

Innospec employees prepared and served a meal to local schoolteachers, showing appreciation for their dedication to education and their support for the local community.



Habitat for Humanity–Englewood, CO, US

Volunteers contributed to building affordable homes, helping low-income families establish a stable foundation for a brighter future.

Innospec Cares Activities from Around the World



Reffetorio Gastromotiva—Rio de Janeiro, Brazil

Our employees prepared meals for vulnerable community members, combining care with culinary creativity to help fight hunger.



Ronald McDonald House—Pencader, DE, US

Innospec volunteers cooked a hot meal for families supporting children undergoing hospital treatment, offering comfort and care during challenging times.



Red Cross Italy—Castiglione, Italy

Our team helped distribute Christmas gifts to families facing hardship, bringing moments of joy and support during the holiday season.



Helping Hands Ministry—High Point, NC, US

Teams worked together to sort and package food donations, ensuring essential supplies reached those who need them most.



Croix-Rouge—Saint-Mihiel, France

Employees collected essential supplies at a local supermarket, helping the Red Cross deliver vital aid to people in need.



Maggie's—Ellesmere Port, UK

Volunteers supported site maintenance at a local cancer hospice, helping to ensure a welcoming space for patients and their loved ones.



Governance

Governance Focus Areas

Compliance

Honest, ethical, and transparent conduct underpins our reputation and long-term success. Every employee has a responsibility to comply with all applicable laws, regulations, and internal standards. We maintain robust systems and processes to safeguard our people, our operations, and our intellectual property, ensuring that compliance is embedded in everything we do.

Third-Party Management

Our commitment extends beyond our own operations. We expect our suppliers and partners to meet the same high standards of legal, ethical, and social conduct. Through rigorous verification and engagement, we work to ensure compliance across our supply chain while identifying opportunities to improve environmental performance and drive economic efficiency.

In This Section

Compliance
Managing Third Parties Responsibly
Information Technology



In an era of rapid regulatory changes and increasing global complexity, Innospec is committed to adapting to ever-changing regulations, strengthening governance, and embedding integrity into our decision-making process. By combining rigorous oversight with proactive risk management, we strive to ensure that today's operations are compliant while preparing for tomorrow's challenges.

**David Jones, Senior Vice President
General Counsel & Chief Compliance Officer**

Compliance

Compliance is fundamental to our business and central to maintaining trust with our stakeholders. It is driven from the top of the organization and embedded throughout every level. We operate under robust systems and procedures designed to ensure that employees, third-party representatives, suppliers, and partners act legally, ethically, and in line with our standards. Compliance is non-negotiable.

An Effective Governance Structure

We maintain a clear and effective governance framework to provide oversight, monitoring, and reporting across the company. Our dedicated Legal Compliance team, reporting to the General Counsel and Chief Compliance Officer, manages and implements Innospec's global compliance program. The team comprises experienced attorneys and compliance professionals with expertise in key areas, including anti-corruption, export controls and trade sanctions, data privacy, competition law, and fraud. External advisors provide additional specialist support when needed.

Oversight is reinforced by the Board through the Nominating, Corporate Governance, and Sustainability Committee (NCGSC), which meets quarterly and receives regular reports from the Legal Compliance team. The NCGSC evaluates compliance risks and monitors program performance. In addition, the Compliance Steering Group, made up of senior business and functional leaders, meets quarterly to review key compliance issues and ensure updates are communicated consistently across the business.



Our Governance Structure

The Board

The Officers

Committees and Groups

Nominating, Corporate Governance, and Sustainability Committee

Responsible for recommending to the Board qualified individuals to serve as Board members, renomination of incumbent directors, governance guidelines, committee appointment, providing leadership of corporate governance, oversight of corporate sustainability initiatives, and reviewing the Board's performance.

Audit Committee

Provides oversight of the Board's responsibilities relating to the integrity of the company's accounting and audit practices, policies, personnel, systems, reporting, and disclosures.

Compensation Committee

Supports the Board's responsibility in long-term strategy and shareholder interests, relating to executive compensation and incentive programs for all executive officers, directors, and other employees. It also advises on compensation policy and structure for non-employee directors.

Non-employee Directors Group

Responsible for strategic agenda-setting prior to the main Board meeting. It must also set the boundaries for challenging decision-making and senior roles in the business. It must also assess the need for expertise or skills not visibly available to the business.

Policies and Procedures

We regularly review our compliance policies and procedures to ensure they continue to support our corporate governance needs. In 2025, we updated several key compliance policies and procedures to address evolving compliance risks and changes in regulations, including updating our Iraq and Indonesia Protocols.

To view some of our key policies and procedures, visit: innospec.com/about-us/corporate-governance

Compliance Assessments

The Legal Compliance team conducts targeted compliance assessments of regions and business units each year, alongside rigorous internal and external assurance audits, to verify adherence to policies and procedures and to help identify opportunities for strengthening our compliance framework.

Compliance Training for Employees

Training is essential for maintaining high compliance standards across our organization. In 2025, we delivered 6,563 courses to 2,900 employees globally through SAI Global, covering our core compliance modules:

- Code of Conduct
- Anti-corruption and Anti-bribery
- Competition Law
- Effective Trade Compliance
- Preventing Modern Slavery
- Data Protection
- Gifts and Hospitality

Three new employee courses introduced in 2025 included:

- Code of Conduct: A Journey of a Thousand Miles
- Spotting and Reporting Fraud
- Gifts and Hospitality: Small Gifts Add Up

Completion rates for our Annual Compliance Certification remained at 100%. Delivering more targeted in-person training was a focus area of our compliance program throughout the year. Additional, specialized training was provided to teams managing heightened sanctions risks near Russia, including marine operations, to ensure confidence and compliance in complex environments.



16.5. Substantially reduce corruption and bribery in all their forms.

Treating Everyone with Dignity and Respect

We are committed to a workplace where every employee is treated fairly and respectfully. Discrimination, harassment, or retaliation in any form is not tolerated. Reports of inappropriate behavior are taken seriously, investigated promptly, and addressed appropriately.



10.3. Ensure equal opportunity and reduce inequalities of outcome.

Whistleblowing Procedure

Employees and third parties can report concerns about illegal, fraudulent, or unethical behavior through multiple channels, including managers, Legal Compliance, Human Resources, or Business Assurance teams. In addition, our confidential reporting hotline, EthicsPoint, is available 24/7 and operated by an independent third party. Where permitted by law, reports can be made anonymously. Access is available via local telephone numbers and online via Innospec’s corporate website.



Managing Third Parties Responsibly

Third-Party Compliance

Being a responsible business includes working with partners who reflect our standards and expectations. We require our supply chain partners to meet high legal, ethical, environmental, and social standards. All potential customers and suppliers are screened against applicable export controls, trade sanctions, and debarment lists. We also conduct compliance due diligence on sales agents, distributors, and certain customer-facing consultants (third-party representatives).

Higher-risk third-party representatives must complete online anti-bribery training prior to appointment and again at contract renewal. They are also required to submit an annual certification confirming compliance with Innospec's Anti-Corruption Policy and Code of Conduct and disclosing any relevant issues. In 2025, no compliance disclosures were reported. Failure to complete certification within the required time frame results in the account being placed on hold, and continued noncompliance leads to termination of the relationship.

Supplier Code of Conduct

Our Supplier Code of Conduct sets clear expectations for legal compliance, business integrity, human rights, health, safety, and environmental responsibility. It details the management controls and procedures suppliers must maintain, how employees should be treated, and the record keeping required to support transparency. Compliance with this Code is mandatory under our standard terms and conditions of purchase.

Conflict Minerals

We are committed to the responsible sourcing of materials, which includes any conflict minerals that are "necessary to the functionality or production" of our products, as defined under Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act and the EU Conflict Minerals Regulation.

Our latest Conflict Minerals Disclosure is published at: innospec.com/about-us/supplier-relations/

Supplier Assessment

Since 2016, we have used the EcoVadis sustainability rating platform to assess our global suppliers. The platform evaluates supplier risk against a database of over 150,000 companies in 185 countries. EcoVadis scores are integrated into our procurement process for suppliers that meet defined spending thresholds.



In 2025, we expanded participation by adding 162 suppliers to the assessment process, bringing the total to 505, representing 55.4% of our global spend, a 7.4% increase compared to 2024. We continue to target lower-scoring suppliers, working with them and EcoVadis to address performance gaps and implement improvement plans. As a result, our average supplier score rose to 68.6, exceeding the EcoVadis global average of 56.7. Our buyers completed comprehensive sustainable procurement training through EcoVadis, and additional customized training is planned for 2026.



4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development.

Sourcing Sustainable Palm Oil

We use relatively small volumes of palm oil and palm kernel oil derivatives in selected Performance Chemicals products. While palm oil is a versatile and valuable raw material, increasing global demand has contributed to the expansion of unsustainable palm oil plantations, leading to environmental and social concerns. We remain committed to sourcing all palm-based materials from suppliers that adhere to NDPE (No Deforestation, No Peat, No Exploitation) principles and the upcoming EU Deforestation Regulation. Innospec has been a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2013, and all our facilities handling palm-based products hold RSPO Supply Chain certification.

In 2025, we achieved an RSPO Shared Responsibility score of 9.3 out of 10, far exceeding the sector average of 4.5. The scorecard assesses how non-grower members, including manufacturers, retailers, and nongovernmental organizations, are fulfilling their sustainability commitments across the palm oil supply chain. Our score reflects our industry leadership in sustainable sourcing and accountability across the palm oil supply chain.



ASD
ACTION FOR SUSTAINABLE DERIVATIVES

We have also been a member of Action for Sustainable Derivatives (ASD) since 2020. It brings together like-minded companies to collectively standardize the tools and methodologies used to accelerate the compliance of their supply chain with deforestation-free and responsible sourcing principles.



15.2. By 2030, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

For more details on our Sustainable Sourcing of Palm Oil and Palm Kernel Oil Derivatives Policy and actions, visit: innospecsustainability.com/governance/sustainable-sourcing/palm-and-palm-kernel-oil-derivatives/

Palm Supply Transparency

To help mitigate NDPE risks, we conduct annual palm supply chain transparency and risk mapping. Covering 100% of our 2024 palm volumes, the 2025 exercise confirmed our highest recorded transparency levels to date: 98% at mill level, 99% at refinery level, and 86% at plantation level. These results reflect our continued progress in strengthening visibility across the palm supply chain.

Our performance in the Sustainable Palm Index (SPI) also improved, with a score of 79.7 out of 100, earning Category A supplier status and placing Innospec in the top 10% of all SPI participants. This assessment provides a clear and consistent benchmark for evaluating progress, enabling suppliers to demonstrate leadership and accountability.



People Powering Progress: Darcy Kelly, Life Cycle, Assessment Engineer

Since joining Innospec as our first Life Cycle Assessment Officer, Darcy Kelly has played a pivotal role in advancing our understanding of product sustainability.

In addition to completing product carbon footprint assessments across Innospec's portfolio, Darcy is responsible for the implementation of our Palm Policy, ensuring that the commitments and actions outlined in it are embedded across our operations and supply chain. Her work has strengthened transparency in palm sourcing through active participation in RSPO, ASD, and SPI initiatives, critical for meeting the expectations of key customers in the personal and home care sectors.

Darcy's commitment to continuous improvement has delivered measurable results. Under her direction, we achieved record levels of supply chain transparency and secured top-tier scores in industry benchmarks, including a 9.3 out of 10 in the RSPO Shared Responsibility Scorecard and Category A status in the SPI. These achievements underscore Innospec's leadership in sustainable palm sourcing and reflect the effectiveness of our palm policy and actions in driving accountability and progress.



Information security is no longer just an information technology (IT) priority, it is a business imperative. As global threats evolve and digital transformation accelerates, our focus is on building resilience through robust governance, advanced technologies, and continuous training. By aligning with National Institute of Standards and Technology (NIST) standards and progressing toward ISO 27001 certification, we are ensuring that security is embedded in every process. At the same time, initiatives like our Optimus program and artificial intelligence (AI) strategy position us to leverage innovation responsibly, delivering efficiency and safeguarding data for the future.

Paul Roberts, Global IT Director

Information Technology

Information Security Governance

Information security remains a critical priority for Innospec. As members of BCS, The Chartered Institute for IT, we uphold its Code of Conduct, placing professional competence, integrity, and accountability at the core of our operations. Our business continues to leverage advanced technologies to improve efficiency while ensuring security remains a priority. To strengthen our approach, we align our procedures with the NIST guidelines and are progressing toward ISO 27001 certification for Information Security Management.

Governance oversight rests with the Board, supported by the IT Steering Group, which meets quarterly to review security strategy, objectives, and key performance indicators. This group sets standards, approves processes, and oversees capital programs related to information security, providing quarterly written updates and an annual presentation to the Board. The IT Leadership Team, reporting to the Steering Group, is responsible for implementing strategy, deploying and maintaining security systems, managing training programs, and upholding operational standards, including incident response processes. In addition, our Legal Compliance team ensures that global security policies remain aligned with evolving international data protection laws.

Digital Transformation

Our digital transformation journey continued in 2025. The Optimus program, launched in 2022 to implement SAP S/4HANA as our new enterprise resource planning (ERP) solution, achieved several significant milestones during the year. The rollout across Europe is now complete, and implementation for the Americas Fuel Specialties and Performance Chemicals businesses is underway, scheduled for completion in 2026. Once finalized, Optimus will integrate ERP, customer relationship management, planning analytics, and governance, risk, and compliance functions into a single, unified ecosystem. This will support streamlined processes, improved data integrity, enhanced decision-making, and a more resilient digital foundation for future growth.

Cyber Security

Cyber security remains a critical focus as global threats evolve. Our dedicated team safeguards IT assets and digital information by maintaining robust protections across data, applications, identities, and devices. In 2025, we strengthened access-management controls, enhanced incident-response capabilities, and implemented advanced data-loss-prevention tools. We also advanced our cloud-security maturity and expanded the capabilities of our 24/7 Security Operations Center.

Updated cyber policies and playbooks were published in 2025 to ensure consistent, compliant, and risk-aware practices across the organization. These resources support both ISO 27001 and NIST maturity frameworks, enabling rapid, coordinated responses and reducing risk. We continue to maintain a strategic focus on emerging technologies, including AI. Digital assistants are being deployed globally to streamline workflows and improve efficiency while safeguarding intellectual property and sensitive data. Our AI strategy is regularly reviewed by the IT Steering Group to ensure secure, responsible, and future-ready adoption.



Information Security Training

Cyber security is a shared responsibility. We maintain continuous communication with employees worldwide on best practices for online safety, fraud prevention, and defense against cyber threats. All employees, including Board members, complete mandatory training covering access control, acceptable use, and threat identification, delivered through our global training platform.

In 2025, we delivered

36 training initiatives

4 phishing-simulation campaigns

7,600 phishing tests globally

Training and skills for IT teams also remain a priority. We continue to emphasize formal certifications in cloud platforms, information security, and IT governance, alongside soft-skill training in areas such as leadership and problem-solving.

To strengthen readiness, we conducted two desktop cyber incident simulations with senior leadership and IT teams in 2025, with additional exercises planned for 2026.

Compliance, Audit, and Risk Assessments

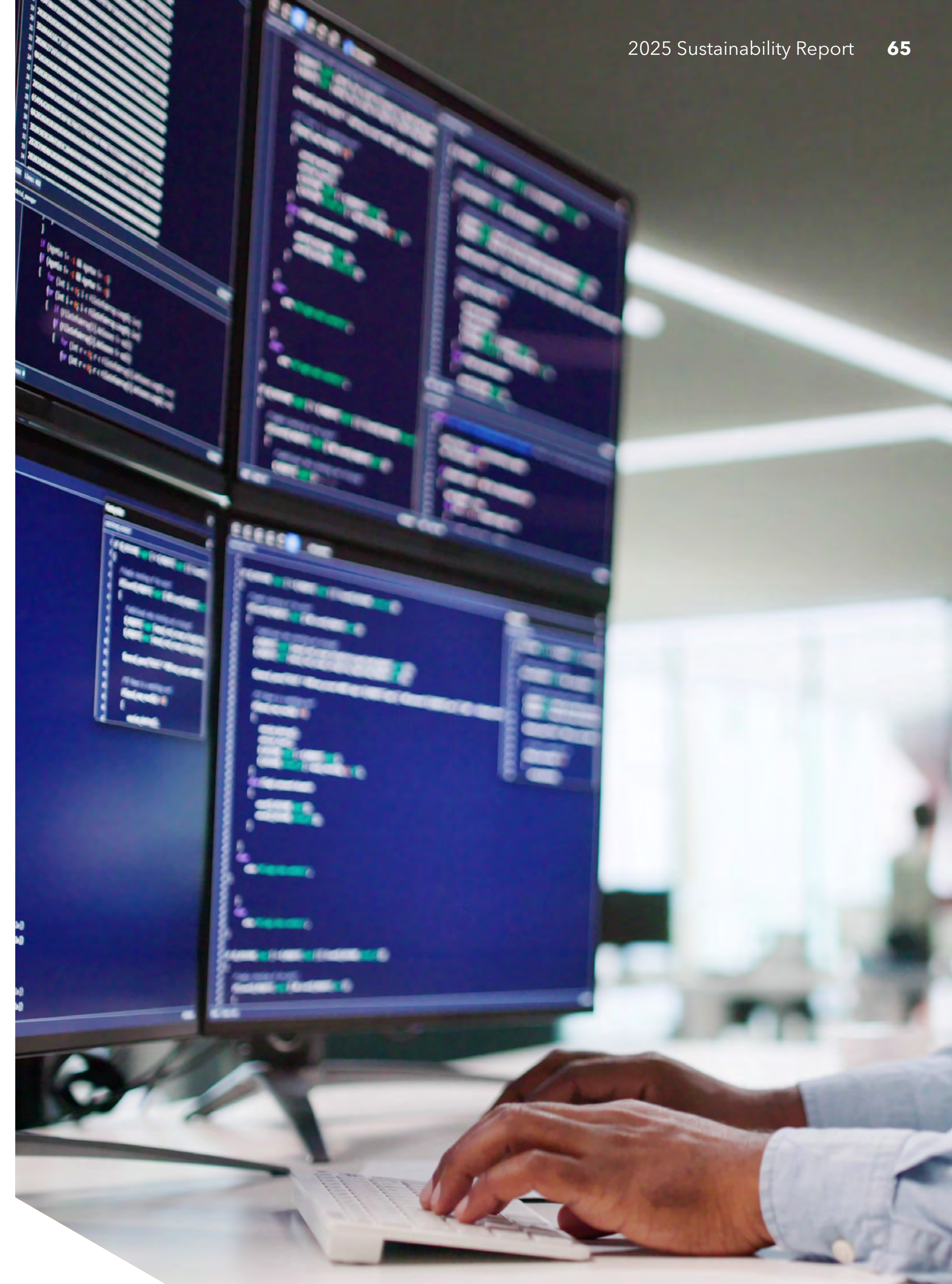
In 2025, we continued to conduct rigorous risk assessments under our Cyber Security Management Policy, including penetration testing and vulnerability scans aligned with NIST and ISO 27001 standards. We successfully completed Stage 1 of ISO 27001 certification and remain on track to achieve full certification in 2026. During the year, we also enhanced supplier risk-assessment processes and advanced compliance programs for our Operational Technology divisions, including Network and Information Security gap analysis at European manufacturing sites.

To further strengthen governance and improve operational efficiency, we deployed an integrated IT governance, risk and compliance platform in 2025. Further enhancements, including new compliance modules, are planned for 2026.

IT Energy Efficiency

Energy efficiency remains a core element of our IT operational strategy. We have implemented power-saving profiles across end-user devices, ensuring that computers, laptops, and other equipment operate efficiently and avoid unnecessary energy consumption. In addition, we prioritize extending the useful life of assets through reuse and responsible disposal practices, helping to reduce electronic waste and support our wider environmental objectives.

Our cloud-first approach further enhances efficiency and sustainability. By leveraging hyperscale cloud platforms, we benefit from advanced energy-efficient data centers powered by renewable energy and optimized through dynamic resource allocation. These platforms use intelligent workload management, scalable computing, and efficient cooling technologies, significantly reducing the carbon footprint compared to traditional on-premises infrastructure. This strategy enables us to maintain high levels of performance and reliability while minimizing environmental impact.



Our Strategic Sustainability Objectives for 2026 and beyond



Environmental

- Deliver a 50% reduction in scope 1 and 2 absolute greenhouse gas emissions by 2034 from a 2014 baseline.
- Deliver a 28% reduction in scope 3 absolute greenhouse gas emissions by 2034 from a 2022 baseline.
- Ensure all manufacturing sites use 100% renewable electricity or procure verified renewable energy certificates to cover consumption by 2030.
- All manufacturing sites to identify viable options for projects that reduce energy consumption, waste generation and water usage, enhance wastewater quality, and increase recycling.
- Ensure full operational readiness for the EU Extended Producer Responsibility and Packaging and the Packaging Waste Regulation requirements by 2026.



Social

- Target zero fatalities or major, work-related injury accidents to employees or third parties in 2026.
- Target zero 2026 global Lost Time Accident Frequency Rate but, as a minimum, always exceed the industry average performance.
- Target the reduction of serious and very serious loss of containment/chemical spillage events by at least 5% from 2025.
- Continue to implement and comply with the corporate process safety standards, aiming for greater than 95% compliance by the end of 2026.
- Advance the People and Culture Plan using insights from the 2024 employee survey and focus group workshops.
- Update the Human Rights Policy and Supplier Code of Conduct to align with international standards and strengthen due-diligence expectations for suppliers.
- All locations to take part in the Innospec Cares volunteering and charitable giving program.



Governance

- Complete the company's Double Materiality Assessment by the end of 2026, to meet the disclosure and reporting requirements.
- Develop and implement a strategy to further expand non-financial data collection through the global non-financial reporting platform.
- Develop and implement the requirements of the EU Deforestation Regulation for applicable commodities by the end of 2026.
- Target 100% transparency at mill level in our annual transparency and risk-mapping exercise for palm volumes sourced by 2028.
- Identify opportunities for the responsible adoption of artificial intelligence to support legal compliance processes.



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If you would like to provide feedback on any aspect of this report, please contact the Ellesmere Port site using the details above or email us at sustainability@innospecinc.com

Further details on Innospec, our products and services can be found on our website above.

Jacobs

Assurance Summary Statement 2025

Jacobs U.K. Limited was engaged to provide independent assurance of Innospec's 2025 Sustainability Report. The assurance was undertaken in accordance with AccountAbility's AA1000 Assurance Standard v3. The assurance consisted of an evaluation of Innospec's activities against the criteria of the four AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness, and Impact, and an evaluation of the reliability and quality of the content of the 2025 Sustainability Report.

The assurance opinion is provided to a 'moderate' assurance level; the methodology reflected a review of the materiality and risk of the report content and, where relevant, a sample approach was used.

The statement details the assurance scope and methodology in full, as well as key findings and conclusions.

Our Assurance Statement can be found on Innospec's sustainability website: [innospecsustainability.com](https://www.innospecsustainability.com)

JACOBS, MANCHESTER, JUNE 2026