

# Q3 2025 Earnings

November 2025



# Forward Looking Statements

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This presentation contains certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts included or incorporated herein may constitute forward-looking statements. Such forward-looking statements include statements (covered by words like "expects," "estimates," "anticipates," "may," "could," "believes," "feels," "plans," "intends," "outlook" or similar words or expressions, for example) which relate to earnings, growth potential, operating performance, events or developments that we expect or anticipate will or may occur in the future. Although forward-looking statements are believed by management to be reasonable when made, they are subject to certain risks, uncertainties and assumptions, and our actual performance or results may differ materially from these forward-looking statements. Additional information regarding risks, uncertainties and assumptions relating to Innospec and affecting our business operations and prospects are described in Innospec's Annual Report on Form 10-K for the year ended December 31, 2024, Innospec's Quarterly Report on Form 10-Q for the quarter ended June 30, 2025 and other reports filed with the U.S. Securities and Exchange Commission. You are urged to review our discussion of risks and uncertainties that could cause actual results to differ from forward-looking statements under the heading "Risk Factors" in such reports. Innospec undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

# Use of Non-GAAP Financial Measures



The information presented in this presentation includes financial measures that are not calculated or presented in accordance with Generally Accepted Accounting Principles in the United States (GAAP). These non-GAAP financial measures comprise adjusted EBITDA, income before income taxes excluding special items, net income excluding special items and related per share amounts together with net cash. Adjusted EBITDA is net income per our consolidated financial statements adjusted for the exclusion of interest income, net, income taxes, depreciation and amortization, recovery of historical pension costs, foreign currency exchange (gains)/losses, legacy costs of closed operations, adjustment to fair value of contingent consideration, restructuring charge, impairment of property, plant and equipment and impairment of intangible assets. Income before income taxes, net income and diluted EPS, excluding special items, per our consolidated financial statements are adjusted for the exclusion of impairment of property, plant and equipment, adjustment to fair value of contingent consideration, impairment of intangible assets, foreign currency exchange (gains)/losses, amortization of acquired intangible assets, legacy costs of closed operations, restructuring charge, recovery of historical pension costs, settlement of historical tax audits and adjustment of income tax provisions. Net cash is cash and cash equivalents less total debt. The Company believes that such non-GAAP financial measures provide useful information to investors and may assist them in evaluating the Company's underlying performance and identifying operating trends. In addition, these non-GAAP measures address questions the Company routinely receives from analysts and investors and the Company has determined that it is appropriate to make this data available to all investors. While the Company believes that such measures are useful in evaluating the Company's performance, investors should not consider them to be a substitute for financial measures prepared in accordance with GAAP. In addition, these non-GAAP financial measures may differ from similarly-titled non-GAAP financial measures used by other companies and do not provide a comparable view of the Company's performance relative to other companies in similar industries. Management uses adjusted EPS (the most directly comparable GAAP financial measure for which is GAAP EPS) and net income excluding special items and adjusted EBITDA (the most directly comparable GAAP financial measure for which is GAAP net income) to allocate resources and evaluate the performance of the Company's operations and has provided a reconciliation of adjusted EBITDA and net income excluding special items, and related per share amounts, to GAAP net income in our earnings release.

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Patrick S. Williams - President & CEO
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Patrick S. Williams and Ian Cleminson

# Summary of 3<sup>rd</sup> Quarter Performance



# Q3

GAAP EPS of 52 cents  
Adjusted non-GAAP  
EPS of \$1.12

Strong growth in Fuel  
Specialties offsetting  
lower results in  
Performance Chemicals  
and Oilfield Services

Balance sheet has \$270.8  
million in net cash  
  
10 percent semi-annual  
dividend increase to 87  
cents per share  
  
\$10.7 million in buybacks

Performance Chemicals  
gross margin down 7  
percentage points  
  
Margin improvement  
impact in late Q3  
  
Expect sequential  
growth in Q4

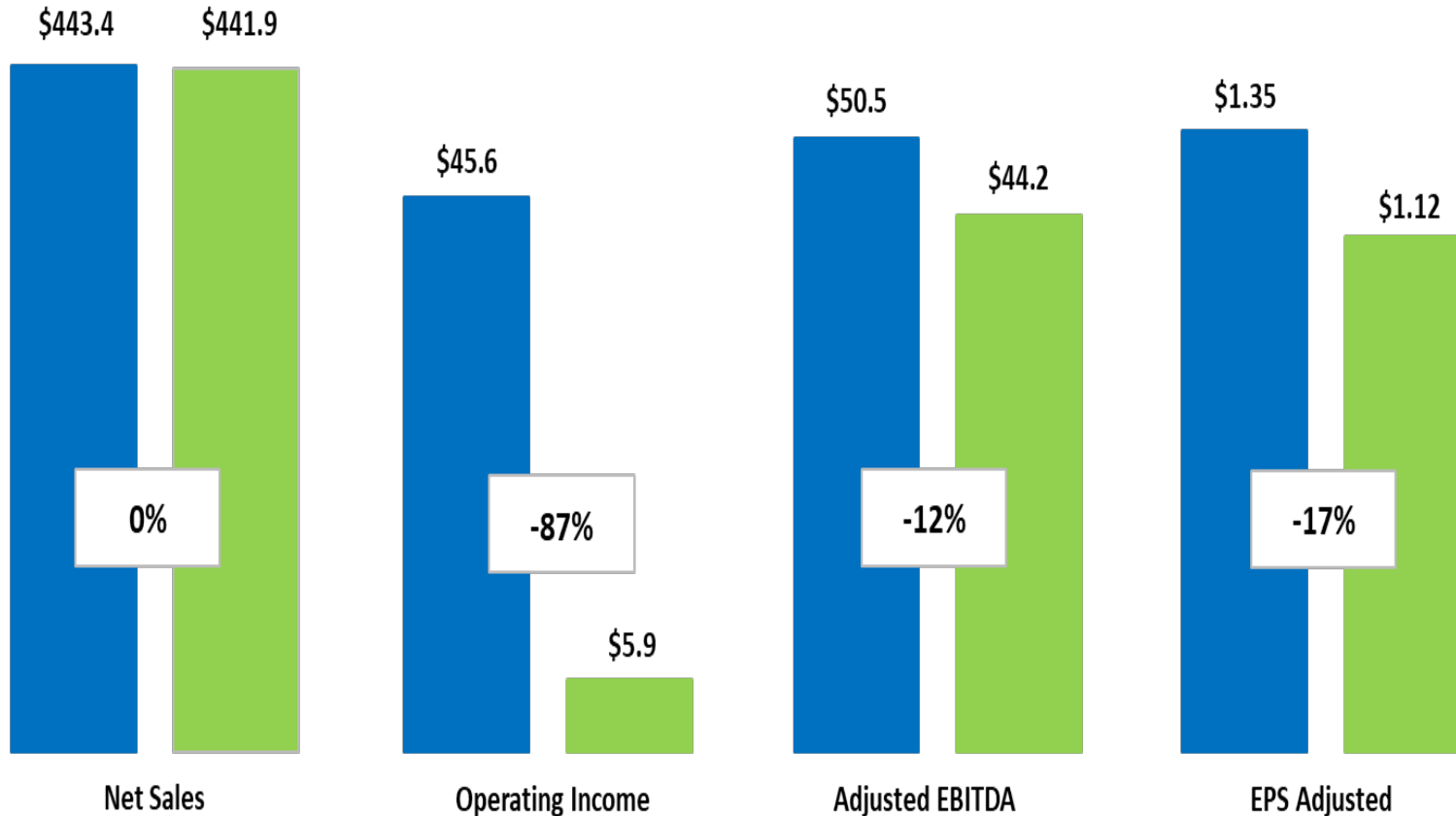
Fuel Specialties double-  
digit operating income  
growth with improved  
margins  
  
Expecting continued  
steady performance in Q4

Oilfield Services lower  
activity levels; expected to  
improve in Q4  
  
Focus on margin  
improvement  
  
Expect sequential growth  
in Q4

# Financial Performance



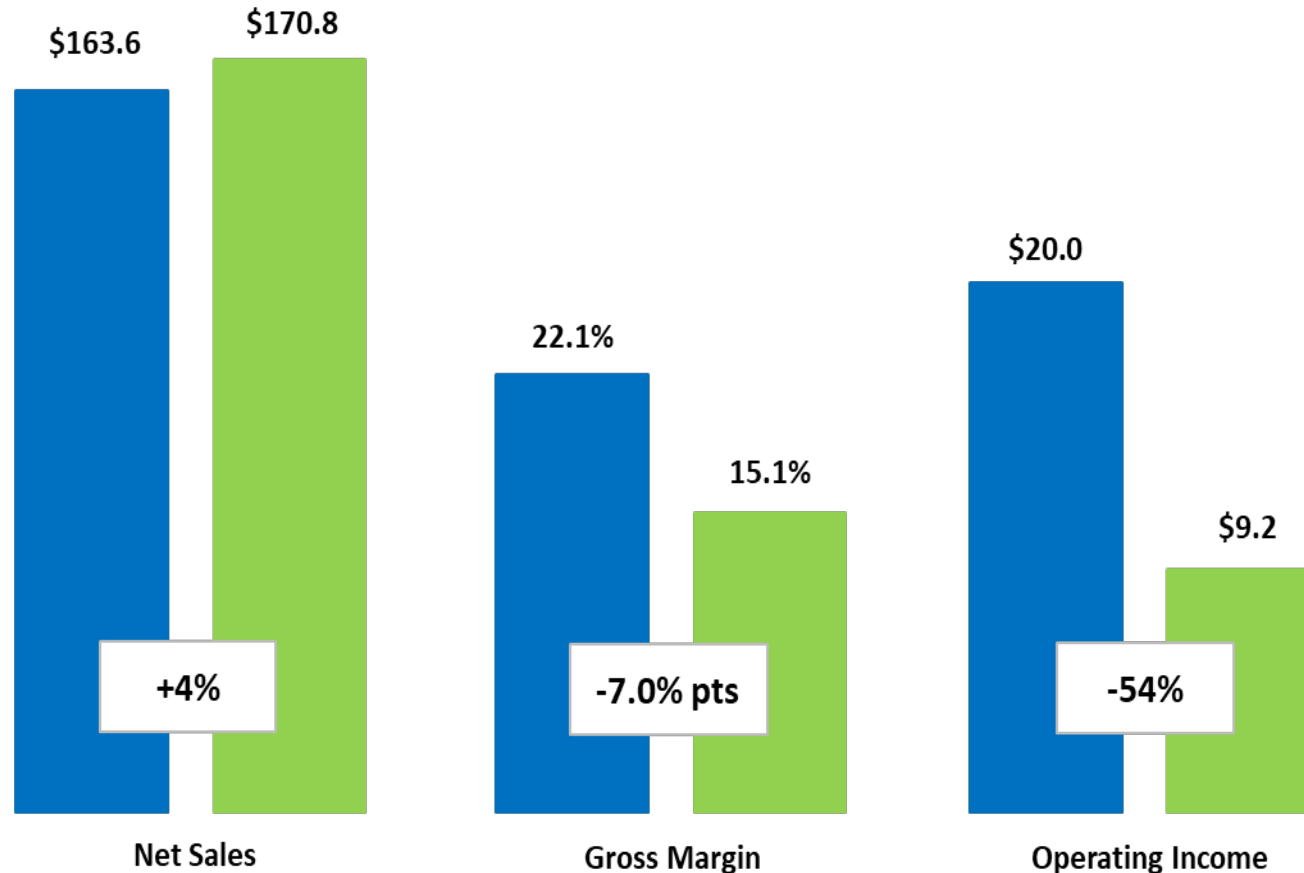
# Q3 2025 Consolidated Results (\$ MM)



- Revenue broadly flat
- Gross margin down 1.6 percentage points
- Operating income down 87 percent including the impact of \$24.4 million in charges
- Adjusted EBITDA down 12 percent
- Adjusted EPS of \$1.12

■ Q3 2024 ■ Q3 2025

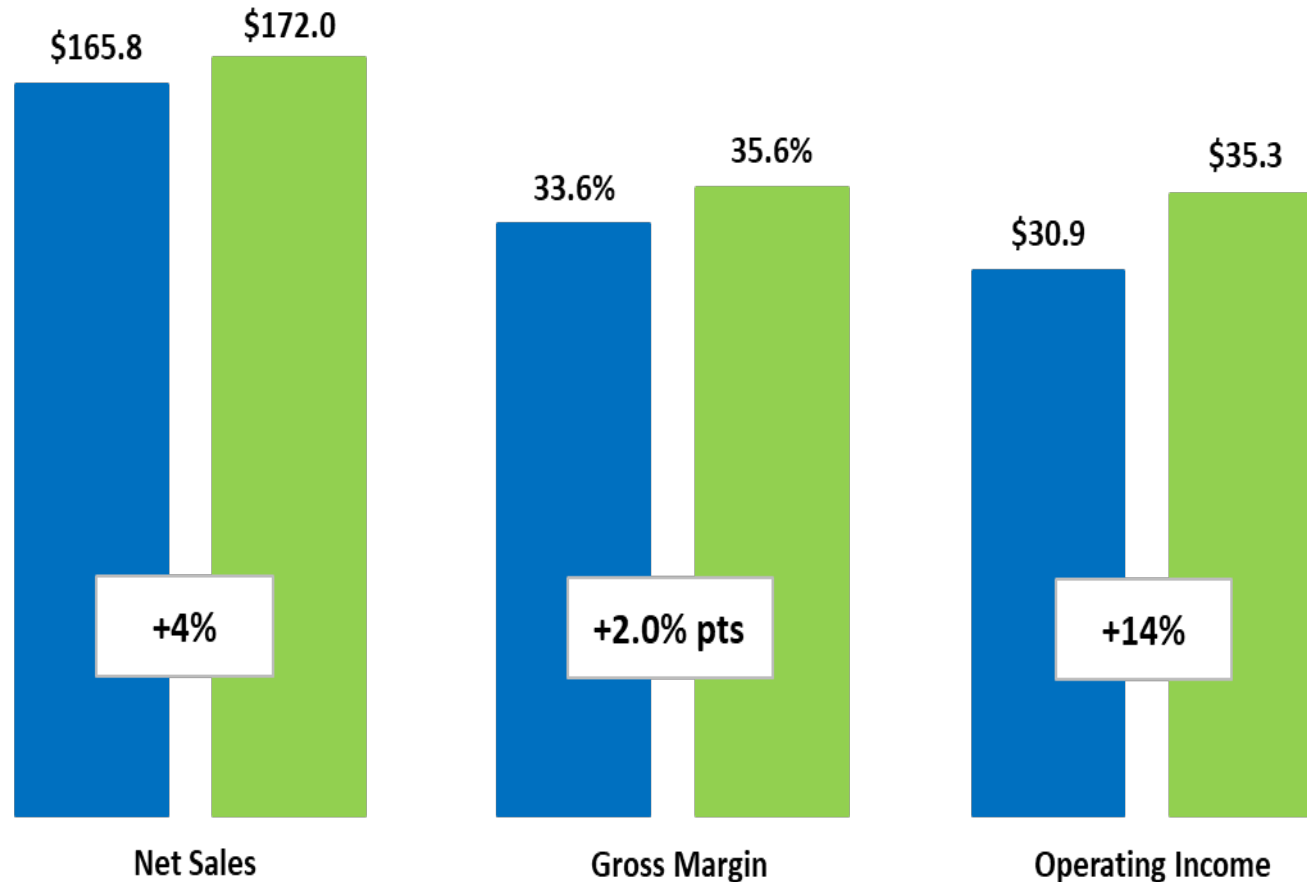
# Q3 2025 Performance Chemicals (\$ MM)



■ Q3 2024 ■ Q3 2025

- Revenue up 4 percent
- Volumes down 2 percent
- Price/mix up 3 percent
- Gross margin down 7.0 percentage points
- Operating income down 54 percent
- Initial margin improvement actions showing positive impact in late Q3
- Expect sequential margin and operating income improvement in Q4

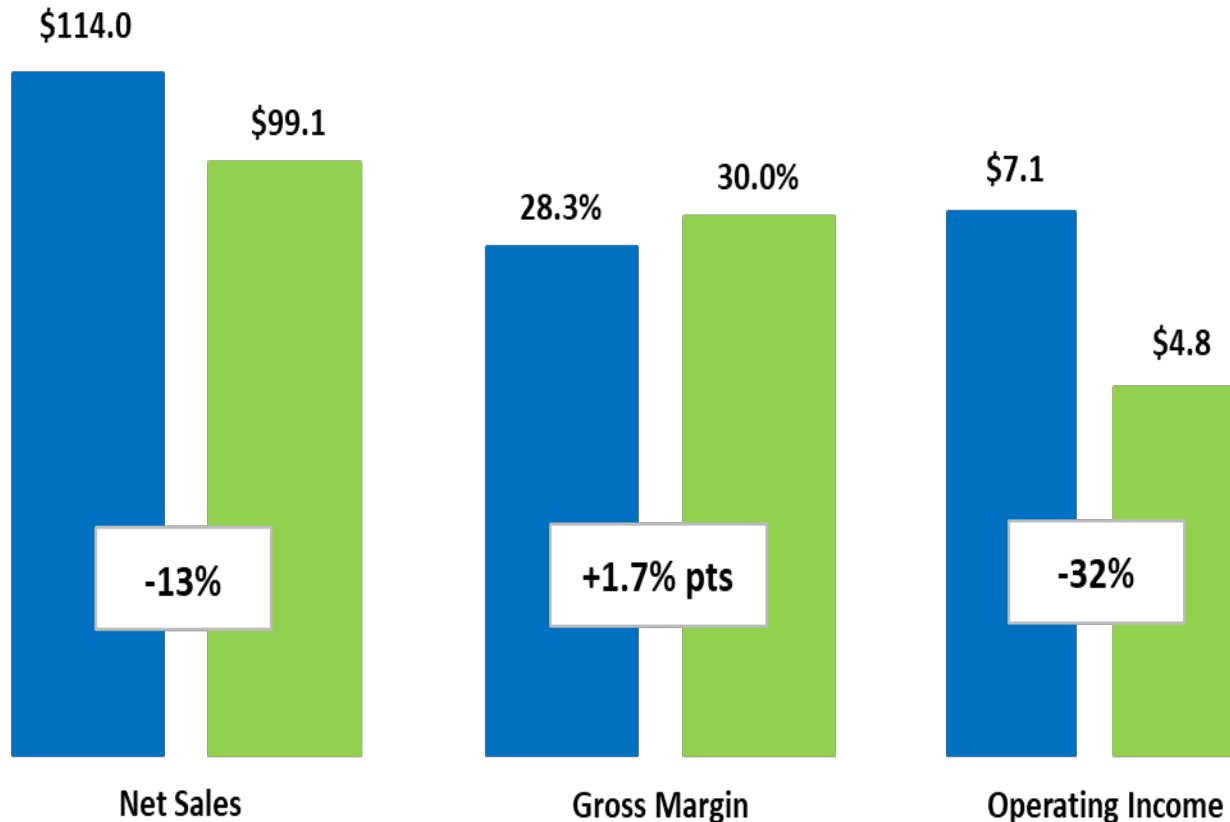
# Q3 2025 Fuel Specialties (\$ MM)



- Revenue up 4 percent
- Volumes down 7 percent
- Price/mix up 7 percent
- Gross margin up 2.0 percentage points
- Operating income up 14 percent
- Expect broadly consistent performance in Q4

■ Q3 2024 ■ Q3 2025

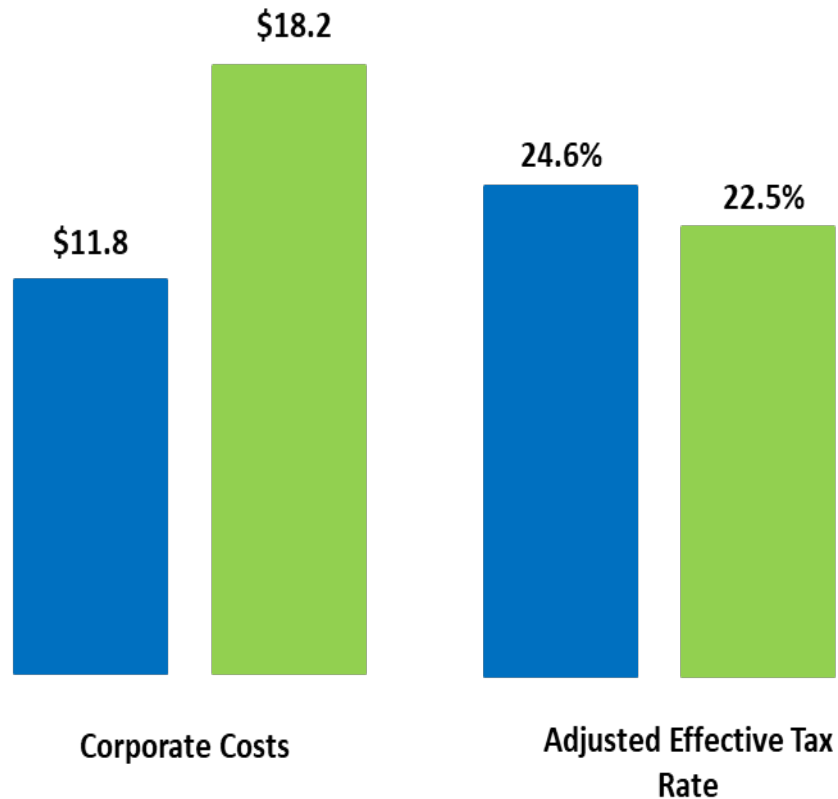
# Q3 2025 Oilfield Services (\$ MM)



■ Q3 2024 ■ Q3 2025

- Revenue down 13 percent on lower Middle East activity
- Gross margin up 1.7 percentage points
- Operating income down 32 percent
- Activity recovery expected in Q4
- Expect sequential margin and operating income improvement in Q4

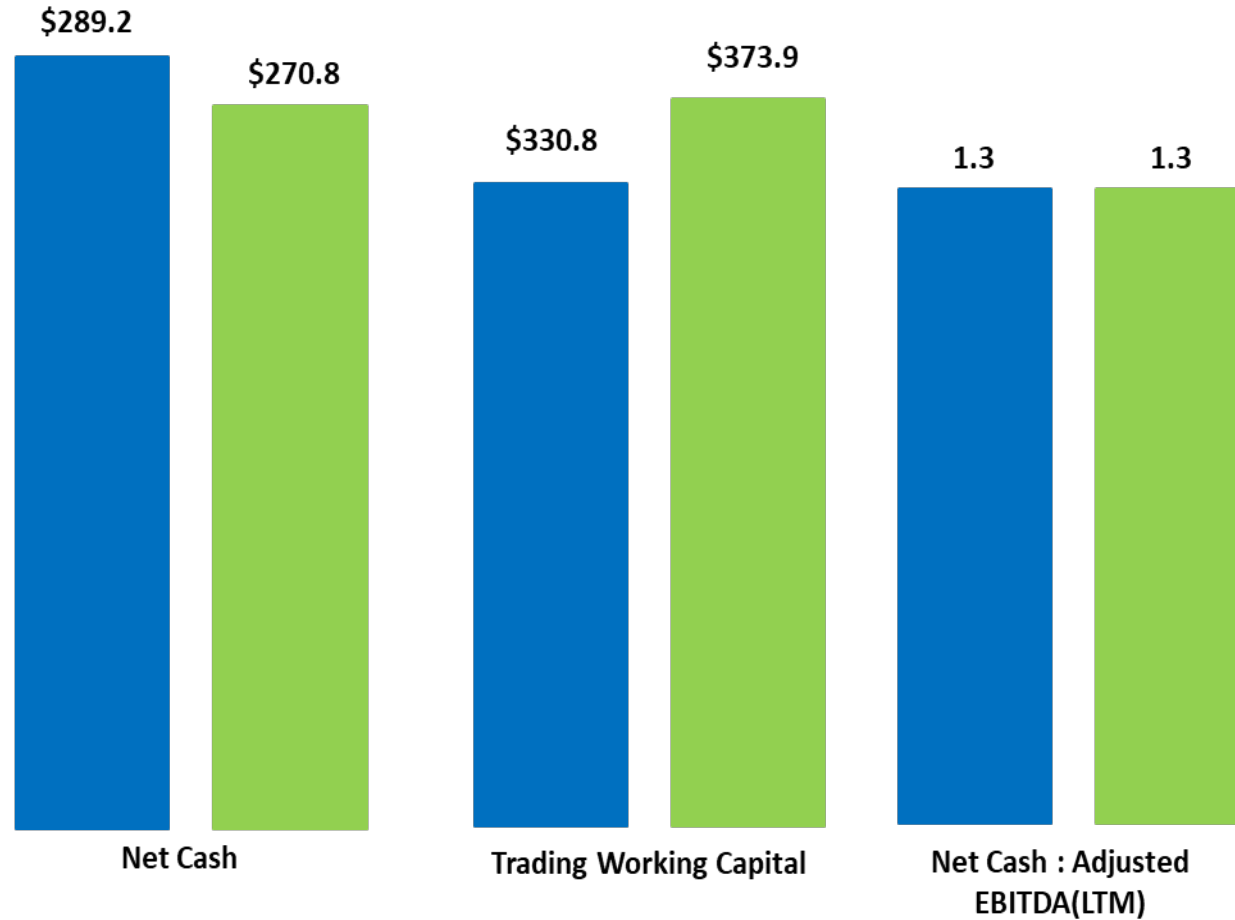
# Q3 2025 Corporate Items (\$ MM)



■ Q3 2024 ■ Q3 2025

- Prior year included an \$8.4 million recovery of historic pension costs
- Adjusted effective tax rate of 22.5 percent
- Full year adjusted effective tax rate expected to be 25 percent

# Q3 2025 Balance Sheet (\$ MM)



■ Q4 2024 ■ Q3 2025

- Operating cash inflow of \$39.3 million
- Capital expenditures of \$22.2 million
- Net cash balance \$270.8 million
- Authorized 10 percent increase in semi-annual dividend to 87 cents per share
- \$10.7 million in share buybacks

# Concluding Comments



# Summary of 3<sup>rd</sup> Quarter Performance

**Strong growth in Fuels Specialties offsetting lower results in Performance Chemicals and Oilfield Services**

**Continued focus on margin improvement and operating income growth in Performance Chemicals and Oilfield Services**

**Sequential improvement expected in Performance Chemicals and Oilfield Services in Q4; Fuel Specialties expected to remain steady**

**\$10.7 million in share buybacks; Semi-annual dividend increased to 87 cents per share; Annual dividend now \$1.71, up 10 percent**

**Over \$270 million net cash on balance sheet for further M&A, organic investment, dividend growth and share buybacks**

# Q&A



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# Final Comments

Thank You for Your  
Continued Support

February 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	<b>17</b>	<b>18</b>	19	20	21
22	23	24	25	26	27	28

## Q4 2025 Results Schedule

- February 17<sup>th</sup> – Results Release After Close
- February 18<sup>th</sup> – Conference Call