

Q4 2025 Earnings

February 2026



Forward Looking Statements



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 September 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/(loss) per our consolidated financial statements adjusted for the exclusion of interest income, net, income taxes, depreciation and amortization, pension scheme settlement charge, recovery of historical pension costs, foreign currency exchange gains, 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, impact of internal reorganizations, amortization of acquired intangible assets, legacy costs of closed operations, foreign currency exchange gains, restructuring charge, settlement charge on UK pension scheme buy out, adjustment of income tax provisions, recovery of historical pension costs and settlement of historical tax audits. 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/(loss)) 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/(loss) in our earnings release.

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David Jones - VP, General Counsel
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Patrick S. Williams - President & CEO
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Ian Cleminson - Executive Vice President & CFO
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Patrick S. Williams and Ian Cleminson

Summary of 4th Quarter Performance



Q4

GAAP EPS of \$1.91
Adjusted non-GAAP
EPS of \$1.50

Strong growth in Fuel
Specialties

Improved results in
Performance Chemicals
and Oilfield Services

Strong balance sheet;
\$292.5 million in net cash

\$21.6 million semi-annual
dividend paid; a 10 percent
increase on prior year

Performance Chemicals
sequential operating
income growth

Benefit from margin
improvement actions
and lower overheads

Fuel Specialties 7 percent
operating income growth
with improved margins

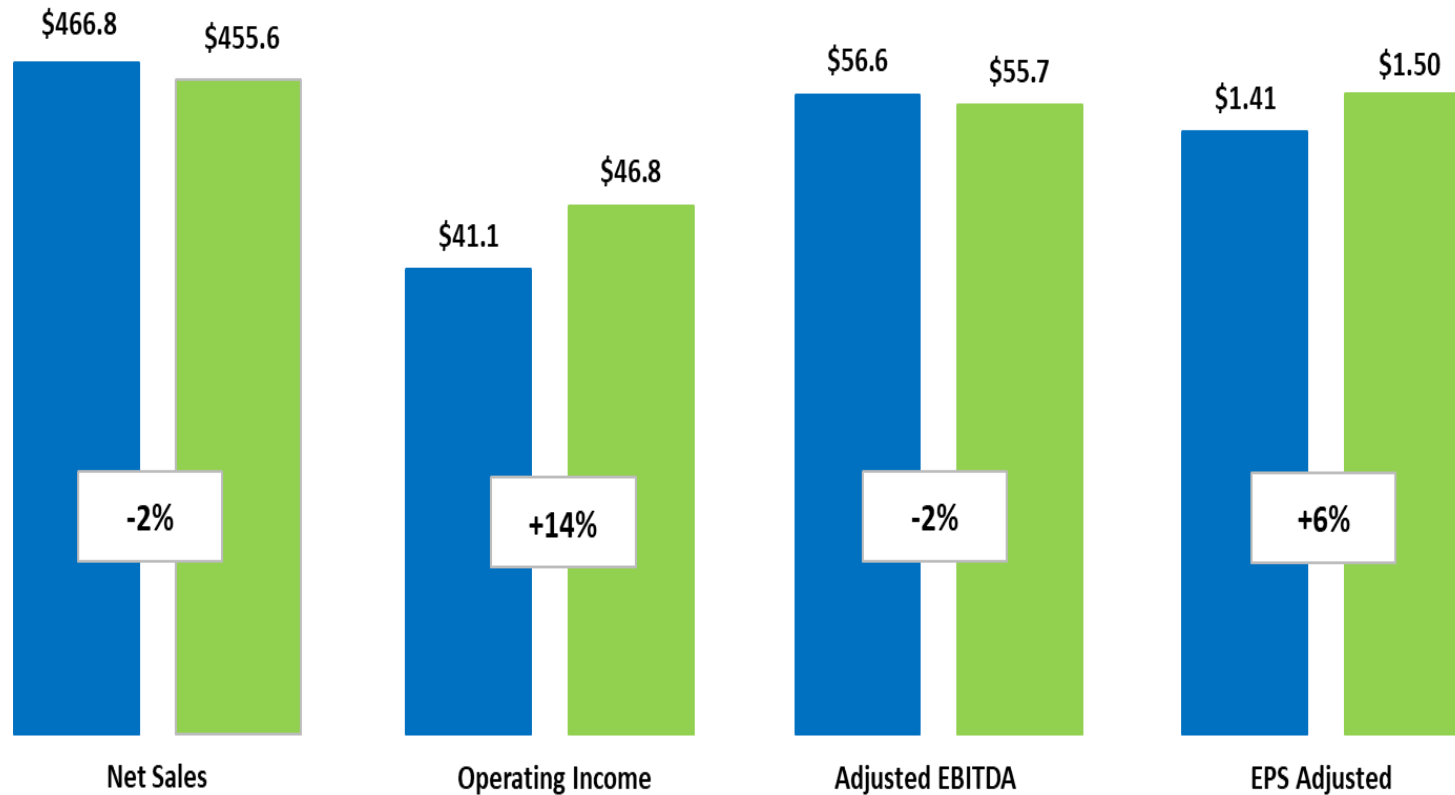
Oilfield Services sequential
operating income growth

Benefit from margin
improvement actions and
lower overheads

Financial Performance



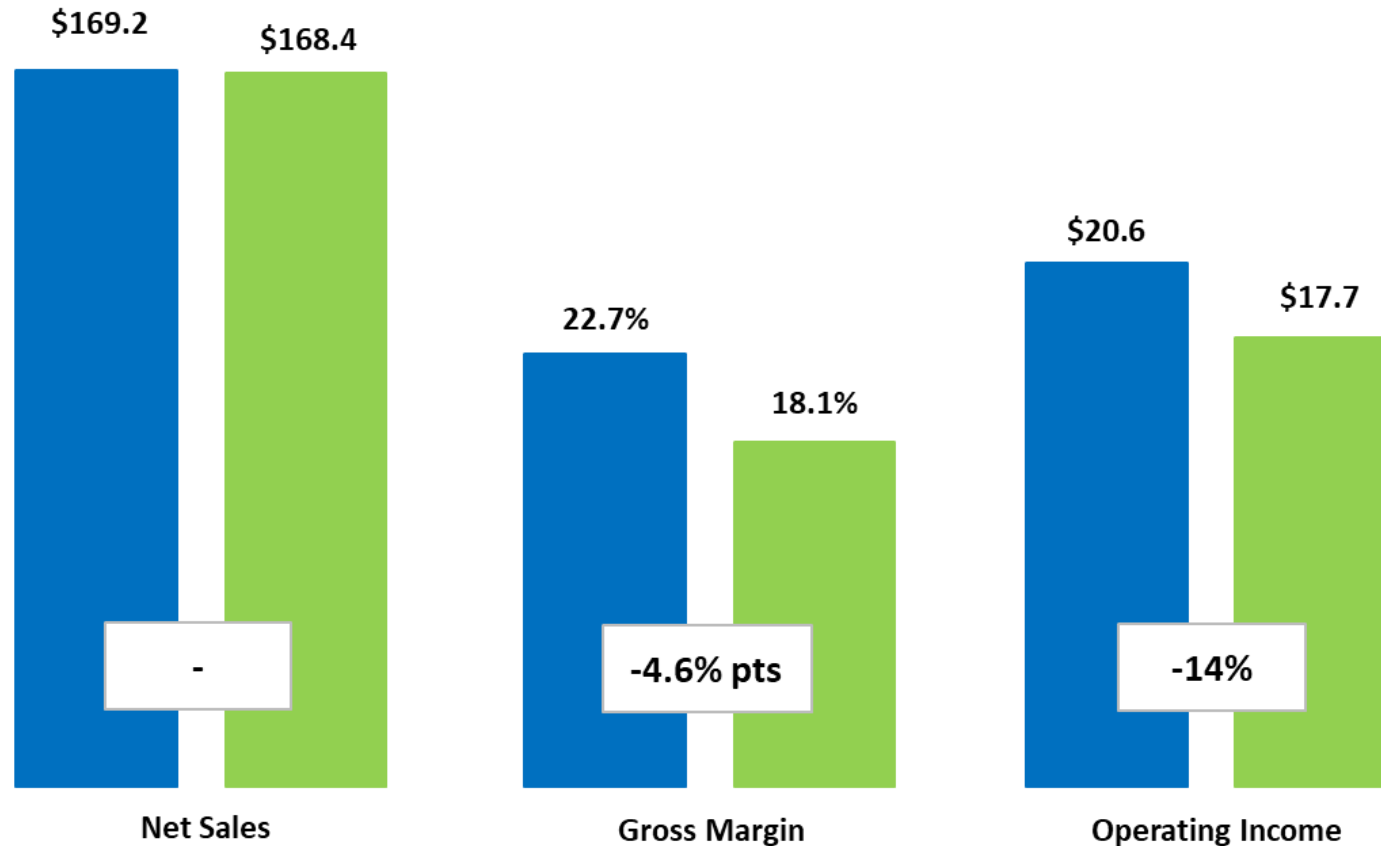
Q4 2025 Consolidated Results (\$ MM)



- Revenue down 2 percent
- Gross margin down 1.2 percentage points
- Operating income up 14 percent
- Adjusted EBITDA down 2 percent
- Adjusted EPS of \$1.50 up 6 percent

■ Q4 2024 ■ Q4 2025

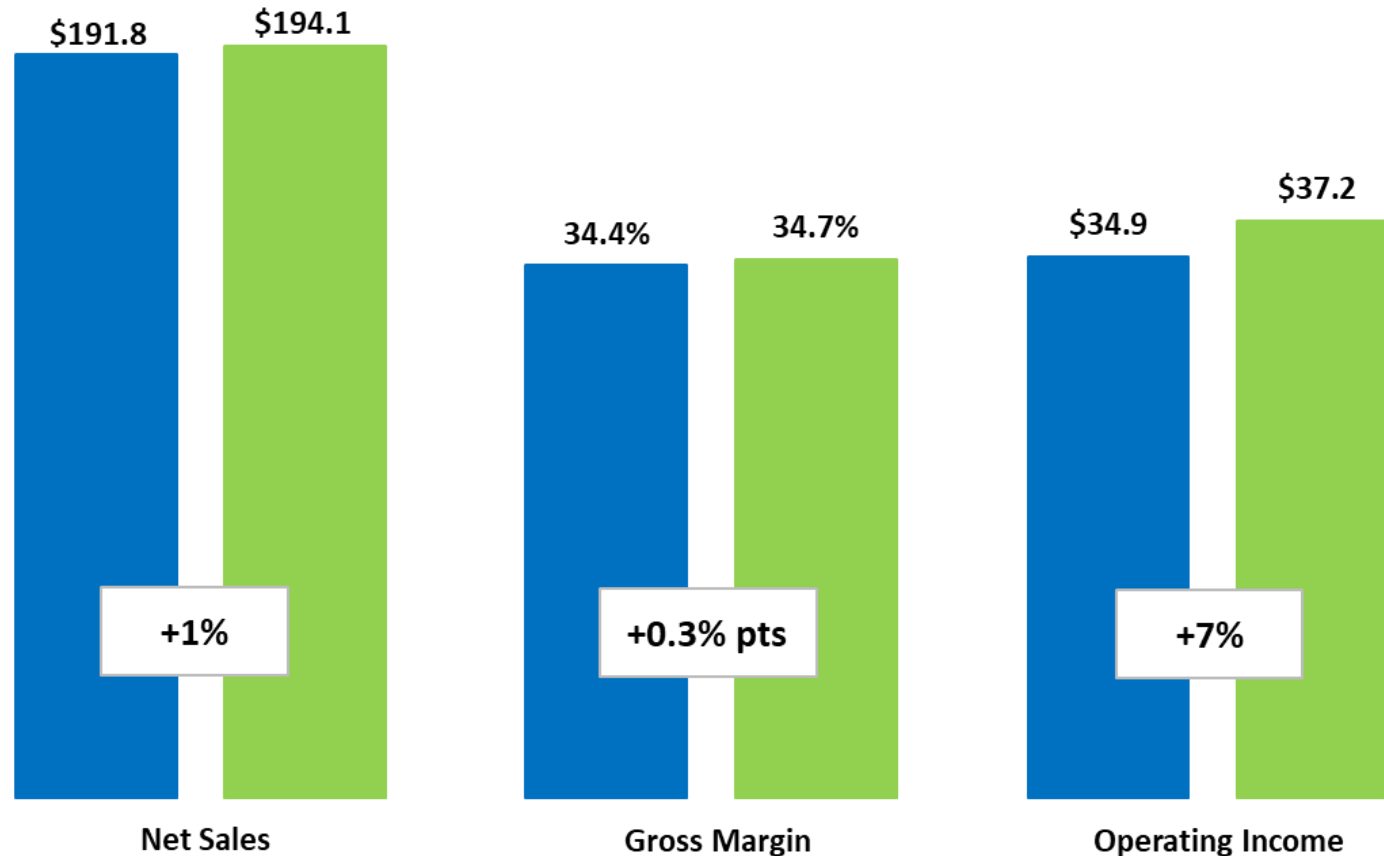
Q4 2025 Performance Chemicals (\$ MM)



- Revenue unchanged
- Gross margin down 4.6 percentage points
- Operating income down 14 percent
- Initial margin improvement actions showing positive impact
- Sequential margin improvement as expected
- Expect further margin and operating income improvement in 2026

■ Q4 2024 ■ Q4 2025

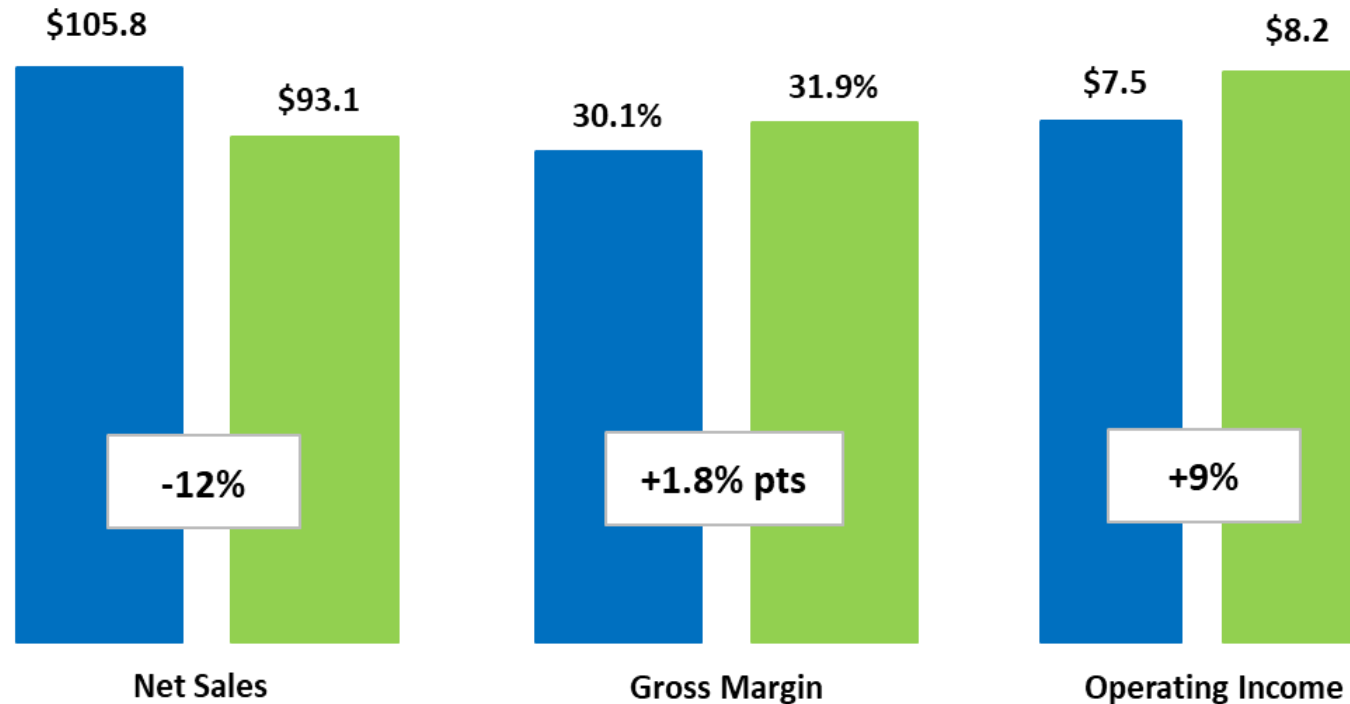
Q4 2025 Fuel Specialties (\$ MM)



- Revenue up 1 percent
- Volumes up 8 percent
- Price/mix down 10 percent
- Gross margin up 0.3 percentage points
- Operating income up 7 percent
- Expect consistent full year performance in 2026

■ Q4 2024 ■ Q4 2025

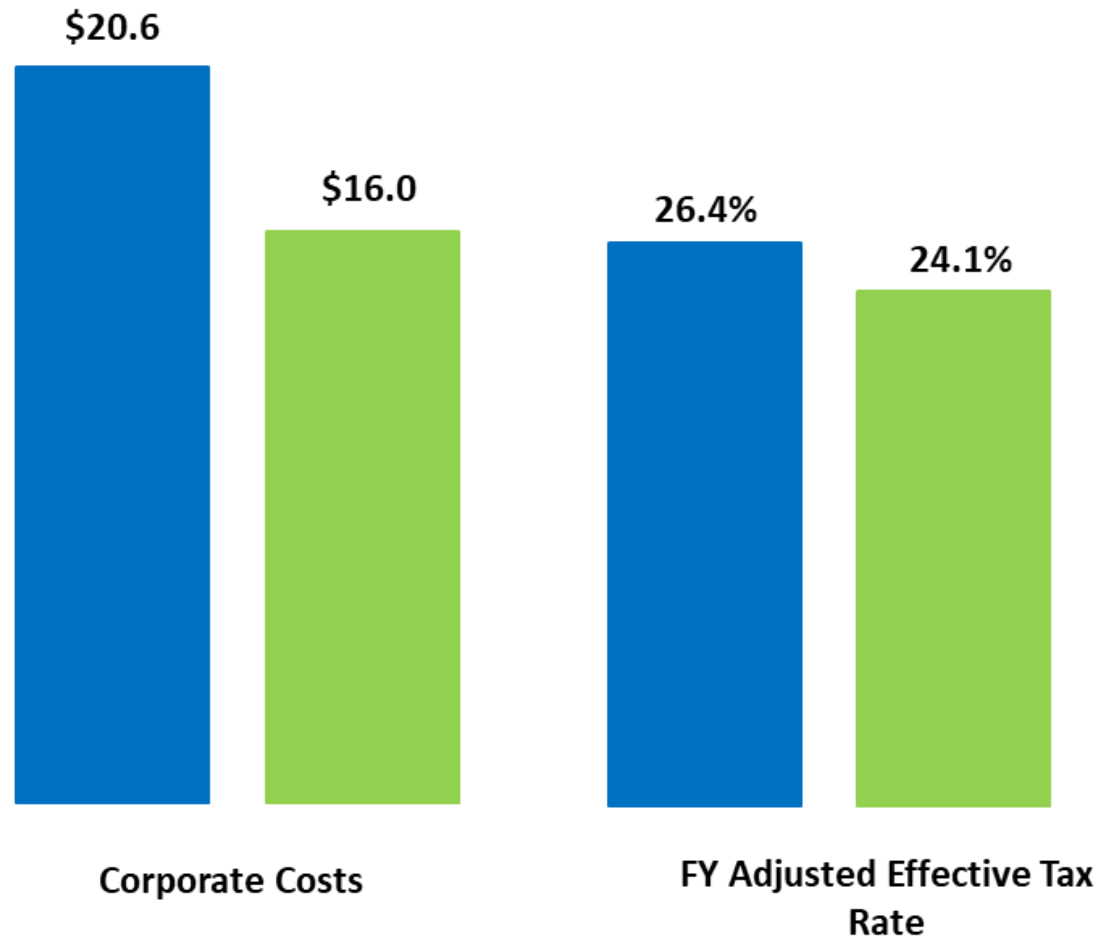
Q4 2025 Oilfield Services (\$ MM)



- Revenue down 12 percent on lower US completions and Middle East activity
- Gross margin up 1.8 percentage points
- Operating income up 9 percent on richer sales mix and lower overheads
- Expect full year margin and operating income improvement in 2026

■ Q4 2024 ■ Q4 2025

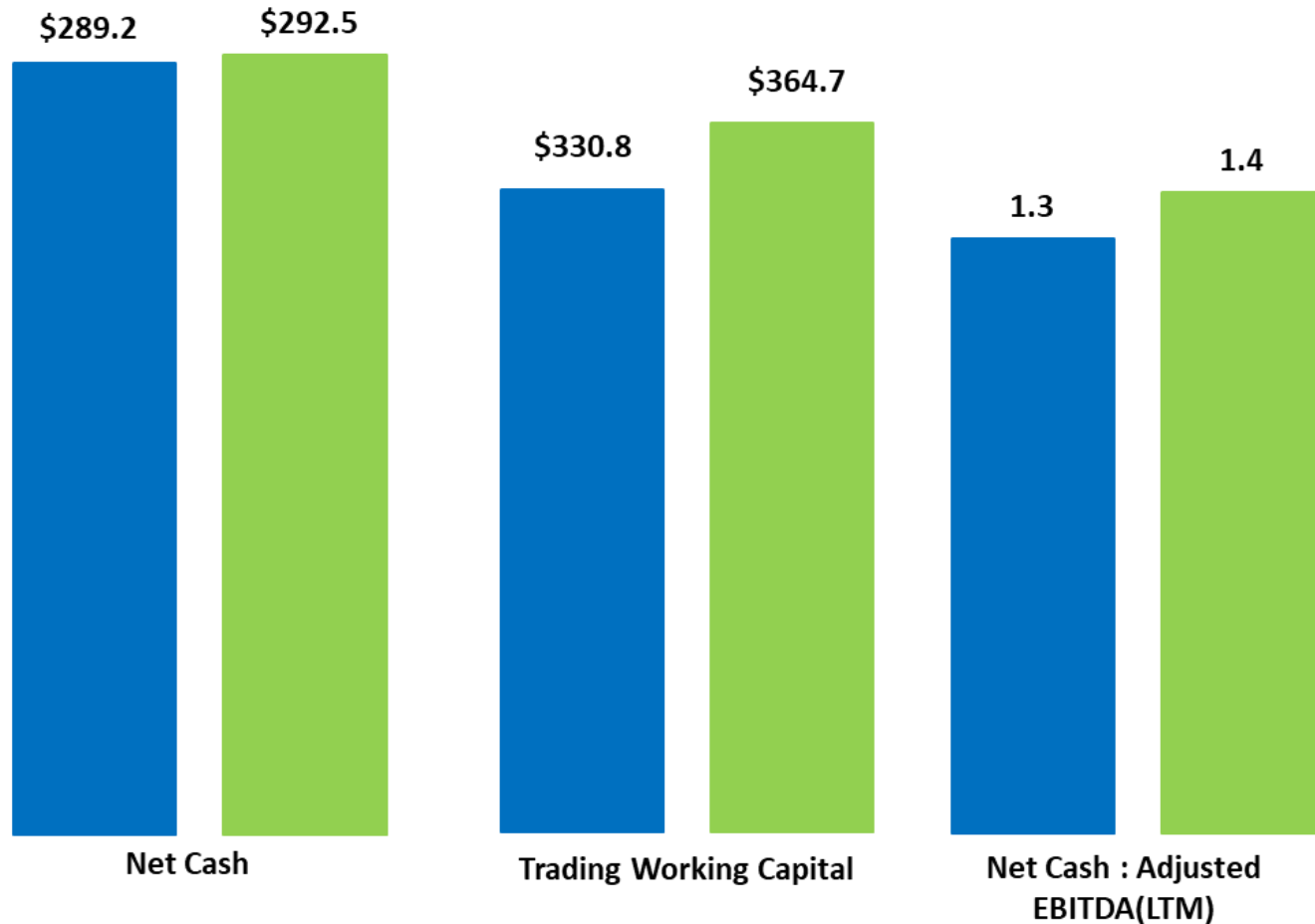
Q4 2025 Corporate Items (\$ MM)



- Corporate costs decreased \$4.6 million from a year ago driven by lower personnel related costs
- Full year adjusted effective tax rate of 24.1 percent
- 2026 tax rate expected to be around 26 percent

■ Q4 2024 ■ Q4 2025

Q4 2025 Balance Sheet (\$ MM)



- Operating cash inflow of \$61.4 million
- Capital expenditures of \$20.5 million
- Net cash balance \$292.5 million
- \$21.6 million semi-annual dividend paid; a 10 percent increase on prior year

■ Q4 2024 ■ Q4 2025

Concluding Comments



Summary of 4th Quarter Performance

Strong growth in Fuels Specialties with improving sequential results in Performance Chemicals and Oilfield Services

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

Continue to deliver exceptional innovation, value and service to our global customers across all our end-markets

Fuel Specialties expected to remain relatively steady

Over \$292 million net cash on balance sheet for further dividends, buybacks organic investment and M&A

Q&A



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Final Comments

Thank You for Your Continued Support

May 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
31					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
11	18	19	20	21	22	23
18	25	26	27	28	29	30

Q1 2026 Results Schedule

- May 7th – Results Release After Close
- May 8th – Conference Call