Innovating with Our Customers

November 2026



General Disclosure

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.

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, 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.

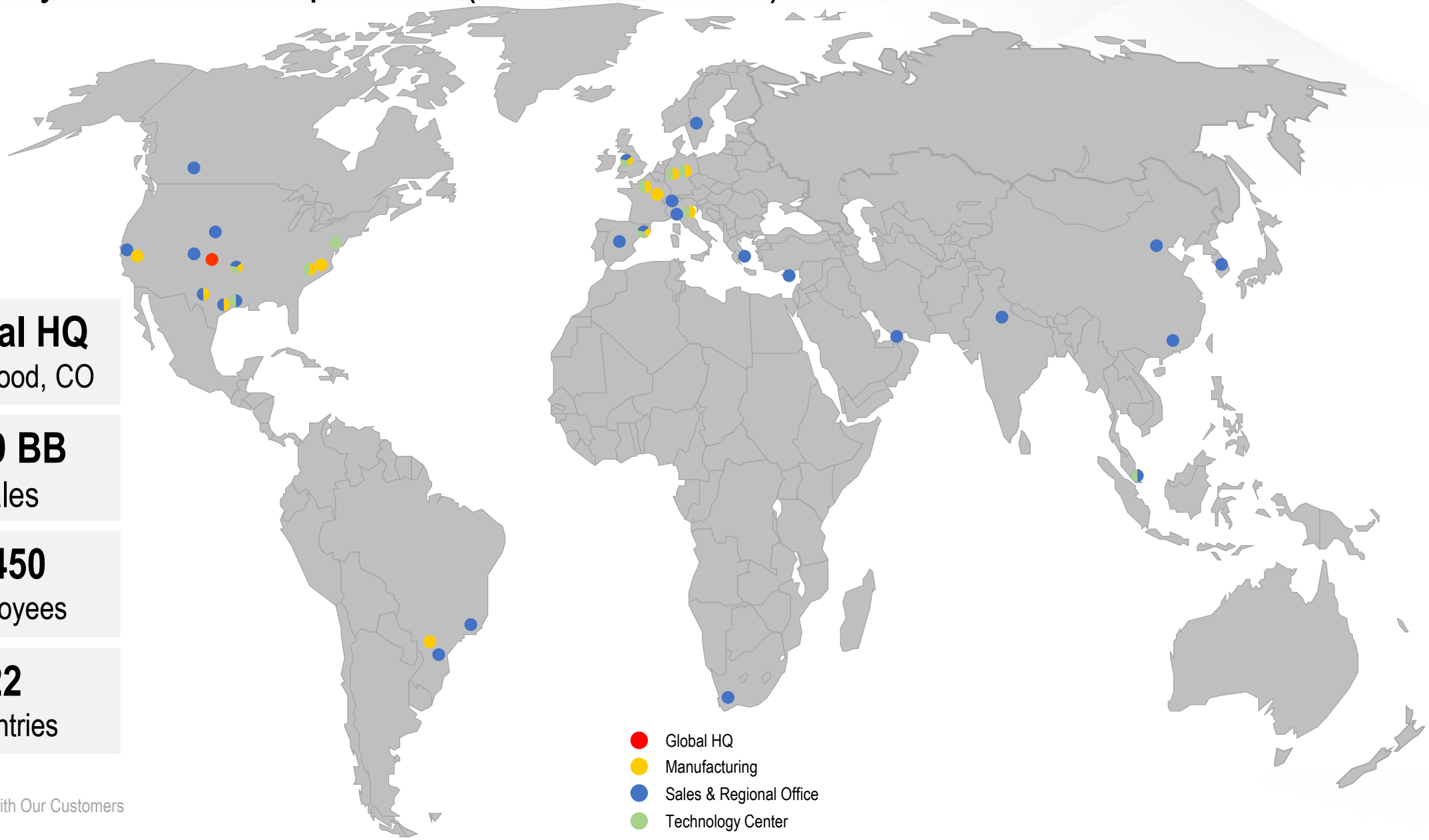
Company Profile: Innospec Inc. (NASDAQ: IOSP)

Global HQ
Englewood, CO

$1.9 BB
Sales

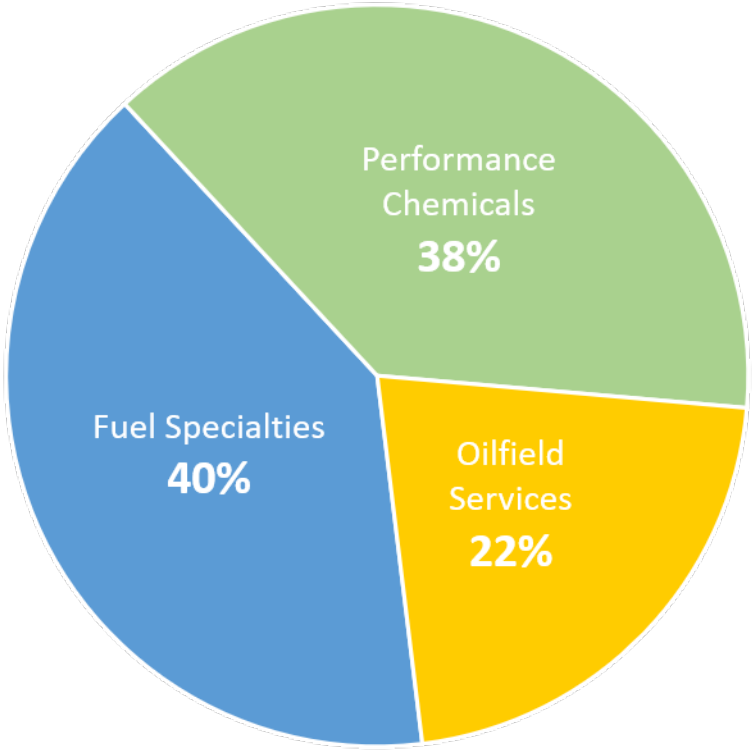
2,450
Employees

22
Countries



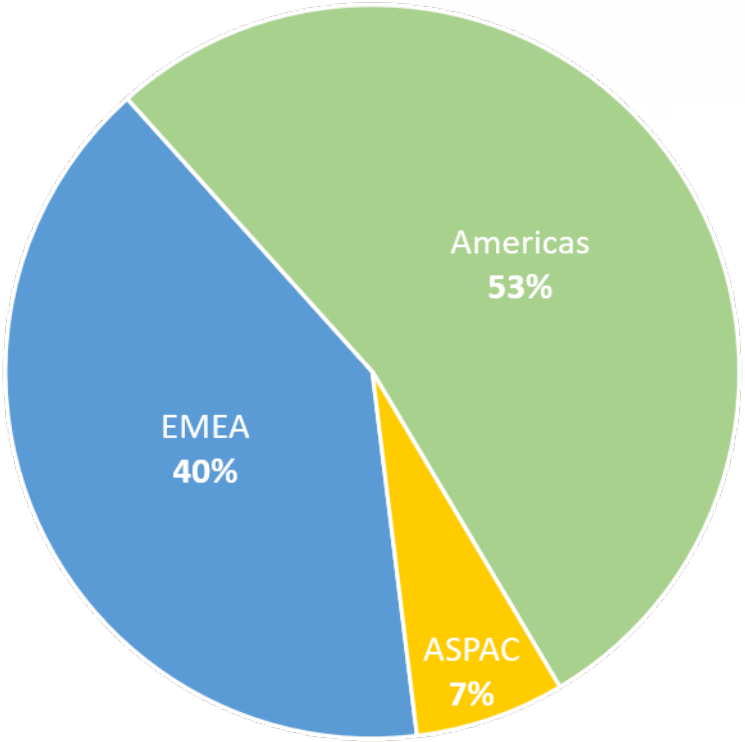
Sales Profile (TTM Q3'26)

Segment Mix



3 Reporting Segments

Geographic Mix



3 Reporting Regions

Business Segments: Common Focus on Surface Active Chemistry



PERFORMANCE CHEMICALS

Improve performance in personal care and other diversified applications



FUEL SPECIALTIES

Improve fuel efficiency and safety



OILFIELD SERVICES

Lower production cost and boost recovery

Key End Markets

PERFORMANCE CHEMICALS		FUEL SPECIALTIES		OILFIELD SERVICES
• Personal care	• Metal extraction	• Long-haul trucking	• Aviation	• Production
• Home care	• Construction	• Marine	• Agriculture equipment	• Drilling & Completion
• Agriculture	• Other industrial	• Plastics & Coatings	• Passenger cars (Europe)	• Midstream pipeline transportation

Competitive Position

PERFORMANCE CHEMICALS

- Leading natural / mild surfactant chemistry
- Personal care driving operating income growth
- Partnership with customers to reformulate around clean beauty and sustainability themes
- Growing in adjacent mining, agriculture and other industrial markets with technology focused on operational efficiency

FUEL SPECIALTIES

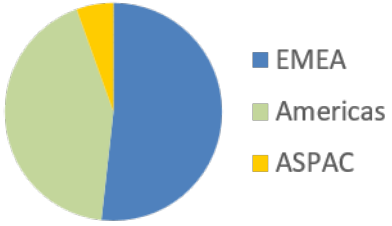
- Products reduce fuel consumption, improve engine efficiency and ensure fuel handling safety
- Leading market share in heavy-duty commercial and jet aviation transport applications
- Sustainability themes driving majority of growth opportunities
- Growing specialized technologies for non-ICE end-markets where we have leading IP

OILFIELD SERVICES

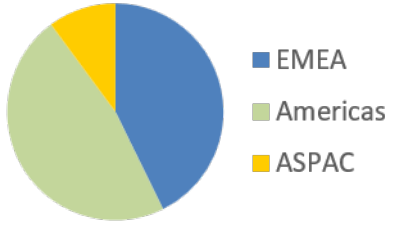
- Leading IP to lower production costs
- R&D leadership in friction reducers, drag reducers and flow assurance
- Strong foothold for future growth in midstream and Middle East markets

Sales & Geographic Mix (TTM Q3'26)

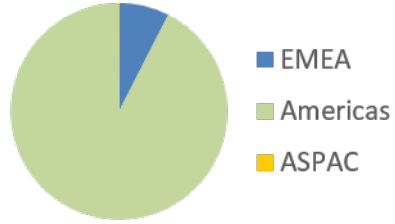
$706 MM (38%)



$739 MM (40%)



$400 MM (22%)



Business Segment Medium-Term Outlook

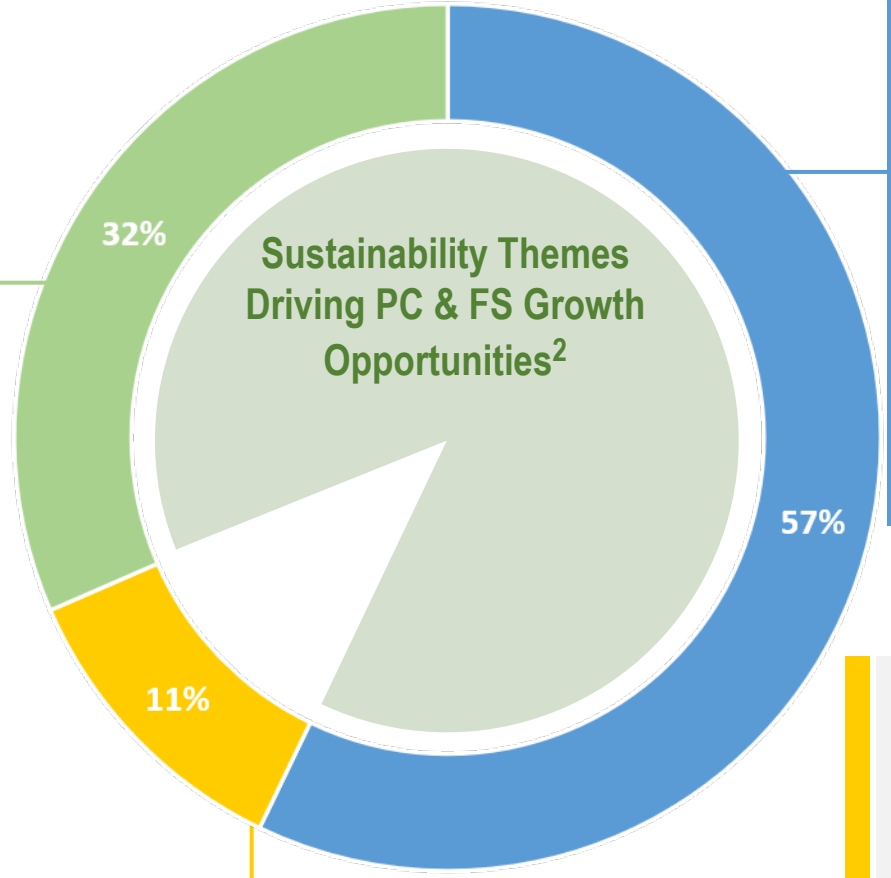
Performance Chemicals



MSD Growth

- Mid single-digit organic growth
- Expanding margins
- Personal Care driving growth
- Secular clean-beauty and sustainability trends
- Increasing set of growth opportunities in home care, agriculture, construction and other industrial markets
- Focus segment for M&A

EBITDA[1] Mix (TTM Q3'26)



Fuel Specialties



LSD Growth, Strong Cash Flow

- Sustainability drivers
  - Global tightening of emissions regulations
  - Renewable fuels growth
  - Fuel-efficient GDI engines
  - Low-sulfur marine fuels
  - Desire to lower fleet cost and emissions
- Growing sales and profit contribution from non-fuels applications

Oilfield Services



Recovery with Improved Margins

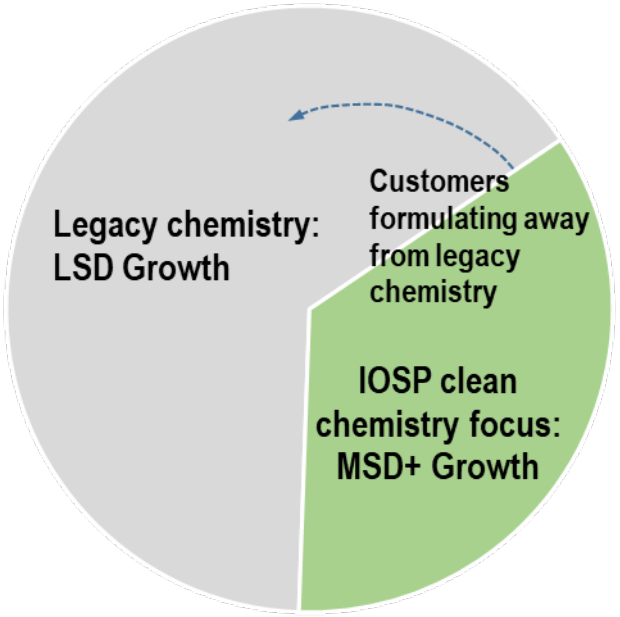
- Opportunities across production, midstream, completions & drilling
- Growing Middle East and DRA opportunities
- Targeting 10-12% operating margin

[1] Excluding corporate cost
[2] Including clean beauty trends (e.g., sulfate-free, 1,4-dioxane free, animal testing free, packaging free)

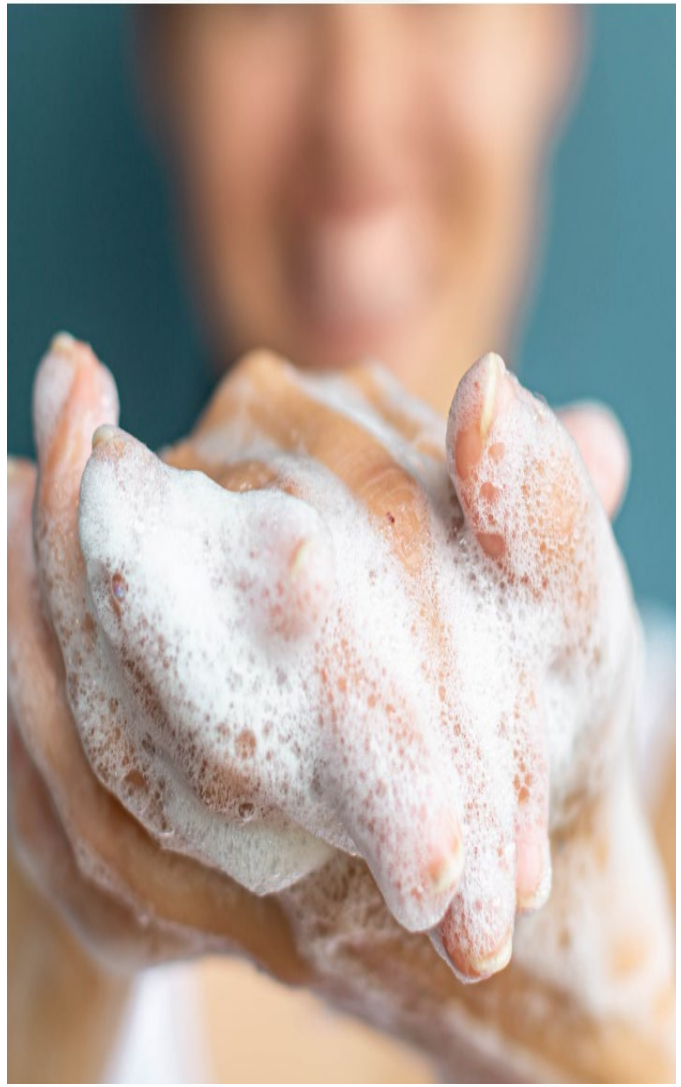
Leading Position in Clean Beauty

- Personal Care ~70% Performance Chemicals operating income
- Broad ingredient offering combined with formulation expertise
- Leadership position in growing personal care segment ("IOSP Focus"):

Global Personal Care Surfactants Market (~$5BB)[1]



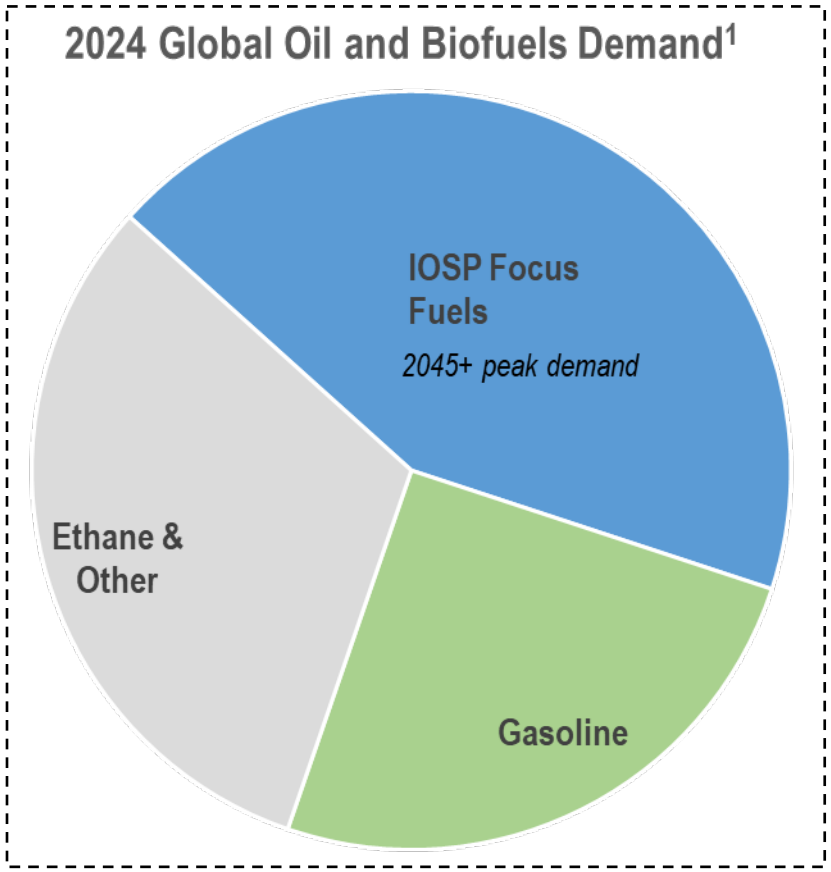
- IOSP leadership in high-performance, sulfate and 1,4-dioxane free, mild surfactants
- The "chassis" for leading clean beauty products
- IOSP Focus segment growing faster than overall legacy chemistry



[1] Company estimate based on various independent sources

Emissions Mandates Drive New Demand for Fuels Technology

- Technology leader for diesel, renewable, marine and jet fuels (the "IOSP Focus Fuels")
  - Generally, less susceptible to EV headwind
- Gasoline is a large potential market for IOSP



- Sustainability targets are driving new customer conversations and expanding IOSP addressable markets:

End Market	Driver	Examples	Effect on Additive Demand
IOSP Focus Fuels	Fuel and emissions regulations	-IMO 2020 -China VI	Additives improve fuel economy and engine performance Complemetary to other emissions reduction actions
	Renewable fuels	-Biodiesel / SAF -Renewable diesel	
	Decarbonization rules / targets	-IMO Carbon Intensity Indicator rule (marine) -CO2 emissions targets (trucking fleets)	
Gasoline	Efficient engine technology	-Gasoline direct injection (GDI) engines	GDI requires advanced additive technology; opens gasoline market to IOSP

- Non-fuels applications are growing at double-digit rates

[1] IEA 2025 World Energy Outlook. Peak demand estimates based on IEA current policies scenario.

Majority of Current Sales Address Key Sustainability Themes

GHG/Carbon Reduction



- Additives boost fuel economy and lower emissions
- Additives enable renewable fuel use
- Broad, naturally-derived home and personal care offering
- Water-based alternatives for high-volume oilfield chemistries
- Energy-saving, drag reducing agents for midstream pipelines



Less Plastic & Water Use





- Formulations that enable reduced or biodegradable packaging
- Leaders in sulfate-free, 1,4-dioxane free, solid beauty products
- Powder, bar, stick, dry and concentrate options to match emerging consumer preferences



Efficiency & Safety



- Safety and process efficiency chemistries for plastics and coatings manufacturing
- Lightweighting additives for construction materials like plasterboard and concrete
- Additives which enable significant reductions in active chemical use in agriculture



Innovating with Our Customers – Examples

X-Free Personal and Home Care



- Customers increasingly prefer mild and natural products with fewer ingredients
- Consumer focus on what the products do not have: 1,4-dioxane free, Sulfate free
- Our IP helps customers produce mild and natural products with no compromise on performance / look / feel

Dry Personal and Home Care



- Deliver surfactants in a compact, dry form …. eliminate unnecessary transport of water
- Decrease or eliminate plastic packaging with dry or concentrated formats
- Our IP helps customers drive efficiency and sustainability in the supply chain

Construction Additives



- Engineered solutions to decrease density and maintain strength in plasterboard
- Additives for lightweight cementitious materials (mortar, concrete, grout)
- Our IP lowers water, raw material and energy use in construction products

Mining Recovery Additives



- Innovative and sustainable solutions for mining processes to maximize yields and reduce environmental impact
- Focus on key energy transition metals - gold, copper, uranium and zinc
- Our IP helps customers improve recoveries and decrease use of hazardous reagents

Drag Reducing Agents



- Market-leading technology for drag reduction in crude oil pipelines
- Exception technical service and application engineering to ensure optimized performance
- Our IP helps customers increase throughput, lower operating costs and reduce requirements for capital equipment upgrades

Responsible Business Actions

Verification



- In accordance with AA1000 assurance standard
- 2024 digital report published in June 2025
- www.innospecsustainability.com

Accreditation

EcoVadis Gold 2019-2024

- Top 5% of suppliers evaluated in our sector
- 2025 assessment submitted

CDP Voluntary Disclosure

- Climate: **B**
- Water Security: **B**

Community Engagement

- Over $1.6 million raised*
- 529 organizations supported*
- 3,889 volunteering hours undertaken*

*(since 2016)

innospec cares

Sustainable Raw Materials

ASD
ACTION FOR SUSTAINABLE DERIVATIVES

RSPO-1106327

- Member of RSPO and ASD
- Palm transparency: refinery (99%) and mill (98%) well above industry averages
- Scored **A** in 2024 sustainable palm index (SPI) assessment
- Palm grievance tracker publicly available on Innospec website
- Social partnership with International Justice Mission to increase protection for palm oil workers in Southeast Asia

IJM

GHG Emissions & Energy

- 23% reduction in Scope 1 & 2 Greenhouse Gas emissions**
- 20.8 million metric tones of avoided CO_2e emissions through use of our fuel additives sold in 2024
- Product Carbon footprint assessments completed for over 90 products

**(since 2014 baseline)

Performance Chemicals – Profile

ENABLING MILD, NATURAL AND SUSTAINABLE PRODUCT FORMULATION WITHOUT COMPROMISE IN PERFORMANCE

Mid Single-Digit Growth Outlook	**Expanding** GM & Operating Leverage	**~12-13%+** Target Operating Margin	**Significant** Organic Growth Pipeline

Key Product Benefits	Superior cleaning power Stable and luxurious foam Mild / low irritancy	Dry and concentrated formats Sulfate and 1,4-dioxane free Naturally derived
Customers	• Independent and MNC personal and home care brands • Global mining, building products and crop protection companies	
Market Drivers	Personal and Home Care • Product performance • Natural, x-free, sustainable	Mining, Ag, Construction • Process efficiency • Production yields

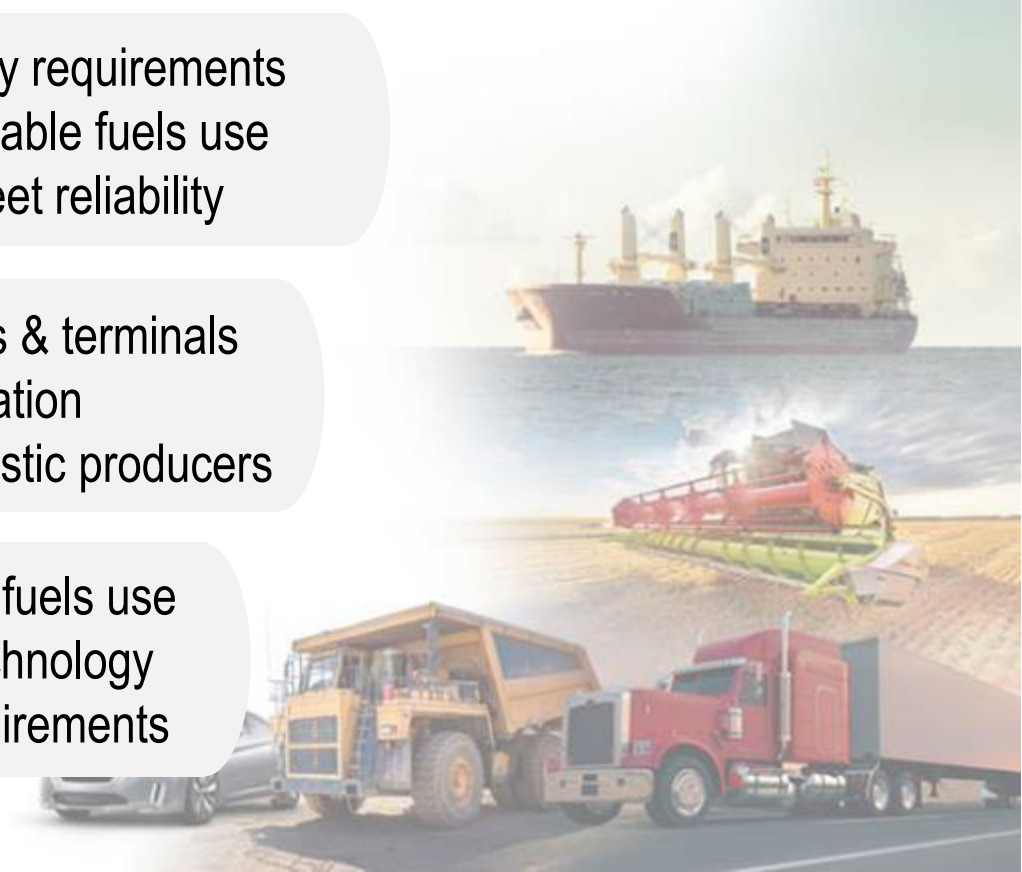


Fuel Specialties – Profile

ENABLING LOWER CARBON FOOTPRINT FOR THE GLOBAL HEAVY-DUTY TRANSPORTATION, MARINE, AVIATION AND MACHINERY FLEET

Low Single-Digit Sales Growth Outlook	**32-35%** Target Gross Margin	**19 - 21%** Target Operating Margin	**92%** Cash Conversion[1]

Key Product Benefits	Cleaner, efficient engine Lower fuel consumption Lower carbon footprint	Meets regulatory requirements Enables renewable fuels use Increased fleet reliability
Customers	Oil majors Fuel marketers/ retailers Transport fleet operators	Marine lines & terminals Aviation Coating & plastic producers
Market Drivers	Emissions regulations Sustainability targets Diesel, distillate and jet demand	Renewable fuels use Engine technology Safety requirements



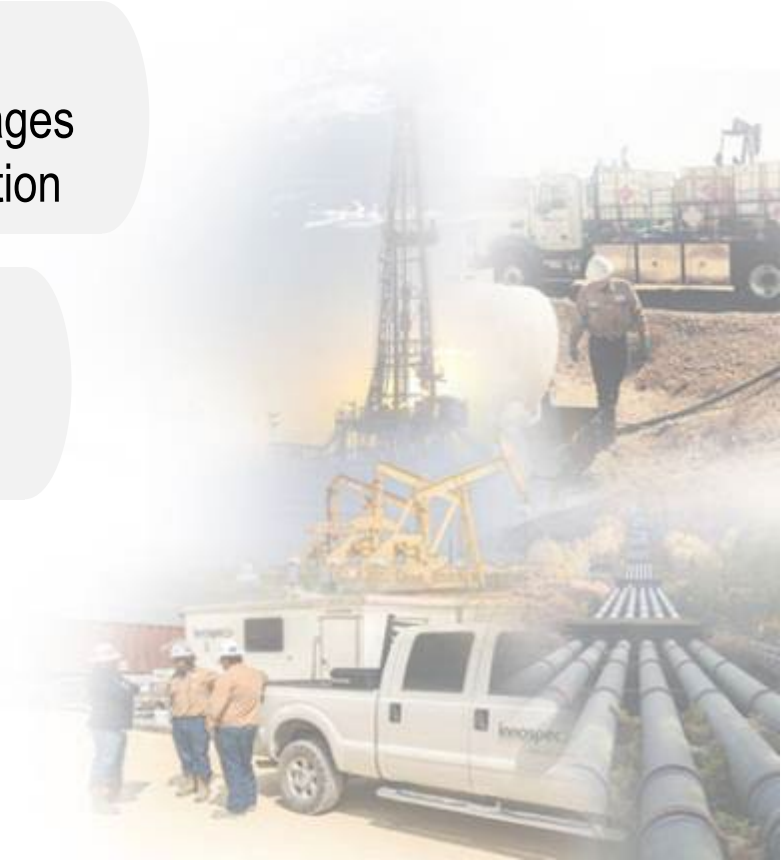
[1] (EBITDA – Capex) / EBITDA average 2021-2025

Oilfield Services – Profile

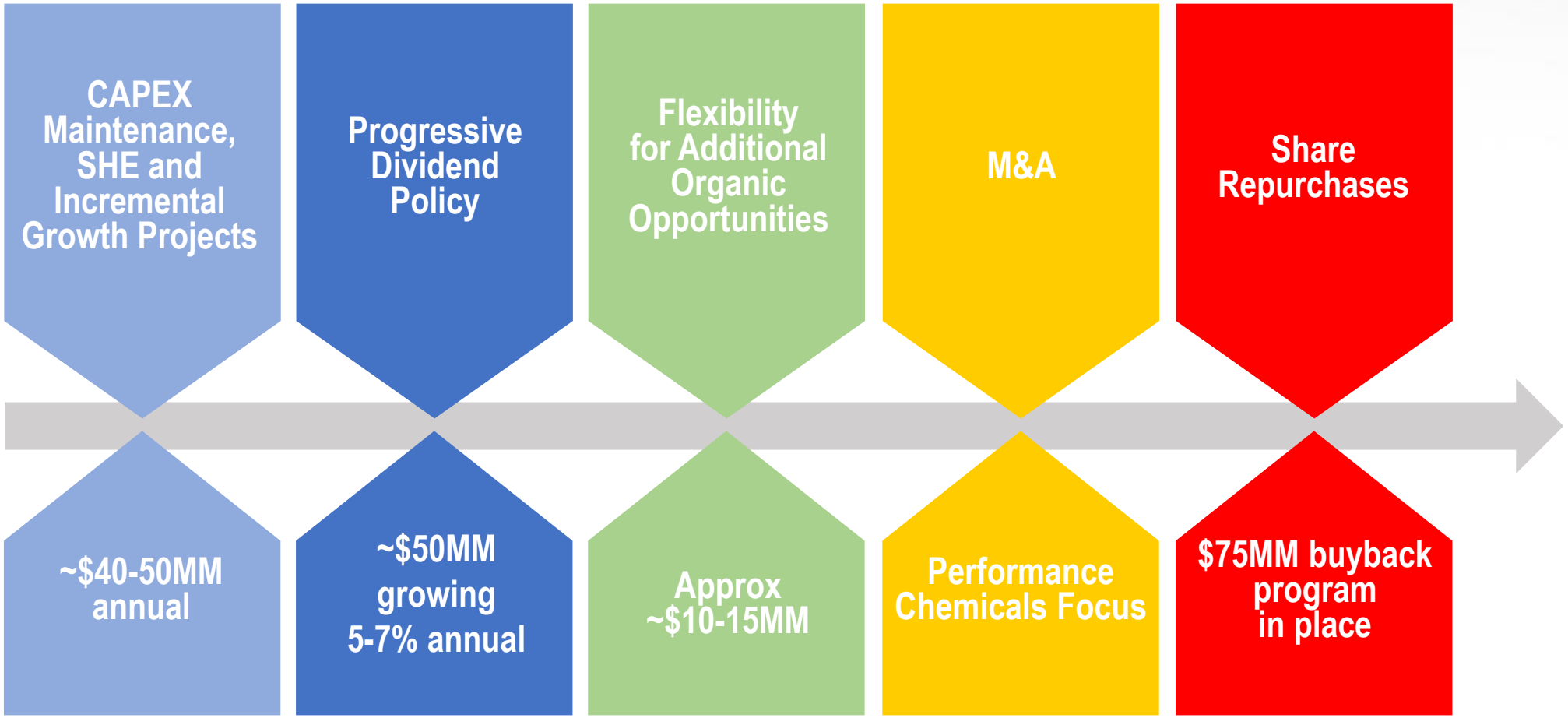
LOWERING COST AND INCREASING EFFICIENCY OF RECOVERY AND TRANSPORT

Product Line and Geographic Growth Opportunities	**Recovery with Improved Margins**	**10-12%** Target Operating Margin

Key Product Benefits	Premium performance Increased production Recycled water compatible	Smaller onsite footprint Operator-specific chem packages On-site monitoring / optimization
Customers	US and International • E&P majors and independents • Midstream operators	• Service Companies
Market Drivers	Oil & gas demand Well optimization	Pipeline utilization Production volume



Innospec Capital Allocation



M&A Focus

- Strong balance sheet
- Business units seek to add technology and geographic expansion
- Open to potential transformational merger or acquisition which adds value

Market Focus	Strategy
Performance Chemicals	• Key focus area for M&A • Performance ingredients and technologies which complement existing portfolio and end-markets • Increased exposure to adjacent end-markets (e.g., ag, mining, industrial, construction) • Geographical expansion – Asia Pacific
Fuel Specialties	• Positioned to acquire assets which would complement our unique global technology and geographic footprint
Oilfield Services	• Unlikely to be significant – potential small technology additions
Potential Fourth SBU	• Only as part of another acquisition or transformational opportunity