

**GROWTH WITH PURPOSE**

Today  
Tomorrow  
Together

**NewMarket**

2024 ESG REPORT





## Table of Contents

### 3 Introduction

- 4 A Message From Our CEO
- 5 About This Report
- 6 About NewMarket
- 7 Business Segments

### 8 The Afton Advantage

### 11 American Pacific Corporation (AMPAC)

### 12 ESG at NewMarket

- 13 Our Commitment to Responsibility
- 14 ESG Highlights
- 15 What's Important to Us

### 16 Environment

- 17 Our Strategy
- 18 Our Goals
- 20 LCA and Product Carbon Footprint
- 22 Environmental Activities in 2024

### 23 Social

- 24 How We Care for Our People
- 25 Health + Safety
- 28 Recruitment + Retention
- 29 Training + Development
- 30 Opportunity + Engagement

### 32 Governance

- 33 How We Progress With Integrity
- 34 Responsible Care®
- 35 Key Governance Highlights

### 36 Awards



## **GROWTH WITH PURPOSE**

### *INTRODUCTION*

- 04 A Message From Our CEO*
- 05 About This Report*
- 06 About NewMarket*
- 07 Business Segments*
- 08 The Afton Advantage*
- 11 American Pacific Corporation (AMPAC)*



## A Message From Our CEO

I am pleased to present the latest edition of NewMarket Corporation's Environmental, Social, and Governance (ESG) Report.

For more than a century, NewMarket and its subsidiaries have been guided by core values that are deeply aligned with ESG principles. These values are not just words on paper; they form the foundation of our commitment to stakeholders. Safety, environmental responsibility, and strong corporate citizenship shape our interactions with customers, suppliers, employees, shareholders, the environment, and the communities we call home. Operating responsibly for the long term has been our approach since our founding; learning over the years, constantly improving our performance, and leaving a place better than we found it.

Safety and environmental responsibility are core values for us at NewMarket. Every employee at NewMarket is responsible for ensuring that our high standards around health, safety, environmental protection, and security are always upheld. Our Actively Caring safety effort continues to yield positive results. During 2024, our worldwide injury/illness recordable rate was 0.77 and we had zero recordable injuries at six of our facilities. These results affirmed our Vision of Zero improvement plans and actions across our sites, as well as the importance placed on our safety-first culture. We continue to strive for zero injuries and incidents.

In 2024, we continued to invest heavily in developing new products and technology to keep our customers well-positioned for the future. Our innovative products and technologies enable customers to meet evolving OEM requirements, including the specific demand of hybrid and electric vehicles. We remain focused on helping our customers differentiate their product offerings, remain competitive, and reduce their environmental footprint. In 2024, we successfully launched new technologies across all our major lubricant additives and fuel additives product areas. We continue to launch new OEM-specific technology for full battery electric passenger and commercial vehicles and are a leading supplier in these new and growing markets. In our industrial additives sector, we continue to focus on our next generation wind turbine technology to maintain our technology leadership in this important market.

We are excited to welcome American Pacific Corporation (AMPAC) to the NewMarket family. This acquisition, completed in January 2024, is an exciting development, especially considering their expertise in producing critically important chemicals. AMPAC shares our values and goals, and we look forward to incorporating their contributions into our ongoing ESG initiatives.

We take immense pride in the additives industry and the role our products play in improving the world. The benefits of our products are felt daily by people everywhere. As an essential industry, we take our stakeholder responsibility seriously, and we're committed to ongoing investment in products that enhance sustainability while minimizing our environmental footprint.

As we look to 2025, we are well positioned for success. We have a strong management team in place that is committed to safety and environmental excellence. We will continue our research driven investment in technology while improving efficiency and controlling costs. We are witnessing a dynamic evolution in the ESG landscape, and we are committed to thoughtfully adapting our programs to meet the needs of all our stakeholders. By continuously refining our approach, we will maintain our strong foundations while driving positive impact and long-term success.

Thank you for your continued interest in NewMarket Corporation.

Sincerely,

Thomas E. Gottwald  
Chairman and CEO





## About This Report

NewMarket Corporation and our operating companies are committed to making the world a better place. In this report, we provide an update on progress and share NewMarket's goals and activities in the areas of Environment, Social, and Governance.

### Environment

We create essential chemical products that help reduce emissions, extend the life of equipment and machinery, reduce fossil fuel consumption, and facilitate the introduction of lower-carbon vehicles and technology.

### Social

We provide a welcoming and healthy work environment for people of all backgrounds and provide thriving career opportunities for all employees.

### Governance

We maintain transparency and the highest ethical standards in how we do business.

### Our Approach

NewMarket has had a long-established fundamental belief that our business should make the world a better place through environmental protection, respect for people, and ethical governance. We approach Environmental, Social, and Governance topics by operating responsibly for the long term. It is important to us to maintain a consistent approach that guides our practices, namely:

- **Make the world a better place**

This is reflected in our commitment to producing products that lead to cleaner vehicle emissions, extended equipment life, improved fuel economy, and reduced reliance on fossil fuels.

- **Provide thriving career opportunities for our employees**

We are dedicated to our employees that make up our global workforce.

- **Create long-term value for our shareholders**

Our focus on long-term responsibility and continuous improvement underscores our commitment to our shareholders.

Throughout the past year, we have actively engaged with various stakeholders and are delighted by the overwhelmingly positive feedback we have received. We are proud that our ESG report continues to be well received, showcasing our dedication to transparency and ongoing improvement. With the addition of American Pacific Corporation (AMPAC) to the NewMarket family, we are excited to enhance our commitment to making the world a better place.

As we move forward into 2025 and beyond, our ESG activities will continue to be guided by our long-term vision and our proven track record of conducting profitable, responsible business that benefits both our local communities and the broader world.



We are also closely monitoring evolving regulations regarding ESG disclosures. We believe it is crucial to align standards to provide stakeholders with consistent and accessible information. We are committed to engagement and will be sharing further information with stakeholders as the landscape evolves.



# About NewMarket

NewMarket Corporation is the parent of Afton Chemical Corporation, American Pacific Corporation (AMPAC), Ethyl Corporation, NewMarket Services Corporation, and NewMarket Development Corporation. By leveraging the expertise of each organization under NewMarket’s leadership, we’re able to better align our global resources and give each company the flexibility to respond quickly to changes in local markets and deliver value to our many customers.

## Our Values

Our values form the foundation that supports the inclusive and respectful culture we have established at each of our locations around the globe.



UNQUESTIONED  
INTEGRITY



RESPECT FOR  
PEOPLE



SAFETY AND  
ENVIRONMENTAL  
RESPONSIBILITY



PARTNERS WITH  
CUSTOMERS AND  
SUPPLIERS



CONTINUOUSLY  
IMPROVING  
QUALITY



CITIZENSHIP



ECONOMIC  
VIABILITY



## Key Facts / Statistics

Approximately 2,060 employees work out of our facilities located in 8 countries

NewMarket employees hold positions within the American Chemistry Council, the American Petroleum Institute (API), and the Technical Committee of Petroleum Additive Manufacturers in Europe (ATC)

20 sales/representative offices

18% of our employees have more than 20 years of service

~40% of revenue comes from products introduced in the last 5 years

~1,400 US & foreign patents



## Business Segments



### ***Afton Chemical Corporation***

Afton Chemical Corporation develops and manufactures petroleum additives that make vehicles more efficient, make machines last longer, and reduce emissions. It represents the majority of NewMarket's sales revenue.



### ***American Pacific (AMPAC)***

AMPAC is the leading North American manufacturer of critical performance additives used in solid rocket motors for space launch and military defense applications. AMPAC also manufactures halocarbon-based clean and environmentally friendly fire extinguishing agents.



### ***Ethyl Corporation***

Ethyl provides contracted manufacturing and service to Afton and to third parties and markets anti-knock compounds in North America.



### ***NewMarket Services Corporation***

NewMarket Services Corporation provides operational support to the entire family of NewMarket companies, including services ranging from treasury, asset management, and corporate development to information technology, human resources, and general legal counsel.



### ***NewMarket Development Corporation***

NewMarket Development manages the property we own in Richmond, Virginia, which consists of approximately 50 acres. This acreage includes our corporate offices, a research and testing facility, and several acres dedicated to other uses.



# The Afton Advantage

## Afton Chemical At-A-Glance

Afton Chemical Corporation has been producing fuel and lubricant additives for more than 100 years. Our technology solutions include driveline additives, engine oils, performance and refinery fuels, and industrial additives. We use our formulation, engineering, and marketing expertise to help our customers develop and market fuels and lubricants that reduce emissions, improve fuel economy, extend equipment life, improve operator satisfaction, and lower the total cost of vehicle and equipment operation.

## How & Where We Operate

With a strong global presence, Afton Chemical operates through an open, flexible, and collaborative style. Afton works closely with its customers to understand their business and help them meet their goals. This approach has allowed us to develop long-term relationships with our customers in every major region of the world, which we serve through our global network of manufacturing facilities.

In addition to our customer-focused approach, we place great emphasis on close collaboration with our suppliers. By working hand-in-hand with our suppliers, we foster innovation and efficiency throughout our supply chain.

Furthermore, we are deeply committed to engaging with and understanding the evolving needs of Original Equipment Manufacturers (OEMs). By maintaining open lines of communication and staying attuned to their developing requirements, we can provide tailored solutions that drive mutual success and support our shared objectives.

Our global manufacturing and R&D capabilities include locations in:

- 1 Richmond – USA
- 2 Ashland – USA
- 3 Sauget – USA
- 4 Port Arthur – USA
- 5 Houston – USA



- 6 San Juan Del Rio – Mexico
- 7 Belford Roxo Rio – Brazil
- 8 Bracknell – UK
- 9 Feluy – Belgium
- 10 Singapore
- 11 Suzhou – China
- 12 Tsukuba – Japan



## The Afton Advantage *(continued)*

### **PARTNERING FOR PROGRESS, DRIVING SOLUTIONS**

*How strategic partnerships help us amplify positive outcomes*

Afton Chemical is committed to developing innovative solutions that address the evolving needs of our industries and customers while simultaneously advancing a brighter future. This dual focus is driven by our core value of Passion for Solutions®, which fosters a collaborative and open culture. Through this culture, we build strong partnerships with customers and original equipment manufacturers (OEMs) to gain a deep understanding of their:

- ESG goals and challenges
- Technological advancements and requirements
- Supply chain demands
- Business and marketing objectives

By combining our long history of expertise with our advanced chemistry, we develop sustainable solutions that empower our partners to achieve their business goals while minimizing impact.



### **DIESEL FUEL ADDITIVES: Driving Sustainable Performance**

Afton's diesel performance fuel additives demonstrate that sustainability and performance can go hand in hand. Optimized for a significantly reduced product carbon footprint, our latest generation of diesel performance fuel additives substantially cuts greenhouse gas emissions across raw materials, manufacturing, shipping, and on-road freight handling. Its formulation supports diverse renewable fuel blends, including Hydrotreated Vegetable Oil and complex biofuel mixtures, enabling cleaner, greener journeys.

Committed to responsible chemistry, the latest formulations are free of halogens, metals, and other harmful compounds. Proven in rigorous testing across multiple vehicle classes—light-duty, heavy-duty, and off-road—we deliver exceptional engine cleanliness, resulting in tangible fuel economy gains. It also helps reduce diesel particulate filter regeneration by improving combustion efficiency and minimizing emissions—protecting both engines and the environment.

### **GEAR OIL ADDITIVES: Sustainable Reliability for Wind Turbines**

Afton's latest Wind Turbine premium gear additive is specially designed for the rigorous demands of wind turbine gearboxes. Proven in extensive field trials and endorsed through close collaboration with leading OEMs, our additive provides exceptional wear protection to prevent costly gearbox failures. Its advanced chemistry ensures compatibility with multiple metals and maintains superior stability across extreme high and low temperatures. This robust performance extends oil drain intervals, enhances gearbox cleanliness, and maximizes equipment durability.

By enabling longer service intervals and improved efficiency, Afton's wind turbine additives reduce maintenance needs and contribute to lower overall operating costs and a smaller environmental footprint.



# The Afton Advantage *(continued)*

## Partnering for Progress, Driving Solutions

Afton additives are not always visible, but they are behind the scenes, working hard every day. They are used in a variety of industries to keep people, products, and payloads moving efficiently.

### MANUFACTURING

Our additive solutions prevent wear and corrosion, extending the service life of machinery and components and reducing maintenance costs.

- HYDRAULIC
- INDUSTRIAL GEAR
- ROBOTICS
- SLIDEWAY COMPONENTS FOR METALWORKING FLUIDS
- GREASE

### COMMERCIAL VEHICLES (ON- & OFF-ROAD)

Our lubricant additives protect moving parts and reduce downtime, while our fuel additives increase engine performance.

- |                              |                                  |
|------------------------------|----------------------------------|
| ▪ HEAVY-DUTY ENGINE OIL      | ▪ HIGH-SPEED & CARGO TRAIN GEARS |
| ▪ CONSTRUCTION & MINING GEAR | ▪ GREASE                         |
| ▪ HYDRAULIC                  | ▪ DIESEL PERFORMANCE ADDITIVES   |
| ▪ TRACTOR GEAR               |                                  |

- TRANSMISSION FLUIDS
- AXLE FLUIDS
- eAXLE FLUIDS

### ENERGY

Our additives enhance wear protection, prevent deposits, and provide protection in hostile operating environments.

- WIND TURBINE GEAR OIL & HYDRAULICS
- GAS/STEAM & HYDRO TURBINE
- CIRCULATING OIL
- HOME HEATING OIL

### MOBILITY (PASSENGER CAR & MOTORCYCLE)

Our additives increase the fuel efficiency of automobiles and motorcycles and are enabling the next-generation of electric vehicles.

- |                                 |                                  |
|---------------------------------|----------------------------------|
| ▪ PASSENGER CAR MOTOR OIL       | ▪ eAXLE FLUIDS                   |
| ▪ MOTORCYCLE OIL                | ▪ GASOLINE PERFORMANCE ADDITIVES |
| ▪ AUTOMATIC TRANSMISSION FLUIDS | ▪ DIESEL PERFORMANCE ADDITIVES   |

## American Pacific Corporation (AMPAC)

American Pacific Corporation (AMPAC) is a leading specialty materials manufacturer with a legacy spanning nearly 70 years. Headquartered in Cedar City, Utah, the company specializes in producing critical chemicals essential for U.S. defense, space exploration, and fire suppression industries.

AMPAC is the leading North American manufacturer of ammonium perchlorate and other perchlorate chemicals, which are oxidizers used in solid rocket propellants for aerospace, national defense, and commercial applications. AMPAC is qualified on many NASA and Department of Defense programs. AMPAC also manufactures and sells Halotron® I, Halotron® II, and Halotron® BrX, fire extinguishing agents that replace legacy high ozone-depleting fire extinguishing agents.

AMPAC places a strong emphasis on safety, environmental stewardship, and quality. The company integrates rigorous

safety standards and procedures at all organizational levels to ensure a reliable supply of high-quality materials and services. Their environmental commitment focuses on operating in a manner that minimizes and prevents pollution, contributing to a cleaner and safer environment.

By aligning its operations with stringent safety protocols and environmental considerations, AMPAC plays a pivotal role in supporting critical industries while upholding its dedication to sustainability and responsible manufacturing practices.



### **HALOTRON®: Safe, Clean, and Environmentally Responsible Fire Protection**

American Pacific's Halotron® division manufactures halocarbon-based clean fire extinguishing agents designed to protect public safety and valuable assets with minimal environmental burden. Halotron products use chemical blends and hardware to replace ozone-depleting halons. They are used in aviation, marine, industrial, and military settings to extinguish fires while protecting sensitive electronic equipment, machinery, motors, and construction materials. By using rapidly evaporating liquids and gases, the products reduce residual damage and downtime, providing environmentally friendly fire safety solutions. Halotron agents protect public safety, support safer workplaces, and safeguard critical equipment while reducing environmental impact.

Halotron is a registered trademark of American Pacific.



## GROWTH WITH PURPOSE

### *ESG AT NEWMARKET*

- 13 *Our Commitment to Responsibility*
- 14 *ESG Highlights*
- 15 *What's Important to Us*

## Our Commitment to Responsibility



*"I am excited to share our updated progress in our ESG report this year. We have placed a strong emphasis on engaging with our value chain to enable seamless PCF data sharing. This initiative is designed to improve our understanding of environmental impacts, allowing us to make real and measurable reductions. Additionally, our plants have been working diligently to enhance efficiency, further minimizing our operational footprint. In these rapidly changing times, NewMarket remains committed to leading the way in sustainability. Our strategy continues to be effective — maximizing our positive contributions through our products, minimizing the footprint of our operations, and delivering the responsible chemistry our customers and end users need."*

Benn Heatley, ESG Leader

### **Our Commitment to Responsibility**

At NewMarket, responsibility is more than just a trend — it's a core value that has defined our company for over a century. Our commitment to safety, environmental stewardship, and social responsibility is deeply ingrained in our culture, guiding our business practices and our people. This is manifested in our dedication to ensuring a safe workplace, promoting a culture of respect, actively engaging with local communities, and protecting the environment.

In 2024, we remained focused on our core ESG strategy: maximizing positive impact, minimizing our footprint, and providing responsible chemistry solutions.

We continue to engage deeply with stakeholders and partners, where we are seeing interest and enthusiasm for our pragmatic and meaningful approach.

As we continue to navigate the evolving landscape of global regulations, NewMarket remains committed to staying ahead of emerging requirements. Our team is actively monitoring and adapting to new regulatory developments worldwide. We are focused on meeting the requirements of these future standards, and we look forward to sharing our progress and updates in upcoming reports.

### **BEYOND OUR WALLS: Championing ESG Action with Partners**

Our dedication to ESG progress extends beyond our internal initiatives. We play an active role in shaping the future by participating in key industry organizations. Our representatives hold significant positions within the American Chemistry Council (ACC), American Petroleum Institute (API), and Technical Committee of Petroleum Additive Manufacturers in Europe (ATC). Throughout 2024, we have also engaged in and presented at major industry conferences, where important ESG topics are being addressed. We consider these activities essential for influencing responsible practices and setting future standards. This collaboration promotes collective action towards a better future.



American  
Petroleum  
Institute



# ESG Highlights

## WE'RE PLEASED TO IDENTIFY THE FOLLOWING 2024 ESG HIGHLIGHTS:

### Safety

- During 2024, NewMarket companies had one serious injury across all sites and zero recordable injuries at our Richmond, Bracknell, Port Arthur, Ashland, Houston, Tsukuba, and Suzhou facilities.
- Zero recordable injuries or illness events were reported across our global R&D network in 2024.
- Our Singapore plant achieved 3 million safe work hours with zero recordable, serious, or lost-time injuries.
- Our San Juan del Rio plant surpassed 1.5 million safe work hours with zero recordable, serious, or lost-time injuries.

### Environmental

- We updated our Water Body Risk Assessment (WBRA) in keeping with the framework advanced by the American Chemistry Council (ACC). This enables us to have a deep understanding of physical, regulatory, and reputational risks.
- Afton's R&D teams were successful at finding replacements for PFAS-containing raw materials used in the production of the company's products.
- We integrated new industry standards and technology to improve our product carbon footprint (PCF) data analysis and data-sharing capabilities.
- Our responsible sourcing program was extended to consider the new EU deforestation legislation, conforming to compliance in preparation for when the legislation comes into force at the end of 2025.



# What's Important to Us

At NewMarket, understanding and addressing the issues that matter most to our stakeholders is crucial for our long-term success. Our assessment of these topics is a key component of this commitment, helping us identify and prioritize the environmental, social, and governance (ESG) factors most significant to our business and stakeholders. In 2024, we undertook a comprehensive, multistep assessment to determine these topics.

## Financial and Impact Materiality

We have considered both financial and impact materiality in our assessment. We have looked at topics from multiple angles, and we have contemplated topics for which we can provide significant positive impacts, such as through our products reducing emissions and extending equipment life for end users. Doing so ensures that our strategies and actions align with our values and contribute to making the world a better place.

## Engagement with Stakeholders

To understand what is important, we engaged with a diverse range of stakeholders across our value chain and within our organization. This included employees, customers, suppliers, independent expert organizations, and community representatives. Their insights and perspectives have been invaluable in shaping our priorities and actions.

## Expert Advice

In addition to stakeholder engagement, we sought expert advice to ensure our materiality assessment is robust and aligned with best practices. This collaboration with industry experts has helped us refine our approach and effectively address emerging ESG trends and challenges.

### ENVIRONMENTAL

- CLIMATE CHANGE
- POLLUTION OF AIR, WATER AND SOIL
- SUBSTANCES OF CONCERN AND VERY HIGH CONCERN
- WATER USE AND DISCHARGES
- IMPACT DRIVERS OF BIODIVERSITY LOSS
- IMPACTS ON STATE OF SPECIES AND ECOSYSTEMS
- RESOURCE USE AND CIRCULAR ECONOMY



### SOCIAL

- DIVERSE AND SECURE EMPLOYER
- HEALTH AND SAFETY
- TALENT ATTRACTION AND DEVELOPMENT
- LAND AND SECURITY-RELATED IMPACTS



### GOVERNANCE

- BUSINESS ETHICS, CONDUCT AND INTEGRITY
- CORRUPTION AND BRIBERY





## GROWTH WITH PURPOSE

### *ENVIRONMENT*

- 17 *Our Strategy*
- 18 *Our Goals*
- 20 *LCA and Product Carbon Footprint*
- 22 *Environmental Activities in 2024*

# Enhancing Efficiency and Boosting Benefits

## Our Strategy

NewMarket and all its operating companies are committed to making the world a better place through our products and operations. We use our formulations, technology, and application expertise, together with our market insights, to help customers develop and market products that:

- Reduce emissions
- Improve fuel economy
- Reduce the use of fossil fuels
- Extend the life of engines and equipment
- Enable reliable, efficient, low-cost transportation



### Maximize Our Contribution

NewMarket has long been dedicated to environmental leadership through the design and development of products that minimize environmental impact throughout their lifecycle. For decades, this commitment has helped our customers and end users improve fuel economy, reduce the use of fossil fuels and emissions, extend equipment life, reduce waste, and enable reliable, efficient, and low-cost transportation solutions.



### Minimize Our Footprint

NewMarket remains dedicated to minimizing its environmental footprint across all aspects of its operations. We are on track to meet our established goals and recognize the importance of continuous improvement. Throughout 2024, aligned with our roadmaps, we continued to identify and advance projects that improve efficiency, reduce waste, introduce new technology, and minimize impacts from energy inputs.



### Provide Responsible Chemistry

NewMarket’s dedication to responsible chemistry drives our operations and product development. We embrace transparency in working with our partners and stakeholders and foster partnerships that advance ESG throughout the industry. Our commitment includes reducing the lifecycle impacts of our products, responsibly sourcing raw materials, and actively eliminating chemicals of concern. We believe this multi-faceted approach safeguards the environment, protects human health, and fosters a healthy future for generations to come.



## RESPONSIBLE CHEMISTRY

- Promote Transparency*
- Facilitate Suppliers’ & Customers’ Partnerships*
- Reduce Impacts Over Product Lifecycle*
- Source Materials Responsibly*
- Eliminate Chemicals of Concern*

# Enhancing Efficiency and Boosting Benefits *(continued)*

## Our Goals



### Emissions

**Goal: Our goal is to reduce CO<sub>2</sub> emissions by 30% by 2030\***

In 2024, we continued to make steady progress toward our goal. We continued to deploy a series of successful projects that improved efficiency, implemented new technology, and reduced emissions from our manufacturing and R&D locations around the globe.



### Waste

**Goal: Year-on-year indexed waste reduction**

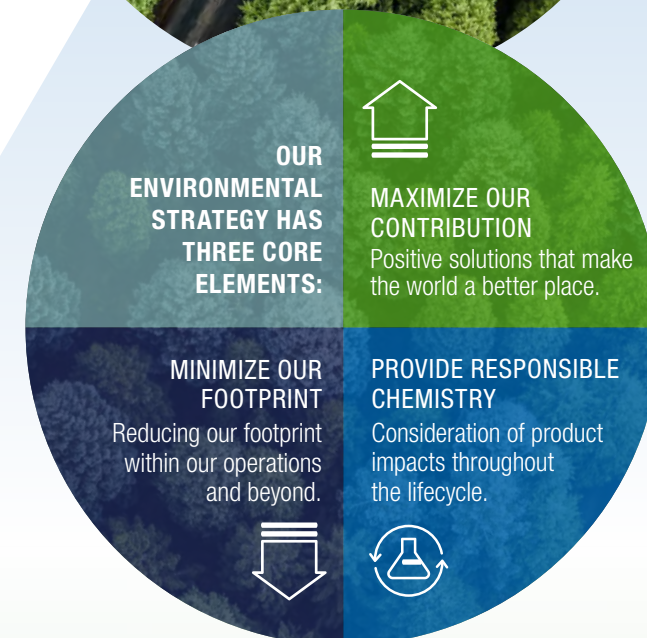
Waste minimization is essential to Afton's manufacturing and R&D programs and contributes to our overall efficiency plans. Our detailed review of the global waste metrics from Afton facilities enables us to identify opportunities at our facilities worldwide, from improved filtration to increased recycling efforts.



### Water

**Goal: Review water risk assessments for our operating locations**

In 2024, we updated water body risk assessments (WBRA) for all our operations. This assessment indicates we do not pose a significant burden on water resources at any of our locations. It allows us to focus efforts on local factors of most significance at each of our facilities.



\*Baseline 2020 scope 1 & 2 according to the Greenhouse Gas Protocol

## Enhancing Efficiency and Boosting Benefits *(continued)*

At Afton, we believe efficiency is one of the most immediate and impactful levers to reduce global emissions. Our additive technologies are engineered to help vehicles and machines do more with less—delivering greater performance, durability, and fuel economy across the industrial, energy, and transport spectra.



### **Heavy-duty Transport**

In heavy-duty transport, our solutions reduce engine friction and keep systems cleaner, helping long-haul trucks burn less fuel and run longer between service intervals—resulting in both lower emissions and reduced operating cost.



### **Passenger Cars**

For passenger cars, our advanced PCMO (Passenger Car Motor Oil) additives improve fuel economy and engine cleanliness, enabling measurable miles-per-gallon (MPG) improvements without hardware changes.



### **Transmissions**

In transmissions, our friction and anti-wear technologies help preserve critical components, extending the life of equipment and reducing waste across fleets and industrial systems.



### **Next-Generation Technologies**

In electric vehicles, our e-fluid technologies support better thermal management and driveline efficiency, helping EVs go further on a single charge. In the renewable sector, our lubricants improve gearbox efficiency in wind turbines—ensuring more clean power is captured and delivered to the grid.

Whether in an internal combustion engine, a drivetrain, or a turbine, Afton's solutions reduce energy loss, extend equipment life, and cut carbon intensity. Making a difference today matters —and efficiency is how we act today while building the systems of tomorrow.



# LCA and Product Carbon Footprint

## Why LCA is Important

Life Cycle Assessment (LCA) is essential as it thoroughly evaluates the environmental impacts of every stage of a product's life. By understanding these impacts, companies can make informed decisions to minimize their environmental footprint. LCA helps identify areas for improvement, supports product development, and enhances transparency, which is increasingly important to consumers and stakeholders.

### Our Extensive Experience in LCA

For over a decade, we have been at the forefront of understanding the environmental impacts of our products. Our journey began with manual assessments, laying the foundation for our expertise in LCA. In 2020, we made a significant leap by developing the Afton LCA Tool (LCAT), a sophisticated system that streamlines the assessment process. Our extensive experience has enabled us to refine our methods and ensure the accuracy and reliability of our data.

### The Importance of the Value Chain

The value chain plays a critical role in our LCA efforts, considering both upstream improvements in environmental impacts and downstream benefits to the customer and end-user. By collaborating with suppliers and partners, we gather comprehensive data that reflects the true environmental impact of our products. This collaboration allows us to identify opportunities for improvement across the entire value chain, from raw material extraction to end-of-life disposal. By working together, we can achieve greater sustainability and drive positive change throughout the industry.



### DATA-SHARING PLATFORM: A Key Differentiator

Our digital data-sharing platform, using Carboledger's technology, represents a paradigm shift in how the industry shares product carbon footprint (PCF) data, and we are proud to be at the forefront of that change. This platform integrates seamlessly with our systems, enabling us to collect and share standardized PCF data (conforming to ISO 14067 and TfS) with customers, internal groups, and partners. It also receives supplier PCF data, ensuring transparency while maintaining data confidentiality. Alignment with the Partnership for Carbon Transparency (PACT) initiative enhances the platform's interoperability, aligning our data-sharing practices with global standards and guaranteeing that all stakeholders can be confident their business data is protected.

By leveraging the data-sharing platform, we empower our customers to make informed decisions based on reliable environmental data. We also leverage the data internally, working with our R&D, manufacturing, customer support, and marketing teams to optimize products and processes during all phases of product development.

## LCA and Product Carbon Footprint *(continued)*

### Maximizing the Benefits

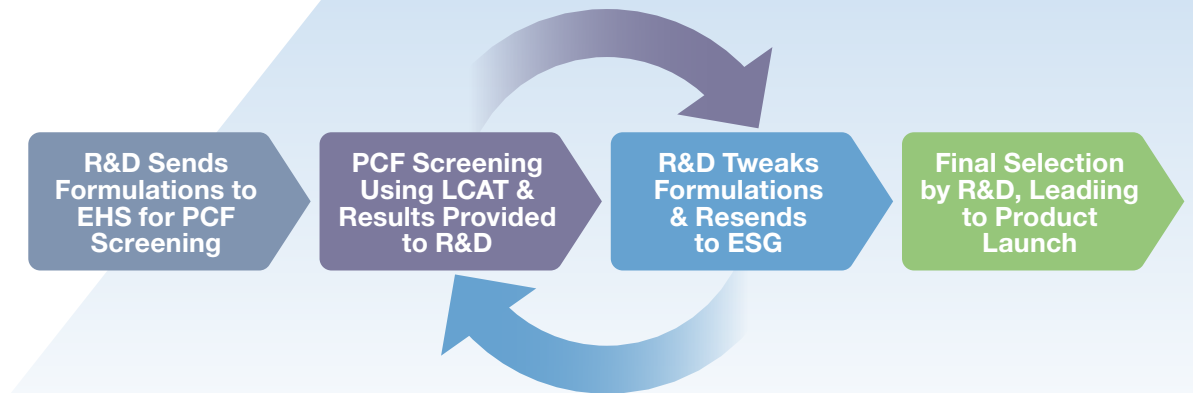
Deep insights from our LCA work allow us to pinpoint areas where we can provide the most significant benefits throughout the product lifecycle. Raw materials contribute substantially to the overall environmental impact, and we are actively working with suppliers to address this. Our innovative formulations enable the use of alternative basestocks, such as Re-refined Base Oil (RRBO), helping our customers dramatically reduce their Product Carbon Footprint (PCF) and increase circularity. Understanding the entire lifecycle of our products highlights the significant benefits they provide during their in-use phase, particularly in reducing emissions. By taking this rigorous, data-led approach, we can identify the most significant impacts that will contribute to making the world a better place.

### Standards and Technology

In 2023, we integrated new industry standards into our LCA processes, and throughout 2024, we continued to stay ahead of evolving environmental requirements. We are committed to leveraging cutting-edge technology to enhance our capabilities. Our implementation of digital data sharing throughout the supply chain is a testament to this commitment. Utilizing the latest digital data-sharing methods, we can efficiently transmit accurate environmental data between LCAT and our partners, ensuring the most precise and up-to-date information is available.

### Our Commitment

We are dedicated to remaining at the forefront of environmental data analysis. Our commitment to continuous improvement drives us to enhance our capabilities and provide accurate, timely data that empowers choices. By focusing on seamless and precise data sharing, we are paving the way for a more transparent and better future. We will continue to collaborate with our supply chain, utilize the latest standards and technologies, and support our customers in achieving their goals.



### The Use of LCA as a Tool for Sustainable Product Development

Recognizing the growing interest from downstream value chain partners in lower product carbon footprint (PCF) products, we leverage our mature, validated, semi-automated LCAT system to screen LCAs for multiple R&D formulations more efficiently.

For example, we used the system during the recent development of our next-generation diesel fuel additive. By modeling different scenarios, we compared new candidates to incumbent products, using a collaborative, iterative process that resulted in a new formulation with a cradle-to-gate PCF reduction of approximately 40%. Additionally, we observed reductions across 11 out of 12 LCA impact categories.

This deep understanding of LCA and PCF data and the underlying driver behind the numbers is critical to making meaningful progress by creating environmentally responsible solutions.

# Environmental Activities in 2024

Throughout 2024, we have continued to make steady progress towards our goals, with the whole NewMarket network contributing towards progress. Our ongoing commitment and strategic initiatives have ensured that we remain ahead of schedule in achieving our objectives. Here is just a flavor of some of the major projects our teams have been undertaking.



## Increasing Energy Efficiency

- In Singapore, we successfully replaced a larger centrifugal air compressor with a more efficient screw compressor, resulting in significant energy savings and improved operational efficiency.
- We have replaced the natural gas valves in the incinerator at our San Juan Del Rio facility. This upgrade has significantly increased energy efficiency and reduced natural gas consumption at the facility.



## Adopting New Technology

- At our Port Arthur facility, we have implemented cooling tower misters. This innovation has enhanced cooling efficiency and reduced water consumption.
- We have installed smart steam traps across four sites in three countries. This initiative has significantly enhanced our energy efficiency and reduced steam losses, leveraging technology to address common efficiency losses in the chemical industry.



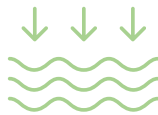
## Expanding Use of Renewable Energy

- Our Bracknell R&D facility uses 100% renewable energy for the entire facility. This significantly reduces the footprint of our UK development activities.
- We have made significant progress in solar projects at some of our major manufacturing locations, with expected go-live dates in 2025. This will contribute to significant scope 2 emissions reductions at our production locations.



## Reducing Waste

- At our Sauget facility, we implemented a program to address steam, nitrogen, and compressed air leakage.
- We focused globally on reducing waste from refrigerant gas leakage. This program has systematically examined our systems through a risk lens and focused efforts on the highest potential impacts. In 2024, we saw a reduction of over 90% in CO<sub>2</sub> impact from refrigerant leaks compared to the 2020 baseline.



## Conserving Water

Our operations do not involve water-intensive activities, with most water being used for steam generation and general consumption. However, we believe it is important to have a thorough understanding of potential future risks. Therefore, we have conducted water body risk assessments (WBRA) for all of our major operations sites, which analyze potential basin risk and operational risks. Within these categories, sites are further assessed for physical, regulatory, and reputational risks. This methodology, advocated by the American Chemistry Council (ACC), allows us to gain detailed insights into our water usage, and therefore, we have been able to target measures accordingly.



## Transforming Energy Use with Solar

Afton's San Juan del Rio facility in Mexico has taken a bright step forward with the installation and operation of solar panels, which provide shade to the plant's parking area while harnessing solar energy to power our operations. The initiative is projected to reduce the site's electricity consumption by approximately 7%, contributing to a meaningful footprint reduction. The solar installation is a testament to Afton's ongoing commitment to environmental stewardship and innovation—helping to make the world a better place, one kilowatt at a time.



## GROWTH WITH PURPOSE

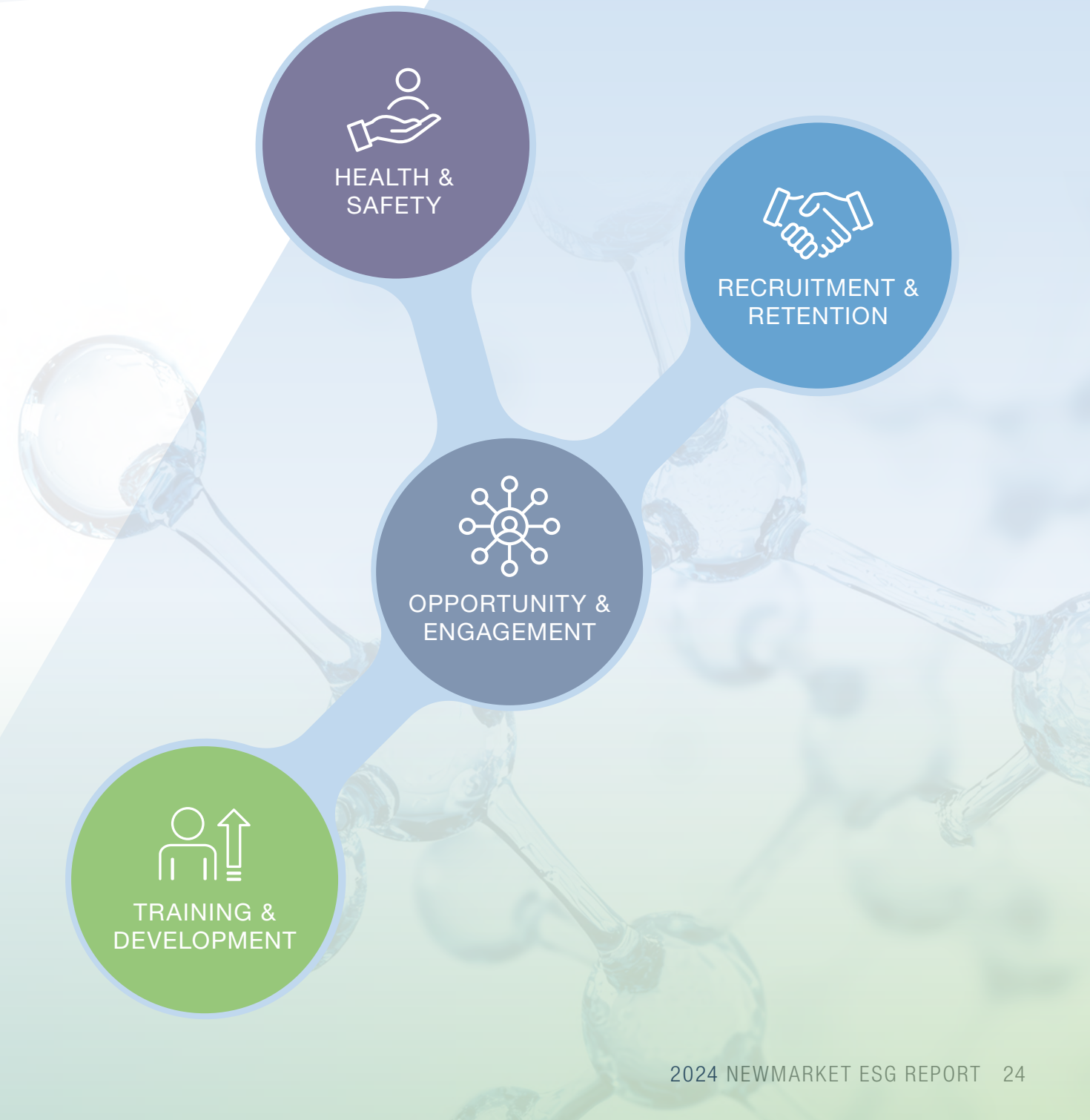
### *SOCIAL*

- 24 *How We Care for Our People*
- 25 *Health + Safety*
- 28 *Recruitment + Retention*
- 29 *Training + Development*
- 30 *Opportunity + Engagement*

## How We Care for Our People

Respect for People is the number one value at NewMarket. Our highest priority is to ensure every employee feels safe and has the skills and support to succeed professionally. The long-lasting relationships we build within our walls — and with our customers — define our culture. We strive to create a collaborative, caring work environment that encourages dialogue and allows the open exchange of ideas. Ultimately, this creates a culture of mutual trust and respect that helps us attract and retain top talent while we work with our customers to help them solve their most pressing challenges.

**OUR PEOPLE STRATEGY IS BUILT ON A  
STRONG FOUNDATION OF FOUR PILLARS**



# How We Care for Our People *(continued)*

## Health + Safety

### ***Vision of Zero (VOZ)***

Our company-wide vision is simple: We have a “Vision of Zero,” which means no injuries, accidents, incidents, or harm to the environment. The VOZ program includes 100% compliance, further building upon the health and safety culture we have maintained over many years.

### **To achieve VOZ, we rely on our management system to help us:**

- Meet legal requirements in all Environment, Health and Safety (EHS) areas
- Meet our targets and goals
- Address interested parties’ concerns
- Continually improve our EHS system capability and performance

### **To promote our safety culture, we set forth the following goals:**

- Provide a safe work environment
- Maintain a workforce committed to safety
- Promote a culture of safety in the communities in which we operate
- Embrace a safety-first mindset in how we serve our customers and turn chemistry into solutions

### ***Actively Caring***

In 2024, we continued to build on our Actively Caring safety program. This program focuses on looking out for one another’s safety and welfare with courage and compassion and promoting an injury-free environment. Afton and Ethyl performed above the industry average, with a worldwide injury/illness recordable rate (the number of injuries per 200,000 hours worked) in 2024 at 0.77. Additionally, during 2024, we had zero recordable injuries at our Richmond, Bracknell, Port Arthur, Ashland, Houston, Tsukuba, and Suzhou sites. This world-class safety performance affirmed that our Vision of Zero is not only the right goal but also achievable. We continue to work with the sites strategically to reduce risk and drive the importance placed on our safety-first culture. We leverage site-level Safety Improvement plans at key locations and emphasize reporting “good catches” and “near misses” to help reduce risk and drive improved performance.

### ***Product Stewardship***

In alignment with our Responsible Chemistry Program, we continued our cross-functional efforts to evaluate and, where feasible, eliminate chemicals of concern, such as:

- Carcinogens, mutagens, and reproductive toxins
- Persistent, bioaccumulative, and toxic substances
- Endocrine disruptors
- Sensitizers
- Other substances of very high concern

We carefully follow any work being carried out by companies and authorities to clarify the hazards and risks of the chemicals present in our products. Any substances considered to meet our chemicals of concern criteria are quickly identified and prioritized accordingly.

Afton’s corporate goals in 2024 established roadmaps for reducing or eliminating six chemicals or chemical families, including research and development programs to identify safer alternative chemicals, process improvement initiatives, and cooperation with suppliers.



0.77

2024  
INJURY/ILLNESS  
RECORDABLE  
RATE

## How We Care for Our People *(continued)*

Our R&D teams identified replacements for the only two PFAS chemicals used in manufacturing and initiated plans for a complete phase-out of these materials. We expect to complete this phase-out in 2025. We have also completed work to remove a persistent, bioaccumulative, and toxic substance from two products.

We continue to promote transparency in the communication of product hazards.

### Examples of work in this area include:

- A complete systematic substance hazard classification review for the Engine Oils product line to ensure the most current information is used for product classifications and risk assessments.
- Working with the industry to clarify the product hazard and regulatory information required by the lubricant supply chain and agreeing on the methodology for communicating this.
- Working to lead the EU industry associations to improve the information used for chemical assessment in the lubricant sector under the EU REACH legislation and communication of the identified hazards throughout the supply chain. Information finalized in 2024 includes that relating to the assessment of chemicals released into the environment and the exposure of consumers.



### Top Risk Scenarios

By maintaining our focus, each site has a line of sight into their top risks that have potential for an offsite process safety event. The strength of defense lies in our layered safeguards. Afton uses equipment, instrumentation, and administrative controls, which are carefully prioritized, maintained, inspected, and tested. We routinely review our safeguards and controls to ensure they are robust and capable of functioning on demand.



## How We Care for Our People *(continued)*

### **Process Safety Management**

The focus of NewMarket's Process Safety Risk management efforts is "staying the course" with concentrated work on key priorities that deliver safe operations: enhancements and implementation of engineering controls and safeguards, mechanical integrity, process hazard analysis, managing changes, competency development, and procedural discipline. The goal is to ensure our facilities have engineered systems and trained operators to perform SAFE START, SAFE OPERATE, and SAFE STOP processes when deviations and abnormal conditions exist outside our safe operating limits.

We are prioritizing enhancements to our layers of protection and reinforcing risk-reduction efforts associated with high-risk scenarios involving highly hazardous chemicals, thereby continually minimizing risk as much as possible. As technology, processes, and equipment change, we are leveraging our global software platforms to evaluate the risks and ensure leadership and subject matter expertise are involved in the approvals and implementation. Similarly, all process hazard analyses are

uploaded into our global cloud-based system to provide process hazard analysis capability to all sites on-demand, with immediate access to the HAZOP and LOPA data set.

Process Safety risk management training and competency are being enhanced with a "Think Process Safety" program that educates frontline employees and site leadership on key elements of effective process safety risk management and we are implementing a customized in-house instructor-led program to educate staff and frontline employees on the science and methodology of effective process safety risk management programs.



### **Singapore Plant Achieves 3 Million Safe Work Hours**

Together as a team, with a shared goal of Vision of Zero, our Singapore Plant achieved 3 million safe work hours with zero recordable, serious, or lost time injuries. This significant achievement required participation across the plant, focused effort and leadership, and strong safety ownership from all stakeholders, including contractors and partners.



### **San Juan del Rio Plant Surpasses 1.5 Million Safe Work Hours**

At the end of 2023, Afton's SJD R Plant marked two years without lost time incidents, surpassing 1.5 million workforce hours. To celebrate, employees and their families gathered to recognize everyone's commitment to our safety culture, both at work and at home.

## How We Care for Our People *(continued)*

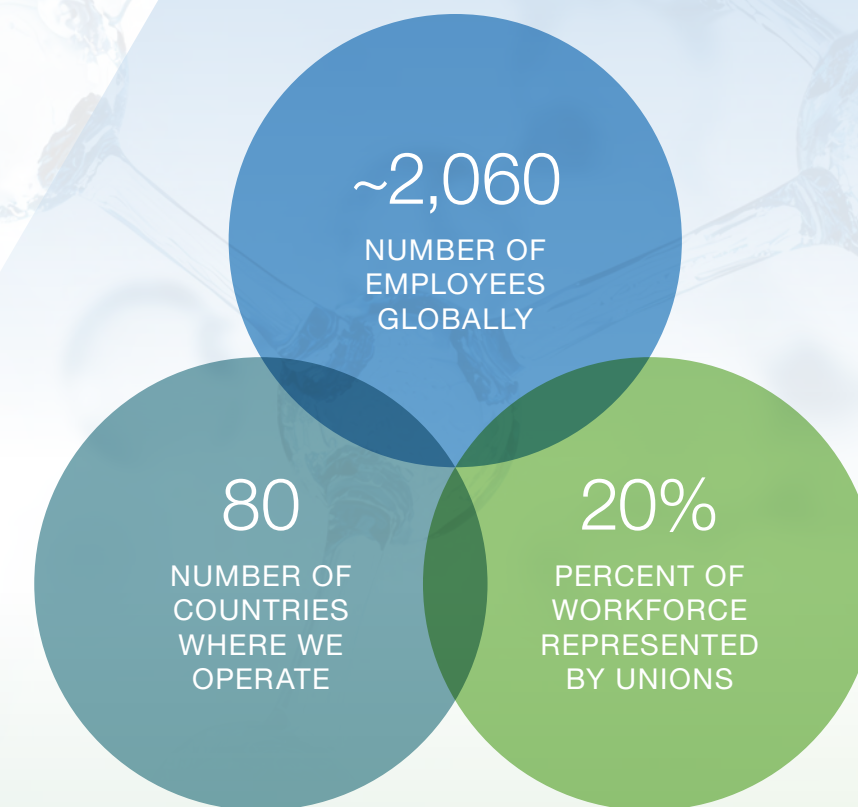
### Recruitment + Retention

As technology changes in the petroleum additives industry are ongoing, the success of our business is very dependent upon our ability to attract and retain highly qualified scientific and technical personnel. In addition to utilizing our internal network, contacts, and specialized recruiters to identify and attract qualified personnel, we have established relationships with a number of universities globally and have intern and co-op programs in many of our locations.

NewMarket is an equal opportunity employer committed to recruiting, hiring, and retaining the most qualified candidates without regard to race, color, gender, national origin, religion, age, disability, status as a military veteran, or any other characteristic protected by applicable law. We offer competitive compensation and benefit packages to attract, motivate, and retain our employees. In North America, for example, this includes both a defined contribution plan and a defined benefit plan. As reported in our regulatory filings, the

ratio of our CEO's annual compensation to our median employee compensation is 24:1. Additionally, our global average female-to-male pay ratio is 100%, demonstrating our commitment to having no gap in pay for female employees compared to male employees in similarly situated roles.

We have a diverse workforce, representative of the geographic regions in which we do business. We place a high value on diverse thoughts, skills, perspectives, cultures, and knowledge because we believe that such diversity results in better business decision-making. We employed approximately 2,060 people at the end of 2024 across four major geographic regions — the United States, the Europe/Middle East/Africa/India region, the Asia Pacific region, and the Latin America region.

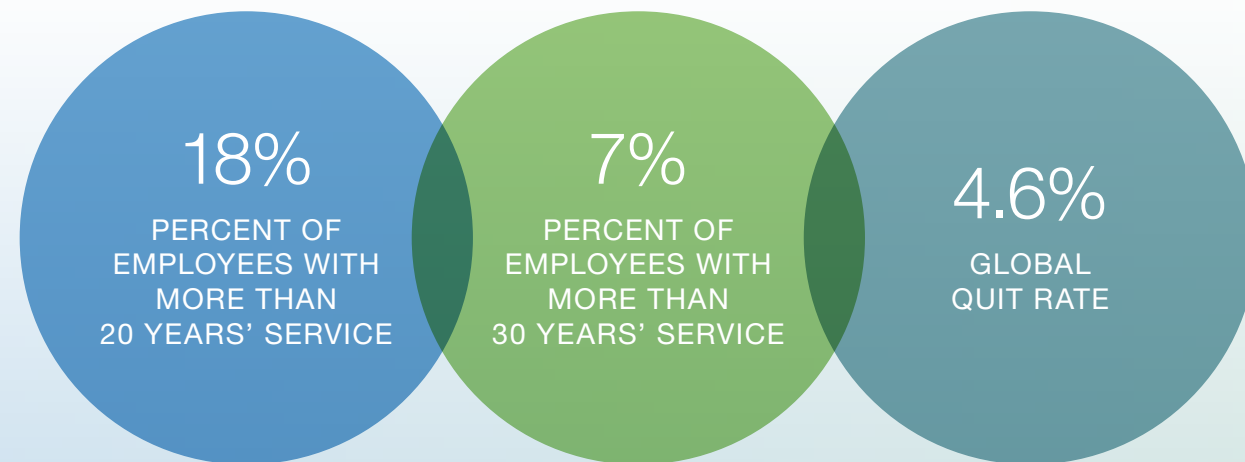


## How We Care for Our People *(continued)*

### Training + Development

Achieving our goals depends entirely on the ability of our people to contribute individually and collectively. As a result, key priorities are supporting them continually in developing new skills and giving them an environment that recognizes and rewards their contributions. In alignment with our Values, NewMarket, Afton, Ethyl, and AMPAC provide meaningful and valuable career opportunities for all our employees.

When we hire new employees, we do so with the goal that they stay with the company for their careers. Globally, more than 18% of our employees have more than 20 years of service, and greater than 7% have more than 30 years of service. Our full-time employee turnover rate, which captures all reasons for employee departure, including retirement, is approximately 11.4%, and our global quit rate, which includes full-time employees who choose to leave the company, is approximately 4.6%. Part-time employees make up less than 1% of our global employee population.



### Protecting Human Rights Within Our Supply Chain

Afton is committed to corporate social responsibility within its community and industry. We do not employ nor condone the employment of forced or compulsory labor, slave labor, or unlawful child labor. We do not engage nor condone human trafficking, which can lead to forced labor. As part of the NewMarket family, we have adopted a policy against slavery and human trafficking that we apply to all of our suppliers and service providers, and their affiliates.

## How We Care for Our People *(continued)*

### Opportunity + Engagement

As an employer, we have a responsibility to help facilitate a positive work/life balance for all employees. Through both global and regional policies, we work hard to maintain an environment that promotes a healthy balance, enabling our employees to live more fulfilling lives outside the office.

Through NewMarket Foundation, we support many programs in our community that focus on education, health, and social services. We also support cultural activities and programs that improve the quality of life in the communities in which we operate.

The Whale Foundation, a public charity, extends this philanthropic work by providing grants to qualified individuals who have

experienced financial hardship due to natural disaster, life-threatening illness or injury, the death of a family member, or other catastrophic or extreme circumstances beyond their control.

We are committed to being good citizens wherever we have a presence throughout the world.

Good citizens do more than simply comply with laws; they support causes that help to improve the community. We support such causes as a corporation and encourage NewMarket's people to take active roles in answering community needs.

#### **Volunteering**

From disaster relief aid to strengthening our local educational systems and keeping our environment safe and clean, we take an active role by volunteering in our communities.

#### **Developing**

We work independently and with outside organizations to promote community development in the focused areas of public health and safety, education, and community sports and art programs.

#### **Giving**

We support our communities in many ways. One important way is by donating resources to help organizations that are making a difference in the lives of our neighbors every day.



### **Sauget Team Members Pitch in To Improve Community**

On November 16, 2024, the Afton team in Sauget, Illinois, joined more than 200 volunteers for a large-scale community clean-up in Cahokia Heights. Sponsored by the Urban League of Metropolitan St. Louis, the City of Cahokia Heights, and the Regional Business Council, the Clean Up, Build Up initiative is a coordinated effort to revitalize under-resourced neighborhoods across the bi-state region.

Volunteers cleared debris from vacant properties, removed derelict vehicles, demolished abandoned buildings, and restored local parks. The goal of the multi-year initiative is to create a safer, cleaner, and more hopeful environment for local families. By removing physical barriers and signs of neglect, the effort aims to reduce criminal activity and foster a renewed sense of pride and security in the community. Afton's participation reflects its strong commitment to community engagement and building a brighter future for the region.

## How We Care for Our People *(continued)*

### Opportunity + Engagement



#### Afton's Houston Team Gives Back With Year-Round Activities

The team at Afton's Houston facility has shown continued dedication to supporting the Pasadena, Texas, community through various outreach and volunteer efforts. In April, the team hosted a blood drive to support a colleague's family member battling cancer, rallying together for a meaningful cause.

The team also contributed school supplies to the local Pasadena School District as part of the Fill the Bus campaign and helped sponsor the Pasadena ISD Education Foundation's Shining Stars gala. On a quarterly basis, employees participate in the Adopt-a-Park program by maintaining Burke Crenshaw Park—enhancing green spaces for families and neighbors to enjoy. In addition, the team donated food to the New Hope Women's Center, helping to support women in need throughout the area.

Through these actions, Afton's Houston team demonstrates a powerful commitment to service, compassion, and building stronger, more resilient communities.



#### Good Deeds and Good Practices in San Juan del Rio

In celebration of Good Deeds Day, the team at Afton's San Juan del Rio plant came together to restore the public spaces surrounding the facility—painting, removing weeds, collecting and responsibly disposing of 347 kilograms of litter, and planting flowers to beautify the area. These efforts not only improved the environment but also had a meaningful impact on industrial neighbors and the broader local community.

This event builds on years of dedicated community outreach and volunteerism by the SJdR team, including reforestation projects, active membership in the Industrial Environmental Committee, and participation in mutual aid groups and training programs. In recognition of these long-standing contributions, the Municipal Presidency of San Juan del Rio recognized the team with the “Good Practices in Sustainable Development” award.

The award reflects Afton's values in action—working together to make the world a better place.



## GROWTH WITH PURPOSE *GOVERNANCE*

- 33 *How We Progress With Integrity*
- 34 *Responsible Care®*
- 35 *Key Governance Highlights*

## How We Progress With Integrity

NewMarket has built our reputation for over 125 years on a foundation of fairness, honesty, unquestionable personal and corporate integrity, and ethical business practices. It is one of our most important assets. We protect this reputation by holding ourselves to long-established global standards of conducting business with ethical practices as outlined in the NewMarket Code of Conduct. We are committed to ensuring that everyone we deal with, from employees, customers, suppliers, shareholders, and communities, can feel confident that we act with fairness, honesty, and integrity.

### **NewMarket Code of Conduct**

Our Code of Conduct provides a clear statement of our expectations for how we will conduct business with the utmost professionalism and integrity, as a company and as individuals. All NewMarket employees participate in annual Code of Conduct training to ensure these standards are upheld.

Download a copy of our Code of Conduct [here](#).

Web address:

<https://www.newmarket.com/investor-relations/code-of-conduct>

### **Data Security**

We collect personal data and use it in accordance with applicable rules and regulations. Jurisdictions such as the E.U., Singapore, and others impose regulations on companies geared toward protecting the personal data of their citizens. We take great strides to treat personal data confidentially. This applies to employee data, as well as data from customers, suppliers, and business partners.

At NewMarket, we implement several safeguards to maintain the security, integrity, and business purpose of our

multiple information technologies and to protect the confidentiality of business and individual data. These safeguards include appropriate cybersecurity prevention and detection software, as well as cybersecurity awareness techniques to encourage employees to take an active role in data security. For example, employees are educated on how to take necessary actions to safeguard all passwords and identification codes to prevent unauthorized access to the corporation's information systems.



## How We Progress With Integrity *(continued)*

### Responsible Care®

Afton, AMPAC, and Ethyl participate in industry initiatives, like Responsible Care®, that help improve health, safety, and the environment globally. We are a founding member of Responsible Care®, having been involved since its inception in 1988. We have implemented Responsible Care® management systems at all our U.S. manufacturing sites and our Afton headquarters in Richmond, Virginia. We have also implemented ISO 14001 management systems at all global manufacturing and R&D facilities. In 2024, NewMarket's newly acquired AMPAC business joined ACC and is also implementing Responsible Care.

*Our focus on Responsible Care® metrics helps us minimize our environmental impact, improve internal efficiencies, and identify opportunities to better serve our customers. We also serve on the American Chemistry Council's Sustainability Initiative and Security Committee and the Additive Technical Committee's Sustainability Sub-Committee, with our ESG Lead currently serving as chair.*

### Responsible Sourcing

At Afton, we are committed to sourcing our raw materials responsibly and ensuring our suppliers are aligned with our core values. We have a global supply chain audit program under which we evaluate suppliers before approval and at regular intervals during their partnership with us. When possible, we work with suppliers to improve their practices and build capacity in the interests of workers and communities.

Additionally, we recognize that the harvesting and processing of some agriculturally derived raw materials, such as those based on palm and soy, may pose an environmental risk.

Although Afton uses no pure palm kernel oil, a low percentage of our raw materials are derived from palm and other bio sources. We have a system in place, which we continually develop, to ensure our agriculturally derived raw materials are responsibly sourced and certified as such when possible.

During 2024, the upcoming introduction of the new EU deforestation legislation has triggered a review of our systems with the aim of ensuring compliance throughout our supply chains. Against this background, we have continued to pursue our goal by checking our supply chains to clarify where materials are derived

from biological sources. Where we identify such sources, we identify the biomaterial from which they have been manufactured and, if appropriate, ensure that this is independently certified as being from a sustainable source.

### Conflict Minerals

Afton strives to maintain high standards of ethical conduct and integrity in all areas of our business activities.

Certain minerals, including gold, tin, tantalum, and tungsten, have the potential to be sourced from countries in Central Africa that have long



## How We Progress With Integrity *(continued)*

### Key Governance Highlights

- We are a publicly held company with our stock listed on the New York Stock Exchange.
- We have a majority standard for uncontested elections of directors.
- We have a single class of stock: one share, one vote (i.e., no cumulative voting).
- Our Board is not staggered.
- We have not adopted a “Poison Pill.”
- More than two-thirds of our Board is composed of independent directors.
- We have standing audit, compensation, and nominating and corporate governance committees comprised solely of independent directors.
- Our corporate governance committee is responsible for overseeing social, governance, and environmental matters, including carbon and transparency.
- Our Board has an independent lead director.
- Our independent directors meet in executive session at each regularly scheduled board meeting.
- Our directors and executive officers are subject to a robust set of risk-mitigating policies:
  - A “Clawback” policy requiring current and former executive officers to forfeit erroneously awarded incentive-based compensation
  - An “Anti-hedging” policy prohibiting directors and executive officers from engaging in the following transactions involving our Company’s shares: collars, forward sales contracts, swaps, locks, exchange funds, or other hedging or derivative transactions
  - Share Ownership Requirements:
    - > CEO – Must own shares having a value of at least 3x the cash salary
    - > Other Named Executive Officers – Must own shares having a value of at least 1x the cash salary
    - > Each non-employee director must own shares of our stock with a fair market value of at least five times their annual cash director fee
- Our pay structure receives strong endorsement from our shareholders. Our “Say on Pay” vote has received over 98% support from our shareholders every year since 2013.
- Our long-term incentive program includes a performance element to better align pay for our CEO, CFO, and three most highly paid executive officers with company performance and shareholder interest.
- We do not provide our executive officers with employment or severance agreements or “single trigger” change in control benefits.
- NewMarket’s Board of Directors believes it is both valuable and desirable for the Board to be composed of individuals with diverse backgrounds, skills, and experiences to enhance the Board’s deliberations and discussions. And specifically, the Nominating and Corporate Governance Committee considers both race and gender as measures of diversity in connection with any new director search process.





# *AWARDS*

# Awards

NewMarket companies were recognized by a number of organizations and industry associations in 2024 or in early 2025 for work completed in 2024. While external recognition is not our primary motivation, these awards reaffirm our commitment to strive for excellence as we pursue ESG initiatives across our various businesses, reflected in how we support our communities, care for the environment, and nurture a culture of diversity and inclusion.



## AMERICAN CHEMISTRY COUNCIL AWARDS

### **AI Digitalization (2024)**

- Houston Plant – OSI PI Air Compliance Platform

### **Safety Performance (2024)**

- Houston
- Port Arthur
- Ashland Technical Center
- Richmond R&D

Each of the above locations received a Certificate of Excellence, the highest level of recognition

### **2024 Sustainability Awards**

#### **Energy Efficiency**

- Port Arthur Plant: Energy Efficiency Projects 2024 - Exceptional Merit distinction!

#### **Waste Minimization**

- Sauget Plant: Filter Cake Waste Minimization
- Houston Plant: Co-Product Generation Reduction - Exceptional Merit distinction!
- Houston Plant: Waste Maleic Reduction
- Port Arthur Plant: Waste Reduction at the Source

## VISION OF ZERO SITES 2024

- Port Arthur
- Suzhou
- Tsukuba

## ESG AWARD WINNERS 2024

- Excellence in ESG – Richmond R&D
- Honorable ESG Merit – Singapore
- Notable Achievement – Sauget, Rio, Suzhou
- Highly Commended – San Juan Del Rio



Suzhou  
Vision of Zero 2024

## Awards *(continued)*

### SAFETY MILESTONES

- San Juan del Rio > 2 million work hours without a Lost Time injury
- Ashland Technical Center have reached 7 years without a Recordable injury
- Brazil Plant achieved 5,000 days of safe operation

### CONTRACTOR SAFETY MILESTONES

- Sauget Site Contractor GRP achieved 5 years without a Recordable injury
- Sauget Site Contractor Brock (on-site scaffolding team)
  - Received President's Award and CEO Award for highest level of performance and safety — company-wide in their division
- San Juan Del Rio Contractors achieved 6 years without a Lost Time injury

### 2024 COMPANY-WIDE ACHIEVEMENTS

- Zero Serious Incidents
- Zero Tier 1 PSM Events

#### 6 Afton Sites worked with Zero Recordable Injuries in 2024

- |               |           |
|---------------|-----------|
| • Richmond    | • Ashland |
| • Port Arthur | • Tsukuba |
| • Suzhou      | • Houston |

*Overall, Afton's Lost Work Day case rate was reduced by 50% over 2021*

### VPP AWARD

- The Afton Chemical Sauget site's attainment of the highly regarded OSHA Voluntary Protection Programs (VPP) Award underscored our proactive approach to creating a secure and healthy environment for our employees.



Afton  
VPP Award

### HEALTHY WORKPLACE AWARD

- Our Bracknell site was recognized by the local council with a Health Workplace Award for its exemplary commitment to employee well-being and safety initiatives.



Bracknell  
Healthy Workplace  
Award



Some of the information contained in this report constitutes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements generally include the words “will,” “plans,” “intends,” “targets,” “expects,” “outlook,” “believes,” “anticipates” or similar expressions. Forward-looking statements may include, without limitation, statements regarding our carbon reduction, waste reduction, safety and raw material goals and the development plans for our products as well as statements regarding market growth.

Although NewMarket’s management believes its expectations are based on reasonable assumptions within the bounds of its knowledge of its business and operations, there can be no assurance that actual results will not differ materially from expectations. For factors that could cause actual results to differ from expected results, see the risk and uncertainties described throughout our 2023 Annual Report on Form 10-K as well as in NewMarket’s other filings with the SEC.

Forward-looking statements speak only to management’s beliefs as of the date of this report. NewMarket assumes no obligation to provide any revisions to, or update, any goals, projections or other forward-looking statements contained in this report.

**NewMarket Corporation**  
330 South Fourth Street, Richmond, VA 23219-4304  
Telephone: (804) 788-5000

[www.newmarket.com](http://www.newmarket.com)

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