



2025 ESG REPORT



*Reaching
Higher*



*Driving
Efficiency*



*Propelling
Progress*

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Introduction

A Message From Our CEO



I am pleased to present the 2025 edition of NewMarket Corporation's Environmental, Social, and Governance (ESG) Report.

For more than a century, NewMarket and its operating companies have been guided by core values closely aligned with ESG principles. Safety, environmental stewardship, respect for people, and strong corporate citizenship shape how we conduct business and how we engage with employees, customers, suppliers, shareholders, communities, and the environment. Our approach is grounded in long-term responsibility and continuous improvement, with the goal of leaving the places where we operate better than we found them.

In 2025, we expanded our Specialty Materials segment with the acquisition of Calca Solutions, a leading manufacturer of hydrazine-based specialty chemicals used in space propulsion, pharmaceuticals, water treatment, and industrial processes. Calca has built a legacy of innovation, reliability, and stewardship for more than 70 years, and we are pleased to welcome their team and expertise to the NewMarket family.

Across our businesses, our products support essential industries that keep modern society functioning — from transportation and energy generation to aerospace and fire protection. While these technologies often operate behind the scenes, they play a central role in enabling reliable infrastructure and improving efficiency across critical systems worldwide.

We approach ESG by operating responsibly according to three long-held Corporate goals:

- **Make the world a better place**

We create essential chemical products that help reduce emissions, extend the life of equipment and machinery, reduce fossil fuel consumption, and facilitate the adoption of lower-carbon vehicles and technologies, save lives and assets, enable space exploration, and make the world safer.

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

We are dedicated to the employees who make up our global workforce and to creating an environment where they can build meaningful careers.

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

Our focus on long-term responsibility and continuous improvement underscores our commitment to delivering durable value.

Innovation remains central to this approach. During 2025, we continued investing in new technologies across our product portfolio, helping customers meet evolving performance and regulatory requirements while supporting more efficient mobility systems, including hybrid and electric vehicles.

As we move forward into 2026 and beyond, our ESG activities will continue to be guided by our long-term vision and our track record of responsible business practices that benefit both our local communities and the broader world. We are also closely monitoring evolving regulations regarding ESG disclosures and reporting requirements. As standards continue to develop, we will assess how best to align our reporting in a manner that supports consistency and clarity for stakeholders.

Looking ahead, NewMarket remains well-positioned for continued success. We have a strong management team, a disciplined operating model, and a long-term investment strategy that aligns with our ESG goals and company values.

Most importantly, we have a global team of dedicated employees who enable us to deliver essential solutions that benefit customers and society.

Thank you for your continued interest in NewMarket Corporation.

Thomas E. Gottwald
Chairman and Chief Executive Officer

About NewMarket

NewMarket Corporation is the parent of Afton Chemical Corporation, American Pacific Corporation (AMPAC), Calca Solutions, 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 local market changes 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



CITIZENSHIP



ECONOMIC
VIABILITY



CONTINUOUSLY
IMPROVING
QUALITY



SAFETY AND
ENVIRONMENTAL
RESPONSIBILITY



PARTNERS WITH
CUSTOMERS AND
SUPPLIERS

KEY FACTS/STATISTICS

APPROXIMATELY 2,050 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)

22 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

NewMarket operates through a focused portfolio of businesses serving essential, performance-critical industries. Together, these companies reflect our long-term approach — building expertise over decades, operating reliably, and delivering products customers depend on every day. Across our business segments, NewMarket operates in essential industries where performance, reliability, and responsibility matter every day. Our companies deliver critical products that customers depend on to support mobility, energy, safety, and national security.

PETROLEUM ADDITIVES



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.



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

SPECIALITY MATERIALS



AMPAC is a leading North American manufacturer of critical performance additives used in solid rocket motors for space launch and military defense. AMPAC also produces halocarbon-based, clean fire-extinguishing agents.



Calca Solutions manufactures hydrazine products and has built a legacy of innovation, reliability, and stewardship for over 70 years. The company supplies essential products used in applications such as space propulsion, pharmaceuticals, water treatment, and industrial processes.

CORPORATE FUNCTIONS



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.



Development Corporation

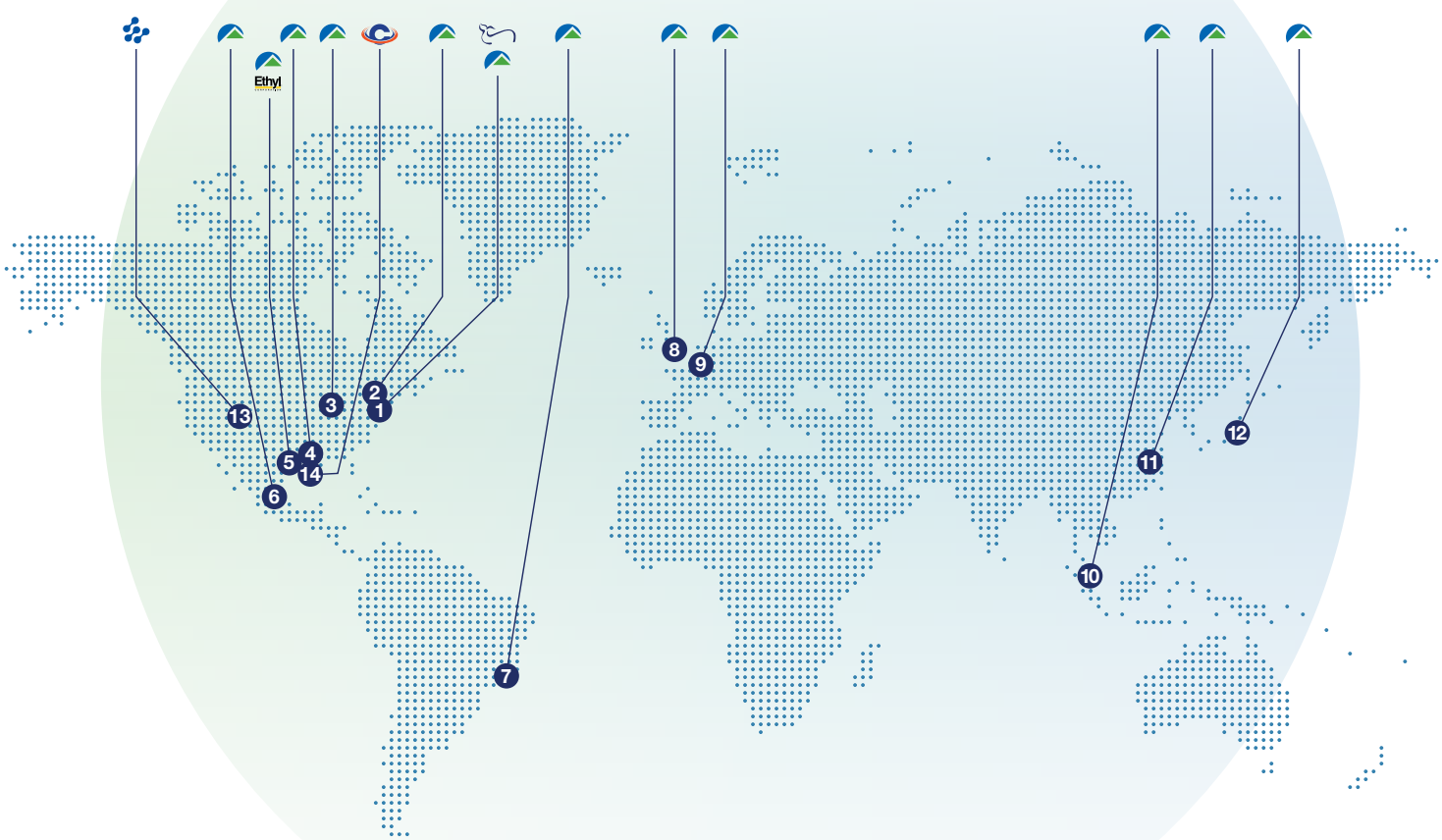
NewMarket Development manages the property we own in Richmond, Virginia, which consists of approximately 50 acres. This acreage includes our corporate offices, a research and testing facility, and several acres dedicated to other uses.



How and Where We Operate

NewMarket supports customers around the world through close collaboration and a global network of manufacturing, research, and technical facilities. Our products help improve performance, reliability, and efficiency across the essential industries we serve.

NEWMARKET CORPORATION MAIN MANUFACTURING AND R&D LOCATIONS WORLDWIDE



- | | | | |
|---|---------------------------|----|--------------------|
| 1 | Richmond – USA | 8 | Bracknell – UK |
| 2 | Ashland – USA | 9 | Feluy – Belgium |
| 3 | Sauget – USA | 10 | Singapore |
| 4 | Port Arthur – USA | 11 | Suzhou – China |
| 5 | Houston – USA | 12 | Tsukuba – Japan |
| 6 | San Juan Del Rio – Mexico | 13 | Cedar City – USA |
| 7 | Rio – Brazil | 14 | Lake Charles – USA |

 Afton Chemical

 AMPAC

 Calca

 Ethyl

 NewMarket

NewMarket's Scope and Scale

Our Chemistry is Found Throughout Society

SPACE EXPLORATION



SPACE LAUNCH MATERIALS



MARINE APPLICATIONS



ENERGY GENERATION



MANUFACTURING



SPECIALTY CHEMICALS



COMMERCIAL VEHICLES



PERSONAL MOBILITY



OFF-ROAD VEHICLES



AGRICULTURAL VEHICLES



Petroleum Additives

Efficiency Delivered at Scale: Today and for the Future

Afton Chemical Corporation develops fuel and lubricant additives that help vehicles and machines operate more efficiently, last longer, and reduce emissions. Our technology portfolio includes engine oils, driveline and transmission fluids, performance and refinery fuel additives, and industrial lubricants.

Through advanced formulation, engineering, and application expertise, we work with customers to enhance system efficiency and durability — delivering value across the full lifecycle of vehicles and machinery.



Passion for Solutions

Afton's approach is grounded in close collaboration with customers and original equipment manufacturers (OEMs). Guided by our core value, Passion for Solutions®, we work side-by-side with partners to understand their:

- *ESG goals and operational challenges*
- *Evolving technology and performance requirements*
- *Supply chain and regulatory expectations*
- *Business and market needs*

By combining deep industry experience with advanced chemistry, we deliver solutions that support customer success while minimizing environmental impact.

The Afton Advantage

Efficiency represents one of the most significant near-term and scalable climate-related opportunities across global transportation, industry, and energy systems. Fuel and lubricant additives are a key enabler of this opportunity.

By reducing friction, preventing deposits, improving combustion, and protecting critical components, additives help vehicles and machines do more with less — improving energy utilization and extending the productive life of equipment. These in-use benefits translate into lower emissions, reduced resource consumption, and improved asset economics over time.

Because additives are used at low treat rates, their environmental footprint is typically small relative to the substantial benefits they enable in real-world

operation. Afton's deep understanding of product lifecycle impacts allows us to design formulations that deliver efficiency gains where they matter most — across millions of miles and operating hours.

Just as importantly, additives provide a flexible technology platform that positions customers across multiple transition pathways. From today's internal combustion engines and renewable fuel blends to emerging systems such as hybrid architectures, electric drivetrains, hydrogen-fueled engines, and future energy generation, additive technology provides resilience as energy and mobility systems evolve.

At Afton, we are enabling efficiency today while helping customers adapt to the technologies of tomorrow.

Specialty Materials

Propelling Progress, Enhancing Safety

Critical Chemistry for Essential Systems

Through American Pacific Corporation (AMPAC) and Calca Solutions, NewMarket supplies specialty materials used in applications where performance, consistency, and operational discipline are essential. These materials support space launch and defense programs, fire protection systems, pharmaceutical manufacturing, and agricultural production — often operating far from public view but fundamental to modern infrastructure and societal resilience.



American Pacific Corporation (AMPAC) is a leading North American manufacturer of specialty materials used in solid rocket propulsion and clean fire suppression. Its products are qualified on major U.S. space, defense, and aerospace programs, where materials must perform exactly as intended under extreme conditions.

AMPAC's core offerings include high-purity oxidizers for solid rocket motors and Halotron® clean fire extinguishing agents. Halotron products replace legacy halon systems, protecting people and critical assets while minimizing environmental and operational impacts. They are widely used in aviation, marine, industrial, and military environments where rapid fire suppression and equipment protection are essential.



Calca manufactures specialty chemicals used in space propulsion and other highly regulated, high-consequence applications. Its products support propulsion systems and energetic materials programs that demand consistent quality, precise specifications, and dependable supply.

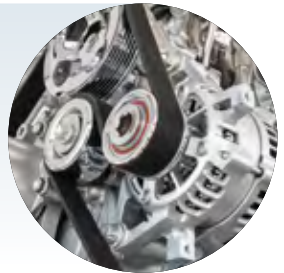
In addition to space-related applications, Calca's chemistries are also used in pharmaceuticals, fertilizers, and other industrial processes that are essential to modern society. Across these markets, customers rely on Calca for materials that perform predictably within tightly controlled operating and regulatory environments.



Efficiency in Action and Essential Applications

Extending Engine and Equipment Life

Modern engines and industrial equipment operate under increasingly demanding conditions, requiring lubricants to maintain performance, efficiency, and uptime over longer intervals. Afton's engine oil and industrial lubricant additive technologies help control deposits, reduce wear, maintain viscosity stability, and support performance. These technologies can help reduce lubricant consumption, maintenance-related downtime, waste generation, and overall lifecycle impacts.



Driveline and Transmission Systems

Driveline and transmission systems play a critical role in overall vehicle and equipment efficiency. Afton's driveline additives help reduce friction, manage heat, and protect components under increasingly demanding operating conditions, supporting smoother power transfer and longer system life. As powertrains evolve to include advanced automatic transmissions, hybrid architectures, and electrified drivetrains, additive technology remains essential to maintaining efficiency, durability, and reliability across a wide range of applications.

Supporting Space-Based Infrastructure

AMPAC and Calca supply complementary materials that support the full lifecycle of space missions. AMPAC's oxidizers support launch and access to orbit, while Calca's high-purity propellants are used for in-space propulsion, including satellite positioning, maneuvering, and end-of-life disposal. Together, these technologies support communications, navigation, weather forecasting, and Earth observation systems that underpin modern economies and daily life.



Extending Equipment Life in Industrial Systems

Industrial equipment operates under demanding conditions where reliability, efficiency, and uptime are essential. Afton's industrial lubricant additive technologies help reduce wear, control deposits, and maintain lubricant performance across applications such as hydraulics, compressors, circulating oils, and industrial gears.

By protecting critical equipment and supporting longer lubricant life and maintenance intervals, these technologies help customers reduce waste, improve operational efficiency, and extend the productive life of machinery and infrastructure.

Halotron® Fire Protection

Halotron® clean fire extinguishing agents are used to protect people, mission-critical assets, and sensitive equipment across aviation, marine, industrial, and military environments. By replacing legacy halon systems, Halotron products provide effective fire suppression while reducing environmental and operational impacts and minimizing downtime after discharge. Compared with legacy halon fire suppressants, Halotron I Clean Agent has a lower global warming potential (GWP), helping balance operational safety with environmental considerations in critical fire protection applications.





ESG at NewMarket



Our Commitment to Responsibility



"There is a great deal of discussion and evolving expectation around sustainability, regulation, and disclosure. At NewMarket, we remain focused on the long term. Our approach is grounded in understanding real impacts and in a consistent strategy — maximizing the contribution of our products, minimizing the footprint of our operations, and providing responsible chemistry. While the external conversation may shift, our principles and priorities remain steady, and that consistency is reflected in the work and progress outlined in this report."

Benn Heatley, Global ESG Manager

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 2025, 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, who are showing interest and enthusiasm for our pragmatic and meaningful approach.

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



American
Petroleum
Institute



BEYOND OUR WALLS

Championing ESG Action With Partners

Our commitment to responsible business extends beyond our own operations. We actively engage with industry organizations and peer forums to share expertise, contribute practical insight, and support the development of sound, workable approaches to ESG topics that affect our businesses and value chain.

NewMarket representatives hold leadership and technical roles within organizations such as the American Chemistry Council (ACC), American Petroleum Institute (API), and the Technical Committee of Petroleum Additive Manufacturers in Europe (ATC). Throughout 2025, our teams also participated in and presented at industry conferences, contributing to informed discussion on emerging ESG issues.

Through this engagement, we seek to promote responsible practices, alignment across the value chain, and long-term outcomes that balance environmental stewardship, operational realities, and business resilience.

What's Important to Us

Efficiency Delivered at Scale: Today and for the Future

At NewMarket, understanding and addressing the ESG topics most relevant to our business and stakeholders supports our long-term resilience and success.

Our approach considers topics from both a financial and impact perspective, including how they may affect our business over time and where our products and operations can contribute positively by reducing emissions, extending equipment life, and supporting more efficient and reliable systems.

To help inform these priorities, we engage with numerous internal and external stakeholders whose perspectives help shape our focus areas and support informed decision-making. Related environmental planning considerations, including scenario analysis for selected risk and opportunity areas, are summarized in the Minimize Our Footprint section.

Managing Change With Discipline and Perspective

As external expectations, regulations, and technologies evolve, we continue to embrace a deliberate and balanced approach — acting when change is clear, durable, and relevant to our business.

Our efforts are anchored in three complementary areas:

- **Disciplined decision-making**

We take a consistent, measured approach to managing emerging risks and opportunities, monitoring regulatory developments, market signals, and technology trends, and incorporating them into our planning where relevant and actionable.

- **Footprint, handprint, and responsible chemistry**

Through efficiency initiatives, data-led insights, and responsible chemistry principles, we reduce impacts across our operations while improving the environmental performance of our facilities and products throughout their lifecycles.

- **Product-enabled benefits**

Our products deliver real-world benefits, helping customers improve fuel economy, reduce emissions, extend equipment life, and operate reliably across essential industries.

Priority ESG Topics



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

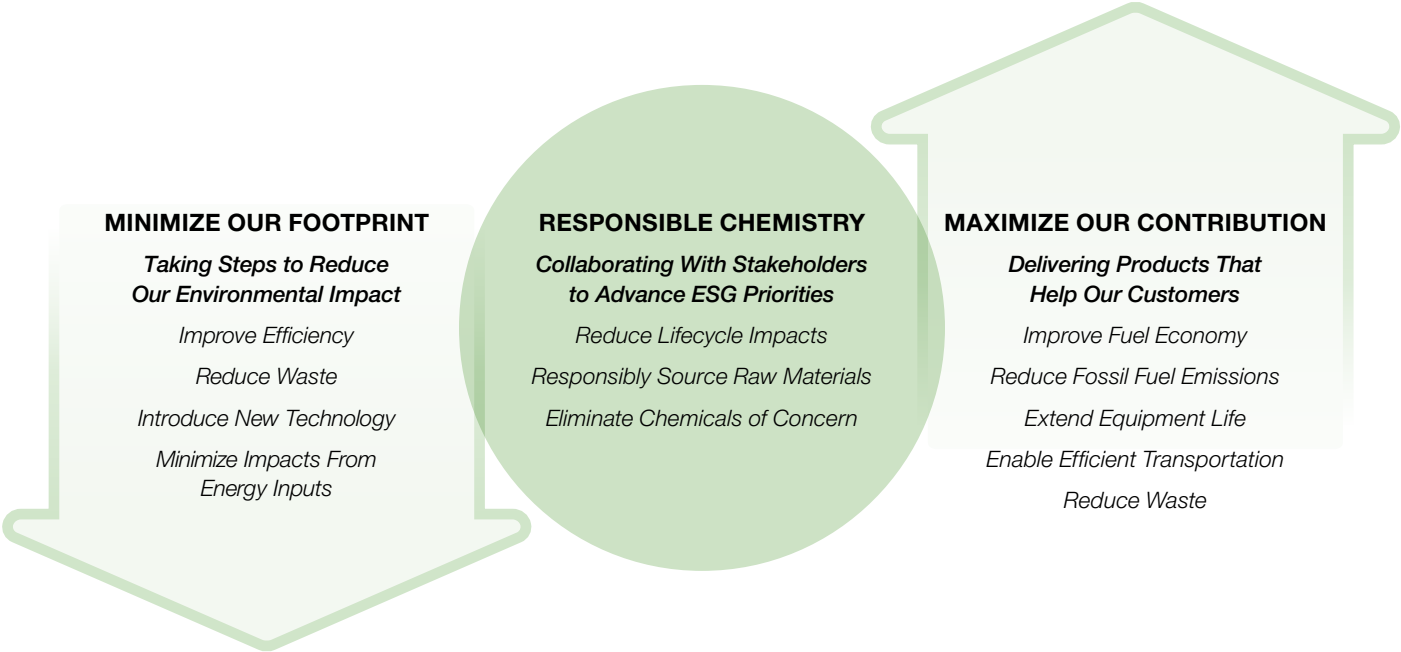


Environment



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 environmental impacts and operate reliably across essential industries.



MAXIMIZING OUR CONTRIBUTION

AT NEWMARKET, OUR MOST SIGNIFICANT ENVIRONMENTAL IMPACT COMES THROUGH THE PRODUCTS WE DESIGN AND DELIVER. ACROSS OUR PORTFOLIO, OUR TECHNOLOGIES HELP CUSTOMERS IMPROVE EFFICIENCY, REDUCE EMISSIONS, EXTEND EQUIPMENT LIFE, AND OPERATE RELIABLY ACROSS ESSENTIAL INDUSTRIES.



IMPROVING EFFICIENCY IN TRANSPORT AND MOBILITY

Efficiency is one of the fastest and most scalable ways to reduce emissions. Afton’s fuel and lubricant additive technologies reduce friction, improve combustion, and keep systems cleaner — enabling vehicles and equipment to use less energy while maintaining performance.



EXTENDING EQUIPMENT LIFE AND REDUCING WASTE

Our additive technologies protect critical components, reduce wear, and maintain performance under demanding conditions. Longer equipment life and extended maintenance intervals reduce material use, waste, and downtime across fleets and industrial systems.



SUPPORTING EFFICIENT ENERGY SYSTEMS

In wind, advanced gear oil additive systems improve gearbox efficiency, maintain cleanliness, and extend oil drain intervals.

In electric vehicles, e-fluid technologies support thermal management and driveline efficiency, helping systems operate more efficiently.



FOCUSING ON IMPACT WHERE IT MATTERS MOST

Our lifecycle assessment work provides insight into how environmental impacts and benefits are distributed across the product lifecycle. For many applications, this highlights the importance of efficiency and durability during use, where our products help customers reduce emissions and resource use at scale.

How We Keep Everything Moving

COMMERCIAL VEHICLES

For trucks and buses, reducing total ownership costs depends on better fuel economy, extended oil drain intervals, fewer breakdowns, asset protection, and resale value. Reliable performance under stop-start traffic, congestion, idling, and limited rest periods keeps things moving efficiently.

- 1. Axle & Differential:** Differentials transfer drive from the engine and transmission to the wheels, which makes differential gear set lubricants vital for reliable performance.
- 2. Fuel:** Additized fuel maintains performance and cleans engines and fuel systems, optimizing power while reducing consumption and emissions.
- 3. Transmission:** Manual transmission fluids protect gears and bearings while maintaining synchronizer friction, ensuring smooth, reliable gear shifting performance.
- 4. Engines:** Lubricants keep engines cool, clean and protected, improving efficiency, durability and lifespan while extending oil change intervals significantly.



PASSENGER CAR VEHICLES

In all types of vehicles, Afton's fuel and lubricant additives help improve efficiency, protect critical systems, and support vehicle performance.

- 1. Transmission:** Advanced additives support heat management and efficient power transfer in manual, automatic, and hybrid transmissions.
- 2. Engine Oils:** Afton passenger car motor oil additives help reduce emissions, improve fuel economy, and extend engine life.
- 3. Gear:** Afton's gear oil additives are specially formulated for quality, base stock compatibility, environmental responsibility, and cost efficiency.
- 4. Fuel Additives:** Afton's performance fuel additives can help improve fuel economy, power, and acceleration, and reduce emissions.
- 5. Renewable Fuels:** Afton chemistry works with renewable fuels, such as hydrogenated vegetable oil and synthetic gasoline.
- 6. eMobility Coolants:** Afton's dielectric coolants enable direct cooling of EV batteries and electronics, improving thermal management, efficiency, and vehicle performance.
- 7. eAxle:** Specialized fluids help protect gears, manage heat, and support the efficient operation of electric drivetrain systems.





OFF-ROAD EQUIPMENT

Construction and mining vehicles operate in tough conditions and extreme environments, making robustness and consistent performance essential.

1. **Transmission/Engine:** Advanced lubricants protect engines, gear sets, hydraulic systems, and clutch plates across multiple transmission designs.
2. **Axle:** Specialized lubricants protect heavily loaded axle gears, helping improve durability and reduce maintenance-related downtime.
3. **Open Gears:** Open gear lubricants protect against extreme loads, dust, and moisture in demanding operating environments.
4. **Hydraulic:** Hydraulic lubricants transfer power to move heavy loads while protecting critical components operating under high loads and harsh conditions.
5. **Grease:** Greases are used to lubricate and protect equipment components where conventional lubricants are unsuitable or impractical.
6. **Wet Brakes:** Specialized lubricants support safe, reliable wet brake performance while minimizing noise, wear, and vibration.



POWER GENERATION & MANUFACTURING

As global power needs increase, industrial lubricants enable OEM hardware changes that deliver higher output while ensuring greater productivity, reliability, and efficiency. In manufacturing, industrial lubricants play a vital role in enabling proper operations and meeting end-user demands for productivity, reliability, and efficiency.

1. **Wind Turbine:** Afton chemistry protects critical components in high-output wind turbines while supporting longer service intervals and reliable operation.
2. **Gearbox & Bearings:** Increased power output means increased load on the gearbox and bearings, making lubrication essential to protect against different types of wear.
3. **Turbine:** Steam and gas turbines generate electricity and drive machinery, making equipment uptime critical. Lubricants help prevent wear, sludge, rust, and corrosion, supporting reliable operation.
4. **Slideway:** A slideway guides tools and equipment along a path. Lubricants reduce friction and stick-slip while supporting precise machine movement and fluid separability.
5. **Hydraulic:** Advanced hydraulic fluids support increasingly compact, high-output systems operating under elevated temperatures, pressures, and fluid stress.

Minimize Our Footprint

Our Goals

Current environmental goals have been established for our petroleum additives businesses, where mature baselines and implementation roadmaps provide a credible pathway for delivery. These businesses represent the majority of our operational environmental footprint. As integration of our specialty materials business progresses, we will establish future goals using the same disciplined, data-driven approach.



EMISSIONS

Goal: Reduce Scope 1 and Scope 2 CO₂ emissions by 35% by 2035,* extending our existing 30% reduction target for 2030*

In 2025, we continued to make steady progress through efficiency improvements, technology investments, and emissions-reduction projects across our global manufacturing and R&D network.

We continue to improve our understanding of Scope 3 value-chain emissions through enhanced data quality and supplier engagement.

*Absolute GHG reduction versus 2020 baseline Scope 1 and 2 according to the Greenhouse Gas Protocol.



WASTE

Goal: Monitor waste impacts and identify reduction opportunities

Waste minimization is an integral part of Afton's manufacturing and R&D efficiency programs. We track waste generation across our global operations, allowing us to monitor performance trends and account for changes in business activity.

Regular review of site-level data enables us to identify priority opportunities, from improved process controls and filtration to increased reuse and recycling, and to share best practices across our network. This disciplined, site-led approach supports continuous improvement while maintaining flexibility to address local operating conditions.



WATER

Goal: Maintain and periodically review water risk assessments across our operating locations

Water is not a material input across our operations; however, we recognize the importance of proactively managing potential local risks. In 2025, we updated water body risk assessments (WBRAs) for all operating locations using a methodology aligned with the American Chemistry Council framework.

These assessments indicate that our operations do not place a significant burden on local water resources. They also provide a structured basis for ongoing review, enabling site teams to focus attention on location-specific physical, regulatory, or reputational considerations as conditions evolve.

Looking Ahead: As our data quality, analytical capabilities, and integration of new acquisitions continue to mature, we will use these insights to drive continuous improvement and support future environmental objectives across the NewMarket portfolio.

Minimizing Our Footprint in 2025

Throughout 2025, we have continued to make steady progress towards our goals, with the whole NewMarket network contributing. Our ongoing commitment and strategic initiatives have ensured that we remain ahead of schedule in achieving our objectives. Here is just a sampling of some of the major projects our teams have been undertaking.



Increasing Energy Efficiency

- Efficiency is often incremental, but combined, our efforts continue to have significant impact.
- We have deployed an equipment-level energy monitoring program, which uses AI to assess detailed datasets and provide energy efficiency actionable outputs.
- We have enhanced integration of emissions data with Microsoft Power BI dashboards to improve our future projections on the impact of efficiency projects.
- In recognition of its systematic approach to managing energy, our Singapore site achieved certification to the ISO 50001 Energy Management System.



Adopting New Technology

- At our Houston and Sauget facilities, we deployed an internally developed OSI PI Air Compliance Platform that leverages real-time process data to calculate and track emissions, proactively flag permit risks, and significantly enhance monitoring accuracy, reporting efficiency, and environmental compliance performance.



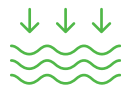
Expanding Use of Renewable Energy

- A parking lot shade solar panel system went live at our San Juan Del Rio facility in Mexico in February 2025, generating roughly 7% of the site's electricity demand.
- Phase 1 of a rooftop solar panel system went live at our Singapore facility in November 2025, with construction continuing into 2026. Ultimately, this system will generate around 7% of the site's electricity demand.
- Our Bracknell R&D facility procured 100% renewable energy for the whole site operations.



Reducing Waste

- At our Sauget and Houston facilities — both ACC Responsible Care® Waste Minimization Award winners — we optimized filter aid use, reducing filter cake waste sent to landfill while improving product recovery and lowering disposal costs.
- At our Houston facility, we established a drum recycling program to rework obsolete inventory into production, diverting waste, reducing storage costs, and recovering material value.



Conserving Water

- At our Richmond headquarters, we launched a water efficiency project targeting ~300,000 gallons of annual water savings through improved recirculation systems.
- Using process simulation and pilot-scale testing, our Singapore team is implementing methanol stripping technology to reduce organic loading at the source, improving wastewater quality and resource efficiency.
- We completed global water risk assessments using a standardized tool to evaluate current and future water exposure across all sites, strengthening our understanding and preparedness for potential water-related risks.

Scenario Analysis for Understanding Risk and Opportunities

This work supported a structured consideration of:

Potential risk areas*

- *Site-based exposure to extreme weather events*
- *Regulatory and tax developments and their potential implications for our operations and value chain*
- *Product development and customer-related considerations*

* See Form 10-K risk factors for additional detail.

Potential opportunity areas

- *Growing demand for high-performance additives that reduce emissions, improve efficiency, and extend equipment life*
- *Enabling emerging and evolving technologies*
- *Long-term, disciplined participation in durable markets supported by sustained investment*

Responsible Chemistry

How we design, source, and deliver solutions responsibly



PROMOTE TRANSPARENCY

We provide clear, reliable information on product safety and environmental impacts to support informed decision-making across the value chain.



ELIMINATE CHEMICALS OF CONCERN

We proactively identify and work to eliminate chemicals of concern, prioritizing safer alternatives without compromising performance.



FACILITATE SUPPLIER & CUSTOMER PARTNERSHIPS

We work closely with suppliers and customers to share data, align on ESG goals, and advance responsible practices together.



SOURCE MATERIALS RESPONSIBLY

We responsibly source raw materials by engaging suppliers, managing risk, and strengthening sustainability across our supply chains.



REDUCE IMPACTS OVER THE PRODUCT LIFECYCLE

We apply lifecycle thinking to identify and reduce environmental impacts from raw materials through use and end-of-life.

Lifecycle Thinking in Action

Using lifecycle insight, modern tools, and data-sharing to improve products and support customers

Lifecycle thinking is central to how we practice responsible chemistry. We consider environmental impacts across the full lifecycle of our products — from raw material sourcing and manufacturing through customer use and end-of-life.

This perspective helps us focus effort where it matters most, prioritize meaningful improvements, and avoid unintended trade-offs. Lifecycle insights are embedded into product design, supplier engagement, and customer collaboration, rather than treated as a standalone reporting exercise.

Deep Life Cycle Assessment and PCF Expertise — Continuously Evolving

For more than a decade, NewMarket has invested in building deep expertise in Life Cycle Assessment (LCA) and Product Carbon Footprint (PCF) analysis. What began with manual assessments has matured into a robust, semi-automated capability supporting hundreds of product evaluations across our portfolio.

In 2025, we deployed the next generation of our LCA capability, LCAT-Pro, incorporating the latest digital platforms and methodologies. This evolution will improve data accuracy, increase speed and consistency, and further strengthen our ability to support internal decision-making and customer needs.

Enabling Interoperable, Secure PCF Data Sharing

High-quality, interoperable PCF data is increasingly critical for our customers’ reporting, disclosures, and value-chain collaboration. In response, we have invested in digital data-sharing infrastructure that enables standardized, secure exchange of PCF information across the value chain.

Our approach aligns with recognized standards and initiatives, including ISO 14067, TfS, and PACT, supporting interoperability between systems while protecting confidential business information. This enables seamless receipt of primary supplier data and allows customers to integrate PCF data directly into their own tools and processes.

Using Lifecycle Insight to Improve Products

Lifecycle analysis helps us understand not only where impacts occur, but where improvements deliver the greatest benefit. In many cases, raw materials drive a significant share of cradle-to-gate impacts, while the in-use phase delivers the largest downstream benefits through improved efficiency and durability.

By applying PCF screening during product development, our teams can compare formulation options, explore alternative raw materials, and identify opportunities to reduce impacts early — while maintaining or enhancing the performance benefits our customers rely on.

By combining lifecycle insights with modern digital tools and interoperable data sharing, we help customers make confident, informed decisions — today and into the future.





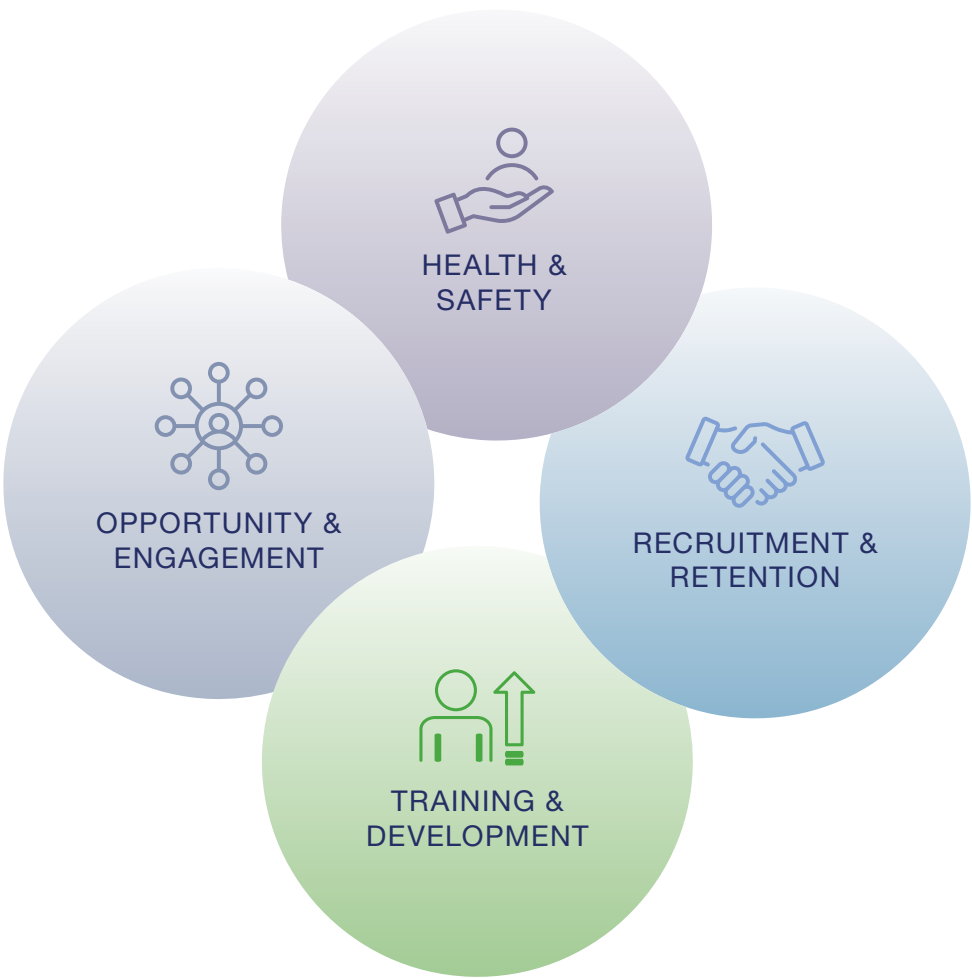
Social



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 the open exchange of ideas. Ultimately, this creates a culture of mutual trust and respect that helps us attract and retain top talent as we work with our customers to solve their most pressing challenges.

Our People Strategy is built on a strong foundation of four pillars:



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 2025, 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.

NewMarket performed above the industry average in 2025, with no fatal incidents and a worldwide injury/illness recordable rate of 1.10, reflecting our continued commitment to our Vision of Zero. Contractors working at our facilities also performed above industry average with a contractor recordable injury rate of 0.66, and a combined recordable injury rate of 1.05.

Additionally, five sites — Singapore, Port Arthur, Suzhou, Tsukuba, and Lake Charles — achieved Vision of Zero performance across all categories during 2025, and our Ashland Technical Center surpassed 6.5 years without injuries.

This performance affirms that our Vision of Zero is not only the right goal, but also achievable. We continue to work with our sites to reduce risk and reinforce 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 continuous improvement.

1.10

2025 Injury/Illness
Recordable Rate

Recordable injury/illness rates are calculated in accordance with U.S. Occupational Safety and Health Administration (OSHA) recordkeeping standards and represent the number of OSHA-recordable cases per 200,000 hours worked.

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 2025 corporate goals established roadmaps for reducing or eliminating four chemicals or chemical families. These roadmaps include research and development programs to identify safer alternative chemicals, process improvement initiatives, and cooperation with suppliers.

R&D is nearing commercialization of a significant number of new products with reduced levels of a substance suspected to be a reproductive toxin. These products will launch over the next two years. We continue to promote transparency in the communication of product hazards.

Examples of work in this area include:

- *Completion of the systematic substance hazard classification review of the Engine Oils product line to ensure the most current information is used for product classifications and risk assessments. Preparation has begun for the same review of Fuel Additives in 2026.*
- *Working with the lubricants industry, as well as suppliers and customers, to better understand the hazards associated with a broad class of commonly used antioxidants.*
- *Investing in research focused on New Approach Methodologies (NAM) to reduce animal testing and more efficiently screen potential new chemistry for reproductive toxicity.*

Responsible Care® Management System

We are a founding member of Responsible Care®, having been involved since its inception in 1988. Our Responsible Care® Management System forms the cornerstone of our approach to environmental, health, safety, and security management.



Operational Risk Management

Operational risk management at NewMarket is embedded within the company's Responsible Care® Management System. This system provides a structured framework for identifying and assessing operational, health, safety, environmental, and security risks across the organization. It is supported by formal policies, defined roles and responsibilities, risk assessment and control processes, and periodic review and monitoring. Through Responsible Care®, operational risks are identified, assessed, and addressed, with oversight by senior management and integration into the company's broader enterprise risk management approach.



Focusing on Top Risks

Through this system, each site maintains visibility into its top operational risks, including those with the potential for offsite process safety impacts. Risk management is supported by layered safeguards, including equipment, instrumentation, and administrative controls. These safeguards are prioritized, maintained, and periodically reviewed to support their continued effectiveness.

Health + Safety *(continued)*

Process Safety Management (PSM)

NewMarket has achieved Vision of Zero for PSM and has seen zero Tier I PSM events in 2025. 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 datasets.

We are enhancing Process Safety risk management training and competency 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.



Vision of Zero Achievements

In 2025, five NewMarket sites — Singapore, Port Arthur, Suzhou, Tsukuba, and Lake Charles — achieved Vision of Zero performance across all categories, reflecting zero injuries, incidents, and environmental harm for the year. This accomplishment demonstrates the strength of our safety culture and the consistent application of our management systems, safe work practices, and Actively Caring mindset across diverse operations and geographies. Achieving Vision of Zero requires sustained focus, leadership commitment, and active engagement from employees and contractors alike, and these sites exemplify what is possible when safety and responsibility are fully embedded in how work is done every day.

Recruitment + Retention

As technological change in the petroleum additives industry continues, the success of our business depends on 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 several universities worldwide and offer internship and co-op programs at 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. Employee engagement is supported through regular one-to-one management discussions and structured group communications, including site-level and corporate presentations that encourage dialogue and feedback. 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 28:1. 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.

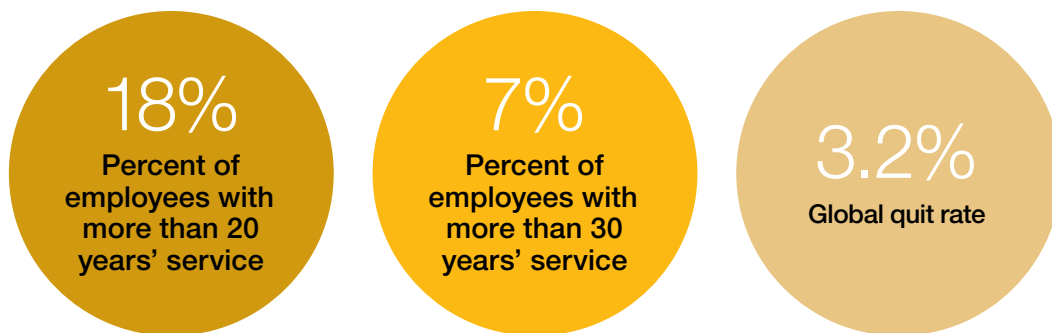
We have a diverse workforce, representative of the geographic regions in which we do business. We place a high value on diverse thoughts, skills, perspectives, cultures, and knowledge because we believe that such diversity and inclusion result in better business decision-making. Outcomes are reviewed periodically by senior leadership as part of workforce planning. We employed approximately 2,050 people at the end of 2025 across four major geographic regions — the United States, the Europe/Middle East/Africa/India region, the Asia Pacific region, and the Latin America region. Ninety-nine percent of our workforce consists of permanent full-time employees.



Training + Development

Achieving our goals depends entirely on the ability of our people to contribute individually and collectively. As an organization, we prioritize supporting our employees continually in developing new skills and providing an environment that recognizes and rewards their contributions. In alignment with our Values, NewMarket, Afton, Ethyl, AMPAC, and Calca provide meaningful and valuable career opportunities for all our employees. 100% of NewMarket employees participate in formal training programs, including our annual Code of Conduct training to ensure these standards are upheld.

When we hire new employees, we do so with the goal that they stay with the company for their career. Globally, more than 18% of our employees have over 20 years of service, and more than 7% have over 30 years of service. Our full-time employee turnover rate, which captures all reasons for employee departure, including retirement, is approximately 9.3%, and our global quit rate, which includes full-time employees who choose to leave the company, is approximately 3.2%.



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, service providers, and their affiliates.

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.

Community Engagement

We are committed to being good citizens wherever we have a presence worldwide. 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 arts 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.

Opportunity + Engagement *(continued)*

Across our global sites, these commitments come to life through employee-driven activities focused on environmental stewardship, education, community support, and employee engagement.

ENVIRONMENTAL STEWARDSHIP

EMPLOYEES SUPPORT ENVIRONMENTAL RESTORATION AND SUSTAINABILITY EFFORTS IN THE COMMUNITIES WHERE WE OPERATE.



Rio Team Launches Long-Term Reforestation Effort

Afton's Rio de Janeiro team has launched Roots that Connect, a long-term reforestation initiative in the Atlantic Forest biome near the Rio plant. Approximately 50 employees are working together to plant and care for 500 native tree seedlings over the next four years, with each tree representing a colleague and reinforcing a shared sense of ownership.



San Juan del Rio Team Expands Community Environmental Efforts

In August 2025, Afton Chemical's San Juan del Rio team partnered with local industries to support environmental and community initiatives in the Senegal de Paloma community. Volunteers planted trees and contributed to local recycling initiatives.



San Juan del Rio Team Supports Local Reforestation Effort

In March 2025, Afton employees in San Juan del Rio partnered with the local environmental authority to support a reforestation project near Parque de las Garzas. Volunteers planted 20 native trees to enhance green space and help reduce CO₂ in the surrounding area.



Asia Pacific Team Participates in Coastal Cleanup

Afton's Asia Pacific team members participated in a beach cleanup, hosted a wellness walk, and shared a meal at a local venue, supporting the surrounding community.

SUPPORTING FAMILIES AND COMMUNITIES

EMPLOYEES CONTRIBUTE TIME AND RESOURCES TO SUPPORT FAMILIES AND ADDRESS ESSENTIAL COMMUNITY NEEDS.



Cans for Kids: Supporting Local Families in Richmond

In November, more than 40 NewMarket volunteers participated in the 2025 Cans for Kids shopping event in Richmond, Virginia, supporting 150 children from local organizations, including St. Andrew's School and Noah's Children.



Sauget Team Supports Local Families Through Thanksgiving Food Drive

In November, Afton employees in Sauget organized a Thanksgiving food drive to support local families in need. The team collected a wide range of food items and delivered a truckload of donations to HUB Foods, a community pantry serving families near the plant.



NewMarket Volunteers Enhance Community Space in Richmond

NewMarket employees in Richmond, Virginia, partnered with United Way to support improvement efforts at the Tuckahoe YMCA in April 2025. Volunteers worked across the campus to enhance spaces used by children and families, including updating play areas and maintaining key facilities that support youth programs.



Sauget Team Supports Toys for Tots Drive

In December 2025, Afton employees at the Sauget plant supported the annual Toys for Tots campaign, donating 266 toys and \$1,100 to benefit children in need.



Houston Employees Support Local Food Drive

Afton employees in Houston collected 266 pounds of cans and non-perishable items for the Pasadena Food Drive, helping provide essential resources to families in need.

Richmond Team Supports Local Food Bank with United Way

NewMarket employees in Richmond, Virginia, partnered with United Way to support the Henrico Community Food Bank through a volunteer event focused on addressing food insecurity.

Opportunity + Engagement *(continued)*

EMPLOYEE ENGAGEMENT AND WELL-BEING

ACTIVITIES THAT PROMOTE HEALTH AND CONNECTION ALSO STRENGTHEN OUR IMPACT IN THE COMMUNITIES WE SERVE.



Hamburg Team Members Roll Together at Cycling Event

In October, Afton employees participated in the Cycloclassics cycling event in Hamburg, Germany, riding 110 kilometers through the city and crossing the Köhlbrand Bridge twice.



Feluy Team Supports Charity Race in Mons

Afton employees from the Feluy and Woluwe sites participated in the Half Marathon in Mons, Belgium, joining more than 5,700 runners in support of Télévie, a nonprofit organization dedicated to funding research to fight cancer and leukemia.

EDUCATION AND FUTURE TALENT

WE INVEST IN PROGRAMS THAT PROMOTE LEARNING, YOUTH DEVELOPMENT, INNOVATION, AND THE NEXT GENERATION OF TALENT.



Investing in the Next Generation of Lubrication Innovation

Afton Chemical celebrated five outstanding students at the 2025 Lubrication Technology Scholarship Award Ceremony, held at the Lanzhou Institute of Chemical Physics (LICP) in Qingdao.



Houston Team Supports STEM Education Efforts

Afton's Houston team participated in a STEM/STREAM night at Jensen Elementary School, connecting with approximately 180 students and families through interactive science demonstrations.

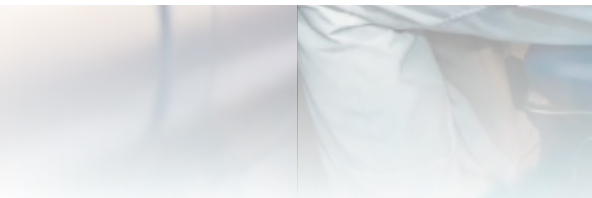


Afton Helps Create Space for Students to Thrive

Afton Chemical donated nearly 1.5 acres of land to Lift for Life Academy in St. Louis, Missouri, helping create a 75-yard football field for the school's K–12 students. Lift for Life Academy serves approximately 900 students, many of whom face significant academic barriers, and works to prepare them for college, careers, and civic life. The field provides a safe place to stay active, build confidence, and participate in team sports, including a football team that advanced to the state finals.



Governance



Governance

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. The Code of Conduct sets out expectations for ethical behavior, legal compliance, conflicts of interest, data protection, and responsible

business practices, and provides mechanisms for raising concerns, including confidential reporting channels. 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.](#)

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.





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.

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.

Conflict Minerals

Certain minerals, including gold, tin, tantalum, and tungsten, have the potential to be sourced from countries in Central Africa that have long been in conflict and where the resulting hostilities and human rights abuses are supported by the trade in these conflict minerals. Although we do not typically manufacture products known to contain gold, tantalum, tin, and

tungsten, Afton is committed to avoiding the purchase of these from known conflict sources and expects its suppliers to abide by the same standards. We support our customers' efforts to reach the common goal of ensuring a socially and environmentally responsible supply chain with respect to conflict minerals.

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 Board of Directors and our Nominating and Corporate Governance Committee manage and oversee risks and opportunities related to environmental, social and governance 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

NewMarket companies were recognized by a number of organizations and industry associations in 2025 or in early 2026 for work completed in 2025. While external recognition is not our primary motivation, these awards reaffirm our commitment to striving 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.



2025 American Chemistry Council Awards

Afton and Ethyl received the Facility Safety Award and Afton received the Waste Management & Water Stewardship Award.

Supplier Awards:

Afton received the following recognition in 2025:

- *Most Improved Supplier (Afton global)*
- *Asian Supplier Award (Singapore)*
- *Outstanding Partner (Asia Pacific)*
- *Distinguished Supplier Award (Mexico)*
- *Authorized Economic Operator Status (Europe/Middle East/Africa/India)*

Environment:

Singapore Site Recognition

In 2025, our Singapore site achieved ISO 50001 certification, a globally recognized standard for energy management systems. The framework provides a structured approach to improving energy efficiency, reducing consumption, and supporting long-term environmental performance across operations.

Health & Safety:

Houston Site Recognition

Afton's Houston team received the following safety awards from the Texas Chemistry Council:

- *Zero Incident Award*
- *Dr. Sam Mannan Award for Zero Process Safety Incidents*
- *2025 Texas Caring Award*

Bracknell Site Recognition

- *In 2025, our Bracknell site received the ROSPA Health and Safety Gold Award for the 10th consecutive year.*

Bracknell was also recognized by the local council with a Healthy Workplace Award for its exemplary commitment to employee well-being and safety.



2025 ESG REPORT

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 2025 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.

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