

Q1 2022 Earnings

May 2022



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

- 1** | Introduction
David Jones - VP, General Counsel
- 2** | Business Commentary
Patrick S. Williams - President & CEO
- 3** | Financial Performance
Ian Cleminson - Executive Vice President & CFO
- 4** | Questions & Answers
Patrick S. Williams and Ian Cleminson

Summary of 1st Quarter Performance



Q1

GAAP EPS of \$1.06

Adjusted non-GAAP
EPS of \$1.53 for the
first quarter

Semi-annual dividend
increased 11 percent
to 63 cents per share

Share repurchases
commenced

Sequential gross
margin recovery in our
expected range

Performance Chemicals
operating income up 38
percent

Fuel Specialties
operating income up 49
percent

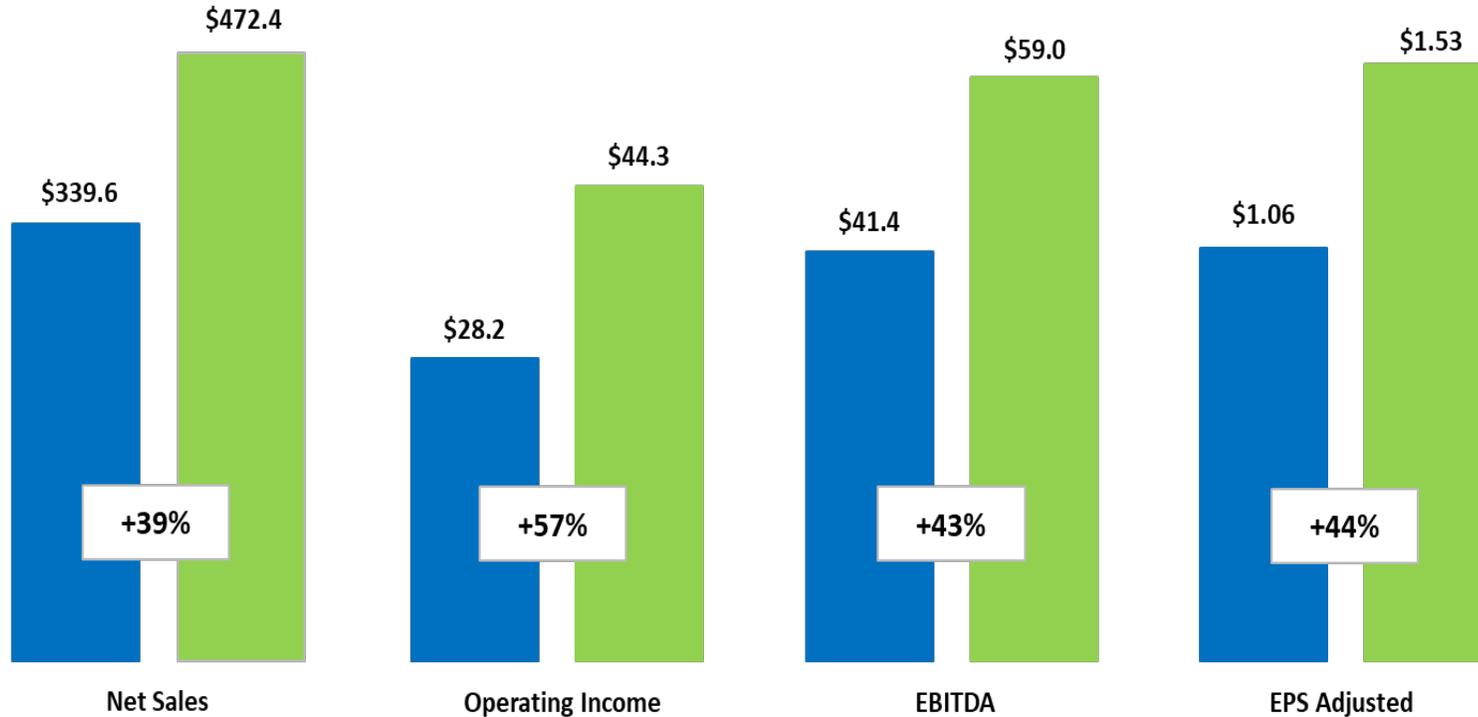
Oilfield Services
positioned for further
sequential growth

Balance sheet has
\$105.6 million in net
cash

Financial Performance



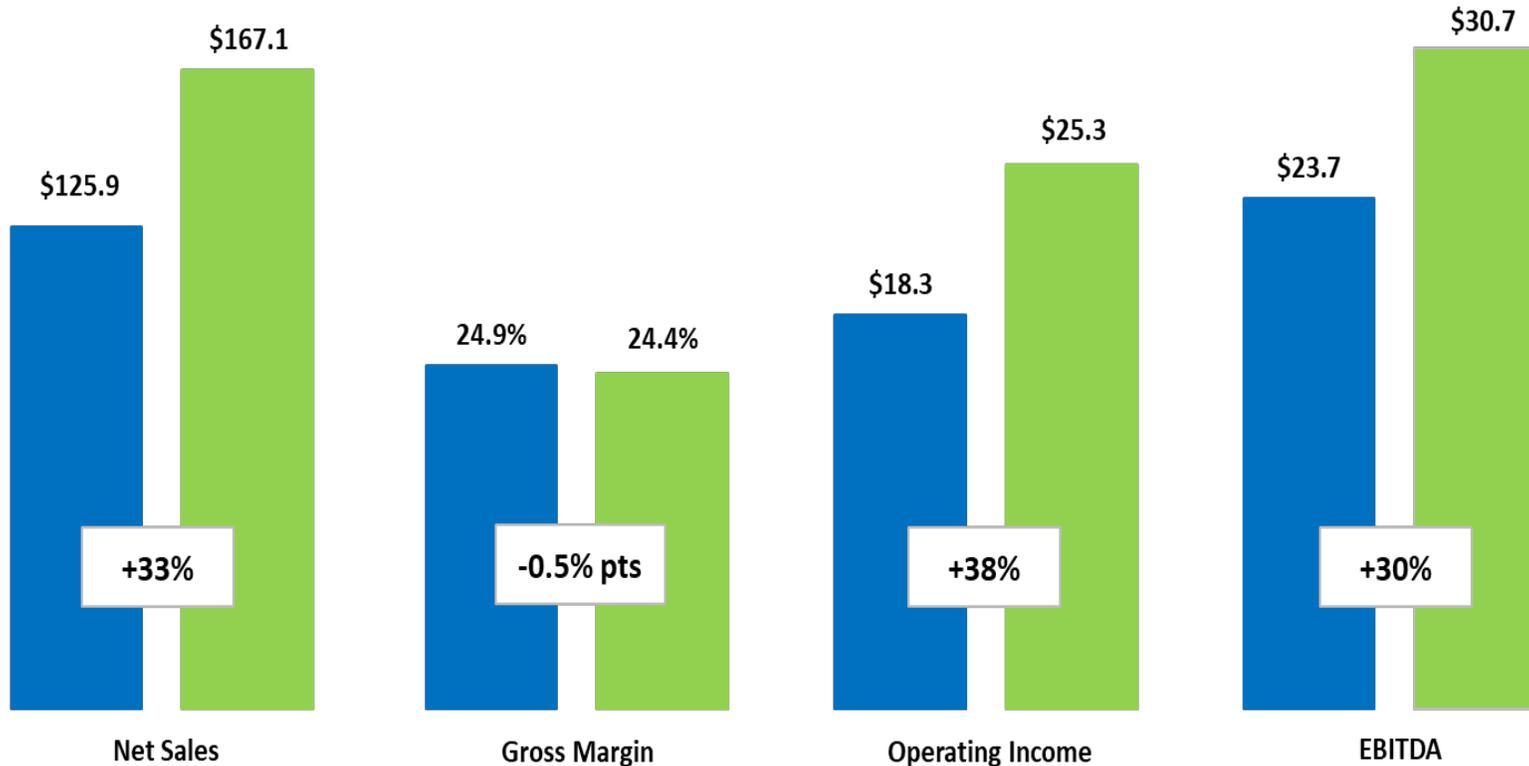
Q1 2022 Consolidated Results (\$ MM)



- Sales up 39 percent on improving demand in all businesses
- Gross margin down 0.2 percentage points
- Significant EBITDA and operating income growth over prior year
- Adjusted EPS of \$1.53

■ Q1 2021 ■ Q1 2022

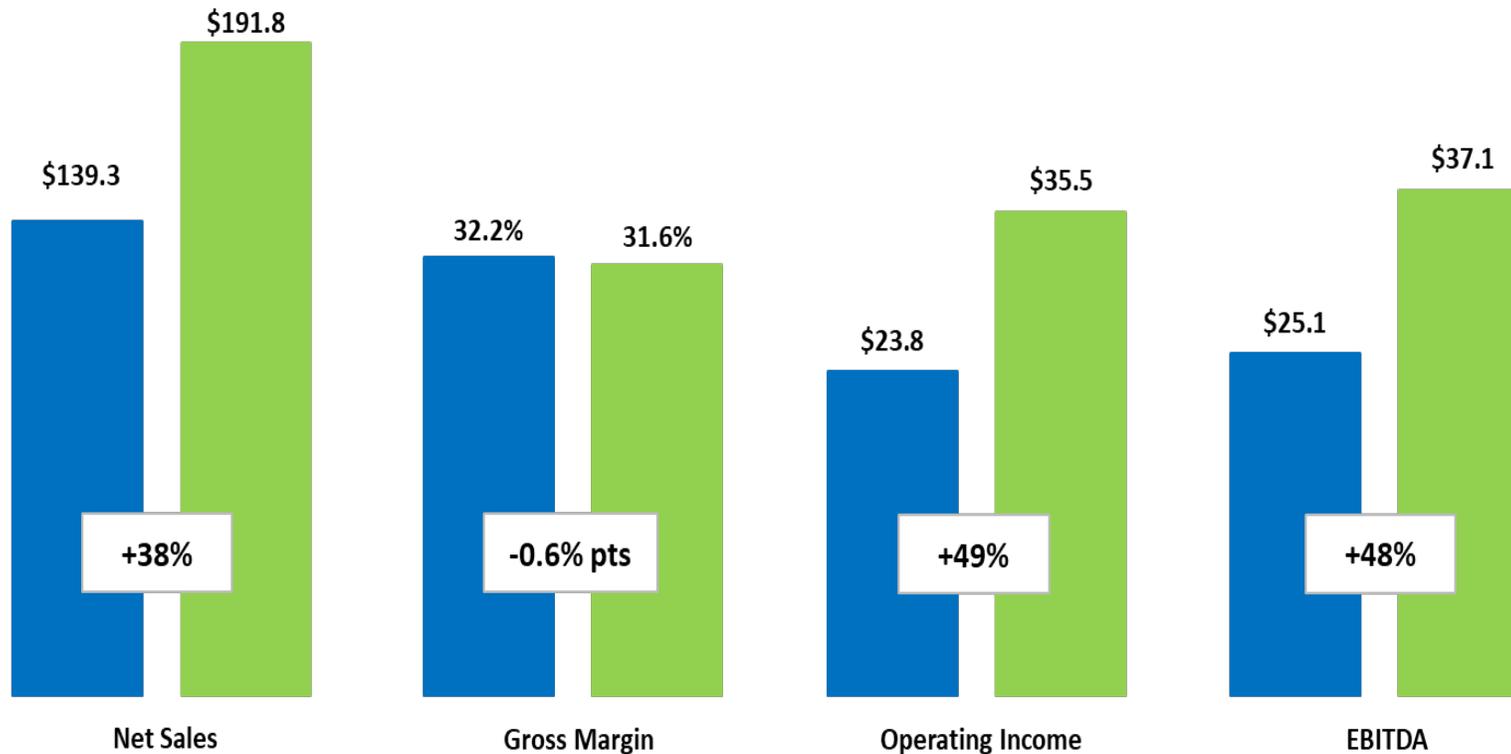
Q1 2022 Performance Chemicals (\$ MM)



- Sales up 33 percent
- Volumes up 7 percent
- Gross margin down 0.5 percentage points
- Operating income up 38 percent
- EBITDA up 30 percent

■ Q1 2021 ■ Q1 2022

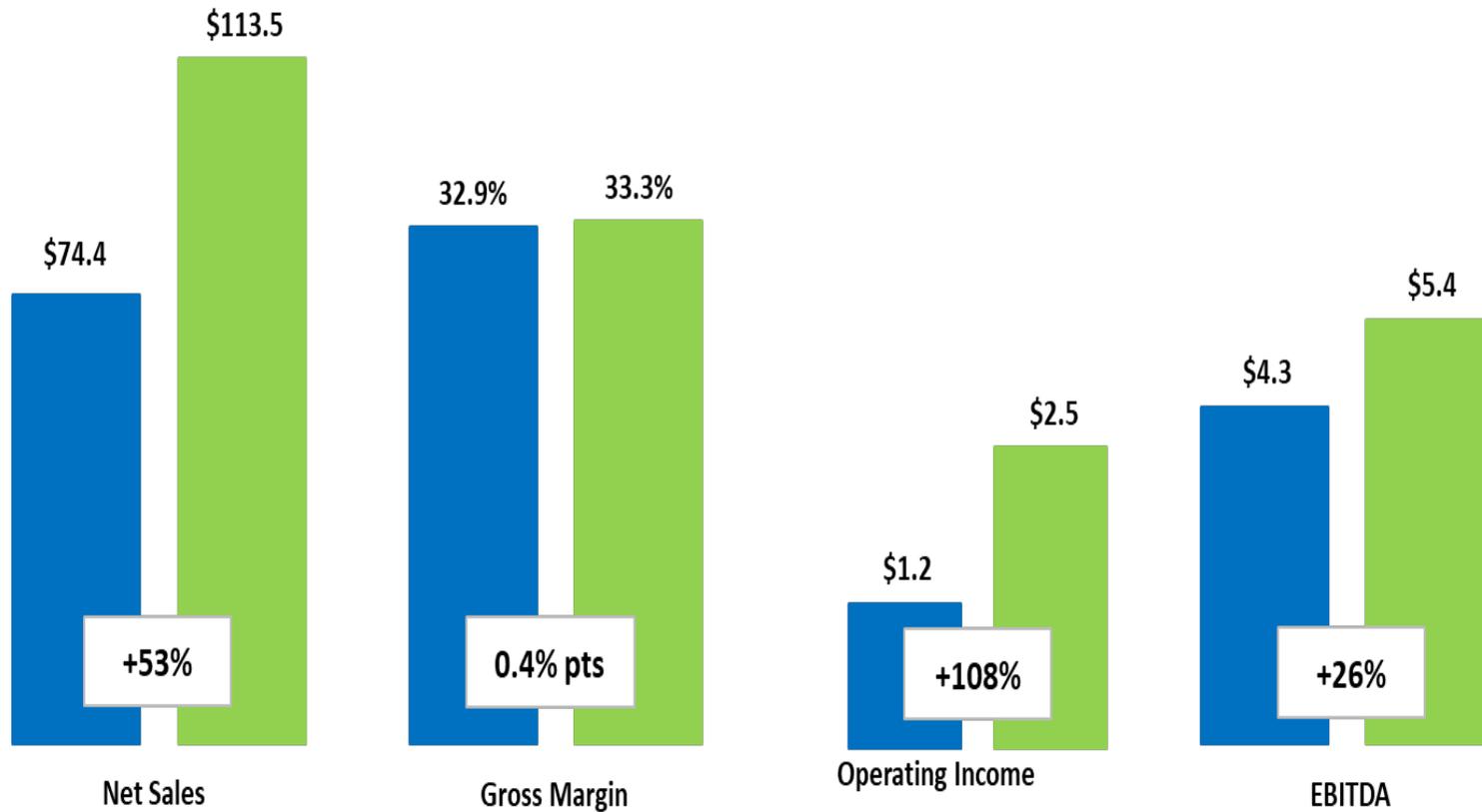
Q1 2022 Fuel Specialties (\$ MM)



- Sales up 38 percent
- Volumes up 23 percent
- Gross margin down 0.6 percentage points
- Strong EBITDA and operating income growth

■ Q1 2021 ■ Q1 2022

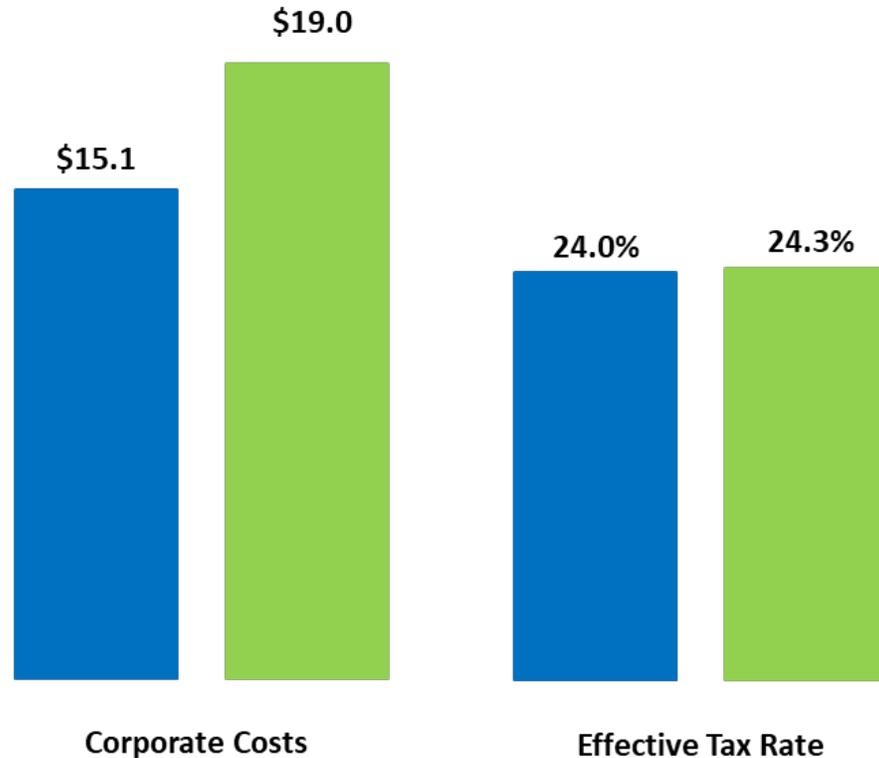
Q1 2022 Oilfield Services (\$ MM)



- Sales up 53 percent
- Gross margins up 0.4 percentage points
- Strong EBITDA and operating income growth

■ Q1 2021 ■ Q1 2022

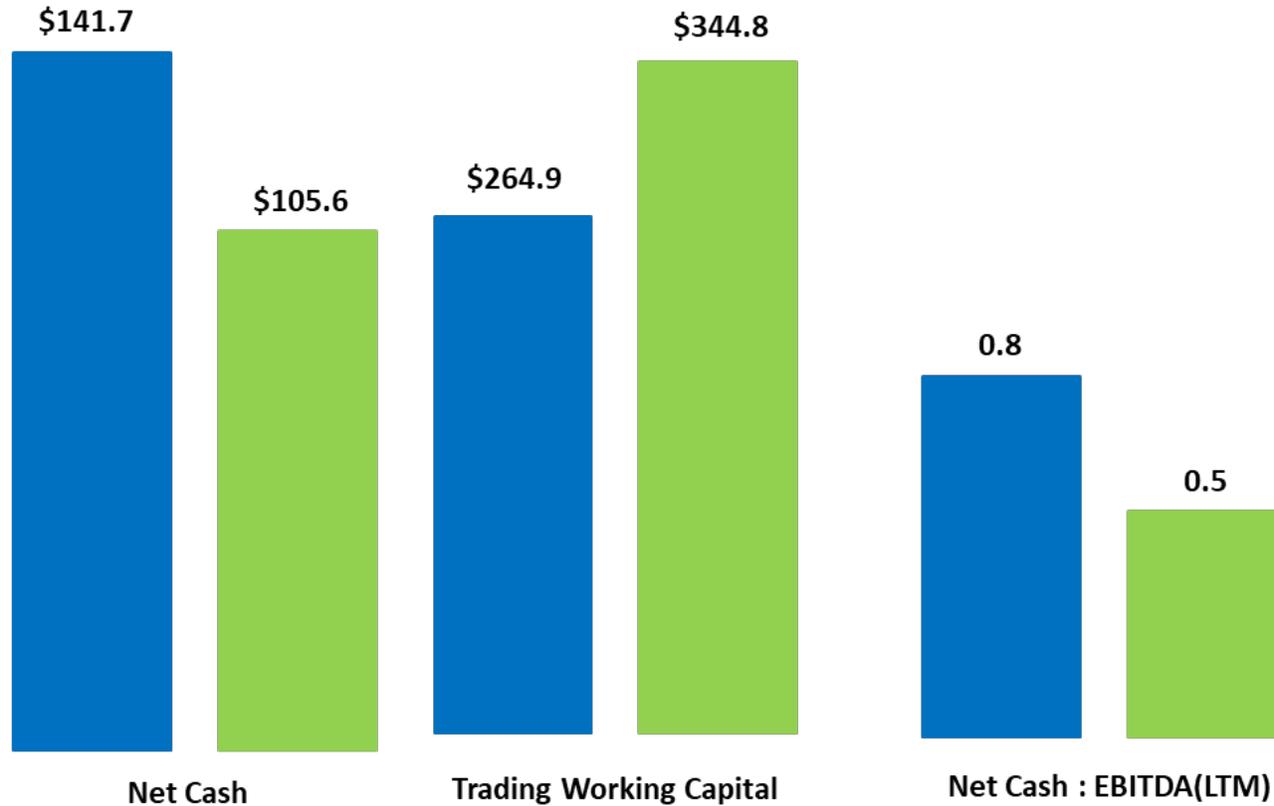
Q1 2022 Corporate Items (\$ MM)



- Corporate costs up versus prior year on higher share-based compensation accruals
- Effective tax rate of 24.3 percent

■ Q1 2021 ■ Q1 2022

Q1 2022 Balance Sheet (\$ MM)



- Operating cash outflow of \$29.0 million
- Increased working capital on higher trading
- Net cash balance of \$105.6 million

■ Q4 2021 ■ Q1 2022

Concluding Comments



Summary of 1st Quarter Performance

Double-digit income growth in the quarter

End-market demand remains strong

Tight supply chain and inflationary conditions to continue

Further price increases announced in all businesses in Q2

Expect margins to benefit as inflation moderates

11 percent semi-annual dividend increase; Share repurchases commenced

Q&A



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Final Comments

Thank You for Your Continued Support

August 2022						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Q2 2022 Results Schedule

- August 2nd – Results Release After Close
- August 3rd – Conference Call