

Value Creation in the Lubricants Sector

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Afton Chemical

Passion for Solutions[®]

Value Creation in Lubricants

 Relevant

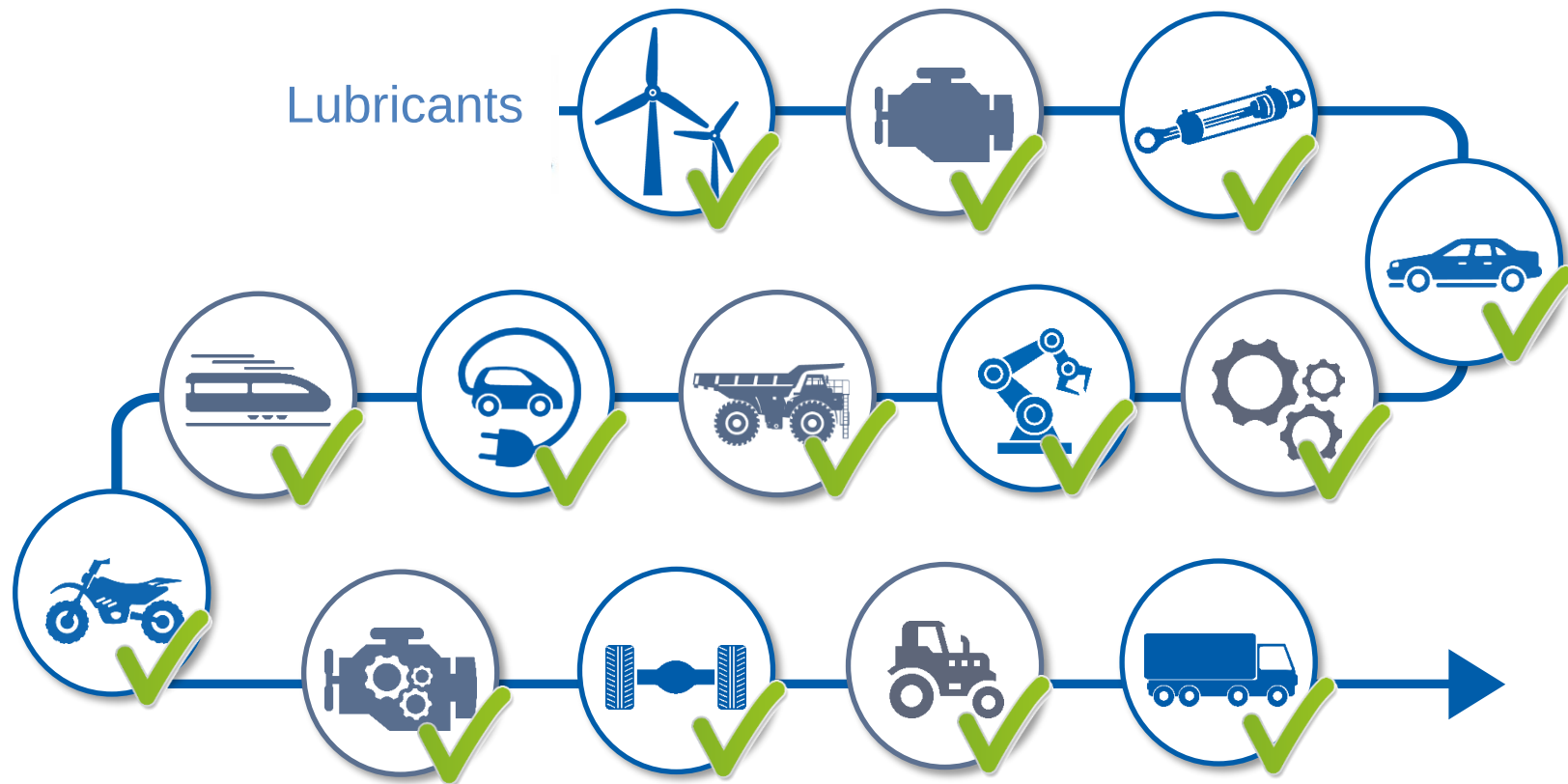
 Ready

 Value

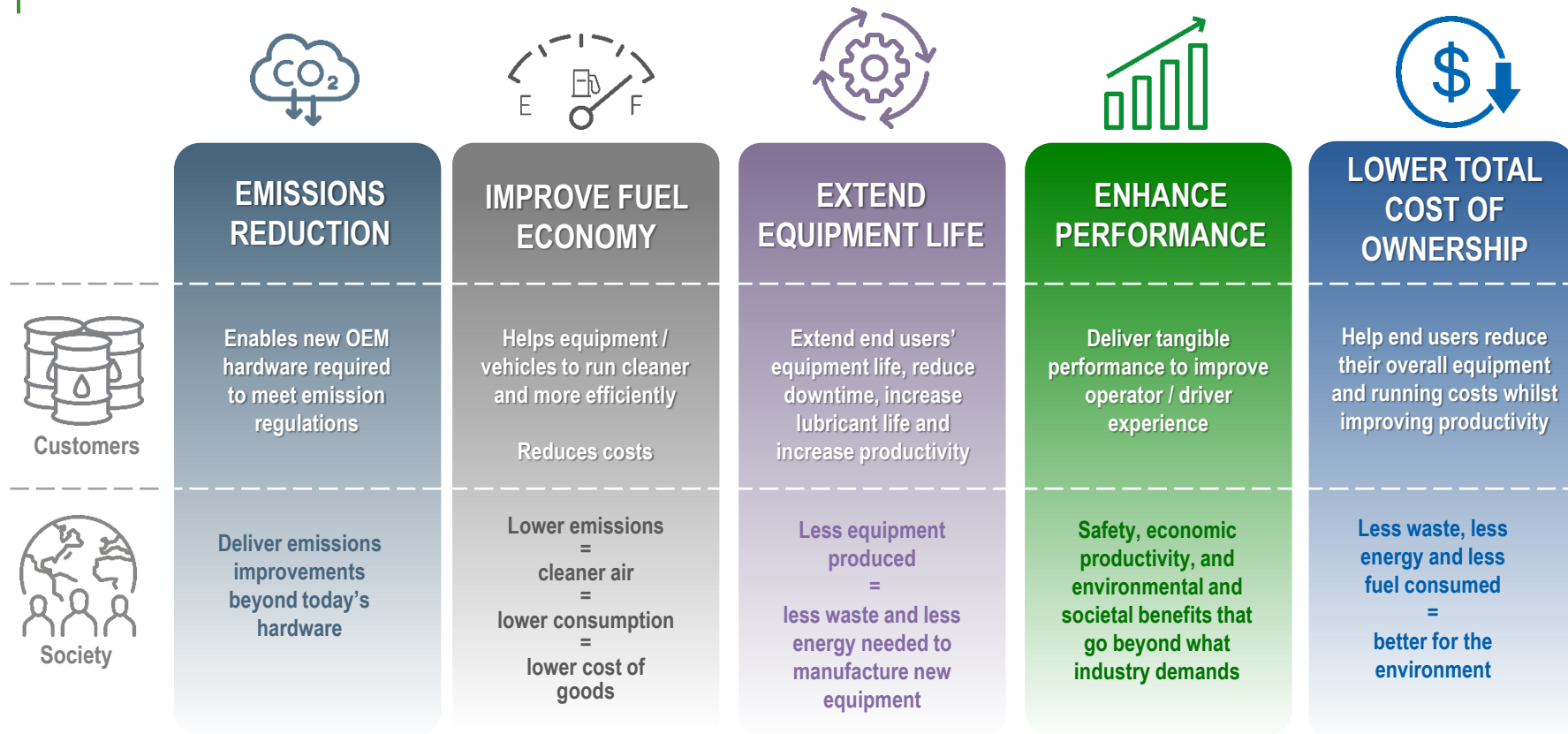
 Focus

 Sustainability

Relevant – Across multiple applications

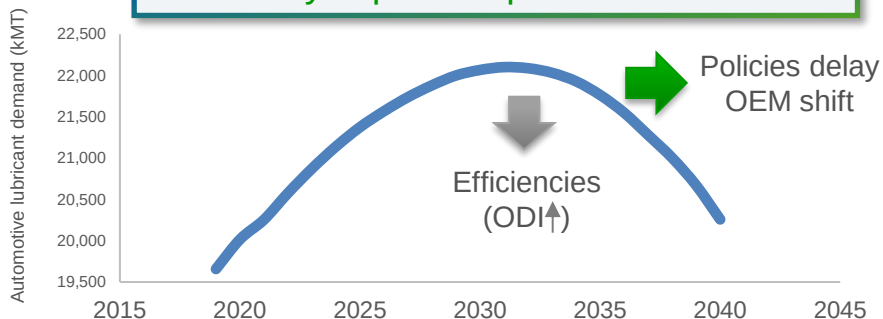


Relevant – Lubricants keep things moving

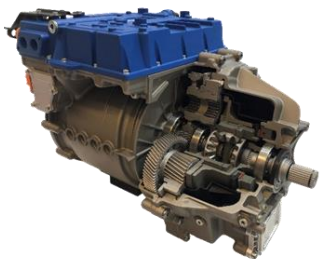


Ready – key market changes to 2040

Efficiency impact >> policies on demand

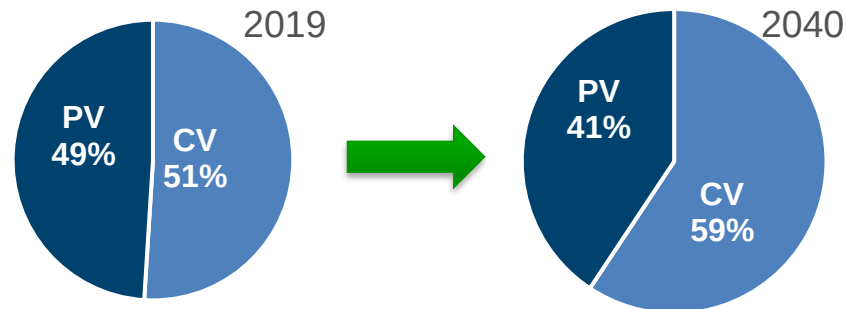


eAxle additive demand = large “niche”



x 2

~~Traditional to “e”~~
PV to CV transition ✓



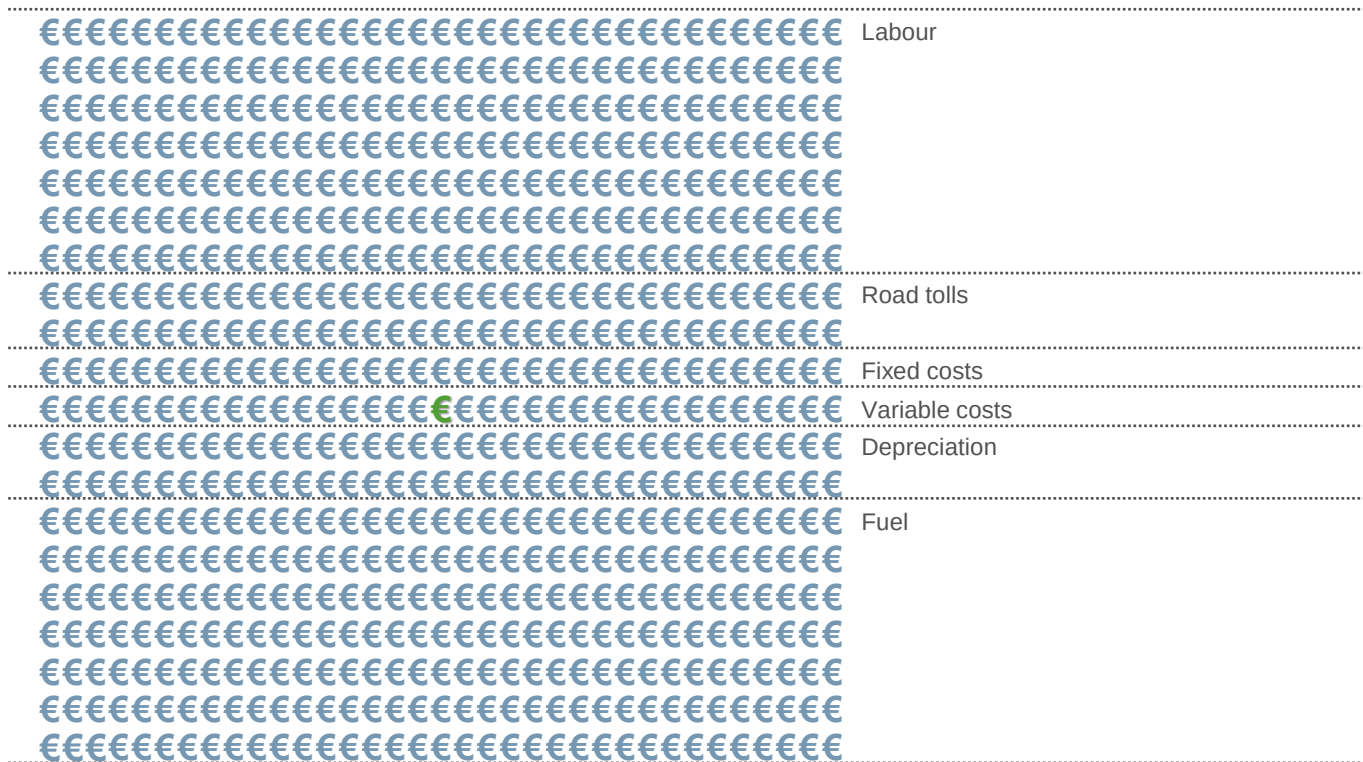
From West to East to North to South

50% to 36% of global demand (1.2%) CAGR

36 North Parallel

50% to 64% of global demand 0.9% CAGR

Value - HDEO contribution to reducing TCO



€ Cost of HDEO

€ Potential saving from HDEO

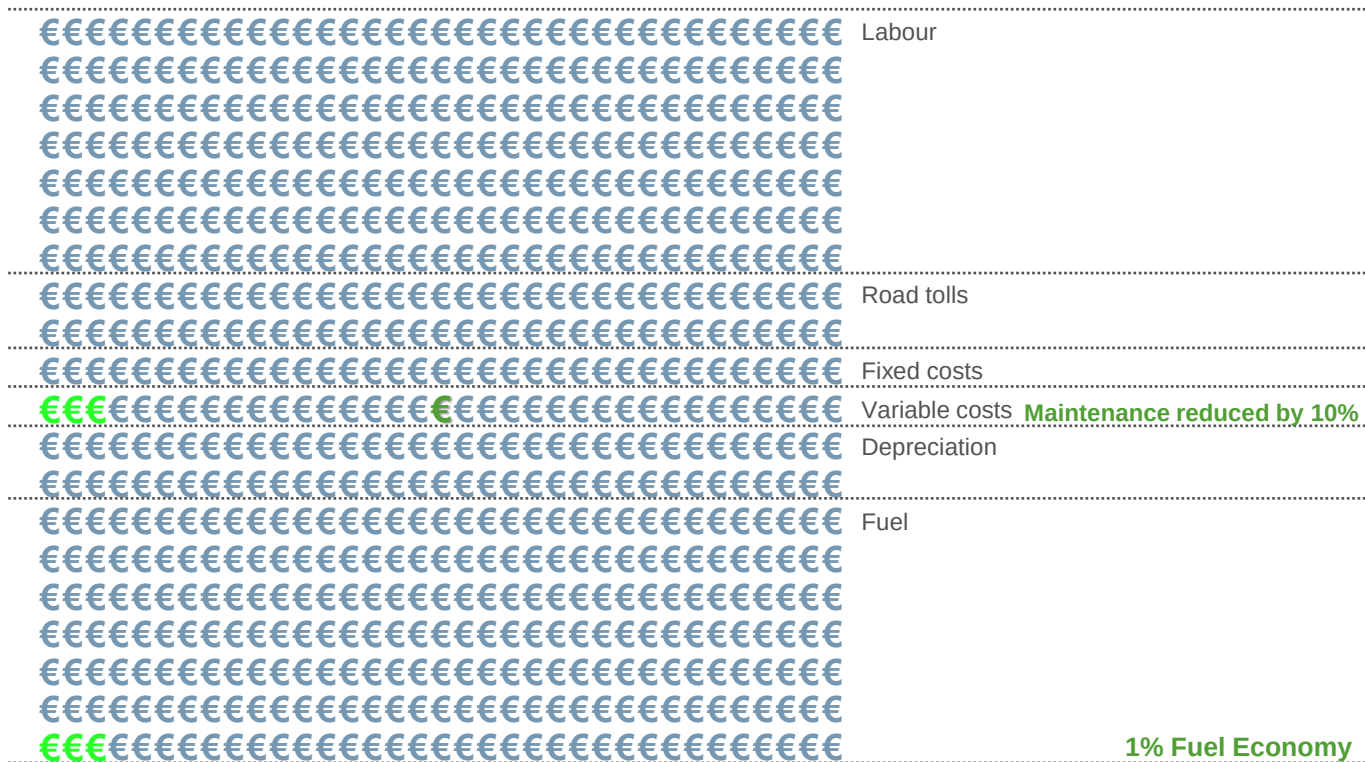
Value - HDEO contribution to reducing TCO



€ Cost of HDEO

€ Potential saving from HDEO

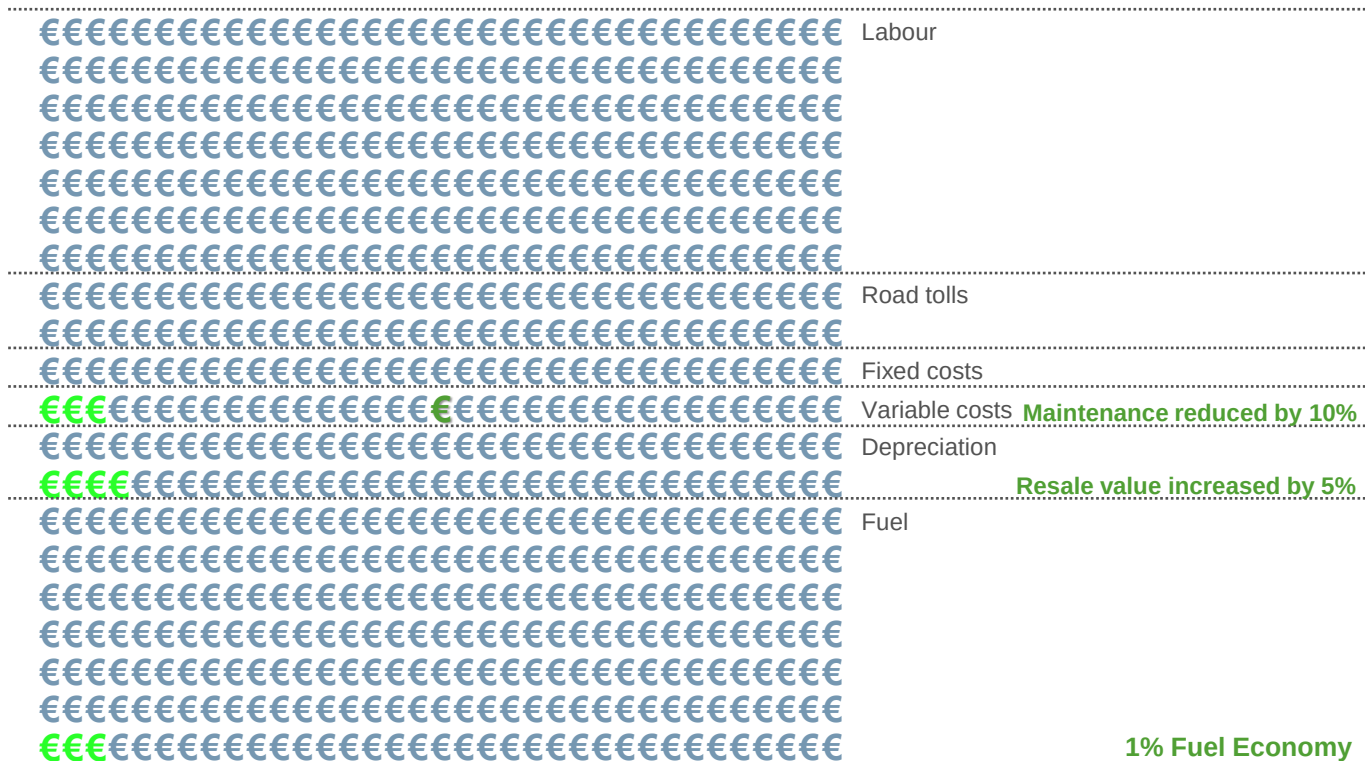
Value - HDEO contribution to reducing TCO



€ Cost of HDEO

€ Potential saving from HDEO

Value - HDEO contribution to reducing TCO



High quality
HDEO delivering
value...

1000% ROI

€ Cost of HDEO

€ Potential saving from HDEO

Stay Focused

Short term issues vs long term drivers

Agility

Today! – Normal Challenges “new names”

- ▲ Trade protectionism
- ▲ Conflicts
- ▲ Economies “swings”
- ▲ Supply chain disruptions
- ▲ BCP is “King”
- ▲ Value retention / ROI

Strategy

Long-term View
Technology/Innovation Investments
Cost Management
Portfolio Shift
Advocacy

Commitment

Tomorrow! – New Challenges “new opportunities”

- ▲ Safety
- ▲ ESG
- ▲ North to South
- ▲ New spaces (EVs, H2...)
- ▲ Efficiencies ↑(ODI ↑...)
- ▲ Consumer to Commercial
- ▲ CO₂ ↓, energy transitions

Short term challenges mitigated through long term investments

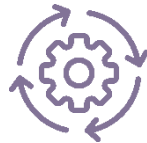
ESG and Sustainability



EMISSIONS REDUCTION



IMPROVE FUEL ECONOMY



EXTEND EQUIPMENT LIFE



ENHANCE PERFORMANCE



LOWER TOTAL COST OF OWNERSHIP



Customers

Enables new OEM hardware required to meet emission regulations

Helps equipment / vehicles to run cleaner and more efficiently

Reduces costs

Extend end users' equipment life, reduce downtime, increase lubricant life and increase productivity

Deliver tangible performance to improve operator / driver experience

Help end users reduce their overall equipment and running costs whilst improving productivity



Society

Deliver emissions improvements beyond today's hardware

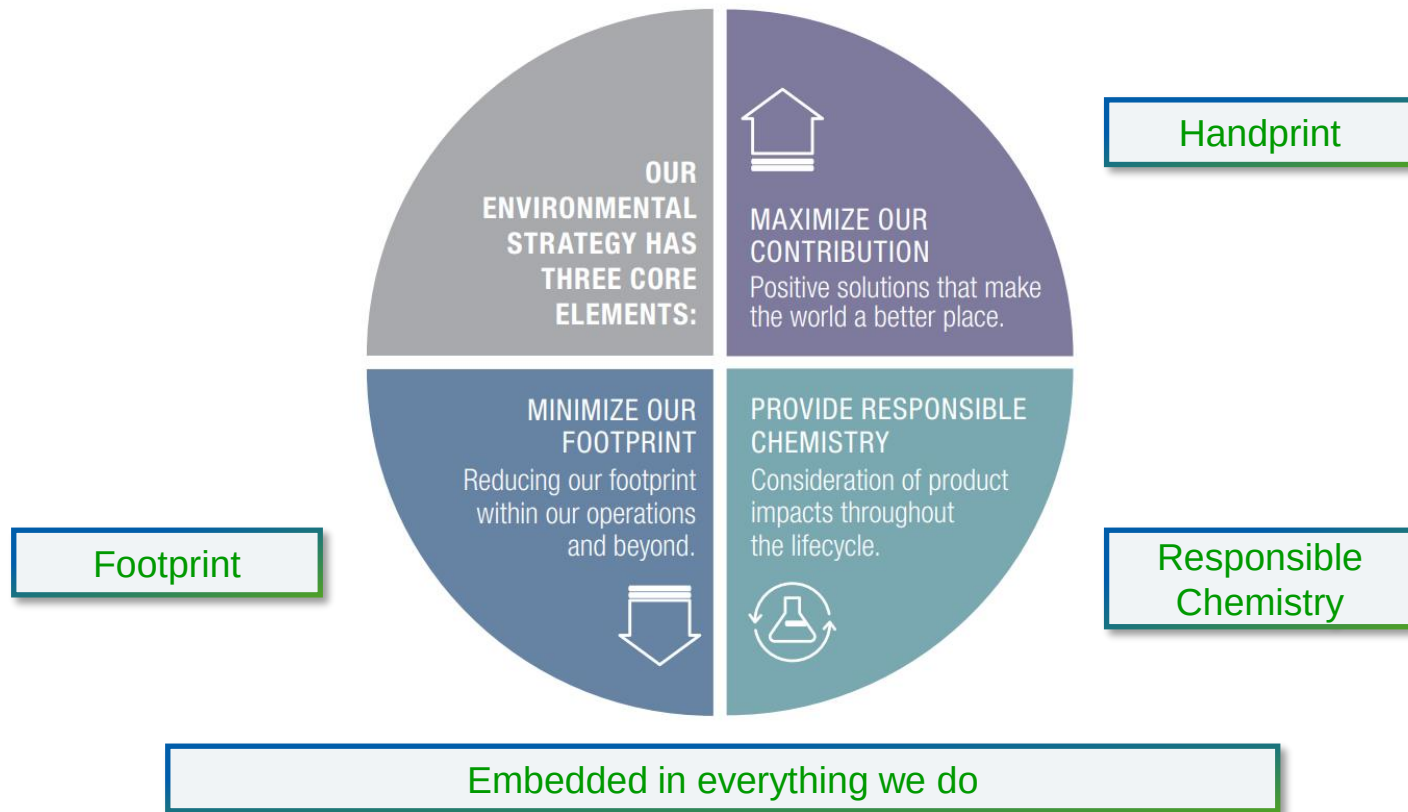
Lower emissions
= cleaner air
= lower consumption
= lower cost of goods

Less equipment produced
= less waste and less energy needed to manufacture new equipment

Safety, economic productivity, and environmental and societal benefits that go beyond what industry demands

Less waste, less energy and less fuel consumed
= better for the environment

ESG and Sustainability



thank you