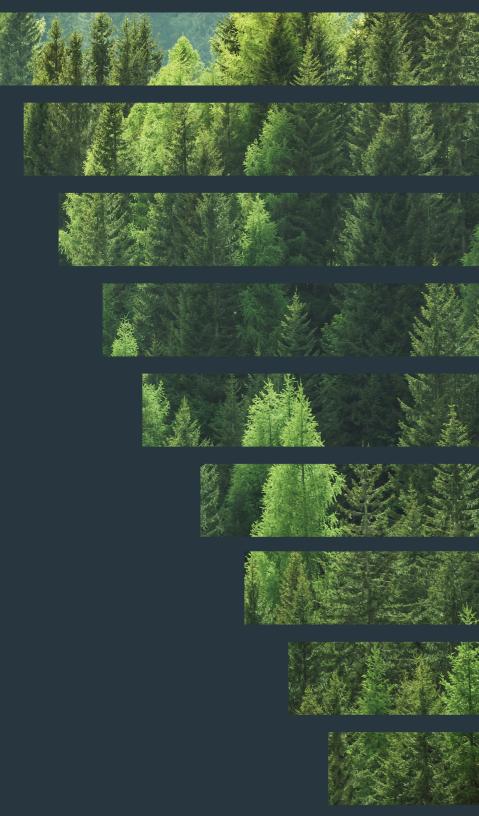


## 2018 Sustainability Report Update.

August 2019



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This document is an update to our sustainability report for 2017, published in September 2018, which can be found on the sustainability page of Ingevity's website at www.ingevity.com. The intent of this update is to provide more recent data for the metrics presented a year ago. A more comprehensive report will be issued for 2019 in the summer of 2020.

#### **Ingevity's Sustainability Mission Statement**

At Ingevity, we integrate responsible economic, environmental and social principles into our global business strategy and decision making. Our objective is to create value for Ingevity and all of its stakeholders by purifying, protecting and enhancing the world around us, today and well into the future.

#### **Significant Advancements in Sustainability**

Ingevity's Sustainability Council guided Ingevity's implementation of a sustainability program aimed at ensuring the long-term success of the company and issued the company's inaugural report in September 2018. The continued success of Ingevity's sustainability program is now supported by a Sustainability Team, which includes a dedicated corporate sustainability manager and the program's four "pillar" teams, which work under the guidance of a pillar team lead and an Ingevity Leadership Team sponsor. In addition, the Sustainability Team established sustainability ambassadors across the company's businesses, geographic regions and functional groups to drive deeper engagement as the business grows and continues to improve management systems and metrics for each material issue.



Members of Ingevity's Sustainability Team include (pictured left to right): Jessica Waagner, manager, HR operations; Dan Gallagher, vice president, investor relations; Maureen Miller, director, safety, health and environment; Ryan Fisher, deputy general counsel; Sotiria Anagnostou, manager, sustainability; and Claudio Carrara, business director, industrial specialties.

## Letter from the CEO.

Dear Stakeholders.

I am pleased to present this update to Ingevity's sustainability report which provides new information regarding our 2018 performance. Last summer, we published our first-ever report, and it is our intention to publish full reports every two years, and updates in the alternating years.

In 2018, Ingevity continued to make significant progress related to our sustainability initiative, and we continue to drive improvements within the four pillars of our sustainability framework: Protecting People and the Environment; Creating Value for Customers and Society; Engaging Our People; and Driving Business Excellence.

As you'll see by reading this update, we've continued to engage our employees in working to create an enterprise that embraces the economic, environmental and social tenets of sustainability, and in so doing, continuously enhances the prospects of our long-term viability. In addition, by being responsive to the interests and inclinations of all of our stakeholders – inside and out – we are taking a holistic approach to managing our company and thereby receiving more recognition for our efforts and successes.

As I said in last year's letter, I personally believe that to the degree we can integrate the concepts of sustainability into our everyday management practices, we are furthering progress toward reaching our own goals and meeting and exceeding the expectations of our customers, suppliers, employees, investors and neighbors.

I hope that this update helps to keep you current on all of the exciting things happening at Ingevity, and assists in fostering a strong dialogue with our stakeholders that is mutually beneficial and helps us to continue to become an even better company.

Best regards,

D. Michael Wilson President and CEO



## What's New Since Our Last Report.

#### **Global Impact**

Ingevity's Sustainability Team has connected Ingevity's sustainability contributions to five of the United Nations' 17 Sustainable Development Goals, a global call to action for all countries to promote prosperity while protecting the planet — to achieve a better and more sustainable future for all. Learn more on page 23.



## Ingevity Awarded EcoVadis Silver Rating for Corporate Social Responsibility

Ingevity was rated at the silver level for sustainability by EcoVadis, an independent organization that provides evidence-based sustainability assessments for companies within global supply chains. Established in 2007, EcoVadis is an industry standard for evaluating and rating sustainable business and procurement practices. The EcoVadis methodology assesses companies' policies, actions and public reporting related to the environment, labor and human rights, ethics and sustainable procurement to evaluate their commitment to responsible corporate citizenship.



76% of Ingevity's revenue comes from sustainable products.

The Sustainability Team calculated the percentage of Ingevity's products, by revenue, that the company defines as sustainable. Ingevity considers sustainable products to be those that provide benefits during the use phase that are beyond small incremental improvements to conventional products. These products provide benefits beyond industry norms or standards, including reduced energy consumption, water consumption, waste generation, greenhouse gas emissions, pollution or raw material consumption, as well as increased product durability or longevity. Learn more about product benefits on page 16.

## Two New Members Elected to Ingevity's Board of Directors

In early 2019, Ingevity's board of directors welcomed Karen Narwold and Diane Guylas.



## Karen Narwold Executive Vice President, Chief Administrative Officer, General Counsel and Corporate Secretary at

Nominating, Governance and Sustainability Committee



Diane Gulyas
Former President, DuPon
Performance Polymers
(retired) at E.I. du Pont de
Nemours & Company

Compensation Committee

"We are excited to welcome and gain the perspectives of these two outstanding independent directors. Karen has extensive experience in complex strategic transactions, governance and financial and capital structure planning, as well as significant experience in risk identification, mitigation and management. Diane has deep experience in engineering, manufacturing, marketing and international operations from her long and successful career with one of the world's largest chemical companies. Their counsel will be a great asset to Ingevity as we advance our strategic initiatives and pursue our growth agenda."

D. Michael Wilson President and CEO



#### **Acquisition of Additional Pine Chemicals Business**

In March 2018, Ingevity completed the acquisition of Georgia-Pacific's pine chemicals business and the affiliated manufacturing site in Crossett, Arkansas, adding a third plant to its Performance Chemicals operations. The acquisition complements existing business in pine-based derivatives used to enhance performance in adhesives, cleaners, paints and other coatings, inks, metalworking, mining, oilfield, packaging and rubber processing applications.



#### **Acquired Full Ownership of Waynesboro, Georgia, Facility**

Ingevity acquired the remaining 30% interest in the joint venture Purification Cellutions, LLC from its former partner in August 2018. The Performance Materials facility manufactures activated carbon honeycombs, which are used as auxiliary emissions scrubbers by the automotive industry to comply with U.S. Environmental Protection Agency (EPA) Tier 3 and California LEV III gasoline vapor emission control standards. As the adoption of more environmentally-protective vehicle emission regulations accelerates around the globe, Ingevity continues to invest in its activated carbon honeycomb technology, production capacity and team development of its workforce in Waynesboro, which more than quadrupled during an expansion project that began in 2016 and was completed in 2019.



## Completed Acquisition of the World's Market-Leading Caprolactone Business

In 2019, Ingevity completed its acquisition of the Capa® caprolactone division of Perstorp Holding. Integrated into Ingevity's Performance Chemicals segment as "Engineered Polymers," the business is the global market leader in the production and commercialization of caprolactone and high-value downstream derivatives. Its products are key performance enhancing additives to adhesives, bioplastics, coatings, elastomers and resins. The business operates a manufacturing facility, offices and laboratories in Warrington, England, U.K., and employs approximately 90 people. The Engineered Polymers business will be included in Ingevity's sustainability program in future reports.

#### China Locations Earned Responsible Care® Chairman's Award

All Ingevity locations globally follow Responsible Care®, a world-class environmental, health, safety and security performance initiative for the chemical industry. The Association of International Chemical Manufacturers, the organization in China for Responsible Care, recognized Ingevity's operations in China for leadership and outstanding practice of Responsible Care. The company was one of 16 organizations to receive the Chairman's Award for 2018.



Mark Fan, plant manager, Zhuhai, and Erik Ripple, president, Asia-Pacific, and senior vice president, Performance Materials, accepted the award on behalf of our teams in China.

#### **Second Photovoltaic Solar Panel System Installed**

In addition to the solar panel system at its manufacturing facility in North Charleston, South Carolina, Ingevity is hosting a solar panel system at its manufacturing plant in Waynesboro, Georgia. The new system consists of approximately 3,000 solar modules, and will produce approximately 1.9 million kilowatt hours of energy in its first year of operation, offsetting the equivalent of approximately 3 million pounds of carbon dioxide on an annual basis.



#### **Innovations in Bi-Fuel Vehicle Technology**

Adsorbed natural gas (ANG) is a bi-fuel solution for light-duty vehicles like pickup trucks, SUVs and service vans. ANG technology is made possible by Ingevity's unique Nuchar® FuelSorb™ activated carbon monoliths, which allow reduced storage pressure of natural gas without sacrificing the volume of gas stored through a process called adsorption. This lower-pressure storage means that ANG vehicles can be safely and economically fueled at work, home and public access compressed natural gas stations. ANG vehicles are 90% cleaner than the Environmental Protection Agency's current nitrogen oxide standard and emit over 25% fewer greenhouse gas (GHG) emissions than comparable gasoline and diesel vehicles. With funding from Southern California Gas Co., Ingevity is conducting a field demonstration of ANG bi-fuel vehicles powered by natural gas compressing technology developed in partnership with Adsorbed Natural Gas Products, Inc.



Ingevity opened an ANG fueling station, which supplies natural gas to a small fleet of ANG bi-fuel vehicles at its global headquarters and technical center in North Charleston, South Carolina. Ed Woodcock, executive vice president and president, Performance Materials, welcomed guests at the ribbon-cutting.

ANG saves money, is more efficient and reduces GHG emissions when compared to vehicles fueled by diesel, gasoline or traditional compressed natural gas.

#### **Six New Employee Development Programs in 2018 and 2019**

Learn more about employee development on page 17.

Ingevity's new learning platform, Grow, launched in 2018. Grow includes on-demand and classroom style learning options that are available to all employees — in local languages, where possible. In the first 10 months following the launch, employees completed 34,368 required and elective training courses and elected to view 15,555 LinkedIn Learning videos in the interest of continuing education and professional development.



Ingevity is conducting an organizational assessment of employees' unique skill sets and capabilities. Versus the previous year, a larger pool of employees was included in this process in 2018, which will continue through 2019 with refinements to enhance the process and a strong focus on developing our talent to meet the most critical business needs.



We implemented a new partnership with Miller Heiman Group to provide a sales performance improvement and cultural transformation program to Ingevity's entire sales and business development teams. Started in 2018, this training will take place over several years. It has already begun with rollouts in China, Europe and North America.

A new approach to performance management, called Perform, encourages collaborative partnership and

ongoing, less formal conversations between managers and professional employees to improve performance, increase engagement, meet goals and drive business results. Performance conversations occur monthly at a minimum and their quality is monitored through frequent pulse surveys.



We're providing new tools and resources to enable successful leadership for managers, including live offerings of Crucial Conversations, to build skills for creating alignment and agreement through open dialogue during conversations about emotional topics.

Our INGage program is designed to improve foundational leadership and management skills for key production site leaders, including all front-line managers, supervisors, team leads and engineers. INGage addresses results of a 2018 company-wide culture and engagement survey conducted by Denison Consulting which revealed opportunities for deeper engagement with our production team members.



#### **Expanded Community Support Through IngeviCares**

In 2018 and 2019, Ingevity added four new keystone initiatives to its IngeviCares program. Learn more about Ingevity's positive community impact on page 18.

#### **Sustainability**



at Burke County Family YMCA's new facility in Waynesboro, Georgia. social responsibility, the walking trail will be open to the community.

#### **Education**



GRADED 5 CHOOL Employees at Ingevity's North Charleston sites have long supported Metanoia, a nonprofit organization that works to change the narrative of equitable community development in an under-resourced neighboring community. Ingevity will donate \$400,000 to Metanoia's early childhood education wing to be constructed as part of the renovation of the old Chicora elementary school. The education center will serve 95 children of mixed income in the Charleston region.

#### **Well-being**



In DeRidder, Louisiana, employees chose June Jenkins Women's Shelter as their keystone initiative and held a coat drive in addition to Ingevity's donation of \$30,000. The nonprofit organization supports victims of domestic abuse with residential and non-residential services. Donations from Ingevity help families with rent, security deposits and utilities once they're prepared to exit the shelter.

Employees at Ingevity's Wickliffe, Kentucky, facility selected school-based Family

Resource and Youth Service Centers as their keystone initiative. The \$27,000 donated by Ingevity will help academically at-risk students access career development, counseling, health and social services and provide students from low-income families with the means to purchase necessities such as food and clothing.



In 2018, Ingevity became the first corporate donor to sponsor Charleston-based Trident United Way's Day of Caring, which is the largest annual day of community service in the greater Charleston area. Nearly 100 Ingevity employees volunteered for commercial and residential revitalization projects, including an extension of Metanoia's Youth Entrepreneurship Center. Also in 2018, Ingevity set a company record for its largest combined employee and corporate giving, totaling more than \$1 million. This was ingevity's fifth consecutive million-dollar campaign through Trident United Way and the largest campaign in the greater Charleston area.

In Waynesboro, Georgia, Ingevity was named one of United Way of the CRSA's top 10 giving campaigns of 2018. Learn more about Ingevity's support of United Way on page 18.





#### Production Begins at New and Expanded Activated Carbon Plant in Changshu, China

The December 2018 opening of a newly constructed, state-of-the-art activated carbon extrusion plant in Changshu will allow the company to better meet the significant growth in global demand for high quality, high performance pelletized carbon products, which are primarily used in gasoline vapor emission control systems in cars, trucks, motorcycles and boats. The new \$20 million Performance Materials facility houses one new extrusion line, as well as a second extrusion line relocated from its former Wujiang, China, facility.





#### **Achieved Strong Financial Performance**

Ingevity was named Stock of the Day by *Investor's Business Daily* for the first time on September 5, 2018. The company received the Stock of the Day distinction again on February 14, 2019, in recognition of its 138% earnings growth during the previous year. Due to its continued growth, Ingevity was named to the S&P MidCap 400 in early 2019.

## **Leveraged OpEx Process to Maximize Global Supply Chain Capabilities**

Ingevity's use of an Operational Excellence (OpEx) process draws on one of the company's greatest strengths, its innovative people. In addition to executing on a new global distribution strategy to more reliably serve Performance Materials customers, cross-functional OpEx teams furthered a number of initiatives within the company's supply chain. Learn more about Ingevity's customer partnerships on page 15 and strategic execution through OpEx on page 20.



## Ingevity's Four Pillars of Sustainability.

Ingevity's Pillars of Sustainability framework is aimed at enabling the company to fulfill its purpose—to purify, protect and enhance the world around us. Further, as a foundation, Ingevity is committed to operating in an ethical manner with all of its stakeholders and in all aspects of its business.



## Our Foundation: Integrity and Ethical Behavior.

In 2018, 95% of Ingevity employees from around the world participated in the company's ethics training program. Additionally, the company launched a comprehensive competition and anti-trust training program through its Grow learning platform.

## Pillar #1: Protecting People and the Environment.

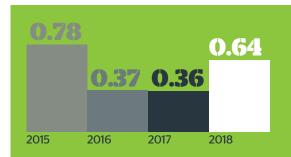
Ingevity is committed to protecting people and the environment while utilizing resources in a sustainable manner and encouraging the responsible use and application of its products. The company maintains certification for the Responsible Care Management System®, RC14001® or ISO 14001 at all of its locations, and applies a strong focus on protecting its employees, contractors, the environment and the communities in which it operates.

#### **Personal, Process and Public Safety**

Ingevity has a world-class safety program and a strong safety culture. The company defines personal, process and public safety as protecting employees, contractors and the communities in which it operates and distributes its products from injuries, illnesses and incidents through the design of safe operations; continuous improvement of safety performance; health and process safety management systems and programs; a strong culture of compliance; and a commitment to zero harm to people and the environment.

More than 99% of Ingevity employees participated in safety programs across the company in 2018.

Ingevity is seeking to improve its transportation safety by moving toward using only Responsible Care certified carriers, wherever possible. In 2018, Ingevity reported zero transportation-related incidents, per the U. S. Department of Transportation's reporting criteria, across the company.



#### **Employee Total Case Incident Rate**

Ingevity utilizes the U.S. Occupational Health and Safety Administration's total case incident rate (TCIR) as a standard measure of occupational safety. TCIR is calculated by multiplying the number of recordable cases by 200,000, then dividing that number by the number of labor hours worked by Ingevity employees.

Ingevity's TCIR rose in 2018 primarily due to reduced hazard recognition and avoidance. However, multiple manufacturing locations, including Changshu, China; Zhuhai, China; Crossett, Arkansas; and Warrington, U.K.; and all technical centers and office locations, completed 2018 with zero employee injuries. The company achieved second quartile performance versus American Chemistry Council medium-sized benchmark companies in 2018 for employee safety performance.

The company continuously works to improve hazard recognition and avoidance through employee awareness and training programs. It encourages and measures employee participation in safety-related committees, action teams, meetings, audits and other safety activities. In 2018, the company conducted a National Safety Council safety perception survey of employees across the company and scored in the 81st percentile of companies that elected to participate in the survey. As a result, the company identified key areas for improvement, including strengthening safety skills training for front-line supervisors.

While the injury rate performance declined in 2018, Ingevity has since seen improved safety performance. In the first half of 2019, there were four employee injuries, compared with eight in the first half of 2018 representing a 50% improvement.



#### **Tier 1 and Tier 2 Process Safety Incident Rate**

Ingevity defines Tier 1 and Tier 2 process safety incidents (PSIs) in accordance with the American Standards Institute/American Petroleum Institute Recommended Practice 754 (ANSI/API RP 754), which is consistent with other companies in the American Chemistry Council (ACC). PSI ratings are determined by site management, and then verified by global safety and health management.

Ingevity achieved top quartile performance for Tier 1 PSIs versus ACC benchmark companies, completing more than five years without a Tier 1 PSI, the most significant category of safety-related incidents. There was an 80% decrease in Tier 2 PSIs in 2017, which was maintained in 2018, due to a company-wide focus on process safety improvements. Mechanical integrity program upgrades are in progress to further reduce Tier 2 PSIs. In 2018, the program was expanded and strengthened across our manufacturing sites.

#### **Environmental Protection**

Ingevity's right to operate and its future business depend on protecting the environment and meeting regulatory obligations. The company has a long history of environmental compliance; it not only operates within the legally required parameters, but in many cases has been one step ahead of regulations, taking actions to reduce its environmental impact before it was required to do so.

In 2019, Ingevity's site environmental and project engineering managers continue to implement a new, more robust system to assess the environmental impacts of expansion projects and other process modifications. As part of this effort, the company will be installing a company-wide digital control system and additional monitors and instrumentation that will improve metrics tracking and enable Ingevity to better manage performance and develop environmental goals in line with the company's purpose, strategy and values.

#### **Data Enhancements**

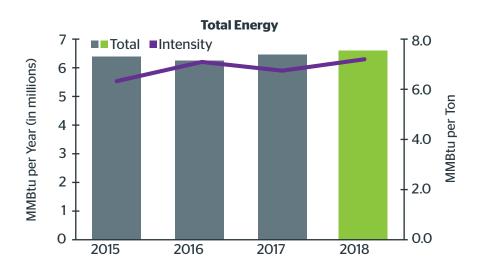
Previously reported environmental data has been adjusted as a result of efforts to improve data quality. Among other factors, the data now includes:

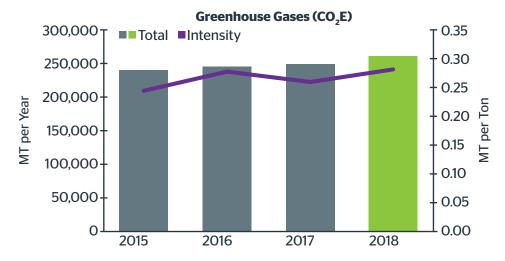
- The addition of a manufacturing site in China that was not collected previously;
- Historical data from our manufacturing site in Crossett, Arkansas;
- Adjusted data associated with steam generation at our Wickliffe, Kentucky, manufacturing location prior to the installation of a new boiler.

#### **Total Energy | Greenhouse Gases**

Reducing energy consumption continues to be a focal point for Ingevity. Energy efficiency projects continue to be developed and implemented at all of Ingevity's manufacturing facilities, which will also result in greenhouse gas (GHG) reductions. GHG is measured in carbon dioxide equivalents ( $CO_0E$ ).

Unseasonably cold weather at many of our U.S. manufacturing locations caused a 3% increase in total energy usage (natural gas and other fuels). Ingevity's total energy usage intensity (defined as the amount of energy per ton of finished product manufactured) increased by nearly 4%. GHG emissions and GHG intensity both increased by 7%, as the company's production mix shifted to higher GHG-intensive processes at activated carbon plants.



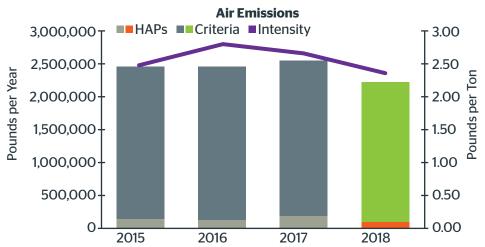


#### **Air Emissions**

Ingevity uses modern air pollution control devices on the majority of its point sources of air emissions. Electronic monitoring and other procedures are used to minimize fugitive and excess emissions. The majority of air emissions are generated as a result of fuel combustion; however, Ingevity uses clean fuels like natural gas and state-of-the-art controls to minimize these emissions.

In 2018, air emissions decreased by 12% and air emissions intensity decreased by 11%, due to upgrades to control devices at the Covington, Virginia, facility.

In 2018, hazardous air pollutant (HAP) emissions comprised 4% of the total air emissions from our facilities. HAP emissions and HAP emissions intensity were down 40% from the prior year, also due to upgrades to control devices at the Covington, Virginia, facility.

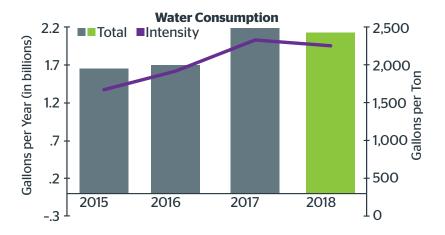


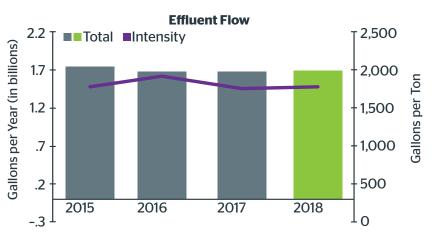
#### **Water Consumption | Effluent Flow**

Ingevity does not operate in water-stressed or impaired locations, and its water consumption and effluent volumes remain relatively low compared to industry benchmarks. Some of Ingevity's manufacturing locations discharge effluent water to the wastewater treatment facilities at neighboring paper mills. The company's DeRidder, Louisiana, and Wickliffe, Kentucky, facilities own and operate their own wastewater treatment facilities. All wastewater is treated in accordance with applicable regulations prior to discharge into the environment.

In 2018, water consumption decreased by 4% due to changes in product mix at the North Charleston, South Carolina, plant and intensity decreased by 3% due to the increase in production. Effluent flow was fundamentally even with the previous year.

A project to develop water balances and improve water measurement at all Ingevity manufacturing facilities continues to be implemented.





#### **Solid Waste Disposal**

The majority of waste generated at Ingevity's plants is non-hazardous—in fact, only about 2% of the total solid waste generated at its facilities is hazardous, and it is disposed of in accordance with all applicable regulations. Even still, in 2018, Ingevity's hazardous waste and hazardous waste intensity both decreased 33% due to waste minimization efforts at all of the company's locations.

In 2018, non-hazardous waste and intensity both decreased 27% versus the prior year due to:

- Less dredging of the wastewater ponds at the DeRidder, Louisiana, and Wickliffe, Kentucky, facilities, which is completed every five years. In Wickliffe, wastewater solids are reused for agricultural applications.
- Better management of wastes, involving energy recovery instead of disposal, at our Crossett, Arkansas, facility. This site was added as one of Ingevity's manufacturing locations in early 2018, following the acquisition of Georgia-Pacific's pine chemicals business.



#### **Product Stewardship**

The key elements of Ingevity's approach to product stewardship come from the American Chemistry Council's Responsible Care Product Safety Code, which is integrated into all facets of the company's strategy. Ingevity's senior leadership, businesses, technical, operations, risk management, supply chain, communications and other functional teams play key roles in ensuring product stewardship is shared by all employees, and a key consideration in every action taken across the organization.

Ingevity defines product stewardship as:

- Compliance with global and region-specific laws and standards for product stewardship.
- Management of impacts of changing regulations.
- Ensuring products are safe for intended and likely uses.
- Ensuring the safety of those who may use or be exposed to our products, from cradle to grave.

In the interests of continuous improvement, in 2018, Ingevity developed a formal management system to consistently track, investigate and implement corrective actions to prevent incidents concerning product regulatory issues, the health and safety impacts of Ingevity's products and product information and labeling.

#### **Responsible Care Product Safety Code**

- Leadership commitment
- Accountability and management
- Prioritization of products
- Product information
- Risk characterization
- Product safety management

- Management of new information
- Product design and improvement
- Value chain cooperation
- Information sharing with the public
- Performance assessment and improvement





Ingevity's DeRidder, Louisiana, plant received Kansas City Southern Railway's Hazardous Material Safe Shipper Award for the eighth year in a row. The facility shipped more than 500 railcars of product in 2018 without a single incident. Through the Guiding Principles of the American Chemistry Council's Responsible Care® program, Ingevity has pledged to improve environmental, health and safety performance for its facilities, process and products throughout the entire operating system.

**Pictured:** Arlene Brooks, environmental engineer.

## Pillar #2: Creating Value for Customers and Society.

#### **Customer Partnerships**

Ingevity strives to be its customers' technology partner of choice. We engage regularly with existing and prospective customers to ensure their expectations are met—or exceeded—through quality products and services, addressing concerns promptly and efficiently and anticipating, and acting upon, future needs to improve or create new products.

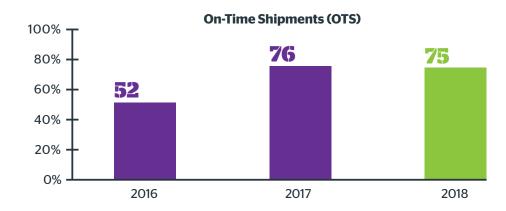
Ingevity is both ISO 9001 and International Automotive Task Force (IATF) certified and adheres to strict quality management standards at each manufacturing facility. In addition, the company focuses on four specific metrics to evaluate the customer satisfaction aspect of its partnerships:

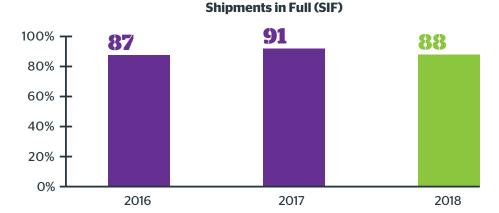
- Percentage of on-time shipments (OTS)
- Percentage of shipments in full (SIF)
- Incident management rate (IMR)
- Feedback received from customer surveys

OTS remained fundamentally even with an average of 76% in 2017 and an average of 75% in 2018. The company's supply chain team continues to implement improvements in the shipping process. In concert with the businesses and plants via Ingevity's customer satisfaction process, the team implemented "reason codes" for late shipments and the data will inform action plans developed in 2019. They will also begin work to standardize ground freight export shipments, which will improve the monitoring of shipments and the quality of OTS data.

SIF decreased from 92% to 88% between 2017 and 2018 during the implementation of priority initiatives that will drive long-term improvements in service. The initiatives include the redesign of the global distribution network in the Performance Materials segment, an analysis of the supply chain structure and degree of business alignment, and a study of the efficiency of our business systems and processes.

IMR increased from 0.76% in 2017 to 0.94% in 2018 due to transportation challenges in Europe, the Middle East and Africa. Through Ingevity's formal customer complaint system and customer satisfaction process, business and supply chain team members worked with our carrier partner in the region to begin making improvements at the end of 2018. In addition, the company implemented a new transportation management system, which will allow for more accurate on time delivery. In response to customer feedback regarding specific packaging





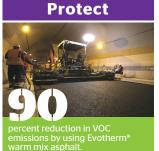


issues, a dedicated team identified handling, packaging and shipping securement improvements to be implemented beginning in 2019.

#### **Product Benefits**

With products that are manufactured from the co-products of other manufacturing processes — many of which are renewable wood-based raw materials — Ingevity and its employees make products that purify, protect and enhance the world around us. Ingevity's innovations enable oil to flow better. They help crops grow fuller. They make roads last longer. And they ensure that the air we all breathe is cleaner.

# 











A significant percentage of the raw materials used in the manufacturing of Ingevity's products are renewable. These raw materials do not compete with the food chain or contribute to deforestation. The overall percentage remained fundamentally even with 78.2% in 2017 and 78.7% in 2018.

### Percentage of Renewable Raw Materials Used to Manufacture Ingevity Products

2016	2017	2018
84.2%	78.2%	78.7%

#### **Innovative Solutions**

By innovating, producing and delivering products that purify, protect and enhance, Ingevity creates value for customers, which increases shareholder value that, in turn, allows Ingevity to reinvest and grow its business. Innovation is deeply embedded within Ingevity's culture and 100-year history.

Ingevity's vitality index is calculated by the percentage of annual revenue derived from the sale of new products, defined as products that have been sold for the first time within the last five years. Between 2017 and 2018, this percentage decreased by 500 basis points, as several products sold into mature markets continue to be commercially successful past the five-year mark, contributing to Ingevity's overall increase in revenue and partially offset by significant growth from new activated carbon products sold into automotive applications for environmental control and energy recovery. Activated carbon products in this application typically have long phases of maturity due to the automotive design cycle and regulatory guidance.

#### **Percentage of Revenue from New Products**

2016	2017	2018
13.6%	19.4%	14.4%

The company also measures innovation through the percentage of annual revenue spent on technology and innovation (T&I), an important part of Ingevity's ability to continue meeting demands of our customers to improve product performance. Between 2017 and 2018, this percentage increased by 90 basis points, due to capability expansions completed at Ingevity's technical center in Shanghai, China, including a new lubricants laboratory dedicated to serving customers in the Asia-Pacific region with new technologies and innovations.

#### Percentage of Annual Revenue Spent on Technology and Innovation

2016	2017	2018
1.9%	2.0%	2.9%

As a leading global supplier of bio-based tackifying resins for adhesives, Ingevity's chemists, engineers and sales professionals are dedicated to partnering with customers to enhance their adhesive formulations. In 2018, the team developed Altatac™ 1000, an innovation in renewable tall oil rosin chemistry and a tackifier option that can replace traditional fossil-based rosins. Specifically designed to resolve customer challenges in color-critical applications, low color Altatac 1000 meets high-quality standards without sacrificing adhesive performance.

## Pillar #3: Engaging Our People.

#### **Employee Development**

After investing significant time in 2017 evaluating employees' skills, capabilities and interests, members of the organizational development, learning and talent acquisition teams applied the Center for Creative Leadership's "70-20-10" model toward creating employee development initiatives that will ensure a diverse, skilled workforce. The model describes the three types of learning experiences and the proportions required of each for optimal employee development: 70% from job-related experiences, 20% from interactions with others and 10% from formal education.

Carrying that work forward in 2018, the talent and organizational effectiveness strategy for employee development evolved in multiple areas, including in-house learning, performance management, organizational review, sales performance, manager capability and employee engagement. These programs are featured on page 7.

#### **In-house Learning Opportunities**

Ingevity employees are assigned training each year using a learning management system, which typically focuses on safety, health and environment (SHE), regulatory and compliance, policies, job qualifications and new hire training. Following the launch of Ingevity's new learning platform, Grow, in July 2018, 9,307 required and elective training courses were completed in the last seven months of 2018. Data will be available on an annual basis for future reports.

#### **Performance Management**

One hundred percent of Ingevity's eligible professional employees received a performance assessment in 2018.

#### **Inclusion and Diversity**

Ingevity's long-term success will require a team-oriented culture that engages the diversity, knowledge, energy, talents and expertise of every employee. Ingevity advanced its inclusion and diversity management efforts by strengthening its primary emphasis on inclusion. The company's inclusion and diversity practices and framework prioritize building an inclusive culture and ensuring a diverse pipeline of talent.

New and existing programs aimed at building an inclusive culture made advancements in 2018:

- Ingevity's mentor program aims to deliver a structured process that supports and encourages Ingevity employees to achieve their career goals, foster professional development and cultivate cross-functional relationships. The global program facilitated 73 pairings and 14 groups of three or more employees.
- Ingevity's Women's Network which offers membership regardless of gender provides programming that helps women take steps to achieve their goals and find their version of success. The organization launched small groups, which align groups of interested employees in similar work/life stages and provide a safe space to troubleshoot challenges and celebrate successes.
- The North Charleston-based industrial specialties team assembled a culture task force, which provides programming that helps the team understand, optimize and celebrate cultural differences.
- Focus groups, facilitated by the Chief Human Resources Officer, provided insight on challenges that minority groups and individuals experience at work. Employee feedback from these groups greatly influenced the increased emphasis on inclusion in the company's continuing advancements of its inclusion and diversity management efforts.

#### **Fair Pay Practices**

Fair pay practices are foundational to Ingevity's compensation philosophy. The company's hiring interview guide no longer asks candidates to disclose their current compensation, in an effort to avoid perpetuating pay issues related to potential past discrimination.

#### **Creating Work/Life Balance for New Parents and Caretakers**

Ingevity is dedicated to helping its employees find a healthy work/life balance and providing options that enable employees to more easily align their careers with the needs of their families. In 2018, 17 leaves were taken through Ingevity's Parental Leave Policy and 19 leaves were taken through Ingevity's Caregiver Policy.

Ingevity's total workforce is comprised of 1,652 employees as of December 31, 2018. Forty percent of Ingevity's newly hired professionals were female, consistent with 41% the previous year. The amount of leadership roles held by women increased from 16% in 2017 to 19% in 2018. This is noteworthy considering the overall composition of the specialty chemicals manufacturing industry's workforce, which is principally male.

Region	Female	Male	Not Disclosed
Asia Pacific Full-time, permanent	<b>47</b> 47	<b>174</b> 174	<b>43</b> 43
<b>Brazil</b> Full-time, permanent Fixed term temporary Intern/co-op	<b>3</b> 3 0 0	<b>9</b> 9 0	<b>0</b> 0 0 0
Europe, Middle East, Africa Full-time, permanent Fixed term temporary Intern/co-op	<b>10</b> 9 0 1	<b>23</b> 21 2 0	1 1 0 0
North America Full-time, permanent Intern/co-op	<b>344</b> 344 0	<b>998</b> 997 1	<b>0</b> 0 0
Total	404	1,204	44

Ingevity believes that diversity is more than a study in demographics: It's the background, education, life experiences and personal values that lead to diversity of thought, the true value of a diverse workforce. An inclusion and diversity project team continues to evolve our understanding.

### Ingevity's Inclusion and Diversity Efforts Extend Beyond Its Own Workforce

Ingevity seeks to strengthen diversity in its pool of suppliers by inviting to its bidding process attendees from a previously reported supplier outreach event co-hosted with the Carolinas-Virginia Minority Supplier Development Council. A project to establish a supplier diversity metric will begin in 2019.

#### **Our Communities**

Through its charitable donations, matching gift programs and employee volunteer programs, Ingevity seeks to be a positive influence in the communities where it operates and where its employees and their families live and work.

# Across the globe, 100% of Ingevity's operating facilities actively participated in community engagement programs.

#### **IngeviCares**

The IngeviCares program focuses charitable giving and community involvement in three areas that support Ingevity's mission to purify, protect and enhance: sustainability, education and well-being. The IngeviCares strategic framework for the company's philanthropy:

- Targets 0.1% of revenues toward Ingevity's philanthropic work and charitable giving.
- Focuses on supporting "keystone initiatives" with nonprofit organizations and charities at a level that will make a significant impact in each community.
- Encourages and supports employee giving through our matching gifts program and United Way campaigns.
- Provides stronger resources for our manufacturing locations so that they can tailor plant-level funding to support the unique needs of the communities in which we operate.

In the first full year of the IngeviCares program, Ingevity and its employees donated \$1.670 million to non-profit organizations and 104 employees participated in the matching gifts opportunity.

IngeviCares was expanded to the Crossett, Arkansas, manufacturing facility that Ingevity acquired in 2018. In 2019, the program will be expanded to the recently acquired Warrington, U.K. site, as well as locations in China and the European Union.

In the United States, local United Ways have been a mainstay among Ingevity's charitable giving initiatives for many years. A catalyst for transformative community change, United Way organizations work with local communities to identify the most pressing needs and find the resources to address them. Among United Ways' collective areas of focus are education, financial stability, human health and connecting the community, several of which tie back to the IngeviCares program. Combined giving through United Way – in which the company matched employees' donations – increased from \$1.117 million in 2017 to \$1.119 million in 2018.

## Pillar #4: Driving Business Excellence.

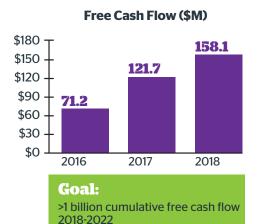
#### **Financial Performance**

At Ingevity, financial performance is measured in many ways; however, there are four metrics of particular focus:

- Revenue as the measure of total value provided to our customers.
- Adjusted earnings before interest, taxes, depreciation and amortization (EBITDA), as a measure of current earnings capability.
- Return on Invested Capital (ROIC) as a measure of ensuring the most profitable long-term decisions.
- Free cash flow, as a measure of ability to reinvest in the company or return capital to shareholders.

Known as "Target 2022," Ingevity has outlined its five-year goal to reach approximately \$1.5 billion in revenue; approximately \$500 million in adjusted EBITDA; and adjusted EBITDA margin of more than 30% by the end of 2022.







#### **Ingevity's Corporate Strategy**

- Capture value for shareholders by creating value for our customers
- Expand our geographic reach
- Accelerate innovation
- Pursue strategic, value-creating acquisitions
- Drive continuous improvement in execution
- Maintain returns-oriented financial focus

#### **Strategic Execution**

At Ingevity, the company's success depends on its ability to achieve superb performance and optimal results throughout the organization. The company strives to perform at the highest levels and to continuously improve its operations.

Underpinned by a culture of productivity, Ingevity employs an Operational Excellence (OpEx) process to drive improvement. Dedicated OpEx practitioners lead and facilitate a variety of productivity initiatives to aid business, functional and process owners in driving improvements. The OpEx process has four distinct phases: opportunity identification, diagnostic, implementation and control.

As a relatively new and growing organization, Ingevity has leveraged its world-class application of OpEx processes to advance strategic initiatives in its global supply chain framework. Ingevity began two companywide OpEx undertakings in 2018. Cross-functional teams conducted an analysis of the supply chain structure and degree of business alignment, in conjunction with a study of the efficiency of our business systems and processes. Their diagnosis resulted in significant evolution of the organizational structure of the supply chain to enhance alignment with Ingevity's corporate strategy, as well as the addition of resources that will support a future project to implement a best practice enterprise resource planning system. Planning for the project is slated to begin in 2019.

Additionally, in the Performance Chemicals segment, the company implemented processes for customer segmentation that resulted in a more efficient and effective supply chain that is better aligned with the business. In the Performance Materials segment, OpEx advanced the company's distribution strategy to meet increased demand for its activated carbon technologies.

At the manufacturing level, Ingevity concentrates on a metric for overall equipment effectiveness (OEE) to gauge efficiency. It is used to some degree at all of our manufacturing facilities.

## Availability x Quality x Run Rate

OEE

#### **Intellectual Property and Cyber Security**

Intellectual property (IP) is a key outcome of one of Ingevity's strongest assets—the innovation of its people. The company's IP includes patents, technical papers, contracts, strategic partnerships, experience, know-how and more. How Ingevity protects those assets is critical to its sustainability.

Innovation, as represented by IP, is a key competitive advantage for Ingevity:

- In the Performance Materials segment, Ingevity filed new patent applications related to the low-purge control of automotive gasoline vapor emissions. In 2018 and 2019, the company invested in developing and promoting its adsorbed natural gas (ANG) technology for bi-fuel vehicles, gaining new knowledge and building on its reputation in the automotive industry.
- In the Performance Chemicals segment, Ingevity launched 20 new products and filed five new patent applications.

Ingevity continuously improves its cyber security program and follows industry best practices. This approach is designed to support the business, enhance production and drive innovation while protecting IP, confidential information, privacy data, operations and infrastructure throughout our global business operations. The company further reinforces its cyber security posture through collaboration with strategic partners, providing threat detection and monitoring services, which includes a global cyber security incident response team. We remain diligent in conducting vulnerability assessments, tracking cyber performance metrics and training our employees on protective measures such as password use, email encryption and recognizing phishing attempts.



## GRI Index.

Ingevity's 2017 sustainability report and 2018 update are defined by its material issues, stakeholder interests, business priorities and the requirements of the Global Reporting Initiative's GRI Standards, core option. Ingevity self-certifies that the information and data is as accurate and inclusive as possible as reflected by the management systems that were in place prior to January 1, 2019.

This index references four sources of company information:

- 2018 Sustainability Report Update, which is referenced as 2018.
- 2017 Sustainability Report, which is referenced as 2017.
- 2018 Ingevity Annual Report and Form 10-K, which is referenced as Annual Report.
- 2019 Ingevity Proxy Statement Notice of Annual Meeting of Shareholders, which is referenced as Proxy.

General Disclosures		
GRI Number	Disclosure — Report Section/Link — Page Number	
Organizational Profile		
102-1	Name of the organization — Company Profile — 2018, p. 2	
102-2	Activities, brands, products, services — Annual Report, p. 13-16	
102-3	Location of headquarters — Annual Report, p. 31	
102-4	Location of operations — Annual Report, p. 31	
102-5	Ownership and legal form — Annual Report, p. 3	
102-6	Markets served — Annual Report, p. 13-16	
102-7	Scale of the organization — Annual Report, p. 4, 16, 31	
102-8	Information on employees and other workers — Inclusion and Diversity — 2018, p. 18	
102-9	Supply Chain — Annual Report, p. 5	
102-10	Significant changes to the organization and its supply chain — What's New Since Our Last Report — 2018, p. 5	
102-11	Precautionary Principle or approach — Personal, Process and Public Safety — 2017, p. 20-21	
102-12	External initiatives — Product Stewardship — 2017, p. 24	

General Disclosures		
GRI Number	Disclosure — Report Section/Link — Page Number	
Organization		
102-13	Membership of associations — American Chemistry Council, European Chemical Industry Council, Abiquim, Association of International Chemical Manufacturers, Pine Chemicals Association, Adhesive and Sealant Council, Manufacturer of Emission Controls Association, Foundation for Pavement Preservation	
Strategy		
102-14	Statement from senior decision-maker $-$ Letter from the CEO $-$ 2018, p. 3	
Ethics and Int	egrity	
102-16	Values, principles, standards and norms of behavior — Our Foundation: Integrity and Ethical Behavior — 2018, p. 10	
102-17	Mechanisms for advice and concerns about ethics — Our Foundation: Integrity and Ethical Behavior — 2017, p. 19	
Governance		
102-18	Governance structure — Corporate Governance — 2018, p. 4 and Proxy, p. 9-12	
Stakeholder E	Engagement	
102-40	A list of stakeholder groups engaged by the organization — Stakeholder Engagement — 2017, p. 14	
102-41	Percentage of total employees covered by collective bargaining agreements — Annual Report, p. 16	
102-42	ldentifying and selecting stakeholders — Stakeholder Engagement — 2017, p. 14	
102-43	Approach to stakeholder engagement — Stakeholder Engagement — 2017, p. 14	
102-44	Key topics and concerns raised — Stakeholder Engagement — 2017, p. 14	
102-45	List of all entities included in the organization's financial statements or equivalent — Annual Report, p. 4	
102-46	Defining report content and topic boundaries — Our Sustainability Journey — 2017, p. 12	
102-47	List of material topics — Ingevity's Four Pillars of Sustainability — 2018, p. 10	
102-48	Restatements of information — N/A — There have not been any restatements of information from our 2017 Report.	

General Disclosures		
GRI Number	Disclosure — Report Section/Link — Page Number	
Stakeholder I	Engagement	
102-49	Significant changes from previous reporting periods in the list of material topics and topic boundaries — N/A — There have been no significant changes regarding Ingevity's material topics and topic boundaries in 2018.	
102-50	Reporting period for the information provided — Calendar year 2018	
102-51	Date of the most recent report – September 2018	
102-52	Reporting frequency — Ingevity reports on our sustainability topics and progress annually. We publish a full sustainability report biennially and a sustainability report update in alternating years when we do not have a full report.	
102-53	Contact point for questions regarding the report — Sotiria Anagnostou, Manager, Sustainability, sustainability@ingevity.com	
102-54	Claims of reporting in accordance with the GRI Standards — This report has been prepared in accordance with the GRI Standards: Core option	
102-55	GRI content index – Ingevity 2018 GRI Content Index	
102-56	External assurance — We have not sought external assurance for this report.	

GRI Number	Disclosure – Report Section/Link – Page Number
Pillar #1: Prot	ecting People and the Environment
103-1, 103-2, 103-3	Management approach: Personal, Process and Public Safety — Personal, Process and Public Safety — 2018, p. 11-12
103-1, 103-2, 103-3	Management approach: Environmental Protection — Environmental Protection — 2018, p. 12-14
103-1, 103-2, 103-3	Management approach: Product Stewardship — Product Stewardship — 2018, p. 14
Pillar #2: Crea	iting Value for Customers and Society
103-1, 103-2, 103-3	Management approach: Customer Partnerships — Customer Partnerships — 2018, p. 15-16
103-1, 103-2, 103-3	Management approach: Product Benefits — Product Benefits — 2018, p. 16

Disclosures on Management Approach		
GRI Number	Disclosure – Report Section/Link – Page Number	
Pillar #2: Crea	ating Value for Customers and Society	
103-1, 103-2, 103-3	Management approach: Innovative Solutions — Innovative Solutions — 2018, p. 16	
Pillar #3: Enga	aging Our People	
103-1, 103-2, 103-3	Management approach: Employee Development — Employee Development — 2018, p. 17	
103-1, 103-2, 103-3	Management approach: Inclusion and Diversity — Inclusion and Diversity — 2018, p. 17	
103-1, 103-2, 103-3	Management approach: Our Communities — Our Communities — 2017, p. 32	
Pillar #4: Driving Business Excellence		
103-1, 103-2, 103-3	Management approach: Financial Performance — Financial Performance — 2018, p. 19	
103-1, 103-2, 103-3	Management approach: Strategic Execution — Strategic Execution — 2018, p. 20	
103-1, 103-2, 103-3	Management approach: Intellectual Property and Cyber Security — Intellectual Property and Cyber Security — 2018, p. 20	

Specific Disclosures		
103-3	Intellectual Property and Cyber Security — 2018, p. 20	
103-1, 103-2,	Management approach: Intellectual Property and Cyber Security –	

#### GRI Number Disclosure – Report Section/Link – Page Number

#### **Economic Performance**

Our specific disclosure 201 Economic Performance aligns with the management approach of our material topics Financial Performance and Strategic Execution.

Direct economic value generated and distributed — Financial Performance — 2018, p. 19

#### **Materials**

Our specific disclosure 301 Materials aligns with the management approach of our material topic Product Stewardship.

301-1 Materials used by weight or volume — Product Benefits — 2018, p. 16

#### Energy

Our specific disclosure 302 Energy aligns with the management approach of our material topic Environmental Protection.

**302-3** Energy intensity – Total Energy | Greenhouse Gases – 2018, p. 12

#### **Emissions**

Our specific disclosure 305 Emissions aligns with the management approach of our material topic Environmental Protection.

**305-4** GHG emissions intensity — Total Energy | Greenhouse Gases — 2018, p. 13

#### **Specific Disclosures**

#### GRI Number Disclosure – Report Section/Link – Page Number

#### **Emissions**

Our specific disclosure 305 Emissions aligns with the management approach of our material topic Environmental Protection.

305-7 Other air emissions — Air Emissions — 2018, p. 13

#### **Effluents and Waste**

Our specific disclosure 306 Effluent and Waste aligns with the management approach of our material topic Environmental Protection.

306-1	Water discharge by quality and destination — Water Consumption   Effluent Flow — 2018, p. 13
306-2	Waste by type and disposal method – Solid Waste Disposal – 2018, p. 14

#### **Employment**

Our specific disclosure 401 Employment aligns with the management approach of our material topic Employee Development.

**401-3** Parental leave – Inclusion and Diversity – 2017, p. 31

#### Occupational Health and Safety (2016 GRI Standard)<sup>1</sup>

Our specific disclosure 403 Operational Health and Safety aligns with the management approach of our material topic Personal, Process and Public Safety.

403-1	Occupational health and safety management system — Personal, Process and Public Safety — 2018, p. 11
403-2	Types of injury and rates of injury — Personal, Process and Public Safety — 2018. p. 11

#### **Training and Education**

Our specific disclosure 404 Training and Education aligns with the management approach of our material topic Employee Development.

404-1	Average hours of training per year per employee — Employee Development — 2017, p. 29
404-2	Programs for upgrading employee skills and transition assistance programs — Employee Development — 2018, p. 7, 17
404-3	Percentage of employees receiving regular performance and career development reviews — Employee Development — 2018, p. 17

#### **Diversity and Equal Opportunity**

Our specific disclosure 405 Diversity and Equal Opportunity aligns with the management approach of our material topic Diversity and Inclusion.

Diversity of governance bodies and employees – Inclusion and Diversity – 2018, p. 18

#### **Local Communities**

Our specific disclosure 413 Local Communities aligns with the management approach of our material topic Our Communities.

Percentage of operations with implemented local community
engagement, impact assessments, and development programs – Our
Communities – 2018, p. 18

## UNSDG Index.

#### **How Ingevity Aligns with the United Nations' Sustainable Development Goals**

At Ingevity, we are actively working toward five of the 17 U.N. Sustainable Development Goals, which will ensure a better and sustainable future for all. The global goals that align most materially with our sustainability mission statement and Pillars of Sustainability framework can be found in the table below.

U.N. Sustainab	ole Development Goals	Learn More
3 GOOD HEALTH AND WELL-BEING	To help our employees and their families stay healthy, Ingevity offers a variety of wellness activities and contributes to reduced medical costs. For our communities, well-being is an emphasis area of our IngeviCares program for charitable giving and community involvement. And as part of our commitment to personal, process and public safety, we practice Responsible Care® at all our facilities.	Personal, Process and Public Safety - 2017 - p. 20 Our Communities - p. 18 Personal, Process and Public Safety - p. 11
4 QUALITY EDUCATION	To promote lifelong learning for all our employees, Ingevity implemented the Grow program. For our communities, education is another emphasis area of IngeviCares.	Employee Development - p. 17 Our Communities - p. 18
6 CLEAN WATER AND SANITATION	Our Nuchar® activated carbon products are used in process purification applications and purified 216 billion gallons of water in 2017. Additionally, Ingevity and its employees make an impact on coastal waterways through our partnership with the South Carolina Aquarium and volunteer litter cleanups.	Our Purpose - 2017 - p. 18 Our Communities - 2017 - p. 33
7 AFFORDABLE AND CLEAN ENERGY	We host photovoltaic solar panel systems at two of our manufacturing facilities in the U.S. and plan to add a third in China. An innovation in cleaner bi-fuel vehicle technology, adsorbed natural gas is a solution made possible by Ingevity's Nuchar® FuelSorb™ activated carbon monoliths.	What's New - p. 6
9 INDUSTRY INNOVATION AND INFRASTRUCTURE	Our purpose is to improve the world through innovations that purify, protect and enhance, which aids in building resilient infrastructure and promoting sustainable industrialization. For example, EvoTherm® warm mix asphalt reduces VOC emissions by 90% and increases the longevity of the road; 70,000 miles of reflective traffic striping have been enhanced with bio-based WestRez®; and, in automotive applications, our activated carbon products provide both environmental control and energy recovery.	Product Benefits - p. 16 Product Benefits - 2017 - p. 26



#### **Forward-Looking Statements**

This report contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995 that reflect our current expectations, beliefs, plans or forecasts with respect to, among other things, future events and financial performance. Forward-looking statements involve estimates, expectations, projections, goals, forecasts, assumptions, risks and uncertainties. We caution readers that a forward-looking statement is not a guarantee of future performance and that actual results could differ materially from those contained in the forward-looking statement. Such risks and uncertainties include, among others, those discussed in our Form 10-K and other Securities and Exchange Commission filings. We do not intend, and undertake no obligation, to update any of our forward-looking statements after the date of this report to reflect actual results or future events or circumstances. Given these risks and uncertainties, readers are cautioned not to place undue reliance on such forward-looking statements.

#### **Ingevity Corporation**

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