

INNOSPEC INC.
Form 10-K
February 17, 2016
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UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 10-K

x **ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT
OF 1934**

For the fiscal year ended December 31, 2015

or

.. **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE
ACT OF 1934**

For the transition period from to

Commission file number 1-13879

INNOSPEC INC.

(Exact name of registrant as specified in its charter)

DELAWARE

State or other jurisdiction of

incorporation or organization

8310 South Valley Highway

Suite 350

Englewood

Colorado

(Address of principal executive offices)

98-0181725

(I.R.S. Employer
Identification No.)

80112

(Zip Code)

Registrant's telephone number, including area code: **(303) 792 5554**

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Securities registered pursuant to Section 12(b) of the Act:

Title of each class

N/A

Name of each exchange on which registered

N/A

Securities registered pursuant to Section 12(g) of the Act: **Common stock, par value \$0.01 per share**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.

Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act.

Yes No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).

Yes No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K (§ 229.405 of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

..

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

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Large accelerated filer
Non-accelerated filer (Do not check if a smaller reporting company)

Accelerated filer
Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act).

Yes No

The aggregate market value of the voting and non-voting common equity held by non-affiliates of the registrant as of the most recently completed second fiscal quarter (June 30, 2015) was approximately \$735 million, based on the closing price of the common shares on the NASDAQ on June 30, 2015. Shares of common stock held by each officer and director and by each beneficial owner who owns 5% or more of the outstanding common stock have been excluded in that such persons may be deemed to be affiliates. This determination of affiliate status is not necessarily a conclusive determination for any other purpose.

As of February 11, 2016, 24,007,021 shares of the registrant's common stock were outstanding.

DOCUMENTS INCORPORATED BY REFERENCE

Portions of Innospec Inc.'s Proxy Statement for the Annual Meeting of Stockholders to be held on May 4, 2016 are incorporated by reference into Part III of this Form 10-K.

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CAUTIONARY STATEMENT RELATIVE TO FORWARD-LOOKING STATEMENTS

FORWARD-LOOKING STATEMENTS

This Form 10-K contains certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts included or incorporated herein may constitute forward-looking statements. Such forward-looking statements include statements (covered by words like expects, estimates, anticipates, may, believes, feels or similar words or expressions, for example,) which relate to earnings, growth potential, operating performance, events or developments that we expect or anticipate will or may occur in the future. Although forward-looking statements are believed by management to be reasonable when made, they are subject to certain risks, uncertainties and assumptions, and our actual performance or results may differ materially from these forward-looking statements. You are urged to review our discussion of risks and uncertainties that could cause actual results to differ from forward-looking statements under the heading Risk Factors. Innospec undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

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PART I

Item 1 Business

When we use the terms Innospec, the Corporation, the Company, Registrant, we, us and our, we are referring to Innospec Inc. and its consolidated subsidiaries unless otherwise indicated or the context otherwise requires.

General

Innospec develops, manufactures, blends, markets and supplies fuel additives, oilfield chemicals, personal care and other specialty chemicals. Our products are sold primarily to oil and gas exploration and production companies, oil refiners, fuel users, personal care companies, and other chemical and industrial companies throughout the world. Our fuel additives help improve fuel efficiency, boost engine performance and reduce harmful emissions. Our oilfield services business supplies drilling, completion and production chemicals which make exploration and production more cost-efficient and more environmentally-friendly. Our other specialty chemicals provide effective technology-based solutions for our customers' processes or products focused in the Personal Care, and Polymers markets. Our Octane Additives business manufactures products for use in automotive gasoline and provides services in respect of environmental remediation.

Segment Information

Innospec divides its business into three segments for management and reporting purposes:

Fuel Specialties

Performance Chemicals

Octane Additives

The Fuel Specialties and Performance Chemicals segments operate in markets where we actively seek growth opportunities although their ultimate customers are different. The Octane Additives segment is generally characterized by unpredictable and declining demand. For financial information about each of our segments, see Note 3 of the Notes to the Consolidated Financial Statements.

Fuel Specialties

Our Fuel Specialties segment develops, manufactures, blends, markets and supplies a range of specialty chemical products used as additives to a wide range of fuels. These fuel additive products help improve fuel efficiency, boost engine performance and reduce harmful emissions; and are used in the efficient operation of automotive, marine and aviation engines, power station generators, and heating oil.

Our Fuel Specialties segment also includes our activities in the oilfield services sector, which develops and markets products to prevent loss of mud in drilling operations, chemical

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solutions for fracturing and stimulation operations and products for oil and gas production which aid flow assurance and asset integrity.

In addition to our acquisitions in the oilfield services sector, the segment has grown organically through our development of new products to address what we believe are the key drivers in demand for fuel additives. In fuels, these drivers include increased focus on fuel economy, changing engine technology and legislative developments. We have also devoted substantial resources towards the development of new and improved products that may be used to improve fuel efficiency.

Our customers in this segment include national oil companies, multinational oil companies, oil and gas exploration and production companies and fuel retailers.

Performance Chemicals

Our Performance Chemicals segment provides effective technology-based solutions for our customers' processes or products focused in the Personal Care and Polymers markets.

This segment has also grown organically, through the development and marketing of innovative products to the personal care industry. The focus for our Performance Chemicals segment is to develop high performance products from its technology base in a number of targeted markets.

Our customers in this segment include large multinational companies, manufacturers of personal care and household products and specialty chemical manufacturers operating in niche industries.

Octane Additives

Our Octane Additives segment, which we believe is the world's only producer of tetra ethyl lead (TEL), comprises sales of TEL for use in automotive gasoline and provides services in respect of environmental remediation. We are continuing to responsibly manage the decrease in the sales of TEL for use in automotive gasoline in line with the transition plans to unleaded gasoline for our one remaining refinery customer. Cost improvement measures continue to be taken to respond to declining market demand.

Sales of TEL for use in automotive gasoline are made principally to state-owned refineries located in Northern Africa. Our environmental remediation business manages the cleanup of redundant TEL plants as refineries complete the transition to unleaded gasoline.

Strategy

Our strategy is to develop new and improved products and technologies to continue to strengthen and increase our market positions within our Fuel Specialties and Performance Chemicals segments. The segments together have had average organic revenue growth of 4% per annum, and average operating income growth of 8% per annum, since 2010. We also

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actively continue to assess potential strategic acquisitions, partnerships and other opportunities that would enhance and expand our customer offering. We focus on opportunities that would extend our technology base, geographical coverage or product portfolio. We believe that focusing on the Fuel Specialties and Performance Chemicals segments, in which the Company has existing experience, expertise and knowledge, provides opportunities for positive returns on investment with reduced operating risk. We also continue to develop our geographical footprint, consistent with the development of global markets.

Geographical Area Information

Financial information with respect to our domestic and foreign operations is contained in Note 3 of the Notes to the Consolidated Financial Statements.

Working Capital

The nature of our customers' businesses generally requires us to hold appropriate amounts of inventory in order to be able to respond quickly to customers' needs. We therefore require corresponding amounts of working capital for normal operations. We do not believe that this is materially different to what our competitors do, with the exception of cetane number improvers, in which case we maintain high enough levels of inventory, as required, to retain our position as market leader in sales of these products.

The purchase of large amounts of certain raw materials for our Fuel Specialties and Octane Additives segments can create some variations in working capital requirements, but these are planned and well managed by the business.

We do not believe that our terms of sale, or purchase, differ markedly from those of our competitors.

Raw Materials and Product Supply

We use a variety of raw materials and chemicals in our manufacturing and blending processes and believe that sources for these are adequate for our current operations. Our major purchases are cetane number improvers, Ethylene, various solvents, octane enhancers and lubricity improvers.

These purchases account for a substantial portion of the Company's variable manufacturing costs. These materials are, with the exception of Ethylene for our operations in Germany, readily available from more than one source. Although Ethylene is, in theory, available from several sources, it is not permissible to transport Ethylene by road in Germany. As a result, we source Ethylene for our German operations via a direct pipeline from a neighboring site, making it effectively a single source. Ethylene is used as a primary raw material in products representing approximately 5% of the Company's sales.

We use long-term contracts (generally with fixed or formula-based costs) and advance bulk purchases to help ensure availability and continuity of supply, and to manage the risk of cost

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increases. From time to time, for some raw materials the risk of cost increases is managed with commodity swaps.

We continue to monitor the situation and adjust our procurement strategies as we deem appropriate. The Company forecasts its raw material requirements substantially in advance, and seeks to build long-term relationships and contractual positions with supply partners to safeguard its raw material positions. In addition, the Company operates an extensive risk management program which seeks to source key raw materials from multiple sources and to develop suitable contingency plans.

Intellectual Property

Our intellectual property, including trademarks, patents and licenses, forms a significant part of the Company's competitive advantage, particularly in the Fuel Specialties and Performance Chemicals segments. The Company does not, however, consider its business as a whole to be dependent on any one trademark, patent or license.

The Company has a portfolio of trademarks and patents, both granted and in the application stage, covering products and processes in several jurisdictions. The majority of these patents were developed by the Company and, subject to maintenance obligations including the payment of renewal fees, have at least 10 years life remaining.

The trademark *Innospec* and the *Innospec device* in Classes 1, 2 and 4 of the International Classification of Goods and Services for the Purposes of the Registration of Marks are registered in all jurisdictions in which the Company has a significant market presence. The Company also has trademark registrations for certain product names in all jurisdictions in which it has a significant market presence.

We actively protect our inventions, new technologies, and product developments by filing patent applications and maintaining trade secrets. In addition, we vigorously participate in patent opposition proceedings around the world where necessary to secure a technology base free from infringement of our intellectual property.

Customers

In 2015, the Company had as a significant customer in the Fuel Specialties segment, Royal Dutch Shell plc and its affiliates (*Shell*), which accounted for \$65.8 million (6.5%) of our net group sales. In 2014 and 2013, *Shell* accounted for \$81.9 million (8.5%) and \$83.1 million (10.1%) of our net group sales, respectively.

We have sales contracts with customers in some markets using fixed or formula-based prices, as appropriate, to maintain our gross profits.

Competition

Certain markets in which the Company operates are subject to significant competition. The Company competes on the basis of a number of factors including, but not limited to, product

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quality and performance, specialized product lines, customer relationships and service, and regulatory and toxicological expertise.

Fuel Specialties: Within the Fuel Specialties segment, the Fuels sub market is generally fragmented and characterized by a small number of competitors, none of which hold a dominant position. The oilfield services sub-market is very fragmented and although there are a small number of very large competitors, there are also a large number of smaller players focused on specific technologies or regions. We consider our competitive edge to be our proven technical development capacity, independence from major oil companies and strong long-term customer relationships.

Performance Chemicals: We operate in two principal markets within Performance Chemicals Personal Care and Polymers. The Personal Care market is highly fragmented, and the Company experiences substantial competition from a large number of multinational and specialty chemical suppliers in each geographical market. The Polymers market is more concentrated, with a small number of principal competitors. Our competitive position in these markets is based on us supplying a superior, diverse product portfolio which solves particular customer problems or enhances the performance of new or existing products. In a number of specialty chemicals markets, we also supply niche product lines, where we enjoy market-leading positions.

Octane Additives: We believe our Octane Additives segment is the world's only producer of TEL and accordingly is the only supplier of TEL for use in automotive gasoline. The segment therefore competes with marketers of products and processes that provide alternative ways of enhancing octane performance in automotive gasoline.

Research, Development, Testing and Technical Support

Research, product/application development and technical support (R&D) provide the basis for the growth of our Fuel Specialties and Performance Chemicals segments. Accordingly, the Company's R&D activity has been, and will continue to be, focused on the development of new products and formulations. Our R&D department provides technical support for all of our reporting segments. Expenditures to support R&D services were \$25.3 million, \$22.2 million and \$21.2 million in 2015, 2014 and 2013, respectively.

We believe that our proven technical capabilities provide us with a significant competitive advantage. In the last five years, the Fuel Specialties segment has developed new detergent, cold flow improvers, stabilizers, anti-foulants, lubricity and combustion improver products, in addition to the introduction of many new cost effective fuel additive packages. This proven technical capability has also been instrumental in enabling us to produce innovative new products within our Performance Chemicals segment including Iselux and Statsafe®.

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Health, Safety and Environmental Matters

We are subject to environmental laws in the countries in which we conduct business. Management believes that the Company is in material compliance with applicable environmental laws and has made the necessary provisions for the continued costs of compliance with environmental laws, including where appropriate asset retirement obligations.

Our principal site giving rise to environmental remediation liabilities is the Octane Additives manufacturing site at Ellesmere Port in the United Kingdom. There are also environmental remediation liabilities on a much smaller scale in respect of our other manufacturing sites in the U.S. and Europe. At Ellesmere Port there is a continuing asset retirement program related to certain manufacturing units that have been closed.

We recognize environmental liabilities when they are probable and costs can be reasonably estimated, and asset retirement obligations when there is a legal obligation and costs can be reasonably estimated. This involves anticipating the program of work and the associated future expected costs, and so involves the exercise of judgment by management. We regularly review the future expected costs of remediation and the current estimate is reflected in Note 12 of the Notes to the Consolidated Financial Statements.

The European Union legislation known as the Registration, Evaluation and Authorization of Chemical Substances Regulations (REACH) requires most of the Company s products to be registered with the European Chemicals Agency. Under this legislation the Company has to demonstrate that its products are appropriate for their intended purposes. During this registration process, the Company incurs expense to test and register its products. The Company estimates that the cost of complying with REACH will be approximately \$2 million over the next three years.

Employees

The Company had approximately 1300 employees in 20 countries as at December 31, 2015 and 2014.

Available Information

Our corporate web site is www.innospecinc.com. We make available, free of charge, on or through this web site our annual, quarterly and current reports, and any amendments to those reports, as soon as reasonably practicable after electronically filing such material with, or furnishing it to, the U.S. Securities and Exchange Commission (SEC).

The Company routinely posts important information for investors on its web site (under Investor Relations). The Company uses this web site as a means of disclosing material, non-public information and for complying with its disclosure obligations under SEC Regulation FD (Fair Disclosure). Accordingly, investors should monitor the Investor Relations portion of the Company s web site, in addition to following the Company s press releases, SEC filings, public conference calls, presentations and webcasts.

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Item 1A Risk Factors

The factors described below represent the principal risks associated with our business.

Trends in oil and gas prices affect the level of exploration, development, and production activity of our customers and the demand for our services and products, which could have a material adverse impact on our business.

Demand for our services and products in our oilfield services business is particularly sensitive to the level of exploration, development and production activity of, and the corresponding capital spending by, oil and gas companies. The level of exploration, development, and production activity is directly affected by trends in oil and gas prices, which historically have been volatile and are likely to continue to be volatile. Prices for oil and gas are subject to large fluctuations in response to relatively minor changes in the supply of and demand for oil and gas, market uncertainty, and a variety of other economic factors that are beyond our control. Even the perception of longer-term lower oil and gas prices by oil and gas companies can similarly reduce or defer major expenditures given the long-term nature of many large-scale development projects. Factors affecting the prices of oil and gas include the level of supply and demand for oil and gas, governmental regulations, including the policies of governments regarding the exploration for and production and development of their oil and gas reserves, weather conditions and natural disasters, worldwide political, military, and economic conditions, the level of oil and gas production by non-OPEC countries and the available excess production capacity within OPEC, the cost of producing and delivering oil and gas and potential acceleration of the development of alternative fuels. Any prolonged reduction in oil and gas prices will depress the immediate levels of exploration, development, and production activity which could have a material adverse impact on our results of operations, financial position and cash flows.

We face risks related to our foreign operations that may adversely affect our business.

We serve global markets and operate in certain countries with political and economic instability, including the Middle East, Northern Africa, Asia-Pacific, Eastern Europe and Southern America regions. Our international operations are subject to numerous international business risks including, but not limited to, geopolitical and economic conditions, risk of expropriation, import and export restrictions, exchange controls, national and regional labor strikes, high or unexpected taxes, government royalties and restrictions on repatriation of earnings or proceeds from liquidated assets of overseas subsidiaries. Any of these could have a material adverse impact on our results of operations, financial position and cash flows.

We are subject to extensive regulation of our international operations that could adversely affect our business and results of operations.

Due to our global operations, we are subject to many laws governing international commercial activity, conduct and relations, including those that prohibit improper payments to government officials, restrict where and with whom we can do business, and limit the products, software and technology that we can supply to certain countries and customers. These laws include but

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are not limited to, the U.S. Foreign Corrupt Practices Act and United Kingdom Bribery Act, sanctions and assets control programs administered by the U.S. Department of the Treasury and/or the European Union from time to time, and the U.S. export control laws such as the regulations under the U.S. Export Administration Act, as well as similar laws and regulations in other countries relevant to our business operations. Violations of any of these laws or regulations, which are often complex in their application, may result in criminal or civil penalties that could have a material adverse effect on our results of operations, financial position and cash flows.

We may not be able to consummate, finance or successfully integrate future acquisitions, partnerships or other opportunities into our business, which could hinder our strategy or result in unanticipated expenses and losses.

Part of our strategy is to pursue strategic acquisitions, partnerships and other opportunities to complement and expand our existing business. The success of these transactions depends on our ability to efficiently complete transactions, integrate assets and personnel acquired in these transactions and apply our internal control processes to these acquired businesses. Consummating acquisitions, partnerships or other opportunities and integrating an acquisition involve considerable expenses, resources and management time commitments, and our failure to effect these as intended could result in unanticipated expenses and losses. Post-acquisition integration may result in unforeseen difficulties and may deplete significant financial and management resources that could otherwise be available for the ongoing development or expansion of existing operations. Furthermore, we may not realize the benefits of an acquisition in the way we anticipated when we first entered the transaction. Any of these risks could adversely impact our results of operations, financial position and cash flows.

Competition and market conditions may adversely affect our operating results.

In certain markets, our competitors are larger than us and may have greater access to financial, technological and other resources. As a result, competitors may be better able to adapt to changes in conditions in our industries, fluctuations in the costs of raw materials or changes in global economic conditions. Competitors may also be able to introduce new products with enhanced features that may cause a decline in the demand and sales of our products. Consolidation of customers or competitors, or economic problems of customers in our markets could cause a loss of market share for our products, place downward pressure on prices, result in payment delays or non-payment, or declining plant utilization rates. These risks could adversely impact our results of operations, financial position and cash flows.

We could be adversely affected by technological changes in our industry.

Our ability to maintain or enhance our technological capabilities, develop and market products and applications that meet changing customer requirements, and successfully anticipate or respond to technological changes in a cost effective and timely manner will likely impact our future business success. We compete on a number of fronts including, but not limited to, product quality and performance. In the case of some of our products, our competitors

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larger than us and may have greater access to financial, technological and other resources. Our inability to maintain a technological edge, innovate and improve our products could cause a decline in the demand and sales of our products, and adversely impact our results of operations, financial position and cash flows.

Decline in our TEL business

The remaining sales of the Octane Additives business are now concentrated to one remaining customer. When this customer chooses to cease using TEL as an octane enhancer then the Company's future operating income and cash flows from operating activities would be materially impacted.

The sales of the AvTel product line are recorded within our Fuel Specialties business. The piston aviation industry has been and is currently researching a safe replacement fuel to replace leaded fuel. While we expect that at some point in the future a replacement fuel will be identified, trialed and supplied to the industry there is no current known replacement. In addition there is no clear timescale on the legislation of a replacement product. If a suitable product is identified and the use of leaded fuel is prohibited in piston aviation the Company's future operating income and cash flows from operating activities would be adversely impacted.

Having a small number of significant customers may have a material adverse impact on our results of operations.

Our principal customers are oil and gas exploration and production companies, oil refineries, personal care companies, and other chemical and industrial companies. These industries are characterized by a concentration of a few large participants. The loss of a significant customer, a material reduction in demand by a significant customer or termination or non-renewal of a significant customer contract could adversely impact our results of operations, financial position and cash flows.

We may be required to make additional cash contributions to our United Kingdom defined benefit pension plan and recognize greater pension charges.

Movements in the underlying plan asset value and Projected Benefit Obligation (PBO) of our United Kingdom defined benefit pension plan are dependent on actual return on investments as well as our assumptions in respect of the discount rate, annual member mortality rates, future return on assets and future inflation. A change in any one of these assumptions could impact the plan asset value, PBO and pension charge recognized in the income statement. If future plan investment returns prove insufficient to meet future obligations, or should future obligations increase due to actuarial factors or changes in pension legislation, then we may be required to make additional cash contributions. These events could adversely impact our results of operations, financial position and cash flows.

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Our success depends on our management team and other key personnel, the loss of any of whom could disrupt our business operations.

Our future success will depend in substantial part on the continued services of our senior management. The loss of the services of one or more of our key executive personnel could affect implementation of our business plan and result in reduced profitability. Our future success also depends on the continued ability to attract, retain and motivate highly-qualified technical, sales and support staff. We cannot guarantee that we will be able to retain our key personnel or attract or retain qualified personnel in the future. If we are unsuccessful in our efforts in this regard, this could adversely impact our results of operations, financial position and cash flows.

Continuing adverse global economic conditions could materially affect our current and future businesses.

The ongoing concern about the stability of global markets generally and the strength of counterparties in particular has led many lenders and institutional investors to reduce, or cease to provide, credit to businesses and consumers. These factors have led to a substantial and continuing decrease in spending by businesses and consumers, and a corresponding decrease in global infrastructure spending which could affect our business. Global economic factors affecting our business include, but are not limited to, geopolitical instability in some markets, miles driven by passenger and commercial vehicles, legislation to control fuel quality, impact of alternative propulsion systems, consumer demand for premium personal care and cosmetic products, and oil and gas drilling and production rates. The availability, cost and terms of credit have been, and may continue to be, adversely affected by the foregoing factors and these circumstances have produced, and may in the future result in, illiquid markets and wider credit spreads, which may make it difficult or more expensive for us to obtain credit. Uncertainties in the U.S. and international markets and economies leading to a decline in business and consumer spending could adversely impact our results of operations, financial position and cash flows.

An information technology system failure may adversely affect our business.

We rely on information technology systems to transact our business. Like other global companies, we have, from time to time, experienced threats to our data and systems. Although we have implemented administrative and technical controls and take protective actions to reduce the risk of cyber incidents and protect our information technology, and we endeavor to modify such procedures as circumstances warrant, such measures may be insufficient to prevent physical and electronic break-ins, cyber-attacks or other security breaches to our computer systems. While to date we have not experienced a material cyber security breach, our systems, processes, software and network still may be vulnerable to internal or external security breaches, computer viruses, malware or other malicious code or cyber-attack, catastrophic events, power interruptions, hardware failures, fire, natural disasters, human error, system failures and disruptions, and other events that could have security consequences. Such an information technology failure or disruption could prevent us from being able to

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process transactions with our customers, operate our manufacturing facilities, and properly report those transactions in a timely manner. A significant, protracted information technology system failure may result in a material adverse effect on our results of operations, financial position and cash flows.

In 2015 we continued with the process of developing our new, company-wide, information system platform. In the fourth quarter of 2015 we have implemented the new platform at the majority of reporting units outside of the U.S.. While the majority of our businesses are now on the new platform, further implementation costs may be more than expected or the new information system may not perform as expected, either of which could adversely impact our results of operations, financial position and cash flows.

We may have additional tax liabilities.

We are subject to income and other taxes in the U.S. and other jurisdictions. Significant judgment is required in estimating our worldwide provision for income taxes. In the ordinary course of our business, there are many transactions and calculations where the ultimate tax determination is uncertain. Although we believe our tax estimates are reasonable, any final determination pursuant to tax audits and any related litigation could be materially different to what is reflected in our consolidated financial statements. Should any tax authority disagree with our estimates and determine any additional tax liabilities for us, this could adversely impact our results of operations, financial position and cash flows.

We are exposed to fluctuations in foreign currency exchange rates, which may adversely affect our results of operations.

We generate a portion of our revenues and incur some operating costs in currencies other than the U.S. dollar. In addition, the financial position and results of operations of some of our overseas subsidiaries are reported in the relevant local currency and then translated to U.S. dollars at the applicable currency exchange rate for inclusion in our consolidated financial statements. Fluctuations in these currency exchange rates affect the recorded levels of our assets and liabilities, and our results of operations.

The primary exchange rate fluctuation exposures we have are with the European Union euro, British pound sterling and Brazilian real. Exchange rates between these currencies and the U.S. dollar have fluctuated in recent years and may continue to do so. We cannot accurately predict future exchange rate variability among these currencies or relative to the U.S. dollar. While we take steps to manage currency exchange rate exposure, including entering into hedging transactions, we cannot eliminate all exposure to future exchange rate variability. These exchange risks could adversely impact our results of operations, financial position and cash flows.

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Sharp and unexpected fluctuations in the cost of our raw materials and energy could adversely affect our profit margins.

We use a variety of raw materials, chemicals and energy in our manufacturing and blending processes. Many of these raw materials are derived from petrochemical-based feedstocks which can be subject to periods of rapid and significant cost instability. These fluctuations in cost can be caused by political instability in oil producing nations and elsewhere, or other factors influencing global supply and demand of these materials, over which we have little or no control. We use long-term contracts (generally with fixed or formula-based costs) and advance bulk purchases to help ensure availability and continuity of supply, and to manage the risk of cost increases. From time to time, we have entered into hedging arrangements for certain utilities and raw materials, but do not typically enter into hedging arrangements for all raw materials, chemicals or energy costs. If the costs of raw materials, chemicals or energy increase, and we are not able to pass on these cost increases to our customers, then profit margins and cash flows from operating activities would be adversely impacted. If raw material costs increase significantly, then our need for working capital could increase. Any of these risks could adversely impact our results of operations, financial position and cash flows.

A disruption in the supply of raw materials or transportation services would have a material adverse impact on our results of operations.

Although we try to anticipate problems with supplies of raw materials or transportation services by building certain inventories of strategic importance, any significant disruption in either area could affect our ability to obtain raw materials or transportation services at affordable costs, if at all, which could adversely impact our results of operations, financial position and cash flows.

Our reliance on a small number of significant stockholders may have a material adverse impact on our stock price.

Approximately 36% of our common stock is held by five stockholders. A decision by any of these stockholders to sell all or a significant part of its holding, or a sudden or unexpected disposition of our stock, could result in a significant decline in our stock price which could in turn adversely impact our ability to access equity markets which in turn could adversely impact our results of operations, financial position and cash flows.

Failure to protect our intellectual property rights could adversely affect our future performance and cash flows.

Failure to maintain or protect our intellectual property rights may result in the loss of valuable technologies, or us having to pay other companies for infringing on their intellectual property rights. Measures taken by us to protect our intellectual property may be challenged, invalidated, circumvented or rendered unenforceable. We may also face

patent infringement claims from our competitors which may result in substantial litigation costs, claims for damages or a tarnishing of our reputation even if we are successful in defending against these

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claims, which may cause our customers to switch to our competitors. Any of these events could adversely impact our results of operations, financial position and cash flows.

Our products are subject to extensive government scrutiny and regulation.

We are subject to regulation by federal, state, local and foreign government authorities. In some cases, we need government approval of our products, manufacturing processes and facilities before we may sell certain products. Many products are required to be registered with the U.S. Environmental Protection Agency and with comparable government agencies in the European Union and elsewhere. We are also subject to ongoing reviews of our products, manufacturing processes and facilities by government authorities, and must also produce product data and comply with detailed regulatory requirements.

In order to obtain regulatory approval of certain new products we must, among other things, demonstrate that the product is appropriate and effective for its intended uses, and that we are capable of manufacturing the product in accordance with applicable regulations. This approval process can be costly, time consuming, and subject to unanticipated and significant delays. We cannot be sure that necessary approvals will be granted on a timely basis or at all. Any delay in obtaining, or any failure to obtain or maintain, these approvals would adversely affect our ability to introduce new products and to generate income from those products. New or stricter laws and regulations may be introduced that could result in additional compliance costs and prevent or inhibit the development, manufacture, distribution and sale of our products. Such outcomes could adversely impact our results of operations, financial position and cash flows.

Legal proceedings and other claims could impose substantial costs on us.

We are from time to time involved in legal proceedings that result from, and are incidental to, the conduct of our business, including employee and product liability claims. Although we maintain insurance to protect us against a variety of claims, if our insurance coverage is not adequate to cover such claims, then our results of operations, financial position and cash flows could be adversely affected if we are required to pay directly for such liabilities.

Environmental liabilities and compliance costs could have a substantial adverse impact on our results of operations.

We operate a number of manufacturing sites and are subject to extensive federal, state, local and foreign environmental, health and safety laws and regulations, including those relating to emissions to the air, discharges to land and water, and the generation, handling, treatment and disposal of hazardous waste and other materials on these sites. We operate under numerous environmental permits and licenses, many of which require periodic notification

and renewal, which is not automatic. New or stricter laws and regulations could increase our compliance burden or costs and adversely affect our ability to develop, manufacture, blend, market and supply products.

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Our operations, and the operations of prior owners of our sites, pose the risk of environmental contamination which may result in fines or criminal sanctions being imposed or require significant amounts in remediation payments.

We anticipate that certain manufacturing sites may cease production over time and on closure, will require safely decommissioning and some environmental remediation. The extent of our obligations will depend on the future use of the sites that are affected and the environmental laws in effect at the time. We currently have made a decommissioning and remediation provision in our consolidated financial statements based on current known obligations, anticipated plans for sites and existing environmental laws. If there were to be unexpected or unknown contamination at these sites, or future plans for the sites or environmental laws change, then current provisions may prove inadequate, which could adversely impact our results of operations, financial position and cash flows.

The inability of counterparties to meet their contractual obligations could have a substantial adverse impact on our results of operations.

We sell products to oil companies, oil and gas exploration and production companies and chemical companies throughout the world. Credit limits, ongoing credit evaluation and account monitoring procedures are used to minimize bad debt risk. Collateral is not generally required. We have in place a credit facility with a syndicate of banks. From time to time, we use derivatives, including interest rate swaps, commodity swaps and foreign currency forward exchange contracts, in the normal course of business to manage market risks. We enter into derivative instruments with a diversified group of major financial institutions in order to manage the exposure to non-performance of such instruments.

We remain subject to market and credit risks including the ability of counterparties to meet their contractual obligations and the potential non-performance of counterparties to deliver contracted commodities or services at the contracted price. The inability of counterparties to meet their contractual obligations could have an adverse impact on our results of operations, financial position and cash flows.

The terms of our credit facility may restrict our ability to incur additional indebtedness or to otherwise expand our business.

Our revolving credit facility contains restrictive clauses which may limit our activities, and operational and financial flexibility. We may not be able to borrow under the credit facility if an event of default under the terms of the facility occurs. An event of default under the credit facility includes a material adverse change to our assets, operations or financial condition, and certain other events. The credit facility also contains a number of restrictions that limit our ability, among other things, and subject to certain limited exceptions, to incur additional indebtedness, pledge our assets as security, guarantee obligations of third parties, make investments, undergo a merger or consolidation, dispose of assets or materially change our line of business.

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In addition, the credit facility requires us to meet certain financial ratios, including ratios based on net debt to EBITDA and net interest expense to EBITDA. Net debt, net interest expense and EBITDA are non-GAAP measures of liquidity defined in the credit facility. Our ability to meet these financial covenants depends upon the future successful operating performance of the business. If we fail to comply with financial covenants, we would be in default under the credit facility and the maturity of our outstanding debt could be accelerated unless we were able to obtain waivers from our lenders. If we were found to be in default under the credit facility, it could adversely impact our results of operations, financial position and cash flows.

Our business is subject to the risk of manufacturing disruptions, the occurrence of which would adversely affect our results of operations.

We are subject to hazards which are common to chemical manufacturing, blending, storage, handling and transportation. These hazards include fires, explosions, remediation, chemical spills and the release or discharge of toxic or hazardous substances together with the more generic risks of labor strikes or slowdowns, mechanical failure in scheduled downtime, extreme weather or transportation interruptions. These hazards could result in loss of life, property damage, environmental contamination and temporary or permanent manufacturing cessation. Any of these factors could adversely impact our results of operations, financial position and cash flows.

Domestic or international natural disasters or terrorist attacks may disrupt our operations, decrease the demand for our products or otherwise have an adverse impact on our business.

Chemical related assets, and U.S. corporations such as us, may be at greater risk of future terrorist attacks than other possible targets in the U.S., the United Kingdom and throughout the world. Extraordinary events such as natural disasters may negatively affect local economies, including those of our customers or suppliers. The occurrence of such events cannot be predicted, but they can adversely impact economic conditions in general and in our specific markets. The resulting damage from such events could include loss of life, property damage or site closure. Any of these matters could adversely impact our results of operations, financial position and cash flows.

Item 1B Unresolved Staff Comments

None.

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A summary of the Company's principal properties is shown in the following table. Each of these properties is owned by the Company except where otherwise noted:

<i>Location</i>	<i>Reporting Segment</i>	<i>Operations</i>
Englewood, Colorado ⁽¹⁾	Fuel Specialties and Performance Chemicals	Corporate Headquarters Business Teams
Newark, Delaware ⁽¹⁾	Fuel Specialties	Sales/Administration Research & Development
High Point, North Carolina	Performance Chemicals	Manufacturing/Administration
Salisbury, North Carolina	Performance Chemicals	Research & Development Manufacturing/Administration
Crowley, Louisiana ⁽¹⁾	Fuel Specialties	Research & Development Sales/Manufacturing/Administration
Chatsworth, California ⁽¹⁾	Performance Chemicals	Sales/Manufacturing/Administration
Oklahoma City, Oklahoma	Fuel Specialties	Sales/Manufacturing/Administration
Midland, Texas	Fuel Specialties	Sales/Manufacturing/Administration
Pleasanton, Texas	Fuel Specialties	Sales/Manufacturing/Administration
The Woodlands, Houston, Texas ⁽¹⁾	Fuel Specialties	Sales/Administration/Laboratory
Williston, North Dakota	Fuel Specialties	Warehouse/Sales
Casper, Wyoming ⁽¹⁾	Fuel Specialties	Warehouse
Lovington, New Mexico ⁽¹⁾	Fuel Specialties	Warehouse
Brazos County, Texas ⁽¹⁾	Fuel Specialties	Warehouse/Distribution
Ellesmere Port, United Kingdom	Fuel Specialties, Performance Chemicals and Octane Additives	European Headquarters Business Teams
		Sales/Manufacturing/Administration
		Research & Development
Singapore ⁽¹⁾	Fuel Specialties and Performance Chemicals	Fuel Technology Center Asia-Pacific Headquarters Business Teams
		Sales/Administration Sales/Manufacturing/Administration
Herne, Germany ⁽¹⁾	Fuel Specialties	Research & Development Sales/Manufacturing/Administration
Leuna, Germany	Fuel Specialties and Performance Chemicals	Research & Development Sales/Manufacturing/Administration
Vernon, France	Fuel Specialties	Research & Development Sales/Manufacturing/Administration

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Milan, Italy ⁽¹⁾	Fuel Specialties and Performance Chemicals	Research & Development
Zug, Switzerland ⁽¹⁾	Octane Additives	Sales/Administration
Moscow, Russia ⁽¹⁾	Fuel Specialties	Sales/Administration
Rio de Janeiro, Brazil ⁽¹⁾	Fuel Specialties and Performance Chemicals	Sales/Administration

(1) Leased property

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Manufacturing Capacity

We believe that our plants and supply agreements are sufficient to meet current sales levels. Operating rates of the plants are generally flexible and varied with product mix and normal sales swings. We believe that all of our facilities are maintained to appropriate levels and in good operating condition though there remains an ongoing need for capital investment.

Item 3 Legal Proceedings

Legal matters

While we are involved from time to time in claims and legal proceedings that result from, and are incidental to, the conduct of our business including business and commercial litigation, employee and product liability claims, there are no material pending legal proceedings to which the Company or any of its subsidiaries is a party, or of which any of their property is subject. It is possible, however, that an adverse resolution of an unexpectedly large number of such individual claims or proceedings could in the aggregate have a material adverse effect on results of operations for a particular year or quarter.

Item 4 Mine Safety Disclosures

Not applicable.

Table of Contents**PART II****Item 5 Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities****Market Information and Holders**

The Company's common stock is listed on the NASDAQ under the symbol IOSP. As of February 11, 2016 there were 939 registered holders of the common stock. The following table shows the closing high and low prices of our common stock for each of the last eight quarters:

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
2015				
High	\$ 46.54	\$ 46.48	\$ 49.64	\$ 58.70
Low	\$ 39.47	\$ 42.88	\$ 41.35	\$ 47.99
2014				
High	\$ 46.03	\$ 45.85	\$ 43.13	\$ 45.57
Low	\$ 41.01	\$ 41.10	\$ 35.90	\$ 35.55

Dividends

The Company declared the following cash dividends for the year ended December 31, 2015:

Date declared	Stockholders of Record	Date Paid	Amount per share
November 3, 2015	November 16, 2015	November 25, 2015	\$ 0.31
May 5, 2015	May 18, 2015	May 27, 2015	\$ 0.30

The Company declared the following cash dividends for the year ended December 31, 2014:

Date declared	Stockholders of Record	Date Paid	Amount per share
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November 3, 2014	November 17, 2014	November 26, 2014	\$ 0.28
May 5, 2014	May 19, 2014	May 28, 2014	\$ 0.27

There are no restrictions on our ability to declare dividends and the Company is allowed to repurchase its own common stock as long as we are in compliance with the financial covenants in the Company's credit facility.

Unregistered Sales of Equity Securities

There were no unregistered sales of equity securities during the fourth quarter of 2015.

Issuer Purchases of Equity Securities

During 2015 the Company repurchased 309,697 of our common stock at a cost of \$14.0 million, which completed the authorized share repurchase program announced on May 12, 2014. During the quarter ended December 31, 2015, there were no share repurchases made by the Company.

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On November 3, 2015 the Company announced that its board of directors had authorized a new share repurchase program which targets to repurchase up to \$90 million of common stock over the next three years.

The Company has authorized securities for issuance under equity compensation plans. The information contained in the table under the heading "Equity Compensation Plans" in the Proxy Statement is incorporated herein by reference. The current limit for the total amount of shares which can be issued or awarded under the Company's five stock option plans is 2,640,000.

Table of Contents**Stock Price Performance Graph**

The graph below compares the cumulative total return to stockholders on the common stock of the Corporation, S&P 500 Index, NASDAQ Composite Index and Russell 2000 Index since December 31, 2010, assuming a \$100 investment and the re-investment of any dividends thereafter.

Value of \$100 Investment made December 31, 2010*

	2010	2011	2012	2013	2014	2015
Innospec Inc.	100.00	137.60	178.87	242.30	226.73	291.62
S&P 500 Index	100.00	100.00	113.40	146.97	163.71	162.52
NASDAQ Composite Index	100.00	98.20	113.82	157.44	178.53	188.75
Russell 2000 Index	100.00	94.55	108.38	148.49	153.73	144.95

* Excludes purchase commissions.

Table of Contents**Item 6 Selected Financial Data****FINANCIAL HIGHLIGHTS****(in millions, except financial ratios, share and per share data)**

	2015	2014	2013	2012	2011
Summary of performance:					
Net sales	\$ 1,012.3	\$ 960.9	\$ 818.8	\$ 776.4	\$ 774.4
Operating income	156.3	112.5	90.6	96.5	47.2
Income before income taxes	152.3	110.9	92.8	93.3	50.2
Income taxes	(32.8)	(26.8)	(15.0)	(26.4)	(3.1)
Net income	119.5	84.1	77.8	66.9	47.1
Net income attributable to Innospec Inc.	119.5	84.1	77.8	66.9	47.1
Net cash provided by operating activities	117.7	106.3	61.3	61.3	34.7
Financial position at year end:					
Total assets	1,030.0	999.9	794.7	579.4	568.8
Long-term debt including finance leases (including current portion)	136.1	141.6	148.0	30.0	35.0
Cash, cash equivalents, and short-term investments	141.7	46.3	86.8	27.5	81.0
Total equity	\$ 605.3	\$ 515.9	\$ 409.4	\$ 317.0	\$ 343.1
Financial ratios:					
Net income attributable to Innospec Inc. as a percentage of sales	11.8	8.8	9.5	8.6	6.1
Effective tax rate as a percentage ⁽¹⁾	21.5	24.2	16.2	28.3	6.2
Current ratio ⁽²⁾	2.2	1.9	2.6	2.0	2.2
Share data:					
Earnings per share attributable to Innospec Inc.					
Basic	\$ 4.96	\$ 3.45	\$ 3.29	\$ 2.89	\$ 2.00
Diluted	\$ 4.86	\$ 3.38	\$ 3.22	\$ 2.81	\$ 1.92
Dividend paid per share	\$ 0.61	\$ 0.55	\$ 0.50	\$ 2.00	\$ 0.00
Shares outstanding (basic, thousands)					
At year end	24,101	24,291	24,347	23,332	23,047
Average during year	24,107	24,391	23,651	23,187	23,568
Closing stock price					
High	\$ 58.70	\$ 46.03	\$ 48.71	\$ 34.49	\$ 37.66
Low	\$ 39.47	\$ 35.55	\$ 35.27	\$ 25.56	\$ 19.16
At year end	\$ 54.31	\$ 42.70	\$ 46.22	\$ 34.49	\$ 28.07

(1) The effective tax rate is calculated as income taxes as a percentage of income before income taxes.

(2) Current ratio is defined as current assets divided by current liabilities.

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(in millions, except per share data)	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
2015				
Net sales	\$ 269.2	\$ 242.9	\$ 254.2	\$ 246.0
Gross profit	81.8	87.5	90.4	86.3
Operating income	23.4	57.4	41.2	34.3
Net income ⁽¹⁾	17.9	34.5	35.6	31.5
Net cash provided by operating activities	\$ 18.2	\$ 36.9	\$ 35.5	\$ 27.1
Per common share:				
Earnings basic	\$ 0.74	\$ 1.43	\$ 1.48	\$ 1.31
diluted	\$ 0.72	\$ 1.40	\$ 1.45	\$ 1.28
2014				
Net sales	\$ 220.7	\$ 221.3	\$ 228.2	\$ 290.7
Gross profit	65.7	68.6	73.6	94.1
Operating income	18.0	25.3	25.2	44.0
Net income ⁽²⁾	16.9	18.5	20.8	27.9
Net cash provided by operating activities	\$ 20.9	\$ 12.9	\$ 25.2	\$ 47.3
Per common share:				
Earnings basic	\$ 0.69	\$ 0.76	\$ 0.85	\$ 1.14
diluted	\$ 0.69	\$ 0.75	\$ 0.83	\$ 1.11

NOTES

- (1) Special items, before tax except for the adjustment of unrecognized tax benefits, during the year ended December 31, 2015 comprised the following:

(in millions)	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
2015				
Adjustment to fair value of contingent consideration	\$ 3.5	\$ (26.6)	\$ (8.5)	\$ (9.1)
Amortization of acquired intangible assets	4.3	4.3	4.3	4.3
Fair value acquisition accounting related to inventory valuation	0.0	0.0	0.0	3.7
Adjustment of unrecognized tax benefits	0.1	0.0	(2.7)	0.3
Profit on disposal of subsidiary	0.0	0.0	(1.6)	0.0
Foreign currency exchange gains/(losses)	\$ (1.5)	\$ 4.7	\$ (1.2)	\$ (2.0)

- (2) Special items, before tax except for the adjustment of unrecognized tax benefits, during the year ended December 31, 2014 comprised the following:

(in millions)	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
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2014

Adjustment to fair value of contingent consideration	\$ 0.0	\$ 0.0	\$ 0.0	\$ 1.9
Amortization of acquired intangible assets	3.5	3.4	3.0	4.1
Foreign currency exchange gains/(losses)	1.9	(0.8)	1.0	(0.4)
Adjustment of unrecognized tax benefits	2.2	0.0	1.8	(2.0)
Acquisition-related costs	\$ 0.0	\$ 0.0	\$ (1.3)	\$ (0.5)

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Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations

This discussion should be read in conjunction with our consolidated financial statements and the notes thereto.

EXECUTIVE OVERVIEW

Our business performance in 2015 grew in line with our expectations, as we delivered on our strategy to maintain our oilfield services business against the current challenging market conditions. Sales in our growth businesses of Fuel Specialties and Personal Care reflected the strength of our product portfolio and research and development pipeline in these markets. Our Fuel Specialties segment also includes our AvTel product line, which comprises sales of TEL for use in the piston engine aviation market. Innospec has made a commitment to manufacture and supply AvTel to the aviation industry until a suitable unleaded additive or fuel is found. We anticipate that this product line will decline when an unleaded substitute is identified.

Our Octane Additives segment performance was in line with the final stages of transition to unleaded gasoline in the automotive market.

We have managed our investments in capital equipment, working capital and the recruitment of additional skilled personnel in line with these market factors. Our capital program and expenses during 2015 included the continued investment in a new information system platform, which we expect to add value to our business in future years. During 2015 we completed the integration of our Independence Oilfield Chemicals LLC business (Independence), to further build out our presence in this market.

CRITICAL ACCOUNTING ESTIMATES

Note 2 of the Notes to the Consolidated Financial Statements includes a summary of the significant accounting policies and methods used in the preparation of the consolidated financial statements.

Business combinations

The acquisition method of accounting requires that we recognize the assets acquired and liabilities assumed at their acquisition date fair values. Goodwill is measured as the excess of consideration transferred over the acquisition date

net fair values of the assets acquired and the liabilities assumed.

The measurement of the fair values of assets acquired and liabilities assumed requires considerable judgment. Although independent appraisals may be used to assist in the determination of the fair values of certain assets and liabilities, those determinations are usually based on significant estimates provided by management, such as forecast revenue or profit. In determining the fair value of intangible assets, an income approach is generally used and may incorporate the use of a discounted cash flow method. In applying the discounted

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cash flow method, the estimated future cash flows and residual values for each intangible asset are discounted to a present value using a discount rate appropriate to the business being acquired. These cash flow projections are based on management's estimates of economic and market conditions including revenue growth rates, operating margins, capital expenditures and working capital requirements.

While we use our best estimates and assumptions as part of the process to value assets acquired and liabilities assumed at the acquisition date and contingent consideration at each balance sheet reporting date, our estimates are inherently uncertain and subject to refinement. During the measurement period, which occurs before finalization of the purchase price allocation, changes in assumptions and estimates that result in adjustments to the fair values of assets acquired and liabilities assumed will have a corresponding offset to goodwill. Subsequent adjustments will impact our consolidated statements of income.

Contingencies

We are subject to legal, regulatory and other proceedings and claims. The Company discloses information concerning contingent liabilities in respect of these claims and proceedings for which an unfavorable outcome is more than remote and the potential loss could materially impact our results of operations, financial position and cash flows. We recognize within selling, general and administrative expenses liabilities for these claims and proceedings when it is probable that the Company has incurred a loss based on an unfavorable outcome and the amount of the loss can be reasonably estimated and we endeavor to fairly present, in conjunction with the disclosures of these matters in our consolidated financial statements, management's view of our exposure. We review outstanding claims and proceedings with external counsel as appropriate to assess probability and estimates of loss. When the reasonable estimate is a range, the recognized liability will be the best estimate within the range. If no amount in the range is a better estimate than any other amount then the minimum amount of the range will be recognized.

We re-evaluate our assessments each quarter or as new and significant information becomes available. The actual cost of ultimately resolving a claim or proceeding may be significantly different from the amount of the recognized liability. In addition, because it is not permissible to recognize a liability until the loss is both probable and estimable, in some cases there may be insufficient time to recognize a liability prior to the actual incurrence of the loss (upon verdict and judgment at trial, for example, or in the case of a quickly negotiated settlement).

Environmental Liabilities

Remediation provisions at December 31, 2015 amounted to \$37.7 million and relate principally to our Ellesmere Port site in the United Kingdom. We recognize environmental liabilities when they are probable and costs can be reasonably estimated, and asset retirement obligations when there is a legal obligation and costs can be reasonably estimated. The Company has to anticipate the program of work required and the associated future expected costs, and

comply with environmental legislation in the countries in which it operates or has

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operated in. The Company views the costs of vacating our Ellesmere Port site as contingent upon if and when it vacates the site because there is no present intention to do so.

Pensions

The Company maintains a defined benefit pension plan covering a number of its current and former employees in the United Kingdom. The Company also has other much smaller pension arrangements in the U.S. and overseas, but the obligations under those plans are not material. The United Kingdom plan is closed to future service accrual, but has a large number of deferred and current pensioners.

Movements in the underlying plan asset value and Projected Benefit Obligation (PBO) are dependent on actual return on investments as well as our assumptions in respect of the discount rate, annual member mortality rates, future return on assets and future inflation. A change in any one of these assumptions could impact the plan asset value, PBO and pension charge recognized in the income statement. Such changes could adversely impact our results of operations and financial position. For example, a 0.25% change in the discount rate assumption would change the PBO by approximately \$24 million while the net pension credit for 2016 would be unchanged. A 0.25% change in the level of price inflation assumption would change the PBO by approximately \$17 million and the net pension credit for 2016 would change by approximately \$0.1 million.

Further information is provided in Note 9 of the Notes to the Consolidated Financial Statements.

Deferred Tax and Uncertain Income Tax Positions

As at December 31, 2015, no deferred taxes have been provided for on the unremitted earnings of our overseas subsidiaries as any tax basis differences relating to investments in these overseas subsidiaries are considered to be permanent in duration. We have no current intention to repatriate past or future earnings of our overseas subsidiaries and consider that these earnings have been reinvested overseas. If circumstances were to change that would cause these earnings to be repatriated an additional U.S. tax liability could be incurred, and we continue to monitor this position.

The calculation of our tax liabilities involves evaluating uncertainties in the application of complex tax regulations. We recognize liabilities for anticipated tax audit issues based on our estimate of whether, and the extent to which, additional taxes will be required. If we ultimately determine that payment of these amounts is unnecessary, we reverse the liability and recognize a tax benefit during the period in which we determine that the liability is no longer necessary.

We also recognize tax benefits to the extent that it is more likely than not that our positions will be sustained, based on technical merits, when challenged by the taxing authorities. To the extent that we prevail in matters for which liabilities have been established, or are required to pay amounts in excess of our liabilities, our effective tax rate in a given period may be

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materially affected. An unfavorable tax settlement may require cash payments and result in an increase in our effective tax rate in the year of resolution. A favorable tax settlement may be recognized as a reduction in our effective tax rate in the year of resolution. We report interest and penalties related to uncertain income tax positions as income taxes. For additional information regarding uncertain income tax positions see Note 10 of the Notes to the Consolidated Financial Statements.

Goodwill

The Company's reporting units, the level at which goodwill is assessed for potential impairment, are consistent with the reportable segments. The components in each segment (including products, markets and competitors) have similar economic characteristics and the segments, therefore, reflect the lowest level at which operations and cash flows can be sufficiently distinguished, operationally and for financial reporting purposes, from the rest of the Company.

Initially The Company performs a qualitative assessment to determine whether it is more likely than not that the fair value of a segment is less than the carrying amount prior to performing the two-step goodwill impairment test. If a two-step test is required we assess the fair value based on projected post-tax cash flows discounted at the Company's weighted average cost of capital.

As at December 31, 2015 we had \$228.3 million and \$39.1 million of goodwill relating to our Fuel Specialties and Performance Chemicals segments, respectively. Our impairment assessment concluded that there had been no impairment of goodwill in respect of those reporting segments.

While we believe our assumptions for impairment assessments are reasonable, they are subjective judgments, and it is possible that variations in any of the assumptions may result in materially different calculations of any potential impairment charges.

Property, Plant and Equipment and Other Intangible Assets (Net of Amortization)

As at December 31, 2015 we had \$76.0 million of property, plant and equipment and \$168.7 million of other intangible assets (net of amortization), that are discussed in Notes 6 and 8 of the Notes to the Consolidated Financial Statements, respectively. These long-lived assets relate to all of our reporting segments and are being amortized or depreciated straight-line over periods of up to 17 years in respect of the other intangible assets and up to 25 years in respect of the property, plant and equipment.

We continually assess the markets and products related to these long-lived assets, as well as their specific carrying values, and have concluded that these carrying values, and amortization and depreciation periods, remain appropriate.

We also test these long-lived assets for any potential impairment when events occur or circumstances change which suggests that impairment may have occurred. These types of events or changes in circumstances could include, but are not limited to:

introduction of new products with enhanced features by our competitors;

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loss of, material reduction in purchases by, or non-renewal of a contract by, a significant customer;

prolonged decline in business or consumer spending;

sharp and unexpected rise in raw material, chemical or energy costs; and

new laws or regulations inhibiting the development, manufacture, distribution or sale of our products.

In order to facilitate this testing the Company groups together assets at the lowest possible level for which cash flow information is available. Undiscounted future cash flows expected to result from the asset groups are compared with the carrying value of the assets and, if such cash flows are lower, an impairment loss may be recognized. The amount of the impairment loss is the difference between the fair value and the carrying value of the assets. Fair values are determined using post-tax cash flows discounted at the Company's weighted average cost of capital. If events occur or circumstances change it may cause a reduction in periods over which these long-lived assets are amortized or depreciated, or result in a non-cash impairment of a portion of their carrying value. A reduction in amortization or depreciation periods would have no effect on cash flows.

In 2015 we continued with the process of developing a new, company-wide, information system platform. The platform provider is well established in the market. The implementation is a phased, risk-managed, site deployment and follows a multistage user acceptance program with the existing platform providing a fallback position. In the fourth quarter of 2015 we have implemented the new platform at the majority of reporting units outside of the U.S. which combined with the initial deployment in 2013 means the majority of our businesses are now operating with the new platform. Internally developed software and other costs capitalized at December 31, 2015 were \$36.4 million (2014 \$27.8 million). An amortization expense of \$4.0 million was recognized in 2015 (2014 \$3.8 million) in selling, general and administrative expenses.

Table of Contents**RESULTS OF OPERATIONS**

The following table provides operating income by reporting segment:

(in millions)	2015	2014	2013
Net sales:			
Fuel Specialties	\$ 758.3	\$ 682.2	\$ 567.4
Performance Chemicals	194.5	223.5	192.4
Octane Additives	59.5	55.2	59.0
	\$ 1,012.3	\$ 960.9	\$ 818.8
Gross profit:			
Fuel Specialties	\$ 265.1	\$ 219.0	\$ 181.1
Performance Chemicals	52.4	54.4	46.3
Octane Additives	28.5	28.6	27.8
	\$ 346.0	\$ 302.0	\$ 255.2
Operating income:			
Fuel Specialties	\$ 103.9	\$ 104.4	\$ 92.7
Performance Chemicals	23.5	25.6	23.6
Octane Additives	24.7	22.6	21.5
Pension credit/(charge)	0.2	(3.3)	(2.3)
Corporate costs	(38.3)	(38.7)	(43.6)
Adjustment to fair value of contingent consideration	40.7	1.9	0.0
Profit on disposal of subsidiary	1.6	0.0	0.0
Impairment of Octane Additives segment goodwill	0.0	0.0	(1.3)
Total operating income	\$ 156.3	\$ 112.5	\$ 90.6

Table of Contents**Results of Operations Fiscal 2015 compared to Fiscal 2014:**

(in millions, except ratios)	2015	2014	Change	
Net sales:				
Fuel Specialties	\$ 758.3	\$ 682.2	\$ 76.1	+11%
Performance Chemicals	194.5	223.5	(29.0)	-13%
Octane Additives	59.5	55.2	4.3	+8%
	\$ 1,012.3	\$ 960.9	\$ 51.4	+5%
Gross profit:				
Fuel Specialties	\$ 265.1	\$ 219.0	\$ 46.1	+21%
Performance Chemicals	52.4	54.4	(2.0)	-4%
Octane Additives	28.5	28.6	(0.1)	0%
	\$ 346.0	\$ 302.0	\$ 44.0	+15%
Gross margin (%):				
Fuel Specialties	35.0	32.1	+2.9	
Performance Chemicals	26.9	24.3	+2.6	
Octane Additives	47.9	51.8	-3.9	
Aggregate	34.2	31.4	+2.8	
Operating expenses:				
Fuel Specialties	\$ (161.2)	\$ (114.6)	\$ (46.6)	+41%
Performance Chemicals	(28.9)	(28.8)	(0.1)	0%
Octane Additives	(3.8)	(6.0)	2.2	-37%
Pension credit/(charge)	0.2	(3.3)	3.5	n/a
Corporate costs	(38.3)	(38.7)	0.4	-1%
Adjustment to fair value of contingent consideration	40.7	1.9	38.8	n/a
Profit on disposal of subsidiary	1.6	0.0	1.6	n/a
	\$ (189.7)	\$ (189.5)	\$ (0.2)	0%

Fuel Specialties

Net sales: the table below details the components which comprise the year on year change in net sales spread across the markets in which we operate:

Change (%)	Americas	EMEA	ASPAC	AvTel	Total
Volume	-10	+16	+3	-26	-1
Acquisitions	+39	0	0	0	+20

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Price and product mix	-3	-6	-5	+20	-3
Exchange rates	0	-16	-2	0	-5
	+26	-6	-4	-6	+11

Excluding oilfield services, revenues in the Americas were 2% higher than the prior year as a result of increased volumes. Oilfield services saw a decline in revenues year over year after

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excluding the acquisition of Independence, which generated additional sales compared to the prior year. EMEA volumes increased from the prior year driven by a strong performance in our core markets. Volumes were higher in ASPAC driven by higher demand in the first quarter. An adverse price and product mix in EMEA and ASPAC negatively impacted revenues primarily due to sales of lower margin products compared to the prior year. AvTel volumes were lower than the prior year due to the timing of shipments to customers as opposed to any change in the long-term outlook for that market, with an improved price and product mix. EMEA and ASPAC were adversely impacted by exchange rate movements year over year, driven primarily by a weakening of the European Union euro and the British pound sterling against the U.S. dollar.

Gross margin: the year on year increase of 2.9 percentage points primarily reflected the higher margins achieved in the Americas, including our oilfield services businesses, together with the higher margin contribution from AvTel and the positive effect of weaker exchange rates versus the U.S. dollar on our cost base.

Operating expenses: the year on year increase of 41%, or \$46.6 million, was due to \$39.4 million of additional costs for the Independence business; partly offset by a \$3.9 million decrease in expenses within our other oilfield businesses; together with a \$13.4 million increase in selling and technical support expenses primarily related to increased sales volumes in the Americas, excluding oilfield services; and a \$2.3 million decrease in other expenses primarily due to favorable exchange rates in EMEA and ASPAC resulting from a weakening of the European Union euro and the British pound sterling against the U.S. dollar.

Performance Chemicals

Net sales: the table below details the components which comprise the year on year change in net sales spread across the markets in which we operate:

Change (%)	Americas	EMEA	ASPAC	Aroma Chemicals	Total
Volume	+11	+23	-6	0	+10
Disposals	0	0	0	-15	-15
Price and product mix	-3	-8	+5	0	-3
Exchange rates	0	-17	-6	0	-5
	+8	-2	-7	-15	-13

Volumes were higher in the Americas and EMEA, primarily due to increased Personal Care volumes, partly offset by adverse pricing pressures affecting the price and product mix. ASPAC saw lower volumes partly offset by a favorable price and product mix. A weakening of the European Union euro and the British pound sterling against the U.S. dollar resulted in an adverse exchange variance for EMEA and ASPAC. The disposal of our Aroma Chemicals business has

been excluded from the market analysis above and included as one variance for the segment total.

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Gross margin: the year on year increase of 2.6 percentage points was primarily driven by a greater proportion of sales from our higher margin Personal Care business, partly resulting from the disposal of our Aroma Chemicals business at the start of the third quarter.

Operating expenses: the year on year increase of \$0.1 million was due to \$0.8 million higher research and development costs and \$0.4 million of additional headcount to support our Personal Care growth, partly offset by a \$1.1 million reduction due to the disposal of our Aroma Chemicals business.

Octane Additives

Net sales: the year on year increase of \$4.3 million was primarily due to the timing of demand with our one remaining refinery customer.

Gross margin: the year on year decrease of 3.9 percentage points is primarily driven by the timing and efficiency of production for our one remaining refinery customer.

Operating expenses: the year on year decrease of \$2.2 million was due to the continuing efficient management of the cost base.

Other Income Statement Captions

Pension credit/(charge): is non-cash, and was a \$0.2 million net credit in 2015 compared to \$3.3 million net charge in 2014, primarily driven by lower interest cost on the projected benefit obligation.

Corporate costs: the year on year decrease of \$0.4 million, related to \$1.1 million lower legal, professional and other expenses in 2015; \$1.8 million non-recurring professional costs in 2014 related to the acquisition of our Independence business; \$1.4 million lower insurance claims due to non-recurring charges in 2014 relating to self-insured incidents; which were partly offset by \$3.1 million higher personnel-related compensation, including higher accruals for share-based compensation; and the net \$0.8 million release of a severance provision in 2014.

Adjustment to fair value of contingent consideration: the credit of \$40.7 million relates to an adjustment of the carrying value of our liability for contingent consideration related to our Independence acquisition of \$51.4 million,

partly offset by the accretion charge of \$10.7 million. The carrying value of the contingent consideration is based on the estimated EBITDA and free cash flow generated by the Independence business through the period to October 31, 2016. The contingent consideration payable is based on management's latest forecasts of the business and on the current trading performance. The results of the business are particularly sensitive to the level of exploration, development and production activity of our customers in the oil and gas sector, this is directly affected by trends in oil prices.

Profit on disposal of subsidiary: The disposal of our Aroma Chemicals business generated a profit on disposal of \$1.6 million in the third quarter.

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Other net income/(expense): other net expense of \$0.0 million primarily related to \$1.4 million of losses on translation of net assets denominated in non-functional currencies in our European businesses, offset by gains of \$1.4 million on foreign currency forward exchange contracts. In 2014, other net income of \$1.8 million primarily related to net gains of \$3.4 million on foreign currency forward exchange contracts, partly offset by \$1.6 million of losses on translation of net assets denominated in non-functional currencies in our European businesses.

Interest expense, net: was \$4.0 million in 2015 and \$3.4 million in 2014, being primarily driven by higher borrowing in 2015 resulting from the funding required for the acquisition of our Independence business in the fourth quarter of 2014.

Income taxes: the effective tax rate was 21.5% and 24.2% in 2015 and 2014, respectively. The effective tax rate, once adjusted for changes to the fair value of contingent consideration, adjustments to income tax positions and the tax impact of other discrete items, was 20.1% in 2015 compared with 24.9% in 2014. The Company believes that this adjusted effective tax rate, a non-GAAP financial measure, provides useful information to investors and may assist them in evaluating the Company's underlying performance and identifying operating trends. In addition, management uses this non-GAAP financial measure internally to evaluate the performance of the Company's operations and for planning and forecasting in subsequent periods.

(in millions, except ratios)	2015	2014
Income before income taxes	\$ 152.3	\$ 110.9
Adjustment to fair value of contingent consideration	(40.7)	0.0
Adjustment to acquisition accounting for inventory fair valuation	3.7	0.0
Profit on disposal of subsidiary	(1.6)	0.0
	\$ 113.7	\$ 110.9
Income taxes	\$ 32.8	\$ 26.8
Add back adjustment of income tax provisions	2.3	6.8
Add back tax on adjustments to fair value of contingent consideration	(15.5)	0.0
Add back other discrete items	3.2	(6.0)
	\$ 22.8	\$ 27.6
GAAP effective tax rate	21.5%	24.2%
Adjusted effective tax rate	20.1%	24.9%

In addition to those mentioned above, the following factors had a significant impact on the Company's effective tax rate as compared to the U.S. federal income tax rate of 35%:

(in millions)	2015	2014
Foreign tax rate differential	\$ (14.5)	\$ (16.2)
Foreign income inclusions	2.7	6.0
Deferred tax credit from United Kingdom income tax rate reduction on pensions	\$ (1.1)	\$ 0.0

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The impact on the effective tax rate from profits earned in foreign jurisdictions with lower tax rates varies as the geographical mix of the Company's profits changes year on year. In 2015, the Company's income tax expense benefited to a lesser degree from a proportion of its overall profits arising in Switzerland than in 2014. This resulted in a \$7.5 million benefit in Switzerland (2014 \$9.4 million). In addition, there was a \$6.8 million benefit in relation to the United Kingdom (2014 \$7.9 million) and a \$0.3 million benefit in relation to Germany (2014 \$0.4 million), offset by a \$0.1 million reduction in other jurisdictions.

Foreign income inclusions arise each year from certain types of income earned overseas being taxable under U.S. tax regulations. These types of income include Subpart F income, principally from foreign based company sales in the United Kingdom, including the associated Section 78 tax gross up, and also from the income earned by certain overseas subsidiaries taxable under the U.S. tax regime. In 2015, Subpart F income and the associated Section 78 gross up resulted in U.S. taxation of \$4.7 million (2014 \$5.0 million). Certain overseas subsidiaries taxable under the U.S. tax regime incurred losses of \$0.2 million (2014 \$2.1 million income).

Foreign tax credits can fully or partially offset these incremental U.S. taxes from foreign income inclusions. The utilization of foreign tax credits varies year on year as this is dependent on a number of variable factors which are difficult to predict and may in certain years prevent any offset of foreign tax credits. In total, \$4.7 million of foreign tax credits were utilized during 2015 to offset the incremental U.S. taxes arising from foreign income inclusions in the year (2014 \$4.8 million). Of this balance, \$2.4 million of foreign tax credit carry forwards from earlier years was utilized (2014 \$3.6 million). As at December 31, 2015, the Company has utilized all foreign tax credit carry forwards from earlier years.

The United Kingdom's 1% reduction in the corporation tax rate from 20% to 19% from April 2017 and subsequent reduction from 19% to 18% in April 2020, enacted in November 2015, resulted in a deferred tax credit of \$1.1 million in the fourth quarter of 2015 in relation to the deferred tax position of the United Kingdom defined benefit pension plan.

Further details are given in Note 10 of the Notes to the Consolidated Financial Statements.

Table of Contents**Results of Operations Fiscal 2014 compared to Fiscal 2013:**

(in millions, except ratios)	2014	2013	Change	
Net sales:				
Fuel Specialties	\$ 682.2	\$ 567.4	\$ 114.8	+20%
Performance Chemicals	223.5	192.4	31.1	+16%
Octane Additives	55.2	59.0	(3.8)	-6%
	\$ 960.9	\$ 818.8	\$ 142.1	+17%
Gross profit:				
Fuel Specialties	\$ 219.0	\$ 181.1	\$ 37.9	+21%
Performance Chemicals	54.4	46.3	8.1	+17%
Octane Additives	28.6	27.8	0.8	+3%
	\$ 302.0	\$ 255.2	\$ 46.8	+18%
Gross margin (%):				
Fuel Specialties	32.1	31.9	+0.2	
Performance Chemicals	24.3	24.1	+0.2	
Octane Additives	51.8	47.1	+4.7	
Aggregate	31.4	31.2	+0.2	
Operating expenses:				
Fuel Specialties	\$ (114.6)	\$ (88.4)	\$ (26.2)	+30%
Performance Chemicals	(28.8)	(22.7)	(6.1)	+27%
Octane Additives	(6.0)	(6.3)	0.3	-5%
Pension credit/(charge)	(3.3)	(2.3)	(1.0)	+43%
Corporate costs	(38.7)	(43.6)	4.9	-11%
	\$ (191.4)	\$ (163.3)	\$ (28.1)	+17%

Fuel Specialties

Net sales: the table below details the components which comprise the year on year change in net sales spread across the markets in which we operate:

Change (%)	Americas	EMEA	ASPAC	AvTel	Total
Volume	+7	-12	-5	+24	-3
Acquisitions	+53	0	0	0	+19

Price and product mix	+6	+6	-4	-9	+4
Exchange rates	0	0	0	0	0
	+66	-6	-9	+15	+20

Americas saw an increase in volumes as a result of higher demand, while benefiting from an improved price and product mix. Acquisitions in the Americas, relating to Bachman and Independence, generated additional sales compared to the prior year. EMEA volumes decreased from the prior year due to weaker trading conditions and the impact of government sanctions related to Russia, partly offset by an improved price and product mix. Volumes were

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lower in ASPAC due to the loss of a contract in 2013 which offset increased underlying volumes, together with an adverse price and product mix as a result of lower sales of higher margin products. AvTel volumes were higher due to the timing of shipments to customers as opposed to any change in the long-term outlook for that market, while the price and product mix was negatively impacted by an adverse customer mix.

Gross margin: the year on year increase of 0.2 percentage points primarily reflected a mix of increased sales from higher margin products and a higher margin contribution from our oilfield services acquisitions.

Operating expenses: the year on year increase of 30%, or \$26.2 million, was due to \$20.8 million of additional costs for the Bachman businesses; \$6.3 million of additional costs for the Independence business; a \$1.4 million increase in bad debt provisions, excluding recent acquisitions; partly offset by a \$1.0 million decrease in personnel-related compensation costs, primarily due to lower accruals for share-based compensation expense; a \$0.8 million decrease in costs for our Strata business; and a \$0.5 million decrease in other expenses.

Performance Chemicals

Net sales: the table below details the components which comprise the year on year change in net sales spread across the markets in which we operate:

Change (%)	Americas	EMEA	ASPAC	Total
Volume	-4	+15	+10	+5
Acquisitions	+22	0	0	+10
Price and product mix	-1	-2	0	-1
Exchange rates	+1	+3	+2	+2
	+18	+16	+12	+16

Volumes in the Americas were lower, primarily due to lower volumes in Fragrance Ingredients and for an industrial product partly offset by increased Personal Care volumes. Acquisitions in the Americas, relating to Chemsil and Chemtec, generated additional sales compared to the prior year. Volumes in EMEA were higher than the prior year, primarily due to higher volumes in Personal Care and Fragrance Ingredients, while negatively impacted by an adverse price and product mix. Higher volumes in ASPAC were driven by increases in Personal Care. All our markets benefited from favorable exchange rate movements year over year, driven primarily by a strengthening of the European Union euro and the British pound sterling against the U.S. dollar.

Gross margin: the year on year increase of 0.2 percentage points primarily reflected a richer sales mix driven by a greater proportion of sales from our Personal Care market, including our Chemsil business.

Operating expenses: the year on year increase of 27%, or \$6.1 million, was primarily in respect of \$5.2 million of additional costs for our Chemsil and Chemtec businesses, and a \$0.9 million increase in other costs, partly driven by additional headcount in several locations.

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Octane Additives

Net sales: the year on year decrease of 6% was primarily due to the timing of shipments and declining demand with our one remaining customer.

Gross margin: the year on year increase of 4.7 percentage points was primarily due to favorable manufacturing variances.

Operating expenses: the year on year decrease of \$0.3 million was due to the efficient management of the cost base.

Other Income Statement Captions

Pension credit/(charge): is non-cash, and was a \$3.3 million net charge in 2014 compared to \$2.3 million net charge in 2013, primarily due to a higher interest cost on the projected benefit obligation.

Corporate costs: the year on year decrease of 11%, or \$4.9 million, related to \$2.8 million higher costs for amortization of the new information system platform; \$1.3 million higher insurance claims; offset by \$1.0 million lower personnel-related compensation costs, primarily due to lower accruals for share-based compensation expense together with accruals for the new cash-based long-term incentive plan; the release of a \$0.8 million restructuring provision which is no longer required; and \$7.2 million lower legal, professional and other expenses.

Impairment of Octane Additives segment goodwill: was \$0.0 million in 2014 and \$1.3 million in 2013, following the final impairment charge in the fourth quarter of 2013.

Other net income/(expense): other net income of \$1.8 million primarily related to net gains of \$3.4 million on foreign currency forward exchange contracts, partly offset by \$1.6 million of losses on translation of net assets denominated in non-functional currencies in our European businesses. In 2013, other net income of \$4.1 million primarily related to gains of \$5.8 million on translation of net assets denominated in non-functional currencies in our European businesses, partly offset by net foreign exchange losses on foreign currency forward exchange contracts of \$1.6 million.

Interest expense, net: was \$3.4 million in 2014 and \$1.9 million in 2013 due to the higher level of borrowing during 2014, used primarily to fund our acquisition activity in the second half of 2013.

Income taxes: the effective tax rate was 24.2% and 16.2% in 2014 and 2013, respectively. The effective tax rate, once adjusted for income tax provisions and for the tax impact of other discrete items, was 24.9% in 2014 compared with 15.9% in 2013. The Company believes that this adjusted effective tax rate, a non-GAAP financial measure, provides useful information to investors and may assist them in evaluating the Company's underlying performance and identifying operating trends. In addition, management uses this non-GAAP financial measure

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internally to evaluate the performance of the Company's operations and for planning and forecasting in subsequent periods.

(in millions, except ratios)	2014	2013
Income before income taxes	\$ 110.9	\$ 92.8
Income taxes	\$ 26.8	\$ 15.0
Add back adjustment of income tax provisions	6.8	(0.2)
Add back other discrete items	(6.0)	0.0
	\$ 27.6	\$ 14.8
GAAP effective tax rate	24.2%	16.2%
Adjusted effective tax rate	24.9%	15.9%

In addition to those mentioned above, the following factors had a significant impact on the Company's effective tax rate as compared to the U.S. federal income tax rate of 35%:

(in millions)	2014	2013
Foreign tax rate differential	\$ (16.2)	\$ (13.6)
Foreign income inclusions	6.0	3.9
Prior year adjustments	\$ 5.2	\$ (2.7)

The impact on the effective tax rate from profits earned in foreign jurisdictions with lower tax rates varies as the geographical mix of the Company's profits changes year on year. In 2014, the Company's income tax expense benefited to a greater degree from a higher proportion of its overall profits arising in Switzerland than in 2013. This resulted in a \$9.4 million benefit in Switzerland (2013 \$9.3 million). In addition, there was a \$7.9 million benefit in relation to the United Kingdom (2013 \$3.9 million) and a \$0.4 million benefit in relation to Germany (2013 \$0.3 million).

Foreign income inclusions arise each year from certain types of income earned overseas being taxable under U.S. tax regulations. These types of income include Subpart F income, principally from foreign based company sales in the United Kingdom, including the associated Section 78 tax gross up, and also from the income earned by certain overseas subsidiaries taxable under the U.S. tax regime. In 2014, the amount of Subpart F income and the associated Section 78 gross up amounted to \$5.0 million (2013 \$4.3 million). The income earned by certain overseas subsidiaries taxable under the U.S. tax regime increased to \$2.1 million from \$1.2 million in 2013.

Foreign tax credits can fully or partially offset