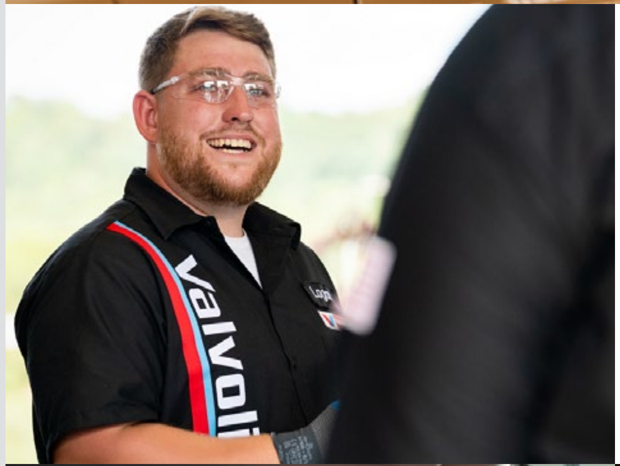
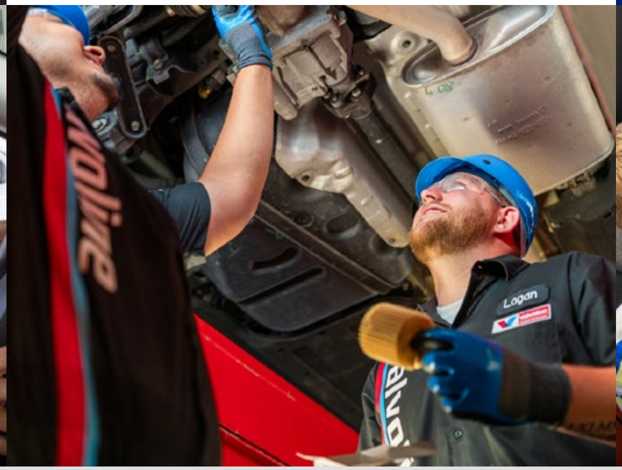


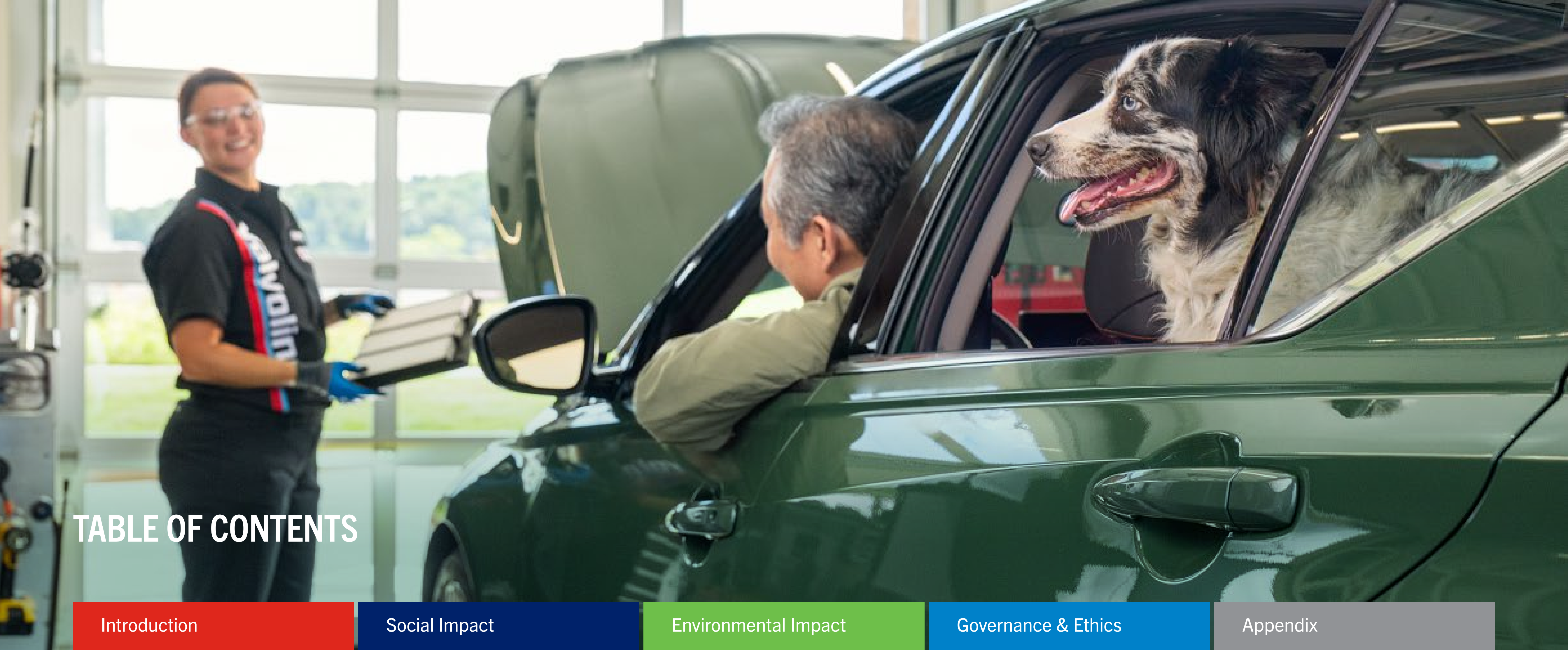


Valvoline Inc.

2025 IMPACT REPORT







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ABOUT VALVOLINE INC.

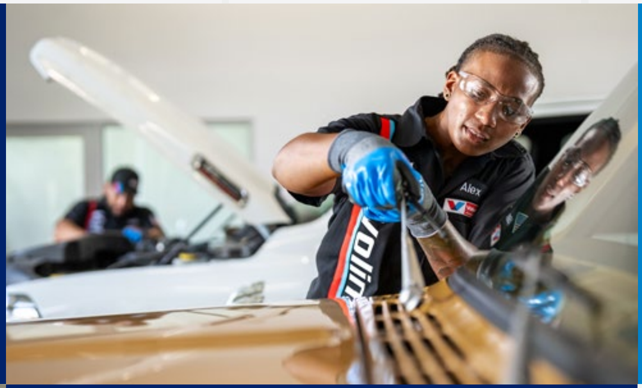
Valvoline Inc. (NYSE: VVV) delivers quick, easy, and trusted automotive preventive maintenance services through more than 2,100 company-owned and franchised service centers across the United States and Canada. Each year, the company performs millions of services system-wide—from convenient, 15-minute stay-in-your-car oil changes to a full range of manufacturer-recommended maintenance offerings, including wiper blade replacements, tire rotations, and fluid exchanges.

At the heart of Valvoline Inc.'s success are its over 11,000 dedicated team members, who are focused on growing the company's core business, expanding its retail network, and preparing for the next generation of vehicle care.

For more information, visit vioc.com.

*Measures include Valvoline Inc. franchisees, which are independent legal entities. Valvoline Inc. does not consolidate the results of operations of its franchisees.

$1.7B
Net Sales*



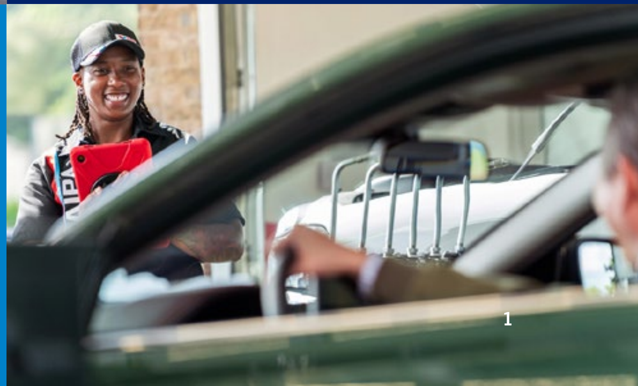
11K+
Employees

More than
30M*
System-wide Oil Changes

2,180
Number of System-wide Retail Service Center Stores*

19
Years Consecutive System-wide Same-store Sales Growth*

$3.5B
System-wide Store Sales*



OUR APPROACH

At Valvoline Inc., our pursuit of greatness goes beyond performance—it's about doing the right thing, always. This guiding principle defines who we are and how we operate, forming the foundation of our fiscal year 2025 (FY25) Impact Report, which highlights our efforts across Social Impact, Environmental Impact, and Governance & Ethics.

SOCIAL IMPACT

We are inspired by the people behind our purpose—our incredible team members, loyal customers, and the communities we serve—and we strive every day to help them thrive.

ENVIRONMENTAL IMPACT

At Valvoline Inc., we believe that every action counts. Our dedication to sustainability inspires us to lead with purpose, embracing environmentally responsible practices in everything we do.

GOVERNANCE & ETHICS

Guided by integrity and driven by purpose, Valvoline Inc. is committed to doing the right thing, always. Our dedication to ethical conduct and accountability strengthens the trust that connects us to our employees, customers, and communities.

TO OUR STAKEHOLDERS

FY25 was a year of strong momentum for Valvoline Inc., fueled by a clear purpose—to simplify vehicle care so customers can do what drives them—and a continued focus on people, performance, and long-term growth.

Our success is powered by our people. We invested in onboarding, training, and career development to support our expanding network, while enhancing the employee experience through new technologies and our "All roads lead to Valvoline" brand. These efforts reinforce our commitment to building a culture where team members can grow and thrive.

We also remain deeply committed to the communities we serve. Through our "Happy to Help" platform, we supported children's health and wellbeing, including continued fundraising for Children's Miracle Network and local initiatives that make a meaningful impact.

Safety and trust remain foundational to our operations. Guided by our core values, we continue to strengthen safety practices and deliver a consistent, reliable customer experience across our store network.

Strong governance underpins our corporate strategy. We enhanced oversight in key areas such as data privacy, AI ethics, and sustainability to support responsible growth and long-term value creation.

As we approach 2026, we remain focused on the future—investing in our people, supporting our communities, and advancing a business built for sustained success.

Lori Flees

Lori Flees
President and Chief Executive Officer
Valvoline Inc.

"We are proud of our team members, franchise partners, and leaders whose dedication drives our success. Together, we are building a company that creates opportunity, strengthens communities, and delivers long-term value."

SOCIAL IMPACT

From nurturing the safety, growth, and well-being of our team members to delivering exceptional experiences for our customers and supporting the neighborhoods where we live and work, Valvoline Inc. is dedicated to strengthening and enriching the lives of those around us. During FY25, our team members supported over 130 charitable organizations.

COMMUNITIES

At Valvoline Inc., our Happy to Help platform is more than a community program—it's a clear expression of our values and our culture in action.

Built on service, collaboration and care, Happy to Help guides how we support our customers, empower our team members and invest in the communities we serve. Giving back is fundamental to who we are.

Our team members continued to support a wide range of charitable organizations and community initiatives in FY25 through fundraising, volunteerism and local engagement efforts. These efforts included support for organizations such as Children's Miracle Network Hospitals, the Cystic Fibrosis Foundation and Ronald McDonald House Charities, Hands on Assistance, Golisano Children's, among many others. Whether through organized campaigns, local service activities or individual participation, our employees remain committed to making a positive impact in the communities we serve. Their continued dedication reflects the spirit of the Happy to Help platform and reinforces our culture of service, compassion and community support.

HAPPY to HELP

Through Happy to Help, Valvoline Inc. strengthens its culture by embedding purpose, generosity, and impact into every interaction—creating a workplace and community where people thrive together.

Key aspects of Happy to Help within Valvoline Inc.'s culture include:

People-first mindset
Every team member is empowered to bring the company's values to life, whether by providing exceptional customer experience to our customers or volunteering in local community projects.

Unified mission
Store and corporate teams across the United States and Canada embrace the platform, creating a company-wide culture of giving and service.

Purposeful engagement
Happy to Help focuses on children's health and mental wellbeing, guiding charitable giving, grants, and volunteer efforts to support youth in the communities we serve.

Empowerment through action
Employees are encouraged to dedicate their time, skills, and energy to initiatives that matter—from supporting young people's health and mental wellbeing to assisting their communities' unique needs.

Cultural reinforcement
The phrase "Happy to Help" is not just a tagline; it's a daily reminder of Valvoline's commitment to doing what's right, helping others, and making a tangible difference in the lives of customers and community members.

CHILDREN'S MIRACLE NETWORK – OVER A DECADE OF IMPACT AND GIVING

Valvoline Inc.'s long-term partnership with Children's Miracle Network (CMN) spans over a decade. Each November, customers join our team members at service centers across the U.S. and Canada to support local children's hospitals through charitable giving.

In FY25, across all company stores and participating franchise service centers, we surpassed our previous fundraising record, raising $1.8 million, and continued our tradition as a member of the Miracle Million Club. New in FY25, we brought a mental health focus to our Children's Miracle Network partnership. More than 70% of all CMN network hospitals applied to a new grant program funded by Valvoline Inc. To support mental health initiatives. More than $100,000 was distributed among six CMN hospitals helping to expand mental health care initiatives for children. During the 16 years of supporting CMN, Valvoline Inc. has contributed nearly $10 million to the organization.

The FY25 Happy to Help grants were awarded to:

- **Children's Nebraska (Omaha, NB):** Zero Suicide training for hospital staff to strengthen suicide prevention protocols
- **Children's Health Foundation (Oklahoma City, OK):** Remodeling and furnishing two therapy rooms to create safe, welcoming spaces for pediatric mental health care
- **C.S. Mott Children's Hospital at University of Michigan Health-Sparrow (Lansing, MI):** Enhancing the Pediatric Behavioral Health Unit with items that foster a safe, developmentally appropriate, and healing environment
- **Phoenix Children's (Phoenix, AZ):** Providing medication and gun lock boxes as part of their Suicide Means Reduction Program to promote safety and prevention
- **McLane Children's Medical Center (Waco/Temple/Bryan, TX):** Supplying psychologically safe entertainment and sensory tools—such as tumbling mats, Nintendo Switches, and Bluetooth headphones—for children in the Pediatric Emergency Department
- **Riley Hospital for Children at Indiana University Health (Indianapolis, IN):** Funding a multi-use therapy tool to support both in-person and remote patient sessions

"Anyone who knows me, knows that I love children and will do anything and everything I can to help and support any child in the world. Unfortunately, in most cases, health isn't what parents can control. When these unfortunate situations arise, children and parents may need additional help and support to take care of their kids. For that exact reason I have been a Children's Miracle campaign supporter for most of my life. My passion has been supported by my colleagues at work for over 25 years and that passion has grown every year. It started with one area, then another, then a whole region/market and in 2008; it became so big that VIOC decided to do the CMN campaign company wide. Valvoline Inc.'s leadership has supported and allowed this initiative to grow and blossom, it's been great!"

Valerik Demirchian, Senior Director of Operations, Retail Services (VIOC)

"Valvoline Inc.'s generous support is helping children's hospitals address the urgent challenges of pediatric mental health. The impact of these grants is profound. They are creating safer environments, increasing access to vital care, and equipping providers with necessary tools to support families. We are incredibly grateful to Valvoline Inc. for standing with us in this important work and making such a significant investment in the health of children."

Aimee J. Daily, Ph.D., President and CEO of Children's Miracle Network

MAKING A DIFFERENCE

CYSTIC FIBROSIS FOUNDATION AND RONALD MCDONALD HOUSE

The Cystic Fibrosis Foundation works tirelessly to improve the lives of people living with cystic fibrosis through funding critical research, providing access to specialized care, and supporting families navigating this challenging disease. In FY25, Valvoline Inc. raised approximately $500,000 to advance the Foundation's mission of finding a cure and improving quality of life for those affected.

Ronald McDonald House Charities provides a home-away-from-home for families of children receiving medical care, ensuring that families can stay close to their hospitalized child without the burden of housing costs. Across the company in FY25, we raised over $250,000 to support these Houses in various communities, helping provide safe, supportive, and comforting environments for families during some of the most difficult times of their lives.

HANDS ON ASSISTANCE – VAMILY SUPPORTING VAMILY

At Valvoline Inc., caring for our team members is at the heart of who we are, and we affectionately refer to our team members as our Vamily. When team members face unexpected hardships—from personal crises to unforeseen emergencies—we come together to provide support. Our Hands On Assistance Fund is fueled not only by the generosity and compassion of our team members, reflecting an organic culture of care and mutual support.

In FY25, the fund provided 21 individual grants totaling more than $23,000, offering short-term financial relief to team members in need. These efforts demonstrate that at Valvoline Inc. helping one another is not just a program. Our Hands On Assistance program is a shared purpose embedded in our culture—where team members actively lift each other up, benefit communities where family members live, and embody the spirit of Vamily each day.

STUDENT ATHLETES DELIVER MENTAL HEALTH MESSAGE

In FY25, Valvoline Inc. was proud to partner with student athletes across the country to promote the message that caring for your car is like caring for your mental health: both require attention, maintenance, and the right support. Through the "Protect What Matters" initiative, we provided young people with practical tips to maintain mental wellness, encourage open conversations about mental health, and share professional resources for those seeking guidance. By connecting the importance of protecting your vehicle with protecting your mind, Valvoline Inc. reinforces a culture of awareness, resilience, and proactive care—helping young people to thrive both on and off the field.

GOLISANO CHILDREN'S AT UNIVERSITY OF KENTUCKY

Valvoline Inc. was proud to support Golisano Children's at UK with a $100,000 grant helping create a new mental health respite space within the pediatric ICU. Recognizing the emotional toll of having a child in critical care, this dedicated area provides parents and siblings with a quiet, comforting space to take a break, recharge, or simply have a moment to themselves.

Through this initiative, Valvoline Inc. contributes not only financial support but also its commitment to mental wellness and family-centered care, helping families navigate the challenges of hospitalization with greater resilience and comfort. This project reflects the company's broader mission to promote health, well-being, and support for children and families in the communities we serve.

BRING WHAT DRIVES YOU.

TEAM MEMBERS

Behind every customer interaction, service experience and community connection at Valvoline Inc. are the people who bring our culture to life each day—our employees, proudly known as Vamily members. More than a nickname, “Vamily” reflects the strong sense of connection, support and belonging that defines the employee experience across our organization. It represents the relationships built through teamwork, shared experiences and a culture grounded in care, respect and service.

For many employees, Valvoline Inc. is more than a workplace. It is a place where lasting friendships are formed, careers are built and personal and professional growth are encouraged. Many of the stories that follow come from team members who have spent decades with the company, growing alongside the business while finding mentorship, camaraderie and a sense of purpose along the way. Their experiences reflect the strength of our culture and the meaningful impact that connection and support can have over the course of a career.

The following employee features highlight the voices, journeys and experiences of Vamily members across the organization. Together, they demonstrate how our people continue to shape our culture, support one another and help make Valvoline Inc. a place where employees feel valued, empowered and part of something bigger than themselves.

ALL ROADS LEAD TO VALVOLINE.

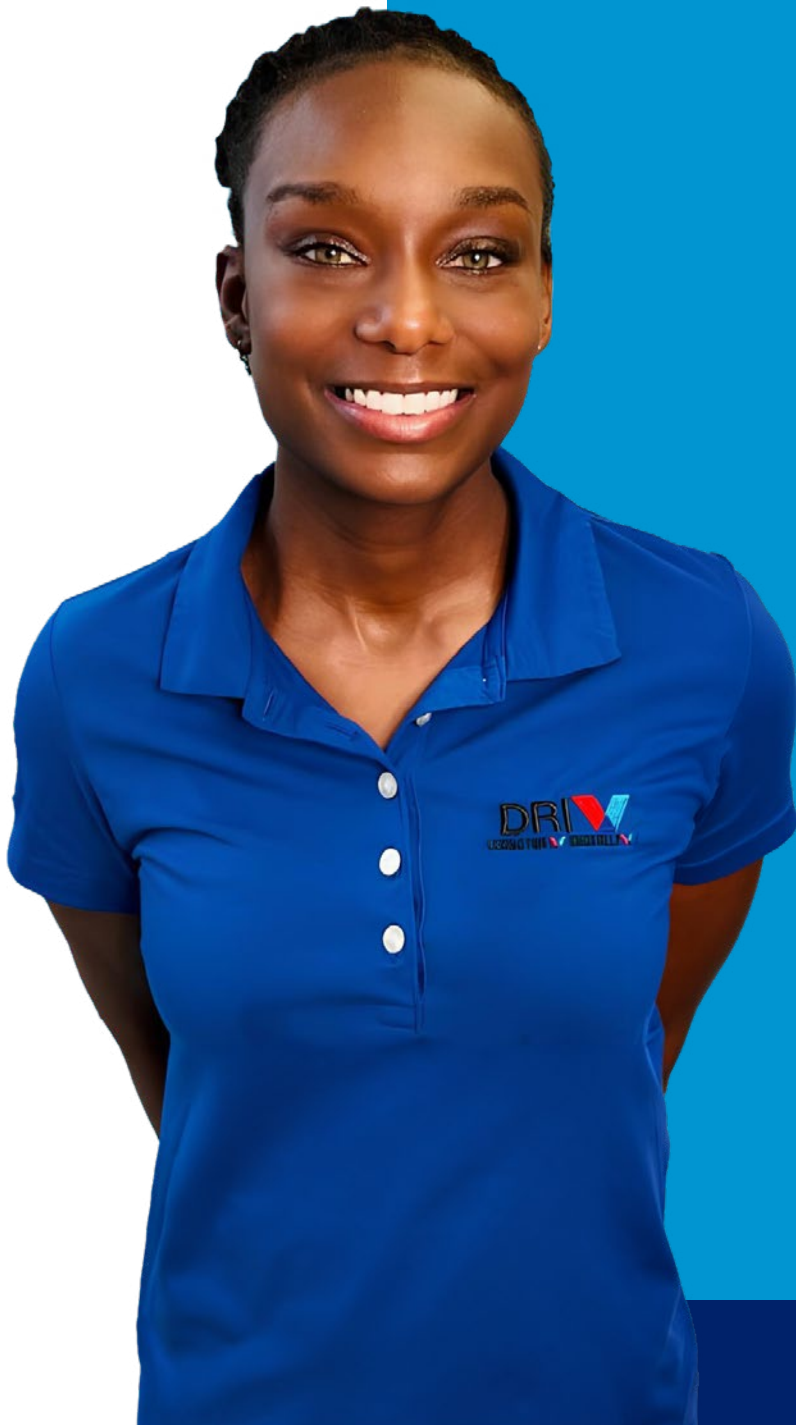
THE DRIVE

Valvoline Inc. frequently features team member stories about the road that led them to Valvoline Inc. and where their drive takes them next.

With no mechanical background but with plenty of drive to work on cars, VIOC Virginia Market Area Manager, Nieko Jackman, applied for jobs and Valvoline was the first to call. As soon as she stepped on the floor, everything clicked. She felt fulfilled, learned something new every day, and her confidence grew within a week. What surprised her most was how quickly she became a resource for others despite having no automotive background when she started.

Her motto is this: “Teach one. Grow one.” Nieko believes that every step forward, no matter how small, deserves recognition. From becoming a certified technician to a team member mastering a new skill, she celebrates progress and makes sure her people know their growth matters. She often reminds her team that safety and development form the foundation of success, without them, nothing else can be built.

For Nieko, development is not just a process but a culture. It’s about building confidence, creating opportunity, and showing her team that when one person grows, everyone grows – and that growth is the strongest when you bring what drives you. Sundays were spent at his grandparents’ house near Detroit, and his childhood was filled with sports, chores, and helping neighbors. That close-knit upbringing instilled values of honesty, dependability, and a “happy to help” mindset—principles that would later define her career.



NIEKO JACKMAN

START

From repairing a broken dryer belt at a laundromat, Nieko discovered her passion for problem-solving and joined Valvoline Inc.

DRIVE

She’s motivated by learning, accountability, and a culture that invests in potential and growth.

ACCELERATE

With encouragement from her peers, Nieko advanced to Area Manager, becoming Valvoline Inc.’s first African American female in the role.

PROCEED

She leads with openness and her motto **“teach one, grow one”,** inspiring her team to bring what drives you every day.

Valvoline Instant Oil Change

VAMILY—TEAM MEMBER SPOTLIGHTS

JAMES MARKCUM

Safety Associate, Central Operations (VIOC)

FROM SMALL-TOWN ROOTS TO A LIFELONG CAREER

James grew up in Leslie, Michigan, a town of fewer than 2,000 people where family and community meant everything.

AN UNEXPECTED START AT VALVOLINE

James dreamed of becoming a pilot and studied aeronautical engineering, excelling in math and science. But after an injury ended his military aspirations, he needed a summer job. A friend suggested Valvoline Instant Oil Change, and James started as a technician in the early ’90s, earning $4.15 an hour. Within months, his career took off: assistant manager in three months, store manager in seven. “I never planned to stay—but the opportunities kept coming,” he recalls.

WHY HE STAYS: PEOPLE OVER PROFIT

For James, success isn’t just about numbers. “I cared more about the teams I was building and the lives I was changing,” he says. That philosophy carried him through decades of leadership roles, even during challenging ownership transitions. Today, as a Safety Associate, James influences an even broader group, helping team members grow, stay safe, and thrive both at work and in life.

FAVORITE PART OF THE JOB

Mentorship. James loves removing hurdles for others and watching them succeed. “It’s about building strong cultures inside our service centers and helping people become the best version of themselves.”

LOOKING AHEAD: A MILESTONE IN SIGHT

James has been with Valvoline Inc. since 1991, 35 years and counting. His goal? Fifty years with the same company. “In a world where people job-hop, I want to show what loyalty and passion look like.”

WORDS TO LIVE BY

“Find something you love to do—and that will sustain you.”

—James Markcum

VAMILY—TEAM MEMBER SPOTLIGHTS

SHELLY GILBERT

Regional Officer Manager Lead, Michigan Market (VIOC)

FROM COUNTRY ROOTS TO CAREER SUCCESS

Shelly grew up in Gaines, Michigan, where hard work was a way of life.

At just seven years old, she cared for her own horse—cleaning stalls, feeding, and bathing—while also managing a paper route, which she held for 12 years. Her love for mechanics started even earlier, at age four, when her uncle placed a flashlight in her hand and taught her the basics under the hood. With a grandfather who owned a mechanic shop and an uncle who worked there, Shelly learned the value of skill, responsibility, and perseverance at a young age.

A JOURNEY BUILT ON MENTORSHIP AND RESILIENCE

Her journey to Valvoline Inc. began with 19 years at a family-owned competitor, where mentors taught her lessons that still guide her today: time matters most, and success comes from honesty and effort. When that chapter closed, Shelly joined Valvoline Inc. and quickly rose through the ranks. Her experience and drive made her indispensable, and today she serves as a Regional Office Manager (ROM) Lead, continuing to mentor others. "Some of the people I trained are now Area Managers. That's what I strive for."

WHY SHE STAYS: THE POWER OF PEOPLE AND PURPOSE

Shelly's favorite part of her job isn't just the work—it's the people. "The people are why I stay," she says. That passion extends beyond the service center. Through Valvoline Inc., Shelly discovered cystic fibrosis advocacy, a cause that has become deeply personal. What started as a company charity initiative grew into a mission: raising awareness and funds for research.

MAKING AN IMPACT BEYOND THE SERVICE CENTER

In 2025, Shelly led efforts that raised over $10,000 for the Cystic Fibrosis Foundation, earning her the Metro Detroit's Finest Diamond of Detroit award. From raffles and bowling tournaments to walkathons across Michigan, Shelly has helped her markets raise more than $500,000 for cystic fibrosis since joining Valvoline Inc. "Even after I retire, I'll keep fighting for this cause."

LOOKING AHEAD: DREAMS AND DEDICATION

Her journey hasn't been without challenges—navigating ownership changes, adapting to new systems, and balancing personal health challenges. But through it all, Shelly has remained steadfast.

"Change is our middle name," she says with a smile. Looking ahead, Shelly dreams of building a dog boarding facility when she retires. Until then, she continues to lead with heart, proving that success isn't just about numbers—it's about making a difference. "Valvoline isn't just a job," she says. "It's a family."

WORDS TO LIVE BY

"Honesty is the best policy. Live by our vision and values, and you'll go far."

—Shelly Gilbert

VAMILY—TEAM MEMBER SPOTLIGHTS

ERIC BARBARISI

Service Center Manager II, Pacific Northwest Market (VIOC)

FROM ARIZONA ROOTS TO UNEXPECTED TURNS

Eric's journey to Valvoline Inc. wasn't planned; it was shaped by resilience and life's unexpected challenges.

Growing up in Arizona, Eric studied business administration at Arizona State University and launched a carpet cleaning company with friends shortly thereafter. He later built a career in sales, working as a territory manager for Xerox and in restaurant equipment supplies. When his late wife was diagnosed with cancer, Eric left his job to care for her, and during that time, a stranger's kindness gave him hope; a grocery store encounter led to housing when he and his wife had nowhere to go. After her passing, Eric began working at Oil Can Henry's, a decision that would redefine his future.

FINDING FAMILY AT WORK

At Oil Can Henry's, Eric discovered more than a job—he found a sense of belonging. Under the mentorship of his Manager, Eric learned the ropes: from technician to person-in-charge to manager. When Valvoline Inc. acquired Oil Can Henry's, Eric embraced the transition, relocating to larger locations and undertaking ambassador trips to help establish new stores across Washington, Oregon, California, and Idaho. "Those trips are my favorite part of the job," he says. Today, Eric serves as a Service Center Manager II (SCM2), continuing to lead with purpose.

WHY HE STAYS: IMPACT OVER TITLES

For Eric, the real reward isn't the awards—though he's earned SCM of the Year, multiple Max Horsepower trips, and V-Class Elite honors. It's the people. "Looking around at market meetings and seeing the folks I've helped grow—that's what keeps me here," he says. Eric even keeps a list of team members he's mentored into promotions. From helping a young technician buy his first home to inspiring others to return after leaving, Eric's influence runs deep.

LOOKING AHEAD

Eric continues to build teams, mentor future leaders, and embrace the cyclical nature of service center life. "There's always that one person who's hungry to grow," he says. "Helping them become a better version of themselves, that's what pulls me back in."

WORDS TO LIVE BY

"Success isn't just KPIs—it's how you treat people and the impact you leave behind."

—Eric Barbarisi

Valvoline Inc.'s annual Oilympics competition showcases the skills, precision and teamwork developed through our hands-on learning and training programs. In FY25, more than 100 technicians representing 40 regional teams from across the United States and Canada competed to deliver a perfect service experience, demonstrating the technical expertise and execution that define the Valvoline Inc. brand. Teams earn their place through local and regional competitions, with participants representing the top technicians across our network and exemplifying the impact of continuous learning and skill development.

TALENT DEVELOPMENT

At Valvoline Inc., developing our people remains fundamental to delivering a great guest experience and supporting long-term business growth. As our business continues to evolve, the way we train, develop and support our workforce must also change. In FY25, we continued advancing our learning and development approach to better equip team members with the skills, confidence and tools needed to succeed in a rapidly changing automotive service environment.

EVOLVING HOW WE LEARN

Over the past year, we continued transforming our learning model from traditional, process-heavy instruction to a more role-specific and task-based approach. By breaking complex processes into smaller, more manageable tasks, team members are able to build confidence and competence progressively, mastering one skill before advancing to the next. This approach is designed to make learning more accessible and engaging, particularly for entry-level employees and team members without prior automotive experience.

DRIVING FASTER SKILL DEVELOPMENT

A key objective of this modernized framework is to accelerate skill development while maintaining high standards for execution, quality and safety. Through increased emphasis on hands-on learning and targeted training, we continue improving the speed at which team members develop technical capabilities and prepare for certification. Pilot programs conducted throughout the year continued to demonstrate positive results, including improved competency, execution and reduced certification timelines.

To date, the program has been validated through pilots in 323 stores including franchise locations. We remain focused on expanding and refining the program as part of our broader workforce development strategy.

MEETING LEARNERS WHERE THEY ARE

We recognize that our workforce spans multiple generations, backgrounds and learning styles. To better support our workforce, we continue shifting toward a blended learning model that combines virtual instruction with hands-on, in-store experience. Training content is increasingly shorter, more focused and video-based, creating a more engaging and flexible learning environment that improves knowledge retention and supports learning in real-time.

To support these efforts, we continued enhancing our Learning Management System (LMS) technology, helping ensure employees have access to intuitive and modern training tools that support development throughout their careers.

BUILDING FUTURE-READY SKILLS

As vehicle technology and customer expectations continue to evolve, so do the workforce capabilities we seek to develop. Our training programs increasingly focus on technical vehicle maintenance skills, customer experience excellence, leadership development and data-driven decision making. At the same time, delivering consistent, high-quality guest experience remains our top priority.

Our strong internal talent pipeline continues to support career growth across the organization, with the majority of managers beginning their careers as technicians. Leadership development remains a key area of focus, supported through a combination of on-the-job training, mentorship and formal learning programs designed to strengthen people leadership and performance management capabilities.

In FY25, 607 Assistant Service Center Managers completed Introduction to Management (ITM) and 528 newly promoted Service Center Managers completed Managing People and Performance (MPP), reflecting continued investment in frontline leadership development.

A RECOGNIZED COMMITMENT TO EXCELLENCE

Our commitment to learning and development continues to receive external recognition. In FY25, Valvoline Inc. marked its 12th consecutive year being recognized by the Association for Talent Development with its Best Award, including its second consecutive year receiving the Best of the Best Award. Additional recognitions included Training Magazine's Apex Award and continued recognition as an accredited training provider from the National Institute for Automotive Service Excellence (ASE), reinforcing the strength and consistency of our learning programs.

As we look ahead, we remain committed to continuously improving how we train, develop and support our teams—making learning more engaging, accessible and effective in order that our people can continue to grow with confidence while supporting the long-term success of our business.

Chris Calabrese's 30-plus-year career at Valvoline Inc. demonstrates the power of continuous learning, adaptability and career development. Starting as a part-time technician with no prior mechanical experience, Chris leveraged hands-on training, mentorship and growth opportunities to advance through multiple leadership roles, ultimately becoming Vice President of Company Store Operations – East. His journey reflects Valvoline Inc.'s commitment to developing future-ready skills and creating pathways for employees to grow their careers while helping shape the next generation of leaders.

TALENT ACQUISITION AND GROWTH

At Valvoline Inc., attracting, developing and retaining talented team members remains essential to supporting our long-term growth and delivering a consistent, high-quality guest experience. Our talent strategy is designed to create meaningful opportunities for individuals at every stage of their careers while fostering a workplace culture grounded in inclusion, connection and professional development. By combining innovative recruiting practices with strong learning and advancement opportunities, we continue building a workforce equipped to support the evolving needs of our business and customers.

In FY25, we welcomed more than 11,000 new team members while continuing to enhance the efficiency and effectiveness of our hiring processes. Through the implementation of new automation and human resources information system (HRIS) technologies, including Workday for requisition management and Paradox for applicant tracking, our recruiting teams are able to focus more time on candidate engagement, interviewing and identifying qualified talent. These enhancements have strengthened our candidate pipeline and improved our ability to connect with individuals from diverse backgrounds and experiences who align with our culture and values.

We want our workforce to reflect the customers and communities we serve. We believe our promote-from-within strategy is essential to our success and we remain committed to supporting internal mobility and career progression across both store and corporate roles. Many of our leadership team members began their careers in entry-level positions, reflecting the strength of our development model and the opportunities available for long-term growth at Valvoline Inc. Career pathways, technical certifications and leadership development programs continue to help employees build skills, gain experience and advance throughout the organization.

By integrating technology, employee development and a people-first culture, Valvoline Inc. continues to strengthen its ability to attract and retain talent while supporting the long-term success of our team members, guests and business.

TALENT ACQUISITION METRICS:

7.0 days
average time to hire

11,020
total new hires

LEARNING & DEVELOPMENT

At Valvoline Inc., our Learning & Organizational Development (L&OD) Program is designed to cultivate exceptional leaders who inspire, develop, and empower others across the organization. Built on a foundation of core pillars, the program focuses on strengthening leadership, fostering talent, and creating an inclusive culture where employees at all levels can thrive.

The program drives business performance by equipping store managers, team leaders, and technical staff with the tools and knowledge to lead effectively, support career growth, and achieve operational excellence. Key components include:

- **Leadership and Soft Skills:** Training to enhance decision-making, communication, coaching, and emotional intelligence
- **Technical and Operational Excellence:** Supporting role-specific skills to ensure leaders can guide teams in delivering exceptional service and performance
- **Culture and Inclusion:** Promoting a workplace where diversity is valued, collaboration is encouraged, and all team members feel a sense of belonging
- **Talent Management and Goal Setting:** Helping leaders identify, develop, and retain top talent while aligning team objectives with organizational goals
- **Building Great Leaders and Great People:** Developing well-rounded leaders who drive success not only through business results but also by cultivating capable, motivated, and engaged teams

Through this comprehensive approach, the L&OD Program ensures that Valvoline Inc. continues to grow leaders who can elevate the business, support employee advancement, and sustain a culture of excellence and inclusion across every level of the company.

EMPLOYEE RESOURCE GROUPS

We are committed to fostering an inclusive workplace where every team member feels a genuine sense of belonging. This commitment is not only the right thing to do—it is essential to our long-term growth and success. Attracting and retaining top talent requires an environment that supports personal development, removes barriers to opportunity, and empowers individuals to reach their full potential.

A key component of these efforts is our Employee Resource Groups (ERGs). Open to all team members, regardless of whether they identify with the communities represented, ERGs provide opportunities for connection, learning, and shared experiences across the organization. Each ERG is led by a chair and co-chair and supported by an executive sponsor from senior management, helping ensure strategic alignment, guidance, and integration with Valvoline Inc.'s core strategic business priorities and culture. This leadership structure provides oversight and support to help ERGs drive meaningful impact throughout the organization.

Participation in ERGs extends across both corporate headquarters and service center locations, with team members actively engaging in programs and events. To further strengthen these efforts, Valvoline Inc. partners with external organizations that provide additional resources and expertise, helping ERGs broaden their impact and deepen connections across the company. Through these initiatives, ERGs contribute to a workplace that supports engagement, leadership development, and alignment with Valvoline Inc's values and business objectives.

ERG FY25 HIGHLIGHTS

5
Employee Resource Groups

15
Supported over 15 community involvement opportunities

20
Hosted over 20 employee events, in-person and virtual

490
Active members, 4% of employee population

LGBTQIA+ Employee Resource Group

Veterans Employee Resource Group

Womens Employee Resource Group

African-American, Black Employee Resource Group

La Vamilia Employee Resource Group

At Valvoline Inc., our POWER Employee Resource Group continues to create meaningful opportunities for connection, growth and empowerment. In FY25, POWER sponsored six women to attend the Kentucky Chamber's 5th Annual Women's Summit, where participants engaged with leaders from a variety of industries and gained actionable insights to support their professional development. POWER also connected with Service Center Managers during the Vamily Reunion Resource Fair, sharing its mission to provide a supportive space where women can show up authentically, build relationships, develop new skills and take action to reach their full potential.

The ERG also organized "Accelerate into Action," an International Women's Day luncheon held both in person and virtually in partnership with Valvoline Global Operations. Open to all employees, this event created space for talent at all levels to connect, learn, and celebrate the culture that drives our organizations forward.

During the gathering, ten team members were honored after being nominated by their leaders for exceptional contributions, leadership, and embodiment of company values. The celebration served as both a moment of acknowledgment and a reminder that accelerating into action is something every team member can do—by bringing their strengths, supporting one another, and shaping the future of Valvoline Inc. together.

A CULTURE DRIVEN BY SAFETY

Safety is central to our team's success at Valvoline Inc., and a never-idle mindset is encouraged. FY25 reinforced why continuous improvement guides our approach. While we are proud to report zero fatalities across our operations, we acknowledge the mixed results across our remaining safety metrics and are using these results as a catalyst to strengthen how we manage safety across our growing network.

ENGAGING TEAM MEMBERS THROUGH HANDS-ON SUPPORT

To deepen safety ownership at the store-level, we added a traveling Safety Specialist to our Safety team in FY25. This individual is our boots on the ground; visiting service centers, observing work in real time, and partnering with managers and technicians to identify risks and reinforce safe practices at a more regular frequency and interval.

Safety site visits include:

- **On-site coaching and feedback** on procedures, ergonomics, and personal protective equipment (PPE) use.
- **Review of incident and near-miss data** to connect trends with specific behaviors or conditions.
- **Follow-up on corrective actions** to ensure changes are implemented and sustained.

This hands-on engagement helps translate policy into practice, giving front-line teams a direct voice in improving safety and building a data-driven safety culture.

BUILDING CAPABILITY: TRAINING, PREPAREDNESS, AND PPE

Beyond direct engagement in stores, we are strengthening the practical tools and training that support safe work every day.

In FY25, we expanded our first aid program by certifying team members in CPR across Canada to improve emergency readiness across our service centers. In addition, we enhanced our Heat Illness and Prevention Program (HIPP) and related trainings to better address seasonal risks, helping ensure the safety and well-being of both our team members and customers year-round.

We also introduced bump cap inserts designed to accommodate diverse needs and work practices, serving the dual purpose of reducing risks of head injuries in lower bays and other tight spaces—reflecting our commitment to making small but meaningful improvements that protect our team members. These changes complement our continued alignment with OSHA's General Duty Clause, reinforcing our responsibility to provide a workplace free from recognized hazards.

FY25 marked a shift towards a more predictive, data-informed safety model. We expanded real-time visibility into incident trends, which will enable leaders to identify emerging risks earlier and intervene before issues escalate. This includes analyzing patterns across stores and markets—such as whether incident rates rise during major process changes or onboarding cycles—and using those insights to guide targeted coaching, refresher training, or procedural adjustments. As our operations evolve, including anticipated updates to our SuperPro™ process, this trend-based approach will help us anticipate where additional support may be needed.

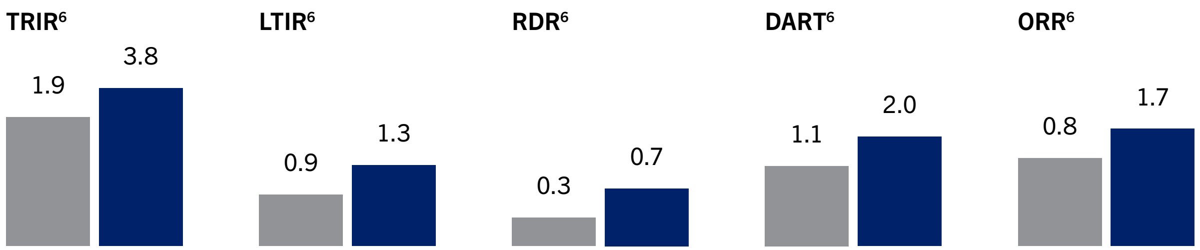
Our commitment remains the same: every incident is preventable, and every team member deserves a workplace where safety is embedded in daily routines and decisions. FY25 identified opportunities for improvement, and we are acting with urgency—expanding engagement, strengthening preparedness, upgrading equipment, and using data proactively to drive meaningful change. Through these comprehensive measures, Valvoline Inc. demonstrates an unwavering commitment to safety, proactive risk management, and continuous improvement, ensuring a workplace where every team member is aware of our overall safety philosophy—a zero-incident culture.

Total Recordable Injury and Illness Rate	2025 TRIR[1]	2024 TRIR[1]	2023 TRIR[1]
Valvoline Instant Oil Change	3.78	2.5	2.41
Fatalities	0	0	0

Days Away, Restricted, or Transferred	2025 DART	2024 DART	2023 DART
Valvoline Instant Oil Change	2.05	1.41	1.29
Fatalities	0	0	0

Lost Time Incident Rate[2,3]	2025 LTIR	2024 LTIR	2023 LTIR
Valvoline Instant Oil Change	1.34	2.5	2.41

FY25 SAFETY METRICS[4]



[1]Total Recordable Incident Rate

[2]LTIR is also referred to as Lost Work Day Rate (LWDR) or DAWIR (Days Away from Work Incident Rate)

[3]In 2022, we revised and improved the process for tracking

[4]Does not include franchise locations.

[5]Our safety metrics are calculated using our fiscal year (10/01/2024-09/30/2025) which is not exactly aligned to the Bureau of Labor Statistics (BLS) Industry metrics which are for the prior calendar year. Valvoline Inc. compares to NAICS code 8111 "Automotive Repair and Maintenance" BLS information.

[6]Total Recordable Incident Rate (TRIR); Lost-time Incident Rate (LTIR); Restricted Duty Rate (RDR); Days Away, Restricted, or Transferred (DART); Other Recordable Rate-Treatment other than first aid but not restrictions or lost time (ORR).

CUSTOMERS

CUSTOMER EXPERIENCE

We know that customer experience is central to the success of any retail business—shaping brand perception and driving long-term, sustainable growth. For us, customer experience is more than a transaction—it reflects our commitment to service, trust, and meaningful relationships. Every interaction is an opportunity to deliver excellence, reliability, and respect, building loyalty and satisfaction with each visit.

We understand that vehicle maintenance can be stressful or emotional for many customers. That's why we focus on removing anxiety, building trust, and eliminating inconvenience, creating a seamless experience that makes automotive care easier and more accessible for everyone. In FY25, our network performed over 30 million oil changes, and our tagline—"Service you can see. Experts you can trust.SM"—remains grounded in real customer feedback.

What sets Valvoline Inc. apart is a repeatable, efficient service model that ensures transparency, speed, and expertise at every location. This dedication to customer experience has earned recognition with the following groups:

- **Great Canadian Oil Change Ranks Highest Among Aftermarket Service Facilities in J.D. Power Survey for Second Consecutive Year**
- **Valvoline Inc. Ranked #16 on Yelp's Most Loved Brands**
- **Forbes Ranked Valvoline Inc. #21 Overall and #2 in Auto Industry in Best Customer Service**

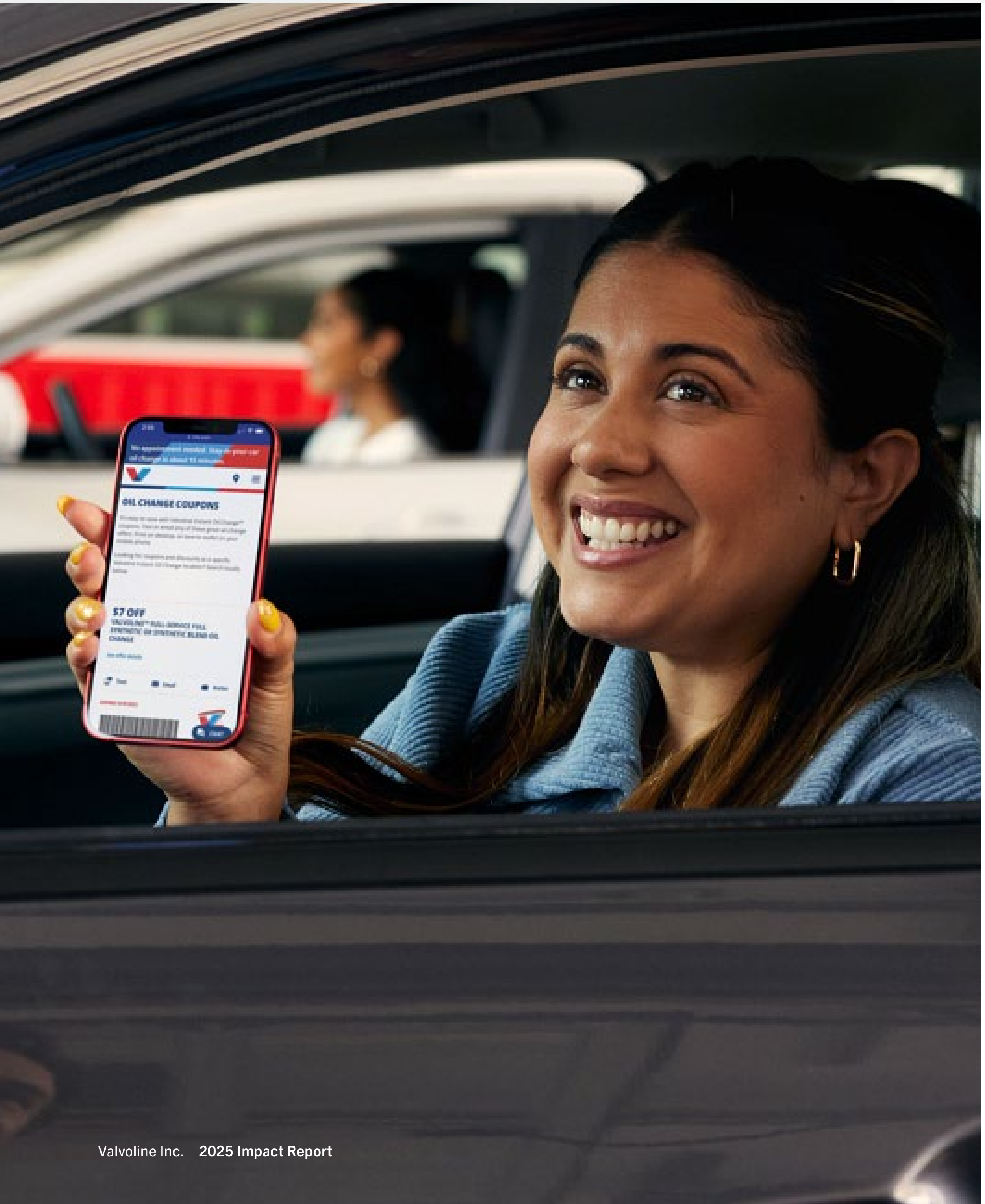
We continuously gather insights from post-visit surveys to refine service, training, and operational excellence, leveraging data to quickly identify and resolve issues and maintain high satisfaction. Our advanced digital infrastructure further enhances customer engagement, retention, and consistent service quality across our network.

With more than 2,100 locations system-wide, we are conveniently located in communities across the United States and Canada, helping remove barriers to preventive maintenance. Our full-service oil changes, completed in about 15 minutes by certified technicians, include a free 18-point maintenance check* while customers remain in their cars. In addition, we offer a wide range of preventive maintenance services—tire rotations, cabin air filter replacements, battery services, and more—helping customers save 30–50% compared to dealer pricing.** With no appointment necessary, our customers consistently rate us 4.7 out of 5 stars, reflecting the trust, convenience, and quality of the Valvoline experience.***

*Applies only to accessible/applicable items. At participating locations. 18-Point Maintenance Check does not measure or capture any information related to your tires' tread depth. Any results should not be understood to warrant or represent the tread depth on any of your vehicle's tires.

**Based on a 2024 survey of Ford, Chevrolet, Jeep, Honda, Hyundai, Nissan and Toyota dealership national average pricing. Average savings on air conditioning recharge, automatic transmission fluid exchange, battery replacement, cabin air filter, differential, transfer case fluid replacement, fuel system cleaning services and radiator fluid exchange ranges from 30% to 50%. Excludes special offers and discounts.

***Based on a survey of over 1,000,000 Valvoline Instant Oil Change customers annually.



VIRTUAL CALL CONTROL PROGRAM

Providing exceptional customer experience goes beyond every service visit—it begins with every interaction, including the very first call. Our Virtual Call Control (VCC) program ensures that each customer inquiry is handled efficiently and professionally, allowing our store teams to focus on what they do best: delivering high-quality service in the bays.

In FY25, over 1,700 service centers leveraged VCC to manage pre-visit questions about pricing, service options, and product availability, processing more than 4.1 million interactions across our network. By freeing employees from phone handling, VCC empowers team members to dedicate more time to customers in-store, enhancing both satisfaction and engagement.

This technology-driven approach reinforces Valvoline's commitment to operational excellence, consistency, and trust, ensuring a seamless, professional experience at every touchpoint—online, over the phone, or in person. VCC exemplifies how innovation and care for our employees work together to elevate the customer experience across our network.

CUSTOMER CARE PROGRAM

Delivering an outstanding customer experience extends well beyond the service bay. Our Customer Care program is dedicated to addressing post-visit concerns, ensuring that every interaction - whether related to service experience, service issues, or damage claims—is handled efficiently, professionally, and with care.

By providing multiple contact channels, customers can reach us in the way that works best for them. In FY25, our Customer Care team managed nearly 600,000 interactions through phone calls, live chat, and email. This multi-channel approach ensures quick responses, effective resolutions, and a seamless experience, reinforcing customer confidence in the Valvoline Inc. brand. Through these efforts, Customer Care strengthens relationships, builds trust, and ensures that every customer leaves not just satisfied, but confident in returning for their next service.

FRANCHISE PARTNERSHIPS

Our franchisees are more than business operators—they are partners in our mission to deliver exceptional service and grow our brand. We approach franchise recruitment as an extension of the customer experience, seeking partners who share our core values and are dedicated to operational excellence and brand integrity. These relationships are central to our strategy for sustainable growth and the ongoing expansion of our service center network.

Franchisees operate their businesses on a proven operating model and benefit from continuous collaboration through our Franchise Development Council, sharing best practices and driving ongoing improvement. In FY25, our focus on accelerating network growth resulted in 170 net new stores, including 104 franchise locations.

Franchising with Valvoline is designed to be both simple and sustainable. Our proprietary SuperPro™ operating system ensures a consistent, high-quality customer experience, while franchisees receive comprehensive support in recruitment, training, market development, and marketing resources.

As a pure play automotive retail services provider and the trusted leader in preventive automotive maintenance, Valvoline Inc. is well positioned to create long-term shareholder value through executing its strategic initiatives, which include:

- Driving the full potential of the core business through increasing market share and improving operational efficiency in existing stores by building on Valvoline Inc.'s strong foundation in marketing, technology, and data insights.
- Growing the retail footprint through a combination of company-operated and franchise store growth; and
- Targeting customer and service expansion with a focus on fleet business, driving non-oil change service penetration, and meeting the needs of an evolving car parc.

With strong momentum across both franchise and company-owned locations, we are confident in our trajectory toward becoming a 3,500-plus store network, delivering trusted service to communities across the United States and Canada.

- Our continued success is reflected in our #1 ranking in the Automotive Category on Entrepreneur's 2025 Franchise 500 list and #24 overall, underscoring our commitment to excellence.
- Valvoline Inc. Ranked #37 in Franchise Times Top 400

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ENVIRONMENTAL IMPACT

"At Valvoline Inc., sustainability is embedded in our culture, guiding how we deliver services while reducing our environmental impact and meeting the evolving needs of our customers."

WASTE

WASTE MANAGEMENT PRACTICES

Valvoline Inc. operates a comprehensive waste management program built on data-driven principles of source reduction, reuse, recycling, and responsible disposal. Across our company-owned service centers, nearly 100% of materials used in core service offerings—including motor oils, oil filters, vehicle batteries, and antifreeze—are collected and processed for recycling. In FY25, these efforts resulted in the diversion of approximately 602 tons* of standard waste from landfills, contributing to measurable reductions in our overall environmental footprint. We continue to embed circular economy practices into our operational strategy, using performance metrics and waste-stream analytics to identify opportunities for further reduction, efficiency, and resource recovery.

RECYCLE MATERIALS AT VALVOLINE INC.

264,032**
Battery Cores

13,961,343**
Oil Filters

303,949
Gallons of Antifreeze***

*Includes waste from company-owned U.S. service centers and Valvoline Inc. headquarters only.

**Recycled materials totals for battery cores and oil filters include data from company-owned and franchise service center locations.

***Company-owned U.S. stores only.

WASTE OIL RECOVERY

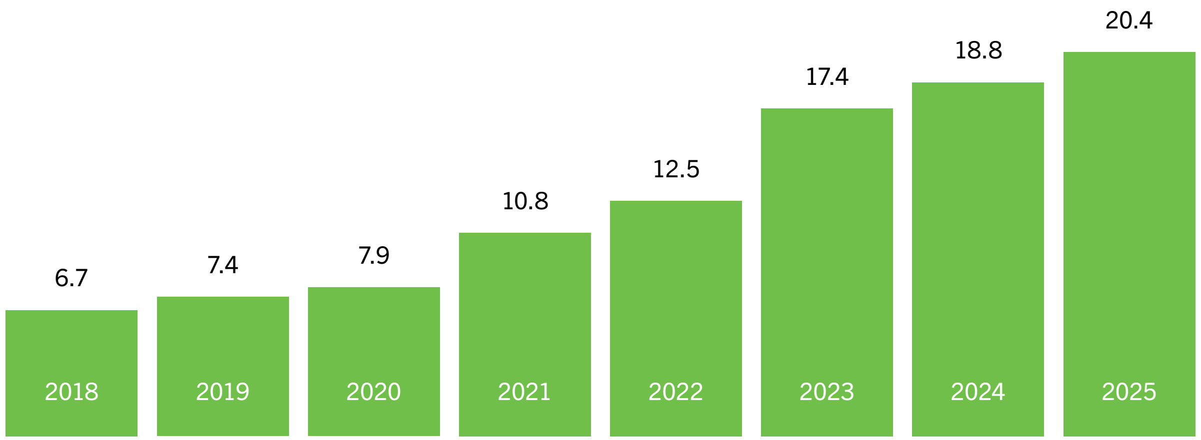
Valvoline Inc. partners with licensed third-party vendors across the U.S. and Canada to ensure the responsible collection and recycling of waste oil from our service centers. This closed-loop approach transforms used oil from a byproduct into a valuable resource, aligning with our commitment to environmental stewardship and operational efficiency.

Through advanced re-refining processes, collected oil is filtered, purified, and restored for reuse—reducing impurities, removing contaminants, and eliminating water. The resulting re-refined oil is then repurposed for applications such as industrial lubricants, fuel, and as a base material for products like asphalt and plastics.

In FY25, Valvoline Inc. sent 20,385,584 gallons of waste oil generated from oil change services performed at our company-owned Valvoline Instant Oil Change (VIOC) and Great Canadian Oil Change (GCOC) locations to be refined. This represents a 100% re-refinement rate for waste oil collected at these sites and a continuation of our efforts to ensure the responsible collection and recycling of waste oil.

We continue to strengthen our collection and containment practices, implementing process improvements and expanding partnerships with specialized vendors to maximize recovery and recycling capacity. These efforts not only prevent environmental contamination but also advance our contribution to the circular economy—reducing dependence on virgin oil production, conserving natural resources, and supporting a cleaner, more sustainable future.

Waste Oil Recycling (millions of gallons)



WATER

WATER MANAGEMENT

At Valvoline Inc., responsible resource management is embedded into every aspect of our operations. Our company-owned service centers follow our proprietary SuperPro™ process, which emphasizes precision, cleanliness, and sustainability—ensuring automotive fluids are collected and recycled efficiently while minimizing the potential for drips or spills.

To further strengthen our culture of safety and reduce workplace injuries, we've adopted dry lower-level practices that limit water use in floor cleaning. By using absorbent materials instead of water, we not only reduce overall consumption but also prevent discharge into the sanitary sewer system. Each facility is designed with sealed lower-level floor drains and constant-pressure sump pump switches to provide secondary containment and minimize the risk of environmental releases.

Our retail service operations are inherently low water-use environments, relying primarily on municipal sources for restrooms, cleaning, and limited landscape maintenance. On average, each company-owned service center uses roughly 10,000 gallons* of water per month—a footprint that reflects our focus on efficiency.

*Applies to company-owned service centers only.

STRENGTHENING RESILIENCE IN THE FACE OF EXTREME WEATHER

Valvoline Inc. has long maintained strong procedures and protocols to protect our people, our facilities, and the surrounding communities during severe weather events. In FY25, one of our service centers in Chattanooga, Tennessee experienced a severe flooding event that put those procedures and protocols to the test.

In August of 2025, historic rainfall caused severe flooding in Chattanooga, submerging the service centers' pit areas and temporarily disrupting operations. Despite significant water intrusion, the store's containment systems performed exactly as designed, preventing product release and protecting the surrounding community and environment. Our teams responded immediately, coordinating with regulators and safely restoring operations in less than three weeks. This incident demonstrated the effectiveness of the procedures and environmental safeguards we have relied on for years — including elevated tank storage, secondary containment, spill prevention control and countermeasure (SPCC) protocols — and highlighted how quickly the landscape is changing.

Across North America, extreme weather events are becoming more frequent, more intense, and less predictable. While our existing protocols have historically provided strong protection, the increasing severity of these events makes it clear that we must continue evolving to stay ahead of emerging risks. Embracing a never-idle mindset, we are proactively strengthening our preparedness and response practices, reassessing site-level resilience, and enhancing infrastructure and operational safeguards so our teams are equipped for the demands of stronger weather conditions.

These efforts build on our broader enterprise climate risk management approach, which includes identifying facilities exposed to water-related risks using tools such as the World Resources Institute's (WRI) Water Risk Atlas and Beehive Climate, as well as implementing preventative engineering and operational controls.

Together, these actions strengthen our ability to protect the environment, support our teams, and maintain reliable operations as extreme weather risks continue to evolve.

ENERGY

ENERGY MANAGEMENT

At Valvoline Inc., energy efficiency and responsible resource management are integral to our operational strategy. In FY25, we invested over $1.4M in preventive maintenance and energy upgrades across our company-owned U.S. service centers. Key improvements included replacing outdated HVAC systems with energy-efficient models and converting exterior signage and interior lighting to LED technology, reducing energy consumption while enhancing the customer experience.

These investments reflect our commitment to operational excellence and sustainability, and we continue to explore new opportunities to optimize energy management across our network. Through our formalized store remodel program, Valvoline is embedding energy-conscious design and operational efficiency into every location, ensuring our service centers operate responsibly today while preparing for the needs of tomorrow.

COMMUNITY SOLAR

At Valvoline Inc., we are actively investing in community solar initiatives in markets where these programs are available. In FY25, we continued our expansion and enrolled several eligible stores in our Illinois market in community solar. With the addition of Illinois, we've enrolled nearly 60 stores in community solar since 2024.

Our participation in community solar reflects our commitment to operational efficiency by extending the impact of our environmental initiatives beyond our service centers and creating tangible benefits for the communities we serve.

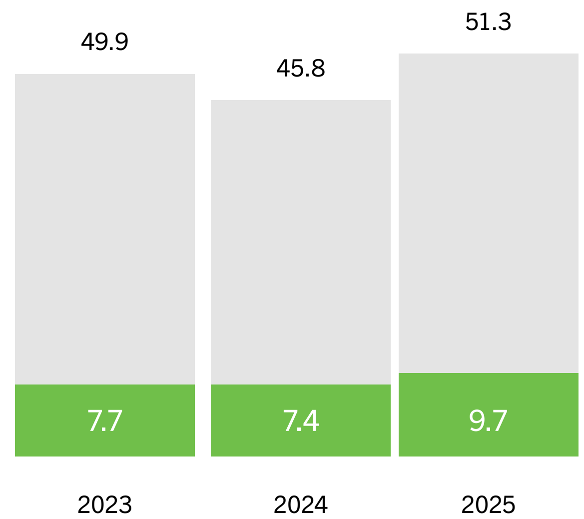
GREEN POWER PARTNERSHIPS

Effective environmental stewardship begins with robust oversight. Beyond addressing our direct impacts through initiatives in waste reduction, water conservation, and energy efficiency, Valvoline Inc. is deeply committed to environmental compliance, proactive risk management, and continuous improvement, ensuring that sustainability is embedded across our operations.

Green Power

Total Electricity Consumption

(Millions of kWh)



ENVIRONMENTAL DUE DILIGENCE

Doing things the right way includes protecting the environment at every stage of our operations. This commitment guides how we build new company-owned service centers, as well as how we acquire and retrofit existing locations. Before opening any new site, we conduct a comprehensive environmental due diligence process to confirm that there are no hazards that could impede compliance with local, state, or federal environmental regulations.

Our process begins with a Phase I Environmental Site Assessment, which includes on-site visits, historical document reviews, and regulatory compliance checks. If any potential risks are identified, we advance to a Phase II assessment, providing a deeper evaluation to address and mitigate environmental concerns. This structured approach ensures that each new or updated location aligns with Valvoline Inc.'s commitment to environmental responsibility, safety, and regulatory compliance.

STRENGTHENING ENVIRONMENTAL PROTECTION THROUGH CENTRALIZED SPCC MANAGEMENT

Preventing oil spills is a critical component of protecting the environment and the communities we serve. In 2025, we launched a new initiative to centralize all SPCC plans within a single integrated data management system across our network.

Previously managed at the market level with market-specific legacy databases, SPCC plans are now housed in a unified platform that improves accessibility, strengthens oversight, and enhances consistency in how we manage spill prevention controls. This centralized approach enables faster access to critical information, supports more efficient updates and regulatory reviews, and reinforces accountability across our operations.

By improving how we manage and maintain SPCC plans, we are strengthening our ability to proactively prevent spills, respond effectively in the unlikely event of a critical incident, and ensure continued compliance with environmental regulations.

> "We've developed an efficient process for obtaining and renewing SPCC Plans. Our method has enhanced spill response and inspection reliability by consolidating all store plans into a single centralized internal database. This centralized library streamlines workflows, fosters compliance, and provides field teams with the latest information to support our commitment to environmental stewardship."
>
> **Kasie Koenig,** Environmental Compliance Specialist

This initiative reflects our ongoing commitment to operational excellence, environmental stewardship, and continuous improvement in how we manage and mitigate environmental risk across our business.

We've developed an efficient process for obtaining and renewing SPCC Plans. Our method has enhanced spill response and inspection reliability by consolidating all store plans into a single centralized internal database. This centralized library streamlines workflows, fosters ongoing innovation, and provides field teams with the latest information to support our commitment to environmental stewardship.

WASTE VENDOR AUDITS

We conduct regular audits of our largest waste management vendors to strengthen environmental accountability and transparency. These on-site evaluations ensure that all vendors meet our rigorous standards, comply with legal requirements, and follow industry best practices for responsible waste disposal. By identifying opportunities to reduce waste, increase oil recycling, and divert materials from landfills, these audits help mitigate environmental risks, improve resource efficiency, and advance our overall sustainability efforts. Through this process, we not only reinforce our commitment to corporate responsibility but also hold our partners accountable for their performance, ensuring that every step of the waste management process aligns with Valvoline Inc.'s environmental values.

GOVERNANCE & ETHICS

Guided by integrity and a strong sense of responsibility, Valvoline Inc. fosters trust, accountability and transparency with our employees, customers, and partners.

ESG OVERSIGHT

The Governance and Nominating (G&N) Committee of Valvoline Inc.'s Board of Directors plays a central role in guiding the company's approach to environmental, social, and governance (ESG) priorities. Throughout the year, senior leaders engage with the Committee to discuss key initiatives, including embedding sustainability into our operations, advancing employee health and safety, fostering an inclusive and ethical workplace, and enhancing transparency through robust ESG reporting and disclosure.

By providing oversight and strategic guidance, the G&N Committee ensures that Valvoline Inc. operates with integrity, accountability, and purpose, reinforcing our commitment to long-term sustainability and creating lasting value for employees, customers, and communities alike.

ESG MATERIALITY ASSESSMENT

At Valvoline Inc., listening to and learning from our stakeholders is essential to who we are and how we lead. In 2024, we conducted a comprehensive ESG materiality assessment to better understand the issues that matter most to our business, our people, and our communities. Engaging with more than 200 stakeholders—including employees, shareholders, Board members, suppliers, franchisees, and nonprofit partners—we gained valuable insight into their priorities and expectations for a more sustainable future.

These conversations help guide our strategy, strengthen our governance practices, and ensure that risk oversight remains aligned with our long-term goals. By keeping our stakeholders' voices at the heart of our decisions, Valvoline Inc. continues to build trust, foster accountability, and create lasting value for everyone we serve.

RESULTS OF OUR MATERIALITY ASSESSMENT:

OUR MATERIAL ESG TOPICS

SOCIAL IMPACT	ENVIRONMENTAL IMPACT	GOVERNANCE & ETHICS
▪ Customer Relationship Management ▪ Employee Satisfaction, Engagement, and Wellbeing ▪ Talent Attraction & Retention ▪ Labor Management Practices and Workforce Health & Safety ▪ Workforce Inclusion & Belonging	▪ Climate Strategy	▪ Corporate Governance & Business Ethics ▪ Privacy & Data Security ▪ Transparency & Reporting ▪ Board Diversity ▪ Risk & Crisis Management

DATA PRIVACY & CYBERSECURITY

At Valvoline Inc., safeguarding customer information and protecting sensitive data are central to our operations and governance. Our information security program is guided by a dedicated Senior Director of Information Security and Senior Privacy Counsel, who provide semi-annual updates to the full Board of Directors on cybersecurity risks, compliance, and program effectiveness.

We maintain a robust security posture by adhering to industry standards and aligning our practices with the NIST Cybersecurity Framework (CSF) and Privacy Framework. Employees and contractors with access to critical infrastructure are required to complete annual information security training and comply with the Valvoline Code of Conduct and Supplier Code of Conduct. Many team members handle personally identifiable information (PII) as part of their roles, and all such activities are governed by our Privacy and Data Protection Policy and IT security policies. Noncompliance can result in regulatory action, reputational harm, legal consequences, or financial penalties.

To strengthen our data security capabilities, our Data Security Posture Management (DSPM) tool scans key environments to identify sensitive data, manage access, monitor retention, and enforce security policies through alerts and notifications.

The Enterprise Information Steering Committee, an advisory and oversight body within the Information Security Office, ensures the effectiveness of our program(s) by providing governance, risk oversight, and strategic guidance.

At Valvoline Inc., we maintain a rigorous vendor risk management process to determine if all vendors have the necessary data privacy and protection controls in place. Cloud security tools, both internal and external, feature incident response processes, vulnerability management, and general threat intel. In addition, we continually monitor cybersecurity threats happening at other organizations and promptly implement needed changes to thwart cyber threat actors.

Cybersecurity education remains a cornerstone of our approach. Ongoing training equips employees with knowledge on privacy, data protection, phishing awareness, password management, and overall cybersecurity best practices. By combining proactive security measures, strategic hiring, and continuous education, Valvoline Inc. is committed to advancing information security, AI ethics and integrity, mitigating risk, and building cybersecurity resilience across the organization.

ABOUT THIS REPORT

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. This report also includes some content that addresses comprehensive-level GRI disclosures. We have also aligned this report to the general principles of the Sustainability Accounting Standards Board (SASB) for Multiline and Specialty Retailers & Distributors. This is Valvoline's ninth report, and it covers the period of October 1, 2024 through September 30, 2025 unless otherwise specified. We publish our reports online annually. We engaged with Apex Companies, LLC to provide limited assurance in relation to specific FY25 environmental data. Details on our limited assurance activities are available here.

REPORTING SCOPE AND BOUNDARIES

The geographic boundaries of our Impact Report's data and information cover 100% of our operations located in the United States and Canada and exclude all discontinued operations.

HOW WE CHOSE WHAT TO INCLUDE IN OUR REPORT

The Governance and Nominating Committee of Valvoline Inc.'s Board of Directors has responsibility for oversight of the strategy, initiatives, and policies for environmental, social, and governance matters.

Valvoline Inc.'s Impact Report contains information on the company's performance in the following areas: environmental stewardship, social impact, health and safety, community development, and economic performance. The company's stakeholders include employees, customers, suppliers, shareholders, contractors, business partners, franchisees, governmental and non-governmental organizations, industry colleagues and the communities where we operate.

Our stakeholders help shape our businesses and contribute to our overall success. We strive to be transparent about our activities and operations, and we engage with our stakeholders on their issues of concern in a manner that is positive and constructive.

Throughout the year, we respond to many direct requests from our stakeholders regarding the company's environment, health and safety, and social responsibility policies, programs, and performance.

Our primary audience for this report includes, but is not limited to, the following stakeholders:

- Current shareholders and prospective investors;
- Current and prospective employees seeking to work for a socially responsible company;
- Communities where we operate that want to understand how we manage and operate our business as a responsible corporate citizen;
- Suppliers with whom we partner, who are critical to our operations;
- Governmental and non-governmental agencies that have an interest in our business and operations; and
- Franchisees and prospective franchise partners.

Your feedback is welcome and appreciated. Please address any questions or comments about our Impact Report to csr@valvoline.com.

APPENDIX

GRI CONTEXT INDEX

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 2: General Disclosures 2021	2-1 Organizational details	Valvoline Inc.
	2-2 Entities included in the organization's sustainability reporting	Valvoline Inc., Valvoline LLC d/b/a, Valvoline Instant Oil Change (VIOC), Valvoline Quick Lube Corp. d/b/a and Great Canadian Oil Change (GCOC)
	2-3 Reporting period, frequency and contact point	Fiscal year 2025 (10/01/2024-09/30/2025) csr@valvoline.com
	2-4 Restatements of information	About this Report
	2-5 External assurance	Our greenhouse gas (GHG) emissions have been third-party assured by Apex Companies, an environmental engineering and consulting firm. (Assurance Letter)
	2-6 Activities, value chain and other business relationships	Valvoline's Retail Services (Page 5 of Annual Report)
	2-7 Employees	Workforce Profile
	2-8 Workers who are not employees	Valvoline Inc. contracts third-parties to perform work at our sites, including but not limited to plumbing, electrical, and other types of site maintenance. The volume of non-employees performing work for the organization varies depending on the needs of the business.
	2-9 Governance structure and composition	2026 Proxy Statement (pages 11-18)
	2-10 Nomination and selection of the highest governance body	2026 Proxy Statement (pages 11-18)
	2-11 Chair of the highest governance body	2026 Proxy Statement (pages 11-18)
	2-12 Role of the highest governance body in overseeing the management of impacts	2026 Proxy Statement (pages 11-18)
	2-13 Delegation of responsibility for managing impacts	2026 Proxy Statement (pages 11-18)

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 2: General Disclosures 2021 (continued)	2-14 Role of the highest governance body in sustainability reporting	2026 Proxy Statement (pages 14-15)
	2-15 Conflicts of interest	2026 Proxy Statement (pages 11-18)
	2-16 Communication of critical concerns	2026 Proxy Statement (page 16)
	2-17 Collective knowledge of the highest governance body	2026 Proxy Statement (pages i-iii)
	2-18 Evaluation of the performance of the highest governance body	2026 Proxy Statement (Pages 14-15)
	2-19 Remuneration policies	2026 Proxy Statement (Pages 19-61)
	2-20 Process to determine remuneration	2026 Proxy Statement (Pages 19-61)
	2-21 Annual total compensation ratio	2026 Proxy Statement (CEO Pay Ratio, Page 55)
	2-22 Statement on sustainable development strategy	Not reported
	2-23 Policy commitments	Not reported
	2-24 Embedding policy commitments	Not reported
	2-25 Processes to remediate negative impacts	Not reported
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct
	2-27 Compliance with laws and regulations	Code of Conduct

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 2: General Disclosures 2021 (continued)	2-28 Membership associations	Valvoline Inc. is a member of the following associations: ▪ International Franchise Association & Preventative Automotive Maintenance Association ▪ Commerce Lexington ▪ Kentucky Chamber of Commerce
	2-29 Approach to stakeholder engagement	About this Report Engaging Stakeholders
	2-30 Collective bargaining agreements	Workforce Profile
	3-2 List of material topics	About this Report
Material Topics		
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 Annual Report (Pages 29-41)
GRI 201: Economic Performance 2017	201-2 Financial implications and other risks and opportunities due to climate change	TCFD disclosures
GRI 201: Economic Performance 2018	201-3 Defined benefit plan obligations and other retirement plans	2025 Annual Report (Pages 41-46)
GRI 201: Economic Performance 2019	201-4 Financial assistance received from government	Not reported

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
Market Presence		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	By policy, we pay all entry-level in-store employees the same rate within given markets, regardless of gender. The rate of pay is based on the role, and all of our hourly positions have the rate of pay listed in their job descriptions. The entry-level wages for our in-store employees in the U.S. are all above minimum wage (Federal/State/Local).
GRI 202: Market Presence 2017	202-2 Proportion of senior management hired from the local community	For our in-store operations, the majority of our Valvoline Instant Oil Change (VIOC) managers are promoted from within, and most in-store employees have been hired from their local communities. Valvoline Inc. employs a hybrid working model for our corporate functions, sourcing varying levels of talent from across the country, including from the local communities nearby to our World Headquarters located in Lexington, KY.
Indirect Economic Impacts		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Not applicable. Valvoline Inc. does not invest in the development of infrastructure like roads, bridges, hospitals, water treatment facilities, etc.
	203-2 Significant indirect economic impacts	Not applicable, no significant indirect economic impacts.
Procurement Practices		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not reported
Anti-corruption		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Not reported
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance
	205-3 Confirmed incidents of corruption and actions taken	No significant incidents of corruption

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
Anti-competitive Behavior		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No significant noncompliance with anti-competitive behavior, anti-trust, and monopoly practices.
Tax		
GRI 207: Tax 2019	207-1 Approach to tax	Valvoline Inc. complies with the tax laws of every taxing jurisdiction where it is required to report or pay taxes.
	207-2 Tax governance, control, and risk management	Valvoline Inc. is subject to Sarbanes-Oxley and other similar domestic and foreign laws and regulations and maintains a suite of internal controls and risk management practices and policies to comply with those. See also: Valvoline Inc.'s Audit Committee Charter
	207-3 Stakeholder engagement and management of concerns related to tax	Material tax matters, including tax planning and tax controversies, are escalated to the appropriate levels of management for consideration and authorization. Material tax matters are also raised to the Audit Committee of the Board of Directors for their information and advice if those tax matters involve material financial or reputational risk.
	207-4 Country-by-country reporting	Valvoline Inc. complies with the tax laws of each country in which it has tax residency. This includes compliance with all applicable transfer pricing reporting and documentation requirements.
Materials		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not reported for FY25 as we work to improve the quality and integrity of data and calculations used to develop this disclosure.
	301-2 Recycled input materials used	Not reported for FY25 as we work to improve the quality and integrity of data and calculations used to develop this disclosure.
	301-3 Reclaimed products and their packaging materials	Not reported

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management
	302-2 Energy consumption outside of the organization	Energy Management
	302-3 Energy intensity	Energy Management
	302-4 Reduction of energy consumption	Energy Management
	302-5 Reductions in energy requirements of products and services	Energy Management
Water and Effluents		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management section of Impact Report
	303-2 Management of water discharge-related impacts	Groundwater sumps are installed for dewatering of the building. All other water within the building is discharged through the municipal sewer system or onsite septic tank systems. Water quality standards and requirements are set by local municipalities.
	303-3 Water withdrawal	Valvoline Inc. leverages municipal water services for 100% of our operations, including all of our service center locations as well as our corporate headquarters.
	303-4 Water discharge	Groundwater sumps are installed for dewatering of the building. All other water within the building is discharged through the municipal sewer system or onsite septic tank systems. Water quality standards and requirements are set by local municipalities.

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 303: Water and Effluents 2018 (continued)	303-5 Water consumption	In 2025 we conducted a water risk analysis and found that 44% of company-owned service center locations across the U.S. and Canada operate in areas we consider to be "water stressed". We will conduct this assessment every other year, with the next occurring in 2027. See also Water Management section of Impact Report
Biodiversity		
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	What we don't do in our operations and CSR efforts (Our Approach)
	304-2 Significant impacts of activities, products and services on biodiversity	What we don't do in our operations and CSR efforts (Our Approach)
	304-3 Habitats protected or restored	What we don't do in our operations and CSR efforts (Our Approach)
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	What we don't do in our operations and CSR efforts (Our Approach)
Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SASB - Scope 1 emissions represent gross emission and do not include any emission credits or offsets. Valvoline GHG emissions are not covered under emissions-limiting regulation or programs. Energy Management
GRI 305: Emissions 2017	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management
GRI 305: Emissions 2018	305-3 Other indirect (Scope 3) GHG emissions	Energy Management

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 305: Emissions 2019	305-4 GHG emissions intensity	Energy Management
GRI 305: Emissions 2020	305-5 Reduction of GHG emissions	Energy Management
GRI 305: Emissions 2021	305-6 Emissions of ozone-depleting substances (ODS)	Energy Management
GRI 305: Emissions 2022	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Energy Management
Waste		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	See Waste Management section of Impact report
GRI 306: Waste 2021	306-2 Management of significant waste-related impacts	See Waste Management section of Impact report
GRI 306: Waste 2022	306-3 Waste generated	See Waste Management section of Impact report
GRI 306: Waste 2023	306-4 Waste diverted from disposal	See Waste Management section of Impact report
GRI 306: Waste 2024	306-5 Waste directed to disposal	See Waste Management section of Impact report
Supplier Environmental Assessment		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	We initiate the due diligence process as early as possible when forming a relationship with any new supplier who will be performing moderate-to-high-risk work for onsite services. In addition to new suppliers being required to sign and abide by our Supplier Code of Conduct, new suppliers performing this type of work are screened by a third-party for their performance in the areas of environmental, health, and safety before a formal relationship is established.

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 308: Supplier Environmental Assessment 2017	308-2 Negative environmental impacts in the supply chain and actions taken	Valvoline Inc.'s impacts are considered de minimis in the areas we operate.
Employment		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Total new hires - 11,020 Stores - 10,687 Corporate - 333
GRI 401: Employment 2017	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2025 Annual Report (pages 11-12)
GRI 401: Employment 2018	401-3 Parental leave	2025 Annual Report (pages 11-12)
Labor/Management Relations		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Notices issued in accordance with local requirements. Workplace Profile
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 403: Occupational Health and Safety 2018 (continued)	403-3 Occupational health services	Valvoline Inc. offers access to an organized, external clinic network for on-the-job injury care. Each Valvoline Inc. site is matched with a local clinic for collaborative care in the event of a work place injury as well as drug and alcohol screens. Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety
	403-6 Promotion of worker health	Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Health and Safety
	403-9 Work-related injuries	Health and Safety
	403-10 Work-related ill health	Health and Safety
Training and Education		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 11 of 2025 Annual Report
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 11 of 2025 Annual Report

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
GRI 404: Training and Education 2016 (continued)	404-3 Percentage of employees receiving regular performance and career development reviews	We ensure that 100% of our full-time employees, whether in corporate or in-store roles, receive regular annual performance reviews. In addition to this, Service Center Managers (SCMs) conduct quarterly "career conversations" with service center employees in our stores. This is applicable to all markets we operate in. For corporate functions, we follow the same schedule of quarterly check-ins in addition to the formal annual performance review. While we have recommended timelines for these check-ins, we also encourage more frequent development conversations to take place to better support our employees in their career growth.
Diversity and Equal Opportunity		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity of Governance Body (Board) **Gender Representation** 44% Female 56% Male **Age Representation** 0% under 30 years old 11% 30-50 years old 89% over 50 years old
	405-2 Ratio of basic salary and remuneration of women to men	Not reported
Non-discrimination		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	If an investigation confirms that harassment or discrimination has occurred, Valvoline will take prompt corrective action, including discipline up to and including termination. Decisions reached will be communicated to those involved.

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
Freedom of Association and Collective Bargaining		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supplier Code of Conduct
Child Labor		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Supplier Code of Conduct
Forced or Compulsory Labor		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier Code of Conduct
Security Practices		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Employee Code of Conduct
Rights of Indigenous Peoples		
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	There have been no incidents of violations involving rights of indigenous peoples.

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
Local Communities		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	As a responsible steward of our communities and the environment, Valvoline's corporate headquarters, and the sites at which we operate have community action plans in place that are appropriate for their operations and size. Our Valvoline Instant Oil Change and automotive service center locations interact every day with the public and have active community outreach programs. As of March 2023, Valvoline Inc. no longer manufactures or produces motor oils or lubricants. Our operations consist solely of quick lube service center locations in the United States and Canada.
	413-2 Operations with significant actual and potential negative impacts on local communities	No significant impacts on local communities
Supplier Social Assessment		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	We initiate the due diligence process as early as possible when forming a relationship with any new supplier who will be performing moderate-to-high-risk work for onsite services. In addition to new suppliers being required to sign and abide by our Supplier Code of Conduct, new suppliers performing this type of work are screened by a third-party for their performance in the areas of environmental, health, and safety before a formal relationship is established.
	414-2 Negative social impacts in the supply chain and actions taken	Valvoline Inc. impacts are considered de minimis in the areas we operate.
Public Policy		
GRI 415: Public Policy 2016	415-1 Political contributions	Valvoline Inc. made no political contributions in FY25

GRI CONTEXT INDEX (CONTINUED)

GRI Standard/Other Source	Disclosure	FY25 Response
Customer Health and Safety		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	As of March 2023, Valvoline Inc. no longer manufactures products used in our core service offerings at our various service center locations. However, 100% of the Valvoline Global Operations products we purchase and use in our service offerings have SDS' and are evaluated for health, safety, sourcing and disposal.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No significant non-compliance issues concerning health and safety impacts of products and services.
Marketing and Labeling		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	As of March 2023, Valvoline Inc. no longer manufactures products used in our core service offerings at our various service center locations. However, 100% of the Valvoline Global Operations products we purchase and use in our service offerings have SDS' and are evaluated for health, safety, sourcing and disposal.
	417-2 Incidents of non-compliance concerning product and service information and labeling	No incidents of non-compliance concerning product and service information and labeling
	417-3 Incidents of non-compliance concerning marketing communications	No incidents of non-compliance associated with marketing communications
Customer Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	0 - We had no incidents in fiscal year 2025

SASB DISCLOSURES

TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & METRICS

Topic	Metric	Category	Unit of Measure	FY25 Response	Code
Energy Management in Retail & Distribution	Total energy consumed	Quantitative	Gigajoules (GJ)	598,320 GJ	CG-MR-130a.1
	Percent grid electricity	Quantitative	%	81%	CG-MR-130a.1
	Percentage renewable	Quantitative	%	19%	CG-MR-130a.1
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	At Valvoline Inc. we prioritize information security and data security with a dedicated Sr. Director of Information Security, regular updates to our Board of Directors, and adherence to industry standards. All employees and contractors with access to our infrastructure must complete annual information security awareness training and adhere to our Supplier Code of Conduct. As part of our everyday work, many of us have access to personally identifiable information of our fellow employees, business partners and customers. If we work with personal information, we must comply with our Privacy and Data Protection policy and our IT policies concerning the protection, access and use of personal information. Failure to meet our responsibilities could result in government actions, damage to our reputation, potential lawsuits, fines and penalties.	CG-MR-230a.1
	Number of data breaches	Quantitative	#	0 We had no incidents in fiscal year 2025	CG-MR-230a.2
	Percentage involving personally identifiable information (PII)	Quantitative	%	0 We had no incidents in fiscal year 2025	CG-MR-230a.2
	Number of customers affected	Quantitative	#	0 We had no incidents in fiscal year 2025	CG-MR-230a.2

SASB DISCLOSURES (CONTINUED)

Topic	Metric	Category	Unit of Measure	FY25 Response	Code
Labour Practices	Average hourly wage	Quantitative	USD	Although we track this information internally, Valvoline Inc. is not disclosing average hourly wage because we consider it sensitive competitive data.	CG-MR-310a.1
	Percentage of in-store employees earning minimum wage, by region	Quantitative	%	100% of our in-store employees in every U.S. region earn above minimum wage, thus 0% of our in-store employees earn minimum wage (Federal/State/Municipal).	CG-MR-310a.1
	Voluntary turnover rate (in-store employees)	Quantitative	Rate	Not reported	CG-MR-310a.2
	Involuntary turnover rate (in-store employees)	Quantitative	Rate	Not reported	CG-MR-310a.2
	Total amount of monetary losses as a result of legal proceedings associated with labour law violations	Quantitative	USD	Monetary losses as a result of legal proceedings associated with labor law violations during the reporting period were an immaterial amount (well-below $100,000.00 USD). No corrective actions were necessary.	CG-MR-310a.3

SASB DISCLOSURES (CONTINUED)

Topic	Metric	Category	Unit of Measure	FY25 Response	Code
Workforce Diversity & Inclusion	Percentage of gender and racial/ ethnic group representation for all management	Quantitative	%	Black or African American: 4% Hispanic or Latino: 5% White: 89% I do not wish to answer: 1% Male: 66% Female: 34%	
	Percentage of gender and racial/ ethnic group representation for all other employee groups	Quantitative	%	American Indian or Alaska Native: 1% Asian: 2% Black or African American: 16% Hispanic or Latino: 10% Native Hawaiian or Other Pacific Islander: 0% Two or More Races: 7% White: 62% Undisclosed: 0% I do not wish to answer: 2% Male: 83% Female: 16% Not declared: 1%	CG-MR-330a.1
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	USD	Monetary losses as a result of legal proceedings associated with employment discrimination during the reporting period were an immaterial amount (well-below $100,000.00 USD). No corrective actions were necessary.	CG-MR-330a.2

SASB DISCLOSURES (CONTINUED)

TABLE 2. ACTIVITY METRICS

Topic	Metric	Category	Unit of Measure	FY25 Response	Code
Product Sourcing, Packaging & Marketing	Revenue from products third-party-certified to environmental and/ or social sustainability standards	Quantitative	USD	Not reported	CG-MR-410a.1
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	n/a	Not reported	CG-MR-410a.2
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	n/a	Not reported	CG-MR-410a.3
General	Number of retail locations	Quantitative	Number	Total - 2,180 Company owned - 1,016 Franchised - 1,164	CG-MR-000.A
	Number of distribution centres	Quantitative	Number	1	CG-MR-000.A
	Total area of retail space	Quantitative	Square metres (m2)	197,706 m2 This figure is an estimate based on the average square footage (2,117,344 sqft/10.764 to convert to m2) of service center locations by number of bays. This figure represents company-owned and operated service centers only.	CG-MR-000.B
	Total area of distribution centres	Quantitative	Square metres (m2)	Unknown - the company leases a shared space in a warehouse to store items sent to all newly opened stores, including marketing materials, uniforms, certain required equipment, and office supplies. The company does not consider this location to be a distribution center.	CG-MR-000.B

TCFD DISCLOSURES

Pillar	Description	Recommended Disclosures	Response
Governance	Disclose the organization's governance around climate-related risks and opportunities.	a. Describe the board's oversight of climate-related risks and opportunities.	**Board of Directors** The Company's Board of Directors has an increased focus on the oversight of environmental, social, and governance matters – inclusive of climate-related matters including risks and opportunities. **Governance and Nominating Committee** The Governance and Nominating Committee (G&N Committee) comprises three or more directors and is responsible for providing counsel to the full Board concerning environmental, social, and governance (ESG) strategy and initiatives. This includes assisting in the development and implementation of the Company's Corporate Governance Guidelines and ensuring the independence of the Board as it exercises its corporate governance and oversight roles for the benefit of shareholders and the Company's other constituencies. **Audit Committee** The Audit Committee comprises three or more directors and assists in fulfilling the oversight responsibilities of the Board relating but not limited to the integrity of the Company's financial statements and financial reporting process; the integrity of the Company's systems of internal accounting and financial control, including the Company's systems to monitor and manage enterprise business risk, which may or may not include matters of climate-related risks meeting specified criteria for financial materiality. Climate-related risks and opportunities are assessed annually as part of the Company's enterprise risk management (ERM) process.
		b. Describe managements role in assessing and managing climate-related risks and opportunities.	**CRRO Working Group** Led by the Company's ESG Manager, the internal Climate-related Risks and Opportunities (CRRO) Working Group includes the Company's Chief Audit Executive, Chief Accounting Officer, Deputy General Counsel, VP of FP&A, Director of FP&A, Manager of Accounting, Senior Accountant, and the Company's Environmental & Sustainability Program Manager. The Working Group is responsible for performing more in-depth analysis of climate-related risks and opportunities to discern their relevance and potential for financial materiality. While some ESG topics, including climate-related risks, are included in our company's Enterprise Risk Management (ERM) assessment, they may not make the final register and do not typically include climate-related opportunities.

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Valvoline Inc. evaluates physical (acute, chronic) and transition (policy & legal, technology, market, reputation) across short (0-1 year), medium (2-10 years), and long-term (10+ years) time horizons. In fiscal 2024, Valvoline's ESG team and the internal Climate-Related Risks and Opportunities (CRRO) working group conducted an initial climate risk assessment to identify opportunities and quantify the potential financial impacts of climate-related risks under the best and worst climate scenarios while assessing the resilience of our operations and business strategy under those conditions*. The analysis was performed using climate models aligned with the Sixth Assessment Report (AR6) by the Intergovernmental Panel on Climate Change (IPCC), and the Shared Socioeconomic Pathways (SSPs) scenarios, with a focus on physical risks (acute and chronic) for company-owned stores located in the United States (96% of total company-owned stores). The CRRO also assessed physical risks that may impact our franchise operations, although financial impacts were considered de-minimis. For acute physical risks, management used sales revenue figures from our company-owned and operated stores to develop ranges of financial impact based on the number of days a store may need to close after experiencing an extreme weather event and created four categories: ▪ Nominal impact – 1 sales day closure ▪ Moderate impact – 7 sales day closure ▪ Catastrophic impact – 21 sales day closure ▪ Permanently closed Using this methodology, management evaluated the following physical risks in 2024's assessment: Acute ▪ Flooding ▪ Wildfires Chronic ▪ Heat (includes heat waves and days of extreme heat)

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Strategy (continued)	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. (continued)	These potential hazards were modeled across three climate scenarios for the short, medium, and long-term time horizons: ▪ SSP1-1.9, 1.5°C by 2100 ▪ SSP3-7.0, 3.6°C by 2100 ▪ SSP5-8.5. 4.4°C by 2100 **Physical Risks** **Physical – acute, flooding** Approximately 5% of our company-owned and operated stores are situated in regions that may be vulnerable to extreme climate events over the next 1 to 30 years. Our stores are strategically located across a diverse range of geographic areas throughout the United States and Canada. Canada was not included in this assessment for FY24 but will be assessed in FY25/FY26. While management acknowledges that a small fraction of our total footprint is in areas identified as at risk for potential flooding events, it is worth emphasizing that it is unlikely that all locations would experience severe flooding simultaneously. In the improbable scenario that every identified location was to sustain catastrophic damage, leading to store closures of 21 sales days or fewer, the estimated financial implications on company revenues would remain minimal, well below USD 5 million. Valvoline is committed to ongoing monitoring and risk mitigation strategies to safeguard its assets and ensure continued operational resilience in the face of climate challenges. ▪ Likelihood – not likely ▪ Financial impacts – de-minimis, well under USD 5M **Physical – acute, wildfires** Approximately 3% of our company-owned and operated stores are situated in regions predicted to experience extreme climate events such as wildfires over the next 1 to 30 years. The locations identified as being “”at risk”” through this assessment are geographically dispersed across various regions of the United States, making it improbable that all at-risk locations would be simultaneously affected by wildfires. Should a scenario arise in which all stores face closure due to a catastrophic wildfire for 21 sales days or fewer, the anticipated financial impact on revenues would be under USD 5 million. ▪ Likelihood – not likely ▪ Financial impact - de-minimis, under USD 5M

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Strategy (continued)	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. (continued)	**Physical – chronic, heat** Approximately 28% of our company-owned and operated stores are situated in regions identified as potentially experiencing an increase in the number of days with temperatures exceeding 96°F. Following OSHA guidelines, on days when temperatures reach 95°F or higher, employers are mandated to provide employees with a minimum of a 10-minute preventative cool-down rest every two hours, as well as ensure access to water, shade (for outdoor work), and the implementation of training and emergency protocols. Considering the additional cool-down breaks required for a standard-length shift, we anticipate that these measures will not significantly affect our operational capabilities. If extreme heat conditions necessitate the temporary closure of multiple stores or adjustments to operating hours, management does not expect a material financial impact on our revenues. The insights gained from this assessment will serve as a foundation for enhancing our training and safety protocols related to heat stress and expanding the geographic reach of team members that undergo Heat Injury Prevention Plan (HIPP) training. • Likelihood – likely • Financial impact – de-minimis, under USD 5M **Transition Risks** **Transition – Market, Changing Customer Expectations on Sustainability** Increasing ESG transparency requirements from large enterprise customers may result in lost contracts if the Valvoline Inc. fails to disclose emissions and align with net-zero goals. • Likelihood – low, unlikely • Financial impact – not reported • Impact on emissions – none/not reported **Transition – Policy & Legal, Shareholder Lawsuits & Climate Risk** Failing to properly assess, disclose, or mitigate climate-related financial risks may result in shareholder activism, lawsuits, and financial penalties. • Likelihood - low • Financial impact – low • Impact on emissions – none/not reported

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Strategy (continued)	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. (continued)	**Transition – Policy & Legal, Legal Repercussions from Anti-ESG Governments** If governments with anti-ESG sentiment retaliate against companies with climate and sustainability targets, Valvoline Inc. may face financial, legal, and reputational risks. ▪ Likelihood – medium ▪ Financial impact – low ▪ Impact on emissions – none/not reported **Transition – Reputation, Investor Activism & Shareholder Resolutions** Weak climate policies may result in public shareholder pressure, activist resolutions, and demands for stricter sustainability commitments. ▪ Likelihood ▪ Financial impact ▪ Impact on emissions **Transition – Technology, Unsuccessful Investment in Green Tech** R&D investments in low-emission technologies may result in financial losses if they fail to generate a return on investment. ▪ Likelihood ▪ Financial impact ▪ Impact on emissions **Opportunities** **Opportunities – Resilience, Automated Emissions & ESG Compliance Tools** Reporting automation has the potential to decrease time demands on subject matter experts, ESG/sustainability teams and increase the amount of time spent focused on the implementation and execution of strategic ESG priorities. Reducing regulatory compliance costs may result in strengthened investor confidence and improved ESG/sustainability reporting. ▪ Likelihood – medium, likely ▪ Financial impact – low, annual savings of 10,000-500,000 USD ▪ Impact on emissions – none/not reported

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Strategy (continued)	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. (continued)	**Opportunities – Energy source, Community Solar** In certain markets where Valvoline operates, there are opportunities to participate in community solar. Participation in community solar allows Valvoline to support a just transition for beneficial electrification and the diversification of energy grids through indirect monetary support of renewable energy projects. This option does not require us to install onsite solar but provides the benefit of a bill credit of up to 10%. ▪ Likelihood – medium, likely ▪ Financial impact – low, annual savings of 10,000-50,000 USD ▪ Impact on emissions – none/not reported **Opportunities – Energy source; Resource efficiency, Onsite Solar & Battery Storage for Commercial Buildings** In some markets where Valvoline operates, energy demands are rising while grid stability and reliable electricity supply are not keeping up. This has resulted in more frequent power outages and rolling blackouts. By procuring onsite solar energy (behind-the-meter), Valvoline would be able to store and use power during peak demand times. This approach could lead to lower electricity costs and lessen the strain on the grid while allowing Valvoline to continue operations (generating revenue) during power outages. ▪ Likelihood – low, not likely due to geographic spread of sites and limited rooftop space ▪ Financial impact – low, ROI period is extensive ▪ Impact on emissions – potential decrease of 2,809mt CO_2e in year 1, equivalent to a 7% reduction in total emissions based on FY24 figures **Opportunities – Resource Efficiency, Water Management and Remote Monitoring Tools in Commercial Buildings** Certain retail locations within Valvoline's owned and operated service center network were acquired and rebranded to Valvoline retail service locations while other stores have been constructed (ground-ups) by the company. In some cases, our acquired locations share a water meter with other businesses which limits our ability to monitor in real-time any leaks or general water flows that are specific to our business's operations. Older grounds ups and acquisitions alike could benefit from the use of water management tools like remote monitoring (sub-metering) to provide more insights into actual water usage, establish baseline water usage where meters are shared, and detect leaks (inside buildings and outside irrigation) in real time, which would allow for faster remediation. The combination of real-time monitoring and data on actual usage would allow Valvoline to implement a data-informed water management program that has the potential to reduce water use, improve water use efficiency, decrease utility spend, reduce our carbon footprint, and support our progress in environmental stewardship. ▪ Likelihood – likely ▪ Financial impact – medium, cost savings \$500k-\$5M ▪ Impact on emissions – reduction

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	a. Describe the organization's processes for identifying and assessing climate-related risks. b. Describe the organization's processes for managing climate-related risks. c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	At Valvoline Inc., the Audit Committee of the Board of Directors oversee risk assessment and risk management responsibilities. The company's Chief Audit Executive reports directly to the Audit Committee of the Valvoline Board of Directors and administratively reports to the company's Chief Financial Officer. The Chief Audit Executive is responsible for preparing and implementing a risk-based audit plan to assess, report on, and make suggestions for improving the company's key strategic, financial, and operational activities and internal controls. The Chief Audit Executive is responsible for leading the annual enterprise risk management (ERM) process which includes participation from members of Executive and Senior Management and the Board. ESG matters, including climate-related risks, are within the scope of the ERM process and are assessed annually; results are aggregated and reported annually to Executive and Senior Management and the Audit Committee. To further track Valvoline's risks and opportunities, Valvoline engages with internal and external stakeholders to assess material issues relating to its industry. Although management conducts a formal materiality assessment every 3-5 years, discussing and defining issues of materiality is an ongoing process that involves continuous stakeholder engagement to ensure the company is aware of the latest and most pressing areas of stakeholder concern. In addition to any formal and informal engagement processes, the company leverages reporting frameworks like GRI, SASB, and TCFD to help align its strategic business priorities with relevant issues of environmental and social sustainability. Valvoline also participates in active rankings such as the S&P Global Corporate Sustainability Assessment (CSA) to stay abreast of trending ESG topics while understanding how it is performing relative to its peers in those areas. Ratings and rankings further assist the company in identifying areas of risk and opportunity, and management reviews results annually to assess whether the company needs to start, stop, or continue areas of focus. At the site-specific level, while it is primarily the responsibility of facility managers to understand and address site-specific risks, there is a feedback mechanism embedded in company processes that allows for consideration of site-level concerns in organizational and enterprise-wide initiatives relating to climate risks and opportunities. For example, in fiscal 2024 Valvoline Inc. joined the EPA's Green Power Partnership (GPP) and works with individual market leaders, as well as members of management, to realize opportunities to expand Valvoline's use of renewable energy while reducing operating expenses at the site level. This level of cross-functional collaboration is the key to successful climate action.

TCFD DISCLOSURES (CONTINUED)

Pillar	Description	Recommended Disclosures	Response
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	**Operational efficiency -** water use intensity, energy use intensity, (greenhouse gas) emissions intensity for Scope 1 and Scope 2 (Market-based and Location-based), renewable energy consumption (Green e certified RECs), waste-to-landfill, and waste diversion rate (includes refined waste oil in gallons). **Asset management -** when assessing physical risks and opportunities relating to the Company's physical assets (leased and owned) we rely on Shared Socioeconomic Pathways (SSPs) for modeling different potential outcomes for future climate scenarios. On a scale of 1-7, with 7 being the highest likelihood and 1 being the lowest, we consider sites with a score of 5 or higher to be "at risk".
		b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Greenhouse Gas (GHG) Emissions and Energy Management
		c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	On March 1st of 2023, Valvoline Inc. completed the sale of its Global Products business. Historically, climate-action activities (such as energy management, water management, and waste reduction efforts) and targets were primarily focused on the manufacturing side of the business, as it was the largest producer of various scopes and categories of emissions. Valvoline Inc. is evaluating its baseline performance and developing a retail-focused climate strategy that balances environmental needs with opportunities to strengthen its business operations and create long-term, sustainable value. This work is ongoing.

Valvoline Inc.