ISLA PERTTULA CORPORATION

2025

Annual Report

Advanced Materials · Chemicals · Energy & Storage · Logistics

1 Channel Plaza, Perttula, Texas 77436

Financial Highlights

(in millions, except per share and employees)	2025	2024
Revenue	7,860	7,460
Adjusted EBITDA	1,310	1,240
Operating income	823	777
Net income (loss)	412	380
Diluted earnings (loss) per share	$2.40	$2.22
Dividends declared per share	$0.96	$0.96
Capital expenditures	456	433
Cash from operating activities	868	813
Total assets	10,712	10,232
Total debt	4,250	4,250
Employees at year end	11,400	11,300

To Our Shareholders

2025 was a year in which your Company grew. Revenue was $7,860 million, compared with $7,460 million in 2024, and net income was $412 million. Adjusted EBITDA was $1,310 million.

Advanced Materials contributed most to the year's result, with revenue up $190 million. The balance of our portfolio is deliberate: when chemicals are weak, power and storage are usually not, and the port earns in both.

Among the year's milestones: lakeline Magnetics to Expand Round Rock Capacity.

We invested $456 million in capital projects and returned $165 million to shareholders in dividends, which we have now paid without interruption since 1989. Our first call on capital remains the integrity of the Perttula site: the levee, the jetties, the cell house and the caverns.

Our total recordable incident rate was 0.41. Nothing we report matters more than that number. We employed 11,400 people at year end, a great many of them in a town this Company laid out in 1919 and still serves with power, water and housing.

We continue to advance the Qaqqaq Project in south Greenland as a long-term source of concentrate for the Perttula Separation Facility, and we look forward to reporting on its progress in 2026.

Thank you for your continued confidence in Isla Perttula Corporation.

Carolyn M. Strand
President and Chief Executive Officer

Review of Operations

Revenue by segment	2025	2024
Advanced Materials	2,410	2,220
Chemicals	1,970	1,880
Energy & Storage	880	830
Logistics	2,480	2,410
Corporate & Community	120	120
Total revenue	**7,860**	**7,460**

Advanced Materials

Advanced Materials separates mixed rare-earth concentrate into high-purity oxides at the Perttula Separation Facility and, since 2022, produces finished sintered magnets at Lakeline Magnetics. Concentrate is supplied from the Company's 51 percent interest in the Gamkarab project in southern Namibia and by third parties, and is discharged at the Port of Perttula. Segment revenue was 2,410 million.

Chemicals

Chemicals produces chlorine, caustic soda and ethylene dichloride at Perttula Works, drawing brine from the Perttula Dome and power and steam from Perttula Power Station, together with Gulf Crescent Chlorine at Lake Charles, Louisiana, barite through Sabine Barytes Company and oilfield chemicals through Borealis Oilfield Chemicals. Segment revenue was 1,970 million.

Energy & Storage

Energy & Storage comprises merchant power sales from Perttula Power Station, a 1,140-megawatt gas-fired cogeneration facility, and hydrocarbon storage in solution-mined caverns in the Perttula Dome. Segment revenue was 880 million.

Logistics

Logistics comprises the Port of Perttula, a private deepwater terminal on the 45-foot Perttula Ship Channel; Perttula Marine Towing; Cardwell Field; and Isla Perttula Air, Inc. Isla Perttula Air has operated continuously since 1947, when the Company's Aviation Department began scheduled service to Perttula Shoal. Segment revenue was 2,480 million.

Corporate & Community

Corporate & Community comprises Perttula Community Services LLC, Perttula Realty Holdings LLC and IPC Health Services LLC, which together provide electric, water, wastewater and solid waste service, housing and primary health care to the approximately 4,100 residents of our Perttula community. Segment revenue was 120 million.

Five-Year Selected Financial Data

(in millions, except per share)	2021	2022	2023	2024	2025
Revenue	5,800	7,940	7,320	7,460	7,860
Adjusted EBITDA	960	1,580	1,290	1,240	1,310
Net income (loss)	280	710	450	380	412
Diluted EPS	$1.65	$4.17	$2.63	$2.22	$2.40
Dividends per share	$0.72	$0.80	$0.88	$0.96	$0.96
Total assets	8,240	10,808	10,064	10,232	10,712
Employees	10,400	10,900	11,100	11,300	11,400

Management's Discussion and Analysis

Results of Operations

Revenue of 7,860 million increased 400 million, or 5.4 percent, from 7,460 million in 2024. The change was driven principally by Advanced Materials (+190 million) and Chemicals (+90 million). Adjusted EBITDA was 1,310 million, compared with 1,240 million in the prior year, and net income was 412 million, or $2.40 per diluted share.

Depreciation and amortization was 487 million, reflecting the capital intensity of the Perttula site. Interest expense was 288 million on average total debt of 4,250 million. The effective tax rate was 23.0 percent.

Liquidity and Capital Resources

Cash provided by operating activities was 868 million. Capital expenditures of 456 million were directed principally to sustaining capital at Perttula Works, debottlenecking at the Perttula Separation Facility, and dock and channel maintenance at the Port of Perttula. The Company paid dividends of 165 million. At year end, cash and equivalents were 389 million and total debt was 4,250 million.

Critical Accounting Estimates

The Company's most significant estimates relate to asset retirement and environmental remediation obligations, the useful lives of long-lived assets, and the recoverability of capitalized development costs at mineral properties. Changes in regulatory requirements or in the expected timing of remediation could materially affect the recorded liability.

Consolidated Statements of Operations

(in millions, except per share)	2025	2024
Revenue	7,860	7,460
Cost of sales	6,078	5,772
Selling, general and administrative	472	448
Depreciation and amortization	487	463
Operating income (loss)	**823**	**777**
Interest expense, net	288	284
Income (loss) before income taxes	535	494
Income tax expense (benefit)	123	114
Net income (loss)	**412**	**380**

Consolidated Balance Sheets

(in millions)	2025	2024
Cash and cash equivalents	389	385
Accounts receivable, net	849	806
Inventories	1,038	985
Property, plant and equipment, net	7,467	7,087
Goodwill and intangible assets	620	620
Other assets	350	350
Total assets	**10,712**	**10,232**
Accounts payable	723	686
Accrued liabilities	322	306
Current portion of long-term debt	250	250
Long-term debt	4,000	4,000
Asset retirement and environmental obligations	310	310
Pension and other long-term liabilities	440	440
Total liabilities	**6,045**	**5,992**
Total shareholders' equity	**4,667**	**4,240**

Consolidated Statements of Cash Flows

(in millions)	2025	2024
Net income (loss)	412	380
Depreciation and amortization	487	463
Changes in working capital	(31)	(30)
Cash provided by operating activities	**868**	**813**
Capital expenditures	(456)	(433)
Cash used in investing activities	**(456)**	**(433)**
Dividends paid	(165)	(164)
Cash used in financing activities	**(215)**	**(214)**

Notes to Consolidated Financial Statements

1. Basis of Presentation

The consolidated financial statements include the accounts of Isla Perttula Corporation and its majority-owned subsidiaries. Intercompany accounts and transactions have been eliminated. Amounts are stated in millions of United

States dollars unless otherwise noted, and may not sum due to rounding.

2. Segment Information

The Company manages its operations through five reportable segments. Substantially all long-lived assets are located in the United States, other than the Company's interest in the Gamkarab project in Namibia and its interest in the Qaqqaq project in Greenland.

3. Aircraft

At December 31, 2025, Isla Perttula Air operated the following aircraft:

Type	Owned	Leased	Total
Airbus A220-100	4	0	4
Airbus A220-300	12	6	18
Airbus A321XLR	2	3	5
Airbus A350-1000	2	4	6
Airbus A330-200F	2	0	2
Airbus A340-500	2	0	2

The Company's two A340-500 aircraft remain in service on the Perttula–Gamkarab sector pending certification of certain specialized lower-deck equipment for successor types, and in view of pavement classification limits at the destination airfield.

4. Asset Retirement and Environmental Obligations

The Company records obligations for the retirement of long-lived assets and for environmental remediation where a liability is probable and reasonably estimable. The recorded obligation at year end was 310 million. Residues from rare-earth separation, which contain naturally occurring radioactive material, are managed at the South Shore Residue Management Area on the south shore of Company property at Perttula (former Portilla Beach tract; public access restricted since 2014), where the Company maintains 38 groundwater monitoring wells and reports results to state regulators. In 2023 the site was removed from the corporate limits of the City of Perttula under a boundary adjustment.

5. Related Party Transactions

Perttula Community Services LLC, a wholly owned subsidiary, provides electric, water, wastewater and solid waste service to the City of Perttula and its residents under franchise, and provides payroll and information technology services to the City under a shared services agreement. Perttula Realty Holdings LLC leases residential property to employees of the Company and to other residents of the community. Amounts transacted with the City were not material to the consolidated financial statements.

6. Debt

Total debt at year end was 4,250 million, consisting principally of senior notes and a revolving credit facility. The Company was in compliance with all financial covenants.

7. Commitments and Contingencies

The Company is party to various legal proceedings arising in the ordinary course of business. In the opinion of management, the outcome of these matters will not have a material adverse effect on the consolidated financial position of the Company.

8. Subsequent Events

Subsequent to year end, the Company placed the Qaqqaq Project and associated dedicated logistics and air services under a strategic review, the outcome of which may include suspension.

Selected Items from the Annual Report on Form 10-K

Item 2. Properties

The Company's principal operations are located on approximately 14,200 acres at Perttula, Matagorda County, Texas, including Perttula Works, the Perttula Separation Facility, Perttula Power Station, Perttula Dome Storage and the Port of

Perttula. Cardwell Field, a private airport owned and operated by Cardwell Field Airport Company, a wholly owned subsidiary, serves the Company's aviation operations and has a primary runway of 11,200 feet. The Company also owns or leases approximately 1,020 residential units in the Perttula community through Perttula Realty Holdings LLC.

Item 1A. Risk Factors (summary)

- The Company's operations are concentrated at a single site on the Texas Gulf Coast and are exposed to hurricanes and storm surge.
- Demand and pricing for the Company's products are cyclical and outside its control.
- Rare-earth separation depends on concentrate supplied from a limited number of sources, including projects in Namibia and Greenland subject to foreign regulation.
- The Company's residue management activities are subject to extensive environmental and radiological regulation.
- The Company provides utilities, housing and health care to a community in which it is the principal employer and landowner, which exposes it to reputational and regulatory risk.
- Holders of Class B Common Stock control the election of three of nine directors.

Directors and Officers

Name	Position
Walter H. Cardwell III	Executive Chairman
Carolyn M. Strand	President and Chief Executive Officer
Peter J. Halvorsen	Executive Vice President and Chief Financial Officer
Anil Raghunathan	Executive Vice President; President, Advanced Materials
Lorena Villarreal Moss	Executive Vice President, General Counsel and Corporate Secretary
Chester R. Barrow	Senior Vice President, Logistics; Chairman, Isla Perttula Air, Inc.
Deborah A. Kline	Vice President, Community Services; President, Perttula Community Services LLC
Mara Teague	President and Chief Executive Officer, Isla Perttula Air, Inc.

Shareholder Information

Class A Common Stock is listed on the New York Stock Exchange under the symbol IPC. Class B Common Stock, which carries ten votes per share, is not listed. Transfer agent: Southwestern Stock Transfer Co., Dallas, Texas. Independent registered public accounting firm: Pruett Lyle LLP, Houston, Texas. Investor inquiries: investor.relations@islaperttula.com, (713) 555-0142.

Amounts in this report may not sum due to rounding. Figures for prior periods have been recast to conform to the current segment presentation.