



QUAKER HOUGHTON COMPENSATION AND HUMAN RESOURCES COMMITTEE CHARTER

This Charter has been adopted by the Board of Directors (the “Board”) of Quaker Chemical Corporation (the “Company,” also known as “Quaker Houghton”) to govern its Compensation and Human Resources Committee (the “Committee”), which shall have the authority, responsibilities, and specific powers described below.

PURPOSE

The Committee’s purpose is (1) to oversee and review Total Rewards and Human Capital programs throughout the Company, and (2) to discharge the responsibilities of the Board relating to the compensation of the Company’s officers, including the Committee’s evaluation of, and approval of, or recommendations to the Board with respect to compensation plans, policies, and programs relating to the compensation of the Company’s officers.

COMMITTEE MEMBERSHIP

The Committee shall consist of the number of members fixed from time to time by the Board, but shall at all times consist of not less than three members. The Committee shall have a chairperson who shall be appointed by the Board. Each member of the Committee shall be a member of the Board who meets the independence requirements of the New York Stock Exchange (NYSE) and, as applicable, the Securities and Exchange Commission.

The members of the Committee shall be appointed by the Board on the recommendation of the Board’s Governance Committee. The members of the Committee may be removed by the Board at its discretion. The Board shall have the authority at its discretion to fill vacancies or add additional members to the Committee.

COMMITTEE DUTIES AND RESPONSIBILITIES

The following shall be the common recurring duties and responsibilities of the Committee in carrying out its oversight functions. These duties and responsibilities are set forth below as a guide to the Committee with the understanding that the Committee may alter or supplement them as directed by the Board or as appropriate under the circumstances to the extent permitted by

applicable law or NYSE listing standards.

The Committee shall have the following duties and responsibilities:

- (1) Establish the Company's overall compensation philosophy for officers and other employees.
- (2) To review the company's Total Rewards and Human Capital programs to evaluate alignment with business strategy, company culture and core values. Provide recommendations to the Board as required by the plan.
- (3) Collaborates to align strategic initiatives with all Board appointed committees.
- (4) The Committee reviews and approves compensation matters affecting the CEO and the Executive Leadership Team (ELT), including annual, short-term and long-term incentive programs, performance targets and achievements against objectives, and to make recommendations to the Board regarding the CEO's compensation. The Committee approves non-CEO ELT target compensation.
- (5) Review and approve the design and structure of incentive-based compensation plans and equity-based plans.
- (6) Review and recommend to the Board for approval performance criteria for annual and long-term incentive plans.
- (7) Approve and administer awards granted under the Company's long-term incentive plans.
- (8) Regarding any new or materially amended severance arrangements, change-in-control agreements, equity awards, or special or supplemental benefits in relation to an employment agreement, to make recommendations to the Board for the CEO and to approve, as recommended by the CEO, for all other officers.
- (9) Approve officer benefit and perquisite programs.
- (10) Review and discuss with Management the Company's disclosures under "Compensation Discussion and Analysis" (the "CD&A"), and based on such review and discussion, make a recommendation to the Board that the CD&A be included in the Company's Annual Report on Form 10-K and, as applicable, the Company's proxy statement.
- (11) Prepare and approve the Compensation Committee Report on executive compensation as required by Item 407(e)(5) of Regulation S-K to be included in the Company's proxy statement in connection with its annual meeting of shareholders.
- (12) Review and recommend to the Board the Company's submissions to shareholders on executive compensation matters, including advisory votes on named executive officer compensation and the frequency of such votes. In addition, the Committee shall consider the results of shareholder advisory votes on named executive officer compensation matters and the changes, if any, to the Company's executive compensation policies,

practices and plans that may be warranted as a result of any such vote.

- (13) In consultation with Management, oversee regulatory compliance with respect to executive compensation matters, including overseeing the Company's policies on structuring compensation programs, and, as and when required, establish performance goals and certify the attainment of such goals.
- (14) Assure an annual executive succession review by Management with the Board.
- (15) Review management's policies and strategies relating to its human capital management function, which may include items such as management succession planning, recruiting, retention, talent development, employee engagement, career progression and organizational structure.
- (16) Periodically review Quaker Houghton's Recoupment Policy.
- (17) As noted in Quaker Houghton's Recoupment Policy, the policy will be administered by the Committee and any determination made by the Committee will be final and binding on any affected individuals.
- (18) At least annually, review and assess management's report on risks arising from the Company's compensation policies and practices and determine whether any such risks are reasonably likely to have a material adverse effect on the Company.
- (19) Review, approve and monitor compliance with any stock ownership guidelines for the officers of the Company.
- (20) Perform any other actions within the scope of its functions as the Committee may determine or as may otherwise be required by law or regulation, or as directed by the Board from time to time.

COMMITTEE MEETINGS AND PROCEDURES

The Committee shall meet as required, but not less than three times a year, and shall make reports of those meetings to the Board. The Board shall designate one member of the Committee as its Chairperson. The Chairperson will, in conjunction with appropriate members of the Committee and management, establish the meeting calendar and set the agenda for each meeting. Committee members may suggest the inclusion of matters for the agenda. The Chairperson of the Committee or a majority of the members of the Committee may call special meetings of the Committee.

Members of the Committee may participate in meetings by means of teleconference, video conference, telephone or similar communications equipment whereby all persons participating in the meeting can hear each other, and such participation shall constitute presence at the meeting. A majority of the members of the Committee shall constitute a quorum sufficient for the taking of

any action by the Committee. The act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Committee.

The Committee may invite such members of management to its meetings as it deems appropriate. The Committee may meet in executive session without the presence of the management at any time at its discretion, including during voting or deliberations on executive compensation. The CEO cannot be present during any voting or deliberations by the Committee on his or her compensation.

The Committee may form and delegate authority to subcommittees of the Committee when the Committee deems appropriate, provided, however, that when appropriate to satisfy the requirements of Section 16b-3 of the Exchange Act, any such subcommittee shall be composed solely of two or more members that have been determined to be “non-employee directors” within the meaning of Rule 16b-3 under the Exchange Act.

The Committee shall have the sole authority, at the Company’s expense, to engage compensation consultants and to obtain advice and assistance from internal or external legal, accounting or other advisers, as the Committee deems advisable. In any such engagement, the Committee shall consider factors that could affect the independence or represent a conflict of interest on the part of any compensation consultant, independent legal counsel, or other adviser the Committee may retain and report thereon to the Board as required by Securities Exchange Commission rules and New York Stock Exchange listing standards.

The Committee shall review and reassess the adequacy of this Charter annually, and upon the completion of each such review, recommend any proposed changes to the Board for approval.

The Committee shall annually evaluate its own performance and report to the Governance Committee the conclusions of the Committee resulting from such review.

WEBSITE

This Charter shall be posted on the Company’s website, and Quaker Houghton’s annual report on Form 10-K shall state that a copy of this Charter is available on Quaker Houghton’s website or in writing and that a copy of the same is also available to any shareholder who requests it.

Reviewed January 2026

Revised January 2026