

Corporate Governance Guidelines

Innophos Holdings, Inc. (the “Company”) is committed to developing effective and transparent corporate governance practices. These Corporate Governance Guidelines (“Guidelines”) were approved by the Company’s Board of Directors (the “Board”) as a set of guiding principles by which, together with the Company’s certificate of incorporation, bylaws, and Board committee charters, the affairs of the Company will be governed.

The Guidelines are subject to regular review by the Board’s Nominating & Corporate Governance Committee which may recommend to the Board that they be modified or updated, when appropriate. In adopting these Guidelines (or amending them from time to time), the Board intends that they be construed consistently with Delaware law and Company’s certificate of incorporation and bylaws. In the case of any conflict, applicable law and the foregoing constituent instruments will control.

1. BOARD RESPONSIBILITIES

(a) Responsibilities of the Board

The business of the Company is conducted by management under the direction of the Chief Executive Officer (CEO). The Board’s responsibility is to oversee, on behalf of stockholders, the conduct of the Company’s business, to provide advice and counsel to the CEO and senior management, and to foster the creation of value for stockholders.

Among other things, the Board’s decision-making responsibilities include:

- (i) review and approval of the Company’s strategies, objectives and annual budget, as developed by the CEO and senior management;
- (ii) approval of director candidates recommended by the Nominating & Corporate Governance Committee for nomination for election by stockholders at the Annual Stockholders Meeting or to fill newly created directorships and vacancies; and
- (iii) approval of material investments or commercial arrangements that exceed the CEO’s established approval limits, acquisitions or divestitures, strategic transactions and other significant transactions not in the ordinary course of the Company’s business.

Among other things, the Board’s oversight responsibilities include monitoring:

- (i) the Company’s performance in relation to its strategies, financial, and non-financial objectives;
- (ii) the performance and effectiveness of the Company’s management;

- (iii) succession and development plans for the CEO;
- (iv) the Company's financial reporting, internal control, disclosure and risk management processes;
- (v) the Company's legal and regulatory compliance processes; and
- (vi) the Company's policies and practices with respect to environmental, health and safety matters.

In carrying out its responsibilities with respect to oversight of the Company's risk management processes, the Board shall ensure that processes are in place to identify and evaluate the major risks faced by the Company and shall oversee and monitor the design and implementation of guidelines and programs to manage the Company's response to those risks.

The Board may discharge its risk oversight function through a combination of its own efforts, those of its standing committees and the senior management structure of the Company. The Board shall periodically evaluate and, as appropriate, update the Company's Enterprise Risk Management Policy to provide an overall methodology for identifying and managing various types of risk. Notwithstanding any delegation of authority by the Board with respect to risk management, the full Board shall itself devote at least one session annually focused on risk identification and management.

In carrying out their responsibilities, Board members shall exercise their business judgment and act in ways that they reasonably believe will serve the best interests of the Company and its stockholders. As appropriate, the Board may also consider the interests of other stakeholders, including employees, customers and the members of the communities in which the Company operates. In carrying out their responsibilities, Board members shall at all time comply with the duty of loyalty, duty of good faith and other requirements of directors under Delaware law.

(b) Expectations of Board Members

Board members are expected to:

- (i) become and remain informed about the Company, its business and its industry;
- (ii) attend all meetings of the Board and of Board committees on which they serve, having read and considered the meeting materials in advance of the meeting (both incumbent and prospective Board members are also encouraged to attend the Company's Annual Stockholders Meeting); and
- (iii) Participate constructively in Board and committee meetings, drawing upon their individual experience, knowledge and background, as appropriate, to provide perspectives and insights.

2. BOARD OPERATIONS

(a) Board Size

Subject to the conditions outlined in the Company's bylaws and certificate of incorporation, the number of directors which shall constitute the Board of Directors shall be fixed from time to time by resolution adopted by the Board.

(b) Board Meetings

The Board holds at least four regular meetings each year and may hold additional or special meetings whenever necessary. Regular Board meetings are generally held in person, although Board members may participate by conference call or two way electronic means, if necessary. Special meetings may be held either in person, by conference call or by two way electronic means. The Board may also act by written consent to the extent allowed by law.

(c) Board Agendas

The Chairman of the Board, in consultation with the Lead Independent Director, if one shall have been elected as provided in the bylaws, will establish the agenda for each Board meeting and distribute it to directors in advance of the meeting. In the absence of a Chair or Lead Independent Director, the Board shall elect one of its members to establish the agenda for each Board meeting and distribute it to directors in advance of the meeting. Any director may request that a subject be included on the agenda and may raise a subject that is not on the agenda at any Board meeting.

(d) Board Meeting Package

Meeting materials for the Board and committee meetings are distributed to directors sufficiently in advance of each meeting to permit meaningful review. Materials should be as concise as possible while still providing the information necessary for directors to make an informed judgment on the agenda items. However, it is recognized that certain exigent circumstances may cause the materials to be late or incomplete and subject to final form and updates at the meeting.

(e) Board Committees

The Board may have any number of standing committees as determined by the Board and as required by applicable law, including NASDAQ rules and the Board had three standing committees at the adoption of these Guidelines: Audit; Compensation; and Nominating & Corporate Governance. The committees' charters are posted on the Company's website. The Nominating & Corporate Governance Committee regularly reviews the Board's committee structure and charters in conjunction

with the committee chairmen. Committee charters shall be updated where necessary to ensure compliance with NASDAQ rules, and any other applicable laws or regulations.

The Nominating & Corporate Governance Committee oversees evaluations of the Board, individual Board members and the Board committees, as well as considers matters of corporate governance and periodically reviews the Company's corporate governance policies and makes recommendations to the Board.

Committee appointments shall be made by the Board. In making such appointments, the Board shall consider the Committee's needs, as well as the appointee's interests and areas of expertise. The Board may replace any committee chairs or members or add additional members to a Board committee at any time during the year. No Board member may chair a Board committee for a period of greater than five years.

Each committee must comprise directors that satisfy the independence requirements of the rules and regulations of the Securities and Exchange Commission and the NASDAQ Stock Market.

(f) Lead Independent Director

The Board will elect a Lead Independent Director as provided in the bylaws. The responsibilities of the Lead Independent Director are to:

- (i) preside in the absence of the Chairman of the Board at all meetings of the stockholders and the Board at which he or she is present;
- (ii) preside over all Board executive sessions of the independent directors;
- (iii) serve as a liaison between the Board and the Chairman of the Board;
- (iv) provide input to meeting agendas for the Board and other information sent to the Board; and
- (v) exercise such other powers and perform such other duties as may be assigned to such office by the Company's Bylaws and/or Board from time to time.

No Board member may serve as the Lead Independent Director for a period of greater than five years.

(g) Executive Sessions of Independent Directors

The independent directors are to meet regularly without management present in conjunction with the Board meetings, led by the Lead Independent Director. After the executive session, the Lead Independent Director will update the CEO as appropriate and/or necessary on the key items

discussed.

(h) Confidentiality

In order to facilitate open discussions, the Board believes maintaining confidentiality of information and deliberations is imperative. Each Board member will maintain the confidentiality of information received in connection with his or her service as a Board member or a committee member and will not use any such information for his or her personal benefit or to benefit any person or entity outside of the Company.

3. DIRECTOR QUALIFICATIONS AND BOARD COMPOSITION

(a) Director Criteria

The Company seeks to align Board composition with the Company's strategic direction so that the Board members bring skills, experience and backgrounds that are relevant to the key strategic and operational issues that they will oversee and approve. Director candidates are typically selected based upon their character, track record of accomplishment in leadership roles, as well as their professional and corporate expertise, skills and experience. Criteria that are typically considered by the Board in the selection of directors include:

- (i) the independence, judgment, strength of character, reputation in the business community, ethics and integrity of the individual;
- (ii) the business or other relevant experience, skills and knowledge that the individual may have that will enable him/her to provide effective oversight of the Company's business;
- (iii) the fit of the individual's skill set and personality with those of the other Board members so as to build a Board that works together effectively and constructively; and
- (iv) the individual's ability to devote sufficient time to carry out his or her responsibilities as a director in light of his/her occupation and the number of boards of directors of other public companies on which he or she serves.

(b) Diversity of Board Members

The Board is committed to Board member diversity. The Board values the benefits that diversity can bring to the Board. Diversity promotes the inclusion of different perspectives and ideas, mitigates against group think and ensures that the Company has the opportunity to benefit from all available talent. The promotion of a diverse Board makes prudent business sense and makes for better corporate governance.

The Company seeks to maintain a Board comprised of talented and dedicated directors with a diverse mix of expertise, experience, skills and backgrounds. The skills and backgrounds collectively represented on the Board should reflect the diverse nature of the business environment in which the Company operates. For purposes of Board composition, diversity includes, but is not limited to, business experience, geography, age, gender, and ethnicity and aboriginal status. In particular, the Board should include an appropriate number of women directors.

The Company is committed to a merit based system for Board composition within a diverse and inclusive culture which solicits multiple perspectives and views and is free of conscious or unconscious bias and discrimination. When assessing Board composition or identifying suitable candidates for appointment or re-election to the Board, the Company will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board.

(c) Regulatory Requirements

The Nominating & Corporate Governance Committee reviews Board and committee composition at least annually to ensure compliance with NASDAQ rules and other regulatory requirements. In so doing, the Nominating & Corporate Governance Committee assists the Board in assessing the independence of all members of the Board for the purposes of determining which Board members are deemed independent and which are not. The Company collects data at least annually on this topic from its Director and Officer Questionnaires. Board members must notify the Chairman of the Board, as soon as practicable, in the event that their circumstances change in a manner that may impact the Board's view of their independence.

(d) Nominating Process

The nominating process outlined herein applies only with respect to the nomination of director candidates who will be presented to the Company's stockholders for election at the Annual Stockholders Meeting, if any.

The Nominating & Corporate Governance Committee is responsible for the identification and recruitment of director candidates for election by the stockholders and makes recommendations with respect to the nomination of new Board members, which are subject to a vote of the full Board. In developing recommendations for new Board candidates, the nominating process used by the committee consists of the following steps:

- (i) the Nominating & Corporate Governance Committee reviews current Board composition to determine particular skills or experience to be added or replaced through the recruitment of new Board members. The committee informs members of the Board, members of senior management and any search firm retained by the committee to assist in director recruitment in light of these needs and asks for their help in identifying strong Board candidates who would

meet these requirements and the broader director criteria outlined above;

- (ii) any potential Board candidates identified by the search firm, the network of contacts of the current Board and senior management and any director candidates recommended by stockholders will be reviewed by the Nominating & Corporate Governance Committee against these needs and the broader director criteria and a “short list” of candidates will be prepared from this preliminary review;
- (iii) reference checks on “short listed” candidates will be conducted, including gathering references and perspectives from any current Board members or members of senior management who may know the candidate. Any search firm retained by the Nominating & Corporate Governance Committee may also assist the committee with the reference checks;
- (iv) leading candidates from the ‘short list” who have strong references will be interviewed by the Nominating & Corporate Governance Committee, by the CEO and, if appropriate, other Board members or other members of senior management. The Chairman of the Nominating & Corporate Governance Committee will gather feedback from the interviews; and
- (v) the Nominating & Corporate Governance Committee will meet to discuss and make recommendations to the Board with respect to the candidates. The full Board will then vote on the committee’s recommendations. Those candidates approved by the Board shall be nominated for election by the Company’s stockholders at the next Annual Stockholders Meeting.

The Chairman and CEO of the Company will contact any candidate(s) so approved, invite them to attend the Company’s Annual Stockholders Meeting and to join the Board at its first meeting thereafter, if they are elected by the Company’s stockholders at the Annual Stockholders Meeting. In the case of a Board candidate appointed between Annual Stockholders Meetings, the same nominating process will generally apply except that the approved candidate will be invited to join the Board at its next meeting after his/her approval by the Board and will stand for election by stockholders at the next Annual Stockholders Meeting or at the end of the term of his or her class, as applicable. The Nominating & Corporate Governance Committee shall give the same consideration to candidates recommended by stockholders as those candidates recommended by members of the Board.

(e) Change in a Director’s Position

A Board member whose primary job responsibilities have significantly changed since he or she was last elected to the Board or whose status significantly changes by virtue of entry into a new business relationship, etc., shall provide written notice to the Nominating & Corporate Governance Committee of such change, outlining the specifics of the change, and each such Board member shall tender his or her resignation from the Board, subject to acceptance of such resignation by the Board. Although the Board does not believe that a Board member in this circumstance should

necessarily be required to leave the Board, the Board does believe that Board should have the opportunity to assess each situation based on the individual circumstances. The Board, with input from the Nominating & Corporate Governance Committee, shall evaluate the information provided by the Board member regarding the change and then determine, on a case-by-case basis, whether the Board member's Board membership would continue to be free from conflict of interest and is otherwise appropriate, and whether the Board member's resignation should be accepted.

(f) Membership on Other Boards

The Board believes that the time commitment required for membership on the Board is such that all Board members (including any employee Board member) should notify the Chairman of the Board, the Lead Independent Director and the Chairman of the Nominating & Corporate Governance Committee prior to accepting an invitation to serve on another public company board or significant private company board. No Board member (including any employee Board member) may sit on more than five public company boards.

The primary obligation of each of the Company's non-director executive officers is to the Company, but it is recognized that service by such executive officers on outside boards may be beneficial. Prior to accepting an outside director position, all such executive officers are required to discuss with the CEO his/her desire to accept a position on another board and receive the CEO's prior approval. The number of outside boards upon which such executive officers (other than the CEO) may serve will be determined on a situational basis.

These Guidelines do not affect employment or other contracts which limit, permit or otherwise regulate service on governing bodies of multiple entities.

4. DIRECTOR ACCESS TO MANAGEMENT AND INDEPENDENT ADVISORS

(a) Access to Management

Directors shall have full and unrestricted access to any relevant Company records and may request that any officer or other employee of the Company or the Company's outside counsel or accountants meet with any members of, or consultants to, the Board or any committee. As a courtesy, directors will exercise their judgment to ensure that this access does not impede or interfere with the conduct of the Company's business and is coordinated, where possible, through the CEO so as not to undermine normal lines of management authority. Full access may not be available in instances where the interests of a director are in conflict with those of the Company and its stockholders.

(b) Access to Independent Advisors

In their sole discretion, the Board and each of its committees shall have the sole authority and

responsibility to select, employ, retain and terminate any financial, legal, executive search, consulting and other professional advisors as they deem necessary or appropriate to assist in the discharge of their responsibilities. The Company shall provide funding to cover the professional fees and reasonable expenses of any such independent advisors retained by the Board or any of its committees.

5. DIRECTOR COMPENSATION

The Compensation Committee shall establish the amount and form of compensation to be paid to Company directors. In making its determinations, the Compensation Committee shall consider the director compensation policies and practices at the Company's principal competitors and other comparable companies to ensure that the compensation (both direct and indirect forms) paid to the Company's directors is reasonable. The Compensation Committee shall periodically review its directors' compensation practices and levels. Members of management who are also members of the Board shall not receive any additional compensation for their service as directors, committee members or committee chairmen.

6. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

(a) Director Orientation

Upon election to the Board, new directors shall participate in an orientation session designed jointly by the Nominating & Corporate Governance Committee and the CEO.

(b) Continuing Education

Management shall make presentations to or arrange educational programs for the Board on different aspects of the business of the Company, which may include business strategy, risk management, financial reporting, products and services, industry trends and developments, corporate governance and other relevant topics. Such presentations or sessions may be provided by management on its own initiative or at the request of, or in conjunction with, the Nominating & Corporate Governance Committee. The Nominating & Corporate Governance Committee will review, track and recommend courses or other educational opportunities for Directors.

7. EXECUTIVE SUCCESSION PLANNING

The Board shall receive regular updates and recommendations from the Nominating & Corporate Governance Committee regarding succession planning for the CEO. The plan of succession includes an assessment of the experience, performance, skills and planned career paths for possible successors for the CEO position. The Compensation Committee assists the Board in the annual review of CEO performance and reviews and approves the CEO's performance review of other senior executives for purposes of compensation decisions.

8. BOARD AND COMMITTEE ASSESSMENT

The Board is committed to continuous improvement and shall conduct an annual self-assessment of the performance of the Board, each of the Board committees and each individual Board member. The assessment process is led and coordinated by the Nominating & Corporate Governance Committee. The self-assessment is designed to identify areas where the Board and its committees are particularly effective and to identify opportunities for further enhancement. When the self-assessments have been completed, the results and any recommendations made by the Nominating & Corporate Governance Committee to further enhance the Board's functioning are discussed by the full Board.

9. STOCKHOLDER ACCESS TO THE BOARD

(a) Communications with the Board

Stockholders and other interested parties wishing to contact the Board, any director, any of the committee chairs or the independent directors as a group, may write to c/o Corporate Secretary, 259 Prospect Plains Road, Building A, Cranbury, New Jersey 08512. The Corporate Secretary will collect, organize and forward all communications, in that officer's judgment, which are appropriate for consideration by the directors. Communications addressed to directors may, at the direction of the directors, be shared with Innophos' management.

(b) Communications with Non-Management Directors

In addition, any interested parties who have concerns that they wish to make known to the Company's non-management directors, should send any such communication to the Chair of the Nominating & Corporate Governance Committee in care of the Company's executive offices at the above address. All such stockholder communication will be reviewed by the Chairman of the Nominating & Corporate Governance Committee and discussed with the committee, which will determine an appropriate response or course of action.

(c) Stockholder Recommendations for Board Candidates

Stockholders wishing to recommend candidates to serve on the Company's Board may do so by sending to the attention of the Chairman of the Nominating & Corporate Governance Committee at the above address the following: the candidate's name; a detailed biography outlining the candidate's relevant background, professional and business experience and other significant accomplishments; an acknowledgement from the candidate that he or she would be willing to serve on the Board, if elected; a statement by the stockholder outlining the reasons why this candidate's skills, experience and background would make a valuable contribution to the Board; and a minimum of two references who have either worked with the candidate, served on a governing fiduciary body with the candidate, or can otherwise provide relevant perspective on the candidate's capabilities as a potential Board

member.

The deadline by which such recommendations must be received by the Chairman of the Nominating & Corporate Governance Committee will be published in the Company's annual proxy statement each year. Stockholder recommendations provided to the Chairman of the Nominating & Corporate Governance Committee within this timeframe will be reviewed by the Nominating & Corporate Governance Committee.

Amended and Restated, September 17, 2018