corporate overview

january 2017
the new ashland

always solving™
brand promise

we are passionate, tenacious, solvers who thrive on developing practical, innovative, and elegant solutions to complex problems in applied chemistry, always pushing the boundaries of what’s possible, and advancing the competitiveness of our customers across diverse industries.
5 effects™

amplifies the **efficacy**, refines the **usability**, adds to the **allure**, ensures the **integrity**, and improves the **profitability** of our customers’ products and applications.
corporate profile

Sales$ - $4.9 Billion

By business unit
- Ashland Specialty Ingredients 42%
- Ashland Performance Materials 19%
- Valvoline 39%

By geography
- North America 53%
- Europe 24%
- Asia Pacific 16%
- Latin America/Other - 7%

1 For 12 months ended September 30, 2016.
2 Ashland includes only U.S. and Canada in its North America designation.
### Ashland company snapshot

<table>
<thead>
<tr>
<th>NYSE Ticker Symbol</th>
<th>ASH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees(^1)</td>
<td>~6,000</td>
</tr>
<tr>
<td>Outside North America(^2)</td>
<td>~50%</td>
</tr>
<tr>
<td>Countries in which Ashland has Sales</td>
<td>100+</td>
</tr>
</tbody>
</table>

\(^1\)Excluding Valvoline Inc.

\(^2\)Ashland includes only U.S. and Canada in its North America designation
manufacturing and technical centers

43 plants and 24 labs in 16 countries

We are investing aggressively to extend our leadership

Process certifications to meet the highest Environment, Health and Safety standards

Note: including JV facilities
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## Technology Platforms

### Unsaturated Polyester Resin
- Arotran™ resin

### Epoxy Vinyl Ester Resin
- Derakane™ resin

### Cellulosics
- Klucel™ HPC
- BeneceI™ HPMC
- Aquasolve™ HPMCAS
- Natrosol™ HEC
- Aqualon™ EC
- Culminial™ MC/MHEC/MHPC
- Blanose™ CMC

### Acetylenics
- Plasdone™ PVP
- Polyplasdone™ PVPP
- Gantrez™ VE
- Gafquat™ copolymer
- Optiphen™ preservative
- Escalol™ UV-B absorber
- Antaron™ polymer
- Styleze™ copolymer
- Germall™ preservative

### Zeta Fraction™

### Soteras™ Binders

### Adhesives
- Pliogrip™ adhesive
- Aroset™ adhesive
- Purerad™ adhesive

### Synthetics
- Aquaflow™ NSATs

### Guar Derivatives
- Galactasol™ polymer
- N-Hance™ polymer
- Aquacat™ cationic solution

### Bio-functionals
- Neomatrix™ pentapeptide
- Chronogen™ yeast protein extract
- Elixiance™ extract

### Hybrids

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end markets we serve

Core Growth
- Pharma
- Food & beverage
- Construction materials

~55% of EBITDA

Niche
- Personal Care
- Specialty adhesives
- Marine fabrications

~30% of EBITDA

Foundational
- Batteries
- Marine fabrications
- General industry

~15% of EBITDA
Coatings ingredients to improve indoor air quality


Innovating with new, all-natural ingredients

Zeta Fraction™ technology enhances our ability to develop naturally and sustainably derived personal care solutions.

Our sustainable ingredients are a value-adding source of differentiation for our customers' products.
Ashland strives for excellence in global environmental, health, safety, and security performance. We responsibly manage our global environmental, health, safety and security obligations and positively contribute to the communities in which we operate and to society as a whole.

Responsible Care at Ashland includes:
- A global management system to deliver excellence in environmental, health, safety and security performance
- Employee involvement at every level of the organization
- Continual improvement toward Ashland’s Responsible Care goals

Responsible Care goals:
- Operate with zero incidents
- Ensure compliance
- Reduce environmental, health and safety impact
ISOSET & ISOGRIPTM Structural Adhesives for High-Performance Bonding

- Water Based Emulsion Systems (Isoset™)
- Moisture Cured Urethanes (Isogrip™)
  - OSB
  - Metal
  - MagO

Ashland™ always solving