



January 15, 2021

Response to customer inquiries about COVID-19

Dear Valued Customer:

Ashland is dedicated to the safety, health, and security of our employees, their families, and the communities where we work and live. This communication provides an update about our actions relative to the outbreak of illness caused by a novel coronavirus (COVID-19).

Ashland has assembled Incident Management Teams (IMTs) in all regions of the globe. These regional teams operate under the leadership of our Global Incident Management Team. Ashland's Global Incident Management System (IMS) defines our comprehensive approach to working together seamlessly to prevent, protect against, mitigate, respond to, and recover from the effects of incidents such as COVID-19. Ashland activates our Incident Management System several times a year to handle natural disasters that impact our operations (such as hurricanes and floods) as well as supply chain issues that arise every year as part of our day to day operations.

Because we continually train, our Global and Regional IMTs are well prepared to use their skills in any incident including COVID-19. In addition, our laboratories and manufacturing plants have contingency plans which we use to adapt to the ever-changing local conditions.

Product supply

Ashland is designated as an essential supplier by the FDA Drug Shortage Unit and the Cybersecurity and Infrastructure Security Agency within the Department of Homeland Security. As an essential infrastructure supplier, Ashland's manufacturing sites are continuing to produce our products as planned, enabling the steady flow of inventory to meet customer needs.

Ashland's procurement team is working closely with key suppliers in all regions, continuously assessing potential supply disruptions and taking mitigating actions to ensure material, supplies and critical services are available to meet demand. In addition, our team is constantly monitoring inbound materials movements, which are subject to ever-changing market constraints on transportation and government restrictions.

Our customer service team remains poised to receive and rapidly process orders and provide our customers timely updates on order status. While our entire industry is challenged to operate within local restrictions, guidelines or government mandates, our logistics professionals utilize their broad experience to keep shipments moving across various modes of transportation, presenting many options to meet our customer needs.

Looking ahead, the net effect of increased immunizations versus virus transmissions is unknown. For the near term, we anticipate the transportation and warehousing markets to remain challenged. To that end, it is critical that we continue to collaborate closely on your anticipated product requirements. Doing so helps mitigate unintended delays and the added costs associated with expediting.

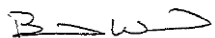
Product safety

Ashland's commitment to safety ensures our operations continue running so we can supply products that are vital to our customers.

Ashland follows all required hygiene guidelines per regulatory requirements and industry standards. The World Health Organization states that COVID-19 can survive on surfaces anywhere from a couple of hours to several days depending on temperature and humidity. In general, because of poor survivability of COVID-19 on surfaces and Ashland's health screening practices for employees, there is very low risk of spread from products or packaging.

Ashland has taken a proactive and holistic approach to continue safe operations as the COVID-19 situation has escalated. We understand the continued supply of our products is vital for our customers and it is our mission to continue to meet our customer's ever-changing needs in this unprecedented and dynamic business environment. We thank you for that opportunity.

Sincerely,



Brad Ward
VP, Global Supply Chain
Ashland