
James J. O'Brien
Chairman and Chief Executive Officer

50 E. RiverCenter Blvd.
Covington, KY 41012-0391
Tel: 859-815-3333

ashland.com

Thank you for your interest in diversity at Ashland. In business since 1924, Ashland has been a U.S.-centric company for the majority of our history. But as we've acquired operations outside of the United States and as the complexion of the United States itself has changed, we've discovered how important it is to employ a global workforce with diverse ideas, backgrounds and expertise.

Today we expect the major part of our future growth to take place outside of the United States. To be effective in countries such as Brazil, Russia, India and China, we need managers who have the global perspective and skills to effectively manage these operations. We need people who are open to different cultures and ways of working. That's what diversity is about — employing people who think differently. When people think differently because of whatever varied life experiences they've had, everyone works together in new ways, creating processes and solving problems that wouldn't be possible if every employee were the same.

Ashland has a Global Diversity and Inclusion Steering Council that includes key business leaders and representatives, which I championed and now serve as executive sponsor. At its inception, the council's goals were to assess diversity at Ashland, develop Ashland's diversity objectives and strategies, and increase internal diversity awareness.

Today the council's primary role is to lead the way in building an inclusive business environment for a diverse workforce. As we create such an environment that allows every employee to reach his or her full potential, it will enable Ashland to be a world-class competitor in the global marketplace.

Ashland is a great place to work and grow.

All the best,

A handwritten signature in black ink, appearing to read "Jim", with a long horizontal flourish extending to the right.

James J. O'Brien
Chairman and CEO