

Ashland ata Glance¹

At Ashland, we are committed to the philosophy that good chemistry is as much about great people as it is about great science. From the speed at which a phone call or email is returned to the lengths we go to in order to develop solutions that solve a specific customer need, good chemistry is what makes Ashland different and what makes us better. That's why Ashland is one of the world's leading specialty chemical companies.

The combination of Ashland and International Specialty Products Inc. (ISP) enhances our ability to satisfy the increasing global demand for more technologically advanced consumer and industrial products, and to continue to generate industry-leading innovation and solutions for our customers. The innovative chemistries we provide enable pharmaceuticals that excel in form and function, anti-aging ingredients in skin-care products, cleaner water in a variety of industrial and commercial settings, more sustainable building products, lighter yet stronger wind-turbine blades and advanced recycled motor oils that reduce energy consumption.

And, as a Responsible Care* company, we are committed to excellence in environmental, health, safety and security and to having a positive impact on the communities in which we operate and society as a whole. We operate globally in a manner that enables a safe work environment for our employees, compliance with the law and minimal impact on the environment.

Good chemistry. It's not just what happens when one chemical is added to another. Nor is it just what happens when people with a shared purpose come together. Good chemistry – the kind that can transform a market or a world – is the sum of both science and people.

Corporate Profile

Pro Forma Sales ¹	~ \$8 billion
Outside North America	~ 50 percent
Combined Employees Worldwide	~ 15,000
Employees Outside North America	~ 40 percent
Industry Position: Global ²	Among top 10 specialty chemical companies
Number of Countries in Which Ashland Has Sales	More than 100
Combined Active Patents Worldwide	~ 2,500
NYSE Symbol	ASH

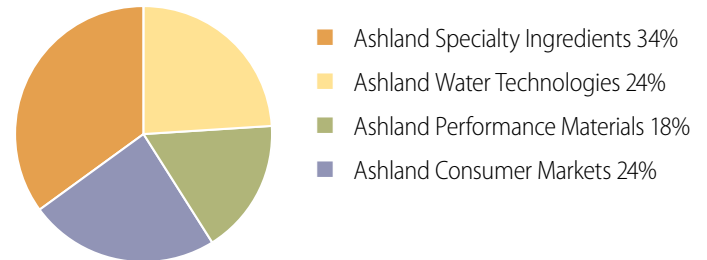
¹ Ashland Inc. and Ashland Specialty Ingredients (which includes the former Ashland Aqualon Functional Ingredients commercial unit and International Specialty Products Inc. business) sales are estimates for the trailing 12 months ended March 31, 2011, excluding sales attributable to the Ashland Distribution commercial unit sold on March 31, 2011. Sales for Ashland Water Technologies, Ashland Performance Materials and Ashland Consumer Markets are as reported for the same period. Percentage sales are estimated for all commercial units and regions.

² Ashland's ranking is based on internal estimates of competitive specialty chemicals sales. Ashland has included the sales of its former Ashland Aqualon Functional Ingredients commercial unit (now included in Ashland Specialty Ingredients), Ashland Water Technologies and Ashland Performance Materials; as well as sales of International Specialty Products Inc. (ISP), which was acquired in August 2011 and included in Ashland Specialty Ingredients for pro forma purposes. Sales of Ashland Consumer Markets are not included. Sales estimates used to determine these rankings are based on publicly available data.

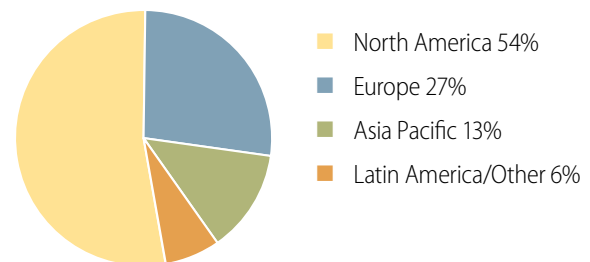
Ashland Specialty Ingredients	Sales: \$2.6B	#1 global producer of cellulose ethers and global leader in vinyl pyrrolidones
Ashland Water Technologies	Sales: \$1.8B	#1 global producer of specialty papermaking chemicals
Ashland Performance Materials	Sales: \$1.4B	#1 global leader in unsaturated polyester resins and vinyl ester resins
Ashland Consumer Markets (Valvoline)	Sales: \$1.9B	#3 passenger car motor oil and #2 franchised quick-lube chain in the United States

ProForma Sales¹

By Commercial Unit



By Geography



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With good chemistry great things happen.™

Key Markets Served

Automotive lubricants
and chemicals

Biorefining

Building and construction

Chemical processing

Commercial and institutional

Energy

Food and beverage

General manufacturing

Mining and extraction

Municipal

Packaging, converting
and printing

Paints and coatings

Personal care

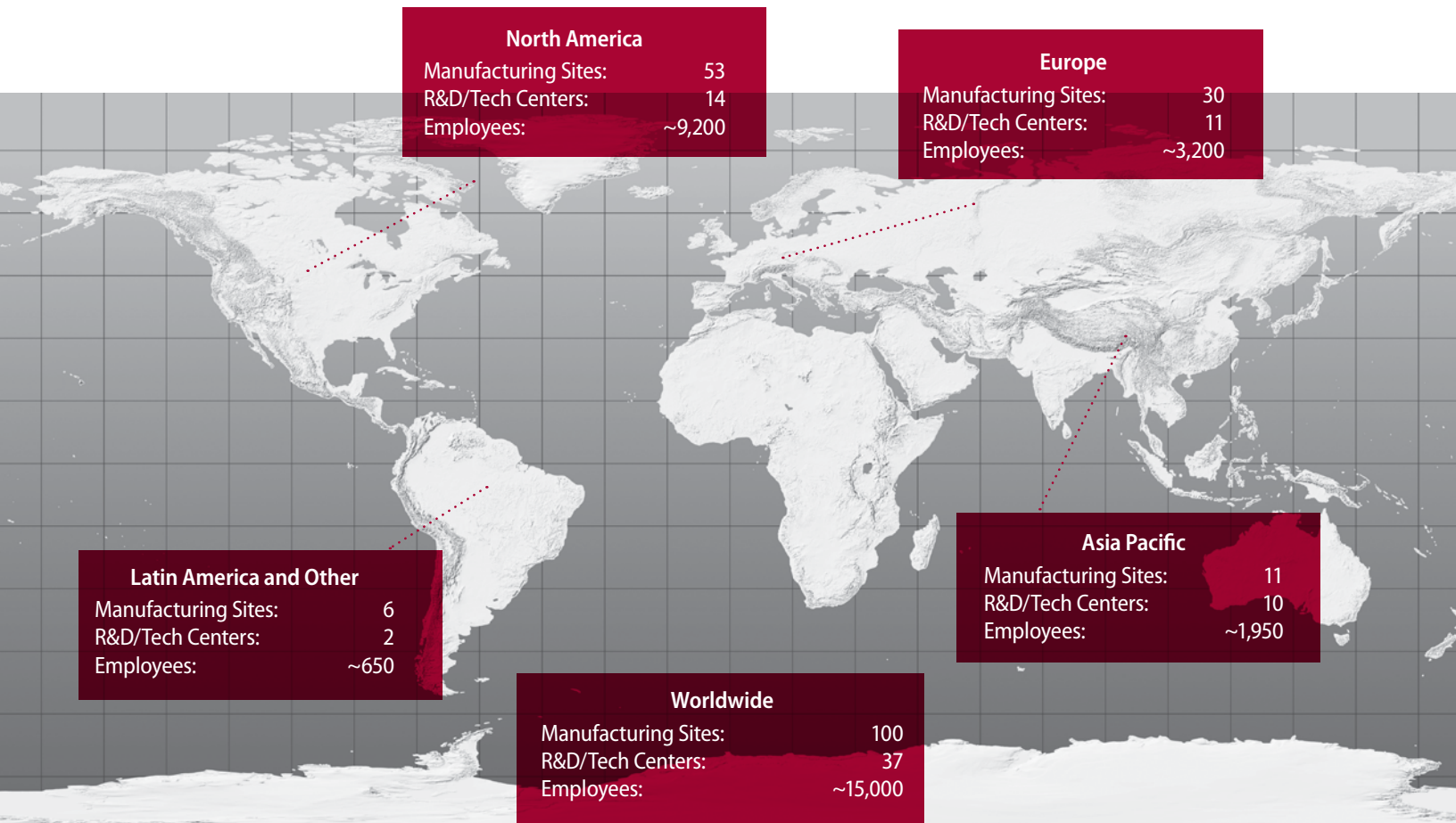
Pharmaceutical

Power generation

Pulp and paper

Transportation

Global Presence



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RESPONSIBLE CARE[®]

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