

Responsible Care* Management System

Policy Statement

Ashland Inc., its divisions and majority-owned or controlled subsidiaries (“Ashland”) will design, implement, and certify programs to deliver excellence in environmental, health, safety, and security (EHS&S) performance. Ashland’s management system is process-based and performance-focused to provide an integrated approach across the globe for continuously improving our EHS&S activities and outcomes.

Leadership Commitment

Ashland’s leadership is committed to Responsible Care and to continuous improvement in Ashland’s environmental, health, safety & security performance.

Responsible Care Guiding Principles

Ashland’s Responsible Care Management System is designed to deliver achievement of Ashland’s three aspirational goals and adhere to the American Chemistry Council’s Responsible Care Guiding Principles.

Operating Model

Ashland recognizes the importance of Responsible Care to its over-all business model and has incorporated it into its business process map and designated it as an enabling mega-process. The Responsible Care mega-process has been designed using the plan-do-check-act model for continuous improvement. The Responsible Care Operating Model consists of a number of governing, value-creating, and enabling processes and serves as the framework of Ashland’s Responsible Care Management System. Responsible Care Programs implement the designed process for specific areas of environmental, health, safety & security compliance. Ashland develops and maintains these Responsible Care Programs to achieve established goals, targets, and objectives.

Compliance & Risk Management

Ashland maintains processes and programs to 1) meet its EHS&S compliance obligations and 2) manage the EHS&S risks associated with its products, services, and operations in order to protect human health and the environment.

Responsible Care Goals, Targets, and Objectives

Ashland establishes strategic targets and annual objectives in order to achieve its aspirational goals. Performance against these metrics is measured, tracked and reported on the company’s balanced scorecard via the Responsibility Index.

Business Integration

Ashland integrates EHS&S activities into business planning and operating practices. Ashland utilizes an interlocking committee structure, aligned balanced scorecards, and employee performance objectives to foster awareness and involvement while establishing accountability at all levels of the organization.

**Stakeholder
Involvement &
Advocacy**

Ashland is committed to managing the EHS&S needs, expectations and concerns of interested parties, including, employees, shareholders, communities, customers, suppliers, government agencies, trade associations, and non-government organizations through responsible and reliable behaviors.

Ashland promotes cooperation with governments and other organizations around the world in the development and implementation of effective regulations and standards to safeguard workplace employees, the community, and the environment.

Transparency

Ashland recognizes that open communication is critical for the success of the business. The business prospers and shareholder value increases as this communication leads to improved products, services, and stakeholder relationships.

Ashland communicates appropriate EHS&S processes and performance to applicable stakeholders such as employees, shareholders, communities, customers, suppliers, government agencies, trade associations, and non-government organizations. Ashland communicates transparently by publishing an EH&S annual report, health & safety information on products, and submitting Responsible Care Performance Metrics data to national associations such as the American Chemistry Council (ACC) for release to public websites.

Ashland also demonstrates its openness by participating in community action panels, interacting with local emergency planning groups, and hosting a number of open houses throughout Ashland's operations.

**Responsible
Party**

Ashland's Vice President in charge of Ashland's environmental, health, and safety function is responsible for implementation of, and amendments to, this policy.

® Responsible Care is a registered service mark of the American Chemistry Council in the United States and other entities in various countries.