



News Release

Ashland Innovation Day to be held September 17, 2026

Wilmington, Del., September 14, 2026 – Ashland Inc. (NYSE: ASH) will host an Innovation Day webcast on September 17, 2026. The event will begin promptly at 9:00 am ET and conclude by 11:00 am ET. Ashland leadership will provide an updated overview of the company's innovative Technology Platforms, highlighting their commercial progress and scalability. Registration is required, and participants are encouraged to join early. Registration can be accessed from the following link: <https://innovationday26.ashland.com>

During the event, participants will hear from Ashland executives and senior technology leaders as they provide an in-depth review of the latest innovations and expanding commercial opportunities. The presentations will detail how these advancements are poised to impact key markets and drive organic growth.

Following the formal remarks, participants will have the opportunity to engage directly in a moderated question-and-answer (Q&A) session.

Ashland leaders presenting at the event include:

- **Guillermo Novo**, chair, and chief executive officer
- **Osama Musa**, senior vice president and chief technology officer
- **Jim Minicucci**, senior vice president and general manager, personal care
- **Alessandra Faccin**, senior vice president and general manager, life sciences and intermediates
- **Dago Caceres**, senior vice president and general manager, specialty additives
- **William Whitaker**, senior vice president and chief financial officer
- **Sandy Klugman**, director, investor relations

Registration information and further event details can be found on Ashland's investor website at <http://investor.ashland.com>

A webcast of the event will be available live and can be accessed, along with supporting materials, through the Ashland website. A replay will be available within 24 hours of the live event and will be archived, along with supporting materials, on the Ashland website for 12 months. Copies of the presentation may also be requested by sending an email to investor_relations@ashland.com

About Ashland

Ashland Inc. (NYSE: ASH) is a global additives and specialty ingredients company with a conscious and proactive mindset for environmental, social and governance (ESG). The company serves customers in a wide range of consumer and industrial markets, including architectural coatings, construction, energy, food and beverage, personal care and pharmaceutical. Approximately 2,900 passionate, tenacious solvers – from renowned scientists and research chemists to talented engineers and plant operators – thrive on developing practical, innovative and elegant solutions to complex problems for customers in more than 100 countries. Visit ashland.com and ashland.com/ESG to learn more.

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FOR FURTHER INFORMATION:

Investor Relations:

Sandy Klugman

+1 (302) 594-7777

sandy.klugman@ashland.com

Media Relations:

Carolmarie C. Brown

+1 (302) 995-3158

ccbrown@ashland.com