



News Release

Ashland rings opening bell at NYSE recognizes 100-year anniversary

Company to hold investor strategy update event on December 10, 2024

Wilmington, Del., December 9, 2024 – Participating in a tradition that has evolved since 1792, today, employees from Ashland Inc. (NYSE: ASH) gathered on the floor of the New York Stock Exchange as Guillermo Novo, chair and chief executive officer, Ashland, joined by company executives, rang the trading day's [opening bell](#). The event signifies a decade of evolution, resilience and sustainable solutions for the additives and specialty ingredients company and recognizes its 100-year anniversary.

"I want to thank our employees for their dedication, our customers for their trust and our shareholders for their support over the years which continues to be the foundation of our success," said Guillermo Novo, chair and chief executive officer, Ashland.

From its origin of gavel banging to the modern workday [bell ringing](#), the ritual marks the start and end of trading through the years and has come to celebrate economic growth and progress. One year ago, Ashland introduced seven new [technology platforms](#) aligned to the company's pharmaceutical, personal care and specialty additives core, that extend to secondary markets with new and differentiated capabilities to unlock organic growth for Ashland and its customers worldwide. The platform solutions bring "new to the world" sustainable innovations, offering tunable choices to customers to enable the reshaping of their product portfolios, answering global megatrends, and responding to various regulatory landscapes.

"As the stock market has demonstrated resilience through devastating lows and exuberant highs over time, Ashland has consistently transformed itself ahead of market trends from an oil and refining company to a matrixed chemical company, and from a broad chemicals and materials provider to the focused additives and specialty ingredients company we are today; integrating environmental, social and governance (ESG) in our operating plans to responsibly solve for a better world," said Novo.

strategy update event

Ashland is hosting a strategy update event for analysts and investors on December 10, 2024, in New York City. The company will provide an in-depth review of Ashland's strategic

priorities, key initiatives and financial objectives while emphasizing a proactive approach to market uncertainty in fiscal year 2025. The event includes presentations and prepared remarks from members of Ashland's executive team, as well as breakout sessions for in-person attendees and an opportunity for both live and webcast attendees to ask questions during moderated Q&A sessions.

"This was a year marked by recovery from prolonged inventory destocking in the materials sector, yet Ashland was able to deliver strategic progress, margin expansion, high-quality free cash flow, and disciplined execution across our global portfolio," continued Novo. "Despite a complex operating environment, we demonstrated our ability to drive value through portfolio optimization, commercial excellence, and focused growth in our core markets. As we execute our strategy, we remain focused on delivering sustainable, profitable growth and long-term shareholder value. I look forward to providing more context during our upcoming event," concluded Novo.

To participate in Ashland's strategy update event, interested participants must register for the event and have the option to attend via live webcast or in person. Presentations are expected to begin at 9:00 a.m. ET and conclude following Q&A sessions at 11:00 a.m. ET. After Q&A, in-person attendees will have the opportunity to discuss key initiatives with business line leaders and scientists in breakout sessions until 12:00 p.m. ET. To register, participants should use the following link: [registration page](#).

Registration information and further event details will be posted 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 Ashland's 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 3,200 passionate, tenacious solvers 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.

* Trademark, Ashland or its subsidiaries, registered in various countries.

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