



News Release

Ashland adds James Minicucci as new leader of strategy, mergers and acquisitions and portfolio management

WILMINGTON, Del., May 1, 2023 – Ashland Inc. (NYSE: ASH) today announced James Minicucci will join Ashland's executive team as senior vice president strategy, mergers and acquisitions, and portfolio management, reporting to Guillermo Novo, chair and chief executive officer, Ashland.

Most recently, Minicucci served as the senior vice president, global specialty gases, MERCK KGaA, Darmstadt, Germany. Prior to that he led businesses at Versum Materials and corporate strategy and M&A at Air Products. Earlier in his career he was a leader in the chemicals and industrial practice at Marakon Associates, (A Charles River Associates Co.), Rohm and Haas and The Gillette Company.

"Jim is an experienced global business leader with a strong record for delivering top and bottom-line results. His commercial and operational acumen extends beyond running businesses and includes a strong background in corporate and business strategies as well as mergers and acquisitions," said Novo. "His international experience, especially in Asia as a resident of Taiwan and South Korea for the last seven years, will be of great value as we invest to expand our business globally," concluded Novo.

Minicucci is a graduate of Northeastern University in Boston, Massachusetts with a Bachelor of Science, and a Master of Science degree in Chemical Engineering.

About Ashland

Ashland Inc. (NYSE: ASH) is a global additives and specialty ingredients company with a conscious and proactive mindset for environment, 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, nutraceuticals, personal care and pharmaceutical. Approximately 3,900 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](https://www.ashland.com) and [ashland.com/ESG](https://www.ashland.com/ESG) to learn more.

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