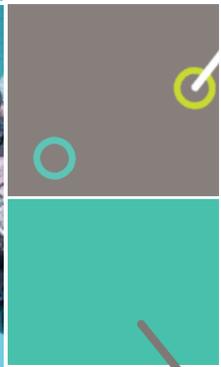
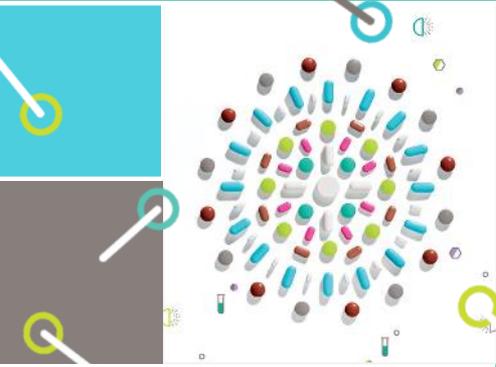




# earnings conference call third quarter fiscal 2025

July 30, 2025



 Ashland™  
always solving

## Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Ashland has identified some of these forward-looking statements with words such as “anticipates,” “believes,” “expects,” “estimates,” “is likely,” “predicts,” “projects,” “forecasts,” “objectives,” “may,” “will,” “should,” “plans,” and “intends” and the negative of these words or other comparable terminology. Ashland may from time to time make forward-looking statements in its annual reports, quarterly reports and other filings with the U.S. Securities and Exchange Commission (“SEC”), news releases, and other written and oral communications. These forward-looking statements are based on Ashland’s expectations and assumptions, as of the date such statements are made, regarding Ashland’s future operating performance, financial, operating cash flow, and liquidity, as well as the economy and other future events or circumstances. These statements include but may not be limited to statements with respect to Ashland’s anticipations and expectations regarding raw materials and year-over-year absorption; its ability to drive sustainable growth and create long-term value; its portfolio optimization initiatives and accelerated cost savings programs; and management’s expectations and beliefs regarding Ashland’s fiscal-year 2025 results and outlook.

Ashland’s expectations and assumptions include, without limitation, internal forecasts and analyses of current and future market conditions and trends, management plans and strategies, operating efficiencies and economic conditions (such as prices, supply and demand, cost of raw materials, and the ability to recover raw-material cost increases through price increases), and risks and uncertainties associated with the following: the impact of acquisitions and/or divestitures Ashland has made or may make (including the possibility that Ashland may not realize the anticipated benefits from such transactions); Ashland’s substantial indebtedness (including the possibility that such indebtedness and related restrictive covenants may adversely affect Ashland’s future cash flows, results of operations, financial condition, and its ability to repay debt); severe weather, natural disasters, public-health crises, cyber events, and legal proceedings and claims (including product recalls and environmental and asbestos matters); the ongoing Ukraine-Russia and Israel-Hamas conflicts on the geographies in which we operate, the end markets we serve, and on our supply chain and customers; and, without limitation, risks and uncertainties affecting Ashland that are described in Ashland’s most recent Annual Report on Form 10-K (including Item 1A Risk Factors) filed with the SEC, which is available on Ashland’s website at <http://investor.ashland.com> or on the SEC’s website at <http://www.sec.gov>. Various risks and uncertainties may cause actual results to differ materially from those stated, projected, or implied by any forward-looking statements. Ashland believes its expectations and assumptions are reasonable, but there can be no assurance that the expectations reflected herein will be achieved. Unless legally required, Ashland undertakes no obligation to update any forward-looking statements made in this presentation whether as a result of new information, future events, or otherwise.

## Regulation G: Adjusted Results

The information presented herein regarding certain unaudited adjusted results does not conform to generally accepted accounting principles in the United States (U.S. GAAP) and should not be construed as an alternative to the reported results determined in accordance with U.S. GAAP. Ashland has included this non-GAAP information to assist in understanding the operating performance of the company and its reportable segments. The non-GAAP information provided may not be consistent with the methodologies used by other companies. All non-GAAP information has been reconciled with reported U.S. GAAP results under Appendix B: Non-GAAP Reconciliation of this presentation.



# agenda

- Q3 performance summary
- Q3 financial results
- business unit reviews
- strategic priorities & outlook
- closing comments
- Q&A



## Q3 performance summary

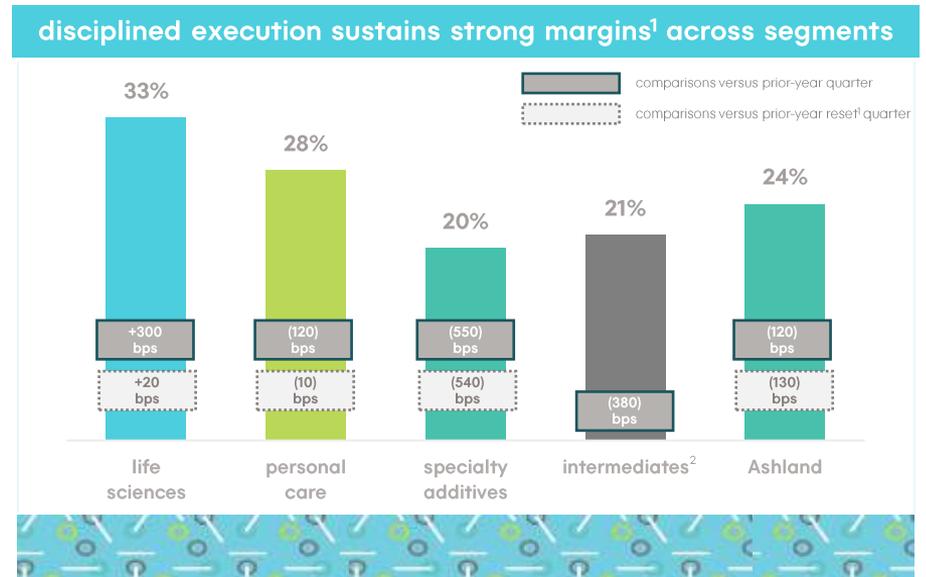
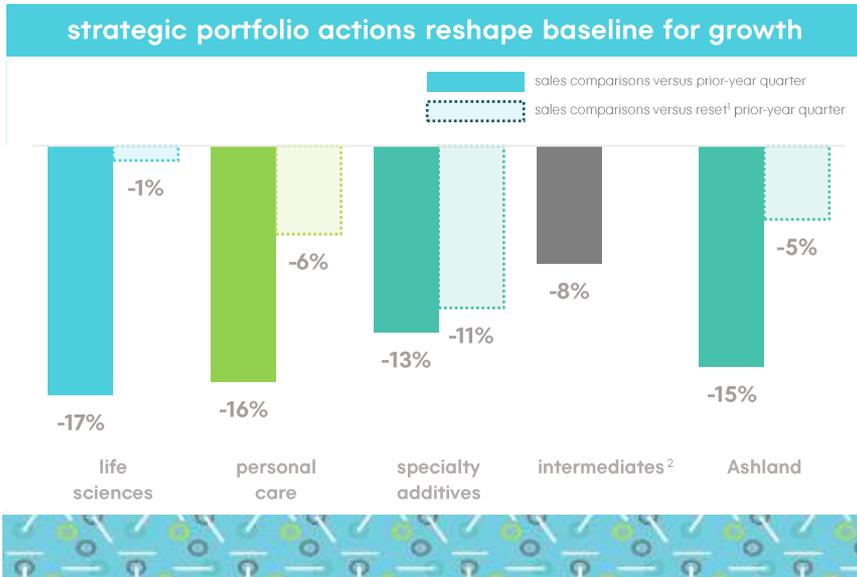
# Q3 highlights<sup>1</sup>



1 Comparisons versus prior-year quarter. All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under U.S. GAAP, including reconciliations of net income to EBITDA and Adjusted EBITDA, operating income to Adjusted Operating Income, income from continuing operations to Adjusted Income from Continuing Operations, diluted earnings per share to Adjusted Diluted Earnings Per Share and Adjusted Diluted Earnings Per Share Excluding Amortization Expense.

5 2 Unless otherwise noted, earnings are reported on a diluted-share basis and exclude amortization expense.

# margin resilience driven by cost & portfolio actions



<sup>1</sup> Adjusted EBITDA Margin. Portfolio reset items: nutraceuticals, CMC, MC, and Avoca portfolio optimization actions, shown for illustrative purposes and does not represent amounts reported under U.S. GAAP. See Appendix A for additional detail. Some totals may not add due to rounding.

<sup>2</sup> Merchant sales represents ~70% of Intermediates.

Q3 financial results and  
business unit reviews

# fiscal-third quarter adjusted results<sup>1</sup>

## Ashland adjusted results summary<sup>1</sup>

(\$US in millions, except percentages)	Ashland adjusted results summary <sup>1</sup>			reset results <sup>2</sup>	
	Q3 FY25	Q3 FY24	change	Q3 FY24	change
sales	\$463	\$544	(15) %	\$491	(5) %
gross profit margin	35.2 %	36.2 %	(100) bps		
SG&A / R&D costs / intangible amortization	\$98	\$110	(11) %		
operating income	\$65	\$87	(25) %		
EBITDA	\$113	\$139	(19) %	\$126	(10) %
EBITDA Margin	24.4 %	25.6 %	(120) bps	25.7%	(130) bps
EPS (excluding acquisition amortization) <sup>3</sup>	\$1.04	\$1.49	(30) %		
Ongoing Free Cash Flow <sup>4</sup>	\$108	\$112	(4) %		



1 All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under U.S. GAAP, including reconciliations of net income to EBITDA and Adjusted EBITDA, operating income to Adjusted Operating Income, income from continuing operations to Adjusted Income from Continuing Operations, diluted earnings per share to Adjusted Diluted Earnings Per Share and Adjusted Diluted Earnings Per Share Excluding Amortization Expense.

2 Portfolio reset items: nutraceuticals, CMC, MC, Avoca portfolio optimization actions, shown for illustrative purposes and does not represent amounts reported under U.S. GAAP. See Appendix A for additional detail. Some totals may not add due to rounding.

3 Unless otherwise noted, earnings are reported on a diluted-share basis.

4 Ongoing Free Cash Flow defined as total cash flow provided by operating activities, less adjustments to property, plant, and equipment and excluding any inflows or outflows related to U.S. and Foreign Accounts Receivable Sales Program, restructuring-related payments, and environmental and related litigation payments.

# life sciences

## highlights

- o broad-based pharma volume growth; cellulosics & VP&D
- o globalize businesses: tablet coatings + injectables up double-digits year-over-year
- o softer nutrition demand
- o targeted pricing actions on share gains; in-line with expectations
- o lower SARD from restructuring
- o sustained ~33% EBITDA margin for consecutive quarters
- o portfolio optimization: (\$32 MM) sales & (\$5MM) EBITDA

adjusted results summary <sup>1</sup>				reset results <sup>2</sup>	
(\$US in millions, except percentages)	Q3 FY25	Q3 FY24	Change	Q3 FY24	change
sales	\$162	\$195	(17) %	\$163	(1) %
gross profit	\$67	\$75	(11) %		
gross profit margin	41.4 %	38.5 %	+290 bps		
operating income	\$40	\$43	(7) %		
EBITDA	\$54	\$59	(8) %	\$54	-- %
EBITDA margin	33.3 %	30.3 %	+300 bps	33.1%	+20 bps
<b>+LSD</b>			<b>-HSD</b>		
<b>pharma</b>			<b>nutrition &amp; other</b>		

Q3 FY25 year-over-year sales vs. reset<sup>2</sup> (HSD/MSD/LSD = high, mid or low single-digit %. DD = double-digit %)

- 1 All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under GAAP, including reconciliations of net income to EBITDA and adjusted EBITDA, operating income to adjusted operating income.
- 2 Portfolio reset items: nutraceuticals, CMC, MC, Avoca portfolio optimization actions, shown for illustrative purposes and does not represent amounts reported under GAAP. See Appendix A for additional detail. Some totals may not add due to rounding.



# intermediates

## highlights

- o captive BDO sales down on lower pricing
- o merchant: broadly lower pricing & higher volume
- o lower production volumes impacted profitability
- o advanced manufacturing tax credits partially offset cost pressure

adjusted results summary <sup>1</sup>			
(\$US in millions, except percentages)	Q3 FY25	Q3 FY24	change
sales	\$33	\$36	(8) %
gross profit	\$6	\$8	(25) %
gross profit margin	18.2 %	22.2 %	(400) bps
operating income	\$4	\$6	(33%)
EBITDA	\$7	\$9	(22) %
EBITDA margin	21.2 %	25.0 %	(380) bps

-MSD	-DD
merchant	captive

Q3 FY25 year-over-year sales vs. reset<sup>2</sup> (HSD/MSD/LSD = high, mid or low single-digit %. DD = double-digit %)

- 1 All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under GAAP, including reconciliations of net income to EBITDA and adjusted EBITDA, operating income to adjusted operating income.
- 2 No portfolio reset items for intermediates business unit.



# personal care

## highlights

- o stable & muted demand
- o biofunctionals: customer-specific headwinds expected to ease going forward
- o microbial protection: strong prior year comparison
- o lower SARD from restructuring
- o lower production expenses
- o achieved high 20s margin
- o avoca divestiture & low-margin oral-care exits: (\$18 MM) sales & (\$7MM) EBITDA

adjusted results summary <sup>1</sup>				reset results <sup>2</sup>	
(\$US in millions, except percentages)	Q3 FY25	Q3 FY24	change	Q3 FY24	change
sales	\$147	\$175	(16) %	\$157	(6) %
gross profit	\$61	\$71	(14) %		
gross profit margin	41.5 %	40.6 %	+90 bps		
operating income	\$26	\$32	(19) %		
EBITDA	\$41	\$51	(20) %	\$44	(6) %
EBITDA margin	27.9 %	29.1 %	(120) bps	28.0%	(10) bps
-MSD		-MSD		-MSD	
skin care		hair care		oral care, household	

Q3 FY25 year-over-year sales vs. reset<sup>2</sup> (HSD/MSD/LSD = high, mid or low single-digit %. DD = double-digit %)

- 1 All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under GAAP, including reconciliations of net income to EBITDA and adjusted EBITDA, operating income to adjusted operating income.
- 2 Portfolio reset items: nutraceuticals, CMC, MC, Avoca portfolio optimization actions, shown for illustrative purposes and does not represent amounts reported under GAAP. See Appendix A for additional detail. Some totals may not add due to rounding.



# specialty additives

## highlights

- o soft coatings season
- o coatings demand weakness and share loss in China, in-line
- o sustained coatings competition in MEAI markets
- o continued growth in energy and performance specialties
- o pricing stable YoY, marking improvement from Q2 decline
- o lower production volumes; network consolidation to drive cost efficiency & margin
- o construction exits: (\$3 MM) sales & (\$1 MM) EBITDA impact

adjusted results summary <sup>1</sup>				reset results <sup>2</sup>	
(\$US in millions, except percentages)	Q3 FY25	Q3 FY24	Change	Q3 FY24	change
sales	\$131	\$150	(13) %	\$147	(11) %
gross profit	\$29	\$43	(33) %		
gross profit margin	22.1 %	28.7 %	(660) bps		
operating income	\$9	\$22	(59) %		
EBITDA	\$26	\$38	(32) %	\$37	(29) %
EBITDA Margin	19.8 %	25.3 %	(550) bps	25.2%	(540) bps
-DD			-LSD		
coatings			construction, energy, performance spec.		

Q3 FY25 year-over-year sales vs. reset<sup>2</sup> (HSD/MSD/LSD = high, mid or low single-digit %. DD = double-digit %)

- 1 All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under U.S. GAAP, including reconciliations of net income to EBITDA and Adjusted EBITDA, operating income to Adjusted Operating Income.
- 2 Portfolio reset items: nutraceuticals, CMC, MC, Avoca portfolio optimization actions, shown for illustrative purposes and does not represent amounts reported under U.S. GAAP. See Appendix A for additional detail. Some totals may not add due to rounding.



strategic priorities & outlook

# execute: drive near-term performance

HEC network optimization milestone achieved: Parlin to Hopewell transition complete

initiatives targeting \$90MM in savings by FY27

FY25 target

key updates

**1** **divest avoca business line**  
focus Ashland strategy; complete pharmachem exit

complete ✓

**closed** on March 14

**2** **\$30 million restructuring plan**  
reset cost structure and eliminate stranded cost

~\$15MM ✓

**identified ~\$32MM** ~\$20MM FY25 realization

**3** **\$60 million manufacturing optimization**  
strengthen HEC & VP&D competitive position; enable share gains

~\$5MM ✓

**VP&D / intermediates consolidation** \$5MM  
FY25 realization; **HEC consolidation**  
**successfully executed** driving increased  
savings capture from FY26 onwards

**multi-year cost savings ahead of \$20MM FY25 target at ~\$25MM**



# historical performance of core

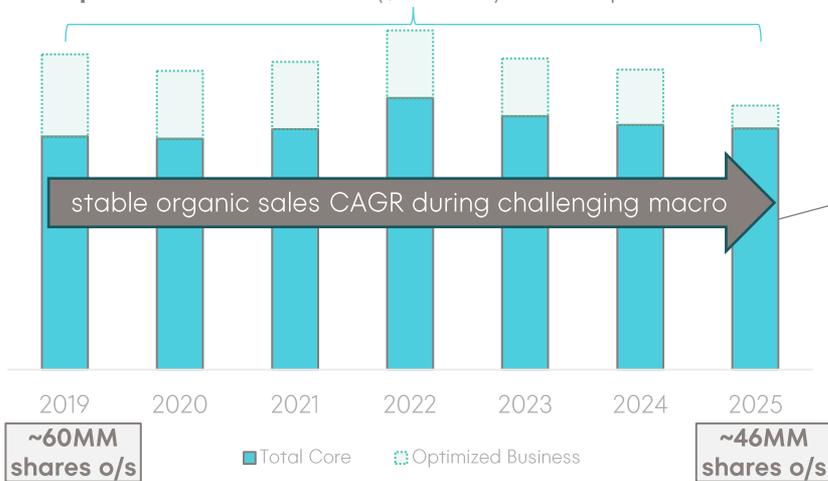
long-term financial targets

~5% sales CAGR

>25% adj. EBITDA

>50% FCF conversion

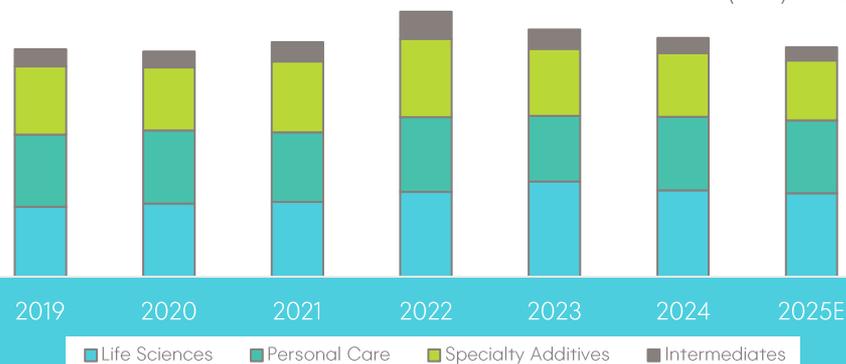
optimized businesses: ~(\$400MM) sales impact



total core sales by business unit

life sciences & personal care: +LSD CAGR

specialty additives & intermediates: (LSD) CAGR



core remains stable despite macro headwinds; reported sales reflect strategic exits to enhance resilience & returns

# globalize & innovate: YTD financial progress



**Globalize:** base business declines masks early gains; strategy remains on track; green shoots emerging

target

+\$20  
million

incremental FY25  
sales target

progress

\$(10)  
million

sales decline fiscal  
year-to-date



**Innovate:** exceeding targets with solid growth in core technologies, driven by pharma cellulosics

target

+\$10  
million

incremental FY25  
sales target

progress

+\$10  
million

incremental sales  
fiscal year-to-date

# narrowing FY25 outlook

## forward looking insights



### key market factors

- muted growth and cautious consumer sentiment persist
- Pharma remains resilient; Personal Care delivers momentum
- Specialty Additives and Intermediates face continued pressure
- tariff uncertainty remains; minimal direct FY25 impact expected
- FX tailwind and easing pricing pressure support margins

### strategic priorities

- accelerating restructuring and productivity gains
- restructuring complete; \$7.5MM savings expected in Q4
- strong execution & self-help actions position for FY26 improvement
- sustain “innovate” momentum; pacing ahead of plan
- “globalize” platforms showing early signs of inflection

## risks & opportunities

- European & Chinese economic recovery
- competitive intensity from Chinese overcapacity & exports
- trade policy & stimulus
- raw material cost volatility
- foreign exchange fluctuations

## fiscal full-year outlook

**sales: \$1.825 – 1.850 billion**

**adj. EBITDA: \$400 – \$410 million**

Guillermo Novo, Chair and CEO  
closing comments

thank you



Q&A



appendix A: adjusted results summary and  
balance sheet

# sales reset detail

sales (\$US in millions)	life sciences	personal care	specialty additives	intermediates	total
<b>FY 2024 reported</b>	<b>\$810</b>	<b>\$634</b>	<b>\$572</b>	<b>\$97</b>	<b>\$2,113</b>
portfolio reset impact <sup>1</sup>	(130)	(10)	(24)	--	(164)
<b>FY 2024 portfolio reset</b>	<b>680</b>	<b>624</b>	<b>548</b>	<b>97</b>	<b>1,949</b>
avoca exit	--	(55)	--	--	(55)
<b>FY 2024 portfolio reset with avoca</b>	<b>\$680</b>	<b>\$569</b>	<b>\$548</b>	<b>\$97</b>	<b>\$1,894</b>

portfolio optimization impact (\$US in millions)	Q1	Q2	Q3	Q4	total
life sciences	\$(41)	\$(42)	\$(32)	\$(15)	\$(130)
personal care	(2)	(5)	(1)	(2)	(10)
specialty additives	(7)	(10)	(3)	(4)	(24)
<b>quarterly portfolio reset impact<sup>1</sup></b>	<b>(50)</b>	<b>(57)</b>	<b>(36)</b>	<b>(21)</b>	<b>(164)</b>
avoca exit	--	(10)	(17)	(17)	(44)
<b>quarterly portfolio reset with avoca</b>	<b>\$(50)</b>	<b>\$(67)</b>	<b>\$(53)</b>	<b>\$(38)</b>	<b>\$(208)</b>

1. Portfolio reset items: nutraceuticals, CMC, MC portfolio optimization actions

# adjusted EBITDA reset detail

adj. EBITDA (\$US in millions)	life sciences	personal care	specialty additives	Intermediates	unallocated	total
<b>FY 2024 reported</b>	<b>\$230</b>	<b>\$164</b>	<b>\$99</b>	<b>\$42</b>	<b>\$(76)</b>	<b>\$459</b>
portfolio reset impact <sup>1</sup>	(24)	(2)	(4)	--	--	(30)
<b>FY 2024 portfolio reset</b>	<b>206</b>	<b>162</b>	<b>95</b>	<b>42</b>	<b>(76)</b>	<b>429</b>
avoca exit	--	(15)	--	--	--	(15)
<b>FY 2024 portfolio reset with avoca</b>	<b>\$206</b>	<b>\$147</b>	<b>\$95</b>	<b>\$42</b>	<b>\$(76)</b>	<b>\$414</b>

portfolio optimization impact (\$US in millions)	Q1	Q2	Q3	Q4	total
life sciences	\$(8)	\$(8)	\$(5)	\$(3)	\$(24)
personal care	--	(1)	--	(1)	(2)
specialty additives	--	(2)	(1)	(1)	(4)
<b>quarterly portfolio reset impact<sup>1</sup></b>	<b>(8)</b>	<b>(11)</b>	<b>(6)</b>	<b>(5)</b>	<b>(30)</b>
avoca exit	--	(2)	(7)	(6)	(15)
<b>quarterly portfolio reset with avoca</b>	<b>\$(8)</b>	<b>\$(13)</b>	<b>\$(13)</b>	<b>\$(11)</b>	<b>\$(45)</b>

# Q3 adjusted results summary<sup>1</sup>

(\$US in millions, except percentages and per share data)	Q3 FY25	Q3 FY24	change
sales	\$463	\$544	(15) %
gross profit	\$163	\$197	(17) %
gross profit margin	35.2 %	36.2 %	(100) bps
SG&A / R&D costs / intangible amort.	\$98	\$110	(11) %
operating income	\$65	\$87	(25) %
depreciation & amortization	\$49	\$54	(9) %
EBITDA	\$113	\$139	(19) %
EBITDA Margin	24.4 %	25.6 %	(120) bps
net interest and other expense	\$14	\$8	+75 %
effective tax rate	28 %	23 %	+500 bps
income from continuing operations	\$36	\$60	(40) %
Income from Continuing Operations Excluding Intangible Amortization	\$48	\$75	(36) %
diluted share count (million shares)	46	51	(10) %
EPS (excluding intangible amortization)	\$1.04	\$1.49	(30) %

<sup>1</sup> All figures are presented on an adjusted basis except Sales and Diluted share count (million shares). Appendix B reconciles adjusted amounts to amounts reported under U.S. GAAP, including reconciliations of net income to EBITDA and Adjusted EBITDA, operating income to Adjusted Operating Income, income from continuing operations to Adjusted Income from Continuing Operations, diluted earnings per share to Adjusted Diluted Earnings Per Share and Adjusted Diluted Earnings Per Share Excluding Amortization Expense.

# Q3 business unit consolidation<sup>1</sup>

(\$US in millions, except percentages)	life sciences	personal care	specialty additives	Intermediates	intercompany eliminations <sup>2</sup>	unallocated and other <sup>3</sup>	Ashland
sales	\$162	\$147	\$131	\$33	(\$10)	-	\$463
gross profit	\$67	\$61	\$29	\$6	-	-	\$163
gross profit margin	41.4 %	41.5 %	22.1 %	18.2 %	-	-	35.2 %
EBITDA	\$54	\$41	\$26	\$7	-	(\$15)	\$113
EBITDA Margin	33.3 %	27.9 %	19.8 %	21.2 %	-	-	24.4 %

1 All figures are presented on an adjusted basis except Sales. Appendix B reconciles adjusted amounts to amounts reported under U.S. GAAP, including reconciliations of net income to EBITDA and Adjusted EBITDA, operating income to Adjusted Operating Income, income from continuing operations to Adjusted Income from Continuing Operations and diluted earnings per share to Adjusted Diluted Earnings Per Share.

2 Intercompany sales from intermediates to all other segments recorded at market pricing and are eliminated in consolidation.

3 Unallocated and other includes legacy costs plus corporate governance (finance, legal, executive, etc.).

# liquidity and net debt

(\$US in millions)	expiration	interest rate	Moody's rating	S&P rating	6/30/25 balance
cash					\$207
revolver availability					596
<b>cash and revolver availability<sup>1</sup></b>					<b>\$803</b>
<b>US and foreign A/R sales program<sup>1</sup></b>					<b>-</b>
debt					
2.00% notes (EUR)	Jan. 2028	2.000%	Ba1	BB+	\$586
3.375% notes	Sept. 2031	3.375%	Ba1	BB+	450
6.875% notes	May 2043	6.875%	Ba1	BB+	282
6.50% junior subordinated notes	Jun. 2029	6.500%	B1	BB+	71
revolving credit facility <sup>2</sup>	July 2027	Term SOFR+137.5	-	-	-
other <sup>3</sup>		-	-	-	(7)
<b>total debt</b>			<b>Ba1/stable</b>	<b>BB+/stable</b>	<b>\$1,382</b>
cash					(207)
<b>net debt</b>					<b>\$1,175</b>

1 Total liquidity of \$803 million from all sources.

2 Term SOFR benchmark rate to include 10 bps credit adjustment spread on USD 1-, 3-, and 6-month borrowings.

3 Includes \$10 million of debt issuance cost discounts as of June 30, 2025.

# strong balance sheet & capital allocation strategy

## strong balance sheet and balanced capital allocation

### strong balance sheet<sup>1</sup>

- cash and liquidity available of ~\$0.8 billion
- net debt of \$1,175 million; net leverage of 2.9x
- no long-term debt maturities for the next two years

### healthy Ongoing Free Cash Flow<sup>2</sup> generation

- LTM Ongoing Free Cash Flow<sup>2</sup> of \$163 million

### share repurchases under \$1 billion authorization

- \$520 million remains under the current authorization
- LTM repurchases of \$250 million / ~3.3 million shares

### other long-term capital allocation priorities

- FY25 capex target = ~\$100 million
- increased flexibility to pursue future M&A strategy

## annual dividend<sup>3</sup> increase every year since 2009



1 All figures as of June 30, 2025

2 Ongoing Free Cash Flow defined as total cash flow provided by operating activities, less adjustments to property, plant, and equipment and excluding any inflows or outflows related to U.S. and Foreign Accounts Receivable Sales Program, restructuring-related payments, and environmental and related litigation payments.

3 Calendar year dividend payments. Dividends prior to June 15, 2017 are adjusted for the Valvoline separation.

4 CAGR = Compound annual growth rate from December 31, 2009 – December 31, 2024

## appendix B: non-GAAP reconciliation<sup>1</sup>

<sup>1</sup> Although Ashland provides forward looking guidance for Adjusted EBITDA in this presentation, Ashland is not reaffirming or providing forward-looking guidance for U.S. GAAP reported financial measures or a reconciliation of forward-looking non-GAAP financial measures to the most directly comparable U.S. GAAP measure because it is unable to predict with reasonable certainty the ultimate outcome of certain significant items without unreasonable effort.

# Ashland Inc. and Consolidated Subsidiaries

## Reconciliation of Non-GAAP Data

### for the 12 Months Ended June 30, 2025

(\$ millions, except percentages)

<b>Sales<sup>1</sup></b>	<b>Q3 25</b>	<b>Q2 25</b>	<b>Q1 25</b>	<b>Q4 24</b>	<b>Total</b>	<b>Q3 24</b>
Life Sciences	162	172	134	192	660	\$ 195
Personal Care	147	146	134	162	589	175
Specialty Additives	131	134	115	144	524	150
Intermediates	33	37	33	36	139	36
Less: Intercompany Eliminations	(10)	(10)	(11)	(12)	(43)	(12)
<b>Total</b>	<b>\$ 463</b>	<b>\$ 479</b>	<b>\$ 405</b>	<b>\$ 522</b>	<b>\$ 1,869</b>	<b>\$ 544</b>

<b>Adjusted EBITDA<sup>1</sup></b>	<b>Q3 25</b>	<b>Q2 25</b>	<b>Q1 25</b>	<b>Q4 24</b>	<b>Total</b>	<b>Adjusted EBITDA Margin</b>	<b>Q3 24</b>
Life Sciences	\$ 54	\$ 56	\$ 28	\$ 56	\$ 194	29.4%	\$ 59
Personal Care	41	44	30	47	162	27.5%	51
Specialty Additives	26	26	13	29	94	17.9%	38
Intermediates	7	2	6	10	25	18.0%	9
Unallocated	(15)	(20)	(16)	(18)	(69)		(18)
<b>Total</b>	<b>\$ 113</b>	<b>\$ 108</b>	<b>\$ 61</b>	<b>\$ 124</b>	<b>\$ 406</b>	<b>21.7%</b>	<b>\$ 139</b>

Ashland Inc. and Consolidated Subsidiaries  
**Segment Components of Key Items for Applicable  
Income Statement Captions – for the 3 months ended June 30, 2025**  
In millions - preliminary and unaudited

(\$ millions)

	Three Months Ended June 30, 2025					
	Life Sciences	Personal Care	Specialty Additives	Intermediates	Unallocated & Other	Total
<b>OPERATING INCOME (LOSS)</b>						
Operating key items:						
Goodwill impairment	\$ (375)	\$ -	\$ (331)	\$ -	\$ -	\$ (706)
Environmental reserve adjustments	-	-	(2)	-	(28)	(30)
Accelerated depreciation	(8)	-	(19)	-	-	(27)
Restructuring, separation and other costs	-	-	-	-	(7)	(7)
Other plant optimization costs	-	(1)	(2)	-	-	(3)
All other operating income (loss)	40	26	9	4	(14)	65
Operating income (loss)	(343)	25	(345)	4	(49)	(708)
<b>NET INTEREST AND OTHER EXPENSE (INCOME)</b>						
Key items					(19)	(19)
All other net interest and other expense					14	14
					(5)	(5)
<b>OTHER NET PERIODIC BENEFIT LOSS</b>					1	1
<b>INCOME TAX EXPENSE (BENEFIT)</b>						
Tax effect of key items <sup>(a)</sup>					(12)	(12)
Tax specific key items <sup>(b)</sup>					13	13
All other income tax expense					14	14
					15	15
<b>INCOME (LOSS) FROM CONTINUING OPERATIONS</b>	\$ (343)	\$ 25	\$ (345)	\$ 4	\$ (60)	\$ (719)

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(a) Represents the tax effect of the key items that are previously identified above.

(b) Represents key items resulting from tax specific financial transactions, tax law changes or other matters that fall within the definition of tax specific key items. See slides 35 & 36 for additional information.



# Ashland Inc. and Consolidated Subsidiaries

## Segment Components of Key Items for Applicable

### Income Statement Captions – for the 3 months ended June 30, 2024

In millions - preliminary and unaudited

(\$ millions)

	Three Months Ended June 30, 2024					
	Life Sciences	Personal Care	Specialty Additives	Intermediates	Unallocated & Other	Total
<b>OPERATING INCOME (LOSS)</b>						
Operating key items:						
Nutraceuticals impairment and sale	\$ -	\$ -	\$ -	\$ -	\$ (99)	\$ (99)
Environmental reserve adjustments	(1)	-	(1)	-	(33)	(35)
Accelerated depreciation	-	(1)	(7)	-	-	(8)
Other plant optimization costs	-	-	(4)	-	-	(4)
Restructuring, separation and other costs	-	-	-	-	(3)	(3)
Held for sale depreciation and amortization	1	-	-	-	-	1
All other operating income (loss)	43	32	22	6	(16)	87
Operating income (loss)	43	31	10	6	(15)	(6)
<b>NET INTEREST AND OTHER EXPENSE (INCOME)</b>						
Key items					(1)	(1)
All other net interest and other expense					8	8
					7	7
<b>OTHER NET PERIODIC BENEFIT LOSS</b>						
					2	2
<b>INCOME TAX EXPENSE (BENEFIT)</b>						
Tax effect of key items <sup>(a)</sup>					(12)	(12)
Tax specific key items <sup>(b)</sup>					(106)	(106)
All other income tax expense					17	17
					(101)	(101)
<b>INCOME (LOSS) FROM CONTINUING OPERATIONS</b>	<b>\$ 43</b>	<b>\$ 31</b>	<b>\$ 10</b>	<b>\$ 6</b>	<b>\$ (59)</b>	<b>\$ 31</b>

(a) Represents the tax effect of the key items that are previously identified above.

(b) Represents key items resulting from tax specific financial transactions, tax law changes or other matters that fall within the definition of tax specific key items. See slides 35 & 36 for additional information.

# Ashland Inc. and Consolidated Subsidiaries

## Reconciliation of Non-GAAP Data – Free Cash Flow and Adjusted Operating Income

### for the 3 and 9 Months Ended June 30, 2025 and 2024

(\$ millions)

#### Free cash flows

	Three months ended June 30		Nine months ended June 30	
	2025	2024	2025	2024
Total cash flows provided by operating activities from continuing operations	\$ 114	\$ 128	\$ 94	\$ 382
Adjustments:				
Additions to property, plant and equipment	(20)	(29)	(64)	(99)
Free Cash Flows	\$ 94	\$ 99	\$ 30	\$ 283
Cash (inflows) outflows from U.S. Accounts Receivable Sales Program <sup>(a)</sup>	1	3	11	(11)
Cash inflows from Foreign Accounts Receivable Sales Program <sup>(b)</sup>	(4)	(1)	(13)	(123)
Restructuring-related payments <sup>(c)</sup>	6	3	23	10
Environmental and related litigation payments <sup>(d)</sup>	11	8	24	23
Ongoing Free Cash Flow	\$ 108	\$ 112	\$ 75	\$ 182
Net income (loss)	\$ (742)	\$ 6	\$ (877)	\$ 153
Adjusted EBITDA <sup>(e)</sup>	\$ 113	\$ 139	\$ 282	\$ 336
Operating Cash Flow Conversion <sup>(f)</sup>	Not meaningful	2133%	Not meaningful	250%
Ongoing Free Cash Flow Conversion <sup>(g)</sup>	96%	81%	27%	54%

- (a) Represents activity associated with the U.S. Accounts Receivable Sales Program impacting each period presented.  
(b) Represents activity associated with the Foreign Accounts Receivable Sales Program impacting each period presented.  
(c) Restructuring payments incurred during each period presented.  
(d) Represents cash outflows associated with environmental and related litigation payments which will be reimbursed by the Environmenta  
(e) See Adjusted EBITDA reconciliation.  
(f) Operating Cash Flow Conversion is defined as Cash flows provided by operating activities from continuing operations divided by Net in  
(g) Ongoing Free Cash Flow Conversion is defined as Ongoing free cash flow divided by Adjusted EBITDA

	Three months ended June 30		Nine months ended June 30	
	2025	2024	2025	2024
<b>Adjusted Operating Income</b>				
<b>Operating loss (as reported)</b>	\$ (708)	\$ (61)	\$ (836)	\$ (57)
Key items, before tax:				
Goodwill impairment	706	-	706	-
Avoca business impairment and sale	-	-	175	-
Accelerated depreciation	27	8	40	56
Environmental reserve adjustments	30	35	33	41
Restructuring, separation and other costs	7	3	18	28
Other plant optimization costs	3	4	12	5
Argentina currency devaluation impact	-	-	-	5
Nutraceuticals impairment and sale	-	99	-	99
Held for sale depreciation and amortization	-	(1)	(2)	(1)
Income on divestitures, net	-	-	(10)	-
<b>Adjusted Operating Income (non-GAAP)</b>	\$ 65	\$ 87	\$ 136	\$ 176



# Reconciliation of Non-GAAP Data – Adjusted EBITDA

for the 3 Months Ended June 30, 2025 and 2024

(\$ millions)

	Three months ended June 30	
	2025	2024
Adjusted EBITDA - Ashland Inc.		
Net income (loss)	\$ (742)	\$ 6
Income tax expense (benefit)	15	(101)
Net interest and other expense (income)	(5)	7
Depreciation and amortization <sup>(a)</sup>	49	54
EBITDA	(683)	(34)
Loss from discontinued operations, net of income taxes	23	25
Operating key items (see slides 29 & 30)	773	148
Adjusted EBITDA	\$ 113	\$ 139

(a) Depreciation and amortization excludes accelerated depreciation expense of \$8 million for Life Sciences for the three months ended June 30, 2025, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization includes \$1 million for Life Sciences associated with the Nutraceuticals business assets for the three months ended June 30, 2024, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization excludes accelerated depreciation expense of \$1 million for Personal Care for the three months ended June 30, 2024, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization excludes accelerated depreciation expense of \$19 million and \$7 million for Specialty Additives for the three months ended June 30, 2025 and 2024, respectively, which is included as a key item within this table as a component of Adjusted EBITDA.



## Reconciliation of Non-GAAP Data – Adjusted EBITDA

for the 3 Months Ended June 30, 2025 and 2024

(\$ millions)

	Three months ended	
	June 30	
	2025	2024
Adjusted EBITDA - Life Sciences		
Operating income (loss)	\$ (343)	\$ 43
Add:		
Depreciation and amortization <sup>(a)</sup>	14	16
Operating key items (see slides 29 & 30)	383	-
Adjusted EBITDA	<u>\$ 54</u>	<u>\$ 59</u>
Adjusted EBITDA - Personal Care		
Operating income	\$ 25	\$ 31
Add:		
Depreciation and amortization <sup>(a)</sup>	15	19
Operating key items (see slides 29 & 30)	1	1
Adjusted EBITDA	<u>\$ 41</u>	<u>\$ 51</u>

(a) Depreciation and amortization excludes accelerated depreciation expense of \$8 million for Life Sciences for the three months ended June 30, 2025, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization includes \$1 million for Life Sciences associated with the Nutraceuticals business assets for the three months ended June 30, 2024, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization excludes accelerated depreciation expense of \$1 million for Personal Care for the three months ended June 30, 2024, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization excludes accelerated depreciation expense of \$19 million and \$7 million for Specialty Additives for the three months ended June 30, 2025 and 2024, respectively, which is included as a key item within this table as a component of Adjusted EBITDA.



# Specialties Additives and Intermediates

## Reconciliation of Non-GAAP Data – Adjusted EBITDA

for the 3 Months Ended June 30, 2025 and 2024

(\$ millions)

	Three months ended	
	June 30	
	<b>2025</b>	<b>2024</b>
<b>Adjusted EBITDA - Specialty Additives</b>		
Operating income (loss)	\$ (345)	\$ 10
Add:		
Depreciation and amortization <sup>(a)</sup>	17	16
Operating key items (see slides 29 & 30)	354	12
Adjusted EBITDA	<u>\$ 26</u>	<u>\$ 38</u>
<b>Adjusted EBITDA - Intermediates</b>		
Operating income	\$ 4	\$ 6
Add:		
Depreciation and amortization	3	3
Adjusted EBITDA	<u>\$ 7</u>	<u>\$ 9</u>

(a) Depreciation and amortization excludes accelerated depreciation expense of \$8 million for Life Sciences for the three months ended June 30, 2025, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization includes \$1 million for Life Sciences associated with the Nutraceuticals business assets for the three months ended June 30, 2024, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization excludes accelerated depreciation expense of \$1 million for Personal Care for the three months ended June 30, 2024, which is included as a key item within this table as a component of Adjusted EBITDA. Depreciation and amortization excludes accelerated depreciation expense of \$19 million and \$7 million for Specialty Additives for the three months ended June 30, 2025 and 2024, respectively, which is included as a key item within this table as a component of Adjusted EBITDA.





# Ashland Inc. and Consolidated Subsidiaries

## Reconciliation of Non-GAAP Data – Adjusted Diluted EPS from Continuing Operations

for the 3 and 9 Months Ended June 30, 2025 and 2024

### Diluted EPS from continuing operations (as reported)

Key items, before tax:

Goodwill impairment

Avoca business impairment and sale

Accelerated depreciation

Environmental reserve adjustments

Restructuring, separation and other costs

Other plant optimization costs

Loss on pension plan remeasurements

Nutraceuticals impairment and sale

Argentina currency devaluation impact

Held for sale depreciation and amortization

Unrealized gains on securities

Income on divestitures, net

Key items, before tax

Tax effect of key items<sup>(a)</sup>

Key items, after tax

Tax specific key items:

Uncertain tax positions

Restructuring and separation activity

Other and tax reform related activity

Tax specific key items<sup>(b)</sup>

Total key items

### Adjusted Diluted EPS from Continuing Operations (non-GAAP)

Amortization expense adjustment (net of tax)<sup>(c)</sup>

### Adjusted Diluted EPS from Continuing Operations (non-GAAP) Excluding Intangibles Amortization Expense

	Three months ended		Nine months ended	
	June 30		June 30	
	2025	2024	2025	2024
	\$ (15.70)	\$ 0.60	\$ (18.39)	\$ 3.53
Key items, before tax:				
Goodwill impairment	15.41	-	15.19	-
Avoca business impairment and sale	-	-	3.73	-
Accelerated depreciation	0.59	0.16	0.85	1.10
Environmental reserve adjustments	0.65	0.69	0.71	0.80
Restructuring, separation and other costs	0.15	0.06	0.38	0.55
Other plant optimization costs	0.07	0.08	0.26	0.10
Loss on pension plan remeasurements	-	-	0.02	-
Nutraceuticals impairment and sale	-	1.94	-	1.94
Argentina currency devaluation impact	-	-	-	0.10
Held for sale depreciation and amortization	-	(0.02)	(0.04)	(0.02)
Unrealized gains on securities	(0.41)	(0.02)	(0.10)	(0.76)
Income on divestitures, net	-	-	(0.21)	-
Key items, before tax	16.46	2.89	20.79	3.81
Tax effect of key items <sup>(a)</sup>	(0.26)	(0.24)	(1.36)	(0.48)
Key items, after tax	16.20	2.65	19.43	3.33
Tax specific key items:				
Uncertain tax positions	0.11	0.18	0.03	0.18
Restructuring and separation activity	-	(2.25)	-	(2.25)
Other and tax reform related activity	0.17	-	0.40	(2.54)
Tax specific key items <sup>(b)</sup>	0.28	(2.07)	0.43	(4.61)
Total key items	16.48	0.58	19.86	(1.28)
Adjusted Diluted EPS from Continuing Operations (non-GAAP)	\$ 0.78	\$ 1.18	\$ 1.47	\$ 2.25
Amortization expense adjustment (net of tax) <sup>(c)</sup>	0.26	0.31	0.83	0.94
Adjusted Diluted EPS from Continuing Operations (non-GAAP) Excluding Intangibles Amortization Expense	\$ 1.04	\$ 1.49	\$ 2.30	\$ 3.19

(a) Represents the tax effect of the key items that are previously identified above.

(b) Represents key items resulting from tax specific financial transactions, tax law changes or other matters that fall within the definition of tax specific key items. These tax specific key items included the following:

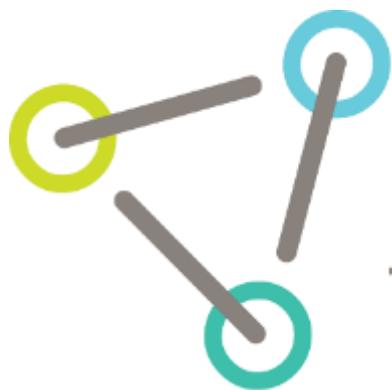
- Uncertain tax positions: includes the impact from the settlement of uncertain tax positions with various tax authorities.

- Restructuring and separation activity: Includes the tax impact of the held for sale classification for the Nutraceuticals business.

- Other and tax reform: Includes the impact from the remeasurement of foreign deferred tax balances resulting from the impact from rate changes for foreign jurisdictions and other tax law changes enacted during fiscal 2025 and 2024.

(c) Amortization expense adjustment (net of tax) tax rates were 20% and 21% for the three and nine months ended June 30, 2025, respectively, and 20% for the three and nine months ended June 30, 2024.





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