


earnings conference call
third quarter fiscal 2026

July 29, 2026




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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 are not limited to, expectations regarding Ashland's strategic priorities, operating performance improvements, and financial outlook for fiscal 2026.

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: Ashland's aggressive growth goals and the extent to which such goals may be impacted by a failure to optimize our tangible and intangible assets, a failure to identify and integrate acquisition targets, any unexpected costs and liabilities associated with such acquisitions, and goodwill impairment; business disruptions stemming from natural, operational, and other catastrophic events, including disruptions to supply and logistics functions, manufacturing delays, and information technology system and network failures; climate change and related resource impacts; changes in consumer preferences and a reduction in demand for Ashland's products; risks inherent in operating a global business, including tariffs and other trade policies, geopolitical instability and armed conflict, and challenges associated with hiring and managing a diverse workforce across countries with differing laws, regulations, and cultural practices; economic downturns and disruptions in the financial markets; Ashland's substantial indebtedness, including the possibility that such indebtedness and related restrictive covenants may adversely affect our future cash flows, limit our ability to repay debt and obtain future financing, place Ashland at a competitive disadvantage, and make us more vulnerable to interest rate increases; our ability to develop and market new products and remain competitive in the markets in which we operate; our ability to pass increases in the costs of energy and raw materials to customers and to fulfill our contractual requirements with customers and vendors; downward pressures on prices and margins; the ability to attract and retain key employees and to provide for effective succession planning; cybersecurity risks, including disruptions to or failures in Ashland's information technology systems and networks, malicious cyberattacks, and the inadvertent or accidental disclosure or loss of proprietary or sensitive information; Ashland's ability to effectively protect and enforce its intellectual property rights; exposure to products liability claims; risks related to compliance with environmental, health, and safety regulations, including the potential for costly litigation, remediation, and settlement actions; exposure to pending and threatened asbestos-related litigation; changes in the legal and regulatory landscapes in which we operate; changes in taxation or adverse tax rulings; 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 news release 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
- CEO priorities
- Q&A

Q3 performance summary

Q3 business drivers

life sciences strong pharma demand and order patterns as well as continued traction in globalize and innovate strategies

personal care solid care ingredients demand across geographies with strong momentum in biofunctional actives and microbial protection

specialty additives volume growth and share gains in coatings and performance specialties offset by expected Hopewell operating issues

intermediates higher NMP demand for battery and energy-storage applications offset by lower advanced manufacturing tax credits

pricing delivered on pricing to preserve margins

sales volumes rose 6% versus the prior-year quarter with gains achieved across all BUs

plant operations performance improving, investing to improve reliability and productivity

free cash flow strong cash generation supported by disciplined inventory management

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Q3 highlights[1]

commercial execution delivering results with operating performance steadily improving

sales	adjusted EBITDA	adjusted EBITDA %	adjusted EPS[2]
+7 %	(4) %	(250) bps	(2) %
$497 MM	$109 MM	21.9 %	$1.02
LS strong, PC resilient, SA gaining share, globalize and innovate momentum, price increases across segments	volume growth and pricing actions offset by anticipated softer plant operating performance	LS and PC margins resilient offset by compression in SA and Intermediates	growth initiatives and portfolio actions supported stable earnings

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.

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

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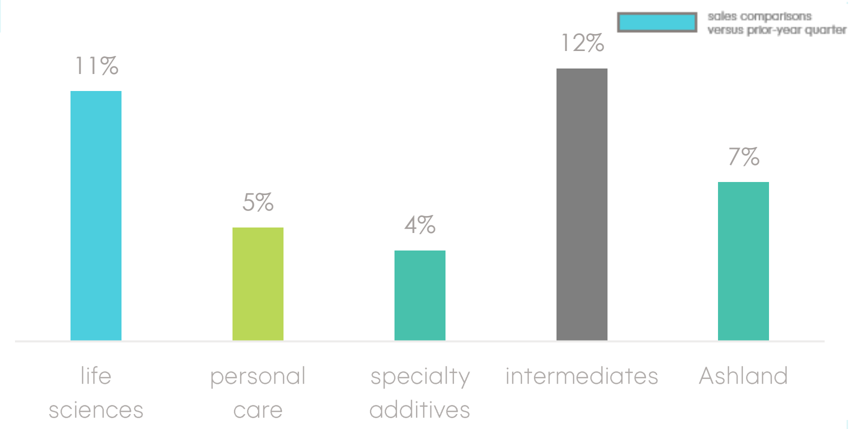
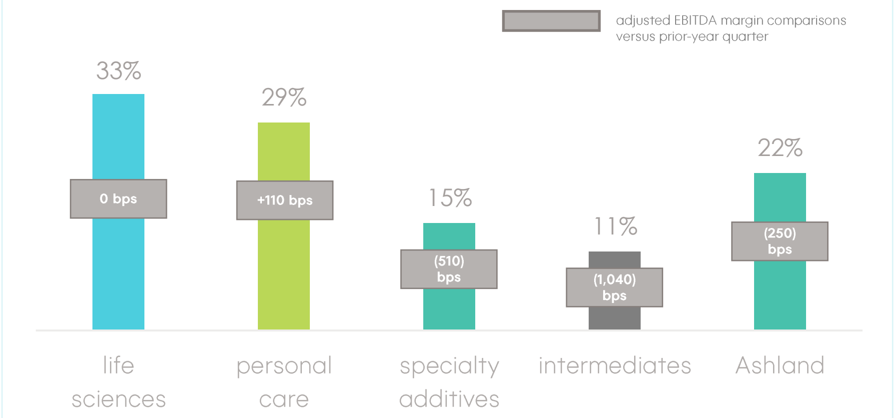
solid demand supports earnings performance

portfolio wide growth supported by commercial execution...



...delivering healthy margins despite transitory cost headwinds



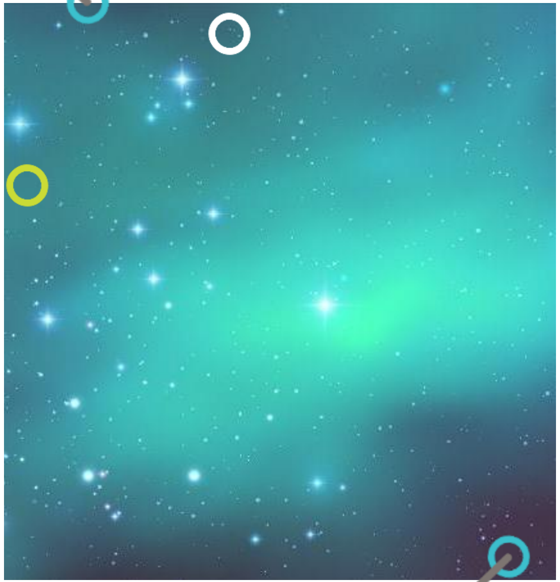
1 Adjusted EBITDA Margin. See Appendices A & B for additional detail. Some totals may not add due to rounding.
2 Merchant sales represents ~70% of Intermediates.

Q3 financial results and business unit reviews

fiscal-third quarter adjusted results[1]

Ashland adjusted results summary[1]

($US in millions, except percentages)	Q3 FY26	Q3 FY25	change
sales	$497	$463	+7 %
gross profit margin	34.8 %	35.2 %	(40) bps
SG&A / R&D costs / intangible amortization	$112	$98	+14 %
operating income	$63	$65	(3) %
EBITDA	$109	$113	(4) %
EBITDA margin	21.9 %	24.4 %	(250) bps
EPS (excluding acquisition amortization)[2]	$1.02	$1.04	(2) %
ongoing Free Cash Flow[3]	$103	$108	(5) %



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

3 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.

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life sciences

highlights

- fifth consecutive quarter of pharma volume growth, driven by strong demand and order timing
- globalize & innovate initiatives continued to drive growth across the portfolio
- favorable mix driven by pharma
- pricing covering inflation and margins

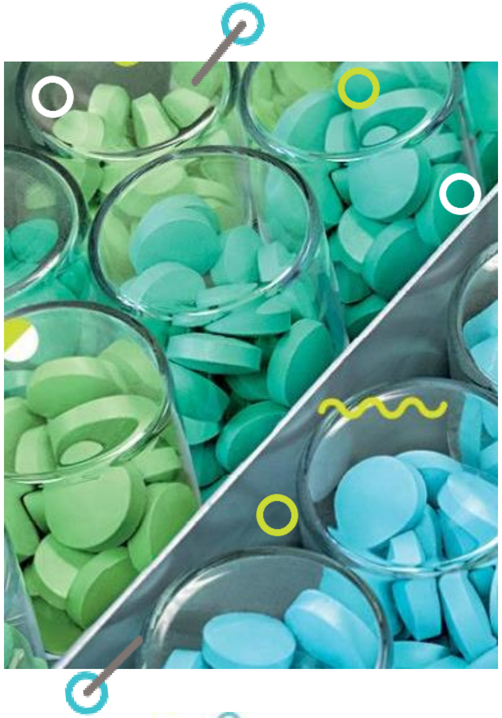
adjusted results summary[1]

($US in millions, except percentages)	Q3 FY26	Q3 FY25	change
sales	$180	$162	+11 %
gross profit	$74	$67	+10 %
gross profit margin	41.1%	41.4%	(30) bps
operating income	$45	$40	+13 %
EBITDA	$60	$54	+11 %
EBITDA margin	33.3 %	33.3 %	NM

pharma	nutrition & other
+DD	-LSD

Q3 FY26 year-over-year sales vs. prior-year[2] (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.



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intermediates

highlights

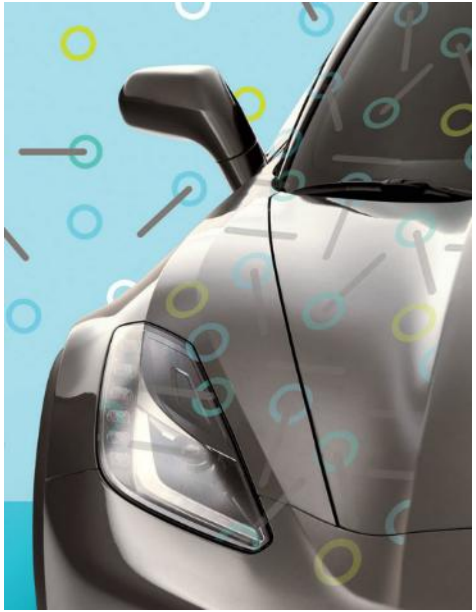
- general merchant market conditions stable with improving NMP North America demand in battery-related applications
- pricing covering inflation
- lower advanced manufacturing tax credits impacting margins
- captive volumes and pricing moderately improving

adjusted results summary[1]

($US in millions, except percentages)	Q3 FY26	Q3 FY25	change
sales	$37	$33	+12 %
gross profit	$5	$6	(17) %
gross profit margin	13.5%	18.2%	(470) bps
operating income	$3	$4	(25) %
EBITDA	$4	$7	(43) %
EBITDA margin	10.8 %	21.2 %	(1040) bps

merchant	captive
+DD	+LSD

Q3 FY26 year-over-year sales vs. prior-year[2] (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.

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personal care

highlights

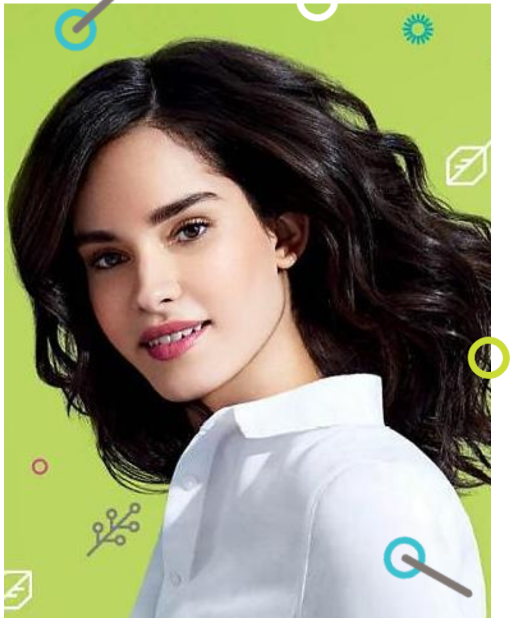
- resilient demand driving continued broad-based volume growth across markets
- growth was led by Americas as well as China
- strong globalize performance driven by DD growth in biofunctional actives and market share gains in microbial protection
- pricing covering inflation and margins
- robust adjusted EBITDA margin reflecting favorable mix, and volume growth

adjusted results summary[1]

($US in millions, except percentages)	Q3 FY26	Q3 FY25	change
sales	$155	$147	+5 %
gross profit	$66	$61	+8 %
gross profit margin	42.6%	41.5%	+110 bps
operating income	$30	$26	+15 %
EBITDA	$45	$41	+10 %
EBITDA margin	29.0 %	27.9 %	+110 bps

skin care	hair care	oral care, household
+HSD	+MSD	+LSD

Q3 FY26 year-over-year sales vs. prior-year[2] (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.

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specialty additives

highlights

- coatings & performance specialties growth supported by share gains and market recovery
- volumes improving across most major markets
- construction and energy down in-line with expectations
- pricing covering inflation and margins
- EBITDA margins impacted by Hopewell operations and incentive comp reset

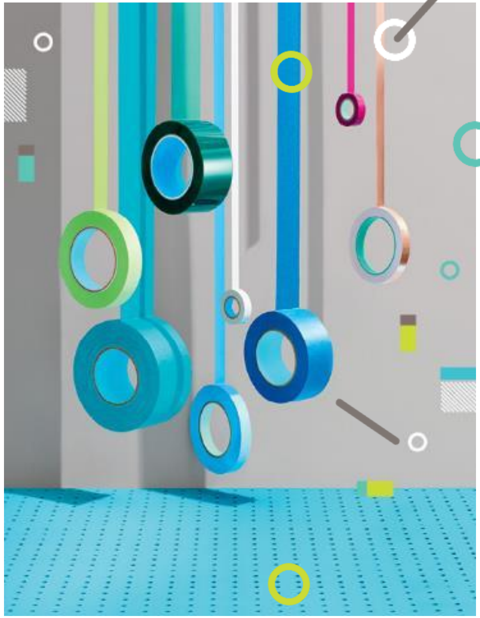
adjusted results summary[1]

($US in millions, except percentages)	Q3 FY26	Q3 FY25	change
sales	$136	$131	+4 %
gross profit	$28	$29	(3) %
gross profit margin	20.6%	22.1%	(150) bps
operating income	$5	$9	(44) %
EBITDA	$20	$26	(23) %
EBITDA margin	14.7 %	19.8 %	(510) bps

coatings	performance spec.	construction, energy
+DD	+DD	-DD

Q3 FY26 year-over-year sales vs. prior-year[2] (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.



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strategic priorities & outlook

execute: manufacturing optimization

	key updates
1 **VP&D optimization**	• optimization initiatives advancing as planned; expected to deliver ~$12MM in FY26 benefits
2 **small plant consolidation**	• final phase completed in F3Q26, delivering ~$3MM in FY26 benefits
3 **HEC optimization**	• Hopewell HEC productivity investments remain on track; gradual yield improvement expected beginning in F4Q; other HEC plants delivering strong performance

- structural, run-rate savings position Ashland to enter FY27 with a leaner more competitive cost base
- focused on simplifying the network, improving cost competitiveness, and enhancing profitability across cellulosics

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globalize & innovate: FY26 year-to-date progress

ahead of plan

Globalize: expanding regional capabilities and customer engagement driving growth across higher-value applications

target	progress
+$20 million incremental FY26 sales target	**+$20 million** incremental sales fiscal year-to-date

ahead of plan

Innovate: highlights include high purity excipients, skin longevity technologies, formulated rheology solutions for stone paint

target	progress
+$15 million incremental FY26 sales target	**+$22 million** incremental sales fiscal year-to-date

building the FY26 foundation: innovation exceeds full-year target; globalize achieves target

[1] incremental impact by FY27

FY26 outlook: reaffirming sales & EBITDA guidance

forward looking insights

key market factors

- continued uncertainty related to potential Middle East conflict developments
- Chinese over capacity and export focus persists
- Life Sciences and Personal Care demand remain resilient
- Specialty Additives demand, improving for coatings and performance specialties, other segments remain weaker
- pricing actions offsetting raw material cost and freight escalation
- continue to drive plant operating performance improvement

strategic priorities

- ongoing momentum in globalize and innovation-driven initiatives
- manufacturing optimization initiatives remain consistent with prior guidance assumptions

risks & opportunities

- Middle east war impact on inflation and raw material availability
- North America and China coatings market recovery
- geopolitical and tariff policy uncertainty
- FX volatility

FY26 outlook

- **sales**: $1,835 – $1,870MM
- **adj. EBITDA**: $385 – $400MM
- **adj. EPS[1] growth**: LSD–MSD growth; down from MSD-HSD
- **ongoing FCF conversion[2]**: 50+% of adj. EBITDA; includes ~$90M capex

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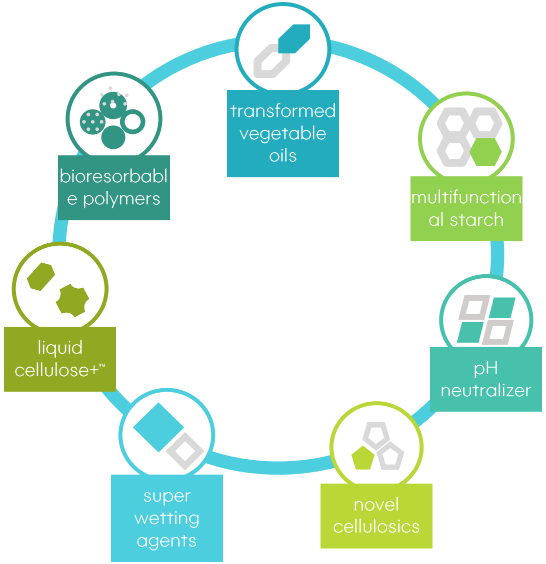
2 Ongoing Free Cash Flow defined as total cash flow provided by operating activities, less adjustments to property, plant, and equipment and excluding any inflows or outflows related to U.S. and Foreign Accounts Receivable Sales Program, restructuring-related payments, and environmental and related litigation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

advancing our innovative technology platforms



- robust value propositions
- strong customer engagement and progress across all businesses
- 52 patents filed to-date for platform technologies
- 20 platform product launches to-date (including this year)
  - two **pH neutralizer** products
  - new products to expand the **super wetters** portfolio (launching)
  - first production of **multifunctional starch** (launching)
- broad range of **TVO** technologies and applications
- growing **bioresorbable polymers** project pipeline
- expanding portfolio of **novel cellulosics** opportunities

innovation update webcast planned for September 17, 2026

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CEO priorities

Operating Performance

- safety
- expand market positions
- pricing to offset inflation
- improve plant operating performance
- advance Hopewell productivity
- cashflow and disciplined capital allocation

Strategic

- drive globalize initiatives
- accelerate innovation commercialization
- strengthen productivity culture
- develop talent & organizational capability
- drive leadership ownership & accountability

disciplined execution, productivity, innovation & ownership drive Ashland's FY26 priorities

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Guillermo Novo, Chair and CEO closing comments

thank you

Q&A

appendix A: adjusted results summary and balance sheet

Q3 adjusted results summary[1]

($US in millions, except percentages and per share data)	Q3 FY26	Q3 FY25	change
sales	$497	$463	+7%
gross profit	$173	$163	+6 %
gross profit margin	34.8 %	35.2 %	(40) Bps
SG&A / R&D costs / intangible amort.	$112	$98	+14 %
operating income	$63	$65	(3) %
depreciation & amortization	$46	$49	(6) %
EBITDA	$109	$113	(4) %
EBITDA Margin	21.9 %	24.4 %	(250) Bps
net interest and other expense	$12	$14	(14) %
effective tax rate	31%	28%	+300 Bps
income from continuing operations	$35	$36	(3) %
Income from Continuing Operations Excluding Intangible Amortization	$47	$48	(2) %
diluted share count (million shares)	46	46	NM
EPS (excluding intangible amortization)	$1.02	$1.04	(2) %

1 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.

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Q3 business unit consolidation[1]

($US in millions, except percentages)	life sciences	personal care	specialty additives	Intermediates	intercompany eliminations[2]	unallocated and other[3]	Ashland
sales	$180	$155	$136	$37	($11)	-	$497
gross profit	$74	$66	$28	$5			$173
gross profit margin	41.1%	42.6%	20.6%	13.5%			34.8%
EBITDA	$60	$45	$20	$4	-	($20)	$109
EBITDA Margin	33.3 %	29.0 %	14.7 %	10.8 %	-	-	21.9 %

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	6/30/26 balance
cash					$440
revolver availability					496
cash and revolver availability[1]					**$936**
US and foreign A/R sales program[1]					**-**
debt					
2.00% notes (EUR)	Jan. 2028	2.000%	Ba2	BB	$571
3.375% notes	Sept. 2031	3.375%	Ba2	BB	450
6.875% notes	May 2043	6.875%	Ba2	BB	282
6.50% junior subordinated notes	Jun. 2029	6.500%	B2	BB	76
revolving credit facility[2]	July 2027	Term SOFR+137.5	-	-	-
other[3]		-	-	-	(5)
total debt			**Ba2/stable**	**BB/stable**	**$1,374**
cash					(440)
net debt					**$934**

1 Total liquidity of $936 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 $9 million of debt issuance cost discounts as of June 30, 2026.

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strong balance sheet & capital allocation strategy

strong balance sheet and balanced capital allocation

strong balance sheet[1]

- cash and liquidity available of ~$0.94 billion
- net debt of $934 million; net leverage of 2.4x
- next significant long-term debt maturity: January 2028
- balanced maturity schedule; no near-term refinancing pressure

healthy ongoing Free Cash Flow[2] generation

- LTM Ongoing Free Cash Flow[2] of $211 million
- continued discipline in working capital management

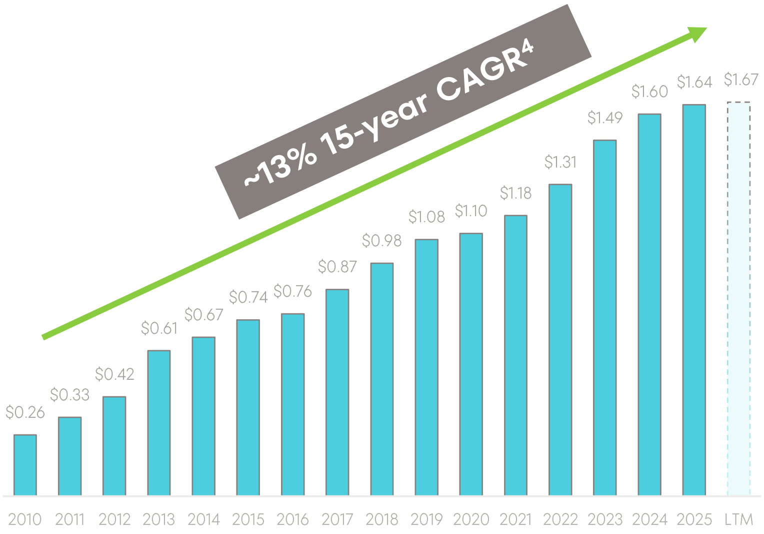
share repurchases under $1 billion authorization

- $520 million remains under the current authorization
- Total repurchases of $480 million / ~5.8 million shares

other long-term capital allocation priorities

- FY26 capex = ~$90 million
- increased flexibility to pursue future M&A strategy
- fund innovation, global expansion, and productivity programs

annual dividend[3] increase every year since 2009



1 All figures as of June 30, 2026

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, 2010 – December 31, 2025

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appendix B: non-GAAP reconciliation[1]

1 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, 2026

($ millions, except percentages)

Sales1	Q3 26	Q2 26	Q1 26	Q4 25	Total	Q3 25
Life Sciences	180	172	139	173	664	162
Personal Care	155	150	123	151	579	147
Specialty Additives	136	134	102	131	503	131
Intermediates	37	35	31	33	136	33
Less: Intercompany Eliminations	(11)	(9)	(9)	(10)	(39)	(10)
Total	497	482	386	478	1,843	463

Adjusted EBITDA1	Q3 26	Q2 26	Q1 26	Q4 25	Total	Adjusted EBITDA Margin	Q3 25
Life Sciences	60	50	31	55	196	29.5%	54
Personal Care	45	43	26	43	157	27.1%	41
Specialty Additives	20	16	15	29	80	15.9%	26
Intermediates	4	5	1	5	15	11.0%	7
Unallocated	(20)	(16)	(15)	(13)	(64)		(15)
Total	109	98	58	119	384	20.8%	113

[1] Quarterly totals may not add to annual amounts due to rounding. Calculation of Adjusted EBITDA for each period presented have been reconciled within certain financial filings with the SEC and posted on Ashland's website for each reportable segment.

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 and other	Total
OPERATING INCOME (LOSS)						
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)
NET INTEREST AND OTHER (INCOME) EXPENSE						
Key items					(19)	(19)
All other net interest and other expense					14	14
					(5)	(5)
OTHER NET PERIODIC BENEFIT LOSS					1	1
INCOME TAX EXPENSE (BENEFIT)						
Tax effect of key items [a]					(12)	(12)
Tax specific key items [b]					13	13
All other income tax expense					14	14
					15	15
INCOME (LOSS) FROM CONTINUING OPERATIONS	$ (343)	$ 25	$ (345)	$ 4	$ (60)	$ (719)

(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 Table 7 for additional information.

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Ashland Inc. and Consolidated Subsidiaries

Segment Components of Key Items for Applicable Income Statement Captions – for the 3 months ended June 30, 2026

In millions - preliminary and unaudited

($ millions)

	Three Months Ended June 30, 2026					
	Life Sciences	Personal Care	Specialty Additives	Intermediates	Unallocated and other	Total
OPERATING INCOME (LOSS)						
Operating key items:						
Environmental reserve adjustments	$ -	$ -	$ -	$ -	$ (17)	$ (17)
Restructuring, separation and other costs	-	-	-	-	(7)	(7)
Other plant optimization costs	-	(1)	(2)	-	-	(3)
Accelerated depreciation	-	-	-	-	(1)	(1)
Tax credit	-	-	-	-	8	8
All other operating income (loss)	45	30	5	3	(20)	63
Operating income (loss)	45	29	3	3	(37)	43
NET INTEREST AND OTHER (INCOME) EXPENSE						
Key items					(20)	(20)
All other net interest and other expense					12	12
					(8)	(8)
OTHER NET PERIODIC BENEFIT GAIN						
Key items					(5)	(5)
All other net periodic benefit costs					-	-
					(5)	(5)
INCOME TAX EXPENSE (BENEFIT)						
Tax effect of key items[(a)]					(1)	(1)
All other income tax expense					16	16
					15	15
INCOME (LOSS) FROM CONTINUING OPERATIONS	$ 45	$ 29	$ 3	$ 3	$ (34)	$ 46

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

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, 2026 and 2025

($ millions)

Free cash flows	Three months ended June 30 2026	Three months ended June 30 2025	Nine months ended June 30 2026	Nine months ended June 30 2025
Total cash flows provided by operating activities from continuing operations	$ 121	$ 114	$ 295	$ 94
Adjustments:				
Additions to property, plant and equipment	(20)	(20)	(51)	(64)
Free Cash Flows	$ 101	$ 94	$ 244	$ 30
Tax refund[a]	-	-	(103)	-
Cash (inflows) outflows from U.S. Accounts Receivable Sales Program[b]	(8)	1	(9)	11
Cash inflows from Foreign Accounts Receivable Sales Program[c]	(5)	(4)	(12)	(13)
Restructuring-related payments[d]	8	6	18	23
Environmental and related litigation payments[e]	7	11	21	24
Ongoing Free Cash Flow	$ 103	$ 108	$ 159	$ 75
Net income (loss)	$ 16	$ (742)	$ 20	$ (877)
Adjusted EBITDA[f]	$ 109	$ 113	$ 265	$ 282
Operating Cash Flow Conversion[g]	756%	Not meaningful	1475%	Not meaningful
Ongoing Free Cash Flow Conversion[h]	95%	96%	60%	27%

(a) Represents receipt of tax refund related to the capital loss carryback from the Nutraceutical business divestiture.
(b) Represents activity associated with the U.S. Accounts Receivable Sales Program impacting each period presented.
(c) Represents activity associated with the Foreign Accounts Receivable Sales Program impacting each period presented.
(d) Restructuring payments incurred during each period presented.
(e) Represents cash outflows associated with environmental and related litigation payments which will be reimbursed by the Environmental trust.
(f) See Adjusted EBITDA reconciliation.
(g) Operating Cash Flow Conversion is defined as Cash flows provided by operating activities from continuing operations divided by net income loss.
(h) Ongoing Free Cash Flow Conversion is defined as Ongoing free cash flow divided by Adjusted EBITDA

Adjusted Operating Income	Three months ended June 30 2026	Three months ended June 30 2025	Nine months ended June 30 2026	Nine months ended June 30 2025
Operating income (loss) (as reported)	$ 43	$ (708)	$ 76	$ (836)
Key items, before tax:				
Environmental reserve adjustments	17	30	28	33
Other plant optimization costs	3	3	18	12
Restructuring, separation and other costs	7	7	14	18
Accelerated depreciation	1	27	5	40
Goodwill impairment	-	706	-	706
Avoca business impairment and sale	-	-	-	175
Held for sale depreciation and amortization	-	-	-	(2)
Income on divestitures, net	-	-	(2)	(10)
Tax credit	(8)	-	(8)	-
Adjusted Operating Income (non-GAAP)	$ 63	$ 65	$ 131	$ 136

Reconciliation of Non-GAAP Data – Adjusted EBITDA

for the 3 Months Ended June 30, 2026 and 2025

($ millions)

	Three months ended June 30	
Adjusted EBITDA - Ashland Inc.	**2026**	**2025**
Net income (loss)	$ 16	$ (742)
Income tax expense	15	15
Net interest and other income	(8)	(5)
Depreciation and amortization[(a)]	46	49
EBITDA	69	(683)
Loss from discontinued operations, net of income taxes	25	23
Gain on pension and other postretirement plan remeasurements	(5)	-
Operating key items (see Slides 29 and 30)	20	773
Adjusted EBITDA	$ 109	$ 113

(a) Depreciation and amortization excludes accelerated depreciation expense of $1 million for Unallocated and other for the three months ended June 30, 2026, $8 million for Life Sciences for the three months ended June 30, 2025 and $19 million for Specialty Additives for the three months ended June 30, 2025, which are 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, 2026 and 2025

($ millions)	Three months ended June 30			
		2026		2025
Adjusted EBITDA - Life Sciences				
Operating income (loss)	$	45	$	(343)
Add:				
Depreciation and amortization[a]		15		14
Operating key items (see Slides 29 and 30)		-		383
Adjusted EBITDA	$	60	$	54
Adjusted EBITDA - Personal Care				
Operating income	$	29	$	25
Add:				
Depreciation and amortization		15		15
Operating key items (see Table (see Slides 29 and 30)		1		1
Adjusted EBITDA	$	45	$	41

(a) Depreciation and amortization excludes accelerated depreciation expense of $1 million for Unallocated and other for the three months ended June 30, 2026, $8 million for Life Sciences for the three months ended June 30, 2025 and $19 million for Specialty Additives for the three months ended June 30, 2025, which are 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, 2026 and 2025

($ millions)

	Three months ended June 30	
	2026	**2025**
Adjusted EBITDA - Specialty Additives		
Operating income (loss)	$ 3	$ (345)
Add:		
Depreciation and amortization[(a)]	15	17
Operating key items (see Slides 29 and 30)	2	354
Adjusted EBITDA	$ 20	$ 26
Adjusted EBITDA - Intermediates		
Operating income	$ 3	$ 4
Add:		
Depreciation and amortization	1	3
Adjusted EBITDA	$ 4	$ 7

(a) Depreciation and amortization excludes accelerated depreciation expense of $1 million for Unallocated and other for the three months ended June 30, 2026, $8 million for Life Sciences for the three months ended June 30, 2025 and $19 million for Specialty Additives for the three months ended June 30, 2025, which are 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 Income from Continuing Operations

for the 3 and 9 Months Ended June 30, 2026 and June 30, 2025

($ millions)

	Three months ended June 30		Nine months ended June 30	
	2026	**2025**	**2026**	**2025**
Income (loss) from continuing operations (as reported)	$ 41	$ (719)	$ 42	$ (855)
Key items, before tax:				
Environmental reserve adjustments	17	30	28	33
Other plant optimization costs	3	3	18	12
Restructuring, separation and other costs	7	7	14	18
Unrealized gains on securities	(20)	(19)	(18)	(5)
Accelerated depreciation	1	27	5	40
Goodwill impairment	-	706	-	706
Avoca business impairment and sale	-	-	-	175
(Gain) loss on pension plan remeasurements	(5)	-	(5)	1
Held for sale depreciation and amortization	-	-	-	(2)
Income on divestitures, net	-	-	(2)	(10)
Tax credit	(8)	-	(8)	-
Key items, before tax	(5)	754	32	968
Tax effect of key items[(a)]	(1)	(12)	(10)	(64)
Key items, after tax	(6)	742	22	904
Tax specific key items:				
Uncertain tax positions	-	5	-	1
Other and tax reform related activity	-	8	-	19
Tax specific key items[(b)]	-	13	-	20
Total key items	(6)	755	22	924
Adjusted Income from Continuing Operations (non-GAAP)	$ 35	$ 36	$ 64	$ 69
Amortization expense adjustment (net of tax)[(c)]	12	12	37	39
Adjusted Income from Continuing Operations (non-GAAP) Excluding Intangibles Amortization Expense	$ 47	$ 48	$ 101	$ 108

(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.
- 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.

(c) Amortization expense adjustment (net of tax) tax rates were 20% for both the three and nine months ended June 30, 2026, and 20% and 21% for the three and nine months ended June 30, 2025, respectively.

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, 2026 and 2025

	Three months ended June 30		Nine months ended June 30	
	2026	**2025**	**2026**	**2025**
Diluted EPS from continuing operations (as reported)	$ 0.89	$ (15.70)	$ 0.91	$ (18.39)
Key items, before tax:				
Environmental reserve adjustments	0.36	0.65	0.61	0.71
Other plant optimization costs	0.07	0.07	0.40	0.26
Restructuring, separation and other costs	0.14	0.15	0.30	0.38
Unrealized gains on securities	(0.43)	(0.41)	(0.40)	(0.10)
Accelerated depreciation	0.02	0.59	0.10	0.85
Goodwill impairment	-	15.41	-	15.19
Avoca business impairment and sale	-	-	-	3.73
(Gain) loss on pension plan remeasurements	(0.11)	-	(0.11)	0.02
Held for sale depreciation and amortization	-	-	-	(0.04)
Income on divestitures, net	-	-	(0.04)	(0.21)
Tax credit	(0.17)	-	(0.17)	-
Key items, before tax	(0.12)	16.46	0.69	20.79
Tax effect of key items[(a)]	(0.02)	(0.26)	(0.21)	(1.36)
Key items, after tax	(0.14)	16.20	0.48	19.43
Tax specific key items:				
Uncertain tax positions	-	0.11	-	0.03
Other and tax reform related activity	-	0.17	-	0.40
Tax specific key items[(b)]	-	0.28	-	0.43
Total key items	(0.14)	16.48	0.48	19.86
Adjusted Diluted EPS from Continuing Operations (non-GAAP)	$ 0.75	$ 0.78	$ 1.39	$ 1.47
Amortization expense adjustment (net of tax)[(c)]	0.27	0.26	0.80	0.83
Adjusted Diluted EPS from Continuing Operations (non-GAAP) Excluding Intangibles Amortization Expense	$ 1.02	$ 1.04	$ 2.19	$ 2.30

(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.
- 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.

(c) Amortization expense adjustment (net of tax) tax rates were 20% for both the three and nine months ended June 30, 2026, and 20% and 21% for the three and nine months ended June 30, 2025, respectively.

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