

Global Standards of Business Conduct Ashland Inc.



Global Standards of Business Conduct

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Message from Bill Wulfsohn, Chairman and CEO

Welcome to Ashland's Global Standards of Business Conduct. As we continually strive to improve our performance in this global, competitive environment, we must always adhere to the highest standards of conduct and ethics. This intent is summed up in the first six words of our Values statement, "We act with integrity and honesty." Acting with integrity and honesty is the number one responsibility of every Ashland employee, everywhere in the world. We also expect our suppliers, customers and others doing business with Ashland to conduct themselves in a manner consistent with the values and standards contained in this booklet.

On the following pages, you'll read about situations in which it's essential to make the correct decision when faced with an ethical or compliance issue. If, after reviewing this booklet, you find yourself concerned that Ashland's values are not being followed, or perhaps feel uncertain about a situation, it is critical you speak up immediately and ask a question or share your concern. Inside, you will find guidance on where to get help or report your concerns.

This booklet should be a reference document for you – read it carefully and keep it handy to guide your day-to-day actions. Our values have to be more than just words. They must define who we are as a company.

Thank you for helping to keep Ashland a well-respected and ethical member of the global marketplace.

Best regards,

Bill





Introduction

Ashland Inc. is firmly committed to conducting business throughout the world in accordance with the highest legal and ethical rules and principles. The Global Standards of Business Conduct is the cornerstone of this commitment and sets the standards for our actions. You should embrace it in both letter and spirit. Where the letter of guidance is not specific, the spirit must prevail. This responsibility is shared by all employees, officers and directors worldwide.

Application

As a global company, we recognize the challenges of operating around the world. While many laws have international application, we are also mindful of observing diverse local customs and the laws of the countries in which we operate. If compliance appears to conflict with local law or regulation, employees should discuss their concerns with the Law department.

Specific policies and procedures support and supplement the Global Standards of Business Conduct and govern appropriate business behavior. Our policies and related procedures are available electronically at the Ashland Policies site on the company intranet.

Any exceptions to the provisions contained in this booklet or any related policy requires advance approval by the Law department. Exceptions may be granted only as permitted by applicable law and in extraordinary circumstances.

If you have questions or need interpretation of this booklet or a specific law, regulation or policy, please contact the Law department.

Responsibility and accountability

We are faced with challenges and difficult decisions every day. Each of us is responsible for making good decisions and helping our company live up to its commitment to act with integrity and honesty. We are all expected to understand and comply with the provisions contained in this booklet, our policies, procedures and the law, and always conduct company business with high legal and ethical standards.

Violations are expressly prohibited and are always contrary to our best interest. If you commit a violation, this may have serious consequences for the company and for you personally. Personal consequences may include disciplinary action, employment termination and damage claims. Furthermore, some violations may also give rise to criminal prosecution of the employee, the company and/or officers and directors of the company.

If you receive information or have reason to believe that our company, another employee or any person acting on our behalf, has violated or is violating the Global Standards of Business Conduct, any company policy or the law, you must promptly report it to the Employee Hotline or to the Law department. Specific laws, regulations, policies and procedures in your country may contain additional reporting requirements or limitations, which must be followed.

You may report any suspected violations in confidence and without fear of retaliation. We will not tolerate any reprisal, harassment or retaliation against anyone who, in good faith, reports a known or suspected violation. For more information, see "Where to get help or report."

Compliance program

The Global Standards of Business Conduct is the foundation of our comprehensive, worldwide compliance program, underscoring our commitment to the law and high ethical standards. The program requires training and education for employees, completion of compliance assessments and audits, and driving personal accountability through communication and awareness initiatives. A committee comprised of senior business executives and resource group leaders from around the world provide executive oversight and direction for the program.

Responsible Care* process

The Responsible Care process is an integral part of our values and operating principles. We integrate environmental, health, safety and security activities and awareness into business planning and operating practices, while establishing accountability at all levels of the organization.

Ashland strives for excellence in global environmental, health, safety and security performance. Everyone is expected to act with integrity and honesty, create and maintain safe work environments, protect human health, comply with the law and reduce our environmental footprint.

Responsibility to each other

We believe in treating people with dignity and respect, including people outside the company. As employees, we are expected to hold ourselves accountable to high professional standards at all times, with mutual respect being the basis of all professional relationships.

Respect for others

All applicants and employees are judged by their qualifications, demonstrated skills and achievements without regard to age, disability, gender, national origin, race, color, religion, sexual orientation, veteran status, trade union membership or any other personal characteristics that are protected by law. We are committed to maintaining a professional and safe work environment free from violence, intimidation, discrimination and harassment.

Diversity

We strive to build a diverse workforce of employees with different backgrounds, experiences and perspectives. Because the markets in which we compete are increasingly diverse, we must have a diverse workforce and fully utilize the talents and ideas of all employees. Therefore, we will recruit, develop and retain talented people and respect and value the diversity of their contributions.

Harassment

Harassment is unwelcome conduct, whether verbal, nonverbal or physical, that is based on a person's age, disability, gender, national origin, race, color, religion, sexual orientation, veteran status or other protected group status. It includes unwelcome sexual advances, requests for sexual favors, and other unwelcome verbal or physical conduct of a sexual nature.

We do not tolerate harassment of our employees by co-workers, supervisors or any other individuals with whom employees come into contact while conducting business. Employees are encouraged to help each other by speaking out when another individual's conduct makes them uncomfortable and are expected to immediately report any behavior that they believe is inconsistent with our policies prohibiting harassment.

Making good decisions

Although this booklet highlights the key principles that guide our behavior, it cannot address every ethical situation. If a situation arises that is not addressed in this booklet, we must all use our best judgment to make the right decisions or to seek guidance.

In those situations, consider these four basic questions before you act:

- Is it legal?
- Is it in accord with Ashland policy?
- Is it the right thing to do?
- How would it look to those outside Ashland?

When faced with difficult decisions, the answers to these basic questions should always be your first guide.

Environment, health, safety and security

As part of our commitment to the Responsible Care process and continuous improvement in our performance, we are committed to providing a safe and secure workplace. To that end, each of us must live a culture in which negative environmental, health, safety and



One of our core values is the belief in a zero-incident culture. A zero-incident culture does not just happen; it is a positive result of a culture that actively seeks a world-class safety standard. Our employees take responsibility for their actions around safety, because they are empowered to make informed decisions. Success depends on genuine commitment, basic operating principles, well-communicated visions and most importantly, a business atmosphere where all employees care for each other.

Safety is approached proactively. Positive safety behaviors, as well as potential risks and hazards, are identified. Coaching or being coached for safety is accepted without fear of retribution. If an incident does occur, follow-up on the event is recognized as being important for determining the root cause so that preventive actions can be taken to minimize the potential for a similar incident happening again.

In this environment, zero incidents becomes the norm and is the product of a culture and value system. Accordingly, each company location will be required to implement the zero-incident culture process.

Everyone is responsible for observing the rules and practices that relate to on-the-job health and safety. This includes immediately reporting incidents, injuries and unsafe practices or conditions as well as taking appropriate and timely action to correct known unsafe conditions.

Substance abuse

The health and safety of all employees, and the quality and productivity demanded by consumers and shareholders, require us to report to work free from the influence of any substance that could prevent us from conducting work activities safely and effectively. The unauthorized use, possession or distribution of drugs or alcohol while on our business or at any of our workplaces is prohibited.

Anyone who suffers from a substance abuse problem is urged to seek assistance by contacting the Medical Affairs or Human Resources departments. If you are working in the United States or Canada, you may also contact the Employee Assistance Program.

Records associated with substance abuse counseling, the Employee Assistance Program or the Medical Affairs department are kept confidential, except to the extent disclosure is required by our policy, applicable law or to protect the life or safety of others. Enrollment in a treatment program will not excuse you from the consequences of a violation of this policy.



Safety and security

For our safety and security, the possession of firearms and other weapons is prohibited on any of our premises or while engaged in our business, unless written approval is obtained in advance from the general counsel.

In addition, we strictly prohibit violence or even the threat of violence in the workplace. If you feel threatened or that you are at risk of engaging in threatening or violent conduct, immediately contact the Employee Hotline.

Where permitted by law, the vehicles and personal possessions (such as handbags, lunch boxes, baggage, parcels and computers) of employees and other people entering an Ashland workplace are subject to inspection and Ashland also reserves the right to inspect all employee work areas (such as desks, cabinets, files and lockers). In addition, Ashland may conduct a full background investigation of each prospective employee prior to or during employment and may require drug screening as a condition of employment or continued employment.

We are aware that the laws of some countries restrict or prohibit background investigations, drug screenings and inspection of personal items. We will always abide by these laws.

One of our core values is the belief in a zero-incident culture. A zero-incident culture does not just happen; it is a positive result of a culture that actively seeks a world-class safety standard.

Responsibility to Ashland and its shareholders

Business records and communication

Employees who create or maintain reports, records or any other information are responsible for the integrity and accuracy of that information. Questionable entries or reports should be reported to an appropriate supervisor or manager. No one should allow himself or herself to become part of a chain of incorrect information. All disclosures in reports and documents we file with, or submit to, the New York Stock Exchange or the U.S. Securities and Exchange Commission or other public communications, must be made in a full, fair, accurate, timely and understandable manner and in compliance with our disclosure policy.

Always construct memoranda, voice mails and e-mails to report information in a manner that is factually accurate and would not cause damage to our reputation if made public in a newspaper, on television or in court.

Records must be maintained as specified by our Records Management Policy. Information responsive to an investigation, suspected investigation or lawful request must never be altered or destroyed and must be maintained as directed by the Law department. Maintenance of such records may be outside the normal retention period.

Financial integrity

We seek to create shareholder value by achieving superior financial results. In pursuit of this goal, we must always produce honest, accurate and complete financial information, follow strict accounting principles and standards and have appropriate internal controls and processes to ensure that all accounting and financial reporting complies with the law.

Everyone must ensure that no false or intentionally misleading entries are made in the company's accounting records. Intentional misclassification of transactions regarding accounts, departments or accounting periods violate the law and our policies. All business records must fairly reflect the transactions, be supported by accurate documentation in reasonable detail and comply with treasury and finance policies, accounting procedures and internal controls

All of us have the responsibility to uphold our financial integrity standards. You are expected to cooperate fully with internal

and external auditors, and information must not be falsified or concealed under any circumstances.

Protecting confidential information

Protecting confidential information is the obligation of everyone and continues even if you leave the company. For example, employees should avoid discussing confidential information in public places or with anyone who has no need to know the information. All computers, especially laptops, should be secured and used in compliance with our policies.

We require confidentiality agreements with parties to whom our confidential information is disclosed. Questions about the confidentiality of information or the need for a confidentiality agreement should be directed to the Law department.

In addition, the property (such as programs and software) and information (such as client lists, price lists, contracts or documents) owned by others may be used only according to the terms of our license or other agreement to use the property or information. Unauthorized copying of software, tapes, books and other legally protected work is a violation of law which also has potential financial consequences. Additionally, we should never try to persuade employees of other companies to violate their confidentiality obligations.

Confidential information includes, but is not limited to, proprietary technical information, business plans, status of operations and equipment, and non-public financial data. It further includes other non-public information that would be of use to competitors or harmful to Ashland if made public (such as inventions, trade secrets, formulas, customer lists and legal advice).

Protecting company assets

We all have a responsibility to take reasonable precautions to safeguard and make proper and efficient use of company assets. This includes taking prudent steps to protect assets from loss, damage, misuse, theft, embezzlement or destruction.

Our assets are intended to be used to conduct legitimate company business. Any act that involves theft, fraud, embezzlement, destruction, misuse or misappropriation of any asset is prohibited.

Privacy

We will comply with all laws which protect the privacy and confidentiality of personal data. Such information will only be used or disclosed to the extent authorized by a related person or permitted or required under applicable law.

Responding to shareholders, analysts, the media and other stakeholders

We have an obligation to accurately and completely report material information to the public. In order to ensure that we comply with our obligations, employees who have not specifically been trained to respond should refer any request for information about Ashland from the media, securities analysts, shareholder or other third parties to the communications and corporate affairs department or the Employee Hotline.

Non-public information and securities trading

In the normal course of business, you may have access to material information that could affect the value of our stock, options or other securities, or those of another company. Acting on this material information for personal gain or disclosing it to anyone else before it has been released to the public violates the law and our policy. This material information includes not only information about earnings and possible dividend changes, but also such things as stock splits, new stock or bond offerings, significant acquisitions or divestitures, or major changes in management, corporate structure or policy.

We may not trade in Ashland securities while possessing material information, or disclose such information to anyone else – including relatives, friends, co-workers or stockbrokers – until the information has been released publicly and the public has had time to react.

If you have any doubt about whether information is material or has been released to the public, don't trade in stocks or securities. Contact the Law department if you have any questions about such trades.

Disclosure

As with many issues, the best way to avoid an embarrassing or damaging conflict of interest situation is to disclose any situation that may have the potential to be misinterpreted by others, including other employees, customers, suppliers and the public. Questions and disclosures of these situations should be addressed to the Law department or the Employee Hotline.

Family members

Conflicts of interest may arise when we do business with or compete with organizations that employ, or are owned in whole or in part, by an employee or a relative of an employee. Employees should disclose any such relationships to the Law department to determine the best course of action.

To avoid the appearance of favoritism or conflicts of interest, individuals will not be hired or transferred into positions where they will either be supervised by, or have supervision of, an immediate family member.



Conflicts of interest

Our shareholders expect business decisions to be made in the best interests of the company and its shareholders. The *appearance* of a conflict often can be as damaging as an *actual* conflict. You must act based on sound business judgment, not personal interest or gain, and may not:

- take for yourself opportunities that are discovered through the use of company assets or information or your position;
- use company assets or information or your position for personal gain, or
- · compete with the company.

If applicable law does not specifically require otherwise, work done for the company belongs to the company, including, but not limited to, any inventions, patents or copyrights developed while working for the company.

Outside employment

Employees may not work for or receive payment for services from any business entity that does or seeks to do business with or is in competition with us.

Personal investments

Owning stock in a public company is usually not a conflict of interest. However, a conflict of interest may arise if you or a member of your immediate family has a significant interest in a company that does or seeks to do business with, or is in competition with our company. A nominal or portfolio investment in a public company or a small direct ownership via an investment fund or trust normally would not represent a conflict of interest provided it would not affect the employee's responsibilities on behalf of the company.

Responsibility to the marketplace

We depend on strong relationships with our customers, suppliers and other business partners. We intend to do business only with those individuals and businesses that comply with the law and demonstrate high standards of ethical business behavior.

You are expected to identify and report legal or ethical issues (such as those involving environmental, health, safety, security, corrupt payments or practices, or competition or antitrust violations) concerning third parties or customers that may pose a risk to the company. Such issues will be addressed immediately and appropriately.

Marketing practices

We will compete for business aggressively and honestly and will not misrepresent our products, prices or services. We will not make false or misleading claims about our products, prices or services or about the products, prices and services of our competitors.

Purchasing practices

All purchasing decisions will be based on the best value for the company and in alignment with our business standards and goals. Important components of purchasing include confirming the legal and financial condition of the supplier, complying with our conflicts of interest policy, soliciting competitive quotes, exploring partnering arrangements and incentive-based contracts and verifying quality.

Product stewardship

We provide quality products and services that add value for our customers and which can be used and processed in a safe manner. We strive to improve the products we sell by reducing risk associated with their use or consumption while maintaining the value derived by the customer. The company puts processes in place to comply with country-specific regulations concerning the stewardship of our products.

Competitors

We will obtain information about competitors, competitors' products, customers and suppliers ethically and legally. Theft or misappropriation of third-party proprietary information is prohibited, including obtaining or acting to obtain such information from a competitor's current or former employees.

Antitrust and competition

We are committed to full compliance with the antitrust laws of the United States, competition laws of the European Union and similar laws of the other countries where we do business. Although it is beyond the scope of this booklet to discuss these laws in detail, anyone who has a question or concern about potential competition implications of a discussion, decision or action has the responsibility to consult with the Law department.

Generally speaking, employees are restricted or prohibited by antitrust and competition laws from:

- communicating with competitors about prices and conditions of sales, bids, levels of production or allocations of products, services, sales, customers, suppliers or territories;
- establishing the resale price of a product or conditioning the sale of products on an agreement to buy other Ashland products, or
- · making decisions to price product below cost.

In addition to possible damage to our reputation and stock price, violating antitrust or competition laws could subject us to severe monetary penalties or civil or criminal enforcement by one or more governments and/or lawsuits by competitors, customers and other affected parties seeking damages.



Anti-corruption

Wherever we do business, we must comply with the terms of our consent decree with the Securities and Exchange Commission and all anti-corruption laws, including the U.S. Foreign Corrupt Practices Act (FCPA). The FCPA prohibits the payment of money, gifts or other things of value to influence officials. The United States, like nearly all countries, outlaws bribing its own government officials. The FCPA also makes it a crime to bribe "foreign governmental officials," a term that is broadly defined. In recent years, many countries have passed similar legislation.

Although the FCPA permits minor "facilitating" payments to expedite routine governmental action, the Law department should be consulted before any such payments are authorized or made. In addition, the Law department should be contacted whenever there is a concern that a payment might be viewed as improper.

The FCPA also requires that we keep books, records and accounts that accurately and fairly reflect in reasonable detail our foreign and domestic transactions. To assist employees, we maintain strict policies and procedures to assure compliance with the FCPA.

Problems relating to the FCPA can also occur when we hire consultants. Therefore, anyone who intends to hire a consultant who will perform services outside the United States or Canada must follow our procedures for due diligence and obtain the prior approval of the general counsel or his or her designee. Due diligence is also required before engaging an agent or distributor for the sale of our products outside of the United States and Canada.

International trade regulations

There are many laws that govern the conduct of our international trade. The following sections identify a few of these laws. More detail is available from the Law department.

Anti-boycott

Because we are a U.S. corporation, no employee may cooperate in any way with an unsanctioned foreign boycott of countries as provided under U.S. law. The most well-known prohibited international boycott is the boycott of Israel and the related blacklist of companies doing business with Israel by certain Middle Eastern countries. Any request for information or action that seems to be related to this or any other illegal boycott should be immediately forwarded to the Law department.

Export control

The laws of the United States and those of many other countries restrict trade with certain countries. We have operations and customers around the world and must comply with all export restrictions as well as applicable export control laws of all countries where we conduct business. Employees and agents uncertain of the legal trade status of any country should contact the Law department.

Gifts, meals and entertainment

In many industries and countries, gifts and entertainment are used to strengthen business relationships. Throughout the world, one principle is common and clear: no gift, favor or entertainment should be accepted if it will obligate or appear to obligate the person receiving it. We maintain specific policies regarding providing and accepting gifts, meals or entertainment. These polices are accessible on FirstHand or through your manager.

Providing and expensing

Gifts, meals or entertainment may not be provided if they are against applicable law or our or the recipient's company policy. When provided to third parties, there must be a valid business purpose and the value must be reasonable and in proportion to the value of the third parties' business with our company.

No form of entertainment should be undertaken which could reasonably lead to the embarrassment of the company or have the appearance of impropriety. Entertainment that is degrading or exploitive due to sexual or racial content is strictly prohibited. A gift of anything of value to a government official requires the advance approval of the Law department.

Soliciting or accepting

Unless specifically permitted by our policies, you may not solicit or accept gifts, meals or entertainment, including, but not limited to, trips, lodging, event tickets, vacations and personal gratuities. The policy strictly prohibits receipt of the following:

- a gift or loan of cash, cash equivalents (such as gift certificates) or securities;
- a loan of property, including vacation facilities or equipment for personal use;
- a personal service performed free of charge or for less than market value, or
- a discount on the purchase of goods/services for personal use.

Unless specifically permitted by our policies, you may not solicit or accept gifts, meals or entertainment, including, but not limited to, trips, lodging, event tickets, vacations and personal gratuities.

Responsibility to the community and the government

Protecting human health and the environment

Protecting human health and the environment is an important responsibility and is part of our business strategy as a Responsible Care company. We work to reduce our environmental impact by reducing or preventing waste generation, emissions and releases, and developing processes to safely use, handle, transport and dispose of all raw materials, products and wastes for which we are responsible. We help others understand their responsibilities to ensure that they use Ashland products in a safe and responsible manner. We strive for continual improvement in our performance, in partnership with governmental agencies, contractors and communities.

Each of us has the responsibility to act in a manner that reduces the risk of incidents that may adversely impact human health or the environment and are expected to support this commitment by:

- carrying out our responsibilities in compliance with laws, regulations and our policies;
- consistently implementing all work practices to protect the environment and prevent personal injury or property loss;
- actively encouraging care and regard for the environment among co-workers and in the community;
- identifying opportunities to continuously improve environmental, health and safety performance, and
- immediately reporting any actual or potential environmental, health, safety or security problems to supervisors or to the Employee Hotline.

Political activities

Many governments have laws prohibiting or regulating corporate contributions to political parties, campaigns or candidates in the form of cash or the use of corporate facilities, aircraft, automobiles, computers, mail services or personnel. In addition, our own policies prohibit certain political contributions, even though otherwise permitted by applicable law. Any proposed use of company resources must be pre-approved by the Law department.

Lobbying activity on behalf of the company is permissible, but is highly regulated by law. Employees who communicate with government officials on behalf of Ashland must contact the Law department to ensure that such activities fully comply with the law and our policies.

Communities

We seek opportunities to work with the communities in which we do business. As a good corporate citizen, we act responsibly, conduct operations safely and prepare for emergencies that may occur. We also give back to the community by supporting and partnering with educational, civic and charitable organizations.

We respect everyone's right to participate in the political process and to engage in political activities of his or her choosing. However, you must make clear that your views and actions are your own and not necessarily those of Ashland. Employees may not use company resources to support their personal choice of political parties, causes or candidates.

Requests from government agencies and authorities

Ashland cooperates with reasonable requests from government agencies and authorities. Ashland is entitled to all of the safeguards provided by law to any person from whom information is requested or who is the subject of an investigation, including representation by legal counsel from the very beginning of the investigation. Therefore, all requests for information beyond what is provided on a routine basis must be immediately reported to the Law department.

We respect everyone's right to participate in the political process and to engage in political activities of his or her choosing. However, you must make clear that your views and actions are your own and not necessarily those of Ashland.

Where to get help or report

The Employee Hotline

In addition to following the reporting procedures in our policies and applicable law, any employee may contact the Employee Hotline to report any conduct suspected to be unethical or in violation of our Global Standards of Business Conduct, any company policy or the law.

The Employee Hotline is available 24 hours a day, seven days a week and translation service is available for callers who speak languages other than English. All calls to the Employee Hotline can be completely anonymous and are handled in a confidential manner. We disclose the substance of a report and/or the identity of the person making the report, if known, only on a need-to-know basis, to the extent deemed necessary by the company in order to conduct a thorough investigation and respond appropriately to the report.

Should you become aware of any issue concerning the company's financial integrity, including questionable accounting or auditing matters, the matter should be immediately reported to the general counsel or the Employee Hotline. If requested, the general counsel will arrange for concerns to be submitted anonymously to the audit committee of the board of directors.

Non-retaliation policy

We will not authorize or permit any form of retaliation against an employee who reports, in good faith, any actual or suspected violation of our Global Standards of Business Conduct, any company policy or the law. Intentional submission of a false report, however, will not be tolerated. If you believe you have been retaliated against for making a report in good faith, you should immediately contact the Human Resources department or the Employee Hotline.



Global Headquarters

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Employee Hotline

United States and Canada	1 800 ASHLAND (1 800 274 5263)
Australia	0011 800 274 5263 3
Brazil	0 800 891 4368
China	800 988 0398
France	00 800 274 5263 3
Germany	00 800 274 5263 3
Netherlands	00 800 274 5263 3
Spain	00 800 274 5263 3
United Kingdom	00 800 274 5263 3
Other countries	1 606 329 5701 (call collect)

Communications and Corporate Affairs department

United States and Canada 1800 ASHLAND

Outside the United States and Canada See dialing instructions above

Employee Assistance Program

United States and Canada only 1800 522 6330

Environmental, health, safety and security emergency or incident

United States and Canada	1 800 ASHLAND (1 800 274 5263)
Australia	0011 800 274 5263 3
Brazil	0 800 891 4368
China	800 988 0398
France	00 800 274 5263 3
Germany	00 800 274 5263 3
Netherlands	00 800 274 5263 3
Spain	00 800 274 5263 3
United Kingdom	00 800 274 5263 3
Other countries	1 606 329 5701 (call collect)

General counsel

United States and Canada 1 859 815 3031

Outside the United States and Canada See dialing instructions above

Human Resources department

United States and Canada 1 800 782 4669

Outside the United States and Canada See dialing instructions above

Law department

United States and Canada 1 859 815 4167

Outside the United States and Canada See dialing instructions above

Medical Affairs department

United States and Canada 1 800 636 8241

Outside the United States and Canada See dialing instructions above

