



Board Committee Summaries

I. Audit

The Audit Committee provides a direct and open avenue of communications between Ashland's internal auditors, its independent auditors and the board of directors. The committee recommends the selection of Ashland's independent auditors; reviews the scope and findings of external and internal audits; oversees Ashland's financial affairs; and assesses the adequacy of Ashland's policies, procedures and internal controls.

Members of the Audit Committee for 2015 are:

- | George A. Schaefer Jr. (chair)
- | Brendan Cummins
- | Mark C. Rohr
- | William G. Dempsey

II. Environmental, Health, Safety & Product Compliance

The Environmental, Health, Safety & Product Compliance Committee monitors public issues that have an impact on the company. It also oversees Ashland's environmental, health, safety and product compliance practices.

Members of the Environmental, Health, Safety & Product Compliance Committee for 2015 are:

- | Janice J. Teal Ph.D. (chair)
- | Jay V. Ihlenfeld
- | Mark C. Rohr
- | William G. Dempsey

III. Governance & Nominating

The Governance & Nominating Committee recommends nominees for the board of directors; the desirable size and composition of the board; and the elements of director compensation. The committee also oversees the board's annual review of director performance.

Members of the Governance & Nominating Committee for 2015 are:

- | Brendan M. Cummins (chair)
- | Barry W. Perry
- | Michael Ward
- | William G. Dempsey

IV. Personnel & Compensation

The Personnel & Compensation Committee approves salaries of corporate officers and participation in, and awards under, Ashland's incentive plans. The committee also oversees compensation, hiring and performance evaluation policies and the administration of various employee compensation, benefit and retirement plans.

Members of the Personnel & Compensation Committee for 2015 are:

- | Barry W. Perry (Chair)
- | George A. Schaefer Jr.
- | Janice J. Teal Ph.D.
- | Michael J. Ward
- | Jay V. Ihlenfeld