

GMI EXECUTIVE PAY SCORECARDSM

Data & analysis provided by GMI-The Independent Leader in Corporate Governance and ESG&A

20 Jan 2012

Ashland Inc.


ASH NYSE

Chemicals - Diversified

Market Capitalization USD:

\$3,482.97 mm

CONCERN LEVEL: LOW

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less.
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

CEO: James J. O'Brien

Age: 57

CEO Since: 2002

	2009	2010	2011
Base Salary	\$1,069,720	\$1,127,363	\$1,153,795
Discretionary Bonus	\$0	\$0	\$0
Annual Cash Incentive	\$1,254,749	\$1,994,853	\$1,008,289
Benefits and Perquisites	\$88,185	\$83,335	\$69,469
TOTAL ANNUAL COMPENSATION	\$2,412,654	\$3,205,551	\$2,231,553
Increase in Post-Retirement Benefits	\$974,581	\$1,777,138	-\$371,358
Stock Option Awards	\$730,000	\$1,717,474	\$1,891,250
Stock Awards	\$670,740	\$2,125,995	\$2,828,696
TOTAL COMPENSATION	\$5,147,623	\$8,826,158	\$6,580,141
Median of Other Named Executive Officers Total Compensation	\$1,510,534	\$2,338,260	\$1,666,440
Value Realized on Exercise of Stock Option	\$0	\$0	\$0
Value Realized on Vesting of Stock	\$0	\$420,346	\$281,366
TOTAL REALIZED EQUITY COMPENSATION	\$0	\$420,346	\$281,366

Proxy Date: 5 Dec 2011

Annual Meeting Date: 26 Jan 2012

Equity Reserves: 6.73%

Stock Option Run Rate: 1.08%

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Ashland Inc.

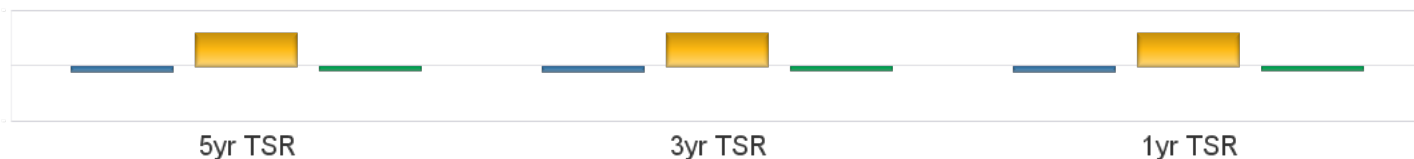
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Performance Comparison

■ vs S&P500 ■ vs Industry ■ ASH



Peer Comparisons (TRBC) = Basic Materials

Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
ASH	Ashland Inc.	\$5,147,623	\$8,826,158	\$6,580,141	\$3,482,968,266
SMG	Scotts Miracle-Gro Company (The)	\$7,548,657	\$6,047,410	\$4,209,660	\$2,897,492,921
NUE	Nucor Corporation	\$2,884,064	\$6,770,807		\$9,999,569,006
OLN	Olin Corporation	\$5,721,354	\$5,217,408		\$1,433,299,123
OI	Owens-Illinois, Inc.	\$8,762,311	\$7,791,521		\$2,476,645,234
RGLD	Royal Gold, Inc	\$991,641	\$2,475,823		\$3,507,187,052
PKG	Packaging Corporation of America	\$6,318,403	\$6,642,754		\$2,366,464,686

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps.

Missing peer pay figures for 2011 are due to differences in company filing schedules.

Pay Peer Group

Towers Watson 2010 Top Management Survey/Chemical Companies/Non-Durable Goods Manufacturing Companies; Mercer Executive Compensation Survey/Non-Durable Goods Manufacturing Companies/All Companies; Towers Perrin 2010 Compensation Database/Chemical and Gas Companies/All Companies

Performance Peer Group

ROI Performance Group; Albemarle Corporation, International Flavors & Fragrances Inc., Schulman (A.) Inc., Balchem Corporation, Mineral Technologies Inc., Sensient Technologies Corporation, Cabot Corporation, NewMarket Corporation, Sigma-Aldrich Corporation, Cytec Industries Inc., Olin Corporation, Stephan Co., Eastman Chemical Company, OM Group, Inc., The Sherwin Williams Co., Ecolab Inc., PolyOne Corporation, Valspar Corporation, FMC Corp., PPG Industries, Inc., H.B. Fuller Company, RPM International Inc. TSR Performance: S&P MidCap 400 and S&P 500 Materials Group.

COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Barrv W. Perrv	Member	65	Male	5	Outside
Kathleen Liaocki	Member	55	Female	8	Outside
Michael J. Ward	Member	61	Male	11	Outside
Vada O. Manaqer	Member	50	Male	4	Outside

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