

ASHLAND INC. (ASH)

2025 DEF 14A · filed 2025-12-09 · CIK 0001674862

Headline facts

CEO TOTAL PAY

\$7,907,423

Guillermo Novo · 2025 · “ 12% YoY

CEO PAY RATIO

Not in CD&A

Median employee: \$95,293

SAY ON PAY

Not disclosed

COMPENSATION COMMITTEE

CD&A

Compensation Committee

Governance policies

CLAWBACK

present

PLEDGING

prohibited

HEDGING

prohibited

STOCK OWNERSHIP GUIDELINES

present

Peer snapshot

1 peer auto-selected from ASH's disclosed compensation peer group. Each row shows the peer's latest filing.

TICKER	CEO TOTAL	PAY RATIO	MEDIAN EMP	COMP COMMITTEE
ALB	\$15,513,654	216 to 1	\$71,667	Compensation & Talent Development Committee
ALBEMARLE CORP				

Summary Compensation Table (latest disclosed year)

Year 2025

EXECUTIVE	SALARY	STOCK	CASH INCENTIVE	OTHER	TOTAL
Guillermo Novo Chair and Chief Executive Officer	\$1,152,332	\$5,233,863	\$1,313,830	\$207,398	\$7,907,423
J. Kevin Willis SVP, Chief Financial Officer	\$496,943	\$1,455,194	\$354,333	\$100,859	\$2,407,328
William Whitaker SVP and Chief Financial Officer	\$323,475	\$1,748,658	\$243,686	\$34,549	\$2,350,368
Alessandra Faccin Assis SVP & GM Life Sciences & Interme- diates	\$500,347	\$776,798	\$286,146	\$522,888	\$2,086,178
Osama M. Musa SVP, Chief Technology Officer	\$520,185	\$807,638	\$355,852	\$60,147	\$1,743,822
Karl Bostaph SVP, Operations	\$383,869	\$412,919	\$236,504	\$503,232	\$1,536,524

CEO pay mix (latest year)

Base salary	15%
Cash incentive	17%
Equity	66%
Other	3%
At-risk	83%

Every fact above, traced back to filing text

Generated 2026-10-15 11:57:07Z. Each citation lists the section the fact was extracted from (CD&A, Item 402(u), Item 407(e)(5) committee report).

Median employee compensation = \$95,293

Extracted from: CEO Pay Ratio section (Item 402(u)) · confidence 0.9

“Wall Street Reform and Consumer Protection Act, and Item 402(u) of SEC Regulation S-K, we are providing the following information about the relationship of the annual total compensation of our employees and the annual total compensation of Guillermo Novo, our Chair and Chief Executive Officer. For fiscal 2025, oThe median of the annual total compensation of all employees of our company (other than our CEO) was \$95,293; and oThe annual total compensation of our CEO, as reported in the “Summary Compensation Table” on page 45 of this Proxy Statement was \$7,935,446. Based on this information for f...”

Compensation committee = Compensation Committee

Extracted from: Compensation Discussion & Analysis · confidence 0.85

“Compensation Committee verifies performance before payout Formulaic”

Clawback policy = present

Extracted from: Compensation Discussion & Analysis · confidence 0.96

“clawback policy”

Hedging policy = prohibited

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“Anti-Hedging and Pledging Policy We prohibit our executive officers from hedging or pledging Ashland securities”

Pledging policy = prohibited

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“Anti-Hedging and Pledging Policy We prohibit our executive officers from hedging or pledging Ashland securities”

Stock ownership guidelines = present

Extracted from: Compensation Discussion & Analysis · confidence 0.94

“Stock Ownership Guidelines Our guidelines require executive officers to maintain an amount of equity equal to a multiple of base salary: (i) five times base salary for the CEO and (ii) three times base salary for all other Section 16 officers”