**THE NEW DOW: FOCUSED ON COLLABORATION**

**Ambition:** Become the most innovative, customer-centric, inclusive and sustainable materials science company in the world

**GOAL:** VALUE GROWTH AND BEST-IN-CLASS PERFORMANCE

**CORE VALUES**
- RESPECT FOR PEOPLE
- INTEGRITY
- PROTECTING OUR PLANET
OUR SUSTAINABILITY JOURNEY: EVOLVING AS THE WORLD EVOLVES

Transformed Dow’s Safety Culture
- Saved $5B, 1.6B lbs waste and 183B lbs water
- 10K fewer injuries

2005 EH&S Goals
Journey to EH&S Excellence

Dow’s Footprint and EH&S Culture

2015 Sustainability Goals
Product Solutions to World Challenges

Transformed Sustainability Mindset
- Additional $1B savings
- $13B highly advantaged sales

2025 Sustainability Goals
Dow’s Thought Leadership and Actions

New Company, Partnering to Transform the World
- Positively impact 1B people
- $1B NPV nature

2015 Sustainability Goals
Product Solutions to World Challenges

Dow’s Handprint

1995 Inside the fence line
2006 Dow + Customers
2016 Collaboration
2025

Footprint: World-leading operations and supply chain performance
Handprint: Products and services that help customers meet their challenges
Blueprint: Changes in technology, public policy, and the value chain that lead human society toward sustainability
## 2025 Sustainability Goals

**Advancing the Well-Being of Humanity Through Science, Innovation and Collaboration**

<table>
<thead>
<tr>
<th><strong>Advancing a Circular Economy</strong></th>
<th><strong>Leading the Blueprint</strong></th>
<th><strong>Delivering Breakthrough Innovations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dow advances a circular economy by delivering solutions to close the resource loops in key markets.</td>
<td>Dow leads in developing societal blueprints that integrate public policy solutions, science and technology, and value chain innovation to facilitate the transition to a sustainable planet and society.</td>
<td>Dow delivers breakthrough sustainable chemistry innovations that advance the well-being of humanity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Engaging for Impact: Communities, Employees, Customers</strong></th>
<th><strong>Valuing Nature</strong></th>
<th><strong>Safe Materials for a Sustainable Planet</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dow people worldwide directly apply their passion and expertise to advance the well being of people and the planet.</td>
<td>Dow applies a business decision process that values nature, which will deliver business value and natural capital value through projects that are good for the company and better for ecosystems.</td>
<td>We envision a future where every material we bring to market is sustainable for our people and our planet.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>World-Leading Operations Performance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dow maintains world-leading operations performance in natural resource efficiency, environment, health and safety.</td>
</tr>
</tbody>
</table>