







DOW PRESENTS AT
MORGAN STANLEY LAGUNA CONFERENCE

JIM FITTERLING, CHAIR AND CEO

September 11, 2025

Macroeconomic Backdrop Consistent with 2Q Earnings

Dow 3Q Updates

Market Vertical (% of Revenue ¹)	NAA	LAA	EMEA	China	Rest of World
 Packaging ~30%	●	●	●	●	●
 Infrastructure ~40%	●	●	●	●	●
 Consumer ~20%	●	●	●	●	●
 Mobility ~10%	●	●	●	●	●

Source: Based on internal and third-party markers

● Strong ● Moderate/Mixed ● Weak ↑↓ Changes vs. Prior Update

- Expect 3Q results in-line with current consensus² expectations
 - July/August NAA PE pricing settled flat
 - + Deferred a cracker turnaround in the U.S. Gulf Coast
- Macroeconomic backdrop remains unchanged
 - Export momentum continues to recover, following a dip in 2Q from tariff uncertainties, with July setting a new monthly record
 - Continued headwinds in building & construction; U.S. building permits and new home sales down YoY (5.7%) and (8.2%) respectively in July
- Positive global trade developments unfolding
 - Continued progress on U.S. trade deals beginning to provide certainty and clarity across value chains
 - Initiation of actions to address overcapacity in several countries



1. Average 2022 – 2024 % of Total Dow Revenue excluding Corporate and Hydrocarbons & Energy
 2. Current consensus expectations for 3Q25 EBITDA of \$770MM as of September 9, 2025

>\$6B of In-Flight Actions to Navigate the Current Environment

Near-Term Levers

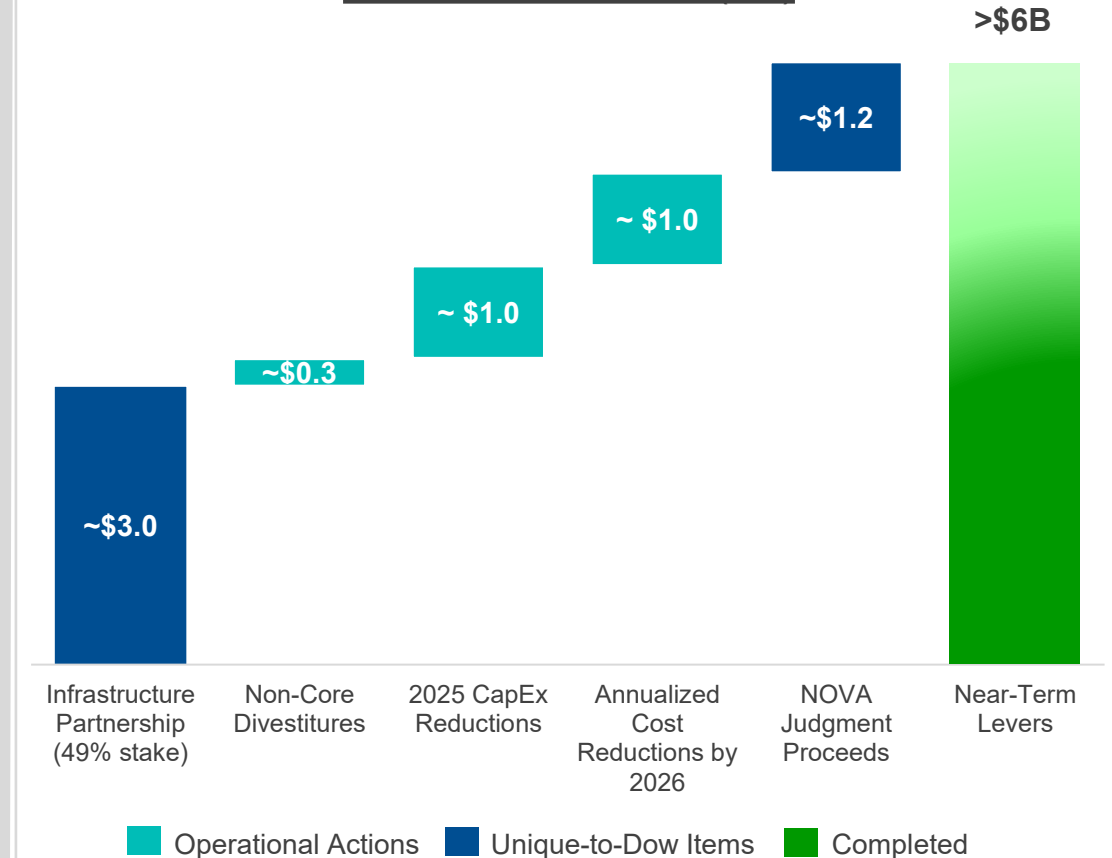
Driving Operational Improvements

- Reducing 2025 CapEx to ~\$2.5B, ~\$1B lower than original plan; will provide an update on our Alberta project by year-end
- ✓ Closed 2 non-core divestitures for ~\$250MM at attractive multiples
- ✓ Progressing at least \$1B in annualized cost reductions; expedited delivery allows for increasing 2025 savings to ~\$400MM
- ✓ Executed \$1B debt-neutral bond issuance in 1Q and additional debt-neutral \$1.4B bond at historically low spreads in 3Q, shifting material debt towers further out past 2027; renewed ~\$5B revolver until 2030
- Expect near-term cash flow improvements from a release of working capital

Unprecedented Unique-to-Dow Items

- Unlocking value through a strategic infrastructure asset partnership
 - ✓ Received ~\$3B from Macquarie Asset Management over 2 tranches for a total 49% equity stake
 - ✓ Delivered new growth opportunities with [Again](#) and [Third Pillar Solar](#)
- Judgment ruling issued, awarding Dow additional compensation of ~\$1.2B from NOVA litigation

Near-Term Levers (\$B)



Taking Strategic Actions To Maximize Shareholder Value

Driving Higher Returns

- Shifting portfolio mix towards higher-growth end markets with resilient demand across the economic cycle
- Upgrading product mix by shifting capacity to higher-value downstream products produced in the cost-advantaged Americas, capitalizing on light cracking
- Rationalizing Propylene Oxide capacity in Freeport by YE25 (~20% of North American industry capacity), supporting supply/demand balances in the Americas
- Addressing regional challenges with European shutdowns; will result in Op. EBITDA uplift of \$200MM beginning in 2026; additional ~\$60MM/year of CapEx avoidance

Enhancing Long-Term Competitive Position

- Leveraging our purpose-built global footprint with ~65% of capacity in the cost-advantaged Americas
- Furthering our unmatched feedstock flexibility with >80% light cracking feedslate
- Capitalizing on attractive market trends growing at >1.3x GDP
- Generating higher margins¹ versus peers across the cycle
- Executing disciplined actions to increase our cost efficiency and cash generation, including \$1B of targeted savings by 2026
- Anticipating lower interest rates, which should foster a recovery in housing and durable goods end markets



Seek

Together™

General Comments and Safe Harbor

General Comments

Unless otherwise specified, all financial measures in this presentation, where applicable, exclude significant items.

Trademarks

The Dow Diamond, logo and all products, unless otherwise noted, denoted with TM, SM or [®] are trademarks, service marks or registered trademarks of The Dow Chemical Company or its respective subsidiaries or affiliates. Solely for convenience, the trademarks, service marks and trade names referred to in this communication may appear without the TM, SM or [®] symbols, but such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights or the right of the applicable licensor to these trademarks, service marks and trade names. This presentation may also contain trademarks, service marks and trade names of certain third parties, which are the property of their respective owners. Our use or display of third parties' trademarks, service marks, trade names or products in this communication is not intended to, and should not be read to, imply a relationship with or endorsement or sponsorship of us.

Cautionary Statement about Forward-Looking Statements

Certain statements in this presentation are "forward-looking statements" within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such statements often address expected future business and financial performance, financial condition, and other matters, and often contain words or phrases such as "anticipate," "believe," "could," "estimate," "expect," "intend," "may," "opportunity," "outlook," "plan," "project," "seek," "should," "strategy," "target," "will," "will be," "will continue," "will likely result," "would," and similar expressions, and variations or negatives of these words or phrases.

Forward-looking statements are based on current assumptions and expectations of future events that are subject to risks, uncertainties and other factors that are beyond Dow's control, which may cause actual results to differ materially from those projected, anticipated or implied in the forward-looking statements and speak only as of the date the statements were made. These factors include, but are not limited to: sales of Dow's products; Dow's expenses, future revenues and profitability; any sanctions, export restrictions, supply chain disruptions or increased economic uncertainty related to the ongoing conflicts between Russia and Ukraine and in the Middle East; capital requirements and need for and availability of financing; unexpected barriers in the development of technology, including with respect to Dow's contemplated capital and operating projects; Dow's ability to realize its commitment to carbon neutrality on the contemplated timeframe, including the completion and success of its integrated ethylene cracker and derivatives facility in Alberta, Canada; size of the markets for Dow's products and services and ability to compete in such markets; Dow's ability to develop and market new products and optimally manage product life cycles; the rate and degree of market acceptance of Dow's products; significant litigation and environmental matters and related contingencies and unexpected expenses; the success of competing technologies that are or may become available; the ability to protect Dow's intellectual property in the United States and abroad; developments related to contemplated restructuring activities and proposed divestitures or acquisitions such as workforce reduction, manufacturing facility and/or asset closure and related exit and disposal activities, and the benefits and costs associated with each of the foregoing; fluctuations in energy and raw material prices; management of process safety and product stewardship; changes in relationships with Dow's significant customers and suppliers; changes in public sentiment and political leadership; increased concerns about plastics in the environment and lack of a circular economy for plastics at scale; changes in consumer preferences and demand; changes in laws and regulations, political conditions, tariffs and trade policies, or industry development; global economic and capital markets conditions, such as inflation, market uncertainty, interest and currency exchange rates, and equity and commodity prices; business, logistics, and supply disruptions; security threats, such as acts of sabotage, terrorism or war, including the ongoing conflicts between Russia and Ukraine and in the Middle East; weather events and natural disasters; disruptions in Dow's information technology networks and systems, including the impact of cyberattacks; risks related to Dow's separation from DowDuPont Inc. such as Dow's obligation to indemnify DuPont de Nemours, Inc. and/or Corteva, Inc. for certain liabilities; and any global and regional economic impacts of a pandemic or other public health-related risks and events on Dow's business.

Where, in any forward-looking statement, an expectation or belief as to future results or events is expressed, such expectation or belief is based on the current plans and expectations of management and expressed in good faith and believed to have a reasonable basis, but there can be no assurance that the expectation or belief will result or be achieved or accomplished. A detailed discussion of principal risks and uncertainties which may cause actual results and events to differ materially from such forward-looking statements is included in the section titled "Risk Factors" contained in the Company's Annual Report on Form 10-K for the year ended December 31, 2024, and the Company's subsequent Quarterly Reports on Form 10-Q. These are not the only risks and uncertainties that Dow faces. There may be other risks and uncertainties that Dow is unable to identify at this time or that Dow does not currently expect to have a material impact on its business. If any of those risks or uncertainties develops into an actual event, it could have a material adverse effect on Dow's business. Dow Inc. and The Dow Chemical Company and its consolidated subsidiaries assume no obligation to update or revise publicly any forward-looking statements whether because of new information, future events, or otherwise, except as required by securities and other applicable laws.



Non-GAAP Financial Measures & Definitions

Non-GAAP Financial Measures

This presentation includes information that does not conform to GAAP and are considered non-GAAP measures. Management uses these measures internally for planning, forecasting and evaluating the performance of the Company's segments, including allocating resources. Dow's management believes that these non-GAAP measures best reflect the ongoing performance of the Company during the periods presented and provide more relevant and meaningful information to investors as they provide insight with respect to ongoing operating results of the Company and a more useful comparison of year-over-year results. These non-GAAP measures supplement the Company's GAAP disclosures and should not be viewed as alternatives to GAAP measures of performance. Furthermore, such non-GAAP measures may not be consistent with similar measures provided or used by other companies. Dow does not provide forward-looking GAAP financial measures or a reconciliation of forward-looking non-GAAP financial measures to the most comparable GAAP financial measures on a forward-looking basis because the Company is unable to predict with reasonable certainty the ultimate outcome of pending litigation, unusual gains and losses, foreign currency exchange gains or losses and potential future asset impairments, as well as discrete taxable events, without unreasonable effort. These items are uncertain, depend on various factors, and could have a material impact on GAAP results for the guidance period.

See investors.dow.com for a reconciliation of the most directly comparable GAAP financial measure.

Definitions

Operating EBIT is defined as earnings (i.e. "Income (loss) before income taxes") before interest, excluding the impact of significant items.

Operating EBITDA is defined as earnings (i.e. "Income (loss) before income taxes") before interest, depreciation and amortization, excluding the impact of significant items.

Operating EBIT Margin is defined as Operating EBIT as a percentage of net sales.

Operating EBITDA Margin is defined as Operating EBITDA as a percentage of net sales.

Adjusted Operating EBIT is defined as Operating EBIT less equity earnings (losses).

Adjusted Operating EBIT Margin is defined as Operating EBIT less equity earnings (losses), divided by net sales.

Adjusted Operating EBITDA is defined as Operating EBITDA less equity earnings (losses).

Adjusted Operating EBITDA Margin is defined as Adjusted Operating EBITDA divided by net sales., excluding certain transactions with nonconsolidated affiliates.

Operating Earnings Per Share is defined as "Earnings (loss) per common share - diluted", excluding the after-tax impact of significant items.

Operational Tax Rate is defined as the effective tax rate (i.e., GAAP "Provision (credit) for income taxes" divided by "Income (loss) before income taxes"), excluding the impact of significant items.

Free Cash Flow is defined as "Cash flows from operating activities - continuing operations," less capital expenditures. Under this definition, Free Cash Flow represents the cash generated by Dow from operations after investing in its asset base. Free Cash Flow, combined with cash balances and other sources of liquidity, represent the cash available to fund obligations and provide returns to shareholders. Free Cash Flow is an integral financial measure used in Dow's financial planning process.

Free Cash Flow Yield is defined as Free Cash Flow divided by market capitalization.

Shareholder Remuneration is defined as dividends paid to stockholders plus purchases of treasury stock.

Shareholder Yield is defined as Shareholder Remuneration divided by market capitalization.

Cash Flow Conversion is defined as "Cash provided by (used for) operating activities – continuing operations" divided by Operating EBITDA. Management believes Cash Flow Conversion is an important financial metric as it helps the Company determine how efficiently it is converting its earnings to cash flow.

Free Cash Conversion at an operating segment level is defined as Adjusted Operating EBITDA less capital expenditures divided by Adjusted Operating EBITDA.

Operating Net Income is defined as net income (loss), excluding the after-tax impact of significant items.

Operating Return on Capital (ROC) is defined as net operating profit after tax, excluding the impact of significant items, divided by total average capital, also referred to as ROIC. Net operating profit after tax (excluding significant items) is a net income measure the Company uses in presentations to investors that excludes net income attributable to noncontrolling interests, and interest expense, exclusive of the significant items.

Net Debt is defined as "Notes payable" plus "Long-term debt due within one year" plus "Long-term debt" less "Cash and cash equivalents" and "Marketable securities."

Kuwait Joint Ventures (JVs) refers to EQUATE Petrochemical Company K.S.C.C., The Kuwait Olefins Company K.S.C.C., and The Kuwait Styrene Company K.S.C.C.

Thai Joint Ventures (JVs) refers to Map Ta Phut Olefins Company Limited and The SCGC-Dow Group (Siam Polyethylene Company Limited, Siam Polystyrene Company Limited, Siam Styrene Monomer Co., Ltd., Siam Synthetic Latex Company Limited).