







DOW PRESENTS AT
DEUTSCHE BANK
GLOBAL INDUSTRIALS & MATERIALS CONFERENCE

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June 5, 2025

High Macro Uncertainty Driving Slower Global Demand

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

Source: Based on internal and third-party markers

● Strong ● Moderate/Mixed ● Weak

2025 GDP Projections Continue to be Revised Down

- Uncertainty from tariffs weighing on economic activity and sentiment; sharp pause across many end markets in April.
- Global manufacturing PMI moved into contractionary territory at the start of the quarter, as evidenced by lower industry polyethylene exports in April, which showed some recovery in May.
- Persistently soft housing demand across the U.S., Europe and China. As retailers have noted, the seasonal uptick in durables, appliances and DIY activity has been lower than normal.
- + U.S. and Eurozone consumer confidence remain below historical averages; however, consumer spending has continued to hold up until now.
- + Monitoring potential effects from higher tariffs in Mobility, following auto makers' recent reports of sizeable impacts and withdrawn FY guidance; new car inventories remain high.

Proactive Actions Totaling ~\$6B in Cash Support

Finalized Strategic Infrastructure Asset Partnership

- Received initial cash proceeds of ~\$2.4B for a 40% equity stake on May 1, 2025
- Option for Macquarie Asset Management to increase their stake to 49%, resulting in additional cash proceeds of ~\$600MM in 2025
- Delivering growth upside through an agreement with Again to build a CO₂ transformation facility using land, services and utilities from Diamond

~\$3B
cash proceeds



Receive NOVA Damages Award

- The Court of King's Bench in Alberta, Canada issued a ruling awarding Dow additional compensation related to the jointly owned ethylene asset with NOVA Chemicals
- Anticipate the final resolution in 2025, with cash proceeds expected to be >\$1B
- Allows Dow to recover costs from a decades-long legal process

>\$1B
cash proceeds



Deliver Cost & CapEx Reductions

- Expect 2025 enterprise CapEx to be \$2.5B, a reduction of ~\$1B vs. initial plan of ~\$3.5B
 - Delaying Alberta Path2Zero project, representing ~\$600MM reduction
 - Builds on previously announced ~\$400MM reduction
- Progressing at least \$1B in annualized cost reductions
 - Third-party spending and ~1,500 global Dow workforce reduction
 - At least \$300MM Op. EBITDA benefit in 2025; ~\$50MM in 2Q

~\$2B
cash savings

Clear and Proactive Strategic Priorities



Delivering ~\$6B in Near-term Cash Support

- Received ~\$2.4B following the May 1 close of Dow's strategic partnership with Macquarie
- Expecting cash inflow from NOVA judgment of >\$1B this year
- Reducing CapEx by ~\$1B vs. 2025 plan of ~\$3.5B
- Delivering at least \$1B in annualized cost reductions, with at least \$300MM in 2025 and full benefit by 2026



Optimizing Our Portfolio for Growth

- Prioritizing profitable growth in attractive end markets
- Completing in-flight growth projects in cost-advantaged regions (~\$70-100MM incremental earnings in 2H25)
- Finalized 2 divestitures for an additional >\$200MM in 2Q (DowAksa acrylic fiber JV and Telone Ag fumigant)
- Advancing our previously announced review of select European assets, including Polyurethanes; will share more details by mid-year



Driving Operational Excellence Despite Weak Macros

- Maintaining financial flexibility and ensuring a balanced capital allocation approach
- Focusing on price and volume management to restore margins and demonstrate industry leadership
- Leveraging broad asset footprint and leading feedstock flexibility to mitigate tariff impact

Executing several actions to improve margins, support near-term cash flow, and optimize our portfolio in response to macroeconomic challenges and 2Q headwinds



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General Comments and Safe Harbor

General Comments

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Non-GAAP Financial Measures & Definitions

Non-GAAP Financial Measures

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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).