

2025 Sustainability Goals



Leading the
Blueprint



Delivering
Breakthrough
Innovations



Advancing a
Circular
Economy



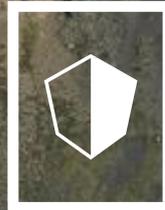
Valuing
Nature



Increasing
Confidence in
Chemical
Technology



Engaging
Employees for
Impact



World-Leading
Operations
Performance

2025 Sustainability Goals



**Dow is redefining
the role of business
in society.**

**Through our 2025 Sustainability
Goals, Dow will advance the well-
being of humanity by helping lead
the transition to a sustainable planet
and society, maximizing economic,
environmental and societal value.**



Unlocking the Potential of People & Science – The passion and creativity of people drives innovation at the intersection of the sciences, generating value for business, humanity and the environment.

Valuing Nature – Too frequently taken for granted, nature provides valuable services – like clean air and water – to us all. Dow considers nature in strategic decisions because it is the right thing to do for people, planet and business.

Building Courageous Collaborations – The health of people, planet and business are intrinsically linked. Collaboration in new and deeper ways across the public and private sectors is essential for the transition to a sustainable planet and society.

Delivering Breakthrough Innovation – Dow’s product portfolio will have a six-fold net positive impact on sustainable development.

Engaging Employees for Impact – Dow employees worldwide will apply their talents to positively impact the lives of one billion people.

World-Leading Operations Performance – Dow will enhance the health of employees and the safety of people touched by our supply chain, while maintaining world-leading environmental operations performance.

Dow will evaluate the impacts on nature and the business benefits that nature can provide in capital, real estate and R&D projects.

Dow will deliver \$1 billion in net present value through projects that are good for business and good for ecosystems.

Leading the Blueprint – Dow will lead a collaborative effort to develop a blueprint for a sustainable planet and society, integrating public policy, science, technology and value chain innovation.

Advancing a Circular Economy – Through innovation and collaboration, Dow will help facilitate the world’s transition to a “circular economy,” where “waste” is designed into new products and services.

Increasing Confidence in Chemical Technology – Through transparency, dialogue and unprecedented collaboration, Dow will increase confidence in the safe use of chemical technology.

Over the next decade, Dow will continue to reduce its own operational “footprint,” deliver ever-increasing value to customers and society through its “handprint” of products and solutions, and develop and deliver a “blueprint” for a sustainable planet and society.

2025 Sustainability Goals



Leading the Blueprint

Dow leads in developing a societal blueprint that integrates public policy solutions, science and technology, and value chain innovation to facilitate the transition to a sustainable planet and society.



Delivering Breakthrough Innovations

Dow delivers breakthrough sustainable chemistry innovations that advance the well-being of humanity.



Advancing a Circular Economy

Dow advances a circular economy by delivering solutions to close the resource loops in key markets.



Valuing Nature

Dow applies a business decision process that values nature, which will deliver business value and natural capital value through projects that are good for business and good for ecosystems.



Increasing Confidence in Chemical Technology

Dow increases confidence in the safe use of chemical technology through transparency, dialogue, unprecedented collaboration, research and our own actions.



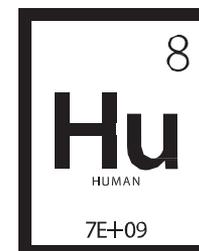
Engaging Employees for Impact

Dow people worldwide directly apply their passion and expertise to advance the well-being of people and the planet.



World-Leading Operations Performance

Dow maintains world-leading operations performance in natural resource efficiency, environment, health and safety.





Leading the Blueprint

The health of people, planet and business are intrinsically linked. Collaboration in new and deeper ways across the public and private sector is essential for the transition to a sustainable planet and society.

Our Goal is to lead development of a societal blueprint that integrates public policy solutions, science and technology, and value chain innovation to facilitate the transition to a sustainable planet and society.

- Dow is bringing together businesses, non-profit organizations, government and academia to reimagine our respective roles in transitioning to a sustainable planet and society.
 - Our blueprint effort will address the toughest global environmental and social challenges.
- The blueprint will consider questions such as:
 - What are individual stakeholder strengths?
 - How can we best work together?
 - And most importantly – what will we be able to accomplish when we work together in the best way possible?
- To develop the blueprint, Dow will:
 - Engage in 100 significant dialogues
 - Establish 10 new collaborations
- Dow will publish an initial blueprint by year end 2017, and will update the blueprint throughout the goal time frame, considering world progress towards sustainability and emerging challenges.



Leading the Blueprint (cont'd)

The health of people, planet and business are intrinsically linked. Collaboration in new and deeper ways across the public and private sector is essential for the transition to a sustainable planet and society.

Our Goal is to lead development of a societal blueprint that integrates public policy solutions, science and technology, and value chain innovation to facilitate the transition to a sustainable planet and society.

- Dow will establish a Sustainability Advocacy Platform by 2016 as a main theme within Dow's overall public policy effort, to advocate for Dow as a breakthrough solutions provider in the areas of food, water, energy and environment.
- Dow will establish a "Sustainability Institute" by 2020 composed of internal and external experts, to complement the Platform as a successful and effective implementer of practical solutions and driver of societal transformation.
- By 2025, Dow will consider establishing a freestanding "Sustainability" Think Tank as a self-sustaining organization, trusted to tackle the most challenging sustainability issues facing the business and the planet and to help lead the transition to a sustainable planet and society.
- Dow will lead through performance and thought leadership to promote energy and GHG performance policies, best practices and standards, and will participate in clean energy development and use.



Delivering Breakthrough Innovation

The passion and creativity of people drives innovation at the intersection of the sciences, generating value for business, humanity and the environment.

Our Goal is to deliver breakthrough sustainable chemistry innovations that advance the well-being of humanity.

- Dow uses science and innovation to develop more sustainable, safer solutions for the world.
- Dow will innovate to increase the positive net impact of products across all markets such that the benefit to global sustainable development exceeds burdens by 6X.
- Dow will assess the number of people who are positively impacted by Dow products and solutions.
- Dow will be a leader in energy and CO₂ footprint mitigation across multiple product lines ensuring a mitigation multiple of no less than 3:1.
- Dow will continue to improve its Sustainable Chemistry performance and report progress externally.
- Dow businesses will set and achieve their own business-specific sustainability goals.
- Dow will grow its life cycle analysis (LCA) expertise to meet business and customer needs.
- Dow will report regular updates from its external sustainability engagements with universities, NGOs and other leading sustainability organizations.



Advancing a Circular Economy

Through innovation and collaboration, Dow will help facilitate the world's transition to a "circular economy," where waste is designed into new products and services.

Our Goal is to advance a circular economy by delivering solutions to close the resource loops in key markets.

- Dow's science and innovation expertise is key to developing scalable solutions that will close loops in a circular economy.
 - Chemistry is the building block for more than 95 percent of the world's manufactured goods.
 - Chemistry innovation enables waste material conversions previously unimagined.
 - In Citrus Heights, California, Dow helped turn 6,000 pounds of previously non-recyclable plastic waste – juice pouches, candy wrappers and plastic dinnerware – into 512 gallons of fuel.
 - Dow's global scale and technological expertise across industries unlocks opportunities.
- Building a circular economy is not something Dow can do alone.
 - We are proud to share the goal of enabling a circular economy with leading academic entities and non-profit institutions.
- Dow will partner with other industry leaders, non-profit organizations and governments to deliver six major circular economy projects over the next ten years.
 - Dow will partner with other industry leaders, NGOs and governments to deliver three major projects that deliver solutions and provide a blueprint for the implementation of principles of the circular economy by 2020.
 - By 2025 Dow, working with partners, will implement three additional projects located at Dow manufacturing sites or directly impacting Dow businesses.





Valuing Nature

Too frequently taken for granted, nature provides valuable services – like clean air and water – to us all. Dow considers nature in strategic decisions because it is the right thing to do for people, planet and business.

Our Goal is to apply a business decision process that values nature. Dow will deliver business value and natural capital value through projects that are good for business and good for ecosystems.

- Valuing natural capital is a new “win-win” way of business thinking that Dow is leading today.
 - Our Seadrift, Texas project to use reconstructed wetland for wastewater treatment has yielded more than \$200 million in net present value.
 - Our collaboration with The Nature Conservancy is developing cutting-edge natural capital valuation tools.
 - We are proud to be the only chemical company working with the Natural Capital Coalition to develop a protocol for valuing nature in business.
- With our 2025 Goals, Dow is moving natural capital from “pilot” to “practice.”
 - Natural capital decision-making across a global business of this scale has never been done before.
 - By 2025, Dow will deliver \$1 billion in value through projects that are good for business and good for ecosystems.
 - By 2020, all R&D, capital and real estate projects at Dow will be screened using Nature’s Future Value assessments, a tool we developed with The Nature Conservancy to measure the value of ecosystem services.



Increasing Confidence in Chemical Technology

The health of people, planet and business are intrinsically linked. Collaboration in new and deeper ways across the public and private sectors is essential for the transition to a sustainable planet and society.

Our Goal is to increase confidence in the safe use of chemical technology through transparency, dialogue, unprecedented collaboration, research and our own actions.

- The potential of chemistry to bring social and environmental value is limitless.
 - More than 95 percent of the world's manufactured goods are enabled by chemistry.
- Unfortunately, chemistry sometimes has a negative perception despite the myriad benefits it can bring to society.
- Changing confidence requires unprecedented collaboration between Dow, governments, non-profit organizations, academics, and our value chain of customers, suppliers and business partners.
 - Over the next 10 years, we will strive to achieve 100 percent support for the use of chemical technology among key stakeholder groups.
 - Dow and our partners will develop cutting-edge, predictive toxicology and exposure modeling capabilities. These will routinely be applied to new and existing Dow product lines.
- Dow will form or join value chain collaborations (upstream and downstream) in strategic markets to promote transparency and traceability.

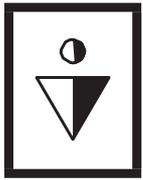


Increasing Confidence in Chemical Technology (cont'd)

The health of people, planet and business are intrinsically linked. Collaboration in new and deeper ways across the public and private sectors is essential for the transition to a sustainable planet and society.

Our Goal is to increase confidence in the safe use of chemical technology through transparency, dialogue, unprecedented collaboration, research and our own actions.

- Dow will work with non-profit, businesses and government partners to develop new cutting-edge, predictive modeling capabilities.
 - We will integrate these predictive methods into 100 percent of new product assessments.
 - We expect to reduce Dow's animal testing by 30%.
 - We will establish a non-profit organization collaboration to increase dialogue and seek input on predictive safety assessments.
- Dow will create a Predictive Safety Assessment Center to foster collaborations to develop and encourage adoption of new predictive toxicology methods.
- Dow will apply predictive methods to reduce time-to-market for new products, yielding \$1.5 billion in net present value.

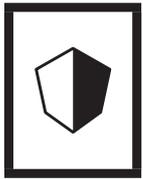


Engaging Employees for Impact

The passion and creativity of people drives innovation at the intersection of the sciences, generating value for business, humanity and the environment.

By 2025, Dow employees worldwide will apply their talents to positively impact the lives of 1 billion people.

- The power of Dow employees using their professional skills will enable sustainable development one community at a time, all over the world.
- Dow will positively impact the lives of people through Dow Sustainability Corps projects, delivering 700 Projects and achieving 8 percent work force participation and 400,000 hours.
- Dow will positively impact students and teachers through its employees acting as STEM Ambassadors, achieving 10 percent work force participation and 600,000 hours.
- Dow will strive to achieve site-specific Contributing to Community Success goals at 100 percent of Dow sites with more than 50 employees and in every country where Dow has locations.
- Dow will conduct key influencer assessments to measure quality-of-life improvements at 100 percent of Dow sites with more than 50 employees and in every country where Dow has locations.
- Dow will achieve top quartile scores for four components of our Employee Engagement Index, and enable better employee engagement, attraction and retention rates.
- Dow will uncover new business opportunities with a potential to generate at least \$75 million in net present value.



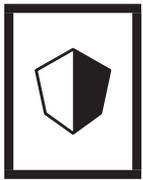
World-Leading Operations Performance

The passion and creativity of people drives innovation at the intersection of the sciences, generating value for business, humanity and the environment.

Our Goal is to maintain world-leading operations performance in natural resource efficiency, environment, health and safety.

- With our 2025 Goal, Dow will continue to define environmental, health and safety excellence.
- Dow will strive to eliminate fatalities, significantly reduce severe injury and illness incidents, and maintain the total recordable injury and illness rate at industry-leading levels.
- Dow will strive to eliminate all process safety events that impact our people, our communities and the environment.
- Dow will strive to eliminate all preventable MVA Fatalities.
- Dow will have a Total Worker Health (TWH) implementation that comprehensively controls workplace health risks, protects workers and improves the health of Dow people (Healthy Culture, Healthy Workplace, Healthy People).
- Dow will demonstrate a 50 percent improvement in a Transportation Stewardship Index through progress in incident-free performance, leading-edge programs to influence logistics and raw material suppliers, and risk reduction across the value chain.
- Dow will strive to eliminate severe transportation incidents that impact people, property and the environment in the communities through which our products, raw materials and intermediates flow.
- Dow will improve raw material efficiency utilization index by 10 percent relative to the 2015 baseline.
- Dow will achieve 1 percent per year average increase in production index from our most-utilized facilities from the 2015 baseline.





World-Leading Operations Performance (cont'd)

The passion and creativity of people drives innovation at the intersection of the sciences, generating value for business, humanity and the environment.

Our Goal is to maintain world-leading operations performance in natural resource efficiency, environment, health and safety.

- Dow is committed to efficient operations that drive environmental benefits for our communities and the world.
 - Dow will reduce the freshwater intake intensity at key water stressed sites by 20 percent.
 - Dow will reduce its waste intensity footprint by 20 percent.
 - Dow will grow, but offset emissions of priority compounds, VOCs, and NOx.
 - Though we will grow globally over the next 10 years, Dow's absolute greenhouse gas emissions will not exceed our 2006 baseline.
 - Dow will obtain 400 MW of its power demand from renewable sources by 2025.
 - By 2020, we will ensure that our trajectory for absolute emissions from operations and purchased power meet internationally recognized targets for a 2°C maximum global temperature rise.