

The DOW logo is a red diamond shape with the word "DOW" in white, bold, sans-serif capital letters. A small registered trademark symbol (®) is located at the bottom right of the diamond.

DOW

SUSTAINABILITY AT THE INTERSECTIONS

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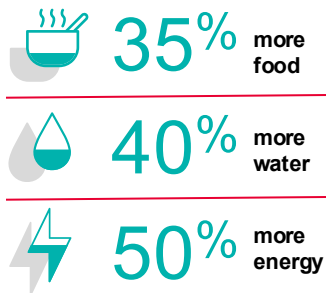
MEGATRENDS – INFLUENCING SUSTAINABILITY STRATEGIES & INNOVATION

GLOBAL MEGATRENDS



Climate Change and Resource Scarcity

Climate change and resource scarcity are connected. By 2030, the **global population is expected to demand***:



Emerging Economies and Middle-Class Growth

By 2030, the number of people in the **global consumer class** (middle class or wealthier) will be

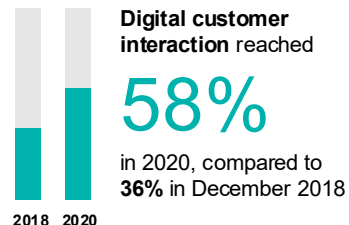


Emerging countries will contribute significantly to this growth.

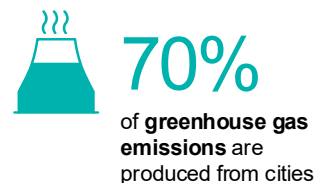


Digital Transformation

The COVID-19 pandemic has sped adoption of digital technologies, including how businesses interact with customers.



Urbanization



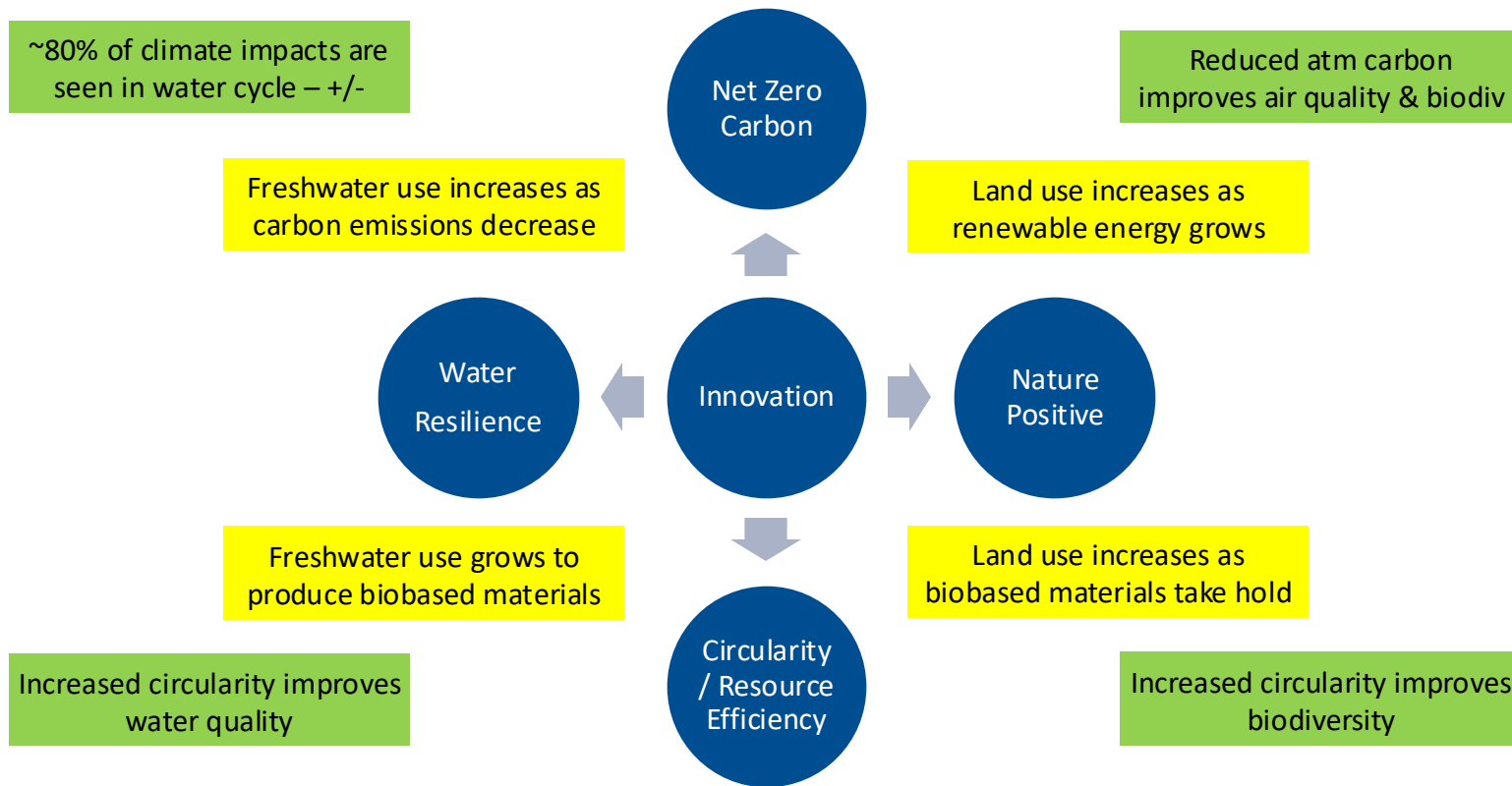
SOLUTIONS – AND CHALLENGES – ARISE AT INTERSECTIONS



How your organization views sustainability impacts how you solve it

- Most commonly, sustainability strategies are expressed as ‘pillars’ or focus areas
 - Benefits include clarity of communication and resource alignment
- *What if we reframe our thinking to more fully reflect real world challenges?*

NOTE WHERE THE TRADE-OFFS & BENEFITS ARISE



NEXT-GENERATION SUSTAINABILITY

Systems Thinking - table-stakes for those who will be successful in a sustainability-focused future

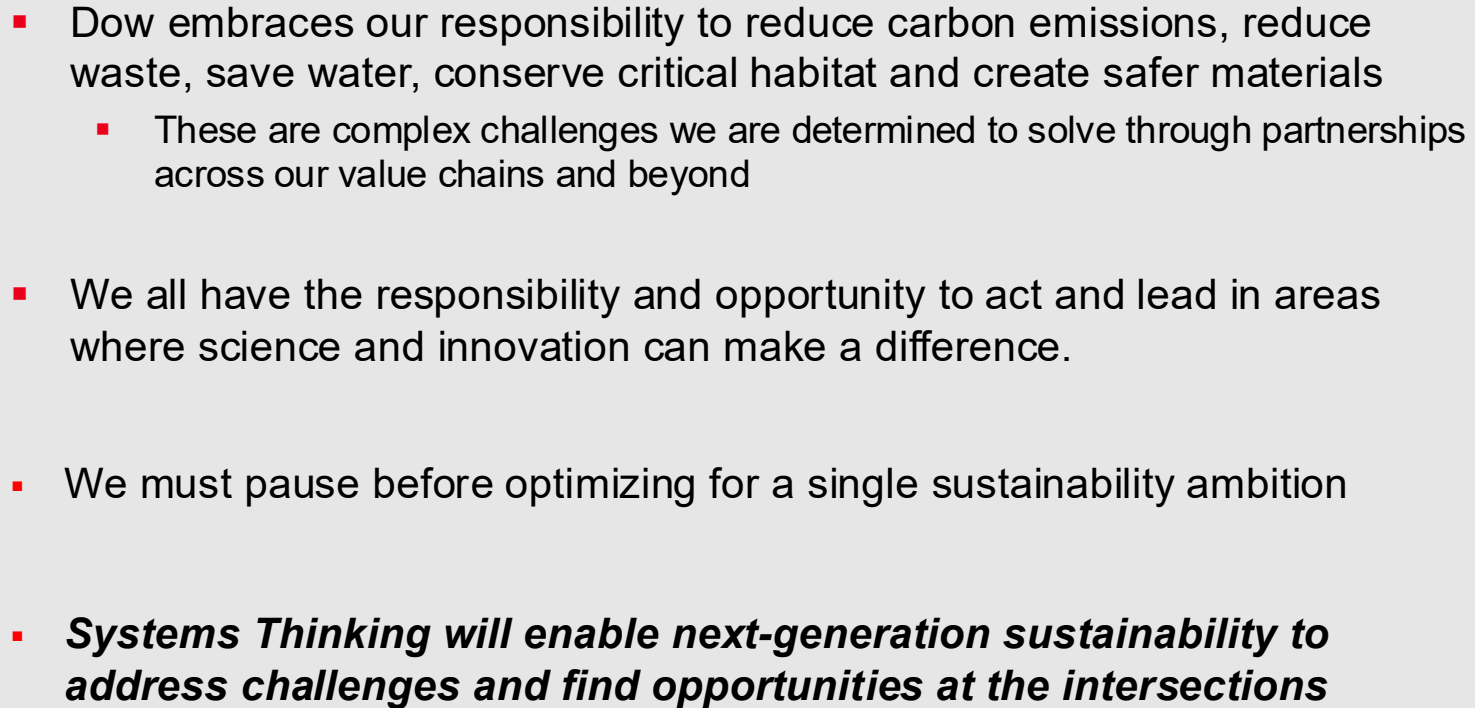
Articulation of the trade-offs to satisfy key stakeholders

New skills & expertise:

- Agility & growth mindset
- Trade-off consideration

Re-thinking how we set targets & execute

Innovation at intersections

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- An aerial photograph showing a two-lane asphalt road winding through a dense green forest. The road is bordered by a yellow line on the left and a white line on the right. The surrounding area is filled with lush green trees and vegetation. The image is used as a background for the slide.
- Dow embraces our responsibility to reduce carbon emissions, reduce waste, save water, conserve critical habitat and create safer materials
 - These are complex challenges we are determined to solve through partnerships across our value chains and beyond
 - We all have the responsibility and opportunity to act and lead in areas where science and innovation can make a difference.
 - We must pause before optimizing for a single sustainability ambition
 - ***Systems Thinking will enable next-generation sustainability to address challenges and find opportunities at the intersections***