



The Dow Chemical Company



Who We Are



- Founded in 1897 by Herbert H. Dow in Midland, Michigan
- Supplies a broad range of products and services to customers in around 160 countries
- Production facilities in 37 countries
- Employs 52,000 employees worldwide
- \$45 Billion in Sales
- On April 1, 2009, Dow acquired Rohm and Haas with 15,000 employees



Our History and Milestones



- 1897 Formation of The Dow Chemical Company
- 1906 Herbert Henry Dow partners with Westinghouse to develop Co-Generation
- 1922 Postwar sales of \$4.2 million. Number of employees: 400
- 1937 Dow stock listed on N.Y. stock exchange
- 1942 Dow establishes its first business outside the U.S.
- 1953 First consumer product, SARAN™ Wrap, is launched nationally in the U.S.
- 1964 Dow sales surpass \$1 billion
- 1968 Apollo 8 orbits moon and splashes down in Pacific, heat shield made from DOW™ Epoxy Resin
- 1973 Dow stock listed on Tokyo Stock Exchange. Dow sales surpass \$3 billion



Our History and Milestones (CONTINUED)



- 1995 Dow sales surpass \$20 billion
- 1997 Dow's 100th Anniversary
- 2001 Acquisition of Union Carbide Corporation
- 2007 Dow named one of the top 100 companies in the 'Fortune 500'
- 2008 Dow named 2007 Chemical Company of The Year by 'Chemical & Engineering News'

Dow wins sixth Presidential Green Chemistry Award – more than any other company
- 2009 More than 52,000 employees worldwide, \$45 billion in sales

Acquisition of Rohm and Haas makes Dow the leading specialties chemicals and advanced materials company

The Dow Organization





The New Dow

Dow's Operating Segments



Note: All figures represent 2009 pro forma sales, in billions of dollars

Advanced Materials



Advanced Materials

Electronic & Specialty Materials

- **Electronic Materials**
 - Semiconductor Tech
 - Interconnect Tech
 - Display Technologies
 - **Specialty Materials**
 - Dow Water & Process Solutions
 - Dow Wolff Cellulosics
 - Dow Home & Personal Care
 - Dow Microbial Control
 - Performance Materials
- *JV: Dow Corning*

Coatings & Infrastructure

- **Dow Coating Materials**
 - Architectural Coatings
 - Industrial Coatings
- **Dow Building & Construction**
 - Dow Building Solutions
 - Dow Construction Chemicals
- **Adhesives & Functional Polymers**
 - Industrial Process Materials
 - Packaging & Converting
 - Tapes, Labels & Textiles



Electronic & Specialty Materials

- Customized materials for specialty applications (water, food, electronics, solar)
- Advanced technology & markets
- Market-driven innovation based on unique chemistries and technologies
- Strong growth drivers (significantly above GDP) tied to standard of living improvements
- High-growth emerging geographies



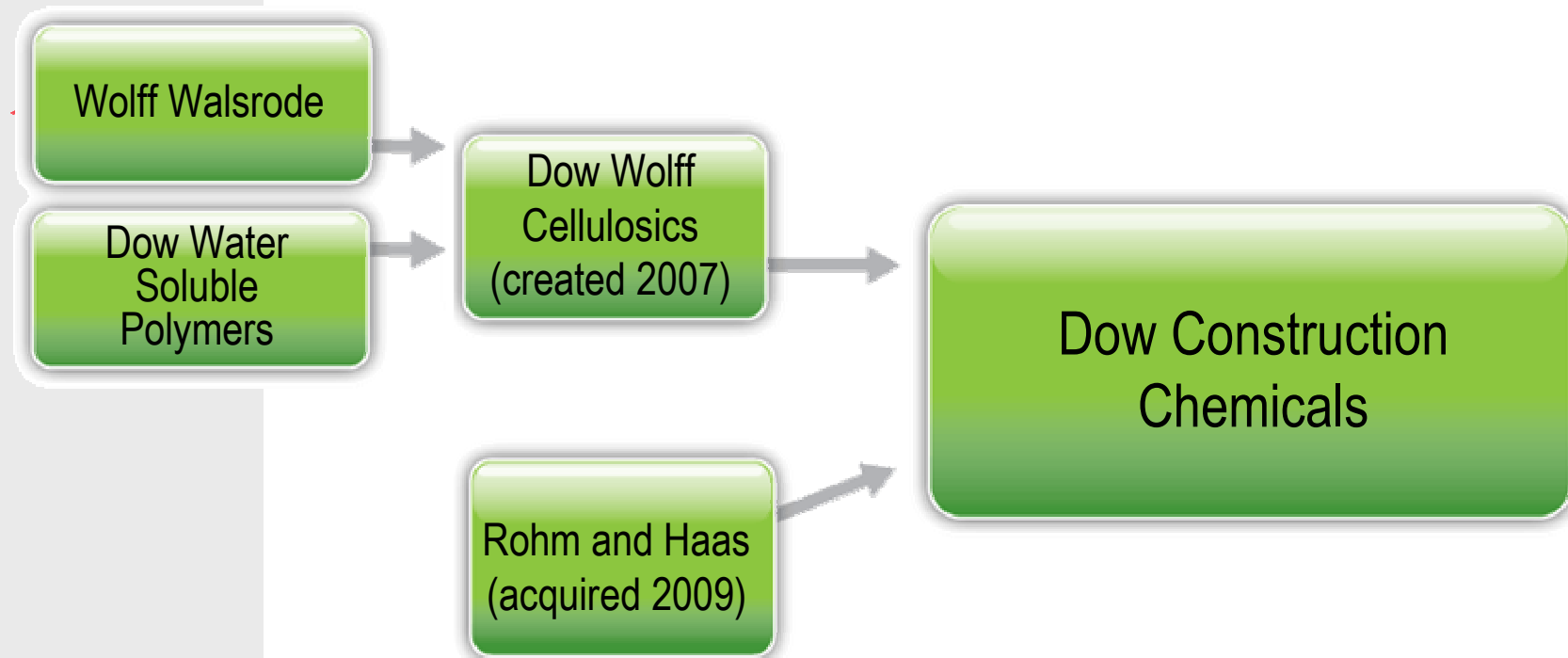
Coatings & Infrastructure

- Functional products for consumer, industrial, insulation and infrastructure development and maintenance
- Broadest range of chemistries and technology offerings for the industry (acrylics, cellulosics, polyurethanes, epoxies, water-soluble, spray and rigid foams)
- Largest raw material supplier to the coatings industry
- Technology-advanced product offerings and world-class applications expertise
- Robust portfolio of sustainable and environmentally preferred technologies and products

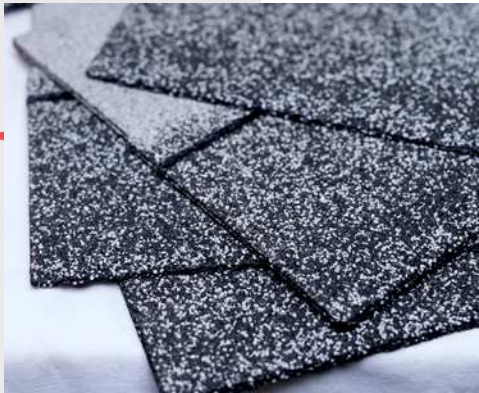
Dow Advanced Materials



Dow Construction Chemicals Better Chemistry Comes from a More Powerful Team



B&C Markets We Serve



Industrial Nonwovens



Insulation



Roof Tiles and Siding



Caulks and Sealants



Elastomeric Roof Coatings



EIFS

B&C Markets We Serve (continued)



Tape Joint Compounds



Ceramic Tile Adhesives



Concrete



Renders and Plasters

Our Expanded Portfolio Serves Multiple B&C Applications



Core DCC Technologies

Acrylics		VAVAE*		Cellulose Ethers			
Emulsion Latex	Solution Polymers	RDP**	Emulsions	MC	HPMC	HEMC	HEC
Rhoplex	Aquaset	DLP	Rovace	Methocel	Methocel Walocel	Walocel	Cellosize

Complementary Dow Technologies

<p>Broad Additives Portfolio:</p> <ul style="list-style-type: none"> • Dispersants • Microbial control • Synthetic rheology modifiers • Others 	<p>Additional Binders/ Coatings:</p> <ul style="list-style-type: none"> • MDI • SBR • Polyurethanes • Others
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*VA/ VAE: Vinyl Acetate / Vinyl Acetate Ethylene

**RDP: Redispersible Powders

Health & Agricultural Sciences



Health & Agricultural Sciences

- **Dow AgroSciences**
 - Agricultural Chemicals
 - Seeds, Traits & Oils
- **AgroFresh**



Health & Agricultural Sciences

- Research based, technology focused company developing both chemical and biological solutions for agriculture and improved health
- Global leader with product lines in agricultural chemicals, urban pest management, healthy oils and plant biotechnology
- Sales in more than 150 countries with manufacturing sites around the world
- Robust pipeline of innovative new products
- Entering a period of significant growth driven by SmartStax™ co-developed with Monsanto, Dow AgroSciences herbicide tolerant trait technology, Omega-9 Healthy Oils and many new novel chemistries

* SmartStax is a registered trademark of Monsanto Technology LLC. NEXERA is a trademark of Dow AgroSciences LLC.

Performance Products & Systems



Performance Products & Systems

PERFORMANCE SYSTEMS

- Automotive Systems
- Dow Elastomers
- Dow Wire & Cable
- Polyurethane Systems & Epoxy Systems
- Dow Oil & Gas
- Dow Fiber Solutions

PERFORMANCE PRODUCTS

- Polyurethanes
- Epoxy
- Amines
- Oxygenated Solvents
- Performance Monomers
- Performance Fluids, Polyglycols and Surfactants
- Emulsion Polymers¹
- Dow Haltermann
- SAFECHEM
- JV: SCG-Dow (Latex)



Performance Systems

- Customer-centric, market-focused businesses
- Technology differentiation
- Intellectual property emphasis
- Formulated products and systems tailored to customer needs
- Global market leader in glass bonding and structural adhesives
- World's leading provider of plastics-enhanced, technology-based solutions to the global wire and cable industry



Performance Products

- Product-centric businesses
- Large direct customers and third-party channel to market
- Largest producer and marketer of ethyleneamines and ethanolamines globally
- Largest, most global supplier of solvents, providing the broadest product offering in the industry
- Largest producer of propylene oxide, polyether polyols and quality aromatic isocyanates

Basics



Basic Plastics

- Polyethylene
- Polycarbonate and Compounds & Blends¹
- Polypropylene
- Styrenics¹
- Basic Plastics Licensing & Catalyst

- *JV: Americas Styrenics LLC*
- *JV: EQUATE (PE)*
- *JV: Equipolymers*
- *JV: SCG-Dow (PE, PS)*
- *JV: Univation Technologies*

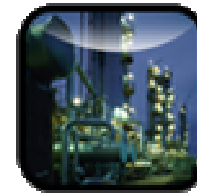
Hydrocarbons & Energy

- Olefins, Aromatics, Power, Aromatic Derivatives
- *JV: Compañia Mega*
- *JV: SCG-Dow (Aromatic Deriv.)*



Basic Plastics

- Polymers
- Largest global polyethylene producer
- Leading franchise market positions
- Industry and technology leadership
- Highly integrated
- Focused on price/volume management



Hydrocarbons & Energy

- Internal feedstocks for downstream derivatives
- Capital-intensive operations
- Largest global ethylene producer
- Unparalleled scale in production and feedstock flexibility
- Largest industrial power producer and consumer

Basics



Basics

Basic Chemicals

- Chlor-Alkali/Chlor-Vinyl
- Ethylene Oxide/
Ethylene Glycol
- Chlorinated Organics
- **JV: EQUATE (EG)**
- **JV: MEGlobal**
- **JV: OPTIMAL (EG)**

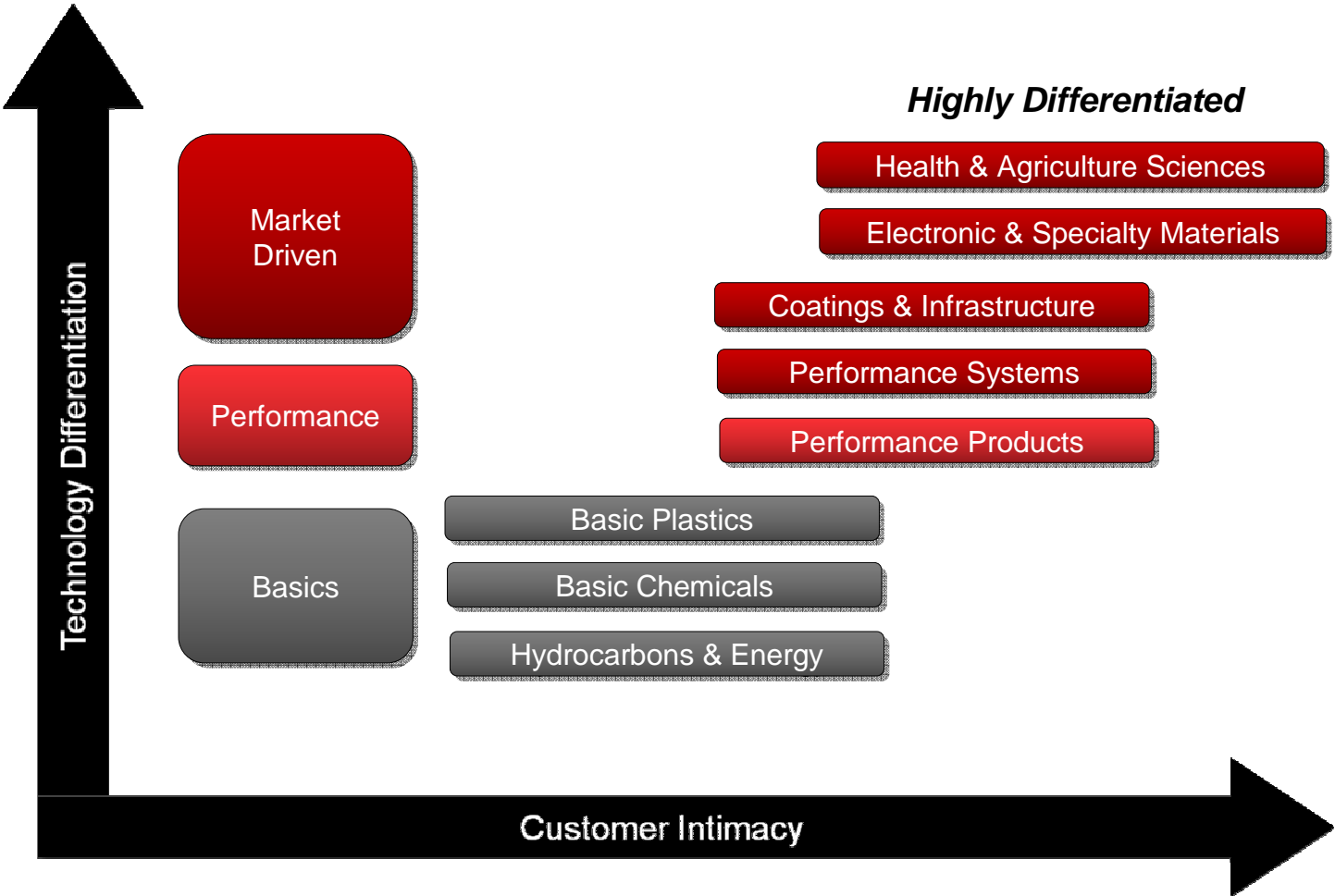


Basic Chemicals

- Cost-advantaged chemical building blocks for performance derivatives
- Industry leadership in scale and geographic reach
- Highly integrated; by-product reuse
- Best-in-class technologies
- Largest chlorine and caustic soda producer
- Largest purified ethylene oxide producer
- Capital-intensive operations
- Asset-light for growth and powerful market franchises



Dow's Business Model – Three Integrated Parts





What We Offer

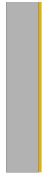
- World-class quality products through local production/supply & delivery.
- Global logistics capability that ensure consistent and secured supply worldwide.
- Global R&D and TS&D to offer product innovations, solutions and technical supports.
- Customer services representatives to serve customers in all regions/countries where we operate.
- Joint-ventures with strong regional partners to leverage local market presence.




Innovation in Action

- With the acquisition of Rohm and Haas, Dow has one of the largest R&D investment programs in the industry with combined spending of more than \$1.6B for 2009
- In 2008, one-third of Dow's sales were from products introduced in the past five years
- Dow R&D features an elite, global team of researchers concentrating on over 400 major projects
- In the past five years, annual patent disclosures have more than tripled

Innovation: Addressing Mega Trends




HEALTH & NUTRITION



- SmartStax™ / DHT
- Ag Chem Pipeline
- Traits / Healthier Diets (Omegas)

ENERGY



- Battery Value Chain
- Building Wall System
- Alternative Energy

CONSUMERISM



- CMP Technologies
- Home Care
- Electronics

TRANSPORTATION & INFRASTRUCTURE



- Diesel Particulate Filters
- Water Filtration
- Formaldehyde Free Insulation and Nonwovens



Technical Service and Development



- Dow achieves high business performance through performance chemicals
- We have technical service and application development on six continents
- Nearly 1100 TS&D people in 30 countries rapidly resolve requests.
- Environmental, health and safety consultation and product registration
- Six Sigma consultants for strategic customers



Chemistry & Processing Capabilities

- Analytical science
- Combinatorial chemistry
- Custom processing
- Interfacial science
- Polymer modeling
- Solvency modeling
- Surface science and surfactancy
- Toxicology and epidemiology
- Compounding and Blending
- Extrusion Coating/Lamination
- Fiber Spinning
- Film Extrusion
- Foaming
- Molding
- Mono-Oriented Tape and Filament
- Profile Extrusion
- Sheet Extrusion
- Thermoforming
- Thermoplastic Powder Coatings
- Wire & Cable

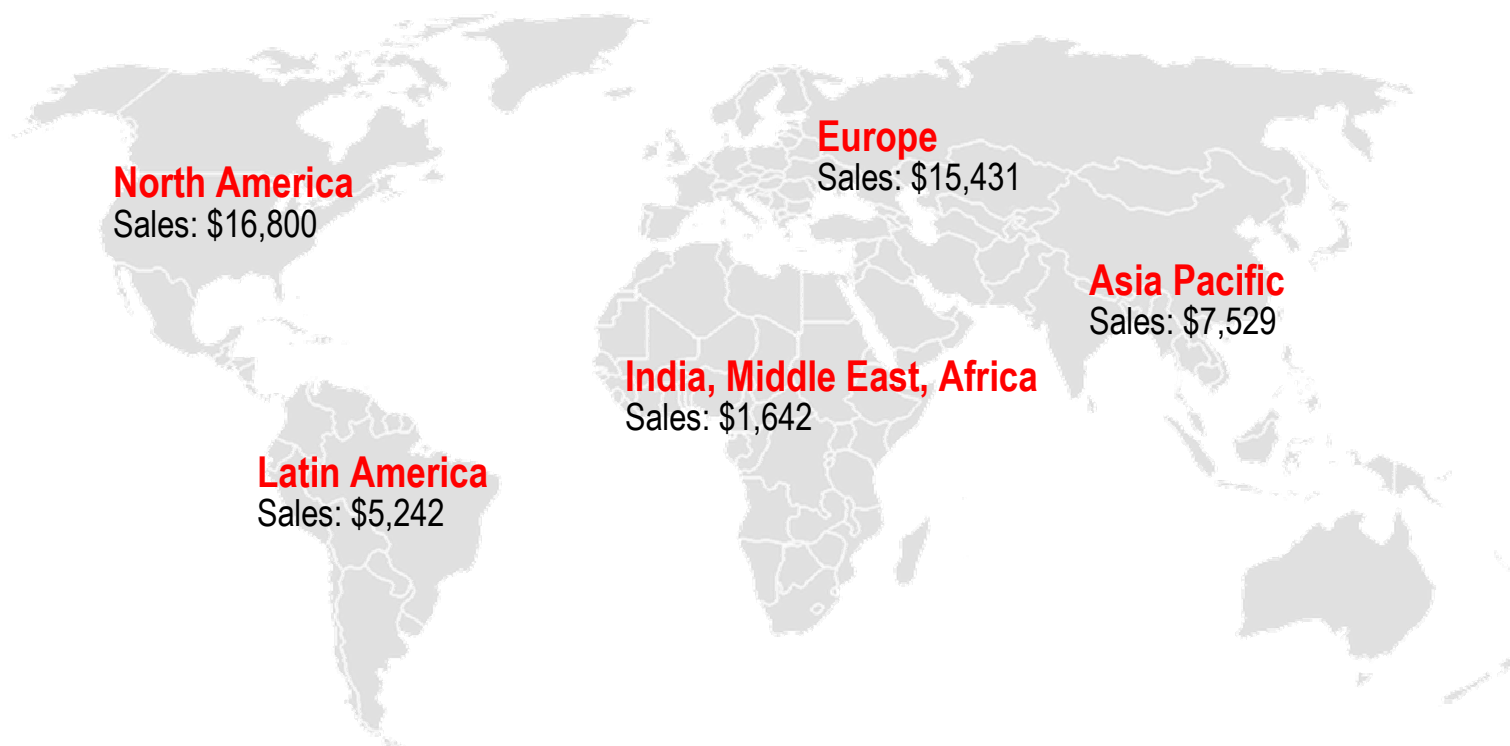
Thank You



Updated: March 2010



2009 Sales by Geographic Region*



*2009 data; dollars in millions Dow Company Confidential

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¹Sale to Bain Capital expected to close by August 2010



OUR SUSTAINABILITY JOURNEY



Our Definition of Sustainability

Sustainability requires making every decision with the future in mind.

It is our relationship with the world around us – creating economic prosperity and social value while contributing to the preservation of our planet.



Solving Challenges Through Sustainability

Dow's people are the world's best problem solvers focusing on the world's biggest challenges which contain significant business opportunities that can be unlocked by sustainability and innovation.



Energy



**Climate
Change**



Water



**Health
&
Nutrition**



**Transportation
&
Infrastructure**



Setting The Standard for Sustainability



Smart Solutions for Today

Our technologies enable our customers, and their customers, to develop products and services.



Innovations For Tomorrow

We contribute to the sustainability of society and our planet by developing innovative technologies for current and future markets.



Responsible Operations

Our infrastructure has a positive impact on our company, our communities and ourselves; our operations are a model for others, wherever we operate.



Partners For Change

We are leaders in advancing all aspects of sustainability, openly collaborating with customers, suppliers, communities, civil society and governments.



Our 2015 Sustainability Goals

Driving the Next
Generation of
Change





Recognitions for Sustainability

6 Presidential Green Chemistry Awards –
more than any other company



Named to the Dow Jones Sustainable World Index
for the 9th time



“50 Best Inventions of 2009”
for Dow POWERHOUSE™
Solar Shingles



Most Innovative Corporate Social Responsibility Project



100 Most Technologically Significant New Products of the Year
for IMPAXX™



China’s “Most Innovative Corporation” Award



for sustainable innovation of corporate ecosystem, CEO CIO Magazine and the Research Center for Technological Innovation

2008 Leader

