The Power of Alignment

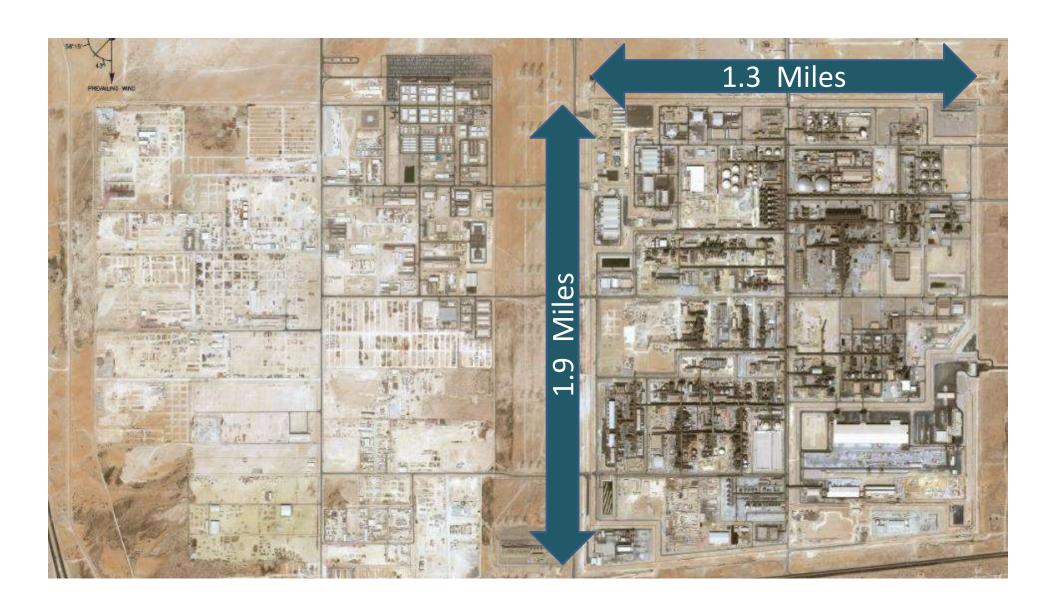


Joseph C. Brewer Jr.

Dow Chemical VP & Sadara Chief Implementation Officer

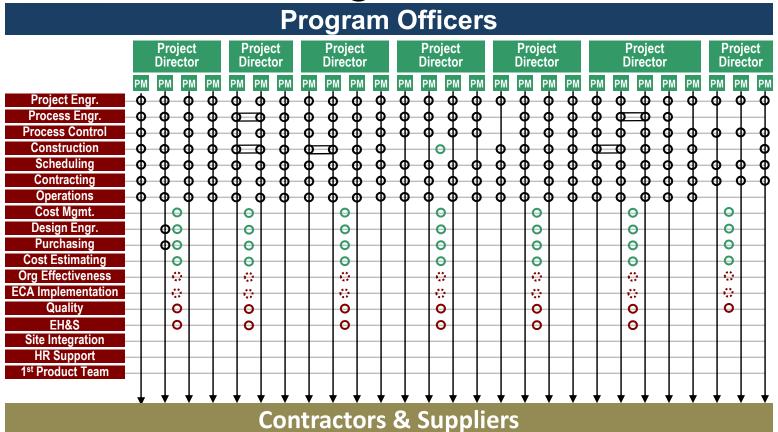
Sadara Project Overview

- Largest Petrochemical Project Ever Built at One Time
- 25 Engineering Offices Worldwide
- 100+ Construction Contractors
- Site Staffing Peak: 60,000 Workers
- 0.033 Total Recordable Incident Rate

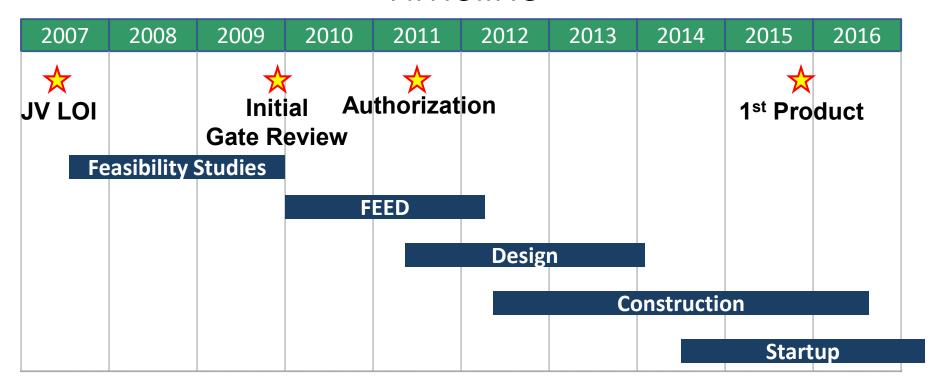




4D Organization



Timeline



Market Segments Specialty Films Products Household Products Isocyanates Polyurethane Foams Polyols Park **Propylene Glycol** Adhesives/Sealants **Ethylene Oxide Paints & Coatings** Ethane **Propylene Oxide** Laminates **Solution PE** PlasChem Oil & Gas Chemicals **Elastomers Glycol Ethers Detergents Amines Water Treatment** Naphtha 🔪 **Intermediates** Cables Raffinate **Construction Material Pygas Additives** Pyoil Furniture/Insulation **Automotive Fluids Auto Components**

















Chemicals I
Chlorine
\$1B

Three Project Teams











Chemicals II
Isocyanates

Four Project Teams

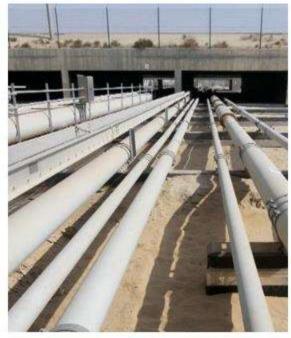
Chemicals III EO/PO & D













Site Development & Logistics

\$2B

Five Project Teams



















Leveraged Assets



Three Project Teams



