

Enriching lives through innovation

Investor Presentation

Second Quarter 2020

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This presentation includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements include statements concerning our plans, objectives, goals, strategies, future events, future revenue or performance, capital expenditures, financing needs, plans or intentions relating to acquisitions, business trends and other information that is not historical information. When used in this presentation, the words "estimates," "expects," "anticipates," "projects," "plans," "intends," "believes," "forecasts," or future or conditional verbs, such as "will," "should," "could" or "may," and variations of such words or similar expressions are intended to identify forward-looking statements. All forward-looking statements, including, without limitation, management's examination of historical operating trends and data, are based upon our current expectations and various assumptions. Our expectations, beliefs and projections are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management's expectations, beliefs and projections, beliefs and projections will be achieved.

The forward-looking statements in this release are subject to uncertainty and changes in circumstances and involve risks and uncertainties that may affect the company's operations, markets, products, services, prices and other factors as discussed in the Huntsman companies' filings with the U.S. Securities and Exchange Commission. Significant risks and uncertainties may relate to, but are not limited to, volatile global economic conditions, cyclical and volatile product markets, disruptions in production at manufacturing facilities, timing of proposed transactions, reorganization or restructuring of Huntsman's operations, including any delay of, or other negative developments affecting the ability to implement cost reductions and manufacturing optimization improvements in Huntsman businesses and realize anticipated cost savings, and other financial, economic, competitive, environmental, political, legal, regulatory and technological factors. Any forward-looking statement should be considered in light of the risks set forth under the caption "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2019, which may be supplemented by other risks and uncertainties disclosed in any subsequent reports filed or furnished by us from time to time.

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This presentation contains financial measures that are not in accordance with generally accepted accounting principles in the U.S. ("GAAP"), including adjusted EBITDA, adjusted EBITDA from discontinued operations, adjusted net income (loss), adjusted diluted income (loss) per share, free cash flow and net debt. Reconciliations of non-GAAP measures to GAAP are provided in the financial schedules attached to the earnings news release and available on the Company's website at http://ir.huntsman.com/.

The Company does not provide reconciliations of forward-looking non-GAAP financial measures to the most comparable GAAP financial measures on a forward-looking basis because the Company is unable to provide a meaningful or accurate calculation or estimation of reconciling items and the information is not available without unreasonable effort. This is due to the inherent difficulty of forecasting the timing and amount of certain items, such as, but not limited to, (a) business acquisition and integration expenses, (b) merger costs, and (c) certain legal and other settlements and related costs. Each of such adjustments has not yet occurred, are out of the Company's control and/or cannot be reasonably predicted. For the same reasons, the Company is unable to address the probable significance of the unavailable information.





Debt and Liquidity Considerations

Strong Balance Sheet – Low Leverage

Robust Liquidity



1Q20 LTM FCF Conversion of 42% ⁽³⁾

(1) Reflects total company adj. EBITDA including the Chemical Intermediates and Surfactants businesses.

(2) Pro forma for the ~\$300 million announced acquisition of CVC Thermoset Specialties and ~\$375 million in cash taxes to be paid on proceeds from the divestiture of the Chemical Intermediates and Surfactants businesses.
 (3) Pro forma for ~\$50 million of overdue foreign VAT payments received.



Huntsman Corporation

Balanced Capital Allocation Strategy



Huntsman's Transformed Portfolio

Core Platforms for Downstream Strategic Growth



Criteria for Strategic Growth:

- Complementary to key markets across core platforms
- Significant synergies through global scale up, routes to market, complementary new technology and pull through
- Strong financial metrics including strong free cash flow
 - Organic capital hurdle rate of >20% & inorganic IRR of >mid-teens

"String of Pearls" Strategy

Recent Additions to Huntsman Franchises – Across Divisions

PU – Demilec (SPF)

 Leading North American spray polyurethane foam (SPF) insulation manufacturer



- Acquired April 23, 2018, for ~\$350 million (11.5x forward adj. EBITDA)
- Synergies already achieved. Purchase price now approaching 7.5x adj. EBITDA
- Acquisition rationale: polymeric MDI pull-through downstream, new technologies, global scale-up opportunity

AM – CVC Thermoset Specialties

 North American specialty chemical manufacturer serving the industrial composites, adhesives and coatings markets



- Announced March 16, 2020, \$300 million (~10x LTM adj. EBITDA)
- Pro forma for synergies, purchase price of ~7x 8x LTM adj. EBITDA
- Acquisition rationale: expands technology breadth and offers highly specialized toughening, curing and other additives used in wide array of applications

PU – Icynene-Lapolla (SPF)

 Leading North American manufacturer of spray polyurethane foam (SPF)

ICYNENE CAPOLLA

- Acquired February 20, 2020, for \$350 million (~10x adj. LTM EBITDA)
- Pro forma for synergies, purchase price is ~7x adj. EBITDA
- Acquisition rationale: expands SPF product offerings in open cell, closed cell and polyol technologies; aligned with Huntsman's portfolio of energy-saving insulation offerings

Remaining 50% interest in the Sasol-Huntsman maleic anhydride joint venture

PP – Maleic Anhydride Joint Venture

- Acquired from Sasol on September 30, 2019, for ~\$100 million including net cash (~5.0x LTM adj. EBITDA)
- Acquisition rationale: fully integrate European operations into global business and better servicing of worldwide customer base



Huntsman Completes the Acquisition of Icynene-Lapolla

Expands Downstream Footprint in Spray Polyurethane Foams

Acquisition Overview

- **Description:** North American Spray Polyurethane Foam (SPF) manufacturer and distributor with leading positions selling into 35 countries globally
- **Manufacturing Locations:** Houston, Texas and Mississauga, Ontario
- Sales Revenue: ~\$230 million
- Purchase Price: \$350 million, subject to customary closing adjustments; ~10x 2019E adjusted EBITDA, or ~7x pro forma for synergies
- Completed: February 20, 2020

Strategic Rationale

- Expands Huntsman's SPF product offerings in open cell, closed cell and polyol technologies; aligned with Huntsman's portfolio of energy-saving insulation offerings
- Increases scale and accelerates international sales and expansion opportunities
- ✓ Grows customer base, including the Company's presence in the North American distribution channel
- Offers significant synergies, including pull-though of polyols and lower margin polymeric MDI into higher margin downstream business

Huntsman's Growing Spray Polyurethane Foam Business

ICYNENE CAPOLLA	Premier Global SPF Business:
+	 targeting sales revenue of \$500 million, with adj. EBITDA of
	\$100 million including synergies

Huntsman Portfolio Strongly Aligned with Sustainability Illustrative Examples								
	PU	AM	PP	TE				
Energy Conservation & Storage	 Insulation (spray foam, pipe insulation, food preservation) 	\checkmark						
	Power grid (transformer coatings)		\checkmark					
	Battery solvents and potting		\checkmark	\checkmark				
	Wind energy (resins and hardeners)		\checkmark	\checkmark				
	 Light weighting (transportation, industrial) 	\checkmark	\checkmark	\checkmark				
Emissions Reduction	 Low-VOC emission products (automotive, household goods) 			\checkmark				
	Cleaner fuels and natural gas treating			\checkmark				
Waste Reduction	Water-reducing and zero discharge dyes and inks				\checkmark			
	Upcycling PET (e.g., plastic bottles) to polyester polyols	\checkmark						

Huntsman transforms PET scrap into energy-saving formulations



Proactively Addressing Controllable Matters

Capitalized on learnings from past crises to build strong balance sheet and are proactively deploying initiatives to further bolster the business

1. Protecting a Strong Balance Sheet and Conserving a Robust Liquidity Position

- Reducing 2020 capital expenditures by ~30%
- Suspended share repurchases
- > Responsive working capital management, reducing inventories and managing collection risk

2. Controlling SG&A and Discretionary Spending

- Suspended 2020 salary increases
- Implemented a hiring freeze
- Targeting annualized reduction of costs of ~\$15mm through cost realignment

3. Integrating Recent Acquisitions and Achieving Synergies Faster

- > Integrating Icynene-Lapolla with Demilec and expect to achieve annualized synergies of ~\$15mm by end of 2021
- Will integrate CVC Thermosets anticipated to close mid year and expect to achieve ~\$15mm of annualized synergies within 2 years of closing

4. Strategically Developing Core Growth Portfolio Platforms

- > Continuing concentrated efforts for global scale up of recent North American acquisitions
- Focusing on product development and commercialization in growth markets, including expanding sustainability solutions
- > The construction of a new urethane splitter in North America, expected to be completed by mid 2022



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Business Overview



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Huntsman Business Overview

1Q20 LTM Adj. EBITDA Contribution⁽¹⁾

Advanced Materials (20%)

Advanced Materials provides specialty epoxy, acrylic and polyurethane-based polymer resin systems and adhesive products, which are replacing traditional materials in aircraft, automobiles and electrical power transmission. These products are also used in coatings, construction materials, circuit boards and sports equipment.

Performance Products (19%)

Performance Products manufactures a wide variety of chemical products that provide important properties in everyday items people want and need. The primary product categories of amines and maleic anhydride are used in coating & adhesives, fuels & lubricants, urethane catalysts, composites, oilfield technology, gas treating, and epoxy curing.

Textile Effects (8%)

Textile Effects is a major global solutions provider of textile dyes, textile chemicals and digital inks to the textile industry that enhance color and improve fabric performance such as wrinkle resistance, faster drying properties and the ability to repel water and water and stains in apparel, home and technical textiles.

Polyurethanes (53%)

Polyurethanes is a leading global producer of MDI based polyurethanes focused on formulating innovative, differentiated products for key downstream markets including energy-saving insulation, lightweighting and performance materials for automotive, comfort foam for bedding and furniture, protective coatings, adhesives, and elastomers for footwear.

Note: All figures reflect Huntsman Corporation continuing operations. (1) Adj. EBITDA percentage of total excludes Corporate, LIFO and other eliminations.



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\$230 \$220 \$218 \$156 \$146 19% \$141 \$124 \$122 15% 15% \$84 14% 13% 1Q18 2Q18 3Q18 4Q18 1Q19 2Q19 3Q19 4Q19 1Q20 Spike / Tight Market Conditions

Polyurethanes Adj. EBITDA

Advanced Materials Adj. EBITDA





Advanced Materials End Markets

Elastomers

12%

Composite

Wood Products

11%

Applications

3%



Polyurethanes End Markets

Huntsman Corporation

Performance Products Adj. EBITDA



Performance Products End Markets



Textile Effects Adj. EBITDA



Textile Effects End Markets





Huntsman Polyurethanes

Differentiation is a Continuum





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Polyurethanes Focus Remains on Differentiation

Differentiated Margins Remain Relatively Stable

Component & Polymeric Systems vs. Other Margins (Global)



2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

Component & Polymeric Systems Margins

Other Margins

Investments and Developments Since 2007

	2007	Current ⁽¹⁾						
Differentiated / Component Mix (percent of volumes)	~60% / ~40%	~70% / ~30%						
MDI Capacity (millions of pounds)	~2,100	~2,900						
~800 mmlbs increase in Differentiated volumes since 2007								
Acquired Differentiated Businesses (count)	3	11						
Acquired Differentiated EBITDA (USD in millions)	\$19	\$200						

Ongoing Growth Initiatives

- On February 20, 2020, completed acquisition of Icynene-Lapolla, a leading Spray Polyurethane Foam (SPF) manufacturer and distributor
 - Premier global SPF business by combining lcynene-Lapolla with Demilec SPF business
 - Targeting future sales revenue of ~\$500mm with EBITDA margins >20% and double-digit annual growth
 - Significant synergies including pull-through of polyols and lower margin polymeric MDI into higher margin downstream business
- Systems houses under construction in North China and Taiwan, and a TPU line in Jinshan, China
 - Opened a systems house in Dubai in 2019
- Construction of a new MDI splitter in Geismar, LA to increase the Americas differentiated split ratio by >50%
 - Cost estimate of \$175mm and IRR significantly above 20% hurdle rate
 - Completion expected mid 2022
- Committed to ongoing bolt-on acquisition strategy

(1) Current downstream EBITDA represents 1Q20 LTM pro forma for full year contribution of Icynene-Lapolla.



Huntsman Polyurethanes

New Crude MDI Splitter in Geismar, LA

Overview

- Announced plan to construct new state-of-the-art MDI splitter in Geismar, LA to increase total splitting capacity
- Will increase flexibility for splitting higher margin MDI in Americas, similar split ratio to existing Europe and China facilities
- IRR substantially higher than 20% hurdle rate
- Expected operations in 2022

Replicating Global Success

- Leverages learning from successful projects in Rotterdam & Caojing
- Modular build and design approach
- Site location minimizes interference with existing operations



Rotterdam

Investment to Accelerate Differentiation





Advanced Materials a Platform for Specialty Growth

Benefit by Leveraging Innovation and Acquisitions

2019 Adj. EBITDA

Effect Market	Light Weighting	Adhesion & Joining	Electrical Insulation	Protection	New Effects			
Transportation & Industrial	Adj. EBIT	DA \$136mm						
Electrical & Electronic								
Coatings & Construction	Adj. EBITDA \$19mm							
Adjacent Markets			Innovati	on and bolt-on	acquisitions			











Performance Products Amines and Maleic Anhydride

Sustainable Growth Underpinned by Macro Trends, Leading Market- and Low Cost Positions





Huntsman Textile Effects Positioning Technologies Aligned with Macro Trends										
	Indic Huntsman		Brand Partners	Volume Growth 2015 - 2019						
Water and Energy Conservation	AVITERA® SE	Award winning new generation specialty solutions for water and energy savings	POLO RALPH LAUREN	CAGR: 30% 2015 2016 2017 2018 2019						
Cleaner Chemistries	PHOBOTEX® & ZELAN®	Leading the transition to specialty non-fluorochemical solutions	adidas	CAGR: 35% CAGR: 35% 2015 2016 2017 2018 2019						
Zero Discharge	NOVACRON® XKS HD	Pioneer and leader in digital inks	ZARA H&M	CAGR: 26% 2015 2016 2017 2018 2019						

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Appendix

Summary Financials and Reconciliation

USD In millions	1Q18	2Q18	3Q18	4Q18	FY18	1Q19	2Q19	3Q19	4Q19	FY19	1Q20	1Q20 LTM
Segment Revenues:												
Polyurethanes	\$ 1,025	\$ 1,117	\$ 1,126	\$ 1,014	\$ 4,282	\$ 924	\$ 1,014	\$ 993	\$ 980	\$ 3,911	\$ 888	\$ 3,875
Performance Products	319	343	329	310	1,301	300	299	281	278	1,158	292	1,150
Advanced Materials	279	292	279	266	1,116	272	275	256	241	1,044	241	1,013
Textile Effects	200	227	204	193	824	189	215	179	180	763	180	754
Corporate and eliminations	15	(2)	30	38	81	(16)	(19)	(22)	(22)	(79)	(8)	(71)
Total	\$ 1,838	\$ 1,977	\$ 1,968	\$ 1,821	\$ 7,604	\$ 1,669	\$ 1,784	\$ 1,687	\$ 1,657	\$ 6,797	\$ 1,593	\$ 6,721
Segment Adjusted EBITDA:												
Polyurethanes	\$ 230	\$ 220	\$ 218	\$ 141	\$ 809	\$ 124	\$ 156	\$ 146	\$ 122	\$ 548	\$ 84	\$ 508
Performance Products	45	59	54	. 39	197	45	42	38	43	168	58	181
Advanced Materials	59	62	56	48	225	53	55	51	42	201	48	196
Textile Effects	26	29	25	21	101	22	28	16	18	84	20	82
Corporate, LIFO and other	(44)	(40)	(45)	(42)	(171)	(40)	(36)	(36)	(43)	(155)	(45)	(160)
Total	\$ 316	\$ 330	\$ 308	\$ 207	\$ 1,161	\$ 204	\$ 245	\$ 215	\$ 182	\$ 846	\$ 165	\$ 807
Segment Adjusted EBITDA Margin:	000/	000/	100/	4 40/	100/	100/	450/	4 = 0/	100/	4.40/	00/	400/
Polyurethanes	22%	20%	19%	14%	19%	13%	15%	15%	12%	14%	9%	13%
Performance Products	14%	17%	16%	13%	15%	15%	14%	14%	15%	15%	20%	16%
Advanced Materials	21%	21%	20%	18%	20%	19%	20%	20%	17%	19%	20%	19%
Textile Effects	13%	13%	12%	11%	12%	12%	13%	9%	10%	11%	11%	11%
Total	17%	17%	16%	11%	15%	12%	14%	13%	11%	12%	10%	12%
Net income (loss)	\$ 350	\$ 623	\$ (8)	\$ (315)	\$ 650	\$ 131	\$ 118	\$41	\$ 308	\$ 598	\$708	\$ 1,175
Net income attributable to noncontrolling interests	9 330 (76)	(209)	φ (0) (3)	(25)	(313)	(12)	¢ 110 (8)	(11)	\$ 505 (5)	4 330 (36)	(3)	(27)
-												
Net income (loss) attributable to Huntsman Corporation	274	414	(11)	(340)	337	119	110	30	303	562	705	1,148
Interest expense, net from continuing operations	27	29	30	29	115	30	29	27	25	111	18	99
Interest expense, net from discontinued operations	9	11	10	6	36	-	-	-	-	-		-
Income tax expense (benefit) from continuing operations	37	(12)	16	4	45	45	38	30	(151)	(38)	7	(76)
Income tax expense (benefit) from discontinued operations	36	100	(41)	(9)	86	5	14	25	(9)	35	238	268
Depreciation and amortization from continuing operations	62	63	62	68	255	67	69	65	69	270	67	270
Depreciation and amortization from discontinued operations	20	20	23	25	88	23	23	13	2	61	-	38
Business acquisition and integration expenses and purchase accounting inventory adjustments	1	7	2	(1)	9	1	-	3	1	5	13	17
EBITDA from discontinued operations, net of tax	(226)	(512)	213	354	(171)	(51)	(72)	(106)	(36)	(265)	(1,015)	(1,229)
Noncontrolling interest of discontinued operations	55	188	(21)	10	232	-	-	-	-	-	-	-
Loss (gain) on sale of businesses/assets	-	-	-	-	-	-	-	-	21	21	(2)	19
Expenses associated with merger, net of tax	-	1	1	-	2	-	-	-	-	-	-	-
Fair value adjustments to Venator Investment	-	-	-	62	62	(76)	18	148	(72)	18	110	204
Loss on early extinguishment of debt	-	3	- ,	-	3	23	-	-	-	23	•	-
Certain legal settlements and related expenses (income)	2	1	1	(3)	1	-	-	1	5	6	2	8
Certain information technology implementation costs	-	-	-	-	-	-	-	1	3	4	1	5
Amortization of pension and postretirement actuarial losses	16	16	18	17	67	17	16	16	17	66	18	67
Restructuring, impairment and plant closing and transition costs (credits)	3	1	5	(15)	(6)	1	-	(43)	1	(41)	3	(39)
Plant incident remediation costs	-				-			5	3	8		8
Adjusted EBITDA	\$ 316	\$ 330	\$ 308	\$ 207	\$ 1,161	\$ 204	\$ 245	\$ 215	\$ 182	\$ 846	\$ 165	\$ 807

