

Enriching lives through innovation

Investor Presentation

Fourth Quarter 2020

General Disclosure

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, ongoing impact of COVID-19 on our operations and financial results, 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.

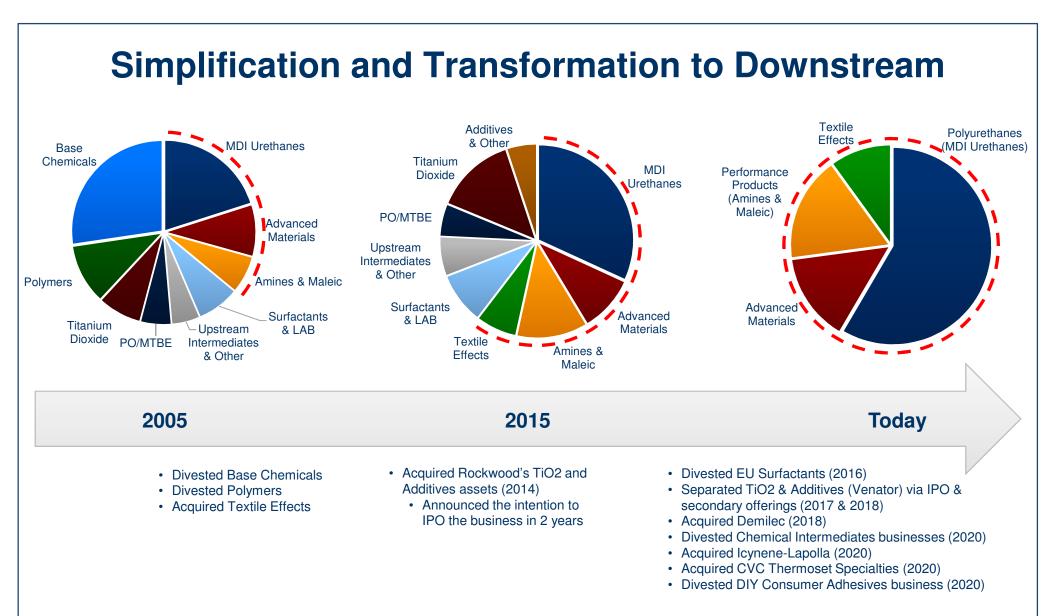
All forward-looking statements attributable to us or persons acting on our behalf apply only as of the date made. We undertake no obligation to update or revise forward-looking statements which may be made to reflect events or circumstances that arise after the date made or to reflect the occurrence of unanticipated events.

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 through the "Non-GAAP Reconciliation" link available in the "Financials" section on the Company's website at www.huntsman.com/investors.

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.

	н	untsman's	Portfolio	Foday	
	Polyurethanes	Performance Products	Advanced Materials	Textile Effects	Total
					HUNTSMAN
3Q20 LTM Sales Revenue (% of total) ⁽¹⁾	\$3.5 billion (59%)	\$1.0 billion (17%)	\$0.9 billion (14%)	\$0.6 billion (10%)	\$6.0 billion
3Q20 LTM Adj. EBITDA (% of total) ⁽¹⁾	\$393 million (53%)	\$166 million (22%)	\$145 million (19%)	\$42 million (6%)	\$589 million
3Q20 LTM Adj. EBITDA Margin %	11%	16%	17%	7%	10%
Key End Markets	 Insulation Adhesives, coatings, elastomers & footwear Automotive Construction materials Other industrial markets 	 Fuel & lubricant additives Gas treating Polyurethane additives Coatings & adhesives Construction materials 	 Transportation adhesives Industrial adhesives Coatings & construction Electrical insulation 	 Apparel Furnishings Transportation Protective fabrics 	 Construction & industrial applications Transportation Adhesives Coatings Elastomers
3Q20 LTM Sales Revenue by Region	27% 40% 26%	25% 45% 24%	9% 26% 38%	15% 8% 17% 60%	30% 27%
		U.S. & Canada Europ	pe 🧧 Asia Pacific 🔳 Rest c	of World	

(1) Percent of total excludes Corporate, LIFO and other eliminations.



Since 2005, we've bolted on a dozen downstream businesses and completed several projects to position Huntsman Corporation for long term success.

Since 2015, we've improved the consistency of our cash generation and transformed our balance sheet with non-core asset sales.

Note: Reflects proportion of sales revenue by segment or product group. Upstream Intermediates & Other includes intercompany sales

Strong Flexible Balance Sheet and Liquidity Position



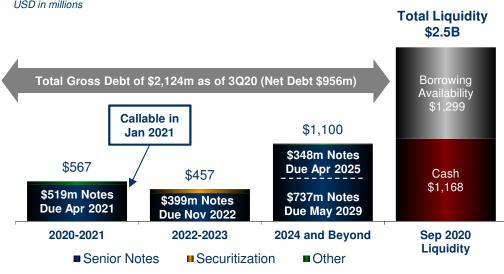
Investment Grade - Low Leverage

Liquidity Considerations

- 2020 estimated capex spend of \$250 million \$255 million
- Estimated cash taxes payable in 4Q20 of ~\$187 million relating to the gain on sale of the Chemical Intermediates Businesses
 - Cash taxes may be reduced by ~ \$150 million depending on the timing of the Venator share sale completion
- April 2021 maturity of Euro bond USD equivalent to \$519 million, callable in January 2021
- 4 year cluster Rotterdam turnaround planned for March / April 2021; estimated 2021 cash impact of ~\$40 million
- Estimated 2021 Geismar Splitter spend of ~\$80 million

2020 Strategic Achievements

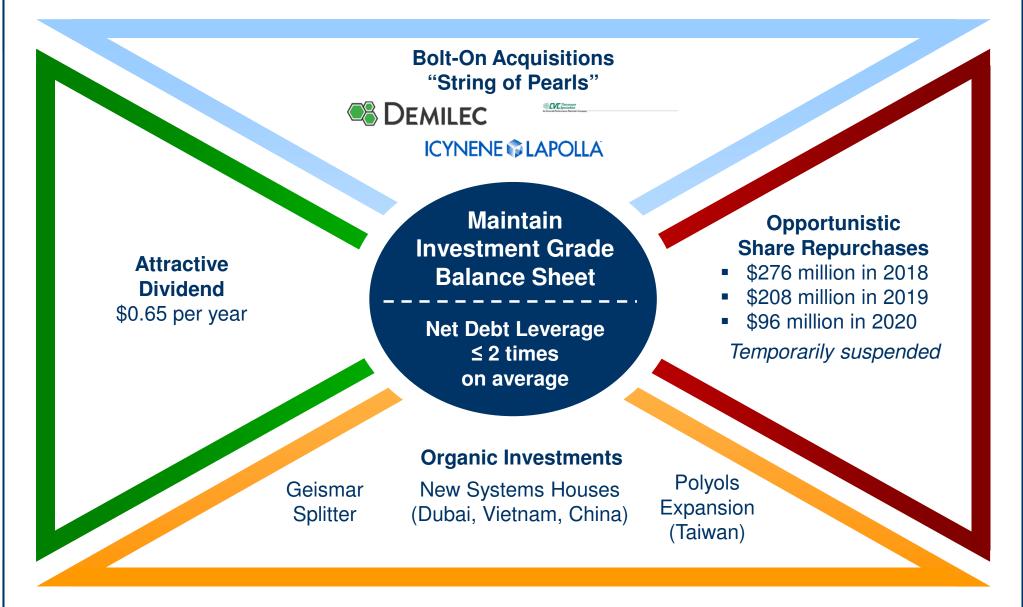
- Divested Chemical Intermediates businesses for ~\$2 billion
- ✓ Acquired Icynene-Lapolla for ~\$350 million and combined with Demilec to create Huntsman Building Solutions
- ✓ Acquired CVC Thermoset Specialties for ~\$300 million
- ✓ Sale of Venator shares expected to close near year-end for ~\$100 million; includes a future option to buy remaining ~9.5 million shares at \$2.15 per share
- ✓ Divested India-based DIY Consumer Adhesives business for ~\$257 million; up to ~\$28 million additional in earn-out within 18 months





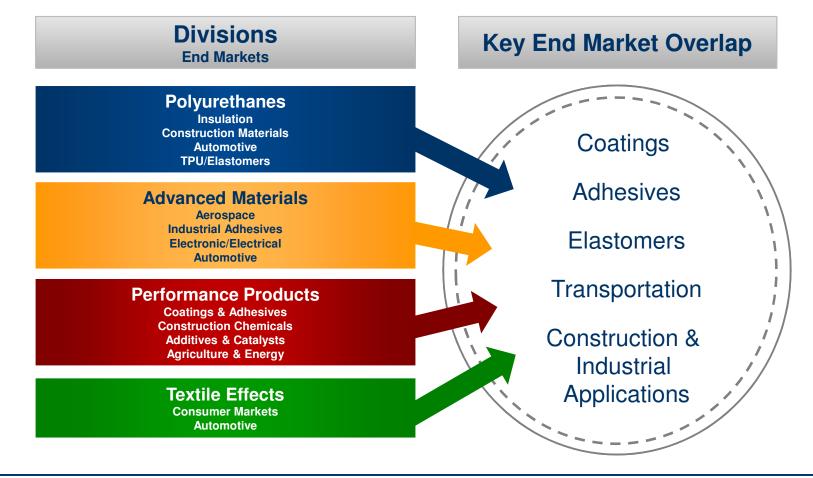
Huntsman Corporation

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
- Acquired May 18, 2020, for ~\$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

PP – Maleic Anhydride Joint Venture

- PU Icynene-Lapolla (SPF)
- Leading North American manufacturer of spray polyurethane foam (SPF)

ICYNENE 🗊 LAPOLLA

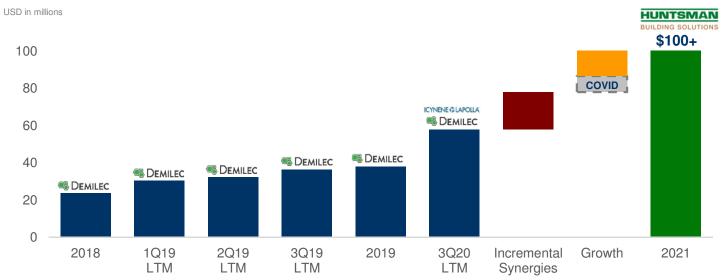
- Acquired February 20, 2020, for ~\$350 million (~10x adj. LTM EBITDA)
- Pro forma for synergies, purchase price is ~7x adj. EBITDA
- Acquisition rationale: expands SPF product offerings in open cell, closed cell and polyol technologies; aligned with Huntsman's portfolio of energy-saving insulation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

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



A Leader in the Spray Polyurethanes Foam Insulation Industry

Huntsman Building Solutions is Targeting \$100 million in EBITDA in 2021



Growing SPF Industry

- SPF market represents only ~15% of total North American insulation market
- SPF market has been growing at a CAGR of ~7% over the last 7 years

(1) Demilec and Icynene-Lapolla EBITDA includes earnings in the businesses prior to Huntsman ownership.

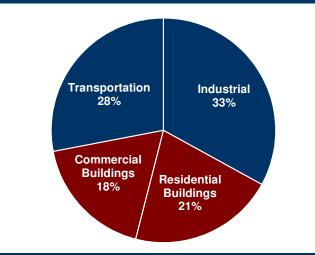
Integrated Supply of the World's Most Cost-Efficient Energy-Saving Insulation



Huntsman Building Solutions

World's Most Cost-Efficient Energy-Saving Insulation

U.S. Energy Consumption

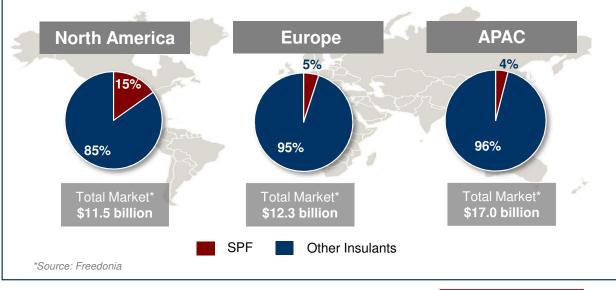


Spray Polyurethane Foam Energy Savings

- Buildings account for ~40% of US energy consumption
- ~40% of the energy used in buildings goes into heating and cooling
- SPF insulation can reduce heating and cooling energy load by ~30%-50%
- Average home owner experiences a ~50% reduction in their energy bill, which equates to less than a four year payback period

Significant long term opportunity for growth by leveraging our global footprint

HUNTSMAN





- Leading SPF Manufacturer globally
- #1 SPF Manufacturer in North America
- #5 Largest Insulation Manufacturer globally

Source: EIA

Huntsman Portfolio Strongly Aligned with Sustainability

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

Huntsman transforms PET scrap into energy-saving formulations

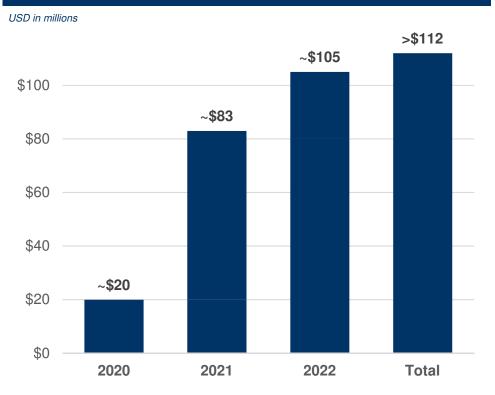


Cost Realignment & Synergy Plans

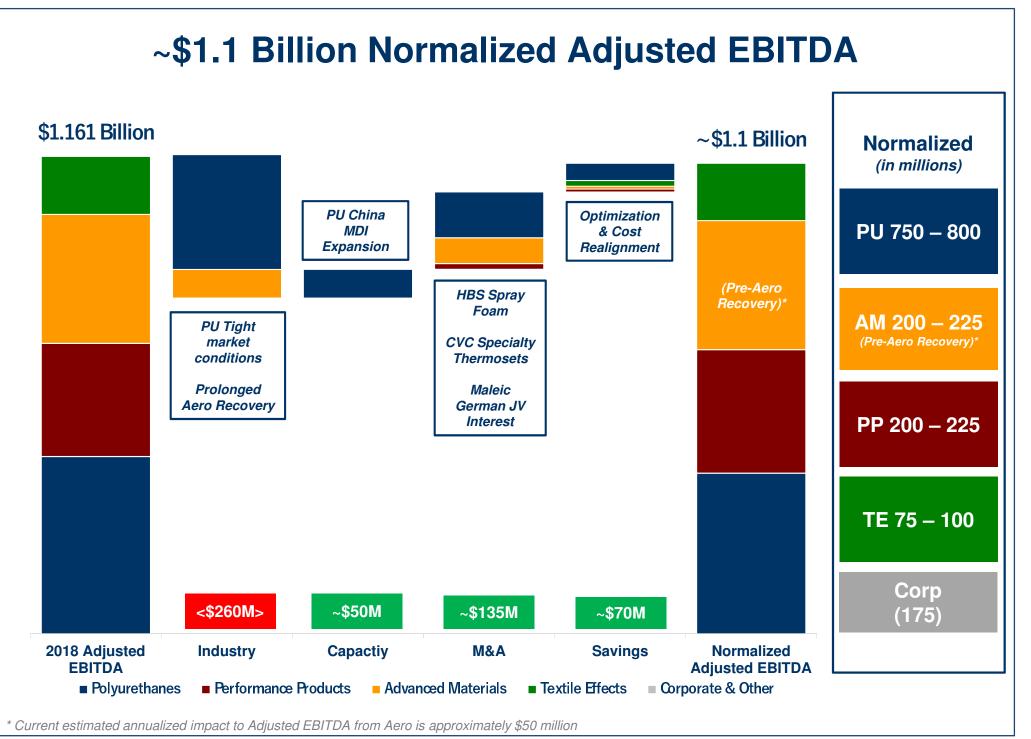
Delivery of >\$100 million Run Rate Benefits Targeted by Year-End 2021

Targeted Benefi	ts & Completio	n Timing
USD in millions		
	Targeted Adj. EBITDA Benefit	Targeted Completion Timing
Acquisition Synergies		
HBS Synergies	~\$20mm	Early 2021
CVC Synergies	~\$15mm	Year-end 2021
Cost Realignment & Busines	ss Optimization	
Polyurethanes	~\$40mm	Mid 2022
Advanced Materials	~\$10mm	Mid 2022
Performance Products	~\$7mm	Year-end 2020
Textile Effects	~\$10mm	Year-end 2021
Corporate	>\$10mm	Mid 2022
	>\$112mm	

Targeted In-Year Benefit Delivery



- Targeting >\$100mm run rate by year end 2021
- Estimated cash restructuring and integration costs of approximately \$100mm





Enriching lives through innovation

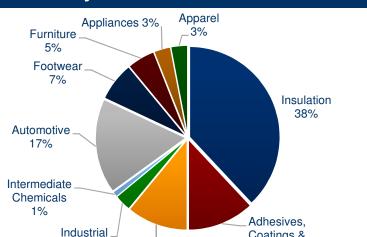
Business Overview

Huntsman Corporation

\$218 \$156 \$156 \$146 9% \$141 \$124 7% \$122 15% 15% 13% \$84 12% 9% **53**/ 2Q20 3Q18 4Q18 1Q19 2Q19 3Q19 4Q19 1Q20 3Q20 Spike / Tight Market Conditions

Polyurethanes Adj. EBITDA

Performance Products Adj. EBITDA



Performance Products End Markets

Composite

Wood Products

11%

Applications

3%

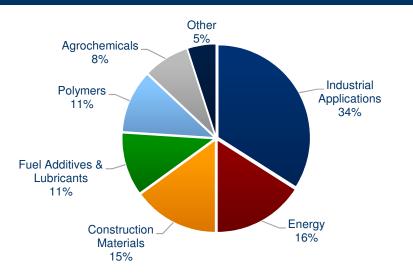
Coatings &

Elastomers

12%



Note: All figures reflect Huntsman Corporation continuing operations. End Markets information as of 2019 year end.



Polyurethanes End Markets

Huntsman Corporation

\$56 \$55 \$53 \$51 \$48 \$48 \$42 20% 20% 20% 19% 20% 18% \$30 17% \$25 13% 3Q18 4Q18 1Q19 2Q19 3Q19 4Q19 1Q20 2Q20 3Q20

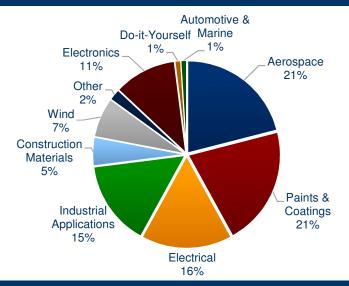
Advanced Materials Adj. EBITDA

Textile Effects Adj. EBITDA

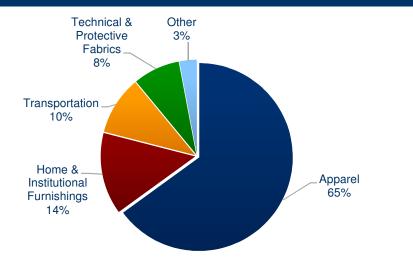


Note: All figures reflect Huntsman Corporation continuing operations. End Markets information as of 2019 year end. (1) Proforma adjusted for the sale of the India-based DIY consumer adhesives business.

Advanced Materials End Markets⁽¹⁾



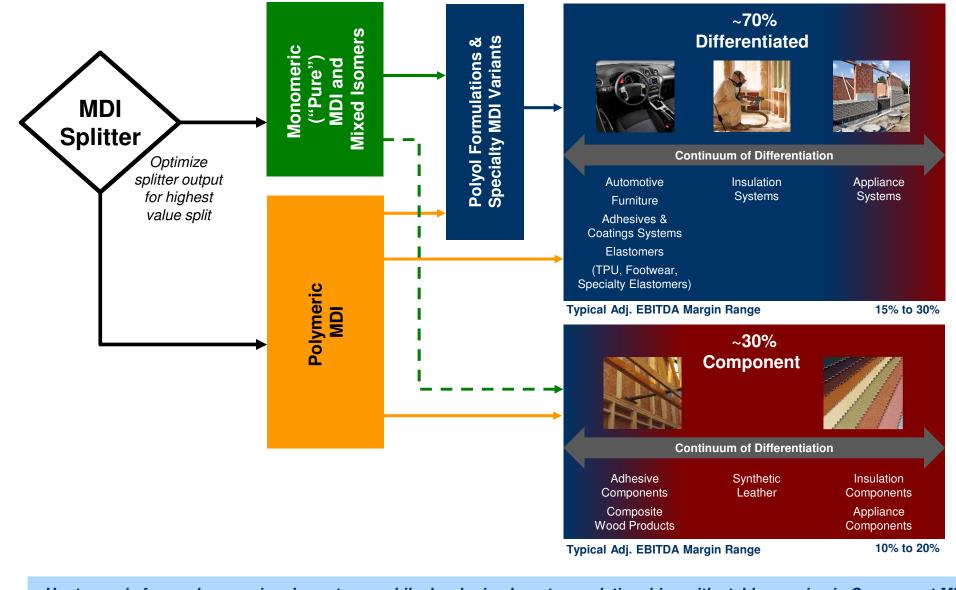
Textile Effects End Markets



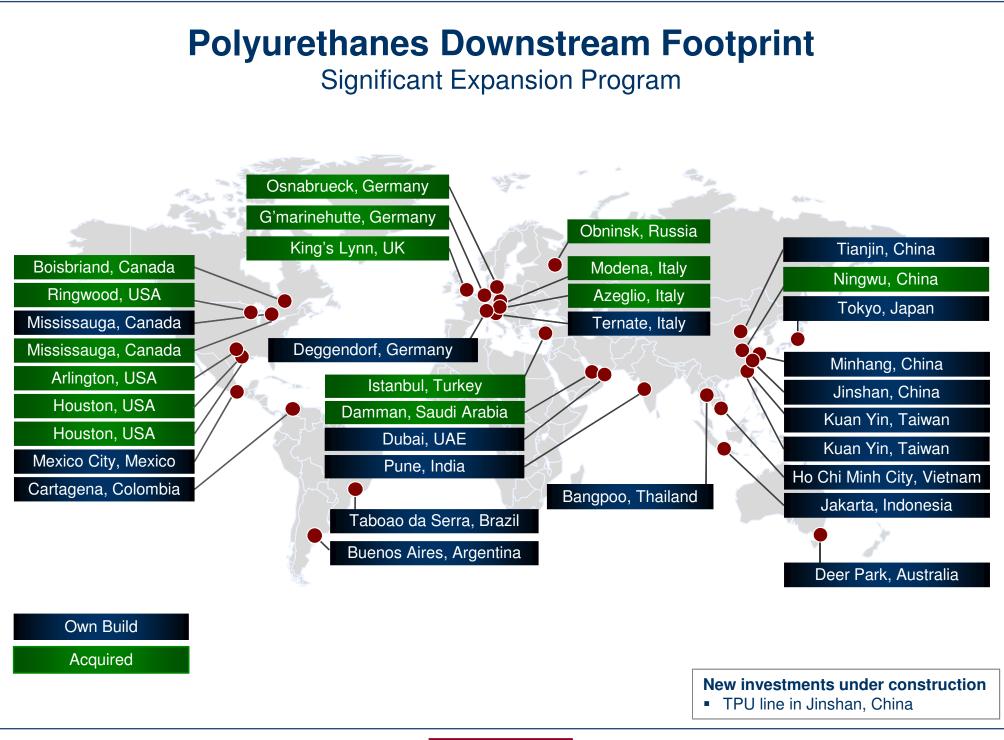


Huntsman Polyurethanes

Differentiation is a Continuum



Huntsman is focused on moving downstream while developing long-term relationships with stable margins in Component MDI.



<u>HUNTSMAN</u>

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

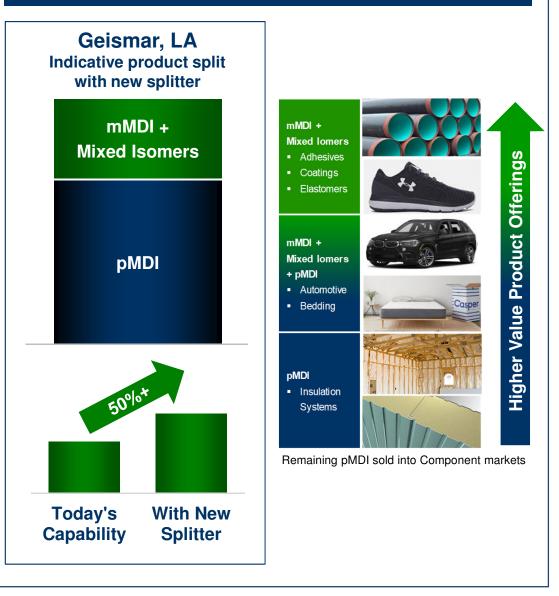
Replicating Global Success

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

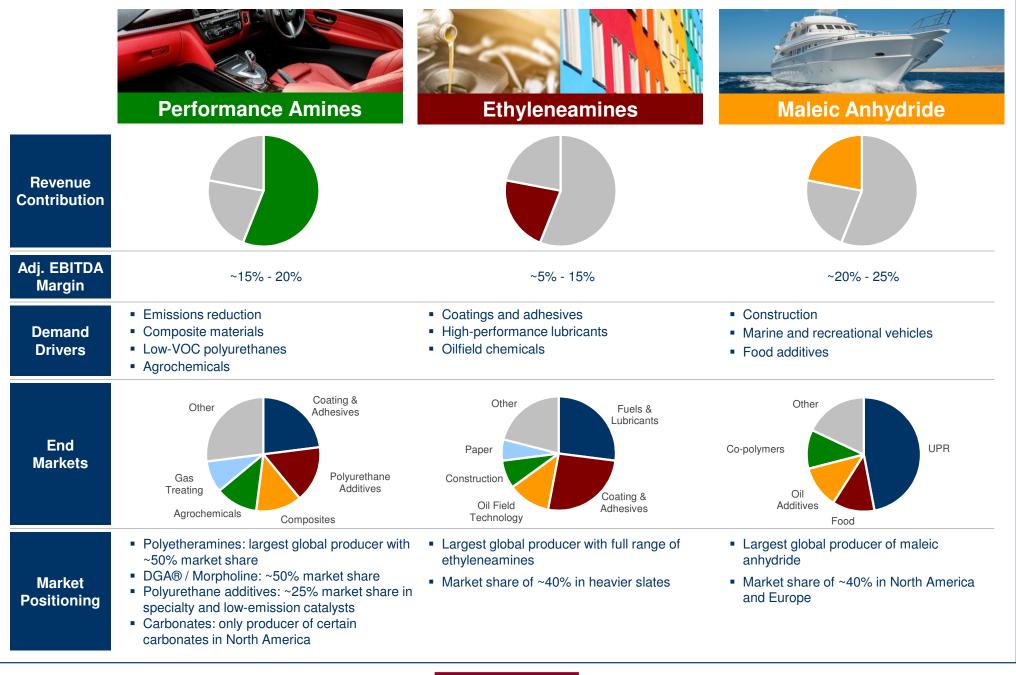


Rotterdam

Investment to Accelerate Differentiation



Performance Products Overview



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		Adj. EBITD									
Coatings & Construction	Adj. EBITDA \$19mm										
Adjacent Markets	Innovation and bolt-on acquisitions										





Acquisition of CVC Thermoset Specialties

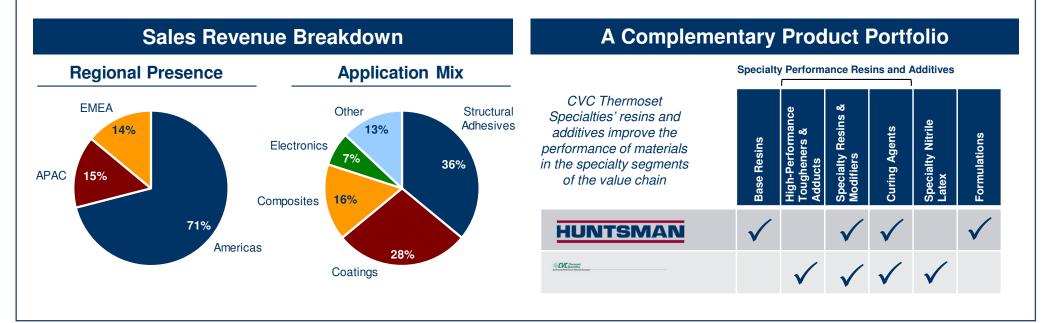
Expanding Advanced Materials' Specialty Chemicals Portfolio

Acquisition Overview

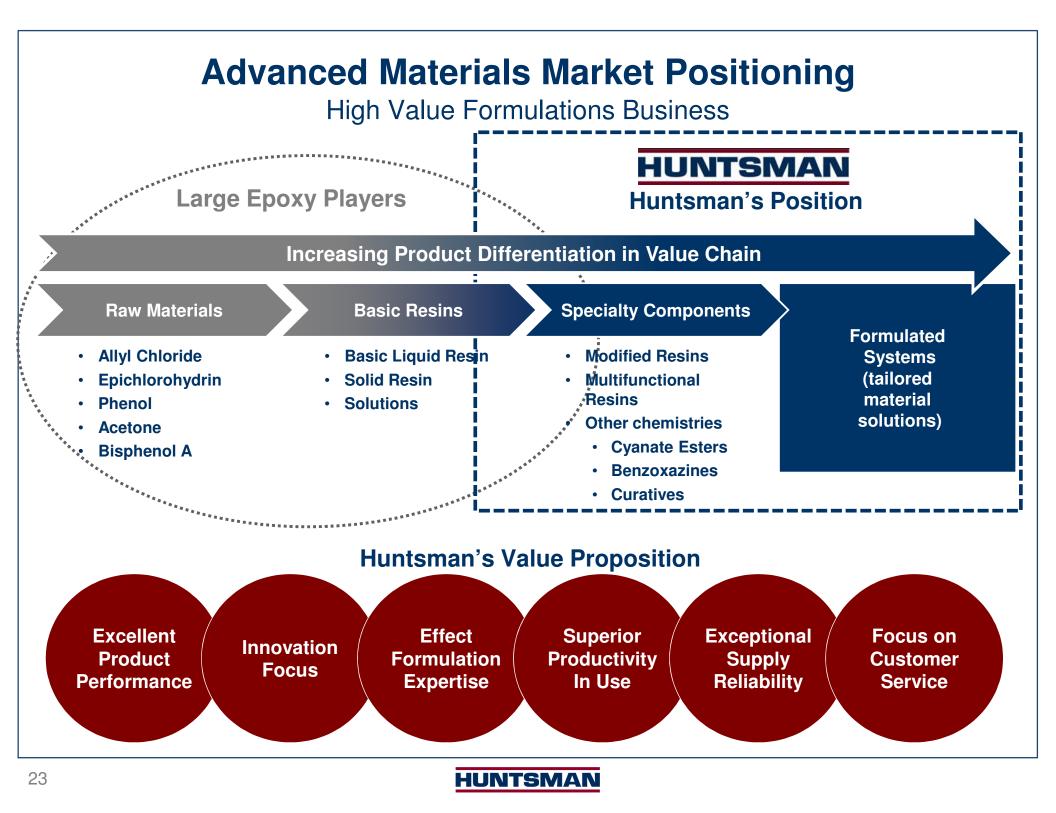
- Description: North American specialty chemical manufacturer serving the industrial adhesives, coatings and composites markets
- Manufacturing Locations: Akron, Ohio, and Maple Shade, New Jersey
- Sales Revenue: ~\$115 million
- Purchase Price: ~\$300 million, subject to customary closing adjustments; ~10x 2019 adjusted EBITDA, or ~7x – 8x pro forma for synergies (the lower multiple end being dependent upon normal growth market conditions)
- Completed: May 18, 2020

Strategic Rationale

- Expands technology breadth of Huntsman Advanced Materials' portfolio through complementary product portfolio
- Offers unique and highly specialized toughening, curing and other additives used in a wide range of applications in Huntsman's current markets
- Greatly strengthens Advanced Materials' position in North America and offers raw materials and other cost synergies
- Will utilize Huntsman's existing asset footprint and routes to market in Europe and Asia to accelerate growth and globalize CVC Thermoset Specialties' product range







	Huntsman Technolog	Textile Effe gies Aligned with		
	Indic Huntsman	ative Products	Brand Partners	Volume Growth 2015 - 2019
Water and Energy Conservation	AVITERA® SE	Award winning new generation specialty solutions for water and energy savings	POLORMPH LAUREN	CAGR: 30% 2015 2016 2017 2018 2019
Cleaner Chemistries	PHOBOTEX® & ZELAN®	Leading the transition to specialty non-fluorochemical solutions	adidas	CAGR: 35% 2015 2016 2017 2018 2019
Zero Discharge	NOVACRON® XKS HD	Pioneer and leader in digital inks	ZARA HeM	CAGR: 26% 2015 2016 2017 2018 2019

HUNTSMAN

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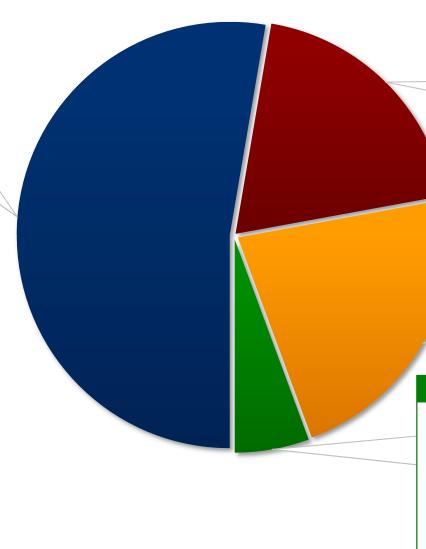
Appendix

Huntsman Business Overview

3Q20 LTM Adj. EBITDA Contribution⁽¹⁾

Polyurethanes (59%)

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.



Advanced Materials (14%)

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 (17%)

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 (10%)

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.

Summary Financials and Reconciliation

USD In millions		8	4Q18		FY18	1Q19		2Q19		3Q19		4Q19		FY19		1	1Q20		2Q20	_ :	3Q20	3Q20 LTM
Segment Revenues:																						
Polyurethanes	\$ 1,1	126	\$ 1,01	4	\$ 4,282	\$	924	\$ 1,0	014	\$	993	\$	980	\$	3,911	\$	888	\$	730	\$	936	\$ 3,534
Performance Products	з	329	31	C	1,301		300	2	299		281		278		1,158		292		228		238	1,036
Advanced Materials	2	279	26	6	1,116		272	2	275		256		241		1,044		241		192		199	873
Textile Effects	2	204	19	3	824		189	2	215		179		180		763		180		102		142	604
Corporate and eliminations		30	3	3	81		(16)		(19)		(22)		(22)		(79)		(8)		(5)		(5)	(40)
Total	\$ 1,9	968	\$ 1,82	1	\$ 7,604	\$	1,669	\$ 1,7	784	\$	1,687	\$	1,657	\$	6,797	\$	1,593	\$	1,247	\$	1,510	\$ 6,007
Segment Adjusted EBITDA:																						
Polyurethanes	\$ 2	218	\$ 14	1	\$ 809	\$	124	\$ 1	156	\$	146	\$	122	\$	548	\$	84	\$	31	\$	156	\$ 393
Performance Products		54	3	Э	197		45		42		38		43		168		58		29		36	166
Advanced Materials		56	4	3	225		53		55		51		42		201		48		30		25	145
Textile Effects		25	2	1	101		22		28		16		18		84		20		(4)		8	42
Corporate, LIFO and other		(45)	(4	2)	(171)		(40)		(36)		(36)		(43)		(155)		(45)		(32)		(37)	(157)
Total	\$3	308	\$ 20	7	\$ 1,161	\$	204	\$ 2	245	\$	215	\$	182	\$	846	\$	165	\$	54	\$	188	\$ 589
Net income (loss)	\$	(8)	\$ (31	5)	\$ 650	\$	131	\$ 1	118	\$	41	\$	308	\$	598	\$	708	\$	(59)	\$	57	\$ 1,014
Net income attributable to noncontrolling interests	•	(3)	(2		(313)	•	(12)	•	(8)	·	(11)	•	(5)	·	(36)	·	(3)	·	(3)	•	(9)	(20)
Net income (loss) attributable to Huntsman Corporation		(11)	(34))	337		119	1	110		30		303		562		705		(62)		48	994
Interest expense from continuing operations		30	2	Э	115		30		29		27		25		111		18		21		24	88
Interest expense from discontinued operations ⁽³⁾		10		6	36		-		-		-		-		-		-		-		-	-
Income tax expense (benefit) from continuing operations		16		4	45		45		38		30		(151)		(38)		7		(13)		15	(142)
Income tax expense (benefit) from discontinued operations ⁽³⁾		(41)	(!))	86		5		14		25		(9)		35		238		1		-	230
Depreciation and amortization from continuing operations		62	6	3	255		67		69		65		69		270		67		69		70	275
Depreciation and amortization from discontinued operations ⁽³⁾		23	2	5	88		23		23		13		2		61		-		-		-	2
Business acquisition and integration expenses and purchase accounting inventory adjustments		2	(1)	9		1		-		3		1		5		13		8		9	31
EBITDA from discontinued operations, net of tax ⁽³⁾	2	213	35	4	(171)		(51)		(72)		(106)		(36)		(265)		(1,015)		(6)		-	(1,057)
Noncontrolling interest of discontinued operations ⁽¹⁾⁽³⁾		(21)	1	C	232		-		-		-		-		-		-		-		-	-
Loss on sale of businesses/assets		-	-		-		-		-		-		21		21		(2)		1		-	20
Income from transition services arrangements		-	-		-		-		-		-		-		-		-		(5)		(1)	(6)
Expenses associated with merger, net of tax		1	-		2		-		-		-		-		-		-		-		-	-
Fair value adjustments to Venator Investment®		-	6	2	62		(76)		18		148		(72)		18		110		(4)		(6)	28
Loss on early extinguishment of debt		-	-		3		23		-		-		-		23		-		-		-	-
Certain legal and other settlements and related expenses (income)		1	(;	3)	1		-		-		1		5		6		2		4		(4)	7
Certain information technology implementation costs		-	-		-		-		-		1		3		4		1		1		1	6
Amortization of pension and postretirement actuarial losses		18	1	7	67		17		16		16		17		66		18		19		20	74
Restructuring, impairment and plant closing and transition costs (credits)		5	(1	5)	(6)		1		-		(43)		1		(41)		3		19		12	35
Plant incident remediation costs		-	-		-		-		-		5		3		8		-		1		-	4
Adjusted EBITDA	\$ 3	308	\$ 20	7 -	\$ 1,161	\$	204	\$ 2	245	\$	215	\$	182	\$	846	\$	165	\$	54	\$	188	\$ 589