Investor Presentation
Third Quarter 2021
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 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, 2020, 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.
Huntsman’s Portfolio Today

<table>
<thead>
<tr>
<th>Polyurethanes</th>
<th>Performance Products</th>
<th>Advanced Materials</th>
<th>Textile Effects</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Polyurethanes" /></td>
<td><img src="image" alt="Performance Products" /></td>
<td><img src="image" alt="Advanced Materials" /></td>
<td><img src="image" alt="Textile Effects" /></td>
<td><img src="image" alt="Total" /></td>
</tr>
<tr>
<td><strong>2Q21 LTM Sales Revenue (% of total)</strong> (1)</td>
<td><strong>2Q21 LTM Adj. EBITDA (% of total)</strong> (1)</td>
<td><strong>2Q21 LTM Adj. EBITDA Margin %</strong></td>
<td></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>$4.2 billion (59%)</td>
<td></td>
<td></td>
<td></td>
<td>$7.0 billion</td>
</tr>
<tr>
<td>$1.2 billion (17%)</td>
<td></td>
<td></td>
<td></td>
<td>$1.1 billion</td>
</tr>
<tr>
<td>$772 million (63%)</td>
<td>$228 million (19%)</td>
<td>$154 million (12%)</td>
<td>$79 million (6%)</td>
<td>$1.0 billion</td>
</tr>
<tr>
<td>18%</td>
<td>19%</td>
<td>16%</td>
<td>11%</td>
<td>15%</td>
</tr>
</tbody>
</table>

**Key End Markets**

- **Polyurethanes**
  - Insulation
  - Adhesives, coatings, elastomers & footwear
  - Automotive
  - Construction materials
  - Other industrial markets

- **Performance Products**
  - Fuel & lubricant additives
  - Gas treating
  - Polyurethane additives
  - Coatings & adhesives
  - Construction materials

- **Advanced Materials**
  - Transportation adhesives
  - Industrial adhesives
  - Coatings & construction
  - Electrical insulation

- **Textile Effects**
  - Apparel
  - Furnishings
  - Transportation
  - Protective fabrics

**2Q21 LTM Sales Revenue by Region**

- **U.S. & Canada**
  - 30%
- **Europe**
  - 27%
- **Asia Pacific**
  - 27%
- **Rest of World**
  - 36%

- **U.S. & Canada**
  - 30%
- **Europe**
  - 27%
- **Asia Pacific**
  - 27%
- **Rest of World**
  - 36%

**Note:** All figures reflect Huntsman Corporation continuing operations.
(1) Percent of total excludes Corporate, LIFO and other eliminations.
Simplification and Portfolio Transformation

2005
- Divested Base Chemicals
- Divested Polymers
- Acquired Textile Effects

2015
- Acquired Rockwood’s TiO2 and Additives assets (2014)
  - Announced the intention to IPO the business in 2 years

Today
- Divested EU Surfactants (2016)
- Acquired Demilec (2018)
- Divested Chemical Intermediates businesses (2020)
- Acquired Icynene-Lapolla (2020)
- Acquired CVC Thermoset Specialties (2020)
- Divested DIY Consumer Adhesives business (2020)
- Acquired Gabriel Performance Products (2021)

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

Sustainable Solutions are the Core of Huntsman’s Portfolio

- **Reduce Energy Consumption**
  Superior insulation for buildings, homes, and the cold chain

- **Improve Fuel Efficiency**
  Specialty adhesives, foams and additives which bring light weighting properties and increase battery lifespan

- **Improve Alternative Energy Production**
  Amines and specialty resins enabling alternative energy

- **Water Conservation**
  Textile dyes which require dramatically less water

Solutions Strategically Aligned with Global Infrastructure Plans

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Need</th>
<th>Huntsman Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Modernize &amp; build residential and non residential structures with energy conservation as a priority</td>
<td>&gt; Insulation, OSB, Maleic Anhydride</td>
</tr>
<tr>
<td></td>
<td>Enhance green energy infrastructure, modernize existing electric grid and increase clean fuel production</td>
<td>&gt; Amines, Specialty Resins, Additives</td>
</tr>
<tr>
<td></td>
<td>Modernize existing transit infrastructure and enhance &amp; improve electric vehicles</td>
<td>&gt; Ultra pure ethylene carbonate, MDI foams, Specialty Resins</td>
</tr>
</tbody>
</table>

- **Our unique portfolio provides opportunities for sustainable solutions and enhancements**

Emissions Profile

- Huntsman emissions and intensity significantly lower than peers
- In 2020, Rotterdam facility powered 100% by renewable energy

Source: Internally collected data from external sources
# Huntsman Portfolio Strongly Aligned with Sustainability

## Energy Conservation & Storage
- Insulation (spray foam, pipe insulation, food preservation)
- Power grid (transformer coatings)
- Battery solvents and potting
- Wind energy (resins and hardeners)
- Light weighting (transportation, industrial)
- Low energy consumption in production and processing of textiles

## Emissions Reduction
- Low-VOC emission products (automotive, household goods, textiles)
- Cleaner fuels and natural gas treating

## Waste Reduction
- Water-reducing and zero discharge dyes and inks
- Upcycling PET (e.g., plastic bottles) to polyester polyols

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*Huntsman transforms PET scrap into energy-saving formulations*

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**WE'VE RECYCLED** the equivalent of 5 billion bottles since 2015 to produce approx. 290 MILLION lbs OF TEROL® polyols containing up to 60% RECYCLED CONTENT to insulate More than 67,000 HOMES
ULTRAPURE™ Ethylene Carbonate

Growth in Electric Vehicles Creates Increasing Demand

Technology Overview

Rapid development of emerging market trends for electrification in transportation and grid level energy storage is driving demand for rechargeable batteries with high energy capacities, stability and a long lifespan.

Huntsman’s Solution:
Huntsman’s ULTRAPURE™ Ethylene Carbonate enhances the electrolyte solution by forming a protective layer which increases operating voltage, improves safety and adds stability. With its very low impurities, it also improves the lifespan of batteries.

Lithium-Ion Battery

- ~42% Cathode
- ~11% Anode
- ~9% Electrolytes
- ~8% Separator
- ~30% Other

% of battery cost

ULTRAPURE™ Ethylene Carbonate

~75% Solvents
~15% Lithium Salt
~10% Other Additives

% of electrolytes by volume

Note (1): High purity ethylene carbonates are ~1/3 of total solvents by weight

Market Overview

- Global high purity ethylene carbonate demand used in batteries is expected to roughly triple by 2026
- Total battery demand in MWhs for electric vehicles growing at ~26% CAGR
- Multiple new electrolyte plants are planned to support new battery facilities in North America and Europe
- Battery production capacity is expected to grow substantially in both America and Europe over the next several years

Huntsman’s Advantage

- Huntsman is the only US producer of Ethylene Carbonate
- Nearly 20 years of experience producing ULTRAPURE™ Ethylene Carbonate resulting in superior purity and quality to meet electric vehicle battery needs
- Innovating around core strengths in carbonates and amines technology to expand product offerings in lithium batteries
**Strong Flexible Balance Sheet and Liquidity Position**

### Investment Grade – Low Leverage

- **Total liquidity of ~$1.9 billion and net leverage of ~1.0x**
- **Completed $400mm offering of 2.95% senior notes due 2031. Net proceeds and cash on hand used to redeem in full $400mm of 5.125% senior notes due 2022**
- **Received $28mm earnout related to India-based do-it-yourself consumer adhesives business divestiture. Total gross proceeds of ~$285mm, ~15x multiple on 2019 adjusted EBITDA of the divested business**
- **2021 estimated capital expenditures of ~$355mm - $360mm**
  - Includes ~$100mm for Geismar Splitter targeted to startup end of 1Q22 and ~$30mm of incremental strategic projects\(^{(1)}\)
- **2021 estimated cash payments of ~$70mm related to cost realignment and synergy plans, of which ~$15mm is capex related**
- **Completed scheduled 4-year cluster Rotterdam turnaround; estimated 2021 cash impact of ~$40mm**
- **20% 2Q21 adjusted effective tax rate; estimated 2021 adjusted effective tax rate remains 22% to 24%**

### Liquidity, Debt & Cash Considerations

- Note (1): Funding for incremental capital projects supported by one time ~$70mm proceeds from sale and lease back of Basel, Switzerland property

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**Debt Maturity Horizon**

- Total Gross Debt of $1,565mm as of 2Q21 (Net Debt $1,055mm)

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<table>
<thead>
<tr>
<th>Year</th>
<th>Net Debt (USD in billions)</th>
<th>Net Debt / Adj. EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$4.0</td>
<td>4.0x</td>
</tr>
<tr>
<td>2016</td>
<td>$3.0</td>
<td>3.0x</td>
</tr>
<tr>
<td>2017</td>
<td>$2.0</td>
<td>2.0x</td>
</tr>
<tr>
<td>2018</td>
<td>$1.0</td>
<td>1.0x</td>
</tr>
<tr>
<td>2019</td>
<td>~$0.0</td>
<td>0.0x</td>
</tr>
<tr>
<td>2Q21</td>
<td>$1.154</td>
<td>1.0x</td>
</tr>
</tbody>
</table>

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**Debt Maturity Horizon**

- Senior Notes
  - $46
  - $356mm Notes Due 2025
  - $397mm Notes Due 2031
- Other
  - $365
  - $738mm Notes Due 2029
Huntsman Corporation
Balanced Capital Allocation Strategy

Bolt-On Acquisitions
“String of Pearls”

Attractive Dividend
$0.75 per year
Increased 15% in April 2021

Opportunistic Share Repurchases
- $276 million in 2018
- $208 million in 2019
- $96 million in 2020

Maintain Investment Grade Balance Sheet
Net Debt Leverage ≤ 2 times on average

Organic Investments
Geismar Splitter
New Systems Houses (Dubai, Vietnam, China)
Polyols Expansion (Taiwan)

Operational Excellence
Net Income Growth
- 50% Operating Margin
Huntsman’s Transformed Portfolio
Core Platforms for Downstream Strategic Growth

Divisions
End Markets

Polyurethanes
- Insulation
- Construction Materials
- Automotive
- TPU/Elastomers

Advanced Materials
- Aerospace
- Industrial Adhesives
- Electronic/Electrical
- Automotive

Performance Products
- Coatings & Adhesives
- Construction Chemicals
- Additives & Catalysts
- Agriculture & Energy

Textile Effects
- Consumer Markets
- Automotive

Key End Market Overlap
- Coatings
- Adhesives
- Elastomers
- Transportation
- Construction & Industrial Applications

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
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

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

Huntsman MDI + Huntsman TEROL polyols =

TEROL polyols consume the equivalent of approximately ten thousand recycled PET plastic bottles per average insulated home

Average home requires ~1,500lbs of spray foam

(1) Demilec and Icynene-Lapolla EBITDA includes earnings in the businesses prior to Huntsman ownership.
Huntsman Building Solutions
World’s Most Cost-Efficient Energy-Saving Insulation

U.S. Energy Consumption

- Industrial: 33%
- Residential: 21%
- Commercial: 18%
- Transportation: 28%

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 homeowner 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

- Leading SPF Manufacturer globally
- #1 SPF Manufacturer in North America
- One of the Largest Insulation Manufacturers Globally

North America
- SPF: 15%
- Other Insulants: 85%
- Total Market*: $11.5 billion

Europe
- SPF: 5%
- Other Insulants: 95%
- Total Market*: $12.3 billion

APAC
- SPF: 4%
- Other Insulants: 96%
- Total Market*: $17.0 billion

*Source: Freedonia

Source: EIA
Strategically Repositioning Advanced Materials

Through Three Strategic Actions in 2020 the Long-term Earnings Potential of Advanced Materials has been Significantly Improved at an Attractive Net Investment

Potential Net Impact of Recent Transactions

<table>
<thead>
<tr>
<th>Action</th>
<th>Cost (Proceeds)</th>
<th>2019</th>
<th>Synergies (1)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ CVC</td>
<td>$300</td>
<td>$30</td>
<td>$15</td>
<td>$45</td>
</tr>
<tr>
<td>Multiple</td>
<td>10x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Gabriel (2)</td>
<td>$250</td>
<td>$23</td>
<td>$8</td>
<td>$31</td>
</tr>
<tr>
<td>Multiple</td>
<td>11x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- India DIY (3)</td>
<td>($285)</td>
<td>($19)</td>
<td>($19)</td>
<td></td>
</tr>
<tr>
<td>Multiple</td>
<td>15x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Impact</td>
<td>$265</td>
<td>$34</td>
<td>$23</td>
<td>$57</td>
</tr>
<tr>
<td>Multiple</td>
<td></td>
<td>8x</td>
<td></td>
<td>&lt;5x</td>
</tr>
</tbody>
</table>

Improved Earnings Power Despite Weak Aerospace

- $225M
- >$240M
- >$290M

Strengthening Advanced Materials Specialty Portfolio with an Improved Regional Balance

Advanced Materials Core Specialty Business

<table>
<thead>
<tr>
<th>Core Specialty Components</th>
<th>CVC &amp; Gabriel Acq.</th>
<th>Core Formulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Performance Resins</td>
<td>Expanded Resin Portfolio</td>
<td>Structural Adhesives</td>
</tr>
<tr>
<td>Curing Agents</td>
<td>Expanded Curing Portfolio</td>
<td>Light Weighting/ Composites</td>
</tr>
<tr>
<td>Modifiers and Additives</td>
<td>Added Tougheners</td>
<td>Electrical &amp; Electronic Insulation</td>
</tr>
</tbody>
</table>

Note (1): Annualized synergies expected to be realized in around 2 years after close.
(2): The transaction is expected to close in the first quarter of 2021 after regulatory approvals.
(3): Includes the potential earnout of approximately $28 million.
(4): Proforma sales includes the completed CVC and pending Gabriel acquisitions and excludes the India based DIY consumer adhesives divestiture.
Cost Realignment & Synergy Plans on Track
Delivery of >$120 million Run Rate Benefits Targeted by Mid 2023

<table>
<thead>
<tr>
<th>Acquisition Synergies</th>
<th>Targeted Adj. EBITDA Benefit</th>
<th>Targeted Completion Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>HBS Synergies</td>
<td>&gt;$20mm</td>
<td>Complete</td>
</tr>
<tr>
<td>CVC &amp; Gabriel Synergies</td>
<td>~$23mm</td>
<td>Early 2023</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost Realignment &amp; Business Optimization</th>
<th>Targeted EBITDA Benefit</th>
<th>Targeted Completion Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polyurethanes</td>
<td>~$40mm</td>
<td>Mid 2022</td>
</tr>
<tr>
<td>Advanced Materials</td>
<td>~$10mm</td>
<td>Mid 2022</td>
</tr>
<tr>
<td>Performance Products</td>
<td>~$7mm</td>
<td>Complete</td>
</tr>
<tr>
<td>Textile Effects</td>
<td>~$10mm</td>
<td>Year-end 2021</td>
</tr>
<tr>
<td>Corporate</td>
<td>&gt;$10mm</td>
<td>Mid 2023</td>
</tr>
</tbody>
</table>

Total >$120mm

- Targeting >$120mm run rate by mid 2023
- Estimated net cash restructuring and integration costs of approximately $100mm
Business Overview
Huntsman Corporation

Polyurethanes Adj. EBITDA

Performance Products Adj. EBITDA

Polyurethanes End Markets

Performance Products End Markets

Note: All figures reflect Huntsman Corporation continuing operations. End Markets information as of 2020 year end.
Huntsman Corporation

**Advanced Materials Adj. EBITDA**

1Q19: $53, 19%
2Q19: $55, 20%
3Q19: $51, 20%
4Q19: $42, 17%
1Q20: $48, 20%
2Q20: $30, 16%
3Q20: $25, 13%
4Q20: $27, 13%
1Q21: $44, 16%
2Q21: $58, 19%

**Advanced Materials End Markets**

- Aerospace: 14%
- Paints & Coatings: 19%
- Electrical: 18%
- Industrial Applications: 18%
- Construction Materials: 6%
- Wind: 3%
- Other: 3%
- Electronics: 6%
- Do-it-Yourself: 9%
- Technical & Protective Fabrics: 8%
- Other: 2%
- Apparel: 66%
- Home & Institutional Furnishings: 15%
- Transportation: 9%

**Textile Effects Adj. EBITDA**

1Q19: $22, 12%
2Q19: $28, 13%
3Q19: $16, 9%
4Q19: $18, 10%
1Q20: $20, 11%
2Q20: $8, 4%
3Q20: $18, 10%
4Q20: $25, 13%
1Q21: $28, 14%
2Q21: $25, 14%

**Textile Effects End Markets**

- Apparel: 66%
- Home & Institutional Furnishings: 15%
- Transportation: 9%
- Other: 2%
- Technical & Protective Fabrics: 8%
- Do-it-Yourself: 9%
- Apparel: 66%
- Home & Institutional Furnishings: 15%
- Transportation: 9%
- Other: 2%
- Technical & Protective Fabrics: 8%
- Do-it-Yourself: 9%

Note: All figures reflect Huntsman Corporation continuing operations. End Markets information as of 2020 year end.
(1) Proforma adjusted for the sale of the India-based DIY consumer adhesives business.
Huntsman Polyurethanes
Differentiation is a Continuum

Huntsman is focused on moving downstream while developing long-term relationships with stable margins in Component MDI.
Polyurethanes Downstream Footprint
Significant Expansion Program

Acquired

Own Build

Boisbriand, Canada
Ringwood, USA
Mississauga, Canada
Arlington, USA
Houston, USA
Mexico City, Mexico
Cartagena, Colombia

G’marinehutte, Germany
Osnabueck, Germany
King’s Lynn, UK
Deggendorf, Germany
Istanbul, Turkey
Damman, Saudi Arabia
Dubai, UAE
Pune, India
Taboao da Serra, Brazil
Buenos Aires, Argentina

Obninsk, Russia
Modena, Italy
Azeglio, Italy
Ternate, Italy
Bangpoo, Thailand

Tianjin, China
Ningwu, China
Tokyo, Japan
Minhang, China
Jinshan, China
Kuan Yin, Taiwan
Ho Chi Minh City, Vietnam
Jakarta, Indonesia

Deer Park, Australia

King’s Lynn, UK

Own Build

Acquired
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

Investment to Accelerate Differentiation

Geismar, LA
Indicative product split with new splitter

- mMDI + Mixed Isomers
- pMDI

Today's Capability
- 50%+

With New Splitter

Rotterdam

Higher Value Product Offerings
- mMDI + Mixed Isomers
  - Adhesives
  - Coatings
  - Elastomers
- pMDI
  - Automotive
  - Bedding
- pMDI
  - Insulation Systems

Remaining pMDI sold into Component markets
## Performance Products Overview

### Revenue Contribution

<table>
<thead>
<tr>
<th>Performance Amines</th>
<th>Ethyleneamines</th>
<th>Maleic Anhydride</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Performance Amines" /></td>
<td><img src="image2.png" alt="Ethyleneamines" /></td>
<td><img src="image3.png" alt="Maleic Anhydride" /></td>
</tr>
</tbody>
</table>

### Adj. EBITDA Margin

<table>
<thead>
<tr>
<th>Performance Amines</th>
<th>Ethyleneamines</th>
<th>Maleic Anhydride</th>
</tr>
</thead>
<tbody>
<tr>
<td>~15% - 20%</td>
<td>~5% - 15%</td>
<td>~20% - 25%</td>
</tr>
</tbody>
</table>

### Demand Drivers

- **Performance Amines**
  - Emissions reduction
  - Composite materials
  - Low-VOC polyurethanes
  - Agrochemicals

- **Ethyleneamines**
  - Coatings and adhesives
  - High-performance lubricants
  - Oilfield chemicals

- **Maleic Anhydride**
  - Construction
  - Marine and recreational vehicles
  - Food additives

### End Markets

- **Performance Amines**
  - Coating & Adhesives
  - Polyurethane Additives
  - Gas Treating
  - Agrochemicals
  - Composites

- **Ethyleneamines**
  - Fuels & Lubricants
  - Paper
  - Construction
  - Oil Field Technology
  - Coating & Adhesives

- **Maleic Anhydride**
  - Other

### Market Positioning

- **Performance Amines**
  - Polyetheramines: largest global producer with ~50% market share
  - DGA® / Morpholine: ~50% market share
  - Polyurethane additives: ~25% market share in specialty and low-emission catalysts
  - Carbonates: only producer of certain carbonates in North America

- **Ethyleneamines**
  - Largest global producer with full range of ethyleneamines
  - Market share of ~40% in heavier slates

- **Maleic Anhydride**
  - Largest global producer of maleic anhydride
  - Market share of ~40% in North America and Europe

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**Demand Drivers**

- **Coatings and adhesives**
- **High-performance lubricants**
- **Emissions reduction**
- **Composite materials**
- **Low-VOC polyurethanes**
- **Oilfield chemicals**
- **Construction**
- **Marine and recreational vehicles**
- **Food additives**

**Adj. EBITDA Margin**

- **Performance Amines**
  - ~15% - 20%

- **Ethyleneamines**
  - ~5% - 15%

- **Maleic Anhydride**
  - ~20% - 25%
Advanced Materials Market Positioning
High Value Formulations Business

Increasing Product Differentiation in Value Chain

Raw Materials
- Allyl Chloride
- Epichlorohydrin
- Phenol
- Acetone
- Bisphenol A

Basic Resins
- Basic Liquid Resin
- Solid Resin
- Solutions

Specialty Components
- Modified Resins
- Multifunctional Resins
- Other chemistries
  - Cyanate Esters
  - Benoxazines
  - Curatives

Huntsman’s Position

Large Epoxy Players

Formulated Systems (tailored material solutions)

Huntsman’s Value Proposition

- Excellent Product Performance
- Innovation Focus
- Effect Formulation Expertise
- Superior Productivity In Use
- Exceptional Supply Reliability
- Focus on Customer Service
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

Sales Revenue Breakdown

<table>
<thead>
<tr>
<th>Regional Presence</th>
<th>Application Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Americas</strong></td>
<td>Structural Adhesives 36%</td>
</tr>
<tr>
<td><strong>EMEA</strong></td>
<td>Other 13%</td>
</tr>
<tr>
<td><strong>APAC</strong></td>
<td>Coatings 28%</td>
</tr>
<tr>
<td><strong>Electronics</strong></td>
<td>Composites 16%</td>
</tr>
<tr>
<td><strong>Composites</strong></td>
<td></td>
</tr>
</tbody>
</table>

A Complementary Product Portfolio

- CVC Thermoset Specialties’ resins and additives improve the performance of materials in the specialty segments of the value chain
- | Specialty Performance Resins and Additives |
- | Base Resins | High-Performance Tougheners & Adducts | Specialty Resins & Modifiers | Curing Agents | Specialty Nitrile Latex | Formulations |
- | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
Acquisition of Gabriel Performance Products
Expanding Advanced Materials’ Specialty Portfolio

Acquisition Overview

- **Description:** North American specialty additives and curing agents manufacturer serving the coatings, adhesives, and composites markets
- **Manufacturing Locations:** Ashtabula, Ohio, Harrison City, Pennsylvania, and Rock Hill, South Carolina
- **2019 Sales Revenue:** ~$106 million
- **Purchase Price:** ~$250 million, subject to customary closing adjustments; ~11x 2019 adjusted EBITDA, or ~8x pro forma for synergies
- **Completed:** January 15, 2021

Strategic Rationale

- Broadens the offering in our specialty portfolio and is complementary to our recent acquisition of CVC Thermoset Specialties
- Improved efficiencies post integration
- Strengthens our North American footprint and provides significant synergies; attractive post synergy multiple of approximately 8 times
- Opportunity to globalize newly acquired specialty products across our global footprint and customer base
- Enhances our competitiveness and our world class formulations business by improving our ability to create differentiation in our customer’s applications

Product Globalization Opportunities for Highly Complementary Specialty Portfolio
# Huntsman Textile Effects Positioning

Technologies Aligned with Macro Trends

<table>
<thead>
<tr>
<th>MARKET AND INDUSTRY TRENDS</th>
<th>HUNTSMAN SOLUTION</th>
<th>BRAND PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER AND ENERGY CONSERVATION</td>
<td>Award winning new generation specialty solutions for water and energy savings</td>
<td><img src="image" alt="POLO RALPH LAUREN" /> <img src="image" alt="IKEA" /></td>
</tr>
<tr>
<td>PROTECTION AND HYGIENE</td>
<td>Leading the transition to specialty non-fluorochemical solutions</td>
<td><img src="image" alt="UNDER ARMOUR" /> <img src="image" alt="THE NORTH FACE" /></td>
</tr>
<tr>
<td>CLEANER CHEMISTRIES</td>
<td>Solution with color retention and clean chemistry for polyester fabric performance</td>
<td><img src="image" alt="adidas" /> <img src="image" alt="NIKE" /></td>
</tr>
</tbody>
</table>
Appendix
Summary Financials and Reconciliation

<table>
<thead>
<tr>
<th>USD in millions</th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
<th>4Q19</th>
<th>FY19</th>
<th>1Q20</th>
<th>2Q20</th>
<th>3Q20</th>
<th>4Q20</th>
<th>FY20</th>
<th>1Q21</th>
<th>2Q21</th>
<th>2Q21 LTM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Segment Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Polyurethanes</td>
<td>$ 624</td>
<td>$ 1,014</td>
<td>$ 983</td>
<td>$ 980</td>
<td>$ 3,911</td>
<td>$ 888</td>
<td>$ 730</td>
<td>$ 936</td>
<td>$ 1,030</td>
<td>$ 3,584</td>
<td>$ 1,068</td>
<td>$ 1,155</td>
<td>$ 4,189</td>
</tr>
<tr>
<td>Performance Products</td>
<td>300</td>
<td>299</td>
<td>281</td>
<td>278</td>
<td>1,158</td>
<td>292</td>
<td>228</td>
<td>238</td>
<td>235</td>
<td>1,023</td>
<td>305</td>
<td>371</td>
<td>1,179</td>
</tr>
<tr>
<td>Advanced Materials</td>
<td>272</td>
<td>275</td>
<td>256</td>
<td>241</td>
<td>1,044</td>
<td>241</td>
<td>192</td>
<td>199</td>
<td>207</td>
<td>839</td>
<td>279</td>
<td>299</td>
<td>983</td>
</tr>
<tr>
<td>Textile Effects</td>
<td>189</td>
<td>215</td>
<td>179</td>
<td>180</td>
<td>763</td>
<td>180</td>
<td>102</td>
<td>142</td>
<td>173</td>
<td>597</td>
<td>193</td>
<td>207</td>
<td>715</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 1,669</td>
<td>$ 1,784</td>
<td>$ 1,687</td>
<td>$ 1,657</td>
<td>$ 6,797</td>
<td>$ 1,593</td>
<td>$ 1,247</td>
<td>$ 1,510</td>
<td>$ 1,668</td>
<td>$ 6,018</td>
<td>$ 1,837</td>
<td>$ 2,024</td>
<td>$ 7,093</td>
</tr>
</tbody>
</table>

| **Segment Adjusted EBITDA:** |      |      |      |      |      |      |      |      |      |      |      |      |         |
| Polyurethanes | $ 124 | $ 156 | $ 146 | $ 122 | $ 548 | $ 84 | $ 31 | $ 156 | $ 201 | $ 472 | $ 207 | $ 208 | $ 772 |
| Performance Products | 45 | 42 | 38 | 43 | 168 | 58 | 29 | 36 | 41 | 164 | 63 | 86 | 228 |
| Advanced Materials | 53 | 55 | 51 | 42 | 201 | 48 | 30 | 25 | 27 | 130 | 44 | 58 | 154 |
| Textile Effects | 22 | 28 | 16 | 18 | 84 | 20 | (4) | 8 | 18 | 42 | 25 | 28 | 79 |
| Corporate, LIFO and other | (40) | (36) | (36) | (43) | (155) | (45) | (32) | (37) | (47) | (161) | (50) | (48) | (182) |
| **Total** | $ 204 | $ 245 | $ 215 | $ 182 | $ 846 | $ 165 | $ 54 | $ 188 | $ 240 | $ 647 | $ 289 | $ 334 | $ 1,051 |

| **Net income (loss):** |      |      |      |      |      |      |      |      |      |      |      |      |         |
| **Net income (loss) attributable to Huntsman Corporation** | 119 | 110 | 30 | 303 | 562 | 705 | (62) | 48 | 343 | 1,034 | 83 | 156 | 630 |
| Interest expense from continuing operations | 30 | 29 | 27 | 25 | 111 | 18 | 21 | 24 | 23 | 86 | 19 | 18 | 84 |
| Income tax expense (benefit) from continuing operations | 45 | 38 | 30 | (151) | (38) | 7 | (13) | 15 | 37 | 46 | 34 | 42 | 128 |
| Income tax expense (benefit) from discontinued operations(3) | 5 | 14 | 25 | (9) | 35 | 238 | 1 | - | 3 | 242 | - | - | 3 |
| Depreciation and amortization from continuing operations | 67 | 69 | 65 | 69 | 270 | 67 | 69 | 70 | 77 | 280 | 74 | 73 | 284 |
| Depreciation and amortization from discontinued operations(3) | 23 | 23 | 13 | 2 | 61 | - | - | - | - | - | - | - | - |
| Business acquisition and integration expenses and purchase accounting inventory adjustments | 1 | - | 3 | 1 | 5 | 13 | 8 | 9 | 1 | 31 | 9 | 5 | 24 |
| EBITDA from discontinued operations, net of tax(3) | (51) | (72) | (106) | (36) | (265) | (1,015) | (6) | - | 4 | (1,017) | (1) | (1) | 2 |
| Loss (gain) on sale of businesses/assets | - | - | - | 21 | 21 | (2) | 1 | - | (279) | (280) | - | (30) | (309) |
| Income from transition services arrangements | - | - | - | - | - | - | (5) | (1) | (1) | (7) | (1) | (3) | (6) |
| Fair value adjustments to Venator investment and related loss on disposal(4) | (78) | 18 | 148 | (72) | 18 | 110 | (4) | (6) | (12) | 88 | 19 | 6 | 7 |
| Loss on early extinguishment of debt | 23 | - | - | - | 23 | - | - | - | - | 27 | 27 | - | - |
| Certain legal and other settlements and related expenses (income) | - | - | 1 | 5 | 6 | 2 | 4 | (4) | 3 | 5 | 2 | 8 | 9 |
| Certain nonrecurring information technology implementation costs | - | - | 1 | 3 | 4 | 1 | 1 | 1 | 3 | 6 | 1 | 3 | 8 |
| Amortization of pension and postretirement actuarial losses | 17 | 16 | 16 | 17 | 66 | 18 | 19 | 20 | 19 | 76 | 22 | 21 | 82 |
| Restructuring, impairment and plant closing and transition costs (credits) | 1 | - | (43) | 1 | (41) | 3 | 19 | 12 | 18 | 52 | 24 | 12 | 66 |
| Plant incident remediation costs (credits) | - | - | 5 | 3 | 8 | - | 1 | - | 1 | 2 | 4 | (3) | 2 |
| **Adjusted EBITDA** | $ 204 | $ 245 | $ 215 | $ 182 | $ 846 | $ 165 | $ 54 | $ 188 | $ 240 | $ 647 | $ 289 | $ 334 | $ 1,051 |