General Disclosure

Forward-Looking Statements
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 or strategic transactions, business trends and any other information that is not historical information. When used in this presentation, the words “estimates,” “expects,” “anticipates,” “likely,” “projects,” “outlook,” “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. These forward-looking statements, including, without limitation, management’s examination of historical operating trends and data, are based upon our current expectations and various assumptions and beliefs. In particular, such forward-looking statements are subject to uncertainty and changes in circumstances and involve risks and uncertainties that may affect the company's operations, markets, products, prices and other factors as discussed in the Company’s filings with the U.S. Securities and Exchange Commission. Significant risks and uncertainties may relate to, but are not limited to, increased energy costs in Europe, inflation and resulting monetary tightening in the US, geopolitical instability, 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 the Company’s operations, including any delay of, or other negative developments affecting the ability to implement cost reductions and manufacturing optimization improvements in the Company’s businesses and to realize anticipated cost savings, and other financial, operational, 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, 2021, which may be supplemented by other risks and uncertainties disclosed in any subsequent reports filed or furnished by the Company from time to time. All forward-looking statements apply only as of the date made. Except as required by law, the Company undertakes no obligation to update or revise forward-looking statements to reflect events or circumstances that arise after the date made or to reflect the occurrence of unanticipated events.

Non-GAAP Financial Measures
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, adjusted free cash flow, and net debt. For more information on the non-GAAP financial measures used by the Company and referenced in this presentation, including definitions and reconciliations of non-GAAP measures to GAAP, please refer to “Non-GAAP Reconciliation” hyperlink available in the “Financials” section of 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.

Third-Party Trademarks
Any third-party trademarks displayed in this presentation are not owned by the Company, and no relationship between the Company and any third party is implied.
Creating a Simplified, Higher Value-Added Portfolio

Company Overview

What We No Longer Sell

- Benzene
- Butadiene
- Ethylene Glycol
- Ethylene Oxide
- LAB
- Polyethylene
- Propylene
- Polypropylene
- Polystyrene
- Titanium Dioxide
- Toluene
- Styrene
- Surfactants
- US PO/MTBE
- Xylene

What We Sell Today

- Specialty Formulations
- Maleic Anhydride
- Differentiated Components
- Specialty Chemical Additives
- Commodity MDI
- Performance Amines
- Textile dyes and chemicals*

* Huntsman intends to report Textile Effects as discontinued operations beginning in the third quarter of 2022.
## 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>2Q22 LTM Sales Revenue</td>
<td>$5.5 billion</td>
<td>$1.8 billion</td>
<td>$1.3 billion</td>
<td>$0.8 billion</td>
</tr>
<tr>
<td>2Q22 LTM Adj. EBITDA</td>
<td>$917 million</td>
<td>$506 million</td>
<td>$236 million</td>
<td>$94 million</td>
</tr>
<tr>
<td>2Q22 LTM Adj. EBITDA Margin %</td>
<td>17%</td>
<td>28%</td>
<td>18%</td>
<td>12%</td>
</tr>
</tbody>
</table>

### Key End Markets

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

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

- **Advanced Materials**
  - Aerospace
  - Transportation
  - Infrastructure
    - Power
    - Coatings & construction

- **Textile Effects**
  - Apparel
  - Furnishings
  - Transportation
  - Protective fabrics
  - Construction & industrial applications
  - Adhesives
  - Coatings
  - Elastomers

### 2Q22 LTM Sales Revenue by Region

- **Polyurethanes**
  - US & Canada: 40%
  - Europe: 26%
  - Asia Pacific: 26%

- **Performance Products**
  - US & Canada: 45%
  - Europe: 24%

- **Advanced Materials**
  - US & Canada: 36%
  - Europe: 23%

- **Textile Effects**
  - US & Canada: 61%
  - Europe: 16%

### Key Competitors

- Coatings & adhesives
- Construction materials
- Polyurethane additives
- Fuel & lubricant additives
- Gas treating
- Electronics & E-Mobility

*Note: All figures reflect Huntsman Corporation continuing operations. Huntsman intends to report Textile Effects as discontinued operations beginning in the third quarter of 2022.*
Focus on Growing EBITDA Margin and Free Cash Flow Conversion

**Company Overview**

**Focus on Growing EBITDA Margin and Free Cash Flow Conversion**

**Deliver on Cost Optimization Plans & Synergy Savings**

**Invest in High Margin, High Return Projects**

- Geismar MDI Splitter
- E-GRADE®, UPEC, Polyurethane catalysts
- Miralon®

**Strategic Bolt-on M&A**

**Upgrade Polyurethanes Portfolio for Improved Margin & Reduced Volatility**

- Global Platforms & Specialty Solutions
- Formulated Systems
- Commodity MDI

**Financial Targets**

- **18% – 20%** Adj. EBITDA Margin
- **40%+ FCF** Conversion

**Maintain Investment Grade Rating**

Note: Free Cash Flow defined as net cash provided by operating activities less capital expenditures.
Company Overview

Where We are Going (2022 – Beyond)

Grow Differentiated
- High return internal capital projects
- M&A disciplined, bolt-on acquisitions
- New product development
- Upgrade commodity molecules

Improve EBITDA Margin
- Cost optimization
- Upvaluing low margin products
- Commercial Excellence
- Drive to 18% – 20% margin

Generate 40%+ Free Cash Flow
- Capital expenditure discipline
- Increase operating leverage
- Working capital management

Commitment to Capital Return & Investment Grade
- Regularly evaluate dividend payout
- Committed to an annual repurchase program
- Maintain an investment grade balance sheet

Doubled Our Share Repurchase Authorization to $2 Billion in March 2022; Targeting $1 Billion of Repurchases in 2022
Company Overview

Balanced Capital Allocation Strategy

Attractive Dividend
$0.85 per year
Increased 13% in February 2022
Increased 15% in April 2021

Organic Investments
- Geismar MDI Splitter (United States)
- Amines for Semiconductors (United States)
- Low-Emission PU Catalysts (Hungary)
- Carbonates for EV (United States)
- Polyols for Spray Insulation (Taiwan)
- MIRALON® for Carbon Capture (United States)

Bolt-on Acquisitions
- DEMILEC
- ICYNYNE LAPOLLA
- CVC Thermoset Specialties
- GABRIEL
- SASOL

Share Repurchases
- $276M in 2018
- $208M in 2019
- $96M in Q1 2020
- $203M in H2 2021
- $210M in Q1 2022
- $291M in Q2 2022

Maintain Investment Grade Balance Sheet
Net Debt Leverage ≤ 2 times on average
Since 2018: Strengthened Our Balance Sheet and Accelerated Return of Capital to Shareholders

From 2006 to 2017 We Significantly Reduced Debt

Since 2006 Huntsman spent

$3.7B(1) on Debt Reduction (net)  
$1.9B on Dividends  
$1.5B on Buybacks

2018 to Today, $3.9B of Cash generated from Divestitures* & Free Cash Flow

Since 2018, Cash was used to support Bolt-on Acquisitions, Buybacks, Dividends & Net Debt Reduction

(1) Does not reflect costs associated with early the extinguishment or issuance of debt  
* Excludes expected proceeds from the divestiture of Textile Effects
Our Acquisition Criteria

What Acquisitions Must Have…

- Cost Synergies
- Technology Synergies
- Scalability and Commercial Expansion

…and a Financial Profile Delivering…

- High Adj. EBITDA Margin
- High FCF with Low Capital Intensity
- Risk adj. IRR greater than WACC + Clear Premium

…A Disciplined Approach, Preserving Investment Grade Balance Sheet

Divisional Acquisitions Focus Is…

Polyurethanes
Build out Huntsman Building Solutions and leverage downstream MDI capabilities

Advanced Materials
Build out specialty component and formulation capabilities focused on composites, adhesives and coatings

Performance Products
Priority is for strategic organic investment, will look for M&A to leverage Maleic Anhydride and Amines integration and technology
**Financial Overview**

### Reshaping the Portfolio through Acquisitions & Divestitures

#### Acquisitions of High Margin and Differentiated Businesses

- **DEMILEC**
  - **April 2018**
  - **Purchase Price ~$350M**
  - Delivers higher stable margins pulling through large amounts of upstream polymeric MDI

- **SASOL**
  - **September 2019**
  - **Purchase Price ~$100M**
  - Maleic JV - Fully integrate our European business into our worldwide footprint

- **ICYENEC LAPOLLA**
  - **February 2020**
  - **Purchase Price ~$350M**
  - Provides Huntsman with the largest global array of spray foam technology

- **CVT**
  - **May 2020**
  - **Purchase Price ~$300M**
  - Brings valuable complementary technology breadth to our Advanced Materials portfolio

- **GABRIEL**
  - **January 2021**
  - **Purchase Price ~$250M**
  - Enhances our competitiveness and our world class formulations

#### Divestitures of Non-Core and Commodity-based Assets

- **IPO of Venator Materials**
  - **August 2017 – December 2020**
  - **Net Proceeds ~$1.7B**

- **Divestiture of Chemical Intermediates**
  - **January 2020**
  - **Net Proceeds ~$1.7B**

- **Sale of India DIY Consumer Adhesives**
  - **December 2020**
  - **Net Proceeds ~$256M**

- **Sale of Basel Land**
  - **September 2019**
  - **Proceeds ~$50M**

- **Sale and Leaseback of Basel Facility**
  - **November 2020**
  - **Proceeds ~$73M**

- **Announced Agreement to Sell Textile Effects**
  - **August 2022**, expected completion in **1H 2023**
  - **Total Enterprise Value ~$718M**

*Excludes expected proceeds from the divestiture of Textile Effects

---

Continuous Evaluating Portfolio for Improved Shareholder Return

---

~$1.4B in Bolt-on Acquisitions since 2018

By 2023, we will have delivered:

- Adj. EBITDA including synergies of >$200M
- >20% Adj. EBITDA Margin

Implies <7.0x EBITDA Multiple
Huntsman Announces Agreement to Sell Textile Effects

The Transaction Details

- Total enterprise value of ~$718 million (~7.6x LTM Adj. EBITDA)
- Includes ~$125 million in net underfunded pension liabilities as of 12.31.2021
- Partially funded with preferred equity, of which Huntsman is taking up to $80 million, an amount SK Capital will seek to syndicate prior to closing
- Expected cash taxes of ~$50 million
- Huntsman intends to report TE as Disc. Ops. beginning in 3Q22
- Transaction is subject to regulatory approvals and other customary closing conditions and is expected to close in first half of 2023

The Transaction Rationale

- Textile Effects is a non-strategic asset with a five year average EBITDA margin of 11%
- Total consideration is above Huntsman’s current EV/EBITDA multiple
- Will increase available resources to invest in Huntsman’s core businesses
- Will improve overall returns of the Company
- Will increase available cash to return to shareholders

Huntsman Pro Forma Excluding Textile Effects

<table>
<thead>
<tr>
<th></th>
<th>LTM Revenue Today</th>
<th>Pro Forma Revenue LTM</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTM Sales</td>
<td>$9,343</td>
<td>$8,571</td>
</tr>
<tr>
<td>LTM EBITDA</td>
<td>1,567</td>
<td>1,473</td>
</tr>
<tr>
<td>LTM Margin</td>
<td>16.7%</td>
<td>17.2%</td>
</tr>
</tbody>
</table>

Expect No Impact to Free Cash Flow Conversion Target of 40%+

Source: Publicly available information.
Note. U.S. Dollars in millions, LTM financials as of 2Q 2022
The Road to an Improved EBITDA Margin

Financial Overview

Initiatives to add 300-350 bps to Adj. EBITDA Margin

- **Current Cost Optimization & Synergies**: ~$40M Fixed Cost Reduction
- **Aerospace Recovery**: ~$45M Adj. EBITDA Improvement
- **Key Capex Projects**:
  - Geismar MDI Splitter ~$45M
  - PP Growth Projects ~$35M
- **New Optimization Program**:
  - Polyurethanes Optimization ~$60M
  - GBS Expansion ~$20M
  - Supply Chain Optimization ~$20M
- **Enhancement of Portfolio**: Well-positioned balance sheet for further bolt-on M&A opportunities

Full Implementation: 24-36 months
~100bps of Margin Improvement Annually

Revision: 3Q22 Investor Presentation
Financial Overview

Cost Realignment & Synergy Plans on Track

Delivery of ~$240M Run Rate Benefits Targeted by End of 2023

<table>
<thead>
<tr>
<th>Announced Initiatives</th>
<th>Benefits</th>
<th>Expected Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>M&amp;A Synergies</td>
<td>~$55MM</td>
<td>Q1 2023</td>
</tr>
<tr>
<td>2020 Optimization Initiatives</td>
<td>~$85MM</td>
<td>Q1 2023</td>
</tr>
<tr>
<td>Polyurethanes Optimization</td>
<td>~$60MM</td>
<td>End of 2023</td>
</tr>
<tr>
<td>GBS Expansion</td>
<td>~$20MM</td>
<td>End of 2023</td>
</tr>
<tr>
<td>Supply Chain Optimization</td>
<td>~$20MM</td>
<td>End of 2023</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>~$240MM</td>
<td></td>
</tr>
</tbody>
</table>

Announced initiatives will be complete by end of 2023

- M&A site consolidation
- Polyurethanes network rationalization
- Divisional cost savings initiatives
- Back office synergies

2Q22

- Initiated regional GBS hubs in San Jose, Costa Rica and Krakow, Poland
- Announced exit of certain South America PU sites

Commentary

~$140M 2Q22 Annualized Run Rate

Announced initiatives will be complete by end of 2023

- M&A site consolidation
- Polyurethanes network rationalization
- Divisional cost savings initiatives
- Back office synergies

Year 2020 2021 2022 2023 2024
Cumulative In Year Impact ~$30MM ~$100MM ~$140MM ~$200MM ~$240MM
~$140MM, ~160bps
An Improved Business Portfolio with Strong Momentum

Margin Recovery - Rolling LTM

USD in millions

2024 Target Margin
- Polyurethanes: 18% – 20%
- Performance Products: 20% – 25%
- Advanced Materials: 20% – 25%
- Textile Effects: 13% – 15%

~100bps of Margin Improvement Annually
A Compelling Investment Opportunity

Financial Overview

- Upvalue Portfolio & Continued Margin Expansion
- Balanced Capital Allocation & Financial Discipline
- Competitive Dividend & Continuation of Our Share Buyback Program
- Strong Cash Generation Focus on Shareholder Value Creation

Return to Shareholders

- $0.85 Annual per Share Dividend 13% increase in 1Q 2022
- $1.0B Share Repurchase Committed in 2022 ~$0.5B repurchased in 1H 2022

Sustainability Progress

- 55% Collective progress on Huntsman’s near-term Horizon 2025 targets
- 65% Improvement in water usage in water-stressed areas
- 40% Reduction in overall emissions intensity rate since 2019
- 750M Tons of lifetime emissions avoided each year through our innovative emissions-reducing solutions
Polyurethanes
Division Overview
Polyurethanes

Strong Business with Profitable Growth Upside

End Market Breakdown (1)

Key Businesses (Net Sales Revenue)

Regional Mix (1)

(1) Represents 2021 Net Sales Revenue

3Q22 Investor Presentation
Upvaluing Portfolio to Increase Profitability

Upvaluing Customer Solutions
- Leverage splitter technology for increased product differentiation
- Upvalue earnings on long-term contracts
- Deselect non-strategic markets

Boosting Differentiated Platforms
- Grow/globalize Huntsman Building Solutions
- Strengthen global Automotive
- Scale global Elastomers

Fit and Focused
- Drive active portfolio management and resource alignment
- Execute synergies and cost optimization programs
- Accelerate ‘cost out’ programs for variable and fixed costs

What are we doing differently?
- Shifting low margin volumes to higher EBITDA businesses
- Delivering LEAN, Low Capex Productivity enhancements
- Driving rigorous focus on variable and fixed costs
Upvaluing the Business with Innovation and Differentiation

Global Platforms & Specialty Solutions
Innovate ● Grow
Adj. EBITDA Margin ~ 20%(1)
- Huntsman Building Solutions (HBS)
- Elastomers (Specialty Elastomers, Footwear)
- Automotive
- Adhesives & Coatings
- Furniture/ Bedding

Formulated Systems
Innovate ● Upvalue
Adj. EBITDA Margin ~ 16%(1)
- Insulated Metal Panels
- Insulation Boards

Commodity
Deselect ● Upvalue
Adj. EBITDA Margin 10% - 30%(1)
- Composite Wood Panels (CWP)
- Systems Houses

(1) Represents average last 5-year margin (2016 – 2021)
Excludes Champion Equity Income (+1.2% EBITDA) & MDI JV Accounting & Aniline/Benzene sales (-3.3% EBITDA)
(2) Right hand portfolio map represents 3Q 2021 LTM revenue and excludes MDI JV Accounting & Aniline/Benzene sales
Polyurethanes

Splitter is a Catalyst for Differentiated Growth Transformation in the Americas

Reconfiguring Geismar MDI Facility

Upgrading the Product Portfolio, including an increase in VOC\(^{(1)}\) free products

(1) Volatile organic compound
Polyurethanes

Significant Upside Potential in the Americas

Transformation Drivers
Growing and innovating in high value downstream segments and differentiated platforms

Upvaluing long-term supply contracts for component business

Maximizing captive use of component polymeric in Huntsman Building Solutions

Strategic Focus

- Innovate & Grow
  - Volume Uplift: +50%
- Innovate & Upvalue
  - Value Uplift: +150%
  - Upvalue: +40%
  - Upvalue formula contracts
  - Maximize use in HBS
  - Deselect

Upvalue formula contracts
Maximize use in HBS
Deselect

+$30M
Adj. EBITDA in 2023

+$45M
Adj. EBITDA in 2024

(1) Based on cents per lb uplift
## Growing Huntsman Building Solutions Globally

### Post-Acquisition Multiple with Synergies — 2021 7x

<table>
<thead>
<tr>
<th></th>
<th>Demilec</th>
<th>ICYNENE Lapolla</th>
<th>Huntsman Building Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquired</td>
<td>Feb 2018, $350M</td>
<td>Feb 2020, $350M</td>
<td>Created May 2020</td>
</tr>
<tr>
<td>Adj. EBITDA&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>~$40M</td>
<td>~$100M</td>
<td>~$200M</td>
</tr>
<tr>
<td>2023E</td>
<td>~$160M</td>
<td>~$100M</td>
<td>~$200M</td>
</tr>
<tr>
<td>2025E</td>
<td>~$200M</td>
<td>~$100M</td>
<td>~$200M</td>
</tr>
</tbody>
</table>

### Progress since May 2020
- Delivered $25M synergies
- Grown international Adj. EBITDA from $0 to $18M
- Sourcing 100% polymeric MDI from Huntsman
- Using Huntsman’s upcycled content TEROL® Polyols

### ~$31B Global Building Insulation Market 2020

<table>
<thead>
<tr>
<th>Region</th>
<th>Total Market</th>
<th>HBS Share of SPF</th>
</tr>
</thead>
<tbody>
<tr>
<td>N. America</td>
<td>$8.2B</td>
<td>$1.3B (~31%)</td>
</tr>
<tr>
<td>Europe</td>
<td>$9.5B</td>
<td>$0.6B (~7%)</td>
</tr>
<tr>
<td>Asia</td>
<td>$13.1B</td>
<td>$0.5B (~3%)</td>
</tr>
</tbody>
</table>

### Spray Foam accounts for 8% of Global Insulation Market
- Grow the SPF market by
  - Building a global brand
  - Influencing adoption of SPF as the insulation of choice
  - Leveraging our global downstream footprint to internationalize

<sup>(1)</sup> Management estimates, integrated margins

---

Source: Freedonia 2018 report and management estimates
Polyurethanes

MDI Industry Capacity Development

Crude MDI Capacity\(^{(1)}\)

\[\begin{array}{ccc}
\text{Region} & \text{Country} & \text{Company} & \text{Plant} & \text{Ktes} \\
\hline
\text{Asia} & \text{China} & \text{Wanhua} & \text{Ningbo} & +600 \\
\text{Asia} & \text{China} & \text{Wanhua} & \text{Fujian-Connell} & +400 \\
\text{Asia} & \text{Korea} & \text{K. Mitsui} & \text{Yeosu} & +210 \\
\text{America} & \text{US} & \text{BASF} & \text{Geismar} & +100 \\
\end{array}\]

(\text{‘000s Ktes})

(\text{2.9% CAGR})

\(2020\) | \(2022\) | \(2025\)
--- | --- | ---
3.0 | 3.2 | 3.2
5.0 | 5.4 | 6.2

\(\text{(1) Management estimates}\)
\(\text{(2) Data from IHS and ICIS}\)

New Announced Investments 2022 – 2025\(^{(2)}\)

**China Sensitivity**

Huntsman China Polymeric MDI \(\sim\$400\text{M Q3 LTM}\)
- Every 1,000RMB (ICIS) move \(\sim\$15\text{M EBITDA/yr}\)
- Huntsman/Sinopec PO Joint Venture
  - 2021 equity earnings of \(\sim\$130\text{M}\)
  - 2018/19 average equity earnings of \(\sim\$50\text{M}\)

Announced industry capacity expansion through 2025 of 3% which is below global MDI demand outlook of 5% - 6%

Asia will account for >60% of global crude MDI capacity by 2025
Polyurethanes

Strong Business with Profitable Growth Upside

Upvaluing Customer Solutions
- Leverage splitter technology for increased product differentiation
- Shifting low margin volumes to higher EBITDA businesses
- Upvalue earnings on long-term contracts

Boosting Differentiated Platforms
- Grow/globalize Huntsman Building Solutions
- Strengthen global Automotive
- Scale global Elastomers

Fit and Focused
- Drive active portfolio management and resource alignment
- Deselect non-strategic markets
- Execute synergies and cost optimization programs
- Delivering LEAN, low Capex productivity enhancements
- Driving rigorous focus on variable and fixed costs

3Q22 Adj. EBITDA Guidance
$170M – $200M

2024 Adj. EBITDA Margin Target
18% – 20%
Business Dynamics

End Market Breakdown

- Coatings & Adhesives: 27%
- Construction: 22%
- Fuels & Lubricants: 8%
- Composites: 8%
- Polyurethane Additives: 6%
- Advanced Technologies: 3%
- Gas Treating: 3%
- Other: 3%

Regional Mix

- U.S. & Canada: 44%
- Europe: 24%
- Asia Pacific: 26%
- Rest of World: 6%

(1) Represents 2021 Net Sales Revenue

Net Sales Revenue by Product Family

<table>
<thead>
<tr>
<th>Product Family</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Amines</td>
<td>$800</td>
<td>$900</td>
<td>$1,000</td>
<td>$1,100</td>
<td>$1,200</td>
</tr>
<tr>
<td>Ethyleneamines</td>
<td>$600</td>
<td>$700</td>
<td>$800</td>
<td>$900</td>
<td>$1,000</td>
</tr>
<tr>
<td>Maleic Anhydride</td>
<td>$400</td>
<td>$500</td>
<td>$600</td>
<td>$700</td>
<td>$800</td>
</tr>
</tbody>
</table>

- Performance Amines
- Ethyleneamines
- Maleic Anhydride

(1) Net Sales Revenue by Product Family

- 2Q22 LTM sales revenue: $1.8B
- 2Q22 LTM Adj. EBITDA: $506M
- ~350 products
- 10 manufacturing sites
- ~800 associates
- 900+ customers
- 15+ chemical process technologies
- 6% of sales of products introduced in the last 5 years
Performance Products

Simplified Portfolio with Leading Global Positions

Propylene

Propylene Oxide

Propylene Glycol

Ethylene

Ethylene Oxide

Ethylene Glycol

Performance Amines

Surfactants

Ethanolamines

LAB

Divested Business in 2020

Simplified portfolio comprises leading franchises in specialty and differentiated products

Leading global positions across **Performance Amines**

- #1 in Polyetheramines (PEA)
- #2 in Specialty PU Catalysts
- #1 in Diglycolamine (DGA)
- #1 in Alkylene Carbonates in Americas (only producer)
- #1 in Heavy Ethyleneamines globally
- #1 in **Maleic Anhydride** in North America and Europe
**Performance Products**

### What is Performance Products?

#### Amines

- 16% Coating & Adhesives
- 4% Fuels & Lubricants
- 7% Composites
- 11% Polyurethane Additives
- 10% Agrochemicals
- 8% Oil Field Technology
- 4% Advanced Technologies
- 11% Gas Treating
- 10% Other

#### Maleic Anhydride

- 27% Construction
- 49% Industrial Markets
- 5% Fuels & Lubricants
- 11% Paper
- 6% Water
- 5% Coating & Adhesives
- 6% Other

---

**Strategy**

**Innovate, grow and invest in Performance Amines**

- Execute on announced capital projects (E-GRADE®, UPEC, Polyurethane catalysts)
- Demand driven by sustainable solutions for cleaner energy and energy conservation

**Maximize profitability in Ethyleneamines with focus on customers, operational and commercial excellence**

---

(1) Represents 2021 Net Sales Revenue
**Innovate, Grow & Invest: Semiconductors**

**E-GRADE® High-Purity Amines**

- Huntsman manufactures high-purity amines used in formulated cleaning solutions for semiconductor manufacturing
  - Uniquely positioned with broad product portfolio of high-purity amines
- Announced expansion at Conroe, Texas, with beneficial operations in 2023
  - ~$10M Adj. EBITDA contribution in 2024 and ramping up thereafter
  - Capital investment of ~$35M

**Formulated Cleans Market: Driven by Semiconductor Demand and Complexity**

- Formulated cleans market for semiconductor manufacturing growing at 8% - 12% annually
  - Growth due to increasing chip demand and complexity as well as replacement of traditional cleaning solutions
- Supplier base with long qualification timelines (3 - 5 years); high barriers to entry once qualified

Source: Management estimates

Source: Linx Consulting
**Innovate, Grow & Invest: Electric Vehicles (EV)**

**ULTRAPURE™ Ethylene Carbonate (UPEC)**

- Huntsman produces UPEC, a critical component for lithium-ion batteries
  - Only North American manufacturer of alkylene carbonates
  - UPEC forms a Solid Electrolyte Interface (SEI) that is selective for Li+ ions and protects the electrode layers

- Announced capacity expansion of UPEC production at Conroe, Texas, facility in mid-2023
  - ~$10M Adj. EBITDA contribution in 2024 and ramping up thereafter
  - Capital investment of ~$25M

**Electrolyte and EV Markets: Driven by Electrification Revolution**

- The battery market is rapidly expanding and regionalizing
  - Electric vehicles represent greater than 60% of the battery market currently

- Electrolyte market has grown ~30% annually during last 10 years
  - UPEC represents ~25% of the electrolyte and protects the battery anode from exfoliation

(1) High purity ethylene carbonates are ~1/2 of total solvents by weight

Source: Avicenne
Innovate, Grow & Invest: Polyurethane Catalysts

JEFFCAT® Polyurethane Catalysts

Polyurethane Catalyst Market: Driven by Megatrends and Sustainability

- Huntsman is a leader in low-emission and conventional catalysts
- Announced expansion at Petraurdo, Hungary, with beneficial operations in 2023
  - ~$15M Adj. EBITDA contribution in 2024 and ramping up thereafter
  - Capital investment of ~$60M

Net Sales Volume

<table>
<thead>
<tr>
<th>Segment</th>
<th>Automotive</th>
<th>Furniture &amp; Bedding</th>
<th>Spray Foam</th>
<th>Other Construction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Megatrend</strong></td>
<td>- Strengthening EHS regulations</td>
<td>- Better comfort &amp; quality of life</td>
<td>- Energy conservation</td>
<td>- Quality &amp; performance</td>
</tr>
<tr>
<td></td>
<td>- Better comfort &amp; quality of life</td>
<td>- Perception of odor &amp; chemical release from material</td>
<td>- Controlling global warming</td>
<td>- Energy conservation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Emissions reduction</td>
<td>- Controlling global warming</td>
</tr>
<tr>
<td><strong>Focus Area</strong></td>
<td>- Emission reduction</td>
<td>- Solution for odor reduction</td>
<td>- Emissions reduction</td>
<td>- New catalyst platform to replace conventional amine catalysts</td>
</tr>
<tr>
<td></td>
<td>- Aldehyde scavenging &amp; impurity reduction</td>
<td></td>
<td></td>
<td>- Supporting HFO based technologies</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Supporting HFO based technologies</td>
</tr>
</tbody>
</table>

Polyurethanes market growing at 5% - 6% annually, driven by megatrends and sustainability

Source: Management estimates
Performance Products

Top Priorities to Unlock Value and Reset the Bar

Innovate, Grow & Invest in Specialties
- Innovate, grow and invest in Performance Amines
  - Cost-effective, targeted investment in high-growth products
  - Execute on announced capital projects (E-GRADE®, UPEC, Polyurethane catalysts)

Drive High Degree of Discipline with Focus on Commercial Excellence
- New disciplined management approach
- Focusing resources and building capability, including data analytics
- Implementation of tools and structure to support commercial excellence

Maximize Value in Maleic Anhydride and Ethyleneamines
- Maximize profitability and cash flow
- Focus on customers, operational and commercial excellence

3Q22 Adj. EBITDA Guidance
$130M – $140M

2024 Adj. EBITDA Margin Target
20% – 25%
Advanced Materials

Division Overview
Advanced Materials

Advanced Materials — Robust & Diverse Specialty Materials Portfolio

Specialty Markets Focus\(^1\)

- Aerospace: 14%
- Transportation: 12%
- Infrastructure: 13%
- Commodity: 61%

Balanced Regional Exposure\(^1\)

- U.S. & Canada: 30%
- Europe: 25%
- Asia Pacific: 9%
- Rest of World: 36%

Core Specialty Markets Recovering

- Net Sales Rev. (USD in Millions)
- 2017: $1,200
- 2018: $1,300
- 2019: $1,200
- 2020: $1,000
- 2021: $1,100

(1) Represents 2021 Net Sales Revenue

2Q22 LTM sales revenue: $1.3B
2Q22 LTM Adj. EBITDA: $236M
~3,500 products
16 manufacturing sites
~1,750 associates
~2,500 customers
15+ chemical process technologies covering: thermoset resins, tougheners, curatives, modifiers

(1) Represents 2021 Net Sales Revenue
Advanced Materials

Primary Growth Levers

Integrating M&A & Realizing Synergies
- Acquisition integration on track
- Additional $11M synergies by 2023
- Solid platform for continued bolt-on M&A

Benefitting from Aerospace Recovery
- Passenger travel recovers by 2024
- OEM build rates recovering, single-aisle leads wide-body

Growing Organically through Innovation
- Strong pipeline of new business and innovation
- Automotive transitioning to greater EV/Hybrid growth
- Focused on market transforming mega-trends:
  - Sustainability; electrification; durability & efficiency

Pioneering Step-Out Technology
- Exciting MIRALON® technology
- Transforming methane to advanced carbon materials & hydrogen
- Scale-up of technology underway
Integrating M&A and Realizing Synergies

Net M&A Benefit of $57M Adj. EBITDA at <5x multiple

- CVC & Gabriel acquisitions
  - $76M post synergy Adj. EBITDA at 7.2x multiple
- India DIY disposal $19M Adj. EBITDA at 15x multiple

Integration and Synergies on Track

- $12M synergy run-rate delivered
- $11M additional synergies by 2023
- Complementary technology portfolio provides long-term innovation opportunity

Acquisitions Enhance Specialty Portfolio

Commodity Materials
- Epichlorohydrin
- Bis-Phenol A
- Base Resins

Specialty Components
- Specialty Resins
- Tougheners
- Curing Agents
- Modifiers & Additives

Formulations
- Composites
- Adhesives
- Resin Systems

Valuable Effects
- Light-weighting
- Adhesion & Joining
- Electrical Insulation
- Protection
- Heat Management

OEMs
- BOEING
- AIRBUS
- BOSCH
- HILTI
- RIVIAN
- SIEMENS
- CAT
- SHERWIN-WILLIAMS

<5% of Adj. EBITDA

>95% of Adj. EBITDA

OLIN
- HEXION
- EVONIK
- H.B. Fuller
- SOLVAY
- TAIYO
- Henkel
- 3M
Advanced Materials Overview

Pioneering Step-Out Technology

Problem

Oil & gas industry has long-term issue with methane / natural gas

Methane has 28x more global warming potential than CO₂

MIRALON® Solution, Market Applications & Scale-Up Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Event/Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Technology development</td>
</tr>
<tr>
<td>2015</td>
<td>Lab scale &amp; experimental sales (c. $10,000/kg)</td>
</tr>
<tr>
<td>2019</td>
<td>Micro plant &amp; experimental sales (c. $2,000/kg)</td>
</tr>
<tr>
<td>2021</td>
<td>Mini plant &amp; experimental sales (c. $1,000/kg)</td>
</tr>
<tr>
<td>2022/23</td>
<td>Pilot Plant &amp; commercial sales (c. $100/kg)</td>
</tr>
<tr>
<td>2024</td>
<td>1st Commercial scale plant Step change in unit cost</td>
</tr>
<tr>
<td>2024+</td>
<td>Replicate, scale &amp; improve (&lt;$10/kg)</td>
</tr>
<tr>
<td></td>
<td>Revenue ~$50M p.a. by 2025</td>
</tr>
</tbody>
</table>
Advanced Materials Overview

Driving to Deliver Sustainable High-Value Growth

**Strong Specialty Market Position**
- Strong position in attractive transforming specialty markets
- Highly qualified applications create cycle robustness
- Aerospace full market recovery by 2024

**Innovation & Bolt-on Acquisitions Boost Growth**
- On track to deliver $23M in acquisition synergies by 2023
- Robust pipeline of new innovations to capture opportunities from mega-trends
  - E-vehicles, Corrosion resistant infrastructure

**Exciting Carbon Capture Opportunity**
- Transformative growth opportunity in the carbon capture space
- Developing scale of MIRALON® methane to hydrogen & structural carbon technology

---

**3Q22 Adj. EBITDA Guidance**

$58M – $63M

**2024 Adj. EBITDA Margin Target**

20% – 25%