

# **Investor Presentation**

Bank of America Securities 2021 Global Agriculture & Materials Conference

# **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 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**

#### **Polyurethanes**



**Performance Products** 



\$1.0 billion

(17%)

\$164 million

(20%)

16%

**Advanced Materials** 



\$0.8 billion

(14%)

\$130 million

(16%)

15%

**Textile Effects** 



#### **Total**

HUNTSMAN Enriching lives through innovation

2020 Sales Revenue (% of total) (1)

2020 Adj. EBITDA (% of total) (1)

2020 Adj. EBITDA Margin %

> Key End Markets

- \$3.6 billion (59%)
- \$472 million (59%)

13%

- 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

- \$0.6 billion (10%)
- \$42 million (5%)

7%

- Apparel
- Furnishings
- Transportation
- · Protective fabrics

\$6.0 billion

\$647 million

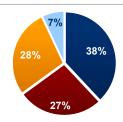
11%

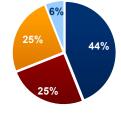
 Construction & industrial applications

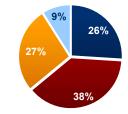
34%

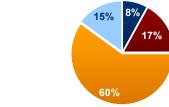
- Transportation
- Adhesives
- Coatings
- Elastomers

2020 Sales Revenue by Region









31%

U.S. & Canada

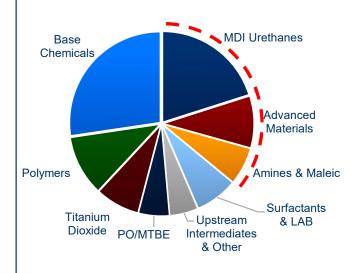
■ Europe ■ Asia Pacific

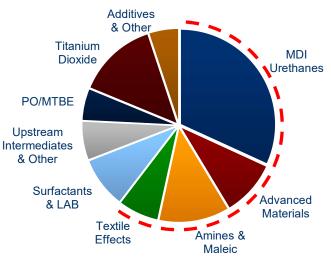
Rest of World

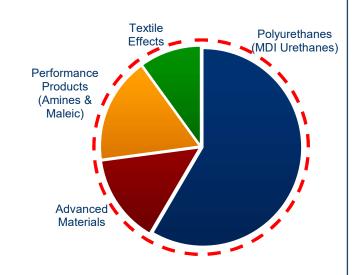
Note: All figures reflect Huntsman Corporation continuing operations. (1) Percent of total excludes Corporate, LIFO and other eliminations.



# **Simplification and Portfolio Transformation**







2005 2015 Today

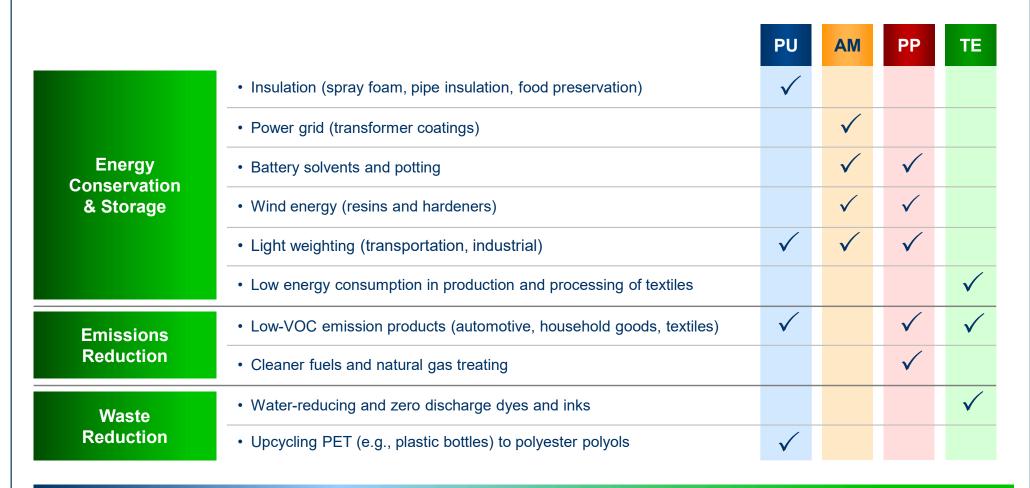
- · Divested Base Chemicals
- Divested Polymers
- Acquired Textile Effects
- Acquired Rockwood's TiO2 and Additives assets (2014)
  - Announced the intention to IPO the business in 2 years

- Divested EU Surfactants (2016)
- Separated TiO2 & Additives (Venator) via IPO & secondary offerings (2017 & 2018)
- 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.



# **Huntsman Portfolio Strongly Aligned with Sustainability**

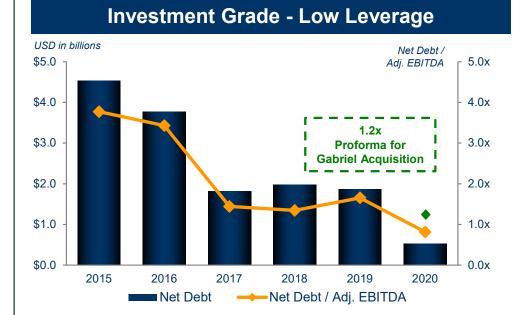


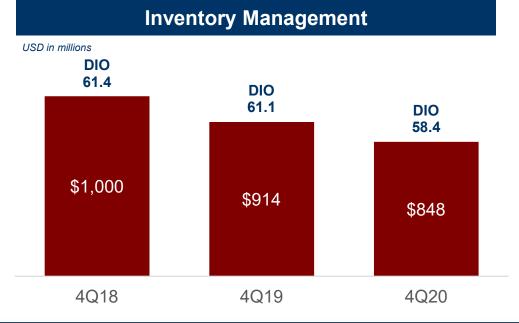
#### Huntsman transforms PET scrap into energy-saving formulations





# Strong Flexible Balance Sheet and Liquidity Position





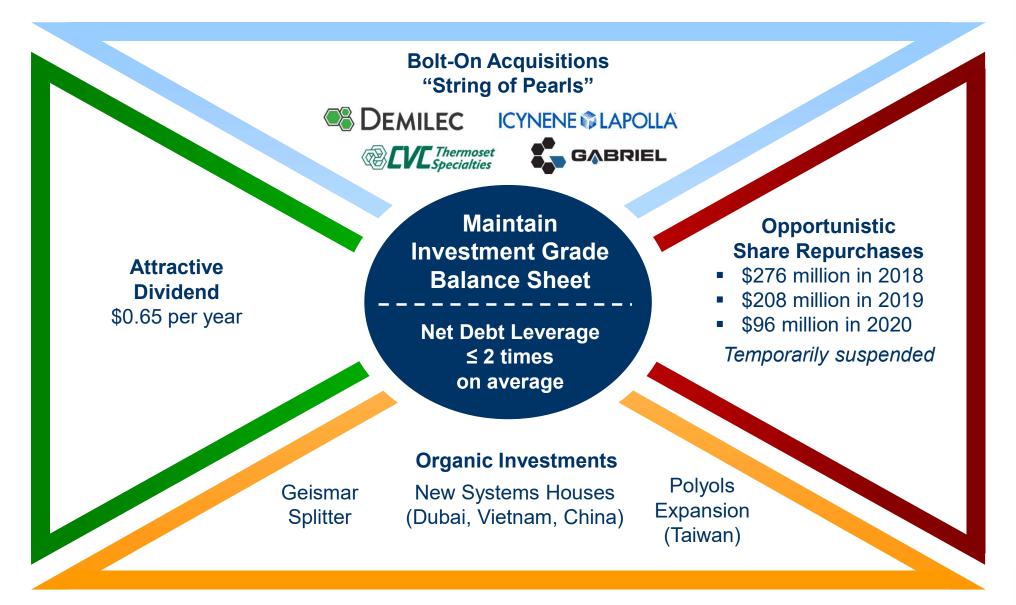
#### **Commentary**

- Sale of India DIY business for up to \$285mm (15x) on November 3, 2020
  - \$257mm cash up front; up to \$28mm in earnout within 18 months
- Acquisition of Gabriel Performance Products for \$250mm (11x, 8x post synergies) on January 15,2021
- Sale of 42.4mm Venator shares (including 30-month option) for \$100mm on December 23, 2020
  - Facilitated cash tax savings of \$150mm by offsetting related capital loss against capital gain from sale of Chemicals and Intermediates business
- Sale and lease back of Basel, Switzerland property for \$73mm
- 2021 estimated capital expenditures between \$320mm and \$330mm
  - Includes ~\$80mm of Geismar Splitter targeted for startup up mid 2022
  - Includes ~\$30mm of incremental strategic high return projects within downstream footprint, reinvesting funds received from the sale and lease back
- Redeemed in full on January 15, 2021 €445 million (~\$541mm) at par our 5.125% senior notes due 2021
- March/April 2021 4-year scheduled cluster Rotterdam turnaround
  - Estimated Q1 and Q2 2021 cash impact of ~\$40mm
- 17% 4Q20 effective tax rate; estimated long term effective tax rate remains 22% to 24%



# **Huntsman Corporation**

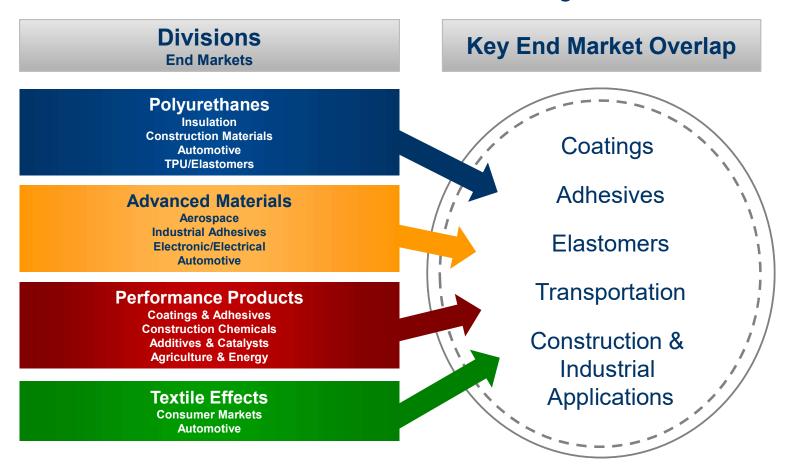
**Balanced Capital Allocation Strategy** 





# **Huntsman's Transformed Portfolio**

Core Platforms for Downstream Strategic Growth



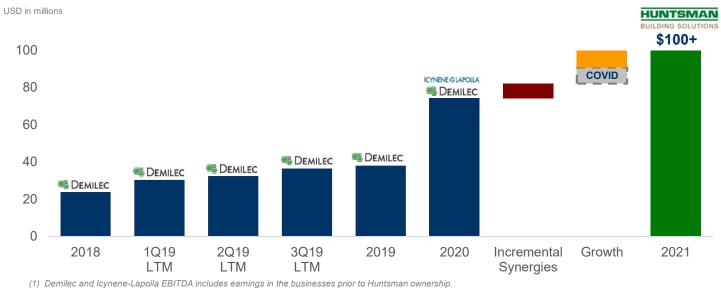
#### Criteria for Strategic Growth:

- 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



# 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

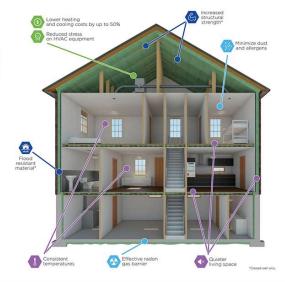
## Integrated Supply of the World's Most Cost-Efficient Energy-Saving Insulation



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





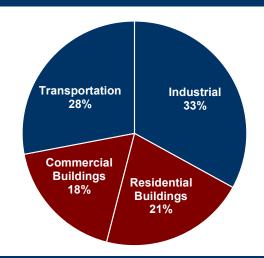




# **Huntsman Building Solutions**

World's Most Cost-Efficient Energy-Saving Insulation

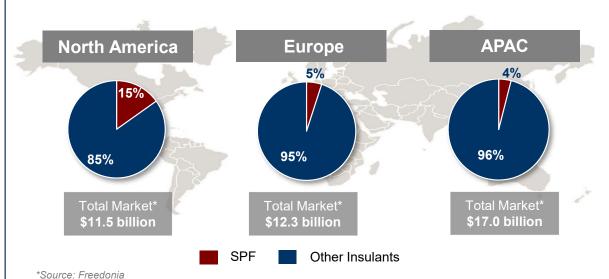




## **Spray Polyurethane Foam Energy Savings**

- 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





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



Source: EIA

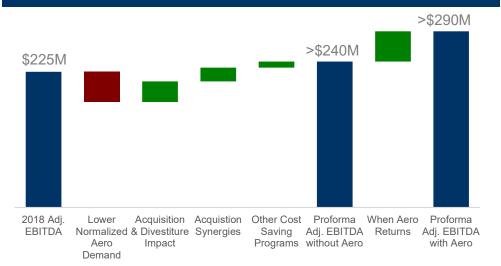
# **Strategically Repositioning Advanced Materials**

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**

	Cost	2019		Total
	(Proceeds)	<b>EBITDA</b>	Synergies <sup>(1)</sup>	<b>EBITDA</b>
+ CVC	\$300	\$30	\$15	\$45
Multiple		10x		7x
+ Gabriel (2)	\$250	\$23	\$8	\$31
Multiple		11x		8x
- India DIY (3)	(\$285)	(\$19)		(\$19)
Multiple		15x		
Net Impact	\$265	\$34	\$23	\$57
Multiple		8x		<5x

## **Improved Earnings Power Despite Weak Aerospace**



## Strengthening Advanced Materials Specialty Portfolio with an Improved Regional Balance

## **Advanced Materials Core Specialty Business**

Core Specialty Components

CVC & Gabriel Acq.

High Performance Resins

Curing Agents

Expanded Resin Portfolio

Expanded Curing Portfolio

Modifiers and Additives

Added Tougheners

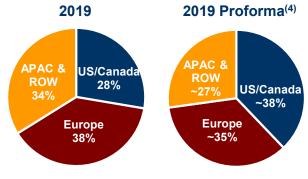
Added Specialty Alkyds

**Core Formulations** 

**Structural Adhesives** 

Light Weighting/ Composites

**Electrical & Electronic Insulation** 



#### **End Markets**

- Transportation
- Power Generation & •
  Transmission
  - & Coatings & Construction

Industrial / O&G

Electronics

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.



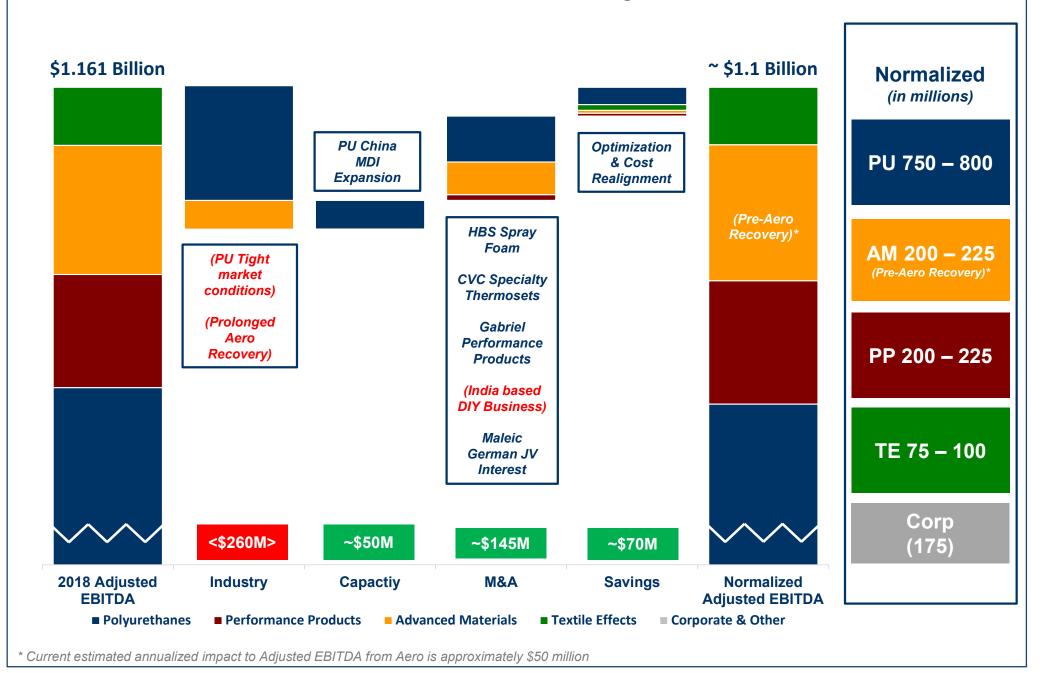
# **Cost Realignment & Synergy Plans on Track**

Delivery of >\$120 million Run Rate Benefits Targeted by Mid 2023

#### **Targeted Benefits & Completion Timing Targeted In-Year Benefit Delivery** USD in millions USD in millions ~\$120 **Targeted Targeted** ~\$110 Adj. EBITDA Completion Benefit **Timing** \$100 ~\$87 **Acquisition Synergies** \$80 **HBS Synergies** ~\$20mm Early 2021 **CVC Synergies** ~\$15mm Year-end 2021 \$60 **Gabriel Synergies** ~\$8mm **Early 2023** \$40 ~\$27 **Cost Realignment & Business Optimization** \$20 Polyurethanes ~\$40mm Mid 2022 ~\$10mm **Advanced Materials** Mid 2022 \$0 2020 2021 2022 **Total** Performance Products ~\$7mm Year-end 2020 Targeting >\$120mm run rate by mid 2023 **Textile Effects** ~\$10mm Year-end 2021 Estimated net cash restructuring and integration costs of Corporate >\$10mm Mid 2023 approximately \$100mm >\$120mm



# ~\$1.1 Billion Normalized Adjusted EBITDA





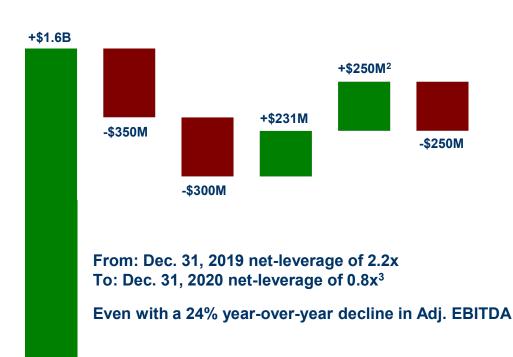
# Huntsman Took Several Strategic Leaps Forward in 2020

## **Strategic M&A**

- ✓ 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
- ✓ Divested India-based DIY Consumer Adhesives business for ~\$257 million; up to ~\$28 million additional in earn-out within 18 months
- ✓ Sold shares of Venator for ~\$100 million; includes future option for the buyer to purchase remaining ~9.5 million shares at \$2.15 per share. Received immediate tax savings of ~\$150 million by offsetting capital loss on sale of Venator shares against capital gain realized on the sale of our Chemical Intermediate and Surfactant businesses.
- ✓ Announced acquisition of Gabriel Performance Products for ~\$250 million in December; closed in January 2021

#### Stronger Balance Sheet on Exit vs Entrance

The Cash From M&A was a Net Positive ~\$1.2 Billion<sup>1</sup>



(1) Includes Gabriel Performance Products which closed on January 15, 2021

CVC Acq.

(2) Includes the ~\$150 million tax benefit from offsetting the capital loss on VNTR shares against the capital gain on the CI&S sale

DIY Sale

VNTR Sale Gabriel Acq.

(3) Net-leverage pro-forma for the Gabriel acquisition is 1.2x

I-L Acq.



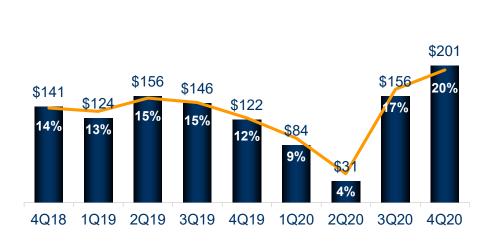
CI&S Sale



# **Business Overview**

# **Huntsman Corporation**

# Polyurethanes Adj. EBITDA

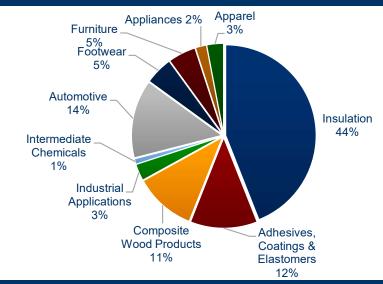


# Performance Products Adj. EBITDA

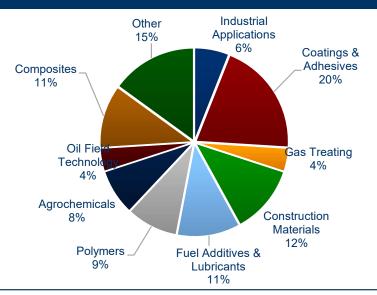


Note: All figures reflect Huntsman Corporation continuing operations. End Markets information as of 2020 year end.

## **Polyurethanes End Markets**



#### **Performance Products End Markets**





# **Huntsman Corporation**

## **Advanced Materials Adj. EBITDA**

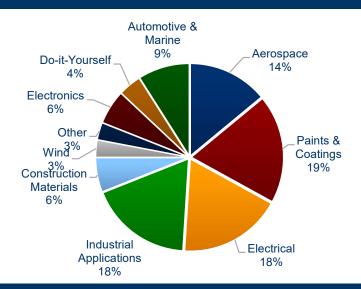


## **Textile Effects Adj. EBITDA**

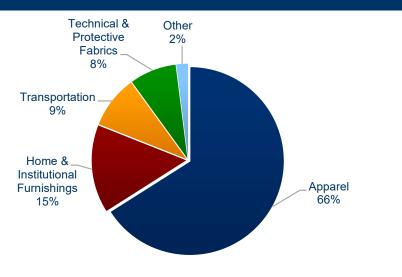


Note: All figures reflect Huntsman Corporation continuing operations. End Markets information as of 2020 year end. (1) Proforma adjusted for the sale of the India-based DIY consumer adhesives business.

#### Advanced Materials End Markets<sup>(1)</sup>



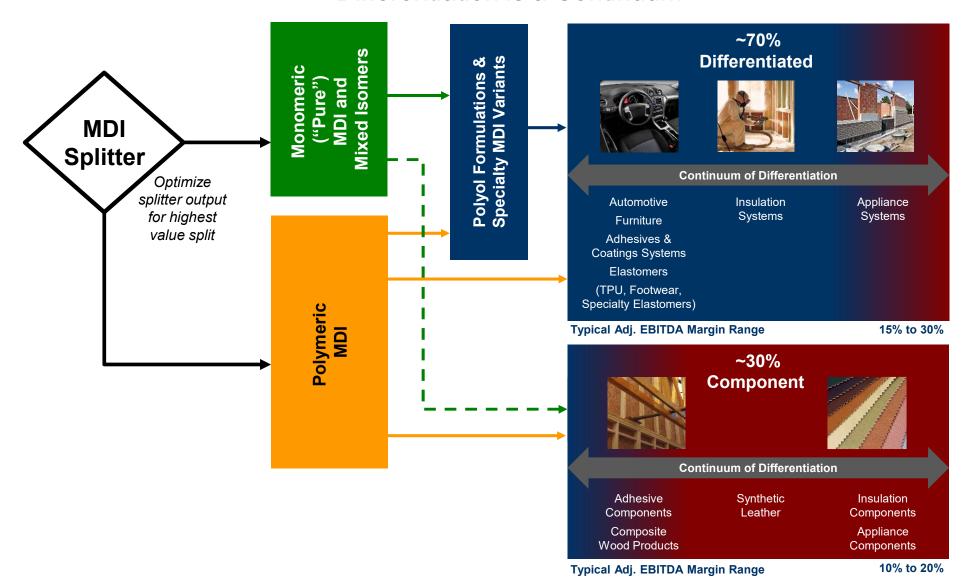
#### **Textile Effects End Markets**





# **Huntsman Polyurethanes**

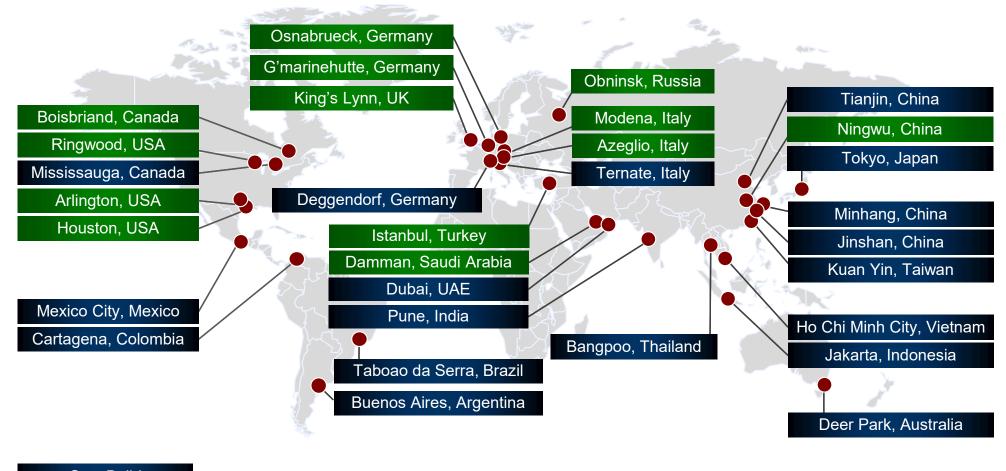
Differentiation is a Continuum



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

# **Polyurethanes Downstream Footprint**

Significant Expansion Program



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

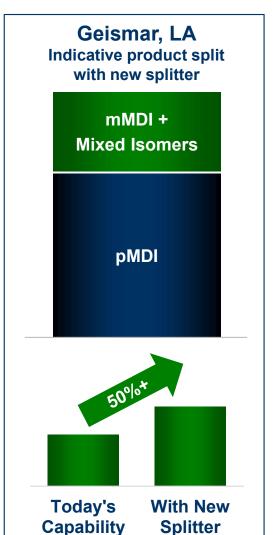
## **Replicating Global Success**

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



Rotterdam

#### **Investment to Accelerate Differentiation**





**Product Offerings** 

Remaining pMDI sold into Component markets

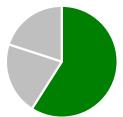
# **Performance Products Overview**







Revenue Contribution





Adj. EBITDA Margin

~15% - 20%

~5% - 15%

~20% - 25%

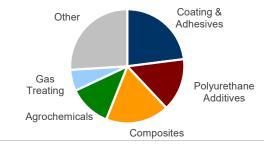
Demand Drivers

- Emissions reduction
- Composite materials
- Low-VOC polyurethanes
- Agrochemicals

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

- Construction
- Marine and recreational vehicles
- Food additives

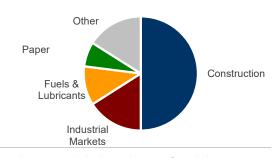
End Markets



Other Fuels & Lubricants

Paper Construction

Oil Field Coating & Adhesives



Market Positioning

- 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

- Largest global producer with full range of ethyleneamines
- Market share of ~40% in heavier slates
- Largest global producer of maleic anhydride
- Market share of ~40% in North America and Europe



# **Advanced Materials Market Positioning**

High Value Formulations Business

**Large Epoxy Players** 

**HUNTSMAN** 

**Huntsman's Position** 

**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
- Benzoxazines
- Curatives

# (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

**Formulated** 

**Systems** 

# **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 **Regional Presence Application Mix EMEA** Other Structural Adhesives 14% 13% Electronics 36% **APAC** 16% Composites **Americas** Coatings

# A Complementary Product Portfolio Specialty Performance Resins and Additives CVC Thermoset Specialties' resins and additives improve the performance of materials in the specialty segments of the value chain Long Performance Resins and Additives Rugar Performance Resins and Additives Specialty Nesins & Woodiffers Woodiffers Woodiffers HUNTSMAN Long Performance Resins and Additives Specialty Performance Resins and Additives Additives Woodiffers Woodiffers Woodiffers Additives Additives



# **Acquisition of Gabriel Performance Products**

Expanding Advanced Materials' Specialty Portfolio

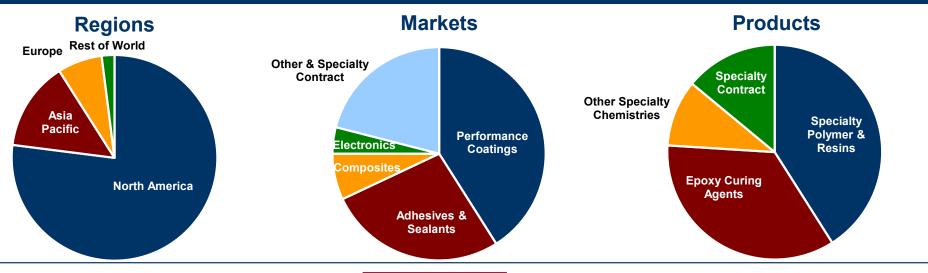
## **Acquisition Overview**

- 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

MARKET AND INDUSTRY TRENDS

#### **HUNTSMAN SOLUTION**

**BRAND PARTNERS** 

WATER AND ENERGY
CONSERVATION



Award winning new generation specialty solutions for water and energy savings





PROTECTION AND HYGIENE



Leading the transition to specialty non-fluorochemical solutions









Solution with color retention and clean chemistry for polyester fabric performance







# **Summary Financials and Reconciliation**

USD in millions	1Q19		2Q19		3Q19		4Q19		FY19		1Q20		2Q20		3Q20		4Q20		FY20	
Segment Revenues:																				
Polyurethanes	\$	924	\$	1,014	\$	993	\$	980	\$	3,911	\$	888	\$	730	\$	936	\$	1,030	\$ 3	3,584
Performance Products		300		299		281		278		1,158		292		228		238		265	4	1,023
Advanced Materials		272		275		256		241		1,044		241		192		199		207		839
Textile Effects		189		215		179		180		763		180		102		142		173		597
Corporate and eliminations		(16)	(19)			(22)		(22)	(79)		(8)		(5)		(5)		(7)		(25)	
Total	\$	1,669	\$	1,784	\$	1,687	\$	1,657	\$	6,797	\$	1,593	\$	1,247	\$	1,510	\$	1,668	\$ 6	6,018
Segment Adjusted EBITDA:																				
Polyurethanes	\$	124	\$	156	\$	146	\$	122	\$	548	\$	84	\$	31	\$	156	\$	201	\$	472
Performance Products		45		42		38		43		168		58		29		36		41		164
Advanced Materials		53		55		51		42		201		48		30		25		27		130
Textile Effects		22		28		16		18		84		20		(4)		8		18		42
Corporate, LIFO and other		(40)		(36)		(36)		(43)		(155)		(45)		(32)		(37)		(47)		(161)
Total	\$	204	\$	245	\$	215	\$	182	\$	846	\$	165	\$	54	\$	188	\$	240	\$	647
Net income (loss)	\$	131	\$	118	\$	41	\$	308	\$	598	\$	708	\$	(59)	\$	57	\$	360	\$ 1	1,066
Net income attributable to noncontrolling interests		(12)		(8)		(11)		(5)		(36)		(3)		(3)		(9)		(17)		(32)
Net income (loss) attributable to Huntsman Corporation		119		110		30		303		562		705		(62)		48		343		1,034
Interest expense from continuing operations		30		29		27		25		111		18		21		24		23		86
Income tax expense (benefit) from continuing operations		45		38		30		(151)		(38)		7		(13)		15		37		46
Income tax expense (benefit) from discontinued operations(3)		5		14		25		(9)		35		238		1		-		3		242
Depreciation and amortization from continuing operations		67		69		65		69		270		67		69		70		77		283
Depreciation and amortization from discontinued operations <sup>(3)</sup>		23		23		13		2		61		-		-		-		-		-
Business acquisition and integration expenses and purchase accounting inventory adjustment	tt	1		-		3		1		5		13		8		9		1		31
EBITDA from discontinued operations, net of tax(3)		(51)		(72)		(106)		(36)		(265)	(	1,015)		(6)		-		4	(1	1,017)
Loss (gain) on sale of businesses/assets		-		-		-		21		21		(2)		1		-		(279)		(280)
Income from transition services arrangements		-		-		-		-		-		-		(5)		(1)		(1)		(7)
Fair value adjustments to Venator investment and related loss on disposal <sup>(b)</sup>		(76)		18		148		(72)		18		110		(4)		(6)		(12)		88
Loss on early extinguishment of debt		23		-		-		-		23		-		-		-		-		-
Certain legal and other settlements and related expenses (income)		-		-		1		5		6		2		4		(4)		3		5
Certain non-recurring information technology implementation costs		-		-		1		3		4		1		1		1		3		6
Amortization of pension and postretirement actuarial losses		17		16		16		17		66		18		19		20		19		76
Restructuring, impairment and plant closing and transition costs (credits)		1		-		(43)		1		(41)		3		19		12		18		52
Plant incident remediation costs		-		-		5		3		8		-		1		-		1		2
Adjusted EBITDA	\$	204	\$	245	\$	215	\$	182	\$	846	\$	165	\$	54	\$	188	\$	240	\$	647

