## HUNTSMAN

Enriching lives through innovation

# Wells Fargo Germany TiO2 Visit

October 7, 2015

## **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, benefits and synergies from the acquisition of Rockwood's Performance Additives and Titanium Dioxide businesses, 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.

There are a number of risks and uncertainties that could cause our actual results to differ materially from the forward-looking statements contained in this presentation. Such risks, uncertainties and other important factors include, among others: the synergies and cost savings from the Rockwood acquisition may not be fully realized or take longer to realize than expected, the ability to integrate successfully the businesses acquired, future global economic conditions, changes in raw material and energy prices, ac cess to capital markets, industry production capacity and operating rates, the supply demand balance for our products and that of competing products, pricing pressures, technological developments, changes in government regulations, geopolitical events and other risk factors as discussed in our most recently filed Form 10-K and Forms 10-Q.

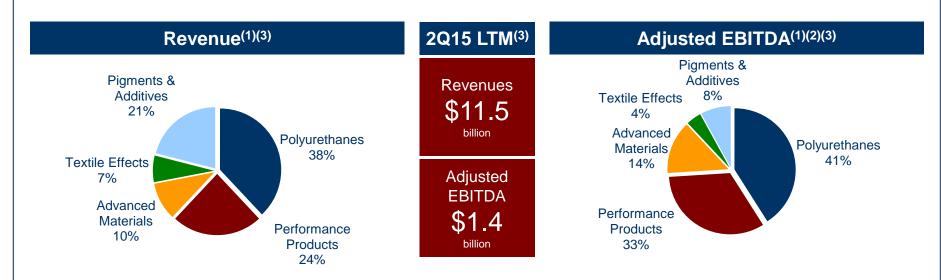
All forward-looking statements attributable to us or persons acting on our behalf apply only as of the date made and are expressly qualified in their entirety by the cautionary statements included in this presentation. We undertake no obligation to update or revise forward-looking statements which may be made to reflect events or circumstances that arise after the date made or to reflect the occurrence of unanticipated events.

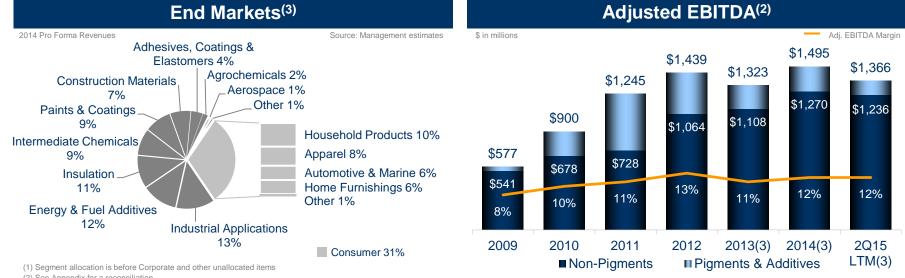
#### **Supplemental Information**

This presentation contains financial measures that are not in accordance with generally accepted accounting principles in the U.S. ("GAAP"), including EBITDA, adjusted EBITDA, adjusted EBITDA from discontinued operations, normalized EBITDA, adjusted net income (loss), adjusted diluted income (loss) per share and net debt. The Company has provided reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures in the Appendix to this presentation.

Our financial statements and tax returns are prepared with certain components of inventory stated on the LIFO method for inventory valuation, and supplemental information is not intended to replace the primary published financial statements which include these inventories on a LIFO basis. Please refer to the primary published financial statements in our most recently filed Form 10-K and Forms 10-Q.

## **Portfolio Composition**





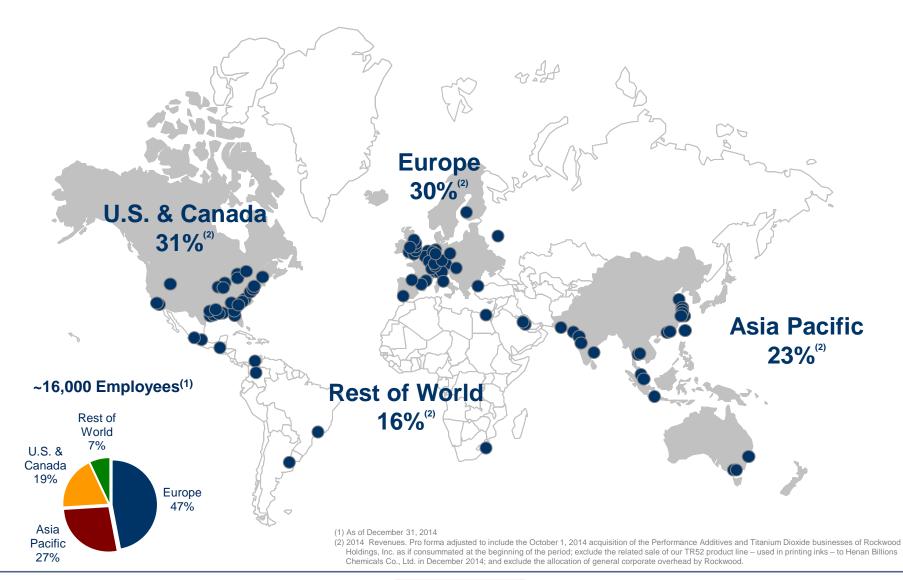
(2) See Appendix for a reconciliation

(3) Pro forma adjusted to include the October 1, 2014 acquisition of the Performance Additives and Titanium Dioxide businesses of Rockwood Holdings, Inc. as if consummated at the beginning of the period; exclude the related sale of our TR52 product line - used in printing inks - to Henan Billions Chemicals Co., Ltd. in December 2014; and exclude the allocation of general corporate overhead by Rockwood.



## **Global Presence**

Operating >100 Manufacturing & R&D Facilities in >30 Countries<sup>(1)</sup>





## Financial Overview June 30, 2015

#### **Net Debt**

\$ in millions	6/3	30/2015	Interest Rate
Senior credit facilities	\$	2,509	3%
Accounts receivable programs		217	1%
Senior notes		1,884	5% Redemption
Senior subordinated notes		198	9% 09/15/15
Other debt		239	5%
Total Debt	\$	5,047	5%
Less: Cash		608	
Net Debt	\$	4,439	
2Q15 LTM Pro Forma Adjusted EBITDA	\$	1,366	
Net Debt / Adjusted EBITDA		3.2x	



			F	re	e C	ash	Flow
\$ in millions	 2014	20	)15E		Targe	et	Comments
Adjusted EBITDA	\$ 1,340			\$	2,0	000	
Capital expenditures, net	(563)		(625)		(!	525)	20% IRR hurdle rate; maintenance capital expeditures \$250-300mm
Cash interest	(208)		(225)		(2	225)	Increase for ROC acquisition
Cash taxes	(165)		~25%		(:	325)	Meaningful concentration of earnings in USA
Primary working capital change	68		100			(50)	
Restructuring	(88)		(200)			(25)	
Pension	(146)		(100)			(75)	
Other	 (107)		(75)			(75)	JV's, T&I, etc.
Free cash flow	\$ 131			\$		700	
Dividends	\$ (120)	\$	(120)	\$	(*	120)	

## **Significant Growth Projects**

(\$ in millions)

Project	HUN Ownership	roject Cost	N Net pital	Estimated Completion	Annual ITDA
Polyurethanes					
MDI expansion in Geismar, LA	100%	\$ 80	\$ 80	1Q 2016	\$ 30
MDI expansion in Rotterdam, The Netherlands	100%	70	70	2Q 2017	30
PO/MTBE JV in Nanjing, China	49%	850	85	4Q 2016	30
MDI & splitter expansion JV's in Caojing, China	35%/70%	755	115	2H 2017	85
Performance Products					
EO expansion in Port Neches, TX	100%	160	95	4Q 2015	35
Polyetheramine & polyol expansion in Singapore	100%	80	80	3Q 2016	35
Advanced Materials					
Multifunctional resin expansion in McIntosh, AL	100%	70	70	2H 2017	30
Pigments & Additives					
Color pigment facility in Augusta, GA	100%	175	20	3Q 2015	30
Total		\$ 2,240	\$ 615		\$ 305

Capital Ex	penditures
2014	2015F
\$601mm	~\$525mm normal ~\$100mm restructuring/JVs

(a) \$30 million net income

(b) Expected EBITDA: 2018 ~\$15mm; 2025 ~\$45mm. Consistent with increased aerospace composite demand.

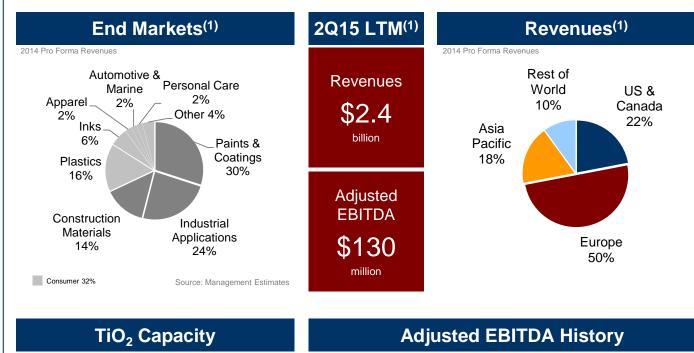


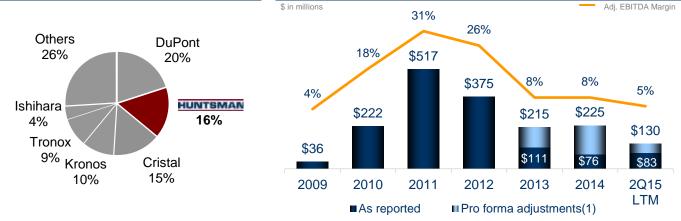
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## **Pigments & Additives**

## **Pigments & Additives**













(1) Pro forma adjusted to include the October 1, 2014 acquisition of the Performance Additives and Titanium Dioxide businesses of Rockwood Holdings, Inc. as if consummated at the beginning of the period; exclude the related sale of our TR52 product line – used in printing links – to Henan Billions Chemicals Co., Ltd. In December 2014; and exclude the allocation of general corporate overhead by Rockwood



## **Unique Product Range** Grow Speciality And Drive Differentiated Revenue





Food







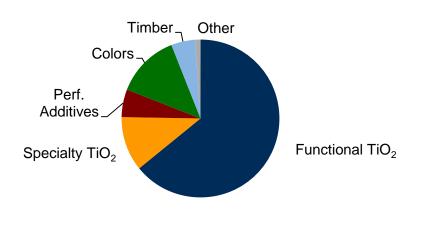
Catalysis





**Plastics** 





- Industry-leading specialty TiO<sub>2</sub> portfolio
- Complementary horizontal product offer across color spectrum
- Over 35% of revenue from nonfunctional TiO<sub>2</sub>

Source: Based on FY 2014 revenue

No. 1 position in TiO<sub>2</sub> in Europe





## **Specialty TiO<sub>2</sub> Applications**

#### Fibers

### TiO<sub>2</sub> is used to de-luster synthetic fibers

Makes man-made fiber appear natural

#### PET is the most prevalent polymer

>75% of all man-made fiber

#### Demanding TiO<sub>2</sub> performance specifications

Filament breakage causes expensive downtime

#### Softer, less abrasive form of TiO<sub>2</sub> is required

Anatase crystal is preferred

#### TiO<sub>2</sub> quality and consistency are important

Narrow particle size distribution

#### **Cosmetics, Pharma, Food**

#### UV protection in sunscreens

- Provides the SPF factor of the sunscreen
- Nano-TiO<sub>2</sub> particles are required

#### **Excipient in tablets**

- Inert TiO<sub>2</sub> carries the active ingredient
- High purity required

#### Whitening agent in food

- Provides consistent color and opacity
- Requires deep understanding of regulation





## **Performance Additives** Versatile, Highly Effective Products for Coatings & Plastics

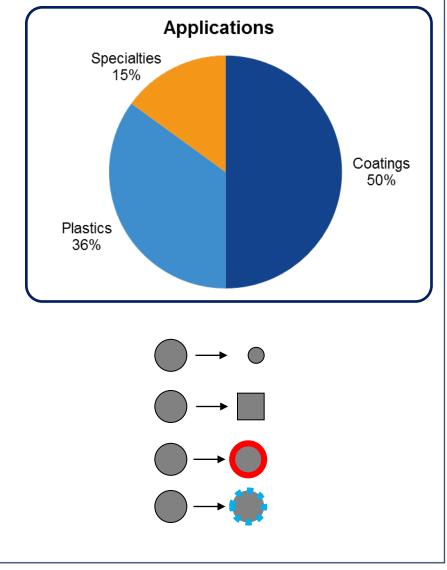
 Leading global supplier of zinc and barium specialty additives

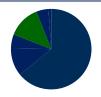
Three primary product families:

- Barium sulfate, BaSO4 (BLANC FIXE™)
- Zinc Sulfide, ZnS (SACHTOLITH®)
- BaSO4, ZnS mixtures (Lithopone)

Proprietary knowledge enables tailoring of:

- Particle size
- Particle shape
- Inorganic coatings
- Active functionalising of surface





## Color

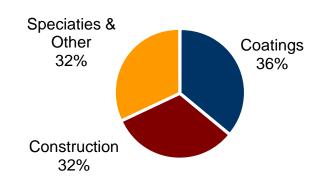
## Broad product range across color spectrum

#### **Business Overview**

- Global producer of synthetic iron-oxide and other inorganic pigments across color spectrum
- Global #2 synthetic iron oxide supplier
- A global leader in technical grade ultramarine blue
- New Augusta, GA iron oxide facility mechanically complete Q3 2015 ~\$30mm expected benefit



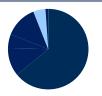
#### **Broad Application Base**



### **Ultramarine Blue**

- Enhances color saturation of black
- Light and weather resistance
- Effective tint correction of colors
- Approved by regulators for CPF applications
- Violet and pink shades





## Timber

### Wood Treatment Technologies

- Leading supplier of wood protection technology to the wood industry
- Products increase the lifetime of wood products and extend applications



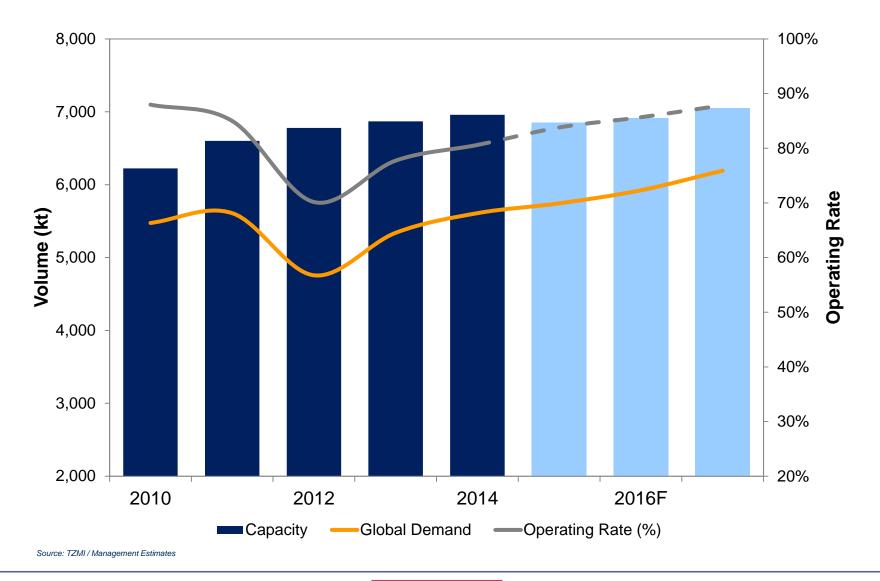
#### **Products and Applications**

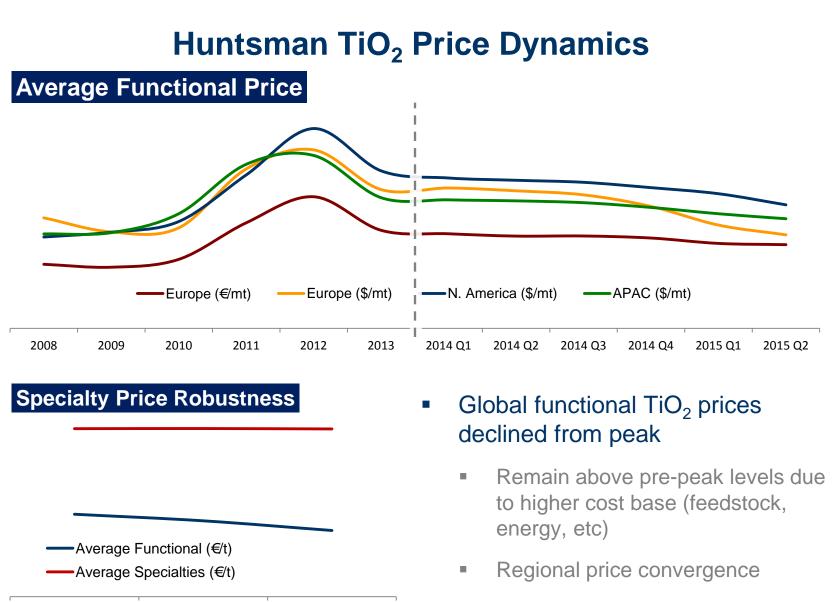
- Residential wood façade, fencing
- Fire retardant wood house frames
- Colored wood decking
- Industrial timber telephone poles, piers





## **Global TiO<sub>2</sub> Operating Rate**





Specialty price much more robust



2015 H1

2013

2014

## **Duisburg Facility**

## Specialty TiO<sub>2</sub> and Performance Additives Facility



#### Huntsman Improvement Plan

- Grow Specialty product revenues
- Reduce headcount by 360 positions
- Develop site efficiency focus and key investments

#### **Key Attributes**

- 100kt sulfate TiO<sub>2</sub> facility
- Complimentary 100kt additives (zinc sulfide and barium sulfate) facility
- Specialty anatase TiO<sub>2</sub> product
  - Fibres, film, active materials
- Predominantly slag feedstock
- Modern power plant generates 75% power needs
- Acid recycle facility "zero waste"

## Uerdingen Facility Large Scale Ilmenite Major Facility



#### Huntsman Improvement Plan

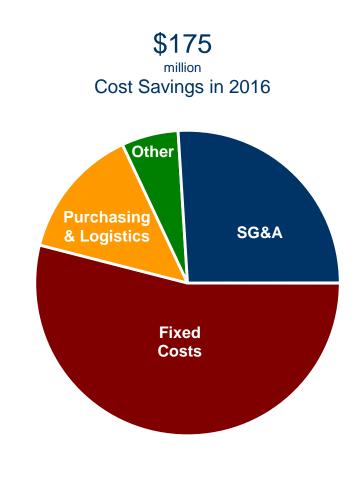
- Reduce headcount by 160
- Increase capacity utilization to c90%
- Enhance product offering finishing plant investment for coatings market
- Develop site efficiency focus and key investments
- Optimise ilmenite sourcing

#### **Key Attributes**

- 107kt TiO<sub>2</sub> capacity
  - 2<sup>nd</sup> largest sulfate plant in Europe
- Plastics and coatings offer
- Specialty De-NoX catalyst products
- Recent ilmenite feedstock capability investment
- Well maintained facility

## Restructuring

**Cost Savings** 



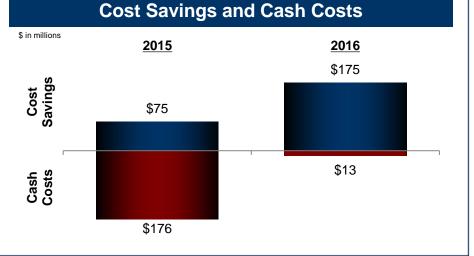
Source: Management estimates

#### Commentary

- Work force reduction
  - 900 positions
  - \$140 million in savings
- Calais, France 'black end' TiO<sub>2</sub> closure
  - 160 positions
  - 100Kt capacity reduction
  - \$35 million in savings

#### Color pigments site consolidation

4 sites to be closed





## Huntsman Pigments & Additives

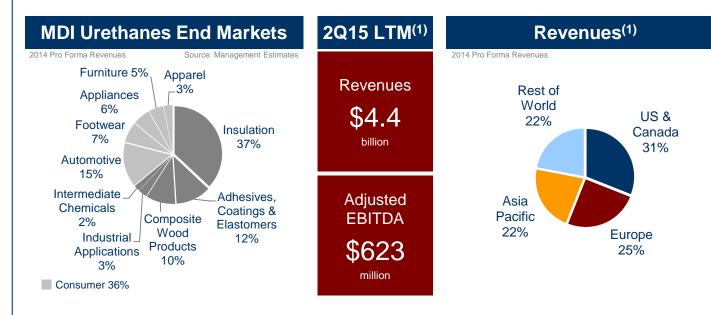
- Leading global producer of white & colored pigments
- Unique \$2.5 billion revenue TiO<sub>2</sub>, Performance Additives, Color and Timber horizontal business combination
  - Customer and application synergy
  - Over \$200mm of cost and growth benefits
  - Planned separation of the Pigments and Additives business by the end of 2016
- Most differentiated and specialized TiO<sub>2</sub> producer
  - Robustness over the cycle
  - Provides enhanced product range to customers
- Diversified TiO<sub>2</sub> feedstock slate
- Significant upside to TiO<sub>2</sub> market demand and utilization rates

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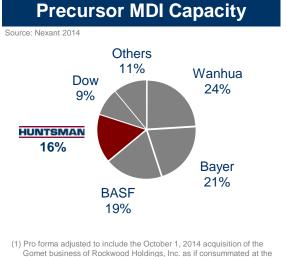
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# Appendix

## **Polyurethanes**







Adjusted EBITDA History





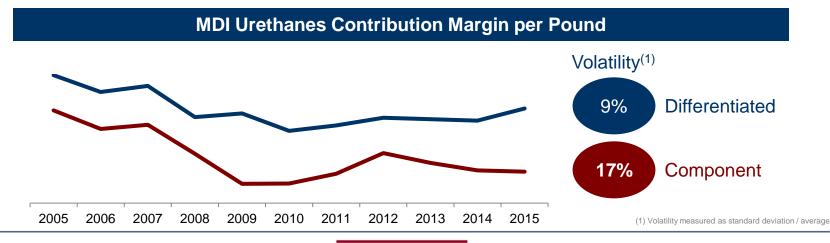


beginning of the period.

## **Polyurethanes Portfolio Composition**

Driving Differentiation, Steady Improvement

70% Differentiated	30% Component
Characteristics	Characteristics
<ul> <li>System sales or specialized MDI</li> <li>Technical solutions</li> <li>Lower volatility, less utilization dependent</li> <li>Higher cost to serve</li> <li>Higher EBITDA</li> <li>~10c/lb higher unit contribution margins</li> <li>Downstream proximity</li> </ul>	<ul> <li>Component polymeric or pure MDI</li> <li>Relationship management</li> <li>Higher volatility, more utilization dependent</li> <li>Low cost to serve</li> <li>Upstream cost efficiency</li> <li>Supply Chain efficiency</li> </ul>



# CALLER VER

## **Performance Products**



#### **Global HUN Market Share**

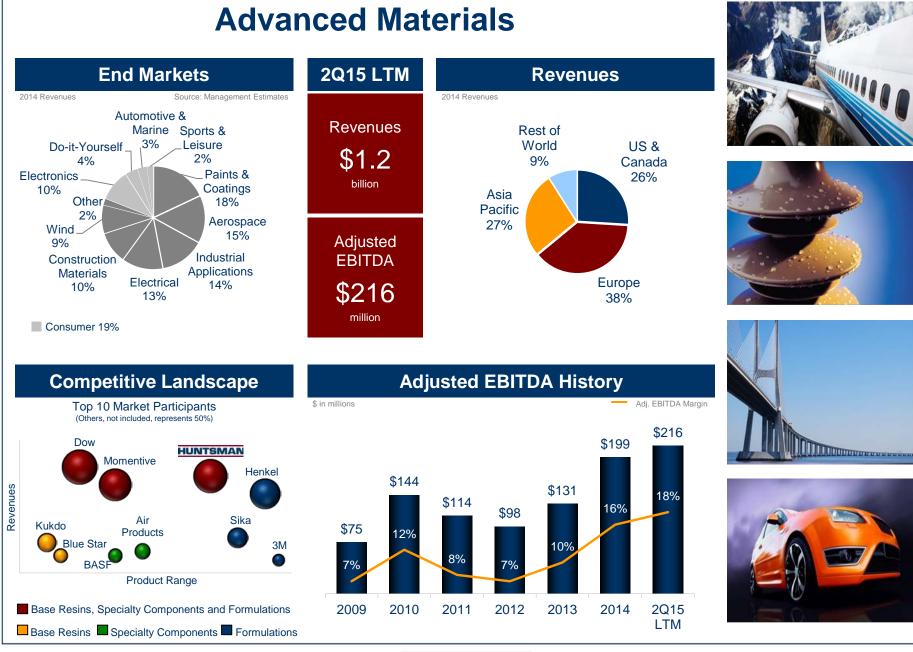
Product	Market Share	Peer
Polyetheramines	85%	BASF, Arch
Carbonates	65%	BASF
Morpholine/DGA	50%	BASF
Specialty Amines/ Catalysts	30%	BASF, Dow, Air Products, Eastman, Ineos
Ethyleneamines	30%	BASF, Dow, Tosoh, Delamine
Maleic Anhydride	45%	Lanxess, Flint Hills, Marathon, Lonza, DSM

#### **Adjusted EBITDA History** Adj. EBITDA Margin \$ in millions \$502 \$473 \$403 \$381 \$371 \$369 18% \$250 15% 14% 13% 12% 12% 12% 2009 2Q15 2010 2011 2012 2013 2014

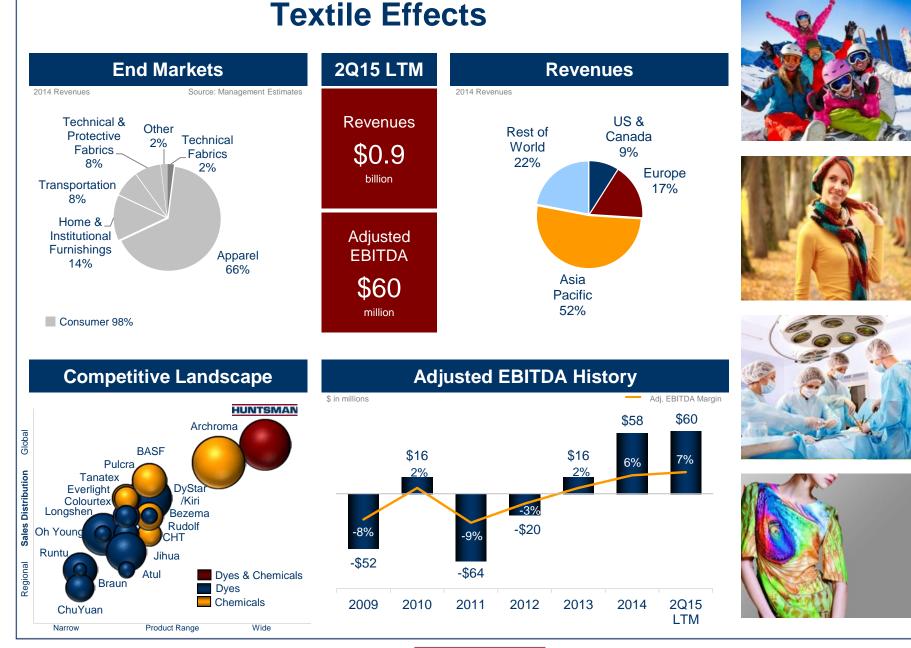




LTM







## **Adjusted EBITDA Reconciliation**

(\$ in millions)	20	213	3	Q13	40	Q13	1	Q14	2	Q14	3	Q14	40	Q14	1(	Q15	20	Q15
Net income (loss) attributable to Huntsman Corporation	\$	47	\$	64	\$	41	\$	54	\$	119	\$	188	\$	(38)	\$	5	\$	29
Interest expense, net		47		48		44		48		51		49		57		56		53
Income tax (benefit) expense		44		81		20		36		43		(40)		12		2		34
Depreciation and amortization		109		110		121		123		116		96		110		95		99
Income taxes, depreciation and amortization in discontinued operations		2		-		(1)		-		(2)		-		-		1		1
EBITDA		249		303		225		261		327		293		141		159		216
Acquisition and integration expenses, purchase accounting adjustments		2		9		7		8		9		10		40		15		12
EBITDA from discontinued operations		(2)		2		2		7		2		-		1		1		1
Gain on disposition of businesses/assets		-		-		-		-		(2)		-		(1)		-		1
Loss on early extinguishment of debt		-		-		16		-		-		-		28		3		20
Certain legal settlements and related expense		6		-		1		-		2		1		-		1		1
Amortization of pension and postretirement actuarial losses		18		19		18		13		12		12		14		18		19
Restructuring, impairment, plant closing and transition costs (credits)		31		43		44		40		13		40		69		88		115
Adjusted EBITDA		304		376		313		329		363		356		292		285		385
Acquisition - ROC Performance Additives & TiO2 <sup>(1)</sup>		-		-		28		49		58		40	_	8		-		-
Proforma adjusted EBITDA	\$	304	\$	376	\$	341	\$	378	\$	421	\$	396	\$	300	\$	285	\$	385

	200	)9	20	010	20	011	2	012	2	013	2	2014	2Q1	5 LTM	
Net income attributable to Huntsman Corporation	\$	114	\$	27	\$	247	\$	363	\$	128	\$	323	\$	184	
Interest expense, net		238		229		249		226		190		205		215	
Income tax expense		444		29		109		169		125		51		8	
Depreciation and amortization		440		404		439		427		446		445		400	
Income taxes, depreciation and amortization in discontinued operations		(78)		11	_	(5)		2		-		(2)		2	
EBITDA	1,	158		700		1,039		1,187		889		1,022		809	
Loss on accounts receivable securitization programs		23		-		-		-		-		-		-	
Acquisition and integration expenses, purchase accounting adjustments		-		3		5		5		21		67		77	
(Gain) loss on initial consolidation of subsidiaries		-		-		(12)		4		-		-		-	
EBITDA from discontinued operations		97		(53)		6		5		5		10		3	(1) Pro forma adjusted to include the October 1.
Gain on disposition of businesses/assets		(1)		-		(40)		(3)		-		(3)		-	2014 aquisition of the
Loss on early extinguishment of debt		21		183		7		80		51		28		51	Performance Additives and Titanium Dioxide
Extraordinary (gain) loss on the acquisition of a business		(6)		1		(4)		(2)		-		-		-	businesses of Rockwood
Certain legal settlements and related expense		-		8		46		11		9		3		3	Holdings, Inc. as if consummated at the
(Income) expenses associated with the terminated merger and related litigation	(	(835)		4		-		-		-		-		-	beginning of the period; exclude the related sale of
Amortization of pension and postretirement actuarial losses		32		25		31		43		74		51		63	our TR52 product line to
Restructuring, impairment, plant closing and transition costs		88		29		167		109		164		162		312	Henan Billions Chemicals Co., Ltd. in December
Adjusted EBITDA		577		900		1,245		1,439		1,213		1,340		1,318	2014; and exclude the allocation of general
Acquisition - ROC Performance Additives & TiO2 <sup>(1)</sup>		-		-				-		110		155		48	corporate overhead by Rockw ood.
Proforma adjusted EBITDA	\$	577	\$	900	\$	1,245	\$	1,439	\$	1,323	\$	1,495	\$	1,366	



## **Revenue, Adjusted EBITDA & Margin by Segment**

(\$ in millions) Revenue	2	2Q13	;	3Q13		o Forma(2) 4Q13		Forma(2) IQ14		Forma(2) 2Q14	Pro Fo 3Q			Forma(2) Q14	1	IQ15	2	2Q15
Polyurethanes	\$	1,246	\$	1,306	\$	1,237	\$	1,207	\$	1,318		,327	\$	1,201	\$	890	\$	995
Performance Products	φ	777	φ	779	φ	741	φ	765	φ	833	φι	,327 762	φ	712	φ	656	φ	995 675
Advanced Materials		321		309		301		319		324		310		295		290		282
Textile Effects		216		198		209		224		248		221		293		290		202
		334				635		224 689		246 740		685		203 559				
Pigments & Additives				310												572		592
Corporate, LIFO and other		(64)		(60)		(71)		(71)		(67)		(48)		(33)		(25)		(20)
Total	\$	2,830	\$	2,842	\$	3,052	\$	3,133	\$	3,396	\$ 3	,257	\$	2,937	\$	2,589	\$	2,740
Revenue	;	2009		2010		2011	:	2012		Forma(2) 2013	Pro Fo 201			Forma(2) 15 LTM				
Polyurethanes	\$	3.005	\$	3.605	\$	4.434	\$	4.894	\$	4.991		.053	\$	4.413				
Performance Products	φ	2,005	φ	2,659	φ	3,301	φ	3,065	φ	3,019	·	,053	φ	2,805				
Advanced Materials		1.059		1.244		1.372		1.325		1.267		.248		2,805				
Textile Effects		691		787		737		752		811		,240 896		846				
		960																
Pigments & Additives				1,213		1,642		1,436		2,761		,673		2,408				
Corporate, LIFO and other		(142)		(258)		(265)		(285)		(251)		(219)		(126)				
Total	\$	7,665	\$	9,250	\$	11,221	\$	11,187	\$	12,598	\$ 12	,723	\$ ´	11,523				
(\$ in millions)						Forma(2)		Forma(2)		Forma(2)		orma(2)		Forma(2)				
Adjusted EBITDA <sup>(1)</sup>	2	2Q13		3Q13		4Q13	1	IQ14		2Q14	3Q	14	4	Q14	1	IQ15		2Q15
Polyurethanes	\$	174	\$	215	\$	174	\$	169	\$	200	\$	188	\$	171	\$	105	\$	159
Performance Products		111		122		116		118		115		129		111		121		141
Advanced Materials		32		39		33		46		53		57		43		58		58
Textile Effects		3		8		8		16		22		14		6		17		23
Pigments & Additives		33		36		60		73		78		57		17		21		35
Corporate, LIFO and other		(49)		(44)		(50)		(44)		(47)		(49)		(48)		(37)		(31)
	_		_		_		_		_		•	<u> </u>			_		_	
Total	\$	304	\$	376	\$	341	\$	378	\$	421	\$	396	\$	300	\$	285	\$	385
									Pro	Forma(2)	Pro Fo	orma(2)	Pro	Forma(2)				
Adjusted EBITDA <sup>(1)</sup>		2009		2010		2011		2012		2013	201			15 LTM				
Polyurethanes	\$	403	\$	333	\$	490	\$	788	\$	746	\$	728	\$	623				
Performance Products		250		371														
Advanced Materials						381	φ	369	¢	403		473	φ	502				
		75					φ	369	φ		·	473	φ	502				
Textile Effects		75 (52)		144		114	φ	369 98	φ	131	·	473 199	φ	502 216				
Textile Effects Pigments & Additives		(52)		144 16		114 (64)	φ	369 98 (20)	ð	131 16	·	473 199 58	Φ	502 216 60				
Pigments & Additives		(52) 36		144 16 222		114 (64) 517	¢	369 98 (20) 375	Ð	131 16 215	·	473 199 58 225	Φ	502 216 60 130				
Pigments & Additives Corporate, LIFO and other		(52) 36 (135)	_	144 16 222 (186)		114 (64) 517 (193)		369 98 (20) 375 (171)		131 16 215 (188)		473 199 58 225 (188)	·	502 216 60 130 (165)				
Pigments & Additives Corporate, LIFO and other	\$	(52) 36	\$	144 16 222	\$	114 (64) 517	۶ ۶	369 98 (20) 375	۶ ۶	131 16 215		473 199 58 225	۹ \$	502 216 60 130				
Pigments & Additives Corporate, LIFO and other Total		(52) 36 (135) 577	_	144 16 222 (186) 900	Pro	114 (64) 517 (193) 1,245	\$ Pro	369 98 (20) 375 (171) 1,439 Forma(2)	\$ Pro	131 16 215 (188) 1,323	\$ 1, Pro Fo	473 199 58 225 (188) ,495	\$ Pro	502 216 60 130 (165) 1,366 Forma(2)		1015		2015
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Pigments & Additives Corporate, LIFO and other Total Adj. EBITDA Margin Polyurethanes		(52) 36 (135) 577 2Q13 14%	_	144 16 222 (186) 900 3Q13 16%	Pro	114 (64) 517 (193) 1,245 0 Forma(2) 4Q13 14%	\$ Pro	369 98 (20) 375 (171) 1,439 Forma(2) 1Q14 14%	\$ Pro	131 16 215 (188) 1,323 P Forma(2) 2Q14 15%	\$ 1, Pro Fo 3Q	473 199 58 225 (188) ,495 orma(2) 14 14%	\$ Pro	502 216 60 130 (165) 1,366 Forma(2) Q14 14%	1	12%		16%
Pigments & Additives Corporate, LIFO and other Total Adj. EBITDA Margin Polyurethanes Performance Products		(52) 36 (135) 577 2Q13 14% 14%	_	144 16 222 (186) 900 3Q13 16% 16%	Pro	114 (64) 517 (193) 1,245 0 Forma(2) 4Q13 14% 16%	\$ Pro	369 98 (20) 375 (171) 1,439 Forma(2) 1Q14 14% 15%	\$ Pro	131 16 215 (188) 1,323 9 Forma(2) 2Q14 15% 14%	\$ 1, Pro Fo 3Q	473 199 58 225 (188) ,495 orma(2) 14 14% 17%	\$ Pro	502 216 60 130 (165) 1,366 Forma(2) Q14 14% 16%	1	12% 18%		16% 21%
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