

BIJLAGE BEHORENDE BIJ

Ministerie van Infrastructuur en Milieu
Mrs. Drs. M.H. Schultz van Haegen-Maas Geesteranus
Postbus 20901
2500 EX Den Haag

Capelle aan den IJssel, June 13, 2014

Re: OvV-13500690

Dear Minister,

In the letter we received with the report '*Odfjell Terminals Rotterdam Safety during 2000 – 2012*', Eastman Chemical Company has been requested to provide its position, based on the recommendation in the report.

Eastman is committed to conducting all of its business activities in accordance with the highest standards of safety, ethics and integrity as well as in accordance with laws, regulations and company policy. As outlined in our supplier code of conduct "*Doing Business with Eastman*," we expect third parties who provide services to Eastman to conduct business responsibly, safely and with integrity.

As a Responsible Care® company, we take great responsibility in providing clear expectations on safety and service levels, as well as appropriate health, safety and environmental information and guidance for our products. This includes processing and transportation of our products, but also storage and handling of the products by third parties.

Eastman is an active member in '*Veiligheid Voorop*', an initiative of the Industry Association VNCI, in which Chain Responsibility is one of the key items. Eastman adopts the definition and process of chain cooperation and chain responsibility as documented in the attached two-pager '*Ketenverantwoordelijkheid*'.

We monitor the performance of our service providers through our standard business processes, conducting regular reviews and audits. In our contracts we set clear expectations on safety and we have KPI's (Key Performance Indicators) in place that are reviewed on a regular basis. Eastman and its service providers are committed in the contracts to further improve safety. However, we have included clauses that enable us to take business away and, ultimately; Eastman may terminate the relationship if performance is unsatisfactory.

Eastman supports the continuous improvement of existing systems, rather than introducing new systems. In addition to our own audits and the audits and certifications of the competent

authorities, Eastman will soon start using the CDI-T tool (www.CDIT.nl) to further improve our auditing program. This tool is already in use by other customers of Odfjell.

On behalf of Eastman Chemical, I would like to thank you for the opportunity to provide our position on the recommendation in the report. We trust that the above information shows Eastman's strong and continuous commitment to safety, however, please let us know if you have any questions, or if you wish to discuss this further.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Stewart". The signature is written in a cursive, flowing style.

Mrs. J. Stewart

Vice President and Managing Director, Eastman Chemical EMEA region

cc. Minister of Security and Justice
cc. Dutch Safety Board