

EASTMAN CHEMICAL COMPANY

Board Stockholder Communication and Engagement Policy

The Board of Directors (the “Board”) of Eastman Chemical Company (the “Company”) believes that communication and engagement with the Company’s stockholders and other interested parties is an essential component of the Company’s corporate governance practices. The Board has adopted this policy to facilitate productive communication between the Board and stockholders and other interested parties. This policy includes how stockholders contact the Board, the process used by the Company to review communications to the Board, and the procedures followed by the Board when communicating with stockholders.

Contacting the Board; Board and Company Stockholder Communications

Stockholders may send communications to the Board, any individual director, or the independent directors as a group in writing to:

Board of Directors
Eastman Chemical Company
c/o Corporate Secretary
P.O. Box 1976
Kingsport, TN 37662-1976
ATTN: [see below]
Email: corpsecy@eastman.com and leaddirector@eastman.com

Stockholders should indicate in the “ATTN:” line of the envelope or the subject line of the email, as applicable, whether the communication is directed to the Board, an individual director, or the independent directors as a group.

The Board has designated the Corporate Secretary to receive and initially review all direct communications from stockholders to the Board, an individual director, or the independent directors as a group. The Corporate Secretary may review, sort, and summarize the communications, and will present all substantive direct communications to the Chair of the Nominating and Corporate Governance Committee and the Lead Director, if any, for review and then presentation to the Board, individual director, or independent directors as a group, as applicable.

The Corporate Secretary will refer any good faith allegations of improper accounting, internal controls, or auditing matters affecting the Company to the Chair of the Audit Committee; refer good faith allegations of other improper conduct affecting the Company to the Chairman or Lead Director, if any; refer questions or comments concerning the Company’s general corporate governance to the Chair of the Nominating and Corporate Governance Committee; and refer any questions regarding business operations, financial results and other similar general business topics to appropriate management of the Company for response.

The Corporate Secretary will reply to the sender of each substantive communication acknowledging receipt of the communication. The content of the communication will be shared with the Company's management only if deemed appropriate by the Chairman or Lead Director, if any. It is the policy of the Company as stated in its Code of Business Conduct not to allow retaliation for reports made in good faith. In addition, the Sarbanes-Oxley Act of 2002 specifically prohibits the Company or any of its employees from discriminating against an employee who reports fraud in violation of a rule or regulation of the Securities and Exchange Commission ("SEC") or any provision of Federal law regarding fraud against stockholders. The Company's acceptance and forwarding of communications to the Board, any individual director, or the independent directors as a group does not imply that the Board or any individual director owes or assumes any fiduciary duties to persons submitting the communications, the duties of the directors being only those prescribed by applicable law.

The Company's press releases, annual and quarterly financial statements, and regulatory filings are posted on the Company's website promptly after filing with the SEC or other public release. Senior management publicly communicates information about the Company's business operations, financial results, and strategy periodically throughout the year at various conferences, conference calls and webcasts, and by news release. At each of the Company's annual meetings of stockholders management will be available to discuss with stockholders performance, plans, corporate governance and other matters.

Meetings with Stockholders

Directors may, in the Board's discretion, meet with certain stockholders of the Company and investor organizations from time to time to facilitate communication with stockholders on important Company matters. Any such meetings are intended as an opportunity for the Board to listen to the views of the Company's stockholders and to provide to stockholders explanation of the Company's publicly available material information. All Board-stockholder communication events should be attended by appropriate Company personnel, and directors will be supported by management and other Company employees when communicating with stockholders.

Any meetings between directors and stockholders will be limited to the matters listed in an agenda agreed to in advance and will comply with all applicable laws and regulations, including SEC Regulation FD concerning selective disclosure of material non-public information, all other rules and regulations of the SEC, and the listing standards, rules and regulations of the New York Stock Exchange. Legal counsel may attend any such meetings to ensure such compliance.

Review and Updates

The Nominating and Corporate Governance Committee will periodically review this policy to ensure it remains consistent with the Company's corporate governance, disclosure, and corporate communication objectives, policies, and practices and applicable law. Any changes to this policy will be recommended by the Nominating and Corporate Governance Committee and approved by the Board.

This policy was approved by the Board on February 18, 2016.

Revised December 6, 2018