

# The Spirit of Stewardship: Our Way of Doing Business

## A MESSAGE FROM OUR EMPLOYEES

At Celanese, responsible corporate citizenship – or stewardship – isn't an initiative. It's an innate part of our culture and the way Celanese employees have done business for decades. Our approach spreads environmental, health and safety responsibilities to the individual, empowering all of us to be stewards for each other and our customers while also being good neighbors in the communities where we do business. Stewardship stretches from our facilities all the way to how our products impact the world.

We work as responsible stewards every day, and we take this responsibility seriously. Programs such as KeepSAFE, Lessons Learned Program, and our Safety Change Agents help keep each of our employees' five senses active at every moment. Our efforts produced significant results in 2013 that we are proud to highlight and share.

- 37% reduction in the number of process safety incidents over the previous two-year average
- 0.15 total recordable injury rate, which matched our best-ever performance in 2010, and represents a 58% reduction from the previous two-year average
- 5% GHG (greenhouse gas) intensity reduction, 12% waste intensity reduction, 19% VOC (volatile organic compound) intensity reduction, and 6% energy intensity reduction when compared to our 2010 baseline. Additionally, in 2013 US manufacturing locations participating in the U.S. Department of Energy Better Business Better Plants Program achieved the 25% energy intensity milestone when compared to our 2007 baseline.

We will continue to sustain – and strive to improve – these results.

Our commitment to responsible corporate citizenship, what we call Stewardship, is embedded in our culture and in our values, vision and mission; it is integral to all aspects of our company.

## SAFETY IS IN OUR CULTURE

Employees and contractors had the best safety performance ever in 2013, proof of how deeply engrained our KeepSAFE culture is in every team member worldwide. Safety at Celanese includes keeping our people, our manufacturing processes as well as the products we produce safe. This commitment starts from the first idea and goes all the way through each product's disposal at the end of its life.

Our **OCCUPATIONAL SAFETY** practices helped us finish the year with a total recordable injury rate of 0.15, matching our best-ever performance from 2010. This rate equates to 12 employee recordable injuries in 2013, 58% less than the previous two-year average.

We adopted three new KeepSAFE strategies to protect our co-workers and contractors. Safety Change Agents are team members who use their strong influence with peers to strengthen our safety culture, and Safety Culture Assessments provide a two-way communication avenue where employees and contractors develop strategies to improve safety in their facility. We also added Line Leadership Safety Development to help ensure first-line leaders have the best skills to create a sustaining environment for occupational- and process-safe behavior.

### ORGANIZATIONS WORLDWIDE RECOGNIZED CELANESE FOR OUTSTANDING PERFORMANCE IN 2013:

- American Chemistry Council:
  - Company of the Year,
  - Initiative of the Year for process safety initiative Walk the Line, and
  - Responsible Care® Performance Award and Responsible Care Safety Awards for five U.S. facilities: Bay City, Texas; Bishop, Texas; Clear Lake, Texas; Meredosia, Ill.; and Enoree, S.C.
- American Fuel and Petrochemical Manufacturers: safety awards for nine U.S. facilities
- Texas Chemical Council: Excellence in Caring for Texas for Bishop facility
- OSHA Voluntary Protection Program: Recertification for Texas Bishop facility
- Singapore MOM Safety Award

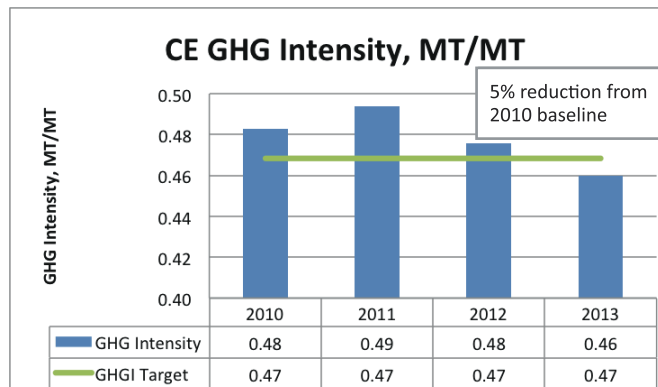
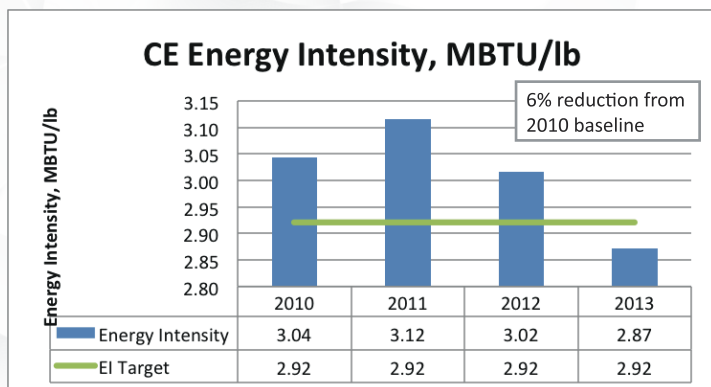
Celanese also recently completed a memo of understand with China's State Administration of Workers Safety to help develop and enact process safety regulations in China. This type of stakeholder outreach demonstrates our commitment to make our facilities – and the entire industry – safer.

The **PROCESS SAFETY** strategy had exemplary results in reducing loss of primary containment incidents by 37% compared with the previous two-year average. We are strengthening the process safety culture by focusing on leadership commitment to process safety, developing competencies and learning from incidents through our lessons-learned program. This data-driven approach led to Conduct of Operations improvements through the Walk the Line program. With Walk the Line, before workers energize any piece of equipment, the system is thoroughly checked to make sure it is safe.

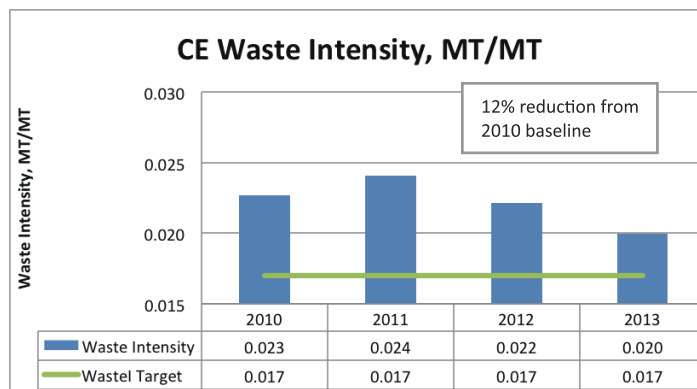
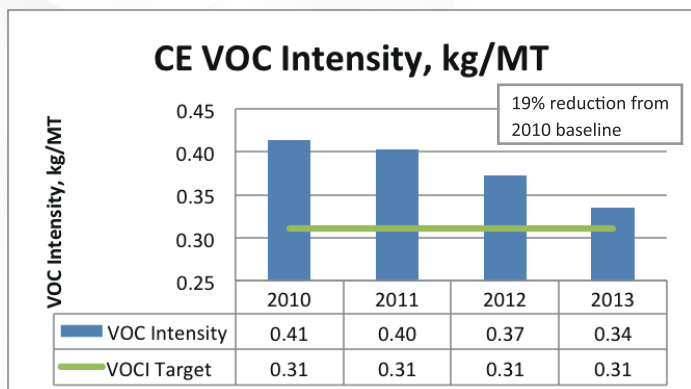
Safety reaches past our manufacturing facilities to develop customer solutions that are sustainable throughout their lifecycle. **PRODUCT STEWARDSHIP** begins in the way we do R&D, marketing, sales and supply chain product management. New programs allow our engineer coworkers to evaluate in real-time the effect changes have on our product suitability, reliability and compliance over their lifecycle. Our Raw Material Approval Process covers raw material changes, the Recipe Change Management Process assesses formula changes, and the Product Risk Management System ensures appropriate risk assessment and mitigation is completed.

## PROTECT THE ENVIRONMENT – OUR FUNDAMENTAL RESPONSIBILITY

Celanese treats the communities where we do business as our own by protecting the energy, air and water supplies and minimizing waste. We are on target to meet our 2015 internal sustainability goals for energy, GHGs, VOCs and waste. Together with an outside consultant, our Narrows, Virginia, facility reduced energy consumption by approximately 8% by implementing an energy management system. The system consists of operational tools that enable us to assess future performance based on past results and make real-time process adjustments to optimize energy efficiency and reduce greenhouse gas emissions.



Celanese is also reducing VOCs and waste emissions. We recently converted boilers from fuel oil to natural gas at our Ocotlán, Mexico, facility to reduce GHG and VOC emissions. With a similar project at our Narrows facility, we will shut down coal fired boilers and begin using natural gas boilers by early 2015 to significantly reduce greenhouse gas emissions and solid waste in the form of bottom ash.



New programs will more thoroughly protect our communities' environments; we certainly care, because we live there, too. The Environmental Emerging Issue Process identifies potential issues and tracks regulations, legislation and advocacy efforts to ensure we comply. Following our Energy Council model, we launched the Sustainability Council, which uses best practices to identify and develop projects to help us meet and sustain our environmental commitments. With our new comprehensive environment management system, we use gap assessment tools to proactively locate potential issues in our facilities around the world and implement plans to close those gaps. Also at the site level, new cold-eye review teams evaluate and eliminate significant environmental releases.

When our Celanese coworkers begin construction on major capital projects – such as our new VAE emulsions facility in southeast Asia, the methanol plant in Texas, as well as the ethanol conversion in China and boiler conversions in Virginia – the right environmental support and processes are in place to make sure each site meets environmental targets.





## WE ARE PART OF OUR COMMUNITIES

Our commitment to safety and the environment are only a part of our stewardship spirit. We also care about our fellow human beings. Over the last year, the Celanese Foundation made a great impact on our local communities starting with employee-led committees at each site. Together, these site committees allowed the Foundation to distribute more than \$600,000 in gifts to local non-profit organizations. Presenting these gifts helped carry out our charter to improve living conditions for human beings around the world. They also allowed us to extend our company mission and reach as well as form relationships through volunteering.

## STEWARDSHIP IS A COMMITMENT

Stewardship is an economic, environmental and social prerequisite for continued success here at Celanese. The processes we follow, the facilities we manage, the products we make, the safety we demand, the technology we innovate and the resources we use are all carefully considered ingredients in daily, approach-to-work formulas that drive us to increase overall operational excellence. We have embraced this effort as a cornerstone of our business, and our progress achieved thus far is measurable and significant. We invite companies worldwide to make stewardship a core commitment and experience their own business and community benefits.

**GO TO THE CELANESE SUSTAINABILITY & STEWARDSHIP WEBSITE**

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