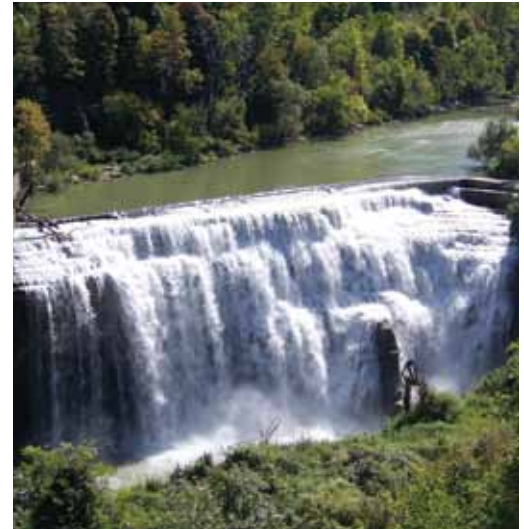


A SPECIAL ISSUE OF

# Update

FOR OUR NEIGHBORS NEAR  
EASTMAN BUSINESS PARK



EASTMAN  
Business Park

2009  
SUSTAINABILITY  
REPORT



## To Our Eastman Business Park Neighbors



As Worldwide Facilities and Property Manager, I am pleased to present to you the Annual Sustainability Report for Eastman Business Park (EBP). Over the past five years, both the Park and Kodak have evolved through unprecedented changes. We are emerging successfully from revitalization efforts that would not have been possible without the excellent work of Kodak men and women and the unwavering support of our EBP neighbors. My appreciation goes out to all of you.

In 2009, EBP continued the transformation to a business campus and now has 25 distinct businesses operating and employing local Rochester residents. While Kodak is still the anchor business within the Park, the number of employees from other companies now equals the number of employees in Kodak business units. EBP offers unique and robust facilities to outside interests. EBP's ability to generate power, treat water and handle waste streams is unparalleled for a site of this size, which makes our site an attractive option for companies looking to establish new business locations.

Looking forward to 2010, we continue to propose and implement new ideas to maintain our position as a prominent and viable member of the Rochester community. Re-zoning for the eastern section of EBP is a major project for this year that will allow for growth and business development in that area.

One thing that will never change at EBP is the commitment of all of us to achieve 100% compliance with regulations and to safeguard each other and the environment. Careful consideration of the impact to EBP neighbors is in the forefront of every proposal and final decision to insure positive change for the new business opportunity and for those who have to live with the change every day. This 2009 report provides a summary of performance along with efforts made to sustain improvements from previous years.

Judith Y. Carlson,  
Worldwide Facilities Manager

## Eastman Business Park At-A-Glance

George Eastman started manufacturing photographic film and paper in four newly constructed buildings at Kodak Park, now Eastman Business Park (EBP), in 1891.

Today, EBP:

- Spans over 1,100 acres, across nearly four miles through the City of Rochester and the Town of Greece.
  - Much of the 22 miles of fence line perimeter borders residential neighborhoods.
  - Approximately 13,000 households and 550 businesses are close enough to be considered plant neighbors.
- Includes over 100 manufacturing buildings, nearly 30 miles of roads, a power plant, its own sewer system and water treatment facilities.
- Includes facilities for 25 different companies that employ 4,000 people.
- Produces a wide variety of products including photographic films, chemicals, digital media, inkjet inks, aerospace equipment, medical analyzers and other equipment.
- Employs approximately 4,000 Kodak people in manufacturing operations and facilities housing the major portion of Kodak's imaging research laboratories.
- Serves as an industrial park for businesses affiliated or allied with Kodak.
- Operates its own fire department and railroad.
- Delivers 15 million gallons of water each day.
- Handles 15 million gallons of waste water per day at the King's Landing facility.
- Produces 75 megawatts of electrical power to the site.
- Transports, on a daily basis, thousands of gallons of chemicals through many miles of pipelines to operations all over Eastman Business Park.

Eastman Business Park has many capabilities that make it an attractive place to establish a business. Environmental management is one of those strengths. Kodak has invested in these capabilities in EBP that enable it to support a wide variety of businesses. The following sections of this report describe our environmental capabilities, performance and compliance with a multitude of regulations. If you have questions or would like more detailed information, please contact the Eastman Business Park Neighborhood Information Center at (585) 722-1707.

*"One thing that will never change at EBP is our commitment to achieve 100% compliance with regulations and to safeguard each other and the environment."*

### PHOTOGRAPHY

We are proud to, once again, enhance this year's report with the photography of Kodak employees and Eastman Business Park neighbors. These talented contributors showcase the natural beauty found in our local environment.

**Cover Photos:** Kathy Oliver, Great Blue Heron; Gary Smith, Falls at Driving Park; Gary Smith, Lilac Contrast; Cheryl Michaud, Dragonfly; **Page 2 Photo:** Gary Smith, Growing Family; Cheryl Michaud, Cinquefoil; **Page 3 Photo:** Gary Smith, Highland Park



## Environmental Regulation Overview

Environmental regulations are a major factor in operating a business like those at EBP that are heavily involved in handling chemicals.

### The regulatory process

New York State has been authorized by the federal government to develop its own set of laws, regulations, guidelines and enforcement practices that are as stringent, and often more stringent, than the federal requirements.

The New York State Department of Environmental Conservation (DEC) administers environmental regulations in New York State that address air emissions, wastewater discharges, chemical storage, waste handling and treatment practices, pollution prevention and many other aspects of operations at Eastman Business Park.

Throughout each year, our technical staff reviews changes to state and federal regulations to determine new impacts on Eastman Business Park operations. Efforts in 2009 included ongoing negotiations with the DEC and the completion of a series of groundwater and soil cleanup actions under DEC-approved work plans.

## Safety & Health

In 2009, Eastman Business Park's injury/illness rate improved by 19% versus 2008. This is outstanding performance and continues the improvement trend for the third year in a row. Many employees in several organizations drove this improvement in safety performance. Site leaders, work teams and the Incident Reduction Team focused on improving hazard recognition and reducing ergonomic risk. Best practices, weekly safety tips and learnings from incidents were broadly shared. Job hazard analyses identified hazards and precautions before new work began. Several organizations had fun with activities such as a Safety Expo with a *Stop-Wait-Escalate* theme, Safety Jeopardy, Ergonomic Before and After Success Stories, and an HSE Awareness Event where "outside eyes" looked at existing jobs to improve standard work. An important aspect to these activities was the high level of employee engagement across the entire site.

In 2009, the Research Laboratories site received external recognition from the International Imaging Association for their excellent safety performance in calendar year 2008. The Research Laboratories site received the Best in Class Award in the R&D/administrative category. This award recognizes the member company with best injury and illness case rate in the category.

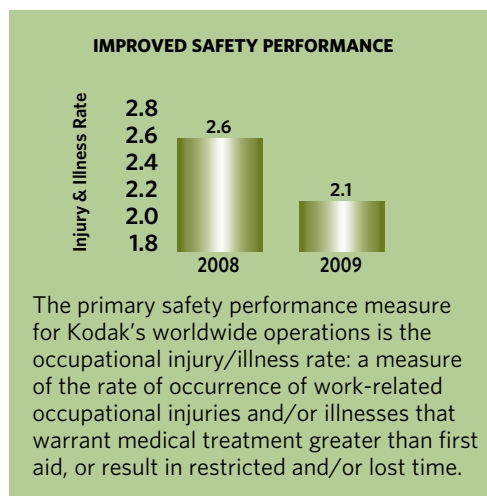


Significant accomplishments to improve health and safety compliance were also made in 2009. The Compliance Assurance Implementation Team, comprised of representatives from each major organization at the site, worked to ensure the safety programs for processes that handle flammable chemicals and combustible dusts meet all company and regulatory requirements. The team also began an effort to review and ensure that all the machines our employees use have appropriate safeguarding in place. Much progress has been made and completion is expected mid-2010. Quality control for local exhaust ventilation was another key emphasis area. Inventories of systems in all buildings were completed. Plans were established to ensure preventive maintenance on exhaust ventilation systems.

Many people contributed to excellent contractor safety performance at Eastman Business Park. Over 500 Kodak Representatives completed training/recertification on the requirements for managing the work performed by Kodak's contractors. Additional work is underway to verify proper practices are followed for managing contractor HSE requirements. The Site Contracting Office, with HSE support, recognized contractors who met, or exceeded their HSE goals while working at Kodak Rochester facilities. Six companies that met or exceeded a 50% reduction in occupational injuries, and did not have any significant incidents or near misses, were

recognized with safety excellence awards. The recipients were AVI Foodsystems, Inc., Cardinal Logistics Management, Johnson Controls, LeChase Construction, Optimization Industrial Services and Waste Management.

Several wellness programs contributed to the health of Eastman Business Park employees. A Seasonal Flu Vaccination Program, held in the fall of 2009, was available to all employees, contractors, vendors and tenants on-site. A 24/7 resource called the Employee Assistance Program was available for assistance with challenges such as child and elder care, mental health concerns, substance abuse, legal and financial issues. A Corporate Wellness Team promoted wellness activities and provided resources to support a healthy lifestyle.



## Pollution Prevention & Waste Minimization

### Source reduction

The pollution prevention hierarchy, depicted to the left, is the model used to minimize pollution from manufacturing operations at Eastman Business Park (EBP). Source reduction is the highest priority, with recycling, treatment and disposal being less preferred options. Many of the improvements highlighted in this report demonstrate EBP's environmental performance as a result of source reduction initiatives.

### Recycling and reuse

Each year, several hundred million pounds of scrap materials are recycled or reused at EBP. These materials include solvents, boiler ash, plastic, paper, wood and metal. For example, approximately 50 million pounds of solvents were recycled at EBP in 2009. This capability for on-site recovery of solvents reduces the transportation of these materials and offers an attractive option to new businesses which may have this need.

**Approximately  
50 million pounds of  
solvents were recycled at  
Eastman Business Park  
in 2009.**

## Clean Water

### Industrial wastewater

The vast majority of the water from manufacturing processes and a portion of the storm water at Eastman Business Park is directed to, and treated at, the King's Landing Wastewater Treatment Plant. This plant, located on the west bank of the Genesee River and east of Eastman Business Park, treats an average of 15 million gallons of industrial wastewater per day. The facility includes a multiple hearth incinerator to treat the sludge generated from the wastewater process.

In 2005, the New York State Department of Environmental Conservation (DEC) issued a revised permit regulating wastewater and storm water discharges from Eastman Business Park. Kodak has submitted an application for a permit renewal, which will be issued for review sometime later this year. The Eastman Business Park compliance rate in 2009 was greater than 99%.

### Groundwater

There are approximately 850 groundwater-monitoring wells in EBP and adjacent neighborhoods. Groundwater elevation measurements are collected twice a year from these wells to determine groundwater flow direction. Samples are collected from more than 150 wells at least annually to monitor water quality.

At key locations around EBP, 34 groundwater-pumping systems intercept groundwater before it reaches plant boundaries. Collected groundwater is pumped into the EBP industrial sewer for treatment at the King's Landing Wastewater Treatment Plant. In 2009, Kodak removed and treated more than 65 million gallons of groundwater from beneath EBP.

### POLLUTION PREVENTION HIERARCHY

#### SOURCE REDUCTION (Highest Priority)

Environmentally-friendly design of new products  
Product changes  
Source elimination

#### RECYCLING Reuse Reclamation

TREATMENT  
Stabilization  
Neutralization  
Precipitation  
Evaporation  
Incineration  
Scrubbing

DISPOSAL  
Disposal at a permitted facility



## Clean Air

Eastman Business Park remains committed to reducing chemical air emissions by modifying processes, reformulating products and improving emission controls. In 2008 (the latest year for which data are available):

- SARA-reportable air emissions increased 2% to 1.77 million pounds (compared to 1.74 million pounds in 2007). Still, SARA-reportable air emissions are down 91% since 1987.
- Air emissions of methylene chloride dropped to less than 143,000 pounds — a decline of over 98% since 1987.

### Title V Compliance

Air emissions from Kodak manufacturing operations at Eastman Business Park are regulated by a five-year, facility-wide permit that was issued by the DEC in 2003, with modifications being issued in 2004, 2007 and 2009. This permit, called a Title V air permit, contains more than 700 pages of conditions and monitoring requirements for approximately 320 air emission sources at Eastman Business Park. Kodak's computer-based Title V compliance system was used to collect more than 220,700 pieces of compliance data during 2009 yielding a 99.7% compliance rate based on the number of individual assessments performed.

In August 2007, Kodak submitted a permit renewal application for its Title V permit. It is expected that the DEC will issue the renewed permit by the end of 2010.

**SARA-reportable  
air emissions are  
down 91% since 1987.**

### EASTMAN BUSINESS PARK POWER PLANT EMISSIONS

(in millions of pounds)

Emission	2004	2005	2006	2007	2008
Sulfur oxides	46.4	41.7	31.8	28.7	33.5
Nitrogen oxides	9.7	9.3	7.1	6.9	7.2
Carbon monoxide	1.3	1.3	0.96	0.47	0.33
Particulate	1.3	2.4	1.8	1.8	2.0
Volatile organic compounds	0.2	0.2	0.13	0.07	0.05

### EASTMAN BUSINESS PARK SARA-REPORTABLE AIR EMISSIONS SUMMARY (>25,000 POUNDS)

(in thousands of pounds)

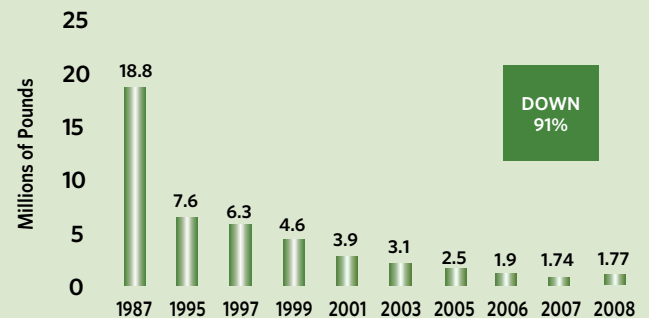
Substance	Baseline Year 1987	2007	2008	Percent Change 2007-2008	Percent Change 1987-2008
Hydrochloric acid <sup>1</sup>	2,300	846	844	0	-63
Ammonia <sup>2</sup>	65	14	44	214	NA
Sulfuric acid <sup>1</sup>	NR	324	361	11	NA
Methylene chloride	8,920	180	132	-27	-99
Methanol	4,279	140	141	1	-97
Hydrogen fluoride <sup>1</sup>	97	70	74	6	-24
1-Methyl-2-pyrrolidone	NR	94	116	23	NA

NR=No reportable release NA=Not applicable

<sup>1</sup> Primary source is power plants.

<sup>2</sup> Calculation Error in 2007, reported value was low

### SARA-REPORTABLE AIR EMISSIONS



### METHYLENE CHLORIDE AIR EMISSIONS

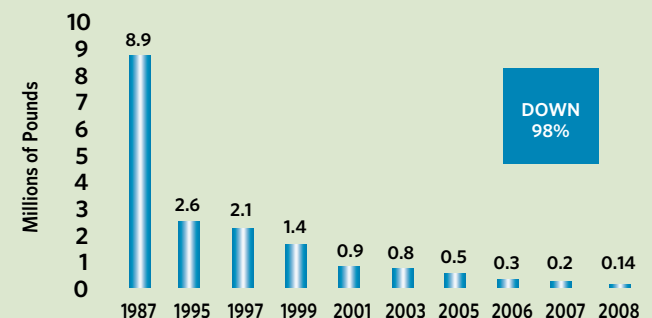




Photo: Cheryl Michaud, Daisy After Rain

## Treatment & Disposal

Kodak was issued a NYS Hazardous Waste Permit (Part 373 RCRA Permit), in February 2008, that became effective in March 2008 by the DEC. This permit replaces Kodak's historic Federal RCRA Permit that was issued by USEPA.

Among other things, the 373 Permit regulates the operation of the KL Multiple Hearth Incinerator (MHI) and specifies requirements for the Corrective Action Program at EBP. This incinerator destroys by-products generated during the wastewater treatment process. The MHI facility operated with overall destruction and removal efficiencies of greater than

99.99% for organics, and at emission rates better than (well below) applicable federal and state emission standards. In August of 2008, Kodak completed another Comprehensive Performance Test (CPT) along with updating risk information as required by the Clean Air Act MACT regulations to demonstrate that the MHI continues to meet the specified performance requirements and that emissions remain protective of human health and the environment. The test results showed again that the unit meets or exceeds necessary requirements.

Kodak continues to use Waste Management as the vendor of choice to manage the off-site disposal of waste.

## Reducing Our Impact

### Energy conservation

Energy remains a significant part of Kodak's cost picture. Production of photographic products requires carefully controlled temperature and humidity conditions resulting in significant energy demands at a number of locations around Kodak Eastman Business Park (EBP). In addition, energy demands of more than 25 tenants are provided by the efficient operation of the Building 321 power plant.

Kodak continues to operate this power plant to support Eastman Business Park's energy needs utilizing an energy-efficient process called tri-generation. Tri-generation uses steam to generate electricity, provide heat for buildings or manufacturing processes and uses steam-driven refrigeration equipment to provide cooling in the hot summer months. EBP's power plant is operated by Suez-DEGS of Rochester. Duke Energy Generation Services (DEGS) is an affiliate of Duke Energy, one of the largest diversified energy companies in the United States.

Kodak successfully moved to the single power house operation in 2007 by implementing key energy reduction strategies including optimization of HVAC systems, improvements to the fume hoods in our Research Labs, investing in more energy efficient motors and equipment, the consolidation of manufacturing space as well as reductions in manufacturing waste. Kodak continues to utilize these energy reduction strategies to reduce energy use and EBP's carbon footprint. From 2005 to 2008 Kodak reduced energy requirements and the resulting carbon footprint by over 30%. This translated to a reduction of 200,000 tons of annual coal usage at EBP. On-going conservation efforts have extended these reductions an approximate additional 5% in 2009, and we anticipate continued energy reduction of 3-5% annually for the next few years.

### Energy Star



The U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DOE) jointly sponsor a program called Energy Star to encourage energy conservation. Kodak is an active, long time Energy Star Partner with a solid history of continuous improvement in the energy efficiency of our manufacturing plants and supporting buildings. Kodak also has many products that proudly carry the ENERGY STAR logo for meeting the required ENERGY STAR efficiency guidelines.

### Industrial sewer integrity

In 2009 Kodak responded to USEPA questions and on February 5, 2010 Kodak received an "Acknowledgement of Completion" of work (AOC) from EPA signaling that all of the requirements of the 1994 Consent Decree were met. The AOC will allow for termination of the Decree. All of the sewer inspection and upgrade work required as a part of the Consent Decree has been completed and accepted. Under Kodak's RCRA Permit additional sewers that were not a part of the Consent Decree will need to be evaluated. Kodak expects that work will begin later this year following approval of plans that have been submitted to DEC.

### Clean-up efforts

The Kodak Park Corrective Action Program (KPCAP) was implemented to systematically address the numerous groundwater monitoring and cleanup requirements stipulated in all applicable state and federal environmental regulations.

In 2009, Kodak continued progress on completing KPCAP required projects and tasks. Activities of note included startup of a groundwater recovery system near Buildings 333.

In addition to these efforts, another 15 acres of green space was created at EBP due to building demolitions with approximately 100 new trees planted.



Photo: Gary Smith, Tree Trimming

### DISPOSITION OF SARA-REPORTABLE CHEMICALS AT EASTMAN BUSINESS PARK

(2008 Data — in pounds)

<b>In-Process Recycling</b>	<b>&gt; 38 Million</b>
<b>On-Site Treatment</b>	<b>- 3.1 Million</b>
<b>Released to Environment</b>	<b>- 2.5 Million</b>
To Air	1.8 Million
To Water	0.72 Million
To Land	2 pounds
<b>Total Transfers</b>	<b>6,460,000</b>
Treatment/Disposal	4,797,000
Recycle/Recovery	1,663,000

## Responding to Community Concerns

### *Community programs and services*

The following services are provided to support the community's information needs and concerns regarding Eastman Business Park:

#### **Update Newsletter**

- Publication that provides information about developments at Eastman Business Park.
- Sent in paper form to approximately 13,500 plant neighbors.
- Sent electronically to more than 4,000 Kodak employees and 4,000 employees of other companies at the site.

#### **Neighborhood Information Center (NIC)**

- Located in the Building 28 lobby at 200 West Ridge Rd.
- In operation for more than 20 years.
- Coordinates community outreach events.

#### **Environmental Concerns Line (585) 477-4500**

- Plant neighbors can call to express concerns about plant operations.
- Available 24 hours a day, every day of the year.
- Calls are investigated through the Neighborhood Complaint Response Program and results are shared with the neighborhood leaders and plant management.

#### **Community Advisory Council (CAC)**

- Members represent local government, school districts, plant neighbors and special interest groups.
- The CAC meets every other month to improve the exchange of information between Eastman Business Park and the community.
- Eastman Business Park representatives also meet every other month with members of specific neighborhoods adjacent to the plant to have in-depth discussions about environmental issues and other topics.

### **Settlements**

Kodak and the United States Environmental Protection Agency agreed to a settlement of \$63,792 regarding deficiencies in maintenance records for equipment associated with Ozone Depleting Substances.



Photo: Cheryl Michaud, Dogbane Beetle

# 2009 Highlights

Kodak's Operations at Eastman Business Park are re-certified for ISO 14001 registration, for the 11th consecutive year.

Air emissions of methylene chloride reduced by 25%.

50 million pounds of solvents recycled.

Treated more than 65 million gallons of ground water.

Neighborhood Information Center (585) 722-1707  
Wayne Griffin, Update Editor (585) 477-1555  
Kathy Oliver, Update Editor (585) 588-7411  
Eastman Business Park  
Environmental Concerns Line (585) 477-4500

# Update

ISSUE 1, Spring 2010

Eastman Kodak Company  
343 State Street  
Rochester, New York 14650

PSRST STD  
U.S. POSTAGE  
PAID  
ROCHESTER, NY  
Permit No. 6



Photo: Cheryl Michaud, Bee

## Eastman Business Park Community Advisory Council

### Mission Statement

The EBP Community Advisory Council seeks to improve the exchange of information between Eastman Business Park and the community by reflecting constituents' present and future interests, so that EBP operates in a way that is responsive to the needs of the community.

### Community Members

Ted Siler, Suez-DEGS of Rochester, LLC  
Barbara Carlson, West Irondequoit School District  
Robert Coffey, Koda-Vista Neighborhood Association  
Jane Grant, Koda-Vista Neighborhood Association  
Mark Gregor, City of Rochester  
Ann Jones, League of Women Voters  
Bob Jones, Center for Environmental Information  
Cindy Kaleh, Maplewood Neighborhood Association, Sector 2  
Lee Kauffman, Maplewood Neighborhood Association  
Greg Merrick, Town of Irondequoit  
Don Nadolinski, Greece Central School District  
John Noble, Koda-Vista Neighborhood Association  
Ozzie Ozarowsky, Koda-Vista Neighborhood Association  
Elizabeth Pixley, Member-at-Large  
Jerry Santangelo, Town of Greece  
Drew Smith, Monroe Co. Dept.  
of Environmental Services  
Larry Sorel, Seneca Park Zoo

### Kodak Members

Bryan Gallagher  
Wayne Griffin  
Bernie Nee  
Kathy Oliver  
Chris Veronda

## Kodak Rochester Health, Safety and Environment Policy

In Kodak Rochester, we are committed to health, safety and environmental excellence through:

- Compliance with regulations and corporate initiatives,
- Prevention of pollution,
- Providing a safe and healthful workplace and
- Continual improvement of HSE performance.

*HSE measures are integral components of our performance-based culture and business strategies. Continual improvement is achieved through leadership and personal responsibility, adherence to Kodak Values, effective training and communication, and ongoing performance feedback.*



Photo: Mark Grillo, Untitled

# Kodak

Picturing a Better Environment  
[www.kodak.com/go/hse](http://www.kodak.com/go/hse)

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