



**EASTMAN KODAK COMPANY | SUSTAINABILITY REPORT 2022 UPDATE**



**ONE** WORLD **ONE** KODAK

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## About this report

Information in this sustainability update primarily reflects the global business activities of Eastman Kodak Company in 2021 and partly through 2022. The contents reflect the significant sustainability impacts affecting our company.

We strive for transparent disclosure of sustainability performance to our stakeholders in a manner that assists them in making decisions. As such, we continually evaluate the best methods and frameworks for engaging our stakeholders, including customers, employees, investors and the communities where we operate.

Cover image (lower right): Writer/producer/director Jordan Peele at the camera on the set of "Nope," with DP Hoyte Van Hoytema NSC FSF ASC. Photo by Glen Wilson/Universal Pictures. © 2022 Universal Studios. All Rights Reserved.



***As One Kodak,***  
**we strive to deliver innovative products and solutions that care for people and the planet and fuel sustainable growth for Kodak and our customers.**



# ABOUT KODAK

Kodak is a leading global manufacturer focused on print and advanced materials and chemicals. With 31,000 patents earned over 130 years of research and development, we believe in the power of technology and science to enhance what the world sees and creates. Our innovative, award-winning products, combined with our customer-first approach, make us the partner of choice for printers worldwide. Kodak has a strong commitment to leadership in environmental responsibility. Our portfolio includes numerous products that help printers around the globe reduce their carbon footprint and become more sustainable by reducing energy, water and chemical consumption and eliminating waste.

130+

years of quality and innovation

4,200

employees

1,557

printing-related patents

1.6

seconds for a KODAK PROSPER 7000 Turbo Press to print 432-page book *The Lord of The Rings*

12

number of Olympic-size swimming pools needed to hold volume of solvent recovered in one year

13

technology or innovation awards won by Kodak digital print products since 2020

80%

less energy consumption for KODAK TRENDSETTER and KODAK ACHIEVE Platesetter families compared to competition

65%

estimated reduction of GHG emissions by switching from solvent to PROSPER water-based packaging inks

1/10

the thickness of a human hair; that's the size of a KODAK ULTRASTREAM Inkjet Technology nozzle

Message from

**Jim Continenza**

Executive Chairman and CEO

The events of the past few years have served to reinforce the interconnected nature of people and the planet. We are one world, and what happens on one side of the planet impacts the other. The subsequent message is clear: we all must take care of each other, and we all have a shared responsibility to create a more sustainable world.

At Kodak, this starts with building a successful and profitable company for today's employees and the next generation. Our employees are, and will always be, the heart of our company. We strive to support great people who innovate and inspire great products and technologies, enabling us to better serve our customers, deliver value to society and sustainably create a competitive advantage in the market. We continue to leverage our world-class research and development team to bring differentiated, sustainable solutions to market and continue to work with advanced materials, which is moving us into new areas of growth.

We've built a *One Kodak* culture, and I'm proud of the role our employees play to advance it. Grounded in inclusivity, collaboration and connection, *One Kodak* eliminates internal divisional silos so we can focus on superior customer service and innovation. We value diverse perspectives and points of view in our decision making, and have focused on hiring women at all leadership levels. Currently, 31% of our management team are women and 38% of our executive leadership are women.

We're also committed to offering our print customers sustainable solutions. As one example, we're working with customers to consider adding digital technology to

**We will continue to focus on supporting great people who innovate and inspire great products and technologies, enabling us to better serve our customers, deliver value to society and sustainably create a competitive advantage in the market."**

their shops as a complement to traditional offset. Digital eliminates the need for aluminum-based printing plates, which require huge amounts of energy and resources to manufacture and distribute. At the same time, digital enables our customers to mitigate the risks associated with the rising cost and supply chain challenges of plates, ensuring a more sustainable printing process overall. We understand that the transition to digital will impact our important plates business, but we believe it's the right thing to do help ensure the long-term health of our company, our customers and our planet.

We also continue to make progress in bringing sustainable products to market with innovations such as SONORA Plates and water-based inks, but I recognize there is more we must do to further integrate sustainability into our products and operations.

As we move into the future, we will continue to focus on supporting great people who innovate and inspire great products and technologies, enabling us to better serve our customers, deliver value to society and sustainably create a competitive advantage in the market. We are one world, and we are also *One Kodak*. Together, we will drive forward sustainable growth and success for Kodak and all our stakeholders.

*James V. Continenza*

Jim Continenza  
Executive Chairman and CEO





## OUR BUSINESS TODAY

We focus on delivering superior products and services that drive profitable growth in the following areas:

### Traditional and digital print

Our traditional print solutions include digital offset plate offerings and computer-to-plate (CTP) imaging solutions. Our digital printing solutions include electrically charged toner-based technology, production press systems, consumables (primarily ink), inkjet components, software and services. Both traditional and digital print serve a variety of commercial industries, including commercial print, direct mail, book publishing, newspapers, magazines and packaging.

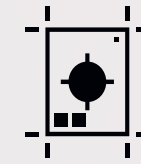
### Advanced materials and chemicals

Through our focus on advanced materials and chemicals, we help businesses bring tomorrow's ideas to market today. We conduct research, develop new products, develop new functions for known materials and chemistries and file patent applications for inventions and innovations.

## RECENT PRODUCT AWARDS AND RECOGNITIONS

- **2020 European Digital Press Association Award in the Environmental Ink/Toner category:** KODAK Antimicrobial Clear Dry Ink
- **2020 Printing United Alliance Product of the Year:** KODAK PROSPER QD Packaging Inks and Film Optimizer Agent
- **2020 InterTech™ Technology Awards:** KODAK PROSPER and UTECO Sapphire EVO products
- **2021 European Digital Print Award for Best Folding Carton Solution:** KODAK ASCEND Digital Press
- **2021 Pinnacle InterTech™ Award for Advancing Sustainable Printing:** KODAK SONORA Process Free Plates
- **2021 Keypoint Intelligence Buyers Lab Outstanding Innovation Awards in Production Print:** KODAK PROSPER and UTECO Sapphire EVO products
- **2021 American Business Awards® Stevie Awards:** Kodak Executive Chairman and CEO Jim Continenza recognized as a Maverick of the Year
- **2022 Business Intelligence Group's Sustainability Service of the Year:** Solvent Recovery Business
- **2022 Pinnacle InterTech™ Award:** KODAK MAGNUS Q4800 Platesetter
- **2022 GP Materials and Environmental Award:** Materials category, green printing
- **2022 Pinnacle Product Award:** KODAK 5th Imaging Solutions – ASCEND & NEXFINITY Digital Presses

## THE THINGS WE DO



### Traditional Print

- SONORA Process Free Plates
- Computer-to-Plate Systems



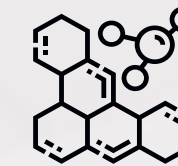
### Consumer

- Brand Licensing



### Digital Print

- NEXFINITY Digital Press
- PROSPER Water Based Inkjet Inks
- PRINERGY Workflow Solutions
- PROSPER 7000 Turbo Press
- PROSPER ULTRA 520 Digital Press
- PROSPER Imprinting Systems



### Advanced Materials & Chemicals

- KODACOLOR Direct-to-Garment and Film-to-Fabric Inks
- KODALUX Fabric Coating
- Unregulated Key Starting Materials for Pharmaceuticals
- Diagnostic Test Reagents (starting 2023)
- Additive Manufacturing – Functional Printing and Printed Electronics
- Coated Substrates for EV Battery and Fuel Cell Assembly
- Photographic and Industrial Films
- Specialty Chemicals



# OUR APPROACH TO SUSTAINABILITY

A Letter from **Dick Szembrot**,  
Director, Worldwide Health, Safety and Environment



In early 2022, a select group of senior leaders from across Kodak met to discuss business risks and opportunities related to the global transition to a low-carbon economy. Two workshops were conducted that included a review of our product portfolio and strategic direction using the TCFD (Task Force on Climate-related Financial Disclosures) framework. The outcome reinforced our focus on energy use, availability of raw materials, shifting customer preferences and regulatory trends. It was also a reminder that our journey to make a positive impact for our company, our customers and the world is ongoing.

In this report, we highlight our revolutionary KODALUX Light Control Technology. Similar to the innovation achieved by our SONORA Plates, this technology eliminates processing steps compared to conventional blackout coatings. Both technologies embody our fundamental approach to product development as we leverage our world-class expertise in material science and small particles: to create products that provide improved sustainability benefits throughout their life cycle. It is core to our motivation — part of our DNA.

Overall, the evolution of our product portfolio demonstrates our commitment to enable users of our products to also meet their own sustainability objectives. The KODAK NEXFINITY Digital Press provides a non-hazardous working environment and recyclable print with environmentally friendly KODAK Dry Inks. The KODAK PROSPER ULTRA 520 Press water-based inks are safe for children's books and indirect contact for food packaging applications. Both offer digital print alternatives to offset printing with aluminum plates and the associated environmental impacts.



**The evolution of our product portfolio demonstrates our commitment to enable users of our products to also meet their own sustainability objectives.”**

Looking forward, we acknowledge there are still opportunities to improve across the life-cycle phases of our products and within our own operations. Today, we continue to strengthen our capabilities to conduct product life-cycle assessments and to generate carbon footprint data. At our manufacturing facilities, we leverage our ISO 14001-certified environmental management systems to drive continuous improvement in our environmental performance. We have also streamlined the roll-up and independent review of our manufacturing greenhouse gas emissions. Our One Kodak approach has positioned us well to meet tomorrow's challenges. I look forward to continued progress along our journey.

A handwritten signature in black ink, reading "Dick Szembrot".

Dick Szembrot  
Director, Worldwide Health, Safety and Environment





# SUSTAINABILITY

# GOALS

## ENVIRONMENTAL\*



### WASTE

Approach zero waste at Kodak sites worldwide. 99% overall waste diversion from landfill and incineration by 2025

Progress: 52% waste diverted



### GHGs

Reduce GHG emissions from worldwide operations by 25% by 2025\*\*

Progress: Achieved, 30% reduction in Scope 1 and Scope 2 emissions



### WATER

Reduce water consumption from worldwide Kodak operations by 25% by 2025\*\*

Progress: 13% increase indexed to revenue, although absolute values trending down



### RECYCLING

Triple the quantity of spent solvents recovered by Kodak from external sources by 2025

Progress: 65% increase in spent solvents recovered

## SOCIAL



### SAFETY

Achieve 25% reduction in Occupational Injury Rate (OIR) by 2025\*

Progress: 11% YOY improvement in 2021; additional 30% reduction needed to achieve 2025 target



### DIVERSITY & INCLUSION

Maintain 100% Human Rights Campaign Corporate Equality Index score and continue to be included on the organization's list of "Best Places to Work for LGBTQ Equality" each year

Progress: Achieved

\*From 2016 baseline

\*\*Indexed to revenue

## OUR COMMITMENT TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UNSDGs)



The UNSDGs were one of the inputs used to inform our sustainability priorities and goals. While Kodak has not developed a separate UNSDG framework, our sustainability report highlights our work in several key areas of the UNSDGs, including gender equality (SDG 5), affordable and clean energy (SDG 7), decent work and economic growth (SDG 8), reduced inequalities (SDG 10), responsible consumption and production (SDG 12) and partnerships for the goals (SDG 17). We know that investors and others are interested in seeing evidence of how we are aligning with the SDGs, and we plan to evolve that reporting in coming years.





# ONE BUSINESS

## **INNOVATING PRODUCTS AND SERVICES**

Kodak builds toward long-term economic success when we are well-aligned with the needs of our customers. Today, one of those needs is sustainability. We focus on developing and delivering products and technologies that are rooted in science and have the potential to grow and create markets for our businesses, including those that can drive sustainability performance by increasing operational efficiency, minimizing resource use and reducing costs over time.



# GREEN AND GROWING: OUR PRODUCTS AND SERVICES TODAY

As an industry pioneer with deep knowledge of material science and thousands of print-related patents, Kodak will continue to innovate — especially when it comes to sustainability.

Kodak actively drives technological developments to enable commercial and packaging printers to produce in a greener way and leave a smaller carbon footprint. We go to great lengths to ensure that any progress on the road toward more sustainable products and processes is not achieved at the expense of quality, productivity and profitability.

Sustainability is an ongoing process, and we continue to look for ways to reduce the environmental impact of our products and services as our company grows. This opportunity is especially great for print products, as commercial printing has historically been a significant source of waste and pollution. We are developing in-house life cycle assessment and carbon footprinting capabilities, which will help us identify where we can further reduce the environmental footprint of our products.

In 2022 Kodak joined the Sustainable Green Printing Partnership, the leading authority in sustainable printing certifications. As a platinum patron, Kodak will play an active role in driving the industry’s transformation toward more eco-friendly and resource-saving business practices and improving the sustainability profile of print.



**Kodak demonstrates its strong commitment to a circular economy through its broad sustainability program, especially as it relates to the print production process and support of their customers in sustainability.”**

**Marci Kinter**, Sustainable Green Printing Partnership, co-founder

# KODAK SONORA PROCESS FREE PLATES

Since its invention in the 19th century, offset printing has required substantial amounts of chemicals, water and energy to image and process. With the invention of KODAK SONORA Process Free Plates, Kodak was first to successfully commercialize a printing plate that eliminates processing chemicals and water, while reducing waste and energy use. There’s also no processing variability, so process-free plate users benefit from more consistent and stable plates that reduce time, waste and cost in the pressroom.

Over the last five years, Kodak’s process-free plate business has grown by 106%, and the plates are in use at more than 6,000 printers around the globe. Our continued success today is driven by the proven environmental and economic benefits that printers achieve when they adopt a process-free approach.

Kodak SONORA Process Free Plates deliver sustainability benefits that include:



No Chemicals



No Water



Less Energy



Less Waste

We estimate that replacing processed plates with SONORA Plates could save the entire print industry:

3.3M

liters of plate developer per year

24M

kWh of electricity per year

507M

liters of water per year



## Computer-to-Plate (CTP) Systems

Delivering up to 95% energy savings over alternative platforms

SONORA Process Free Plates go a long way toward reducing environmental and economic costs for printing customers, and those benefits are multiplied when SONORA Plates are paired with Kodak's CTP technology. CTP systems allow each image to be output directly from computer to plate, reducing waste, as no film is required as an intermediate step. Additionally, we're continually innovating our CTP systems to use less energy. Today, they use up to 95% less energy than alternative CTP platforms.



**We always consider the environmental aspects before making any investment decision, and thanks to the SONORA X Plate we're now completely chemistry-free all the way to the press. Our experience with the process-free plate from Kodak has been entirely positive, and we wouldn't hesitate to choose it again. It's clear added value for us because we also claim to provide green, sustainable services."**

**Michael Blass**  
Production Manager, Benedict Press | Germany



**Switching to KODAK SONORA Process Free Plates was just one of the many ways we could do our bit for the environment."**

**Steve Cropper**  
CEO, Gemini Print | England



**It was incredible how smoothly we completed the transition from the wet processed plate to process-free. Our printers experienced no problems, and they were quick to embrace the new plate. What's more, we were able to get rid of two plate processors in the platemaking department, so that in addition to becoming more sustainable, we cut out the expense that was required for care and maintenance of those machines."**

**Steve Lonergan**  
Technical Innovations Manager, Webstar | New Zealand



**Plate output is handled by two KODAK TRENDSETTER Q800 SCU platesetters, supplying an average of 4,000 KODAK SONORA Process Free Plates per month to our latest LED-UV presses. KODAK SONORA Process Free Plates reduce environmental impact and improve print quality."**

**Mr. Fujita**  
Senior Managing Director, Shunposha Printing | Japan

## Digital presses and workflow software

From flexible packaging and labels to folding carton and corrugated boxes, digital is rapidly gaining popularity in packaging production. Demands for increased production flexibility and shorter times to market are helping to drive this trend, along with sustainability: digital printing uses fewer resources than traditional printing. Paired with our insight-driven workflow software, Kodak's digital print customers can unlock even more efficiencies. Through automation and integration, the software helps customers reduce waste, conserve ink and eliminate costly manual errors.



## KODAK PROSPER ULTRA 520 Press

Closing the gap with offset

The KODAK PROSPER ULTRA 520 Press is inkjet reimaged. Built upon five decades of world-class innovation and investment in both mechanical and chemical engineering, the ULTRA 520 delivers the highest quality on the market today. Our new press unleashes Kodak's new ULTRASTREAM inkjet technology and our highly efficient, water-based inks in a compact platform that prints at full speed and the highest resolution.

**Digital print uses less resources than traditional printing, can offset rising costs and eliminate the supply chain challenges of plates, making digital printing more sustainable overall.**

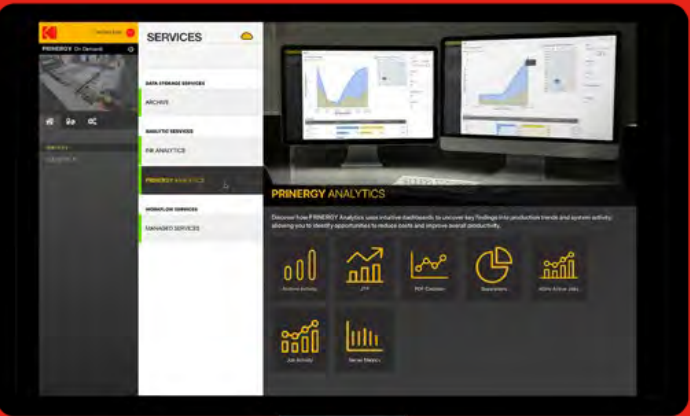




## KODAK PRINERGY Workflow Software

Making print easy, profitable and sustainable

Our PRINERGY Workflow Software is the leading prepress automation software for the print industry. Now available on demand from the cloud, PRINERGY Workflow Software reduces manual touch points and elevates productivity, all while reducing waste by minimizing error. PRINERGY Workflow Software also leverages artificial intelligence and analytics so customers can look at ink and plate usage data and trends to make better business decisions that save money and improve operations.



## Printed Electronics: A Revolution in Resolution

At Kodak, we've spent years developing our expertise and assets in the design and manufacture of fully additive, transparent, flexible electronic film components. The result is a patented micro-wire technology that enables Kodak to deliver a new caliber of highly transparent radio frequency (RF) devices such as antennas, RF filters and electromagnet interference (EMI) shields.

Today, we can image designs in ultra-high resolution to flexographically produce features that simply aren't possible with screen or inkjet printing — enabling customers to realize their innovative designs and help the world stay connected.

As we work with our customers to deliver these cutting-edge technologies, we consider the environmental impact from manufacturing to end of use. Today we use additive manufacturing for parts typically manufactured by subtractive methods, and are continuously looking for ways to improve the sustainability of our processes.

## Sustainable, water-based inks

Kodak's high-performing, award-winning, water-based inks are safer for people and the environment compared to conventional solvent-based inks. They contain minimal volatile organic compounds (VOCs) and no polyvinyl chloride or phthalates, which keeps potentially harmful substances out of the waste stream and water supply and eliminates the need for hazardous waste removal processes.

Further, our water-based inks don't compromise on quality: they are virtually indistinguishable from offset lithography in print quality and reproduction consistency. Because of their high performance and sustainability profile, Kodak water-based inks are now used on everything from food packaging and personal care products to children's books.

## KODAK PROSPER Inkjet Press Platforms

Delivering value to digital printers

The PROSPER Inkjet Press Platforms are high-speed production digital presses that leverage Kodak's water-based ink technology and serve a range of applications — from publishing and direct mail to packaging on a variety of substrates. It also permits shorter run volumes and uses print head components that are designed for refurbishment and reuse, further helping eliminate waste.



**For many years we have focused on sustainability and eco-friendly aspects. We always look for solutions supporting a safe production of food and pharmaceuticals packaging. When considering a new workflow system, we wanted to reduce the amount of ink and chemistry used in the printing process, and Kodak provided the solution. The PRINERGY System itself is very flexible. It streamlines the printing process and reduces waste.”**

**Daniel Stosik**  
Prepress Manager, Akomex Group | Poland





# SOLVENT RECOVERY: BUILDING A CIRCULAR ECONOMY

Solvent recovery is the process of extracting useful raw materials from waste or byproduct solvents generated during the manufacturing process and processing those materials for reuse. When waste is reused, everyone benefits as a result of decreased energy use, greenhouse gas emissions and waste disposal costs, as well as natural resource conservation and a boost to the bottom line as materials are reused or sold.

At our Eastman Business Park facility, we reprocess five of the most common industrial solvents: methanol, ethanol, isopropyl alcohol, acetone and ethyl acetate, which are supplied by customers in the pharmaceutical, health care and chemical manufacturing industries. The recovery process is performed to the highest standard: the end result is near-virgin material with a level of purity often higher than manufactured industrial-grade product.

Our goal, announced in 2016, is to continue to build this sustainability business offering, with a corporate target to triple the quantity of solvents processed from external sources by 2025.

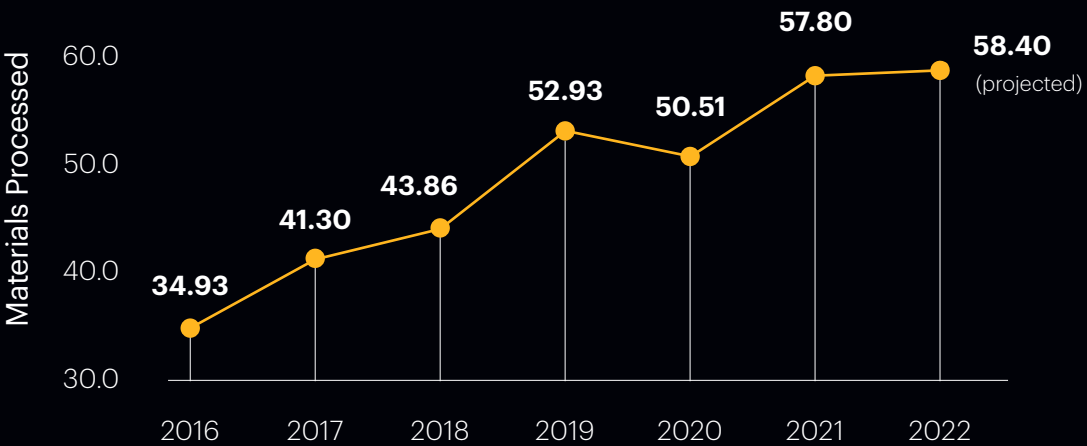
**A circular economy creates value from waste, and through our growing solvent recovery business, we do just that.**

From 2016 to year-end 2021, Kodak saw a **65%** increase in our solvent recovery business.



## Solvent Recovery: A Growing Business

Materials Received in Millions of Pounds (from non-Kodak sources)



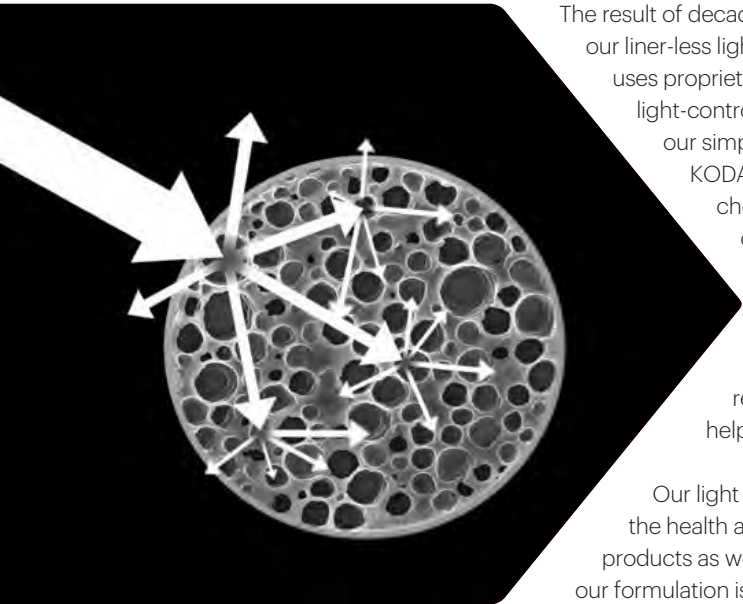
**Solvent recovery facilities at Eastman Business Park**

- » **On-site** rail service
- » **53** stainless steel tanks
- » **23** stainless steel columns for distillation and recovery

**Kodak's Solvent Recovery Business was awarded Business Intelligence Group's Sustainability Service of the Year in 2022.**



THE POWER OF LESS:  
LIGHT BLOCKING TECHNOLOGY



The result of decades of research and collaboration across Kodak, our liner-less light blocking technology, KODALUX Fabric Coating, uses proprietary micro-particle technology to offer degrees of light-control performance from filtering to 100% blackout. With our simple one-step processing and innovative foam coating, KODALUX Fabric Coating also requires less water, energy and chemicals to produce than traditional products, providing our customers with a more efficient and effective way to manage light.

Process equipment used to produce KODALUX Fabric Coating as well as the facility itself are repurposed assets, highlighting our ambition to help promote a circular economy.

Our light blocking products are made with consideration of the health and safety of both the people who manufacture our products as well as those who use them. The active component in our formulation is derived from cellulose, a bio-compostable and plant-sourced material. This enables us to produce our products without the use of flock, a material that was historically required to achieve light blocking

and which has been the source of factory fires and represents an airborne health hazard for the manufacturing community. All products from our facility are 100% flock-free using the new formulation Kodak has developed.

Additionally, the simplification of the manufacturing process achieved by our light blocking technology will enable localized manufacturing and, therefore, reduce reliance on complex global supply chains.



Through new advances in our light blocking technology, we deliver KODALUX Fabric Coating to customers in a way that's more sustainable, efficient and customizable than ever before.



3x

less water

3x

less energy

98%

reduction in carbon black

100%

flock-free

Oeko-Tex  
Standard 100  
certified

35%  
recycled textiles

Tight supply  
chain  
to minimize  
transport miles

Will be manufactured on  
repurposed equipment in  
Rochester,  
New York





# ONE PLANET

## **RESPONSIBLY MANAGING OUR ENVIRONMENTAL FOOTPRINT**

In today's resource-constrained world, a strong commitment to sustainable products and operations is necessary to grow a profitable company that is here for generations to come. Across our global operations, Kodak teams are committed to implementing new ways to reduce waste, lower energy consumption, conserve water and reduce harmful emissions.



# OPERATING SUSTAINABLY

Here are some of the ways we reduce our environmental footprint at Kodak facilities.

**ROCHESTER, NEW YORK, U.S.**

Eastman Business Park, Kodak’s largest manufacturing center, is home to many sustainability innovators and startups, as well as Kodak’s growing solvent recycling business. In 2021, our specialty inks and dispersions manufacturing realized a 41.6% drop in energy usage as a result of milling capacity scale-up, eliminating 50 metric tons of CO2 per year. Process totes are being reused, effectively reducing waste by 85%.

**DAYTON, OHIO, U.S.**

Kodak partnered with the University of Dayton Industrial Assessment Center to perform an energy assessment of the Eastman Kodak Dayton facility. We expect that full implementation of the identified opportunities can enable an annual reduction of 1,400 tons of CO2. So far, we have achieved 35% of this target.

**VANCOUVER, CANADA**

In Vancouver, actions to reduce environmental impact demonstrate the power we have as individuals to make a difference. In one example, an operator identified an opportunity to change the material of a thermal head component that was often replaced. Now when the heads are refurbished, the part is no longer replaced, thereby reducing waste. Another team member noticed mechanical part shipments comprised a variety of packaging materials. By raising the issue, the supplier was engaged and a reduction of unnecessary material was achieved.

**GUNMA, JAPAN**

Earlier this year, our plate manufacturing facility in Japan received a certificate of commendation from the Gunma Prefecture Dangerous Goods Safety Association Federation. The commendation recognizes the plant as a model for other businesses in promoting facility safety management, conforming to regulations related to hazardous materials and focusing on incident prevention.

**COLUMBUS, GEORGIA, U.S.**

Kodak successfully implemented an ambitious elimination project removing non-recyclable packaging from our pallet configurations, transitioning to local corrugated supply with a lower transport footprint and removing over 10 tonnes of material that would have ended up as landfill.

# SUPPLY CHAIN RESPONSIBILITY

Our ability to sustain a world-class global business is in part due to our maintaining a responsible supply chain that is expected to adhere to the same high standards as our company.

Our Supplier Social & Environmental Standard sets expectations for supplier health, safety, environmental, labor and ethical performance. Kodak regards the Standard as a total supply chain initiative, and thus, we expect our suppliers to pass these expectations down to their suppliers to ensure conformance throughout the supply chain.

Kodak is committed to the ethical sourcing of minerals used in our products, as outlined in our Conflict Minerals Policy. Kodak works with our suppliers and other stakeholders to identify whether conflict minerals are being sourced for potential use in Kodak products. The global supply chain for these minerals is complex, and tracing the minerals in our products to their source is a challenge. Kodak’s objective is to work with our suppliers to establish the necessary proactive due-diligence programs that will enable greater long-term supply chain transparency.

# SUPPLIER DIVERSITY

Kodak is proactive in increasing our relationships and expanding our business with small and diverse suppliers, including minority, women, LGBTQ and veteran owned businesses, as well as small businesses and those owned by people with disabilities.

Since 1989, our Supplier Diversity Program has helped us maximize opportunities for diverse suppliers to support all aspects of our business, including, but not limited to: component manufacturing, chemicals, packaging, professional services, MRO and office supplies. Our procurement teams strive to include diverse suppliers in our bidding process, and to provide opportunities for expanded business with an increasingly diverse supply base.





EASTMAN BUSINESS PARK  
A CENTER FOR  
SUSTAINABLE  
GROWTH

Eastman Business Park is more than Kodak’s primary manufacturing center. It’s a 1,200- acre innovation and manufacturing hub with unique technology, transportation and utility infrastructure assets, making it a magnet for the advanced manufacturers and innovators of tomorrow.

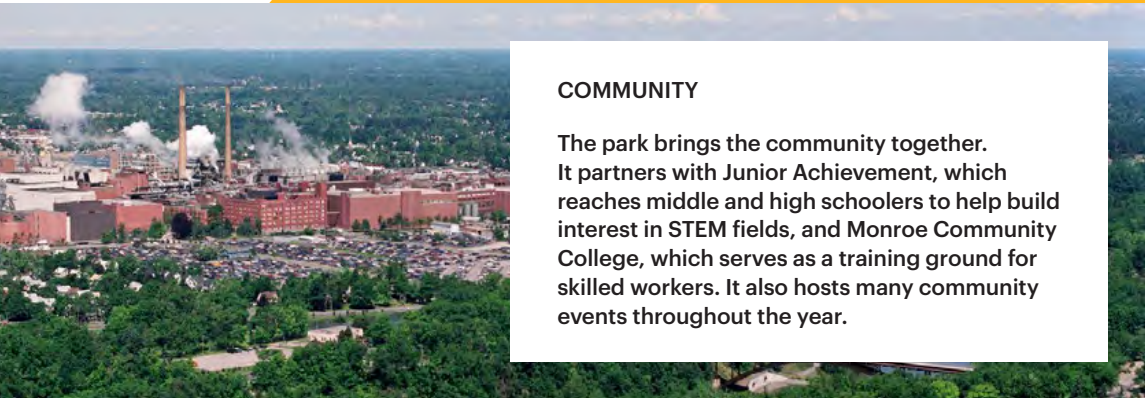
INNOVATION & COLLABORATION

The park is home to an abundance of innovators, entrepreneurs and industry leaders, including 119 non-Kodak employers and approximately 5,000 non-Kodak employees, generating more than \$2 billion in annual manufacturing sales.



ENERGY STORAGE ECOSYSTEM

Although in its early stages, Kodak is actively expanding our current capability centered on manufacturing in energy technologies. As the number of clients using our Pilot and Development facility has increased, the need for integrated products and service offerings will enable us to meet customer demand, coupled with our expansion into energy markets to complement this growing ecosystem within Eastman Business Park.



COMMUNITY

The park brings the community together. It partners with Junior Achievement, which reaches middle and high schoolers to help build interest in STEM fields, and Monroe Community College, which serves as a training ground for skilled workers. It also hosts many community events throughout the year.

INFRASTRUCTURE ASSETS

The park features a comprehensive set of assets, including water, steam, reliable electricity, on-site rail and a wastewater treatment facility. It also boasts 16 million square feet of manufacturing, distribution, lab and office space.



REAL ESTATE STRATEGY

Kodak’s ownership of both space and land within Eastman Business Park has enabled growth and development of a multitude of external businesses, focused on our strategy of adaptive and effective reuse of our infrastructure, services, buildings and land. During 2021, 94% of Kodak’s current tenants chose to renew leases, capitalizing on the benefit and value of the park’s offerings.



The science of RNA can help tackle some of humanity's greatest problems: Feeding everyone, keeping them healthy, and protecting the planet. To our knowledge, the GreenLight Biosciences plant at Eastman Business Park is the largest RNA facility by volume in the world. We built our plant in 2020, saving at least six months of time and reducing capital investment by utilizing EBP infrastructure. As we established manufacturing operations, Eastman Business Park has been a valuable partner.”

**Carole Cobb**  
GreenLight Biosciences, Chief Operating Officer





# ONE PEOPLE

## **CARING FOR EACH OTHER**

We recognize that to continue to build a bright future for our company, our employees must be engaged and fulfilled in their work. Our workplaces must be diverse, safe and inclusive. Our culture must put employee health and well-being at the center. With a growing business that's innovating and delivering high-demand products and services, we're creating opportunities for employees today and for the next generation.



# KODAK VALUES

In 2022 we refreshed our corporate Values to reflect who we are today and our vision for the future. The updated Values — Courage, Competitive Spirit, Commitment to Customers, and Honesty — will help guide our decisions and actions as we continue our transformation. We strive to exceed our customers' expectations and launch cutting-edge products while staying true to these Values.



**ASK WHY.  
TAKE RISKS.  
EMBRACE CHANGE.**



**RISE TO THE CHALLENGE.  
WORK AS ONE.  
WIN TOGETHER.**



**PUT CUSTOMERS FIRST.  
KEEP PROMISES.  
BUILD TRUST.**



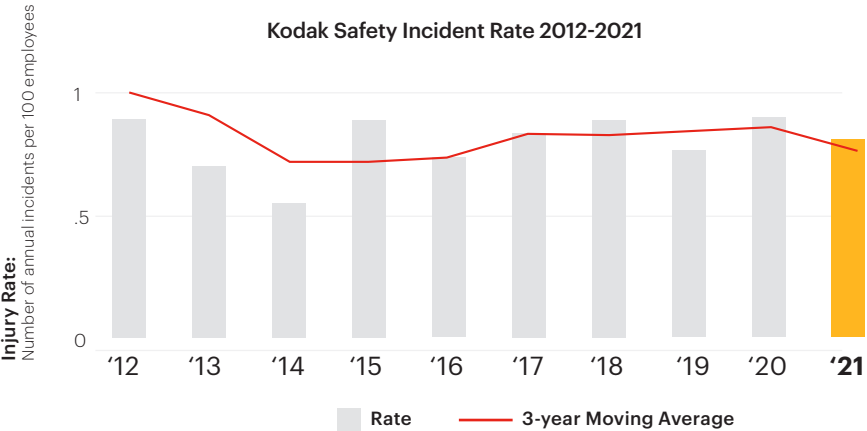
**TELL THE TRUTH.  
BE TRANSPARENT.  
ACCEPT RESPONSIBILITY.**

# SAFETY

Kodak places the highest priority on the health and safety of everyone our business touches each day and that starts with the health and well-being of our employees. Our injury/illness rate in 2021 represents an 11% improvement compared to 2020. We are also pleased that our incident rates continue to track far below manufacturing industry averages.\* Still, we know we can do better. We are motivated by a mindset that every safety incident is preventable, which is reflected in our stretch goal to reduce rates to 0.5 by 2025.

During the last year, we strengthened our focus in four key areas: ergonomics education, incident investigation, incident prevention and employee medical surveillance examinations.

\*News Release (November 3, 2021), Bureau of Labor Statistics, U.S. Department of Labor



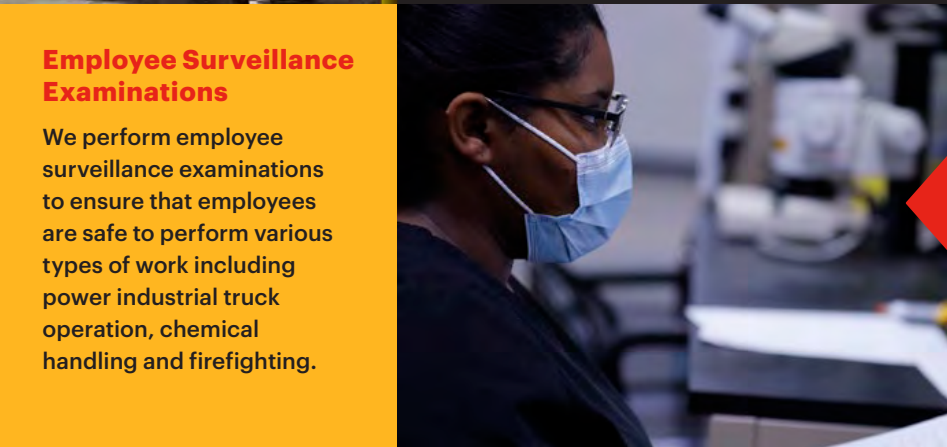
## Ergonomics Education Program

We educate employees on the importance of body mechanics to perform job tasks and the importance of workplace stretching to reduce injuries and promote improved physical and mental wellness. As our employees most commonly experience injuries to the spine and upper extremities, our ergonomics education program provides additional support for these body parts.



## Strict Accident Investigation Protocols

Each injury occurring in the workplace is evaluated in accordance with a strict incident investigation protocol. This process includes identifying the root cause analysis, implementing preventive measures, and performing scheduled reviews to ensure that the hazard has been eliminated.



## Employee Surveillance Examinations

We perform employee surveillance examinations to ensure that employees are safe to perform various types of work including power industrial truck operation, chemical handling and firefighting.

## Prevention Management

Employees are trained on the proper use of personal protective equipment (PPE) and which PPE is required when performing all types of work throughout our Kodak facilities. Additionally, employees undergo an extensive series of safety training programs that include hazard assessment, safeguarding, chemical handling, hearing and fall protection, confined spaces and much more.



**GOAL**  
reduce occupational  
injury rate by  
**25% by  
2025**  
from a 2016 baseline



## DIVERSITY, EQUITY AND INCLUSION

As a technology company, attracting, developing and engaging top talent is crucial to our success. Our ability to attract and retain world-class talent begins and ends with an unwavering commitment to diversity, equity and inclusion (DEI).

As a global company operating in many countries across the world, we define diversity broadly to include many aspects of the individual, including race, gender, diversity of thought, experience, background, age and social economic status, among others. Valuing these different backgrounds and points of view while working together toward Kodak's common goals leads to growth and innovation and will ensure we meet the needs of today's workforce and the next generation. It also enables us to be better attuned to the needs and experiences of diverse customers globally. We are currently looking at ways to embed DEI into every aspect of our business and talent life cycle, including our expectations for managers and senior leaders.

Kodak has focused on hiring women at the leadership levels. 31% of our management team is female, and 38% of our executive leadership is female.

We are inherently building diversity globally by hiring in-country leaders and teams, building on local customs and culture. Leaders of global teams rely on the local leaders to drive the business and support the local customers appropriately. In 2020, we implemented a 21-Day Racial Equity Challenge to increase understanding and education around racial equity, and in support of inclusive workplaces and communities for all. We continue to build on this education through discussions with leadership, additional training and workshops for employees across the company.

**Across our company, our policies respect the dignity of every individual and prohibit discrimination based upon race, color, religion, sex/gender, gender identity, sexual orientation, marital status, pregnancy, genetic information, citizenship status, national origin, age, disability or veteran status.**

# 100%

**on the Corporate Equality Index for 22 consecutive years. This honor recognizes exceptional commitment to lesbian, gay, bisexual, transgender and queer (LGBTQ) workplace policies and practices. Companies that score 100% are recognized as “Best Places to Work for LGBTQ Equality.”**



## CULTIVATING TOMORROW'S TECHNOLOGY AND TALENT

We are cultivating a profitable, sustainable company that develops tomorrow's technology, as well as tomorrow's talent.

Kodak's Customer First commitment requires our employees to be the best skilled in the industry. By keeping our customers informed on the latest innovated trends in our technologies, products, and services, Kodak enables businesses to grow and maintain their competitiveness in the marketplace.

To support this initiative, Kodak has invested in a new centralized global learning management system, known internally as myKodakLearning. The new system will enable our employees and management team to receive consistent, effective training across the organization through engaging learning experiences for employees that include:

- Access to curated learning tracks for the development of skills and competencies our employees need now and into the future
- Easy access to a full library of content and courses, including industry standard compliance training
- Kodak-specific learning modules
- The LMS will be powered with automation such as notifications, reporting, and the ability to track learning progress.

In addition to supporting the learning of our internal employees, myKodakLearning will provide our partners with access to the product and service certifications needed to deliver excellence to our clients.



**I couldn't be prouder to be a part of this transformation within Kodak. By bringing a variety of learning and skill development experiences to our employees and partners in the formats they prefer, we will continue to propel Kodak as a leader in our industry and the partner of choice to our clients."**

**Margaret Fiorenzo**, Director of Learning & Development





**Leanne Anderson**  
Payroll Specialist  
Canada

"Kodak has provided me the opportunity for a long and enjoyable career in Human Resources. It's a great place to work! I like engaging with Kodak employees and helping Kodak continue to be a strong company."



**Clara Fort**  
VP Global Brand Licencing  
United Kingdom

"We collaborate with licensees that represent a wide range of industries and geographies. Through our shared focus on the Kodak brand — its heritage and the values it represents — we set high standards and learn from each other to find sustainable solutions."



**Josh Gretzinger**  
Firefighter/EMT-B  
United States

"I am excited to be part of a worldwide team focused on health, safety and the environment. At the Kodak Fire Department, we strive to involve ourselves in every aspect of Kodak's operations so we can effectively respond to situations that could impact our colleagues or the environment. We take a very proactive approach and are proud to contribute to the company's overall sustainability efforts."

# EMPLOYEE HEALTH AND WELL-BEING

Kodak invests in tools, resources and benefits that nurture bright minds, promote innovation and support employees' physical, financial and psychological well-being.

For employees and eligible dependents facing personal challenges or seeking balance in commitments to work, family, community and themselves, Kodak provides an Employee Assistance Program and an array of benefits through our Work/Life Effectiveness Program. These include:

- Emergency backup care for children and older relatives
- Lunchtime seminars on topics including managing stress, parenting, caring for older relatives and paying for college
- Flexible work schedules that help employees balance business and personal needs

While as a country we are recovering from the pandemic and the associated impacts which took a toll on all of us in various ways, mental health continues to be a significant issue for many individuals and families. We are proactive in providing services that can assist our workforce with these challenges. We continue to provide no-cost consultations with a therapist and discounted counseling sessions, as well as videos, webinars, research, and tips and tools on mental health and well-being.

We work to ensure our employees' financial well-being with programs such as:

- Kodak Retirement Income Plan funded entirely by Kodak to help with retirement income for our employees
- RetireWise educational webinars on financial planning for retirement, financial wellness across all stages of life, creating a budget, 529 plans, optimizing your Health Savings Account, 401(k) and other financial planning topics

## Our benefits and programs include:



Medical screenings and occupational injury/illness and treatment



Seasonal vaccinations on-site and through partnership with our pharmacy benefits



Access to the Partners for Health Program, which encourages healthy choices and empowers healthy lifestyles



Travel medicine program



Nursing mothers support



Kodak medical intranet resources



Return to work/stay at work programs for sick or injured employees





# COMMUNITY IMPACT

Kodak takes great pride in our longstanding tradition of supporting charitable and philanthropic organizations in the communities we call home. We have passionate employees who demonstrate an unwavering commitment to their communities through ongoing volunteering and philanthropy.



## United Way



**As Campaign Coordinator, it is an honor to carry on this great tradition and to work with members of our Kodak Community. It's rewarding to see all generations of Kodak employees joining together to support this important organization."**

**Melanie Marshall**

Manager HSE Rochester Operations and United Way Campaign Coordinator  
2020-2022

Kodak employees have a long history of supporting the United Way through personal donations and volunteering. Kodak founder George Eastman helped start United Way in 1918 when it was first established as the War Chest, and later renamed the Community Chest. In 2021 and 2022, Kodak's Rochester workforce pledged an aggregate total of \$415,000 to the United Way of Greater Rochester and the Finger Lakes. Additionally, Kodak teams volunteered in their communities for the United Way's annual Day of Caring.



## Print for Good

Kodak's Print for Good program supports communities with book drives, book donations, and the printing of materials and supplies in an effort to increase literacy worldwide through print. In 2021, Kodak contributed to Room to Read, which enabled the organization to build six new libraries in India, benefiting more than 1,600 students in low-income areas.



## Local Champion

For more than 20 years, Kodak Controller, Maria del Carmen Aguayo, based in Guadalajara, Mexico, has been giving back to her local community. With the help of friends, family, and colleagues, she collected food, toiletries, clothing, toys, appliances, and household items to donate to local nursing homes,



orphanages, food pantries, rehabilitation centers and healthcare facilities. Each year trunks and trucks are filled with hundreds of items that are delivered directly to these critical organizations.



## Special Initiatives

- Kodak Israel employees assembled Hanukkah kits in memory of a colleague's daughter. These packages were distributed to the elderly in the local community. The project was entitled, "Lia's Light — Illuminate Further On."
- Kodak Oakdale employees donated their time to help Feed My Starving Children. The Kodak Team assembled almost 2,000 meals during the packing event.
- The Eastman Business Park Team supported the Greater Rochester Chapter of the American Red Cross with their annual "Sound the Alarm" event. Volunteers gathered at Kodak Center for training sessions before heading out into the local communities to replace alarms and educate homeowners on fire safety.





**Worldwide Headquarters**

343 State Street  
Rochester, NY 14650  
USA

**[www.kodak.com](http://www.kodak.com)**

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