

## **EASTMAN KODAK COMPANY CORPORATE GOVERNANCE GUIDELINES**

The Board of Directors, acting on the recommendation of its Compensation, Nominating and Governance Committee (the "Governance Committee"), has developed and adopted these Governance Guidelines. These Guidelines establish a common set of expectations to assist the Board and its committees in fulfilling their responsibilities to the Company's shareholders. Board observers shall also be required to abide by these Guidelines. In recognition of the continuing evolution of corporate governance best practices, this is a working document that will be periodically reviewed and, if appropriate, revised by the Board.

### **1. ROLE AND RESPONSIBILITIES OF THE BOARD**

**Board Role.** The role of the Board is to actively oversee the effectiveness of management's policies and decisions, including the execution of its strategies, towards the goal of maximizing the Company's long-term value for the benefit of its shareholders. While its paramount duty is to the Company's shareholders, the Board recognizes that the long-term interests of shareholders are advanced by responsibly addressing, as appropriate, the concerns of other stakeholders and interested parties including employees, customers, suppliers, government officials and the public at large.

**Board Responsibilities.** In addition to its general oversight of management, the Board (either directly or through its committees) also performs a number of specific functions including:

**Maximize Shareholder Return.** Representing the interests of the Company's shareholders by maximizing the Company's long-term value.

**Strategic Planning.** Reviewing and approving management's strategic and business plans, and monitoring performance against the plans.

**CEO Selection and Succession.** Selecting, evaluating and compensating the CEO and overseeing the CEO succession planning process.

**Management Compensation and Development.** Providing counsel and oversight on the selection, evaluation, development and compensation of senior management, with particular focus on Officers who are subject to Section 16 of the Securities Exchange Act of 1934, as amended ("Section 16 Officers").

**Annual Operating Plans and Budgets.** Overseeing, understanding and monitoring the Company's annual operating plans and budgets prepared by management.

**Controls.** Reviewing and assessing the processes and policies in place for maintaining the integrity of the Company, including the integrity of its financial statements, the integrity of its compliance with law, ethics and the Company's own statement of values and commitments, and the integrity of its relationships with employees, customers and suppliers.

**Risk Management.** Reviewing and assessing the Company's processes and policies to assess the major risks facing the Company, and periodically reviewing management's assessment of these major risks and the options for their mitigation.

**Board Nomination and Evaluation.** Nominating directors, the Chairman, and committee members, and overseeing the composition, structure, practices and evaluation of the Board and its committees.

**Transactions Outside Ordinary Course of Business.** Evaluating and approving all material Company transactions not arising in the ordinary course of business.

**Board Size.** The Board will periodically review its own size, and determine the size that is most effective toward future operations.

## **2. DIRECTOR SELECTION AND QUALIFICATION STANDARDS**

**Independence.** The Board will be comprised of a majority of directors who qualify as independent directors under the listing standards of the New York Stock Exchange (the "NYSE"). To be considered independent under the NYSE's rules, the Board must determine affirmatively that a director does not have any direct or indirect material relationship with the Company. The Board has established "Director Independence Standards" set forth in [Appendix A](#) to assist it in determining director independence.

The Board, with assistance from its Governance Committee, will undertake an annual review to evaluate the independence of its non-employee directors. In advance of the meeting at which this review occurs, each non-employee director will be asked to provide the Board with full information regarding the director's business and other relationships with the Company and its affiliates and senior management and their affiliates to enable the Board to evaluate the director's independence.

**Selection of New Directors.** The entire Board is responsible for nominating members for election to the Board and for filling vacancies on the Board that may occur between annual meetings of the shareholders. The Governance Committee is responsible for identifying, screening and recommending candidates to the Board for Board membership.

The Governance Committee will use the "Director Selection Process" described in Appendix B when recruiting, evaluating and selecting director candidates.

The Company is committed to maintaining its tradition of inclusion within the Board, and confirms that its policy of non-discrimination based on race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin or other characteristics protected by applicable law applies in the selection of Directors.

**Board Membership Criteria.** Nominees for director will be selected on the basis of a number of factors, including the nominee's integrity, reputation, judgment, knowledge, experience, diversity of skills and background, and Board needs. The Board is committed to a diversified membership. The Governance Committee is responsible for assessing

the appropriate balance of skills and characteristics required of Board members. The Board has established "Director Qualification Standards" set forth in Appendix C to assist it in selecting Board nominees. The Governance Committee will periodically assess the Board's current and projected strengths and needs by, among other things, reviewing the Board's current profile, its Director Qualification Standards, and the Company's current and future needs.

### **3. BOARD LEADERSHIP**

**Chairman of the Board.** The Board of Directors will elect a Chairman of the Board who will have primary responsibility for scheduling Board meetings, calling special meetings when necessary, setting or proposing the agenda for each meeting, and leading the conduct of Board meetings.

### **4. BOARD CONDUCT**

**Change of Responsibility of Director.** Directors are expected to report changes in their employment, business, or professional affiliations or responsibilities, including retirement, to both the Chairman of the Board and the Chair of the Governance Committee. A director will tender a resignation in writing to the Chairman when there is a material change in the director's principal employment status or position at his or her employer. Based on advice from the Governance Committee, the Board will then decide whether continued Board membership is appropriate under the circumstances.

Any officer of the Company who is a director will tender his or her resignation from the Board when such individual ceases to be an officer of the Company. The officer should not, in most cases, continue as a director after he or she is no longer employed by the Company, unless the Board decides that continued service is appropriate.

**Retirement.** The mandatory retirement age for directors is 72. No director who is or would be over the age of 72 at the expiration of his or her current term may be nominated to a new term, unless the Board, upon recommendation of the Governance Committee, waives the mandatory retirement age for a specific director. Such waiver must be renewed annually. In no event, however, may a director who is or would be over the age of 75 at the expiration of his or her current term be nominated to a new term. Notwithstanding the foregoing, the mandatory retirement age and the need for waivers shall not apply to directors or nominees who are nominated by the holder of a contractual nomination right.

**Equity Ownership.** It is expected that each director will develop a meaningful equity interest in the Company within a reasonable period after initial election to the Board and retain such equity interest while serving on the Board.

**Other Board Memberships.** Directors should advise both the Chairman of the Board and the Chair of the Governance Committee before accepting any other company directorship. If the Governance Committee determines that a conflict of interest exists by serving on the board of another company, the director is expected to act in

accordance with the recommendation of the Governance Committee. Unless the Governance Committee determines otherwise, no director who is fully employed may serve on more than three other public company boards, and no director who is not employed may serve on more than four other public company boards.

**Other Audit Committee Memberships.** No member of the Audit and Finance Committee may serve simultaneously on the audit committees of more than three other public company boards, unless the Board determines that such simultaneous service would not impair such director's ability to effectively serve on the Audit and Finance Committee and such determination is disclosed in the Company's annual proxy statement. Directors will advise both the Chairman of the Board and the Chair of the Governance Committee prior to accepting an invitation to serve on the audit committee of another public company board.

**Communications with Institutional Shareholders.** In furtherance of its responsibility to represent the interests of shareholders, the Board, through the Governance Committee, will review updates from management regarding the Company's communications with institutional shareholders relating to corporate governance and other issues deemed appropriate by the Board.

**Communications with the Public.** The CEO is responsible for establishing effective communications with the Company's stakeholder groups, i.e., the press, institutional investors, analysts, customers, suppliers and other constituencies. The Board will look to management to speak for the Company. Board members will refer all inquiries from and communications with the Company's stakeholder groups to the CEO. In the unusual circumstance where the independent directors need to communicate directly with the press, an independent director, selected by the independent directors, will perform this function.

**Confidentiality.** The Board believes maintaining confidentiality of information and deliberations is imperative. Information learned during the course of service on the Board or as a board observer is to be held confidential and used solely in furtherance of the Company's business.

**Code of Business Conduct and Ethics.** The Company will maintain, and the Audit and Finance Committee will oversee compliance with, a code of business conduct and ethics for the directors and board observers. Such code as currently in effect is set forth in Appendix D, and such code may be modified and replaced from time to time by the Audit and Finance Committee.

**Kodak Values and Commitments.** The Board expects all Directors and board observers to adhere to the Kodak values and commitments.

## **5. BOARD MEETINGS**

**Meeting Attendance.** Directors are expected to attend Board meetings, meetings of committees on which they serve, and meetings of stockholders absent exceptional cause.

The Board has established a "Director Attendance Policy," a copy of which is attached as Appendix E.

**Agenda.** The Chairman of the Board will set the agenda for each meeting of the Board. Any director may suggest agenda items and may raise at meetings other matters they consider worthy of discussion.

**Board Materials Distributed in Advance.** Management will be responsible for assuring that, as a general rule, information and data that are important to the Board's understanding of the Company's business and to all matters expected to be considered and acted upon by the Board be distributed in writing to the Board sufficiently in advance of each Board meeting and each action to be taken by written consent to provide the directors a reasonable time to review and evaluate such information and data. Management will make every attempt to see that this material is as concise as possible while still providing the desired information. In the event of a pressing need for the Board to meet on short notice or if such materials would otherwise contain highly confidential or sensitive information, it is recognized that written materials may not be available in advance.

To prepare for meetings, directors should review these materials in advance. Directors will preserve the confidentiality of all materials given and information provided to the Board.

**Board Presentations.** As a general rule, presentations on specific subjects should be sent to the Board members in advance so that Board meeting time may be conserved and discussion time focused on questions that the Board has about the material. On those occasions in which the subject matter is too sensitive to distribute in written form, the presentation will be discussed at the meeting.

**Strategic Planning.** The Board will review the Company's long-term strategic plan during at least one Board meeting each year specifically devoted to this purpose.

**Executive Sessions.** The non-management directors will regularly meet in executive session, without management, at least four times per year in connection with regularly scheduled Board meetings. The Chairman will preside at these sessions if the Chairman is not a member of management, however, if the Chairman is not present, the independent directors will choose another independent director to preside at the executive session.

Whenever not all of the non-management directors are independent, the independent directors of the Board will meet in executive session, without the management directors and other members of management, at least one time per year in connection with a regularly scheduled Board meeting. The Chairman (if not a member of management) will preside at this executive session, however, if the Chairman is not present, the independent directors will choose another independent director to preside at the executive session.

## 6. COMMITTEE MATTERS

**Committees.** The Company has two standing committees: the Audit and Finance Committee and the Compensation, Nominating and Governance Committee. Each committee will have the duties and responsibilities delegated to it in its charter and in the Company's bylaws. The Board may form a new committee or disband an existing committee depending on circumstances.

**Independence of the Board Committees.** Each committee of the Board will be composed entirely of independent directors.

**Committee Agenda.** The Chair of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda for each meeting. Each committee will issue a schedule of agenda subjects to be discussed for the ensuing year at the beginning of each year (to the degree these can be foreseen).

**Assignment and Rotation of Committee Members.** The Governance Committee is responsible, after consultation with the Chairman of the Board, for making recommendations to the Board with respect to the assignment of committee members and Chairs. After reviewing the Governance Committee's recommendations, the Board is responsible for appointing the committee Chairs and members. Consideration will be given to rotating committee Chairs and members periodically at approximately three year intervals, but the Board does not believe that such a rotation should be mandated as a policy because there may be reasons at a given point in time to maintain an individual director's committee Chair or membership for a longer period.

**Committee Reports.** At each Board meeting, the Chair of each committee or his or her delegate will report the matters considered and acted upon by such committee at each meeting or by written consent since the preceding Board meeting, except to the extent covered in a written report to the full Board. In the absence of such reports, the minutes of committee meetings, as approved by the applicable committee, shall serve as the report.

## 7. DIRECTOR ACCESS TO MANAGEMENT AND INDEPENDENT ADVISORS

**Access to Management.** The Company expects and encourages its Directors to have regular contact with the Company's senior management. Accordingly, the Directors will have full access to the senior management of the Company.

**Access to Independent Advisors.** The Board has the authority to engage independent legal, financial or other advisors, as it may deem necessary and advisable in fulfilling its obligations and responsibilities, without consulting, or obtaining the approval of, management. Each committee of the Board will also have such power, and any such engagements will be consistent with NYSE listing standards.

## 8. DIRECTOR COMPENSATION

**Compensation.** The Company believes that compensation for non-management directors should be competitive and should encourage increased ownership of the Company's stock.

The Board has adopted the following director compensation principles which are aligned with the Company's executive compensation principles:

- Pay should represent a moderately important element of Kodak's director value proposition.
- Pay levels should generally target near the market medium, and pay mix should be consistent with market considerations.
- Pay levels should be differentiated based on the time demands on some members' roles, and the Board will ensure regular rotation of certain of these roles.
- The program design should ensure that rewards are tied to the successful performance of Kodak stock, and allow for flexibility in the mix of pay.
- To the extent practicable, Kodak's director compensation principles should parallel those of the Company's executive compensation program.

The Governance Committee will periodically report to the Board on the status of the Board's compensation in relation to other large publicly held companies.

**Changes.** Changes in Board compensation should come at the suggestion of the Governance Committee, but with full discussion and concurrence by the Board.

**Employee Directors.** The Company's employee directors will not receive additional compensation for their service as directors.

## 9. DIRECTOR ORIENTATION AND EDUCATION

**Director Orientation.** The Company, under the direction of the Governance Committee and with the assistance of the Corporate Secretary, conducts orientation for newly elected members of the Board. This orientation familiarizes new directors with, among other things, the Company's business, strategic plans, significant financial, accounting and risk management issues, compliance programs, conflicts policies, code of business conduct, corporate governance, and principal officers. It also includes meetings with and presentation by key management and visits to Company facilities. Each new director will participate in the Company's director orientation.

**Director Education.** The Board also recognizes the importance of continuing education for its members. Each director is expected to participate in continuing education in order to maintain the necessary level of expertise to perform his or her responsibilities as a director. The Board acknowledges that director continuing education may be provided in a variety of different forms including: external or internal education programs,

presentations or briefings on particular topics, educational materials, meetings with key management, and visits to Company facilities. The Company, under the direction of the Governance Committee and with the assistance of the Corporate Secretary, will assist the directors in pursuing continuing education opportunities.

## **10. MANAGEMENT EVALUATION AND SUCCESSION**

**CEO Evaluation.** The Chairman or, if the Chairman is a member of management, an independent director chosen by the independent directors, and the Chair of the Governance Committee, with support from the Chief Human Resources Officer of the Company, lead the annual process for CEO evaluation. As part of this process, each Director provides input, and the input is shared with the CEO through the Chairman or such independent director and the Chair of the Governance Committee. The evaluation of the CEO is based on a combination of objective and subjective criteria and is discussed in the Company's annual proxy statement.

**Succession Planning.** Succession planning for the Company's CEO is the entire Board's responsibility. To assist the Board, management will provide regular updates on succession planning as a standing agenda item at Board meetings to ensure that succession planning is a continuous and ongoing effort.

**Management Development.** The Board, with participation of the Governance Committee, will determine that a satisfactory system is in effect for education, development, and orderly succession of senior and mid-level managers throughout the Company. The CEO and the Chief Human Resources Officer should provide an annual report to the Board on the Company's program for management development.

## **11. PERFORMANCE EVALUATIONS**

**Board Evaluation.** The Board, under the direction of the Governance Committee, will annually conduct a self-evaluation to determine whether it and its committees are functioning effectively. The results of this evaluation will be presented to the Board for its review and discussion.

**Committee Evaluations.** Each committee will annually conduct a self-evaluation of its performance. The results of such evaluation will be reported to and reviewed by the Governance Committee. The Governance Committee will report the results of its review of these evaluations to the Board.

As adopted by the Board of Directors of Eastman Kodak Company, effective March 25, 2025.

## **Appendix A**

### **Eastman Kodak Company Director Independence Standards**

Pursuant to the New York Stock Exchange listing standards, the Board of Directors has adopted Director Independence Standards to assist in its determination of director independence. To be considered "independent" for purposes of these standards, a director must be determined, by resolution of the Board as a whole, after due deliberation, to have no material direct or indirect relationship with the Company other than as a director. In each case, the Board will broadly consider all relevant facts and circumstances and will apply the following standards.

1. A director will not be considered "independent" if:
  - the director is or was within the preceding three years an employee, or an immediate family member of the director is or was within the preceding three years an executive officer, of the Company; or
  - the director, or an immediate family member of the director, received, during any twelve-month period within the preceding three years, more than \$120,000 in direct compensation from the Company, other than director fees and pension or other forms of deferred compensation for prior service (provided that such compensation is not contingent in any way on continued service with the Company); except that compensation received by an immediate family member of the director for services as a non-executive employee of the Company or received by the director for former services as an interim Chairman or CEO or other executive officer need not be considered in determining independence under this test; or
  - the director or an immediate family member is a current partner of a firm that is the Company's internal or external auditor; the director is a current employee of such a firm; the director has an immediate family member who is a current employee of such a firm and personally works on the Company's audit; or, the director or an immediate family member was, in the last three years, a partner or employee of such a firm and personally worked on the Company's audit within that time; or
  - the director, or an immediate family member of the director, is or was within the preceding three years employed as an executive officer of another company where any of the Company's present executive officers serve or served on that company's compensation committee; or
  - the director is a current employee, or an immediate family member of the director is a current executive officer of, a company (other than a charitable organization) that makes payments to, or receives payments from, the Company for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of \$1 million or 2% of such other company's

consolidated gross revenues; provided, however, that in applying this test, both the payments and the consolidated gross revenues to be measured will be those reported in the last completed fiscal year; and provided, further, that this test applies solely to the financial relationship between the Company and the director's (or immediate family member's) current employer—the former employment of the director or immediate family member need not be considered.

2. The following relationships will not preclude the Board from determining that a director is independent:
  - **Commercial Relationship:** if a director of the Company is an executive officer or an employee, or whose immediate family member is an executive officer, of another company that makes payments to, or receives payments from, the Company for property or services in an amount which, in any single fiscal year, does not exceed the greater of (a) \$1,000,000 or (b) 2% of such other company's consolidated gross revenues;
  - **Indebtedness Relationship:** if a director of the Company is an executive officer of another company which is indebted to the Company, or to which the Company is indebted, and the total amount of either company's indebtedness does not exceed the greater of: (a) \$1,000,000 or (b) 2% of the consolidated assets of the company wherein the director serves as an executive officer;
  - **Equity Relationship:** if the director is an executive officer of another company in which the Company owns a common stock interest, and the amount of the common stock interest is less than 5% of the total shareholders' equity of the company where the director serves as an executive officer; or
  - **Charitable Relationship:** if a director of the Company, or the spouse of a director of the Company, serves as a director, officer or trustee of a charitable organization, and the Company's contributions to the organization in any single fiscal year are less than the greater of (a) \$1,000,000 or (b) 2% of that organization's gross revenues.
3. For relationships not covered by Section 2 above, the determination of whether the relationship is material or not, and therefore whether the director would be independent, will be made by the directors who satisfy the independence guidelines set forth in Sections 1 and 2 above.
4. For purposes of these standards, an "immediate family member" includes a person's spouse, parents, children, siblings, mothers and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, and anyone (other than domestic employees) who shares such person's home; except that when applying the independence tests described above, the Company need not consider individuals who are no longer immediate family members as a result of legal separation or divorce, or those who have died or have become incapacitated.

## **Appendix B**

### **Eastman Kodak Company Director Selection Process**

The entire Board of Directors is responsible for nominating members for election to the Board and for filling vacancies on the Board that may occur between annual meetings of the shareholders. The Compensation, Nominating and Governance Committee ("Committee") is responsible for identifying, screening and recommending candidates to the Board for Board membership. The Chair of the Committee will oversee this process.

The Committee will generally use the following process when recruiting, evaluating and selecting director candidates. The various steps outlined in the process may be performed simultaneously and in an order other than that presented below. Throughout the process, the Committee will keep the full Board informed of its progress.

The Company is committed to maintaining its tradition of inclusion within the Board and confirms that its policy of non-discrimination based on, among other things, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin or other characteristics protected by applicable law applies in the selection of Directors.

1. The Committee will assess the Board's current and projected strengths and needs by, among other things, reviewing the Board's current profile, its Director Qualification Standards, and the Company's current and future needs.
2. Using the results of this assessment, the Committee will prepare a target candidate profile.
3. The Committee will develop an initial list of director candidates by retaining a search firm, considering recommendations of the Board, shareholders and senior management of the Company, and considering any nominees previously recommended.
4. The Committee will screen the resulting slate of director candidates to identify those individuals who best fit the target candidate profile and the Board's Director Qualification Standards. From this review, the Committee will prepare a list of preferred candidates and present it to the full Board and the CEO for input.
5. The Committee will determine if any director has a business or personal relationship with any of the preferred candidates that will enable the director to initiate contact with the candidate to determine his or her interest in being considered for membership to the Board. If necessary, the search firm will be used to initiate this contact.

6. Whenever possible, the Chair of the Committee, the Chairman and/or, if applicable, an independent director, at least one other independent member of the Board, and the CEO will interview each interested preferred candidate.
7. Based on input received from the candidate interviews, the Committee will determine whether to extend an invitation to a candidate to join the Board.
8. A reference check will be performed on the candidate.
9. Depending on the results of the reference check, the Committee will extend the candidate an invitation to join the Board, subject to election by the Board.
10. The full Board will vote on whether to elect the candidate to the Board.
11. The Secretary of the Company will arrange for orientation sessions for newly elected Directors, including briefing by senior managers, to familiarize new Directors with the Company's overall business and operations, strategic plans and goals, financial statements, and key policies and practices, including corporate governance matters.

## Appendix C

### Eastman Kodak Company Director Qualification Standards

In addition to any other factors described in the Company's Corporate Governance Guidelines, the Board should at a minimum consider the following factors in the nomination or appointment of members of the Board:

1. **Integrity.** Directors should have proven integrity and be of the highest ethical character and share the Company's values and commitments.
2. **Reputation.** Directors should have reputations, both personal and professional, consistent with the Company's image and reputation.
3. **Judgment.** Directors should have the ability to exercise sound business judgment on a broad range of issues.
4. **Knowledge.** Directors should be financially literate and have a sound understanding of business strategy, business environment, corporate governance and board operations.
5. **Experience.** In selecting directors, the Board should generally seek active and former CEOs, CFOs, international operating executives, and presidents of large and complex divisions of publicly held companies, and leaders of major complex organizations, including scientific, accounting, government, educational and other non-profit institutions. Directors should have experience in assessing risks associated with business and strategic decisions.
6. **Maturity.** Directors should value board and team performance over individual performance, possess respect for others, and facilitate superior board performance.
7. **Commitment.** Directors should be able and willing to devote the required amount of time to the Company's affairs, including preparing for and attending meetings of the Board and its committees. Directors should be actively involved in the Board and its decision-making.
8. **Skills.** Directors should be selected so that the Board has an appropriate mix of skills in core areas such as: accounting and finance, technology, management, marketing, crisis management, strategic planning, international markets and industry knowledge.
9. **Track Record.** Directors should have a proven track record of excellence in their field.
10. **Diversity.** Directors should be selected so that the Board of Directors is a body comprised of members with diverse skills and backgrounds.

11. **Age.** Subject to the Board's mandatory retirement age as applicable, directors must be able to, and should be committed to, serve on the Board for an extended period of time.
12. **Independence.** Directors should be independent in their thought and judgment and be committed to represent the long-term interests of all of the Company's shareholders.
13. **Ownership Stake.** Directors should be committed to having a meaningful, long-term equity ownership stake in the Company.

## **Appendix D**

### **Eastman Kodak Company Directors' Code of Conduct**

The Board of Directors of Eastman Kodak Company has adopted this Directors' Code of Conduct to guide the directors and any board observers in recognizing and addressing ethical issues and in ensuring that their activities are consistent with the Company's values and commitments of:

Values:

- Courage;
- Competitive Spirit;
- Commitment; and
- Honesty.

The Code is intended as a source of guiding principles, since no code or policy can anticipate every situation that may arise. Directors with questions about the Code's application to particular circumstances are encouraged to discuss the issue with the Company's Secretary or with the Chair of the Audit and Finance Committee of the Board of Directors.

#### **1. Compliance with Laws and Company Policies**

Directors and any board observers are expected to comply with applicable laws and Company policies, including policies regarding insider trading and additional policies included in the Business Conduct Guide and to monitor legal and ethical compliance by the Company's officers and other employees.

#### **2. Conflicts of Interest**

Directors and board observers must avoid any conflicts of interest with the Company. A "conflict of interest" exists when a director's or board observer's personal or professional interest is adverse to, or may appear to be adverse to, the interests of the Company. A conflict situation can arise when a director or board observer takes actions or has interests that may make it difficult to perform his or her Company work objectively and effectively. Conflicts of interest may also arise when a director or board observer, or members of his or her family, or an organization with which the director or board observer is affiliated, receives improper benefits as a result of the director's position. Any situation that involves, or may involve, a conflict of interest must be promptly disclosed to the Company's Secretary or the Chair of the Audit and Finance Committee.

### 3. **Corporate Opportunities**

Directors owe a duty to the Company to advance its legitimate interests. Except as provided in Article X of the Second Amended and Restated

Certificate of Incorporation, as amended (the "Certificate of Incorporation"), directors or board observers may not take for themselves personally or for other organizations with which they are affiliated opportunities discovered through the use of Company property, information, or position. Further, except as provided in Article X of the Certificate of Incorporation, no director or board observer may compete with the Company or use Company property, information, or position for personal gain.

### 4. **Competition and Fair Dealing**

Directors and board observers shall endeavor to deal fairly with the Company's customers, suppliers, competitors, and employees, and shall oversee fair business dealing by the Company's officers and employees. No Director or board observer should take unfair business advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other intentional unfair-dealing.

The purpose of business entertainment and gifts in a commercial setting is to create goodwill and sound working relationships, not to gain unfair advantage with customers. Directors and members of their immediate families may not accept gifts from outside persons or entities when the gifts are made in order to influence the director's action as a member of the Board, or where acceptance of the gifts could create the appearance of impropriety.

### 5. **Confidentiality**

Directors and board observers must maintain the confidentiality of information entrusted to them by the Company or its customers, and any other information which comes to them about the Company, except when disclosure is authorized or legally required. Confidential information includes all non-public information that might be of use to competitors, or harmful to the Company or its customers if disclosed.

### 6. **Protection and Proper Use of Company Assets**

Directors and board observers must protect the Company's assets and ensure their efficient use. Directors and board observers must not use Company time, employees, supplies, equipment, buildings, or other assets for personal benefit, unless the use is approved in advance by the Chair of the Audit and Finance Committee or is part of a compensation or expense reimbursement program available to all directors.

## 7. **Encouraging the Reporting of any Illegal or Unethical Behavior**

Directors should promote ethical behavior and take steps to ensure that the Company (a) encourages employees to talk to supervisors, managers, and other appropriate personnel when in doubt about the best course of action in a particular situation; (b) encourages employees to report violations of laws, rules, regulations or the Company's Business Conduct Guide; (c) informs employees that the Company will not permit retaliation for reports made in good faith.

For the avoidance of doubt, nothing in the Company's Business Conduct Guide prevents Company employees from reporting possible violations of federal law or regulation to any governmental agency or entity, including but not limited to the Department of Justice, the Securities and Exchange Commission, the Congress and any agency Inspector General, or from making other disclosures that are protected under the whistleblower provisions of federal law or regulation. Company employees do not need prior authorization to make any such reports or disclosures and are not required to notify the Company that they have made such reports or disclosures.

## 8. **Enforcement**

The Board shall determine appropriate actions to be taken in the event of violations of this Code. Directors or board observers should communicate any suspected violations of this Code promptly to the Chair of the Audit and Finance Committee. The Audit and Finance Committee or the Board, or their designee, will investigate violations, and will ensure that appropriate remedial action is taken.

## 9. **Waivers of the Code of Business Conduct and Ethics**

Only the Board or the Audit and Finance Committee may waive a Company business conduct or ethics policy for a Kodak director or board observer, and the waiver must be disclosed to shareholders within four business days of such waiver.

## 10. **Regular Review**

The Board shall review and reassess the adequacy of this Code regularly, and make any amendments that it deems appropriate.

## **Appendix E**

### **Eastman Kodak Company Board of Directors Attendance Policy**

#### **Regular Meetings**

Meeting dates for regular Board and committee meetings will be set far enough in advance to avoid conflicts with existing commitments of individual Board members that would prevent them from attending the meeting.

Thus, it is expected that each Board member will attend each regularly scheduled Board and committee meeting, unless:

1. The director indicated at the time the Board agreed to the schedule that he or she had a previous commitment that precluded his or her attending a specified meeting.
2. An unexpected event outside the control of the Director prevents the director from attending a specified meeting.

Regularly scheduled meetings may be held in person or via means of remote communication as determined by the Chairman of the Board.

#### **Special Meetings**

Each director will make a best effort to attend all special Board and committee meetings. Special meetings may be held in person or by means of remote communication.

#### **Annual Meeting of Shareholders**

All Board members are strongly encouraged to attend the annual meeting of the Company's shareholders.