

Mr. H. Huyghe
Managing Director Plantin / Tetterode
Staples Printing Benelux
Kareelovenlaan 5
B-1140 Brussel
Belgium

11 January 2012

Dear Hans,

Kodak received industry accolades for our technologies and services portfolio in 2011, and we are committed to deliver a strong portfolio to our partners and customers once again in 2012.

As the New Year begins, our transformation work continues, and we remain focused on our customers and our company performance and we are committed to our business partners. We'll be sharing a range of new product offerings at upcoming tradeshow, we are continuing to announce new customer wins, and we have many other projects underway.

There has been extensive speculation about our company, as seen in the news recently. Some of the specific news items from the past few weeks include the following:

- Three members of the board of directors have resigned recently as the company moves to achieve an optimal board size. In an interview with Bloomberg, Laura D'Andrea Tyson said that her departure is "not a statement about the firm's strategy or the firm's leadership" and that she was pleased to have been part of Kodak's transformation to date.
- The New York Stock Exchange notified Kodak as a matter of practice that the average stock price was below \$1.00 for the past 30 days, which meant that we were out of compliance with the NYSE requirements. It also included a six month grace period, of which we are availing ourselves.

Kodak is in a historic and dynamic transition period as we move ahead with our business transformation. Despite this we have not lost sight of our goals to deliver an industry leading portfolio and value to our customers. We want to personally assure you that we are moving ahead and working for you. Kodak remains focused on becoming a profitable, sustainable digital company. The best thing we can do for you, our customers and partners, is to deliver on our commitments in 2012 and we plan to do so.

I expect that Kodak may continue to be in the news in the weeks ahead. Regardless of what that coverage brings, I want to personally assure you that we are committed to your business and to meeting all of our obligations to you.

Please feel free to contact me if you have any questions or concerns. We thank you for your loyalty and ongoing confidence in Kodak. I believe that Kodak will not only survive but thrive – we have the wherewithal and commitment to see our transformation through to a successful conclusion. We look forward to continuing to serve you for many years to come.

Sincerely,

A handwritten signature in black ink, appearing to read 'Claude Desbrugères', written in a cursive style.

Claude Desbrugères

**Cluster Business Director France Benelux
Commercial & Consumer
KODAK**

Pim Nijenhof

**Sales Director Benelux
Commercial & Consumer
KODAK**