



2022

# SUSTAINABILITY REPORT

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# A LETTER FROM OUR CEO

I am pleased to present to you our third-annual Sustainability Report highlighting Kodiak’s efforts and achievements in advancing our commitment to sustainability in the contract gas compression industry. At Kodiak, we believe that sustainable business practices are essential for both the well-being of the communities in which we operate and the long-term success of our company.

It is our mission to be the premier provider of compression services. We continue to strive to consistently deliver exceptional value to our customers and stakeholders through operational excellence, innovative solutions, and an unwavering commitment to safety and environmental stewardship. With Kodiak as your partner, you can trust in our commitment to excellence, integrity, safety, reliability, and innovation, which we believe drives success in the evolving energy landscape.

In 2022, we continued to integrate sustainability into our operations, pursuing innovative solutions that seek to mitigate environmental impact, promote social responsibility, support good governance and ensure economic prosperity. Our sustainability initiatives have been guided by our mission to provide the highest level of customer service in the industry, while taking care of our employees and actively contributing to a more stable, sustainable energy future.

Russia’s invasion of Ukraine in 2022 focused countries around the world on securing reliable and affordable supplies of energy. Recent world events have further renewed focus on environmentally responsible and secure energy production provided by the United States (U.S.). We believe exports of liquefied natural gas (LNG) will play a meaningful role in delivering that energy to meet growing global energy demand. Our role as a provider of critical infrastructure using our reliable, lower-emissions capable, large horsepower compression fleet supports this energy delivery through the movement of natural gas from its point of production to the growing number of LNG export facilities along the U.S. Gulf Coast.

In this report, we will share the work we did in 2022 to improve our environmental footprint, enhance the safety and well-being of our employees and communities, and ensure that our work is carried out with integrity and high ethical standards. I’m particularly proud of the following achievements in 2022:

- Kodiak was recognized as a Best Place to Work by the Houston Business Journal.
- Kodiak allocated almost \$1 million in total charitable contributions.
- Three (50%) of our board of directors were female.
- We reduced our total recordable incident rate by 36% compared to 2021.
- We deployed ecoView, our patented emissions monitoring and methane leak detection system.

And while I am proud of our accomplishments, we recognize that sustainability is an ongoing journey. We strive to be the most responsible and sustainable operator of contract gas compression infrastructure in the industry, while adhering to our guiding principle that Kodiak and our customers, coworkers and community can succeed together.



**MICKEY MCKEE – PRESIDENT AND CHIEF EXECUTIVE OFFICER OF KODIAK**

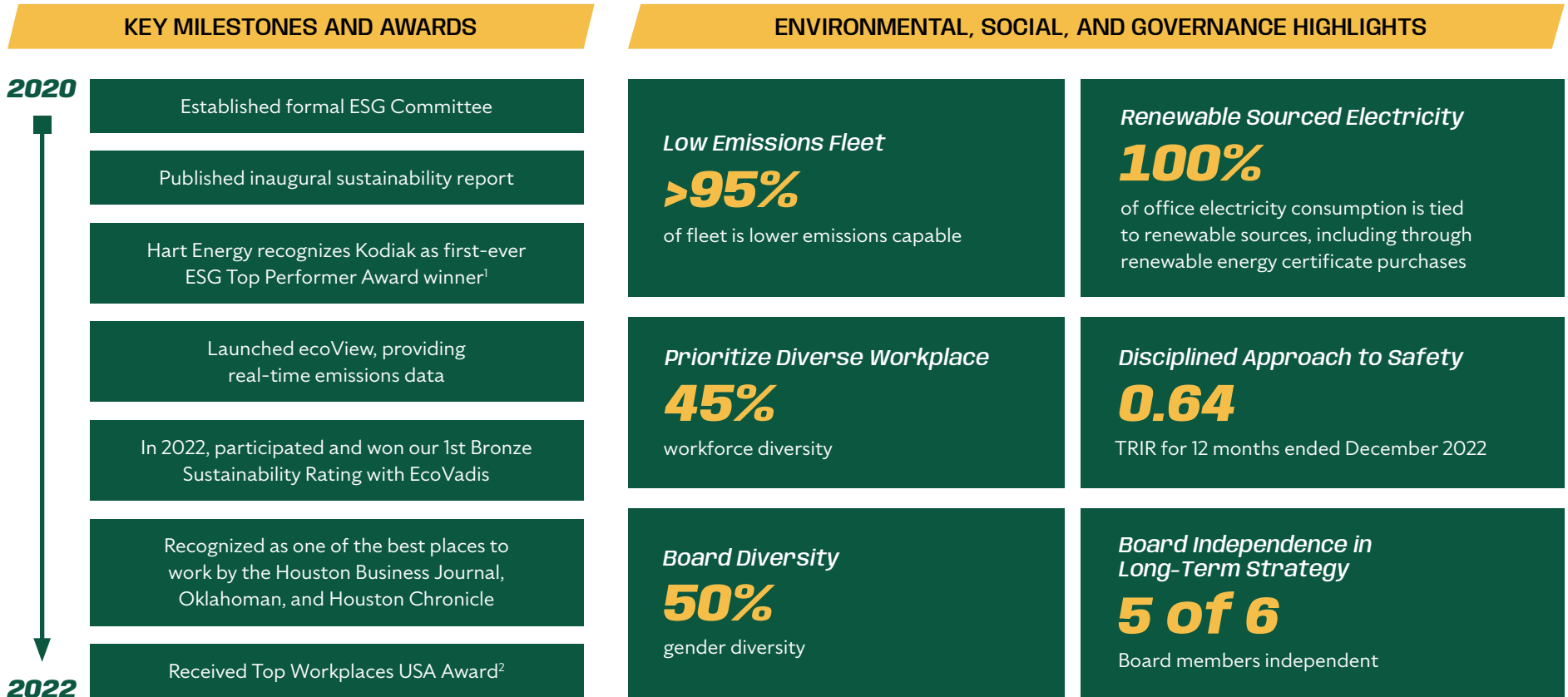
**“ We keep energy moving safely, reliably, and responsibly. ”**



# KODIAK GAS SERVICES AT A GLANCE

At Kodiak Gas Services (“Kodiak,” “we,” “our,” or “the Company”), we see the opportunity to continue to lead our industry in sustainability practices with a keen focus on doing our part to safeguard the environment, positively impact society, and maintain integrity and high governance standards. Our employees and the communities that we serve are central to what we do. We have implemented a variety of initiatives to support our people and deliver better service to our customers. We also recognize that diversity, equity, and inclusion are paramount to a successful organization.

## Industry Leader in Sustainability Initiatives



1 Kodiak was considered in the Private Midstream Category.

2 Kodiak placed 91<sup>st</sup> nationally among mid-size companies with 500 to 999 employees. Learn more at [topworkplaces.com](https://www.topworkplaces.com).



# NATURAL GAS AND THE ENERGY TRANSITION

We believe natural gas is essential to provide energy reliability and security in the energy transition. Its significance lies in delivering essential power generation for the electrical grid, ensuring consistent electricity production during periods when intermittent generators like wind and solar may not be actively generating.

We believe natural gas will play an important role in the energy transition by providing a stepping stone between traditional fossil fuels and renewable energy sources. When used as an alternative to other fossil fuels, natural gas produces significantly less greenhouse gas (GHG) emissions. Kodiak champions innovative technologies and practices in the compression of natural gas to further enhance environmental sustainability. By providing reliable, lower-emissions capable,<sup>1</sup> large-horsepower natural gas compression equipment, Kodiak helps producers and midstream operators minimize GHG emissions and optimize equipment uptime. In the U.S., we have reduced overall CO<sub>2</sub> emissions by enabling the retirement of coal-fired generation facilities in favor of natural gas. According to the U.S. Energy Information Administration (EIA), natural gas fuels roughly 50% of the U.S. electricity generation.<sup>2</sup>

In addition to our typical roles within the centralized gas lift, gathering, and processing systems, we play a significant part in the liquefied natural gas (LNG) industry. LNG is recognized for its ability to facilitate the international trade of natural gas and to produce lower GHG emissions compared to traditional fossil fuels throughout the world.<sup>3</sup> Without reliable takeaway capacity to the liquefaction facilities along the Gulf Coast, the affordability of LNG and natural gas would be significantly impacted, not only globally but also locally for U.S. consumers.

1 For purposes of this report, we define “lower-emissions capable” as capable of complying with the [New Source Performance Standards \(NSPS\)](#) proposed by the Environmental Protection Agency.

2 For more information, see [EIA article](#).

3 For more information, see [Environ. Sci. Technol. 2022, 56, 13, 9632–9640](#).

We believe natural gas compression plays a critical role in supporting the energy value chain. Kodiak’s natural gas compression units help ensure the efficient transportation of natural gas and production of oil to support energy security.

Kodiak aims to minimize GHG emissions associated with the transportation of energy resources by enabling the efficient movement of natural gas. Moreover, Kodiak’s commitment to innovation and environmental stewardship aligns with the approach taken by others in the midstream industry and our customers’ goals to minimize their carbon footprint and GHG emissions.<sup>4</sup> Kodiak strives to be a leading provider and sustainable partner in domestic U.S. natural gas supply.

4 By way of example, see the following [2022 Wood Mackenzie article](#) highlighting the steps certain midstream companies are taking in their GHG reduction plans.





# ***ENVIRONMENTAL***

At Kodiak, environmental responsibility is one of our core values. Our commitment to sustainability goes hand in hand with our dedication to providing exceptional customer service and support to the natural gas and oil industry.





# PROMOTING ENVIRONMENTAL SUSTAINABILITY WHILE SUPPORTING CUSTOMER OBJECTIVES

Our Company’s environmental initiatives include working to lower emissions, conserve resources, and promote sustainability. We recognize the global importance of a secure and reliable natural gas supply and strive to provide top-tier, innovative services and industry-leading, mechanical reliability and utilization.

Additionally, we maintain our environmental commitments by owning high-performing assets designed to reduce GHG emissions, working to minimize waste generation and water usage, prioritizing responsible sourcing for our materials, and seeking to adhere to applicable laws, regulations, and standards.

## The Kodiak Difference

### EQUIPMENT CAPABILITIES AND INNOVATION

#### Continuous Improvement

We consistently innovate with a goal to enhance our equipment’s environmental and operational performance.

#### Reliability

Kodiak’s patented ecoView system monitors for leaks and collects emissions and operational data to help ensure the monitored equipment is operating as efficiently as possible. Increasing our equipment’s reliability with ecoView bolsters our mechanical availability guarantee and increases the overall uptime for our customers. By meeting or exceeding a 98% mechanical availability of our compression equipment, we have been able to achieve lower GHG emissions from our assets by avoiding unplanned shutdown emissions.

### EMISSIONS REDUCTION INITIATIVES

#### Reduced Impact

Kodiak focuses on minimizing our own GHG emissions while supporting our customers’ objectives. Continuously upgrading our equipment, furthering the development of our patented ecoView system, and adding electric motor drives to our compression fleet are just some of the examples of how we continue to strive to reduce our GHG footprint.

### ASSET PERFORMANCE

Mechanical availability holds a significant sway over our customers’ revenue and profitability. It also wields a direct influence on the emissions generated by our compression units. Kodiak is committed to empowering our customers with optimal runtime while aiding them in reducing their GHG emissions and supporting their reduction targets.

Our diligent maintenance and operational oversight not only help prevent downtime incidents but also curtail unnecessary GHG emissions releases. Properly maintained and finely tuned engines emit fewer exhaust emissions, and we actively work to minimize the release of vented gas during repairs.

### CUSTOMER-CENTRIC APPROACH

#### Partnering With Customers

Kodiak engages with customers to understand their emissions reduction goals and support them in their regulatory emissions compliance and reduction efforts.

#### Tailored Solutions

Kodiak provides customizable compression solutions based on customer requirements to help ensure operational performance.



## *Aligning Our GHG Emissions Reduction Goals With Customer Objectives and Equipment Capabilities*

At Kodiak, our commitment to sustainability goes hand in hand with our dedication to providing exceptional customer service and support to the natural gas and oil industry. We understand that in today's world, reducing GHG emissions is not just a corporate responsibility, but a shared goal for our customers, employees, vendors, and the communities we serve.

To truly align with our customers' goals of reducing GHG emissions, Kodiak is reevaluating how our previously stated GHG emissions reduction targets correspond to the capabilities of our equipment and technology and market developments.

Kodiak intends to support our customers' efforts to reduce their emissions wherever reasonably possible by:

- 1 providing innovative equipment and best-in-class service;
- 2 maintaining high mechanical availability of our units;
- 3 utilizing lower-emissions capable and more efficient large horsepower equipment; and
- 4 developing continuous emissions monitoring solutions.

As Kodiak continues its focus on sustainability, we continue to evaluate alternative measures to identify paths to achieve these goals.





# ENVIRONMENTAL COMPLIANCE



Kodiak is committed to environmental compliance as an integral part of our sustainability efforts. Kodiak aims to be the premier provider of natural gas compression services while focusing on GHG emissions reduction. We can assist our customers in complying with relevant GHG emissions standards using ecoView, our proprietary emissions monitoring and leak detection system. EcoView can monitor for GHG emissions and provide additional operational data in real-time, which can help us detect equipment issues sooner, resulting in less downtime for our customers and less costly repairs for us. We are dedicated to offering equipment and services that focus on a collaborative approach to support our customers' environmental strategies and help them meet their goals.

## *ecoView*

The patented ecoView system from Kodiak is an emissions monitoring and leak detection system that can be used to monitor, analyze and manage GHG data and operating data from our compression equipment. As the focus of many participants in the energy industry turns towards GHG emissions reduction initiatives, the ecoView system can help eliminate guesswork and improve accuracy with respect to GHG and operating data.

We expect the ecoView system will enable Kodiak to make predictive maintenance a reality through partnerships with machine-learning companies, driving down costs, improving operational efficiencies, and minimizing compression equipment's environmental impact by reducing unplanned downtime incidents.





# ***KODIAK HONORED FOR ENGINEERING INNOVATION***



Kodiak continues to seek new, innovative operating methods in our business. In 2022, our ecoView system was honored by Hart Energy as one of E&P's 2022 'Meritorious Awards for Engineering Innovation' (MEA) Winning Technologies under the carbon management category. This MEA Award category encompasses emission reduction technologies, carbon capture, satellite imagery, and electronic fracking (e-frac).

MEA honors engineering excellence in 11 categories across the upstream energy industry and recognizes new products and technologies that demonstrate innovation in concept, design, and application.



**MERITORIOUS AWARDS  
for Engineering Innovation**



# WASTE



Responsible waste management, renewable sourcing, and effective recycling play a significant role in our overall sustainability strategy. In furtherance of our previously set goals, in 2022, Kodiak implemented a digital waste tracking tool that documents cradle-to-grave waste generation and allows us to pursue recycling and/or reclamation opportunities more effectively. We continue to work to improve our waste recovery and management program by utilizing our extensive network of preferred vendors and educating operational staff on waste management.

Our established collection points for the temporary storage of operational waste (i.e., used anti-freeze, lube oil, and oil filters) improved efficiency, encouraged recycling of the materials and reduced transportation risks. In 2022, Kodiak recycled approximately 84% of operational waste.

## Office Recycling

Our corporate operations have transitioned to a less paper intensive approach and are committed to recycling paper, plastic, aluminum, and other office waste. Services, such as DocuSign, are also utilized to eliminate the need for printing and overnight delivery of documents.

DocuSign calculated that for 2022, 6,620 pounds of carbon emissions, 8,305 gallons of water, 2,820 pounds of wood, and 458 pounds of waste were avoided, conserved, saved or eliminated by Kodiak.<sup>1</sup>

<sup>1</sup> DocuSign's calculations for Kodiak's environmental savings impact associated with reduced paper use are based on DocuSign's global usage across all customer accounts. DocuSign reports that its environmental impact estimate is generally updated annually. For more information, please refer to DocuSign's [website](#).

**2,820**  
Pounds of  
Wood Saved



**458**  
Pounds of Waste  
Eliminated



**6,620**  
Pounds of  
Carbon Avoided



**8,305**  
Gallons of Water  
Conserved





## ***ELECTRICITY***

All of our offices are powered by electricity produced from renewable energy sources or, in locations where renewable energy sources are not available, we purchase renewable energy certificates.

**100%**

*of office electricity consumption is tied to renewable sources, including through renewable energy certificate purchases*





## RESPONSIBLE SOURCING

Kodiak’s commitment to sustainability is also seen through our supply chain efforts.

Where possible, we use repurposed or remanufactured goods as part of our business. In operating, maintaining, and overhauling our gas compression products, we reuse or refurbish engine components, such as cylinder heads, turbochargers, liners, water pumps, valves, and other engine or frame components, where practicable. These components are reclaimed, reworked, and made to zero-hour condition rather than procuring new parts, thereby reducing our use of energy and non-renewable resources. These components can be used as refurbished part components. More often, they are used in engine and compressor refurbishments that take the entire compression asset to a zero-hour condition.

Kodiak’s preference for utilizing remanufactured parts not only reduces the environmental impacts from raw materials sourcing but also provides our Company with significant cost savings. By sourcing remanufactured parts from our vendors, the water and new material consumption associated with production of the parts purchased by Kodiak was significantly reduced in 2022.

**“ The recycled and reused parts Kodiak purchased in 2022 would have amounted to over 4 million dollars in spending on new parts. Since 2020, Kodiak’s Recycle/Remanufacture Program has saved an average of almost 40% relative to new spend. ”**

**RYAN CARR—VP OF SUPPLY CHAIN**

## LOCAL SOURCING

We understand that local sourcing can be a productive strategy to help ensure timely, lower-cost supply that helps support a stable local economy and maintain positive community relations. We are committed to maximizing local procurement of goods and services. This commitment aims to drive cost reduction, increase productivity, improve delivery time, enhance transactional efficiency, and reduce logistics impacts for customers. Additionally, it supports local community employment and growth.

# 46%

### Reduction in Newly Purchased Catalyst Elements

In 2022, we continued to grow our catalyst re-wash and recycling program that began in 2021. With this program, Kodiak is able to reuse and/or reclaim these catalysts and their precious metals. In 2022, our re-wash and recycling catalyst program resulted in a 46% reduction in newly purchased catalyst elements.





# SUSTAINABILITY RECOGNITION FROM ECOVADIS

In 2022 and 2023, Kodiak earned an EcoVadis Bronze Medal for Sustainability Performance.

EcoVadis is one of the world’s most trusted providers of business sustainability ratings. In 2023, EcoVadis recognized Kodiak as a standard setter in Environmental, Social, and Governance (ESG) leadership through our focus on innovation, responsible operations, and environmental stewardship. This second consecutive year of recognition from EcoVadis is an acknowledgment of Kodiak’s efforts in its sustainability initiatives and pursuit of excellence.

EcoVadis sustainability ratings are based on international sustainability standards such as the Ten Principles of the UN Global Compact, the International Labor Organization (ILO) conventions, the Global Reporting Initiative (GRI) standards, and the ISO 26000 standard. The ratings provide an evidenced-based analysis of performance and an actionable roadmap for continuous improvement.

Kodiak continues to make progress on our mission to be an ESG leader in the midstream sector. Our strategy is focused on lowering GHG emissions, reducing waste, prioritizing the safety, training and development of our diverse workforce, and building strong communities through service.



**“ We are honored to be recognized by EcoVadis, alongside an esteemed list of companies who are ESG leaders in their respective industries. Through our team’s work, prioritization of environmental stewardship and lower-emissions capable natural gas compression fleet, we keep energy moving safely, reliably, and responsibly. ”**

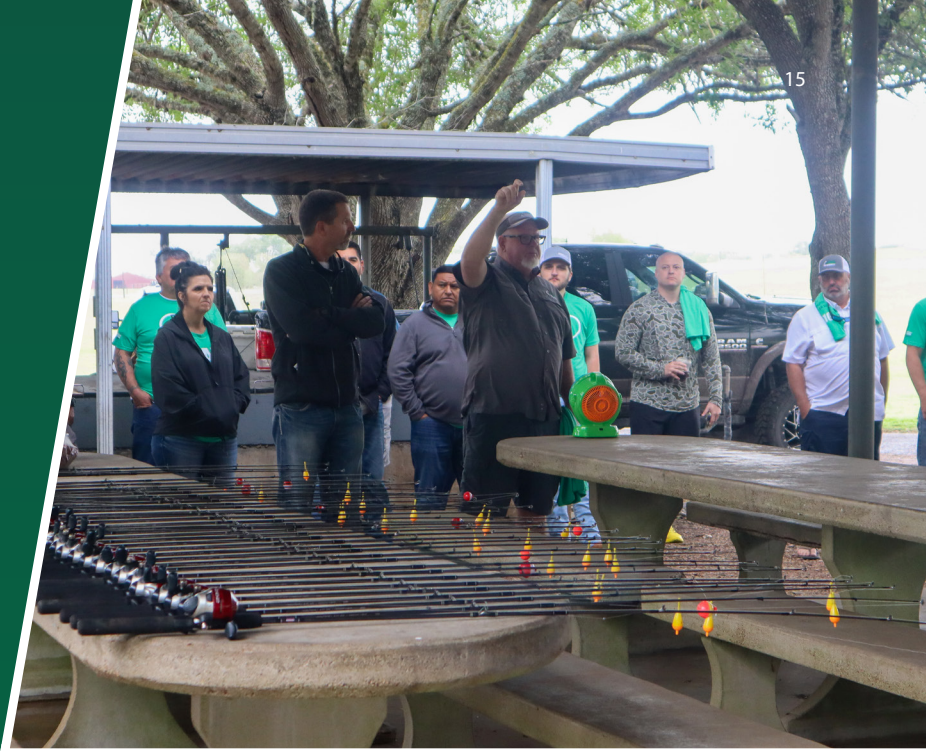
**MICKEY MCKEE—PRESIDENT AND CHIEF EXECUTIVE OFFICER OF KODIAK**



# SOCIAL

## *Stepping Up to the Challenge*

At Kodiak, we prioritize the well-being of our “Kodiak family” —our employees, customers, vendors, and communities—across every aspect of our business. We hold our employees dear to us and extend this same sentiment to our customers, vendors and the communities in which we operate. We strive to keep the “Kodiak family” an inclusive community in which every individual is treasured, cared for, and respected. After all, “it’s not one thing, it’s everything.”





# HEALTH AND SAFETY



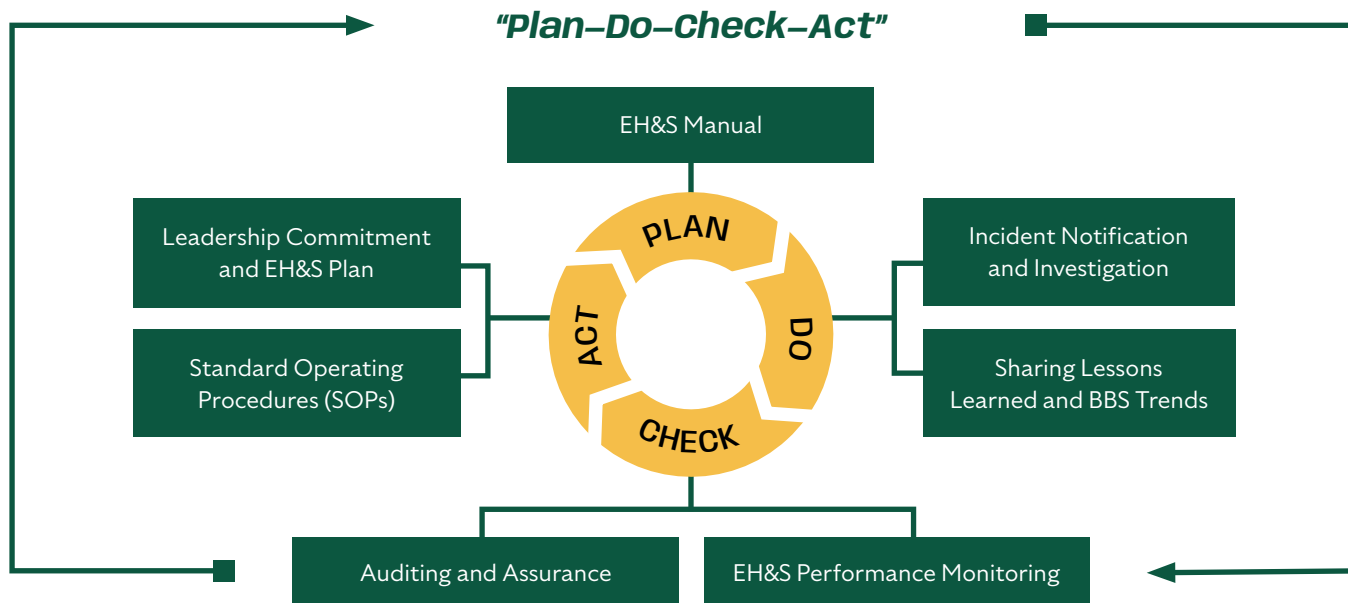
*The safety of our workforce, customers, vendors and communities is paramount.*

Our Environment, Health and Safety (EH&S) Department leads regular, open conversations with employees, vendors, and customers on the topic of safety. We conduct mandatory monthly safety meetings during which we facilitate discussions on Near Misses and Behavior Based Safety (BBS) observations, thereby identifying workplace hazards and emphasizing the proper use of Personal Protective Equipment (PPE) in accordance with industry best practices. These activities, along with our commitment to the health and safety of everyone, contribute to our strong organizational safety culture.

Our comprehensive safety program emphasizes education, training, Standard Operating Procedures (SOPs), “fit for purpose” policies and reporting to empower employees to perform tasks using the best safety practices. We conduct regular safety reviews to ensure our health and safety program is operating effectively and complies with all applicable laws, rules and regulations. We track leading and lagging safety indicators, report and investigate incidents, share lessons learned with the workforce, and communicate results across the Company.

In 2022, we enhanced our corporate emergency response preparedness through streamlined Emergency Office Plans and incorporated in-depth training for our Emergency Office Leaders and staff.

All Kodiak employees are required to complete EH&S training. Both new hires and current employees take part in quarterly refresher training.







**HIGHLIGHT**

# SAFETY AWARDS

At Kodiak, we believe that a thriving workplace culture is achieved when employees are recognized and rewarded. In addition to offering safety performance-based incentives quarterly, we also recognize outstanding individual(s) for making Behavior Based Safety observations. The recognized individuals are rewarded for their actions to “Predict & Prevent” an incident and are featured in the Safety Spotlight section of our monthly newsletters.

## *Safety training and mentoring drives safe behavior.*

We believe a well-trained employee is a safe employee, and at Kodiak, we have created a robust safety training and mentoring program to help ensure that all employees have the knowledge and skills to conduct their jobs safely.

In 2022, we implemented an EH&S Competency Training Matrix that specifies required EH&S training for each individual job role. All employees are expected to complete EH&S training quarterly and track their progress via our Learning Management System (LMS). From new hire safety onboarding to annual refreshers, our employees spent over 9,500 hours in 2022 dedicated to EH&S training.

### *EH&S Training*

- PEC Basic Safeland Orientation
- PEC H2S Clear for Energy
- First Aid/CPR
- Waste Management Awareness
- Confined Space
- Emergency Action Plans Office
- Fire Protection & Extinguisher
- Fall Prevention
- Heat Emergency
- Incident Reporting
- HazCom
- Winter Safety/Cold Stress
- Life Critical Rules
- Defensive Driving
- Fatigue Management
- Bloodborne Pathogens
- Lock Out-Tag Out (LOTO)
- Hydrates
- Electrical Safety Awareness
- Hearing Conservation
- Pressure Washer Safety
- Respiratory Protection
- Hazwoper-Toxic Hazardous Substances
- Personal Protective Equipment (PPE)
- Hands on Fire Extinguisher Training
- Forklift
- Manlift
- Portable Crane Truck



### *Kodiak is committed to continuous improvement.*

As an organization dedicated to continuous improvement, we take the time to learn from our incidents and evaluate whether our programs are working effectively. We investigate incidents to determine the root causes and openly share lessons learned with our employees and our customers. For serious incidents, we utilize a causal mapping methodology to determine the cause of the incident and circulate Learning from Incidents (LFI) communications across our organization.

In 2022, we developed an EH&S Assurance group to track compliance and provide assurance regarding the effectiveness of our health and safety programs and policies.

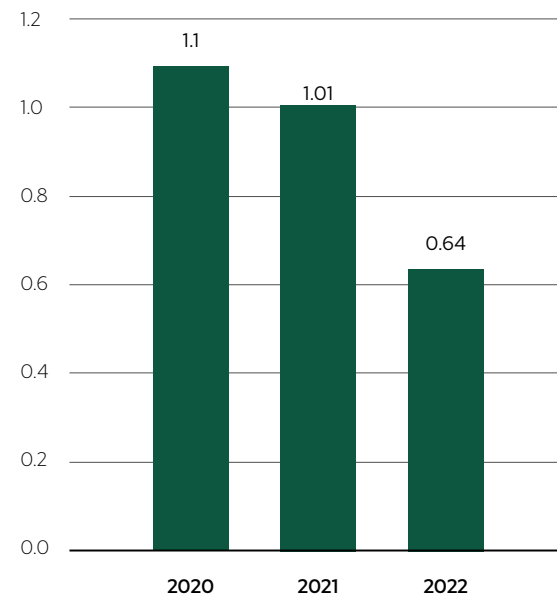
As we continue to refine our safety program, we anticipate improvements in our safety performance. Compared to 2021, in 2022, we reduced our Total Recordable Incident Rate (TRIR) by 36%.



### **Safety Management System Components**



### **Total Recordable Incident Rate**





Kodiak has 10 Life Critical Rules (LCRs). The purpose of the LCRs is to protect lives by focusing on Kodiak’s most critical work tasks and ensuring our employees execute the tasks in accordance with safety training, policies, and industry best practices. The LCRs were added to BBS observation forms to help understand hazards trends and the frequency with which LCRs are applied in the field.



# KODIAK LIFE CRITICAL RULES

## COVERED TOPICS

1. HAZARD RECOGNITION MANAGEMENT
2. DRIVING
3. ENERGY ISOLATION
4. OVERRIDING SAFETY CONTROLS
5. LINE OF FIRE
6. LIFTING OPERATIONS
7. WORKING AT HEIGHTS
8. HOT WORK
9. CONFINED SPACE
10. STOP WORK AUTHORITY



***We partner with our customers to promote safety for all.***

We are committed to partnering with our customers to establish a safe working environment for all personnel. As a part of that commitment, our EH&S program supports customer safety audits to ensure we are aligned on safety goals and metrics.

Kodiak participates in the ISNetwork® RAVs Plus program. As a participant, we demonstrate our commitment to providing exceptional contract services to our customers. Our participation grants our customers immediate access to our safety programs and assurance that we are effectively implementing safe work practices. Additionally, ISNetwork® assists with continuous review of our vendors' safety programs.

***We work to ensure our employees are free from substance abuse.***

Kodiak values safety, and one key safety value is a substance abuse-free workplace. Kodiak's third-party provider administers both our DOT and non-DOT drug and alcohol testing programs. Kodiak conducts pre-hire background screening and testing for substance abuse, and random, post-incident, and reasonable suspicion testing.





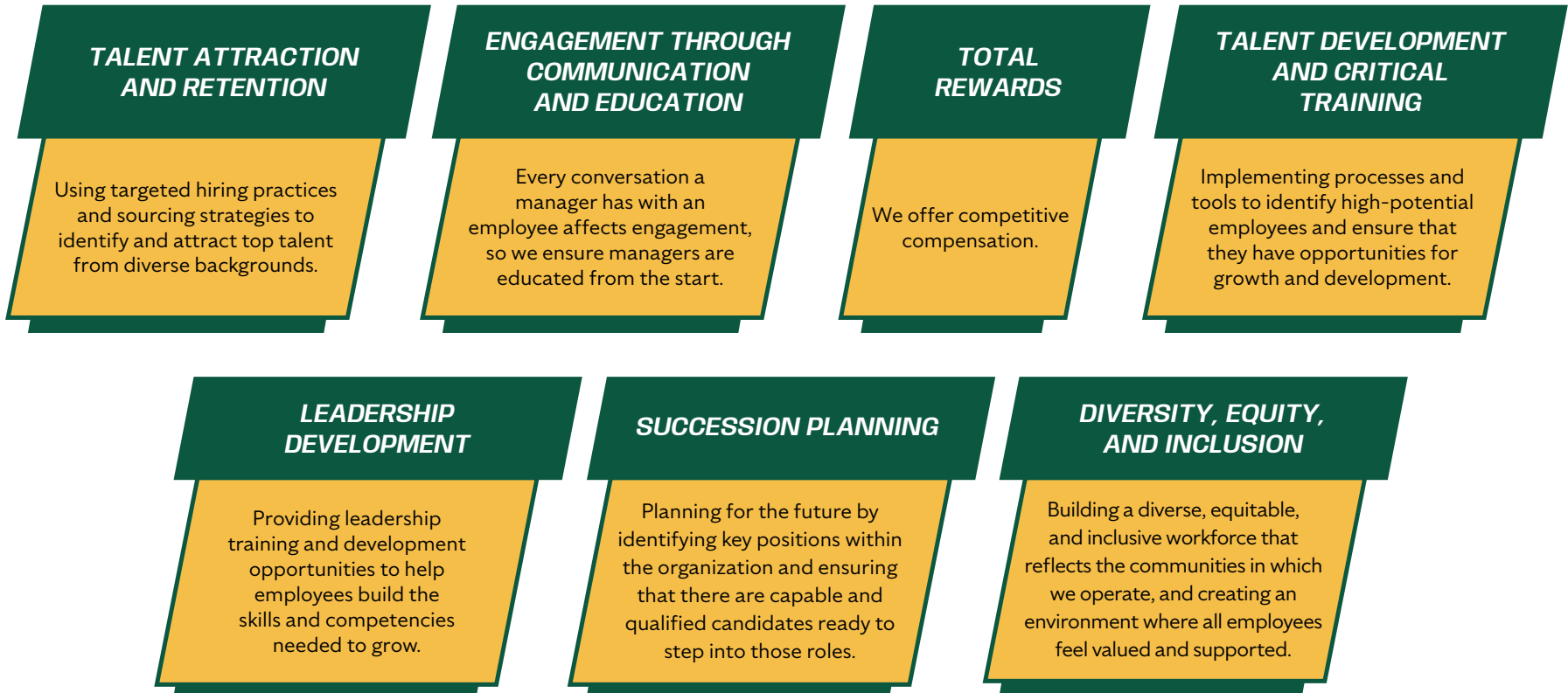
# EMPLOYEE ATTRACTION AND RETENTION



As Kodiak continues to navigate a rapidly changing industry landscape, talent management is a critical area of focus as we strive to attract, develop, and retain the best employees.

The energy industry routinely continues to experience significant disruptions, including evolving technologies, volatile markets, and changing environmental and regulatory landscapes. Our business environment requires a diverse and dynamic workforce, capable of adapting to changing circumstances.

## Kodiak's Talent Management Structure





## Leading Benefits and Compensation

Kodiak deeply values our employees, and we strive to offer competitive compensation and benefits packages. In support of this goal, we conduct annual evaluations and benchmarking analyses of benefits and compensation programs.

In 2022, our comprehensive benefits package included:

- Comprehensive health insurance for employees and their eligible dependents, including same-sex partners, with no employee premiums
- 401K plan with employer matching contribution up to 6%
- Employee Health Savings Accounts, including company contribution
- Competitive paid time off and paid holidays
- Paid parental leave
- Paid bereavement leave and time off for jury duty and voting
- Military leave
- Employee assistance program (EAP)
- Short-term and long-term disability coverage
- Tuition reimbursement for eligible employees
- Service awards

We also offer a diabetes and cardiovascular program that provides educational resources and health monitoring technology. In 2022, we offered several new employee benefits. Genomic Life's mission is to accelerate access to genomic medicine and proactive health for everyone. This new, cutting-edge benefit offered to every employee is an integrated program providing genetic testing. We offered free family planning benefits for every employee, reflecting our belief in the importance of helping our employees achieve their family-building dreams. We also held our first in-person health fair in 2022.





**HIGHLIGHT**

# Everything DiSC® Assessment

At Kodiak, we recognize the critical role that organizational culture and employee engagement play in our overall performance. As such, we have integrated the Everything DiSC® assessment, a behavioral self-assessment tool, into our workforce to help develop the whole person. The Everything DiSC® assessment is a powerful tool that enables us to understand our employees' personality styles, communication preferences, and workplace behaviors. By gaining a deeper understanding of our employees' strengths, weaknesses, and motivations, we can create a workplace culture that fosters collaboration, innovation, and engagement.

We believe that the Everything DiSC® assessment is a critical component of our people's efforts, as it enables us to build a culture of excellence by teaching people about themselves and helping them grow. By investing in our employees' own development, we drive long-term performance.

1 Learn more at [everythingdisc.com](https://everythingdisc.com).

## *Talent Development and Critical Training*

Kodiak has developed an extensive and robust training program designed to bring new employees up to speed quickly and to keep the skills of our current employees sharp. We invest in our employees through training and are proud of our training and development department and the strategic partnership it has with operations.

Our field technicians make up approximately 80% of our workforce and require thorough mechanical, electrical, and troubleshooting skills. Kodiak's technical training department includes in-house technical trainers and an instructional design team to help ensure the customized curriculum is cutting-edge and effective. We continue to adapt our curriculum to fit newer styles of learning, such as computer-based and visual-oriented training. Traditional instructor-led courses offer hands-on training with compression components, tools, and standard equipment used throughout the industry.

With sustainability commitments and initiatives driving industry innovation, Kodiak regularly partners with OEM vendors to ensure training courses support the latest technologies. For example, Kodiak recently teamed up with one of our own electric motor vendors to demonstrate features of electric driven motors to Kodiak technicians operating compression packages with this equipment.

Kodiak customizes the curriculum of technical courses we want our technicians to complete. From onboarding new technicians in a 90-day, competency-driven mentor program, to offering various levels of technical training, we provide our workforce opportunities to grow their skillsets.

In addition to our in-house training program, Kodiak partners with several technical schools across the country to help ensure the curriculum they offer students is thorough and purpose-built for the compression industry. We work alongside the school directors and professors to develop a curriculum tailored to our business needs and to provide the students industry-critical skills, and then recruit high-performing students to intern with us after completion of their curriculum.



## Leadership Development

Equipping our employees to be better leaders is essential to Kodiak's success. Our leadership team sets the tone for our organization, guiding our strategy, culture, and day-to-day operations. By investing in the development of our future leadership, we are not only strengthening our leadership pipeline but also aiming to ensure that our leaders remain true to Kodiak's values and culture. We offer equitable and scalable leadership development solutions, including Kodiak University, the Kodiak Leadership Development Curriculum, and just-in-time resources on the Kodiak Learning Management System (LMS) portal. Additionally, targeted leadership development solutions are offered to our leadership depending upon the development need.

## Driving Profitable Growth

In 2022, we continued to develop our employees with our two-day workshop with interactive gaming and simulation designed to further the financial acumen of our workforce. This course allows participants to research and present ideas to executive management for which they demonstrate and quantify profitability.

## Kodiak University

In October 2022, Kodiak launched the first Kodiak University through a strategic partnership with Texas A&M University's Mays Business School. Kodiak University is a one-week intensive training session that will be held annually at the Texas A&M University's Center for Executive Development. The curriculum is delivered by recognized experts in the fields of Finance, Leadership, Culture and Business Acumen. Kodiak University's inaugural class included 15 high-performing operations leaders who were selected for the program. These leaders attended a series of classes to enable them to energize their teams with a focus on greater productivity, morale, and profitability.

Through initiatives such as Kodiak University, our leaders are receiving leadership development opportunities to help them achieve success at all levels of the Company. Programs such as this support Kodiak's growth and continue to build upon our culture of excellence.







# DIVERSITY, EQUITY, AND INCLUSION



At Kodiak, we believe that sustainability is not just about protecting the planet, it's also about building a more just and equitable world for all. We recognize that our success as a company depends on having a diverse and inclusive workforce. That's why we are committed to hiring employees from diverse backgrounds, promoting an inclusive and supportive work culture, and providing equal opportunities for all employees. We believe that by embracing diversity and promoting equity and inclusion, we can unlock the full potential of our workforce and create a more resilient, innovative, and successful organization.

From our commitment to gender equity to our support for underrepresented communities, Kodiak strives to create a business environment where everyone can thrive as part of the Kodiak family. Kodiak can only accomplish this vision with a highly engaged workforce that has passion to change the way customers are served and the agility to pivot as new technologies evolve. This means every individual at Kodiak, from our talented mechanics in the field to those creating cutting-edge technology such as ecoView, must operate as one team with a common goal, where every voice and diverse perspective is valued. For this reason, we are actively working to integrate diversity, equity, and inclusion (DE&I) principles into the fabric of our daily operations. Our commitment to DE&I remains a vital driving force behind our ongoing efforts to ensure that our business practices reflect these values.

## *K-Vets: Kodiak's First Employee Resource Group*

In 2022, we created K-Vets, an employee resource group dedicated to supporting and honoring our military community. Whether a former service member, a family member, or simply a supporter, K-Vets join and celebrate the contributions that military veterans make to Kodiak and the world at large. K-Vets promotes inclusivity by building networks across the organization, connecting employees, and providing support. In its first year of existence, K-Vets provided resources for our military and veteran community in times of need, volunteered hours to other veterans, and developed a targeted giving plan.



### HIGHLIGHT

## K-VETS

The mission of K-Vets is to promote U.S. military veteran awareness within the Company, coordinate support for Kodiak's veterans and their families, and assist Kodiak Cares Foundation in executing its veteran-specific charitable programs in the communities we operate in and call home.

***“ I’m very thankful to work for a company that recognizes these men and women. Our military veterans sacrificed a great deal in their service to this country. They did so not for glory or recognition but because they were drawn to a sense of duty. It is important we never forget what they have given; they deserve our lasting gratitude. ”***

**JENNIFER COLLINS—ACCOUNTANT, K-VETS COMMITTEE CO-CHAIRMAN & FORMER U.S. MARINE CORP STAFF SERGEANT**



## ***SOCIAL INVESTMENT***

We continue to raise the bar when it comes to Kodiak’s commitment to investing in our people and communities.

In its second year in operation in 2022, the Kodiak Cares Foundation (KCF) continued our mission of creating positive change and supporting employees, charities, and the communities in which we operate and live.

### ***Kodiak Gives Back***

Kodiak Gives Back aims to make a difference in communities where Kodiak operates and calls “home” by supporting organizations that create educational opportunities, support military and veterans, advance environmental stewardship, support children’s causes, and actively fill community needs.


### ***Scholarship Program***

Kodiak and KCF believe in the importance of higher education. The Scholarship Program was created to provide Kodiak family members who demonstrate outstanding academic performance, leadership, and community service with scholarships to foster the pursuit of education and career development, whether through traditional post-secondary schooling or technical training.

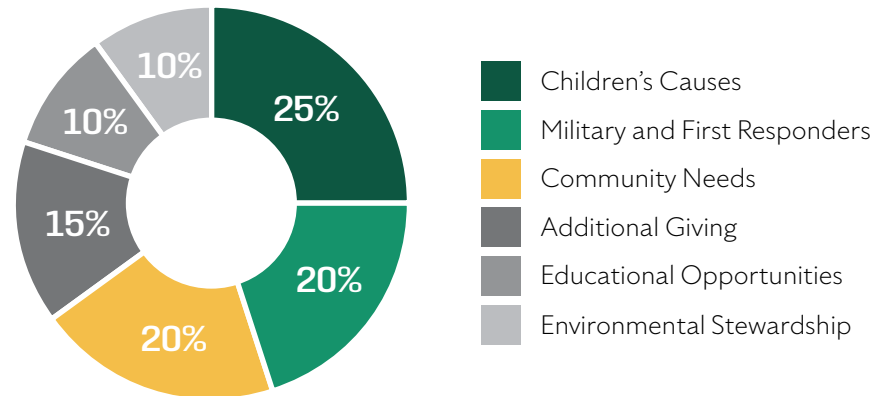
In 2022, KCF awarded \$20,000 in renewable scholarships to four outstanding scholars. The Kodiak Cares Foundation scholarship program offers another example of how we drive positive outcomes in communities. The KCF scholarship program assisted children of our employees who plan to continue their education in college or vocational school programs. Through this program, we strive to make education more accessible for our Kodiak family, which helps us do our part in contributing to the success of the next generation.



**\$1 M**  
 In 2022, Kodiak allocated almost \$1 million in total charitable donations.



### 2022 Charitable Giving Through Kodiak Cares Foundation



### Employee Assistance Fund

At Kodiak, we are a family. When a Kodiak employee has a hardship arise in their life, it is not only important to them but important to all of us. The Employee Assistance Fund (EAF) was created by the Kodiak Cares Foundation to help Kodiak family members in need due to unexpected qualified financial hardships. The fund was able to support Kodiak employees in crisis in 2022.



# GOVERNANCE

The foundation of our Sustainability program is a commitment to effective corporate governance and business integrity. Respect, honesty, integrity, and character are values represented in our Code of Business Conduct and Ethics. The Code guides all aspects of our business at the highest level. This foundation clearly outlines our commitment to ethical conduct, people, and safety; it shapes our culture, results, and reputation.





# KODIAK GAS SERVICES



**HIGHLIGHT**

## **KODIAK GAS SERVICES LISTED ON THE NYSE**

Kodiak Gas Services, Inc. (NYSE: KGS) completed the initial public offering (IPO) of its common stock, and its shares began trading on the New York Stock Exchange on June 29, 2023. Simultaneously with going public, the Company further enhanced our commitment to sustainability priorities. This included establishing new policies, strengthening governance practices, establishing a Nominating, Governance & Sustainability Committee, and continuing to build the foundation for how we serve our customers and communities, as well as our interaction with the planet as a whole. Information regarding these enhanced policies and practices, new committees, and Board members can be found on the [Investor Relations](#) section of our website.



## **GOVERNANCE LEADERSHIP**

Kodiak is committed to sound corporate governance practices. Our governance was designed, and is routinely assessed, to ensure the Company conducts business responsibly, competes effectively, and continues to be successful while being a good corporate steward. In 2022, the Company was governed by a Board of Directors and three committees: Audit, Risk, and Personnel & Compensation. They provided oversight and guidance concerning our overall performance, strategic direction, and key business objectives and risks.



# BOARD STRUCTURE

In 2022, our Board was comprised of six directors, including five independent Directors and an Independent Chairperson.

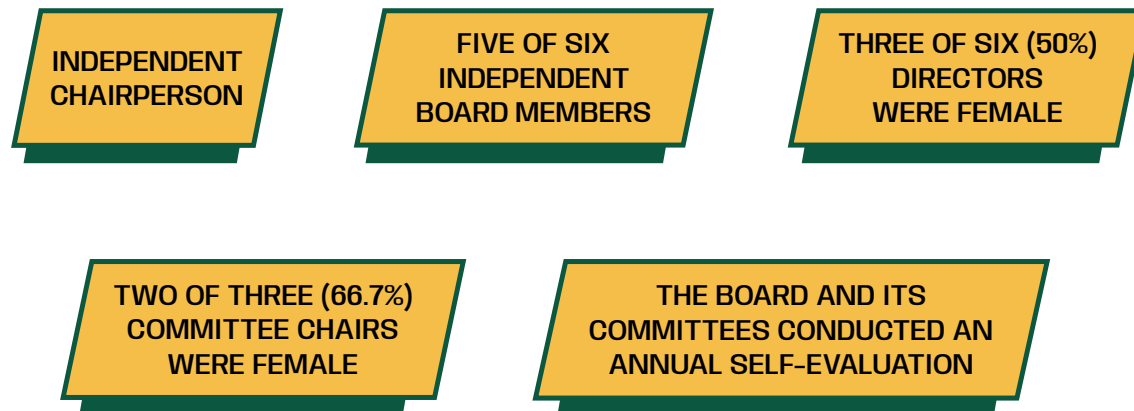
The management team is responsible for the day-to-day management of risk. In 2022, the Board designated the Risk and Audit Committees to have broad responsibility and an active role in overseeing the management of the Company's risks. In this role, the Board and its committees received regular reports from members of management on areas of significant risk, including financial, operational, strategic, environmental, health and safety, cybersecurity, employee development, and social risks and concerns. Specifically, the Risk Committee received a focused and detailed enterprise risk matrix, which outlined all the major risks affecting the Company and provided a comprehensive mitigation plan.

The Risk Committee met regularly to review, update, and discuss progress in mitigating major risks that might impact the Company. These reports helped assure the Board that the Company's risk-management processes were functioning as intended and that the Company continued to promote a culture of ethical, prudent decision-making.

Among its other responsibilities, the Risk Committee also oversaw ESG-related risks, including climate-related transition risks and physical climate risks.

The Company's Board committees also regularly provided detailed reviews of other specific risks and opportunities. The committees consisted solely of independent directors and assisted with overseeing risks within their respective areas of responsibility.

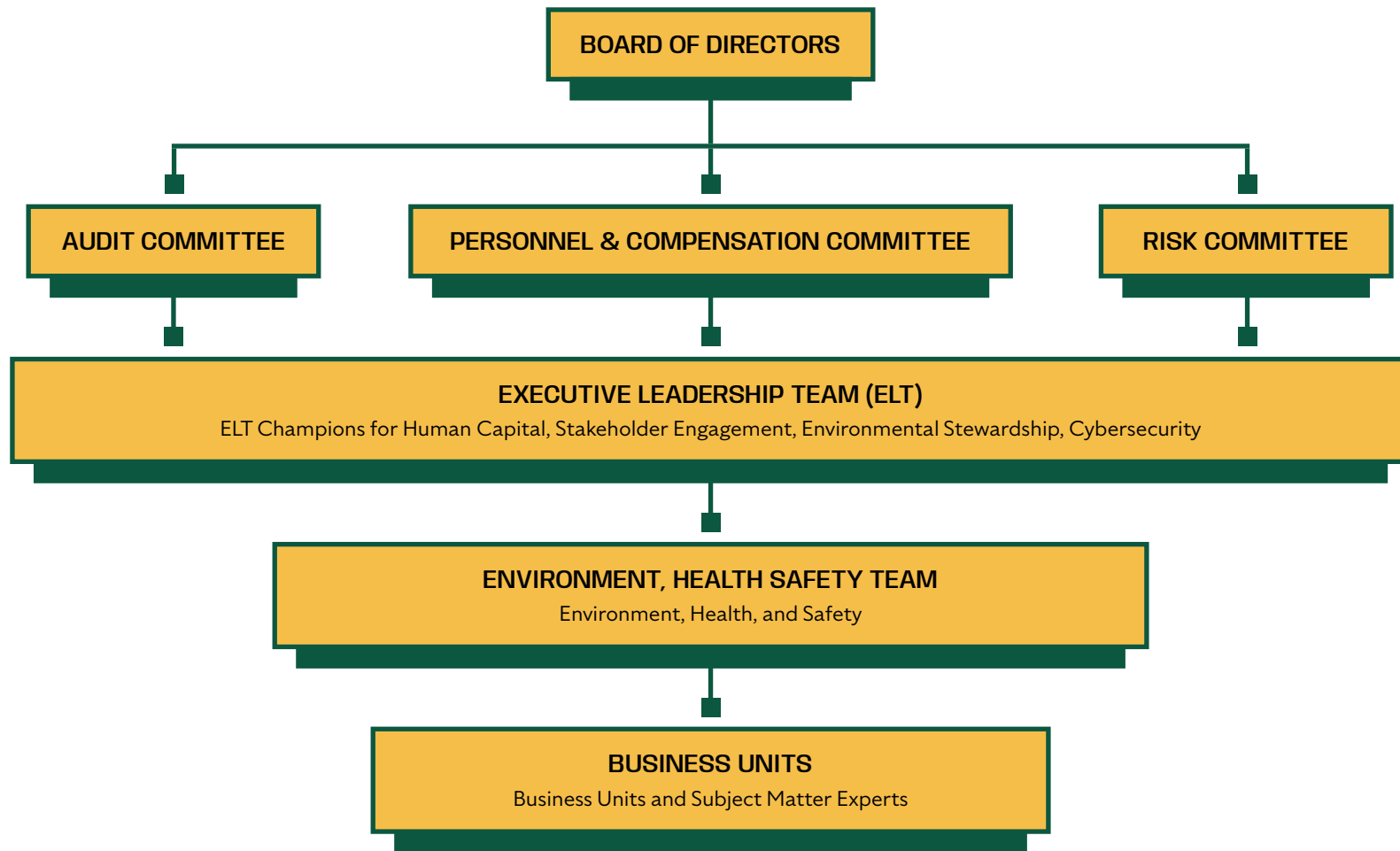
## 2022 GOVERNANCE HIGHLIGHTS





# SUSTAINABILITY STRUCTURE

In 2022, our governance model included a sustainability sub-committee that supported the Board and Executive Leadership Team (ELT) in the oversight of sustainability-related risks and opportunities. The committee also updated our Environmental Risk Matrix, including sustainability-related risks, objectives, and action plans. In 2022, our sustainability framework started at the top with our Board and extended through our functional business units.





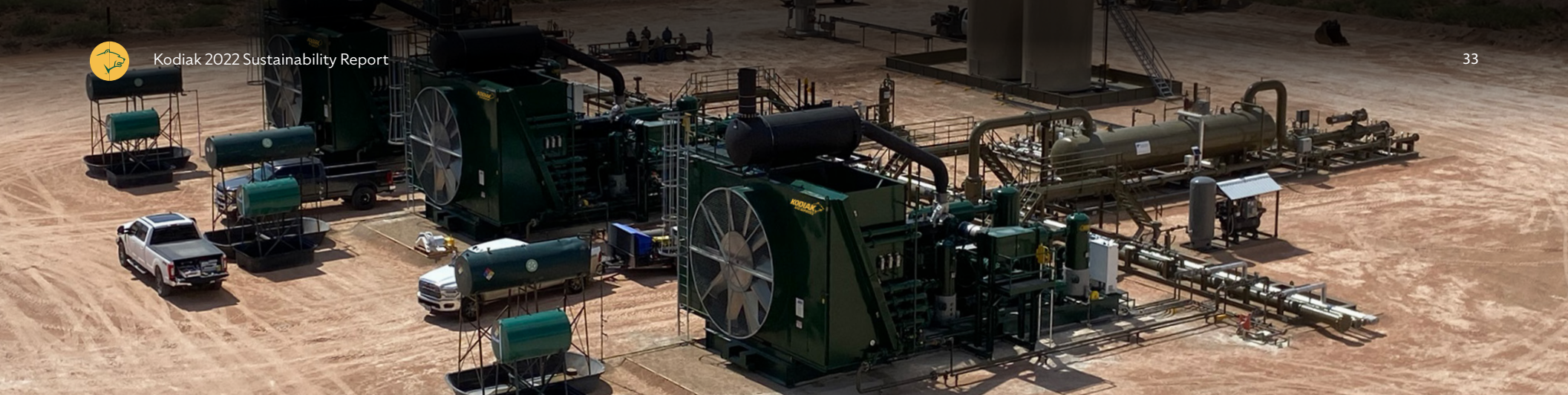
**HIGHLIGHT**

## ***MEET OUR CHAIRPERSON***

Randall (Randy) J. Hogan has acted as Independent Chairperson since joining the Board in 2019. Mr. Hogan has over 23 years of experience in governing public companies, including prior experience as Chairperson of the Board of nVent Electric plc; director of Medtronic plc; and as Chairperson of the Board of the Federal Reserve Bank of Minneapolis. Mr. Hogan was previously the Chairperson of the Board and the Chief Executive Officer of Pentair plc. Mr. Hogan’s leadership and public company experience helped to expand the Company’s increasingly sophisticated and thoughtful governance foundations, which is particularly important given Kodiak’s new public company status. Mr. Hogan said, “I am proud to have been a part of the growth of Kodiak since I joined the Board as Independent Chairperson. I have seen significant improvement in the governance at Kodiak since I started, culminating in the ability of the Company to successfully complete its initial public offering in 2023. I look forward to the continued strengthening of the Company’s ESG profile as it matures as a public company.”







# ETHICS AND BUSINESS CONDUCT



We believe that ethical behavior requires maintaining the highest level of integrity and doing the right thing. We work to maintain our reputation as a great company that is trusted by our stakeholders. We value diversity of cultures, capabilities, and thoughts. We treat everyone with fairness, respect, and dignity, and we are committed to providing equal opportunity in all employment aspects. We do not tolerate any form of discrimination, harassment or abuse. Our [Code of Business Conduct and Ethics](#) (the Code) is the bedrock upon which we forge this trust. The Code is intended to provide a source of guiding principles on how to conduct day-to-day activities responsibly and with integrity.

Employees are trained at hire and annually on our Code, as well as other key ethics policies, including anti-harassment, anti-bribery and corruption, cybersecurity, and diversity and inclusion. Kodiak's ethical business conduct is also supported by our [Human Rights Policy](#) and policy on [Public Policy Advocacy](#).

We maintain a Compliance Hotline that is proactively communicated to our employees. Administered by a third party, the Hotline provides an anonymous grievance mechanism for our employees to voice concerns or violations of the Code. Our Compliance department monitors the Hotline, and concerns are recorded and addressed following a standard confidentiality procedure in accordance with our [Whistleblower Policy](#).

## Supply Chain Ethics

We understand that our procurement decisions can have significant economic, environmental, and social impacts on communities. Kodiak implemented a Supplier Code of Conduct (Supplier Code) in December 2022 to establish principles, guidelines, and standards concerning the supply of the products and materials we use in our business.

Our Supplier Code describes what we expect from new and existing suppliers, including responsible sourcing; our commitments to human rights, the environment, health and safety, and business ethics; and the development of a diverse and sustainable supply chain. The Supplier Code draws from the principles outlined in the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights (UNGPs) and the Ten Principles of the UN Global Compact.



# CYBERSECURITY

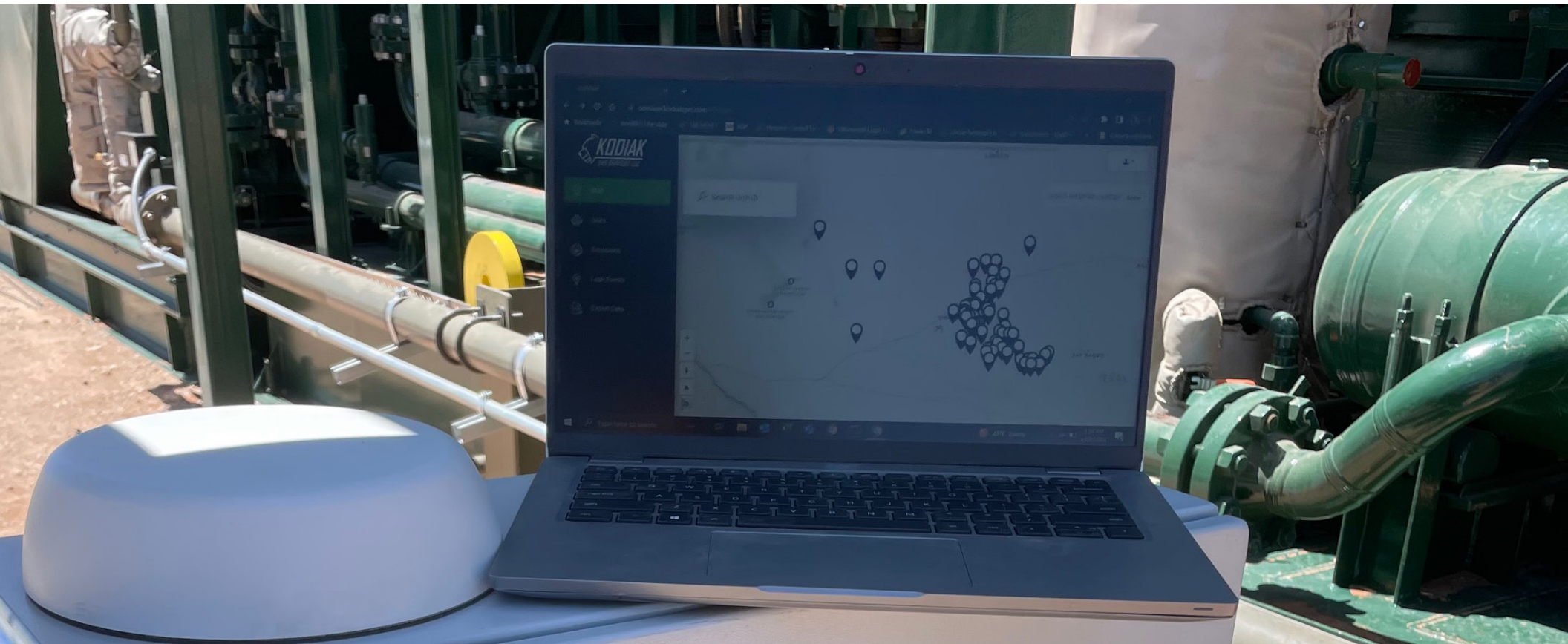


Kodiak is committed to protecting the Company and our customers' facilities, equipment, operations, and information from cybersecurity risks. We continuously assess and adopt new processes to protect the systems, networks, and information through design, execution, and oversight.

Our commitment to cybersecurity best practices helps us navigate the ever-changing threat landscape. The Kodiak information security framework is designed to comply with applicable laws, rules, and regulations. Our program is based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework.

Kodiak employees, vendors, and third parties with access to systems or sensitive information must adhere to the information security program's policies and procedures. Those policies and procedures are designed to cover the identification, protection, detection, response, and recovery of programs.

We train employees with a variety of methods on security-related topics. The Company has an established cybersecurity prevention training program with "Cybersecurity Overview."





# SASB INDEX

TOPIC	CODE	DISCLOSURE
<b>Greenhouse Gas Emissions</b>		
Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	EM-MD-110a.1	As discussed on <a href="#">page 8</a> , our customers are responsible for tracking and reporting air emissions associated with their operations, which include gas compression equipment provided by us. Emissions reported in the Data Table on <a href="#">page 36</a> are associated with our field services truck fleet (see also <a href="#">pages 6–10</a> .)
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	EM-MD-110a.2	
<b>Air Quality</b>		
Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) particulate matter (PM10)	EM-MD-120a.1	As discussed on <a href="#">page 8</a> , our customers are responsible for tracking and reporting air emissions associated with their operations, which include gas compression equipment provided by us. We continuously work to improve the performance of our compression fleet with respect to air emissions and work with our customers to help them meet or exceed federal, state, and local requirements (see also <a href="#">pages 6–10</a> .)
<b>Ecological Impacts</b>		
Description of environmental management policies and practices for active operations	EM-MD-160a.1	As discussed on <a href="#">page 8</a> , our customers own or lease the land where they operate and are responsible for tracking and reporting environmental incidents and restoring acreage disturbed. As a pure-play gas compression services provider, our ecological impact is limited in scope. See also the Data Table on <a href="#">page 36</a> .
Percentage of land owned, leased, and/or operated within areas of protected conservation status or endangered species habitat	EM-MD-160a.2	
Terrestrial acreage disturbed, percentage of impacted area restored	EM-MD-160a.3	
Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas (USAs), and volume recovered	EM-MD-160a.4	
<b>Competitive Behavior</b>		
Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	EM-MD-520a.1	Not applicable. We do not own pipeline or storage assets.
<b>Operational Safety, Emergency Preparedness and Response</b>		
Number of reportable pipeline incidents, percentage significant	EM-MD-540a.1	Not applicable. We do not own pipeline, storage or rail transportation assets.
Percentage of (1) natural gas and (2) hazardous liquid pipelines inspected	EM-MD-540a.2	
Number of (1) accident releases and (2) non-accident releases (NARs) from rail transportation	EM-MD-540a.3	
Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project life-cycles	EM-MD-540a.4	See <a href="#">pages 16–20</a> .
<b>Activity Metric</b>		
Total metric ton-kilometers of: (1) natural gas, (2) crude oil, and (3) refined petroleum products transported, by mode of transport	EM-MD-000.A	Not applicable. We provide compression services only and do not engage in the physical transport of these products.



# PERFORMANCE DATA

TOPIC	INDICATOR	2018	2019	2020	2021	2022
<b>Environmental</b>						
Greenhouse Gases	GHG Scope 1 Emissions (Metric Tons CO <sub>2</sub> e)	–	17,486	13,799	14,504	15,497
	GHG Scope 2 Emissions (Metric Tons CO <sub>2</sub> e) <sup>1</sup>	–	596	24	9	8
	Total (Scope 1 + Scope 2) GHG Emissions (Metric Tons CO <sub>2</sub> e)	–	18,082	13,823	14,513	15,505
	Percent of Office Electricity From Renewable Energy Sources	–	–	100%	99.3%	100%
	Renewable Energy Use (Gigajoules)	–	–	5,338.80	3,772.80	3,583.58
Asset Integrity	Capital Expenditure to Improve Mechanical Reliability and Emissions Efficiency (USD) <sup>2</sup>	\$11,012,066	\$16,969,761	\$40,730,555	\$37,199,824	\$49,200,730
Waste	Spill-Related Incident Reports <sup>3</sup>	0	0	0	0	0
	Total Spilled (Gallons) <sup>4</sup>	0	0	0	0	0
Water	Total Water Use (Cubic Meters) <sup>5</sup>	–	–	1,288	1,849	1,684
<b>Social</b>						
Health and Safety	Hazard Identification, Risk Assessment, and Incident Investigation Management Systems (Y/N)	Y	Y	Y	Y	Y
	Occupational Health Services (Y/N)	Y	Y	Y	Y	Y
	Worker Participation, Consultation, and Communication on Occupational Health and Safety (Y/N)	Y	Y	Y	Y	Y
	Worker Training on Occupational Health and Safety (Hours)	–	–	5,009	8,265	9,640
	Wellness Program (Y/N)	Y	Y	Y	Y	Y
	Near Miss Frequency Rate (NMFR) (Per 200,000 Hours Worked)	–	–	3.3	3.4	1.7
	Lost Time Incident Rate (LTIR) (Per 200,000 Hours Worked)	0	0.61	1.35	0.44	0.2

1 Data from 2021 has been restated due to an error in reporting.

2 Data from 2018–2021 have been restated due to an error in reporting.

3 Outside secondary containment. Data from 2020 and 2021 have been restated due to an error in reporting. Spills that occur at Kodiak offices or during transportation by Kodiak employees and are at or above an RQ are considered a reportable spill. All spills on customer locations belong to customers.

4 Outside secondary containment. Data from 2020 and 2021 have been restated due to an error in reporting.

5 Water Consumed: Water purchased through outside 3rd party suppliers. Data only covers water usage for the daily functioning of our office spaces. It does not cover other uses of water in Kodiak's operations.



TOPIC	INDICATOR	2018	2019	2020	2021	2022
Health and Safety	Total Recordable Incident Rate (TRIR) (Per 200,000 Hours Worked) <sup>6</sup>	0.66	1.02	1.10	1.01	0.64
	Fatalities: Workforce (Employees + Contractors)	0	0	0	0	0
	Employee Occupational Illness Rate (Per 200,000 Hours Worked)	–	–	0.97	0	0
	Total Preventable Vehicle Incident Rate (Per 1,000,000 Miles Driven)	–	–	0.61	0.97	0.42
	Health and Safety Policy (Y/N)	Y	Y	Y	Y	Y
	Occupational Health and Safety Policy Explicitly Extends to Suppliers (Y/N)	Y	Y	Y	Y	Y
Social Investment	Corporate Cash Giving (USD)	\$165,752.05	\$316,849.74	\$279,965.06	\$915,948.24	\$959,853.00
	Ethics Hotline (Y/N)	N	N	Y	Y	Y
Employee Attraction and Retention	Benefits Provided to Full-Time Employees That Are Not Provided to Temporary or Part-Time Employees (Y/N)	Y	Y	Y	Y	Y
	Employee Engagement Survey (Y/N)	N	N	Y	Y	Y
	Participation in Employee Engagement Survey	–	–	95.5%	98%	99%
	Employee Engagement Score	–	–	62%	63%	67%
<b>Governance</b>						
Corporate Governance	Size of the Board	–	5	5	6	6
	Employee Representatives on Board	–	1	1	1	1
	Independent Directors	–	3	3	3	3
	Independent Chairperson (Y/N)	–	Y	Y	Y	Y
	Independent Lead Director (Y/N)	–	Y	Y	Y	Y
	Women on Board	–	2	2	2	3
	Women on Board	–	40%	40%	33%	50%

6 2020 TRIR does not include 8 work-related COVID-19 cases (2.08 TRIR). 2022 TRIR includes employees and contractors.



## Disclosure

This Sustainability Report contains, and our officers and representatives may from time to time make, "forward-looking statements" within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Forward-looking statements can be identified by words such as: "anticipate," "intend," "plan," "goal," "seek," "believe," "project," "estimate," "expect," "strategy," "future," "likely," "may," "should," "will" and similar references to future periods. Examples of forward-looking statements include, among others, statements we make regarding: (i) our ability to support our customers' emissions reduction and other ESG-related goals; (ii) current or future innovative technologies and practices; (iii) our current and future ESG-related goals and the strategies, programs and assets we implement to achieve such goals; (iv) strategy for customer retention and market position; (v) expectations of the natural gas and oil industry; and (vi) the identification and development of key personnel.

Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Our actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not rely on any of these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, the following: (i) a reduction in the demand for natural gas and oil; (ii) the loss of, or the deterioration of the financial condition of, any of our key customers; (iii) nonpayment and nonperformance by our customers, suppliers or vendors; (iv) competitive pressures that may cause us to lose market share; (v) the structure of our Compression Operations contracts and the failure of our customers to continue to contract for services after expiration of the primary term; (vi) our ability to make acquisitions on economically acceptable terms; (vii) our ability to fund purchases of additional compression equipment; (viii) a downturn in the economic environment, as well as inflationary pressures; (ix) tax legislation and administrative initiatives or challenges to our tax positions; (x) the loss of key management, operational personnel or qualified technical personnel; (xi) our dependence on a limited number of suppliers; (xii) the cost of compliance with existing governmental regulations and proposed governmental regulations, including climate change legislation and regulatory initiatives and stakeholder pressures, including ESG scrutiny; (xiii) the inherent risks associated with our operations, such as equipment defects and malfunctions; (xiv) our reliance on third-party components for use in our IT systems; (xv) legal and reputational risks and expenses relating to the privacy, use and security of employee and client information; (xvi) threats of cyber-attacks or terrorism; (xvii) our credit agreement contains features that may limit our ability to operate our business and fund future growth and also increases our exposure to risk during adverse economic conditions; (xviii) volatility in interest rates; (xix) our ability to access the capital and credit markets or borrow on affordable terms to obtain additional capital that we may require; (xx) the effectiveness of our disclosure controls and procedures; and (xxi) such other factors as discussed throughout the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of our final prospectus filed with the U.S. Securities and Exchange Commission (the "SEC") on June 30, 2023 pursuant to Rule 424(b)(4) and throughout Part I, Item 2. "Management's Discussion and Analysis of Financial Condition and Results of Operations" section of such prospectus and Part II, Item 1A. Risk Factors of our Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2023.

Although we believe the forward-looking statements and information, goals, targets, plans, intentions and expectations included herein are reasonable, certain information, including with respect to ESG-related goals and associated timelines, is subject to change, and no assurance can be given that such goals, targets, plans, intentions or expectations will be met. In addition, historical, current, and forward-looking statements may be based on standards and metrics for measuring progress, as well as standards for the preparation of any underlying data for those metrics, that are still developing and internal controls and processes that continue to evolve; while these are based on expectations and assumptions believed to be reasonable at the time of preparation, they should not be considered guarantees.

Similarly, there can be no assurance that our current ESG-related policies and procedures, including any ESG-related goals and associated timelines, as described in this Sustainability Report will continue; such policies and procedures could change, even materially. Kodiak may determine in its discretion that it is not feasible or practical to implement or complete certain of its ESG-related initiatives, policies and procedures, or meet certain goals or targets based on cost, timing or other considerations.

Any forward-looking statement made by us in this Sustainability Report is based only on information currently available to us and speaks only as of the date on which it is made. Except as may be required by applicable law, we undertake no obligation to publicly update any forward-looking statement whether as a result of new information, future developments or otherwise.

This Sustainability Report may contain or incorporate by reference information from third parties or public information not separately reviewed, approved, or endorsed by us and no representation, warranty, or undertaking is made by us as to the accuracy, reasonableness, or completeness of such information.

This Sustainability Report includes information on our current policies and intentions and is not intended to create legal rights or obligations. Nothing contained herein constitutes investment, legal, tax, or other advice nor is it to be relied on in making an investment or other decision. No part of this Sustainability Report shall be taken to constitute a current or past recommendation or a solicitation of an offer to buy or sell any securities or otherwise invest in Kodiak.