



KODIAK

The Ophthalmology Medicines Company

2021 ESG REPORT





DISCLOSURE STATEMENT

Kodiak Sciences, Inc.'s ("Kodiak," the "Company," "our," and "us") Environmental, Social and Governance ("ESG") Report provides an overview of long-term company goals and efforts in support of those goals. Some material is derived from other company and third-party documents, and links are provided to those documents where appropriate. Kodiak's goals, efforts and objectives are aspirational and are not guarantees or promises that such goals, efforts and objectives will be met. Kodiak's actual results and the timing of events could differ materially from those anticipated in such aspirational and other forward-looking statements. See "Forward-looking statements" for additional important information about these aspirational and other forward-looking statements.

FORWARD-LOOKING STATEMENTS

This report does not cover all information about our business. References in this report to information should not be construed as a characterization regarding the materiality of such information to our results or for purposes of the U.S. securities laws. The information covered by this report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our ESG framework, including goals, commitments, and strategies and related business and stakeholder impacts. These statements involve risks and uncertainties, and actual results may differ materially from any future results expressed or implied by the forward-looking statements, including any failure to meet stated goals and commitments in our ESG framework, and execute our strategies in the time frame expected, or at all, as a result of many factors, including changing government regulations, continued uncertainty regarding the extent and duration of the impact of the COVID-19 pandemic and the responses of government and private industry thereto, and uncertainty regarding customer and workplace behavior trends as the COVID-19 pandemic tapers. More information on risks, uncertainties, and other potential factors that could affect our business and performance is included in our filings with the Securities and Exchange Commission ("SEC"), including in the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of Kodiak's most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings. Forward-looking statements speak only as of the date the statements are made and are based on information available to Kodiak at the time those statements are made and/or management's good faith belief as of that time with respect to future events. Kodiak assumes no obligation to update forward-looking statements to reflect events or circumstances after the date they were made, except as required by law.

Contents

A Message From Our CEO 3

About Kodiak 6

Who We Are 6

What We Do 7

What We Value 9

How We Approach ESG 10

Governance 12

Leading with Purpose and Integrity... 12

Acting Ethically 14

Managing Cybersecurity Risk 15

Looking Forward 15

Ethical Research and Development..16

Research and Development 17

Resilient Supply Chains 19

Looking Forward 21

People and Communities 22

Our Company Culture 22

A Magnet for Top Talent 23

Wellness First 25

Community Engagement 27

Looking Forward 27

Environmental Stewardship

and Resource Use 28

Operating Responsibly 28

Looking Forward 31

About This Report 31

Performance Tables 32

A Message From Our CEO

I am pleased to present Kodiak's inaugural ESG report.

Since our founding in 2009, our mission has been singularly focused on preventing and treating the leading causes of blindness globally. We knew from the outset that achievement of this mission necessitates creative and courageous new thinking, and we have carried this mindset with us since inception. Today, we believe we are bringing new science to the design and development of next-generation retinal medicines. Our goals are to redefine the standards of care, improve patient experience and help people expand their worlds and live fuller lives uninhibited by debilitating vision loss.

We remain committed to becoming a generational ophthalmology company. Through all facets of our business, we prioritize results that are transformational and enduring. As we continue to grow and deepen relationships with our stakeholders, who include patients, healthcare providers, employees and shareholders, we recognize that our efforts to improve the health and well-being of those affected by vision loss will require us to consider the interests of all our stakeholders. For this reason, we are committed to do what we believe is in their best interests and at the same time deliver long-term value to fuel our global mission.

We are focused on progressing our pipeline built on our Antibody Biopolymer Conjugate ("ABC") Platform™. Our lead candidate, KSI-301, is designed to treat high-prevalence retinal vascular disorders such as macular degeneration and diabetic eye disease. Many patients are not able to adhere to the frequent treatment schedule required by today's standard of care, often an injection in the eye every four to eight weeks. This puts these patients at risk of permanent vision loss. To address this important problem, we have developed KSI-301 with the hope that



Victor Perloth, M.D.

Chairman of the Board and
Chief Executive Officer

it proves to be a long-interval therapy that is administered on a less frequent treatment schedule and requires fewer doctors' trips for patients and caregivers. This could improve the likelihood that people will receive the long-term care they need. We also believe this should make more efficient use of doctors' valuable time, by allowing them and their care teams to treat more patients. Our hope is that KSI-301 will be the first to fulfill our founding mission to provide a significant social benefit to the millions of people worldwide suffering from these conditions.

Beyond KSI-301, we recognize that there is a group of patients with retinal disorders who historically has not responded well to traditional therapy. To help these patients' prospects, we are working to develop KSI-501, a dual inhibitor antibody biopolymer conjugate designed to treat retinal vascular diseases. We are also excited about our new triplet medicines which are being designed to bring new capabilities to treat the even higher prevalence of retinal diseases of dry age-related macular degeneration ("AMD") and glaucoma.

OUR PERFORMANCE BEGINS WITH OUR PEOPLE

Our people fuel this bold trajectory. The Kodiak team is our greatest asset and source of strength. We take enormous pride in their intellect, integrity and capability, and we continue to focus our efforts on attracting and retaining the best talent possible as we set our own standards of excellence in this highly technical field. Later sections of this report contain additional context for our approach to talent, but this topic is so integral to our success that it is worth addressing up front.

Our response to the ongoing COVID-19 pandemic illustrates the value we place on our team, their well-being and our ability to collaborate across disciplines.

Examples include:

At the outset of the COVID-19 pandemic, Kodiak developed our own polymerase chain reaction ("PCR") test for employees that facilitated frequent monitoring as part of our effort to create a safe working environment. There were minimal employee absences due to the pandemic, and we made strong efforts to ensure that employees stayed connected and safe. These efforts included a "Kids' Pod" for team members' children at our Palo Alto facility to allow our employees to

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– VICTOR PERLROTH

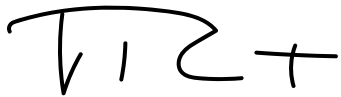
come to the office with their children. The Kids' Pod included fitness and other organized community activities that allowed children to stay active during the difficult days of the pandemic.

During the pandemic we also recognized that, in many geographies, ophthalmology practices were struggling, and patients were put at risk for missing injections on vision-saving medicines. In response, we provided transportation to doctors' visits for the patients in our trials and supplemented fees to practices that were struggling to survive.

Our goal is to enrich the lives of patients at risk of vision loss, and we believe the best place to start realizing that goal is with our own people. We foster a culture of curiosity, creativity, compassion and courage. These values drive our work. These values also extend to the partners and suppliers with whom we choose to work. As a clinical stage company, we have benefited from partnerships that support manufacturing of our product candidates. The excellence of our partners' performance, as demonstrated by their commitment to product quality and the execution of their ESG initiatives, reflects the premium we put on the sustainability and performance of our own product. We are extremely proud of our partnerships and look forward to expanding them in the future.

We remain dedicated to improving the lives of patients with retinal disease and aspire to bring our medicines to patients globally. We are proceeding on our mission in a manner consistent with our values and with a goal to yield positive results for all our stakeholders.

To our stakeholders, thank you for joining us on this journey, and I invite you to explore this report and learn more about our ESG initiatives, plans, and philosophy.



Victor Perloth, M.D.

Chairman of the Board and Chief Executive Officer

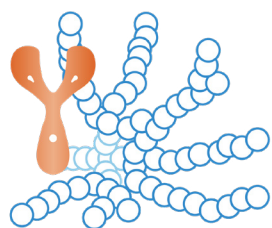


About Kodiak

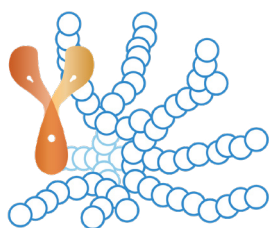
WHO WE ARE

Founded in 2009, Kodiak is a clinical stage biopharmaceutical company committed to researching, developing and commercializing transformative therapeutics to treat high-prevalence retinal diseases. Our goal is to design and manufacture next-generation retinal medicines to prevent and treat the leading causes of blindness globally.

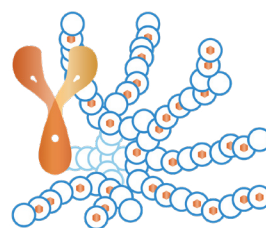
Based in Palo Alto, California, Kodiak has assembled a team comprising those we believe are leading practitioners in the fields of biomedical research and pharmaceutical manufacturing to realize our goals.



MONOSPECIFIC



BI-SPECIFIC



TRIPLET

To achieve our long-term objectives, we are advancing a robust pipeline of medicines built on our innovative ABC Platform.



Our immediate focus is to continue the progress of our ongoing pivotal trials of KSI-301, which is our lead investigational therapy, in major retinal vascular disorders such as diabetic eye disease and wet AMD. At the same time, we are investing in our manufacturing capacity to potentially supply our medicines globally. Our goal is for KSI-301, and our pipeline products, to positively impact the lives of the millions of people suffering from these leading causes of blindness.

As part of our commitment to advance KSI-301, we look forward to completing our phase 3 registrational clinical trial program with a goal of submitting a biologics license application in the major retinal diseases of wet AMD, retinal vein occlusion, diabetic macular edema and diabetic retinopathy.


WHAT WE DO

Our mission is to prevent and treat the leading causes of blindness in the developed world.

Our research focuses on creating differentiated therapies to treat and prevent the leading causes of blindness. Our ABC Platform is at the core of our discovery engine and is being investigated across multiple high-prevalence ophthalmic diseases. As such, we remain committed to being the “Ophthalmology Medicines Company.” Our work aims to address some of the biggest challenges in ophthalmology and has broad social implications:

Many patients today with retinal vascular diseases are undertreated and at risk for permanent vision loss.

The challenge: For certain retinal diseases, such as wet AMD, diabetic macular edema and retinal vein occlusion, keeping an intensive treatment regimen is difficult for patients and caregivers. The current standard of care involves injections in the eye, often every 4 to 8 weeks. Without sufficiently frequent treatment with today’s standard of care medicines, patients may not achieve their best potential vision outcomes; perhaps even more importantly, the vision improvement or stabilization they may experience can be quickly and permanently lost due to chronic under-treatment.



Our work aims to address some of the biggest challenges in ophthalmology and has broad social implications.

How our medicine could help: The KSI-301 clinical program is designed to assess KSI-301's durability, efficacy and safety in these major retinal vascular disorders. The goal is for KSI-301 to work longer inside the eye so that the injection interval for most patients can be measured in months instead of weeks. Ultimately, we believe this will provide social benefits, including fewer doctors' visits, fewer days off work for both patients and caregivers, more time for healthcare providers to see other patients, reduced patient fatigue and cessation of therapy, improved patient compliance with treatment, and ultimately, better vision outcomes with less disease progression over time.

Additionally, we are investigating KSI-301 for preventative care in diabetic retinopathy, a treatment given periodically and infrequently to prevent the development of sight-threatening complications of DR. If achieved, we believe this would have a substantially positive impact for at-risk individuals.

Some patients with retinal vascular diseases do not respond adequately to today's standard of care medicines.

The challenge: A subset of treated patients experiences a suboptimal response to the current standard of care medicines that only target one mechanism involved in disease.

How our medicine could help: Our dual inhibitor therapy, KSI-501, targets two parallel biological pathways and is being developed to bring a much-needed option to this group of patients. This treatment could potentially improve outcomes or the durability of outcomes for these patients.

For patients suffering from conditions such as dry AMD or glaucoma, no effective treatment exists that addresses the underlying biology.

The challenge: Dry AMD could lead to irreversible vision loss, and there are currently no effective therapies available to treat dry AMD at this time. Glaucoma is a leading



cause of irreversible blindness worldwide, but no treatment currently exists that directly addresses the underlying biology of retinal neural cell loss which is multifactorial in nature.

How our medicine could help: We aim to fill this significant gap with our triplet medicines, including KSI-601, which combine the benefits of our ABC Platform for long-interval dosing of biologics with a new feature that adds sustained release of small molecules, to target three mechanisms of action enabling treatment of these complex diseases. We refer to these as triplet medicines due to this multiple approach, which is unique in the field.

WHAT WE VALUE

Our values reflect our culture and mission and are designed to drive our progress towards our goals.

Historically referred to within the Company as “the 4 C’s,” our values are:



CURIOSITY



COMPASSION



CREATIVITY



COURAGE

KODIAK AT-A-GLANCE

Headquarters in Palo Alto, California

New state-of-the-art research and development (“R&D”) facility in Palo Alto, California

Global manufacturing partners with locations in Switzerland, United States and China

~100 employees worldwide

6 registrational clinical trials ongoing in parallel for KSI-301 in 2021

3 ABC Platform-based molecules in Kodiak’s pipeline

- KSI-301 — in phase 3 clinical trials
- KSI-501 — expected to commence clinical trial phase in 2022
- KSI-601 — preclinical phase

4 ophthalmic diseases targeted in KSI-301 clinical program

2,500+ trial participants in KSI-301 clinical program in 2021

HOW WE APPROACH ESG

At Kodiak, we are committed to addressing stakeholder needs within every element of our company.

At present, our ESG priorities reflect the current risks and opportunities we face as a clinical stage company that seeks to complete clinical trials:

DRUG DEVELOPMENT

Developing innovative ophthalmology medicines and producing them with the highest quality are of the utmost importance to Kodiak.

CLINICAL TRIALS QUALITY

The quality of Kodiak's clinical trials impacts the regulatory approval pathway for our product candidates.

OUR PEOPLE

To build a generational ophthalmology company, Kodiak needs to attract and retain top-tier talent across all our functions.

TRIAL PARTICIPANT SAFETY

Working to ensure the safety of trial participants aligns with the high standard of quality Kodiak has for the rest of its operations.

ENVIRONMENTAL MANAGEMENT

A responsible and resilient supply chain and sound manufacturing practices that conserve resources and minimize wastes are prerequisites for high-quality medicines.

PREPARING FOR COMMERCIALIZATION

We expect that successful commercialization will lead to successful patient outcomes and returns for shareholders.

Kodiak's board of directors (the "Board") and executive team collaborate to prioritize and oversee the company's ESG activities. The current focus is primarily on relevant social and environmental issues as the Company moves through its clinical trials. Despite initial disappointing phase 2b/3 trial read outs for KSI-301, we believe any potential successful outcomes in our additional registrational clinical trial program for KSI-301 will require a move toward larger scale manufacturing and distribution. As a result, we believe we will need to manage greater complexity required for global sales and distribution of our medicines. This will include an increasing and stage-appropriate focus on our ESG strategies and governance.

We believe that we are not only building a potentially revolutionary ophthalmology company but also engineering a new way to conduct business that benefits employees, partners, the environment and shareholders alike.

Reflections on the previous year...

Refining our governance

- Current ESG priorities reflect our primary goal of completing clinical trials for KSI-301
- Maintained high ethical standards through our Code of Business Conduct and Ethics
- Aligned with Nasdaq guidelines on Board diversity
- Commenced recruitment of potential additional director(s) from underrepresented communities
- Obtained shareholder approval for our 2021 Long-Term Performance Incentive Plan (LTPIP)

Comprehensive development of KSI-301

- Prioritized quality throughout research and development, material sourcing and manufacturing
- Conducted clinical trials in accordance with internationally recognized health and ethics guidelines and regulations

Managed environmental risk through effective partnerships

- Partnered with manufacturers with excellent ESG performance and programs
- Worked to lower the environmental impact of our Palo Alto facility, as demonstrated by the use of solar panels, low voltage lighting and water-saving infrastructure

Focusing on people

- Hired highly qualified people who share our long-term mindset
- Aligned the incentives of our stakeholders with employees by the implementation of our LTPIP
- Focused on our collective wellness

...and the ESG journey to manage ahead

Broadening our governance as we prepare to grow our business

- Working to oversee changing ESG-related risks and opportunities at the Board level
- Expanding supplier codes of conduct for commercial manufacturing

Maintaining our research and development pipeline

- Moving clinical trials for KSI-301 towards completion
- Maintaining our commitment to ethical research practices on future therapies

Developing our environmental management

- Continuing to focus on water and energy efficiency at our California-based facility
- Collaborating with our manufacturing partners to uphold a commitment to environmentally responsible operations

Supporting our people

- Continuing to attract and retain people who are aligned with our mission and culture
- Expanding our practices for supporting our people
- Committing further to diversity and inclusion
- Maintaining our focus on the wellness and well-being of our people and stakeholders

Governance

We believe that establishing sound principles of corporate governance is vital to providing long-term value for our stakeholders, including patients, employees, shareholders and the broader communities in which we operate. We recognize that clearly defining expectations and emphasizing personal and corporate accountability are critical steps in accomplishing this.

LEADING WITH PURPOSE AND INTEGRITY

Kodiak's Board is responsible for serving the best long-term interests of our shareholders and overseeing the company's mission to design and develop innovative new medicines for highly prevalent ophthalmic diseases. The Board has approved [Corporate Governance Guidelines](#) which outline governance principles and responsibilities of our Board.

The Kodiak Board provides oversight on ESG matters, with related duties delegated to certain of our Board committees.

THE NOMINATING AND GOVERNANCE COMMITTEE

develops and updates our corporate governance guidelines, which covers matters such as reviewing the roles and composition of Board committees. The committee considers ESG matters and makes recommendations regarding such matters.

THE COMPENSATION COMMITTEE

reviews, makes recommendations, and approves the compensation arrangements and benefits of our CEO and other executive officers.

THE AUDIT COMMITTEE

oversees the Company's accounting and financial reporting processes and our compliance with applicable regulations. An important role of the committee is evaluating the independence of the company's registered public accounting firm.



Our [2022 Proxy Statement](#) provides important information about our compensation arrangements for our CEO, executives and non-employee directors.

We endeavor to attract and retain the best talent available by aligning compensation with measurable performance tied to key company objectives.

Important examples of this include aligning pay to performance as provided in our LTPIP. This plan was open to a significant number of our existing employees – not just senior management. Employees were provided an opportunity to “opt-in” to the LTPIP via a one-time election and forgo up to 75% of their annual equity incentive compensation for the following seven years and instead receive a one-time grant of performance-based stock options that can potentially provide three times more value than the forgone annual equity incentive compensation. The performance-based stock options granted through the LTPIP can be earned in seven tranches corresponding to separate stock price goals. In addition, a portion of the shares underlying an option may also be earned based on the achievement of certain operational milestones during the seven-year performance period. More information about our LTPIP is provided in our [People and Communities](#) section.

KODIAK RECOGNIZES THE IMPORTANCE OF HAVING A BOARD WITH DIVERSE BACKGROUNDS AND EXPERIENCES AND IS COMMITTED TO ADVANCING OUR DIVERSITY AND INCLUSION EFFORTS.

- The Board is currently comprised of seven members, six of whom are independent. Company policy and applicable Nasdaq listing rules require that the majority of our Board members be independent.
- Our lead independent director presides over periodic meetings of the other independent directors.
- We welcome the recently adopted rules requiring Nasdaq-listed companies to publicly disclose Board-level diversity statistics on an annual basis. We comply with this new requirement. In 2021, we also commenced recruitment of potential additional diverse director(s).
- Each member of the three standing Board committees is independent, as required by Nasdaq.
- The average Board member tenure is five years. Two of our directors were added in the last three years.



Kodiak's senior executive leadership works to address the Company's ESG priorities and maintains a continuous dialogue with the Board. Social and environmental issues, including the personal and professional growth of our workforce and the quality and safety of our manufacturing and supply chain, are critical concerns to Kodiak. Decision-making on these matters is centralized at the highest levels of the Company.

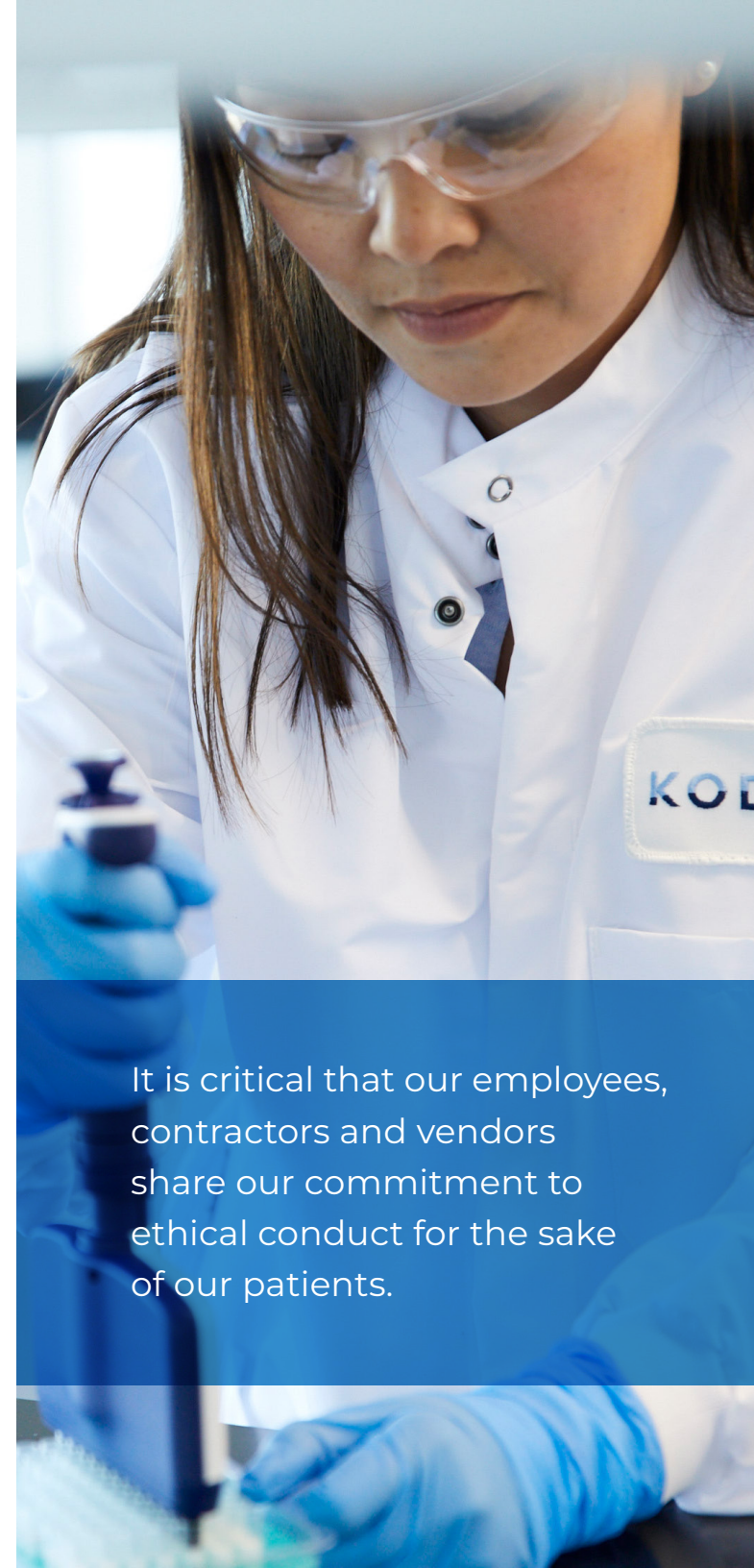
At this point in our development, our primary focus is on the successful development and regulatory approval of our primary candidate, KSI-301. Our management structure is established to support this focus. As we grow and our business focus evolves, we look forward to further broadening the scope of our ESG activities and responsibilities at the Company to accommodate our expanding footprint and changing commercial focus.

Our most recent [Annual Report](#) and [Quarterly Report](#) outline key risks that we face as we seek to move beyond clinical stage and into licensing applications and subsequently, if successful, commercial operations.

ACTING ETHICALLY

Kodiak is dedicated to maintaining the highest standards of business integrity and ethical conduct. We are a mission-based company, seeking to improve people's health and well-being. We also operate in a highly technical and regulated environment, and it is critical that our employees, contractors, and vendors share our commitment to ethical conduct for the sake of our patients.

To that end, Kodiak has established a [Code of Business Conduct and Ethics](#) that details the conduct and behavior required of our directors, officers, employees, consultants, contractors, and agents. Furthermore, our managers are responsible for creating and maintaining a work environment that encourages asking questions and reporting concerns regarding business conduct.



It is critical that our employees, contractors and vendors share our commitment to ethical conduct for the sake of our patients.

MANAGING CYBERSECURITY RISK

Maintaining a secure information technology environment is extremely important to us. We have taken what we believe are necessary steps to safe-guard our data and other intellectual property, including protecting the personal data of staff and sensitive health-related data of our clinical trial patients.

Kodiak's policies and procedures for information technology include an Information Security Policy that itemizes controls for how we work to mitigate IT risk and requires every Kodiak employee to take steps to ensure data protection. In addition, we have implemented network and application tools to protect the security and privacy of our data in accordance with statutory requirements including Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the General Data Protection Regulation (GDPR).

To our knowledge, we have experienced no security breaches, theft, or loss of our business, staff or patients' data.

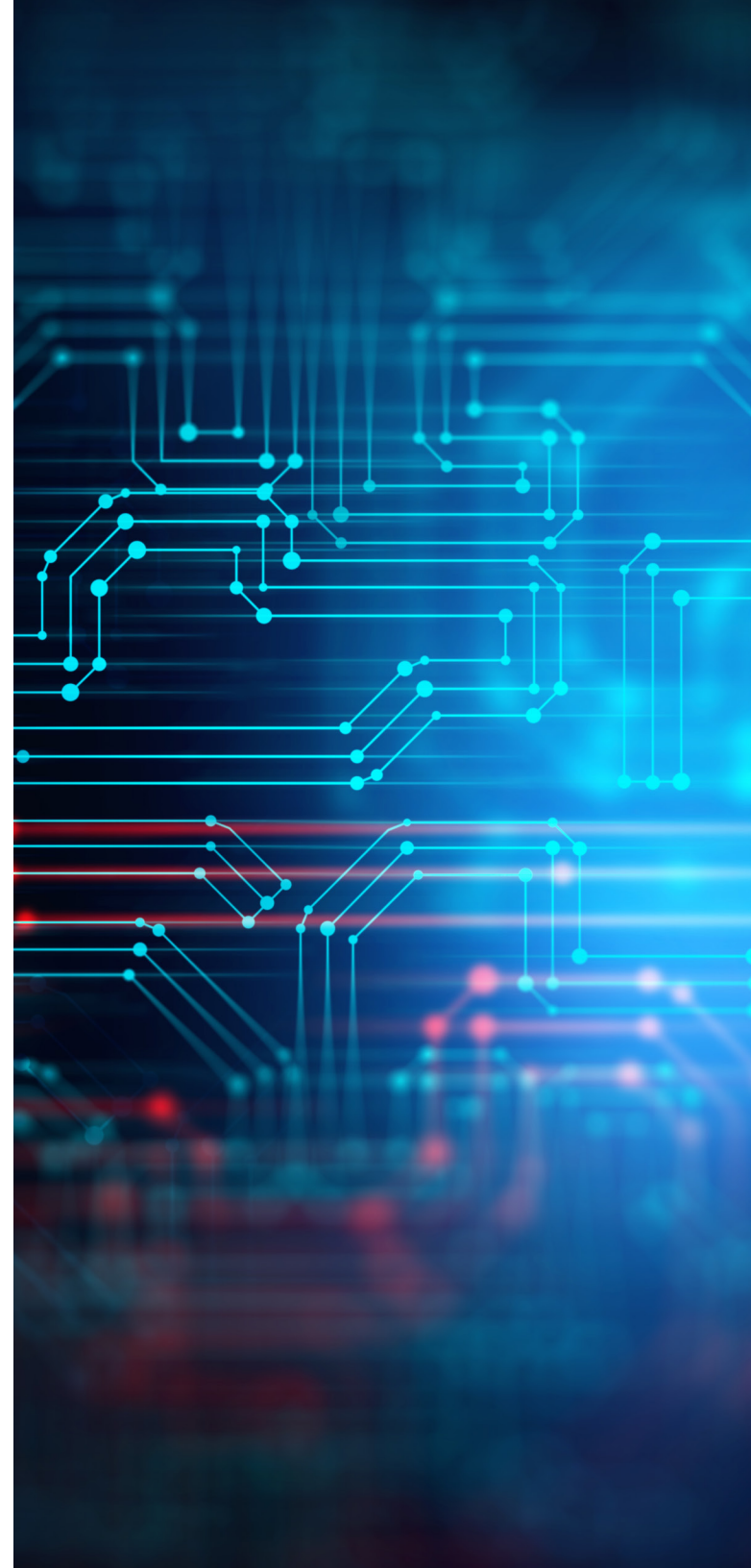


Looking Forward

As we continue to grow, we aim to widen and deepen our focus on critical governance issues, and we will continue to disclose these efforts in our ESG reporting.

BROADENING OUR GOVERNANCE

- Assessing our changing risk profile and aligning our ESG strategy as we believe is appropriate
- Embedding additional ESG considerations as we believe are appropriate into our Board's oversight responsibilities
- Deepening our experience on ESG oversight
- Evaluating where to embed ESG expectations into vendor codes of conduct and agreements
- Expanding our consumer privacy and protections
- Striving to ensure ethical marketing and pricing of our products



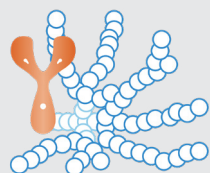
Ethical research and development

We are focused on bringing new science to the design and manufacture of next-generation ophthalmic medicines as we continue our mission to prevent and treat leading causes of blindness.

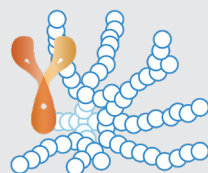
Our research approach, referred to as our ABC Platform, uses molecular engineering to merge the fields of antibody and chemistry-based therapies. This is at the core of Kodiak's discovery engine.

ABC PROGRAM: OUR UNIQUE RESEARCH APPROACH

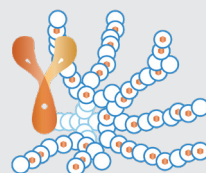
We are developing a common molecule to address multiple diseases. Kodiak's deepening pipeline of mono-, bispecific and triplet inhibitors merge biologics with small molecules to address major causes of vision loss beyond retinal vascular disease.



MONOSPECIFIC



BI-SPECIFIC



TRIPLT

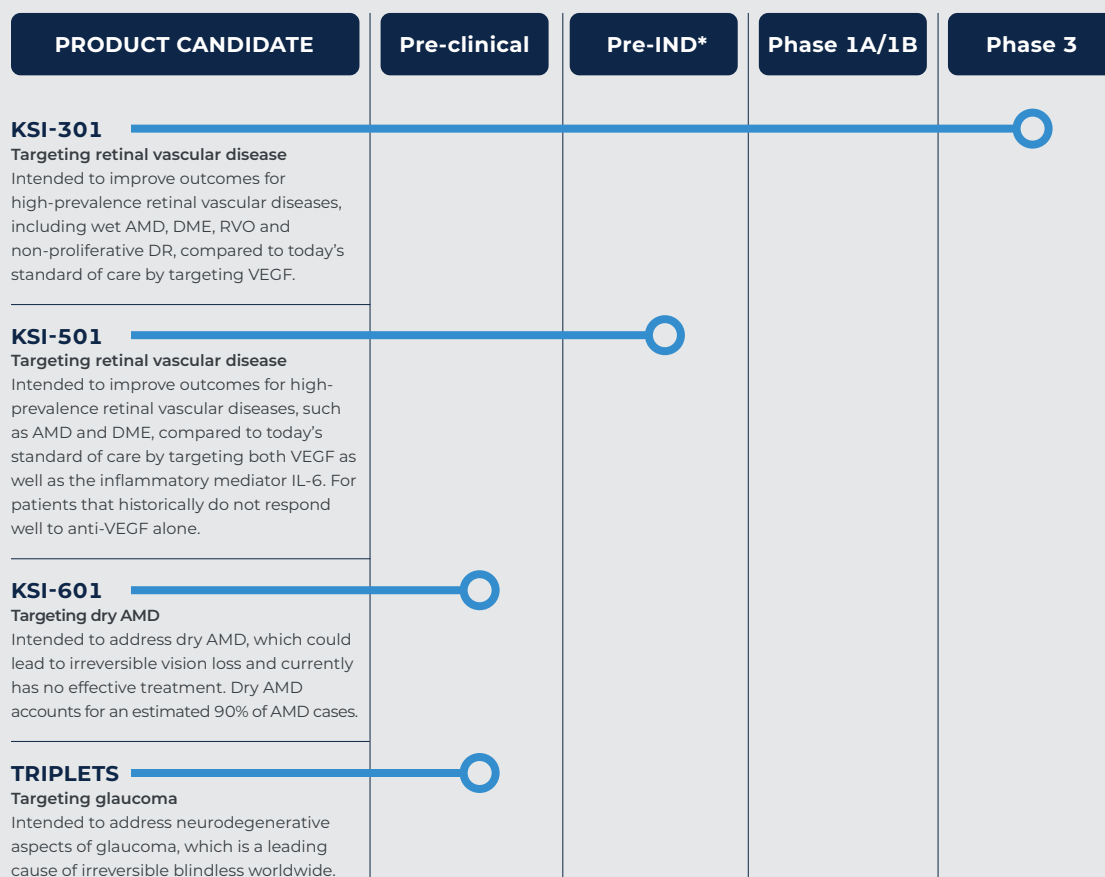
The ABC Platform structures water at critical binding interfaces designed to make medicines last longer in the eye, thereby potentially improving their therapeutic benefit. Kodiak has leveraged its ABC Platform to build a pipeline of product candidates in various stages of development including KSI-301, our anti-vascular endothelial growth factor ("VEGF") ABC program currently in phase 3 studies, and KSI-501, our dual inhibitor antibody biopolymer conjugate targeting both VEGF (VEGF-trap) and IL-6 (anti-IL-6 antibody) for the treatment of retinal diseases; currently in IND-enabling preclinical studies. We are also progressing our ABC Platform-based triplet inhibitors for multifactorial retinal diseases such as dry AMD and glaucoma.



RESEARCH AND DEVELOPMENT

Our research and development teams span disciplines including, chemistry, biology, clinical science, biometrics, imaging and software engineering, medical device engineering, non-clinical functions, manufacturing, and digital transformation. They are built on a framework of collaboration and cross-functional information sharing.

In 2022 and 2023, we intend to have primary results from our key registrational trials for our lead product candidate, KSI-301. Our plan is to use the data from these clinical trials, if successful, to support an initial biologics license application/marketing authorization application of KSI-301 in multiple territories around the world.



* Pre-investigational new drug

Our Pipeline

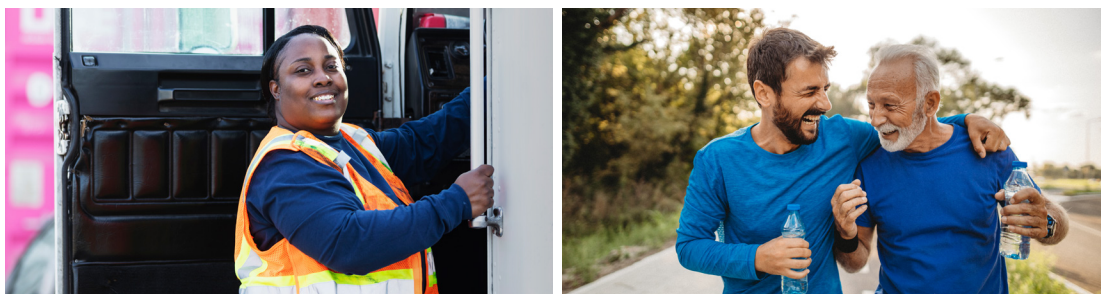
Kodiak has leveraged our ABC Platform to build a pipeline of product candidates in various stages of development.

AMD = wet age-related macular degeneration
DME = diabetic macular edema
RVO = retinal vein occlusion
DR = diabetic retinopathy

Ensuring safe and ethical clinical trials

The safety of our patients during clinical trials is of primary importance. Kodiak's clinical trials are conducted in accordance with the [International Conference on Harmonization Good Clinical Practice](#) standard, as well as all applicable health authority and ethics committee/independent review board regulations. Retinal medicines involving injection into the eye require the highest level of quality in manufacturing purity and in the administration of the injection – Kodiak has recognized and planned for this from the early stages of discovery.

We take an active approach to patient safety and ethical conduct of our trials throughout the study lifecycle. Participant screening ensures that only appropriate candidates for trial participation are enrolled into our studies. During trials, we employ exceptional in-house ophthalmology teams to continuously monitor patient safety information. Kodiak also works with an independent Data Monitoring Committee, consisting of skilled ophthalmology trialists and statisticians external to and independent of Kodiak, who provide an additional important layer of oversight of trial conduct and monitoring of patient safety while the studies are underway.



Diversity & inclusion in clinical trials

Kodiak is committed to ensuring the populations in our clinical trial represent the target population for the medication under investigation. We recognize that participating in clinical trials can be a burden and a practical challenge, particularly for historically underrepresented groups and the elderly, and the vision loss experienced by patients eligible for participation in our clinical trials further magnifies these challenges and barriers to trial participation. We work to reduce these barriers in our clinical trials.

ICH Good Clinical Practice

“A standard for the design, conduct, performance, monitoring, auditing, recording, analyses and reporting of clinical trials that provides assurance that the data and reported results are credible and accurate, and that the rights, integrity, and confidentiality of trial subjects are protected.”



Good Clinical Practice
NETWORK



Looking Forward

As we seek to progress our pipeline and our clinical trials, we are preparing the wider organization for potential commercial readiness, including:

- Designing a drug supply chain security framework to mitigate drug counterfeiting
- Addressing traceability across the supply chain
- Pricing in an intentional way to maximize accessibility while taking into account the value of the intellectual capital that was applied to its development
- Marketing that is transparent, ethical, and effectively communicates the significant opportunity that we believe our next-generation ophthalmic medicines represent to patients, physicians, and our shareholders.

RESILIENT SUPPLY CHAINS

Our focus: quality across the entire development lifecycle, from raw material sourcing through development, production and distribution designed to ensure the highest-quality, cutting-edge ophthalmic medicines.

Kodiak partners with what it believes to be world-class organizations for both manufacturing and supply chain operations. Our partners share our high standards and demonstrate strong ESG performance.

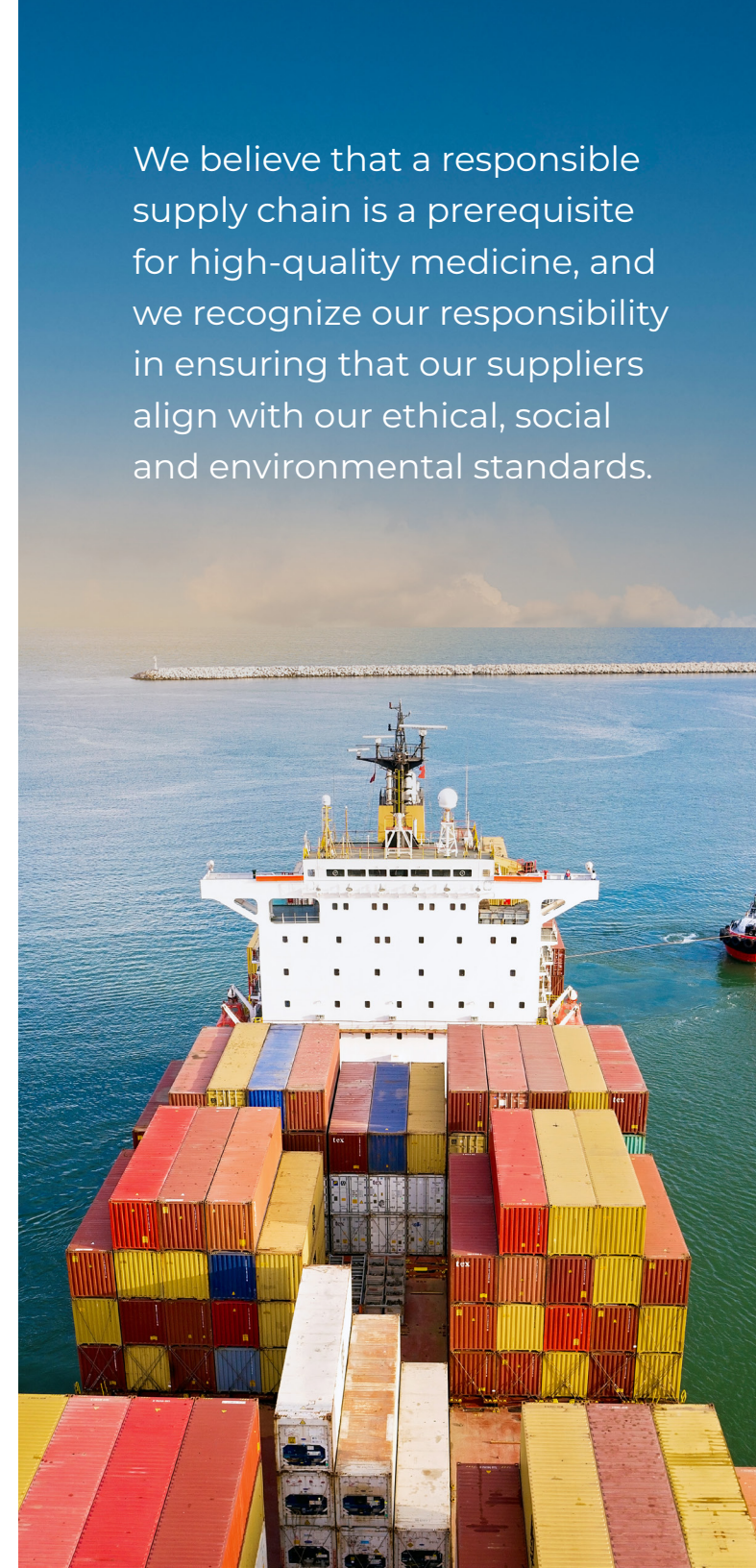
Ensuring supply chain quality and resilience

Kodiak works with a carefully chosen network of global suppliers to help ensure sourcing of only the highest quality materials.

We are gratified to work with partners who are committed to environmental compliance, human rights and ethical conduct.

Our supply chain's resilience throughout the COVID-19 pandemic is an example of Kodiak's willingness to prioritize quality. Despite using a limited number of suppliers, the supply chain itself is complex due to its international scope, highly technical elements and rigorous quality requirements. In the face of significant

We believe that a responsible supply chain is a prerequisite for high-quality medicine, and we recognize our responsibility in ensuring that our suppliers align with our ethical, social and environmental standards.



global supply chain challenges throughout the COVID-19 pandemic, our supply chain still helped deliver complex, time-sensitive and high-quality clinical materials to a global network of clinical trial sites. We did not experience any material shortages or delays of supplies, and no clinical trial sites reported such shortages or delays during 2021.

Ensuring quality in our manufacturing

We are also judicious in our selection of contract manufacturing partners, relying on a small number of companies with a track record of demonstrating high-quality standards and well-established ESG practices.

We are proud of the ESG performance of our primary manufacturing partner, Lonza, and believe Lonza demonstrates the close relationship between a focus on quality and improved sustainability outcomes. By way of example, we manufactured fourteen GMP batches across all biological steps in 2020-2021 and all were successful. A batch is successfully manufactured when it meets all acceptance criteria and is released for clinical and/or commercial use. Building on this long-term partnership, in 2020 we collaborated further with Lonza to commence building the Lonza-Kodiak Ibex® Dedicate, code named Ursus, a custom-built facility needed for scaled manufacturing of our ABC Medicines including KSI-301.

This success resulted from:

- **Worker retention and talent management.** Our manufacturing partners provide us with well-maintained and well-equipped facilities with highly trained and experienced staff.
- **Reduced environmental impact.** As we gained experience with our manufacturing process over the years, we increased product yield while enhancing efficiency of material inputs versus outputs.
- **Respect for human rights, labor practices, and business ethics.** We are aligned with partners on important issues such as labor use, bribery, ethical conduct, and human rights.

We are gratified to work with partners who are committed to environmental compliance, human rights and ethical conduct.

Grand Opening of Kodiak Sciences' Purpose-Built Bioconjugation Facility to Support Potential Commercial Manufacture of KSI-301, an Antibody Biopolymer Conjugate for Retinal Diseases





Looking Forward

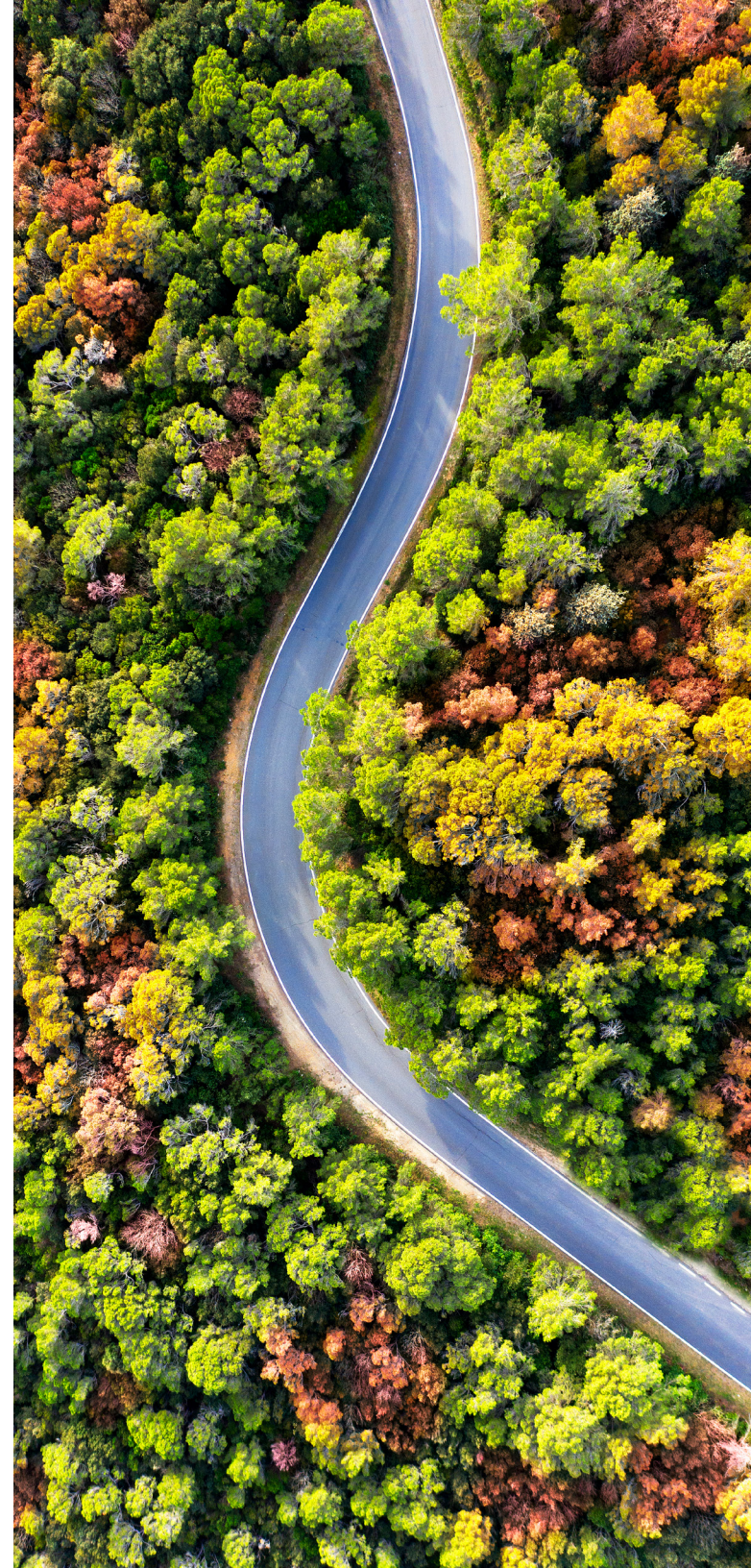
As we think about the potential for building commercial operations, our focus will remain on quality and efficiency across long, complex supply chains, and we will continue to partner with those who share our ESG commitment.

WE BELIEVE IMPORTANT CHALLENGES, INCLUDING THOSE IMPACTING ESG ISSUES, WILL INCLUDE:

- Sourcing and securing an ethical, high-quality drug product supply chain at commercial scale.
- Transporting and distributing essential ingredients efficiently.
- Minimizing impacts from waste, energy and water use while maintaining high quality.

AS PART OF THE SOLUTION TO THESE EFFORTS, WE INTEND TO TAKE STEPS TOWARDS DEVELOPING THE FOLLOWING:

- Supplier code of conduct to establish expectations of suppliers and manufacturers that reflect our values.
- Supplier sustainability program to formally align our ESG priorities with our suppliers and manufacturers.
- Partner diversity initiative to begin identifying and engaging with small and diverse businesses capable of providing goods and services across our enterprise.



People and Communities

OUR COMPANY CULTURE

Our success continues to be driven by our community of colleagues and valued partner organizations who share our dedication and commitment to improving the lives of patients with retinal disease. We are creating a culture of curiosity, creativity, compassion and courage that we believe is critical to our success.

Engaged, talented and collaborative colleagues will help propel Kodiak at this key juncture in our evolution. As we begin to see data from our six registrational clinical trials, we expect to gain greater insight into the potential of our lead product candidate, KSI-301, to meaningfully help patients. The trajectory of our growth will be influenced by this insight and our team will need to be ready to meet the opportunities and challenges presented.

Building a globally integrated ophthalmology medicines company is an ambitious goal that requires us to continue to recruit and cultivate talent and capabilities both within our team at Kodiak and with qualified partners.

We are working hard to attract and retain people with the right skills and mindset to help deliver on our important mission.



A MAGNET FOR TOP TALENT

Talent acquisition and retention will be a key focus for Kodiak in the coming years.

Encouraging collaboration

Our work is highly specialized and technical.

In order for our business and employees to thrive, Kodiak believes that, where possible, we must work together and in-person to cultivate effective relationships and communication and enable close collaboration across diverse functional disciplines.

To that end, we have developed and equipped our Palo Alto campus with flexible workspaces designed to accommodate diverse work styles. Mixed-use spaces inspire innovative, creative and collaborative work while quiet huddle rooms facilitate privacy and small group collaboration. Our communal areas are inviting, comfortable and safe—allowing for content-rich, informal interactions and relaxation. Nearly half of our new state-of-the-art R&D building is dedicated laboratory space, a reflection of our commitment to research and development that spans the disciplines of biology, protein engineering, chemistry, polymer chemistry, quality control, (bio)analytical, good clinical laboratory practice based clinical research, biometrics and retinal imaging and digital health.

Attracting new talent

We are pleased that many of our new candidates come to us via the professional networks of our internal (existing) colleagues, as opposed to relying on external sources such as recruiters. This underscores our reputation as a desirable employer. We are also pleased by our voluntary turnover rate, the rate at which employees willingly leave within a given period, of less than 10% in 2021. We understand that turnover in the biotech sector averages more than 20% in a competitive environment for talent¹.

¹Conquering Biopharma's Post-Pandemic Recruitment Challenge' accessible at [BioSpace.com](https://www.biospace.com)

We believe in the importance of creating a place where people genuinely want to work, where they feel valued, and where they can grow both their personal and professional journeys while contributing to our mission.



Compensation and benefits

In addition to providing a positive and inspiring work culture and environment, we offer our full-time employees strong compensation and benefits package. Our offerings include 100% contribution to the cost of employee health coverage. We also value wellness programs and provide our employees with access to a fully equipped gym and fitness classes, as well as individualized training programs.

In October 2021, following a special shareholders meeting (the “Special Meeting”), shareholders approved the LTPIP, a performance-based incentive plan designed to better align the incentives of employees and stockholder. Ninety percent of eligible employees at the time of the Special Meeting — not just senior management— chose to forgo a portion of their annual equity incentive award and instead receive a one-time grant of performance-based stock options that can provide three times more value than the forgone annual equity compensation.

Empowering growth

To be a leader in an industry where success hinges on diverse, specialized, and evolving capabilities, we actively support and encourage skills growth among our employees.

Practices to grow the skills of our employees include:

- Ongoing formal education
- Mentorship
- Career planning, including direct coaching session between C-suite executives and junior-level employees
- Opportunities for exposure to new areas and functions throughout the business

Kodiak seeks the most qualified individuals for each role, with the most important considerations being technical excellence, alignment to core values and a shared vision for the company. Approximately 30% of our employees hold Ph.D. or medical degrees and our employees come from many countries, cultures and backgrounds.

LONG TERM PERFORMANCE INCENTIVE PLAN

We believe the LTPIP opt-in rate from eligible employees across the company signals the conviction Kodiak employees have for our dual objectives of mission and long-term value creation.



WELLNESS FIRST

Kodiak emphasizes wellness not just for patients but also for our employees and their families. This comes naturally to us, as we focus on improving the health and wellness of society at large.

Our commitment to wellness reflects the value we place in our people. It ensures the strength and longevity of our company both today and in the future. We believe that Kodiak should be a place where people can grow and be supported.

COVID-19 response

Kodiak took swift and strong measures to help protect and support employees during COVID-19. During the pre-vaccine period of the pandemic, Kodiak provided twice weekly (and even more frequently on an as-needed basis), on-site COVID-19 PCR testing with same-day turnaround, and Kodiak now provides rapid antigen testing for free to all employees and visitors. There were minimal employee absences due to COVID-19 in 2021.

We also assisted ophthalmology practices participating in Kodiak clinical trials impacted by the pandemic:

- We increased financial support to compensate for their higher costs during the pandemic.
- We provided personal protective equipment to help keep patients and staff safe.
- We offered transportation services for the patients in our trials to be able to travel safely and securely to and from their clinic appointments.

Kodiak was acutely aware of the impact on families during the pandemic. We supported our employees by providing a Kids' Pod for families so that kids could socialize and learn within a safe environment. We hired professional fitness trainers so both employees and their children could exercise in a safe setting.

In addition to our generous medical coverage, our campus offers resources to support whole-person wellness, including fully equipped exercise facilities, high-performance air quality systems, a variety of lunch options, and family resources such as childcare.

Health & Safety

Kodiak maintains and operates fully equipped biotechnology research facilities in Palo Alto, California and Visp, Switzerland. We believe in protecting our employees in these facilities from injury and illness, fire hazards, and other emergency situations. Starting in 2021, we began supplementing our existing efforts by implementing risk-specific plans and procedures at our California-based facilities that are grounded in both federal and California occupational safety and health regulations and statutes.

In addition to these federal and state requirements, we provide prescription safety glasses at no cost for employees who wear glasses. We also pay for clinical testing to inform employees whether their HBV vaccination is still effective, in addition to providing a vaccination series to lab employees who request it.

We conduct annual safety and laboratory training, and we require our supervisors to train their direct reports on safety procedures in their work areas.

Kodiak's goal is zero injuries.

**KODIAK HAD A TOTAL RECORDABLE INCIDENT
RATE OF 0 IN 2021 AS DEFINED BY THE OCCUPATIONAL
SAFETY AND HEALTH ADMINISTRATION**



ENSURING EMPLOYEE HEALTH AND SAFETY AT KODIAK

Bloodborne Pathogen
Exposure Control Plans

Chemical Hygiene and
Hazard Communication Plan

Injury and Illness Prevention
Program

Hazardous and Medical
Waste Management Plan

Emergency Action Plan

Fire Prevention Plan

COMMUNITY ENGAGEMENT

Kodiak is committed to improving the lives of those affected by the leading causes of blindness and we support organizations that also share this commitment. We have a strong relationship with Vista Center for the Blind & Visually Impaired (“Vista Center”). Vista Center is the premier service provider for people in the greater Bay Area who experience blindness or low vision. Vista Center offers evaluation, counseling, education and training to more than 3,700 people, including students, working-age adults and seniors.

Our work with Vista Center is part of our larger goal to be an ambassador to the retina community. We set up educational opportunities for Kodiak employees to better understand the unique needs and challenges of those living with vision loss, including workshops and personal testimony from those suffering the impacts of significant vision loss.

Matching gifts

Through our matching gifts program, we join our employees in donating to charities and organizations that are doing good in the world. Kodiak matches eligible donations, dollar for dollar, up to \$3,000 per employee per calendar year.



Looking Forward

We expect to evolve our talent development and management strategies from successful practice to formal policy. We will also continue to align our health and safety practices with our operational footprint, and we will broaden our base of community engagement and support.

People. Prioritize building the best team possible by developing hiring and retention policies.

Culture. Continue to foster a culture of excellence, decision-making, leadership and growth.

Diversity, Equity, and Inclusion. Continue to commit to DEI initiatives through policies and data gathering.

Well-being. Start to centralize the administration of our current successful safety systems while broadening participation and input into developing safety programs across our research staff.

Engagement. Increase our community engagement by, among other things, providing opportunities for our team to help those with vision loss and continuing to provide financial support to multiple nonprofits.

Vista Center is the premier service provider for people in the Bay Area who experience blindness or low vision.



To learn more about Vista Center, please visit www.vistacenter.org



Environmental stewardship and resource use

OPERATING RESPONSIBLY

Consistent with our corporate principles of quality and technical excellence, we strive to perform our work efficiently while reducing our resource consumption.

We collaborate with partners that share our long-term commitment to seeking to preserve our environment for the benefit of all our stakeholders and the communities in which we operate, while remaining focused on adhering to regulations that protect our environment.

As a clinical-stage biopharmaceutical company, our environmental footprint in our leased facilities is limited to operations at our offices in California and Switzerland. As we envision the shift toward becoming an integrated and commercial-scale company, we will strive to maintain our commitment to environmentally responsible operations.

Below, we detail several of our policies and initiatives designed to ensure that we continue to do our part to care for the environment.

Achieving environmental performance through selective partnering

Lonza is our principal manufacturing partner in the production of our lead product candidate KSI-301. Additional component pieces are manufactured at Lonza facilities across the world, including Switzerland, the United States and China. In addition to our shared commitment to high-quality standards, Lonza is recognized for having a long-standing commitment to safety and environmental stewardship,



which is one of the reasons why we have aligned our own environmental priorities with Lonza's and support their efforts in the manufacture of our products. Their efforts include:

- **Reductions in greenhouse gas ("GHG") emissions intensity**
- **Tracked Scope 1 and Scope 2 GHG emissions**
- **Decreased energy intensity**
- **Increased renewable power purchases**
- **Tracked water use and sourcing, including a decline in industrial water consumption intensity**
- **Waste reduction and waste stream tracking efforts**

Achievements at our Palo Alto facilities

Kodiak has prioritized environmental performance at our California-based facilities, including:



Compliance. In our California-based facilities, we received no written notifications of non-compliance with environmental standards and regulations in the past two years.



2020 LEED Platinum Rating. Kodiak's new R&D facility in Palo Alto, California was LEED Platinum Certified in 2020 for [Core and Shell construction](#).



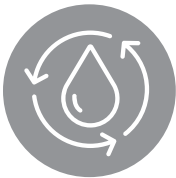
On-site renewable power generation. We incorporate alternative energy solutions at our facilities, including rooftop solar and electric car charging stations.

We reduced our packaging waste and helped lower our overall CO₂ footprint by developing new data visualization tools that streamlined our clinical drug supply chain across the 150 worldwide sites participating in our KSI-301 clinical trials.



Energy efficiency. We have incorporated energy efficiency improvements into the design of our new California-based R&D facility. These improvements maintain the quality and safety required by our operations and provide important environmental benefits, including:

- Efficient variable air volume zone flow control
- Exhaust air and return air handling system
- Laboratory exhaust air systems
- Efficient systems for high heat load spaces e.g., freezer rooms
- Reduced demand for ventilated space through natural ventilation
- Variable speed hot water pumping system
- High-efficiency hot water boilers
- LED lighting
- Lighting control system featuring occupancy sensors and adjustments for daylight hours



Water. Like many other California businesses, Kodiak understands water scarcity and recognizes the importance of a clean and reliable water supply. Our region relies heavily on imported water from snowmelt from the Sierra Nevada mountains, and California is in the middle of a multi-year drought.

Our Palo Alto facility allows us to incorporate the latest water-saving features, including low water flow plumbing fixtures that also comply with California Energy Code requirements.



Waste. We also adhere to the Palo Alto city Zero Waste ordinances that help the community reach its goal of virtually eliminating waste from being burned or buried. Hazardous waste, including lab waste, is managed by ACTenviro, ranked in the top 100 US-based recyclers by Waste Today, due to innovative technologies that divert material away from landfills.





Looking Forward

As Kodiak plans for the future, we will continue to prioritize and support practices that aim to reduce resource consumption and preserve the environment.

DEVELOPING OUR ENVIRONMENTAL MANAGEMENT

In our next phase of growth, we will look to centralize our environmental risk identification, management, and decision-making to improve our data infrastructure to track our environmental impact. This can enable us to work to set goals to continue reducing our environmental impact.

We believe that environmental considerations for a commercial-scale manufacturing operation would include:

Compliance with applicable environmental laws and regulations, including air quality, pollution prevention and water discharges.

Reducing our GHG emissions over time by continuing to install renewable power across our facilities and implement energy efficiency measures.

Optimizing our use of shipping materials by working with shipping suppliers to optimize shipping container size to maximize the amount of usable box space being shipped. Shipping boxes used in clinical trials also are becoming reusable.

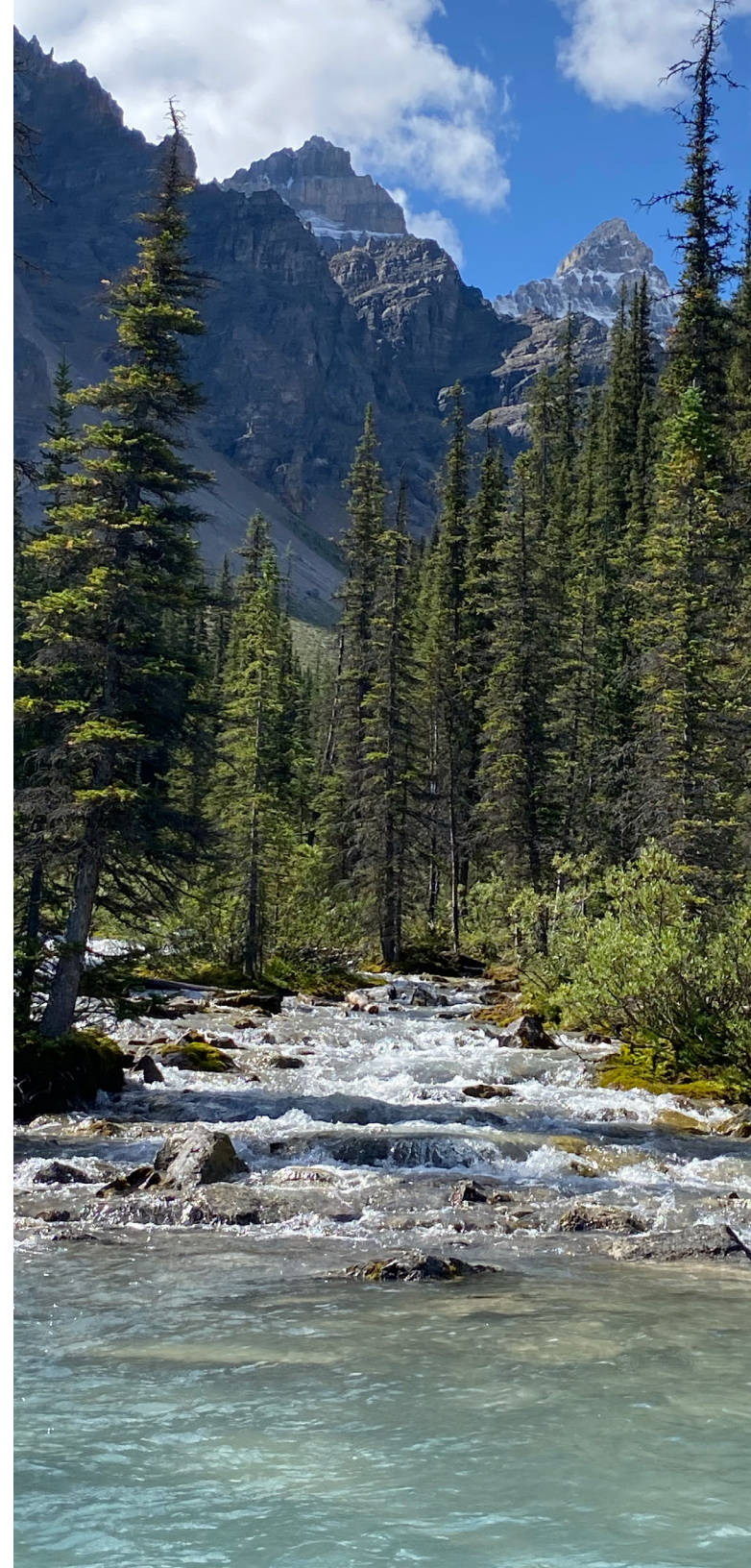
Reducing waste, including hazardous and wastewater, by continuing to utilize the waste management and recycling programs that help us with waste segregation, minimizing waste-to-landfill, and identifying options to reclaim or recycle waste.

Reducing water use, particularly in water-restricted and -scarce areas and continuing to evaluate opportunities to reduce water usage.

Managing chemicals used in our research and development and working towards managing against the release of chemicals into the environment.

ABOUT THIS REPORT

Kodiak Science's inaugural Environmental, Social and Governance (ESG) report offers an overview of the company's ESG activities, performance, and strategies for the 2021 financial year. This report includes an index that was prepared in accordance with the Sustainability Accounting Standards Board's (SASB) Biotechnology & Pharmaceuticals sector standards. SASB is an independent standards-setting organization that identifies the subset of ESG issues and standards most relevant to investors in each industry. Kodiak is committed to regular and transparent communication of our ESG journey and will share relevant updates and articles on an ongoing basis through our website and other key resources. We look forward to bringing our stakeholders along with us as we further develop our ESG strategy, and we welcome and value feedback. Please reach out to ir@kodiak.com with any questions or comments about this report.





Performance Tables

SASB SUSTAINABILITY ACCOUNTING STANDARDS 2018				
Topic	SASB Code	Accounting or Activity Metric	Response, Cross-reference, or Omission	Source(s)
SASB Index Table				
Safety of Clinical Trial Participants	HC-BP-210.a.1	Discussion, by world region, management process for ensuring quality and patient safety during clinical trials	Relevant information can be found in the Business and Risk Factors section in Part I and the Financial Statements and Supplementary Data sections of the 10-K	2021 10-K, pp. 1-2, 7-8 (US development) 2021 ESG Report, Ensuring Safe and Ethical Clinical Trials, p. 18
	HC-BP-210.a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	Zero inspections to date	Kodiak maintains internal records of regulatory inspections.
	HC-BP-210.a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	US \$0 Kodiak is not party to any material legal proceedings at this time	2021 10-K, p. 23
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	None to disclose as of December 2021 because Kodiak is not yet in commercial production	N/A
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	None to disclose as of December 2021 because Kodiak is not yet in commercial production	N/A

SASB SUSTAINABILITY ACCOUNTING STANDARDS 2018				
Topic	SASB Code	Accounting or Activity Metric	Response, Cross-reference, or Omission	Source(s)
Affordability & Pricing	HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/ or provisions to delay bringing an authorized generic product to market for a defined time period	NA None to disclose as of December 2021 because Kodiak has not yet started commercial production and thus generic product production isn't possible at this time	N/A
	HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	NA No percent change in list price to disclose as of December 2021 because Kodiak is not yet in commercial production	N/A
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	NA No percent change in list price to disclose as of December 2021 because Kodiak is not yet in commercial production	N/A

SASB SUSTAINABILITY ACCOUNTING STANDARDS 2018				
Topic	SASB Code	Accounting or Activity Metric	Response, Cross-reference, or Omission	Source(s)
Drug Safety	HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	No products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database because Kodiak is not yet in commercial production	MedWatch Database
	HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	0 As of December 2021, Kodiak is not yet in commercial production	N/A
	HC-BP-250a.3	Number of recalls issued, total units recalled	0 As of December 2021, Kodiak is not yet in commercial production	N/A
	HC-BP-250a.4	Total amount of product accepted for take-back, reuse, or disposal	Not applicable as of December 2021 because Kodiak is not yet in commercial production	N/A
	HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	0 As of December 2021, no known FDA enforcement actions have been taken in response to violations of current Good Manufacturing Practices (cGMP). We outline compliance planning with cGMP for future candidates in 2021 10-K	2021 10-K, p. 23
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Not applicable as of December 2021 because Kodiak is not yet in commercial production	N/A
	HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Not applicable as of December 2021 because Kodiak is not yet in commercial production	N/A
	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	0 None to disclose as of December 2021 because Kodiak is currently in clinical trials and not yet in commercial production	N/A

SASB SUSTAINABILITY ACCOUNTING STANDARDS 2018				
Topic	SASB Code	Accounting or Activity Metric	Response, Cross-reference, or Omission	Source(s)
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	0 We are not party to any material legal proceedings at this time. Please see Item 3 "Legal Proceedings" in the 2021 10-K for additional details	2021 10-K, p. 23
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Not applicable as of December 2021 because Kodiak is currently in clinical trials	N/A
Employee Recruitment, Development, & Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	Relevant information can be found within the People and Communities section of our 2021 ESG report	Kodiak 2021 ESG Report, People and Communities, p. 23
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Voluntary turnover rates for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others are provided in the Performance Tables of Kodiak's 2021 ESG Report. Involuntary turnover rates are not included in this disclosure.	2021 ESG Report, Performance Tables, p. 39
Supply Chain Management	HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	(1) NA - Kodiak is not yet in commercial production (2) 90% of Tier 1 suppliers (by spend) participate in Rx-360 IPSCC	Lonza 2020 Sustainability Report
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	0 We are not a party to any material legal proceedings at this time. Please see Item 3 "Legal Proceedings" in the 2021 10-K for additional details	2021 10-K, p. 23
	HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	Our "Healthcare Specific Considerations" section of our Code of Business Conduct and Ethics addresses Company standards and expectations regarding off-label use and promotion of products.	Code of Business Conduct and Ethics

SASB SUSTAINABILITY ACCOUNTING STANDARDS 2018				
Topic	SASB Code	Accounting or Activity Metric	Response, Cross-reference, or Omission	Source(s)
Activity Metrics				
	HC-BP-000.A	Number of patients treated	Kodiak does not report on this metric at this time	N/A
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	Relevant information can be found in the Our Products section of our website and the Item 1 "Business" section of 2021 10-K	Our Products Webpage 2021 10-K, p. 1-3 2021 ESG Report, Research and Development, p. 17

KODIAK 2021 PERFORMANCE DATA

WORKFORCE PERFORMANCE			
Overall Workforce Breakdown			
EMPLOYEE CATEGORY	2021	2020	2019
Total number of employees (Directly employed) ¹	105	72	43
Total number of US-based employees	94	64	41
Total number of Switzerland-based employees	11	8	2
Workforce Breakdown by Gender			
EMPLOYEES (PERMANENT)	2021	2020	2019
Women	55.2%	55.6%	51.2%
Men	44.8%	44.4%	48.8%
BOARD OF DIRECTORS	2021	2020	2019
Women	14.3%	14.3%	16.7%
Men	85.7%	85.7%	83.3%
Remuneration of Workforce			
	2021	2020	2019
SVP/VP - Ratio of the basic salary and remuneration of women to men	52:48	53:47	51:49
Managers - Ratio of the basic salary and remuneration of women to men	48:52	44:56	39:61
All employees - Ratio of the basic salary and remuneration of women to men	42:58	39:61	39:61
Ratio of CEO pay to median employee pay ²	68:1 ³	17:1	N/A

¹Throughout each year listed. Employees in US and Switzerland

²This metric was a new disclosure as of 2020

³CEO and employee compensation amounts include the one-time 2021 LTIP Stock Option Grant and annual equity awards that do not reflect compensation actually received or amounts that may be realized in the future. The equity amounts included in the CEO and the median annual total compensation of all our employees reflect the aggregate grant date fair value in 2021 for the option awards or the RSU awards as computed in accordance with FASB ASC 718.

WORKFORCE PERFORMANCE			
Employee Turnover and Rate			
	2021	2020	2019
Total voluntary	8.6%	5.6%	9.3%
TURNOVER BY TITLE	2021	2020	2019
Voluntary turnover rate for executives/senior managers	1.5%	2.1%	3.1%
Voluntary turnover rate for mid-level managers	10.0%	0.0%	0.0%
Voluntary turnover rate for professionals	6.7%	0.0%	0.0%
Voluntary turnover rate for all others	0.0%	9.1%	33.3%
Health & Safety Metrics			
	2021	2020	2019
Total recordable incident rate (TRIR) - direct employees (%)	0	0	0

KODIAK 2021 PERFORMANCE DATA

WORKFORCE PERFORMANCE			
Workforce Breakdown by Age ¹			
EMPLOYEE CATEGORY	Over 50 years old	30-50 years old	Under 30 years old
Company	23.8%	69.5%	6.7%
VP & Above	64.3%	35.7%	0.0%
Managers	25.0%	73.4%	1.6%
Associates	0.0%	77.8%	22.2%
BOARD OF DIRECTORS			
Board of Directors	71.4%	28.6%	0.0%
WORKFORCE BY REGION			
North America	100.0%	90.7%	66.7%
Europe	0.0%	9.3%	33.3%

¹ For the year ending December 31, 2021



The Ophthalmology Medicines Company

Kodiak Sciences Inc., 1200 Page Mill Road, Palo Alto, CA 94304

[kodiak.com](https://www.kodiak.com)