KODAK KEY GROWTH INITIATIVES

October 29, 2026

Decades of film manufacturing along with significant R&D investment has given Kodak proven chemistry and coating capabilities — strengths now fueling new initiatives supported by a solid financial foundation.

- Battery & Energy Coating
- Kodak Pharmaceuticals
- Printed Electronics
- Kodak Light-Blocking Technology

SHARED PLATFORM FOR GROWTH

- **Eastman Kodak Company**: More than 130 years of research and development have resulted in 79,000 patents worldwide earned across chemistry, coatings, process development, and quality
- **Eastman Business Park**: 1,200-acre campus containing 16M sq ft. of manufacturing, lab, warehouse, and office space all located in Rochester, New York
- **Distinct Growth Levers**:
  - Battery — pilot-to-production coating services using water-based coating
  - Pharma — high-quality, regulated and unregulated consumable products
  - Printed Electronics — high-resolution functional printing and scalable manufacturing
  - Light Blocking — proprietary functional coating with identified end-market channels
- **Commercialization**: Build from existing technical assets and scale through Kodak manufacturing
- **Portfolio Extensions**: Multiple paths to scalable, diversified growth



KODAK BATTERY & ENERGY COATING

FROM FILM TO BATTERIES

- **Kodak has pioneered precision coating for more than a century**
  - Leveraging over **100 years** of experience in advanced materials and roll-to-roll coating
  - **More than 15 years** of battery and energy coating experience and expertise

Photographic Film

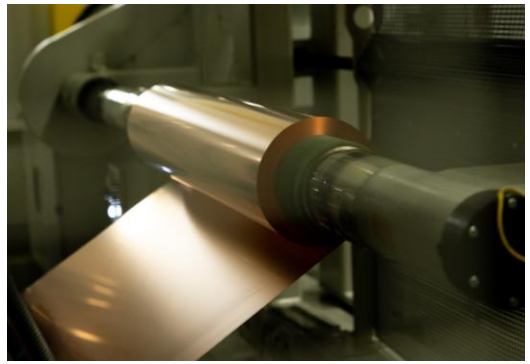
Precisely apply functional layers to a continuously moving web



THE MATERIALS CHANGE. BUT OUR COATING EXPERTISE NATURALLY ADAPTS TO BATTERY COATING.

Battery Electrodes

Precisely apply battery materials to a continuously moving metal foil



WHY BATTERY & ENERGY COATING

- Growing markets for rechargeable batteries
  - **$100B** global market projected to grow by 2X in 5 years
  - **$30B** North American market

- US Market focus – **currently 95% of battery electrodes come from China**
  - Aerospace/DOD requires unique features and **U.S. manufacturing**
  - Companies like GM and others are **focused on U.S. supply chain**
  - Agriculture transitioning from **diesel to electric**

Sources: $100B Global market: Lithium-ion Battery Market Size, Share & Future Trends, 2034
$30B North American market: North America Lithium-ion Battery Market (2025-2030), Published in July 2026, By MarketsandMarkets™
95% of battery electrodes come from China: Beyond NMC batteries: Supply chain issues for emerging battery technologies – Global Critical Minerals Outlook 2025 – Analysis - IEA

PRECISION BATTERY COATINGS FOR ALL INDUSTRIES

Battery Components Coated by Kodak

Prime Foils
Precision coated current collectors

Cathodes
Consistent multilayer coatings

Anodes
High-quality anode coatings

Fuel Cell Membranes
Advanced roll-to-roll manufacturing

Ion Exchange Membranes
Coatings for emerging energy tech

Pilot-to-Production Commercialization

Built for Growing Battery Markets


Aerospace & Defense


Medical Devices


Consumer Electronics


Industrial Equipment


Electric Vehicles


Energy Storage

DEVELOPMENT & PRODUCTION COATER & BATTERY SERVICES

- Supports aqueous and organic solvent formulations
- **2–500 meters per minute** supports development through scale-up
- **200–440 mm** widths bridge lab and roll-to-roll production
- **4–500 L** batches support programs as they grow
- Dry-room calendaring and slitting **reduce handoffs**
- **300+ years** of experience and expertise



PRODUCTION CAPABILITIES

- **Built to scale**: Pilot and production assets support volume growth
- **Flexible across customer requirements**: Multiple coating technologies and configurations support diverse programs
- **Production-ready infrastructure**: Can produce enough electrodes to supply a 3 GWh factory. Enough batteries for 10M small military drones or 25K Ford F-150 Lightning pickup trucks
- **Opportunity to grow with customers**: Early engagement to support our customers from development through commercial scale





KODAK PHARMACEUTICALS

A FOUNDATION OF SCIENCE
ADVANCING MODERN PHARMA

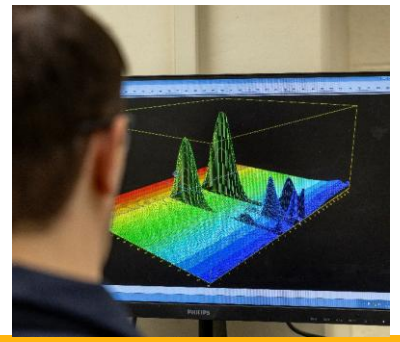
130+ years of history in R&D for advanced materials and chemicals

Decades of experience supplying unregulated Key Starting Materials (KSMs) to premier U.S. and multi-national CDMOs and U.S.-based innovators

1,400+ customer-ready processes for specialty chemicals

100,000+ molecules in a searchable database leading to faster technical insight.

Growing portfolio of sterile, ready-to-use solutions including Water for Injection (**WFI**), Phosphate Buffered Saline (**PBS**), and Normal Saline







RELIABLE, DOMESTIC SUPPLY FOR CRITICAL REAGENTS

Our **state-of-the-art cGMP** manufacturing facility ensures that customers **receive the highest quality products** with the **reliability** they expect from Kodak

- US-based, FDA-registered cGMP facility, ISO 13485 is expected in 2027
- Rapid, reliable fulfillment and change control
- Ready-to-use **PBS**, **WFI**, and **Saline** for R&D and manufacturing



FDA Registered Facility



cGMP Quality Systems



Reliable Supply Chain



Made in USA

WHAT ARE PBS, WFI, SALINE?



What is PBS?

Phosphate Buffered Saline (PBS) is a balanced salt solution used to maintain the pH and osmotic balance in cell culture and molecular biology applications.



What is WFI?

Water for Injection (WFI) is highly purified water meeting USP standards, used in the preparation of pharmaceuticals and biologics.



What is Saline?

Normal Saline (0.9% Sodium Chloride) is an isotonic solution used for rinsing, dilution, and cell handling in laboratory settings.

2026 PORTFOLIO

Domestic Supply Our Customers Can Depend On. Quality They Can Verify.

PBS

- PBS, 1X
- PBS, 1X, RNase/DNase/ Protease Free
- PBS, 1X, Low Endotoxin
- PBS, 10X*
- DPBS*



WFI

- WFI
- WFI, RNase/DNase/ Protease Free



Saline

- Normal Saline, 0.9%



Custom

- Custom Buffers

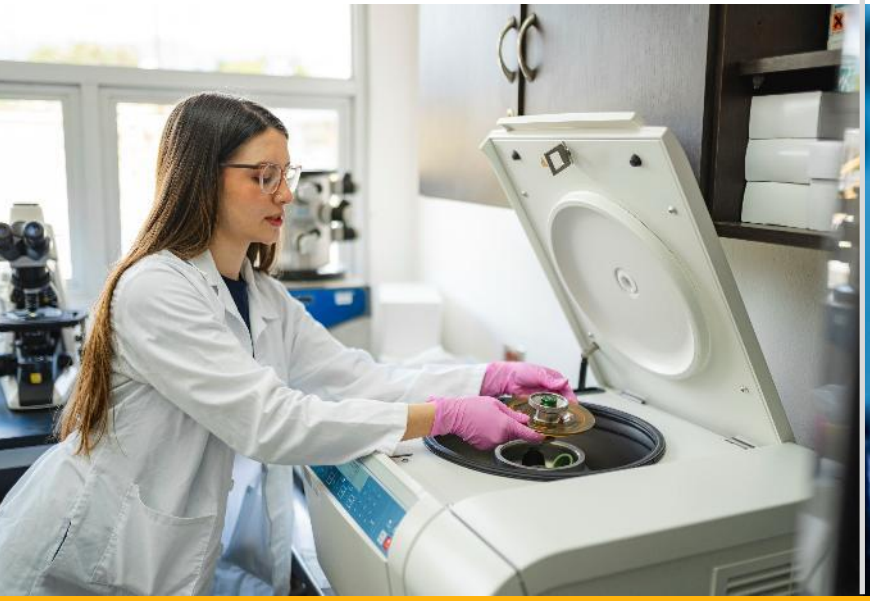


*Expected Q4 (subject to change).

ESSENTIAL SOLUTIONS
FOR RESEARCH & MANUFACTURING

From **washing and handling cells with PBS**, to **preparing and formulating products with WFI**, to **rinsing and dilution with Saline**, Kodak supports research and manufacturing workflows from the lab through commercial production

Academic Labs



Biopharma



CDMOs



DEVELOPING KEY STARTING MATERIALS

KSMs are the critical first link in pharmaceutical manufacturing

KSMs are a defined chemical input used to begin the synthesis of an active pharmaceutical ingredient (API); its structure becomes a significant part of the API

Process Control
Material quality and impurity control influence downstream API manufacturing

Scale-Up Process
Manufacturability must hold from lab through commercial supply

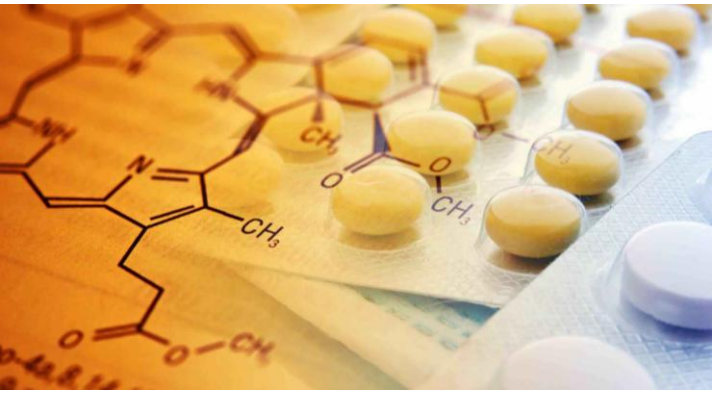
Supply Resilience
Dependable access to upstream materials helps reduce delays and sourcing risk



STRATEGIC PARTNERS

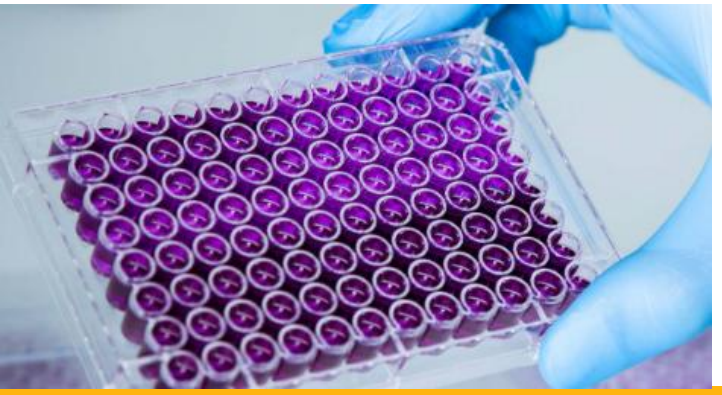
Kodak strengthens U.S. drug manufacturing with domestic non-GMP KSMs and flexible scale-up.

PHARMA INNOVATORS



- Creating custom and proprietary KSMs for U.S.-based pharmaceutical innovators
- Kodak simplifies early-stage transition to scale-up with one reliable partner
- IP protection is critical
- Targeting companies like Bausch & Lomb, Novo Nordisk, Kenvue

CDMOs



- Organizations developing or manufacturing APIs for pharmaceutical sponsors
- Require dependable KSMs that perform consistently in an API manufacturing process
- Value scalable chemistry, analytics, quality discipline and a dependable domestic partner
- Targeting companies like Thermo Fisher Scientific / Patheon, BioVectra

KSM MARKET OPPORTUNITIES

- KSM Manufacturing $3B - $7B
- Process Development & Scale-Up $1B - $3B
- Realistic Addressable Market $1.5B - $2B annually

Highly Fragmented CDMO Market

- No dominant player controls the market
- Customers routinely qualify multiple suppliers
- Technical capability is often more important than scale
- Domestic suppliers can win business based on supply-chain security
- Relationships and responsiveness matter as much as price

Source: Worldwide Pharmaceutical Intermediate CDMO Market 2026 – PW Consulting



KODAK PRINTED ELECTRONICS

A DIFFERENTIATED PLATFORM
BUILT ON KODAK STRENGTHS

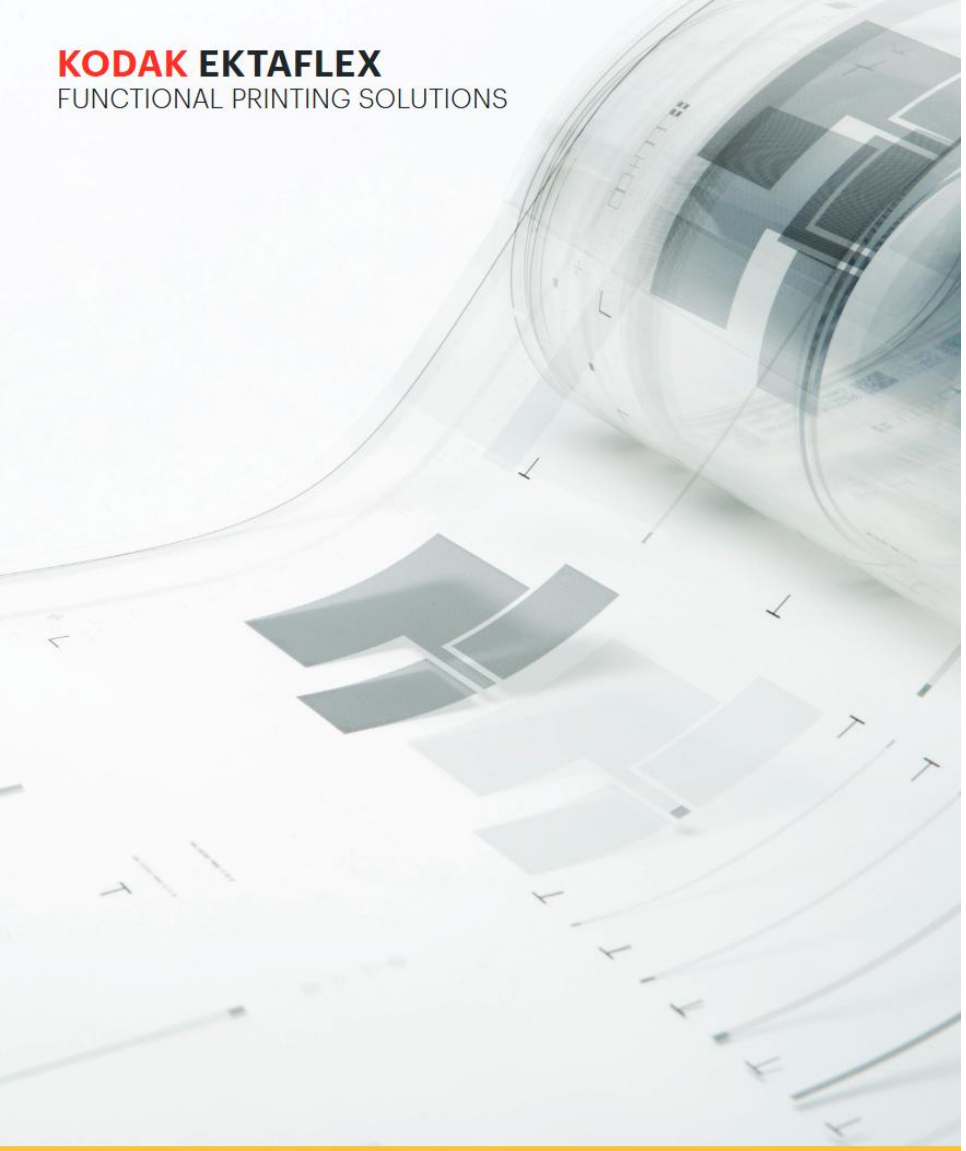
12,800
dpi imaging

6 µm
Achievable line width

Existing Kodak Capabilities

New Functional Products





FROM PRINTING IMAGES TO PRINTING FUNCTION

- **Prepress Solutions**
  - High-resolution flexographic plates
- **Contract Manufacturing**
  - Prototype through production
- **Transparent Copper Micro-Wire Component**
  - Film antennas, heaters and more

HOW KODAK EKTAFLEX WORKS

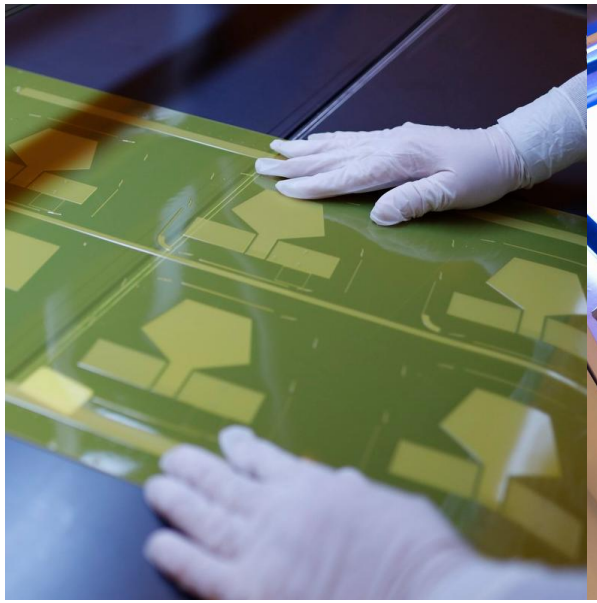
PRINT THE PATTERN. BUILD THE CONDUCTOR. INTEGRATE THE DEVICE

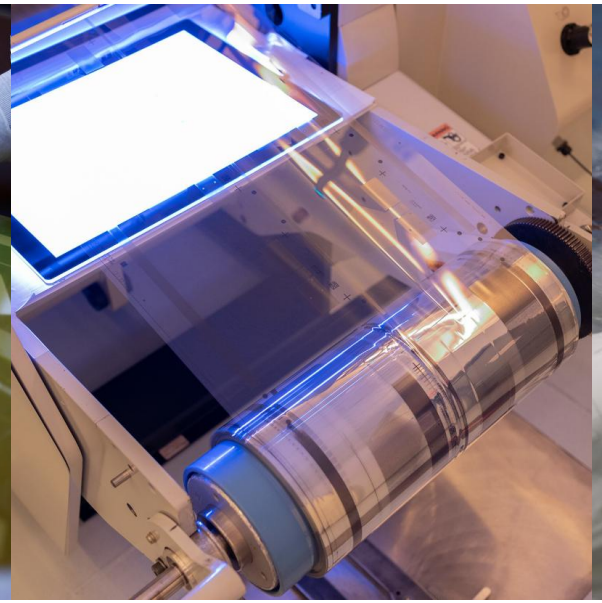
IMAGE
12,800 dpi EKTAFLEX imaging

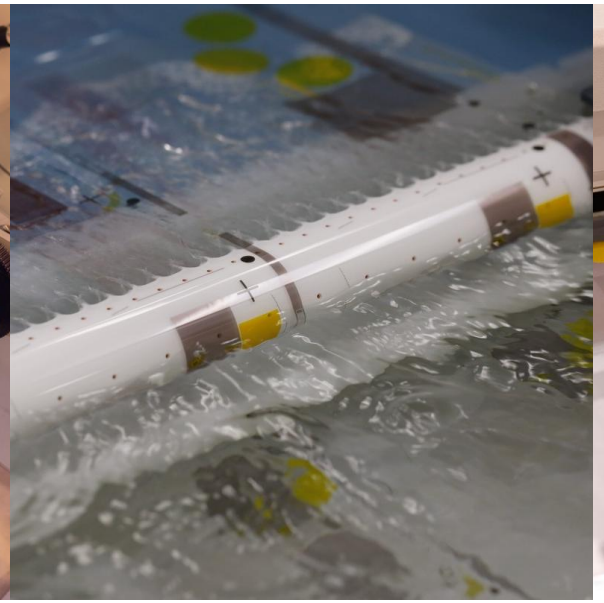
PRINT
Print catalytic pattern on film

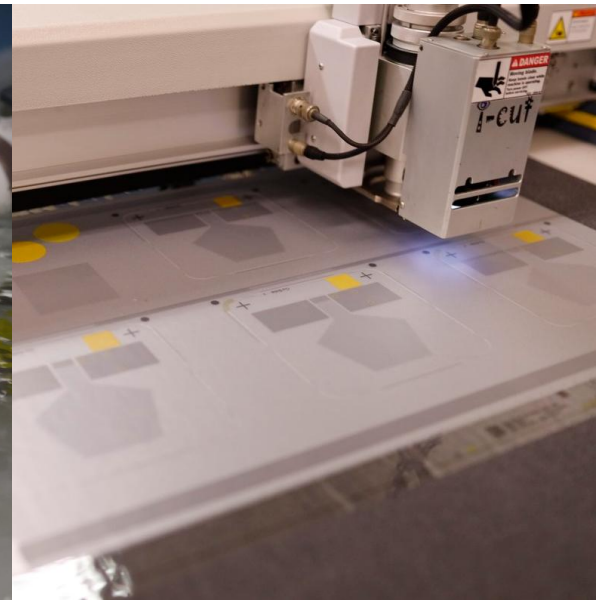
PLATE
Electroless copper plating

FINISH
Passivate and inspect









TRANSPARENT COPPER
MICRO-WIRE PATTERNS



- **Highly Transparent**
  - Nearly invisible to the eye
- **RF Performance**
  - Highly conductive copper patterns for antennas and RF devices
- **Flexible Integration**
  - Lightweight, conformable films
- **Optical Control**
  - Neutral-color passivation and pattern-design options

FUNCTIONAL ELECTRONICS
FOR CONNECTED SURFACES



AUTOMOTIVE & MOBILITY
Transparent antennas & heaters



RF & COMMUNICATIONS
Antennas, RF filters & shielding



COMMERCIAL CONSTRUCTION
Functional films integrated with glass



DISPLAYS & SMART SURFACES
Touch, sensing & surfacing heating



CONNECTED DEVICES & IoT
Sensors, RFID & conductive traces



HEALTHCARE & MEDICAL
Flexible electronic films & components



KODAK LIGHT-BLOCKING TECHNOLOGY

ADVANTAGES OF KODAK
LIGHT-BLOCKING TECHNOLOGY

- Kodak light-blocking technology uses **proprietary microparticle technology** to provide light filtering through **100% blackout** using environmentally safe applications (less carbon, less energy, and less water) without a separate liner
- Interior designers can **create their own designs** without a separate blackout liner
- All products from our facility are **100% flock-free** using the new proprietary formulation Kodak has developed, allowing for the use of less materials and supporting scalable manufacturing
- Tunable technology enables targeted control of UV, visible, and infrared light across the spectrum
- Made in the U.S.A.







USE CASE & TARGETS

- Residential Designers
- Textile Specifiers
- Wholesale Manufacturers Supplying Large Chains
  - Illustrative Target Retailers:
    - The Home Depot
    - Walmart
    - Target
- Established U.S. Residential Blackout Laminate Film Market
  - **$41M - $150M** market size
  - **11.36 – 41.55M sq m** of residential laminate film

Source: Blackout Fabric Laminates Market Size, Growth and Forecast 2032



Thank You

This presentation includes “forward–looking statements” as that term is defined under the Private Securities Litigation Reform Act of 1995.

Forward–looking statements include statements concerning Kodak’s plans, objectives, goals, strategies, future events, future revenue or performance, capital expenditures, liquidity, investments, financing needs and business trends and other information that is not historical information. When used in this presentation, the words “estimates,” “expects,” “anticipates,” “projects,” “plans,” “intends,” “believes,” “predicts,” “forecasts,” “strategy,” “continues,” “goals,” “targets” or future or conditional verbs, such as “will,” “should,” “could,” or “may,” and similar words and expressions, as well as statements that do not relate strictly to historical or current facts, are intended to identify forward–looking statements. All forward–looking statements are based upon Kodak’s expectations and assumptions as of the date of this presentation. Forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results or outcomes, or timing of actual results or outcomes, to differ materially from historical results or those expressed in or implied by such forward-looking statements.

Important factors that could cause actual events, results or outcomes, or their timing, to differ materially from the forward-looking statements include, among others, the risks and uncertainties described in more detail in Kodak’s most recent Annual Report on Form 10-K under the headings “Business,” “Risk Factors,” “Legal Proceedings,” and/or “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Liquidity and Capital Resources,” in the corresponding sections of Quarterly Reports on Form 10-Q subsequently filed by Kodak, and in other filings Kodak makes with the U.S. Securities and Exchange Commission from time to time, including such factors as the actual results of Kodak’s operating and financial performance, liquidity and capital needs, global economic and market conditions or disruptions thereto, the occurrence of events described as risks or uncertainties, and other matters outside of Kodak’s control.

Future events and other factors may cause Kodak’s actual results or outcomes to differ materially from the forward–looking statements. All forward–looking statements attributable to Kodak or persons acting on its behalf apply only as of the date of this presentation and are expressly qualified in their entirety by the cautionary statements included or referenced in this presentation. Kodak undertakes no obligation to update or revise forward–looking statements to reflect events or circumstances that arise after the date made or to reflect the occurrence of unanticipated events, except as required by law.

