



First Quarter 2024 Earnings Call

May 9, 2024

Cautionary Statement Regarding Forward-looking Statements Pursuant to Safe Harbor Provisions of The Private Securities Litigation Reform Act of 1995

Cautionary Statement Regarding Forward-Looking Statements

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, including management’s examination of historical operating trends and data, are based upon Kodak’s current expectations and assumptions. Forward-looking statements are subject to risks, uncertainties and other factors that could cause actual results to differ materially from historical results or those expressed in or implied by such forward-looking statements.

Important factors that could cause actual events or results to differ materially from the forward-looking statements include, among others, the risks and uncertainties described in more detail in Kodak’s Annual Report on Form 10-K for the year ended December 31, 2023 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 Kodak’s Quarterly Report on Form 10-Q for the quarter ended March 31, 2024, and in other filings Kodak makes with the U.S. Securities and Exchange Commission from time to time, as well as the following: Kodak’s ability to improve and sustain its operating structure, cash flow, profitability and other financial results; Kodak’s ability to achieve strategic objectives, cash forecasts, financial projections, and projected growth; Kodak’s ability to achieve the financial and operational results contained in its business plans; Kodak’s ability to obtain additional or alternate financing if and as needed, Kodak’s continued ability to manage world-wide cash through inter-company loans, distributions and other mechanisms, and Kodak’s ability to provide or facilitate financing for its customers; Kodak’s ability to fund continued investments, capital needs, collateral requirements and restructuring payments and service its debt and Series B Preferred Stock and Series C Preferred Stock; Changes in foreign currency exchange rates, commodity prices, interest rates and tariff rates; the impact of the global economic environment, including inflationary pressures, geopolitical issues such as the war in Ukraine and conflicts involving Israel, medical epidemics, and Kodak’s ability to effectively mitigate the associated increased costs of aluminum and other raw materials, energy, labor, shipping, delays in shipment and production times, and fluctuations in demand;



Cautionary Statement Regarding Forward-looking Statements Pursuant to Safe Harbor Provisions of The Private Securities Litigation Reform Act of 1995

Cautionary Statement Regarding Forward-Looking Statements (continued)

Kodak's ability to effectively compete with large, well-financed industry participants or with competitors whose cost structure is lower than Kodak's; the performance by third parties of their obligations to supply products, components or services to Kodak and Kodak's ability to address supply chain disruptions and continue to obtain raw materials and components available from single or limited sources of supply, which may be adversely affected by the war in Ukraine, the conflicts involving Israel, and residual effects of the COVID-19 pandemic; Kodak's ability to comply with the covenants in its various credit facilities; Kodak's ability to effectively anticipate technology and industry trends and develop and market new products, solutions and technologies, including products based on its technology and expertise that relate to industries in which it does not currently conduct material business; Kodak's ability to effect strategic transactions, such as investments, acquisitions, strategic alliances, divestitures and similar transactions, or to achieve the benefits sought to be achieved from such strategic transactions; Kodak's ability to discontinue, sell or spin-off certain non-core businesses or operations, or otherwise monetize assets; the impact of the investigations, litigation and claims arising out of the circumstances surrounding the announcement on July 28, 2020, by the U.S. International Development Finance Corporation of the signing of a non-binding letter of interest to provide a subsidiary of Kodak with a potential loan to support the launch of an initiative for the manufacture of pharmaceutical ingredients for essential generic drugs; and the potential impact of force majeure events, cyber-attacks or other data security incidents that could disrupt or otherwise harm Kodak's operations.

Future events and other factors may cause Kodak's actual results 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.



Agenda

- **Introduction**

Anthony Redding, Chief Compliance Officer

- **CEO Perspective**

Jim Continenza, Executive Chairman

- **First Quarter 2024 Financial Results and Review**

David Bullwinkle, Chief Financial Officer



CEO Perspective

- Print:
 - Continued to invest in innovation across our complete portfolio of offset and digital solutions.
 - Uniquely qualified to help customers navigate and deliver the right solutions based on their needs.
 - Showcasing a range of new products at drupa and running live demonstrations of the PROSPER ULTRA 520 Press to demonstrate its unmatched combination of speed and quality.
 - On April 26, 2024, the Commerce Department announced preliminary findings in its anti-dumping duty investigation on imports of plates manufactured in China and Japan and imposed provisional duties.
- Advanced Materials and Chemicals:
 - Committed to film and continued to invest in manufacturing capacity to meet growing demand in both still and motion picture film.
 - Continue to expand OEM manufacturing for other types of film to help absorb fixed manufacturing costs in our factories.
 - Continued to invest in long-term growth initiatives that leverage our unique strengths in chemicals, layering and coating and vast manufacturing infrastructure.
 - Currently building out a Current Good Manufacturing Practice (“cGMP”) clean lab and reagent facility.



CEO Perspective

- First Quarter 2024 Results:
 - Revenues decreased \$29 million (-10%) compared to the prior year quarter.
 - Gross profit decreased \$1 million (-2%) compared to the prior year quarter.
 - Gross profit percentage was 20% compared to 18% in the prior year quarter.



First Quarter 2024 Results

(\$ millions)	Q1 2024	Q1 2023	Decline - \$	Decline - %
Consolidated Revenue	\$249	\$278	(\$29)	-10%
Gross Profit	\$49	\$50	(\$1)	-2%
Net Income	\$32	\$33	(\$1)	-3%
Changes in Fair Value of Embedded Derivative Liability Features		\$1		
Non-Cash Changes in Workers Compensation and Employee Benefit Reserves	(\$1)	\$1		
Net Gain on Sale of Assets	(\$17)			
Refund from Non-U.S. Governmental Authority		(\$9)		
Adjusted Net Income	\$14	\$26	(\$12)	-46%
Operational EBITDA¹	\$4	\$9	(\$5)	-56%
Non-Cash Changes in Workers Compensation and Employee Benefit Reserves	(\$1)	\$1		
Adjusted Operational EBITDA	\$3	\$10	(\$7)	-70%

- Operational EBITDA was unfavorably impacted by lower volumes and higher costs associated with investments in information technology systems and organizational structure to drive further operational efficiencies, partially offset by lower manufacturing costs due to customer focused initiatives, supply chain and workforce optimization, productivity improvements and other cost savings activities.
- Q1 2024 Gross profit percentage of 20 percent compared to 18 percent in the prior year quarter.

This document should be read in conjunction with Eastman Kodak Company's Quarterly Report on Form 10-Q for the period ended March 31, 2024 (the "Q1 2024 Form 10-Q").

(1) Operational EBITDA is equivalent to "Segment Operational EBITDA" as presented in Note 16, Segment Information to the financial statements included in the Q1 2024 Form 10-Q. Foreign currency had no impact on revenues, gross profit or Operational EBITDA for the three months ended March 31, 2024, compared to the three months ended March 31, 2023.



First Quarter 2024 Cash Flow

(\$ Millions)

Primary Drivers of Cash:

Cash Flow from Operations:

Net income

Depreciation and amortization

Pension and other postretirement income

Change in fair value of embedded conversion features derivatives

Non-cash changes in workers' compensation and other employee benefit reserves

Stock based compensation

Net gain on sale of assets

Provision for deferred income taxes

Change in working capital

(Increase) decrease in miscellaneous receivables

Decrease in liabilities excluding borrowings and trade payables

Other items, net

Net cash provided by operating activities

Net cash provided by (used in) investing activities

Net cash used in financing activities

Effect of exchange rate changes on cash, cash equivalents and restricted cash

Net increase in cash, cash equivalents and restricted cash

Net increase in cash, cash equivalents and restricted cash

Net decrease in restricted cash

Refund from Non-U.S. Governmental Authority

Effect of exchange rates on cash

Adjusted net increase (decrease) in cash and cash equivalents

Three Months Ended March 31,

2024

2023

\$ Change

	2024	2023	\$ Change
Net income	\$ 32	\$ 33	\$ (1)
Depreciation and amortization	7	8	(1)
Pension and other postretirement income	(36)	(36)	-
Change in fair value of embedded conversion features derivatives	-	1	(1)
Non-cash changes in workers' compensation and other employee benefit reserves	(1)	1	(2)
Stock based compensation	3	4	(1)
Net gain on sale of assets	(17)	-	(17)
Provision for deferred income taxes	1	-	1
Change in working capital	45	2	43
(Increase) decrease in miscellaneous receivables	(2)	7	(9)
Decrease in liabilities excluding borrowings and trade payables	(19)	(13)	(6)
Other items, net	4	7	(3)
Net cash provided by operating activities	17	14	3
Net cash provided by (used in) investing activities	7	(5)	12
Net cash used in financing activities	(18)	(1)	(17)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	(3)	-	(3)
Net increase in cash, cash equivalents and restricted cash	\$ 3	\$ 8	\$ (5)

\$11M Use of Cash from Net Earnings

\$28M Cash flow from Balance Sheet Changes

\$22M Year-Over-Year Decrease in Cash Flow from Net Earnings

\$25M Year-Over-Year Increase in Cash Flow from Balance Sheet Changes

Net increase in cash, cash equivalents and restricted cash	\$ 3	\$ 8	\$ (5)
Net decrease in restricted cash	4	-	4
Refund from Non-U.S. Governmental Authority	-	(9)	9
Effect of exchange rates on cash	3	-	3
Adjusted net increase (decrease) in cash and cash equivalents	\$ 10	\$ (1)	\$ 11

This document should be read in conjunction with the Q1 2024 Form 10-Q.



Non-GAAP Measures

In this earnings presentation, reference is made to the following non-GAAP financial measures:

- Net Income excluding changes in fair value of embedded derivative liability features, non-cash changes in workers compensation and employee benefit reserves, net gain on sale of assets and refund from Non-U.S. Governmental Authority (“Adjusted Net Income”);
- Operational EBITDA;
- Operational EBITDA excluding non-cash changes in workers compensation and employee benefit reserves (“Adjusted Operational EBITDA”); and
- Net increase in cash and cash equivalents and restricted cash excluding changes in restricted cash, refund from Non-U.S. Governmental Authority and effect of exchange rates on cash (“Adjusted net increase (decrease) in cash and cash equivalents”).

Kodak believes that these non-GAAP measures represent important internal measures of performance as used by management. Accordingly, where they are provided, it is to give investors the same financial data management uses with the belief that this information will assist the investment community in properly assessing the underlying performance of Kodak, its financial condition, results of operations and cash flow. The performance measure related to Adjusted net increase (decrease) in cash and cash equivalents is an important measure in evaluating the Company’s liquidity.

Kodak’s segment measure of profit and loss is an adjusted earnings before interest, taxes, depreciation and amortization (“Operational EBITDA”). Operational EBITDA represents the earnings from continuing operations excluding the provision for income taxes; non-service cost components of pension and other postemployment benefits income; depreciation and amortization expense; restructuring costs and other; stock-based compensation expense; consulting and other costs; other operating (income) expense; interest expense; and other income, net.



Non-GAAP Measures

The following table reconciles the most directly comparable GAAP measure of Net Income to Adjusted Net Income for the three months ended March 31, 2024 and 2023, respectively:

(in millions)

	<u>Q1 2024</u>	<u>Q1 2023</u>	<u>\$ Change</u>	<u>% Decline</u>
Net Income	\$ 32	\$ 33	\$ (1)	-3%
Changes in Fair Value of Embedded Derivative Liability Features	-	1	(1)	
Non-Cash Changes in Workers Compensation and Employee Benefit Reserves	(1)	1	(2)	
Net Gain on Sale of Assets	(17)	-	(17)	
Refund from Non-U.S. Governmental Authority	-	(9)	9	
Adjusted Net Income	<u>\$ 14</u>	<u>\$ 26</u>	<u>\$ (12)</u>	<u>-46%</u>



Non-GAAP Measures

The following table reconciles the most directly comparable GAAP measure of Net Income to Operational EBITDA and Adjusted Operational EBITDA for the three months ended March 31, 2024 and 2023, respectively:

(in millions)

	Q1 2024	Q1 2023	\$ Change	% Decline
Net Income	\$ 32	\$ 33	\$ (1)	-3%
All other	(1)	-	(1)	
Depreciation and amortization	7	8	(1)	
Restructuring costs and other ⁽²⁾	5	1	4	
Stock based compensation	3	4	(1)	
Consulting and other costs ⁽¹⁾	-	(10)	10	
Other operating (income) expense, net ⁽²⁾	(17)	1	(18)	
Interest expense ⁽²⁾	15	11	4	
Pension income excluding service cost component ⁽²⁾	(41)	(40)	(1)	
Other income, net ⁽²⁾	(2)	(7)	5	
Provision for income taxes ⁽²⁾	3	8	(5)	
Operational EBITDA	\$ 4	\$ 9	\$ (5)	-56%
Non-cash changes in workers compensation and employee benefit reserves	(1)	1	(2)	
Operational EBITDA excluding non-cash changes in workers compensation and employee benefit reserves ("Adjusted Operational EBITDA")	\$ 3	\$ 10	\$ (7)	-70%

Refer to page 13 of this presentation for footnote explanations.



Non-GAAP Measures

The following table reconciles the most directly comparable GAAP measure of Net increase in cash, cash equivalents and restricted cash to Adjusted net increase (decrease) in cash and cash equivalents for the three months ended March 31, 2024 and 2023, respectively

(in millions)	Three Months Ended March 31, 2024	Three Months Ended March 31, 2023	\$ Change
Net cash provided by operating activities	\$ 17	\$ 14	\$ 3
Net cash provided by (used in) investing activities	7	(5)	12
Net cash used in financing activities	(18)	(1)	(17)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	(3)	-	(3)
Net increase in cash, cash equivalents and restricted cash	3	8	(5)
Net decrease in restricted cash	4	-	4
Net increase in cash and cash equivalents	7	8	(1)
Refund from Non-U.S. Governmental Authority	-	(9)	9
Effect of exchange rates on cash	3	-	3
Adjusted net increase (decrease) in cash and cash equivalents	\$ 10	\$ (1)	\$ 11



Non-GAAP Measures

Footnote Explanations:

- (1) Consulting and other costs are primarily professional services and internal costs associated with certain corporate strategic initiatives, investigations and litigation. Consulting and other costs in the three months ended March 31, 2023 included \$10 million of income in representing insurance reimbursement of legal costs previously paid by the Company associated with investigations and litigation matters.
- (2) As reported in the Consolidated Statement of Operations.





APPENDIX

First Quarter 2024 Financial Summary by Reportable Segment

(\$ millions)

Q1 2024 Actuals	Print	Advanced Materials & Chemicals	Brand	Total
Revenue	\$ 182	\$ 59	\$ 4	\$ 245
Operational EBITDA ⁽¹⁾	\$ -	\$ 1	\$ 3	\$ 4
Q1 2023 Actuals	Print	Advanced Materials & Chemicals	Brand	Total
Revenue	\$ 209	\$ 61	\$ 4	\$ 274
Operational EBITDA ⁽¹⁾	\$ 6	\$ -	\$ 3	\$ 9
Q1 2024 vs. Q1 2023 Actuals B/(W)	Print	Advanced Materials & Chemicals	Brand	Total
Revenue	\$ (27)	\$ (2)	\$ -	\$ (29)
Operational EBITDA	\$ (6)	\$ 1	\$ -	\$ (5)

(1) Operational EBITDA is equivalent to "Segment Operational EBITDA" as presented in Note 16, Segment Information to the financial statements included in the Q1 2024 Form 10-Q. Foreign currency had no impact on revenues or Operational EBITDA for the three months ended March 31, 2024, compared to the three months ended March 31, 2023. Eastman Business Park segment is not a reportable segment and is excluded from the table above





Thank You

