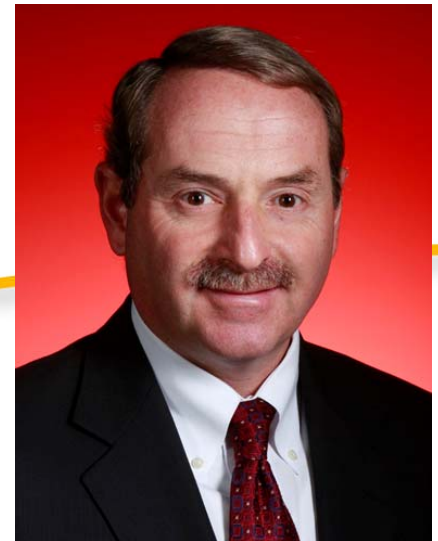


The New Kodak

Frank Sklarsky

Chief Financial Officer and Executive Vice President

Merrill Lynch Technology Conference
May 7, 2008

The Kodak logo is displayed in its signature red, bold, sans-serif font. It is positioned in the lower-left area of the slide, partially overlaid by a yellow graphic element consisting of a thick, wavy line and several squares.

CAUTIONARY STATEMENT PURSUANT TO SAFE HARBOR PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

Certain statements in this presentation may be forward-looking in nature, or "forward looking statements" as defined in the United States Private Securities Litigation Reform Act of 1995. For example, references to the Company's expectations regarding revenue, revenue growth, revenue mix, rate of change in revenue, gross margin, earnings, cash, cash plan, target business model, portfolio expansion, and restructuring/rationalization are forward-looking statements.

Actual results may differ from those expressed or implied in forward-looking statements. In addition, any forward-looking statements represent the Company's estimates only as of the date they are made, and should not be relied upon as representing the Company's estimates as of any subsequent date. While the Company may elect to update forward-looking statements at some point in the future, the Company specifically disclaims any obligation to do so, even if its estimates change. The forward-looking statements contained in this report are subject to a number of factors and uncertainties, including our successful:

- *execution of the digital growth and profitability strategies, business model and cash plan;*
- *management of our global shared services model including outsourced functions;*
- *implementation of, and performance under, the debt management program, including compliance with the Company's debt covenants;*
- *development and implementation of product go-to-market and e-commerce strategies;*
- *protection, enforcement and defense of the Company's intellectual property, including defense of its products against the intellectual property challenges of others;*
- *execution of intellectual property licensing programs and other strategies;*
- *integration of the Company's businesses to SAP, the Company's enterprise system software;*
- *execution of our planned process-driven productivity gains;*
- *commercialization of our breakthrough technologies;*
- *expansion of our product portfolios in each of our business segments;*
- *ability to accurately predict product, customer and geographic sales mix and seasonable business trends;*
- *reduction of inventories;*
- *integration of acquired businesses and consolidation of the Company's subsidiary structure;*
- *improvement in manufacturing productivity and techniques;*
- *improvement in working capital management and cash conversion cycle;*
- *continued availability of essential components and services from concentrated sources of supply;*
- *improvement in supply chain efficiency and dependability; and*
- *implementation of the strategies designed to address the decline in the Company's traditional businesses.*

The forward-looking statements contained in this presentation are subject to the following additional risk factors:

- *inherent unpredictability of currency fluctuations, commodity prices and raw material costs;*
- *competitive actions, including pricing;*
- *uncertainty generated by recent volatility in the commercial paper, debt and equity markets;*
- *the nature and pace of technology evolution;*
- *changes to accounting rules and tax laws, as well as other factors which could impact the Company's reported financial position or effective tax rate;*
- *pension and other postretirement benefit cost factors such as actuarial assumptions, market performance, and employee retirement decisions;*
- *general economic, business, geo-political and regulatory conditions or unanticipated environmental liabilities or costs;*
- *changes in market growth;*
- *continued effectiveness of internal controls; and*
- *other factors and uncertainties disclosed from time to time in the Company's filings with the Securities and Exchange Commission.*

Any forward-looking statements in this presentation should be evaluated in light of these important factors and uncertainties.

In this presentation Kodak references certain non-GAAP financial measures, “EFO excluding charges for carryover restructuring/rationalization in dollars and as a percent of revenue”, “EBITDA”, “Cash Generation before Dividends”, “Cash Generation Excluding Carryover Restructuring/Rationalization”.

Kodak has prepared a reconciliation of these non-GAAP measures to the comparable GAAP measures. This additional information is attached as an appendix to the copy of this morning’s presentation material which is posted in the Investor Center of Kodak’s web site, Kodak.com.

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Corporate Profile

Kodak is the world’s foremost imaging innovator. With sales of \$10.7 billion in 2006, the company is committed to a digitally oriented growth strategy focused on helping people better use meaningful images and information in their life and work. Consumers use Kodak’s system of digital and traditional products and services to take, print and share their pictures anytime, anywhere; Businesses effectively communicate with customers worldwide using Kodak solutions for prepress, conventional and digital printing and document imaging; and Creative Professionals rely on Kodak technology to uniquely tell their story through moving or still images.

More information about Kodak (NYSE: EK) is available at www.kodak.com

Selected News

Date	Title
02/04/08	Kodak and Donruss Tackle Counterfeiting at Super Bowl XLII
02/04/08	Kodak Revolutionizes Image Capture with New High-Resolution CMOS Image Sensor
01/31/08	KODAK Launches Online Contest Seeking Knockout Moments
01/31/08	KODAK APEX System Wins Prestigious DIMA Innovative Digital Product Award

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Webcast
Q4 2007 Eastman Kodak Company Earnings Conference Call (Replay)
01/30/08 at 11:00 a.m. ET

Volume 3,242,432
Intraday High \$20.31
Intraday Low \$19.60
Data as of 02/04/08 4:00 p.m. ET
Minimum 20 minute delay
[Refresh quote](#)

Featured Documents

- CES Transcript, January 8, 2008
- CES Presentation, January 8, 2008
- Citigroup Tech Conference - September 5, 2007

To access this material, go to Kodak.com. From Kodak’s home page click on “Investor Center,” at the bottom on the screen. The presentation materials and appendix are listed on that page under “Featured Documents.”

Key Messages of the New Kodak

Successfully completed our four-year restructuring and our 2007 results reflect the positive benefits

Competitive solutions created from a unique IP portfolio combining materials science and digital image science




Sustainable traditional business model generates strong cash flow, as a result of cost cutting and accelerated depreciation

Strong digital growth supported by a differentiated portfolio in growing markets plus leading market positions and/or disruptive technology

Poised to achieve sustainable, profitable growth through portfolio expansions in capture and exponential annuity growth in output

Building Transparency into our Digital Businesses

The New Reporting Structure (effective 1/1/08)

Digital		Traditional	
CDG Consumer Digital Imaging Group		GCG Graphic Communications Group	
			
Revenue		Revenue	
Digital Capture and Devices	>\$2.5B	Enterprise Solutions	>\$1.0B
Inkjet Systems		Inkjet Printing Solutions	
Digital Retail Solutions	>\$1.0B	Electrophotographic Printing Solutions	
Consumer Imaging Services		Prepress Solutions	>\$2.0B
		Document Imaging	\$0.5B
		FPEG Film, Photofinishing, & Entertainment Group	
			
		Revenue	
		Entertainment Imaging	\$1.1B
		Film Capture	\$0.5B
		Paper & Chemicals Photofinishing	\$1.2B
		Aerial and Industrial Markets	\$0.3B
		Graphic Arts Film	
		Other External Sales	

This is the New Kodak: 2008 Financial Targets

Revenue Growth	Digital	7% to 10%	0% - 2%
	Traditional	-14% to -12%	

EFO
excludes charges for carryover
restructuring/rationalization

\$400M - \$500M

EBITDA

~\$1B+

Cash Generation
before dividends

\$400M - \$500M

Cash Generation
excluding carryover restructuring/rationalization

\$550M - \$650M

2008 Business Model

	Traditional FPEG	Digital CDG & GCG	Total
Revenue Change	-14% to -12%	7% - 10%	0% - 2%
Gross Profit	23% - 25%	26% - 28%	26% - 27%
R&D	2%	6% - 7%	5% - 6%
SG&A	~15%	~17%	16% - 17%
*EFO	6% - 8%	3% - 4%	4% - 5%

*Excludes charges for carryover restructuring/rationalization

Key Takeaways

Corporate Restructuring is Complete

Significant Liquidity Position Provides Flexibility

Focus on Growing Digital Businesses

Sound Criteria for Evaluating Capital Deployment

Kodak

Questions & Answers



In its May 7, 2008 Merrill Lynch Technology Conference presentation, Eastman Kodak Company ("The Company") referenced certain non-GAAP financial measures, "EFO excluding charges for carryover restructuring/rationalization in dollars and as a percent of revenue", "EBITDA", "Cash Generation before Dividends", "Cash Generation Excluding Carryover Restructuring/Rationalization.

The Company believes that these non-GAAP measures represent important internal measures of performance. 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 the Company, its financial condition, results of operations and cash flow on a year-over-year basis. The following reconciliations are provided with respect to terms used in the May 7, 2008 Merrill Lynch Technology Conference presentation of Kodak's Chief Financial Officer Frank Sklarsky.

1 The following table reconciles 2008 EFO excluding charges for carryover restructuring/rationalization in dollars and as a percent of revenue and EBITDA goal to the most directly comparable GAAP measure of earnings from continuing operations before interest, other income (charges), net and income taxes (amounts in millions):

	<u>2008 Goal</u>	
	<u>Amount</u>	<u>Percent of Revenue</u>
EFO excluding charges for carryover restructuring/rationalization, as presented	\$400-\$500	4%-5%
Restructuring/rationalization costs and other operating income (expense), net	\$(60)-\$(80)	-1%
Earnings from continuing operations before interest, other income (charges), net and income taxes (GAAP basis)	\$360-\$400	<u>3%-4%</u>
Depreciation and Amortization	~\$675	
EBITDA, as presented	<u>\$1,000-\$1,100</u>	

2 The following table reconciles 2008 cash generation excluding carryover restructuring/rationalization to the most directly comparable GAAP measure of net cash provided by continuing operations from operating activities (amounts in millions):

	<u>2008 Goal</u>
Cash generation excluding carryover restructuring/rationalization, as presented	\$550-\$650
Projected restructuring payments	~\$150
Cash generation before dividend payments	<u>\$400-\$500</u>
Additions to properties, net proceeds from the sales of businesses/assets, distributions from (investments in) unconsolidated affiliates and dividends	<u>\$125-\$175</u>
Net cash provided by continuing operations from operating activities (GAAP basis), as presented	<u>\$575-\$625</u>

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