

Application for DFC-DPA Loan Program (DFC-014)

OMB No.

Responses to questions which call for estimates or projections should take the form of good faith statements made to the best of the applicant's knowledge and belief. Statements of fact provided in this document must be accurate as of the date of submission. Anyone who knowingly makes a false statement with the intent to influence DFC's loans or other investments may be criminally prosecuted. Such false statements are also grounds for DFC to terminate a commitment or declare a contract default. These rights are in addition to any other rights or remedies available to the United States government. Neither submission nor acceptance of this application implies that the proposed transaction is eligible for support or that support will be provided.

Information provided in this form will be deemed designated as "confidential commercial information" in accordance with Freedom of Information Act (FOIA) regulations at 22 C.F.R. Part 706, and will be treated as such to the extent permitted by applicable law.

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This Form and any attached supporting documentation will enable DFC personnel to make a preliminary determination of whether your proposal meets eligibility and basic underwriting requirements. **DFC-DPA Loans are limited to projects that support the national response and recovery to the COVID-19 outbreak, or the resiliency of any relevant domestic supply chain.** Please click here to review the basic eligibility requirements and the DFC-DPA Loan Program origination process. For general questions or eligibility questions, please email [email address of new DFC domain to be added]. If a particular question on this form is unclear, please email [email address of new DFC forms domain to be added].

If you are applying for a Funds transaction, please skip to Section 2.

Section 1: Project-Specific Transactions

QUESTION 1: SPECIFY FINANCING STRUCTURE

The DFC-DPA Loan Program (DDL P) supports a wide variety of transactions by providing direct financing. Though each transaction may have unique structural aspects, all transactions fit into one of two basic structural categories. Please read the definitions below and choose the structure that best fits the type of support that you are seeking.

<input type="checkbox"/>	Project Finance/Investment: DFC provides financing to a stand-alone project or single purpose entity.
<input type="checkbox"/>	Corporate Finance/Investment: DFC provides financing to a general corporate entity that already has an operational track record.

QUESTION 2: IDENTIFY THE PROPOSED BORROWER/INVESTEES

In each DFC-supported transaction, DFC enters into a contractual relationship with a Borrower/Investee (in the case of Project Finance or Corporate Finance transactions). Please list the location and contact information for that party. If that party has not yet been formed/incorporated, please list approximate information that will allow us to create a placeholder for that party in our transaction tracking systems.

Borrower/Investee	
Name:	
Address (incl. city and country):	
website (if avail):	
DUNS Number:	
U.S. Tax Identification Number:	or N/A – Not a US Taxpayer

QUESTION 3: IDENTIFY THE APPLICANT REPRESENTATIVE

Please provide contact information for the individual who will be DFC’s primary point of contact regarding this application.

Name and Title of Representative:
Relationship to the Borrower/Investee/Guaranteed Party:
Name of Representative’s Company (if different from the Borrower/Investee/Guaranteed Party)
Address:
Phone Number 1 (office): (b) (6)
Phone Number 2 (mobile)
E-mail (b) (6)

QUESTION 4: IDENTIFY THE KEY PARTIES INVOLVED WITH THE TRANSACTION

Evaluating the business entities and/or individuals that will own, manage or make other critical contributions to the transaction being financed is an important part of DFC’s underwriting process.

Please attach detailed chart(s)/schematic(s) showing the structure of the proposed transaction and key relationships. These may include ownership charts, organizational/management structures, contractual relationship schematics, etc.

Please list and provide requested information on each of the following types of entities/individuals. If an entity/individual plays multiple roles in a transaction, only list them once and indicate their most important/primary role:

- Each business entity/individual that owns 10% or more (either directly or indirectly) of the Borrower/Investee/transaction.
- Each business entity/individual that does or intends to provide credit support (e.g. a guarantor)
- Each business entity/individual that does or will have a significant managerial relationship with the Borrower/Investee/transaction (e.g. executives/directors).
- Each business entity/individual that does or will have a primary contractual relationship with the Borrower/Investee (e.g. construction contractor, operations and maintenance contractor, hotel management company, etc.)

Name	
Type of Entity	
Country of Citizenship (for Individuals) or Incorporation (for Business Entities)	
Primary Relationship to Borrower/Investee/Transaction	
Veteran Owned or Led?	
Minority Owned or Led?	
Women Owned or Led?	
If yes, please provide:	

% owned by women	
# of women on Board of Directors	
names and titles of women owners and executives:	

QUESTION 5: DESCRIBE THE TRANSACTION

Please provide a brief description of the proposed transaction, making sure to address the following:

- What are the objectives of the proposed transaction?
- What factors or resources under the control of the involved parties will contribute most toward meeting those objectives and why?
- How would DFC’s participation in the transaction contribute to its success?

Please attach the following supporting documents:

Business Plan/Preliminary Information Memorandum	
Financial Projections Model	
Historical Financial Statements	

QUESTION 6: DETAIL COSTS AND FUNDING

[If the Financing Structure chosen in Question 1 was Project Finance/Investment, then the online form will show the following:]

For a Project Finance transaction, please provide a detailed list of the estimated project costs and the types and amounts of funding that will be used to cover them. Remember to include both hard/physical asset costs (e.g. buildings or equipment) and soft/implementation costs (e.g. legal or consultant services, fees, contingency etc.) in the cost estimate. The total cost amount in Column A must equal the total funding amount in Column B. For an example, please click [here].

Cost Item	Column A		Funding Source	Column B	
	USD	%		USD	%
(b) (4)			Debt:		
			DFC loan (indicate proposed term)	(b) (4)	
			Other term debt (indicate proposed term)		
			Supplier financing		
			Subordinated Debt:		
			Third party subordinated debt		
			Shareholder subordinated loans		
			Equity:		
			Cash		

			In-kind contribution ¹		
			Grants		
			Other (please describe)		
Total Project Costs:			Total Project Funding		

[If the Financing Structure chosen in Question 1 was Corporate Finance, then the online form will show the following:]

For a Corporate Finance transaction, please provide a detailed list of how the DFC-supported funding would be used and how the proposed transaction would affect the existing corporate funding structure/leverage of the Borrower. For an example, please click [\[here\]](#).

Uses of the DFC-supported Funding

Cost Item	USD	%
Total Costs		

Balance Sheet Comparison

Existing Balance Sheet	USD	%	Proposed Future Balance Sheet	USD	%
Total Assets			Total Assets		
			DFC Debt		
Total Debt/Liabilities			Non-DFC Debt/Liabilities		
Net Worth					
			Non-DFC Net Worth		

Would DFC debt be used to repay any existing debt?

If yes, please describe the source and current terms of the debt that would be repaid and why the repayment is important to the overall objective of the transaction.

¹ An in-kind contribution could be a hard asset such as a building, land or equipment. In order for DFC to credit it as an equity contribution, it must be titled to the Borrower, and DFC must receive reasonable documentation of its market value (e.g. a recent appraisal, sales invoice, etc.)

QUESTION 7: DESCRIBE COLLATERAL AND/OR CREDIT ENHANCEMENTS (IF APPLICABLE)

DFC usually requires a collateral/credit enhancement package tailored to the specific risks of a given transaction. Following are indicative categories of collateral/credit enhancement that DFC may require. Please indicate below those categories that may be available (check all that apply):

Pledge of shares of the Borrower

Liens/Mortgages on Borrower assets (Specify types/locations: _____)

Liens/Mortgages on other assets (Specify types/locations: _____)

Guaranties from creditworthy individuals or companies (Specify name(s) of guarantor(s):)

Irrevocable standby letter(s) of credit

Debt Service Reserve Account

“Key Man” Life Insurance

Other (describe:_____)

QUESTION 8: MANAGEMENT EXPERIENCE AND TRACK RECORD

Briefly describe relevant experience (in the sector, in the market, etc.) that the key parties (individually or as a team) may contribute towards the success of the proposed transaction.

Please attach a document compiling CVs or other documentation that demonstrates this experience:

Question 9: PROVIDE INFORMATION ON PRIVATE SECTOR SOURCES OF FINANCING

DFC does not compete with private sector providers of financing. Therefore, DFC requires that applicants: (a) evaluate the possibility of obtaining financing from private sources and (b) decide to pursue DDLP financing because private financing is not available on reasonable terms sufficient to make the investment viable.

Have you evaluated the possibility of obtaining financing for this transaction from private sector sources?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Have you determined that private sector financing is not a viable option in this case?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If <u>Yes</u> , please list the private sector funding source(s) you have approached regarding this transaction and explain why private financing is not a viable option (i.e., unworkable tenor and/or pricing).		

SUBMISSION/SIGNATURE Page

I certify that:

the Applicant or any owner of the applicant is not presently suspended, debarred, proposed for debarment, declared ineligible, voluntarily excluded from participation in this transaction by any Federal department or agency, or presently involved in any bankruptcy.

the Applicant, any owner of the applicant, or any business owned or controlled by any of them, has not ever obtained a direct or guaranteed loan from any Federal agency that is currently delinquent or has defaulted in the last 7 years and caused a loss to the government.

the Applicant (if an individual) or any individual owning 20% or more of the equity of the Applicant is not subject to an indictment, criminal information, arraignment, or other means by which formal criminal charges are brought in any question, or presently incarcerated, or on probation or parole.

Within the last five years, for any felony, the Applicant (if an individual) or any individual owning 20% or more of the equity of the Applicant has not: (1) been convicted; (2) pleaded guilty; (3) pleaded nolo contendere; (4) been placed on pretrial diversion; or (5) been placed on any form of parole or probation (including probation before judgment).

all loans will be used for eligible projects within the United States.

I certify that the statements and information provided herein are true to and correct to the best of my knowledge and belief. I understand that knowingly making a false statement to obtain this loan is punishable under the law, including under 18 U.S.C. 1001 and 3571 by imprisonment of not more than five years and/or a fine of up to \$250,000 or twice the gross pecuniary gain from the offense or twice the gross pecuniary loss to another person; and, if submitted to a federally insured institution, under 18 U.S.C. 1014 by imprisonment of not more than 30 years and/or a fine of not more than \$1,000,000."

Name:

Title/Role in Transaction:

Email Address: (b) (6)



Note: Some of the questions in the form require the attachment of specific documents. In addition, at the bottom of every page of the electronic form, there is a link that will allow the applicant to attach additional supporting documentation as necessary. A list of the essential supporting documentation requested by DFC is as follows:

SUPPORTING DOCUMENTATION

1. COMPLETE BUSINESS PLAN/PRELIMINARY INFORMATION MEMORANDUM

Since DFC supports a variety of transaction structures in many different sectors/industries, it is not possible to provide a standard business plan template. The following checklist details the items that applicants should consider as they prepare their business plans. Please provide as complete a business plan as possible.

Investment/Transaction Summary

- **Investment/Transaction Description/Status** Describe the purpose for which the DDLP is to be used and investment made to date, market or feasibility studies performed, status of documentation/permits/government consents, environmental studies, past and ongoing consultations with project-affected communities (including disadvantaged and vulnerable groups), etc.
- **Financial Plan and Credit Support** Describe the proposed DFC and other lender debt -- loan amount, tenor, grace period -- and source, timing and amount of equity contributions, grants or other funding; describe any proposed collateral and other credit support

Key Parties

- **Owners/Shareholders, Guarantors, Management, Contractors, Regulators** -- Provide detailed information on the key parties associated with the transaction, fully explain their role(s), and explain the relationships among them. If certain characteristics (e.g. a strong credit rating) or capabilities/experience (e.g. a strong track record in a given market or industry) are important to that party being considered a good candidate to fulfill their role in the transaction, please highlight that information.

Sector/Target Market/Economics

- **Sector/Industry** Describe the competitive environment in which the investment is being made and any recent or emerging trends that may affect its success.
- **Product/Services** Describe the ultimate products or services that this investment will produce, and in what quantity.
- **Economic/Technical Specifications** If relevant, provide economic assumptions, technical parameters, construction plans/schedule, equipment/land to be procured, off-take arrangements, etc.
- **Agreements** List any key contractual arrangements necessary to the success of the investment such as concession or franchise/royalty agreement(s), construction contract(s), offtake agreement(s), environmental impact studies, feasibility studies, marketing studies, technical assistance agreement(s), management services agreement(s), lease(s), etc. (and attach electronically if available)

Legal, Economic, Political Environment and Government Participation

- **Licenses/Permits** List all licenses, permits, consents, approvals, environmental requirements etc. required by the country/local government and the status of such documentation.

For a partnership:
years)

- Annual Financial Statement (preferably audited; most recent 3
- General Partner information, including (i) current signed Statement of Net Worth (assets, liabilities, net worth) and (ii) ownership

For an individual:

- Current Signed Personal Financial Statement (assets, liabilities, net worth) – provide link to DFC-005 (fillable PDF)
- Tax Return (most recent 3 years)

Section 2: Investment Funds Transactions

Proposal Date	
GP Main Point of Contact (First Name)	
GP Main Point of Contact (Last Name)	
GP Main Point of Contact (Email)	
GP Main Point of Contact (Phone Number)	
Name of Firm	
Address of Firm Headquarters	
City of Firm Headquarters	
Country of Firm Headquarters	
Other Firm Locations (cities)	
Year Firm Established	
Website of Firm	

FUND OVERVIEW	
Fund Name	
Fund Target Size in USD (including DFC amount)	
Max Fund Target Size in USD (including DFC amount)	
Min Fund Target Size in USD (including DFC amount)	
Proposed GP Commitment (%)	
Proposed DFC Commitment	
Fund Sectors	
If Other Sectors/Industries (please describe)	
Projected Fund Multiple and IRR returns (gross)	
Brief Description of the Fund and its Strategy	
Brief Description of the Fund for Public Disclosure After Approval (character range 40-149)	

MANAGEMENT OVERVIEW

Fund Team Formation: Describe how the Fund Manager and the team were initially formed and provide a brief history of how they have evolved to date. You may also refer to appropriate sections in the PPM or marketing presentation.

Number of Partners

Total Number of Employees/Number of Senior Investment Professionals

Is the General Partner or Investment Manger a women-owned enterprise or women-led enterprise?

Please provide the current or projected number of female members of the GP's or FM's board of directors or other governing body, if applicable

GP _____ #
FM _____ #

Firm's Assets Under Management

Number of Funds Previously Managed by this Firm

SENIOR INVESTMENT TEAM BACKGROUND

Name	Title	Year joined firm	Location (city, country)	Focus (industry, function, if any)	Prior work experience (include firm, position, number of years)	Education

LP BASE

Total Capital Raised to Date in USD

Total Capital Raised to Date (% of Target Fund Size)

First Close Date (actual/anticipated) and Amount

(i) Explain why you are seeking DDLP funding. (ii) What efforts have been taken to raise capital from private sector investors and what has been the outcome of those efforts? (iii) Is there a lack of available private sector support for the Fund, or for portfolio companies and if so for what reason?

List of Investors in prior funds and those who have Committed to this Fund and Amount

Name	Commitment to prior fund(s)	Commitment to this Fund	Location (country)

List of new Investors committed to this Fund

Name	Commitment	Location (country)

TRACK RECORD

Attach a summary of prior fund performance (see Track Record template)

INVESTMENT POLICY & ESG

Describe the impact you believe the Fund will have (e.g., job creation, development of critical supply chains, number/value of product produced or supplied ,).

Will the Fund target investments that are female-owned or serve female clients, clients located in rural areas, or other underserved populations?

If so, what percentage will be dedicated to these populations?

Women: _____%
 Rural: _____%
 Other: _____%

Number and percentage of female staff (GP, Fund Manager and Fund)

	Number/Percentage of staff
General Partner	
Fund Manager	
Fund	

Please describe the Fund's practices concerning provision of accountability and access to remedy

OTHER - MISCELLANEOUS

(i) Describe any potential conflicts of interest of which you are aware. (ii) How do you plan to resolve potential conflicts of interest within the Fund, or with other investment vehicles managed by your organization or its affiliates?

Are there any substantive litigation, dispute resolutions, or regulatory actions brought against the manager, its principals or any portfolio companies?

If yes, please attach an explanation describing any litigation, community dispute, or complaint resolution processes that have occurred or are occurring involving the manager, its principals and/or its portfolio companies.

ATTACHMENTS

Attach the Fund's most recent marketing presentation

Attach the Fund's investment pipeline

Attach the Fund's PPM (if available)

Attach Fund's ESG Policies

Attach Fund's Know Your Customer Policies

Attach LPA (if available)

PROPOSAL DOCUMENTS

Document Name	Description	Document Date	File Name

SUBMISSION/SIGNATURE Page

I certify that:

the Applicant or any owner of the applicant is not presently suspended, debarred, proposed for debarment, declared ineligible, voluntarily excluded from participation in this transaction by any Federal department or agency, or presently involved in any bankruptcy.

the Applicant, any owner of the applicant, or any business owned or controlled by any of them, has not ever obtained a direct or guaranteed loan from any Federal agency that is currently delinquent or has defaulted in the last 7 years and caused a loss to the government.

the Applicant (if an individual) or any individual owning 20% or more of the equity of the Applicant is not subject to an indictment, criminal information, arraignment, or other means by which formal criminal charges are brought in any question, or presently incarcerated, or on probation or parole.

Within the last five years, for any felony, the Applicant (if an individual) or any individual owning 20% or more of the equity of the Applicant has not: (1) been convicted; (2) pleaded guilty; (3) pleaded nolo contendere; (4) been placed on pretrial diversion; or (5) been placed on any form of parole or probation (including probation before judgment).

all loans will be used for eligible projects within the United States.

I certify that the statements and information provided herein are true to and correct to the best of my knowledge and belief. I understand that knowingly making a false statement to obtain this loan is punishable under the law, including under 18 U.S.C. 1001 and 3571 by imprisonment of not more than five years and/or a fine of up to \$250,000 or twice the gross pecuniary gain from the offense or twice the gross pecuniary loss to another person; and, if submitted to a federally insured institution, under 18 U.S.C. 1014 by imprisonment of not more than 30 years and/or a fine of not more than \$1,000,000.”

Name:

Title/Role in Transaction:

Email Address:

July 28, 2020

Jim Continenza
Executive Chairman and CEO
Eastman Kodak Company
343 State Street
Rochester, New York 14650

Subject: Request for Support under the DFC-DPA Loan Program

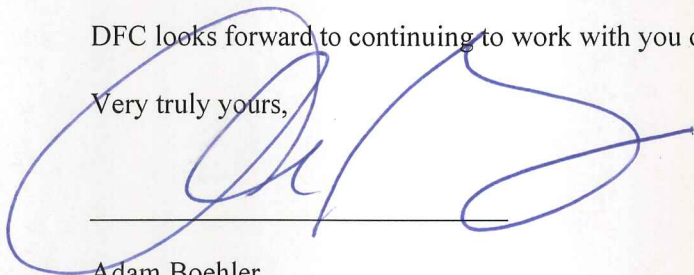
Dear Mr. Continenza:

As you know, the President delegated to the Chief Executive Officer of the U.S. International Development Finance Corporation (“DFC”) authority under title III of the Defense Production Act (“DPA”) to make loans to create, maintain, protect, expand, and restore the domestic industrial base capabilities, including supply chains within the United States and its territories, needed to respond to the COVID-19 outbreak. We have preliminarily reviewed your proposal to establish a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines (the “Project”) by Eastman Kodak Company (to be replaced by a SPV) (the “Company”). This letter is to indicate DFC’s intention to proceed with your application for a loan for the Project, in accordance with the terms of the non-binding term sheet negotiated between DFC and the Company, subject to DFC’s comprehensive review and approval process.

DFC’s comprehensive review process includes, without limitation, final confirmation of the Project’s eligibility for the DFC-DPA loan program, economic/financial viability, compliance with environmental requirements, compliance with legal and regulatory requirements, know your customer due diligence on the Company and other parties involved in the Project, and any other due diligence requirements that may be identified during DFC’s review process. The results of our due diligence would need to be submitted to relevant levels of DFC management for review and approval. As you may expect, DFC cannot, without satisfactory completion of this process, enter into any commitments for this Project and this letter is not and cannot be deemed to be an agreement or commitment by DFC to provide support for the Project.


DFC looks forward to continuing to work with you on your request for DFC-DPA loan support for the Project.

Very truly yours,



Adam Boehler
Chief Executive Officer
U.S. International Development Finance Corporation

Acknowledged:



Jim Continenza
Executive Chairman and CEO of
Eastman Kodak Company, on behalf of an entity
to be formed

1100 New York Avenue Northwest
Washington, DC 20527
Office +1 202.336.8400



Volume II: Cost Proposal

Full Proposal Submitted for Consideration under
Solicitation

Research Area of Interest:

This proposal is made in agreement with all the terms and conditions of this Solicitation.

Establishing a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines

<p>Prime Offeror: Eastman Kodak Company (Kodak) Tel: (b) (6) e-mail: (b) (6) Date of Submission: June 3, 2020 Updated: June 5, 2020 Proposed Period of Performance: 06/2020 to 12/31/2026</p> <p><u>DUNS Number:</u> 002206183</p> <p><u>CAGE Code:</u> 19139</p> <p><u>TIM:</u> 16-0417150</p> <p><u>NAICS:</u> 339900</p>	<p>Authorized Representative / Administrative Contact: Jim Continenza, Executive Chairman Tel: (b) (6)</p> <hr/> <p>Technical Contact: Terry Taber, Chief Technology Officer and Senior VP, Advanced Materials & Chemicals Tel: (b) (6)</p> <p>Proposed Cost: \$ (b) (4)</p>
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FOR DISCUSSION PURPOSES ONLY. The estimated costs contained in this proposal are preliminary. This description has been prepared by the management of Kodak and are based on Kodak's current good faith views and assumptions believed to be reasonable as of this date. The estimated costs are subject to significant uncertainties and contingencies, many of which are beyond Kodak's control, including local, regional and global economic conditions and fluctuations in the cost of building materials, labor and commodities. Actual costs may differ materially from these estimates. Kodak makes no express or implied representation or warranty as to the achievability of any cost estimates. Kodak expressly disclaims any and all liability that may be based on any inability to achieve any particular cost estimate.



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1. COST SUMMARY

Cost Proposal: Below is a brief cost summary. This proposal estimate is based upon a **Cost-plus-fixed-fee (CPFF) model**.

Cost/CLIN: Total cost for each CLIN. These options have been presented in this summary where appropriate.

Table 1. Summary Table of all Kodak Costs

SUMMARY by CLIN (in millions)

- CLIN 1:** Procurement and Storage of KSMs for Essential Medicines in Shortage
 - CLIN 2:** Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage
 - CLIN 3:** Establish Strategic API Ingredient Reserve (SAPIR) Facility
 - CLIN 4:** Establish U.S.-Based Advanced Manufacturing Capability for KSMs and APIs
 - CLIN 5:** Establish a R&D Center of Excellence for Process and Analytical Test Development to Support Continuous Manufacturing and Testing of KSMs and APIs
 - CLIN 6:** Establish a Diagnostic Reagent Manufacturing Facility
- Total Direct Costs**

G&A

Total Proposed Cost Excluding Fee

Proposed Fee/Profit

<u>TOTAL</u>
(b) (4)
TBD
<u>(contracts)</u>
=====



2. COST PROPOSAL

2.1 General

This business proposal is an estimate for the work described in the SOW, WBS, and Gantt Chart included in the technical proposal. The cost for each CLIN has been proposed separately as required.

The description and cost structure of each CLIN is as follows:

Option	Description	Cost Structure
CLIN 1	Procurement and Storage of KSMs for Essential Medicines in Shortage	Cost-plus fixed fee (CPFF)
CLIN 2	Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage	Cost-plus fixed fee (CPFF)
CLIN 3	Establish Strategic API Ingredient Reserve (SAPIR) Facility	Cost-plus fixed fee (CPFF)
CLIN 4	Establish U.S.-Based Advanced Manufacturing Capability for KSMs and APIs	Cost-plus fixed fee (CPFF)
CLIN 5	Establish a Center of Excellence for Continuous Manufacturing and Testing of KSMs and APIs	Cost-plus fixed fee (CPFF)
CLIN 6	Establish a Diagnostic Reagent Manufacturing Facility	Cost-plus fixed fee (CPFF)

2.1.1 Cost Reasonableness

Relevant information regarding price reasonableness has been provided to the extent available. All proposed costs were determined from historical estimates when possible or upon commercial pricing input base.

2.1.2 Profit Including Percentages

Kodak's proposed fee/profit on for this work is ^{(b) (4)} percent on cost-plus basis.

WBS	Task	Budget	2020				2021				2022				2023				2024				2025				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1				
		(b) (4)																									
1	Procurement and Storage of KSMs for Essential Medicines in Shortage																										
1.1	Procurement of KSMs																										
1.2	Storage of KSMs																										
2	Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage																										
2.1	Development of KSM manufacturing processes																										
2.2	Manufacture of KSMs (304)																										
3	Establish Strategic API Ingredient Reserve (SAPIR) Facility																										
3.1	Construction of new storage facilities																										
3.2	Procurement of new equipment																										
3.3	Establish compliant materials handling systems																										
4	Establish U.S.-Based Advanced Manufacturing Capability for KSMs and APIs																										
4.1	Retrofit of Building 303 for cGMP Manufacturing																										
4.2	Construction of new cGMP Hybrid - CM Manufacturing																										
4.3	Validation of new facility																										
4.4	Manufacture of API (Startup cost)																										
4.5	Construction of Starting Material Facility #1 (hydrogenation)																										
4.6	Construction of Starting Material Facility #2 (nitration)																										
4.7	Manufacture of KSMs from new facilities																										
5	Establish a Center of Excellence for Continuous Manufacturing and Testing of KSMs and APIs																										
5.1	Renovation of existing manufacturing facilities																										
5.2	Purchase of essential equipment																										
5.3	Commissioning of CoE																										
5.5	Process Development- outsourced (15 Compounds)																										
5.4	Transfer of continuous KSM manufacturing processes																										
5.6	Process Development CoE																										
6	Establish a Diagnostic Reagent Manufacturing Facility																										
6.1	Renovation of existing manufacturing facilities																										
6.2	Procurement of new equipment																										
6.3	Establish compliant manufacturing and testing systems																										
6.4	Manufacture of diagnostic reagents																										
6.5	Storage of diagnostic reagents																										
	Total																										



 EASTMAN BUSINESS PARK

ATTRIBUTES

SITE CONTROL	Eastman Business Park division of Eastman Kodak Company (primary owner and developer)
COMMON AREA MAINTENANCE	Eastman Business Park
UTILITIES	Provided by Recycled Energy Development (R.E.D)
TELECOMMUNICATIONS	Several providers available onsite
NUMBER OF DEVELOPABLE ACRES	1,200 acres total (700 owned by Kodak, 500 by others) 300 acres ready for development in the whole site
NUMBER OF STATE OR FEDERAL WETLANDS	None
SHAPE AND CONFIGURATION OF PROPERTY	Flat, previously developed, various utilities present throughout
IDEAL INDUSTRIAL APPLICATIONS	Food processing, biomanufacturing, greenhouse agriculture, chemical processing, roll to roll coating, manufacturing, energy storage and photonics Light manufacturing and industrial, distribution, office and laboratory space
RESEARCH AND DEVELOPMENT	Multiple laboratory and office facilities, ideal for R&D applications
ZONING AND PERMISSABLE USES	16 million square feet of building space zoned for manufacturing, distribution, office and laboratories (10 million owned by Kodak) Zoning permits required for new build
EXISTING PERMITS	Permits for management of waste, storage of materials
AVAILABILITY	Parcels available for lease, some for sale. Buildings available for lease or sale. Theater, dining and conference facilities available for rent. See www.eastmanbusinesspark.com/park-availability for listings

<p>INTERSTATE</p>	<p>West end of the Park borders Route 390 with highway access to interstate system</p> <p>East end of the Park borders Route 104 which intersects with interstate 590 - 5 minutes drive</p>
<p>RAILWAY</p>	<p>13 miles of track within the Park, some buildings have direct rail service</p>
<p>AIRPORT</p>	<p>Rochester International Airport (ROC). 10 minutes drive from West end, 17 minutes from East end</p>
<p>CANAL</p>	<p>10 minutes to the Erie Canal for delivery of equipment too large for highways or rail service</p>
<p>PORT OF ROCHESTER</p>	<p>14 minutes to Port of Rochester (Lake Ontario)</p>
<p>PUBLIC TRANSPORTATION</p>	<p>Rochester Transit System (RTS) service to Lake Avenue (Route 1) and West Ridge Road (Routes 14 and 106)</p>

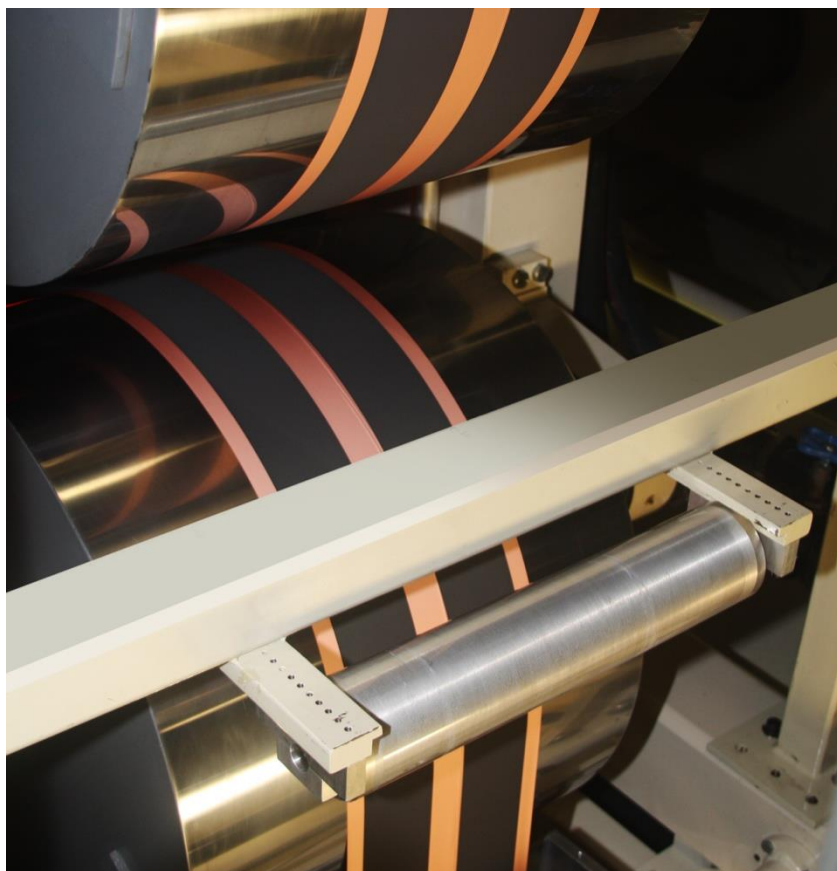


ELECTRIC SERVICE	117 megawatts firm capacity with backup inter-connections with the public utility
STEAM	1,500,000 pounds per hours firm capacity from utility-grade boilers with emergency backup
WATER	54 million gallons per day nominal capacity. Backup from public water systems
WASTE WATER TREATMENT AND SEWER	36 million gallons per day capacity with Title V / RCRA permitted multiple hearth incinerator
CHILLED WATER	60,000 tons installed capacity – nominal supply temperature 40°F
HIGH-PURITY WATER	300 gal/min firm capacity of reverse osmosis deionized water - minimum resistivity 2 megohms
DEMINERALIZED WATER	Treated process water using anion and cation exchangers with maximum conductivity of 4 micromhos
COMPRESSED AIR	47,000 standard cubic feet per minute installed capacity
NITROGEN	148,000 standard cubic feet per hour installed on-site plant capacity
NON-HAZARDOUS WASTE DISPOSAL	General trash, metal, plastic and corrugated service by Waste Management
HAZARDOUS WASTE DISPOSAL	Hazardous waste management supplied by Clean Harbors
NATURAL GAS	Available through R.E.D. and local suppliers

THEATER	1,968 seat theater, 180 seat studio theater
CONFERENCE CENTER	Multiple conference rooms with capacity from 8 to 200, projectors and conference phones available
VISITOR CENTER	Exhibits celebrating Kodak's past and present. Café and retail space. See the first digital camera invented by Kodak, one of Kodak's Oscar statuettes and much more.
GALLERY	1,444 sq. ft. gallery space with two conference rooms.
FITNESS CENTER	9,000 sq. ft., cardio, strength training, lockers and showers
DINING ROOM WITH KITCHEN	Seats 350 people. 7,190 sq. ft.
CAFETERIAS	Three full service cafeterias



<p>ANALYTICAL SCIENCES</p>	<p>Chemical and Materials Characterization, Manufacturing Problem Solving, Research and Development Innovation, Reverse Engineering / Product Deformulation, Routine Analytical Testing</p>
<p>SPECIALTY CHEMICALS</p>	<p>Full service specialty and custom chemical manufacturer offering the flexibility of batch operations and expertise in process development, design for manufacturing and statistical process control</p>
<p>SOLVENT RECOVERY</p>	<p>We recycle solvents. ISO 14001 certified. World-class Health, Safety and Environmental support staff. Highly trained engineers, operators, and mechanics.</p>
<p>ROLL-TO-ROLL COATING AND TESTING SERVICES</p>	<p>Take your materials from laboratory bench to roll-to-roll manufacturing at any scale. Range of coating and testing capabilities to create your products and evaluate how they will perform</p>



CONSTRUCTION AND PROJECT MANAGEMENT	Improve construction approaches, hit project schedules, enhance communication, achieve higher quality of work and, perhaps most importantly, reduce costs
ENVIRONMENTAL, HEALTH AND SAFETY	Deep knowledge of regulations, strong relationships with regulatory agencies
COMMUNICATION SERVICES	KODAK Communication Services has a full-service team of designers, multimedia developers, writers and localization specialists who create innovative marketing materials and technical publications to meet unique challenges, opportunities, and budgets.
SECURITY AND SITE ACCESS	24X7 operation
FIRE AND EMERGENCY SERVICES	24X7 operation (with backup support from municipalities)



MONROE COMMUNITY COLLEGE	Onsite Workforce Development Center opened May 2016 <i>Distance 0 miles. Downtown campus 4 miles.</i>
ROCHESTER INSTITUTE OF TECHNOLOGY (R.I.T.)	Recognized for its comprehensive preparation of graduates for today's workforce, particularly in important STEM fields—science, technology, engineering, fermentation and mathematics <i>Distance 9 miles</i>
UNIVERSITY OF ROCHESTER	One of the country's top-tier research universities with significant biosciences and life sciences programs <i>Distance 4.4 miles</i>
CORNELL UNIVERSITY	World renowned engineering, food & agricultural university <i>Distance 94 miles</i>



For more information on the Park's unique attributes, contact:

Tim Palmer

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www.eastmanbusinesspark.com



Volume I - Technical Proposal

1) Cover Page

Project Title:	Establishing a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines
Date of Submission:	June 3, 2020
Prime Offeror:	Eastman Kodak Company (Kodak)
Technical Contacts:	<p>Terry Taber, Chief Technology Officer and Senior VP, Advanced Materials & Chemicals 1999 Lake Avenue, Rochester, New York 14650 (b) (6) Cell: (b) (6)</p> <p>Nagraj Bokinkere, GM External Mfg. Sales 1669 Lake Avenue, Rochester, New York 14652 (b) (6) Cell: (b) (6)</p>
Administrative/Business Contacts:	<p>Jim Continenza, Executive Chairman 343 State St Rochester New York 14650 (b) (6) Cell: (b) (6)</p> <p>David Bullwinkle, CFO & Sr. VP of Kodak 1669 Lake Avenue, Rochester, New York 14652 (b) (6) Cell: (b) (6)</p>

FOR DISCUSSION PURPOSES ONLY. The description of the project and facilities contained in this proposal is preliminary. This description has been prepared by the management of Kodak and is based on Kodak's current good faith views and assumptions believed to be reasonable as of this date. The final scope of the project and the design of the project may differ from the description in this proposal, perhaps significantly. The contemplated benefits of the facility and the estimated costs of the project are subject to significant uncertainties and contingencies, many of which are beyond Kodak's control, including local, regional and global political and economic conditions and fluctuations in the cost of building materials, labor, commodities and pharmaceutical materials. Actual performance levels of the facility and costs may differ materially from Kodak's estimates. Kodak makes no express or implied representation or warranty as to the achievability of any operating performance level or cost estimates and expressly disclaims any and all liability that may be based on any inability to achieve any particular operating performance level or cost estimate.



2) Government Notice for Handling and Submitting Proposals

This proposal shall be used and disclosed for evaluation purposes only, and a copy of this Government notice shall be applied to any reproduction or abstract thereof. Any authorized restrictive notices, which the submitter places on this proposal shall be strictly complied with. Disclosure of this proposal outside the Government for evaluation purposes shall be made only to the extent authorized by, and in accordance with, the procedures in HHSAR 352.215-1 (Instructions to Offerors—competitive acquisition).

- (a) If authorized in agency implementing regulations, agencies may release proposals outside the Government for evaluation, consistent with the following:
- (1) Decisions to release proposals outside the Government for evaluation purposes shall be made by the agency head or designee;
 - (2) Written agreement must be obtained from the evaluator that the information (data) contained in the proposal will be used only for evaluation purposes and will not be further disclosed;
 - (3) Any authorized restrictive legends placed on the proposal by the prospective Contractor or subcontractor or by the Government shall be applied to any reproduction or abstracted information made by the evaluator;
 - (4) Upon completing the evaluation, all copies of the proposal, as well as any abstracts thereof, shall be returned to the Government office which initially furnished them for evaluation; and
 - (5) All determinations to release the proposal outside the Government take into consideration requirements for avoiding organizational conflicts of interest and the competitive relationship, if any, between the prospective Contractor or subcontractor and the prospective outside evaluator.
- (b) The submitter of any proposal shall be provided notice adequate to afford an opportunity to take appropriate action before release of any information (data) contained therein pursuant to a request under the Freedom of Information Act (5 U.S.C. 552); and, time permitting, the submitter should be consulted to obtain assistance in determining the eligibility of the information (data) in question as an exemption under the Act. (See also Subpart 24.2, Freedom of Information Act.)



3) Transmittal Letter

To Whom It May Concern:

Please accept the enclosed unsolicited proposal entitled, “Establishing a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines,” for your consideration. Kodak is proposing a comprehensive program intended to reestablish the capacity to manufacture Key Starting Materials (KSMs) and Active Pharmaceutical Ingredients (APIs) for certain essential drugs in the U.S.

The COVID-19 pandemic highlighted the severity of the country’s dependency on non-domestic sources for the majority of its pharmaceuticals, which resulted in potential drug shortages. It is critical to realign the current supply chain to guarantee a strong stockpile of treatments during the current pandemic and to minimize the country’s dependence on foreign sources for future needs. This realignment could be accomplished by expanding the country’s domestic manufacturing capabilities to produce a strong and dependable supply of critical pharmaceutical materials in the United States.

Kodak already possesses many assets and significant expertise to update and expand its Rochester, New York, facilities which would serve as a primary manufacturing hub for pharmaceutical starting materials, intermediates and APIs. This proposal outlines a strategy to create a robust manufacturing center capable of developing, testing, and producing a wide range of APIs that would allow the U.S. to be cost competitive. By expanding Kodak’s existing facilities and incorporating continuous manufacturing and advanced technology capabilities, the company could increase its capacity and provide the essential drugs needed for the American people. This would enable Kodak to serve as a strong and sustainable U.S. supplier now and in the future.

We look forward to discussing how Kodak can assist the U.S. Government with this effort.

A handwritten signature in black ink, appearing to read "Jon V. Karty".



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5) Executive Summary

The United States imports the majority of its starting materials, intermediates and Active Pharmaceutical Ingredients (APIs), which are the main components of finished drug products. Only 12% of these materials are manufactured within the country for the U.S. market today. A variety of factors have caused this shift over several decades including labor costs, significant capital investments, and regulatory requirements.

Eastman Kodak Company has a well-established Specialty Chemicals business in Rochester, New York, located within a 1,200-acre industrial park, which includes 13 miles of rail, a 117 megawatt powerplant, and its own wastewater facility. By expanding its current facilities, the company is well-positioned to serve as a strong manufacturing hub in the U.S.

Kodak proposes to mitigate the risks associated with offshore pharmaceutical manufacturing by applying the following principles:

- **Secure the upstream supply chain** – focus on specialized equipment that would enable the production of key starting materials in the U.S., reducing the country’s dependence on raw materials from foreign sources, especially for Essential Medicines of Strategic National Importance.
- **Reduce production costs**— incorporate advanced manufacturing technologies, including continuous platforms and processes, in order to enable the long-term, sustainable production of starting materials, intermediates and APIs that improve yields, reduce waste, and reduce production costs.
- **Formulate a public-private partnership** – collaborate with the Federal Government and its partners to select products aimed at improving health outcomes and managing disruptions that may occur due to trade, natural disaster or public health threats.

Using these principles, Kodak proposes to establish a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines with four main components:

1. **Supply Chain Partner for Key Starting Materials (CLIN1, CLIN 2)**– work with the Federal Government and its partners to determine key starting materials of strategic national importance for API manufacturing to ensure long-term supply chain resiliency. Kodak will begin by procuring and producing starting materials needed to support API production used in COVID-19 finished medicine products. This initiative includes manufacturing bulk intermediates as well as compounds for COVID-19 related treatments, and as supporting the development of a reserve of KSMs in preparation for future surges and shortages. For the long-term, Kodak will incorporate new technologies, which involve hazardous and specialized manufacturing capabilities (e.g. nitrations and hydrogenations) utilizing continuous manufacturing technology. This will enable the production of more starting materials and intermediates within the U.S.



2. **API Manufacturing Facility (CLIN 3, CLIN 4)** — leverage existing infrastructure, including updating a Specialty Chemicals building to create an advanced hybrid manufacturing facility that combines existing batch manufacturing equipment with new continuous manufacturing processes. This upgraded facility will have the capacity to manufacture up to (b) (4) metric tons of API per week. Kodak proposes to construct a Strategic Active Pharmaceutical Ingredient Reserve (SAPIR) Facility that will benefit the nation by providing an insurance policy against potential interruptions in the U.S. API supply chain used for Essential Medicines.
3. **API R&D Center of Excellence (CLIN 5)** – leveraging existing expertise, upgrade Kodak’s Research & Development (R&D) facility and focus on innovation and improvement of continuous manufacturing solutions to support essential medicine manufacturing for the United States.
4. **Reagent manufacturing facility (CLIN 6)**- upgrade existing laboratories for diagnostic testing, to include GLP manufacture of bulk reagents required for diagnostic production as well as, long term, an assay research and development capabilities.

6) Introduction

The U.S. is critically dependent on foreign countries for starting materials, intermediates and Active Pharmaceutical Ingredients (APIs), which are the key components of final drug products. According to the Food and Drug Administration (FDA), in 2018, 88% of manufacturers producing APIs for the U.S. market were located outside of the country¹.

Kodak has the manufacturing equipment and infrastructure to make non-cGMP starting materials and intermediates at its 1,200-acre industrial site, which includes high temperature reactors and a trained labor force. With assistance from the U.S. Government, Kodak can expand its existing facilities and laboratory space in order to serve as a key U.S. supplier of starting materials, intermediates and APIs. Kodak’s existing manufacturing and lab space can be updated, shovel-ready land is available for expansions, and existing on-site utilities (e.g. rail, powerplant, wastewater facility, etc.) make the Kodak location a strong and economical choice when identifying current manufacturers well-positioned to expand in the U.S.

There are many factors that led to the erosion of pharmaceutical API manufacturing in the U.S. over the last several decades. A recent FDA study analyzing drug shortages cited several economic challenges ranging from the lack of incentives to logistic and regulatory challenges. As

¹ FDA Drug Shortages Task Force. (2019). *Drug Shortages: Root Causes and Potential Solutions*. Retrieved from <https://www.fda.gov/media/131130/download>.



a result, 79% of the manufacturers producing APIs for 370 of the treatments on the World Health Organization's Essential Medicines list are located outside the U.S.²

The common approach for API manufacturing is typically referred to as small molecule synthesis. These chemistries are typically conducted in batch manufacturing processes that are extremely labor intensive. The impact of the difference in labor costs coupled with the costs to responsibly manufacture hazardous chemistry, especially as it relates to treatment of effluents, drives up the current domestic manufacturing costs.

In order to effectively shift API manufacturing back to the U.S., companies will need support from the U.S. Government to overcome many of these barriers that make it difficult for manufacturers to produce starting materials, intermediates and APIs in the U.S. compared to low-cost manufacturing countries such as China or India.

The immediate and sustainable response plan has been defined in the below workstreams to provide for a comprehensive solution:

1. Procurement and Storage of KSMs for Essential Medicines in Shortage
2. Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage
3. Establish Strategic API Ingredient Reserve (SAPIR) Facility
4. Establish U.S.-Based Advanced Manufacturing Capability for KSMs and APIs
5. Establish a Center of Excellence for Continuous Manufacturing and Testing of KSMs and APIs
6. Establish a Diagnostic Reagent Manufacturing Facility
7. The Option to Establish a Formulation and Aseptic/Sterile Fill and Finish Facility for the Manufacture and Packaging of Final Drug Product

The immediate and sustainable response plan has been defined in the below workstreams to provide for a comprehensive solution (Table 2). The activities and timelines for each of the workstreams is shown in Figure 1.

² Safeguarding Pharmaceutical Supply Chains in a Global Economy: Hearing Before the House Energy and Commerce Subcommittee on Health, 116 Congress (2019) (Statement of Janet Woodcock).



Establishing a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines

Table 1: Workstreams and associated goals to provide KSMs and APIs for essential medicines to the United States

	CLIN	KSM Procurement	Storage	Process Development	Outsourced PD	KSM Manufacture	API Manufacture	New Facility Construction	New Equipment	Qualification/Validation of Equipment	Process Validation	Building Renovation	Quality System	Equipment Upgrade	IT Upgrades	Estimated Cost (\$ million)
1	Procurement and Storage of KSMs for Essential Medicines in Shortage	X	X										X		X	(b) (4)
2	Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage			X		X							X		X	
3	Establish Strategic API Ingredient Reserve (SAPIR) Facility							X	X				X		X	
4	Establish U.S.-Based Advanced Manufacturing Capability for KSMs and APIs		X			X	X	X	X	X	X	X	X		X	
5	Establish Center of Excellence for Process Development and Testing of KSMs and APIs		X	X		X	X		X	X		X	X	X	X	
6	Establish a Diagnostic Reagent Manufacturing Facility		X	X					X	X		X				



Establishing a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines

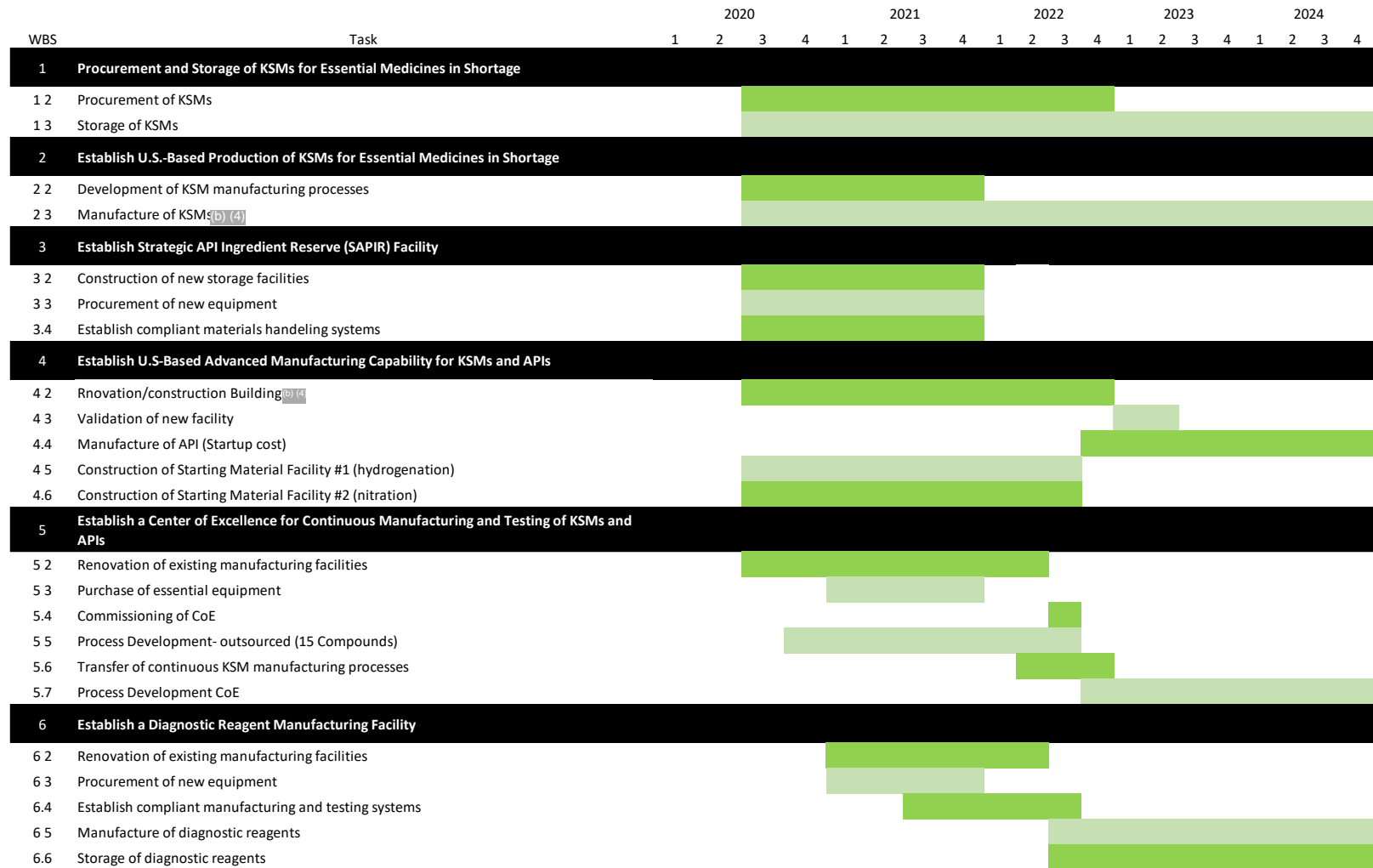


Figure 1: Program Overview



7) Statement of Work

The following statement of Work is presents the workstream activities as separate contract line items (CLINs) in order to provide flexibility that can accommodate a variety of funding options. Kodak recommends that CLINs 1-6 are included in the base award of a flexibly funding vehicle such as an agreement negotiated under the Other Transactional Authority of the agency making the award. As presented each CLIN includes its own separate Program Management, allowing them to be funded through multiple awards if necessary. Kodak advises against this approach due to the very significant risk it introduces into the program. For CLINs that are funded in a single award, Program Management will be modified to avoid duplication of effort. Kodak also wishes to engage the USG in discussions about the authorization of pre-award costs to expedite the initiation of the proposed work.

Table 2: Statement of Work Summary Table

WBS	Title	Description	Objectives
CLIN 1: Procurement and Storage of KSMs for Essential Medicines in Shortage			
1.1	Program Management	Ongoing management of CLIN work and contract administration	On time and on budget deliverables
1.2	Procurement of KSMs	Procure selected KSMs from qualified vendors	Establish immediate strategic stockpile and surge capacity
1.3	Storage of KSMs	Ongoing management of stockpile inventory	Maintain storage for safe and secure availability of KSMs and surge capacity and reduce supply chain vulnerability
CLIN 2: Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage			
2.1	Program Management	Ongoing management of CLIN work and contract administration	On time and on budget deliverables
2.2	Development of KSM manufacturing processes	Establish batch production processes for KSMs	Provide supply of KSMs for use and stockpiling, provide data for development of continuous manufacturing processes



WBS	Title	Description	Objectives
2.3	Manufacture of KSMs (Building (b) (4))	Ongoing supply of KSMs from US-based source	Safe and secure availability of KSMs and surge capacity
CLIN 3: Establish Strategic Regulated KSM and API Ingredient Reserve (SAPIR) Facility			
3.1	Program Management	Ongoing management of CLIN work and contract administration	On time and on budget deliverables
3.2	Construction of new storage facilities	Build new facility to provide safe and secure KSM and API storage	Provide compliant and secure US-based source for KSMs and APIs
3.3	Procurement of new equipment	Provide top grade and compliant systems for KSM and API storage	Provide compliant and secure US-based source for KSMs and APIs storage
3.4	Establish compliant materials handling systems	Review and modify existing procedures if necessary	Efficient and compliant stockpile management
CLIN 4: Establish U.S-Based Advanced Manufacturing Capability for KSMs and APIs			
4.1	Program Management	Ongoing management of CLIN work and contract administration	On time and on budget deliverables
4.2	Renovation and construction of manufacturing facilities (Building (b) (4))	Modification of facility to provide safe and secure batch manufacturing and build new cGMP hybrid facility to provide safe and secure continuous manufacturing	Provide compliant and secure US-based source for regulated KSMs and APIs and data for development of CM processes, provide compliant and secure US-based source for essential drugs
4.3	Qualification/validation of new facility and equipment	Qualification of equipment installation and performance	Stockpile safety, security, integrity



WBS	Title	Description	Objectives
4.4	Manufacture of APIs	Ongoing supply of APIs and from US-based source	Safe and secure availability of APIs and surge capacity
4.5	Construction of Starting Material Facility No.1	Hazardous processing facility (nitration)	Safe and segregated manufacturing facility
4.6	Construction of Starting Material Facility No.2	Hazardous processing facility (Hydrogenation)	Safe and segregated manufacturing facility
CLIN 5: Establish a R&D Center of Excellence for Process and Analytical Test Development to Support Continuous Manufacturing and Testing of KSMs and APIs			
5.1	Program Management	Ongoing management of CLIN work and contract administration	On time and on budget deliverables
5.2	Renovation of existing R&D facilities (Building 82)	Modification of facility to provide process development for KSM/API manufacturing and for development of methodologies for analytical testing and verification	Develop batch reactor and continuous manufacturing processes for KSMs/APIs and innovate for ongoing improvements for batch and continuous manufacturing of KSMs / APIs
5.3	Procure essential equipment	Provide top grade and compliant systems for process R&D and analytical testing and quality assurance	Ability to develop optimum processes for KSMs / APIs and to ensure continuous improvement for these processes, build excellent scalability from lab, to pilot to production quantities
5.4	Commission Continuous Manufacturing Process Development COE	Ensure management and control systems meet FDA and ISO guidelines	Dedicated PD facility for continuous manufacturing and batch/hybrid production of KSMs / APIs



WBS	Title	Description	Objectives
5.5	CM process development (outsourced)	Develop continuous process using batch process data, transfer to manufacturing	Reduced costs, higher efficiency and throughput, have processes ready to utilize in hybrid facility without waiting for CoE to be fully commissioned
5.6	Transfer KSM CM processes	Ongoing supply of KSMs and from US-based source	Safe and secure availability of KSMs and surge capacity
5.7	Process Development COE	Ongoing process development activities	Facility dedicated to KSMs / APIs process development and continuous improvements in continuous manufacturing for pharma
CLIN 6: Establish a Diagnostic Reagent Manufacturing Facility			
6.1	Program Management	Ongoing management of CLIN work and contract administration	On time and on budget deliverables
6.2	Procurement of new equipment	Provide top grade and compliant systems for reagent manufacturing	Provide compliant and secure US-based source for diagnostic reagents
6.3	Establish compliant manufacturing and testing systems	Review and modify existing procedures if necessary	Efficient and compliant production of reagents
6.4	Manufacture of diagnostic reagents	Ongoing supply of reagents from US-based source	Safe and secure availability of reagents and surge capacity
6.5	Storage of diagnostic reagents	Ongoing management of stockpile inventory	Safe and secure regional availability of reagents



8) Technical Approach Summary

Why Kodak?

Eastman Kodak Company (Kodak) offers pharmaceutical manufacturers a unique combination of skills and resources needed to quickly commence production and distribution of products that meet the highest standards: a well-established culture of innovation, extensive ready-now infrastructure and deep experience in intricate manufacturing and supply chain management. Kodak, founded in 1888 and operating publicly for over 117 years, is an iconic American company with a globally recognized brand, and is viewed as one of the most innovative companies in the areas of material sciences and chemistry. As an American company that has participated in bringing about technological innovations that have changed the way Americans live, Kodak wants to do its part to strengthen the U.S. supply chain for the pharmaceutical industry to ensure the American population can remain protected and healthy.

Kodak's Eastman Business Park is located on a 1,200-acre campus with 16 million square feet of manufacturing, lab, warehouse and office space. To support pharmaceutical manufacturing and distribution, the Park offers built-in, cost-efficient utilities (including an on-site 117 MW power plant and access to a 2,400 gallon-per-minute de-mineralized water supply); convenient access to transportation (including 13 miles of rail track within the Park and close proximity to the interstate highway system and an international airport). This infrastructure allows Kodak to have speed to market as well as competitive labor and capital costs. This is recognized by the fact that EBP houses world renowned healthcare and biotech companies, including: Dupont, Carestream, Ortho Clinical Diagnostics, Greenlight Biosciences, and Aedicell. Lastly, Kodak is one of the few companies that has a fully integrated infrastructure to take a new product from lab scale to production pilot to full manufacturing all within the same organization.

Kodak currently employs hundreds of people in within Specialty Chemicals business ranging from chemists and engineers to technicians and chemical operators. The vast majority of these employees have over 20 years of experience. In addition, the Greater Rochester region is well-known for its superior academic institutions and workforce development programs. Today, more than 2,100 people in the area currently work within the pharmaceutical industry.

Kodak's century of science has resulted in more than 20,000 U.S. patents ranging from roll films to the invention of the digital camera, inkjet pigmented inks, and process-free digital plates. In addition to its well-known film business, the Company has over the decades adapted its fundamental expertise in material science and chemistry to participate in a variety of industries, including organic chemicals manufacturing, clinical diagnostics, space imaging and printing and publishing. In the area of digital printing, Kodak has extensive experience with digital printing on a wide range of packaging applications for pharmaceuticals.



Kodak also has world renowned expertise in both manufacturing, logistics and supply chain management. Worldwide distribution of Kodak products is managed out of 35 warehouses in 18 countries. Domestic U.S. distribution centers are in Columbus Georgia, Dayton Ohio, City of Industry California, and Rochester, New York. Kodak’s manufacturing, logistics and supply chain have been entirely unaffected by the current pandemic. Kodak was deemed an essential business from the start of the pandemic, so it continued to manufacture to meet customer demands. Through a combination of existing safety stock inventory and excellent procurement management, the company continuously purchased the raw materials required for its operations.

Kodak continues its commitment to research and development, with recent innovations including silver-based antimicrobial coatings, engineered micro-particle technology, and high-resolution functional printing used to print elements of touch screens, antennas, sensors and more including security measures for pharmaceutical packaging (e.g. RFID, Embedded Data, etc.).

Kodak has a long history of supporting the U.S. Government. Kodak has been a supplier of a variety of films to the government during wartime, Cold War, and peacetime for use in military and U.S. security as well as films for NASA. Whether it was providing aerial lenses, cameras or optics for tank periscopes during the second World War or providing sensors or cameras for several of NASA’s space missions, Kodak has been serving as a strong partner of the U.S. Government for over a century.

With the entrepreneurial passion and agility of a startup and the institutional knowledge and infrastructure of a giant, Kodak is prepared to be an invaluable partner for America’s pharmaceutical industry.

8.1 CLIN 1: Procurement and Storage of KSMs for Essential Medicines in Shortage

Procurement of KSMs (WBS 1.2)

Storage of KSMs (WBS 1.3)

Kodak proposes to immediately begin efforts to secure a supply of essential KSMs and their precursors, while working to bring the manufacturing of these, and other, essential KSMs back to U.S. soil. Kodak will do everything possible to support this effort. An inventory for a large strategic stockpile will be established in the follow steps.

Specialty Chemicals Warehouse is a full-service storage, logistics and distribution center. There are two warehouses located in Eastman Business Park in Rochester, NY. Product from these warehouses can be shipped to Kodak Regional Distribution Centers or directly to customers World-Wide. The warehouses consist of sections capable of storing chemicals at



controlled room, refrigerated or frozen temperatures. Storage abilities include high hazard, low hazard and work in progress.

Specialty Chemicals Warehouse utilizes (b) (4) square feet in (b) (4). This facility is certified as a NYS chemical storage facility. Additionally (b) (4) is a (b) (4) square foot facility that is NYS certified for high hazard chemical storage. An advanced SAP MRP system is used for inventory management. Kodak is fully compliant with all SOX regulations. All materials are lot traced and tracked through PV Suite III software. The warehouses are managed under an ISO 9001- 2015 quality system, an ISO 14001 HSE system and a Lean Production Management system. There is 24-hour monitoring security. The warehouses are CFAT (Chemical Facility Anti- Terrorism) Compliant. Both warehouses are designated as Foreign Trade Zones and compliant with U.S. Customs, A.T.F. & Homeland security agencies requirements. There is segregation and isolation capability within the facilities. Kodak is certified to ship HazMat materials both domestically and for export. Kodak will establish a controlled stockpile of KSMs as quickly as possible by procuring these compounds from existing manufacturers. These vendors will be qualified and audited if necessary.

The following are examples of the potential KSMs that Kodak will procure (and store) in addition to their precursors. The majority of these are not currently manufactured or stored in the U.S. Precursors purchased under CLIN 1 will be used in KSM manufacturing in CLIN 2.

1. 2-Chlorophenyl cyclopentyl ketone CAS 6740-85-8 (Ketamine KSM)
2. 3-(4-Hydroxyphenyl)propanoic acid methyl ester (Esmolol KSM)
3. 1-(2-Phenethyl)-4-piperidinone (Fentanyl KSM)
4. 5-[[[(1,1-Dimethylethyl)amino]acetyl]-2-hydroxybenzaldehyde (Salbutamol KSM)
5. 3,4-Dihydroxy- α -isopropylaminoacetophenone (Isoproterenol KSM)
6. 2-Amino-3',4'-dihydroxyacetophenone (Norepinephrine KSM)
7. 2,4-Dichloro-5-(chlorosulfonyl)benzoic acid (Furosemide KSM)
8. (2-Furanylmethyl)amine (Furosemide KSM)

KSMs selected and procured for the initial stockpile will be stored in the renovated warehouse under controlled room temperature, humidity, light exposure, and access. It will be equipped with advanced inventory management technology and managed under an FDA Part 11 compliant validated Warehouse Management System.

Kodak proposes to immediately begin efforts to secure a supply of essential KSMs, while working to bring the manufacturing of these, and other, essential KSMs back to U.S. soil. Kodak will do everything possible to support this effort. An inventory for a large strategic stockpile will be established in the follow steps:

This initial effort will be coordinated with the Public-Private partnership, in order to qualify and quantify the essential KSMs needed for initial and short-term acquisition and storage. The company has two existing warehouses in the business park, both or either of which can be equipped for the initial warehousing of KSMs. The warehouses include infrastructure requirements for temperature controls, tracking, segregation, and all ISO Lean (Six Sigma)



Quality requirements. The initial stockpile will be procured from existing suppliers; will be subject to incoming RM testing and will be appropriately tracked, traced, and segregated in the secure warehouse space. Suppliers will be audited as necessary, if not previously qualified by the company.

8.2 CLIN 2: Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage

Development of KSM manufacturing processes (WBS 2.1)

Manufacture of KSMs (Building (b) (4)) (WBS 2.2)

Establishing US-based production of KSMs for Essential Medicines will involve upgrade and expansion of existing capabilities; Kodak currently produces such materials for pharmaceutical companies, Contract Manufacturing Organizations (CMOs) and small biopharma companies. The effort called for in this CLIN will be accomplished in building (b) (4), where this production is currently taking place. The precise product mix which will be coordinated and agreed to between the Government and its partners in this initiative, to eliminate redundancy.

The facility has sufficient capacity to produce metric ton quantities of these starting materials. In addition, a thorough review of policies, procedures, and processes will be made prior to initiating such manufacturing under this initiative. The company will ensure that its quality systems provide robust documentation and traceability procedures, as required by Good Documentation Practices, ISO standards, and critical RM vendors supplying starting materials for commercial pharmaceutical production.

Kodak Specialty Chemicals specializes in the synthesis and scale-up of complex heterocycles and specialty polymers. With over a century of experience in scaling up innovation, Kodak has built an extensive proprietary database of molecules and processes.

Kodak is a leader in contract manufacturing and custom chemical synthesis, and currently supplies raw materials to contract manufacturing organizations (CMOs) in the pharmaceutical space. Kodak is considered the preferred supplier for a major pharmaceutical CMO and provides starting materials for its generics and for its Phase I, Phase II and Phase III trials. Kodak also supplies starting materials to innovator pharmaceutical companies for early phase trials.

The existing facility (Building (b) (4)) is already equipped with (b) (4) reaction vessels, (b) (4) centrifuges and (b) (4) dryers for a total of (b) (4) of capacity.

Initial KSMs of interest will include those that help support complete U.S. domestic manufacturing initiatives, such as the public-private partnership with Kodak.



A representative list of potential starting materials is included. Kodak will also work with partners such as (b) (4) to ensure the materials that are procured are not redundant. Kodak's analysis of the proposed synthetic pathways is described for the list of identified KSMs.

(b) (4)

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(b) (4)

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Kodak Specialty Chemicals which specializes in the synthesis and scale-up of complex heterocycles and currently a supplier of starting materials to Pharmaceutical contract manufacturing organizations and innovator pharma companies, will provide a safe and secure supply of critical KSMs for use and stockpile.

8.3 CLIN 3: Establish Strategic Regulated KSM and API Ingredient Reserve (SAPIR) Facility

Construction of new storage facilities (WBS 3.2)

Procurement of new equipment WBS 3.3)

Establish compliant materials handling systems (WBS 3.4)

Kodak is proposing a to construct a Strategic Active Pharmaceutical Ingredient Reserve (SAPIR) Facility that will benefit the nation by providing an insurance policy against potential interruptions in the U.S. Regulated KSM and API supply chain used for Essential Medicines. A release of Regulated KSMs and APIs from the SAPIR will be able to mitigate the potential damages from disruption in international or domestic pharmaceutical ingredient supply and the accompanying risk to the healthcare system and rapid price increases. This facility, when completed, will have the capacity to house inventory of Regulated KSMs and APIs produced on the Kodak campus, Regulated KSMs and APIs acquired from third parties, and additional Regulated KSMs and APIs of strategic interest, which may be required to be stored for the U.S. Government. This SAPIR will coordinate strategies with other SAPIR (including (b) (4)) facilities to prevent unnecessary redundancy and yet provide resilience to the supply chain.

Key elements of this CLIN are as follows:

The SAPIR will be located at Kodak's site in Rochester, NY. Kodak has several parcels available at the Eastman Business Park as illustrated below. Prior to that point, Regulated KSMs and APIs would be stored in a temporary warehouse also at the Eastman Business Park site.

The SAPIR will include advanced security measures to ensure adequate protection of the Regulated KSMs and APIs in reserve. Kodak will work directly with the USG to finalize the plans for the security of this facility. Regulated KSM and API for the SAPIR will be stockpiled from batches being produced 1) as a part of the COVID-19 efforts, 2) when manufacturing additional Regulated KSMs and APIs to support commercial needs, and 3) will be procured by Kodak when Regulated KSMs and APIs of interest are available to be acquired from foreign sources. The USG, at its option, may also choose to procure and have Kodak store Regulated KSMs and APIs of strategic interest for national health security.

The inventory will all be managed by Kodak; however, inventory owned by the USG will require direction regarding length of storage and stability requirements. Regulated KSM and API will be



transported to the SAPIR either directly on-site from batches manufactured in Rochester, NY, or through standard supply and distribution networks. Kodak will maintain its own Quality Systems for the SAPIR and will oversee the shelf life of the Regulated KSM and API through an ICH stability and stock rotation program for the APIs to ensure the stock is kept within FDA shelf-life limits. The inventory and quality management program for the SAPIR will include, at a minimum, the following elements:

- Conducting routine quality assurance on all products
- Performing annual inventory of all products
- Inspecting environmental conditions, security, and package maintenance
- Ensuring the ability to transport items during a public health emergency
- Tracking the expiration date and manufacturer lot numbers of eligible products
- Inventory Management and Tracking System
- Coordinating the shipment of products to FDA for stability testing
- Receiving and tracking FDA testing results for each lot of product
- Disposing of and replacing product lots that have failed FDA testing
- An IT infrastructure, that includes FDA-level validation of the appropriate software system to manage the large and rapidly moving inventory

The SAPIR will also be managed under an FDA Part 11 compliant validated Warehouse Management System, under Current Good Manufacturing Practices (CGMP) with a quality-focused team and will be ISO 9001:2015 certified.

The proposed SAPIR solution currently includes the following:

- 1) (b) (4) SF warehouse facility includes 6K SF office and 6 to 8 loading docks
- 2) Rectangular pre-engineered metal building with 30 foot clear to underside of structure
- 3) Existing as-builts of site utilities and existing foundations available, and assumed existing foundations are cut to 2 to 4 foot below grades, \$400K allowance included to deal with obstructions or demolitions
- 4) Acceleration of 12-18 months construction time may lead to premium
- 5) Utility proximity for connection to site
- 6) Excludes any hazardous material removal. All soils from existing excavation/backfill to remain on site and subject to environmental easement

The proposed site at Eastman Business Park offers the following infrastructure:

- Full complement of on-site Utilities available (electric, steam, chilled & high purity water, compressed air, nitrogen, industrial sewer service and on-site wastewater treatment plant)



- Fire and emergency services including staffed operation, specialty chemical response, fire suppression with foam, vapor control and Hazmat support for spill containment
- Facility management complete suite of services to include building management, skilled trades, janitorial and hazardous and non-hazardous waste disposal
- Railroad (privately owned) with 13 miles of track, locomotives, partnering with CSX & G&W rail carriers, servicing Kodak and Tenants on site
- Security & site access control – 24/7 operation protects personnel and physical assets to include electronic access control of EBP perimeter, full-service Communications Center for 911, alarm/CCTV monitoring and emergency dispatching with mobile patrols, Chemical Facility Anti-Terrorism Standard rated site

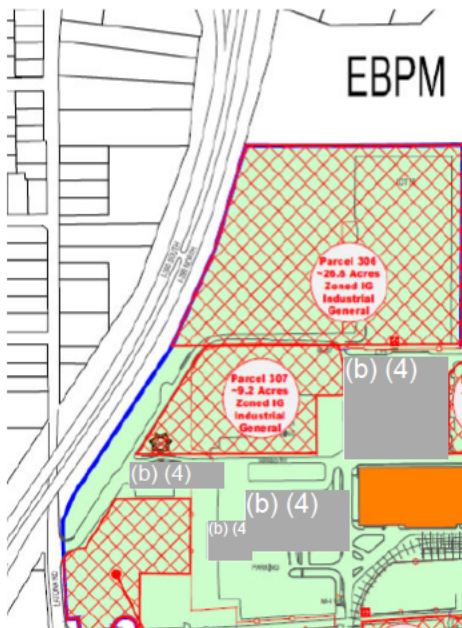


Figure 2. Available parcels in Eastman Business Park

- (b) (4)
- Approximately 30 acres of shovel-ready land available
- Land borders Interstate 390, in Town of Greece, NY
- Extensive environmental monitoring program
- Zoned: IG Industrial/General



8.4 CLIN 4: Establish U.S-Based Advanced Manufacturing Capability for Regulated KSMs and APIs

Renovation and construction of manufacturing facilities (Building (b) (4)) (WBS 4.2)

Validation of New cGMP Hybrid Manufacturing Facility (WBS 4.3)

Manufacture of API (WBS 4.4)

Construction of Starting Material Facility #1- Nitration (WBS 4.5)

Construction of Starting Material Facility #2- Hydrogenation (WBS 4.6)

Kodak will manufacture the required Regulated KSMs and synthesize the APIs as required by the USG; a surplus of both will be produced. Both Regulated KSMs and APIs will be stored in a secure, environmentally-controlled warehouse. All equipment and utilities will be qualified/validated, as appropriate. Regulated KSMs will be produced under a Quality System utilizing Kodak's existing ISO controls and Good Documentation Practices (GDP) to provide 100% traceability and to streamline integration throughout the processes. Regulated KSMs and APIs will be produced in a new facility and made under ICH Q7 GMPs for Active Pharmaceutical Ingredients, both for batch manufacture and continuous manufacturing. Any electronic data capture regulated by 21 CFR Part 11 will be Part 11-compliant. New equipment will be purchased, qualified/validated as appropriate. For high-risk processes such as nitration and hydrogenation two separate buildings will be constructed. As these are exothermic reactions, the heat can be captured and used for heating the building or the water supply.

Approximately \$48M will be saved by converting approximately (b) (4) m³ of existing reactor capacity to cGMP compliant manufacturing. Along with new construction, total cGMP reactor manufacturing capacity will be approximately (b) (4) m³ with capability of manufacturing between (b) (4) Metric Tons of API per year.

Locating new Hybrid facility and specialized starting material capability near existing capacity will allow for less costly tie to site infrastructure (water supply, sewer, waste handling).



(b) (4)



Figure 3. Building (b) (4) and the new Hybrid facility

Building (b) (4) Upgrade to cGMP Standards

(b) (4)



Project Scope

(b) (4)





(b) (4)



Building

(b) (4)





(b) (4)

Hybrid cGMP Manufacturing Facility

A Hybrid manufacturing facility will be built on the same site to expand the manufacture of Regulated KSMs and APIs using advanced technologies to lower costs and expand the supply chain. The new Hybrid Manufacturing Facility will connect to and extend west of Building (b) (4)

Project Scope

The conceptual design for the HMF is based on existing, proven API manufacturing technology which when coupled with the upgrades of the existing Building (b) (4) equipment will allow for production of multiple APIs simultaneously.

This new two-story building will accommodate (b) (4) reactor and (b) (4) filter-dryers. Together with Building (b) (4), the combined facility will have approximately (b) (4) m³ of reactor capacity capable of manufacturing (b) (4) MT of various APIs per year. The facility will include all utilities to operate the infrastructure but will leverage the existing cold room storage, in-process testing laboratory, environmental monitoring laboratory, offices and administration area.

Existing and proven design specifications for reactor systems will be used to expedite the procurement of long lead items.

Building

The design criteria employed on the project is defined below and will be in accordance with the requirements of the applicable codes and standards. The proposed building will be a two-story



approximately (b) (4) sq ft facility and will be constructed as a rated structure for hazardous manufacturing. The exterior envelope will be an insulated vent panel system appropriate for the climate.

There will be insulated dock and equipment doors at the perimeter and painted hollow metal door assemblies other than in the administration area. The roof construction will be a gray EPDM over foam insulation on metal decking.

The overall building layout will support production of multiple APIs. The building will be connected to Building (b) (4) to leverage existing assets and improve material flow. Controlled gowning entries will be provided to maintain general cGMP (Good Manufacturing Practice) areas. Gowning areas will be provided per ISO clean room standards

From the first floor, raw materials can be staged for production, charging of materials from the tank farm and other manipulations and transfers can occur.

(b) (4)



Figure 5. New Hybrid cGMP Manufacturing Facility (2 floors/(b) (4) sq ft)

There will be large charge booths where materials can be charged in a safe manner and to prevent any contamination. There will be areas for operators to document the process as well



as control the equipment at both levels. No additional office space will be present in this building as existing infrastructure will be utilized for this. Some engineering modifications will occur to the plans to enable the latest concepts for continuous manufacturing platforms.

Major Equipment

Major equipment will be a combination of glass-lined steel and Hastelloy reactors for the majority of the processing. Various support equipment such as pumps, filters, charging devices will be utilized to move material throughout the facility. In addition to this, filter dryers will be used to isolate and dry material.

Starting Material #1 Facility (High Pressure Hydrogenation, Halogenation Facility)

A manufacturing facility will be built to the west of the new Hybrid Manufacturing facility connecting to Building (b) (4) (existing high pressure manufacturing lab). The new facility will build on existing capabilities and will be used for specialized and more hazardous reaction chemistries including hydrogenation, halogenation, and ethylene oxide chemistries

Project Scope

This new facility will meet cGMP requirements and will include the following:

- (b) (4) and (b) (4) gallon reactors systems
- Filtration equipment
- Drying Equipment
- Preweigh Equipment
- Hydrogen storage and compressors
- Scrubber system
- High purity Water system
- Parts cleaning equipment

Building

The design criteria employed on the project is defined below and will be in accordance with the requirements of the applicable codes and standards. The proposed building will be approximately (b) (4) sq ft and will be specially designed with blast resistant walls for hazardous manufacturing.

The building will include the following:

- Production bays

Establishing a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines



- Loading Dock
- Personnel areas
- Gowning areas
- Parts cleaning area

The new facility will support manufacturing from the combined upgraded Building (b) (4) and the new Hybrid manufacturing facility.



(b) (4)

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Figure 6. Starting Material Facility #1, High Pressure Hydrogenation, Halogenation, Other Hazardous Chemistry



Starting Material Facility #2 (Nitration Facility)

An additional manufacturing facility will be built to the south and west of the new Hybrid Manufacturing facility. The new facility will be used for additional hazardous reaction chemistries including Nitrations.

Project Scope

Similar to Starting Material Facility #1, this new facility will include the following:

- (b) (4) (b) (4) gallon reactors systems
- Filtration equipment
- Drying Equipment
- Preweigh Equipment
- Acid storage + spent acid tanks
- Scrubber system
- High purity Water system
- Parts cleaning equipment

Building

The design criteria employed on the project is defined below and will be in accordance with the requirements of the applicable codes and standards. The proposed building will be approximately (b) (4) sq ft and will be constructed as a rated structure for hazardous manufacturing. The exterior envelope will be an insulated vent panel system appropriate for the climate.

The building will include the following:

- Production bays
- Loading Dock
- Personnel areas
- Gowning areas
- Parts cleaning area

The new facility will support manufacturing from the combined upgraded Building (b) (4) and the new Hybrid manufacturing facility.



(b) (4)



Figure 7. Starting Material Facility #2, Nitration, Other Hazardous Chemistry



Common to each of these installations:

HVAC (Heating Ventilation and Air Conditioning)

HVAC user requirements for the HVAC and support utility systems have been established to convey the overall intended approach to HVAC design and performance requirements and serve as the agreed basis for further defining the design and developing P&IDs, General Arrangement drawings and Equipment Lists. During a future design phase, individual specification documents for the equipment and systems will be developed for validation purposes.

The validated cleanroom HVAC system will focus on controlling five (5) key variables: Classification, Pressurization, Air Handling Unit (AHU) Zoning, Temperature Control and Humidity Control. The design team will specify and design the facility air handling unit to meet cGMP (current Good Manufacturing Practices) requirements as outlined by the International Society of Pharmaceutical Engineering (ISPE) and the Food and Drug Administration (FDA) guidelines which is generally accepted to be defined by Title 21, Parts 210 and 211 of the Code of Federal Regulations. To consider this facility a cGMP facility, minimum critical environmental parameters must be achieved by the HVAC systems.

Mechanical Utilities

Fire/industrial Water will be piped into the building from the existing line and used for fire preventative measures. Accompanying this will be dedicated retention areas to capture any discharged fire water.

Potable and Process Water design, installation, and operation will follow recognized industry practices to minimize bacteria formation, growth, and provide for system cleanability and sanitization. The water systems already exist at this location, so this new construction will tie into this existing infrastructure. Also used for safety fixtures such as safety showers and eye washes.

Gaseous Nitrogen is required for all of the equipment in the operations area to inert the operations since flammable solvents will be used. Gaseous nitrogen shall be supplied from an existing liquid nitrogen storage tank with evaporator.

Instrument and Clean Compressed Air will be used for instrumentation and general purposes and will leveraged from the existing infrastructure.

Breathing Air will be used for the operations staff whenever they need to perform a unit operation in which they may be exposed to solvent vapors or low oxygen level conditions such as entering a reactor for cleaning.

Process Cooling will be used for cooling the equipment as well as some of the infrastructure within the building. This will be leveraged off of the existing supply.

Plant Steam will be supplied by the central utilities provider for the industrial site (low pressure and 70 psig steam). Plant steam loads include the processing equipment as well as building heat.



Bulk and Drum Solvents will be provided from the existing infrastructure. Extension of pipelines from the tank farm will need to be installed, but no new tank storages are anticipated. There is sufficient warehouse space to support additional storage of drummed solvents.

Electrical will be supplied from existing load centers located nearby.

Sewer and non-hazardous aqueous waste system will be provided from the existing infrastructure which utilizes the on-site industrial wastewater treatment plant.

Emission Control is required for all emissions from the reactors and processing equipment. A new line will be run to tie into the existing thermal oxidizer on the site to treat all the air emissions.

Organic Waste will be handled through the existing infrastructure. New piping will be run to tie into the bulk waste tank-farm that is located on the site. Any additional waste that needs to be handled through drummed waste will be stored in the existing drum storage designated for waste and is removed through a third party contractor to be incinerated.

Solvent Recovery – All recyclable solvents will be collected and transferred via an existing pipeline to central distillation plant located on the industrial site.

cGMP Material Flow

Process Flow starts in the existing warehouse where all raw materials are received, sampled and sent to the QC lab for testing. Once tested and reviewed, QA will print acceptance tags to be put on the raw material containers. Once approved, the warehouse staff can move the materials into the staging area of the production facility. The operations staff will then charge liquids into the reactors through a polish filter and charge any solids using a solids charge feeder. This is all done in a closed system to maintain the integrity of the reactor and an inert atmosphere.

Once the reaction steps are completed, products will be transferred to either

- a centrifuge through a closed system to isolate and wash the final product. This product is then transferred in a closed system into a separate charging device which will store the product as a wet-cake until it is ready to be charged to a dryer.
- an agitated filter dryer

After completing the drying operation, the product is discharged into a large container or individual drums for final testing and release.

Gowning Requirements and Personnel Flow

There will be multiple personnel flows based on operations. These operators will provide service for the operations and isolation of product. Specific gowning requirements for enter and exiting the final product areas are different and will be established.



Equipment Qualification / Process Validation

Original equipment manufacturers (OEMs) will be utilized in association with site personnel to install, commission, and qualify (Installation Qualification, Operational Qualification, Performance Qualification) all cGMP related equipment. Factory Acceptance Tests shall be performed on all major pieces of equipment prior to shipment to the facility. Process engineering studies will be performed to determine and verify appropriate product batch sizes and scale-up requirements. A site Validation Master Plan will be developed and approved as the overall governing document for the site's validation approach. As part of the overall validation process, FMEAs (Failure Mode and Effects Analysis) and Risk Assessments will be performed. This will include identification of Critical Quality Attributes (CQA) and Critical Process Parameters. Qualification (water runs) will be initially performed in testing the equipment and processes. Media fill runs will be performed to represent all product container/closure configurations and volumes for final line qualification.

Associated Processes

DMFs (Drug Master Files) for specific products will be developed utilizing internal resources but may also include purchasing existing DMFs from existing manufacturers. This will also include development of DMF submission documents. Ownership of the DMFs will provide more control and flexibility over commercial manufacturing.

Analytical Methods and Assays will be developed and validated as part of the overall product development and technical transfer processes. Development of Validation Protocols for analytical and assay methods will include aspects of product manufacturing control, performance, and product stability indication, etc. and will be developed consistent with the overall site Validation Master Plan. Testing will include identity, purity, potency, and stability of the bulk drug substance and final drug product in accordance with ICH Standards.

Product Stability Testing will be completed during the product development process and will include both external and site personnel for completion. Design of stability testing plan and conduct of stability studies on bulk and final product will be completed through the externally contracted product development process.

Product Release and Routine Stability Testing of bulk drug substance will be conducted via onsite laboratories and the site Quality Unit in accordance with ICH Stability Standards. Sufficient storage for both cold chain and controlled drug products will be built or utilized between on-site facilities to accommodate routine stability testing requirements.

Regulatory Inspection activities, including Food and Drug Administration, Drug Enforcement Administration, Occupational Safety and Health Administration, etc. will be managed through the site Quality Unit in conjunction with other personnel.

Controlled Drugs and Cold Chain Products will have procedures in place to allow appropriate allocations, handling, storage, fill-finish operations, and final release and distribution.



Quality Systems

Oversight of Quality Systems will be provided by corporate and site personnel. This will include all areas of Quality Systems per FDA Guidance, including Quality, Production, Facilities and Equipment, Laboratory Controls, Materials, and Packaging/Labeling.

External Project Resources

Key vendors or service providers, locations, and brief description of their expertise/experience will be provided as part of further project development and execution.

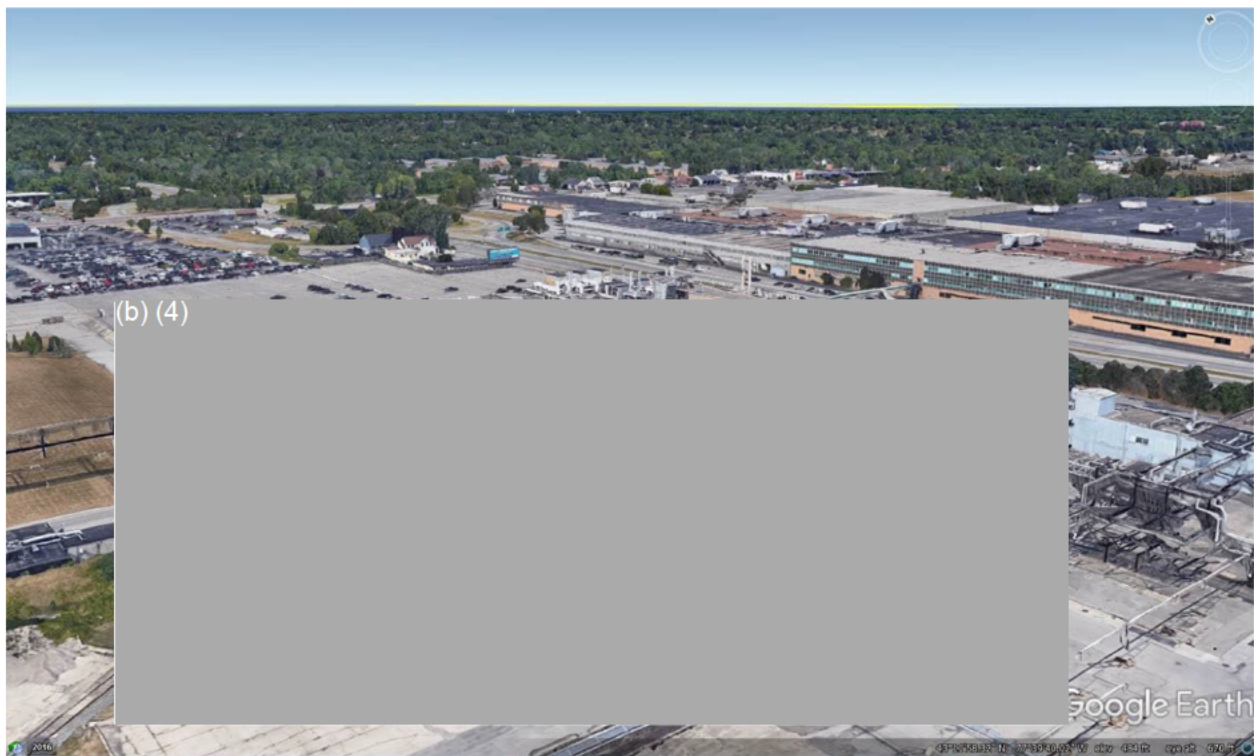


Figure 8. Completed Facility

There is a need for specialized equipment for halogenation, nitration, high pressure gas reactions such as hydrogenation and hydroxyalkylation which is not readily found in the U.S. today. Chlorination with Cl_2 would allow for generating starting materials to drugs such as Furosemide. Nitration and hydrogenation equipment would enable the creation of aromatic amino compounds such as Metronidazole and Furosemide. Hydroxyalkylation with ethylene oxide would allow for generating starting materials to drugs such as Succinylcholine. These new



Starting Material Facilities will allow for domestic manufacture of these functionalized starting materials that currently do not have a domestic supply.

Continuous manufacturing will provide a way to safely execute the above-mentioned hazardous chemistries and transfer these functionalized starting materials to the batch manufacturing wing to manufacture the KSMs and APIs.

Establishing an in-house supply by backward integrating to the functionalized starting materials positions Kodak to manufacture KSMs and API in the U.S. without being dependent on non-domestic sources and supply constraints.

8.5 CLIN 5: Establish a R&D Center of Excellence for Process and Analytical Test Development to Support Continuous Manufacturing and Testing of KSMs and APIs

Renovation of Existing Manufacturing Facilities (WBS 5.2)

Procurement of Essential Equipment (WBS 5.3)

Commissioning of R&D Center of Excellence (WBS 5.4)

Process Development- Outsourced (WBS 5.5)

Transfer of Continuous Manufacturing Processes for KSMs (WBS 5.6)

Process Development in R&D Center of Excellence (WBS 5.7)

A crucial activity for success of manufacturing starting materials, intermediates and APIs for the pharmaceutical industry is the development of manufacturing processes for both batch reactors and continuous manufacturing vessels. Continuous processing methodology has come into favor, especially for small molecule compounds, because it is more efficient than batch methods, which require frequent interruptions in the process to conduct in-process testing of the product for purity, potency, etc.

Therefore, continued development activities are intended to provide optimum processes for manufacturing at scale, to achieve high yields, potency and purity, high quality, and lower cost as materials are made at production/commercial scale. Kodak intends to establish, by renovating an existing R&D facility, a “Center of Excellence” to support the continued development and optimization of continuous manufacturing processes (as well as batch processes where required) for both KSMs and APIs. High quality and purity are assured by also providing for continuous testing of these materials and APIs at key points throughout the process, and this is an activity that benefits as well from methodologies developed in the lab.

For over 100 years, Kodak has been a leader and innovator in materials science. Kodak as an inventor and innovator has been awarded over 20,000 U.S. patents in the last century with many of them in new materials, materials formulations, and integration of materials into useful articles across imaging, printing and healthcare industries. The demonstrated R&D capability



and results are not only reflected in U.S. patents, but also in a wide range of technical and scientific articles published in peer-reviewed journals.

This expertise encompasses the following:

- Invention of new materials for a variety of functions and applications;
- Formulation of these materials into useful compositions such as color negative films, inkjet inks, electrophotographic toners, antimicrobials, offset digital printing plates, and more; and,

Process development in order to scale materials and material formulations into tens of thousands of kilograms per year.

It is this experience and demonstrated capability Kodak brings to the task of process development for pharma materials.

In the Center of Excellence, Kodak will investigate the range of materials noted above to develop the manufacturing processes for such materials that exist today and to develop processes for new materials being invented well into the future. It is expected the Kodak Center of Excellence will optimize existing synthetic routes for starting materials, intermediates, and APIs, and explore and develop alternative routes for large scale manufacturing. This has been demonstrated for batch reactors and will be an important aspect of process development for advanced manufacturing of pharma materials through continuous manufacturing processes.

The location of the Center of Excellence in the Kodak Research Labs (KRL) ensures the facility will be co-located within Eastman Business Park with the manufacturing facilities for the pharma materials. This enables ready, in-person interactions to ensure compatibility of developed synthetic processes with manufacturing facilities and capability, as well as inclusion of “design for manufacturability” (DFM) principles for optimizing yield, quality, and cost.

KRL includes existing laboratory space that would require facility and equipment updates outlined in Figure 5.



Table 3: Kodak Research Labs- Existing Amenities & Required Updates

Existing Amenities	Required Updates
<ul style="list-style-type: none"> Contiguous 36,000 sq ft laboratory space 	<ul style="list-style-type: none"> Add walk-in hoods, convert 5000 sq ft to clean room facility, add high pressure reactions lab, add lab scale reactors for CM
<ul style="list-style-type: none"> Current space is amenable to handle hazardous materials/gases – would add an automated gas manifold system 	<ul style="list-style-type: none"> Add an automated gas manifold system Upgrade HVAC and ventilation
<ul style="list-style-type: none"> Analytical equipment exists in the current Kodak Research Labs 	<ul style="list-style-type: none"> Add dedicated equipment as needed or specified for analytical development

8.6 CLIN 6: Establish a Diagnostic Reagent Manufacturing Laboratory

Procurement of New Equipment (WBS 6.2)

Establish Compliant Manufacturing and Testing Systems (WBS 6.3)

Manufacture Diagnostic Reagents (WBS 6.4)

Storage of Diagnostic Reagents (WBS 6.5)

The COVID-19 global pandemic has had life altering effects across the world. In the U.S., the scale and rapid transmission rates of viral spread have exposed the supply chain weakness of goods and services necessary to manage and fight the virus. Most notably, infection test kits were scarce when the most population dense areas were at peak infection. There is a need to ensure this situation never repeats itself again. The spread of the virus happens in regional ways and it is therefore prudent there be regional supplies of goods and services. A regional facility will enable a timely supply line to provide the necessary goods and services, which will allow Federal resources and stockpiles to be deployed to areas of acute or critical need.

As mentioned above, test reagents and kits are critical; thus, Kodak proposes to incorporate a chemical test reagent development lab for the purpose of being a regional supplier. This lab would develop methods in compliance with FDA requirements for manufacture, quality and packaged materials. As noted above, Kodak has materials science capability along with its internal analytical equipment, methodologies and staff of analytical scientists (Analytical Sciences Division).

Kodak’s Analytical Services Division includes all the standard molecular characterization techniques including particle characterization and additional solid phase and crystalline material characterization. This ISO qualified laboratory could be seamlessly adapted to ensure high



quality purity and compliance testing for the test reagent facility. Figure 6 outlines the existing infrastructure at KRL and the updates that would be needed for the expansion.

Table 4: Reagent Facility- Current Infrastructure & Required Updates

Current infrastructure	Required updates
<ul style="list-style-type: none"> • High Level of Chemical and Formulations Know-how and Competency • Excess premium R&D space <ul style="list-style-type: none"> • Secured dock with easy street access • Existing stockroom with chemical shipping and handling processes • Capacity to further define, isolate and secure a Pharma clean space • Built in variety of chemical hooded, dry and biological rated laboratories • Analytical Sciences (on-site) <ul style="list-style-type: none"> • Chemical characterization tools and experience • ISO quality and standards certified • Security Controlled Laboratories 	<ul style="list-style-type: none"> • Lab and bio-safety hoods and supporting infrastructure • Analytical equipment, process vessels and equipment for sterilization • Filling and packaging facility for vials including equipment and meeting cleanliness, and sterilization requirements

9) Project Management and Project Meetings

Kodak will manage day-to-day communication and reporting for all projects. Kodak will conduct meetings with the USG and individual project teams to review project progress and set the strategic direction of the collaboration.

Kodak will establish a Cross Organizational Project Team (COPT) that will meet frequently and will provide oversight of the Kodak-USG collaboration and will consist of Kodak senior leadership, subcontractor points of contact and as well as USG representatives (if appropriate). The COPT will be responsible for evaluating and providing guidance to USG-supported projects. The COPT will also identify and evaluate emerging development opportunities not currently known or included in this submission.



Kodak will conduct strategic meetings at least once per year to discuss overall project design, progress, and performance. These meetings will focus on technical progress and performance according to the IMS and budget.

Meeting Schedule

Kodak will develop a schedule for internal (Kodak and partners only) and external (Kodak and USG) project meetings that are designed to ensure collaboration between USG and Kodak on areas of mutual interest and progress towards the project objectives.

Project teams will meet with USG regularly (e.g., biweekly) via teleconference to report on current activities, risks, issues, and planned activities. Teleconferences are designed to ensure continual communication and collaboration between Kodak and USG on all project activities.

Routine Reporting

For each CLIN, Kodak will provide the following project deliverables:

- Regular (Biweekly or Monthly) Project Team Meetings
- Monthly Invoice
- Monthly Financial Report
- Monthly Technical Report
- Annual USG Strategic and Programmatic Review Meeting
- Other Deliverables as required
- FDA interactions, ad-hoc meetings, protocols reports, publications, inventions

Subcontractor Management

Kodak will develop a subcontractor management plan defining roles and responsibilities among Kodak and its subcontractors. Regular meetings will be scheduled with each of the subcontractors to track the progress of the subcontractors. Subcontractor technical progress, cost and risk will be regularly updated to keep the project on schedule and within budget and to mitigate risks. Diligent manufacturing and quality oversight are essential to this program. A person-in-the-plant will be used to monitor manufacturing activities and quality audits will be conducted, as applicable.

Risk Management

Kodak will identify, track, and respond to risks as they are identified. The individual project teams track and manage risks identified in a Risk Register that assesses the probability and impact of a specific risk to establish its severity. The management team will collect, sort, and aggregate the risks for reporting to the USG. All risks will be assessed according their potential impact on the project goals.



10) Global Logistics at Kodak

Kodak Logistics is responsible for distribution warehousing, transportation and international trade compliance. Worldwide distribution of Kodak products is managed out of 35 warehouses in 18 countries. Domestic U.S. distribution centers are in Columbus Georgia, Dayton Ohio, City of Industry California, and Rochester, New York. Products stored in these warehouses include chemicals, film, inks, toners, printing plates, printing machines and spare parts. Due to the requirements of Kodak's products, the warehouses are temperature controlled. Kodak moves over two million kilograms of freight per month and uses virtually all modes of transportation. Kodak has well-established partnerships with many of the country's largest transportation companies and has experience transporting both hazardous and non-hazardous freight.

Kodak is a self-filer for both export and import entries with U.S. Customs. The company maintains a secure supply chain and, as a result, has earned C-TPAT Tier III certification. Additionally, our carriers and 3PL partners were selected, in part, based on also having achieved C-TPAT certification.

11) Program Management at Kodak

Our Program Management has two elements- one is Capital Program Management the other is the New Product Commercialization Management.

Kodak outsources its Capital Program Management to (b) (4)

(b) (4) is an established partner that has a strong working relationship with Eastman Kodak that goes back many decades. Fourteen years ago (b) (4) acquired the engineering and construction divisions of Kodak and entered into an exclusive agreement to provide capital project services for Kodak. (b) (4) also expanded its client base for the use of these acquired skills and has provided program management, engineering, design and construction services for many chemical, food and pharmaceutical companies in addition to Kodak. Clients include Dupont, Lonza, Arkema, Thermo Fisher/Life Technologies, Regeneron, Carestream and AstraZeneca. (b) (4) has an engineering and project management team of 100. In addition to EPC services, program & project management, (b) (4) maintains a skilled trades workforce with over 100 industrial tradesmen and self-performs much of the capital work. (b) (4) maintains a 100,000 square foot shop with custom fabrication capability for pharmaceutical processes including a stainless steel welding facility with passivation capability. (b) (4) has been ISO-9000 certified for 25 years, maintains an outstanding safety record and has a New York State certified apprenticeship program for workforce development.

(b) (4) has provided over 140 million dollars in project services to Kodak. Programs and projects that (b) (4) has completed for Kodak include:

- Engineering, Design and Construction of MACT Chemical System



- Engineer, Design and Installation of CPDI System
- Kodak Gemini Project Class 1 & 2 Engineering
- Chemical Plant Dual State Filtration System
- Project Management and Installation Kodak Xiamen Plant.
- Acid Plant Design and Construction
- Software Configuration and Upgrade Roll Coating Machine
- Batch Chemical Custom Batch Mix System
- Make and Deliver Systems for Film Coating
- QC Lab Expansion

(b) (4) Quality Services are Certified Best Practices. Governing (b) (4) corporate processes is a Quality Management System registered to ISO 9001 since 1994. In addition to its ISO 9001:2015 Registration (b) (4) is also registered to the Best Practices of the Control System Integrators Association Certification (CSIA). As a founding member of CSIA, (b) (4) is committed to improving the business practices of Controls and Information System Integrators. This effectively couples the advantages of an ISO 9001 Quality System to the best practices of CSIA. The emphasis is on process documentation. The organization has defined quality processes for each function of its operation. (b) (4) Quality Policy embodies the fact that “Employees of (b) (4) are committed to building lasting client relationships by striving to provide consistently superior project services.” — The pursuit of a repeatable and sustainable approach to business makes (b) (4) unique as one of only a few firms that are recognized by both ISO 9001 and CSIA quality systems.

As a control system integrator (b) (4) maintains a full staff of automation engineers and technicians trained and certified to use all the major brands of control hardware and software. Expertise includes sophisticated batch and continuous control capabilities operating with the best functionality of Industry 4.0 technology. (b) (4) supports a panel fabrication facility registered to UL standards.

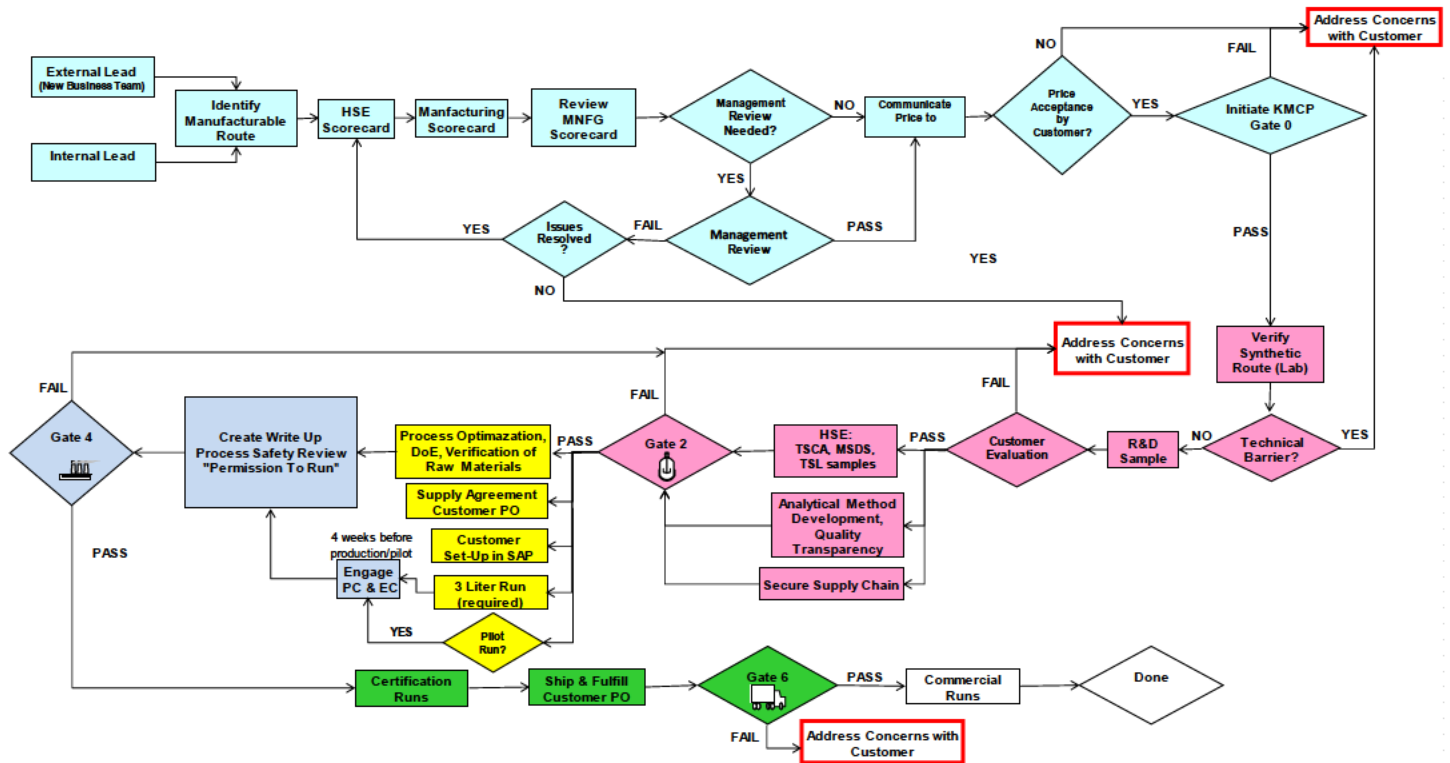


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Kodak uses a stage-gate process for its New Product Commercialization.

A formal design and development process is utilized to meet the needs and expectations of customers, manufacturing operations, and other interested parties. A condensed version of several specific processes used in SCID is found in the Kodak Materials Commercialization Process (KMCP) - a staged milestone and gate review process. A flow diagram of KMCP is shown below.

COMMERCIALIZATION MAP



NOTE: Depending on the specifics of the Project, actionable items leading up to Gate decisions may run as shown on the flow chart, or may run in parallel. Gate reviews may be combined based on timing and availability.

Figure 9. Kodak Commercialization Approach

The KMCP process describes the stages of the design and development process. It includes timing for review, verification and validation activities and lists the responsibilities and authorities for design development activities. Participants in design reviews include representatives of all functions concerned with the design and development stages being reviewed. Participants include representatives from HSE (Health Safety and Environment), Purchasing, Development, Analytical Testing, Operations, Logistics and the Customer. The results of these reviews and subsequent follow up actions are recorded. The Gatekeepers for the KMCP check points are as follows: the SCID Technical Manager (or designee), the SCID Quality Manager (or designee),



the New Business Team Technical Director (or designee) and for internal programs, the Customer.

The actual design and development processes utilized by SCID and the results generated are documented and controlled. Typically, materials under consideration for commercialization are screened using statistical design of experiments methodology. Factors are varied and their impact on key physical responses are determined. Modelling identifies the optimal and most robust settings for each of the factors. Products are then prepared multiple times at bench, pilot and manufacturing scales and the physical attributes of the product are verified. The means of each response at each level are analyzed for differences and materials are declared scalable when no practical differences are present. Products have limits in place for key quality parameters at the time of manufacture which collectively form a specification. The specification lists the release characteristics, unit of measures, limits and test method references. Those based on fitness-for-use are deemed most desirable but when not, they are based on manufacturing capability. Specifications are stored and maintained in an ISO 9001 database.

12) Quality Systems at Kodak

Specialty Chemicals (SCID) is one of multiple departments that report up to the Eastman Kodak Corporation through AMC Advanced Materials and Chemical Division. SCID functions aligned with the Mission, Strategic Direction and Business goals set by AMC management. We are ISO 9001-2015 certified.

SCID is a customer focused chemical manufacturing organization. Our strategy is to provide a broad and profitable portfolio through new innovative ideas as well as utilizing our core manufacturing competencies. In supplying a variety of industrial products, SCID works closely with its customers making products that meet specified requirements from existing processes or commercialized with close customer input through use of a process development gate model (KMCP). SCID functions in compliance with all applicable quality, legal, statutory and regulatory requirements. The facilities and its employees are managed under all corporate policies, Business Practices, guidelines and values.



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SCID is based on the following QMS -process model. This model reflects the major processes of SCID's QMS, their interactions, and their alignment with customer focus.

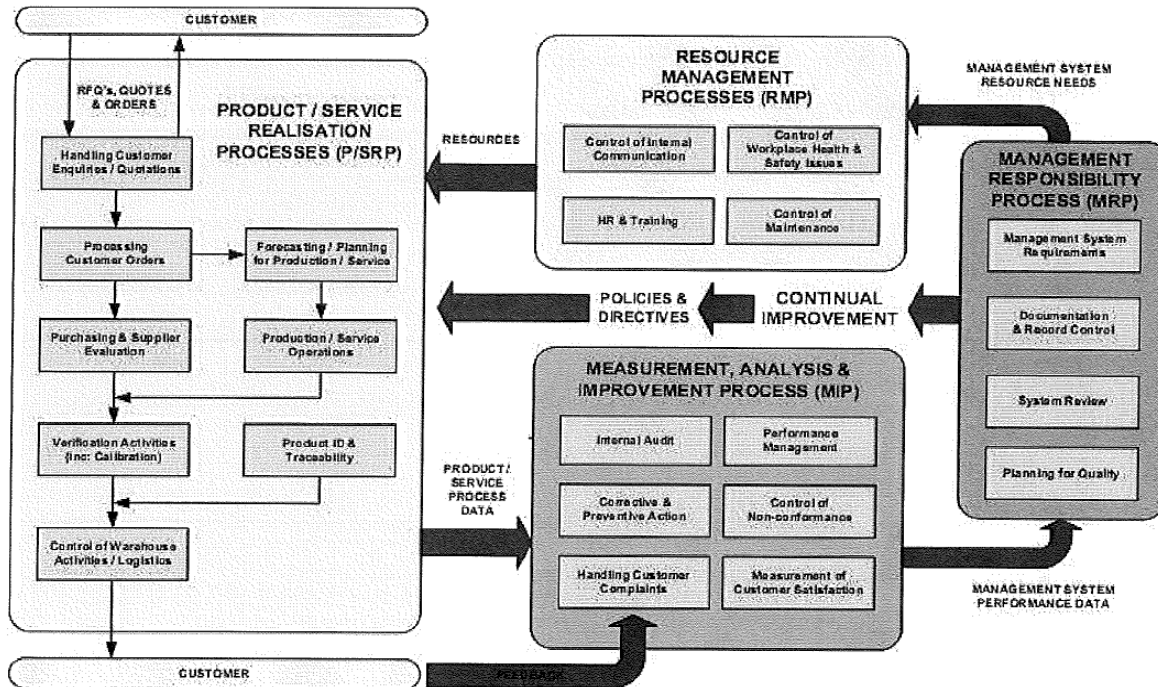


Figure 10. SCID Workflow

Within this Business Model there are a number of internal and external issues relevant to our operating plan. SCID has identified the critical components of our business and has put in place programs and activities to ensure continuity and reduce impact of change. These issues are outlined in the Specialty Chemicals Continuity of Supply Plan

As business conditions change year on year, SCID management participates in a number of activities to define our strategies and initiatives along with the associated risks. These issues are documented and discussed as part of our annual budgeting and long term strategic planning processes.

13) Workforce Development

The Western New York region includes a strong network of academic institutions, including more than 19 colleges and universities and over 81,000 students. According to the U.S. Department of Education, Rochester ranks third in both biological and biomedical sciences degrees per area among 53 of the largest metro areas.



In addition to prominent institutions such as the University of Rochester and Rochester Institute of Technology (RIT), the Greater Rochester area is home to several strong community colleges, including Monroe, Genesee and Finger Lakes Community Colleges. These schools offer customized programs that support the real-time needs of Upstate New York businesses.

Local government, community, business and academic leaders have cultivated a strong innovation ecosystem that includes a Downtown Innovation Zone, university incubators (e.g. URVentures, RIT Venture Creations), and several labs and centers of excellence.

14) Key Personnel

James V. Continenza, Executive Chairman

Jim Continenza leads the transformation of Eastman Kodak Company as Executive Chairman. He was appointed to that position by the Board of Directors on February 20, 2019. Continenza joined the Board of Directors of Kodak in April 2013 and became Chairman of the Board in September 2013.

Continenza brings a proven track record of guiding leading technology companies through transformations. Since September 2012, Continenza has served as the Chairman and Chief Executive Officer of Vivial, Inc., a privately-held marketing technology and communications company. He has also held leadership roles at STi Prepaid, LLC, a telecommunications company; Anchor Glass Container Corp., a leading manufacturer of glass containers; Teligent, Inc., which provides communications services including voice, data, and internet access; Lucent Technologies Product Finance, a global leader in telecom equipment and AT&T.

In addition to his management experience, Mr. Continenza currently serves on the board of Cenvo Corporation, an industry leader in transformative publishing solutions. Continenza also serves on the board of Merrill Corporation LLC and has served on the boards of NII Holdings, Inc., Tembec and Neff Corporation. He also serves or has served on the boards of a number of private companies.

Terry R. Taber, PhD, Chief Technical Officer, Senior Vice President, Advanced Materials and Chemicals, Vice President, Eastman Kodak Company

Terry Taber joined Kodak in 1980. In January 2009, he was named Chief Technical Officer, a position he currently holds. The Board of Directors elected him a corporate vice president in December 2008. Effective January 1, 2015, Taber was named President of the newly created Intellectual Property Solutions segment. Effective May 1, 2017, Dr. Taber was named President of Advanced Materials & 3D Printing Technology Division. Effective March 5, 2020, Taber was named Senior Vice President, Advanced Materials and Chemicals, expanding his prior role to include oversight of chemicals, functional print and all films, including motion picture, consumer, professional and industrial. He reports to Executive Chairman Jim Continenza.

Taber was previously the Chief Operating Officer of Kodak's Image Sensor Solutions (ISS) business, a leading developer of advanced CCD and CMOS sensors serving imaging and industrial markets. Prior to joining ISS in 2007, Taber held a series of senior positions in Kodak's research and development and product organizations. During his more than 35 years at



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Kodak, Taber has been involved in new materials research, product development and commercialization, manufacturing, and executive positions in R&D and business management.

Taber's early responsibilities included research on new synthetic materials, an area in which he holds several patents. He then became a program manager for several film products before completing the Sloan Fellows program at the Massachusetts Institute of Technology (MIT). He returned from MIT to become the worldwide consumer film business product manager from 1999 to 2002, and then became an Associate Director of R&D from 2002 to 2005, followed by a position as the director of Materials & Media R&D from 2005 to 2007.

Taber received a B.S. degree in Chemistry from Purdue University and a Ph.D. in Organic Chemistry from the California Institute of Technology. He also received an M.S. in General Management from MIT as a Kodak Sloan Fellow. Taber was a Board Member of the Innovation & Material Sciences Institute and currently serves on the Executive Advisory Board of FIRST Rochester (For Inspiration and Recognition of Science and Technology). He also serves on the Executive Committee of the Greater Rochester Chamber of Commerce and the Tocqueville Society Cabinet of the Greater Rochester United Way. Taber is a trustee of Roberts Wesleyan College and Northeastern Seminary.

15) Organizational Chart- Kodak Pharma

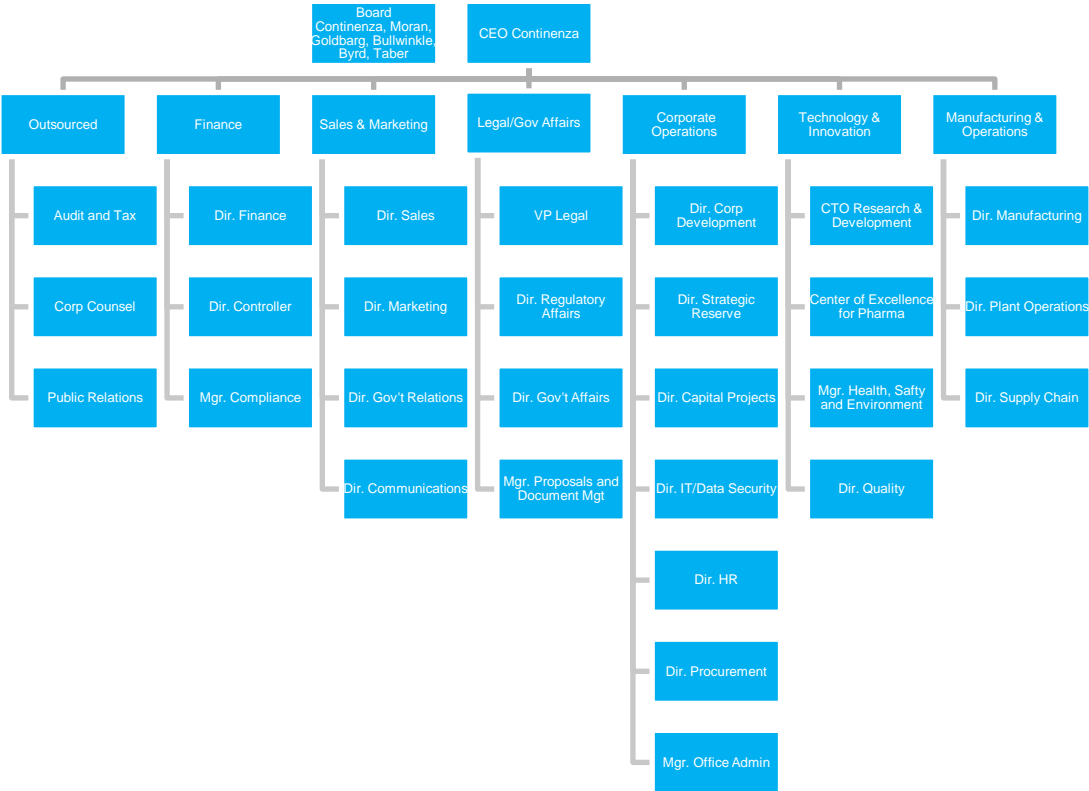


Figure 1: Project Organizational Chart

Updated Table 1 from Eastman Kodak Company. Technical Proposal. June 3.pdf
 June 5, 2020

- Added (b) (4) in Clin #6
 - (b) (4) for validation of chemical test reagent process equipment & process
 - (b) (4) for start-up of mfg for materials, initial labor cost
 - Total cost for all 6 Clins increases from (b) (4) to (b) (4)

Updated Table 1: Workstreams and associated goals to provide KSMs and APIs for essential medicines to the United States

	CLIN	KSM Procurement	Storage	Process Development	Outsourced PD	KSM Manufacture	API Manufacture	New Facility Construction	New Equipment	Qualification/Validation of Equipment	Process Validation	Building Renovation	Quality System	Equipment Upgrade	IT Upgrades	Estimated Cost (\$ million)
1	Procurement and Storage of KSMs for Essential Medicines in Shortage	X	X										X		X	(b) (4)
2	Establish U.S.-Based Production of KSMs for Essential Medicines in Shortage			X		X							X		X	
3	Establish Strategic API Ingredient Reserve (SAPIR) Facility							X	X				X		X	
4	Establish U.S.-Based Advanced Manufacturing Capability for KSMs and APIs		X			X	X	X	X	X	X	X	X		X	
5	Establish Center of Excellence for Process Development and Testing of KSMs and APIs		X	X		X	X		X	X		X	X	X	X	
6	Establish a Diagnostic Reagent Manufacturing Facility		X	X					X	X	X	X	X			

From: [Penna, David](#)
To: [Abbott, Christopher J. EOP/WHO](#); [Continenza, James V](#); "Taber, Terry [Terry] R"; (b) (6)
(b) (6) | (b) (4)
Cc: [Glaccum, David \(FO\)](#); [Ackerly, Stewart](#); [Smith, Austin](#)
Subject: RE: Kodak Project
Date: Monday, June 1, 2020 3:57:19 PM
Attachments: [Potential KODK Starting Materials and API Structure 6.1.20.pptx](#)

Hi all, great to meet everyone this morning. Further to our conversation, attached please find a very preliminary structure diagram showing how a non-recourse financing might work based on what we know about the project at this time. Please note that this slide is for discussion purposes only, in hopes that it helps people start organizing thoughts on how the pieces might fit together in terms of financing structure for this sort of thing, while trying to minimize additional costs/friction with the existing business.

Again, this is just a rough first draft, but happy to discuss further.

Thanks,
DJP

David J. Penna
Senior Vice President, Office of Strategic Initiatives
U.S. International Development Finance Corporation (DFC)
[1100 New York Ave, NW | Washington DC 20527](#)
(b) (6) | (b) (6) | www.dfc.gov

From: Abbott, Christopher J. EOP/WHO <(b) (6)>
Sent: Monday, June 1, 2020 11:41 AM
To: Continenza, James V <(b) (6)> 'Taber, Terry [Terry] R'
<(b) (6)> <(b) (6)> <(b) (6)>
(b) (6) <(b) (6)> (b) (4) (b) (6)
Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)>
Penna, David <(b) (6)> Smith, Austin <(b) (6)>
Subject: Kodak Project

All,

Thanks for the call this morning. As discussed, I am connecting everyone from DFC, Kodak, and (b) (4) on this email chain.

Jim, can you have your team send over all of the latest documents you have to keep things moving on this?

Thanks,
Chris

Christopher Abbott

Deputy Director
Office of Trade and Manufacturing Policy
The White House

(b) (6)

From: [Glaccum, David \(FO\)](#)
To: [Bullwinkle, David E](#); [Penna, David](#); [Abbott, Christopher J. EOP/WHO](#); [Continenza, James V](#); [Taber, Terry \[Terry\]](#); [Byrd, Roger W](#); (b) (4)
Cc: [Ackerly, Stewart](#); [Smith, Austin](#)
Subject: RE: Kodak Project
Date: Tuesday, June 2, 2020 2:46:00 PM

Yes sir. Will do so shortly.

DMG

From: Bullwinkle, David E <(b) (6)>
Sent: Tuesday, June 2, 2020 1:08 PM
To: Glaccum, David (FO) <(b) (6)> Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> (b) (4) <(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

4:30 is confirmed for Kodak. Will you be sending an invite with call in details, David?

Thanks,
Dave

From: Glaccum, David (FO) <(b) (6)>
Sent: Tuesday, June 2, 2020 12:36 PM
To: Bullwinkle, David E <(b) (6)> Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> (b) (4) <(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

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Unfortunately, we have a couple conflicts at that time. Would 4:30 work?

From: Bullwinkle, David E <(b) (6)>
Sent: Tuesday, June 2, 2020 12:32 PM

To: Glaccum, David (FO) <(b) (6)> Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> <(b) (4)> <(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

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(b) (6) ***

Yes, would 4-4:30pm eastern work? Ok on the Kodak end.

From: Glaccum, David (FO) <(b) (6)>
Sent: Tuesday, June 2, 2020 9:28 AM
To: Bullwinkle, David E <(b) (6)> Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> <(b) (4)> <(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

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Thanks, Dave. Should we set up a time this afternoon to touch base?

From: Bullwinkle, David E <(b) (6)>
Sent: Tuesday, June 2, 2020 9:15 AM
To: Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> <(b) (4)> <(b) (6)>
Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

Thank you David for the strawman. Confirming receipt.

We very much appreciate your rapid response and will be working through this in parallel with our more detailed proposal.

Regards,
Dave Bullwinkle

From: Penna, David <(b) (6)>
Sent: Monday, June 1, 2020 3:57 PM
To: Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Bullwinkle, David E <(b) (6)> Byrd, Roger W <(b) (6)> (b) (4) <(b) (6)>
Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

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[1100 New York Ave, NW | Washington DC 20527](http://1100NewYorkAveNW-WashingtonDC20527)
(b) (6) | (b) (6) | www.dfc.gov

From: Abbott, Christopher J. EOP/WHO <(b) (6)>
Sent: Monday, June 1, 2020 11:41 AM
To: Continenza, James V <(b) (6)> 'Taber, Terry [Terry] R' <(b) (6)> <(b) (6)> <(b) (6)> <(b) (6)> <(b) (6)> (b) (4) (b) (6)

Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)>
Penna, David <(b) (6)> Smith, Austin <(b) (6)>

Subject: Kodak Project

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Christopher Abbott

Deputy Director

Office of Trade and Manufacturing Policy

The White House

(b) (6)

From: Bullwinkle, David E
To: Penna, David; Glaccum, David (FO); Abbott, Christopher J. EOP/WHO; Continenza, James V; Taber, Terry [Terry] R; Byrd, Roger W; (b) (4)
Cc: Ackerly, Stewart; Smith, Austin
Subject: Re: Kodak Project
Date: Tuesday, June 2, 2020 6:52:23 PM

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(b) (6) ***

Thank you very much for the referral. Roger Byrd will be reaching out to Bill to follow up.

Get [Outlook for iOS](#)

From: Penna, David <(b) (6)>
Sent: Tuesday, June 2, 2020 6:10:45 PM
To: Bullwinkle, David E <(b) (6)> Glaccum, David (FO)
<(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> (b) (4)
<(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

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Hi all, thank you for taking the time to catch up today. As discussed, we will check whether there are other potential customers that might make sense for the new facility/capabilities, and for strategy and structuring assistance around the non-recourse financing structure you might reach out to Bill Voge at (b) (6) or on (b) (6) – I naturally did not tell him your company name or details for confidentiality reasons, but he is aware that someone may be reaching out under the work being done under DPA.

Thank you,
DJP

David J. Penna
Senior Vice President, Office of Strategic Initiatives
U.S. International Development Finance Corporation (DFC)
[1100 New York Ave. NW | Washington DC 20527](#)
(b) (6) | (b) (6) | www.dfc.gov

From: Bullwinkle, David E <(b) (6)>
Sent: Tuesday, June 2, 2020 12:51 PM

To: Glaccum, David (FO) <(b) (6)> Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> <(b) (4)> <(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

*** Careful. This email originated from a non-government source. When in doubt, please reach out: <(b) (6)> ***

I believe so but will check our availability and revert.

From: Glaccum, David (FO) <(b) (6)>
Sent: Tuesday, June 2, 2020 12:36 PM
To: Bullwinkle, David E <(b) (6)> Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> <(b) (4)> <(b) (6)>
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<(b) (6)> (b) (4) ' <(b) (6)>
Cc: Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Thanks, Dave. Should we set up a time this afternoon to touch base?

From: Bullwinkle, David E <(b) (6)>
Sent: Tuesday, June 2, 2020 9:15 AM
To: Penna, David <(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)> Continenza, James V <(b) (6)> Taber,
Terry [Terry] R <(b) (6)> Byrd, Roger W <(b) (6)> (b) (4) '
<(b) (6)>
Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)>
Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

Thank you David for the strawman. Confirming receipt.

We very much appreciate your rapid response and will be working through this in parallel with our more detailed proposal.

Regards,
Dave Bullwinkle

From: Penna, David <(b) (6)>
Sent: Monday, June 1, 2020 3:57 PM
To: Abbott, Christopher J. EOP/WHO <(b) (6)> Continenza, James V
<(b) (6)> Taber, Terry [Terry] R <(b) (6)> Bullwinkle, David E
<(b) (6)> Byrd, Roger W <(b) (6)> (b) (4) '
<(b) (6)>

Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)>
Smith, Austin <(b) (6)>
Subject: RE: Kodak Project

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Hi all, great to meet everyone this morning. Further to our conversation, attached please find a very preliminary structure diagram showing how a non-recourse financing might work based on what we know about the project at this time. Please note that this slide is for discussion purposes only, in hopes that it helps people start organizing thoughts on how the pieces might fit together in terms of financing structure for this sort of thing, while trying to minimize additional costs/friction with the existing business.

Again, this is just a rough first draft, but happy to discuss further.

Thanks,
DJP

David J. Penna
Senior Vice President, Office of Strategic Initiatives
U.S. International Development Finance Corporation (DFC)
[1100 New York Ave, NW | Washington DC 20527](http://1100NewYorkAveNW.com)
(b) (6) | (b) (6) | www.dfc.gov

From: Abbott, Christopher J. EOP/WHO <(b) (6)>
Sent: Monday, June 1, 2020 11:41 AM
To: Continenza, James V <(b) (6)> 'Taber, Terry [Terry] R'
<(b) (6)> <(b) (6)> <(b) (6)>
<(b) (6)> <(b) (6)> <(b) (4)> <(b) (6)>
Cc: Glaccum, David (FO) <(b) (6)> Ackerly, Stewart <(b) (6)>
Penna, David <(b) (6)> Smith, Austin <(b) (6)>
Subject: Kodak Project

All,

Thanks for the call this morning. As discussed, I am connecting everyone from DFC, Kodak, and (b) (4) on this email chain.

Jim, can you have your team send over all of the latest documents you have to keep things moving on this?

Thanks,
Chris

Christopher Abbott

Deputy Director

Office of Trade and Manufacturing Policy

The White House

(b) (6)

From: [Taber, Terry \[Terry\] R](#)
To: [Glaccum, David \(FO\)](#); [Penna, David](#); [Smith, Austin](#); [Ackerly, Stewart](#)
Cc: [Continenza, James V](#); [Abbott, Christopher J. EOP/WHO](#)
Subject: RE: Kodak Project
Date: Wednesday, June 3, 2020 8:48:15 PM
Attachments: [image001.png](#)
[Eastman Kodak Company.Technical Proposal.June 3.pdf](#)
[Eastman Kodak Company.Proposal Schedule.June 3.pdf](#)
[Eastman Kodak Company.Cost Proposal.June 3.pdf](#)
[Eastman Kodak Company.Eastman Business Park Attributes.June 3.pdf](#)

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
ciso@dfc.gov ***

DFC group,

Per Chris' request, I am sending along the latest Kodak documents:

1. Technical Proposal – this is the comprehensive overview to establish a U.S. Center of Excellence for the Production of Key Starting Materials & Active Pharmaceutical Ingredients for Essential Medicines
2. A Proposal Schedule that outlines the spend profile by CLIN and by time period for the technical proposal
3. Overall Cost Proposal associated with this proposed project
4. A brochure on the attributes of Eastman Business Park

We look forward to continuing our dialogue.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Abbott, Christopher J. EOP/WHO <(b) (6)>
Sent: Monday, June 1, 2020 11:41 AM
To: Continenza, James V <(b) (6)> Taber, Terry [Terry] R
<(b) (6)> Bullwinkle, David E <(b) (6)> Byrd, Roger W
<(b) (6)> <(b) (4)> <(b) (6)>
Cc: 'Glaccum, David (FO)' <(b) (6)> Ackerly, Stewart <(b) (6)>
Penna, David <(b) (6)> Smith, Austin <(b) (6)>
Subject: Kodak Project

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All,

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Jim, can you have your team send over all of the latest documents you have to keep things moving on this?

Thanks,
Chris

Christopher Abbott

Deputy Director
Office of Trade and Manufacturing Policy
The White House
(b) (6)

From: [Taber, Terry \[Terry\] R](#)
To: [Glaccum, David \(FO\)](#); [Penna, David](#); [Smith, Austin](#); [Ackerly, Stewart](#)
Cc: [Continenza, James V](#); [Abbott, Christopher J. EOP/WHO](#)
Subject: Re: Kodak Project
Date: Thursday, June 4, 2020 5:50:20 PM
Attachments: [image001.png](#)

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

Yes, will coordinate internally and send some options. Thank you

Terry

Terry R. Taber, PhD
Chief Technical Officer
SVP, Advanced Materials & Chemicals
Cell: (b) (6)

From: Glaccum, David (FO) <(b) (6)>
Sent: Thursday, June 4, 2020 5:48:34 PM
To: Taber, Terry [Terry] R <(b) (6)> Penna, David <(b) (6)> Smith, Austin <(b) (6)> Ackerly, Stewart <(b) (6)>
Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>
Subject: RE: Kodak Project

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Terry,

Thanks again for sending over. Do y'all have time for a follow-up call tomorrow afternoon?

DMG

From: Glaccum, David (FO) <(b) (6)>
Sent: Wednesday, June 3, 2020 9:01 PM
To: Taber, Terry [Terry] R <(b) (6)> Penna, David <(b) (6)> Smith, Austin <(b) (6)> Ackerly, Stewart <(b) (6)>
Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>
Subject: Re: Kodak Project

Thanks, Terry. We'll take a look and be in touch tomorrow.

From: Taber, Terry [Terry] R <(b) (6)>
Sent: Wednesday, June 3, 2020 8:47:09 PM
To: Glaccum, David (FO) <(b) (6)> Penna, David <(b) (6)> Smith, Austin <(b) (6)> Ackerly, Stewart <(b) (6)>
Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>
Subject: RE: Kodak Project

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

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4. A brochure on the attributes of Eastman Business Park

We look forward to continuing our dialogue.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Abbott, Christopher J. EOP/WHO <(b) (6)>
Sent: Monday, June 1, 2020 11:41 AM
To: Continenza, James V <(b) (6)> Taber, Terry [Terry] R
<(b) (6)> Bullwinkle, David E <(b) (6)> Byrd, Roger W
<(b) (6)> (b) (4) <(b) (6)>
Cc: 'Glaccum, David (FO)' <(b) (6)> Ackerly, Stewart <(b) (6)>
Penna, David <(b) (6)> Smith, Austin <(b) (6)>
Subject: Kodak Project

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All,

Thanks for the call this morning. As discussed, I am connecting everyone from DFC, Kodak, and (b) (4) on this email chain.

Jim, can you have your team send over all of the latest documents you have to keep things moving on this?

Thanks,
Chris

Christopher Abbott

Deputy Director
Office of Trade and Manufacturing Policy
The White House
(b) (6)

From: [Overacker, Maryann R](#)
To: [Glaccum, David \(FO\)](#)
Subject: RE: Kodak Project - Call Tomorrow at 1 pm ET?
Date: Friday, June 5, 2020 10:19:26 AM
Attachments: [image001.png](#)

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

Thanks David. I'm checking and will be back to you shortly.

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: Glaccum, David (FO) <(b) (6)>
Sent: Friday, June 5, 2020 10:13 AM
To: Overacker, Maryann R <(b) (6)>
Subject: RE: Kodak Project - Call Tomorrow at 1 pm ET?

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Maryann,

2:00 would work better for us. If 1:00 is the only available time, I will be able to make the call but the other members of my team will not.

Let me know what's best.

Thanks.

DMG

From: Overacker, Maryann R <(b) (6)>
Sent: Thursday, June 4, 2020 10:05 PM
To: Glaccum, David (FO) <(b) (6)>
Subject: Re: Kodak Project - Call Tomorrow at 1 pm ET?

*** Careful. This email originated from a non-government source. When in doubt, please reach out:

(b) (6) ***

Sounds good. Thanks

Get [Outlook for iOS](#)

From: Glaccum, David (FO) <(b) (6)>
Sent: Thursday, June 4, 2020 7:04:09 PM
To: Overacker, Maryann R <(b) (6)>
Cc: Overacker, Maryann R <(b) (6)>
Subject: Re: Kodak Project - Call Tomorrow at 1 pm ET?

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Thanks, Maryann. Let me confirm availability with my team and I'll be back in touch in the morning. Have a nice evening.

DMG

From: Overacker, Maryann R <(b) (6)>
Sent: Thursday, June 4, 2020 9:49:22 PM
To: Glaccum, David (FO) <(b) (6)>
Cc: Overacker, Maryann R <(b) (6)>
Subject: Kodak Project - Call Tomorrow at 1 pm ET?

*** Careful. This email originated from a non-government source. When in doubt, please reach out:

(b) (6) ***

Dear David, I am following up on your email with Terry Taber and would like to see if we can confirm a call tomorrow Friday, June 5 at 1:00 pm ET?

Kodak participants would be: Jim Continenza, David Bullwinkle, Roger Byrd and Terry Taber.

Let me know if you would like me to send confirmation for the calendars or if you will do so.

Thank you,

Maryann Overacker

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: Glaccum, David (FO) <(b) (6)>
Sent: Thursday, June 4, 2020 5:48 PM
To: Taber, Terry [Terry] R; Penna, David; Smith, Austin; Ackerly, Stewart
Cc: Continenza, James V; Abbott, Christopher J. EOP/WHO
Subject: RE: Kodak Project

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Terry,

Thanks again for sending over. Do y'all have time for a follow-up call tomorrow afternoon?

DMG

From: Glaccum, David (FO) <(b) (6)>
Sent: Wednesday, June 3, 2020 9:01 PM
To: Taber, Terry [Terry] R <(b) (6)> Penna, David <(b) (6)> Smith, Austin <(b) (6)> Ackerly, Stewart <(b) (6)>
Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>
Subject: Re: Kodak Project

Thanks, Terry. We'll take a look and be in touch tomorrow.

From: Taber, Terry [Terry] R <(b) (6)>
Sent: Wednesday, June 3, 2020 8:47:09 PM
To: Glaccum, David (FO) <(b) (6)> Penna, David <(b) (6)> Smith, Austin <(b) (6)> Ackerly, Stewart <(b) (6)>
Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>
Subject: RE: Kodak Project

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(b) (6) ***

DFC group,

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3. Overall Cost Proposal associated with this proposed project
4. A brochure on the attributes of Eastman Business Park

We look forward to continuing our dialogue.

Best,

Terry

Terry R. Taber, Ph.D.

Chief Technical Officer & VP, Kodak

SVP, Advanced Materials & Chemicals

1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Abbott, Christopher J. EOP/WHO <(b) (6)>

Sent: Monday, June 1, 2020 11:41 AM

To: Continenza, James V <(b) (6)> Taber, Terry [Terry] R

<(b) (6)> Bullwinkle, David E <(b) (6)> Byrd, Roger W

<(b) (6)> (b) (4) <(b) (6)>

Cc: 'Glaccum, David (FO)' <(b) (6)> Ackerly, Stewart <(b) (6)>

Penna, David <(b) (6)> Smith, Austin <(b) (6)>

Subject: Kodak Project

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All,

Thanks for the call this morning. As discussed, I am connecting everyone from DFC, Kodak, and (b) (4) on this email chain.

Jim, can you have your team send over all of the latest documents you have to keep things moving on this?

Thanks,
Chris

Christopher Abbott

Deputy Director

Office of Trade and Manufacturing Policy

The White House

(b) (6)

From: [Glaccum, David \(FO\)](#)
To: [Overacker, Maryann R](#)
Subject: RE: Confirming 2 pm ET Today for Kodak call
Date: Friday, June 5, 2020 10:47:00 AM
Attachments: [image001.png](#)

I'll send with Webex, only because it's the system we operate on.

DMG

From: Overacker, Maryann R <(b) (6)>
Sent: Friday, June 5, 2020 10:47 AM
To: Glaccum, David (FO) <(b) (6)>
Cc: Overacker, Maryann R <(b) (6)>
Subject: Confirming 2 pm ET Today for Kodak call

*** Careful. This email originated from a non-government source. When in doubt, please reach out:

(b) (6) ***

Hi Dave, we can make 2 pm ET today work. Would you like me to send a meeting notice with a Microsoft Teams link, or do you prefer to send?

Thanks again,
Maryann

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: Glaccum, David (FO) <(b) (6)>
Sent: Friday, June 5, 2020 10:13 AM
To: Overacker, Maryann R <(b) (6)>
Subject: RE: Kodak Project - Call Tomorrow at 1 pm ET?

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Maryann,

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Let me know what's best.

Thanks.

DMG

From: Overacker, Maryann R <(b) (6)>
Sent: Thursday, June 4, 2020 10:05 PM
To: Glaccum, David (FO) <(b) (6)>
Subject: Re: Kodak Project - Call Tomorrow at 1 pm ET?

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(b) (6) ***

Sounds good. Thanks

Get [Outlook for iOS](#)

From: Glaccum, David (FO) <(b) (6)>
Sent: Thursday, June 4, 2020 7:04:09 PM
To: Overacker, Maryann R <(b) (6)>
Cc: Overacker, Maryann R <(b) (6)>
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Sent: Thursday, June 4, 2020 9:49:22 PM
To: Glaccum, David (FO) <(b) (6)>
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Let me know if you would like me to send confirmation for the calendars or if you will do so.

Thank you,

Maryann Overacker

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: Glaccum, David (FO) <(b) (6)>

Sent: Thursday, June 4, 2020 5:48 PM

To: Taber, Terry [Terry] R; Penna, David; Smith, Austin; Ackerly, Stewart

Cc: Continenza, James V; Abbott, Christopher J. EOP/WHO

Subject: RE: Kodak Project

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Terry,

Thanks again for sending over. Do y'all have time for a follow-up call tomorrow afternoon?

DMG

From: Glaccum, David (FO) <(b) (6)>

Sent: Wednesday, June 3, 2020 9:01 PM

To: Taber, Terry [Terry] R <(b) (6)> Penna, David <(b) (6)> Smith, Austin <(b) (6)> Ackerly, Stewart <(b) (6)>

Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO

<(b) (6)>

Subject: Re: Kodak Project

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Sent: Wednesday, June 3, 2020 8:47:09 PM

To: Glaccum, David (FO) <(b) (6)> Penna, David <(b) (6)> Smith,
Austin <(b) (6)> Ackerly, Stewart <(b) (6)>

Cc: Continenza, James V <(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)>

Subject: RE: Kodak Project

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(b) (6) ***

DFC group,

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We look forward to continuing our dialogue.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Abbott, Christopher J. EOP/WHO <(b) (6)>
Sent: Monday, June 1, 2020 11:41 AM
To: Continenza, James V <(b) (6)> Taber, Terry [Terry] R
<(b) (6)> Bullwinkle, David E <(b) (6)> Byrd, Roger W
<(b) (6)> (b) (4) <(b) (6)>
Cc: 'Glaccum, David (FO)' <(b) (6)> Ackerly, Stewart <(b) (6)>
Penna, David <(b) (6)> Smith, Austin <(b) (6)>
Subject: Kodak Project

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Jim, can you have your team send over all of the latest documents you have to keep things moving on this?

Thanks,
Chris

Christopher Abbott

Deputy Director
Office of Trade and Manufacturing Policy
The White House

(b) (6)

From: [Taber, Terry \[Terry\] R](#)
To: [Glaccum, David \(FO\)](#)
Cc: [Penna, David](#); [Ackerly, Stewart](#); [Smith, Austin](#); [Abbott, Christopher J. EOP/WHO](#); [Bullwinkle, David E](#); [Continenza, James V](#); [Byrd, Roger W](#)
Subject: RE: DFC/DPA web page and application
Date: Saturday, June 6, 2020 9:25:42 AM
Attachments: [image001.png](#)
[Updated Table 1 from EKC Technical Proposal 2020Jun5.pdf](#)
[Eastman Kodak Company Summary of Kodak Schedule 2020Jun5.pdf](#)
[Eastman Kodak Company Cost Proposal 2020Jun5.pdf](#)

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

Thank you, David.
As noted on our call Friday, attached are the updated cost estimates.
Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210
(b) (6) | Office: (b) (6) | Mobile: (b) (6)
www.kodak.com



From: Glaccum, David (FO) <(b) (6)>
Sent: Friday, June 5, 2020 4:28 PM
To: Byrd, Roger W <(b) (6)> Continenza, James V <(b) (6)>
Taber, Terry [Terry] R <(b) (6)> Overacker, Maryann R
<(b) (6)> Bullwinkle, David E <(b) (6)>
Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith,
Austin <(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)>
Subject: DFC/DPA web page and application

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender

and content are safe.

Team Kodak,

Great talking with y'all again today. Per our conversation, the website and application are now available here: <https://www.dfc.gov/dpa>. You can apply here: <https://www.dfc.gov/what-we-offer/apply>

Please let us know if you have any questions as you review, and we look forward to taking the next steps on this project.

DMG

David M. Glaccum
Counsel to the Chief Executive
U.S. International Development Finance Corporation

From: [Continenza, James V](#)
To: [Allal, Alale](#); [Glaccum, David \(FO\)](#); [Taber, Terry \[Terry\] R](#)
Cc: [Penna, David](#); [Ackerly, Stewart](#); [Smith, Austin](#); [Abbott, Christopher J. EOP/WHO](#); [Bullwinkle, David E](#); [Continenza, James V](#); [Byrd, Roger W](#)
Subject: RE: DFC/DPA web page and application
Date: Thursday, June 11, 2020 6:20:04 PM
Attachments: [image001.png](#)

*** Careful. This email originated from a non-government source. When in doubt, please reach out:

(b) (6) ***

9:30 am CT works for Kodak team.
I will send a Teams meeting notice out shortly.
Thank you,
Maryann Overacker

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: Allal, Alale <(b) (6)>
Sent: Thursday, June 11, 2020 6:08 PM
To: Glaccum, David (FO) <(b) (6)> Taber, Terry [Terry] R
<(b) (6)>
Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith,
Austin <(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)> Bullwinkle, David E <(b) (6)>
Continenza, James V <(b) (6)> Byrd, Roger W <(b) (6)>
Subject: RE: DFC/DPA web page and application

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

I'd certainly welcome that. My schedule is free from 9:30-11:30 CST.

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087

Houston, Texas 77002
U.S. Small Business Administration
Cell (b) (6)
(b) (6)



U.S. Small Business
Administration

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From: Glaccum, David (FO) <(b) (6)>
Sent: Thursday, June 11, 2020 5:03 PM
To: Taber, Terry [Terry] R <(b) (6)>
Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith,
Austin <(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)> Bullwinkle, David E <(b) (6)>
Continenza, James V <(b) (6)> Byrd, Roger W <(b) (6)> Allal,
Alale <(b) (6)>
Subject: Re: DFC/DPA web page and application

CAUTION - The sender of this message is external to the SBA network. Please use care when clicking on links and responding with sensitive information. Send suspicious email to
(b) (6)

Team Kodak,

Hope all is well.

Wanted to see if y'all wanted to touch base tomorrow and discuss where things stand.

Thanks.

DMG

From: Glaccum, David (FO) <(b) (6)>
Sent: Saturday, June 6, 2020 10:13:40 AM
To: Taber, Terry [Terry] R <(b) (6)>
Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith,
Austin <(b) (6)> Abbott, Christopher J. EOP/WHO
<(b) (6)> Bullwinkle, David E <(b) (6)>
Continenza, James V <(b) (6)> Byrd, Roger W <(b) (6)>
Subject: Re: DFC/DPA web page and application

Thank you.

From: Taber, Terry [Terry] R <(b) (6)>
Sent: Saturday, June 6, 2020 9:25:11 AM
To: Glaccum, David (FO) <(b) (6)>
Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)> Bullwinkle, David E <(b) (6)> Continenza, James V <(b) (6)> Byrd, Roger W <(b) (6)>
Subject: RE: DFC/DPA web page and application

*** Careful. This email originated from a non-government source. When in doubt, please reach out: (b) (6) ***

Thank you, David.

As noted on our call Friday, attached are the updated cost estimates.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Glaccum, David (FO) <(b) (6)>
Sent: Friday, June 5, 2020 4:28 PM
To: Byrd, Roger W <(b) (6)> Continenza, James V <(b) (6)> Taber, Terry [Terry] R <(b) (6)> Overacker, Maryann R <(b) (6)> Bullwinkle, David E <(b) (6)>
Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin <(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>

Subject: DFC/DPA web page and application

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Team Kodak,

Great talking with y'all again today. Per our conversation, the website and application are now available here: <https://www.dfc.gov/dpa>. You can apply here: <https://www.dfc.gov/what-we-offer/apply>

Please let us know if you have any questions as you review, and we look forward to taking the next steps on this project.

DMG

David M. Glaccum
Counsel to the Chief Executive
U.S. International Development Finance Corporation

From: [Taber, Terry \[Terry\] R](#)
To: [Glaccum, David \(FO\)](#)
Cc: [Penna, David](#); [Ackerly, Stewart](#); [Smith, Austin](#); [Abbott, Christopher J. EOP/WHO](#); [Bullwinkle, David E](#); [Continenza, James V](#); [Byrd, Roger W](#); (b) (6)
Subject: Re: DFC/DPA web page and application
Date: Tuesday, June 16, 2020 7:39:50 AM
Attachments: [image001.png](#)

Warning: External

Thank you, David.

Terry

Terry R. Taber, PhD
Chief Technical Officer
SVP, Advanced Materials & Chemicals
Cell: (b) (6)

From: Glaccum, David (FO) <(b) (6)>
Sent: Monday, June 15, 2020 9:00 PM
To: Taber, Terry [Terry] R
Cc: Penna, David; Ackerly, Stewart; Smith, Austin; Abbott, Christopher J. EOP/WHO; Bullwinkle, David E; Continenza, James V; Byrd, Roger W; (b) (6)
Subject: Re: DFC/DPA web page and application

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Terry,

Spoke with Alale today and things sound like they are moving along which is great. As follow-up to our call Friday, I wanted to pass along the name and contact information for the attorney we spoke with re: pharma contracts. His name is Jeremy Wolsk, and his email is (b) (6) I didnt give him the name if the company but told him folks may reach out.

DMG

From: Glaccum, David (FO) <(b) (6)>

Sent: Thursday, June 11, 2020 6:02:56 PM

To: Taber, Terry [Terry] R <(b) (6)>

Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin

<(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>

Bullwinkle, David E <(b) (6)> Continenza, James V

<(b) (6)> Byrd, Roger W <(b) (6)> <(b) (6)>

<(b) (6)>

Subject: Re: DFC/DPA web page and application

Team Kodak,

Hope all is well.

Wanted to see if y'all wanted to touch base tomorrow and discuss where things stand.

Thanks.

DMG

From: Glaccum, David (FO) <(b) (6)>

Sent: Saturday, June 6, 2020 10:13:40 AM

To: Taber, Terry [Terry] R <(b) (6)>

Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin

<(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>

Bullwinkle, David E <(b) (6)> Continenza, James V

<(b) (6)> Byrd, Roger W <(b) (6)>

Subject: Re: DFC/DPA web page and application

Thank you.

From: Taber, Terry [Terry] R <(b) (6)>

Sent: Saturday, June 6, 2020 9:25:11 AM

To: Glaccum, David (FO) <(b) (6)>

Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin

<(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>

Bullwinkle, David E <(b) (6)> Continenza, James V

<(b) (6)> Byrd, Roger W <(b) (6)>

Subject: RE: DFC/DPA web page and application

*** Careful. This email originated from a non-government source. When in doubt, please reach out:
(b) (6) ***

Thank you, David.

As noted on our call Friday, attached are the updated cost estimates.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Glaccum, David (FO) <(b) (6)>

Sent: Friday, June 5, 2020 4:28 PM

To: Byrd, Roger W <(b) (6)> Continenza, James V <(b) (6)>

Taber, Terry [Terry] R <(b) (6)> Overacker, Maryann R

<(b) (6)> Bullwinkle, David E <(b) (6)>

Cc: Penna, David <(b) (6)> Ackerly, Stewart <(b) (6)> Smith, Austin

<(b) (6)> Abbott, Christopher J. EOP/WHO <(b) (6)>

Subject: DFC/DPA web page and application

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Team Kodak,

Great talking with y'all again today. Per our conversation, the website and application are now available here: <https://www.dfc.gov/dpa>. You can apply here: <https://www.dfc.gov/what-we-offer/apply>

Please let us know if you have any questions as you review, and we look forward to taking the next steps on this project.

DMG

David M. Glaccum
Counsel to the Chief Executive
U.S. International Development Finance Corporation

From: [Allal, Alale](#)
To: [Continenza, James V](#); [Chris Abbott](#); [Glaccum, David \(FO\)](#)
Subject: Re: The New Kodak.
Date: Thursday, June 25, 2020 4:18:43 PM
Attachments: [image001.png](#)

This is good information, Jim. Thanks for sharing!

Best regards,

Alale Allal
Export Finance Director
Office of International Trade
U.S. Small Business Administration

(b) (6)

(b) (6)

From: Continenza, James V <(b) (6)>
Sent: Thursday, June 25, 2020 2:53:39 PM
To: Allal, Alale <(b) (6)> Chris Abbott <(b) (6)> Glaccum,
David (FO) <(b) (6)>
Subject: The New Kodak.

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Subject: Just a Kodak FYI

David, Allal and Chris, As I told you, Kodak will execute everything we commit to. As an example, a year and half ago I took over operations as Executive Chairman (CEO & Chairman) of the company, I said clearly Kodak would lead in print, film and chemical. A year and a half later as you can see from the articles below, we are executing the plan.

Kodak hosted two global Virtual Press Conference events on Monday, June 15 to announce a range of product enhancements and new products, including the PROSPER ULTRA 520 Inkjet Press.

Media coverage coming out of the events has been overwhelmingly positive. Over 50 articles have been published so far, representing the more than 100 journalists from around the globe who attended the press conference. The dominant themes of the coverage include *the New Kodak, innovation, doubling down on digital* and the introduction of our revolutionary new PROSPER ULTRA 520 Inkjet Press. I want to acknowledge the marketing teams efforts for making this such a successful event.

For a sampling of the coverage, **please see the links below.**

This excerpt from one story captures the consensus about our new direction: *“Kodak is making good on its promise to create new opportunities for growth. By doubling down on digital and inkjet, Kodak is well-positioned to capture the opportunities with the accelerated shift to digital print that the world is now experiencing. With Executive Chairman Jim Continenza reshaping the company’s structure and molding a new organization, we can expect a very aggressive Kodak to emerge in our changing digital print world.”*

Thank you all 100% for everything you are doing for the country.

We are Look forward to building an alliance together for all of America.

Thank you,

Jim

[Printweek UK](#)
[Australian Printer and Pro Print](#)
[Printing Impressions](#)
[Keypoint Intelligence](#)
[Packaging South Asia](#)

Jim Continenza | Executive Chairman | Eastman Kodak Company
343 State Street Rochester, NY 14650-0231

(b) (6)

www.kodak.com



From: [Taber, Terry \[Terry\] R](#)
To: [Paula Kim](#); [Allal, Alale](#)
Cc: [Continenza, James V](#)
Subject: RE: API reference
Date: Wednesday, July 1, 2020 1:03:57 PM
Attachments: [image001.png](#)

Warning: External

Thank you, Paula.

Alale - this is the reference you requested

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Paula Kim <(b) (4), (b) (6)>
Sent: Wednesday, July 1, 2020 1:02 PM
To: (b) (6)
Cc: Taber, Terry [Terry] R <(b) (6)> Continenza, James V <(b) (6)>
Subject: API reference

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

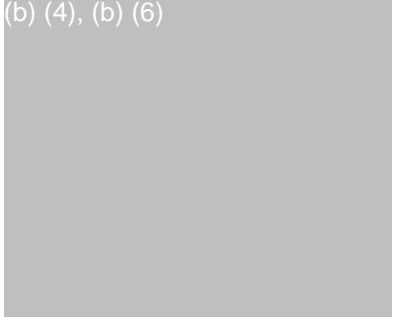
Referenced on page 27 of this document,
“According to FDA data on regulated manufacturing facilities for approved application products, in 2018, 88 percent of the manufacturing sites making APIs and 63 percent of sites making finished dosage forms (FDFs) were located overseas”

FDA Drug Shortages Task Force. (2019). *Drug Shortages: Root Causes and Potential Solutions*. Retrieved from <https://www.fda.gov/media/131130/download>.

Paula Kim, MBA PMP

Sr. Director

(b) (4), (b) (6)



From: [Allal, Alale](#)
To: [Continenza, James V](#)
Cc: [Allal, Alale](#)
Subject: RE: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models
Date: Thursday, July 9, 2020 1:58:18 PM
Attachments: [image003.png](#)
[Eastman Kodak Financial Projections_2019.06_25_2020 V2 Final.xlsx](#)

Hi Jim,

Thank you for providing. Can you please have the appropriate person update the attached Financial Projections to reflect the new expenses including the interest expense assuming an interest rate of (b) (6) and send back to me at your earliest?

I'm working on your term sheet and wanted to get an idea of timeline for establishing a name for the SPV? We typically include that in our term sheets to borrowers.

Best regards,

Alale Allal
 Export Finance Director, Southeast Region
 Office of International Trade
 1919 Smith Street, Ste. 10087
 Houston, Texas 77002

(b) (6) Administration



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From: Continenza, James V (b) (6)
Sent: Wednesday, July 8, 2020 5:53 PM
To: Allal, Alale (b) (6); Continenza, James V (b) (6)
Subject: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models

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Allal,
 Attached are 3 financial models we discussed for the various loan terms. Also attached is a summary (see pdf file) which shows the loan terms assumptions, timing of cash disbursements, as well as SVP projected ending cash balance for the short-term (annually) and long-term (every 5 years).

Thank you,
 Regards,
 Jim

Eastman Kodak SPV Loan Scenarios Summary Schedule
 (\$M)

Loan Terms				*Loan Disbursements			Annual SPV Ending Cash Balance Short-Term					SPV Ending Cash Balance Long-Term				
Loan Amount	Interest Rate	Interest Only Period (years)	Principal Repayment Start	2020	2021	2022	2020	2021	2022	2023	2024	2025	2030	2035	2040	2045

(b) (4)

Notes:

Loan disbursements are consistent with build-out schedule (immediate initial disbursement in Q3 2020. 2021 and 2022 disbursements at beginning of year)
 (b) (4) years of interest only payments allows for a start clean in (b) (4) begins straight-line amortization of principal and interest.
 At (b) (4) cash balance hits a low point in (b) (4) million after which we will be fully operational and able to pay interest and principle over the remaining (b) (4) years.
 Model assumes (b) (4) cash use for estimated closing, appraisal, and legal fees.

From: [Continenza, James V](#)
To: [Allal, Alale](#); [Continenza, James V](#)
Cc: [Allal, Alale](#)
Subject: Re: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models
Date: Thursday, July 9, 2020 5:42:07 PM
Attachments: [image002.png](#)
[Eastman Kodak Financial Projections_2019.06.25.2020 \(\\$765M@5.0%\) \[3\].xlsm](#)

Warning: External

Allal, Please find attached the updated Financial Projections to reflect the new expenses including the interest expense assuming an interest rate of (b) (4)

We are in the process of reserving the name this week, we will slow roll the entities formation to protect confidentially because we are a public company.

Regards,

Jim

From: "Allal, Alale" <(b) (6)>
Date: Thursday, July 9, 2020 at 1:55 PM
To: "Continenza, James V" <(b) (6)>
Cc: "(b) (6)" <(b) (6)>
Subject: RE: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models

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Hi Jim,

Thank you for providing. Can you please have the appropriate person update the attached Financial Projections to reflect the new expenses including the interest expense assuming an interest rate of (b) (4) and send back to me at your earliest?

I'm working on your term sheet and wanted to get an idea of timeline for establishing a name for the SPV? We typically include that in our term sheets to borrowers.

Timeline this Friday

Name: **Kodak Pharmaceuticals, INC.**

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)

(b) (6)



U.S. Small Business
Administration

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From: Continenza, James V <(b) (6)>
Sent: Wednesday, July 8, 2020 5:53 PM
To: Allal, Alale <(b) (6)>; Continenza, James V <(b) (6)>
Subject: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models

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Allal,

Attached are 3 financial models we discussed for the various loan terms. Also attached is a summary (see pdf file) which shows the loan terms assumptions, timing of cash disbursements, as well as SVP projected ending cash balance for the short-term (annually) and long-term (every 5 years).

Thank you,

Regards,

Jim

Eastman Kodak SPV Loan Scenarios Summary Schedule
(\$M)

Loan Terms				*Loan Disbursements			Annual SPV Ending Cash Balance Short-Term					SPV Ending Cash Balance Long-Term				
Loan Amount	Interest Rate	Interest Only Period (years)	Principal Repayment Start	2020	2021	2022	2020	2021	2022	2023	2024	2025	2030	2035	2040	2045
(b) (4)																

Notes:

Loan disbursements are consistent with build-out schedule (immediate initial disbursement in Q3 2020. 2021 and 2022 disbursements at beginning of year)

(b) (4) years of interest only payments allows for a start clean in (b) (4) begins straight-line amortization of principal and interest.

At (b) (4) cash balance hits a low point in (b) (4) of (b) (4) after which we will be fully operational and able to pay interest and principle over the remaining (b) (4) years.

Model assumes (b) (4) cash use for estimated closing, appraisal, and legal fees.

From: [Allal, Alale](#)
To: [Continenza, James V](#); [Taber, Terry \[Terry\] R](#)
Cc: [Allal, Alale](#)
Subject: Questions
Date: Friday, July 10, 2020 5:15:17 PM
Attachments: [20200710.v2 Kodak Memo Technical Questions.docx](#)

Jim,

Attached, please find our first set of question from DOD that will need to be answered. I do have some additional follow-up questions that are coming from HHS that will be sent your way early next week. Would you and the Kodak team be available to discuss the initial Term Sheet on Monday?

One of the key areas that we need to address is the 60 day definitive agreement with (b) (4) per your LOI that was recently executed?

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)

(b) (6)



U.S. Small Business
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From: Allal, Alale
To: Continenza, James V
Cc: Allal, Alale
Subject: RE: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models
Date: Monday, July 13, 2020 8:10:54 AM
Attachments: image005.png

Good morning Jim,

We will be booking travel this week for the site visit and to meet with you and the team on 07/22 at 2pm. Can you please have your assistant reach out to me regarding logistics? I'm still waiting on confirmation for who all will be traveling with me, but will have those names to you later this week.

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)
(b) (6)



U.S. Small Business
Administration

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From: Continenza, James V <(b) (6)>
Sent: Thursday, July 9, 2020 4:40 PM
To: Allal, Alale <(b) (6)> Continenza, James V <(b) (6)>
Cc: (b) (6)
Subject: Re: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models

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Allal, Please find attached the updated Financial Projections to reflect the new expenses including the interest expense assuming an interest rate of (b) (6)

We are in the process of reserving the name this week, we will slow roll the entities formation to protect confidentially because we are a public company.

Regards,

Jim

From: "Allal, Alale" <(b) (6)>
Date: Thursday, July 9, 2020 at 1:55 PM
To: "Continenza, James V" <(b) (6)>
Cc: (b) (6) <(b) (6)>
Subject: RE: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models

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Timeline this Friday

Name: **Kodak Pharmaceuticals, INC.**

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)
(b) (6)



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From: Continenza, James V <(b) (6)>
Sent: Wednesday, July 8, 2020 5:53 PM
To: Allal, Alale <(b) (6)> Continenza, James V <(b) (6)>
Subject: Eastman Kodak SPV Loan Scenario Summary and 3 Scenario Models

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 Model assumes (b) (4) cash use for estimated closing, appraisal, and legal fees.

From: [Overacker, Maryann R](#)
To: [Allal, Alale](#); [Allal, Alale](#)
Subject: RE: Rochester Visit - July 22
Date: Wednesday, July 15, 2020 6:37:54 PM
Attachments: [image001.png](#)

Warning: External

Hi Alale, the meeting would most likely start at Kodak Office, 343 State Street, Rochester, NY 14650. From there you would go down to Eastman Business Park. I will discuss the agenda with Jim and get back to you.

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: Allal, Alale <(b) (6)>
Sent: Wednesday, July 15, 2020 6:16 PM
To: (b) (6) Overacker, Maryann R <(b) (6)>
Cc: Overacker, Maryann R <(b) (6)>
Subject: Re: Rochester Visit - July 22

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Hi Maryann,

Can you provide me with the physical address to where we would meet and a tentative agenda?

Best regards,

Alale Allal
Export Finance Director
Office of International Trade
U.S. Small Business Administration

(b) (6)

(b) (6)

From: Overacker, Maryann R <(b) (6)>
Sent: Monday, July 13, 2020 10:56:11 AM
To: Allal, Alale <(b) (6)> <(b) (6)> <(b) (6)>
Cc: Overacker, Maryann R <(b) (6)>
Subject: RE: Rochester Visit - July 22

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(b) (6)

Alale, see below for responses:

- Best airport to fly into?
Greater Rochester International Airport (ROC) - 1200 Brooks Avenue, Rochester, NY 14624
- 3 Best hotels to consider staying at while in Rochester?
I would recommend either of the below hotels:
The Del Monte Lodge Renaissance Rochester Hotel & Spa, 41 N. Main Street, Pittsford, NY 14534 (Phone (b) (6))
The Strathallan Rochester Hotel & Spa - a DoubleTree by Hilton, 550 East Ave, Rochester, NY 14607 (Phone: (b) (6))
- Because we are with the U.S. Government, we will rely on public transportation (Uber, Lift, etc.) for transportation from the airport to the hotel. We will probably need help with transportation from the Hotel to the meeting location on 07/22 at 2pm and transportation back to the airport once the meeting concludes. Can you assist with that?
Yes, I would be happy to provide transportation from hotel to meeting location and then back to the airport.
As for transportation from the airport to hotel upon arrival, if we cannot assist, I would recommend a private service if that is an option for you or taxi service from the airport. Uber and Lyft is not always readily available. The private service I would recommend is: Shuffles Limousine Service, 1060 Lyell Avenue, Rochester, NY 14606. Ph (b) (6)
or (b) (6)

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company
(b) (6) Office: (b) (6) Cell: (b) (6)
www.kodak.com



From: Allal, Alale <(b) (6)>
Sent: Monday, July 13, 2020 11:31 AM

To: Overacker, Maryann R <(b) (6)> (b) (6)

Subject: RE: Rochester Visit - July 22

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Good morning Maryann,

Please provide me with the following and I should be able to circle back on your questions below:

- Best airport to fly into?
- 3 Best hotels to consider staying at while in Rochester?
- Because we are with the U.S. Government, we will rely on public transportation (Uber, Lift, etc.) for transportation from the airport to the hotel. We will probably need help with transportation from the Hotel to the meeting location on 07/22 at 2pm and transportation back to the airport once the meeting concludes. Can you assist with that?

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)

(b) (6)



U.S. Small Business
Administration

[Home Page](#) | [Twitter](#) | [Instagram](#) | [Facebook](#) | [YouTube](#) | [LinkedIn](#) | [Email Alerts](#)

From: Overacker, Maryann R <(b) (6)>

Sent: Monday, July 13, 2020 9:08 AM

To: Allal, Alale <(b) (6)> (b) (6)

Cc: Overacker, Maryann R <(b) (6)>

Subject: Rochester Visit - July 22

CAUTION - The sender of this message is external to the SBA network. Please use care when clicking on links and responding with sensitive information. Send suspicious email to (b) (6)

Hi Alale, I am Jim Continenza's executive assistant and Jim informed me that you will be coming to Rochester next Wednesday, July 22 for a 2 pm site visit and meeting.

I will be helping with logistics for your visit. Please let me know your plans for your trip when you can:

- Flight details
- Participants
- Will you be needing a hotel?
- We will take care of all ground transportation arrangements
- Any other special considerations

Thank you.

Maryann Overacker

Maryann Overacker | Executive Assistant to Jim Continenza, Executive Chairman | Eastman Kodak Company

(b) (6) Office: (b) (6) Cell: (b) (6)

www.kodak.com



From: [Allal, Alale](#)
To: [Continenza, James V](#); [Taber, Terry \[Terry\] R](#); [Gutkin, Paula J](#)
Cc: [Allal, Alale](#)
Subject: Follow-up questions
Date: Sunday, July 19, 2020 11:29:05 AM
Attachments: [07-19-2020.v3 Kodak Memo Technical Questions \(002\).docx](#)

Good morning Jim and Kodak Team:

Please note attached follow-up questions from DoD and HHS that I will need answered before Tuesday, 07-21-2020 if possible. I know the detailed marketing plan will require some work, but it's also needed and it would/should address one of the questions raised by HHS.

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)

(b) (6)



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From: [Allal, Alale](#)
To: [Continenza, James V](#)
Cc: [Allal, Alale](#)
Subject: Term Sheet
Date: Thursday, July 23, 2020 8:05:44 PM
Attachments: [Kodak Pharmaceuticals, Inc. - DFC PF Term Sheet for DPA Loan \(Legal Comments 7.23.2020\) - CLEAN.docx](#)

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)

(b) (6)



U.S. Small Business
Administration

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From: [Goldberg, Denisse](#)
To: [Bell, Olivia \(OEA\)](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); (b) (6); [Giaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: Re: Update on Planning for DFC/Kodak Event
Date: Saturday, July 25, 2020 7:03:33 AM
Attachments: [Kodak pharma announcement talk points JC quote FINAL.docx](#)
[Kodak Center Theater Photos and Floor Plan.zip](#)

Warning: External

To ensure everyone has all of the information, I have attached 3 several files.

1. Photo of the Kodak theater where the signing will take place
2. Floor plan of the Kodak theater
3. Kodak talking points and quote from CEO Jim Continenza.

To come later today: updated run of show including the tour of the facility.

Whats missing:

1. Draft of media advisory
2. Final confirmation of number of attendees -- currently at 8
3. Kodak guest list

In parallel we are working on signage and AV requirements. If you have additoinal specific requirements please let us know

From: [Bell, Olivia \(OEA\)](#)
To: [Goldbarg, Denisse](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); (b) (6); [Glaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: RE: Update on Planning for DFC/Kodak Event
Date: Saturday, July 25, 2020 10:48:46 AM
Attachments: [Event Media Advisory Kodak 7.24.20.docx](#)

Denisse –

Thanks so much for re-sharing these items in one place and for your team’s continued support. Please find a draft media advisory attached (with placeholders for a couple logistical items that Kodak will have to add). We’ll share a draft press release soonest.

Many thanks again,

Olivia

Olivia Bell

Office of External Affairs

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue Northwest | Washington, DC 20527

o. + (b) (6) | m. + (b) (6) | (b) (6)

Investing in Development | dfc.gov

From: Goldbarg, Denisse <(b) (6)>
Sent: Saturday, July 25, 2020 7:02 AM
To: Bell, Olivia (OEA) <(b) (6)> Burke, Amanda (OEA) <(b) (6)>
Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA) <(b) (6)> Bulgrin, Julie <(b) (6)> Baitel, Rachael (FO) <(b) (6)> Continenza, James V <(b) (6)> Horstman, John H. EOP/WHO <(b) (6)> Farah, Alyssa A. EOP/WHO <(b) (6)> Daravi, Roma S. EOP/WHO <(b) (6)> (b) (6) Morgenstern, Brian R. EOP/WHO <(b) (6)> Benedict, Samantha <(b) (6)> (b) (6) Glaccum, David (FO) <(b) (6)> Allal, Alale <(b) (6)>
Cc: Jaeckel, Kurt <(b) (6)> Ramplin, Meagan R <(b) (6)>
Subject: Re: Update on Planning for DFC/Kodak Event

Warning: External

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To: [Bell, Olivia \(OEA\)](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); (b) (6); [Giaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: Run of Show
Date: Saturday, July 25, 2020 10:54:07 AM
Attachments: [Run of Show 072820 DFC-Kodak v1.doc](#)

Warning: External

All: Attached and copied below is a first draft of the complete run of show. I have highlighted in yellow those items that are still open. Key open items are arrival time for the tour and number of guests. Please let us know your thoughts.

Kodak Facilities Tour

Starts at Kodak Center: 200 W Ridge Rd, Rochester, NY 14615.

Date: June 28, 2020 at XX:00

Flow of Tour for Tuesday, July 28

0:00 --- Leave Kodak Center (address above) on bus (es); discuss aspects of Eastman Business Park along the trip to Syn Chem

0:10 --- Arrive (b) (4) Eastman Business Park West, assemble inside, and put on safety gear (hard hats, safety glasses, lab coats): Note: cell phones and other electronic devices must be turned off or left at secure location

0:15 --- Begin tour of chemical mfg site with focus on (b) (4) which will become part of the pharma SPV

0:35 --- Return to CR and leave safety gear; retrieve phones

0:40 --- Leave (b) (4) for Kodak Research Labs; more discussion on aspects of Eastman Business Park

0:48 --- Arrive Kodak Research Labs; begin tour with focus on labs/space for Center of Excellence, test reagents and the Analytical labs and capability.

1:05 --- return to bus, depart for Kodak Center

1:15 --- arrive at Kodak Center

1:20 --- assemble inside theater

Government Participants: 8+ - TBD

Kodak Participants:

On Bus: Terry Taber, Jim Continenza

At (b) (4) Nagraj Bokinkere

At KRL: Kevin Williams

Kodak-DFC Signing Ceremony
Signing Event Scenario

*Location: Kodak Center
200 W Ridge Rd, Rochester, NY 14615*

*Speakers: Adam Boehler, Chief Executive Officer, U.S. International Development Finance Corporation
Jim Continenza, Executive Chairman and Chief Executive Officer, Kodak
Denisse Goldbarg Chief Marketing Officer, Kodak (Moderator)*

*Signing: Adam Boehler, CEO, U.S. International Development Finance Corporation
Jim Continenza, Executive Chairman and Chief Executive Officer, Kodak*

*Attendees: TBD
Press*

00:00 Goldbarg gives welcoming remarks and introduces Boehler and Continenza
00:01 Boehler and Continenza take seats at signing table
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00:03 Signatories shake hands with one another while seated then stand (Photo-op)
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00:11 Boehler makes brief remarks
00:16 Boehler introduces live video message from President Trump
00:17 President Trump delivers remarks
00:22 Goldbarg opens the event up to questions from reporters
00:32 Boehler and Continenza respond to questions
00:33 Goldbarg closes the event
00:35 Ceremony conclude

From: [Bell, Olivia \(OEA\)](#)
To: [Goldbarg, Denisse](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); (b) (6); [Glaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: RE: Update on Planning for DFC/Kodak Event
Date: Saturday, July 25, 2020 10:56:58 AM

Makes sense. We defer to you on those logistical details.

From: Goldbarg, Denisse <(b) (6)>
Sent: Saturday, July 25, 2020 10:55 AM
To: Bell, Olivia (OEA) <(b) (6)> Burke, Amanda (OEA) <(b) (6)>
Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA) <(b) (6)> Bulgrin, Julie <(b) (6)> Baitel, Rachael (FO) <(b) (6)> Continenza, James V <(b) (6)> Horstman, John H. EOP/WHO <(b) (6)> Farah, Alyssa A. EOP/WHO <(b) (6)> Daravi, Roma S. EOP/WHO <(b) (6)> (b) (6) Morgenstern, Brian R. EOP/WHO <(b) (6)> Benedict, Samantha <(b) (6)> (b) (6) Glaccum, David (FO) <(b) (6)> Allal, Alale <(b) (6)>
Cc: Jaeckel, Kurt <(b) (6)> Ramplin, Meagan R <(b) (6)>
Subject: Re: Update on Planning for DFC/Kodak Event

Olivia I will review in detail but one item to note is the event is taking place at the Kodak Center. On the run of show I just shared the address is there. Think it makes sense to use that address unless anyone objects.

dg

From: Bell, Olivia (OEA) <(b) (6)>
Sent: Saturday, July 25, 2020 10:48 AM
To: Goldbarg, Denisse <(b) (6)> Burke, Amanda (OEA) <(b) (6)> Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA) <(b) (6)> Bulgrin, Julie <(b) (6)> Baitel, Rachael (FO) <(b) (6)> Continenza, James V <(b) (6)> Horstman, John H. EOP/WHO <(b) (6)> Farah, Alyssa A. EOP/WHO <(b) (6)> Daravi, Roma S. EOP/WHO <(b) (6)> (b) (6) Morgenstern, Brian R. EOP/WHO <(b) (6)> Benedict, Samantha <(b) (6)> (b) (6) Glaccum, David (FO) <(b) (6)> Allal, Alale <(b) (6)>
Cc: Jaeckel, Kurt <(b) (6)> Ramplin, Meagan R <(b) (6)>
Subject: RE: Update on Planning for DFC/Kodak Event

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Denisse –

Thanks so much for re-sharing these items in one place and for your team’s continued support. Please find a draft media advisory attached (with placeholders for a couple logistical items that Kodak will have to add). We’ll share a draft press release soonest.

Many thanks again,

Olivia

Olivia Bell

Office of External Affairs

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue Northwest | Washington, DC 20527

o. +(b) (6) | m. +(b) (6) | (b) (6)

Investing in Development | dfc.gov

From: Goldberg, Denisse <(b) (6)>
Sent: Saturday, July 25, 2020 7:02 AM
To: Bell, Olivia (OEA) <(b) (6)> Burke, Amanda (OEA) <(b) (6)>
Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA) <(b) (6)> Bulgrin,
Julie <(b) (6)> Baitel, Rachael (FO) <(b) (6)> Continenza, James V
<(b) (6)> Horstman, John H. EOP/WHO <(b) (6)>
Farah, Alyssa A. EOP/WHO <(b) (6)> Daravi, Roma S. EOP/WHO
<(b) (6)> (b) (6) Morgenstern, Brian R.
EOP/WHO <(b) (6)> Benedict, Samantha

<(b) (6)> (b) (6) Glaccum, David (FO)

<(b) (6)> Allal, Alale <(b) (6)>

Cc: Jaeckel, Kurt <(b) (6)> Ramplin, Meagan R <(b) (6)>

Subject: Re: Update on Planning for DFC/Kodak Event

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From: [Burke, Amanda \(OEA\)](#)
To: [Goldbarg, Denisse](#); [Bell, Olivia \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); (b) (6); [Glaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: RE: Run of Show
Date: Saturday, July 25, 2020 1:07:31 PM
Attachments: [Run of Show 072820 DFC-Kodak 07252020 1pm version.doc](#)

Thanks, Denisse. I made a few updates on the ceremony portion. Looking at the arrival time and the ceremony start time, we may need to trim back the factory tour to 45 mins. Is that possible?

Thanks,

Amanda

From: Goldbarg, Denisse <(b) (6)>
Sent: Saturday, July 25, 2020 10:52 AM
To: Bell, Olivia (OEA) <(b) (6)> Burke, Amanda (OEA) <(b) (6)>
Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA) <(b) (6)> Bulgrin, Julie <(b) (6)> Baitel, Rachael (FO) <(b) (6)> Continenza, James V <(b) (6)> Horstman, John H. EOP/WHO <(b) (6)> Farah, Alyssa A. EOP/WHO <(b) (6)> Daravi, Roma S. EOP/WHO <(b) (6)> (b) (6) Morgenstern, Brian R. EOP/WHO <(b) (6)> Benedict, Samantha <(b) (6)> (b) (6) Glaccum, David (FO) <(b) (6)> Allal, Alale <(b) (6)>
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At (b) (4): Nagraj Bokinkere

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Signing Event Scenario

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From: [Goldbarg, Denisse](#)
To: [Burke, Amanda \(OEA\)](#); [Bell, Olivia \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); [\(b\) \(6\)](#); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); [\(b\) \(6\)](#); [Glaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: Re: Run of Show
Date: Saturday, July 25, 2020 1:28:33 PM

I will go back and ask the team. dg

From: Burke, Amanda (OEA) <(b) (6)>
Sent: Saturday, July 25, 2020 1:07 PM
To: Goldbarg, Denisse <(b) (6)> Bell, Olivia (OEA) <(b) (6)>
Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA) <(b) (6)> Bulgrin, Julie <(b) (6)> Baitel, Rachael (FO) <(b) (6)> Continenza, James V <(b) (6)> Horstman, John H. EOP/WHO <(b) (6)> Farah, Alyssa A. EOP/WHO <(b) (6)> Daravi, Roma S. EOP/WHO <(b) (6)> <(b) (6)> Morgenstern, Brian R. EOP/WHO <(b) (6)> Benedict, Samantha <(b) (6)> <(b) (6)> Glaccum, David (FO) <(b) (6)> Allal, Alale <(b) (6)>
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Signing Event Scenario

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 200 W Ridge Rd, Rochester, NY 14615

Speakers: *Adam Boehler, Chief Executive Officer, U.S. International Development Finance Corporation*
Jim Continenza, Executive Chairman and Chief Executive Officer, Kodak
Denisse Goldbarg Chief Marketing Officer, Kodak (Moderator)

Signing: *Adam Boehler, CEO, U.S. International Development Finance Corporation*
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From: [Goldbarg, Denisse](#)
To: [Bell, Olivia \(OEA\)](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Horstman, John H. EOP/WHO](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6); [Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); (b) (6); [Glaccum, David \(FO\)](#); [Allal, Alale](#)
Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: Re: Update on Planning for DFC/Kodak Event
Date: Sunday, July 26, 2020 10:15:35 AM

Any update on the timing of receiving the press release? dg

From: Bell, Olivia (OEA) <(b) (6)>
Sent: Saturday, July 25, 2020 10:48 AM
To: Goldbarg, Denisse <(b) (6)> Burke, Amanda (OEA)
<(b) (6)> Meiners, Molly (OEA) <(b) (6)> Allen, Laura (OEA)
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Cc: Jaeckel, Kurt <(b) (6)> Ramplin, Meagan R <(b) (6)>
Subject: RE: Update on Planning for DFC/Kodak Event

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Many thanks again,

Olivia

Olivia Bell
Office of External Affairs
U.S. International Development Finance Corporation (DFC)
1100 New York Avenue Northwest | Washington, DC 20527
o. +(b) (6) | m. +(b) (6) | (b) (6)

Investing in Development | dfc.gov

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Cc: [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: Final media advisory-- 11am tomorrow
Date: Sunday, July 26, 2020 7:33:52 PM
Attachments: [Event Media Advisory Kodak 7.26.2020 v6.docx](#)

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[Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); [Smith, Steven M. EOP/WHO](#); [Glaccum, David \(FO\)](#); [Allal, Alale](#); [Beckham, Hilton S. EOP/WHO](#); [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: Re: Final media advisory-- 11am tomorrow
Date: Sunday, July 26, 2020 7:52:44 PM
Attachments: [Event Media Advisory Kodak 7.26.2020 FINAL.docx](#)

All:

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Olivia Bell

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Investing in Development | dfc.gov

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Sent: Saturday, July 25, 2020 7:02 AM

To: Bell, Olivia (OEA) <(b) (6)> Burke, Amanda (OEA)

<(b) (6)> Meiners, Molly (OEA) <(b) (6)> Allen,

Laura (OEA) <(b) (6)> Bulgrin, Julie <(b) (6)> Baitel,

Rachael (FO) <(b) (6)> Continenza, James V

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<Event Media Advisory_Kodak_7.26.2020 v6.docx>

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To: [Goldbarg, Denisse](#); [Vincent Esposito \(esd.ny.gov\)](#); [Baitel, Rachael \(FO\)](#); [Glaccum, David \(FO\)](#); [Thomas, Erin CIV SD](#)
Cc: [Bell, Olivia \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#)
Subject: Tues. Run of Show
Date: Sunday, July 26, 2020 8:24:56 PM
Attachments: [Run of Show 072820 DFC-Kodak 07262020 830 pm version.doc](#)

Folks,

Good meeting you guys today. Here is the latest run of show.

Best,

Amanda

Amanda M. Burke

Deputy Vice President of External Affairs

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue Northwest | Washington, DC 20527

o. +[\(b\) \(6\)](#) | m. +[\(b\) \(6\)](#) | [\(b\) \(6\)](#)

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From: [Allen, Laura \(OEA\)](#)
To: [Goldbarg, Denisse](#); [Horstman, John H. EOP/WHO](#)
Cc: [Bell, Olivia \(OEA\)](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); (b) (6)
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Subject: RE: Final media advisory-- 11am tomorrow
Date: Sunday, July 26, 2020 9:56:51 PM
Attachments: [Event Media Advisory Kodak 7.26.2020 FINAL updated.docx](#)

All- one final update to the time on the advisory—John, we'll cc you and Hilton when it goes out from DFC and also flag it for this chain so it can be shared with your lists.

Many thanks,

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Subject: Re: Tues. Run of Show
Date: Monday, July 27, 2020 6:30:19 AM

Thank you -- I ask because it will determine how many Kodak employees we can invite.

dg

From: Burke, Amanda (OEA) <(b) (6)>
Sent: Monday, July 27, 2020 4:09 AM
To: Goldbarg, Denisse <(b) (6)>
Cc: Vincent Esposito (esd.ny.gov) <(b) (6)> Baitel, Rachael (FO)
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<(b) (6)> Bell, Olivia (OEA) <(b) (6)> Meiners, Molly (OEA)
<(b) (6)> Allen, Laura (OEA) <(b) (6)>
Subject: Re: Tues. Run of Show

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With speakers, staff, security, and a few others, we may be at 30-ish.

.....
Amanda M. Burke
Deputy Vice President of External Affairs
U.S. International Development Finance Corporation
(b) (6)

Visit us at www.dfc.gov

On Jul 26, 2020, at 23:07, Goldbarg, Denisse <(b) (6)> wrote:

Warning: External

Do you have a total number at attendees at the Kodak Center? dg

From: Burke, Amanda (OEA) <(b) (6)>
Sent: Sunday, July 26, 2020 8:23 PM
To: Goldbarg, Denisse <(b) (6)> Vincent Esposito (esd.ny.gov)
<(b) (6)> Baitel, Rachael (FO) <(b) (6)>

Glaccum, David (FO) <(b) (6)> Thomas, Erin CIV SD
<(b) (6)>

Cc: Bell, Olivia (OEA) <(b) (6)> Meiners, Molly (OEA)
<(b) (6)> Allen, Laura (OEA) <(b) (6)>

Subject: Tues. Run of Show

**NOTICE: External eMail. NEVER enter passwords. Only click links if you know
the sender and content are safe.**

Folks,

Good meeting you guys today. Here is the latest run of show.

Best,

Amanda

Amanda M. Burke

Deputy Vice President of External Affairs

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue Northwest | Washington, DC 20527

o. +(b) (6) | m. +(b) (6) | (b) (6)

Investing in Development | dfc.gov

From: [Burke, Amanda \(OEA\)](#)
To: [Esposito, Vincent \(ESD\)](#); "[Goldbarg, Denisse](#)"; [Baitel, Rachael \(FO\)](#); [Glaccum, David \(FO\)](#); "[Thomas, Erin CIV SD](#)"
Cc: [Bell, Olivia \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Allen, Laura \(OEA\)](#)
Subject: RE: Tues. Run of Show
Date: Monday, July 27, 2020 8:52:56 AM

Yes, he will mention it in his remarks.

From: Esposito, Vincent (ESD) <(b) (6)>
Sent: Monday, July 27, 2020 8:09 AM
To: Burke, Amanda (OEA) <(b) (6)> 'Goldbarg, Denisse'
<(b) (6)> Baitel, Rachael (FO) <(b) (6)> Glaccum, David
(FO) <(b) (6)> 'Thomas, Erin CIV SD' <(b) (6)>
Cc: Bell, Olivia (OEA) <(b) (6)> Meiners, Molly (OEA) <(b) (6)> Allen,
Laura (OEA) <(b) (6)>
Subject: RE: Tues. Run of Show

Thanks Amanda. With the new program order, can you confirm that Adam B will announce the DFC-Kodak loan before Gov Cuomo speaks? Thanks, -Vinnie

From: Burke, Amanda (OEA) <(b) (6)>
Sent: Sunday, July 26, 2020 8:24 PM
To: Goldbarg, Denisse <(b) (6)> Esposito, Vincent (ESD)
<(b) (6)> Baitel, Rachael (FO) <(b) (6)> Glaccum, David (FO)
<(b) (6)> Thomas, Erin CIV SD <(b) (6)>
Cc: Bell, Olivia (OEA) <(b) (6)> Meiners, Molly (OEA) <(b) (6)> Allen,
Laura (OEA) <(b) (6)>
Subject: Tues. Run of Show

ATTENTION: This email came from an external source. Do not open attachments or click on links from unknown senders or unexpected emails.

Good meeting you guys today. Here is the latest run of show.

Best,

Amanda

Amanda M. Burke
Deputy Vice President of External Affairs
U.S. International Development Finance Corporation (DFC)
1100 New York Avenue Northwest | Washington, DC 20527
o. +(b) (6) | m. +(b) (6) | (b) (6)

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From: [Olson, Ramin \(PO\)](#)
To: (b) (6)
Cc: [Allal, Alale](#)
Subject: Contact information
Date: Monday, July 27, 2020 11:14:00 AM

Roger,

My contact information, FYI, below.

Regards,
Ramin

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

c: (+1) (b) (6) | (b) (6) | www.dfc.gov

From: [Byrd, Roger W](#)
To: [Olson, Ramin \(PO\)](#); [Allal, Alale](#)
Cc: [Continenza, James V](#)
Subject: Revised Term Sheet
Date: Monday, July 27, 2020 11:34:33 AM
Attachments: [image001.png](#)
[Kodak Pharmaceuticals Inc. - DFC PF Term Sheet for DPA Loan -Kodak Comments - 7.27.2020 as Negotiated.docx](#)
[Kodak Pharmaceuticals Inc. - DFC PF Term Sheet for DPA Loan -Kodak Comments - 7.27.2020 Marked.docx](#)

Warning: External

Ramin/Alale,

It was nice speaking with you (and meeting you Ramin) this morning. Attached is a revised draft of the Term Sheet that incorporates our discussion and my subsequent conversation with Alale. Based on our discussion of referring to the proxy statement for 10% owners, I removed the ownership diagram as well. A cumulative marked copy showing the changes to Ramin's last draft is also attached. Please reach out to me if there are any questions. I did not convert this into an executable document—do you contemplate there being a letter to which this will be attached or do you plan to have this be the actual document that is signed? Please let me know how you plan to proceed and if I need to generate anything in that regard. Thanks,

Roger W. Byrd
General Counsel, Secretary & Senior Vice President |
EASTMAN KODAK COMPANY | 343 State Street | Rochester, NY 14650-0208 |
(b) (6) | (b) (6) Office | (b) (6) Mobile |
www.kodak.com



From: Olson, Ramin (PO) <(b) (6)>
Sent: Monday, July 27, 2020 11:15 AM
To: Byrd, Roger W <(b) (6)>
Cc: Allal, Alale <(b) (6)>
Subject: Contact information

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Regards,
Ramin

Ramin Olson

Office of Strategic Initiatives

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1100 New York Avenue NW | Washington, DC 20527

c: (+1)(b) (6) | (b) (6) | www.dfc.gov

From: [Allen, Laura \(OEA\)](#)
To: [Goldberg, Denisse](#); [Beckham, Hilton S. EOP/WHO](#); [Horstman, John H. EOP/WHO](#)
Cc: [Bell, Olivia \(OEA\)](#); [Burke, Amanda \(OEA\)](#); [Meiners, Molly \(OEA\)](#); [Bulgrin, Julie](#); [Baitel, Rachael \(FO\)](#); [Continenza, James V](#); [Farah, Alyssa A. EOP/WHO](#); [Daravi, Roma S. EOP/WHO](#); [\(b\) \(6\)](#)
[Morgenstern, Brian R. EOP/WHO](#); [Benedict, Samantha](#); [Smith, Steven M. EOP/WHO](#); [Glaccum, David \(FO\)](#); [Allal, Alale](#); [Jaeckel, Kurt](#); [Ramplin, Meagan R](#)
Subject: RE: Final media advisory-- 11am tomorrow
Date: Monday, July 27, 2020 11:46:04 AM
Attachments: [image001.png](#)

Great-- Thank you, Denisse. We are forwarding to our list now.

Laura Allen

Press Secretary

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue Northwest | Washington, D.C. 20527

m. +[\(b\) \(6\)](#) | [\(b\) \(6\)](#)

From: Goldberg, Denisse <[\(b\) \(6\)](#)>
Sent: Monday, July 27, 2020 11:44 AM
To: Beckham, Hilton S. EOP/WHO <[\(b\) \(6\)](#)> Allen, Laura (OEA) <[\(b\) \(6\)](#)> Horstman, John H. EOP/WHO <[\(b\) \(6\)](#)>
Cc: Bell, Olivia (OEA) <[\(b\) \(6\)](#)> Burke, Amanda (OEA) <[\(b\) \(6\)](#)> Meiners, Molly (OEA) <[\(b\) \(6\)](#)> Bulgrin, Julie <[\(b\) \(6\)](#)> Baitel, Rachael (FO) <[\(b\) \(6\)](#)> Continenza, James V <[\(b\) \(6\)](#)> Farah, Alyssa A. EOP/WHO <[\(b\) \(6\)](#)> Daravi, Roma S. EOP/WHO <[\(b\) \(6\)](#)> [\(b\) \(6\)](#) Morgenstern, Brian R. EOP/WHO <[\(b\) \(6\)](#)> Benedict, Samantha <[\(b\) \(6\)](#)> Smith, Steven M. EOP/WHO <[\(b\) \(6\)](#)> Glaccum, David (FO) <[\(b\) \(6\)](#)> Allal, Alale <[\(b\) \(6\)](#)> Jaeckel, Kurt <[\(b\) \(6\)](#)> Ramplin, Meagan R <[\(b\) \(6\)](#)>
Subject: Re: Final media advisory-- 11am tomorrow

Warning: External

Below is the media alert that went out. We sent them out individually to each journalist that was on our list that we provided.

Let us know if you have any questions. dg

From: "Wagner, Chelsea R" <[\(b\) \(6\)](#)>
Date: Monday, July 27, 2020 at 11:29 AM

To: "(b) (6)" <(b) (6)>

Subject: MEDIA ALERT: 7/28 @ 4 PM - Kodak, DFC to Announce COVID-19 Manufacturing Initiative

Hi Randy,

See below for details on a press event tomorrow, where Kodak Executive Chairman Jim Continenza and senior U.S. government officials will announce a major manufacturing initiative that will have a significant impact on Rochester and the American people.

Please let me know if you plan on attending, or if you have any questions.

Thanks!
Chelsea

MEDIA ADVISORY

Contact: Chelsea Wagner, PR Manager, Kodak

(b) (6)

(b) (6)

For Immediate Release

Kodak, DFC to Announce COVID-19 Manufacturing Initiative

ROCHESTER, NY, July 27, 2020— Eastman Kodak Company (Kodak) Executive Chairman and Chief Executive Officer Jim Continenza will be joined by senior government leaders to unveil a new manufacturing initiative with U.S. International Development Finance Corporation (DFC) in response to the COVID-19 pandemic.

WHO: Kodak Executive Chairman and Chief Executive Officer Jim Continenza
DFC CEO Adam Boehler
Assistant to the President and Director of the Office of Trade and Manufacturing
Policy Dr. Peter Navarro
Deputy Secretary of Defense David Norquist
Rear Admiral John Polowczyk

WHAT: Announcement of new manufacturing initiative

WHERE: Kodak Center
200 W Ridge Rd, Rochester, NY 14615

WHEN: Tuesday, July 28, 2020; 4:00 p.m.; preset time for media cameras is 3:15 p.m.

RSVP: Chelsea Wagner, PR Manager, Kodak

Please note: To ensure the safety of our attendees and guests, we ask that you maintain social distance, wear a face covering and sit only in designated seats in the theatre.

Chelsea Wagner | PR Manager | WW Communications
Eastman Kodak Company

(b) (6) | m(b) (6)
www.kodak.com



From: [Olson, Ramin \(PO\)](#)
To: [Byrd, Roger W](#); [Allal, Alale](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 1:42:00 PM
Attachments: [image001.png](#)

Roger, I'll check internally and get back to you on which documents will be executable.

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

c: (+1) (b) (6) | (b) (6) | www.dfc.gov

From: Byrd, Roger W <(b) (6)>
Sent: Monday, July 27, 2020 1:38 PM
To: Olson, Ramin (PO) <(b) (6)> Allal, Alale <(b) (6)>
Cc: Continenza, James V <(b) (6)> Glaccum, David (FO) <(b) (6)>
Subject: RE: Revised Term Sheet

Thanks Ramin. Do you have a sense of timing on the draft of the letter of intent? We will stand by and review that when it is available.

Roger W. Byrd
General Counsel, Secretary & Senior Vice President |
EASTMAN KODAK COMPANY | 343 State Street | Rochester, NY 14650-0208 |
(b) (6) | (b) (6) Office | (b) (6) Mobile |
www.kodak.com



From: Olson, Ramin (PO) <(b) (6)>
Sent: Monday, July 27, 2020 1:26 PM
To: Byrd, Roger W <(b) (6)> Allal, Alale <(b) (6)>
Cc: Continenza, James V <(b) (6)> Glaccum, David (FO) <(b) (6)>
Subject: RE: Revised Term Sheet

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Roger,

Thank you. This draft looks fine. I believe the final Term Sheet will be attached to a letter of intent from us, so no need to turn this into an executable document right now. Our team will confirm that and follow up with you on that point later.

Regards,
Ramin

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

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From: Byrd, Roger W <(b) (6)>

Sent: Monday, July 27, 2020 11:34 AM

To: Olson, Ramin (PO) <(b) (6)> Allal, Alale <(b) (6)>

Cc: Continenza, James V <(b) (6)>

Subject: Revised Term Sheet

Warning: External

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Cc: Allal, Alale <(b) (6)>

Subject: Contact information

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My contact information, FYI, below.

Regards,

Ramin

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

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From: [Olson, Ramin \(PO\)](#)
To: [Byrd, Roger W](#); [Allal, Alale](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 2:25:00 PM
Attachments: [LOI - Kodak v02 \(7.27.2020\).docx](#)
[image001.png](#)

Roger,
As just discussed, please see attached Draft LOI.

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

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From: [Olson, Ramin \(PO\)](#)
To: [Byrd, Roger W](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 2:57:00 PM
Attachments: [image001.png](#)

Roger,

I called you to follow up on this, but you're already gone to your meeting. Please call me if you would like to discuss. Thank you.

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

c: (+1) (b) (6) | (b) (6) | www.dfc.gov

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To: Byrd, Roger W <(b) (6)> Allal, Alale <(b) (6)>

Cc: Continenza, James V <(b) (6)> Glaccum, David (FO)
<(b) (6)>

Subject: RE: Revised Term Sheet

Roger,

As just discussed, please see attached Draft LOI.

Ramin Olson

Office of Strategic Initiatives

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To: [Byrd, Roger W](#); [Allal, Alale](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 3:30:00 PM
Attachments: [image001.png](#)
[LOI - Kodak v03 \(7.27.2020\).docx](#)

Roger,

As discussed, please see an updated draft of the LOI referencing the term sheet. The formatting is thrown off by the added line, but we will fix that on this end.

Please call me if any questions.

Regards,
Ramin

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

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Roger,

My contact information, FYI, below.

Regards,

Ramin

Ramin Olson

Office of Strategic Initiatives

U.S. International Development Finance Corporation (DFC)

1100 New York Avenue NW | Washington, DC 20527

c: (+1)(b) (6) | (b) (6) | www.dfc.gov

From: [Byrd, Roger W](#)
To: [Olson, Ramin \(PO\)](#); [Allal, Alale](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 5:39:33 PM
Attachments: [image001.png](#)
[LOI - Kodak 7.27.2020 RB Comments.docx](#)

Thanks Ramin. My comments on the letter are reflected in tracked changes in the attached. I have not fully vetted this within Kodak, but wanted to get you my input as soon as possible. It is possible, but unlikely, that we may have some additional input. Please let me know if you have any concerns with my proposed changes. I am happy to discuss if that would be helpful. Best,

Roger W. Byrd
General Counsel, Secretary & Senior Vice President |
EASTMAN KODAK COMPANY | 343 State Street | Rochester, NY 14650-0208 |
(b) (6) | (b) (6) Office | (b) (6) Mobile |
www.kodak.com



From: Olson, Ramin (PO) <(b) (6)>
Sent: Monday, July 27, 2020 3:30 PM
To: Byrd, Roger W <(b) (6)> Allal, Alale <(b) (6)>
Cc: Continenza, James V <(b) (6)> Glaccum, David (FO) <(b) (6)>
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Sent: Monday, July 27, 2020 11:34 AM
To: Olson, Ramin (PO) <(b) (6)> Allal, Alale <(b) (6)>
Cc: Continenza, James V <(b) (6)>
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To: [Byrd, Roger W](#); [Allal, Alale](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#); [Burke, Amanda \(OEA\)](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 5:57:00 PM
Attachments: [image001.png](#)
[LOI - Kodak 7-27-2020 v.FINAL.docx](#)

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General Counsel, Secretary & Senior Vice President |

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Ramin Olson

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Regards,

Ramin

Ramin Olson

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To: [Olson, Ramin \(PO\)](#); [Allal, Alale](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#); [Burke, Amanda \(OEA\)](#)
Subject: RE: Revised Term Sheet
Date: Monday, July 27, 2020 6:22:02 PM
Attachments: [image001.png](#)

Thanks Ramin. This looks fine to me. I am just trying to connect with Jim to make sure he is ok and will give final sign-off as soon as I have connected with him.

Roger W. Byrd
General Counsel, Secretary & Senior Vice President |
EASTMAN KODAK COMPANY | 343 State Street | Rochester, NY 14650-0208 |
(b) (6) | (b) (6) Office | (b) (6) Mobile |
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From: Olson, Ramin (PO) <(b) (6)>
Sent: Monday, July 27, 2020 5:58 PM
To: Byrd, Roger W <(b) (6)> Allal, Alale <(b) (6)>
Cc: Continenza, James V <(b) (6)> Glaccum, David (FO) <(b) (6)> Burke, Amanda (OEA) <(b) (6)>
Subject: RE: Revised Term Sheet

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<(b) (6)>

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To: Olson, Ramin (PO) <(b) (6)> Allal, Alale <(b) (6)>
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From: [Allal, Alale](#)
To: [Olson, Ramin \(PO\)](#); [Byrd, Roger W](#)
Cc: [Continenza, James V](#); [Glaccum, David \(FO\)](#); [Burke, Amanda \(OEA\)](#)
Subject: Re: Revised Term Sheet
Date: Monday, July 27, 2020 6:42:02 PM
Attachments: [image001.png](#)

Thanks, Roger. Have a good night.

Best regards,

Alale Allal
Export Finance Director
Office of International Trade
U.S. Small Business Administration

(b) (6)

(b) (6)

From: Byrd, Roger W <(b) (6)>
Sent: Monday, July 27, 2020 6:40:32 PM
To: Olson, Ramin (PO) <(b) (6)> Allal, Alale <(b) (6)>
Cc: Continenza, James V <(b) (6)> Glaccum, David (FO) <(b) (6)> Burke, Amanda (OEA) <(b) (6)>
Subject: RE: Revised Term Sheet

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(b) (6)

Kodak is fully signed off on the LOI. Best,

Roger W. Byrd
General Counsel, Secretary & Senior Vice President |
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From: [Taber, Terry \[Terry\] R](#)
To: [Allal, Alale](#)
Subject: FW: Business Plan
Date: Monday, July 27, 2020 6:56:55 PM
Attachments: [image001.png](#)
[Eastman Kodak Company- DFC Application Business Plan June 26.pdf](#)

Warning: External

Alale,

Here you go....

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Taber, Terry [Terry] R
Sent: Monday, July 27, 2020 6:04 PM
To: Allal, Alale <(b) (6)>
Subject: Business Plan

Alale,
Attached is the business plan as you requested.

Hope all is well.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals

1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Gutkin, Paula J <(b) (6)>

Sent: Monday, July 27, 2020 5:22 PM

To: Taber, Terry [Terry] R <(b) (6)>

Subject: Business Plan and Financials

This is the business plan and financial model that were submitted.

Paula J. Gutkin | Managing Director, Corporate Development

Eastman Kodak Company

(b) (6) | m (b) (6) (PLEASE NOTE NEW TELEPHONE NUMBER)

www.kodak.com

From: [Allal, Alale](#)
To: [Taber, Terry \[Terry\] R](#)
Subject: Re: Business Plan
Date: Monday, July 27, 2020 7:10:08 PM
Attachments: [image001.png](#)

Recieved. Thanks!

Sent via the Samsung Galaxy Note9, an AT&T 5G Evolution capable smartphone
Get [Outlook for Android](#)

From: Taber, Terry [Terry] R <(b) (6)>
Sent: Monday, July 27, 2020 6:56:14 PM
To: Allal, Alale <(b) (6)>
Subject: FW: Business Plan

Warning: External

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Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Taber, Terry [Terry] R
Sent: Monday, July 27, 2020 6:04 PM
To: Allal, Alale <(b) (6)>
Subject: Business Plan

Alale,
Attached is the business plan as you requested.

Hope all is well.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: Gutkin, Paula J <(b) (6)>

Sent: Monday, July 27, 2020 5:22 PM

To: Taber, Terry [Terry] R <(b) (6)>

Subject: Business Plan and Financials

This is the business plan and financial model that were submitted.

Paula J. Gutkin | Managing Director, Corporate Development
Eastman Kodak Company

(b) (6) | m (b) (6) (PLEASE NOTE NEW TELEPHONE NUMBER)

www.kodak.com

From: [Continenza, James V](#)
To: [Glaccum, David \(FO\)](#)
Cc: [Allal, Alale](#)
Subject: Re: Kodak
Date: Tuesday, July 28, 2020 9:19:07 AM

Warning: External

David, I can't thank you and Allal Enough not just for Kodak I am also Honored to be part of fixing the pharmaceutical supply chain in America and we couldn't of done this without you guys.

Looking forward to meeting you also.

Jim

This country is so lucky to have a group like the DFC to help bridge government and businesses to work together.

Get [Outlook for iOS](#)

From: Glaccum, David (FO) <(b) (6)>
Sent: Tuesday, July 28, 2020 8:32:36 AM
To: Continenza, James V <(b) (6)>
Cc: Allal, Alale <(b) (6)>
Subject: Kodak

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Jim,

Hope you are well. Great coverage this morning. I look forward to meeting in person today. Thanks for having us up.

Talk soon.

DMG

From: [Glaccum, David \(FO\)](#)
To: [Meiners, Molly \(OEA\)](#); [Goldbarg, Denisse](#)
Subject: Re: Connecting on Process
Date: Tuesday, July 28, 2020 11:40:37 AM

Thanks, Molly.

Denisse - happy to discuss. (b) (6)

From: Meiners, Molly (OEA) <(b) (6)>
Sent: Tuesday, July 28, 2020 11:39:48 AM
To: Glaccum, David (FO) <(b) (6)> Goldbarg, Denisse
<(b) (6)>
Subject: Connecting on Process

David - I'm connecting you with Denisse, who runs comms and marketing for Kodak. She has some questions about process (and is getting inbounds from reporters). I sent her the flow chart + qualifications you created, but it might be helpful if you two can speak directly.

Get [Outlook for iOS](#)

From: [Taber, Terry \[Terry\] R](#)
To: [Allal, Alale](#)
Cc: [Continenza, James V](#)
Subject: Description and White Papers
Date: Wednesday, July 29, 2020 10:29:14 PM
Attachments:

(b) (4) df
(b) (4) inal.pdf
(b) (4) .pdf

Warning: External

Alale,
The attachments include an overview that describes the (b) (4) technology and two white papers submitted to (b) (4) a few years ago (one on (b) (4) and the other on (b) (4) (b) (4))

Although the conversation has advanced beyond this first request from earlier this evening, I still wanted to provide you the documents as promised.

Best,

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: [Goldbarg, Denisse](#)
To: [Meiners, Molly \(OEA\)](#)
Cc: [Glaccum, David \(FO\)](#); [Allen, Laura \(OEA\)](#)
Subject: Re: Connecting with Kodak
Date: Thursday, July 30, 2020 3:47:32 PM

Any update -- need to get back to her. I will reiterate that Kodak has yet to receive the loan and will use the language you provided below. dg

From: Meiners, Molly (OEA) <(b) (6)>
Sent: Thursday, July 30, 2020 3:13 PM
To: Goldbarg, Denisse <(b) (6)>
Cc: Glaccum, David (FO) <(b) (6)> Allen, Laura (OEA) <(b) (6)>
Subject: Re: Connecting with Kodak

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Hi Denisse - We have been asked for some specifics around the loan, but largely it isn't something we provide at this point in the process.

David, Laura - believe you were asked about this by Bloomberg yesterday. Any recommendations on how to handle?

Also, this could be a good opportunity to remind Rachael that the loan is not finalized/approved. We signed a letter of interest and the loan is still going through DFC's approval process. As we note in the press release:

The LOI that will be signed today indicates Kodak's successful completion of DFC's initial screening and will be followed by standard due diligence conducted by the agency before financing is formally committed.

Molly Millerwise Meiners
Chief Communications Officer
U.S. International Development Finance Corporation

Visit us at www.dfc.gov

On Jul 30, 2020, at 3:02 PM, Goldbarg, Denisse <(b) (6)>
wrote:

Warning: External

Molly:

Rachel is asking for details of the loan. What is the DFC sharing publicly if anything? Has she already asked you? dg

From: Levy, Rachael <(b) (6)>
Sent: Thursday, July 30, 2020 2:59 PM
To: Goldbarg, Denisse <(b) (6)>
Subject: Re: Connecting with Kodak

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Hi Denisse, hope you're well. I just wanted to circle back re: my request for the loan specifics. Were you able to get them? Thanks so much.

Rachael Levy
REPORTER



(b) (6) (Mobile, Signal, WhatsApp)
(b) (6)

Read my stories [here](#).

From: [Meiners, Molly \(OEA\)](#)
To: [Goldbarg, Denisse](#)
Cc: [Glaccum, David \(FO\)](#); [Allen, Laura \(OEA\)](#)
Subject: Re: Connecting with Kodak
Date: Thursday, July 30, 2020 4:19:29 PM

Got it. Thanks, Denisse.

FYI, Rachael just emailed Adam and Navarro asking for an interview on DPA and other potential projects. No real mention of Kodak in her request.

Molly Millerwise Meiners
Chief Communications Officer
U.S. International Development Finance Corporation

Visit us at www.dfc.gov

On Jul 30, 2020, at 4:04 PM, Goldbarg, Denisse <(b) (6)> wrote:

Thanks all. I reiterated that we have not received the loan and used the language from the release release about where we are in the process. dg

From: Glaccum, David (FO) <(b) (6)>
Sent: Thursday, July 30, 2020 3:47 PM
To: Meiners, Molly (OEA) <(b) (6)> Goldbarg, Denisse <(b) (6)>
Cc: Allen, Laura (OEA) <(b) (6)>
Subject: Re: Connecting with Kodak

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Thanks, Molly. Correct, we have not shared details of the term sheet with anyone outside of the USG. Bloomberg even noted in their article that Adam and I would give them specifics.

I also wouldnt recommend it because they could change during the remaining steps of the process, but let us know either way.

From: Meiners, Molly (OEA) <(b) (6)>

Sent: Thursday, July 30, 2020 3:42 PM
To: Goldberg, Denisse
Cc: Glaccum, David (FO); Allen, Laura (OEA)
Subject: Re: Connecting with Kodak

And while it isn't financials, Rachael could also be pointed to the information we put out (process, qualifications) as part of our request for proposals:
https://www.dfc.gov/sites/default/files/media/documents/DFC-DPA-RFP-06222020_0.pdf

Molly Millerwise Meiners
Chief Communications Officer
U.S. International Development Finance Corporation

Visit us at www.dfc.gov

On Jul 30, 2020, at 3:13 PM, Meiners, Molly (OEA)
<(b) (6)> wrote:

Hi Denisse - We have been asked for some specifics around the loan, but largely it isn't something we provide at this point in the process.

David, Laura - believe you were asked about this by Bloomberg yesterday. Any recommendations on how to handle?

Also, this could be a good opportunity to remind Rachael that the loan is not finalized/approved. We signed a letter of interest and the loan is still going through DFC's approval process. As we note in the press release:

The LOI that will be signed today indicates Kodak's successful completion of DFC's initial screening and will be followed by standard due diligence conducted by the agency before financing is formally committed.

Molly Millerwise Meiners
Chief Communications Officer
U.S. International Development Finance Corporation

Visit us at www.dfc.gov

On Jul 30, 2020, at 3:02 PM, Goldberg, Denisse

<(b) (6)> wrote:

Warning: External

Molly:

Rachel is asking for details of the loan. What is the DFC sharing publicly if anything? Has she already asked you?
dg

From: Levy, Rachael <(b) (6)>
Sent: Thursday, July 30, 2020 2:59 PM
To: Goldberg, Denisse <(b) (6)>
Subject: Re: Connecting with Kodak

NOTICE: External eMail. NEVER enter passwords. Only click links if you know the sender and content are safe.

Hi Denisse, hope you're well. I just wanted to circle back re: my request for the loan specifics. Were you able to get them? Thanks so much.

Rachael Levy
REPORTER



(b) (6) (Mobile, Signal, WhatsApp)
(b) (6)

Read my stories [here](#).

From: [Allal, Alale](#)
To: [Taber, Terry \[Terry\] R](#); [Continenza, James V](#)
Cc: [Allal, Alale](#)
Subject: FW: Description and White Papers
Date: Thursday, July 30, 2020 4:37:59 PM
Attachments: [image002.png](#)
(b) (4)
(b) (4) [Final.pdf](#)
(b) (4) [pdf](#)

Terry,

Thanks for supplying. I still need to know the following for these products:

- Cost
- Timeline for being fully operational
- Maximum Production/output
- Your financing need and purpose to have the operation necessary to produce

Best regards,

Alale Allal
Export Finance Director, Southeast Region
Office of International Trade
1919 Smith Street, Ste. 10087
Houston, Texas 77002

U.S. Small Business Administration

Cell (b) (6)

(b) (6)



U.S. Small Business
Administration

[Home Page](#) | [Twitter](#) | [Instagram](#) | [Facebook](#) | [YouTube](#) | [LinkedIn](#) | [Email Alerts](#)

From: Allal, Alale <(b) (6)>
Sent: Thursday, July 30, 2020 3:34 PM
To: Allal, Alale <(b) (6)>
Subject: FW: Description and White Papers

CAUTION - The sender of this message is external to the SBA network. Please use care when clicking on links and responding with sensitive information. Send suspicious email to (b) (6)

Best regards,

Alale Allal

Project Finance Manager

U.S. International Development Finance Corporation (DFC)

o. + (b) (6) | (b) (6)

Investing in Development | dfc.gov

From: Taber, Terry [Terry] R <(b) (6)>

Sent: Wednesday, July 29, 2020 10:29 PM

To: Allal, Alale <(b) (6)>

Cc: Continenza, James V <(b) (6)>

Subject: Description and White Papers

Warning: External

Alale,

The attachments include an overview that describes the (b) (4) (b) (4) and two white papers submitted to (b) (4) a few years ago (one on (b) (4) and the other on (b) (4) (b) (4)

Although the conversation has advanced beyond this first request from earlier this evening, I still wanted to provide you the documents as promised.

Best,

Terry

Terry R. Taber, Ph.D.

Chief Technical Officer & VP, Kodak

SVP, Advanced Materials & Chemicals

1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



From: [Taber, Terry \[Terry\] R](#)
To: [Allal, Alale](#)
Cc: [Continenza, James V](#)
Subject: Status document
Date: Thursday, July 30, 2020 8:32:35 PM
Attachments: [image002.png](#)
(b) (4) [.pdf](#)

Warning: External

Alale,

Here is the document you requested. Thank you.

Terry

Terry R. Taber, Ph.D.
Chief Technical Officer & VP, Kodak
SVP, Advanced Materials & Chemicals
1999 Lake Avenue, Rochester, N.Y. 14650-2210

(b) (6) | Office: (b) (6) | Mobile: (b) (6)

www.kodak.com



TEMPLATE LAST REVISED ON:

1/1/2020

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Enter Project/Company Name

Eastman Kodak

**Enter Target Date for
First Disbursement of
DFC-Supported Debt**

9/1/2020

ent in Article I of the Business Plan to which this financial information relates.



Project Assumptions

Calendar Year			2020	2021	2022	2023	2024	2025
			Eastman Kodak					
Revenues in \$000s								
High Volume APIs			(b) (4)					
Number of Units sold annually	Kilograms							
Price per Unit (local currency)								
Currency conversion (local currency per USD)								
High Volume APIs Revenue in \$000s								
SPIR Warehousing Revenue								
Number of Units sold annually	Square Feet							
Price per Unit (local currency)								
Currency conversion (local currency per USD)								
SPIR Warehousing Revenue Revenue in \$000s								
Reagents								
Number of Units sold annually	Liters							
Price per Unit (local currency)								
Currency conversion (local currency per USD)								
Reagents Revenue in \$000s								
Non-Regulated KSMs								
Number of Units sold annually	Kilograms							
Price per Unit (local currency)								
Currency conversion (local currency per USD)								
Non-Regulated KSMs Revenue in \$000s								
Low Volume APIs								
Number of Units sold annually	Kilograms							
Price per Unit (local currency)								
Currency conversion (local currency per USD)								
Low Volume APIs Revenue in \$000s								
Total Sales Revenues in \$000s								
Operating Costs in \$000s								
Cost of Goods Sold as % of Total Sales Revenue			(b) (4)					
Cost of Goods Sold in \$000s								

Project Assumptions

Calendar Year			2020	2021	2022	2023	2024	2025
Indirect/Overhead Costs								
Local Currency Costs								
Operating Expense (local 000s)								
Operating Expense (local 000s)								
Operating Expense (local 000s)								
Operating Expense (local 000s)								
Operating Expense (local 000s)								
Total Local Currency Cost (local 000s)								
Conversion (local currency per USD)								
Total Local currency cost in \$000s								
US Dollar Costs								
Startup, Accreditation and other one-time Items								
Research and Development								
Direct SG&A								
Corporate Functions								
Research Labs Facility Costs (net of lease income)								
Total US Dollar Costs (\$000s)								
Total Indirect Costs (\$000s)								



Project Assumptions

Calendar Year			2020	2021	2022	2023	2024	2025
Capital Costs in \$000s								
Capital Expenditures (Up-front costs)								
Construction of SAPIR Warehouse			(b) (4)					
IT Systems for SAPIR Warehouse								
Construction of Hybrid Manufacturing Facility								
Equipment for Hybrid Manufacturing Facility								
IT Systems for Hybrid Manufacturing Facility								
Renovation of facility for Center of Excellence								
Equipment for Center of Excellence								
IT Systems for Center of Excellence								
Renovation for reagent manufacturing facilities								
Equipment for reagent manufacturing facilities								
IT Systems for reagent manufacturing facilities								
Assets Contributed								
Ongoing Cap Ex								
Government Essential Medicines for Shortage - Not Depreciated								
Total Annual Capital Expenditures								
DFC Debt Assumptions and Schedule								
Total Loan Amount in \$000s			(b) (4)					
Base Interest Cost (%)								
Interest Risk Spread (%)			0.00%					
All-in Annual Interest Rate (%)			(b) (4)					
Commitment Fee (%)			0.00%					
Facility/Administrative Fee (%)			0.00%					
Total Loan Term (months)			300					
Grace Period on Principal Repayment (months)			(b) (4)					
# of payments per year								
Estimated Date of First Drawdown			09/01/20					
Estimated Date of First Principal Repayment			(b) (4)					
Estimated Maturity Date			09/01/45					
Number of Principal Payments			(b) (4)					
Straight-line or Mortgage-Style?			(b) (4)					
# of principal Payments if quarterly			0	0	0	0	0	2
# of principal Payments if semi-annual			0	0	0	0	0	1
			0	0	0	0	0	2
Outstanding Principal (Start of Year)			(b) (4)					
DFC Debt Principal Disbursements in \$000s								
DFC Debt Fees (Facility, Commitment)								



Base Interest Cost is usually the U.S. Treasury rate for comparable maturity or another internationally-accepted rate. Discuss w/ your DFC contact.

Enter "2" for semi-annual; Enter "4" for quarterly

For Straightline, enter "1"; For Mortgage-style, enter "2"
DFC rarely allows mortgage-style payments. Discuss with your DFC contact before choosing option "2".

Project Assumptions

Calendar Year			2020	2021	2022	2023	2024	2025
DFC Debt Interest			(b) (4)					
DFC Debt Principal Repayments								
Total DFC Debt Service								
Outstanding Principal (End of Year)								
Other Senior Debt -- Assumptions and Schedule								
Name of Lender	Name							
Annual Interest Rate (%)			0%					
Outstanding Principal (Start of Year)			0	0	0	0	0	0
Principal Disbursements (in \$000s)			0	0	0	0	0	0
Fees (in \$000s)			0	0	0	0	0	0
Interest			0	0	0	0	0	0
Principal Repayments (in \$000s)			0	0	0	0	0	0
Total Other Senior Debt Service			0	0	0	0	0	0
Outstanding Principal (End of Year)			0	0	0	0	0	0

Note: Multiple senior debt sources are not appropriate for many projects. Please consult your DFC contact before making assumptions regarding other senior debt sources.

Project Assumptions

Calendar Year			2020	2021	2022	2023	2024	2025
Short Term Debt -- Assumptions and Schedule			Note: Other debt sources are not appropriate for many projects. Please consult your DFC contact before making assumptions regarding short term debt facilities.					
Name of Lender	Name							
Annual Interest Rate (%)			0%					
Outstanding Principal (Start of Year)			0	0	0	0	0	0
Principal Disbursements (in \$000s)			0	0	0	0	0	0
Fees (in \$000s)			0	0	0	0	0	0
Interest			0	0	0	0	0	0
Principal Repayments (in \$000)			0	0	0	0	0	0
Total Short Term Debt Service			0	0	0	0	0	0
Outstanding Principal (End of Year)			0	0	0	0	0	0
Subordinated Debt -- Assumptions and Schedule			Note: Some projects may structure equity as subordinated debt or may obtain subordinated debt, which is somewhat unusual for an DFC-supported project, so please consult your DFC contact before making assumptions regarding subordinated debt.					
Name of Lender	Name							
Outstanding Principal (Start of Year)			0	0	0	0	0	0
Principal Disbursements (\$000s)			0	0	0	0	0	0
Fees or Interest (if allowed) (\$000s)			0	0	0	0	0	0
Principal Repayments (\$000s)			0	0	0	0	0	0
Total Subordinated Debt Service			0	0	0	0	0	0
Outstanding Principal (End of Year)			0	0	0	0	0	0
Equity and Reconciliation of Retained Earnings								
Equity (Start of Year) in \$000s			(b) (4)					
New Equity Contributions in \$000s			(b) (4)					
Equity (End of Year)			(b) (4)					
Retained Earnings (Start of Year)			(b) (4)					
Net Income			(b) (4)					
Dividend Payout Ratio (%)			(b) (4)					
Dividends Paid			(b) (4)					
Retained Earnings (End of Year)			(b) (4)					
Income Tax Assumptions								
<i>Tax Rate</i>			0%	0%	0%	0%	0%	0%

Project Assumptions

Calendar Year		2020	2021	2022	2023	2024	2025
Depreciation/Amortization Assumptions							
Year Depreciation/Amortization Begins	(b) (4)						
Construction of SAPIR Warehouse							
IT Systems for SAPIR Warehouse							
Construction of Hybrid Manufacturing Facility							
Equipment for Hybrid Manufacturing Facility							
IT Systems for Hybrid Manufacturing Facility							
Renovation of facility for Center of Excellence							
Equipment for Center of Excellence							
IT Systems for Center of Excellence							
Renovation for reagent manufacturing facilities							
Equipment for reagent manufacturing facilities							
IT Systems for reagent manufacturing facilities							
Assets Contributed							
Ongoing Cap Ex							
Total Annual Depreciation Exp.							


Project Assumptions

Calendar Year			2020	2021	2022	2023	2024	2025
Working Capital and Debt Service Reserve Assumpti								
Days in Receivables			(b) (4)					
Days Inventory			(b) (4)					
Days in Payables			(b) (4)					
Months Debt Service to Restricted Cash			(b) (4)					
Cost of Capital (for Net Present Value Calculation Purposes)								
Amount of DFC Debt		(b) (4)						
Amount of other Senior Debt		(b) (4)						
Amount of Sub-Debt/Equity		(b) (4)						
Total Project Capitalization		(b) (4)						
Cost of Debt		(b) (4)						
Cost of Equity		(b) (4)						
Weighted Average Cost of Capital		(b) (4)						

Project Assumptions

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037

(b) (4)



--	--	--	--	--	--	--	--	--	--	--	--

(b) (4)



Project Assumptions

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037

(b) (4)



Project Assumptions

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
(b) (4)											
0	0	0	0	0	0	0	0				
0	0	0	0	0	0	0	0				
0	0	0	0	0	0	0	0				
0	0	0	0	0	0	0	0				
0	0	0	0	0	0	0	0				
0	0	0	0	0	0	0	0				
0	0	0	0	0	0	0	0				

Project Assumptions

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037

(b) (4)



Project Assumptions

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
(b) (4)											

Project Assumptions

2038	2039	2040	2041	2042	2043	2042	2043			
(b) (4)										
(b) (4)										

Project Assumptions

2038	2039	2040	2041	2042	2043	2042	2043			
(b) (4)										

Project Assumptions

2038	2039	2040	2041	2042	2043	2042	2043			
(b) (4)										

Income Statement

Eastman Kodak										
Calendar Year	2020	2021	2022	2023	2024	2025				
	Projected	Projected	Projected	Projected	Projected	Projected				
Revenues	(b) (4)									
High Volume APIs Revenue in \$000s										
SPIR Warehousing Revenue Revenue in \$000s										
Reagents Revenue in \$000s										
Non-Regulated KSMs Revenue in \$000s										
Low Volume APIs Revenue in \$000s										
Gross Revenues										
Cost of Product Sold										
Operating Expenses										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Startup, Accreditation and other one-time Items										
Research and Development										
Direct SG&A										
Corporate Functions										
Research Labs Facility Costs (net of lease income)										
Total Operating Expenses										
Gross Operating Profit (EBITDA)										
Depreciation Expense										
EBIT										
Interest & Fee Income/(Expense)										
Income Taxes										

Income Statement

Net Income		
Dividends		
Addition to Retained Earnings		

(b) (4)



Income Statement

2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)



Income Statement

(b) (4)



Income Statement

2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)

Income Statement

(b) (4)



Cash Flow Statement

Eastman Kodak													
Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
Cash Flow Statement													
Sales	(b) (4)												
Change in Receivables													
Cash from Sales													
Cost of Goods Sold													
Change in Inventory													
Change in Payables/Other Curr. Liabilities													
Cash Production Costs													
Gross Cash Profits													
Cash Operating Expenses													
Cash After Operations													
Taxes Paid													
Net Cash After Operations													
Capital Expenditures													
Net Cash After Investing Activities													
Interest & Fee Income/(Expense)													
Dividends Paid													
Short Term Debt Inflow/(Outflow)													
LT Senior Debt Inflow/(Outflow)													
Subordinated Debt Inflow/(Outflow)													
Equity Inflow/(Outflow)													
Net Cash After Financing Activities													
Beginning Cash													
Change in Cash													
Cash (to)/from debt reserve													
Ending Cash													

Cash Flow Statement

Calendar Year			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Eastman Kodak														
Debt Service Coverages/Cash Available for Debt Service (CADS)														
Operating Debt Service Coverage														
Net Cash After Operations (Operating CADS)														
Net Interest & Fee Expense														
Principal Payments														
Total Debt Service														
Operating CADS/Interest & Fee														
Operating CADS/Principal														
Operating CADS/Total Debt Service														
Average Debt Service Coverage														
Total Debt Service Coverage														
Net Cash Flow														
+Interest & Fee Expense														
+Principal Repayment														
+Dividends Paid														
Total CADS														
Interest & Fee Expense														
Principal Repayment														
Total Debt Service														
Total CADS/Interest+Fee														
Total CADS/Scheduled Principal														
Total CADS/Total Debt Service														
Average Debt Service Coverage														
Discounted Cash Flow (DCF)/Net Present Value (NPV) Analysis														
Project Value/Returns														
Equity and Debt Invested														
Net Cash After Operations														
Net (Outflow)/Inflow														
Weighted average cost of capital														
Internal Rate of Return														
Net Present Value														
Equity Value/Returns														
Equity Invested														
Dividends Paid														
Terminal Value														
Net (Outflow/Inflow)														
Cost of Equity														
Internal Rate of Return														
Net Present Value														



Cash Flow Statement

Calendar Year			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Working Capital Analysis														
Increase/(Decrease) in Receivables		(b) (4)												
Increase/(Decrease) in Inventory														
(Increase)/Decrease in Payables														
Net Working Capital Cost														

Cash Flow Statement

2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)



Cash Flow Statement

2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045



(b) (4)

Cash Flow Statement

2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045

(b) (4)



Balance Sheet

Eastman Kodak												
Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
Assets	(b) (4)											
Current Assets												
Cash												
Debt Service Reserve/Restricted Cash												
Accounts Receivable												
Inventory												
Total Current Assets												
Non-Current Assets												
Construction of SAPIR Warehouse												
IT Systems for SAPIR Warehouse												
Construction of Hybrid Manufacturing Facility												
Equipment for Hybrid Manufacturing Facility												
IT Systems for Hybrid Manufacturing Facility												
Renovation of facility for Center of Excellence												
Equipment for Center of Excellence												
IT Systems for Center of Excellence												
Renovation for reagent manufacturing facilities												
Equipment for reagent manufacturing facilities												
IT Systems for reagent manufacturing facilities												
Assets Contributed												
Ongoing Cap Ex												
Procurement Essential Medicines for Shortage -												
Accumulated Depreciation												
Total Non-Current Assets												
Total Assets												
Liabilities and Net Worth												
Current Liabilities												
Accounts Payable												
Short Term Debt												
Current Portion -- Long Term Debt												
Total Current Liabilities												
Non-Current Liabilities												
Long Term Debt-Senior												

Subordinated Debt		
Total Non-Current Liabilities		
Net Worth/Stockholders Equity		
Stock and Paid in Capital		
Retained Earnings		
Total Net Worth		
Total Liabilites and Net Worth		
<i>Reconciliation</i>		

(b) (4)



Balance Sheet

2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected



(b) (4)

(b) (4)



-

Sources and Uses

		Eastman Kodak										
Calendar Year		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Uses of Funds		(b) (4)										
Construction of SAPIR Warehouse												
IT Systems for SAPIR Warehouse												
Construction of Hybrid Manufacturing Facility												
Equipment for Hybrid Manufacturing Facility												
IT Systems for Hybrid Manufacturing Facility												
Renovation of facility for Center of Excellence												
Equipment for Center of Excellence												
IT Systems for Center of Excellence												
Renovation for reagent manufacturing facilities												
Equipment for reagent manufacturing facilities												
IT Systems for reagent manufacturing facilities												
Assets Contributed												
Ongoing Cap Ex												
Procurement Essential Medicines for Shortage - Not De												
Project-Related Working Capital												
Funding of Debt Service Reserve												
Interest/Fees During Construction												
Contingency												
Annual Total												
Total Project Cost												
Sources of Funds												
DFC Debt Disbursements												
Other LT and Subordinated Debt Disb												
New Equity Contributions												
Annual Total												
Total Financing												

Sources and Uses

2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)



Ratio Analysis

	Eastman Kodak										
Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Liquidity Ratios	(b) (4)										
Quick Ratio	(b) (4)										
Current Ratio	(b) (4)										
Leverage Ratios	(b) (4)										
Debt/Equity	(b) (4)										
Senior Debt/Sub-debt+Equity	(b) (4)										
Cash Flow and Debt Service Coverage Statistics	(b) (4)										
Operating Cash Flow (USD)	(b) (4)										
Operating CADS/Interest+Fees	(b) (4)										
Operating CADS/Scheduled Principal	(b) (4)										
Operating CADS/Total Debt Service	(b) (4)										
Profitability Statistics	(b) (4)										
EBITDA (USD)	(b) (4)										
EBITDA (%)	(b) (4)										
Net Income (USD)	(b) (4)										
Net Income (%)	(b) (4)										
Return Statistics	(b) (4)										
Project IRR	(b) (4)										
Project NPV	(b) (4)										
Equity IRR	(b) (4)										
Equity NPV	(b) (4)										

Ratio Analysis

2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
(b) (4)														

Enter Project/Company Name

Eastman Kodak

**Enter Target Date for
First Disbursement of
DFC-Supported Debt**

7/1/2020

Project Assumptions

Calendar Year			2020	2021	2022	2023
			Eastman Kodak			
Revenues in \$000s						
High Volume APIs			(b) (4)			
Number of Units sold annually	Kilograms					
Price per Unit (local currency)						
Currency conversion (local currency per USD)						
High Volume APIs Revenue in \$000s						
SPIR Warehousing Revenue						
Number of Units sold annually	Square Feet					
Price per Unit (local currency)						
Currency conversion (local currency per USD)						
SPIR Warehousing Revenue Revenue in \$000s						
Reagents						
Number of Units sold annually	Liters					
Price per Unit (local currency)						
Currency conversion (local currency per USD)						
Reagents Revenue in \$000s						
Non-Regulated KSMs						
Number of Units sold annually	Kilograms					
Price per Unit (local currency)						
Currency conversion (local currency per USD)						
Non-Regulated KSMs Revenue in \$000s						
Low Volume APIs						
Number of Units sold annually	Kilograms					
Price per Unit (local currency)						
Currency conversion (local currency per USD)						
Low Volume APIs Revenue in \$000s						
Total Sales Revenues in \$000s						
Operating Costs in \$000s						
Cost of Goods Sold as % of Total Sales Revenue			(b) (4)			
Cost of Goods Sold in \$000s						
Indirect/Overhead Costs						
Local Currency Costs						

Project Assumptions

Calendar Year			2020	2021	2022	2023
Operating Expense (local 000s)			(b) (4)			
Operating Expense (local 000s)						
Operating Expense (local 000s)						
Operating Expense (local 000s)						
Operating Expense (local 000s)						
Operating Expense (local 000s)						
Total Local Currency Cost (local 000s)						
Conversion (local currency per USD)						
Total Local currency cost in \$000s						
US Dollar Costs						
Startup, Accreditation and other one-time Items	(b) (4)					
Research and Development						
Direct SG&A						
Corporate Functions						
Research Labs Facility Costs (net of lease income)						
Total US Dollar Costs (\$000s)						
Total Indirect Costs (\$000s)						

Project Assumptions

Calendar Year			2020	2021	2022	2023
Capital Costs in \$000s						
Capital Expenditures (Up-front costs)						
	Construction of SAPIR Warehouse		(b) (4)			
	IT Systems for SAPIR Warehouse					
	Construction of Hybrid Manufacturing Facility					
	Equipment for Hybrid Manufacturing Facility					
	IT Systems for Hybrid Manufacturing Facility					
	Renovation of facility for Center of Excellence					
	Equipment for Center of Excellence					
	IT Systems for Center of Excellence					
	Renovation for reagent manufacturing facilities					
	Equipment for reagent manufacturing facilities					
	IT Systems for reagent manufacturing facilities					
	Assets Contributed					
	Ongoing Cap Ex					
	Procurement Essential Medicines for Shortage - Not Depreciated					
	Total Annual Capital Expenditures					
DFC Debt Assumptions and Schedule						
Total Loan Amount in \$000s						
			765,000			
Base Interest Cost (%)						
			(b) (4)			
Interest Risk Spread (%)						
			0.00%			
	All-in Annual Interest Rate (%)		(b) (4)			
Commitment Fee (%)						
			0.00%			
Facility/Administrative Fee (%)						
			0.00%			
Total Loan Term (months)						
			300			
Grace Period on Principal Repayment (months)						
			(b) (4)			
# of payments per year						
			(b) (4)			
Estimated Date of First Drawdown						
			07/01/20			
Estimated Date of First Principal Repayment						
			01/01/24			
Estimated Maturity Date						
			07/01/45			
Number of Principal Payments						
			(b) (4)			
Straight-line or Mortgage-Style?						
			(b) (4)			
# of principal Payments if quarterly						
			0	0	0	0
# of principal Payments if semi-annual						
			0	0	0	0
			0	0	0	0
Outstanding Principal (Start of Year)						
			(b) (4)			
DFC Debt Principal Disbursements in \$000s						
DFC Debt Fees (Facility, Commitment)						
DFC Debt Interest						
DFC Debt Principal Repayments						

Project Assumptions

Calendar Year			2020	2021	2022	2023
Total DFC Debt Service			9,000	30,500	38,250	38,250
Outstanding Principal (End of Year)			360,000	610,000	765,000	765,000
Other Senior Debt -- Assumptions and Schedule						
Name of Lender						
Annual Interest Rate (%)						
Outstanding Principal (Start of Year)			0	0	0	0
Principal Disbursements (in \$000s)			0	0	0	0
Fees (in \$000s)			0	0	0	0
Interest			0	0	0	0
Principal Repayments (in \$000s)			0	0	0	0
Total Other Senior Debt Service			0	0	0	0
Outstanding Principal (End of Year)			0	0	0	0

Note: Multiple senior debt sources are not appropriate for many projects. Please consult your DFC contact before making assumptions regarding other senior debt sources.

Project Assumptions

Calendar Year			2020	2021	2022	2023
Short Term Debt -- Assumptions and Schedule						
Name of Lender		Note: Other debt sources are not appropriate for many projects. Please consult your DFC contact before making assumptions regarding short term debt facilities.				
Annual Interest Rate (%)						
Outstanding Principal (Start of Year)			0	0	0	0
Principal Disbursements (in \$000s)			0	0	0	0
Fees (in \$000s)			0	0	0	0
Interest			0	0	0	0
Principal Repayments (in \$000)			0	0	0	0
Total Short Term Debt Service			0	0	0	0
Outstanding Principal (End of Year)			0	0	0	0
Subordinated Debt -- Assumptions and Schedule						
Name of Lender		Note: Some projects may structure equity as subordinated debt or may obtain subordinated debt from somewhat unusual for an DFC-supported project, so please consult your DFC contact before making regarding subordinated debt.				
Outstanding Principal (Start of Year)			0	0	0	0
Principal Disbursements (\$000s)			0	0	0	0
Fees or Interest (if allowed) (\$000s)			0	0	0	0
Principal Repayments (\$000s)			0	0	0	0
Total Subordinated Debt Service			0	0	0	0
Outstanding Principal (End of Year)			0	0	0	0
Equity and Reconciliation of Retained Earnings						
Equity (Start of Year) in \$000s			(b) (4)			
New Equity Contributions in \$000s						
Equity (End of Year)						
Retained Earnings (Start of Year)						
Net Income						
Dividend Payout Ratio (%)						
Dividends Paid						
Retained Earnings (End of Year)						
Income Tax Assumptions						
<i>Tax Rate</i>			0%	0%	0%	0%
Depreciation/Amortization Assumptions						
Year Depreciation/Amortization Begins			(b) (4)			

Project Assumptions

Calendar Year					
	Construction of SAPIR Warehouse	(b) (4)			
	IT Systems for SAPIR Warehouse				
	Construction of Hybrid Manufacturing Facility				
	Equipment for Hybrid Manufacturing Facility				
	IT Systems for Hybrid Manufacturing Facility				
	Renovation of facility for Center of Excellence				
	Equipment for Center of Excellence				
	IT Systems for Center of Excellence				
	Renovation for reagent manufacturing facilities				
	Equipment for reagent manufacturing facilities				
	IT Systems for reagent manufacturing facilities				
	Assets Contributed				
	Ongoing Cap Ex				
	Total Annual Depreciation Exp.				

Project Assumptions

Calendar Year			2020	2021	2022	2023
Working Capital and Debt Service Reserve Assumptions						
Days in Receivables			(b) (4)			
Days Inventory						
Days in Payables						
Months Debt Service to Restricted Cash						
Cost of Capital (for Net Present Value Calculation Purposes)						
Amount of DFC Debt		(b) (4)				
Amount of other Senior Debt						
Amount of Sub-Debt/Equity						
Total Project Capitalization						
Cost of Debt						
Cost of Equity						
Weighted Average Cost of Capital						

Project Assumptions

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035

(b) (4)

(b) (4)

Project Assumptions

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
(b) (4)											

Project Assumptions

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035

(b) (4)

ry rate for comparable ate. Discuss w/ your											
erly											
, enter "2" Discuss with your DFC contact											

(b) (4)

Project Assumptions

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
(b) (4)												
	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0		

Project Assumptions

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
(b) (4)											

Project Assumptions

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
(b) (4)											

Project Assumptions

2036	2037	2038	2039	2040	2041	2042	2043	2044	2045													
(b) (4)											Existing	2										
											New											
											(b) (4)											Existing
New																						
(b) (4)																						Existing
											New											

Project Assumptions

2036	2037	2038	2039	2040	2041	2042	2043	2044	2045			
(b) (4)												

Project Assumptions

2036	2037	2038	2039	2040	2041	2042	2043	2044	2045			
(b) (4)												

Project Assumptions

2036	2037	2038	2039	2040	2041	2042	2043	2044	2045			
(b) (4)												

Income Statement

Eastman Kodak										
Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027		
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected		
Revenues	(b) (4)									
High Volume APIs Revenue in \$000s										
SPIR Warehousing Revenue Revenue in \$000s										
Reagents Revenue in \$000s										
Non-Regulated KSMs Revenue in \$000s										
Low Volume APIs Revenue in \$000s										
Gross Revenues										
Cost of Product Sold										
Operating Expenses										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Operating Expense (local 000s)										
Startup, Accreditation and other one-time Items										
Research and Development										
Direct SG&A										
Corporate Functions										
Research Labs Facility Costs (net of lease income)										
Total Operating Expenses										
Gross Operating Profit (EBITDA)										
Depreciation Expense										
EBIT										
Interest & Fee Income/(Expense)										
Income Taxes										
Net Income										
Dividends										
Addition to Retained Earnings										

Income Statement

2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)



Income Statement

2040	2041	2042	2043	2044	2045		
Projected	Projected	Projected	Projected	Projected	Projected		

(b) (4)



Cash Flow Statement

Eastman Kodak													
Calendar Year		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Cash Flow Statement													
Sales		(b) (4)											
Change in Receivables													
Cash from Sales													
Cost of Goods Sold													
Change in Inventory													
Change in Payables/Other Curr. Liabilities													
Cash Production Costs													
Gross Cash Profits													
Cash Operating Expenses													
Cash After Operations													
Taxes Paid													
Net Cash After Operations													
Capital Expenditures													
Net Cash After Investing Activities													
Interest & Fee Income/(Expense)													
Dividends Paid													
Short Term Debt Inflow/(Outflow)													
LT Senior Debt Inflow/(Outflow)													
Subordinated Debt Inflow/(Outflow)													
Equity Inflow/(Outflow)													
Net Cash After Financing Activities													
Beginning Cash													
Change in Cash													
Cash (to)/from debt reserve													
Ending Cash													

Cash Flow Statement

Calendar Year			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Eastman Kodak														
Debt Service Coverages/Cash Available for Debt Service (CADS)														
Operating Debt Service Coverage		(b) (4)												
Net Cash After Operations (Operating CADS)														
Net Interest & Fee Expense														
Principal Payments														
Total Debt Service														
Operating CADS/Interest & Fee														
Operating CADS/Principal														
Operating CADS/Total Debt Service														
Average Debt Service Coverage														
Total Debt Service Coverage														
Net Cash Flow														
+Interest & Fee Expense														
+Principal Repayment														
+Dividends Paid														
Total CADS														
Interest & Fee Expense														
Principal Repayment														
Total Debt Service														
Total CADS/Interest+Fee														
Total CADS/Scheduled Principal														
Total CADS/Total Debt Service														
Average Debt Service Coverage														
Discounted Cash Flow (DCF)/Net Present Value (NPV) Analysis														
Project Value/Returns		(b) (4)												
Equity and Debt Invested														
Net Cash After Operations														
Net (Outflow)/Inflow														
Weighted average cost of capital														
Internal Rate of Return														
Net Present Value														
Equity Value/Returns														
Equity Invested														
Dividends Paid														
Terminal Value														
Net (Outflow)/Inflow														
Cost of Equity														
Internal Rate of Return														
Net Present Value														

Cash Flow Statement

Calendar Year			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Working Capital Analysis		(b) (4)												
Increase/(Decrease) in Receivables														
Increase/(Decrease) in Inventory														
(Increase)/Decrease in Payables														
Net Working Capital Cost														

Cash Flow Statement

2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)



Cash Flow Statement

2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045

(b) (4)



Cash Flow Statement

2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045

(b) (4)



Balance Sheet

Eastman Kodak												
Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
Assets												
Current Assets												
Cash	(b) (4)											
Debt Service Reserve/Restricted Cash												
Accounts Receivable												
Inventory												
Total Current Assets												
Non-Current Assets												
Construction of SAPIR Warehouse												
IT Systems for SAPIR Warehouse												
Construction of Hybrid Manufacturing Facility												
Equipment for Hybrid Manufacturing Facility												
IT Systems for Hybrid Manufacturing Facility												
Renovation of facility for Center of Excellence												
Equipment for Center of Excellence												
IT Systems for Center of Excellence												
Renovation for reagent manufacturing facilities												
Equipment for reagent manufacturing facilities												
IT Systems for reagent manufacturing facilities												
Assets Contributed												
Ongoing Cap Ex												
Procurement Essential Medicines for Shortage - N												
Accumulated Depreciation												
Total Non-Current Assets												
Total Assets												
Liabilities and Net Worth												
Current Liabilities												
Accounts Payable												
Short Term Debt												
Current Portion -- Long Term Debt												
Total Current Liabilities												
Non-Current Liabilities												
Long Term Debt-Senior												

Subordinated Debt	
Total Non-Current Liabilities	
Net Worth/Stockholders Equity	
Stock and Paid in Capital	
Retained Earnings	
Total Net Worth	
Total Liabilites and Net Worth	
<i>Reconciliation</i>	

(b) (4)

Balance Sheet

2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected



(b) (4)

(b) (4)



Sources and Uses

		Eastman Kodak										
Calendar Year		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Uses of Funds												
Construction of SAPIR Warehouse		(b) (4)										
IT Systems for SAPIR Warehouse												
Construction of Hybrid Manufacturing Facility												
Equipment for Hybrid Manufacturing Facility												
IT Systems for Hybrid Manufacturing Facility												
Renovation of facility for Center of Excellence												
Equipment for Center of Excellence												
IT Systems for Center of Excellence												
Renovation for reagent manufacturing facilities												
Equipment for reagent manufacturing facilities												
IT Systems for reagent manufacturing facilities												
Assets Contributed												
Ongoing Cap Ex												
Procurement Essential Medicines for Shortage - Not De												
Project-Related Working Capital												
Funding of Debt Service Reserve												
Interest/Fees During Construction												
Contingency												
Annual Total												
Total Project Cost												
Sources of Funds												
DFC Debt Disbursements												
Other LT and Subordinated Debt Disb												
New Equity Contributions												
Annual Total												
Total Financing												

Sources and Uses

2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

(b) (4)



Ratio Analysis

	Eastman Kodak										
Calendar Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Liquidity Ratios	(b) (4)										
Quick Ratio											
Current Ratio											
Leverage Ratios											
Debt/Equity											
Senior Debt/Sub-debt+Equity											
Cash Flow and Debt Service Coverage Statistics	(b) (4)										
Operating Cash Flow (USD)											
Operating CADS/Interest+Fees											
Operating CADS/Scheduled Principal											
Operating CADS/Total Debt Service											
Profitability Statistics											
EBITDA (USD)											
EBITDA (%)											
Net Income (USD)											
Net Income (%)											
Return Statistics											
Project IRR											
Project NPV											
Equity IRR											
Equity NPV											

Ratio Analysis

2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected

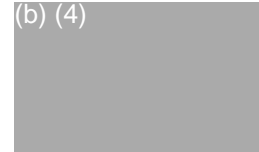
(b) (4)



Building Abstract for: 028-KP

Building Code 028-KP
Building Name Building 28
Address 1: 200 Ridge Road West
Address 2: Rochester, N.Y.
Site Code: KP-BSSD
Sector Code KPE
Maintenance zone SOUTHEAST
Bldg. Contact Tom Shaughnessy
Contact Phone: (b) (6)
Building Use OFFICE
Year Built 1948
Hazard Rating LOW
Building Condition GOOD

Date Rehab:
Ext. Gross Area:
Int. Gross Area:
Ext. Wall Area:



Floor Info.:

<i>Floor Name</i>	<i>Int. Gross Area</i>	<i>Ext. Gross Area</i>
Basement	(b) (4)	
First Floor		
Second Floor		
Third Floor		
Fourth Floor		
Fifth Floor		
Sixth Floor		
Seventh Floor		
Sub-basement		
Total Gross Area:		
Number of Floors:		

Foundation Type: CONC/STL	Shower Rooms: Men's&Women's 4th flr&fitness cntr, dressing rms 2nd & 3rd flrs
Frame Type: CONC/STL	Locker Rooms: Men's&Women's 4th flr&fitness cntr
Column Spacing: 20' North & South	Restrooms: Men's&Women's each flr;SB-4th
Ceiling Height: Offices 9' ceilings, 12' to slab	Electrical/Lighting: Major portion (90%) of the building light fixtures have been retrofitted
Ceiling Type: ceiling tiles in offices pan ceilings in some corridors	Elevators: Passenger 232 & 233 Kitchen freight 234 & 235 Building freight 236
Exterior Walls: Brick	HVAC: Seven air handling systems Six exhaust systems BAS controlled except for AS 5 Theater
Floor Structure: concrete reinforced slab	Sprinklers: Large assembly areas and rooms are not sprinklered
Floor Loading Cap.: 110#/s	Utilities: Chilled Water, Kodak Water, 70# Steam, Low Pressure Steam, (1) 480V Load Cntr & (1) 208/120V Load Cntr
Floor Covering: Terrazzo floors in main lobby, 1st floor corridor and cafeteria	Grade Level Access: Main lobby, Ridge Road entrance, Doors D and Door P
Roof Structure: Concrete deck	Docks: Dock M-main dock Dock F-Construction material dock
Roof Covering: Built-up asphalt Class A roof	Rail Access: N/A
Interior Components: Hauserman, studs, dry wall, block	Industrial Sewer: YES
Banking:	Sanitary Sewer: YES

BreakRooms: NA

Special Features:

B28 is a perimeter building
B28 public use by invitation
B28 maintains recreational facilities,
theater/conferencing facilities

Cafeterias: Flr 1 Dinina Rm: Flr 2 full svc cafete

Building Occupancy (Top 5)

BSSD-BUILDINGS	280351.14
RSVD-NO	39893.41
EKC-HSE	13673.96
IMPACT V-BALL	13135.93
MONROE COMM	11700.55

5

4

3

2

1

RELEASED FOR PRODUCTION AT REV ---
ESC NUMBER 0000-000 00/00/00 ---

ZONE	REV.	DESCRIPTION	ESC#/DATE	APVD/DWN
------	------	-------------	-----------	----------

(b) (4)



BUILDING 28
ND FLOOR

SITE ID	KP
BUILDING	028-KP
EQUIPMENT ZONE	
DISCIPLINE	
SUB-DISCIPLINE	
SUB-SUB-DISCIPLINE	
TYPE	

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REFERENCE DRAWINGS:

MATERIAL:	
UNLESS OTHERWISE SPECIFIED	
DATUM PRECEDENCE PRI A SEC B TER C	
DIMENSIONS ARE IN INCHES	
TOLERANCES	
ANGLES ± 2°	1 PL ± 0.1
2 PL ± 0.02	3 PL ± 0.005
THIRD ANGLE PROJECTION	

DESR	PERRINE
DFTG	06/25/2015
ENGR	
ENGR	
CHK	
APVD	
APVD	
APVD	
EK REP	
CONTRACT #	

Kodak		©EASTMAN KODAK COMPANY		D
TITLE				
FLOOR: 02 CAF M FLOORPLAN AUTO-PUBLISHED VIA CAF M SYSTEM				
SIZE	ITEM NO	REV		
C	CAF M WEB			
CODE	WT	SCALE	NONE	SH
				OF
ITEM ID:				

5

4

3

2

5

4

3

2

1

RELEASED FOR PRODUCTION AT REV ---
ESC NUMBER 0000-000 00/00/00 ---

ZONE	REV.	DESCRIPTION	ESC#/DATE	APVD/DWN
------	------	-------------	-----------	----------



D

D

C

C

B

B

A

A

BUILDING 28
3RD FLOOR

SITE ID	KP
BUILDING	028-KP
EQUIPMENT ZONE	
DISCIPLINE	
SUB-DISCIPLINE	
SUB-SUB-DISCIPLINE	
TYPE	

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REFERENCE DRAWINGS:

MATERIAL:	
UNLESS OTHERWISE SPECIFIED	
DATUM PRECEDENCE PRI A SEC B TER C	
DIMENSIONS ARE IN INCHES	
TOLERANCES	
ANGLES ± 2°	1 PL ± 0.1
2 PL ± 0.02	3 PL ± 0.005



DESR PERRINE	
DFTG	07/21/2016
ENGR	
ENGR	
CHK	
APVD	
APVD	
APVD	
EK REP	
CONTRACT #	

	©EASTMAN KODAK COMPANY	D
TITLE	FLOOR: 03 CAF M FLOORPLAN AUTO-PUBLISHED VIA CAF M SYSTEM	
SIZE	ITEM NO	REV
C	CAF M WEB	
CODE	WT	SCALE NONE SH OF
ITEM ID:	GMTO-AC-KDETC-E-03-1	

5

4

3

2